

ADOPTED BUDGET



FY 2016 - 2017



Providing quality service to enhance the safety, livability and prosperity of our community.



City Council



Luigi Boria
Mayor



Christi Fraga
Vice Mayor



Sandra Ruiz
Councilwoman



Pete Cabrera
Councilman



Ana Maria Rodriguez
Councilwoman



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Doral
Florida**

For the Fiscal Year Beginning

October 1, 2015

A handwritten signature in black ink, appearing to read "Jeffrey R. Egan".

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Doral, Florida** for its annual budget for the fiscal year beginning **October 1, 2015**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



ACKNOWLEDGMENT

This document was prepared by a team of City staff members who worked very enthusiastically, with pride and dedication, to provide 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

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CITY MANAGER'S BUDGET MESSAGE

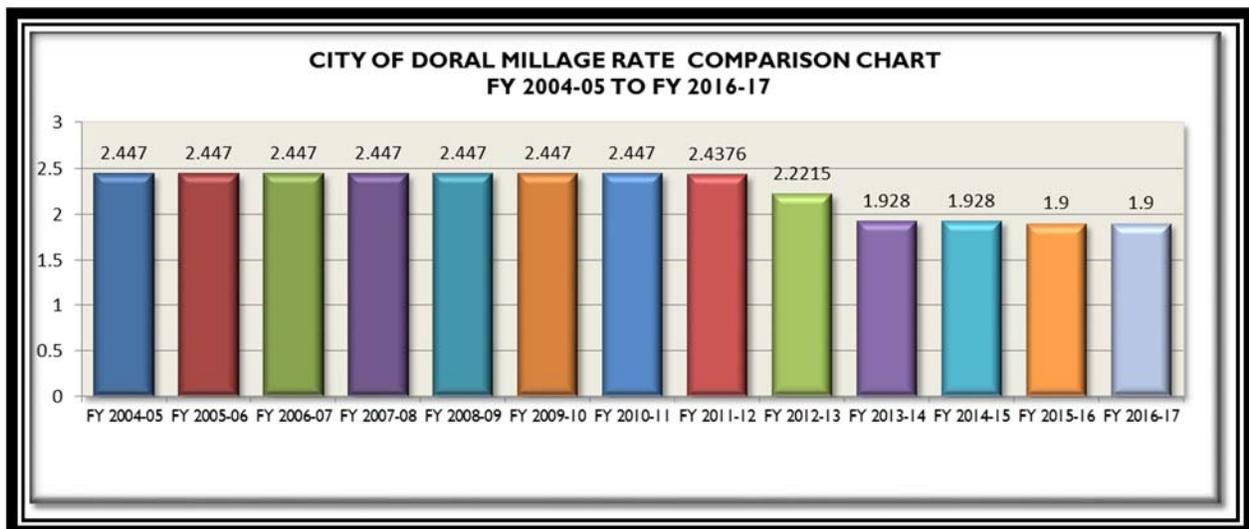


Dear Honorable Mayor, Council Members, and Residents:

I am pleased to submit the FY 2017 Adopted Budget to the community. Our financial plan for the upcoming fiscal year reflects the administration's commitment to sound financial and operational practices to achieve our growing community's expectations of exceptional services now and in the future. This responsible and realistic budget is the next step in completing the host of multi-year projects the City Council has laid out in their strategic vision for the City of Doral.

This ambitious fiscal action plan funds new parks for our families, connects roads for our commuters, upgrades our technology for a brighter future, and prioritizes public safety for all that "live, work, learn, play" in Doral. This budget puts tax dollars to work improving quality of life in Doral while maintaining a historically low millage rate.

Doral is experiencing another year of enviable economic growth. Since its incorporation in 2003, the city has doubled its population, making it one of the fastest growing cities in the nation. Doral is now home to over 56,000 multilingual, multicultural and highly qualified residents, a population that is estimated to have grown nearly 4% in the past year and that is projected to reach 72,000 by the year 2020. This sensible and carefully considered budget aligns with the city's strategic goals, addressing today's needs and proactively paving the path for a bright future for our city.





Budget Approach:

Key priorities and initiatives are identified each year at the City’s Strategic Planning Sessions, which are open to the public and help shape the next year’s budget. This process gives the administration the insight needed to align the budget with the Council’s strategic priorities. The fiscally responsible FY 2017 Budget steadily advances our long-term strategic priorities in the areas of:

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

This budget includes the strategies identified by Council for Fiscal Year 2017:

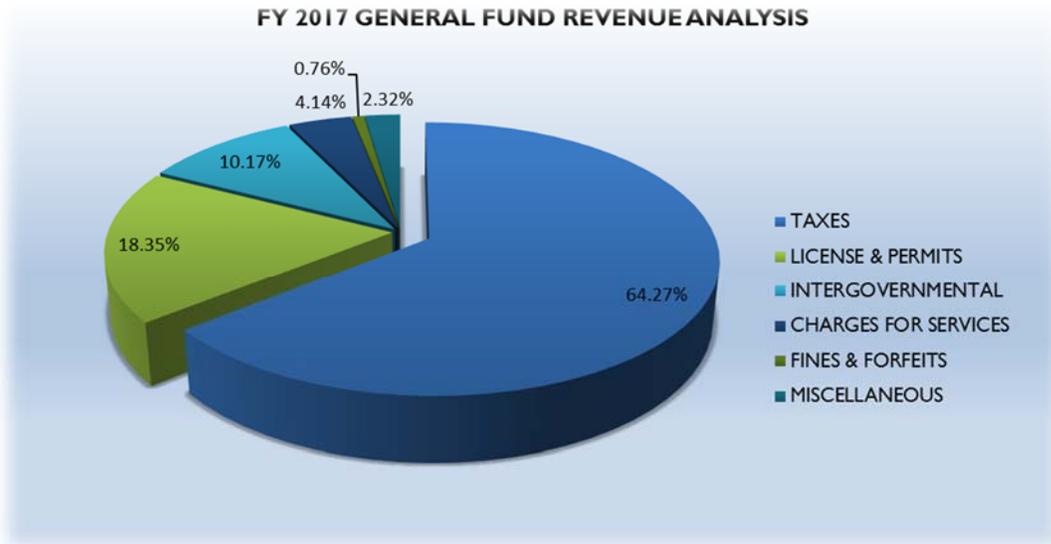
- Communication – increasing the ways in which we reach our residents
- Smart City – using technology to operate efficiently and make policy decisions based on data
- Long-term Financial Sustainability – building a robust long-term financial portfolio that addresses maintenance and operational costs of new capital investments
- Organizational Efficiency – investing in talented staff and technology to serve our growing population
- Transportation – connecting our roads and leveraging technology to analyze our traffic flow
- Workforce Housing – implementing a private-sector solution to address workforce housing
- Quality of Place – creating a safe, sustainable city where residents can “live, work, learn, play”



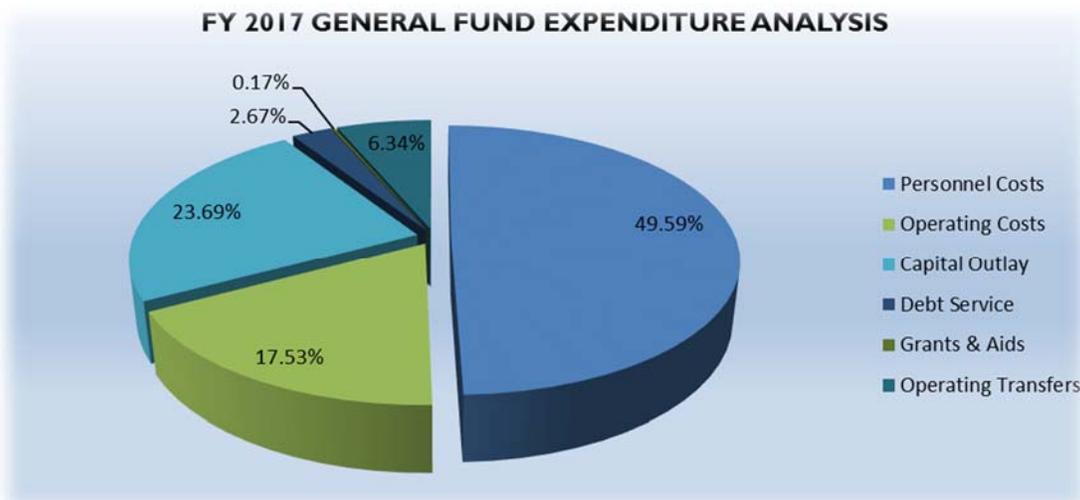


Budget Summary:

The City's anticipated Fiscal Year 2017 revenue will increase approximately \$2,452,347, a 4.64% increase from the prior year budget. The City currently has approximately \$47.4 million in reserves. The City's financial credit rating is AA as rated by Standard & Poor's.



The FY 2017 Annual Budget totals \$72,661,492 representing a nearly 4.14% increase over the prior year's adopted budget. This is proportionate to the nearly 4% estimated increase in Doral's population.





The budget has invested in the retention and recruitment of highly competent staff with an increase in the amount of \$5.3 million that is needed to maintain high levels of service to a rapidly growing community.

Total Operating Expenses decreased for the second year in a row by \$748,013, a 5.45% reduction due to a decrease in professional and contractual services and the optimization of staff efficiency.

Much of the increase to the overall budget results from funding multiple large-scale capital projects, including the continuation of FY 2016 projects, for a total associated cost of approximately \$21 million.

Our tax dollars are improving the city by:

- Investing in new facilities for its nationally recognized police force
- Building new parks for its families
- Building bridges, connecting roads, adding sidewalks and bike paths, and building out critical infrastructure for everyone that lives, works, learns or plays in Doral.

DEPARTMENT	FY 2017 GENERAL FUND CONSOLIDATED ITEMS DETAIL							
	SALARIES & OTHER WAGES	FRINGE BENEFITS	OPERATING COSTS	CAPITAL OUTLAY	OPERATING TRANSFERS ⁽¹⁾	DEBT SERVICE	GRANTS & AIDS	DEPARTMENT TOTAL
10005 CITY COUNCIL	468,133	366,686	392,475	-	-	-	-	1,227,294
11005 CITY MANAGER	637,042	217,682	47,395	-	-	-	-	902,119
11505 PUBLIC AFFAIRS	384,923	160,878	237,215	12,800	-	-	-	795,816
11605 ECONOMIC DEVELOPMENT	164,923	70,437	144,614	3,000	-	-	-	382,974
12005 CITY CLERK	206,631	80,068	421,700	-	-	-	-	708,400
13005 CHARTER ENFORCEMENT	-	-	150,000	-	-	-	-	150,000
20005 HUMAN RESOURCES	427,183	150,581	186,696	-	-	-	-	764,460
21005 FINANCE	712,417	300,267	120,055	-	-	-	-	1,132,739
22005 INFORMATION TECHNOLOGY	1,172,101	466,397	2,096,427	2,299,625	-	-	-	6,034,550
30005 CITY ATTORNEY	-	-	685,000	-	-	-	-	685,000
40005 PLANNING & ZONING	649,375	249,368	282,896	-	-	-	-	1,181,640
50005 GENERAL GOVERNMENT	-	509,000	2,009,000	-	4,240,000	1,944,653	142,500	8,845,153
60005 POLICE	12,317,600	5,888,876	1,213,259	6,324,740	-	-	-	25,744,475
70005 BUILDING	2,855,743	1,044,058	531,401	66,000	-	-	-	4,497,202
71005 CODE COMPLIANCE	944,141	390,272	73,453	56,000	-	-	-	1,463,867
80005 PUBLIC WORKS	1,461,938	706,187	1,818,003	5,021,911	-	-	-	9,008,039
90005 PARKS & RECREATION	2,468,519	773,228	2,554,840	3,341,178	-	-	-	9,137,764
FY 2017 ADOPTED BUDGET	\$ 24,870,671	\$ 11,373,986	\$ 12,964,428	\$ 17,125,254	\$ 4,240,000	\$ 1,944,653	\$ 142,500	\$ 72,661,492
FY 2016 ADOPTED BUDGET ⁽²⁾	\$ 22,080,184	\$ 8,853,376	\$ 13,712,441	\$ 22,675,619	\$ 400,000	\$ 1,955,085	\$ 96,000	\$ 69,772,705
FY 2017 v. FY 2016 INCREASES (DECREASES)	\$ 2,790,487	\$ 2,520,610	\$ (748,013)	\$ (5,550,365)	\$ 3,840,000	\$ (10,432)	\$ 46,500	\$ 2,888,787

⁽¹⁾ Operating Transfers include \$3.790M to fund capital improvements in the Transportation Fund.

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



FY 2017 GENERAL FUND SUMMARY

DEPT NO	ACCOUNT CLASSIFICATION	ACTUAL FY 2013-14	ACTUAL FY 2014-15	AMENDED BUDGET* FY 2015-16	ACTUALS AS OF 7/25/16	YEAR-END ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
BEGINNING FUND BALANCE		53,948,846	70,608,943	77,044,539		77,044,539	47,496,659	47,496,659
REVENUES								
	TAXES	32,807,181	34,018,699	34,563,319	26,255,730	34,607,347	35,517,317	35,517,317
	LICENSES & PERMITS	8,953,191	10,817,638	9,732,500	8,895,023	9,745,000	10,139,275	10,139,275
	INTERGOVERNMENTAL	4,600,563	5,011,198	5,379,756	3,735,329	5,381,756	5,622,730	5,622,730
	CHARGES FOR SERVICES	1,806,828	2,015,950	1,912,100	1,708,041	2,165,650	2,285,700	2,285,700
	FINES AND FORFEITS	859,960	526,374	388,000	373,411	437,836	420,000	420,000
	MISCELLANEOUS	1,083,526	1,750,525	837,000	2,039,733	1,975,389	1,280,000	1,280,000
	TOTAL REVENUES	50,111,249	54,140,384	52,812,675	43,007,267	54,312,978	55,265,022	55,265,022
OTHER RESOURCES								
	RESERVES - IN USE OF FUND BALANCE	-	-	16,960,032	-	16,960,032	17,479,826	17,396,470
	PRIOR YEAR OPERATING BALANCES	-	-	14,490,186	-	14,490,186	-	0
	TOTAL OTHER RESOURCES	-	-	31,450,218	-	31,450,218	17,479,826	17,396,470
TOTAL AVAILABLE RESOURCES		50,111,249	54,140,384	84,262,893	43,007,267	85,763,196	72,744,848	72,661,492
EXPENDITURES BY DEPARTMENT:								
	10005 CITY COUNCIL	561,898	995,642	1,102,097	790,474	1,102,097	1,153,652	1,227,294
	11005 CITY MANAGER	659,075	617,566	726,204	483,482	726,204	905,389	902,119
	11505 PUBLIC AFFAIRS	410,215	580,106	824,541	505,371	824,541	793,143	795,816
	11605 ECONOMIC DEVELOPMENT	-	233,800	363,842	210,747	355,978	412,121	382,974
	12005 CITY CLERK	474,295	642,350	573,101	401,595	573,101	713,888	708,400
	13005 CHARTER ENFORCEMENT	-	-	-	-	-	150,000	150,000
	20005 HUMAN RESOURCES	333,271	445,195	707,353	426,185	707,353	769,948	764,460
	21005 FINANCE	730,872	892,736	1,034,548	737,382	1,034,548	1,125,286	1,132,739
	22005 INFORMATION TECHNOLOGY	1,719,853	2,505,278	5,003,540	4,031,976	5,003,540	5,981,668	6,034,550
	30005 CITY ATTORNEY	656,055	644,871	963,577	842,903	963,577	685,000	685,000
	40005 PLANNING & ZONING	740,461	851,650	1,140,052	774,437	1,038,805	1,196,438	1,181,640
	50005 GENERAL GOVERNMENT	3,738,799	5,551,720	4,989,488	4,449,486	4,998,734	8,848,653	8,845,153
	60005 POLICE	13,765,158	15,310,864	21,375,477	16,009,931	21,330,894	25,795,473	25,744,475
	70005 BUILDING	2,916,578	3,363,744	3,986,379	2,731,458	3,986,379	4,449,172	4,497,202
	71005 CODE COMPLIANCE	888,179	1,138,190	1,319,797	961,830	1,319,797	1,480,854	1,463,867
	80005 PUBLIC WORKS	2,474,516	5,050,582	10,813,423	8,222,417	10,655,835	9,128,711	9,008,039
	90005 PARKS & RECREATION	3,381,928	8,880,496	29,339,474	15,332,587	29,239,474	9,155,452	9,137,764
	TOTAL EXPENDITURES	33,451,152	47,704,789	84,262,893	56,912,259	83,860,857	72,744,848	72,661,492
TOTAL GENERAL FUND EXPENDITURES		33,451,152	47,704,789	84,262,893	56,912,259	83,860,857	72,744,848	72,661,492
	USE OF FUND BALANCE	-	-	16,960,032	-	16,960,032	17,479,826	17,396,470
	PRIOR YEAR OPERATING BALANCES	-	-	14,490,186	-	14,490,186	-	-
ENDING FUND BALANCE		\$ 70,608,943	\$ 77,044,539	\$ 45,594,320		\$ 47,496,659	\$ 30,016,834	\$30,100,189
15% REQUIRED RESERVE				\$ 12,639,434			\$ 10,911,727	\$ 10,899,224

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

NOTES:

(1) Operating expenditures (excluding Capital Outlay & Operating Transfers to Other Funds) Total: **\$51,296,238**

(2) Fund balance utilized to fund Capital Expenditures of **\$17,125,254**



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

- Public Safety
- Parks
- Public Works (Roads)
- IT (Smart City Technology)

The adopted annual budget will provide: seven additional sworn police positions to ensure continued public safety; full staffing of Doral Legacy Park and continued construction and partial staffing of Doral Glades Park as well as upgrades to existing parks; building a pedestrian and cycling bridge over Doral Boulevard and starting work on a flyover to divert trucks from 25th street directly to the Florida Turnpike as well as 8.4 miles of roadway improvements; and IT technology upgrades in the key areas of infrastructure, services, and security, including six intersection cameras, upgraded servers, state-of-the-art technology for our police sub-station.

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

In conclusion, this budget demonstrates a continued commitment by our City's elected officials, the administration and all city departments to provide the highest level of service in the most efficient and effective way possible.

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 proposed budget.

Together, we will burnish Doral's reputation as the premier location in South Florida to "live, work, learn, play".

Edward A. Rojas
City Manager



GUIDE FOR READERS

The Fiscal Year 2016-2017 Annual Budget for the City of Doral, Florida is intended to serve four purposes:

THE BUDGET AS A POLICY GUIDE

As a policy document, the budget serves to inform the reader about the organization and its policies. The budget includes organization-wide financial and programmatic policies and goals that address long-term concerns and issues, as well as its short-term financial and operational policies that guide the development of the budget for the upcoming year. This budget document details the services the City will be providing during the twelve-month period from October 1, 2016 through September 30, 2017. 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

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

Organization of this Book

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

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

Budget Overview- This section contains a discussion of our financial policies, an overview of the budget process and an introduction to fund budgeting for Fiscal Year 2017 and Capital Improvement Element.

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.

People's Transportation Plan Fund- This section contains a detailed revenue and expenditure summary for the People's Transportation Plan Fund.

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

Table 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

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.



BUDGETING AND ACCOUNTING BASIS

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

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. Estimates for these revenue sources are provided by the State of Florida in late June and early July. The City incorporates the latest projections available into the budget.

The City Council must adopt a preliminary millage rate by August for use on the Notice of Proposed Taxes to be mailed to all property owners by August 24th, 2016 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 2017 BUDGET CALENDAR

DATE	RESPONSIBILITY	ACTION REQUIRED
March 25, 2016	Finance Department	Distribution of Munis Budget Worksheets and Budget Summaries to Departments.
April 8-9, 2016	City Council City Manager Department Heads	Strategic Planning Meetings with City Council
April 25, 2016	Finance Department Department Heads	Deadline for Submission of Department's Year-End Estimates for FY 2016 and FY 2017 Munis Budget Worksheets.
May 17, 2016	City Manager Finance Director	FY 2016 Budget-to-Actual Update and Review Meeting.
May 18-20, 2016	City Manager Finance Director Department Heads	1 st Round of Departmental Budget Review Meetings with City Manager. Deadline for Submission of Department's Budget Summaries.
June 9-13, 2016	City Manager Finance Director Department Heads	2 nd Round of Departmental Budget Review meetings with City Manager.
June 27-28, 2016	City Manager Finance Director Department Heads	3 rd Round of Departmental Budget Review meetings with City Manager.
June 29, 2016	City Council City Manager Planning & Zoning	First Hearing of the 2017 Capital Improvement Element Update
July 1, 2016	Miami-Dade County Property Appraiser	Receipt of DR-420 Certification of Taxable Value from the County.
July 27, 2016	City Council City Manager	Special Hearing Presentation of Resolution Setting Proposed Millage Rate for 2017 and Announcing the First and Second Budget Public Hearing Dates.
July 29, 2016	City Council City Manager	Submission of Proposed Budget to the City Council.
August 1, 2016	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 8, 2016	City Council City Manager Department Heads	Budget Workshop #1
August 9, 2016	City Council City Manager Department Heads	Budget Workshop #2
September 6, 2016*	City Council City Manager	First Public Hearing to Adopt Budget and Ad Valorem Tax Rate.
September 27, 2016*	City Council City Manager	Final Public Hearing to Adopt Budget and Ad Valorem Tax Rate.

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



FINANCIAL AND BUDGETARY POLICIES

OVERVIEW

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

OBJECTIVES

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

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

FINANCIAL POLICIES

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

ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICY

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

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

Regular monthly, 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 and analytical process, whenever practical.

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



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

CAPITAL ASSETS POLICY

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

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

Asset classifications and useful lives:

1. 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. 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,
 - 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.

For 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

In governmental accounting, all financial transactions are organized within several funds. According to the National Council on Governmental Accounting, a fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations. The City of Doral's budget consists of eight funds: General Fund, Stormwater Utility Fund, Transportation Fund, Police Impact Fees Fund, Park Impact Fees Fund, Capital Project Fund, Infrastructure Replacement Fund, and the People's Transportation Plan Fund, which will be newly established in FY 2017. 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. It is used to account for the operation, maintenance, financing and capital improvement costs of a storm water collection system providing services to all residents of the City and all commercial properties.

TRANSPORTATION FUND

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



PEOPLE'S TRANSPORTATION PLAN FUND

This fund has been established to manage monies to be utilized for transportation purposes that are generated from the one-half cent sales tax, and the Miami Dade County Transportation Tax. This fund will be mainly used for the operation of the Citywide Trolley 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

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

INFRASTRUCTURE REPLACEMENT FUND

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



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	ACTUAL	ACTUAL	AMENDED	YEAR-END	PROPOSED	ADOPTED
	FY 2013-14	FY 2014-15	BUDGET	ESTIMATE	FY 2016-17	FY 2016-17
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2015-16	FY 2016-17	FY 2016-17
General Fund - 001						
Beginning Fund Balance	53,948,846	70,608,943	77,044,538	77,044,538	47,496,659	47,496,659
Revenues	50,111,249	54,140,384	84,262,893	85,763,196	72,744,848	72,661,492
Expenditures	(33,451,152)	(47,704,789)	(84,262,893)	(83,860,857)	(68,129,849)	(68,421,492)
Interfunds Transfers In ⁽¹⁾	-	-	-	-	-	-
Interfunds Transfers Out*	-	-	-	-	(4,615,000)	(4,240,000)
Committed (Encumbrances)	-	-	(14,490,186)	(14,490,186)	-	-
Use of Fund Balance	-	-	(16,960,032)	(16,960,032)	(17,479,827)	(17,396,470)
Ending Fund Balance	70,608,943	77,044,538	45,594,320	47,496,659	30,016,831	30,100,189

Transportation Fund - 101						
Beginning Fund Balance	10,691,411	11,748,689	15,882,541	15,882,541	1,880,971	1,880,971
Revenues	6,063,813	9,222,371	20,075,642	19,743,294	4,336,230	4,323,873
Expenditures	(5,006,535)	(5,088,519)	(20,075,642)	(20,075,642)	(8,126,230)	(8,113,873)
Interfunds Transfers In	-	-	-	-	3,790,000	3,790,000
Committed (Encumbrances)	-	-	(8,016,058)	(8,016,058)	-	-
Use of Fund Balance	-	-	(5,653,164)	(5,653,164)	(1,767,477)	(1,755,120)
Ending Fund Balance	11,748,689	15,882,541	2,213,319	1,880,971	113,494	125,851

Park Impact Fee Fund - 102						
Beginning Fund Balance	6,244,536	6,768,489	9,062,131	9,062,131	3,102,204	3,102,204
Revenues	1,060,813	3,188,508	9,699,927	10,439,927	2,000,000	2,000,000
Expenditures	(536,860)	(894,866)	(8,199,927)	(8,199,927)	(2,000,000)	(2,000,000)
Committed (Encumbrances)	-	-	(8,199,927)	(8,199,927)	-	-
Use of Fund Balance	-	-	-	-	(240,000)	(240,000)
Ending Fund Balance	6,768,489	9,062,131	2,362,204	3,102,204	2,862,204	2,862,204

Police Impact Fee Fund - 103						
Beginning Fund Balance	1,284,071	1,423,930	2,346,742	2,346,742	1,306,270	1,306,270
Revenues	234,859	922,812	1,794,072	2,367,672	1,000,000	1,000,000
Expenditures	(95,000)	-	(1,794,072)	(1,794,072)	(1,000,000)	(1,000,000)
Committed (Encumbrances)	-	-	(1,614,072)	(1,614,072)	-	-
Use of Fund Balance	-	-	-	-	(498,000)	(498,000)
Ending Fund Balance	1,423,930	2,346,742	732,670	1,306,270	808,270	808,270



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	ACTUAL	ACTUAL	AMENDED	YEAR-END	PROPOSED	ADOPTED
	FY 2013-14	FY 2014-15	BUDGET	ESTIMATE	FY 2016-17	FY 2016-17
	FY 2015-16	FY 2015-16	FY 2015-16	FY 2015-16	FY 2016-17	FY 2016-17
People's Transportation Plan Fund - 106						
Beginning Fund Balance	-	-	-	-	-	-
Revenues	-	-	-	-	1,900,000	2,171,267
Expenditures	-	-	-	-	(1,900,000)	(2,121,000)
Committed (Encumbrances)	-	-	-	-	-	-
Use of Fund Balance	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	50,267
Capital Improvement Fund - 301						
Beginning Fund Balance	426,764	273,200	185,737	185,737	155,845	155,845
Revenues	-	-	-	-	-	108,000
Expenditures	(153,564)	(87,463)	(300,000)	(26,733)	(725,000)	(458,000)
Interfunds Transfers In	-	-	300,000	300,000	725,000	350,000
Committed (Encumbrances)	-	-	(303,159)	(303,159)	-	-
Use of Fund Balance	-	-	-	-	-	(108,000)
Ending Fund Balance	273,200	185,737	(117,422)	155,845	155,845	47,845
Infrastructure Replacement Fund - 302						
Beginning Fund Balance	-	-	-	-	100,000	100,000
Interfunds Transfers In	-	-	100,000	100,000	100,000	100,000
Ending Fund Balance	-	-	100,000	100,000	200,000	200,000
Stormwater Fund - 401						
Beginning Fund Balance	23,069,922	25,547,917	27,537,149	27,537,149	19,299,247	19,299,247
Revenues	4,280,859	4,424,683	12,209,050	12,120,198	8,155,882	8,146,011
Expenditures	(1,802,864)	(2,435,451)	(12,209,050)	(12,209,050)	(8,155,882)	(8,146,011)
Committed (Encumbrances)	-	-	(5,311,308)	(5,311,308)	-	-
Use of Fund Balance	-	-	(2,837,742)	(2,837,742)	(4,280,882)	(4,271,011)
Ending Fund Balance	25,547,917	27,537,149	19,388,099	19,299,247	15,018,365	15,028,236

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

NOTE:

(I) General Fund Transfer out to: Transportation Fund \$3,790,000

Capital Improvement Fund \$350,000

Infrastructure Replacement Fund \$100,000



GOVERNMENT

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

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

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

Tax Authorities

Taxing Authorities Set Tax Rates

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

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

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



Tax Limitations on County Commission and Cities

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

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

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

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 24th, 2003. Ninety-two percent (92%) of the registered voters of Doral voted to adopt the municipal charter and thus created the City.



Present Day

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



More than 56,000 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

BACKGROUND

The City of Doral's strategic plan for 2015/2016 resulted in a number of significant accomplishments. These accomplishments were related to the three major goal areas: Sustainability, Capital and Communication. A complete list of these accomplishments will be found in the report, Strategic Plan Action Status, available on the City's web site.

To be effective, strategy requires consistent execution over time. Much was accomplished in the areas of sustainability, capital, and communication and much is yet to be done. For this reason the Mayor and Council kept the three major goal areas for their 2016/2017 strategic plan. The work to be done in 2016/2017 builds upon the accomplishments of the prior year while adding additional dimensions that are important to continue the forward movement of the City.

For 2016/2017 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 community capital:

- Meeting the transportation demands and challenges;
- Creating workforce housing to provide a competitive advantage for businesses to locate in Doral;
- Creating Quality of Place features to ensure the City has the public space to meet the needs of a growing population and the community features needed to attract and keep businesses and residents while at the same time drawing visitors.

The strategy map for the 2016/2017 Strategic Plan provides the specific actions that will be undertaken to achieve this focus.

This strategic plan, built upon prior years' 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 April 8th and 9th 2016. The retreat format on 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.



The context analysis provides a description of the current assets, challenges, issues and opportunities facing the City. It does this through a set of scenarios which describe potential futures that could emerge. This is not an attempt to predict the future, but rather to recognize that various futures are possible and that a strategic plan should recognize those futures. Recognizing futures enables a City to see opportunities or threats and respond proactively and in a timely manner. There are four scenarios which could emerge in Doral. The strategic plan seeks to ensure the City is well prepared to respond to whichever scenario or combination of scenarios emerge. Scenarios 1 and 2 (projected growth occurs and more international business, respectively) are positive and complement each other. Scenario 3 (loss of commercial/industrial properties) creates a more challenging economic development environment while scenario 4 (housing recession) creates a more challenging public revenue environment. The strategic plan seeks to position the City to effectively respond to all four scenarios through a matrix of strategies.

VISION

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

MISSION

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

STRATEGIC FOCUS AREAS

The strategic focus areas identified in the 2015/16 plan were maintained but slightly modified for the 2016/2017 update. These focus areas included: communications, sustainability and community capital. The latter represents a broadening of the concept of capital.

STRATEGIES

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

Smart City. This strategy also has internal and external components. Externally it is developing technology partnerships that make Doral a technology hub, thereby encouraging the growth of technology driven firms in the City. Internally, it is developing the infrastructure that will enable the City



to operate more efficiently and effectively, improve internal communication and be better able to manage and analyze data in order to better understand issues related to the City.

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

Organizational efficiency. The intent 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.

Transportation. The intent of this strategy is to maintain a focus on meeting the growing transportation demands placed upon the City. The specific challenges at this point are demonstrating the impact of the region on Doral and developing partnership strategies to meet those demands.

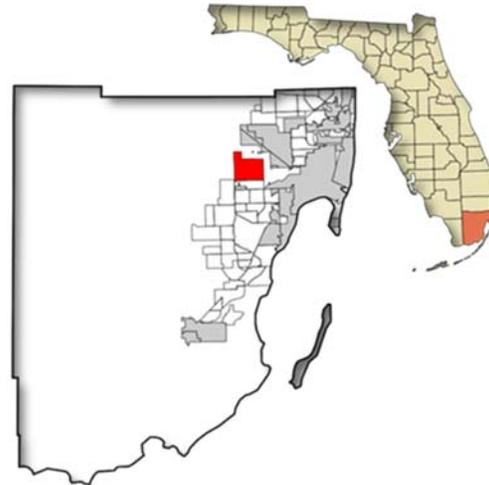
Workforce Housing. Given the rising costs of housing in Doral the concern is whether Doral would become less attractive to businesses relocating to the City or considering expansion because of housing costs. Recognizing that the City does not have sufficient data to answer that question at this point, the major focus of this strategy is a better understanding of the topic.

Quality of Place. Recognizing that a live/work/play City needs open space, recreational features, and basic services to maintain a high quality of place, the intent of this strategy is to delineate future needs of open space and analyze the financial and legal options for obtaining that open space as well as other strategies to maintain a high quality of place.



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 56,000 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	55,660	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	3.21%
Trump Endeavor 12 LLC	900	2	1.21%
Univision Network LTD Partnership	800	3	1.08%
Miami Herald Media Company	635	4	0.86%
Supreme International Corp	525	5	0.71%
Univision Network Limites	500	6	0.67%
Amadeus North America LLC	450	7	0.61%
Perry Ellis International Inc	420	8	0.57%
Blue Cross Blue Shield of FL Inc	412	9	0.55%
Brinks Incorporated	366	10	0.49%
Total	7,388		



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" and "B" Grade Status



Awards & Accolades



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

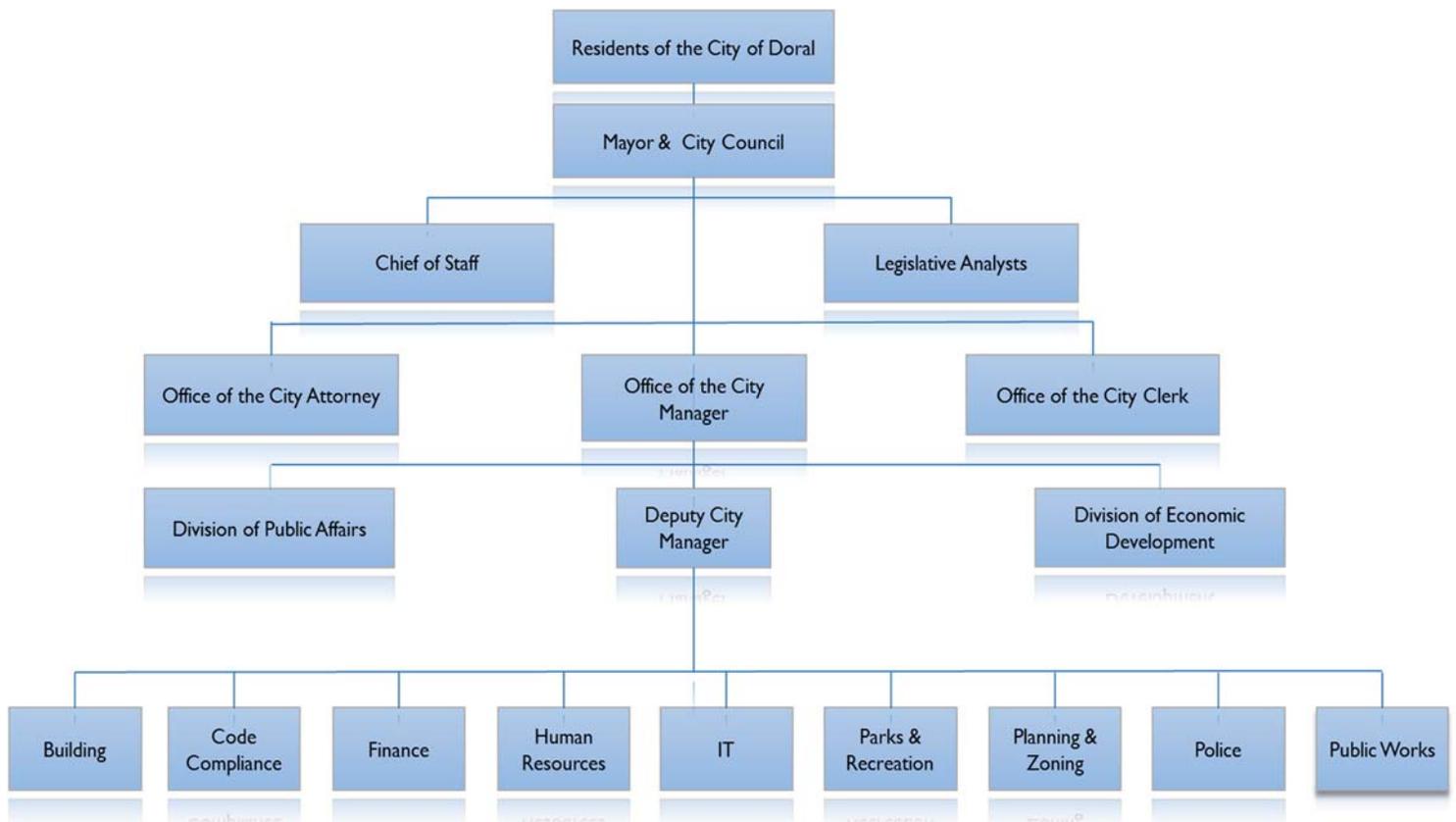
* Source: 2016 Economic Snapshot

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

* United States Census Bureau



CITY OF DORAL ORGANIZATIONAL CHART





CAPITAL IMPROVEMENT ELEMENT

The following are excerpts from Section 3 Capital Improvements of the 2016 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) I, 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 which will be reviewed by Council on August 23rd, 2016. 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 2016/17	FY 2017/18	FY 2018/19	FY 2019/2020	FY 2020/2021	5 YEAR TOTAL FY 2017-2021
City Funded Projects						
Parks & Recreation/ GF	\$12,390,000	\$500,000	\$12,350,000	\$6,563,000	\$9,240,000	\$41,043,000
Stormwater Fund	\$2,176,000	\$2,170,000	\$1,456,000	\$1,468,000	\$1,008,000	\$8,278,000
Park Impact Fee Fund	\$1,200,000	\$1,200,000	\$1,200,000	1,200,000	\$1,200,000	\$6,000,000
Transportation Fund	\$8,126,229	\$10,137,000	\$5,350,000	\$4,457,000	\$4,615,000	\$36,685,229
TOTAL	\$23,892,229	\$14,007,000	\$20,356,000	\$13,688,000	\$16,063,000	\$92,006,229

Source: City of Doral; Iler Planning 2016

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

Project Type	FY2016/17	FY2017/18	FY2018/19	FY2019/2020	FY2020/2021	5-YEAR TOTAL FY 2017-21
City-Funded Projects						
Parks	\$13,000,000	\$500,000	\$13,000,000	\$7,450,000	\$10,000,000	\$43,950,000
Drainage	\$2,072,000	\$2,067,000	\$1,387,000	\$1,399,000	\$960,000	\$7,885,000
Transportation	\$8,126,229	\$9,655,000	\$5,095,000	\$4,245,000	\$4,395,000	\$35,171,229
Total	\$23,198,229	\$12,222,000	\$19,482,000	\$13,094,000	\$15,355,000	\$87,006,229

Source: City of Doral; 2016



Revenue projections for capital projects to be funded by Doral are based on the City’s adopted 2015-2016 budget and information provided by the City’s Departments. City revenues for capital improvements by type are also identified in Table 18. For example, the Stormwater Fund is used for drainage improvements, the Park Impact Fee Fund is used to finance park improvements, and the Transportation Fund is used for roadway, transit and pedestrian projects. The Capital Improvements Fund is comprised of revenue transfers from the General Fund, and recovery of grant funds from prior years.

An analysis of the projected revenues and planned capital expenditures indicate that the City will maintain financial feasibility through the 5-year planning period.

Table 19. 2016/17-2020/21 Schedule of Capital Improvements

PROJECT / LOCATION	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	TOTAL COST FY 2017-21	FUNDING SOURCE
TRANSPORTATION PROJECTS							
Citywide- Transit Circulator/ Trolley Fleet	\$1,960,000	\$2,900,000	\$2,700,000	\$2,500,000	\$2,700,000	\$12,760,000	TF, PTP
Citywide- Transit/ Mobility & Infrastructure	\$175,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,175,000	TF
Citywide- Bikeways	\$2,250,000	\$2,000,000	\$0	\$0	\$0	\$4,250,000	SWF,SG
Citywide- Bicycle	\$0	\$150,000	\$0	\$150,000	\$0	\$300,000	TF
Citywide Sidewalk	\$0	\$1,640,000	\$0	\$0	\$0	\$1,640,000	TF
Turnpike Trail Bridge over Doral Blvd	\$3,860,000	\$0	\$0	\$0	\$0	\$3,860,000	GF
NW 102 nd Ave (NW 66 th -74 th St)	\$1,900,000	\$0	\$0	\$0	\$0	\$1,900,000	TF
NW 54 th St. (79 th ave-87 th ave)	\$850,000	\$0	\$0	\$0	\$0	\$850,000	GF
NW 92 nd Ave (NW 28 th - 33 rd st)	\$250,000	\$0	\$0	\$0	\$0	\$250,000	SW
NW 82 nd Av. (NW 27 th - 33 rd St)	\$0	\$2,000,000	\$0	\$0	\$0	\$2,000,000	TF
NW 99 th ave (NW 64 th -66 th st)	\$0	\$0	\$800,000	\$0	\$0	\$800,000	TF
NW 41 st (NW 79 th - 87 th ave)	\$2,650,000	\$0	\$0	\$0	\$0	\$2,650,000	TF, SWF
NW 102 th ave & 62 nd st	\$0	\$0	\$700,000	\$0	\$0	\$700,000	TF
NW 112 Av. & 114 Av. (41 St. - 58 St.)	\$0	\$0	\$2,000,000	\$0	\$0	\$2,000,000	TF



PROJECT / LOCATION	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	TOTAL COST FY 2017-21	FUNDING SOURCE
NW 114 Av. (34 St - 39 St)	\$0	\$0	\$0	\$2,000,000	\$0	\$2,000,000	TF
NW 34 St. (117 Av - 112 Av)	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000	TF
NW 112 Av. (25 St - 34 St)	\$0	\$2,000,000	\$0	\$0	\$0	\$2,000,000	TF
NW 117 Av. (NW 58 St - North)	\$0	\$0	\$0	\$800,000	\$0	\$800,000	TF
NW 114 th ave & 58 th St.	\$0	\$0	\$120,000	\$0	\$0	\$120,000	TF
Citywide – Roads	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,000,000	TF, PTP
Traffic Monitoring	\$50,000	\$50,000	\$50,000	\$0	\$0	\$150,000	TF
Traffic Calming	\$175,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,175,000	TF, GF
5 Year Transportation Cost Sub Total	\$15,320,000	\$12,440,000	\$8,070,000	\$7,150,000	\$6,400,000	\$49,305,000	

Source: City of Doral Public Works Dept., 2016

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
City Parks									
NW 114 th Av. & 82 nd St	Doral Legacy Park		\$3,500,000	\$0	\$0	\$0	\$0	\$3,500,000	GF/Impact Fee
NW 97 th Av. & 74 th St.	Doral Glades Park		\$9,500,000	\$500,000	\$0	\$0	\$0	\$10,000,000	GF
Doral Central Park	Aquatic Facility		\$0	\$0	\$12,000,000	\$0	\$0	\$12,000,000	GF
NW 87 th Av. & 30 th St	Doral Central Park		\$0	\$0	\$0	\$5,000,000	\$10,000,000	\$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 nd St	Retention Park		\$0	\$0	\$0	\$2,000,000	\$0	\$2,000,000	GF
NW 50 th St. & 107 th Av.	Linear Park		\$0	\$0	\$0	\$450,000	\$0	\$450,000	GF
5 Year Parks Cost Subtotal			\$13,000,000	\$500,000	\$13,000,000	\$7,450,000	\$10,000,000	\$43,950,000	
City Stormwater Drainage									
City Wide	Stormwater Drainage		\$2,072,000	\$2,067,000	\$1,387,000	\$1,399,000	\$960,000	\$7,885,000	SWF
5 Year Drainage Cost Subtotal			\$2,072,000	\$2,067,000	\$1,387,000	\$1,399,000	\$960,000	\$7,885,000	
Total 5 Year Capital Cost-City			\$27,322,000	\$23,977,000	\$24,627,000	\$16,369,000	\$17,530,000	\$109,825,000	

Table Key:

TF: Transportation Fund

SWF: Stormwater Fund

GF: General Fund



GENERAL FUND BUDGET



GENERAL FUND REVENUES								
Accounts	Description	ACTUAL	ACTUAL	BUDGET	ACTUALS	YEAR-END	ADOPTED	
		FY 2013-14	FY 2014-15	FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16		PROPOSED FY 2016-17
TAXES								
15000 311100	AD VALOREM TAXES - CURRENT	15,383,682	17,101,157	18,331,489	17,593,675	18,331,489	20,098,581	20,098,590
15000 311200	AD VALOREM TAXES-DELINQUENT	-	2,452	300,000	331,723	340,000	200,000	200,000
15000 313100	FRANCHISE FEES - ELECTRICITY	2,893,883	2,998,896	3,175,000	-	3,175,000	2,950,000	2,950,000
18000 313700	FRANCHISE FEES - SOLID WASTE	1,059,797	1,014,663	1,000,000	822,799	1,000,000	1,000,000	1,000,000
18000 313900	FRANCHISE FEES - BUS BENCH ADS	26,692	33,809	30,000	28,780	30,000	30,000	30,000
18000 313910	FRANCHISE FEES - TRASH BIN ADV	2,500	-	-	-	-	-	-
16000 313920	TOWING FEES	5,535	8,625	8,500	8,850	12,528	12,500	12,500
15000 314100	UTILITY TAXES - ELECTRICITY	7,095,364	7,060,657	6,570,000	4,002,146	6,570,000	6,652,000	6,652,000
15000 314200	COMMUNICATION SERVICES TAX	5,519,464	4,846,708	4,281,330	2,939,993	4,281,330	3,704,236	3,704,227
15000 314300	UTILITY TAXES - WATER	756,834	891,712	800,000	473,634	800,000	800,000	800,000
15000 314400	UTILITY TAXES - GAS	63,430	60,020	67,000	54,129	67,000	70,000	70,000
TOTALS		32,807,181	34,018,699	34,563,319	26,255,730	34,607,347	35,517,317	35,517,317
LICENSE & PERMITS								
14000 321100	LOCAL BUSINESS LICENSE TAX	1,089,558	1,149,336	1,300,000	1,113,605	1,150,000	1,200,000	1,200,000
17000 322100	BUILDING PERMITS	6,228,335	8,172,932	7,000,000	6,411,429	7,000,000	7,500,000	7,500,000
17000 329101	OTHER FEES - BOILER FEES	57,610	55,620	50,000	44,908	50,000	58,000	58,000
16000 329200	ALARM PERMITS	260,700	301,110	270,000	220,598	300,000	300,000	300,000
14000 329300	ZONING HEARING FEES	537,203	236,305	200,000	95,154	140,000	140,000	140,000
14000 329400	ZONING PLAN REVIEW FEES	21,794	50,334	150,000	212,800	230,000	200,000	200,000
17000 329500	CERTIFICATES OF OCCUPANCY	284,695	379,468	347,000	443,649	450,000	320,000	320,000
17000 329600	CONCURRENCY FEES	113,687	200,674	115,500	119,607	125,000	121,275	121,275
18000 329700	PUBLIC WORKS PERMITS	359,608	271,859	300,000	233,273	300,000	300,000	300,000
TOTALS		8,953,191	10,817,638	9,732,500	8,895,023	9,745,000	10,139,275	10,139,275
INTERGOVERNMENTAL								
15000 335120	STATE SHARING REVENUE	1,094,837	1,168,221	1,317,899	914,179	1,317,899	1,312,964	1,312,964
15000 335150	ALCOHOLIC BEVERAGE TAX	56,959	75,879	70,000	52,070	70,000	70,000	70,000
15000 335180	HALF CENT SALES TAX	3,406,264	3,701,941	3,963,857	2,752,139	3,963,857	4,204,766	4,204,766
14000 338100	COUNTY BUSINESS TAX RECIEPTS	42,504	65,157	28,000	16,941	30,000	35,000	35,000
TOTALS		4,600,563	5,011,198	5,379,756	3,735,329	5,381,756	5,622,730	5,622,730
CHARGES FOR SERVICES								
17000 341301	INSPECTION SERVICE FEE	7,981	-	10,000	-	10,000	-	-
17000 341302	OPTIONAL PLAN REVIEW FEE	75,139	136,135	110,000	85,900	110,000	110,000	110,000
17000 341303	BUILDING TRAINING FEES	-	-	14,000	13,825	22,000	29,000	29,000
11200 341900	LIEN SEARCH FEES	21,223	24,405	21,000	18,532	21,000	21,000	21,000
17100 341900	LIEN SEARCH FEES	97,594	104,410	90,000	152,620	158,000	150,000	150,000
11200 341901	CANDIDATE QUALIFYING FEES	-	-	1,400	2,400	2,400	-	-
17000 341902	BLDG ADMINISTRATIVE FEES	82,906	98,978	73,500	102,927	105,250	125,000	125,000
17000 341903	BLDG RECORDS REQUEST	73,896	76,627	90,000	59,744	90,000	80,000	80,000
16000 342100	POLICE SERVICES (OFF DUTY)	759,039	812,615	750,000	690,740	870,000	850,000	850,000
16000 342110	POLICE SERVICES - RECORDS	3,646	3,307	5,000	11,623	12,500	13,000	13,000
16000 342115	SCHOOL CROSSING GUARDS	70,044	71,111	65,000	33,841	60,000	65,000	65,000
17000 342901	BLDG RECERT FEES 40-YR	2,450	33,350	7,700	1,820	5,000	7,700	7,700
19000 347200	RECREATION FEES	117,386	118,402	140,000	87,528	140,000	140,000	140,000
19000 347201	RECREATION - RENTALS	56,729	62,325	65,000	55,883	65,000	100,000	100,000
19000 347202	RECREATION - BRONCO REGIST.	35,928	27,354	30,000	17,410	30,000	30,000	30,000
19000 347203	RECREATION-CONCESSIONS	20,884	20,226	25,000	18,682	25,000	40,000	40,000
19000 347400	RECREATION - SPECIAL EVENTS	30,505	29,095	38,000	32,635	38,000	45,000	45,000
19000 347401	RECREATION - SPONSORSHIP	30,385	50,725	45,000	49,300	55,000	65,000	65,000
19000 347402	RECREATION - CAMPS	41,144	48,682	40,000	21,424	40,000	70,000	70,000
19000 347403	RECREATION - TENNIS	157,331	150,323	140,000	122,415	140,000	150,000	150,000
19000 347404	RECREATION - SOCCER	58,472	76,559	70,000	83,178	85,000	75,000	75,000
19000 347405	RECREATION-COMMUNITY CENTER	64,146	61,086	65,000	34,894	65,000	90,000	90,000



GENERAL FUND REVENUES							
Accounts	Description	ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET FY 2015-16	ACTUALS	YEAR-END	ADOPTED FY 2016-17
					AS OF 7/25/16	ESTIMATE FY 2015-16	
19000 347406	RECREATION-TRAINING	-	-	1,500	-	1,500	-
19000 347407	RECREATION-BASEBALL	-	10,235	15,000	10,721	15,000	30,000
TOTALS		1,806,828	2,015,950	1,912,100	1,708,041	2,165,650	2,285,700
FINES & FORFEITS							
16000 351100	JUDGEMENTS & FINES	209,919	134,787	200,000	123,090	163,836	170,000
17100 351100	JUDGEMENTS & FINES	72,610	61,593	35,000	109,383	115,000	100,000
16000 351150	SAFETY REDLIGHT CAMERAS	235,895	168,122	-	6,212	7,000	-
17100 351900	JUDGEMENTS & FINES-OTHER	-	-	8,000	601	8,000	5,000
17000 359101	BLDG FINES- PERMIT VIOLATIONS	449	3,270	5,000	3,120	4,000	5,000
17100 359101	FINES - PERMIT VIOLATIONS	341,087	158,602	140,000	131,005	140,000	140,000
TOTALS		859,960	526,374	388,000	373,411	437,836	420,000
MISCELLANEOUS							
15000 361100	INTEREST INCOME	584,486	633,672	400,000	534,690	545,000	600,000
15000 366000	PRIVATE GRANTS & CONTRIBUCTIONS	-	82,926	-	-	-	-
19000 366000	PRIVATE GRANTS & CONTRIBUCTIONS	3,000	2,000	-	85,566	85,566	-
15000 366200	PRIVATE CONTRIBUTIONS-OTHER	-	3,566	-	-	-	-
16000 331200	DOJ BYRNE GRANT	(645)	-	-	-	-	-
16000 331201	DOJ COPS TECH GRANT 09 -10	-	206,925	-	-	-	-
16000 331204	GRANT - BYRNE 2013-DJ-BX-0779	14,639	-	-	-	-	-
16000 334200	STATE OF FL JAG GRANT -2009	-	-	-	6,025	6,025	-
19000 334700	STATE-CULTURAL FACILITY GRANT	-	-	-	125,000	125,000	-
16000 337200	GRANT- BYRNE PROGRAM	9,118	15,074	5,000	-	5,000	-
18000 337701	GRANT-FORESTRY	-	-	-	2,000	2,000	-
19000 337706	GRANT - MDC CULTURAL AFFAIRS	2,671	3,500	30,000	-	-	-
15000 367100	CHANGE IN INVEST VALUE	(226,144)	69,682	-	195,885	-	-
15000 369100	MISCELLANEOUS INCOME	109,448	55,665	35,000	65,064	35,000	35,000
17000 369101	BLDG MISC - OT RECOVERY	160,375	352,885	165,000	386,044	500,000	400,000
17000 369102	BLDG MISC - COPY SCAN FEES	83,063	109,431	72,000	88,102	103,000	105,000
16000 369103	POLICE AUTO TAKE HOME PGM	91,360	87,150	80,000	74,215	91,656	90,000
15000 369200	PRIOR YEARS RECOVERY	252,155	53,050	50,000	102,142	102,142	50,000
15000 369301	SETTLEMENT - VIEWPOINT	-	75,000	-	375,000	375,000	-
TOTALS		1,083,526	1,750,525	837,000	2,039,733	1,975,389	1,280,000
TOTAL GENERAL FUND REVENUES		50,111,249	54,140,383	52,812,675	43,007,267	54,312,978	55,265,022



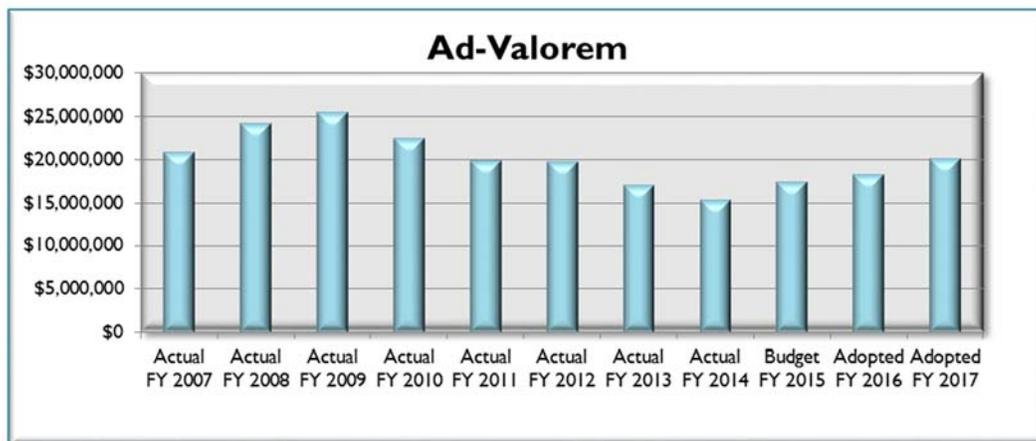
GENERAL FUND REVENUE PROJECTIONS

TAXES

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

Ad valorem Taxes

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

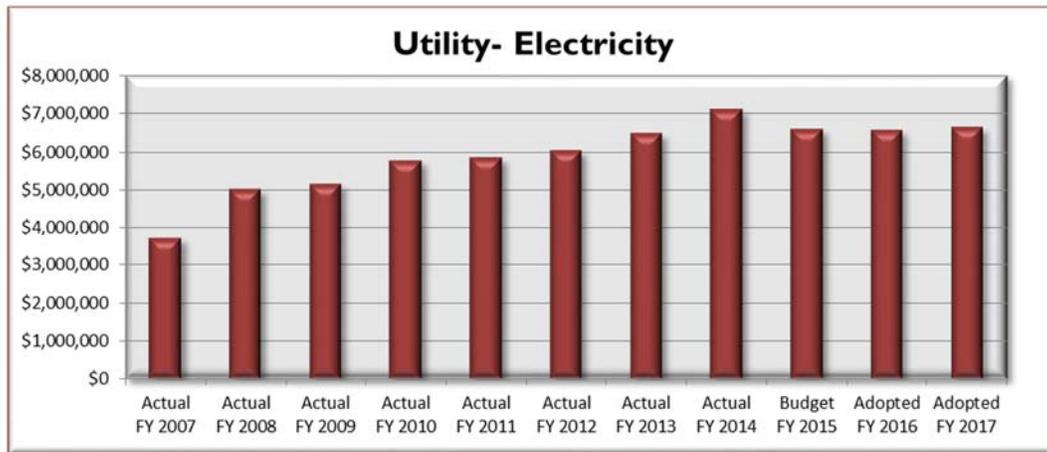


311.200 Ad Valorem Taxes-Delinquent-This revenue source is derived by those taxpayers who do not pay their taxes by March 31 of any given year. On average the total revenue received in this category is minimal when compared to the total Ad Valorem taxes collected.



Utility Taxes

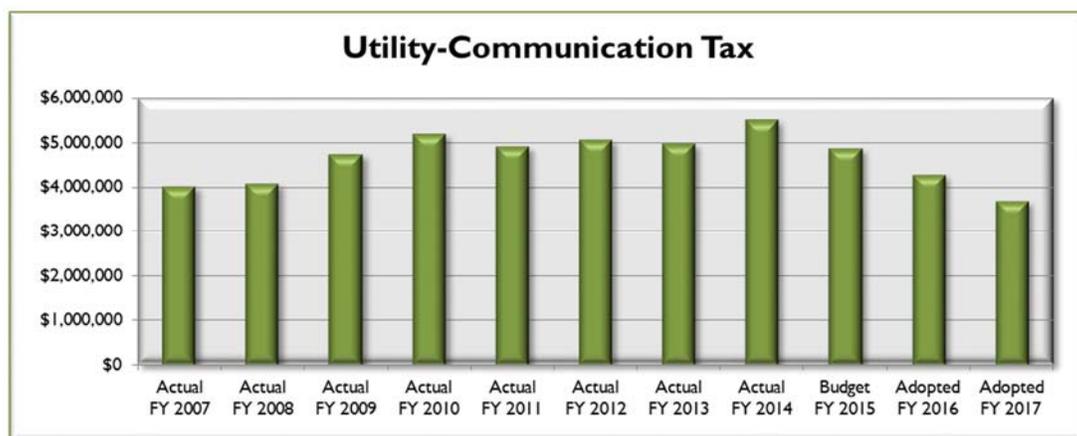
314.100 Utility Tax-Electricity -Section 166.23 (l) (A), Florida Statutes, authorizes a city to collect Public Service or Utility Taxes. The City previously established by Ordinance utility taxes in the amount of 10% on electricity.



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

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

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

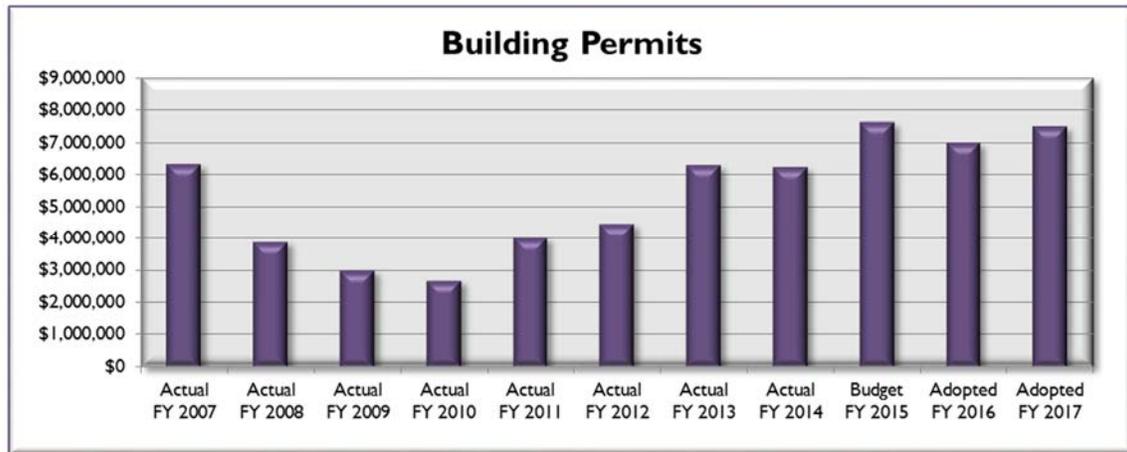




LICENSES AND PERMITS

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

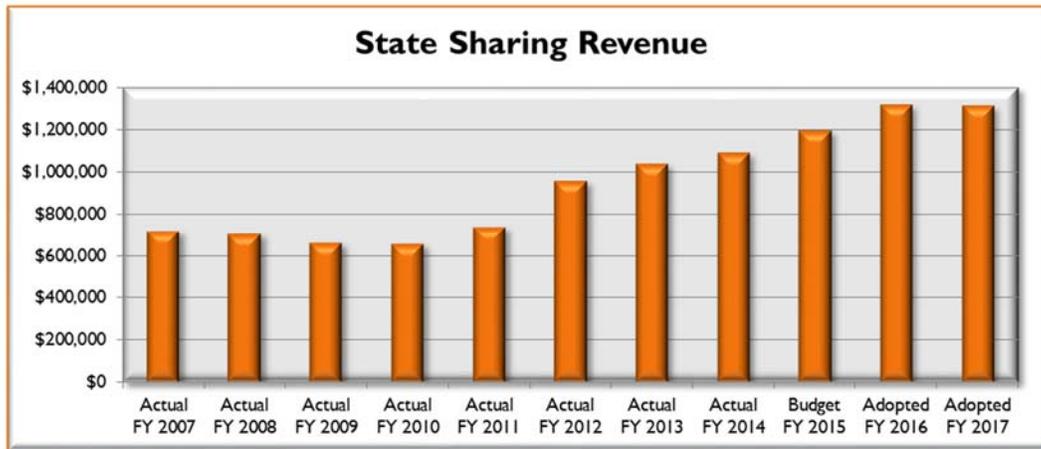
322.100 Building Permits- Permits must be issued to any individual or business that performs construction work within the corporate limits of the City. These permits are issued for construction, such as plumbing, electrical, structural, mechanical, etc. City Ordinance sets the fees.



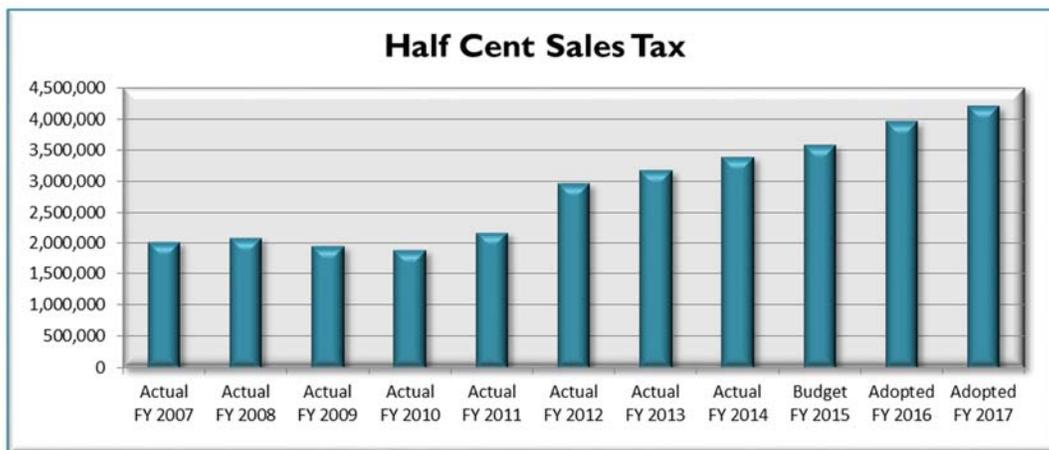
INTERGOVERNMENTAL

The State Shared Revenue classification in the General Fund includes State Revenue Sharing proceeds, the Local Government Half-cent Sales Tax and Alcoholic Beverage License revenues. This classification is showing an increasing trend primarily due to 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 School Crossing Guard Revenues, Recreation Fees, Judgments and Fines, Fines and Forfeitures and Lien Search Fees. Overall, the revenue trend for this classification is shown as increasing. The revenues from judgments and fines were derived by taking into consideration the prior year's actual revenues.



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



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

FINES & FORFEITURES

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

351.100 *Judgments & Fine-Revenues* generated by enforcement and prosecution of municipal ordinances and state statutes. It is anticipated that this source will generate \$170,000 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

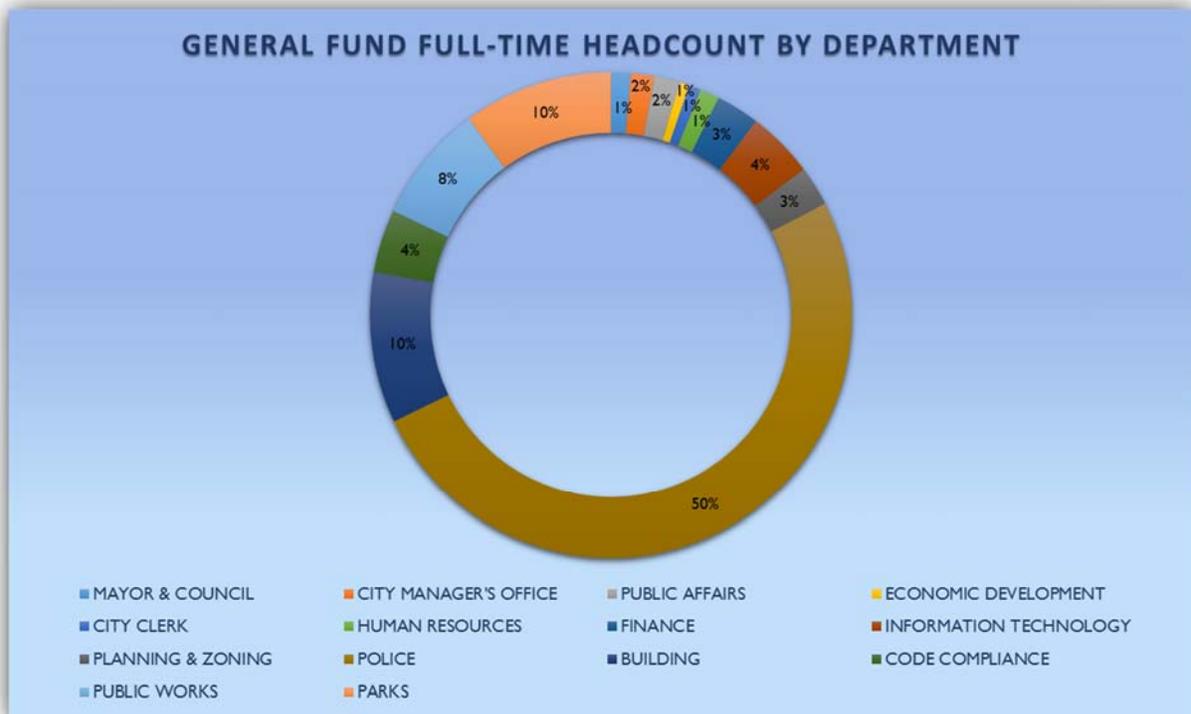
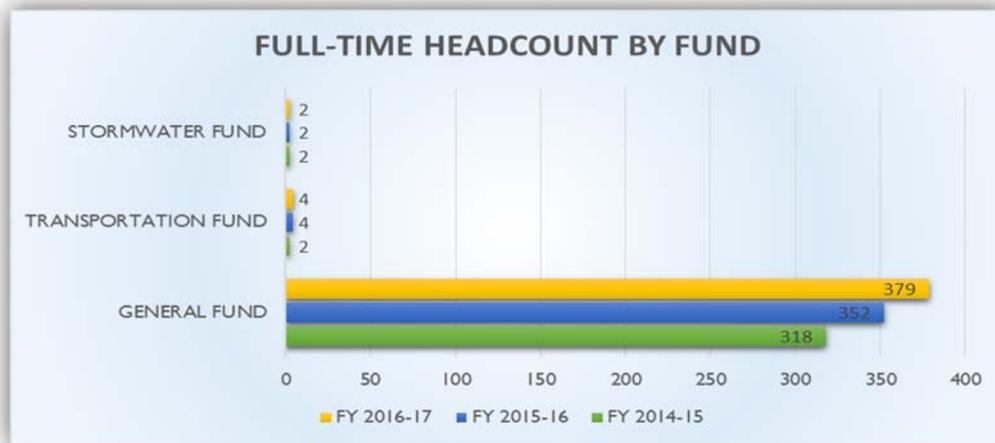


CONSOLIDATED POSITION SUMMARY

CITY OF DORAL CONSOLIDATED POSITION SUMMARY					
DEPARTMENT	BUDGET FY 2014-15	BUDGET FY 2015-16	DEPT.REQ FY 2016-17	CM PROPOSED FY 2016-17	ADOPTED FY 2016-17
Mayor & City Council					
Charter Compensation	5	5	5	5	5
Full Time Salaries	6	5	5	5	5
Total	11	10	10	10	10
Office of the City Manager					
Administrative Salaries	2	2	2	2	2
Full Time Salaries	3	4	4	4	4
Other Salaries	1	1	1	1	1
Total	6	7	7	7	7
Division of Public Affairs					
Full Time Salaries	5	6	7	6.5	6.5
Other Salaries	0	0	1	0	0
Total	5	6	8	6.5	6.5
Division of Economic Development					
Full Time Salaries	2	2	3	2.5	2.5
Other Salaries	0	0	0	0	0
Total	2	2	3	2.5	2.5
City Clerk					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	3	2	2	2	2
Total	4	3	3	3	3
Human Resources Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	3	4	4	4	4
Other Salaries	1	31	32	22	22
Total	5	36	37	27	27
Finance Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	10	10	10	10	10
Other Salaries	0	1	1	1	1
Total	11	12	12	12	12
Information Technology Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	10	13	16	16	16
Other Salaries	0	0	0	0	0
Total	11	14	17	17	17
Planning & Zoning Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	9	8	9	9	9
Other Salaries	0	0	0	0	0
Total	10	9	10	10	10



CITY OF DORAL					
CONSOLIDATED POSITION SUMMARY					
DEPARTMENT	BUDGET FY 2014-15	BUDGET FY 2015-16	DEPT.REQ FY 2016-17	CM PROPOSED FY 2016-17	ADOPTED FY 2016-17
Police Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries - Sworn	119	138	146	143	143
Full Time Salaries	40	40	47	47	47
Other Salaries	1	1	1	1	1
Total	161	180	195	192	192
Building Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	34	36	37	37	37
Other Salaries	3	2	3	1	1
Total	38	39	41	39	39
Code Compliance Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	14	14	16	15	15
Other Salaries	1	2	1	1	1
Total	16	17	18	17	17
Public Works Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	25	27	29	29	29
Other Salaries	1	2	1	1	1
Total	27	30	31	31	31
Parks & Recreation Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	23	31	37	37	37
Other Salaries	N/A	N/A	N/A	N/A	N/A
Total	24	32	38	38	38
Transportation					
Full Time Salaries	2	4	4	4	4
Total	2	4	4	4	4
Stormwater					
Full Time Salaries	2	2	2	2	2
Total	2	2	2	2	2
Council Members Total	5	5	5	5	5
Administrative - Full Time Total	12	12	12	12	12
Sworn - Full Time Total	119	138	146	143	143
Full Time Total	191	208	232	230	230
Other Salaries - Part Time Total	8	40	41	28	28
Grand Total (Not Including Council)	330	398	431	413	413





OFFICE OF THE MAYOR AND CITY COUNCIL



OFFICE OF THE MAYOR AND CITY COUNCIL FUNCTION

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

Doral operates under a Mayor-Council-Manager form of government. The Mayor is recognized as the head of the City government for all ceremonial purposes and is responsible for nominating the City Manager, City Clerk and City Attorney. The nominations are confirmed by a majority of the City Council.

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



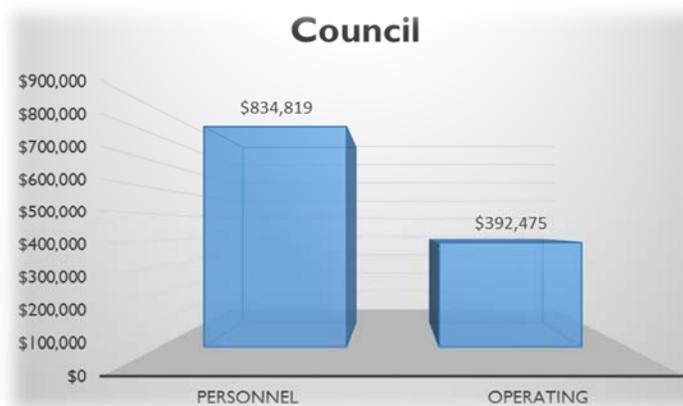
OFFICE OF THE MAYOR AND CITY COUNCIL OBJECTIVES FOR FY 2017

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



- **Total Personnel Costs – \$834,819**
There was an increase to these line items due to an approved 1% cost of living adjustment, an up to 3% merit raise based on individual's performance evaluation and an increase in health insurance costs city-wide.
- **Contractual Services-Other – \$23,500**
This account was added to budget for a Budget Consultant to Council (\$20,000) and temporary staff as needed (\$3,500).
- **Travel and Per Diem – \$101,100**
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 line item 500401.



- **Communication & Freight - \$13,800**
This line item decreased due to the change in the City's Cell Phone policy. The Chief of Staff and Legislative Analysts will now receive a \$100/per month cell phone allowance.
- **Other Current Charges - \$35,000**
This line item is for employee appreciation events; two held throughout the year.

- **Dues, Subscriptions, Memberships – \$44,075**
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	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2016-17	FY 2016-17	FY 2016-17
500.110 - Charter Compensation							
	Mayor	1	1	1	1	1	\$ 67,688
	Council Members	4	4	4	4	4	\$ 64,947
	Charter Compensation Total	5	5	5	5	5	\$ 132,635
500.120 - Full Time Salaries							
	Chief of Staff	1	1	1	1	1	\$ 75,422
	Administrative Aide to the Mayor	1	0	0	0	0	\$ -
	Legislative Analyst	4	4	4	4	4	\$ 260,076
	Full Time Salaries Total	6	5	5	5	5	\$ 335,498
500.130 - Other Salaries							
	<u>N/A</u>						
	Other Salaries Total	0	0	0	0	0	\$ -
	Total	11	10	10	10	10	\$ 468,133



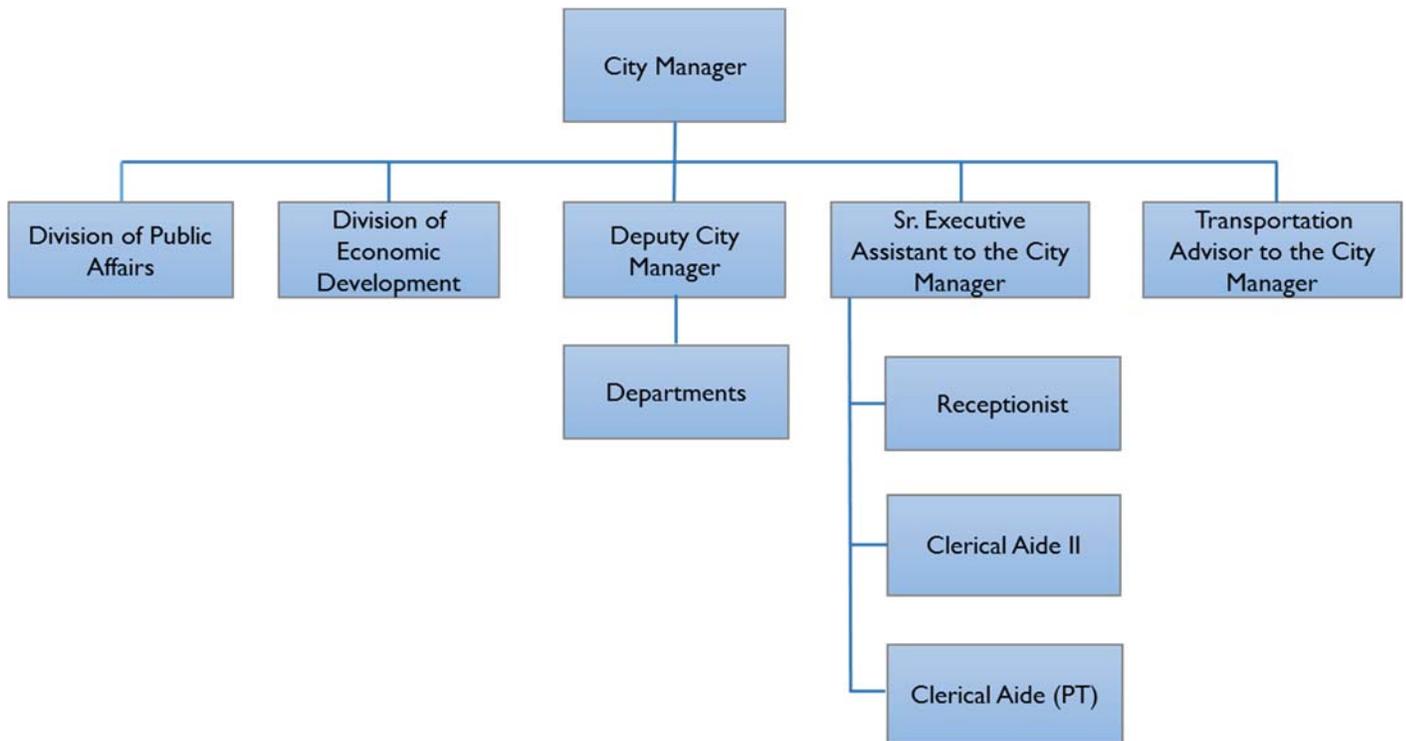
00110005 - OFFICE OF THE MAYOR & COUNCIL

ACCT. NO.	DESCRIPTION	ACTUAL	ACTUAL	AMENDED	ACTUALS	YEAR-END	PROPOSED	ADOPTED
		FY 2013-14	FY 2014-15	BUDGET*	AS OF	ESTIMATE		
				FY 2015-16	7/25/16	FY 2015-16	FY 2016-17	FY 2016-17
00110005 500110	CHARTER COMPENSATION	123,783	127,498	131,322	98,492	131,322	132,635	132,635
00110005 500120	FULL TIME SALARIES	98,699	326,782	322,500	239,936	322,500	334,235	335,498
00110005 500125	COMPENSATED ABSENCES	195	4,186	12,404	4,172	12,404	12,855	12,904
00110005 500140	OVERTIME	16	-	-	-	-	-	-
00110005 500210	FICA & MICA TAXES	26,811	48,915	49,826	36,331	49,826	50,859	50,730
00110005 500220	RETIREMENT CONTRIBUTION	31,231	62,921	62,338	44,970	62,338	63,983	64,134
00110005 500230	LIFE & HEALTH INSURANCE	82,541	142,375	146,982	120,122	146,982	183,610	238,917
TOTAL PERSONNEL COSTS		363,275	712,678	725,372	544,022	725,372	778,177	834,819
00110005 500340	CONTRACTUAL SERVICES - OTHER	-	-	10,000	10,000	10,000	3,500	23,500
00110005 500400	TRAVEL & PER DIEM	5,921	31,247	26,100	18,560	26,100	26,100	26,100
00110005 50040A	COUNCIL SEAT MAYOR	1,501	9,070	15,000	5,859	15,000	15,000	15,000
00110005 50040B	COUNCIL SEAT ONE	5,204	9,080	15,000	6,028	15,000	15,000	15,000
00110005 50040C	COUNCIL SEAT TWO	5,760	12,885	15,000	12,472	15,000	15,000	15,000
00110005 50040D	COUNCIL SEAT THREE	3,224	2,970	15,000	-	15,000	15,000	15,000
00110005 50040E	COUNCIL SEAT FOUR	4,115	9,748	15,000	5,086	15,000	15,000	15,000
00110005 500401	COUNCIL STIPEND	120,000	150,000	150,000	112,500	150,000	150,000	150,000
00110005 500410	COMMUNICATION & FREIGHT	12,333	11,428	17,300	9,015	17,300	16,800	13,800
00110005 500490	OTHER CURRENT CHARGES	-	-	35,000	23,746	35,000	35,000	35,000
00110005 500510	OFFICE SUPPLIES	9,479	22,780	20,000	18,169	20,000	25,000	25,000
00110005 500540	DUES/SUBSCRIPTIONS/MEMBERSHIPS	29,989	23,757	43,325	25,017	43,325	44,075	44,075
TOTAL OPERATING COST		197,526	282,964	376,725	246,452	376,725	375,475	392,475
00110005 500640	CAPITAL OUTLAY - OFFICE	1,096	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY		1,096	-	-	-	-	-	-
00110005 - OFFICE OF THE MAYOR & COUNCIL		561,898	995,642	1,102,097	790,474	1,102,097	1,153,652	1,227,294

*Includes approved amendments to the budget and/ 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 2016

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

- Communication
- Sustainability
- Capital

The following section lists key accomplishments associated with the aforementioned priority areas. In FY16, we made steady progress in each priority area ranging from communication improvements both internally and externally to tackling transportation demands and challenges. We also embarked on building multimillion-dollar park facilities, roadway projects and the purchase of land that will become a local draw.

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

The following section lists FY16 accomplishments and status of current year budget initiatives that supports the City's strategic goals.

Success and Accomplishments:

- Continued transparency by providing Letters to Council, weekly departmental highlights and comprehensive financial reports to Council, including posting documents on the City's website.
- Citizen engagement communication initiatives were developed and implemented to provide key information, announcements and an opportunity for dialogue with constituents.
- Provided support and made recommendations to the City Council.
- Delivered a fiscally responsible proposed annual budget.
- Continued to have Department Heads set performance goals for themselves and their respective departments.
- Implemented Executive Internship Program with Florida International University providing students with municipal government experience.
- Staff Manager's Office with Transportation Advisor to focus on key transportation projects/initiatives.
- Implemented operational efficiencies such as: centralized facility event calendaring system, assignment tracking system and automated submittal process of weekly department highlights to management.
- Enhanced security features for Government Center.
- Increased contract opportunities for Florida Certified Veteran & Service-Disabled Veterans.



- Military discounts for Doral Parks & Recreation sports, programs and events.
- Promoted Community Oriented Policing Services (COPS).
- Several employee appreciation events were planned throughout the year.
- The City continued to enhance its training program and provide employees with classes geared on customer service and professional development, including Executive Leadership Training.

Work in Progress:

- Will configure and integrate a Live Chat function on City's webpage to be used by the Building Department to provide

its customers with additional resources when inquiring on building processes and forms.

- Proposing before Council a Parental Leave Policy to provide paid paternal leave to the employees of the City. If approved by Council, the policy will provide a competitive benefit that will improve workplace flexibilities and establish greater support for enhancing work-life programs.
- Implementing Educational Compact initiatives with Miami-Dade County Public Schools and Doral to better inform our Doral parents and students of various educational opportunities and improve working relations with local schools and school board.

OFFICE OF THE CITY MANAGER OBJECTIVES FOR FY 2017

The City's strategic goals and strategies were presented to the Mayor and Members of the City Council on May 11, 2016; they were unanimously endorsed.

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

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

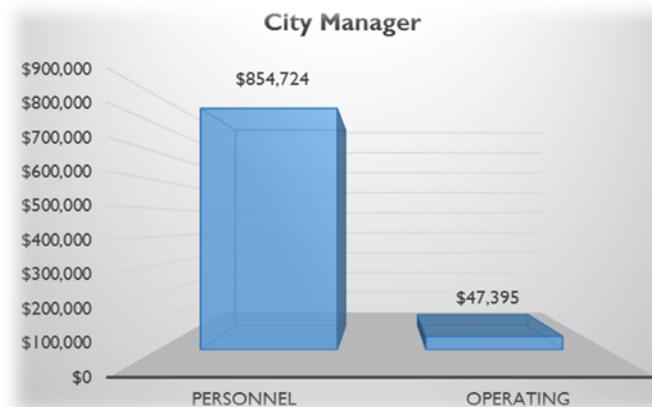
The following objectives were developed to provide a description of the anticipated accomplishments for this Office as they relate to the City Council's Budget Priorities and Strategic Goals.

- 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 a comprehensive annual financial report to the City Council.
- Ensure City has the technologies to utilize all communication channels and tools.
- Improve relationships with other agencies and municipalities.
- Pursue private sector partnerships related to Smart City initiatives.
- Develop a long-term sustainability plan that addresses City capital, maintenance and operations.
- Develop tools to display full picture of projects as to tasks and total budget.
- Develop a regional strategy and partnership with Miami-Dade County, State level and Federal level.
- Continue to seek out opportunities to partner with U.S Southern Command for the FAA land.
- Coordinate with other governmental agencies and municipalities to strategize transportation projects in order to relieve traffic congestion.
- Develop innovative transportation strategies to encourage mass transit multi-modal options.

OFFICE OF THE CITY MANAGER BUDGET HIGHLIGHTS



- *Total Personnel Costs – \$854,724*
There was an increase to these line items due to an approved 1% cost of living adjustment, an up to 3% merit raise based on individual’s performance evaluation and an increase in health insurance costs city-wide. The City Manager’s Office budget reflects the total cost associated with the Transportation Advisor to the City Manager.



- **Communication & Freight - \$4,800**
This line item decreased due to the change in the City's Cell Phone policy.

- **Dues, Subscriptions, Memberships - \$9,550**
This line item increased due to additional memberships and trainings for transportation.

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

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2016-17	FY 2016-17	FY 2016-17
500.111 - Administrative Salaries							
	City Manager	1	1	1	1	1	\$ 193,675
	Deputy City Manager	1	1	1	1	1	\$ 146,062
	Administrative Salaries Total	2	2	2	2	2	\$ 339,737
500.120 - Full Time Salaries							
	Senior Executive Assistant to the City Manager	1	1	1	1	1	\$ 80,133
	Transportation Advisor to the City Manager ¹	0	1	1	1	1	\$ 136,183
	Receptionists/Clerical Aide 1st & 3rd Floors	2	2	0	0	0	\$ -
	<u>Title Changed to Receptionist</u>	0	0	1	1	1	\$ 28,707
	<u>Title Changed to Clerical Aide II</u>	0	0	1	1	1	\$ 30,920
	Full Time Salaries Total	3	4	4	4	4	\$ 275,943
500.130 - Other Salaries							
	P/T Clerical Aide (Mail Distribution)	1	1	1	1	1	\$ 21,112
	Other Salaries Total	1	1	1	1	1	\$ 21,112
	Total	6	7	7	7	7	\$ 636,792

¹Position approved by Council in FY 2016



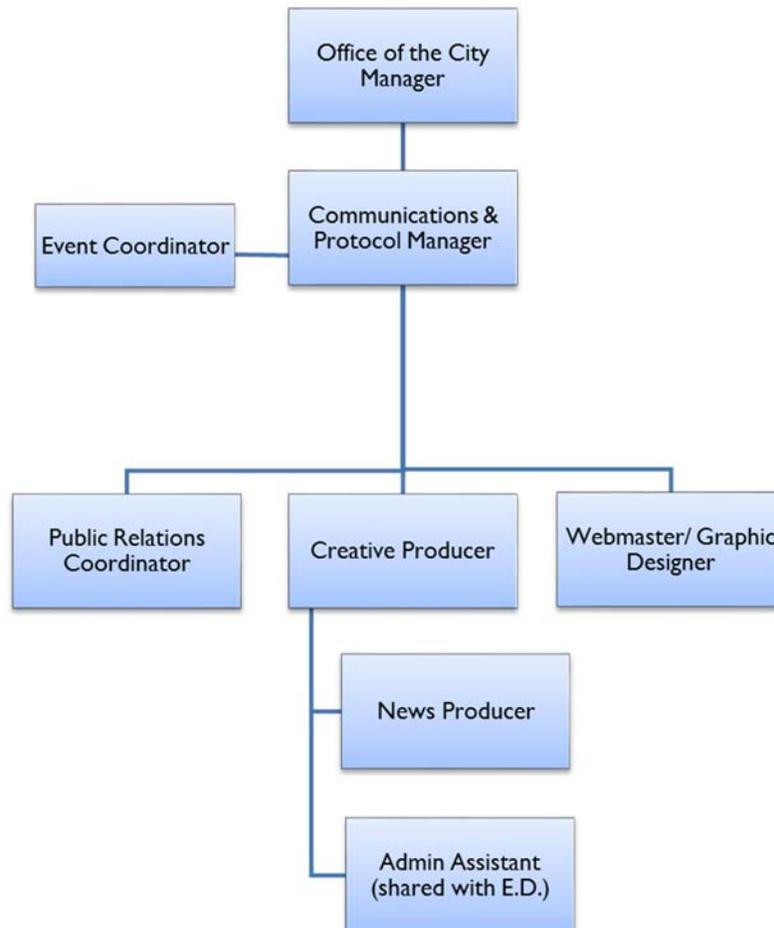
00111005 - OFFICE OF THE CITY MANAGER

ACCT. NO.	DESCRIPTION	ACTUAL		AMENDED	ACTUALS	YEAR-END		
		FY 2013-14	FY 2014-15	BUDGET*	AS OF	ESTIMATE	PROPOSED	ADOPTED
				FY 2015-16	7/25/16	FY 2015-16	FY 2016-17	FY 2016-17
00111005 500111	ADMINISTRATIVE SALARIES	327,207	299,290	315,156	249,827	315,156	339,737	339,737
00111005 500120	FULL TIME SALARIES	104,258	137,346	184,507	99,138	184,507	275,943	275,943
00111005 500125	COMPENSATED ABSENCES	54,704	9,883	20,847	571	20,847	27,410	27,410
00111005 500130	OTHER SALARIES	280	12,672	21,481	13,532	21,481	21,112	21,112
00111005 500140	OVERTIME	246	561	500	247	500	250	250
00111005 500210	FICA & MICA TAXES	37,599	30,177	42,785	25,187	42,785	52,653	52,515
00111005 500220	RETIREMENT CONTRIBUTION	49,295	53,754	59,457	38,500	59,457	73,882	73,882
00111005 500230	LIFE & HEALTH INSURANCE	46,569	34,905	39,916	26,772	39,916	65,207	63,875
TOTAL PERSONNEL COSTS		620,159	578,587	684,649	453,774	684,649	856,194	854,724
00111005 500340	CONTRACTUAL SERVICES - OTHER	1,877	1,759	2,000	2,000	2,000	-	-
00111005 500400	TRAVEL & PER DIEM	13,029	11,898	23,305	14,316	23,305	29,545	29,545
00111005 500410	COMMUNICATION & FREIGHT	6,699	5,050	5,250	3,870	5,250	6,600	4,800
00111005 500510	OFFICE SUPPLIES	5,406	4,246	3,000	2,340	3,000	3,500	3,500
00111005 500521	OPERATING SUPPLIES - FUEL	2,204	-	-	-	-	-	-
00111005 500522	OPERATING SUPPLIES - VEHICLES	1,628	-	-	-	-	-	-
00111005 500540	DUES/SUBSCRIPTIONS/MEMBERSHIPS	7,192	15,571	8,000	7,183	8,000	9,550	9,550
TOTAL OPERATING COST		38,036	38,525	41,555	29,708	41,555	49,195	47,395
00111005 500640	CAPITAL OUTLAY - OFFICE	880	454	-	-	-	-	-
TOTAL CAPITAL OUTLAY		880	454	-	-	-	-	-
00111005 - OFFICE OF THE CITY MANAGER		659,075	617,566	726,204	483,482	726,204	905,389	902,119

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



DIVISION OF PUBLIC AFFAIRS



DIVISION OF PUBLIC AFFAIRS FUNCTION

The mission of the City's Division of Public Affairs is to articulate the City's accomplishments, policies and brand. The success of any enterprise comes from a strong foundation and a clear vision.

The Public Affairs vision is: "The City works hard and responsibly to make Doral the premier community in which to "live, work, learn, play"." This is our promise to our stakeholders.

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

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



PUBLIC AFFAIRS ACCOMPLISHMENTS FOR FY 2016

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

Public Relations

- In the last year we have increased engagement by 300% in our social media outlets by organic means.
- To serve as a guide and provide clear procedural parameters, the Social Media Policy for Doral Employees was completed. The Communications Policy has been drafted and is undergoing the review process. The City Logo and Branding Usage Guide has been drafted and is undergoing review.
- Work between the Division and other departments continued through promotional, marketing and protocol support on the Consular Reception, State of the City Address, PGA Tour Reception, eMerge Americas 2016, and Sister City Signing Ceremony.
- 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 are sent via email to over 8,700 subscribers.
- Graphic design projects continue to be completed in-house, such as: tri-fold brochures for Business Development, Procurement and Storm Water Control; event flyers, programs, and the Doral Digest. This includes the second of design of the City's recognition certificates and the proclamations. A more contemporary version of the City's sunburst logo approved by the City Council, is currently in use.
- Additionally, the City website has been replaced with a responsive and scalable content management system that is secure can be personalized, responsive, and is ADA compliant.

PUBLIC AFFAIRS ACTIVITY REPORT

ACTIVITY	ACTUAL FY 2014-15	PROJECTED FY 2015-16	PROJECTED FY 2016-17
Social Media Followers	11,770	18,252	18,800
Doral TV Completed Programs/Packages	45	186	191
Website Page Views	1,087,000	1,046,540	1,077,936
Positive Media Clippings	185	359	370



Website

- We upgraded our website to Microsoft CRM/ADXStudio platform. The upgrade included a mobile friendly bootstrap platform with CRM functionality that allowed us to implement a 311 application; as a result we have better resident engagement.
- The New platform is 100% ADA compliant. We also added ReadSpeak application for an extra layer of ADA compliance, which allows content to be read and listened to via audio device.
- A custom YouTube module was added to the home page to allow seamless streaming video that allows our creative team to present important information about news and events.

Doral TV

Achieving consistency in our messages and lowering production cost is of the utmost importance. In 2016 we produced 186 video items from 15 second Doral snap shots to the almost 8 minute Memorial Day video. We have saved the City more than \$150000 in video production costs based on local industry rates*

1. "Hide it, lock it or lose it" - City of Doral Police Department. (\$45,000*)
2. See Something Say Something - City of Doral Police Department. (\$45,000*)
3. Bike Awareness Campaign - Public Works* (\$30,000*)
4. Youth Football Campaign - Parks and Recreation (\$10,000*)
5. 2016 eMerge Americas - Economic Development (\$15,000*)
6. Keep Doral Beautiful - Public Works (\$10,000)



PUBLIC AFFAIRS OBJECTIVES FOR FY 2017

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 City Communications Policies as well as the City Logo and Branding Guide will be implemented.
- For the upcoming year we will use personalized Hash Tags and Video Tags to improve organic effectiveness and increase audience awareness, as well as paid social media campaign to reach the full local community
- The division will work to grow the number of followers across the City's multiple social media platforms by 5-10%.
- Will work with IT department to have a transparent and efficient promotional item inventory.
- Public Affairs must institute public opinion research to better understand the market we serve. These can include workshops, focus groups, direct mail questionnaires, and online surveys. The implementation of Google Hangout or similar technologies to facilitate direct engagement with the community is currently being developed as well as training employees as brand ambassadors.
- Increase Engagement — We want to encourage and enable residents and business owners to participate in public policy formation. In addition, we would like to generate high levels of participation in and attendance at City programs and events.
- Provide Access— We want to reduce barriers to communication in order to reach the broadest possible audience. (This is why we produce videos in English and Spanish)
- Transparency—It is our intent to conduct the “people’s business” in the open— making information about City policies and operations available to all— and give constituents reasonable access to elected officials and City staff.
- Reinforce Credibility— We will provide honest and responsive communications that will help us to build trust and credibility with our audiences, which is critical in maintaining an ongoing dialogue with the community.

Website

- Our website is our most important tool with a monthly average of 19,000 unique users. This is a dynamic property, where changes are made, sometimes daily. We will leverage the home page to drive direct visitors to less visited sections of the website.



Doral TV

- Exponential growth in consumer consumption of video makes it our prime focus and first option to disseminate information.

85% of internet users in the United States watch online video. Video has educational and entertainment aspects, can easily teach a new idea or concept. It can also be the most powerful way to tell a story and to stimulate an emotional reaction.

It has the most viral potential of any content medium. Video fosters trust. Video has the ability to break down boundaries by making communication more personal and human.

- Internet has changed communication, and social media has changed the visual landscape. This shift allows for distribution of content directly to the end user. This enables us to have a

direct and intimate dialogue but also shortens the time of programming, the average user expect to receive the information in less than 3 minutes and even some platforms have more constrained about time, reducing it to 15 seconds.

- This forces the content creation to be visual appealing, relevant and precise.
- We will continue to produce: Inside Doral, Doral Snap Shots.
- We are developing Sabor Doral, Doral Life and Get Fit Doral



PUBLIC AFFAIRS BUDGET HIGHLIGHTS



- **Total Personnel Costs – \$545,801**
There was an increase to these line items due to an approved 1% cost of living adjustment, an up to 3% merit raise based on individual’s performance evaluation and an increase in health insurance costs city-wide.
- **Communication & Freight - \$4,800**
This line item decreased due to the change in the City’s Cell Phone policy.
- **Capital Outlay (Office) - \$12,800**
This account decreased due to much of the equipment needed for Doral TV productions were purchased during FY15-16.
- **Dues, Subscriptions, Memberships - \$28,945**
This account decreased due to line items designated for digital advertising moved to Promotional Activities account (500481).
- **Operating Supplies - \$500**
This account is new this year. Funds are being budgeted for supplies needed that do not meet the Capital Outlay (Office) threshold
- **Other Current Charges - \$24,500**
This account increased by \$4,000 because this year we are budgeting for catering costs for several events (e.g. ground breakings, ribbon cuttings, Council initiated events) that take place regularly. For FY2017 we are also budgeting for dry cleaning of table covers used for events and meetings.
- **Promotional Activities - \$65,000**
This account decreased due to funds previously budgeted for in Dues, Subscriptions, and Memberships (500540) for digital advertising moved to this account. Also, we are now budgeting to buy advertising in U.S. and foreign publications. Previously only local advertising was budgeted.
- **Rentals & Leases - \$4,000**
This account increased due to the additional line for the rental of logistical items needed for events such as tables and chairs.



- *Contractual Services - \$25,000*
This account decreased due to less funds being budgeted to outsource Doral TV production as a new full time position was hired.

- *Professional Services - \$18,700*
This account is new this year. Funds are being budgeted for services as needed such as social media management, crisis consulting and translation services.

PUBLIC AFFAIRS STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	PROPOSED FY 2017	ASSOCIATED COST
COMMUNICATION	Ensure City has the technologies to utilize all communication channels and tools	No Cost
COMMUNICATION	Continue focus on community policing and police outreach to community	No Cost
COMMUNICATION	Increase awareness of Façade Campaign grants	No Cost
COMMUNICATION	Provide crimes stats fact sheet, Communicate that crime is down for our residents	No Cost
COMMUNICATION	Expand use of 30 to 40 second short videos by including in Facebook and Instagram	No Cost
COMMUNICATION	Conduct a sign up campaign for Code Red	No Cost
COMMUNICATION	Send out Code Red text alerts for accidents; road closures	No Cost
COMMUNICATION	Increase our communication with our police crime watch groups and reach out to HOAs for an open dialogue	DPD is lead agency No Cost
COMMUNICATION	Publish monthly Doral Digest if advertising revenues will cover costs	No Cost
COMMUNICATION	Promote project dashboard/construction blog Promote the various transparency sites including capital projects, contract management and City dashboard	No Cost
COMMUNICATION	Publish viewership metrics	No Cost
COMMUNICATION	Conduct surveys to determine how to better communicate to citizens	\$64,000
COMMUNICATION	More programming by and about youth (Doral TV)	No Cost
COMMUNICATION	Provide live sports coverage if a cost effective way to do so is determined	\$ 10,000.00
COMMUNICATION	Increase Inside Doral episodes	No Cost
COMMUNICATION	Continue to communicate to our residents/public our initiatives, programs and accomplishments	No Cost
COMMUNICATION	Improve relationships with other agencies and municipalities	No Cost
TOTAL		\$ 74,000.00



**DIVISION OF PUBLIC AFFAIRS
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT. REQ	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2016-17	FY 2016-17	FY 2016-17
500.120 - Full Time Salaries	Public Affairs Manager	1	0	0	0	0	\$ -
	Communications & Protocol Manager	0	1	1	1	1	\$ 88,868
	Public Affairs Coordinator	1	0	0	0	0	\$ -
	Public Information Coordinator	1	0	0	0	0	\$ -
	Public Relations Coordinator	0	1	1	1	1	\$ 62,411
	Content Creator/Producer	0	0	1	0	0	\$ -
	Videographer/Editor	1	0	0	0	0	\$ -
	Creative Producer	0	1	1	1	1	\$ 57,830
	Webmaster	1	1	0	0	0	\$ -
	<i>Reclassified to Webmaster/ Graphic Designer</i>	0	0	1	1	1	\$ 60,000
	NEW Administrative Assistant (shared with Eco. Dev) ¹	0	0	1	0.5	0.5	\$ 16,270
	Events Specialist/ Administrative Assistant	0	1	0	0	0	\$ -
	<i>Reclassified to Events Coordinator</i>	0	0	1	1	1	\$ 50,891
	News Producer	0	1	1	1	1	\$ 48,653
	Full Time Salaries Total	5	6	7	6.5	6.5	\$ 384,923
500.130 - Other Salaries	Clerical Aide P/T - Best Buddies	0	0	1	0	0	\$ -
	Other Salaries Total	0	0	1	0	0	\$ -
	Total	5	6	8	6.5	6.5	\$ 384,923

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



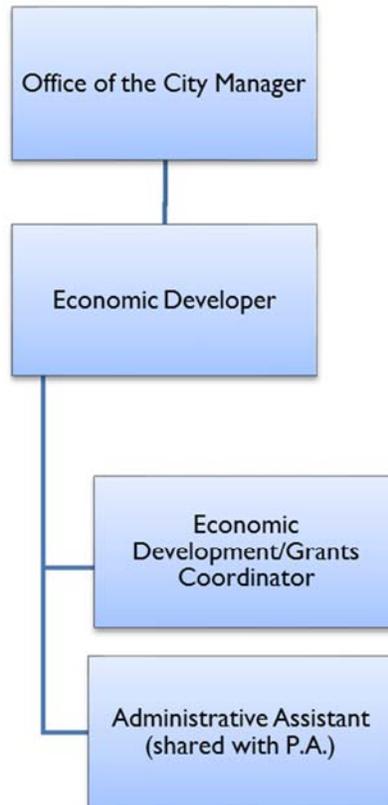
0011505 - PUBLIC AFFAIRS

ACCT. NO.	DESCRIPTION	AMENDED			ACTUALS	YEAR-END		
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET* FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
0011505 500120	FULL TIME SALARIES	200,782	243,353	329,316	240,892	329,316	383,552	384,923
0011505 500125	COMPENSATED ABSENCES	6,938	18,309	12,666	-	12,666	14,752	14,805
0011505 500130	OTHER SALARIES	-	6,942	21,600	7,423	21,600	-	-
0011505 500140	OVERTIME	-	-	2,400	1,821	2,400	-	-
0011505 500210	FICA & MICA TAXES	15,796	20,901	28,558	19,290	28,558	31,329	31,346
0011505 500220	RETIREMENT CONTRIBUTION	17,717	29,823	39,518	27,348	39,518	46,026	46,191
0011505 500230	LIFE & HEALTH INSURANCE	18,451	28,148	47,898	27,905	47,898	73,269	68,537
TOTAL PERSONNEL COSTS		259,685	347,477	481,956	324,679	481,956	548,928	545,801
0011505 500310	PROFESSIONAL SERVICES	-	-	-	-	-	11,700	18,700
0011505 500340	CONTRACTUAL SERVICES - OTHER	88,040	161,172	89,228	37,934	89,228	25,000	25,000
0011505 500400	TRAVEL & PER DIEM	7,187	4,656	7,220	6,241	7,220	9,820	9,820
0011505 500410	COMMUNICATION & FREIGHT	4,558	5,093	5,400	3,483	5,400	6,000	4,800
0011505 500440	RENTALS & LEASES	-	-	3,000	1,290	3,000	4,000	4,000
0011505 500460	REPAIR & MAINT - OFFICE EQUIP	-	-	7,500	4,000	7,500	4,000	4,000
0011505 500470	PRINTING & BINDING	-	-	49,650	28,344	49,650	48,250	48,250
0011505 500481	PROMOTIONAL ACTIVITIES - PIO	34,311	44,019	93,400	41,480	93,400	65,000	65,000
0011505 500490	OTHER CURRENT CHARGES	-	-	20,500	11,545	20,500	24,500	24,500
0011505 500510	OFFICE SUPPLIES	4,267	5,640	3,400	3,199	3,400	3,700	3,700
0011505 500520	OPERATING SUPPLIES	-	-	-	-	-	500	500
0011505 500540	DUES/SUBSCRIPTIONS/MEMBERSHIPS	3,314	1,777	36,932	23,061	36,932	28,945	28,945
TOTAL OPERATING COST		141,676	222,357	316,230	160,576	316,230	231,415	237,215
0011505 500640	CAPITAL OUTLAY - OFFICE	8,855	10,272	26,355	20,116	26,355	12,800	12,800
TOTAL CAPITAL OUTLAY		8,855	10,272	26,355	20,116	26,355	12,800	12,800
0011505 - PUBLIC AFFAIRS		410,215	580,106	824,541	505,371	824,541	793,143	795,816

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



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 2016

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

- Executed Sister City Agreements with Oranjestad, Aruba and Barranquilla, Colombia
- Began planning and zoning process for Aruba House retail/governmental development which will serve as the international launch pad for Aruban products and brands
- Connected Miami Dade College with Aruban educational institutions
- Coordinated signing of educational exchange program between Barranquilla's Universidad del Norte and Barry University to provide student interns for Doral-based businesses
- Completed RFP and implemented FIU Economic Study
- Increased outreach and cooperation with local business organizations, strategic partners and institutions (Beacon Council, Enterprise Florida, ITC, MDC, MFZ, FIU, SBA, SBDC, Pipeline, HUBB, Camacol, DCC, DBC, US Commercial Service, multinational chambers)
- Hosted monthly New Business Start-up Orientation workshops with Doral Chamber
- Created two new trade show booths for Doral (10 ft. and 20 ft.)
- Represented Doral at eMerge Americas tech conference and negotiated participation of IT Director in Smart City Strategy presentation with Microsoft partner
- Worked with Beacon Council, Miami Dade County on planning of Logistics/Trade Incubator/Accelerator in Miami Free Zone
- Gave presentations to Miami Association of Realtors, Women Realtor's Council, Lennar, Midtown Doral, *Miami Herald*, US Brazil Chamber, DBC, Miami-Dade Municipalities
- Created new 'City of Doral Update' segment showcasing presentations by Doral department directors at Doral Business Council breakfasts
- Attended Hemispheric Congress, Miami New Construction Show, ICSC, Beacon Council One Community One Goal update, Real Estate Outlook, Asian Real Estate Association chapter launch, WorldCity series, P3A conference in Aruba, EB-5 Regional Center update, GMBHA Annual Meeting, Air & Sea Cargo show and Cumbre Latinoamericana
- Participated in diplomatic and trade visits from Aruba, Brazil, China, Colombia, Costa Rica, Dominican Republic, France, Guatemala, Honduras, Italy, Mexico, Poland, South Korea, Spain, Turkey and Turks & Caicos
- Met with new and potential businesses, cultural groups, economic analysts and social organizations to provide data and discuss Doral economic opportunities
- Served as Liaison for the Economic Development Advisory Board and executed the Consulate Reception, Small Business Forum and Business Valuations event
- Implemented eCivis grants software & applied for more than \$10 million in grant funds
- Collaborated with Public Affairs on new Economic Dev. materials, videos, ads, business and community guide design, booth and banner design, film industry outreach/permitting facilitation, event promotions, media interviews
- Collaborated with Police Dept. & Public Affairs on Doral Business Crime Prevention Seminar



- Participated as business plan judge in Biznovators awards assembly.

ECONOMIC DEVELOPMENT OBJECTIVES FOR FY 2017

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

- Increase business beautification efforts through revision of Façade program in collaboration with P&Z, Building and Code Compliance
- Develop Sister Cities interactions with Barranquilla & Oranjestad, and expand Sister Cities relationships with Guatemala City and Mar
- ne region of France
- Work with grants committee and departments on prioritizing grant submittals
- Provide seed funding for launch and implementation of Logistics & Trade Incubator/Accelerator program
- Create Economic Development Strategic Plan based on data and recommendations from Economic Study
- Expand tech education and tech start-up attraction efforts with strategic partners (eMerge Americas, Pipeline, HUBB, Biznovators)
- Create and implement economic development-oriented cultural event partnership with The Rhythm Foundation



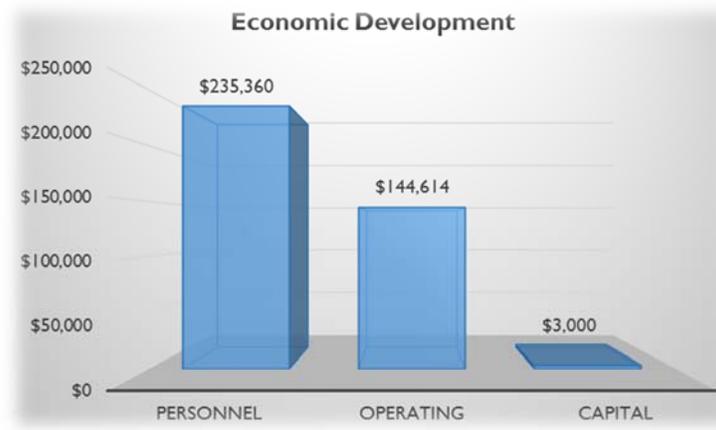
ECONOMIC DEVELOPMENT STRATEGIC PRIORITIES

STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	PROPOSED FY 16-17	ASSOCIATED COST
Communication Area:	Improve relationships with other agencies and municipalities	\$ 17,348.00
Communication Area:	Increase awareness of Façade Campaign grants	\$ 5,000.00
Smart City:	Pursue private sector partnerships related to Smart City: This initiative includes the eMerge Americas sponsorship	\$ 15,000.00
Long Term Financial Sustainability:	Pursue private sector partnerships and examine P3 options: This initiative includes the Doral Logistics & Trade Incubator/Accelerator, a Public-Private Partnership at Miami Free Zone with Beacon Council & Miami Dade County	\$ 24,000.00
Long Term Financial Sustainability:	Develop private partnerships to be identified to cover operating costs: This initiative includes memberships with business groups and implementation of business education programs	\$ 9,500.00
Quality of Place:	Identify annual cultural events and determine future support policies: This initiative includes the Rhythm Foundation economic development cultural event	\$ 30,000.00
TOTAL		\$ 100,848.00



ECONOMIC DEVELOPMENT BUDGET HIGHLIGHTS



- **Total Personnel Costs – \$235,360**

There was an increase to these line items due to an approved 1% cost of living adjustment, an up to 3% merit raise based on individual's performance evaluation and an increase in health insurance costs city-wide.

- **Promotional Activities - \$89,300**

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 (eMerge Americas, WorldCity, Beacon Council), events hosted by the City (New Business Orientation workshops and community-oriented business seminars), Sister Cities events and activities aimed at providing opportunities for trade, cultural

and educational interaction, and targeted Economic Development advertising. In FY 2017, the Economic Development division will co-sponsor an incubator/accelerator program that will take place at Miami Free Zone and brand Doral as a center of entrepreneurial education and technological innovation.

- **Communication & Freight - \$2,100**

This line item decreased due to the change in the City's Cell Phone policy.

- **Dues, Subscriptions, Memberships - \$16,654**

This account covers all memberships to organizations like Sister Cities International, ICSC, Visit Florida and local chambers, as well as registration for trade shows such as the ICSC conference and Florida Huddle.



**DIVISION OF ECONOMIC DEVELOPMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2016-17	FY 2016-17	FY 2016-17
500.120 - Full Time Salaries							
	Economic Developer	1	1	1	1	1	\$ 86,961
	Grant Writer	1	1	0	0	0	\$ -
	<i>Reclassified to Economic Development/Grants Coordinator</i>	0	0	1	1	1	\$ 61,182
	<i>Service Award 5 yr</i>						\$ 510
	NEW Administrative Assistant (shared with Public Affairs) ¹	0	0	1	0.5	0.5	\$ 16,270
	Full Time Salaries Total	2	2	3	2.5	2.5	\$ 164,923
500.130 - Other Salaries	N/A						
	Other Salaries Total	0	0	0	0	0	\$ -
	Total	2	2	3	2.5	2.5	\$ 164,923

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



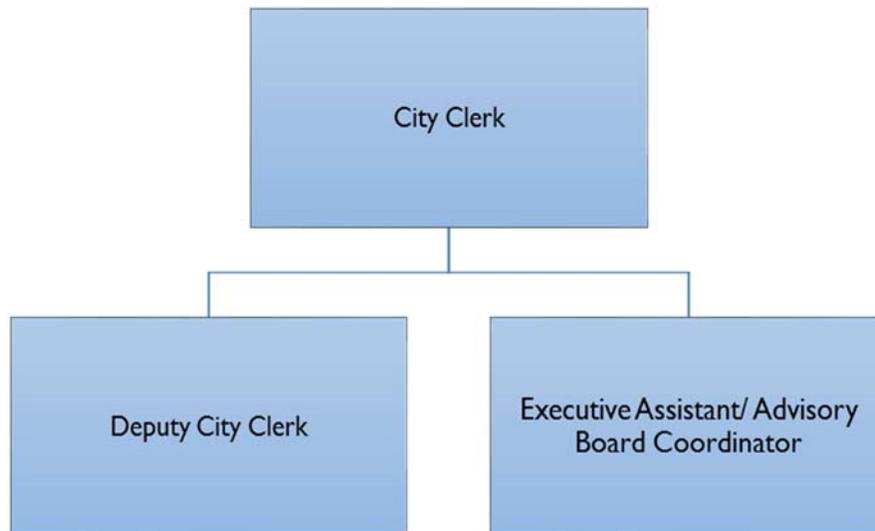
00111605 - ECONOMIC DEVELOPMENT

ACCT. NO.	DESCRIPTION	AMENDED			ACTUALS	YEAR-END		
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET* FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
00111605 500120	FULL TIME SALARIES	-	119,000	138,650	109,043	138,650	168,773	164,923
00111605 500125	COMPENSATED ABSENCES	-	635	5,333	-	5,333	6,470	6,324
00111605 500210	FICA & MICA TAXES	-	9,220	11,644	8,287	11,644	14,035	13,660
00111605 500220	RETIREMENT CONTRIBUTION	-	14,280	16,638	12,436	16,638	20,188	19,730
00111605 500230	LIFE & HEALTH INSURANCE	-	16,899	19,509	16,050	18,009	29,141	30,724
TOTAL PERSONNEL COSTS		-	160,034	191,774	145,816	190,274	238,607	235,360
00111605 500310	PROFESSIONAL SERVICES	-	25,000	60,000	-	58,000	20,000	20,000
00111605 500340	CONTRACTUAL SERVICES - OTHER	-	6,195	5,000	-	5,000	2,500	2,500
00111605 500400	TRAVEL & PER DIEM	-	8,520	13,360	7,120	13,360	12,460	12,460
00111605 500410	COMMUNICATION & FREIGHT	-	1,605	3,000	2,395	3,000	3,000	2,100
00111605 500481	PROMOTIONAL ACTIVITIES - PIO	-	25,500	68,000	37,336	65,000	114,300	89,300
00111605 500510	OFFICE SUPPLIES	-	275	1,000	646	1,300	1,600	1,600
00111605 500540	DUES/SUBSCRIPTIONS/MEMBERSHIPS	-	3,720	11,708	8,389	11,000	16,654	16,654
TOTAL OPERATING COST		-	70,816	162,068	55,887	156,660	170,514	144,614
00111605 500640	CAPITAL OUTLAY - OFFICE	-	2,950	10,000	9,044	9,044	3,000	3,000
TOTAL CAPITAL OUTLAY		-	2,950	10,000	9,044	9,044	3,000	3,000
00111605 - ECONOMIC DEVELOPMENT		-	233,800	363,842	210,747	355,978	412,121	382,974

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



OFFICE OF THE CITY CLERK



OFFICE OF THE CITY CLERK FUNCTION

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

The City Clerk’s Office functions include:

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



CITY CLERK ACCOMPLISHMENTS FOR FY 2016

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 2014-2015	PROJECTED FY 2015-2016	PROJECTED FY 2016-2017
Public Records Requests	902	1050	1260

CITY CLERK OBJECTIVES FOR FY 2017

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

- Continue to provide accurate and efficient documentation to the public.
- Continue to make information readily available for the public on the City’s website.
- Continue to provide timely assistance to the Mayor and Councilmembers.
- Continue to provide records management training for employees citywide.
- Provide assistance with digital document management integration citywide.



CITY CLERK BUDGET HIGHLIGHTS



- *Total Personnel Costs – \$286,700*
There was an increase to these line items due to an approved 1% cost of living adjustment, an up to 3% merit raise based on individual’s performance evaluation and an increase in health insurance costs city-wide. Court Reporter Services – 500331 \$10,700. This includes the cost of court recording, court reporting transcripts and translation services.
- *Travel and Per Diem – \$17,150*
This line item is used to fund the Clerk’s travel expenses associated with various professional conferences.
- *Printing and Binding – \$25,000*
This line item is used to cover the increase costs of the Codification of Ordinances.
- *Operating Supplies – \$5,000*
This line item is used to cover Council meeting expenses.



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

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2016-17	FY 2016-17	FY 2016-17
500.111 - Administrative Salaries							
	City Clerk	1	1	1	1	1	\$ 91,853
	Service Award 5 yr						\$ 765
	Administrative Salaries Total	1	1	1	1	1	\$ 92,618
500.120 - Full Time Salaries							
	Deputy City Clerk	1	1	1	1	1	\$ 61,509
	Executive Assistant/Advisory Board Coord.	1	1	1	1	1	\$ 52,504
		1	0	0	0	0	\$ -
	Full Time Salaries Total	3	2	2	2	2	\$ 114,013
	Total	4	3	3	3	3	\$ 206,631

0011200 CITY CLERK REVENUE

ACCT. NO.	DESCRIPTION	ACTUAL		AMENDED	ACTUALS	YEAR-END		
		FY 2013-14	FY 2014-15	BUDGET*	AS OF	ESTIMATE	PROPOSED	ADOPTED
		FY 2013-14	FY 2014-15	FY 2015-16	7/25/16	FY 2015-16	FY 2016-17	FY 2016-17
0011200 341901	CANDIDATE QUALIFYING FEES	-	-	1,400	2,400	2,400	-	-
0011200 341900	LIEN SEARCH FEES	21,223	24,405	21,000	18,532	21,000	21,000	21,000
0011200	CITY CLERK REVENUE	21,223	24,405	22,400	20,932	23,400	21,000	21,000



001 | 2005 - OFFICE OF THE CITY CLERK

ACCT. NO.	DESCRIPTION	ACTUAL	ACTUAL	AMENDED	ACTUALS	YEAR-END		
		FY 2013-14	FY 2014-15	BUDGET*	AS OF	ESTIMATE	PROPOSED	ADOPTED
					7/25/16	FY 2015-16	FY 2016-17	FY 2016-17
001 2005 500111	ADMINISTRATIVE SALARIES	91,419	85,089	87,479	67,690	87,479	92,618	92,618
001 2005 500120	FULL TIME SALARIES	108,526	107,676	104,867	79,190	104,867	114,013	114,013
001 2005 500125	COMPENSATED ABSENCES	431	10,879	7,365	-	7,365	7,918	7,918
001 2005 500140	OVERTIME	178	192	-	-	-	-	-
001 2005 500210	FICA & MICA TAXES	15,877	16,322	16,425	12,106	16,425	17,561	17,561
001 2005 500220	RETIREMENT CONTRIBUTION	21,434	23,733	22,977	15,785	22,977	24,704	24,704
001 2005 500230	LIFE & HEALTH INSURANCE	13,263	29,158	24,280	19,599	24,280	35,374	29,886
TOTAL PERSONNEL COSTS		251,128	273,048	263,393	194,370	263,393	292,188	286,700
001 2005 500310	PROFESSIONAL SERVICES	38,400	38,319	-	-	-	-	-
001 2005 500331	COURT REPORTER SERV-SPEC MSTRS	4,064	6,516	10,700	8,145	10,700	10,700	10,700
001 2005 500340	CONTRACTUAL SERVICES - OTHER	7,364	1,500	-	-	-	-	-
001 2005 500400	TRAVEL & PER DIEM	6,341	5,880	17,150	9,899	17,150	17,150	17,150
001 2005 500410	COMMUNICATION & FREIGHT	3,984	2,390	3,150	2,325	3,150	3,150	3,150
001 2005 500440	RENTALS & LEASES	22,614	41,056	-	-	-	-	-
001 2005 500460	REPAIR & MAINT - OFFICE EQUIP	41,048	41,054	400	400	400	-	-
001 2005 500470	PRINTING & BINDING	9,367	15,524	25,000	15,000	25,000	25,000	25,000
001 2005 500491	LEGAL ADVERTISING	67,828	149,371	240,158	161,982	240,158	250,000	250,000
001 2005 500495	ELECTION EXPENSES	-	44,517	-	-	-	100,000	100,000
001 2005 500510	OFFICE SUPPLIES	1,496	3,055	4,500	2,479	4,500	4,500	4,500
001 2005 500520	OPERATING SUPPLIES	16,426	18,035	5,000	4,698	5,000	5,000	5,000
001 2005 500540	DUES/SUBSCRIPTIONS/MEMBERSHIPS	2,264	2,085	3,650	2,296	3,650	6,200	6,200
TOTAL OPERATING COST		221,197	369,301	309,708	207,225	309,708	421,700	421,700
001 2005 500640	CAPITAL OUTLAY - OFFICE	1,970	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY		1,970	-	-	-	-	-	-
001 2005 - OFFICE OF THE CITY CLERK		474,295	642,350	573,101	401,595	573,101	713,888	708,400

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



OFFICE OF CHARTER ENFORCEMENT

The Office of Charter Enforcement was not set up in FY 2015-16. By consensus, Council agreed to fund the Office for FY 2016-17.

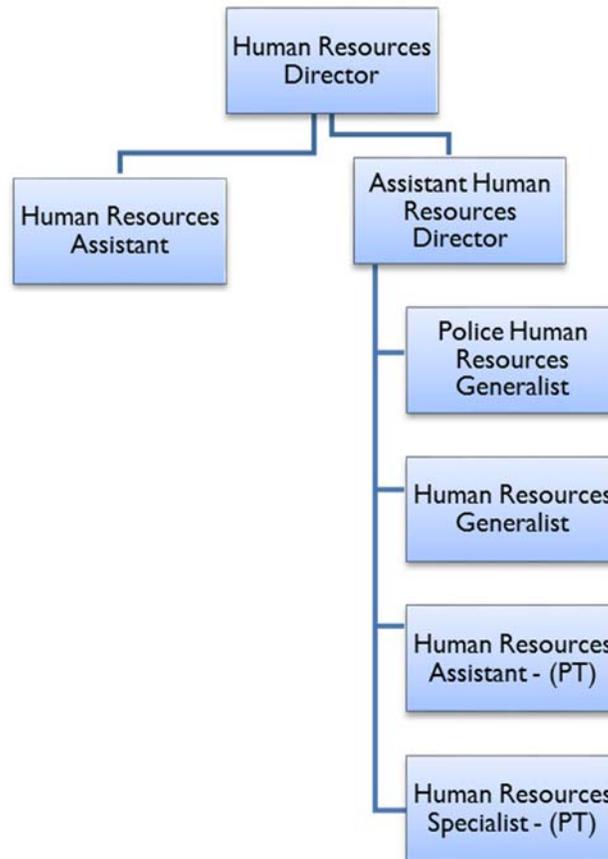
00113005 - OFFICE OF CHARTER ENFORCEMENT

ACCT. NO.	DESCRIPTION	AMENDED ACTUALS YEAR-END						
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET* FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
00113005 500310	PROFESSIONAL SERVICES	-	-	-	-	-	150,000	150,000
TOTAL OPERATING COST		-	-	-	-	-	150,000	150,000
00113005 - CHARTER ENFORCEMENT		-	-	-	-	-	150,000	150,000

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



HUMAN RESOURCES DEPARTMENT



HUMAN RESOURCES FUNCTION

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

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

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



HUMAN RESOURCES ACCOMPLISHMENTS FOR FY 2016

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

Communication

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

- The Human Resources Department is currently working on finalizing the implementation of the Human Resources Information System. This development will allow our department to electronically compile employee information and interface it with the payroll system. Through this enhancement we will have an all-inclusive and powerful tool which will allow us to generate comprehensive reports, compile and analyze data, and review and communicate findings. These are all instruments that will assist departments in effectively managing the City workforce.
- The Human Resources Department updated the Kronos Timekeeping system to an upgraded version that provides enhanced reporting features, audit tracking, and general timekeeping compliance in order to adhere to current labor regulations.

Organizational Efficiency

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

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

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

- The Human Resources Department revamped the Supervisor's Accident & Injury reporting instructions to streamline the process, and provide proper tracking of incidents. This will allow the City to identify patterns and provide appropriate trainings to limit exposure and reduce liability.
- The Human Resources Department continues to enhance safety training programs to ensure employees are using safe work practices and maintaining safe work environments.

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

Review and update the Human Resources Policies and Procedures Manual

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

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



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

- The City's objective is to retain valued employees. Employee turnover has reduced 15.38% since fiscal year 2014-2015. The total workforce of the City as of September 30, 2015 was 375 employees. The Human Resources Department has estimated that the City's workforce will be approximately 401 employees by the end of fiscal year 2015-2016. This will be an increase of 6.93% over the previous fiscal year.
- The Human Resources department continually works with department directors and supervisors to encourage constant communication and feedback to employees. Performance evaluations and communication provide clarity about expectations. This identifies strengths and weaknesses, and provides the opportunity for dialogue between management and employees to be more effective and efficient in the services they provide.
- Employee Retention & Recruitment: During fiscal year 2016 our department processed 379 performance evaluations. All employees that had evaluations that met or exceeded expectations received their approved 3% merit increase.
- The City has established an employee recognition program that encourages the recognition of excellent employee performance and positive contributions related to the overall objectives of the City. A total of 30 employees have been recognized this fiscal year.
- Established recognition categories: Act of Valor award, Exemplary Customer Service, Initiative and Leadership Award, Inspire Award, Outstanding Achievement Award, Rookie of the Year, Safety Award, Spirited Award, Team Work and Collaboration Award, and The Big Idea Award.
- Employees are also recognized for their years of service with the City (5 & 10 Years of Service) a total of 20 employees have been recognized this fiscal year.
- The Human Resources Department continues to review the Classification and Compensation study to ensure all employees are properly classified and to certify that the City is competitive with the relevant market.
- The City of Doral has created strategic partnerships with educational institutions to generate reduced pricing on programs for City of Doral Employees. Currently we have a partnership with Barry University that provides employees and members of their immediate family a 20% discounted rate. Additionally, we are working with Nova Southeastern University and Florida International University (FIU) to provide discounts for City employees. Nova has offered a 20% reduction in tuition for select programs. FIU is prepared to offer an application fee waiver for their undergraduate programs and 10% discount on certain graduate programs.
- The Department has developed several wellness initiatives. These initiatives include fitness classes, personal trainer, walking club, lunch and learn, and calendar of initiatives and programs to motivate employees to live a healthier lifestyle.
- Organization of our annual health fair which included vendors that provided screenings, health assessments, and wellness information for City employees.
- For the second consecutive year the Human Resources Department received a certificate of recognition from the Florida Department of Health - Florida Worksite Wellness Award Committee, for demonstrating a commitment to employee wellness and



providing programs that produce positive health outcomes.

- The Human Resources Department was recognized as a “Platinum-Level Fit-Friendly Worksite” by the American Heart Association (AHA) for encouraging employees to live healthier lifestyles. The City of Doral is one of nine cities throughout the country to receive this recognition, and one of two cities in the State of Florida. The City of Doral has embraced at least nine criteria as outlined by the AHA in the areas of physical activity, nutrition and culture.

In addition, we demonstrated specific, quantifiable and measurable outcomes related to workplace wellness.



Improve Customer Service through training programs & continue employee training sessions

- The Training budget includes funding for tuition reimbursements and trainings that are intended to assist the City to accomplish its mission. The following trainings, events, and tools have been utilized to reinforce the City’s commitment to provide quality service to all stakeholders:

Trainings & Education:

- Executive Leadership Trainings – establish, evaluate and reinforce the vision, values, and behaviors we look to achieve as an organization. These sessions also serve as an opportunity to communicate current and future challenges that have been identified—and discuss methods for confronting these challenges.
- Annual Cultural Diversity Trainings
- Annual Sexual Harassment Training
- Annual Customer Service Training
- Leadership Training
- Tuition Reimbursement – HR has processed approximately 67 tuition reimbursements this fiscal year.



**HUMAN RESOURCES
ACTIVITY REPORT**

ACTIVITY	ACTUAL FY 2014-15	PROJECTED FY 2015-16	PROJECTED FY 2016-17
Employment Applications Received	5494	7000	7500
Job Interest Cards Received	1958	3000	3500
Job Postings Hits	85305	9000	98000
Vacancy by Requisition	63	75	80
New Hires	69	75	35
Terminations	45	39	20
Internal Promotions	35	73	30
Employment Reclassifications	2	2	0
Health Fair Attendance	137	112	200
Temporary Appointments	25	40	30
Workers Compensation Processed	60	63	60
Tuition Reimbursement Processed	56	60	60
Performance Merit Increases Processed	351	379	400



HUMAN RESOURCES OBJECTIVES FOR FY 2017

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

- Continue to provide professional recruitment and selection services in order to hire the most qualified candidates into vacant positions.
- Provide continuous improvement of employee relations through training programs, union negotiations, problem resolution assistance and support to ensure compliance with State and Federal labor laws. Investigate claims or allegations of discrimination or sexual harassment and assist supervisors in dealing with various disciplinary and performance management matters.
- Coordinate and direct the City's employee benefits program in an effective and efficient manner.
- Continue to identify and address technological needs to enhance process efficiencies, effectiveness and Human Resources staff productivity.
- Manage the Classification and Compensation plan to address the strategic needs of the City.
- Continually administer, review, and revise Human Resources Policies and Procedures in order to ensure compliance with Federal, State and Local employment laws.
- Continue to track and monitor part-time workforce hours to ensure compliance with the Affordable Care Act.
- Support adherence to labor-related policies and procedures through continued training of employees and supervisors.
- Manage the City's Workers' Compensation program and ensure that all eligible employees who experience a work related injury or illness receive appropriate medical care and equitable benefits.
- Provide assistance, guidance, and safety training to City departments to minimize the number of workplace injuries.
- Coordinate production of wellness initiatives, provide various classes in stress management, nutrition, diabetes education, and offer programs to assist our employees in becoming and remaining healthy.
- Continue to maintain complete and accurate records regarding each employee and position, to comply with legal requirements regarding retention and release of personnel records, and to preserve the confidentiality of personnel records.
- Coordinate and administer employee training, including harassment, customer service, communication, general supervisory principles, and various other topics.
- Manage employee performance evaluation system and ensure that all employees are evaluated on an annual basis.
- Create strategic partnerships with local colleges and universities to develop additional educational opportunities for our employees.



HUMAN RESOURCES STRATEGIC PRIORITIES

HUMAN RESOURCES DEPARTMENT STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	PROPOSED FY 16-17	ASSOCIATED COST
<i>Organization Efficiency</i> - Maintain competitive salary and benefits and consider making the package more attractive, with career planning, education, etc.	Staffing Agency for Difficult to Fill Positions Employee Recognition Program Job Recruiting Program Other Website & Association Advertising	\$20,000.00 \$5,000.00 \$1,500.00 \$1,000.00
<i>Organizational Efficiency</i> - Ensure competitive salaries in order to maintain stability of organizational functions	Conduct and participate in localized salary surveys of market peers at regular intervals throughout the year; assess market position and make adjustments accordingly. 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
<i>Organization Efficiency</i> - Improve Customer Service through training programs.	Human Resources Trainings & Seminars Special Customer Service Training	\$15,000.00 \$9,600.00
TOTAL		\$56,100.00



HUMAN RESOURCES BUDGET HIGHLIGHTS



- **Total Personnel Costs - \$577,764**
There was an increase to these line items due to an approved 1% cost of living adjustment, an up to 3% merit raise based on individual's performance evaluation and an increase in health insurance costs city-wide. Also, there was an increase to part-time salaries due to the additional part time Human Resources Specialist, Human Resources Assistant and Interns Stipend requested for this fiscal year.
- **Professional Services - \$25,500**
This line item decreased due to the reduction of Safety Consultant Training Services.
- **Contractual Services-Other - \$53,234**
Decrease due to the removal of random drug testing.
- **Communication & Freight - \$2,400**
This line item decreased due to the change in the City's Cell Phone policy.
- **Repairs & Maintenance - \$0**
Cost for Kronos timekeeping services and licenses transferred to the IT Department.
- **Office Supplies - \$3,000**
Increased for Kitchen Inventory Supplies, and office supplies required for additional staff.



**HUMAN RESOURCES DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ.	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2016-17	FY 2016-17	FY 2016-17
500.111 - Administrative Salaries	Human Resources Director	1	1	1	1	1	\$ 108,701
	Administrative Salaries Total	1	1	1	1	1	\$ 108,701
500.120 - Full Time Salaries	Assistant Human Resources Director	1	1	1	1	1	\$ 82,688
	HR Supervisor/Police Coordinator	1	1	0	0	0	\$ -
	<i>Title Changed to Police Human Resources Generalist</i>			1	1	1	\$ 53,307
	<i>Service Award 5 yr</i>						\$ 444
	HR Coordinator/General Employees	1	1	0	0	0	\$ -
	<i>Title Changed to Human Resources Generalist</i>	0	0	1	1	1	\$ 52,695
	Human Resources Assistant	0	1	1	1	1	\$ 37,690
	Full Time Salaries Total	3	4	4	4	4	\$ 226,824
500.130 - Other Salaries	Human Resources Assistant	1	1	1	1	1	\$ 27,256
	NEW Human Resources Specialist	0	0	1	1	1	\$ 34,151
	Interns	0	30	30	20	20	\$ 30,000
	Other Salaries Total	1	31	32	22	22	\$ 91,407
	TOTAL	5	36	37	27	27	\$ 426,932



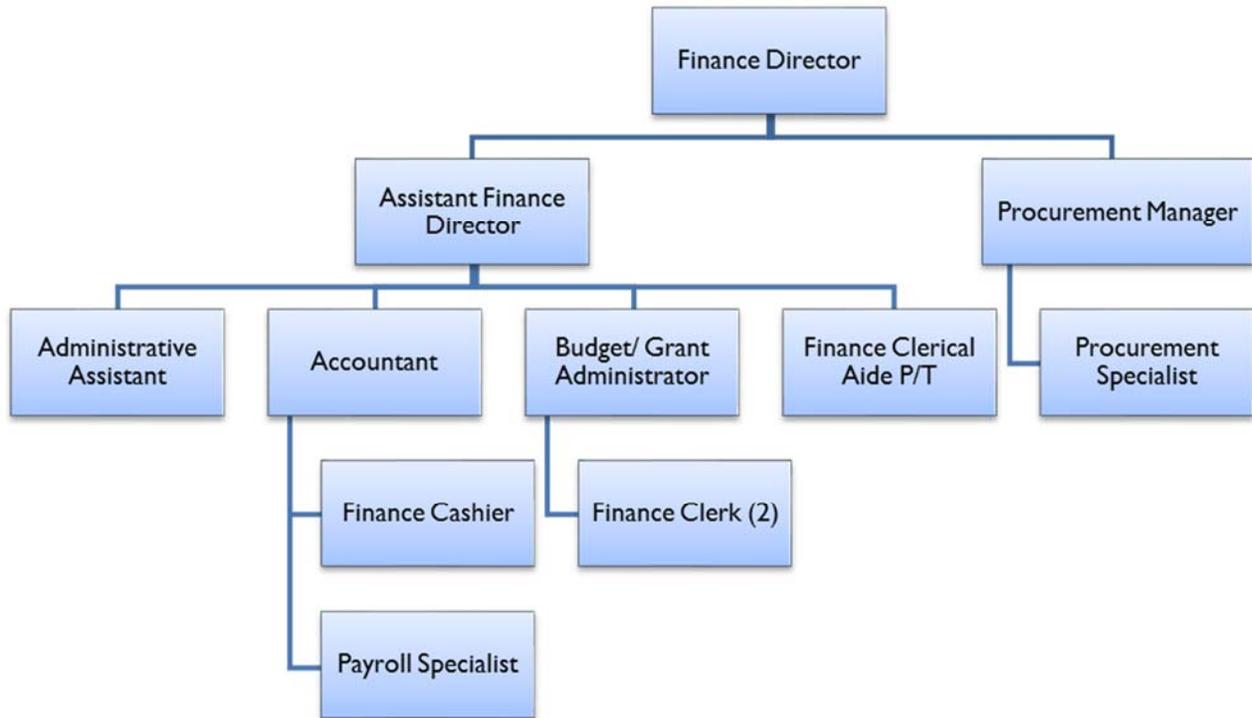
00120005 - HUMAN RESOURCES

ACCT. NO.	DESCRIPTION	ACTUAL	ACTUAL	AMENDED	ACTUALS	YEAR-END	PROPOSED	ADOPTED
		FY 2013-14	FY 2014-15	BUDGET*	AS OF 7/25/16	ESTIMATE FY 2015-16	FY 2016-17	FY 2016-17
00120005 500111	ADMINISTRATIVE SALARIES	69,042	69,152	97,375	79,712	97,375	108,701	108,701
00120005 500120	FULL TIME SALARIES	67,328	163,690	212,779	153,377	212,779	226,824	226,824
00120005 500125	COMPENSATED ABSENCES	6,066	864	11,929	-	11,929	12,888	12,888
00120005 500130	OTHER SALARIES	23,587	11,592	72,256	2,423	72,256	91,407	91,407
00120005 500140	OVERTIME	63	-	500	103	500	250	250
00120005 500210	FICA & MICA TAXES	12,696	19,147	30,879	18,151	30,879	34,340	34,248
00120005 500220	RETIREMENT CONTRIBUTION	13,090	28,284	37,219	30,450	37,219	40,210	40,210
00120005 500230	LIFE & HEALTH INSURANCE	16,856	27,054	48,933	25,947	48,933	67,432	63,235
TOTAL PERSONNEL COSTS		208,729	319,782	511,870	310,163	511,870	582,052	577,764
00120005 500310	PROFESSIONAL SERVICES	9,986	600	26,500	10,895	26,500	25,500	25,500
00120005 500340	CONTRACTUAL SERVICES - OTHER	25,618	27,444	54,526	28,208	54,526	53,234	53,234
00120005 500400	TRAVEL & PER DIEM	3,045	4,532	8,220	4,109	8,220	8,220	8,220
00120005 500410	COMMUNICATION & FREIGHT	1,573	3,460	3,600	2,790	3,600	3,600	2,400
00120005 500460	REPAIR & MAINT - OFFICE EQUIP	24,257	24,954	5,965	-	5,965	-	-
00120005 500470	PRINTING & BINDING	1,861	918	1,550	675	1,550	1,550	1,550
00120005 500480	PROMOTIONAL ACTIVITIES	11,040	1,754	11,700	4,634	11,700	11,500	11,500
00120005 500510	OFFICE SUPPLIES	1,399	1,061	2,300	2,158	2,300	3,000	3,000
00120005 500520	OPERATING SUPPLIES	1,813	605	1,900	1,656	1,900	1,920	1,920
00120005 500540	DUES/SUBSCRIPTIONS/MEMBERSHIP	43,951	60,084	79,222	60,897	79,222	79,372	79,372
TOTAL OPERATING COST		124,542	125,413	195,483	116,022	195,483	187,896	186,696
00120005 - HUMAN RESOURCES		333,271	445,195	707,353	426,185	707,353	769,948	764,460

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



FINANCE DEPARTMENT



FINANCE DEPARTMENT FUNCTION

The Finance Department is the central fiscal control and accounting body of the City government. Finance is responsible for the proper accounting of all City funds and compliance with all applicable regulations and laws. The Finance Director serves as the Chief Financial Officer for the City. The Department deals with the daily 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 2016

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 Rodriguez, Trueba & Co., PA, the City's independent auditors, with the audit and preparation of the Comprehensive Annual Financial Report for the FY 2014-2015.
- 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 2013-2014 Comprehensive Annual Financial Report (CAFR).
- Awarded the GFOA distinguished Budget Presentation Award for the FY 2015-2016 Budget.



- Awarded the GFOA distinguished Popular Annual Financial Reporting Award for the FY 2014 PAFR.
- Awarded the NIGP Outstanding Accreditation Achievement Award for excellence in public procurement.
- 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 Budget module and Transparency module to improve productivity.



**FINANCE DEPARTMENT
ACTIVITY REPORT**

ACTIVITY	ACTUAL	PROJECTED	PROJECTED
	FY 2014-15	FY 2015-16	FY 2016-17
Payrolls Processed	26	26	26
Purchase Orders Issued	1,800	1,900	2,100
RFPs and RFQs Issued	45	48	52
Checks Issued (A/P)	5,226	5,350	5,450
Comprehensive Annual Financial Report (CAFR)	1	1	1
Popular Annual Financial Report (PAFR)	1	1	1
Annual Balanced Budget	1	1	1

FINANCE OBJECTIVES FOR FY 2017

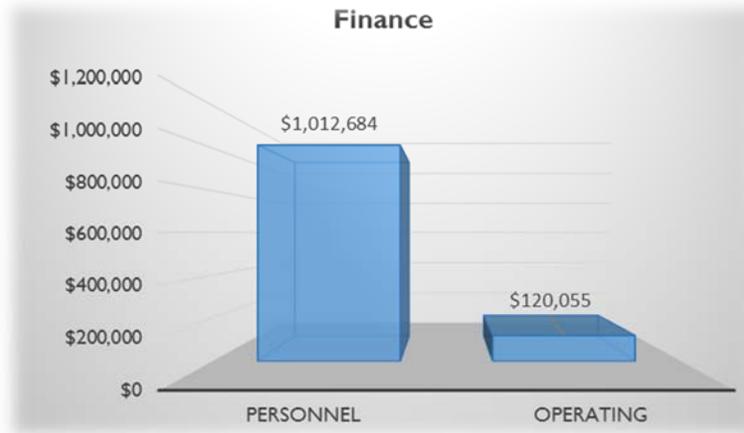
The following objectives were developed to provide a description of the anticipated accomplishments for this department as they relate to the City Council’s Budget Priorities and Strategic Goals which are indicated below.

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.
- Create a Budget in Brief book to highlight major points from the Budget document.
- In order to meet the service needs of our growing City, Finance will be implementing the following software: Tyler-Munis Cashiering Module and The Accounts Receivable Module.
- The City will also update its Tyler-Munis software to the latest version to improve performance.
- Continue identifying ways to sustain and promote financial stability and predictability.



FINANCE BUDGET HIGHLIGHTS



- Total Personnel Costs – \$1,012,684**
 There was an increase to these line items due to an approved 1% cost of living adjustment, an up to 3% merit raise based on individual’s performance evaluation and an increase in health insurance costs city-wide.
- Professional Services – \$7,500**
 This account covers the expense of performing a City wide cost allocation study.
- Accounting & Auditing Services - \$60,500**
 This line item accounts for the cost of the City’s Independent Auditors (\$47,500), the Federal Single audit (\$6,500), and the State Single audit (\$6,500).
- Travel & Per Diem – \$12,810**
 This line item decreased by \$1,100 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 along with professional designations.
- Dues, Subscriptions, Memberships, – \$7,895**
 This account decreased \$840. Covers expenses for trainings, the annual CAFR, PAFR and Budget Award Certification fees.
- Communication & Freight - \$3,350**
 This line item decreased due to the change in the City’s Cell Phone policy.

STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	PROPOSED FY 16-17	ASSOCIATED COST
Sustainability Area	Cost Allocation Study	\$7,500.00
Sustainability, Capital and Communications Area	Cashiering and Accounts Receivable Module (Funded under IT Budget)	\$33,497.00
TOTAL		\$40,997.00



**FINANCE DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT. REQ	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2016-17	FY 2016-17	FY 2016-17
500.111 - Administrative Salaries	Finance Director	1	1	1	1	1	\$ 136,257
	Administrative Salaries Total	1	1	1	1	1	\$ 136,257
500.120 - Full Time Salaries	Assistant Finance Director	1	1	1	1	1	\$ 96,408
	Administrative Assistant	1	1	1	1	1	\$ 43,348
	Administrative & Finance Assistant	1	0	0	0	0	\$ -
	Payroll Specialist	1	1	1	1	1	\$ 40,572
	Finance Coordinator	1	1	0	0	0	\$ -
	<i>Title Changed to Accountant</i>	1	0	1	1	1	\$ 52,015
	Budget/ Grants Administrator	0	1	1	1	1	\$ 67,620
	Finance Cashier	1	1	1	1	1	\$ 33,212
	Finance Clerk	1	1	2	2	2	\$ 78,081
	<i>Service Award 5 yr</i>						\$ 342
	Procurement Services Assistant	0	1	0	0	0	\$ -
	<i>Reclassified to Finance Clerk (see above)</i>						
	Contracts/ Procurement Manager	0	1	0	0	0	\$ -
	<i>Reclassified to Procurement Manager</i>	0	0	1	1	1	\$ 81,128
	Procurement Specialist	1	1	1	1	1	\$ 69,539
	<i>Service Award 5 yr</i>						\$ 579
	Stockroom Clerk	1	0	0	0	0	\$ -
	Full Time Salaries Total	10	10	10	10	10	\$ 562,844
500.130 - Other Salaries	Finance Clerical Aide P/T(Best Buddy)	0	1	1	1	1	\$ 10,816
	Other Salaries Total	0	1	1	1	1	\$ 10,816
	TOTAL	11	12	12	12	12	\$ 709,917



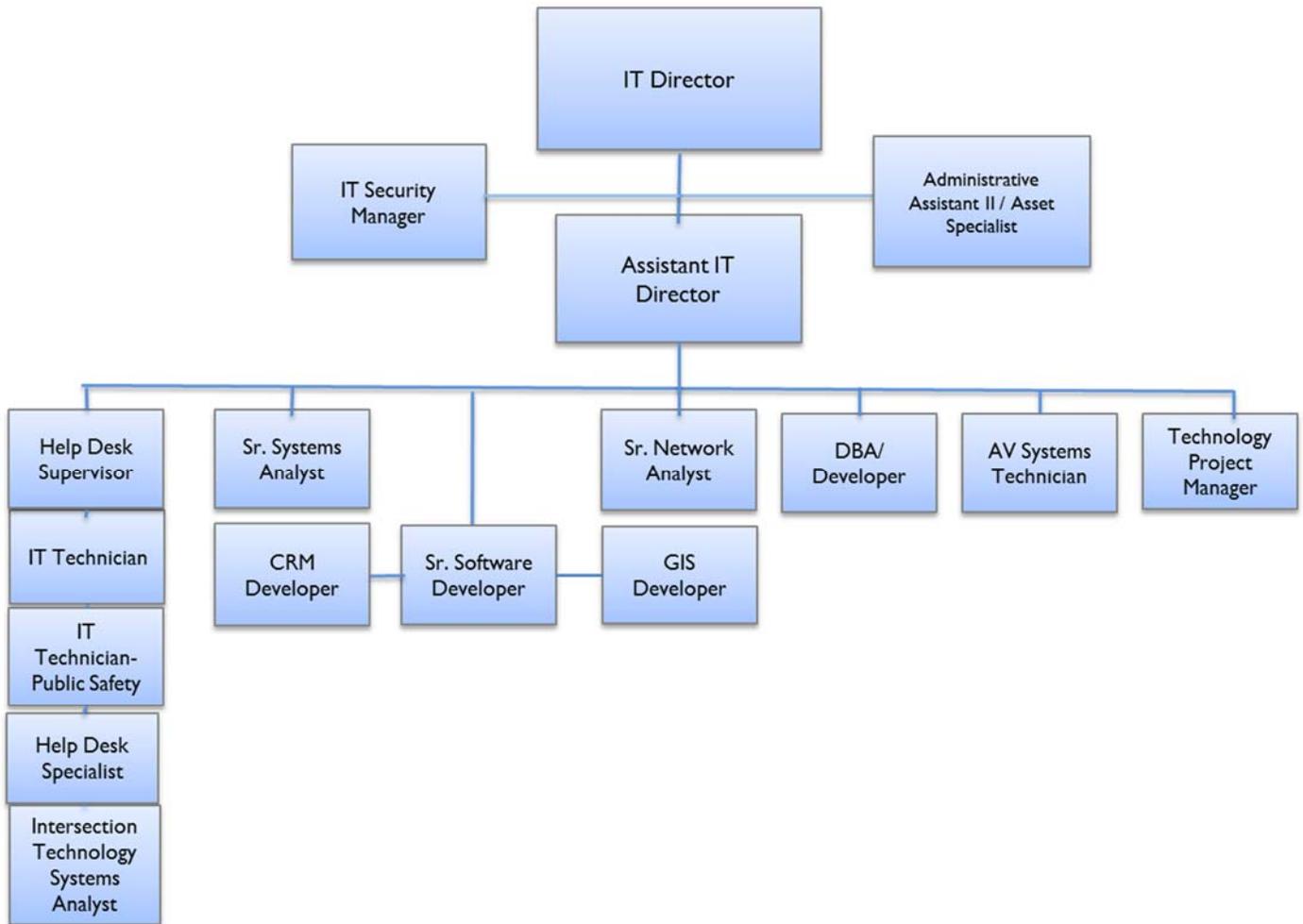
00121005 - FINANCE

ACCT. NO.	DESCRIPTION	AMENDED			ACTUALS	YEAR-END		
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET* FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
00121005 500111	ADMINISTRATIVE SALARIES	122,346	98,278	127,920	99,600	127,920	136,257	136,257
00121005 500120	FULL TIME SALARIES	369,156	459,612	536,706	381,307	536,706	562,844	562,844
00121005 500125	COMPENSATED ABSENCES	6,716	8,442	25,550	1,563	25,550	26,853	26,853
00121005 500130	OTHER SALARIES	-	-	10,816	4,667	10,816	10,816	10,816
00121005 500140	OVERTIME	492	1,164	4,300	2,650	4,300	2,500	2,500
00121005 500210	FICA & MICA TAXES	35,983	42,577	54,377	36,143	54,377	57,321	57,206
00121005 500220	RETIREMENT CONTRIBUTION	47,427	67,968	79,716	51,764	79,716	83,782	83,782
00121005 500230	LIFE & HEALTH INSURANCE	45,132	82,012	78,740	66,834	78,740	123,358	132,426
TOTAL PERSONNEL COSTS		627,252	760,052	918,125	644,528	918,125	1,003,731	1,012,684
00121005 500310	PROFESSIONAL SERVICES	3,545	-	10,400	3,900	10,400	7,500	7,500
00121005 500321	ACCTG & AUDITING-AUDIT SVCS	42,000	51,000	51,000	51,000	51,000	60,500	60,500
00121005 500340	CONTRACTUAL SERVICES - OTHER	-	16,521	16,000	13,885	16,000	15,000	15,000
00121005 500400	TRAVEL & PER DIEM	6,767	7,800	13,910	6,746	13,910	12,810	12,810
00121005 500410	COMMUNICATION & FREIGHT	4,139	3,156	3,650	2,824	3,650	4,850	3,350
00121005 500460	REPAIR & MAINT - OFFICE EQUIP	36,405	37,980	1,878	1,336	1,878	1,850	1,850
00121005 500470	PRINTING & BINDING	2,239	3,980	5,200	2,216	5,200	5,700	5,700
00121005 500510	OFFICE SUPPLIES	3,733	6,070	5,900	5,149	5,900	5,450	5,450
00121005 500540	DUES/SUBSCRIPTIONS/MEMBERSHIPS	4,793	4,948	7,985	5,473	7,985	7,895	7,895
TOTAL OPERATING COST		103,620	131,454	115,923	92,529	115,923	121,555	120,055
00121005 500640	CAPITAL OUTLAY - OFFICE	-	1,230	500	325	500	-	-
TOTAL CAPITAL OUTLAY		-	1,230	500	325	500	-	-
00121005 - FINANCE		730,872	892,736	1,034,548	737,382	1,034,548	1,125,286	1,132,739

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



INFORMATION TECHNOLOGY DEPARTMENT



INFORMATION TECHNOLOGY DEPARTMENT FUNCTION

The Information Technology Department provides and empowers the City's business partners and Doral's residents, visitors and businesses with sustained, reliable and efficient technology services, infrastructure and telecommunications. Leveraging state-of-the-art tools, innovative methods and strategic partnerships, we are at the center of shaping the City of Doral's Smart City strategy. The Smart City leadership has come from the elected officials, City executives and senior staff. This is critical to building a smart city which requires championing the strategy at the highest level of the organization, a system-wide view and an integrated approach.

Today there is a strong sense of collaboration and consensus among our departments as we remain focused on the City of Doral Strategic Plan and paving the way for future innovative solutions transparent, informed, and effective decision-making process for managing the demand and supply of



best-managed IT services while encouraging sponsor and stakeholder engagement. Our focus is to lower the cost of services by leveraging inter-organizational collaboration and efficiencies.

The key to our Smart City Strategy is using information and communications technology to enhance our livability, workability and sustainability. To that end, the technology allows the organization to collect information about its operation through different sensors; next, that data is communicated to the information systems that process and ‘crunch’ it, analyzing the information collected to understand what is happening, initiate responsive actions and even predict what is likely to happen next. These are the core functions we follow when implementing new technologies in the City of Doral.

ESSENTIAL INFORMATION TECHNOLOGY CAPABILITIES

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

Asset Management

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

Business Intelligence Management

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

Citizen Engagement

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

Communications Management

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

Financial Management

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

Information Management

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

I.T. Infrastructure Management

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

Mobile Operations Management

Managing and performing information technology functions using mobile devices

Partnerships and Programs

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



Public Safety Management

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

Security

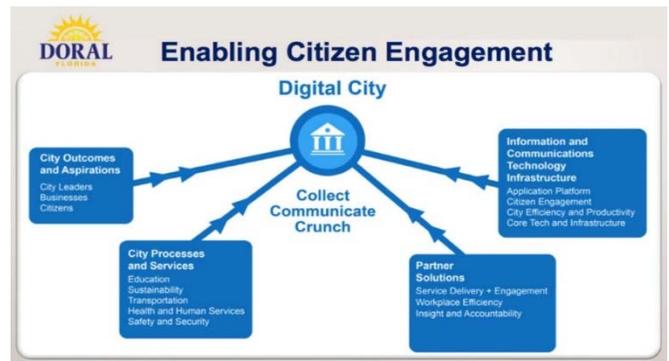
Working with City government to improve transparency and accessibility, while protecting privacy and security using confidentiality, integrity and accountability.

INFORMATION TECHNOLOGY ACCOMPLISHMENTS FOR FY 2016

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

- Focused on the idea that the use of information and communication technology can enhance the quality of services, transform city operations and infrastructure, engage citizens and accelerate innovation, the City of Doral adopted the Smart City approach since the strategic planning session of June 2015.
- Information Technology department focused on technology infrastructure upgrades of the City of Doral, to enhance the network systems, upgrade of devices, purchase of traffic safety technology and the implementation of the Digital Citizen Engagement System.
- This Citizens' Engagement strategy has involved the completion of 19 technology projects, including the deployment of license plate cameras for traffic monitoring; the development of new applications for real time informational services for citizens and the update of the website and the technology for the 311 system, which allows residents to request information from different departments from the City as well as to communicate their needs and report events.
- The Information Technology department wants to deliver innovative services that

reduce cost and increase impact. The goal of building a Smart City is to improve the quality of life by using technology to improve the efficiency of services and meet residents' needs.



- The interaction of residents with the new information platform on the website was developed to be a one-stop shop, allowing the possibility of registering to receive updates using widely used social media applications. It also can be accessed through home or mobile devices with a consistent user interface.
- The City's eServices Portal makes the online experience more convenient and accessible for our residents. The end result is a more interactive environment that will enable residents to access their



specific City-related information on the device of their choosing. The City's Website eServices provides a "Residents 1st" experience and address the critical

need to improve resident access, business intelligence, service delivery and efficiency while reducing costs for the City.

INFORMATION TECHNOLOGY OBJECTIVES FOR FY 2017

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

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

Communication

This strategy has both internal and external components. Internally the intent is that City staff improve communications across 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 the public outside of Doral the distinctive strengths and characteristics of the City.

different sensors; next that data is communicated to the information systems that process and 'crunch' it, analyzing the information collected to understand what is happening, initiate responsive actions and even predict what is likely to happen next. These are the core functions we follow when implementing new technologies in the City of Doral.

Smart City

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

In FY 17 we will continue our strategy which requires a system-wide view and an integrated approach focusing on three core Smart City functions: collect, communicate and crunch data to proactively engage with residents. The end result is that the City of Doral is entirely cloud-based on the Microsoft Azure and CRM Online Government cloud platforms. This provides a more interactive environment that will enable residents to access their specific City-related information on the device of their choosing along with a powerful business intelligence solution. In FY17 we will continue development of our business intelligence dashboards and provide additional transparency of City operations as the financial transparency portal was implemented in April 2016.

Our Smart City strategy uses information and communication's technology to enhance its livability, workability and sustainability. To that end the technology allows the organization to collect information about its operation through



Beyond 2017- Technology Innovative Community

Smart Cities foster environments of open and user-driven innovation for experimenting and technology hub startups. Based on an analysis of the current landscape of Smart City programs, future projects in the domain of integrating concurrent research and innovation processes within Technology Incubator (public-private-people partnership) regarding research and innovation can be identified that can be shared in open innovation environments.

The importance of fostering a technology innovative municipal economy can be maximized in both organizational efforts to develop new products and methods and in the efforts of educational systems to focus students to become technology visionaries.

As part of our technology roadmap evolves, we have partnered with non for profit agencies to design technology and engineering programs in our parks for programming curricula providing students with experience of the innovation process. The programs can develop and deliver innovative programs in software and mobile programming, technology, and engineering for students of all ages. Our roadmap will enable us to foster a Technology Innovative Community to engage our youth in programs and learn computer science, technology and engineering concepts through the use of mobile learning and technology, and to empower them to compete in a global economy.

INFORMATION TECHNOLOGY BUDGET HIGHLIGHTS





- **Total Personnel Costs – \$1,638,498**
There was an increase to these line items due to an approved 1% cost of living adjustment, an up to 3% merit raise based on individual’s performance evaluation and an increase in health insurance costs city-wide.

- **Communication & Freight - \$661,070**
This line item increased to include new Wide Area Network connections to new City facilities; Legacy Park and PD Substation. The account detail is as follows:

DESCRIPTION	AMOUNT
COMCAST SERVICES -PD MAIN	\$6,000
DIRECTOR & ASST DIRECTOR CELL ALLOWANCE(100 + 100) *12	\$2,400
AT&T CITYWIDE TELEPHONE LINES, DSL, VOIP AND UVERSE INTERNET	\$50,000
CITYWIDE TELECOMMUNICATIONS NEEDS-VERIZON PUSH TO TALK PHONES, IPHONES,IPADS, MIFIS, PD VEHICLE ROUT	\$192,750
COMCAST SERVICES - PD SUBSTATION	\$8,500
COMCAST SERVICES AND DORAL CHANNEL - CH	\$8,500
COMCAST SERVICES-LEGACY PARK	\$3,600
EMERGENCY COMMUNICATIONS SYSTEMS - CODE RED	\$24,000
FPL FIBERNET	\$227,520
NAP MIAMI DADE BROADBAND COALITON	\$130,500
TELVUE SERVICE (TRANSMISSION OF DORAL TV VIA INTERNET)	\$5,000
UPS FREIGHT	\$700
WATT MEDIA INC - ON HOLD INFO(CITYWIDE)	\$1,600
TOTAL	\$661,070

- **Rental and Leases - \$70,000**
This line item increased to include new multifunctional copiers to new City facilities such as Doral Legacy Park and Police Substation.

- **Operating Supplies - \$114,513**
This line item increased to include new items that were previously budgeted from capital accounts, but do not meet the \$700 threshold for Capital Outlay.

DESCRIPTION	AMOUNT
ANTENNAS FOR PD VEHICLES	\$4,980
APPLE/IPAD ACCESSORIES	\$6,000
CANNED AIR DUSTERS	\$240
DESKTOP HARD DRIVES	\$5,000
DOOR ACCESS CARDS(EMPLOYEES)	\$3,700
DUAL VIDEO CARDS(FOR TWO MONITORS) FOR BUILDING	\$960
DVD'S & OTHER MEDIA SUPPLIES	\$1,500
FIBER OPTIC CABLES & CONNECTORS	\$2,600



GPS ACCESSORIES(RECHARGERS, ETC)	\$800
ID BADGE REELS(EMPLOYEES)	\$800
LABELING MATERIALS	\$300
LONG-TERM VISITOR BADGE CARDS	\$105
LONG-TERM VISITOR BADGE PRINTER RIBBONS	\$120
MICROSOFT ACCESSORIES	\$1,500
NEW ID BADGE PRINTER CLEANING KIT	\$66
NEW ID BADGE PRINTER RIBBONS	\$204
PATCH CABLES, HD/SDI, AUDIO CABLES & CONNECTORS	\$5,000
POWER CABLES	\$500
POWER SURGE PROTECTORS FOR PD	\$750
RFID ASSET TAGS	\$4,000
RSA TOKENS AND LICENSE FOR PD	\$1,010
SERVER MEMORY UPGRADES	\$5,000
SPARE PARTS FOR PRINTERS, SCANNERS, PLOTTERS, ETC	\$6,000
TONER CARTRIDGES FOR COLOR PRINTERS	\$1,500
TOOLS	\$1,000
UNIFORMS	\$1,500
USB DIGITAL SPEAKERS - PD(13) & CH (40)	\$794
VELCRO ZIP TIES(100)	\$59
VIDEO CARDS(20)	\$2,400
VISITOR ADHESIVE BADGE ROLLS	\$10,000
WIRELESS MOUSE/KEYBOARD FOR BUILDING	\$480
WORKSTATION CLEANING SUPPLIES	\$154
WORKSTATION MEMORY	\$2,000
AVAYA HANDSET(CODE)	\$325
HP LASEJET PRO 400 PRINTER FOR BUILDING DEPARTMENT	\$400
SAFCO STOW AWAY HEAVY DUTY HAND TRUCK 4055NC	\$660
APC SMART UPS 1500 FOR PD SUBSTATION	\$10,350
SMARTPHONES FOR PD DETECTIVES	\$320
HANDHELDS PRINTERS FOR PD MOTORIZED OFFICERS	\$2,111
PRINTERS FOR PD PSA	\$3,971
MONITORS FOR WORKSTATIONS AT PD SUBSTATION	\$6,900
AVAYA IP 9611G PHONES FOR PD SUBSTATION	\$430
LOGITECH KEYBOARD/MOUSE COMBO FOR PD SUBSTATION	\$1,840
HP PRO 400 COLOR PRINNTERS FOR PD SUBSTATION	\$400
FUJITSU SCANSNAP SCANNER(PW)	\$450
VERIZON SMARTPHONES(PW)	\$300
WIRELESS MOUSE/KEYBOARD(PW)	\$480
DUAL VIDEO CARD(FOR 2 MONITORS)(PW)	\$960
APC SMART UPS(PW)	\$2,700



DELL 24" MONITORS(PW)	\$3,600
LOGITECH USB SPEAKERS(PW)	\$90
POWER SURGE PROTECTORS(PW)	\$150
UPGRADE TO NEW CELL PHONES FOR INSPECTORS (16 @ 29.99 X 12 MONTHS) 1st LINE @ \$50.05 PER MONTH, OTHE	\$500
DELL LATITUDE RUGGED DISPLAY	\$6,555
TOTAL	\$114,513

- *Capital Outlay-Office - \$479,555*

This line item contains the following:

- **Computing Device Upgrades:** Install, configure and upgrade staff computing devices across all departments. This includes laptops, desktops, tablets and server upgrades required to meet the need growing needs of the city. Departments optimize use of new technology and become efficient at completing city functions.
- **Infrastructure Upgrades:** This initiative includes the enhancement of reliability, availability and integrity of the existing network infrastructure that supports

- *Capital Outlay-Other - \$1,795,070*

This line item contains Capital projects for City departments and new facilities:

- **Police Sub Station - New Technology Equipment (Computers, Network Infrastructure, AV; Security Cameras; Wireless; LPR) \$319,971.07**
- **New Body Cameras for Police Officers \$41,198.00**
- **Wireless Routers for PD Vehicles (20); Smartphones for Detectives (12); Handhelds and Printers for Motor Officers (5); Printer for PSA's (11) and New Hire Rugged Laptops (11) \$50,884.00**
- **Police Intersection LPR Camera Replacement \$64,500.00**

data, servers, mobile users and telephone communications.

- **Implementing citywide security solutions that will help us mitigate and maintain confidentiality, accountability and integrity of city operations.**
- **Communication Systems Integration & Upgrades:** Enhance the operations of the City Chambers and perform upgrades to broadcast via Doral media channels, and perform upgrades to: City Hall 3RD floor training room AV; System Microphone Upgrades to all meeting rooms and spaces at City Hall; Viewcast Video Card Upgrade for City Hall AV Room
- **Spare equipment to maintain Intersection Cameras operations \$20,000.00**
- **Intersection Cameras Project: SMART CITY INITIATIVE**
Year 1 FY 2016-2017 \$880,000
 - Site 12 (3 poles)
 - Site 14 (2 poles)
 - Site 22 (3 poles)
 - Site 23 (4 poles)
 - Site 24 (2 poles)
 - Site 31 (2 poles)
- **Year 2 FY 2017-2018 ((21 poles without annexations) X \$55,000 = \$1,155,000) or ((17 poles with annexations X \$55,000 = \$935,000)**



- Site 25 (4 poles without annexation) or (2 poles with annexation)
- Site 26 (3 poles with or without annexation)
- Site 27 (3 poles without annexation) or (4 poles with annexation)
- Site 28 (4 poles without annexation) or (3 poles with annexation)
- Site 29 (3 poles with or without annexation)
- Site 30 (4 poles without annexation) or (2 poles with annexation)
- Legacy Park Touch screen displays throughout the Park and Audio Visual Equipment \$351,750.00
- Munis Cashiering Module and CD+ Interface \$53,897.00
- PW New Technology Equipment \$10,370.00



STRATEGIC PRIORITIES	PROPOSED FY 16-17	ASSOCIATED COST
ORGANIZATIONAL EFFICIENCY	Computing Device Upgrades: Install, configure and upgrade staff computing devices across all departments. This includes laptops, desktops, tablets and server upgrades required to meet the need growing needs of the city. Departments optimize use of new technology and become efficient at completing city functions.	\$ 209,917.00
SMART CITY	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.	\$ 124,384.00
SMART CITY	Implementing citywide security solutions that will help us mitigate and maintain confidentiality, accountability and integrity of city operations.	\$ 176,885.00
COMMUNICATION	Communication Systems Integration & Upgrades: Enhance the operations of the City Chambers and perform upgrades to broadcast via Doral media channels, and perform upgrades to: CITY HALL 3RD FLOOR TRAINING ROOM AV; SYSTEM MICROPHONE UPGRADES TO ALL MEETING ROOMS AND SPACES AT CITY HALL; VIEWCAST VIDEO CARD UPGRADE FOR CITY HALL AV ROOM	\$ 62,000.00
ORGANIZATIONAL EFFICIENCY	Police Sub Station - New Technology Equipment (Computers, Network Infrastructure, AV; Security Cameras; Wireless; LPR)	\$ 319,971.07
ORGANIZATIONAL EFFICIENCY	New Body Cameras for Police Officers (14)	\$ 41,198.00
ORGANIZATIONAL EFFICIENCY	EOC Audio Visual Equipment	\$ 25,000.00
ORGANIZATIONAL EFFICIENCY	Wireless Routers for PD Vehicles (20); Smartphones for Detectives (12); Handhelds and Printers for Motor Officers (5); Printer for PSA's (11) and New Hire Rugged Laptops(11)	\$ 50,884.00
SMART CITY	Police Intersection LPR Camera Replacement	\$ 64,500.00
SMART CITY	Spare equipment to maintain Intersection Cameras operations	\$ 20,000.00
SMART CITY	INTERSECTION CAMERAS PROJECT - Year 1 FY 2016-2017 (16 poles) X \$55,000 = \$880,000 <ul style="list-style-type: none"> • Site 12 (3 poles) • Site 14 (2 poles) • Site 22 (3 poles) • Site 23 (4 poles) • Site 24 (2 poles) • Site 31 (2 poles) Year 2 FY 2017-2018 ((21 poles without annexations) X \$55,000 = \$1,155,000) or ((17 poles with annexations X \$55,000 = \$935,000) <ul style="list-style-type: none"> • Site 25 (4 poles without annexation) or (2 poles with annexation) • Site 26 (3 poles with or without annexation) • Site 27 (3 poles without annexation) or (4 poles with annexation) • Site 28 (4 poles without annexation) or (3 poles with annexation) • Site 29 (3 poles with or without annexation) • Site 30 (4 poles without annexation) or (2 poles with annexation) 	\$ 880,000.00
SMART CITY	Legacy Park Touch screen displays throughout the Park and Audio Visual Equipment	\$ 351,750.00
ORGANIZATIONAL EFFICIENCY	Munis Cashiering Module and CD+ Interface	\$ 53,897.00
ORGANIZATIONAL EFFICIENCY	PW New Technology Equipment	\$ 10,370.00
TOTAL		\$2,390,756.07



**INFORMATION TECHNOLOGY DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2016-17	FY 2016-17	FY 2016-17
500.111 - Administrative Salaries	IT Director	1	1	1	1	1	\$ 136,578
	Administrative Salaries Total	1	1	1	1	1	\$ 136,578
500.120 - Full Time Salaries	Assistant IT Director	1	1	1	1	1	\$ 88,426
	<i>Service Award 10 yr</i>						\$ 2,948
	Admin. Assistant II / Asset Specialist	1	1	1	1	1	\$ 48,000
	Senior Network Analyst	1	1	1	1	1	\$ 77,265
	System Analyst	1	0	0	0	0	\$ -
	Senior Systems Analyst	0	1	1	1	1	\$ 72,644
	Senior Software Developer	1	1	1	1	1	\$ 78,006
	Software Developer	1	0	0	0	0	\$ -
	Technology Project Manager	0	1	1	1	1	\$ 70,000
	IT Technician	1	1	1	1	1	\$ 46,794
	IT Technician(Public Safety)	1	1	1	1	1	\$ 47,616
	AV Systems Technician	1	1	1	1	1	\$ 57,217
	Help Desk Supervisor	1	1	1	1	1	\$ 55,438
	DBA/Developer	0	1	1	1	1	\$ 71,584
	IT Security Manager	0	1	1	1	1	\$ 78,023
	NEW GIS Developer	0	0	1	1	1	\$ 70,000
	NEW CRM Developer	0	0	1	1	1	\$ 61,689
	NEW Intersection Technology Systems Analyst	0	0	1	1	1	\$ 58,363
	Help Desk Specialist	0	1	1	1	1	\$ 41,511
	Full Time Salaries Total	10	13	16	16	16	\$ 1,025,523
	Total	11	14	17	17	17	\$ 1,162,101



00122005 - INFORMATION TECHNOLOGY

ACCT. NO.	DESCRIPTION	AMENDED			ACTUALS	YEAR-END		
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET* FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
00122005 500111	ADMINISTRATIVE SALARIES	93,828	117,596	117,588	98,133	117,588	136,578	136,578
00122005 500120	FULL TIME SALARIES	308,187	443,652	816,875	522,719	816,875	1,025,523	1,025,523
00122005 500125	COMPENSATED ABSENCES	10,944	656	35,941	29	35,941	44,583	44,583
00122005 500140	OVERTIME	(125)	891	10,000	5,317	10,000	10,000	10,000
00122005 500210	FICA & MICA TAXES	31,119	41,956	75,247	48,622	75,247	93,705	93,659
00122005 500220	RETIREMENT CONTRIBUTION	40,939	68,392	112,136	73,092	112,136	139,098	139,098
00122005 500230	LIFE & HEALTH INSURANCE	58,421	97,909	124,909	101,721	124,909	179,474	189,056
TOTAL PERSONNEL COSTS		543,313	771,052	1,292,696	849,634	1,292,696	1,628,962	1,638,498
00122005 500310	PROFESSIONAL SERVICES	267,341	337,691	180,060	128,184	180,060	103,560	103,560
00122005 500400	TRAVEL & PER DIEM	7,502	6,763	20,095	7,979	20,095	20,220	20,220
00122005 500410	COMMUNICATION & FREIGHT	230,596	393,336	568,279	543,647	568,279	632,150	661,070
00122005 500440	RENTALS & LEASES	1,612	31,481	45,320	30,888	45,320	70,000	70,000
00122005 500460	REPAIR & MAINT - OFFICE EQUIP	173,247	164,930	1,013,975	856,966	1,013,975	1,049,506	1,063,931
00122005 500461	REPAIR & MAINT - VEHICLES	421	100	1,200	222	1,200	1,200	1,200
00122005 500510	OFFICE SUPPLIES	1,604	2,005	2,800	2,131	2,800	2,800	2,800
00122005 500520	OPERATING SUPPLIES	31,366	27,243	41,500	39,431	41,500	114,513	114,513
00122005 500521	OPERATING SUPPLIES - FUEL	298	-	-	-	-	-	-
00122005 500540	DUES/SUBSCRIPTIONS/MEMBERSHIPS	11,477	19,496	36,665	24,269	36,665	59,132	59,132
TOTAL OPERATING COST		725,465	983,044	1,909,894	1,633,716	1,909,894	2,053,081	2,096,427
00122005 500640	CAPITAL OUTLAY - OFFICE	451,075	751,182	1,114,295	1,040,736	1,114,295	479,555	479,555
00122005 500641	CAPITAL OUTLAY - VEHICLES	-	-	-	-	-	25,000	25,000
00122005 500652	CAPITAL OUTLAY-OTHER	-	-	686,655	507,890	686,655	1,795,070	1,795,070
TOTAL CAPITAL OUTLAY		451,075	751,182	1,800,950	1,548,626	1,800,950	2,299,625	2,299,625
00122005 - INFORMATION TECHNOLOGY		1,719,853	2,505,278	5,003,540	4,031,976	5,003,540	5,981,668	6,034,550

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



OFFICE OF THE CITY ATTORNEY

OFFICE OF THE CITY ATTORNEY FUNCTION

The City Attorney is a Charter official appointed by the City Council to serve as the chief legal advisor to the City Council, the City Manager, and all City departments, offices, and agencies. The City Attorney provides legal advice in the areas of labor and personnel matters, real estate and real estate related matters, land use and zoning, legislation and related matters, Code Compliance, all police matters, construction and construction related issues, sunshine laws, public records laws, conflict of interest issues and other ethical issues, the preparation and/or review of all contracts, all litigation including forfeitures, employment matters, eminent domain and tort liability.

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

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

OFFICE OF THE CITY ATTORNEY OBJECTIVES FOR FY 2017

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

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



OFFICE OF THE CITY ATTORNEY BUDGET HIGHLIGHTS

- Professional Services – City Attorney Agreement – This expense line item is used to account for the services of the City Attorney’s Firm.
- 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.

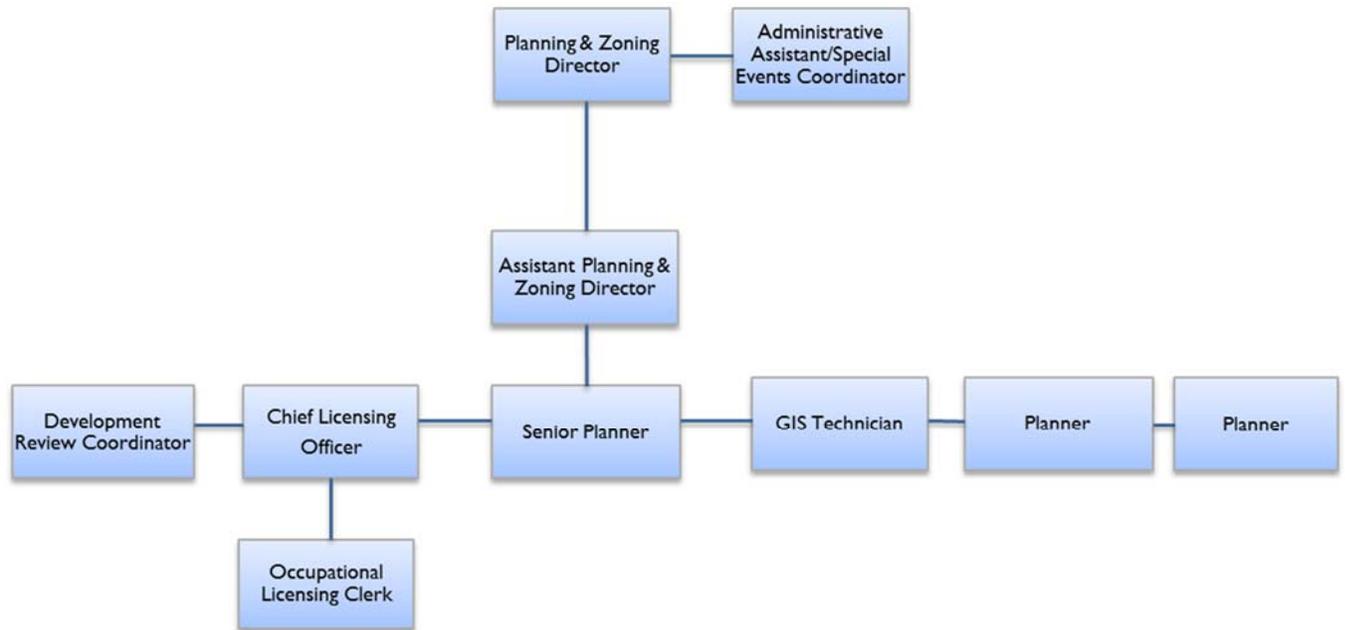
00130005 - OFFICE OF THE ATTORNEY

ACCT. NO.	DESCRIPTION	AMENDED ACTUALS YEAR-END						
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET* FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
00130005 500311	PROFESSIONAL SERV-CITY ATTNY	389,259	211,333	211,373	205,000	211,373	360,000	360,000
00130005 500312	PROFESSIONAL SERV-ATTNY OTH	202,579	290,959	243,902	225,000	243,902	225,000	225,000
00130005 500316	LITIGATION CONTINGENCY	62,277	142,580	508,302	412,903	508,302	100,000	100,000
00130005 500400	TRAVEL & PER DIEM	40	-	-	-	-	-	-
00130005 500410	COMMUNICATION & FREIGHT	440	-	-	-	-	-	-
TOTAL OPERATING COST		654,595	644,871	963,577	842,903	963,577	685,000	685,000
00130005 500640	CAPITAL OUTLAY - OFFICE	1,460	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY		1,460	-	-	-	-	-	-
00130005 - OFFICE OF THE ATTORNEY		656,055	644,871	963,577	842,903	963,577	685,000	685,000

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



PLANNING AND ZONING DEPARTMENT



PLANNING AND ZONING FUNCTION

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



PLANNING AND ZONING ACCOMPLISHMENTS FOR FY 2016

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

- Served as the technical support liaison to the City of Doral Public Arts Advisory Board.
- Prepared the City of Doral Public Arts Site Selection Analysis and Technical Report. This Department initiative will save the City more than \$40,000 in consulting fee that will be used for public arts.
- Coordinated in conjunction with the Public Arts Advisory Board several community workshops to identify potential locations within the City for public artworks.
- Initiated the City of Doral Public Arts Master Plan. This Departmental initiative will save the City more than \$50,000 in consulting fee that will be used for public arts. 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.
- Adoption of 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.
- The Department saved the City over \$100,000 in studies performed in-house and not budgeted as a result of staff expertise in environmental resource management, art-in-public place, land use planning and other planning disciplines.
- The Department completed the City's Comprehensive Plan Update with minor comments from state and local reviewing agencies. The purpose of the City's Comprehensive Plan Update is to ensure that future growth is sustainable, support changing demographics, housing options, multi-modal transportation, growth in jobs and visitors, and long-term resilience.
- The Department sponsored several workshops with the community and elected officials to highlight the proposed changes to the Comprehensive Plan and answer any questions regarding the revisions.
- The Department successfully completed 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 sponsored several workshops with the public and developers to discuss the intent of the master plan, low impact development design criteria under consideration, and answer questions or address concerns regarding the plan.
- Implementation of the citywide Brownfield Program.
- The Department sponsored several community meetings to explain the City's Brownfield Program as part of the program community outreach initiative.
- Preparation of Brownfield Site Rehabilitation Agreements (BSRAs) for the Doral Legacy Park and NW 62 Street Passive Park (former FPL site).



- Preparation of the Brownfield Voluntary Cleanup Tax Credit (VCTC) for the Doral Legacy Park.
- The Department and City's Brownfield Consultant (The Goldstein Group) secured \$500,000 in tax credits for the environmental cleanup of Doral Legacy Park from the State Brownfield Voluntary Cleanup Tax Credit (VCTC) program.
- The City's Brownfield Team (Planning and Zoning, Public Works, Parks and Recreation and Goldstein Group) is working on the approval of the Doral Legacy Park and NW 62 Street Passive Park "Brownfield Site Rehabilitation Agreements" (BSRAs) from Miami-Dade County Department of Regulatory and Economic Resources (RER) to secure an unconditional no further action for these sites.
- The Department has successfully reached out to private property owners and developers to explain the intent of the Brownfield Program, city designation of brownfield area, and regulatory and financial benefits.
- The Department participated in the update of the Annexation Reports for Sections 6, 15 and 16.
- The Department prepared the annexation ordinances for Mayor and Council approval consistent with Section 20.3 of the Code of Miami Dade County.
- The Department and Code Compliance coordinated several community outreach meetings to explain to our residents and interested stakeholders the functions of the Community Development Districts (CDD) and Special Taxing Districts.
- The Department coordinated several meetings with Miami-Dade County and the administration to review the role of the County and City in the CDD and Special Taxing District process. A community information meeting with the County Mayor's Office, County Commissioner, and the City Administration was held at City Hall to answer questions or concerns from the public regarding the city's CDDs and Special Taxing Districts.
- The Department prepared and the Mayor and Council adopted the Workforce Housing Ordinance.
- The Department prepared and the Mayor and Council adopted the revisions to the Creative Excellence Ordinance.
- The Department successfully completed the update of the Comprehensive Plan Capital Improvement Element (CIE) and 5-Year Schedule of Capital Improvements.
- The Department participated in the review of the City Comprehensive Emergency Management Plan.
- The Department continued to work 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.
- The Department participated in an in-house floodplain management technical group to prepare the submission documents to the Community Rating System (CRS) Program. The intent of this effort was to maintain or improve the City's CRS ranking and discount received by over 4,500 flood insurance policyholders in the City.
- The Department and City Floodplain Manager successfully prepared coursework class material to prepare in-house staff for the floodplain manager's certification exam. Currently, the City of Doral is the only municipality in south Florida to have the Planning Director and Assistant Planning Director certified as Floodplain Managers.
- The Department continues to work with the Doral Décor District Merchant Association efforts to establish the District's "Brownfield Initiative."
- Worked with respective departments to process outdoor events.
- Met customer's needs by processing zoning verification letters, window signs, and customer inquiries related to zoning matters.



- Processed and reviewed approximately 80 development applications, including future land use amendments (Comprehensive Plan) and rezoning applications; and administrative site plan review.
- Processed and reviewed approximately 20 T-Plats and Final Plats in FY 2015-16.
- Increase in the number of new local business licenses tax issued by the City from an average of 130 to 150 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 on the City’s website.
- Met on a daily basis with 15-30 customers regarding zoning issues or information.
- Received on average of 21-30 set of plans for review daily (building permits).
- Issued on average of 5-10 “Zoning Verification Letters” weekly.
- Received on average of 25-45 calls daily.
- Continued to actively participate in new projects review process in conjunction with other City’s departments.
- Continued to assist Code Compliance with the interpretation of the Land Development Code.
- Development of new procedures for landscaping in golf course community.
- Development of a revised zoning fees schedule.
- The Department continues to coordinate with Miami-Dade County Property Appraisal Office and U.S. Postal Services on the issuance of addresses for new development.

**PLANNING AND ZONING
ACTIVITY REPORT**

ACTIVITIES	ACTUAL	ACTUAL	PROJECTED
	FY 2013-2014	FY 2014-2015	FY 2016-2017
Plan Reviews	3202	3894	3500
Zoning Inspections	1303	1527	1700
Zoning items presented to City Council	63	118	120



PLANNING AND ZONING OBJECTIVES FOR FY 2017

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

- Implementation of the adopted City's Comprehensive Plan Update.
- Modifications to the Land Development Code to reflect the Comprehensive Plan Update.
- Implementation of the City's Low Impact Development (LID) Master Plan including the recommended design criteria.
- Adoption of the LID Ordinance by the Mayor and City Council.
- Modification of the Comprehensive Plan to incorporate the recommended LID policies.
- Development, adoption and implementation of the City's Public Arts Program Master Plan.
- Initiate the process to commission the first citywide art piece.
- Research the feasibility of developing a Form Base Code for the City.
- Initiate the Doral Boulevard Corridor Study.
- Prepare and submit a Brownfield Pilot Grant Application to the US Environmental Protection Agency.
- Expand the City's Brownfield Program by identifying and designating new brownfield areas in the city.
- Participated in statewide legislative initiatives to promote brownfield policies that will enhance the city brownfield program.
- Continue to work with the City's Floodplain Manager to implement the Floodplain Management Ordinance and implementation of citywide floodplain management initiatives to improve the City's CRS ranking.
- Initiate a comprehensive update of the City's Sign Ordinance.
- Initiate the City's Comprehensive Housing Study.
- Continue to coordinate the City's Annexation Program with adjacent municipalities.
- Continue to further the City's licensing outreach efforts with residents and interested stakeholders.
- Continue to work with Code Compliance to identify and bring into compliance businesses operating without certificate of use and/or local business tax.
- Continue to provide expeditious customer service in a professional manner, while working closer with other departments to ensure the needs of the residents, developers, and visitors are met in a time sensitive manner.
- Coordinate with Miami-Dade County to improve the number of business complying with the county and municipal business tax receipts regulations.
- Expand the knowledge base of the zoning professionals in the areas of floodplain management, low impact development, transportation, 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



- **Total Personnel Costs – \$898,744**

There was an increase to these line items due to an approved 1% cost of living adjustment, an up to 3% merit raise based on individual’s performance evaluation and an increase in health insurance costs city-wide. Moreover, the Department is recommending the addition of a City Planner Position. This position will further enhance the level of service provided to patrons by performing functions such as permit reviews, plat reviews, site plan reviews, zoning hearings, amendments to the Comprehensive Plan, and conduct research and analysis related to physical, social, and economic issues.

- **Professional Services - \$235,000**

The increase in this line item (\$15,886) will be utilized for new studies such as the implementation of the Low Impact Development (LID) Master Plan, Comprehensive Housing Study, Doral Boulevard Corridor Study, and implementation of the City Brownfield Program. The implementation of the

LID Master Plan recommended policies and best management practices will further the City’s commitment to promote green infrastructure to create functional and appealing site drainage that treat Stormwater as a resource. The Comprehensive Housing Study will evaluate existing and future housing needs and recommend policies to support the City workforce housing program. The Doral Boulevard Corridor Study will analyze potential land use categories and zoning districts through the corridor. The intent of the City’s Brownfield Program is to address the environmental challenges associated with publically owned lands. The program is also designed to provide limited technical assistance and guidance to private property owners experiencing environmental contamination.

- **Office Supplies - \$6,000**

This line item increased due to the addition of personnel and an increase in volume of plan reviews.



PLANNING AND ZONING STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	PROPOSED FY 16-17	ASSOCIATED COST
Communication:		
Quality of Place: Brownfield Redevelopment Initiative	Fund brownfield designation areas, grants applications and BSRA.	\$ 40,000.00
Quality of Place: Doral Boulevard Corridor Study	Evaluation of potential land use and zoning designation for the corridor	\$ 40,000.00
Quality of Place: Protection of natural systems and water resources	Implementation of the LID Ordinances and design criteria	\$ 10,000.00
Housing - Workforce Housing	Comprehensive Housing Study	\$ 70,000.00
Housing - Continue Update to the Comprehensive Plan	Modification to the comprehensive plan to add new policies or elements.	\$ 10,000.00
Long-Term Financial Feasibility: Professional Planning Consulting Services	Retain one qualified professional planner to assist the department with the development review workload (Site Plan Review, Research and Studies)	\$ 50,000.00
Long-term Financial Feasibility: FY 2016 Update of the Capital Improvement Element and 5-Year Schedule of Capital Improvements	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
TOTAL		\$ 235,000.00



**PLANNING & ZONING DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2016-17	FY 2016-17	FY 2016-17
500.111 - Administrative Salaries							
	Planning & Zoning Director	1	1	1	1	1	\$ 119,268
	Administrative Salaries Total	1	1	1	1	1	\$ 119,268
500.120 - Full Time Salaries							
	Assistant Planning & Zoning Director	1	1	1	1	1	\$ 79,973
	Admin. Assistant/ Special Events Coord.	1	1	1	1	1	\$ 36,843
	Chief Licensing Officer	1	1	1	1	1	\$ 76,242
	Senior Planner	1	1	1	1	1	\$ 78,023
	Planner ¹	1	1	2	2	2	\$ 115,372
	<i>Service Award 5 yr</i>						\$ 502
	Green Initiative Planner/ Sustainability Coord.	1	0	0	0	0	\$ -
	Occupational Licensing Clerk	1	1	1	1	1	\$ 39,565
	GIS Technician	1	1	1	1	1	\$ 48,521
	<i>Service Award 10 yr</i>						\$ 1,617
	Development Review Coord.	1	1	1	1	1	\$ 52,015
	<i>Service Award 5 yr</i>						\$ 433
	Full Time Salaries Total	9	8	9	9	9	\$ 529,107
	Total	10	9	10	10	10	\$ 648,375

¹ NEW - Planner position

0014000 PLANNING AND ZONING REVENUE

ACCT. NO.	DESCRIPTION	ACTUAL	ACTUAL	AMENDED	ACTUALS	YEAR-END	PROPOSED	ADOPTED
		FY 2013-14	FY 2014-15	BUDGET*	AS OF	ESTIMATE	FY 2016-17	FY 2016-17
0014000 321100	LOCAL BUSINESS LICENSE TAX	1,089,558	1,149,336	1,300,000	1,113,605	1,150,000	1,200,000	1,200,000
0014000 329300	ZONING HEARING FEES	537,203	236,305	200,000	95,154	140,000	140,000	140,000
0014000 329400	ZONING PLAN REVIEW FEES	21,794	50,334	150,000	212,800	230,000	200,000	200,000
0014000 338100	COUNTY BUSINESS TAX RECIEPTS	42,504	65,157	28,000	16,941	30,000	35,000	35,000
0014000	PLANNING AND ZONING REVENUE	1,691,059	1,501,131	1,678,000	1,438,499	1,550,000	1,575,000	1,575,000



00140005 - PLANNING AND ZONING

ACCT. NO.	DESCRIPTION	ACTUAL		AMENDED	ACTUALS	YEAR-END		
		FY 2013-14	FY 2014-15	BUDGET*	AS OF	ESTIMATE	PROPOSED	ADOPTED
					7/25/16	FY 2015-16	FY 2016-17	FY 2016-17
00140005 500111	ADMINISTRATIVE SALARIES	101,807	101,206	107,947	84,034	107,947	119,268	119,268
00140005 500120	FULL TIME SALARIES	350,417	381,513	458,597	357,738	458,597	529,107	529,107
00140005 500125	COMPENSATED ABSENCES	28,832	17,854	21,790	-	21,790	24,839	24,839
00140005 500140	OVERTIME	641	1,148	2,000	606	2,000	1,000	1,000
00140005 500210	FICA & MICA TAXES	36,084	38,210	45,835	33,676	45,835	52,252	52,160
00140005 500220	RETIREMENT CONTRIBUTION	44,392	58,916	67,985	50,066	67,985	77,499	77,499
00140005 500230	LIFE & HEALTH INSURANCE	53,297	61,110	65,952	47,048	65,952	108,377	94,870
TOTAL PERSONNEL COSTS		615,470	659,958	770,106	573,168	770,106	912,342	898,744
00140005 500310	PROFESSIONAL SERVICES	64,586	161,627	219,114	175,889	219,114	235,000	235,000
00140005 500340	CONTRACTUAL SERVICES - OTHER	2,000	-	1,000	-	1,000	1,000	1,000
00140005 500400	TRAVEL & PER DIEM	8,917	6,674	17,095	6,573	17,095	19,920	19,920
00140005 500410	COMMUNICATION & FREIGHT	11,715	3,564	4,795	2,790	4,795	4,795	3,595
00140005 500440	RENTALS & LEASES	243	-	-	-	-	-	-
00140005 500460	REPAIR & MAINT - OFFICE EQUIP	-	5,000	-	-	-	-	-
00140005 500461	REPAIR & MAINT - VEHICLES	194	84	740	479	740	740	740
00140005 500470	PRINTING & BINDING	12,748	6,593	8,553	5,207	8,553	10,488	10,488
00140005 500482	PROMOTIONAL ACTIVITIES ECO DEV	17,000	-	-	-	-	-	-
00140005 500510	OFFICE SUPPLIES	1,284	5,840	7,500	5,001	7,500	6,000	6,000
00140005 500520	OPERATING SUPPLIES	658	-	-	-	-	2,000	2,000
00140005 500540	DUES/SUBSCRIPTIONS/MEMBERSHIPS	5,211	2,310	7,902	4,893	7,902	4,153	4,153
TOTAL OPERATING COST		124,556	191,692	266,699	200,832	266,699	284,096	282,896
00140005 500640	CAPITAL OUTLAY - OFFICE	435	-	103,247	437	2,000	-	-
TOTAL CAPITAL OUTLAY		435	-	103,247	437	2,000	-	-
00140005 - PLANNING AND ZONING		740,461	851,650	1,140,052	774,437	1,038,805	1,196,438	1,181,640

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



GENERAL GOVERNMENT



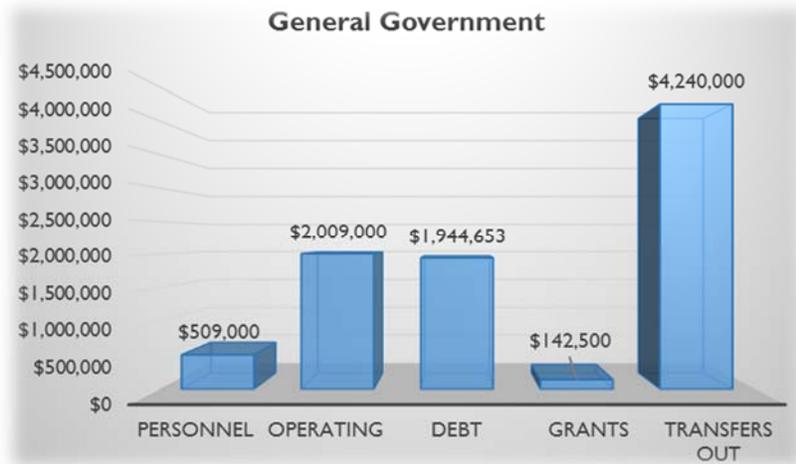
GENERAL GOVERNMENT FUNCTION

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

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



GENERAL GOVERNMENT BUDGET HIGHLIGHTS



- *Professional Services* – \$489,400

This line item includes the following:

DESCRIPTION	AMOUNT
ANNUAL CUSTODIAN FEES: TRUSTEE, PAYING AGENT, REGISTRAR, CUSTODIAL OR ESCROW AGENT FEES	\$9,500
ASSET MANAGERS	\$40,000
FINANCIAL ADVISORS	\$20,000
GASB 45 VALUATION (1)	\$7,500
GASB 53 (2)	\$5,000
GENERAL LOBBYIST	\$140,000
INSURANCE BROKERS	\$55,000
INVESTMENT POLICY ADVISOR	\$7,500
LOCAL COUNTY LOBBYIST	\$50,000
RECORDS MANAGEMENT CONSULTANT- ALL DEPTS.	\$38,400
STATE LOBBYIST CONTRACT	\$90,000
STRATEGIC PLAN CONSULTANT	\$11,500
COMPLIANCE SERVICES	\$15,000
TOTAL	\$489,400



- *Other Current Charges and Obligations – \$43,500*

This line item includes the following:

DESCRIPTION	AMOUNT
AUTISM SPEAKS	\$5,000
BIZ NOVATORS SCHOLARSHIP	\$5,000
GOVERNMENTAL EVENTS (MEETINGS, DIGNITARY, MEETINGS, BEREAVEMENTS)	\$6,000
MIAMI DADE LEAGUE OF CITIES (TABLE)	\$2,500
OTHER	\$20,000
RELAY FOR LIFE	\$5,000
TOTAL	\$43,500

- *Grants & Aids – \$142,500*

This line item includes the following:

DESCRIPTION	AMOUNT
FACADE PROGRAM (TRANSFERRED FROM PLANNING & ZONING - PROMOTIONAL ACTIVITES ACCT.)	\$30,000
GRANTS TO LOCAL PARENT TEACHER ASSOCIATIONS	\$82,500
LOCAL NON-PROFIT GRANTS	\$30,000
TOTAL	\$142,500



0015000 GENERAL GOVERNMENT REVENUE

ACCT. NO.	DESCRIPTION	ACTUAL	ACTUAL	AMENDED	ACTUALS	YEAR-END		
		FY 2013-14	FY 2014-15	BUDGET*	AS OF	ESTIMATE	PROPOSED	ADOPTED
				FY 2015-16	7/25/16	FY 2015-16	FY 2016-17	FY 2016-17
0015000 311100	AD VALOREM TAXES CURRENT	15,383,682	17,101,157	18,331,489	17,593,675	18,331,489	20,098,581	20,098,590
0015000 311200	AD VALOREM TAXES DELINQUENT	-	2,452	300,000	331,723	340,000	200,000	200,000
0015000 313100	FRANCHISE FEES ELECTRICITY	2,893,883	2,998,896	3,175,000	-	3,175,000	2,950,000	2,950,000
0015000 314100	UTILITY TAXES ELECTRICITY	7,095,364	7,060,657	6,570,000	4,002,146	6,570,000	6,652,000	6,652,000
0015000 314200	COMMUNICATION SERVICES TAX	5,519,464	4,846,708	4,281,330	2,939,993	4,281,330	3,704,236	3,704,227
0015000 314300	UTILITY TAXES WATER	756,834	891,712	800,000	473,634	800,000	800,000	800,000
0015000 314400	UTILITY TAXES GAS	63,430	60,020	67,000	54,129	67,000	70,000	70,000
0015000 335120	STATE SHARING REVENUE	1,094,837	1,168,221	1,317,899	914,179	1,317,899	1,312,964	1,312,964
0015000 335150	ALCOHOLIC BEVERAGE TAX	56,959	75,879	70,000	52,070	70,000	70,000	70,000
0015000 335180	HALF CENT SALES TAX	3,406,264	3,701,941	3,963,857	2,752,139	3,963,857	4,204,766	4,204,766
0015000 361100	INTEREST INCOME	584,486	633,672	400,000	534,690	545,000	600,000	600,000
0015000 366000	PRIVATE GRANTS & CONTRIBUTIONS	-	82,926	-	-	-	-	-
0015000 366200	PRIVATE CONTRIBUTIONS OTHER	-	3,566	-	-	-	-	-
0015000 367100	CHANGE IN INVEST VALUE	(226,144)	69,682	-	195,885	-	-	-
0015000 369100	MISCELLANEOUS INCOME	109,448	55,665	35,000	65,064	35,000	35,000	35,000
0015000 369200	PRIOR YEARS RECOVERY	252,155	53,050	50,000	102,142	102,142	50,000	50,000
0015000 369301	SETTLEMENT VIEWPOINT	-	75,000	-	375,000	375,000	-	-
0015000	GENERAL GOVERNMENT REVENUE	36,990,662	38,881,203	39,361,575	30,386,470	39,973,717	40,747,547	40,747,547



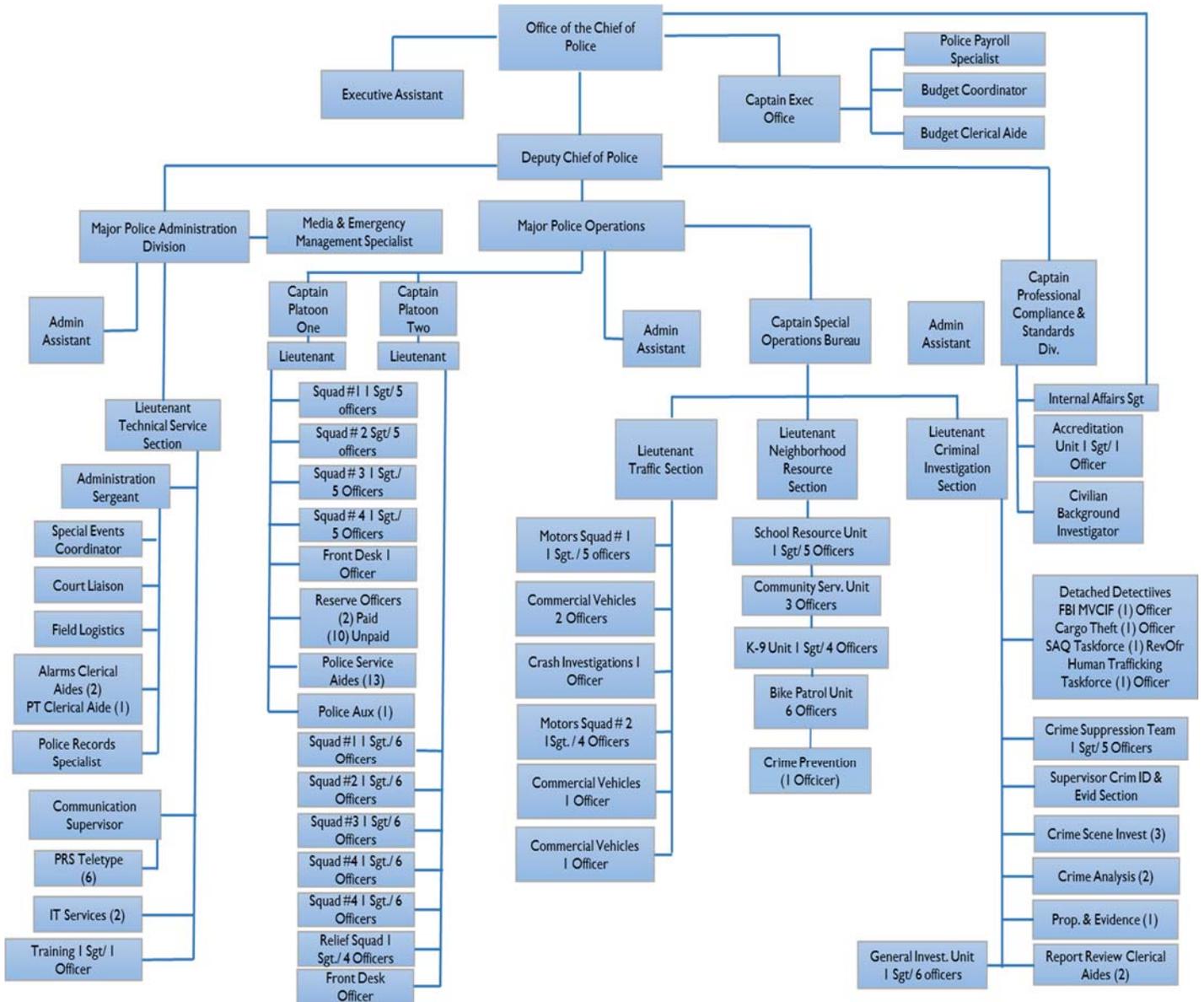
00150005 - GENERAL GOVERNMENT

ACCT. NO.	DESCRIPTION	AMENDED			ACTUALS	YEAR-END		
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET* FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
00150005 500230	LIFE & HEALTH INSURANCE	-	-	13,000	10,274	13,000	15,000	15,000
00150005 500240	WORKERS COMPENSATION	282,890	251,316	298,754	297,093	295,000	299,000	474,000
00150005 500250	UNEMPLOYMENT COMPENSATION	9,271	18,086	20,000	-	20,000	20,000	20,000
TOTAL PERSONNEL COSTS		292,161	269,402	331,754	307,367	328,000	334,000	509,000
00150005 500310	PROFESSIONAL SERVICES	355,208	439,421	537,400	467,992	537,400	489,400	489,400
00150005 500340	CONTRACTUAL SERVICES - OTHER	120,907	198,975	222,640	147,029	222,640	202,600	202,600
00150005 500400	TRAVEL & PER DIEM	2,205	530	18,500	8,892	18,500	19,500	19,500
00150005 500410	COMMUNICATION & FREIGHT	49,131	66,721	75,000	34,702	75,000	75,000	75,000
00150005 500430	UTILITY SERVICES	171,462	165,447	187,000	178,473	187,000	175,600	175,600
00150005 500440	RENTALS & LEASES	4,113	9,792	64,500	54,929	64,500	66,100	66,100
00150005 500450	INSURANCE	536,043	661,417	857,246	724,727	857,246	600,000	775,000
00150005 500460	REPAIR & MAINT - OFFICE EQUIP	-	3,958	8,800	4,000	8,800	4,800	4,800
00150005 500470	PRINTING & BINDING	11,208	3,373	12,000	2,724	12,000	9,000	9,000
00150005 500480	PROMOTIONAL ACTIVITIES	-	1,500,000	-	-	-	-	-
00150005 500490	OTHER CURRENT CHARGES	131,730	116,628	67,000	63,400	67,000	43,500	43,500
00150005 500492	CONTINGENT RESERVE	8,236	147,216	109,063	77,076	122,063	100,000	100,000
00150005 500494	CURRENT CHARGES - BOARD FUNDS	53,266	15,490	35,000	5,791	35,000	20,000	25,000
00150005 500520	OPERATING SUPPLIES	12,060	10,652	12,500	11,187	12,500	23,500	23,500
TOTAL OPERATING COST		1,455,568	3,339,620	2,206,649	1,780,922	2,219,649	1,829,000	2,009,000
00150005 500710	DEBT SERVICE - PRINCIPAL	1,107,325	1,156,887	1,207,183	1,207,181	1,207,183	1,258,903	1,258,903
00150005 500712	DEBT SERVICE - STATE OF FL	300	300	300	-	300	300	300
00150005 500720	DEBT SERVICE - INTEREST	838,445	740,512	747,602	694,016	747,602	685,450	685,450
TOTAL DEBT SERVICE		1,946,070	1,897,698	1,955,085	1,901,197	1,955,085	1,944,653	1,944,653
00150005 500820	GRANTS & AIDS	45,000	45,000	96,000	60,000	96,000	126,000	142,500
TOTAL GRANTS & AIDS		45,000	45,000	96,000	60,000	96,000	126,000	142,500
00150005 500910	OPERATING TRANSFERS OUT	-	-	-	-	-	3,790,000	3,790,000
00150005 500912	TRANSFER OUT-CAPITAL IMPRV FND	-	-	300,000	300,000	300,000	725,000	350,000
00150005 500914	TRANSFER OUT-INFRAS.REP. FUND	-	-	100,000	100,000	100,000	100,000	100,000
TOTAL OPERATING TRANSFERS		-	-	400,000	400,000	400,000	4,615,000	4,240,000
00150005 - GENERAL GOVERNMENT		3,738,799	5,551,720	4,989,488	4,449,486	4,998,734	8,848,653	8,845,153

*Includes approved amendments to the budget and/ 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 2016

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 approximately 20% for FY 2015-2016*. 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.

(* As of 07-26-2016)

- **Building**

The Police Department is proceeding with the expansion of its headquarters building located at 6100 NW 99 Avenue. The City has approved the building of a police substation to be located at NW 97th Avenue & 35th Street. The expansions are necessary as the Police Department grows in number and in the types of services it provides to the Doral community.

- **Organization / Hires / Promotions**

The Doral Police Department 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 and 2 civilian employees to keep pace with the demand for police services.

Internally, the Department promoted 5 Captains, 2 Lieutenants, and 2 Sergeants.

- **New Units**

Accreditation

The Police Department became accredited by the Commission for Florida Law Enforcement Accreditation in 2015. Since its accreditation, the Department maintains compliance with accreditation standards through its Accreditation Unit. Police personnel assigned to this unit ensure the department meets its on-going accreditation requisites. The unit reviews and revises departmental policies and procedures to ensure the Department is in keeping with the best law enforcement practices.

Office of Emergency Management

The Police Department operates the Office of Emergency Management to better prepare in the event of natural or manmade disasters or other planned or unforeseen emergencies. The Office of Emergency Management hosts the City's Emergency Operations Center where all department heads gather in the event of an emergency to respond in a coordinated and efficient manner.

Criminal Identification & Evidence Unit

The Department consolidated the Report Review, 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 criminal intelligence, crime reporting, crime scene investigations and evidence issues.

- **Training**

Leadership Training

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

Citizens Police Academy

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

D.A.R.E.

The Police Department remains committed to prevention through education. The DARE program serves as an example of how the Police Department educates citizens. This year, over 1,100 students participated in and graduated from the DARE program. DARE allows the Department to interact with schools, teaches, parents, and students. Personal interaction between DARE officers and the community serves to build stronger bonds between the police and the community.

- **Special Operations**

DUI Check Point

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



**POLICE
ACTIVITY REPORT**

ACTIVITY	ACTUAL FY 14-15	PROJECTED FY 15-16	PROJECTED FY 16-17
Administrative:			
Internal Investigations Conducted	13	12	15
Vehicles Purchased	32	18	28
Communications:			
Total Calls for Service	29275	29800	30000
Crime Analysis:			
Total Violent Crimes	71	68	75
Total Non-Violent Crimes	1870	1820	1900
Total Crime Offenses	1941	1888	1975
Patrol:			
Total Arrests	1449	1511	1570
Citations - Moving Violations	4716	6863	9202
Non-Moving & Parking	8135	9589	12043
Criminal Investigation Division:			
Total Cases Assigned	537	486	511
Total Cases Cleared	506	307	406
Total Arrests	94	70	82
Crime Scenes Processed BY CSI ONLY	612	650	720



POLICE OBJECTIVES FOR FY2017

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

- **Crime Rate**

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

- **Building**

The Police Department expects to complete the expansion of the headquarters building located at 6100 NW 99 Avenue by October 2016 and break ground on its sub-station at NW 97 AVE & 33rd St. The renovated police station will provide the space necessary for the Department to grow. The sub-station will enhance citizen accessibility to police services.

- **Hires**

As the population in Doral grows, so must the Police Department. In order to maintain and enhance police services, the Department expects to add one new police sergeant and eight new police officers positions. Civilian positions will also increase with the

addition of a communications supervisor, a property & evidence clerk, and a civilian background investigator. The additional personnel are necessary to keep pace with growth and continue crime prevention initiatives.

- **Training**

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

Three Captains have attended advanced Staff & Command courses through the Southern Police Institute and Northwestern University's School of Policing. The Department encourages all staff members to attend advanced educational courses aimed at keeping pace with the current changes and trends in policing.

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.

- **Professional Associations/Conferences**

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

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

- **Property and Evidence Unit**

The proper handling and storage of property and evidence is a necessary component of the criminal justice system. Improperly handled evidence could jeopardize a criminal case and subsequent prosecution. The Police Department will take over its own storage of property and evidence with the completion of the police headquarters building. The Department will add a property clerk position to provide consistency, stability, and accuracy to storage of property and evidence.

- **Special Recognitions**

The Police Department was honored by Capt. Rafael Tapanes graduation from the Southern Police Institute Command School and Capt. Carlos Arango graduation from Northwestern University's Staff & Command School. The Department encourages its staff to better its leadership skills through continuous education.

Chief Donald W. De Lucca will ascend to President of the International Association of Chiefs of Police in 2016. The Department is honored by the accolades afforded to Chief De Lucca and is committed to showing its support of the Chief through its dedicated service to the Doral community.



POLICE STRATEGIC PRIORITIES

STRATEGIC PRIORITIES		
STRATEGIC PRIORITIES	PROPOSED FY 2016-17	ASSOCIATED COST
COMMUNICATION	Ensure City has the technologies to utilize all communication channels and tools Continue focus on community policing and police outreach to community Increase awareness of Façade Campaign grants Provide crimes stats fact sheet, Communicate that crime is down for our residents Conduct a sign up campaign for Code Red Send out Code Red text alerts for accidents; road closures Increase our communication with our police crime watch groups and reach out to HOAs for an open dialogue Improve relationships with other agencies and municipalities	\$0
SMART CITY	Pursue private sector partnerships related to Smart City	\$0
LONG TERM FINANCIAL SUSTAINABILITY	Develop a long term sustainability plan that addresses capital, maintenance and operations Develop private partnerships to be identified to cover operating costs: Example: YMCA, FIU Review priorities within the Capital Improvement Plan	\$0
ORGANIZATIONAL EFFICIENCY	Review changing or new business models for each major function Review and improve grants administration process	\$0
QUALITY OF LIFE	Look at modifying Hauler Ordinance to allow for solid waste removal before 7AM in properties zoned as commercial/industrial/business as long as they aren't abutting residential zoned properties	\$0

POLICE BUDGET HIGHLIGHTS





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

- *Total Personnel Costs – \$18,206,476*
There was an increase to these line items due to an approved 1% cost of living adjustment, an up to 3% merit raise based on individual's performance evaluation and an increase in health insurance costs city-wide.
- *Professional Services - \$32,600*
Contract was formed to train our Tactical Response Team
- *Travel & Per Diem – \$59,089*
Due to the increase in trainings results in an increase in travel. Trainings are not always at local sites. Training is necessary in order to maintain certification and a high level of professionalism.
- *Rentals & Leases - \$181,670*
Increase in personnel in CST and Motor Squad equals increase in surveillance vehicles and in motorcycles.
- *Repair & Maintenance - Office Equipment - \$215,150*
Decrease in vehicle repairs and maintenance – as we update our fleet, the repair expenses will decrease.
- *Promotional Activities - \$5,250*
This line item increased due to increase in personnel and services.
- *Office Supplies - \$24,150*
Line item increased due to increase in personnel.
- *Operating Supplies - \$222,700*
This line item contains the following:
 - Increase in police uniform & gear in order to attire new hires as well as maintain a clean professional look throughout the department.
 - Increase to MDCACP – County Court E-notify. More officer on our streets mean more court appearances are necessary.
 - Increase in ammunition, first aid kits and replenishments and crime scene supplies are required to maintain all units well equipped for all types of scenarios.
 - As we continue growing, we will be hosting more and more trainings, presentation and graduations.
 - Training results in a higher level qualified police officers. Improved performance results in officers being nominated, and winning awards. We must show support to our officers.
- *Operating Supplies-Community Services - \$56,000*
Increase to be able to donate more toys to children in need during the holidays. Also, increase in DARE funds to teach more classes at our schools.
- *Dues, Subscriptions, Memberships - \$64,900*
Departmental growth increases all training and annual memberships. The Department must maintain a high standard of service to provide excellent service to the residents of the City.
- *Capital Outlay-Building - \$5,000,490*
Approval of our new Sub-station on 97th Avenue and 35th Street.
Capital Outlay-Office - \$474,250
This line item includes the following:
 - Tasers will be purchased on a 3 year cycle of 30 Tasers per year.
 - Radio equipment, ballistic vest & helmets, and guns must be purchased for all new hires as it is required police equipment.
 - Purchase of 2 Mobile LPRs will help prevent crime in a proactive manner.
 - Furniture purchase for headquarter as well as gym equipment.
- *Capital Outlay-Vehicles - \$850,000*
Increase in vehicle purchase to completely update fleet.



**POLICE DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT. REQ	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2016-17	FY 2016-17	FY 2016-17
500.111 - Administrative Salaries	Police Chief	1	1	1	1	1	\$ 153,948
	Administrative Salaries Total	1	1	1	1	1	\$ 153,948
500.121 - Full Time Salaries Sworn	Deputy Chief	1	1	1	1	1	\$ 121,917
	Major ¹	1	1	2	2	2	\$ 194,537
	Captain	1	6	5	5	5	\$ 444,459
	Executive Assistant to the Chief	1	0	0	0	0	\$ -
	Lieutenant	7	6	6	6	6	\$ 494,077
	Sergeant ²	16	18	19	19	19	\$ 1,307,493
	Police Officer / Trainee ³	81	90	97	97	97	\$ 5,627,834
	Police Officer / Reserve	10	5	5	2	2	\$ 54,600
	Police Non-Paid Reserve	0	10	10	10	10	\$ -
	Auxiliary Officer	1	1	1	1	1	\$ -
	Full Time Sworn Salaries Total	119	138	146	143	143	\$ 8,244,917
500.120 - Full Time Salaries	Executive Administrative Assistant to the Chief	1	1	1	1	1	\$ 61,361
	<i>Service Award 10 yr</i>						\$ 2,045
	Administrative Assistant	3	3	3	3	3	\$ 119,848
	<i>Service Award 10 yr</i>						\$ 1,376
	Crime Inv. Evidence Supervisor	0	1	1	1	1	\$ 59,161
	Crime Scene Technician ⁴	2	2	3	3	3	\$ 123,493
	Police Service Aide ⁵	15	11	13	13	13	\$ 443,724
	Crime Analyst	2	2	2	2	2	\$ 95,808
	Court Liaison Coordinator	1	1	1	1	1	\$ 47,143
	Clerical Aides	3	3	3	3	3	\$ 103,717
	Police Field Logistics Specialist	1	1	1	1	1	\$ 40,463
	Police Budget Coordinator	0	1	1	1	1	\$ 53,730
	Grant Coordinator	1	0	0	0	0	\$ -
	Records Specialist / Teletype	8	8	8	8	8	\$ 283,539
	Record Management Specialist	1	1	1	1	1	\$ 37,413
	NEW Property & Evidence Specialist	1	0	1	1	1	\$ 34,915
	Police Special Events Coordinator	1	1	1	1	1	\$ 51,352
	Payroll Specialist	0	1	1	1	1	\$ 41,843
	Media & Emergency Management Specialist	0	1	1	1	1	\$ 80,976
	Public Safety Technical Services Manager	0	1	1	1	1	\$ 66,631
	NEW Community Policing Specialist	0	0	1	1	1	\$ 65,000
	NEW Civilian Investigator	0	0	1	1	1	\$ 51,422
	NEW Communication Manager	0	0	1	1	1	\$ 38,054
	IT Technician - Public Safety	0	1	1	1	1	\$ 51,384
	Full Time Salaries Total	40	40	47	47	47	\$ 1,954,398
500.130 - Other Salaries	Part Time						
	Clerical Aide	1	1	1	1	1	\$ 31,598
	Other Salaries Total	1	1	1	1	1	\$ 31,598
	Total	161	180	195	192	192	\$ 10,384,861

¹ **NEW - Major position**
² **NEW - Sergeant position**
³ **NEW - 8 Police Officer /Trainee positions**
⁴ **NEW - Crime Scene Technician position**
⁵ **NEW - Police Service Aide position**



0016000 POLICE REVENUE

ACCT. NO.	DESCRIPTION	ACTUAL	ACTUAL	AMENDED	ACTUALS	YEAR-END		
		FY 2013-14	FY 2014-15	BUDGET*	AS OF	ESTIMATE	PROPOSED	ADOPTED
				FY 2015-16	7/25/16	FY 2015-16	FY 2016-17	FY 2016-17
0016000 313920	TOWING FEES	5,535	8,625	8,500	8,850	12,528	12,500	12,500
0016000 329200	ALARM PERMITS	260,700	301,110	270,000	220,598	300,000	300,000	300,000
0016000 331200	DOJ BYRNE GRANT	(645)	-	-	-	-	-	-
0016000 331201	DOJ COPS TECH GRANT 09 10	-	206,925	-	-	-	-	-
0016000 331204	GRANT BYRNE 2013DJBX0779	14,639	-	-	-	-	-	-
0016000 334200	STATE OF FL JAG GRANT 2009	-	-	-	6,025	6,025	-	-
0016000 337200	GRANT BYRNE PROGRAM	9,118	15,074	5,000	-	5,000	-	-
0016000 342100	POLICE SERVICES (OFF DUTY)	759,039	812,615	750,000	690,740	870,000	850,000	850,000
0016000 342110	POLICE SERVICES RECORDS	3,646	3,307	5,000	11,623	12,500	13,000	13,000
0016000 342115	SCHOOL CROSSING GUARDS	70,044	71,111	65,000	33,841	60,000	65,000	65,000
0016000 351100	JUDGEMENTS & FINES	209,919	134,787	200,000	123,090	163,836	170,000	170,000
0016000 351150	SAFETY REDLIGHT CAMERAS	235,895	168,122	-	6,212	7,000	-	-
0016000 369103	POLICE AUTO TAKE HOME PGM	91,360	87,150	80,000	74,215	91,656	90,000	90,000
0016000 POLICE REVENUE		1,659,250	1,808,827	1,383,500	1,175,194	1,528,545	1,500,500	1,500,500

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



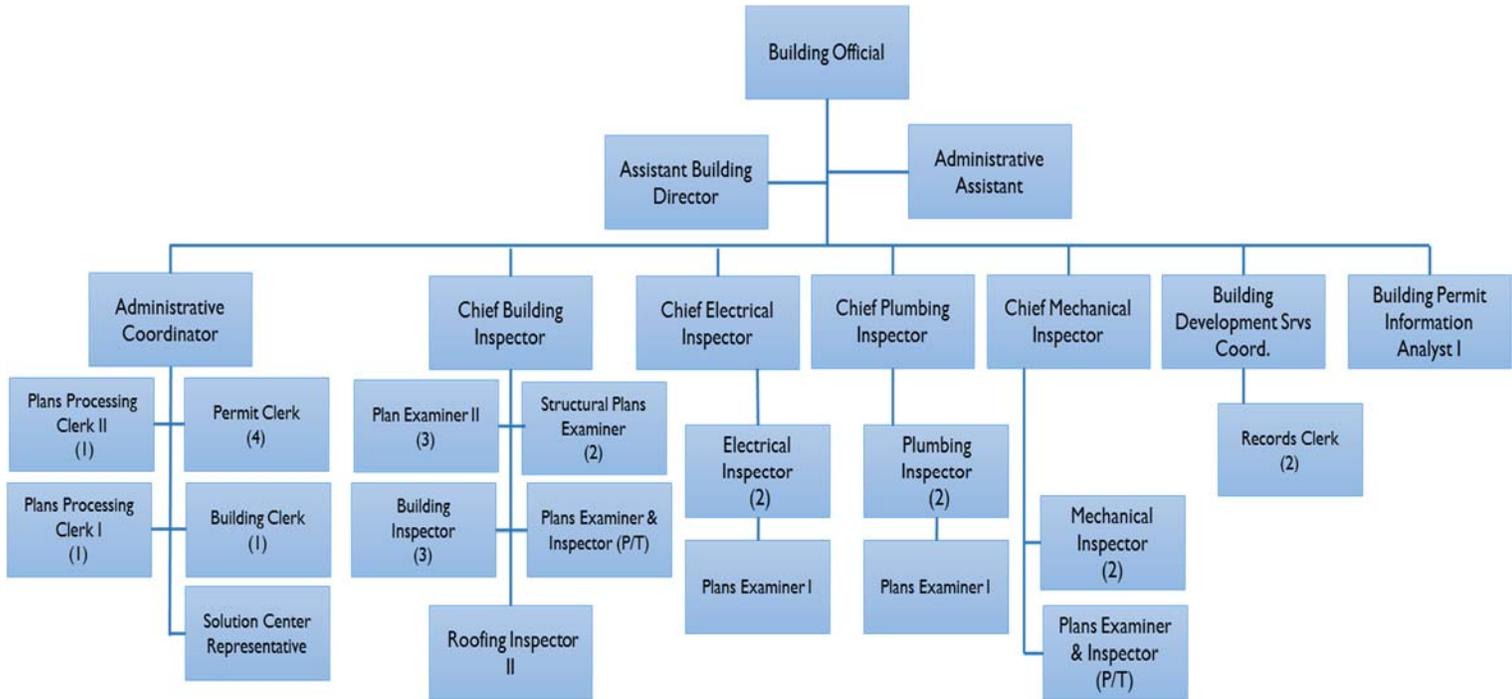
00160005 - POLICE

Accounts	Description	AMENDED			ACTUALS	YEAR-END		
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET* FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
00160005 500111	ADMINISTRATIVE SALARIES	112,522	138,600	145,874	114,943	145,874	153,948	153,948
00160005 500120	FULL TIME SALARIES	954,745	1,148,677	1,610,132	1,202,088	1,610,132	1,950,612	1,954,398
00160005 500121	FULL TIME SALARIES - SWORN	5,300,983	6,225,624	7,534,907	5,461,987	7,534,907	8,239,653	8,244,916
00160005 500125	COMPENSATED ABSENCES	68,454	85,484	352,093	5,063	352,093	395,503	395,849
00160005 500130	OTHER SALARIES	23,829	41,220	31,141	20,657	31,141	31,598	31,598
00160005 500140	OVERTIME	638,348	547,639	606,270	453,633	605,000	635,240	635,240
00160005 500144	OVERTIME - HOLIDAY PAY	-	276,743	350,000	324,026	350,000	375,000	375,000
00160005 500150	SPECIAL PAY - OFF DUTY	649,136	715,569	749,860	568,017	715,000	625,000	625,000
00160005 500151	SPECIAL PAY - DIFFERENTIAL	178,837	162,701	175,000	150,075	175,000	200,000	200,000
00160005 500152	SPECIAL PAY - INCENTIVE	76,117	92,967	89,370	73,340	89,370	97,500	97,500
00160005 500210	FICA & MICA TAXES	591,631	699,328	876,500	623,998	876,500	972,136	973,910
00160005 500220	RETIREMENT CONTRIBUTION	1,425,838	1,797,673	2,185,105	1,660,308	2,185,105	2,438,441	2,439,717
00160005 500230	LIFE & HEALTH INSURANCE	1,040,228	1,164,710	1,315,398	958,345	1,315,398	2,143,143	2,079,400
TOTAL PERSONNEL COSTS		11,060,666	13,096,937	16,021,650	11,616,479	15,985,520	18,257,774	18,206,476
00160005 500310	PROFESSIONAL SERVICES	10,747	16,793	267,100	68,362	261,100	32,600	32,600
00160005 500342	CONT - SCHOOL CROSSING GUARDS	178,990	183,926	200,000	260,000	200,000	260,000	260,000
00160005 500343	CONTR-SAFETY REDLIGHT CAMERAS	297,831	74,823	-	-	-	-	-
00160005 500350	INVESTIGATIONS	1,237	-	1,500	-	1,500	1,500	1,500
00160005 500400	TRAVEL & PER DIEM	16,626	35,943	49,858	35,678	49,350	59,089	59,089
00160005 500410	COMMUNICATION & FREIGHT	84,388	28,242	30,600	21,499	21,950	32,300	32,600
00160005 500430	UTILITY SERVICES	3,503	223	-	-	-	8,000	8,000
00160005 500440	RENTALS & LEASES	151,441	113,132	156,270	144,842	150,000	181,670	181,670
00160005 500460	REPAIR & MAINT - OFFICE EQUIP	380,852	402,072	244,355	188,343	244,355	215,150	215,150
00160005 500470	PRINTING & BINDING	3,258	4,705	6,700	5,950	6,700	7,500	7,500
00160005 500480	PROMOTIONAL ACTIVITIES	936	3,111	5,000	3,073	4,800	5,250	5,250
00160005 500510	OFFICE SUPPLIES	21,996	21,130	23,000	19,321	23,000	24,150	24,150
00160005 500520	OPERATING SUPPLIES	161,314	124,357	182,200	156,188	182,200	222,700	222,700
00160005 500521	OPERATING SUPPLIES - FUEL	372,371	12,610	20,000	15,102	20,000	18,000	18,000
00160005 500523	OP SUPP - COMMUNITY SERVICES	57,896	65,127	53,000	36,256	51,500	56,000	56,000
00160005 500525	DOJ BYRNE GRANT - OPERATING	-	5,588	-	-	-	-	-
00160005 500527	OPERATING SUPPLIES - CRYWOLF A	19,840	25,210	23,000	20,657	23,000	24,150	24,150
00160005 500540	DUES/SUBSCRIPTIONS/MEMBERSHIPS	39,480	43,259	68,850	63,527	67,500	64,900	64,900
TOTAL OPERATING COST		1,802,707	1,160,251	1,331,433	1,038,798	1,306,955	1,212,959	1,213,259
00160005 500620	CAPITAL - BUILDING	186,122	16,750	2,526,590	2,089,197	2,526,590	5,000,490	5,000,490
00160005 500640	CAPITAL OUTLAY - OFFICE	125,172	205,672	277,565	126,401	277,565	474,250	474,250
00160005 500641	CAPITAL OUTLAY - VEHICLES	575,851	617,765	1,193,239	1,101,317	1,193,239	850,000	850,000
00160005 500642	DOJ BRYNE GRANT CAPITAL OUTLAY	14,639	9,490	-	16,025	16,025	-	-
00160005 500647	CAPITAL - TECH GRANT 2010	-	204,000	-	-	-	-	-
00160005 500653	CAPITAL OUTLAY-EOC	-	-	25,000	21,714	25,000	-	-
TOTAL CAPITAL OUTLAY		901,785	1,053,677	4,022,394	3,354,653	4,038,419	6,324,740	6,324,740
00160005 - POLICE		13,765,158	15,310,864	21,375,477	16,009,931	21,330,894	25,795,473	25,744,475

*Includes approved amendments to the budget and/ 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 2016

- Employee Training - Encouraged continuing education for staff.
- Outreach workshops were continued for the public.
- Internal Workshops & Trainings for technical and clerical staff were initiated
- Completed integration of Projectdox Plan Review System with limited external access.
- Implementation of Building Records Requests via City Website

**BUILDING DEPARTMENT
ACTIVITY REPORT**

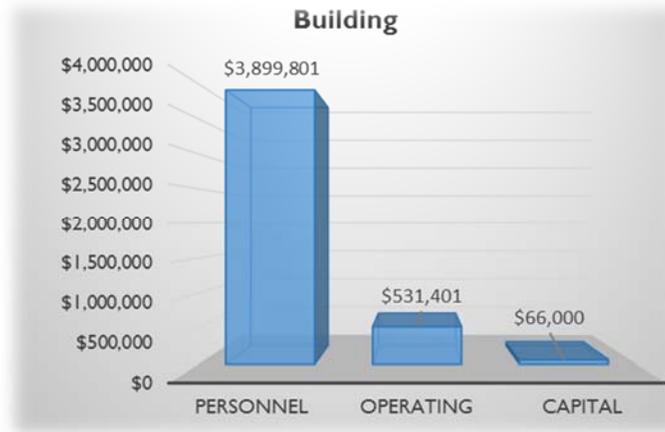
ACTIVITY	PROJECTED FY 2014-15	PROJECTED FY 2015-16	PROJECTED FY 2016-17
Permit Numbers Issued	21,000	22,050	13,112
Plan Reviews Completed	36,225	38,036	46,631
Design Professional Meetings	480	504	500
Inspections	39,414.00	41,384.00	58,541.00

BUILDING DEPARTMENT OBJECTIVES FOR FY 2017

- Fee-Schedule - Comprehensive review of building department’s fee schedule completed.
- Boiler Program Revamp - Building Department Boiler Program.
- Employee Retention & Recruitment – Certification Incentive Plan
- Update Department Forms available to the public
- Revamp Building Department Customer Surveys
- Update Building Department informational flyers



BUILDING DEPARTMENT BUDGET HIGHLIGHTS



- **Total Personnel Costs – \$3,899,801**
There was an increase to these line items due to an approved 1% cost of living adjustment, an up to 3% merit raise based on individual’s performance evaluation and an increase in health insurance costs city-wide. Moreover, overtime increased due to costs associated with overtime inspections, plan reviews, and seminars.
- **Professional Services - \$400,000**
This line item covers costs associated with outside professional services.
- **Communications and Freight Services - \$3,700**
This line item decreased due to the change in the City’s Cell Phone policy.
- **Repairs and Maintenance - Vehicle-\$20,025**

This line item covers costs associated with vehicle maintenance and service contracts.

- **Printing and Binding - \$11,860**
This line item includes costs associated with reproduction services which are contracted for or purchased from outside vendors.
- **Office Supplies - \$12,600**
This line item includes costs associated with materials and office supplies.
- **Operating Supplies Other - \$29,077**
This line item includes costs associated with all types of supplies consumed in the conduct of operations.
- **Capital Outlay Vehicles-\$66,000**
This line item increased by \$66,000 and includes costs associated with the purchasing of heavy equipment and vehicles.



BUILDING DEPARTMENT STRATEGIC PRIORITIES

STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	PROPOSED FY 16-17	ASSOCIATED COST
Communication: TCO / CO Letters	Public outreach further refined through CO/TCO Letter program; CO Letters sent 90-days post-occupancy to residential units only to inform owners of work that requires permits; TCO letters sent to commercial permit holders with expiry information.	\$2,000
Sustainability of Employees - Employee Retention & Recruitment	Re-evaluate long-term employee's holding certifications and licenses; provide merit-base increases on tenure/experience.	\$ 29,000.00
TOTAL		\$ 31,000.00



**BUILDING DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2016-17	FY 2016-17	FY 2016-17
500.111 - Administrative Salaries							
	Building Official	1	1	1	1	1	\$ 118,763
	Service Award 10 yr						\$ 3,959
	Administrative Salaries Total	1	1	1	1	1	\$ 122,722
500.120 - Full Time Salaries							
	Assistant Building Director	0	1	1	1	1	\$ 95,712
	Administrative Assistant	1	1	1	1	1	\$ 34,446
	Administrative Coordinator	1	1	1	1	1	\$ 57,691
	Building Development Service Coord.	1	1	1	1	1	\$ 49,432
	Service Award 5 yr						\$ 412
	Building Clerk	1	1	1	1	1	\$ 33,279
	Records Clerk	2	2	2	2	2	\$ 69,939
	Service Award 5 yr						\$ 303
	Plans Processing Clerk I/II	2	2	2	2	2	\$ 73,462
	Permit Clerk	4	4	4	4	4	\$ 138,758
	Chief Building Inspector	1	1	1	1	1	\$ 86,586
	Flood Plain Manager	1	1	0	0	0	\$ -
	<u>Reclassified to Plans Examiner III/Flood Plain Mgr</u>	0	0	1	1	1	\$ 72,620
	Building Plans Examiner & Sr. Plans Examiner	2	2	0	0	0	\$ -
	<u>Reclassified to Plans Examiner II</u>	0	0	2	2	2	\$ 156,798
	Service Award 10 yr						\$ 2,627
	Building Inspector	4	4	3	3	3	\$ 194,152
	Roofing Inspector II	0	0	1	1	1	\$ 68,148
	Chief Mechanical Inspector	1	1	1	1	1	\$ 87,330
	Mechanical Inspector	2	2	2	2	2	\$ 126,160
	Chief Plumbing Inspector	1	1	1	1	1	\$ 97,160
	Plumbing Inspector	2	2	2	2	2	\$ 132,592
	Plumbing Inspector	1	1	0	0	0	\$ -
	<u>Reclassified to Plans Examiner I</u>	0	0	1	1	1	\$ 73,721
	Service Award 10 yr						\$ 2,455
	Building Inspector/ Plans Examiner ¹	0	0	1	1	1	\$ 63,654
	Chief Electrical Inspector	1	1	1	1	1	\$ 92,482
	Electrical Inspector	2	2	2	2	2	\$ 136,522
	Lead Electrical Inspector	1	1	0	0	0	\$ -
	<u>Reclassified to Plans Examiner I</u>	0	0	1	1	1	\$ 73,651
	Service Award 10 yr						\$ 2,455
	Permitting Information Analyst I	1	1	1	1	1	\$ 43,609
	Service Award 10 yr						\$ 1,454
	Solution Center Representative	1	1	1	1	1	\$ 30,768
	Structural Plans Examiner	1	2	2	2	2	\$ 181,919
	Certifications Incentives	0	0	0	0	0	\$ 24,000
	Full Time Salaries Total	34	36	37	37	37	\$ 2,304,298
500.130 - Other Salaries							
	Plans Examiners & Inspectors-P/T	3	2	3	1	1	\$ 65,520
	Other Salaries Total	3	2	3	1	1	\$ 65,520
	Total	38	39	41	39	39	\$ 2,492,540

¹ Reclassed from Part-Time to Full-Time in FY 2016



0017000 BUILDING REVENUE

ACCT. NO.	DESCRIPTION	AMENDED			ACTUALS	YEAR-END		
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET* FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
0017000 322100	BUILDING PERMITS	6,228,335	8,172,932	7,000,000	6,411,429	7,000,000	7,500,000	7,500,000
0017000 329101	OTHER FEES BOILER FEES	57,610	55,620	50,000	44,908	50,000	58,000	58,000
0017000 329600	CONCURRENCY FEES	113,687	200,674	115,500	119,607	125,000	121,275	121,275
0017000 329500	CERTIFICATES OF OCCUPANCY	284,695	379,468	347,000	443,649	450,000	320,000	320,000
0017000 341301	INSPECTION SERVICE FEE	7,981	-	10,000	-	10,000	-	-
0017000 341302	OPTIONAL PLAN REVIEW FEE	75,139	136,135	110,000	85,900	110,000	110,000	110,000
0017000 341303	BUILDING TRAINING FEES	-	-	14,000	13,825	22,000	29,000	29,000
0017000 341902	BLDG ADMINISTRATIVE FEES	82,906	98,978	73,500	102,927	105,250	125,000	125,000
0017000 341903	BLDG RECORDS REQUEST	73,896	76,627	90,000	59,744	90,000	80,000	80,000
0017000 342901	BLDG RECERT FEES 40YR	2,450	33,350	7,700	1,820	5,000	7,700	7,700
0017000 369102	BLDG MISC COPY SCAN FEES	83,063	109,431	72,000	88,102	103,000	105,000	105,000
0017000 359101	BLDG FINES PERMIT VIOLATIONS	449	3,270	5,000	3,120	4,000	5,000	5,000
0017000 369101	BLDG MISC OT RECOVERY	160,375	352,885	165,000	386,044	500,000	400,000	400,000
0017000	BUILDING REVENUE	7,170,587	9,619,370	8,059,700	7,761,074	8,574,250	8,860,975	8,860,975



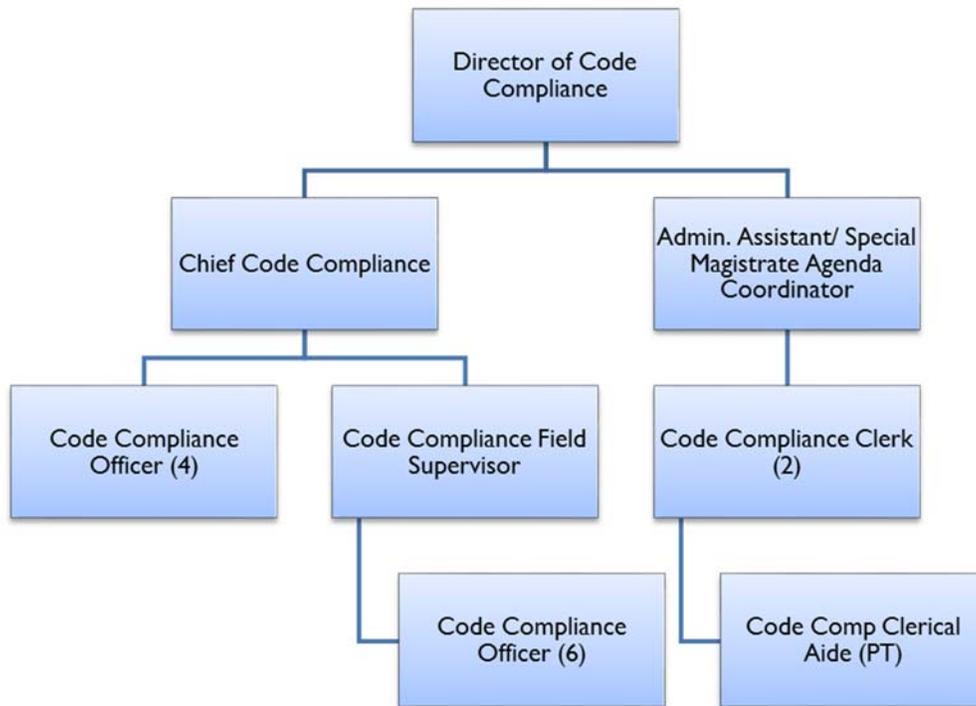
00170005 - BUILDING

ACCT. NO.	DESCRIPTION	AMENDED ACTUALS YEAR-END						
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET* FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
00170005 500111	ADMINISTRATIVE SALARIES	105,468	105,854	112,750	88,289	112,750	122,722	122,722
00170005 500120	FULL TIME SALARIES	1,529,404	1,729,692	2,147,066	1,545,309	2,147,066	2,238,187	2,304,299
00170005 500125	COMPENSATED ABSENCES	11,640	14,693	86,509	7,735	86,509	91,286	93,734
00170005 500130	OTHER SALARIES	216,976	136,539	98,987	40,253	98,987	109,200	65,520
00170005 500140	OVERTIME	92,335	184,337	233,498	185,704	233,498	238,202	238,202
00170005 500143	OVERTIME -BLDG OPTION PLAN REV	24,372	47,596	45,000	43,487	45,000	125,000	125,000
00170005 500210	FICA & MICA TAXES	146,669	164,499	201,197	141,364	201,197	224,295	226,107
00170005 500220	RETIREMENT CONTRIBUTION	145,208	226,251	269,907	185,618	269,907	282,138	289,777
00170005 500230	LIFE & HEALTH INSURANCE	239,918	261,637	283,474	230,925	283,474	419,541	434,440
TOTAL PERSONNEL COSTS		2,511,988	2,871,098	3,478,388	2,468,683	3,478,388	3,850,571	3,899,801
00170005 500310	PROFESSIONAL SERVICES	79,851	264,270	400,000	185,831	400,000	400,000	400,000
00170005 500400	TRAVEL & PER DIEM	5,562	7,364	12,120	7,573	12,120	19,056	19,056
00170005 500410	COMMUNICATION & FREIGHT	12,574	1,305	3,650	2,489	3,650	3,700	2,500
00170005 500440	RENTALS & LEASES	889	-	-	-	-	-	-
00170005 500460	REPAIR & MAINT - OFFICE EQUIP	-	27,825	1,690	900	1,690	1,360	1,360
00170005 500461	REPAIR & MAINT - VEHICLES	15,847	16,359	17,570	12,851	17,570	20,025	20,025
00170005 500470	PRINTING & BINDING	20,287	6,491	14,570	8,773	16,570	11,860	11,860
00170005 500490	OTHER CURRENT CHARGES	1,995	-	-	-	-	-	-
00170005 500510	OFFICE SUPPLIES	11,203	8,957	12,536	11,000	12,761	12,600	12,600
00170005 500520	OPERATING SUPPLIES	13,180	14,082	24,825	15,879	24,825	29,077	29,077
00170005 500522	OPERATING SUPPLIES - VEHICLES	14,714	-	-	-	-	-	-
00170005 500540	DUES/SUBSCRIPTIONS/MEMBERSHIPS	12,605	13,392	5,981	3,756	3,981	6,110	6,110
00170005 500541	DUES/SUBS./MEMBER./TRAINING	-	-	13,824	13,723	13,824	28,813	28,813
TOTAL OPERATING COST		188,708	360,045	506,766	262,775	506,991	532,601	531,401
00170005 500640	CAPITAL OUTLAY - OFFICE	178,692	90,163	1,225	-	1,000	-	-
00170005 500641	CAPITAL OUTLAY - VEHICLES	37,190	42,437	-	-	-	66,000	66,000
TOTAL CAPITAL OUTLAY		215,882	132,600	1,225	-	1,000	66,000	66,000
00170005 - BUILDING		2,916,578	3,363,744	3,986,379	2,731,458	3,986,379	4,449,172	4,497,202

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



CODE COMPLIANCE DEPARTMENT



CODE COMPLIANCE FUNCTION

The Code Compliance Department enforces both City and County codes, sections of the Florida Building Code, and applicable State statutes throughout the City to ensure and protect the health, safety, and welfare of the community. The Department serves residential and commercial areas proactively to uniformly address code violations and also quickly responds to citizen requests for service. Emphasis is placed on developing and maintaining relationships with the community. The Department operates seven (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 2016

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

- Planned and executed 7th 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.
- Developed stronger lines of communication and levels of interaction with outside public agencies, such as the Miami Dade County Office of Consumer Protection, State of Florida Department of Health and DBPR, Miami Dade County DERM, and Miami Dade County Fire Prevention Division, in order to assist in accomplishing the Department's mission.
- Department exceeded 24 hour response time goal to service requests by responding to all calls to service in an average time of under 5 hours.
- Developed new & continued community outreach initiatives such as the Hurricane Safety Fair, Commercial Property Compliance and Strategies Workshop, Kids and the Power of Work (KAPOW) series, Landscape amendment Workshops, #Doral Resolution social media campaign, etc.
- Increased the amount of evening hour details and inspections to allow for field staff to be able to respond to service requests and other items after the regular hours of operation.
- Updated Homeowners Association (HOA) contact list and established an email distribution list to further enhance relationships with the communities.
- Continued assisting 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.
- Continuing to assist Doral Police Department with the collection of delinquent False Alarm accounts.
- Assisted 124 existing businesses obtain a Business Tax Receipt and Certificate of Use, bringing in \$38,550.31 in lost revenues.
- Implemented procedure and began enforcement of 40 year recertification cases in tandem with the Building Department.
- Continued assisting the Building Department with resolving their backlog of Expired Building Permits, where a total of 60 notices have been issued to responsible property owners and contractors.
- Continued proactive traffic initiative by conducting daily MOT Permit inspections during both morning and evening peak hours.
- Continued recognizing staff with the "Employee of the Quarter" award.
- Assisted with drafting and implementing ordinances: Mosquito Control, Maintenance of Traffic.
- Department protected the health, safety, and welfare of the community by ceasing the operation of a massage establishment that was operating unlawfully.
- Several outreach-related campaigns, community engagement activities, and daily aspects of field operations were showcased via the utilization of the City's various social media outlets. Online and embeddable extension request form was implemented through the Code Compliance Department's webpage, which allows for more efficient and customer service-friendly relations with the public.



**CODE COMPLIANCE DEPARTMENT
ACTIVITY REPORT**

ACTIVITY	ACTUAL FY 2014-15	PROJECTED FY 2015-16	PROJECTED FY 2016-17
Inspections	24,139	25,008	26,000
SM Hearing Cases	265	255	275
Lien Searches	2,060	2,100	2,100
40 year Recertification Cases	0	8	8
Business Tax Receipt Assistance Cases	336	320	340

CODE COMPLIANCE OBJECTIVES FOR FY 2017

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.

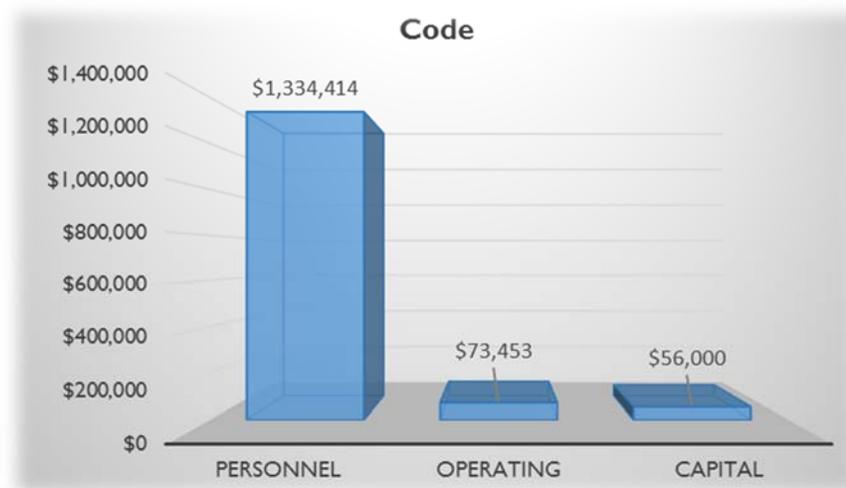
- Research, develop, and implement noise standards that assist in improving the quality of life for all stakeholders, as well as develop best management practices in the enforcement of the noise standards.
- Develop various initiatives that encourage and enhance the communication with stakeholders in the City.
- Implement and create an online Homeowners Association (HOA) / Community forum to share information and ideas amongst neighborhoods and the Department.
- Continue incorporating online features for fines and administrative costs related to enforcement activities.
- Increase frequency of Keep Doral Beautiful Business Award given throughout the year.
- Provide additional proactive weekend and evening enforcement as requests for service demand increases.
- Continue to develop and implement initiatives and campaigns that encourage voluntary aesthetic improvements to private properties.
- Implement regularly occurring award which recognizes HOA’s for continually promoting aesthetic excellence throughout the community.
- Develop online feature for HOA ability to request Department presence at monthly HOA meetings.
- Implement extended hours of operation for field staff to conduct inspections and respond to service requests during the evening hours.



CODE COMPLIANCE STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	PROPOSED FY 16-17	ASSOCIATED COST
Quality of Place	Expand Keep Doral Beautiful Award to provide multiple awards	\$ 1,050.00
Quality of Place	Provide additional code compliance staffing on evenings and weekends	\$ 2,500.00
Quality of Place	Obtain noise measurement equipment and training	\$ 6,000.00
TOTAL		\$ 9,550.00

CODE COMPLIANCE BUDGET HIGHLIGHTS





- *Total Personnel Costs – \$1,334,414*
There was an increase to these line items due to an approved 1% cost of living adjustment, an up to 3% merit raise based on individual's performance evaluation and an increase in health insurance costs city-wide.
- *Capital Outlay-Vehicles - \$50,000*
This line item increased by \$25,000 because the Department will be adding one additional vehicle, and replacing a depreciated vehicle from its current fleet.
- *Capital Outlay-Office - \$6,000*
This line item increased by \$5,250 because the Department will be amending the City's current noise ordinance, which would entail the need for acquiring mechanical devices to properly record levels of noise.
- *Repairs & Maintenance-Office – \$500*
This line item decreased by \$1,000 because of a lower expectation of repairing of office equipment in upcoming year.
- *Printing & Binding - \$5,650*
This line item increased by \$300 to allow for increased communication efforts with the public via additional educational brochures, Keep Doral Beautiful awards, and other outreach efforts.
- *Dues, Subscriptions, Memberships - \$8,373*
This line item increased by \$920 from the Adopted Budget in order to accommodate the addition of the American Association of Code Enforcement (AACE) conference registration, as well as for the costs associated with the Florida Association of Code Enforcement membership renewals and training for an additional Code Compliance Officer.
- *Travel & Per Diem - \$10,140*
This line item increased by \$1,855 in order to accommodate the travel for attendance of the American Association of Code Enforcement (AACE) annual conference, which usually takes place outside of Florida.
- *Other Current Charges & Obl. - \$5,000*
This line item decreased by \$3,000 from the Adopted Budget because the Department has experienced a good compliance rate during the first year of 40-year re-certification enforcement, resulting in a decrease in cases brought to the Unsafe Structure Board.
- *Communication & Freight - \$4,200*
This line item decreased due to the change in the City's Cell Phone policy.



**OFFICE OF CODE COMPLIANCE DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2016-17	FY 2016-17	FY 2016-17
500.111 - Administrative Salaries	Director of Code Compliance	1	1	1	1	1	\$ 110,365
	Administrative Salaries Total	1	1	1	1	1	\$ 110,365
500.120 - Full Time Salaries	Chief Code Compliance	1	1	1	1	1	\$ 77,313
	Code Compliance Field Supervisor	1	1	1	1	1	\$ 62,307
	AA/Special Magistrate Agenda Coord.	1	1	1	1	1	\$ 56,696
	Code Compliance Clerk ¹	1	1	2	2	2	\$ 68,587
	Code Compliance Officer I, II, III	10	10	10	10	10	\$ 518,236
	<i>Service Award 10 yr</i>						\$ 1,878
	<i>Service Award 5 yr</i>						\$ 443
	Lead Code Compliance Officer	0	0	1	0	0	\$ -
	Required Promo to II & III						\$ 20,000
	Full Time Salaries Total	14	14	16	15	15	\$ 805,460
500.130 - Other Salaries	P-T Code Compliance Clerk	1	1	0	0	0	\$ -
	P-T Code Compliance Clerical Aide (Best Buddy)	0	1	1	1	1	\$ 10,816
	Other Salaries Total	1	2	1	1	1	\$ 10,816
	Total	16	17	18	17	17	\$ 926,641

¹ NEW - Code Compliance Clerk position



0017100 CODE REVENUE

ACCT. NO.	DESCRIPTION	AMENDED ACTUALS YEAR-END						
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET* FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
0017100 341900	LIEN SEARCH FEES	97,594	104,410	90,000	152,620	158,000	150,000	150,000
0017100 351100	JUDGEMENTS & FINES	72,610	61,593	35,000	109,383	115,000	100,000	100,000
0017100 351900	JUDGEMENTS & FINESOTHER	-	-	8,000	601	8,000	5,000	5,000
0017100 359101	FINES PERMIT VIOLATIONS	341,087	158,602	140,000	131,005	140,000	140,000	140,000
0017100	CODE REVENUE	511,291	324,604	273,000	393,608	421,000	395,000	395,000



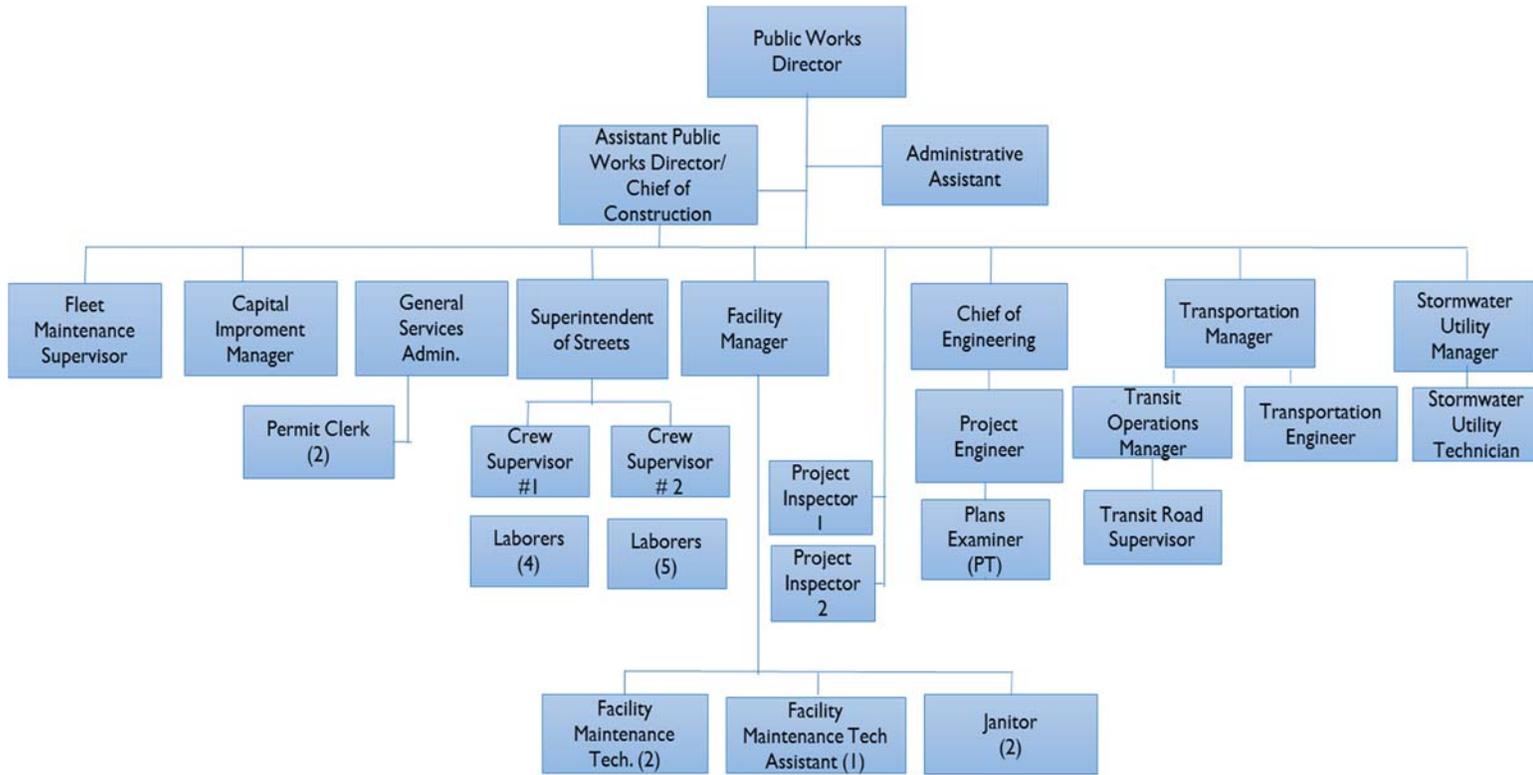
00171005 - CODE COMPLIANCE

ACCT. NO.	DESCRIPTION	AMENDED ACTUALS YEAR-END						
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET* FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
00171005 500111	ADMINISTRATIVE SALARIES	76,891	97,805	109,626	86,380	109,626	110,365	110,365
00171005 500120	FULL TIME SALARIES	541,197	645,956	740,340	557,728	740,340	805,460	805,460
00171005 500125	COMPENSATED ABSENCES	4,656	7,035	32,555	-	32,555	35,135	35,135
00171005 500130	OTHER SALARIES	-	19,353	35,669	26,950	35,669	10,816	10,816
00171005 500140	OVERTIME	13,669	13,587	17,500	14,095	17,500	17,500	17,500
00171005 500210	FICA & MICA TAXES	48,705	60,038	72,448	52,596	72,448	75,773	75,635
00171005 500220	RETIREMENT CONTRIBUTION	54,629	90,870	99,172	73,134	99,172	109,621	109,621
00171005 500230	LIFE & HEALTH INSURANCE	68,921	88,428	112,229	70,790	112,229	184,931	169,881
TOTAL PERSONNEL COSTS		808,667	1,023,071	1,219,539	881,672	1,219,539	1,349,601	1,334,414
00171005 500340	CONTRACTUAL SERVICES - OTHER	7,865	7,500	15,400	9,500	15,400	15,400	15,400
00171005 500400	TRAVEL & PER DIEM	8,877	7,683	8,285	5,689	8,285	10,140	10,140
00171005 500410	COMMUNICATION & FREIGHT	11,906	4,998	5,040	3,906	5,040	6,000	4,200
00171005 500440	RENTALS & LEASES	548	-	-	-	-	-	-
00171005 500460	REPAIR & MAINT - OFFICE EQUIP	-	10,000	1,500	-	1,500	500	500
00171005 500461	REPAIR & MAINT - VEHICLES	6,306	11,171	11,180	10,342	11,180	9,040	9,040
00171005 500470	PRINTING & BINDING	5,355	4,318	5,350	5,000	5,350	5,650	5,650
00171005 500490	OTHER CURRENT CHARGES	-	-	4,000	-	4,000	5,000	5,000
00171005 500510	OFFICE SUPPLIES	3,757	3,388	4,000	3,847	4,000	4,000	4,000
00171005 500520	OPERATING SUPPLIES	10,013	10,631	10,800	9,866	10,800	11,150	11,150
00171005 500522	OPERATING SUPPLIES - VEHICLES	14,250	-	-	-	-	-	-
00171005 500540	DUES/SUBSCRIPTIONS/MEMBERSHIPS	6,854	6,984	11,453	10,846	11,453	8,373	8,373
TOTAL OPERATING COST		75,731	66,674	77,008	58,997	77,008	75,253	73,453
00171005 500640	CAPITAL OUTLAY - OFFICE	3,781	-	750	497	750	6,000	6,000
00171005 500641	CAPITAL OUTLAY - VEHICLES	-	48,445	22,500	20,664	22,500	50,000	50,000
TOTAL CAPITAL OUTLAY		3,781	48,445	23,250	21,161	23,250	56,000	56,000
00171005 - CODE COMPLIANCE		888,179	1,138,190	1,319,797	961,830	1,319,797	1,480,854	1,463,867

***Includes approved amendments to the budget and/ 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 (CIP). 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 2016

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 Microsoft Dynamic Customer Service Request (311) to document all service request received by the department.
- Continuously developed Standard Operation Procedures (SOP) for all main functions of the Department for standardization of all processes.
- Coordinated and conducted seven adopt-a-street events, assisting City operations with the removal of over five hundred pounds of garbage from City's right-of-way.
- Maintained quarterly inventories of subdivision improvement agreements and bond inventory, and transferred to the Finance Department.
- Continuously provided updates to the Webmaster on the Public Works webpage.
- 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 budget submittal.
- Continued with City recycling programs and initiatives to reduce our impact on Climate Change.
- Continued to assist and coordinate programs and directives for the Doral Environmental Advisory Board (DEAB).
- Subscribed to the Building Owners and Management Association to apply for "The Outstanding Building of the Year" (TOBY) Awards for the Government Center.
- Submitted application to US Conference of Mayor's for the Mayor's Climate Protection Center.
- Successfully obtain the "Miami-Dade Street Tree Matching Grant" in the amount of 12,500 plus a \$2,500 in-kind donation for a grant total of \$27,500.
- Coordinated the installation of two Electrical Vehicles charging stations in the Government Center garage.

Construction & Public R/W Maintenance Division

- Completed Work Order (WO) No.'s 15-01 - 15-10 of the City's road milling and resurfacing plan, 6.5 miles completed.
- Continued to provide tree permits and respond to tree inquiries of internal and external customers.
- Addressed all CRM's and document for completion, prepared information for monthly reports.
- Continued to provide landscape maintenance of the City's medians and right-of-ways.



- Provided construction inspection for work performed on the City's roads and right-of-ways.
- Started construction of N.W. 52nd St from (107th – 97th) Ave and N.W. 102nd Ave (41st – 58th) St. Milling and resurfacing and bicycle lane project.
- Started construction of N.W. 66th St roadway from (102nd – 97th) Ave.
- Started and complete construction of N.W. 109th Ave from (42nd – 43rd) St.
- Started new roadway construction of N.W. 92nd Ave from (28th – 33rd) St.
- Completed restoration of damaged sidewalks identified within the Pavement Rehabilitation Plan.
- Continued restoration of landscaping on median bullnoses citywide.
- Completed the permitting process for Police/PW Facility expansion.
- Started and completed construction of the Police/PW Facilities expansion.
- Completed construction of the new N.W. 97th Ave roadway connection from (70th – 74th) St.
- Completed construction of N.W. 50th Street Greenway Bicycle and Pedestrian Trail from N.W. 112th Ave to N.W. 107th Ave.
- Started Design - Build construction of Police Department Sub-station at N.W. 97 Ave Site.
- Completed the removal of security gates at N.W. 91st Ave, and performed milling and resurfacing as per plan.
- Started construction of bus stop shelters at locations identified in the Transit Mobility Study.

Facilities Maintenance Division

- Completed the relocation of Parks & Recreation Department to the 1st floor of the Government Center as per Council directive.
- Completed 90% plans for the reconfiguration of the 3rd floor Government Center.
- Finalize plans and build out the Government Center's, 3rd floor as per approved plans.
- Continued to manage and provide preventive maintenance for the City's vehicle fueling station at the Police Facility.
- Renewed agreement with air conditioning (A/C) vendor to service the A/C at the Police Building.
- Insured that all life safety systems for the Government Center and the Police building facilities are properly maintained.
- Assisted the Doral Police department with painting and building repairs for the department's accreditation process.
- Continued to assist ThyssenKrupp Elevators in its effort to make permanent repairs to the Government Center's elevators hydraulic system.
- Completed the installation of furniture to accommodate the growth of various departments within the Government Center.
- Continued to provide janitorial, maintenance and mailroom services for City Facilities.
- Assisted with coordination and set-up of various events held at the Government Center.
- Assisted the IT Department with the purchase and installation of lobby music, security systems and trophy case for the 1st floor in the Government Center.
- Purchased, installed and setup of fleet maintenance equipment for newly constructed Fleet Maintenance Shop as part of the new Police / PW Expansion.



Engineering Division

- Continued to coordinate with the Construction Division for the City's 2016 Road Resurfacing Plan and outlined segments for resurfacing work.
- Prepared and maintained all records related plans review, site plan review and traffic studies for the permitting process including, but not limited to, establishing computerized records and filing.
- Completed and submitted Transportation Alternatives Program (TAP) Grant application for a Citywide Sidewalk Improvement project that was identified in the Transit Mobility Study.
- Completed and submitted TAP Grant application for an additional \$1 Million in funding for the construction of the N.W. 52nd St. (107th – 97th Ave) and N.W. 102nd Ave (41st – 58th St) Milling and Resurfacing and Bicycle Lane project.
- Completed the design and permitting for the N.W. 66th St (102nd – 97th Ave) Roadway Improvement project and initiated construction.
- Completed the design and permitting for the N.W. 92nd Ave (28th – 33rd St) Roadway Improvement project and initiated construction.
- Completed the design and permitting for the N.W. 109th Ave (41st – 50th St) Roadway Improvement project and initiated construction.
- Completed the design and permitting for the construction of 10 bus stop shelters at locations identified in the Transit Mobility Study and initiated construction.
- Completed the design and permitting for a traffic signal at the N.W. 58th St & N.W. 99th Ave intersection for construction by Miami-Dade County.
- Completed the design and permitting for a traffic signal at the N.W. 33rd St & N.W. 79th Ave intersection.
- Completed the design and permitting for the N.W. 54th St roadway improvements and initiated construction.
- Completed the update to the Five Year Resurfacing Master Plan.
- Started the design and permitting for the Doral Boulevard Median Landscape Improvements from the Homestead Extension of the Florida's Turnpike to N.W. 97th Ave.
- Started the design and permitting for the Vanderbilt Traffic Calming Improvements (Phase 2).
- Started the design and permitting for the N.W. 102nd Ave (66th – 74th St) Roadway Improvements.
- Started the design and permitting for the NW 82nd Ave widening from (33rd - 27th St) to (3 to 5 lanes).
- Initiated the design and coordination for the underground of FPL and other utilities lines on exiting poles at and between the N.W. 41st St – N.W. 97th Ave and N.W. 41st St / N.W. 93rd Court intersections.
- Initiated and completed the Citywide Truck Turning Radii review.
- Initiated the design for the Doral Boulevard Entry Features at the Doral Boulevard / SR 826 Interchange.
- Continued to coordinate with the Construction Division with the City's 2015 Road Resurfacing Plan and outlined segments for resurfacing work.



Transportation Division

- Creation of a Transportation Division to provide more resources and greater focus on the City's needs related to transportation planning and traffic engineering.
- Continued to assist and coordinate with the Doral Traffic Relief Advisory Board.
- Completed the Traffic Impact Study for Doral Legacy Park.
- Completed the Traffic Impact Study Doral for the Police Substation.
- Completed Section 7 Traffic Calming Study.
- Commenced the City's Transportation Master Plan Update
- Completed and submitted two (2) Miami-Dade Metropolitan Planning Organization (MPO) Municipal Grant applications to planning level studies; 1- Doral Trolley Route Expansion Study and 2- Doral One-Way Street Conversion Study.
- Purchased and placed into service two (2) new trolleys (DT10 & DT11).
- Started Sunday Route 1 trolley service.
- Placed a second trolley on Route 2 weekday service.
- Expanded Route 1, 2, and 3 weekday service hours.
- Started early school release peak hour service on Route 1.
- Began to provide trolley service on Martin Luther King Day and Presidents Day.
- Completed the installation of six (6) new trolley stops along NW 74 Street.
- Completed the installation of annunciators and Wi-Fi in all trolley vehicles.
- Continued the installation of bike racks on all trolley vehicles.
- Re-wrapped Trolley Vehicle DT01.
- Completed new "Signature" Downtown Doral Bus Shelter Conceptual Design.
- Continued to support the Planning and Zoning Department with the review, comment, and approval of traffic impacts studies and trip generation analysis of private developments.
- Completed the branding for the City's bicycle sharing program.
- Completed the Implementation Plan for the City's Bicycle Sharing Pilot Program.
- Assisted the Planning and Zoning Department with the Roadway Impact Fee analysis for the Downtown Mixed Use developments for allowance of internalization of project trips.
- Continue to work with the City's Police Department to address traffic related concerns.
- Continue to participate and coordinate with Miami-Dade County, MDX, Miami-Dade MPO, FDOT, Florida's Turnpike and other transportation partners on Transportation Projects.
- Started the short term improvements of the Doral Congestion Management Plan for Doral Boulevard, N.W. 87 Ave, and N.W. 107 Ave.
- Started the City of Doral Five Year Transportation Master Plan update.



Stormwater Utility Division

- Completed construction of Year IV of the Canal Bank Stabilization Program.
- Completed design of Year V (5a) of the Canal Bank Stabilization Program.
- Completed design of Year VI (5b) of the Canal Bank Stabilization Program.
- Commence design of Year VII (6) of the Canal Bank Stabilization Program.
- Obtained \$1,000,000 in reimbursements from FDEP Grant (LP13201) for Year IV of the Canal Bank Stabilization Program.
- Completed Stormwater improvements at Sub Basin H-5 as identified in the Stormwater Master Plan Update.
- Completed Stormwater improvements at N.W. 82nd Ave. northbound lanes between N.W. 12th St. and railroad tracks.
- Commenced construction of Stormwater Improvements at miscellaneous sites: N.W. 102nd Ave. & 27th Ter.; N.W. 114th Ave. & 74th St.; N.W. 113th Ave. & 77th Ter.; N.W. 102nd Ave & 26th St.; N.W. 113th Ct. & 82nd St.
- Commenced construction of Stormwater Improvements at Sub Basins F-5, C-6, C-7, and G-1.
- Completed maintenance cycle of the City's Stormwater drainage infrastructure.
- Commenced design of pending portion of Year 3 of the Stormwater Improvements 5 -Year CIP: Sub Basin H-8.
- Commenced design of Year 4 of the Stormwater Improvements 5-Year CIP: Sub Basins D-3, and D-79 Ave.
- Completed Repetitive Loss Area Analysis along with Building Department to comply with the Community Rating System (CRS) Program requirements.
- Updated Stormwater Division written procedures.
- Commence construction of Year 5 (5A) of the Canal Bank Stabilization Program.
- Completed reimbursement in an amount of \$750,000 from FDEP Grant LP 13204 for Stormwater improvements at Sub Basins F-1, H-5, C-6, & C-7.



**PUBLIC WORKS DEPARTMENT
ACTIVITY REPORT**

ACTIVITY	ACTUAL FY	ACTUAL FY	PROJECTED	PROJECTED
	2013-14	2014-15	FY 2015-16	FY 2016-17
Fiscal Year	2014	2015	2016	2,017
Administration				
Customer Service (Front desk assistance)	395	413	577	644
Phone Calls	7345	8586	7768	8,323
Service Requests (CRM)	1312	1160	1450	1,445
Finance- Receiving reports	1338	1460	1693	1,852
Finance- Purchase Order Requests	336	351	498	557
Construction & R/W Maint. Division				
Debris Pick-up (tons)	126	147	176	200
Signs	783	663	730	725
Potholes	210	140	168	173
Landscape (instances of mowing, trees, branches, etc.)	3198	3297	5052	5,703
Graffiti	70	78	86	94
Sidewalk (construction and replacement)(sq.ft.)	3922	17,492	15,024	16,258
Miles of road resurfaced	5.9	6.1	6.5	7
Facilities Maintenance Division				
Facilities Maintenance Service Requests	215	275	343	406
Event Setup - Government Center	47	93	102	136
Engineering Division				
Site Plans Reviews	166	108	168	167
Permitting Plans Reviews	844	1185	1481	1,807
PW Inspections performed	2818	3420	4056	4,669
Stormwater Utility Division				
Debris removed from Canals (bags)	236	288	510	600
Miles of Road swept	3634	4828	5102	5,625
Inlets / Manholes Cleaned	1483	1506	1473	1,490
Linear feet pipe	101,789	104,462	115,233	109,848
Transportation Division				
Doral Trolley Ridership	362,891	410,067	536,345	609,888
Traffic Studies Reviews	43	42	40	40



PUBLIC WORKS OBJECTIVES FOR FY 2017

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 process all service requests, document and ensure follow through for completion or delegation to the correct responsible department or agency.
- Continue to create Standard Operation Procedures (SOP) for all main function of the Department for standardization of all processes for the PWA Accreditation process
- Renew our LEED Certification for the Government Center
- Apply and obtain Re-certification from the Florida Green Building Coalition (FGBC) as a Florida Green Local Government
- Coordination and execute all of Signature events: Arbor Day, Earth Day, National Public Works Week, Recycling Workshops, Electronic Recycling Drives, Doral Trolley marketing events, Keep Doral Beautiful Fair, Adopt-a-Tree event, Adopt-a-Street, conservations and awareness workshops, and others.
- Continue to provide updates to the City's webmaster to showcase on the PW webpage.
- Continue to process all department accounting responsibilities to ensure the continuity of our operations and services.
- Continue to conduct quarterly inventories of subdivision improvement agreements and bond inventory.
- Work with all city departments to develop and implement the City's Green Element goals.
- Seek and obtain grant funding to implement additional initiatives that will contribute to our Climate Action Plan.

Construction & Public R/W Maintenance Division

- Complete the construction of bus shelters in Downtown Doral and other identified locations throughout the City.
- Continue with the City's road resurfacing plan and restoration of damaged sidewalks as per the City's Pavement Rehabilitation Master Plan update.
- Continue the City's Tree Planting /Maintenance plan.
- Continue to provide Landscape Maintenance of the City's medians and right-of-ways.
- Expand median landscape maintenance responsibilities for N.W. 107 Ave, N.W. 58th St. and Doral Blvd.
 - Provide construction inspection for work performed on the City's roads and right-of-ways.
 - Start and complete construction of N.W. 102 Ave (62nd - 74th St).
 - Start and complete construction of Doral Boulevard Entry features.
 - Continue restoration of landscaping on medians bullnoses Citywide.



- Purchase of new trucks for the Construction Crew as per approved budget.
- Complete construction of Police department Sub-station.
- Start implementation of Doral Blvd Beautification Master Plan.
- Complete construction of N.W. 66th St. roadway from (102nd - 97th) Ave.
- Complete construction of N.W. 92nd Ave roadway from (28th - 33rd) St.
- Start and complete construction of N.W. 58th St. /N.W. 99th Ave Traffic Signal.
- Start and complete construction of Traffic signal at N.W. 33rd St / N.W. 79th Ave.
- Complete construction of N.W. 52nd Street from (107th - 97th) Ave and N.W. 102nd Ave from (41st - 58th) St. Milling and resurfacing and bicycle lane project.

Facilities Maintenance Division

- Provide Building Maintenance, Janitorial and Mailroom services to all City Facilities.
- Extend maintenance services to the new Police Expansion areas and the new Fleet Maintenance Facility.
- Ensure that all Life Safety systems for the Government Center and the Police Building Facilities are properly maintained.
- Continue developing SOP's for the Government Center and Police Facilities for all operating and maintenance equipment.
- Continuation of staff development within the Facility Maintenance Department by hands on training, and attending recommended update skill training courses.
- Continue Government Center Improvements on 3rd and 1st floor

Engineering Division

- Start design and permitting of improvements from the Section 7 Traffic Calming Study and initiate construction.
- Complete the design and initiate construction of the Vanderbilt Traffic Calming Improvements.
- Continued with the City's roadway resurfacing outlined in the updated Five Year Resurfacing Master Plan.
- Complete the design and initiate construction of the Doral Boulevard Median Landscape Improvements from the Homestead Extension of the Florida's Turnpike to N.W. 97 Ave.
- Initiate the design and permitting of the Doral Boulevard Median Landscape Improvements from NW 97 Avenue to SR 826.
- Complete the design and initiate the construction of the Entry Features at the Doral Boulevard / SR 826 interchange.
- Complete the design and initiate the construction of the N.W. 102 Ave (66-74 St) roadway improvements.
- Complete the design and initiate the construction of the N.W. 82nd Ave roadway widening from (27th - 33rd) St.
- Complete the design / coordination and initiate the undergrounding of FPL and other utilities lines at and between the N.W. 41st St / N.W. 97th Ave and N.W. 41st St / N.W. 93rd Ct. intersections.
- Implement design recommendations from the Citywide Truck Turning Radii review.



- Started the design and permitting for the NW 112th Ave Widening from NW 25 Street to NW 34 Street from (3 to 5 lanes).

- Started the design of the Citywide Sidewalk Improvements that were identified in the Transit Mobility Study.
- Start a Citywide Street Lighting Assessment

Transportation Division

- Continue to assist and coordinate with the Doral Traffic Relief Advisory Board.
- Continue to work with the City's Police Department on traffic related concerns.
- Continue to support the Planning and Zoning Department with the review, comment, and approval of traffic impacts studies and trip generation analysis of private developments.
- Complete the City's Transportation Master Plan Update.
- Rewrap Trolley Vehicles DT03, DT04, and DT05.
- Installation of bike rack on DT01.
- Continue to conduct annual trolley surveys.
- Implement minor route alignment adjustments to Routes 1 and 2.
- Extend Route 1 weekday schedule to have four (4) trolleys providing service all day.

- Extend Route 2 weekday evening service hours. Start Route 2 Saturday Service.
- Doral to FIU connector feasibility study.
- Purchase of one (1) additional trolley to commence FIU Trolley Route.
- Continue to implement plan of the Doral Congestion Management Plan for N.W. 79th Ave, N.W. 97th Ave, N.W. 58th St., N.W. 25th St., N.W. 74th St., N.W. 12th St., and N.W. 33rd St.
- Establish the City's Traffic Monitoring Center.
- Perform One-Way Street Conversion Study on NW 114 Avenue and NW 112 Avenue between NW 41 Street and NW 58 Street.
- Perform Citywide Parking Demand Study.
- Update the City's Bicycle Path Masterplan.

Stormwater Utility Division

- Complete construction of Year V (5a) of the Canal Bank Stabilization Program.
- Commence and complete construction of Year VI (5b) of the Canal Bank Stabilization Program.
- Completed design of Year VII (6) of the Canal Bank Stabilization Program.
- Commence construction of Year VII (6) of the Canal Bank Stabilization Program.
- Complete construction of Year 3 of the Stormwater Improvements 5-Year CIP: Sub Basin H-8.

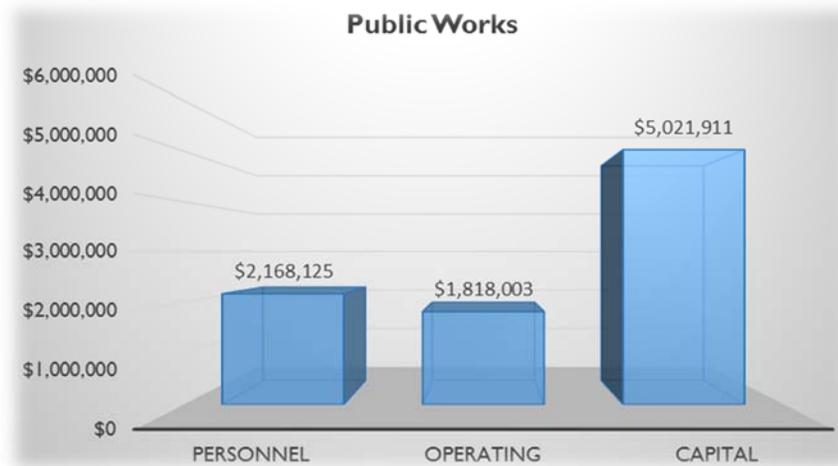
- Commence construction of Year 4 of the Stormwater Improvements 5-Year CIP: Sub Basins D-3, and D-79 Ave.
- Commence and complete design of Year 5 of the Stormwater Improvements 5-Year CIP: Sub Basins A-2, and Sub Basins A-4.
- Commence construction of Stormwater improvements at Sub Basins A-2 and A-4.
- Work along with the Building Department to improve the City's CRS Program ranking.



PUBLIC WORKS STRATEGIC PRIORITIES		
STRATEGIC PRIORITIES	PROPOSED FY 16-17	ASSOCIATED COST
Capital / Transportation Fund	Continue with the City's roadway milling and resurfacing plan scheduled for FY 2017	\$ 1,200,000.00
	New Roadway Construction: NW 102 Avenue from NW 66 Street to NW 74 Street	\$ 1,900,000.00
	New Roadway Construction: NW 66 Street from NW 102 Avenue to NW 97 Avenue	\$ 1,700,000.00
	Safety Improvements: Vanderbilt Park Traffic Calming Improvements	\$ 500,000.00
	Roadway Beautification: Doral Boulevard Median Landscape Improvements	\$ 1,300,000.00
	Roadway Beautification: Doral Boulevard / SR 826 Entry Features	\$ 260,000.00
	NW 117 Avenue Bridge over Doral Boulevard	\$ 3,860,000.00
	Roadway Reconstruction: NW 54 Street from NW 79 Avenue to NW 87 Avenue	\$ 1,200,000.00
	Roadway Reconstruction: NW 41 Street from NW 79 Avenue to NW 87 Avenue	\$ 2,650,000.00
	Citywide Traffic Calming Improvements	\$ 250,000.00
	Citywide Transit Mobility Infrastructure	\$ 250,000.00
	Congestion Management Plan (Phase 3)	\$ 90,000.00
	New Roadway Construction: NW 92 Avenue from NW 28 Street to NW 33 Street (Drainage)	\$ 250,000.00
	Stormwater Improvements at Sub Basin D-3	\$ 411,486.00
	Stormwater Improvements at Sub Basin D-79 Ave.	\$ 510,401.00
Stormwater Improvements at Sub Basin A-2	\$ 299,064.00	
Capital / Stormwater Fund	Bikeway Master Plan. Construction of pedestrian/bike shared use path along Dressels Canal as part of Year 5b of the Canal Bank Stabilization Program.	\$ 120,000.00
	Canal Bank Stabilization: Year VII (6)	\$ 2,250,000.00
Communication / Transportation Fund	Establish the Traffic Monitoring Center and install Traffic Monitoring Cameras (12 locations)	\$ 50,000.00
	Continue with the City's recycling programs and initiatives to reduce our impact on Climate Change.	\$ 20,000.00
Sustainability / PW General Fund	Public Works Signature Events (outreach): Arbor Day, Adopt-a-Street, Earth Day, Adopt-a-Tree, etc..	\$ 36,000.00
Sustainability / Stormwater Fund	Catch Basin Maintenance Program	\$ 375,000.00
	Street Sweeping	\$ 130,000.00
	Canal Maintenance	\$ 450,000.00
TOTAL		\$ 20,061,951.00



PUBLIC WORKS BUDGET HIGHLIGHTS



General Fund

- *Professional Services - \$140,000*

This account decreased as the following projects were transferred to Account -500650 in order to group capital expenditures:

- Design Services (Traffic Calming / Doral Boulevard Median Design (N.W. 97 Ave. – SR 826) / N.W. 102nd Ave. Wetland Mitigation Credit Purchase).
- Traffic Calming Construction Engineering & Inspection Services.
- Other Miscellaneous Studies.

- *Contractual Services-Other - \$645,000*

This account decreased and covers the following items:

- Right-of-Way maintenance increased by \$30,000 to cover additional services to NW 74th Street, N.W. 53rd Street and Paseo on Downtown Doral
- Right-of-Way debris disposal increased by \$5,000 to cover the cost of debris disposal to maintaining additional areas
- Custodial Services Contract increased by \$10,900 to provide janitorial services to

additional areas as a result of the Police / PW Expansion

- Underground FPL lines decreased by \$150,000 as a developer contribution was requested

- *Travel & Per Diem - \$10,095*

This account is increased by \$750 and covers the cost of travel for APWA Accreditation Workshop – Facilitator for PW department accreditation process.

- *Communication & Freight - \$2,650*

This line item decreased due to the change in the City's Cell Phone policy.

- *Utility Services - \$159,000*

This account increased by \$70,500 to cover the following items:

- Electricity for Intersections LPR cameras in the amount of \$35,000
- Increase in electricity for Police / PW Facility in the amount of \$25,000 due to Police /PW Expansion
- Water & Sewer increased by \$2,500 due to Police / PW Expansion
- Downtown Doral satellite office – Utilities \$10,000

- *Rental and Leases - \$20,000*



This account decreased as the FPL Street Lighting Lease was budgeted more in line with the historic average.

- *Repairs and Maintenance – Office Equipment - \$170,000*

This account decreased due to reductions more in line with historical overages.

- *Repairs and Maintenance-Vehicles – \$25,000*
This account was reduced due to the elimination of the Auto Tracking service.

- *Office Supplies - \$5,000*
This account increased to cover cost of office supplies due to increased work force personnel.

- *Road Materials and Supplies - \$10,000*
This account was reduced by \$6,723 by budgeting more in line with historical averages.

- *Dues, Subscriptions and Memberships - \$32,351*
In summary this account increased due to the following:

- Increase in APWA dues in the amount of \$600 due to increase size of the City's population.
- Increase in the amount of \$720 for American Society of Civil Engineers due to increased membership.
- Increase by \$55.00 to cover Florida Green Building Council (FGBC) membership.
- Increase by \$5,976 to cover CBT College Employee tuition reimbursement for Technical School.
- Increase by \$1,180 to cover cost of application and training for Government Center BOMA membership & application for the Toby Awards.
- Increase by \$11,700 to cover cost of PW department APWA Accreditation process.
- Increase by \$450 to cover cost of employee LEED AP – Credentials certification.

- *Capital Outlay (Building) - \$0*
This account was reduced by \$1,680,000 by transferring the Police substation line item in the Police Department budget and the 1st and 3rd Floor expansion in the construction budget (500301).

- *Capital Outlay – Streets - \$4,710,000*
This new account was created for N.W. 117th Ave Bridge over Doral Blvd. and

Reconstruction of NW 54th Street (87th – 79th St.)

- *Capital Outlay - \$16,363*
This account is decreased due to a reduction in fleet equipment purchases.

- *Construction in Progress – \$265,000*
This is a new account that includes Capital Projects that were previously budgeted from the Professional Services (500310) account.

Stormwater Fund

- *Professional Services – Eng. - \$30,000*
This account decreased as the following construction projects related items were transferred to new “Construction in Progress” account, Account #650, in order to group capital expenditures:

- Design of Stormwater improvements: Sub Basin A-2, Sub Basin A-4.
- Construction Engineering Inspection (CEI) for canal bank stabilization project and Stormwater improvements projects.
- Design of Year 7 of the Canal Bank Stabilization Program.

- *Contractual Services Other - \$1,018,820*
This account decreased as the following construction projects were transferred to new account, Account -500650, in order to group capital expenditures:

- Stormwater improvements at Sub Basins D-3, D- 79th Ave., and A-2.
- Canal bank stabilization.

- *Other Current Charges and Obligations - \$100,000*
This account increase will accommodate for Stormwater constructions and designs permits as a result of the Stormwater CIP program.

- *Improvements – Street - \$1,250,000*
This account was created to allocate the construction cost of the Stormwater portion



related to the following roadway improvement projects:

- N.W. 92nd Ave., from (28th - 33rd) St.
- N.W. 54th St., from (79th – 87th) Ave.
- NW 41st St., from (87th Ave. to 79th) Ave.
- *Capital Outlay - \$23,800*
This account is increased to cover the cost to fund the purchase of a F-150 pickup truck and maintenance equipment that will increase level of service, improve productivity and efficiency of staff. Maintenance equipment will also increase employee safety by preventing heavy lifting related injuries.
- *Construction in Progress - \$4,860,000*
This is a new account that includes work associated to Capital Projects that were previously in the “Professional Services” account, Account -500314, and in the Contractual Services account, Account 500340.
- *Debt Service – Principal - \$427,323*
This account was increased to cover the costs of the Principal on County Debt as provided by Miami-Dade Count in the most recent debt service schedule.
- *Debt Service – Interest - \$237,629*
This account was decreased as per Miami-Dade County most recent debt service schedule.
- *Operating Supplies - \$2,230*
This account was increased to cover the cost

for a new blower to blow grass clippings and vegetation during maintenance procedures.

Transportation Fund

- *Contractual Services - \$460,000*
This account was reduced by budgeting more in line with historical averages.
- *Capital Outlay – Median Street Beautification - \$1,460,000*
This account increased to fund the construction of the Entry Features at the Doral Boulevard / SR 826 Interchange and to fund the landscape improvements on the Doral Boulevard medians from the Homestead Extension of the Florida’s Turnpike (HEFT) to NW 97 Avenue.
- *Capital Outlay – Street Improvements - \$5,020,000*
This account will fund the construction of the following projects:
 - NW 102 Avenue from NW 66 Street to NW 74 Street
 - NW 82 Avenue Widening from NW 27 Street to NW 33 Street
 - Bicycle / Pedestrian Bridge over Doral Boulevard connecting the Turnpike Trail
 - Reconstruction of NW 41 Street between NW 87 Avenue and NW 79 Avenue.



**PUBLIC WORKS DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ.	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2016-17	FY 2016-17	FY 2016-17
500.111 - Administrative Salaries	Public Works Director	1	1	1	1	1	\$ 123,018
	Administrative Salaries Total	1	1	1	1	1	\$ 123,018
500.120 - Full Time Salaries	Assistant Public Works Director/ Chief of Construction	1	1	1	1	1	\$ 90,000
	Chief of Engineering	1	1	1	1	1	\$ 90,000
	Administrative Assistant	1	1	1	1	1	\$ 35,965
	Facility Manager	1	1	1	1	1	\$ 63,085
	Capital Improvement Manager	0	1	1	1	1	\$ 65,000
	Facility Maintenance Technician	1	2	2	2	2	\$ 73,232
	<i>Service Award 5 yr</i>						\$ 297
	Facility Maintenance Tech Assistant	1	1	1	1	1	\$ 33,279
	Foreman/ Crew Supervisor	1	1	0	0	0	\$ -
	<i>Reclassified to Superintendent of Streets</i>	0	0	1	1	1	\$ 60,000
	NEW Project Engineer	0	0	1	1	1	\$ 65,563
	Project Inspector	2	2	2	2	2	\$ 102,634
	General Services Admin.	1	1	1	1	1	\$ 65,000
	Permit Clerk	2	2	2	2	2	\$ 75,217
	Crew Supervisor	2	2	2	2	2	\$ 87,192
	NEW Fleet Maintenance Supervisor	0	0	1	1	1	\$ 54,000
	Laborers	9	9	9	9	9	\$ 266,963
	<i>Service Award 5 yr</i>						\$ 227
	<i>Service Award 10 yr</i>						\$ 485
	Janitor	2	2	2	2	2	\$ 55,163
	Full Time Salaries Total	25	27	29	29	29	\$ 1,283,301
500.130 - Other Salaries	Project Engineer	0	1	0	0	0	\$ -
	Plans Examiner Part Time	1	1	1	1	1	\$ 45,619
	Other Salaries Total	1	2	1	1	1	\$ 45,619
	TOTAL	27	30	31	31	31	\$ 1,451,938



0018000 PUBLIC WORKS REVENUE

ACCT. NO.	DESCRIPTION	AMENDED ACTUALS YEAR-END						
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET* FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
0018000 313700	FRANCHISE FEES SOLID WASTE	1,059,797	1,014,663	1,000,000	822,799	1,000,000	1,000,000	1,000,000
0018000 313900	FRANCHISE FEES BUS BENCH ADS	26,692	33,809	30,000	28,780	30,000	30,000	30,000
0018000 313910	FRANCHISE FEES TRASH BIN ADV	2,500	-	-	-	-	-	-
0018000 329700	PUBLIC WORKS PERMITS	359,608	271,859	300,000	233,273	300,000	300,000	300,000
0018000 337701	GRANTFORESTRY	-	-	-	2,000	2,000	-	-
0018000	PUBLIC WORKS REVENUE	1,448,596	1,320,330	1,330,000	1,086,852	1,332,000	1,330,000	1,330,000



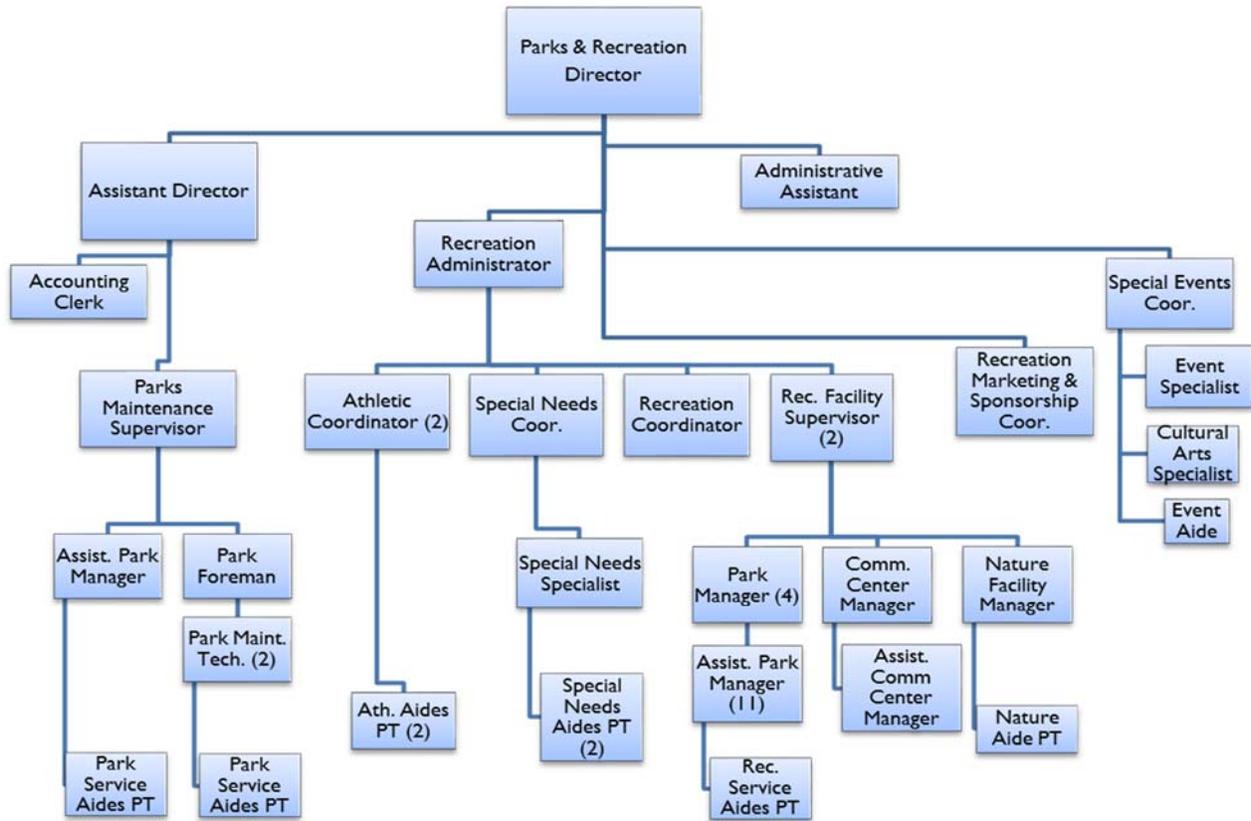
00180005 - PUBLIC WORKS

ACCT. NO.	DESCRIPTION	AMENDED ACTUALS YEAR-END						
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET* FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
00180005 500111	ADMINISTRATIVE SALARIES	106,711	114,676	117,570	70,084	117,570	123,018	123,018
00180005 500120	FULL TIME SALARIES	716,421	865,171	1,165,314	734,790	1,165,314	1,281,860	1,283,301
00180005 500125	COMPENSATED ABSENCES	6,816	2,715	49,231	22,537	49,231	53,995	54,050
00180005 500130	OTHER SALARIES	41,909	40,725	82,500	32,272	82,500	45,619	45,619
00180005 500140	OVERTIME	741	2,376	10,000	883	10,000	10,000	10,000
00180005 500210	FICA & MICA TAXES	64,039	75,181	109,658	65,286	109,658	116,533	116,556
00180005 500220	RETIREMENT CONTRIBUTION	74,863	119,636	153,600	99,373	153,600	168,464	168,637
00180005 500230	LIFE & HEALTH INSURANCE	165,631	197,370	236,535	158,683	236,535	390,205	366,944
TOTAL PERSONNEL COSTS		1,177,131	1,417,851	1,924,408	1,183,909	1,924,408	2,189,694	2,168,125
00180005 500310	PROFESSIONAL SERVICES	340,185	273,501	858,199	468,189	858,199	140,000	140,000
00180005 500340	CONTRACTUAL SERVICES - OTHER	350,855	494,049	1,113,925	271,255	1,113,925	645,000	645,000
00180005 500400	TRAVEL & PER DIEM	5,224	5,739	9,345	4,214	9,345	10,095	10,095
00180005 500410	COMMUNICATION & FREIGHT	10,524	1,859	3,850	1,459	2,095	3,850	2,650
00180005 500430	UTILITY SERVICES	59,631	49,249	88,500	53,401	64,500	159,000	159,000
00180005 500440	RENTALS & LEASES	9,591	8,968	17,973	9,000	13,000	13,000	20,000
00180005 500460	REPAIR & MAINT - OFFICE EQUIP	69,968	137,973	198,305	105,890	164,305	170,000	170,000
00180005 500461	REPAIR & MAINT - VEHICLES	19,444	16,248	32,200	28,452	32,200	25,000	25,000
00180005 500470	PRINTING & BINDING	738	1,019	1,500	1,109	1,500	1,000	1,000
00180005 500490	OTHER CURRENT CHARGES	83,995	7,521	108,837	8,262	90,000	-	-
00180005 500510	OFFICE SUPPLIES	3,660	3,793	4,000	4,000	4,000	5,000	5,000
00180005 500520	OPERATING SUPPLIES	81,615	117,452	187,100	111,097	132,100	182,907	182,907
00180005 500522	OPERATING SUPPLIES - VEHICLES	23,767	478,876	386,835	321,523	386,835	415,000	415,000
00180005 500530	ROAD MATERIAL SUPPLIES	10,218	16,095	16,723	14,673	16,723	10,000	10,000
00180005 500540	DUES/SUBSCRIPTIONS/MEMBERSHIPS	5,365	5,295	8,270	7,529	8,270	32,351	32,351
TOTAL OPERATING COST		1,074,781	1,617,636	3,035,562	1,410,052	2,896,997	1,812,203	1,818,003
00180005 500610	CAPITAL - LAND	-	1,983,142	16,858	(17)	-	-	-
00180005 500620	CAPITAL - BUILDING	112,985	-	5,534,695	5,486,745	5,534,695	-	-
00180005 500633	IMPRV - STREET	-	-	-	-	-	4,710,000	4,710,000
00180005 500640	CAPITAL OUTLAY - OFFICE	26,559	11,050	178,355	24,324	176,190	16,363	16,363
00180005 500641	CAPITAL OUTLAY - VEHICLES	83,061	20,902	123,545	117,404	123,545	135,451	30,548
00180005 500650	CONSTRUCTION IN PROGRESS	-	-	-	-	-	265,000	265,000
TOTAL CAPITAL OUTLAY		222,605	2,015,095	5,853,453	5,628,455	5,834,430	5,126,814	5,021,911
00180005 - PUBLIC WORKS		2,474,516	5,050,582	10,813,423	8,222,417	10,655,835	9,128,711	9,008,039

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

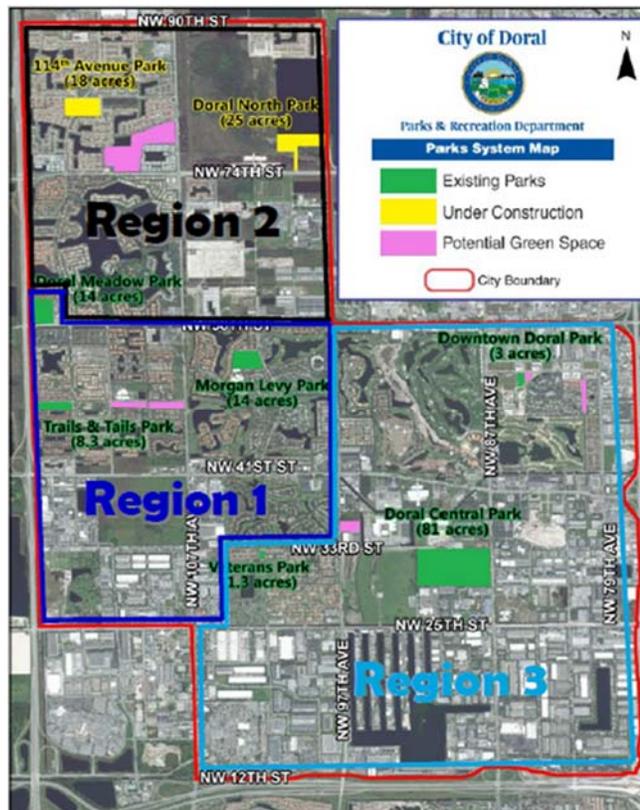


PARKS AND RECREATION DEPARTMENT





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



PARKS AND RECREATION ACCOMPLISHMENTS FOR FY 2015-2016

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:

- Opened Doral Legacy Park in Fall 2016 (18 acres)
 - This park is the City's seventh park and serves an area of Doral that had been underserved.
- Began construction documents for Doral Glades Park
- Finalized conceptual for the Aquatic Facility
- Design conceptual for triangle parcel adjacent to Downtown Doral Park
- Completed renovation of Morgan Levy Park soccer fields
- Resurfacing of parking lot at Doral Meadow Park
- Purchase 2 new department vehicles
- Replaced basketball goals at Morgan Levy Park
- Added storage sheds at Doral Meadow and Morgan Levy Park
- Completed Phase I of trail lighting at Trails & Tails Park

Events

Increased community awareness and attendance for the City's Cultural Arts Events through more advertising exposure, which resulted in an overall increase in estimated attendance at the many Cultural Arts events the City offers.

- Created a Cultural Arts Events vendor database for Cultural Arts events, which has made it easier when reaching out to potential vendors for upcoming events.
- Assessed necessary changes to large scale events such as Holiday Lights & Ice, Independence Day Celebration and EGGstravaganza that will accommodate the constant increase in attendance.
- Holiday Lights & Ice – Added additional side entertainment, and included rides with larger capacity to reduce the length of lines and patron wait times.
- EGGstravaganza – Added additional side entertainment and included rides with larger capacity to reduce the length of lines and patron wait times. Used our own staff and costume for the pictures with the Doral Bunny, which shortened wait time for patrons and will save costs long term.
- Independence Day Celebration – Have contracted additional side entertainment and added inflatables/rides to accommodate for the expected increase of attendance. The activities and on stage performances have also been extended an additional hour for the patrons who arrive early.
- 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.
- Doral 5K – Moved event to Doral Meadow Park, began 30 minutes earlier and changed the race course to accommodate growing number of participants. Changes resulted in a 32%



increase in registered participants from 650 in 2015 to 860 in 2016.

- Play Day – Added additional interactive inflatables to accommodate for event growth. The event had a 25% increase in attendance from 2000 in 2015 to 2500 in 2016.
- Dr. Seuss' Birthday – Moved event to Downtown Doral Charter Elementary School and worked with them to promote the event to their student families. Changes resulted in a 14% increase in attendance from 350 in 2015 to 400 in 2016.
- Achieved a 95% satisfaction rate on all signature special events(on-going):
- Independence Day Celebration (2015) - 100% overall satisfaction rate
- Veteran's Day Parade and Ceremony – 95% overall satisfaction rate
- Breakfast with Santa – 100% overall satisfaction rate
- Holiday Lights & Ice – 100% overall satisfaction rate
- Camping Under the Stars - 100% overall satisfaction rate
- Play Day - 100% overall satisfaction rate
- Dr. Seuss' Birthday - 100% overall satisfaction rate
- EGGstravaganza - 100% overall satisfaction rate
- Doral 5K – 98% overall satisfaction rate

Sports

- Achieved a 90% user satisfaction rate in all adult and youth sports programs.
- Increased overall awareness about youth basketball and increased parent participation by 15%
- Started a Travel basketball program for a more competitive atmosphere.

- Created an All-Star weekend activity for our Youth Basketball Program which was very well received by the participants.
- Hosted a sponsored Skills and Drills clinic for all participants of the Youth Basketball League.

Programs

- Increased program offerings for the Get Fit Doral Wellness Initiative, including kickboxing classes, a Pilate's class, and four wellness seminars.
- Increased recreational program offerings in the City's community center, adding Code Explorers (a robotics and computer programming class) for children and a Yoga class for adults.
- TEEN programming included a Halloween-themed film festival partnering with one of the City's local high schools, a Job Fair event and a "Bump, Set, Spike!" sand volleyball tournament, adding three more events for the TEEN population.
- All recreational programming met a 90% user satisfaction rate.
- 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 attendance in activities increase by 10%.



- Added additional buses to trips that had a waiting list
- Exceeded 90% satisfaction rate for all activities.
- Added the Silver Club Social Hour, where seniors can come in and participate in card games, arts & crafts, book discussions and much more.

Special Needs Programs

- Established First Annual Special Needs Resource Fair.
- Special Olympics Soccer Teams won Gold and Silver Medals in the State Summer Games in Orlando, Florida.
- Continued the Special Needs Summer Camp. Added an additional two-weeks to expand program to six weeks.
- Have 20 registered participants spread out throughout the six-week program, which is a 50% increase from 2015.

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 now has 412 people, which is an increase of 6% from last year's number of 387.

- A 67% of presenting sponsorship opportunities was obtained. We were able to obtain two presenting sponsors out of the 3 opportunities we have available.
- Created multiple long-term sponsor relationships by creating multi-event packages for them.
- Increased the number of attendees of the 2016 Sponsorship Appreciation event by 52% from 2015.
- 10 new businesses, sponsored events, programs, and sports that have never sponsored with the City of Doral

Other

- The City was named a Healthy Weight Community Champion by the Florida Department of Health for 2016 for the third consecutive year.

The Parks & Recreation Department received a grant for outdoor exercise equipment for two facilities (Morgan Levy Park & Doral Legacy Park).



PARKS AND RECREATION ACTIVITY REPORT

**PARKS & RECREATION DEPARTMENT
ACTIVITY REPORT**

ACTIVITY	ACTUAL FY 2014-15	PROJECTED FY 2015-16	PROJECTED FY 2016-17
Morgan Levy Park Attendance	192,070	195,000	195,000
Doral Meadow Park Attendance	128,342	130,000	130,000
Trails & Tails Park Attendance	35,454	48,000	48,000
Cash Sponsorship Totals	\$50,725	\$55,000	\$60,000
Satisfaction Rate (Events, programs, facilities)	99%	99%	99%
Volunteer Hours	8,877	9,000	10,000

PARKS AND RECREATION OBJECTIVES FOR FY 2016-2017

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 renovation of Doral Meadow Park synthetic turf fields.
- Complete construction of restroom facility at Veterans Park

Facilities

- Open Doral Glades Park Summer of 2017
- Begin construction documents for the Aquatic Facility
- Renovate Restroom Facility at Morgan Levy Park

Events

- Increase resident participation for the City’s Cultural Arts Events.
- Attain patron/participant surveys at the City’s Cultural Arts Events.
- Transition the Hispanic Heritage Celebration from a sponsored event to a



City event, which would take place at Doral Legacy Park.

- Assess necessary changes to increase survey participation at all City events.
- Promote and execute more special and cultural events at Doral Legacy Park.
- Assess necessary changes to growing events, such as Dr. Seuss' Birthday, Play Day and Memorial Day that will result in an increase of attendance.
- Achieve a 95% satisfaction rate on all signature special events (on-going).
- Try to disperse events in different areas of the City so patrons do not have to travel too far.

Sports

- Increase overall awareness about youth sports programming by increasing parent participation at orientations meetings by 10%.
- Meet or exceed at 90% user satisfaction rate in all adult and youth sports programs.
- Work with Doral Little League to increase spring season registration by 10%.
- Establish a golf program for the residents of Doral as well as for the Employees of the City of Doral with Costa Del Sol Golf Club. This program would include weekly/ biweekly golf clinics for adults, and discounted rates for City Employees on the driving range and weekly tournaments.
- Offer at least one new adult program. Programs that will be considered will be based on community demand. Current ideas are Adult Softball League, Adult Flag

Football League and/or programs through Get Fit Doral

- Identify, if any, weaknesses that exists in the City football programs (Youth Flag and Tackle) and implement policies/procedures to enhance the safe and fun environment for all to enjoy.

Programs

- Partner with local high schools to provide at least 2 seminars/events targeting the teen population.
- Create and implement an after school "homework help" style program for elementary and/or secondary school students.
- Strategically program new park facilities to either expand current programming or provide new programming beneficial to our residents.
- Continue to participate in the Let's Move! Cities, Towns & Counties initiative and achieve one more gold medal.

Senior Programs (The Silver Club)

- Establish Silver Club Social Hour at Doral Legacy Park
- Implement Silver Club volunteer program for City events and programs. (On-Going)

Special Needs Programs

- Implement one (1) new sport for Special Olympics Team in the spring. (On-going)
- Host special needs summer camp at Doral Legacy Park. (On-going)

Sponsorship



- Obtain one presenting sponsors of 3 major events. (on-going)
- Increase Sponsorship Appreciation event participants by 10%.
- Revamp Sponsorship booklet
- Inform more local businesses about all the different types of sponsorship opportunities.
- Create a schedule to visit local businesses to promote the City's events, and to build and maintain relationships.
- 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.
- Serve on the Florida Recreation and Parks Association 75th Conference Marketing Sub-Committee. Through this committee, the liaison will assist in promoting the 75th Conference and build relationships with municipalities throughout the state of Florida.

Other



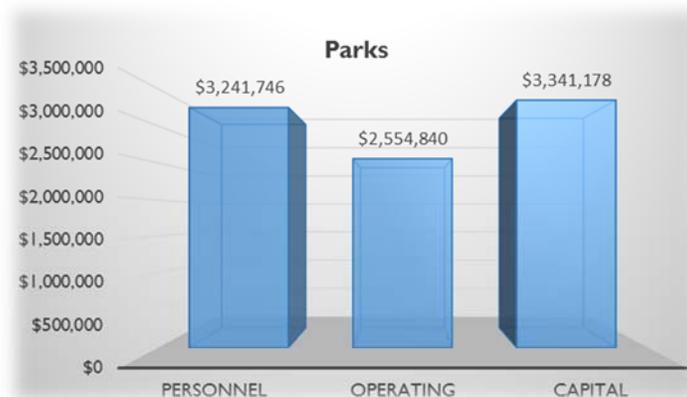
PARKS AND RECREATION STRATEGIC PRIORITIES

PARKS AND RECREATION STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	PROPOSED FY 2016-17	ASSOCIATED COST
QUALITY OF PLACE: Complete construction of park facilities	Construction for Doral Glades Park	\$ 570,000.00
QUALITY OF PLACE: Complete construction of park facilities	Doral Glades Park Permits	\$ 130,000.00
QUALITY OF PLACE: Complete construction of park facilities	Doral Glades Park Construction Administration	\$ 205,000.00
QUALITY OF PLACE: Complete construction of park facilities	Pre-Construction Services for Doral Aquatic Facility	\$ 150,000.00
QUALITY OF PLACE: Complete construction of park facilities	Doral Aquatic Facility Design and Engineering Services	\$ 2,068,378.00
QUALITY OF PLACE: Complete construction of park facilities	Aquatic Facility Permits	\$ 450,000.00
COMMUNICATION: Improve relationships with other agencies and municipalities	IT Equipment for Doral Glades Park	In IT Budget
LONG TERM FINANCIAL SUSTAINABILITY: Develop private partnerships to be identified to cover operating costs	Doral Aquatic Facility	Staff Time
QUALITY OF PLACE: Examine feasibility of including private greenspace and parks in calculations of needed open space	Park Master Plan Update	Roll-Over FY 2015-16
QUALITY OF PLACE: Examine costs and benefits of issuing bonds to complete Central Park	Consultant for Doral Central Park Business Plan	\$ 15,000.00
QUALITY OF PLACE: Examine feasibility of including private greenspace and parks in calculations of needed open space	Due Diligence on Future Greenspace	\$ 25,000.00
QUALITY OF PLACE: Examine potential partnerships with schools for open space & Improve working relationships with local schools and school board	Establish more Interlocal Agreements with the upcoming school and improve the current ones	Staff Time
QUALITY OF PLACE: Increase educational programming at recreation facilities (computer laboratories, tutoring)	1. Doral Glades Park - Computer Lab and Projection Room (Cost is included in construction cost above) 2. Afterschool Educational Programs	\$ 67,000.00
TOTAL		\$ 3,680,378.00



PARKS AND RECREATION BUDGET HIGHLIGHTS



- Total Personnel Costs – \$3,241,746**
 There was an increase to these line items due to an approved 1% cost of living adjustment, an up to 3% merit raise based on individual’s performance evaluation and an increase in health insurance costs city-wide. Moreover, additional personnel needed for the new park, Doral Glades Park.
 - Contractual Services-Other - \$607,844**
 Increase in this account is due to Maintenance services for Doral Glades Park, as well as Doral Park & Tree Lighting Event was enhanced due to growth in event attendance. Increase was also due to additional recreational programs being added for youth, adults, special needs and seniors for Doral Legacy Park, which will be at 100% operational.
 - Communication & Freight - \$10,900**
 This line item decreased due to the change in the City’s Cell Phone policy.
 - Rentals & Leases - \$199,990**
 Increase in this account is due to enhancements at Doral Park & Tree
- Lighting, Breakfast with Santa, Holiday Lights & Ice, Camping under the Stars events to accommodate for increase in growing needs of events due growth in attendance. We will also be offering a new 3 event series (Lunch on the Lawn) in Downtown Doral Park to promote local businesses and networking.
 - Utility Services - \$295,800**
 Increase in this account is due to Doral Legacy Park being 100% fully operational as well as the addition of Doral Glades Park, thus requiring funds to be budgeted for electricity and water at these two facilities.
 - Repair & Maintenance- Office Equipment – 453,600**
 Increase in this account is due to Doral Legacy Park being 100% fully operational as well as the addition of Doral Glades Park, thus requiring funds to be budgeted for maintenance and repairs at these two facilities.
 - Other Current Charges - \$309,430**
 Increase due to additional recreational programs being offered at Doral Legacy Park, as it will be 100% operational.



Additionally, funds were budgeted specifically for programs and equipment in the Teen room, which will allow them to have their own space to recreate and receive programs tailored to them. This is extremely important as they are the future of the community. Funds were budgeted as well for Doral Glades Park recreational programming for youth, adults and senior citizens as well as maintenance.

- *Cultural Arts Program*
Increase in budget was due to enhancing cultural arts events as due to demand from the community and continual growth in event attendance. Additionally, a new series of 3 events will be offered called The Art of Music- Musical Nights at the Park, which will be held at Downtown Doral Park or Doral Legacy Park and provide a musical event to the community.
- *Cultural Grant- Knights Art*
This account decreased. The City has applied again this year for The Knight Art Challenge Grant and is awaiting notification of grant decision in December 2016. Last year, 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." Through this grant we held events which showcased the Miami Short Film Festival, Miami Symphony Orchestra, world renown, Forbidden Saints. One more event is scheduled to be held in November 2016 to complete the awarded grant cycle. The budget this year was created to correspond with the scope outlined in the Grant application, which remained the same from

last year, however, performances will be more community events to remain within proposed budget. Two performances are proposed and will reach three different disciplines of cultural art: Art, Music and Dance.

- *Operating Supplies - \$308,152*
Increase due to additional recreational programs being offered at Doral Legacy Park as well as maintenance supplies for the facility, as it will be 100% operational. Funds were budgeted for supplies for additional programs, teacher planning day camps, and to enhance Teen specific programs, as well as Senior Citizen and Special Needs Programs for Doral Legacy Park. Increase was also due to events being enhanced due to continued growth in attendance. Funds were budgeted as well for Doral Glades Park recreational programming for youth, adults and senior citizens as well as maintenance supplies.

Capital Outlay- Park Development & Park Improvements

- *Aquatic Facility Design & Engineering Services & CM At-Risk Pre-Construction Services (Capital Outlay Construction in Progress & Capital Outlay Building)*
Our department will be working with the awarded architect on the development of construction documents for the future aquatic facility at Doral Central Park and will be selecting a contractor to provide pre-constructions services.
- *Downtown Doral Park Triangle Concept Design*
Our department will be working on the design for the development of the triangle



parcel adjacent to our current Downtown Doral Park.

- *Capital Outlay- Vehicles - \$51,000*
Funding in this account will be used to purchase one (1) new department vehicle for the operation of the city's newest park facility, Doral Glades Park and two (2) new utility vehicles which will be used at Doral Glades Park and Doral Meadow Park for daily maintenance.
- *Capital Outlay-Improvements - \$111,000*
 - Doral Meadow Park synthetic turf to be replaced
Project consists of the replacement of the synthetic turf fields at Doral Meadow Park which has reached its life expectancy. This replacement will allow the continuation of providing safe fields for patrons to play on.
- *Capital Outlay-Building - \$150,000*
 - Doral Glades Park Construction
Construction to be completed during the FY 16-17 budget. This park will serve parts of the community that is not currently being serviced.

Park Impact Fees

Parks Impact fees are used for the City of Doral Publicly owned parks, open space, and recreation facilities either for the development or improvement of current or future green spaces. The City charges developers who are building new construction single family, duplex and multi-family buildings a fee per unit.



**PARKS & RECREATION DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ.	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY2016-17	FY 2016-17	FY 2016-17	FY 2016-17
500.111 - Administrative Salaries	Parks & Recreation Director	1	1	1	1	1	\$ 114,628
	Administrative Salaries Total	1	1	1	1	1	\$ 114,628
500.120 - Full Time Salaries	Assistant Director	1	1	1	1	1	\$ 85,000
	<i>Service Award 5 yr</i>						\$ 708
	Administrative Assistant	1	1	1	1	1	\$ 39,442
	Recreation Administrator	1	1	1	1	1	\$ 62,418
	Parks Maintenance Supervisor	1	1	1	1	1	\$ 52,229
	<i>Service Award 5 yr</i>						\$ 435
	Recreation Facility Supervisor	1	2	2	2	2	\$ 97,723
	<i>Service Award 5 yr</i>						\$ 388
	Recreation Program Coordinator	3	3	1	1	1	\$ 54,018
	<i>Reclassified to Athletics Coordinator</i>	0	0	1	1	1	\$ 48,215
	<i>Reclassified to Special Needs Coordinator</i>	0	0	1	1	1	\$ 49,672
	Special Events Coordinator	1	1	1	1	1	\$ 53,575
	Event Specialist	1	1	1	1	1	\$ 40,694
	Cultural Event Specialist	0	1	1	1	1	\$ 40,000
	Sponsorship & Recreation Coordinator	1	1	0	0	0	\$ -
	<i>Reclassified to Athletics Coordinator</i>	0	0	1	1	1	\$ 53,332
	Park Manager	3	4	3	3	3	\$ 111,353
	<i>Reclassified to Parks Foreman</i>	0	0	1	1	1	\$ 40,859
	<i>Service Award 10 yr</i>						\$ 1,362
	Assistant Park Manager	6	9	9	9	9	\$ 308,977
	Community Center Manager	0	1	1	1	1	\$ 36,496
	Assistant Community Center Manager	0	1	1	1	1	\$ 32,542
	Special Needs Specialist	1	1	1	1	1	\$ 39,922
	Accounting Clerk	1	1	1	1	1	\$ 36,411
	Parks Maintenance Technician	1	1	1	1	1	\$ 39,269
	NEW Recreation Marketing & Sponsorship Coordinator	0	0	1	1	1	\$ 48,216
	NEW Nature Facility Manager (Doral Glades)	0	0	1	1	1	\$ 14,546
	NEW Park Manager (Doral Glades)	0	0	1	1	1	\$ 15,440
	NEW Assistant Park Manager (Doral Glades)	0	0	2	2	2	\$ 27,536
	NEW Parks Maintenance Technician (Doral Glades)	0	0	1	1	1	\$ 17,622
	Full Time Salaries Total	23	31	37	37	37	\$ 1,448,400
500.130 - Other Salaries	Park Service Aides Part Time	0	0	0	0	0	\$ 880,490
	Other Salaries Total	0	0	0	0	0	\$ 880,490
	TOTAL	24	32	38	38	38	\$ 2,443,518



0019000 PARKS AND RECREATION REVENUE

ACCT. NO.	DESCRIPTION	AMENDED ACTUALS YEAR-END						
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET* FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
0019000 347202	RECREATION BRONCO REGIST.	35,928	27,354	30,000	17,410	30,000	30,000	30,000
0019000 347203	RECREATION CONCESSIONS	20,884	20,226	25,000	18,682	25,000	40,000	40,000
0019000 347404	RECREATION SOCCER	58,472	76,559	70,000	83,178	85,000	75,000	75,000
0019000 347405	RECREATION COMMUNITY CENTER	64,146	61,086	65,000	34,894	65,000	90,000	90,000
0019000 347406	RECREATION TRAINING	-	-	1,500	-	1,500	-	-
0019000 347407	RECREATION BASEBALL	-	10,235	15,000	10,721	15,000	30,000	30,000
0019000 347200	RECREATION FEES	117,386	118,402	140,000	87,528	140,000	140,000	140,000
0019000 347201	RECREATION RENTALS	56,729	62,325	65,000	55,883	65,000	100,000	100,000
0019000 347400	RECREATION SPECIAL EVENTS	30,505	29,095	38,000	32,635	38,000	45,000	45,000
0019000 347401	RECREATION SPONSORSHIP	30,385	50,725	45,000	49,300	55,000	65,000	65,000
0019000 347402	RECREATION CAMPS	41,144	48,682	40,000	21,424	40,000	70,000	70,000
0019000 347403	RECREATION TENNIS	157,331	150,323	140,000	122,415	140,000	150,000	150,000
0019000 334700	STATE CULTURAL FACILITY GRANT	-	-	-	125,000	-	-	-
0019000 337706	GRANT MDC CULTURAL AFFAIRS	2,671	3,500	30,000	-	30,000	-	-
0019000 366000	PRIVATE GRANTS & CONTRIBUTIONS	3,000	2,000	-	85,566	85,566	-	-
0019000	PARKS AND RECREATION REVENUE	618,580	660,512	704,500	744,635	815,066	835,000	835,000



00190005 - PARKS AND RECREATION

ACCT. NO.	DESCRIPTION	AMENDED ACTUALS YEAR-END						
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET* FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
00190005 500111	ADMINISTRATIVE SALARIES	80,532	105,896	110,188	89,546	110,188	114,628	114,628
00190005 500120	FULL TIME SALARIES	719,604	863,563	1,114,442	749,236	1,114,442	1,448,400	1,448,401
00190005 500125	COMPENSATED ABSENCES	22,148	28,533	47,069	7,443	47,069	60,005	60,005
00190005 500130	OTHER SALARIES	489,686	562,044	735,490	443,373	735,490	880,490	880,490
00190005 500140	OVERTIME	16,812	14,302	20,000	11,744	20,000	25,000	25,000
00190005 500210	FICA & MICA TAXES	101,067	120,386	156,627	99,619	156,627	195,071	194,635
00190005 500220	RETIREMENT CONTRIBUTION	69,216	121,751	146,857	99,740	146,857	187,216	187,216
00190005 500230	LIFE & HEALTH INSURANCE	147,498	176,019	185,288	135,328	185,288	342,924	331,372
TOTAL PERSONNEL COSTS		1,646,564	1,992,493	2,515,961	1,636,030	2,515,961	3,253,734	3,241,746
00190005 500310	PROFESSIONAL SERVICES	341,193	302,244	1,739,260	1,067,412	1,739,260	45,000	45,000
00190005 500340	CONTRACTUAL SERVICES - OTHER	259,002	339,002	539,469	416,763	439,469	607,844	607,844
00190005 500400	TRAVEL & PER DIEM	11,089	14,566	15,669	6,667	15,669	12,643	12,643
00190005 500410	COMMUNICATION & FREIGHT	16,152	12,708	14,200	10,310	14,200	16,600	10,900
00190005 500430	UTILITY SERVICES	131,650	123,173	239,845	144,243	239,845	295,800	295,800
00190005 500440	RENTALS & LEASES	119,106	144,323	170,930	170,033	170,930	199,990	199,990
00190005 500460	REPAIR & MAINT - OFFICE EQUIP	279,785	309,747	370,387	339,197	371,887	453,600	453,600
00190005 500461	REPAIR & MAINT - VEHICLES	21,172	8,302	12,150	12,062	10,650	15,800	15,800
00190005 500470	PRINTING & BINDING	35,312	33,911	57,032	35,102	57,032	64,307	64,307
00190005 500480	PROMOTIONAL ACTIVITIES	23,716	29,377	32,700	19,294	32,700	35,300	35,300
00190005 500490	OTHER CURRENT CHARGES	263,255	251,019	321,665	236,214	321,665	309,430	309,430
00190005 500494	CULTURAL ARTS PROGRAM	-	45,637	60,000	40,814	60,000	81,200	81,200
00190005 500496	CULTURAL GRANT-KNIGHTS ART	-	8,724	187,276	153,846	187,276	92,800	92,800
00190005 500510	OFFICE SUPPLIES	3,859	4,095	5,300	4,642	5,300	9,100	9,100
00190005 500520	OPERATING SUPPLIES	180,766	203,025	265,415	198,403	278,885	308,152	308,152
00190005 500521	OPERATING SUPPLIES - FUEL	15,399	109	-	-	-	-	-
00190005 500540	DUES/SUBSCRIPTIONS/MEMBERSHIPS	6,042	7,612	9,371	6,101	9,371	12,974	12,974
TOTAL OPERATING COST		1,707,498	1,837,574	4,040,669	2,861,104	3,954,139	2,560,540	2,554,840
00190005 500620	CAPITAL - BUILDING	-	4,933,673	20,894,725	9,528,334	20,894,725	150,000	150,000
00190005 500634	IMPROVEMENTS	-	-	1,689,000	1,153,247	1,689,000	111,000	111,000
00190005 500640	CAPITAL OUTLAY - OFFICE	27,866	73,686	118,719	109,479	118,719	58,800	58,800
00190005 500641	CAPITAL OUTLAY - VEHICLES	-	43,070	80,400	44,393	66,930	51,000	51,000
00190005 500650	CONSTRUCTION IN PROGRESS	-	-	-	-	-	2,970,378	2,970,378
TOTAL CAPITAL OUTLAY		27,866	5,050,428	22,782,844	10,835,453	22,769,374	3,341,178	3,341,178
00190005 - PARKS AND RECREATION		3,381,928	8,880,496	29,339,474	15,332,587	29,239,474	9,155,452	9,137,764

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



SPECIAL REVENUE FUNDS



STORMWATER FUND

STORMWATER FUND FUNCTION

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

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

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



STORMWATER FUND BUDGET HIGHLIGHTS

- *Professional Services – Eng. - \$30,000*

This account decreased as the following construction projects related items were transferred to new “Construction in Progress” account, Account #650, in order to group capital expenditures:

- Design of Stormwater improvements: Sub Basin A-2, Sub Basin A-4.
- Construction Engineering Inspection (CEI) for canal bank stabilization project and Stormwater improvements projects.
- Design of Year 7 of the Canal Bank Stabilization Program.

- *Contractual Services Other - \$1,018,820*

This account decreased as the following construction projects were transferred to new account, Account -500650, in order to group capital expenditures:

- Stormwater improvements at Sub Basins D-3, D- 79th Ave., and A-2.
- Canal bank stabilization.

- *Other Current Charges and Obligations - \$100,000*

This account increase will accommodate for Stormwater constructions and designs permits as a result of the Stormwater CIP program.

- *Improvements – Street - \$1,250,000*

This account was created to allocate the construction cost of the Stormwater portion related to the following roadway improvement projects:

- N.W. 92nd Ave., from (28th - 33rd) St.
- N.W. 54th St., from (79th – 87th) Ave.
- NW 41st St., from (87th Ave. to 79th) Ave.

- *Capital Outlay - \$23,800*

This account is increased to cover the cost to fund the purchase of a F-150 pickup truck and maintenance equipment that will increase level of service, improve productivity and efficiency of staff. Maintenance equipment will also increase employee safety by preventing heavy lifting related injuries.

- *Construction in Progress - \$4,860,000*

This is a new account that includes work associated to Capital Projects that were previously in the “Professional Services” account, Account -500314, and in the Contractual Services account, Account 500340.

- *Debt Service – Principal - \$427,323*

This account was increased to cover the costs of the Principal on County Debt as provided by Miami-Dade Count in the most recent debt service schedule.

- *Debt Service – Interest - \$237,629*

This account was decreased as per Miami-Dade County most recent debt service schedule.

- *Operating Supplies - \$2,230*

This account was increased to cover the cost for a new blower to blow grass clippings and vegetation during maintenance procedures.



**STORMWATER FUND - PUBLIC WORKS
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2016-17	FY 2016-17	FY 2016-17
500.120 - Full Time Salaries							
	Stormwater Utility Manager	1	1	1	1	1	\$ 74,376
	Stormwater Utility Technician	1	1	1	1	1	\$ 45,364
	Full Time Salaries Total	2	2	2	2	2	\$ 119,740
	Total	2	2	2	2	2	\$ 119,740



STORMWATER FUND BUDGET

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ACCT NO.	ACCOUNT TITLE	ACTUAL		AMENDED	ACTUALS	YEAR-END		
		FY 2013-14	FY 2014-15	BUDGET*	AS OF	ESTIMATE	PROPOSED	ADOPTED
		FY 2013-14	FY 2014-15	FY 2015-16	7/25/16	FY 2015-16	FY 2016-17	FY 2016-17
Beginning Fund Balance		23,069,922	25,547,917	27,537,149		27,537,149	19,299,247	19,299,247
REVENUES								
401.8000.314300	Storm Water User Fees	3,733,063	3,827,559	4,000,000	2,536,248	3,400,000	3,800,000	3,800,000
401.8000.334100	State Grant Reimb	505,487	506,039	-	389,189	389,189	-	-
401.8000.361100	Interest Income	72,971	77,762	60,000	76,059	94,000	75,000	75,000
401.8000.367100	Change in Investment Values	(30,661)	13,322	-	37,207	-	-	-
401.8000.369200	Prior Year Recovery	-	-	-	87,959	87,959	-	-
	TOTAL REVENUES	4,280,859	4,424,682	4,060,000	3,126,662	3,971,148	3,875,000	3,875,000
OTHER RESOURCES								
401.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	2,837,742	-	2,837,742	4,280,882	4,271,010
	PRIOR YEAR OPERATING BALANCES	-	-	5,311,308	-	5,311,308	-	-
	TOTAL OTHER RESOURCES	-	-	8,149,050	-	8,149,050	4,280,882	4,271,010
	TOTAL AVAILABLE RESOURCES	4,280,859	4,424,683	12,209,050	3,126,662	12,120,198	8,155,882	8,146,010
EXPENSES								
401.80005.500120	FULL TIME SALARIES	84,799	106,201	115,626	90,954	115,626	119,740	119,740
401.80005.500125	COMPENSATED ABSENCES	711	867	4,447	-	4,447	4,605	4,605
401.80005.500140	OVERTIME	-	5	-	-	-	-	-
401.80005.500210	FICA & MICA TAXES	6,303	7,964	9,323	6,786	9,323	9,650	9,512
401.80005.500.220	RETIREMENT CONTRIBUTIONS	6,211	13,022	13,875	10,913	13,875	14,369	14,369
401.80005.500230	LIFE & HEALTH INSURANCE	13,085	20,234	28,554	15,854	28,554	35,896	27,962
	TOTAL PERSONNEL COSTS	111,108	148,293	171,825	124,507	171,825	184,260	176,188
401.80005.500314	PROFESSIONAL SERVICES- ENGINEERING	271,738	623,804	1,447,989	267,110	1,447,989	30,000	30,000
401.80005.500340	CONTRACTUAL SERVICE S - OTHER	772,245	892,012	9,810,362	1,894,499	9,810,362	1,018,820	1,018,820
401.80005.500.400	TRAVEL & PER DIEM	681	995	3,090	1,432	3,090	3,540	3,540
401.80005.500410	COMMUNICATIONS & FREIGHT SERVICES	1,706	-	3,510	-	3,510	1,800	-
401.80005.500.440	RENTAL & LEASES	-	-	4,000	-	4,000	4,000	4,000
401.80005.500460	REPAIRS & MAINTENANCE - VEHICLES	95	687	2,930	-	2,930	2,930	2,930
401.80005.500470	PRINTING & BINDING	210	440	3,700	-	3,700	3,000	3,000
401.80005.500490	OTHER CURRENT CHARGES	13,336	-	85,000	76,618	85,000	100,000	100,000
401.80005.500.510	OFFICE SUPPLIES	-	-	500	-	500	500	500
401.80005.500520	OPERATING SUPPLIES	2,673	2,492	2,307	1,186	2,307	2,230	2,230
401.80005.500522	OPERATING SUPPLIES VEHICLES	231	-	5,600	-	5,600	2,400	2,400
401.80005.500540	DUE, SUBSCRIPTIONS & MEMBERSHIPS	1,040	1,953	3,650	1,410	3,650	3,650	3,650
401.80005.500590	DEPRECIATION EXPENSE	412,637	444,404	-	-	-	-	-
401.80005.500591	ACCUMULATED DEPRECIATION	-	-	-	-	-	-	-
401.80005.500592	AMORTIZATION - DEFERRED LOSS	52,383	52,383	-	-	-	-	-
	TOTAL OPERATING COST	1,528,975	2,019,170	11,372,638	2,242,257	11,372,638	1,172,870	1,171,070
401.80005.500633	CAPITAL OUTLAY - IMPROVEMENTS STREETS	-	-	-	-	-	1,250,000	1,250,000
401.80005.500640	CAPITAL OUTLAY - OFFICE EQUIP & MACH	-	-	-	-	-	23,800	23,800
401.80005.500650	CONSTRUCTION IN PROGRESS	-	-	-	-	-	4,860,000	4,860,000
	TOTAL CAPITAL OUTLAY	-	-	-	-	-	6,133,800	6,133,800
401.80005.500710	DEBT SERVICE PRINCIPAL- COUNTY BOND	-	-	412,723	206,400	412,723	427,323	427,323
401.80005.500720	DEBT SERVICE INTEREST - COUNTY BOND	162,780	267,988	251,864	127,325	251,864	237,629	237,629
	TOTAL DEBT SERVICE	162,780	267,988	664,587	333,725	664,587	664,952	664,952
	TOTAL STORMWATER FUND EXPENSES	1,802,864	2,435,451	12,209,050	2,700,489	12,209,050	8,155,882	8,146,010
	USE OF FUND BALANCE	-	-	2,837,742	-	2,837,742	4,280,882	4,271,010
	PRIOR YEAR OPERATING BALANCES	-	-	5,311,308	-	5,311,308	-	-
	ENDING FUND BALANCE	25,547,917	27,537,149	19,388,099		19,299,247	15,018,365	15,028,236

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



TRANSPORTATION FUND

TRANSPORTATION FUND FUNCTION

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

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

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

TRANSPORTATION FUND BUDGET HIGHLIGHTS

- *Contractual Services - \$460,000*
This account was reduced by budgeting more in line with historical averages.
- *Capital Outlay – Median Street Beautification - \$1,460,000*
This account increased to fund the construction of the Entry Features at the Doral Boulevard / SR 826 Interchange and to fund the landscape improvements on the Doral Boulevard medians from the Homestead Extension of the Florida’s Turnpike (HEFT) to NW 97 Avenue.
- *Capital Outlay – Street Improvements - \$5,020,000*
This account will fund the construction of the following projects:
 - NW 102 Avenue from NW 66 Street to NW 74 Street
 - NW 82 Avenue Widening from NW 27 Street to NW 33 Street
 - Bicycle / Pedestrian Bridge over Doral Boulevard connecting the Turnpike Trail
 - Reconstruction of NW 41 Street between NW 87 Avenue and NW 79 Avenue.



**TRANSPORTATION FUND - PUBLIC WORKS
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2016-17	FY 2016-17	FY 2016-17
500.120 - Full Time Salaries							
	Transportation Manager	0	1	1	1	1	\$ 88,426
	Transit Operations Manager	1	1	1	1	1	\$ 48,671
	Transportation Engineer	1	1	1	1	1	\$ 60,000
	Transit Road Supervisor	0	1	1	1	1	\$ 32,724
	Full Time Salaries Total	2	4	4	4	4	\$ 229,821
	Total	2	4	4	4	4	\$ 229,821



TRANSPORTATION FUND - PUBLIC WORKS BUDGET

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ACCT NO.	ACCOUNT TITLE	AMENDED ACTUALS YEAR-END					PROPOSED FY 2016-17	ADOPTED FY 2016-17
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16		
Beginning Fund Balance		10,691,411	11,748,689	15,882,541		15,882,541	1,880,971	1,880,971
REVENUES								
101.8000.312410	Local Option Gas Tax	536,648	577,531	555,198	374,233	555,198	576,315	576,315
101.8000.312420	Local Option Gas Tax- New	211,885	222,074	213,701	145,748	213,701	222,438	222,438
101.8000.312600	Municipal Surtax - CITT Funds	1,767,800	1,925,901	1,896,000	871,018	1,896,000	-	-
101.8000.334102	FDOT Grant-Federal	-	-	1,021,654	88,465	242,465	-	-
101.8000.331408	Circulator Grant FL04-0122	372,608	100,801	-	-	-	-	-
101.8000.331409	Circulator Grant FL04-0148	317,120	32,880	-	-	-	-	-
101.8000.334102	FDOT - Grant	-	-	-	-	-	-	-
101.8000.335490	State Transp. Grant - FPN	-	-	-	-	-	-	-
101.8000.337100	County Reimbursement	-	421,210	-	413,242	413,242	-	-
101.8000.337707	Local Grant Transit Mobility	37,301	5,699	-	-	-	-	-
101.8000.361100	Interest Income	-	-	-	24,024	33,000	20,000	20,000
101.8000.363240	Roadway Beautification-Impact Fees	2,432,085	5,946,135	2,719,867	2,281,732	2,719,867	1,750,000	1,750,000
101.8000.366100	Developer Contributions	388,366	-	-	-	-	-	-
101.8000.367100	Change in Invest Va	-	-	-	28,710	-	-	-
101.8000.369200	Prior Years Recovery	-	(9,859)	-	600	600	-	-
101.8000.381100	Operating Transfers In	-	-	-	-	-	3,790,000	3,790,000
	TOTAL REVENUES	6,063,813	9,222,373	6,406,420	4,227,772	6,074,073	6,358,753	6,358,753
OTHER RESOURCES								
101.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	5,653,164	-	5,653,164	1,767,477	1,755,120
	PRIOR YEAR OPERATING BALANCES	-	-	8,016,058	-	8,016,058	-	-
	TOTAL OTHER RESOURCES	-	-	13,669,222	-	13,669,222	1,767,477	1,755,120
	TOTAL AVAILABLE RESOURCES	6,063,813	9,222,373	20,075,642	4,227,772	19,743,295	8,126,230	8,113,873
EXPENSES								
101.80005.500120	FULL TIME SALARIES	83,544	106,315	233,273	113,193	233,273	229,821	229,821
101.80005.500125	COMPENSATED ABSENCES	-	784	8,972	-	8,972	8,839	8,839
101.80005.500140	OVERTIME	-	-	-	-	-	-	-
101.80005.500210	FICA & MICA TAXES	6,357	8,158	18,532	6,632	18,532	18,258	18,258
101.80005.500220	RETIREMENT CONTRIBUTIONS	7,396	13,042	27,993	9,467	27,993	27,579	27,579
101.80005.500230	LIFE & HEALTH INSURANCE	7,284	12,570	50,139	5,469	50,139	64,704	38,701
	TOTAL PERSONNEL COSTS	104,581	140,869	338,909	134,760	338,909	349,201	323,198
101.80005.500310	PROFESSIONAL SERVICES	219,172	298,171	2,063,506	1,145,125	2,063,506	-	-
101.80005.500341	CONTRACTUAL SERVICES	1,079,480	1,526,481	2,920,602	1,891,240	2,920,602	610,000	460,000
101.80005.500400	TRAVEL & PER DIEM	-	-	2,825	25	2,825	2,825	2,825
101.80005.500440	RENTAL & LEASES	33,600	-	-	-	-	-	-
101.80005.500540	DUES, SUBSCRIPTIONS, MEMBERSHIPS	-	-	2,850	199	2,850	2,850	2,850
	TOTAL OPERATING COST	1,332,252	1,824,652	4,989,782	3,036,588	4,989,782	615,675	465,675
101.80005.500631	CAPITAL OUTLAY - MEDIAN ST BEAUTI.	-	2,770,163	290,000	-	290,000	1,460,000	1,460,000
101.80005.500633	CAPITAL OUTLAY - STREET IMPRV	2,528,028	-	13,916,951	3,175,910	13,916,951	5,106,354	5,020,000
101.80005.500640	CAPITAL OUTLAY - EQUIPMENT	-	-	300,000	-	300,000	-	-
101.80005.500641	CAPITAL OUTLAY - VEHICLES	393,973	352,837	240,000	176,832	240,000	-	-
101.80005.500648	GRANT (CIRCULATOR #FL 04-0122)	329,049	-	-	-	-	-	-
101.80005.500649	GRANT (CIRCULATOR #FL 040148)	280,974	-	-	-	-	-	-
101.80005.500650	CONSTRUCTION IN PROGRESS	-	-	-	-	-	595,000	845,000
	TOTAL CAPITAL OUTLAY	3,532,024	3,123,000	14,746,951	3,352,742	14,746,951	7,161,354	7,325,000



TRANSPORTATION FUND - PUBLIC WORKS BUDGET

101

ACCT NO.	ACCOUNT TITLE	AMENDED ACTUALS YEAR-END						
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
101.80005.500710	DEBT SERVICE PRINCIPAL TROLLEY	37,231	-	-	-	-	-	-
101.80005.500720	DEBT SERVICE INTEREST TROLLEY	446	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY		37,677	-	-	-	-	-	-
TOTAL TRANSPORTATION FUND EXPENSES		5,006,535	5,088,521	20,075,642	6,524,090	20,075,642	8,126,230	8,113,873
	USE OF FUND BALANCE	-	-	5,653,164		5,653,164	1,767,477	1,755,120
	PRIOR YEAR OPERATING BALANCES	-	-	8,016,058		8,016,058		
Ending Fund Balance		11,748,689	15,882,541	2,213,318		1,880,971	113,494	125,851

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



PEOPLE'S TRANSPORTATION PLAN FUND

PEOPLE'S TRANSPORTATION FUND FUNCTION

This new fund will be established for the FY 2016-2017. This fund has been established to manage monies to be utilized for transportation purposes that are generated from the one-half cent sales tax, and the Miami Dade County Transportation Tax. This fund will be used for the City's transportation expenses.

PEOPLE'S TRANSPORTATION FUND BUDGET HIGHLIGHTS

The People's Transportation Fund estimated revenues are \$2,171,267 and expenditures for FY2017 are \$2,121,000.

PEOPLE'S TRANSPORTATION PLAN FUND
106

ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END		
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET FY 2015-16	ACTUAL 10-MO.	ESTIMATE FY 2015-16	PROPOSED FY 2016-17
BEGINNING FUND BALANCE		-	-	-	-	-	-
REVENUES							
106.8000.312600	MUNICIPAL SURTAX - CITT FUNDS	-	-	-	-	1,900,000	2,171,267
	TOTAL REVENUE	-	-	-	-	1,900,000	2,171,267
OTHER RESOURCES							
106.8000.300100	RESERVES-BUDGET STABILIZATION	-	-	-	-	-	-
	TOTAL OTHER RESOURCES	-	-	-	-	-	-
	TOTAL AVAILABLE RESOURCES	-	-	-	-	1,900,000	2,171,267
EXPENSES							
106.80005.500341	CONTRACTUAL SERVICES	-	-	-	-	-	1,635,000
	TOTAL OPERATING COST	-	-	-	-	-	1,635,000
106.80005.500633	CAPITAL OUTLAY - STREET IMPROVEMENTS	-	-	-	-	1,900,000	486,000
	TOTAL CAPITAL OUTLAY	-	-	-	-	1,900,000	486,000
	TOTAL POLICE IMPACT FEE FUND EXPENSE	-	-	-	-	1,900,000	2,121,000
	USE OF FUND BALANCE					-	-
	ENDING FUND BALANCE	-	-	-	-	-	50,267

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



OTHER FUNDS



POLICE IMPACT FEE FUND

POLICE IMPACT FEE FUND FUNCTION

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

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

POLICE IMPACT FEE FUND BUDGET HIGHLIGHTS

- *Capital Outlay-Building – \$1,000,000*
Expense associated with Police sub-station building.



POLICE IMPACT FEE FUND
103

ACCT NO.	ACCOUNT TITLE	AMENDED ACTUALS YEAR-END						
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
BEGINNING FUND BALANCE		1,284,071	1,423,930	2,346,741		2,346,741	1,306,269	1,306,269
REVENUES								
103.6000.361100	INTEREST INCOME	-	-	-	2,073	3,600	2,000	2,000
103.6000.363220	IMPACT FEES - POLICE	234,859	922,812	180,000	710,846	750,000	500,000	500,000
	TOTAL REVENUE	234,859	922,812	180,000	712,919	753,600	502,000	502,000
OTHER RESOURCES								
103.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	498,000	498,000
	PRIOR YEAR OPERATING BALANCES	-	-	1,614,072	-	1,614,072	-	-
	TOTAL OTHER RESOURCES	-	-	1,614,072	-	1,614,072	498,000	498,000
TOTAL AVAILABLE RESOURCES		234,859	922,812	1,794,072	712,919	2,367,672	1,000,000	1,000,000
EXPENSES								
103.60005.500310	PROFESSIONAL SERVICES -	95,000	-	1,614,072	-	1,614,072	-	-
103.60005.500341	CONTRACTUAL SERVICES	-	-	-	-	-	-	-
103.60005.500491	OTHER CURRENT CHARGES	-	-	-	-	-	-	-
	TOTAL OPERATING COST	95,000	-	1,614,072	-	1,614,072	-	-
103.60005.500610	CAPITAL OUTLAY - LAND PURCHASE	-	-	-	-	-	-	-
103.60005.500620	CAPITAL OUTLAY - BUILDING	-	-	-	-	-	1,000,000	1,000,000
103.60005.500634	CAPITAL OUTLAY - BUILDING IMPROVEMENTS	-	-	180,000	-	180,000	-	-
103.60005.500640	CAPITAL OUTLAY - FURNITURE & EQUIPMENT	-	-	-	-	-	-	-
103.60005.500641	CAPITAL OUTLAY - VEHICLES	-	-	-	-	-	-	-
	TOTAL CAPITAL OUTLAY	-	-	180,000	-	180,000	1,000,000	1,000,000
TOTAL POLICE IMPACT FEE FUND EXPENSE		95,000	-	1,794,072	-	1,794,072	1,000,000	1,000,000
	USE OF FUND BALANCE	-	-	-	-	-	498,000	498,000
	PRIOR YEAR OPERATING BALANCES	-	-	1,614,072	-	1,614,072	-	-
ENDING FUND BALANCE		1,423,930	2,346,741	732,669		1,306,269	808,269	808,269

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



PARKS IMPACT FEE FUND

PARK IMPACT FEE FUND FUNCTION

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

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

Park Impact Fee FUND BUDGET HIGHLIGHTS

- *Impact Fees - Parks – \$1,750,000*
This line item is estimated to be \$1,750,000 in revenues for FY 2017 and it's supported by a beginning balance of \$3,102,204.
- *Capital Outlay-Building – \$570,000*
Line item for Doral Glades Park I.T. Infrastructure.
- *Capital Outlay-Improvements - \$1,430,000*
Line item for Doral Glades Park replacement of synthetic turf, outdoor exercise equipment and softball netting for adult softball.



PARK IMPACT FEE FUND
102

ACCT NO.	ACCOUNT TITLE	AMENDED ACTUALS YEAR-END						
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
BEGINNING FUND BALANCE		6,244,536	6,768,489	9,062,130		9,062,130	3,102,204	3,102,204
REVENUES								
102.9000.331700	GRANT - FEDERAL	-	-	-	-	-	-	-
102.9000.361100	INTEREST INCOME	-	-	-	9,671	16,570	10,000	10,000
102.9000.363101	SPECIAL ASSESSMENT - EDUCATIONAL	-	493,904	-	-	-	-	-
102.9000.363270	IMPACT FEES - PARKS	1,060,813	2,694,604	1,500,000	2,175,740	2,223,430	1,750,000	1,750,000
	TOTAL REVENUE	1,060,813	3,188,507	1,500,000	2,185,410	2,240,000	1,760,000	1,760,000
OTHER RESOURCES								
102.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	240,000	240,000
	PRIOR YEAR OPERATING BALANCES	-	-	8,199,927	-	8,199,927	-	-
	TOTAL OTHER RESOURCES	-	-	8,199,927	-	8,199,927	240,000	240,000
TOTAL AVAILABLE RESOURCES		1,060,813	3,188,507	9,699,927	2,185,410	10,439,927	2,000,000	2,000,000
EXPENDITURES								
102.90005.500310	PROFESSIONAL SERVICES -	332,326	253,455	92,195	83,171	92,195	-	-
102.90005.500341	CONTRACTUAL SERVICES	-	-	-	-	-	-	-
102.90005.500491	OTHER CURRENT CHARGES	-	-	-	-	-	-	-
	TOTAL OPERATING COST	332,326	253,455	92,195	83,171	92,195	-	-
102.90005.500620	CAPITAL OUTLAY - BUILDING	-	487,340	8,031,006	4,387,314	8,031,006	570,000	570,000
102.90005.500634	CAPITAL OUTLAY - IMPROVEMENTS - PARKS	198,022	139,422	76,725	67,283	76,725	1,430,000	1,430,000
102.90005.500640	CAPITAL OUTLAY - PARK DEVELOPMENT	6,512	14,650	-	-	-	-	-
102.90005.500641	CAPITAL OUTLAY - VEHICLES	-	-	-	-	-	-	-
	TOTAL CAPITAL OUTLAY	204,534	641,411	8,107,731	4,454,597	8,107,731	2,000,000	2,000,000
	TOTAL EXPENSES	536,860	894,866	8,199,926	4,537,768	8,199,926	2,000,000	2,000,000
	USE OF FUND BALANCE	-	-	-	-	-	240,000	240,000
	PRIOR YEAR OPERATING BALANCES	-	-	8,199,927	-	8,199,927	-	-
	ENDING FUND BALANCE	6,768,489	9,062,130	2,362,204		3,102,204	2,862,204	2,862,204

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



CAPITAL IMPROVEMENT FUND

Capital Improvement Fund Function

This section provides for a brief overview of the capital improvement projects that are scheduled to take place during Fiscal Year 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 \$725,000.

- *Professional Services - \$347,000*
This line item includes the cost of first and third floor remodeling at the Government Center.
- *Capital Outlay-Improvements - \$100,000*
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	AMENDED ACTUALS YEAR-END						
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
BEGINNING FUND BALANCE		426,764	273,200	185,737		185,737	155,845	155,845
REVENUES								
301.5000.381100	OPERATING TRANSFERS IN	-	-	300,000	300,000	300,000	725,000	350,000
	TOTAL REVENUE	-	-	300,000	300,000	300,000	725,000	350,000
OTHER RESOURCES								
301.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-	108,000
	PRIOR YEAR OPERATING BALANCES	-	-	303,159	-	303,159	-	-
	TOTAL OTHER RESOURCES	-	-	303,159	-	303,159	-	108,000
TOTAL AVAILABLE RESOURCES		-		603,159	300,000	603,159	725,000	458,000
EXPENSES								
301.80005.500310	PROFESSIONAL SERVICES - CITY HALL CONST.	3,631	22,067	8,021	4,170	8,021	714,000	347,000
301.80005.500314	PROFESSIONAL SERVICES	13,800	-	-	-	-	-	-
301.80005.500341	CONTRACTUAL SERVICES	-	-	-	-	-	-	-
301.80005.500491	OTHER CURRENT CHARGES	-	-	-	-	-	-	-
	TOTAL OPERATING COST	17,431	22,067	8,021	4,170	8,021	714,000	347,000
301.80005.500610	CAPITAL OUTLAY - LAND PURCHASE	-	-	-	-	-	-	-
301.80005.500620	CAPITAL OUTLAY - BUILDINGS	134,504	2,296	-	-	-	-	-
301.80005.500634	CAPITAL OUTLAY - IMPROVEMENTS	-	63,100	553,267	186,345	280,000	-	100,000
301.80005.500640	CAPITAL OUTLAY - OTHER	1,629	-	41,871	6,780	41,871	11,000	11,000
	TOTAL CAPITAL OUTLAY	136,134	65,396	595,138	193,125	321,871	11,000	111,000
TOTAL CAPITAL IMPROVEMENT FUND EXPENSES		153,564	87,463	603,159	197,294	329,892	725,000	458,000
	USE OF FUND BALANCE	-	-	-	-	-	-	108,000
	PRIOR YEAR OPERATING BALANCES	-	-	303,159	-	303,159	-	-
ENDING FUND BALANCE		273,200	185,737	(117,422)	102,706	155,845	155,845	47,845

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



INFRASTRUCTURE REPLACEMENT FUND

INFRASTRUCTURE REPLACEMENT FUND FUNCTION

This new fund was established in FY 2015-2016 in an effort to help fund future capital replacement. The 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

INFRASTRUCTURE REPLACEMENT FUND 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 ACTUALS YEAR-END						
		ACTUAL FY 2013-14	ACTUAL FY 2014-15	BUDGET FY 2015-16	AS OF 7/25/16	ESTIMATE FY 2015-16	PROPOSED FY 2016-17	ADOPTED FY 2016-17
BEGINNING FUND BALANCE		-	-	-	-	-	100,000	100,000
REVENUES								
302.5000.381100	OPERATING TRANSFERS IN	-	-	100,000	100,000	100,000	100,000	100,000
	TOTAL REVENUE	-	-	100,000	100,000	100,000	100,000	100,000
OTHER RESOURCES								
302.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-	-
TOTAL OTHER RESOURCES		-	-	-	-	-	-	-
TOTAL AVAILABLE RESOURCES		-	-	100,000	100,000	100,000	100,000	100,000
EXPENSES								
302.80005.500310	PROFESSIONAL SERVICES	-	-	-	-	-	-	-
302.80005.500341	CONTRACTUAL SERVICES	-	-	-	-	-	-	-
302.80005.500491	OTHER CURRENT CHARGES	-	-	-	-	-	-	-
	TOTAL OPERATING COST	-	-	-	-	-	-	-
302.80005.500634	CAPITAL OUTLAY - IMPROVEMENTS	-	-	-	-	-	-	-
302.80005.500640	CAPITAL OUTLAY - OTHER	-	-	-	-	-	-	-
	TOTAL CAPITAL OUTLAY	-	-	-	-	-	-	-
TOTAL CAPITAL IMPROVEMENT FUND EXPENSES		-	-	-	-	-	-	-
	USE OF FUND BALANCE	-	-	-	-	-	-	-
ENDING FUND BALANCE		-	-	100,000	100,000	100,000	200,000	200,000

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



GLOSSARY

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

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

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

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

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

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

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

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

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



City of Doral

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Councilwoman Sandra Ruiz

Councilman Pete Cabrera

Councilwoman Ana Maria Rodriguez

Edward A. Rojas, City Manager