




Memorandum

Date: April 23, 2020

To: Mayor and City Council-members

From: Albert P. Childress 
City Manager

Subject: **City Manager Annual Report 2019-20**

April 10, 2020 marked the completion of my first year as your City Manager. I am thankful for the trust and confidence that each of you have placed in me. In my new role as City Manager, I had the opportunity to serve the City of Doral with humility and pride. As we reach this first anniversary, I want to take this opportunity to share with you some of the key accomplishments that have been made this past year. I am very proud of the excellent team that has been established over the years and the quality, professionalism and vast experience that each of our City Directors possess. In reviewing the many accomplishments and goals that were achieved, I think that we can all take pride in the many successes the City of Doral has experienced and most recently, how the City as a whole has responded to the unprecedented situation of being confronted with a Pandemic.

This past year has been one of many new challenges. My first challenge was to develop a team of Department Directors that shared my vision and goals of a City working as a unified team and working for the common good for all our business owners and residents. That was very evident at the recent "Farm Share" food distribution at Central Park. The event was very organized, and every department came together and worked on one common goal. I could have not been prouder of our staff of Directors and employees on that day. One of the things that I heard when I was appointed was "changing the culture" of the City staff. Changing the way we do business, stressing superior customer service in all who we come in contact with, has been a major focus. I have worked to ensure above all that we provide efficient and effective service.

Another commitment I had made was updating the Employee Personnel Manual. I wanted to ensure that all our employees knew what was expected of them and had clear direction. These decisions that I have made reflect my personal commitment to elevating our competency and quality of work, ensuring a renewed mindset toward efficiency and professionalism. Overall, we

have seen a great deal of progress in many areas, but I know we still need to improve in other aspects of what we do. After what we have recently faced with the Covid-19 Virus, I can safely say that the City of Doral is well positioned to deal with any challenges and opportunities that may lie ahead.

We are obviously in a period of significant economic and public health crisis. How we in leadership positions respond is both a test of character and vision. State and local governments are facing serious financial and operational challenges as they seek to both keep their communities safe and economically viable.

Doral faces this challenge from positions of financial strength, technological capacity to provide our services in innovative and safe ways, and commitment on the part of everyone to ensure our community faces this crisis proactively, responsibly, and effectively. We want Doral to be viewed as a model city for moving from crisis to thriving.

The work of the past year has well prepared us to meet these challenges. I look forward to supporting and working with each of you in providing the leadership the community needs as we seek to continue to be a premier place to live, work, play and learn.

In accordance with my Employment Agreement, an annual performance review may be conducted by the Mayor and City Council "in its sole and absolute discretion". The Human Resources Department will be forwarding you a form developed by the International City/County Management Association (ICMA) which you may utilize to conduct a review of performance for the past year. To assist you with that task, I have outlined some key accomplishments of each department in the last year that the City as a team was able to achieve under my direction. I hope that this is helpful to you. I will be reaching out to each of you to discuss your concerns and the direction you would like to see in the next twelve (12) months. Finally, thank you again for the opportunity to serve the City of Doral and thank you for your leadership.

Summary of Accomplishments

- The City of Doral continues to maintain the second lowest millage rate in Miami-Dade County at 1.9 mills, optimizing taxpayer dollars to continue to deliver quality services without any cuts to programs or service delivery.
- Government Center Hours of Operation were extended until 5pm to provide better service to our residents and businesses.
- We Increased reporting on our Performance Dashboard to:
 - Improve transparency;
 - Provide more interaction with the City's residents and businesses;
 - Keep the departments operating efficiently and effectively with a high-level of accountability through continuous performance monitoring.
- We implemented an Internal Audit process: Auditing firm Crowe LLP was hired to audit all departments over a 5-year cycle. The first two departments audited, Building and Planning & Zoning, were presented at the March 2020 Council meeting. The next two departments, Code Compliance and Parks, are underway for completion in the 2nd

quarter of 2020. Each phase of the audit process will address at least two departments and all functional areas will be audited by the end of Crowe's engagement.

- Named an All-America City Finalist. Doral was proudly represented at the Conference and final stage of the competition in Denver by employees, residents and businesses, where Doral was named one of the 20 finalists
- Hired Constituent Services Coordinator to communicate with residents with consistent and accurate information
- Completed and inaugurated the City of Doral Divisional Emergency Operations Center (EOC), and promptly activated during Hurricane Dorian.
- The City Manager worked with the City Attorney's office to negotiate new FPL franchise rates with FPL offering a direct Franchise agreement that will increase revenues for the City.

Human Resources

- Directed Talent Acquisition and Retention for an efficient and dedicated team
 - Executive Level Hires – Deputy City Manager (new hire), Public Works Director (promotion), Code Compliance Director (promotion), Planning & Zoning Director (new hire), Parks & Recreation Director (promotion), Human Resources Director (new hire.)
 - Hired 135 full-time and part-time employees with the support of four HR staff. Lowered time to hire police officers by 35%
 - Reduced the Worker's Compensation rate by 70%. The reduction was accomplished by taking the initiative to build relationships with employees and follow-up with physicians, adjusters and nurse practitioners to ensure speedy recover.
 - Awarded Honor at the 2019 Healthiest Employers in South Florida for Medium Company by South Florida Business Journal
 - Above and Beyond Silver Level winner for Workplace Well-Being Award by Aetna
- Provided wellness offerings and education on benefit plan offerings that assisted in reducing Medical Loss Ratio by 19%, which provided for favorable renewal rates, only a 3% increase from prior year
- Worked to revise our Employee Policy and Procedural Manual, effective October 2019, with updates clarifying many of the policies that were found to be in conflict. The manual had not been updated since 2012

Finance

- Streamlined internal financial services for contracts management, insurance tracking, check depositing and cash depositing
- Procurement Process: Implemented online bid submittals for all formal solicitations
- Adopted co-operative purchasing contracts (T.I.P.S., NASPO, OMNIA,) in accordance with procurement best practices
- Hosted the Parks Bond Program – Industry Day Vendor Orientation
- Collaborated with USDOT Southeast Region for their Small Business Growth workshop, which was held here in Doral at the Police Training facility

- We were awarded several distinctions from the Government Finance Officers Association (GFOA):
 - Distinguished Budget Presentation Award for the FY 2018-2019 Budget.
 - Certificate of Excellence in Financial Reporting for Fiscal Year 2018.
 - Popular Financial Reporting Award for Fiscal Year 2018.
- We developed a 5-year financial plan to assist the administration in managing the City's future growth.
- We reviewed and updated the City's Investment Policy to enhance fiscal sustainability.
- S&P Global Ratings & Fitch Ratings assigned an AA+ on the City of Doral's long-term issuer credit rating and to the City's 2019 general obligation (GO) bonds.

Information Technology

- We continued investment in Smart City Initiatives to provide residents and businesses services and solutions that span city administration, enabling increased insight, service efficiency and improved citizen outcomes.
 - Centralized Surveillance Camera Storage for 300+ security cameras for all City facilities at our main data center-NAP.
 - Implemented a new system for Records Retention and Management on the File Servers
 - Completed implementation of Technology Infrastructure for Divisional EOC and Glades Park
 - Implementation of Automatic Vehicle Location for PD Vehicles.
- We completed Phase I of the License Plate Readers (LPR's), installing 142 cameras at 25 intersections, where 10 million tags a month on average are being read.
- We improved customer feedback with Emoji Survey in the Solution Center. The building department is working to move forward with more real-time data capture and one-on-one feedback in the future.
- Implemented technology solutions for COVID-19 response, placing processes online via new application development and supporting telecommuting for most city staff and Council through implementation of virtual tools to continue to serve residents and businesses.
- Implemented Security Operation Center (SOC) services with a three-year (3) Remote Monitoring of security devices and services that form the security eco-system at the City of Doral; allowing for 24/7 automated monitoring and threat prevention services from Clarium Security Operations Center.
- We continued our proactive approach to optimize our cybersecurity strategy in a much more holistic way by the following security enhancements:
 - Two Factor Authentication: Fingerprint and Password
 - Conducting email phishing campaigns
 - Providing security training to all City users
 - Establishing enterprise password management for servers and systems
 - Distributed Denial of Service attack monitoring by our Fiber provider
 - Established cloud-based end point security
 - Required complex 14 Digit Passwords or Passphrase

Public Safety/Police Department

- Increased Police visibility with eighteen (18) additional sworn officers added.
- Deployment of School Resource Officers (SRO's) at 12 schools in Doral: four K-8 schools, seven Charter Schools, and one private school. These SROs are at their assigned schools during the entire school day, every day of the school year.
- Traffic Citations Issued
During the time period of April 10, 2019, through April 6, 2020, the DPD issued the following number of traffic citations:

Traffic Violations:	34,819
Parking Violations:	5,413
Disabled Parking Violations:	518

- Addition of a Police Officer to the Motors Squad and one (1) Police Officer to the Commercial Vehicle Enforcement Squads in April 2019 to support the effective management of traffic flow.
- Negotiated new contracts with the PBA for Officers, Sergeants and Lieutenants. The Collective Bargaining Agreements that went into effect were mutually beneficial to the City of Doral as well as the affected personnel. Some of the highlights of the agreements include:
 - A Pay Step-Plan.
 - Supplemental Pay for Specialized Units
 - Revised disciplinary guidelines
- Continuing Community Policing/Outreach Programs:
 - Conducted 2 Citizens Police Academies
These programs are free of charge and are open to all residents of Doral and those who work in our city. The Citizens Police Academy offers attendees the unique opportunity to see first-hand, some of the activities and situations our officers experience on a daily basis.
 - Conducted 3 Youth Citizens Police Academies
The Youth Citizens Police Academy is free of charge and is open to all Doral students ages 13-17. The Youth Citizens Police Academy offers attendees the unique opportunity to see first-hand, some of the activities and situations our officers experience on a daily basis.
 - Conducted Active Shooter Training for Doral Police Officers
Due to the generosity of the management of Miami International Mall, we were able to conduct Active Shooter Training for some of our patrol officers inside the mall when it was closed to the public. This realistic and intensive simulated exercise presented the participating officers with real-life situations in a controlled and supervised environment.
 - Conducted Active Shooter Presentations to various Organizations and Businesses in Doral, to the Mayor and Council, and to Employees of the City
In order to maximize the safety and security of our residents and those employed by different organizations in our city, the Doral Police Department conducted 88 Active Shooter Presentations at businesses, schools, and various other

organizations in Doral, including our own employees at Government Center. The presentations are one hour in duration and cover safety tips recommended by the United States Department of Homeland Security that the public can use to protect themselves if exposed to an active shooter situation.

- Shop with a Cop – We use our local Churches and Schools to identify needy persons within the City of Doral.
- Coordinated the City's response to COVID-19 Virus activating the Doral Office of Emergency Management after Miami Dade County activated their EOC. The DPD has been on the front lines responding to this pandemic and will continue to handle the day-to-day challenges posed by this new situation. Some of the measures we have implemented include, but are not limited to:
 - Doral Police Department officers were issued Personal Protective Equipment and hand sanitizer. The personal protective equipment kits include a respirator, gloves, Tyvek protective sleeves, an overall protective gown, shoe covers, sanitizing wipes and soap, and biohazard waste bag.
 - Our Communications Unit has entered into our system the addresses of residences in Doral where there are individual(s) who have tested positive for COVID-19. This information was provided to us by the Florida Department of Health and is updated daily. This will afford our officers the opportunity to take the necessary safety measures prior to responding and contacting someone who may have tested positive for COVID-19.
 - In addition, in the interest of complying with social distancing standards set by the Center for Disease Control, our officers now conduct their daily roll call outside in the parking lot thereby ensuring that all personnel maintain the proper distance.
 - The Public Information Officer has been posting information on social media advising the public to beware of fraudulent schemes surrounding the economic stimulus, which have become prevalent throughout the Country.
 - Our School Resource Officers have been conducting periodic checks of businesses in Doral to ensure that they follow State, County, and Municipal Emergency Orders enacted due to the COVID-19 pandemic.

Code Compliance

- Department extended hours of operation for field personnel to 8pm in order to provide additional presence and enforcement throughout the later evening hours.
- Department exceeded 24-hour response time goal to service requests by responding to all calls for service in an average time of under 3 hours.
- Department has verified and initiated over 60 short-term rental and multi-family cases, which have resulted in the issuance of over 19 citations totaling approximately \$14,000.
- Implemented new foreclosed property software, ProChamps, that assists department in ensuring that foreclosed properties within City limits are being maintained by assigned service providers.
- Conducted seminar to educate various stakeholders on the City's booting ordinance in order to prevent future infractions.

- Department playing a critical role in enforcing the State, County, and City emergency orders during the COVID-19 state of emergency.
 - Department Field Supervisor was designated a Code Enforcement Professional (CEP) through the Florida Association of Code Enforcement (F.A.C.E), which is the highest honor a code enforcement officer may obtain in the State of Florida.
 - Adopt-A-Street opportunities for community organizations to help keep Doral clean and beautiful
 - Keep Doral Beautiful Award Nominated (11) commercial properties with the “Keep Doral Beautiful Business Award” for their continued efforts in maintaining and improving the City’s aesthetic appeal.
 - Department successfully presented and defended 270 cases before the Special Magistrate.
 - Executed 10th Annual “Mayor’s Citizens Government Academy” and continued with the addition of a second Academy session towards the second half of the year, all the while securing 18 food sponsorships from local businesses as a result.
 - Continued to assist in the coordination, as well as attend, the Mayor on the Move meetings, visiting HOAs around Doral along with Administration, Police and City staff to address questions and concerns and informing residents on the many projects of the City.
 - Implemented “Above and Beyond Award” and “Employee of the Quarter” to recognize deserving staff and help build department morale.
 - Worked with City of Doral Police Department and State of Florida Alcoholic Beverage and Tobacco division in a joint detail to stop the sale of Juuls and other flavored tobacco products to minors and mandated that all vape/smoke shops install proper signage to further discourage these illegal sales.
 - Hurricane Safety Fair – annual fair is collaborative effort between several internal departments and external businesses, non-profit organizations, and governmental agencies to prepare community for storm season with important tools and resources.
 - Kids and the Power of Work (KAPOW) – Liaison to KAPOW to match business and community volunteers with teachers and schools to help students discover new and different jobs, what it takes to do them, and how everything they are learning in school helps them prepare for their futures in the workplace and life. Department continued to provide Code Compliance Officers to participate in this enriching initiative.
- Educational & Awareness Campaigns
 - “Did You Know” – inform residents and businesses on City & Department Facts
 - “We Don’t Do That Here” Civic Responsibility campaign
 - “Love my City” community pride campaign
 - “Put it Down” driving safety campaign in partnership with FDOT
 - “Doral Counts: Census 2020” campaign thanks to the Complete Count Committee

Public Works

- Launched a 6-month Freebee Pilot Program in Downtown Doral to provide for first and last mile public transportation connection.
- Completed the Doral Transit Study that provides recommendations for the improvement of the Trolley service.
- Expanded Route 1 of the Trolley service to alleviate school peak hour dismissal.
- Completed the Citywide Parking Study that provides Citywide parking related recommendations. The PWD will commence the implementation of the public parking improvements and recommendations this calendar year.
- Created a new ordinance allowing the installation of Speed Bumps and Speed Humps along private roads and developed standards for applicants to adhere to.
- Secured approval of Bus Shelters concept and started design of new bus shelters to implement on Doral Boulevard as developments are completed.
- Incorporated the Construction Management Plan permitting process in order to alleviate the congestion and parking concerns surrounding construction projects citywide.
- Commenced with the in-house plat review process.
- Implemented the Public Works Permit Amnesty Program which allowed for the opening and closure of retroactive expired Public Works permits.
- Completed the refurbishment of two (2) Air Conditioning units at Government Center. The PWD purchased all the components required and replaced them with in-house technicians saving approximately \$95,000.
- Pitney Bowes installed new mailing solution at the Government Center and the Police Department. The Government Center is working with a new software that tracks all in and out bound packages.
- Completed designs:
 - Completed the design of the roadway improvements proposed along NW 112th Avenue between NW 25th Street and NW 34th Street. The City was awarded a State Grant towards the construction phase of the project, which is funded in FY 2019-20.
 - Completed the design of the new traffic signal at NW 84th Street and NW 114th Avenue. The City applied for a State Grant in an amount of \$350,000.
 - Completed the design of the re-stripping of NW 97th Avenue between NW 58th Street and NW 70th Street.
 - Completed the design of the stormwater improvements along Sub Basin A2, which is located along NW 79th Avenue between NW 21st Street and NW 14th Street.
 - Completed the design of the stormwater improvements along Sub Basin H-8 Phase II, which is located along NW 57th Street and NW 56th Street, between NW 79th Avenue and NW 77th Court, and along NW 77th Court between NW 56th Street and NW 52nd Street.
 - Completed the design of the stormwater improvements along NW 50th Street between NW 114th Avenue and NW 112th Avenue.

- Completed the design of the stormwater improvements along NW 24th Terrace between NW 89th Place and NW 25th Street.
- Completed the Stormwater Vulnerability Study that analyses the impact of climate change on the City's stormwater drainage infrastructure.
- Completed an Outfall Feasibility Study to analyze the possibility of discharging stormwater from NW 79th Avenue into the NW 58th Street Canal. Commenced with the design of the mentioned outfall to service Sub Basin H-5, NW 79th Avenue, and Sub Basin H-8. Sub Basin H-8 is located between NW 87th Avenue and NW 79th Avenue between NW 58th Street and NW 54th Street. Sub Basin H-5 is located between NW 79th Avenue and NW 77th Court between NW 57th Street and NW 52nd Street. Substantially completed the design of the stormwater drainage connections to the proposed mentioned outfall.
- Completed development of construction documents for the Parking Garage Structural Repairs and Water proofing membrane. All permits have been approved by the regulatory agencies and the PWD anticipates completing the construction before the end of this fiscal year.
- Completed development of construction documents for the Police Department Façade replacement and the Public Works Retrofit. All permits have been approved by the regulatory agencies and the PWD anticipates completing the construction before the end of the fiscal year.
- Vendor has obtained Construction Permits from the City of Doral for the Exterior Lighting Upgrade at the Government Center and the Parking Garage. The PWD anticipates completing the upgrade before the end of the fiscal year.
- Completed development of construction documents for the Real Time Information Center at the Police Department. Drawings have been submitted to regulatory agencies for permitting. Once the permits are approved, the PWD anticipates using a contractor from the pool of contractors for provision of construction services.
- Ongoing Designs:
 - Commenced the update of the 5-year Stormwater Master Plan.
 - Commenced the design of the Intersection Improvements along NW 112th Avenue and NW 114th Avenue, between NW 50th Street and NW 58th Street as recommended in the City's One-Way Pair Study.
 - Commenced the design of Section 7 Traffic Calming Improvements which include: a proposed raised intersection at NW 114th Court and NW 88th Lane, speed table at NW 114th Court between NW 86th Street and 88th Lane, speed table along NW 86th Street between NW 112th Avenue and NW 107th Avenue, and speed limit signs throughout the area.
 - Commenced the design of the re-stripping of NW 102nd Avenue, between NW 58th Street and NW 60th Street.
- Completed Construction Improvements:
 - Completed the construction of the Ice Maker, Lobby Retrofit and the Fuel Canopy at the Police Department.
 - Completed the construction of the MAU Park.
 - Completed the construction of Year 5B of the Canal Bank Stabilization Program

- The canal bank along the Dressels Canal was stabilized between NW 87th Avenue and NW 97th Avenue. The project also included the construction of a Pedestrian/Bicycle/Maintenance Shared Use Path along the canal easement.
- The project was awarded a \$1,000,000 LAP Grant with FDOT.
- Completed the construction of the stormwater improvements at NW 21st Street between NW 82nd Avenue and NW 83rd Avenue.
- Completed the construction of the Doral Trolley infrastructure improvements bus shelters, in which 8 new bus shelters were constructed at different locations.
- Completed the construction of the Doral Boulevard Median and Landscape Improvements Project between NW 97th Avenue and the Florida Turnpike. The project consisted on new landscape, lighting and irrigation improvements.
- Completed the construction of sidewalk repairs, and the milling & resurfacing of NW 114th Avenue between NW 58th Street and NW 74th Street.
- Completed the construction of Phase II of the Vanderbilt Traffic Calming improvements in which two traffic circles and speed tables were constructed along the community.
- Completed the construction of the NW 102nd Avenue new roadway construction between NW 66th Street and NW 74th Street.
- Completed design and construction of the City Attorney's Office at Government Center.
- Completed the construction of Securing Finance which included new doors and glass panel, and the installation of an Ice Machine at Government Center.
- Completed the in-house installation of temporary walls for the Quarter Masters and Storage at the second-floor empty shell of the Police Department.
- Projects Underway
 - Substantially completed the proposed roadway widening improvements along NW 82nd Avenue between NW 27th Avenue and NW 33rd Street.
 - Substantially completed the construction of the Citywide Sidewalk Improvements Project. The Project was awarded a \$1,000,000 LAP Grant.
 - Commenced the construction of the proposed traffic signals along NW 74th Street at NW 97th Avenue and NW 102nd Avenue.
 - Commenced the construction of the roadway improvements proposed along NW 41st Street between NW 87th Avenue and NW 79th Avenue, which include modifications to the shared use path along the south side of the canal to allow for canal maintenance operations performed by Miami-Dade County.
 - Commenced the construction of Year 7 of the Canal Bank Stabilization Program, which includes the Northline Canal along NW 25th Street between NW 97th Avenue and NW 87th Avenue.
 - Commenced the stormwater improvements along NW 84th Avenue between NW 12th Street and NW 25th Street.
- Parks Bond Program:
 - Contracted AECOM on as the Parks Bond Program Management Team for management of the GO Parks Bond.
 - Commenced design of Coral Cultural Arts Center.
 - Commenced design of Doral Meadow Park Improvements.
 - Commenced design of Morgan Levy Park Improvements.

- Commenced development of procurement documents and criteria package for Pedestrian Bridge.
- Completed Trail Network Lighting analysis.
- Odor Control Efforts:
 - Completed the Environmental Sampling of Groundwater, Soil, and Odor.
 - Planned for additional Air testing which will help the City work with the pertinent agencies to address this quality of life issue and find viable solutions.
 - Worked with the City Attorney's Office to submit the City's filed petition with the state to oppose expansion of the landfill
- Awards/Grants:
 - Stormwater Improvements: \$200,000 State Grant (Managed by Florida Department of Environmental Protection). NW 114 Ave. (50-58 St.), NW 50 St. (114-112 Ave.)
 - Roadway Improvement: \$447,500 State Grant (Managed by Florida Department of Transportation). NW 112 Ave. (25-34 St.) Pedestrian Safety and Roadway Improvements. Project scheduled for construction in summer 2020.
 - Florida Urban and Community Forestry Grant Program: \$17,500 State Grant. The Grant is for the development of an "Informational & Educational for Storm Preparedness for Urban Canopy" outreach program.
 - Arts Engagement in American Communities Grant Program (AEAC) for \$10,000 to host a live 3-day outdoor theater performance of William Shakespeare's Macbeth which will promote literacy, culture and a passion for the arts to the Doral Community. The event will be held at Downtown Doral Park in January.
- Completed the installation of new gym equipment at the Government Center.
- COVID-19 Response:
 - Implemented special electrostatic chlorine-based spraying at the Doral Government Center, the Police Department, the Training Center, and the Public Works warehouse twice a week.
 - Night cleaning crew intensified the cleaning of all surfaces such as counters, tables, desks, handrails, elevator buttons, etc. In addition, USSI personnel was trained in how to properly use disinfecting wipes and additional cleaning products provided by USSI.
 - PWD assisted procuring PPE and disinfectant products.
 - Increased the disinfection and sanitizing of all surface areas such as counters, tables, desks, handrails, elevator buttons, etc.
 - Incremented cleaning of the Doral Trolley System.

Building Department

- Together with IT, Public Works, Planning & Zoning and Code Compliance, launched development and customization of WeBuild Doral, the online, GIS-based system software that will put more power in the hands of the user to apply and pay for permits, schedule inspections online, obtain business tax receipts, review code compliance complaints and much more.

- The Building department team audited over 8,700 expired permits and applications, modified address records to uniform naming conventions, and reviewed BTR practices to facilitate better record-keeping for business owners and reduce costly delays
- Restructured positions to reduce wait times and improve plans processing. Conducted more effective meetings with design professionals to facilitate the application process and reduce overall plans processing times.
- Established an ADA Awareness Campaign and worked toward providing mobile services for the disabled and veteran community
- Worked with The Doug Williams Group, Management Partners and Crowe consultants on efforts to improve department processes, identify process gaps in reporting and review key SOPs and auditing procedures
- Worked with the Planning & Zoning department on the 2020 US Census New Construction reporting project
- In order to limit the spread of COVID-19, moved 2nd Floor Solutions center operations, first to the garage and first floor, and then remotely, in order to continue to support development services.

Planning and Zoning Department

- Completed Adaptive Reuse Study Area Action Plan.
- Completed “Illustrative Zoning Guidebook” to provide residents illustrations of existing zoning standards.
- Updated the City’s Comprehensive Plan Transportation Element and Parks and Recreation Element to reflect recommendations from the Parks and Recreation Master Plan and Transportation Master Plan.
- Updated and implemented Planning & Zoning Fee Schedule.
- Department received No Further Action Proposal (NFAP) from DERM for Doral Legacy Park and Voluntary Cleanup Tax Credit certificate in the amount of \$368,358.43.
- Updated Section 53-128 “Use Compatibility Table” & Section 74-105 “Special Setbacks Established” of the LDC.
- Department restructured Key Performance Measures as a result of the Doug Williams Group Study and modified workflows.
- Completed Internal Audit conducted by Crowe and implemented findings and recommendations from the audit.
- Updated P&Z Website
- Completed Draft Adaptive Reuse Text Amendment (Comp Plan and LDC text amendment).
- Completed LID Master Plan Update and Text Amendment.
- Worked with consultant and Floodplain Manager to improve the City’s Community Rating System (CRS) classification from 7 to 6 resulting in 5% insurance savings (20% total discount).
- Implemented online payment feature for zoning permits and site plan applications due to COVID-19.
- Completed Medical Marijuana Moratorium.

- Art in Public Places applications approved by City Council (Doral Glades Park, Health Choice Network, Baptist Freestanding Emergency Facility).
- Continuing to work on the configuration and implementation of Energov.

Economic Development

- Activated RFP process for rapid response to regional business relocation inquiries through Beacon Council EDO Partners Committee
- Business growth this year- City of Doral issued 1,356 new local business licenses in the form of Business Tax Receipts (BTR's), an average of about 113 per month.
- Implemented informational New Business Welcome Packet with message from the Mayor for all new Doral businesses.
- Awarded \$30,000 in Façade Improvement Grants (*most successful cycle*).
- Awarded \$25,000 in CBO Grants.
- Awarded \$83,000 in PTSA Grants.
- Coordinated Import/Export Academy in collaboration with Prospera and Miami-Dade County
- Expanded business education programs with strategic partners SBDC @ FIU, SBA, Beacon Council and Enterprise Florida.
- Coordinated opening and operation of new Doral Visitor Center program through partnerships with Greater Miami Convention & Visitors Bureau and AARP.
- Promoted Shop Local, Save Local program with Public Affairs video series to incentivize shoppers to spend locally for a strong economy.
- Implemented 'Live, Work, Learn, Play & Invest' promotional campaigns in South Florida Business Journal, Invest Miami, American Airlines' Nexos magazine, WLRN.
- Leveraged \$50,000 from the Greater Miami Convention and Visitor's Bureau for Doral Co-op Marketing Campaign on Expedia, used Cvent platform to attract visitors and conferences directly to Doral hotels. City of Doral contributed \$5,000. Local hotels contributed \$40,000. Total investment of \$95,000.
- Coordinated AmCham Argentina and Colombia webinar series, the Doral Business Forum, Consular Reception, Taiwan Day, US Census Vendor Outreach, USDOT Vendor Roundtable.
- Participated in eMerge Americas, Florida Economic Development Council SE Regional Forum, Invest Miami Forum, Miami Herald Start-Up Pitch Competition, NALEO Conference.
- COVID-19 Response: Coordinated with businesses, residents and institutional partners to gather and provide vital information to the community and connect those in need to important resources. Served as member of Miami-Dade Emergency Bridge Loan Committee.

Parks and Recreation Department

- The \$150 million Doral Parks General Obligation Bond, which was passed in November 2018, will allow for improvements to existing parks and new parks to be developed, especially Doral Central Park which will hold the city's first aquatic facility and a 70,000

sq. ft. community center along with many other amenities. AECOM, a multinational engineering firm, was selected through an RFP process as the project management firm overseeing construction operations for the bond funds.

- As of April 2020, the project manager AECOM had a staff of six (6) in place and has commenced work on all eight subprojects which include enhancements and new or improved facilities at the following locations: Doral Central Park, Doral White Course Park, Morgan Levy Park, Doral Cultural Arts Center, Doral Meadow Park, Trails and Tails Park, and improvements to the citywide Trails network.
- Opened our ninth park, Doral Glades Park, a 25-acre nature centered passive park. The first park of its kind in the North West Dade County area.
- Opened Splash Pad- October 2019. Installed non-slip surface and fence to Splash Pad at Doral Legacy Park- March 2020.
- Improvement to Doral Meadow Park: Installed Barrier Outfield Netting and outfield fence to Clay field.
- The implementation of recommendations from the ADA assessment of City parks have begun.
- YTD FY 19-20 (October 2019-April 7, 2020): A total of \$62,459.00 was acquired in cash sponsorship for the Parks and Recreation department, YTD FY 19-20 (October 2019-April 7, 2020). We created sponsorship opportunities for Special Needs, Silver Club and Sports Programs, and continued sponsorship packages with five (5) different businesses.
- Expanded and increased Senior & Special Needs program offerings by adding new programs such as: Special Needs Art & Music classes and adding additional days of Senior Art & Yoga.
- Introduction of Special Needs Socials and Trips which allowed Special Needs participants the opportunities to socialize together outside of existing programs. Examples: Karaoke Night, Valentines Social, and Thanksgiving potluck.
- Continued Partnership with AAA to offer Senior Defensive Driver Course for an additional four (4) sessions.
- Offer Specialized Golf Program for our Special Olympics Athletes in partnership with the First Tee of Miami.
- Added new community center programs such as: Fencing, Futsal, Table Tennis & Genius (a kids science class) All programs have grown tremendously in participation and received excellent feedback. Fencing, Futsal and Table Tennis have traveled to tournaments and began to host their own tournaments. Genius science class continues to encourage kids to explore science and STEM.
- Issued RFP for programs to increase and diversify program offerings to the community
- Students In Action (Student volunteer program) continues to thrive with 186 new volunteers registrants in the last 12 months for Teens programs.
- Launched City's first in-house recreational youth baseball league Fall 2019, managed by city staff and led by volunteer coaches. It emphasized the development of fundamental skills in a positive environment. Initial league had 35 participants aged 6-10. League will be offered again Fall 2020 and staff aim to continue to grow league.
- Continued to implement the Mayor's Wellness Initiative, "Step up your health, Doral!" to promote a culture of health and wellness among residents and local businesses focusing

on physical, mental and emotional health. A variety of no cost health programs, seminars and events were offered at different parks to encourage the community to live a healthy lifestyle such as monthly seminars in partnership with Kendall Regional Medical Center and Baptist Health and monthly Wellness Wednesdays in partnership with Mind Body Social averaging 50+ participants each month.

- The City hosted two Light Your Bike Nights at Doral Central Park with the Police Department to promote safe bike riding practices and an active lifestyle. The events were family oriented and very well received by the community.
- Staff developed and worked with program providers to offer virtual programming to the community during COVID-19 Pandemic.

Public Affairs Division

- Public Affairs spearheaded the City's application that led Doral to being named a 2019 All-America City Awards Finalist, which included coordinating interdepartmental collaboration to participate in the event – tell Doral's story, acquire sponsorship, produce a skit (complete with props), and coordinate logistics for transporting a group of 25 representatives to Denver, Colorado.
- Successful emergency information dissemination of City communications during Hurricane Dorian event and COVID-19 pandemic, including web designs, social media, email blasts, videos.
- Addition of the Constituent Services Coordinator to the Division which has proved effective in customer service and outreach, providing Doral residents with accurate information and a unified message on behalf of the City.
- The division planned key high-quality ceremonies and events such as the State of the City event, improving upon the past year for great event attendance, community participation and positive feedback.
- Grew number of social media followers across three platforms Facebook, Twitter, and Instagram; a 26% increase over last year (52,423).