



ADOPTED BUDGET

FOR FISCAL YEAR

2023-2024



City of Doral
Florida





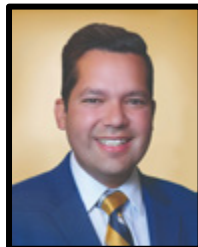
City Council



Christi Fraga
Mayor



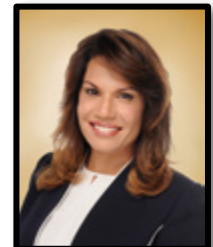
Maureen Porras
Councilwoman



Rafael Pineyro
Vice Mayor



Oscar Puig-Corve
Councilman



Digna Cabral
Councilwoman





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Doral
Florida**

For the Fiscal Year Beginning

October 01, 2022



Christopher P. Morrill

Executive Director

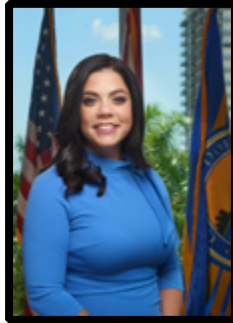
The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Doral, Florida** for its annual budget for the fiscal year beginning **October 1, 2022**. In order to receive this award, a governmental unit must publish 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 only valid for a period of one year only. The City believes that the current budget continues to conform to program requirements, and is submitting it to GFOA to determine its eligibility for another award.



Acknowledgment

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

Management Team



CITY MANAGER

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Francisco Rios, Deputy City Manager

Valerie Vicente, City Attorney

Connie Diaz, City Clerk

Jane Decker, Building Director

Edgard Estrada, Code Compliance Director

Maggie Santos, Communications Director

Fernando Casamayor, Chief Financial Officer

Edwin Lopez, Chief of Police

Julian Perez, Development Services Administrator

Maria Jose, Human Resources Director

Jose Otero, Information Technology Director

Erin Sullivan, Parks & Recreation Director

Jacqueline Lorenzo, Procurement Division Manager

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FY 2024 Adopted Budget at a Glance

HOW LARGE IS THE CITY'S BUDGET?

Total FY 2024 Budget—All Funds
\$109,800,390



Operating Budget
(all other funds incl. capital)
\$30,170,989



Operating Budget
(General Fund Only)
\$75,270,734



Capital Improvements Budget
(General Fund Only)
\$4,358,667



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

503
Total FTE Positions

451
General Fund FTE Positions



WHAT ARE THE CITY'S MAJOR GENERAL FUND RESOURCES?

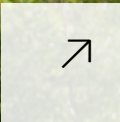
FY 2024 GENERAL FUND REVENUES







INTRODUCTION







City Manager's Budget Message



Dear Honorable Mayor Christi Fraga, Members of the City Council, and Residents:

In accordance with the City of Doral Charter, the Code of Ordinances, and the laws of the State of Florida, I am pleased to present the City of Doral's Adopted Operating and Capital Budget for Fiscal Year (FY) 2024 beginning October 1, 2023 and ending September 30, 2024.

The adopted FY 2024 budget is a responsible fiscal plan that stresses financial viability and sustainability, invests in public safety, and puts tax dollars to work to improve the quality of life in Doral.

The City of Doral celebrated a major milestone in the previous fiscal year. On January 28, 2023, the young municipality celebrated the 20th anniversary of its incorporation. In the last two decades, Doral has grown into one of the premier economic success stories in the region, and that well established trend toward upward mobility appears likely to continue unabated in the foreseeable future.

Certainly, estimated year-over-year changes in population and property values provide ample evidence of vigorous growth. Doral's population has increased by 7% compared to 2021, to an estimated 81,182 inhabitants in 2022, according to the Florida Bureau of Economic and Business Research. For the last five years Doral has experienced an average growth in population of 4.84%. That annual population increase is reflected in the Miami- Dade County Property Appraiser's estimate for this fiscal year of 10.5% increase in Doral's Taxable Value.

The community is also seeing the benefits of the City of Doral's Parks Bond Referendum, with the Doral Cultural Arts Center opening its doors and the Doral Central Park project reaching important milestones in the past year. Citizens can now enjoy wonderful exhibitions, carefully curated classes and diverse arts activities in a world-class cultural facility that has been on the city's wish list since its inception. In addition, the Doral community will soon be able to enjoy the new Doral Central Park, the final amenity to be completed from the city's ongoing \$150 million Parks Bond construction projects. As the citizen-approved bond projects are fully completed in the fourth quarter of 2025, Doral will continue to benefit both directly and indirectly, for years to come, providing quality of life for current and future generations.

It's important to note that all these important public initiatives have been implemented while maintaining a responsible budget and robust reserves, an accomplishment which can be fully evidenced in this responsible, well-rounded budget. Doral's stakeholders can find ample evidence of the city's ongoing growth in the detailed economic information contained in this budget. As the city begins its third decade since incorporation, Doral's residents, businesses, and investors can feel confident that the city's economy is resilient and its future looks bright.

Budget Approach

Each year, as part of the strategic budgeting approach, Strategic Planning Sessions take place with the City Council and staff to identify key priorities and initiatives. These Strategic Planning Sessions are open to the public and provide a window for our stakeholders to observe city leaders and department directors as they exchange business strategies and identify Doral's Strategic Plan for the next fiscal year. This approach provides the administration with the perspective needed to align the budget with the Council's policy goals and submit associated budget requests to achieve desired performance outcomes.

The budget is guided by and is consistent with the Vision, Mission, Core Values, and Goals and Objectives of the City of Doral. The overall budget is prepared to meet the criteria of the Council's strategic priorities. It also reflects the administration's commitment to sound financial and operational practices that realizes our growing community's needs and expectations of exceptional services.



VISION: The premier city to live, work, learn, and play.

MISSION: To serve our city by continuously enhancing quality of life through community engagement, exceptional service, and accountability.

CORE VALUES: Integrity; Family; Excellent Service; Communication; and Teamwork.

The strategic focus areas and goals identified for the FY 2024 Adopted Budget are:

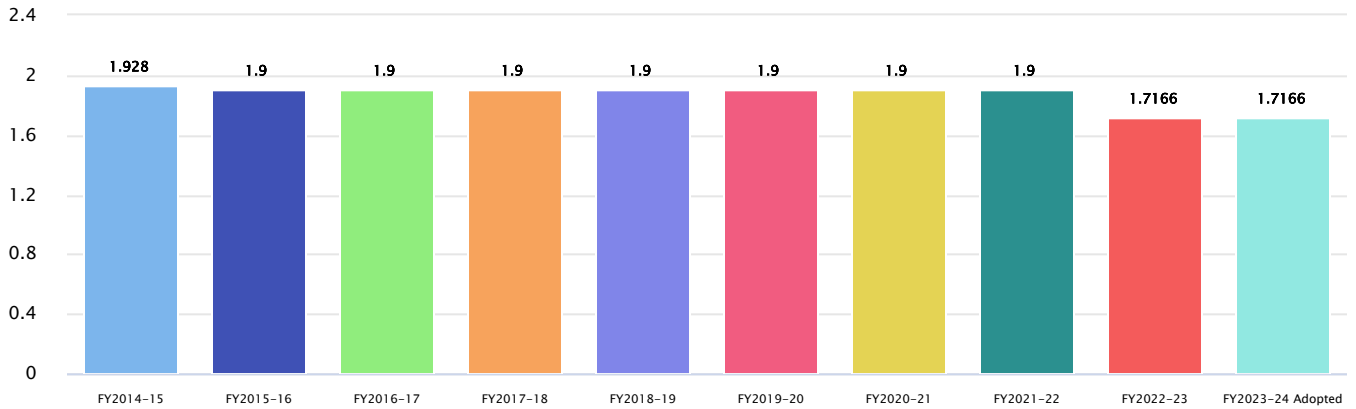
- **Public Safety:** Ensure the well-being and security of residents and visitors by further reducing crime, striving to prevent accidents, and responding effectively to emergencies. This includes a broad range of considerations, such as policing, adequate lighting, and other infrastructure-related measures.
- **Exceptional Service:** Prioritize resident needs and interests, regularly seeking and responding to feedback, and continually striving to improve service delivery. Develop and implement innovative service delivery models, utilizing technology and data to improve efficiency and effectiveness, and invest in staff development and training.
- **Transportation:** Develop and implement a comprehensive transportation plan that considers the needs of all users, including pedestrians, cyclists, public transit riders, and motorists. This plan should include a mix of transportation modes, including public transit, cycling infrastructure, pedestrian walkways, and roads and highways, all while working to reduce traffic through improving connectivity.
- **Parks and Recreations:** Create and maintain high-quality, safe, and accessible parks, open spaces, and recreational facilities, and provide engaging and enriching programming options that promote public health, enhance quality of life, and support economic development in the city.
- **Revenue Growth:** Raise sufficient funds to support the delivery of services and programs to residents, while also ensuring financial stability and sustainability over the long term. This requires a balanced approach that prioritizes responsible fiscal management, transparency, community engagement, and equity.

The Strategic Plan was presented to the City Council in the August 9th Council meeting.

The recommended budget includes appropriate funding to continue addressing these identified demands in a thoughtful and deliberate manner, with a goal to keep the millage rate the same for our residents. The FY 2024 adopted budget as presented here is based on the adopted millage rate of 1.7166 mills, which was last year's rolled back millage rate. On July 1st, the Property Appraiser certified the taxable value to each taxing authority (the City). The City's estimated current year's gross taxable value for operating purposes increased to \$18,353,405,009. When the increase in ad valorem revenues is considered in conjunction with the increase in inflation or CPI, the net increase in revenues to the City as projected at the current and adopted millage rate is \$2,844,102.



City of Doral Millage Rate Comparison FY 2014-15 to FY 2023-24



Doral is a source of much pride and confidence. The City continues to achieve successes that sustains it as the premier place to “Live, Work, Learn and Play”. The City continues to be diligent in its pursuit of excellence, which was evidenced by both Standard and Poor’s (S&P) Global Ratings and Fitch Ratings, assignment of AA+ rating to the City’s General Obligation (GO) Bond Series 2019 and 2021 issuance. We are confident that with this budget the City will be able to navigate the challenges ahead while maintaining its strong financial position.

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



General Obligation Bonds – Parks & Recreation Projects



On November 6th, 2018, the City of Doral residents voted to approve a referendum authorizing the issuance of general obligation bonds not to exceed \$150,000,000 for the improvements of parks, natural areas and recreational facilities. The Bond Referendum authorized the financing of the construction and improvement of parks and recreational facilities with safety features, including, but not limited to, green spaces, community centers, cultural amenities, an aquatic facility, playgrounds, sports fields, and approximately five miles of walking/cycling trails.

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

The City's second bond issuance, or tranche, Series 2021 was issued for \$86,145,000.00. The bond will mature over a 30-year period. The average coupon rate is 4.1% and the true interest cost is 2.6%.

The adopted debt service millage rate of .4810 mills will be levied to generate sufficient revenues to cover the debt service cost of FY 2024.

The City has embarked on an accelerated schedule to provide our residents with these exciting new amenities. To date the City has completed construction and improvements at Doral White Course Park, Cultural Arts Center, Doral Meadow Park, Morgan Levy Park, and Trails and Tails Park.

Doral Central Park is back on track and will be the largest park in the City, and one of the largest in the region. The Park will include an indoor recreational facility, an aquatics complex, tennis courts, basketball courts, picnic areas, a skate spot and pump track, sensory playground, and amphitheater (funded by the General Fund). Improvements to the City wide Trails network continues and is scheduled to be complete by FY 2025.



Budget Summary

Fund	ADOPTED BUDGET FY 2022-2023	ADOPTED BUDGET FY 2023-2024	INCREASE (REDUCTION)
General	\$ 67,553,213	\$ 79,629,401	\$ 12,076,188
Transportation	\$ 1,548,855	\$ 2,801,183	\$ 1,252,328
Park Impact Fee	\$ 318,400	\$ 428,400	\$ 110,000
Police Impact Fee	\$ 453,400	\$ -	\$ (453,400)
People’s Transportation Plan (CITT)	\$ 3,361,000	\$ 5,020,000	\$ 1,659,000
Development Services Technology	\$ 376,989	\$ 376,989	\$ -
Building	\$ 5,260,980	\$ 7,669,904	\$ 2,408,924
Public Arts Program	\$ 1,040,000	\$ 1,040,000	\$ -
American Rescue Plan Act	\$ -	\$ -	\$ -
Debt Service	\$ 7,582,631	\$ 7,574,131	\$ (8,500)
Capital Improvement	\$ 503,000	\$ -	\$ (503,000)
Park G.O. Bond-Series 2019	\$ 40,000	\$ 835,006	\$ 795,006
Park G.O. Bond-Series 2021	\$ 132,076	\$ 413,746	\$ 281,670
Vehicle Replacement	\$ 150,000	\$ 150,000	\$ -
Stormwater	\$ 3,856,318	\$ 3,851,630	\$ (4,688)
Parking Fund	\$ 691,570	\$ -	\$ (691,570)
OPEB	\$ 10,000	\$ 10,000	\$ -
Pension	\$ 303,000	\$ -	\$ (303,000)
Total	\$ 93,181,432	\$ 109,800,390	\$ 16,618,958

The FY 2024 adopted total operating and capital budget for all funds is \$109,800,390. The total budget represents an increase of \$16,618,958 or 18% compared to the FY 2023 adopted budget across all funds. The City’s principal fund, the General Fund, is adopted at \$79,629,401, or 73% of the total budget. It is important to note that the General Obligation Bond, Series 2019 proceeds of \$46,356,299 were encumbered in FY 2019, and the General Obligation Bond, Series 2021 proceeds of \$104,224,543 were encumbered in FY 2021; for the construction and improvement of parks and recreational facilities with safety features, including, but not limited to, green spaces, community centers, cultural amenities, an aquatic facility, playgrounds, sports fields, and approximately five miles of walking/cycling trails.

The City’s Finance Department develops a five-year budget cycle, which is introduced and discussed during the budget workshop. This provides the administration with the ability to envision the future financial picture for the City based on current information. Thus, allowing administration to navigate the City on a successful course. The City is placing great emphasis on the accuracy of our budget forecasts. Now, with a focused eye, we must maintain our diligence and precisely execute the budget plan enclosed.

A summary of changes between the proposed to adopted budget can be found on the City’s website via the City Clerk’s Office page under Council Meetings. A direct link to the changes can be found [here](#).

General Fund

In the current FY 2023, the City of Doral continued in a strong financial position, with the General Fund having an estimated total fund balance of \$55,516,228, and unassigned fund balance of \$16,489,922. It is our goal to maintain the General Fund Balance well above the 15% target. Maintaining a healthy fund balance is an indicator of the fiscal health for our City and it allows us to address unbudgeted and unplanned emergencies and other significant events such as natural disasters or the recent COVID-19 pandemic.



The FY 2024 General Fund budget is adopted at \$79,629,401 an increase of \$12,076,188 or 17.88% from the prior year. The administration has forecasted Doral’s future development and plans to manage the anticipated growth in a responsible and sustainable manner. Under the guidance of the City Council, the City strives to serve our community by pursuing the highest quality of life through the delivery of efficient, sustainable, transparent, ethical and accountable government. The City Council has and continues to make sound financial and operational decisions to achieve our community’s expectations of excellent services now and in the years to come. The following is a brief introduction to the FY 2024 adopted budget:

FY 2024 Adopted General Fund Consolidated Items Detail									
Department	Salaries & Other Wages	Fringe Benefits	Personnel Total	Operating Costs	Capital Outlay	Operating Transfers ⁽²⁾	Debt Service	Grants & Aids	Department Total
10005	City Council	647,670	459,006	1,106,676	338,500	-	-	-	1,445,176
11005	City Manager	818,397	376,852	1,195,249	48,750	-	-	-	1,243,999
11505	Public Affairs	709,904	257,733	967,637	241,556	8,300	-	-	1,217,493
12005	City Clerk	313,473	138,698	452,171	236,200	-	-	-	688,371
13005	Charter Enforcement	56,706	20,134	76,840	3,210	-	-	-	80,050
20005	Human Resources	863,131	319,261	1,182,392	222,066	-	-	-	1,404,458
21005	Finance	836,885	377,719	1,214,604	93,180	-	-	-	1,307,784
21505	Procurement & Asset Mgmt.	272,061	104,008	376,069	15,450	-	-	-	391,519
22005	Information Technology	1,745,623	786,655	2,532,278	4,372,235	813,716	-	-	7,718,229
30005	City Attorney	-	-	-	955,000	-	-	-	955,000
40005	Planning & Zoning	999,087	435,980	1,435,067	179,430	-	-	-	1,614,497
50005	General Government	181,049	655,213	836,262	3,476,425	-	1,050,000	210,000	7,581,599
60005	Police	19,546,405	10,833,459	30,379,864	2,046,009	3,053,529	-	-	35,479,402
71005	Code Compliance	1,071,799	443,202	1,515,001	43,600	23,972	-	-	1,582,573
80005	Public Works	2,379,352	1,123,436	3,502,788	3,568,280	35,000	-	-	7,106,068
90005	Parks & Recreation	4,379,746	1,300,875	5,680,621	3,708,412	424,150	-	-	9,813,183

FY 2024 Adopted Budget	\$ 34,821,288	\$ 17,632,231	\$ 52,453,519	\$ 19,548,303	\$ 4,358,667	\$ 1,050,000	\$ 2,008,912	\$ 210,000	\$ 79,629,401
FY 2023 Adopted Budget ⁽¹⁾	\$ 31,248,072	\$ 15,985,500	\$ 47,233,572	\$ 15,184,841	\$ 1,453,245	\$ 1,450,000	\$ 2,030,555	\$ 201,000	\$ 67,553,213
FY 2024 v. FY 2023 Increases (Decreases)	\$ 3,573,216	\$ 1,646,731	\$ 5,219,947	\$ 4,363,462	\$ 2,905,422	\$ (400,000)	\$ (21,643)	\$ 9,000	\$ 12,076,188
Percent Change	11.43%	10.30%	11.05%	28.74%	199.93%	(27.59%)	(1.07%)	4.48%	17.88%

⁽¹⁾ Does not include approved amendments to the budget and/or carryovers of previous year’s projects.

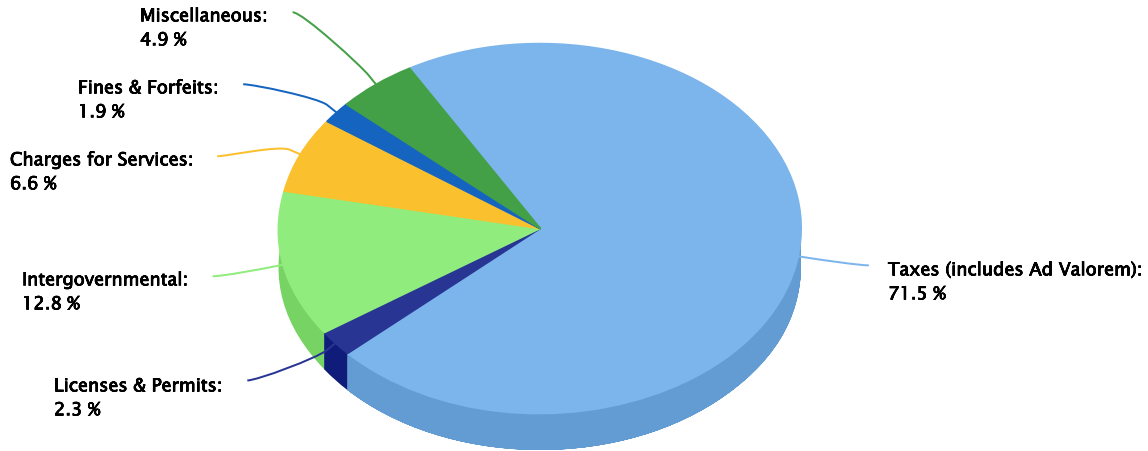
Note 2

Total Expenditures	\$74,220,734.00
Capital Outlay for all DEPT’s	\$ 4,358,667.00
Operating Transfers-Out	
OPEB Liability Fund	\$ 400,000.00
	\$ 400,000.00
Capital Transfers-Out	
Infrastructure Replacement Fund	\$ 500,000.00
Vehicle Replacement Fund	\$ 150,000.00
	\$ 650,000.00
Total	\$ 79,629,401.00

⁽²⁾ The overall increase in the budget is 17.88%



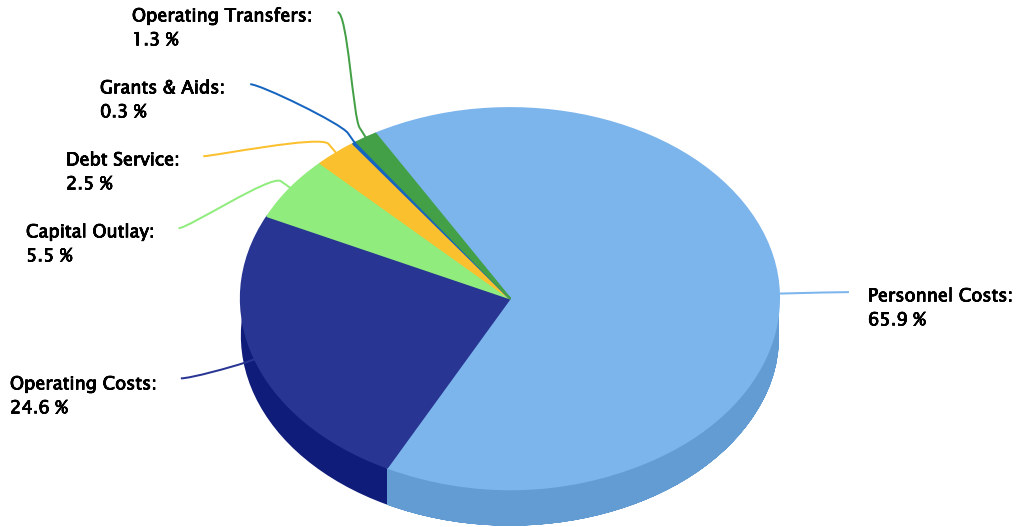
General Fund Revenue Analysis



- General Fund Revenues: Total revenues are projected to be \$76,270,734, a 15.7% increase over the prior year's adopted revenue projection of \$65,925,918.
 - Taxes comprise 71.5% of all revenues with Ad Valorem taxes with a millage rate of \$1.7166 per \$1,000 of taxable value, which represents \$29,930,182 and comprises 39.24% of the total General Fund Revenues.
 - Inter-Governmental revenue is projected at \$9,756,711, an increase of 7.9% of the prior fiscal year and comprises 12.79% of the total General Fund Revenues.
 - Licenses and Permits are projected at \$1,750,000, an increase of 4.5% of the prior fiscal and comprises 2.29% of the total General Fund Revenues.
 - All other revenues are projected at \$10,231,414, an increase of 79.2% of the prior fiscal year and comprise 13.41% of the total General Fund Revenues.



General Fund Expenditure Analysis



- General Fund Expenditures: Total expenditures are projected to be \$79,629,401, an 17.88% increase over the prior years adopted expenditure projection of \$67,553,213. Following are highlights of the General Fund Expenditure budget for FY 2024:
 - Projected personnel expenditures are \$52,453,519, an increase of \$5,219,947, or 11.05% from the prior year. Total expenditures include a 3% COLA increase, up to a 3% merit increase for non-bargaining employees and a 1% health insurance increase. A vacancy trend adjustment savings has been applied to certain departments, as not all positions will be filled 52 weeks per year. The percentage ranges from 0-7%, depending on historical trends for each department.
 - Projected operating expenditures are \$19,548,303, an increase of \$4,363,462, or 28.74% which includes funding related to public safety, recreational programming including for seniors and special needs, and fleet maintenance operations.
 - Projected capital expenditures are \$4,358,667, an increase of \$2,905,422, or 199.93% over FY 2023 and includes funding for IT infrastructure, replacement of equipment in the Police Department, along with equipment and capitalizable services in the Public Works Department.
 - Projected operating transfers out of \$1,050,000, include \$500,000 to the Infrastructure Replacement Fund, \$400,000 to the OPEB Liability Fund, and \$150,000 to the Vehicle Replacement Fund. Moreover, funding is included for debt service payments of \$2,008,912, and grants and aids of \$210,000.



FY 2024 General Fund Summary

Dept No	Account Classification	Actual FY 2020-21	Actual FY 2021-22	Adopted Budget FY 2022-23	Amended Budget * FY 2022-23	Year-End Estimate FY 2022-23	Proposed FY 2023-24	Adopted FY 2023-24
Beginning Fund Balance		78,482,382	84,062,638	89,058,951	89,058,951	89,058,951	55,516,229	55,516,229
Revenues								
	Taxes	47,162,977	51,862,321	49,496,895	49,496,895	52,159,895	54,099,342	54,532,609
	Licenses & Permits	5,385,154	2,223,569	1,675,000	1,675,000	3,245,600	1,750,000	1,750,000
	Intergovernmental	7,596,328	9,240,268	9,043,092	9,043,092	9,068,992	9,756,711	9,756,711
	Charges for Services	2,960,129	3,538,966	3,037,245	3,037,245	4,012,245	5,021,245	5,021,245
	Fines and Forfeits	1,313,411	2,039,388	1,835,000	1,835,000	1,960,100	1,451,000	1,451,000
	Miscellaneous	1,285,109	(2,269,975)	838,686	838,686	3,213,812	1,668,355	3,759,169
	Total Revenues	65,703,108	66,634,537	65,925,918	65,925,918	73,660,644	73,746,653	76,270,734
Other Resources								
	Reserves - In Use of Fund Balance	-	-	1,627,295	1,627,295	1,627,295	3,358,667	3,358,667
	Prior Year Operating Balances	-	-	-	39,026,306	39,026,306	-	-
	Total Other Resources	-	-	1,627,295	40,653,601	40,653,601	3,358,667	3,358,667
Total Available Resources		65,703,108	66,634,537	67,553,213	106,579,519	114,314,245	77,105,320	79,629,401
Expenditures by Department:								
10005	City Council	1,134,387	1,196,303	1,265,627	1,314,541	1,314,541	1,432,821	1,445,176
11005	City Manager	1,043,633	695,613	985,094	1,137,218	1,136,968	1,271,657	1,243,999
11505	Public Affairs	867,590	848,731	946,928	946,928	946,928	1,240,836	1,217,493
12005	City Clerk	577,068	506,171	662,327	699,573	699,573	689,514	688,371
13005	Charter Enforcement	-	399	50,000	50,000	-	80,479	80,050
20005	Human Resources	856,869	894,007	1,104,050	1,107,550	1,107,550	1,368,697	1,404,458
21005	Finance	1,219,229	919,171	1,163,339	1,048,355	1,078,740	1,314,726	1,307,784
21505	Procurement & Asset Mgmt ⁽⁴⁾	-	271,211	326,202	258,954	258,954	393,011	391,519
22005	Information Technology	5,083,783	5,775,044	6,288,058	6,846,795	6,848,295	7,548,207	7,718,229
30005	City Attorney	624,783	721,173	834,230	1,010,245	1,302,388	755,000	955,000
40005	Planning & Zoning	1,163,022	1,237,668	1,532,062	1,675,140	1,675,140	1,628,124	1,614,497
50005	General Government	5,130,430	5,176,586	5,942,057	5,888,760	5,888,760	6,503,529	6,531,599
60005	Police	25,514,109	26,886,550	30,003,015	30,163,926	30,513,926	33,728,148	35,479,402
70005	Building ⁽⁵⁾	3,912,618	-	-	-	-	-	-
71005	Code Compliance	1,122,303	1,243,898	1,396,634	1,396,634	1,396,634	1,552,745	1,582,573
80005	Public Works	5,133,983	5,737,799	6,234,302	9,642,965	9,643,036	7,099,953	7,106,068
90005	Parks & Recreation	4,703,165	5,866,493	7,369,288	41,941,933	41,941,933	9,447,873	9,813,183
	Total Expenditures	58,086,972	57,976,817	66,103,213	105,129,517	105,753,366	76,055,320	78,579,401
Interfund Transfer Out ⁽²⁾		2,035,880	3,661,410	1,450,000	1,450,000	1,450,000	1,050,000	1,050,000
Total General Fund Expenditures ⁽¹⁾		60,122,852	61,638,227	67,553,213	106,579,517	107,203,366	77,105,320	79,629,401
	Use of Fund Balance	-	-	1,627,295	1,627,295	1,627,295	3,358,667	3,358,667
	Prior Year Operating Balances ⁽⁶⁾	-	-	-	39,026,306	39,026,306	-	-
Ending Fund Balance ⁽³⁾		\$ 84,062,638	\$ 89,058,951	\$ 87,431,656	\$ 48,405,352	\$ 55,516,229	\$ 52,157,562	\$ 52,157,562
15% Required Reserve		\$ 9,018,428	\$ 9,245,734	\$ 10,132,982	\$ 15,986,928	\$ 16,080,505	\$ 11,565,798	\$ 11,944,410

*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: \$74,220,734

⁽²⁾ Interfund Transfers Out are budgeted from General Government

⁽³⁾ FY 2020-21 Fund Balance reflects a difference of \$1,530,771 when compared to financial statements, due to presentation difference for OPEB Fund

⁽⁴⁾ FY 2021-22 Fund Balance reflects a difference of \$1,946,193 when compared to financial statements, due to presentation difference for OPEB Fund

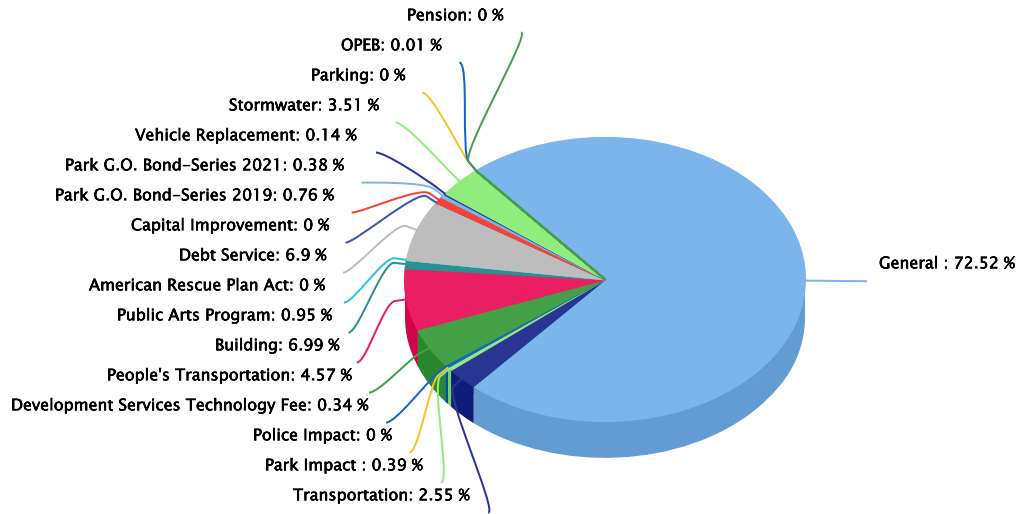
⁽⁴⁾ FY 2021-2022 Procurement was broken out from the Finance Department as a Division

⁽⁵⁾ FY 2021-2022 The Building Department Expenditures and Revenues are under the new Building Fund

⁽⁶⁾ FY 2022- 2023 Amended Budget Prior Year Operating Balances includes a \$33,689,940 Purchase Order for the Doral Central Park Project



Adopted Budget by Fund as a % of Total Budget



Special Revenue Funds & Other Funds

The adopted budget for all other funds is \$30,170,989 which is 27.5% of the overall budget broken down in the following funds:

- The Transportation Fund is projected to receive \$2,801,183 in revenues, which includes a use of \$649,830 of fund balance reserves; expenditures are projected to be \$2,801,183 which includes: \$430,511 in personnel expenditures, \$820,672 in operating expenses and \$1,550,000 in capital outlay.
- The Park Impact Fee Fund is projected to receive \$428,400 in revenues, which includes a use of \$98,400 of fund balance reserves; expenditures are projected to be \$428,400 which includes: \$2,400 in operating expenses and \$426,000 in capital outlay.
- The Police Impact Fee Fund is projected to receive \$305,000 in revenues and has no projected expenditures for FY 2023-24.
- The People’s Transportation Fund is projected to receive \$5,020,000 in revenues, which includes a use of \$12,736 of fund balance reserves; expenditures are projected to be \$3,480,000 for operating expenses and \$1,540,000 for capital outlay.
- The Development Services Technology Fee Fund is projected to receive \$376,989 in revenues, which includes a use of \$119,989 of fund balance reserves; expenditures are projected to be \$376,989 in operating expenses.
- The Building Fund is projected to receive \$7,669,904 in revenues, which includes a use of \$1,665,904 of fund balance reserves; expenditures are projected to be \$7,669,904 which includes: \$5,057,942 in personnel expenditures, \$2,439,602 in operating expenses, and \$172,360 in capital outlay.
- The Public Arts Program Fund is projected to receive \$1,040,000 in revenues which includes a use of \$690,000 of fund balance reserves; expenditures are projected to be \$1,040,000 which includes: \$190,000 in operating expenses, and \$850,000 in capital outlay.
- The American Rescue Plan Act Fund received \$12,878,948 in revenues between FY 2020-21 and FY 2021-22. There are no projected revenues or expenditures, funds will be carried forward into FY 2023-24.
- The Debt Service Fund is projected to receive \$8,386,588 in revenues; expenditures are projected to be \$7,574,131.
- The Capital Improvement Fund has no projected revenues or expenditures for FY 2023-24.
- The Infrastructure Replacement Fund is projected to receive an operating transfer-in of \$500,000 from the General Fund.



- The Park General Obligation Bond, Series 2019 Capital Project Fund, is projected to receive no revenues in FY 2023-24; expenditures are projected to be \$100 in operating expenses, and \$834,907 in capital outlay. Refer to the fund section of the budget for details on the use of bond proceeds and adopted bond projects.
- The Vehicle Replacement Fund is projected to receive \$150,000 in revenues which includes: \$150,000 as a transfer from the General Fund; expenditures are projected to be \$150,000 in capital outlay.
- The Park General Obligation Bond, Series 2021 Capital Project Fund, is projected to receive \$413,746 in revenues which includes a use of \$3613,746 of fund balance reserves; expenditures are projected to be \$41,746 which includes: \$357,326 in personnel expenditures, \$56,420 in operating expenditures. Refer to the fund section of the budget for details on the use of bond proceeds and adopted bond projects.
- The Stormwater Fund is projected to receive \$4,890,000 in revenues; expenditures are projected to be \$3,851,630, which includes: \$369,004 in personnel expenditures, \$1,307,470 in operating expenses, \$1,600,000 in capital outlay, \$575,156 in debt service, and \$1,038,370 to fund balance.
- The Parking Fund has no projected revenues or expenditures as of Ordinance 2023-08. In FY 2024, the parking revenues and expenditures are presented as part of the General Fund.
- The Other Post-Employment Benefits Fund is projected to receive \$400,000 in the form of an operating transfer-in from the General Fund; expenditures are projected to be \$10,000 in operating expenses.
- The Pension Fund has no projected revenues or expenditures as of Ordinance 2023-15 repealing Ordinance 2021-02 Retirement System for Elected Officials.

Summary Of Major Budget Highlights

There are some expenditures that remain out of our purview such as the effects of the COVID-19 pandemic, medical and insurance costs, and legislative/policy actions at the federal and state levels that may impact our financial forecasts, but with a proper budget plan the City may mitigate the impact of these challenges.

Our tax dollars are improving the City by:

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

The FY 2024 Adopted Budget contains funding for on-going services to the community. The following are the highlights:

- Continue roadway construction, milling, resurfacing, and beautification projects
- Citywide intersection improvements
- Restoration of landscaping on median bullnoses, traffic circles and entry monuments citywide
- Continue mailing of newsletter to all homes to strengthen communication campaigns
- Expand advertising, marketing, and strategic partnerships to strengthen branding and business attraction in local, regional, and new markets; this includes funding for the completion of a Media and Communication Master Plan
- As per the City's Pavement Rehabilitation Master Plan, continue with road resurfacing and restoration of damaged sidewalks
- Computer device upgrades for Departments to optimize use of new technology and improve efficiency; along with city wide AV systems improvements to conference/ meeting rooms
- City wide Business Process Improvement initiatives, and best practices to reduce waste and cost, and improve efficiencies and quality of service
- Improve customer service through training programs
- Funding for an update to the Parks Master Plan

Details of the adopted expenditures are included within each departmental narrative in the adopted budget sections of this book.



Conclusion

As your City Manager, I would like to express my sincere appreciation to the members of the City Council for their continued guidance and support throughout the development of this adopted budget. This is a budget that will deliver the quality services that our residents expect while retaining the City's strong financial position.

I want to thank everyone who assisted in the development of this year's budget, including the department directors and all City departments. Special recognition is extended to the Finance Department for their outstanding efforts in the development of this budget, as well as, managing the public dollars entrusted to be used in a prudent manner.

The FY 2024 Adopted Budget was formally presented to City Council at the first public hearing on September 5, and again on September 20, 2023, at City Hall Council Chambers. I look forward to working with you, our neighbors, and our team of public servants as we move forward as a City into our next fiscal year.

Barbara C. Hernandez

City Manager



Strategic Plan

The City of Doral developed a strategic plan that will guide and inspire the organization over the next 3-5 years, driven by a unified vision and shared values, aligned by organizational goals and objectives, and accountable by the specific actions and initiatives required to achieve them.

The objective and deliverables of the strategic work are structured into three steps: **AIM, ALIGN, and ACHIEVE.**



TERMINOLOGY USED IN THIS PLAN

Strategic goals:

Strategic goals provide direction, focus, and a way to measure progress and success, as well as help align all efforts and actions towards the overall mission and vision of the organization. They serve as a roadmap for decision-making and resource allocation and help to ensure that all efforts and actions are aligned with the overall mission and vision of the organization.

Key metrics/performance indicators (KPI):

Performance metrics used to track progress of strategic goals.

Key Initiatives:

Prioritized initiatives and projects to be executed in support of achieving the strategic goals. Key initiatives are part of a strategic plan which also includes detailed actions and milestones.

Vision statement:

A statement that outlines the desired future state of the community and the goals that the city is working towards achieving.

Mission statement:

A statement of purpose and communicates the City Councils' current key objectives and/or services to meet the needs of its citizens and community.

Values:

Organizational values are the shared beliefs and principles that guide the behavior, decisions, and actions of city officials, and employees serving the community.



Vision

The premier city to live, work, learn, and play.

Mission

To serve our city by continuously enhancing quality of life through community engagement, exceptional service, and accountability.

Values

- Integrity
- Family
- Excellent Service
- Communication
- Teamwork

STRATEGIC GOALS





 **Public Safety**

Public safety is essential for creating a healthy, vibrant, and prosperous city. It helps to protect lives and property, maintain social order, support economic growth, foster community engagement, and improve the overall quality of life for residents.

Goal: Ensure the well-being and security of residents and visitors by reducing crime, preventing accidents, and responding effectively to emergencies. This includes a broad range of considerations, such as policing, adequate lighting, and other infrastructure-related measures.

Key Metrics/Performance Indicators	FY 23 - 24
Routine Police Response Time	8 minutes or less 90% of the time
Emergency Police Response Time	6 min or less 90% of the time
Crime Rate Reduction	5% decrease from last year

 **Exceptional Service**

Provide high-quality and responsive services to all residents. Exceptional service means going above and beyond basic service delivery to exceed resident expectations, foster trust and confidence in government, and build a strong sense of community.

Goal: Prioritize resident needs and interests, regularly seeking and responding to feedback, and continually striving to improve service delivery. Develop and implement innovative service delivery models, utilizing technology and data to improve efficiency and effectiveness, and invest in staff development and training.

Key Metrics/Performance Indicators	FY 23 - 24
Response Time to Inquires from Businesses/Residents	Within 24 hours for 90% of inquiries
Customer Satisfaction Surveys	90% or higher satisfaction rate
First Contact Resolution	90% of issues resolved during initial contact

 **Transportation**

Providing transportation solutions is essential for creating a healthy, vibrant, and prosperous city. It enhances economic development, improves access to services, promotes equity and inclusion, reduces congestion and emissions, and enhances the quality of life for residents.

Goal: Develop and implement a comprehensive transportation master plan that considers the needs of all users, including pedestrians, cyclists, public transit riders, and motorists. This plan should include a mix of all transportation modes, including public transit, cycling infrastructure, pedestrian walkways, and roads and highways.



Key Metrics/Performance Indicators	FY 23 - 24
Increase Transit Ridership	10% over previous year
Road Safety Enhancements	7% reduction of traffic incidents
Overall Trolley Performance	95% overall customer satisfaction



Parks and Recreation

Develop and maintain a comprehensive parks and recreation plan that considers the needs of all residents. This plan includes the development and maintenance of parks, playgrounds, sports fields, community centers, trails, and other recreational facilities as well as a diverse range of programming options that appeal to all ages, interests, and abilities.

Goal: Create and maintain high-quality, safe, and accessible parks, open spaces, and recreational facilities, and provide engaging and enriching programming options that promote public health, enhance quality of life, and support economic development in the city.

Key Metrics/Performance Indicators	FY 23 - 24
Green Space Expansion	2+ locations identified
Recreational Facility Maintenance (implement regular maintenance)	90% satisfaction rate from survey
Customer Service Trainings	2x per year



Revenue Growth

Generating revenue from various sources is essential for the city to provide exceptional services to its residents. By funding infrastructure projects, public safety, economic development, and quality-of-life initiatives, the city can create vibrant and prosperous communities that support the health, safety, and well-being of all residents.

Goal: Raise sufficient funds to support the delivery of services and programs to residents, while also ensuring financial stability and sustainability over the long term. This requires a balanced approach that prioritizes responsible fiscal management, transparency, community engagement, and equity.

Key Metrics/Performance Indicators	FY 23 - 24
Increase Sponsorship Revenue	25% increase from FY 22-23



STRATEGIC INITIATIVES

The City of Doral's strategic initiatives aim to enhance economic development, community safety, sustainability, and quality of life for its residents and businesses.

Public Safety

1. Increase Police Staffing

Increase police staff by 5% this fiscal year. Additional police will be utilized to increase police visibility throughout the city in order to deter crime and create continuous presence at several areas like CityPlace and Downtown Doral.

2. Additional Lighting

The City will benefit from a liaison with FPL to decrease the amount of non-functioning lights throughout the city. This will create an environment where pedestrians and cyclists will feel safer using the sidewalks and bike lanes. Increased visibility in the streets will decrease the likelihood of certain crimes taking place. The City will conduct quarterly inspections of streetlights on public and private properties resulting in a 10% reduction in nighttime crime incidents.

3. Traffic Safety Enhancement

The City is committed to lowering the number of traffic accidents by 5% through targeted enforcement and road safety awareness campaigns.

4. Leverage Technology (License Plate Readers)

Install license plate readers at four perimeter intersections to achieve 100% city perimeter visibility by the end of the year. It will provide real-time tag information for all vehicles entering and leaving the city, thereby enhancing public safety for our residents.

License Plate Readers

- Intersection 1: 74 ST and 97 Ave
- Intersection 2: 90 ST and 107 Ave
- Intersection 3: 90 ST and 114 Ave
- Intersection 4: 58 ST and 79 Ave

5. Improve Infrastructure

Safety Improvements

Crosswalks: Create “high emphasis” crosswalks that will help to create a safer and more pedestrian-friendly environment. Improve visibility, signage, and consistency, prioritizing pedestrian needs, and reducing vehicle speeds.

- Using eye-catching designs
- Install prominent signage
- Use high-quality materials
- Install lighting
- Prioritize pedestrian safety

Bike Paths: Implement best management practices for bike path rider protection.

- Designate bike path and lanes
- Build physical barriers
- Signage and markings
- Ensure proper lighting



Stormwater Drainage

Improve storm water drainage by adopting a 25-year event storm water retention ordinance (currently 5-10 year event), by next fiscal year.



Exceptional Service

1. Beautification of the City

Beautification task force: Meet quarterly to enforce and encourage private property owners adjacent to main thoroughfares within the city to also take measures to beautify their properties.

Smart City: Ensure that all city technology projects align with the smart government guidelines for sustainability and resiliency to enhance quality of life as well as the beautification of the city.

2. Education Plan

Building Department: Work with Public Affairs to inform and educate customers on Building Department processes and procedures to promote exceptional service.

Host annual Department Fair: Host a yearly department fair and invite the community to learn about key city departments, provide on-site service, and answer questions. To be completed Q2 of FY 2024.

More video content: Work to engage and inform the community by increasing the number of video content by 5% compared to previous year.

3. Comprehensive Communication Plan

Develop a Communications Plan to identify processes and centralize and unify messaging across the organization for all uses. Plan will include:

Weekly email newsletter: Highlights items of public interest (Parks, Business Resources, Upcoming Events, Council Initiatives, etc.)

Establish partnerships: Partner with organizations (private, community, media) to communicate more effectively with the community at large.

Newsletter delivery through postcards with QR codes: Replace print bi-annual newsletter with a more cost-effective alternative - mail postcards with QR code for residents to easily scan to access the full newsletter digitally.

Activity Highlights: There will be work with Public Affairs to spotlight a minimum of one activity or project per month, including attendance at HOA meetings and coordinating outreach activities with the objective to drive more awareness in the community.

4. Retain and Attract Talent

Disability Policy: Make modifications to the current disability policy and provide supervisory training by the 3rd quarter of the year.

Expand City Wellness Program: Increase the City's current wellness status by expanding the wellness program for Public Safety participation within the 2nd quarter of the fiscal year.

Benefits: Enhance the current benefits plan by promoting flexible schedules within the 2nd quarter of the fiscal year.

Succession Planning: Ensure exceptional service to the community by developing and implementing an internal succession plan to retain and attract talent, ensure continuity of operations and reduce department attrition to be completed by the 4th quarter of the fiscal year.



Transportation

1. Improve Trolley Service

Increase the number of Doral Trolley fleet by 5 vehicles by the 4th quarter of Fiscal Year 2023-24. The goal is to reduce traffic congestion, improve trolley service reliability, and reduce service headway. Note: This will be a repetitive goal for the next 3 to 4 Fiscal Years to be able to expand the Doral Trolley service as provided in the adopted February 2020 Doral Trolley / SMART Plan Coordination Study.

2. Updated Pedestrian Multi-Use Path Plan

Complete the 2023 Transportation Master Plan Update by the second quarter of Fiscal Year 2024-25. The Transportation Master Plan Updated will include the updated Pedestrian Multi-Use Path Plan which was first developed in the 2009 City of Doral Bikeway Network Plan. Once the Pedestrian Multi-Use Path Plan is updated, the Public Works will budget funds for the implementation of the proposed improvement as part of the 5-year Capital Improvement Plan (CIP).

3. Expand On-Demand, Door-to-Door Transit

Develop the On-Demand door-to-door transit Request for Proposal (RFP) in the third quarter of Fiscal Year 2022-23. The new contract term will look to expand the current on-demand, door-to-door transit service beyond the Downtown Doral and surrounding areas to potentially cover the entire City while complementing the Doral Trolley Service. The expansion will assist in reducing parking demands and provide first and last mile transit options.



Parks and Recreation

4. Creation of Cultural Arts Division

The Parks & Recreation Department will work with Human Resources to create a Cultural Arts Division within the department and hire the necessary staff in the upcoming FY 23-24 budget. This will provide dedicated staff that focus and specialize in cultural arts programming to continue to enhance offerings to the community.

5. Increase Community Programming

Increase and diversify programming offered, specifically focusing on senior citizen and special needs groups to allow more opportunities for residents to receive services and participate in a variety of activities.

6. Complete Doral Central Park

Work with the Project Management Team, architect and contractor to open Phase 2/3 by Summer 2024 and Phase 4 by 1st quarter of 2025.

7. Updated the Parks Master Plan

Advertise a solicitation to select a firm to work on an update to the Parks System Master Plan by the end of 2024. Work with the selected firm to conduct community and department outreach/feedback to create an update to the City's Park System Master Plan, focusing primarily on people and programs, as well as creative ways to expand services with park limited space by the end of 2025.



Revenue Growth

1. **Annexation / Reduce Mitigation Schedule**

The annexation of Sections 6 and 15 is one of the most important initiatives of the City of Doral due to its proximity to the city, economic development significance, increase in property taxes and consistency with the comprehensive plan. The City of Doral should work closely with Miami-Dade County Board of County Commissioners and staff to reduce the mitigation schedule from seven (7) years to four (4) years, obtain approval from Miami-Dade County Board of County Commissioners and complete the interlocal agreement by 2024.

2. **Acquire Affordable Land**

Identifying, acquiring, and developing lands in the city for “land banking” is vital for generating funds to maintain the level of service for our parks and recreation programs, open spaces, environmental sustainability, quality of life, and for attracting new to market businesses to the City of Doral.

3. **Create Division to Manage City-wide Sponsorships**

The establishment of a centralized sponsorship database provides the city with an efficient and cost-effective tool for corporations, small businesses, and NGOs to be matched with city sponsored cultural events, senior programming and special events benefitting the entire community. Staff will contact comparable municipalities with either a centralized sponsorship program or a similar initiative to develop and implement the city’s centralized sponsorship program operating standards. The administration shall implement the City’s “Centralized Sponsorship” by the end of the 2024 calendar year.

4. **Identify taxes and fees that the City is entitled to receiving**

Taxes and fees are one of the most significant revenue streams used by the city to finance the operating budget, debt service, and unfunded mandates or projects responsible for maintaining the city’s level of services and quality of life. By 2024, the Finance Department will conduct a comprehensive study of potential taxes and fees from federal, state, county and local programs that are available to the City of Doral.

5. **Working on Mixed Use Project which generates Revenue through P3**

By no later than the close of fiscal year 2025, staff in conjunction with the elected officials and residents shall prepare a list of no more than three (3) potential P3 projects (i.e., mobility hub) in order to expand the city’s existing infrastructure capability to accommodate the demographics and economic growth; and enhance the city’s general revenues.

6. **Identify Redevelopment Projects consistent with Comprehensive Plan**

By 2025, the City of Doral shall implement an economic development element to the comprehensive plan with specific goals, objectives and policies to ensure that the future redevelopment incorporates uses that are consistent with the community vision, contribute to the city taxbase, and have minimal impacts on existing infrastructure.

7. **Update Park, Road, and Police Impact Fees**

The establishment of impact fees is an efficient way for new development to pay for all or a share of the costs of providing public services, and to upgrade the impacted infrastructure. Staff shall review and update annually, if necessary, the city’s park, police and road impact fees to ensure that new developments are paying the actual costs of infrastructure improvements. In 2024, staff shall develop a legally binding methodology that simplifies the collection of local road impact fees.



STRATEGY SCORECARD

Staff developed the City of Doral Community Dashboard in early 2023. The intent of the dashboard is to provide a high-level look at the performance of each of the City’s strategic outcomes.

This dashboard reinforces the City’s commitment to accountability, transparency in government, and continuous improvement. Through the community dashboard and other performance measurement initiatives, we monitor our progress toward community goals. Every measure on the dashboard has a target by which each performance is evaluated. The dashboard is updated quarterly and is reviewed by the City’s senior staff and department heads. An overview of the results are provided to the Council during a workshop. The purpose is to understand the performance of each outcome and to determine where actions and steps must be taken in order to improve results. Targets are updated annually as part of the budgeting process. They are finalized prior to the publishing of the first quarter’s results.

The City’s Strategic Plan contains specific initiatives which address concerns in the community while also continuously improving results within each outcome. During the annual Strategic Planning Workshop, staff align the strategic initiatives with each of the strategic goals. The intent of this activity is to clearly display the City’s performance toward the achievement of each of the strategic goals. Where desired results are not delivered, staff will evaluate the proper actions to take in order to improve performance.





Guide for Readers

The Fiscal Year 2023-2024 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, 2023 through September 30, 2024. The departmental budget sections provide goals, objectives, and activity reports for each department.

The Budget as a Financial Plan

As a financial plan, the budget details the costs associated with providing municipal services and how the services will be funded. The General Fund Section includes a summary and detailed description of all revenues and expenditures. The budget document explains the underlying assumptions for the revenue estimates and discusses significant revenue trends. In addition, there is discussion of the City's accounting structure and budgetary policies. The City of Doral, as virtually every other government, has provisions for amending the budget during the fiscal year. This is essential as priorities change and emergencies are encountered requiring the revision of the yearly budget. This is a normal and wise practice that is essential for the City to be able to reflect the changing priorities of its community.

The Budget as an Operations Guide

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

The Budget as a Communication Device

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



How to Use this Document

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

Organization of this Book

The main Table of Contents starts on page 7 and provides an overview of the different sections of the book.

The City of Doral's Annual Budget is divided into different sections: Introduction, Budget Overview, General Fund Budget, Special Revenue Funds Budget, and Other Funds.

Introduction – This section contains the City Manager's Budget Message, Strategic Plan, Guide for Readers, How to Use this Document, and a Government history, overview, organizational chart, and a position summary.

Budget Overview – This section contains a discussion of our financial policies, an overview of the budget process and an introduction to fund budgeting for Fiscal Year 2024, as well as, the Capital Improvement Element and Five-Year Financial Plan.

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

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

Other Funds – This section contains a detailed revenue and expenditure summary for the Parks Impact Fee Fund, Police Impact Fee Fund, Development Services Technology Fee Fund, Building Fund, Public Arts Program Fund, American Rescue Plan Act Fund, Bond Debt Service Fund, Capital Improvement Fund, Infrastructure Replacement Fund, General Obligation Bond Fund, Series 2019, Vehicle Replacement Fund, General Obligation Bond Fund, Series 2021, Stormwater Fund, and Other Post-Employment Benefits Fund..

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



Sample Department Section for FY 2024 Budget

1. Title

Indicates the name of the department

2. Table of Organization

An organizational chart showing the breakdown of divisions and staff headcount for the department.

3. Department Function

A brief description of the department's mission or purpose, overview of major duties, services or functional responsibilities.

4. Accomplishments (for Prior Fiscal Year)

List of prior year accomplishments and status of current year budget initiatives that support the City's Strategic Goals.

5. Objectives (for Future Fiscal Year)

Lists anticipated accomplishments for the department as they relate to the City Council's Budget Priorities and Strategic Goals by area. When applicable, the objective should be specific, measurable, aggressive/attainable, results oriented and time bound.

6. Activity Report

This communicates the activity or performance data for the department, focusing on results and accomplishments that link to the department's goals and objectives.

7. Strategic Priorities Chart

This chart lists the department's strategic priorities linked to a specific area of the City's Strategic Plan, along with the associated project description and cost for that fiscal year.

8. Budget Highlights

List of enhancements, initiatives, or significant changes in expense budget line items of the department's proposed or adopted budget. (Reflect budget line items that have a variance of +/- 5%).

9. Authorized Positions Chart

A summary of budgeted positions counts that includes budgeted for two prior years, current year budgeted, proposed, or adopted budget and annual salary figure.

10. Budget Summary

A summary of budgeted revenues and expenditures that includes actuals for two prior years, current year budgeted, current year actuals, year-end estimates and proposed or adopted budget.



Government

The Doral City Council consists of a Mayor and four Council Members. Elected at large, the Mayor serves a four-year term and the four Council Members serve staggered four-year terms. Under the City's Charter, the City Council is the policymaking body. Authority is vested in the Council to enact ordinances, hold public hearings, approve contracts, establish assessments, and authorize construction of all public improvements. Doral operates under a Mayor-Council-Manager form of government. The Council, which is elected at large, is responsible among other things, for passing ordinances and resolution, adopting the annual budget, appointing the City Manager, City Clerk and City Attorney. The City Manager is responsible for carrying out the policies and ordinances of the Council, for overseeing the daily operations of the government, and for appointing the heads of various departments.

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

Tax Authorities

Taxing Authorities Set Tax Rates

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

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

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

Tax Limitations on County Commission and Cities

- **Non-Homestead Cap:**
Constitutional Amendment 1 limits increases in the annual assessment of non-homestead properties to 10%.
- **Save Our Homes:**
Amendment 10 is a benefit of the homestead exemption, which limits the maximum that the assessed value of a home can be raised to 3%, or the CPI, whichever is lower (with some exceptions).
- **Granny Flat Assessment Reduction:**
Homestead property owners who add living quarters for a parent or grandparent can apply to have all or part of the value of the new construction deducted from the assessment.
- **Portability Transfer of Homestead Assessment Difference:**
Homeowners can transfer the difference between the assessed and market value from their previous Homestead Property to another Homestead Property, up to \$500,000.



The Millage Rates of the Taxing Authorities

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

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



City History



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

As Doral's very first structure, the Doral Hotel and Country Club became the area's hot spot. In the second year of operation, the Kaskels hosted the first Doral Open Invitational, Florida's major PGA event. Alfred offered \$50,000 in prize

money to attract well-known golfers. To put it in perspective, according to the South Florida Golf Foundation, there were only three other tournaments being held in Florida at the time with a combined total of \$65,000 prize money. Today, the resort is owned and operated by the Trump Organization and called "Trump National Doral Golf Club", it is internationally famous for its golf courses and hosted many annual PGA Tour Tournaments.

Beginnings of a Community

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

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





Construction Boom

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



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

Rapid growth and local issues during the early 1990s inspired a movement to incorporate the area. And, although the initial efforts for incorporation met with resistance from Miami-Dade County and the process was long and arduous, the City successfully incorporated on January 28th, 2003. Ninety-two percent (92%) of the registered voters of Doral voted to adopt the municipal charter and thus created the City.





Present Day

Recognized as an epicenter of international trade and commerce, Doral is well known as an excellent place to do business. With a business district among the most vibrant in South Florida, and the Miami Free Zone offering duty-free warehouse space that attracts international trade, it's no wonder that Doral's economy represents many different sectors including logistics, health and hospitality, flower imports, and the number one tile district in the country.

With more than 81,000 residents currently living in Doral and recognizing that the City will continue to grow overtime, the goal is to have a park within a short walking distance from most residences serving the recreational needs of all residents regardless of age, interests, or capabilities. Since voting in favor of the Park Bond on November 6, 2018, City Council and Staff have been fast at work to provide the quality parks desired. Park projects and improvements funded by this bond include green spaces, nature areas, sports fields, play areas, infrastructure, aquatics facility, community center, cultural amenities, walking/biking trails, specialty recreation areas, and safety features.

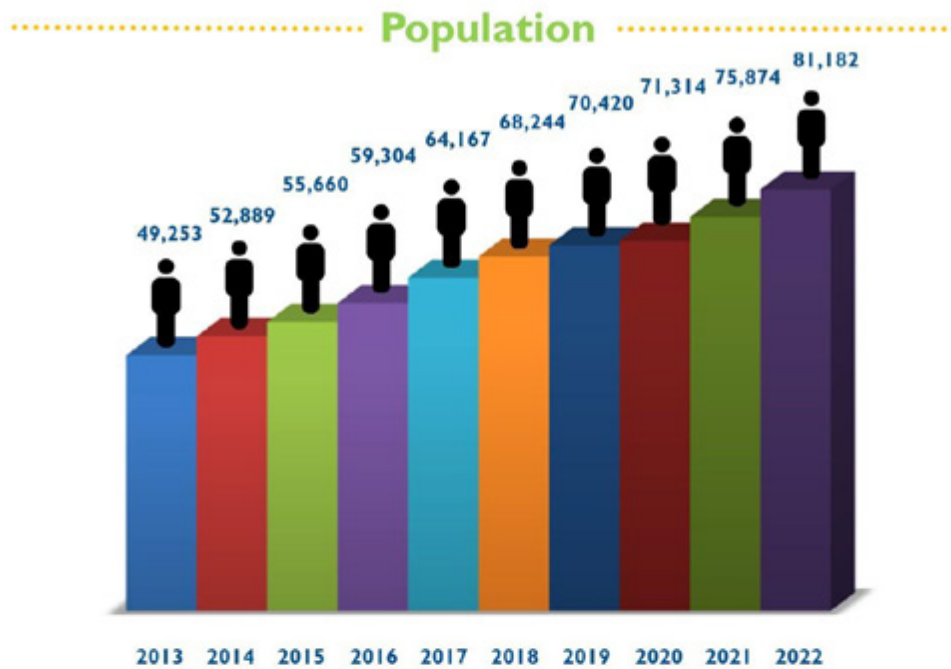
The City of Doral is committed to its mission "To serve our community by relentlessly pursuing the highest quality of life through the delivery of efficient, sustainable, transparent, ethical and accountable government" making Doral the premier place people are choosing "to Live, Work, Learn, and Play".





City Overview

The City of Doral was incorporated on January 28, 2003 and 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 81,182 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.



Source: City of Doral FY 2022 Annual Financial Report

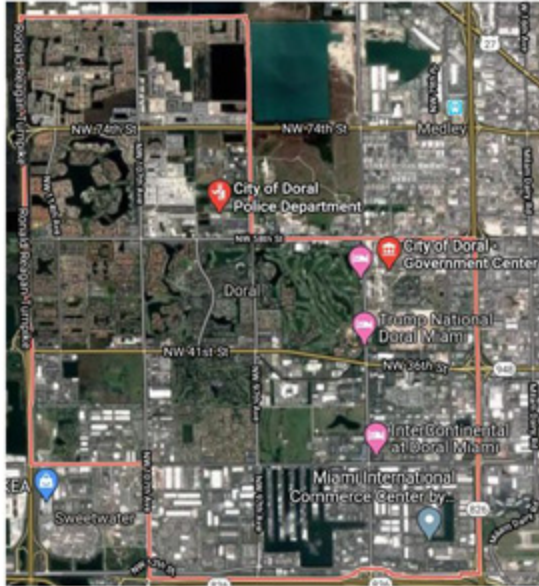
Median Family Income
\$77,774

Unemployment Rate
1.7%

Education

- ⇒ Over 10 Public, Charter, and Private Schools with "A" Grade Status
- ⇒ Over 10 Colleges, Universities, and Technical Schools





TOP EMPLOYERS

Over 2,000

Carnival Cruise Lines

500 - 1,999

Trump Endeavor 12 LLC

Leon Medical Center Inc

Walmart Stores East LP

Under 500

Amadeus North America LLC

Perry Ellis International Inc

Brinks Incorporated

Gold Coast Beverage LLC

Monat Global Corp

PUBLIC TRANSPORTATION & AREAS



17

Number of Trolleys



4

Number of Trolley Routes



165.89

Acres of Public Parks



26.18

Miles of Walking & Biking Trails



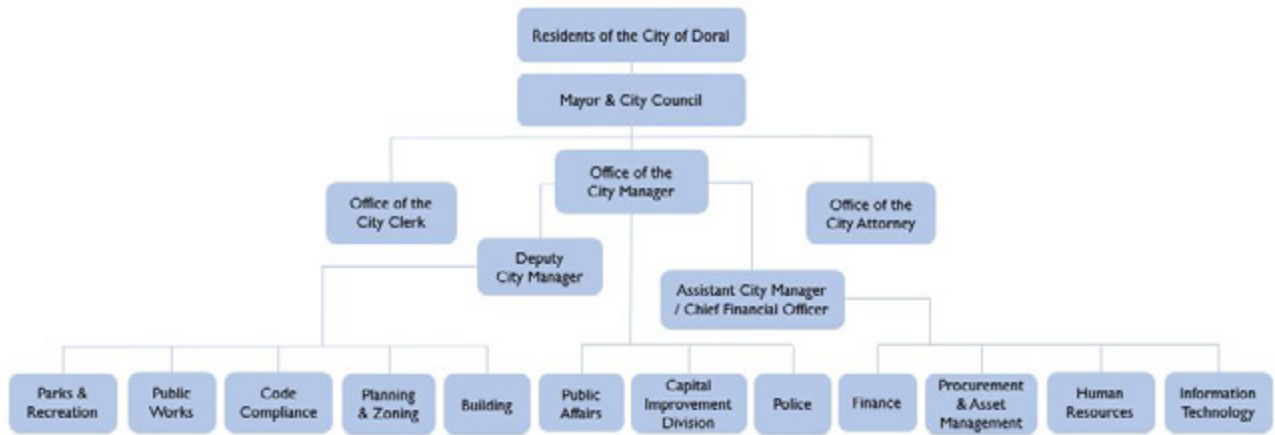
329.75

Miles of Streets





City of Doral Organizational Chart

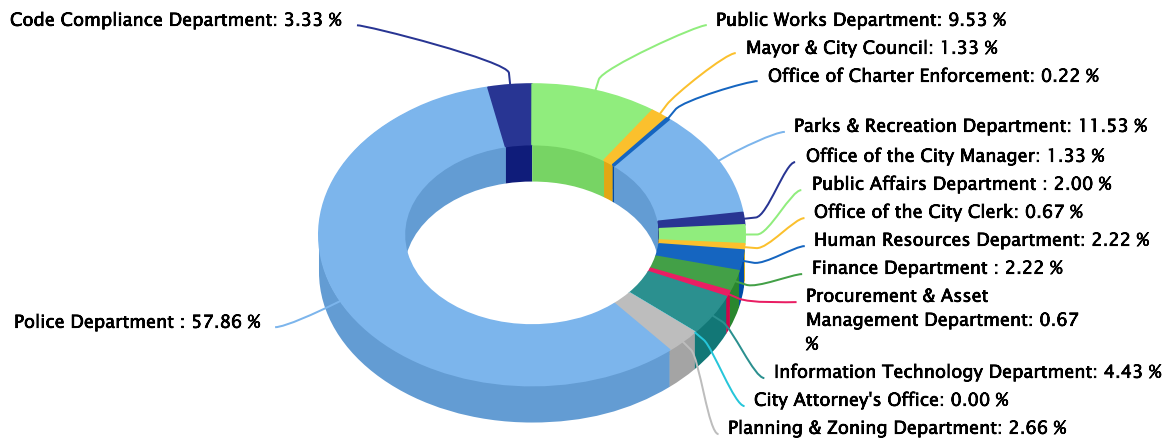




Consolidated Position Summary



General Fund Full – Time Headcount by Department





City of Doral				
Consolidated Position Summary				
Department	Amended Budget FY 2020-21	Amended Budget FY 2021-22	Amended Budget FY 2022-23	Adopted FY 2023-24
Mayor & City Council				
Charter Compensation	5	5	5	5
Full Time Salaries	5	5	6	6
Total	10	10	11	11
Office of the City Manager				
Administrative Salaries	2	2	3	3
Full Time Salaries	2	2	2	3
Total	4	4	5	6
Public Affairs Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	6	6	6	8
Total	7	7	7	9
Office of the City Clerk				
Administrative Salaries	1	1	1	1
Full Time Salaries	2	2	2	2
Total	3	3	3	3
Office of Charter Enforcement				
Administrative Salaries	-	-	-	1
Total	-	-	-	1
Human Resources Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	5	6	8	9
Other Salaries	6	6	6	6
Total	12	13	15	16
Finance Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	10	8	8	9
Other Salaries	1	-	-	-
Total	12	9	9	10
Procurement & Asset Management Department				
Administrative Salaries	-	-	-	1
Full Time Salaries	3	3	3	2
Other Salaries	-	-	-	-
Total	3	3	3	3
Information Technology Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	16	17	18	19
Other Salaries	-	-	1	-
Total	17	18	20	20
Office of the City Attorney				
Administrative Salaries	1	1	-	-
Full Time Salaries	1	1	-	-
Total	2	2	-	-



City of Doral				
Consolidated Position Summary				
Department	Amended Budget FY 2020-21	Amended Budget FY 2021-22	Amended Budget FY 2022-23	Adopted FY 2023-24
Planning & Zoning Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	10	11	11	11
Total	11	12	12	12
Police Department				
Administrative Salaries	1	1	1	1
Full Time Salaries - Sworn	180	181	190	190
Full Time Salaries	54	55	55	70
Other Salaries	1	-	-	-
Total	236	237	246	261
Code Compliance Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	14	14	17	14
Total	15	15	18	15
Public Works Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	37	37	42	42
Other Salaries	1	1	-	-
Total	39	39	43	43
Parks & Recreation Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	37	46	47	51
Other Salaries ⁽¹⁾	-	-	-	-
Total	38	47	48	52



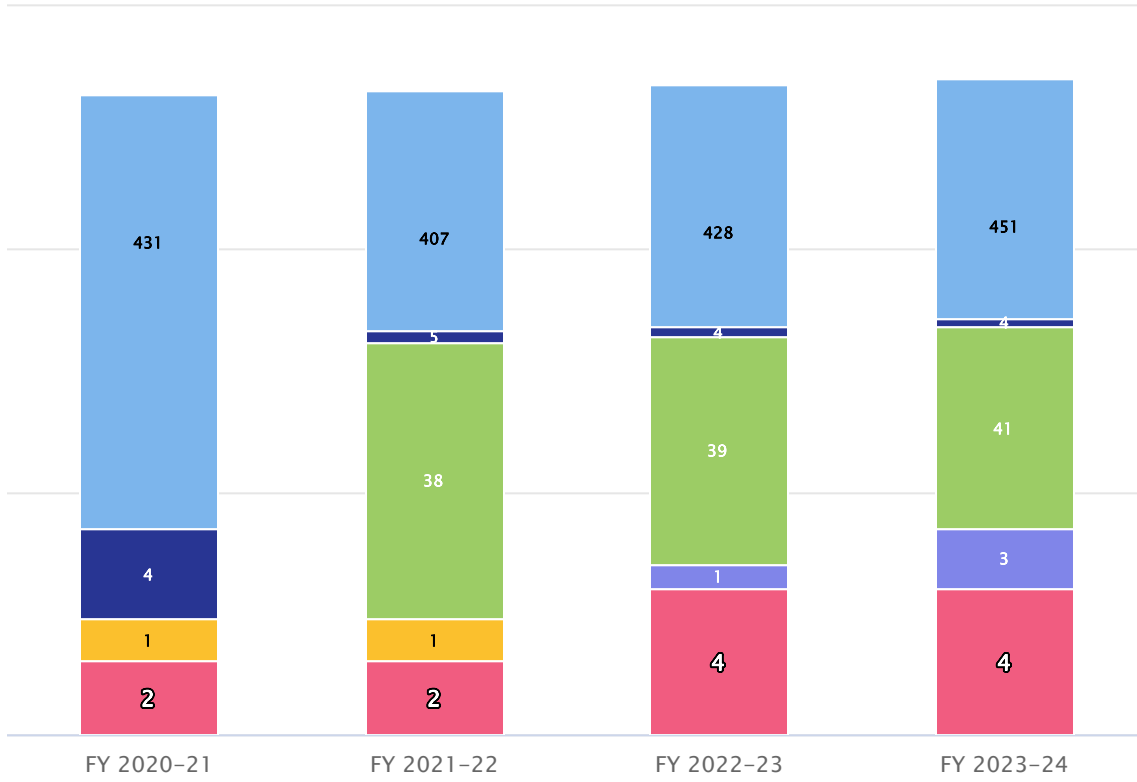
City of Doral				
Consolidated Position Summary				
Department	Amended Budget FY 2020-21	Amended Budget FY 2021-22	Amended Budget FY 2022-23	Adopted FY 2023-24
Transportation Fund				
Full Time Salaries	4	5	4	4
Total	4	5	4	4
Building Fund				
Administrative Salaries	1	1	2	1
Full Time Salaries	35	37	37	40
Other Salaries	1	1	1	1
Total	37	39	40	42
Parks G.O. Bond - Series 2019 Fund				
Full Time Salaries	1	1	-	-
Total	1	1	-	-
Parks G.O. Bond - Series 2021 Fund				
Full Time Salaries	-	-	1	3
Total	-	-	1	3
Stormwater Fund				
Full Time Salaries	2	2	4	4
Total	2	2	4	4
Councilmembers Total	5	5	5	5
Administrative - Full Time Total	14	14	15	16
Sworn - Full Time Total	180	181	190	190
Full Time Total	244	258	271	297
Other Salaries - Part Time Total	10	8	8	7
Grand Total (Excluding Councilmembers)	448	461	484	510

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



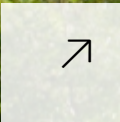
Full-Time Headcount by Fund

- General Fund
- Transportation Fund
- Building Fund
- Park G.O. Bond Series 2019
- Park G.O. Bond Series 2021
- Stormwater Fund





BUDGET OVERVIEW







Annual Budget Procedures

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

1. **BALANCED BUDGET.** Each annual budget adopted by the Council shall be a balanced budget.
2. **SPECIFIC APPROPRIATION.** The Budget shall be specific as to the nature of each category of appropriations. Reasonable appropriations may be made for contingencies, but only within defined spending categories.

According to Charter Section 4.06 – Appropriation Amendments During the Fiscal Year, Subsection (a) SUPPLEMENTAL APPROPRIATIONS and (b) REDUCTION OF APPROPRIATIONS, if, during any fiscal year revenues in excess of those estimated in the annual budget are available for appropriation, the Council may, by Ordinance, make supplemental appropriations for the fiscal year up to the amount of such excess. If, at any time during the fiscal year, it appears probable to the Manager that the revenues available will be insufficient to meet the amount appropriated, s/he shall report to the Council without delay, indicating the estimated amount of the deficit, and his/her recommendations as to the remedial action to be taken. The Council shall then take such action as it deems appropriate to prevent any deficit spending not covered by adequate reserves.





Budgeting And Accounting Basis

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

In Florida, it is a requirement that the budget submitted to the City Council is balanced. A balanced budget occurs when actual expenditures do not exceed received revenues.

As an operations guide, the budget details how departments and the general fund are organized. The budget informs the reader of all the activities, services and functions carried out by each department. Additionally, the budget provides for performance measurements of organization-wide objectives to aid in monitoring the progress of the City.

Budget Basis

The basis of budgeting determines the timing for reporting measurements made on a cash or accrual basis in the City's financial statements. As defined in the National Council on Governmental Accounting (NCGA) Statement I, the basis of accounting refers to when revenues, expenditures, transfers, and the related assets and liabilities are recognized in the accounts and reported in the financial statements. The accounting basis determines when the economic consequences of transactions and events are reflected in financial statements. The City uses a Cash Basis Accounting for budgeting; however, the City's financial statements are prepared in conformance with GAAP.

Accrual Basis Accounting

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

Modified Accrual Basis Accounting

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

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

Cash Basis Accounting

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

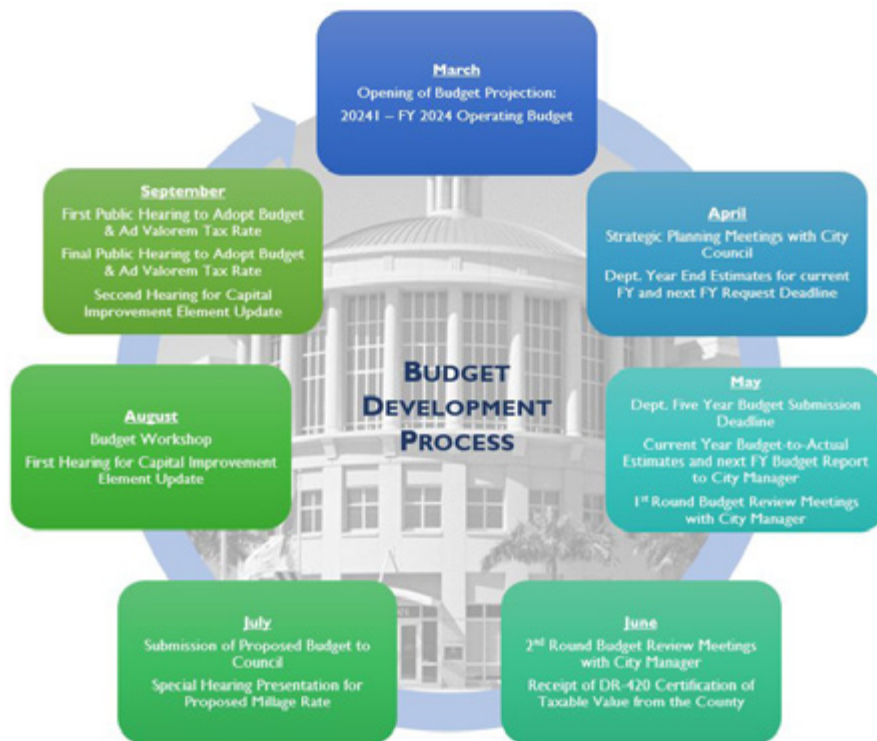


Budget Schedule

The Office of the City Manager and the Finance Department are responsible for the development of the annual budget. As the schedule in the following page details, the budget process begins in March with Council’s Strategic Planning session. In March, the budget request forms are distributed to all departments. All departments are responsible for compiling budget figures, which are then reviewed and adjusted by the City Manager during a series of inter-departmental meetings. A key component of the budget process is our dependence upon the State, grants, and entitlements. Estimates for these revenue sources are provided by the State of Florida in late June and early July. The City incorporates the latest projections available into the budget.

The City Council must adopt a preliminary millage rate by August to be used on the Notice of Proposed Taxes which is mailed to all property owners by 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.

The annual budget affects where residents live and work. It is important that residents provide input throughout the budget planning process, as their input further strengthens and creates transparency between the community and the City. The strategic planning sessions, budget workshops, and the City’s first and final Budget and Millage hearings are open to the public, where residents are able to voice their needs and concerns. As part of the City’s commitment to improving transparency, Open Finance is used in providing a guided view through complex financial information and can be found here.





FY 2023-2024 BUDGET CALENDAR

Date	Responsibility	Action Required
March 31, 2023	Finance Department	Opening of Budget Projection: 20241 - FY 2024 Operating Budget
April 6, 2023	City Council City Manager Department Heads	Strategic Planning Meetings with City Council
April 19, 2023	Finance Department Department Heads	Deadline for Submission of Department's Year-End Estimates for FY 2023 and FY 2024 Requests (including Budget Worksheets & IT Requests).
May 5, 2023	Finance Department Department Heads	Deadline for Submission of Department's Year Five Year Budget (FY 2025 -2028).
May 17, 2023	City Manager Chief Financial Officer	FY 2023 Budget-to-Actual Estimates and FY 2024 Budget Requests Reports to City Manager.
May 22-26, 2023	City Manager Chief Financial Officer Department Heads	1st Round of Departmental Budget Review Meetings with City Manager.
June 7-9, 2023	City Manager Chief Financial Officer Department Heads	2nd Round of Departmental Budget Review meetings with City Manager.
June 30, 2023	Miami-Dade County Property Appraiser	Receipt of DR-420 Certification of Taxable Value from the County.
July 7, 2023	City Manager Chief Financial Officer	Last day to update projections for proposed budget. Additional revisions, if needed, will be taken to Budget Workshop
July 31, 2023	City Council City Manager	Submission of Proposed Budget to the City Council.
July 31, 2023	City Council City Manager Chief Financial Officer	Special Hearing Presentation of Resolution setting Proposed Millage Rate for 2024 and announcing the First and Second Budget Public Hearing Dates.
August 4, 2023	City Manager Chief Financial Officer	Last day to advise the Property Appraiser's Office of the Proposed Millage Rate, Current Year Rollback Rate, and Public Hearing Dates.
August 14-15, 2023	City Council City Manager Chief Financial Officer Department Heads	Budget Workshop & 5 year Presentation
August 16-18, 2023	City Council City Manager Chief Financial Officer Department Heads	Departmental Budget Review with Mayor and Council upon request
August 23, 2023	City Council City Manager Planning & Zoning	First Hearing of the 2024 Capital Improvement Element Update
September 5, 2023*	City Council City Manager Department Heads	First Public Hearing to Adopt Budget and Ad Valorem Tax Rate
September 20, 2023*	City Council City Manager Department Heads	Final Public Hearing to Adopt Budget and Ad Valorem Tax Rate. Second Hearing of the 2024 Capital Improvement Element Update.

* Final approval of this date subject to County and School Board Hearing date (FS Section 200.065)



Financial And Budgetary Policies

Overview

The financial and budgetary policies of the City are intended to guide elected officials, the City Manager and staff in their on-going role as the financial stewards of the City. The policies guide essential decisions affecting the 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.

1. To guide City Council and management policy decisions with significant fiscal impact.
2. To set forth operating principles to minimize the cost of government and financial risk.
3. To employ balanced and equitable revenue policies that provides adequate funding for desired programs.
4. To maintain appropriate financial capacity for present and future needs.
5. To promote sound financial management by providing accurate and timely information on the City's financial condition.
6. 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.
7. To ensure the legal use of financial resources through an effective system of internal control.

Financial Policies

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

Accounting, Auditing And Financial Reporting Policy

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

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

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

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

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

Operating Budget Policies

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

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

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

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



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

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

Capital Improvement Policies

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

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

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

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

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

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

Debt Management Policies

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

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

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

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

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

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

Investment Policies

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

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

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

Revenue Policies

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

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



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

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

Capital Assets Policy

The dollar amount to be capitalized is a unit cost of \$2,500 or greater and useful life exceeding one year. Fixed assets include equipment, computers, furniture and vehicles.

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

Asset classifications and useful lives:

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

Purchasing Policy

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

Items covered by this policy:

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

Competitive bid and purchase order requirements:

1. Purchases of less than \$10,000 **do not require:**
 - a) Competitive bids or,
 - b) Inclusion in the original budget or require approval from the City Manager.
 - c) However, purchase orders must be obtained before expenditure is made or funds committed.
2. Purchases more than \$10,000 but less than \$30,000 **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 in excess of \$30,000 **require:**
 - a) Competitive bids,
 - i. However, the City Council may waive this requirement.
 - b) City Council award.



- c) Purchase orders must be obtained before expenditure is made or funds committed and approved by the City Manager.

For competitive bid requirements, the City Manager shall direct that:

1. Bid proposals, including specifications, be prepared.
2. Sealed bids shall be solicited from a minimum of three persons or firms engaged in providing the goods or services that the City is seeking.
3. Publish a public invitation to bid.
4. Bids will be awarded to the lowest most responsive bidder as determined by the City Council or the City Manager.
5. The City has the right to reject any or all bids.



Fund Balance

The City of Doral has determined it to be a sound, financial practice to maintain adequate levels of unrestricted fund balance in its General Fund in order to mitigate current and future risks such as revenue shortfalls and unanticipated expenditures, as well as, to ensure stable tax rates. Additionally, the City believes that adequate unrestricted fund balance levels are a critical consideration to the City's long-term financial planning.

What Is Fund Balance?

Fund balance acts like a "savings account." The budget estimates revenues and appropriations for the current fiscal year. Often revenues and appropriations do not match exactly at the end of the fiscal year. When a fund ends the fiscal year with a surplus, that money gets added to the fund balance. If the year ends with a deficit, then that amount of money gets taken away from the fund balance in order to help balance the budget. The City has fund balances for all seventeen (17) different funds: General fund, Transportation fund, Park Impact Fee fund, Police Impact Fee fund, People's Transportation Plan fund, Development Services Technology Fee fund, Building fund, Public Art fund, American Rescue Plan Act fund, Bond Debt Service fund, Capital Improvement fund, Infrastructure Replacement fund, General Obligation Bond, Series 2019 fund, Vehicle Replacement fund, General Obligation Bond, Series 2021 fund, Stormwater fund, and Other Post-Employment Benefits fund..

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

Use Of Funds

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

To pay for unexpected expenses or to make up for revenue shortfalls.

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

Fund Balance Dangers And Traps To Avoid

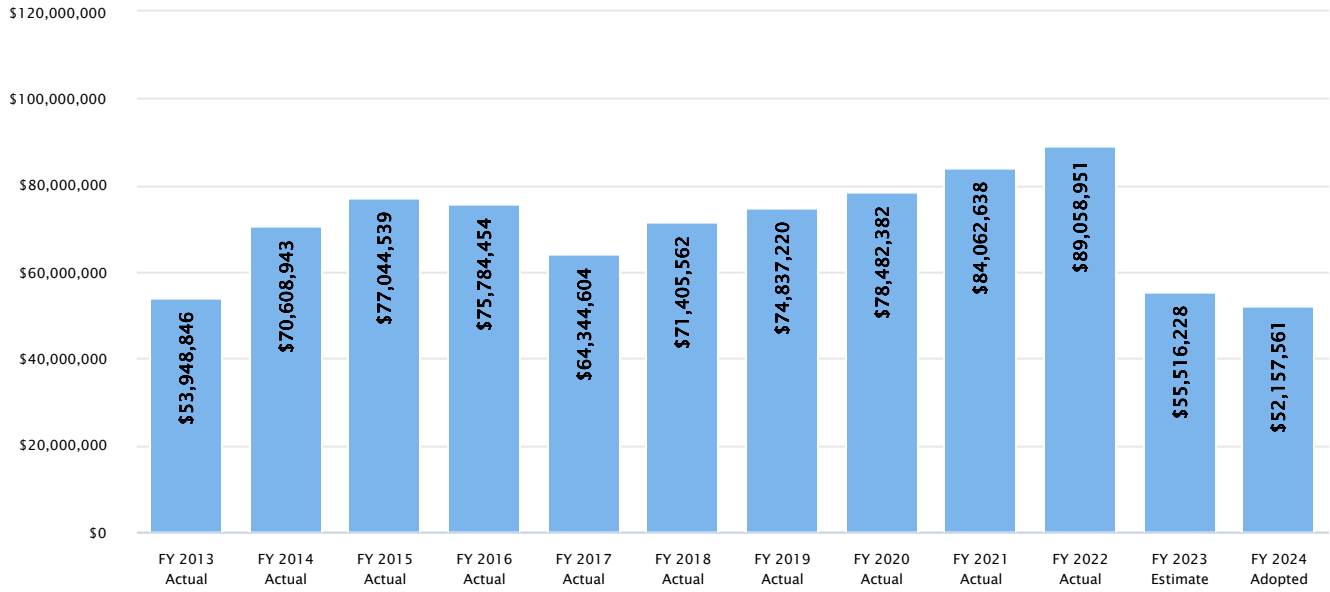
A well-managed fund balance can be a strong asset that gives the City a great deal of financial and operational flexibility. A mismanaged fund balance creates a vast array of problems that negatively affect the City's service delivery, limits its ability to respond to community needs, erodes the public's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

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



Fund Balance – General Fund

General Fund Balance – History & Projection





Fund Structure

Fund Structure					
Fund Name	Fund Type	Purpose	Revenue	Budgeting Basis	Accounting Basis
Governmental Funds					
General Fund	Major Governmental Fund	Account for the cost of general operations of the City.	Primarily from general property taxes, franchise fees, license and permit fees, intergovernmental retaxes, and miscellaneous fees	Modified Accrual	Modified Accrual
Transportation Fund	Major Governmental Fund	Special Revenue fund used to account for specific revenues that are legally restricted to expenditure for particular purposes. This fund manages funds to be utilized for transportation expenditures needed to meet the requirements of the capital improvements element of an adopted comprehensive plan.	Local options gas tax, state revenue sharing, and general fund transfers.	Modified Accrual	Modified Accrual
Park Impact Fees Fund	Non-major Governmental Fund	Used for the development or improvements of current or future green spaces.	Impact fees assessed on new construction building permits	Modified Accrual	Modified Accrual
Police Impact Fees Fund	Non-major Governmental Fund	Used for the Police department's capital expenditures.	Impact fees assessed on new construction building permits	Modified Accrual	Modified Accrual
People's Transportation Plan Fund	Non-major Governmental Fund	Special Revenue fund used to account for specific revenues that are legally restricted to expenditure for particular purposes. This fund manages funds to be utilized for transportation purposes.	One-half cent sales tax and the Miami-Dade Transportation tax	Modified Accrual	Modified Accrual
Development Services Technology Fee Fund	Non-major Governmental Fund	Used to enhance the City's ability to provide state-of-the-art technology, training, equipment and implementation for all permitting system users across all disciplines.	Technology Fee of 0.05% of the total cost of construction; added to all base permit fees.	Modified Accrual	Modified Accrual
Building Fund	Major Governmental Fund	This fund will account for all building expenditures and revenues from building permits and fines for permit violations.	Primarily from building permits and fines for permit violations.	Modified Accrual	Modified Accrual
Public Arts Program Fund	Non-major Governmental Fund	Used for expenses associated with the selection, installation, commissioning, acquisition, transportation, maintenance, restoration or rehabilitation, public education, community outreach, promotion, administration, removal and insurance of the works of art or in relation thereto.	Impact fees assessed on new construction building permits	Modified Accrual	Modified Accrual
American Rescue Plan Act Fund	Non-major Governmental Fund	Used to fund COVID-19 response efforts, replace lost revenues, economic stabilization, and address public health and economic challenges.	Department of Treasury	Modified Accrual	Modified Accrual
Bond Debt Service Fund	Non-major Governmental Fund	Used to account for the revenues collected through the debt service millage rate and for the payment of debt service on the general obligation bonds.	Special assessment on property taxes of a debt service millage rate	Modified Accrual	Modified Accrual
Capital Improvement Fund	Non-major Governmental Fund	Used to fund improvements to the City of Doral Government Center	General Fund transfers	Modified Accrual	Modified Accrual
Infrastructure Replacement Fund	Non-major Governmental Fund	This fund was established to help fund future capital replacements	General Fund transfers	Modified Accrual	Modified Accrual
General Obligation Bond- Series 2019 Capital Projects Fund	Major Governmental Fund	This fund will account for all bond proceeds, and revenues generated from the G.O. Bond Series 2019 proceeds.	G.O. Bond proceeds	Modified Accrual	Modified Accrual
Vehicle Replacement Fund	Non-major Governmental Fund	This fund was established to help fund future vehicle replacements from total losses.	General Fund transfers	Modified Accrual	Modified Accrual
General Obligation Bond- Series 2021 Capital Projects Fund	Major Governmental Fund	This fund will account for all bond proceeds, and revenues generated from the G.O. Bond Series 2021 proceeds.	G.O. Bond proceeds	Modified Accrual	Modified Accrual
Other Post-Employment Benefits Fund	Non-major Governmental Fund	Used to prefund the City's obligation for post-employment benefits other than pensions.	General Fund transfers	Modified Accrual	Modified Accrual
Proprietary Funds					
Stormwater Utility Fund	Enterprise Fund	Account for operations financed and operated in a manner similar to the private sector.	User charges to existing customers for continuing sewer services.	Accrual	Accrual



Department/Fund Relationships																	
Department	GEN	TRN	PAI	POI	PTP	DSTFF	BDF	PAPF	ARPA	DSF	CAP	IRF	GOB19	VRF	GOB21	SWU	OPEB
Office of the Mayor & City Council	x																
Office of the City Manager	x																
Public Affairs	x																
Office of the City Clerk	x																
Office of Charter Enforcement	x																
Human Resources	x																
Finance	x																
Procurement and Asset Management	x																
Information Technology	x																
Office of the City Attorney	x																
Planning & Zoning	x							x									
General Government	x								x	x		x	x	x	x		x
Police	x			x													
Building						x	x										
Code Compliance	x																
Public Works	x	x			x						x		x		x	x	
Parks & Recreation	x		x										x		x		

Fund Abbreviations

- GEN General Fund
- TRN Transportation Fund
- PAI Park Impact Fee Fund
- POI Police Impact Fee Fund
- PTP People’s Transportation Plan Fund
- DSTFF Development Services Technology Fee Fund
- BDF Building Fund
- PAPF Public Arts Program Fund
- ARPA American Rescue Plan Act Fund
- DSF Debt Service Fund
- CAP Capital Projects Fund
- IRF Infrastructure Replacement Fund
- GOB19 General Obligation Bond, Series 2019 Fund
- VRF Vehicle replacement Fund
- GOB21 General Obligation Bond, Series 2021 Fund
- SWU Stormwater Utility Fund
- OPEB Other Post-Employment Benefits Fund



Fund Overview

In governmental accounting, all financial transactions are organized within several funds. According to the National Council on Governmental Accounting, a fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations. The City of Doral's budget consists of nineteen funds: General fund, Transportation fund, Park Impact Fee fund, Police Impact Fee fund, People's Transportation Plan fund, Development Services Technology Fee fund, Building fund, Public Arts Program fund, American Rescue Plan Act fund, Bond Debt Service fund, Capital Improvement fund, Infrastructure Replacement fund, General Obligation Bond, Series 2019 fund, Vehicle Replacement fund, General Obligation Bond, Series 2021 fund, Stormwater fund, and Other Post-Employment Benefits fund. These funds are defined as an independent fiscal and accounting entity with a self-balancing set of accounts. Funds are established to attain certain objectives or to simply segregate activities.

General Fund – 001

The General Fund is used to account for all financial resources except those required to be accounted for in another fund. The General Fund is the major operating fund of the City of Doral. It is used to account for the general operations of the City and all transactions that are not accounted for in other funds or account groups.

Transportation Fund - 101

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

Park Impact Fees Fund - 102

This fund is used for development of parks, open space, passive recreation parks, linear trail parks, and recreation facilities to serve new growth and development in the City of Doral.

Police Impact Fees Fund - 103

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

People's Transportation Plan Fund - 106

This fund has been established to manage monies to be utilized for transportation purposes that are generated from the one-half of one percent cent sales tax, and the surtax on eligible sales transactions on transportation related projects. This fund will be mainly used for the operation of the Citywide Trolley System.

Development Services Technology Fee Fund - 108

The fund was established to collect a technology fee to all base permit fees to enhance the City's ability to provide state-of-the-art technology, training, equipment and implementation for all permitting system users across all disciplines; a good-faith estimate, executed contract or itemized work order is due at permit submission.

Building Fund - 109

The Building Fund will account for all building expenditures and revenues from building permits and fines for permit violations.

Public Arts Program Fund - 110

This fund shall be used for expenses associated with the selection, installation, commissioning, acquisition, transportation, maintenance, restoration or rehabilitation, public education, community outreach, promotion, administration, removal and insurance of the works of art or in relation thereto.



American Rescue Plan Act Fund - 111

This fund shall be used to fund vaccinations, provide direct relief to families bearing the brunt of the COVID-19 crisis, and support struggling communities.

Bond Debt Service Fund – 201

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

Capital Improvement Fund - 301

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

Infrastructure Replacement Fund - 302

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

General Obligation Bond, Series 2019 Fund – 303

The General Obligation Bond Fund will account for all bond proceeds, and revenues generated from these proceeds. Fund expenditures are limited to the financing of the construction and improvement of parks and recreational facilities with safety features, including but not limited to, green spaces, community centers, cultural amenities, an aquatic facility, playgrounds, sports fields and approximately five miles of walking/cycling trails. No other expenditure shall be permitted, except for a prorated charge for general government services.

Vehicle Replacement Fund – 304

This fund has been established to manage monies to be utilized for vehicle replacement from insurance proceeds related to total vehicle losses. The Vehicle Replacement Fund is used to account for revenues and expenditures for replacement of vehicles for all departments within the City.

General Obligation Bond, Series 2021 Fund – 305

The General Obligation Bond, Series 2021 Fund will account for all bond proceeds, and revenues generated from these proceeds. Fund expenditures are limited to the financing of the construction and improvement of parks and recreational facilities with safety features, including but not limited to, green spaces, community centers, cultural amenities, an aquatic facility, playgrounds, sports fields and approximately five miles of walking/cycling trails. No other expenditure shall be permitted, except for a prorated charge for general government services. This fund is associated with the issuance of the General Obligation Bonds which was first issued in 2019.

Stormwater Utility Fund - 401

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

Other Post-employment Benefits Fund - 651

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



Fund Expenditures

Account Classification	Actual	Actual	Adopted	Amended	Year-End	Proposed	Adopted
	FY 2020-21	FY 2021-22	Budget FY 2022-23	Budget * FY 2022-23	Estimate FY 2022-23	FY 2023-24	FY 2023-24
General Fund - 001							
Beginning Fund Balance	78,482,382	84,062,641	89,058,952	89,058,952	89,058,952	55,516,229	55,516,229
Revenues	65,703,109	66,634,537	65,925,918	106,579,519	114,314,245	77,105,320	79,629,401
Expenditures	(58,086,970)	(57,976,816)	(64,475,918)	(105,129,519)	(105,753,367)	(76,055,320)	(78,579,401)
Interfunds Transfers In	-	-	-	-	-	-	-
Interfunds Transfers Out	(2,035,880)	(3,661,410)	(1,450,000)	(1,450,000)	(1,450,000)	(1,050,000)	(1,050,000)
Committed (Encumbrances)	-	-	-	(39,026,306)	(39,026,306)	-	-
Use of Fund Balance ⁽¹⁾	-	-	(1,627,295)	(1,627,295)	(1,627,295)	(3,358,667)	(3,358,667)
Ending Fund Balance	84,062,641	89,058,952	87,431,657	48,405,351	55,516,229	52,157,562	52,157,562
Transportation Fund - 101							
Beginning Fund Balance	15,805,396	13,266,183	13,276,237	13,276,237	13,276,237	3,629,460	3,629,460
Revenues	3,206,111	3,742,015	1,713,748	14,885,293	17,245,168	2,803,308	2,801,183
Expenditures	(4,330,832)	(1,342,025)	(1,548,855)	(14,720,400)	(13,720,400)	(2,803,308)	(2,801,183)
Interfunds Transfers In	-	-	-	-	-	-	-
Committed (Encumbrances)	-	-	-	(13,171,545)	(13,171,545)	-	-
Use of Fund Balance	(1,414,492)	(2,389,936)	-	-	-	(889,560)	(649,830)
Ending Fund Balance	13,266,183	13,276,237	13,441,130	269,585	3,629,460	2,739,900	2,979,630
Park Impact Fee Fund - 102							
Beginning Fund Balance	6,791,307	6,794,692	6,895,300	6,895,300	6,895,300	3,319,664	3,319,664
Revenues	326,555	149,430	318,400	6,006,969	8,346,969	428,400	428,400
Expenditures	(323,170)	(48,822)	(318,400)	(6,175,636)	(6,175,636)	(428,400)	(428,400)
Committed (Encumbrances)	-	-	-	(5,688,569)	(5,688,569)	-	-
Use of Fund Balance	-	-	(58,400)	(58,400)	(58,400)	(98,400)	(98,400)
Ending Fund Balance	6,794,692	6,895,300	6,836,900	979,664	3,319,664	3,221,264	3,221,264
Police Impact Fee Fund - 103							
Beginning Fund Balance	1,444,559	857,893	325,451	325,451	325,451	75,391	75,391
Revenues	752,900	929,931	453,400	588,560	622,060	305,000	305,000
Expenditures	(752,900)	(929,931)	(453,400)	(588,560)	(588,560)	-	-
Committed (Encumbrances)	-	-	-	(135,160)	(135,160)	-	-
Use of Fund Balance	(586,666)	(532,442)	(148,400)	(148,400)	(148,400)	-	-
Ending Fund Balance	857,893	325,451	177,051	41,891	75,391	380,391	380,391
People's Transportation Plan Fund - 106							
Beginning Fund Balance	1,877,452	2,511,034	4,184,585	4,184,585	4,184,585	3,728,268	3,728,268
Revenues	2,765,021	4,457,280	3,361,000	6,154,505	6,348,504	5,020,000	5,020,000
Expenditures	(2,131,439)	(2,783,729)	(3,361,000)	(5,518,411)	(5,518,411)	(5,020,000)	(5,020,000)
Committed (Encumbrances)	-	-	-	(842,230)	(842,230)	-	-
Use of Fund Balance	-	-	(444,180)	(444,180)	(444,180)	(1,020,000)	(12,736)
Ending Fund Balance	2,511,034	4,184,585	3,740,405	3,534,269	3,728,268	2,708,268	3,715,532
Development Services Technology Fee Fund - 108							
Beginning Fund Balance	195,314	139,347	210,602	210,602	210,602	273,635	273,635
Revenues	224,741	409,458	376,989	472,967	688,967	387,000	376,989
Expenditures	(224,741)	(338,203)	(376,989)	(472,967)	(472,967)	(376,989)	(376,989)
Committed (Encumbrances)	-	-	-	(95,978)	(95,978)	-	-
Use of Fund Balance	(55,967)	-	(56,989)	(56,989)	(56,989)	-	(119,989)
Ending Fund Balance	139,347	210,602	153,613	57,635	273,635	283,646	153,646



Account Classification	Actual 2020-21	Actual 2021-22	Adopted Budget 2022-23	Amended Budget * 2022-23	Year-End Estimate 2022-23	Proposed 2023-24	Adopted 2023-24
Building Fund - 109							
Beginning Fund Balance	-	(35)	3,996,686	3,996,686	3,996,686	4,927,089	4,927,089
Revenues	-	7,838,602	5,260,980	5,358,702	7,497,589	6,480,024	7,669,904
Expenditures	(35)	(3,695,618)	(5,130,980)	(5,228,702)	(5,100,484)	(6,350,024)	(7,669,904)
Interfunds Transfers In	-	-	-	-	-	-	-
Interfunds Transfers Out	-	(146,263)	(130,000)	(130,000)	(130,000)	(130,000)	-
Committed (Encumbrances)	-	-	-	(97,722)	(97,722)	-	-
Use of Fund Balance	-	-	(1,238,980)	(1,238,980)	(1,238,980)	(476,024)	(1,665,904)
Ending Fund Balance	(35)	3,996,686	2,757,706	2,659,984	4,927,089	4,451,065	3,261,185
Public Arts Program Fund - 110							
Beginning Fund Balance	-	1,811,069	2,390,787	2,390,787	2,390,787	2,246,787	2,246,787
Revenues	1,811,403	579,647	1,040,000	1,090,000	828,500	1,040,000	1,040,000
Expenditures	(334)	71	(1,040,000)	(1,090,000)	(232,500)	(1,040,000)	(1,040,000)
Interfunds Transfers In	-	-	-	-	-	-	-
Committed (Encumbrances)	-	-	-	(50,000)	(50,000)	-	-
Use of Fund Balance	-	-	(690,000)	(690,000)	(690,000)	(690,000)	(690,000)
Ending Fund Balance	1,811,069	2,390,787	1,700,787	1,650,787	2,246,787	1,556,787	1,556,787
American Rescue Plan Act Fund - 111							
Beginning Fund Balance	-	6,440,697	12,748,853	12,748,853	12,748,853	87,622	87,622
Revenues	6,440,697	6,452,165	-	12,734,731	12,808,231	-	-
Expenditures	-	(144,009)	-	(12,734,731)	(12,734,731)	-	-
Interfunds Transfers In	-	-	-	-	-	-	-
Committed (Encumbrances)	-	-	-	(12,734,731)	(12,734,731)	-	-
Use of Fund Balance	-	-	-	-	-	-	-
Ending Fund Balance	6,440,697	12,748,853	12,748,853	14,122	87,622	87,622	87,622
Debt Service Fund - 201							
Beginning Fund Balance	16,440	453	(218,261)	(218,261)	(218,261)	269,308	269,308
Revenues	2,440,581	7,575,629	7,582,562	7,582,562	8,070,200	8,386,588	8,386,588
Expenditures	(2,440,581)	(7,575,629)	(7,582,631)	(7,582,631)	(7,582,631)	(7,574,131)	(7,574,131)
Interfunds Transfers In	-	-	-	-	-	-	-
Use of Fund Balance	(15,987)	(218,714)	-	-	-	-	-
Ending Fund Balance	453	(218,261)	(218,330)	(218,330)	269,308	1,081,765	1,081,765
Capital Improvement Fund - 301							
Beginning Fund Balance	594,903	791,064	494,365	494,365	494,365	8,948	8,948
Revenues	173	297,519	53,000	526,917	533,417	-	-
Expenditures	(482,892)	(297,519)	(503,000)	(976,917)	(941,917)	-	-
Interfunds Transfers In	678,880	-	450,000	450,000	450,000	-	-
Committed (Encumbrances)	-	-	-	(473,917)	(473,917)	-	-
Use of Fund Balance	-	(296,699)	(53,000)	(53,000)	(53,000)	-	-
Ending Fund Balance	791,064	494,365	441,365	(32,552)	8,948	8,948	8,948



Account Classification	Actual 2020-21	Actual 2021-22	Adopted Budget 2022-23	Amended Budget * 2022-23	Year-End Estimate 2022-23	Proposed 2023-24	Adopted 2023-24
Infrastructure Replacement Fund - 302							
Beginning Fund Balance	2,211,077	2,811,346	3,337,869	3,337,869	3,337,869	3,453,369	3,453,369
Revenue	269	26,523	-	-	115,000	-	-
Interfunds Transfers In	600,000	500,000	500,000	500,000	-	500,000	500,000
Ending Fund Balance	2,811,346	3,337,869	3,837,869	3,837,869	3,453,369	3,953,369	3,953,369

Park General Obligation Bond-Series 2019 Capital Project Fund - 303							
Beginning Fund Balance	42,387,457	24,185,600	12,735,083	12,735,083	12,735,083	835,006	835,006
Revenues	18,282,509	11,549,080	200,000	12,394,019	12,472,019	200,000	-
Expenditures	(18,282,509)	(11,549,080)	(40,000)	(12,234,019)	(12,178,077)	(40,000)	(835,006)
Committed (Encumbrances)	-	-	-	(12,194,019)	(12,194,019)	-	-
Use of Fund Balance	(18,201,857)	(11,450,517)	-	-	-	-	-
Ending Fund Balance	24,185,600	12,735,083	12,895,083	701,064	835,006	995,006	0

Vehicle Replacement Fund - 304							
Beginning Fund Balance	-	117,553	333,862	333,862	333,862	26,462	26,462
Revenues	83,072	16,298	50,000	309,400	311,400	-	-
Expenditures	(140,519)	11	(150,000)	(409,400)	(409,400)	(150,000)	(150,000)
Interfunds Transfers In	175,000	200,000	100,000	100,000	100,000	150,000	150,000
Committed (Encumbrances)	-	-	-	(259,400)	(259,400)	-	-
Use of Fund Balance	-	-	(50,000)	(50,000)	(50,000)	-	-
Ending Fund Balance	117,553	333,862	283,862	24,462	26,462	26,462	26,462

Park General Obligation Bond-Series 2021 Capital Project Fund - 305							
Beginning Fund Balance	-	100,782,946	96,313,984	96,313,984	96,313,984	3,566,478	3,566,478
Revenues	104,271,941	4,580,313	132,076	96,592,454	100,322,454	314,856	413,746
Expenditures	(3,488,995)	(4,580,313)	(132,076)	(96,592,454)	(96,547,506)	(314,856)	(413,746)
Committed (Encumbrances)	-	-	-	(96,460,378)	(96,460,378)	-	-
Use of Fund Balance	-	(4,468,962)	(62,076)	(62,076)	(62,076)	(214,856)	(313,746)
Ending Fund Balance	100,782,946	96,313,984	96,251,908	(208,470)	3,566,478	3,351,622	3,252,732

Stormwater Fund - 401							
Beginning Fund Balance	11,360,001	8,134,054	12,391,902	12,391,902	12,391,902	9,164,180	9,164,180
Revenues	4,744,145	4,089,010	4,890,000	9,436,404	9,651,404	4,890,000	4,890,000
Expenditures	(2,577,499)	(2,676,561)	(3,856,318)	(8,402,722)	(8,332,722)	(3,853,512)	(3,851,630)
Committed (Encumbrances)	-	-	-	(4,546,404)	(4,546,404)	-	-
Use of Fund Balance	-	-	-	-	-	-	-
Ending Fund Balance ⁽²⁾	8,134,054	12,391,902	13,425,584	8,879,180	9,164,180	10,200,668	10,202,550

Parking Fund - 402							
Beginning Fund Balance	-	-	-	-	-	86,200	86,200
Revenues	-	-	1,670,000	1,670,000	291,200	-	-
Expenditures	-	-	(691,570)	(691,570)	(205,000)	-	-
Interfunds Transfers In	-	-	-	-	-	-	-
Ending Fund Balance	-	-	978,430	978,430	86,200	86,200	86,200



Account Classification	Actual 2020-21	Actual 2021-22	Adopted Budget 2022-23	Amended Budget * 2022-23	Year-End Estimate 2022-23	Proposed 2023-24	Adopted 2023-24
Other Post-Employment Benefits Fund - 651							
Beginning Fund Balance	1,130,380	1,530,771	1,946,192	1,946,192	1,946,192	2,414,192	2,414,192
Revenues	391	15,421	-	-	78,000	-	-
Expenditures	-	-	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Interfunds Transfers In	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Ending Fund Balance	1,530,771	1,946,192	2,336,192	2,336,192	2,414,192	2,804,192	2,804,192
Pension Fund - 652							
Beginning Fund Balance	-	31,989	164,963	164,963	164,963	529,963	529,963
Revenues	10	(50,004)	3,000	4,500	83,500	-	-
Expenditures	(18,021)	(117,022)	(303,000)	(304,500)	(217,000)	-	-
Interfunds Transfers In	50,000	300,000	500,000	500,000	500,000	-	-
Committed (Encumbrances)	-	-	-	(1,500)	(1,500)	-	-
Ending Fund Balance	31,989	164,963	364,963	363,463	529,963	529,963	529,963

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

⁽¹⁾ General Fund Use of Fund Balance includes fund balance transfer to Building Fund (109).

⁽²⁾ Stormwater Fund Balance adjusted to show net of investment in capital assets.

⁽³⁾ In FY 2024 the Parking Fund is being budgeted out of the General Fund.

⁽⁴⁾ On 6/14/2023 Ord. 2023-15 was passed and adopted which repealed Ord. 21-02 Retirement System for Elected Officials (Pension Fund)



Capital Improvement Element

Below is a chart from the 2023 Capital Improvement Element Update. The CIE Update includes all capital projects for which the City has fiscal responsibility, including Stormwater management, Parks and Recreation, and Transportation. The update also includes capital improvement projects which are the responsibility of other government agencies and entities, including water supply, sanitary sewer, solid waste, public school facilities and transportation facilities. These “non-Doral” projects are funded by Miami-Dade County, Miami-Dade Public School Board, Miami-Dade Metropolitan Planning Organization (MPO) and the Florida Department of Transportation (FDOT).

The operating impact of major capital improvements is the possibility of millage rate increases, as well as, use of fund balance in future operating budgets. Refer to the five-year financial plan for more detailed information.

The data and analysis presented herein shows level of service (LOS) needs in transportation, parks and recreation, and stormwater management. Tables 14 and 15 below show the projected 5-year revenues and planned project expenditures for capital improvements in the City. The proposed Schedule of Capital Improvements (SCI) in Table 16 is intended to address the maintenance and improvement of public facilities including transportation, stormwater/drainage, and parks in FY 2024-2028.

Table 14. Projected Revenues for Capacity-Related Projects by Funding Source

Funding Sources	FY 2023-24 (in \$\$s)	FY 2024-25 (in \$\$s)	FY 2025-26 (in \$\$s)	FY 2026-27 (in \$\$s)	FY 2027-28 (in \$\$s)	5 Year Total FY 2024-2028 (in \$\$s)
Park Impact Fee Fund	260,000	265,200	270,504	275,914	281,432	1,353,050
Stormwater Fund	4,987,800	5,087,566	5,189,807	5,298,093	5,408,638	25,971,904
Transportation Fund	1,748,023	1,782,983	1,818,643	1,855,016	1,892,116	9,096,781
Total	6,995,823	7,135,749	7,278,954	7,429,023	7,582,186	36,421,735

Source: City of Doral, July 2023.

Table 15. Projected 5-Year Expenditures for Capital Improvements by Type

Project Type	FY 2023-24 (in \$\$s)	FY 2024-25 (in \$\$s)	FY 2025-26 (in \$\$s)	FY 2026-27 (in \$\$s)	FY 2027-28 (in \$\$s)	5 Year Total FY 2024-2028 (in \$\$s)
City-Funded Projects						
Parks*	664,150	100,000	1,240,000	2,710,000	1,095,000	5,809,150
Stormwater / Drainage	1,000,000	400,000	1,000,000	775,000	1,000,000	4,175,000
Transportation	1,100,000	4,050,000	6,000,000	6,300,000	3,100,000	20,550,000
Total	2,764,150	4,550,000	8,240,000	9,785,000	5,195,000	30,534,150

* Does not include Parks Bond projects; includes funding from the General Fund and Park Impact Fees.

Source: City of Doral Public Works and Parks Departments, July 2022.



Revenue projections for capital projects (by type) to be funded by Doral are presented in Table 14. Table 15 summarizes the proposed expenditures for parks, stormwater/drainage, and transportation based on the Schedule of Capital Improvements for FY 2024-2028.

An analysis of the projected revenues and planned capital expenditures indicate that overall City capital project revenues will exceed costs by \$5.8 million over the next five (5) years. The City is projected to accumulate \$36.4 million in revenues over the 5-year planning period to fund the capital improvements needed to maintain and improve public facility LOS, and has identified a total of \$30.5 in capital improvement expenditures over the planning period.

Table 16. Doral's Schedule of Capital Improvements 2023/24 - 2027/28

Projects/Location	Type of Work	FY 2023-24 (in Us)	FY 2024-25 (in Us)	FY 2025-26 (in Us)	FY 2026-27 (in Us)	FY 2027-28 (in Us)	Total Cost FY 2024-2028	Funding Source
Transportation Projects *								
1. Citywide (Milling and Resurfacing / Restriping)	Roadway Maintenance	225,000	-	300,000	300,000	300,000	1,125,000	PTP, TF
2. Landmark Community Complete Streets	Traffic Calming Improvements	500,000	-	-	-	-	500,000	TF
3. Citywide Traffic Calming	Traffic Calming Improvements	-	150,000	-	150,000	150,000	450,000	TF
4. NW 90th St (Vacant Land Section 7)	Roadway Widening	-	-	-	250,000	-	250,000	TF
5. NW 104th Av (69-70 St)	Roadway Widening	-	-	-	250,000	-	250,000	TF
6. NW 102nd Av (76 St. to 86 St)	Roadway Widening	-	-	-	2,000,000	-	2,000,000	SWF, TF
7. Citywide Bus Shelters	Transit Mobility & Infrastructure	-	250,000	250,000	250,000	250,000	1,000,000	TF
8. NW 114 Av (34th – 39th St)	Roadway Improvements	-	-	-	-	1,500,000	1,500,000	SWF, TF
9. NW 34th St (117 Av – 112 Av)	Roadway Improvements	-	-	1,500,000	1,500,000	-	3,000,000	SWF, TF
10. NW 117 Av (NW 25th St – NW 34th St)	Roadway Improvements	-	1,800,000	-	-	-	1,800,000	SWF, TF
11. Intersection Improvements - Citywide	Roadway Improvements	25,000	-	100,000	100,000	100,000	325,000	TF
12. Do Not Block Intersections	Roadway Improvements	-	-	100,000	100,000	100,000	300,000	TF
13. FPL Underground Power Lines	Roadway Improvements	-	600,000	-	200,000	-	800,000	TF
14. NW 33 St (NW 79 Av - 82 Av)	Roadway Reconstruction	-	-	1,500,000	-	-	1,500,000	SWF, TF
15. Improvements Identified in 2023 Transportation Master Plan Update	Roadway Improvements	-	-	-	-	2,000,000	2,000,000	SWF, TF, GF, PTP
16. Doral Arts District	Complete Streets	1,000,000	2,000,000	2,000,000	2,000,000	-	7,000,000	TF, SWF, GF, PTP
5 Year Transportation Cost Subtotal		1,750,000	4,800,000	5,750,000	7,100,000	4,400,000	23,800,000	



Projects/Location	Type of Work	FY 2023-24 (in Us)	FY 2024-25 (in Us)	FY 2025-26 (in Us)	FY 2026-27 (in Us)	FY 2027-28 (in Us)	Total Cost FY 2024-2028	Funding Source
City Parks Projects **								
1. Park Projects	Citywide Park & Recreation Projects	664,150	100,000	1,240,000	2,710,000	1,095,000	5,809,150	PIF, GF
2. Flightway - Public Works Retention Park	Park Construction	-	-	-	-	-	-	Private Funding
Parks Cost Subtotal		664,150	100,000	1,240,000	2,710,000	1,095,000	5,809,150	
City Stormwater Projects *								
1. Stormwater Master Plan Improvements	Stormwater Improvements	1,000,000	650,000	620,000	400,000	1,125,000	3,795,000	SWF
2. NW 78th Av (12th St – 15th St)	Stormwater Improvements	-	400,000	-	-	-	400,000	SWF
3. NW 88th Av (13th Terr – 15th St)	Stormwater Improvements	-	-	450,000	-	-	450,000	SWF
6. 115th Av (31nd Av - Doral Blvd)	Stormwater Improvements	-	-	-	700,000	-	700,000	SWF
Stormwater Cost Sub Total		1,000,000	1,050,000	1,070,000	1,100,000	1,125,000	5,345,000	
Total City Capital Cost		3,414,150	5,950,000	8,060,000	10,910,000	6,620,000	34,954,150	

* Source: City of Doral Public Works Dept., July 2023.

** Source: City of Doral Parks Dept., July 2023. Park costs do not include projects funded by the Parks Bond.

Table Key:

GF: General Fund

TF: Transportation Fund

PIF: Park Impact Fee Fund

PTP: People's Transportation Fund (CITT)

SWF: Stormwater Fund

SG: State Appropriation for Stormwater Improvements





Five Year Financial Plan

Fiscal Year 2024 Budget And Five-year Financial Plan Highlights

The General Fund FY 2023-24 Adopted Budget and Five-Year Financial Plan contains funding for on-going services to the community. The following are some of the general fund highlights:

The FY 2024 Adopted Budget contains funding for on-going services to the community. The following are the highlights:

- Continue roadway construction, milling, resurfacing, and beautification projects
- Citywide intersection improvements
- Restoration of landscaping on median bullnoses, traffic circles, and entry monuments citywide
- Continue mailing of newsletter to all homes to strengthen communication campaigns
- Expand advertising, marketing, and strategic partnerships to strengthen branding and business attraction in local, regional, and new markets; this includes funding for the completion of a Media and Communication Master Plan
- As per the City's Pavement Rehabilitation Master Plan, continue with road resurfacing and restoration of damaged sidewalks
- Computer device upgrades for Departments to optimize use of new technology and improve efficiency; along with citywide AV systems improvements to conference/meeting rooms
- Citywide Business Process Improvement initiatives, and best practices to reduce waste and cost, and improve efficiencies and quality of service.
- Improve customer service through training programs
- Funding for an update to the Parks Master Plan

Fiscal Year's 2025 – 2028

- Funding for additional police staffing to increase the service and presence in the community
- Continued revitalizing Police Department's aging fleet through the acquisition of new police and PSA vehicles
- Funding of Police gear, such as guns, tasers, ballistic vests, and helmets
- Continued funding of IT infrastructure improvements.
- Continued revitalizing the aging fleet in the Code Compliance department.
- Funding for an AV Technician, AV Supervisor, Asset Manager, Junior Accountant, Laborers, Laborer Crew Supervisor, Facility Tech - HVAC Specialist, and Facility Tech - Electrician in FY 2025.
- Funding for a Zoning Technician/Inspector and a Licensing Clerk I in FY 2026.
- Funding for additional Parks and Recreation employees for Doral Central Park.
- Funding for programming at Doral Central Park.
- Replacement / Resurfacing of various park infrastructure including playgrounds, courts, and parking lots.

Developing The Financial Plan

Purpose

The Five-Year Financial Plan was designed as a management tool to provide an enhanced level of financial planning for the City's General Fund. Financial planning expands a government's awareness of options, potential problems, and opportunities. The long-term revenue, expenditure, and service implications of continuing or ending existing programs or adding new programs, services, and debt can be identified. The financial planning process helps shape decisions and allows necessary and corrective action to be taken before problems become more severe.

A financial plan is not a forecast of what is certain to happen, but rather a device to highlight significant issues or problems that must be addressed if goals are to be achieved.



Revenues

The Millage Rate is projected to remain at 1.7166 through 2028.

Revenues were forecasted using historical data along with inflation rate projections. The source of the inflation rates were provided by the FY 2024 Budget Assumptions from whitehouse.gov. The rates were as follows:

2025 – 2.30% 2026 – 2.30% 2027 – 2.30% 2028 – 2.30%

Ad Valorem revenues were forecasted using the assumption that property tax rolls are anticipated to grow 4 percent in FY 2023-24 through 2026-27, and a collection rate of 95%.

Operating Expenses

All Personnel costs were projected with a 5% increase which includes COLA.

All Life & Health costs were projected with an 8% increase.

Operating expenses were forecasted using historical data along with inflation rate projection. The source of the inflation rates was provided by the FY 2024 Budget Assumptions from whitehouse.gov. The rates were as follows:

2025 – 2.30% 2026 – 2.30% 2027 – 2.30% 2028 – 2.30%

Departments provided projected increases in personnel and operating expenditures associated with new programs or estimated increases to current programs.

Capital Expenditures

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

Funding Of The Financial Plan

As presented the General Fund Five Year Financial Plan is funded from taxes, licenses & permits, intergovernmental revenues, charges for services, fines & forfeitures, and other revenues. In order to fund the estimated increases in expenditures, the Millage Rate is projected to remain at 1.7166 through 2028.

One measure of the City’s financial condition is its bond rating. Both Standard and Poor’s (S&P) Global Ratings and Fitch Ratings, assignment of AA+ rating to the City’s General Obligation (GO) Bond Series 2019 and 2021 issuance.



General Fund Five Year Adopted Budget and Financial Plan for 2024-2028

Dept. No	Account Classification	Actual FY 2020-21	Actual FY 2021-22	Amended		Year-End		Dept. Req. FY 2024-25	Dept. Req. FY 2025-26	Dept. Req. FY 2026-27	Dept. Req. FY 2027-28
				Budget *	FY 2022-23	Estimate FY 2022-23	Adopted FY 2023-24				
	Millage Rate	1.9000	1.9000	1.7166			1.7166	1.7166	1.7166	1.7166	1.7166
Beginning Fund Balance		78,482,382	84,062,638	89,058,938	89,058,938	55,516,216	52,157,549	42,719,663	32,965,308	23,620,029	
Revenues											
	Taxes	47,162,977	51,862,321	49,496,895	52,159,895	54,532,609	55,172,496	59,448,773	64,258,512	67,124,955	
	Licenses & Permits	5,385,154	2,223,569	1,675,000	3,245,600	1,750,000	1,837,500	1,929,375	2,025,844	2,127,136	
	Intergovernmental	7,596,328	9,240,268	9,043,092	9,068,992	9,756,711	9,971,359	10,190,729	10,700,265	11,235,278	
	Charges for Services	2,960,129	3,538,966	3,037,245	4,012,245	5,021,245	6,121,662	7,761,986	9,571,742	11,587,110	
	Fines and Forfeits	1,313,411	2,039,388	1,835,000	1,960,100	1,451,000	1,523,550	1,599,728	1,679,714	1,763,700	
	Miscellaneous	1,285,109	(2,269,985)	838,686	3,213,812	3,759,169	3,841,871	3,926,392	4,012,772	4,101,053	
	Total Revenues	65,703,108	66,634,527	65,925,918	73,660,644	76,270,734	78,468,438	84,856,983	92,248,849	97,939,232	
Other Resources											
	Use of Fund Balance	-	-	1,627,295	1,627,295	3,358,667	9,437,886	9,754,357	9,345,277	5,604,179	
	Prior Year Operating Balances	-	-	39,026,306	39,026,306	-	-	-	-	-	
	Total Other Resources	-	-	40,653,601	40,653,601	3,358,667	9,437,886	9,754,357	9,345,277	5,604,179	
Total Available Resources		65,703,108	66,634,527	106,579,519	114,314,245	79,629,401	87,906,324	94,611,340	101,594,126	103,543,411	
Expenditures by Department:											
10005	City Council	1,134,387	1,196,303	1,314,541	1,314,541	1,445,176	1,516,977	1,592,852	1,673,055	1,757,859	
11005	City Manager	1,043,633	695,613	1,137,218	1,136,968	1,243,999	1,308,144	1,375,727	1,446,940	1,521,986	
11505	Public Affairs	867,590	848,731	946,928	946,928	1,217,493	1,271,275	1,330,985	1,393,761	1,459,771	
12005	City Clerk	577,068	506,171	699,573	699,573	688,371	637,363	745,893	697,672	809,137	
13005	Charter Enforcement	-	399	50,000	-	80,050	168,385	177,065	186,210	195,845	
20005	Human Resources	856,869	894,007	1,107,550	1,107,550	1,404,458	1,472,427	1,543,957	1,619,245	1,698,502	
21005	Finance	1,219,229	919,171	1,048,355	1,078,740	1,307,784	1,454,032	1,530,433	1,611,097	1,696,275	
21505	Procurement & Asset Mgmt.	-	271,211	258,954	258,954	391,519	522,656	550,056	578,952	609,429	
22005	Information Technology	5,083,783	5,775,044	6,846,795	6,848,295	7,718,229	7,310,555	7,650,994	8,180,945	9,036,318	
30005	City Attorney	624,783	721,173	1,010,245	1,302,388	955,000	976,965	999,435	1,022,422	1,045,938	
40005	Planning & Zoning	1,163,022	1,237,668	1,675,140	1,675,140	1,614,497	1,696,423	1,929,586	2,028,868	2,133,626	
50005	General Government	5,130,430	5,176,586	5,888,760	5,888,760	6,531,599	6,476,636	6,492,055	6,229,868	5,039,939	
60005	Police	25,514,109	26,886,550	30,163,926	30,513,926	35,479,402	37,290,504	39,939,462	43,562,304	47,147,117	
70005	Building	3,912,618	-	-	-	-	-	-	-	-	
71005	Code Compliance	1,122,303	1,243,898	1,396,634	1,396,634	1,582,573	1,641,138	1,728,238	1,870,165	1,942,199	
80005	Public Works	5,133,983	5,737,799	9,642,965	9,643,036	7,106,068	7,710,141	8,001,902	8,382,440	8,722,840	
90005	Parks & Recreation	4,703,165	5,866,493	41,941,933	41,941,933	9,813,183	14,022,703	15,722,698	17,810,184	16,826,629	
	Total Expenditures	58,086,972	57,976,817	105,129,517	105,753,366	78,579,401	85,476,324	91,311,338	98,294,128	101,643,410	
Interfund Transfers Out		2,035,880	3,661,410	1,450,000	1,450,000	1,050,000	2,430,000	3,300,000	3,300,000	1,900,000	
Total General Fund Expenditures		60,122,852	61,638,227	106,579,517	107,203,366	79,629,401	87,906,324	94,611,338	101,594,128	103,543,410	
	Prior Year Operating Balances	-	-	39,026,306	39,026,306	-	-	-	-	-	
	Use of Fund Balance	-	-	1,627,295	1,627,295	3,358,667	9,437,886	9,754,357	9,345,277	5,604,179	
Ending Fund Balance		\$ 84,062,638	\$ 89,058,938	\$ 48,405,339	\$ 55,516,216	\$ 52,157,549	\$ 42,719,663	\$ 32,965,308	\$ 23,620,029	\$ 18,015,851	
15% Required Reserve				\$ 15,986,928	\$ 16,080,505	\$ 11,944,410	\$ 13,185,949	\$ 14,191,701	\$ 15,239,119	\$ 15,531,512	
Excess/(Deficit) in Required Reserve				\$ 32,418,411	\$ 39,435,711	\$ 40,213,139	\$ 29,533,714	\$ 18,773,607	\$ 8,380,910	\$ 2,484,340	

Source: whitehouse.gov - 2024 Budget Assumptions

2025	2.30%	2027	2.30%
2026	2.30%	2028	2.30%

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



Description	General Fund Revenues						
	Year Ended						
	Actual FY 2021-22	Estimate FY 2022-23	Adopted FY 2023-24	Projected FY 2024-25	Projected FY 2025-26	Projected FY 2026-27	Projected FY 2027-28
Taxes:							
Ad Valorem	\$ 26,314,166	\$ 27,086,080	\$ 29,930,182	\$ 29,339,948	\$ 32,324,597	\$ 35,778,128	\$ 37,220,551
Other Taxes	\$ 25,548,155	\$ 25,073,815	\$ 24,602,427	\$ 25,832,548	\$ 27,124,176	\$ 28,480,385	\$ 29,904,404
Total Taxes	51,862,321	52,159,895	54,532,609	55,172,496	59,448,773	64,258,513	67,124,955
Licenses & Permits:							
Local Business License Tax	\$ 794,579	\$ 2,500,000	\$ 1,200,000	\$ 1,260,000	\$ 1,323,000	\$ 1,389,150	\$ 1,458,608
Other Licenses & Permits	\$ 1,428,990	\$ 745,600	\$ 550,000	\$ 577,500	\$ 606,375	\$ 636,694	\$ 668,528
Total Licenses & Permits	2,223,569	3,245,600	1,750,000	1,837,500	1,929,375	2,025,844	2,127,136
Intergovernmental Revenues	\$ 9,240,268	\$ 9,068,992	\$ 9,756,711	\$ 9,971,359	\$ 10,190,729	\$ 10,700,265	\$ 11,235,278
Charges for Services	\$ 3,538,966	\$ 4,012,245	\$ 5,021,245	\$ 6,121,662	\$ 7,761,986	\$ 9,571,742	\$ 11,587,110
Fines & Forfeits	\$ 2,039,388	\$ 1,960,100	\$ 1,451,000	\$ 1,523,550	\$ 1,599,728	\$ 1,679,714	\$ 1,763,700
Miscellaneous	-\$2,269,975	\$ 3,213,812	\$ 3,759,169	\$ 3,841,871	\$ 3,926,392	\$ 4,012,772	\$ 4,101,053
Total General Fund Revenues	66,634,536	73,660,644	76,270,734	78,468,438	84,856,983	92,248,850	97,939,232

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



Five Year Adopted Budget and Financial Plan for 2024-2028								% Change
Department	Adopted 2022-23	Adopted 2023-24	Projected 2024-25	Projected 2025-26	Projected 2026-27	Projected 2027-28		FY2024 to FY 2028
10005 City Council	\$ 1,265,627	\$ 1,445,176	\$ 1,516,977	\$ 1,592,852	\$ 1,673,055	\$ 1,757,859		22%
11005 City Manager	\$ 985,094	\$ 1,243,999	\$ 1,308,144	\$ 1,375,727	\$ 1,446,940	\$ 1,521,986		22%
11505 Public Affairs	\$ 946,928	\$ 1,217,493	\$ 1,271,275	\$ 1,330,985	\$ 1,393,761	\$ 1,459,771		20%
12005 City Clerk	\$ 662,327	\$ 688,371	\$ 637,363	\$ 745,893	\$ 697,672	\$ 809,137		18%
13005 Charter Enforcement	\$ 50,000	\$ 80,050	\$ 168,385	\$ 177,065	\$ 186,210	\$ 195,845		-%
20005 Human Resources	\$ 1,104,050	\$ 1,404,458	\$ 1,472,427	\$ 1,543,957	\$ 1,619,245	\$ 1,698,502		21%
21005 Finance	\$ 1,163,339	\$ 1,307,784	\$ 1,454,032	\$ 1,530,433	\$ 1,611,097	\$ 1,696,275		30%
21505 Procurement & Asset Management	\$ 326,202	\$ 391,519	\$ 522,656	\$ 550,056	\$ 578,952	\$ 609,429		56%
22005 Information Technology	\$ 6,288,058	\$ 7,718,229	\$ 7,310,555	\$ 7,650,994	\$ 8,180,945	\$ 9,036,318		17%
30005 City Attorney	\$ 834,230	\$ 955,000	\$ 976,965	\$ 999,435	\$ 1,022,422	\$ 1,045,938		10%
40005 Planning & Zoning	\$ 1,532,062	\$ 1,614,497	\$ 1,696,423	\$ 1,929,586	\$ 2,028,868	\$ 2,133,626		32%
50005 General Government	\$ 7,392,057	\$ 7,581,599	\$ 8,906,636	\$ 9,792,055	\$ 9,529,868	\$ 6,939,939		-8%
60005 Police	\$ 30,003,015	\$ 35,479,402	\$ 37,290,504	\$ 39,939,462	\$ 43,562,304	\$ 47,147,117		33%
71005 Code Compliance	\$ 1,396,634	\$ 1,582,573	\$ 1,641,138	\$ 1,728,238	\$ 1,870,165	\$ 1,942,199		23%
80005 Public Works	\$ 6,234,302	\$ 7,106,068	\$ 7,710,141	\$ 8,001,902	\$ 8,382,440	\$ 8,722,840		23%
90005 Parks & Recreation	\$ 7,369,288	\$ 9,813,183	\$ 14,022,703	\$ 15,722,698	\$ 17,810,184	\$ 16,826,629		71%
	\$ 67,553,213	\$ 79,629,401	\$ 87,906,324	\$ 94,611,338	\$ 101,594,128	\$ 103,543,410		30%

FY 2023-24 Approved Budget figures do not include Encumbrance Carryovers or Budget Adjustments

	2025	2026	2027	2028
Consumer Price Index for all Urban Consumers:	2.30%	2.30%	2.30%	2.30%

Source: whitehouse.gov - 2024 Budget Assumptions



Five Year Adopted Budget and Financial Plan for 2024-2028							
Personnel Cost							
Department	Adopted 2022-23	Adopted 2023-24	Projected 2024-25	Projected 2025-26	Projected 2026-27	Projected 2027-28	% Change FY2024 to FY 2028
10005 City Council - Personnel	\$ 710,143	\$ 817,298	\$ 858,163	\$ 901,071	\$ 946,125	\$ 993,431	22%
10005 City Council - Life & Health	\$ 278,084	\$ 289,378	\$ 312,528	\$ 337,530	\$ 364,533	\$ 393,696	36%
11005 City Manager - Personnel	\$ 906,354	\$ 1,086,541	\$ 1,140,868	\$ 1,197,911	\$ 1,257,807	\$ 1,320,697	22%
11005 City Manager - Life & Health	\$ 50,700	\$ 108,708	\$ 117,405	\$ 126,797	\$ 136,941	\$ 147,896	36%
11505 Public Affairs - Personnel	\$ 662,004	\$ 876,152	\$ 919,960	\$ 965,958	\$ 1,014,255	\$ 1,064,968	22%
11505 Public Affairs - Life & Health	\$ 74,618	\$ 91,485	\$ 98,804	\$ 106,708	\$ 115,245	\$ 124,464	36%
12005 City Clerk - Personnel	\$ 393,792	\$ 420,486	\$ 441,510	\$ 463,586	\$ 486,765	\$ 511,103	22%
12005 City Clerk - Life & Health	\$ 32,335	\$ 31,685	\$ 34,220	\$ 36,957	\$ 39,914	\$ 43,107	36%
13005 Charter Enforcement - Personnel	\$ -	\$ 70,296	\$ 147,360	\$ 154,728	\$ 162,464	\$ 170,587	143%
13005 Charter Enforcement - Life & Health	\$ -	\$ 6,544	\$ 14,532	\$ 15,694	\$ 16,950	\$ 18,306	180%
20005 Human Resources - Personnel	\$ 803,314	\$ 1,057,650	\$ 1,110,533	\$ 1,166,059	\$ 1,224,362	\$ 1,285,580	22%
20005 Human Resources - Life & Health	\$ 95,571	\$ 124,742	\$ 134,721	\$ 145,499	\$ 157,139	\$ 169,710	36%
21005 Finance - Personnel	\$ 893,667	\$ 1,032,781	\$ 1,149,596	\$ 1,207,075	\$ 1,267,429	\$ 1,330,801	29%
21005 Finance - Life & Health	\$ 178,442	\$ 181,823	\$ 209,113	\$ 225,842	\$ 243,909	\$ 263,422	45%
21505 Procurement & Asset Mgmt. - Personnel	\$ 269,118	\$ 335,823	\$ 450,378	\$ 472,896	\$ 496,541	\$ 521,368	55%
21505 Procurement & Asset Mgmt. - Life & Health	\$ 41,634	\$ 40,246	\$ 56,473	\$ 60,990	\$ 65,870	\$ 71,139	77%
22005 Information Technology - Personnel	\$ 1,960,900	\$ 2,153,946	\$ 2,432,403	\$ 2,554,024	\$ 2,681,725	\$ 2,815,811	31%
22005 Information Technology - Life & Health	\$ 366,052	\$ 378,332	\$ 434,411	\$ 469,164	\$ 506,698	\$ 547,233	45%
30005 City Attorney	\$ 539,480	\$ -	\$ -	\$ -	\$ -	\$ -	-%
40005 Planning & Zoning - Personnel	\$ 1,137,431	\$ 1,233,545	\$ 1,295,222	\$ 1,479,399	\$ 1,553,369	\$ 1,631,038	32%
40005 Planning & Zoning - Life & Health	\$ 199,711	\$ 201,522	\$ 217,644	\$ 262,408	\$ 283,401	\$ 306,073	52%
50005 General Government - Personnel	\$ 701,814	\$ 794,899	\$ 834,644	\$ 876,376	\$ 920,195	\$ 966,205	22%
50005 General Government - Life & Health	\$ 41,363	\$ 41,363	\$ 44,672	\$ 48,246	\$ 52,105	\$ 56,274	36%
60005 Police - Personnel	\$ 24,334,874	\$ 27,055,153	\$ 30,133,081	\$ 31,639,736	\$ 35,222,623	\$ 36,983,755	37%
60005 Police - Life & Health	\$ 3,118,102	\$ 3,324,711	\$ 3,616,712	\$ 3,906,049	\$ 4,248,371	\$ 4,588,241	38%
71005 Code Compliance - Personnel	\$ 1,200,930	\$ 1,322,191	\$ 1,388,301	\$ 1,457,716	\$ 1,530,601	\$ 1,607,131	22%
71005 Code Compliance - Life & Health	\$ 156,399	\$ 192,810	\$ 208,235	\$ 224,894	\$ 242,885	\$ 262,316	36%
80005 Public Works - Personnel	\$ 2,863,386	\$ 2,926,798	\$ 3,359,324	\$ 3,527,290	\$ 3,748,106	\$ 3,935,511	34%
80005 Public Works - Life & Health	\$ 597,662	\$ 575,990	\$ 685,466	\$ 740,303	\$ 814,136	\$ 879,267	53%
90005 Parks & Recreation - Personnel	\$ 4,065,771	\$ 5,098,869	\$ 7,550,220	\$ 7,927,731	\$ 8,324,118	\$ 8,740,324	71%
90005 Parks & Recreation - Life & Health	\$ 559,921	\$ 581,752	\$ 893,277	\$ 964,740	\$ 1,041,919	\$ 1,125,272	93%
	\$ 47,233,572	\$ 52,453,519	\$ 60,289,776	\$ 63,663,377	\$ 69,166,501	\$ 72,874,726	39%



Five Year Adopted Budget and Financial Plan for 2024-2028								
Operating Cost								
Department	Adopted 2022-23	Adopted 2023-24	Projected 2024-25	Projected 2025-26	Projected 2026-27	Projected 2027-28	% Change FY2024 to FY 2028	
10005 City Council	\$ 277,400	\$ 338,500	\$ 346,286	\$ 354,250	\$ 362,398	\$ 370,733	10%	
11005 City Manager	\$ 28,040	\$ 48,750	\$ 49,871	\$ 51,018	\$ 52,192	\$ 53,392	10%	
11505 Public Affairs	\$ 186,106	\$ 241,556	\$ 252,512	\$ 258,320	\$ 264,261	\$ 270,339	12%	
12005 City Clerk	\$ 236,200	\$ 236,200	\$ 161,633	\$ 245,350	\$ 170,993	\$ 254,926	8%	
13005 Charter Enforcement	\$ 50,000	\$ 3,210	\$ 6,494	\$ 6,643	\$ 6,796	\$ 6,952	117%	
20005 Human Resources	\$ 205,165	\$ 222,066	\$ 227,174	\$ 232,399	\$ 237,744	\$ 243,212	10%	
21005 Finance	\$ 91,230	\$ 93,180	\$ 95,323	\$ 97,516	\$ 99,758	\$ 102,053	10%	
21505 Procurement & Asset Mgmt.	\$ 15,450	\$ 15,450	\$ 15,805	\$ 16,169	\$ 16,541	\$ 16,921	10%	
22005 Information Technology	\$ 3,559,229	\$ 4,372,235	\$ 4,299,740	\$ 4,458,806	\$ 4,848,523	\$ 5,504,274	26%	
30005 City Attorney	\$ 294,750	\$ 955,000	\$ 976,965	\$ 999,435	\$ 1,022,422	\$ 1,045,938	10%	
40005 Planning & Zoning	\$ 194,920	\$ 179,430	\$ 183,557	\$ 187,779	\$ 192,098	\$ 196,516	10%	
50005 General Government	\$ 2,967,325	\$ 3,476,425	\$ 3,556,383	\$ 3,638,180	\$ 3,721,858	\$ 3,807,460	10%	
60005 Police	\$ 1,895,871	\$ 2,046,009	\$ 2,154,960	\$ 2,331,466	\$ 2,580,400	\$ 2,906,916	42%	
71005 Code Compliance	\$ 39,305	\$ 43,600	\$ 44,603	\$ 45,629	\$ 46,678	\$ 47,752	10%	
80005 Public Works	\$ 2,646,754	\$ 3,568,280	\$ 3,650,350	\$ 3,734,309	\$ 3,820,198	\$ 3,908,062	10%	
90005 Parks & Recreation	\$ 2,497,096	\$ 3,708,412	\$ 5,479,205	\$ 5,605,227	\$ 5,734,147	\$ 5,866,033	58%	
	\$ 15,184,841	\$ 19,548,303	\$ 21,500,861	\$ 22,262,496	\$ 23,177,007	\$ 24,601,479	26%	

Five Year Adopted Budget and Financial Plan for 2024-2028								
Capital Cost								
Department	Adopted 2022-23	Adopted 2023-24	Projected 2024-25	Projected 2025-26	Projected 2026-27	Projected 2027-28	% Change FY2024 to FY 2028	
10005 City Council	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
11005 City Manager	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
11505 Public Affairs	\$ 24,200	\$ 8,300	\$ -	\$ -	\$ -	\$ -	-100%	
12005 City Clerk	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
13005 Charter Enforcement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
20005 Human Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
21005 Finance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
21505 Procurement & Asset Mgmt.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
22005 Information Technology	\$ 401,877	\$ 813,716	\$ 144,000	\$ 169,000	\$ 144,000	\$ 169,000	-79%	
30005 City Attorney	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
40005 Planning & Zoning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
50005 General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
60005 Police	\$ 654,168	\$ 3,053,529	\$ 1,385,751	\$ 2,062,212	\$ 1,510,910	\$ 2,668,206	-13%	
71005 Code Compliance	\$ -	\$ 23,972	\$ -	\$ -	\$ 50,000	\$ 25,000	4%	
80005 Public Works	\$ 126,500	\$ 35,000	\$ 15,000	\$ -	\$ -	\$ -	-100%	
90005 Parks & Recreation	\$ 246,500	\$ 424,150	\$ 100,000	\$ 1,225,000	\$ 2,710,000	\$ 1,095,000	158%	
	\$ 1,453,245	\$ 4,358,667	\$ 1,644,751	\$ 3,456,212	\$ 4,414,910	\$ 3,957,206	-9%	



Five Year Adopted Budget and Financial Plan for 2024-2028							
Debt & Grants/Transfers							
Department	Adopted 2022-23	Adopted 2023-24	Projected 2024-25	Projected 2025-26	Projected 2026-27	Projected 2027-28	% Change FY2024 to FY 2028
10005 City Council	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
11005 City Manager	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
11505 Public Affairs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
12005 City Clerk	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
13005 Charter Enforcement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
20005 Human Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
21005 Finance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
21505 Procurement & Asset Mgmt.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
22005 Information Technology	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
30005 City Attorney	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
40005 Planning & Zoning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
50005 General Government	\$ 3,681,555	\$ 3,268,912	\$ 4,470,937	\$ 5,229,253	\$ 4,835,710	\$ 2,110,000	-35%
60005 Police	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
71005 Code Compliance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
80005 Public Works	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
90005 Parks & Recreation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ 3,681,555	\$ 3,268,912	\$ 4,470,937	\$ 5,229,253	\$ 4,835,710	\$ 2,110,000	





GENERAL FUND BUDGET





General Fund Revenues

Account - Description	Actual		Adopted	Amended	Year-End			
	FY 2020-21	FY 2021-22	Budget	Budget	Actual	Estimate	Proposed	Adopted
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
Taxes								
300100 - Designated Fund Balance	-	-	-	3,895,305	-	-	-	-
311100 - Ad Valorem Taxes - Current	25,077,150	26,314,166	27,086,080	27,086,080	24,747,692	27,086,080	29,930,182	29,930,182
311200 - Ad Valorem Taxes - Delinquent	636,612	637,242	500,000	500,000	2,344,097	2,400,000	600,000	600,000
313100 - Franchise Fees - Electricity	6,633,825	8,025,506	6,700,000	6,700,000	6,682,848	7,000,000	7,200,000	7,200,000
313700 - Franchise Fees - Solid Waste	1,572,749	1,812,140	1,300,000	1,300,000	1,860,536	1,700,000	1,800,000	1,800,000
313900 - Franchise Fees - Bus Bench Ads	16,146	70,227	5,000	5,000	10,938	15,000	10,000	10,000
313920 - Towing Fees	10,380	12,645	11,000	11,000	12,975	14,000	12,500	12,500
314100 - Utility Taxes - Electricity	8,140,057	9,605,103	9,000,000	9,000,000	9,215,029	9,000,000	9,500,000	9,500,000
314200 - Communication Services Tax	3,478,659	3,768,231	3,394,815	3,394,815	3,201,547	3,394,815	3,496,660	3,929,927
314300 - Utility Taxes - Water	1,411,566	1,402,263	1,350,000	1,350,000	1,204,674	1,350,000	1,350,000	1,350,000
314400 - Utility Taxes - Gas	185,835	214,798	150,000	150,000	202,410	200,000	200,000	200,000
Taxes Total	47,162,977	51,862,321	49,496,895	49,496,895	49,482,744	52,159,895	54,099,342	54,532,609
Licenses & Permits								
321100 - Local Business License Tax	989,308	794,579	1,000,000	1,000,000	2,310,186	2,500,000	1,200,000	1,200,000
322100 - Building Permits	3,351,875	-	-	-	-	-	-	-
329101 - Other Fees - Boiler Fees	11,065	15,175	-	-	-	-	-	-
329200 - Alarm Permits	180,809	178,307	190,000	190,000	216,499	200,000	190,000	190,000
329300 - Zoning Hearing Fees	51,500	349,722	50,000	50,000	41,442	50,000	30,000	30,000
329400 - Zoning Plan Review Fees	150,871	82,982	70,000	70,000	77,050	70,000	55,000	55,000
329401 - Zoning Permit Review Fees	103,873	123,925	60,000	60,000	78,045	75,000	60,000	60,000
329402 - PW - Platting Permit Fees	25,665	19,950	65,000	65,000	17,100	65,000	25,000	25,000
329500 - Certificates of Occupancy	172,356	222,760	-	-	-	-	-	-
329600 - Concurrency Fees	33,708	58,904	60,000	60,000	35,792	60,000	60,000	60,000
329700 - Public Works Permits	275,223	353,566	150,000	150,000	121,468	200,000	100,000	100,000
329800 - Code Default Property Fees	38,900	23,700	30,000	30,000	18,800	25,600	30,000	30,000
Licenses & Permits Total	5,385,154	2,223,569	1,675,000	1,675,000	2,916,382	3,245,600	1,750,000	1,750,000
Intergovernmental								
335120 - State Sharing Revenue	1,654,058	1,850,482	1,901,109	1,901,109	2,164,367	1,901,109	2,052,085	2,052,085
335150 - Alcoholic Beverage Tax	71,083	91,396	72,100	72,100	95,501	90,000	72,100	72,100
335180 - Half Cent Sales Tax	5,774,687	7,212,008	6,980,883	6,980,883	7,259,529	6,980,883	7,543,526	7,543,526
338100 - County Business Tax Receipts	96,501	86,381	89,000	89,000	127,578	97,000	89,000	89,000
Intergovernmental Total	7,596,328	9,240,268	9,043,092	9,043,092	9,646,976	9,068,992	9,756,711	9,756,711
Charges for Services								
341303 - Building Training Fees	2,779	12,784	-	-	-	-	-	-
341520 - Court Ord. Restitution PYMTS	288	1,494	-	-	-	-	-	-
341900 - Lien Search Fees	317,643	290,944	241,000	241,000	191,449	240,000	220,000	220,000
341901 - Candidate Qualifying Fees	200	4,300	-	-	-	-	4,500	4,500
341902 - BLDG Administrative Fees	56,976	46,315	-	-	-	-	-	-
341903 - BLDG Records Request	102,603	102,793	75,000	75,000	67,977	75,000	75,000	75,000
341907 - Public Records Request	-	-	-	-	-	-	42,000	42,000
342100 - Police Services	1,556,822	1,031,415	875,000	875,000	1,270,350	1,500,000	1,400,000	1,400,000
342110 - Police Services - Records	9,629	8,143	8,000	8,000	7,210	8,000	8,000	8,000
342115 - School Crossing Guards	60,180	73,000	70,000	70,000	78,847	70,000	70,000	70,000
342130 - Police Services - School Officer	253,889	734,653	829,445	829,445	811,476	829,445	829,445	829,445
342901 - BLDG Recert Fees 40-YR	8,530	19,250	-	-	-	-	-	-
344500 - Parking Operations	-	-	-	-	-	-	1,125,000	1,125,000
347200 - Recreation Fees	82,287	133,166	100,000	100,000	137,735	150,000	120,000	120,000
347201 - Recreation - Rentals	103,511	298,543	170,000	170,000	326,189	300,000	300,000	300,000
347202 - Recreation - Bronco Regis.	27,702	34,628	30,000	30,000	36,325	37,000	18,000	18,000



Account - Description	Actual		Adopted	Amended	Year-End			
	FY 2020-21	FY 2021-22	Budget	Budget	Actual	Estimate	Proposed	Adopted
347203 - Recreation - Concessions	2,440	5,530	8,000	8,000	6,915	8,000	8,000	8,000
347204 - Recreation - Taxable Sales	266	781	2,500	2,500	644	2,500	1,000	1,000
347400 - Recreation - Special Events	7,233	31,820	40,000	40,000	47,480	55,000	50,000	50,000
347401 - Recreation - Sponsorships	16,325	56,965	80,000	80,000	60,325	80,000	95,000	95,000
347402 - Recreation - Camps	41,988	108,026	75,000	75,000	163,853	160,000	110,000	110,000
347403 - Recreation - Tennis	60,244	68,046	60,000	60,000	56,721	60,000	70,000	70,000
347404 - Recreation - Soccer	160,021	264,680	250,000	250,000	233,164	250,000	265,000	265,000
347405 - Recreation - Community Center	76,723	174,627	110,000	110,000	172,686	170,000	175,000	175,000
347406 - Recreation - Training	150	300	300	300	150	300	300	300
347407 - Recreation - Baseball	11,702	36,763	13,000	13,000	36,435	17,000	35,000	35,000
Charges for Services Total	2,960,129	3,538,966	3,037,245	3,037,245	3,705,930	4,012,245	5,021,245	5,021,245
Fines & Forfeits								
351100 - Judgements & Fines	308,320	554,393	530,000	530,000	541,513	610,000	590,000	590,000
351150 - Safety Redlight Cameras	848,531	1,233,188	1,125,000	1,125,000	845,793	1,000,000	-	-
351200 - Court - Investigative Recovery	-	125	5,000	5,000	-	100	1,000	1,000
359101 - Fines - Permit Violations	156,560	251,683	175,000	175,000	351,193	350,000	315,000	315,000
359102 - Fines - Parking Violations	-	-	-	-	-	-	545,000	545,000
Fines & Forfeits Total	1,313,411	2,039,388	1,835,000	1,835,000	1,738,499	1,960,100	1,451,000	1,451,000
Miscellaneous								
331101 - Federal Reimb - Cares Act	219,503	-	-	-	-	-	-	-
331200 - DOJ Bryne Grant	15,186	75,340	-	-	50	50	-	-
331201 - DOJ COPS Tech Grant 2010	-	-	-	-	-	-	-	1,000,000
334200 - State of Fl Jag Grant - 2009	7,040	-	-	-	-	-	-	-
334700 - Cultural Facility Grant.	-	8,640	-	-	-	-	-	-
337500 - Grant	-	18,449	-	-	-	-	-	-
337100 - County Reimbursement	248,510	-	-	-	-	-	-	-
347900 - Sponsorship Naming Rights	-	-	-	-	-	-	175,000	175,000
361100 - Interest Income	879,049	855,888	700,000	700,000	1,805,594	1,800,000	750,000	750,000
362100 - Lease Agreement - Doral Prep	14	12	12	12	12	12	12	12
362200 - Billboard Reduction Program	-	300,000	64,424	64,424	-	-	64,000	64,000
366000 - Private Grants & Contributions	-	5,781	-	-	500	500	-	-
366200 - Private Contributions - Other	15	-	-	-	-	-	-	-
367100 - Change In Invest Value	(537,701)	(3,946,306)	-	-	388,961	1,200,000	-	-
369100 - Miscellaneous Income	141,433	89,102	36,750	36,750	32,015	36,750	36,750	36,750
369101 - BLDG MISC - OT Recovery	119,297	67,050	-	-	1	-	-	-
369102 - BLDG MISC - Copy Scan Fees	6,013	11,478	-	-	-	-	-	-
369103 - Police Auto Take Home PGM	9,900	8,900	-	-	-	-	-	-
369104 - MAU Park	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
369105 - PD MISC - SRO OT Recovery	27,654	36,898	20,000	20,000	61	30,000	35,000	35,000
369200 - Prior Year Recovery	52,383	28,001	10,500	10,500	37,114	37,500	10,500	10,500
369301 - Settlement - Viewpoint	37,500	-	-	-	-	-	-	-
369400 - MISC. Park Fees	700	1,900	-	-	1,500	2,000	1,000	1,000
369900 - Insurance Proceeds	51,612	161,893	-	-	104,956	100,000	-	-
381200 - Internal Services Transfer In	-	-	-	-	-	-	589,093	1,679,907
Miscellaneous Total	1,285,109	(2,269,975)	838,686	838,686	2,377,764	3,213,812	1,668,355	3,759,169
Revenue Grand Total	65,703,109	66,634,537	65,925,918	65,925,918	69,868,296	73,660,644	73,746,653	76,270,734



General Fund Revenue Projections

Taxes

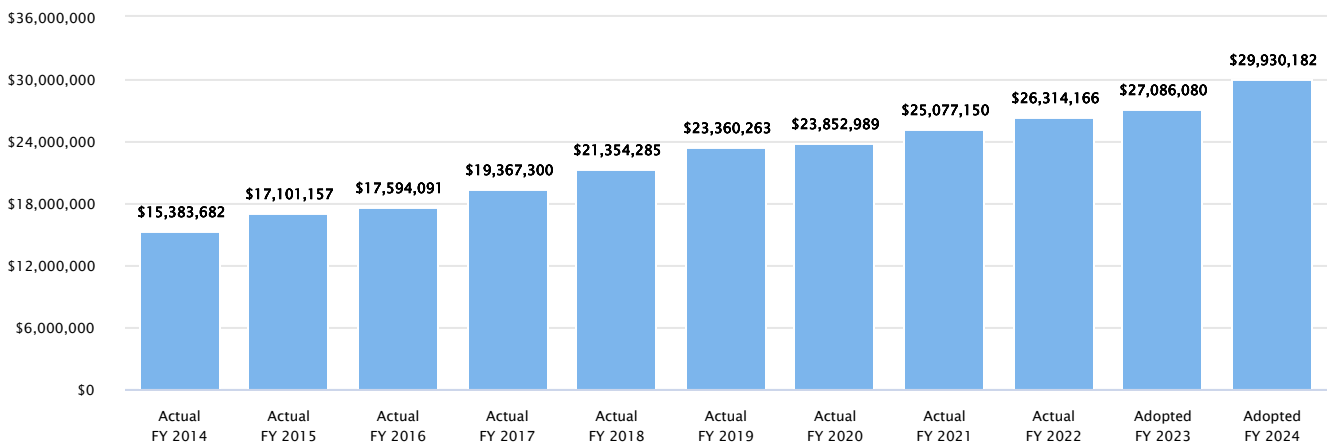
The revenue classification in the General Fund includes Ad Valorem (Property) Taxes, Franchise Fees, Utility Taxes and the Simplified Communications Tax. This class of revenue provides a fairly stable source and normally displays an increasing trend due to increases in property assessments (which are 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.

The Adopted FY 2024 General Fund includes the millage rate for the City of Doral of 1.7166. This millage is expected to generate tax proceeds of \$29,930,182.

Ad Valorem



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.

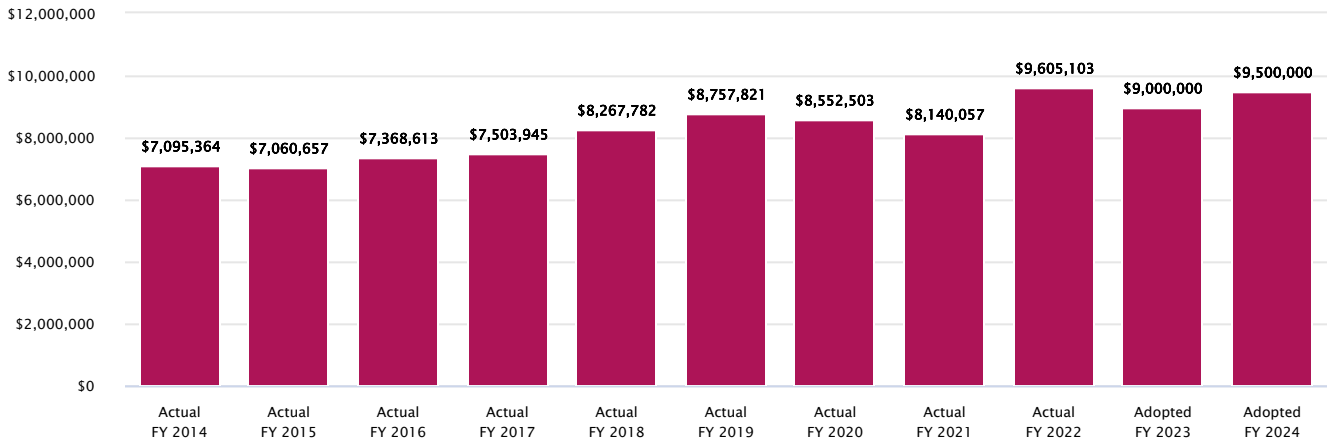
Utility Taxes

Section 166.23 (l) (A), Florida Statutes, authorizes a city to collect Public Service or Utility Taxes.

314.100 Utility Tax - Electricity - The City previously established by Ordinance utility taxes in the amount of 10% on electricity. Electricity franchise taxes are derived from the proceeds of a franchise agreement granted to Florida Power & Light (FPL) to construct, maintain, and operate all necessary equipment within the limits of the City of Doral. Electricity utility taxes are derived from the levy and imposition by the City of an excise tax on the purchase of electricity within the City. These taxes are collected and remitted by FPL.



Utility – Electricity

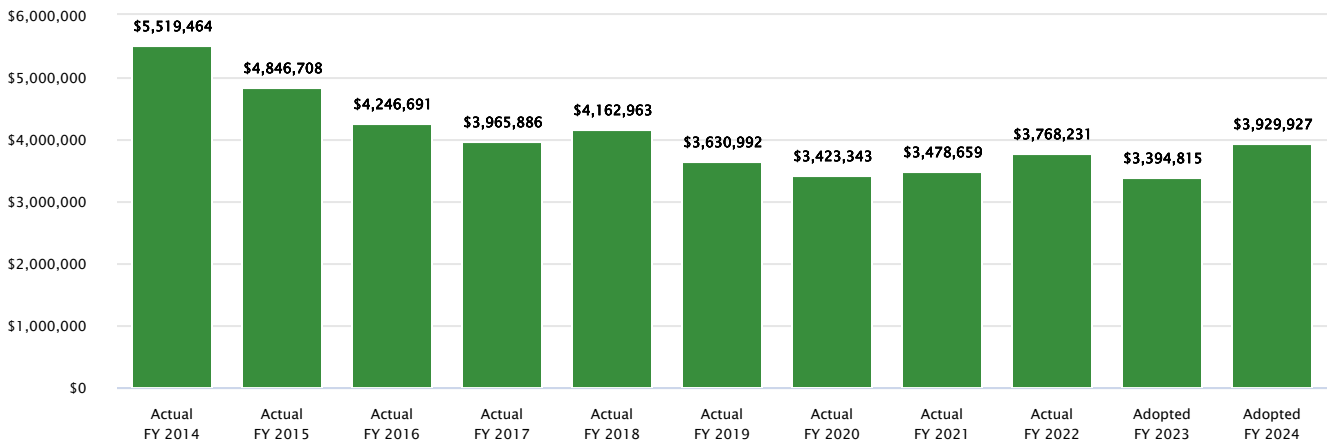


314.300 Utility Tax - Water - The City previously established by Ordinance utility taxes in the amount of 10% on water.

314.400 Utility Tax - Gas - Gas franchise fees are derived in order to erect, install, extend, maintain, and operate all the necessary equipment within the limits of the City for the purpose of transporting, distributing, and selling manufactured or natural gas in the City. Gas utility tax is derived from the levy and imposition by the City of an excise tax on the purchase of metered or bottled gas within the City.

314.200 Communication Services Tax - The Communication Services Tax (CST) was enacted to restructure utility taxes and franchise fees on communication services, including telecommunications and cable television. These taxes are collected by the State of Florida and distributed to the City using the same population-based formula used for local option sales taxes.

Utility – Communication Tax



Licenses And Permits

The Licenses and Permits revenue classification in the General Fund include Occupational Licenses, 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 consistent trend and are impacted by the rate of growth and development in the City.



321.100 Local Business License Tax – A business license is an annual regulatory permit for the privilege of conducting business within the City. This license is issued after a business has complied with applicable local, state and federal requirements and has paid the annual gross receipts tax, applicable fees and assessments.

Local Business License Tax



329.300 Zoning Hearing Fees – Revenues are generated by administrative fees for Variances, Special Use/ Special Exceptions, LDC Text amendments, Comprehensive Plan amendments, PUD/Minor changes, Waiver of Plat and Plat applications.

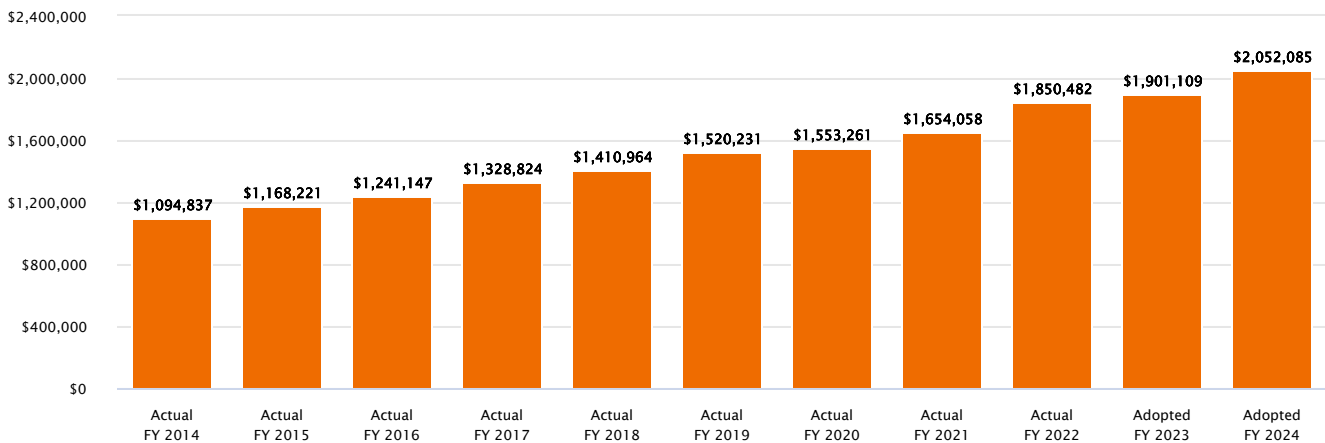
329.500 Certificates of Occupancy – Revenues generated by approval of new construction.

Intergovernmental

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

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

State Sharing Revenue

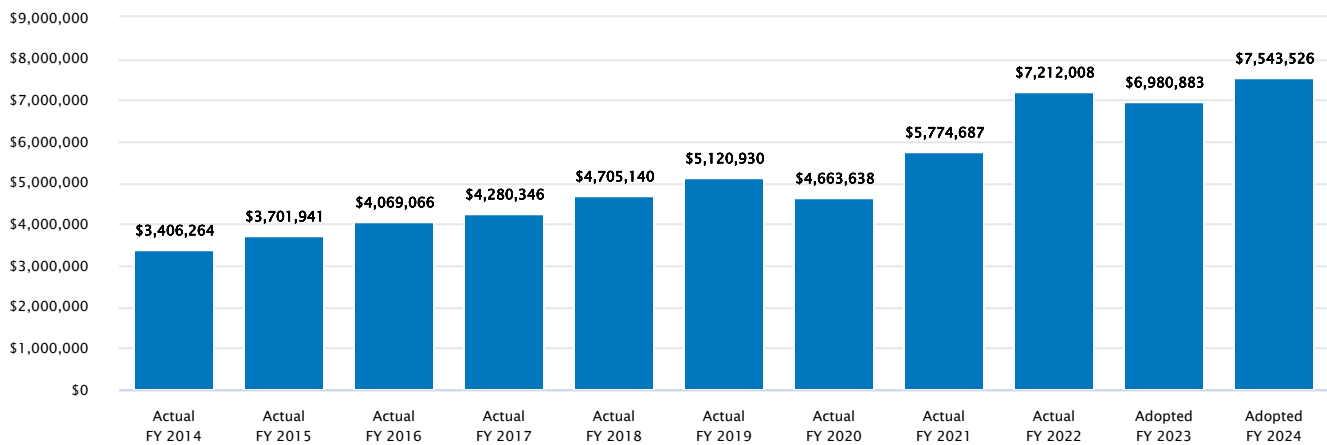




335.150 Alcoholic Beverage Tax – Various alcoholic beverage license taxes are levied on manufacturers, distributors, vendors, and sales agents of alcoholic beverages in Florida. The tax is administered, collected, enforced, and distributed back to the local governments by the Division of Alcoholic Beverages and Tobacco within the Florida Department of Business and Professional Regulation. From the alcoholic beverage license tax proceeds collected within an incorporated municipality, 38% is returned to the appropriate municipality.

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 a per capita formula.

Half Cent Sales Tax

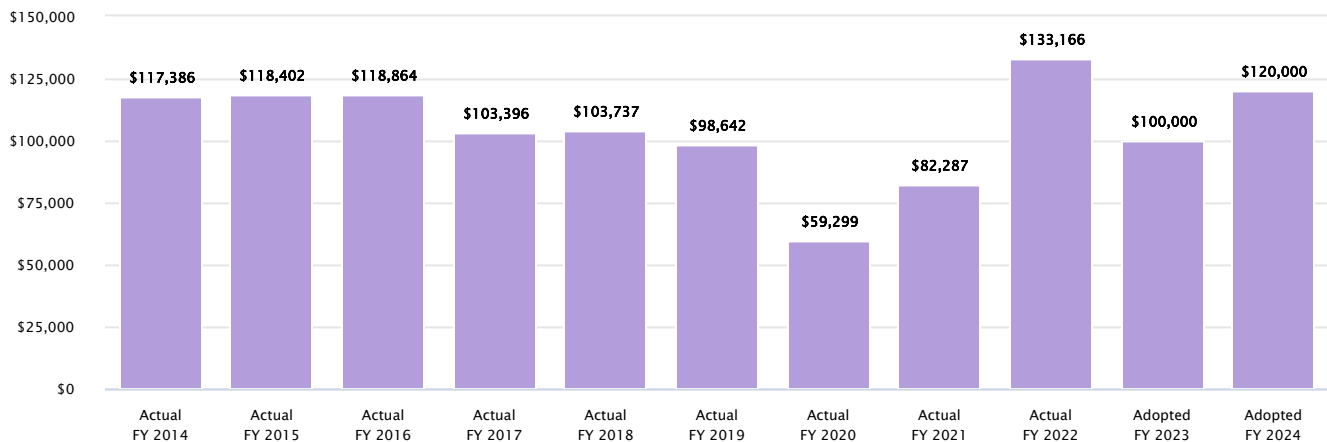


Charges For Services

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.

Recreation Fees





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

Fines & Forfeitures

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

351.100 *Judgments & Fine* - Revenues generated by enforcement and prosecution of municipal ordinances and state statutes. It is anticipated that this source will generate \$590,000 worth of revenue.

351.150 *Safety Redlight Cameras* – The City receives a portion of the revenues resulting from the Red-Light Cameras located within the City's boundaries. In May 2023, City Council repealed the Dangerous Intersection Safety Act through Ordinance No. 2023-09, therefore the City will no longer be in receipt of these revenues.

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.

359.102 *Parking Violations* - Revenues in this category derive from parking violations and fines resulting from a motor vehicle in a restricted place or parking in an unauthorized manner.

Other Revenues

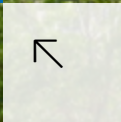
The Other Revenues classification in the General Fund includes interest income and Other Income. This revenue for interest income displays an increasing trend and other income is budgeted conservatively as this revenue is unpredictable.

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







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. The authority is vested in the Council to enact ordinances, hold public hearings, approve contracts, establish assessments, and authorize construction of all public improvements. Together, the Mayor and Council set the policies for the effective operation of the City. The administrative responsibility of the City rests with the City Manager, who is appointed by the City Council.

Doral operates under a Mayor-Council-Manager form of government. The Mayor is recognized as the head of the City government for all ceremonial purposes and is responsible for nominating the City Manager, City Clerk and City Attorney. The nominations are confirmed by a majority of the City Council. The members of the City Council also serve as the Local Planning Agency responsible for the development of the City’s Comprehensive Development Master Plan.



Office of the Mayor and City Council Objectives for FY 2024

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

Sustainability and Capital Area:

- Review of the City Manager’s recommended operating and capital budget for adoption by the City.
- Review and adopt resolutions and ordinances and review staff reports.
- Conduct public hearings on issues affecting the residents of the City.

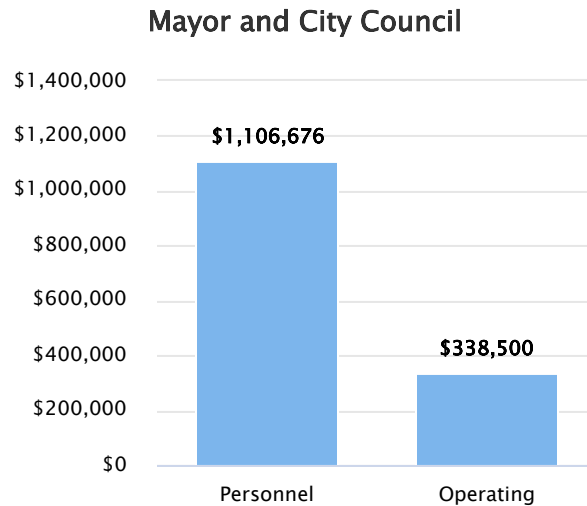
Economic Development and Communication Area:

- Promote a diverse and strong local economy that attracts strong flourishing businesses and draws steady jobs that will stimulate the economic growth of the City.
- Provide policy direction regarding the emphasis of the City’s economic development efforts.

Quality of Life / Quality Development:

- Foster and maintain a strong sense of community, identity, and of place.
- Continue to represent a high level of community confidence and trust in city government.
- Pursue improvement opportunities in the Legislative / Regulatory Areas.

Office of The Mayor And City Council Budget Highlights



- **120 – 230 Personnel Costs** – For this fiscal year, there is a 3% cost of living adjustment and an up to 3% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 1% city-wide.
- **44A - 44E Rentals and Leases** – New accounts were allocated for rentals and leases funding for each Council seat in the amount of \$5,000.
- **49A - 49E Other Current Charges** – New accounts were allocated for sponsorship funding for each Council seat in the amount of \$5,000.



**Office of the Mayor and City Council
Authorized Positions**

Account	Position	Budget	Budget	Budget	Budget	Amended*	Adopted	Total Cost
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
500.110 - Charter Compensation								
	Mayor	1	1	1	1	1	1	\$ 77,587
	Council Members	4	4	4	4	4	4	\$ 74,444
	Charter Compensation Total	5	5	5	5	5	5	\$ 152,031
500.120 - Full Time Salaries								
	Chief of Staff	1	1	1	1	1	1	\$ 95,018
	Legislative Analyst	4	4	4	4	4	4	\$ 338,048
	Community Outreach Coordinator	-	-	-	-	1	1	\$ 62,573
	Full Time Salaries Total	5	5	5	5	6	6	\$ 495,639
	Total	10	10	10	10	11	11	\$ 647,670

* AMENDED FY 2022-23 - This column reflects any mid-year change to budgeted positions



00110005 - Office of the Mayor & City Council

	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed	Adopted
	FY 2020-21	FY 2021-22	Budget	Budget	Actuals	Estimate	FY 2023-24	FY 2023-24
Personnel								
500110 - Charter Compensation	139,567	143,305	147,603	147,603	124,225	147,603	152,031	152,031
500120 - Full Time Salaries	366,604	389,707	413,459	441,792	378,113	441,792	496,844	495,639
500125 - Compensated Absences	3,789	8,886	14,908	21,613	22,563	21,613	17,915	17,871
500210 - FICA & MICA Taxes	50,269	52,967	57,991	60,304	50,835	60,304	65,009	64,914
500220 - Retirement Contribution	73,206	70,721	76,182	79,684	70,898	79,684	86,987	86,843
500230 - Life & Health Insurance	250,082	261,947	278,084	286,145	244,568	286,145	300,535	289,378
Personnel Total	883,517	927,533	988,227	1,037,141	891,202	1,037,141	1,119,321	1,106,676
Operating								
50031A - Pro.Ser. - Council Seat Mayor	-	-	-	-	-	-	-	-
50031B - Pro.Ser. - Council Seat One	-	-	-	-	-	-	-	-
50031C - Pro.Ser. - Council Seat Two	-	-	-	-	-	-	-	-
50031D - Pro.Ser. - Council Seat Three	-	-	-	-	-	-	-	-
50031E - Pro.Ser. - Council Seat Four	-	-	-	-	-	-	-	-
500400 - Travel & Per Diem	25,665	26,100	26,100	26,100	21,750	26,100	26,100	26,100
500401 - Council Stipend	147,188	150,000	150,000	150,000	130,037	150,000	150,000	150,000
50040A - Travel - Council Seat Mayor	5,190	15,371	10,000	6,207	7,864	5,000	10,000	10,000
50040B - Travel - Council Seat One	3,522	4,845	5,000	2,897	4,116	5,000	5,000	5,000
50040C - Travel - Council Seat Two	1,649	3,466	5,000	3,359	2,836	5,000	5,000	5,000
50040D - Travel - Council Seat Three	6,156	5,271	5,000	5,000	588	5,000	5,000	5,000
50040E - Travel - Council Seat Four	11,485	9,473	5,000	1,244	825	5,000	5,000	5,000
500410 - Communication & Freight	10,043	10,732	13,800	13,800	10,990	13,800	24,900	24,900
50044A - R&L - Council Seat Mayor	-	-	-	-	-	-	-	5,000
50044B - R&L - Council Seat Mayor	-	-	-	-	-	-	-	5,000
50044C - R&L - Council Seat Mayor	-	-	-	-	-	-	-	5,000
50044D - R&L - Council Seat Mayor	-	-	-	-	-	-	-	5,000
50044E - R&L - Council Seat Mayor	-	-	-	-	-	-	-	5,000
50048A - Prom. Act. - Council Seat Mayor	347	-	500	2,631	2,581	3,000	500	500
50048B - Prom. Act. - Council Seat One	495	-	500	500	-	500	500	500
50048C - Prom. Act. - Council Seat Two	-	-	500	1,341	-	500	500	500
50048D - Prom. Act. - Council Seat Three	235	1,073	500	500	353	500	500	500
50048E - Prom. Act. - Council Seat Four	1,100	-	500	3,207	807	807	500	500
50049A- OTCC- Council Seat Mayor	-	-	-	-	-	-	5,000	5,000
50049B- OTCC- Council Seat One	-	-	-	-	-	-	5,000	5,000
50049C- OTCC- Council Seat Two	-	-	-	-	-	-	5,000	5,000
50049D- OTCC- Council Seat Three	-	-	-	-	-	-	5,000	5,000
50049E- OTCC- Council Seat Four	-	-	-	-	-	-	5,000	5,000
50051A - Off. Supp. - Council Seat Mayor	4,830	2,081	5,000	6,381	6,381	8,000	5,000	5,000
50051B - Off. Supp. - Council Seat One	1,165	3,116	5,000	8,068	4,286	5,000	5,000	5,000
50051C - Off. Supp. - Council Seat Two	672	2,333	5,000	5,000	4,777	5,000	5,000	5,000
50051D - Off. Supp. - Council Seat Three	4,535	2,211	5,000	5,000	2,252	5,000	5,000	5,000
50051E - Off. Supp. - Council Seat Four	2,917	2,255	5,000	4,693	3,544	4,693	5,000	5,000
50054A - Dues/Memb. - Council Seat Mayor	15,253	9,806	6,000	6,281	6,281	5,500	6,000	6,000
50054B - Dues/Memb. - Council Seat One	2,435	8,209	6,000	5,035	5,153	6,000	6,000	6,000
50054C - Dues/Memb. - Council Seat Two	2,165	5,543	6,000	6,800	6,365	6,000	6,000	6,000
50054D - Dues/Memb. - Council Seat Three	1,535	4,144	6,000	6,000	2,763	6,000	6,000	6,000
50054E - Dues/Memb. - Council Seat Four	2,286	2,742	6,000	7,356	7,535	6,000	6,000	6,000
Operating Total	250,870	268,770	277,400	277,400	232,082	277,400	313,500	338,500
Grand Total	1,134,387	1,196,303	1,265,627	1,314,541	1,123,284	1,314,541	1,432,821	1,445,176

* YTD = Year to Date



Office of the City Manager



Office of the City Manager Function

The City Manager is the chief administrative officer of the City and ensures the proper implementation of laws, policies, and provisions of the City Charter and acts of the City Council, through the administration of all Departments and Divisions of the City government. The City Manager also assists in planning for the development of the City, oversees the budget preparation, and supervises the daily operations of the City.

To oversee the above functions, a Deputy City Manager, Assistant City Manager/Chief Financial Officer, and associated staff provide support to the City Manager in the areas of administration, operations, and finance.



Office of the City Manager Accomplishments for FY 2023

Performance Strategic Focus Areas

- Economic Development & Communication
- Customer Service
- Organizational Efficiency & Effectiveness
- Quality of Life / Quality of Development

This section lists key accomplishments associated with the strategic priority areas, goals and objectives.

- Support continued viability of the business community
- Encourage desired forms of redevelopment
- Attract new residents for whom the housing of the City is affordable
- Ensure regulatory requirements and public health expectations are current and appropriate
- Strengthen communication with the community, particularly on safe public health practices and economic recovery
- Continue to improve the quality of customer service.
- Ensure the City is obtaining a fair share of public revenues
- Ensure public revenues are adequate for current and future needs and priorities
- Ensure a competitive tax environment is sustained
- Diversify the revenue base of the City
- Assist local businesses to remain viable
- Enhance programming options for residents. Particularly those that promote safe public health practices
- Review policies and procedures to ensure best interests and overall safety of the community are met in the use of its facilities
- Promote employee safety
- Continue to improve organizational efficiencies and effectiveness
- Continue to provide services that are a good value for the cost and are highly valued by the community
- Continue to build a culture of superior performance
- Continue to improve the quality of life and development in Doral

Office of the City Manager Objectives for FY 2024

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.

Strategic Goals:

Public Safety

- Ensure the well-being and security of residents and visitors by reducing crime, preventing accidents, and responding effectively to emergencies. This includes a broad range of considerations, such as policing, adequate lighting, and other infrastructure-related measures.

Exceptional Service

- Prioritize resident needs and interests, regularly seeking and responding to feedback, and continually striving to improve service delivery. Develop and implement innovative service delivery models, utilizing technology and data to improve efficiency and effectiveness, and invest in staff development and training.



Transportation

- Develop and implement a comprehensive transportation plan that considers the needs of all users, including pedestrians, cyclists, public transit riders, and motorists. This plan should include a mix of transportation modes, including public transit, cycling infrastructure, pedestrian walkways, and roads and highways.

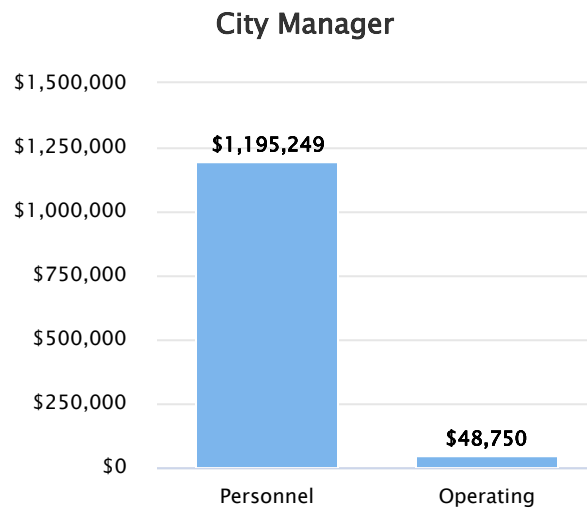
Parks and Recreations

- Create and maintain high-quality, safe, and accessible parks, open spaces, and recreational facilities, and provide engaging and enriching programming options that promote public health, enhance quality of life, and support economic development in the city.

Revenue Growth

- Raise sufficient funds to support the delivery of services and programs to residents, while also ensuring financial stability and sustainability over the long term. This requires a balanced approach that prioritizes responsible fiscal management, transparency, community engagement, and equity.

Office of the City Manager Budget Highlights



- **111 – 230 Personnel Costs** – For this fiscal year, there is a 3% cost of living adjustment and an up to 3% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 1% city-wide. Moreover, the City Manager holds a contract and as a result receives an annual increase of 5%. As part of the FY 2024 budget, the City Manager’s Office is reclassifying the Development Services Administrator position, to an Assistant City Manager/ Chief Financial Officer. This change will enhance organizational efficiency of the City Manager’s Office, and improve the span of control.



**Office of the City Manager
Authorized Positions**

Account	Position	Budget	Budget	Budget	Budget	Adopted	Total Cost
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2023-24
500.111 - Administrative Salaries							
	City Manager	1	1	1	1	1	\$ 254,805
	Deputy City Manager	1	1	1	1	1	\$ 204,867
	Development Services Administrator ⁽¹⁾	-	-	-	1	-	\$ -
	Assistant City Manager/Chief Financial Officer ⁽²⁾	-	-	-	-	1	\$ 206,000
	Administrative Salaries Total	2	2	2	3	3	\$ 665,672
500.120 - Full Time Salaries							
	Executive Administrative Assistant to the City Manager	1	1	1	1	1	\$ 78,988
	Clerical Aide II ⁽³⁾	1	1	1	1	2	\$ 73,487
	Full Time Salaries Total	2	2	2	2	3	\$ 152,475
	Total	4	4	4	5	6	\$ 818,147

⁽¹⁾ FY 2022-23 NEW POSITION - Development Services Administrator

⁽²⁾ FY 2023-24 RECLASSIFIED - Development Services Administrator to Assistant City Manager/Chief Financial Officer

⁽³⁾ FY 2023-24 NEW POSITION - Clerical Aide II



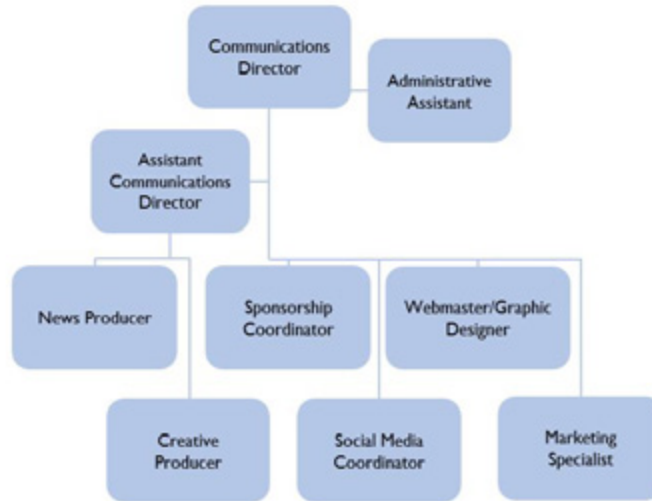
00111005 - Office of the City Manager

	Actual	Actual	Adopted Budget	Amended Budget	YTD *	Year-End Estimate	Proposed	Adopted
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
Personnel								
500111 - Administrative Salaries	415,486	388,378	554,593	554,593	442,563	554,593	684,672	665,672
500120 - Full Time Salaries	109,044	101,581	118,983	118,983	106,912	118,983	152,459	152,475
500125 - Compensated Absences	255,686	29,888	52,866	204,990	204,990	204,990	58,786	58,102
500140 - Overtime	175	-	250	250	-	-	250	250
500210 - FICA & MICA Taxes	39,903	33,719	56,618	56,618	51,253	56,618	71,081	69,576
500220 - Retirement Contribution	118,358	72,139	123,044	123,044	136,057	123,044	142,744	140,466
500230 - Life & Health Insurance	80,078	49,898	50,700	50,700	76,840	50,700	112,915	108,708
Personnel Total	1,018,729	675,604	957,054	1,109,178	1,018,615	1,108,928	1,222,907	1,195,249
Operating								
500400 - Travel & Per Diem	12,331	7,194	14,400	14,400	20,882	14,400	31,600	31,600
500410 - Communication & Freight	4,500	2,625	3,000	3,000	3,792	3,000	5,400	5,400
500510 - Office Supplies	2,059	3,806	2,640	2,640	1,239	2,640	3,750	3,750
500540 - Dues, Subscriptions, Memberships	6,013	6,385	8,000	8,000	7,432	8,000	8,000	8,000
Operating Total	24,903	20,009	28,040	28,040	33,344	28,040	48,750	48,750
Grand Total	1,043,633	695,613	985,094	1,137,218	1,051,959	1,136,968	1,271,657	1,243,999

* YTD = Year to Date



Public Affairs Department



Public Affairs Department Function

The mission of the Public Affairs Department is to articulate the City’s accomplishments, policies, and brand by communicating to all stakeholders how the City works diligently and responsibly to ensure a high quality of life for all. The Department’s vision is to foster a strong brand and presence that communicates the City’s role as an international model city that is the premier place to live, work, learn, and play.

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

Not only must the Public Affairs Department inform, but must also do so in a creative, entertaining, and unified way. Having the local community in mind at all times, Public Affairs researches and listens for those key issues or behaviors that require attention and creates campaigns to shift the negative issues into a positive result.



Public Affairs Accomplishments for FY 2023

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

Media/Direct Communications

- Expanded on safety video campaigns with Doral PD to educate and inform. Continued existing Inside Doral and Spend Local Save Local campaigns to highlight news in the city as well as businesses. Launched new video campaigns to celebrate 20th Anniversary with Did You Know Series and Business Pioneer Highlights.
- Increased engagement with residents through email, social media, website, and videos to keep the community informed in a timely manner.
- Distributed the bi-annual "Doral Life" print newsletter to Doral homes, that included QR codes which permits readers to also enjoy the full newsletters in Spanish.
- Continued working with other departments through promotional, marketing, and protocol support on numerous events and efforts.
- Continued fostering media relationships with quick and transparent responses to inquiries for an accurate and balanced story, as well as, addressing reporting inaccuracies.
- Management and coordination of interview requests to City departments and elected officials; crafting of messages as needed.
- Continued focused communication addressing odor control issues affecting Doral through website news updates, social media, email blasts, and phone calls. Culmination of these efforts during and following the Covanta fire in February 2023.
- Preparation of products for Council that include press guidance, talking points, and scripts.
- Continued partnership with Doral Family Journal, Doral's longest standing local newspaper with monthly articles to help reach a greater audience with City initiatives, programs, and events.
- Approximately 70 bilingual news releases/advisories disseminated.
- All graphic design projects continue to be completed in-house as the department has taken on the design of other department's materials for brand and message continuity. For instance, 20th anniversary posters, event/program flyers, light pole banners, etc.

Community Relations

- Furthered City initiatives and strengthened partnerships. Community Outreach continues to be an integral part of operations. Working with partners like: UM Mobile Clinic, Florida Department of Health, Prospera, One Blood Mobile, FEMA, Sister Cities, and many more.
- Served as liaison to the Commission on the Status of Women Advisory Board, hosting events such as "Women of Legacy".
- Improvement of congratulatory certificates through the redesign and streamlining for multiple categories.
- Utilized surveys to engage the community and garner feedback from residents for topics such as the Parking Management program, Covanta, etc.
- Assisted with the launch of the new InfoDoral pilot program to provide customer service and troubleshooting for residents needing help or information.
- Continued planning and executing top-level City events that included, ribbon cuttings, groundbreakings, and other events that come through Council/administrative initiatives. During FY 2023, events were transitioned back to in-person following the pandemic. (State of the City, Swearing-in ceremonies, 20th anniversary events).
- Overseeing Facility Use Application process for several organizations that apply to use our facilities (Government Center & Doral Police Training & Community Center). The number of requests and events at these locations, requiring coordination of logistics interdepartmentally continues to increase each year,
- Public Affairs continues to coordinate the logistics of all events held in the Government Center facility (consular visits, public workshops, etc.), and in the Doral PD Training & Community Center, serving as a liaison that communicates needs to IT and Public Works Departments.
 - Approximately 12 events, ceremonies, and galas were fully planned within the last fiscal year.



- Over 1,200 facility events have been coordinated in collaboration with respective departments or divisions, as well as, outside organizations.
- Continued fostering a strong relationship with the Miami-Dade County Film Commissioner making Doral a viable filming location for production companies like Univision Productions, Telemundo Studios, Insight Productions, Soho Productions and others.

Web Content/Social Media

- Ongoing optimization of City website to streamline, modernize, and be more user-friendly and ADA compliant. Website views for the past year total 2.1m.
- Recreated the dedicated Parks Bond webpage with all the latest information and continued updates for transparency in all park bond operations.
- Several new pages were added to facilitate the dissemination of information for new and pressing matters – i.e., Covanta, Info Doral
- Tracking social media sentiments from posts – From October 1, 2022 - June 27, 2023, sentiment has been 32% positive, negative discourse is down 35% from prior period. Instagram posts welcoming the new council had the most positive responses.
- Grew social media followers by 12% since last year. (Instagram, Facebook, Twitter)
- During the past 12 months, the department reached approximately 300,000 people on both Facebook and Instagram (up 28% from last year). Posts with the most reach and engagement within the last year were on Instagram related to beauty shots of Downtown Doral and Cityplace, Doral PD active shooter drill, and call for Covanta petition signing.
- In FY 2023, videos on Facebook viewed increased 63% from prior year.
- Continued Facebook Live streaming of all Council and Zoning Meetings.
- Used organic and paid campaigns to garner successful attendance/participation for events.
- Continued Weekly Doral Digest – a weekly email blast with upcoming calendar of events/meetings, key information, video of the week and a Spotlight on an important topic of the moment – average pen rate is 31%.
- Multiple email campaigns conducted through-out the year to better inform residents – Number of email blasts increased by 3% from previous year.

Digital & Multimedia

- Continued consistency in messages and achieving lowering production costs, while communicating information on the multitude of City services offered, is of the utmost importance.
- In the last 12 months, Public Affairs has produced 170 video items from business promotional videos for Spend Local Save Local, event promos, Mayor's messages, and City project updates. The Department has saved the City tens of thousands of dollars in video production costs, based on local marketing standard rates with minimum personnel, by producing in-house.
 - Doral 20 Year Legacy Businesses (\$30,000)
 - Doral PD Recruitment (\$60,000)
 - Your City at Work Series (\$15,000)
 - Get to Know Your Elected Officials (\$25,000)
 - Doral Park Bond Updates (\$17,000)
 - Inside Doral News Series (\$55,000)
- Increased destination/place making marketing campaign highlighting Doral's continued growth as an urban core to live, work, invest, learn, and play in.
 - Advertising avenues include: Miami Today, Comcast, City Guide, USA Today



Public Affairs Activity Report

Activity	Actual	Actual	Projected	Projected
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Social Media Followers	62,129	67,316	75,632	80,000
Videos Completed	161	128	170	179
Website Page Views	1,133,580	1,179,202	2,075,500	1,200,000
Positive Media Mentions	10,400	17,600	17,845	18,000
Facility Events Coordinated (logistics)	955	996	1,156	1,200
Events Produced (all aspects)	11	11	12	12
Press Releases	-	75	60	70



Public Affairs Objectives for FY 2024

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

Main Goal: To work with all stakeholders (Leadership, City Departments, Residents, Businesses, Community Groups, Visitors) to establish effective communications that will increase the understanding of and support for City programs, policies and projects, as well as, to develop positive media relations that provide balanced coverage of City issues and to centralize communications and sponsorships for better efficiency and effectiveness.

Media/Direct Communications

- Implement mailing of quarterly QR newsletter postcards to Doral homes for digital access to full newsletter. Newsletters will feature facts on the city and important information that impacts residents directly.
- Establishment and implementation of a Communications City-wide Master Plan with research, best practices to best promote all City departments and services.
- Centralization and increased production of marketing efforts and products through the creation of a dedicated Marketing position.
- Continue collaborating with Economic Development, to highlight as well as assist existing small businesses in expanding marketing efforts to aid in their success.
- Continue to "TELL THE DORAL STORY" to local stakeholders and the broader regional community through social media content, business news stories, workshops, presentations to groups and participation in events. Ongoing video campaigns, such as Inside Doral, provide an instantly recognizable platform to enhance the communication of positive news to the community.
- Expand on campaigns that highlight City staff, departments and their functions that are key in the community's quality of life.
- Support Emergency management with continued messages from leadership and work closely with all City departments and inter agencies to relay important time sensitive information to the public.
- Increase Engagement - We want to encourage and enable residents and business owners to participate in public policy formation. Continue to generate high levels of participation in and attendance at City programs and events.
- Transparency - It is the department's intent to conduct the "people's business" in the open - continue making information about City policies and operations available to all - and give constituents and media reasonable access to elected officials and City staff.
- Public Affairs will continue providing honest and responsive communications that help to build trust and credibility with residents, which is critical in maintaining an ongoing dialogue with the community.

Community Relations

- Centralization of sponsorship through creation of dedicated Sponsorship position to streamline process and increase revenue.
- Increasing education and awareness among residents and business owners through the collaboration with forward-facing departments to host a Department Fair.
- Increase resident participation and engagement in Council meetings through the implementation of Spanish captions.
- Continue supporting departments with the coordination of events.
- Continue highlighting new cultural and art opportunities in the City to position Doral as an art beacon in the west region of Miami-Dade County.
- Continue to prioritize residents experience with one-on-one concierge attention from constituent services supporting citywide departments and programs with accurate and unified information.
- Communicate city programs, policies, and successes to the community in a clear and uniformed voice.
- Continue to produce top level events with partner organizations, per the new facilities use policy.



Web Content/ Social Media

- The City website continues to be an important tool. This is a dynamic forum, where changes are made daily. The department continues to leverage the home page to seamlessly drive visitors directly to what is needed by improving its user-friendliness and ADA compliance.
- Public Affairs will continue to work on growing the number of followers across the City’s multiple social media platforms by more than 5%.
- Continue using creative ways to optimize social media content through use of reels, surveys, etc., to improve organic effectiveness and increase audience awareness, as well as, paid social media campaigns to reach the full local community.

Digital & Multimedia

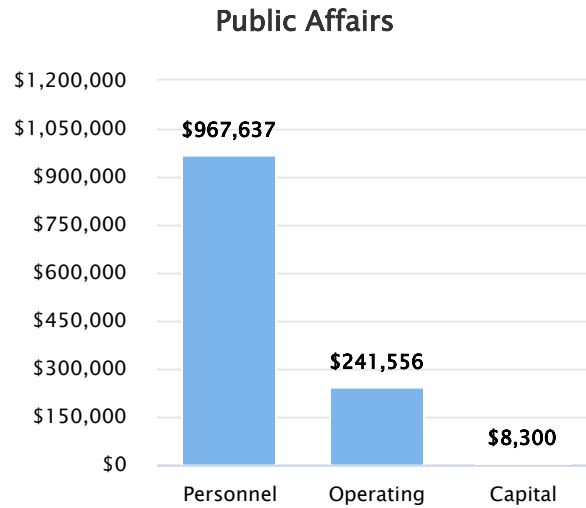
- The Department will continue to produce: Inside Doral, Park Bond updates, Mayor’s Messages, PSAs, and Awareness Videos about city services/departments.
- Continue highlighting businesses that participate in City programs (eg. Spend Local, Save Local) and Best of the Best winners to help businesses succeed and to promote participation within the city’s programs.
- Leverage new built-out Public Affairs studio and equipment for higher quality and more modern productions.

Public Affairs Strategic Priorities

Strategic Priorities	Adopted FY 2023-24	Associated Cost
Communication	Mailing of quarterly postcard to Doral homes with QR code to view full newsletter online	\$ 20,000
Communication	Centralization of sponsorship through creation of dedicated Sponsorship position	\$ 57,470
Communication	Centralization and increase of marketing efforts through creation of dedicated Marketing position	\$ 54,140
Communication	Communications City-wide Master Plan	\$ 40,000
	Total	\$ 171,610



Public Affairs Budget Highlights



- **120 – 230 Personnel Costs** – For this fiscal year, there is a 3% cost of living adjustment and a up to 3% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 1% city-wide. A vacancy trend adjustment savings of 2% has been applied as not all positions will be filled 52 weeks per year.
- **340 Contractual Services** - This account increased due to the addition of the Communications Master Plan, and Social Media Training for Staff,
- **470 Printing & Binding** - This account decreased due to the newsletter now being a quarterly QR postcard.
- **481 Promotional Items** - This account increased to allow for the purchase of additional certificates, trophies, plaques, and recognitions.
- **490 Other Current Charges** - This account increased to allow for the improvement of current events and any additional events.
- **520 Operating Supplies** - This account decreased as equipment for the PA buildout was purchased in prior year .
- **640 Capital Outlay** - This account decreased as equipment for the PA buildout was purchased in prior year.



**Public Affairs
Authorized Positions**

Account	Position	Budget	Budget	Budget	Budget	Amended*	Adopted	Total Cost
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2021-22	FY 2023-24
500.111 - Administrative Salaries								
	Communications Director	-	1	1	1	1	1	\$ 147,141
	Administrative Salaries Total	-	1	1	1	1	1	\$ 147,141
500.120 - Full Time Salaries								
	Communications & Protocol Manager	1	-	-	-	-	-	\$ -
	Community Relations Coordinator	1	1	-	-	-	-	\$ -
	Assistant Communications Director	-	-	1	1	1	1	\$ 105,879
	Creative Producer	1	1	1	1	1	1	\$ 84,444
	Service Award 10 yr							\$ 2,815
	Webmaster/ Graphic Designer	1	1	1	1	1	1	\$ 85,895
	Service Award 10 yr							\$ 2,863
	Administrative Assistant	1	1	1	1	1	1	\$ 46,495
	News Producer	1	1	1	1	1	1	\$ 70,353
	Constituent Services Coordinator	1	1	1	1	-	-	\$ -
	Social Media Coordinator ⁽¹⁾	-	-	-	-	1	1	\$ 63,894
	Marketing Specialist ⁽²⁾	-	-	-	-	-	1	\$ 54,140
	Sponsorship Coordinator ⁽³⁾	-	-	-	-	-	1	\$ 57,470
	Full Time Salaries Total	7	6	6	6	6	8	\$ 574,248
	Total	7	7	7	7	7	9	\$ 721,389

* AMENDED FY 2023-24 - This column reflects any mid-year change to budgeted positions

⁽¹⁾ FY 2023-24 RECLASSIFIED - Constituent Services Coordinator to Social Media Coordinator

⁽²⁾ FY 2023-24 NEW POSITION - Marketing Specialist

⁽³⁾ FY 2023-24 NEW POSITION - Sponsorship Coordinator



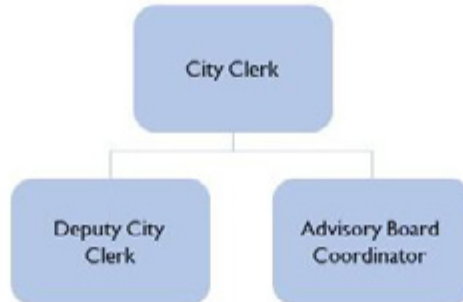
00111505 - Public Affairs Department

	Actual	Actual	Adopted	Amended	YTD *	Year-End		
	FY 2020-21	FY 2021-22	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
Personnel								
500111 - Administrative Salaries	-	113,956	124,222	124,222	110,997	124,222	147,141	147,141
500120 - Full Time Salaries	368,831	377,960	411,038	411,038	352,052	411,038	562,763	562,763
500125 - Compensated Absences	14,224	16,138	19,299	19,299	756	19,299	25,292	25,292
500210 - FICA & MICA Taxes	37,513	38,810	43,213	43,213	36,295	43,213	56,791	56,791
500220 - Retirement Contribution	56,625	56,406	64,232	64,232	57,808	64,232	84,165	84,165
500230 - Life & Health Insurance	71,631	67,298	74,618	74,618	60,579	74,618	94,828	91,485
Personnel Total	656,377	670,567	736,622	736,622	618,487	736,622	970,980	967,637
Operating								
500340 - Contractual Services - Other	36,964	29,000	30,000	30,000	28,730	30,000	98,300	78,300
500400 - Travel & Per Diem	5,284	6,207	5,620	5,620	4,785	5,620	5,620	5,620
500410 - Communication & Freight	4,800	4,350	5,100	5,100	4,950	5,100	5,100	5,100
500440 - Rentals & Leases	-	-	-	-	-	-	-	-
500470 - Printing & Binding	61,804	27,746	28,100	28,100	28,097	28,100	24,150	24,150
500481 - Promotional Activities - PIO	62,422	69,948	78,800	66,505	66,484	66,800	85,800	85,800
500490 - Other Current Charges	30,091	31,838	23,500	36,520	36,384	35,500	32,700	32,700
500510 - Office Supplies	2,954	1,257	1,000	1,000	940	1,000	1,000	1,000
500520 - Operating Supplies	967	988	7,200	6,475	6,405	7,200	2,100	2,100
500540 - Dues, Subscriptions, Memberships	5,926	6,830	6,786	6,786	5,135	6,786	6,786	6,786
Operating Total	211,213	178,164	186,106	186,106	181,909	186,106	261,556	241,556
Capital Outlay								
500640 - Capital Outlay - Office	-	-	24,200	24,200	17,637	24,200	8,300	8,300
Capital Outlay Total	-	-	24,200	24,200	17,637	24,200	8,300	8,300
Grand Total	867,590	848,731	946,928	946,928	818,033	946,928	1,240,836	1,217,493

* YTD = Year to Date



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 2023

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

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

City Clerk’s Office Activity Report

Activity	Actual FY 2020-21	Actual FY 2021-22	Projected FY 2022-23	Projected FY 2023-24
Public Records Requests	1,850	2,010	4,500	5,000

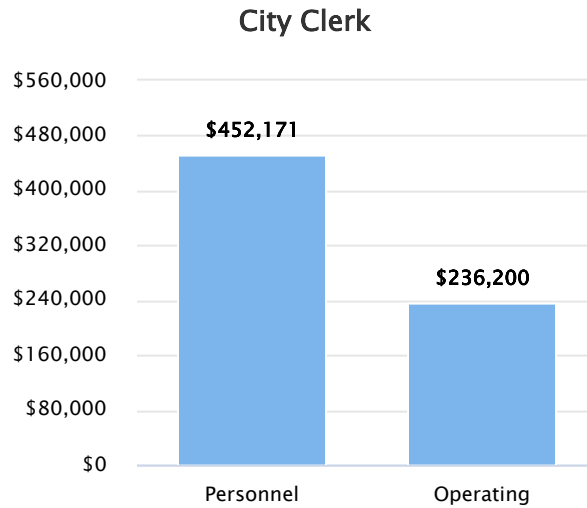
City Clerk Objectives for FY 2024

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

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



City Clerk Budget Highlights



- **111 – 230 Personnel Costs** – For this fiscal year, there is a 3% cost of living adjustment and an up to 3% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 1% city-wide. Moreover, the City Clerk is a charter official and holds a contract, as a result the City Clerk receives an annual increase of 5%.
- **400 Travel and Per Diem** – The Travel and Per Diem line item is used to fund the City Clerk’s Office travel expenses associated with various professional conferences.
- **470 Printing and Binding** – The Printing and Binding line item is used for the Codification of all Ordinances approved by the City Council.
- **491 Legal Advertising** – This covers the cost of Citywide legal advertisements.



**Office of the City Clerk
Authorized Positions**

Account	Position	Budget	Budget	Budget	Budget	Adopted	Total Cost
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2023-24
500.111 - Administrative Salaries							
	City Clerk	1	1	1	1	1	\$ 146,258
	Administrative Salaries Total	1	1	1	1	1	\$ 146,258
500.120 - Full Time Salaries							
	Deputy City Clerk	1	1	1	1	1	\$ 99,998
	Advisory Board Coordinator	1	1	1	1	1	\$ 66,661
	Service Award 5 yr						\$ 556
	Full Time Salaries Total	2	2	2	2	2	\$ 167,215
	Total	3	3	3	3	3	\$ 313,473

0011200 - Office of the City Clerk

	Actual	Actual	Adopted	Amended	Year-End	Year-End	Proposed	Adopted
	FY 2020-21	FY 2021-22	Budget FY 2022-23	Budget FY 2022-23	Actuals FY 2022-23	Estimate FY 2022-23	FY 2023-24	FY 2023-24
0011200 - City Clerk Revenue								
341900 - Lien Search Fees	30,788	38,543	21,000	21,000	43,889	40,000	-	-
341901 - Candidate Qualifying Fees	200	4,300	-	-	-	-	4,500	4,500
341907 - Public Records Request	-	-	-	-	-	-	42,000	42,000
0011200 - City Clerk Revenue Total	30,988	42,843	21,000	21,000	43,889	40,000	46,500	46,500
Grand Total	30,988	42,843	21,000	21,000	43,889	40,000	46,500	46,500



00112005 - Office of the City Clerk

	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed	Adopted
	FY 2020-21	FY 2021-22	Budget	Budget	Actuals	Estimate	FY 2023-24	FY 2023-24
			FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23		
Personnel								
500111 - Administrative Salaries	119,299	129,350	135,237	135,237	121,638	135,237	146,258	146,258
500120 - Full Time Salaries	140,780	147,374	157,091	157,091	137,403	157,091	167,215	167,215
500125 - Compensated Absences	11,683	12,267	13,541	13,541	-	13,541	14,284	14,284
500210 - FICA & MICA Taxes	21,344	22,365	24,729	24,729	19,572	24,729	26,404	26,404
500220 - Retirement Contribution	57,602	58,981	63,194	63,194	57,310	63,194	66,325	66,325
500230 - Life & Health Insurance	23,955	30,796	32,335	32,335	34,486	32,335	32,828	31,685
Personnel Total	374,663	401,134	426,127	426,127	370,409	426,127	453,314	452,171
Operating								
500331 - Court Reporter Serv - Spec MSTRS	1,440	1,128	7,000	7,000	2,639	7,000	7,000	7,000
500340 - Contractual Services - Other	2,200	1,500	3,000	3,000	-	3,000	-	-
500400 - Travel & Per Diem	18,722	18,422	18,400	18,400	17,552	18,400	19,900	19,900
500410 - Communication & Freight	3,000	3,000	3,000	3,000	2,750	3,000	3,000	3,000
500470 - Printing & Binding	10,853	12,423	14,000	14,000	8,260	14,000	14,000	14,000
500491 - Legal Advertising	89,654	63,747	99,000	134,253	16,393	134,253	99,000	99,000
500495 - Election Expenses	70,446	-	80,000	80,000	69,473	80,000	80,000	80,000
500510 - Office Supplies	831	1,772	2,000	2,000	1,889	2,000	2,000	2,000
500520 - Operating Supplies	1,494	498	3,000	4,993	2,604	4,993	3,000	3,000
500540 - Dues, Subscriptions, Memberships	3,765	2,547	6,800	6,800	3,134	6,800	8,300	8,300
Operating Total	202,405	105,037	236,200	273,446	124,694	273,446	236,200	236,200
Grand Total	577,068	506,171	662,327	699,573	495,103	699,573	689,514	688,371

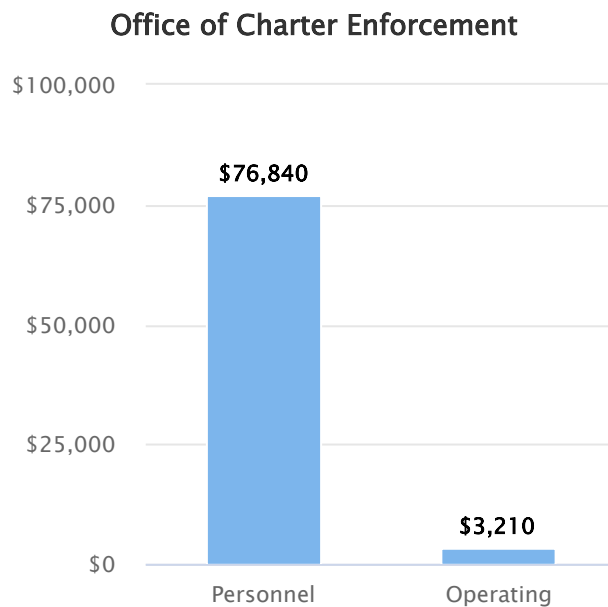
* YTD = Year to Date



Office of Charter Enforcement

The Office of Charter Enforcement (OCE) was created to investigate violations of Federal, State, County, City laws, Charter provisions, Ordinances, and other regulatory provisions. The responsibility of the OCE shall be enforcement of provisions of Federal Law, State Law, County Law, this Charter, City Ordinances, and Regulations. The OCE shall investigate matters including, but not limited to, violations of Federal Law, State Law, County Law, this Charter, City Ordinances, and Regulations related to conduct, public decorum, and ethics. The OCE's responsibility and mission is to ensure compliance with Federal law, State law, County law, the City Charter, and City Ordinances, Resolutions, Rules and Regulations, enacted pursuant Charter authority. The OCE shall oversee, and if necessary, investigate all City activities of all elected officials, all Charter Officials, all employees, appointed positions, all persons doing business with the City including but not limited to bidders, contractors, subcontractors, consultants, or subconsultants, or any such entity's officers, agents, employees and any person engaged in lobbying on matters related to the City business as well as any activity which negatively reflects on Doral's government.

Charter Enforcement Budget Highlights



- **110 – 230 Personnel Costs** – In accordance with the City's municipal charter, the Office of Charter Enforcement shall be independent from the City Council, City departments, and City employees, to assure that no interference or influence external to the Office of Charter Enforcement (OCE) affects the objectivity of the OCE. As such, the budget includes funding for the Charter Enforcement Official.



**Office of Charter Enforcement
Authorized Positions**

Account	Position	Budget	Budget	Budget	Budget	Adopted	Total Cost
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2023-24
500.111 - Administrative Salaries							
	Charter Enforcement Official ⁽¹⁾	-	-	-	-	1	\$ 56,706
	Administrative Salaries Total	-	-	-	-	1	\$ 56,706
	Total	-	-	-	-	1	\$ 56,706

⁽¹⁾ FY 2023-2024 NEW POSITION - Charter Enforcement Official - Budgeted at 6 months

00113005 - Office of Charter Enforcement

	Actual	Actual	Adopted	Amended	YTD *	Year-End		
	FY 2020-21	FY 2021-22	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
Personnel								
500111 - Administrative Salaries	-	-	-	-	-	-	56,706	56,706
500125 - Compensated Absences	-	-	-	-	-	-	2,045	2,045
500210 - FICA & MICA Taxes	-	-	-	-	-	-	4,740	4,740
500220 - Retirement Contribution	-	-	-	-	-	-	6,805	6,805
500230 - Life & Health Insurance	-	-	-	-	-	-	6,973	6,544
Personnel Total	-	-	-	-	-	-	77,269	76,840
Operating								
500310 - Professional Services	-	-	50,000	50,000	-	-	-	-
500340 - Contractual Services - Other	-	399	-	-	-	-	-	-
500400 - Travel and Per Diem	-	-	-	-	-	-	2,610	2,610
500410 - Communication and Freight	-	-	-	-	-	-	600	600
Operating Total	-	399	50,000	50,000	-	-	3,210	3,210
Grand Total	-	399	50,000	50,000	-	-	80,479	80,050

* YTD = Year to Date



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. The Department’s mission is focused on developing and managing value-added human resources policies and programs, providing expert consultation services and solutions in an efficient and customer-focused manner, and providing employees with the tools necessary to meet customers’ needs. The Human Resources Department is committed to the fair selection and development of a diverse workforce. These services include talent acquisition, talent management, employee relations, employee engagement, labor relations, health and wellness, employee benefits administration, worker’s compensation and safety, classification and compensation management, records management, organizational development and learning, legal compliance, and litigation avoidance.

As strategic partners, the Human Resources Department works closely with all departments to ensure that the City creates, maintains, and continually enhances a positive workplace that fosters excellence, productivity, and camaraderie at all levels of the organization.



Human Resources Accomplishments for FY 2023

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

- Paycom has enabled employees to update and access personal information in real time. It has also enabled HR to provide training and conduct surveys relevant to the needs of employees.

Organizational Efficiency

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

- The Human Resources Department has taken the lead in handling and processing risk management cases.
- The department continues to monitor the status of drivers licenses for employees classified as City drivers. When a driver's status has changed or was flagged (active, inactive, expiration, suspensions, revocations, violations, and sanctions) HR quickly notifies supervisors and respective employees and follows-up to ensure compliance. In FY 23 the department ensured that no City driver operated a vehicle with an expired, revoked or suspended license. In addition, HR continues to work with Florida Licensing on Wheels (FLOW) to facilitate onsite appointments for city employees. All employees with upcoming drivers license expiration dates are notified.
- HR worked closely with the Finance Department to implement the new compensation step plan for non-bargaining members. In addition, the HR Generalist assigned to the Police Department continues to ensure that all incentives outlined in the collective bargaining agreement are applied to each member of the department.
- The Human Resources Department continues to enhance safety training programs to ensure employees are using safe work practices and maintaining safe work environments.

Identify new opportunities for an expanded workforce that provides departments with the opportunity to improve services.

- HR continues working with City Departments and local universities to offer Executive and Regular internship opportunities for students within the City.
- The City became a host for Evolving Lives, Inc., a training program funded by the Florida Department of Education, allowing participants to gain experience in any professional trade skill, industry, or business.

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

- Employee Retention & Recruitment: All employees that had evaluations which met or exceeded expectations received the approved merit increase. The Human Resources Department continually worked with department directors and supervisors to provide training and encourage ongoing communication and feedback with employees. Performance evaluations and communication provide clarity about expectations. This identifies strengths and weaknesses and provides the opportunity for dialogue between management and employees to be more effective and efficient in the services they provide.
- The Human Resources Department managed the employee recognition program, which encourages the recognition of excellent employee performance and positive contributions related to the overall objectives of the City. A total of 31 employees were recognized this fiscal year.
- Employees were recognized for years of service with the City (5, 10, and 15 Years of Service). A total of 98 employees were recognized and received the corresponding monetary bonus.
- Ten (10) employees were recognized with the 2022 Employee of the Year Award.
- The Human Resources Department managed several wellness initiatives. These initiatives included: Annual Health Fair, Lunch and Learn programs on wellness, financial, and professional development, and Eyes on the Job.



- The Department hosted five (5) Lunch and Learn program sessions with an average employee participation of 30 employees per session.
- The Human Resources Department received several recognitions for health and wellness initiatives including:
 - Gold Status for 2022 Workplace Health Achievement Index for American Heart Association.
 - Gold Status for 2022 Aetna Workplace Well-Being Award for Making a Difference.
 - Honoree for the 2022 Healthiest Employers in South Florida for Medium Company by South Florida Business Journal.
 - Nominee for 2021 Florida Worksite Wellness Awards through Consortium for a Healthier Miami Dade.
 - Bronze Level for 2023 WELCOA Workplace Award 2 Quarter.
 - CDC Worksite Health Scorecard rank was 259 out of 294 placing the City within the Competent and Advanced category.
- The Human Resources Department submitted award applications for the following wellness recognitions:
 - Applied for 2023 Aetna Workplace Well-Being Award
 - Applied to the WELCOA Workplace Awards for 2023
 - Applied to the 2023 Healthiest Employers in South Florida for Medium Company by South Florida Business Journal.
 - Application for 2023 Workplace Health Achievement Index for American Heart Association opens October 2023.

Trainings & Education

Improve Customer Service through Training programs & continue employee-training sessions

- The front-line customer service departments successfully completed the Customer Service and Sexual Harassment training through RCultures. The Police Department is scheduled for training in the third quarter of FY 22-23, the City Manager's office, Public Affairs, and Human Resources Department will be scheduled in the last quarter.



Human Resources Activity Report

Activity	Actual FY 2020-21	Actual FY 2021-22	Projected FY 2022-23	Projected FY 2023-24
Employment Applications Received	2,505	2,971	2,671	3,000
Job Interest Cards Received	50	24	123	200
Job Posting Hits	242,116	304,393	117,504	120,000
Vacancy By Requisition	62	73	83	70
New Hires	68	109	104	90
Terminations	83	98	104	75
Internal Promotions	40	48	37	40
Employment Reclassifications	21	25	35	5
Health Fair Attendance	-	-	163	175
Temporary Appointments	70	40	8	20
Workers Compensation Processed	85	57	47	60
Tuition Reimbursement Processed	50	23	19	30
Performance Merit Increases Processed	297	206	309	466

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

Human Resources Objectives for FY 2024

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.

- Restructure current recruitment and retention plan by third quarter of the fiscal year. Improve the Human Resources section of the City’s website by creating a more user friendly and navigable structure.
- Increase the City’s current wellness status by expanding the wellness program for Public Safety participation within the second quarter of the fiscal year. To increase engagement and participation of public safety employees within the City’s current wellness program.
- Development of a formal written Standard Operating Procedures (SOP) manual of the various Human Resources Department functions to be completed by the end of the fiscal year.
- Make modifications to the current accommodation policy and provide supervisory training by the third quarter of the fiscal year.

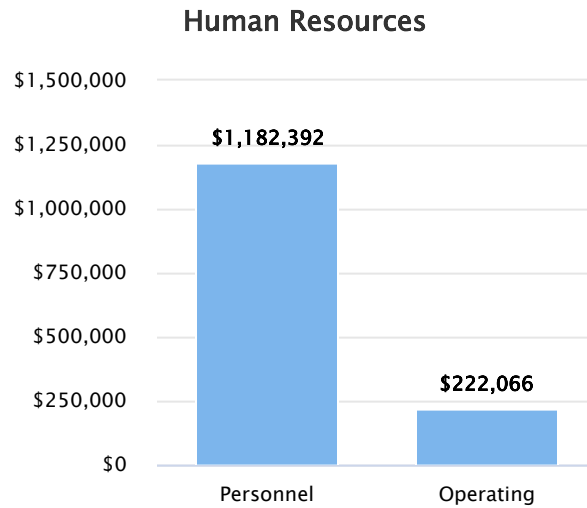


Human Resources Strategic Priorities

Strategic Priorities	Adopted FY 2023-24	Associated Cost
Customer Service Training	Continue to ensure that current employees and all new employees receive customer service training.	\$27,000
Organization Efficiency	Restructure current recruitment and retention plan and develop a formal written Standard Operation Procedures manual.	\$-
Organization Efficiency	Modify the current accommodation policy and provide supervisory training.	\$-
Total		\$ 27,000



Human Resources Budget Highlights



- **110 – 230 Personnel Costs** – For this fiscal year, there is a 3% cost of living adjustment and an up to 3% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 1% city-wide. A vacancy trend adjustment savings of 2% has been applied as not all positions will be filled 52 weeks per year.
- **340 – Contractual Services** – This account increased due to pre-employment testing for all new hire employees.
- **540 – Dues, Subscriptions and Memberships** – The increase in this account is associated with the in-person customer service, sexual harassment, and cultural diversity training with R. Cultures.



Human Resources Department Authorized Positions

Account	Position	Amended *	Budget	Budget	Budget	Adopted	Total Cost
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2023-24
500.111 - Administrative Salaries							
	Human Resources Director	1	1	1	1	1	\$ 155,555
	Administrative Salaries Total	1	1	1	1	1	\$ 155,555
500.120 - Full Time Salaries							
	Assistant Human Resources Director	1	1	1	1	1	\$ 123,013
	HR Manager	1	1	1	1	1	\$ 99,939
	Police Human Resources Generalist	1	1	1	1	-	\$ -
	Human Resources Generalist ⁽¹⁾	2	1	2	3	4	\$ 269,073
	Service Award 10 yr						\$ 2,676
	Senior Human Resources Generalist	-	1	1	1	1	\$ 85,132
	Payroll Specialist I ^{(2) (5)}	-	-	-	1	-	\$ -
	Risk Manager ⁽³⁾	-	-	-	-	1	\$ 58,538
	Administrative Assistant ⁽⁴⁾	-	-	-	-	1	\$ 32,625
	Full Time Salaries Total	5	5	6	8	9	\$ 670,996
500.130 - Other Salaries							
	Interns	6	6	6	6	6	\$ 50,000
	Other Salaries Total	6	6	6	6	6	\$ 50,000
	Total	12	12	13	15	16	\$ 876,551

* AMENDED FY 2019-20 - This column reflects any mid-year change to budgeted positions

* AMENDED FY 2020-21 - This column reflects any mid-year change to budgeted positions

⁽¹⁾ FY 2022-23 NEW POSITION - Human Resources Generalist

⁽²⁾ FY 2022-23 NEW POSITION - Payroll Specialist I

⁽³⁾ FY 2023-24 NEW POSITION - Risk Manager

⁽⁴⁾ FY 2023-24 NEW POSITION - Administrative Assistant

⁽⁵⁾ FY 2023-24 POSITION ELIMINATED - Payroll Specialist I



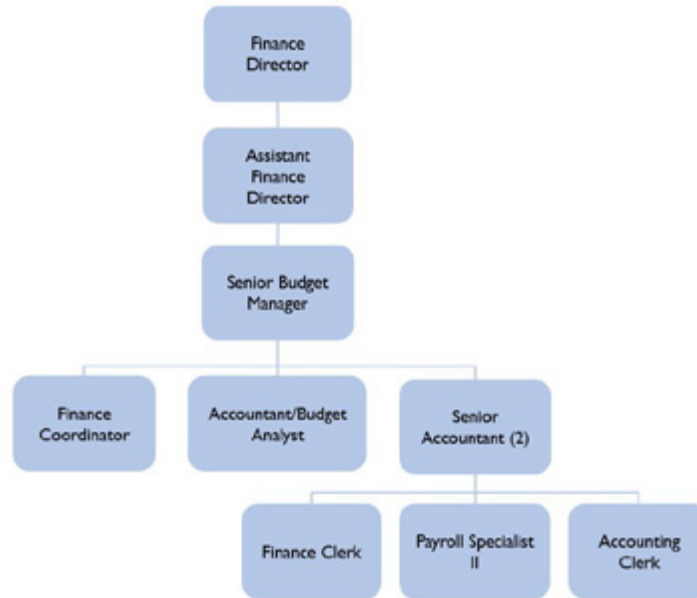
00120005 - Human Resources Department

	Actual	Actual	Adopted	Amended	YTD *	Year-End		
	FY 2020-21	FY 2021-22	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
Personnel								
500111 - Administrative Salaries	117,579	88,498	131,325	131,325	118,402	131,325	155,555	155,555
500120 - Full Time Salaries	391,242	475,407	501,337	501,337	461,236	501,337	657,576	657,576
500125 - Compensated Absences	14,143	18,960	22,675	22,675	-	22,675	29,114	29,114
500130 - Other Salaries	10,751	10,481	20,250	20,250	16,774	20,250	19,845	50,000
500140 - Overtime	-	-	-	-	-	-	-	-
500210 - FICA & MICA Taxes	39,783	45,263	52,264	52,264	44,807	52,264	66,284	68,515
500220 - Retirement Contribution	60,992	64,700	75,463	75,463	68,704	75,463	96,890	96,890
500230 - Life & Health Insurance	95,683	85,272	95,571	95,571	104,060	95,571	121,367	124,742
Personnel Total	730,173	788,582	898,885	898,885	813,984	898,885	1,146,631	1,182,392
Operating								
500310 - Professional Services	-	10,700	35,500	35,500	-	35,500	15,500	15,500
500340 - Contractual Services - Other	63,092	49,506	69,505	69,505	43,899	69,505	104,354	104,354
500400 - Travel & Per Diem	5,220	4,480	6,110	6,110	5,700	6,110	6,170	6,170
500410 - Communication & Freight	2,400	2,100	2,400	2,400	2,200	2,400	2,400	2,400
500470 - Printing & Binding	500	499	500	500	-	500	600	600
500480 - Promotional Activities	8,762	8,370	13,250	13,250	12,042	13,250	13,250	13,250
500510 - Office Supplies	854	1,020	2,000	2,000	419	2,000	2,500	2,500
500520 - Operating Supplies	1,904	1,396	2,000	2,000	310	2,000	2,000	2,000
500540 - Dues, Subscriptions, Memberships	43,964	27,354	73,900	77,400	38,837	77,400	75,292	75,292
Operating Total	126,696	105,425	205,165	208,665	103,408	208,665	222,066	222,066
Grand Total	856,869	894,007	1,104,050	1,107,550	917,392	1,107,550	1,368,697	1,404,458

* YTD = Year to Date



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 Department deals with the daily accounting activities including processing accounts payable, accounts receivable, central collections, general ledger fund accounting, preparation of applicable local, state, and federal reports and monthly financial reports to management, administering debt service and investment of City funds. The Department is also responsible for the development, implementation and control of the approved budget and the preparation and disclosure of the financial statements, including responses to the external auditors. It also provides other departments with financial analysis and support.



Finance Accomplishments for FY 2023

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

Finance Activity Report

ACTIVITY	Actual FY 2020-21	Actual FY 2021-22	Projected FY 2022-23	Projected FY 2023-24
Payrolls Processed	38	38	38	38
Checks Issued (AP)	5,026	5,035	5,500	5,500
Wire Transfers	238	209	330	330
Comprehensive Annual Financial Report	1	1	1	1
Popular Annual Financial Report (PAFR)	1	1	1	1
Annual Balanced Budget	1	1	1	1

Long-term Financial Sustainability:

- Maintained AA+ bond ratings with Standard & Poor’s and Fitch Ratings.
- The Finance Department continues to provide accurate and timely budget and financial reports on a monthly basis to the City Manager. These reports are submitted to the City Council for review at its monthly Council meeting.
- Process payroll and associated reports, as well as, processing accounts payable and accounts receivable.
- Assist the City Manager in the preparation of the Annual Operating and Capital Budget.
- Develop a 5-year financial plan to assist the administration in managing the City’s future growth.
- Continue to collect and monitor revenues; and process and account for grants.
- Review and update the City’s Investment Policy to enhance fiscal sustainability.
- Assisted the team from Caballero, Fierman, Llerena & Garcia LLP, the City’s independent auditors, with the audit and preparation of the Annual Comprehensive Financial Report for FY 2021 - 2022. As well as providing full and complete access to financial data.
- Working on a City-wide Cost Allocation Plan based on FY 2020 & 2022 actual expenditures and in accordance with Uniform Guidance 2 CFR Part 200 and a Full Cost Allocation Plan.

Organizational Efficiency:

- 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 2020-2021 Annual Comprehensive Financial Report.
- Awarded the GFOA Distinguished Popular Annual Financial Reporting Award for the FY 2021 PAFR.
- Awarded the GFOA Distinguished Budget Presentation Award for the FY 2021-2022 Budget.
- In April 2023, the Finance Department in collaboration with the Information Technology department, upgraded the City’s ERP system, Tyler Munis, to the recent version 2021.6. By maintaining software up- to-date, the City ensures an optimal service experience from our internal and external customers.



Finance Objectives for FY 2024

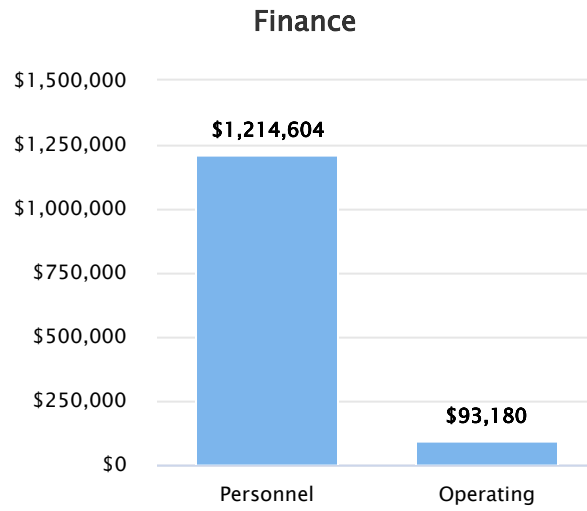
The following objectives were developed to provide an overview of the anticipated accomplishments for the Department as they relate to the City Council’s Budget Priorities and Strategic Goals which are indicated below.

Organizational Efficiency and Effectiveness Area:

- Provide accurate and timely budget and financial reports on a monthly basis to the City Manager.
- Oversee the use of the General Obligation Bond funds to ensure compliance with all requirements and transparency in reporting for both Series 2019 and Series 2021.
- Process Payroll and associated Federal and State reports.
- Process accounts payable, accounts receivable, and reconciliation of all accounts on a timely basis.
- Assist the City Manager in the preparation of the Annual Operating and Capital Budget.
- Collect and monitor revenues.
- Coordinate and assist the independent auditors in the preparation of the Annual Comprehensive Financial Report.
- Process and account for grants, including FEMA, Cares Act, and the American Rescue Plan Act of 2021.
- Manage and account for the City’s investments.
- Manage and account for City debt, including Post-Issuance Disclosure requirements.
- Maintain the capital assets program in compliance with Governmental Accounting Standards Board (GASB) 34.
- Continue to obtain all three Government Finance Officers Association (GFOA) prestigious awards for Budget, Comprehensive Annual Financial Report, and PAFR; certifying that the City’s finance reports are being produced at the highest standard possible.
- Prepare the Budget in Brief book to highlight major points from the Budget document.
- Continue identifying ways to sustain and promote financial stability and organizational efficiencies.



Finance Budget Highlights



- **110 – 230 Personnel Costs** – For this fiscal year, there is a 3% cost of living adjustment and an up to 3% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 1% city-wide. A vacancy trend adjustment savings of 2% has been applied as not all positions will be filled 52 weeks per year.
- **510 Office Supplies** – The increase in this account is attributable with the department adding funds for uniforms.



Finance Department Authorized Positions

Account	Position	Amended * FY 2019-20	Amended * FY 2020-21	Budget FY 2021-22	Budget FY 2022-23	Adopted FY 2023-24	Total Cost FY 2023-24
500.111 - Administrative Salaries							
	Finance Director ⁽³⁾	1	1	-	-	1	\$ 199,681
	Chief Financial Officer	-	-	1	1	-	\$ -
	Administrative Salaries Total	1	1	1	1	1	\$ 199,681
500.120 - Full Time Salaries							
	Assistant Finance Director	1	1	1	1	1	\$ 127,659
	Payroll Specialist	1	1	-	-	-	\$ -
	Payroll Specialist II	-	-	1	1	1	\$ 63,521
	Accountant	1	2	3	3	-	\$ -
	Senior Accountant ⁽⁴⁾	-	-	-	-	2	\$ 139,427
	Accountant/Budget Analyst ⁽⁵⁾	-	-	-	-	1	\$ 66,950
	Service Award 10 yr						\$ 2,232
	Budget/ Grants Administrator	1	1	1	-	-	\$ -
	Senior Budget Manager ⁽²⁾	-	-	-	1	1	\$ 102,423
	Finance Cashier	1	1	-	-	-	\$ -
	Finance Clerk	1	1	1	1	1	\$ 43,571
	Accounting Clerk	1	-	1	1	1	\$ 44,929
	Procurement Manager ⁽¹⁾	1	1	-	-	-	\$ -
	Procurement Specialist ⁽¹⁾	1	1	-	-	-	\$ -
	Fixed Asset & Purchasing Coordinator ⁽¹⁾	1	1	-	-	-	\$ -
	Finance Coordinator ⁽⁶⁾	-	-	-	-	1	\$ 57,470
	Full Time Salaries Total	10	10	8	8	9	\$ 648,182
500.130 - Other Salaries							
	Finance Clerical Aide P/T(Best Buddy)	1	-	-	-	-	\$ -
	Financial Analyst (PT)	1	1	-	-	-	\$ -
	Other Salaries Total	2	1	-	-	-	\$ -
	Total	13	12	9	9	10	\$ 847,863

* AMENDED FY 2019-20 - This column reflects any mid-year change to budgeted positions

* AMENDED FY 2020-21 - This column reflects any mid-year change to budgeted positions

⁽¹⁾ FY 2021-22 TRANSFERRED - To Procurement Division

⁽²⁾ FY 2022-23 RECLASSIFIED - Budget/Grants Administrator to Senior Budget Manager

⁽³⁾ FY 2023-24 RECLASSIFIED - Chief Financial Officer to Finance Director

⁽⁴⁾ FY 2023-24 RECLASSIFIED - Two (2) Accountants to Senior Accountant

⁽⁵⁾ FY 2023-24 RECLASSIFIED - One (1) Accountant to Accountant/Budget Analyst

⁽⁶⁾ FY 2023-24 NEW POSITION - Finance Coordinator



00121005 - Finance Department

	Actual	Actual	Adopted	Amended	YTD *	Year-End		
	FY 2020-21	FY 2021-22	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
Personnel								
500111 - Administrative Salaries	169,820	59,505	179,388	96,375	77,135	96,375	199,681	199,681
500120 - Full Time Salaries	581,080	505,542	541,842	541,842	506,497	541,842	635,218	635,218
500125 - Compensated Absences	16,930	38,597	26,005	26,005	-	26,005	29,880	29,880
500130 - Other Salaries	53,748	-	-	-	-	-	-	-
500140 - Overtime	1,982	334	1,986	1,986	191	1,000	1,946	1,986
500210 - FICA & MICA Taxes	58,161	43,007	57,898	51,003	42,415	57,898	66,570	66,570
500220 - Retirement Contribution	89,758	66,401	86,548	76,481	69,837	86,548	99,446	99,446
500230 - Life & Health Insurance	166,540	142,225	178,442	163,433	174,912	178,442	188,805	181,823
Personnel Total	1,138,020	855,612	1,072,109	957,125	870,986	988,110	1,221,546	1,214,604
Operating								
500321 - ACCTG & Auditing - Audit SVCS	52,700	49,000	61,650	61,650	45,300	61,650	61,650	61,650
500340 - Contractual Services - Other	3,572	1,662	2,000	2,000	-	2,000	2,000	2,000
500400 - Travel & Per Diem	5,220	2,219	8,970	8,970	2,175	8,970	8,970	8,970
500410 - Communication & Freight	3,656	1,877	2,450	2,450	1,600	2,450	2,450	2,450
500460 - Repair & Maint - Office Equip	-	-	1,350	1,350	520	750	1,350	1,350
500470 - Printing & Binding	4,063	3,114	3,350	3,350	935	3,350	3,650	3,650
500510 - Office Supplies	4,621	3,550	4,300	4,300	2,842	4,300	5,950	5,950
500540 - Dues, Subscriptions, Memberships	6,197	2,138	7,160	7,160	2,225	7,160	7,160	7,160
Operating Total	80,028	63,559	91,230	91,230	55,597	90,630	93,180	93,180
Capital								
500640 - Capital Outlay - Office	1,182	-	-	-	-	-	-	-
Capital Total	1,182	-	-	-	-	-	-	-
Grand Total	1,219,229	919,171	1,163,339	1,048,355	926,583	1,078,740	1,314,726	1,307,784

* YTD = Year to Date



Procurement & Asset Management Department



Procurement & Asset Management Department Function

The mission of the Procurement & Asset Management Department is to ensure that the city has the resources it needs to provide high-quality services to its residents. The Procurement & Asset Management Department is responsible for providing city departments with the goods and services necessary to perform city activities, which includes assisting departments in the development of required specifications; initiating and processing formal requests for quotations, proposals, and bids for professional services, goods, general services, and construction, all in accordance with all applicable ordinances, laws, policies, procedures and NIGP best practices; coordinating the evaluation of bids and proposals submitted in response to competitive solicitations; and maximizing value for the city through various means, including by fostering competition in a transparent, fair, ethical, and professional manner.

The Procurement & Asset Management Department will also be tasked with managing the city’s assets, including City-owned real property, and facilitating the acquisition and disposition thereof. This includes identifying potential real estate opportunities when needed, negotiating contracts, and coordinating with internal and external agencies.



Procurement & Asset Management Department Accomplishments for FY 2023

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

- Processed and inventoried Capital Assets
- Processed 1,591 purchase orders valued at \$47.7 million
- Improved Communication with vendors by emailing and publishing on websites Notice of Intent to award to Participants.

Procurement & Asset Management Department Activity Report

ACTIVITY	Actual FY 2020-21	Actual FY 2021-22	Projected FY 2022-23	Projected FY 2023-24
Purchase Orders Issued	1,449	1,528	1,600	1,650
RFPs/RFQs/ITBs Issued	24	30	6	30
New Assets Inventoried	214	200	250	250

Procurement & Asset Management Department Objectives for FY 2024

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

Exceptional Service

- Update and implement procurement policies and procedures that promote exceptional service.
- Foster a culture of continuous improvement in procurement processes.
- Ensure that all procurement activities are carried out in a timely and efficient manner to properly support all departments.
- Continue departmental training programs on procurement best practices, standards, and tools.
- Provide courteous and professional services to the City’s residents, businesses, and other internal/external customers.
- Implement vendor outreach and highlight training opportunities available to vendors so that they are well equipped with the tools to do business with the City.

Organizational Efficiency and Effectiveness

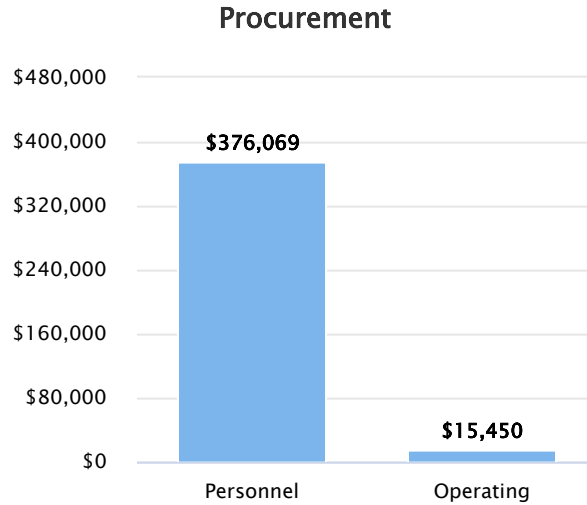
- Implement contract management notifications for managing agreements with renewal notifications and to provide better tracking and contract management.
- Update the Procurement Code of Ordinances to provide clarity and conform with best practices.
- Identify and implement streamlined procurement processes, including consideration of E-Procurement within Tyler Munis Financial System
- Revise the Policy and Procedures manual to incorporate updates to reflect changes to the code and conform with best practices.
- Create policy and procedures for the management of real estate assets

Revenue Growth

- Identify cost-saving opportunities through strategic sourcing and procurement activities.
- Develop and implement strategies that promote revenue growth, including negotiating favorable contracts with suppliers, identifying opportunities to lease underutilized municipal properties, develop public-private partnerships, and other measures.
- Foster competition among suppliers to promote innovation and cost savings in revenue growth-related procurement activities



Procurement & Asset Management Department Budget Highlights



- 110 – 230 Personnel Costs** – For this fiscal year, there is a 3% cost of living adjustment and a up to 3% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 1% city-wide. A vacancy trend adjustment savings of 2% has been applied as not all positions will be filled 52 weeks per year.

Procurement & Asset Management Department Authorized Positions

Account	Position	Budget FY 2020-21	Budget FY 2021-22	Amended* FY 2021-22	Budget FY 2022-23	Adopted FY 2023-24	Total Cost FY 2023-24
500.111 - Administrative Salaries							
	Procurement & Asset Management Director ⁽²⁾	-	-	-	-	1	\$ 157,111
	Administrative Salaries Total	-	-	-	-	1	\$ 157,111
500.120 - Full Time Salaries							
	Procurement Division Manager	-	1	1	1	-	\$ -
	Procurement Specialist	-	1	2	2	2	\$ 117,296
	Fixed Asset & Purchasing Coordinator ⁽¹⁾	-	1	-	-	-	\$ -
	Full Time Salaries Total	-	3	3	3	2	\$ 117,296
	Total	-	3	3	3	3	\$ 274,407

* AMENDED FY 2021-22 - This column reflects any mid-year change to budgeted positions

⁽¹⁾ FY 2021-22 RECLASSIFIED - Fixed Asset & Purchasing Coordinator to Procurement Specialist

⁽²⁾ FY 2023-24 RECLASSIFIED - Procurement Division Manager to Procurement & Asset Management Director



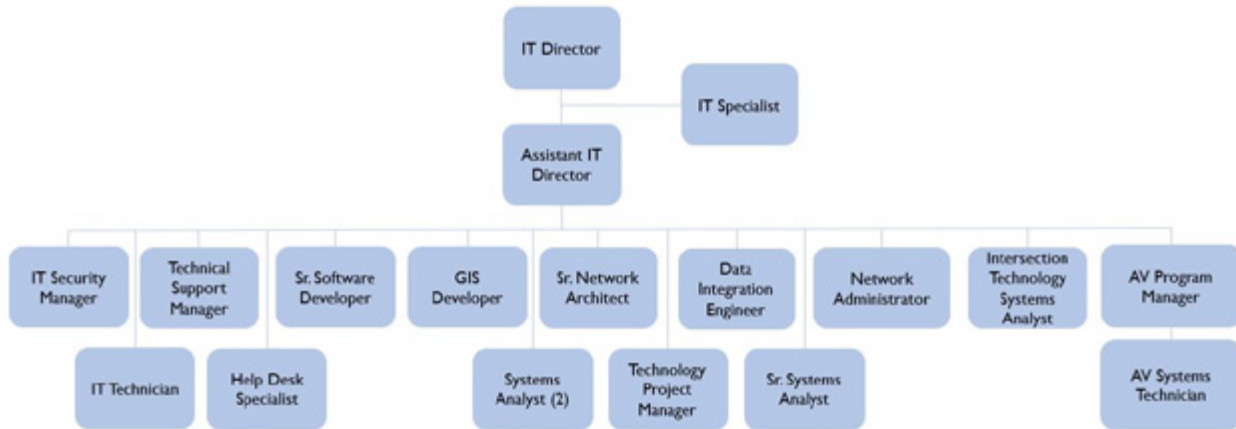
00121505 - Procurement & Asset Management Department

	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed	Adopted
	FY 2020-21	FY 2021-22	Budget	Budget	Actuals	Estimate	FY 2023-24	FY 2023-24
			FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23		
Personnel								
500111 - Administrative Salaries	-	-	-	-	17,308	-	157,111	157,111
500120 - Full Time Salaries	-	188,461	217,529	170,914	92,325	170,914	114,950	114,950
500125 - Compensated Absences	-	4,046	7,823	7,823	6,414	7,823	9,697	9,697
500130 - Other Salaries	-	-	-	-	-	-	-	-
500140 - Overtime	-	89	-	-	-	-	-	-
500210 - FICA & MICA Taxes	-	15,467	17,730	13,578	8,969	13,578	21,795	21,795
500220 - Retirement Contribution	-	19,642	26,036	20,183	10,418	20,183	32,270	32,270
500230 - Life & Health Insurance	-	36,220	41,634	31,006	17,374	31,006	41,738	40,246
Personnel Total	-	263,925	310,752	243,504	152,808	243,504	377,561	376,069
Operating								
500321 - ACCTG & Auditing - Audit SVCS	-	-	-	-	-	-	-	-
500340 - Contractual Services - Other	-	-	-	-	-	-	-	-
500400 - Travel & Per Diem	-	4,861	8,720	8,720	870	8,720	8,720	8,720
500410 - Communication & Freight	-	1,100	1,400	1,400	200	1,400	1,400	1,400
500460 - Repair & Maint - Office Equip	-	-	500	500	-	500	500	500
500470 - Printing & Binding	-	525	1,000	1,000	-	1,000	1,000	1,000
500510 - Office Supplies	-	121	1,150	1,150	416	1,150	1,150	1,150
500540 - Dues, Subscriptions, Memberships	-	680	2,680	2,680	360	2,680	2,680	2,680
Operating Total	-	7,287	15,450	15,450	1,846	15,450	15,450	15,450
Capital								
500640 - Capital Outlay - Office	-	-	-	-	-	-	-	-
Capital Total	-	-	-	-	-	-	-	-
Grand Total	-	271,211	326,202	258,954	154,654	258,954	393,011	391,519

* YTD = Year to Date



Information Technology Department



Information Technology Department Function

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



Essential Information Technology Department Functions

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

Asset Management

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

Business Intelligence Management

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

Citizen Engagement

Empowering Citizen Engagement with a Smart City Strategy provides a “Citizen First” eService’s platform for citizen access, business intelligence, service deliver, transparency and efficiency.

Communications Management

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

Financial Management

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

Information Management

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

I.T. Infrastructure Management

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

Mobile Operations Management

Managing and performing information technology functions using mobile devices.

Partnerships and Programs

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

Public Safety Management

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

Security

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



Information Technology Accomplishments for FY 2023

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

- The Information Technology Department focused on technology infrastructure upgrades to enhance the network systems, upgraded devices, enhanced the network system security and purchased traffic safety technology.
- Replace end of life network hardware and storage as part of the capital hardware refresh cycle. The systems staff is implementing new technologies to provide enhanced performance improvements across the systems infrastructure stack, which includes servers and storage. This technology provides IT the ability to quickly provision the infrastructure and grow that infrastructure incrementally, on a per-node basis, as the demand for resources increases.
- This year, the Department continued its proactive approach to optimize the cybersecurity strategy in a much more holistic way by the following security enhancements:
 - **Email Phishing Campaigns:** The goal of the monthly phishing simulation program is to provide employees with a safe, simulated environment to learn about what real phishing attempts look like, in turn, enhancing the security training and awareness initiative.
 - **Miami Dade Cyber Range**
 - The team worked on scenarios which are designed to emulate a full-scale cyberattack.
 - Just as in real-life where attacks do not take place as compartmentalized exercises, the Cyber Range cyberattacks do not stop nor pause for trainees, but rather continue to exploit and create greater havoc as each minute passes.
 - Attacks occur within a sophisticated network that includes multiple segments, servers, and operating systems while the Advanced Traffic Generator floods the network with routine traffic making it more challenging for teams to identify malicious actors and content while trying to avoid false positives.
 - The City of Doral IT Department has taken part in several advanced cyber range training from the Cybersecurity Center of the Americas at Miami Dade College.

Technology Infrastructure Projects

- AV Projects
 - Completion of Council Chambers AV System
 - PA - Video Editing System
 - PA - MACs for Video Production Team
- Network
 - Upgrade of network hardware for City Hall, Police Department, and NAP
- Network Storage
 - Upgrade of network storage hardware for City Hall and NAP.

Parks Bond Projects

IT meets weekly with Parks and Recreation, AECOM, vendors and associated contractors to discuss the technical requirements, design, purchase, and installation of all the technology infrastructure for the Parks Bond Projects.

Technology infrastructure for the Parks Bond Projects:

- Cultural Arts Center
- White Course Park
- Trails and Tails
- Morgan Levy



Development Services Software

Continued to provide Phase 2 - Energov stabilization services for the existing EnerGov solution under the professional services agreement with Plante & Moran, LLC (Plante Moran), and Tyler Technology Inc.

Disaster Recovery Cloud Service and Cloud Storage

Continue to enhance the disaster recovery and storage cloud solution to maintain high availability during emergency and scheduled maintenance events.

Data Management

Centralized Reporting and Business Intelligence:

- Developed a new internal dashboard report for Planning & Zoning for inspections and plan permit revisions.
- Developed a new internal dashboard report for Public Works for ChargePoint vehicle charging stations.
- Developed a new internal dashboard report for Doral Police Department for LPR unique detections.
- Doral Police Department Real Time Operations Center COMPSTAT.

Records Management

Continue to enhance the Enterprise Vault; a critical tool for improving records retention, accuracy, efficiency, and responsiveness of government general records and records management.

IT Certifications

• **Smart City Sustainability WCCD ISO 37120 Certification**

- **ISO 37120 - Indicators for Sustainable Cities**

Through the internationally recognized WCCD ISO 37120 Certification, the City of Doral continues to be part of a global network of cities adopting a culture of data to drive a culture of innovation and remains an active and key contributor to the WCCD global network, moving the sustainable development agenda forward so effectively. We have obtained the Platinum Level Certification for 6 years.



• **Smart City WCCD ISO 37122 Certification**

- **ISO 37122 - Indicators for Smart Cities**

WCCD ISO 37122 Early Adopter Certification. The City of Doral will be registered in the WCCD Global Cities Registry™ for ISO 37122 – Indicators for Smart Cities – for the year 2021.

WCCD Early Adopter Smart City Certification





- **Smart City WCCD ISO 37123 Certification**
 - **ISO 37123 - Indicators for Resilient Cities Certification**

The World Council on City Data (WCCD) announced the City of Doral’s Early Adopter Certification for ISO 37123 - Indicators for Resilient Cities.



The city has made significant investments as part of its commitment to resiliency, workability, and sustainable environment working on improvement of service and the well-being of the city. With this certificate, the City strengthens the digital government transformation by providing people and business first services and solutions that span city administration and citizen services, enabling increased insight, service efficiency and improved citizen outcomes.

Information Technology Activity Report

Activity	Actual FY 2020-21	Actual FY 2021-22	Projected FY 2022-23	Projected FY 2023-24
Number of Network Users	427	439	410	450
Number of Metric Dashboards	27	32	36	39
Service Support Requests	2,095	2,156	2,300	2,500
Change Control Management	87	118	90	100
Audio Visual Event Support	600	700	750	800
City Facilities Network Support	14	14	15	16
Guest WiFi In City and Park Facilities	13	13	15	16
Citywide Security Camera Views	370	380	620	1,120
License Plate Reader Cameras	147	147	147	163
Intersection Plate Reader Cameras	67	67	67	70



Information Technology Objectives for FY 2024

Cybersecurity. The Information Technology department is charged with protecting data and applications against external and internal threats. Facing unprecedented challenges, information security is now the number one priority and the top priority for governments across the nation. Advanced attacks are becoming more sophisticated and more common, testing the limits of existing capabilities. The IT Department will segment City Hall and Parks firewalls to reroute traffic to existing infrastructure. This will allow the department to enhance the city's access control capabilities within the network.

Public Safety. IT collaborates with the city's public safety leadership and command staff to implement advanced technologies and smart processes and solutions that are at the forefront of helping the city become smarter and safer, both today and in the future. The department is embracing the concept of a 'Safe City' through efforts and initiatives that provide security, keep citizens safe from a range of risks, including emergencies, natural disasters, and crime, while helping to smooth operations and positively impact quality of life in the city. The IT Department intends to install license plate readers at four perimeter intersections in coordination with the Police Department to achieve 100% city perimeter visibility.

Business Continuity. IT is a key component of the City's emergency management and operation plans. By improving and strengthening business continuity plans and practices, the department continues to ensure resilience, security, quality assurance and high availability of technology services and communications during emergency events and normal operations.

Workforce. The IT Department is looking to fill all open positions in the department and convert part-time employees to full-time within six months to achieve 100% workforce capacity. The goal is attainable by conducting a thorough review of workforce needs, job descriptions, and budgets. It will meet production goals, reduce employee workload, increase job satisfaction, and reduce turnover.

Conference Room AV Upgrade. To improve the quality of service and collaboration, the IT Department will upgrade the audio-visual systems of seven conference rooms by the end of the year, with progress tracked by completion in each room. The goal is feasible with adequate resources and a clear plan. It will enhance the quality and efficiency of meetings, by replacing outdated technology with the latest conference room technology.

Smart Government. Ensuring that all city technology projects align with the smart government guidelines for sustainability and resiliency by the end of the year by working with departments and stakeholders involved in city projects to evaluate system requirements and regularly assess project milestones. This will allow the city to promote sustainable and efficient development to enhance quality of life.

Communication. One of the strategic focus areas is to build better communication channels and teamwork with all city departments and to facilitate citizen engagement. The IT Governance structure provides the ability to obtain strategic planning meetings with each department to identify priorities; to focus efforts on resolving the most important issues for the greater benefit of the organization and the citizens; and, to maximize cost-effectiveness and return on investment. Together with the departments IT can plan smarter and deliver results on time, within budget and aligned with the scope.

Parks Bond Projects. The department is working with the City Manager's office and other consultants to provide technology infrastructure for new Parks Bond Projects. IT's involvement is working with the City's consultants to analyze technology requirements and associated costs at the early phases of the project, as well as, implementing and testing the technology infrastructure that helps deliver services and communications to the stakeholders.

Innovation. During the last five (5) years the department has worked on multiple Smart City and eGov initiatives in the areas of sustainability, public safety, citizen engagement, transparency, business intelligence, business process reengineering, public transportation, fleet management, mobile applications, IT development of applications and other government technology implementations that bring value, convenience, resilience, increased efficiencies, and improved customer service satisfaction citywide.

Elevating Customer Service. The implementation of systems and upgrades to existing will solve challenges like communication across electronic records, the ability to audit and track performance, consistency in data entry, compliance with statutory requirements and, most importantly, outward-facing citizen engagement that



is easy-to-use and intuitive. The goal is a streamlined process for an optimal customer experience for residents and businesses.

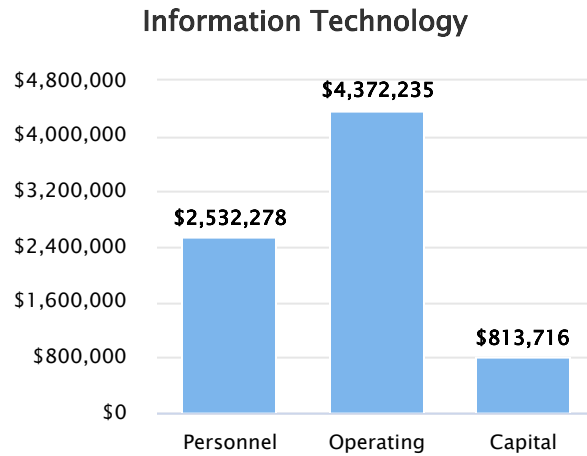
External Partnerships and Collaboration. The department continues seeking, developing, and leveraging strategic partnerships with professional organizations in academia, government, and the industry, which augments the skills and research capabilities, opens new opportunities for learning and communicating, and adds value and capacity for projects and initiatives. These partnerships are key to the execution of the strategic plan.

Information Technology Strategic Priorities

Strategic Priorities	Adopted FY 2023-24	Associated Cost
IT Capital Items		
Capital Area: New and Replacement Initiatives for City Operations	Computing Equipment Upgrades: This initiative includes the enhancement of reliability, availability and integrity of the existing computing equipment that supports citywide users.	\$ 31,200.00
	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, as well as the license plate readers infrastructure.	\$ 110,500.00
Capital Area: Strategic Initiatives for Citywide Departments	CW - Conference Rooms Project	\$ 105,000
	PD - AV Scope on the new PA Office/Studio	\$ 73,000
	PD/PWD Facility CCTV Renewal/Optimization	\$ 150,000
	PD - Wireless Camera Pole	\$ 39,216
	PR - Doral Legacy Park AV Renewal Phase	\$ 169,000
	PR - Doral Legacy Park Outdoor Signage Replacement	\$ 45,000
	PR - Morgan Levy AV System	\$ 65,000
	PW - Dell Latitude 5440 Rugged Laptop	\$ 2,600
Total		\$ 790,516



Information Technology Budget Highlights



- **110 – 230 Personnel Costs** – For this fiscal year, there is a 3% cost of living adjustment and an up to 3% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 1% city-wide. A vacancy trend adjustment savings of 2% has been applied as not all positions will be filled 52 weeks per year.
- **400 Travel & Per Diem** - This account has increased due to additional technical conferences and events.
- **410 Communication & Freight** - This account has increased due to new city facility connections to the wide area network that have been completed.
- **460 Repair & Maintenance - Office Equipment** – This account has increased due to annual maintenance increases and new systems utilized by departments.
- **464 Repair & Maintenance - Office Equipment** – This account has increased due to new Saas (Software as a Service) or Hosted systems implemented by citywide departments.
- **520 Operating Supplies** - This account has increased due to an increase in citywide departments technology requests.
- **652 Capital Outlay-Other** - This account has increased due to an increase in citywide departments’ technology requests and end-of-life equipment replacement.



Information Technology Department Authorized Positions

Account	Position	Amended *	Budget	Budget	Budget	Adopted	Total Cost
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2023-24
500.111 - Administrative Salaries							
	IT Director ⁽³⁾	1	1	-	-	1	\$ 161,823
	Chief Information Officer	-	-	1	1	-	\$ -
	Administrative Salaries Total	1	1	1	1	1	\$ 161,823
500.120 - Full Time Salaries							
	Assistant IT Director	1	1	1	1	1	\$ 117,980
	Service Award 5 yr						\$ 983
	IT Specialist	1	1	1	1	1	\$ 71,384
	Senior Network Analyst	1	1	-	-	-	\$ -
	Senior Network Architect	-	-	1	1	1	\$ 81,599
	Senior Systems Analyst	1	1	1	1	1	\$ 99,959
	Service Award 5 yr						\$ 833
	Senior Software Developer	1	1	1	1	1	\$ 113,991
	Service Award 10 yr						\$ 3,800
	Technology Project Manager	1	1	1	1	1	\$ 102,213
	IT Technician	1	1	1	1	1	\$ 54,836
	IT Technician (Public Safety)	1	1	1	1	1	\$ 63,653
	AV Systems Technician	2	1	1	1	1	\$ 57,160
	AV Systems Analyst	-	1	1	1	-	\$ -
	AV Program Manager ⁽⁵⁾	-	-	-	-	1	\$ 102,385
	Help Desk Supervisor	1	1	1	1	-	\$ -
	Technical Support Manager ⁽⁴⁾					1	\$ 78,198
	DBA Developer	1	1	-	-	-	\$ -
	Data Integration Engineer	-	-	1	1	1	\$ 102,815
	Service Award 5 yr						\$ 857
	IT Security Manager	1	1	1	1	1	\$ 102,815
	Service Award 5 yr						\$ 857
	GIS Developer	1	1	1	1	1	\$ 88,330
	Intersection Technology Systems Analyst	1	1	1	1	1	\$ 93,307
	Help Desk Specialist ⁽⁶⁾	-	-	-	-	1	\$ 45,053
	System Analyst	1	1	2	2	2	\$ 154,321
	Network Administrator ⁽²⁾	0	0	0	1	1	\$ 71,651
	Full Time Salaries Total	16	16	17	18	19	\$ 1,608,980
500.130 - Other Salaries							
	Help Desk Specialist ⁽¹⁾	-	-	-	1	-	\$ -
	Other Salaries Total	-	-	-	1	-	\$ -
	Total	17	17	18	20	20	\$ 1,770,803

* AMENDED FY 2019-20 - This column reflects any mid-year change to budgeted positions

(1) FY 2022-23 NEW POSITION - Help Desk Specialist P/T

(2) FY 2022-23 NEW POSITION - Network Administrator

(3) FY 2023-24 RECLASSIFIED - Chief Information Officer to IT Director

(4) FY 2023-24 RECLASSIFIED - Help Desk Supervisor to Technical Support Manager

(5) FY 2023-24 RECLASSIFIED - AV Systems Analyst to AV Program Manager

(6) FY 2023-24 RECLASSIFIED - Help Desk Specialist P/T to Full Time



00122005 - Information Technology Department

	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed	Adopted
	FY 2020-21	FY 2021-22	Budget	Budget	Actuals	Estimate	FY 2023-24	FY 2023-24
			FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23		
Personnel								
500111 - Administrative Salaries	169,365	180,929	191,164	191,164	99,391	191,164	164,440	161,823
500120 - Full Time Salaries	1,174,583	1,190,435	1,359,172	1,359,172	1,216,947	1,359,172	1,576,703	1,576,800
500125 - Compensated Absences	26,731	9,466	56,961	56,961	34,901	56,961	62,443	62,315
500130 - Other Salaries	-	-	30,605	30,605	2,249	30,605	-	-
500140 - Overtime	3,428	12,573	7,000	7,000	9,516	8,500	7,000	7,000
500210 - FICA & MICA Taxes	98,091	100,406	126,419	126,419	96,824	126,419	138,902	138,622
500220 - Retirement Contribution	161,272	160,559	189,579	189,579	158,822	189,579	207,810	207,386
500230 - Life & Health Insurance	261,263	263,499	366,052	366,052	343,835	366,052	392,794	378,332
Personnel Total	1,894,732	1,917,867	2,326,952	2,326,952	1,962,485	2,328,452	2,550,092	2,532,278
Operating								
500310 - Professional Services	64,275	78,933	79,900	99,446	40,412	99,446	79,900	103,900
500400 - Travel & Per Diem	5,220	7,515	12,220	12,220	9,474	12,220	14,520	14,520
500410 - Communication & Freight	766,447	800,339	907,705	907,705	822,790	907,705	1,018,975	1,018,975
500440 - Rentals & Leases	73,154	93,267	98,938	98,938	84,579	98,938	79,138	79,138
500460 - Repair & Maint - Office Equip	1,353,081	1,376,072	1,600,458	1,783,449	1,428,132	1,783,449	1,792,213	1,930,049
500464 - Repair & Maint - Off. Equip. Oth	608,501	646,058	653,107	653,107	637,509	653,107	963,495	989,495
500510 - Office Supplies	965	1,878	1,900	1,900	363	1,900	1,900	1,900
500520 - Operating Supplies	72,546	480,132	148,758	150,413	109,875	150,413	205,209	205,209
500540 - Dues, Subscriptions, Memberships	37,978	61,109	56,243	56,243	15,697	56,243	29,049	29,049
Operating Total	2,982,166	3,545,303	3,559,229	3,763,422	3,148,831	3,763,422	4,184,399	4,372,235
Capital								
500640 - Capital Outlay - Office	129,886	134,567	260,000	293,980	292,553	293,980	141,700	141,700
500641 - Capital Outlay - Vehicles	-	-	-	-	-	-	23,200	23,200
500652 - Capital Outlay - Other	76,998	177,307	141,877	462,441	142,257	462,441	648,816	648,816
Capital Total	206,884	311,874	401,877	756,421	434,810	756,421	813,716	813,716
Grand Total	5,083,783	5,775,044	6,288,058	6,846,795	5,546,125	6,848,295	7,548,207	7,718,229

* YTD = Year to Date



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 following areas: labor and personnel matters, real estate and real estate related matters, land use and zoning, legislation and related matters, Code Compliance, all Police matters, construction and construction related issues, sunshine laws, public records laws, conflict of interest issues and other ethical issues, the preparation and/or review of all contracts, all litigation including forfeitures, employment matters, eminent domain, and tort liability.

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

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

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

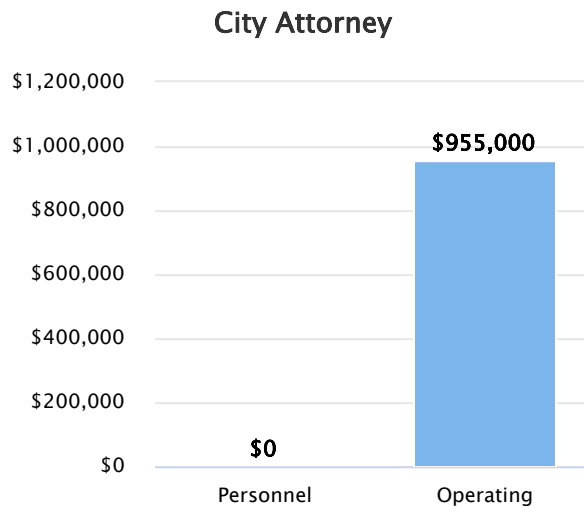


Office of the City Attorney Objectives for FY 2024

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

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

Office of the City Attorney Budget Highlights



- **110-230 Personnel Costs** – These accounts decreased due to the City Attorney no longer being an employee of the City, instead it is being contracted out to an outside firm.
- **311 Professional Services - City Attorney** – This account increased due to the City Attorney being contracted out to an outside firm.
- **340 Contractual Services** – This account decreased as a result of the City Attorney being contracted out to an outside firm.
- **400 Travel & Per Diem** – This account decreased as a result of the City Attorney being contracted out to an outside firm resulting in there no longer being a need for an expense allowance.
- **410 Communication & Freight** – This account decreased as a result of the City Attorney being contracted out to an outside firm resulting in there no longer being a need for a cell allowance.



**Office of the City Attorney
Authorized Positions**

Account	Position	Budget	Budget	Budget	Budget	Amended*	Adopted	Total Cost
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
500.111 - Administrative Salaries								
	City Attorney	1	1	1	1	-	-	\$ -
	Administrative Salaries Total	1	1	1	1	-	-	\$ -
500.120 - Full Time Salaries								
	Legal Office Manager	1	1	1	1	-	-	\$ -
	Full Time Salaries Total	1	1	1	1	-	-	\$ -
	Total	2	2	2	2	-	-	\$ -

* AMENDED FY 2022-23 - This column reflects any mid-year change to budgeted positions as the City Attorney's Office is contracted to an external firm.



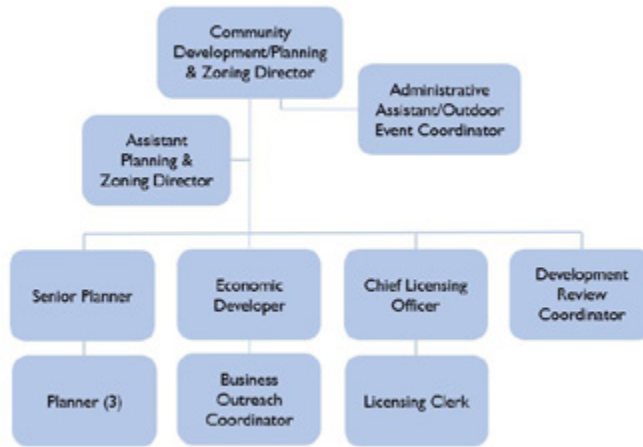
00130005 - Office of the City Attorney

	Actual	Actual	Adopted	Amended	YTD *	Year-End		
	FY 2020-21	FY 2021-22	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
Personnel								
500111 - Administrative Salaries	212,901	223,614	243,392	82,216	82,216	243,392	-	-
500120- Full Time Salaries	74,957	87,108	92,215	31,306	31,306	92,215	-	-
500125 - Compensated Absences	24,730	46,246	28,029	180,649	180,649	180,649	-	-
500210 - RCA & MICA Taxes	18,472	20,389	28,507	17,278	17,278	28,507	-	-
500220 - Retirement Contribution	73,417	75,968	81,514	57,978	57,017	81,514	-	-
500230 - Life & Health Insurance	51,032	59,796	65,823	30,530	49,167	65,823	-	-
Personnel Total	455,509	513,121	539,480	399,957	417,631	692,100	-	-
Operating								
500311 - Professional Serv - City Attny	-	-	-	324,398	281,877	320,000	480,000	480,000
500312 - Professional Serv - Attny Oth	154,479	193,892	275,000	279,617	198,546	284,015	275,000	275,000
500316 - Litigation Contingency	-	-	-	-	-	-	-	200,000
500340 - Contractual Services - Other	2,116	2,000	6,500	500	193	500	-	-
500400 - Travel & Per Diem	6,000	6,000	6,000	2,500	2,500	2,500	-	-
500410 - Communication & Freight	3,000	3,000	3,000	1,250	1,250	1,250	-	-
500510 - Office Supplies	744	401	750	-	-	-	-	-
500540 - Dues, Subscriptions, Memberships	2,935	2,759	3,500	2,023	2,023	2,023	-	-
Operating Total	169,274	208,052	294,750	610,288	486,388	610,288	755,000	955,000
Capital								
500641 - Capital Outlay - Vehicles	-	-	-	-	-	-	-	-
Capital Total	-	-	-	-	-	-	-	-
Grand Total	624,783	721,173	834,230	1,010,245	904,020	1,302,388	755,000	955,000

* YTD = Year to Date



Planning and Zoning Department



Planning and Zoning Function

The functions of the Planning and Zoning Department are carried out by a team of highly skilled professionals in planning and zoning, economic development, and business licensing.

The Planning and Zoning Department mission is to ensure the orderly growth and sustainability of the city and its neighborhoods. The Department is responsible for the implementation of the City’s Comprehensive Plan and Land Development Code to ensure that development projects align with the City’s design standards and sustainable development policies. The Department also participates in the review of tentative and final plat applications, land use and zoning text amendments, variances, conditional use, building permits, site plan, sign plans, and special event permits consistent with Florida Statutes 163, and the City of Doral Land Development Code. In addition to performing the daily line-planning functions, the Department is tasked with preparing planning documents and policy reports to further the Comprehensive Plan goals, objectives, and policies. This effort includes, but is not limited to, Citywide Brownfield Program, Doral Boulevard Corridor Study Update, Comprehensive Plan Update, Low Impact Development Master Plan, Housing Master Plan, Adaptive Reuse Study Area Action Plan, implementation of the Floodplain Management Ordinance, Arts-In-Public Places, and Annexation Reports.

The Economic Development Division mission is to elevate the City of Doral as a world-class international and domestic destination for trade and commerce in South Florida. This mission is supported by a series of economic development programs and initiatives designed to promote business retention and expansion, and new to market companies that are going to add new jobs and business opportunities for local entrepreneurs in the City of Doral and surrounding communities. Additionally, the Economic Development Division assists with the planning, analysis, implementation and development of various projects related to community redevelopment and/or adaptive reuse in partnership with the business community.

The Business Licensing Division mission is to assist the existing and new to market businesses with their inquiries regarding the City of Doral business licensing requirements (Business Tax Receipt and Certificate of Use). It ensures that businesses operating in the City of Doral are properly licensed to conduct business in the city consistent with the land development code and Florida Statutes 205, requirements. This effort includes the review and approval of all licensing applications needed to legally operate in the City of Doral. In addition to performing the daily licensing functions, the Division is responsible for reviewing and approving disclosure of findings reports for foreclosed properties and issuing Certificate of Use. Furthermore, the Division verifies addresses (address change, unit/address creation, legalized work/address/unit, etc.), outdoor dining permits,



permitted uses (requested business use is permitted in a specific location/zone), and any other requested functions.

Planning and Zoning Accomplishments for FY 2023

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

- Prepared the financial analysis for Sections 6 and 15 of the annexation areas.
- Reviewed proposed legislations related to growth management, floodplain management, and housing.
- Prepared position paper, presentations and development guidelines to implement "Live Work Act" (also known as SB 102).
- Prepared the City's population projection for Strategic Planning Session
- In-house department responsible for reviewing and implementation of over five(5) Master Development Agreements (MDA)
- Incorporated a Property Rights Element to the City's Comprehensive Plan to achieve compliance with Florida Statutes.
- Doral Décor District Action Plan, Future Land Use Map and text amendment/ zoning map amendment.
- Updated Residential Driveway Guidelines to accommodate a wider variety of design options
- 2022 update to Capital Improvement Element.
- Update to home-based business regulations.
- Update to special event permit regulations and pop-up installation.
- Completed the Call to Artists for acquisition of work of art.
- Processed four public art program applications: Doral White Course, Cultural Arts Center, Doral 87 Group, and ICP at 97th Avenue.
- Administered \$210K in City of Doral CBO, Façade & PTSA grants.
- Implemented InfoDoral community information and resource desk pilot program.
- Commissioned and coordinated FIU Economic Study Update.
- Coordinated and hosted Legacy Business Celebration and Legacy Business video series in collaboration with Public Affairs.
- Coordinated Sister Cities activities, including Sister Cities Art Exhibition, Ritmo Doral and Barranquilla Mayor's visit to Doral.
- Published 2 Quarterly Economic Reports to inform residents, businesses and investors about Economic Development activities and provide a snapshot of economic data.
- Hosted, coordinated or participated in 110 economic development events, including 24 educational workshops/trainings, 12 trade/diplomatic events, 10 economic development presentations/panel discussions, 21 partner events, 5 receptions, 5 conferences/expos, and more than 30 ribbon-cutting ceremonies.
- Participated in the Aspen Institute Latino Business and Entrepreneurship Initiative's City Learning and Action Lab, a national campaign to accelerate small business recovery in Hispanic communities across the US.



Planning & Zoning Activity Report

Activity	Actual	Actual	Projected	Projected
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Building Permit Reviews	2,687	3,149	2,950	2,360
Zoning Inspections	1,229	1,086	1,635	1,308
Zoning Items Presented to City Council	80	86	53	53
Local Business Tax Receipts and Certificate of Uses Issued (Active Licenses)	7,992	7,316	7,891	8,000
Grants Awarded	\$1,540,757*	\$157,308	\$149,316	\$261,000

*Grants Awarded for 2020-21 include CARES Grant Programs for Businesses and Residents (COVID-19 Economic Relief)

Planning and Zoning Objectives for FY 2024

- Implementation of the “Live Work Act” (also known as SB102).
- Continue to review and interpret proposed growth management legislations.
- Continue to update individual chapters of the Land Development Code in a coordinated manner.
- Update Chapter 80 “Sign Regulations” of the Land Development Code.
- Update Chapters 20 and 71 “Landscaping and Buffers” of the Land Development Code.
- Update Urban Design Standards in the Land Development Code.
- Revise the Doral Boulevard Master Plan and implement through modifications to the Land Development Code.
- Engage with Urban3 consultant to model existing land uses and taxable value to provide information on redevelopment opportunities.
- Evaluate the zoning inspection process for new business tax receipts to ensure compliance with the zoning code.
- Expand the range of assistance to local small businesses through business assistance programs with Prospera and SBDC @ FIU.
- Implement a Doral Hotel Co-op advertising campaign program with Greater Miami Convention and Visitor Bureau.
- Conduct feasibility analysis of Doral medical tourism market committee.
- Continue pursuit of new businesses through marketing, RFP programs, and partnerships.
- Collaborate with local partners to expand local, regional, and global marketing efforts.
- Collaborate with Doral Public Affairs on the expansion of Spend Local/ Shop Local program and associated business assistance with video series.
- Support business retention and expansion with grants, promotions, business education, site selection, process support, data, and referral to regional assistance network.
- Identify key demographics and new markets with Public Affairs.
- Continue to Provide data for Smart City certifications.
- Examine alternatives and seek grants to encourage entrepreneur start-ups.

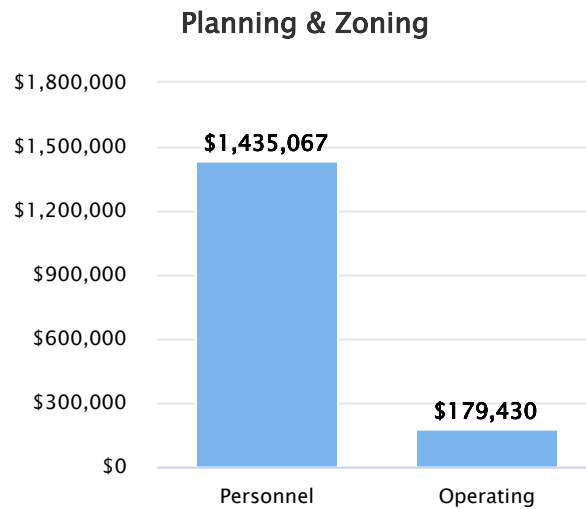


Planning & Zoning Strategic Priorities

Strategic Priorities	Adopted FY 2023-2024	Associated Cost
Economic Development & Communication	Prepare and adopt the Economic Development sub element of the Comprehensive Plan	\$ -
	FIU Economic Assessment Study 5-Year Update	\$ 50,000
	Legacy Business Program	\$ 1,000
	Reactivate Visitors Center at the Cultural Art Center with AARP Program	\$ -
Customer Service	Enhance the planning department staff technical knowledge by funding in-house training, continue education programs, and active participation in professional organizations.	\$ -
	Reduce the customer inquiries response time established by the Planning and Zoning Department by at least 10% annually for the next five (5) years.	\$ -
	Design and implement a customer service survey to improve the business practices and services provided to our customers.	\$ -
	Continue to collaborate with in-house departments and Miami Dade County to improve the waiting time to complete the Certificate of Use (CU) and Business Tax Receipt (BTR) process.	\$ -
	Develop best management practices (BMPs) to review the CU and BTR in a time-sensitive manner.	\$ -
	Review on an annual basis all the Planning and Zoning Department forms and guidelines available in the City of Doral website.	\$ -
	Continue to work with IT Department to automate the Planning and Zoning, Business Development and Licensing process to enhance the departments organizational efficiencies.	\$ -
Organizational Efficiency & Effectiveness	Adopt BMPs to review and process documents including site plans in accordance with established department performance measures.	\$ -
	Collaborate with IT to identify need technology and programs to improve the Department's GIS capabilities.	\$ -
	Review annually the Comprehensive Plan's Goals, Objectives, and Policies as well as the Land Development Code to ensure consistency with new laws or developments having significant impacts on the existing density and intensity requirements adopted in the City's Comprehensive Plan.	\$ -
	Collaborate with the Public Works Department to identify potential economic development or infrastructure investment grant opportunities to address the drainage issues in the Doral Décor District and other locations in the City with high priority infrastructure needs.	\$ -
Quality of Life/Quality of Development	Collaborate with the Public Works and Parks and Recreation Departments to prepare the Capital Improvement Element Annual Update in-house.	\$ -
	Continue to collaborate with participating department and the consultant to finalize the Doral Boulevard Master Plan Update	\$ 199,232
	Have at least two (2) call to artists temporary exhibitions in the City's Culture Center.	\$ 100,000
	Total	\$ 350,232



Planning and Zoning Budget Highlights



- **110 – 230 Personnel Costs** – For this fiscal year, there is a 3% cost of living adjustment and an up to 3% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 1% city-wide. A vacancy trend adjustment savings of 2% has been applied as not all positions will be filled 52 weeks per year.
- **310 Professional Services** – This account decreased due to the Capital Improvement Element update being handled in house.
- **470 Printing & Binding** – This account increased due to the amount of printing services increasing.
- **482 Promotional Activities** – This account decreased due to the Other Current Charges account being created in order to correctly reflect where certain events should be budgeted.
- **490 Other Current Charges** – This account was created in order to account for certain events that were budgeted out of the Promotional Activities account in prior years.



**Planning & Zoning Department
Authorized Positions**

Account	Position	Amended * FY 2019-20	Amended * FY 2020-21	Budget FY 2021-22	Budget FY 2022-23	Adopted FY 2023-24	Total Cost FY 2023-24
500.111 - Administrative Salaries							
	Planning & Zoning Director	1	1	1	1	-	\$ -
	Community Development/Planning & Zoning Director ⁽¹⁾	-	-	-	-	1	\$ 177,987
	Administrative Salaries Total	1	1	1	1	1	\$ 177,987
500.120 - Full Time Salaries							
	Assistant Planning & Zoning Director	1	1	1	1	1	\$ 107,235
	Economic Developer	1	1	1	1	1	\$ 126,980
	Admin. Assistant/ Special Events Coord.	1	1	1	1	1	\$ 63,421
	Service Award 15 yr						\$ 4,757
	Chief Licensing Officer	1	1	1	1	1	\$ 80,347
	Senior Planner	1	1	1	1	1	\$ 85,506
	Planner	3	3	3	3	3	\$ 206,349
	Occupational Licensing Clerk	1	-	-	-	-	\$ -
	Licensing Clerk	-	1	1	1	1	\$ 40,777
	GIS Technician	1	-	-	-	-	\$ -
	Development Review Coordinator	-	1	1	1	1	\$ 62,189
	Business Outreach Coordinator	-	-	1	1	1	\$ 59,786
	Full Time Salaries Total	10	10	11	11	11	\$ 837,347
	Total	11	11	12	12	12	\$ 1,015,334

* AMENDED FY 2019-20 - This column reflects any mid-year change to budgeted positions

* AMENDED FY 2020-21 - This column reflects any mid-year change to budgeted positions

⁽¹⁾ FY 2023-24 RECLASSIFIED - Planning & Zoning Director to Community Development/Planning & Zoning Director



0014000 - Planning & Zoning

	Actual		Adopted	Amended	Year-End			
	FY 2020-21	FY 2021-22	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
0014000 - Planning And Zoning Revenue								
321100 - Local Business License Tax	989,308	794,579	1,000,000	1,000,000	2,310,186	2,500,000	1,200,000	1,200,000
329300 - Zoning Hearing Fees	51,500	349,722	50,000	50,000	41,442	50,000	30,000	30,000
329400 - Zoning Plan Review Fees	150,871	82,982	70,000	70,000	77,050	70,000	55,000	55,000
329401 - Zoning Permit Review Fees	103,873	123,925	60,000	60,000	78,045	75,000	60,000	60,000
338100 - County Business Tax Receipts	96,501	86,381	89,000	89,000	127,578	97,000	89,000	89,000
362200 - Billboard Reduction Program	-	300,000	64,424	64,424	-	-	64,000	64,000
0014000 - Planning And Zoning Revenue Total	1,392,053	1,737,589	1,333,424	1,333,424	2,634,301	2,792,000	1,498,000	1,498,000
Grand Total	1,392,053	1,737,589	1,333,424	1,333,424	2,634,301	2,792,000	1,498,000	1,498,000

00140005 - Planning & Zoning

	Actual		Adopted	Amended	YTD *	Year-End		
	FY 2020-21	FY 2021-22	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
Personnel								
500111 - Administrative Salaries	79,179	129,054	136,196	136,196	100,184	136,196	182,766	177,987
500120 - Full Time Salaries	530,221	640,218	783,506	783,506	663,176	783,506	820,600	820,600
500125 - Compensated Absences	35,715	20,880	33,321	33,321	22,895	33,321	36,068	35,899
500140 - Overtime	131	455	500	500	-	500	500	500
500210 - FICA & MICA Taxes	47,805	58,214	73,619	73,619	57,170	73,619	80,085	79,714
500220 - Retirement Contribution	73,318	91,553	110,289	110,289	86,720	110,289	119,407	118,845
500230 - Life & Health Insurance	115,069	177,933	199,711	199,711	238,715	199,711	209,268	201,522
Personnel Total	881,438	1,118,308	1,337,142	1,337,142	1,168,861	1,337,142	1,448,694	1,435,067
Operating								
500310 - Professional Services	208,646	59,883	108,680	250,400	109,702	250,400	78,000	78,000
500340 - Contractual Services - Other	-	-	-	-	-	-	-	-
500400 - Travel & Per Diem	4,411	7,236	11,820	11,820	7,947	11,820	13,200	13,200
500410 - Communication & Freight	3,200	3,600	3,600	3,600	3,100	3,600	4,200	4,200
500461 - Repair & Maint - Vehicles	-	-	-	-	-	-	-	-
500470 - Printing & Binding	7,265	1,562	5,500	5,500	505	5,500	7,750	7,750
500482 - Promotional Activities Eco Dev	46,910	38,334	49,500	49,500	45,555	49,500	35,000	35,000
500490 - Other Current Charges	-	-	-	-	-	-	25,000	25,000
500510 - Office Supplies	2,524	2,725	5,900	5,900	1,954	5,900	6,000	6,000
500520 - Operating Supplies	2,466	1,960	3,300	4,658	2,250	4,658	3,400	3,400
500540 - Dues, Subscriptions, Memberships	5,348	4,059	6,620	6,620	3,695	6,620	6,880	6,880
Operating Total	280,769	119,360	194,920	337,998	174,709	337,998	179,430	179,430
Capital Outlay								
500640 - Capital Outlay - Office	815	-	-	-	-	-	-	-
Capital Outlay Total	815	-	-	-	-	-	-	-
Grand Total	1,163,022	1,237,668	1,532,062	1,675,140	1,343,570	1,675,140	1,628,124	1,614,497

* YTD = Year to Date



General Government



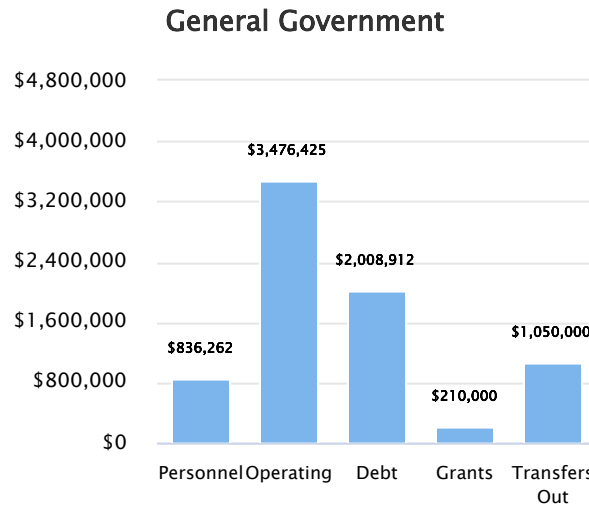
General Government Function

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

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



General Government Budget Highlights



- **122 Non-Recurring Performance Awards** – This account is associated with the performance program implemented through the City’s Employee Manual.
- **310 Professional Services** - The increase in this account is primarily attributed to additional lobbying services required for FY 2024.
- **410 Communication & Freight** – The increase in this account is associated with postage needed for the Doral quarterly digest line item.
- **430 Utility Services** – The increase in this account is attributed to an increase in City-wide electricity charges.
- **450 Insurance** – The increase in the account is attributable to an increase in General Liability coverage, Cyber Security coverage, as well as added coverage for Accidental Death and Pollution.
- **710-720 Debt - Principal & Interest** – The change in funding request associated with the loan amortization schedules.
- **910-922 Operating Transfers** – The budget includes transfers to the Infrastructure Replacement Fund, the Other Post-Employment Benefits (OPEB) fund, and the Vehicle Replacement Fund.



0015000 - General Government

	Actual	Actual	Adopted	Amended		Year-End		
	FY 2020-21	FY 2021-22	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
0015000 - General Government Revenue								
300100 - Designated Fund Balance	-	-	-	-	-	-	-	-
311100 - Ad Valorem Taxes - Current	25,077,150	26,314,166	27,086,080	27,086,080	24,747,692	27,086,080	29,930,182	29,930,182
311200 - Ad Valorem Taxes - Delinquent	636,612	637,242	500,000	500,000	2,344,097	2,400,000	600,000	600,000
313100 - Franchise Fees - Electricity	6,633,825	8,025,506	6,700,000	6,700,000	6,682,848	7,000,000	7,200,000	7,200,000
314100 - Utility Taxes - Electricity	8,140,057	9,605,103	9,000,000	9,000,000	9,215,029	9,000,000	9,500,000	9,500,000
314200 - Communication Services Tax	3,478,659	3,768,231	3,394,815	3,394,815	3,201,547	3,394,815	3,496,660	3,929,927
314300 - Utility Taxes - Water	1,411,566	1,402,263	1,350,000	1,350,000	1,204,674	1,350,000	1,350,000	1,350,000
314400 - Utility Taxes - Gas	185,835	214,798	150,000	150,000	202,410	200,000	200,000	200,000
331100 - Federal Reimbursements	-	-	-	-	-	-	-	-
331101 - Federal Reimbursements - Cares Act	219,503	-	-	-	-	-	-	-
334100 - State Reimbursements	-	-	-	-	-	-	-	-
335120 - State Sharing Revenue	1,654,058	1,850,482	1,901,109	1,901,109	2,164,367	1,901,109	2,052,085	2,052,085
335150 - Alcoholic Beverage Tax	71,083	91,396	72,100	72,100	95,501	90,000	72,100	72,100
335180 - Half Cent Sales Tax	5,774,687	7,212,008	6,980,883	6,980,883	7,259,529	6,980,883	7,543,526	7,543,526
337100 - County Reimbursements	-	-	-	-	-	-	-	-
361100 - Interest Income	879,049	855,888	700,000	700,000	1,805,594	1,800,000	750,000	750,000
362100 - Lease Agreement - Doral Prep	14	12	12	12	12	12	12	12
366000 - Private Grants & Contributions	-	-	-	-	-	-	-	-
366200 - Private Contributions - Other	15	-	-	-	-	-	-	-
366400 - Private Contributions - Awards	-	-	-	-	-	-	-	-
367100 - Change In Invest Value	(537,701)	(3,946,306)	-	-	388,961	1,200,000	-	-
369100 - Miscellaneous Income	141,433	89,102	36,750	36,750	32,015	36,750	36,750	36,750
369200 - Prior Years Recovery	52,383	28,001	10,500	10,500	37,114	37,500	10,500	10,500
369301 - Settlement - Viewpoint	37,500	-	-	-	-	-	-	-
369900 - Insurance Proceeds	51,612	161,893	-	-	104,956	100,000	-	-
381100 - Operating Transfers In	-	-	-	-	-	-	-	-
384100 - Debt Proceeds	-	-	-	-	-	-	-	-
381200 - Internal Services Transfer In	-	-	-	-	-	-	589,093	1,679,907
0015000 - General Government Revenue Total	53,907,339	56,309,784	57,882,249	57,882,249	59,486,347	62,577,149	63,330,908	64,854,989
Grand Total	53,907,339	56,309,784	57,882,249	57,882,249	59,486,347	62,577,149	63,330,908	64,854,989



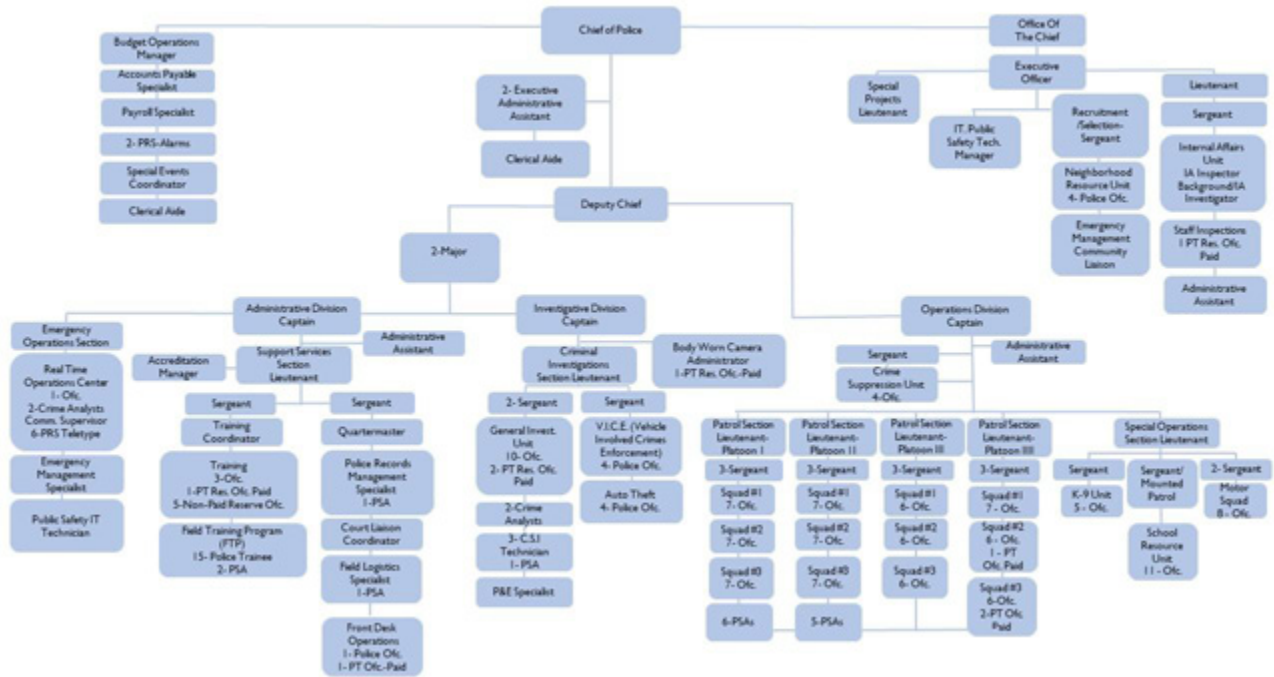
00150005 - General Government

	Actual	Actual	Adopted	Amended	YTD *	Year-End		
	FY 2020-21	FY 2021-22	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
Personnel								
500122 - Non-Recurring Performance Award	-	124,239	94,579	94,579	-	94,579	181,049	181,049
500210 - Fica & Mica Taxes	-	-	7,235	7,235	-	7,235	13,850	13,850
500230 - Life & Health Insurance	-	18,642	41,363	41,363	4,694	41,363	41,363	41,363
500240 - Workers Compensation	428,840	502,575	560,000	595,904	595,904	595,904	560,000	560,000
500250 - Unemployment Compensation	13,125	3,150	40,000	40,000	721	40,000	40,000	40,000
Personnel Total	441,965	648,605	743,177	779,081	601,319	779,081	836,262	836,262
Operating								
500310 - Professional Services	499,497	380,152	433,000	517,855	273,261	517,855	454,000	454,000
500340 - Contractual Services - Other	309,863	480,913	534,050	544,743	409,392	544,743	539,050	539,050
500400 - Travel & Per Diem	12,072	15,971	23,000	23,000	19,567	23,000	23,000	23,000
500402 - Travel & Per Diem - Awards	-	-	-	-	-	-	-	-
500410 - Communication & Freight	37,308	26,077	51,100	49,100	32,188	49,100	65,300	65,300
500430 - Utility Services	138,871	133,049	140,520	195,770	185,894	195,770	213,350	213,350
500440 - Rentals & Leases	55,731	46,162	17,500	17,500	17,436	17,500	17,500	17,500
500450 - Insurance	943,357	1,135,550	1,258,453	1,258,453	1,121,227	1,258,453	1,384,299	1,384,299
500460 - Repair & Maint - Office Equip	5,280	4,399	5,200	5,200	5,603	5,200	5,200	5,200
500470 - Printing & Binding	3,377	3,742	5,000	7,000	6,938	7,000	5,000	5,000
500490 - Other Current Charges	68,631	89,071	125,502	125,502	67,033	125,502	101,000	111,000
500492 - Contingent Reserve	479,919	13,262	300,000	-	-	-	559,156	577,226
500498 - Property Taxes	-	-	19,000	19,000	20,189	19,000	19,000	19,000
500520 - Operating Supplies	34,386	40,467	45,000	45,000	38,984	45,000	47,000	47,000
500540 - Dues, Subscriptions, Memberships	9,092	10,269	10,000	10,000	13,169	10,000	15,500	15,500
Operating Total	2,597,385	2,379,083	2,967,325	2,818,124	2,210,879	2,818,124	3,448,355	3,476,425
Debt Service								
500710 - Debt Service - Principal	1,578,106	1,645,572	1,725,516	1,725,516	1,676,907	1,725,516	1,772,466	1,772,466
500712 - Debt Service - State of FL	-	-	-	-	-	-	-	-
500720 - Debt Service - Interest	427,547	354,010	305,039	305,039	315,107	305,039	236,446	236,446
Debt Service Total	2,005,653	1,999,582	2,030,555	2,030,555	1,992,015	2,030,555	2,008,912	2,008,912
Grants & Aids								
500820 - Grants & Aids	85,428	149,316	201,000	261,000	123,120	261,000	210,000	210,000
Grants & Aids Total	85,428	149,316	201,000	261,000	123,120	261,000	210,000	210,000
Operating Transfers								
500912 - Transfer Out - Capital Imprv Fnd	678,880	-	450,000	450,000	450,000	450,000	-	-
500914 - Transfer Out - Infrs. Rep. Fund	600,000	500,000	-	-	-	-	500,000	500,000
500915 - Transfer Out - OPEB Liability	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
500917 - Transfer Out - Veh. Rep. Fund	175,000	200,000	100,000	100,000	100,000	100,000	150,000	150,000
500919 - Transfer Out - Emergency Fund	100,000	-	-	-	-	-	-	-
500920 - Transfer Out - Pension Fund	50,000	300,000	500,000	500,000	500,000	500,000	-	-
500921 - Transfer Out - Dev. Serv. Tech. Fee Fund	32,000	5,622	-	-	-	-	-	-
500922 - Transfer Out - Building Fund	-	2,255,788	-	-	-	-	-	-
Operating Transfers Total	2,035,880	3,661,410	1,450,000	1,450,000	1,450,000	1,450,000	1,050,000	1,050,000
Grand Total	7,166,310	8,837,996	7,392,057	7,338,760	6,377,332	7,338,760	7,553,529	7,581,599

* YTD = Year to Date



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 Department Accomplishments for FY 2023

The following section summarizes the department's accomplishments and current standing for prime initiatives in support of philosophies that promote progressive organization goals. This section does not cover everything that needs to be accomplished within the department, but instead focuses on priority areas.

The departmental mission remains steadfast, to provide a safer community free from the fear of crime, to increase the public value of the Police Department and its officers through professional delivery of services, professional behaviors, and positive interactions.

- **Hiring and Retention**

Targeting, recruiting, hiring, training, mentoring, and retaining sworn law enforcement officers who possess skill sets geared toward DPD and community demographics is paramount for providing effective service delivery and ensuring the well-being of the agency and the community. DPD presented numerous opportunities for employment to dedicated, qualified candidates and for fiscal year 2022-23, maintained a substantial retention rate of sworn and non-sworn employees.

Currently, the department has 152 sworn total filled positions, and 34 vacant police officer funded vacancies in the upcoming fiscal year.

The DPD maintains its commitment to:

- Continue to provide a fair and consistent evaluation process
- Continue to provide support and discussions with employees that will give a sense of purpose.
- Provide promotional opportunities as well as specialized unit opportunities

Targeting, recruiting, hiring, and retention of high-quality law enforcement professionals is the vital foundation of the department's future. The DPD's Recruitment Team was comprised of varied ranks who were focused on recruiting qualified applicants who depict the qualifications and high standards established by the department.

The DPD has maintained the organizational path to develop employees from Police Explorers to Park Rangers to Police Service Aides to Sworn Police Officers. This was a long-standing practice of the department.

- **Safe City Technology**

The Doral Police Department has been awarded \$1 million by the U.S. House Committee on Appropriations that will enhance the way the DPD predicts, prevents, and responds to crime. This project will complete the installation of LPRs in the entry and exit intersections throughout the City of Doral to enhance our security portfolio, which provides the tools to capture accurate license plate recognition and intelligence data. The City currently has 26 intersections with 148 LPR cameras and 53 additional intersections with 53 cameras.

- **Real Time Operations Center (RTOC)**

The Police Department merged the existing Communications Unit into the RTOC. This merger increased the efficiency of the personnel presently assigned and permits employees to handle other tasks resulting in a more productive application of resources.

- **Equipment Weapons**

The Department transitioned from utilizing the Glock 17 generation 3 and 4 originally purchased in 2008-2011, to the new Glock 17 generation 5 MOS. A total of 130 Glocks were replaced.

- **Training Center Expansion**

In support of the department's strong beliefs that investing in training and leadership principles directly influences law enforcement officers morale, performance, and the overall service that we strive to provide to our community, the DPD will expand training and continue to host leadership and management courses for all ranks and civilian non-sworn city employees.

The DPD implemented a variety of specialized trainings to include:

- Criminal Law
- Advanced Report Writing for Supervisors



- Active Shooter Training
- Pat Down Searches
- Autism Awareness
- Crisis Intervention Training
- First Aid and CPR (sworn and civilian staff)
- Use of Force and De-Escalation
- Annual Training
- The Kevin Valencia Lab Simulator Training and Ballistic Shields Training
- RTOC Training
- Non-lethal Weapons
- Tactical Approaches and Room Clearing
- Responding to Calls for Service Under Duress
- Driving Enhancement Training
- Traffic Stops

In support of the department's strong beliefs that investing in training and leadership principles directly influences the law enforcement officer's morale, performance, and the overall service that the department strives to provide the community. The DPD expanded the active shooter training to all School Resources Officers along with interactive Simulator Training. The PSA program was revamped adding more physical fitness components to the program. A physical agility test was implemented for all future recruits. In addition, DPD hosted the Southern Police Institute Command Officers Development course session #92. The class held 64 participants from all over the country.

- **Crime Rate**

- Increase public service announcements regarding crime types and trends.
- DPD continues to invest in proven crime fighting equipment and technology.
- The Real Time Operations Center (RTOC) will continue to be the nucleus to assist with the reduction of crime, by developing crime tracking and prevention initiatives and providing measurable results to predict, decrease and solve crime, all in real-time.
- Maintain participation in HOA meetings with multiple communities to target crimes.
- Continue to expand the city-wide camera system, "SafeCam" with local businesses and residents.
- Utilization of the License Plate Readers (LPR) system linked to the RTOC and develop its crime fighting potential.
- Implementation of more proactive patrol initiatives.
- Expanding the Multi-Agency Intelligence Network to promote the sharing of information amongst law enforcement agencies in the area.

In addition, the department focused on proactive crime fighting strategies to reduce crime and improve quality of life in the City of Doral. The re-implementation of a Crime Suppression Team and creation of a Vehicle Involved Crimes Enforcement Unity (VICE). DPD continues researching innovative community-oriented programs to engage the public, new software which provides customer satisfaction surveys and feedback on our performance.

- **Special Needs Registry Implementation**

The City of Doral implemented the Special Needs Registry Program. This is a voluntary service open to all residents with special needs who live within the City of Doral. The registry was created to help our police officers better assist persons with special needs in the event of an emergency by providing those first responders with vital information regarding a registrant's special needs, emergency contact information, physical description, and current photograph.

The goal of the Special Needs Registry is to ensure all City of Doral residents and visitors who may need special assistance are able to get the help and support needed in a time of emergency or during interactions with law enforcement members.



- **Social Media and Public Information**

Social Media sites such as Twitter and Instagram are an economical and effective way to inform the community about current events, issue real time information and emergencies such as weather events. The community enjoys interacting with the Police Department by using social media as a platform and often engages with the department in sharing comments on events and police response to certain events and situations. The department was able to increase its total number of followers.

The “Week in Review”, which is posted on both Instagram and Twitter, was available each week online. The report provided recent statistics, arrests, and patrol highlights. The department will continue to utilize social media as a tool to build relationships with the community and trust within the community by using these different sites to maintain communication and transparency.

- **Specialist Police Vehicles**

DPD promotes acceptance, understanding, and inclusion of both children and adults with Autism within our community and around the world. In honor of Autism Awareness Month, the DPD was proud to obtain its first Autism Awareness Vehicle.

- **Emotional Support Dog**

Provides companionship, relieves stress, helps people feel better. “Ginger” has attended many different schools, businesses, and public events.

As the City of Doral continues its growth, the Police Department continues to prepare for a bright, industrious, and productive future. The DPD will continue to expand and ensure that it is focused and ready to maintain the highest level of service and commitment to the City of Doral’s residents and visitors.

Police Department Activity Report

Activity	Actual FY 2020-21	Actual FY 2021-22	Projected FY 2022-23	Projected FY 2023-24
Administrative:				
Internal Investigations Conducted	9	10	10	12
Vehicles Purchased	-	21	21	39
Communications:				
Total Calls for Service	25,529	27,260	32,545	37,427
Crime Analysis:				
Total Violent Crimes	69	115	159	183
Total Non-Violent Crimes	1,275	1,328	1,452	1,670
Total Crime Offenses	1,344	1,443	1,611	1,853
Patrol:				
Total Arrests	1,094	1,280	1,509	1,735
Citations-Violations	40,412	37,377	26,217	30,149
Criminal Investigation Division:				
Total Cases Assigned	876	1,761	2,134	2,454
Total Cases Cleared	56	86	94	108
Total Arrests	120	164	237	273
Crime Scenes Processed by CSI ONLY	433	498	498	542



Police Department Objectives for FY 2024

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.

- **Department Division Restructuring**

Every division within the department will be thoroughly assessed through a general re-organization of the Police Department to consolidate and realign personnel in order to ensure both operational efficiency and appropriate allocations of resources.

- **11.5 Hour Patrol Shifts**

A pilot program for 11.5 hour patrol shifts began in June 2023. If transitioned to once the program has completed, this new schedule will increase on-duty personnel throughout the day and night shifts. It will allow for more coverage and visibility for the three designated zones within the city's jurisdiction. The new format will allow each Patrol Lieutenant to work with the platoon and all 3 designated squads on the same day.

- **Hiring and Employee Retention**

It is imperative for the Police Department to fill new police officer positions. The department anticipates that there will be approximately 25-30 officer positions. The Department's recruitment efforts are underway. Additionally, the Department anticipates sending close to 15 non-certified police trainees to the police academy and hiring additional certified officers.

To remain competitive in attracting quality candidates, it is vitally important that the Department's website and recruiting materials are updated in a timely manner. To increase community outreach in recruitment efforts, the Department shall maintain a cooperative relationship and coordinate events with the South Florida WorkForce to attract qualified candidates. The Department shall actively pursue the use of "Career Fairs" to interact with, and attract applicants, who may not have previously considered a career in law enforcement.

- **Incident Containment Team**

The Doral Police Department has implemented a new policy to establish an Incident Containment Team (ICT). The concept allows the Police Department to provide the most effective and efficient law enforcement personnel to protect the community. ICT plays a vital role in this mandate. The ICT is composed of trained sworn personnel, who have successfully completed an ICT course and have attended continuous training that includes quarterly and annual qualifications in firearms proficiency. The ICT also trains in specialized tactics for emergency situations that may require an immediate response to prevent loss of life and the overall safety of the community. As part of the selection process, sworn personnel are required to have successfully completed a department-approved 40 hour ICT course.

- **Physical Agility Test (PAT)**

The Doral Police Department will conduct a Physical Agility Test, as part of an open ICT tryout. Successful completion of the PAT is required to participate in the newly established tactical team.

- **V.I.C.E Unit and Crime Suppression Unit**

The Department is establishing two new specialized units: Vehicle Involved Crimes Enforcement (V.I.C.E) and Crime Suppression Unit (CSU). Both squads will have a sergeant selected first to assist with policy making and training.

The VICE unit will investigate such crimes as vehicle burglaries, auto thefts, hit and runs, and catalytic thefts. Additionally, this unit will be able to focus on auto body shops that are committing fraud, auto dealerships that are conducting illegal business, and tow truck investigations.

The CSU unit is a proactive unit that will be utilizing both marked and unmarked units to address certain crimes that are increasing in the city and for other proactive police functions. The unit will address complaints received by the Chief's Office and other high-priority situations such as shootings, protests, and special events.



- **Class “C” Alternative Duty Uniforms**

The Police Department introduced a new Class “C” Alternative Duty Uniform option. This is the Department’s alternative uniform of the day, and it will provide an option to the traditional Class A and Class B uniforms. This uniform may be worn for all authorized uniform assignments other than formal occasions. It offers officers and PSAs a comfortable option to wear during their respective shifts.

- **Vehicle Redesign**

A committee has been formed to explore transitioning to a different design for marked vehicles. Currently, the group is in the creative stage and is working on four renderings to present to the Chief. If a proposed rendering is accepted and approved, the appropriate next steps will be taken for job completion.

- **Chaplain Program Expansion**

The Police Chaplain Program policy will be thoroughly reviewed and new policies and procedures will be added to make the program more effective. Among the recommendations are to have a minimum of seven volunteer chaplains. Additionally, chaplains will make a two-year commitment to the department. The department’s policy is currently one year; a commitment form for the proposed change will be created.

- **Merger of RTOC and Communications**

The Police Department will merge the Real Time Operation Center (RTOC) with the Communications Center. This will allow for 24-hour/7-days a week coverage by RTOC personnel and our Communications Operators. This merger provides the Department with more employees that are cross trained in how to work in the RTOC, and in essence transforms the RTOC into a fully functional center. The RTOC utilizes a system called FUSES, which collectively houses the camera systems such as: Genetec, License Plate Recognition (LPR), and Jenoptics. These systems in turn, house all the city cameras to include city buildings and parks. Additionally, these systems house the cameras for those businesses and residences who have elected to register their cameras with our Connect Doral Program.

- **Community Engagement Initiatives**

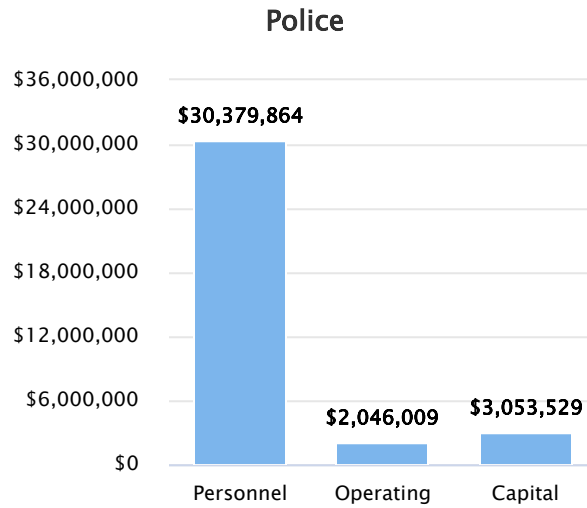
The Police Department holds several community events which promote healthy police-community relations. These events, such as basketball and softball tournaments, give the public an opportunity to support the Police Department and interact with personnel in a casual, relaxed environment. There are also popular events held, such as ‘Coffee with a Cop’, ‘Pizza with a Cop’, and these routinely leave the public with a positive perception of those in law enforcement. Residents and business leaders alike can ask officers questions they may have regarding the profession. The community members may possibly have an inquiry of a recent major event that they may be curious about. Officers in turn can also gauge what concerns the community and what they feel may be pressing issues that the Department should focus on. These events allow the public to feel more comfortable to share thoughts with city personnel, and these discussions offer the Police Department invaluable insight into what the community cares for most.

Police Strategic Priorities

Strategic Priorities	Adopted FY 2023-24	Associated Cost
Organizational Efficiency: Visibility	This initiative includes hiring 25 to 30 more Police Officers both certified and non-certified, to bolster staff and increase patrol visibility in residential and commercial areas.	\$ 3,127,978
	Total	\$ 3,127,978



Police Budget Highlights



The following items are enhancements, initiatives, or significant changes to the Police Department's expense budget.

- **110-230 Personnel Costs** - For this fiscal year, there is a 3% cost of living adjustment and an up to 3% merit increase based on the individual's performance evaluation. Additionally, health insurance rates have increased by 1% city-wide. A vacancy trend adjustment savings of 6% has been applied as not all positions will be filled 52 weeks per year.
- **310 Professional Services** - The increase in this account is attributable to the boarding and veterinary services for the additional canines.
- **342 Cont - School Crossing Guards** - The increase in this account is attributable to a rise in the contract for school crossing guards.
- **343 Contr - Safety Red Light Cameras** - The decrease in this account is attributable to the Red Light Cameras contract termination.
- **440 Rental and Leases** - The increase in this account is attributable to the rise in prices for the rental cars.
- **520 Operating Supplies** - The increase in this account is attributable to the rise in pricing of police operational items.
- **521 Operating Supplies - Fuel** - The increase in this account is attributable to the effects of the gas prices.
- **528 Operating Supplies - PD Equipment** - The increase in this account is attributable to the rise in the prices of police equipment and the expirations of protective equipment that must be replaced.
- **540 Dues/Subscriptions/Memberships** - The increase is due to more recruits training.
- **641 Capital Outlay Vehicles** - The increase in this account is due to more vehicles on the replacement schedule for Fiscal Year 23-24.



**Police Department
Authorized Positions**

Account	Position	Budget	Amended*	Amended*	Budget	Amended*	Adopted	Total Cost
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
500.111 - Administrative Salaries								
	Police Chief	1	1	1	1	1	1	\$ 220,343
	Administrative Salaries Total	1	1	1	1	1	1	\$ 220,343
500.121 - Full Time Salaries Sworn								
	Deputy Chief	1	1	1	1	1	1	\$ 165,191
	Major	2	2	2	2	2	2	\$ 258,721
	Captain ⁽²⁾	2	2	3	3	3	3	\$ 383,451
	Lieutenant	9	9	9	9	9	9	\$ 968,551
	Service Award 16 yr							\$ 16,515
	Sergeant	24	24	24	24	24	24	\$ 2,224,157
	Service Award 16 yr							\$ 17,924
	Service Award 17 yr							\$ 2,403
	Executive Officer to the Chief of Police	1	1	1	1	1	1	\$ 125,454
	Internal Affairs Inspector	1	1	1	1	1	1	\$ 124,037
	Internal Affairs & Background Investigator	1	1	1	1	1	1	\$ 70,937
	Police Officer	125	125	125	134	134	134	\$ 8,887,596
	Service Award 15 yr							\$ 1,667
	Service Award 16 yr							\$ 40,642
	Police Officer / Reserve	10	9	9	9	9	9	\$ 386,100
	Police Non-Paid Reserve	4	4	5	5	5	5	\$ -
	Auxiliary Officer	1	1	-	-	-	-	\$ -
	Police Incentives							\$ 507,315
	Full Time Sworn Salaries Total	181	180	181	190	190	190	\$ 14,180,661
500.120 - Full Time Salaries								
	Executive Administrative Assistant to the Chief	1	1	1	1	2	2	\$ 175,531
	Administrative Assistant	4	4	4	4	4	3	\$ 152,677
	Service Award 5 yr							\$ 435
	Criminal Inv. & Evidence Supervisor	1	-	-	-	-	-	\$ -
	Accreditation Manager	-	1	1	1	1	1	\$ 71,066
	Crime Scene Technician	3	3	3	3	3	3	\$ 162,737
	Police Service Aide	17	17	17	17	17	16	\$ 656,984
	Service Award 5 yr							\$ 403
	Court Liaison Coordinator	1	1	1	1	1	1	\$ 67,563
	Clerical Aide	1	1	1	1	1	2	\$ 69,268
	Police Review Specialist	1	-	-	-	-	-	\$ -
	Police Crime Analyst Specialist	3	4	4	4	4	4	\$ 256,750
	Service Award 10 yr							\$ 4,299
	Police Field Logistics Specialist	1	1	1	1	1	1	\$ 44,805
	Police Budget Coordinator ⁽³⁾	1	1	-	-	-	-	\$ -
	Police Budget Operations Manager ⁽³⁾	-	-	1	1	1	1	\$ 103,259
	Service Award 5 yr							\$ 860
	Records Specialist ⁽¹⁾	1	1	2	2	2	2	\$ 81,389
	Records Specialist / Teletype	6	6	6	6	6	6	\$ 277,943
	Record Management Specialist	1	1	1	1	1	1	\$ 53,799
	Park Ranger	2	2	-	-	-	-	\$ -
	Police Property & Evidence Supervisor ⁽⁴⁾	1	1	1	-	-	-	\$ -
	Property & Evidence Specialist	1	1	1	1	1	1	\$ 41,906
	Police Special Events Coordinator	1	1	1	1	1	1	\$ 68,376
	Payroll Specialist	1	1	-	-	-	-	\$ -
	Payroll Specialist I	-	-	1	1	1	1	\$ 51,201
	Media & Emergency Management Specialist	1	1	1	1	1	1	\$ 106,325
	Public Safety Technical Services Supervisor	1	1	1	1	1	1	\$ 106,540
	Accounting Clerk	1	-	-	-	-	-	\$ -
	Quartermaster ⁽⁵⁾	1	1	1	2	1	1	\$ 44,709
	Public Information Officer ⁽²⁾	1	1	-	-	-	-	\$ -
	Communication Supervisor	1	1	1	1	1	1	\$ 59,194
	IT Technician - Public Safety	1	1	1	1	1	1	\$ 65,693
	Accounts Payable Specialist	-	-	1	1	1	1	\$ 40,876
	Emergency Management & Community Liaison	-	-	1	1	1	1	\$ 102,781
	Body Worn Camera Administrator	-	-	1	1	1	1	\$ 73,001
	Police Training Coordinator ⁽⁶⁾	-	-	-	-	-	1	\$ 64,153
	Police Trainee ⁽⁷⁾	-	-	-	-	-	15	\$ 788,445
	Full Time Salaries Total	55	54	55	55	55	70	\$ 3,792,968



**Police Department
Authorized Positions**

Account	Position	Budget	Amended*	Amended*	Budget	Amended*	Adopted	Total Cost
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
500.130 - Other Salaries								
	Part Time							
	Clerical Aide	1	1	-	-	-	-	\$ -
	Other Salaries Total	1	1	-	-	-	-	\$ -
	Total	238	236	237	246	246	261	\$ 18,193,972

* AMENDED FY 2021-22 - This column reflects any mid-year change to budgeted positions

* AMENDED FY 2022-23 - This column reflects any mid-year change to budgeted positions

⁽¹⁾ FY 2021-22 RECLASSIFIED - Clerical Aide to Police Records Specialist

⁽²⁾ FY 2021-22 RECLASSIFIED - Public Information Officer to Police Captain

⁽³⁾ FY 2021-22 RECLASSIFIED - Police Budget Coordinator to Police Budget Operations Manager

⁽⁴⁾ FY 2022-23 RECLASSIFIED - Police Property & Evidence Supervisor to Quartermaster

⁽⁵⁾ FY 2023-24 RECLASSIFIED - One (1) Quartermaster to Executive Administrative Assistant to the Chief of Police

⁽⁶⁾ FY 2023-24 RECLASSIFIED - One (1) Police Administrative Assistant to Police Training Coordinator

⁽⁷⁾ FY 2023-24 NEW POSITION - Police Trainee

0016000 - Police

	Actual		Adopted	Amended	Year-End			
	FY 2020-21	FY 2021-22	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
0016000 - Police Revenue								
313920 - Towing Fees	10,380	12,645	11,000	11,000	12,975	14,000	12,500	12,500
329200 - Alarm Permits	180,809	178,307	190,000	190,000	216,499	200,000	190,000	190,000
331200 - DOJ Bryne Grant	15,186	75,340	-	-	50	50	-	-
331201 - DOJ COPS Tech Grant 2010	-	-	-	-	-	-	-	1,000,000
334200 - State of FL JAG Grant - 2009	7,040	-	-	-	-	-	-	-
334201 - State - FDLE ITF Grant	-	-	-	-	-	-	-	-
341520 - Court Ord. Restitution PYMTS	288	1,494	-	-	-	-	-	-
342100 - Police Services	1,556,822	1,031,415	875,000	875,000	1,270,350	1,500,000	1,400,000	1,400,000
342110 - Police Services - Records	9,629	8,143	8,000	8,000	7,210	8,000	8,000	8,000
342115 - School Crossing Guards	60,180	73,000	70,000	70,000	78,847	70,000	70,000	70,000
342120 - Police Service - MDC Schools	-	-	-	-	-	-	-	-
342130 - Police Services - School Officer	253,889	734,653	829,445	829,445	811,476	829,445	829,445	829,445
351100 - Judgements & Fines	204,505	360,369	350,000	350,000	264,277	350,000	350,000	350,000
351110 - Fines & Forfeitures - Red Light	-	-	-	-	-	-	-	-
351150 - Safety Redlight Cameras	848,531	1,233,188	1,125,000	1,125,000	845,793	1,000,000	-	-
351200 - Court - Investigative Recovery	-	125	5,000	5,000	-	100	1,000	1,000
369103 - Police Auto Take Home PGM	9,900	8,900	-	-	-	-	-	-
369105 - PD Misc - SRO OT Recovery	27,654	36,898	20,000	20,000	61	30,000	35,000	35,000
0016000 - Police Revenue Total	3,184,813	3,754,478	3,483,445	3,483,445	3,507,537	4,001,595	2,895,945	3,895,945
Grand Total	3,184,813	3,754,478	3,483,445	3,483,445	3,507,537	4,001,595	2,895,945	3,895,945



00160005 - Police Department

	Actual	Actual	Adopted	Amended	YTD *	Year-End		
	FY 2020-21	FY 2021-22	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
Personnel								
500111 - Administrative Salaries	112,306	33,654	183,404	183,404	166,576	183,404	220,343	220,343
500120 - Full Time Salaries	2,493,308	2,422,877	2,692,721	2,692,721	2,322,639	2,692,721	3,513,651	3,565,390
500121 - Full Time Salaries - Sworn	11,034,917	11,545,805	13,078,050	13,078,050	11,210,300	13,078,050	13,137,169	13,329,822
500125 - Compensated Absences	461,416	311,657	558,231	558,231	248,425	558,231	592,007	600,697
500130 - Other Salaries	11,818	-	-	-	-	-	-	-
500140 - Overtime	959,704	1,210,458	1,000,000	1,000,000	916,868	1,000,000	1,265,850	1,265,850
500144 - Overtime - Holiday Pay	-	-	-	-	-	-	-	-
500145 - Overtime - State Grant	-	-	-	-	-	-	-	-
500150 - Special Pay - Off Duty	825,958	764,471	640,000	640,000	1,172,010	1,000,000	800,000	800,000
500151 - Special Pay - Differential	207,057	187,500	200,000	200,000	246,736	200,000	232,500	250,000
500152 - Special Pay - Incentive	96,970	89,718	115,000	115,000	82,022	115,000	106,950	115,000
500210 - FICA & MICA Taxes	1,198,887	1,224,617	1,415,031	1,415,031	1,212,195	1,415,031	1,509,751	1,531,088
500220 - Retirement Contribution	3,777,328	3,815,282	4,452,437	4,452,437	4,361,090	4,452,437	5,301,477	5,376,963
500230 - Life & Health Insurance	2,634,507	2,769,393	3,118,102	3,118,102	3,066,155	3,118,102	3,283,912	3,324,711
Personnel Total	23,814,176	24,375,432	27,452,976	27,452,976	25,005,014	27,812,976	29,963,610	30,379,864
Operating								
500310 - Professional Services	20,544	39,725	58,650	58,650	31,688	58,650	66,100	66,100
500342 - Cont - School Crossing Guards	203,438	213,722	311,362	296,862	212,284	311,362	375,750	375,750
500343 - Contr-Safety Redlight Cameras	398,676	418,550	589,050	589,050	291,485	589,050	-	-
500350 - Investigations	-	2	3,250	3,250	-	3,250	3,250	3,250
500400 - Travel & Per Diem	11,809	25,122	40,000	40,000	17,318	40,000	40,000	40,000
500410 - Communication & Freight	13,411	14,100	23,600	23,600	12,719	23,600	26,600	26,600
500440 - Rentals & Leases	130,717	119,354	81,426	81,426	52,986	81,426	88,626	88,626
500460 - Repair & Maint - Office Equip	86,774	80,221	103,500	103,500	46,528	103,500	104,000	104,000
500470 - Printing & Binding	2,402	7,963	8,000	8,000	7,855	8,000	8,000	8,000
500480 - Promotional Activities	3,020	6,518	7,500	7,500	6,618	7,500	10,000	10,000
500510 - Office Supplies	24,005	23,240	25,000	25,000	15,793	25,000	25,000	25,000
500520 - Operating Supplies	290,592	421,510	342,550	358,208	318,177	349,708	479,100	779,100
500521 - Operating Supplies - Fuel	19,076	24,029	23,000	23,000	19,287	23,000	25,000	25,000
500523 - Op Supp - Community Services	37,838	47,696	62,150	62,150	49,191	62,150	62,150	62,150
500525 - DOJ Bryne Grant - Operating	-	59,912	-	-	-	-	-	-
500526 - Operating Supplies - EOC	-	3,528	20,000	20,000	6,492	10,000	20,000	20,000
500527 - Operating Supplies - Crywolf A	25,076	20,380	25,358	25,358	21,277	25,358	25,358	25,358
500528 - Operating Supplies - PD Equipment	-	-	68,000	68,000	35,875	68,000	212,600	212,600
500540 - Dues, Subscriptions, Memberships	89,516	69,195	103,475	103,475	27,334	103,475	139,475	174,475
Operating Total	1,356,892	1,594,768	1,895,871	1,897,029	1,172,907	1,893,029	1,711,009	2,046,009
Capital Outlay								
500620 - Capital - Building	-	-	-	-	-	-	-	-
500640 - Capital Outlay - Office	125,240	-	-	96,314	50,206	96,314	149,665	149,665
500641 - Capital Outlay - Vehicles	109,981	900,962	648,638	712,078	370,418	706,078	1,898,334	1,898,334
500642 - DOJ Bryne Grant Capital Outlay	9,290	15,388	-	-	-	-	-	-
500647 - Capital - TECH Grant	-	-	-	-	-	-	-	1,000,000
500650 - Construction in Progress	98,530	-	-	-	-	-	-	-
500653 - Capital Outlay - EOC	-	-	5,530	5,530	1,398	5,530	5,530	5,530
Capital Outlay Total	343,040	916,351	654,168	813,921	422,022	807,921	2,053,529	3,053,529
Grand Total	25,514,109	26,886,550	30,003,015	30,163,926	26,599,943	30,513,926	33,728,148	35,479,402

* YTD = Year to Date



Building Department

Building Department

The Building Department has been moved from the General Fund to its own fund. Please refer to the Other Funds section under Building Fund.

0017000 - Building

	Actual	Actual	Adopted	Amended		Year-End		
	FY 2020-21	FY 2021-22	Budget	Budget	Actuals	Estimate	Proposed	Adopted
			FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
0017000 - Building Revenue								
322100 - Building Permits	3,351,875	-	-	-	-	-	-	-
329101 - Other Fees - Boiler Fees	11,065	15,175	-	-	-	-	-	-
329500 - Certificates of Occupancy	172,356	222,760	-	-	-	-	-	-
329600 - Concurrency Fees	33,708	58,904	60,000	60,000	35,792	60,000	60,000	60,000
341302 - Optional Plan Review Fee	-	-	-	-	-	-	-	-
341303 - Building Training Fees	2,779	12,784	-	-	-	-	-	-
341902 - Bldg Administrative Fees	56,976	46,315	-	-	-	-	-	-
341903 - Bldg Records Request	102,603	102,793	75,000	75,000	67,977	75,000	75,000	75,000
342901 - Bldg Recert Fees 40-yr	8,530	19,250	-	-	-	-	-	-
359101 - Fines - Permit Violations	2,080	-	-	-	-	-	-	-
369101 - Bldg Misc - Ot Recovery	119,297	67,050	-	-	1	-	-	-
369102 - Bldg Misc - Copy Scan Fees	6,013	11,478	-	-	-	-	-	-
0017000 - Building Revenue Total	3,867,283	556,508	135,000	135,000	103,770	135,000	135,000	135,000
Grand Total	3,867,283	556,508	135,000	135,000	103,770	135,000	135,000	135,000

*Revenue accounts 322100, 329101, 329500, 341303, 341902, 359101, 369101, and 369102 have been moved to the Building Fund .



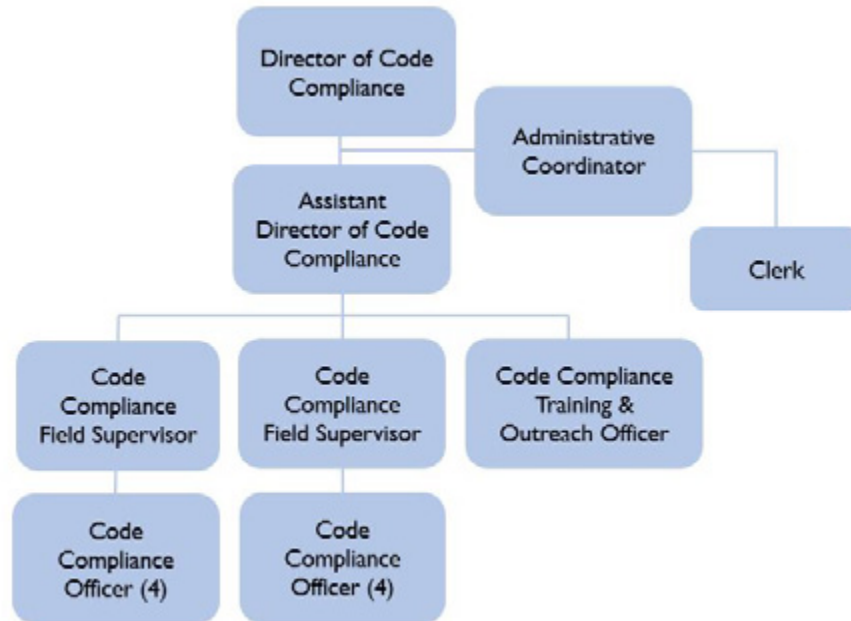
00170005 - Building

	Actual	Actual	Adopted	Amended	YTD *	Year-End		
	FY 2020-21	FY 2021-22	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
Personnel								
500111 - Administrative Salaries	69,430	-	-	-	-	-	-	-
500120 - Full Time Salaries	2,144,100	-	-	-	-	-	-	-
500125 - Compensated Absences	49,094	-	-	-	-	-	-	-
500130 - Other Salaries	-	-	-	-	-	-	-	-
500140 - Overtime	128,144	-	-	-	-	-	-	-
500143 - Overtime - Bldg Option Plan Rev	-	-	-	-	-	-	-	-
500210 - FICA & MICA Taxes	173,688	-	-	-	-	-	-	-
500220 - Retirement Contribution	268,566	-	-	-	-	-	-	-
500230 - Life & Health Insurance	502,957	-	-	-	-	-	-	-
Personnel Total	3,335,978	-	-	-	-	-	-	-
Operating								
500310 - Professional Services	552,534	-	-	-	-	-	-	-
500400 - Travel & Per Diem	4,350	-	-	-	-	-	-	-
500410 - Communication & Freight	1,600	-	-	-	-	-	-	-
500460 - Repair & Maint - Office Equip	-	-	-	-	-	-	-	-
500461 - Repair & Maint - Vehicles	-	-	-	-	-	-	-	-
500470 - Printing & Binding	164	-	-	-	-	-	-	-
500510 - Office Supplies	3,325	-	-	-	-	-	-	-
500520 - Operating Supplies	4,963	-	-	-	-	-	-	-
500540 - Dues, Subscriptions, Memberships	6,924	-	-	-	-	-	-	-
500541 - Dues, Subs., Member., Training	2,779	-	-	-	-	-	-	-
Operating Total	576,640	-	-	-	-	-	-	-
Capital Outlay								
500640 - Capital Outlay - Office	-	-	-	-	-	-	-	-
500641 - Capital Outlay - Vehicles	-	-	-	-	-	-	-	-
Capital Outlay Total	-	-	-	-	-	-	-	-
Grand Total	3,912,618	-	-	-	-	-	-	-

* YTD = Year to Date



Code Compliance Department



Code Compliance Function

The Code Compliance Department enforces both City and County codes, sections of the Florida Building Code, and applicable State statutes throughout the City to ensure and protect the health, safety, and welfare of the community. The Department serves residential and commercial areas proactively to uniformly address code violations and also quickly responds to citizen requests for service. Emphasis is placed on developing and maintaining relationships with the community. The Department operates seven days a week, including holidays, and works to assist internal departments, as well as, outside agencies with enforcement activities. The Department conducts community outreach activities on various topics and conducts campaigns in-and-around the City to educate commercial and residential property owners. It is also responsible for presenting non-compliant cases before quasi-judicial “Special Magistrate” hearings. The Department also performs code violation and lien search requests for properties located within the City. The Department is also responsible for reviewing and recommending changes to the City’s code of ordinances.



Code Compliance Accomplishments for FY 2023

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

- Awarded seven monthly "Keep Doral Beautiful" awards at Council Meetings.
- Department is continually improving its services to the public since successfully implementing new development services software, Energov.
- Strengthened relationships with various outside public agencies, such as the Miami Dade County Office of Consumer Protection, State of Florida Department of Health and DBPR, State of Florida Department of Agriculture, Miami Dade County DERM, Miami Dade County Fire Prevention Division, Miami Dade County Water and Sewer, Miami Dade County Police Department, and State of Florida Alcohol, Beverage, and Tobacco Department to continue protecting the health, safety, and welfare of the community.
- Exceeded 24-hour response time goal to service requests by responding to all calls for service in an average time of 3 hours.
- Assisted with the drafting of the amendments to the City's Littering Ordinance, Noise Ordinance, and Special Events Ordinance, and Construction Site Maintenance Ordinance, respectively.
- Successfully completed an outdoor dining enforcement initiative, where efforts were made to remove any unpermitted outdoor dining seating via the special magistrate process.
- Continued to enforce prohibited short-term rentals through the public complaints.
- Continued developing community outreach initiatives such as participating in Kids and the Power of Work (KAPOW) series and coordinating the Mayor's Citizen Government Academy in the Spring, as well as, organizing and hosting the Hurricane Safety Fair.
- Continued to utilize a proactive Bike Patrol Unit that has been used in various capacities to educate and enforce the City Code of Ordinances.
- Continued to update Homeowners Association (HOA) contact list to strengthen email distribution list to further enhance relationships with the communities.
- Continued to abate nuisances, by use of a contractor, those properties that have been foreclosed or left unattended.
- Continued assisting HOA's and Property Managers requests with neighborhood improvement inspections.
- Developed a formal process in collaboration with both the Building Department and Public Works Department to properly address stormwater-related infractions.
- Continued enforcement of MOT-related work in the City during both morning and evening peak hours.
- Continued recognition of staff with the "Employee of the Quarter" award and monthly "Infinity and Beyond" award to recognize excellent customer service displayed throughout any given month.
- 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.
- Continued assisting Doral PD in enforcement capacity for verified noise complaints in an effort to curb this behavior City-wide.
- Continued assisting Doral PD in enforcement capacity in addressing delinquent false alarm notices, where businesses are now scheduled for Special Magistrate hearings for failure to comply.
- Completed an update to the Department's policies and procedures to ensure consistency and maximize efficiency for officers, supervisors, and administrative staff.
- Continued focus on stricter and more visible enforcement in the community by conducting joint details with/without Doral PD and conducting monthly weekend residential sweeps related to work without a permit inspection.
- Continued utilizing foreclosed property software, ProChamps, that assists the Department in ensuring that foreclosed properties within City limits are being maintained by assigned service providers.
- Continued assisting the Parks Department in enforcing unauthorized personal trainers within City facilities, where numerous trainers were issued citations.
- Assisted Planning and Zoning Department in identifying and addressing delinquent and unregistered business tax receipts throughout the City.



Code Compliance Activity Report

Activity	Actual FY 2020-21	Actual FY 2021-22	Projected FY 2022-23	Projected FY 2023-24
Inspections	14,210	16,120	11,750	14,050
SM Hearing Cases	191	245	260	235
Cases in Compliance	3,415	4,401	3,335	3,600
Public Service Requests	812	748	664	745
Lien Searches	3,481	3,123	1,800	2,900

Code Compliance Objectives for FY 2024

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

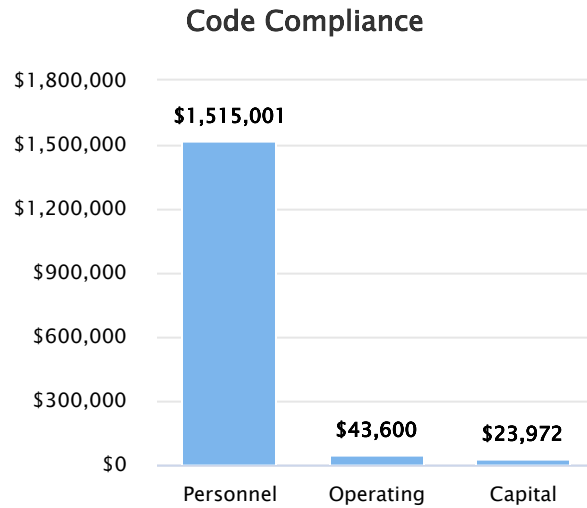
- Develop initiatives, campaigns, and compliance measures with a focus on beautification and aesthetic enhancements to private properties citywide that improves the quality of place.
- Review and recommend ordinances and amendments that may no longer be applicable with today’s standards or may be outdated, and that focus on maintaining and improving quality of life.
- Continue process of collection of outstanding liens, some of which are more than five years old.
- Increase outreach efforts in the community by attending additional homeowner’s association meetings (HOA) throughout the year.

Code Compliance Strategic Priorities

Strategic Priorities	Adopted FY 2023-24	Associated Cost
Exception Service	Provide yearly customer service/de-escalation training for field staff.	\$ 1,000.00
Revenue Growth	Reduce total number of outstanding liens by 5%.	\$ -
Revenue Growth	Update Department fee schedule to remain consistent with comparable municipalities.	\$ -
Public Safety	Focus on creating or amending minimum of 3 ordinances with focus on improving quality of life for residents.	\$ -
Total		\$ 1,000



Code Compliance Budget Highlights



- **110-230 Personnel Costs** - For this fiscal year, there is a 3% cost of living adjustment and an up to 3% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 1% city-wide. A vacancy trend adjustment savings of 2% has been applied as not all positions will be filled 52 weeks per year.
- **340 Contractual Services - Other** - This account increased due to the Special Magistrate hearing officer charging an increase in the hourly rate.
- **400 Travel & Per Diem** - This account increased due to additional training the Department anticipates sending staff during the fiscal year, some of which may require hotel and airfare.
- **470 Printing & Binding** - This account increased as the Department anticipates creating more educational flyers due to the proposed Training and Outreach Officer position that has been proposed.
- **520 Operating Supplies** - This account increased due to the additional uniform items that must be ordered for the newly hired officers that have started their tenure in the Department.
- **540 Dues/Subscriptions, Memberships** - This account increased to account for the newly hired officers and those that will be coming on board.
- **641 Capital Outlay Vehicles** - This account increased due to the Fleet Manager’s recommendation to replace an existing end-of-life department vehicle with a newer model.



Code Compliance Department Authorized Positions

Account	Position	Budget	Amended*	Budget	Budget	Adopted	Total Cost
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2023-24
500.111 - Administrative Salaries							
	Code Compliance Director	1	1	1	1	1	\$ 160,228
	Administrative Salaries Total	1	1	1	1	1	\$ 160,228
500.120 - Full Time Salaries							
	Assistant Code Compliance Director	1	1	1	1	1	\$ 107,233
	Code Compliance Field Supervisor ⁽¹⁾	2	2	2	3	2	\$ 155,859
	Service Award 5 yr						\$ 632
	AA/Special Magistrate Agenda Coord.	1	-	-	-	-	\$ -
	Special Magistrate Agenda Coordinator	-	1	1	1	-	\$ -
	Code Compliance Administrative Coordinator ⁽³⁾	-	-	-	-	1	\$ 65,674
	Code Compliance Clerk ⁽⁴⁾	2	-	-	-	1	\$ 38,788
	Administrative Assistant II	-	1	1	1	-	\$ -
	Code Compliance Officer I, II, III ⁽²⁾	9	9	9	11	8	\$ 455,405
	Service Award 5 yr						\$ 536
	Code Compliance Training & Outreach Coordinator ⁽⁵⁾	-	-	-	-	1	\$ 67,170
	Required Promo to II & III						\$ 20,000
	Differential						\$ 1,621
	Full Time Salaries Total	15	14	14	17	14	\$ 912,918
	Total	16	15	15	18	15	\$ 1,073,146

* AMENDED FY 2020-21 - This column reflects any mid-year change to budgeted positions

⁽¹⁾ FY 2022-23 NEW POSITION - Code Compliance Field Supervisor

⁽²⁾ FY 2022-23 NEW POSITION - Code Compliance Officer I

⁽³⁾ FY 2023-24 RECLASSIFIED - Special Magistrate Agenda Coordinator to Code Compliance Administrative Coordinator

⁽⁴⁾ FY 2023-24 RECLASSIFIED - Administrative Assistant II to Code Compliance Clerk

⁽⁵⁾ FY 2023-24 RECLASSIFIED - Code Compliance Officer III to Code Compliance Training & Outreach Coordinator

0017100 - Code Compliance

	Actual		Adopted	Amended	Year-End			
			Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
0017100 - Code Revenue								
329800 - Code Default Property Fees	38,900	23,700	30,000	30,000	18,800	25,600	30,000	30,000
341900 - Lien Search Fees	286,855	252,400	220,000	220,000	147,560	200,000	220,000	220,000
351100 - Judgements & Fines	103,815	194,024	180,000	180,000	277,236	260,000	240,000	240,000
351900 - Judgments & Fines Other	-	-	-	-	-	-	-	-
359101 - Fines - Permit Violations	154,480	251,683	175,000	175,000	351,193	350,000	315,000	315,000
0017100 - Code Revenue Total	584,050	721,807	605,000	605,000	794,789	835,600	805,000	805,000
Grand Total	584,050	721,807	605,000	605,000	794,789	835,600	805,000	805,000



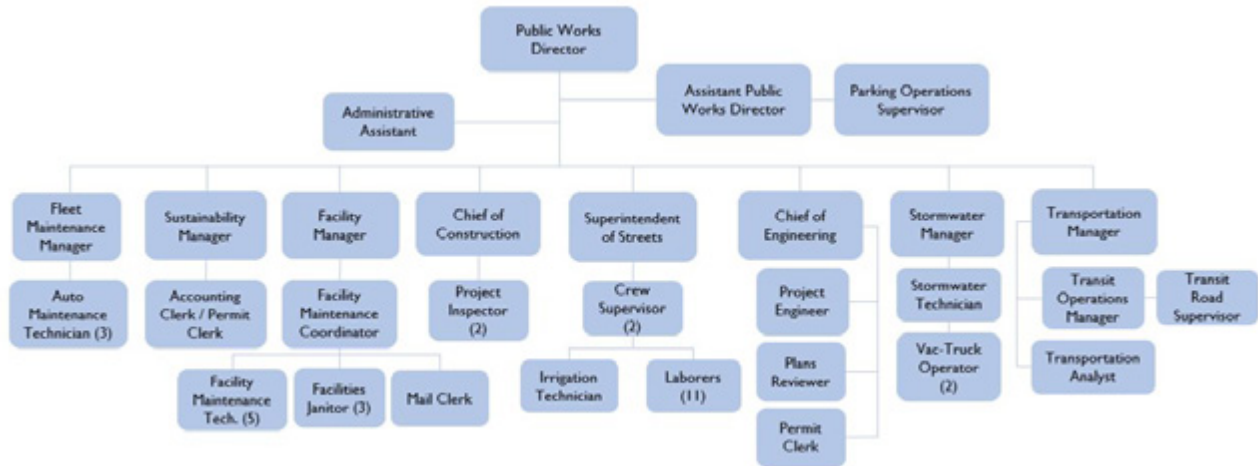
00171005 - Code Compliance Department

	Actual	Actual	Adopted	Amended	YTD *	Year-End		
	FY 2020-21	FY 2021-22	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
Personnel								
500111 - Administrative Salaries	118,504	124,540	136,514	136,514	120,688	136,514	160,228	160,228
500120 - Full Time Salaries	672,452	739,037	819,900	819,900	648,127	819,900	869,270	893,071
500125 - Compensated Absences	22,984	22,810	34,360	34,360	7,662	34,360	36,757	37,878
500140 - Overtime	14,726	18,036	18,500	18,500	14,884	18,500	18,500	18,500
500151 - Special Pay - Differential	-	1,175	-	-	-	-	1,621	1,621
500210 - FICA & MICA Taxes	61,560	68,030	77,301	77,301	58,651	77,301	82,503	84,827
500220 - Retirement Contribution	92,045	101,456	114,355	114,355	93,344	114,355	122,331	126,066
500230 - Life & Health Insurance	107,208	117,038	156,399	156,399	139,593	156,399	193,963	192,810
Personnel Total	1,089,479	1,192,122	1,357,329	1,357,329	1,082,949	1,357,329	1,485,173	1,515,001
Operating								
500340 - Contractual Services - Other	5,950	8,625	10,100	10,100	7,700	10,100	10,900	10,900
500400 - Travel & Per Diem	5,220	1,936	1,500	3,000	2,546	3,000	2,500	2,500
500410 - Communication & Freight	1,275	1,200	1,200	1,200	1,100	1,200	1,200	1,200
500461 - Repair & Maint - Vehicles	-	-	-	-	-	-	-	-
500470 - Printing & Binding	4,659	3,902	5,255	5,255	3,156	5,255	6,000	6,000
500490 - Other Current Charges	-	-	1,500	-	-	-	1,500	1,500
500510 - Office Supplies	2,999	1,962	3,000	3,000	1,583	3,000	3,000	3,000
500520 - Operating Supplies	6,611	7,170	7,700	7,700	6,236	7,700	8,500	8,500
500540 - Dues, Subscriptions, Memberships	6,110	4,055	9,050	9,050	6,220	9,050	10,000	10,000
Operating Total	32,824	28,851	39,305	39,305	28,541	39,305	43,600	43,600
Capital Outlay								
500641 - Capital Outlay - Vehicles	-	22,925	-	-	-	-	23,972	23,972
Capital Outlay Total	-	22,925	-	-	-	-	23,972	23,972
Grand Total	1,122,303	1,243,898	1,396,634	1,396,634	1,111,490	1,396,634	1,552,745	1,582,573

* YTD = Year to Date



Public Works Department



Public Works Function

The Public Works Department’s (PWD) mission is to provide a safe and aesthetically pleasing infrastructure for the residents, business owners, and visitors of the City of Doral. The PWD is responsible for the maintenance of the Public Right-of-Way, City Roads, Facilities, Beautification Projects, Stormwater Utility, and the management of Capital Improvement Projects (CIP). Furthermore, the Department oversees traffic and transportation operations, fleet maintenance, and sustainability efforts and the parking management program. The Department is also responsible for performing and monitoring many other duties in order to achieve the goal of providing exceptional public service.



Public Works Accomplishments for FY 2023

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

Administration

- Managed Tyler (311) to compile and document all service requests received and completed by the Public Works Department (PWD).
- Continuously developed Standard Operating Procedures (SOP) of all the Department's main functions to standardize all Department processes.
- Coordinated and conducted adopt-a-street events, which assisted City operations with cleanup activities from the City's right-of-way.
- Managed and coordinated inventory of subdivision improvement of construction and maintenance agreements and bond inventory.
- Continuously provided updates to the Webmaster to implement on the PWD webpage.
- Managed several of the City programs and initiatives that contributed to reach the City's Green Element goals.
- Managed contractual services for the City's Light Pole Banners program.
- Continue to develop and partially implement the action items identified in the inventory that addresses the City's strategic priorities: traffic congestion, energy usage, greenhouse gas emissions reduction, and reduce and diverge solid waste.
- Coordinated and produced the PWD Signature Events: Arbor Day, Electronic Recycling Drive, WE-LAB Workshop, the Citywide Earth Day Cleanup, the National Public Works Week (NPWW), the Hurricane Safety Fair, the Southern Command Community Fair, and other volunteer opportunities events.
- Prepared and submitted the application for the TREE City USA to the Arbor Day Foundation for the City's re-certification for the 15th consecutive year.
- Participated in several City events to promote and provide awareness of the PWD programs to the community.
- Managed Neat Streets – Street Tree Planting Grant and planted 40 trees in bare City medians, as part of the Tree Planting Master Plan.
- Developed the online process for the City to accept private haulers new applications and yearly renewals. Managed the City's Private Haulers Franchise renewals and payments.
- Initiated the Energy Cap Express to keep track of citywide properties and assets energy and water consumption.
- Initiated the development of the Sustainability Implementation Plan (SIP) based on the Green Element which will help the City reduce greenhouse gas emission and carbon footprint.

Construction & Public R/W Maintenance

- Averaged 178 construction inspections per month for work performed on the City's roads and right-of-way.
- Continued with restoration of damaged sidewalks identified throughout the City.
- Continued restoration of landscaping on median bullnoses, traffic circles, and Monuments citywide.
- Continued with repairs of damaged signs and potholes.
- Continued with pressure cleaning of sidewalks and median's curb and gutter.
- Continued with pressure cleaning and inspection of City bus shelters.
- Completed the tree and palm trimming located along medians in preparation for the hurricane season.
- Commenced the citywide replacement of faded traffic control signs.
- Completed the design, permitting, and implementation of the pedestrian and bicyclist improvements at the intersection of NW 74th Street and NW 107th Avenue.
- Completed the construction phase for the Doral Boulevard Median Landscape Improvements Phase II Project from NW 97th Avenue to SR 826 / Palmetto Expressway Interchange.
- Completed the NW 114th Avenue / NW 58th Street and NW 112th Avenue / NW 58th Street improvements.



- Completed the Citywide Sidewalks Phase II improvements project.
- Completed 8 work orders for milling and resurfacing, and re-striping of the city's right-of-way.
- Completed 10 work orders for sidewalk and curb & gutter repairs throughout the City.

Facilities Maintenance

- Provided Building Maintenance, Janitorial and Mailroom services to all City Facilities.
- Ensured that all Life Safety systems for the Government Center and the Police Building Facilities are properly maintained.
- Continued developing SOP for the Government Center for all personnel operations and maintenance equipment.
- Completed the Design of Public Affairs Retrofit.
- Completed the replacement of the Air Conditioning Units in the 3rd floor Information Technology Rooms at the Government Center.
- Completed design and construction of new elevator at the Police facility.
- Completed the installation of two double Electric Vehicles charging stations at the Government Center Parking Garage.
- Completed the installation of one Electric Vehicle charging station at the Public Works Facility.
- Completed the design and installation of the boxing training room at the Police Facility.
- Procured the Chiller replacement unit for the Police Training & Community Center.
- Completed the carpet replacement with vinyl flooring at the Government Center 2nd floor solution center, and the main staircase.
- Completed the construction of the Miami Parking Authority at the Government Center.
- Completed the construction of 3 new offices at the Police Facility.
- Upgraded electrical service transformers at the Government Center parking garage, and at the Public Works Facility.

Fleet Maintenance

- Continued to provide Fleet Division in-house maintenance procedures with two mechanics and one helper, that dramatically reduce Citywide vehicle and equipment maintenance costs, and vehicle downtime while repairs are being performed.
- Implemented a new fleet maintenance software, Asset work, which will provide for a more efficient fleet maintenance process and improved tracking of expenses.
- Continue to update SOP to improve fleet maintenance procedures and promote cost-efficient operations.
- Implemented OPW new fuel management system which will allow for a more efficient fueling process, savings, and better tracking fuel expenses.
- Continued with inhouse Police Harley-Davidson motorcycles maintenance program.
- Continued with an inhouse heavy equipment repair and maintenance program to serve equipment such as backhoe, forklift, etc.
- Continue with the inhouse emergency lights repair and maintenance program for all City vehicles.

Engineering

- Prepared and maintained all records related to the permitting process including, but not limited to, establishing computerized records, filing, and scheduling of inspection requests.
- Prepared, processed, and maintained all records related to plans review, site plan review, and traffic studies for the permitting process.
- Continued the tracking and log of all Maintenance of Traffic (MOT) permits within the City owned right-of-way submitted to the PWD.
- Continued the permitting and tracking of the City's new Construction Management Plan.
- Continued with the City's Platting Division plat review and approval process.
- Continued with the virtual EnerGov permitting process.



- Advertised the design process for the Adaptive Re-Use Area.
- Completed the design phase of the NW 66th Street / NW 102nd Avenue / NW 99th Avenue Widening Project.
- Completed the design and permitting phase of the citywide bus shelter improvements.
- Completed the design and permitting phase of the Doral Boulevard Entry Features at NW 36th Street / Palmetto Expressway.
- Completed the Five-Year Pavement Rehabilitation Report.
- Completed the Section 7 Traffic Calming Improvements Miami-Dade County permitting phase.
- Completed the Landmark Traffic Calming Improvements Miami-Dade County permitting phase.



Public Works Department Activity Report

Activity	Actual FY 2020-21	Actual FY 2021-22	Projected FY 2022-23	Projected FY 2023-24
Administration				
Customer Service (Front desk assistance)	171	90	254	172
Phone Calls	3,558	4,995	3,862	4,429
Service Requests (CRM) 311	971	750	271	511
Finance - Receiving reports	1,446	3,111	1,428	2,270
Finance - Purchase Order Requests	305	446	207	327
Construction & R/W Maint. Division				
Debris Pick-up (tons)	186	196	453	325
Signs Repairs	296	258	312	285
Potholes Repairs	136	75	48	62
Landscape (instances of mowing, trees, branches, etc.)	2,488	3,312	4,476	3,894
Graffiti	69	87	29	58
Sidewalk (construction and replacement)(sq.ft.)	80,000	-	68,274	50,000
Miles of Road Resurfaced	1	0	1	1
Facilities Maintenance Division				
Facilities Maintenance Service Requests	6,900	6,178	7,200	6,689
Engineering Division				
Site Plans Reviews	92	46	50	48
Permitting Plans Reviews	568	760	396	578
PW Inspections Performed	2,350	1,745	1,604	1,675
MOT Permit Reviews	520	57	74	66
CMP Permit Reviews	19	5	6	6
Platting Review	10	7	14	11
Stormwater Utility Division				
Debris removed from Canals (bags)	193	273	203	238
Miles of Road swept	5,687	5,106	5,580	5,343
Inlets / Manholes Cleaned	2,226	2,875	2,885	2,880
Linear feet pipe	154,085	204,314	174,850	189,582
Transportation Division				
Doral Trolley Ridership	291,623	464,633	647,331	700,000
Freebee Ridership	42,402	55,756	54,218	65,000
Traffic Studies Reviews	25	24	30	32



Public Works Objectives for FY 2024

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

Administration

- Continue to process all service requests, document and ensure follow through for completion or delegation to the correct responsible agency.
- Continue to update Standard Operating Procedures (SOP) for all main functions of the Department in order to standardize department processes as required for the American Public Works Association (APWA) accreditation process.
- Coordinate and execute all PWD Signature events, Awareness Workshops, Electronic Recycling Drives, Doral Trolley marketing events, conservations workshops, and others.
- Continue to provide updates to the City's webmaster to showcase on the PWD webpage.
- Continue to process all Department accounting responsibilities in order to ensure continuity of the PWD operations and services.
- Conduct quarterly inventories of bonds and subdivision improvement agreements.
- Work with all City Departments to develop and implement their sustainability goals as per the City's Green Element.
- Pursue the LEED for Cities and Communities for the City of Doral.
- Pursue partnership with Keep America Beautiful to augment the Keep Doral Beautiful program.
- Continue to seek grant funding to implement additional sustainable practices in all City operations.
- Continue to seek grant funding to implement additional tree maintenance programs.

Construction & Public R/W Maintenance

- Continue with the City's Road Resurfacing Plan and restoration of damaged sidewalks as per the City's Pavement Rehabilitation Master Plan update.
- Continue the City's Tree Planting/Maintenance plan.
- Continue to provide maintenance of the City's and other roads and rights-of-way.
- Continue to provide Landscape Maintenance of the City's medians, bullnoses, monuments, traffic circle and rights-of-way.
- Continue with the restoration of landscaping on medians bullnoses and monuments Citywide.
- Continue to provide construction inspection for work performed on the City's roads and rights-of-way.
- Commence and complete the Section 7 Traffic Calming improvements.
- Commence the Landmark Traffic Calming improvements project.
- Commence and complete the construction of the citywide bus shelter improvements.
- Commence and complete the construction of the Doral Boulevard Entry Features at NW 36th Street / Palmetto Expressway.
- Commence the construction of the NW 66th Street / NW 102nd Avenue / NW 99th Avenue Improvements.

Facilities Maintenance

- Continue to provide Building Maintenance, Janitorial and Mailroom services for the three main City Facilities (Government Center, Police / Public Work Facility, Police Training & Community Center).
- Ensure that all Life Safety systems for all facilities are properly maintained.
- Continue developing and updating Standard Operating Procedures (SOP) for facilities citywide for operations and maintenance equipment.
- Continue to develop staff's abilities through hands-on training, and by attending recommended update skill training courses.
- Complete the installation of new cubicle workstation surfaces at GC.
- Complete the design and construction of small miscellaneous improvement projects for the Government Center, GC Parking Garage, the Police Department, and the Training and Community Center.



- Complete the Police Training & Community Center motorcycles canopy design and installation.
- Commence and complete the gym and training activity room design for the Police Training & Community Center facility.
- Commence and complete the replacement of the AC chiller unit at the Police Training & Community Center.
- Complete the replacement of the vinyl flooring at the Police Station.

Fleet Maintenance

- Continue to provide and improve the fleet maintenance processes and services.
- Improve vehicles fuel consumption by providing proper maintenance.
- Create and implement a process to move forward with the purchase of electrical vehicles in accordance with the City's Green Elements goals.
- Implement a master plan to begin the transition from fossil fuel vehicles to fuel efficient vehicles such as hybrids and electric.
- Implement a process to acquire a more efficient fleet.
- Continue with the efficient operation and maintenance of the City's vehicle fueling Terminal and Fuel management system.
- Continue with the efficient operation and maintenance of the City's car wash bay.
- Continue to improve Auto Mechanic Technician skills by attending new training courses.
- Implement inhouse vehicles emergency lights installation program.

Engineering

- Continue with the design of the City's roadway resurfacing outlined in the current Five-Year Resurfacing Master Plan.
- Continue to review Platting submittals with staff in order to increase revenue stream.
- Analyze the need for roadway improvements along NW 114th Avenue between NW 34th Street and NW 39th Street.
- Analyze the need for roadway improvements along NW 34th Street between NW 117th Avenue and NW 112th Avenue.
- Initiate the design and permitting for the roadway improvements along NW 117th Avenue between NW 25th Street and NW 34th Street.
- Continue with the Public Works Department permitting process.
- Complete the design process of the Doral Arts District.
- Commence the design process for the Citywide Sidewalk Improvements Phase III.
- Complete the Miami-Dade County permitting phase of the NW 66th Street / NW 102nd Avenue / NW 99th Avenue Widening Project

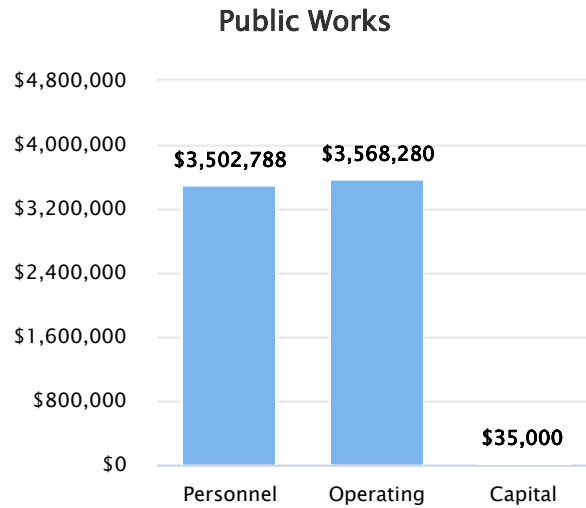


Public Works Department Strategic Priorities

Strategic Priorities	Adopted FY 2023-24	Associated Cost
Capital / Transportation Fund / PTP	Milling and resurfacing plan	\$ 200,000
	Landmark Traffic Calming Improvement	\$ 500,000
	Doral Arts District (Adaptive Re-Use)	\$ 1,000,000
Quality of Life - Mobility / Transportation Fund	Trolley Operation & Maintenance	\$ 500,000
	Other Study (Signal Retiming, Health Trolley Route)	\$ 100,000
Quality of Life - Mobility / People's Transportation Plan (PTP) Fund	Trolley Operation & Maintenance	\$ 3,050,000
	On-Demand Transit	\$ 430,000
Quality of Life - Mobility / PW General Fund	Parking Management Program	\$ 776,000
Sustainability / PW General Fund	Public Works Signature Events (outreach programs): Keep Doral Beautiful, Arbor Day, Adopt-a-Street, Earth Day, Adopt-a-Tree, etc.	\$ 33,500
	Sustainability Program	\$ 30,000
Sustainability / Stormwater Fund	Right-of-Way Maintenance	\$ 450,000
	Catch Basin Maintenance Program - Outsource	\$ 250,000
	Catch Basin Maintenance Program - In-House	\$ 192,003
	Street Sweeping	\$ 155,000
	Canal Maintenance	\$ 520,876
	Geo-Cell Web Cells Maintenance Program	\$ 40,000
	Floating Debris Removal	\$ 40,000
Capital / Stormwater Fund	Stormwater Improvements	\$ 1,000,000
Total		\$ 9,267,379



Public Works Budget Highlights



- **110-230 Personnel Costs** – For this fiscal year, there is a 3% cost of living adjustment and an up to 3% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 1% city-wide. A vacancy trend adjustment savings of 7% has been applied as not all positions will be filled 52 weeks per year.
- **310 Professional Services** - Due to the Sustainability Implementation Plan, the account has increased compared to last fiscal year..
- **340 Contractual Services - Other** - This account was increased to account for the minimum wage increase in maintenance contracts, and the implementation of the Parking Management Program.
- **430 Utility Services** – This account increased due to account for energy cost increases.
- **520 Operating Supplies** – This account decreased as a result of the implementation of the Assetworks software in the current fiscal year.
- **540 Dues/Subscriptions/Memberships** – This account was decreased as a result of the commencement of the APWA accreditation process.



**Public Works Department
Authorized Positions**

Account	Position	Budget	Budget	Amended *	Budget	Adopted	Total Cost
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2023-24
500.111 - Administrative Salaries							
	Public Works Director	1	1	1	1	1	\$ 168,701
	Administrative Salaries Total	1	1	1	1	1	\$ 168,701
500.120 - Full Time Salaries							
	Assistant Public Works Director/ Chief of Engineering	1	1	-	-	-	\$ -
	Assistant Public Works Director	-	-	1	1	1	\$ 133,607
	Chief of Engineering	-	-	-	1	1	\$ 104,070
	Chief of Construction	1	1	1	1	1	\$ 108,092
	Administrative Assistant	1	1	1	1	1	\$ 44,805
	Facility Manager	1	1	1	1	1	\$ 90,948
	Facility Maintenance Technician	5	5	5	5	5	\$ 229,719
	Service Award 5 yr						\$ 372
	Superintendent of Streets	1	1	1	1	1	\$ 85,737
	Project Engineer	1	1	1	1	1	\$ 74,263
	Project Inspector	2	2	2	2	2	\$ 136,550
	GSA/PW Project Coordinator	1	1	1	1	-	\$ -
	Sustainability Manager ⁽⁶⁾	-	-	-	-	1	\$ 93,532
	Service Award 20 yr						\$ 12,471
	Permit Clerk	1	1	1	1	1	\$ 39,575
	Accounting Clerk/ Permit Clerk	1	1	1	1	1	\$ 42,214
	Crew Supervisor	2	2	2	3	2	\$ 117,249
	Fleet Maintenance Supervisor	1	1	-	-	-	\$ -
	Fleet Maintenance Manager	-	-	1	1	1	\$ 86,965
	Auto Maintenance Technician ⁽³⁾	3	2	2	2	3	\$ 156,906
	Auto Maintenance Helper ⁽²⁾	-	1	-	1	-	\$ -
	Laborers	11	11	11	13	11	\$ 386,183
	Service Award 5 yr						\$ 304
	Facility Maintenance Foreman	1	1	-	-	-	\$ -
	Facility Maintenance Coordinator	-	-	1	1	1	\$ 73,734
	Janitor ⁽⁵⁾	2	2	2	2	3	\$ 99,007
	Service Award 5 yr						\$ 289
	Service Award 15 yr						\$ 3,140
	Plans Reviewer	-	1	1	1	1	\$ 91,769
	Mail Clerk	-	-	1	1	1	\$ 41,199
	Irrigation System Technician ⁽⁴⁾	-	-	-	-	1	\$ 29,091
	Parking Operations Supervisor ⁽⁷⁾	-	-	-	-	1	\$ 65,674
	Incentive						\$ 18,826
	Full Time Salaries Total	36	37	37	42	42	\$ 2,366,291
500.130 - Other Salaries							
	P/T Mail Clerk	1	1	-	-	-	\$ -
	Plans Examiner Part Time	1	-	-	-	-	\$ -
	Auto Maintenance Helper ⁽¹⁾	-	-	1	-	-	\$ -
	Other Salaries Total	2	1	1	-	-	\$ -
	Total	39	39	39	43	43	\$ 2,534,992

* AMENDED FY 2021-22 - This column reflects any mid-year change to budgeted positions

⁽¹⁾ FY 2021-22 - Auto Maintenance Helper to Part Time

⁽²⁾ FY 2022-23 - Auto Maintenance Helper to Full Time

⁽³⁾ FY 2023-24 RECLASSIFIED - Auto Maintenance Helper to Auto Maintenance Technician

⁽⁴⁾ FY 2023-24 NEW POSITION - Irrigation System Technician

⁽⁵⁾ FY 2023-24 NEW POSITION - Janitor

⁽⁶⁾ FY 2023-24 NEW POSITION - Sustainability Manager

⁽⁷⁾ FY 2023-24 NEW POSITION - Parking Operations Supervisor



0018000 - Public Works

	Actual		Adopted	Amended	Actuals	Year-End		
	FY 2020-21	FY 2021-22	Budget	Budget		Estimate	Proposed	Adopted
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23		FY 2022-23	FY 2023-24	FY 2023-24
0018000 - Public Works Revenue								
313700 - Franchise Fees - Solid Waste	1,572,749	1,812,140	1,300,000	1,300,000	1,860,536	1,700,000	1,800,000	1,800,000
313900 - Franchise Fees - Bus Bench Ads	16,146	70,227	5,000	5,000	10,938	15,000	10,000	10,000
329402 - PW - Platting Permit Fees	25,665	19,950	65,000	65,000	17,100	65,000	25,000	25,000
329700 - Public Works Permits	275,223	353,566	150,000	150,000	121,468	200,000	100,000	100,000
337100 - County Reimbursements	248,510	-	-	-	-	-	-	-
337500 - Grant	-	18,449	-	-	-	-	-	-
337701 - Grant - Forestry	-	-	-	-	-	-	-	-
344500 - Parking Operations	-	-	-	-	-	-	1,125,000	1,125,000
359102 - Fines - Parking Violations	-	-	-	-	-	-	545,000	545,000
0018000 - Public Works Revenue Total	2,138,293	2,274,332	1,520,000	1,520,000	2,010,041	1,980,000	3,605,000	3,605,000
Grand Total	2,138,293	2,274,332	1,520,000	1,520,000	2,010,041	1,980,000	3,605,000	3,605,000



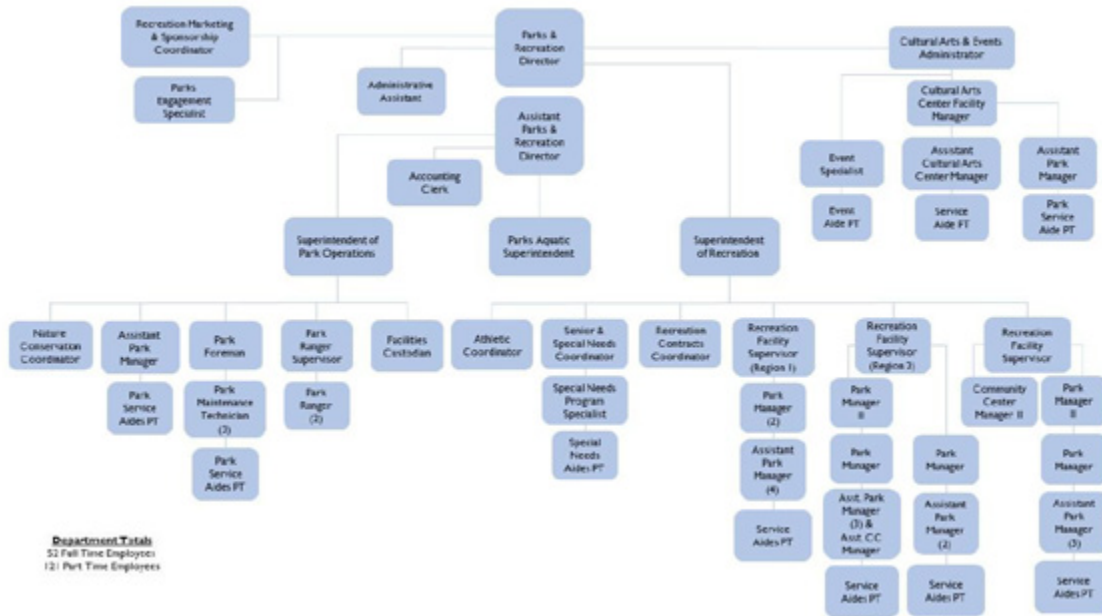
00180005 - Public Works

	Actual	Actual	Adopted	Amended	YTD *	Year-End		
	FY 2020-21	FY 2021-22	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
Personnel								
500111 - Administrative Salaries	146,044	150,361	170,944	170,944	155,017	170,944	168,701	168,701
500120 - Full Time Salaries	1,491,425	1,622,916	2,150,606	2,121,222	1,769,437	2,121,222	2,184,056	2,200,651
500125 - Compensated Absences	60,140	30,098	81,396	81,396	833	81,396	82,616	83,114
500130 - Other Salaries	34,804	11,194	-	-	-	-	-	-
500140 - Overtime	6,092	11,829	5,000	5,000	13,569	5,000	10,000	10,000
500210 - FICA & MICA Taxes	125,290	135,487	184,699	183,443	142,880	183,443	186,853	187,877
500220 - Retirement Contribution	196,385	203,201	270,741	270,670	221,052	270,741	274,799	276,455
500230 - Life & Health Insurance	435,855	448,347	597,662	597,662	533,199	597,662	599,648	575,990
Personnel Total	2,496,034	2,613,433	3,461,048	3,430,337	2,835,988	3,430,408	3,506,673	3,502,788
Operating								
500310 - Professional Services	106,126	85,304	61,750	126,496	8,056	109,696	68,000	68,000
500340 - Contractual Services - Other	637,002	741,930	808,182	913,137	681,314	813,137	1,708,800	1,718,800
500346 - Contractual Serv - Fleet Maint	-	-	-	-	-	-	-	-
500400 - Travel & Per Diem	6,077	7,910	12,220	12,220	7,141	12,220	12,220	12,220
500410 - Communication & Freight	100	1,502	1,450	1,450	1,255	1,450	1,450	1,450
500430 - Utility Services	141,717	152,736	197,500	251,897	219,116	251,897	268,375	268,375
500440 - Rentals & Leases	11,247	11,783	16,000	18,000	11,300	18,000	17,500	17,500
500460 - Repair & Maint - Office Equip	192,709	99,237	245,100	245,100	143,950	245,100	243,350	243,350
500461 - Repair & Maint - Vehicles	246,343	164,521	208,343	230,166	189,757	230,166	209,000	209,000
500462 - Repair & Maint - Body Shop Rep	-	165,347	200,000	214,969	112,503	214,969	180,000	180,000
500470 - Printing & Binding	367	462	1,000	1,000	329	1,000	1,000	1,000
500480 - Promotional Activities	496	571	1,425	1,425	491	1,425	1,500	1,500
500490 - Other Current Charges	-	-	-	-	-	-	-	-
500510 - Office Supplies	2,381	1,236	2,090	2,090	829	2,090	2,500	2,500
500520 - Operating Supplies	158,502	156,441	238,829	332,509	138,875	238,829	208,200	208,200
500521 - Operating Supplies - Fuel	(6,173)	(15,276)	-	-	-	-	-	-
500522 - Operating Supplies - Vehicles	448,293	646,842	610,000	610,000	558,132	610,000	610,000	610,000
500530 - Road Material Supplies	9,375	12,748	15,000	22,000	19,793	22,000	15,000	15,000
500540 - Dues, Subscriptions, Memberships	13,519	10,241	27,865	27,865	16,596	27,865	11,385	11,385
Operating Total	1,968,081	2,243,535	2,646,754	3,010,325	2,109,436	2,799,845	3,558,280	3,568,280
Capital Outlay								
500610 - Capital - Land	-	-	-	-	-	-	-	-
500620 - Capital - Building	-	-	-	-	-	-	-	-
500631 - Imprv - Street Beautifications	-	488,427	-	1,591,170	1,492,423	1,591,170	-	-
500633 - Imprv - Street	8,761	-	-	780,444	14,710	1,061,924	-	-
500640 - Capital Outlay - Office	76,382	17,492	79,000	219,372	38,987	148,372	-	-
500641 - Capital Outlay - Vehicles	-	54,731	-	375,640	187,584	375,640	-	-
500650 - Construction in Progress	584,724	320,183	47,500	235,677	594	235,677	35,000	35,000
Capital Outlay Total	669,868	880,832	126,500	3,202,303	1,734,297	3,412,783	35,000	35,000
Grand Total	5,133,983	5,737,799	6,234,302	9,642,965	6,679,720	9,643,036	7,099,953	7,106,068

* YTD = Year to Date



Parks And Recreation Department

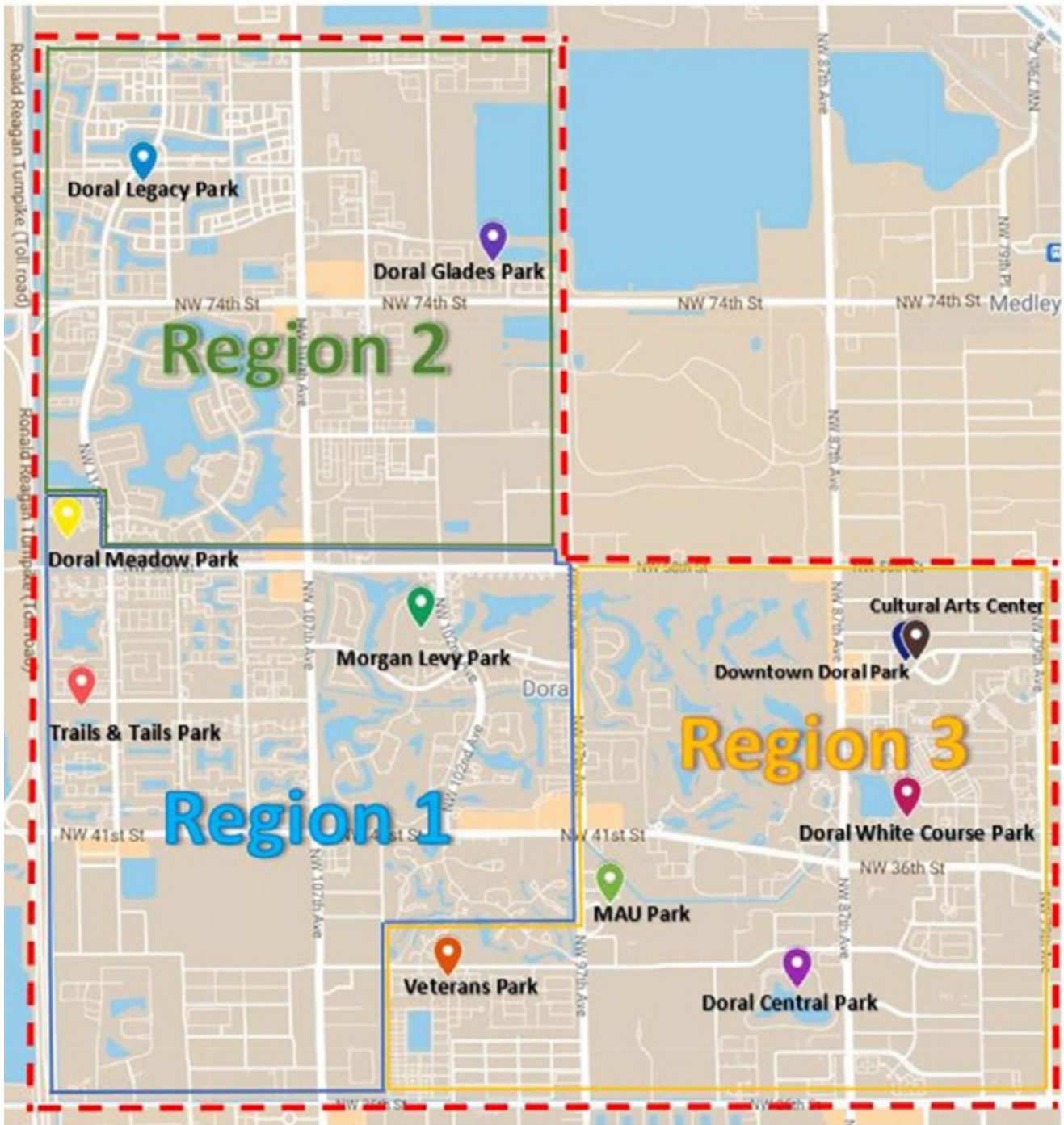


Parks and Recreation Function

The Parks and Recreation Department improves quality of life by providing facilities, services, and programs that meet emotional, social, and physical needs. The Parks & Recreation Department currently operates and maintains ten parks, a cultural arts center, and more than 5 miles of off-road shared use trails. The Department will continue to grow with the renovation of Doral Central Park which is scheduled to be completed Summer 2024 (Phase 2/3) and December 2024 (Phase 4). Currently, the City’s parks receive over 1,000,000 visitors a year. The City’s parks provide a great variety of amenities for every age and lifestyle including: community centers, a cultural arts center, lighted artificial turf sports fields, indoor/outdoor basketball courts, tennis courts, volleyball courts, bikeways, jogging trails, exercise stations, batting cages, shaded playgrounds, dog-friendly off-leash areas and covered pavilions/picnic tables available for party rentals, to name a few. Parks offer clean, safe and secure facilities for patrons to play, and natural areas for everyone to enjoy. With the addition of Doral Glades Park in August 2019, the Department also offers nature amenities such as an educational nature center, boardwalk/nature trail, fishing piers and a kayak launch in the lake with wetland areas. The Department also plans, organizes, and coordinates over 20 city-wide special events. It also offers over 15 cultural events throughout the year with attendance ranging between 30 participants for the art workshops and 200 - 2,000 patrons for the larger cultural events.



Parks & Recreation Region Map





Parks and Recreation Department Accomplishments for FY 2023

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

Facilities

- Opened the Doral Cultural Arts Center in October 2022.
- Completed the resurfacing of the basketball & tennis courts at Doral Legacy Park.
- Completed the resealing and restriping of portions of bike paths.
- Completed the replacement of the Veterans Park Pavilion Roof.
- Completed the design for the Morgan Levy Park restroom renovation.

Events

- Successfully held the Doral Cultural Arts Center Grand Opening Event and opening exhibit.
- Worked closely with local artists to bring new Art Exhibits to the Cultural Arts Center.
- Successfully created a new series of educational Earth Day events that highlighted different themes each week culminating with a Butterfly Release.
- Partnered with the Mexican Consulate to host a Jazz concert at the Cultural Arts Center with internationally known Mexican Artist Jazzamoart.
- Held the City's first comedy night at the Doral Cultural Arts Center with an attendance of 250 people.
- Successfully celebrated the City of Doral's 20th Year anniversary at Doral Legacy Park with a community event that attracted approximately 7,000 people.
- Successfully incorporated an onsite QR code registration for event attendees that collected their email addresses that allowed us to conduct surveys after the event. This allowed us to increase attendees' participation by filling out surveys and receiving more accurate data.
- Continued partnership with Miami Dade Public Library at Downtown Doral Park for Dr. Seuss Storytime. This partnership helped us offset costs as well as promote reading and resources available at the library.

Sponsorship

Sponsorship is important not only for the City but also for the businesses in the community. Obtaining sponsorships helps the City offset the cost of an event/activity by collecting revenue. However, it also allows the City to develop strong partnerships with local businesses that make the community aware of businesses and services in their area and benefit the City by establishing multi-event sponsorships.

- Worked closely with the Marketing and Sponsorship Coordinator to increase sponsor participation at all special, cultural and small-scale events.
- Created a presenting sponsorship package with Downtown Doral in the amount of \$40,000.
- Successfully negotiated and secured a facility naming rights sponsorship with University of Miami, UHealth for the Doral Cultural Arts Center & Downtown Doral Park in the amount of \$175,000 for five (5) years with an additional five (5) year renewals.

Sports

- Recruited 21 new Volunteer Coaches for in-house Youth Sports Leagues.
- Baseball Revenue increased by more than 35% to previous year.
- Baseball Registration maxed capacity. 275 participants.
- Conducted 3 Broncos Cheer Clinics.
- The City of Doral team participated and won the Inaugural Inter-city Basketball Tournament, organized, and hosted by the City of Hialeah.
- The Broncos Cheer team expanded to 4 teams and increased registration by 30% from previous year.
- Adult Basketball and Soccer participation increased by 27%.
- Created a 3 on 3 Adult Basketball Tournament.
- Maintained a satisfaction rate of 90% or higher within our youth and adult sport surveys.



Recreation Programs

- Additional Programming added:
- OM Yoga is now offering Yoga Flow at Morgan Levy Park in addition to monthly Soundbath Meditation Yoga at the Doral Cultural Arts Center.
- Expanded Just You and Me and Crafty Art to be offered at the Doral Cultural Arts Center, allowing an evening Just you & me option.
- Partnered with Omega School of Learning to use Doral Glades Park as a once-a-month field trip for off-site learning and experiments which were instructed for our staff.
 - 14 participants visited monthly for this program
- Expanded our partnership with Mind Body Social to now, currently offering bi-weekly Zumba, monthly VXN workouts, weekly Downtown Doral Run Club and continuing our monthly Wellness Wednesday activities.
- Held a series of free activities for Mental Health Awareness Month in May with an average of 30 participants. Example of offerings included: Pilates class at Downtown Doral Park, weekly Meditation class, Art Therapy, a Mindful Breathing class at Doral Legacy Park, and Yoga at Doral Meadow Park.
- Increased Start Smart programming for all 4 sports to be offered twice per week at multiple parks equaling 96 participants per session.
- Increased our recreation program participation by 380% while also maintaining a 95% satisfaction on surveys for our in-house programs.

Senior Programs (The Silver Club)

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

- Transitioned back to in person programs for seniors to keep them physically and mentally active.
 - Tai-Chi
 - Beginner, Intermediate, and Advanced
 - Yoga
 - Offered in two locations: Doral Legacy Park and Cultural Arts Center
 - Jazzercise
 - Bingos
 - Seminars
 - Art
 - Jewelry
 - Trips and Tours
- Exceeded 95% satisfaction rate for all activities.
- Partnered with Florida Blue and offered two Zumba Classes specifically for our Silver Club.
- Implemented a new registration process to ensure Doral residents received priority into activities.
- Added additional Seminars throughout the Fiscal Year.
- Partnered with AAA to offer a senior defensive driver course to lower their insurance premiums and help them feel and be safer on the road.

Special Needs Programs

Our Special Needs Programs are vital and beneficial for our special needs population in the community. Our program is structured to instill confidence, develop social and life skills, increase attention span, and improve fine and gross motor abilities.



- The Special Olympics Program won a gold medal in Team Soccer, gold and silver medals in MatchPlay Tennis, and gold and silver medals in Individual Skills in the sports of Basketball, Tennis and Soccer.
- Created social activities/events for our participants.
- Offered a Special Needs Summer Camp.
- Implemented Cheerleading and Pickleball as two new sports for our Special Olympics Team.
- Continued our programming in person in a safe and effective manner.
 - Feel the Beat
 - Special Olympics Program
 - Martial Arts
 - Music

Other

- Parks Bond: worked with the Project Management Team to coordinate and complete Parks Bond projects.
 - Completed the construction of Doral Cultural Arts Center.
 - Awarded agreement to begin the lighting design for the additional trail lighting.
 - Continued working with the Project Management Team on the construction of Doral Central Park.
 - Held Topping Out Ceremony for the Community Center in June 2023.
- Received the following grants and awards:
 - Cultural programming grant from the State of Florida: \$34,560.
 - Received Florida Green Building Coalition (FGBC) Gold Certification for the Doral Cultural Arts Center.
 - Doral White Course Park was featured in the Florida Recreation & Parks Association (FPRA) 2022 facility showcase.



Parks & Recreation Activity Report

Activity	Actual 2020-21	Actual 2021-22	Projected 2022-23	Projected 2023-24
Morgan Levy Park Attendance	341,867	346,683	350,000	350,000
Doral Meadow Park Attendance	278,863	425,619	320,000	320,000
Trails & Tails Park Attendance	185,065	195,839	186,000	195,000
Doral Legacy Park Attendance	428,470	572,059	450,000	450,000
Doral Glades Park Attendance	157,282	183,994	165,000	165,000
White Course Park Attendance	-	-	100,000	150,000
Cultural Arts Center/Downtown Doral Park Attendance	-	-	100,000	150,000
Cash Sponsorship Totals	\$16,325	\$56,965	\$80,000	\$95,000
Satisfaction Rate (Events, Programs, Facilities)	99%	99%	99%	99%
Volunteer Hours	2,899	10,148	11,000	10,000

*FY 20-21 Cash Sponsorship Amounts, Park Attendance, and Volunteer Hours reflect the park closures and impact of COVID-19 to events and park attendance (as it relates to facility rentals, sports league games and other organized programs)

Parks and Recreation Department Objectives for FY 2024

The goal of the Parks & Recreation Department’s FY 2023-24 budget is to continue providing quality recreational programming and events, as well as, maintaining facilities at an excellent standard. Over the course of the last few fiscal years, the Parks & Recreation Department has worked hard to find ways to be more efficient and effective in the services provided. The Parks & Recreation Department will continue to adapt recreational services, events, and facility use to comply with recommended safety guidelines and best practices to maintain the health, safety, and satisfaction of all park users and park staff.

The following objectives indicated below 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.

Facilities

- Complete the improvements to the interior of the Morgan Levy Park Restrooms.
- Complete the resealing of the Morgan Levy Park parking lot.
- Replace the lightning detection system at all parks to continue to ensure the parks are safe.
- Replace the playground turf at Doral Legacy Park.

Events

- Create a Cultural Arts Division within the Parks & Recreation Department in order to focus on this area.
- Create a schedule of events, art exhibits and activities at the Cultural Arts Center to engage the community and expand the offerings.
- Work closely with the Marketing and Sponsorship Coordinator to increase sponsor participation at all cultural events and smaller-scale events.
- Continue to research and apply for Cultural Arts grants to bring additional funding to the Cultural Arts Center for programs and events.

Sponsorship

- Continue to identify and work with companies to secure naming rights for park facilities.
- Obtain one presenting sponsor for at least one of the three major events
- Inform more local businesses about the different types of sponsorship and engagement opportunities through events and department programming.
- Continue to increase the Sponsorship Database with new local businesses. Create a schedule to visit local businesses to promote the City’s events, and to build and maintain relationships.



Sports

- Implement at least two (2) new sports specific Volunteer Coaches Trainings in youth basketball and flag football.
- Increase volunteer coaches by 20% across all sports.
- Achieve 90% or higher satisfaction rating on all youth sport surveys.
- Offer two (2) total Sports Clinics
 - Basketball, Flag Football, or Cheerleading
- Offer one (1) parent conduct workshop for Doral Little League.
- Provide 2-3 weekend tournaments for adult sports to bridge the time in between the leagues offered and keep adults engaged and active.

Programs

- Implement new programs into the parks and community centers including cultural art specific programs for youth and adults at the new Cultural Arts Center.
- Complete Bids for Recreational Programs to renew existing agreements and expand offerings.
- Offer safe programming and sports while increasing registration numbers and maintaining excellent satisfaction surveys.
- Host a Beach Tennis Tournament at Doral Legacy Park.
- Provide Pickleball Quarterly Clinics/Workshops at Morgan Levy Park and/or Doral Legacy Park.

Senior Programs (The Silver Club)

- Offer at least one new Silver Club Program
 - Examples:
 - Computer Classes
 - English Classes
 - Zumba
- Organize a Silver Club Domino Tournament
- Start Walk with Ease program Fall 2023.
- Increase capacity in 50% of trips and activities, allowing more seniors to enjoy and participate.
- Continue to meet or exceed 95% user satisfaction rate in all activities.

Special Needs Programs

- Strengthen the Special Olympics Sports Program by working with more specialized instruction.
- Establish a Life Skills Day Training Program.
- Work with a contracted provider to offer special needs camps throughout the year and during teacher planning days.
- Implement one (1) new sport for the Special Olympics Team. (on-going)

Other

- Parks Bond Projects:
 - Continue to work with the contractor to complete the construction of Doral Central Park Phase 2/3 scheduled to be completed Summer 2024. .
- Implement online facility rentals through the Parks and Recreation Software.
- Create and conduct more staff training to achieve better customer service and continually provide professional development to parks staff. Training may include: customer service “The Doral Way” department history, department rules and regulations, safety and CPR/first aid.
- Issue Bid and award firm to begin working on the Parks System Master Plan Update.



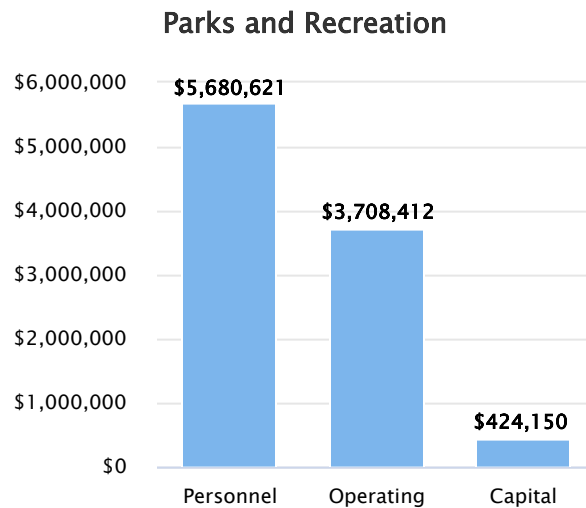
- Work with Procurement to issue solicitations for the management of the Doral Central Park Amphitheater and the 2nd floor Cafe at Doral Central Park.

Parks and Recreation Strategic Priorities

Strategic Priorities	Adopted FY 2023-24	Associated Cost
Creation of a Cultural Arts Division	Addition of the Cultural Arts & Events Administrator to oversee both cultural arts programming, special events and associated staff. Creation of this division will prioritize the expansion of offerings to the community.	Salaries + \$168,500 (cultural events and programming)
Increase Community Programming (Senior Citizens & Special Needs)	Increase and diversify programming offered, specifically focusing on senior citizens and special needs populations to allow more opportunities for residents to participate in a variety of activities.	\$226,326
Update the Parks System Master Plan	Advertise a solicitation to award a firm to complete the parks system master plan update and kick off project.	\$200,000
Completion of Parks Bond Projects	Complete Phase 2/3 construction for Doral Central Park by Summer 2024. Complete the design documents for lighting of additional trails and advertise solicitation for construction of lighting of trails.	Parks Bond + Staff Time
		\$ 594,826



Parks and Recreation Budget Highlights



- **110-230 Personnel Costs** - For this fiscal year, there is a 3% cost of living adjustment and an up to 3% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 1% city-wide. A vacancy trend adjustment savings of 7% has been applied as not all positions will be filled 52 weeks per year.
- **310 Professional Services** - Funding for the Strategic Master Plan Update has been budgeted, increasing the professional services line item.
- **340 Contractual Services – Other** - This account increased from FY 22-23 due to additional programs for seniors and special needs. Funds for the Park and Tree Lighting Event increased, as well as, funds for fireworks for the 4th of July Event.
- **440 Rentals & Leases** – This account increased due to special events costs, sports programming as well as special needs and senior activities.
- **460 Repair & Maintenance - Office Equipment** – This account increased due to repair and maintenance costs for Doral Central Park.
- **490 Other Current Charges** – This account increased due to holiday lighting activation as well as golf and pickleball tournaments.
- **641 Capital Outlay - Vehicles** - Funding to purchase a replacement park bus, in addition, various new vehicles for Doral Central Park.



**Parks & Recreation Department
Authorized Positions**

Account	Position	Amended *	Budget	Budget	Budget	Adopted	Total Cost
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2023-24
500.111 - Administrative Salaries							
	Parks & Recreation Director	1	1	1	1	1	\$ 149,819
	Administrative Salaries Total	1	1	1	1	1	\$ 149,819
500.120 - Full Time Salaries							
	Assistant Parks & Recreation Director	1	1	1	1	1	\$ 124,117
	Administrative Assistant	1	1	1	1	1	\$ 44,370
	Recreation Administrator	1	1	-	-	-	\$ -
	Superintendent of Recreation	-	-	1	1	1	\$ 74,354
	Parks Operations Administrator	1	1	-	-	-	\$ -
	Superintendent of Parks Operations	-	-	1	1	1	\$ 80,720
	Service Award 15 yr						\$ 6,054
	Recreation Facility Supervisor ⁽⁴⁾	2	2	-	-	3	\$ 184,083
	Service Award 10 yr						\$ 2,188
	Recreation Facility Manager	-	-	3	3	-	\$ -
	Recreation Program Coordinator	2	2	2	2	-	\$ -
	Recreation Contracts Coordinator ⁽⁵⁾	-	-	-	-	1	\$ 68,032
	Cultural Arts & Events Administrator ⁽⁶⁾	-	-	-	-	1	\$ 76,465
	Special Needs Coordinator	1	1	1	1	-	\$ -
	Senior & Special Needs Coordinator ⁽⁷⁾	-	-	-	-	1	\$ 61,275
	Special Events Coordinator	1	1	1	1	-	\$ -
	Event Specialist	1	1	1	1	1	\$ 47,565
	Cultural Event Specialist	1	1	1	1	-	\$ -
	Cultural Arts Center Facility Manager ⁽⁸⁾	-	-	-	-	1	\$ 59,194
	Athletics Coordinator	1	1	1	1	1	\$ 69,222
	Park Manager ⁽⁹⁾	4	4	-	-	5	\$ 218,671
	Service Award 5 yr						\$ 398
	Park Supervisor	-	-	5	5	-	\$ -
	Parks Foreman	1	1	1	1	1	\$ 53,734
	Assistant Park Manager ⁽¹⁰⁾	11	11	-	-	14	\$ 553,572
	Service Award 5 yr						\$ 372
	Assistant Park Supervisor ⁽¹¹⁾	-	-	14	15	-	\$ -
	Community Center Manager	1	1	-	-	-	\$ -
	Community Center Supervisor ⁽¹²⁾	-	-	1	1	-	\$ -
	Park Manager II ⁽¹¹⁾	-	-	-	-	2	\$ 78,967
	Service Award 5 yr						\$ 395
	Assistant Community Center Manager ⁽¹³⁾	1	1	-	-	1	\$ 39,273
	Assistant Community Center Supervisor	-	-	1	1	-	\$ -
	Special Needs Program Specialist	1	1	1	1	1	\$ 57,175
	Service Award 10 yr						\$ 1,906
	Accounting Clerk	1	1	1	1	1	\$ 44,056
	Parks Maintenance Technician	2	2	3	3	3	\$ 155,016
	Recreation Marketing & Sponsorship Coordinator	1	1	1	1	1	\$ 61,904
	Nature Facility Manager	1	1	-	-	-	\$ -
	Nature Facility Center Supervisor	-	-	1	1	-	\$ -
	Nature Conservation Coordinator ⁽¹⁴⁾	-	-	-	-	1	\$ 57,470
	Park Ranger	-	-	2	2	2	\$ 81,491
	Assistant Cultural Art Center Manager ⁽²⁾	-	-	1	1	1	\$ 41,496
	Park Ranger Supervisor ⁽¹⁵⁾	-	-	-	-	1	\$ 25,375
	Parks Aquatic Superintendent ⁽¹⁶⁾	-	-	-	-	1	\$ 66,950
	Community Center Manager II ⁽¹⁷⁾	-	-	-	-	1	\$ 7,897
	Facilities Custodian ⁽¹⁸⁾	-	-	-	-	1	\$ 29,983
	Parks Engagement Specialist ⁽¹⁹⁾	-	-	-	-	1	\$ 54,140
	Full Time Salaries Total	37	37	46	47	51	\$ 2,527,880
500.130 - Other Salaries							



Park Service Aides Part Time ⁽³⁾	-	-	-	-	-	\$ 1,839,000
Other Salaries Total	-	-	-	-	-	\$ 1,839,000
Total	38	38	47	48	52	\$ 4,516,699

* AMENDED FY 2019-20 - This column reflects any mid-year change to budgeted positions

⁽¹⁾ FY 2021-22 NEW POSITION - Assistant Cultural Art Center Manager

⁽²⁾ FY 2022-23 NEW POSITION - Assistant Park Supervisor

⁽³⁾ Other Salaries - Pool of funds; not tied to a number of positions

⁽⁴⁾ FY 2023-24 TITLE CHANGE - Recreation Facility Manager to Recreation Facility Supervisor

⁽⁵⁾ FY 2023-24 RECLASSIFIED - One (1) Recreation Programs Coordinator to Recreation Contracts Coordinator

⁽⁶⁾ FY 2023-24 RECLASSIFIED - One (1) Recreation Programs Coordinator to Cultural Arts & Events Administrator

⁽⁷⁾ FY 2023-24 RECLASSIFIED - Special Needs Coordinator to Senior & Special Needs Coordinator

⁽⁸⁾ FY 2023-24 RECLASSIFIED - Cultural Arts Specialist to Cultural Arts Center Facility Manager

⁽⁹⁾ FY 2023-24 TITLE CHANGE - Park Supervisor to Park Manager

⁽¹⁰⁾ FY 2023-24 TITLE CHANGE - Assistant Park Supervisor to Assistant Park Manager

⁽¹¹⁾ FY 2023-24 NEW POSITION - Park Manager II

⁽¹²⁾ FY 2023-24 RECLASSIFIED - Community Center Supervisor to Park Manager II

⁽¹³⁾ FY 2023-24 TITLE CHANGE - Assistant Community Center Supervisor to Assistant Community Center Manager

⁽¹⁴⁾ FY 2023-24 RECLASSIFIED - Nature Facility Supervisor to Nature Conservation Coordinator

⁽¹⁵⁾ FY 2023-24 NEW POSITION - Park Ranger Supervisor

⁽¹⁶⁾ FY 2023-24 NEW POSITION - Parks Aquatic Superintendent

⁽¹⁷⁾ FY 2023-24 NEW POSITION - Community Center Manager II

⁽¹⁸⁾ FY 2023-24 NEW POSITION - Facilities Specialist

⁽¹⁹⁾ FY 2023-24 NEW POSITION - Parks Engagement Specialist



0019000 - Parks & Recreation

	Actual		Adopted	Amended	Year-End			
			Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
0019000 - Parks And Recreation Revenue								
334700 - State - Cultural Facility Grant	-	8,640	-	-	-	-	-	-
334390 - State - Vol. Cleanup Tax. Cert.	-	-	-	-	-	-	-	-
347200 - Recreation Fees	82,287	133,166	100,000	100,000	137,735	150,000	120,000	120,000
347201 - Recreation - Rentals	103,511	298,543	170,000	170,000	326,189	300,000	300,000	300,000
347202 - Recreation - Bronco Regis.	27,702	34,628	30,000	30,000	36,325	37,000	18,000	18,000
347203 - Recreation - Concessions	2,440	5,530	8,000	8,000	6,915	8,000	8,000	8,000
347204 - Recreation - Taxable Sales	266	781	2,500	2,500	644	2,500	1,000	1,000
347400 - Recreation - Special Events	7,233	31,820	40,000	40,000	47,480	55,000	50,000	50,000
347401 - Recreation - Sponsorships	16,325	56,965	80,000	80,000	60,325	80,000	95,000	95,000
347402 - Recreation - Camps	41,988	108,026	75,000	75,000	163,853	160,000	110,000	110,000
347403 - Recreation - Tennis	60,244	68,046	60,000	60,000	56,721	60,000	70,000	70,000
347404 - Recreation - Soccer	160,021	264,680	250,000	250,000	233,164	250,000	265,000	265,000
347405 - Recreation - Community Center	76,723	174,627	110,000	110,000	172,686	170,000	175,000	175,000
347406 - Recreation - Training	150	300	300	300	150	300	300	300
347407 - Recreation - Baseball	11,702	36,763	13,000	13,000	36,435	17,000	35,000	35,000
347900 - Sponsorship Naming Rights	-	-	-	-	-	-	175,000	175,000
366000 - Private Grants & Contributions	-	5,781	-	-	500	500	-	-
366100 - Developer Contributions	-	-	-	-	-	-	-	-
369104 - MAU Park	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
369400 - Misc. Park Fees	700	1,900	-	-	1,500	2,000	1,000	1,000
0019000 - Parks and Recreation Revenue Total	598,291	1,237,196	945,800	945,800	1,287,622	1,299,300	1,430,300	1,430,300
Grand Total	598,291	1,237,196	945,800	945,800	1,287,622	1,299,300	1,430,300	1,430,300



00190005 - Parks & Recreation

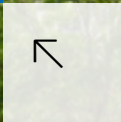
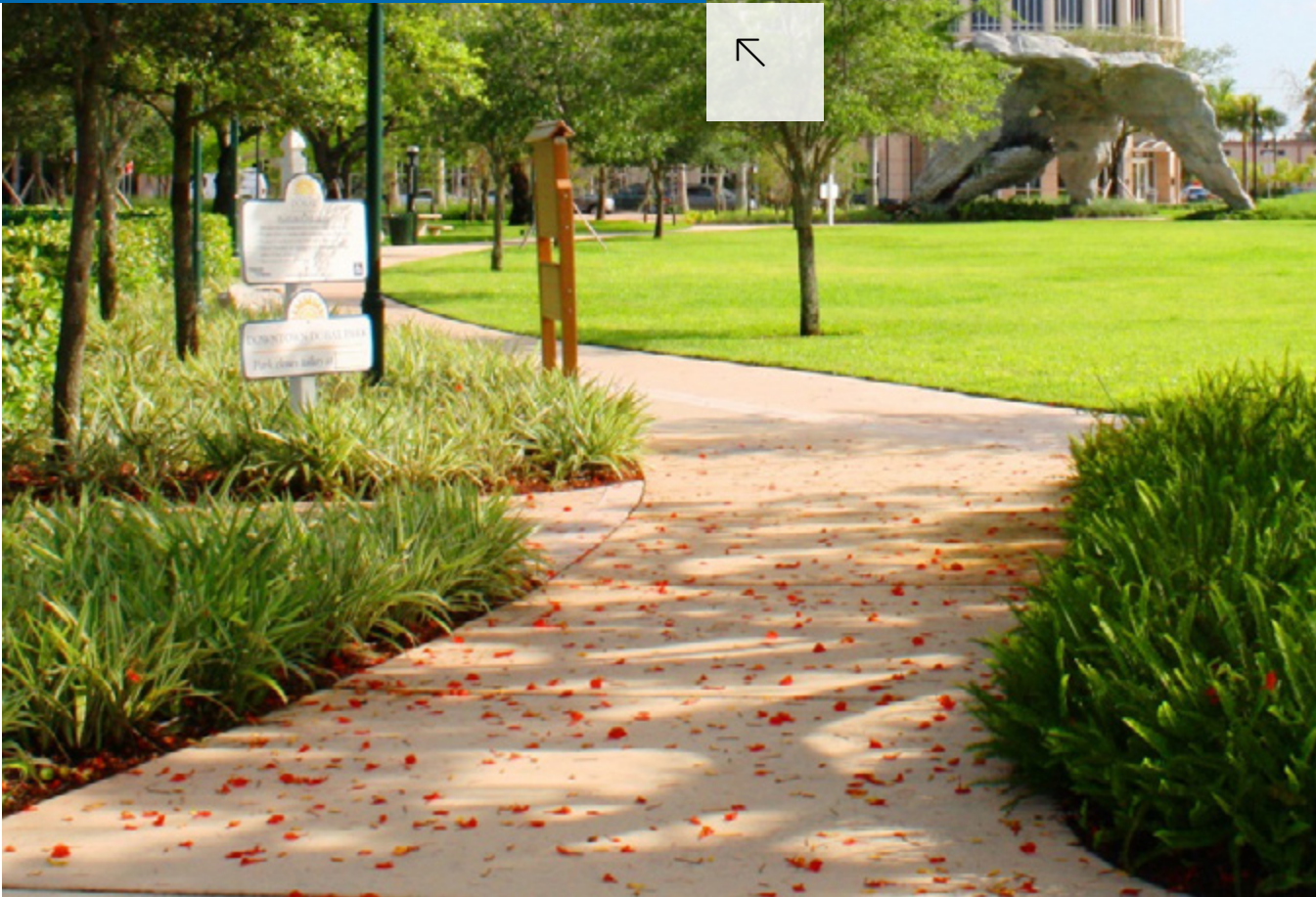
	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed	Adopted
	FY 2020-21	FY 2021-22	Budget	Budget	Actuals	Estimate	FY 2023-24	FY 2023-24
			FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
Personnel								
500111 - Administrative Salaries	111,897	118,176	127,102	127,102	117,530	127,102	149,819	149,819
500120 - Full Time Salaries	1,585,756	1,829,748	2,130,643	2,130,643	1,691,147	2,130,643	2,352,134	2,350,927
500125 - Compensated Absences	36,927	43,407	81,343	81,343	4,024	81,343	89,453	89,409
500130 - Other Salaries	431,772	770,562	1,155,226	1,155,226	1,136,568	1,155,226	1,710,270	1,839,000
500140 - Overtime	26,426	45,496	30,000	30,000	45,244	30,000	40,000	40,000
500210 - FICA & MICA Taxes	166,232	211,220	270,752	270,752	225,388	270,752	332,242	332,146
500220 - Retirement Contribution	202,758	226,554	270,705	270,705	218,066	270,705	297,713	297,568
500230 - Life & Health Insurance	399,424	472,984	559,921	559,921	544,333	559,921	577,540	581,752
Personnel Total	2,961,193	3,718,147	4,625,692	4,625,692	3,982,299	4,625,692	5,549,171	5,680,621
Operating								
500310 - Professional Services	87,952	14,130	16,000	76,729	24,630	76,729	246,000	246,000
500340 - Contractual Services - Other	292,369	372,376	453,709	444,986	406,129	448,186	520,044	618,904
500400 - Travel & Per Diem	5,683	7,231	10,870	10,870	5,598	10,870	10,870	10,870
500410 - Communication & Freight	10,591	9,750	10,150	10,150	8,897	10,150	10,900	10,900
500430 - Utility Services	237,421	305,841	353,185	353,185	323,066	353,185	449,985	449,985
500440 - Rentals & Leases	105,593	134,653	165,475	165,475	150,101	165,475	206,620	236,620
500460 - Repair & Maint - Office Equip	518,483	557,241	701,194	835,894	603,300	840,894	1,079,437	1,079,437
500461 - Repair & Maint - Vehicles	184	-	4,500	4,500	-	4,500	4,500	4,500
500470 - Printing & Binding	23,462	38,938	38,583	40,083	28,147	38,583	46,051	52,551
500480 - Promotional Activities	13,269	30,866	27,900	32,900	13,074	27,900	27,900	42,400
500490 - Other Current Charges	141,529	240,735	304,188	295,126	225,913	307,126	359,524	442,524
500494 - Curr. Charges - Cultural Events	83,605	94,107	110,500	110,500	94,006	110,500	168,500	168,500
500497 - Cultural Grant - NEA	-	(1,240)	-	-	-	-	-	-
500510 - Office Supplies	4,269	4,239	6,000	6,000	2,001	6,000	6,000	6,000
500520 - Operating Supplies	165,777	264,072	282,584	297,323	228,407	286,823	325,358	326,358
500521 - Operating Supplies - Fuel	27	197	250	250	83	250	250	250
500540 - Dues, Subscriptions, Memberships	6,757	8,879	12,008	12,008	7,021	12,008	12,613	12,613
Operating Total	1,696,972	2,082,013	2,497,096	2,695,979	2,120,374	2,699,179	3,474,552	3,708,412
Capital Outlay								
500620 - Capital - Building	-	-	-	234,704	-	234,704	-	-
500634 - Improvements	-	-	-	-	-	-	30,000	30,000
500640 - Capital Outlay - Office	-	44,063	15,000	23,723	19,861	20,523	22,500	22,500
500641 - Capital Outlay - Vehicles	-	-	231,500	162,600	35,850	162,600	371,650	371,650
500650 - Construction In Progress	45,000	22,270	-	509,295	416,985	509,295	-	-
500656 - Capital - Central Park CIP	-	-	-	33,689,940	2,224,119	33,689,940	-	-
Capital Outlay Total	45,000	66,333	246,500	34,620,262	2,696,814	34,617,062	424,150	424,150
Grand Total	4,703,165	5,866,493	7,369,288	41,941,933	8,799,488	41,941,933	9,447,873	9,813,183

* YTD = Year to Date





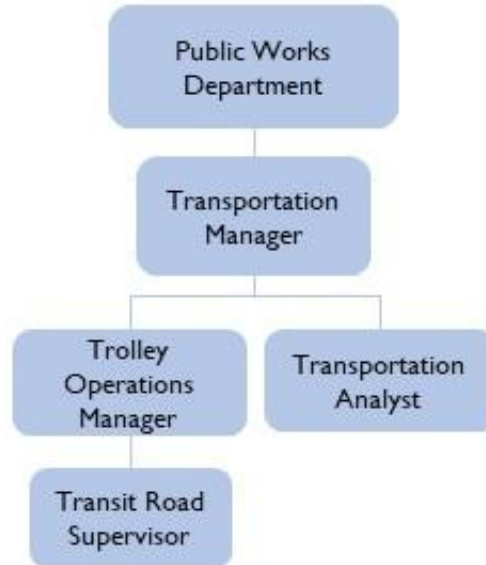
SPECIAL REVENUE FUNDS







Transportation Fund



Transportation Fund – Division Function

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

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

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



Transportation Fund - Division Accomplishments for FY 2023

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

Transportation / Traffic

- Initiated the City's Parking Management Program.
- Launched the expansion of the Freebee on-demand service with the Tesla Model X vehicles.
- Completed the School Traffic Operations Plan (TOP) Phase 1I Study.
- Completed the Section 8 Traffic Calming Study.
- Completed On-Board Trolley Survey and Trolley Route Schedule modifications.
- Initiated the Transportation Master Plan Update.
- Initiated the Traffic Signal Corridor Retiming Project.
- Procured the City's new Trolley Operations and Management Contract.
- Procured the City's new On-Demand Transit Service Contract.
- Procured the purchase of five (5) new trolley vehicles.
- Continued to participate and coordinate with Miami-Dade County, Miami-Dade TPO, FDOT, Florida's Turnpike and other transportation partners on transportation related projects.
- Continued to participate on the Miami-Dade TPO Boards and Meetings (TPC, TPTAC, TIP, and FTAC).
- Continued to be the liaison on the Doral Police and Traffic Relief Advisory Board.
- Continued the review, comment, and approval process of traffic impact studies and trip generation analysis of private developments.
- Continued to work with the City's Police Department to address traffic related concerns.

Engineering

- Completed the Pavement Evaluation Study which provides the City's Five-Year Roadway Rehabilitation (Resurfacing) Master Plan.
- Completed the design phase for the construction of 10 new trolley shelters.
- Completed the design of the Section 7 Traffic Calming Improvements.
- Completed the design of the Landmark Traffic Calming Improvements.
- Completed the design of the NW 66th Street / NW 102nd Avenue / NW 99th Avenue Widening Project.
- Initiated the design plans for NW 117th Avenue improvements from NW 25th Street to NW 34th Street.
- Completed the construction for the Doral Boulevard Median Landscape Improvements Phase II from NW 97th Avenue to SR 826 / Palmetto Expressway Interchange.
- Completed the construction of the Miami-Dade Transportation Planning Organization (TPO) Quick Build Project at the intersection of NW 107th Avenue / NW 74th Street.
- Completed the construction of Citywide Sidewalk Improvements Phase II as identified in the Transit Mobility Study.
- Completed the construction for the intersection improvements at NW 112th Avenue and NW 114th Avenue at NW 58th Street.
- Procured the design of the Doral Arts District (FKA Adaptive Reuse Area) Complete Streets Project.
- Completed the design and permitting phase, and commenced the procurement phase of the Doral Boulevard Entry Features at the Doral Boulevard / SR 826 Interchange.
- Continue the design and NOA process for the Downtown Doral Boulevard Trolley Shelters to adhere to the Beautification Master Plan.



Transportation Fund - Division Objectives for FY 2024

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.

Transportation / Traffic

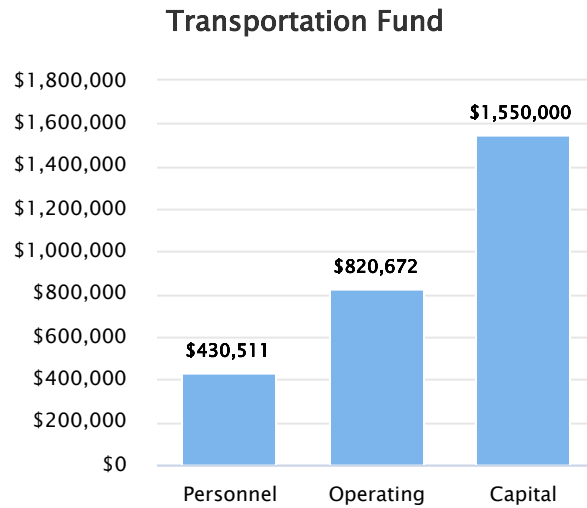
- Complete the Transportation Master Plan Update.
- Complete the Traffic Signal Corridor Retiming Project.
- Purchase five (5) trolley vehicles to increase the fleet and replace the aging fleet.
- Initiate the Doral Health Trolley Route Study.
- Continue to participate and coordinate with Miami-Dade County, Miami-Dade TPO, FDOT, Florida's Turnpike and other transportation partners on transportation related projects.
- Continue to participate on the Miami-Dade TPO Boards and Meetings (TPC, TPTAC, TIP, and FTAC).
- Continue to be a liaison with the Doral Police and Traffic Relief Advisory Board.
- Continue to work with the City's Police Department on traffic related concerns.
- Continue the review, comment, and approval process of traffic impact studies and trip generation analysis of private developments.

Engineering/Construction

- Complete the design plans for NW 117th Avenue improvements from NW 25th Street to NW 34th Street.
- Commence and complete the design of the Doral Arts District (Adaptive Reuse Area) Complete Streets Project.
- Commence the design of the Section 8 Traffic Calming Improvements.
- Develop the design plans and implement the improvements of the roadways identified in year-one of the Roadway Resurfacing Plan.
- Complete the design and Notice of Acceptance (NOA) process for the Downtown Doral Boulevard Trolley Shelters to adhere to the Beautification Master Plan.
- Advertise and commence the construction of the Landmark Traffic Calming improvements.
- Advertise and commence the construction of the Section 7 Traffic Calming improvements.
- Advertise and commence the construction of the NW 66th Street / NW 102nd Avenue / NW 99th Avenue Widening Project.
- Advertise and commence the construction of the 10 new trolley shelters.
- Commence and complete the construction phase of the Entry Features at the Doral Boulevard / SR 826 interchange.
- Commence with the design of improvements recommended by the Transportation Master Plan Update.



Transportation Fund – Division Budget Highlights



- **110-230 Personnel Costs** - For this fiscal year, there is a 3% cost of living adjustment and an up to 3% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 1% city-wide.
- **310 - Professional Services** - This account was decreased in comparison to the previous Fiscal Year as a result of the change in funding request to perform “Other Studies”.
- **341 - Contractual Services** - This account was increased in comparison to previous Fiscal Year as a result of the increase associated with the anticipated trolley hourly operating cost increase and additional costs incurred for providing technology to the new trolley vehicles.
- **520 - Operating Supplies** - This account was increased in comparison to the previous Fiscal Year as a result of the purchase of additional Parking Restriction Signs.
- **633 - Capital Outlay - Street Improvements** - This account was increased as a result of the inclusion of funding for the construction phase of the Doral Arts District complete streets project.



**Transportation Fund - Public Works
Authorized Positions**

Account	Position	Budget	Budget	Budget	Budget	Adopted	Total Cost
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2023-24
500.120 - Full Time Salaries							
	Transportation Manager	1	1	1	1	1	\$ 105,627
	Transit Operations Manager	1	1	-	-	-	\$ -
	Trolley Operations Manager	-	-	1	1	1	\$ 67,644
	Transportation Analyst	1	1	1	1	1	\$ 81,864
	Transit Road Supervisor	1	1	1	1	1	\$ 47,333
	Parking Analyst ^{(1) (2)}	-	-	1	-	-	\$ -
	Full Time Salaries Total	4	4	5	4	4	\$ 302,468
	Total	4	4	5	4	4	\$ 302,468

(1) FY 2021-22 NEW POSITION - Parking Analyst

(2) FY 2022-23 POSITION ELIMINATED - Parking Analyst



Transportation Fund - Public Works Budget

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Acct No.	Account Title	Actual FY 2020-21	Actual FY 2021-22	Adopted Budget FY 2022-23	Amended Budget * FY 2022-23	YTD * Actuals FY 2022-23	Year-End Estimate FY 2022-23	Proposed FY 2023-24	Adopted FY 2023-24
Beginning Fund Balance		15,805,394	13,266,181	13,276,237	13,276,237		13,276,237	3,629,461	3,629,461
Revenues									
101.8000.312410	Local Option Gas Tax	695,629	744,086	683,234	683,234	742,280	683,234	683,234	856,545
101.8000.312420	Local Option Gas Tax - New	262,889	281,478	260,514	260,514	281,456	260,514	260,514	324,808
101.8000.313905	Franchise Fee - Freebee Advertising	-	50	-	-	43,375	43,375	-	-
101.8000.334100	State Reimbursements	-	-	-	-	350,000	350,000	-	-
101.8000.334102	FDOT Grant - Federal	111,627	-	-	-	600,000	600,000	-	-
101.8000.335450	State - Fuel Tax Refunds	-	13,500	-	-	15,776	16,000	-	-
101.8000.337100	County Reimbursement	36,856	19,144	-	-	-	-	-	-
101.8000.337707	Local Grant Transit Mobility	-	-	-	-	-	-	-	-
101.8000.361100	Interest Income	66,850	104,695	70,000	70,000	232,677	230,500	70,000	70,000
101.8000.363240	Roadway Beautification - Impact Fees	560,502	812,791	700,000	700,000	1,690,217	1,715,000	900,000	900,000
101.8000.366000	Private Grants & Contributions	-	-	-	-	-	-	-	-
101.8000.366100	Developer Contributions	100,000	-	-	-	-	-	-	-
101.8000.367100	Change in Investment Value	(42,734)	(623,963)	-	-	73,795	175,000	-	-
101.8000.369100	Miscellaneous Income	-	-	-	-	-	-	-	-
101.8000.369200	Prior Years Recovery	-	299	-	-	-	-	-	-
	Total Revenues	1,791,619	1,352,080	1,713,748	1,713,748	4,029,576	4,073,623	1,913,748	2,151,353
Other resources									
101.8000.300100	Reserves - In Use of Fund Balance	1,414,492	2,389,936	-	-	-	-	889,560	649,830
	Prior Year Operating Balances	-	-	-	13,171,545	-	13,171,545	-	-
Total Other Resources		1,414,492	2,389,936	-	13,171,545	-	13,171,545	889,560	649,830
Total Available Resources		3,206,111	3,742,016	1,713,748	14,885,293	4,029,576	17,245,168	2,803,308	2,801,183
Expenditures									
101.80005.500120	Full Time Salaries	243,303	235,999	299,722	299,722	207,483	299,722	302,468	302,468
101.80005.500125	Compensated Absences	2,205	-	10,807	10,807	684	10,807	10,907	10,907
101.80005.500140	Overtime	-	-	-	-	-	-	-	-
101.80005.500210	FICA & MICA Taxes	18,511	17,896	23,755	23,755	15,243	23,755	23,973	23,973
101.80005.500220	Retirement Contributions	28,627	27,652	35,966	35,966	25,430	35,966	36,296	36,296
101.80005.500230	Life & Health Insurance	42,395	34,892	58,433	58,433	49,029	58,433	58,992	56,867
Total Personnel Cost		335,041	316,439	428,683	428,683	297,869	428,683	432,636	430,511
101.80005.500310	Professional Services	16,112	151,582	118,400	575,559	214,941	575,559	108,400	108,400
101.80005.500340	Contractual Services - Other	-	403,573	-	396,427	50,520	396,427	-	-
101.80005.500341	Contractual Services - Engineering	409,915	77,529	415,000	1,832,946	54,942	1,754,946	675,000	675,000
101.80005.500400	Travel & Per Diem	36	1,914	4,750	4,750	2,587	4,750	4,750	4,750
101.80005.500520	Operating Supplies	4,633	2,569	3,300	16,300	16,264	16,300	3,800	3,800
101.80005.500540	Dues, Subscriptions, Memberships	44,444	26,625	28,722	28,722	23,726	28,722	28,722	28,722
Total Operating Cost		475,140	663,792	570,172	2,854,704	362,980	2,776,704	820,672	820,672
101.80005.500630	Capital Outlay - Improv. Sidewalks	-	822	-	-	-	-	-	-
101.80005.500631	Capital Outlay - Median St Beauti.	-	-	-	628,110	-	628,110	-	-
101.80005.500633	Capital Outlay - Street Improvements	3,030,440	78,979	500,000	9,188,902	1,722,009	8,266,902	1,500,000	1,500,000
101.80005.500640	Capital Outlay - Equipment	-	-	-	-	-	-	-	-
101.80005.500641	Capital Outlay - Vehicles	-	-	-	-	-	-	-	-
101.80005.500650	Construction in Progress	490,211	281,992	50,000	1,620,000	402,143	1,620,000	50,000	50,000
Total Capital Outlay		3,520,651	361,793	550,000	11,437,012	2,124,152	10,515,012	1,550,000	1,550,000
Total Transportation Fund Expenses		4,330,832	1,342,024	1,548,855	14,720,399	2,785,001	13,720,399	2,803,308	2,801,183
	Use of Fund Balance	1,414,492	2,389,936	-	-	-	-	889,560	649,830
	Prior Year Operating Balances	-	-	-	13,171,545	-	13,171,545	-	-
Ending Fund Balance		13,266,181	13,276,237	13,441,130	269,586		3,629,461	2,739,901	2,979,631

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

* YTD = Year to Date

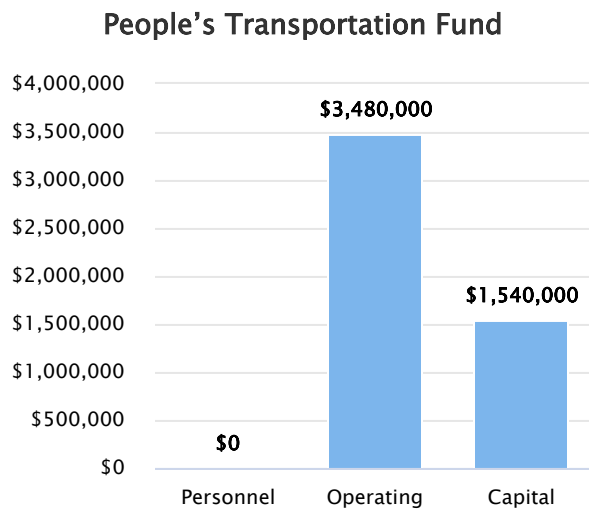


People’s Transportation Plan Fund

People’s Transportation Plan Fund Function

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

People’s Transportation Plan Fund Budget Highlights



The People’s Transportation Fund estimated revenues are \$5,007,264 and expenditures for FY 2024 are \$5,020,000.

- **341 Contractual Services - Engineering** – This account was increased in comparison to the previous fiscal year as a result of an increase in the operation and maintenance of the trolleys.
- **633 Improvements - Streets** – This account was increased in comparison to the previous fiscal year as a result of resurfacing projects and resealing and restriping of bike trails.
- **641 Capital Outlay - Vehicles** – The increase in this account is due to the anticipated purchase of five (5) Trolleys.



People's Transportation Fund

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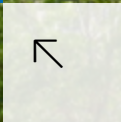
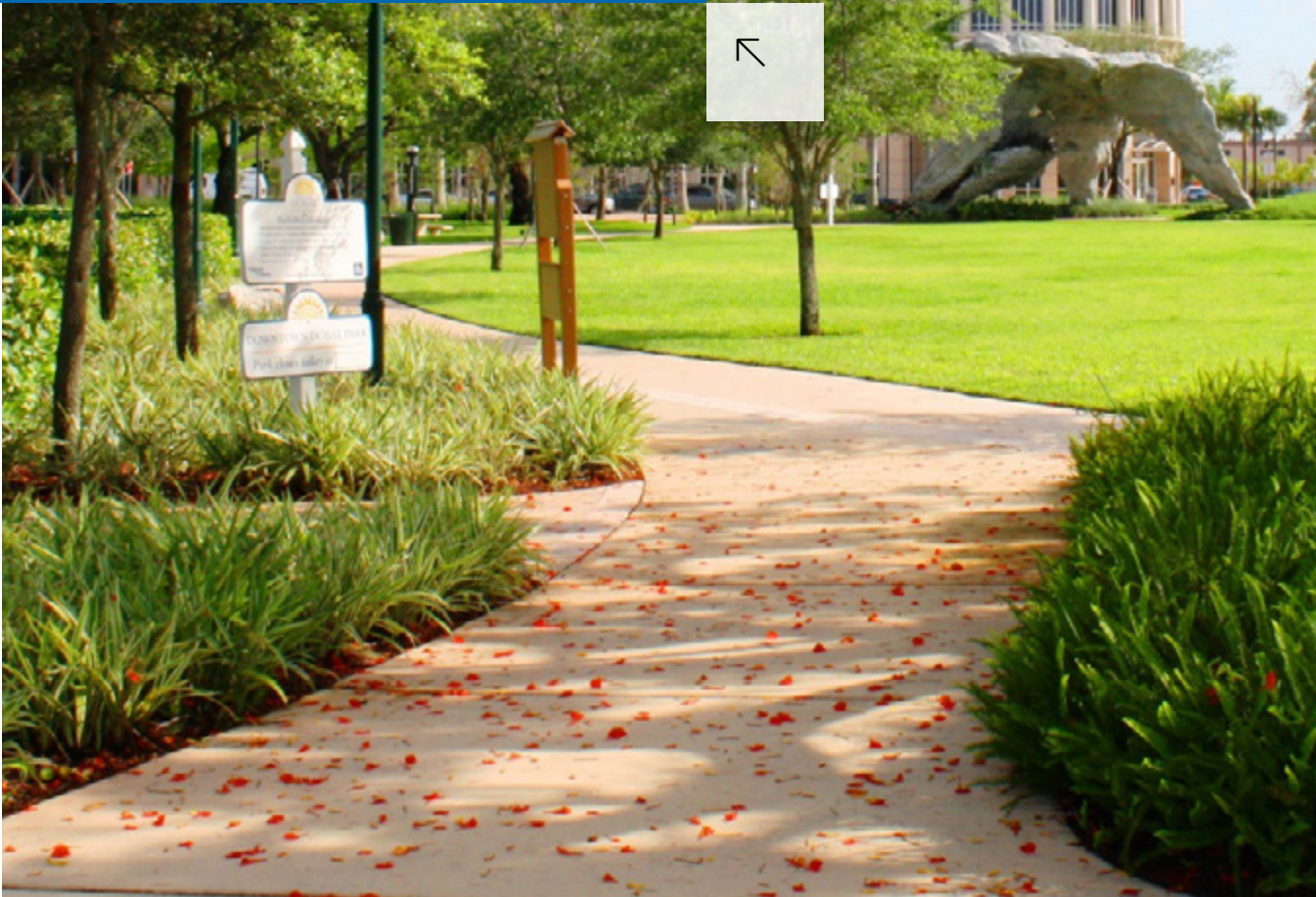
Acct No.	Account Title	Actual FY 2020-21	Actual FY 2021-22	Adopted Budget FY 2022-23	Amended Budget * FY 2022-23	YTD * Actuals FY 2022-23	Year-End Estimate FY 2022-23	Proposed FY 2023-24	Adopted FY 2023-24
Beginning Fund Balance		1,877,453	2,511,034	4,184,584	4,184,584		4,184,584	3,728,267	3,728,267
Revenues									
106.8000.312600	Municipal Surtax - CITT Funds	2,608,047	4,194,891	2,916,820	4,868,095	3,689,552	4,868,095	4,000,000	5,007,264
106.8000.334102	Fdot Grant - Federal Earmarks	156,502	258,030	-	-	165,999	165,999	-	-
106.8000.361100	Interest Income	472	4,358	-	-	32,221	28,000	-	-
Total Revenues		2,765,021	4,457,279	2,916,820	4,868,095	3,887,772	5,062,094	4,000,000	5,007,264
Other Resources									
106.8000.300100	Reserves - In Use of Fund Balance	-	-	444,180	444,180	-	444,180	1,020,000	12,736
	Prior Year Operating Balances	-	-	-	842,230	-	842,230	-	-
Total Other Resources		-	-	444,180	1,286,410	-	1,286,410	1,020,000	12,736
Total Available Resources		2,765,021	4,457,279	3,361,000	6,154,505	3,887,772	6,348,504	5,020,000	5,020,000
Expenditures									
106.80005.500310	Professional Services	-	(106)	-	-	-	-	-	-
106.80005.500341	Contractual Services - Engineering	2,120,817	2,783,835	3,261,000	4,003,230	2,696,994	4,003,230	3,480,000	3,480,000
106.80005.500540	Dues, Subscriptions, & Memberships	-	-	-	-	-	-	-	-
Total Operating Cost		2,120,817	2,783,729	3,261,000	4,003,230	2,696,994	4,003,230	3,480,000	3,480,000
106.80005.500633	Capital Outlay - Street Improvements	10,623	-	100,000	200,000	118,494	200,000	220,000	220,000
106.80005.500641	Capital Outlay - Vehicles	-	-	-	1,315,181	-	1,315,181	1,320,000	1,320,000
Total Capital Outlay		10,623	-	100,000	1,515,181	118,494	1,515,181	1,540,000	1,540,000
Total Transportation Fund Expenses		2,131,440	2,783,729	3,361,000	5,518,411	2,815,488	5,518,411	5,020,000	5,020,000
	Use of Fund Balance	-	-	444,180	444,180	-	444,180	1,020,000	12,736
	Prior Year Operating Balances	-	-	-	842,230	-	842,230	-	-
Ending Fund Balance		2,511,034	4,184,584	3,740,404	3,534,268		3,728,267	2,708,267	3,715,531

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

* YTD = Year to Date



OTHER FUNDS







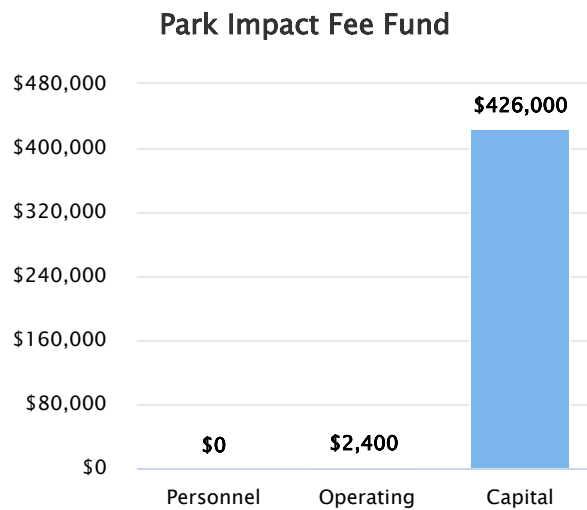
Parks Impact Fee Fund

Park Impact Fee Fund Function

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

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

Park Impact Fee Fund Budget Highlights



- **634 Capital Outlay – Improvements** – This account includes funds for a city wide park lightning detection system and the replacement of playground turf at Doral Legacy Park.



Park Impact Fee Fund
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Acct No.	Account Title	Actual	Actual	Adopted	Amended	YTD *	Year-End		
		FY 2020-21	FY 2021-22	Budget	Budget *	Actuals	Estimate	Proposed	Adopted
		FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
Beginning Fund Balance		6,791,307	6,794,692	6,895,300	6,895,300		6,895,300	3,319,664	3,319,664
Revenues									
102.9000.361100	Interest Income	1,360	30,968	10,000	10,000	165,755	200,000	30,000	30,000
102.9000.363270	Impact Fees - Parks	325,195	118,462	250,000	250,000	2,341,424	2,400,000	300,000	300,000
	Total Revenues	326,555	149,430	260,000	260,000	2,507,179	2,600,000	330,000	330,000
Other Resources									
101.8000.300100	Reserves - In Use of Fund Balance Doral Central Park	-	-	-	-	-	-	-	-
	Reserves - In Use of Fund Balance	-	-	58,400	58,400	-	58,400	98,400	98,400
	Prior Year Operating Balances	-	-	-	5,688,569	-	5,688,569	-	-
Total Other Resources		-	-	58,400	5,746,969	-	5,746,969	98,400	98,400
Total Available Resources		326,555	149,430	318,400	6,006,969	2,507,179	8,346,969	428,400	428,400
Expenditures									
102.22005.500464	Repair & Maint - Office Equipment Other	-	-	-	-	-	-	-	-
102.22005.500520	Operating Supplies	-	-	-	-	-	-	-	-
102.90005.500310	Professional Services - Design	969	(113)	-	-	-	-	-	-
102.90005.500520	Operating Supplies	5,728	8,269	2,400	2,929	-	2,929	2,400	2,400
Total Operating Cost		6,697	8,156	2,400	2,929	-	2,929	2,400	2,400
102.22005.500652	Capital Outlay - Other	-	-	76,000	208,726	-	208,726	76,000	76,000
102.90005.500610	Capital Outlay - Land	2,125	19,125	-	-	-	-	-	-
102.90005.500620	Capital Outlay - Building	-	-	-	-	-	-	-	-
102.90005.500634	Capital Outlay - Improvements - Parks	225,608	11,747	240,000	549,969	205,297	549,969	350,000	350,000
102.90005.500640	Capital Outlay - Park Development	-	9,794	-	3,722	3,620	3,722	-	-
102.90005.500650	Capital Outlay - Construction in Progress	88,740	-	-	1,910,290	2,414	1,910,290	-	-
102.90005.500656	Capital Outlay - Central Park CIP	-	-	-	3,500,000	-	3,500,000	-	-
Total Capital Outlay		316,473	40,666	316,000	6,172,707	211,331	6,172,707	426,000	426,000
Total Park Impact Fee Fund Expenses		323,170	48,822	318,400	6,175,636	211,331	6,175,636	428,400	428,400
	Reserves - In Use of Fund Balance Doral Central Park	-	-	-	-	-	-	-	-
	Reserves - In Use of Fund Balance	-	-	58,400	58,400	-	58,400	98,400	98,400
	Prior Year Operating Balances	-	-	-	5,688,569	-	5,688,569	-	-
Ending Fund Balance		6,794,692	6,895,300	6,836,900	979,664		3,319,664	3,221,264	3,221,264

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

* YTD = Year to Date



Police Impact Fee Fund

Police Impact Fee Fund Function

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

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

Police Impact Fee Fund Budget Highlights

- **640 Capital Outlay - Office** - The decrease in this account is due to no equipment being purchased in FY 2024.
- **641 Capital Outlay - Vehicles** – The decrease in this account is due to no vehicles being purchased in FY 2024.



Police Impact Fee Fund
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Acct No.	Account Title	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed	Adopted
		FY 2020-21	FY 2021-22	Budget	Budget *	Actuals	Estimate	FY 2023-24	FY 2023-24
Beginning Fund Balance		1,444,558	857,892	325,450	325,450		325,450	75,390	75,390
Revenues									
103.6000.361100	Interest Income	262	4,759	5,000	5,000	37,757	38,500	5,000	5,000
103.6000.363220	Impact Fees - Police	165,972	392,729	300,000	300,000	293,220	300,000	300,000	300,000
103.6000.369200	Prior Year Recovery	-	-	-	-	-	-	-	-
	Total Revenues	166,234	397,488	305,000	305,000	330,977	338,500	305,000	305,000
Other Resources									
103.6000.300100	Reserves - In Use of Fund Balance	586,666	532,442	148,400	148,400	-	148,400	-	-
	Prior Year Operating Balances	-	-	-	135,160	-	135,160	-	-
	Total Other Resources	586,666	532,442	148,400	283,560	-	283,560	-	-
Total Available Resources		752,900	929,930	453,400	588,560	330,977	622,060	305,000	305,000
Expenditures									
103.60005.500310	Professional Services	78,061	(9)	-	-	-	-	-	-
103.60005.500464	Repair & Maintenance	-	-	-	-	-	-	-	-
103.60005.500520	Operating Supplies	3,145	340,420	17,500	17,500	-	17,500	-	-
	Total Operating Cost	81,206	340,411	17,500	17,500	-	17,500	-	-
103.60005.500620	Capital Outlay - Building	-	-	-	-	-	-	-	-
103.60005.500634	Capital Outlay - Improvements	-	-	-	-	-	-	-	-
103.60005.500640	Capital Outlay - Office	12,038	-	88,900	83,134	23,581	93,819	-	-
103.60005.500641	Capital Outlay - Vehicles	640,601	201,558	315,000	431,521	336,953	420,836	-	-
103.60005.500650	Construction in Progress	19,055	345,825	-	11,205	7,363	11,205	-	-
103.60005.500652	Capital Outlay - Other	-	42,136	32,000	45,200	43,826	45,200	-	-
	Total Capital Outlay	671,694	589,519	435,900	571,060	411,723	571,060	-	-
103.60005.500710	Debt Service - Principal	-	-	-	-	-	-	-	-
	Total Debt Service	-	-	-	-	-	-	-	-
Total Police Impact Fee Fund Expenses		752,900	929,930	453,400	588,560	411,723	588,560	-	-
	Use of Fund Balance	586,666	532,442	148,400	148,400	-	148,400	-	-
	Prior Year Operating Balances	-	-	-	135,160	-	135,160	-	-
Ending Fund Balance		857,892	325,450	177,050	41,890		75,390	380,390	380,390

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

* YTD = Year to Date



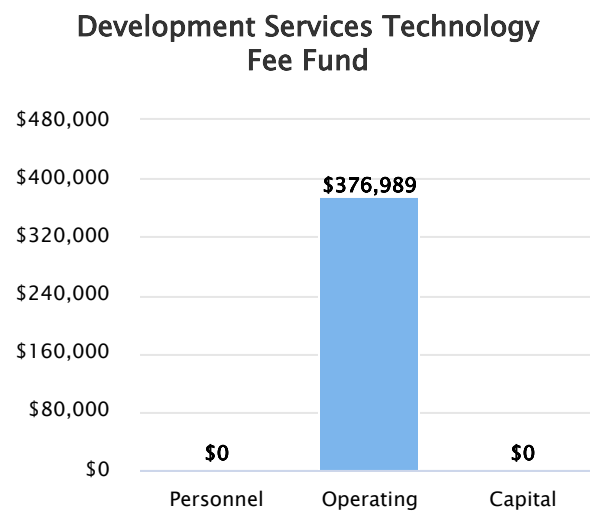
Development Services Technology Fee Fund

Development Services Technology Fee Fund Function

This fund was established to enhance the City's ability to provide state-of-the-art technology, training, equipment and implementation for all permitting system users across all disciplines.

The City assesses a Technology Fee of 0.05% of the total cost of construction; added to all base permit fees. This fund tracks this revenue and the allowed expenses.

Development Services Technology Fee Fund Budget Highlights



- **464 Repair and Maintenance – Office Equipment Other** – This account includes funding for Energov, Bluebeam, Laserfiche, and the My Civic Mobile Application.



Development Services Technology Fee Fund

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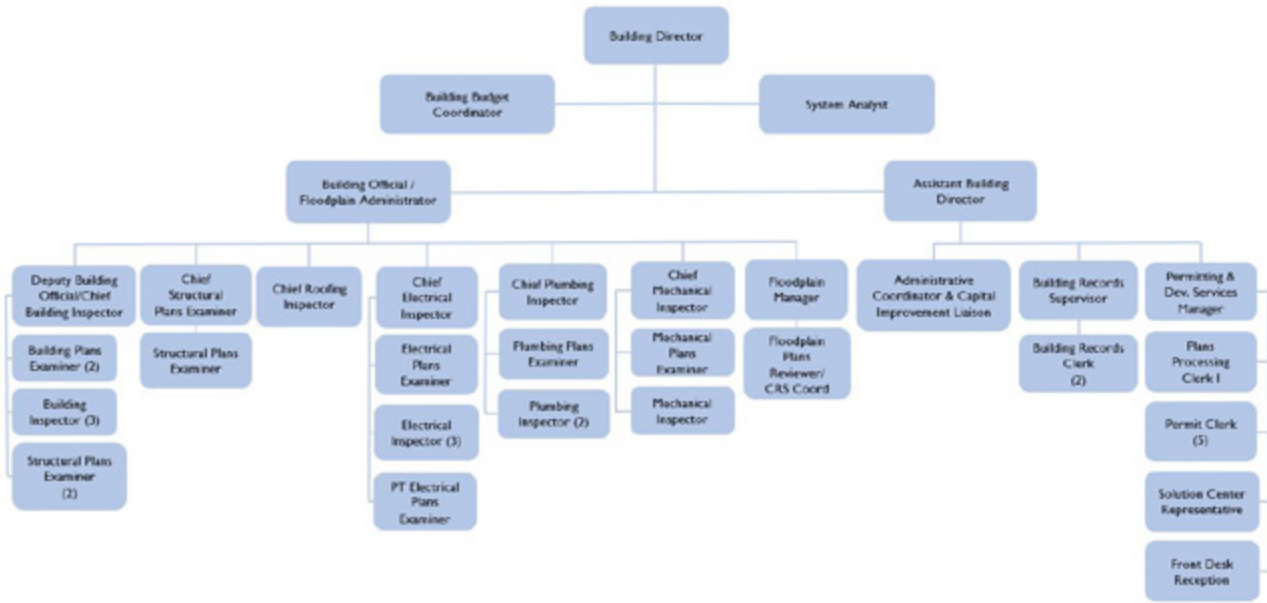
Acct No.	Account Title	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed	Adopted
		FY 2020-21	FY 2021-22	Budget	Budget *	Actuals	Estimate	FY 2023-24	FY 2023-24
Beginning Fund Balance		195,313	139,347	210,603	210,603		210,603	273,636	273,636
Revenues									
108.7000.341904	Building Technology Administrative Fee	136,745	257,265	190,000	190,000	407,908	403,500	257,000	257,000
108.7000.361100	Interest Income	30	309	-	-	2,500	2,500	-	-
108.5000.381100	Operating Transfers In	32,000	151,885	130,000	130,000	130,000	130,000	130,000	-
Total Revenues		168,775	409,459	320,000	320,000	540,408	536,000	387,000	257,000
Other Resources									
108.7000.300100	Reserves - In Use of Fund Balance	55,967	-	56,989	56,989	-	56,989	-	119,989
	Prior Year Operating Balances	-	-	-	95,978	-	95,978	-	-
Total Other Resources		55,967	-	56,989	152,967	-	152,967	-	119,989
Total Available Resources		224,742	409,459	376,989	472,967	540,408	688,967	387,000	376,989
Expenditures									
108.70005.500310	Professional Services	28	(7)	-	-	-	-	-	-
108.70005.500464	Repair & Maint. - Office Equip. Other	224,713	320,675	336,989	372,509	225,044	372,509	336,989	336,989
108.70005.500520	Operating Supplies	-	17,535	-	-	-	-	-	-
108.70005.500540	Dues/Subscriptions/Memberships	-	-	40,000	40,000	8,128	40,000	40,000	40,000
Total Operating Cost		224,741	338,203	376,989	412,509	233,172	412,509	376,989	376,989
Capital									
108.70005.500652	Capital Outlay - Other	-	-	-	60,458	-	60,458	-	-
Total Capital Cost		-	-	-	60,458	-	60,458	-	-
Total Development Services Technology Fee Fund Expenses		224,741	338,203	376,989	472,967	233,172	472,967	376,989	376,989
	Use of Fund Balance	55,966	-	56,989	56,989	-	56,989	-	119,989
	Prior Year Operating Balances	-	-	-	95,978	-	95,978	-	-
Ending Fund Balance		139,347	210,603	153,614	57,636		273,636	283,647	153,647

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

* YTD = Year to Date



Building Fund



Building Fund Function

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



Building Department Accomplishments for FY 2023

- The Department completed the Phase II stabilization effort in collaboration with PlanteMoran and executive-level participation from Tyler Technologies.
- Interdepartmental and Interagency meetings returned which foster open dialogue between outside agencies and the city to streamline processes and to create a positive working environment amongst the varying regulatory agencies.
- NPDES Refresher training coordinated between the departments (by Floodplain Manager) with 10 new NPDES-certified inspectors in the Building Department.
- Financial sustainability was established in FY22 with the creation of the Building Fund which allows for a contingency reserve fund.

Building Fund Activity Report

Activity	Actual FY 2020-21	Actual FY 2021-22	Projected FY 2022-23	Projected FY 2023-24
Permits Issued ^{(1) (2)}	5,316	6,379	3,940	4,728
Plans Reviews Completed ⁽³⁾	37,000	44,400	18,404	22,085
Inspections Completed	14,141	16,969	20,028	24,034
Customers Received in Solution Center ⁽³⁾	4,000	8,056	4,686	3,749
Customer Phone Calls ⁽³⁾	25,000	36,348	25,534	20,427
Overall Revenue	\$4,115,979	\$5,755,788	\$5,835,235	\$6,004,000
Overall Expenses	\$4,107,686	\$5,472,163	\$5,162,817	\$6,483,413

⁽¹⁾ Permits issued includes Building, Electrical, Mechanical, Plumbing, Roofing, and Floodplain Development permits.

⁽²⁾ For FY 21, permits issued and plans reviews includes estimates for data across all development services departments following implementation of Tyler Technologies Energov Permitting System.

⁽³⁾ Estimated for FY 21 due to pandemic and data loss.



Building Fund Objectives for FY 2024

- Control: Customer Service
 - Continue to work towards eliminating repetitive processes. Refine policies and procedures with an emphasis on lean and efficient management and resource and waste reduction. Works towards achieving ICC IAS Accreditation and/or Building Department Recognition.
 - Evaluated value-add services that the department can provide customers through the implementation of new permitting software and procedures to continue improving the level of customer service.
 - Continue training of staff and implementation procedures of EnerGov including version 2022 upgrade and subsequent upgrades on a rolling basis.
 - Continue Public Outreach Program including Building Safety Month Initiatives, Hurricane Fair Participation, etc. with emphasis on flood safety, code compliance, and more.
- Maintain Employee Retention Incentive Program through training and certification to meet the challenges of operating in a robust economy and complete internal/external salary studies to remain competitive.

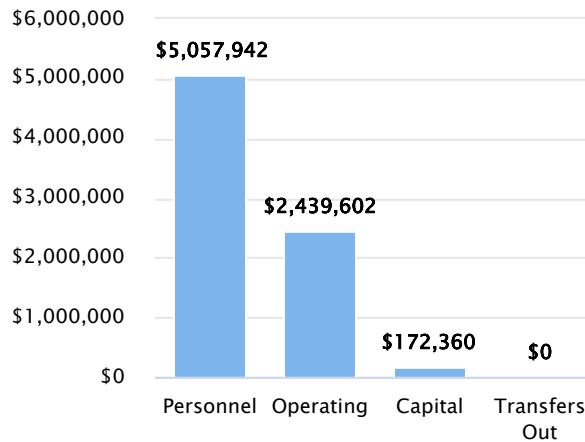
Building Fund Strategic Priorities

Strategic Priorities	Adopted FY 2023-24	Associated Cost
SmartCity: Coordination, Management and Implementation of 2022 Upgrade Development Services Software	Permitting System (with IT Dept) and funded by Dev Services Tech Fund - Annual recurring costs	\$ 377,000
	Total	\$ 377,000



Building Fund Budget Highlights

Building Fund



- **110-230 Personnel Costs** - For this fiscal year, there is a 3% cost of living adjustment and an up to 3% merit increase based on the individual’s performance evaluation. Overtime increased in order to cover vacancies, maintain permitting volume, and provide customer driven services. Additionally, health insurance rates have increased by 1% city-wide.
- **140 Overtime Costs**– The overtime costs increase to cover vacancies, maintain permitting volume and provide customer-driven services.
- **310 Professional Services** – In addition to regular expenses for municipal support services through a third-party provider, additional expenses include IAS Accreditation, CRS Rating Increase Consultant and further project management on the permitting software upgrade.
- **400 Travel & Per Diem**– The Travel & Per Diem account is used to fund travel expenses associated with various state conferences, national conferences, and training. The department and professional organizations have returned to pre-pandemic capacities for conferences and training. The department encourages the active engagement of its staff in local, state and national conferences applicable to their trades and disciplines.
- **520 Operating Supplies** – Significant increases in this account will upgrade a lot of the department’s technological infrastructure (monitors, laptops, UPS’s, etc.) Item costs are below threshold for capital and thus included in this account.
- **811 Internal Services** – This amount represents a 7.4% Internal Services charge based on Building Fund expenditures budgeted for FY 2024.



**Building Fund
Authorized Positions**

Account	Position	Amended* FY 2019-20	Amended* FY 2020-21	Amended* FY 2021-22	Budget FY 2022-23	Amended* FY 2022-23	Adopted FY 2023-24	Total Cost FY 2023-24
500.111 - Administrative Salaries								
	Building Director	-	1	1	1	1	1	\$ 174,358
	Development Services Administrator ⁽³⁾	-	-	-	1	1	-	\$ -
	Administrative Salaries Total	-	1	1	2	2	1	\$ 174,358
500.120 - Full Time Salaries								
	Assistant Building Director	1	-	-	1	1	1	\$ 108,884
	Administrative Assistant II	1	1	-	-	1	-	\$ -
	Building Budget Coordinator	-	-	1	1	-	1	\$ 79,710
	Administrative Coordinator	1	1	-	-	-	-	\$ -
	Administrative Coordinator & Capital Improvement Liaison	-	-	1	1	1	1	\$ 83,398
	Building Development Service Coord.	1	1	1	-	-	-	\$ -
	Plans Processing Clerk II	1	1	1	1	1	-	\$ -
	Permitting & Dev. Service Manager ⁽⁴⁾	-	-	-	-	-	1	\$ 61,955
	Service Award 5 yr							\$ 516
	Building Official	1	-	-	-	-	-	\$ -
	Building Official/ Floodplain Administrator	-	1	1	1	1	1	\$ 155,784
	Building Records Clerk	2	2	2	2	2	2	\$ 92,230
	Building Records Manager ⁽¹⁾	-	-	1	1	1	1	\$ 60,111
	Plans Processing Clerk I	1	1	1	1	1	1	\$ 42,621
	Flood Plain Assistant	1	1	1	-	-	-	\$ -
	Permit Clerk	4	4	4	5	5	5	\$ 217,607
	Service Award 5 yr							\$ 413
	Chief Building Inspector	1	1	1	1	1	-	\$ -
	Deputy Official/Chief Building Inspector	-	-	-	-	-	1	\$ 115,614
	Flood Plain Manager	1	1	1	1	1	1	\$ 91,337
	Building Inspector	5	5	5	4	3	3	\$ 241,735
	Chief Roofing Inspector ⁽²⁾	-	-	1	1	1	1	\$ 105,031
	Chief Mechanical Inspector	1	1	1	1	1	1	\$ 107,879
	Service Award 5 yr							\$ 899
	Mechanical Inspector	2	2	2	1	1	1	\$ 73,182
	Mechanical Plans Examiner	-	-	-	1	1	1	\$ 92,628
	Chief Plumbing Inspector	1	1	1	1	1	1	\$ 115,154
	Plumbing Inspector	2	2	2	2	2	2	\$ 158,771
	Service Award 5 yr							\$ 611
	Plans Examiner	4	4	4	4	4	4	\$ 350,529
	Service Award 5 yr							\$ 712
	Chief Electrical Inspector	1	1	1	1	1	1	\$ 103,495
	Electrical Inspector ⁽⁶⁾	2	2	2	2	2	3	\$ 252,810
	Solution Center Representative	1	1	1	1	1	1	\$ 45,610
	Service Award 5 yr							\$ 380
	Structural Plans Examiner	1	1	1	2	2	1	\$ 86,246
	Chief Structural Plans Examiner ⁽⁷⁾	-	-	-	-	-	1	\$ 126,574
	System Analyst	-	-	-	1	1	1	\$ 69,335
	Front Desk Reception ⁽⁸⁾	-	-	-	-	-	1	\$ 38,788
	CRS Coordinator/Floodplain Plans Examiner ⁽⁹⁾	-	-	-	-	-	1	\$ 65,674
	Incentives							\$ 85,746
	Full Time Salaries Total	36	35	37	38	37	40	\$ 3,231,969
500.130 - Other Salaries								
	Plans Examiners & Inspectors-P/T	1	1	-	-	1	1	\$ 64,593
	Mechanical Plans Inspector- P/T	-	-	1	1	-	-	\$ -
	Other Salaries Total	1	1	1	1	1	1	\$ 64,593
	Total	37	37	39	41	40	42	\$ 3,470,920



- * AMENDED FY 2019-20 - This column reflects any mid-year change to budgeted positions
- * AMENDED FY 2020-21 - This column reflects any mid-year change to budgeted positions
- ⁽¹⁾ FY 2021-22 RECLASSIFIED - One Building Records Clerk to Building Records Manager (New Position)
- ⁽²⁾ FY 2021-22 RECLASSIFIED - One Building Inspector to Chief Roofing Inspector
- ⁽³⁾ FY 2022-23 NEW POSITION - Development Services Administrator
- ⁽⁴⁾ FY 2023-24 RECLASSIFIED - Plans Processing Clerk II to Permitting & Dev. Services Manager
- ⁽⁵⁾ FY 2023-24 RECLASSIFIED - Chief Building Inspector to Building Official/Chief Building Inspector
- ⁽⁶⁾ FY 2023-24 RECLASSIFIED - One (1) Building Inspector to Electrical Inspector
- ⁽⁷⁾ FY 2023-24 RECLASSIFIED - Structural Plans Examiner to Chief Structural Plans Examiner
- ⁽⁸⁾ FY 2023-24 NEW POSITION - Front Desk Reception
- ⁽⁹⁾ FY 2023-24 NEW POSITION - CRS Coordinator/Floodplain Plans Examiner



**Building Fund
109**

Acct No.	Account Title	Actual FY 2020-21	Actual FY 2021-22	Adopted Budget FY 2022-23	Amended Budget * FY 2022-23	YTD * Actuals FY 2022-23	Year-End Estimate FY 2022-23	Proposed FY 2023-24	Adopted FY 2023-24
Beginning Fund Balance		-	(35)	3,996,685	3,996,685		3,996,685	4,927,088	4,927,088
Revenues									
109.7000.322100	Building Permit	-	5,526,365	3,500,000	3,500,000	5,709,804	5,600,000	5,300,000	5,300,000
109.7000.329101	Other Fees - Boiler Fees	-	-	22,000	22,000	31,210	30,000	22,000	22,000
109.7000.329500	Certificates of Occupancy	-	-	250,000	250,000	219,297	246,972	250,000	250,000
109.7000.341303	Building Training Fees	-	-	20,000	20,000	-	-	20,000	20,000
109.7000.341902	Building Administrative Fees	-	-	60,000	60,000	51,121	53,990	60,000	60,000
109.7000.342901	Building Recertification Fees - 40 Years	-	-	10,000	10,000	19,600	19,500	150,000	150,000
109.7000.359101	Fines - Permit Violations	-	52,230	-	-	33,755	40,000	40,000	40,000
109.7000.361100	Interest Income	-	4,219	-	-	34,669	30,000	-	-
109.7000.369101	Building Misc - OT Recovery	-	-	150,000	150,000	89,475	125,925	150,000	150,000
109.7000.369102	Building Misc - Copy Scan Fees	-	-	10,000	10,000	15,399	14,500	12,000	12,000
109.7000.381100	Operating Transfer In	-	2,255,788	-	-	-	-	-	-
	Total Revenues	-	7,838,602	4,022,000	4,022,000	6,204,330	6,160,887	6,004,000	6,004,000
Other resources									
	Reserves - In Use of Fund Balance	-	-	1,238,980	1,238,980	-	1,238,980	476,024	1,665,904
	Prior Year Operating Balances	-	-	-	97,722	-	97,722	-	-
Total Other Resources		-	-	1,238,980	1,336,702	-	1,336,702	476,024	1,665,904
Total Available Resources		-	7,838,602	5,260,980	5,358,702	6,204,330	7,497,589	6,480,024	7,669,904
Expenditures									
109.70005.500111	Administrative Salaries	-	150,528	230,144	230,144	183,676	230,144	174,358	174,358
109.70005.500120	Full Time Salaries	-	2,190,369	2,799,103	2,799,103	2,178,719	2,799,103	3,038,746	3,231,970
109.70005.500125	Compensated Absences	-	29,165	108,928	108,928	12,369	108,928	117,839	125,232
109.70005.500130	Other Salaries	-	-	52,557	52,557	975	52,557	52,557	64,593
109.70005.500140	Overtime	-	127,964	110,210	110,210	98,410	110,210	110,210	110,210
109.70005.500210	FICA & MICA Taxes	-	185,749	253,808	253,808	182,387	253,808	268,434	284,702
109.70005.500220	Retirement Contributions	-	273,304	361,827	361,827	272,086	361,827	385,173	408,337
109.70005.500230	Life & Health Insurance	-	454,910	606,311	606,311	534,697	606,311	681,559	658,540
	Total Personnel Cost	-	3,411,989	4,522,888	4,522,888	3,463,319	4,522,888	4,828,876	5,057,942
109.70005.500310	Professional Services	-	232,906	375,000	375,000	186,520	281,958	506,000	506,000
109.70005.500400	Travel & Per Diem	-	13,619	29,727	29,727	17,870	22,932	34,800	34,800
109.70005.500410	Communication & Freight	-	3,515	4,300	4,300	3,533	4,300	4,900	4,900
109.70005.500460	Repair & Maint - Office Equip	-	-	645	645	-	645	645	645
109.70005.500461	Repair & Maint - Vehicles	-	-	200	200	-	200	200	200
109.70005.500470	Printing & Binding	35	7,217	9,500	9,500	3,105	8,000	9,500	9,500
109.70005.500510	Office Supplies	-	340	7,000	4,700	395	3,000	7,000	7,000
109.70005.500520	Operating Supplies	-	4,630	30,770	33,070	22,052	30,770	123,650	123,650
109.70005.500540	Dues, Subscriptions, Memberships	-	8,619	24,317	24,317	9,960	15,000	25,000	25,000
109.70005.500541	Dues, Subs., Memb., Training	-	12,784	36,564	36,564	20,155	23,000	48,000	48,000
109.70005.500811	Internal Services	-	-	-	-	-	-	589,093	1,679,907
	Total Operating Cost	35	283,630	518,023	518,023	263,590	389,805	1,348,788	2,439,602
109.70005.500640	Capital Outlay - Equipment	-	-	42,175	99,897	7,647	99,897	-	-
109.70005.500641	Capital Outlay - Vehicles	-	-	47,894	87,894	-	87,894	172,360	172,360
	Total Capital Outlay	-	-	90,069	187,791	7,647	187,791	172,360	172,360
109.70005.500921	Transfer Out - Building Technology Fund	-	146,263	130,000	130,000	130,000	130,000	130,000	-
	Total Transfers Out	-	146,263	130,000	130,000	130,000	130,000	130,000	-
	Total Building Fund Expenses	35	3,841,882	5,260,980	5,358,702	3,864,556	5,230,484	6,480,024	7,669,904
	Use of Fund Balance	-	-	1,238,980	1,238,980	-	1,238,980	476,024	1,665,904
	Prior Year Operating Balances	-	-	-	97,722	-	97,722	-	-
Ending Fund Balance		(35)	3,996,685	2,757,705	2,659,983		4,927,088	4,451,064	3,261,184

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

* YTD = Year to Date



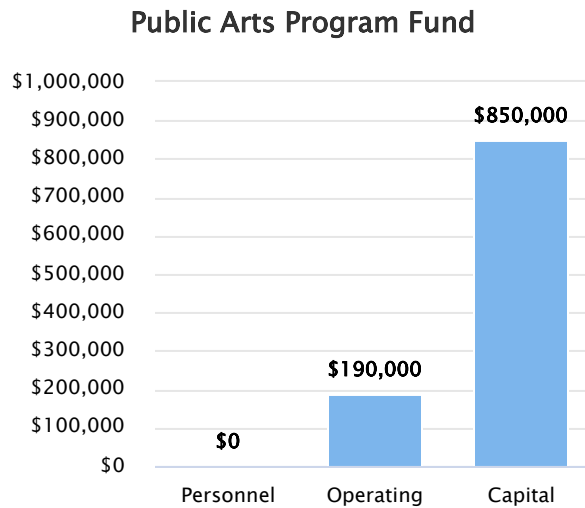
Public Arts Program Fund

Public Arts Program Fund Function

Ordinance No. 2015-09 established the Public Art Program Fund. The purpose of the Public Arts Program is to promote the general welfare of the community, increase property values, and enhance the built environment through artistic opportunities that will create a cultural legacy for future generations through the collection and exhibition of high-quality art pieces. A Public Art Program would create a stimulating cultural environment that reflects and enhances the City’s heritage, diversity, and character through public artworks integrated in the architecture, infrastructure and landscape.

The Public Arts Fund shall be used solely for expenses associated with the selection, installation, commissioning, acquisition, transportation, maintenance, restoration or rehabilitation, public education, community outreach, promotion, administration, removal and insurance of the works of art or in relation thereto.

Public Arts Program Fund Budget Highlights



- **310 Professional Services** – Funding was transferred to the Parks organization account code in order to expend funding as dictated by the above referenced Ordinance.
- **450 Insurance** – Funding was transferred to the Parks organization account code in order to expend funding as dictated by the above referenced Ordinance.
- **466 Installation & Maintenance-Art Exhibits** – Funding was transferred to the Parks organization account code in order to expend funding as dictated by the above referenced Ordinance.



Public Arts Program Fund

110

Acct No.	Account Title	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed	Adopted
		FY 2020-21	FY 2021-22	Budget	Budget *	Actuals	Estimate	FY 2023-24	FY 2023-24
Beginning Fund Balance		-	1,811,068	2,390,786	2,390,786		2,390,786	2,246,786	2,246,786
Revenues									
110.4000.324720	Impact Fees - Comm. Public Art	338,038	576,652	350,000	350,000	60,188	75,000	350,000	350,000
110.4000.361100	Interest Income	345	2,995	-	-	15,181	13,500	-	-
110.4000.369201	Impact Fees - Prior Years	1,473,019	-	-	-	-	-	-	-
	Total Revenues	1,811,402	579,647	350,000	350,000	75,369	88,500	350,000	350,000
Other Resources									
110.4000.300100	Reserves - In Use of Fund Balance	-	-	690,000	690,000	-	690,000	690,000	690,000
	Prior Year Operating Balances	-	-	-	50,000	-	50,000	-	-
	Total Other Resources	-	-	690,000	740,000	-	740,000	690,000	690,000
Total Available Resources		1,811,402	579,647	1,040,000	1,090,000	75,369	828,500	1,040,000	1,040,000
Expenditures									
110.40005.500310	Professional Services	334	(71)	30,000	30,000	-	500	30,000	-
110.40005.500450	Insurance	-	-	40,000	52,000	-	52,000	40,000	-
110.40005.500466	Install & Maint - Art Exhibits	-	-	120,000	158,000	36,596	40,000	120,000	-
110.90005.500310	Professional Services	-	-	-	-	-	-	-	30,000
110.90005.500450	Insurance	-	-	-	-	-	-	-	40,000
110.90005.500466	Install & Maint - Art Exhibits	-	-	-	-	-	-	-	120,000
	Total Operating Cost	334	(71)	190,000	240,000	36,596	92,500	190,000	190,000
110.40005.500652	Capital Outlay - Other	-	-	850,000	850,000	137,500	140,000	850,000	-
110.90005.500652	Capital Outlay - Other	-	-	-	-	-	-	-	850,000
	Total Capital Outlay	-	-	850,000	850,000	137,500	140,000	850,000	850,000
Total Building Technology Fund Expenses		334	(71)	1,040,000	1,090,000	174,096	232,500	1,040,000	1,040,000
	Use of Fund Balance	-	-	690,000	690,000	-	690,000	690,000	690,000
	Prior Year Operating Balances	-	-	-	50,000	-	50,000	-	-
Ending Fund Balance		1,811,068	2,390,786	1,700,786	1,650,786		2,246,786	1,556,786	1,556,786

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

* YTD = Year to Date



American Rescue Plan Act Fund

American Rescue Plan Act Fund Function

The purpose of the American Rescue Plan Act Fund is to fund vaccinations, provide direct relief to families bearing the brunt of the COVID-19 crisis, and support struggling communities. In addition, the Coronavirus State and Local Fiscal Recovery Funds provide needed fiscal relief for recipients that have experienced revenue loss due to the onset of the Covid-19 public health emergency.

American Rescue Plan Act Fund

111

Acct No.	Account Title	Actual 2020-21	Actual FY 2021-22	Adopted Budget FY 2022-23	Amended Budget * FY 2022-23	YTD * Actuals FY 2022-23	Year-End Estimate FY 2022-23	Proposed FY 2023-24	Adopted FY 2023-24
Beginning Fund Balance		-	6,440,697	12,748,853	12,748,853		12,748,853	87,622	87,622
Revenues									
111.5000.331102	Federal Reimb - American Rescue	-	144,218	-	-	-	-	-	-
111.5000.361100	Interest Income	1,223	12,691	-	-	84,527	73,500	-	-
	Total Revenues	1,223	156,909	-	-	84,527	73,500	-	-
Other Resources									
	Unearned Revenue	6,439,474	6,295,256	-	-	-	-	-	-
	Reserves - In Use of Fund Balance	-	-	-	-	-	-	-	-
	Prior Year Operating Balances	-	-	-	12,734,731	-	12,734,731	-	-
	Total Other Resources	6,439,474	6,295,256	-	12,734,731	-	12,734,731	-	-
Total Available Resources		6,440,697	6,452,165	-	12,734,731	84,527	12,808,231	-	-
Expenditures									
111.50005.500310	Professional Services	-	(208)	-	-	-	-	-	-
111.90005.500520	Operating Supplies	-	4,227	-	-	-	-	-	-
	Total Operating Cost	-	4,019	-	-	-	-	-	-
111.50005.500652	Capital Outlay - Other	-	139,990	-	12,734,731	-	12,734,731	-	-
	Total Capital Outlay	-	139,990	-	12,734,731	-	12,734,731	-	-
Total Building Technology Fund Expenses		-	144,009	-	12,734,731	-	12,734,731	-	-
	Use of Fund Balance	-	-	-	-	-	-	-	-
	Prior Year Operating Balances	-	-	-	12,734,731	-	12,734,731	-	-
Ending Fund Balance		6,440,697	12,748,853	12,748,853	14,122		87,622	87,622	87,622

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

* YTD = Year to Date



Bond Debt Service Fund

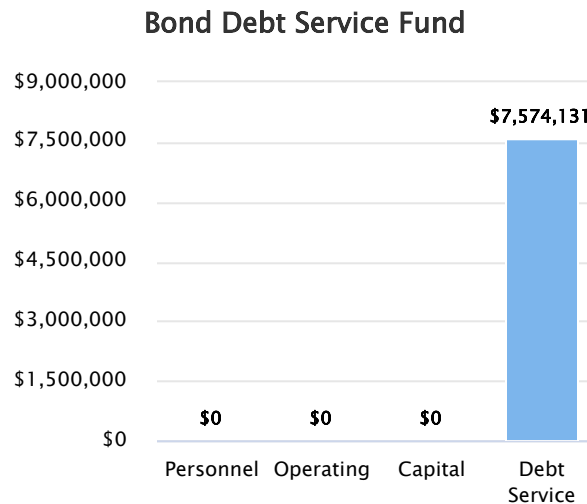
Bond Debt Service Fund

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

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

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

Bond Debt Service Fund Budget Highlights





City of Doral General Obligation Bonds, Series 2019

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



City of Doral General Obligation Bonds, Series 2021

Fiscal Year Ending September 30	Principal	Interest	Total Debt Service
2022	\$ 1,110,000.00	\$ 4,029,547.50	\$ 5,139,547.50
2023	\$ 1,590,000.00	\$ 3,553,050.00	\$ 5,143,050.00
2024	\$ 1,665,000.00	\$ 3,473,550.00	\$ 5,138,550.00
2025	\$ 1,750,000.00	\$ 3,390,300.00	\$ 5,140,300.00
2026	\$ 1,840,000.00	\$ 3,302,800.00	\$ 5,142,800.00
2027	\$ 1,930,000.00	\$ 3,210,800.00	\$ 5,140,800.00
2028	\$ 2,025,000.00	\$ 3,114,300.00	\$ 5,139,300.00
2029	\$ 2,130,000.00	\$ 3,013,050.00	\$ 5,143,050.00
2030	\$ 2,235,000.00	\$ 2,906,550.00	\$ 5,141,550.00
2031	\$ 2,345,000.00	\$ 2,794,800.00	\$ 5,139,800.00
2032	\$ 2,440,000.00	\$ 2,701,000.00	\$ 5,141,000.00
2033	\$ 2,540,000.00	\$ 2,603,400.00	\$ 5,143,400.00
2034	\$ 2,640,000.00	\$ 2,501,800.00	\$ 5,141,800.00
2035	\$ 2,745,000.00	\$ 2,396,200.00	\$ 5,141,200.00
2036	\$ 2,855,000.00	\$ 2,286,400.00	\$ 5,141,400.00
2037	\$ 2,970,000.00	\$ 2,172,200.00	\$ 5,142,200.00
2038	\$ 3,085,000.00	\$ 2,053,400.00	\$ 5,138,400.00
2039	\$ 3,210,000.00	\$ 1,930,000.00	\$ 5,140,000.00
2040	\$ 3,340,000.00	\$ 1,801,600.00	\$ 5,141,600.00
2041	\$ 3,475,000.00	\$ 1,668,000.00	\$ 5,143,000.00
2042	\$ 3,610,000.00	\$ 1,529,000.00	\$ 5,139,000.00
2043	\$ 3,755,000.00	\$ 1,384,600.00	\$ 5,139,600.00
2044	\$ 3,905,000.00	\$ 1,234,400.00	\$ 5,139,400.00
2045	\$ 4,065,000.00	\$ 1,078,200.00	\$ 5,143,200.00
2046	\$ 4,225,000.00	\$ 915,600.00	\$ 5,140,600.00
2047	\$ 4,395,000.00	\$ 746,600.00	\$ 5,141,600.00
2048	\$ 4,570,000.00	\$ 570,800.00	\$ 5,140,800.00
2049	\$ 4,755,000.00	\$ 388,000.00	\$ 5,143,000.00
2050	\$ 4,945,000.00	\$ 197,800.00	\$ 5,142,800.00
Total	\$ 86,145,000.00	\$ 62,947,747.50	\$ 149,092,747.50



**Debt Service Fund
201**

Acct No.	Account Title	Actual FY 2020-21	Actual FY 2021-22	Adopted Budget FY 2022-23	Amended Budget * FY 2022-23	YTD * Actuals FY 2022-23	Year-End Estimate FY 2022-23	Proposed FY 2023-24	Adopted FY 2023-24
Beginning Fund Balance		16,439	454	(218,260)	(218,260)		(218,260)	269,309	269,309
Revenues									
201.5000.311100	Ad Valorem Taxes	-	35	-	-	33	-	-	-
201.5000.311200	Ad Valorem Taxes - Delinquent	59,990	129,225	-	-	664,029	664,000	-	-
201.5000.311201	Ad Valorem Taxes - Delinquent Series 21	-	-	-	-	-	-	-	-
201.5000.311300	Special Ad Valorem Taxes	2,364,427	7,227,654	7,582,562	7,582,562	6,944,330	7,400,000	8,386,588	8,386,588
201.5000.311301	Special Ad Valorem Taxes Series 21	-	-	-	-	-	-	-	-
201.5000.361100	Interest Income	178	-	-	-	6,136	6,200	-	-
201.5000.361101	Interest Income Series 2021	-	-	-	-	-	-	-	-
201.5000.381100	Operating Transfer In	-	-	-	-	-	-	-	-
	Total Revenues	2,424,595	7,356,914	7,582,562	7,582,562	7,614,528	8,070,200	8,386,588	8,386,588
Other resources									
201.5000.300100	Reserves - In Use of Fund Balance	15,986	218,714	-	-	-	-	-	-
	Prior Year Operating Balances	-	-	-	-	-	-	-	-
	Total Other Resources	-	218,714	-	-	-	-	-	-
Total Available Resources		2,424,595	7,575,628	7,582,562	7,582,562	7,614,528	8,070,200	8,386,588	8,386,588
Expenditures									
201.50005.500310	Professional Services	-	-	-	-	-	-	-	-
	Total Operating	-	-	-	-	-	-	-	-
201.50005.500713	Debt Service - Principal Bond	890,000	930,000	980,000	980,000	980,000	980,000	1,025,000	1,025,000
201.50005.500714	Debt Service - Principal 2021 Bond	-	1,110,000	1,590,000	1,590,000	1,590,000	1,590,000	1,665,000	1,665,000
201.50005.500721	Debt Service - Interest Bond	1,550,581	1,506,081	1,459,581	1,459,581	1,459,581	1,459,581	1,410,581	1,410,581
201.50005.500722	Debt Service - Interest 2021 Bond	-	4,029,547	3,553,050	3,553,050	3,553,050	3,553,050	3,473,550	3,473,550
	Total Debt Service	2,440,581	7,575,628	7,582,631	7,582,631	7,582,631	7,582,631	7,574,131	7,574,131
TOTAL DEBT SERVICE FUND EXPENSES		2,440,581	7,575,628	7,582,631	7,582,631	7,582,631	7,582,631	7,574,131	7,574,131
	Use of Fund Balance	15,986	218,714	-	-	-	-	-	-
	Prior Year Operating Balances	-	-	-	-	-	-	-	-
Ending Fund Balance		454	(218,260)	(218,329)	(218,329)		269,309	1,081,766	1,081,766

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

* YTD = Year to Date



Capital Improvement Fund

Capital Improvement Fund Function

This section provides a brief overview of the capital improvement projects that are scheduled to take place during Fiscal Year 2024, 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 updated annually.

The Capital Improvement Fund is used to fund improvements to the City of Doral Government Center.

Capital Improvement Fund Budget Highlights

The Capital Improvement Fund has no projected interfund transfers-in and no allocated expenditures for Fiscal Year 2024.



Capital Improvement Fund

301

Acct No.	Account Title	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed	Adopted
		FY 2020-21	FY 2021-22	Budget FY 2022-23	Budget * FY 2022-23	Actuals FY 2022-23	Estimate FY 2022-23	FY 2023-24	FY 2023-24
Beginning Fund Balance		594,902	791,063	494,364	494,364		494,364	8,947	8,947
Revenues									
301.5000.361100	Interest Income	173	820	-	-	6,127	6,500	-	-
301.5000.381100	Operating Transfers In	678,880	-	450,000	450,000	450,000	450,000	-	-
	Total Revenues	679,053	820	450,000	450,000	456,127	456,500	-	-
Other Resources									
301.8000.300100	Reserves - In Use of Fund Balance	-	296,699	53,000	53,000	-	53,000	-	-
	Prior Year Operating Balances	-	-	-	473,917	-	473,917	-	-
	Total Other Resources	-	296,699	53,000	526,917	-	526,917	-	-
Total Available Resources		679,053	297,519	503,000	976,917	456,127	983,417	-	-
Expenditures									
301.50005.500310	Professional Services	-	(21)	-	-	-	-	-	-
301.80005.500310	Professional Services	13,663	6,471	23,000	23,952	-	23,952	-	-
301.80005.500314	Professional Services - Engineer	-	-	-	-	-	-	-	-
301.80005.500520	Operating Supplies	-	192,723	30,000	40,000	-	30,000	-	-
	Total Operating Cost	13,663	199,173	53,000	63,952	-	53,952	-	-
301.80005.500620	Capital Outlay - Buildings	-	78,546	-	459,765	-	434,765	-	-
301.80005.500634	Capital Outlay - Improvements	465,538	19,800	450,000	453,200	-	453,200	-	-
301.80005.500640	Capital Outlay - Other	3,691	-	-	-	-	-	-	-
301.80005.500650	Construction in Progress	-	-	-	-	-	-	-	-
	Total Capital Outlay	469,229	98,346	450,000	912,965	-	887,965	-	-
Total Capital Improvement Fund Expenses		482,892	297,519	503,000	976,917	-	941,917	-	-
	Use of Fund Balance	-	296,699	53,000	53,000	-	53,000	-	-
	Prior Year Operating Balances	-	-	-	473,917	-	473,917	-	-
Ending Fund Balance		791,063	494,364	441,364	(32,553)		8,947	8,947	8,947

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

* YTD = Year to Date



Infrastructure Replacement Fund

Infrastructure Replacement Fund Function

This fund was established in FY 2015-2016 in an effort to help fund future capital replacement. The Infrastructure Replacement Funding principle is that the money is collected and segregated, over a period of time, to cover the repair or replacement cost of existing common elements; that is, capital assets already in existence.

Infrastructure Replacement Funds are part of a long-term financial plan, which helps:

- Strengthen the Community’s fiscal health and increase the market value of units

Infrastructure Replacement Fund Budget Highlights

The Infrastructure Replacement Fund is supported by an operating transfer-in from the General Fund in the amount of \$500,000.

Infrastructure Replacement Fund

302

Acct No.	Account Title	Actual	Actual	Adopted	Amended	YTD *	Year-End		
		FY 2020-21	FY 2021-22	Budget	Budget *	Actuals	Estimate	Proposed	Adopted
		FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24
Beginning Fund Balance		2,211,077	2,811,346	3,337,869	3,337,869		3,337,869	3,453,369	3,453,369
Revenues									
302.5000.361100	Interest Income	269	26,523	-	-	114,565	115,500	-	-
302.5000.381100	Operating Transfer In	600,000	500,000	500,000	500,000	-	-	500,000	500,000
	Total Revenue	600,269	526,523	500,000	500,000	114,565	115,500	500,000	500,000
Other resources									
302.8000.300100	Reserves - In Use of Fund Balance	-	-	-	-	-	-	-	-
	Total Other resources	-	-	-	-	-	-	-	-
Total Available Resources		600,269	526,523	500,000	500,000	114,565	115,500	500,000	500,000
Expenditures									
302.80005.500310	Professional Services	-	-	-	-	-	-	-	-
302.80005.500341	Contractual Services	-	-	-	-	-	-	-	-
302.80005.500491	Other Current Charges	-	-	-	-	-	-	-	-
	Total Operating Cost	-	-	-	-	-	-	-	-
302.80005.500634	Capital Outlay - Improvements	-	-	-	-	-	-	-	-
302.80005.500640	Capital Outlay - Other	-	-	-	-	-	-	-	-
	Total Capital Outlay	-	-	-	-	-	-	-	-
Total Infrastructure Replacement Expenses		-	-	-	-	-	-	-	-
Use of Fund Balance									
Ending Fund Balance		2,811,346	3,337,869	3,837,869	3,837,869		3,453,369	3,953,369	3,953,369

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

* YTD = Year to Date



General Obligation Bond, Series 2019 Fund



General Obligation Bond, Series 2019 Fund

Since 2003, when the City was incorporated, the Mayor and City Councilmembers have envisioned world-class parks with many amenities that would be multi-generational, multi-purpose, and multi-seasonal. The City is working proactively to help provide additional parks, facilities, and amenities to meet the needs of both current and future residents. A key goal is for all residents of the City to be within walking distance of a “walk-to” or neighborhood park, that meets the recreational needs of residents of all ages, interests, and capabilities.

The recent park system master planning process completed in 2017 validated that Doral has a proven reputation for providing high-quality parks, amenities, and experiences, however, struggles to meet the demands of a rapidly growing population in a landlocked geography. As noted in both the 2010 and 2017 Doral Parks System Master Plans, the City is perpetually playing “catch up”, resulting in parks which can become over-used, over-programmed, and inflexible.

The City of Doral is currently “under-parked”, based on state and national benchmarks, as well as comparisons to similar cities. While the City’s comprehensive plan establishes a level-of-service (LOS) goal of 4.5 acres of parkland per 1,000 population, the actual LOS is 1.85 acres per thousand. If no additional parkland is acquired, the LOS will decline to approximately 1.5 acres/1,000 by the year 2025 when the City’s population is estimated to exceed 90,000 residents. When a park systems level of service decreases, so does the City’s quality of life.

The City of Doral has a proven history of providing high-quality parks and public spaces, which when combined with Doral’s active and social population, result in high levels of usage. While positive, this increased level of consistent activation also results in an increased level of wear and tear on the equipment and facilities at existing park sites. With Doral’s population projected to continue increasing into the foreseeable future, strategic improvements to existing parks and facilities will be necessary to maintain the quality of experiences that Doral residents have come to expect. Many of these improvements will be focused on increasing the usability, accessibility, and most importantly the safety of Doral’s existing park sites.



General Obligation Bond, Series 2019 - Accomplishments for FY 2023

The following section lists prior year accomplishments and status by individual projects

Doral Cultural Arts Center

- Completion of project punch list (Interior & Exterior)
- Correction of sloped lawn landscape grading
- Closing of all permits
- Contractor obtained final certificate of occupancy
- All contracts closed for Cultural Arts Center

Doral White Course Park

- Project completed

Trails and Tails Park

- Construction elements and contracts complete
- IT department pending camera installation

Trails Network

- Commencement of design for lighting segments of trails network that was identified in the Trail Network Lighting Master Plan



General Obligation Bond, Series 2019 - Objectives for FY 2024

The following objectives provide a description of the anticipated accomplishments by project for the bond program for the upcoming year.

Trails Network

- Design for additional trails network lighting completed
- Construction work related to lighting segments of trails network to commence

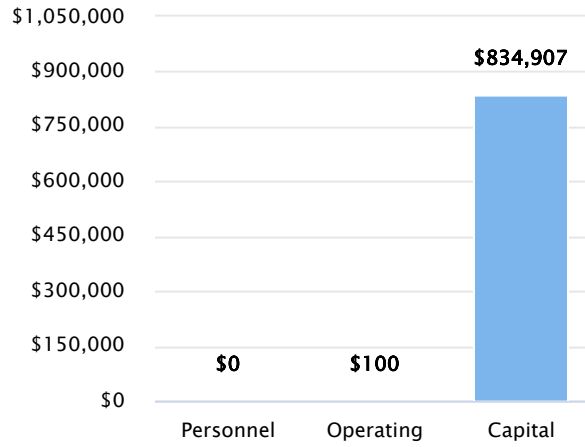
Trails and Tails Park

- Project completion



G.O. Bond, Series 2019 Fund Budget Highlights

G.O. Bond, Series 2019 Fund



Parks G.O. Bond - Series 2019 Fund - Public Works

Authorized Positions

Account	Position	Budget	Budget	Budget	Budget	Adopted	Total Cost
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2023-24
500.120 - Full Time Salaries							
	Capital Improvements Manager	-	-	-	-	-	\$ -
	CIP Project Administrative Coordinator (1)	1	1	1	-	-	\$ -
	Full Time Salaries Total	1	1	1	-	-	\$ -
	Total	1	1	1	-	-	\$ -

* AMENDED FY 2019-20 - This column reflects any mid-year change to budgeted positions

(1) RECLASSIFIED - Capital Improvements Manager to CIP Project Administrative Coordinator



Park General Obligation Bond - Series 2019 Capital Project Fund

303

Acct No.	Account Title	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed	Adopted
		FY 2020-21	FY 2021-22	Budget FY 2021-22	Budget * FY 2022-23	Actuals FY 2022-23	Estimate FY 2022-23	FY 2023-24	FY 2023-24
Beginning Fund Balance		42,387,457	24,185,600	12,735,083	12,735,083		12,735,083	835,006	835,006
Revenues									
303.5000.361100	Interest Income	-	1,624	-	-	21,590	18,000	-	-
303.5000.361110	Parks Bond Interest Income	510,111	150,219	200,000	200,000	258,116	260,000	200,000	-
303.5000.367100	Change in Investment Value	(429,459)	(53,279)	-	-	-	-	-	-
303.5000.384110	Park Bond Debt Proceeds	-	-	-	-	-	-	-	-
	Total Revenues	80,652	98,564	200,000	200,000	279,706	278,000	200,000	-
Other Resources									
	Reserves - In Use of Fund Balance	18,201,857	11,450,517	-	-	-	-	-	-
	Prior Year Operating Balances	-	-	-	12,194,019	-	12,194,019	-	-
Total Other Resources		18,201,857	11,450,517	-	12,194,019	-	12,194,019	-	-
Total Available Resources		18,282,509	11,549,081	200,000	12,394,019	279,706	12,472,019	200,000	-
Expenditures									
303.80005.500120	Full Time Salaries	52,701	57,153	-	-	-	-	-	-
303.80005.500125	Compensated Absences	-	1,869	-	-	-	-	-	-
303.80005.500140	Overtime	-	13	-	-	-	-	-	-
303.80005.500210	FICA & MICA Taxes	4,031	4,467	-	-	-	-	-	-
303.80005.500220	Retirement Contributions	7,634	6,732	-	-	-	-	-	-
303.80005.500230	Life & Health Insurance	551	5,451	-	-	-	-	-	-
Total Personnel Cost		64,917	75,685	-	-	-	-	-	-
303.90005.500310	Professional Services	17,719	20,966	40,000	57,995	1,928	2,053	40,000	100
303.50005.500317	Professional Services - Cost of Issuance	2,389	-	-	-	-	-	-	-
303.90005.500340	Contractual Services - Other	-	-	-	-	-	-	-	-
Total Operating Cost		20,108	20,966	40,000	57,995	1,928	2,053	40,000	100
303.90005.500620	Capital Outlay - Buildings	-	-	-	-	-	-	-	-
303.90005.500650	Construction in Progress	18,197,484	11,452,430	-	12,176,024	12,176,024	12,176,024	-	834,907
Total Capital Outlay		18,197,484	11,452,430	-	12,176,024	12,176,024	12,176,024	-	834,907
303.50005.500916	Transfer Out Debt Service	-	-	-	-	-	-	-	-
Total Debt Service		-	-	-	-	-	-	-	-
Total Capital Improvement Fund Expenses		18,282,509	11,549,081	40,000	12,234,019	12,177,952	12,178,077	40,000	835,007
	Use of Fund Balance	18,201,857	11,450,517	-	-	-	-	-	-
	Prior Year Operating Balances	-	-	-	12,194,019	-	12,194,019	-	-
Ending Fund Balance		24,185,600	12,735,083	12,895,083	701,064		835,006	995,006	(1)

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

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

* YTD = Year to Date



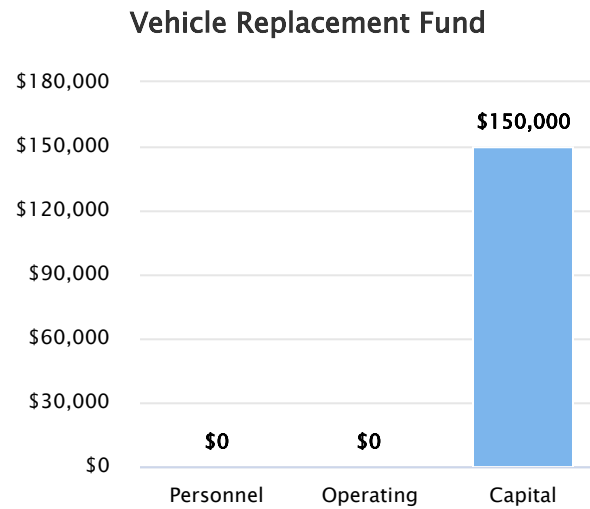
Vehicle Replacement Fund

Vehicle Replacement Fund Function

This fund has been established to manage monies to be utilized for vehicle replacement from insurance proceeds related to total vehicle losses. The Vehicle Replacement Fund is used to account for revenues and expenditures for replacement of vehicles for all departments within the City.

Vehicle Replacement Fund Budget Highlights

The Vehicle Replacement Fund is supported by an operating transfer-in from the General Fund in the amount of \$150,000.





Vehicle Replacement Fund

304

Acct No.	Account Title	Actual FY 2020-21	Actual FY 2021-22	Adopted Budget FY 2022-23	Amended Budget * FY 2022-23	YTD * Actuals FY 2022-23	Year-End Estimate FY 2022-23	Proposed FY 2023-24	Adopted FY 2023-24
Beginning Fund Balance		-	117,553	333,862	333,862	-	333,862	26,462	26,462
Revenues									
304.5000.361100	Interest Income	22	419	-	-	1,927	2,000	-	-
304.5000.369900	Insurance Proceeds	83,050	15,879	-	-	-	-	-	-
304.5000.381100	Operating Transfers In	175,000	200,000	100,000	100,000	100,000	100,000	150,000	150,000
Total Revenues		258,072	216,298	100,000	100,000	101,927	102,000	150,000	150,000
Other resources									
304.5000.300100	Reserves - In Use of Fund Balance	-	-	50,000	50,000	-	50,000	-	-
	Prior Year Operating Balances	-	-	-	259,400	-	259,400	-	-
Total Other Resources		-	-	50,000	309,400	-	309,400	-	-
Total Available Resources		258,072	216,298	150,000	409,400	101,927	411,400	150,000	150,000
Expenditures									
304.50005.500310	Professional Services	23	(11)	-	-	-	-	-	-
Total Operating Cost		23	(11)	-	-	-	-	-	-
304.50005.500641	Capital Outlay - Vehicles	140,496	-	150,000	409,400	328,377	409,400	150,000	150,000
Total Capital Outlay		140,496	-	150,000	409,400	328,377	409,400	150,000	150,000
Total Vehicle Replacement Fund Expenses		140,519	(11)	150,000	409,400	328,377	409,400	150,000	150,000
	Use of Fund Balance	-	-	50,000	50,000	-	50,000	-	-
	Prior Year Operating Balances	-	-	-	259,400	-	259,400	-	-
Ending Fund Balance		117,553	333,862	283,862	24,462		26,462	26,462	26,462

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

* YTD = Year to Date



General Obligation Bond, Series 2021 Fund



General Obligation Bond, Series 2021 Fund

The General Obligation Bond, Series 2021 Fund is a continuation of Series 2019 Fund 303. Funds were encumbered for use at the end of FY 2021, and will be available once the Series 2019 encumbrance has been liquidated. The expenditures are related to the financing of the construction and improvement of parks and recreational facilities with safety features, including but not limited to, green spaces, community centers, cultural amenities, aquatic facilities, playgrounds, sports fields and approximately five miles of walking/cycling trails.

General Obligation Bond, Series 2021 - Accomplishments for FY 2023

The following objectives provide a description of the anticipated accomplishments by project for the bond program for the upcoming year.

Doral Central Park

- Project design and construction elements value engineered to maintain budget
- Final GMP established with prime contractor Kaufman Lynn
- Topping out of Recreation Center (final vertical steel and concrete elements installed)
- Southern playground equipment near the Amphitheater installed
- Skatepark and Amphitheater construction in progress (Amphitheater is funded out of the General Fund)
- Aquatics facility construction in progress
- Final sub-grades established
- First lift of asphalt complete

General Obligation Bond, Series 2021 - Objectives for FY 2024

The following objectives provide a description of the anticipated accomplishments by project for the bond program for the upcoming year.

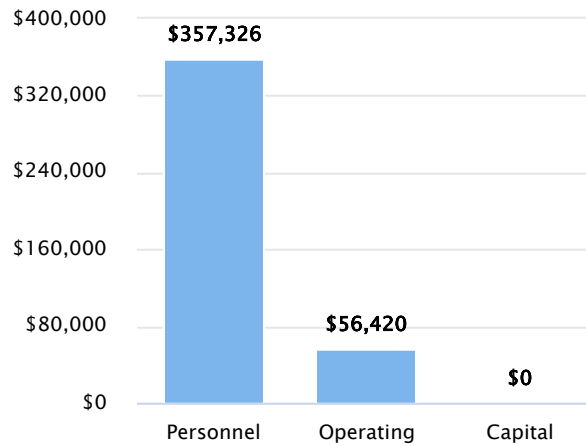


Doral Central Park

- Delivery and installation of electrical switchgear
- Phase 2/3 - Construction completion of:
 - Skate Park
 - Amphitheater (funded out of General Fund)
 - North and South playgrounds
 - Restroom buildings and park pavilions
 - Landscape and hardscape
- Obtain temporary certificate of occupancy for Phase 2/3, June 2024, and open to the public
- Phase 4
 - Recreation Center envelope/roof completed and startup of mechanical system
 - Recreation Center and Aquatics Facility construction to be 90% complete

G.O. Bond, Series 2021 Fund Budget Highlights

G.O. Bond, Series 2021 Fund



- **110-230 Personnel Costs** - For this fiscal year, there is a 3% cost of living adjustment and an up to 3% merit increase based on the individual's performance evaluation. Additionally, health insurance rates have increased by 1% city-wide.

For FY 2024, the Capital Improvement Division is being created and will report to the City Manager's Office. Funding is allocated from the General Obligation Bond, Series 2021. Two new positions are being funded, a Capital Improvements Division Chief and a CIP Senior Project Manager.



**Parks G.O. Bond - Series 2021 Fund - Public Works
Authorized Positions**

Account	Position	Budget	Budget	Budget	Budget	Adopted	Total Cost
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2022-23
500.120 - Full Time Salaries							
	CIP Project Administrative Coordinator	-	-	-	1	1	\$ 60,378
	Capital Improvements Division Chief ⁽¹⁾	-	-	-	-	1	\$ 128,750
	CIP Senior Project Manager ⁽²⁾	-	-	-	-	1	\$ 58,538
	Full Time Salaries Total	-	-	-	1	3	\$ 247,666
	Total	-	-	-	1	3	\$ 247,666

⁽¹⁾ FY 2023-24 NEW POSITION - Capital Improvements Division Chief

⁽²⁾ FY 2023-24 NEW POSITION - CIP Senior Project Manager



Park General Obligation Bond - Series 2021 Capital Project Fund

305

Acct No.	Account Title	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed	Adopted
		FY 2020-21	FY 2021-22	Budget	Budget *	Actuals	Estimate		
Beginning Fund Balance		-	100,782,948	96,313,985	96,313,985		96,313,985	3,566,479	3,566,479
Revenues									
305.5000.361110	Interest Income	139,202	455,033	70,000	70,000	3,521,739	3,600,000	100,000	100,000
305.5000.367100	Change in Investment Value	(91,803)	(343,683)	-	-	123,545	200,000	-	-
305.5000.384110	Park Bond Debt Proceeds	104,224,543	-	-	-	-	-	-	-
	Total Revenues	104,271,942	111,350	70,000	70,000	3,645,284	3,800,000	100,000	100,000
Other Resources									
	Reserves - In Use of Fund Balance	-	4,468,963	62,076	62,076	-	62,076	214,856	313,746
	Prior Year Operating Balances	-	-	-	96,460,378	-	96,460,378	-	-
Total Other Resources		-	4,468,963	62,076	96,522,454	-	96,522,454	214,856	313,746
Total Available Resources		104,271,942	4,580,313	132,076	96,592,454	3,645,284	100,322,454	314,856	413,746
Expenditures									
305.80005.500120	Full Time Salaries	-	-	56,912	56,912	51,254	56,912	185,811	247,666
305.80005.50125	Compensated Absences	-	-	2,052	2,052	-	2,052	6,700	8,930
305.80005.500210	Fica & Mica Taxes	-	-	4,511	4,511	3,876	4,511	15,095	20,121
305.80005.500220	Retirement Contribution	-	-	6,829	6,829	6,277	6,829	22,297	29,720
305.80005.500230	Life & Health	-	-	11,772	11,772	12,019	11,772	30,138	50,889
Total Personnel Cost		-	-	82,076	82,076	73,426	82,076	260,041	357,326
305.50005.500317	Professional Services - Cost of Issuance	564,801	-	-	-	-	-	-	-
305.90005.500310	Contractual Services - Other	5,794	19,845	50,000	94,949	8,811	50,000	50,000	50,000
305.90005.500400	Travel & Per Diem	-	-	-	-	-	-	3,915	5,220
305.90005.500410	Communication & Freight	-	-	-	-	-	-	900	1,200
Total Operating Cost		570,595	19,845	50,000	94,949	8,811	50,000	54,815	56,420
305.90005.500620	Capital Outlay - Buildings	-	-	-	-	-	-	-	-
305.90005.500650	Construction in Progress	2,918,399	4,560,468	-	96,415,430	28,914,901	96,415,430	-	-
Total Capital Outlay		2,918,399	4,560,468	-	96,415,430	28,914,901	96,415,430	-	-
305.50005.500916	Transfer Out Debt Service	-	-	-	-	-	-	-	-
Total Debt Service		-	-	-	-	-	-	-	-
Total Capital Improvement Fund Expenses		3,488,994	4,580,313	132,076	96,592,455	28,997,138	96,547,506	314,856	413,746
	Use of Fund Balance	-	4,468,963	62,076	62,076	-	62,076	214,856	313,746
	Prior Year Operating Balances	-	-	-	96,460,378	-	96,460,378	-	-
Ending Fund Balance		100,782,948	96,313,985	96,251,909	(208,470)		3,566,479	3,351,623	3,252,733

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

* YTD = Year to Date



Stormwater Fund



Stormwater Fund – Division Function

In 1987, the United States Congress amended the Clean Water Act to require the Environmental Protection Agency to develop regulations for the permitting of Stormwater discharges into the waters of the United States of America. In addition, under the provisions of the “Florida Air and Water Pollution Control Act,” (Chapter 403, Florida Statutes, at section 403.0891), local governments are required to develop Stormwater management 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 Stormwater management utility fee.
- Debt service financing of Stormwater-related capital improvements defined in any city Stormwater management plan, including City’s pro rata share of the Miami-Dade County Stormwater Utility Revenue Bond Series 1999 and Series 2004.
- Funding of any studies, including water quantity and quality monitoring aerial photography and geotechnical work associated with the planning of Stormwater-related infrastructure.



Stormwater Fund - Division Accomplishments for FY 2023

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

- Completed the maintenance cycle of the City's Stormwater drainage infrastructure through the Catch Basin Maintenance Program.
- Completed the maintenance cycle of the City's Street Sweeping Maintenance Program.
- Completed the maintenance cycle of the City's Floating Debris Removal Services.
- Completed the maintenance cycle of the City's Right-of-Way Maintenance Program along the canal right of way.
- Completed the maintenance cycle of the City's Geo-Cell Web Maintenance program along the canal banks.
- Commenced the construction phase of the NW 58th Street Outfall Project.
- Completed the construction of stormwater improvements along "Sub Basin NW 33 ST W", as identified in Year 1 of the Stormwater Capital Improvement Program.
- Commenced the design phase of the stormwater improvements along "Sub Basin D-3-1" as identified in Year 1 of the Stormwater Capital Improvement Program.
- Updated Stormwater Division written Standard Operating Procedures (SOP).
- Applied for a \$1,000,000 in Hazard Mitigation Grant Program (HMGP) Grant funding for the design and construction of stormwater improvements along "Sub Basin NW 33 ST" as identified in Year 2 of the Stormwater Capital Improvement Program.
- Managed a State Grant award in an amount of \$150,822.00 for the construction phase of Sub Basin "NW 33 ST W" which is located along NW 33rd St between NW 87th Avenue and NW 82nd Avenue.
- Managed a Federal Grant award in an amount of \$165,000.00 to update the 2019 Stormwater Vulnerability Study.
- Commenced the citywide Stormwater Vulnerability Study.
- Completed the Florida Department of Environmental Protection (FDEP) National Pollutant Discharge Elimination System (NPDES) Program MS4 Permit annual report for Cycle 5 one-year evaluation period.
- Conducted the Annual Sediment & Erosion Control training for City Staff as required by the NPDES MS4 Permit.
- Administered Mosquito Dunks to all City of Doral Stormwater Inlets within residential areas in preparation for the rainy season.
- Procured the city owned stormwater vac-truck to commence in-house catch basin maintenance program.



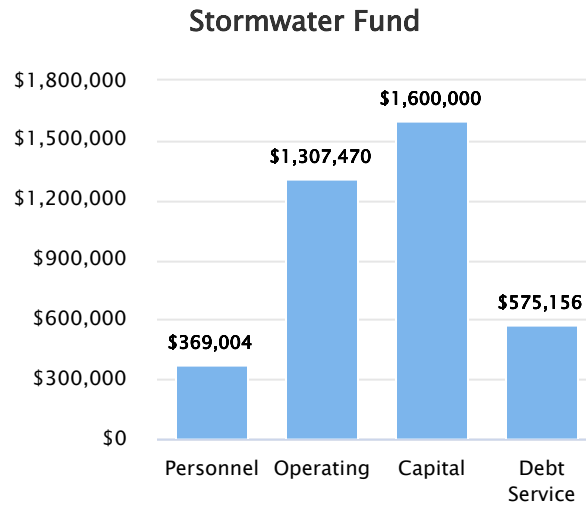
Stormwater Fund - Division Objectives for FY 2024

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.

- Fully establish the in-house catch basin maintenance program.
- Award and complete the construction phase of the stormwater improvements along "Sub Basin D-3-1" as identified in Year 1 of the Stormwater Capital Improvement Program.
- Complete the construction phase of the NW 58th Street Outfall to service the Sub Basin H-8 area.
- Continue with the design of stormwater improvements for portions of Year 1 and Year 2 of the Stormwater Master Plan 5-Year Capital Improvement Program.
- Address miscellaneous drainage deficiencies identified throughout the City.
- Continue to develop and improve existing procedures and programs to maintain and improve the Stormwater drainage infrastructure level of service.
- Continue to perform and manage the required maintenance programs to protect the stormwater infrastructure and water bodies from pollutants.
- Continue to follow the Florida Department of Environmental Protection (FDEP) NPDES MS4 Permit standards and prepare for the FY 2023-24 Annual Report.
- Continue to provide the required annual training to all City Staff within the Building Department, Public Works Department, and Code Compliance Department for Sediment & Erosion Control.
- Work along with the Building Department and the Planning and Zoning Department to improve the City's Community Rating System (CRS) Program ranking, which provides constituents with flood insurance discounts.
- Apply for Federal and State Funding for grant opportunities for Stormwater Related Projects.
- Continue to perform market analysis for contractual services for City of Doral maintenance operations.
- Continue with the evaluation process of the Stormwater Fee for City of Doral commercial and residential properties.



Stormwater Fund – Division Budget Highlights



- **110-230 Personnel Costs** - For this fiscal year, there is a 3% cost of living adjustment and an up to 3% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 1% city-wide.
- **340 Contractual Services - Other** - This account was decreased as a result of the implementation of the in-house catch basin maintenance program.
- **440 Rentals & Leases** - This account was increased as a result of the implementation of the in-house catch basin maintenance program.
- **520 Operating Supplies** - This account was increased as a result of the implementation of the in-house catch basin maintenance program.
- **522 Operating Supplies - Vehicles** - This account was increased as a result of the implementation of the in-house catch basin maintenance program.
- **633 Improvements Streets** - This account was decreased in comparison to the previous fiscal year as a result of the availability of funding for the stormwater portion of the right-of-way construction projects.
- **710 Debt Service - Principal** - This account was increased in comparison to the previous Fiscal Year as a result of the costs of the Principal on County Debt as provided by Miami-Dade County in the most recent debt service schedule.
- **720 - Debt Service – Interest** - This account was decreased in comparison to the previous Fiscal Year as a result of the Miami-Dade County most recent debt service schedule.



**Stormwater Fund - Public Works
Authorized Positions**

Account	Position	Budget	Budget	Budget	Budget	Adopted	Total Cost
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2023-24
500.120 - Full Time Salaries							
	Stormwater Utility Manager	1	1	1	1	1	\$ 88,425
	Stormwater Utility Technician	1	1	1	1	1	\$ 64,139
	Vac Truck Operator ⁽¹⁾	-	-	-	2	2	\$ 105,564
	Full Time Salaries Total	2	2	2	4	4	\$ 258,128
	Total	2	2	2	4	4	\$ 258,128

⁽¹⁾ FY 2022-23 NEW POSITION - Vac Truck Operator



**Stormwater Fund
401**

Acct No.	Account Title	Actual		Adopted	Amended	YTD *	Year-End		
		FY 2020-21	FY 2021-22	Budget	Budget *	Actuals	Estimate	Proposed	Adopted
Beginning Fund Balance ⁽¹⁾		11,360,001	8,134,052	12,391,898	12,391,898		12,391,898	9,164,177	9,164,177
Revenues									
401.8000.314300	Stormwater User Fees	3,913,928	4,178,201	3,800,000	3,800,000	3,093,969	3,800,000	3,800,000	3,800,000
401.8000.334100	State Grant REIMB	783,893	325,315	950,000	950,000	-	950,000	950,000	950,000
401.8000.361100	Interest Income	126,509	110,317	140,000	140,000	206,062	205,000	140,000	140,000
401.8000.367100	Change in Investment Values	(80,186)	(524,822)	-	-	48,004	150,000	-	-
401.8000.369200	Prior Year Recovery	-	-	-	-	-	-	-	-
	Total Revenues	4,744,144	4,089,011	4,890,000	4,890,000	3,348,035	5,105,000	4,890,000	4,890,000
Other Resources									
401.8000.300100	Reserves - In Use of Fund Balance	-	-	-	-	-	-	-	-
	Prior Year Operating Balances	-	-	-	4,546,404	-	4,546,404	-	-
	Total Other Resources	-	-	-	4,546,404	-	4,546,404	-	-
Total Available Resources		4,744,144	4,089,011	4,890,000	9,436,404	3,348,035	9,651,404	4,890,000	4,890,000
Expenditures									
401.80005.500120	Full Time Salaries	126,620	131,678	190,951	190,951	105,673	190,951	258,128	258,128
401.80005.500125	Compensated Absences	1,093	1,552	6,722	6,722	2,723	6,722	9,307	9,307
401.80005.500140	Overtime	-	439	-	-	21	-	-	-
401.80005.500210	FICA & MICA Taxes	9,412	10,127	15,122	15,122	7,970	15,122	20,458	20,458
401.80005.500220	Retirement Contributions	17,473	15,485	22,370	22,370	12,022	22,370	30,976	30,976
401.80005.500230	Life & Health Insurance	27,227	28,780	49,668	49,668	27,828	49,668	52,017	50,135
	Total Personnel Costs	181,825	188,061	284,833	284,833	156,237	284,833	370,886	369,004
401.80005.500310	Professional Services	(7,591)	13,799	6,300	6,300	5,232	6,300	6,300	6,300
401.80005.500314	Professional Services - Engineering	137,696	14,317	9,500	170,737	106,789	170,737	9,500	9,500
401.80005.500340	Contractual Services - Other	1,057,315	1,143,022	1,303,000	1,374,298	1,087,902	1,304,298	1,023,876	1,023,876
401.80005.500400	Travel & Per Diem	-	1,885	4,541	4,541	1,517	4,541	4,541	4,541
401.80005.500410	Communication & Freight Services	-	-	-	-	-	-	-	-
401.80005.500440	Rental & Leases	1,714	-	950	950	-	950	105,753	105,753
401.80005.500460	Repairs & Maintenance - Office Equip.	-	-	-	-	-	-	-	-
401.80005.500470	Printing & Binding	-	2,957	500	500	39	500	500	500
401.80005.500490	Other Current Charges	16,663	34,129	60,000	60,000	987	60,000	60,000	60,000
401.80005.500510	Office Supplies	-	-	-	-	-	-	-	-
401.80005.500520	Operating Supplies	3,540	606	6,100	6,100	603	6,100	30,300	30,300
401.80005.500522	Operating Supplies Vehicles	-	-	-	-	-	-	61,600	61,600
401.80005.500540	Due, Subscriptions, Memberships	4,987	8,265	5,100	5,100	3,078	5,100	5,100	5,100
401.80005.500590	Depreciation Expense	953,626	1,058,743	-	-	-	-	-	-
401.80005.500591	Accumulated Depreciation	-	-	-	-	-	-	-	-
401.80005.500592	Amortization - Deferred Loss	52,383	52,383	-	-	-	-	-	-
	Total Operating Cost	2,220,333	2,330,106	1,395,991	1,628,526	1,206,147	1,558,526	1,307,470	1,307,470
401.80005.500633	Capital Outlay - Improvements Streets	-	-	-	626,915	-	626,915	-	-
401.80005.500640	Capital Outlay - Office Equip & Mach	-	-	-	-	-	-	-	-
401.80005.500650	Construction in Progress	-	-	1,600,000	5,286,953	2,278,866	5,286,953	1,600,000	1,600,000
	Total Capital Outlay	-	-	1,600,000	5,913,868	2,278,866	5,913,868	1,600,000	1,600,000
401.80005.500710	Debt Service Principal - County Bond	-	-	409,032	409,032	306,774	409,032	429,173	429,173
401.80005.500720	Debt Service Interest - County Bond	175,342	158,397	166,462	166,462	124,846	166,462	145,983	145,983
	Total Debt Service	175,342	158,397	575,494	575,494	431,620	575,494	575,156	575,156
Total Stormwater Fund Expenses		2,577,500	2,676,564	3,856,318	8,402,721	4,072,870	8,332,721	3,853,512	3,851,630
	Use of Fund Balance	-	-	-	-	-	-	-	-
	Prior Year Operating Balances	-	-	-	4,546,404	-	4,546,404	-	-
Ending Fund Balance ⁽¹⁾		8,134,052	12,391,898	13,425,580	8,879,177		9,164,177	10,200,665	10,202,547

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

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

* YTD = Year to Date



Parking Fund

Parking Fund Function

The Parking Fund is a type of enterprise fund. The city provides locations to customers for parking throughout the city. Charges for the services are made based upon the amount of the service each customer utilizes. This business-like enterprise provides for operations, maintenance, collections and parking enforcement. The fund operates under the Public Works Department.

Parking Fund Budget Highlights

On April 12, 2023 Ordinance No. 2023-08 was adopted removing the Parking Fund as a requirement. In Fiscal Year 2024 the parking revenues and expenditures are presented as part of the General Fund.



**Parking Fund
402**

Acct No.	Account Title	Actual FY 2020-21	Actual FY 2021-22	Adopted Budget FY 2022-23	Amended Budget * FY 2022-23	YTD * Actuals FY 2022-23	Year-End Estimate FY 2022-23	Proposed FY 2023-24	Adopted FY 2023-24
Beginning Fund Balance		-	-	-	-	-	-	86,200	86,200
Revenues									
402.8000.344500	Parking Operations	-	-	1,125,000	1,125,000	176,965	200,000	-	-
402.8000.359102	Fines - Parking Violations	-	-	545,000	545,000	-	91,200	-	-
Total Revenues		-	-	1,670,000	1,670,000	176,965	291,200	-	-
Other resources									
402.8000.300100	Reserves - In Use of Fund Balance	-	-	-	-	-	-	-	-
	Prior Year Operating Balances	-	-	-	-	-	-	-	-
Total Other Resources		-	-	-	-	-	-	-	-
Total Available Resources		-	-	1,670,000	1,670,000	176,965	291,200	-	-
Expenditures									
402.80005.500340	Contractual Services - Other	-	-	681,570	681,570	78,945	200,000	-	-
402.80005.500520	Operating Supplies	-	-	10,000	10,000	601	5,000	-	-
Total Operating Cost		-	-	691,570	691,570	79,546	205,000	-	-
Total Parking Fund Expenses		-	-	691,570	691,570	79,546	205,000	-	-
	Use of Fund Balance	-	-	-	-	-	-	-	-
	Prior Year Operating Balances	-	-	-	-	-	-	-	-
Ending Fund Balance		-	-	978,430	978,430		86,200	86,200	86,200

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

* YTD = Year to Date

* On April 12, 2023 Ordinance No. 2023-08 was passed and adopted removing the Parking Fund as a requirement.

In FY 2024 the parking revenues and expenditures are presented as part of the General Fund.



Other Post-Employment Benefits Fund

Other Post-Employment Benefits Fund Function

The Other Post-Employment Benefits (or OPEB) are benefits (other than pensions) that U.S. state and local governments provide to their retired employees. These benefits principally involve healthcare benefits, but also may include life insurance, disability, legal and other services.

The Government Finance Officers Association (GFOA) recommends that governments prefund their obligations for post-employment benefits other than pensions (OPEB) once they have determined that the employer has incurred a substantial long-term liability. In most cases, employers can make long-term investments to cover these obligations through a separate trust fund that should, over time result in a lower total cost for providing postemployment benefits.

Other Post-Employment Benefits Fund Budget Highlights

The Other Post-Employment Benefits Fund is supported by an operating transfer-in from the General Fund in the amount of \$400,000.

Other Post-Employment Benefits Fund 651

Acct No.	Account Title	Actual	Actual	Adopted	Amended	YTD *	Year-End		
		FY 2020-21	FY 2021-22	Budget FY 2022-23	Budget * FY 2022-23	Actuals FY 2022-23	Estimate FY 2022-23	Proposed FY 2023-24	Adopted FY 2023-24
Beginning Fund Balance		1,130,380	1,530,771	1,946,192	1,946,192		1,946,192	2,414,192	2,414,192
Revenues									
651.5000.361100	Interest Income	391	15,421	-	-	75,847	78,000	-	-
651.5000.381100	Operating Transfers In	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
	Total Revenues	400,391	415,421	400,000	400,000	475,847	478,000	400,000	400,000
Other Resources									
651.5000.300100	Reserves - In Use of Fund Balance	-	-	-	-	-	-	-	-
	Total Other Resources	-	-	-	-	-	-	-	-
Total Available Resources		400,391	415,421	400,000	400,000	475,847	478,000	400,000	400,000
Expenditures									
651.50005.500310	Professional Services	-	-	10,000	10,000	-	10,000	10,000	10,000
651.50005.500341	Contractual Services	-	-	-	-	-	-	-	-
651.50005.500491	Other Current Charges	-	-	-	-	-	-	-	-
	Total Operating Cost	-	-	10,000	10,000	-	10,000	10,000	10,000
Total Other Post-Employment Benefits Fund Expenses		-	-	10,000	10,000	-	10,000	10,000	10,000
Use of Fund Balance									
Ending Fund Balance		1,530,771	1,946,192	2,336,192	2,336,192		2,414,192	2,804,192	2,804,192

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

* YTD = Year to Date



Pension Fund

Pension Fund Function

Ordinance No. 2021-02 of the City of Doral established the City Elected Officials Retirement Plan, a retirement system for elected officials of the City. Any elected official, who has served two full terms of office or for a period of eight years, and who has reached the retirement age of 60, and no longer serves as an elected official in the City of Doral and applies for benefits, shall be entitled during the remainder of his/ her natural life to an annual pension benefit equal to fifty percent (50%) of the elected official’s compensation average of the last three years of compensation.

Moreover, a vested elected official shall be entitled to a credit towards the health insurance premium equal to a payment by the City totaling fifty percent (50%) of the cost. The City will maintain a life insurance policy for elected officials in the same amount as the policy maintained during their last year of service.

Pension Fund Budget Highlights

On June 14, 2023 Ordinance No. 2023-15 was adopted repealing Ordinance No. 2021-02 Retirement System for Elected Officials.

Pension Fund 652

Acct No.	Account Title	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed ⁽¹⁾	Adopted ⁽¹⁾
		FY 2020-21	FY 2021-22	Budget	Budget *	Actuals	Estimate	FY 2023-24	FY 2023-24
Beginning Fund Balance		-	31,989	164,964	164,964		164,964	529,964	529,964
Revenues									
652.5000.361100	Interest Income	10	(540)	3,000	3,000	(5,235)	(10,000)	-	-
652.5000.367100	Change In Invest Value	-	(49,464)	-	-	90,552	92,000	-	-
652.5000.381100	Operating Transfers In	50,000	300,000	500,000	500,000	500,000	500,000	-	-
	Total Revenues	50,010	249,996	503,000	503,000	585,317	582,000	-	-
Other Resources									
	Reserves - In Use of Fund Balance	-	-	-	-	-	-	-	-
	Prior Year Operating Balances	-	-	-	1,500	-	1,500	-	-
	Total Other Resources	-	-	-	1,500	-	1,500	-	-
Total Available Resources		50,010	249,996	503,000	504,500	585,317	583,500	-	-
Expenditures									
652.10005.500310	Professional Services	-	13,999	15,000	15,000	7,000	14,000	-	-
652.10005.500340	Contractual Services - Other	-	12,333	13,000	14,500	4,487	14,500	-	-
652.10005.500360	Pension Benefits	18,021	90,689	275,000	275,000	182,417	188,500	-	-
	Total Operating Cost	18,021	117,021	303,000	304,500	193,904	217,000	-	-
Total Pension Fund Expenses		18,021	117,021	303,000	304,500	193,904	217,000	-	-
	Use of Fund Balance	-	-	-	-	-	-	-	-
	Prior Year Operating Fund Balances	-	-	-	1,500	-	1,500	-	-
Ending Fund Balance		31,989	164,964	364,964	363,464	-	529,964	529,964	529,964

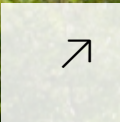
* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year’s projects.

* YTD = Year to Date





GLOSSARY





Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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.

Deficit – an excess of expenditure or liabilities over income or assets in a given period.

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.

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

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

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

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

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.

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

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

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

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

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.

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

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.

Generally Accepted Accounting Principles (GAAP) – Standardized accounting practices utilized in ensuring that financials are accurately recorded and managed.

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

Government Finance Officers Association (GFOA) – The Government Finance Officers Association is a professional association of approximately 20,000 federal, state/provincial, and local finance officials throughout the United States and Canada.

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

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

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

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

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

Level of Services (LOS) – Capturing and realizing value from the organization's assets through the delivery of services.

Major Fund – Those funds whose revenues, expenditures/expenses, assets or liabilities are at least 10 percent of the total for their fund category (governmental or enterprise) and 5 percent of the aggregate of all governmental and enterprise funds in total.

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

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

Non-Major Fund - Used to account for revenues derived from specific taxes or other earmarked revenue sources which finance specific activities as required by law or administrative action.

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

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

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

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

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

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

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

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

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

Tranche – One, of a number of related securities offered as part of the same transaction.

