



20TH
2003 2023
Anniversary
DORAL
FLORIDA

ADOPTED BUDGET
2022-2023





City Council



Juan Carlos Bermudez
Mayor



Claudia Mariaca
Councilwoman



Digna Cabral
Vice Mayor



Pete Cabrera
Councilman



Oscar Puig-Corve
Councilman





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Doral
Florida**

For the Fiscal Year Beginning

October 01, 2021

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, 2021**. 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

Hernan M. Organvidez

Reinaldo Valdes, Deputy City Manager

Luis Figueredo, City Attorney

Connie Diaz, City Clerk

Jane Decker, Building Director

Edgard Estrada, Code Compliance Director

Maggie Santos, Communications Director

Solangel Perez, Acting Chief Financial Officer

Maria Jose, Human Resources Director

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FY 2023 Adopted Budget at a Glance

HOW LARGE IS THE CITY'S BUDGET?

Total FY 2023 Budget—All Funds
\$93,181,432



Operating Budget
 (all other funds incl. capital)
\$25,628,219



Operating Budget
 (General Fund Only)
\$66,099,968



Capital Improvements Budget
 (General Fund Only)
\$1,453,245



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

478
 Total FTE Positions

429
 General Fund FTE Positions



WHAT ARE THE CITY'S MAJOR GENERAL FUND RESOURCES?

FY 2023 GENERAL FUND REVENUES







INTRODUCTION







City Manager's Budget Message



Dear Honorable Mayor Juan Carlos Bermudez and Members of the City Council:

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) 2023 beginning October 1, 2022 and ending September 30, 2023.

The adopted FY 2023 budget aligns with the City's adopted Strategic Plan and prioritizes the following strategic focus areas: Enhancing community attractiveness, Updating codes and ordinances, Continue infrastructure development, Maintain technological leadership, Continue service improvements, and Maintain a safe community. It also reflects the administration's goals and expectations of exceptional services.

State of the Economy

The City of Doral will commemorate a major milestone in the upcoming fiscal year. On January 28, 2023, the young municipality will celebrate the 20th anniversary of its incorporation. In the ensuing 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. In fact, with major new private and public developments in full swing and long-delayed annexation plans now finally underway, the City of Doral's dynamic economy seems primed for significant advancement.

Certainly, estimated year-over-year changes in population and property values provide ample evidence of vigorous growth. Doral's population expanded by 6.36% to an estimated 80,703 inhabitants in 2021, according to the Florida Bureau of Economic and Business Research. That annual population increase mirrors the Miami-Dade County Property Appraiser's estimated 7.8% increase in Doral's Taxable Value Before New Construction. However, with the addition of \$349 million in new construction, the county's 2022 Preliminary Taxable Value estimate increases by 10.1% to nearly \$16.6 billion.

With multiple projects at different stages in the development pipeline, Doral's rapid growth shows no signs of plateauing anytime soon. New residents and businesses are expected to continue filling in a slew of residential, mixed-used, commercial and industrial developments currently underway in the city. Ongoing projects like Downtown Doral South, Atrium and Midtown are reliable indicators of a steady rise in population in the next few years. On the business side of the equation, massive industrial developments along the city's eastern and western borders promise to add much-needed warehouse units to a sector that has experienced soaring demand throughout Miami-Dade. With additional industrial pockets of Miami-Dade soon folding into Doral through the annexation process, Doral will be able to accommodate more businesses eager to take advantage of all that the city has to offer.

Since the very beginning, Doral's proximity to Miami International Airport has helped fuel the city's robust economic expansion. So, it should come as no surprise that MIA's recent record-setting increases in both cargo capacity and visitor numbers were welcome boons for the city's business climate in the past year. Looking ahead, game-changing upgrades planned at Miami International Airport will nearly double cargo capacity in upcoming years, driving increased demand for Doral's warehouses. Also, it bears mentioning that MIA has seen record numbers of visitors in 2022, filling Doral's hotels, shops and restaurants with travelers from all over the world. With more attractions available than ever before, the Doral brand has never been stronger.

The Doral community will soon be able to enjoy the new Doral Cultural Arts Center, the first major amenity to be completed from the city's ongoing \$150 million Parks Bond construction projects. These citizen-approved bond projects will continue to come to fruition in the years to come, directly and indirectly benefiting the community and 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 is not immune to the challenges that have continued to define the current economic era in the US and around the world. Inflation remains uncomfortably high, businesses still struggle to find and retain qualified workers, and supply chain issues still impact practically every sector in an otherwise roaring local economy. Doral's stakeholders can find comfort in the detailed economic information contained in this budget. On the eve of its 20th anniversary, Doral's residents, businesses and investors can feel confident that the city's economy is booming, and its long-term outlook is very strong.





Budget Approach

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 administration’s commitment to sound financial and operational practices that realizes our growing community’s needs and expectations of exceptional services.

VISION: A premier community in which to live, learn, work, and play.

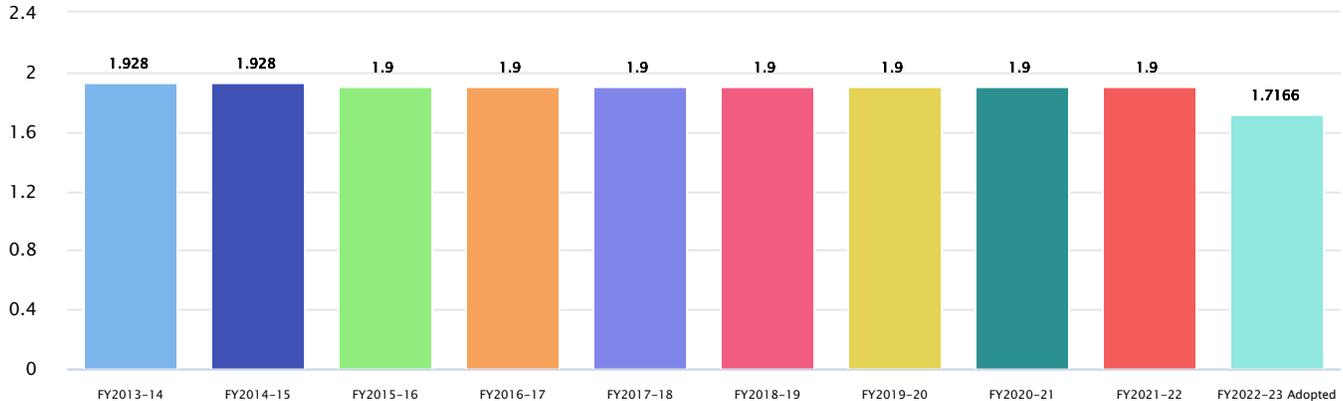
MISSION: To serve our community by relentlessly pursuing the highest quality of life through the delivery of efficient, sustainable, transparent, ethical and accountable government.

CORE VALUES: Efficiency, effectiveness, and continuous improvement; Order; Accessibility and transparency; and product oriented.

Complete Strategic Planning information may be found on Pages 26-31.

The FY 2023 adopted budget as presented here is based on the adopted millage rate of 1.7166 mills, which is also the current year 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 was increased to \$16,609,380,949. 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 rolled back millage rate is \$207,597.

City of Doral Millage Rate Comparison FY 2013–14 to FY 2022–23



Our Doral community is a source of much pride and confidence. We continue to achieve successes that sustain us as the premier place to “Live, Learn, Work and Play”. The City of Doral entered the COVID-19 pandemic in a strong financial position. We have always been diligent in our 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. Our 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 Bonds are expected to specifically finance the design and construction or improvements to the following projects: the Doral Meadow Park, Cultural Arts Facility, White Course Park, pedestrian bridge, lighting of trails, and Morgan Levy Park. In addition, the Bonds will also fund the costs of the construction and improvements of Doral Central Park. Total construction costs for Doral Central Park are expected to be \$120 million.

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 at 2.6%.

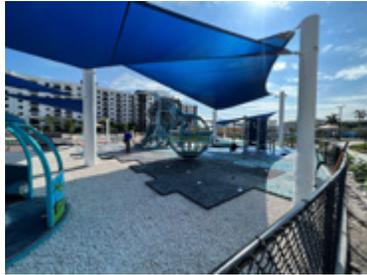
The adopted debt service millage rate of .4810 mills will be levied to generate sufficient revenues to cover the debt service cost of FY 2023.

The City has embarked on an aggressive schedule to provide our residents with these exciting new amenities. Currently, construction is underway for the Doral Cultural Arts Center projected to be completed in August 2022. This facility will serve to celebrate the variety of cultures, arts, and experiences that make Doral so unique. Renovation work is completed at Doral Meadow Park and Morgan Levy Park, which included the replacement of existing flooring, ADA accessible routes to picnic areas, and an addition of 300 sq. ft to the building footprint.





Construction is now completed at the Doral White Course Park. This new park includes a shaded playground, a waterfront event plaza, outdoor fitness stations, a multipurpose green space area, fenced-off dog area, restrooms, and shelters. The City continues to coordinate with FDOT on the documents for the pedestrian bridge. The bridge will connect the north and south portions of the Turnpike Trail along NW 117th Avenue, allowing pedestrians and cyclists to safely cross over Doral Boulevard (41st Street). The Trails network project has been completed. The project included improvements and additions of multi-purpose trails around the City, as well as, various improvements to the Trails and Tails Park.



Finally, Phase 1 and Phase IV of Doral Central Park has begun, and Phase II/III is scheduled to begin in August 2022. Doral Central Park will be the largest park in the City, and one of the largest in the region. The Park will include an indoor recreational facility, and an aquatics venue. Outdoor amenities will include meandering walking paths, tennis courts, basketball courts, baseball/softball diamonds, picnic areas, a skate spot and pump track, and a sensory playscape area.





Budget Summary

Fund	ADOPTED BUDGET FY 2021-2022	ADOPTED BUDGET FY 2022-2023	INCREASE (REDUCTION)
General	\$ 67,373,587	\$ 67,553,213	\$ 179,626
Transportation	\$ 4,103,684	\$ 1,548,855	\$ (2,554,829)
Park Impact Fee	\$ 167,596	\$ 318,400	\$ 150,804
Police Impact Fee	\$ 692,325	\$ 453,400	\$ (238,925)
People's Transportation Plan (CITT)	\$ 3,231,000	\$ 3,361,000	\$ 130,000
Building Technology	\$ 336,989	\$ 376,989	\$ 40,000
Building	\$ 5,044,961	\$ 5,260,980	\$ 216,019
Public Arts Program	\$ 1,000,000	\$ 1,040,000	\$ 40,000
American Rescue Plan Act	\$ 12,878,948	\$ -	\$ (12,878,948)
Debt Service	\$ 7,575,630	\$ 7,582,631	\$ 7,001
Capital Improvement	\$ 19,000	\$ 503,000	\$ 484,000
Park G.O. Bond-Series 2019	\$ 88,765	\$ 40,000	\$ (48,765)
Park G.O. Bond-Series 2021	\$ 50,000	\$ 132,076	\$ 82,076
Vehicle Replacement	\$ 250,000	\$ 150,000	\$ (100,000)
Stormwater	\$ 4,075,614	\$ 3,856,318	\$ (219,296)
Parking Fund	\$ -	\$ 691,570	\$ 691,570
OPEB	\$ 10,000	\$ 10,000	\$ -
Pension	\$ 200,000	\$ 303,000	\$ 103,000
Total	\$ 107,098,099	\$ 93,181,432	\$ (13,916,667)

The FY 2023 adopted total operating and capital budget for all funds is \$93,181,432. The total budget represents a decrease of \$13,916,667 or 13% compared to the FY 2022 adopted budget across all funds. The City's principal fund, the General Fund is adopted at \$67,553,213, or 72.5% 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 administration 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 2022, the City of Doral continued to navigate the COVID-19 pandemic in a strong financial position, with the General Fund having an estimated total fund balance of \$41,434,603, and unassigned fund balance of \$35,258,108. It is our goal to maintain 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 current COVID-19 pandemic.

The FY 2023 General Fund budget is adopted at \$67,553,213 an increase of \$179,626 or 0.3% from the prior year. This budget maintains the City's standard of providing excellent services to our community while balancing the economic effects of the COVID-19 pandemic.



The following is a brief introduction to the FY 2023 adopted budget:

FY 2023 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	561,062	427,165	988,227	277,400	-	-	-	1,265,627
11005	City Manager	673,826	283,228	957,054	28,040	-	-	-	985,094
11505	Public Affairs	535,260	201,362	736,622	186,106	24,200	-	-	946,928
12005	City Clerk	292,328	133,799	426,127	236,200	-	-	-	662,327
13005	Charter Enforcement	-	-	-	50,000	-	-	-	50,000
20005	Human Resources	652,912	245,973	898,885	205,165	-	-	-	1,104,050
21005	Finance	723,216	348,893	1,072,109	91,230	-	-	-	1,163,339
21505	Procurement Division	217,529	93,223	310,752	15,450	-	-	-	326,202
22005	Information Technology	1,587,941	739,011	2,326,952	3,559,229	401,877	-	-	6,288,058
30005	City Attorney	335,607	203,873	539,480	294,750	-	-	-	834,230
40005	Planning & Zoning	920,202	416,940	1,337,142	194,920	-	-	-	1,532,062
50005	General Government	94,579	648,598	743,177	2,967,325	-	1,450,000	201,000	7,392,057
60005	Police	17,909,175	9,543,801	27,452,976	1,895,871	654,168	-	-	30,003,015
71005	Code Compliance	974,914	382,415	1,357,329	39,305	-	-	-	1,396,634
80005	Public Works	2,326,550	1,134,498	3,461,048	2,646,754	126,500	-	-	6,234,302
90005	Parks & Recreation	3,442,971	1,182,721	4,625,692	2,497,096	246,500	-	-	7,369,288

FY 2023 Adopted Budget	\$ 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 2022 Adopted Budget ⁽¹⁾	\$ 29,435,569	\$ 14,964,549	\$ 44,400,118	\$ 15,262,654	\$ 1,812,627	\$ 3,661,410	\$ 2,026,778	\$ 210,000	\$ 67,373,587
FY 2023 v. FY 2022 Increases (Decreases)	\$ 1,812,503	\$ 1,020,951	\$ 2,833,454	\$ (77,813)	\$ (359,382)		\$ 3,777	\$ (9,000)	\$ 179,626
Percent Change	6.16%	6.82%	6.38%	(0.51%)	(19.83%)	(60.40%)	0.19%	(4.29%)	0.27%

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

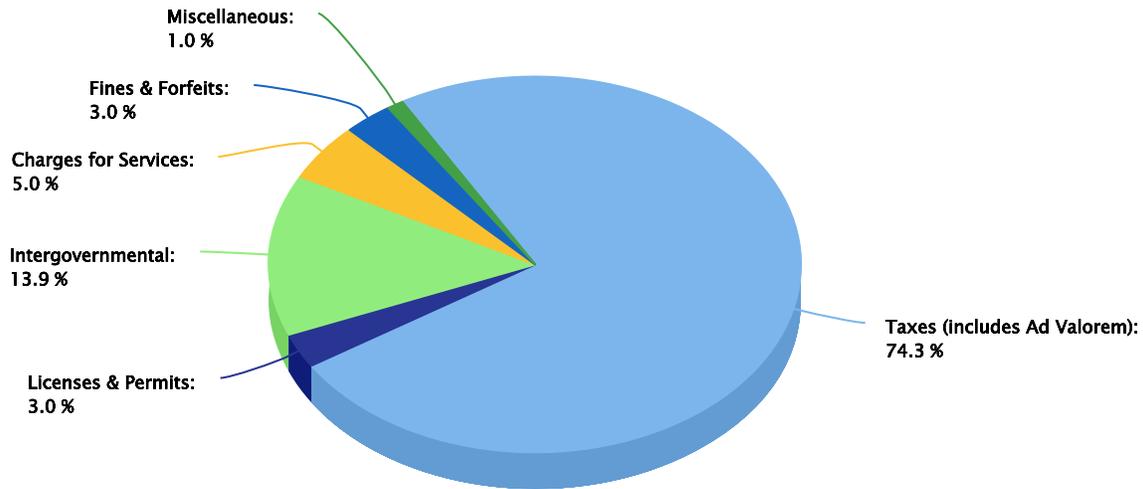
Note 2

Total Expenditures	\$ 64,649,968.00
Capital Outlay for all DEPT's	\$ 1,453,245.00
Operating Transfers-Out	
Pension Fund	\$ 500,000.00
OPEB Liability Fund	\$ 400,000.00
	<u>\$ 900,000.00</u>
Capital Transfers-Out	
Capital Improvement Fund	\$ 450,000.00
Vehicle Replacement Fund	\$ 100,000.00
	<u>\$ 550,000.00</u>
Total	<u>\$ 67,553,213.00</u>

⁽³⁾ The overall increase in the budget is 0.27%



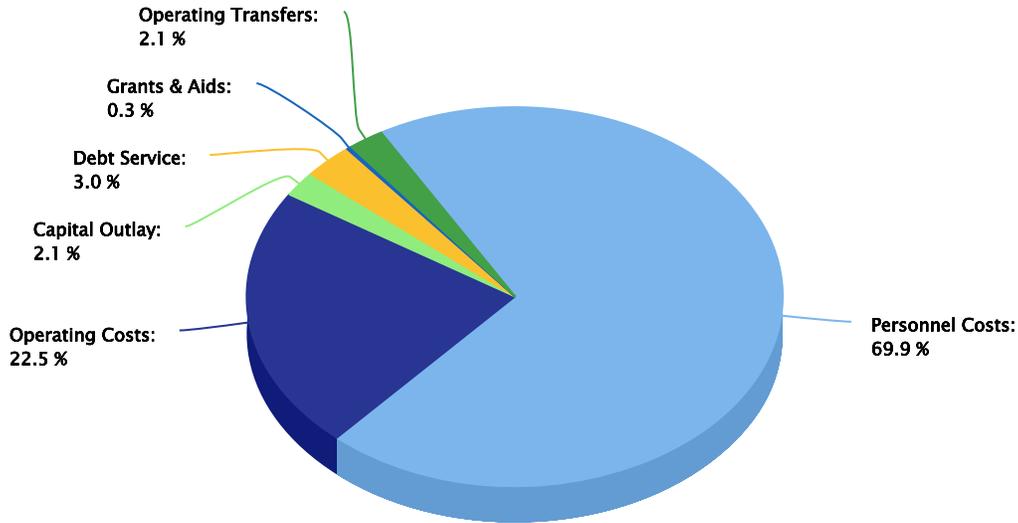
General Fund Revenue Analysis



- General Fund Revenues: Total revenues are projected to be \$65,925,918, a 4.1% increase over the prior year's adopted revenue projection of \$63,305,172.
 - Taxes comprise 75% of all revenues with Ad Valorem taxes with a millage rate of \$1.7166 per \$1,000 of taxable value, which represents \$27,086,080 and comprises 41.1% of the total General Fund Revenues.
 - Inter-Governmental revenue is projected at \$9,043,092, an increase of 19.2% of the prior fiscal year and comprises 13.7% of the total General Fund Revenues.
 - Licenses and Permits are projected at \$1,675,000, a reduction of 12% of the prior fiscal year due to Building revenues now being reported separately under the Building Fund and comprising 2.54% of the total General Fund Revenues.
 - All other revenues are projected at \$5,710,931, an increase of 1.5% of the prior fiscal year and comprise 8.66% of the total General Fund Revenues.



General Fund Expenditure Analysis



- General Fund Expenditures: Total expenditures are projected to be \$67,553,213, an 0.27% increase over the prior years adopted expenditure projection of \$67,373,587. Following are highlights of the General Fund Expenditure budget for FY 2023:
 - Projected personnel expenditures are \$47,233,572, an increase of \$2,833,454, or 6.4% from the prior year. Total expenditures include a 3% COLA increase, up to a 3% merit increase for non-bargaining employees and a 7% health insurance increase. Additionally, the proposed budget includes funding for the recently approved agreement between the City and the Dade County Police Benevolent Association.
 - Projected operating expenditures are \$15,184,841, a decrease of \$77,813, or 0.51% which includes funding related to public safety, recreational programming including for seniors and special needs, and fleet maintenance operations.
 - Projected capital expenditures are \$1,453,245, a decrease of \$359,382, or 19.83% over FY 2022 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 \$1,450,000, include \$450,000 to the Capital Improvement Fund, \$400,000 to the OPEB Liability Fund, \$100,000 to the Vehicle Replacement Fund, and \$500,000 to the Pension Fund. Moreover, funding is included for debt service payments of \$2,030,555, and grants and aids of \$201,000.



FY 2023 General Fund Summary

Dept No	Account Classification	Actual	Actual	Adopted Budget	Amended Budget *	Year-End Estimate	Proposed	Adopted
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
Beginning Fund Balance		74,837,220	78,482,382	84,062,638	84,062,638	84,062,638	41,434,602	41,434,602
Revenues								
	Taxes	41,918,359	47,162,977	48,190,420	48,190,420	50,217,446	52,390,748	49,496,895
	Licenses & Permits	5,463,438	5,385,154	1,902,000	1,902,000	2,309,600	1,630,000	1,675,000
	Intergovernmental	6,385,424	7,596,328	7,589,433	7,589,433	7,735,000	8,663,913	9,043,092
	Charges for Services	2,410,795	2,960,129	2,831,307	2,831,307	2,998,616	3,037,245	3,037,245
	Fines and Forfeits	1,593,363	1,313,411	1,780,000	1,780,000	1,915,000	1,835,000	1,835,000
	Miscellaneous	4,159,814	1,285,109	1,012,012	1,062,012	(1,341,488)	838,686	838,686
	Total Revenues	61,931,193	65,703,108	63,305,172	63,355,172	63,834,174	68,395,592	65,925,918
Other Resources								
	Reserves - In Use of Fund Balance	-	-	1,812,627	1,812,627	1,812,627	2,187,197	1,627,295
	Building Fund 109 Fund Balance	-	-	2,255,788	2,255,788	2,255,788	-	-
	In Use of Fund Balance Doral Central Park	-	-	-	33,689,940	33,689,940	-	-
	Prior Year Operating Balances	-	-	-	6,176,495	6,176,495	-	-
	Total Other Resources	-	-	4,068,415	43,934,850	43,934,850	2,187,197	1,627,295
Total Available Resources		61,931,193	65,703,108	67,373,587	107,290,022	107,769,024	70,582,789	67,553,213
Expenditures by Department:								
10005	City Council	1,140,032	1,134,387	1,204,008	1,204,008	1,204,508	1,262,253	1,265,627
11005	City Manager	751,329	1,043,633	855,813	855,813	855,813	835,114	985,094
11505	Public Affairs	773,360	867,590	893,791	893,791	893,791	946,928	946,928
12005	City Clerk	496,341	577,068	636,297	636,297	636,297	657,186	662,327
13005	Charter Enforcement	-	-	50,000	50,000	50,000	65,000	50,000
20005	Human Resources	665,024	856,869	1,028,907	1,028,907	1,028,907	1,101,850	1,104,050
21005	Finance	1,200,245	1,219,229	1,130,929	1,136,170	1,010,414	1,162,699	1,163,339
21505	Procurement Division	-	-	297,698	297,698	297,698	326,202	326,202
22005	Information Technology	5,805,184	5,083,783	6,215,425	6,726,499	6,609,423	6,615,141	6,288,058
30005	City Attorney	549,553	624,783	785,697	799,945	799,945	812,443	834,230
40005	Planning & Zoning	1,168,113	1,163,022	1,452,232	1,569,506	1,559,507	1,532,062	1,532,062
50005	General Government	4,608,804	5,991,310	6,504,214	6,547,163	6,547,165	6,045,194	5,942,057
60005	Police	24,255,804	25,514,109	28,553,686	28,597,428	28,506,340	31,667,593	30,003,015
70005	Building ⁽⁵⁾	3,875,099	3,912,618	-	-	-	-	-
71005	Code Compliance	1,212,563	1,122,303	1,391,787	1,391,787	1,387,023	1,458,479	1,396,634
80005	Public Works	6,077,111	5,133,983	5,618,097	10,289,730	9,923,840	6,285,802	6,234,302
90005	Parks & Recreation	4,767,469	4,703,165	7,093,596	41,603,870	41,490,129	7,758,843	7,369,288
	Total Expenditures	57,346,031	58,947,852	63,712,177	103,628,612	102,800,800	68,532,789	66,103,213
Interfund Transfer Out ⁽²⁾		940,000	1,175,000	3,661,410	3,661,410	3,661,410	2,050,000	1,450,000
Total General Fund Expenditures ⁽¹⁾		58,286,031	60,122,852	67,373,587	107,290,022	106,462,210	70,582,789	67,553,213
	Use of Fund Balance	-	-	1,812,627	1,812,627	1,812,627	2,187,197	1,627,295
	Fund Balance Transfer to Building Fund ⁽⁴⁾	-	-	2,255,788	2,255,788	2,255,788	-	-
	In Use of Fund Balance Doral Central Park ⁽⁶⁾	-	-	-	33,689,940	33,689,940	-	-
	Prior Year Operating Balances	-	-	-	6,176,495	6,176,495	-	-
Ending Fund Balance ⁽³⁾		\$ 78,482,382	\$ 84,062,638	\$ 79,994,223	\$ 40,127,788	\$ 41,434,602	\$ 39,247,405	\$ 39,807,307
15% Required Reserve		\$ 8,742,905	\$ 9,018,428	\$ 10,106,038	\$ 16,093,503	\$ 15,969,331	\$ 10,587,418	\$ 10,132,982

*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: \$64,649,968

⁽²⁾ Interfund Transfers Out are budgeted from General Government

⁽³⁾ FY 2019-20 Fund Balance reflects a difference of \$1,130,378 when compared to financial statements, due to presentation difference for OPEB Fund

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

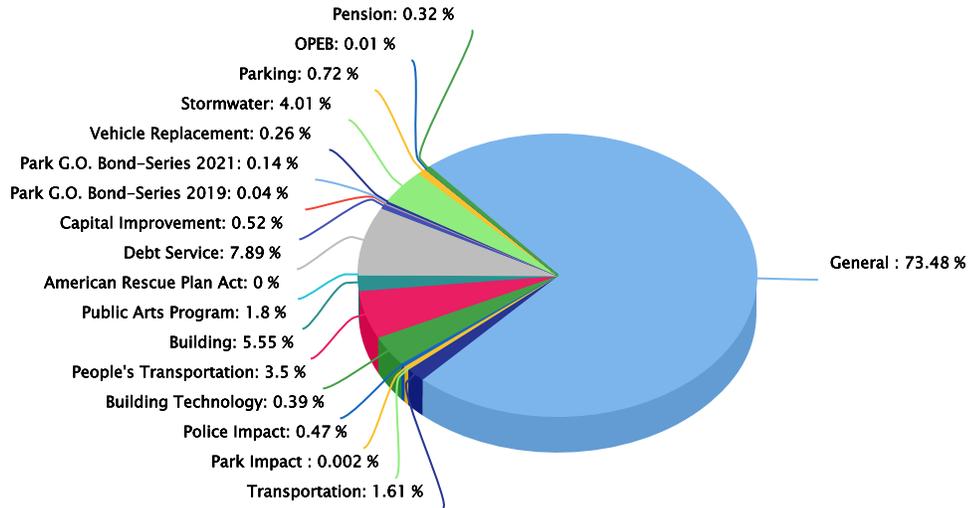
⁽⁵⁾ FY 2021-2022 Fund Balance Transfer to Building Fund

⁽⁶⁾ FY 2021-2022 The Building Department Expenditures and Revenues are under the new Building Fund

⁽⁷⁾ FY 2021- 2022 Reserves In Use of Fund Balance for Doral Central Park



Adopted Budget by Fund as a % of Total Budget



Special Revenue Funds & Other Funds

The proposed budget for all other funds is \$25,628,219 which is 27.5% of the overall budget broken down in the following funds:

- The Transportation Fund is projected to receive \$1,713,748 in revenues; expenditures are projected to be \$1,548,855 which includes: \$428,683 in personnel expenditures, \$570,172 in operating expenses and \$550,000 in capital outlay.
- The Park Impact Fee Fund is projected to receive \$318,000 in revenues, which includes a use of \$58,400 of fund balance reserves; expenditures are projected to be \$318,400 which includes: \$2,400 in operating expenses and \$316,000 in capital outlay.
- The Police Impact Fee Fund is projected to receive \$453,400 in revenues, which includes a use of \$148,400 of fund balance reserves; expenditures are projected to be \$453,400 which includes: \$17,500 in operating expenses and \$435,900 in capital outlay.
- The People’s Transportation Fund is projected to receive \$3,361,000 in revenues, which includes a use of \$444,180 of fund balance reserves; expenditures are projected to be \$3,361,000 for operating expenses and \$100,000 for capital outlay.
- The Building Technology Fund is projected to receive \$376,989 in revenues, which includes an operating transfer-in of \$130,000 from the Building Fund, and a use of \$56,989 of fund balance reserves; expenditures are projected to be \$376,989 in operating expenses.
- The Building Fund is projected to receive \$5,260,980 in revenues, which includes a use of \$1,238,980 of fund balance reserves; expenditures are projected to be \$5,260,980 which includes: \$4,522,888 in personnel expenditures, \$518,023 in operating expenses, \$90,069 in capital outlay, and \$130,000 transfer out to the Building Technology Fund .
- 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 2022-23.
- The Debt Service Fund is projected to receive \$7,589,656 in revenues; expenditures are projected to be \$7,582,631.
- The Capital Improvement Fund is projected to receive \$503,000 in revenues, which includes an operating transfer-in of \$450,000 from the General Fund, and a use of \$53,000 of fund balance reserves; expenditures are projected to be \$503,000 in operating expenses and \$450,000 in capital outlay.



- The Infrastructure Replacement Fund has no projected revenues for FY 2022-23.
- The Park General Obligation Bond, Series 2019 Capital Project Fund, is projected to receive \$200,000 in revenues; expenditures are projected to be \$40,000 in operating expenses, and \$160,000 to fund balance. 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: \$100,000 as a transfer from the General Fund and a use of \$50,000 of fund balance reserves; expenditures are projected to be \$150,000 in capital outlay.
- The Park General Obligation Bond, Series 2021 Capital Project Fund, is projected to receive \$132,076 in revenues which includes a use of \$62,076 of fund balance reserves; expenditures are projected to be \$132,076 which includes: \$82,076 in personnel expenditures, \$50,000 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 \$3,856,318, which includes: \$284,833 in personnel expenditures, \$1,395,991 in operating expenses, \$1,600,000 in capital outlay, \$575,494 in debt service, and \$1,033,682 to fund balance.
- The Parking Fund is projected to receive \$1,670,000 in revenues; expenditures are projected to be \$691,570 in operating costs and \$978,430 to fund balance.
- 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 is projected to receive \$503,000 in revenues, including a \$500,000 operating transfer-in from the General Fund; expenditures are projected to be \$303,000 in operating costs and \$200,000 to fund balance.

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 2023 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
- 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
- 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

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 2023 Adopted Budget was formally presented to City Council at the first public hearing on September 6, and again on September 21, 2022, 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.

Herman M. Organvidez

City Manager



Strategic Plan

Background

The City of Doral's strategic planning process establishes priorities for the upcoming fiscal year which are addressed in the budget development process. Each year's strategic plan has resulted in significant accomplishments. A complete list of these accomplishments can be found in the City Manager's Annual Report, available on the City's website.

For 2022/2023, the City will focus on multiple projects all designed to continue or complete projects which position Doral as a preferred work, live, learn, and play community. As the City has continued to refine its strategic plan, a broader understanding of the future has developed, as well as, greater skill and expertise. In 2022/2023, the focus will be on the following.

- Enhancing community attractiveness
- Updating codes and ordinances
- Continue infrastructure development
- Maintain technological leadership
- Continue service improvements
- Maintain a safe community

In addition, the administration will develop conceptual approaches to the next phase of Doral's development by examining future needs in the areas of:

- Staffing
- Technology
- Finance
- Facilities
- Private development
- Organizational practices

In summary, this will be the work focus for FY 2022/23. It is important to state that the work from prior strategic plans continues as many projects are multi-year in nature. City staff continuously manage the work plans generated from each strategic plan.

Context Analysis

The context analysis provides a description of the current assets, challenges, issues, and opportunities facing the City. It does this through a set of scenarios which describe potential futures that could emerge. This is not an attempt to predict the future, but rather to recognize that various futures are possible and that a strategic plan should recognize those futures. Recognizing futures enables a City to identify opportunities or threats and respond proactively and in a timely manner.

The economic impact of the City's response to the COVID-19 pandemic and the rate of inflation have proven to be formidable challenges. Of equal concern is the yet unseen impact of the Russia-Ukraine war. Due to the projected increases in inflation, impact of the war, and the possible future effects of COVID-19 as it transitions from a pandemic to an endemic, there are three scenarios which could emerge in Doral. Each year's strategic plan seeks to ensure the City is well prepared to respond to whichever scenario or combination of scenarios emerge. Described in greater detail below, scenario 1 is long-term positive, assuming the pandemic impacts continue to lessen, inflation is reduced, and the impacts of the Russian-Ukraine war are limited. However, it assumes continued turbulence for the period of this plan. Scenario 2 envisions scenario 1 plus a significant economic expansion as pent-up demand creates business and job growth at high rates. Scenario 3 is negative assuming a resurgence of COVID-19 restrictions as new variants develop, on-going inflation, significant impacts from the war which together stall business and community progress.



Scenario 1: High turbulence with a positive outcome

In this scenario, the COVID 19 crisis continues to diminish to the point that life returns to what is viewed as “normal”. However, inflation continues at a manageable but challenging level and the Russia-Ukraine war creates supply system challenges. Businesses in the community have rebounded and new business growth is occurring. Employee shortages continue to be a challenge. Tourism, international trade and development are near normal rates and the community’s confidence in its future is stronger. Everyday life in the City primarily remains that of the pre-COVID-19 period with a high level of satisfaction. The long-term growth trends remain positive.

Scenario 2: Economic Expansion

In this scenario, the functional ending of the COVID-19 pandemic has generated an economic expansion as public confidence grows and pent-up demand for products and services creates new opportunities. Tourism, international trade, and consumer purchasing have combined to create a growing and dynamic economy. This level of growth is enriched as significant corporate relocations come to Doral. As a result, the City’s tax base continues to grow along with continued demand for housing. Doral becomes the job center of western Miami-Dade County.

Scenario 3: A chaotic period

In this scenario, new COVID-19 variants continue to limit commerce and public activities. Public weariness results in greater public discord and stress. Inflation continues, supply chains are disrupted and the economy stalls. The combination of financial pressures, unemployment, limited social interaction and general anxiety lead to increased community conflict and discord.

Vision

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

Mission

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

Values

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



Strategic Focus Areas

The primary strategic focus of this plan is completing existing work to finish the foundation of what is termed Doral 2.0 - the complete City where one can work, live, play, and learn. This work will focus on the following areas:

- Enhancing community attractiveness
- Updating codes and ordinances
- Continue infrastructure development
- Maintain technological leadership
- Continue service improvements
- Maintain a safe community



The second strategic focus is to initiate planning and thought for the next phase of Doral, Doral 3.0. In this areas, staff will develop conceptual approaches to the next phase of Doral's development by examining future needs in the areas of:

- Staffing
- Technology
- Finance
- Facilities
- Private development
- Organizational practices

The prior strategic focus areas identified in earlier plans are still being addressed as needed to complete those plans.

Prior Strategies Status

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

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

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

Organizational Efficiency. The intent of this is for the City to determine both technology investments and process redesign options that will enable the City to serve a population of 80,000 without necessarily simply adding staff based on prior staffing ratios.

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

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

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

Economic Diversification. This strategy seeks to enhance the resiliency of the City by diversifying its economy, creating higher pay jobs and supporting businesses that add greater value to their business sector.

Public Safety. This strategy seeks to ensure Doral is a highly safe community for residents, businesses and visitors. Being a safer place will serve to attract both businesses and new residents.

Mobility. This strategy focuses on strengthening the Trolley system, expediting transportation and mobility projects in conjunction with the County and managing commercial related transport.



Business Growth. This strategy in prior plans has emphasized the growth of higher-paying jobs that would enable workers to reside in the City. It has included marketing and branding efforts, a visitor's center, business retention and continued pursuit of international business.

Recreational Experiences. This strategy led to public approval of a \$150 million bond issue which will create a superior park system. Coupled with additional facilities, work on broader programming options for all residents as well as a variety of policy choices to improve and manage recreation in the City.

Growth and Redevelopment. This strategy has led to key redevelopment efforts in the City which are underway as multi-year projects. It has also led to continued business community support which has resulted in both business retention as well as high rates of new business growth.

Expectations Management. This strategy led to a variety of outreach activities designed to inform the community of various Covid-related support activities and increased communication with the community about Covid. One key activity has been extensive testing and vaccine administration.

Growing the tax and revenue base. There have been extensive efforts to support local businesses and home construction so that the tax base of the City has remained stable.

Community culture and character. A primary emphasis in 2020/21 has been on public safety from a public health perspective.

Performance leadership. Amid working remotely and advancing technologies to do that, the City in 2020/21 made extensive gains in various electronic work forms to both gain efficiencies and provide safe public services.

Customer Service. The City made significant investments in technology, communications, and staff to enhance the level of customer service.

Fiscal Year 2022 - 2023 Strategic Plan Goals

The strategic theme of the 2022/23 Strategic Plan is Complete City. This theme is based on policy-maker conclusions that the City is working well and providing valued and needed services to the community. As such, the future task is simply to continue to improve those services by completing multiple projects.

In this plan there are two strategic focus areas. Area one focuses on finishing the foundation for the Complete City where one can live, work, play, and learn. The goals and strategies for it are listed in Area one. Area two focuses on beginning to conceptualize the various issues the City will face in its next phase of development.

Strategic Focus Area 1: Doral 2.0: Finishing the foundation of a Complete City

Goal: Enhance community attractiveness

- Strategies
 - Public Art Installation
 - Sign Code Update
 - Updating landscape code

Goal: Updated plans and ordinances that ensure continued progress

- Strategies
 - Home based businesses regulations
 - Update special event ordinances
 - Doral Boulevard Master Plan update
 - Low impact development master plan - green infrastructure
 - Preparing for update of Transportation Master Plan
 - City Hall maintenance plan
 - Examination of Fleet Electrification and Renewable Energy Plan
 - Update Florida International University economic study
 - Sustainability element in Comprehensive Plan
 - Tree Ordinance



Goal: Continued infrastructure development

- Strategies
 - Landmark Traffic Calming
 - Central Park Completion
 - Consideration of in-house Catch Basin maintenance
 - Stormwater improvements
 - Public work facility

Goal: Maintain technological leadership

- Strategies
 - Examination of Asset Work Management Systems
 - Examination of Car Sharing Program
 - Improved fuel management system
 - Additional apps to reduce paperwork
 - License plate readers on northern entrances
 - Institute PayCom
 - Institute advances in cyber-security

Goal: Continue service improvements

- Strategies
 - Expansion of Freebee
 - Development of Legacy business program
 - Re-activate Visitors Center
 - Outreach to technical schools as element of broader approach to recruitment
 - Institute Secret Shopper Program

Goal: Maintain Safe Community

- Strategies
 - Community engagement
 - Week in Review report
 - Monthly Council report
 - Meetings with Business
 - SafeCam
 - Crime prevention focus

Strategic Focus Area 2: Doral 3.0: The next chapter

These are challenges that the organization will face as it further develops. These are topics staff will be considering and developing plans for during the coming year.

- Staffing
 - IT
 - Technical staff for the Building Department and other units
 - Quality of Police Officers hired
 - Part time Parks & Recreation employees
 - Career paths
 - Incentive pay for special credentials, licenses, etc.
 - Alternative work arrangements (i.e., 4 - 10-hour workdays, but keeping the building open 5 days a week through staggered shifts).
- Technology



- Modernization and revamp of City website
- Cyber security
- Situational Awareness
- Drones
- Financial
 - Inflation impacts
 - Operational costs of park expansion
 - Review fee schedule
- Facilities
 - Increased number of staff will require additional workplace and facilities
- Private Development
 - Lemon and Pepsi property
 - Workforce housing
- Organization
 - Accreditation
 - Succession plans
 - Redundant and back-up capacity





Guide for Readers

The Fiscal Year 2022-2023 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, 2022 through September 30, 2023. 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 2023, 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, Building Technology 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, Parking Fund, Other Post-Employment Benefits Fund, and Pension 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 2023 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 75,000 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".

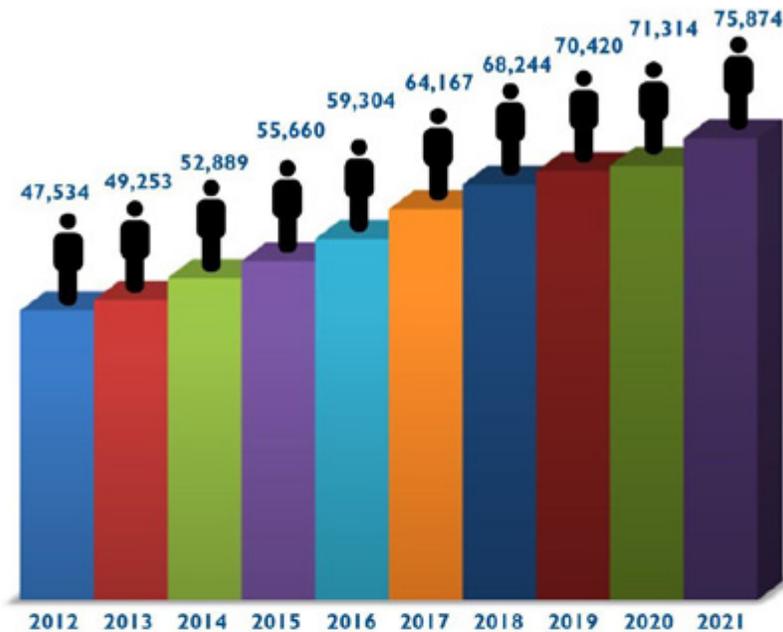




City Overview

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 75,874 residents and regularly hosts in excess of 100,000 people who work within the City. The City of Doral occupies a land area of 15 square miles bordered on the west by the Ronald Reagan Turnpike, to the north by the Town of Medley, to the east by the Palmetto Expressway and to the South by the City of Sweetwater.

Population



Source: City of Doral FY 2021 Annual Financial Report

Median Family Income

\$77,493

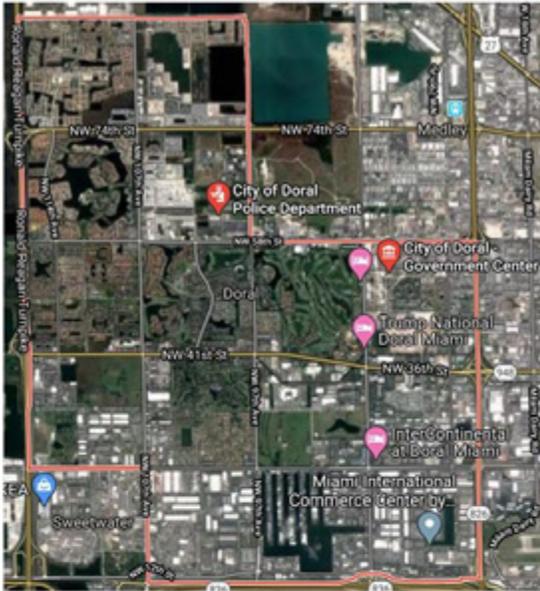
Unemployment Rate

6.1%

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

Univision Network LTD Partnership

Trump Endeavor 12 LLC

Leon Medical Center Inc

Miami Herald Media Company

Supreme International Corporation

Under 500

Amadeus North America LLC

Perry Ellis International Inc

Blue Cross and Blue Shield of Florida

Brinks Incorporated

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



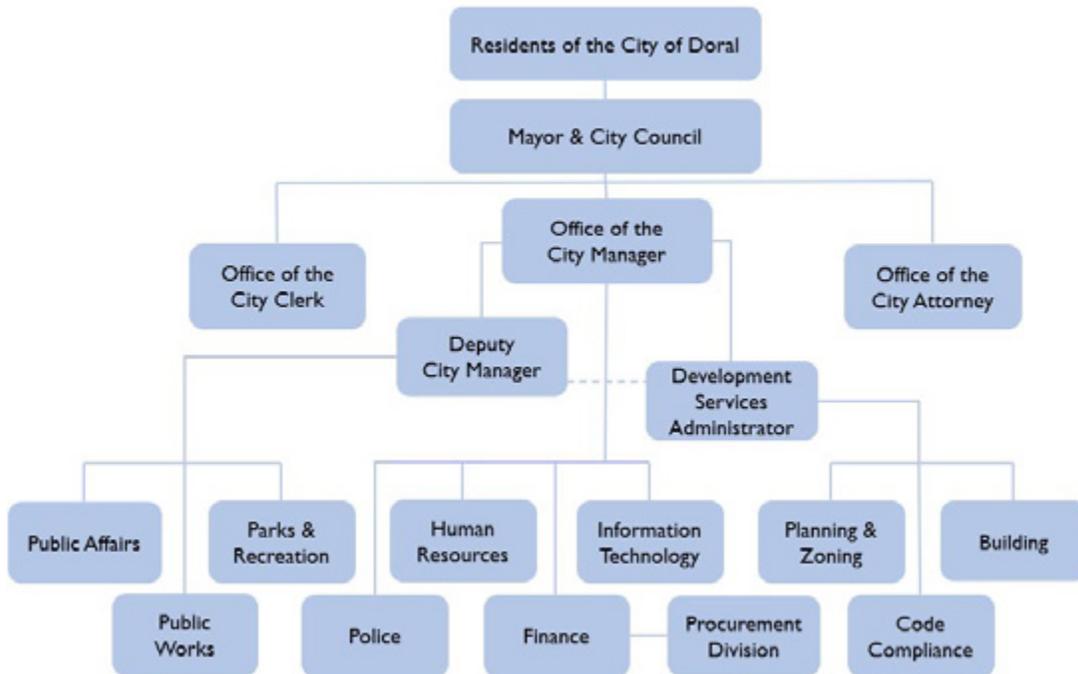
210

Miles of Streets





City of Doral Organizational Chart

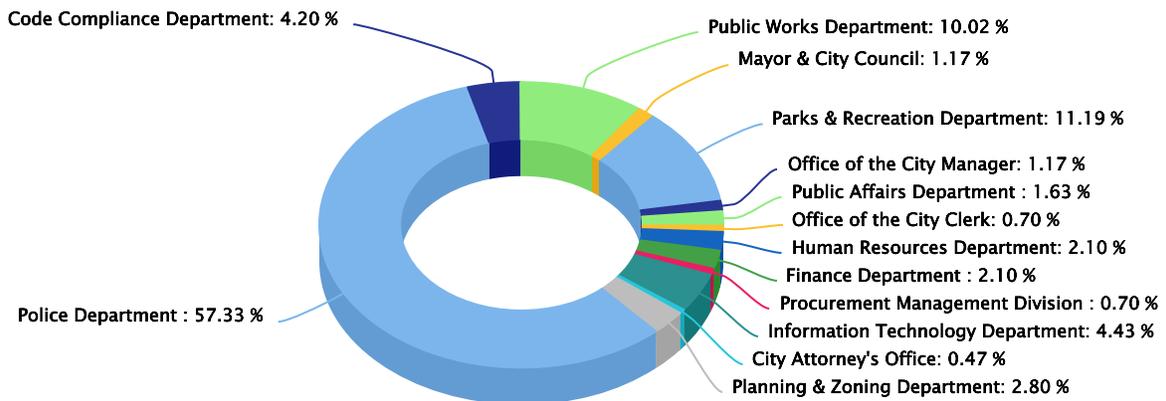




Consolidated Position Summary



General Fund Full – Time Headcount by Department





City of Doral				
Consolidated Position Summary				
Department	Amended	Amended	Amended	Adopted
	Budget	Budget	Budget	Budget
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Mayor & City Council				
Charter Compensation	5	5	5	5
Full Time Salaries	5	5	5	5
Total	10	10	10	10
Office of the City Manager				
Administrative Salaries	2	2	2	3
Full Time Salaries	2	2	2	2
Total	4	4	4	5
Public Affairs Department				
Administrative Salaries	-	1	1	1
Full Time Salaries	7	6	6	6
Total	7	7	7	7
Office of the City Clerk				
Administrative Salaries	1	1	1	1
Full Time Salaries	2	2	2	2
Total	3	3	3	3
Human Resources Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	5	5	6	8
Other Salaries	6	6	6	6
Total	12	12	13	15
Finance Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	10	10	8	8
Other Salaries	2	1	-	-
Total	13	12	9	9
Procurement Management Division				
Full Time Salaries	-	-	3	3
Other Salaries	-	-	-	-
Total	-	-	3	3
Information Technology Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	16	16	17	18
Other Salaries	-	-	-	1
Total	17	17	18	20
Office of the City Attorney				
Administrative Salaries	1	1	1	1
Full Time Salaries	1	1	1	1
Total	2	2	2	2



City of Doral				
Consolidated Position Summary				
Department	Amended Budget FY 2019-20	Amended Budget FY 2020-21	Amended Budget FY 2021-22	Adopted FY 2022-23
Planning & Zoning Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	10	10	11	11
Total	11	11	12	12
Police Department				
Administrative Salaries	1	1	1	1
Full Time Salaries - Sworn	181	180	181	190
Full Time Salaries	55	54	55	55
Other Salaries	1	1	-	-
Total	238	236	237	246
Code Compliance Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	15	14	14	17
Total	16	15	15	18
Public Works Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	36	37	38	42
Other Salaries	2	1	-	-
Total	39	39	39	43
Parks & Recreation Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	37	37	46	47
Other Salaries ⁽¹⁾	-	-	-	-
Total	38	38	47	48



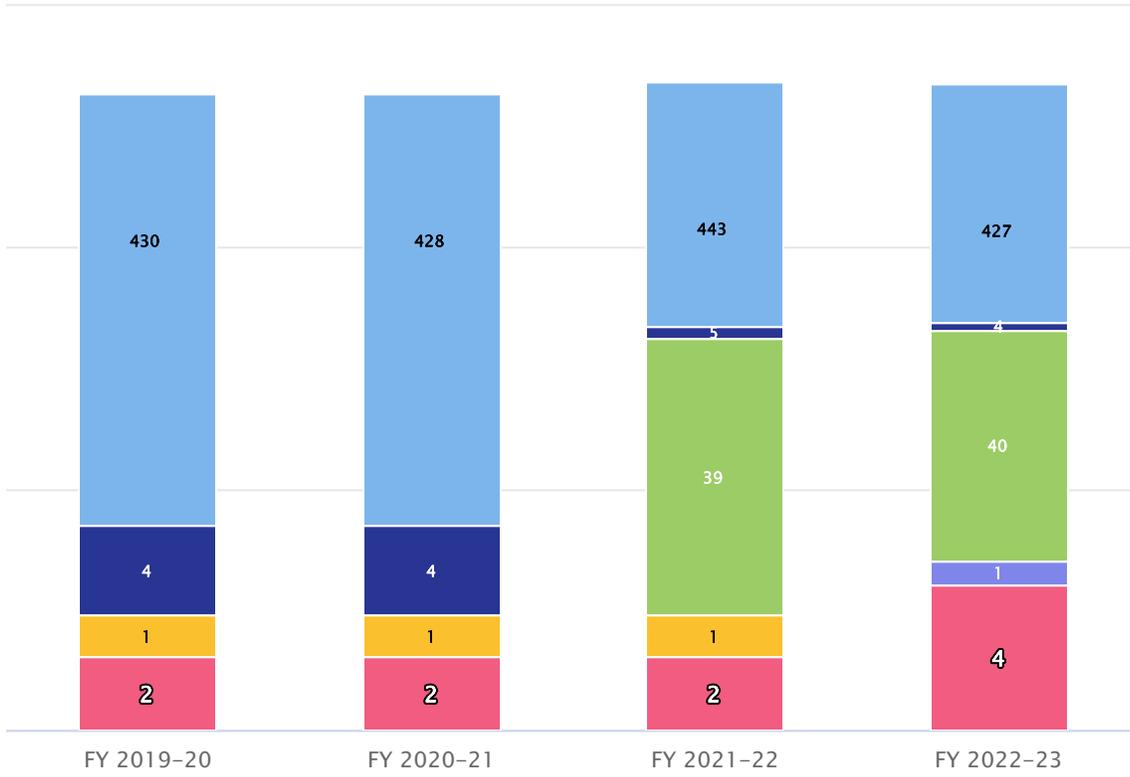
City of Doral				
Consolidated Position Summary				
Department	Amended Budget FY 2019-20	Amended Budget FY 2020-21	Amended Budget FY 2021-22	Adopted FY 2022-23
Transportation Fund				
Full Time Salaries	4	4	5	4
Total	4	4	5	4
Building Fund				
Administrative Salaries	-	1	1	1
Full Time Salaries	36	35	38	38
Other Salaries	1	1	1	1
Total	37	37	40	40
Parks G.O. Bond - Series 2019 Fund				
Full Time Salaries	1	1	1	-
Total	1	1	1	-
Parks G.O. Bond - Series 2021 Fund				
Full Time Salaries	-	-	-	1
Total	-	-	-	1
Stormwater Fund				
Full Time Salaries	2	2	2	2
Total	2	2	2	2
Councilmembers Total	5	5	5	5
Administrative - Full Time Total	12	13	14	15
Sworn - Full Time Total	181	180	181	190
Full Time Total	244	241	260	269
Other Salaries - Part Time Total	12	10	7	7
Grand Total (Excluding Councilmembers)	449	444	462	481

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



Full-Time Headcount by Fund

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

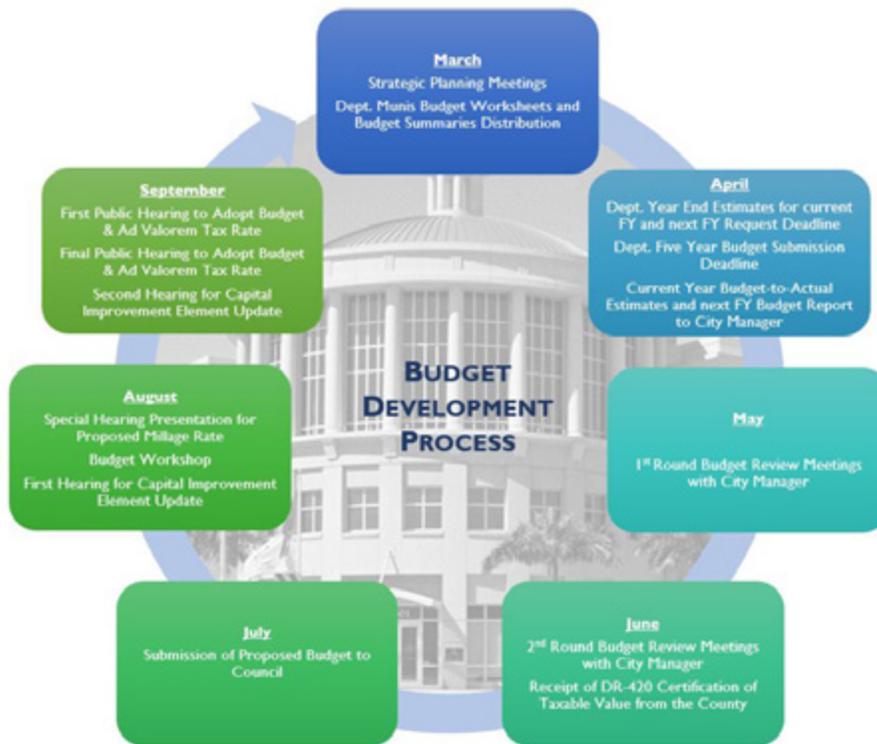


Budget Schedule

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 2022-2023 BUDGET CALENDAR

Date	Responsibility	Action Required
March 11, 2022	City Council City Manager Department Heads	Strategic Planning Meetings with City Council
March 21, 2022	Finance Department	Distribution of Munis Budget Worksheets and Budget Summaries to Departments.
April 8, 2022	Finance Department Department Heads	Deadline for Submission of Department's Year-End Estimates for FY 2022 and FY 2023 Requests (including Budget Worksheets & IT Requests).
April 21, 2022	Finance Department Department Heads	Deadline for Submission of Department's Year Five Year Budget (FY 2024 -2027).
April 29, 2022	City Manager Chief Financial Officer	FY 2022 Budget-to-Actual Estimates and FY 2023 Budget Requests Reports to City Manager.
May 9-13, 2022	City Manager Chief Financial Officer Department Heads	1st Round of Departmental Budget Review Meetings with City Manager.
June 6-10, 2022	City Manager Chief Financial Officer Department Heads	2nd Round of Departmental Budget Review meetings with City Manager.
June 30, 2022	Miami-Dade County Property Appraiser	Receipt of DR-420 Certification of Taxable Value from the County.
July 1, 2022	City Manager Chief Financial Officer	Last day to update projections for proposed budget. Additional revisions, if needed, will be taken to Budget Workshop
July 30, 2022	City Council City Manager	Submission of Proposed Budget to the City Council.
August 3, 2022	City Council City Manager Chief Financial Officer	Special Hearing Presentation of Resolution setting Proposed Millage Rate for 2023 and announcing the First and Second Budget Public Hearing Dates.
August 2-4, 2022	City Council City Manager Chief Financial Officer Department Heads	Departmental Budget Review with Mayor and Council upon request
August 4, 2022	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 9, 2022	City Council City Manager Chief Financial Officer Department Heads	Budget Workshop
August 24, 2022	City Council City Manager Planning & Zoning	First Hearing of the 2023 Capital Improvement Element Update
September 6, 2021*	City Council City Manager Department Heads	First Public Hearing to Adopt Budget and Ad Valorem Tax Rate
September 21, 2021*	City Council City Manager Department Heads	Final Public Hearing to Adopt Budget and Ad Valorem Tax Rate. Second Hearing of the 2023 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 plant and equipment.



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

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

Capital Improvement Policies

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

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

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

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

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

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

Debt Management Policies

The 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 \$5,000.00 **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 ranging between \$5,000.00 and \$14,999.99 **require:**
 - a) Quotes from three (3) different vendors,
 - b) Purchase orders must be obtained before expenditure is made or funds committed,
 - c) City Manager’s approval.
3. Purchases of \$15,000.00 or greater **require:**
 - a) Competitive bids,
 - i. However, the City Council may waive this requirement.
 - b) City Council award.



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

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

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



Fund Balance

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

What Is Fund Balance?

Fund balance acts like a "savings account." The budget estimates revenues and appropriations for the current fiscal year. Often revenues and appropriations do not match exactly at the end of the fiscal year. When a fund ends the fiscal year with a surplus, that money gets added to the fund balance. If the year ends with a deficit, then that amount of money gets taken away from the fund balance in order to help balance the budget. The City has fund balances for all nineteen (19) different funds: General fund, Transportation fund, Park Impact Fee fund, Police Impact Fee fund, People's Transportation Plan fund, Building Technology 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, Parking fund, Other Post-Employment Benefits fund, and Pension 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

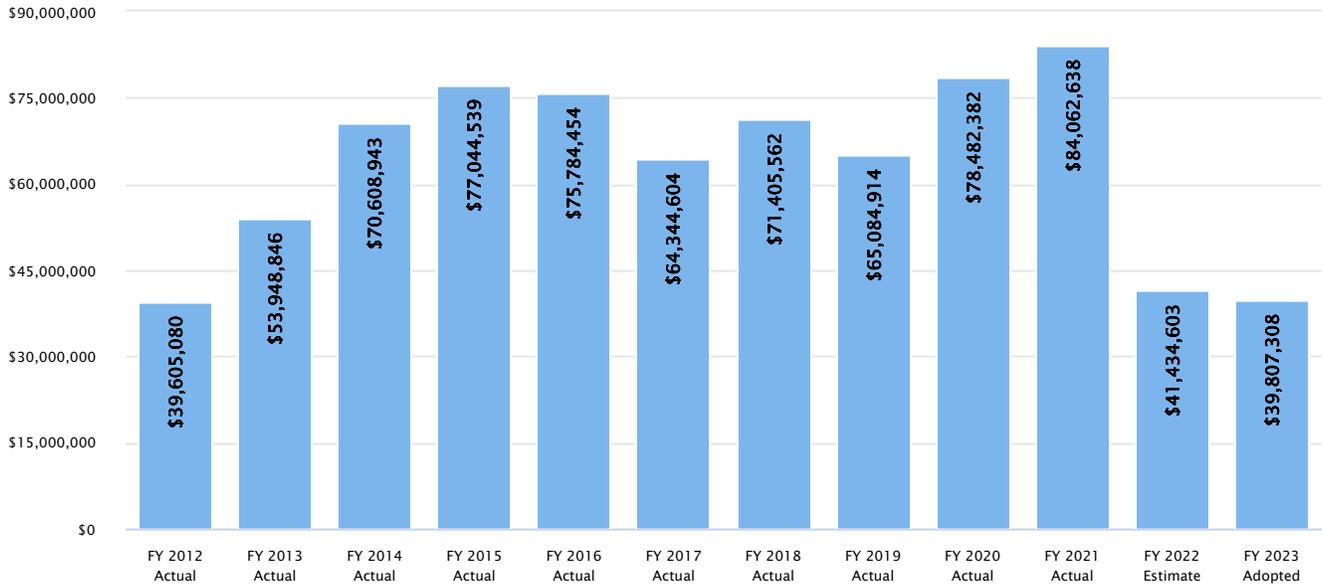
A well-managed fund balance can be a strong asset that gives the City a great deal of financial and operational flexibility. A mismanaged fund balance creates a vast array of problems that negatively affect the City's service delivery, limits its ability to respond to community needs, erodes the public's 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
Building Technology 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 assesment 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
Pension Fund	Non-major Governmental Fund	The pension fund was established as a retirement system for elected officials to provide retirement allowances.	The sum of all amounts contributed by the City on behalf of the elected officials.	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
Parking Fund	Enterprise Fund	The Parking Fund was established to account for operations, maintenance, collections, and parking enforcement.	Primarily from parking collections as well as parking violations.	Accrual	Accrual



Department/Fund Relationships																				
Department	GEN	TRN	PAI	POI	PTP	BTF	BDF	PAPF	ARPA	DSF	CAP	IRF	GOB19	VRF	GOB21	SWU	PRKF	OPEB	PEF	
Office of the Mayor & City Council	x																			x
Office of the City Manager	x																			
Division of Public Affairs	x																			
Division of Economic Development	x																			
Office of the City Clerk	x																			
Office of Charter Enforcement	x																			
Human Resources	x																			
Finance	x																			
Information Technology	x																			
Office of the City Attorney	x																			
Planning & Zoning	x							x												
General Government	x								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			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
- BTF Building Technology 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
- PRKF Parking Fund
- OPEB Other Post-Employment Benefits Fund
- PEF Pension 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, Building Technology 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, Parking fund, Other Post-Employment Benefits fund, and Pension 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.

Building Technology 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.

Parking Fund - 402

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.



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.

Pension Fund - 652

The Pension Fund has been established as a retirement system for elected officials to provide retirement allowances.



Fund Expenditures

Account Classification	Actual	Actual	Adopted	Amended	Year-End	Proposed	Adopted
	FY 2019-20	FY 2020-21	Budget FY 2021-22	Budget * FY 2021-22	Estimate FY 2021-22	FY 2022-23	FY 2022-23
General Fund - 001							
Beginning Fund Balance	74,837,219	78,482,378	84,062,637	84,062,637	84,062,637	41,434,602	41,434,602
Revenues	61,931,192	65,703,109	67,373,587	107,290,022	107,769,024	70,582,789	67,553,213
Expenditures	(57,346,033)	(58,947,850)	(63,712,177)	(103,628,612)	(102,800,799)	(68,532,789)	(66,103,213)
Interfunds Transfers In	-	-	-	-	-	-	-
Interfunds Transfers Out	(940,000)	(1,175,000)	(3,661,410)	(3,661,410)	(3,661,410)	(2,050,000)	(1,450,000)
Committed (Encumbrances)	-	-	-	(6,176,495)	(6,176,495)	-	-
Use of Fund Balance ⁽¹⁾	-	-	(4,068,415)	(37,758,355)	(37,758,355)	(2,187,197)	(1,627,295)
Ending Fund Balance	<u>78,482,378</u>	<u>84,062,637</u>	<u>79,994,222</u>	<u>40,127,787</u>	<u>41,434,602</u>	<u>39,247,405</u>	<u>39,807,307</u>
Transportation Fund - 101							
Beginning Fund Balance	15,571,587	15,805,396	13,266,183	13,266,183	13,266,183	189,775	189,775
Revenues	5,827,144	3,206,111	4,103,684	14,622,350	14,311,672	2,151,989	1,713,748
Expenditures	(4,178,843)	(4,330,832)	(4,103,684)	(14,622,350)	(14,479,478)	(1,548,855)	(1,548,855)
Interfunds Transfers In	-	-	-	-	-	-	-
Committed (Encumbrances)	-	-	-	(10,518,666)	(10,518,666)	-	-
Use of Fund Balance	(1,414,492)	(1,414,492)	(2,389,936)	(2,389,936)	(2,389,936)	(438,241)	-
Ending Fund Balance	<u>15,805,396</u>	<u>13,266,183</u>	<u>10,876,247</u>	<u>357,581</u>	<u>189,775</u>	<u>354,668</u>	<u>354,668</u>
Park Impact Fee Fund - 102							
Beginning Fund Balance	6,212,202	6,791,307	6,794,691	6,794,691	6,794,691	1,287,531	1,287,531
Revenues	3,118,145	326,555	260,000	5,859,677	5,859,677	260,000	318,400
Expenditures	(2,539,040)	(323,170)	(167,596)	(5,767,273)	(5,767,160)	(2,400)	(318,400)
Committed (Encumbrances)	-	-	-	(2,099,677)	(2,099,677)	-	-
Use of Fund Balance	-	-	-	(3,500,000)	(3,500,000)	-	(58,400)
Ending Fund Balance	<u>6,791,307</u>	<u>6,794,691</u>	<u>6,887,095</u>	<u>1,287,419</u>	<u>1,287,531</u>	<u>1,545,131</u>	<u>1,229,131</u>
Police Impact Fee Fund - 103							
Beginning Fund Balance	1,746,406	1,444,559	857,893	857,893	857,893	184,481	184,481
Revenues	217,249	166,234	692,325	1,078,441	1,228,441	453,400	453,400
Expenditures	(519,096)	(752,900)	(692,325)	(1,078,441)	(1,078,412)	(453,400)	(453,400)
Committed (Encumbrances)	-	-	-	(386,116)	(386,116)	-	-
Use of Fund Balance	-	-	(437,325)	(437,325)	(437,325)	(148,400)	(148,400)
Ending Fund Balance	<u>1,444,559</u>	<u>857,893</u>	<u>420,568</u>	<u>34,452</u>	<u>184,481</u>	<u>36,081</u>	<u>36,081</u>
People's Transportation Plan Fund - 106							
Beginning Fund Balance	1,353,436	1,877,452	2,511,034	2,511,034	2,511,034	2,628,660	2,628,660
Revenues	2,553,234	2,765,021	3,231,000	3,231,000	3,441,700	3,361,000	3,361,000
Expenditures	(2,029,218)	(2,131,439)	(3,231,000)	(3,231,000)	(3,009,894)	(3,361,000)	(3,361,000)
Committed (Encumbrances)	-	-	-	-	-	-	-
Use of Fund Balance	-	-	(314,180)	(314,180)	(314,180)	(444,180)	(444,180)
Ending Fund Balance	<u>1,877,452</u>	<u>2,511,034</u>	<u>2,196,854</u>	<u>2,196,854</u>	<u>2,628,660</u>	<u>2,184,480</u>	<u>2,184,480</u>
Building Technology Fund - 108							
Beginning Fund Balance	367,079	195,314	139,347	139,347	139,347	122,537	122,537
Revenues	99,635	168,774	336,989	427,202	494,121	376,989	376,989
Expenditures	(271,400)	(224,741)	(336,989)	(427,202)	(409,351)	(376,989)	(376,989)
Committed (Encumbrances)	-	-	-	(90,213)	(90,213)	-	-
Use of Fund Balance	-	-	(11,367)	(11,367)	(11,367)	(56,989)	(56,989)
Ending Fund Balance	<u>195,314</u>	<u>139,347</u>	<u>127,980</u>	<u>37,767</u>	<u>122,537</u>	<u>65,548</u>	<u>65,548</u>



Account Classification	Actual 2019-20	Actual 2020-21	Adopted Budget 2021-22	Amended Budget * 2021-22	Year-End Estimate 2021-22	Proposed 2022-23	Adopted 2022-23
Building Fund - 109							
Beginning Fund Balance	-	-	(35)	(35)	(35)	3,466,910	3,466,910
Revenues	-	-	3,500,000	3,500,000	5,257,378	5,326,665	5,260,980
Expenditures	-	(35)	(5,044,961)	(5,044,961)	(4,046,221)	(5,326,665)	(5,130,980)
Interfunds Transfers In	-	-	2,255,788	2,255,788	2,255,788	-	-
Interfunds Transfers Out	-	-	-	-	-	-	(130,000)
Committed (Encumbrances)	-	-	-	-	-	-	-
Use of Fund Balance	-	-	-	-	-	(1,304,665)	(1,238,980)
Ending Fund Balance	-	(35)	710,792	710,792	3,466,910	2,162,245	2,227,930
Public Arts Program Fund - 110							
Beginning Fund Balance	-	-	1,811,069	1,811,069	1,811,069	1,823,140	1,823,140
Revenues	-	1,811,403	1,000,000	1,000,000	1,242,000	1,040,000	1,040,000
Expenditures	-	(334)	(1,000,000)	(1,000,000)	(579,929)	(1,040,000)	(1,040,000)
Interfunds Transfers In	-	-	-	-	-	-	-
Use of Fund Balance	-	-	(650,000)	(650,000)	(650,000)	(690,000)	(690,000)
Ending Fund Balance	-	1,811,069	1,161,069	1,161,069	1,823,140	1,133,140	1,133,140
American Rescue Plan Act Fund - 111							
Beginning Fund Balance	-	-	6,440,696	6,440,696	6,440,696	5,222	5,222
Revenues	-	6,440,696	12,878,948	12,878,948	12,882,948	-	-
Expenditures	-	-	(12,878,948)	(12,878,948)	(12,878,948)	-	-
Interfunds Transfers In	-	-	-	-	-	-	-
Use of Fund Balance	-	-	(6,439,474)	(6,439,474)	(6,439,474)	-	-
Ending Fund Balance	-	6,440,696	1,222	1,222	5,222	5,222	5,222
Debt Service Fund - 201							
Beginning Fund Balance	18,906	16,440	454	454	454	10,901	10,901
Revenues	2,437,295	2,424,595	7,582,562	7,582,562	7,586,077	7,589,656	7,589,656
Expenditures	(2,439,761)	(2,440,581)	(7,575,630)	(7,575,630)	(7,575,630)	(7,582,631)	(7,582,631)
Interfunds Transfers In	-	-	-	-	-	-	-
Use of Fund Balance	-	-	-	-	-	-	-
Ending Fund Balance	16,440	454	7,386	7,386	10,901	17,926	17,926
Capital Improvement Fund - 301							
Beginning Fund Balance	528,011	594,902	791,063	791,063	791,063	53,463	53,463
Revenues	972	173	19,000	800,395	800,837	53,000	53,000
Expenditures	(374,081)	(482,892)	(19,000)	(800,395)	(738,042)	(503,000)	(503,000)
Interfunds Transfers In	440,000	678,880	-	-	-	450,000	450,000
Committed (Encumbrances)	-	-	-	(781,395)	(781,395)	-	-
Use of Fund Balance	-	-	(19,000)	(19,000)	(19,000)	(53,000)	(53,000)
Ending Fund Balance	594,902	791,063	772,063	(9,332)	53,463	463	463
Infrastructure Replacement Fund - 302							
Beginning Fund Balance	1,896,099	2,211,077	2,811,346	2,811,346	2,811,346	3,319,346	3,319,346
Revenue	14,978	269	-	-	8,000	-	-
Interfunds Transfers In	300,000	600,000	500,000	500,000	500,000	500,000	-
Ending Fund Balance	2,211,077	2,811,346	3,311,346	3,311,346	3,319,346	3,819,346	3,319,346



Account Classification	Actual 2019-20	Actual 2020-21	Adopted Budget 2021-22	Amended Budget * 2021-22	Year-End Estimate 2021-22	Proposed 2022-23	Adopted 2022-23
Park General Obligation Bond-Series 2019 Capital Project Fund - 303							
Beginning Fund Balance	46,473,115	42,387,457	24,185,600	24,185,600	24,185,600	1,139,199	1,139,199
Revenues	998,919	80,652	200,000	23,297,623	23,237,623	200,000	200,000
Expenditures	(5,084,577)	(18,282,509)	(88,765)	(23,186,388)	(23,186,401)	(40,000)	(40,000)
Committed (Encumbrances)	-	-	-	-	-	-	-
Use of Fund Balance	-	-	-	(23,097,623)	(23,097,623)	-	-
Ending Fund Balance	42,387,457	24,185,600	24,296,835	1,199,212	1,139,199	1,299,199	1,299,199
Vehicle Replacement Fund - 304							
Beginning Fund Balance	-	-	117,553	117,553	117,553	74,243	74,243
Revenues	-	83,072	50,000	59,400	75,479	50,000	50,000
Expenditures	-	(140,519)	(250,000)	(259,400)	(259,389)	(250,000)	(150,000)
Interfunds Transfers In	-	175,000	200,000	200,000	200,000	200,000	100,000
Committed (Encumbrances)	-	-	-	(9,400)	(9,400)	-	-
Use of Fund Balance	-	-	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Ending Fund Balance	-	117,553	67,553	58,153	74,243	24,243	24,243
Park General Obligation Bond-Series 2021 Capital Project Fund - 305							
Beginning Fund Balance	-	-	100,782,946	100,782,946	100,782,946	139,563	139,563
Revenues	-	104,271,941	70,000	70,000	(45,774)	132,076	132,076
Expenditures	-	(3,488,995)	(50,000)	(100,597,609)	(100,597,609)	(132,076)	(132,076)
Committed (Encumbrances)	-	-	-	-	-	-	-
Use of Fund Balance	-	-	-	-	-	(62,076)	(62,076)
Ending Fund Balance	-	100,782,946	100,802,946	255,337	139,563	77,487	77,487
Stormwater Fund - 401							
Beginning Fund Balance	13,803,835	11,360,001	8,134,054	8,134,054	8,134,054	4,179,578	4,179,578
Revenues	5,699,137	4,744,145	4,890,000	9,289,480	8,920,400	4,890,000	4,890,000
Expenditures	(2,561,955)	(7,970,092)	(4,075,614)	(8,475,094)	(8,475,396)	(3,856,318)	(3,856,318)
Committed (Encumbrances)	-	-	-	(4,399,480)	(4,399,480)	-	-
Use of Fund Balance	-	-	-	-	-	-	-
Ending Fund Balance ⁽²⁾	11,360,001	8,134,054	8,948,440	4,548,960	4,179,578	5,213,260	5,213,260
Parking Fund - 402							
Beginning Fund Balance	-	-	-	-	-	-	-
Revenues	-	-	-	-	-	1,670,000	1,670,000
Expenditures	-	-	-	-	-	(691,570)	(691,570)
Interfunds Transfers In	-	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	978,430	978,430
Other Post-Employment Benefits Fund - 651							
Beginning Fund Balance	922,284	1,130,380	1,530,771	1,530,771	1,530,771	1,935,471	1,935,471
Revenues	8,096	391	-	-	4,700	-	-
Expenditures	-	-	(10,000)	(10,000)	-	(10,000)	(10,000)
Interfunds Transfers In	200,000	400,000	400,000	400,000	400,000	400,000	400,000
Ending Fund Balance	1,130,380	1,530,771	1,920,771	1,920,771	1,935,471	2,325,471	2,325,471



Pension Fund - 652							
Beginning Fund Balance	-	-	31,989	31,989	31,989	97,028	97,028
Revenues	-	10	3,000	3,000	(34,961)	3,000	3,000
Expenditures	-	(18,021)	(200,000)	(200,000)	(200,000)	(303,000)	(303,000)
Interfunds Transfers In	-	50,000	300,000	300,000	300,000	500,000	500,000
Ending Fund Balance	-	31,989	134,989	134,989	97,028	297,028	297,028

* 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.



Capital Improvement Element

Below is a chart from the 2022 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 2023-2027.

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

Funding Sources	FY 2022-23 (in \$\$s)	FY 2023-24 (in \$\$s)	FY 2024-25 (in \$\$s)	FY 2025-26 (in \$\$s)	FY 2026-27 (in \$\$s)	5 Year Total FY 2023-2027 (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 2022.

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

Project Type	FY 2022-23 (in \$\$s)	FY 2023-24 (in \$\$s)	FY 2024-25 (in \$\$s)	FY 2025-26 (in \$\$s)	FY 2026-27 (in \$\$s)	5 Year Total FY 2023-2027 (in \$\$s)
City-Funded Projects						
Parks*	486,500	105,000	145,000	640,000	4,060,000	5,436,500
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	2,586,500	4,555,000	7,145,000	7,715,000	8,160,000	30,161,500

* 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 2023-2027.

An analysis of the projected revenues and planned capital expenditures indicate that overall City capital project revenues will exceed costs by \$6.2 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 \$30.2 in capital improvement expenditures over the planning period.

Table 15. Doral's Schedule of Capital Improvements 2022/23 - 2026/27

Projects/Location	Type of Work	FY 2022-23 (in Us)	FY 2023-24 (in Us)	FY 2024-25 (in Us)	FY 2025-26 (in Us)	FY 2026-27 (in Us)	Total Cost FY 2023-2027	Funding Source
Transportation Projects *								
1. Citywide (Milling and Resurfacing / Restriping)	Roadway Maintenance	100,000	300,000	-	300,000	-	700,000	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	500,000	-	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	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	-	100,000	-	100,000	-	200,000	TF
12. Do Not Block Intersections	Roadway Improvements	-	-	-	100,000	-	100,000	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	-	2,000,000	2,000,000	2,000,000	-	6,000,000	TF, SWF, GF, PTP
5 Year Transportation Cost Subtotal		1,100,000	4,050,000	6,000,000	6,300,000	3,100,000	20,550,000	



Projects/Location	Type of Work	FY 2022-23 (in Us)	FY 2023-24 (in Us)	FY 2024-25 (in Us)	FY 2025-26 (in Us)	FY 2026-27 (in Us)	Total Cost FY 2023-2027	Funding Source
City Parks Projects **								
1. Park Projects	Citywide Park & Recreation Projects	486,500	105,000	145,000	640,000	4,060,000	5,436,500	PIF, GF
2. Flightway - Public Works Retention Park	Park Construction	-	-	-	-	-	-	Private Funding
Parks Cost Subtotal		486,500	105,000	145,000	640,000	4,060,000	5,436,500	
City Stormwater Projects *								
1. Stormwater Master Plan Improvements	Stormwater Improvements	1,000,000	-	1,000,000	-	1,000,000	3,000,000	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	-	-	-	175,000	-	175,000	SWF
6. 115th Av (31nd Av - Doral Blvd)	Stormwater Improvements	-	-	-	600,000	-	600,000	SWF
Stormwater Cost Sub Total		1,000,000	400,000	1,000,000	775,000	1,000,000	4,175,000	
Total City Capital Cost		2,586,500	4,555,000	7,145,000	7,715,000	8,160,000	30,161,500	

* Source: City of Doral Public Works Dept., July 2022.

** Source: City of Doral Parks Dept., July 2022. 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 2023 Budget And Five-year Financial Plan Highlights

The General Fund FY 2022-23 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 2023 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
- Stormwater improvements
- Irrigation improvements at Doral Meadows and Morgan Levy parks
- Continued canal stabilization and maintenance projects
- Continue the City's safety and security technologies on the trolleys
- Catch Basin Maintenance Program
- 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
- Computer device upgrades for Departments to optimize use of new technology and improve efficiency
- Citywide implementation of smart system solutions that will enhance transparency of City operations
- Improve our customer services through training programs

Fiscal Year's 2024 – 2027

- Funding for additional police officers to increase the service and presence in the community
- Continued revitalizing Police Department's aging fleet through the acquisition of new police and PSA vehicles
- Funding of Police gear, such as guns, tasers, ballistic vests, and helmets
- Funding for staffing and programming at Doral Central Park.
- Continued funding of IT infrastructure improvements.
- Continued revitalizing the aging fleet in the Code Compliance department.
- Funding for an additional Code Compliance officer in FY 2024, and an AV Technician and AV Supervisor in FY 2025.



- Funding for additional Parks and Recreation employees for Doral Central Park in FY 2024.
- 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

During the FY 2023 budget planning cycle, Council directed for the City to reduce the millage to the roll-back rate of 1.7166. The Millage Rate is projected to remain at 1.7166 through 2024, then it is projected to increase to 1.8466 in 2025, to 1.9000 in 2026, and to 1.9766 in 2027.

Revenues were forecasted using historical data along with inflation rate projections. The source of the inflation rates provided by the Congressional Budget Office. The rates were as follows:

2024 – 2.30% 2025 – 2.30% 2026 – 2.30% 2027 – 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 2% increase, to include a 2% COLA.

Operating expenses were forecasted using historical data along with inflation rate projection. The source of the inflation rates provided by the Congressional Budget Office. The rates were as follows:

2024 – 2.00% 2025 – 2.00% 2026 – 2.00% 2027 – 2.00%

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 2024 then it is projected to increase to 1.8466 in 2025, to 1.9000 in 2026, and to 1.9766 in 2027.

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 2023-2027

Dept. No	Account Classification	Actual	Actual	Amended	Year-End	Adopted	Dept. Req.	Dept. Req.	Dept. Req.	Dept. Req.
		FY 2019-20	FY 2020-21	Budget * FY 2021-22	Estimate FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
	Millage Rate	1.9000	1.9000	1.9000		1.7166	1.7166	1.8466	1.9000	1.9766
Beginning Fund Balance		74,837,220	78,482,382	84,062,638	84,062,638	41,434,602	39,807,307	33,599,006	27,676,497	21,774,785
Revenues										
	Taxes	41,918,359	47,162,977	48,190,420	50,217,446	49,496,895	51,476,771	54,804,593	57,052,807	60,168,223
	Licenses & Permits	5,463,438	5,385,154	1,902,000	2,309,600	1,675,000	1,758,750	1,846,688	1,939,022	2,035,973
	Intergovernmental	6,385,424	7,596,328	7,589,433	7,735,000	9,043,092	9,242,040	9,445,365	9,917,633	10,413,515
	Charges for Services	2,410,795	2,960,129	2,831,307	2,998,616	3,037,245	3,104,064	3,172,354	3,330,971	3,497,520
	Fines and Forfeits	1,593,363	1,313,411	1,780,000	1,915,000	1,835,000	1,926,750	2,023,088	2,124,242	2,230,454
	Miscellaneous	4,159,814	1,285,109	1,062,012	(1,341,488)	838,686	857,137	875,994	895,266	914,962
	Total Revenues	61,931,193	65,703,108	63,355,172	63,834,174	65,925,918	68,365,512	72,168,082	75,259,941	79,260,647
Other Resources										
	Reserves - In Use of Fund Balance	-	-	1,812,627	1,812,627	1,627,295	6,208,300	5,922,509	5,901,713	7,518,712
	Reserves - Building Fund Balance	-	-	2,255,788	2,255,788	-	-	-	-	-
	In Use of Fund Balance Doral Central Park	-	-	33,689,940	33,689,940	-	-	-	-	-
	Prior Year Operating Balances	-	-	6,176,495	6,176,495	-	-	-	-	-
	Total Other Resources	-	-	43,934,850	43,934,850	1,627,295	6,208,300	5,922,509	5,901,713	7,518,712
Total Available Resources		61,931,193	65,703,108	107,290,022	107,769,024	67,553,213	74,573,812	78,090,591	81,161,654	86,779,359
Expenditures by Department:										
10005	City Council	1,140,032	1,134,387	1,204,008	1,204,508	1,265,627	1,300,702	1,336,928	1,403,027	1,473,496
11005	City Manager	751,329	1,043,633	855,813	855,813	985,094	1,008,130	1,031,742	1,075,781	1,121,907
11505	Public Affairs	773,360	867,590	893,791	893,791	946,928	1,003,089	967,344	1,007,101	1,048,864
12005	City Clerk	496,341	577,068	636,297	636,297	662,327	677,331	692,700	717,633	743,678
13005	Charter Enforcement	-	-	50,000	50,000	50,000	51,000	52,020	53,060	54,122
20005	Human Resources	665,024	856,869	1,028,907	1,028,907	1,104,050	1,130,605	1,157,870	1,206,238	1,257,086
21005	Finance	1,200,245	1,219,229	1,136,170	1,010,414	1,163,339	1,193,747	1,225,069	1,283,978	1,346,384
21505	Procurement Division	-	-	297,698	297,698	326,202	334,514	343,064	359,221	376,291
22005	Information Technology	5,805,184	5,083,783	6,726,499	6,609,423	6,288,058	6,156,809	6,484,637	6,514,066	6,719,203
30005	City Attorney	549,553	624,783	799,945	799,945	834,230	853,836	873,955	907,134	941,954
40005	Planning & Zoning	1,168,113	1,163,022	1,569,506	1,559,507	1,532,062	1,570,969	1,611,004	1,684,601	1,762,379
50005	General Government	4,608,804	5,991,310	6,547,163	6,547,165	5,942,057	6,031,094	5,931,695	5,915,587	5,620,635
60005	Police	24,255,804	25,514,109	28,597,428	28,506,340	30,003,015	35,001,025	36,361,630	38,138,873	39,405,390
70005	Building	3,875,099	3,912,618	-	-	-	-	-	-	-
71005	Code Compliance	1,212,563	1,122,303	1,391,787	1,387,023	1,396,634	1,533,846	1,497,675	1,565,910	1,607,892
80005	Public Works	6,077,111	5,133,983	10,289,730	9,923,840	6,234,302	6,253,614	6,403,366	6,643,963	6,897,035
90005	Parks & Recreation	4,767,469	4,703,165	41,603,870	41,490,129	7,369,288	8,673,502	8,319,892	8,385,480	12,103,044
	Total Expenditures	57,346,031	58,947,852	103,628,612	102,800,800	66,103,213	72,773,813	74,290,591	76,861,653	82,479,360
Interfund Transfers Out		940,000	1,175,000	3,661,410	3,661,410	1,450,000	1,800,000	3,800,000	4,300,000	4,300,000
Total General Fund Expenditures		58,286,031	60,122,852	107,290,022	106,462,210	67,553,213	74,573,813	78,090,591	81,161,653	86,779,360
	Prior Year Operating Balances	-	-	6,176,495	6,176,495	-	-	-	-	-
	Fund Balance Transfer to Building Fund	-	-	2,255,788	2,255,788	-	-	-	-	-
	In Use of Fund Balance Doral Central Park	-	-	33,689,940	33,689,940	-	-	-	-	-
	Use of Fund Balance	-	-	1,812,627	1,812,627	1,627,295	6,208,300	5,922,509	5,901,713	7,518,712
Ending Fund Balance		\$ 78,482,382	\$ 84,062,638	\$ 40,127,788	\$ 41,434,602	\$ 39,807,307	\$ 33,599,006	\$ 27,676,497	\$ 21,774,785	\$ 14,256,072



15% Required Reserve	\$ 16,093,503	\$ 15,969,332	\$ 10,132,982	\$ 11,186,072	\$ 11,713,589	\$ 12,174,248	\$ 13,016,904
Excess/(Deficit) in Required Reserve	\$ 24,034,285	\$ 25,465,271	\$ 29,674,325	\$ 22,412,934	\$ 15,962,908	\$ 9,600,537	\$ 1,239,168
Federal Reserve Long-Term Inflation rate:							
2024		2.00%					
2025		2.00%					
2026		2.00%					
2027		2.00%					

Source: Federal Open Market Committee (FOMC) meeting

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

Description	General Fund Revenues						
	Year Ended						
	Actual FY 2020-21	Estimate FY 2021-22	Adopted FY 2022-23	Projected FY 2023-24	Projected FY 2024-25	Projected FY 2025-26	Projected FY 2026-27
Taxes:							
Ad Valorem	\$ 25,077,150	\$ 26,878,483	\$ 27,086,080	\$ 28,169,523	\$ 30,448,519	\$ 31,478,929	\$ 33,059,913
Other Taxes	\$ 22,085,828	\$ 23,338,963	\$ 22,410,815	\$ 23,307,248	\$ 24,356,074	\$ 25,573,877	\$ 27,108,310
Total Taxes	47,162,978	50,217,446	49,496,895	51,476,771	54,804,593	57,052,806	60,168,223
Licenses & Permits:							
Building Permits	\$ 3,351,875	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Local Business License Tax	\$ 989,308	\$ 1,000,000	\$ 1,000,000	\$ 1,050,000	\$ 1,102,500	\$ 1,157,625	\$ 1,215,506
Other Licenses & Permits	\$ 1,043,971	\$ 1,309,600	\$ 675,000	\$ 708,750	\$ 744,188	\$ 781,397	\$ 820,467
Total Licenses & Permits	5,385,155	2,309,600	1,675,000	1,758,750	1,846,688	1,939,022	2,035,973
Intergovernmental Revenues	\$ 7,596,328	\$ 7,735,000	\$ 9,043,092	\$ 9,242,040	\$ 9,445,365	\$ 9,917,633	\$ 10,413,515
Charges for Services	\$ 2,960,129	\$ 2,998,616	\$ 3,037,245	\$ 3,104,064	\$ 3,172,354	\$ 3,330,971	\$ 3,497,520
Fines & Forfeits	\$ 1,313,411	\$ 1,915,000	\$ 1,835,000	\$ 1,926,750	\$ 2,023,088	\$ 2,124,242	\$ 2,230,454
Miscellaneous	\$ 1,285,109	-\$1,341,488	\$ 838,686	\$ 857,137	\$ 875,994	\$ 895,266	\$ 914,962
Total General Fund Revenues	65,703,110	63,834,174	65,925,918	68,365,512	72,168,082	75,259,940	79,260,647

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



Five Year Adopted Budget and Financial Plan for 2023-2027								
Department	Adopted 2021-22	Adopted 2022-23	Projected 2023-24	Projected 2024-25	Projected 2025-26	Projected 2026-27	% Change FY2023 to FY 2027	
10005 City Council	\$ 1,204,008	\$ 1,265,627	\$ 1,300,702	\$ 1,336,928	\$ 1,403,027	\$ 1,473,496	16%	
11005 City Manager	\$ 855,813	\$ 985,094	\$ 1,008,130	\$ 1,031,742	\$ 1,075,781	\$ 1,121,907	14%	
11505 Public Affairs	\$ 893,791	\$ 946,928	\$ 1,003,089	\$ 967,344	\$ 1,007,101	\$ 1,048,864	11%	
12005 City Clerk	\$ 636,297	\$ 662,327	\$ 677,331	\$ 692,700	\$ 717,633	\$ 743,678	12%	
13005 Charter Enforcement	\$ 50,000	\$ 50,000	\$ 51,000	\$ 52,020	\$ 53,060	\$ 54,122	-%	
20005 Human Resources	\$ 1,028,907	\$ 1,104,050	\$ 1,130,605	\$ 1,157,870	\$ 1,206,238	\$ 1,257,086	14%	
21005 Finance	\$ 1,130,929	\$ 1,163,339	\$ 1,193,747	\$ 1,225,069	\$ 1,283,978	\$ 1,346,384	16%	
21505 Procurement Division	\$ 297,698	\$ 326,202	\$ 334,514	\$ 343,064	\$ 359,221	\$ 376,291	15%	
22005 Information Technology	\$ 6,215,425	\$ 6,288,058	\$ 6,156,809	\$ 6,484,637	\$ 6,514,066	\$ 6,719,203	7%	
30005 City Attorney	\$ 785,697	\$ 834,230	\$ 853,836	\$ 873,955	\$ 907,134	\$ 941,954	13%	
40005 Planning & Zoning	\$ 1,452,232	\$ 1,532,062	\$ 1,570,969	\$ 1,611,004	\$ 1,684,601	\$ 1,762,379	15%	
50005 General Government	\$ 10,165,624	\$ 7,392,057	\$ 7,831,094	\$ 9,731,695	\$ 10,215,587	\$ 9,920,635	34%	
60005 Police	\$ 28,553,686	\$ 30,003,015	\$ 35,001,025	\$ 36,361,630	\$ 38,138,873	\$ 39,405,390	31%	
70005 Building	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%	
71005 Code Compliance	\$ 1,391,787	\$ 1,396,634	\$ 1,533,846	\$ 1,497,675	\$ 1,565,910	\$ 1,607,892	15%	
80005 Public Works	\$ 5,618,097	\$ 6,234,302	\$ 6,253,614	\$ 6,403,366	\$ 6,643,963	\$ 6,897,035	11%	
90005 Parks & Recreation	\$ 7,093,596	\$ 7,369,288	\$ 8,673,502	\$ 8,319,892	\$ 8,385,480	\$ 12,103,044	64%	
Total	\$ 67,373,587	\$ 67,553,213	\$ 74,573,813	\$ 78,090,591	\$ 81,161,653	\$ 86,779,360	28%	

FY 2021-22 Approved Budget figures do not include Encumbrance Carryovers or Budget Adjustments

	2024	2025	2026	2027
Consumer Price Index for all Urban Consumers:	2.00%	2.00%	2.00%	2.00%

Source: International Monetary Fund Forecast

Five Year Adopted Budget and Financial Plan for 2023-2027								
Personnel Cost								
Department	Adopted 2021-22	Adopted 2022-23	Projected 2023-24	Projected 2024-25	Projected 2025-26	Projected 2026-27	% Change FY2023 to FY 2027	
10005 City Council	\$ 926,608	\$ 988,227	\$ 1,017,754	\$ 1,048,321	\$ 1,108,648	\$ 1,173,229	19%	
11005 City Manager	\$ 824,073	\$ 957,054	\$ 979,529	\$ 1,002,569	\$ 1,046,025	\$ 1,091,556	14%	
11505 Public Affairs	\$ 710,821	\$ 736,622	\$ 801,261	\$ 773,719	\$ 809,604	\$ 847,417	15%	
12005 City Clerk	\$ 400,097	\$ 426,127	\$ 436,407	\$ 446,958	\$ 466,976	\$ 488,008	15%	
20005 Human Resources	\$ 880,468	\$ 898,885	\$ 921,337	\$ 944,416	\$ 988,515	\$ 1,035,009	15%	
21005 Finance	\$ 1,040,199	\$ 1,072,109	\$ 1,100,692	\$ 1,130,153	\$ 1,187,164	\$ 1,247,634	16%	
21505 Procurement Division	\$ 285,303	\$ 310,752	\$ 318,755	\$ 326,990	\$ 342,825	\$ 359,567	16%	
22005 Information Technology	\$ 2,160,092	\$ 2,326,952	\$ 2,388,395	\$ 2,643,615	\$ 2,573,984	\$ 2,703,579	16%	
30005 City Attorney	\$ 490,947	\$ 539,480	\$ 553,191	\$ 567,297	\$ 594,343	\$ 622,907	15%	
40005 Planning & Zoning	\$ 1,271,508	\$ 1,337,142	\$ 1,372,151	\$ 1,408,209	\$ 1,477,750	\$ 1,551,391	16%	
50005 General Government	\$ 785,909	\$ 743,177	\$ 760,685	\$ 778,636	\$ 812,518	\$ 848,028	14%	
60005 Police	\$ 25,607,029	\$ 27,452,976	\$ 31,619,899	\$ 33,216,566	\$ 34,772,268	\$ 36,414,369	33%	
70005 Building	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%	
71005 Code Compliance	\$ 1,325,237	\$ 1,357,329	\$ 1,463,755	\$ 1,426,782	\$ 1,494,199	\$ 1,565,347	15%	
80005 Public Works	\$ 3,186,838	\$ 3,461,048	\$ 3,553,925	\$ 3,649,683	\$ 3,835,206	\$ 4,032,103	16%	
90005 Parks & Recreation	\$ 4,504,989	\$ 4,625,692	\$ 5,946,464	\$ 5,576,913	\$ 5,095,542	\$ 5,340,107	15%	
Total	\$ 44,400,118	\$ 47,233,572	\$ 53,234,200	\$ 54,940,827	\$ 56,605,567	\$ 59,320,251	26%	



Five Year Adopted Budget and Financial Plan for 2023-2027

Operating Cost

Department	Adopted 2021-22	Adopted 2022-23	Projected 2023-24	Projected 2024-25	Projected 2025-26	Projected 2026-27	% Change FY2023 to FY 2027
10005 City Council	\$ 277,400	\$ 277,400	\$ 282,948	\$ 288,607	\$ 294,379	\$ 300,267	8%
11005 City Manager	\$ 31,740	\$ 28,040	\$ 28,601	\$ 29,173	\$ 29,756	\$ 30,351	8%
11505 Public Affairs	\$ 182,970	\$ 186,106	\$ 189,828	\$ 193,625	\$ 197,497	\$ 201,447	8%
12005 City Clerk	\$ 236,200	\$ 236,200	\$ 240,924	\$ 245,742	\$ 250,657	\$ 255,670	8%
13005 Charter Enforcement	\$ 50,000	\$ 50,000	\$ 51,000	\$ 52,020	\$ 53,060	\$ 54,122	8%
20005 Human Resources	\$ 148,439	\$ 205,165	\$ 209,268	\$ 213,454	\$ 217,723	\$ 222,077	8%
21005 Finance	\$ 90,730	\$ 91,230	\$ 93,055	\$ 94,916	\$ 96,814	\$ 98,750	8%
21505 Procurement Division	\$ 12,395	\$ 15,450	\$ 15,759	\$ 16,074	\$ 16,396	\$ 16,724	8%
22005 Information Technology	\$ 3,493,512	\$ 3,559,229	\$ 3,630,414	\$ 3,703,022	\$ 3,777,082	\$ 3,852,624	8%
30005 City Attorney	\$ 294,750	\$ 294,750	\$ 300,645	\$ 306,658	\$ 312,791	\$ 319,047	8%
40005 Planning & Zoning	\$ 180,724	\$ 194,920	\$ 198,818	\$ 202,795	\$ 206,851	\$ 210,988	8%
50005 General Government	\$ 3,481,527	\$ 2,967,325	\$ 3,026,672	\$ 3,087,205	\$ 3,148,949	\$ 3,211,928	8%
60005 Police	\$ 1,810,951	\$ 1,895,871	\$ 1,933,788	\$ 1,972,464	\$ 2,011,913	\$ 2,052,152	8%
70005 Building	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
71005 Code Compliance	\$ 40,050	\$ 39,305	\$ 40,091	\$ 40,893	\$ 41,711	\$ 42,545	8%
80005 Public Works	\$ 2,383,759	\$ 2,646,754	\$ 2,699,689	\$ 2,753,683	\$ 2,808,757	\$ 2,864,932	8%
90005 Parks & Recreation	\$ 2,547,507	\$ 2,497,096	\$ 2,547,038	\$ 2,597,979	\$ 2,649,938	\$ 2,702,937	8%
\$ 15,262,654	\$ 15,184,841	\$ 15,488,538	\$ 15,798,310	\$ 16,114,274	\$ 16,436,561	8%	

Five Year Adopted Budget and Financial Plan for 2023-2027

Capital Cost

Department	Adopted 2021-22	Adopted 2022-23	Projected 2023-24	Projected 2024-25	Projected 2025-26	Projected 2026-27	% Change FY2023 to FY 2027
10005 City Council	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
11005 City Manager	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
11505 Public Affairs	\$ -	\$ 24,200	\$ 12,000	\$ -	\$ -	\$ -	-
12005 City Clerk	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
20005 Human Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
21005 Finance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
21505 Procurement Division	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
22005 Information Technology	\$ 561,821	\$ 401,877	\$ 138,000	\$ 138,000	\$ 163,000	\$ 163,000	-
30005 City Attorney	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
40005 Planning & Zoning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
50005 General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
60005 Police	\$ 1,135,706	\$ 654,168	\$ 1,447,338	\$ 1,172,600	\$ 1,354,692	\$ 938,869	-
70005 Building	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
71005 Code Compliance	\$ 26,500	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	-
80005 Public Works	\$ 47,500	\$ 126,500	\$ -	\$ -	\$ -	\$ -	-
90005 Parks & Recreation	\$ 41,100	\$ 246,500	\$ 180,000	\$ 145,000	\$ 640,000	\$ 4,060,000	-
\$ 1,812,627	\$ 1,453,245	\$ 1,807,338	\$ 1,485,600	\$ 2,187,692	\$ 5,161,869		



Five Year Adopted Budget and Financial Plan for 2023-2027							
Debt & Grants/Transfers							
Department	Adopted 2021-22	Adopted 2022-23	Projected 2023-24	Projected 2024-25	Projected 2025-26	Projected 2026-27	% Change FY2023 to FY 2027
10005 City Council	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
11005 City Manager	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
11505 Public Affairs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
11605 Economic Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
12005 City Clerk	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
13005 Charter Enforcement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
20005 Human Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
21005 Finance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
22005 Information Technology	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
30005 City Attorney	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
40005 Planning & Zoning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
50005 General Government	\$ 5,898,188	\$ 3,681,555	\$ 4,043,737	\$ 5,865,854	\$ 5,254,120	\$ 5,860,679	59%
60005 Police	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
70005 Building	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
71005 Code Compliance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
80005 Public Works	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
90005 Parks & Recreation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	\$ 5,898,188	\$ 3,681,555	\$ 4,043,737	\$ 5,865,854	\$ 5,254,120	\$ 5,860,679	





GENERAL FUND BUDGET





General Fund Revenues

Account - Description	Actual		Adopted	Amended	Year-End			
	FY 2019-20	FY 2020-21	Budget	Budget	Actual	Estimate	Proposed	Adopted
Taxes								
300100 - Designated Fund Balance	-	-	-	3,895,305	-	-	-	-
311100 - Ad Valorem Taxes - Current	23,852,989	25,077,150	26,878,483	26,878,483	26,313,607	26,878,483	29,979,933	27,086,080
311200 - Ad Valorem Taxes - Delinquent	810,632	636,612	500,000	500,000	631,720	500,000	500,000	500,000
313100 - Franchise Fees - Electricity	2,476,139	6,633,825	6,200,000	6,200,000	5,571,607	6,732,725	6,700,000	6,700,000
313700 - Franchise Fees - Solid Waste	1,319,809	1,572,749	1,300,000	1,300,000	1,528,247	1,300,000	1,300,000	1,300,000
313900 - Franchise Fees - Bus Bench Ads	5,018	16,146	5,000	5,000	32,216	34,000	5,000	5,000
313920 - Towing Fees	12,585	10,380	11,000	11,000	11,340	11,000	11,000	11,000
314100 - Utility Taxes - Electricity	8,552,503	8,140,057	8,800,000	8,800,000	7,756,168	9,499,800	9,000,000	9,000,000
314200 - Communication Services Tax	3,423,343	3,478,659	3,295,937	3,295,937	3,079,923	3,600,738	3,394,815	3,394,815
314300 - Utility Taxes - Water	1,363,462	1,411,566	1,100,000	1,100,000	1,004,028	1,500,000	1,350,000	1,350,000
314400 - Utility Taxes - Gas	101,879	185,835	100,000	100,000	176,845	160,700	150,000	150,000
Taxes Total	41,918,359	47,162,977	52,258,835	52,258,835	46,105,700	50,217,446	52,390,748	49,496,895
Licenses & Permits								
321100 - Local Business License Tax	1,148,619	989,308	1,000,000	1,000,000	1,398,815	1,000,000	1,000,000	1,000,000
322100 - Building Permits	3,510,943	3,351,875	-	-	-	-	-	-
329101 - Other Fees - Boiler Fees	19,398	11,065	22,000	22,000	15,175	22,000	-	-
329200 - Alarm Permits	149,814	180,809	190,000	190,000	174,890	190,000	190,000	190,000
329300 - Zoning Hearing Fees	24,400	51,500	20,000	20,000	349,722	300,000	20,000	50,000
329400 - Zoning Plan Review Fees	68,811	150,871	55,000	55,000	82,852	67,000	55,000	70,000
329401 - Zoning Permit Review Fees	57,459	103,873	60,000	60,000	122,494	100,000	60,000	60,000
329402 - PW - Platting Permit Fees	74,350	25,665	65,000	65,000	19,950	65,000	65,000	65,000
329500 - Certificates of Occupancy	188,610	172,356	250,000	250,000	219,292	250,000	-	-
329600 - Concurrency Fees	35,352	33,708	60,000	60,000	57,984	60,000	60,000	60,000
329700 - Public Works Permits	141,583	275,223	150,000	150,000	324,476	230,000	150,000	150,000
329800 - Code Default Property Fees	44,100	38,900	30,000	30,000	22,500	25,600	30,000	30,000
Licenses & Permits Total	5,463,438	5,385,154	1,902,000	1,902,000	2,788,149	2,309,600	1,630,000	1,675,000
Intergovernmental								
335120 - State Sharing Revenue	1,553,261	1,654,058	2,102,698	2,102,698	1,688,461	1,583,000	1,860,587	1,901,109
335150 - Alcoholic Beverage Tax	70,107	71,083	70,000	70,000	91,396	97,000	72,100	72,100
335180 - Half Cent Sales Tax	4,663,638	5,774,687	5,361,735	5,361,735	5,968,292	6,000,000	6,676,226	6,980,883
338100 - County Business Tax Receipts	98,418	96,501	55,000	55,000	71,834	55,000	55,000	89,000
Intergovernmental Total	6,385,424	7,596,328	7,589,433	7,589,433	7,819,983	7,735,000	8,663,913	9,043,092
Charges for Services								
341302 - Optional Plan Review Fee	-	-	-	-	-	-	-	-
341303 - Building Training Fees	11,873	2,779	20,000	20,000	-	20,000	-	-
341520 - Court Ord. Restitution PYMTS	1,679	288	-	-	1,494	1,350	-	-
341900 - Lien Search Fees	212,818	317,643	206,000	206,000	286,493	265,000	241,000	241,000
341901 - Candidate Qualifyng Fees	1,600	200	-	-	4,300	1,450	-	-
341902 - BLDG Administrative Fees	71,744	56,976	60,000	60,000	44,729	60,000	-	-
341903 - BLDG Records Request	67,932	102,603	75,000	75,000	100,203	85,000	75,000	75,000
342100 - Police Services	844,567	1,556,822	875,000	875,000	975,629	875,000	875,000	875,000
342110 - Police Services - Records	12,517	9,629	8,000	8,000	8,080	8,000	8,000	8,000
342115 - School Crossing Guards	54,153	60,180	70,000	70,000	49,762	70,000	70,000	70,000
342120 - Police Services - MDC Schools	281,348	-	-	-	-	-	-	-
342130 - Police Services - School Officer	363,914	253,889	577,007	577,007	645,925	577,007	829,445	829,445
342901 - BLDG Recert Fees 40-YR	13,240	8,530	10,000	10,000	17,850	16,000	-	-
347200 - Recreation Fees	59,299	82,287	100,000	100,000	124,784	100,000	100,000	100,000
347201 - Recreation - Rentals	108,040	103,511	155,000	155,000	292,121	240,000	170,000	170,000
347202 - Recreation - Bronco Regis.	12,665	27,702	30,000	30,000	34,803	30,000	30,000	30,000



Account - Description	Actual		Adopted	Amended	Year-End			
	FY 2019-20	FY 2020-21	Budget	Budget	Actual	Estimate	Proposed	Adopted
347203 - Recreation - Concessions	4,035	2,440	12,000	12,000	3,655	8,000	8,000	8,000
347204 - Recreation - Taxable Sales	8,967	266	5,000	5,000	702	1,000	2,500	2,500
347400 - Recreation - Special Events	16,605	7,233	40,000	40,000	31,755	40,000	40,000	40,000
347401 - Recreation - Sponsorships	62,634	16,325	80,000	80,000	53,765	70,000	80,000	80,000
347402 - Recreation - Camps	7,766	41,988	75,000	75,000	107,313	75,000	75,000	75,000
347403 - Recreation - Tennis	29,142	60,244	60,000	60,000	62,861	60,000	60,000	60,000
347404 - Recreation - Soccer	99,722	160,021	250,000	250,000	209,644	250,000	250,000	250,000
347405 - Recreation - Community Center	55,083	76,723	110,000	110,000	168,207	130,000	110,000	110,000
347406 - Recreation - Training	150	150	300	300	300	300	300	300
347407 - Recreation - Baseball	9,302	11,702	13,000	13,000	15,509	15,509	13,000	13,000
Charges for Services Total	2,410,795	2,960,129	2,831,307	2,831,307	3,239,882	2,998,616	3,037,245	3,037,245
Fines & Forfeits								
351100 - Judgements & Fines	455,857	308,320	500,000	500,000	476,628	535,000	530,000	530,000
351110 - Fines & Forfeitures - Local	-	-	-	-	-	-	-	-
351150 - Safety Redlight Cameras	976,435	848,531	1,125,000	1,125,000	1,219,955	1,125,000	1,125,000	1,125,000
351200 - Court - Investigative Recovery	3,000	-	5,000	5,000	125	5,000	5,000	5,000
351900 - Judgements & Fines - Other	-	-	-	-	-	-	-	-
359101 - Fines - Permit Violations	158,070	156,560	150,000	150,000	245,291	250,000	175,000	175,000
Fines & Forfeits Total	1,593,363	1,313,411	1,780,000	1,780,000	1,941,998	1,915,000	1,835,000	1,835,000
Miscellaneous								
331101 - Federal Reimb - Cares Acr	-	219,503	-	-	-	-	-	-
331200 - DOJ Bryne Grant	-	15,186	71,000	71,000	60,002	71,000	-	-
334200 - State of Fl Jag Grant - 2009	9,520	7,040	-	-	-	-	-	-
334201 - State - FDLE ITF Grant	9,056	-	-	-	-	-	-	-
334390 - State - Vol. Cleanup Tax. Cert.	-	-	-	-	-	-	-	-
337500 - Grant	-	-	-	-	-	-	-	-
337100 - County Reimbursement	561,000	248,510	-	-	-	-	-	-
337701 - Grant - Forestry	10,524	-	-	-	-	-	-	-
361100 - Interest Income	1,394,917	879,049	700,000	700,000	743,853	600,000	700,000	700,000
362100 - Lease Agreement - Doral Prep	24	14	12	12	12	12	12	12
362200 - Billboard Reduction Program	-	-	-	-	300,000	300,000	64,424	64,424
366000 - Private Grants & Contributions	-	-	-	-	5,781	-	-	-
366100 - Developer Contributions	-	-	-	-	-	-	-	-
366200 - Private Contributions - Other	30	15	-	-	-	-	-	-
366400 - Private Contributions - Awards	-	-	-	-	-	-	-	-
367100 - Change In Invest Value	1,232,923	(537,701)	-	-	(3,103,201)	(2,700,000)	-	-
369100 - Miscellaneous Income	39,089	141,433	35,000	85,000	76,806	35,000	36,750	36,750
369101 - BLDG MISC - OT Recovery	154,375	119,297	150,000	150,000	62,325	150,000	-	-
369102 - BLDG MISC - Copy Scan Fees	42,295	6,013	10,000	10,000	11,265	10,000	-	-
369103 - Police Auto Take Home PGM	17,800	9,900	9,000	9,000	8,900	9,000	-	-
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	21,624	27,654	20,000	20,000	36,197	20,000	20,000	20,000
369200 - Prior Year Recovery	44,822	52,383	10,000	10,000	26,967	10,000	10,500	10,500
369301 - Settlement - Viewpoint	-	37,500	-	-	-	-	-	-
369400 - MISC. Park Fees	400	700	-	-	1,900	1,500	-	-
369900 - Insurance Proceeds	98,409	51,612	-	-	141,156	145,000	-	-
384100 - Debt Proceeds	516,006	-	-	-	-	-	-	-
Miscellaneous Total	4,159,814	1,285,109	1,012,012	1,062,012	(1,621,038)	(1,341,488)	838,686	838,686
Revenue Grand Total	61,931,192	65,703,109	67,373,587	67,423,587	60,274,675	63,834,174	68,395,592	65,925,918



General Fund Revenue Projections

Taxes

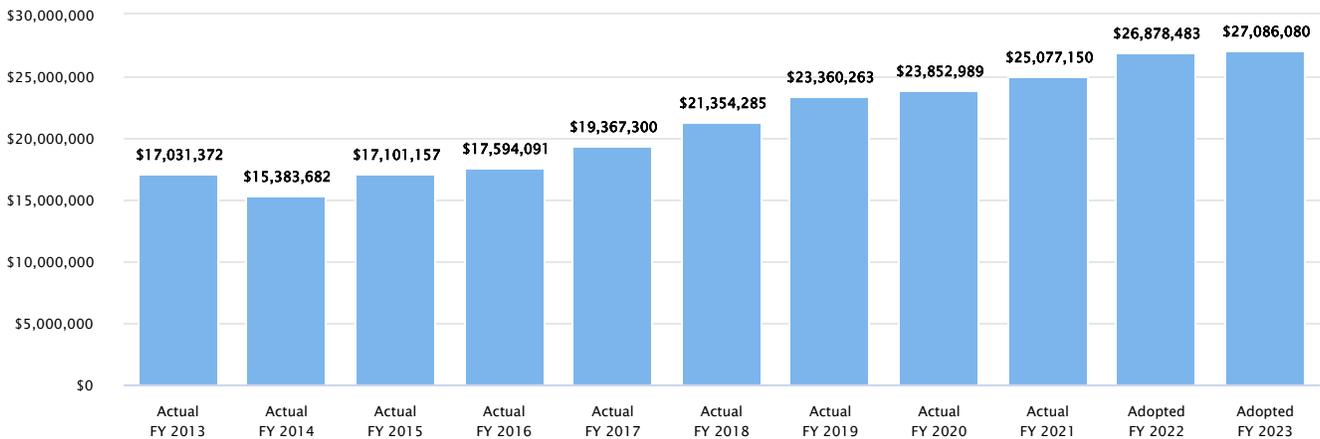
The revenue classification in the General Fund includes Ad Valorem (Property) Taxes, Franchise Fees, Utility Taxes and the Simplified Communications Tax. This class of revenue provides a fairly stable source and normally displays an increasing trend due to increases in property assessments (which are 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 2023 General Fund includes the millage rate for the City of Doral of 1.7166 which is also the current year rolled back millage rate. This millage is expected to generate tax proceeds of \$27,086,080.

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.

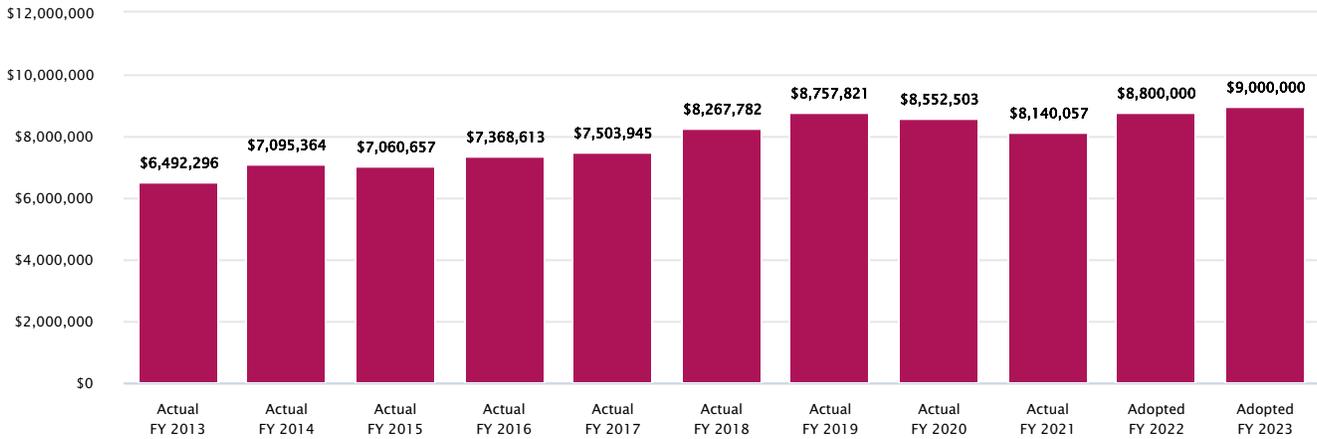
Utility Taxes

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

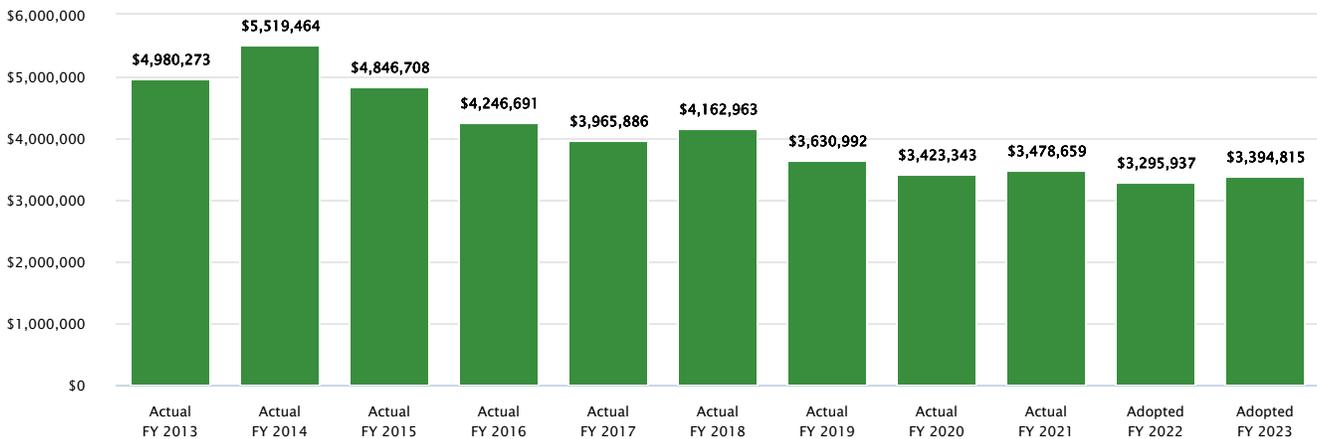


314.300 Utility Tax - Water - The City previously established by Ordinance utility taxes in the amount of 10% on water.

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



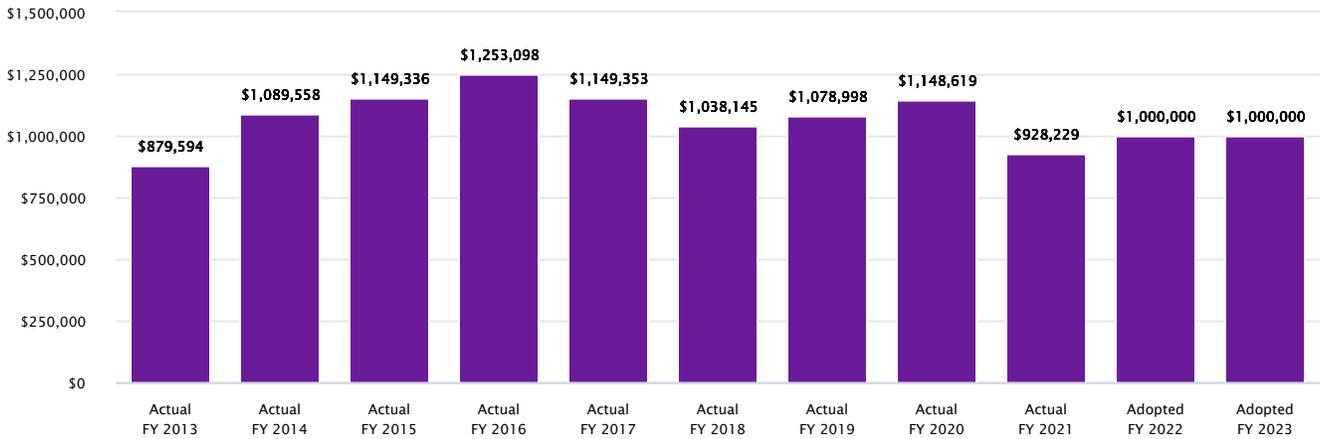
Licenses And Permits

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.

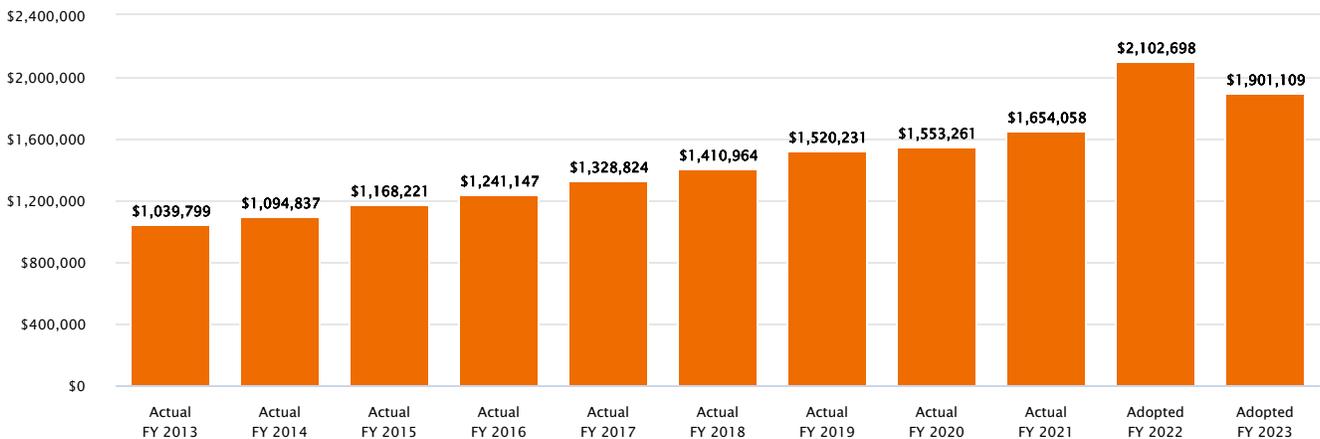
329.500 Certificates of Occupancy – Revenues generated by approval of new construction.

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

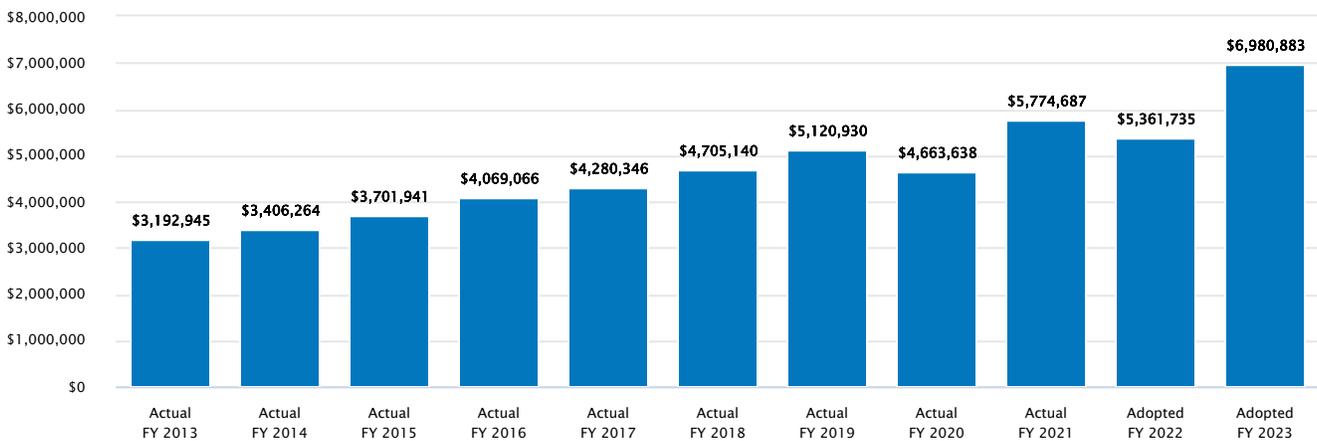




335.150 Alcoholic Beverage Tax – Various alcoholic beverage license taxes are levied on manufacturers, distributors, vendors, and sales agents of alcoholic beverages in Florida. The tax is administered, collected, enforced, and distributed back to the local governments by the Division of Alcoholic Beverages 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.

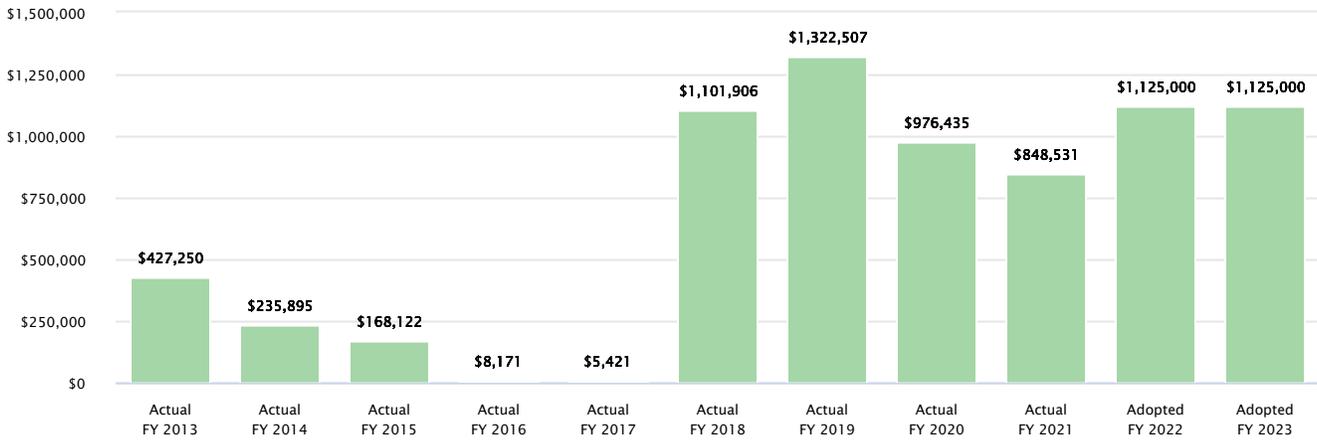
Fines & Forfeitures

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 \$530,000 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.

Safety Redlight Cameras



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

Other Revenues

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

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

369.100 Miscellaneous Income - Any other revenues not otherwise classified.



CITY OF DORAL
DEPARTMENTS







Office of The Mayor and City Council



Office of the Mayor and City Council Function

The Doral City Council consists of a Mayor and four Council Members. Elected at large, the Mayor serves a four-year term and the four Council Members serve staggered four-year terms. Each Councilmember occupies one of four seats. Under the City's Charter, the City Council is the policymaking body. Authority is vested in the Council to enact ordinances, hold public hearings, approve contracts, establish assessments, and authorize construction of all public improvements. Together, the Mayor and Council set the policies for the effective operation of the City. The administrative responsibility of the City rests with the City Manager, who is appointed by the City Council.

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



Office of the Mayor and City Council Objectives for FY 2023

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.

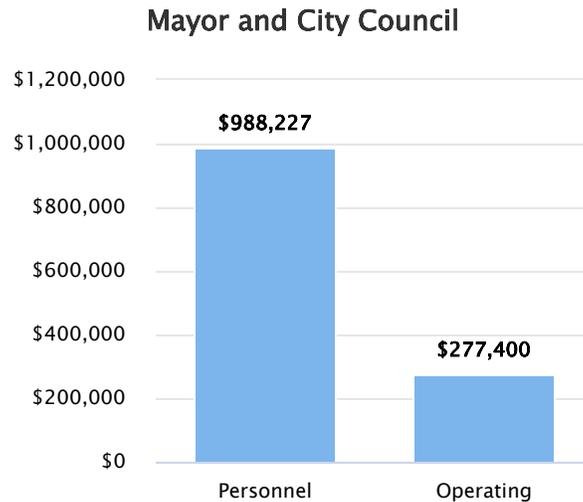
Economic Development and Communication Area:

- 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 7% city-wide.



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

Account	Position	Budget	Budget	Budget	Budget	Adopted	Total Cost
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23
500.110 - Charter Compensation							
	Mayor	1	1	1	1	1	\$ 75,327
	Council Members	4	4	4	4	4	\$ 72,276
	Charter Compensation Total	5	5	5	5	5	\$ 147,603
500.120 - Full Time Salaries							
	Chief of Staff	1	1	1	1	1	\$ 91,162
	Legislative Analyst	4	4	4	4	4	\$ 322,297
	Full Time Salaries Total	5	5	5	5	5	\$ 413,459
	Total	10	10	10	10	10	\$ 561,062



00110005 - Office of the Mayor & City Council

	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed	Adopted
	FY 2019-20	FY 2020-21	Budget	Budget	Actuals	Estimate	FY 2022-23	FY 2022-23
			FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
Personnel								
500110 - Charter Compensation	138,691	139,567	143,305	143,305	95,536	143,305	147,603	147,603
500120 - Full Time Salaries	377,428	366,604	387,870	387,870	402,701	387,870	410,750	413,459
500125 - Compensated Absences	6,309	3,789	13,960	13,960	8,886	13,960	14,811	14,908
500210 - FICA & MICA Taxes	51,477	50,269	55,543	55,543	49,429	55,543	57,776	57,991
500220 - Retirement Contribution	68,097	73,206	72,256	72,256	72,224	72,256	75,856	76,182
500230 - Life & Health Insurance	262,574	250,082	253,674	253,674	270,775	253,674	278,057	278,084
Personnel Total	904,576	883,517	926,608	926,608	899,552	926,608	984,853	988,227
Operating								
500400 - Travel & Per Diem	25,675	25,665	26,100	26,100	26,100	26,100	26,100	26,100
50040A - Travel - Council Seat Mayor	7,377	5,190	10,000	14,450	15,371	14,450	10,000	10,000
50040B - Travel - Council Seat One	2,098	3,522	5,000	5,000	4,805	5,000	5,000	5,000
50040C - Travel - Council Seat Two	7,541	1,649	5,000	5,000	3,466	5,000	5,000	5,000
50040D - Travel - Council Seat Three	2,352	6,156	5,000	5,275	5,271	5,000	5,000	5,000
50040E - Travel - Council Seat Four	5,437	11,485	5,000	10,200	9,473	10,200	5,000	5,000
500401 - Council Stipend	150,000	147,188	150,000	150,000	137,500	150,000	150,000	150,000
500410 - Communication & Freight	8,988	10,043	13,800	8,800	10,007	8,800	13,800	13,800
500510 - Office Supplies	-	-	-	-	-	-	-	-
500540 - Dues, Suscriptions, Memberships	-	-	-	-	-	-	-	-
50048A - Prom. Act. - Council Seat Mayor	-	347	500	-	-	500	500	500
50048B - Prom. Act. - Council Seat One	492	495	500	500	-	500	500	500
50048C - Prom. Act. - Council Seat Two	399	-	500	500	-	500	500	500
50048D - Prom. Act. - Council Seat Three	-	235	500	1,073	1,073	1,073	500	500
50048E - Prom. Act. - Council Seat Four	80	1,100	500	-	-	-	500	500
50051A - Off. Supp. - Council Seat Mayor	2,192	4,830	5,000	2,500	2,081	2,500	5,000	5,000
50051B - Off. Supp. - Council Seat One	2,680	1,165	5,000	3,160	3,116	5,000	5,000	5,000
50051C - Off. Supp. - Council Seat Two	375	672	5,000	5,000	2,333	5,000	5,000	5,000
50051D - Off. Supp. - Council Seat Three	2,145	4,535	5,000	4,725	1,782	5,000	5,000	5,000
50051E - Off. Supp. - Council Seat Four	4,872	2,917	5,000	3,520	2,255	3,700	5,000	5,000
50054A - Dues/Memb. - Council Seat Mayor	8,103	15,253	6,000	9,550	9,753	9,550	6,000	6,000
50054B - Dues/Memb. - Council Seat One	1,219	2,435	6,000	7,840	4,072	6,000	6,000	6,000
50054C - Dues/Memb. - Council Seat Two	1,114	2,165	6,000	6,000	5,708	6,000	6,000	6,000
50054D - Dues/Memb. - Council Seat Three	1,049	1,535	6,000	5,427	3,717	5,427	6,000	6,000
50054E - Dues/Memb. - Council Seat Four	1,269	2,286	6,000	2,780	2,742	2,600	6,000	6,000
Operating Total	235,456	250,870	277,400	277,400	250,623	277,900	277,400	277,400
Capital								
500640 - Capital Outlay - Office	-	-	-	-	-	-	-	-
Capital Total	-							
Grand Total	1,140,032	1,134,387	1,204,008	1,204,008	1,150,175	1,204,508	1,262,253	1,265,627

* 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 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 2022

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
- Provide consistent leadership and messaging about the City's response to COVID-19 and managing the economic impacts
- 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 2023

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 Focus Area One - Doral 2.0: Finishing the foundation of a Complete City

- Goals:
 - Enhance community attractiveness.
 - Update plans and ordinances to ensure continued progress.
 - Continue infrastructure development.
 - Maintain technological leadership.
 - Continue service improvements.
 - Maintain a safe community.

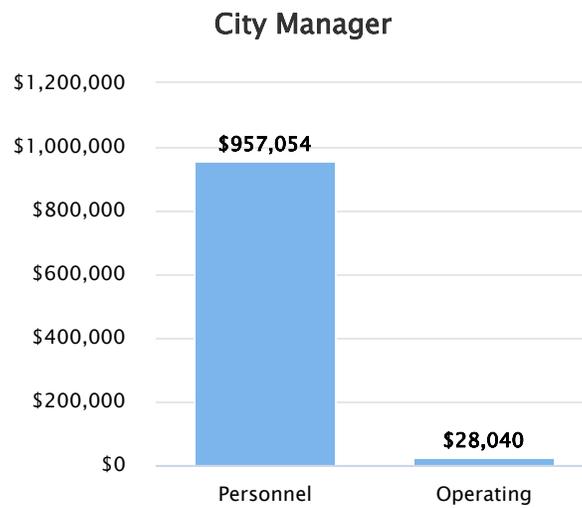
Strategic Focus Area Two - Doral 3.0: The next chapter

- Continue developing during the coming year for the following topics:



- Staffing
- Technology
- Financial
- Facilities
- Private Development
- Organization

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 7% city-wide. Moreover, the City Manager holds a contract and as a result receives an annual increase of 5%.



**Office of the City Manager
Authorized Positions**

Account	Position	Budget	Budget	Budget	Budget	Adopted	Total Cost
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23
500.111 - Administrative Salaries							
	City Manager	1	1	1	1	1	\$ 257,875
	Service Award 5 yr						\$ 2,149
	Deputy City Manager	1	1	1	1	1	\$ 178,112
	Development Services Administrator ⁽¹⁾	-	-	-	-	1	\$ 116,457
	Administrative Salaries Total	2	2	2	2	3	\$ 554,593
500.120 - Full Time Salaries							
	Senior Executive Assistant to the City Manager	1	-	-	-	-	-
	Executive Administrative Assistant to the City Manager	-	1	1	1	1	\$ 83,557
	Clerical Aide II	1	1	1	1	1	\$ 35,426
	Full Time Salaries Total	2	2	2	2	2	\$ 118,983
	Total	4	4	4	4	5	673,576



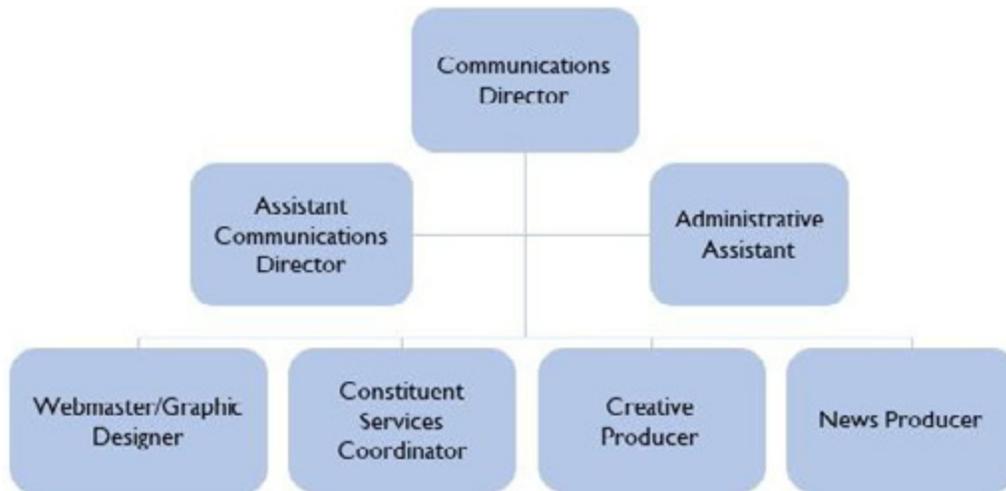
00111005 - Office of the City Manager

	Actual	Actual	Adopted Budget	Amended Budget	YTD *	Year-End Estimate	Proposed	Adopted
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
Personnel								
500111 - Administrative Salaries	401,188	415,486	419,410	419,410	333,275	419,410	445,565	554,593
500120 - Full Time Salaries	104,562	109,044	113,155	113,155	130,374	113,155	118,983	118,983
500125 - Compensated Absences	11,061	255,686	47,526	47,526	29,888	47,526	49,066	52,866
500140 - Overtime	29	175	250	250	-	250	250	250
500210 - FICA & MICA Taxes	33,316	39,903	45,704	45,704	32,272	45,704	48,268	56,618
500220 - Retirement Contribution	101,275	118,358	105,274	105,274	73,124	105,274	110,395	123,044
500230 - Life & Health Insurance	70,989	80,078	92,754	92,754	46,494	92,754	30,847	50,700
Personnel Total	722,420	1,018,729	824,073	824,073	645,427	824,073	803,374	957,054
Operating								
500400 - Travel & Per Diem	14,547	12,331	16,600	14,600	5,651	16,600	16,600	14,400
500410 - Communication & Freight	4,500	4,500	4,500	4,500	2,625	4,500	4,500	3,000
500510 - Office Supplies	2,574	2,059	2,640	4,640	3,723	2,640	2,640	2,640
500540 - Dues, Subscriptions, Memberships	7,287	6,013	8,000	8,000	6,385	8,000	8,000	8,000
Operating Total	28,909	24,903	31,740	31,740	18,384	31,740	31,740	28,040
Grand Total	751,329	1,043,633	855,813	855,813	663,810	855,813	835,114	985,094

* 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 2022

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 Doral Shines campaign to incorporate "Resident Spotlight" component that celebrates residents achieving great things in the community.
- Continued existing Doral Proud and Spend Local Save Local campaign to aid in businesses recovery following the pandemic.
- Launched new "Adventures of Alex the Egret" to creatively remind the public of important behaviors to uphold.
- Increased engagement with residents through email, social media, website, and videos to keep them informed in a timely manner.
- Distributed multiple issues of the print "Doral Life" newsletter to Doral homes, that included QR code which allows readers to also enjoy the full newsletter 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 message as needed.
- Continued focused communications addressing odor control issue affecting Doral through website new updates, social media, email blasts, and phone calls.
- 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 greater audience with City initiatives, programs, and events.
- Approximately 56 bilingual new releases/advisories disseminated.
- All graphic design projects continue to be completed in-house as the department has taken on design of other department's materials for brand and message continuity. For instance, Hurricane Posters, Parks Bond Posters, event/program flyers, and the redesign of the Holiday Light Pole Banners.

Community Relations

- Brought "Best of the Best" integrated campaign fully in-house to engage the community and highlight great businesses found in Doral, as selected by the community.
- Furthered City initiatives and strengthened partnerships. Community outreach continues to be an integral part of operations. Working with partners such as UM Mobile Clinic, Florida Department of Health, DORCAM, One Blood Mobile, FEMA, CAMACOL Doral, Florida State Hispanic Chamber and many more.
- Served as liaison to the Commission on the Status of Women Advisory Board, hosting events like "Women of Legacy".
- Constituent Services continues to provide outreach to the community, as well as, troubleshooting issues such as those related to the Energov transition when assistance in the Solution Center was provided during key hours of the day. From June 2021 - June 2022, approximately 1,400 residents have been assisted in person, by phone, via email, and across social media platforms.
- Continued planning and executing top-level City events that include, ribbon cuttings, groundbreakings, and other events that come through Council/administrative initiatives. This year events have begun to transition back to in-person following the pandemic. (State of the City, Parks Bond Ribbon Cutting/Groundbreaking, National Day of Prayer)
- Overseeing Facility Use Application process for several organizations that apply to use our facilities (Government Center & Police Training and 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. The Department serves as liaison and communicates any and all needs to IT and the Public Works Departments.
 - Approximately 11 events, ceremonies, and galas were fully planned by Public Affairs in the past 12 months.
 - Over 990 facility events have been coordinated in the past 12 months in collaboration with respective departments, divisions, and 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. Production has increased this FY with much of a \$100 million dollar film production for Apple+ taking place within Doral. Public Affairs works with the County and production team to accommodate and help fund locations to being the economic impact to our community.

Web Content/ Social Media

- Completed a re-design of the City website to streamline, modernize, and make it more user-friendly. The re-design includes a “Form Central” and an optimized “Search”. The restyling of individual department web pages is ongoing.
- Tracked social media sentiments – From Oct 1, 2021- June 3, 2022, 24% has been positive (70% neutral/informational) on topics ranging from parks bond to events and public safety.
- Grew social media followers by 8% since last year. (Instagram, Facebook, Twitter)
- During the past 12 months, the Department reached approximately 123,000 (up 10% from last year) people through Instagram, our most popular and interacted with platform. Posts with most engagement were related to the announcement for the White Course Park Ribbon Cutting and progress pictures of the White Course Park
- In the past 12 months, videos on Facebook were viewed for a total of over 42,700 minutes.
- Doral TV Youtube channel was rebranded for aesthetic appeal and consistency and “playlists” were created for different series for user-friendliness.
- 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, COVID-19 key information, video of the week and a Spotlight on an important topic of the moment.
- Continued maintenance of Parks Bond webpage with several important updates for transparency in all park bond operations.
- Multiple email campaigns conducted through-out the year to better inform the residents with an average open rate of approximately 25%.

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 128 video items from business promotional videos for Spend Local Save Local, event promos, Mayor’s messages, and outreach campaigns. 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 Shines Series (\$17,500)
 - Adventures of Alex the Egret (\$16,000)
 - Your City at Work Series (\$15,000)
 - Spend Local, Save Local Campaign (\$22,000)
 - Inside Doral News Series (\$52,500)
- 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, CBS, Diario Las Americas, and Florida Trend

Public Affairs Activity Report

Activity	Actual FY 2019-20	Actual FY 2020-21	Projected FY 2021-22	Projected FY 2022-23
Social Media Followers	56,101	62,129	67,319	72,000
Videos Completed	155	161	128	150
Website Page Views	1,136,113	1,133,580	1,179,202	1,200,000
Positive Media Mentions	6,257	10,400	17,600	20,000
Facility Events Coordinated (logistics)	438	955	996	1,000
Events Produced (all aspects)	9	11	11	13
Constituent Inquiries	3,200	2,559	1,400	1,500



Public Affairs Objectives for FY 2023

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.

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 reach a wide audience about benefits of living and investing in the City of Doral.

Media/Direct Communications

- Continue working with Economic Development to expand global marketing efforts to include more digital and mass media advertising intended to attract new businesses, as well as, local, national, and international visitors. Also, assisting existing small businesses with promotion to aid in their success
- Continue working with Economic Development to expand online destination and “place making” marketing via sponsored social media campaigns to attract more local consumers, as well as, national and international visitors and businesses.
- Continue working with Economic Development to continue co-branding and elevating profiles of Downtown Doral and CityPlace Doral by actively seeking opportunities to promote the expanding amenities in the area to residents, businesses, and visitors through social media, advertising, editorial content and special events.
- 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 like Inside Doral provide an instantly recognizable platform to enhance the communication of positive news to the community.
- Implement new campaigns that highlight City staff, departments and their functions that are key in the community's quality of life.
- Continue producing a print newsletter that reaches all Doral homes with facts on the City and important information that impacts residents directly.
- Support Emergency management with continued messages from leadership regarding emergencies and work closely with all City departments and interagency to relay important time sensitive information to the public regarding the pandemic.
- Increase Engagement – The Public Affairs Department wants 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 will help to build trust and credibility with audiences, which is critical in maintaining an ongoing dialogue with the community.

Community Relations

- Celebrate Doral 20th anniversary with events and campaign that educates the community on the City's history.
- Continue supporting departments with the coordination of events.
- Identify additional and creative ways to engage with HOA's for in-person communication and assistance.
- 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 our customer's experience with one-on-one concierge attention from our 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

- City website continues to be an important tool with a monthly average of over 98,000 unique page views. This is a dynamic forum, where changes are made daily. The Department will continue to leverage the home page to drive direct visitors to what they want and need.
- Increase website efficiency and accessibility that meets national standards..
- 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 to improve organic effectiveness and increase audience awareness, as well as, paid social media campaigns to reach the full local community.

Digital & Multimedia

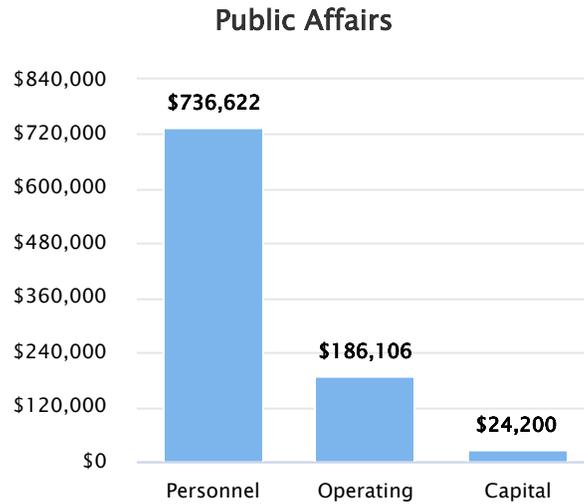
- The Department will continue to produce: Inside Doral, Citizenry Pride/Responsibility campaigns, Mayor’s Messages, Awareness Videos about city services/departments.
- Continue highlighting business that participate in City programs (eg. Spend Local, Save Local) and Best of the Best winners to help them succeed and to promote participation in our 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 2022-23	Associated Cost
Communication	Mailing of newsletter to all homes (twice a year)	\$ 26,000
Communication	Digital and print advertising to continue establishing Doral globally for brand awareness, “place making”	\$ 49,000
Communication	20 Year Anniversary (promo items and events)	\$ 6,800
Communication	Outfitting of lighting system in new Public Affairs Studio	\$ 24,200
Communication	Replacement of old video cameras and equipment	\$ 7,200
	Total	\$ 113,200



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 7% city-wide.
- **340 Contractual Services** - This account decreased due to a reduction in translation services and media consulting.
- **400 Travel & Per Diem** - This account decreased due to conferences being regional and local.
- **481 Promotional Items** - This account increased due to promotional items for the 20th Anniversary.
- **490 Other Current Charges** - This account increased due to the 20th Anniversary.
- **520 Operating Supplies** - This account increased due to replacement of old video equipment.
- **640 Capital Outlay** - This account increased due to a railing system to accommodate lighting in the new Public Affairs Department buildout.



**Public Affairs
Authorized Positions**

Account	Position	Budget	Budget	Budget	Budget	Adopted	Total Cost
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2022-23
500.111 - Administrative Salaries							
	Communications Director	-	-	1	1	1	\$ 124,222
	Administrative Salaries Total	-	-	1	1	1	\$ 124,222
500.120 - Full Time Salaries							
	Communications & Protocol Manager	1	1	-	-	-	\$ -
	Community Relations Coordinator	1	1	1	-	-	\$ -
	Assistant Communications Director	-	-	-	1	1	\$ 89,386
	Creative Producer	1	1	1	1	1	\$ 79,596
	Webmaster/ Graphic Designer	1	1	1	1	1	\$ 80,963
	Administrative Assistant	1	1	1	1	1	\$ 43,826
	News Producer	1	1	1	1	1	\$ 66,314
	Constituent Services Coordinator	-	1	1	1	1	\$ 50,953
	Full Time Salaries Total	6	7	6	6	6	\$ 411,038
	Total	6	7	7	7	7	\$ 535,260



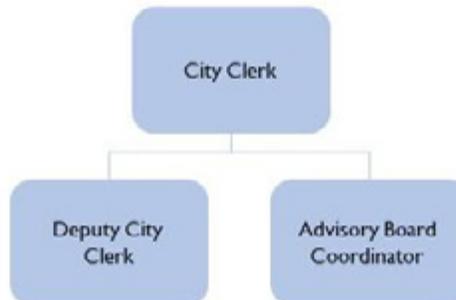
00111505 - Public Affairs Department

	Actual	Actual	Adopted	Amended	YTD *	Year-End		
	FY 2019-20	FY 2020-21	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
Personnel								
500111 - Administrative Salaries	-	107,553	118,262	118,262	98,160	118,262	124,222	124,222
500120 - Full Time Salaries	434,416	368,831	389,399	389,399	364,363	389,399	411,038	411,038
500125 - Compensated Absences	11,775	14,224	18,304	18,304	16,138	18,304	19,299	19,299
500210 - FICA & MICA Taxes	34,034	37,513	41,025	41,025	36,574	41,025	43,213	43,213
500220 - Retirement Contribution	51,686	56,625	60,918	60,918	54,066	60,918	64,232	64,232
500230 - Life & Health Insurance	69,624	71,631	82,913	82,913	69,344	82,913	74,618	74,618
Personnel Total	601,535	656,377	710,821	710,821	638,645	710,821	736,622	736,622
Operating								
500340 - Contractual Services - Other	47,334	36,964	35,000	30,000	29,000	35,000	30,000	30,000
500400 - Travel & Per Diem	5,365	5,284	5,970	5,970	6,207	5,970	5,620	5,620
500410 - Communication & Freight	4,275	4,800	5,100	5,100	4,350	5,100	5,100	5,100
500440 - Rentals & Leases	-	-	-	-	-	-	-	-
500470 - Printing & Binding	28,265	61,804	28,270	28,210	14,534	28,270	28,100	28,100
500481 - Promotional Activities - PIO	68,528	62,422	75,000	70,060	68,322	75,000	78,800	78,800
500490 - Other Current Charges	9,063	30,091	22,000	32,000	26,946	22,000	23,500	23,500
500510 - Office Supplies	2,109	2,954	1,500	1,500	1,257	1,500	1,000	1,000
500520 - Operating Supplies	1,461	967	4,000	4,000	988	4,000	7,200	7,200
500540 - Dues, Subscriptions, Memberships	5,424	5,926	6,130	6,130	6,466	6,130	6,786	6,786
Operating Total	171,824	211,213	182,970	182,970	158,068	182,970	186,106	186,106
Capital Outlay								
500640 - Capital Outlay - Office	-	-	-	-	-	-	24,200	24,200
Capital Outlay Total	-	-	-	-	-	-	24,200	24,200
Grand Total	773,360	867,590	893,791	893,791	796,713	893,791	946,928	946,928

* 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 2022

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 2019-20	Actual FY 2020-21	Projected FY 2021-22	Projected FY 2022-23
Public Records Requests	1,350	1,850	2,010	1,986

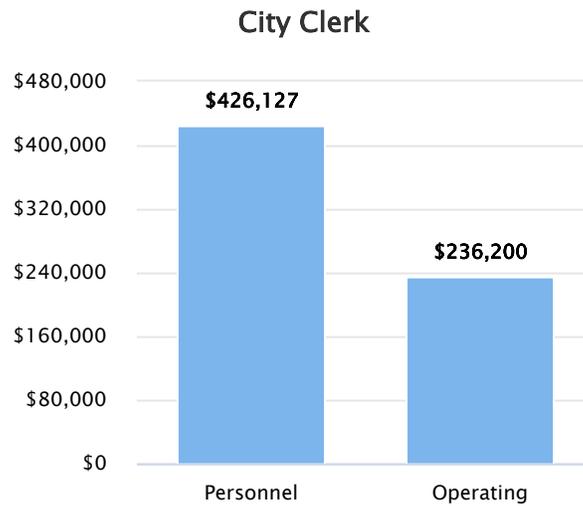
City Clerk Objectives for FY 2023

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 7% 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%.
- **340 Contractual Services (Other)** - This account budgets for funds to cover the Special Master for the continuing Red-Light Camera Hearings.
- **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.
- **491 Legal Advertising** – This covers the cost of Citywide legal advertisements.



**Office of the City Clerk
Authorized Positions**

Account	Position	Amended *	Budget	Budget	Budget	Adopted	Total Cost
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23
500.111 - Administrative Salaries							
	City Clerk	1	1	1	1	1	\$ 135,237
	Administrative Salaries Total	1	1	1	1	1	\$ 135,237
500.120 - Full Time Salaries							
	Deputy City Clerk	1	1	1	1	1	\$ 94,256
	Advisory Board Coordinator	1	1	1	1	1	\$ 62,835
	Full Time Salaries Total	2	2	2	2	2	\$ 157,091
	Total	3	3	3	3	3	\$ 292,328

* AMENDED FY 2018-19 - This column reflects any mid-year change to budgeted positions

0011200 - Office of the City Clerk

	Actual	Actual	Adopted	Amended	Actuals	Year-End	Proposed	Adopted
	FY 2019-20	FY 2020-21	Budget	Budget	FY 2021-22	Estimate	FY 2022-23	FY 2022-23
0011200 - City Clerk Revenue								
341900 - Lien Search Fees	21,568	30,788	21,000	21,000	37,153	35,000	21,000	21,000
341901 - Candidate Qualifyng Fees	1,600	200	-	-	4,300	1,450	-	-
0011200 - City Clerk Revenue Total	23,168	30,988	21,000	21,000	41,453	36,450	21,000	21,000
Grand Total	23,168	30,988	21,000	21,000	41,453	36,450	21,000	21,000



00112005 - Office of the City Clerk

	Actual	Actual	Adopted	Amended	YTD *	Year-End		
	FY 2019-20	FY 2020-21	Budget	Budget	Actuals	Estimate	Proposed	Adopted
			FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
Personnel								
500111 - Administrative Salaries	114,018	119,299	129,214	129,214	112,140	129,214	131,298	135,237
500120 - Full Time Salaries	135,853	140,780	144,949	144,949	148,551	144,949	157,091	157,091
500125 - Compensated Absences	11,127	11,683	12,736	12,736	12,267	12,736	13,399	13,541
500210 - FICA & MICA Taxes	20,963	21,344	23,280	23,280	21,125	23,280	24,417	24,729
500220 - Retirement Contribution	61,231	57,602	59,902	59,902	59,174	59,902	62,485	63,194
500230 - Life & Health Insurance	22,566	23,955	30,016	30,016	29,903	30,016	32,296	32,335
Personnel Total	365,758	374,663	400,097	400,097	383,159	400,097	420,986	426,127
Operating								
500331 - Court Reporter Serv - Spec MSTRS	3,195	1,440	7,000	7,000	1,065	7,000	7,000	7,000
500340 - Contractual Services - Other	1,100	2,200	3,000	3,000	1,500	3,000	3,000	3,000
500400 - Travel & Per Diem	16,065	18,722	18,400	18,400	17,302	18,400	18,400	18,400
500410 - Communication & Freight	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
500470 - Printing & Binding	5,911	10,853	14,000	14,000	12,423	14,000	14,000	14,000
500491 - Legal Advertising	95,369	89,654	99,000	99,000	63,747	99,000	99,000	99,000
500495 - Election Expenses	-	70,446	80,000	80,000	-	80,000	80,000	80,000
500510 - Office Supplies	2,100	831	2,000	2,000	1,772	2,000	2,000	2,000
500520 - Operating Supplies	804	1,494	3,000	3,000	498	3,000	3,000	3,000
500540 - Dues, Subscriptions, Memberships	3,040	3,765	6,800	6,800	2,327	6,800	6,800	6,800
Operating Total	130,583	202,405	236,200	236,200	103,634	236,200	236,200	236,200
Grand Total	496,341	577,068	636,297	636,297	486,793	636,297	657,186	662,327

* YTD = Year to Date



Office of Charter Enforcement

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

00113005 - Office of Charter Enforcement

	Actual	Actual	Adopted	Amended	YTD *	Year-End		
	FY 2019-20	FY 2020-21	Budget	Budget	Actuals	Estimate	Proposed	Adopted
			FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
Operating								
500310 - Professional Services	-	-	35,000	35,000	-	35,000	50,000	50,000
500340 - Contractual Services	-	-	15,000	15,000	399	15,000	15,000	-
Operating Total	-	-	50,000	50,000	399	50,000	65,000	50,000
Grand Total	-	-	50,000	50,000	399	50,000	65,000	50,000

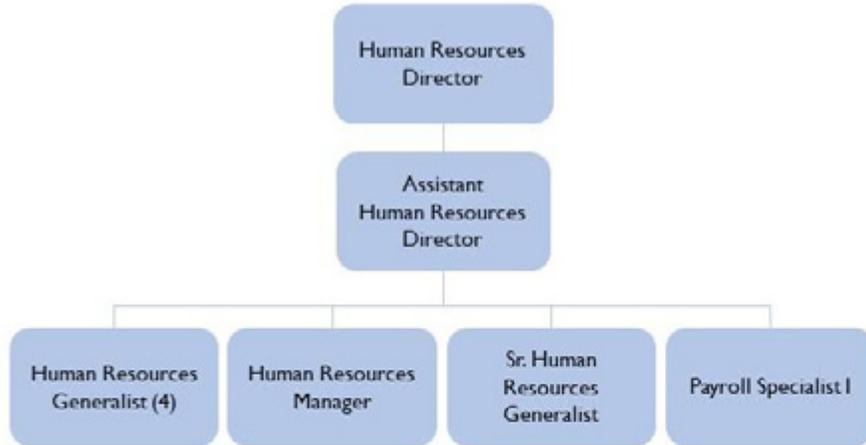
* YTD = Year to Date

Charter Enforcement Budget Highlights

The Office of Charter Enforcement will be managed by the Police Department’s Internal Affairs division.



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 2022

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

- On April 25, 2022, the Human Resources Department launched the Paycom System; an all-encompassing, hoisted solution for HRIS, Payroll, and Timekeeping. The system is allowing the HR Department to have a centralized repository of employee master data to maintain all sensitive information in one organized and secure database. The system allows for electronic workflows to streamline processes between all applicable departments and facilitates timekeeping, personnel, compensation, and benefits records. The paycom system is allowing HR to replace three (3) systems with one. It allows integration between the personnel system and the payroll system allowing HR and Finance Department to utilize the same system to provide employees faster and better service. The Paycom system is streamlining the following processes:
 - Electronic Personnel Action Forms
 - Time & Attendance
 - Scheduling
 - Biometric Time Clocks
 - Labor Allocations
 - On-boarding / Off-boarding
 - Background Checks
 - E-Verify connectivity
 - Performance Management (Evaluations & PIP's)
 - Performance Discussions (Reprimands & Counseling's)
 - Position Management
 - Employee Self-Service
 - Ask Here
 - Paycom Learning
 - Custom Reporting
- On June 22, 2022, phase I of the extraction of historical data conversion was launched. The City is utilizing, the Brekgroup to extract historical Employee and Payroll records by creating a universal history viewer system, which will allow staff to run a wide variety of historical reports, print historical timecards, pay stubs, separation reasons, pay rate changes and any other Human Resources and Payroll related records in order to comply with the retention of the historical data. The project will be completed in three phases (Extraction, Data Processing, and Deployment). The City anticipates that the execution of services will take about sixteen weeks. The below information is going to be extracted:
 - All historical information from existent HRIS and payroll systems (ex. ADP, Kronos, and Employee Navigator)
 - Maintain historical data for current/former employees (ex. names, employment assignment, performance rating, status, pay rates)
 - No limit to historical data captured and standard ad hoc reporting for status tracking
 - All compliance reporting for ACA reporting
 - All historical data is viewable
 - All historical data is reportable
 - All historical data migration will allow us to follow the GSI and GS2
 - All general ledger historical data is accessible to administrator



Phase II: Data Processing

- All raw data will be converted into actual data and organized & re-structure into sets. All checks will be balanced, check for duplication, employee identification and once validated all information will be loaded into the new system.

Phase III: Deployment

- Install all new legacy reporting systems into the City of Doral's equipment and conduct training with applicable staff. All data will be removed from the BrekGroup records.

Organizational Efficiency

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

- COVID-19 tracking continued during FY 2022. The Human Resources Department continuously worked with employees and their supervisors to monitor positive COVID-19 exposures. The collective strategy was first to care for health and wellness of the entire workforce, while closely monitoring absences to ensure the quickest and safest return to the workforce.
- The Human Resources Department continually monitors the status of Driver Licenses for employees classified as City drivers. When a driver's status changes or is flagged (active, inactive, expiration, suspensions, revocations, violations, and sanctions) HR quickly notifies supervisors and respective employees and follows up to ensure compliance. In FY 2022 the department ensured that no City driver operated a vehicle with an expired, revoked, and/or suspended license.
- The Human Resources Department worked closely with the Finance Department to implement the new compensation step plan for non-bargaining members.
- 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 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.

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

- Employee Retention & Recruitment: During FY 2022 the department processed 338 performance evaluations. 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 25 employees were recognized this fiscal year. The established recognition categories are: Act of Valor, Exemplary Customer Service, Initiative and Leadership Award, Inspire Award, Outstanding Achievement Award, Rookie of the Year, Safety Award, Spirited Award, Teamwork and Collaboration Award, and the Big Idea Award.
- Employees were recognized for years of service with the City (5, 10, and 15 Years of Service). A total of 36 employees were recognized and received the corresponding monetary bonus.
- The Human Resources Department managed several wellness initiatives. These initiatives included: Lunch and Learn, Walking Club, newsletter challenges, and initiatives to motivate employees to live a healthier lifestyle.
- The Department hosted 7 Lunch and Learn program sessions with an average employee participation of 25 employees per session.
- The Human Resources Department received several recognitions for health and wellness initiatives including:



- Gold Status for 2021 Workplace Health Achievement Index for American Heart Association.
- Gold Status for 2021 Aetna Workplace Well-Being Award for Making a Difference.
- Honoree for the 2021 Healthiest Employers in South Florida for Medium Company by South Florida Business Journal.
- 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.
- The Human Resources Department submitted award applications for the following wellness recognitions:
 - Applied for 2022 Aetna Workplace Well-Being Award
 - Applied to the WELCOA Workplace Award

Trainings & Education

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

The Human Resources Department launched a Customer Service Training, Sexual Harrasment & Cultural Diversity training via Paycom for all new hires. The training must be completed within 30 days from hire.

The Human Resources Department coordinated with ICMA a six (6) week training class. The class was titled "2022 Effective Supervisor Practices". The following topics were discussed:

- The Foundation Roles of a Supervisor/Supervisory Leadership and Ethics
- The HR Stuff: Ensuring a safe, respectful, harassment-free workplace
- Sharpening your Focus: Strategic Planning, Managing Workflow, and Budgeting
- Raising the Bar: Motivating Employees and Customer Service
- The People Part: Hiring and Onboarding, Fostering Accountability, Evaluation Performance
- The Great Communicator: Team Building, Communicating, Leading Change

The Human Resources Department coordinated with Nova Southeastern University a ten (10) week Executive Supervisory Skills Program for all Department Directors and Assistant Directors. The following topics were discussed:

- Supervisor and Human Resources Fundamentals
- Building and Leading Successful Teams
- Conflict Management
- Change Management
- Disciplines



Human Resources Activity Report

Activity	Actual FY 2019-20	Actual FY 2020-21	Projected FY 2021-22	Projected FY 2022-23
Employment Applications Received	5,103	2,505	5,000	5,000
Job Interest Cards Received	251	50	380	380
Job Posting Hits	183,843	242,116	100,000	100,000
Vacancy By Requisition	52	62	60	60
New Hires	74	68	85	80
Terminations	71	83	80	75
Internal Promotions	36	40	40	45
Employment Reclassifications	8	21	15	5
Health Fair Attendance	-	-	160	160
Temporary Appointments	64	70	100	115
Workers Compensation Processed	75	85	65	60
Tuition Reimbursement Processed	45	50	40	50
Performance Merit Increases Processed	375	297	380	411

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 2023

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

- Human Resources will continue to use the newly developed metrics, based in part on stakeholder informed outcomes, to analyze and measure business objectives. The Human Resources Department will continue monitoring the newly developed intranet system used to facilitate scheduling appointments and tracking meaningful metrics, which is used to track key performance indicators designed to strengthen and sustain the HR service delivery strategy.
- HR will continue to be vigilant in promoting, supporting, and discovering new resources and tools to deliver best practices and guidelines issued by the CDC in the management of COVID-19 related issues. In addition, the department will continue to define the parameters and best practices to keep employees safe.
- Provide continuous improvement of employee relations through training programs, labor management relations, problem resolution assistance and support to ensure compliance with State and Federal labor laws. Investigate claims or allegations of discrimination or sexual harassment and assist supervisors in dealing with various disciplinary and performance management matters.
- Coordinate and direct the City’s employee benefits program in an effective and efficient manner.
- Continue to track and monitor part-time workforce hours to ensure compliance with the Affordable Care Act.
- Support adherence to labor-related policies and procedures through continued training of employees and supervisors.
- Manage the City’s Workers’ Compensation program and ensure that all eligible employees who experience a work-related injury or illness receive appropriate medical care and equitable benefits.



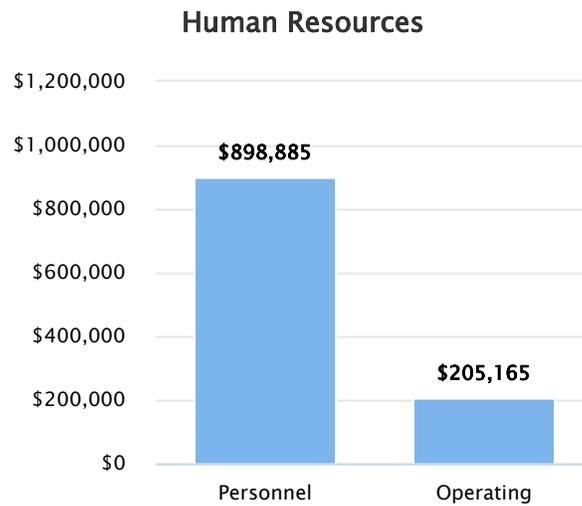
- Provide assistance, guidance, and safety training to City departments to minimize the number of workplace injuries.
- Coordinate production of wellness initiatives that provide employees with increased awareness of positive health behaviors.
- Continue to maintain complete and accurate records regarding each employee and position, to comply with legal requirements regarding retention and release of personnel records, and to preserve the confidentiality of personnel records.
- Coordinate and administer employee training including harassment, customer service, communication, general supervisory principles, and various other topics.
- Continue to assess workforce utilization demographics and comply with Department of Justice (DOJ) Equal Employment Opportunity Program reporting guidelines.

Human Resources Strategic Priorities

Strategic Priorities	Adopted FY 2022-23	Associated Cost
Customer Service Training	Continue to ensure that current employees and all new employees receive customer service training.	\$-
Organization Efficiency	Implementation of Paycom; replacing three (3) systems, Kronos for time keeping, ADP for payroll, and Employee Navigator for Benefits.	\$-
Organization Efficiency	Implementation of the Collective Bargaining changes upon ratification of the new contract.	\$-
Total		\$ -



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 7% city-wide.
- **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	Budget	Amended *	Amended *	Budget	Adopted	Total Cost
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23
500.111 - Administrative Salaries							
	Human Resources Director	1	1	1	1	1	\$ 131,325
	Administrative Salaries Total	1	1	1	1	1	\$ 131,325
500.120 - Full Time Salaries							
	Assistant Human Resources Director	1	1	1	1	1	\$ 113,810
	Service Award 10 yr						\$ 3,794
	HR Manager	1	1	1	1	1	\$ 94,203
	Police Human Resources Generalist	1	1	1	1	1	\$ 75,666
	Human Resources Generalist ⁽¹⁾	1	2	1	2	3	\$ 133,619
	Senior Human Resources Generalist	-	-	1	1	1	\$ 80,245
	Human Resources Assistant	1	-	-	-	-	\$ -
	Payroll Specialist I ⁽²⁾	-	-	-	-	1	\$ -
	Full Time Salaries Total	5	5	5	6	8	\$ 501,337
500.130 - Other Salaries							
	Interns	6	6	6	6	6	\$ 20,250
	Other Salaries Total	6	6	6	6	6	\$ 20,250
	Total	12	12	12	13	15	\$ 652,912

* 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



00120005 - Human Resources Department

	Actual	Actual	Adopted	Amended	YTD *	Year-End		
	FY 2019-20	FY 2020-21	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
Personnel								
500111 - Administrative Salaries	69,148	117,579	127,111	127,111	71,635	127,111	131,325	131,325
500120 - Full Time Salaries	329,405	391,242	467,304	467,304	471,285	467,304	501,337	501,337
500125 - Compensated Absences	20,711	14,143	21,433	21,433	18,960	21,433	22,675	22,675
500130 - Other Salaries	-	10,751	20,250	20,250	9,765	20,250	20,250	20,250
500140 - Overtime	-	-	-	-	-	-	-	-
500210 - FICA & MICA Taxes	31,434	39,783	49,244	49,244	42,607	49,244	52,264	52,264
500220 - Retirement Contribution	47,382	60,992	71,329	71,329	61,936	71,329	75,463	75,463
500230 - Life & Health Insurance	59,093	95,683	123,797	123,797	91,900	123,797	95,571	95,571
Personnel Total	557,173	730,173	880,468	880,468	768,089	880,468	898,885	898,885
Operating								
500310 - Professional Services	11,450	-	13,300	13,300	-	13,300	33,300	35,500
500340 - Contractual Services - Other	49,931	63,092	64,979	68,979	47,125	68,979	69,505	69,505
500400 - Travel & Per Diem	3,045	5,220	6,110	6,110	4,480	6,110	6,110	6,110
500410 - Communication & Freight	1,900	2,400	2,400	2,400	2,100	2,400	2,400	2,400
500470 - Printing & Binding	116	500	500	500	-	500	500	500
500480 - Promotional Activities	6,582	8,762	10,250	10,250	8,370	10,250	13,250	13,250
500510 - Office Supplies	1,967	854	2,000	2,000	1,020	2,000	2,000	2,000
500520 - Operating Supplies	501	1,904	2,000	2,000	1,396	2,000	2,000	2,000
500540 - Dues, Subscriptions, Memberships	32,360	43,964	46,900	42,900	23,790	42,900	73,900	73,900
Operating Total	107,852	126,696	148,439	148,439	88,281	148,439	202,965	205,165
Grand Total	665,024	856,869	1,028,907	1,028,907	856,370	1,028,907	1,101,850	1,104,050

* 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 2022

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

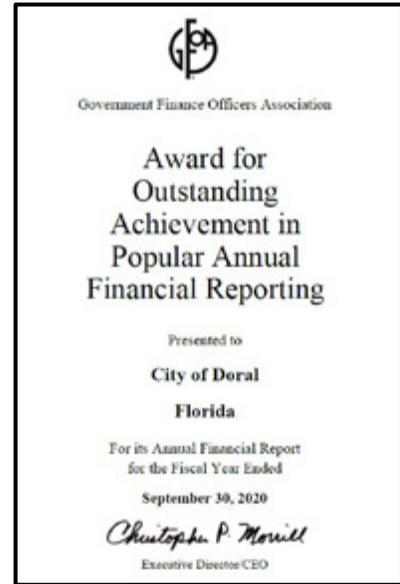
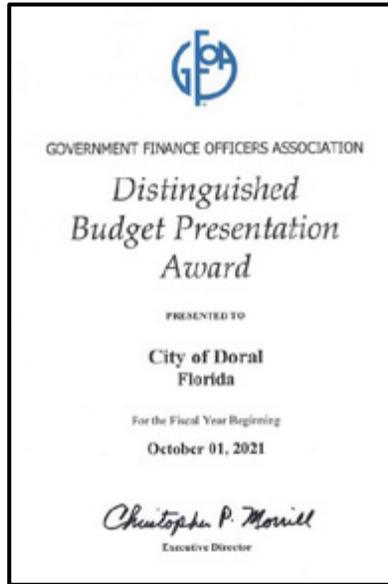
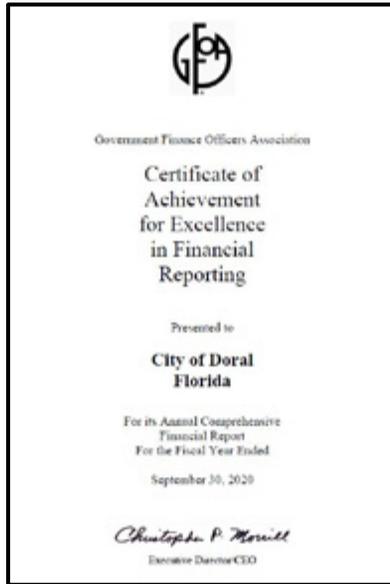
ACTIVITY	Actual FY 2019-20	Actual FY 2020-21	Projected FY 2021-22	Projected FY 2022-23
Payrolls Processed	38	38	38	38
Checks Issued (AP)	4,909	5,026	5,500	5,500
Wire Transfers	238	238	300	300
Comprehensive Annual Financial Report	1	1	1	1
Popular Annual Financial Report (PAFR)	1	1	1	1
Annual Balanced 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 2020 - 2021. As well as providing full and complete access to financial data.
- Working on a City-wide Cost Allocation Plan based on FY 2020 & 2021 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 2019-2020 Annual Comprehensive Financial Report.
- Awarded the GFOA Distinguished Popular Annual Financial Reporting Award for the FY 2020 PAFR.
- Awarded the GFOA Distinguished Budget Presentation Award for the FY 2020-2021 Budget.
- In April 2022 the Finance Department along with Human Resources, launched the Paycom system; an all encompassing, hosted solution for HRIS, Payroll, and Timekeeping. Paycom allows integration between the personnel system and the payroll system allowing Human Resources and Finance departments to utilize the same system to provide employees faster and better service.
- The Finance department worked closely with the Human Resources department to implement the new compensation step-plan for bargaining unit members.



Finance Objectives for FY 2023

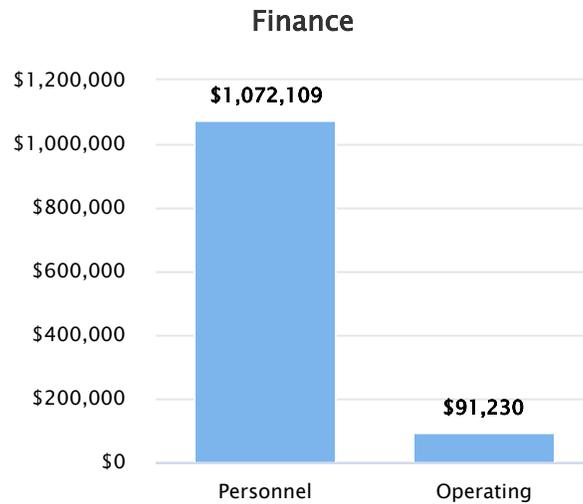
The following objectives were developed to provide an overview of the anticipated accomplishments for the Department as they relate to the City Council’s Budget Priorities and Strategic Goals which are indicated below.

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 7% city-wide.
- **510 Office Supplies** – The increase in this account is attributable with the department adding funds for uniforms.



Finance Department Authorized Positions

Account	Position	Budget	Amended *	Amended *	Budget	Adopted	Total Cost
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23
500.111 - Administrative Salaries							
	Finance Director	1	1	1	-	-	\$ -
	Chief Financial Officer	-	-	-	1	1	\$ 179,388
	Administrative Salaries Total	1	1	1	1	1	\$ 179,388
500.120 - Full Time Salaries							
	Assistant Finance Director	1	1	1	1	1	\$ 118,039
	Administrative Assistant	1	-	-	-	-	\$ -
	Payroll Specialist	1	1	1	-	-	\$ -
	Payroll Specialist II	-	-	-	1	1	\$ 59,875
	Accountant	1	1	2	3	3	\$ 182,817
	Budget/ Grants Administrator	1	1	1	1	-	\$ -
	Senior Budget Manager ⁽²⁾	-	-	-	-	1	\$ 96,543
	Finance Cashier	1	1	1	-	-	\$ -
	Finance Clerk	1	1	1	1	1	\$ 41,074
	Accounting Clerk	1	1	-	1	1	\$ 43,494
	Procurement Manager ⁽¹⁾	1	1	1	-	-	\$ -
	Procurement Specialist ⁽¹⁾	1	1	1	-	-	\$ -
	Fixed Asset & Purchasing Coordinator ⁽¹⁾	-	1	1	-	-	\$ -
	Full Time Salaries Total	10	10	10	8	8	\$ 541,842
500.130 - Other Salaries							
	Finance Clerical Aide P/T(Best Buddy)	1	1	-	-	-	\$ -
	Financial Analyst (PT)	-	1	1	-	-	\$ -
	Other Salaries Total	1	2	1	-	-	\$ -
	Total	12	13	12	9	9	\$ 721,230

* 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



00121005 - Finance Department

	Actual	Actual	Adopted	Amended	YTD *	Year-End		
	FY 2019-20	FY 2020-21	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
Personnel								
500111 - Administrative Salaries	171,173	169,820	182,010	182,010	59,505	59,505	179,388	179,388
500120 - Full Time Salaries	590,274	581,080	510,107	510,107	488,977	510,107	540,003	541,842
500125 - Compensated Absences	14,620	16,930	40,889	40,889	38,597	40,889	25,939	26,005
500130 - Other Salaries	40,674	53,748	-	-	-	-	-	-
500140 - Overtime	2,613	1,982	1,986	1,986	294	1,986	1,986	1,986
500210 - FICA & MICA Taxes	58,481	58,161	56,809	56,809	40,780	56,809	57,752	57,898
500220 - Retirement Contribution	90,514	89,758	82,828	82,828	64,157	82,828	86,327	86,548
500230 - Life & Health Insurance	149,278	166,540	165,570	165,570	152,876	165,570	178,424	178,442
Personnel Total	1,117,627	1,138,020	1,040,199	1,040,199	845,186	917,694	1,069,819	1,072,109
Operating								
500321 - ACCTG & Auditing - Audit SVCS	55,000	52,700	61,650	61,650	49,000	61,650	61,650	61,650
500340 - Contractual Services - Other	4,614	3,572	2,000	7,241	1,662	5,000	2,000	2,000
500400 - Travel & Per Diem	5,681	5,220	8,970	8,970	2,219	8,970	8,970	8,970
500410 - Communication & Freight	2,440	3,656	2,450	2,450	1,877	2,450	2,450	2,450
500460 - Repair & Maint - Office Equip	-	-	1,350	350	-	1,000	1,350	1,350
500470 - Printing & Binding	859	4,063	3,350	3,350	3,114	3,350	3,350	3,350
500510 - Office Supplies	6,523	4,621	3,800	7,800	1,658	3,800	5,950	4,300
500540 - Dues, Subscriptions, Memberships	5,944	6,197	7,160	4,160	2,138	6,500	7,160	7,160
Operating Total	81,061	80,028	90,730	95,971	61,667	92,720	92,880	91,230
Capital								
500640 - Capital Outlay - Office	1,557	1,182	-	-	-	-	-	-
Capital Total	1,557	1,182	-	-	-	-	-	-
Grand Total	1,200,245	1,219,229	1,130,929	1,136,170	906,853	1,010,414	1,162,699	1,163,339

* YTD = Year to Date



Procurement Management Division



Procurement Management Division Function

The mission of the Procurement Management Division is to provide procurement, purchasing solutions and services that are in support of each department's unique mission within the City. The Procurement Division is responsible for providing City Departments with supplies, equipment and services necessary to perform city activities. The division includes the planning and preparation of competitive solicitations; assist in the development of commodity specifications; initiating formal quotations, proposals, and bids for professional services, goods, general services, and construction in accordance with all applicable ordinances, laws, policies, procedures and NIGP best practices; conducting public competitive solicitation openings and evaluating competitive solicitation responsiveness, while maximizing competition in a transparent, fair, ethical, and professional manner.

The Procurement Management Division is tasked with the inventory, tagging, and tracking of the City's capital assets.



Procurement Management Division Accomplishments for FY 2022

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

- Completed and Implemented Capital Assets Policy and Procedures Manual
- Processed, inventoried and tagged over 200 Capital Assets
- Processed 1,449 purchase orders valued at \$47.7 million
- Maintained a fully operational division with virtual pre-bid meetings, bid openings and electronic bid submittals. This has allowed more firms nationwide to participate in the procurement process.
- Curated and Hosted the 5th annual workshop/ training on Procurement, Contract Management, Co-ops and Piggyback Contracts, Bid Waivers, Accounts Payables and Fixed Asset.
- Created the following forms and templates to improve processes: Piggyback Contract Agreement, Alternate Contract Source Approval form, Owner Direct Purchase (ODP) PO Request Form, Contract Requisition Approval Form, Quotes Tabulation Form, Requisition Request Checklist and made revision to the Purchase Order Terms and Conditions.
- Collaborated with other agencies (Miami-Dade County and City of Miami) to increase vendor registration and competition.
- Participated in a Small Business workshop with United States Department of Transportation (USDOT) Office of Small Business as a panelist regarding the Bipartisan Infrastructure Law (BIL).
- Improved Communication with vendors by emailing and publishing on websites Notice of Intent to award to Participants.

Procurement Management Division Activity Report

ACTIVITY	Actual FY 2019-20	Actual FY 2020-21	Projected FY 2021-22	Projected FY 2022-23
Purchase Orders Issued	1,615	1,449	1,535	1,600
RFPs/RFQs/ITBs Issued	36	24	30	30
New Assets Inventoried	405	214	300	250

Procurement Management Division Objectives for FY 2023

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.

Customer Service

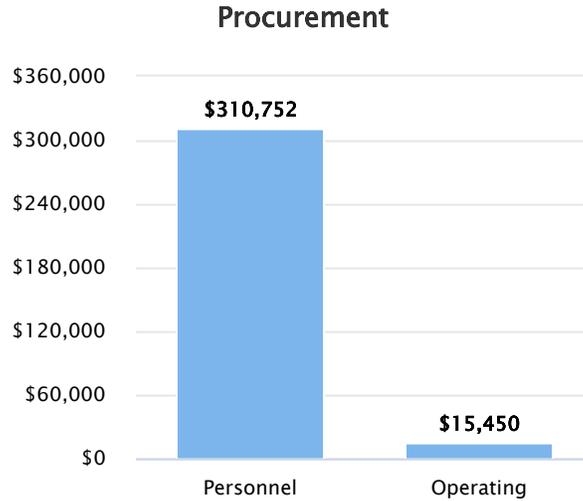
- Continue departmental training programs on procurement best practice frameworks, standards, and tools.
- Courteous and professional services rendered to the City’s residents and other internal/external customers.
- Implement vendor outreach and highlight training opportunities available to vendors 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 including the purchasing thresholds
- Implement E-Procurement within Tyler Munis Financial System
- Revised Policy and Procedures manual to incorporate improvements
- Internal Procurement Division Audit



Procurement Management Division 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 7% city-wide.

Procurement Management Division Authorized Positions

Account	Position	Budget	Budget	Budget	Amended*	Adopted	Total Cost
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
500.120 - Full Time Salaries							
	Procurement Division Manager	-	-	1	1	1	\$ 95,450
	Procurement Specialist	-	-	1	2	2	\$ 121,517
	Service Award 5 yr						\$ 561
	Fixed Asset & Purchasing Coordinator ⁽¹⁾	-	-	1	-	-	\$ -
	Full Time Salaries Total	-	-	3	3	3	\$ 217,528
	Total	-	-	3	3	3	\$ 217,528

* 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



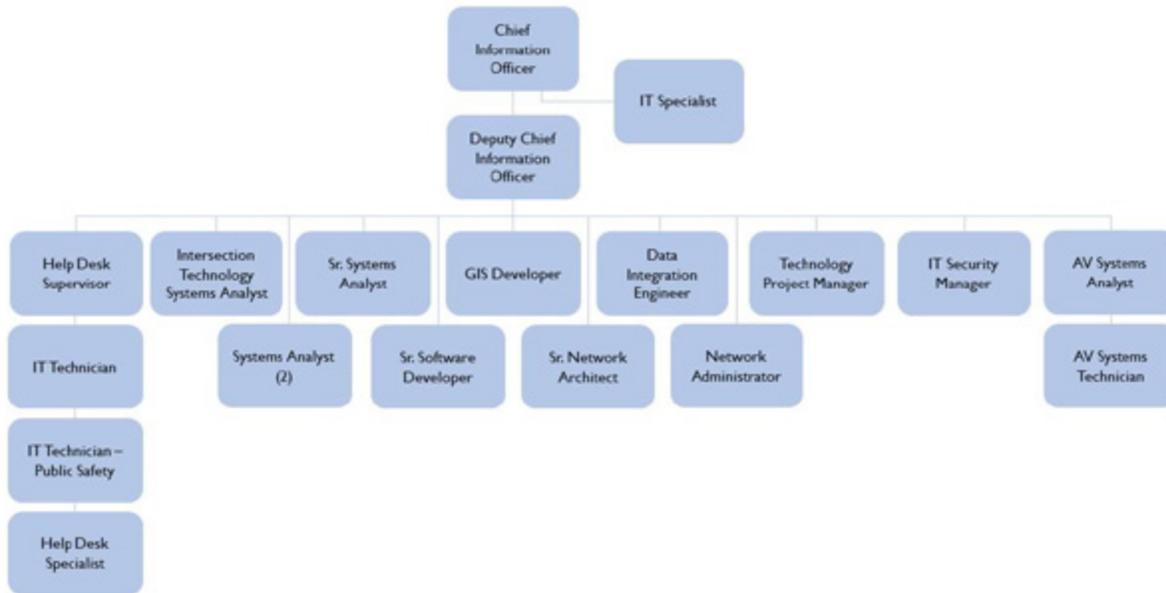
00121505 - Procurement Management Division

	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed	Adopted
	FY 2019-20	FY 2020-21	Budget	Budget	Actuals	Estimate	FY 2022-23	FY 2022-23
Personnel								
500111 - Administrative Salaries	-	-	-	-	-	-	-	-
500120 - Full Time Salaries	-	-	198,435	198,435	189,488	198,435	217,529	217,529
500125 - Compensated Absences	-	-	7,115	7,115	4,046	7,115	7,823	7,823
500130 - Other Salaries	-	-	-	-	-	-	-	-
500140 - Overtime	-	-	1,200	1,200	89	500	-	-
500210 - FICA & MICA Taxes	-	-	16,216	16,216	14,791	16,216	17,730	17,730
500220 - Retirement Contribution	-	-	23,679	23,679	15,612	23,679	26,036	26,036
500230 - Life & Health Insurance	-	-	38,658	38,658	38,226	38,658	41,634	41,634
Personnel Total	-	-	285,303	285,303	262,251	284,603	310,752	310,752
Operating								
500321 - ACCTG & Auditing - Audit SVCS	-	-	-	-	-	-	-	-
500340 - Contractual Services - Other	-	-	-	-	-	-	-	-
500400 - Travel & Per Diem	-	-	7,195	7,195	4,861	7,195	8,720	8,720
500410 - Communication & Freight	-	-	1,200	1,200	1,100	1,200	1,400	1,400
500460 - Repair & Maint - Office Equip	-	-	300	300	-	300	500	500
500470 - Printing & Binding	-	-	1,000	1,000	525	1,000	1,000	1,000
500510 - Office Supplies	-	-	800	800	121	800	1,150	1,150
500540 - Dues, Subscriptions, Memberships	-	-	1,900	1,900	680	1,900	2,680	2,680
Operating Total	-	-	12,395	12,395	7,287	12,395	15,450	15,450
Capital								
500640 - Capital Outlay - Office	-	-	-	-	-	-	-	-
Capital Total	-	-	-	-	-	-	-	-
Grand Total	-	-	297,698	297,698	269,538	296,998	326,202	326,202

* 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 2022

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**
 - Our 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.

Organization Efficiencies

- PD - Signal Side Arm Kit
- PD - Crime View Analytics
- PD - Commercial LPR
- PD - Clearview Application
- CC - DocuSign
- HR - PAF Tracker
- HR - Interview Request

Technology Infrastructure Projects

- AV Projects
 - Council Chambers AV Systems Refresh Final Phase
 - PA - Video Editing System
 - PA - MACs for Video Production Team
- Network
 - Upgrade of network hardware for City Hall, Police Department and NAP.

Paycom

Information Technology, Human Resources, and Finance worked together to implement a new Payroll Processing, Timekeeping, and HRIS System. The system is issuer-friendly with a single database that allows employees access to submit requests, changes, obtain their personal information, etc., while also allowing the Human Resources and Finance Departments to utilize the same system to provide employees faster and better service.



Parks Bond Projects

IT meets weekly with Public Works, Parks and Recreation, AECOM, BCC Engineering 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

In March 2021 we launched the new Development Services Software (WeB – We Build Doral!) which provides electronic records submission, the ability to audit and track performance, consistency in data entry, compliance with statutory requirements and most importantly, outward-facing citizen engagement.

The configuration of the system was done by each department which included the development of workflow templates, steps, actions, work classes, fees, assignments and adding workflow templates to process types.

Since the initial go-live of the EnerGov solution, a number of people, process and technology challenges have been identified that have risen to the level of City Council review. Given the expected constituent service capabilities of EnerGov, City Council has elevated the priority to stabilize the system in order to achieve the benefits anticipated by the City's citizens and customers.

The City entered into a professional services agreement with Plante & Moran, PLLC, (Plate Moran) and Tyler Technology Inc., to provide Phase 2 - Energov Stabilization Services for the existing Energov solution with a path for optimizing Energov and other integrated products to promote that they are sequenced and full compatibility with each other. The IT Department is a project sponsor for Phase 2 - Energov Stabilization Services.

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 dashboard that provides insight into the License Plate Reader Intersections by analyzing hourly data.
- Developed a new dashboard for Electronic Vehicle Energy Charging Stations

Records Management

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

IT Department was featured in the following publications

- Diario Las Americas
 - Doral entre las “ciudades inteligentes” del mundo
 - 22 de agosto de 2021 - 12:08 - Por Leonardo Morales
- CIO Online Magazine
 - Smart Cities Increase Efficiency, Safety and Sustainability
 - April 11, 2022
- State Tech Magazine
 - Big Data, Small Footprint
 - Spring 2022



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 4 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



The City of Doral is one of the first cities globally and the first American City to be WCCD certified under this new ISO Standard, ISO 37122 Sustainable Cities and Communities – Indicators for Smart Cities as part of a cohort of Early Adopters. On June 4, 2021, the ISO 37122 certification positions Doral as a WCCD ISO 37122 Early Adopter City, joining an early cohort of approximately 10 cities from around the world committed to harnessing standardized city data to drive a citizen-focused approach to smart service delivery.

This certification was an undertaking by the I.T. Department, however, the support that has been provided by all City departments, as well as, Miami-Dade County Fire, Environmental, Solid Waste, and Water and Sanitation to gather the data for reporting was instrumental to the success of the certification process.



- **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.



A letter of congratulations from the WCCD confirming the new certification was received by the City of Doral on May 5, 2022. The letter from WCCD President and CEO Dr. Patricia McCarney congratulated Mayor Juan Carlos Bermudez and the City of Doral for “your significant achievement in beginning one of the first cities globally to be certified by the WCCD under its newest ISO Standard, ISO 37123 Sustainable Cities and Communities - Indicators for Resilient Cities”. Furthermore, the letter stated: “This certification positions Doral as a WCCD ISO 37123 Early Adopter City, joining an early cohort of approximately 10 cities worldwide committed to harnessing standardized city data to drive a citizen-focused approach to building a more resilient future for your city.”

The city has made significant investments as part of its commitment to resiliency, workability, and sustainable environment working on improvement of our service and the well-being of the city. With this certificate, we strengthen our 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 2019-20	Actual FY 2020-21	Projected FY 2021-22	Projected FY 2022-23
Number of Network Users	429	427	439	457
Online Applications - Smart City	59	398	398	400
Service Support Requests	2,971	3,000	3,127	3,300
Change Control Management	144	122	94	100
Audio Visual Event Support	800	600	700	750
City Facilities Network Support	14	15	16	17
Citywide - Security Camera Views	297	370	380	400
License Plate Reader Cameras	147	147	147	162
Intersection Video Streaming Cameras	67	67	67	70
Guest WiFi In City and Park Facilities	14	15	16	17
Total Computer Donations to Doral Schools	226	226	226	226



Information Technology Objectives for FY 2023

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.

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.

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

Business Process Improvement. City-wide Business Process Improvement is an important part of the department's strategic action plan. IT works on citywide process improvement initiatives, and best practices to reduce waste and costs, solve problems, and improve efficiencies and quality of service.

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 plans smarter and delivers results on time, within budget and aligned with the scope.

Parks Bond Projects. The IT Department is working with the City Manager's office and other consultants to provision 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 and to implement and test the technology infrastructure that helps deliver services and communications to the stakeholders.

Smart City 2.0. The City of Doral Smart City 2.0 modern urban environments has focused on a holistic vision to bring solutions to every aspect of urban life with emphasis on new technologies that can enhance the lives of residents and businesses. The department's focus is three key elements, Quality of life, Economic competitiveness, and Sustainability.

Innovation. During the last five (5) years IT 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 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. IT continues seeking, developing, and leveraging strategic partnerships with professional organizations in academia, government, and the industry, which augments skillset 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 our strategic plan.

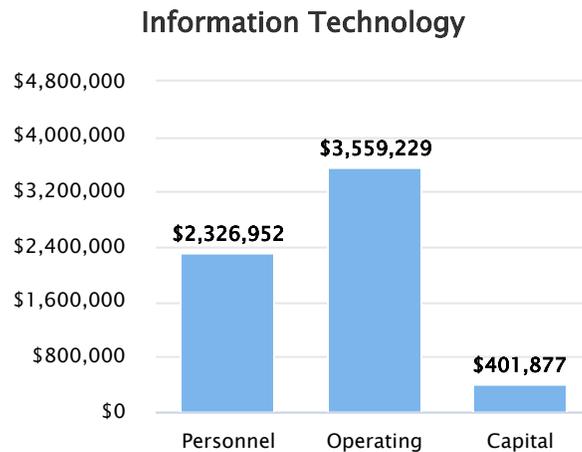


Information Technology Strategic Priorities

Strategic Priorities	Adopted FY 2022-23	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.	\$ 20,000.00
	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.	\$ 308,000.00
Capital Area: Strategic Initiatives for Citywide Departments	PD - Signal Sidearm Kit	\$ 4,980
	PD - Redaction Assistant User License	\$ 14,850
	PD - Clear ID	\$ 995
	PD - Frontline	\$ 6,300
	PD - Inputance	\$ 2,000
	PD - Additional RSA Tokens	\$ 5,051
	CE - Frontline BWC Audits/Quality Improvement Evaluation Software	\$ 1,000
	PR - Renewal of equipment and PA system for Doral Legacy Park	\$ 76,000
	PA - Monsido monitoring and automation tools for flawless website	\$ 4,700
	PA - AV Scope on the new PA Office/Studio	\$ 48,000
PA - MAC laptop and monitors	\$ 13,000	
CW - Network testing software	\$ 40,000	
	Total	\$ 544,876



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 7% city-wide.
- **310 Professional Services** - This account has increased from FY 2022 due to the department continuing to work with consultants for various City projects including network wiring, health checks, system support, and Miami-Dade College Cybersecurity Program.
- **410 Communication & Freight** - This account has increased from FY 2022 due to new City Facility connections to the wide area network that have been completed.
- **460 Repair & Maintenance - Office Equipment** – This account has increased from FY 2022 due to annual maintenance increases and new systems utilized by departments.
- **520 Operating Supplies** - This account has increased from FY 2022 due to an increase in the capital items threshold.
- **540 Dues/Subscription/Memberships** – This account has increased from FY 2022 due to new citywide subscriptions and certifications.
- **640 Capital Outlay-Office** - This account has increased from FY 2022 due to end-of-life technology equipment replacement.



**Information Technology Department
Authorized Positions**

Account	Position	Amended *	Amended *	Budget	Budget	Adopted	Total Cost
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23
500.111 - Administrative Salaries							
	IT Director	1	1	1	-	-	\$ -
	Chief Information Officer	-	-	-	1	1	\$ 191,164
	Administrative Salaries Total	1	1	1	1	1	\$ 191,164
500.120 - Full Time Salaries							
	Assistant IT Director	1	1	1	1	1	\$ 100,038
	Admin. Assistant II / Asset Specialist	1	-	-	-	-	\$ -
	IT Specialist	-	1	1	1	1	\$ 67,286
	Senior Network Analyst	1	1	1	-	-	\$ -
	Senior Network Architect	-	-	-	1	1	\$ 76,914
	Senior Systems Analyst	1	1	1	1	1	\$ 94,222
	Senior Software Developer	1	1	1	1	1	\$ 107,448
	Technology Project Manager	1	1	1	1	1	\$ 96,346
	IT Technician	1	1	1	1	1	\$ 54,816
	IT Technician (Public Safety)	1	1	1	1	1	\$ 59,969
	Service Award 5 yr						\$ 500
	AV Systems Technician	2	2	1	1	1	\$ 53,867
	AV Systems Analyst	-	-	1	1	1	\$ 76,529
	Service Award 5 yr						\$ 638
	Help Desk Supervisor	1	1	1	1	1	\$ 60,101
	DBA Developer	1	1	1	-	-	\$ -
	Data Integration Engineer	-	-	-	1	1	\$ 96,914
	IT Security Manager	1	1	1	1	1	\$ 96,914
	GIS Developer	1	1	1	1	1	\$ 83,259
	Intersection Technology Systems Analyst	1	1	1	1	1	\$ 87,950
	Help Desk Specialist ⁽¹⁾	1	-	-	-	-	\$ -
	System Analyst	1	1	1	2	2	\$ 145,462
	Network Administrator ⁽²⁾	0	0	0	0	1	\$ 0
	Full Time Salaries Total	17	16	16	17	18	\$ 1,359,173
500.130 - Other Salaries							
	Help Desk Specialist ⁽¹⁾	-	-	-	-	1	\$ 30,605
	Other Salaries Total	-	-	-	-	1	\$ 30,605
	Total	18	17	17	18	20	\$ 1,580,942

* AMENDED FY 2018-19 - This column reflects any mid-year change to budgeted positions

* 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



00122005 - Information Technology Department

	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed	Adopted
	FY 2019-20	FY 2020-21	Budget	Budget	Actuals	Estimate	FY 2022-23	FY 2022-23
Personnel								
500111 - Administrative Salaries	166,077	169,365	180,189	180,189	156,567	180,189	191,164	191,164
500120 - Full Time Salaries	1,191,652	1,174,583	1,312,153	1,312,153	1,134,754	1,195,077	1,475,127	1,359,172
500125 - Compensated Absences	2,221	26,731	53,762	53,762	9,466	53,762	60,038	56,961
500130 - Other Salaries	-	-	-	-	-	-	-	30,605
500140 - Overtime	14,315	3,428	7,000	7,000	11,557	7,000	7,000	7,000
500210 - FICA & MICA Taxes	98,752	98,091	119,394	119,394	94,211	119,394	133,183	126,419
500220 - Retirement Contribution	163,664	161,272	178,920	178,920	153,809	178,920	199,821	189,579
500230 - Life & Health Insurance	261,300	261,263	308,674	308,674	286,133	308,674	428,255	366,052
Personnel Total	1,897,981	1,894,732	2,160,092	2,160,092	1,846,496	2,043,016	2,494,588	2,326,952
Operating								
500310 - Professional Services	103,674	64,275	75,500	110,078	72,563	110,078	79,900	79,900
500400 - Travel & Per Diem	11,300	5,220	12,220	12,220	7,515	12,220	12,220	12,220
500410 - Communication & Freight	824,817	766,447	874,220	874,220	798,034	874,220	907,705	907,705
500440 - Rentals & Leases	70,343	73,154	111,517	111,517	93,267	111,517	98,938	98,938
500460 - Repair & Maint - Office Equip	1,325,246	1,353,081	1,577,195	1,577,195	1,191,143	1,577,195	1,572,315	1,600,458
500464 - Repair & Maint - Off. Equip. Oth	831,888	608,501	663,717	648,817	566,817	648,817	673,497	653,107
500510 - Office Supplies	989	965	1,900	1,900	1,750	1,900	1,900	1,900
500520 - Operating Supplies	116,989	72,546	131,000	145,900	139,429	145,900	148,758	148,758
500540 - Dues, Subscriptions, Memberships	34,668	37,978	46,243	61,143	60,733	61,143	56,243	56,243
Operating Total	3,319,914	2,982,166	3,493,512	3,542,990	2,931,252	3,542,990	3,551,476	3,559,229
Capital								
500640 - Capital Outlay - Office	338,495	129,886	193,500	314,188	274,800	314,188	328,000	260,000
500641 - Capital Outlay - Vehicles	-	-	-	-	-	-	23,200	-
500652 - Capital Outlay - Other	248,794	76,998	368,321	709,229	375,735	709,229	217,877	141,877
Capital Total	587,289	206,884	561,821	1,023,418	650,535	1,023,417	569,077	401,877
Grand Total	5,805,184	5,083,783	6,215,425	6,726,499	5,428,283	6,609,423	6,615,141	6,288,058

* 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.

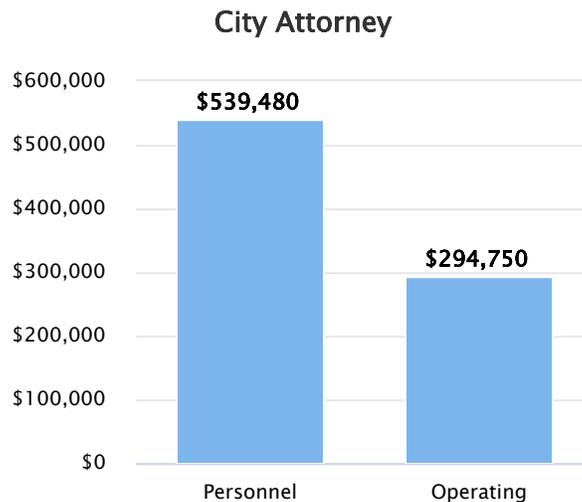


Office of the City Attorney Objectives for FY 2023

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** – 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 7% city-wide. Moreover, the City Attorney is a charter official and holds a contract, as a result the City Attorney receives an annual increase of 5%.
- **340 Contractual Services** – This line item is used to account for other specialized legal counsel required throughout the fiscal year. Furthermore, this account encompasses other expenses related to services required such as, court fees, court reporters, etc.



**Office of the City Attorney
Authorized Positions**

Account	Position	Amended*	Budget	Budget	Budget	Adopted	Total Cost
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23
500.111 - Administrative Salaries							
	City Attorney	1	1	1	1	1	\$ 241,380
	Service Award 5 yr						\$ 2,012
	Administrative Salaries Total	1	1	1	1	1	\$ 243,392
500.120 - Full Time Salaries							
	Executive Legal Assistant	1	-	-	-	-	\$ -
	Legal Office Manager	-	1	1	1	1	\$ 92,215
	Administrative Assistant	1	-	-	-	-	\$ -
	Full Time Salaries Total	2	1	1	1	1	\$ 92,215
	Total	3	2	2	2	2	\$ 335,607

* AMENDED FY 2018-19 - This column reflects any mid-year change to budgeted positions



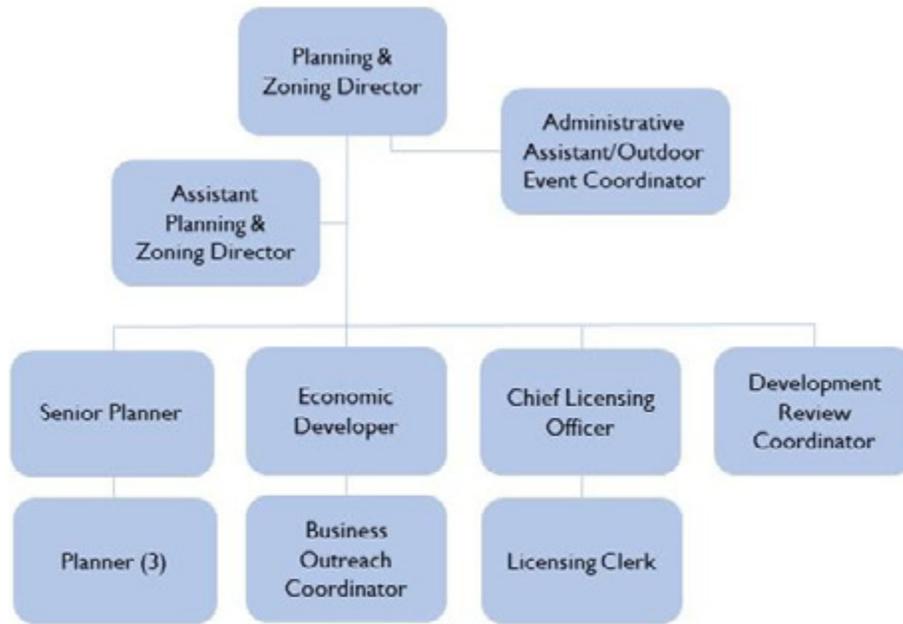
00130005 - Office of the City Attorney

	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed	Adopted
	FY 2019-20	FY 2020-21	Budget	Budget	Actuals	Estimate	FY 2022-23	FY 2022-23
			FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
Personnel								
500111 - Administrative Salaries	203,495	212,901	223,190	223,190	193,199	223,190	236,302	243,392
500120- Full Time Salaries	70,514	74,957	86,922	86,922	103,367	86,922	92,215	92,215
500125 - Compensated Absences	9,692	24,730	27,182	27,182	46,246	27,182	27,775	28,029
500210 - RCA & MICA Taxes	17,140	18,472	26,491	26,491	19,796	26,491	27,945	28,507
500220 - Retirement Contribution	80,141	73,417	77,605	77,605	76,693	77,605	80,249	81,514
500230 - Life & Health Insurance	44,430	51,032	49,557	49,557	55,281	49,557	53,207	65,823
Personnel Total	425,412	455,509	490,947	490,947	494,581	490,947	517,693	539,480
Operating								
500311 - Professional Serv - City Attny	-	-	-	-	-	-	-	-
500312 - Professional Serv - Attny Oth	89,217	154,479	275,000	289,248	172,972	289,248	275,000	275,000
500316 - Litigation Contingency	-	-	-	-	-	-	-	-
500340 - Contractual Services - Other	15,000	2,116	6,500	6,500	2,000	6,500	6,500	6,500
500400 - Travel & Per Diem	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
500410 - Communication & Freight	1,812	3,000	3,000	3,000	3,000	3,000	3,000	3,000
500510 - Office Supplies	3,318	744	750	750	401	750	750	750
500540 - Dues, Subscriptions, Memberships	8,794	2,935	3,500	3,500	2,759	3,500	3,500	3,500
Operating Total	124,142	169,274	294,750	308,998	187,132	308,998	294,750	294,750
Capital								
500641 - Capital Outlay - Vehicles	-	-	-	-	-	-	-	-
Capital Total	-							
Grand Total	549,553	624,783	785,697	799,945	681,713	799,945	812,443	834,230

* YTD = Year to Date



Planning and Zoning Department



Planning and Zoning Function

The Planning and Zoning Department promotes the orderly growth and sustainability of the City and its neighborhoods. The department oversees the City’s Comprehensive Plan and Land Development Code (LDC). It ensures that new development projects align with the City’s design standards and sustainable development policies, as well as, manages community based planning efforts involving specific targeted areas and districts.

Economic Development assists with the planning, analysis, implementation, and development of various projects relating to revitalization, community development and the creation of redevelopment areas in the City of Doral. In addition, it capitalizes on the City’s opportunities and assets in partnership with the business community.

The Business Tax Receipt Division ensures that all business and licensed professionals operating in the City of Doral, follow Florida Statutes Chapter 205 and the City of Doral Land Development Code.

The Planning and Zoning Department functions include:

- Oversees the City’s Comprehensive Plan to ensure compliance with Florida Statutes and implements its goals, objectives, and policies.
- Administers the City’s Land Development Code to ensure land use compliance for all properties located within city limits through the review of site plans and building permits.
- Manages economic development strategies including grants, Sister Cities Program, and other efforts to promote private investment and community improvement.
- Manages the Occupation Licensing Division responsible for ensuring that all businesses in Doral are properly licensed.
- Carries out the City’s Public Arts Program to stimulate the cultural environment, enhance quality of life, and promote sense of community.



Planning and Zoning Accomplishments for FY 2022

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

- Processed a total of four (4) amendments to the City's Comprehensive Plan:
 - Created a Property Rights Element
 - Doral Decor Comprehensive Plan text amendment
 - Doral Decor Future Land Use Map amendment
 - El Car Wash Land Use amendment
- Processed a total of seven (7) amendments to the City's Land Development Code:
 - Update to Home-based Business regulations
 - Updated the City's alcoholic beverages regulations
 - Processed Billboard Reduction Program Incentive Program
 - Doral Decor District land development code text amendment
 - Doral Decor District Zoning Map amendment
 - Updated the City's artificial turf regulations
 - Updated the City's special event permit regulations and established pop up program provisions
- Completed a total of ten (10) zoning workshops:
 - Lehman Kia and Subaru
 - El Car Wash Site Plan
 - El Car Wash Land Use Amendment
 - Farmasi HQ
 - Bridge Point rezoning
 - Flightway Ten
 - Raising Cane's
 - ABC Liquors special exception
 - Farmasi office/warehouse
 - Transal Foundry
- Processed a total of four (4) public art program applications and one (1) exception to the requirements:
 - Doral Cultural Arts Center
 - White Course Park
 - Doral 87 Group
 - ICP at 97th Avenue
 - Divine Savior (exception)
- Updated the City's Art in Public Places Map
- Completed residential driveway expansion study to provide a recommendation on alternate paving surfaces and mitigation strategies.
- Conducted City Council workshop on the proposed changes to the City's sign regulations.
- Processed a total of thirty (36) special event permits.
- Completed Request for Qualifications (RFQ) for general planning and zoning services and entered into agreements with the top two (2) ranked firms, The Corradino Group and Iler Planning LLC.

Economic Development Accomplishments for FY 2021

- Administered \$50K in Façade grants, \$25K in CBO grants, and \$108K in PTSA grants.
- Published City of Doral Quarterly Economic Reports for 2021 Q4, 2022 Q1 and Q2.



- Coordinated with Public Affairs to plan Sister Cities Signing Ceremony with Higuey, implement monthly “Best of the Best Doral” campaign and produce Doral-oriented special sections in *Invest Miami*, *eMerge Americas Magazine*, and *USA Today*.
- Hosted or partnered on more than 45 business outreach events and presentations including the USDOT Bipartisan Infrastructure Law Briefing with Director Shelby Scales, ‘Unleash Your US Potential’ Workshop for Aruba and Curacao Women Entrepreneurs, Doral Business Forum, SBDC ‘Step Up Your Start-Up’ workshops, FSMSDC’s ‘Minority Tools for Financing’ event, The Beacon Council’s ‘Hiring Solutions in the 305’ workshop, and 4 ‘Grow with Google’ webinars.
- Coordinated over 20 ribbon cutting ceremonies for Doral businesses.
- Supported IT in WCCD’s new ISO 37123 certification, recertification of ISO 37120 and 37122, and promotion of the certifications with WCCD President/CEO at Veristell Institute’s Daring to Leap Global Online Symposium.
- Participated in Aspen Institute Latino City Learning and Action Lab’s Entrepreneurial Ecosystem Steering Committee for Miami Dade, a 10-member committee working in 6 US cities to stimulate opportunities for long-term growth of Latino-owned businesses.
- Participated in Goldman Sachs 10,000 Small Businesses at MDC Interview Panel for multiple cohorts.
- Hired and integrated new Business Outreach Coordinator position into the Economic Development division.

Planning & Zoning Activity Report

Activity	Actual FY 2019-20	Actual FY 2020-21	Projected FY 2021-22	Projected FY 2022-23
Building Permit Reviews	2,591	2,687	3,149	2,950
Zoning Inspections	1,376	1,229	1,509	1,440
Zoning Items Presented to City Council	87	78	87	87
Occupatioanl Licenses and Certificate of Uses Issued (Active Licenses)	10,649	10,752	9,008**	9,500
Grants Awarded	\$127,306	\$1,540,756*	\$164,850	\$210,000

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

**Includes 3,431 active businesses with unpaid licenses



Planning and Zoning Objectives for FY 2023

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

- Continue to update individual chapters of the Land Development Code in a coordinated manner.
- Complete update to Chapter 80 "Sign Regulations" of the Land Development Code.
- Complete and implement update to Chapter 71 "Landscaping and Buffers" of the Land Development Code.
- Implement Economic Element of the Comprehensive Plan through modifications to the Land Development Code.
- Continue to administer the City's Public Art Program including planning cultural events, acquisitions of artwork and temporary art exhibitions.
- Revise the Doral Boulevard Master Plan and implement through modifications to the Land Development Code.
- Update FIU Economic Study.
- Publish Quarterly Economic Reports for 2022-23 fiscal year.
- Expand business outreach and communication.
- Expand small business training, assistance, educational programs and departmental data collection and analysis tools with federal assistance funds.
- Implement Legacy Business Program to recognize long-standing businesses in Doral.
- Implement Pop-Up Storefront Program.
- Debut and promote Downtown Doral Arts District and Doral Décor District promotional websites.
- Partner with SBDC at FIU on roll-out of training and workshops via SBA Community Navigator grant program.
- Complete 18-month process and implement countywide 'Economic Development One-Stop Shop' program created with the Aspen Institute Latino City Learning and Action Lab's Entrepreneurial Ecosystem Steering Committee for Miami Dade.
- Collaborate with Public Affairs on the continuation of "Best of the Best Doral" business promotion.
- Collaborate with IT to attend eMerge Americas, promote Smart City certifications and provide data for Smart City ISO 37120, 37122, and 37123 recertifications.



Planning & Zoning Strategic Priorities

Strategic Priorities	Proposed FY 2022-23	Associated Cost
Economic Development & Communication	FIU Economic Assessment Study 5-Year Update	\$ 50,000
	Legacy Business Program	\$ 1,000
	Reacivate Vistors Center at the Cultural Art Center with AARP Program	\$ -
Customer Service	Enhance the Department's expertise and level-of-service through continuing staff education and professional development (support memberships in professional organizations, corss train between disciplines on regulatory requirements, provide webinar and workshop opportunities, and provide staff with annual opportunities to attend professional development events.)*	\$ 6,500
	Stregthen trust through excellent customer service	\$ -
	Seek feedback to improve business practices	\$ -
	Collaborate and build trusting relationships with required reviewing departments to improve issuance of Certificate of Use	\$ -
	Ensure all forms/guidlines are up-to-date and available on the website	\$ -
Organizational Efficiency & Effectiveness	Automate PZ and Economic Development processes with help from IT Department	\$ -
	Provide timely review and services in accordance with established department performance measures	\$ -
	Be responsive to customers needs and questions in a timely and proactive manner	\$ -
	Obtain data and develop GIS capability related to land-use decisions	\$ -
	Ensure land development regulations are kept current and responsive to community needs	\$ -
Quality of Life/Quality of Development	Explore Infrastructure Investment and Jobs Act grant opportunities to invest in Doral Decor Districts and other districts with high priority infrastructure needs	\$ -
	Complete 2023 Capital Improvement Element	\$ 14,850
	Updated Doral Blvd Master Plan**	\$ 199,232
	Call to Artist Temporary Exhibition***	\$ 100,000
Total		\$ 371,582

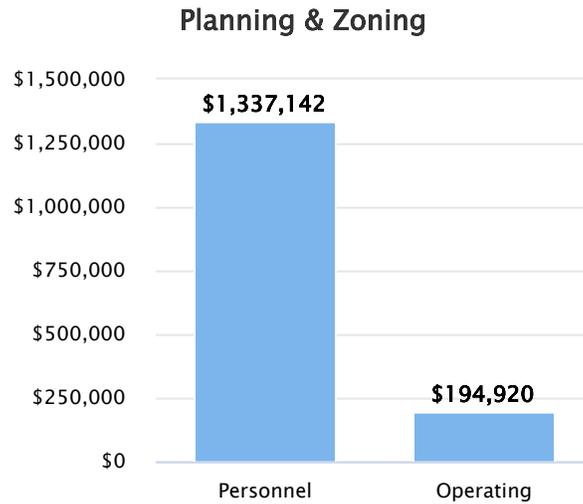
*Yearly budgeted amount

**To be completed in phases due to budget limitations. Amount based on consultant proposal

***Funding from Public Art Program account Subject to City Manager approval



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 7% city-wide.
- **400 Travel & Per Diem** – This account increased due to three (3) conferences that were funded in the 500540 Dues/Subscriptions/Memberships account.
- **470 Printing & Binding** – This account decreased due to the online renewal process for Business Tax Receipts. Renewal notices will not be mailed out in 2022, all renewals are to be completed using the City’s online portal.
- **482 Promotional Activities** – This account increased due to the addition of the participation in eMerge Americas and Ritmo Doral productions.



**Planning & Zoning Department
Authorized Positions**

Account	Position	Budget	Amended *	Amended *	Budget	Adopted	Total Cost
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23
500.111 - Administrative Salaries							
	Planning & Zoning Director	1	1	1	1	1	\$ 136,196
	Administrative Salaries Total	1	1	1	1	1	\$ 136,196
500.120 - Full Time Salaries							
	Assistant Planning & Zoning Director	1	1	1	1	1	\$ 90,531
	Economic Developer	-	1	1	1	1	\$ 119,691
	Admin. Assistant/ Special Events Coord.	1	1	1	1	1	\$ 59,780
	Chief Licensing Officer	1	1	1	1	1	\$ 75,735
	Service Award 5 yr						\$ 631
	Senior Planner	1	1	1	1	1	\$ 79,996
	Planner	2	3	3	3	3	\$ 203,753
	Occupational Licensing Clerk	1	1	-	-	-	\$ -
	Licensing Clerk	-	-	1	1	1	\$ 38,416
	GIS Technician	1	1	-	-	-	\$ -
	Development Review Coordinator	1	-	1	1	1	\$ 58,619
	Business Outreach Coordinator	-	-	-	1	1	\$ 56,354
	Full Time Salaries Total	9	10	10	11	11	\$ 783,506
	Total	10	11	11	12	12	\$ 919,702

* 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



0014000 - Planning & Zoning

	Actual		Adopted	Amended	Year-End			
			Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
0014000 - Planning And Zoning Revenue								
321100 - Local Business License Tax	1,148,619	989,308	1,000,000	1,000,000	1,398,815	1,000,000	1,000,000	1,000,000
329300 - Zoning Hearing Fees	24,400	51,500	20,000	20,000	349,722	300,000	20,000	50,000
329400 - Zoning Plan Review Fees	68,811	150,871	55,000	55,000	82,852	67,000	55,000	70,000
329401 - Zoning Permit Review Fees	57,459	103,873	60,000	60,000	122,494	100,000	60,000	60,000
338100 - County Business Tax Receipts	98,418	96,501	55,000	55,000	71,834	55,000	55,000	89,000
362200 - Billboard Reduction Program	-	-	-	-	300,000	300,000	64,424	64,424
0014000 - Planning And Zoning Revenue Total	1,397,707	1,392,053	1,190,000	1,190,000	2,325,716	1,822,000	1,254,424	1,333,424
Grand Total	1,397,707	1,392,053	1,190,000	1,190,000	2,325,716	1,822,000	1,254,424	1,333,424

00140005 - Planning & Zoning

	Actual		Adopted	Amended	YTD *	Year-End		
			Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
Personnel								
500111 - Administrative Salaries	114,248	79,179	133,983	133,983	111,566	133,983	136,196	136,196
500120 - Full Time Salaries	552,289	530,221	729,050	729,050	609,739	729,050	783,506	783,506
500125 - Compensated Absences	16,985	35,715	31,036	31,036	20,880	31,036	33,321	33,321
500140 - Overtime	87	131	500	500	270	500	500	500
500210 - FICA & MICA Taxes	51,280	47,805	69,109	69,109	54,698	69,109	73,619	73,619
500220 - Retirement Contribution	79,976	73,318	102,735	102,735	87,831	102,735	110,289	110,289
500230 - Life & Health Insurance	114,693	115,069	205,095	205,095	193,525	205,095	199,711	199,711
Personnel Total	929,559	881,438	1,271,508	1,271,508	1,078,508	1,271,508	1,337,142	1,337,142
Operating								
500310 - Professional Services	148,864	208,646	109,780	216,574	59,883	178,742	108,680	108,680
500340 - Contractual Services - Other	-	-	-	-	-	-	-	-
500400 - Travel & Per Diem	5,205	4,411	6,820	7,779	6,896	6,820	11,820	11,820
500410 - Communication & Freight	3,590	3,200	3,600	3,600	3,600	3,600	3,600	3,600
500461 - Repair & Maint - Vehicles	-	-	-	-	-	-	-	-
500470 - Printing & Binding	14,650	7,265	9,000	9,000	1,422	9,000	5,500	5,500
500482 - Promotional Activities Eco Dev	45,943	46,910	35,000	45,000	38,334	35,000	49,500	49,500
500510 - Office Supplies	4,849	2,524	5,450	5,450	2,404	5,450	5,900	5,900
500520 - Operating Supplies	9,041	2,466	3,090	3,571	1,668	3,571	3,300	3,300
500540 - Dues, Subscriptions, Memberships	6,412	5,348	7,984	7,025	4,059	7,984	6,620	6,620
Operating Total	238,554	280,769	180,724	297,998	118,267	250,167	194,920	194,920
Capital Outlay								
500640 - Capital Outlay - Office	-	815	-	-	-	37,832	-	-
Capital Outlay Total	-	815	-	-	-	37,832	-	-
Grand Total	1,168,113	1,163,022	1,452,232	1,569,506	1,196,775	1,559,507	1,532,062	1,532,062

* YTD = Year to Date



General Government



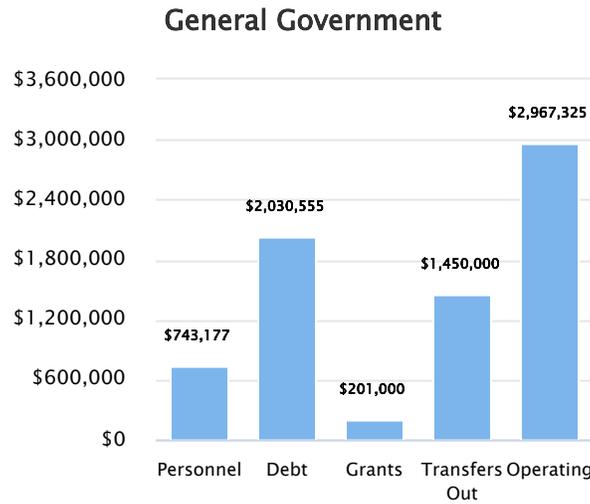
General Government Function

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 three years ago.
- **340 Contractual Services Other** - The increase in this account is due to the CRM Storage fees moved from account 500440.
- **410 Communication & Freight** – The increase in this account is associated with the General Mail line item.
- **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.
- **520 Operating Supplies** – The increase in this account is attributable to an increase for copier paper.
- **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 Capital Improvement Fund, the Other Post-Employment Benefits (OPEB) fund, the Vehicle Replacement Fund, and the Pension Fund.



0015000 - General Government

	Actual		Adopted	Amended	Year-End			
	FY 2019-20	FY 2020-21	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
0015000 - General Government Revenue								
300100 - Designated Fund Balance	-	-	4,068,415	4,068,415	-	-	-	-
311100 - Ad Valorem Taxes - Current	23,852,989	25,077,150	26,878,483	26,878,483	26,313,607	26,878,483	29,979,933	27,086,080
311200 - Ad Valorem Taxes - Delinquent	810,632	636,612	500,000	500,000	631,720	500,000	500,000	500,000
313100 - Franchise Fees - Electricity	2,476,139	6,633,825	6,200,000	6,200,000	5,571,607	6,732,725	6,700,000	6,700,000
314100 - Utility Taxes - Electricity	8,552,503	8,140,057	8,800,000	8,800,000	7,756,168	9,499,800	9,000,000	9,000,000
314200 - Communication Services Tax	3,423,343	3,478,659	3,295,937	3,295,937	3,079,923	3,600,738	3,394,815	3,394,815
314300 - Utility Taxes - Water	1,363,462	1,411,566	1,100,000	1,100,000	1,004,028	1,500,000	1,350,000	1,350,000
314400 - Utility Taxes - Gas	101,879	185,835	100,000	100,000	176,845	160,700	150,000	150,000
331100 - Federal Reimbursements	-	-	-	-	-	-	-	-
331101 - Federal Reimbursements - Cares Act	-	219,503	-	-	-	-	-	-
334100 - State Reimbursements	-	-	-	-	-	-	-	-
335120 - State Sharing Revenue	1,553,261	1,654,058	2,102,698	2,102,698	1,688,461	1,583,000	1,860,587	1,901,109
335150 - Alcoholic Beverage Tax	70,107	71,083	70,000	70,000	91,396	97,000	72,100	72,100
335180 - Half Cent Sales Tax	4,663,638	5,774,687	5,361,735	5,361,735	5,968,292	6,000,000	6,676,226	6,980,883
337100 - County Reimbursements	-	-	-	-	-	-	-	-
361100 - Interest Income	1,394,917	879,049	700,000	700,000	743,853	600,000	700,000	700,000
362100 - Lease Agreement - Doral Prep	24	14	12	12	12	12	12	12
366000 - Private Grants & Contributions	-	-	-	-	-	-	-	-
366200 - Private Contributions - Other	30	15	-	-	-	-	-	-
366400 - Private Contributions - Awards	-	-	-	-	-	-	-	-
367100 - Change In Invest Value	1,232,923	(537,701)	-	-	(3,103,201)	(2,700,000)	-	-
369100 - Miscellaneous Income	39,089	141,433	35,000	85,000	76,806	35,000	36,750	36,750
369200 - Prior Years Recovery	44,822	52,383	10,000	10,000	26,967	10,000	10,500	10,500
369301 - Settlement - Viewpoint	-	37,500	-	-	-	-	-	-
369900 - Insurance Proceeds	98,409	51,612	-	-	141,156	145,000	-	-
381100 - Operating Transfers In	-	-	-	-	5,622	-	-	-
384100 - Debt Proceeds	516,006	-	-	-	-	-	-	-
0015000 - General Government Revenue Total	50,194,173	53,907,339	59,222,280	59,272,280	50,173,261	54,642,458	60,430,923	57,882,249
Grand Total	50,194,173	53,907,339	59,222,280	59,272,280	50,173,261	54,642,458	60,430,923	57,882,249



00150005 - General Government

	Actual	Actual	Adopted	Amended	YTD *	Year-End		
	FY 2019-20	FY 2020-21	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
Personnel								
500122 - Non-Recurring Performance Award	-	-	172,698	172,698	-	172,698	94,579	94,579
500210 - Fica & Mica Taxes	-	-	13,211	13,211	-	13,211	7,235	7,235
500230 - Life & Health Insurance	-	-	-	15,000	22,229	15,000	28,000	41,363
500240 - Workers Compensation	496,127	428,840	560,000	502,575	502,575	560,000	560,000	560,000
500250 - Unemployment Compensation	44,200	13,125	40,000	40,000	3,150	40,000	40,000	40,000
Personnel Total	540,327	441,965	785,909	743,484	527,953	800,909	729,814	743,177
Operating								
500310 - Professional Services	421,094	499,497	533,000	569,549	324,068	575,949	533,000	433,000
500340 - Contractual Services - Other	255,448	309,863	506,650	506,650	438,935	506,650	486,650	534,050
500400 - Travel & Per Diem	9,630	12,072	23,000	23,000	14,145	23,000	23,000	23,000
500402 - Travel & Per Diem - Awards	-	-	-	-	-	-	-	-
500410 - Communication & Freight	27,352	37,308	50,000	50,000	23,087	50,000	51,100	51,100
500430 - Utility Services	129,203	138,871	140,520	140,520	132,826	140,520	140,520	140,520
500440 - Rentals & Leases	71,400	55,731	64,900	64,900	46,162	64,900	64,900	17,500
500450 - Insurance	900,986	943,357	956,813	1,141,951	1,141,950	956,813	1,258,453	1,258,453
500460 - Repair & Maint - Office Equip	4,882	5,280	4,800	4,800	4,399	4,802	5,200	5,200
500470 - Printing & Binding	2,877	3,377	5,000	5,000	3,742	5,000	5,000	5,000
500490 - Other Current Charges	106,475	68,631	125,502	125,233	88,121	125,502	125,502	125,502
500492 - Contingent Reserve	95,992	479,919	999,342	50,531	13,262	984,342	300,000	300,000
500498 - Property Taxes	-	-	19,000	19,000	-	19,000	19,000	19,000
500520 - Operating Supplies	20,654	34,386	43,000	43,000	39,401	43,000	45,000	45,000
500540 - Dues, Subscriptions, Memberships	10,000	9,092	10,000	10,269	10,269	10,000	10,000	10,000
Operating Total	2,055,995	2,597,385	3,481,527	2,754,403	2,280,367	3,509,478	3,067,325	2,967,325
Debt Service								
500710 - Debt Service - Principal	1,428,601	1,578,106	1,655,822	1,655,822	1,655,822	1,655,822	1,725,516	1,725,516
500712 - Debt Service - State of FL	-	-	-	-	-	-	-	-
500720 - Debt Service - Interest	492,189	427,547	370,956	370,956	368,680	370,956	305,039	305,039
Debt Service Total	1,920,790	2,005,653	2,026,778	2,026,778	2,024,502	2,026,778	2,030,555	2,030,555
Grants & Aids								
500820 - Grants & Aids	91,692	85,428	210,000	210,000	131,166	210,000	217,500	201,000
Grants & Aids Total	91,692	85,428	210,000	210,000	131,166	210,000	217,500	201,000
Operating Transfers								
500912 - Transfer Out - Capital Imprv Fnd	440,000	678,880	-	-	-	-	450,000	450,000
500914 - Transfer Out - Infrs. Rep. Fund	300,000	600,000	500,000	500,000	500,000	500,000	500,000	-
500915 - Transfer Out - OPEB Liability	200,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
500917 - Transfer Out - Veh. Rep. Fund	-	175,000	200,000	200,000	200,000	200,000	200,000	100,000
500919 - Transfer Out - Emergency Fund	-	100,000	-	-	-	-	-	-
500920 - Transfer Out - Pension Fund	-	50,000	300,000	300,000	300,000	300,000	500,000	500,000
500921 - Transfer Out - Building Technology Fund	-	32,000	5,622	5,622	5,622	5,622	-	-
500922 - Transfer Out - Building Fund	-	-	2,255,788	2,255,788	2,255,788	2,255,788	-	-
Operating Transfers Total	940,000	2,035,880	3,661,410	3,661,410	3,661,410	3,661,410	2,050,000	1,450,000
Grand Total	5,548,804	7,166,310	10,165,624	9,396,075	8,625,398	10,208,575	8,095,194	7,392,057

* YTD = Year to Date



Police Department Accomplishments for FY 2022

The following section lists prior year accomplishments and status of current standing for prime initiatives in support of philosophies that promote progressive organization goals.

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.

- **Crime Rate**

- Doral Police Department (DPD) shall invest in proven crime fighting technology.
- The DPD launched the Real Time Operations Center (RTOC) 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.
- Continue to expand the city-wide camera system, “SafeCam” a voluntary partnership with local businesses to link local business cameras to the RTOC.
- Continue to utilize the License Plate Readers (LPR) system linked to the RTOC and develop its crime fighting potential.
- Continued with innovative patrol initiatives.

- **Multi-Agency Intelligence Network (M.A.I.N.)**

Law enforcement information sharing has expanded significantly improving law enforcement’s ability to detect, prevent, and respond to incidents. Information sharing also leads to interagency collaboration and an increased ability to detect and prevent criminal activity. A critical responsibility of the RTOC is to share intelligence and information with other law enforcement agencies.

The Department launched M.A.I.N. This network has provided our law enforcement partners with criminal intelligence and information vital to protect the lives of our citizens by enhancing intelligence sharing efforts and fostering information sharing among members of the participating agencies.

- **School Safety and Security Neighborhood Resource Unit (NRU)**

Since the inception of the City of Doral Police Department in 2008, the Doral Police Department has embraced and embodied the true meaning of what an SRO and community policing represents. The SRO assists the school’s administration in maintaining a safe and secure environment. School administrators benefit from the SRO’s specialized training, knowledge, and experience in handling situations. The SRO provides a highly visible presence to deter or identify trespassers on campus. The DPD SROs are individually assigned a school full time and do not alternate, thus, becoming an integral part of the school community. In addition, the officer works in collaboration with the school and the community as a resource for safety and security issues.

School Resource Unit

The DPD’s School Resource Unit is responsible for the safety and security of twelve schools within the City of Doral, which include ten (10) charter schools and two (2) private schools. Following the 2018 Marjory Stoneman Douglas Act, all public schools within Miami-Dade County, including City of Doral, were staffed by Miami-Dade Schools Police Department. The DPD’s School Resource Unit has been the model program in all Miami-Dade County due to our commitment and dedication for the safety and wellbeing of our youth.

Each SRO is intimately familiar with the layout of their assigned campus in the event of an emergency. The Doral Police Department will continue to respond immediately to any safety concerns affecting all schools within the City of Doral, regardless of whether there is a DPD SRO or a Miami-Dade Schools Police officer assigned to a school. The Police Department provides this to assure the City Council of our commitment to providing a safe environment for all students and residents within the City of Doral.

- DPD SROs conduct School Security Surveys, which are aimed to highlight and identify any vulnerable locations within the campus.
- Annually, all DPD SRO’s are tactically trained in Active Shooter Response and each SRO possesses a school radio and a school key which grants them access to any location within the school.



- The DPD is the only agency within Miami-Dade County to have all SROs certified to take part in the Threat Assessment Team. Threat Assessment Teams have been established at all schools and their duties include the coordination of resources, assessment, and intervention of individuals whose behavior may pose a threat to the safety of school staff or students. DPD SROs were trained by Sandy Hook Promise on the process and have been provided resources to conduct threat assessments. These resources include referrals to mental health services.
- Our officers conduct daily perimeter checks to identify any vulnerable locations that need to be addressed. If any concerns are identified, they are immediately resolved. In addition, SRO's teach numerous programs such as D.A.R.E, Anti-bullying, KAPOW, mentoring programs, juvenile cyber safety and conduct juvenile follow-ups.
- The DPD's Juvenile Follow-up Program was initiated in 2015, to follow up on police incidents involving a juvenile. DPD SRO's visit parents and homes of juveniles who have had documented contacts with police officers. This is done to ensure that parents are aware that their child had contact with police and to evaluate each incident and determine if that family or child is in need of services. The assigned SRO documents the follow up and monitors that child's progress and/or needs.

Florida Shield Network

The Doral Police Department is a founding member of the Florida Shield Network. This organization is essential to further serve our communities by keeping them engaged with training and enhancing their overall awareness of. This collaboration will help strengthen relationships between law enforcement and agencies and the public/private sectors.

Special Needs Registry

The DPD implemented the Special Needs Registry program to increase awareness, understanding, and communication between law enforcement and the City of Doral's special needs community. The Special Needs Registry helps strengthen this partnership by inviting residents to provide information about a loved one of any age who has a special need that may require special assistance in an emergency or during any other encounter with DPD officers. This information will remain secure and confidential and will be available to officers. The registry contains information such as: a description and information of the person with the special need, emergency contact information, medical/safety/behavioral concerns, and information helpful to finding a missing person. Once registered, the family will be issued a decal to display prominently near the front entrance of their residence. The decal will alert officers that a special needs member of the community resides at the home saving precious time during an emergency.

● **Training**

In supports 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 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
- Autism Awareness
- Crisis Intervention Training
- First Aid and CPR
- Use of Force and De-Escalation
- Annual Training
- Active Shooter
- 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

The DPD initiated the Phase Two Academy which is an additional five weeks of training for newly hired police officers. This training focuses on the day-to-day functions of a patrol police officer enhancing the newly hired officer's acquired abilities from the police academy prior to beginning the Field Training Program.

- **Hiring and Employee 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 2021-22 maintain a substantial retention rate of sworn and non-sworn employees.

Currently, the department is at 159 sworn total funded positions with 14 vacant police officer funded positions in the coming budget year. This year, 6 positions that were previously approved but went unfunded will now be funded. The department will hold 9 additional police officer positions that will go unfunded into FY 2022-2023.

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 them a sense of purpose.
- Provide promotional opportunities as well as specialized unit opportunities.

- **Officer Safety and Wellness**

The Doral Police Department invested in and successfully completed the installation of 125 in-car radios for all marked police vehicles. These in-car radios are essential for the safety of officers. Whenever an officer is on a call, radios are needed for communication. Contact with dispatchers to receive critical information about citizens the officer may be coming into contact with can be lifesaving. Since the inception of the Doral Police Department, our DPD officers have only been equipped with handheld radios. While on patrol, officers are required to manage the driving task, as well as, additional tasks including communication with dispatch and other officers, route planning, checking the in-car computer, and preparing for what is necessary once the destination is reached.

The Department's commitment to officer safety expands beyond equipment and training, a police officer's mental health and wellbeing are just as critically important as an officer's physical health. Police officers are affected by trauma while on the job serving the community and experience high levels of emotional and physical stress throughout the years while responding to numerous traumatic events. It is impossible to predict when a police officer will experience a traumatic event where the assistance of a mental health professional will be beneficial. If left unattended, these instances can develop into serious psychological disorders, such as post-traumatic stress disorder (PTSD), anxiety disorders, substance abuse, relationship difficulties, and police suicide.

As a result, the DPD recognized that there is a vested interest in promoting the financial health of the workforce and created a partnership with Blueline Counseling Inc. This company has been providing police officers with psychological support and assistance for over 15 years. DPD contracted this company to conduct a mandatory psychological wellness session with all officers on a yearly basis. This program is a great tool to assist officers with any issues that could arise in whether personal or professional. To date over 50 percent of sworn personnel have completed the mandatory wellness session.

- **Awards: SF PBA Officers of the Year**

On May 21, 2022, Doral Police Officers Johnny Beutelus, Daniel Vilarchao, and Raffaello Cervera were selected as South Florida Police Benevolent Association Officers of the Year and honored at this year's law enforcement gala for their heroic actions during an incident on October 22, 2021.



Police Department Activity Report

Activity	Actual FY 2019-20	Actual FY 2020-21	Projected FY 2021-22	Projected FY 2022-23
Administrative:				
Internal Investigations Conducted	12	9	10	10
Vehicles Purchased	27	-	21	35
Communications:				
Total Calls for Service	25,529	27,260	29,500	29,500
Crime Analysis:				
Total Violent Crimes	69	115	132	132
Total Non-Violent Crimes	1,275	1,328	1,527	1,527
Total Crime Offenses	1,344	1,443	1,659	1,659
Patrol:				
Total Arrests	1,097	1,097	1,097	1,097
Citations-Violations	26,828	31,026	28,368	28,368
Criminal Investigation Division:				
Total Cases Assigneed	877	1,762	2,026	2,026
Total Cases Cleared	56	86	99	99
Total Arrests	121	166	191	191
Crime Scened Processed by CSI ONLY	485	433	498	498



Police Department Objectives for FY 2023

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.

- **Hiring and Retention**

The hiring and retention of high-quality law enforcement professionals is the vital foundation of our future. The DPD's Recruitment Team will comprise varied ranks which will be focused on recruiting qualified applicants that depicts the qualifications and high standards established by the agency.

The department has maintained the organization path to develop employees from Police Explorers to Park Rangers to Police Service Aides to Sworn Police Officers is and will be a long-standing practice of this agency. This tradition has yielded tremendously successful results.

Currently, the department is at 159 sworn total funded positions with 14 vacant police officer funded positions in the coming budget year. This year, 6 positions that were previously approved but went unfunded will now be funded. The department will hold 9 additional police officer positions that will go unfunded into FY 2022 - 2023.

- **Proposed Annexation Impact**

To maintain the highest level of service and commitment to the City of Doral's residents and visitors, the DPD will require additional personnel and resources as a result of the proposed annexation. Although the City does not anticipate a population increase as a result of the annexation (because the annex is built out as industrial with no residential uses, it will increase daily commuters and visitors). The annexation will result in increased areas of patrol and the appropriate distribution and allocation of DPD personnel and resources throughout the City.

- **Training Center Expansion**

DPD will remain committed to training initiatives for fiscal year 2022 - 2023 as highlighted below and the Training Center will be expanded to include Self-Defense equipment and Defensive Tactics Training Mat.

- Criminal Law
- Advanced Report Writing for Supervisors
- Autism Awareness
- Crisis Intervention Training
- First Aid and CPR
- Use of Force and De-Escalation
- Annual Training
- Active Shooter 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 will expand training and continue to host leadership and management courses for all ranks and civilian non-sworn city employees.

The DPD Training Center will also expand its training scope to include all city employees in CPR, First Aid, AED Training, and response to Active Shooter training.



- **Crime Rate**

- DPD shall continue 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.
- Continue to expand the city-wide camera system, “SafeCam”, a voluntary partnership with local businesses to link local business cameras to the RTOC.
- Continue to utilize the License Plate Readers (LPR) system linked to the RTOC and develop its crime fighting potential.
- Continue with innovative patrol initiatives.
- Explore, research and development for the practicalities of victim surveys.
- Expanding the Multi-Agency Intelligence Network to promote the sharing of information amongst law enforcement agencies in the area.

In addition, the department will focus 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 Bicycle Patrol Unit. Increase the Criminal Investigative Section to investigate the multitude of economic crimes properly.

Improving customer service skills to promote positive interactions with the public during every contact with a great attitude, positivity, and guardian mentality will be at the forefront of every interaction with members of the public. To measure our success, the department will continue to research 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 will implement 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 officers better assist persons with special needs in the event of an emergency by providing 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 will be 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.

- **Public Information and Social Media**

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 will focus on increasing the total followers on social media sites such as Instagram, Twitter, and YouTube to include Spanish speaking audiences.

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

As the Doral Police Department enters its 15th year of service to the community, the foundation continues to rest on its core value of customer service. The commitment to community policing philosophy has created a firm and unbreakable bond between the Doral Police Department and the community it serves.

As the City of Doral continues its growth, this agency continues to prepare for a bright, industrious, and productive future. With the proposed annexation ahead, the department will continue to expand and ensure

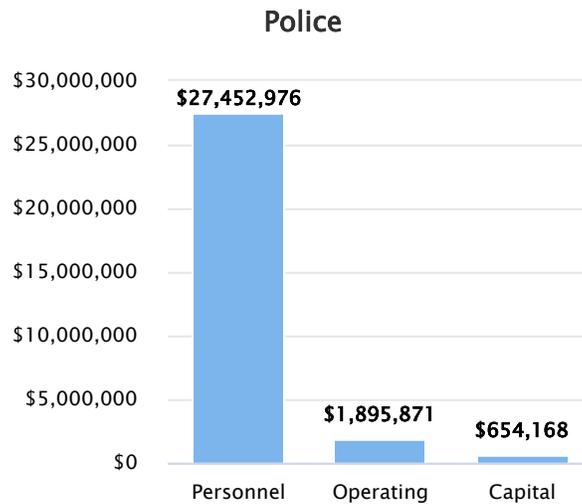


that it is focused and ready to maintain the highest level of service and commitment to the City of Doral's residents and visitors.

Police Strategic Priorities

Strategic Priorities	Adopted FY 2022-23	Associated Cost
Organizational Efficiency: Visibility	This initiative includes the hiring of 6 more Officers to increase patrol visibility in our residential and commercial areas. In addition, assigning patrol bicycles to patrol officers beyond those assigned to the Bicycle Patrol Squad will increase visibility in our gated and closed communities.	\$ 473,040
Total		\$ 473,040

Police Budget Highlights



The following items are enhancements, initiatives, or significant changes to our 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 7% city-wide. Moreover, this budget includes the recently approved agreement between the City and the Dade County Police Benevolent Association.
- **440 Rental and Leases** – The decrease in this account is attributable to the motorcycle's lease termination.
- **460 Repair & Maintenance** – The decrease in this account is attributable to the motorcycle repairs now being performed by Public Works.
- **521 Operating Supplies - Fuel** – The increase in this account is attributable to the effects of the gas prices.
- **540 Dues, Subscriptions, Memberships** – The Police Department resumed the attendance of training off-sites and In-house activities that were previously put on hold due to COVID-19.
- **653 Capital Outlay - EOC** - The increase in this account is due to a new line time. Several items and supplies are needed to be prepared for hurricane season for City wide employees.



**Police Department
Authorized Positions**

Account	Position	Amended*	Budget	Amended*	Budget	Amended*	Adopted	Total Cost
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
500.111 - Administrative Salaries	Police Chief	1	1	1	1	1	1	\$ 183,404
	Administrative Salaries Total	1	1	1	1	1	1	\$ 183,404
500.121 - Full Time Salaries Sworn	Deputy Chief	1	1	1	1	1	1	\$ 152,259
	Major	2	2	2	2	2	2	\$ 250,417
	Captain ⁽²⁾	2	2	2	2	3	3	\$ 361,438
	Service Award 15 yr							\$ 5,422
	Lieutenant	9	9	9	9	9	9	\$ 915,789
	Service Award 15 yr							\$ 10,944
	Sergeant	20	24	24	24	24	24	\$ 2,087,555
	Service Award 15 yr							\$ 11,692
	Executive Officer to the Chief of Police	-	1	1	1	1	1	\$ 124,653
	Service Award 15 yr							\$ 1,870
	Internal Affairs Inspector	1	1	1	1	1	1	\$ 116,918
	Internal Affairs & Background Investigator	1	1	1	1	1	1	\$ 68,869
	Police Officer / Trainee	110	125	125	125	125	134	\$ 8,156,132
	Service Award 15 yr							\$ 35,546
	Police Officer / Reserve	10	10	9	9	9	9	\$ 386,100
	Police Non-Paid Reserve	4	4	4	4	5	5	\$ -
	Auxiliary Officer	1	1	1	1	-	-	\$ -
	Police Incentives							\$ 392,447
	Full Time Sworn Salaries Total	161	181	180	180	181	190	\$ 13,078,051
500.120 - Full Time Salaries	Executive Administrative Assistant to the Chief	1	1	1	1	1	1	\$ 84,251
	Administrative Assistant	4	4	4	4	4	4	\$ 201,922
	Service Award 15 yr							\$ 4,123
	Criminal Inv. & Evidence Supervisor	1	1	-	-	-	-	\$ -
	Accreditation Manager	-	-	1	1	1	1	\$ 66,987
	Crime Scene Technician	3	3	3	3	3	3	\$ 153,353
	Service Award 10 yr							\$ 1,777
	Police Service Aide	15	17	17	17	17	17	\$ 577,496
	Court Liaison Coordinator	1	1	1	1	1	1	\$ 63,670
	Service Award 15 yr							\$ 4,775
	Clerical Aide	1	1	1	2	1	1	\$ -
	Police Review Specialist	1	1	-	-	-	-	\$ -
	Police Crime Analyst Specialist	3	3	4	4	4	4	\$ 241,945
	Service Award 15 yr							\$ 4,880
	Police Field Logistics Specialist	1	1	1	1	1	1	\$ 53,276
	Police Budget Coordinator ⁽³⁾	1	1	1	1	-	-	\$ -
	Police Budget Operations Manager ⁽³⁾	-	-	-	-	1	1	\$ 97,331
	Records Specialist ⁽¹⁾	1	1	1	1	2	2	\$ 39,395
	Records Specialist / Teletype	6	6	6	6	6	6	\$ 262,799
	Service Award 10 yr							\$ 3,278
	Record Management Specialist	1	1	1	1	1	1	\$ 50,829
	Service Award 10 yr							\$ 1,694
	Park Ranger	-	2	2	-	-	-	\$ -
	Police Property & Evidence Supervisor ⁽⁴⁾	1	1	1	1	1	-	\$ -
	Property & Evidence Specialist	1	1	1	1	1	1	\$ 41,285
	Police Special Events Coordinator	1	1	1	1	1	1	\$ 64,443
	Payroll Specialist	1	1	1	-	-	-	\$ -
	Payroll Specialist I	-	-	-	1	1	1	\$ 51,992
	Service Award 5 yr							\$ 433
	Media & Emergency Management Specialist	1	1	1	1	1	1	\$ 103,229
	Public Safety Technical Services Supervisor	1	1	1	1	1	1	\$ 101,927
	Accounting Clerk	1	1	-	-	-	-	\$ -
	Quartermaster ⁽⁴⁾	1	1	1	1	1	2	\$ 85,305
	Public Information Officer ⁽²⁾	1	1	1	1	-	-	\$ -
	Communication Supervisor	1	1	1	1	1	1	\$ 58,753
	IT Technician - Public Safety	1	1	1	1	1	1	\$ 61,919
	Accounts Payable Specialist	-	-	-	1	1	1	\$ 38,510
	Emergency Management & Community Liasion	-	-	-	1	1	1	\$ 96,881
	Body Worn Camera Administrator	-	-	-	1	1	1	\$ 74,263
	Full Time Salaries Total	51	55	54	56	55	55	\$ 2,692,721



**Police Department
Authorized Positions**

Account	Position	Amended*	Budget	Amended*	Budget	Amended*	Adopted	Total Cost
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
500.130 - Other Salaries								
	Part Time							
	Clerical Aide	1	1	1	-	-	-	\$ -
	Other Salaries Total	1	1	1	-	-	-	\$ -
	Total	214	238	236	237	237	246	\$ 15,954,176

* AMENDED FY 2017-18 - This column reflects any mid-year change to budgeted positions

* AMENDED FY 2018-19 - This column reflects any mid-year change to budgeted positions

* AMENDED FY 2021-22 - 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 2021-22 RECLASSIFIED - Police Property & Evidence Supervisor to Quartermaster

0016000 - Police

	Actual		Adopted	Amended	Year-End			
	FY 2019-20	FY 2020-21	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
0016000 - Police Revenue								
313920 - Towing Fees	12,585	10,380	11,000	11,000	11,340	11,000	11,000	11,000
329200 - Alarm Permits	149,814	180,809	190,000	190,000	174,890	190,000	190,000	190,000
331200 - DOJ Bryne Grant	-	15,186	71,000	71,000	60,002	71,000	-	-
334200 - State of FL JAG Grant - 2009	9,520	7,040	-	-	-	-	-	-
334201 - State - FDLE ITF Grant	9,056	-	-	-	-	-	-	-
341520 - Court Ord. Restitution PYMTS	1,679	288	-	-	1,494	1,350	-	-
342100 - Police Services	844,567	1,556,822	875,000	875,000	975,629	875,000	875,000	875,000
342110 - Police Services - Records	12,517	9,629	8,000	8,000	8,080	8,000	8,000	8,000
342115 - School Crossing Guards	54,153	60,180	70,000	70,000	49,762	70,000	70,000	70,000
342120 - Police Service - MDC Schools	281,348	-	-	-	-	-	-	-
342130 - Police Services - School Officer	363,914	253,889	577,007	577,007	645,925	577,007	829,445	829,445
351100 - Judgements & Fines	344,196	204,505	350,000	350,000	296,513	350,000	350,000	350,000
351110 - Fines & Forfeitures - Red Light	-	-	-	-	-	-	-	-
351150 - Safety Redlight Cameras	976,435	848,531	1,125,000	1,125,000	1,219,955	1,125,000	1,125,000	1,125,000
351200 - Court - Investigative Recovery	3,000	-	5,000	5,000	125	5,000	5,000	5,000
369103 - Police Auto Take Home PGM	17,800	9,900	9,000	9,000	8,900	9,000	-	-
369105 - PD Misc - SRO OT Recovery	21,624	27,654	20,000	20,000	36,197	20,000	20,000	20,000
0016000 - Police Revenue Total	3,102,209	3,184,813	3,311,007	3,311,007	3,488,811	3,312,357	3,483,445	3,483,445
Grand Total	3,102,209	3,184,813	3,311,007	3,311,007	3,488,811	3,312,357	3,483,445	3,483,445



00160005 - Police Department

	Actual	Actual	Adopted	Amended	YTD *	Year-End		
	FY 2019-20	FY 2020-21	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
Personnel								
500111 - Administrative Salaries	162,983	112,306	202,164	202,164	-	202,164	183,404	183,404
500120 - Full Time Salaries	2,218,871	2,493,308	2,823,711	2,823,711	2,314,836	2,823,711	2,883,094	2,692,721
500121 - Full Time Salaries - Sworn	10,044,166	11,034,917	11,811,543	12,326,543	10,682,247	11,811,543	13,383,178	13,078,050
500125 - Compensated Absences	510,149	461,416	518,999	539,913	308,788	518,999	574,622	558,231
500130 - Other Salaries	15,774	11,818	-	-	-	-	-	-
500140 - Overtime	933,638	959,704	1,000,000	1,050,000	1,158,289	1,000,000	1,000,000	1,000,000
500144 - Overtime - Holiday Pay	-	-	-	-	-	-	-	-
500145 - Overtime - State Grant	5,383	-	-	-	-	-	-	-
500150 - Special Pay - Off Duty	972,150	825,958	640,000	640,000	709,657	640,000	640,000	640,000
500151 - Special Pay - Differential	182,753	207,057	200,000	215,000	177,019	200,000	200,000	200,000
500152 - Special Pay - Incentive	104,210	96,970	115,000	115,000	86,088	115,000	115,000	115,000
500210 - FICA & MICA Taxes	1,116,271	1,198,887	1,325,866	1,370,236	1,138,587	1,325,866	1,454,194	1,415,031
500220 - Retirement Contribution	3,415,276	3,777,328	3,875,668	4,037,082	3,328,639	3,875,668	4,555,293	4,452,437
500230 - Life & Health Insurance	2,333,807	2,634,507	3,094,078	3,099,878	2,956,892	3,094,078	3,240,186	3,118,102
Personnel Total	22,015,430	23,814,176	25,607,029	26,419,527	22,861,041	25,607,029	28,228,971	27,452,976
Operating								
500310 - Professional Services	28,900	20,544	58,650	66,800	38,045	58,650	58,650	58,650
500342 - Cont - School Crossing Guards	123,807	203,438	311,362	276,362	176,880	276,362	311,362	311,362
500343 - Contr-Safety Redlight Cameras	370,294	398,676	561,000	486,000	383,946	526,000	589,050	589,050
500350 - Investigations	-	-	3,250	3,250	2	3,250	3,250	3,250
500400 - Travel & Per Diem	15,573	11,809	40,000	40,000	24,506	40,000	40,000	40,000
500410 - Communication & Freight	18,754	13,411	23,600	23,600	13,853	23,600	23,600	23,600
500440 - Rentals & Leases	131,464	130,717	116,406	121,406	115,293	116,406	81,426	81,426
500460 - Repair & Maint - Office Equip	62,599	86,774	111,650	111,650	58,568	111,650	103,500	103,500
500470 - Printing & Binding	2,412	2,402	8,000	8,000	7,963	8,000	8,000	8,000
500480 - Promotional Activities	1,356	3,020	7,500	7,500	6,468	7,500	7,500	7,500
500510 - Office Supplies	27,669	24,005	25,000	25,000	22,569	25,000	25,000	25,000
500520 - Operating Supplies	408,038	290,592	323,550	333,550	308,183	323,550	342,550	342,550
500521 - Operating Supplies - Fuel	16,339	19,076	20,000	25,850	22,349	20,000	23,000	23,000
500523 - Op Supp - Community Services	42,965	37,838	62,150	57,150	47,397	62,150	62,150	62,150
500525 - DOJ Bryne Grant - Operating	-	-	-	-	5,912	5,912	-	-
500526 - Operating Supplies - EOC	-	-	-	-	-	-	-	20,000
500527 - Operating Supplies - Crywolf A	24,125	25,076	25,358	23,358	17,998	25,358	25,358	25,358
500528 - Operating Supplies - PD Equipment	-	-	-	-	-	-	-	68,000
500540 - Dues, Subscriptions, Memberships	43,027	89,516	113,475	113,475	42,498	113,475	103,475	103,475
Operating Total	1,317,320	1,356,892	1,810,951	1,722,951	1,292,431	1,746,863	1,807,871	1,895,871
Capital Outlay								
500620 - Capital - Building	-	-	-	-	-	-	-	-
500640 - Capital Outlay - Office	577,932	125,240	71,950	205,436	92,456	90,436	68,000	-
500641 - Capital Outlay - Vehicles	335,602	109,981	987,756	986,012	789,206	986,012	1,537,221	648,638
500642 - DOJ Bryne Grant Capital Outlay	9,520	9,290	71,000	71,000	69,388	71,000	-	-
500650 - Construction in Progress	-	98,530	-	-	-	-	-	-
500653 - Capital Outlay - EOC	-	-	5,000	5,000	3,528	5,000	25,530	5,530
Capital Outlay Total	923,054	343,040	1,135,706	1,267,448	954,578	1,152,448	1,630,751	654,168
Grand Total	24,255,804	25,514,109	28,553,686	29,409,926	25,108,050	28,506,340	31,667,593	30,003,015

* 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 2019-20	FY 2020-21	Budget	Budget	Actuals	Estimate	Proposed	Adopted
			FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
0017000 - Building Revenue								
322100 - Building Permits	3,510,943	3,351,875	-	-	-	-	-	-
329101 - Other Fees - Boiler Fees	19,398	11,065	22,000	22,000	15,175	22,000	-	-
329500 - Certificates of Occupancy	188,610	172,356	250,000	250,000	219,292	250,000	-	-
329600 - Concurrency Fees	35,352	33,708	60,000	60,000	57,984	60,000	60,000	60,000
341302 - Optional Plan Review Fee	-	-	-	-	-	-	-	-
341303 - Building Training Fees	11,873	2,779	20,000	20,000	-	20,000	-	-
341902 - Bldg Administrative Fees	71,744	56,976	60,000	60,000	44,729	60,000	-	-
341903 - Bldg Records Request	67,932	102,603	75,000	75,000	100,203	85,000	75,000	75,000
342901 - Bldg Recert Fees 40-yr	13,240	8,530	10,000	10,000	17,850	16,000	-	-
359101 - Fines - Permit Violations	7,451	2,080	-	-	-	-	-	-
369101 - Bldg Misc - Ot Recovery	154,375	119,297	150,000	150,000	62,325	150,000	-	-
369102 - Bldg Misc - Copy Scan Fees	42,295	6,013	10,000	10,000	11,265	10,000	-	-
0017000 - Building Revenue Total	4,123,212	3,867,283	657,000	657,000	528,823	673,000	135,000	135,000
Grand Total	4,123,212	3,867,283	657,000	657,000	528,823	673,000	135,000	135,000

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



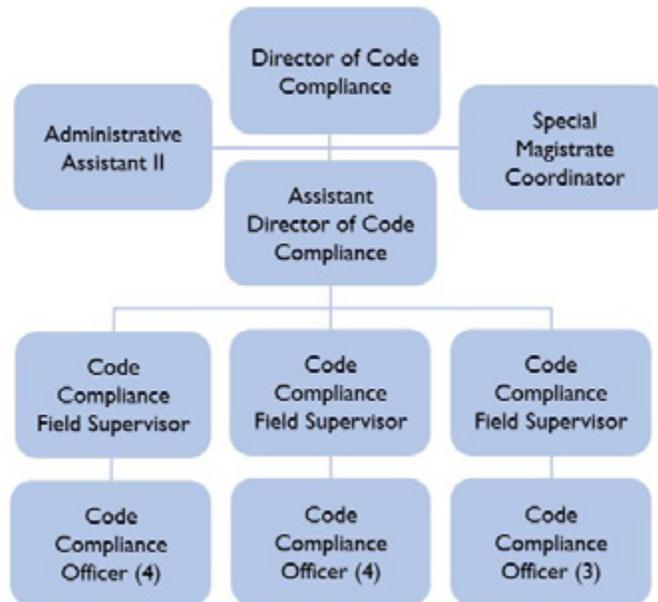
00170005 - Building

	Actual	Actual	Adopted	Amended	YTD *	Year-End		
	FY 2019-20	FY 2020-21	Budget	Budget	Actuals	Estimate	Proposed	Adopted
			FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
Personnel								
500111 - Administrative Salaries	141,854	69,430	-	-	-	-	-	-
500120 - Full Time Salaries	2,293,933	2,144,100	-	-	-	-	-	-
500125 - Compensated Absences	45,138	49,094	-	-	-	-	-	-
500130 - Other Salaries	74,360	-	-	-	-	-	-	-
500140 - Overtime	71,079	128,144	-	-	-	-	-	-
500143 - Overtime - Bldg Option Plan Rev	-	-	-	-	-	-	-	-
500210 - FICA & MICA Taxes	191,427	173,688	-	-	-	-	-	-
500220 - Retirement Contribution	292,672	268,566	-	-	-	-	-	-
500230 - Life & Health Insurance	472,282	502,957	-	-	-	-	-	-
Personnel Total	3,582,745	3,335,978	-	-	-	-	-	-
Operating								
500310 - Professional Services	249,465	552,534	-	-	-	-	-	-
500400 - Travel & Per Diem	7,205	4,350	-	-	-	-	-	-
500410 - Communication & Freight	2,200	1,600	-	-	-	-	-	-
500460 - Repair & Maint - Office Equip	-	-	-	-	-	-	-	-
500461 - Repair & Maint - Vehicles	597	-	-	-	-	-	-	-
500470 - Printing & Binding	5,820	164	-	-	-	-	-	-
500510 - Office Supplies	3,295	3,325	-	-	-	-	-	-
500520 - Operating Supplies	6,950	4,963	-	-	-	-	-	-
500540 - Dues, Subscriptions, Memberships	4,950	6,924	-	-	-	-	-	-
500541 - Dues, Subs., Member., Training	11,873	2,779	-	-	-	-	-	-
Operating Total	292,355	576,640	-	-	-	-	-	-
Capital Outlay								
500640 - Capital Outlay - Office	-	-	-	-	-	-	-	-
500641 - Capital Outlay - Vehicles	-	-	-	-	-	-	-	-
Capital Outlay Total	-	-	-	-	-	-	-	-
Grand Total	3,875,099	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 2022

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.
- Department implemented mobile printers in the field which allows for a more streamlined process when issuing notices to the public.
- The Municipal Lien Search process has been fully automated and now allows for a quicker turnaround time of completion for the public.
- 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.
- Incorporated Body Worn Cameras (BWC's) for use by Department field personnel as part of their daily duties. Along with the camera usage, a formal standard operating procedure (SOP) and auditing software was implemented to ensure a successful implementation.
- 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 Alcohol Ordinance, Home based Business Ordinance, 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 assistance of tracking software.
- Continued developing community outreach initiatives such as participating in Kids and the Power of Work (KAPOW) series and returning to the in-person 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.
- Incorporated a new late evening shift, where officers are available to respond to requests for service until 3:00 A.M.
- 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 being 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.

Code Compliance Activity Report

Activity	Actual FY 2019-20	Actual FY 2020-21	Projected FY 2021-22	Projected FY 2022-23
Inspections	17,000	14,210	14,100	15,000
SM Hearing Cases	234	191	225	240
Cases in Compliance	3,500	3,415	3,639	3,700
Lien Searches	2,325	3,481	3,113	3,000
Public Service Requests	732	812	701	700

Code Compliance Objectives for FY 2023

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.

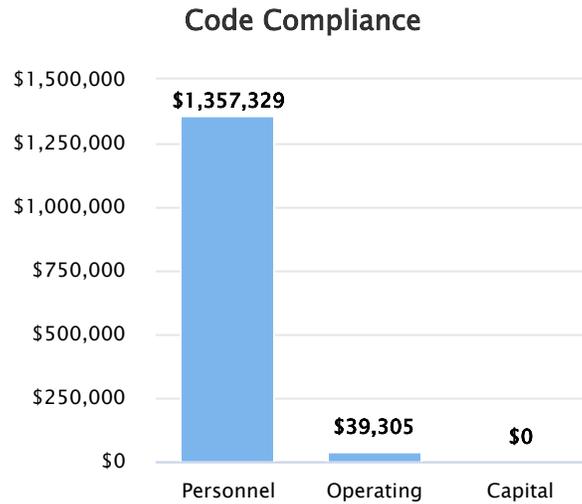
- Develop initiatives, campaigns, and compliance measures with a focus on beautification and aesthetic enhancements to private properties citywide that improves the quality of place.
- Review and recommend ordinances and amendments that may no longer be applicable with today’s standards or may be outdated, 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.
- Conduct a fee review study of the department’s current fees to keep up with the comparable fees from nearby local jurisdictions, as well as incorporate a technology fee.
- Implement alternative sources of revenue by establishing additional fees, such as code case extension.
- Assist Planning and Zoning Department in identifying and addressing delinquent and unregistered business tax receipts throughout the City.
- Increase outreach efforts in the community by attending additional homeowner’s association meetings (HOA) throughout the year.

Code Compliance Strategic Priorities

Strategic Priorities	Proposed FY 2021-23	Associated Cost
Economic Development & Communication	Showcase benefit of Code Enforcement in business community through outreach messaging and initiatives.	\$ -
Customer Service	Provide yearly customer service/de-escalation trainings for field staff.	\$ 1,000
Organization Efficiency & Effectiveness	Yearly leadership trainings to continue maintaining and improving positive culture.	\$ 1,000
Quality of Life / Quality Development	Focus on creating or amending minimum of 3 ordinances with focus on improving quality of life for residents.	\$ -
Total		\$ 2,000



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 7% city-wide.
- **340 Contractual Services - Other** - This account decreased due to not anticipating a large amount of special magistrate emergency hearings, as was previously forecasted with COVID related case.
- **641 Capital Outlay Vehicles** - This account decreased due to the department not requesting a new or replacement vehicle to its existing fleet.



**Code Compliance Department
Authorized Positions**

Account	Position	Budget	Budget	Amended*	Budget	Adopted	Total Cost
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23
500.111 - Administrative Salaries							
	Code Compliance Director	1	1	1	1	1	\$ 136,514
	Administrative Salaries Total	1	1	1	1	1	\$ 136,514
500.120 - Full Time Salaries							
	Assistant Code Compliance Director	1	1	1	1	1	\$ 90,530
	Service Award 10 yr						\$ 3,018
	Code Compliance Field Supervisor ⁽¹⁾	2	2	2	2	3	\$ 147,950
	AA/Special Magistrate Agenda Coord.	1	1	-	-	-	\$ -
	Special Magistrate Agenda Coordinator	-	-	1	1	1	\$ 50,125
	Code Compliance Clerk	2	2	-	-	-	\$ -
	Administrative Assistant II	-	-	1	1	1	\$ -
	Code Compliance Officer I, II, III ⁽²⁾	9	9	9	9	11	\$ 506,218
	Service Award 5 yr						\$ 438
	Required Promo to II & III						\$ 20,000
	Differential						\$ 1,621
	Full Time Salaries Total	15	15	14	14	17	\$ 819,900
	Total	16	16	15	15	18	\$ 956,414

* 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

0017100 - Code Compliance

	Actual		Adopted	Amended	Year-End		Proposed	Adopted
	FY 2019-20	FY 2020-21	Budget	Budget	Actuals	Estimate		
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22		
0017100 - Code Revenue								
329800 - Code Default Property Fees	44,100	38,900	30,000	30,000	22,500	25,600	30,000	30,000
341900 - Lien Search Fees	191,250	286,855	185,000	185,000	249,340	230,000	220,000	220,000
351100 - Judgments & Fines	111,662	103,815	150,000	150,000	180,114	185,000	180,000	180,000
351900 - Judgments & Fines Other	-	-	-	-	-	-	-	-
359101 - Fines - Permit Violations	150,619	154,480	150,000	150,000	245,291	250,000	175,000	175,000
0017100 - Code Revenue Total	497,631	584,050	515,000	515,000	697,246	690,600	605,000	605,000
Grand Total	497,631	584,050	515,000	515,000	697,246	690,600	605,000	605,000



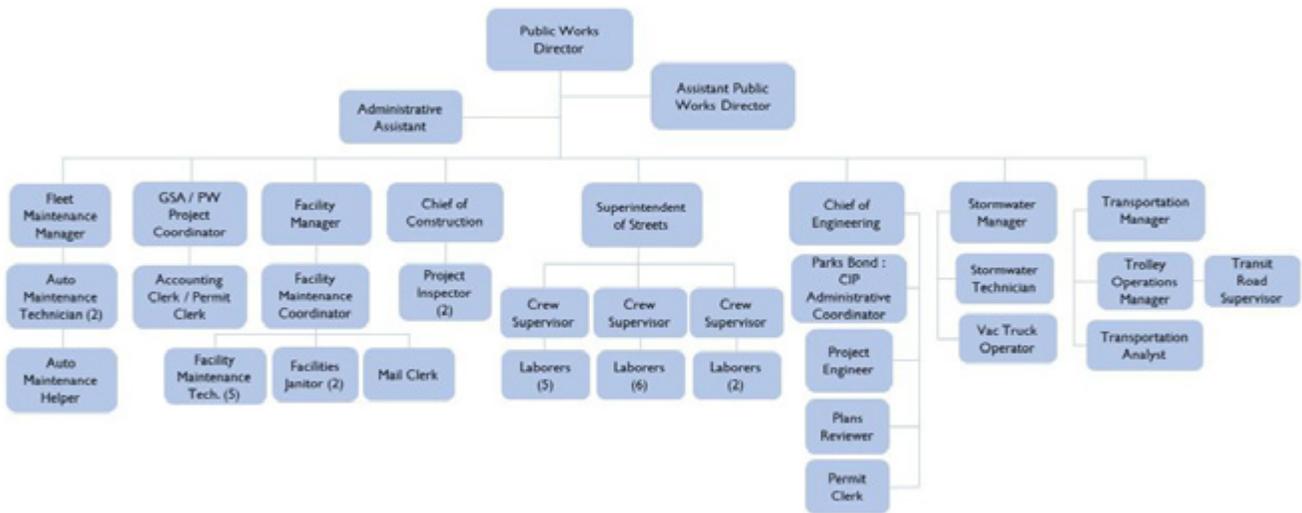
00171005 - Code Compliance Department

	Actual	Actual	Adopted	Amended	YTD *	Year-End		
	FY 2019-20	FY 2020-21	Budget	Budget	Actuals	Estimate	Proposed	Adopted
			FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
Personnel								
500111 - Administrative Salaries	111,189	118,504	128,677	128,677	107,139	128,677	136,514	136,514
500120 - Full Time Salaries	714,014	672,452	809,446	809,446	710,508	809,446	869,561	819,900
500125 - Compensated Absences	34,787	22,984	33,724	33,724	22,810	33,724	36,151	34,360
500140 - Overtime	17,779	14,726	18,500	18,500	17,185	18,500	18,500	18,500
500210 - FICA & MICA Taxes	66,412	61,560	75,853	75,853	64,265	75,853	81,237	77,301
500220 - Retirement Contribution	99,315	92,045	112,240	112,240	97,602	112,240	120,315	114,355
500230 - Life & Health Insurance	141,061	107,208	146,797	146,797	124,158	146,797	156,896	156,399
Personnel Total	1,184,557	1,089,479	1,325,237	1,325,237	1,143,666	1,325,237	1,419,174	1,357,329
Operating								
500340 - Contractual Services - Other	5,725	5,950	10,900	10,900	8,625	8,500	10,100	10,100
500400 - Travel & Per Diem	4,665	5,220	1,500	1,936	1,936	1,936	1,500	1,500
500410 - Communication & Freight	1,925	1,275	1,200	1,200	1,200	1,200	1,200	1,200
500461 - Repair & Maint - Vehicles	-	-	-	-	-	-	-	-
500470 - Printing & Binding	3,318	4,659	5,200	5,200	3,902	5,050	5,255	5,255
500490 - Other Current Charges	-	-	1,500	1,064	-	750	1,500	1,500
500510 - Office Supplies	2,499	2,999	3,000	3,000	1,962	3,000	3,000	3,000
500520 - Operating Supplies	7,202	6,611	7,700	7,700	7,042	7,700	7,700	7,700
500540 - Dues, Subscriptions, Memberships	2,672	6,110	9,050	9,050	4,055	7,150	9,050	9,050
Operating Total	28,007	32,824	40,050	40,050	28,723	35,286	39,305	39,305
Capital Outlay								
500641 - Capital Outlay - Vehicles	-	-	26,500	26,500	22,925	26,500	-	-
Capital Outlay Total	-	-	26,500	26,500	22,925	26,500	-	-
Grand Total	1,212,563	1,122,303	1,391,787	1,391,787	1,195,315	1,387,023	1,458,479	1,396,634

* YTD = Year to Date



Public Works Department



Public Works Function

The Public Works Department's (PWD) mission is to provide a safe and an 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. 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 2022

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 of the updated 2019 City Comprehensive Plan, Goals, Objectives, and Policies.
- Managed contractual services for the City's Light Pole Banners program.
- Managed to conduct a citywide baseline Green House Gas (GHG) emissions inventory based on the 2018-2019 period. Developed and partially implemented 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, the Garden Rain Barrel and Home Composting workshops, 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 14th 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 36 trees in bare City medians, as part of the Tree Planting Master Plan.
- Managed the City's Private Haulers Franchise renewals and payments.

Construction & Public R/W Maintenance

- Completed the roadway widening project along NW 41st Street from NW 79th Avenue to NW 87th Avenue.
- Completed the roadway widening project along NW 112th Avenue between NW 25th Street and NW 34th Street.
- Averaged 160 construction inspections per month for work performed on the City's roads and right-of-way.
- Completed the installation of an All-way stop at the intersection of NW 54th Street and NW 84th Avenue.
- Continued with restoration of damaged sidewalks identified throughout the City.
- Continued restoration of landscaping on median bullnoses, traffic circle and Monuments citywide.
- Continued with repairs of damaged signs and potholes.
- Continued with pressure cleaning of sidewalks.
- Continued with pressure cleaning and inspection of City bus shelters.
- Continued design for pedestrian and bicyclist improvements at the intersection of NW 74th Street and NW 107th Avenue
- Commenced the Doral Boulevard Median Landscape Improvements Phase II Project from NW 97th Avenue to SR 826 / Palmetto Expressway Interchange.

Facilities Maintenance

- Provided Building Maintenance, Janitorial and Mailroom services to all City Facilities.



- Continued to provide janitorial services and daily upkeep of City Facilities as a response to COVID-19.
- Continued to provide PPE and janitorial supplies in response to COVID-19.
- 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 Parking Garage retrofit at Doral Government Center.
- Completed the Public Works Warehouse Retrofit.
- Completed the Police Façade and landscape Retrofit.
- Completed the Design of Public Affairs Retrofit.
- Completed Design, permitting, and construction of the Simulator Room at the Police Training and Community Center.
- Completed the repairs of the Government Center AC units concrete screen walls.
- Completed the Police Training and Community Center multipurpose room vinyl floor retrofit.
- Completed the replacement of the Air Conditioning Units in the Information Technology Rooms at the Government Center.
- Completed the exterior and interior Security Cameras Retrofit at the Government Center including the Parking Garage.
- Completed design and construction of new elevators at the Police facility.
- Completed the construction of the Government Center safety and security measures for the 1st, 2nd, & 3rd floors.

Fleet Maintenance

- Fully implemented the Fleet Division in-house maintenance procedures with two mechanics and one helper, that dramatically reduced Citywide vehicle and equipment maintenance costs, and vehicle downtime while repairs are being performed.
- Created and established a City-wide vehicle policy for purchasing, use, maintenance, and disposal of City vehicles.
- Continue to utilize the Chevin fleet maintenance software to track vehicle maintenance and improve efficiency.
- Updated SOP to correct fleet maintenance procedures and promote cost-efficient operations.
- Completed the installation of Geo-Tab tracker on Police vehicles to track real time operation and obtain vehicles telematics to achieve an improved vehicle maintenance process, and a general fuel consumption reduction.
- Implemented inhouse Police Harley-Davidson motorcycles maintenance program.
- Implemented inhouse heavy equipment repair and maintenance program to serve equipment such as backhoe, forklift, etc.
- Implemented 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 submitted to the PWD.
- Continued the permitting and tracking of the City's new Construction Management Plan.
- Continued with the City's Platting Division review and approval process.
- Continued with the virtual EnerGov permitting process.
- Continued with the Design / Build process for the pedestrian bridge along Doral Boulevard. (Project is managed by the Park Bond Program)
- Advertised the design process for the Adaptive Re-Use Area.



Public Works Department Activity Report

Activity	Actual FY 2019-20	Actual FY 2020-21	Projected FY 2021-22	Projected FY 2022-23
Administration				
Customer Service (Front desk assistance)	1,327	171	90	125
Phone Calls	4,980	3,558	4,995	4,511
Service Requests (CRM) 311	389	971	750	703
Finance - Receiving reports	1,702	1,446	3,111	2,086
Finance - Purchase Order Requests	363	305	446	371
Construction & R/W Maint. Division				
Debris Pick-up (tons)	140	186	196	174
Signs Repairs	488	296	258	347
Potholes Repairs	48	136	75	86
Landscape (instances of mowing, trees, branches, etc.)	3,127	2,488	3,312	2,976
Graffiti	13	69	87	56
Sidewalk (construction and replacement)(sq.ft.)	133,545	80,000	-	47,019
Miles of Road Resurfaced	2	1	0.25	3
Facilities Maintenance Division				
Facilities Maintenance Service Requests	5,500	6,900	6,178	6,193
Engineering Division				
Site Plans Reviews	84	92	46	74
Permitting Plans Reviews	600	568	760	643
PW Inspections Performed	2,510	2,350	1,745	2,202
MOT Permit Reviews	504	520	57	360
CMP Permit Reviews	15	19	5	10
Platting Review	3	10	7	10
Stormwater Utility Division				
Debris removed from Canals (bags)	196	193	273	190
Miles of Road swept	5,643	5,687	5,106	5,665
Inlets / Manholes Cleaned	1,782	2,226	2,875	2,004
Linear feet pipe	129,526	154,085	204,314	154,085
Transportation Division				
Doral Trolley Ridership	428,435	291,623	464,633	559,090
Freebee Ridership	27,269	42,402	55,756	79,730
Traffic Studies Reviews	25	25	24	25



Public Works Objectives for FY 2023

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.
- 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.
- Obtain re-certification at a Platinum Level of the City of Doral as a Green Local Government Florida by the Florida Green Building Coalition (FGBC).
- Seek the LEED for Cities and Communities for the City of Doral.
- Seek City Council's approval to partner with Keep America Beautiful to augment the Keep Doral Beautiful program.
- Seek and obtain grant funding to implement additional sustainable practices in all City operations.
- Seek and obtain grant funding to implement additional tree maintenance programs.
- Continue to explore the possibility of creating a Sustainability Division within the Public Works Department which will include a Sustainability Programs Manager that will be dedicated to perform professional work involved with planning, execution and coordination of activities related to environmental programs, and seek grants to implement and maintain green initiatives and 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.
- Completed the construction of the Doral Boulevard Median Landscape and Lighting Improvements Phase II between NW 97th Avenue and the Palmetto Expressway.

Facilities Maintenance

- Continue to provide Building Maintenance, Janitorial and Mailroom services to all City Facilities.
- Continue providing maintenance services to the Police Facility, the Public Works Warehouse, the Government Center, and the 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 construction of the Government Center Parking Garage retrofit.
- Complete the Design and installation of new flooring at Solution Center at GC.
- Complete the Design and installation of new flooring at east staircase GC.
- Complete the Design and installation of new cubicles 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.
- Commence and complete the Police Facility motorcycles canopy.
- Commence and complete the Public Works Facility electrical update.
- Commence and complete the Government Center Public Affairs construction project.
- 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 unit chiller coils at the Police Training & Community Center.

Fleet Maintenance

- Continue to provide and improve 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 car wash bay.
- Continue to improve Auto Mechanic Technician skills by attending new training courses.
- Implement in-house 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.
- Advertise the RFP for the new Five-Year Resurfacing Master Plan.
- Continue to review Platting submittals with staff in order to increase revenue stream.
- Initiate the design and permitting for the roadway improvements on NW 114th Avenue between NW 34th Street and NW 39th Street.
- Continue with the Public Works Department permitting process.

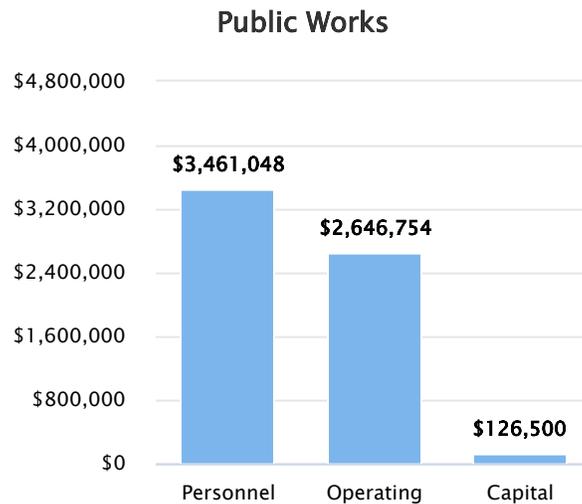


Public Works Department Strategic Priorities

Strategic Priorities	Adopted FY 2022-23	Associated Cost
Capital / Transportation Fund / PTP	Milling and resurfacing plan	\$ 100,000
	Landmark Traffic Calming Improvement	\$ 500,000
	Bus Shelters Construction	\$ 500,000
Quality of Life - Mobility / Transportation Fund	Trolley Operation & Maintenance	\$ 300,000
	Corridor Traffic Signal Retiming Study	\$ 60,000
Quality of Life - Mobility / People's Transportation Plan (PTP) Fund	Trolley Operation & Maintenance	\$ 2,831,000
	On-Demand Transit	\$ 430,000
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	\$ 25,000
	Right-of-Way Maintenance	\$ 390,000
Sustainability / Stormwater Fund	Catch Basin Maintenance Program	\$ 650,000
	Street Sweeping	\$ 140,000
	Canal Maintenance	\$ 425,000
	Geo-Cell Web Cells Maintenance Program	\$ 40,000
	Floating Debris Removal	\$ 40,000
Capital / Stormwater Fund	Stormwater Improvements	\$ 1,000,000
Total		\$ 7,464,500



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 7% city-wide.
- **310 Professional Services** - This account was decreased in comparison to the previous Fiscal Year as a result of the Street Tree Inventory.
- **430 Utility Services** – This account increased due to account for energy cost increases.
- **460 Repair & Maintenance - Office Equipment** – This account increased to include a new Preventive Maintenance service contract for the AC units at the Government Center, the Police Facility, and the Police Training and Community Center.
- **465 Repair & Maintenance - Body Shop** – This account increased to account for projected expenses, based on actual FY 2021-22 expenses.
- **520 Operating Supplies** – This account increased to account for the implementation of a new fleet maintenance software that will provide for a more efficient operation.
- **522 Repairs and Maintenance – Vehicles** - This account was increased to account for the increase in fuel price.
- **540 Dues/Subscriptions/Memberships** – This account increased to account for the inclusion of the Department’s APWA accreditation process.
- **640 Capital Outlay - Office** – This account increased to account for the procurement of a new cargo enclosed trailer, a new SCAG ride-on lawnmower, and the replacement of the Government Center workstations damaged tops.



**Public Works Department
Authorized Positions**

Account	Position	Amended *	Budget	Budget	Budget	Amended *	Adopted	Total Cost
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
500.111 - Administrative Salaries								
	Public Works Director	1	1	1	1	1	1	\$ 159,018
	Service Award 15 yr							\$ 11,926
	Administrative Salaries Total	1	1	1	1	1	1	\$ 170,944
500.120 - Full Time Salaries								
	Assistant Public Works Director/ Chief of Construction	1	-	-	-	-	-	\$ -
	Assistant Public Works Director/ Chief of Engineering	-	1	1	-	-	-	\$ -
	Assistant Public Works Director	-	-	-	1	1	1	\$ 125,938
	Service Award 10 yr							\$ 4,198
	Chief of Engineering	1	-	-	-	-	1	\$ 111,395
	Chief of Construction	-	1	1	1	1	1	\$ 101,886
	Administrative Assistant	1	1	1	1	1	1	\$ 43,609
	Facility Manager	1	1	1	1	1	1	\$ 85,727
	Capital Improvement Manager	1	-	-	-	-	-	\$ -
	Facility Maintenance Technician	5	5	5	5	5	5	\$ 216,577
	Service Award 10 yr							\$ 1,623
	Superintendent of Streets	1	1	1	1	1	1	\$ 80,816
	Service Award 15 yr							\$ 6,061
	Project Engineer	1	1	1	1	1	1	\$ 73,182
	Project Inspector	2	2	2	2	2	2	\$ 128,713
	Service Award 5 yr							\$ 564
	GSA/PW Project Coordinator	1	1	1	1	1	1	\$ 89,079
	Permit Clerk	1	1	1	1	1	1	\$ 38,322
	Accounting Clerk/ Permit Clerk	1	1	1	1	1	1	\$ 40,980
	Crew Supervisor	2	2	2	2	2	3	\$ 110,458
	Fleet Maintenance Supervisor	1	1	1	-	-	-	\$ -
	Fleet Maintenance Manager	-	-	-	1	1	1	\$ 79,585
	Service Award 5 yr							\$ 663
	Auto Maintenance Technician	-	3	2	2	2	2	\$ 106,886
	Auto Maintenance Helper ⁽²⁾	-	-	1	1	-	1	\$ 38,322
	Laborers	11	11	11	11	11	13	\$ 379,503
	Service Award 5 yr							\$ 913
	Facility Maintenance Foreman	1	1	1	-	-	-	\$ -
	Facility Maintenance Coordinator	-	-	-	1	1	1	\$ 69,476
	Service Award 5 yr							\$ 579
	Janitor	2	2	2	2	2	2	\$ 72,081
	Plans Reviewer	-	-	1	1	1	1	\$ 86,501
	Mail Clerk	-	-	-	1	1	1	\$ 38,816
	Incentive							\$ 18,152
	Full Time Salaries Total	34	36	37	38	37	42	\$ 2,150,605
500.130 - Other Salaries								
	P/T Mail Clerk	1	1	1	-	-	-	\$ -
	Plans Examiner Part Time	1	1	-	-	-	-	\$ -
	Auto Maintenance Helper ⁽¹⁾	-	-	-	-	1	-	\$ -
	Other Salaries Total	2	2	1	-	1	-	\$ -
	Total	37	39	39	39	39	43	\$ 2,321,549

* AMENDED FY 2018-19 - This column reflects any mid-year change to budgeted positions

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

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

⁽²⁾ FY 2022-22 - Auto Maintenance Helper will become Full Time



0018000 - Public Works

	Actual	Actual	Adopted	Amended	Actuals	Year-End		
	FY 2019-20	FY 2020-21	Budget	Budget		Estimate	Proposed	Adopted
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22		FY 2021-22	FY 2022-23	FY 2022-23
0018000 - Public Works Revenue								
313700 - Franchise Fees - Solid Waste	1,319,809	1,572,749	1,300,000	1,300,000	1,528,247	1,300,000	1,300,000	1,300,000
313900 - Franchise Fees - Bus Bench Ads	5,018	16,146	5,000	5,000	32,216	34,000	5,000	5,000
329402 - PW - Platting Permit Fees	74,350	25,665	65,000	65,000	19,950	65,000	65,000	65,000
329700 - Public Works Permits	141,583	275,223	150,000	150,000	324,476	230,000	150,000	150,000
337100 - County Reimbursements	561,000	248,510	-	-	-	-	-	-
337500 - Grant	-	-	-	-	-	-	-	-
337701 - Grant - Forestry	10,524	-	-	-	-	-	-	-
0018000 - Public Works Revenue Total	2,112,283	2,138,293	1,520,000	1,520,000	1,904,889	1,629,000	1,520,000	1,520,000
Grand Total	2,112,283	2,138,293	1,520,000	1,520,000	1,904,889	1,629,000	1,520,000	1,520,000



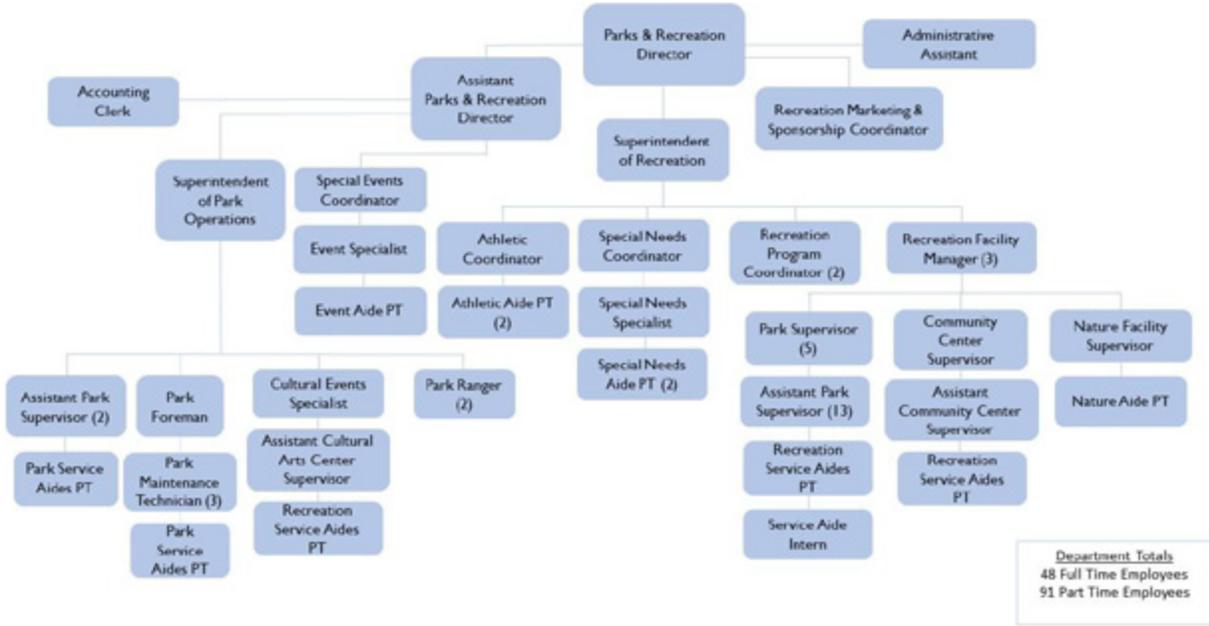
00180005 - Public Works

	Actual	Actual	Adopted	Amended	YTD *	Year-End		
	FY 2019-20	FY 2020-21	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
Personnel								
500111 - Administrative Salaries	143,994	146,044	149,889	149,889	129,620	149,889	170,944	170,944
500120 - Full Time Salaries	1,441,612	1,491,425	1,963,111	1,963,111	1,548,095	1,963,111	2,112,283	2,150,606
500125 - Compensated Absences	36,118	60,140	74,855	74,855	29,913	74,855	80,981	81,396
500130 - Other Salaries	73,302	34,804	-	-	11,194	-	26,825	-
500140 - Overtime	8,549	6,092	5,000	5,000	8,854	5,000	5,000	5,000
500210 - FICA & MICA Taxes	123,350	125,290	168,244	168,244	126,540	168,244	183,788	184,699
500220 - Retirement Contribution	189,384	196,385	249,112	249,112	194,324	249,112	269,361	270,741
500230 - Life & Health Insurance	398,523	435,855	576,627	576,627	472,022	576,627	581,209	597,662
Personnel Total	2,414,833	2,496,034	3,186,838	3,186,838	2,520,561	3,186,838	3,430,391	3,461,048
Operating								
500310 - Professional Services	246,988	106,126	156,750	202,718	45,633	126,660	61,750	61,750
500340 - Contractual Services - Other	1,982,737	637,002	851,850	886,429	670,212	793,979	869,682	808,182
500346 - Contractual Serv - Fleet Maint	242,534	-	-	-	-	-	-	-
500400 - Travel & Per Diem	5,381	6,077	12,720	12,720	7,409	9,223	12,220	12,220
500410 - Communication & Freight	1,478	100	1,450	1,450	1,215	1,450	1,450	1,450
500430 - Utility Services	143,582	141,717	173,100	176,152	150,032	169,472	197,500	197,500
500440 - Rentals & Leases	9,193	11,247	16,000	16,000	9,865	15,257	16,000	16,000
500460 - Repair & Maint - Office Equip	141,966	192,709	231,750	234,446	87,711	210,568	245,100	245,100
500461 - Repair & Maint - Vehicles	-	246,343	217,000	205,536	155,768	205,536	214,000	208,343
500462 - Repair & Maint - Body Shop Rep	-	-	70,000	260,999	159,101	160,999	200,000	200,000
500470 - Printing & Binding	305	367	500	500	462	500	1,000	1,000
500480 - Promotional Activities	426	496	950	950	295	950	1,425	1,425
500490 - Other Current Charges	-	-	-	-	-	-	-	-
500510 - Office Supplies	1,823	2,381	2,375	2,375	1,236	2,098	2,090	2,090
500520 - Operating Supplies	203,996	158,502	196,650	196,650	137,575	159,507	238,829	238,829
500521 - Operating Supplies - Fuel	-	(6,173)	-	-	-	-	-	-
500522 - Operating Supplies - Vehicles	331,763	448,293	425,000	675,000	608,017	655,000	625,000	610,000
500530 - Road Material Supplies	16,797	9,375	15,000	15,000	12,748	14,280	15,000	15,000
500540 - Dues, Subscriptions, Memberships	12,326	13,519	12,664	14,664	10,101	10,220	27,865	27,865
Operating Total	3,341,297	1,968,081	2,383,759	2,901,589	2,057,379	2,535,698	2,728,911	2,646,754
Capital Outlay								
500610 - Capital - Land	-	-	-	-	-	-	-	-
500620 - Capital - Building	-	-	-	-	-	-	-	-
500631 - Imprv - Street Beautifications	-	-	-	2,080,405	143,667	2,080,405	-	-
500633 - Imprv - Street	7,856	8,761	-	1,323,894	25,970	1,383,036	-	-
500640 - Capital Outlay - Office	56,729	76,382	-	89,823	24,842	30,681	79,000	79,000
500641 - Capital Outlay - Vehicles	34,287	-	-	198,340	54,731	198,340	-	-
500650 - Construction in Progress	222,110	584,724	47,500	508,842	274,165	508,842	47,500	47,500
Capital Outlay Total	320,982	669,868	47,500	4,201,303	523,375	4,201,304	126,500	126,500
Grand Total	6,077,111	5,133,983	5,618,097	10,289,730	5,101,316	9,923,840	6,285,802	6,234,302

* YTD = Year to Date



Parks And Recreation Department

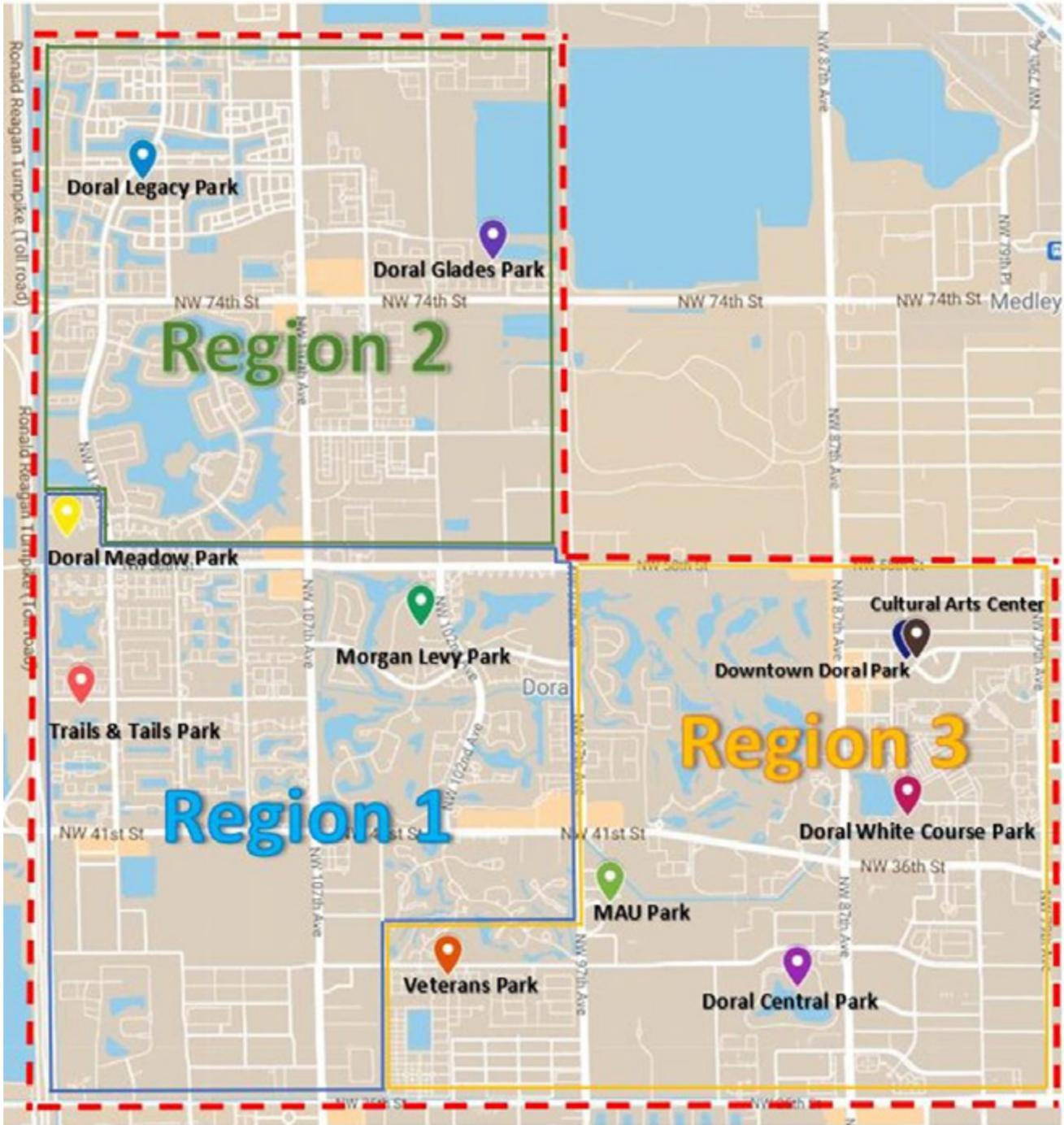


Parks and Recreation Function

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 and more than 5 miles of off-road shared use trails. The Department will continue to grow with the recent opening of the Doral White Course Park and additional new facility, Doral Cultural Arts Center that is scheduled to be completed in FY 21-22. As well as the Phase 2/3 renovation of Doral Central Park that is scheduled to be completed in 2023. 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, 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 of 2021, the Department now 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 with attendance ranging anywhere between 8,000 – 30,000 patrons per event. 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 2022

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

Facilities

- Completed the installation of a temporary chiller connection at Doral Legacy Park.
- Completed the interior and exterior painting of the Trails & Tails Park Building.
- Completed the painting of the canopy poles at Morgan Levy Park and Doral Meadow Park.
- Completed installation of a park sign at Trails & Tails Park.
- Performed improvements to the dog areas at Trails & Tails Park.
- Completed the resealing and restriping of portions of bike paths.
- Creating pickleball courts by adding lines on existing tennis courts at Doral Legacy Park, Morgan Levy Park, and Doral Glades Park.

Events

- Successfully transitioned back from virtual and drive-thru events to full capacity in-person events.
- Redesigned Eggstravaganza event at Doral Meadow Park to still provide the Egg Hunt experience for the kids in the community. While there were no carnival rides, the department increased the number of interactive inflatables and activities at the event.
- Successfully increased Park Programs providers participation at the annual Play Day event in which there were 5 providers: Doral Soccer Club, YMCA, Special Needs Martial Arts, Doral Yoga Wellness, Children Trust – Parent to Parent and Miami Table Tennis.
- Successfully coordinated grand opening events for two new facilities: Doral White Course Park and Cultural Arts Center.
- Partnered with Miami Dade Public Library at Downtown Doral Park for Dr. Seuss Storytime. This partnership helped offset costs, as well as, promote reading and resources available at the library.
- Worked closely with the Marketing and Sponsorship Coordinator to increase sponsor participation at all cultural events and small-scale events.
- Redesigned Park & Tree Lighting Ceremony to include a Movie Night.
- Purchased a new inflatable movie screen to be able to rent to local schools and maximize rental revenue.

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.

- Created a sponsorship package with Jackson Health which included: Presenting sponsorship for Howl-O-Ween, Movies at the Park event series, Park & Tree Lighting Ceremony, Holiday Celebration, Downtown Doral Art Walk, Camping Under the Stars, and Eggstravaganza. Jackson also sponsored other events as Level 1 sponsor. Total sponsorship revenue from Jackson Health for FY 21-22 was \$22,000.
- Renewed Naming Rights Sponsorship with Baptist Health for the walking track and indoor basketball gym at Doral Legacy Park in the amount of \$12,500 annually for 5 years.
- Created and maintained a sponsor database on Mail Chimp to proactively market our sponsorship opportunities. The sponsorship database includes contact information for local businesses and previous/current sponsors.

Sports

- Recruited 15 new Volunteer Coaches for in-house Youth Sports Leagues.
- Increased Baseball Participation by 10% new participants, reaching the maximum capacity of registration with 275 participants. This increased revenue was more than 35% as compared to previous year.



- 5 Coaches Completed NAYS (National Alliance for Youth Sports) Coaches Training (Basketball & Flag Football).
- Conducted 3 Broncos Cheer Clinics with maximum capacity.
- Adult sport registrations increased by 33%.
- Created relationships with physical education teachers/coaches in surrounding local schools to promote our Broncos Tackle football program.
- Maintained a satisfaction rate of 95% or higher within the youth and adult sport surveys.

Recreation Programs

- New & Additional Programming added:
 - Through recreation programming bids the department has renewed agreements with Cristi's Dance Studio, Chess for Kids, Siman Orchestra Foundation, and added United Martial Arts' Taekwondo program.
 - Partnered with Miami-Dade County Parks to offer a monthly EcoAdventure program at Doral Glades Park. This program offers a three-hour course teaching fishing, archery and kayaking. There were a total of 150 participants for the 5 months that this program was offered this year.
 - New yoga programming added including Prenatal Wellness, Mom and Baby Power Training, and Yoga Flow.
 - Created Doral E.A.R.T.H. program at Doral Glades Park. This program serves as a monthly field trip site for Omega School of Learning. Home-schooled students participated in science experiments and nature education, instructed by the department's Nature Facility Supervisor. On average, 14 students participated each month.
- Expanded Start Smart programming from originally one (1) sport at a park every 6 weeks to now offering 6 sports at once at different parks to add a variety of sports and a variety of locations to residents based on demand. The capacity of this program has increased from 12 participants each session to 72 participants each session.
- Increased Recreation Programs participants by 380% while also maintaining a 97% satisfaction rate on surveys for in-house and contracted programs.
- Doral Table Tennis hosted their first tournament at Doral Legacy Park.
- Doral Beach Tennis Club participation increased by 18% and Doral Fencing Club participation increased by 28%. Both also participated in several off-site tournaments locally and nationally representing Doral.
- Added a nature themed summer camp at Doral Glades Park, provided by the YMCA and an additional soccer camp at Doral Meadow Park, provided by Juventus.
- Students in Action (Student Volunteer Program)
 - Added an additional 121 volunteers into the Students in Action database.
 - Students In Action volunteers are projected to finish the fiscal year with over 5,000 volunteer hours, an 110% increase from last fiscal year!

Senior Programs (The Silver Club)

- The Silver Club is extremely important and beneficial for the senior population in the community. It provides them 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
 - Chair Yoga
 - Jazzercise
 - Bingos
 - Seminars
 - Art
 - Chess



- Trips and Tours
- Exceeded 95% satisfaction rate for all activities.
- Introduced a new jewelry making class.
- Exceeded 900 Registered Silver Club members and the number keeps growing.
- 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.
- Started Walk with Ease Program.

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 gold medals in Team Soccer and Basketball, as well as, won silver and gold medals in Individual Skills in Basketball, Tennis, and Soccer.
- Created social activities/events for our participants
 - Karaoke Party
 - Thanksgiving Social
 - Family Bowling
 - Trips to sporting events
- Transitioned programming back to in person in a safe and effective manner.
 - Feel the Beat
 - Sunburst Wellness Program
 - Special Olympics Program
 - Martial Arts
 - Music

Other

- Implemented a new online reservation process for tennis courts, which allows tennis players a more convenient and efficient way to quickly make online reservations up to 24 hours in advance.
- Updated Parks & Recreation Rules and Regulations Ordinance.
- Parks Bond: worked with the Project Management Team to coordinate and complete Parks Bond Projects.
 - Completed the construction of Doral White Course Park and Doral Cultural Arts Center and successfully opened both facilities.
 - Completed the lighting addition and improvements to Trails & Tails Park.
 - Continued working with the Project Management Team on the construction of Doral Central Park.
- Received the following grants:
 - National Recreation & Park Association (NRPA): Supporting Healthy Aging through Parks & Recreation - to provide the Walk with Ease program for Silver Club at no cost to the city or participants.
 - Land Water Conservation Fund Grant of \$1,000,000 for Doral Central Park.



Parks & Recreation Activity Report

Activity	Actual	Actual	Projected	Projected
	2019-20	2020-21	2021-22	2022-23
Morgan Levy Park Attendance	176,006	341,867	350,000	350,000
Doral Meadow Park Attendance	187,960	278,863	320,000	320,000
Trails & Tails Park Attendance	121,279	185,065	186,000	195,000
Doral Legacy Park Attendance	314,479	428,470	450,000	450,000
Doral Glades Park Attendance	89,855	157,282	165,000	165,000
Cash Sponsorship Totals	\$62,634	\$16,325	\$80,000	\$80,000
Satisfaction Rate (Events, Programs, Facilities)	99%	99%	99%	99%
Volunteer Hours	4,511	2,899	10,000	10,000

*FY 19-20 & 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 2023

The goal of the Parks & Recreation Department’s FY 2022-23 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 replacement of the Veterans Park Pavilion Roof.
- Complete the improvements to the interior of the Morgan Levy Park Restrooms.
- Complete the resurfacing of the Tennis & Basketball Courts at Doral Legacy Park.
- Continue completing ADA enhancements at City Parks.
- Continue the resealing and restriping of shared use off-road paths.

Events

- Create a schedule of events, art exhibits, and activities at the Cultural Arts Center to engage the community.
- Incorporate onsite QR code surveys at all events in efforts to increase survey participation.
- Work closely with the Marketing and Sponsorship Coordinator to increase sponsor participation at all cultural events and small-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

- Obtain one presenting sponsor for at least one of the three major events.
- Redesign Sponsorship booklet to reflect the current benefits offered post-covid and while events are adjusted due to Doral Central Park being under construction.
- Continue to identify and work with companies to secure naming rights for park facilities.
- Inform more local businesses about the different types of sponsorships 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

- Increase Doral Broncos Registration by adding an age group to our teams offered.
- Provide adult sport weekend tournaments.
- Offer an Adult Flag Football League.
- 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 a 90% or higher satisfaction rating on all youth sports surveys.
- Offer youth sports clinics (ex. basketball, flag football, or cheerleading).

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.
- Offer safe programming and sports while increasing registration numbers and maintaining excellent satisfaction surveys.
- Continue to expand the health and wellness programming offered through Step up your Health, Doral! by adding new seminars and exercise classes for adults and families.

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
- 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 our activities.
- Create senior volunteer opportunities to allow Silver Club members the ability to volunteer at the parks and with department programs/events.

Special Needs Programs

- Strengthen our Special Olympics Sports Program by working with more specialized instruction.
- Establish a Life Skills Day Training Program.
- Implement one (1) new sport for the Special Olympics Team.
 - Potential sport: Cheerleading

Other

- Parks Bond Projects:
 - Continue to work with the project management team during the pre-construction and construction of Doral Central Park.
- 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: department history, department rules and regulations, safety and emergency management, and first aid.
- Work with consultant to implement feedback provided on efficiency and effectiveness of department operations, policies, operational plans, and procedures. Additionally, implement a recreation program manual and continue to work towards the accreditation process for the department (CAPRA).
- Implement 2-3 new performance measures for the department.



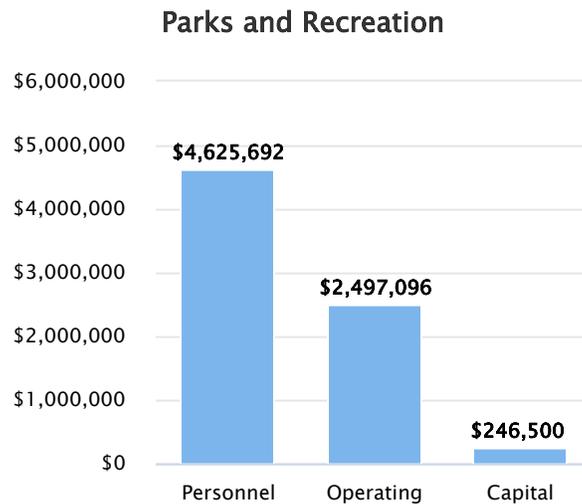
- Continue to apply for state and national awards.
- Work with city grant consultants to apply for grants.

Parks and Recreation Strategic Priorities

Strategic Priorities	Adopted FY 2022-23	Associated Cost
Continue Infrastructure Development	Continue working with the Project Management Team to complete Parks Bond Projects - particularly Doral Central Park. This will provide additional amenities and programs to the community.	Parks Bond + Staff Time
Financial	Continue to evaluate the operational costs of Park Expansion.	\$10,000 + Staff Time
Staffing	Work with the Human Resources Department to hire, train, and retain department staff especially part time employees which are essential to the operations of the Parks and Recreation Department.	\$1,155,226 + Staff Time
Total		\$ 35,042



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 7% city-wide. Funding for Part Time staff decreased as staff for Doral Central Park was removed. Staffing for the White Course Park and the Cultural Arts Center has been budgeted at 100%.
- **340 Contractual Services – Other** - This account increased from FY 21-22 due to additional programs for seniors and special needs, as well as, new cultural programming with the opening of the Cultural Arts Center. Funds for the Park and Tree Lighting Event increased, as well as, funds for a second fireworks location for the 4th of July Event at Doral Glades Park.
- **430 Utility Services** – Funds increased to account for White Course Park and Doral Cultural Center being opened 100%. There is also an increase in electricity for Trails & Tails Park due to the addition of lighting at the park and increased operating hours.
- **440 Rentals & Leases** – This account increased due to Special Events costs, increased bus rentals for Senior Trips, and an increase in the storage container costs at Doral Central and Doral Meadow Parks.
- **460 Repair & Maintenance - Office Equipment** – This account decreased due to removing any funding for Doral Central Park as it will not be completed in FY 22-23.
- **490 Other Current Charges** - This account increased due to funding the new Cultural Arts Center at 100%. Funding also increased for special events, senior and special needs programming.
- **494 Cultural Arts Program** - Increase in this account is due to addition of budgeted funds for additional art exhibits to be held at the Cultural Arts Center Center.
- **520 Operating Supplies** – This account decreased due to removing funding associated with Doral Center Park.
- **640 Capital Outlay - Office Equipment** - Funding to purchase additional green barricades for parks and events.
- **641 Capital Outlay - Vehicles** - Funding to purchase utility vehicles needed for Doral Central Park, as well as, various new vehicles.



**Parks & Recreation Department
Authorized Positions**

Account	Position	Budget	Amended *	Budget	Budget	Adopted	Total Cost
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23
500.111 - Administrative Salaries							
	Parks & Recreation Director	1	1	1	1	1	\$ 127,102
	Administrative Salaries Total	1	1	1	1	1	\$ 127,102
500.120 - Full Time Salaries							
	Assistant Parks & Recreation Director	1	1	1	1	1	\$ 116,992
	Administrative Assistant	1	1	1	1	1	\$ 43,078
	Recreation Administrator	1	1	1	-	-	\$ -
	Superintendent of Recreation	-	-	-	1	1	\$ 70,085
	Parks Operations Administrator	1	1	1	-	-	\$ -
	Superintendent of Parks Operations	-	-	-	1	1	\$ 76,086
	Recreation Facility Supervisor	2	2	2	-	-	\$ -
	Recreation Facility Manager	-	-	-	3	3	\$ 128,924
	Recreation Program Coordinator	1	2	2	2	2	\$ 122,890
	Service Award 5 yr						\$ 1,024
	Special Needs Coordinator	1	1	1	1	1	\$ 57,757
	Service Award 5 yr						\$ 481
	Special Events Coordinator	1	1	1	1	1	\$ 70,187
	Event Specialist	1	1	1	1	1	\$ 47,086
	Cultural Event Specialist	1	1	1	1	1	\$ 46,392
	Athletics Coordinator	2	1	1	1	1	\$ 65,249
	Park Manager	4	4	4	-	-	\$ -
	Park Supervisor	-	-	-	5	5	\$ 189,754
	Service Award 5 yr						\$ 375
	Parks Foreman	1	1	1	1	1	\$ 50,637
	Assistant Park Manager	11	11	11	-	-	\$ -
	Assistant Park Supervisor ⁽²⁾	-	-	-	14	15	\$ 502,201
	Community Center Manager	1	1	1	-	-	\$ -
	Community Center Supervisor	-	-	-	1	1	\$ 44,165
	Assistant Community Center Manager	1	1	1	-	-	\$ -
	Assistant Community Center Supervisor	-	-	-	1	1	\$ 38,987
	Special Needs Program Specialist	1	1	1	1	1	\$ 53,888
	Accounting Clerk	1	1	1	1	1	\$ 38,788
	Parks Maintenance Technician	2	2	2	3	3	\$ 147,163
	Recreation Marketing & Sponsorship Coordinator	1	1	1	1	1	\$ 57,470
	Nature Facility Manager	1	1	1	-	-	\$ -
	Nature Facility Center Supervisor	-	-	-	1	1	\$ 44,064
	Park Ranger	-	-	-	2	2	\$ 78,598
	Assistant Cultural Art Center Manager ⁽¹⁾	-	-	-	1	1	\$ 38,322
	Full Time Salaries Total	37	37	37	46	47	\$ 2,130,643
500.130 - Other Salaries							
	Park Service Aides Part Time ⁽³⁾	-	-	-	-	-	\$ 1,155,226
	Other Salaries Total	-	-	-	-	-	\$ 1,155,226
	Total	38	38	38	47	48	\$ 3,412,971

* 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



0019000 - Parks & Recreation

	Actual		Adopted	Amended	Year-End			
			Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
0019000 - Parks And Recreation Revenue								
334390 - State - Vol. Cleanup Tax. Cert.	-	-	-	-	-	-	-	-
347200 - Recreation Fees	59,299	82,287	100,000	100,000	124,784	100,000	100,000	100,000
347201 - Recreation - Rentals	108,040	103,511	155,000	155,000	292,121	240,000	170,000	170,000
347202 - Recreation - Bronco Regis.	12,665	27,702	30,000	30,000	34,803	30,000	30,000	30,000
347203 - Recreation - Concessions	4,035	2,440	12,000	12,000	3,655	8,000	8,000	8,000
347204 - Recreation - Taxable Sales	8,967	266	5,000	5,000	702	1,000	2,500	2,500
347400 - Recreation - Special Events	16,605	7,233	40,000	40,000	31,755	40,000	40,000	40,000
347401 - Recreation - Sponsorships	62,634	16,325	80,000	80,000	53,765	70,000	80,000	80,000
347402 - Recreation - Camps	7,766	41,988	75,000	75,000	107,313	75,000	75,000	75,000
347403 - Recreation - Tennis	29,142	60,244	60,000	60,000	62,861	60,000	60,000	60,000
347404 - Recreation - Soccer	99,722	160,021	250,000	250,000	209,644	250,000	250,000	250,000
347405 - Recreation - Community Center	55,083	76,723	110,000	110,000	168,207	130,000	110,000	110,000
347406 - Recreation - Training	150	150	300	300	300	300	300	300
347407 - Recreation - Baseball	9,302	11,702	13,000	13,000	15,509	15,509	13,000	13,000
366000 - Private Grants & Contirbutions	-	-	-	-	5,781	-	-	-
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	400	700	-	-	1,900	1,500	-	-
0019000 - Parks and Recreation Revenue Total	480,809	598,291	937,300	937,300	1,120,099	1,028,309	945,800	945,800
Grand Total	480,809	598,291	937,300	937,300	1,120,099	1,028,309	945,800	945,800



00190005 - Parks & Recreation

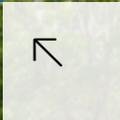
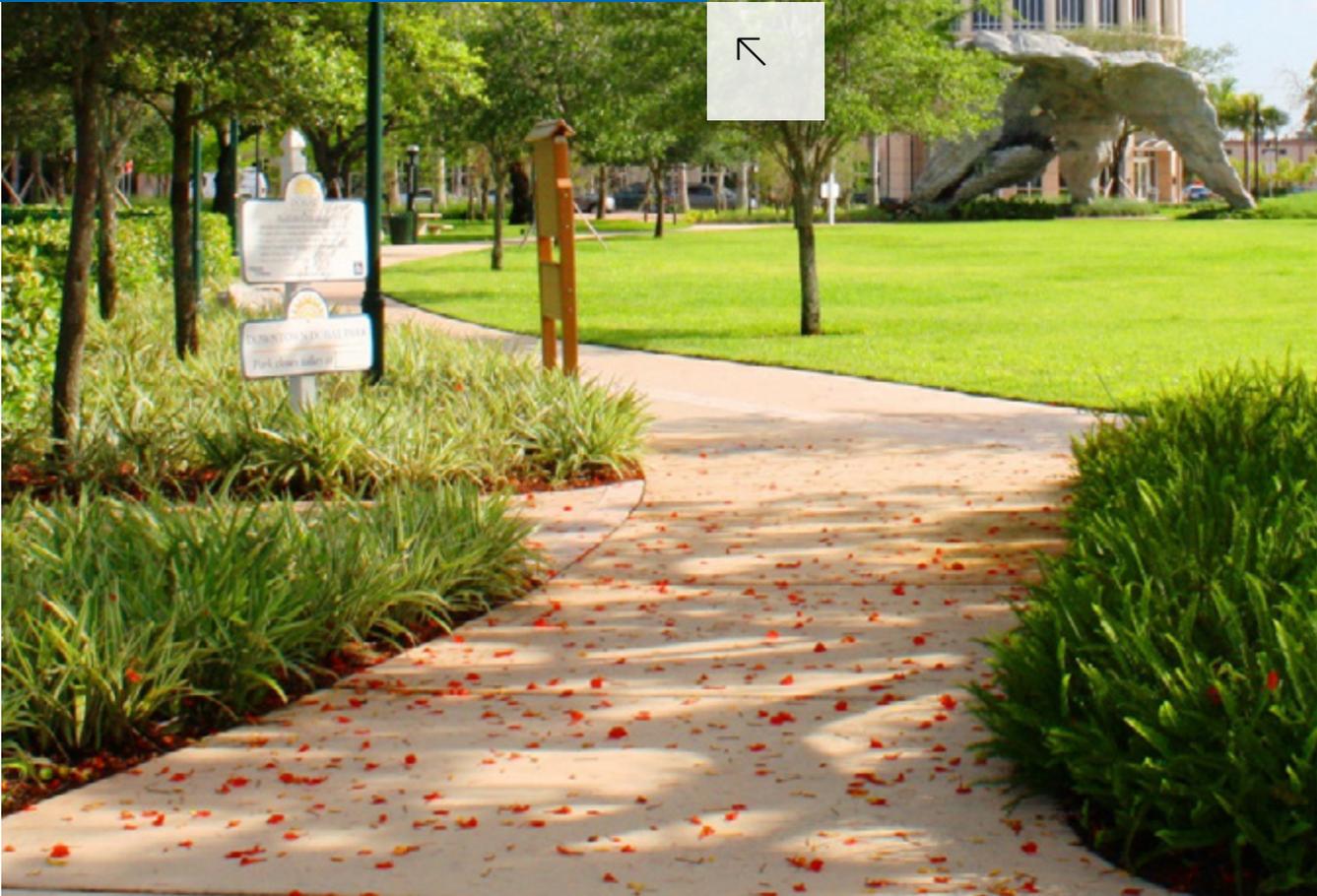
	Actual	Actual	Adopted	Amended	YTD *	Year-End		
	FY 2019-20	FY 2020-21	Budget	Budget	Actuals	Estimate	Proposed	Adopted
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2022-23	FY 2022-23
Personnel								
500111 - Administrative Salaries	73,052	111,897	118,041	118,041	101,935	118,041	127,102	127,102
500120 - Full Time Salaries	1,566,965	1,585,756	2,031,859	2,031,859	1,728,363	2,031,859	2,233,463	2,130,643
500125 - Compensated Absences	84,211	36,927	77,318	77,318	41,666	77,318	85,052	81,343
500130 - Other Salaries	447,231	431,772	1,193,726	1,193,726	714,449	1,193,726	1,155,226	1,155,226
500140 - Overtime	26,624	26,426	25,000	25,000	44,788	25,000	30,000	30,000
500210 - FICA & MICA Taxes	163,838	166,232	264,776	264,776	197,724	264,776	278,918	270,752
500220 - Retirement Contribution	196,570	202,758	257,307	257,307	216,968	257,307	283,044	270,705
500230 - Life & Health Insurance	369,384	399,424	536,962	536,962	493,644	536,962	582,217	559,921
Personnel Total	2,927,876	2,961,193	4,504,989	4,504,989	3,539,536	4,504,989	4,775,022	4,625,692
Operating								
500310 - Professional Services	21,290	87,952	72,459	74,859	9,200	54,859	16,000	16,000
500340 - Contractual Services - Other	287,254	292,369	435,929	435,929	293,975	424,279	453,709	453,709
500400 - Travel & Per Diem	4,988	5,683	10,870	10,870	7,231	10,870	10,870	10,870
500410 - Communication & Freight	7,900	10,591	10,375	10,375	9,750	10,375	10,375	10,150
500430 - Utility Services	228,190	237,421	335,735	335,735	284,579	305,585	353,185	353,185
500440 - Rentals & Leases	145,015	105,593	161,650	161,650	134,149	161,650	165,475	165,475
500460 - Repair & Maint - Office Equip	459,551	518,483	712,672	725,872	521,894	681,735	701,194	701,194
500461 - Repair & Maint - Vehicles	1,004	184	4,500	4,500	-	4,500	4,500	4,500
500470 - Printing & Binding	13,250	23,462	51,826	45,726	21,914	51,826	38,583	38,583
500480 - Promotional Activities	14,714	13,269	32,896	32,896	25,906	32,896	27,900	27,900
500490 - Other Current Charges	154,181	141,529	300,108	300,108	232,347	300,108	304,188	304,188
500494 - Curr. Charges - Cultural Events	50,641	83,605	106,120	106,120	94,107	106,120	110,500	110,500
500497 - Cultural Grant - NEA	12,847	-	-	-	(1,240)	-	-	-
500510 - Office Supplies	2,033	4,269	6,000	6,000	2,756	6,000	6,000	6,000
500520 - Operating Supplies	170,315	165,777	294,464	294,464	233,330	286,659	282,584	282,584
500521 - Operating Supplies - Fuel	248	27	250	250	197	250	250	250
500540 - Dues, Subscriptions, Memberships	7,444	6,757	11,653	11,653	8,456	11,653	12,008	12,008
Operating Total	1,580,867	1,696,972	2,547,507	2,557,007	1,878,549	2,449,366	2,497,321	2,497,096
Capital Outlay								
500620 - Capital - Building	157,500	-	-	234,704	-	234,704	-	-
500634 - Improvements	69,010	-	-	-	-	-	240,000	-
500640 - Capital Outlay - Office	-	-	-	44,565	41,464	38,465	15,000	15,000
500641 - Capital Outlay - Vehicles	25,494	-	41,100	41,100	-	41,100	231,500	231,500
500650 - Construction In Progress	6,723	45,000	-	531,565	22,270	531,565	-	-
500656 - Capital - Central Park CIP	-	-	-	33,689,940	-	33,689,940	-	-
Capital Outlay Total	258,727	45,000	41,100	34,541,874	63,734	34,535,774	486,500	246,500
Grand Total	4,767,469	4,703,165	7,093,596	41,603,870	5,481,819	41,490,129	7,758,843	7,369,288

* YTD = Year to Date





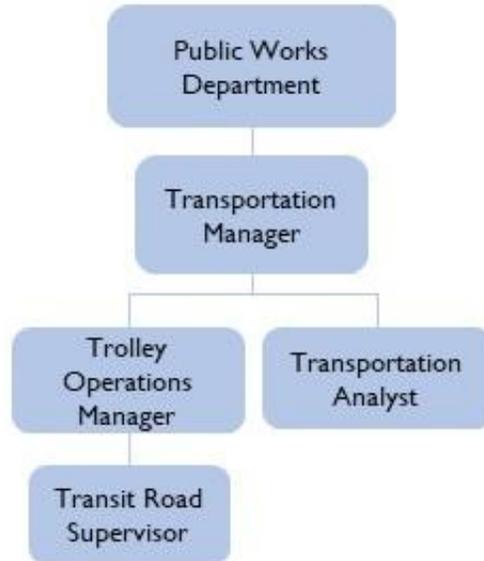
SPECIAL REVENUE FUNDS







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 2022

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

Transportation / Traffic

- Entered an Interlocal Agreement with the Miami Parking Authority for the City's Parking Compliance.
- Entered an Interlocal Agreement with Miami-Dade County to manage the Parking Violations Bureau (citation handheld devices).
- Initiated the City's Parking Program Implementation Program.
- Completed and adopted the Doral Boulevard Corridor Access Management Study.
- Completed and adopted the Landmark Community Traffic Calming Study.
- Completed the School Traffic Operations Plan (TOP) Phase 1 Study.
- Initiated the School Traffic Operations Plan (TOP) Phase 1I Study.
- Initiated the Section 8 Traffic Calming Study.
- Extended Trolley Route 2 to service Jackson Memorial Hospital Doral West, the Vanderbilt Park area, and the Doral Academy Charter Elementary School.
- Initiate and complete On-Board Trolley Survey and Trolley Route Schedule modifications.
- Procured the City's new Trolley Operations and Management Contract.
- Procured the City's new On-Demand Transit Service Contract.
- Procured and initiated the Transportation Master Plan Update.
- Continued to participate and coordinate with Miami-Dade County, Miami-Dade TPO, FDOT, Florida's Turnpike and other transportation partners on transportation related project.
- Continued to assist and coordinate with 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

- Developed design plans for the Miami-Dade Transportation Planning Organization (TPO) Quick Build Project at the intersection of NW 107th Avenue / NW 74th Street.
- Completed the design and permitting for the intersection improvements at NW 112th Avenue and NW 114th Avenue at NW 58th Street.
- Procured, awarded, and initiated the Design-Build for the Pedestrian Bridge over Doral Boulevard. Project managed as part of the Parks Bond Program.
- Initiated the Pavement Evaluation Study which provides the City's Five-Year Roadway Rehabilitation (Resurfacing) Master Plan.
- Initiated the design of the Landmark Traffic Calming Improvements.
- Initiated the design phase for the construction of 10 new trolley shelters.
- Completed the design and permitting of traffic calming improvements in Section 7.
- Completed the design of the NW 66th Street / NW 102nd Avenue / NW 99th Avenue Widening Project.
- Initiated and completed the construction of the traffic signal at the NW 114th Avenue / NW 82nd Street intersection.
- Initiated the construction of Citywide Sidewalk Improvements Phase 2 project at locations identified in the Transit Mobility Study in which a \$1 Million dollars grant was awarded by the 2019 FDOT TAP Grant program for the construction phase.
- Commenced the procurement process for 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 2023

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

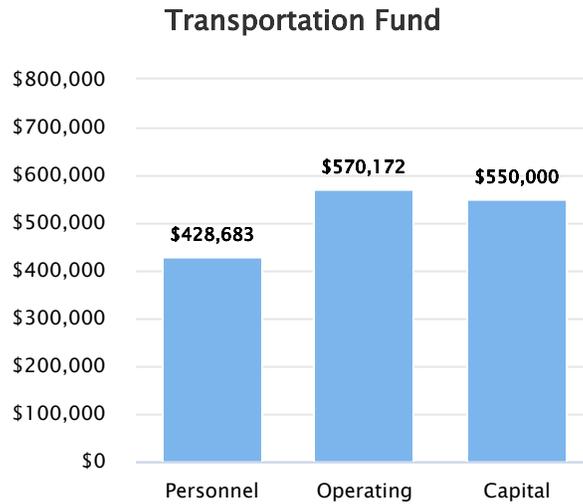
- Complete the Transportation Master Plan Update.
- Complete the Section 8 Traffic Calming Study.
- Complete School Traffic Operations Plan (TOP) Phase II Study.
- Perform Corridor Traffic Signal Retiming for NW 25 Street and NW 36 Street.
- Purchase two (2) trolley vehicles to replace aging fleet.
- Continued to participate and coordinate with Miami-Dade County, Miami-Dade TPO, FDOT, Florida's Turnpike and other transportation partners on transportation related project.
- Continue to assist and coordinate 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 of the Doral Arts District (Adaptive Reuse Area) Complete Streets Project and advertise the construction phase.
- Complete the design of Landmark Traffic Calming improvements and commence the construction of the improvements.
- Complete the design and permitting for 10 new trolley shelters.
- Advertise and commence the construction of the 10 new trolley shelters.
- Complete the design and Notice of Acceptance (NOA) process for the Downtown Doral Boulevard Trolley Shelters to adhere to the Beautification Master Plan.
- Complete the construction of the Citywide Sidewalk Improvements Phase 2.
- Complete the construction for the Doral Boulevard Median Landscape Improvements Phase II from NW 97th Avenue to SR 826 / Palmetto Expressway Interchange.
- Complete the construction of
- Commence the construction of the NW 66th Street / NW 102nd Avenue / NW 99th Avenue Widening Project.
- Commence the pavement resurfacing program for the roadways identified in year-one of the Roadway Resurfacing Plan.
- Commence and complete the construction 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 7% city-wide.
- **310 - Professional Services** - This account was decreased in comparison to the previous Fiscal Year as a result of the completion of the previous roadway resurfacing plan.
- **540 - Dues/Subscriptions/Memberships** - This account was increased in comparison to previous Fiscal Year as a result of the purchase of new Transportation Manuals.
- **633 - Capital Outlay - Street Improvements** - This account was decreased in comparison to previous Fiscal Year as new projects will be presented once the Transportation Master Plan is completed.
- **650 - Construction in Progress** - This account was decreased in comparison to the previous Fiscal Year as new projects will be presented once the Transportation Master Plan is completed.



**Transportation Fund - Public Works
Authorized Positions**

Account	Position	Budget	Budget	Budget	Budget	Adopted	Total Cost
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23
500.120 - Full Time Salaries							
	Transportation Manager	1	1	1	1	1	\$ 99,562
	Transit Operations Manager	1	1	1	-	-	\$ -
	Trolley Operations Manager	-	-	-	1	1	\$ 77,544
	Transportation Analyst	1	1	1	1	1	\$ 76,323
	Transit Road Supervisor	1	1	1	1	1	\$ 46,293
	Parking Analyst ^{(1) (2)}	-	-	-	1	-	\$ -
	Full Time Salaries Total	4	4	4	5	4	\$ 299,722
	Total	4	4	4	5	4	\$ 299,722

(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 2019-20	Actual FY 2020-21	Adopted Budget FY 2021-22	Amended Budget * FY 2021-22	YTD * Actuals FY 2021-22	Year-End Estimate FY 2021-22	Proposed FY 2022-23	Adopted FY 2022-23
Beginning Fund Balance		15,571,585	15,805,394	13,266,181	13,266,181		13,266,181	189,773	189,773
Revenues									
101.8000.312410	Local Option Gas Tax	661,835	695,629	683,234	683,234	614,837	683,234	683,234	683,234
101.8000.312420	Local Option Gas Tax - New	249,090	262,889	260,514	260,514	234,415	260,514	260,514	260,514
101.8000.313905	Franchise Fee - Freebee Advertising	23,500	-	-	-	50	-	-	-
101.8000.334102	FDOT Grant - Federal	888,373	111,627	-	-	6,863	6,863	-	-
101.8000.335450	State - Fuel Tax Refunds	-	-	-	-	6,637	6,637	-	-
101.8000.337100	County Reimbursement	-	36,856	-	-	19,144	19,144	-	-
101.8000.337707	Local Grant Transit Mobility	2,656	-	-	-	-	-	-	-
101.8000.361100	Interest Income	153,346	66,850	70,000	70,000	90,085	70,000	70,000	70,000
101.8000.363240	Roadway Beautification - Impact Fees	2,149,889	560,502	700,000	700,000	783,565	790,065	700,000	700,000
101.8000.366000	Private Grants & Contributions	-	-	-	-	-	-	-	-
101.8000.366100	Developer Contributions	192,434	100,000	-	-	-	-	-	-
101.8000.367100	Change in Investment Value	91,529	(42,734)	-	-	(485,850)	(433,387)	-	-
101.8000.369200	Prior Years Recovery	-	-	-	-	-	-	-	-
	Total Revenues	4,412,652	1,791,619	1,713,748	1,713,748	1,269,746	1,403,070	1,713,748	1,713,748
Other resources									
101.8000.300100	Reserves - In Use of Fund Balance	1,414,492	1,414,492	2,389,936	2,389,936	-	2,389,936	438,241	-
	Prior Year Operating Balances	-	-	-	10,518,666	-	10,518,666	-	-
	Total Other Resources	1,414,492	1,414,492	2,389,936	12,908,602	-	12,908,602	438,241	-
Total Available Resources		5,827,144	3,206,111	4,103,684	14,622,350	1,269,746	14,311,672	2,151,989	1,713,748
Expenditures									
101.80005.500120	Full Time Salaries	281,494	243,303	325,299	325,299	224,880	325,299	299,722	299,722
101.80005.500125	Compensated Absences	8,292	2,205	11,729	11,729	-	11,729	10,807	10,807
101.80005.500140	Overtime	8	-	-	-	-	-	-	-
101.80005.500210	FICA & MICA Taxes	21,904	18,511	25,782	25,782	16,676	25,782	23,755	23,755
101.80005.500220	Retirement Contributions	33,533	28,627	39,036	39,036	26,337	39,036	35,966	35,966
101.80005.500230	Life & Health Insurance	45,059	42,395	78,216	78,216	37,836	78,216	58,433	58,433
	Total Personnel Cost	390,290	335,041	480,062	480,062	305,729	480,062	428,683	428,683
101.80005.500310	Professional Services	175,173	16,112	127,150	635,616	52,178	552,285	118,400	118,400
101.80005.500340	Contractual Services - Other	900	-	-	800,000	395,480	800,000	-	-
101.80005.500341	Contractual Services - Engineering	73,734	409,915	400,500	1,417,475	65,564	1,401,335	415,000	415,000
101.80005.500400	Travel & Per Diem	2,505	36	4,750	4,750	1,902	3,939	4,750	4,750
101.80005.500520	Operating Supplies	8,028	4,633	3,300	16,300	2,569	16,000	3,300	3,300
101.80005.500540	Dues, Subscriptions, Memberships	20,517	44,444	26,672	26,672	26,625	26,351	28,722	28,722
	Total Operating Cost	280,857	475,140	562,372	2,900,813	544,318	2,799,910	570,172	570,172
101.80005.500630	Capital Outlay - Improv. Sidewalks	-	-	-	-	822	822	-	-
101.80005.500631	Capital Outlay - Median St Beauti.	-	-	-	628,111	-	628,110	-	-
101.80005.500633	Capital Outlay - Street Improvements	2,758,185	3,030,440	2,295,000	8,845,882	78,979	8,845,881	500,000	500,000
101.80005.500640	Capital Outlay - Equipment	21,142	-	-	-	-	-	-	-
101.80005.500641	Capital Outlay - Vehicles	25,536	-	-	-	-	-	-	-
101.80005.500650	Construction in Progress	702,833	490,211	766,250	1,767,483	188,652	1,724,693	50,000	50,000
	Total Capital Outlay	3,507,696	3,520,651	3,061,250	11,241,476	268,453	11,199,506	550,000	550,000
Total Transportation Fund Expenses		4,178,843	4,330,832	4,103,684	14,622,351	1,118,500	14,479,478	1,548,855	1,548,855
	Use of Fund Balance	1,414,492	1,414,492	2,389,936	2,389,936	-	2,389,936	438,241	-
	Prior Year Operating Balances	-	-	-	10,518,666	-	10,518,666	-	-
Ending Fund Balance		15,805,394	13,266,181	10,876,245	357,578		189,773	354,666	354,666

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

* YTD = Year to Date

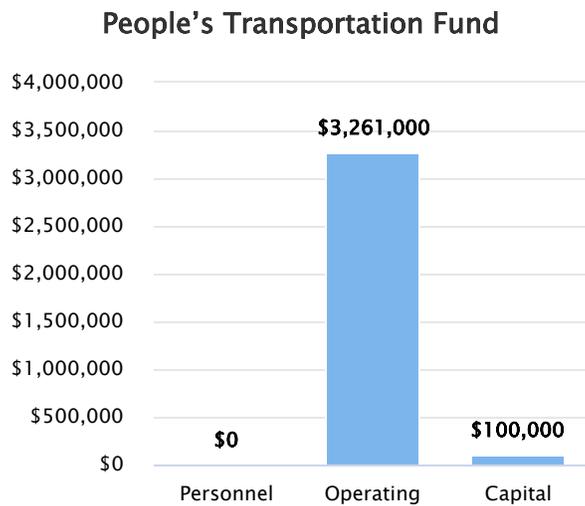


People's Transportation Plan Fund

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 \$2,916,820 and expenditures for FY 2023 are \$3,361,000.

- **341 Contractual Services - Engineering** – This account was increased in comparison to the previous Fiscal Year as a result of an increase in the On-Demand Transit program.



People's Transportation Fund

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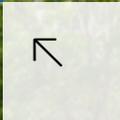
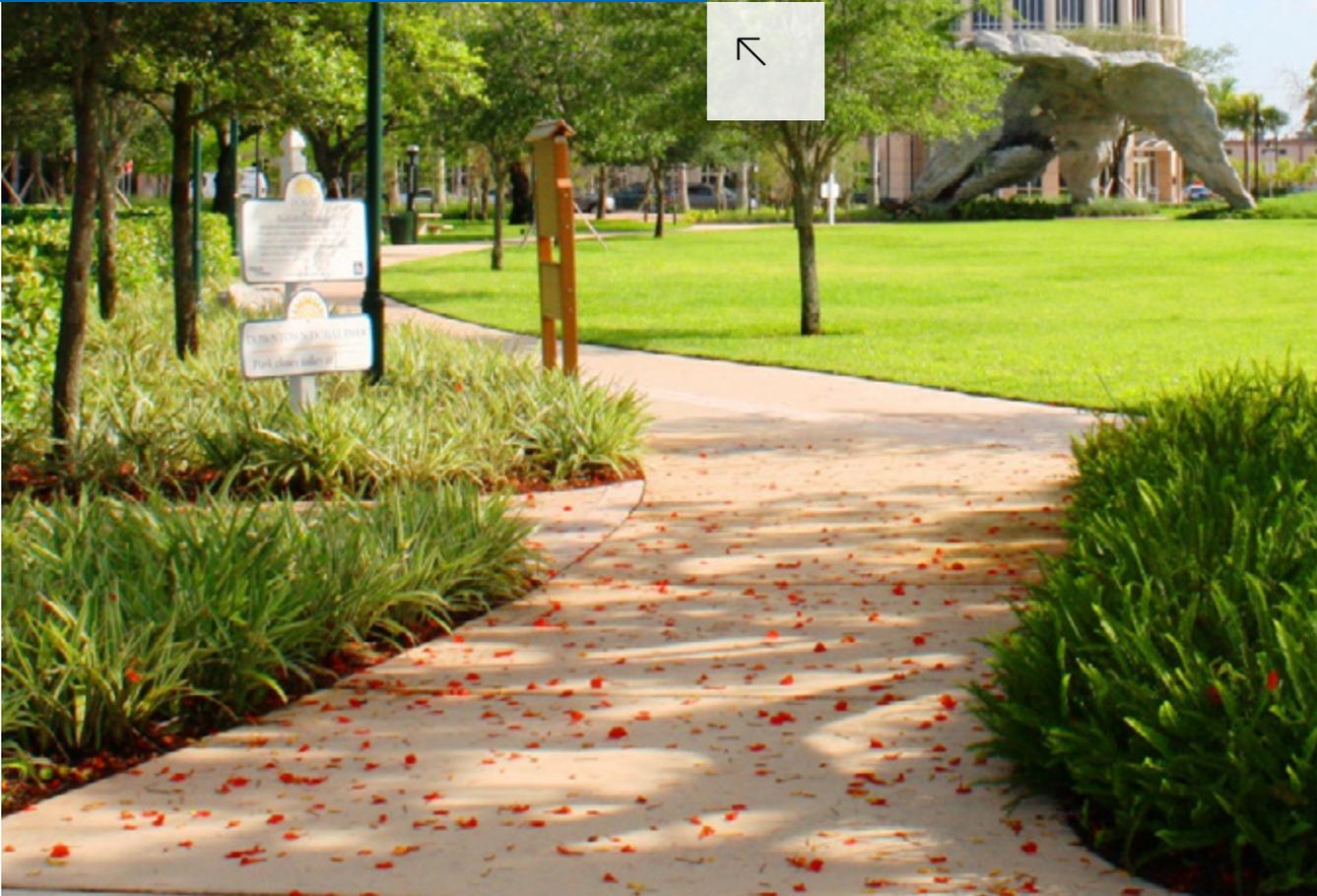
Acct No.	Account Title	Actual FY 2019-20	Actual FY 2020-21	Adopted Budget FY 2021-22	Amended Budget * FY 2021-22	YTD * Actuals FY 2021-22	Year-End Estimate FY 2021-22	Proposed FY 2022-23	Adopted FY 2022-23
Beginning Fund Balance		1,353,437	1,877,453	2,511,034	2,511,034		2,511,034	2,628,660	2,628,660
Revenues									
106.8000.312600	Municipal Surtax - CITT Funds	2,551,901	2,608,047	2,916,820	2,916,820	3,220,813	2,916,820	2,916,820	2,916,820
106.8000.334102	Fdot Grant - Federal Earmarks	154	156,502	-	-	208,700	208,700	-	-
106.8000.361100	Interest Income	1,179	472	-	-	3,201	2,000	-	-
Total Revenues		2,553,234	2,765,021	2,916,820	2,916,820	3,432,714	3,127,520	2,916,820	2,916,820
Other Resources									
106.8000.300100	Reserves - In Use of Fund Balance	-	-	314,180	314,180	-	314,180	444,180	444,180
	Prior Year Operating Balances	-	-	-	-	-	-	-	-
Total Other Resources		-	-	314,180	314,180	-	314,180	444,180	444,180
Total Available Resources		2,553,234	2,765,021	3,231,000	3,231,000	3,432,714	3,441,700	3,361,000	3,361,000
Expenditures									
106.80005.500310	Professional Services	-	-	-	-	(106)	(106)	-	-
106.80005.500341	Contractual Services - Engineering	1,924,841	2,120,817	3,131,000	3,131,000	2,342,862	2,910,000	3,261,000	3,261,000
106.80005.500540	Dues, Subscriptions, & Memberships	-	-	-	-	-	-	-	-
Total Operating Cost		1,924,841	2,120,817	3,131,000	3,131,000	2,342,756	2,909,894	3,261,000	3,261,000
106.80005.500633	Capital Outlay - Street Improvements	104,377	10,623	100,000	100,000	-	100,000	100,000	100,000
Total Capital Outlay		104,377	10,623	100,000	100,000	-	100,000	100,000	100,000
Total Transportation Fund Expenses		2,029,218	2,131,440	3,231,000	3,231,000	2,342,756	3,009,894	3,361,000	3,361,000
	Use of Fund Balance	-	-	314,180	314,180	-	314,180	444,180	444,180
	Prior Year Operating Balances	-	-	-	-	-	-	-	-
Ending Fund Balance		1,877,453	2,511,034	2,196,854	2,196,854		2,628,660	2,184,480	2,184,480

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

* YTD = Year to Date



OTHER FUNDS







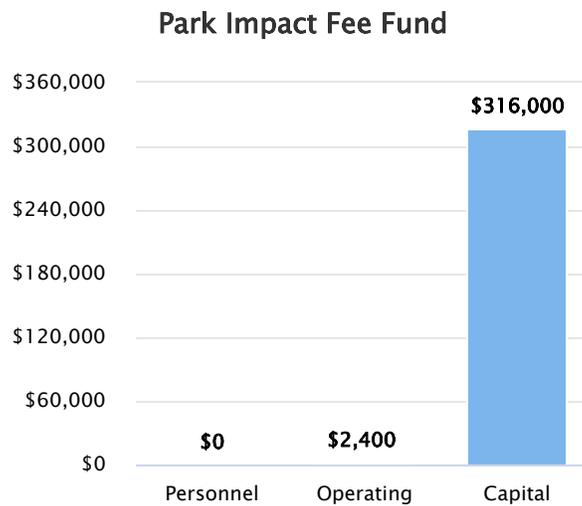
Parks Impact Fee Fund

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





Park Impact Fee Fund
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Acct No.	Account Title	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed	Adopted
		FY 2019-20	FY 2020-21	Budget	Budget *	Actuals	Estimate		
Beginning Fund Balance		6,212,202	6,791,307	6,794,692	6,794,692		6,794,692	1,287,532	1,287,532
Revenues									
102.9000.361100	Interest Income	28,516	1,360	10,000	10,000	22,684	10,000	10,000	10,000
102.9000.363270	Impact Fees - Parks	3,089,629	325,195	250,000	250,000	111,058	250,000	250,000	250,000
	Total Revenues	3,118,145	326,555	260,000	260,000	133,742	260,000	260,000	260,000
Other Resources									
101.8000.300100	Reserves - In Use of Fund Balance Doral Central Park	-	-	-	3,500,000	-	3,500,000	-	-
	Reserves - In Use of Fund Balance	-	-	-	-	-	-	-	58,400
	Prior Year Operating Balances	-	-	-	2,099,677	-	2,099,677	-	-
	Total Other Resources	-	-	-	5,599,677	-	5,599,677	-	58,400
Total Available Resources		3,118,145	326,555	260,000	5,859,677	133,742	5,859,677	260,000	318,400
Expenditures									
102.22005.500464	Repair & Maint - Office Equipment Other	-	-	3,060	3,060	-	3,060	-	-
102.22005.500520	Operating Supplies	5,000	-	-	-	-	-	-	-
102.90005.500310	Professional Services - Design	407	969	-	-	(113)	(113)	-	-
102.90005.500520	Operating Supplies	137,350	5,728	1,810	10,910	-	5,810	2,400	2,400
	Total Operating Cost	142,757	6,697	4,870	13,970	(113)	8,757	2,400	2,400
102.22005.500652	Capital Outlay - Other	-	-	132,726	132,726	-	132,726	-	76,000
102.90005.500610	Capital Outlay - Land	2,345,679	2,125	-	20,875	19,125	20,875	-	-
102.90005.500620	Capital Outlay - Building	-	-	-	-	-	-	-	-
102.90005.500634	Capital Outlay - Improvements - Parks	50,604	225,608	25,000	165,790	11,747	165,790	-	240,000
102.90005.500640	Capital Outlay - Park Development	-	-	5,000	23,622	11,558	28,722	-	-
102.90005.500650	Capital Outlay - Construction in Progress	-	88,740	-	1,910,290	-	1,910,290	-	-
102.90005.500656	Capital Outlay - Central Park CIP	-	-	-	3,500,000	-	3,500,000	-	-
	Total Capital Outlay	2,396,283	316,473	162,726	5,753,303	42,430	5,758,403	-	316,000
Total Park Impact Fee Fund Expenses		2,539,040	323,170	167,596	5,767,273	42,317	5,767,160	2,400	318,400
	Reserves - In Use of Fund Balance Doral Central Park	-	-	-	3,500,000	-	3,500,000	-	-
	Reserves - In Use of Fund Balance	-	-	-	-	-	-	-	58,400
	Prior Year Operating Balances	-	-	-	2,099,677	-	2,099,677	-	-
Ending Fund Balance		6,791,307	6,794,692	6,887,096	1,287,419		1,287,532	1,545,132	1,229,132

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

* YTD = Year to Date



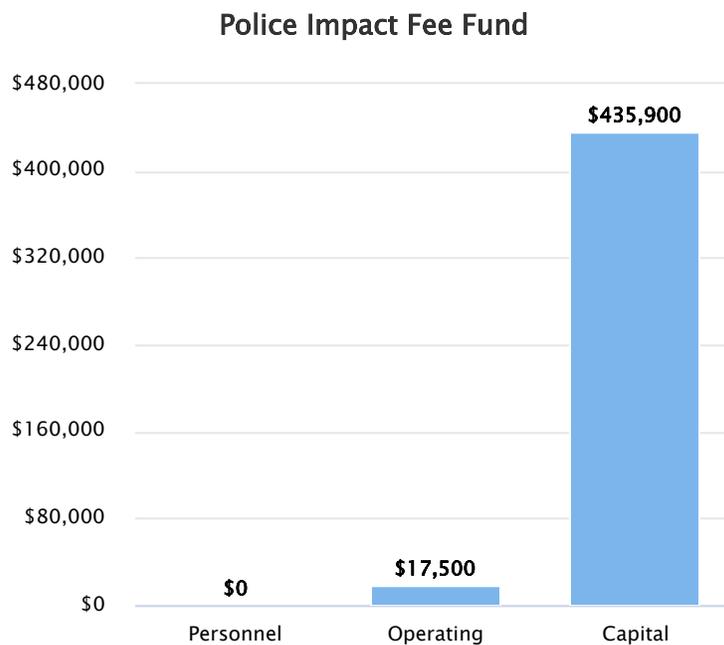
Police Impact Fee Fund

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** - This account includes funding for AEDs, Ballistic Helmets, Ballistic Vests, Gas Masks, Guns, Radios, and Tasers.
- **641 Capital Outlay - Vehicles** – This line item includes funding for six (6) new Ford Explorers.



Police Impact Fee Fund

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Acct No.	Account Title	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed	Adopted
		FY 2019-20	FY 2020-21	Budget	Budget *	Actuals	Estimate	FY 2022-23	FY 2022-23
Beginning Fund Balance		1,746,405	1,444,558	857,892	857,892		857,892	184,480	184,480
Revenues									
103.6000.361100	Interest Income	10,268	262	5,000	5,000	3,517	5,000	5,000	5,000
103.6000.363220	Impact Fees - Police	246,338	165,972	250,000	250,000	392,628	400,000	300,000	300,000
103.6000.369200	Prior Year Recovery	(39,357)	-	-	-	-	-	-	-
	Total Revenues	217,249	166,234	255,000	255,000	396,145	405,000	305,000	305,000
Other Resources									
103.6000.300100	Reserves - In Use of Fund Balance	-	-	437,325	437,325	-	437,325	198,400	148,400
	Prior Year Operating Balances	-	-	-	386,116	-	386,116	-	-
	Total Other Resources	-	-	437,325	823,441	-	823,441	198,400	148,400
Total Available Resources		217,249	166,234	692,325	1,078,441	396,145	1,228,441	503,400	453,400
Expenditures									
103.60005.500310	Professional Services	-	78,061	-	-	(9)	(9)	-	-
103.60005.500464	Repair & Maintenance	76,995	-	-	-	-	-	-	-
103.60005.500520	Operating Supplies	-	3,145	244,800	247,600	247,580	247,580	17,500	17,500
	Total Operating Cost	76,995	81,206	244,800	247,600	247,571	247,571	17,500	17,500
103.60005.500620	Capital Outlay - Building	-	-	-	-	-	-	-	-
103.60005.500634	Capital Outlay - Improvements	-	-	-	-	-	-	-	-
103.60005.500640	Capital Outlay - Office	59,093	12,038	77,897	77,672	70,111	77,672	88,900	88,900
103.60005.500641	Capital Outlay - Vehicles	183,046	640,601	293,628	320,139	201,558	320,139	315,000	315,000
103.60005.500650	Construction in Progress	-	19,055	-	357,030	345,825	357,030	-	-
103.60005.500652	Capital Outlay - Other	181,962	-	76,000	76,000	60,930	76,000	32,000	32,000
	Total Capital Outlay	424,101	671,694	447,525	830,841	678,424	830,841	435,900	435,900
103.60005.500710	Debt Service - Principal	18,000	-	-	-	-	-	-	-
	Total Debt Service	18,000	-	-	-	-	-	-	-
Total Police Impact Fee Fund Expenses		519,096	752,900	692,325	1,078,441	925,995	1,078,412	453,400	453,400
	Use of Fund Balance	-	-	437,325	437,325	-	437,325	198,400	148,400
	Prior Year Operating Balances	-	-	-	386,116	-	386,116	-	-
Ending Fund Balance		1,444,558	857,892	420,567	34,451		184,480	36,080	36,080

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* YTD = Year to Date



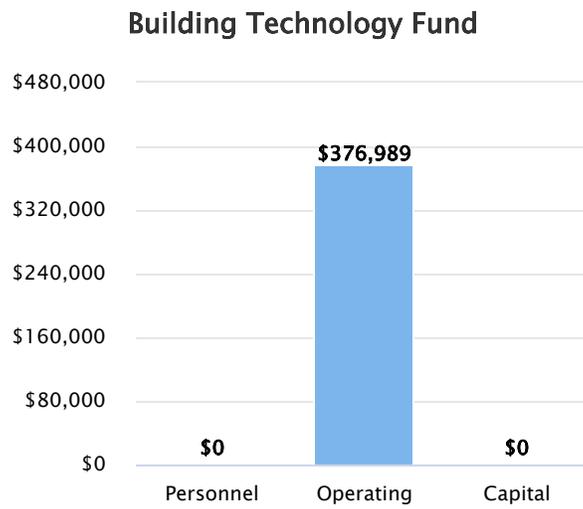
Building Technology Fund

Building Technology 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.

Building Technology Fund Budget Highlights



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



Building Technology Fund

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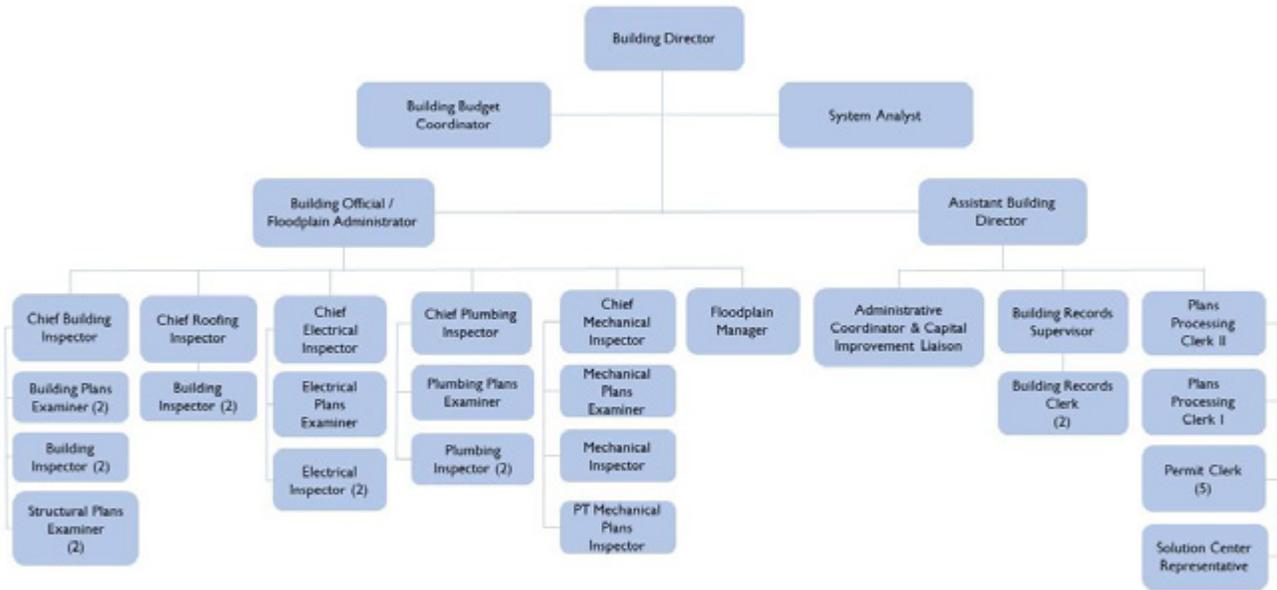
Acct No.	Account Title	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed	Adopted
		FY 2019-20	FY 2020-21	Budget	Budget *	Actuals	Estimate	FY 2022-23	FY 2022-23
Beginning Fund Balance		367,078	195,313	139,347	139,347		139,347	122,537	122,537
Revenues									
108.7000.341904	Building Technology Administrative Fee	99,206	136,745	190,000	190,000	252,375	256,744	190,000	190,000
108.7000.361100	Interest Income	429	30	-	-	243	175	-	-
108.5000.381100	Operating Transfers In	-	32,000	135,622	151,885	146,263	135,622	130,000	130,000
Total Revenues		99,635	168,775	325,622	341,885	398,881	392,541	320,000	320,000
Other Resources									
108.7000.300100	Reserves - In Use of Fund Balance	-	-	11,367	11,367	-	11,367	56,989	56,989
	Prior Year Operating Balances	-	-	-	90,213	-	90,213	-	-
Total Other Resources		-	-	11,367	101,580	-	101,580	56,989	56,989
Total Available Resources		99,635	168,775	336,989	443,465	398,881	494,121	376,989	376,989
Expenditures									
108.70005.500310	Professional Services	-	28	-	-	(7)	(7)	-	-
108.70005.500464	Repair & Maint. - Office Equip. Other	270,000	224,713	336,989	363,252	286,903	329,145	336,989	336,989
108.70005.500540	Dues/Subscriptions/Memberships	-	-	-	-	-	-	40,000	40,000
Total Operating Cost		270,000	224,741	336,989	363,252	286,896	329,138	376,989	376,989
Capital									
108.70005.500652	Capital Outlay - Other	1,400	-	-	80,213	17,535	80,213	-	-
Total Capital Cost		1,400	-	-	80,213	17,535	80,213	-	-
Total Building Technology Fund Expenses		271,400	224,741	336,989	443,465	304,431	409,351	376,989	376,989
	Use of Fund Balance	-	-	11,367	11,367	-	11,367	56,989	56,989
	Prior Year Operating Balances	-	-	-	90,213	-	90,213	-	-
Ending Fund Balance		195,313	139,347	127,980	37,767		122,537	65,548	65,548

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* 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 2022

- The Department continues to work on improving the implementation of the EnerGov permitting software which was launched in Spring 2021 and updated in October 2021. A Phase II stabilization effort has been underway since November 2021 and will finish with the calendar year.
- The Department completed auditing activities with The Doug Williams Group’s (“DWG”) Process Improvement Study. DWG phone surveys have yielded mostly positive feedback from customers about the services the Department provides. Suggestions for improvement and complaints were responded to timely by the Director and Assistant Director to address concerns and correct the issues.
- Interdepartmental and Interagency meetings and outreach workshops were tabled because of the global pandemic, however, individual customer meetings remained free and available both in-person and virtually via Microsoft Teams.
- NPDES Refresher training coordinated between the departments (by Stormwater Manager) with 9 new NPDES-certified inspectors in the Building Department.
- Financial sustainability was established for FY 22 with the creation of the Building Fund which allows for a reserve fund.

Building Department Activity Report

Activity	Actual FY 2019-20	Actual FY 2020-21	Projected FY 2021-22	Projected FY 2022-23
Permits Issued ^{(1) (2)}	4,364	5,316	6,379	7,655
Plans Reviews Completed ⁽³⁾	33,385	37,000	44,400	53,280
Inspections Completed	30,678	14,141	16,969	20,363
Customers Received in Solution Center ⁽³⁾	13,741	4,000	8,056	6,445
Customer Phone Calls ⁽³⁾	17,717	25,000	36,348	29,078
Overall Revenue (All accounts)	\$3,536,974	\$4,115,979	\$5,255,901	\$5,583,213
Overall Expenses (All accounts) ⁽⁴⁾	\$3,875,099	\$4,107,686	\$4,157,441	\$714,767

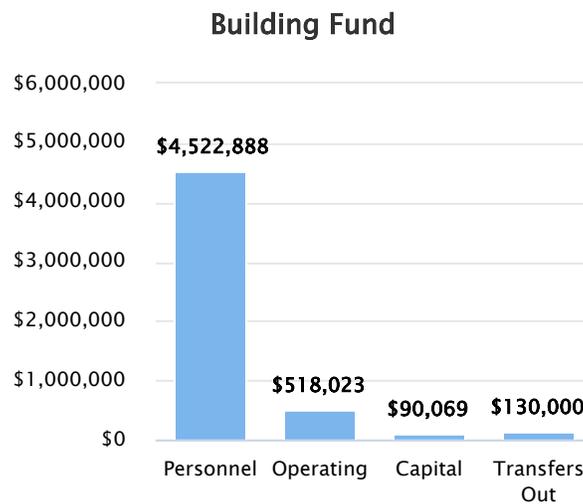
⁽¹⁾ Permits issued includes Building, Electrical, Mechanical, Plumbing, Roofing, and Floodplain Development permits.
⁽²⁾ For FY 21, permits issued and plans reviews includes estimates for data across all development services departments.
⁽³⁾ Estimated for FY 21 due to pandemic and data loss.
⁽⁴⁾ For FY 23 overall expenses do not included payroll, only operating costs.



Building Department Objectives for FY 2023

- 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.

Building Fund 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. Overtime increased in order to cover vacancies, maintain permitting volume, and provide customer driven services. Additionally, health insurance rates have increased by 7% city-wide.
- **400 Travel & Per Diem** – This account is used to fund travel expenses associated with various state conferences, national conferences, and training. The department is endeavoring to return to normal and is encouraging the active engagement of its staff in local, state, and national conferences.



**Building Fund
Authorized Positions**

Account	Position	Amended* FY 2018-19	Amended* FY 2019-20	Amended* FY 2020-21	Budget FY 2021-22	Amended* FY 2021-22	Adopted FY 2022-23	Total Cost FY 2022-23
500.111 - Administrative Salaries								
	Building Director	-	-	1	1	1	1	\$ 166,369
	Service Award 10 yr							\$ 5,546
	Development Services Administrator ⁽³⁾	-	-	-	-	-	1	\$ 58,229
	Administrative Salaries Total	-	-	1	1	1	1	\$ 230,144
500.120 - Full Time Salaries								
	Assistant Building Director	1	1	-	1	-	1	\$ 89,693
	Administrative Assistant II	1	1	1	-	1	-	\$ -
	Building Budget Coordinator	-	-	-	1	-	1	\$ 67,452
	Administrative Coordinator	1	1	-	-	-	-	\$ -
	Administrative Coordinator & Capital Improvement Liaison	-	-	1	1	1	1	\$ 76,894
	Service Award 15 yr							\$ 5,767
	Building Development Service Coord.	1	1	1	-	1	-	\$ -
	Plans Processing Clerk II	1	1	1	1	1	1	\$ 45,048
	Building Official	1	1	-	-	-	-	\$ -
	Building Official/ Floodplain Administrator	-	-	1	1	1	1	\$ 145,370
	Building Records Clerk	2	2	2	2	2	2	\$ 81,742
	Building Records Manager ⁽¹⁾	-	-	-	1	-	1	\$ 54,074
	Plans Processing Clerk I	1	1	1	1	1	1	\$ 38,971
	Flood Plain Assistant	1	1	1	-	1	-	\$ -
	Permit Clerk	4	4	4	5	4	5	\$ 200,815
	Chief Building Inspector	1	1	1	1	1	1	\$ 96,893
	Flood Plain Manager	1	1	1	1	1	1	\$ 81,282
	Service Award 10 yr							\$ 2,709
	Building Inspector	5	5	5	4	5	4	\$ 282,175
	Chief Roofing Inspector ⁽²⁾	-	-	-	1	-	1	\$ 98,988
	Chief Mechanical Inspector	1	1	1	1	1	1	\$ 99,800
	Mechanical Inspector	2	2	2	1	2	1	\$ 69,370
	Mechanical Plans Examiner	-	-	-	1	-	1	\$ 65,674
	Chief Plumbing Inspector	1	1	1	1	1	1	\$ 106,538
	Plumbing Inspector	2	2	2	2	2	2	\$ 135,203
	Plans Examiner	4	4	4	4	4	4	\$ 306,673
	Chief Electrical Inspector	1	1	1	1	1	1	\$ 119,653
	Electrical Inspector	2	2	2	2	2	2	\$ 142,370
	Solution Center Representative	1	1	1	1	1	1	\$ 38,572
	Structural Plans Examiner	1	1	1	2	1	2	\$ 197,392
	System Analyst	-	-	-	1	-	1	\$ 64,239
	Incentives							\$ 85,746
	Full Time Salaries Total	36	36	35	38	35	38	\$ 2,799,103
500.130 - Other Salaries								
	Plans Examiners & Inspectors-P/T	1	1	1	-	1	-	\$ -
	Mechanical Plans Inspector- P/T	-	-	-	1	-	1	\$ 52,557
	Structural Plans Examiner- P/T	1	-	-	-	-	-	\$ -
	Other Salaries Total	2	1	1	1	1	1	\$ 52,557
	Total	38	37	37	40	37	40	\$ 3,081,804

* AMENDED FY 2018-19 - This column reflects any mid-year change to budgeted positions
 * 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



Building Fund
109

Acct No.	Account Title	Actual FY 2019-20	Actual FY 2020-21	Adopted Budget FY 2021-22	Amended Budget * FY 2021-22	YTD * Actuals FY 2021-22	Year-End Estimate FY 2021-22	Proposed FY 2022-23	Adopted FY 2022-23
Beginning Fund Balance		-	-	(35)	(35)		(35)	3,466,910	3,466,910
Revenues									
109.7000.322100	Building Permit	-	-	3,500,000	3,500,000	5,404,564	5,197,359	3,500,000	3,500,000
109.7000.329101	Other Fees - Boiler Fees	-	-	-	-	-	-	22,000	22,000
109.7000.329500	Certificates of Occupancy	-	-	-	-	-	-	250,000	250,000
109.7000.341303	Building Training Fees	-	-	-	-	-	-	20,000	20,000
109.7000.341902	Building Administrative Fees	-	-	-	-	-	-	60,000	60,000
109.7000.342901	Building Recertification Fees - 40 Years	-	-	-	-	-	-	10,000	10,000
109.7000.359101	Fines - Permit Violations	-	-	-	-	51,730	58,542	-	-
109.7000.361100	Interest Income	-	-	-	-	3,054	1,477	-	-
109.7000.369101	Building Misc - OT Recovery	-	-	-	-	-	-	150,000	150,000
109.7000.369102	Building Misc - Copy Scan Fees	-	-	-	-	-	-	10,000	10,000
109.7000.381100	Operating Transfer In	-	-	2,255,788	2,255,788	2,255,788	2,255,788	-	-
	Total Revenues	-	-	5,755,788	5,755,788	7,715,136	7,513,166	4,022,000	4,022,000
Other resources									
	Reserves - In Use of Fund Balance	-	-	-	-	-	-	1,304,665	1,238,980
	Prior Year Operating Balances	-	-	-	-	-	-	-	-
Total Other Resources		-	-	-	-	-	-	1,304,665	1,238,980
Total Available Resources		-	-	5,755,788	5,755,788	7,715,136	7,513,166	5,326,665	5,260,980
Expenditures									
109.70005.500111	Administrative Salaries	-	-	154,914	154,914	129,040	154,021	166,369	230,144
109.70005.500120	Full Time Salaries	-	-	2,634,349	2,634,349	2,097,897	2,235,267	2,901,067	2,799,103
109.70005.500125	Compensated Absences	-	-	100,096	100,096	29,165	54,311	110,305	108,928
109.70005.500130	Other Salaries	-	-	51,040	51,040	-	-	52,557	52,557
109.70005.500140	Overtime	-	-	80,000	80,000	121,320	80,000	110,210	110,210
109.70005.500210	FICA & MICA Taxes	-	-	232,138	232,138	174,718	185,417	256,621	253,808
109.70005.500220	Retirement Contributions	-	-	333,126	333,126	308,482	324,104	366,410	361,827
109.70005.500230	Life & Health Insurance	-	-	745,577	745,577	443,605	451,354	627,834	606,311
Total Personnel Cost		-	-	4,331,240	4,331,240	3,304,227	3,484,474	4,591,373	4,522,888
101.80005.500310	Professional Services	-	-	350,000	333,737	215,031	277,581	375,000	375,000
101.80005.500400	Travel & Per Diem	-	-	29,705	28,705	13,619	13,874	27,527	29,727
109.70005.500410	Communication & Freight	-	-	3,700	3,700	3,515	3,500	3,700	4,300
109.70005.500460	Repair & Maint - Office Equip	-	-	645	645	-	-	645	645
109.70005.500461	Repair & Maint - Vehicles	-	-	200	200	-	-	200	200
109.70005.500470	Printing & Binding	-	(35)	9,500	12,500	7,024	8,094	9,500	9,500
109.70005.500510	Office Supplies	-	-	7,000	7,000	340	3,000	7,000	7,000
109.70005.500520	Operating Supplies	-	-	25,970	25,970	4,426	5,000	30,770	30,770
109.70005.500540	Dues, Subscriptions, Memberships	-	-	24,274	22,274	8,619	6,292	24,317	24,317
109.70005.500541	Dues, Subs., Memb., Training	-	-	35,005	35,005	12,565	16,684	36,564	36,564
Total Operating Cost		-	(35)	485,999	469,736	265,139	334,025	515,223	518,023
109.70005.500640	Capital Outlay - Equipment	-	-	57,722	57,722	-	57,722	42,175	42,175
109.70005.500641	Capital Outlay - Vehicles	-	-	40,000	40,000	-	40,000	47,894	47,894
Total Capital Outlay		-	-	97,722	97,722	-	97,722	90,069	90,069
109.70005.500921	Transfer Out - Building Technology Fund	-	-	130,000	146,263	130,000	130,000	130,000	130,000
Total Transfers Out		-	-	130,000	146,263	130,000	130,000	130,000	130,000
Total Building Fund Expenses		-	(35)	5,044,961	5,044,961	3,699,366	4,046,221	5,326,665	5,260,980
	Use of Fund Balance	-	-	-	-	-	-	1,304,665	1,238,980
	Prior Year Operating Balances	-	-	-	-	-	-	-	-
Ending Fund Balance		-	(35)	710,792	710,792		3,466,910	2,162,245	2,227,930

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

* YTD = Year to Date



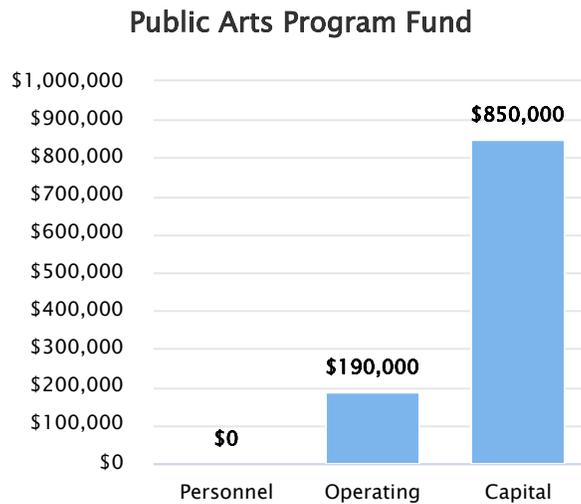
Public Arts Program Fund

Public Arts Program Fund Function

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.

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





Public Arts Program Fund

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Acct No.	Account Title	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed	Adopted
		FY 2019-20	FY 2020-21	Budget FY 2021-22	Budget * FY 2021-22	Actuals FY 2021-22	Estimate FY 2021-22	FY 2022-23	FY 2022-23
Beginning Fund Balance		-	-	1,811,068	1,811,068		1,811,068	1,823,139	1,823,139
Revenues									
110.4000.324720	Impact Fees - Comm. Public Art	-	338,038	350,000	350,000	576,652	590,000	350,000	350,000
110.4000.361100	Interest Income	-	345	-	-	2,270	2,000	-	-
110.4000.369201	Impact Fees - Prior Years	-	1,473,019	-	-	-	-	-	-
	Total Revenues	-	1,811,402	350,000	350,000	578,922	592,000	350,000	350,000
Other Resources									
110.4000.300100	Reserves - In Use of Fund Balance	-	-	650,000	650,000	-	650,000	650,000	690,000
	Prior Year Operating Balances	-	-	-	-	-	-	-	-
	Total Other Resources	-	-	650,000	650,000	-	650,000	650,000	690,000
Total Available Resources		-	1,811,402	1,000,000	1,000,000	578,922	1,242,000	1,000,000	1,040,000
Expenditures									
110.40005.500310	Professional Services	-	334	30,000	30,000	(71)	29,929	30,000	30,000
110.40005.500450	Insurance	-	-	-	12,000	-	12,000	40,000	40,000
110.40005.500466	Install & Maint - Art Exhibits	-	-	-	38,000	-	38,000	120,000	120,000
	Total Operating Cost	-	334	30,000	80,000	(71)	79,929	190,000	190,000
110.40005.500652	Capital Outlay - Other	-	-	970,000	920,000	-	500,000	850,000	850,000
	Total Capital Outlay	-	-	970,000	920,000	-	500,000	850,000	850,000
Total Building Technology Fund Expenses		-	334	1,000,000	1,000,000	(71)	579,929	1,040,000	1,040,000
	Use of Fund Balance	-	-	650,000	650,000	-	650,000	650,000	690,000
	Prior Year Operating Balances	-	-	-	-	-	-	-	-
Ending Fund Balance		-	1,811,068	1,161,068	1,161,068		1,823,139	1,133,139	1,133,139

* 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.

American Rescue Plan Act Fund

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Acct No.	Account Title	Actual 2019-20	Actual FY 2020-21	Adopted Budget FY 2021-22	Amended Budget * FY 2021-22	YTD * Actuals FY 2021-22	Year-End Estimate FY 2021-22	Dept. Req. FY 2022-23	Proposed FY 2022-23
Beginning Fund Balance			-	6,440,697	6,440,697		6,440,697	5,223	5,223
Revenues									
111.5000.331102	Federal Reimb - American Rescue	-	6,439,474	6,439,474	6,439,474	6,439,573	6,439,474	-	-
111.5000.361100	Interest Income	-	1,223	-	-	8,824	4,000	-	-
Total Revenues		-	6,440,697	6,439,474	6,439,474	6,448,397	6,443,474	-	-
Other Resources									
	Reserves - In Use of Fund Balance	-	-	6,439,474	6,439,474	-	6,439,474	-	-
	Prior Year Operating Balances	-	-	-	-	-	-	-	-
Total Other Resources		-	-	6,439,474	6,439,474	-	6,439,474	-	-
Total Available Resources		-	6,440,697	12,878,948	12,878,948	6,448,397	12,882,948	-	-
Expenditures									
111.90005.500520	Operating Supplies	-	-	4,227	4,227	4,227	4,227	-	-
Total Operating Cost		-	-	4,227	4,227	4,227	4,227	-	-
111.50005.500652	Capital Outlay - Other	-	-	12,874,721	12,874,721	139,990	12,874,721	-	-
Total Capital Outlay		-	-	12,874,721	12,874,721	139,990	12,874,721	-	-
Total Building Technology Fund Expenses		-	-	12,878,948	12,878,948	144,217	12,878,948	-	-
	Use of Fund Balance	-	-	6,439,474	6,439,474	-	6,439,474	-	-
	Prior Year Operating Balances	-	-	-	-	-	-	-	-
Ending Fund Balance		-	6,440,697	1,223	1,223		5,223	5,223	5,223

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

* YTD = Year to Date



Bond Debt Service Fund

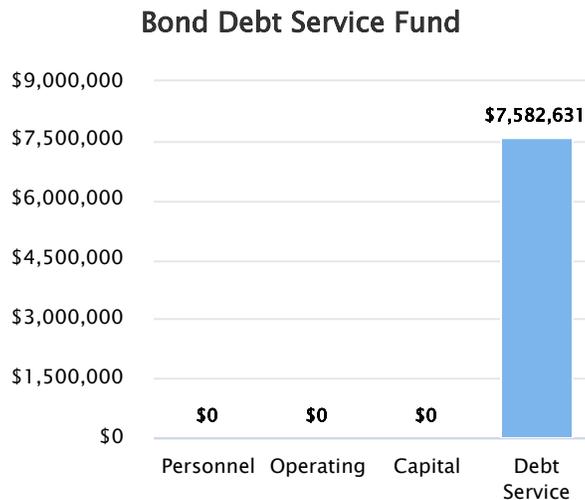
Bond Debt Service Fund

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	Principal		Interest	Total
Ending				Debt Service
September 30				
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 2019-20	Actual FY 2020-21	Adopted Budget FY 2021-22	Amended Budget * FY 2021-22	YTD * Actuals FY 2021-22	Year-End Estimate FY 2021-22	Proposed FY 2022-23	Adopted FY 2022-23
Beginning Fund Balance		18,906	16,440	454	454		454	10,901	10,901
Revenues									
201.5000.311300	Special Ad Valorem Taxes	2,360,827	2,364,427	7,582,562	7,582,562	7,227,654	7,582,562	7,589,656	7,589,656
201.5000.311301	Special Ad Valorem Taxes Series 21	-	-	-	-	-	-	-	-
201.5000.311200	Ad Valorem Taxes - Delinquent	76,468	59,990	-	-	128,492	3,515	-	-
201.5000.311201	Ad Valorem Taxes - Delinquent Series 21	-	-	-	-	-	-	-	-
201.5000.361100	Interest Income	-	178	-	-	-	-	-	-
201.5000.361101	Interest Income Series 2021	-	-	-	-	-	-	-	-
201.5000.381100	Operating Transfer In	-	-	-	-	-	-	-	-
	Total Revenues	2,437,295	2,424,595	7,582,562	7,582,562	7,356,146	7,586,077	7,589,656	7,589,656
Other resources									
201.8000.300100	Reserves - In Use of Fund Balance	-	-	-	-	-	-	-	-
	Prior Year Operating Balances	-	-	-	-	-	-	-	-
	Total Other Resources	-	-	-	-	-	-	-	-
Total Available Resources		2,437,295	2,424,595	7,582,562	7,582,562	7,356,146	7,586,077	7,589,656	7,589,656
Expenditures									
201.50005.500310	Professional Services	-	-	-	-	-	-	-	-
	Total Operating	-	-	-	-	-	-	-	-
201.50005.500713	Debt Service - Principal Bond	650,000	890,000	930,000	930,000	930,000	930,000	980,000	980,000
201.50005.500714	Debt Service - Principal 2021 Bond	-	-	1,110,000	1,110,000	1,110,000	1,110,000	1,590,000	1,590,000
201.50005.500721	Debt Service - Interest Bond	1,789,761	1,550,581	1,506,082	1,506,082	1,506,081	1,506,082	1,459,581	1,459,581
201.50005.500722	Debt Service - Interest 2021 Bond	-	-	4,029,548	4,029,548	4,029,547	4,029,548	3,553,050	3,553,050
	Total Debt Service	2,439,761	2,440,581	7,575,630	7,575,630	7,575,628	7,575,630	7,582,631	7,582,631
TOTAL DEBT SERVICE FUND EXPENSES		2,439,761	2,440,581	7,575,630	7,575,630	7,575,628	7,575,630	7,582,631	7,582,631
	Use of Fund Balance	-	-	-	-	-	-	-	-
	Prior Year Operating Balances	-	-	-	-	-	-	-	-
Ending Fund Balance		16,440	454	7,386	7,386		10,901	17,926	17,926

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

* YTD = Year to Date



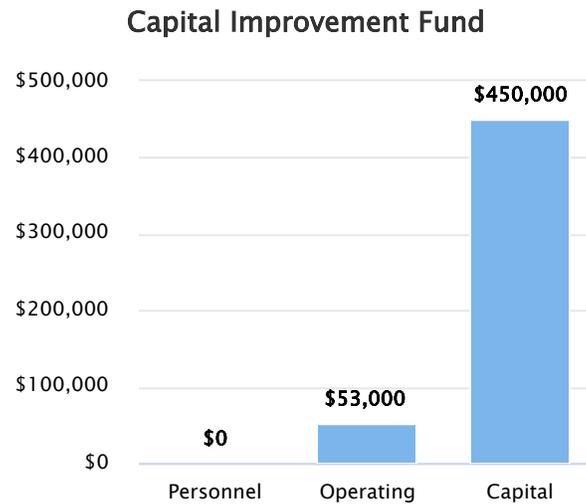
Capital Improvement Fund

Capital Improvement Fund Function

This section provides for a brief overview of the capital improvement projects that are scheduled to take place during Fiscal Year 2023, 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



- **634 Capital Outlay - Improvements** – This account was increased in comparison to the previous Fiscal Year as a result of the Public Affairs Area Improvements.



Capital Improvement Fund

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Acct No.	Account Title	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed	Adopted
		FY 2019-20	FY 2020-21	Budget FY 2021-22	Budget * FY 2021-22	Actuals FY 2021-22	Estimate FY 2021-22	FY 2022-23	FY 2022-23
Beginning Fund Balance		528,011	594,902	791,063	791,063		791,063	53,463	53,463
Revenues									
301.5000.361100	Interest Income	972	173	-	-	665	442	-	-
301.5000.381100	Operating Transfers In	440,000	678,880	-	-	-	-	450,000	450,000
	Total Revenues	440,972	679,053	-	-	665	442	450,000	450,000
Other Resources									
301.8000.300100	Reserves - In Use of Fund Balance	-	-	19,000	19,000	-	19,000	53,000	53,000
	Prior Year Operating Balances	-	-	-	781,395	-	781,395	-	-
Total Other Resources		-	-	19,000	800,395	-	800,395	53,000	53,000
Total Available Resources		440,972	679,053	19,000	800,395	665	800,837	503,000	503,000
Expenditures									
301.50005.500310	Professional Services	-	-	-	-	(21)	(21)	-	-
301.80005.500310	Professional Services	65,627	13,663	19,000	29,176	6,471	29,176	23,000	23,000
301.80005.500314	Professional Services - Engineer	-	-	-	-	-	-	-	-
301.80005.500520	Operating Supplies	1,559	-	-	-	-	-	30,000	30,000
Total Operating Cost		67,186	13,663	19,000	29,176	6,450	29,155	53,000	53,000
301.80005.500620	Capital Outlay - Buildings	-	-	-	549,736	78,546	487,404	-	-
301.80005.500634	Capital Outlay - Improvements	265,498	465,538	-	221,483	212,523	221,483	450,000	450,000
301.80005.500640	Capital Outlay - Other	6,352	3,691	-	-	-	-	-	-
301.80005.500650	Construction in Progress	35,045	-	-	-	-	-	-	-
Total Capital Outlay		306,895	469,229	-	771,219	291,069	708,887	450,000	450,000
Total Capital Improvement Fund Expenses		374,081	482,892	19,000	800,395	297,519	738,042	503,000	503,000
	Use of Fund Balance	-	-	19,000	19,000	-	19,000	53,000	53,000
	Prior Year Operating Balances	-	-	-	781,395	-	781,395	-	-
Ending Fund Balance		594,902	791,063	772,063	(9,332)		53,463	463	463

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

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

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

Infrastructure Replacement Fund Budget Highlights

The Infrastructure Replacement Fund has no projected revenues for FY 2022-23.

Infrastructure Replacement Fund

302

Acct No.	Account Title	Actual	Actual	Adopted	Amended	YTD *	Year-End		
		FY 2019-20	FY 2020-21	Budget FY 2021-22	Budget * FY 2021-22	Actuals FY 2021-22	Estimate FY 2021-22	Proposed FY 2022-23	Adopted FY 2022-23
Beginning Fund Balance		1,896,099	2,211,077	2,811,346	2,811,346		2,811,346	3,319,346	3,319,346
Revenues									
302.5000.361100	Interest Income	14,978	269	-	-	19,258	8,000	-	-
302.5000.381100	Operating Transfer In	300,000	600,000	500,000	500,000	500,000	500,000	500,000	-
	Total Revenue	314,978	600,269	500,000	500,000	519,258	508,000	500,000	-
Other resources									
302.8000.300100	Reserves - In Use of Fund Balance	-	-	-	-	-	-	-	-
	Total Other resources	-	-	-	-	-	-	-	-
Total Available Resources		314,978	600,269	500,000	500,000	519,258	508,000	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		2,211,077	2,811,346	3,311,346	3,311,346		3,319,346	3,819,346	3,319,346

* 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



- * Chief of Construction is the Capital Projects Manager
- * CIP Project Admin. Coordinator is the Capital Projects Assistant
- * Project Management Team is AECOM

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 2022

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

Doral Cultural Arts Center

- Landscaping and site improvements
- Construction to be completed October 2022 and building turned back over to the City of Doral
- Ribbon cutting and plaque ceremony with City Council projected to occur October 2022
- City of Doral Grand Opening projected to occur October 2022
- New lighting system for Downtown Doral park playground installed projected to be completed in September 2022
- Project closed out financially

Doral Central Park

- Underground civil work is roughly 60% complete
- Continuous budget and program validation and re-alignment
- All drawing revisions completed and fully permitted for Phase I,II/III, and IV, for GMP issuance
 - Phase I - Drawing revisions have been permitted and issued to the CMAR
 - Phase II/III - Drawing revision complete
 - Phase IV - Drawing revision complete

White Course

- Construction completed in May 2022 and building turned over to the City of Doral
- Ribbon cutting and plaque ceremony with City Council
- City of Doral Grand Opening
- Project closed out financially

Trails and Tails Park

- Completion of Lighting upgrades playgrounds and dog areas
- Completion of Lighting of Greenway Trail along NW 50th Street
- Project closed out financially

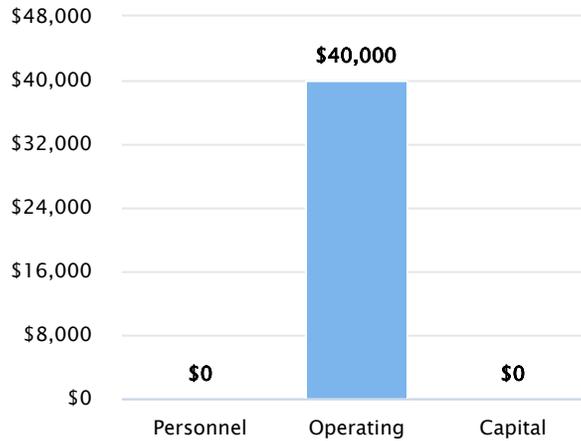
Trails Network

- Sharrows:
 - Construction completed in April 2022 turned over to the City of Doral
 - Project closed out financially



G.O. Bond, Series 2019 Fund Budget Highlights

G.O. Bond, Series 2019 Fund



- **110-230 Personnel Costs** - For this fiscal year, personnel was transferred to the General Obligation Bond, Series 2021 Fund.

Parks G.O. Bond - Series 2019 Fund - Public Works

Authorized Positions

Account	Position	Budget	Budget	Budget	Budget	Adopted	Total Cost
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23
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 2019-20	FY 2020-21	Budget	Budget *	Actuals	Estimate		
Beginning Fund Balance		46,473,115	42,387,457	24,185,600	24,185,600		24,185,600	1,139,199	1,139,199
Revenues									
303.5000.361110	Interest Income	854,598	510,111	200,000	200,000	124,730	200,000	200,000	200,000
303.5000.367100	Change in Investment Value	144,321	(429,459)	-	-	(53,279)	(60,000)	-	-
303.5000.384110	Park Bond Debt Proceeds	-	-	-	-	-	-	-	-
	Total Revenues	998,919	80,652	200,000	200,000	71,451	140,000	200,000	200,000
Other Resources									
	Reserves - In Use of Fund Balance	-	-	-	-	-	-	-	-
	Prior Year Operating Balances	-	-	-	23,097,623	-	23,097,623	-	-
	Total Other Resources	-	-	-	23,097,623	-	23,097,623	-	-
Total Available Resources		998,919	80,652	200,000	23,297,623	71,451	23,237,623	200,000	200,000
Expenditures									
303.80005.500120	Full Time Salaries	26,412	52,701	54,577	54,577	54,013	54,577	-	-
303.80005.500125	Compensated Absences	-	-	1,968	1,968	1,869	1,968	-	-
303.80005.500140	Overtime	-	-	-	-	13	13	-	-
303.80005.500210	FICA & MICA Taxes	2,342	4,031	4,326	4,326	4,229	4,326	-	-
303.80005.500220	Retirement Contributions	3,169	7,634	6,549	6,549	6,481	6,549	-	-
303.80005.500230	Life & Health Insurance	5,419	551	1,345	1,345	5,665	1,345	-	-
	Total Personnel Cost	37,342	64,917	68,765	68,765	72,270	68,778	-	-
303.90005.500310	Professional Services	30,684	17,719	20,000	35,513	19,645	35,513	40,000	40,000
303.50005.500317	Professional Services - Cost of Issuance	1,500	2,389	-	-	-	-	-	-
303.90005.500340	Contractual Services - Other	-	-	-	-	-	-	-	-
	Total Operating Cost	32,184	20,108	20,000	35,513	19,645	35,513	40,000	40,000
303.90005.500620	Capital Outlay - Buildings	-	-	-	-	-	-	-	-
303.90005.500650	Construction in Progress	5,015,051	18,197,484	-	23,082,110	9,944,824	23,082,110	-	-
	Total Capital Outlay	5,015,051	18,197,484	-	23,082,110	9,944,824	23,082,110	-	-
303.50005.500916	Transfer Out Debt Service	-	-	-	-	-	-	-	-
	Total Debt Service	-	-	-	-	-	-	-	-
Total Capital Improvement Fund Expenses		5,084,577	18,282,509	88,765	23,186,388	10,036,739	23,186,401	40,000	40,000
	Use of Fund Balance	-	-	-	-	-	-	-	-
	Prior Year Operating Balances	-	-	-	23,097,623	-	23,097,623	-	-
Ending Fund Balance		42,387,457	24,185,600	24,296,835	1,199,212		1,139,199	1,299,199	1,299,199

* 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



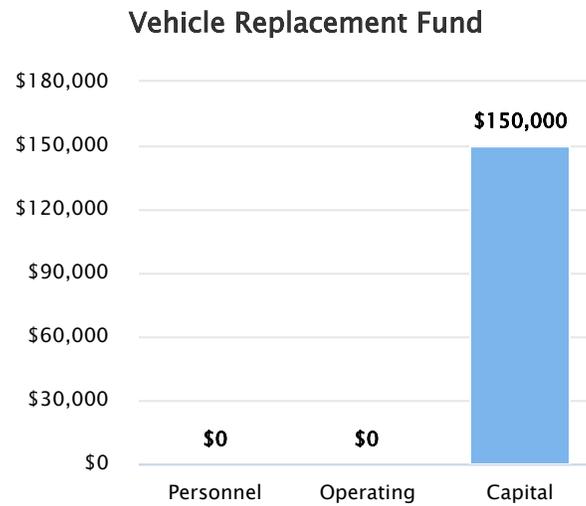
Vehicle Replacement Fund

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 from the General Fund in the amount of \$100,000.





Vehicle Replacement Fund

304

Acct No.	Account Title	Actual FY 2019-20	Actual FY 2020-21	Adopted Budget FY 2021-22	Amended Budget * FY 2021-22	YTD * Actuals FY 2021-22	Year-End Estimate FY 2021-22	Proposed FY 2022-23	Adopted FY 2022-23
Beginning Fund Balance		-	-	117,553	117,553	-	117,553	74,243	74,243
Revenues									
304.5000.361100	Interest Income		22	-	-	317	200	-	-
304.5000.369900	Insurance Proceeds	-	83,050	-	-	15,879	15,879	-	-
304.5000.381100	Operating Transfers In	-	175,000	200,000	200,000	200,000	200,000	200,000	100,000
	Total Revenues	-	258,072	200,000	200,000	216,196	216,079	200,000	100,000
Other resources									
304.5000.300100	Reserves - In Use of Fund Balance	-	-	50,000	50,000	-	50,000	50,000	50,000
	Prior Year Operating Balances	-	-	-	9,400	-	9,400	-	-
	Total Other Resources	-	-	50,000	59,400	-	59,400	50,000	50,000
Total Available Resources		-	258,072	250,000	259,400	216,196	275,479	250,000	150,000
Expenditures									
304.50005.500310	Professional Services	-	23	-	-	(11)	(11)	-	-
	Total Operating Cost	-	23	-	-	(11)	(11)	-	-
304.50005.500641	Capital Outlay - Vehicles	-	140,496	250,000	259,400	-	259,400	250,000	150,000
	Total Capital Outlay	-	140,496	250,000	259,400	-	259,400	250,000	150,000
Total Vehicle Replacement Fund Expenses		-	140,519	250,000	259,400	(11)	259,389	250,000	150,000
	Use of Fund Balance	-	-	50,000	50,000	-	50,000	50,000	50,000
	Prior Year Operating Balances	-	-	-	9,400	-	9,400	-	-
Ending Fund Balance		-	117,553	67,553	58,153		74,243	24,243	24,243

* 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



* Chief of Construction is the Capital Projects Manager
 * CIP Project Admin. Coordinator is the Capital Projects Assistant
 * Project Management Team is AECOM

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 2022

The following objectives provide a description of the anticipated accomplishments by project for the bond program for the upcoming year.

Doral Central Park

- Completion and approval of Construction Documents for all phases
- Permit approval for Phase 1
- Continuous budget and program validation and re-alignment

Pedestrian Bridge

- CEI scope for bridge advertised and awarded
- Construction work awarded to Condotte America LLC, contract to be issued

General Obligation Bond, Series 2021 - Objectives 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

- All phases to be tied to executed GMP contracts with CMAR
- All drawing revisions to be permitted

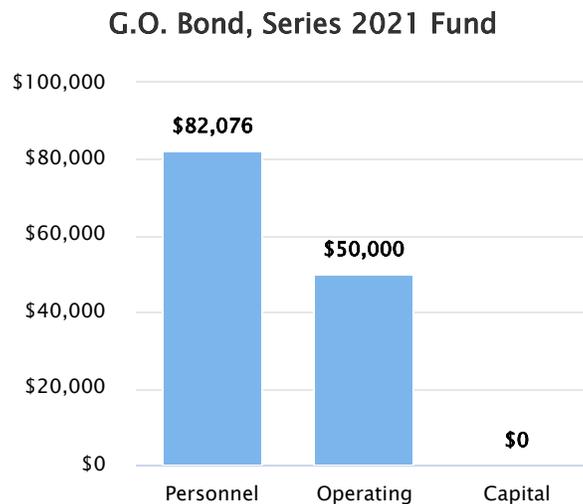


- Underground infrastructure to be completed for east half of park in first quarter of 2024
- Baseball fields to be completed in first quarter of 2024
- Skate park and pump track to be completed in first quarter of 2024
- Pavilions around lake to be completed in first quarter of 2024
- Volleyball courts to be completed in first quarter of 2024
- Sensory park to be completed in first quarter of 2024
- Amphitheater expected to be completed in first quarter of 2024
- Work to commence for Recreation Building and Aquatics Facility
- Phase II/III areas (east half of park) will prepare to be segregated from phase IV work so it can be opened to the public for intended use
- Basketball and tennis court work to commence

Pedestrian Bridge

- Construction work projected to commence first quarter of FY 2023

G.O. Bond, Series 2021 Fund Budget Highlights



- **110-230 Personnel Costs** - For this fiscal year, personnel was transferred from the General Obligation Bond, Series 2019 Fund. In addition, 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 7% city-wide.

Parks G.O. Bond - Series 2021 Fund - Public Works

Authorized Positions

Account	Position	Budget	Amended *	Budget	Budget	Adopted	Total Cost
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23
500.120 - Full Time Salaries							
	CIP Project Administrative Coordinator	-	-	-	-	1	\$ 56,912
	Full Time Salaries Total	-	-	-	-	1	\$ 56,912
	Total	-	-	-	-	1	\$ 56,912



Park General Obligation Bond - Series 2021 Capital Project Fund

305

Acct No.	Account Title	Actual	Actual	Adopted	Amended	YTD *	Year-End	Proposed	Adopted
		FY 2019-20	FY 2020-21	Budget FY 2020-21	Budget * FY 2021-22	Actuals FY 2021-22	Estimate FY 2021-22		
Beginning Fund Balance		-	-	100,782,948	100,782,948		100,782,948	139,565	139,565
Revenues									
305.5000.361110	Interest Income	-	139,202	70,000	70,000	437,579	335,000	70,000	70,000
305.5000.367100	Change in Investment Value	-	(91,803)	-	-	(357,346)	(380,774)	-	-
305.5000.384110	Park Bond Debt Proceeds	-	104,224,543	-	-	-	-	-	-
	Total Revenues	-	104,271,942	70,000	70,000	80,233	(45,774)	70,000	70,000
Other Resources									
	Reserves - In Use of Fund Balance	-	-	-	-	-	-	62,076	62,076
	Prior Year Operating Balances	-	-	-	-	-	-	-	-
	Total Other Resources	-	-	-	-	-	-	62,076	62,076
Total Available Resources		-	104,271,942	70,000	70,000	80,233	(45,774)	132,076	132,076
Expenditures									
305.80005.500120	Full Time Salaries	-	-	-	-	-	-	56,912	56,912
305.80005.50125	Compensated Absences	-	-	-	-	-	-	2,052	2,052
305.80005.500210	Fica & Mica Taxes	-	-	-	-	-	-	4,511	4,511
305.80005.500220	Retirement Contribution	-	-	-	-	-	-	6,829	6,829
305.80005.500230	Life & Health	-	-	-	-	-	-	11,772	11,772
	Total Personnel Cost	-	-	-	-	-	-	82,076	82,076
305.50005.500317	Professional Services - Cost of Issuance	-	564,801	-	-	-	-	-	-
305.90005.500310	Contractual Services - Other	-	5,794	50,000	63,058	17,176	63,058	50,000	50,000
	Total Operating Cost	-	570,595	50,000	63,058	17,176	63,058	50,000	50,000
305.90005.500620	Capital Outlay - Buildings	-	-	-	-	-	-	-	-
305.90005.500650	Construction in Progress	-	2,918,399	-	100,534,551	4,008,078	100,534,551	-	-
	Total Capital Outlay	-	2,918,399	-	100,534,551	4,008,078	100,534,551	-	-
305.50005.500916	Transfer Out Debt Service	-	-	-	-	-	-	-	-
	Total Debt Service	-	-	-	-	-	-	-	-
Total Capital Improvement Fund Expenses		-	3,488,994	50,000	100,597,609	4,025,254	100,597,609	132,076	132,076
	Use of Fund Balance	-	-	-	-	-	-	62,076	62,076
	Prior Year Operating Balances	-	-	-	-	-	-	-	-
Ending Fund Balance		-	100,782,948	100,802,948	255,339		139,565	77,489	77,489

* 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 2022

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.
- Completed the construction of the Stormwater Improvement Project along "Sub Basin H-8 Phase II". Sub Basin H-8 Phase II is located along NW 57th Street between NW 79th Avenue and NW 77th Court, along NW 56th Street between NW 79th Avenue and NW 77th Court, and along NW 77th Court between NW 56th Street and NW 62nd Street.
- Commenced and completed the construction of Stormwater Improvements at NW 89th Place and NW 24th Terrace.
- Completed the permit phase of the NW 58th Street Outfall and obtained the Class II and Class III Permits for the mentioned project. The construction phase of the Project is scheduled to be awarded during the 1st Quarter of Fiscal Year 2022-23.
- Awarded Work Order No. 2 to Stantec Consulting Services Inc. to design stormwater improvements along "Sub Basin NW 33 ST W", as identified in Year 1 of the Stormwater Capital Improvement Program. Project design has been permitted and award for construction is scheduled to be completed by the 4th Quarter of Fiscal Year 2021-22.
- Work Order for the professional engineering services to complete the design of stormwater improvements along "Sub Basin D-3-1" as identified in Year 1 of the Stormwater Capital Improvement Program is scheduled to be awarded by the 4th Quarter of Fiscal Year 2021-22.
- Updated Stormwater Division written Standard Operating Procedures (SOP).
- Received 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.
- Received a Federal Grant award in an amount of \$165,000.00 to update the 2019 Stormwater Vulnerability Study.
- Completed the Florida Department of Environmental Protection (FDEP) National Pollutant Discharge Elimination System (NPDES) Program MS4 Permit annual report for Cycle 4 one-year evaluation period.
- Conducted the Annual Sediment & Erosion Control training for City Staff as required by the NPDES MS4 Permit.
- Completed the City of Doral FDEP Year 4 Cycle Audit of the NPDES MS4 Permit.
- Administered Mosquito Dunks to all City of Doral Stormwater Inlets within residential areas in preparation for the rainy season.



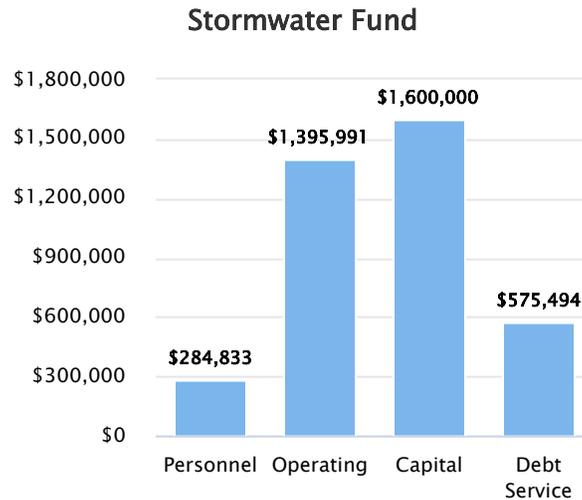
Stormwater Fund - Division Objectives for FY 2023

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.

- Award and complete the construction phase of the stormwater improvements along "Sub Basin NW 33 ST W" & "Sub Basin D-3-1" as identified in Year 1 of the Stormwater Capital Improvement Program.
- Award and begin the construction phase of the NW 58th Street Outfall to service the Sub Basin H-8 area.
- Commence 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 2022-23 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 7% city-wide.
- **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.
- **650 - Construction in Progress** - This account was increased in comparison to the previous Fiscal Year as a result of the adoption of the 2021 Stormwater Master Plan and 5-Year Capital Improvement Plan. The Public Works Department will begin the design and construction of the 5-Year CIP.
- **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 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23
500.120 - Full Time Salaries							
	Stormwater Utility Manager	1	1	1	1	1	\$ 79,742
	Stormwater Utility Technician	1	1	1	1	1	\$ 60,450
	Service Award 15 yr						\$ 4,534
	Vac Truck Operator ⁽¹⁾	-	-	-	-	2	\$ 36,666
	Incentives						\$ 9,559
	Full Time Salaries Total	2	2	2	2	2	\$ 190,951
	Total	2	2	2	2	2	\$ 190,951

⁽¹⁾ FY 2022 - 23 NEW POSITION - Vac Truck Operator



Stormwater Fund
401

Acct No.	Account Title	Actual		Adopted	Amended	YTD *	Year-End		
		FY 2019-20	FY 2020-21	Budget	Budget *	Actuals	Estimate	Proposed	Adopted
Beginning Fund Balance ⁽¹⁾		13,803,835	11,360,001	8,134,052	8,134,052		8,134,052	4,179,576	4,179,576
Revenues									
401.8000.314300	Stormwater User Fees	3,918,818	3,913,928	3,800,000	3,800,000	3,112,354	3,800,000	3,800,000	3,800,000
401.8000.334100	State Grant REIMB	1,350,000	783,893	950,000	950,000	325,315	950,000	950,000	950,000
401.8000.361100	Interest Income	220,478	126,509	140,000	140,000	96,246	140,000	140,000	140,000
401.8000.367100	Change in Investment Values	209,841	(80,186)	-	-	(411,987)	(369,080)	-	-
401.8000.369200	Prior Year Recovery	-	-	-	-	-	-	-	-
	Total Revenues	5,699,137	4,744,144	4,890,000	4,890,000	3,121,928	4,520,920	4,890,000	4,890,000
Other Resources									
401.8000.300100	Reserves - In Use of Fund Balance	-	-	-	-	-	-	-	-
	Prior Year Operating Balances	-	-	-	4,399,480	-	4,399,480	-	-
	Total Other Resources	-	-	-	4,399,480	-	4,399,480	-	-
Total Available Resources		5,699,137	4,744,144	4,890,000	9,289,480	3,121,928	8,920,400	4,890,000	4,890,000
Expenditures									
401.80005.500120	Full Time Salaries	118,412	126,620	130,499	130,499	127,557	130,499	190,951	190,951
401.80005.500125	Compensated Absences	3,065	1,093	4,705	4,705	1,552	4,705	6,722	6,722
401.80005.500140	Overtime	-	-	-	-	418	418	-	-
401.80005.500210	FICA & MICA Taxes	9,216	9,412	10,343	10,343	9,548	10,343	15,122	15,122
401.80005.500220	Retirement Contributions	14,671	17,473	15,660	15,660	14,861	15,660	22,370	22,370
401.80005.500230	Life & Health Insurance	25,996	27,227	29,041	29,041	30,830	29,041	49,668	49,668
	Total Personnel Costs	171,360	181,825	190,248	190,248	184,766	190,666	284,833	284,833
401.80005.500310	Professional Services	-	(7,591)	6,300	6,300	(116)	6,184	6,300	6,300
401.80005.500314	Professional Services - Engineering	140,105	137,696	9,500	204,941	3,752	139,941	9,500	9,500
401.80005.500340	Contractual Services - Other	1,125,713	1,057,315	1,276,750	1,274,250	1,090,450	1,274,250	1,303,000	1,303,000
401.80005.500400	Travel & Per Diem	19	-	4,541	4,541	1,885	4,541	4,541	4,541
401.80005.500410	Communication & Freight Services	-	-	-	-	-	-	-	-
401.80005.500440	Rental & Leases	2,382	1,714	950	950	-	950	950	950
401.80005.500460	Repairs & Maintenance - Office Equip.	-	-	-	-	-	-	-	-
401.80005.500470	Printing & Binding	-	-	475	2,975	2,957	2,975	500	500
401.80005.500490	Other Current Charges	69,539	16,663	58,500	58,500	15,758	58,500	60,000	60,000
401.80005.500510	Office Supplies	-	-	95	95	-	95	-	-
401.80005.500520	Operating Supplies	3,790	3,540	6,370	6,370	606	6,370	6,100	6,100
401.80005.500522	Operating Supplies Vehicles	-	-	-	-	-	-	-	-
401.80005.500540	Due, Subscriptions, Memberships	4,030	4,987	6,842	6,842	6,460	6,842	5,100	5,100
401.80005.500590	Depreciation Expense	800,927	953,626	-	-	-	-	-	-
401.80005.500591	Accumulated Depreciation	-	-	-	-	-	-	-	-
401.80005.500592	Amortization - Deferred Loss	52,383	52,383	-	-	-	-	-	-
	Total Operating Cost	2,198,888	2,220,333	1,370,323	1,565,764	1,121,752	1,500,648	1,395,991	1,395,991
401.80005.500633	Capital Outlay - Improvements Streets	-	-	325,000	626,915	-	626,915	-	-
401.80005.500640	Capital Outlay - Office Equip & Mach	-	-	-	60,000	-	-	-	-
401.80005.500650	Construction in Progress	-	-	1,525,000	5,367,124	1,605,746	5,492,124	1,600,000	1,600,000
	Total Capital Outlay	-	-	1,850,000	6,054,039	1,605,746	6,119,039	1,600,000	1,600,000
401.80005.500710	Debt Service Principal - County Bond	(10)	-	506,646	506,646	379,848	506,646	409,032	409,032
401.80005.500720	Debt Service Interest - County Bond	191,717	175,342	158,397	158,397	118,798	158,397	166,462	166,462
	Total Debt Service	191,707	175,342	665,043	665,043	498,646	665,043	575,494	575,494
Total Stormwater Fund Expenses		2,561,955	2,577,500	4,075,614	8,475,094	3,410,910	8,475,396	3,856,318	3,856,318
	Use of Fund Balance	-	-	-	-	-	-	-	-
	Prior Year Operating Balances	-	-	-	4,399,480	-	4,399,480	-	-
Ending Fund Balance ⁽¹⁾		11,360,001	8,134,052	8,948,438	4,548,958		4,179,576	5,213,258	5,213,258

* 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



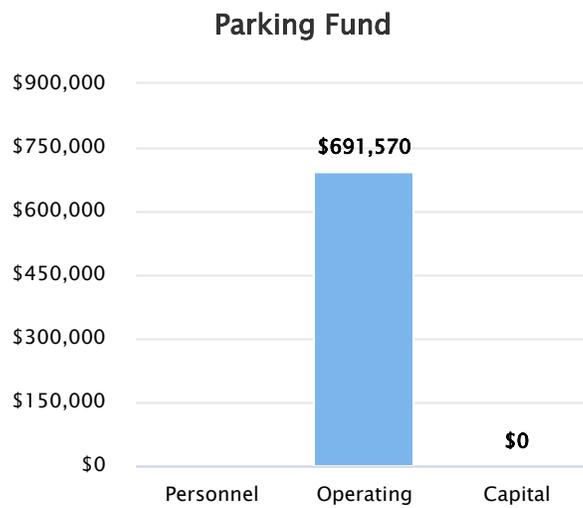
Parking Fund

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

The Parking Fund is supported by both parking operations and parking violation revenues.





**Parking Fund
402**

Acct No.	Account Title	Actual FY 2019-20	Actual FY 2020-21	Adopted Budget FY 2021-22	Amended Budget * FY 2021-22	YTD * Actuals FY 2021-22	Year-End Estimate FY 2021-22	Proposed FY 2022-23	Adopted FY 2022-23
Beginning Fund Balance		-	-	-	-	-	-	-	-
Revenues									
402.8000.344500	Parking Operations	-	-	-	-	-	-	1,125,000	1,125,000
402.8000.359102	Fines - Parking Violations	-	-	-	-	-	-	545,000	545,000
Total Revenues		-	-	-	-	-	-	1,670,000	1,670,000
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
Expenditures									
402.80005.500340	Contractual Services - Other	-	-	-	-	-	-	681,570	681,570
402.80005.500520	Operating Supplies	-	-	-	-	-	-	10,000	10,000
Total Operating Cost		-	-	-	-	-	-	691,570	691,570
Total Parking Fund Expenses		-	-	-	-	-	-	691,570	691,570
	Use of Fund Balance	-	-	-	-	-	-	-	-
	Prior Year Operating Balances	-	-	-	-	-	-	-	-
Ending Fund Balance		-	-	-	-	-	-	978,430	978,430

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

* YTD = Year to Date



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 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 2019-20	FY 2020-21	Budget FY 2021-22	Budget * FY 2021-22	Actuals FY 2021-22	Estimate FY 2021-22	Proposed FY 2022-23	Adopted FY 2022-23
Beginning Fund Balance		922,284	1,130,380	1,530,771	1,530,771		1,530,771	1,935,471	1,935,471
Revenues									
651.5000.361100	Interest Income	8,096	391	-	-	11,185	4,700	-	-
651.5000.381100	Operating Transfers In	200,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
	Total Revenues	208,096	400,391	400,000	400,000	411,185	404,700	400,000	400,000
Other Resources									
651.5000.300100	Reserves - In Use of Fund Balance	-	-	-	-	-	-	-	-
	Total Other Resources	-	-	-	-	-	-	-	-
Total Available Resources		208,096	400,391	400,000	400,000	411,185	404,700	400,000	400,000
Expenditures									
651.50005.500310	Professional Services	-	-	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
Totals Other Post-Employment Benefits Fund Expenses		-	-	10,000	10,000	-	-	10,000	10,000
Use of Fund Balance									
Ending Fund Balance		1,130,380	1,530,771	1,920,771	1,920,771		1,935,471	2,325,471	2,325,471

* 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

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

Pension Fund 652

Acct No.	Account Title	Actual FY 2019-20	Actual FY 2020-21	Adopted Budget FY 2021-22	Amended Budget * FY 2021-22	YTD * Actuals FY 2021-22	Year-End Estimate FY 2021-22	Proposed FY 2022-23	Adopted FY 2022-23
Beginning Fund Balance		-	-	31,989	31,989		31,989	97,028	97,028
Revenues									
652.5000.361100	Interest Income	-	10	3,000	3,000	354	3,000	3,000	3,000
652.5000.367100	Change In Invest Value	-	-	-	-	(36,955)	(37,961)	-	-
652.5000.381100	Operating Transfers In	-	50,000	300,000	300,000	300,000	300,000	500,000	500,000
	Total Revenues	-	50,010	303,000	303,000	263,399	265,039	503,000	503,000
Other Resources									
	Reserves - In Use of Fund Balance	-	-	-	-	-	-	-	-
	Total Other Resources	-	-	-	-	-	-	-	-
Total Available Resources		-	50,010	303,000	303,000	263,399	265,039	503,000	503,000
Expenditures									
652.10005.500310	Professional Services	-	-	15,000	14,000	13,999	14,000	15,000	15,000
652.10005.500340	Contractual Services - Other	-	-	10,000	13,000	11,500	13,000	13,000	13,000
652.10005.500360	Pension Benefits	-	18,021	175,000	173,000	102,392	173,000	275,000	275,000
	Total Operating Cost	-	18,021	200,000	200,000	127,891	200,000	303,000	303,000
Total Pension Fund Expenses		-	18,021	200,000	200,000	127,891	200,000	303,000	303,000
Use of Fund Balance									
Ending Fund Balance		-	31,989	134,989	134,989	135,508	97,028	297,028	297,028

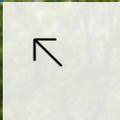
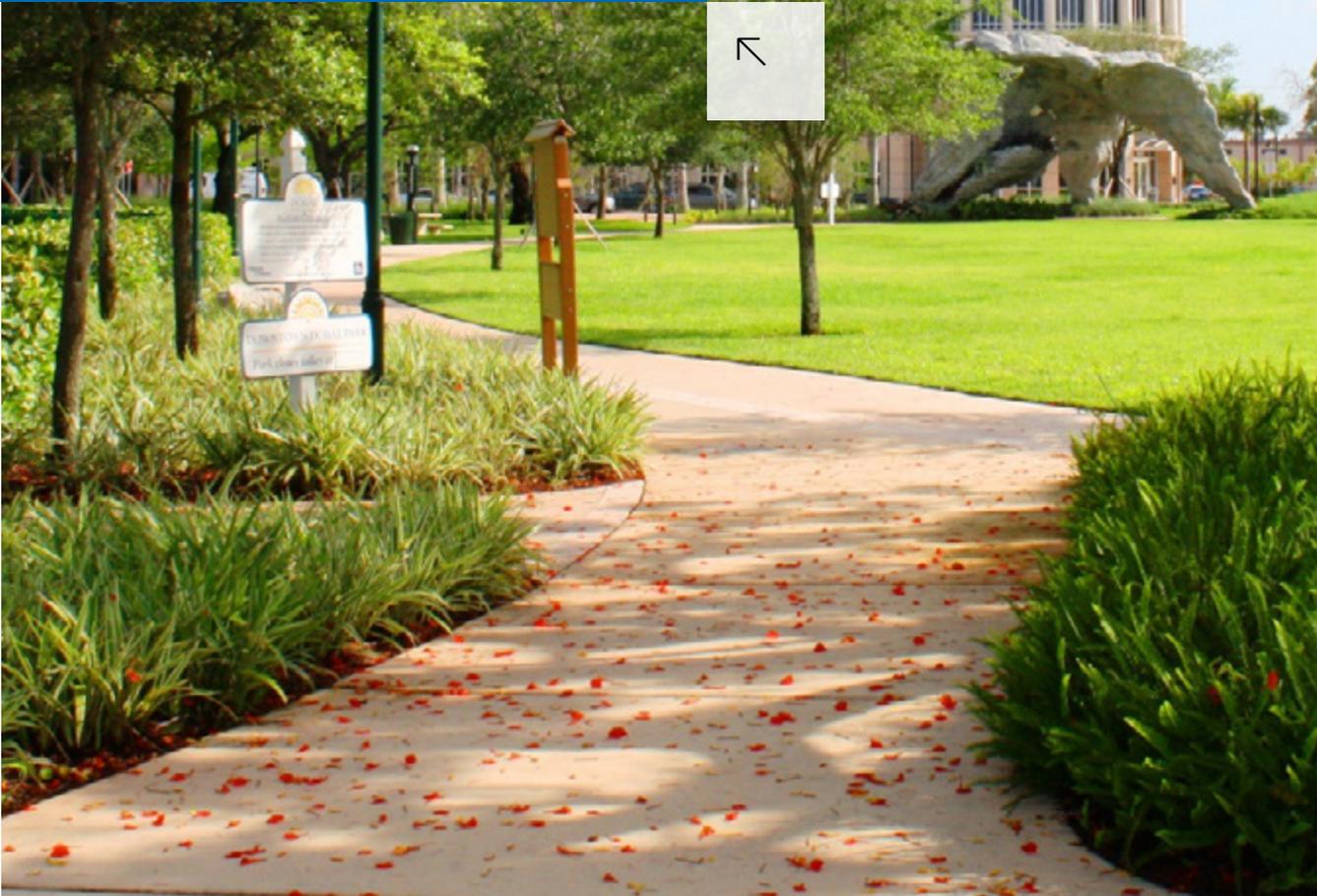
* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.

* 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.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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.

