



2021-2022

CITY OF DORAL, FL

**ADOPTED  
BUDGET**



**DORAL**  
**FLORIDA**



## City Council



*Juan Carlos Bermudez*  
Mayor



*Claudia Mariaca*  
Councilwoman



*Pete Cabrera*  
Vice Mayor



*Oscar Puig-Corve*  
Councilman



*Digna Cabral*  
Councilwoman



**DORAL**  
**FLORIDA**



## DISTINGUISHED BUDGET PRESENTATION AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

### *Distinguished Budget Presentation Award*

PRESENTED TO

**City of Doral  
Florida**

For the Fiscal Year Beginning

**October 1, 2019**

*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, 2019**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award. At the time this budget document was published the GFOA was still in the reviewing process for the annual budget beginning October 1, 2020.



## 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



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Luis Figueredo, City Attorney

Connie Diaz, City Clerk

Jane Decker, Building Director

Edgard Estrada, Code Compliance Director

Maggie Santos, Communications Director

Matilde Menendez, CPA, CGMA, Finance Director

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# FY 2022 Adopted Budget at a Glance

## HOW LARGE IS THE CITY'S BUDGET?

Total FY 2022 Budget—All Funds  
**\$106,968,099**



Operating Budget  
 (all other funds)  
**\$39,594,512**



Operating Budget  
 (General Fund Only)  
**\$61,899,550**



Capital Improvements Budget  
 (all funds)  
**\$1,812,627**



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

**455**  
 Total FTE Positions  
**408**  
 General Fund FTE Positions



## WHAT ARE THE CITY'S MAJOR GENERAL FUND RESOURCES?

FY 2022 GENERAL FUND REVENUES

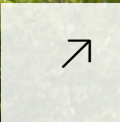




**DORAL**  
**FLORIDA**



# INTRODUCTION





**DORAL**  
**FLORIDA**



## 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) 2022 beginning October 1, 2021 and ending September 30, 2022.

The adopted FY 2022 budget aligns with the City's adopted Strategic Plan and prioritizes the following four strategic focus areas: Economic Development and Communication; Customer Service; Organizational Efficiency and Effectiveness; Quality of Life and Quality Development. It also reflects the administration's goals and expectations of exceptional services.

### State of the Economy

The resilient City of Doral is well positioned to continue its pattern of rapid recovery and sustained economic growth, according to all indicators. Though many businesses are still adapting to new market conditions or recuperating from the impacts of the pandemic, the City of Doral's economy remains dynamic and primed for progress. As in previous years, its strategic geographic location, diverse mix of industries, low taxes, and quality of life are key factors that continue to drive economic growth and long-term prosperity.

Doral continues to attract new residents. Its population grew 1.3% in 2020, reaching an estimated 71,314 inhabitants, according to the Florida Bureau of Economic and Business Research. That percentage mirrors the Miami-Dade County Property Appraiser's estimated 1.3% increase in Doral's Taxable Value Before New Construction. However, with the addition of \$385 million in new construction, the county's 2021 Preliminary Taxable Value estimate increases by 4% to nearly \$14.9 billion. The local population and economy are expected to grow based on momentum alone, as more than 28 major residential, mixed-used, commercial and industrial developments currently underway in the city are completed. The ongoing Downtown Doral South, Sanctuary, and Atrium developments are among the projects anticipated to fuel residential growth in the coming months, with several new educational facilities slated to debut in the upcoming school year to accommodate demand. The expected rise in residents occupying the city's new housing units will also increase consumers to our recovering retail sector in the months to come.

Doral's diverse balance between residential, commercial, and industrial uses have served it well, and the city is still evolving. The importance of its industrial base has only increased in the past year as demand for e-commerce facilities has soared. Logistics firms and companies representing a broad range of advanced industries continue to seek out warehouse space. The completion of major healthcare facilities has significantly brightened the city's economic prospects. Entrepreneurship remains strong as well, with an average of 100 new companies registering with the city each month. Doral continues to attract investors and to serve as a home to start-ups pursuing the American Dream, giving ample proof that economic optimism remains undimmed.

The city's visitor industry is also on the mend as regional travel increases. Doral's growing reputation as a shopping and dining destination makes it an increasingly attractive hot spot for regional, domestic, and international visitors, and its steadily rising stock of over 30 top-rated hotels has been one of the unsung economic stories of the past few years. As an international city with a soaring assortment of quality hospitality, culinary, and entertainment choices, Doral is perfectly positioned to welcome the world to enjoy its many charms.

Finally, in addition to a slew of substantial private ventures powering the city's growth, the City of Doral's ambitious municipal developments, such as its ongoing \$150 million Parks Bond construction projects and infrastructure improvements, will further stimulate the local economy. These projects will add ample new amenities and provide employment opportunities that will directly and indirectly benefit the community. During the past year, the city has invested in the public's well-being in very direct ways by providing food support and



facilitating vaccinations for the most vulnerable members of the community, and by awarding more than \$1.3 million in assistance grants to businesses and residents most impacted by the pandemic. All these important public initiatives have been implemented while maintaining a responsible budget and robust reserves. In fact, the city's economic health has led to its receipt of the second highest credit ratings from Standard and Fitch for its GO Bonds, a clear indication to the markets that its elected officials and administration have steered the city wisely. Despite the uncertainties and challenges that have defined the current era, stakeholders can feel confident that Doral's outlook is stable, and the prevailing trends bode well for the city's economic future.





### 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.

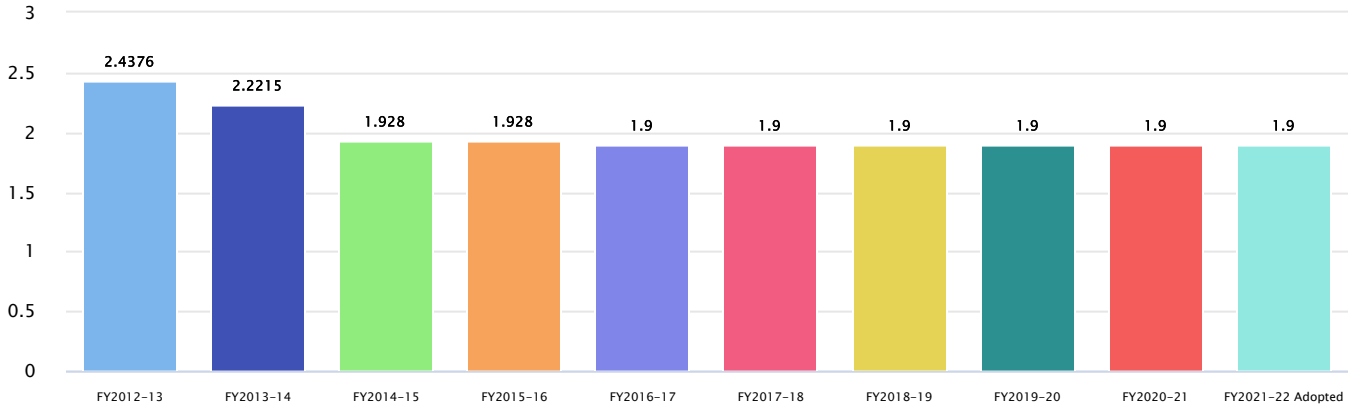
MISSION: To serve our community by relentlessly pursuing the highest quality of life through the delivery of efficient, sustainable, transparent, ethical and accountable government.

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

Complete Strategic Planning information may be found on Pages 26-30.

The FY 2022 adopted budget as presented here is based on the adopted millage rate of 1.90 mills. This budget maintains our current millage rate of 1.90 for the seventh consecutive year. 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 \$14,891,126,546. When the increase in ad valorem revenues is considered in conjunction with the increase in inflation or CPI, the net increase in revenues to the City as projected at the current and adopted millage rate is \$1,027,302.

City of Doral Millage Rate Comparison  
FY 2012–13 to FY 2021–22



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, 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 debt service millage rate of .5360 mills will be levied to generate sufficient revenues to cover the debt service cost of FY 2022.

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. This facility will serve to celebrate the variety of cultures, arts, and experiences that make Doral so unique. Renovation work is scheduled to be completed in the second quarter of 2021 for Doral Meadow Park. Morgan Levy Park renovation project is complete, this 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 underway in Doral White Course Park. This new park will include 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 is also underway, the project includes improvements and additions of multi-purpose trails around the City, as well as various improvements to the Trails and Tails Park.



Finally, Phase 1 of Doral Central Park has begun, and Phase IV is scheduled to begin in the third quarter of 2021. 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<br>BUDGET<br>FY 2020-2021 | ADOPTED<br>BUDGET<br>FY 2021-2022 | INCREASE<br>(REDUCTION) |
|-------------------------------------|-----------------------------------|-----------------------------------|-------------------------|
| General                             | \$ 61,650,102                     | \$ 67,373,587                     | \$ 5,723,485            |
| Transportation                      | \$ 5,063,906                      | \$ 4,103,684                      | \$ (960,222)            |
| Park Impact Fee                     | \$ 219,450                        | \$ 167,596                        | \$ (51,854)             |
| Police Impact Fee                   | \$ 257,000                        | \$ 692,325                        | \$ 435,325              |
| People's Transportation Plan (CITT) | \$ 2,121,000                      | \$ 3,231,000                      | \$ 1,110,000            |
| Building Technology                 | \$ 183,457                        | \$ 336,989                        | \$ 153,532              |
| Building                            | \$ -                              | \$ 4,914,961                      | \$ 4,914,961            |
| Public Arts Program                 | \$ 30,000                         | \$ 1,000,000                      | \$ 970,000              |
| American Rescue Plan Act            | \$ -                              | \$ 12,878,948                     | \$ 12,878,948           |
| Debt Service                        | \$ 2,440,581                      | \$ 7,575,630                      | \$ 5,135,049            |
| Capital Improvement                 | \$ 13,500                         | \$ 19,000                         | \$ 5,500                |
| Park G.O. Bond-Series 2019          | \$ 75,321                         | \$ 88,765                         | \$ 13,444               |
| Park G.O. Bond-Series 2021          | \$ -                              | \$ 50,000                         | \$ 50,000               |
| Vehicle Replacement                 | \$ 150,000                        | \$ 250,000                        | \$ 100,000              |
| Stormwater                          | \$ 3,977,908                      | \$ 4,075,614                      | \$ 97,706               |
| OPEB                                | \$ -                              | \$ 10,000                         | \$ 10,000               |
| Pension                             | \$ -                              | \$ 200,000                        | \$ 200,000              |
| <b>Total</b>                        | <b>\$ 76,182,225</b>              | <b>\$ 106,968,099</b>             | <b>\$ 30,785,874</b>    |

The FY 2022 adopted total operating and capital budget for all funds is \$106,968,099. The total budget represents an increase of \$30,785,874 or 40.4% over the FY 2021 adopted budget across all funds. The City's principal fund, the General Fund is adopted at \$67,373,587, or 63% 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 will be 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 developed a five-year budget cycle, which is introduced and discussed during the budget workshops. 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 2021, 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 \$71,222,675, and unassigned fund balance of \$66,520,045. 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 2022 General Fund budget is adopted at \$67,373,587 an increase of \$5,723,485 or 9.3% 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 2022 adopted budget:

| FY 2022 Adopted General Fund Consolidated Items Detail |                        |                      |                      |                      |                     |                                    |                     |                   |                      |            |
|--|------------------------|----------------------|----------------------|----------------------|---------------------|------------------------------------|---------------------|-------------------|----------------------|------------|
| Department   | Salaries & Other Wages | Fringe Benefits      | Personnel Total      | Operating Costs      | Capital Outlay      | Operating Transfers <sup>(2)</sup> | Debt Service        | Grants & Aids     | Department Total     |            |
| 10005  | City Council           | 531,175              | 395,433              | 926,608              | 277,400             | -                                  | -                   | -                 | -                    | 1,204,008  |
| 11005  | City Manager           | 532,815              | 291,258              | 824,073              | 31,740              | -                                  | -                   | -                 | -                    | 855,813    |
| 11505  | Public Affairs         | 507,661              | 203,160              | 710,821              | 182,970             | -                                  | -                   | -                 | -                    | 893,791    |
| 11605  | Economic Development   | -                    | -                    | -                    | -                   | -                                  | -                   | -                 | -                    | -          |
| 12005  | City Clerk             | 274,163              | 125,934              | 400,097              | 236,200             | -                                  | -                   | -                 | -                    | 636,297    |
| 13005  | Charter Enforcement    | -                    | -                    | -                    | 50,000              | -                                  | -                   | -                 | -                    | 50,000     |
| 20005  | Human Resources        | 614,665              | 265,803              | 880,468              | 148,439             | -                                  | -                   | -                 | -                    | 1,028,907  |
| 21005  | Finance                | 694,103              | 346,096              | 1,040,199            | 90,730              | -                                  | -                   | -                 | -                    | 1,130,929  |
| 21505  | Procurement Division   | 199,635              | 85,668               | 285,303              | 12,395              | -                                  | -                   | -                 | -                    | 297,698    |
| 22005  | Information Technology | 1,499,342            | 660,750              | 2,160,092            | 3,493,512           | 561,821                            | -                   | -                 | -                    | 6,215,425  |
| 30005  | City Attorney          | 310,112              | 180,835              | 490,947              | 294,750             | -                                  | -                   | -                 | -                    | 785,697    |
| 40005  | Planning & Zoning      | 863,533              | 407,975              | 1,271,508            | 180,724             | -                                  | -                   | -                 | -                    | 1,452,232  |
| 50005  | General Government     | 172,698              | 613,211              | 785,909              | 3,481,527           | -                                  | 3,661,410           | 2,026,778         | 210,000              | 10,165,624 |
| 60005  | Police                 | 16,792,418           | 8,814,611            | 25,607,029           | 1,810,951           | 1,135,706                          | -                   | -                 | -                    | 28,553,686 |
| 70005  | Building               | -                    | -                    | -                    | -                   | -                                  | -                   | -                 | -                    | -          |
| 71005  | Code Compliance        | 956,623              | 368,614              | 1,325,237            | 40,050              | 26,500                             | -                   | -                 | -                    | 1,391,787  |
| 80005  | Public Works           | 2,118,000            | 1,068,838            | 3,186,838            | 2,383,759           | 47,500                             | -                   | -                 | -                    | 5,618,097  |
| 90005  | Parks & Recreation     | 3,368,626            | 1,136,363            | 4,504,989            | 2,547,507           | 41,100                             | -                   | -                 | -                    | 7,093,596  |
| <b>FY 2022 Adopted Budget</b>                          | <b>\$ 29,435,569</b>   | <b>\$ 14,964,549</b> | <b>\$ 44,400,118</b> | <b>\$ 15,262,654</b> | <b>\$ 1,812,627</b> | <b>\$ 3,661,410</b>                | <b>\$ 2,026,778</b> | <b>\$ 210,000</b> | <b>\$ 67,373,587</b> |            |
| <b>FY 2021 Adopted Budget<sup>(1)</sup></b>            | <b>\$ 28,928,937</b>   | <b>\$ 14,500,713</b> | <b>\$ 43,429,650</b> | <b>\$ 14,449,225</b> | <b>\$ 491,626</b>   | <b>\$ 1,175,000</b>                | <b>\$ 1,917,101</b> | <b>\$ 187,500</b> | <b>\$ 61,650,102</b> |            |
| <b>FY 2022 v. FY 2021 Increases (Decreases)</b>        | <b>\$ 506,632</b>      | <b>\$ 463,836</b>    | <b>\$ 970,468</b>    | <b>\$ 813,429</b>    | <b>\$ 1,321,001</b> | <b>\$ 2,486,410</b>                | <b>\$ 109,677</b>   | <b>\$ 22,500</b>  | <b>\$ 5,723,485</b>  |            |
| Percent Change   | 1.75%                  | 3.20%                | 2.23%                | 5.63%                | 268.70%             | 211.61%                            | 5.72%               | 12.00%            | 9.28%                |            |

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

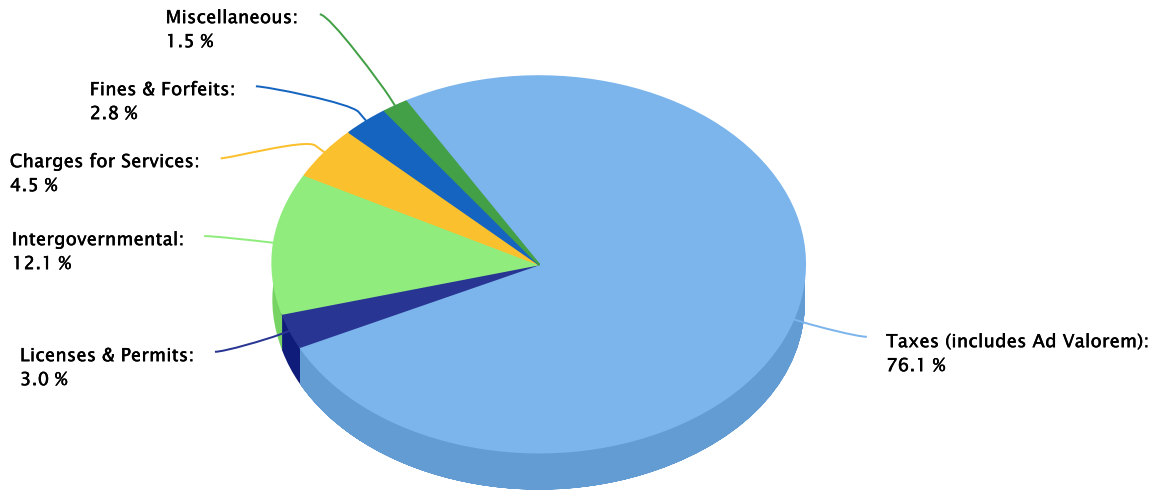
**Note 2**

|                                 |                               |
|---------------------------------|-------------------------------|
| Total Expenditures              | \$ 61,899,550.00              |
| Capital Outlay for all DEPT's   | \$ 1,812,627.00               |
| Operating Transfers-Out         |                               |
| Infrastructure Replacement Fund | \$ 500,000.00                 |
| OPEB Liability Fund             | \$ 400,000.00                 |
| Vehicle Replacement Fund        | \$ 200,000.00                 |
| Pension Fund                    | \$ 300,000.00                 |
| Building Technology Fund        | \$ 5,622.00                   |
| Building Fund - Fund Balance    | \$ 2,255,788.00               |
|                                 | <u>\$ 3,661,410.00</u>        |
| <b>Total</b>                    | <b><u>\$67,373,587.00</u></b> |

<sup>(2)</sup> The overall increase in the budget without the Transfer-Out to Building is 5.6%



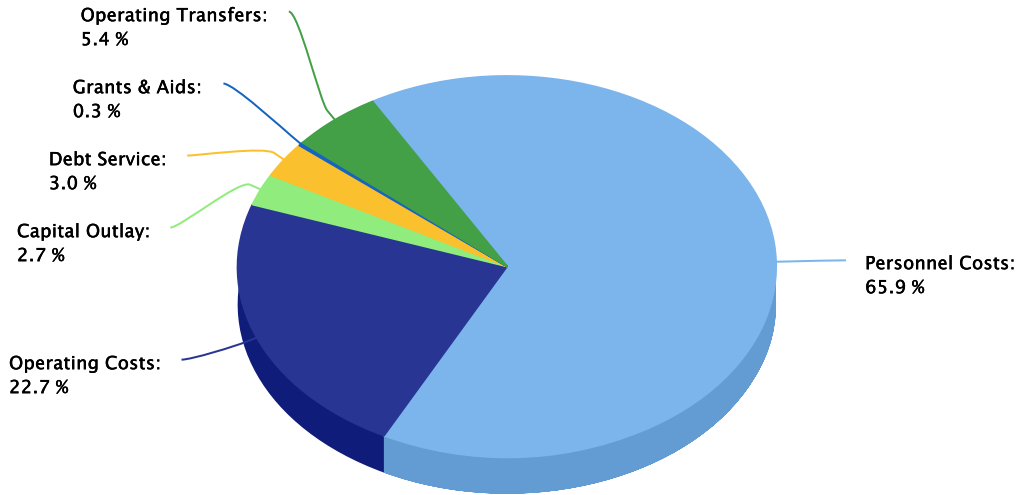
### General Fund Revenue Analysis



- General Fund Revenues: Total revenues are projected to be \$63,305,172, a 2.7% increase over the prior year's adopted revenue projection of \$61,650,102.
  - Taxes comprise 76.1% of all revenues with Ad Valorem taxes with a millage rate of \$1.90 per \$1,000 of taxable value, which represents \$26,878,483 and comprises 42.5% of the total General Fund Revenues.
  - Inter-Governmental revenue is projected at \$7,589,433, an increase of 14.6% of the prior fiscal year and comprises 12% of the total General Fund Revenues.
  - Licenses and Permits are projected at \$1,902,000, a reduction of 69% of the prior fiscal year due to Building Permit revenues now being reported separately under the Building Fund and comprises 3% of the total General Fund Revenues.
  - All other revenues are projected at \$5,623,319, an increase of 4.3% of the prior fiscal year and comprise 9% of the total General Fund Revenues.



### General Fund Expenditure Analysis



- General Fund Expenditures: Total expenditures are projected to be \$67,373,587, an 9.3% increase over the prior years adopted expenditure projection of \$61,650,102. Following are highlights of the General Fund Expenditure budget for FY 2022:
  - Projected personnel expenditures are \$44,400,118, an increase of \$970,468, or 2.2% from the prior year. Total expenditures include a 1.5% COLA increase, up to a 3% merit increase for non-bargaining employees and a 2.85% health insurance increase. This adopted budget includes the recommendation of Evergreen Solutions, LLC., for the recently conducted compensation and classification study for all general employees.
  - Projected operating expenditures are \$15,262,654, an increase of \$813,429, or 5.6% which includes funding related to public safety, recreational programming including for seniors and special needs, and fleet maintenance operations.
  - Projected capital expenditures are \$1,812,627, an increase of \$1,321,001, or 269% over FY 2021 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 \$3,661,410, include \$500,000 to the Infrastructure Replacement Fund, \$400,000 to the OPEB Liability Fund, \$200,000 to the Vehicle Replacement Fund, \$300,000 to the Pension Fund, \$5,622 to the Building Technology Fund, and \$2,255,788 to the Building Fund. Moreover, funding is included for debt service payments of \$2,026,778, and grants and aids of \$210,000.



### FY 2022 General Fund Summary

| Dept No  | Account Classification                                | Actual               | Actual               | Adopted Budget       | Amended Budget *     | Year-End Estimate    | Proposed             | Adopted              |
|--|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|  |   | FY 2018-19           | FY 2019-20           | FY 2020-21           | FY 2020-21           | FY 2020-21           | FY 2021-22           | FY 2021-22           |
| <b>Beginning Fund Balance</b>                        |   | <b>71,405,562</b>    | <b>74,837,220</b>    | <b>78,482,382</b>    | <b>78,482,382</b>    | <b>78,482,382</b>    | <b>71,222,675</b>    | <b>71,222,675</b>    |
| <b>Revenues</b>                                      |   |                      |                      |                      |                      |                      |                      |                      |
|  | Taxes   | 42,185,297           | 41,918,359           | 43,506,669           | 47,401,974           | 44,891,000           | 48,043,971           | 48,190,420           |
|  | Licenses & Permits                                    | 8,811,727            | 5,463,438            | 6,130,176            | 6,130,176            | 5,788,884            | 1,902,000            | 1,902,000            |
|  | Intergovernmental                                     | 6,815,854            | 6,385,424            | 6,620,238            | 6,620,238            | 6,596,000            | 7,163,447            | 7,589,433            |
|  | Charges for Services                                  | 3,207,630            | 2,410,795            | 2,210,007            | 2,210,007            | 2,418,650            | 2,831,307            | 2,831,307            |
|  | Fines and Forfeits                                    | 2,155,425            | 1,593,363            | 1,780,000            | 1,780,000            | 1,392,500            | 1,780,000            | 1,780,000            |
|  | Miscellaneous   | 5,340,638            | 4,159,814            | 1,403,012            | 1,403,012            | 1,322,540            | 1,012,012            | 1,012,012            |
|  | <b>Total Revenues</b>                                 | <b>68,516,571</b>    | <b>61,931,193</b>    | <b>61,650,102</b>    | <b>65,545,407</b>    | <b>62,409,574</b>    | <b>62,732,737</b>    | <b>63,305,172</b>    |
| <b>Other Resources</b>                               |   |                      |                      |                      |                      |                      |                      |                      |
|  | Reserves - In Use of Fund Balance                     | -                    | -                    | -                    | 3,895,305            | 2,557,077            | 1,872,873            | 1,812,627            |
|  | Building Fund 109 Fund Balance                        | -                    | -                    | -                    | -                    | -                    | 2,255,788            | 2,255,788            |
|  | Prior Year Operating Balances                         | -                    | -                    | -                    | 4,702,630            | 4,702,630            | -                    | -                    |
|  | <b>Total Other Resources</b>                          | <b>-</b>             | <b>-</b>             | <b>-</b>             | <b>8,597,935</b>     | <b>7,259,707</b>     | <b>4,128,661</b>     | <b>4,068,415</b>     |
| <b>Total Available Resources</b>                     |   | <b>68,516,571</b>    | <b>61,931,193</b>    | <b>61,650,102</b>    | <b>74,143,342</b>    | <b>69,669,281</b>    | <b>66,861,398</b>    | <b>67,373,587</b>    |
| <b>Expenditures by Department:</b>                   |   |                      |                      |                      |                      |                      |                      |                      |
| 10005  | City Council  | 1,095,115            | 1,140,032            | 1,222,877            | 1,222,877            | 1,222,877            | 1,204,008            | 1,204,008            |
| 11005  | City Manager  | 661,175              | 751,329              | 820,685              | 1,039,803            | 820,685              | 829,977              | 855,813              |
| 11505  | Public Affairs  | 671,818              | 773,360              | 892,884              | 892,884              | 892,709              | 893,664              | 893,791              |
| 11605  | Economic Development                                  | 333,860              | -                    | -                    | -                    | -                    | -                    | -                    |
| 12005  | City Clerk  | 480,984              | 496,341              | 607,905              | 607,905              | 600,905              | 633,067              | 636,297              |
| 13005  | Charter Enforcement                                   | -                    | -                    | -                    | -                    | -                    | -                    | 50,000               |
| 20005  | Human Resources                                       | 748,324              | 665,024              | 858,189              | 890,855              | 889,397              | 1,028,907            | 1,028,907            |
| 21005  | Finance   | 1,106,350            | 1,200,245            | 1,286,368            | 1,293,495            | 1,292,288            | 1,113,705            | 1,130,929            |
| 21505  | Procurement Division <sup>(4)</sup>                   | -                    | -                    | -                    | -                    | -                    | -                    | 297,698              |
| 22005  | Information Technology                                | 5,107,616            | 5,805,184            | 5,409,191            | 5,778,567            | 5,752,567            | 6,197,848            | 6,215,425            |
| 30005  | City Attorney   | 493,756              | 549,553              | 732,251              | 732,251              | 732,251              | 768,473              | 785,697              |
| 40005  | Planning & Zoning                                     | 1,010,330            | 1,168,113            | 1,325,379            | 1,483,097            | 1,469,827            | 1,439,752            | 1,452,232            |
| 50005  | General Government                                    | 4,211,586            | 4,608,804            | 6,343,282            | 6,504,338            | 6,504,338            | 6,416,341            | 6,504,214            |
| 60005  | Police  | 23,390,465           | 24,255,804           | 25,551,340           | 25,856,414           | 25,887,795           | 28,457,187           | 28,553,686           |
| 70005  | Building <sup>(6)</sup>                               | 3,991,020            | 3,875,099            | 4,080,972            | 4,257,686            | 4,100,189            | -                    | -                    |
| 71005  | Code Compliance                                       | 1,341,652            | 1,212,563            | 1,381,266            | 1,381,266            | 1,378,266            | 1,391,787            | 1,391,787            |
| 80005  | Public Works  | 4,671,563            | 6,077,111            | 4,978,804            | 10,590,680           | 10,446,388           | 5,620,669            | 5,618,097            |
| 90005  | Parks & Recreation                                    | 14,056,500           | 4,767,469            | 4,983,709            | 6,540,919            | 6,503,799            | 7,112,527            | 7,093,596            |
|  | <b>Total Expenditures</b>                             | <b>63,372,114</b>    | <b>57,346,031</b>    | <b>60,475,102</b>    | <b>69,073,037</b>    | <b>68,494,281</b>    | <b>63,405,610</b>    | <b>63,712,177</b>    |
| <b>Interfund Transfer Out<sup>(2)</sup></b>          |   | <b>1,712,799</b>     | <b>940,000</b>       | <b>1,175,000</b>     | <b>1,175,000</b>     | <b>1,175,000</b>     | <b>3,455,788</b>     | <b>3,661,410</b>     |
| <b>Total General Fund Expenditures<sup>(1)</sup></b> |   | <b>65,084,913</b>    | <b>58,286,031</b>    | <b>61,650,102</b>    | <b>70,248,037</b>    | <b>69,669,281</b>    | <b>66,861,398</b>    | <b>67,373,587</b>    |
|  | Use of Fund Balance                                   | -                    | -                    | -                    | 3,895,305            | 2,557,077            | 1,872,873            | 1,812,627            |
|  | Fund Balance Transfer to Building Fund <sup>(5)</sup> | -                    | -                    | -                    | -                    | -                    | 2,255,788            | 2,255,788            |
|  | Prior Year Operating Balances                         | -                    | -                    | -                    | 4,702,630            | 4,702,630            | -                    | -                    |
| <b>Ending Fund Balance<sup>(3)</sup></b>             |   | <b>\$ 74,837,220</b> | <b>\$ 78,482,382</b> | <b>\$ 78,482,382</b> | <b>\$ 73,779,752</b> | <b>\$ 71,222,675</b> | <b>\$ 67,094,014</b> | <b>\$ 67,154,260</b> |
| <b>15% Required Reserve</b>                          |   |                      |                      |                      | <b>\$ 10,537,205</b> |                      | <b>\$ 10,029,210</b> | <b>\$ 10,106,038</b> |

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

NOTES:

<sup>(1)</sup> Operating expenditures (excluding Capital Outlay & Operating Transfers to Other Funds) Total: \$61,899,550

<sup>(2)</sup> Interfund Transfers Out are budgeted from General Government

<sup>(3)</sup> FY 2018-19 Fund Balance reflects a difference of \$922,279 when compared to financial statements, due to presentation difference for OPEB Fund

<sup>(4)</sup> FY 2019-20 Fund Balance reflects a difference of \$1,130,378 when compared to financial statements, due to presentation difference for OPEB Fund

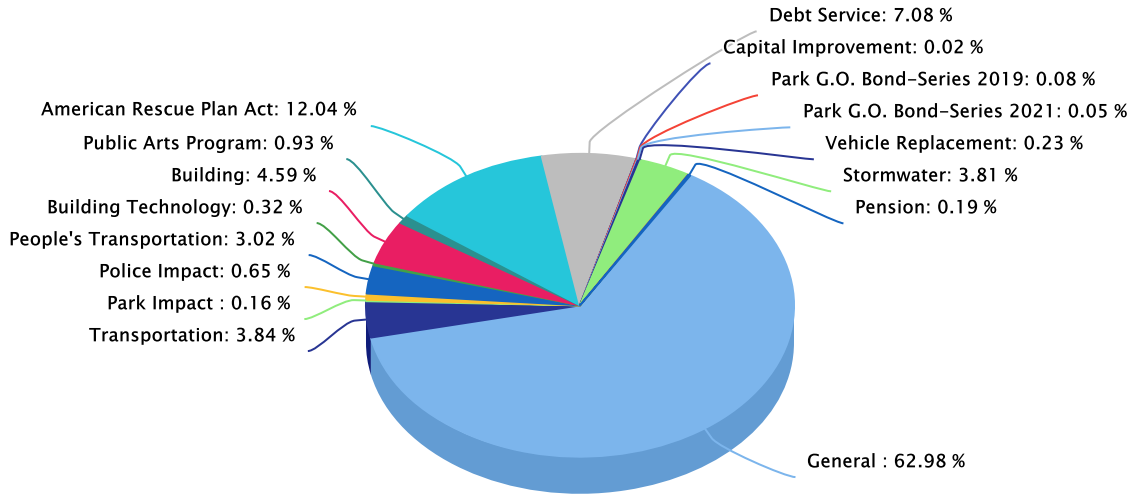
<sup>(5)</sup> FY 2021-2022 Procurement was broken out from the Finance Department as a Division

<sup>(6)</sup> FY 2021-2022 Fund Balance Transfer to Building Fund

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



### Adopted Budget by Fund as a % of Total Budget



### Special Revenue Funds & Other Funds

The proposed budget for all other funds is \$39,594,512 which is 37% of the overall budget broken down in the following funds:

- The Transportation Fund is projected to receive \$4,103,684 in revenues, which includes a use of \$2,389,936 of fund balance reserves; expenditures are projected to be \$4,103,684 which includes: \$480,062 in personnel expenditures, \$562,372 in operating expenses and \$3,061,250 in capital outlay.
- The Park Impact Fee Fund is projected to receive \$260,000 in revenues; expenditures are projected to be \$167,596 which includes \$4,870 in operating expenses, and \$162,726 for capital outlay and \$97,274 to fund balance.
- The Police Impact Fee Fund is projected to receive \$692,325 in revenues, which includes a use of \$437,325 of fund balance reserves; expenditures are projected to be \$692,325 which includes: \$244,800 in operating expenses and \$447,525 in capital outlay.
- The People's Transportation Fund is projected to receive \$3,231,000 in revenues, which includes a use of \$314,180 of fund balance reserves; expenditures are projected to be \$3,131,000, for operating expenses and \$100,000 for capital outlay.
- The Building Technology Fund is projected to receive \$336,989 in revenues, which includes an operating transfer-in of \$5,622 from the General Fund, an operating transfer-in of \$130,000 from the Building Fund, and a use of \$11,367 of fund balance reserves; expenditures are projected to be \$336,989 in operating expenses.
- The new Building Fund is projected to receive \$5,755,788 in revenues, which includes an operating transfer-in of \$2,255,788 from the General Fund representing the building department's portion of fund balance; expenditures are projected to be \$4,914,961 which includes: \$4,331,240 in personnel expenditures, \$485,999 in operating expenses, \$97,222 in capital outlay, and \$130,000 transfer out to the Building Technology Fund .
- The Public Arts Program Fund is projected to receive \$1,000,000 in revenues; expenditures are projected to be \$30,000 in operating expenses, and \$970,000 in capital outlay.
- The American Rescue Plan Act Fund is projected to receive \$12,878,948 in revenues, which includes a use of \$6,439,474 of fund balance reserves; expenditures are projected to be \$12,878,948 which includes: \$4,227 in operating expenses and \$12,874,721 in capital outlay.
- The Debt Service Fund is projected to receive \$7,582,562 in revenues; expenditures are projected to be \$7,575,630.
- The Capital Improvement Fund is projected to use \$19,000 of fund balance reserves and expenditures are projected to be \$19,000 for operating costs.



- The Park General Obligation Bond, Series 2019 Capital Project Fund, is projected to receive \$200,000 in revenues; expenditures are projected to be \$88,765 which includes: \$68,765 in personnel expenditures, \$20,000 in operating expenses, and \$111,235 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 \$250,000 in revenues which includes: \$200,000 as a transfer from the General Fund and a use of \$50,000 of fund balance reserves; expenditures are projected to be \$250,000 in capital outlay.
- The Park General Obligation Bond, Series 2021 Capital Project Fund, is projected to receive \$70,000 in revenues; operating expenditures are projected to be \$50,000; and \$20,000 to fund balance. Refer to the fund section of the budget for details on the use of bond proceeds and adopted bond projects.
- The Stormwater Fund is projected to receive \$4,890,000 in revenues; expenditures are projected to be \$4,075,614, which includes: \$190,248 in personnel expenditures, \$1,370,323 in operating expenses, \$1,850,000 in capital outlay, \$665,043 in debt service, and \$814,386 to fund balance.
- The Other Post-Employment Benefits Fund expenditures are projected to be \$10,000 in operating expenses.
- The Pension Fund is projected to receive \$303,000 in revenues, including a \$300,000 operating transfer-in from the General Fund; expenditures are projected to be \$200,000 in operating costs and \$103,000 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 2022 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

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





**Conclusion**

As your Interim 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 2022 Adopted Budget was formally presented to City Council at the first public hearing on September 8, and again on September 22, 2021, 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*

Interim 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 2021/2022, the City will continue to complete projects from prior strategic plans while adding new projects that will continue to 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 2021/2022, the focus will be on the following.

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

This focus generates four strategic focus areas.

In summary, this will be the work focus for FY 2021/22. It is important to state that the work from prior strategic plans continues as much work is 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 see opportunities or threats and respond proactively and in a timely manner.

In this more fully developed stage of the COVID 19 pandemic, 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 positive, assuming the pandemic functionally ends by mid-summer 2021. Scenario 2 envisions an economic expansion as pent up demand creates business and job growth at high rates. Scenario 3 is negative assuming a resurgence of Covid restrictions as new variants develop, stalling business and community progress.

#### Scenario 1: A return to "normal" by summer

In this scenario, the COVID 19 crisis has diminished by mid-summer to the point that life returns to what is viewed as "normal." While some businesses are lost, many others return due to either a variety of public assistance policies or more market based opportunities. In addition, new business growth occurs at a high rate. While unemployment spiked during the crisis, job growth has returned along with purchasing power. 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 of past years have returned.

#### Scenario 2: Economic Expansion

In this scenario, the functional ending of 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. 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: Revived Pandemic

In this scenario, new Covid variants continue to limit commerce and public activities. Public weariness results in greater public discord and stress. The economy stalls. The combination of financial pressures, unemployment for some persons, 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, invest, 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

There are four strategic focus areas in this new plan. These are:

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

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.

## Fiscal Year 2021 - 2022 Strategic Plan Goals

The strategic theme of the 2021/22 Strategic Plan is on-going improvement. 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.

### Strategic Focus Area 1: Economic Development and Communication

Goal: Continue economic development efforts and improve communications regarding those efforts

- Objective: Continue major current/planned work to improve
  - Tasks
    - Implement series of new outreach events with CAMACOL Doral and Public Affairs, including webinars, networkers, small business events, and top 20 companies' roundtable with Mayor.



- Expand business outreach through business-friendly messaging in media stories, webinars, videos, events, presentations, partnerships, and advertising.
- Objective: Improve Communication internally and with business community
  - Task
    - Move Economic Development activities to the front on the weekly activity report
- Objective: Increase tracking of impacts, particularly on the target areas
  - Tasks
    - Review FIU study
    - Review current and potential metrics
- Objective: Provide policy direction regarding the emphasis of the City's economic development efforts
  - Tasks
    - Council direction as to what the City wants from its economic development efforts
    - Develop capacity to engage in both macro level activity along with micro level work, i.e. boots on the ground
    - Review the resources needed to achieve this direction
- Objective: Simplify grant process and forms
  - Task
    - Review and revise process and forms

### Strategic Focus Area 2: Customer Service

#### Goal: Continue to improve the quality of customer service

- Objective: Continue current/planned work to improve
  - Tasks:
    - Permit Navigators
    - E-service
      - Go-to-webinar
    - Training
      - Front line staff as ambassadors
      - Clearer expectations of performance standards
      - Fuller understanding of the processes and the reasons for the process.
    - Develop checklists or guides for in-frequent users of permitting or zoning requests
      - Also, referenced as clear road maps
    - Establish system for staff to identify code inconsistencies
    - Emphasize the development of customer service practices that are integrated, comprehensive, clear and consistent
    - Increase visibility

### Strategic Focus Area 3: Organizational efficiency and effectiveness: Process improvements and culture

#### Goal: Continue internal organizational improvements

- Objective: Examine process improvement in two areas
  - Tasks
    - HR/Finance – Next Stage of Smart City 2.0
    - IAS accreditation (Building department)



- Objective: Improve organizational culture
  - Tasks
    - Continue emphasis on One City, One Mission
    - Continue efforts to enhance:
      - Teamwork /eliminating silos
      - Positive work environment
      - Organizational stability – Council’s long-term direction

#### **Strategic Focus Area 4: Quality of Life/Quality Development**

**Goal: Continue to improve the quality of life and development in Doral**

- Objective: Pursue specific projects that are improvement opportunities
  - Tasks
    - Continue to monitor opportunities for Linear Parks throughout the city
    - Maintain current approach to Doral Arts District
    - Establish moratorium on development in the Tile District/Doral Décor District and re-evaluate approach
    - Develop proposals for advertising and operational commitment
      - Restaurant event
      - Bicycling event
- Objective: Pursue Improvement Opportunities in the Legislative/Regulatory arena
  - Tasks
    - Continue to support League of City efforts to prevent home rule pre-exemption
    - Support staff efforts to address problematic venues of large crowds
    - Explore investment in public art
      - Develop common theme
      - Projects should be city-wide
      - Oriented toward the live, work, play, learn focus of the City
    - Develop options for the Council re: American Rescue Act Funds
    - Continue to monitor staffing needs of the Police Department





## Guide for Readers

The Fiscal Year 2021-2022 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, 2021 through September 30, 2022. 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 2022, 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, 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. Each term is given a short entry that defines it within the context that we use the term.





## Sample Department Section for FY 2022 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 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.



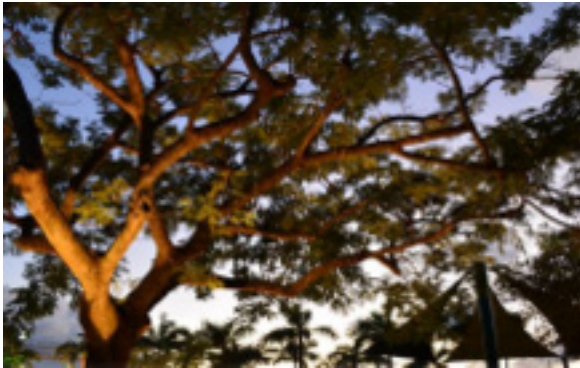
### **The Millage Rates of the Taxing Authorities**

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





### Present Day

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 70,000 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.

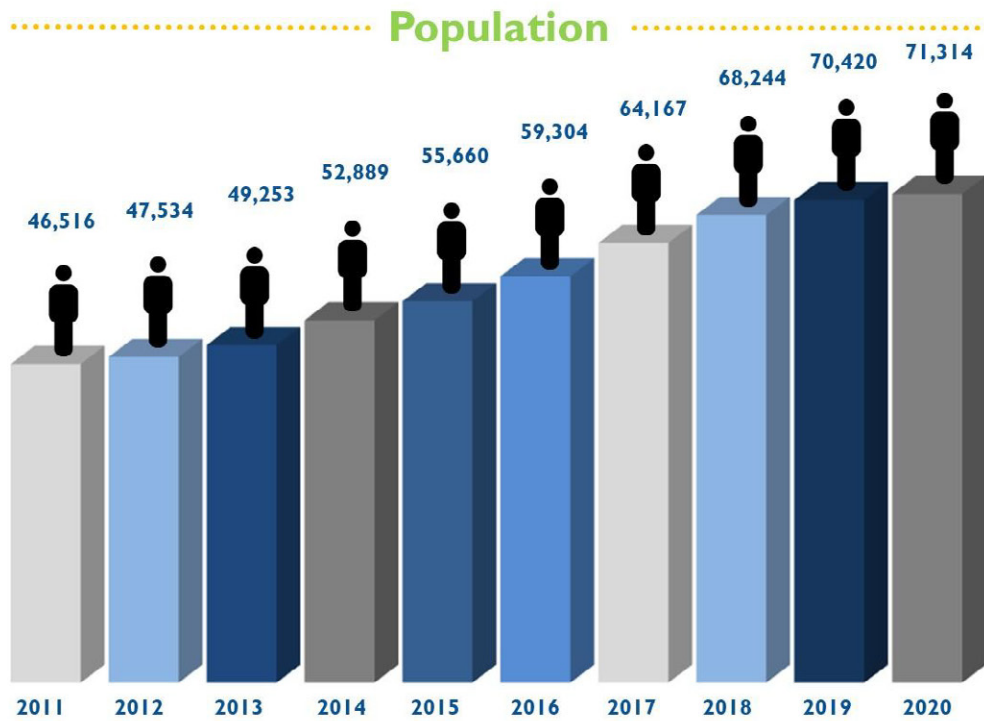
The City of Doral is committed to its mission "To serve our community by relentlessly pursuing the highest quality of life through the delivery of efficient, sustainable, transparent, ethical and accountable government" making Doral the premier place people are choosing "to Live, Work, Learn, and Play".





# City Overview

The City of Doral was incorporated on June 24, 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 71,314 residents and regularly hosts in excess of 100,000 people who work within the City. The City of Doral occupies a land area of 15 square miles bordered on the west by the Ronald Reagan Turnpike, to the north by the Town of Medley, to the east by the Palmetto Expressway and to the South by the City of Sweetwater.



Source: City of Doral FY 2020 CAFR

## Median Family Income

**\$77,493**

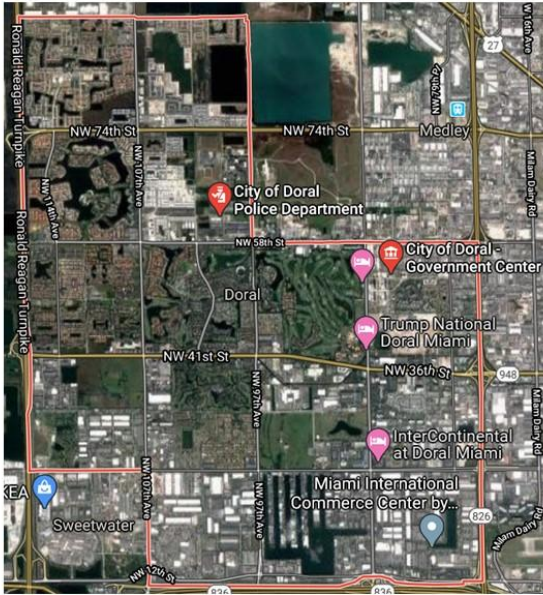
## Unemployment Rate

**6.3%**

## 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

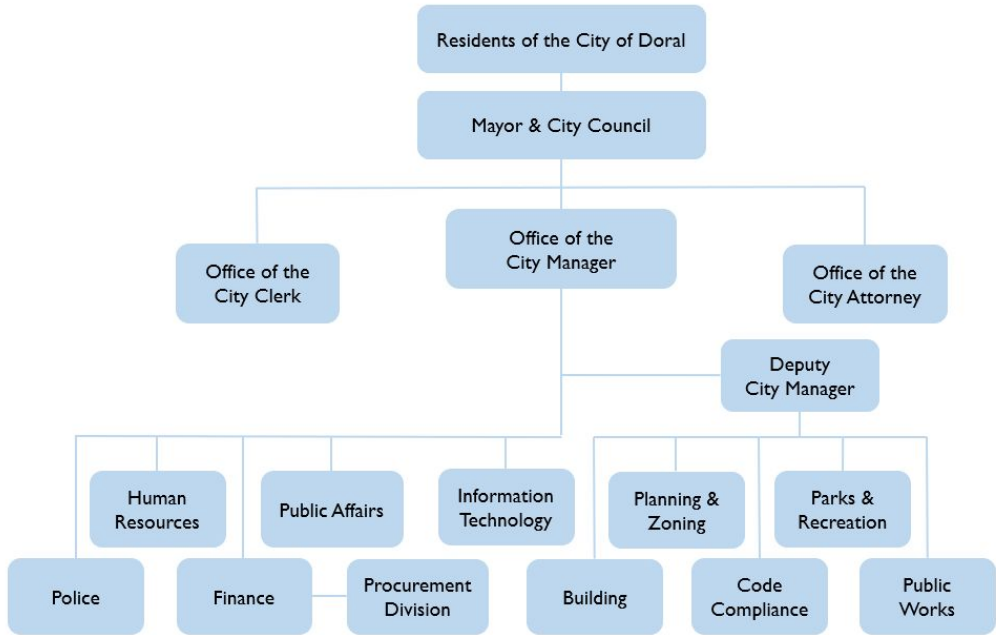




**DORAL**  
**FLORIDA**



# City of Doral Organizational Chart

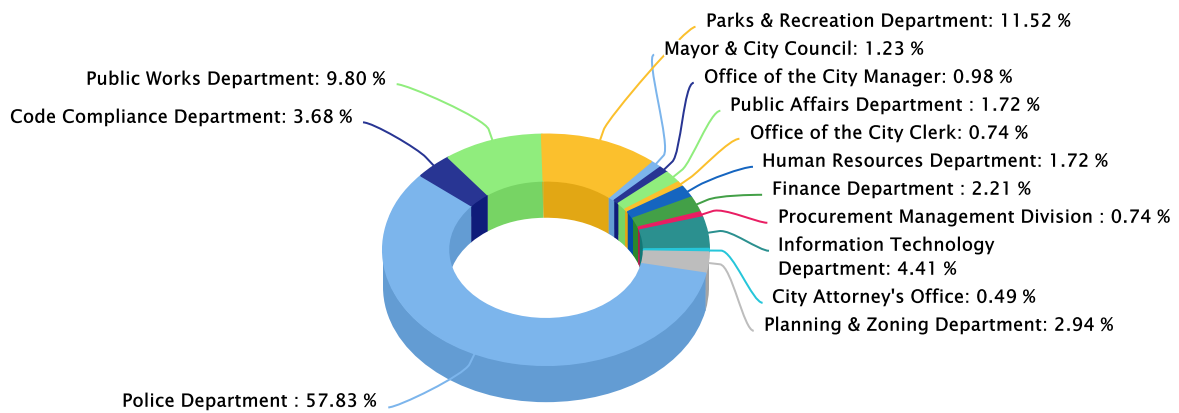




# Consolidated Position Summary



General Fund Full – Time Headcount by Department





| City of Doral                            |            |            |            |            |
|--|------------|------------|------------|------------|
| Consolidated Position Summary            |            |            |            |            |
| Department                               | Amended    | Amended    | Amended    | Adopted    |
|  | Budget     | Budget     | Budget     | Budget     |
|  | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 |
| <b>Mayor &amp; City Council</b>          |            |            |            |            |
| Charter Compensation                     | 5          | 5          | 5          | 5          |
| Full Time Salaries                       | 5          | 5          | 5          | 5          |
| <b>Total</b>                             | <b>10</b>  | <b>10</b>  | <b>10</b>  | <b>10</b>  |
| <b>Office of the City Manager</b>        |            |            |            |            |
| Administrative Salaries                  | 2          | 2          | 2          | 2          |
| Full Time Salaries                       | 2          | 2          | 2          | 2          |
| <b>Total</b>                             | <b>4</b>   | <b>4</b>   | <b>4</b>   | <b>4</b>   |
| <b>Public Affairs Department</b>         |            |            |            |            |
| Administrative Salaries                  | -          | -          | 1          | 1          |
| Full Time Salaries                       | 6          | 7          | 6          | 6          |
| <b>Total</b>                             | <b>6</b>   | <b>7</b>   | <b>7</b>   | <b>7</b>   |
| <b>Division of Economic Development</b>  |            |            |            |            |
| Full Time Salaries                       | 2          | -          | -          | -          |
| <b>Total</b>                             | <b>2</b>   | <b>-</b>   | <b>-</b>   | <b>-</b>   |
| <b>Office of the City Clerk</b>          |            |            |            |            |
| Administrative Salaries                  | 1          | 1          | 1          | 1          |
| Full Time Salaries                       | 2          | 2          | 2          | 2          |
| <b>Total</b>                             | <b>3</b>   | <b>3</b>   | <b>3</b>   | <b>3</b>   |
| <b>Human Resources Department</b>        |            |            |            |            |
| Administrative Salaries                  | 1          | 1          | 1          | 1          |
| Full Time Salaries                       | 5          | 5          | 5          | 6          |
| Other Salaries                           | 6          | 6          | 6          | 6          |
| <b>Total</b>                             | <b>12</b>  | <b>12</b>  | <b>12</b>  | <b>13</b>  |
| <b>Finance Department</b>                |            |            |            |            |
| Administrative Salaries                  | 1          | 1          | 1          | 1          |
| Full Time Salaries                       | 10         | 10         | 10         | 8          |
| Other Salaries                           | 1          | 2          | 1          | -          |
| <b>Total</b>                             | <b>12</b>  | <b>13</b>  | <b>12</b>  | <b>9</b>   |
| <b>Procurement Management Division</b>   |            |            |            |            |
| Full Time Salaries                       | -          | -          | -          | 3          |
| Other Salaries                           | -          | -          | -          | -          |
| <b>Total</b>                             | <b>-</b>   | <b>-</b>   | <b>-</b>   | <b>3</b>   |
| <b>Information Technology Department</b> |            |            |            |            |
| Administrative Salaries                  | 1          | 1          | 1          | 1          |
| Full Time Salaries                       | 17         | 16         | 16         | 17         |
| <b>Total</b>                             | <b>18</b>  | <b>17</b>  | <b>17</b>  | <b>18</b>  |
| <b>Office of the City Attorney</b>       |            |            |            |            |
| Administrative Salaries                  | 1          | 1          | 1          | 1          |
| Full Time Salaries                       | 2          | 1          | 1          | 1          |
| <b>Total</b>                             | <b>3</b>   | <b>2</b>   | <b>2</b>   | <b>2</b>   |



| City of Doral                            |                           |                           |                           |                    |
|--|---------------------------|---------------------------|---------------------------|--------------------|
| Consolidated Position Summary            |                           |                           |                           |                    |
| Department                               | Amended Budget FY 2018-19 | Amended Budget FY 2019-20 | Amended Budget FY 2020-21 | Adopted FY 2021-22 |
| <b>Planning &amp; Zoning Department</b>  |                           |                           |                           |                    |
| Administrative Salaries                  | 1                         | 1                         | 1                         | 1                  |
| Full Time Salaries                       | 9                         | 10                        | 10                        | 11                 |
| <b>Total</b>                             | <b>10</b>                 | <b>11</b>                 | <b>11</b>                 | <b>12</b>          |
| <b>Police Department</b>                 |                           |                           |                           |                    |
| Administrative Salaries                  | 1                         | 1                         | 1                         | 1                  |
| Full Time Salaries - Sworn               | 161                       | 181                       | 180                       | 180                |
| Full Time Salaries                       | 51                        | 55                        | 54                        | 55                 |
| Other Salaries                           | 1                         | 1                         | 1                         | -                  |
| <b>Total</b>                             | <b>214</b>                | <b>238</b>                | <b>236</b>                | <b>236</b>         |
| <b>Code Compliance Department</b>        |                           |                           |                           |                    |
| Administrative Salaries                  | 1                         | 1                         | 1                         | 1                  |
| Full Time Salaries                       | 15                        | 15                        | 14                        | 14                 |
| <b>Total</b>                             | <b>16</b>                 | <b>16</b>                 | <b>15</b>                 | <b>15</b>          |
| <b>Public Works Department</b>           |                           |                           |                           |                    |
| Administrative Salaries                  | 1                         | 1                         | 1                         | 1                  |
| Full Time Salaries                       | 34                        | 36                        | 37                        | 39                 |
| Other Salaries                           | 2                         | 2                         | 1                         | -                  |
| <b>Total</b>                             | <b>37</b>                 | <b>39</b>                 | <b>39</b>                 | <b>40</b>          |
| <b>Parks &amp; Recreation Department</b> |                           |                           |                           |                    |
| Administrative Salaries                  | 1                         | 1                         | 1                         | 1                  |
| Full Time Salaries                       | 37                        | 37                        | 37                        | 46                 |
| Other Salaries <sup>(1)</sup>            | -                         | -                         | -                         | -                  |
| <b>Total</b>                             | <b>38</b>                 | <b>38</b>                 | <b>38</b>                 | <b>47</b>          |



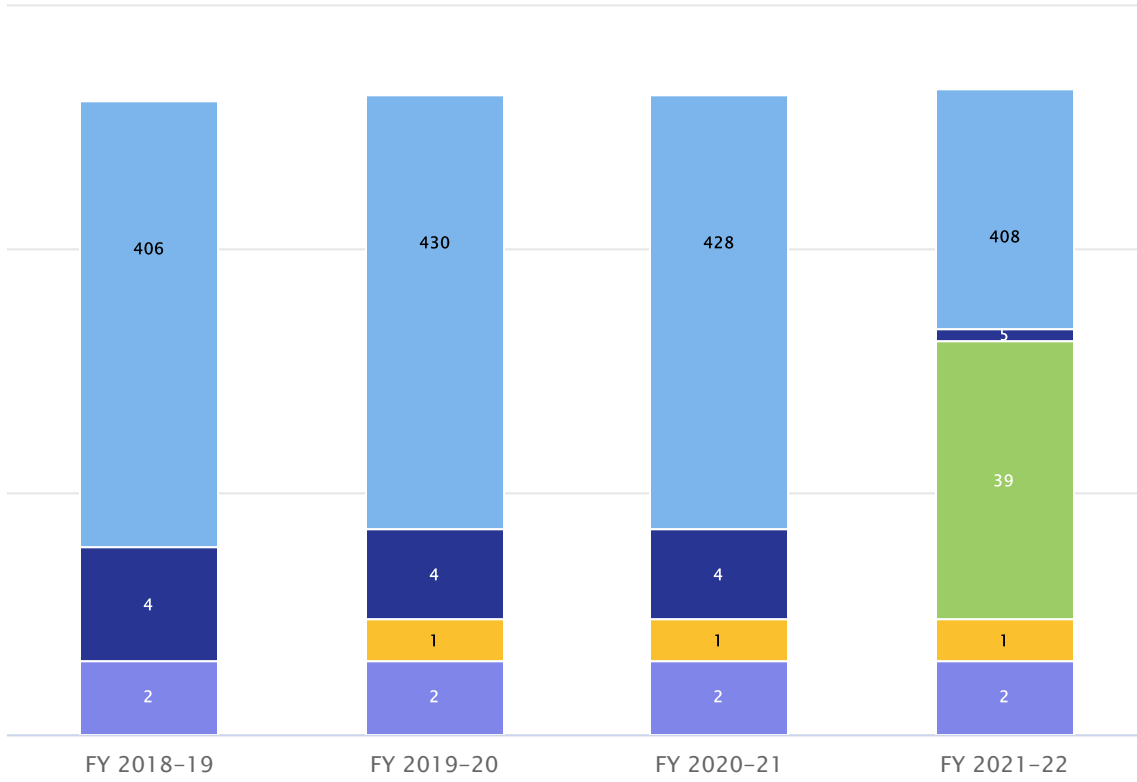
| City of Doral                                 |            |            |            |            |
|---|------------|------------|------------|------------|
| Consolidated Position Summary                 |            |            |            |            |
| Department                                    | Amended    | Amended    | Amended    | Adopted    |
|   | Budget     | Budget     | Budget     | Budget     |
|   | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 |
| <b>Transportation Fund</b>                    |            |            |            |            |
| Full Time Salaries                            | 4          | 4          | 4          | 5          |
| <b>Total</b>                                  | <b>4</b>   | <b>4</b>   | <b>4</b>   | <b>5</b>   |
| <b>Building Fund</b>                          |            |            |            |            |
| Administrative Salaries                       | -          | -          | 1          | 1          |
| Full Time Salaries                            | 36         | 36         | 35         | 38         |
| Other Salaries                                | 2          | 1          | 1          | 1          |
| <b>Total</b>                                  | <b>38</b>  | <b>37</b>  | <b>37</b>  | <b>40</b>  |
| <b>Parks G.O. Bond - Series 2019 Fund</b>     |            |            |            |            |
| Full Time Salaries                            | -          | 1          | 1          | 1          |
| <b>Total</b>                                  | <b>-</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   |
| <b>Stormwater Fund</b>                        |            |            |            |            |
| Full Time Salaries                            | 2          | 2          | 2          | 2          |
| <b>Total</b>                                  | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>2</b>   |
| Councilmembers Total                          | 5          | 5          | 5          | 5          |
| Administrative - Full Time Total              | 12         | 12         | 14         | 14         |
| Sworn - Full Time Total                       | 161        | 181        | 180        | 180        |
| Full Time Total                               | 239        | 244        | 241        | 261        |
| Other Salaries - Part Time Total              | 12         | 12         | 10         | 7          |
| <b>Grand Total (Excluding Councilmembers)</b> | <b>424</b> | <b>449</b> | <b>445</b> | <b>462</b> |

<sup>(1)</sup> 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
- Stormwater Fund
- Building Fund





# BUDGET OVERVIEW







**DORAL**  
**FLORIDA**



## 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, expenses, transfers, and the related assets and liabilities are recognized in the accounts and reported in the financial statements. The accounting basis determines when the economic consequences of transactions and events are reflected in financial statements. 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.

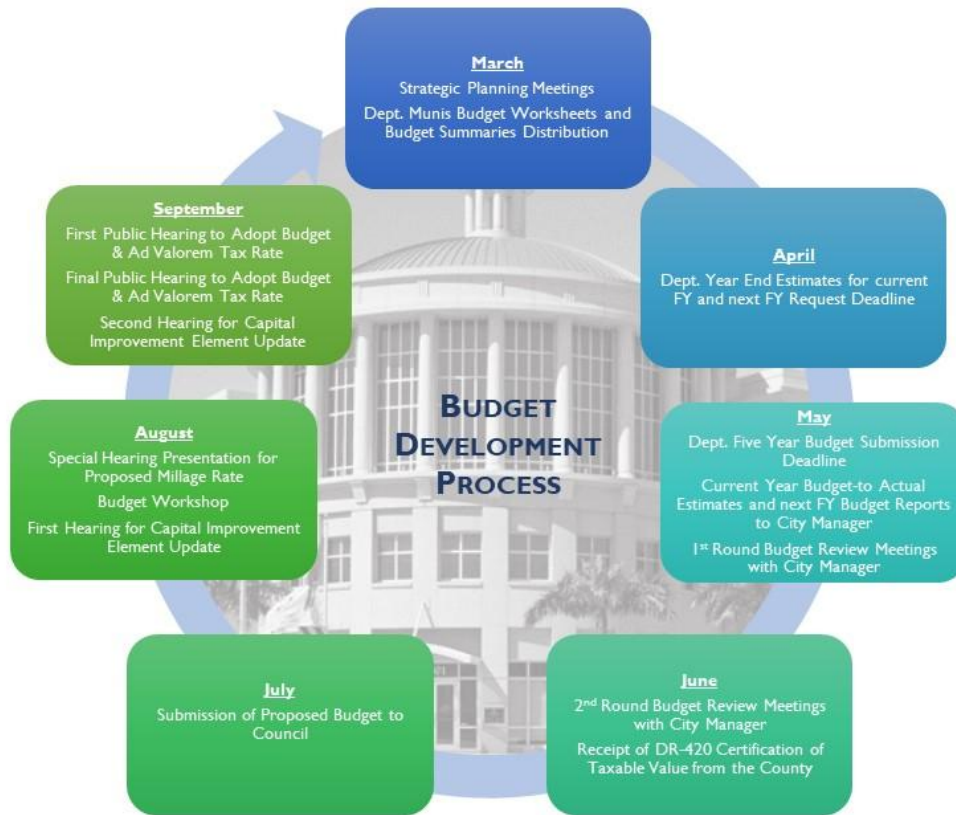


## Budget Schedule

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.





## FY 2021-2022 BUDGET CALENDAR

| Date                | Responsibility   | Action Required  |
|---------------------|--|--|
| March 27, 2021      | City Council<br>City Manager<br>Department Heads                     | Strategic Planning Meetings with City Council  |
| March 30, 2021      | Finance Department   | Distribution of Munis Budget Worksheets and Budget Summaries to Departments.   |
| April 19, 2021      | Finance Department<br>Department Heads                               | Deadline for Submission of Department's Year-End Estimates for FY 2021 and FY 2022 Requests (including Budget Worksheets & IT Requests).           |
| May 3, 2021         | Finance Department<br>Department Heads                               | Deadline for Submission of Department's Year Five Year Budget (FY 2023 -2026).   |
| May 14, 2021        | City Manager<br>Finance Director                                     | FY 2021 Budget-to-Actual Estimates and FY 2022 Budget Requests Reports to City Manager.  |
| May 24-28, 2021     | City Manager<br>Finance Director<br>Department Heads                 | 1st Round of Departmental Budget Review Meetings with City Manager.  |
| June 15-17, 2021    | City Manager<br>Finance Director<br>Department Heads                 | 2nd Round of Departmental Budget Review meetings with City Manager.  |
| June 30, 2022       | Miami-Dade County<br>Property Appraiser                              | Receipt of DR-420 Certification of Taxable Value from the County.  |
| July 9, 2021        | City Manager<br>Finance Director                                     | Last day to update projections for proposed budget. Additional revisions, if needed, will be taken to Budget Workshop                              |
| July 30, 2021       | City Council<br>City Manager   | Submission of Proposed Budget to the City Council.   |
| August 2, 2021      | City Council<br>City Manager<br>Finance Director                     | Special Hearing Presentation of Resolution setting Proposed Millage Rate for 2022 and announcing the First and Second Budget Public Hearing Dates. |
| August 2-4, 2021    | City Council<br>City Manager<br>Finance Director<br>Department Heads | Departmental Budget Review with Mayor and Council upon request   |
| August 4, 2021      | City Manager<br>Finance Director                                     | Last day to advise the Property Appraiser's Office of the Proposed Millage Rate, Current Year Rollback Rate and Public Hearing Dates.              |
| August 10 2021      | City Council<br>City Manager<br>Finance Director<br>Department Heads | Budget Workshop  |
| August 25, 2021     | City Council<br>City Manager<br>Planning & Zoning                    | First Hearing of the 2022 Capital Improvement Element Update   |
| September 8, 2021*  | City Council<br>City Manager<br>Department Heads                     | First Public Hearing to Adopt Budget and Ad Valorem Tax Rate   |
| September 22, 2021* | City Council<br>City Manager<br>Department Heads                     | Final Public Hearing to Adopt Budget and Ad Valorem Tax Rate. Second Hearing of the 2021 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 Commission 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 \$750 or greater and useful life exceeding one year. Fixed assets include equipment, computers, furniture and vehicles.

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

Asset classifications and useful lives:

|  |             |
|--|-------------|
| 1. 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 eighteen (18) 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, 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

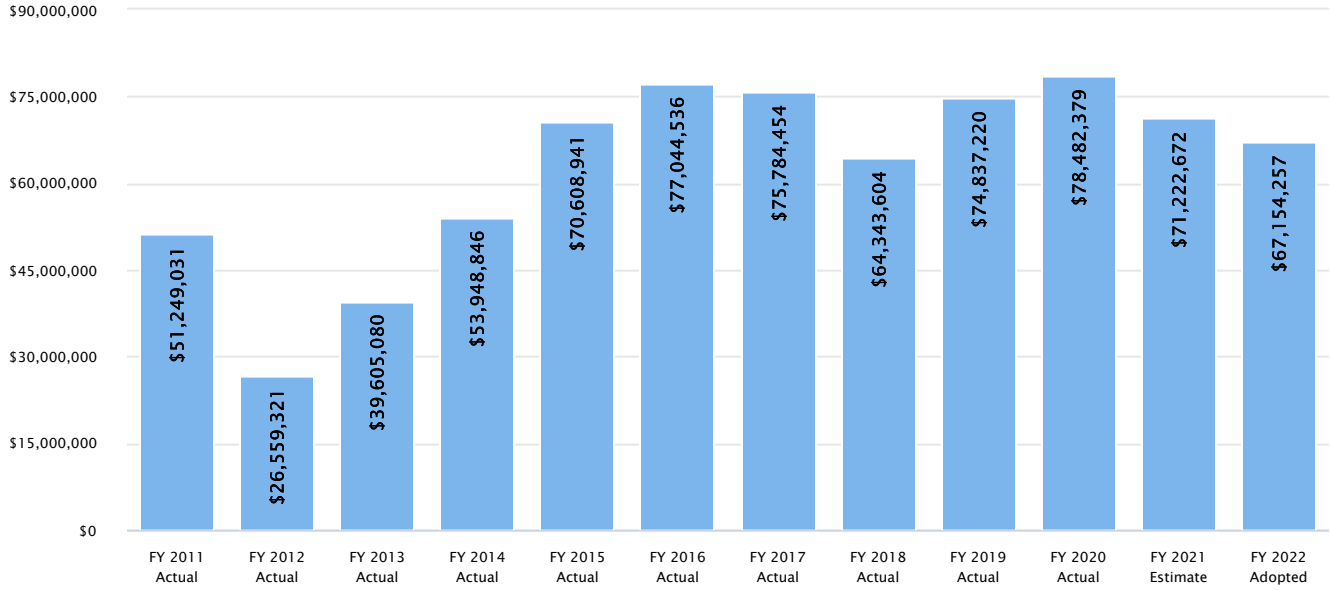
A well-managed fund balance can be a strong asset that gives the City a great deal of financial and operational flexibility. A mismanaged fund balance creates a vast array of problems that negatively affect the City's service delivery, limits its ability to respond to community needs, erodes the public's 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 |
| <b>Governmental Funds</b>                                  |                             |   |   |                  |                  |
| 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 |
| <b>Proprietary Funds</b>                                   |                             |   |   |                  |                  |
| Stormwater Utility Fund                                    | Enterprise Fund             | Account for operations financed and operated in a manner similar to the private sector.   | User charges to existing customers for continuing sewer services.   | Accrual          | Accrual          |



| Department/Fund Relationships      |     |     |     |     |     |     |     |      |      |     |     |     |       |     |       |     |      |     |   |
|------------------------------------|-----|-----|-----|-----|-----|-----|-----|------|------|-----|-----|-----|-------|-----|-------|-----|------|-----|---|
| Department                         | GEN | TRN | PAI | POI | PTP | BTF | BDF | PAPF | ARPA | DSF | CAP | IRF | GOB19 | VRF | GOB21 | SWU | 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   |      |     |   |
| 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                   |
| 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 thirteen funds: General fund, Transportation fund, Park Impact Fee fund, Police Impact Fee fund, People's Transportation Plan fund, Building Technology fund, Bond Debt Service fund, Capital Improvement fund, Infrastructure Replacement fund, Vehicle Replacement fund, General Obligation Bond, Series 2019 fund, Stormwater fund, and Other Post-Employment Benefits fund. These funds are defined as an independent fiscal and accounting entity with a self-balancing set of accounts. Funds are established to attain certain objectives or to simply segregate activities.

### General Fund – 001

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

### Transportation Fund - 101

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

### Park Impact Fees Fund - 102

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

### 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, 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, aquatic facility, playgrounds, sports fields and approximately five miles of walking/cycling trails. No other expenditure shall be permitted, except for a prorated charge for general government services. This fund is associated with the issuance of the General Obligation Bonds which was first issued in 2019.

### **Stormwater Utility Fund - 401**

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

### **Other Post-employment Benefits Fund - 651**

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

### **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 2018-19        | FY 2019-20        | Budget<br>FY 2020-21 | Budget *<br>FY 2020-21 | Estimate<br>FY 2020-21 | FY 2021-22        | FY 2021-22        |
| <b>General Fund - 001</b>                      |                   |                   |                      |                        |                        |                   |                   |
| Beginning Fund Balance                         | 71,405,562        | 74,837,219        | 78,482,378           | 78,482,378             | 78,482,378             | 71,222,671        | 71,222,671        |
| Revenues                                       | 68,516,571        | 61,931,192        | 61,650,102           | 74,143,342             | 69,669,281             | 66,861,398        | 67,373,587        |
| Expenditures                                   | (63,372,115)      | (57,346,033)      | (60,475,102)         | (69,073,037)           | (68,494,281)           | (63,405,610)      | (63,712,177)      |
| Interfunds Transfers In                        | -                 | -                 | -                    | -                      | -                      | -                 | -                 |
| Interfunds Transfers Out                       | (1,712,799)       | (940,000)         | (1,175,000)          | (1,175,000)            | (1,175,000)            | (3,455,788)       | (3,661,410)       |
| Committed (Encumbrances)                       | -                 | -                 | -                    | (4,702,630)            | (4,702,630)            | -                 | -                 |
| Use of Fund Balance <sup>(1)</sup>             | -                 | -                 | -                    | (3,895,305)            | (2,557,077)            | (4,128,661)       | (4,068,415)       |
| Ending Fund Balance                            | <u>74,837,219</u> | <u>78,482,378</u> | <u>78,482,378</u>    | <u>73,779,748</u>      | <u>71,222,671</u>      | <u>67,094,010</u> | <u>67,154,256</u> |
| <b>Transportation Fund - 101</b>               |                   |                   |                      |                        |                        |                   |                   |
| Beginning Fund Balance                         | 16,986,079        | 15,571,587        | 15,805,396           | 15,805,396             | 15,805,396             | 5,728,139         | 5,728,139         |
| Revenues                                       | 6,171,790         | 5,827,144         | 5,063,906            | 14,909,817             | 13,991,444             | 4,103,684         | 4,103,684         |
| Expenditures                                   | (6,171,790)       | (4,178,843)       | (5,063,906)          | (14,909,817)           | (11,593,839)           | (4,103,684)       | (4,103,684)       |
| Interfunds Transfers In                        | -                 | -                 | -                    | -                      | -                      | -                 | -                 |
| Committed (Encumbrances)                       | -                 | -                 | -                    | (9,548,554)            | (9,548,554)            | -                 | -                 |
| Use of Fund Balance                            | (1,414,492)       | (1,414,492)       | (2,628,952)          | (2,926,309)            | (2,926,309)            | (2,389,936)       | (2,389,936)       |
| Ending Fund Balance                            | <u>15,571,587</u> | <u>15,805,396</u> | <u>13,176,444</u>    | <u>3,330,534</u>       | <u>5,728,139</u>       | <u>3,338,203</u>  | <u>3,338,203</u>  |
| <b>Park Impact Fee Fund - 102</b>              |                   |                   |                      |                        |                        |                   |                   |
| Beginning Fund Balance                         | 3,815,664         | 6,212,202         | 6,791,307            | 6,791,307              | 6,791,307              | 4,718,960         | 4,718,960         |
| Revenues                                       | 3,367,713         | 3,118,145         | 260,000              | 2,463,398              | 2,554,398              | 260,000           | 260,000           |
| Expenditures                                   | (971,175)         | (2,539,040)       | (219,450)            | (2,422,848)            | (2,423,348)            | (34,870)          | (167,596)         |
| Committed (Encumbrances)                       | -                 | -                 | -                    | (180,398)              | (180,398)              | -                 | -                 |
| Use of Fund Balance                            | -                 | -                 | -                    | (2,023,000)            | (2,023,000)            | -                 | -                 |
| Ending Fund Balance                            | <u>6,212,202</u>  | <u>6,791,307</u>  | <u>6,831,857</u>     | <u>4,628,460</u>       | <u>4,718,960</u>       | <u>4,944,090</u>  | <u>4,811,364</u>  |
| <b>Police Impact Fee Fund - 103</b>            |                   |                   |                      |                        |                        |                   |                   |
| Beginning Fund Balance                         | 1,892,194         | 1,746,406         | 1,523,273            | 1,523,273              | 1,523,273              | 625,022           | 625,022           |
| Revenues                                       | 904,969           | 295,963           | 257,000              | 1,149,219              | 1,145,219              | 1,217,045         | 692,325           |
| Expenditures                                   | (1,050,757)       | (519,096)         | (257,000)            | (1,149,219)            | (1,149,251)            | (692,325)         | (692,325)         |
| Committed (Encumbrances)                       | -                 | -                 | -                    | (892,219)              | (892,219)              | -                 | -                 |
| Use of Fund Balance                            | -                 | -                 | (2,000)              | (2,000)                | (2,000)                | (962,045)         | (437,325)         |
| Ending Fund Balance                            | <u>1,746,406</u>  | <u>1,523,273</u>  | <u>1,521,273</u>     | <u>629,054</u>         | <u>625,022</u>         | <u>187,697</u>    | <u>187,697</u>    |
| <b>People's Transportation Plan Fund - 106</b> |                   |                   |                      |                        |                        |                   |                   |
| Beginning Fund Balance                         | 560,863           | 1,353,436         | 1,877,452            | 1,877,452              | 1,877,452              | 2,015,147         | 2,015,147         |
| Revenues                                       | 2,947,434         | 2,553,234         | 2,135,550            | 2,146,173              | 2,269,473              | 3,231,000         | 3,231,000         |
| Expenditures                                   | (2,154,861)       | (2,029,218)       | (2,121,000)          | (2,131,623)            | (2,121,155)            | (3,231,000)       | (3,231,000)       |
| Committed (Encumbrances)                       | -                 | -                 | -                    | -                      | -                      | -                 | -                 |
| Use of Fund Balance                            | -                 | -                 | -                    | (10,623)               | (10,623)               | (1,095,450)       | (314,180)         |
| Ending Fund Balance                            | <u>1,353,436</u>  | <u>1,877,452</u>  | <u>1,892,002</u>     | <u>1,881,379</u>       | <u>2,015,147</u>       | <u>919,697</u>    | <u>1,700,967</u>  |
| <b>Building Technology Fund - 108</b>          |                   |                   |                      |                        |                        |                   |                   |
| Beginning Fund Balance                         | 130,432           | 367,079           | 195,314              | 195,314                | 195,314                | 11,817            | 11,817            |
| Revenues                                       | 236,647           | 99,635            | 183,457              | 343,303                | 266,509                | 201,367           | 336,989           |
| Expenditures                                   | -                 | (271,400)         | (183,457)            | (315,503)              | (315,503)              | (201,367)         | (336,989)         |
| Committed (Encumbrances)                       | -                 | -                 | -                    | (127,846)              | (127,846)              | -                 | -                 |
| Use of Fund Balance                            | -                 | -                 | (6,657)              | (6,657)                | (6,657)                | (11,367)          | (11,367)          |
| Ending Fund Balance                            | <u>367,079</u>    | <u>195,314</u>    | <u>188,657</u>       | <u>88,611</u>          | <u>11,817</u>          | <u>450</u>        | <u>450</u>        |





| Account Classification                       | Actual<br>2018-19 | Actual<br>2019-20 | Adopted<br>Budget<br>2020-21 | Amended<br>Budget *<br>2020-21 | Year-End<br>Estimate<br>2020-21 | Proposed<br>2021-22 | Adopted<br>2021-22 |
|--|-------------------|-------------------|------------------------------|--------------------------------|---------------------------------|---------------------|--------------------|
| <b>Building Fund - 109</b>                   |                   |                   |                              |                                |                                 |                     |                    |
| Beginning Fund Balance                       | -                 | -                 | -                            | -                              | -                               | -                   | -                  |
| Revenues                                     | -                 | -                 | -                            | -                              | -                               | 3,500,000           | 3,500,000          |
| Expenditures                                 | -                 | -                 | -                            | -                              | -                               | (4,821,564)         | (4,914,961)        |
| Interfunds Transfers In                      | -                 | -                 | -                            | -                              | -                               | 2,255,788           | 2,255,788          |
| Interfunds Transfers Out                     | -                 | -                 | -                            | -                              | -                               | -                   | (130,000)          |
| Use of Fund Balance                          | -                 | -                 | -                            | -                              | -                               | -                   | -                  |
| Committed (Encumbrances)                     | -                 | -                 | -                            | -                              | -                               | -                   | -                  |
| Ending Fund Balance                          | -                 | -                 | -                            | -                              | -                               | 934,224             | 710,827            |
| <b>Public Arts Program Fund - 110</b>        |                   |                   |                              |                                |                                 |                     |                    |
| Beginning Fund Balance                       | -                 | -                 | -                            | -                              | -                               | 1,743,061           | 1,743,061          |
| Revenues                                     | -                 | -                 | 1,572,890                    | 1,572,890                      | 1,773,061                       | 350,000             | 1,000,000          |
| Expenditures                                 | -                 | -                 | (30,000)                     | (30,000)                       | (30,000)                        | (350,000)           | (1,000,000)        |
| Interfunds Transfers In                      | -                 | -                 | -                            | -                              | -                               | -                   | -                  |
| Use of Fund Balance                          | -                 | -                 | -                            | -                              | -                               | -                   | (650,000)          |
| Ending Fund Balance                          | -                 | -                 | 1,542,890                    | 1,542,890                      | 1,743,061                       | 1,743,061           | 1,093,061          |
| <b>American Rescue Plan Act Fund - 111</b>   |                   |                   |                              |                                |                                 |                     |                    |
| Beginning Fund Balance                       | -                 | -                 | -                            | -                              | -                               | 6,439,474           | 6,439,474          |
| Revenues                                     | -                 | -                 | -                            | -                              | 6,439,474                       | -                   | 12,878,948         |
| Expenditures                                 | -                 | -                 | -                            | -                              | -                               | -                   | (12,878,948)       |
| Interfunds Transfers In                      | -                 | -                 | -                            | -                              | -                               | -                   | -                  |
| Use of Fund Balance                          | -                 | -                 | -                            | -                              | -                               | -                   | (6,439,474)        |
| Ending Fund Balance                          | -                 | -                 | -                            | -                              | 6,439,474                       | 6,439,474           | -                  |
| <b>Debt Service Fund - 201</b>               |                   |                   |                              |                                |                                 |                     |                    |
| Beginning Fund Balance                       | -                 | 18,906            | 16,440                       | 16,440                         | 16,440                          | 1,458               | 1,458              |
| Revenues                                     | -                 | 2,437,295         | 2,440,896                    | 2,440,896                      | 2,425,609                       | 7,575,629           | 7,582,562          |
| Expenditures                                 | -                 | (2,439,761)       | (2,440,581)                  | (2,440,581)                    | (2,440,591)                     | (7,575,630)         | (7,575,630)        |
| Interfunds Transfers In                      | 18,906            | -                 | -                            | -                              | -                               | -                   | -                  |
| Use of Fund Balance                          | -                 | -                 | -                            | -                              | -                               | -                   | -                  |
| Ending Fund Balance                          | 18,906            | 16,440            | 16,755                       | 16,755                         | 1,458                           | 1,457               | 8,390              |
| <b>Capital Improvement Fund - 301</b>        |                   |                   |                              |                                |                                 |                     |                    |
| Beginning Fund Balance                       | 535,508           | 528,011           | 594,902                      | 594,902                        | 594,902                         | 23,260              | 23,260             |
| Revenues                                     | 2,207             | 972               | 13,500                       | 586,659                        | 586,676                         | 19,000              | 19,000             |
| Expenditures                                 | (157,147)         | (374,081)         | (13,500)                     | (1,265,539)                    | (1,250,539)                     | (19,000)            | (19,000)           |
| Interfunds Transfers In                      | 147,443           | 440,000           | -                            | 678,880                        | 678,880                         | -                   | -                  |
| Committed (Encumbrances)                     | -                 | -                 | -                            | (573,159)                      | (573,159)                       | -                   | -                  |
| Use of Fund Balance                          | -                 | -                 | (13,500)                     | (13,500)                       | (13,500)                        | (19,000)            | (19,000)           |
| Ending Fund Balance                          | 528,011           | 594,902           | 581,402                      | 8,243                          | 23,260                          | 4,260               | 4,260              |
| <b>Infrastructure Replacement Fund - 302</b> |                   |                   |                              |                                |                                 |                     |                    |
| Beginning Fund Balance                       | 700,000           | 1,896,099         | 2,211,077                    | 2,211,077                      | 2,211,077                       | 2,811,206           | 2,811,206          |
| Revenue                                      | 30,743            | 14,978            | -                            | -                              | 129                             | -                   | -                  |
| Interfunds Transfers In                      | 1,165,356         | 300,000           | 600,000                      | 600,000                        | 600,000                         | 600,000             | 500,000            |
| Ending Fund Balance                          | 1,896,099         | 2,211,077         | 2,811,077                    | 2,811,077                      | 2,811,206                       | 3,411,206           | 3,311,206          |



| Account Classification   | Actual<br>2018-19 | Actual<br>2019-20 | Adopted<br>Budget<br>2020-21 | Amended<br>Budget *<br>2020-21 | Year-End<br>Estimate<br>2020-21 | Proposed<br>2021-22 | Adopted<br>2021-22 |
|--|-------------------|-------------------|------------------------------|--------------------------------|---------------------------------|---------------------|--------------------|
| <b>Park General Obligation Bond-Series 2019 Capital Project Fund - 303</b> |                   |                   |                              |                                |                                 |                     |                    |
| Beginning Fund Balance   | -                 | 46,473,115        | 42,387,457                   | 42,387,457                     | 42,387,457                      | 1,209,084           | 1,209,084          |
| Revenues   | 47,395,723        | 998,919           | 200,000                      | 41,427,163                     | 41,352,163                      | 200,000             | 200,000            |
| Expenditures   | (922,608)         | (5,084,577)       | (75,321)                     | (41,302,484)                   | (41,303,373)                    | (68,765)            | (88,765)           |
| Committed (Encumbrances)   | -                 | -                 | -                            | (41,190,663)                   | (41,190,663)                    | -                   | -                  |
| Use of Fund Balance  | -                 | -                 | -                            | (36,500)                       | (36,500)                        | -                   | -                  |
| Ending Fund Balance  | 46,473,115        | 42,387,457        | 42,512,136                   | 1,284,973                      | 1,209,084                       | 1,340,319           | 1,320,319          |
| <b>Vehicle Replacement Fund - 304</b>                                      |                   |                   |                              |                                |                                 |                     |                    |
| Beginning Fund Balance   | -                 | -                 | -                            | -                              | -                               | 82,000              | 82,000             |
| Revenues   | -                 | -                 | -                            | -                              | 57,000                          | -                   | -                  |
| Expenditures   | -                 | -                 | (150,000)                    | (150,000)                      | (150,000)                       | (150,000)           | (250,000)          |
| Interfunds Transfers In  | -                 | -                 | 175,000                      | 175,000                        | 175,000                         | 175,000             | 250,000            |
| Use of Fund Balance  | -                 | -                 | -                            | -                              | -                               | -                   | (50,000)           |
| Ending Fund Balance  | -                 | -                 | 25,000                       | 25,000                         | 82,000                          | 107,000             | 32,000             |
| <b>Park General Obligation Bond-Series 2021 Capital Project Fund - 305</b> |                   |                   |                              |                                |                                 |                     |                    |
| Beginning Fund Balance   | -                 | -                 | -                            | -                              | -                               | 33,964              | 33,964             |
| Revenues   | -                 | -                 | -                            | 104,033,752                    | 104,291,243                     | 70,000              | 70,000             |
| Expenditures   | -                 | -                 | -                            | (104,033,752)                  | (104,257,279)                   | (50,000)            | (50,000)           |
| Committed (Encumbrances)   | -                 | -                 | -                            | -                              | -                               | -                   | -                  |
| Use of Fund Balance  | -                 | -                 | -                            | -                              | -                               | -                   | -                  |
| Ending Fund Balance  | -                 | -                 | -                            | -                              | 33,964                          | 53,964              | 53,964             |
| <b>Stormwater Fund - 401</b>   |                   |                   |                              |                                |                                 |                     |                    |
| Beginning Fund Balance   | 14,545,707        | 13,803,835        | 11,360,001                   | 11,360,001                     | 11,360,001                      | 10,100,063          | 10,100,063         |
| Revenues   | 5,244,046         | 5,699,137         | 4,890,000                    | 9,174,781                      | 9,114,781                       | 4,890,000           | 4,890,000          |
| Expenditures   | (2,400,968)       | (2,561,955)       | (3,977,908)                  | (8,262,689)                    | (6,089,938)                     | (4,075,614)         | (4,075,614)        |
| Committed (Encumbrances)   | -                 | -                 | -                            | (4,284,781)                    | (4,284,781)                     | -                   | -                  |
| Use of Fund Balance  | -                 | -                 | -                            | -                              | -                               | -                   | -                  |
| Ending Fund Balance <sup>(2)</sup>   | 13,803,835        | 11,360,001        | 12,272,093                   | 7,987,312                      | 10,100,063                      | 10,914,449          | 10,914,449         |
| <b>Other Post-Employment Benefits Fund - 651</b>                           |                   |                   |                              |                                |                                 |                     |                    |
| Beginning Fund Balance   | 505,534           | 922,284           | 1,130,380                    | 1,130,380                      | 1,130,380                       | 1,530,880           | 1,530,880          |
| Revenues   | 16,750            | 8,096             | -                            | -                              | 500                             | -                   | -                  |
| Expenditures   | -                 | -                 | -                            | -                              | -                               | -                   | (10,000)           |
| Interfunds Transfers In  | 400,000           | 200,000           | 400,000                      | 400,000                        | 400,000                         | 400,000             | 400,000            |
| Ending Fund Balance  | 922,284           | 1,130,380         | 1,530,380                    | 1,530,380                      | 1,530,880                       | 1,930,880           | 1,920,880          |



| <b>Pension Fund - 652</b> |   |   |   |        |        |           |           |
|---------------------------|---|---|---|--------|--------|-----------|-----------|
| Beginning Fund Balance    | - | - | - | -      | -      | 50,000    | 50,000    |
| Revenues                  | - | - | - | -      | -      | 3,000     | 3,000     |
| Expenditures              | - | - | - | -      | -      | (103,000) | (200,000) |
| Interfunds Transfers In   | - | - | - | 50,000 | 50,000 | 100,000   | 300,000   |
| Ending Fund Balance       | - | - | - | 50,000 | 50,000 | 50,000    | 153,000   |

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

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

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



## Capital Improvement Element

Below is a chart from the 2021 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 13 and 14 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 15 is intended to address the maintenance and improvement of public facilities including transportation, stormwater/drainage and parks in FY 2022-2026.

**Table 13. Projected Revenues for Capacity-Related Projects by Funding Source**

| Funding Sources      | FY<br>2021-22<br>(in \$\$s) | FY<br>2022-23<br>(in \$\$s) | FY<br>2023-24<br>(in \$\$s) | FY<br>2024-25<br>(in \$\$s) | FY<br>2025-26<br>(in \$\$s) | 5 Year Total<br>FY<br>2022-2026<br>(in \$\$s) |
|----------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|---|
| Park Impact Fee Fund | 260,000                     | 265,200                     | 270,504                     | 275,914                     | 281,432                     | 1,353,050                                     |
| Stormwater Fund      | 4,890,000                   | 4,987,800                   | 5,087,566                   | 5,189,807                   | 5,298,093                   | 25,453,266                                    |
| Transportation Fund  | 1,713,748                   | 1,748,023                   | 1,782,983                   | 1,818,643                   | 1,855,016                   | 8,918,413                                     |
| <b>Total</b>         | <b>6,863,748</b>            | <b>7,001,023</b>            | <b>7,141,053</b>            | <b>7,284,364</b>            | <b>7,434,541</b>            | <b>35,724,729</b>                             |

Source: City of Doral, July 2021.

**Table 14. Projected 5-Year Expenditures for Capital Improvements by Type**

| Project Type                | FY<br>2021-22<br>(in \$\$s) | FY<br>2022-23<br>(in \$\$s) | FY<br>2023-24<br>(in \$\$s) | FY<br>2024-25<br>(in \$\$s) | FY<br>2025-26<br>(in \$\$s) | 5 Year Total<br>FY<br>2022-2026<br>(in \$\$s) |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|---|
| <b>City-Funded Projects</b> |                             |                             |                             |                             |                             |   |
| Parks                       | 5,400,000*                  | -                           | -                           | -                           | -                           | 5,400,000                                     |
| Stormwater / Drainage       | 1,850,000                   | 1,000,000                   | 650,000                     | 1,500,000                   | 775,000                     | 5,775,000                                     |
| Transportation              | 3,061,250                   | 3,350,000                   | 4,100,000                   | 4,450,000**                 | 4,250,000***                | 19,211,250                                    |
| <b>Total</b>                | <b>10,311,250</b>           | <b>4,350,000</b>            | <b>4,750,000</b>            | <b>5,450,000</b>            | <b>5,025,000</b>            | <b>30,386,250</b>                             |

\* Bond Project General Obligation (GO)

\*\* \$3 million to be transferred from General Fund

\*\*\* \$3.5 million to be transferred to General Fund

Source: City of Doral, July 2021.



Revenue projections for capital projects (by type) to be funded by Doral are presented in Table 13. Table 14 summarizes the proposed expenditures for parks, stormwater/drainage and transportation based on the Schedule of Capital Improvements for FY 2022-2026.

An analysis of the projected revenues and planned capital expenditures indicate that overall City capital project revenues will exceed costs by \$6,399,729 over the next five (5) years. The City is projected to accumulate \$35,724,729 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 \$29,325,000 in capital improvement expenditures over the planning period.

**Table 15. Doral's Schedule of Capital Improvements 2021/22 - 2025/26**

| Projects/Location                                  | Type of Work                      | FY 2021-22<br>(in Us) | FY 2022-23<br>(in Us) | FY 2023-24<br>(in Us) | FY 2024-25<br>(in Us) | FY 2025-26<br>(in Us) | Total<br>Cost FY<br>2022-2026 | Funding<br>Source |
|--|-----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------------|-------------------|
| <b>Transportation Projects</b>                     |                                   |                       |                       |                       |                       |                       |                               |                   |
| 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      | -                     | 1,500,000             | -                     | -                     | -                     | 1,500,000                     | TF                |
| 3. Citywide Traffic Calming                        | Traffic Calming Improvements      | -                     | 150,000               | -                     | 150,000               | -                     | 300,000                       | TF                |
| 4. NW 90th St (Vacant Land Section 7)              | Roadway Widening                  | -                     | -                     | -                     | -                     | 250,000               | 250,000                       | TF                |
| 5. NW 102nd Av (76 St. to 86 St)                   | Roadway Widening                  | -                     | -                     | -                     | -                     | 2,000,000             | 2,000,000                     | SWF, TF           |
| 6. Citywide Bus Shelters                           | Transit Mobility & Infrastructure | -                     | 500,000               | -                     | 250,000               | -                     | 750,000                       | TF                |
| 7. NW 112th Av & NW 114th Av                       | Intersection Improvements         | 500,000               | 650,000               | -                     | -                     | -                     | 1,150,000                     | 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. Section 7 Traffic Calming                      | Roadway Improvements              | 200,000               | -                     | -                     | -                     | -                     | 200,000                       | TF                |
| 12. Citywide                                       | Intersection Improvements         | -                     | 100,000               | 100,000               | 100,000               | 100,000               | 400,000                       | TF                |
| 13. Do Not Block Intersection                      | Roadway Improvements              | -                     | -                     | -                     | -                     | 100,000               | 100,000                       | TF                |
| 14. FPL Underground Power Line                     | Roadway Improvements              | -                     | -                     | 600,000               | -                     | -                     | 600,000                       | TF                |
| 15. NW 33 St (NW 79 Av – 82nd Av)                  | Roadway Improvements              | -                     | -                     | 1,500,000             | -                     | -                     | 1,500,000                     | SWF, TF           |
| 16. NW 99 Av (64 – 66 St)                          | New Roadway Construction          | 1,500,000             | -                     | -                     | -                     | -                     | 1,500,000                     | SWF, TF           |
| NW 102 Av (64 - 66 St)                             |                                   |                       |                       |                       |                       |                       |                               |                   |
| NW 66 St (102- 99 Av)                              |                                   |                       |                       |                       |                       |                       |                               |                   |
| 17. NW 112 Av (Land Acquisition)                   | New Roadway Construction          | -                     | -                     | -                     | -                     | -                     | -                             | GF, TF            |
| 18. NW 112 Av (Roadway Construction)               | New Roadway Construction          | -                     | -                     | -                     | 4,000,000             | -                     | 4,000,000                     | SWF, TF           |



| Projects/Location                          | Type of Work          | FY 2021-22<br>(in Us) | FY 2022-23<br>(in Us) | FY 2023-24<br>(in Us) | FY 2024-25<br>(in Us) | FY 2025-26<br>(in Us) | Total<br>Cost FY<br>2022-2026 | Funding<br>Source |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------------|-------------------|
| <b>City Parks Projects **</b>              |                       |                       |                       |                       |                       |                       |                               |                   |
| 1. Doral Central Park                      |                       | -                     | -                     | -                     | -                     | -                     | -                             | PKB               |
| 2. Downtown Doral South                    |                       | -                     | -                     | -                     | -                     | -                     | -                             | PKB               |
| 3. Downtown Doral Cultural Arts Center     |                       | -                     | -                     | -                     | -                     | -                     | -                             | PKB               |
| 4. Trails & Tails Park                     |                       | -                     | -                     | -                     | -                     | -                     | -                             | PKB               |
| 5. Trails Network                          |                       | 400,000               | -                     | -                     | -                     | -                     | 400,000                       | PKB               |
| 6. Pedestrian Bridge - Doral Blvd          |                       | 5,000,000             | -                     | -                     | -                     | -                     | 5,000,000                     | SG                |
| 7. Flightway - Public Works Retention Park |                       | Privately Funded      | Privately Funded      | -                     | -                     | -                     | -                             | Privately Funded  |
| <b>Parks Cost Subtotal</b>                 |                       | <b>5,400,000</b>      | <b>-</b>              | <b>-</b>              | <b>-</b>              | <b>-</b>              | <b>5,400,000</b>              |                   |
| <b>City Stormwater Projects **</b>         |                       |                       |                       |                       |                       |                       |                               |                   |
| 1. NW 89th Pl (NW 23rd St – 24th Terr)     | Stormwater Drainage   | 750,000               | -                     | -                     | -                     | -                     | 750,000                       | SWF               |
| 2. Stormwater Master Plan Improvements     | Citywide Improvements | -                     | 1,000,000             | -                     | 1,000,000             | -                     | 2,000,000                     | SWF               |
| 3. NW 78th Av (12th St – 15th St)          | Stormwater Drainage   | -                     | -                     | 250,000               | -                     | -                     | 250,000                       | SWF               |
| 4. NW 33rd St (87th Av – 82nd Av)          | Stormwater Drainage   | -                     | -                     | 400,000               | -                     | -                     | 400,000                       | SWF               |
| 5. NW 88th Av (13th Terr – 15th St)        | Stormwater Drainage   | -                     | -                     | -                     | -                     | 175,000               | 175,000                       | SWF               |
| 6. 115th Av (31nd Av - Doral Blvd)         | Stormwater Drainage   | -                     | -                     | -                     | -                     | 600,000               | 600,000                       | SWF               |
| <b>Stormwater Cost Sub Total</b>           |                       | <b>750,000</b>        | <b>1,000,000</b>      | <b>650,000</b>        | <b>1,000,000</b>      | <b>775,000</b>        | <b>4,175,000</b>              |                   |
| <b>Total City Capital Cost</b>             |                       | <b>8,450,000</b>      | <b>5,400,000</b>      | <b>4,650,000</b>      | <b>5,500,000</b>      | <b>5,325,000</b>      | <b>29,325,000</b>             |                   |

\* Source: City of Doral Public Works Dept., July 2021.

\*\* Source: Public Works and Parks Depts., City of Doral, July 2021.

**Table Key:**

TF: Transportation Fund

SWF: Stormwater Fund

GF: General Fund

PKB: Parks Bond

SG: State Appropriation for Stormwater Improvements

PTP: People's Transportation Fund (CITT)



**DORAL**  
**FLORIDA**



## Five Year Financial Plan



### ***Fiscal Year 2022 Budget And Five-year Financial Plan Highlights***

The General Fund FY 2021-22 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 2022 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 2023 – 2026**

- 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 the Cultural Center, White Course, and Doral Central.
- Continued funding of IT infrastructure improvements.
- Continued revitalizing the aging fleet in the Parks and Code departments.
- Funding for an additional Code Compliance officer, and a Parking Enforcement Specialist.
- Funding for additional Public Works employees, to address the needs of a growing community.





- Replacement / Resurfacing of various park infrastructure including playgrounds, courts, and parking lots.

### Developing The Financial Plan

#### Purpose

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

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

#### Revenues

The Millage Rate remains at 1.9000 through 2022, then it is projected to increase to 2.0266 from 2023 through 2026.

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:

2023 – 2.00% 2024 – 2.00% 2025 – 2.00% 2026 – 2.00%

Ad Valorem revenues were forecasted using the assumption that property tax rolls are anticipated to grow 4 percent in FY 2022-23 through 2025-26, 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:

2023 – 2.00% 2024 – 2.00% 2025 – 2.00% 2026 – 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 increase to 2.0266 from 2023 through 2025.

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 2022-2026

| Dept. No                               | Account Classification                 | Actual FY 2018-19    | Actual FY 2019-20    | Amended              |                      | Year-End             |                       |                       |                       |                       |
|--|--|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|  |  |                      |                      | Budget * FY 2020-21  | Estimate FY 2020-21  | Adopted FY 2021-22   | Dept. Req. FY 2022-23 | Dept. Req. FY 2023-24 | Dept. Req. FY 2024-25 | Dept. Req. FY 2025-26 |
|  | Millage Rate                           | 1.9000               | 1.9000               | 1.9000               |                      | 1.9000               | 2.0266                | 2.0266                | 2.0266                | 2.0266                |
| Beginning Fund Balance                 |  | 71,405,562           | 74,837,220           | 78,482,382           | 78,482,382           | 71,222,675           | 67,154,260            | 66,828,651            | 64,309,713            | 61,848,276            |
| <b>Revenues</b>                        |  |                      |                      |                      |                      |                      |                       |                       |                       |                       |
|  | Taxes                                  | 42,185,297           | 41,918,359           | 47,401,974           | 44,891,000           | 48,190,420           | 52,456,035            | 54,554,276            | 57,009,217            | 59,859,678            |
|  | Licenses & Permits                     | 8,811,727            | 5,463,438            | 6,130,176            | 5,788,884            | 1,902,000            | 1,997,100             | 2,096,955             | 2,201,803             | 2,311,893             |
|  | Intergovernmental                      | 6,815,854            | 6,385,424            | 6,620,238            | 6,596,000            | 7,589,433            | 7,321,043             | 7,482,106             | 7,646,712             | 8,029,048             |
|  | Charges for Services                   | 3,207,630            | 2,410,795            | 2,210,007            | 2,418,650            | 2,831,307            | 2,893,596             | 2,957,256             | 3,022,314             | 3,173,430             |
|  | Fines and Forfeits                     | 2,155,425            | 1,593,363            | 1,780,000            | 1,392,500            | 1,780,000            | 1,869,000             | 1,962,450             | 2,060,573             | 2,163,601             |
|  | Miscellaneous                          | 5,340,638            | 4,159,814            | 1,403,012            | 1,322,540            | 1,012,012            | 1,034,276             | 1,057,030             | 1,080,285             | 1,104,051             |
|  | <b>Total Revenues</b>                  | <b>68,516,571</b>    | <b>61,931,193</b>    | <b>65,545,407</b>    | <b>62,409,574</b>    | <b>63,305,172</b>    | <b>67,571,050</b>     | <b>70,110,073</b>     | <b>73,020,904</b>     | <b>76,641,701</b>     |
| <b>Other Resources</b>                 |  |                      |                      |                      |                      |                      |                       |                       |                       |                       |
|  | Reserves - In Use of Fund Balance      | -                    | -                    | 3,895,305            | 2,557,077            | 1,812,627            | 79,287                | 2,184,044             | 2,117,118             | 1,537,249             |
|  | Reserves - Building Fund Balance       | -                    | -                    | -                    | -                    | 2,255,788            | -                     | -                     | -                     | -                     |
|  | Prior Year Operating Balances          | -                    | -                    | 4,702,630            | 4,702,630            | -                    | -                     | -                     | -                     | -                     |
|  | <b>Total Other Resources</b>           | <b>-</b>             | <b>-</b>             | <b>8,597,935</b>     | <b>7,259,707</b>     | <b>4,068,415</b>     | <b>79,287</b>         | <b>2,184,044</b>      | <b>2,117,118</b>      | <b>1,537,249</b>      |
| <b>Total Available Resources</b>       |  | <b>68,516,571</b>    | <b>61,931,193</b>    | <b>74,143,342</b>    | <b>69,669,281</b>    | <b>67,373,587</b>    | <b>67,650,337</b>     | <b>72,294,117</b>     | <b>75,138,022</b>     | <b>78,178,950</b>     |
| <b>Expenditures by Department:</b>     |  |                      |                      |                      |                      |                      |                       |                       |                       |                       |
| 10005                                  | City Council                           | 1,095,115            | 1,140,032            | 1,222,877            | 1,222,877            | 1,204,008            | 1,237,045             | 1,271,152             | 1,306,370             | 1,370,357             |
| 11005                                  | City Manager                           | 661,175              | 751,329              | 1,039,803            | 820,685              | 855,813              | 877,175               | 899,134               | 921,713               | 964,350               |
| 11505                                  | Public Affairs                         | 671,818              | 773,360              | 892,884              | 892,709              | 893,791              | 966,710               | 937,614               | 1,054,456             | 1,000,571             |
| 11605                                  | Economic Development                   | 333,860              | -                    | -                    | -                    | -                    | -                     | -                     | -                     | -                     |
| 12005                                  | City Clerk                             | 480,984              | 496,341              | 607,905              | 600,905              | 636,297              | 650,664               | 665,379               | 680,452               | 704,742               |
| 13005                                  | Charter Enforcement                    | -                    | -                    | -                    | -                    | 50,000               | -                     | -                     | -                     | -                     |
| 20005                                  | Human Resources                        | 748,324              | 665,024              | 879,752              | 889,397              | 1,028,907            | 1,054,713             | 1,081,253             | 1,108,554             | 1,158,344             |
| 21005                                  | Finance                                | 1,106,350            | 1,200,245            | 1,293,495            | 1,292,288            | 1,130,929            | 1,160,265             | 1,190,472             | 1,221,585             | 1,280,023             |
| 21505                                  | Procurement Division                   | -                    | -                    | -                    | -                    | 297,698              | 305,305               | 313,133               | 321,189               | 336,460               |
| 22005                                  | Information Technology                 | 5,107,616            | 5,805,184            | 5,789,670            | 5,752,567            | 6,215,425            | 5,979,639             | 6,108,739             | 6,240,992             | 6,429,924             |
| 30005                                  | City Attorney                          | 493,756              | 549,553              | 732,251              | 732,251              | 785,697              | 803,781               | 822,320               | 841,326               | 872,166               |
| 40005                                  | Planning & Zoning                      | 1,010,330            | 1,168,113            | 1,483,097            | 1,469,827            | 1,452,232            | 1,489,562             | 1,527,993             | 1,567,565             | 1,640,676             |
| 50005                                  | General Government                     | 4,211,586            | 4,608,804            | 6,294,338            | 6,504,338            | 6,504,214            | 6,595,212             | 6,687,647             | 6,599,706             | 6,595,423             |
| 60005                                  | Police                                 | 23,390,465           | 24,255,804           | 25,856,414           | 25,887,795           | 28,553,686           | 30,238,115            | 31,575,715            | 32,883,813            | 34,385,846            |
| 70005                                  | Building                               | 3,991,020            | 3,875,099            | 4,523,686            | 4,100,189            | -                    | -                     | -                     | -                     | -                     |
| 71005                                  | Code Compliance                        | 1,341,652            | 1,212,563            | 1,381,266            | 1,378,266            | 1,391,787            | 1,452,354             | 1,434,374             | 1,470,378             | 1,538,538             |
| 80005                                  | Public Works                           | 4,671,563            | 6,077,111            | 10,534,680           | 10,446,388           | 5,618,097            | 5,704,528             | 5,842,118             | 5,983,485             | 6,212,282             |
| 90005                                  | Parks & Recreation                     | 14,056,500           | 4,767,469            | 6,540,919            | 6,503,799            | 7,093,596            | 7,531,591             | 7,471,968             | 7,980,757             | 867,141               |
|  | <b>Total Expenditures</b>              | <b>63,372,114</b>    | <b>57,346,031</b>    | <b>69,073,037</b>    | <b>68,494,281</b>    | <b>63,712,177</b>    | <b>66,046,659</b>     | <b>67,829,011</b>     | <b>70,182,341</b>     | <b>65,356,843</b>     |
| <b>Interfund Transfers Out</b>         |  | <b>1,712,799</b>     | <b>940,000</b>       | <b>1,175,000</b>     | <b>1,175,000</b>     | <b>3,661,410</b>     | <b>1,850,000</b>      | <b>4,800,000</b>      | <b>5,300,000</b>      | <b>5,300,000</b>      |
| <b>Total General Fund Expenditures</b> |  | <b>65,084,913</b>    | <b>58,286,031</b>    | <b>70,248,037</b>    | <b>69,669,281</b>    | <b>67,373,587</b>    | <b>67,896,659</b>     | <b>72,629,011</b>     | <b>75,482,341</b>     | <b>70,656,843</b>     |
|  | Prior Year Operating Balances          | -                    | -                    | 4,702,630            | 4,702,630            | -                    | -                     | -                     | -                     | -                     |
|  | Fund Balance Transfer to Building Fund | -                    | -                    | -                    | -                    | 2,255,788            | -                     | -                     | -                     | -                     |
|  | Use of Fund Balance                    | -                    | -                    | 3,895,305            | 2,557,077            | 1,812,627            | 79,287                | 2,184,044             | 2,117,118             | 1,537,249             |
| <b>Ending Fund Balance</b>             |  | <b>\$ 74,837,220</b> | <b>\$ 78,482,382</b> | <b>\$ 73,779,752</b> | <b>\$ 71,222,675</b> | <b>\$ 67,154,260</b> | <b>\$ 66,828,651</b>  | <b>\$ 64,309,713</b>  | <b>\$ 61,848,276</b>  | <b>\$ 67,833,134</b>  |
| 15% Required Reserve                   |  |                      |                      | \$ 10,537,206        | \$ 10,106,038        | \$ 10,184,499        | \$ 10,894,352         | \$ 11,322,351         | \$ 10,598,526         |                       |
| Excess/(Deficit) in Required Reserve   |  |                      |                      | \$ 63,242,546        | \$ 71,222,675        | \$ 57,048,222        | \$ 56,644,152         | \$ 53,415,361         | \$ 50,525,925         | \$ 57,234,608         |



|   |       |
|---|-------|
| Federal Reserve Long-Term Inflation rate: |       |
| 2023                                      | 2.00% |
| 2024                                      | 2.00% |
| 2025                                      | 2.00% |
| 2026                                      | 2.00% |

Source: June 15-16, 2021 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<br>FY 2019-20  | Estimate<br>FY 2020-21 | Adopted<br>FY 2021-22 | Projected<br>FY 2022-23 | Projected<br>FY 2023-24 | Projected<br>FY 2024-25 | Projected<br>FY 2025-26 |
| <b>Taxes:</b>                       |                       |                        |                       |                         |                         |                         |                         |
| Ad Valorem                          | \$ 24,663,621         | \$ 25,975,000          | \$ 27,378,483         | \$ 30,443,927           | \$ 31,661,684           | \$ 33,086,459           | \$ 34,740,782           |
| Other Taxes                         | \$ 17,254,738         | \$ 18,916,000          | \$ 20,811,937         | \$ 22,012,108           | \$ 22,892,592           | \$ 23,922,758           | \$ 25,118,896           |
| <b>Total Taxes</b>                  | <b>41,918,359</b>     | <b>44,891,000</b>      | <b>48,190,420</b>     | <b>52,456,035</b>       | <b>54,554,276</b>       | <b>57,009,217</b>       | <b>59,859,678</b>       |
| <b>Licenses &amp; Permits:</b>      |                       |                        |                       |                         |                         |                         |                         |
| Building Permits                    | \$ 3,510,943          | \$ 3,781,184           | \$ 0                  | \$ 0                    | \$ 0                    | \$ 0                    | \$ 0                    |
| Local Business License Tax          | \$ 1,148,619          | \$ 1,110,000           | \$ 1,000,000          | \$ 1,050,000            | \$ 1,102,500            | \$ 1,157,625            | \$ 1,215,506            |
| Other Licenses & Permits            | \$ 803,876            | \$ 897,700             | \$ 902,000            | \$ 947,100              | \$ 994,455              | \$ 1,044,178            | \$ 1,096,387            |
| <b>Total Licenses &amp; Permits</b> | <b>5,463,438</b>      | <b>5,788,884</b>       | <b>1,902,000</b>      | <b>1,997,100</b>        | <b>2,096,955</b>        | <b>2,201,803</b>        | <b>2,311,893</b>        |
| <b>Intergovernmental Revenues</b>   | <b>\$ 6,385,424</b>   | <b>\$ 6,596,000</b>    | <b>\$ 7,589,433</b>   | <b>\$ 7,321,043</b>     | <b>\$ 7,482,106</b>     | <b>\$ 7,646,712</b>     | <b>\$ 8,029,048</b>     |
| <b>Charges for Services</b>         | <b>\$ 2,410,795</b>   | <b>\$ 2,418,650</b>    | <b>\$ 2,831,307</b>   | <b>\$ 2,893,596</b>     | <b>\$ 2,957,256</b>     | <b>\$ 3,022,314</b>     | <b>\$ 3,173,430</b>     |
| <b>Fines &amp; Forfeits</b>         | <b>\$ 1,593,363</b>   | <b>\$ 1,392,500</b>    | <b>\$ 1,780,000</b>   | <b>\$ 1,869,000</b>     | <b>\$ 1,962,450</b>     | <b>\$ 2,060,573</b>     | <b>\$ 2,163,601</b>     |
| <b>Miscellaneous</b>                | <b>\$ 4,159,814</b>   | <b>\$ 1,322,540</b>    | <b>\$ 1,012,012</b>   | <b>\$ 1,034,276</b>     | <b>\$ 1,057,030</b>     | <b>\$ 1,080,285</b>     | <b>\$ 1,104,051</b>     |
| <b>Total General Fund Revenues</b>  | <b>61,931,192</b>     | <b>62,409,574</b>      | <b>63,305,172</b>     | <b>67,571,050</b>       | <b>70,110,073</b>       | <b>73,020,904</b>       | <b>76,641,701</b>       |

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



| Five Year Adopted Budget and Financial Plan for 2022-2026 |                      |                      |                      |                      |                      |                      |            | % Change<br>FY2022 to<br>FY 2026 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------|----------------------------------|
| Department  | Adopted<br>2020-21   | Adopted<br>2021-22   | Projected<br>2022-23 | Projected<br>2023-24 | Projected<br>2024-25 | Projected<br>2025-26 |            |                                  |
| 10005 City Council  | \$ 1,222,877         | \$ 1,204,008         | \$ 1,237,045         | \$ 1,271,152         | \$ 1,306,370         | \$ 1,370,357         | 14%        |                                  |
| 11005 City Manager  | \$ 820,685           | \$ 855,813           | \$ 877,175           | \$ 899,134           | \$ 921,713           | \$ 964,350           | 13%        |                                  |
| 11505 Public Affairs                                      | \$ 892,884           | \$ 893,791           | \$ 966,710           | \$ 937,614           | \$ 1,054,456         | \$ 1,000,712         | 12%        |                                  |
| 12005 City Clerk  | \$ 607,905           | \$ 636,297           | \$ 650,664           | \$ 665,379           | \$ 680,452           | \$ 704,742           | 11%        |                                  |
| 13005 Charter Enforcement                                 | \$ -                 | \$ 50,000            | \$ -                 | \$ -                 | \$ -                 | \$ -                 | -%         |                                  |
| 20005 Human Resources                                     | \$ 858,189           | \$ 1,028,907         | \$ 1,054,713         | \$ 1,081,253         | \$ 1,108,554         | \$ 1,158,344         | 13%        |                                  |
| 21005 Finance   | \$ 1,286,368         | \$ 1,130,929         | \$ 1,160,265         | \$ 1,190,472         | \$ 1,221,585         | \$ 1,280,023         | 13%        |                                  |
| 21505 Procurement Division                                | \$ -                 | \$ 297,698           | \$ 305,305           | \$ 313,133           | \$ 321,189           | \$ 336,460           | 13%        |                                  |
| 22005 Information Technology                              | \$ 5,409,191         | \$ 6,215,425         | \$ 5,979,639         | \$ 6,108,739         | \$ 6,240,992         | \$ 6,429,924         | 3%         |                                  |
| 30005 City Attorney                                       | \$ 732,251           | \$ 785,697           | \$ 803,781           | \$ 822,320           | \$ 841,326           | \$ 872,166           | 11%        |                                  |
| 40005 Planning & Zoning                                   | \$ 1,325,379         | \$ 1,452,232         | \$ 1,489,562         | \$ 1,527,993         | \$ 1,567,565         | \$ 1,640,676         | 13%        |                                  |
| 50005 General Government                                  | \$ 7,518,282         | \$ 10,165,624        | \$ 8,445,212         | \$ 11,487,647        | \$ 11,899,706        | \$ 11,895,423        | 17%        |                                  |
| 60005 Police  | \$ 25,551,340        | \$ 28,553,686        | \$ 30,238,115        | \$ 31,575,715        | \$ 32,883,813        | \$ 34,385,846        | 20%        |                                  |
| 70005 Building  | \$ 4,080,972         | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | -%         |                                  |
| 71005 Code Compliance                                     | \$ 1,381,266         | \$ 1,391,787         | \$ 1,452,354         | \$ 1,434,374         | \$ 1,470,378         | \$ 1,538,538         | 11%        |                                  |
| 80005 Public Works  | \$ 4,978,804         | \$ 5,618,097         | \$ 5,704,528         | \$ 5,842,118         | \$ 5,983,485         | \$ 6,212,282         | 11%        |                                  |
| 90005 Parks & Recreation                                  | \$ 4,983,709         | \$ 7,093,596         | \$ 7,531,591         | \$ 7,471,968         | \$ 7,980,757         | \$ 8,671,414         | 22%        |                                  |
|   | <b>\$ 61,650,102</b> | <b>\$ 67,373,587</b> | <b>\$ 67,896,659</b> | <b>\$ 72,629,011</b> | <b>\$ 75,482,341</b> | <b>\$ 78,461,257</b> | <b>16%</b> |                                  |

FY 2020-21 Approved Budget figures do not include Encumbrance Carryovers or Budget Adjustments

|   | 2023  | 2024  | 2025  | 2026  |
|---|-------|-------|-------|-------|
| 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 2022-2026 |                      |                      |                      |                      |                      |                      |            | % Change<br>FY2022 to<br>FY 2026 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------|----------------------------------|
| Personnel Cost  |                      |                      |                      |                      |                      |                      |            |                                  |
| Department  | Adopted<br>2020-21   | Adopted<br>2021-22   | Projected<br>2022-23 | Projected<br>2023-24 | Projected<br>2024-25 | Projected<br>2025-26 |            |                                  |
| 10005 City Council  | \$ 945,477           | \$ 926,608           | \$ 954,097           | \$ 982,545           | \$ 1,011,991         | \$ 1,070,090         | 15%        |                                  |
| 11005 City Manager  | \$ 788,945           | \$ 824,073           | \$ 844,800           | \$ 866,112           | \$ 888,030           | \$ 929,994           | 13%        |                                  |
| 11505 Public Affairs                                      | \$ 682,601           | \$ 710,821           | \$ 728,781           | \$ 747,252           | \$ 766,250           | \$ 802,659           | 13%        |                                  |
| 12005 City Clerk  | \$ 373,705           | \$ 400,097           | \$ 409,740           | \$ 419,637           | \$ 429,795           | \$ 449,072           | 12%        |                                  |
| 20005 Human Resources                                     | \$ 710,202           | \$ 880,468           | \$ 903,305           | \$ 926,817           | \$ 951,029           | \$ 997,669           | 13%        |                                  |
| 21005 Finance   | \$ 1,192,413         | \$ 1,040,199         | \$ 1,067,720         | \$ 1,096,077         | \$ 1,125,302         | \$ 1,181,814         | 14%        |                                  |
| 21505 Procurement Division                                | \$ -                 | \$ 285,303           | \$ 292,662           | \$ 300,237           | \$ 308,035           | \$ 323,043           | 13%        |                                  |
| 22005 Information Technology                              | \$ 1,982,865         | \$ 2,160,092         | \$ 2,216,257         | \$ 2,274,089         | \$ 2,333,649         | \$ 2,448,434         | 13%        |                                  |
| 30005 City Attorney                                       | \$ 440,001           | \$ 490,947           | \$ 503,136           | \$ 515,662           | \$ 528,535           | \$ 553,119           | 13%        |                                  |
| 40005 Planning & Zoning                                   | \$ 1,099,375         | \$ 1,271,508         | \$ 1,305,224         | \$ 1,339,968         | \$ 1,375,779         | \$ 1,445,055         | 14%        |                                  |
| 50005 General Government                                  | \$ 600,000           | \$ 785,909           | \$ 803,199           | \$ 820,869           | \$ 838,929           | \$ 872,486           | 11%        |                                  |
| 60005 Police  | \$ 23,684,929        | \$ 25,607,029        | \$ 26,932,406        | \$ 28,326,394        | \$ 29,767,629        | \$ 31,173,241        | 22%        |                                  |
| 70005 Building  | \$ 3,884,551         | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | -%         |                                  |
| 71005 Code Compliance                                     | \$ 1,335,071         | \$ 1,325,237         | \$ 1,358,503         | \$ 1,392,706         | \$ 1,427,877         | \$ 1,495,187         | 13%        |                                  |
| 80005 Public Works  | \$ 2,868,867         | \$ 3,186,838         | \$ 3,273,094         | \$ 3,362,055         | \$ 3,453,821         | \$ 3,632,025         | 14%        |                                  |
| 90005 Parks & Recreation                                  | \$ 2,840,648         | \$ 4,504,989         | \$ 4,619,134         | \$ 4,736,542         | \$ 4,857,322         | \$ 5,088,910         | 13%        |                                  |
|   | <b>\$ 43,429,650</b> | <b>\$ 44,400,118</b> | <b>\$ 46,212,058</b> | <b>\$ 48,106,962</b> | <b>\$ 50,063,973</b> | <b>\$ 52,462,798</b> | <b>18%</b> |                                  |



| Five Year Adopted Budget and Financial Plan for 2022-2026 |                      |                      |                      |                      |                      |                      |                            |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------------|
| Operating Cost  |                      |                      |                      |                      |                      |                      |                            |
| Department  | Adopted 2020-21      | Adopted 2021-22      | Projected 2022-23    | Projected 2023-24    | Projected 2024-25    | Projected 2025-26    | % Change FY2022 to FY 2026 |
| 10005 City Council  | \$ 277,400           | \$ 277,400           | \$ 282,948           | \$ 288,607           | \$ 294,379           | \$ 300,267           | 8%                         |
| 11005 City Manager  | \$ 31,740            | \$ 31,740            | \$ 32,375            | \$ 33,022            | \$ 33,683            | \$ 34,356            | 8%                         |
| 11505 Public Affairs                                      | \$ 210,283           | \$ 182,970           | \$ 186,629           | \$ 190,362           | \$ 194,169           | \$ 198,053           | 8%                         |
| 12005 City Clerk  | \$ 234,200           | \$ 236,200           | \$ 240,924           | \$ 245,742           | \$ 250,657           | \$ 255,670           | 8%                         |
| 20005 Human Resources                                     | \$ 147,987           | \$ 148,439           | \$ 151,408           | \$ 154,436           | \$ 157,525           | \$ 160,675           | 8%                         |
| 21005 Finance   | \$ 93,955            | \$ 90,730            | \$ 92,545            | \$ 94,395            | \$ 96,283            | \$ 98,209            | 8%                         |
| 21505 Procurement Division                                | \$ -                 | \$ 12,395            | \$ 12,643            | \$ 12,896            | \$ 13,154            | \$ 13,417            | 8%                         |
| 22005 Information Technology                              | \$ 3,123,766         | \$ 3,493,512         | \$ 3,563,382         | \$ 3,634,650         | \$ 3,707,343         | \$ 3,781,490         | 8%                         |
| 30005 City Attorney                                       | \$ 292,250           | \$ 294,750           | \$ 300,645           | \$ 306,658           | \$ 312,791           | \$ 319,047           | 8%                         |
| 40005 Planning & Zoning                                   | \$ 226,004           | \$ 180,724           | \$ 184,338           | \$ 188,025           | \$ 191,786           | \$ 195,621           | 8%                         |
| 50005 General Government                                  | \$ 3,638,681         | \$ 3,481,527         | \$ 3,551,158         | \$ 3,622,181         | \$ 3,694,624         | \$ 3,768,517         | 8%                         |
| 60005 Police  | \$ 1,745,618         | \$ 1,810,951         | \$ 1,847,170         | \$ 1,884,113         | \$ 1,921,796         | \$ 1,960,232         | 8%                         |
| 70005 Building  | \$ 196,421           | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | -%                         |
| 71005 Code Compliance                                     | \$ 46,195            | \$ 40,050            | \$ 40,851            | \$ 41,668            | \$ 42,501            | \$ 43,351            | 8%                         |
| 80005 Public Works  | \$ 2,041,664         | \$ 2,383,759         | \$ 2,431,434         | \$ 2,480,063         | \$ 2,529,664         | \$ 2,580,257         | 8%                         |
| 90005 Parks & Recreation                                  | \$ 2,143,061         | \$ 2,547,507         | \$ 2,598,457         | \$ 2,650,426         | \$ 2,703,435         | \$ 2,757,504         | 8%                         |
|   | <b>\$ 14,449,225</b> | <b>\$ 15,212,654</b> | <b>\$ 15,516,907</b> | <b>\$ 15,827,244</b> | <b>\$ 16,143,790</b> | <b>\$ 16,466,666</b> | <b>8%</b>                  |

| Five Year Adopted Budget and Financial Plan for 2022-2026 |                   |                     |                     |                     |                     |                     |                            |
|---|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------------|
| Capital Cost  |                   |                     |                     |                     |                     |                     |                            |
| Department  | Adopted 2020-21   | Adopted 2021-22     | Projected 2022-23   | Projected 2023-24   | Projected 2024-25   | Projected 2025-26   | % Change FY2022 to FY 2026 |
| 10005 City Council  | \$ -              | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | -                          |
| 11005 City Manager  | \$ -              | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | -                          |
| 11505 Public Affairs                                      | \$ -              | \$ -                | \$ 51,300           | \$ -                | \$ 94,037           | \$ -                | -                          |
| 12005 City Clerk  | \$ -              | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | -                          |
| 20005 Human Resources                                     | \$ -              | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | -                          |
| 21005 Finance   | \$ -              | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | -                          |
| 21505 Procurement Division                                | \$ -              | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | -                          |
| 22005 Information Technology                              | \$ 302,560        | \$ 561,821          | \$ 200,000          | \$ 200,000          | \$ 200,000          | \$ 200,000          | -                          |
| 30005 City Attorney                                       | \$ -              | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | -                          |
| 40005 Planning & Zoning                                   | \$ -              | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | -                          |
| 50005 General Government                                  | \$ -              | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | -                          |
| 60005 Police  | \$ 120,793        | \$ 1,135,706        | \$ 1,458,539        | \$ 1,365,208        | \$ 1,194,388        | \$ 1,252,373        | -                          |
| 70005 Building  | \$ -              | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | -                          |
| 71005 Code Compliance                                     | \$ -              | \$ 26,500           | \$ 53,000           | \$ -                | \$ -                | \$ -                | -                          |
| 80005 Public Works  | \$ 68,273         | \$ 47,500           | \$ -                | \$ -                | \$ -                | \$ -                | -                          |
| 90005 Parks & Recreation                                  | \$ -              | \$ 41,100           | \$ 314,000          | \$ 85,000           | \$ 420,000          | \$ 825,000          | -                          |
|   | <b>\$ 491,626</b> | <b>\$ 1,812,627</b> | <b>\$ 2,076,839</b> | <b>\$ 1,650,208</b> | <b>\$ 1,908,425</b> | <b>\$ 2,277,373</b> |                            |



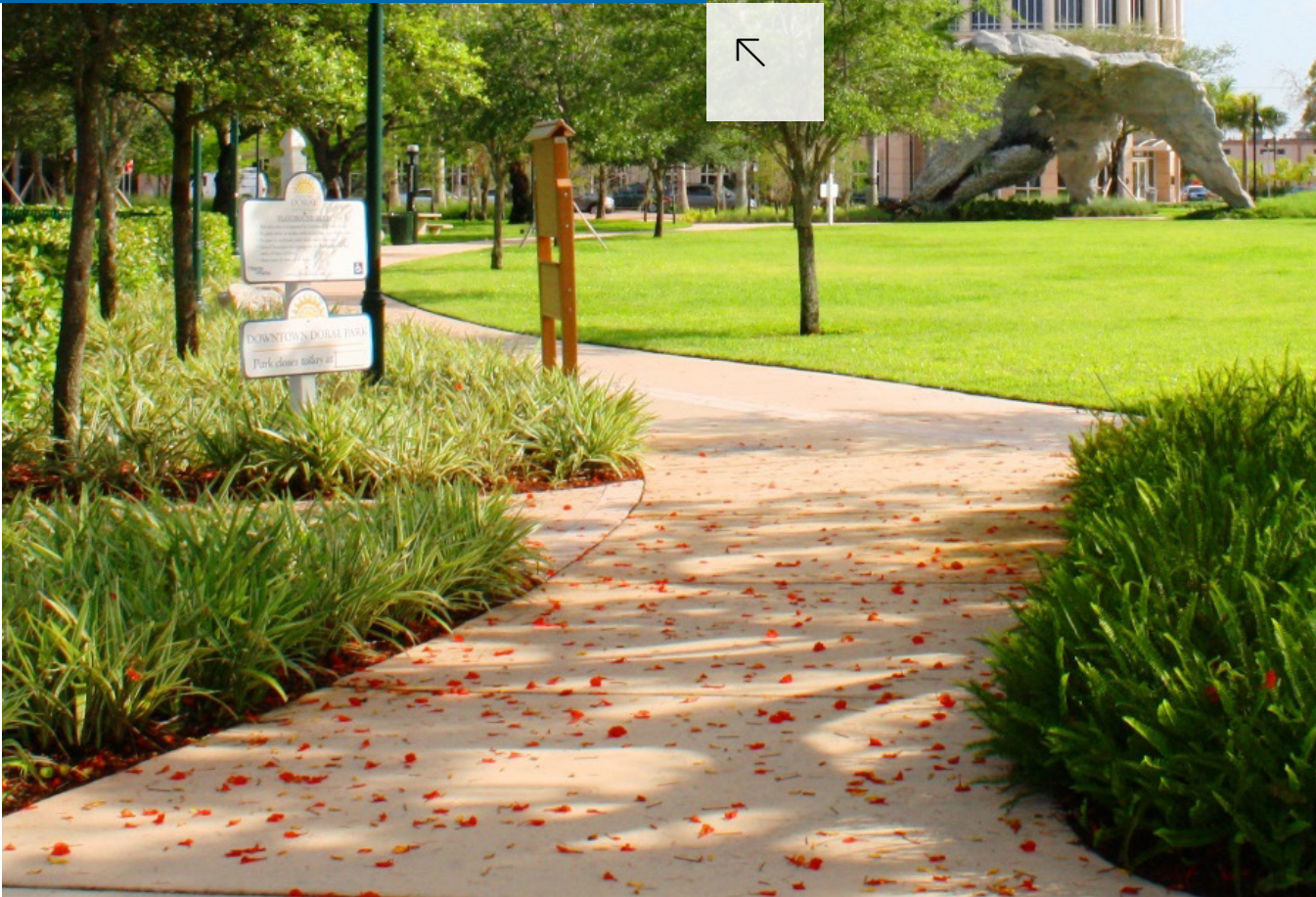
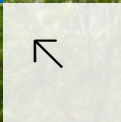
| Five Year Adopted Budget and Financial Plan for 2022-2026 |                     |                     |                     |                     |                     |                     |                            |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------------|
| Debt & Grants/Transfers                                   |                     |                     |                     |                     |                     |                     |                            |
| Department  | Adopted 2020-21     | Adopted 2021-22     | Projected 2022-23   | Projected 2023-24   | Projected 2024-25   | Projected 2025-26   | % Change FY2022 to FY 2026 |
| 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                                  | \$ 3,279,601        | \$ 5,898,188        | \$ 4,090,855        | \$ 7,044,597        | \$ 7,366,153        | \$ 7,254,420        | 23%                        |
| 60005 Police  | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | -                          |
| 70005 Building  | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | -                          |
| 71005 Code Compliance                                     | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | -                          |
| 80005 Public Works  | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | -                          |
| 90005 Parks & Recreation                                  | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | -                          |
|   | <b>\$ 3,279,601</b> | <b>\$ 5,898,188</b> | <b>\$ 4,090,855</b> | <b>\$ 7,044,597</b> | <b>\$ 7,366,153</b> | <b>\$ 7,254,420</b> |                            |



**DORAL**  
**FLORIDA**



# GENERAL FUND BUDGET







## General Fund Revenues

| Account - Description                     | Actual            |                   | Adopted           | Amended           | Year-End          |                   |                   |                   |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|   | FY 2018-19        | FY 2019-20        | Budget            | Budget            | Actual            | Estimate          | Proposed          | Adopted           |
|   | FY 2018-19        | FY 2019-20        | FY 2020-21        | FY 2020-21        | FY 2020-21        | FY 2020-21        | FY 2021-22        | FY 2021-22        |
| <b>Taxes</b>                              |                   |                   |                   |                   |                   |                   |                   |                   |
| 300100 - Designated Fund Balance          | -                 | -                 | -                 | 3,895,305         | -                 | -                 | 4,128,661         | 4,068,415         |
| 311100 - Ad Valorem Taxes - Current       | 23,360,263        | 23,852,989        | 25,851,181        | 25,851,181        | 25,077,150        | 25,400,000        | 26,878,483        | 26,878,483        |
| 311200 - Ad Valorem Taxes - Delinquent    | 750,163           | 810,632           | 500,000           | 500,000           | 573,745           | 575,000           | 500,000           | 500,000           |
| 313100 - Franchise Fees - Electricity     | 3,171,895         | 2,476,139         | 4,000,000         | 4,000,000         | 4,649,521         | 4,700,000         | 6,200,000         | 6,200,000         |
| 313700 - Franchise Fees - Solid Waste     | 1,238,340         | 1,319,809         | 1,200,000         | 1,200,000         | 1,354,085         | 1,400,000         | 1,300,000         | 1,300,000         |
| 313900 - Franchise Fees - Bus Bench Ads   | 15,500            | 5,018             | 15,000            | 15,000            | 16,146            | 6,000             | 5,000             | 5,000             |
| 313920 - Towing Fees                      | 12,205            | 12,585            | 11,000            | 11,000            | 10,380            | 11,000            | 11,000            | 11,000            |
| 314100 - Utility Taxes - Electricity      | 8,757,821         | 8,552,503         | 7,600,000         | 7,600,000         | 6,449,280         | 8,198,000         | 8,800,000         | 8,800,000         |
| 314200 - Communication Services Tax       | 3,630,992         | 3,423,343         | 3,149,488         | 3,149,488         | 2,859,560         | 3,394,000         | 3,149,488         | 3,295,937         |
| 314300 - Utility Taxes - Water            | 1,152,116         | 1,363,462         | 1,100,000         | 1,100,000         | 933,926           | 1,100,000         | 1,100,000         | 1,100,000         |
| 314400 - Utility Taxes - Gas              | 96,002            | 101,879           | 80,000            | 80,000            | 149,499           | 107,000           | 100,000           | 100,000           |
| <b>Taxes Total</b>                        | <b>42,185,297</b> | <b>41,918,359</b> | <b>43,506,669</b> | <b>47,401,974</b> | <b>42,073,294</b> | <b>44,891,000</b> | <b>52,172,632</b> | <b>52,258,835</b> |
| <b>Licenses &amp; Permits</b>             |                   |                   |                   |                   |                   |                   |                   |                   |
| 321100 - Local Business License Tax       | 1,078,998         | 1,148,619         | 1,000,000         | 1,000,000         | 1,080,537         | 1,110,000         | 1,000,000         | 1,000,000         |
| 322100 - Building Permits                 | 6,551,616         | 3,510,943         | 4,063,176         | 4,063,176         | 3,059,548         | 3,781,184         | -                 | -                 |
| 329101 - Other Fees - Boiler Fees         | 26,984            | 19,398            | 27,000            | 27,000            | 11,065            | 20,000            | 22,000            | 22,000            |
| 329200 - Alarm Permits                    | 201,687           | 149,814           | 190,000           | 190,000           | 173,834           | 156,000           | 190,000           | 190,000           |
| 329300 - Zoning Hearing Fees              | 57,875            | 24,400            | 20,000            | 20,000            | 37,900            | 39,000            | 20,000            | 20,000            |
| 329400 - Zoning Plan Review Fees          | 95,946            | 68,811            | 55,000            | 55,000            | 143,014           | 136,000           | 55,000            | 55,000            |
| 329401 - Zoning Permit Review Fees        | 75,982            | 57,459            | 60,000            | 60,000            | 95,653            | 101,000           | 60,000            | 60,000            |
| 329402 - PW - Platting Permit Fees        | -                 | 74,350            | 65,000            | 65,000            | 22,865            | 20,000            | 65,000            | 65,000            |
| 329500 - Certificates of Occupancy        | 421,641           | 188,610           | 380,000           | 380,000           | 161,348           | 180,000           | 250,000           | 250,000           |
| 329600 - Concurrency Fees                 | 111,828           | 35,352            | 90,000            | 90,000            | 29,985            | 30,000            | 60,000            | 60,000            |
| 329700 - Public Works Permits             | 142,971           | 141,583           | 150,000           | 150,000           | 263,950           | 184,000           | 150,000           | 150,000           |
| 329800 - Code Default Property Fees       | 46,200            | 44,100            | 30,000            | 30,000            | 38,900            | 31,700            | 30,000            | 30,000            |
| <b>Licenses &amp; Permits Total</b>       | <b>8,811,727</b>  | <b>5,463,438</b>  | <b>6,130,176</b>  | <b>6,130,176</b>  | <b>5,118,599</b>  | <b>5,788,884</b>  | <b>1,902,000</b>  | <b>1,902,000</b>  |
| <b>Intergovernmental</b>                  |                   |                   |                   |                   |                   |                   |                   |                   |
| 335120 - State Sharing Revenue            | 1,520,231         | 1,553,261         | 1,526,254         | 1,526,254         | 1,522,140         | 1,526,000         | 1,907,642         | 2,102,698         |
| 335150 - Alcoholic Beverage Tax           | 83,955            | 70,107            | 70,000            | 70,000            | 71,083            | 70,000            | 70,000            | 70,000            |
| 335180 - Half Cent Sales Tax              | 5,120,930         | 4,663,638         | 4,968,984         | 4,968,984         | 4,745,281         | 4,945,000         | 5,130,805         | 5,361,735         |
| 338100 - County Business Tax Receipts     | 90,738            | 98,418            | 55,000            | 55,000            | 80,586            | 55,000            | 55,000            | 55,000            |
| <b>Intergovernmental Total</b>            | <b>6,815,854</b>  | <b>6,385,424</b>  | <b>6,620,238</b>  | <b>6,620,238</b>  | <b>6,419,090</b>  | <b>6,596,000</b>  | <b>7,163,447</b>  | <b>7,589,433</b>  |
| <b>Charges for Services</b>               |                   |                   |                   |                   |                   |                   |                   |                   |
| 341302 - Optional Plan Review Fee         | 570               | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| 341303 - Building Training Fees           | 22,160            | 11,873            | 20,000            | 20,000            | -                 | -                 | 20,000            | 20,000            |
| 341520 - Court Ord. Restitution PYMTS     | -                 | 1,679             | -                 | -                 | 144               | -                 | -                 | -                 |
| 341900 - Lien Search Fees                 | 232,427           | 212,818           | 206,000           | 206,000           | 288,559           | 259,000           | 206,000           | 206,000           |
| 341901 - Candidate Qualifyng Fees         | (840)             | 1,600             | -                 | -                 | 200               | 500               | -                 | -                 |
| 341902 - BLDG Administrative Fees         | 132,681           | 71,744            | 100,000           | 100,000           | 54,971            | 44,000            | 60,000            | 60,000            |
| 341903 - BLDG Records Request             | 85,364            | 67,932            | 75,000            | 75,000            | 93,548            | 83,000            | 75,000            | 75,000            |
| 342100 - Police Services                  | 874,054           | 844,567           | 750,000           | 750,000           | 1,493,481         | 1,100,000         | 875,000           | 875,000           |
| 342110 - Police Services - Records        | 7,889             | 12,517            | 8,000             | 8,000             | 9,329             | 8,000             | 8,000             | 8,000             |
| 342115 - School Crossing Guards           | 112,117           | 54,153            | 70,000            | 70,000            | 59,315            | 50,000            | 70,000            | 70,000            |
| 342120 - Police Services - MDC Schools    | 140,352           | 281,348           | -                 | -                 | -                 | -                 | -                 | -                 |
| 342130 - Police Services - School Officer | 561,374           | 363,914           | 577,007           | 577,007           | 459,939           | 445,000           | 577,007           | 577,007           |
| 342901 - BLDG Recert Fees 40-YR           | 15,160            | 13,240            | 10,000            | 10,000            | 5,840             | 7,000             | 10,000            | 10,000            |
| 347200 - Recreation Fees                  | 98,642            | 59,299            | 50,000            | 50,000            | 77,770            | 74,000            | 100,000           | 100,000           |
| 347201 - Recreation - Rentals             | 155,034           | 108,040           | 60,000            | 60,000            | 88,473            | 72,000            | 155,000           | 155,000           |
| 347202 - Recreation - Bronco Regis.       | 25,951            | 12,665            | 10,000            | 10,000            | 27,702            | 26,000            | 30,000            | 30,000            |



| Account - Description                    | Actual            |                   | Adopted           | Amended           | Year-End          |                   |                   |                   |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|  | FY 2018-19        | FY 2019-20        | Budget            | Budget            | Actual            | Estimate          | Proposed          | Adopted           |
| 347203 - Recreation - Concessions        | 10,841            | 4,035             | 4,000             | 4,000             | 2,440             | 1,000             | 12,000            | 12,000            |
| 347204 - Recreation - Taxable Sales      | 18,077            | 8,967             | 11,000            | 11,000            | 126               | -                 | 5,000             | 5,000             |
| 347400 - Recreation - Special Events     | 29,063            | 16,605            | 14,000            | 14,000            | 7,233             | 7,500             | 40,000            | 40,000            |
| 347401 - Recreation - Sponsorships       | 87,217            | 62,634            | 50,000            | 50,000            | 16,325            | 5,000             | 80,000            | 80,000            |
| 347402 - Recreation - Camps              | 83,937            | 7,766             | -                 | -                 | 40,709            | 17,500            | 75,000            | 75,000            |
| 347403 - Recreation - Tennis             | 60,890            | 29,142            | 40,000            | 40,000            | 60,044            | 56,000            | 60,000            | 60,000            |
| 347404 - Recreation - Soccer             | 324,408           | 99,722            | 100,000           | 100,000           | 160,021           | 120,000           | 250,000           | 250,000           |
| 347405 - Recreation - Community Center   | 108,120           | 55,083            | 50,000            | 50,000            | 68,289            | 43,000            | 110,000           | 110,000           |
| 347406 - Recreation - Training           | 300               | 150               | -                 | -                 | 150               | 150               | 300               | 300               |
| 347407 - Recreation - Baseball           | 21,842            | 9,302             | 5,000             | 5,000             | 11,702            | -                 | 13,000            | 13,000            |
| <b>Charges for Services Total</b>        | <b>3,207,630</b>  | <b>2,410,795</b>  | <b>2,210,007</b>  | <b>2,210,007</b>  | <b>3,026,310</b>  | <b>2,418,650</b>  | <b>2,831,307</b>  | <b>2,831,307</b>  |
| <b>Fines &amp; Forfeits</b>              |                   |                   |                   |                   |                   |                   |                   |                   |
| 351100 - Judgements & Fines              | 650,667           | 455,857           | 500,000           | 500,000           | 183,799           | 255,000           | 500,000           | 500,000           |
| 351110 - Fines & Forfeitures - Local     | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| 351150 - Safety Redlight Cameras         | 1,322,507         | 976,435           | 1,125,000         | 1,125,000         | 866,960           | 950,000           | 1,125,000         | 1,125,000         |
| 351200 - Court - Investigative Recovery  | 1,500             | 3,000             | 5,000             | 5,000             | -                 | -                 | 5,000             | 5,000             |
| 351900 - Judgements & Fines - Other      | -                 | -                 | -                 | -                 | 92,899            | 52,000            | -                 | -                 |
| 359101 - Fines - Permit Violations       | 180,752           | 158,070           | 150,000           | 150,000           | 111,272           | 135,500           | 150,000           | 150,000           |
| <b>Fines &amp; Forfeits Total</b>        | <b>2,155,425</b>  | <b>1,593,363</b>  | <b>1,780,000</b>  | <b>1,780,000</b>  | <b>1,254,929</b>  | <b>1,392,500</b>  | <b>1,780,000</b>  | <b>1,780,000</b>  |
| <b>Miscellaneous</b>                     |                   |                   |                   |                   |                   |                   |                   |                   |
| 331101 - Federal Reimb - Cares Acr       | -                 | -                 | -                 | -                 | 219,503           | 219,503           | -                 | -                 |
| 331200 - DOJ Bryne Grant                 | -                 | -                 | -                 | -                 | 5,776             | -                 | 71,000            | 71,000            |
| 334200 - State of Fl Jag Grant - 2009    | 6,319             | 9,520             | -                 | -                 | 7,040             | -                 | -                 | -                 |
| 334201 - State - FDLE ITF Grant          | -                 | 9,056             | -                 | -                 | -                 | -                 | -                 | -                 |
| 334390 - State - Vol. Cleanup Tax. Cert. | 338,890           | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| 337500 - Grant                           | 24,359            | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| 337100 - County Reimbursement            | -                 | 561,000           | -                 | -                 | 248,510           | 248,510           | -                 | -                 |
| 337701 - Grant - Forestry                | -                 | 10,524            | -                 | -                 | -                 | -                 | -                 | -                 |
| 361100 - Interest Income                 | 1,849,033         | 1,394,917         | 1,000,000         | 1,000,000         | 832,695           | 750,000           | 700,000           | 700,000           |
| 362100 - Lease Agreement - Doral Prep    | 13                | 24                | 12                | 12                | 14                | 12                | 12                | 12                |
| 366000 - Private Grants & Contributions  | 380,000           | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| 366100 - Developer Contributions         | 500,000           | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| 366200 - Private Contributions - Other   | 30                | 30                | -                 | -                 | 15                | 15                | -                 | -                 |
| 366400 - Private Contributions - Awards  | 5,300             | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| 367100 - Change In Invest Value          | 1,323,442         | 1,232,923         | -                 | -                 | (447,746)         | (350,000)         | -                 | -                 |
| 369100 - Miscellaneous Income            | 106,255           | 39,089            | 35,000            | 35,000            | 141,395           | 90,000            | 35,000            | 35,000            |
| 369101 - BLDG MISC - OT Recovery         | 443,545           | 154,375           | 250,000           | 250,000           | 113,672           | 159,000           | 150,000           | 150,000           |
| 369102 - BLDG MISC - Copy Scan Fees      | 102,125           | 42,295            | 72,000            | 72,000            | 5,132             | 10,000            | 10,000            | 10,000            |
| 369103 - Police Auto Take Home PGM       | 56,800            | 17,800            | 9,000             | 9,000             | 9,050             | 9,000             | 9,000             | 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       | 23,204            | 21,624            | 20,000            | 20,000            | 22,361            | 15,000            | 20,000            | 20,000            |
| 369200 - Prior Year Recovery             | 13,757            | 44,822            | 10,000            | 10,000            | 51,778            | 52,000            | 10,000            | 10,000            |
| 369301 - Settlement - Viewpoint          | -                 | -                 | -                 | -                 | 37,500            | 37,500            | -                 | -                 |
| 369400 - MISC. Park Fees                 | 300               | 400               | -                 | -                 | 500               | -                 | -                 | -                 |
| 369900 - Insurance Proceeds              | 160,267           | 98,409            | -                 | -                 | 51,612            | 75,000            | -                 | -                 |
| 384100 - Debt Proceeds                   | -                 | 516,006           | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>Miscellaneous Total</b>               | <b>5,340,638</b>  | <b>4,159,814</b>  | <b>1,403,012</b>  | <b>1,403,012</b>  | <b>1,305,806</b>  | <b>1,322,540</b>  | <b>1,012,012</b>  | <b>1,012,012</b>  |
| <b>Revenue Grand Total</b>               | <b>68,516,571</b> | <b>61,931,192</b> | <b>61,650,102</b> | <b>65,545,407</b> | <b>59,198,028</b> | <b>62,409,574</b> | <b>66,861,398</b> | <b>67,373,587</b> |



## General Fund Revenue Projections

### Taxes

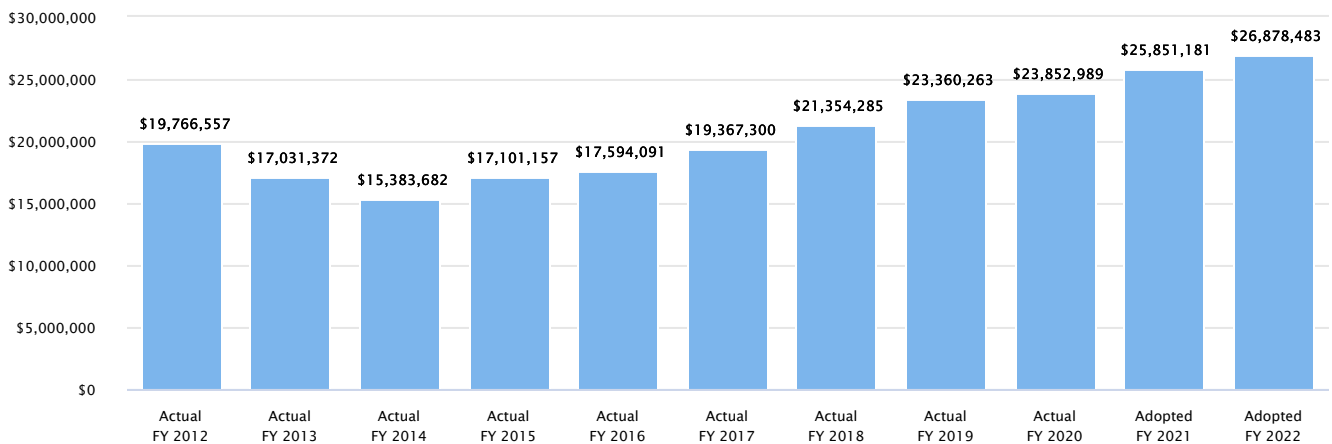
The revenue classification in the General Fund includes Ad Valorem (Property) Taxes, Franchise Fees, Utility Taxes and the Simplified Communications Tax. This class of revenue provides a fairly stable source and normally displays an increasing trend due to increases in property assessments (which are 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 2022 General Fund includes the millage rate for the City of Doral of 1.9 which bears no change as that of the FY 2021 adopted rate. This millage is expected to generate tax proceeds of \$26,878,483.

### 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.

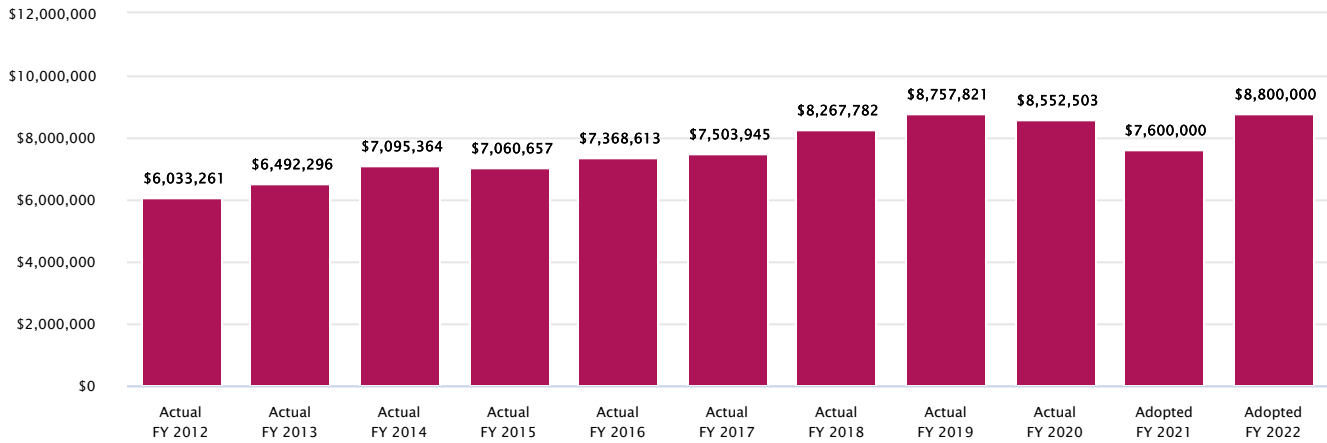
#### Utility Taxes

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

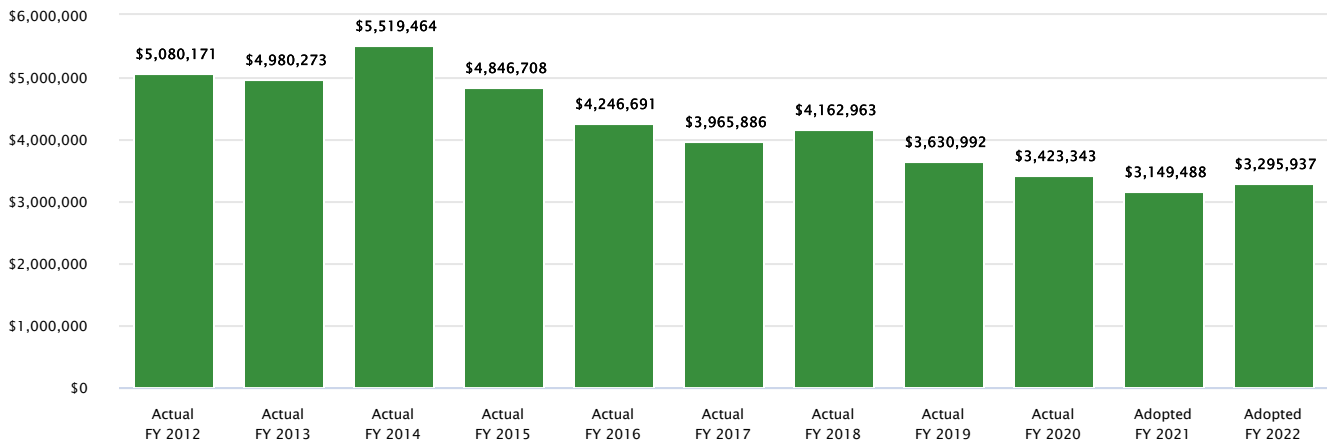


314.300 Utility Tax - Water - The City previously established by Ordinance utility taxes in the amount of 10% on water.

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



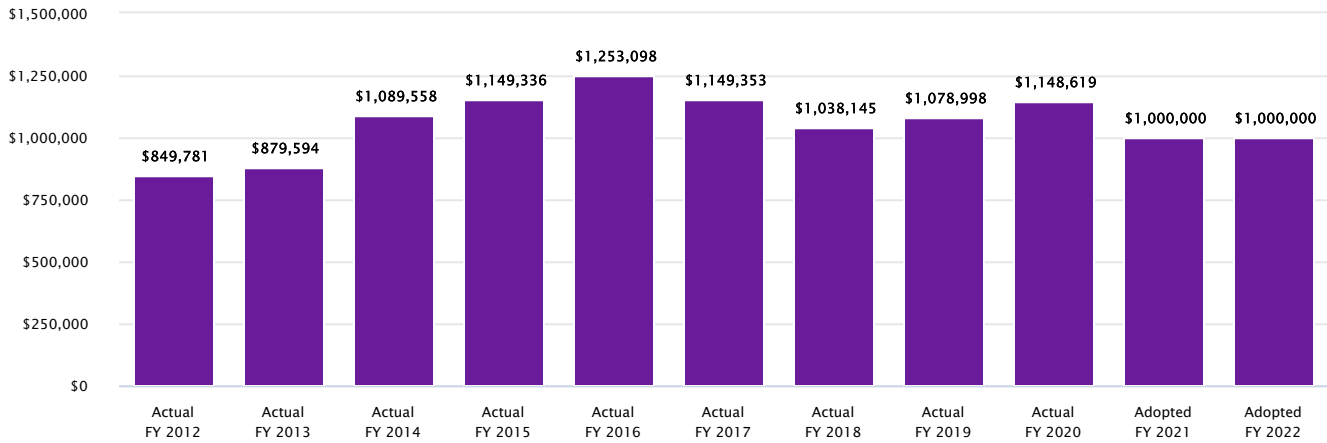
### Licenses And Permits

The Licenses and Permits revenue classification in the General Fund include Occupational Licenses, Building Permits, Other Licenses and Permits, Zoning Hearing Fees, Zoning Plan Revenue Fees, Certificates of Occupancy and Alarm Permits. This revenue source is showing an increasing trend. Traditionally these types of revenues display a fairly 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



322.100 *Building Permits* – Permits must be issued to any individual or business that performs construction work within the corporate limits of the City. These permits are issued for construction, such as plumbing, electrical, structural, mechanical, etc. City Ordinance sets the fees. Building permit fees have been moved out of the General Fund and into the Building Fund.

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.

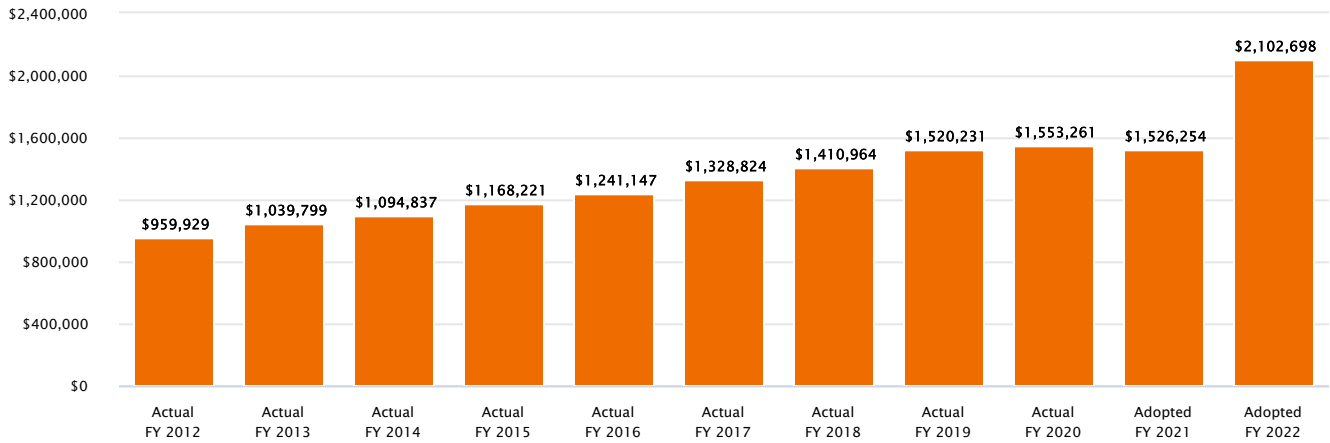
### Intergovernmental

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.



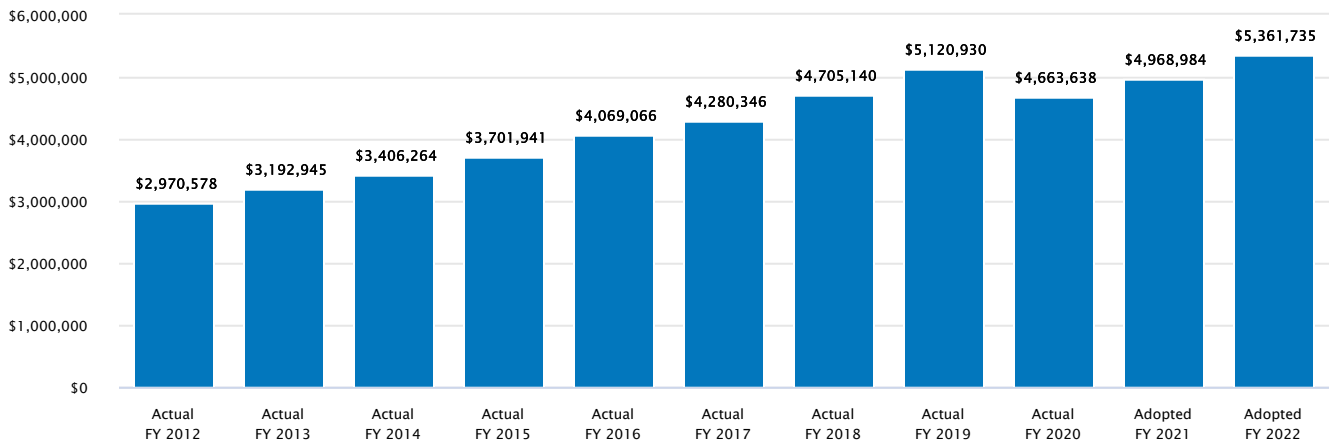
### State Sharing Revenue



**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 percent 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 per capita formula.

### Half Cent Sales Tax



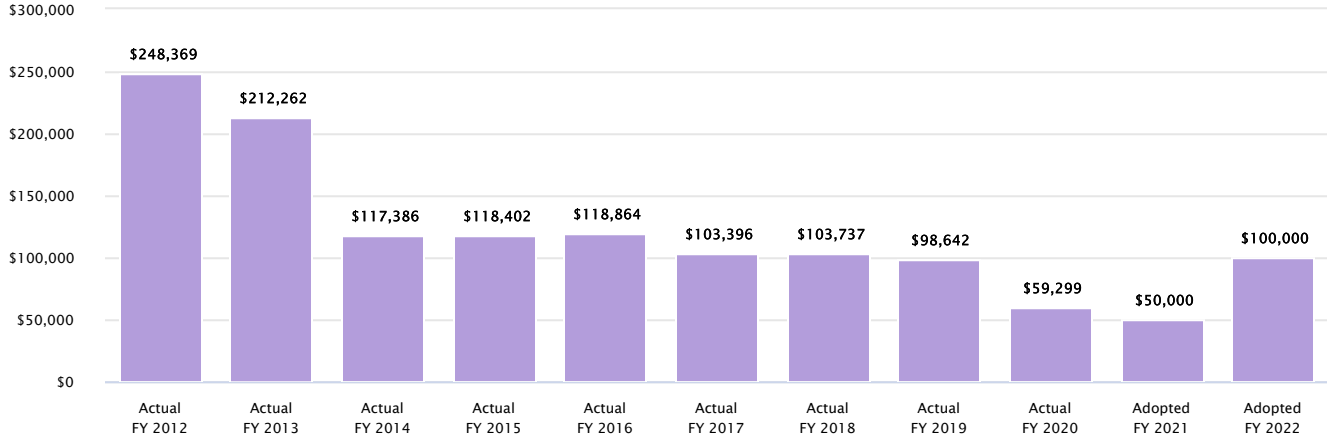
### Charges For Services

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.

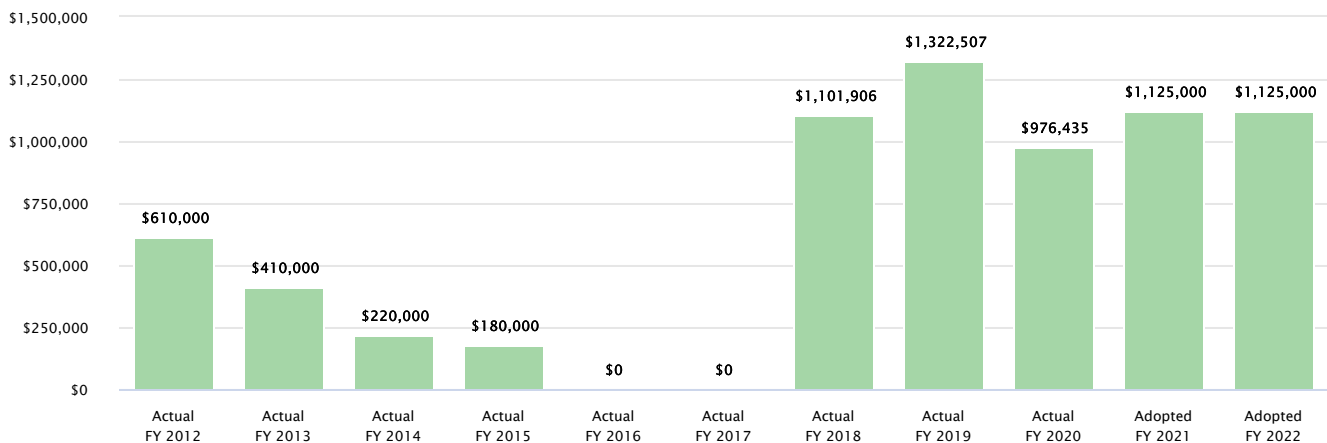
### Fines & Forfeitures

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 \$500,000 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.

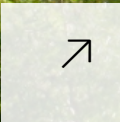
361.100 *Interest Income* - Investment practices are maintained to allow for 100% of available funds to be invested at all times. Determining factors in forecasting revenue for this line item are the anticipated interest rate and dollars available for investment.

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





# CITY OF DORAL DEPARTMENTS





**DORAL**  
**FLORIDA**



## 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 2022

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.

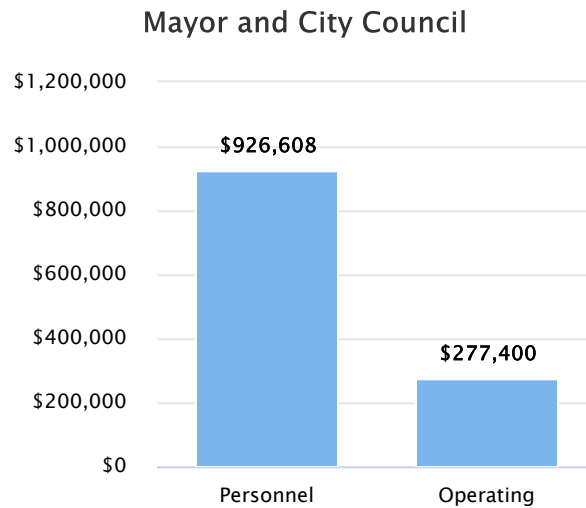
Economic Development and Communication Area:

- 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 1.5% 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 2.85% city-wide.



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

| Account                        | Position                          | Budget     | Budget     | Budget     | Budget     | Adopted    | Total Cost        |
|--------------------------------|-----------------------------------|------------|------------|------------|------------|------------|-------------------|
|                                |                                   | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 | FY 2021-22        |
| 500.110 - Charter Compensation |                                   |            |            |            |            |            |                   |
|                                | Mayor                             | 1          | 1          | 1          | 1          | 1          | \$ 73,133         |
|                                | Council Members                   | 4          | 4          | 4          | 4          | 4          | \$ 70,172         |
|                                | <b>Charter Compensation Total</b> | <b>5</b>   | <b>5</b>   | <b>5</b>   | <b>5</b>   | <b>5</b>   | <b>\$ 143,305</b> |
| 500.120 - Full Time Salaries   |                                   |            |            |            |            |            |                   |
|                                | Chief of Staff                    | 1          | 1          | 1          | 1          | 1          | \$ 85,930         |
|                                | Legislative Analyst               | 4          | 4          | 4          | 4          | 4          | \$ 301,240        |
|                                | Service Award 5 yr                |            |            |            |            |            | \$ 700            |
|                                | <b>Full Time Salaries Total</b>   | <b>5</b>   | <b>5</b>   | <b>5</b>   | <b>5</b>   | <b>5</b>   | <b>\$ 387,870</b> |
|                                | <b>Total</b>                      | <b>10</b>  | <b>10</b>  | <b>10</b>  | <b>10</b>  | <b>10</b>  | <b>\$ 531,175</b> |



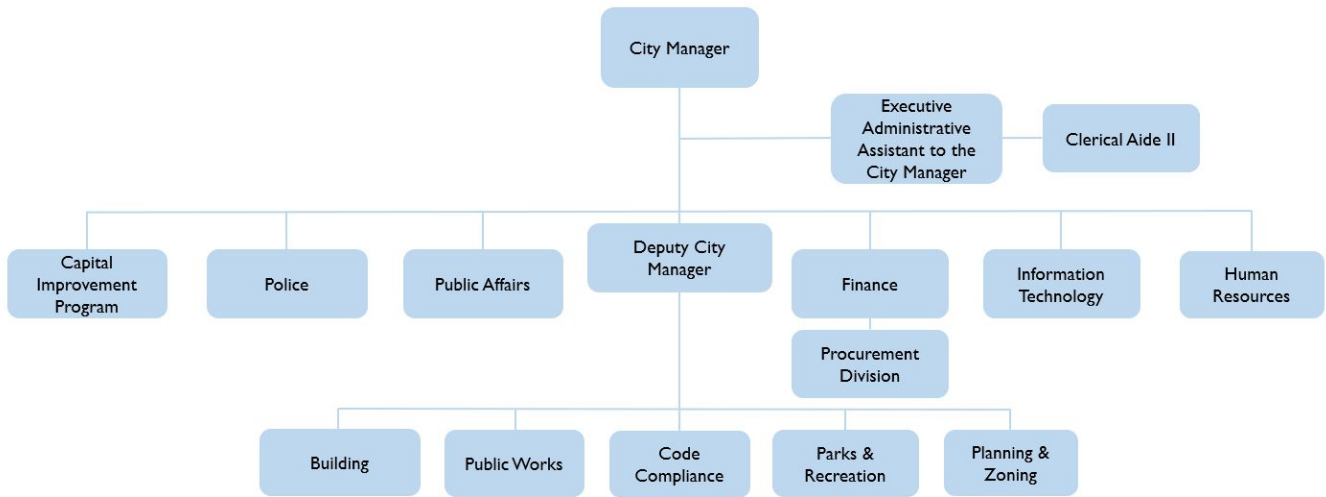
**00110005 - Office of the Mayor & City Council**

|  | Actual           | Actual           | Adopted          | Amended          | YTD *            | Year-End         | Proposed         | Adopted          |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|  | FY 2018-19       | FY 2019-20       | Budget           | Budget           | Actuals          | Estimate         | FY 2021-22       | FY 2021-22       |
|  |                  |                  | FY 2020-21       | FY 2020-21       | FY 2020-21       | FY 2020-21       |                  |                  |
| <b>Personnel</b>                         |                  |                  |                  |                  |                  |                  |                  |                  |
| 500110 - Charter Compensation            | 134,761          | 138,691          | 142,601          | 142,601          | 127,801          | 142,601          | 143,305          | 143,305          |
| 500120 - Full Time Salaries              | 357,363          | 377,428          | 381,826          | 381,826          | 346,585          | 381,826          | 387,870          | 387,870          |
| 500125 - Compensated Absences            | 2,296            | 6,309            | 13,744           | 13,744           | 3,789            | 13,744           | 13,960           | 13,960           |
| 500210 - FICA & MICA Taxes               | 49,114           | 51,477           | 55,098           | 55,098           | 46,823           | 55,098           | 55,543           | 55,543           |
| 500220 - Retirement Contribution         | 67,309           | 68,097           | 71,404           | 71,404           | 68,526           | 71,404           | 72,256           | 72,256           |
| 500230 - Life & Health Insurance         | 229,751          | 262,574          | 280,804          | 280,804          | 250,807          | 280,804          | 253,674          | 253,674          |
| <b>Personnel Total</b>                   | <b>840,594</b>   | <b>904,576</b>   | <b>945,477</b>   | <b>945,477</b>   | <b>844,332</b>   | <b>945,477</b>   | <b>926,608</b>   | <b>926,608</b>   |
| <b>Operating</b>                         |                  |                  |                  |                  |                  |                  |                  |                  |
| 500400 - Travel & Per Diem               | 26,100           | 25,675           | 26,100           | 26,100           | 26,948           | 26,100           | 26,100           | 26,100           |
| 50040A - Travel - Council Seat Mayor     | 15,214           | 7,377            | 10,000           | 6,000            | 4,690            | 6,500            | 10,000           | 10,000           |
| 50040B - Travel - Council Seat One       | 6,828            | 2,098            | 5,000            | 5,000            | 3,482            | 5,000            | 5,000            | 5,000            |
| 50040C - Travel - Council Seat Two       | 5,248            | 7,541            | 5,000            | 5,000            | 1,649            | 5,000            | 5,000            | 5,000            |
| 50040D - Travel - Council Seat Three     | 1,682            | 2,352            | 5,000            | 5,000            | 4,821            | 5,000            | 5,000            | 5,000            |
| 50040E - Travel - Council Seat Four      | 5,852            | 5,437            | 5,000            | 11,161           | 11,485           | 5,000            | 5,000            | 5,000            |
| 500401 - Council Stipend                 | 146,629          | 150,000          | 150,000          | 150,000          | 134,688          | 150,000          | 150,000          | 150,000          |
| 500410 - Communication & Freight         | 10,615           | 8,988            | 13,800           | 8,800            | 9,401            | 13,800           | 13,800           | 13,800           |
| 500510 - Office Supplies                 | -                | -                | -                | -                | -                | -                | -                | -                |
| 500540 - Dues, Suscriptions, Memberships | -                | -                | -                | -                | -                | -                | -                | -                |
| 50048A - Prom. Act. - Council Seat Mayor | -                | -                | 500              | 500              | -                | 500              | 500              | 500              |
| 50048B - Prom. Act. - Council Seat One   | 95               | 492              | 500              | 500              | 495              | 500              | 500              | 500              |
| 50048C - Prom. Act. - Council Seat Two   | -                | 399              | 500              | 500              | -                | 500              | 500              | 500              |
| 50048D - Prom. Act. - Council Seat Three | -                | -                | 500              | 500              | 235              | 500              | 500              | 500              |
| 50048E - Prom. Act. - Council Seat Four  | 427              | 80               | 500              | 1,100            | 1,100            | 1,150            | 500              | 500              |
| 50051A - Off. Supp. - Council Seat Mayor | 1,350            | 2,192            | 5,000            | 5,000            | 4,830            | 5,000            | 5,000            | 5,000            |
| 50051B - Off. Supp. - Council Seat One   | 4,313            | 2,680            | 5,000            | 5,000            | 1,165            | 5,000            | 5,000            | 5,000            |
| 50051C - Off. Supp. - Council Seat Two   | 1,839            | 375              | 5,000            | 5,000            | 672              | 5,000            | 5,000            | 5,000            |
| 50051D - Off. Supp. - Council Seat Three | 3,072            | 2,145            | 5,000            | 5,000            | 4,535            | 5,000            | 5,000            | 5,000            |
| 50051E - Off. Supp. - Council Seat Four  | 8,929            | 4,872            | 5,000            | 3,033            | 2,917            | 4,350            | 5,000            | 5,000            |
| 50054A - Dues/Memb. - Council Seat Mayor | 3,899            | 8,103            | 6,000            | 15,000           | 14,216           | 9,500            | 6,000            | 6,000            |
| 50054B - Dues/Memb. - Council Seat One   | 1,563            | 1,219            | 6,000            | 6,000            | 1,585            | 6,000            | 6,000            | 6,000            |
| 50054C - Dues/Memb. - Council Seat Two   | 3,078            | 1,114            | 6,000            | 6,000            | 1,295            | 6,000            | 6,000            | 6,000            |
| 50054D - Dues/Memb. - Council Seat Three | 2,584            | 1,049            | 6,000            | 6,000            | 1,205            | 6,000            | 6,000            | 6,000            |
| 50054E - Dues/Memb. - Council Seat Four  | 5,204            | 1,269            | 6,000            | 1,206            | 1,725            | 6,000            | 6,000            | 6,000            |
| <b>Operating Total</b>                   | <b>254,522</b>   | <b>235,456</b>   | <b>277,400</b>   | <b>277,400</b>   | <b>233,141</b>   | <b>277,400</b>   | <b>277,400</b>   | <b>277,400</b>   |
| <b>Capital</b>                           |                  |                  |                  |                  |                  |                  |                  |                  |
| 500640 - Capital Outlay - Office         | -                | -                | -                | -                | -                | -                | -                | -                |
| <b>Capital Total</b>                     | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Grand Total</b>                       | <b>1,095,115</b> | <b>1,140,032</b> | <b>1,222,877</b> | <b>1,222,877</b> | <b>1,077,472</b> | <b>1,222,877</b> | <b>1,204,008</b> | <b>1,204,008</b> |

\* 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 2021

### 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
- Quality customer service that protects the health of customers and staff in critical, non-normal circumstances
- 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

## Office of the City Manager Objectives for FY 2022

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.

### Economic Development and Communication - Continue economic development efforts and improve communications regarding those efforts

- Continue major current/planned work to improve
  - Implement series of new outreach events with CAMCOL Doral and Public Affairs, including webinars, networkers, small business events, and top 20 companies' roundtable with Mayor.
  - Expand business outreach through business-friendly messaging in media stories, webinars, videos, events, presentations, partnerships, and advertising.
- Improve Communication internally and with business community
  - Move economic development activities to the front on the weekly activity report
- Increase tracking of impacts, particularly on the target areas
  - Review FIU Study
  - Review current and potential metrics





- Simplify grant process and forms
  - Review and revise process and forms

Customer Service - Continue to improve the quality of customer service

- Continue current/planned work to improve
  - Permit Navigators
  - E-service
    - Go-to-webinar
  - Training
    - Front line staff as ambassadors
    - Clearer expectations of performance standards
    - Fuller understanding of the processes and the reasons for the process
  - Develop checklists or guides for in-frequent users of permitting or zoning requests
  - Establish system for staff to identify code inconsistencies
  - Emphasize the development of customer service practices that are integrated, comprehensive, clear and consistent
  - Increase visibility of staff

Organization efficiency and effectiveness: Process improvements and culture - Continue internal organizational improvements

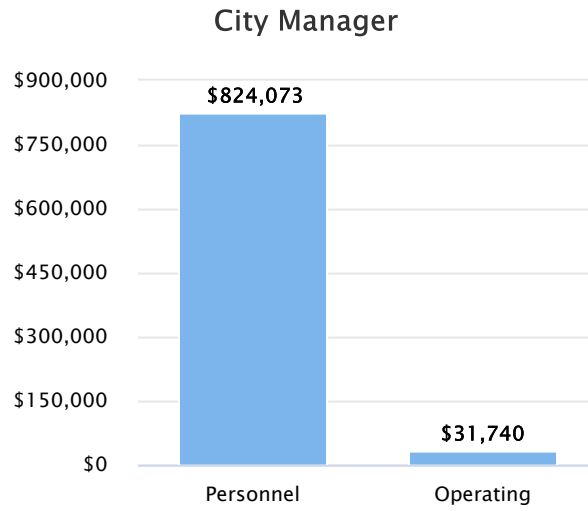
- Examine process improvement in two areas
  - HR/Finance - Next Stage of Smart City 2.0
  - IAS accreditation (Building Department)
- Improve organizational culture
  - Continue emphasis on One City, One Mission
  - Continue efforts to enhance:
    - Teamwork/elimination silos
    - Positive work environment
    - Organizational stability - Council's long-term direction

Quality of Life / Quality Development - Continue to improve the quality of life and development in Doral

- Pursue specific projects that are improvement opportunities
  - Continue to monitor opportunities for Linear Parks throughout the City
  - Maintain current approach to Doral Arts District
  - Establish moratorium on development in the Tile District / Doral Decor District and re-evaluate approach
  - Develop proposals for advertising and operational commitment
    - Restaurant event
    - Bicycling event



### Office of the City Manager Budget Highlights



- **111 – 230 Personnel Costs** – For this fiscal year, there is a 1.5% 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 2.85% city-wide.



**Office of the City Manager  
Authorized Positions**

| Account                           | Position   | Budget     | Budget     | Budget     | Budget     | Adopted    | Total Cost        |
|-----------------------------------|--|------------|------------|------------|------------|------------|-------------------|
|                                   |  | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 | FY 2021-22        |
| 500.111 - Administrative Salaries |  |            |            |            |            |            |                   |
|                                   | City Manager   | 1          | 1          | 1          | 1          | 1          | \$ 239,437        |
|                                   | Deputy City Manager                                    | 1          | 1          | 1          | 1          | 1          | \$ 179,973        |
|                                   | <b>Administrative Salaries Total</b>                   | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>\$ 419,410</b> |
| 500.120 - Full Time Salaries      |  |            |            |            |            |            |                   |
|                                   | Senior Executive Assistant to the City Manager         | 1          | 1          | -          | -          | -          | \$ -              |
|                                   | Executive Administrative Assistant to the City Manager | -          | -          | 1          | 1          | 1          | \$ 78,760         |
|                                   | Clerical Aide II                                       | 1          | 1          | 1          | 1          | 1          | \$ 34,395         |
|                                   | <b>Full Time Salaries Total</b>                        | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>\$ 113,155</b> |
|                                   | <b>Total</b>   | <b>4</b>   | <b>4</b>   | <b>4</b>   | <b>4</b>   | <b>4</b>   | <b>532,565</b>    |



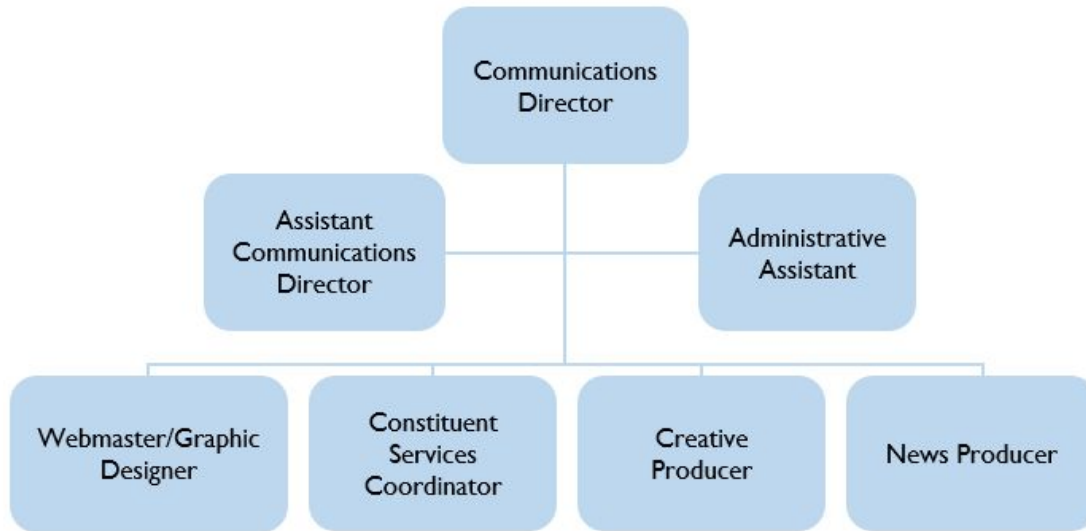
**00111005 - Office of the City Manager**

|   | Actual         | Actual         | Adopted Budget | Amended Budget   | YTD * Actuals    | Year-End Estimate | Proposed       | Adopted        |
|---|----------------|----------------|----------------|------------------|------------------|-------------------|----------------|----------------|
|   | FY 2018-19     | FY 2019-20     | FY 2020-21     | FY 2020-21       | FY 2020-21       | FY 2020-21        | FY 2021-22     | FY 2021-22     |
| <b>Personnel</b>                          |                |                |                |                  |                  |                   |                |                |
| 500111 - Administrative Salaries          | 295,564        | 401,188        | 429,743        | 429,743          | 395,014          | 429,743           | 419,410        | 419,410        |
| 500120 - Full Time Salaries               | 93,050         | 104,562        | 109,109        | 109,109          | 103,619          | 109,109           | 113,155        | 113,155        |
| 500125 - Compensated Absences             | 97,221         | 11,061         | 23,072         | 220,334          | 243,375          | 23,072            | 23,526         | 47,526         |
| 500140 - Overtime                         | -              | 29             | 250            | 250              | 175              | 250               | 250            | 250            |
| 500210 - FICA & MICA Taxes                | 31,690         | 33,316         | 44,314         | 61,170           | 38,052           | 44,314            | 43,868         | 45,704         |
| 500220 - Retirement Contribution          | 66,162         | 101,275        | 103,762        | 103,762          | 116,510          | 103,762           | 105,274        | 105,274        |
| 500230 - Life & Health Insurance          | 53,426         | 70,989         | 78,695         | 83,695           | 78,493           | 78,695            | 92,754         | 92,754         |
| <b>Personnel Total</b>                    | <b>637,113</b> | <b>722,420</b> | <b>788,945</b> | <b>1,008,063</b> | <b>975,237</b>   | <b>788,945</b>    | <b>798,237</b> | <b>824,073</b> |
| <b>Operating</b>                          |                |                |                |                  |                  |                   |                |                |
| 500400 - Travel & Per Diem                | 8,246          | 14,547         | 16,600         | 16,600           | 12,331           | 16,600            | 16,600         | 16,600         |
| 500410 - Communication & Freight          | 3,525          | 4,500          | 4,500          | 4,500            | 4,500            | 4,500             | 4,500          | 4,500          |
| 500510 - Office Supplies                  | 2,676          | 2,574          | 2,640          | 2,640            | 2,047            | 2,640             | 2,640          | 2,640          |
| 500540 - Dues, Subscriptions, Memberships | 9,614          | 7,287          | 8,000          | 8,000            | 6,013            | 8,000             | 8,000          | 8,000          |
| <b>Operating Total</b>                    | <b>24,062</b>  | <b>28,909</b>  | <b>31,740</b>  | <b>31,740</b>    | <b>24,891</b>    | <b>31,740</b>     | <b>31,740</b>  | <b>31,740</b>  |
| <b>Grand Total</b>                        | <b>661,175</b> | <b>751,329</b> | <b>820,685</b> | <b>1,039,803</b> | <b>1,000,128</b> | <b>820,685</b>    | <b>829,977</b> | <b>855,813</b> |

\* 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. The success of any enterprise comes from a strong foundation and a clear vision. The Public Affairs vision is “The City works hard and responsibly to make Doral the premier community in which to “live, work, invest, learn, and play”. This is the Department’s promise to the City’s stakeholders.

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 2021

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

### Media/Direct Communications

- Started new integrated campaigns that promote good citizenry and honors the City's history, such as, Doral Shines and #TBT (throwback Thursdays). Expanded on existing Doral Proud and Spend Local Save Local campaign to aid in businesses recovery following the pandemic.
- Increased engagement with residents through email, social media, website, and videos to keep them informed in a timely manner.
- Distributed multiple issues of the "Doral Life" newsletter to Doral homes. Introduced QR code in the newsletter that permits readers to also enjoy the full newsletter in Spanish.
- Worked with other departments by providing 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.
- Management and coordination of interview requests to City Departments and Elected Officials; crafting of messages as needed.
- Continued focused communication addressing odor control issues affecting Doral through website news updates, social media, email blasts, and phone calls.
- Preparation of products for Council that include press guidance, talking points, and scripts.
- Established partnership with Doral Family Journal, Doral's longest standing local newspaper with monthly articles to help reach a greater audience with City initiatives, programs, and events.
- Approximately 68 bilingual news releases/advisories disseminated.
- All graphic design projects are completed in-house as the department has taken on the design of other department's materials for brand and message continuity. For instance, banner/sign graphics for all Park Bond project sites, COVID-19 print materials, department brochures (Code, Economic Development, etc.), event/program flyers.

### Community Relations

- Furthered City initiatives and strengthened partnerships. Community Outreach has become an integral part of operations. Working with partners like: UM Mobile Clinic, Florida Department of Health, DORCAM, One Blood Mobile, FEMA, Florida Blue, 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 proved instrumental in outreach to the community as well as troubleshooting issues during COVID-19 recovery. From June 2020-June 2021, approximately 2,600 residents have been assisted through this function. Along with increased troubleshooting of resident's inquiries on unofficial community group pages order to mitigate misinformation, centralization of 311, this position assisted with vaccination efforts at the EOC and the implementation of ENERGOV (CSS) with Solution Center Customer Service.
- Planning and executing top-level City events that include, ribbon cuttings, groundbreakings, and other events that come through Council/administrative initiatives. This year still most events were held virtually. (State of the City, Parks Bond Ribbon Cutting/Groundbreaking, National Day of Prayer, Consular Reception).
- Overseeing Facility Use Application process for several organization that apply to use our facilities (Government Center & Doral Police Training and Community Center). The number of requests and events help at these locations, requiring coordination of logistics interdepartmentally continues to increase.
- Additionally, the Public Affairs Department coordinates the logistical coordination of all events held in the Government Center facility (consular visits, public workshops, etc.), and as of May 2018, the PD Training & Community Center.
  - Approximately 11 events, ceremonies, galas, were fully planned by Public Affairs in the past 12 months.



- Over 955 facility events have been coordinated in the past 12 months collaboration with respective departments/outside organization hosting.
- Continue 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 was light this past year due to the pandemic. This FY there have been 3 film permits thus far.
- Collaboration with Downtown Doral and CityPlace, leveraging City's sponsorship of PGA Latinamerica special segment to highlight both developments and their offerings.

### Web Content/ Social Media

- Tracking social media sentiments from posts – From Oct 1, 2020- June 23, 2021 sentiment has been 36% positive (61% neutral/informational) on topics ranging from public safety to public works and elections.
- Grew social media followers by 11% since last year. (Instagram, Facebook, Twitter)
- During the past 12 months, reached approximately 268,800 people through Facebook. Posts with most reach and engagement in past year were on Instagram related to the Nutcracker in the Park and reopening of the Splash Pad.
- In the past 12 months, videos on Facebook viewed for a total of over 77,000 minutes. Video engagement went up to 7,100.
- Continued Facebook Live streaming of all council and zoning meetings.
- Used organic and paid campaigns to garner successful attendance/participation for events like State of the City Address virtual event and 4th of July event.
- Saturated the website with contact info for all departments to better help the constituents reach out.
- Created new 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.
- Re-design of department landing page – Building Department complete. Major webpage updates Police Department webpage.
- Major section of website maintained for the pandemic – COVID-19 with timely updates.
- Modifications of certain departments to account for the change of times – COVID-19.
- Maintenance of Parks Bond webpage with several important updates for transparency in all park bond operations.
- Multiple email campaigns conducted throughout the year to better inform the residents – Open rate from 10% - 12%.
- Multiple email campaigns for vendor services throughout the year.
- Continue to make changes for a better user experience, enhancing ADA accessibility. Process is ongoing.

### Digital & Multimedia

- Achieving consistency in the Department's messages and lowering production cost, while communicating information on the multitude of city services offered, is of the utmost importance. In the last 12 months, Public Affairs has produced 161 video items from business promotional videos for Spend Local Save Local, event promos, and COVID-19 Mayor's Updates. The Department has saved the City more than \$93,000 in video production costs where if the department were to have sourced, based on local marketing standard rates with minimum personnel.
  - Doral Shines Series (\$17,500)
  - Doral Parks Bond Updates (\$16,000)
  - State of the City Virtual Event (\$8,000)
  - Monthly Event Previews (\$16,000)
  - Spend Local, Save Local Campaign (\$12,000)
  - Inside Doral News Series (\$24,000)
- Videos for Inside Doral and Doral Shines recognized with Communicator Awards 2021 for voice over talent and PSA.



- Increased destination/place making marketing campaign highlighting Doral's resilience during pandemic and continued growth as an urban core to live, work, invest, learn, and play in.
  - Advertising avenues include: CW South FL, Miami Herald, Diario Las Americas, Miami New Times

**Public Affairs Activity Report**

| Activity                                | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Projected<br>FY 2020-21 | Projected<br>FY 2021-22 |
|---|----------------------|----------------------|-------------------------|-------------------------|
| Social Media Followers                  | 44,172               | 56,101               | 62,129                  | 70,000                  |
| Videos Completed                        | 156                  | 155                  | 161                     | 160                     |
| Website Page Views                      | 1,429,530            | 1,136,113            | 1,133,580               | 1,200,000               |
| Positive Media Mentions                 | 20,130               | 6,257                | 10,400                  | 10,500                  |
| Facility Events Coordinated (logistics) | 385                  | 438                  | 955                     | 1,000                   |
| Events Produced (all aspects)           | 21                   | 9                    | 11                      | 12                      |
| Constituent Inquiries                   | N/A                  | 3,200                | 2,559                   | 2,200                   |





## Public Affairs Objectives for FY 2022

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 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. As well as assisting existing small businesses with promotion to aid in their success and pandemic recovery.
- 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.
- 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.
- 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.
- Reinforce Credibility – 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

- Continue supporting departments with the coordination of events.
- Increase participation at HOA meetings for in-person communication and assistance.
- Continue highlighting new cultural and art opportunities in the City, position Doral as an art beacon in the west region of Miami-Dade County.
- Customer Service - Prioritize patron experience with one-on-one concierge attention via constituent services supporting citywide departments and programs with accurate and unified information.
- Communicate city programs, policies, and successes to the community and 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 77,000 unique page views. This is a dynamic property, where changes are made, sometimes daily. The Department will continue to leverage the home page to drive direct visitors to less visited sections of the website.
- Public Affairs will work to continue growing the number of followers across the City’s multiple social media platforms by 10%.
- Continue using creative ways to optimize social media content to improve organic effectiveness and increase audience awareness, as well as, paid social media campaign to reach the full local community.
- Continue displaying external metrics on the website.

**Digital & Multimedia**

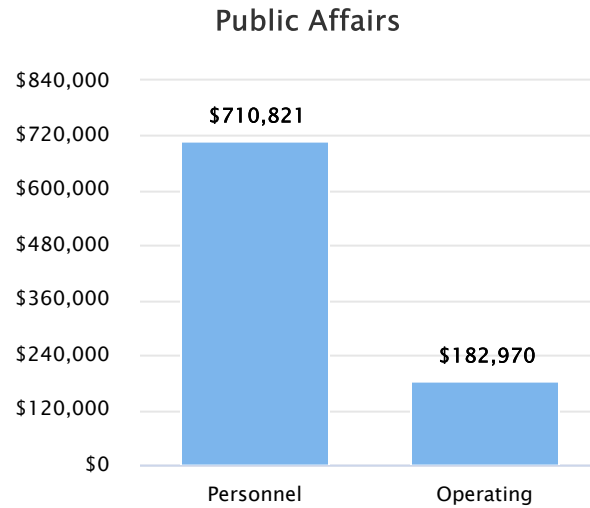
- The Department will continue to produce: Inside Doral, Citizenry Pride/Responsibility campaigns, Mayor’s Messages, Awareness Videos about city services/departments.
- Continue highlighting business that participate in City programs (eg. Spend Local, Save Local) to help them succeed and to promote participation in City programs.
- Continue to focus on video production as 85% of internet users in the United States watch online video. Video has educational and entertainment aspects, can easily teach a new idea or concept. It can also be the most powerful way to tell a story and to stimulate an emotional reaction. It has the most viral potential of any content medium. Video fosters trust. Video has the ability to break down boundaries by making communication more personal and human.

**Public Affairs Strategic Priorities**

| Strategic Priorities | Adopted FY 2021-22  | Associated Cost  |
|----------------------|---|------------------|
| Communication        | Mailing of newsletter to all homes (twice a year)   | \$ 24,170        |
| Communication        | Digital and print advertising to continue establishing Doral globally for brand awareness, “place making” | \$ 50,000        |
|                      | <b>Total</b>  | <b>\$ 74,170</b> |



**Public Affairs Budget Highlights**



- **120 – 230 Personnel Costs** – For this fiscal year, there is a 1.5% 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 2.85% city-wide.
- **340 Contractual Services** - This account decreased due to translation services being completed in-house.
- **470 Printing & Binding** - This account decreased due to a reduction in pages for the newsletter and distributions being done twice a year instead of quarterly.
- **481 Promotional Items** - This account increased due to additional advertising in print publications and for reprinting of new holiday light pole banners.
- **510 Office Supplies** - This account decreased due to office supplies being purchased with prior year funds.
- **520 Operating Supplies** - This account increased due to a railing system to accommodate lighting in the new Public Affairs buildout.
- **540 Dues, Subscriptions, & Memberships** - This account increased as subscription rates have increased.



**Public Affairs  
Authorized Positions**

| Account                           | Position   | Budget     | Budget     | Budget     | Budget     | Adopted    | Total Cost        |
|-----------------------------------|--|------------|------------|------------|------------|------------|-------------------|
|                                   |  | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 | FY 2021-22        |
| 500.111 - Administrative Salaries |  |            |            |            |            |            |                   |
|                                   | Communications Director  | -          | -          | -          | 1          | 1          | \$ 118,262        |
|                                   | <b>Administrative Salaries Total</b>                                   | <b>-</b>   | <b>-</b>   | <b>-</b>   | <b>1</b>   | <b>1</b>   | <b>\$ 118,262</b> |
| 500.120 - Full Time Salaries      |  |            |            |            |            |            |                   |
|                                   | Communications & Protocol Manager <sup>(1)</sup>                       | 1          | 1          | 1          | -          | -          | \$ -              |
|                                   | Community Relations Coordinator  | 1          | 1          | 1          | 1          | -          | \$ -              |
|                                   | <u>Reclassified to Assistant Communications Director<sup>(2)</sup></u> | -          | -          | -          | -          | 1          | \$ 84,073         |
|                                   | Creative Producer  | 1          | 1          | 1          | 1          | 1          | \$ 75,777         |
|                                   | Webmaster/ Graphic Designer  | 1          | 1          | 1          | 1          | 1          | \$ 77,079         |
|                                   | Administrative Assistant   | 0.5        | 1          | 1          | 1          | 1          | \$ 41,310         |
|                                   | News Producer  | 1          | 1          | 1          | 1          | 1          | \$ 63,133         |
|                                   | Constituent Services Coordinator                                       | -          | -          | 1          | 1          | 1          | \$ 48,027         |
|                                   | <b>Full Time Salaries Total</b>  | <b>5.5</b> | <b>6</b>   | <b>7</b>   | <b>6</b>   | <b>6</b>   | <b>\$ 389,399</b> |
|                                   | <b>Total</b>   | <b>5.5</b> | <b>6</b>   | <b>7</b>   | <b>7</b>   | <b>7</b>   | <b>\$ 507,661</b> |

<sup>(1)</sup> FY 2020-21 RECLASSIFIED - Communications & Protocol Manager to Communications Director

<sup>(2)</sup> FY 2021-22 RECLASSIFIED - Community Relations Coordinator to Assistant Communications Director



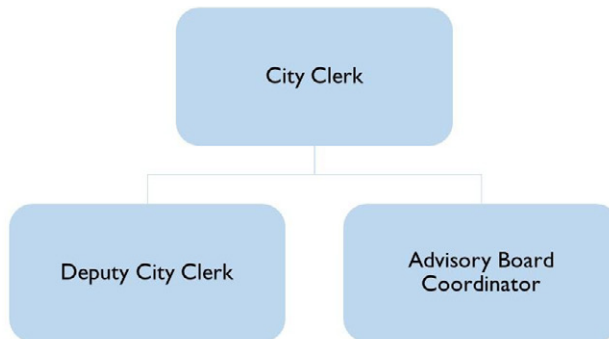
**00111505 - Public Affairs Department**

|   | Actual         | Actual         | Adopted        | Amended        | YTD *          | Year-End       |                |                |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|   | FY 2018-19     | FY 2019-20     | Budget         | Budget         | Actuals        | Estimate       | Proposed       | Adopted        |
|   | FY 2018-19     | FY 2019-20     | FY 2020-21     | FY 2020-21     | FY 2020-21     | FY 2020-21     | FY 2021-22     | FY 2021-22     |
| <b>Personnel</b>                          |                |                |                |                |                |                |                |                |
| 500111 - Administrative Salaries          | -              | -              | 112,000        | 112,000        | 101,507        | 112,000        | 118,262        | 118,262        |
| 500120 - Full Time Salaries               | 353,426        | 434,416        | 368,097        | 368,097        | 348,949        | 368,097        | 389,297        | 389,399        |
| 500125 - Compensated Absences             | 7,402          | 11,775         | 17,293         | 17,293         | 14,224         | 17,293         | 18,300         | 18,304         |
| 500210 - FICA & MICA Taxes                | 27,690         | 34,034         | 38,748         | 38,748         | 35,504         | 38,748         | 41,017         | 41,025         |
| 500220 - Retirement Contribution          | 40,101         | 51,686         | 57,552         | 57,552         | 53,538         | 57,552         | 60,906         | 60,918         |
| 500230 - Life & Health Insurance          | 64,961         | 69,624         | 88,911         | 88,911         | 71,798         | 88,911         | 82,912         | 82,913         |
| <b>Personnel Total</b>                    | <b>493,580</b> | <b>601,535</b> | <b>682,601</b> | <b>682,601</b> | <b>625,520</b> | <b>682,601</b> | <b>710,694</b> | <b>710,821</b> |
| <b>Operating</b>                          |                |                |                |                |                |                |                |                |
| 500340 - Contractual Services - Other     | 38,450         | 47,334         | 41,000         | 38,475         | 36,964         | 41,000         | 35,000         | 35,000         |
| 500400 - Travel & Per Diem                | 5,265          | 5,365          | 6,420          | 6,420          | 5,284          | 6,420          | 5,970          | 5,970          |
| 500410 - Communication & Freight          | 3,900          | 4,275          | 3,900          | 4,425          | 4,800          | 4,425          | 5,100          | 5,100          |
| 500440 - Rentals & Leases                 | -              | -              | -              | -              | -              | -              | -              | -              |
| 500470 - Printing & Binding               | 37,866         | 28,265         | 55,050         | 55,050         | 52,929         | 55,050         | 28,270         | 28,270         |
| 500481 - Promotional Activities - PIO     | 57,374         | 68,528         | 63,100         | 65,100         | 61,492         | 63,100         | 75,000         | 75,000         |
| 500490 - Other Current Charges            | 25,087         | 9,063          | 29,500         | 30,100         | 30,091         | 30,100         | 22,000         | 22,000         |
| 500510 - Office Supplies                  | 2,705          | 2,109          | 3,500          | 3,500          | 2,954          | 2,800          | 1,500          | 1,500          |
| 500520 - Operating Supplies               | 1,892          | 1,461          | 1,500          | 1,500          | 967            | 1,500          | 4,000          | 4,000          |
| 500540 - Dues, Subscriptions, Memberships | 5,698          | 5,424          | 6,313          | 5,713          | 5,551          | 5,713          | 6,130          | 6,130          |
| <b>Operating Total</b>                    | <b>178,238</b> | <b>171,824</b> | <b>210,283</b> | <b>210,283</b> | <b>201,033</b> | <b>210,108</b> | <b>182,970</b> | <b>182,970</b> |
| <b>Capital Outlay</b>                     |                |                |                |                |                |                |                |                |
| 500640 - Capital Outlay - Office          | -              | -              | -              | -              | -              | -              | -              | -              |
| <b>Capital Outlay Total</b>               | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       |
| <b>Grand Total</b>                        | <b>671,818</b> | <b>773,360</b> | <b>892,884</b> | <b>892,884</b> | <b>826,552</b> | <b>892,709</b> | <b>893,664</b> | <b>893,791</b> |

\* 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 2021

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<br>FY 2018-19 | Actual<br>FY 2019-20 | Projected<br>FY 2020-21 | Projected<br>FY 2021-22 |
|-------------------------|----------------------|----------------------|-------------------------|-------------------------|
| Public Records Requests | 1,150                | 1,350                | 1,850                   | 2,010                   |

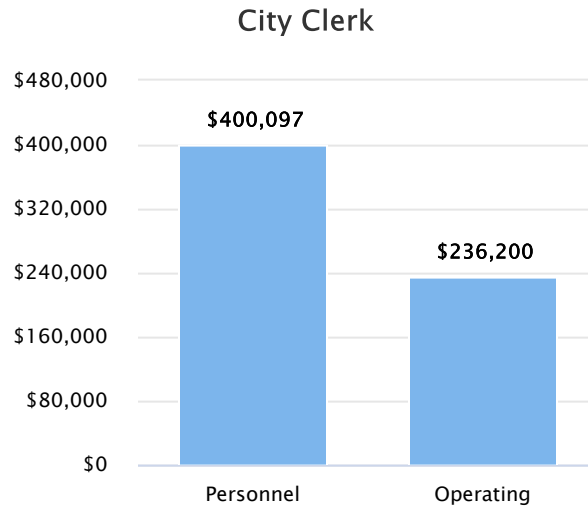
### City Clerk Objectives for FY 2022

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 1.5% cost of living adjustment and a 3% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 2.85% 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% and is not eligible for a cost of living adjustment.
- **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.
- **470 Printing & Binding** – Codification of Ordinances has decreased since last Fiscal Year.
- **491 Legal Advertising** – This covers the cost of Citywide legal advertisements.





**Office of the City Clerk  
Authorized Positions**

| Account                           | Position                                  | Budget     | Amended *  | Budget     | Budget     | Adopted    | Total Cost        |
|-----------------------------------|---|------------|------------|------------|------------|------------|-------------------|
|                                   |   | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 | FY 2021-22        |
| 500.111 - Administrative Salaries |   |            |            |            |            |            |                   |
|                                   | City Clerk                                | 1          | 1          | 1          | 1          | 1          | \$ 125,046        |
|                                   | Service Award 10 yr                       |            |            |            |            |            | \$ 4,168          |
|                                   | <b>Administrative Salaries Total</b>      | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>\$ 129,214</b> |
| 500.120 - Full Time Salaries      |   |            |            |            |            |            |                   |
|                                   | Deputy City Clerk                         | 1          | 1          | 1          | 1          | 1          | \$ 88,846         |
|                                   | Executive Assistant/Advisory Board Coord. | 1          | -          | -          | -          | -          | \$ -              |
|                                   | Advisory Board Coordinator                | -          | 1          | 1          | 1          | 1          | \$ 56,103         |
|                                   | <b>Full Time Salaries Total</b>           | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>\$ 144,949</b> |
|                                   | <b>Total</b>                              | <b>3</b>   | <b>3</b>   | <b>3</b>   | <b>3</b>   | <b>3</b>   | <b>\$ 274,163</b> |

\* 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 2018-19    | FY 2019-20    | Budget        | Budget        | FY 2020-21    | Estimate      | FY 2021-22    | FY 2021-22    |
| <b>0011200 - City Clerk Revenue</b>       |               |               |               |               |               |               |               |               |
| 341900 - Lien Search Fees                 | 28,182        | 21,568        | 21,000        | 21,000        | 28,054        | 24,000        | 21,000        | 21,000        |
| 341901 - Candidate Qualifyng Fees         | (840)         | 1,600         | -             | -             | 200           | 500           | -             | -             |
| <b>0011200 - City Clerk Revenue Total</b> | <b>27,342</b> | <b>23,168</b> | <b>21,000</b> | <b>21,000</b> | <b>28,254</b> | <b>24,500</b> | <b>21,000</b> | <b>21,000</b> |
| <b>Grand Total</b>                        | <b>27,342</b> | <b>23,168</b> | <b>21,000</b> | <b>21,000</b> | <b>28,254</b> | <b>24,500</b> | <b>21,000</b> | <b>21,000</b> |



**00112005 - Office of the City Clerk**

|   | Actual         | Actual         | Adopted        | Amended        | YTD *          | Year-End       | Proposed       | Adopted        |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|   | FY 2018-19     | FY 2019-20     | Budget         | Budget         | Actuals        | Estimate       | FY 2021-22     | FY 2021-22     |
|   |                |                | FY 2020-21     | FY 2020-21     | FY 2020-21     | FY 2020-21     |                |                |
| <b>Personnel</b>                          |                |                |                |                |                |                |                |                |
| 500111 - Administrative Salaries          | 101,469        | 114,018        | 119,091        | 119,091        | 112,756        | 119,091        | 129,214        | 129,214        |
| 500120 - Full Time Salaries               | 119,887        | 135,853        | 141,479        | 141,479        | 133,295        | 141,479        | 144,949        | 144,949        |
| 500125 - Compensated Absences             | 7,948          | 11,127         | 9,293          | 9,293          | 11,683         | 9,293          | 9,736          | 12,736         |
| 500210 - FICA & MICA Taxes                | 18,138         | 20,963         | 21,975         | 21,975         | 20,197         | 21,975         | 23,050         | 23,280         |
| 500220 - Retirement Contribution          | 32,966         | 61,231         | 58,074         | 58,074         | 55,227         | 58,074         | 59,902         | 59,902         |
| 500230 - Life & Health Insurance          | 30,408         | 22,566         | 23,793         | 23,793         | 24,111         | 23,793         | 30,016         | 30,016         |
| <b>Personnel Total</b>                    | <b>310,815</b> | <b>365,758</b> | <b>373,705</b> | <b>373,705</b> | <b>357,269</b> | <b>373,705</b> | <b>396,867</b> | <b>400,097</b> |
| <b>Operating</b>                          |                |                |                |                |                |                |                |                |
| 500331 - Court Reporter Serv - Spec MSTRS | 2,788          | 3,195          | 7,000          | 7,000          | 1,136          | 4,000          | 7,000          | 7,000          |
| 500340 - Contractual Services - Other     | 2,500          | 1,100          | 3,000          | 3,000          | 2,200          | 3,000          | 3,000          | 3,000          |
| 500400 - Travel & Per Diem                | 16,014         | 16,065         | 17,900         | 17,900         | 17,835         | 17,900         | 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               | 13,361         | 5,911          | 14,000         | 14,000         | 10,853         | 11,000         | 14,000         | 14,000         |
| 500491 - Legal Advertising                | 63,172         | 95,369         | 99,000         | 99,000         | 83,254         | 99,000         | 99,000         | 99,000         |
| 500495 - Election Expenses                | 59,705         | -              | 80,000         | 80,000         | 70,446         | 80,000         | 80,000         | 80,000         |
| 500510 - Office Supplies                  | 3,079          | 2,100          | 2,000          | 2,000          | 831            | 2,000          | 2,000          | 2,000          |
| 500520 - Operating Supplies               | 3,631          | 804            | 3,000          | 3,000          | 1,282          | 2,000          | 3,000          | 3,000          |
| 500540 - Dues, Subscriptions, Memberships | 2,918          | 3,040          | 5,300          | 5,300          | 3,390          | 5,300          | 6,800          | 6,800          |
| <b>Operating Total</b>                    | <b>170,169</b> | <b>130,583</b> | <b>234,200</b> | <b>234,200</b> | <b>194,227</b> | <b>227,200</b> | <b>236,200</b> | <b>236,200</b> |
| <b>Grand Total</b>                        | <b>480,984</b> | <b>496,341</b> | <b>607,905</b> | <b>607,905</b> | <b>551,496</b> | <b>600,905</b> | <b>633,067</b> | <b>636,297</b> |

\* 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 2018-19 | FY 2019-20 | Budget     | Budget     | Actuals    | Estimate   | Proposed   | Adopted       |
|                                | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2020-21 | FY 2020-21 | FY 2020-21 | FY 2021-22 | FY 2021-22    |
| <b>Operating</b>               |            |            |            |            |            |            |            |               |
| 500310 - Professional Services | -          | -          | -          | -          | -          | -          | -          | 35,000        |
| 500340 - Contractual Services  | -          | -          | -          | -          | -          | -          | -          | 15,000        |
| <b>Operating Total</b>         | -          | -          | -          | -          | -          | -          | -          | <b>50,000</b> |
| <b>Grand Total</b>             | -          | -          | -          | -          | -          | -          | -          | <b>50,000</b> |

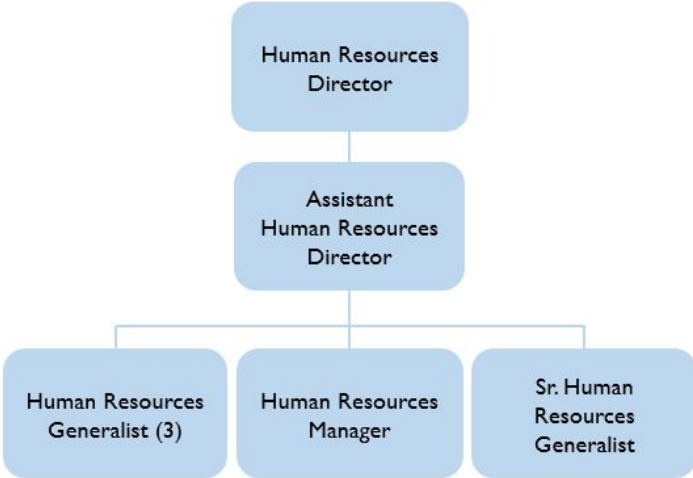
\* YTD = Year to Date

### Charter Enforcement Budget Highlights

The Office of Charter Enforcement will be managed by the Police Department's Internal Affairs division. Due to the change, the line item will not be funded for Fiscal Year 2021/22.



# 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.



## Human Resources Accomplishments for FY 2021

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 June 9, 2020 the City terminated its agreement with NEOGOV. On March 26, 2021, the City issued an RFP for an all-encompassing HRIS/Payroll System. The proposals are currently under review.
- The Human Resources Department continues to utilize electronic benefit management software to report and monitor compliance requirements for the Affordable Care Act (ACA). This platform was also utilized to provide a more efficient means to distributing the form 1095-B, which is the Tax documentation required for ACA.
- The Human Resources Department continues to utilize electronic benefit management software to disseminate benefit information and enroll all eligible employees and dependents for proper and available benefit options. This software allows employees and dependents the feasibility to update any necessary information.

### Organizational Efficiency

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

- The Human Resources Department continuously worked with employees and their supervisors to monitor episodes of positive COVID-19 and related 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. A total of 122 employees were infected with the COVID-19 virus. 218 employees had to be quarantined. The coordinated effort required ongoing and continuous communications and monitoring of Workers Compensation, Employees, Supervisors, and PCR providers.
- The Human Resources Department worked closely with PCR providers to manage the logistics of administering PCR tests to employees at City Hall each week since July 24, 2020, for more than 10 months. To date more than 1,800 PCR tests have been performed at City Hall. This effort included the task of reviewing vendor invoices to ensure proper backup existed for every PCR test.
- The Human Resources Department also led the coordinator of PCR testing for City of Doral Residents. Since September 14, 2020, testing was administered at the Police Training Center on Mondays, Wednesdays, and Fridays. To date more than 4,500 PCR tests have been administered to residents. This effort included the task of reviewing vendor invoices to ensure proper backup existed for every PCR test performed.
- The Human Resources Department continually monitors the status of the driver's licenses for employees classified as City drivers. In FY 2021 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 bargaining unit members.
- The Human Resources Department continues to enhance safety training programs to ensure employees are using safe work practices and maintaining safe work environments.
- On October 19, 2020, the Human Resources Department hosted and facilitated a Florida Municipal Insurance Trust (FMIT) Risk and Safety visit. HR is currently working with FMIT on the logistics of bringing driver safety training to Doral.
- One May 21, 2020, the Human Resources Department hosted a Defensive Driving Training that was facilitated by FMIT. The training was received by 20 employees from various departments.

*Review and update the Human Resources Policies and Procedures Manual*

- The Human Resources Department has updated the Employee Policies and Procedures Manual and is currently under review by the City Manager Office.



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

- HR continues working with City Departments to 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 2021 our department processed 317 performance evaluations.
- 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 55 employees were recognized this fiscal year.
- Employees were recognized for their years of service with the City (5 & 10 Years of Service). A total of 21 employees were recognized and received the corresponding monetary bonus.
- The Human Resources Department managed several wellness initiatives. These initiatives included: Lunch and Learn programs and Flip-a-Coin workout initiatives to motivate employees to live a healthier lifestyle with an average employee participation rate of 25-30 employees per session. Currently, financial wellness virtual workshops, facilitated by Wells Fargo Bank N.A. are scheduled through the end of 2021.
- 2021 Healthiest Employers in South Florida, presented by South Florida by Florida Blue for a second year in a row. The award honors companies that continually improve the lives of their employees by incorporating wellness initiatives that promote health and well-being.
- Nominated as a finalist for the 2020 Worksite Wellness Award, presented by Consortium for a Healthier Miami-Dade.
- The City received gold status in the 2020 Workplace Well-being Award presented by Aetna.

### Trainings & Education

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

The Human Resources Department coordinated several virtual meetings with Dr. Pete Gutierrez, the Doral Police Department's Medical Director, in an effort to receive COVID related knowledge from a trusted healthcare professional.

The Human Resources Department launched a weekly Customer Service Training for all employees. The training is conducted each Tuesday, alternating each week, from 9am - 12pm and 1pm-4pm. The training is called One Body - One Mind, and the goal is to ensure that all employees develop and maintain a customer focused mindset that is aligned with the City's strategic objectives and value system.

The Human Resources Department developed and facilitated a Performance Evaluation Training for all Police Department employees. The training was necessary as part of the ongoing Police accreditation.

The Human Resources Department has developed a new Performance Evaluation Training and Employee Evaluation Form. The new format is aimed at capturing key performance indicators that are strategically aligned with the City's mission, vision, and strategic priorities. The training is currently under review by the City Manager's Office and is tentatively scheduled to be rolled out to all supervisors in June 2021.



### Human Resources Activity Report

| Activity                              | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Projected<br>FY 2020-21 | Projected<br>FY 2021-22 |
|---------------------------------------|----------------------|----------------------|-------------------------|-------------------------|
| Employment Applications Received      | 4,366                | 5,103                | 5,000                   | 5,000                   |
| Job Interest Cards Received           | 400                  | 251                  | 300                     | 380                     |
| Job Posting Hits                      | 58,814               | 183,843              | 79,000                  | 79,000                  |
| Vacancy By Requisition                | 71                   | 52                   | 55                      | 55                      |
| New Hires                             | 80                   | 74                   | 75                      | 75                      |
| Terminations                          | 80                   | 71                   | 120                     | 60                      |
| Internal Promotions                   | 49                   | 36                   | 24                      | 30                      |
| Employment Reclassifications          | 2                    | 8                    | 9                       | 3                       |
| Health Fair Attendance                | 155                  | -                    | -                       | 160                     |
| Temporary Appointments                | 20                   | 64                   | 120                     | 100                     |
| Workers Compensation Processed        | 60                   | 75                   | 90                      | 65                      |
| Tuition Reimbursement Processed       | 35                   | 45                   | 40                      | 40                      |
| Performance Merit Increases Processed | 376                  | 375                  | 378                     | 380                     |

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 2022

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.

- In the upcoming year, we will be working closely with the Finance and Information Technology departments to implement the new Human Resources Management System.
- 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.
- 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.
- 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 workplace utilization demographics and comply with Department of Justice (DOJ) Equal Employment Opportunity Program reporting guidelines.
- Analyze and implement the pay and benefit recommendations made by Evergreen Solutions, LLC.

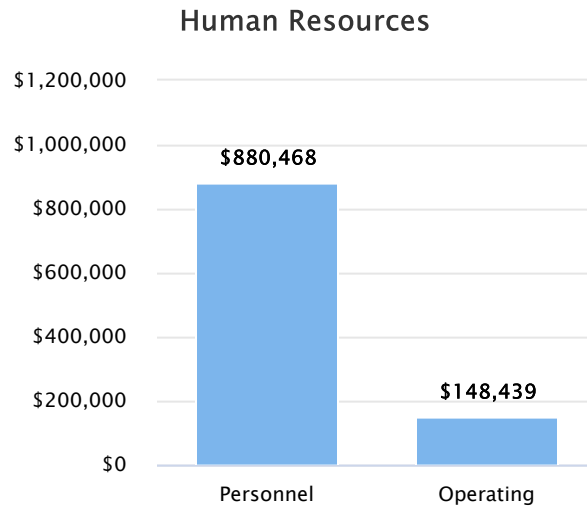
### Human Resources Strategic Priorities

| Strategic Priorities      | Adopted FY 2021-22  | Associated Cost |
|---------------------------|---|-----------------|
| Customer Service Training | Continue to ensure that current employees and all new employees receive customer service training.  | \$-             |
| Organization Efficiency   | Ensure current positions are appropriately classified. Evaluate job descriptions and salaries for capital projects related to positions. Evaluate job descriptions and salaries for newly proposed or modified positions. | \$-             |
| Organization Efficiency   | Finalize and implement the Evergreen Solutions, LLC. pay and compensation study.  | \$-             |
| <b>Total</b>              |   | <b>\$ -</b>     |





### Human Resources Budget Highlights



- 110 – 230 Personnel Costs** – For this fiscal year, there is a 1.5% 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 2.85% city-wide. These accounts have also increased due to the addition of one (1) Human Resources Generalist and the reclassification of a Human Resources Generalist to Senior Human Resources Generalist. The addition is necessary in anticipation for the increased hiring that will come about with the expansion of the Parks and Recreation Department and to better support the growing needs of all internal stakeholders.
- 310 – Professional Services** – To ensure continuity of operations and compliance with the Collective Bargaining Agreement with the Police Benevolent Association, the City is required to budget \$10,300 to facilitate the upcoming Police Sergeants examinations.
- 540 – Dues, Subscriptions and Memberships** – The decrease in this account is associated with the Human Resources Director providing in-house training. Savings to be estimate at \$15,600.



### Human Resources Department Authorized Positions

| Account                           | Position  | Budget     | Budget     | Amended *  | Budget     | Amended *  | Adopted    | Total Cost        |
|-----------------------------------|---|------------|------------|------------|------------|------------|------------|-------------------|
|                                   |   | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2020-21 | FY 2021-22 | FY 2021-22        |
| 500.111 - Administrative Salaries |   |            |            |            |            |            |            |                   |
|                                   | Human Resources Director  | 1          | 1          | 1          | 1          | 1          | 1          | \$ 127,111        |
|                                   | <b>Administrative Salaries Total</b>  | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>\$ 127,111</b> |
| 500.120 - Full Time Salaries      |   |            |            |            |            |            |            |                   |
|                                   | Assistant Human Resources Director  | 1          | 1          | 1          | 1          | 1          | 1          | \$ 107,277        |
|                                   | HR Manager  | 1          | 1          | 1          | 1          | 1          | 1          | \$ 88,794         |
|                                   | Police Human Resources Generalist   | 1          | 1          | 1          | 1          | 1          | 1          | \$ 71,323         |
|                                   | Human Resources Generalist <sup>(1)</sup>   | 1          | 1          | 1          | 1          | 2          | 2          | \$ 124,271        |
|                                   | <u>Reclassified One (1) Human Resources Generalist to Senior Human Resources Generalist<sup>(2)</sup></u> | -          | -          | -          | -          | -          | 1          | \$ 75,639         |
|                                   | Human Resources Assistant   | 1          | 1          | 1          | 1          | -          | -          | \$ -              |
|                                   | <b>Full Time Salaries Total</b>   | <b>5</b>   | <b>5</b>   | <b>5</b>   | <b>5</b>   | <b>5</b>   | <b>6</b>   | <b>\$ 467,304</b> |
| 500.130 - Other Salaries          |   |            |            |            |            |            |            |                   |
|                                   | Interns   | 6          | 6          | 6          | 6          | 6          | 6          | \$ 20,250         |
|                                   | <b>Other Salaries Total</b>   | <b>6</b>   | <b>6</b>   | <b>6</b>   | <b>6</b>   | <b>6</b>   | <b>6</b>   | <b>\$ 20,250</b>  |
|                                   | <b>Total</b>  | <b>12</b>  | <b>12</b>  | <b>12</b>  | <b>12</b>  | <b>12</b>  | <b>13</b>  | <b>\$ 614,665</b> |

\* 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

<sup>(1)</sup> FY 2021-22 NEW POSITION - Human Resources Generalist

<sup>(2)</sup> FY 2020-21 RECLASSIFIED - Human Resources Generalist to Senior Human Resources Generalist



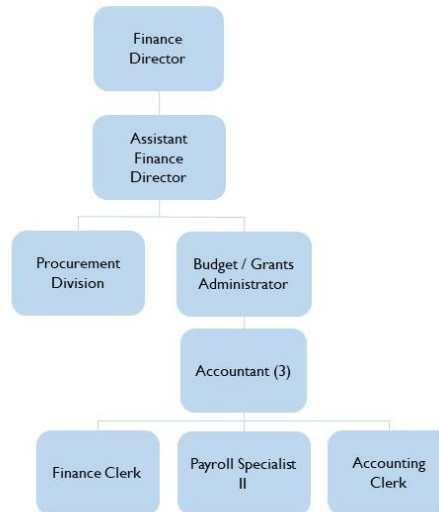
**00120005 - Human Resources Department**

|   | Actual         | Actual         | Adopted        | Amended        | YTD *          | Year-End       |                  |                  |
|---|----------------|----------------|----------------|----------------|----------------|----------------|------------------|------------------|
|   | FY 2018-19     | FY 2019-20     | Budget         | Budget         | Actuals        | Estimate       | Proposed         | Adopted          |
|   | FY 2018-19     | FY 2019-20     | FY 2020-21     | FY 2020-21     | FY 2020-21     | FY 2020-21     | FY 2021-22       | FY 2021-22       |
| <b>Personnel</b>                          |                |                |                |                |                |                |                  |                  |
| 500111 - Administrative Salaries          | 115,285        | 69,148         | 122,771        | 122,771        | 110,918        | 122,771        | 127,111          | 127,111          |
| 500120 - Full Time Salaries               | 317,463        | 329,405        | 380,540        | 380,540        | 369,996        | 380,540        | 467,304          | 467,304          |
| 500125 - Compensated Absences             | 18,538         | 20,711         | 18,128         | 18,128         | 14,143         | 18,128         | 21,433           | 21,433           |
| 500130 - Other Salaries                   | 9,000          | -              | -              | 19,242         | 10,751         | 30,345         | 20,250           | 20,250           |
| 500140 - Overtime                         | 359            | -              | -              | -              | -              | -              | -                | -                |
| 500210 - FICA & MICA Taxes                | 34,479         | 31,434         | 40,473         | 42,794         | 37,688         | 42,794         | 49,244           | 49,244           |
| 500220 - Retirement Contribution          | 51,766         | 47,382         | 60,332         | 60,332         | 57,643         | 60,332         | 71,329           | 71,329           |
| 500230 - Life & Health Insurance          | 71,365         | 59,093         | 87,958         | 87,958         | 96,413         | 87,958         | 123,797          | 123,797          |
| <b>Personnel Total</b>                    | <b>618,255</b> | <b>557,173</b> | <b>710,202</b> | <b>731,765</b> | <b>697,551</b> | <b>742,868</b> | <b>880,468</b>   | <b>880,468</b>   |
| <b>Operating</b>                          |                |                |                |                |                |                |                  |                  |
| 500310 - Professional Services            | 11,597         | 11,450         | 4,500          | 4,500          | -              | 4,500          | 13,300           | 13,300           |
| 500340 - Contractual Services - Other     | 56,101         | 49,931         | 64,827         | 76,385         | 60,506         | 64,827         | 64,979           | 64,979           |
| 500400 - Travel & Per Diem                | 7,059          | 3,045          | 6,110          | 6,110          | 5,220          | 6,110          | 6,110            | 6,110            |
| 500410 - Communication & Freight          | 2,400          | 1,900          | 2,400          | 2,400          | 2,400          | 2,400          | 2,400            | 2,400            |
| 500470 - Printing & Binding               | 1,500          | 116            | 500            | 500            | 500            | 500            | 500              | 500              |
| 500480 - Promotional Activities           | 6,884          | 6,582          | 9,250          | 9,250          | 5,915          | 9,250          | 10,250           | 10,250           |
| 500510 - Office Supplies                  | 2,308          | 1,967          | 1,500          | 1,500          | 854            | 1,500          | 2,000            | 2,000            |
| 500520 - Operating Supplies               | 1,785          | 501            | 2,000          | 2,000          | 1,904          | 2,000          | 2,000            | 2,000            |
| 500540 - Dues, Subscriptions, Memberships | 40,435         | 32,360         | 56,900         | 45,342         | 43,964         | 55,442         | 46,900           | 46,900           |
| <b>Operating Total</b>                    | <b>130,068</b> | <b>107,852</b> | <b>147,987</b> | <b>147,987</b> | <b>121,264</b> | <b>146,529</b> | <b>148,439</b>   | <b>148,439</b>   |
| <b>Grand Total</b>                        | <b>748,324</b> | <b>665,024</b> | <b>858,189</b> | <b>879,752</b> | <b>818,815</b> | <b>889,397</b> | <b>1,028,907</b> | <b>1,028,907</b> |

\* 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 Finance Director serves as the Chief Financial Officer for the City. 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. The Procurement Division of the department plans, organizes, directs, and reviews a wide variety of programs, projects and activities related to contracting and procurement activities meeting ethical and legal requirements of the City. In Fiscal Year 2022, the Procurement Management Division of Finance will be established.



## Finance Accomplishments for FY 2021

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

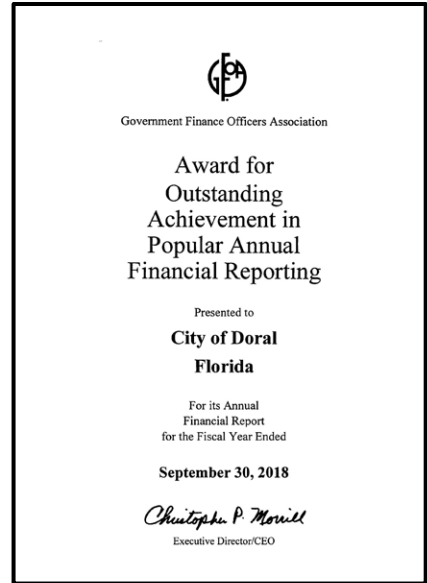
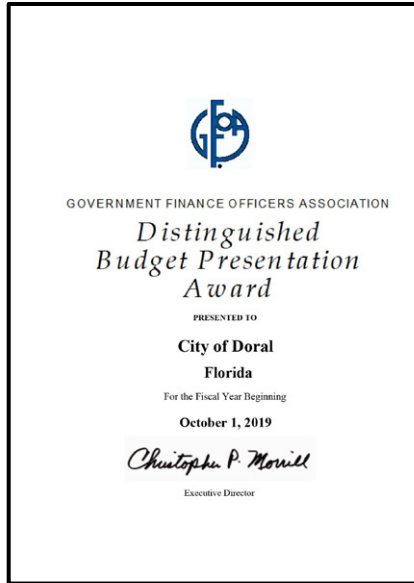
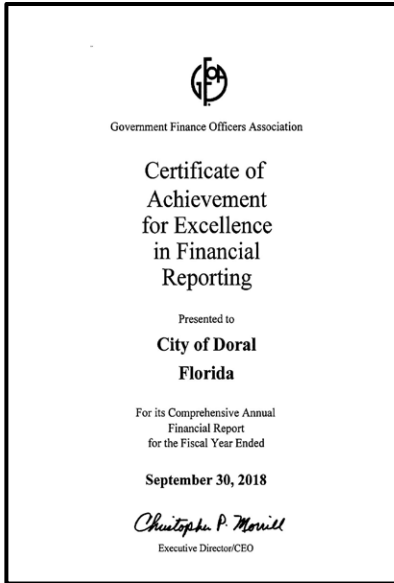
| ACTIVITY                               | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Projected<br>FY 2020-21 | Projected<br>FY 2021-22 |
|--|----------------------|----------------------|-------------------------|-------------------------|
| Payrolls Processed                     | 38                   | 38                   | 38                      | 38                      |
| Checks Issued (AP)                     | 5,880                | 4,909                | 5,000                   | 5,500                   |
| Wire Transfers                         | 177                  | 238                  | 250                     | 300                     |
| Comprehensive Annual Financial Report  | 1                    | 1                    | 1                       | 1                       |
| Popular Annual Financial Report (PAFR) | 1                    | 1                    | 1                       | 1                       |
| Annual Balanced Budget                 | 36                   | 36                   | 48                      | 48                      |

### 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.
- Issued the Parks & Recreation General Obligation Bond, Series 2021 for \$86,145,000.
- 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 Comprehensive Annual Financial Report for FY 2019 - 2020. As well as providing full and complete access to financial data.
- Working on a City-wide Cost Allocation Plan based on FY 2020 actual expenditures and in accordance with Uniform Guidance 2 CFR Part 200 and a Full Cost Allocation Plan.
- Deferred Compensation Consultant – In an effort to assist the City in its fiduciary role as a deferred compensation plan sponsor, we entered into an agreement with Andco Consulting, LLC. To date, they have provided assistance in developing the RFP for deferred compensation services and in addition will review plan investment options and performance. With the assistance of AndCo Consulting LLC, the City’s compensation consultant, the investment lineup for the ICMA 401A and 457 plans was updated to include lower cost offerings with same or better investment performance.

### Organizational Efficiency:

- Witt O'Brien’s was selected as the City’s disaster cost recovery consultant. They will assist in the management and reporting of disaster expenditures in accordance with Federal, State, and Local Regulations.
- Working on the setup of the Elected Officials Pension Plan adopted in February 2021.
- 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 2018-2019 Comprehensive Annual Financial Report.
- Awarded the GFOA distinguished Popular Annual Financial Reporting Award for the FY 2019 PAFR.
- Awarded the GFOA Distinguished Budget Presentation Award for the FY 2019-2020 Budget.





## Finance Objectives for FY 2022

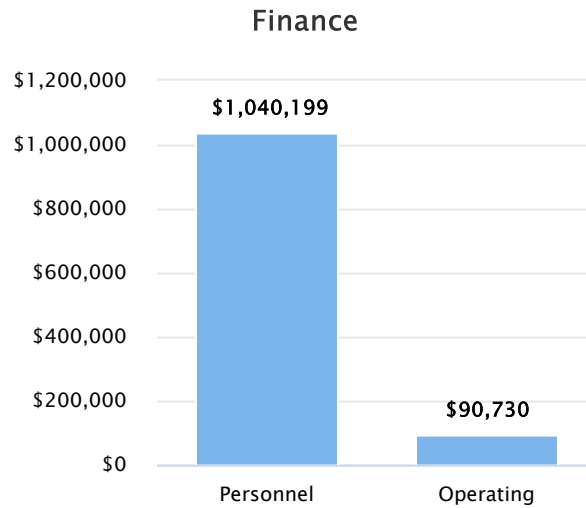
The following objectives were developed to provide an overview of the anticipated accomplishments for the Department as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

### 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 Comprehensive Annual 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.
- Collaborate with the Human Resources Department in implementing the Evergreen Study.



## Finance Budget Highlights



- **110 – 230 Personnel Costs** – For this fiscal year, there is a 1.5% 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 2.85% city-wide.
- **321 - 540 Operating Expenses** – The decrease in these accounts are attributable with the establishment of the Procurement Management Division.
- **640 Capital Outlay** – The decrease in this account is attributable with the establishment of the Procurement Management Division.





### Finance Department Authorized Positions

| Account                           | Position  | Amended *  | Budget     | Amended *  | Budget     | Amended *  | Adopted    | Total Cost        |
|-----------------------------------|---|------------|------------|------------|------------|------------|------------|-------------------|
|                                   |   | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2020-21 | FY 2021-22 | FY 2021-22        |
| 500.111 - Administrative Salaries |   |            |            |            |            |            |            |                   |
|                                   | Finance Director <sup>(1)</sup>                     | 1          | 1          | 1          | 1          | 1          | -          | \$ -              |
|                                   | <u>Title Changed to Chief Financial Officer</u>     | -          | -          | -          | -          | -          | 1          | \$ 182,010        |
|                                   | <b>Administrative Salaries Total</b>                | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>\$ 182,010</b> |
| 500.120 - Full Time Salaries      |   |            |            |            |            |            |            |                   |
|                                   | Assistant Finance Director                          | 1          | 1          | 1          | 1          | 1          | 1          | \$ 111,263        |
|                                   | Administrative Assistant                            | 1          | 1          | -          | -          | -          | -          | \$ -              |
|                                   | Payroll Specialist <sup>(2)</sup>                   | 1          | 1          | 1          | 1          | 1          | -          | \$ -              |
|                                   | <u>Title Changed to Payroll Specialist II</u>       | -          | -          | -          | -          | -          | 1          | \$ 56,438         |
|                                   | Service Award 10 yr                                 |            |            |            |            |            |            | \$ 1,881          |
|                                   | Accountant  | 1          | 1          | 1          | 1          | 2          | 3          | \$ 170,759        |
|                                   | Budget/ Grants Administrator                        | 1          | 1          | 1          | 1          | 1          | 1          | \$ 89,268         |
|                                   | Finance Cashier <sup>(3)</sup>                      | 1          | 1          | 1          | 1          | -          | -          | \$ -              |
|                                   | <u>Reclassified to Finance Clerk</u>                | -          | -          | -          | -          | 1          | 1          | \$ 39,496         |
|                                   | Finance Clerk <sup>(5)</sup>                        | 2          | 1          | 1          | 1          | 1          | -          | \$ -              |
|                                   | <u>Reclassified to Accountant</u>                   |            |            |            |            |            |            |                   |
|                                   | Accounting Clerk <sup>(6)</sup>                     | -          | 1          | 1          | 1          | -          | 1          | \$ 41,002         |
|                                   | <u>Reclassified to Accountant</u>                   |            |            |            |            |            |            |                   |
|                                   | Procurement Manager <sup>(7)</sup>                  | 1          | 1          | 1          | 1          | 1          | -          | \$ -              |
|                                   | Procurement Specialist <sup>(7)</sup>               | 1          | 1          | 1          | 1          | 1          | -          | \$ -              |
|                                   | Fixed Asset & Purchasing Coordinator <sup>(7)</sup> | -          | -          | 1          | 1          | 1          | -          | \$ -              |
|                                   | <b>Full Time Salaries Total</b>                     | <b>10</b>  | <b>10</b>  | <b>10</b>  | <b>10</b>  | <b>10</b>  | <b>8</b>   | <b>\$ 510,107</b> |
| 500.130 - Other Salaries          |   |            |            |            |            |            |            |                   |
|                                   | Finance Clerical Aide P/T (Best Buddy)              | 1          | 1          | 1          | -          | -          | -          | \$ -              |
|                                   | Financial Analyst (PT) <sup>(4)</sup>               | -          | -          | 1          | 1          | 1          | -          | \$ -              |
|                                   | <u>Reclassified to Accounting Clerk (FT)</u>        |            |            |            |            |            |            |                   |
|                                   | <b>Other Salaries Total</b>                         | <b>1</b>   | <b>1</b>   | <b>2</b>   | <b>1</b>   | <b>1</b>   | <b>-</b>   | <b>\$ -</b>       |
|                                   | <b>Total</b>  | <b>12</b>  | <b>12</b>  | <b>13</b>  | <b>12</b>  | <b>12</b>  | <b>9</b>   | <b>\$ 692,117</b> |

\* AMENDED FY 2017-18 - 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

<sup>(1)</sup> FY 2021-22 TITLE CHANGE - Finance Director to Chief Financial Officer

<sup>(2)</sup> FY 2021-22 TITLE CHANGE - Payroll Specialist to Payroll Specialist II

<sup>(3)</sup> FY 2020-21 RECLASSIFIED - Finance Cashier to Finance Clerk

<sup>(4)</sup> FY 2021-22 RECLASSIFIED - Finance Financial Analyst (PT) to Accounting Clerk (FT)

<sup>(5)</sup> FY 2020-21 RECLASSIFIED - Finance Clerk to Accountant

<sup>(6)</sup> FY 2020-21 RECLASSIFIED - Accounting Clerk to Accountant

<sup>(7)</sup> FY 2021-22 TRANSFERRED - To Procurement Division



**00121005 - Finance Department**

|   | Actual           | Actual           | Adopted          | Amended          | YTD *            | Year-End         |                  |                  |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|   | FY 2018-19       | FY 2019-20       | Budget           | Budget           | Actuals          | Estimate         | Proposed         | Adopted          |
|   |                  |                  | FY 2020-21       | FY 2020-21       | FY 2020-21       | FY 2020-21       | FY 2021-22       | FY 2021-22       |
| <b>Personnel</b>                          |                  |                  |                  |                  |                  |                  |                  |                  |
| 500111 - Administrative Salaries          | 149,536          | 171,173          | 169,090          | 169,090          | 160,612          | 169,090          | 182,010          | 182,010          |
| 500120 - Full Time Salaries               | 558,589          | 590,274          | 594,001          | 594,001          | 550,380          | 594,001          | 454,844          | 510,107          |
| 500125 - Compensated Absences             | 9,730            | 14,620           | 27,515           | 27,515           | 16,930           | 27,515           | 22,896           | 40,889           |
| 500130 - Other Salaries                   | 11,529           | 40,674           | 67,019           | 67,019           | 51,376           | 67,019           | 69,501           | -                |
| 500140 - Overtime                         | 360              | 2,613            | 2,000            | 2,000            | 1,820            | 2,000            | 800              | 1,986            |
| 500210 - FICA & MICA Taxes                | 52,226           | 58,481           | 66,437           | 66,437           | 55,031           | 66,437           | 56,432           | 56,809           |
| 500220 - Retirement Contribution          | 84,455           | 90,514           | 91,571           | 91,571           | 85,319           | 91,571           | 76,196           | 82,828           |
| 500230 - Life & Health Insurance          | 144,203          | 149,278          | 174,780          | 174,780          | 167,810          | 174,780          | 160,296          | 165,570          |
| <b>Personnel Total</b>                    | <b>1,010,629</b> | <b>1,117,627</b> | <b>1,192,413</b> | <b>1,192,413</b> | <b>1,089,277</b> | <b>1,192,413</b> | <b>1,022,975</b> | <b>1,040,199</b> |
| <b>Operating</b>                          |                  |                  |                  |                  |                  |                  |                  |                  |
| 500321 - ACCTG & Auditing - Audit SVCS    | 47,000           | 55,000           | 61,650           | 61,650           | 52,700           | 61,650           | 61,650           | 61,650           |
| 500340 - Contractual Services - Other     | 15,138           | 4,614            | 2,000            | 8,820            | 2,763            | 8,820            | 2,000            | 2,000            |
| 500400 - Travel & Per Diem                | 7,351            | 5,681            | 8,970            | 8,970            | 5,220            | 8,970            | 8,970            | 8,970            |
| 500410 - Communication & Freight          | 2,505            | 2,440            | 3,650            | 3,650            | 3,614            | 3,650            | 2,450            | 2,450            |
| 500460 - Repair & Maint - Office Equip    | 1,712            | -                | 1,650            | 750              | -                | 750              | 1,350            | 1,350            |
| 500470 - Printing & Binding               | 2,782            | 859              | 4,100            | 4,100            | 4,063            | 4,100            | 3,350            | 3,350            |
| 500510 - Office Supplies                  | 9,515            | 6,523            | 4,950            | 4,950            | 3,715            | 4,950            | 3,800            | 3,800            |
| 500540 - Dues, Subscriptions, Memberships | 6,969            | 5,944            | 6,985            | 6,985            | 5,642            | 6,985            | 7,160            | 7,160            |
| <b>Operating Total</b>                    | <b>92,970</b>    | <b>81,061</b>    | <b>93,955</b>    | <b>99,875</b>    | <b>77,716</b>    | <b>99,875</b>    | <b>90,730</b>    | <b>90,730</b>    |
| <b>Capital</b>                            |                  |                  |                  |                  |                  |                  |                  |                  |
| 500640 - Capital Outlay - Office          | 2,751            | 1,557            | -                | 1,207            | 1,207            | -                | -                | -                |
| <b>Capital Total</b>                      | <b>2,751</b>     | <b>1,557</b>     | <b>-</b>         | <b>1,207</b>     | <b>1,207</b>     | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Grand Total</b>                        | <b>1,106,350</b> | <b>1,200,245</b> | <b>1,286,368</b> | <b>1,293,495</b> | <b>1,168,200</b> | <b>1,292,288</b> | <b>1,113,705</b> | <b>1,130,929</b> |

\* 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 division is organized to support staff as well as other City departments. The division includes the planning and preparation of competitive solicitations; assist in the development of commodity specifications; initiating formal quotations, proposals, and bids; conducting public competitive solicitation openings and evaluating competitive solicitation responsiveness.

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



### Procurement Management Division Accomplishments for FY 2021

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

- Processed over 1,240 requisition requests
- Processed 1,195 purchase orders valued at \$64.2 million.
- Maintained a fully operational division during the pandemic with seamless transition to virtual pre-bid meetings, committee evaluations and bid openings
- Fully transitioned to electronic bid submittals
- Hosted 3rd annual Procurement / Accounts Payables Workshop

### Procurement Management Division Activity Report

| ACTIVITY               | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Projected<br>FY 2020-21 | Projected<br>FY 2021-22 |
|------------------------|----------------------|----------------------|-------------------------|-------------------------|
| Purchase Orders Issued | 2,128                | 1,615                | 1,440                   | 2,200                   |
| RFPs/RFQs/ITBs Issued  | 36                   | 36                   | 30                      | 48                      |
| New Assets Inventoried | 571                  | 405                  | 170                     | 500                     |

### Procurement Management Division Objectives for FY 2022

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

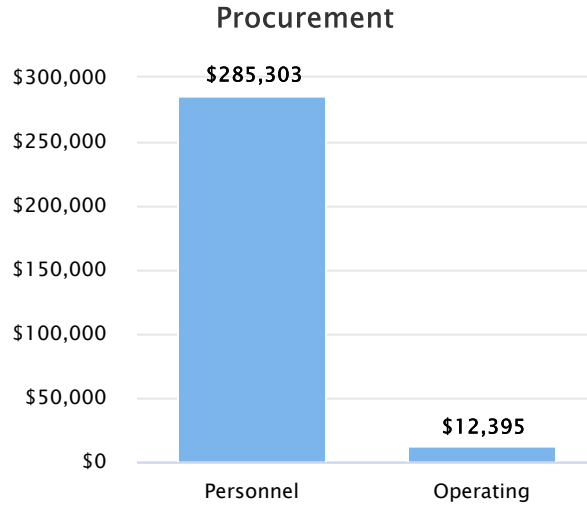
- Continue departmental training programs on procurement best practice frameworks, standards, and tools.
- Courteous and professional services rendered to the City’s residents and other internal/external customers.
- Implement vendor outreach and highlight training opportunities available to vendors 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.
- Ethical and transparent procurement management of the City’s financial resources.
- Streamlining the Procurement Process - with the approval of the City Manager and Mayor and City Council, as applicable, intends to continue to improve the procurement and capital asset ordinance, policies, and procedures.



### Procurement Management Division Budget Highlights



- **110 – 230 Personnel Costs** – For this fiscal year, there is a 1.5% 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 2.85% city-wide.
- **321 - 540 Operating Expenses** – The increase in these accounts is attributable to the establishment of the Procurement Management Division.

### Procurement Management Division Authorized Positions

| Account                      | Position  | Budget     | Budget     | Budget     | Adopted    | Total Cost        |
|------------------------------|---|------------|------------|------------|------------|-------------------|
|                              |   | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 | FY 2021-22        |
| 500.120 - Full Time Salaries |   |            |            |            |            |                   |
|                              | Procurement Manager   | -          | -          | -          | -          | \$ -              |
|                              | <u>Reclassified to Procurement Division Manager<sup>(1)</sup></u> | -          | -          | -          | 1          | \$ 89,971         |
|                              | Service Award 5 yr  | -          | -          | -          | -          | \$ 750            |
|                              | Procurement Specialist  | -          | -          | -          | 1          | \$ 63,510         |
|                              | Fixed Asset & Purchasing Coordinator                              | -          | -          | -          | 1          | \$ 43,839         |
|                              | Service Award 5 yr  | -          | -          | -          | -          | \$ 365            |
|                              | <b>Full Time Salaries Total</b>                                   | -          | -          | -          | <b>3</b>   | <b>\$ 198,435</b> |
|                              | <b>Total</b>  | -          | -          | -          | <b>3</b>   | <b>\$ 198,435</b> |

<sup>(1)</sup> FY 2021-22 RECLASSIFIED - Procurement Manager to Procurement Division Manager



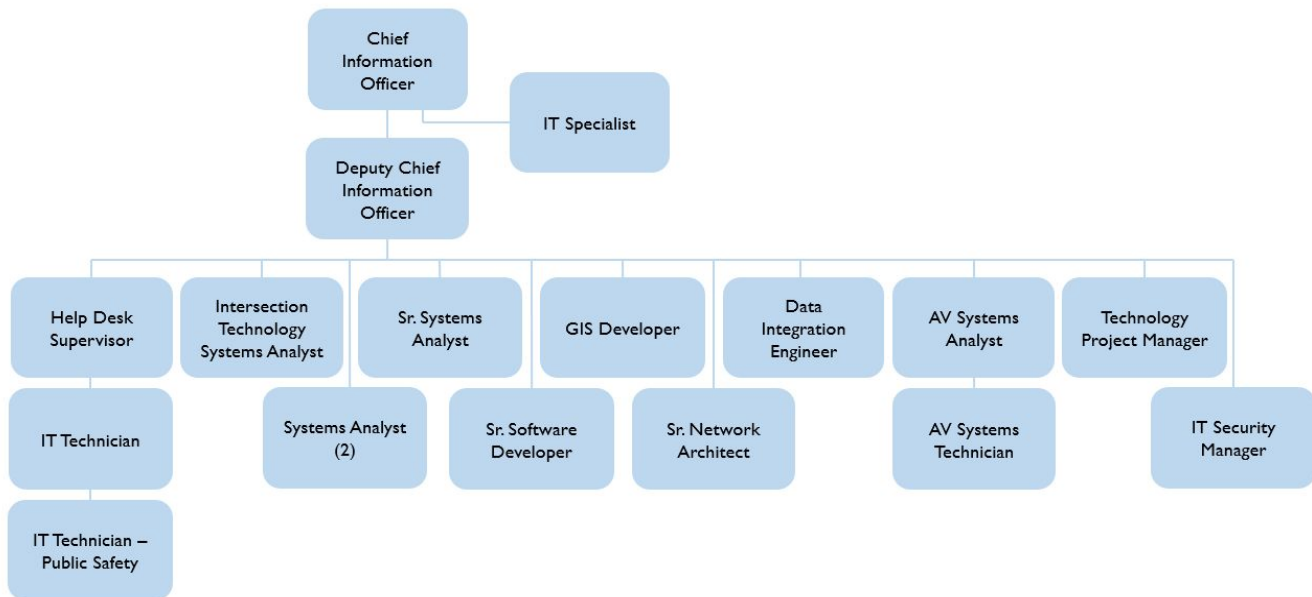
**00121505 - Procurement Management Division**

|   | Actual     | Actual     | Adopted    | Amended    | YTD *      | Year-End   | Proposed       | Adopted        |
|---|------------|------------|------------|------------|------------|------------|----------------|----------------|
|   | FY 2018-19 | FY 2019-20 | Budget     | Budget     | Actuals    | Estimate   | FY 2021-22     | FY 2021-22     |
|   |            |            | FY 2020-21 | FY 2020-21 | FY 2020-21 | FY 2020-21 |                |                |
| <b>Personnel</b>                          |            |            |            |            |            |            |                |                |
| 500111 - Administrative Salaries          | -          | -          | -          | -          | -          | -          | -              | -              |
| 500120 - Full Time Salaries               | -          | -          | -          | -          | -          | -          | 198,435        | 198,435        |
| 500125 - Compensated Absences             | -          | -          | -          | -          | -          | -          | 7,115          | 7,115          |
| 500130 - Other Salaries                   | -          | -          | -          | -          | -          | -          | -              | -              |
| 500140 - Overtime                         | -          | -          | -          | -          | -          | -          | 1,200          | 1,200          |
| 500210 - FICA & MICA Taxes                | -          | -          | -          | -          | -          | -          | 16,216         | 16,216         |
| 500220 - Retirement Contribution          | -          | -          | -          | -          | -          | -          | 23,679         | 23,679         |
| 500230 - Life & Health Insurance          | -          | -          | -          | -          | -          | -          | 38,658         | 38,658         |
| <b>Personnel Total</b>                    | -          | -          | -          | -          | -          | -          | <b>285,303</b> | <b>285,303</b> |
| <b>Operating</b>                          |            |            |            |            |            |            |                |                |
| 500321 - ACCTG & Auditing - Audit SVCS    | -          | -          | -          | -          | -          | -          | -              | -              |
| 500340 - Contractual Services - Other     | -          | -          | -          | -          | -          | -          | -              | -              |
| 500400 - Travel & Per Diem                | -          | -          | -          | -          | -          | -          | 7,195          | 7,195          |
| 500410 - Communication & Freight          | -          | -          | -          | -          | -          | -          | 1,200          | 1,200          |
| 500460 - Repair & Maint - Office Equip    | -          | -          | -          | -          | -          | -          | 300            | 300            |
| 500470 - Printing & Binding               | -          | -          | -          | -          | -          | -          | 1,000          | 1,000          |
| 500510 - Office Supplies                  | -          | -          | -          | -          | -          | -          | 800            | 800            |
| 500540 - Dues, Subscriptions, Memberships | -          | -          | -          | -          | -          | -          | 1,900          | 1,900          |
| <b>Operating Total</b>                    | -          | -          | -          | -          | -          | -          | <b>12,395</b>  | <b>12,395</b>  |
| <b>Capital</b>                            |            |            |            |            |            |            |                |                |
| 500640 - Capital Outlay - Office          | -          | -          | -          | -          | -          | -          | -              | -              |
| <b>Capital Total</b>                      | -          | -          | -          | -          | -          | -          | -              | -              |
| <b>Grand Total</b>                        | -          | -          | -          | -          | -          | -          | <b>297,698</b> | <b>297,698</b> |

\* 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

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 2021

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.
- Updated and replaced servers and storage hardware 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.
  - **Clarium Security Consultants: Security Assessment in 2018 and 2020**
    - The assessment was based on how the City prevents, tracks, and documents a potential breach.
    - The City of Doral scored very well on the assessment with an overall result of 4.64 which is an increase from 2018.
    - Continued investments and use of next generation equipment and services that are dynamic in nature, updating as required.
  - **CJIS Security Compliance Technical Audit**
    - Presidential Directives
    - Federal Laws
    - FBI Directives
    - Criminal Justice community's Advisory Policy Board (APB)
    - National Institute of Standards and Technology (NIST)
    - National Crime Prevention and Privacy Compact Council (Compact Council)
  - **Financial Audit and Crowe Audit**
  - **Miami Dade Cyber Range**
    - Scenarios are designed to emulate a full-scale cyberattack.
    - 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.

### COVID-19 Technology Impacts:

When the world was forced into the sweeping and sudden shutdown in the face of the global COVID-19 pandemic in early 2020, the City of Doral was better prepared than most. Over the last several years, the city has implemented and refined a program of "Smart City" initiatives. The city is now equipped with advanced digital services and the technology infrastructure to more smoothly manage the shift from physical to virtual that has left other municipalities and organizations struggling. The infrastructure already in place to drive the Smart City initiative helped ease the sudden transition from physical to virtual brought on by the pandemic. The City started in 2015 and really looked at upgrading the infrastructure, enterprise systems, sensing technology, and data analytics and having all these connected sensors and enterprise systems, the City was able to leverage that really well for the COVID crisis.

It was still somewhat of a scramble, as government agencies are not accustomed to operating in the virtual world. This was certainly not commonplace, at least not in the City of Doral, so the Department had to get Microsoft Teams up and running for that was going to be the platform for city virtual meetings, in addition, Go to



Meetings were implemented for Council Meetings and the Department had to develop six different applications to go online, and that was all done within a week.

- **Online**

- Worked with Department Directors to identify technology needs and to implement solutions for processes that needed to be placed online via new application development to continue to serve residents and customers.
- PZ Dashboard/Report of Online Payments
- PZ Temporary Outdoor Permit
- Covid19 Food Support Request/311
- Code Enforcement Fee's Online payment

- **Telecommuting**

- Deployed 39 telecommuting equipment for City Hall users.
- Prepped 22 Public Safety laptops for Telecommuting.
- Provided network file access for iPad devices.
- Acquired additional Virtual Private Network Connections for mobile devices to connect to City computing network.

- **Communications**

- Hotlines were set up for the Police Department and Government Center.
- Researched temperature Kiosks solutions.

- **Virtual Collaboration Tools**

- Acquired online webinar conferencing to host City webcasts.
- Round the clock support for ongoing virtual calls and meetings.
- Implementation of Microsoft Teams collaboration tool for virtual conferences and meetings.
- The EOC has also been prepared for virtual online Bond bid presentations, so that the procurement process continues to work seamlessly through this situation.

- **Organization Efficiencies**

- Reception Sign-In App for 3rd Floor.
- Finance Invoice Submittal Log.
- Finance AMEX Log.
- HR Inquiries App.
- HR Personnel/Payroll Action Form (PAF).

- **Technology Infrastructure Projects**

- AV Projects
  - Multipurpose Room Audio Visual Upgrade.
  - Training Room Audio Visual Upgrade.
  - PD Training Facility/Roll Call Room new Audio-Visual System.
  - New microphones for EOC.
- Network
  - Upgrade network backbone for 3 main sites to 10G.

### Real Time Information Center

The focus of the Real Time Operations Center (RTOC) implementation was to provide the DPD the ability to capitalize on a wide and expanding range of technologies for more efficient and effective policing. The DPD RTOC will be the nucleus of various resources that are necessary during an evolving crime in progress, natural/man-made disaster, special event, or critical incident. The DPD needed an intelligence center to utilize current



and evolving technologies to assist in the coordination of sworn and non-sworn police resources. As the City of Doral continues to grow and as time passes, the DPD must remain vigilant that the RTOC was implemented to implement and monitor new technologies that have been purchased for public safety.

The City's Strategic Plan focuses on Public Safety and Smart City. We are embracing the concept of a 'Safe City' through efforts and initiatives that provide security, keep our 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 our city. Our Public Safety strategies bring together solutions that help improve emergency preparedness, provide first responders and law enforcement with greater situational awareness with smart alerts, face recognition, AI computer vision and technology that enables investigators to view hours of real time security video in just minutes. These digitally connected solutions can come together to organize and optimize resources and ultimately protect lives. Specially trained personnel assigned to the RTOC monitors live video, gather information from behind the scenes and collect data vital to the responding officers.

### **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.

### **Civic Engagement: Doral Mobile Applications**

This year, our Smart City 2.0 focus is Civic Engagement. In November 2020, the City of Doral launched the official City mobile app that is at your fingertips! Citizens find it easier than ever to stay connected with the City of Doral with just a few taps on your mobile device.

Downloading the app for FREE on Apple or Android devices with features that include Government, 311, City News, Calendar, and Parks & Recreation.

Government, Parks & Recreation, and 311 sections allow you to have all the important contact and destination information in your city, as well as the ability to easily report any issues in your community with just the click of a button. Learn about your city's history, public safety and elected officials. Also, parks, facilities, and trolley routes along with information, phone numbers, maps and directions.

### **Development Services Software**

The EnerGov project is a move beyond mere infrastructure, as it involves citizens and business in an intelligent, connected ecosystem. The focus is on enhancing organizational efficiency and elevating customer service.

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.

### **Disaster Recovery Cloud Service and Cloud Storage**

Continue to enhance our disaster recovery and storage cloud solution to maintain high availability during emergency and scheduled maintenance events. Furthermore, Centralized Reporting and Business Intelligence by developing a new dashboard that provides insight into the License Plate Reader Intersections by analyzing hourly data.

### **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 participated in five events this year:**

- In January 2020, the IT Security Manager participated as an expert panelist in the Business Forum Group technology showcase on cyber security at the event held at the new Doubletree by Hilton Miami Doral.
- On August 25, 2020, the City hosted the Business Tech Webinar with Mayor Juan Carlos Bermudez, Information Technology staff and Industry experts to provide advice and tips to help businesses develop and strengthen e-commerce business tools. During the COVID-19 pandemic difficult times, it's important for COD businesses to use technology to thrive with e-commerce.
- In September 2020, the City of Doral and Town of Cary used their Smart City strategy to drive Economic Development. Economic Development and IT participated in the virtual webinar to discuss how the city is moving forward with smarter initiatives and results. One of the City's drivers for these initiatives is economic development as we continue to attract new technology advanced businesses.
- In October 2020, Dell Case Study was published in the CIO Digital Magazine
- Infrastructure Upgrade Pays Off with City's Quick Pivot to Virtual. Doral's Smart City efforts put the city in a better position to manage the shift from physical to virtual. The City's advanced digital services and the technology infrastructure was critical in the shift from physical to virtual that has left other municipalities and organizations struggling. The infrastructure already in place to drive the Smart City initiative helped ease the sudden transition from physical to virtual brought on by the pandemic. We started in 2015 and really looked at upgrading our infrastructure, enterprise systems, sensing technology, and data analytics and having all these connected sensors and enterprise systems, we were able to leverage that really well for the COVID crisis.
- October 2020, The Florida Government Finance Officers Association (FGFOA) School of Governmental Finance
- Building Standardized Data for Cities: IT participated in a webinar that discussed the COD WCCD's standards.

**IT Certifications**

- [Smart City Sustainability WCCD ISO 37120 Certification](#)

ISO 37120 Standardized indicators enable cities to assess and benchmark their performance on a local and international scale. This prestigious certification marks a commitment to transparency, data-driven decision making and a commitment to creating a smarter, more sustainable, prosperous, and resilient future for the City of Doral. WCCD ISO 37120 certification is awarded to cities who reach the highest standard in collecting and sharing data, using it for effective decision-making.

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 2 years:



- [Smart City WCCD ISO 37122 Certification](#)

The City of Doral has been one of a select group of cities worldwide to become one of the first cities to adopt WCCD's new demand-driven standard:

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

**ISO 37122**



WORLD COUNCIL  
ON CITY DATA

The WCCD is the global leader in standardized city data that helps to create smart, sustainable, resilient and prosperous cities. On Wednesday, October 16, 2017, the World Council on City Data officially recognized the City of Doral with its first ISO 37210 Platinum certification which we have continued to expand and achieve annually. Cities are certified based on the recommendation of an independent third-party verifier who reviews the city data. The City of Doral’s membership in the WCCD gives the City the opportunity to compare best practices with other cities and actively participate in a worldwide organization that uses standardized metrics to find innovative solutions to shared challenges.

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. This 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.

**Information Technology Activity Report**

| Activity                                  | Actual     | Actual     | Projected  | Projected  |
|---|------------|------------|------------|------------|
|   | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 |
| Number of Network Users                   | 427        | 427        | 435        | 435        |
| Online Applications - Smart City          | 40         | 40         | 65         | 65         |
| Service Support Requests                  | 3,225      | 3,225      | 3,100      | 3,100      |
| Change Control Management                 | 182        | 182        | 150        | 150        |
| Audio Visual Event Support                | 800        | 800        | 600        | 600        |
| City Facilities Network Support           | 12         | 12         | 15         | 15         |
| Citywide - Security Cameras               | 287        | 287        | 301        | 301        |
| License Plate Reader Cameras              | 115        | 115        | 162        | 162        |
| Intersection Video Streaming Cameras      | 67         | 67         | 70         | 70         |
| Guest WiFi In Park Facilities             | 11         | 11         | 14         | 14         |
| Total Computer Donations to Doral Schools | 211        | 211        | 226        | 226        |



## Information Technology Objectives for FY 2022

Since 2015 the Strategic Smart City Initiatives have enabled upgrading the city’s infrastructure, using sensing technology and data analytics to better manage our assets such as transportation, public safety and security. This “connected infrastructure” vision comprises what is known as Smart City 1.0.

Connected sensors that collect data and enterprise systems have optimized the performance of the infrastructure and are a key part of what it takes to build a smart city.

Within the last 3 years the city has implemented 40% of The National League of Cities 17 distinct technologies trends that have been implemented in government.

The next generation of urban evolution - Smart City 2.0 - which is a move beyond mere infrastructure, will involve not just government, but citizens, visitors, and business in an intelligent, connected ecosystem.

In FY 21-22 the City of Doral Smart City 2.0 strategy focuses on enhancing the citizen experience by operating at the intersection of the 3Ds: data, digital, and human-centered design. The goal is to enable better decision-making through the use of data for all stakeholders - government, business, and residents.

As indicated, the continuance of the digital government transformation by providing people and business first services, security enhancements and solutions that span city administration and citizen services, enabling increased insight, service efficiency and improved citizen outcomes.

The focus of the IT Department highlights quality, continuous improvement, customer service, strategic planning, and innovation; and, around the clock:

- public safety,
- sustainability,
- enterprise systems,
- data initiatives.

This prioritization jump-starts transformative cycles with directives set forth by vision and objectives elicited from the smart city ecosystem stakeholders.

# Smart City 2.0 Framework



**Urban Domains:**  
 Lens through which technology can seed change:  
**Economy, Mobility, Security, Education, Living, and Environment.**



**Smart City Focus: Constituents**  
**Collaboration, Transparency, Inclusion, Engagement**

**Smart City 2.0, enhances citizens’ experience and city decision-making using the 3Ds—data, digital, and (user) design.**

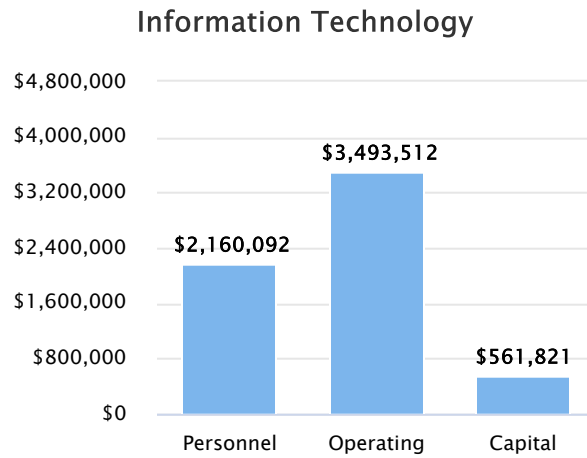




### Information Technology Strategic Priorities

| Strategic Priorities  | Adopted FY 2021-22  | Associated Cost   |
|---|---|-------------------|
| <b>IT Capital Items</b>   |   |                   |
| 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.   | \$ 66,500.00      |
| Capital Area: New and Replacement Initiatives for City Operations | Infrastructure Upgrades: This initiative includes the enhancement of reliability, availability and integrity of the existing network infrastructure that supports data, servers, mobile users and telephone communications. | \$ 181,000.00     |
| <b>Total</b>  |   | <b>\$ 247,500</b> |

### Information Technology Budget Highlights



- **110 – 230 Personnel Costs** – For this fiscal year, there is a 1.5% 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 2.85% city-wide.
- **410 Communication & Freight** - This account has increased from FY 2021 due to new City Facility connections to the wide area network that have been completed.
- **440 Rentals & Leases** – This account has increased from FY 2021 due to multifunctional devices at new City facilities.
- **460 Repair & Maintenance - Office Equipment** – This account has increased from FY 2021 due to annual maintenance increases and new systems utilized by departments.
- **464 Repair & Maintenance-Office Equipment Other** – This account has increased from FY 2021 due to a new SaaS (Software as a Service) or Hosted systems implemented by citywide Departments.
- **540 Dues/Subscription/Memberships** – This account has increased from FY 2021 due to new citywide subscriptions and certifications.
- **640 Capital Outlay-Office** - This account decreased from FY 2021 due to extension of replacement cycle for computing equipment located in the City of Doral facilities.
- **652 Capital Outlay-Other** – This citywide capital account has increased from FY 2021 due to Strategic Initiative for citywide departments.



### Information Technology Department Authorized Positions

| Account                           | Position   | Budget     | Amended *  | Budget     | Amended *  | Budget     | Adopted    | Total Cost          |
|-----------------------------------|--|------------|------------|------------|------------|------------|------------|---------------------|
|                                   |  | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2019-20 | FY 2020-21 | FY 2021-22 | FY 2021-22          |
| 500.111 - Administrative Salaries |  |            |            |            |            |            |            |                     |
|                                   | IT Director  | 1          | 1          | 1          | 1          | 1          | -          | \$ -                |
|                                   | <u>Title Changed to Chief Information Officer<sup>(1)</sup></u>        | -          | -          | -          | -          | -          | 1          | \$ 180,189          |
|                                   | <b>Administrative Salaries Total</b>                                   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>\$ 180,189</b>   |
| 500.120 - Full Time Salaries      |  |            |            |            |            |            |            |                     |
|                                   | Assistant IT Director  | 1          | 1          | 1          | 1          | 1          | -          | \$ -                |
|                                   | <u>Title Changed to Deputy Chief Information Officer<sup>(2)</sup></u> | -          | -          | -          | -          | -          | 1          | \$ 106,164          |
|                                   | Admin. Assistant II / Asset Specialist                                 | 1          | 1          | 1          | -          | -          | -          | \$ -                |
|                                   | IT Specialist  | -          | -          | -          | 1          | 1          | 1          | \$ 65,326           |
|                                   | Senior Network Analyst   | 1          | 1          | 1          | 1          | 1          | -          | \$ -                |
|                                   | <u>Title Changed to Senior Network Architect<sup>(3)</sup></u>         | -          | -          | -          | -          | -          | 1          | \$ 95,349           |
|                                   | Senior Systems Analyst   | 1          | 1          | 1          | 1          | 1          | 1          | \$ 87,515           |
|                                   | Senior Software Developer  | 1          | 1          | 1          | 1          | 1          | 1          | \$ 101,280          |
|                                   | Technology Project Manager   | 1          | 1          | 1          | 1          | 1          | 1          | \$ 90,816           |
|                                   | IT Technician  | 1          | 1          | 1          | 1          | 1          | 1          | \$ 51,671           |
|                                   | IT Technician (Public Safety)  | 1          | 1          | 1          | 1          | 1          | 1          | \$ 56,530           |
|                                   | AV Systems Technician  | 2          | 2          | 2          | 2          | 1          | 1          | \$ 55,286           |
|                                   | <u>Reclassified to AV Systems Analyst<sup>(4)</sup></u>                | -          | -          | -          | -          | 1          | 1          | \$ 72,136           |
|                                   | Help Desk Supervisor   | 1          | 1          | 1          | 1          | 1          | 1          | \$ 58,351           |
|                                   | DBA Developer  | 1          | 1          | 1          | 1          | 1          | -          | \$ -                |
|                                   | <u>Title Changed to Data Integration Engineer<sup>(5)</sup></u>        | -          | -          | -          | -          | -          | 1          | \$ 91,350           |
|                                   | IT Security Manager  | 1          | 1          | 1          | 1          | 1          | 1          | \$ 91,350           |
|                                   | GIS Developer  | 1          | 1          | 1          | 1          | 1          | 1          | \$ 78,479           |
|                                   | Service Award 5 yr   |            |            |            |            |            |            | \$ 654              |
|                                   | CRM Developer  | -          | -          | -          | -          | -          | -          | \$ -                |
|                                   | Intersection Technology Systems Analyst                                | 1          | 1          | 1          | 1          | 1          | 1          | \$ 82,902           |
|                                   | Service Award 5 yr   |            |            |            |            |            |            | \$ 691              |
|                                   | Help Desk Specialist <sup>(2)</sup>                                    | 1          | 1          | 1          | -          | -          | -          | \$ -                |
|                                   | System Analyst <sup>(6)</sup>  | -          | 1          | 1          | 1          | 1          | 2          | \$ 126,303          |
|                                   | <b>Full Time Salaries Total</b>  | <b>16</b>  | <b>17</b>  | <b>17</b>  | <b>16</b>  | <b>16</b>  | <b>17</b>  | <b>\$ 1,312,153</b> |
|                                   | <b>Total</b>   | <b>17</b>  | <b>18</b>  | <b>18</b>  | <b>17</b>  | <b>17</b>  | <b>18</b>  | <b>\$ 1,492,342</b> |

\* 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 2021-22 TITLE CHANGE - Information Technology Director to Chief Information Officer  
 (2) FY 2021-22 TITLE CHANGE - Assistant IT Director to Deputy Chief Information Officer  
 (3) FY 2021-22 TITLE CHANGE - Senior Network Analyst to Senior Network Architect  
 (4) FY 2020-21 RECLASSIFIED - AV Systems Technician to AV Systems Analyst  
 (5) FY 2021-22 TITLE CHANGE - DBA Developer to Data Intergration Engineer  
 (6) FY 2021-22 NEW POSITION - System Analyst





**00122005 - Information Technology Department**

|   | Actual           | Actual           | Adopted          | Amended          | YTD *            | Year-End         | Proposed         | Adopted          |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|   | FY 2018-19       | FY 2019-20       | Budget           | Budget           | Actuals          | Estimate         | FY 2021-22       | FY 2021-22       |
|   |                  |                  | FY 2020-21       | FY 2020-21       | FY 2020-21       | FY 2020-21       |                  |                  |
| <b>Personnel</b>                          |                  |                  |                  |                  |                  |                  |                  |                  |
| 500111 - Administrative Salaries          | 148,735          | 166,077          | 168,656          | 168,656          | 160,158          | 168,656          | 180,189          | 180,189          |
| 500120 - Full Time Salaries               | 966,616          | 1,191,652        | 1,202,076        | 1,202,076        | 1,110,340        | 1,202,076        | 1,312,153        | 1,312,153        |
| 500125 - Compensated Absences             | 4,994            | 2,221            | 49,425           | 49,425           | 26,731           | 49,425           | 53,762           | 53,762           |
| 500140 - Overtime                         | 14,136           | 14,315           | 7,000            | 7,000            | 3,322            | 7,000            | 7,000            | 7,000            |
| 500210 - FICA & MICA Taxes                | 82,108           | 98,752           | 109,761          | 109,761          | 92,709           | 109,761          | 119,394          | 119,394          |
| 500220 - Retirement Contribution          | 132,740          | 163,664          | 164,489          | 164,489          | 152,458          | 164,489          | 178,920          | 178,920          |
| 500230 - Life & Health Insurance          | 215,249          | 261,300          | 281,458          | 281,458          | 263,846          | 281,458          | 308,674          | 308,674          |
| <b>Personnel Total</b>                    | <b>1,564,579</b> | <b>1,897,981</b> | <b>1,982,865</b> | <b>1,982,865</b> | <b>1,809,563</b> | <b>1,982,865</b> | <b>2,160,092</b> | <b>2,160,092</b> |
| <b>Operating</b>                          |                  |                  |                  |                  |                  |                  |                  |                  |
| 500310 - Professional Services            | 98,510           | 103,674          | 75,500           | 99,103           | 64,275           | 86,000           | 75,500           | 75,500           |
| 500400 - Travel & Per Diem                | 12,555           | 11,300           | 10,220           | 10,220           | 5,220            | 5,220            | 12,220           | 12,220           |
| 500410 - Communication & Freight          | 671,695          | 824,817          | 853,440          | 851,440          | 742,324          | 853,440          | 874,220          | 874,220          |
| 500440 - Rentals & Leases                 | 59,353           | 70,343           | 88,840           | 88,840           | 72,098           | 88,840           | 93,940           | 111,517          |
| 500460 - Repair & Maint - Office Equip    | 1,047,733        | 1,325,246        | 1,399,309        | 1,275,169        | 1,262,948        | 1,334,133        | 1,577,195        | 1,577,195        |
| 500464 - Repair & Maint - Off. Equip. Oth | 367,089          | 831,888          | 582,991          | 546,827          | 535,656          | 582,991          | 662,471          | 663,717          |
| 500510 - Office Supplies                  | 1,608            | 989              | 1,900            | 1,900            | 965              | 1,900            | 1,900            | 1,900            |
| 500520 - Operating Supplies               | 394,493          | 116,989          | 73,322           | 73,322           | 72,546           | 73,322           | 72,000           | 131,000          |
| 500540 - Dues, Subscriptions, Memberships | 65,559           | 34,668           | 38,244           | 38,244           | 37,423           | 38,244           | 46,243           | 46,243           |
| <b>Operating Total</b>                    | <b>2,718,596</b> | <b>3,319,914</b> | <b>3,123,766</b> | <b>2,985,065</b> | <b>2,793,454</b> | <b>3,064,090</b> | <b>3,415,689</b> | <b>3,493,512</b> |
| <b>Capital</b>                            |                  |                  |                  |                  |                  |                  |                  |                  |
| 500640 - Capital Outlay - Office          | 173,143          | 338,495          | 272,560          | 336,560          | 200,383          | 336,560          | 247,500          | 193,500          |
| 500641 - Capital Outlay - Vehicles        | -                | -                | -                | -                | -                | -                | -                | -                |
| 500652 - Capital Outlay - Other           | 651,297          | 248,794          | 30,000           | 485,180          | 141,155          | 369,052          | 374,567          | 368,321          |
| <b>Capital Total</b>                      | <b>824,440</b>   | <b>587,289</b>   | <b>302,560</b>   | <b>821,740</b>   | <b>341,538</b>   | <b>705,612</b>   | <b>622,067</b>   | <b>561,821</b>   |
| <b>Grand Total</b>                        | <b>5,107,616</b> | <b>5,805,184</b> | <b>5,409,191</b> | <b>5,789,670</b> | <b>4,944,555</b> | <b>5,752,567</b> | <b>6,197,848</b> | <b>6,215,425</b> |

\* 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. In Fiscal Year 2019 Council approved to change the office of the City Attorney from outsourced to in-house legal counsel. This budget reflects this change in policy. 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.

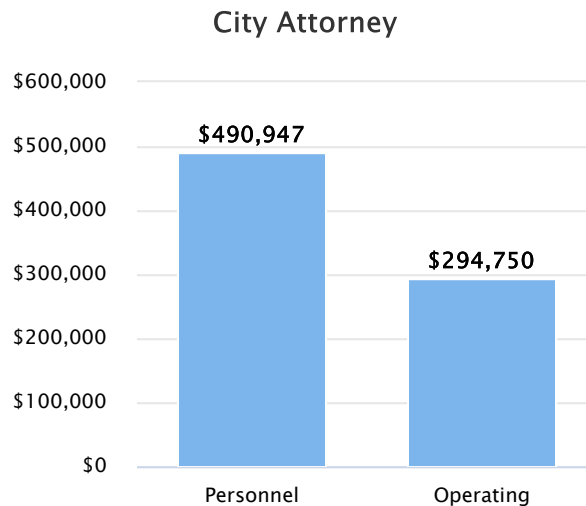


### Office of the City Attorney Objectives for FY 2022

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 1.5% 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 2.85% 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% and is not eligible for a cost of living adjustment.
- **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. The City Attorney elected to decrease this account as a limited usage on services for this fiscal year are foreseen.
- **510 Office Supplies** - This account decreased due to the City Attorney electing to moving towards digital record keeping.
- **540 Dues/Subscriptions/Membership** – This account was decreased as the City Attorney will be only paying membership fees for the Florida Bar and Miami Dade League of Cities and limiting subscriptions to Lexis.



**Office of the City Attorney  
Authorized Positions**

| Account                           | Position                             | Budget     | Amended*   | Budget     | Budget     | Adopted    | Total Cost        |
|-----------------------------------|--------------------------------------|------------|------------|------------|------------|------------|-------------------|
|                                   |                                      | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 | FY 2021-22        |
| 500.111 - Administrative Salaries |                                      |            |            |            |            |            |                   |
|                                   | City Attorney                        | -          | 1          | 1          | 1          | 1          | \$ 223,190        |
|                                   | <b>Administrative Salaries Total</b> | -          | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>\$ 223,190</b> |
| 500.120 - Full Time Salaries      |                                      |            |            |            |            |            |                   |
|                                   | Executive Legal Assistant            | -          | 1          | -          | -          | -          | \$ -              |
|                                   | Legal Office Manager                 | -          | -          | 1          | 1          | 1          | \$ 86,922         |
|                                   | Administrative Assistant             | -          | 1          | -          | -          | -          | \$ -              |
|                                   | <b>Full Time Salaries Total</b>      | -          | <b>2</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>\$ 86,922</b>  |
|                                   | <b>Total</b>                         | -          | <b>3</b>   | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>\$ 310,112</b> |

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



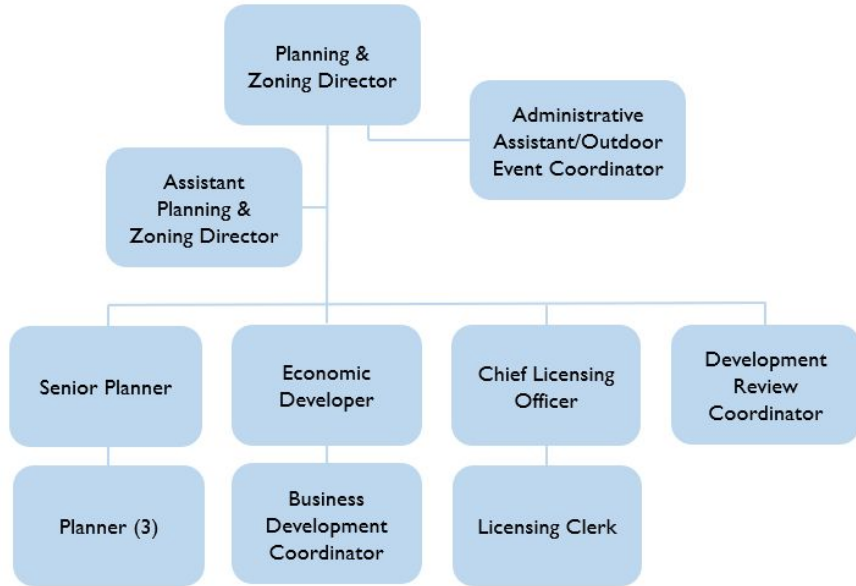
**00130005 - Office of the City Attorney**

|   | Actual         | Actual         | Adopted        | Amended        | YTD *          | Year-End       | Proposed       | Adopted        |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|   | FY 2018-19     | FY 2019-20     | Budget         | Budget         | Actuals        | Estimate       | FY 2021-22     | FY 2021-22     |
|   |                |                | FY 2020-21     | FY 2020-21     | FY 2020-21     | FY 2020-21     |                |                |
| <b>Personnel</b>                          |                |                |                |                |                |                |                |                |
| 500111 - Administrative Salaries          | 181,082        | 203,495        | 212,562        | 212,562        | 201,096        | 212,562        | 223,190        | 223,190        |
| 500120- Full Time Salaries                | 48,727         | 70,514         | 71,973         | 71,973         | 70,368         | 71,973         | 86,922         | 86,922         |
| 500125 - Compensated Absences             | -              | 9,692          | 10,259         | 20,359         | 24,730         | 20,359         | 11,182         | 27,182         |
| 500210 - RCA & MICA Taxes                 | 17,312         | 17,140         | 23,240         | 23,240         | 17,935         | 23,240         | 25,267         | 26,491         |
| 500220 - Retirement Contribution          | 39,138         | 80,141         | 73,898         | 73,898         | 70,342         | 73,898         | 77,605         | 77,605         |
| 500230 - Life & Health Insurance          | 40,772         | 44,430         | 48,069         | 48,069         | 50,579         | 48,069         | 49,557         | 49,557         |
| <b>Personnel Total</b>                    | <b>327,032</b> | <b>425,412</b> | <b>440,001</b> | <b>450,101</b> | <b>435,050</b> | <b>450,101</b> | <b>473,723</b> | <b>490,947</b> |
| <b>Operating</b>                          |                |                |                |                |                |                |                |                |
| 500311 - Professional Serv - City Attny   | -              | -              | -              | -              | -              | -              | -              | -              |
| 500312 - Professional Serv - Attny Oth    | 130,696        | 89,217         | 275,000        | 262,565        | 78,326         | 263,900        | 275,000        | 275,000        |
| 500316 - Litigation Contingency           | -              | -              | -              | -              | -              | -              | -              | -              |
| 500340 - Contractual Services - Other     | -              | 15,000         | 6,500          | 6,500          | 466            | 6,500          | 6,500          | 6,500          |
| 500400 - Travel & Per Diem                | 6,035          | 6,000          | 6,000          | 6,000          | 6,000          | 6,000          | 6,000          | 6,000          |
| 500410 - Communication & Freight          | 1,800          | 1,812          | 3,000          | 3,000          | 3,000          | 3,000          | 3,000          | 3,000          |
| 500510 - Office Supplies                  | 1,911          | 3,318          | 750            | 750            | 744            | 750            | 750            | 750            |
| 500540 - Dues, Subscriptions, Memberships | 385            | 8,794          | 1,000          | 3,335          | 2,010          | 2,000          | 3,500          | 3,500          |
| <b>Operating Total</b>                    | <b>140,826</b> | <b>124,142</b> | <b>292,250</b> | <b>282,150</b> | <b>90,546</b>  | <b>282,150</b> | <b>294,750</b> | <b>294,750</b> |
| <b>Capital</b>                            |                |                |                |                |                |                |                |                |
| 500641 - Capital Outlay - Vehicles        | 25,898         | -              | -              | -              | -              | -              | -              | -              |
| <b>Capital Total</b>                      | <b>25,898</b>  | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       |
| <b>Grand Total</b>                        | <b>493,756</b> | <b>549,553</b> | <b>732,251</b> | <b>732,251</b> | <b>525,596</b> | <b>732,251</b> | <b>768,473</b> | <b>785,697</b> |

\* YTD = Year to Date



# Planning and Zoning Department



## Planning and Zoning Function

The Planning and Zoning Department oversees all elements of development services, economic development and licensing. This includes compliance with Florida Statutes Chapter 163, the City of Doral Land Development Code for all Planning functions. Licenses ensure that all businesses and licensed professionals operating in the City of Doral, follow Florida Statutes Chapter 205 and the City of Doral Land Development Code. Economic Development is focused on retaining business and attracting new businesses to the city. The Department works closely with the Building Department on all permitting, the Parks Department on the planning and implementation of the resident approved Parks Bond, and the Public Works Department to ensure roadways are aesthetic and plan complete streets for all users across the City. Inspections are performed to ensure that the work is completed according to approved plans and ensures a uniform standard leading to higher property values for everyone.

The 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. 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.



### Planning and Zoning Accomplishments for FY 2021

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

- Completed the 20-Year Water Supply Facilitates Work Plan Update.
- Processed two (2) text amendments to the City’s Comprehensive Plan related to schools and Water Supply Facilities Work Plan Update.
- Completed LDC Text Amendment to Chapter 53 and Chapter 68 of the Land Development Code related to schools in industrial areas.
- Completed LDC Text Amendment to Chapter 74 of the Land Development Code to establish regulations for public charter schools.
- Completed Planned Unit Development (PUD) Land Development Code update including workshops with the public and City Council.
- Updated Low Impact Development ordinance and created a checklist.
- Implemented a moratorium on development applications for properties located within the Doral Décor District while working on the update to the master plan. This included a workshop with the City Council and stakeholder workshops.
- Completed conversion of new permitting software (EnerGov), updated the Planning & Zoning Fee Schedule and created applications for zoning only permit.
- Updated regulations for “Artificial Turf.”
- Completed Phase I of Business Flare and Urban 3 Studies.
- Commenced Phase II of Business Flare and Urban 3 economic development studies.
- Issued over 60 “Temporary Outdoor Dining Permits” for restaurants impacted by social distance restrictions during the Covid-19 pandemic.

### Economic Development Accomplishments for FY 2021

- Administered 663 Doral CARES Grants applications and awarded \$1,396,957 to 264 awardees.
- Awarded \$50,000 in Façade Improvement Grants, \$18,800 in CBO Grants, and \$75,000 in PTSA Grants.
- Published City of Doral Quarterly Economic Reports.
- Coordinated with Public Affairs to implement “Best of Doral” campaign in Miami New Times and Doral special section in Invest Miami publication.
- Supported IT in WCCD’s new ISO 37122 certification and recertification of ISO 37120.
- Hosted or partnered on more than 30 business outreach events and presentations including 8 “Grow with Google” webinars and 4 CAMACOL Doral Virtual Town Hall Meetings.
- Coordinated with Public Works to extend the Freebee Service Area to Intercontinental Hotel.
- Coordinated over 20 groundbreaking and ribbon cutting ceremonies.
- Coordinated economic development studies with consultants Urban3 and Business Flare.
- Participated in 12 Economic Development partner committees.

### Planning & Zoning Activity Report

| Activity   | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Projected<br>FY 2020-21 | Projected<br>FY 2021-22 |
|--|----------------------|----------------------|-------------------------|-------------------------|
| Building Permit Reviews  | 3,380                | 2,591                | 2,400                   | 2,800                   |
| Zoning Inspections   | 1,791                | 1,376                | 1,383                   | 1,400                   |
| Zoning Items Presented to City Council                                 | 75                   | 83                   | 80                      | 85                      |
| Occupatioanl Licenses and Certificate of Uses Issued (Active Licenses) | 10,705               | 10,649               | 10,752                  | 10,950                  |
| Grants Awarded   | \$125,781            | \$127,306            | \$1,540,757             | \$183,000               |



## Planning and Zoning Objectives for FY 2022

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.
- Update Chapter 80 "Sign Regulations" of the Land Development Code.
- Update Chapter 71 "Landscaping and Buffers" of the Land Development Code.
- Implementation of Downtown Doral Arts District, including participating in the RFQ-2021-11 "Design-Build Adaptive Re-Use of Infrastructure Redevelopment" for the purpose of providing final design and construction of roadways with a complete streets concept.
- Finalize Economic Element of the Comprehensive Plan and implement through modifications to the Land Development Code.
- Continue to administer the City's Public Art Program including purchase of artwork and temporary art exhibitions.
- Modify existing regulations for Planned Unit Development (PUD), Downtown Mixed Use (DMU), and Community Mixed Use (CMU) to align with the City's Strategic Plan goals and create dense high quality urban mixed-use areas for future growth.
- Revise the Doral Boulevard Master Plan and implement through modifications to the Land Development Code.
- Develop guides communicating zoning requirements for specific structures and/or uses.
- Integrate Business Development Coordinator in the Economic Development division and expand internal and external community communication programs.
- Publish Quarterly Economic Reports for 2021-22 fiscal year.
- Conduct Finding of Necessity study for Doral Décor District.
- Expand small business assistance and educational programs with federal assistance funds.
- Institutionalize Doral Hotel Co-op advertising campaign program with Greater Miami Convention and Visitor Bureau and local hotels.
- Partner with SBDC @ FIU on SBA Community Navigator grant program.
- Partner with Prospera on "Stand Up Doral For Small Business" program.
- Partner with the Beacon Council on EDO Partners Rapid Response RFP program and to create business attraction co-op program.
- Collaborate with local partners to expand post-Covid outreach and marketing efforts.
- Collaborate with Doral Public Affairs on the continuation and expansion of "Best of Doral" business promotion.
- Collaborate with IT to attend eMerge Americas, promote Smart City certifications and provide data for Smart City ISO 37122 and 37120 recertifications
- Promote Downtown Doral Arts District public improvements and artisanal opportunities.
- Expand PTSA grant program to incorporate new schools.
- Expand ribbon-cutting and groundbreaking event outreach.

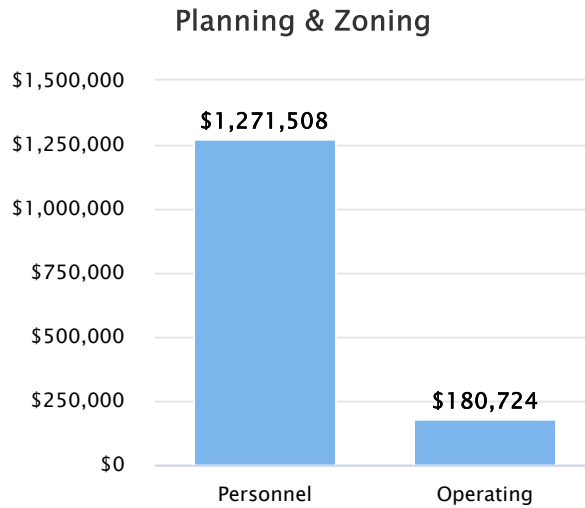




### Planning & Zoning Strategic Priorities

| Strategic Priorities | Proposed FY 2021-22  | Associated Cost |
|----------------------|--|-----------------|
| Communication        | New Position: Business Development Coordinator will bolster communication internally and with business community and support economic development initiatives. | \$ -            |
| <b>Total</b>         |  | <b>\$ -</b>     |

### Planning and Zoning Budget Highlights



- **110 – 230 Personnel Costs** – For this fiscal year, there is a 1.5% 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 2.85% city-wide.
- **310 Professional Services** – The decrease in this account is due to using available current year funds in order to commence land development code updates.
- **482 Promotional Activities** – This account had a large decrease in advertising and promotional activities.



**Planning & Zoning Department  
Authorized Positions**

| Account                           | Position  | Budget     | Budget     | Budget     | Amended *  | Budget     | Amended *  | Adopted    | Total Cost        |
|-----------------------------------|---|------------|------------|------------|------------|------------|------------|------------|-------------------|
|                                   |   | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2019-20 | FY 2020-21 | FY 2020-21 | FY 2021-22 | FY 2021-22        |
| 500.111 - Administrative Salaries |   |            |            |            |            |            |            |            |                   |
|                                   | Planning & Zoning Director  | 1          | 1          | 1          | 1          | 1          | 1          | 1          | \$ 129,661        |
|                                   | Service Award 10 yr   |            |            |            |            |            |            |            | \$ 4,322          |
|                                   | <b>Administrative Salaries Total</b>                                    | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>\$ 133,983</b> |
| 500.120 - Full Time Salaries      |   |            |            |            |            |            |            |            |                   |
|                                   | Assistant Planning & Zoning Director                                    | 1          | 1          | 1          | 1          | 1          | 1          | 1          | \$ 85,334         |
|                                   | Economic Developer  | -          | -          | 1          | 1          | 1          | 1          | 1          | \$ 112,821        |
|                                   | Admin. Assistant/ Special Events<br>Coord.                              | 1          | 1          | 1          | 1          | 1          | 1          | 1          | \$ 44,385         |
|                                   | Chief Licensing Officer   | 1          | 1          | 1          | 1          | 1          | 1          | 1          | \$ 70,001         |
|                                   | Senior Planner  | 1          | 1          | 1          | 1          | 1          | 1          | 1          | \$ 77,667         |
|                                   | Service Award 10 yr   |            |            |            |            |            |            |            | \$ 2,589          |
|                                   | Planner   | 2          | 2          | 2          | 3          | 3          | 3          | 3          | \$ 189,809        |
|                                   | Service Award 10 yr   | 1          | 1          | 1          | 1          | -          | -          | -          | \$ -              |
|                                   | Licensing Clerk   | -          | -          | -          | -          | 1          | 1          | 1          | \$ 37,019         |
|                                   | GIS Technician  | 1          | 1          | 1          | 1          | 1          | -          | -          | \$ -              |
|                                   | <u>Reclassified to Development<br/>Review Coordinator<sup>(1)</sup></u> | -          | -          | -          | -          | -          | -          | -          |                   |
|                                   | Development Review Coordinator  | 1          | 1          | 1          | -          | -          | -          | 1          | \$ 55,254         |
|                                   | Business Outreach Coordinator <sup>(2)</sup>                            | -          | -          | -          | -          | -          | -          | 1          | \$ 54,171         |
|                                   | <b>Full Time Salaries Total</b>   | <b>9</b>   | <b>9</b>   | <b>10</b>  | <b>10</b>  | <b>10</b>  | <b>9</b>   | <b>11</b>  | <b>\$ 729,050</b> |
|                                   | <b>Total</b>  | <b>10</b>  | <b>10</b>  | <b>11</b>  | <b>11</b>  | <b>11</b>  | <b>10</b>  | <b>12</b>  | <b>\$ 863,033</b> |

\* 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

<sup>(1)</sup> FY 2020-21 RECLASSIFIED - From GIS Technician to Development Review Coordinator

<sup>(2)</sup> FY 2021-22 NEW POSITION - Business Outreach Coordinator



**0014000 - Planning & Zoning**

|  | Actual           |                  | Adopted          | Amended          | Year-End         |                  |                  |                  |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|  |                  |                  | Budget           | Budget           | Actuals          | Estimate         | Proposed         | Adopted          |
|  | FY 2018-19       | FY 2019-20       | FY 2020-21       | FY 2020-21       | FY 2020-21       | FY 2020-21       | FY 2021-22       | FY 2021-22       |
| <b>0014000 - Planning And Zoning Revenue</b>       |                  |                  |                  |                  |                  |                  |                  |                  |
| 321100 - Local Business License Tax                | 1,078,998        | 1,148,619        | 1,000,000        | 1,000,000        | 1,080,537        | 1,110,000        | 1,000,000        | 1,000,000        |
| 329300 - Zoning Hearing Fees                       | 57,875           | 24,400           | 20,000           | 20,000           | 37,900           | 39,000           | 20,000           | 20,000           |
| 329400 - Zoning Plan Review Fees                   | 95,946           | 68,811           | 55,000           | 55,000           | 143,014          | 136,000          | 55,000           | 55,000           |
| 329401 - Zoning Permit Review Fees                 | 75,982           | 57,459           | 60,000           | 60,000           | 95,653           | 101,000          | 60,000           | 60,000           |
| 338100 - County Business Tax Receipts              | 90,738           | 98,418           | 55,000           | 55,000           | 80,586           | 55,000           | 55,000           | 55,000           |
| <b>0014000 - Planning And Zoning Revenue Total</b> | <b>1,399,539</b> | <b>1,397,707</b> | <b>1,190,000</b> | <b>1,190,000</b> | <b>1,437,690</b> | <b>1,441,000</b> | <b>1,190,000</b> | <b>1,190,000</b> |
| <b>Grand Total</b>                                 | <b>1,399,539</b> | <b>1,397,707</b> | <b>1,190,000</b> | <b>1,190,000</b> | <b>1,437,690</b> | <b>1,441,000</b> | <b>1,190,000</b> | <b>1,190,000</b> |

**00140005 - Planning & Zoning**

|   | Actual           |                  | Adopted          | Amended          | YTD *            | Year-End         |                  |                  |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|   |                  |                  | Budget           | Budget           | Actuals          | Estimate         | Proposed         | Adopted          |
|   | FY 2018-19       | FY 2019-20       | FY 2020-21       | FY 2020-21       | FY 2020-21       | FY 2020-21       | FY 2021-22       | FY 2021-22       |
| <b>Personnel</b>                          |                  |                  |                  |                  |                  |                  |                  |                  |
| 500111 - Administrative Salaries          | 82,599           | 114,248          | 123,382          | 98,382           | 72,485           | 98,382           | 129,661          | 133,983          |
| 500120 - Full Time Salaries               | 493,829          | 552,289          | 650,170          | 628,314          | 501,278          | 628,314          | 722,499          | 729,050          |
| 500125 - Compensated Absences             | 47,158           | 16,985           | 27,977           | 27,977           | 35,715           | 27,977           | 30,800           | 31,036           |
| 500140 - Overtime                         | 5                | 87               | -                | 200              | 131              | 200              | 500              | 500              |
| 500210 - FICA & MICA Taxes                | 46,622           | 51,280           | 61,970           | 61,970           | 45,169           | 61,970           | 68,590           | 69,109           |
| 500220 - Retirement Contribution          | 69,075           | 79,976           | 92,573           | 92,573           | 68,852           | 92,573           | 101,949          | 102,735          |
| 500230 - Life & Health Insurance          | 104,060          | 114,693          | 143,303          | 143,303          | 116,437          | 143,303          | 205,029          | 205,095          |
| <b>Personnel Total</b>                    | <b>843,349</b>   | <b>929,559</b>   | <b>1,099,375</b> | <b>1,052,719</b> | <b>840,067</b>   | <b>1,052,719</b> | <b>1,259,028</b> | <b>1,271,508</b> |
| <b>Operating</b>                          |                  |                  |                  |                  |                  |                  |                  |                  |
| 500310 - Professional Services            | 135,615          | 148,864          | 130,400          | 296,327          | 191,676          | 296,327          | 109,780          | 109,780          |
| 500340 - Contractual Services - Other     | 8,120            | -                | -                | -                | -                | -                | -                | -                |
| 500400 - Travel & Per Diem                | 5,078            | 5,205            | 8,720            | 4,895            | 4,411            | 6,000            | 6,820            | 6,820            |
| 500410 - Communication & Freight          | 2,010            | 3,590            | 3,600            | 3,600            | 3,200            | 3,600            | 3,600            | 3,600            |
| 500461 - Repair & Maint - Vehicles        | 88               | -                | -                | -                | -                | -                | -                | -                |
| 500470 - Printing & Binding               | 6,872            | 14,650           | 8,000            | 11,825           | 7,265            | 8,000            | 9,000            | 9,000            |
| 500482 - Promotional Activities Eco Dev   | -                | 45,943           | 58,250           | 58,250           | 46,910           | 48,000           | 35,000           | 35,000           |
| 500510 - Office Supplies                  | 4,216            | 4,849            | 5,300            | 5,300            | 2,524            | 5,000            | 5,450            | 5,450            |
| 500520 - Operating Supplies               | 1,956            | 9,041            | 3,000            | 3,000            | 1,432            | 3,000            | 3,090            | 3,090            |
| 500540 - Dues, Subscriptions, Memberships | 3,026            | 6,412            | 8,734            | 8,534            | 5,348            | 8,534            | 7,984            | 7,984            |
| <b>Operating Total</b>                    | <b>166,981</b>   | <b>238,554</b>   | <b>226,004</b>   | <b>391,731</b>   | <b>262,766</b>   | <b>378,461</b>   | <b>180,724</b>   | <b>180,724</b>   |
| <b>Capital Outlay</b>                     |                  |                  |                  |                  |                  |                  |                  |                  |
| 500640 - Capital Outlay - Office          | -                | -                | -                | 38,647           | -                | 38,647           | -                | -                |
| <b>Capital Outlay Total</b>               | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>38,647</b>    | <b>-</b>         | <b>38,647</b>    | <b>-</b>         | <b>-</b>         |
| <b>Grand Total</b>                        | <b>1,010,330</b> | <b>1,168,113</b> | <b>1,325,379</b> | <b>1,483,097</b> | <b>1,102,833</b> | <b>1,469,827</b> | <b>1,439,752</b> | <b>1,452,232</b> |

\* YTD = Year to Date



## General Government



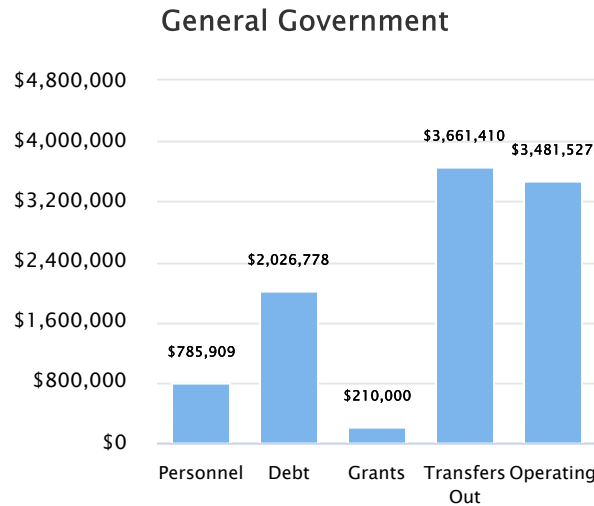
### General Government Function

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** – The increase in this account is associated with the performance program implemented three years ago.
- **310 Professional Services** – The increase in this account is attributable to an increase in lobbying services.
- **340 Contractual Services Other** - The increase in this account includes fees for a staffing agency, increase in payroll, and credit card processing services.
- **410 Communication & Freight** – The increase in this account is associated with the Doral Quarterly Digest.
- **450 Insurance** – The increase in the account is attributable to an increase in General Liability coverage and Cyber Security coverage.
- **520 Operating Supplies** – The increase in this account is attributable to an increase for holiday decorations.
- **710-720 Debt - Principal & Interest** – The change in funding request associated with the loan amortization schedules.
- **820 Grants & Aids** – Increase in account due to funding of three (3) additional schools.
- **910-922 Operating Transfers** – The budget includes transfers to the Infrastructure Replacement Fund, the OPEB (Other Post-Employment Benefits) fund, the Vehicle Replacement Fund, the Pension Fund, and the Capital Improvement fund. In addition, the fund balance associated with the Building Fund was transferred to a separate fund. The fund balance was calculated in accordance with State of Florida Statutes 553.80.



**0015000 - General Government**

|   | Actual            |                   | Adopted           | Amended           | Year-End          |                   |                   |                   |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|   | FY 2018-19        | FY 2019-20        | Budget            | Budget            | Actuals           | Estimate          | Proposed          | Adopted           |
|   | FY 2018-19        | FY 2019-20        | FY 2020-21        | FY 2020-21        | FY 2020-21        | FY 2020-21        | FY 2021-22        | FY 2021-22        |
| <b>0015000 - General Government Revenue</b>       |                   |                   |                   |                   |                   |                   |                   |                   |
| 300100 - Designated Fund Balance                  | -                 | -                 | -                 | 3,895,305         | -                 | -                 | 4,128,661         | 4,068,415         |
| 311100 - Ad Valorem Taxes - Current               | 23,360,263        | 23,852,989        | 25,851,181        | 25,851,181        | 25,077,150        | 25,400,000        | 26,878,483        | 26,878,483        |
| 311200 - Ad Valorem Taxes - Delinquent            | 750,163           | 810,632           | 500,000           | 500,000           | 573,745           | 575,000           | 500,000           | 500,000           |
| 313100 - Franchise Fees - Electricity             | 3,171,895         | 2,476,139         | 4,000,000         | 4,000,000         | 4,649,521         | 4,700,000         | 6,200,000         | 6,200,000         |
| 314100 - Utility Taxes - Electricity              | 8,757,821         | 8,552,503         | 7,600,000         | 7,600,000         | 6,449,280         | 8,198,000         | 8,800,000         | 8,800,000         |
| 314200 - Communication Services Tax               | 3,630,992         | 3,423,343         | 3,149,488         | 3,149,488         | 2,859,560         | 3,394,000         | 3,149,488         | 3,295,937         |
| 314300 - Utility Taxes - Water                    | 1,152,116         | 1,363,462         | 1,100,000         | 1,100,000         | 933,926           | 1,100,000         | 1,100,000         | 1,100,000         |
| 314400 - Utility Taxes - Gas                      | 96,002            | 101,879           | 80,000            | 80,000            | 149,499           | 107,000           | 100,000           | 100,000           |
| 331100 - Federal Reimbursements                   | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| 331101 - Federal Reimbursements - Cares Act       | -                 | -                 | -                 | -                 | 219,503           | 219,503           | -                 | -                 |
| 334100 - State Reimbursements                     | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| 335120 - State Sharing Revenue                    | 1,520,231         | 1,553,261         | 1,526,254         | 1,526,254         | 1,522,140         | 1,526,000         | 1,907,642         | 2,102,698         |
| 335150 - Alcoholic Beverage Tax                   | 83,955            | 70,107            | 70,000            | 70,000            | 71,083            | 70,000            | 70,000            | 70,000            |
| 335180 - Half Cent Sales Tax                      | 5,120,930         | 4,663,638         | 4,968,984         | 4,968,984         | 4,745,281         | 4,945,000         | 5,130,805         | 5,361,735         |
| 337100 - County Reimbursements                    | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| 361100 - Interest Income                          | 1,849,033         | 1,394,917         | 1,000,000         | 1,000,000         | 832,695           | 750,000           | 700,000           | 700,000           |
| 362100 - Lease Agreement - Doral Prep             | 13                | 24                | 12                | 12                | 14                | 12                | 12                | 12                |
| 366000 - Private Grants & Contributions           | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| 366200 - Private Contributions - Other            | 30                | 30                | -                 | -                 | 15                | 15                | -                 | -                 |
| 366400 - Private Contributions - Awards           | 5,300             | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| 367100 - Change In Invest Value                   | 1,323,442         | 1,232,923         | -                 | -                 | (447,746)         | (350,000)         | -                 | -                 |
| 369100 - Miscellaneous Income                     | 106,255           | 39,089            | 35,000            | 35,000            | 141,395           | 90,000            | 35,000            | 35,000            |
| 369200 - Prior Years Recovery                     | 13,757            | 44,822            | 10,000            | 10,000            | 51,778            | 52,000            | 10,000            | 10,000            |
| 369301 - Settlement - Viewpoint                   | -                 | -                 | -                 | -                 | 37,500            | 37,500            | -                 | -                 |
| 369900 - Insurance Proceeds                       | 160,267           | 98,409            | -                 | -                 | 51,612            | 75,000            | -                 | -                 |
| 381100 - Operating Transfers In                   | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| 384100 - Debt Proceeds                            | -                 | 516,006           | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>0015000 - General Government Revenue Total</b> | <b>51,102,465</b> | <b>50,194,173</b> | <b>49,890,919</b> | <b>53,786,224</b> | <b>47,917,952</b> | <b>50,889,030</b> | <b>58,710,091</b> | <b>59,222,280</b> |
| <b>Grand Total</b>                                | <b>51,102,465</b> | <b>50,194,173</b> | <b>49,890,919</b> | <b>53,786,224</b> | <b>47,917,952</b> | <b>50,889,030</b> | <b>58,710,091</b> | <b>59,222,280</b> |



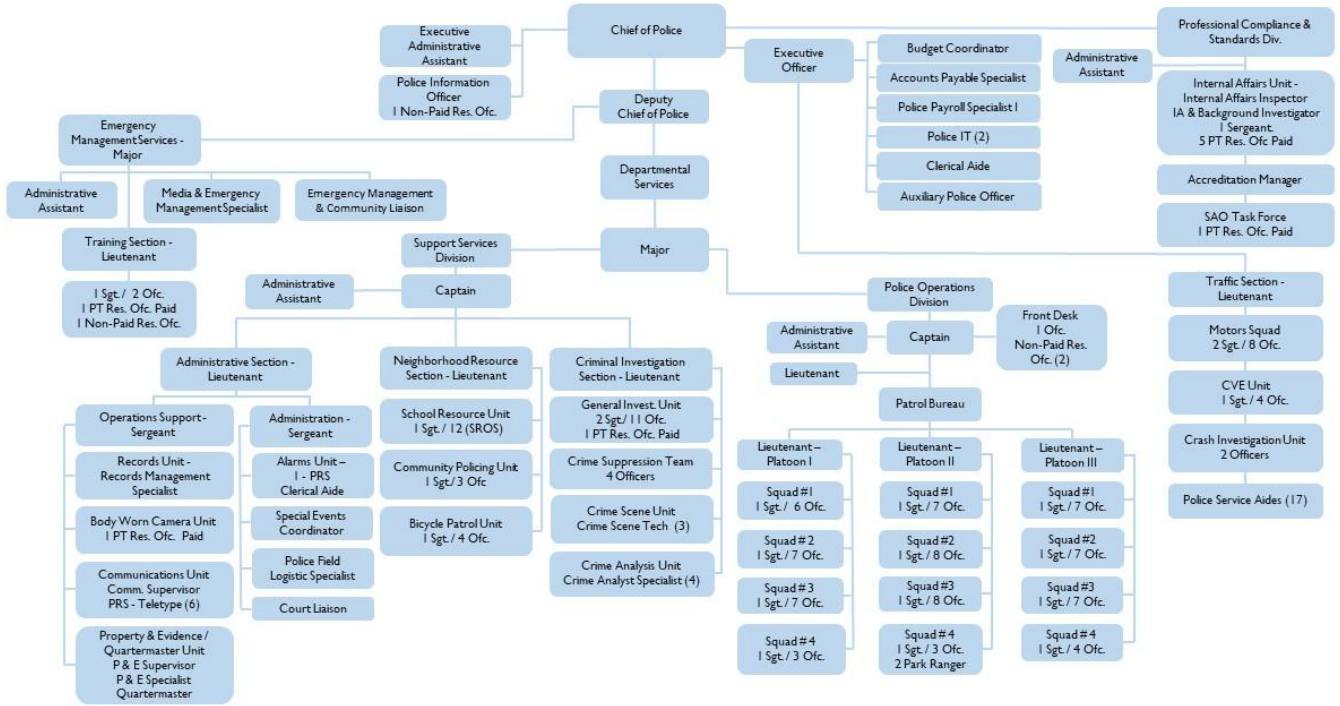
**00150005 - General Government**

|  | Actual           | Actual           | Adopted          | Amended          | YTD *            | Year-End         |                  |                   |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
|  | FY 2018-19       | FY 2019-20       | Budget           | Budget           | Actuals          | Estimate         | Proposed         | Adopted           |
|  | FY 2018-19       | FY 2019-20       | FY 2020-21       | FY 2020-21       | FY 2020-21       | FY 2020-21       | FY 2021-22       | FY 2021-22        |
| <b>Personnel</b>                                 |                  |                  |                  |                  |                  |                  |                  |                   |
| 500122 - Non-Recurring Performance Award         | -                | -                | -                | -                | -                | -                | 172,698          | 172,698           |
| 500210 - Fica & Mica Taxes                       | -                | -                | -                | -                | -                | -                | 13,211           | 13,211            |
| 500240 - Workers Compensation                    | 361,283          | 496,127          | 560,000          | 428,840          | 428,840          | 428,840          | 560,000          | 560,000           |
| 500250 - Unemployment Compensation               | 1,650            | 44,200           | 40,000           | 39,910           | 13,125           | 39,910           | 40,000           | 40,000            |
| <b>Personnel Total</b>                           | <b>362,933</b>   | <b>540,327</b>   | <b>600,000</b>   | <b>468,750</b>   | <b>441,965</b>   | <b>468,750</b>   | <b>785,909</b>   | <b>785,909</b>    |
| <b>Operating</b>                                 |                  |                  |                  |                  |                  |                  |                  |                   |
| 500310 - Professional Services                   | 342,509          | 421,094          | 398,500          | 588,985          | 445,829          | 588,985          | 533,000          | 533,000           |
| 500340 - Contractual Services - Other            | 254,433          | 255,448          | 359,400          | 289,733          | 281,859          | 364,733          | 466,650          | 506,650           |
| 500400 - Travel & Per Diem                       | 19,940           | 9,630            | 23,000           | 23,000           | 10,272           | 23,000           | 23,000           | 23,000            |
| 500402 - Travel & Per Diem - Awards              | 38,610           | -                | -                | -                | -                | -                | -                | -                 |
| 500410 - Communication & Freight                 | 42,103           | 27,352           | 43,000           | 53,000           | 37,983           | 53,000           | 50,000           | 50,000            |
| 500430 - Utility Services                        | 158,653          | 129,203          | 138,020          | 159,852          | 125,271          | 159,852          | 140,520          | 140,520           |
| 500440 - Rentals & Leases                        | 41,205           | 71,400           | 64,900           | 64,900           | 53,212           | 64,900           | 64,900           | 64,900            |
| 500450 - Insurance                               | 785,297          | 900,986          | 901,000          | 975,200          | 970,463          | 976,000          | 956,813          | 956,813           |
| 500460 - Repair & Maint - Office Equip           | 4,095            | 4,882            | 4,800            | 5,600            | 4,497            | 4,800            | 4,800            | 4,800             |
| 500470 - Printing & Binding                      | 3,266            | 2,877            | 5,000            | 5,000            | 3,377            | 5,000            | 5,000            | 5,000             |
| 500490 - Other Current Charges                   | 65,628           | 106,475          | 111,500          | 88,988           | 66,507           | 92,990           | 116,500          | 125,502           |
| 500492 - Contingent Reserve                      | 29,096           | 95,992           | 1,546,561        | 481,969          | 479,919          | 541,969          | 965,471          | 999,342           |
| 500498 - Property Taxes                          | -                | -                | -                | -                | -                | -                | 19,000           | 19,000            |
| 500520 - Operating Supplies                      | 29,030           | 20,654           | 38,000           | 38,000           | 33,443           | 38,000           | 43,000           | 43,000            |
| 500540 - Dues, Subscriptions, Memberships        | 5,000            | 10,000           | 5,000            | 9,092            | 9,092            | 5,090            | 5,000            | 10,000            |
| <b>Operating Total</b>                           | <b>1,818,863</b> | <b>2,055,995</b> | <b>3,638,681</b> | <b>2,783,318</b> | <b>2,521,725</b> | <b>2,918,318</b> | <b>3,393,654</b> | <b>3,481,527</b>  |
| <b>Debt Service</b>                              |                  |                  |                  |                  |                  |                  |                  |                   |
| 500710 - Debt Service - Principal                | 1,369,422        | 1,428,601        | 1,490,585        | 1,578,106        | 1,578,106        | 1,578,106        | 1,655,822        | 1,655,822         |
| 500712 - Debt Service - State of FL              | -                | -                | 600              | 600              | -                | 600              | -                | -                 |
| 500720 - Debt Service - Interest                 | 551,618          | 492,189          | 425,916          | 430,734          | 427,547          | 430,734          | 370,956          | 370,956           |
| <b>Debt Service Total</b>                        | <b>1,921,040</b> | <b>1,920,790</b> | <b>1,917,101</b> | <b>2,009,440</b> | <b>2,005,653</b> | <b>2,009,440</b> | <b>2,026,778</b> | <b>2,026,778</b>  |
| <b>Grants &amp; Aids</b>                         |                  |                  |                  |                  |                  |                  |                  |                   |
| 500820 - Grants & Aids                           | 108,750          | 91,692           | 187,500          | 171,950          | 85,428           | 246,950          | 210,000          | 210,000           |
| <b>Grants &amp; Aids Total</b>                   | <b>108,750</b>   | <b>91,692</b>    | <b>187,500</b>   | <b>171,950</b>   | <b>85,428</b>    | <b>246,950</b>   | <b>210,000</b>   | <b>210,000</b>    |
| <b>Operating Transfers</b>                       |                  |                  |                  |                  |                  |                  |                  |                   |
| 500912 - Transfer Out - Capital Imprv Fnd        | 147,443          | 440,000          | -                | 678,880          | 678,880          | 678,880          | -                | -                 |
| 500914 - Transfer Out - Infrs. Rep. Fund         | 1,165,356        | 300,000          | 600,000          | 600,000          | 600,000          | 600,000          | 500,000          | 500,000           |
| 500915 - Transfer Out - OPEB Liability           | 400,000          | 200,000          | 400,000          | 400,000          | 400,000          | 400,000          | 400,000          | 400,000           |
| 500917 - Transfer Out - Veh. Rep. Fund           | -                | -                | 175,000          | 175,000          | 175,000          | 175,000          | 200,000          | 200,000           |
| 500919 - Transfer Out - Emergency Fund           | -                | -                | -                | 100,000          | 100,000          | 100,000          | -                | -                 |
| 500920 - Transfer Out - Pension Fund             | -                | -                | -                | 50,000           | 50,000           | 50,000           | 100,000          | 300,000           |
| 500921 - Transfer Out - Building Technology Fund | -                | -                | -                | 32,000           | 32,000           | 32,000           | -                | 5,622             |
| 500922 - Transfer Out - Building Fund            | -                | -                | -                | -                | -                | -                | 2,255,788        | 2,255,788         |
| <b>Operating Transfers Total</b>                 | <b>1,712,799</b> | <b>940,000</b>   | <b>1,175,000</b> | <b>2,035,880</b> | <b>2,035,880</b> | <b>2,035,880</b> | <b>3,455,788</b> | <b>3,661,410</b>  |
| <b>Grand Total</b>                               | <b>5,924,385</b> | <b>5,548,804</b> | <b>7,518,282</b> | <b>7,469,338</b> | <b>7,090,651</b> | <b>7,679,338</b> | <b>9,872,129</b> | <b>10,165,624</b> |

\* YTD = Year to Date



# Police Department



## Police Function

The primary function of the Doral Police Department is the preservation of life, the protection of property, the detection and prevention of crime, and maintaining public order. The Department recognizes the best way of achieving these goals is through its commitment to community policing and the active participation of the community, interdependence with other City Departments, the proper staffing of Police personnel, and the efficient management of Police resources.





## Police Department Accomplishments for FY 2021

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

Despite a worldwide health emergency and widespread outcry for police reform, the Doral Police Department found new and innovative ways to support the community and continues to protect, support and champion for the residents, businesses, and visitors so the citizens of the City of Doral can attain and enjoy the highest quality of life possible.

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

- **Crime Rate**

The crime rate is a barometer and key indicator of the health of the City, and the City of Doral has shown steady declines throughout fiscal year 2020-21. The General Investigations Unit (GIU) can claim a 16.7% clearance rate.

- During fiscal year 2020-2021 the City of Doral saw lower numbers for calls for service which is partly attributed to the global pandemic, COVID-19, and nationwide lockdowns.
- From January 1st to December 31st, 2020, the Department saw a reduction of 16.12% in the part one crime rate. Although this figure is skewed due to the pandemic, the downward trajectory is consistent with City wide crime statistics and analysis.

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

Last school year was unlike any other on record as remote learning was recommended by school administrators to help prevent the spread of COVID-19 within the student population. As school lockdowns were City wide, all School Resource Officers (SRO) in conjunction with the Neighborhood Resource Unit (NRU) consolidated their efforts to assist the elderly, frail, and low-income residents during the pandemic. Welfare checks were conducted and over one thousand families received food assistance. The City of Doral coordinated several food drives where much of the logistics were provided by SRO and NRU officers with assistance from many volunteers. Once schools started reopening the SROs ensured that all Center of Disease Control (CDC) guidelines were followed on each campus.

- **Training**

Law enforcement is incredibly high-stake work. Police officers must know how to keep themselves and others safe, enforce laws, and follow regulations and best practices. The personal safety of each citizen is one of the most important reasons for police training. Over (28) training initiatives were implemented during fiscal year 2020-21 some of which are highlighted below.

- Body Worn camera (BWC) training
- The PSA, Youth, and Park Ranger Academies were either completed or scheduled
- An Active Shooter exercise was conducted at Southern Command
- Among the new equipment purchased were a Training Simulator and Ballistic Shields
- Field Training Officer (FTO) Refresher Course
- Public Information Officer (PIO) workshop
- Report Review for Supervisors
- Autism Training
- 3D Simulation Training Scenarios

- **Hiring and Employee Retention**

Targeting, recruiting, hiring, training, mentoring, and retaining sworn law enforcement officers who possess skill sets geared toward the Department's and community demographics is paramount for providing effective service delivery and ensuring the well-being of the agency and the community. The Police Department presented numerous opportunities for employment to dedicated, qualified candidates and for fiscal year



2020-21, (12) sworn officers and (16) civilians were hired by the agency. Doral's Police Department will continue to recruit the most qualified workforce to focus on professionalism and respect throughout daily activities within the community.

- Maintain a substantial retention rate of sworn and non-sworn employees.
- 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.

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

The Doral Police Department broke ground on the RTOC which is a resource for officers and the City of Doral that would bring all of our tools and resources together in one room, working together simultaneously to provide officers with more information prior to arriving on a call.

The abundance of data now available to law enforcement agencies presents both an opportunity and a challenge. This growing need has fueled the development of RTOC's to effectively manage data from a myriad of sources – body-worn cameras and other video, social media, data, etc. With the right tools in place, this information can be absorbed and analyzed as events unfold. The result is more connected and empowered officers on patrol. An effective RTOC enables public safety agencies to gather information from disparate systems and sources into one place to facilitate effective emergency response and solve crimes faster.

● **Creation of a Park Ranger Position**

The City of Doral has some of the finest and manicured parks in Dade County and establishing the Park Ranger position is a tribute to the continued commitment dedicated to our City Parks. Two Park Rangers were hired, equipped, and trained and are currently patrolling City Parks daily.

**Police Department Activity Report**

| Activity                                | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Projected<br>FY 2020-21 | Projected<br>FY 2021-22 |
|---|----------------------|----------------------|-------------------------|-------------------------|
| <b>Administrative:</b>                  |                      |                      |                         |                         |
| Internal Investigations Conducted       | 35                   | 39                   | 39                      | 39                      |
| Vehicles Purchased                      | 22                   | 27                   | -                       | 21                      |
| <b>Communications:</b>                  |                      |                      |                         |                         |
| Total Calls for Service                 | 27,918               | 25,529               | 25,529                  | 25,529                  |
| <b>Crime Analysis:</b>                  |                      |                      |                         |                         |
| Total Violent Crimes                    | 89                   | 54                   | 54                      | 54                      |
| Total Non-Violent Crimes                | 1,370                | 1,278                | 1,278                   | 1,278                   |
| Total Crime Offenses                    | 1,459                | 1,332                | 1,332                   | 1,332                   |
| <b>Patrol:</b>                          |                      |                      |                         |                         |
| Total Arrests                           | 1,331                | 1,097                | 1,097                   | 1,097                   |
| Citations-Violations                    | 36,391               | 26,828               | 26,828                  | 26,828                  |
| <b>Criminal Investigation Division:</b> |                      |                      |                         |                         |
| Total Cases Assigneed                   | 1,009                | 876                  | 876                     | 876                     |
| Total Cases Cleared                     | 85                   | 57                   | 57                      | 57                      |
| Total Arrests                           | 117                  | 118                  | 118                     | 118                     |
| Crime Scened Processed by CSI ONLY      | 486                  | 485                  | 485                     | 485                     |



## Police Department Objectives for FY 2022

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

- **Crime Rate**

- The Doral Police Department shall continue to invest in proven crime fighting technology.
- The launching of 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, "Safe Cam" 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 a program to seek and gain criminal intelligence information from other agencies.

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

The Doral Police Department will continue partnering with all local schools as a stakeholder in education and mentoring the youth. The children of the community and their health, safety and security will remain our foremost priority.

- As the City begins to recover from the effects of the lockdown, a full calendar of events is scheduled starting in August with the National Night Out. Previously cancelled or postponed events will be reinstated in accordance with any remaining CDC guidelines.
- Continue to interact with citizens and businesses through face-to-face interactions.
- Provide feedback to the community when there are major incidents.
- Improve education and community relations as it relates to law enforcement.

- **Training**

The Doral Police Department will remain committed to training initiatives for fiscal year 2021-22 as highlighted below and will include utilization for the newly purchased shooting simulator and ballistic shields.

- Annual Training
- Simulator Training and Ballistic Shields Training
- RTOC Training, CPR Training
- Use of Force
- Non-lethal Weapons
- Tactical Approaches and Room Clearing
- Responding to Calls for Service Under Duress
- Crisis and Intervention Training
- Doral's Police Department would like to lead the County in the field of technology and practical police training

- **Hiring and Employee Retention**

The natural progression of 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. For fiscal year 2021-22 an additional (8) sworn officers will join the ranks of the Doral Police Department to serve the community.



- Develop leadership techniques that assist in motivating employees.
- Provide lasting incentives for employees to stay motivated and achieve higher satisfaction.

- **Officer Safety and Wellness**

The job of a police officer can be a dangerous one, especially for an officer that works alone. Whenever an officer is on a call, he needs his radio for communication. Contact with dispatchers to receive critical information about the people they may be coming into contact with can be lifesaving. Using their radios to call for backup in dangerous situations can also be a lifesaving decision. Since the inception of the Doral Police Department, our 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 they have reached their destination. Doing so while communicating on a handheld radio can be arduous and even hazardous. This is why the Department is investing in in-car radios for all of our patrol vehicles.

Additionally, in response to critical incidents, officers can develop negative coping mechanisms, experience symptoms of and/or develop post-traumatic stress disorder (PTSD) and other co-occurring psychopathological disorders. Researchers have found that working as a police officer can contribute to health problems. To combat the health hazards that come with policing, the Doral Police Department is looking into wellness programs for our police and other criminal justice professionals. The department intends to provide an employee wellness program via Blueline Counseling.

The foundation of the Doral Police Department rests 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.

This agency is preparing for a bright, industrious, and productive future. The possible annexation of three (3) parcels of land in the outer northern region and an additional parcel in the westward region of the City are to be incorporated into the geographical boundaries of Doral. With annexation, additional commercial, industrial, Federal, State and County facilities will be added to an already extremely entrepreneurial City, attracting employment opportunities for a growing population.

The conversion and integration of the Mobile Computer Aided Dispatch (CAD) is underway with some select officers utilizing the system on a trial basis. Full implementation is pending and once enacted shall result in a more efficient, accurate and effective method for managing incoming calls for service.

The Canine Unit has more than doubled in size from the department's inception for a total of five (5) work dogs to include two (2) Explosive Ordinance Detection (EOD) K9s. The patrol initiatives will continue as the crime trends dictate. Burglary details and walking beats are some of the more effective initiatives implemented. In-car radios for all patrol vehicles, in terms of safety, is a longstanding aspiration for the Police Department and is now on the brink of realization.

The future of the police fleet is best described as robust, with (126) marked vehicles. Of the marked vehicles (49) are SUVs. Currently, the fleet stands at approximately (39%) SUV with the goal set at (100%) as the aging patrol sedans are replaced.

Although the Police Department has gone through numerous changes, the adaptability of the agency to adjust to change ensures that all challenges are met. Undoubtedly the new fiscal year shall present new difficulties which the department will assess, evaluate, and process for the continued advancement of the entire City.

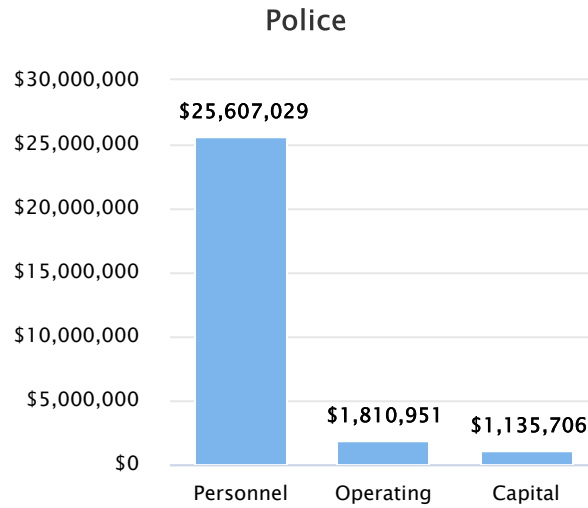


**Police Strategic Priorities**

| Strategic Priorities                                      | Adopted FY 2021-22  | Associated Cost   |
|---|---|-------------------|
| Organizational Efficiency: Visibility                     | This initiative includes the hiring of 8 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. | \$ 619,632        |
| Organizational Effectiveness: Officer Safety and Wellness | This initiative includes investing in in-car radios for all of the City of Doral Police patrol vehicles. Communicating on a handheld radio can be arduous and even hazardous while on a call.   | \$ 230,000        |
| <b>Total</b>  |   | <b>\$ 849,632</b> |



## 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 1.5% 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 2.85% city-wide. Moreover, only qualified bargaining unit employees received the step based merit increase.
- **341 Professional Services** – The increase is due to a new line item in account, the services of a Police Psychologist were added.
- **400 Travel and Per Diem** – The increase in this account is attributable to the effects of COVID-19. Restrictions were lifted and attendance of training off-sites will resume.
- **440 Rental and Leases** – The decrease in this account is attributable to the motorcycle’s lease termination.
- **520 Operating Supplies** – The increase in this account is due to the purchase of more police uniform and gear for existing and new employees.
- **521 Operating Supplies - Fuel** – The increase in this account is attributable to the effects of the gas prices.
- **540 Dues, Subscriptions, Memberships** – The increase in this account is attributable to the effect of COVID-19. Restrictions were lifted and attendance of training off-sites and in-house activities that were put on hold due to COVID-19 will resume.
- **640 Capital Outlay Office** – The increase in this account is due to the purchase of replacement gear that were put on hold last fiscal year in order to meet City’s goals.
- **641 Capital Outlay Vehicles** – The increase in this account is due to resuming the purchase of replacement patrol vehicles that last fiscal year the Police Department delayed in order to meet City’s goals.



**Police Department  
Authorized Positions**

| Account                            | Position   | Amended*   | Amended*   | Budget     | Budget     | Amended*   | Adopted    | Total Cost           |
|------------------------------------|--|------------|------------|------------|------------|------------|------------|----------------------|
|                                    |  | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2020-21 | FY 2021-22 | FY 2021-22           |
| 500.111 - Administrative Salaries  | Police Chief   | 1          | 1          | 1          | 1          | 1          | 1          | \$ 202,164           |
|                                    | <b>Administrative Salaries Total</b>                       | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>\$ 202,164</b>    |
| 500.121 - Full Time Salaries Sworn | Deputy Chief   | 1          | 1          | 1          | 1          | 1          | 1          | \$ 143,903           |
|                                    | Major  | 2          | 2          | 2          | 2          | 2          | 2          | \$ 234,862           |
|                                    | Captain  | 5          | 2          | 2          | 2          | 2          | 2          | \$ 227,487           |
|                                    | Lieutenant   | 6          | 9          | 9          | 9          | 9          | 9          | \$ 845,056           |
|                                    | Sergeant   | 19         | 20         | 24         | 24         | 24         | 24         | \$ 1,910,565         |
|                                    | Executive Officer to the Chief of Police                   | -          | -          | 1          | 1          | 1          | 1          | \$ 117,498           |
|                                    | Internal Affairs Inspector                                 | -          | 1          | 1          | 1          | 1          | 1          | \$ 110,206           |
|                                    | Internal Affairs & Background Investigator                 | -          | 1          | 1          | 1          | 1          | 1          | \$ 63,026            |
|                                    | Police Officer / Trainee                                   | 97         | 110        | 125        | 125        | 125        | 125        | \$ 7,621,977         |
|                                    | Service Award 5 yr   |            |            |            |            |            |            | \$ 4,692             |
|                                    | Service Award 10 yr  |            |            |            |            |            |            | \$ 7,532             |
|                                    | Service Award 15 yr  |            |            |            |            |            |            | \$ 6,233             |
|                                    | Police Officer / Reserve                                   | 6          | 10         | 10         | 9          | 9          | 9          | \$ 386,100           |
|                                    | Police Non-Paid Reserve                                    | 4          | 4          | 4          | 4          | 4          | 4          | \$ -                 |
|                                    | Auxiliary Officer  | 1          | 1          | 1          | 1          | 1          | 1          | \$ -                 |
|                                    | Police Incentives  |            |            |            |            |            |            | \$ 132,406           |
|                                    | <b>Full Time Sworn Salaries Total</b>                      | <b>141</b> | <b>161</b> | <b>181</b> | <b>180</b> | <b>180</b> | <b>180</b> | <b>\$ 11,811,543</b> |
| 500.120 - Full Time Salaries       | Executive Administrative Assistant to the Chief            | 1          | 1          | 1          | 1          | 1          | 1          | \$ 79,414            |
|                                    | Service Award 15 yr  |            |            |            |            |            |            | \$ 5,956             |
|                                    | Administrative Assistant                                   | 3          | 4          | 4          | 4          | 4          | 4          | \$ 193,445           |
|                                    | Service Award 15 yr  |            |            |            |            |            |            | \$ 4,016             |
|                                    | Criminal Inv. & Evidence Supervisor <sup>(1)</sup>         | 1          | 1          | 1          | 1          | -          | -          | \$ -                 |
|                                    | <u>Reclassified to Accreditation Manager</u>               | -          | -          | -          | -          | 1          | 1          | \$ 62,987            |
|                                    | Crime Scene Technician                                     | 3          | 3          | 3          | 3          | 3          | 3          | \$ 145,971           |
|                                    | Service Award 10 yr  |            |            |            |            |            |            | \$ 1,597             |
|                                    | Service Award 5 yr   |            |            |            |            |            |            | \$ 394               |
|                                    | Police Service Aide  | 13         | 15         | 17         | 17         | 17         | 17         | \$ 638,449           |
|                                    | Court Liaison Coordinator                                  | 1          | 1          | 1          | 1          | 1          | 1          | \$ 59,997            |
|                                    | Clerical Aide  | 1          | 1          | 1          | 1          | 1          | 2          | \$ 78,285            |
|                                    | Police Review Specialist <sup>(2)</sup>                    | 2          | 1          | 1          | 1          | -          | -          | \$ -                 |
|                                    | <u>Reclassified to Police Crime Analyst Specialist</u>     |            |            |            |            |            |            | \$ -                 |
|                                    | Police Crime Analyst Specialist                            | 2          | 3          | 3          | 3          | 4          | 4          | \$ 228,677           |
|                                    | Police Field Logistics Specialist                          | 1          | 1          | 1          | 1          | 1          | 1          | \$ 50,725            |
|                                    | Police Budget Coordinator                                  | 1          | 1          | 1          | 1          | 1          | 1          | \$ 90,390            |
|                                    | Records Specialist   | 1          | 1          | 1          | 1          | 1          | 1          | \$ 37,215            |
|                                    | Records Specialist / Teletype                              | 7          | 6          | 6          | 6          | 6          | 6          | \$ 258,597           |
|                                    | Service Award 5 yr   |            |            |            |            |            |            | \$ 346               |
|                                    | Record Management Specialist                               | 1          | 1          | 1          | 1          | 1          | 1          | \$ 45,527            |
|                                    | Park Ranger <sup>(3)</sup>                                 | -          | -          | 2          | 2          | 2          | -          | \$ -                 |
|                                    | Police Property & Evidence Supervisor                      | -          | 1          | 1          | 1          | 1          | 1          | \$ 71,970            |
|                                    | Property & Evidence Specialist                             | 1          | 1          | 1          | 1          | 1          | 1          | \$ 38,917            |
|                                    | Police Special Events Coordinator                          | 1          | 1          | 1          | 1          | 1          | 1          | \$ 60,743            |
|                                    | Payroll Specialist   | 1          | 1          | 1          | 1          | 1          | -          | \$ -                 |
|                                    | <u>Title changed to Payroll Specialist I<sup>(4)</sup></u> |            |            |            |            |            |            | \$ 48,262            |
|                                    | Media & Emergency Management Specialist                    | 1          | 1          | 1          | 1          | 1          | 1          | \$ 100,221           |
|                                    | Public Safety Technical Services Supervisor                | 1          | 1          | 1          | 1          | 1          | 1          | \$ 91,501            |
|                                    | Accounting Clerk   | 1          | 1          | 1          | -          | -          | -          | \$ -                 |
|                                    | Quartermaster  | -          | 1          | 1          | 1          | 1          | 1          | \$ 44,526            |
|                                    | Service Award 5 yr   |            |            |            |            |            |            | \$ 371               |
|                                    | Community Policing Specialist                              | 1          | -          | -          | -          | -          | -          | \$ -                 |
|                                    | Public Information Officer                                 | -          | 1          | 1          | 1          | 1          | 1          | \$ 88,164            |
|                                    | Civilian Investigator                                      | 1          | -          | -          | -          | -          | -          | \$ -                 |
|                                    | Communication Supervisor                                   | 1          | 1          | 1          | 1          | 1          | 1          | \$ 55,390            |
|                                    | IT Technician - Public Safety                              | 1          | 1          | 1          | 1          | 1          | 1          | \$ 58,357            |
|                                    | Service Award 5 yr   |            |            |            |            |            |            | \$ 486               |
|                                    | Accounts Payable Specialist <sup>(5)</sup>                 | -          | -          | -          | -          | -          | 1          | \$ 36,561            |
|                                    | Emergency Management & Community Liasion                   | -          | -          | -          | -          | -          | 1          | \$ 91,320            |
|                                    | Service Award 5 yr   |            |            |            |            |            |            | \$ 761               |
|                                    | Body Worn Camera Administrator <sup>(7)</sup>              | -          | -          | -          | -          | -          | 1          | \$ 54,171            |
|                                    | <b>Full Time Salaries Total</b>                            | <b>48</b>  | <b>51</b>  | <b>55</b>  | <b>54</b>  | <b>54</b>  | <b>56</b>  | <b>\$ 2,823,709</b>  |



**Police Department  
Authorized Positions**

| Account                  | Position   | Amended*   | Amended*   | Budget     | Budget     | Amended*   | Adopted    | Total Cost           |
|--------------------------|--|------------|------------|------------|------------|------------|------------|----------------------|
|                          |  | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2020-21 | FY 2021-22 | FY 2021-22           |
| 500.130 - Other Salaries |  |            |            |            |            |            |            |                      |
|                          | Part Time  |            |            |            |            |            |            |                      |
|                          | Clerical Aide  | 1          | 1          | 1          | 1          | 1          | -          | \$ -                 |
|                          | <i>Reclassified to Clerical Aide Full-Time<sup>(6)</sup></i> |            |            |            |            |            |            |                      |
|                          | <b>Other Salaries Total</b>                                  | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>-</b>   | <b>\$ -</b>          |
|                          | <b>Total</b>   | <b>191</b> | <b>214</b> | <b>238</b> | <b>236</b> | <b>236</b> | <b>237</b> | <b>\$ 14,837,416</b> |

- \* 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
- <sup>(1)</sup> FY 2020-21 RECLASSIFIED - Criminal Inv. & Evidence Supervisor to Accreditation
- <sup>(2)</sup> FY 2020-21 RECLASSIFIED - Police Review Specialist to Police Crime Analyst Specialist
- <sup>(3)</sup> FY 2021-22 TRANSFERRED - Park Ranger positions transferred to Parks and Recreation Department
- <sup>(4)</sup> FY 2021-22 TITLE CHANGE - From Payroll Specialist to Payroll Specialist I
- <sup>(5)</sup> FY 2021-22 NEW POSITION - Accounts Payable Specialist
- <sup>(6)</sup> FY 2021-22 RECLASSIFIED - Clerical Aide from part time to full time

**0016000 - Police**

|   | Actual           |                  | Adopted          | Amended          | Year-End         |                  |                  |                  |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|   | FY 2018-19       | FY 2019-20       | Budget           | Budget           | Actuals          | Estimate         | Proposed         | Adopted          |
|   | FY 2018-19       | FY 2019-20       | FY 2020-21       | FY 2020-21       | FY 2020-21       | FY 2020-21       | FY 2021-22       | FY 2021-22       |
| <b>0016000 - Police Revenue</b>           |                  |                  |                  |                  |                  |                  |                  |                  |
| 313920 - Towing Fees                      | 12,205           | 12,585           | 11,000           | 11,000           | 10,380           | 11,000           | 11,000           | 11,000           |
| 329200 - Alarm Permits                    | 201,687          | 149,814          | 190,000          | 190,000          | 173,834          | 156,000          | 190,000          | 190,000          |
| 331200 - DOJ Byrne Grant                  | -                | -                | -                | -                | 5,776            | -                | 71,000           | 71,000           |
| 334200 - State of FL JAG Grant - 2009     | 6,319            | 9,520            | -                | -                | 7,040            | -                | -                | -                |
| 334201 - State - FDLE ITF Grant           | -                | 9,056            | -                | -                | -                | -                | -                | -                |
| 341520 - Court Ord. Restitution PYMTS     | -                | 1,679            | -                | -                | 144              | -                | -                | -                |
| 342100 - Police Services                  | 874,054          | 844,567          | 750,000          | 750,000          | 1,493,481        | 1,100,000        | 875,000          | 875,000          |
| 342110 - Police Services - Records        | 7,889            | 12,517           | 8,000            | 8,000            | 9,329            | 8,000            | 8,000            | 8,000            |
| 342115 - School Crossing Guards           | 112,117          | 54,153           | 70,000           | 70,000           | 59,315           | 50,000           | 70,000           | 70,000           |
| 342120 - Police Service - MDC Schools     | 140,352          | 281,348          | -                | -                | -                | -                | -                | -                |
| 342130 - Police Services - School Officer | 561,374          | 363,914          | 577,007          | 577,007          | 459,939          | 445,000          | 577,007          | 577,007          |
| 351100 - Judgements & Fines               | 455,320          | 344,196          | 350,000          | 350,000          | 83,664           | 150,000          | 350,000          | 350,000          |
| 351110 - Fines & Forfeitures - Red Light  | -                | -                | -                | -                | -                | -                | -                | -                |
| 351150 - Safety Redlight Cameras          | 1,322,507        | 976,435          | 1,125,000        | 1,125,000        | 866,960          | 950,000          | 1,125,000        | 1,125,000        |
| 351200 - Court - Investigative Recovery   | 1,500            | 3,000            | 5,000            | 5,000            | -                | -                | 5,000            | 5,000            |
| 369103 - Police Auto Take Home PGM        | 56,800           | 17,800           | 9,000            | 9,000            | 9,050            | 9,000            | 9,000            | 9,000            |
| 369105 - PD Misc - SRO OT Recovery        | 23,204           | 21,624           | 20,000           | 20,000           | 22,361           | 15,000           | 20,000           | 20,000           |
| <b>0016000 - Police Revenue Total</b>     | <b>3,775,327</b> | <b>3,102,209</b> | <b>3,115,007</b> | <b>3,115,007</b> | <b>3,201,273</b> | <b>2,894,000</b> | <b>3,311,007</b> | <b>3,311,007</b> |
| <b>Grand Total</b>                        | <b>3,775,327</b> | <b>3,102,209</b> | <b>3,115,007</b> | <b>3,115,007</b> | <b>3,201,273</b> | <b>2,894,000</b> | <b>3,311,007</b> | <b>3,311,007</b> |





00160005 - Police Department

|   | Actual            | Actual            | Adopted           | Amended           | YTD *             | Year-End          |                   |                   |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|   | FY 2018-19        | FY 2019-20        | Budget            | Budget            | Actuals           | Estimate          | Proposed          | Adopted           |
|   | FY 2018-19        | FY 2019-20        | FY 2020-21        | FY 2020-21        | FY 2020-21        | FY 2020-21        | FY 2021-22        | FY 2021-22        |
| <b>Personnel</b>                          |                   |                   |                   |                   |                   |                   |                   |                   |
| 500111 - Administrative Salaries          | 156,247           | 162,983           | 175,000           | 175,000           | 112,306           | 175,000           | 202,164           | 202,164           |
| 500120 - Full Time Salaries               | 2,078,684         | 2,218,871         | 2,503,185         | 2,603,534         | 2,359,107         | 2,603,534         | 2,771,595         | 2,823,711         |
| 500121 - Full Time Salaries - Sworn       | 9,181,367         | 10,044,166        | 11,146,295        | 11,146,295        | 10,450,586        | 11,146,295        | 11,805,543        | 11,811,543        |
| 500125 - Compensated Absences             | 336,323           | 510,149           | 484,303           | 487,922           | 450,738           | 484,303           | 516,658           | 518,999           |
| 500130 - Other Salaries                   | 22,200            | 15,774            | 34,813            | 34,813            | 11,818            | 34,813            | -                 | -                 |
| 500140 - Overtime                         | 1,135,343         | 933,638           | 992,500           | 992,500           | 895,935           | 992,500           | 1,000,000         | 1,000,000         |
| 500144 - Overtime - Holiday Pay           | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| 500145 - Overtime - State Grant           | -                 | 5,383             | -                 | -                 | -                 | -                 | -                 | -                 |
| 500150 - Special Pay - Off Duty           | 716,665           | 972,150           | 640,000           | 640,000           | 776,640           | 675,000           | 640,000           | 640,000           |
| 500151 - Special Pay - Differential       | 165,699           | 182,753           | 200,000           | 200,000           | 194,700           | 200,000           | 200,000           | 200,000           |
| 500152 - Special Pay - Incentive          | 115,610           | 104,210           | 115,000           | 115,000           | 88,935            | 115,000           | 115,000           | 115,000           |
| 500210 - FICA & MICA Taxes                | 1,024,052         | 1,116,271         | 1,247,377         | 1,255,330         | 1,133,644         | 1,255,330         | 1,320,795         | 1,325,866         |
| 500220 - Retirement Contribution          | 3,104,527         | 3,415,276         | 3,477,783         | 3,501,734         | 3,221,003         | 3,501,734         | 3,866,164         | 3,875,668         |
| 500230 - Life & Health Insurance          | 2,205,861         | 2,333,807         | 2,668,673         | 2,679,560         | 2,654,311         | 2,679,560         | 3,072,611         | 3,094,078         |
| <b>Personnel Total</b>                    | <b>20,242,577</b> | <b>22,015,430</b> | <b>23,684,929</b> | <b>23,831,688</b> | <b>22,349,722</b> | <b>23,863,069</b> | <b>25,510,530</b> | <b>25,607,029</b> |
| <b>Operating</b>                          |                   |                   |                   |                   |                   |                   |                   |                   |
| 500310 - Professional Services            | 24,007            | 28,900            | 26,850            | 38,850            | 20,193            | 38,850            | 58,650            | 58,650            |
| 500342 - Cont - School Crossing Guards    | 206,030           | 123,807           | 311,362           | 266,362           | 173,765           | 311,362           | 311,362           | 311,362           |
| 500343 - Contr-Safety Redlight Cameras    | 576,267           | 370,294           | 561,000           | 507,000           | 366,550           | 512,000           | 561,000           | 561,000           |
| 500350 - Investigations                   | 455               | -                 | 3,250             | 3,250             | -                 | 3,250             | 3,250             | 3,250             |
| 500400 - Travel & Per Diem                | 27,085            | 15,573            | 20,000            | 20,000            | 8,925             | 20,000            | 40,000            | 40,000            |
| 500410 - Communication & Freight          | 16,472            | 18,754            | 23,600            | 23,662            | 12,206            | 23,662            | 23,600            | 23,600            |
| 500440 - Rentals & Leases                 | 137,484           | 131,464           | 154,610           | 146,174           | 120,503           | 154,610           | 116,406           | 116,406           |
| 500460 - Repair & Maint - Office Equip    | 153,028           | 62,599            | 108,650           | 98,435            | 82,593            | 98,435            | 111,650           | 111,650           |
| 500470 - Printing & Binding               | 4,351             | 2,412             | 8,000             | 3,000             | 2,384             | 8,000             | 8,000             | 8,000             |
| 500480 - Promotional Activities           | 3,420             | 1,356             | 7,500             | 7,500             | 3,020             | 7,500             | 7,500             | 7,500             |
| 500510 - Office Supplies                  | 23,968            | 27,669            | 25,000            | 25,000            | 23,426            | 25,000            | 25,000            | 25,000            |
| 500520 - Operating Supplies               | 300,513           | 408,038           | 293,750           | 310,960           | 240,188           | 305,960           | 323,550           | 323,550           |
| 500521 - Operating Supplies - Fuel        | 16,820            | 16,339            | 18,000            | 19,092            | 17,092            | 18,000            | 20,000            | 20,000            |
| 500523 - Op Supp - Community Services     | 59,178            | 42,965            | 61,850            | 47,800            | 37,838            | 52,800            | 62,150            | 62,150            |
| 500525 - DOJ Bryne Grant - Operating      | 6,319             | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| 500527 - Operating Supplies - Crywolf A   | 24,671            | 24,125            | 25,358            | 25,358            | 25,076            | 25,358            | 25,358            | 25,358            |
| 500540 - Dues, Subscriptions, Memberships | 59,917            | 43,027            | 96,838            | 102,338           | 86,231            | 87,338            | 113,475           | 113,475           |
| <b>Operating Total</b>                    | <b>1,639,984</b>  | <b>1,317,320</b>  | <b>1,745,618</b>  | <b>1,644,781</b>  | <b>1,219,988</b>  | <b>1,692,125</b>  | <b>1,810,951</b>  | <b>1,810,951</b>  |
| <b>Capital Outlay</b>                     |                   |                   |                   |                   |                   |                   |                   |                   |
| 500620 - Capital - Building               | 86,832            | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| 500640 - Capital Outlay - Office          | 4,674             | 577,932           | 120,793           | 143,726           | 120,245           | 96,382            | 71,950            | 71,950            |
| 500641 - Capital Outlay - Vehicles        | 446,879           | 335,602           | -                 | 128,188           | 113,297           | 129,718           | 987,756           | 987,756           |
| 500642 - DOJ Bryne Grant Capital Outlay   | -                 | 9,520             | -                 | 9,500             | 9,410             | 9,500             | 71,000            | 71,000            |
| 500650 - Construction in Progress         | 969,518           | -                 | -                 | 98,531            | 98,530            | 97,000            | -                 | -                 |
| 500653 - Capital Outlay - EOC             | -                 | -                 | -                 | -                 | -                 | -                 | 5,000             | 5,000             |
| <b>Capital Outlay Total</b>               | <b>1,507,904</b>  | <b>923,054</b>    | <b>120,793</b>    | <b>379,944</b>    | <b>341,482</b>    | <b>332,600</b>    | <b>1,135,706</b>  | <b>1,135,706</b>  |
| <b>Grand Total</b>                        | <b>23,390,465</b> | <b>24,255,804</b> | <b>25,551,340</b> | <b>25,856,414</b> | <b>23,911,192</b> | <b>25,887,795</b> | <b>28,457,187</b> | <b>28,553,686</b> |

\* 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          | Actuals          | Year-End         | Proposed       | Adopted        |
|---|------------------|------------------|------------------|------------------|------------------|------------------|----------------|----------------|
|   | FY 2018-19       | FY 2019-20       | Budget           | Budget           | FY 2020-21       | Estimate         | FY 2021-22     | FY 2021-22     |
| <b>0017000 - Building Revenue</b>       |                  |                  |                  |                  |                  |                  |                |                |
| 322100 - Building Permits               | 6,551,616        | 3,510,943        | 4,063,176        | 4,063,176        | 3,059,548        | 3,781,184        | -              | -              |
| 329101 - Other Fees - Boiler Fees       | 26,984           | 19,398           | 27,000           | 27,000           | 11,065           | 20,000           | 22,000         | 22,000         |
| 329500 - Certificates of Occupancy      | 421,641          | 188,610          | 380,000          | 380,000          | 161,348          | 180,000          | 250,000        | 250,000        |
| 329600 - Concurrency Fees               | 111,828          | 35,352           | 90,000           | 90,000           | 29,985           | 30,000           | 60,000         | 60,000         |
| 341302 - Optional Plan Review Fee       | 570              | -                | -                | -                | -                | -                | -              | -              |
| 341303 - Building Training Fees         | 22,160           | 11,873           | 20,000           | 20,000           | -                | -                | 20,000         | 20,000         |
| 341902 - Bldg Administrative Fees       | 132,681          | 71,744           | 100,000          | 100,000          | 54,971           | 44,000           | 60,000         | 60,000         |
| 341903 - Bldg Records Request           | 85,364           | 67,932           | 75,000           | 75,000           | 93,548           | 83,000           | 75,000         | 75,000         |
| 342901 - Bldg Recert Fees 40-yr         | 15,160           | 13,240           | 10,000           | 10,000           | 5,840            | 7,000            | 10,000         | 10,000         |
| 359101 - Fines - Permit Violations      | -                | 7,451            | -                | -                | 280              | 500              | -              | -              |
| 369101 - Bldg Misc - Ot Recovery        | 443,545          | 154,375          | 250,000          | 250,000          | 113,672          | 159,000          | 150,000        | 150,000        |
| 369102 - Bldg Misc - Copy Scan Fees     | 102,125          | 42,295           | 72,000           | 72,000           | 5,132            | 10,000           | 10,000         | 10,000         |
| <b>0017000 - Building Revenue Total</b> | <b>7,913,673</b> | <b>4,123,212</b> | <b>5,087,176</b> | <b>5,087,176</b> | <b>3,535,389</b> | <b>4,314,684</b> | <b>657,000</b> | <b>657,000</b> |
| <b>Grand Total</b>                      | <b>7,913,673</b> | <b>4,123,212</b> | <b>5,087,176</b> | <b>5,087,176</b> | <b>3,535,389</b> | <b>4,314,684</b> | <b>657,000</b> | <b>657,000</b> |



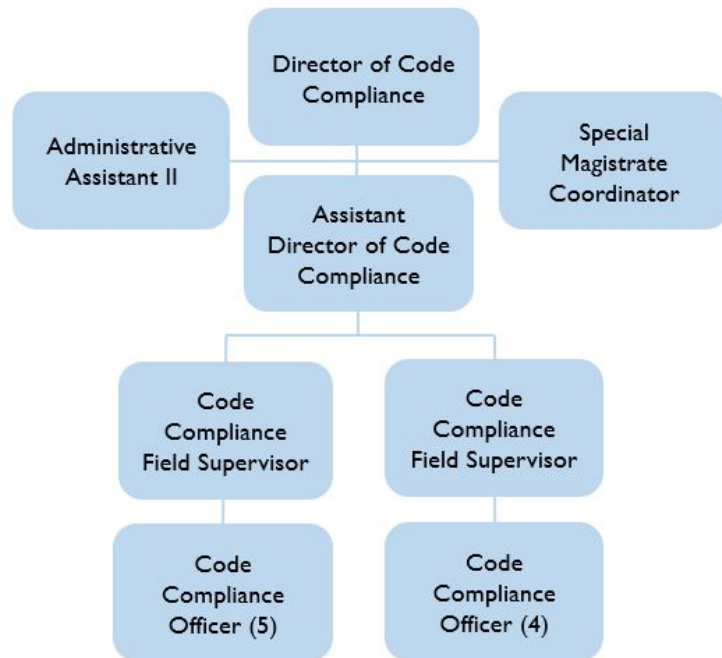
**00170005 - Building**

|   | Actual           | Actual           | Adopted          | Amended          | YTD *            | Year-End         |            |            |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------|------------|
|   | FY 2018-19       | FY 2019-20       | Budget           | Budget           | Actuals          | Estimate         | Proposed   | Adopted    |
|   | FY 2018-19       | FY 2019-20       | FY 2020-21       | FY 2020-21       | FY 2020-21       | FY 2020-21       | FY 2021-22 | FY 2021-22 |
| <b>Personnel</b>                          |                  |                  |                  |                  |                  |                  |            |            |
| 500111 - Administrative Salaries          | 128,078          | 141,854          | 145,233          | 95,233           | 61,332           | 95,233           | -          | -          |
| 500120 - Full Time Salaries               | 2,076,092        | 2,293,933        | 2,449,156        | 2,439,156        | 2,037,377        | 2,439,156        | -          | -          |
| 500125 - Compensated Absences             | 40,075           | 45,138           | 93,447           | 93,447           | 49,094           | 93,447           | -          | -          |
| 500130 - Other Salaries                   | 127,832          | 74,360           | 51,783           | 61,783           | -                | 10,000           | -          | -          |
| 500140 - Overtime                         | 161,336          | 71,079           | 80,000           | 80,000           | 113,877          | 80,000           | -          | -          |
| 500143 - Overtime - Bldg Option Plan Rev  | -                | -                | -                | -                | -                | -                | -          | -          |
| 500210 - FICA & MICA Taxes                | 184,801          | 191,427          | 216,285          | 216,285          | 164,185          | 216,285          | -          | -          |
| 500220 - Retirement Contribution          | 261,515          | 292,672          | 310,997          | 310,997          | 254,535          | 310,997          | -          | -          |
| 500230 - Life & Health Insurance          | 471,069          | 472,282          | 537,650          | 537,650          | 507,015          | 537,650          | -          | -          |
| <b>Personnel Total</b>                    | <b>3,450,798</b> | <b>3,582,745</b> | <b>3,884,551</b> | <b>3,834,551</b> | <b>3,187,416</b> | <b>3,782,768</b> | -          | -          |
| <b>Operating</b>                          |                  |                  |                  |                  |                  |                  |            |            |
| 500310 - Professional Services            | 286,898          | 249,465          | 120,000          | 612,714          | 460,583          | 250,000          | -          | -          |
| 500400 - Travel & Per Diem                | 10,357           | 7,205            | 6,000            | 6,000            | 4,350            | 6,000            | -          | -          |
| 500410 - Communication & Freight          | 2,400            | 2,200            | 2,500            | 2,500            | 1,600            | 2,500            | -          | -          |
| 500460 - Repair & Maint - Office Equip    | 280              | -                | 645              | 645              | -                | 645              | -          | -          |
| 500461 - Repair & Maint - Vehicles        | 5,830            | 597              | 200              | 200              | -                | 200              | -          | -          |
| 500470 - Printing & Binding               | 4,997            | 5,820            | 9,000            | 9,000            | 164              | 6,000            | -          | -          |
| 500510 - Office Supplies                  | 7,607            | 3,295            | 7,000            | 7,000            | 3,325            | 5,000            | -          | -          |
| 500520 - Operating Supplies               | 13,508           | 6,950            | 22,000           | 20,251           | 4,947            | 18,000           | -          | -          |
| 500540 - Dues, Subscriptions, Memberships | 9,213            | 4,950            | 9,597            | 9,597            | 6,924            | 9,597            | -          | -          |
| 500541 - Dues, Subs., Member., Training   | 22,160           | 11,873           | 19,479           | 19,479           | 2,779            | 19,479           | -          | -          |
| <b>Operating Total</b>                    | <b>363,249</b>   | <b>292,355</b>   | <b>196,421</b>   | <b>687,386</b>   | <b>484,673</b>   | <b>317,421</b>   | -          | -          |
| <b>Capital Outlay</b>                     |                  |                  |                  |                  |                  |                  |            |            |
| 500640 - Capital Outlay - Office          | -                | -                | -                | 1,749            | -                | -                | -          | -          |
| 500641 - Capital Outlay - Vehicles        | 176,973          | -                | -                | -                | -                | -                | -          | -          |
| <b>Capital Outlay Total</b>               | <b>176,973</b>   | -                | -                | <b>1,749</b>     | -                | -                | -          | -          |
| <b>Grand Total</b>                        | <b>3,991,020</b> | <b>3,875,099</b> | <b>4,080,972</b> | <b>4,523,686</b> | <b>3,672,088</b> | <b>4,100,189</b> | -          | -          |

\* 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 2021

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 assisted with development and is now currently enforcing the Mobile Food Truck Ordinance.
- Department has successfully modified its operations in order to adapt to the new development services software, Engergov.
- 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 Mayor's Office, Miami Dade County Police Department, City of Miami Code Enforcement, and City of Miami Beach Code Compliance to assist in accomplishing the Department's mission.
- Exceeded 24-hour response time goal to service requests by responding to all calls for service in an average time of 4 hours.
- Continued to enforce prohibited short-term rentals through the assistance of tracking software.
- Developed new and continued community outreach initiatives such as developing an outside storage of commercial vehicles flyer, food truck informational brochure and participating in Kids and the Power of Work (KAPOW) series and continuing the online sessions of the Mayor's Citizen Government Academy in the Fall and Spring.
- Continued to utilize a proactive Bike Patrol Unit that has been used in various capacities to educate and enforce the City Code of Ordinances.
- Department assisted with the implementation of the City's recently adopted comprehensive parking ordinance.
- Increased the amount of both evening and early morning details and inspections to allow officers to be able to respond to service requests and other concerns outside of the established regular hours of operation.
- 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.
- 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 implemented 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.
- Assisted Doral PD in enforcement capacity for verified noise complaints in an effort to curb this behavior City-wide.
- Assisted 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.



**Post Covid-19 Resumption of Operations**

- Department resumed the running of Special Magistrate daily fines exactly one year after the start of the State of Florida of Emergency, which was imposed on March 12, 2020.
- Department resumed in-person Special Magistrate Hearings as of the June 17th hearing.
- Department resumed regular enforcement of prohibited attention-getting devices, which was relaxed as of the beginning of the State of Emergency.

**Code Compliance Activity Report**

| Activity                | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Projected<br>FY 2020-21 | Projected<br>FY 2021-22 |
|-------------------------|----------------------|----------------------|-------------------------|-------------------------|
| Inspections             | 18,500               | 17,000               | 13,888                  | 17,000                  |
| SM Hearing Cases        | 270                  | 234                  | 178                     | 220                     |
| Cases in Compliance     | 4,219                | 3,500                | 3,059                   | 3,500                   |
| Lien Searches           | 2,520                | 2,325                | 3,309                   | 2,950                   |
| Public Service Requests | 757                  | 732                  | 841                     | 850                     |

**Code Compliance Objectives for FY 2022**

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.

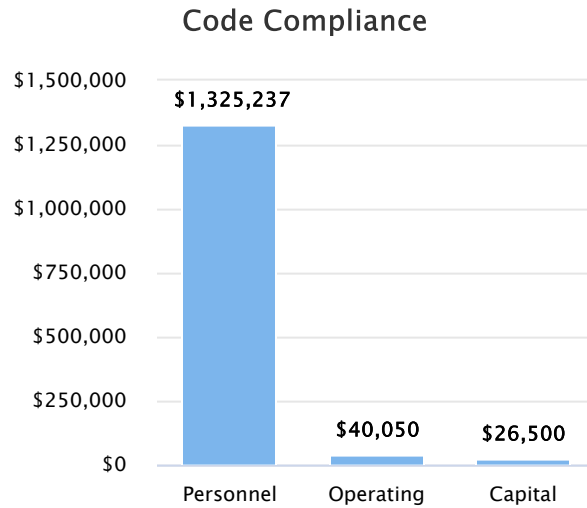
- Develop initiatives, campaigns, and compliance measures with a focus on beautification and aesthetic enhancements to private properties citywide that improves the quality of place.
- Review and recommend ordinances and amendments that may no longer be applicable with today’s standards or may be outdated.
- 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 in order to keep up with the comparable fees from nearby local jurisdictions.
- Implement alternative sources of revenue by establishing additional fees, such as code case extension and shopping cart retrieval fees.
- Improve collaboration and overall communication between development services departments make customer-facing processes much more efficient.
- Continue to reorganize the remaining Fingerlakes property owner associations in order to complete roadway and drainage repairs.
- Assist Planning and Zoning Department in identifying and addressing delinquent and unregistered business tax receipts throughout the City.
- Protect the City’s stormwater infrastructure by increasing enforcement of construction site Stormwater Pollution Prevention Plan (SWPPP) via issuance of citations.

**Code Compliance Strategic Priorities**

| Strategic Priorities                | Proposed FY 2021-22   | Associated Cost |
|-------------------------------------|---|-----------------|
| Communication                       | Increased visibility of Code Compliance activities via more social media posts, increased public workshops to educate public on City ordinances, and additional presence at City events and HOA Meetings. | \$ 1,000.00     |
| Quality of Life/Quality Development | Increase focus on amending and adopting ordinances that will increase the quality of life and property values for residents and business owners.  | \$ -            |
| <b>Total</b>                        |   | <b>\$ 1,000</b> |



### Code Compliance Budget Highlights



- **110-230 Personnel Costs** - For this fiscal year, there is a 1.5% 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 2.85% city-wide.
- **400 Travel & Per Diem** - This account decreased due to the Director opting to no longer receive a vehicle allowance, rather to have a take-home vehicle.
- **410 Communication & Freight** - This account decreased due to phone allowances being discontinued for field supervisors.



### Code Compliance Department Authorized Positions

| Account                           | Position  | Budget     | Budget     | Budget     | Budget     | Amended*   | Adopted    | Total Cost        |
|-----------------------------------|---|------------|------------|------------|------------|------------|------------|-------------------|
|                                   |   | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2020-21 | FY 2021-22 | FY 2021-22        |
| 500.111 - Administrative Salaries |   |            |            |            |            |            |            |                   |
|                                   | Code Compliance Director  | 1          | 1          | 1          | 1          | 1          | 1          | \$ 128,677        |
|                                   | <b>Administrative Salaries Total</b>  | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>\$ 128,677</b> |
| 500.120 - Full Time Salaries      |   |            |            |            |            |            |            |                   |
|                                   | Assistant Code Compliance Director  | 1          | 1          | 1          | 1          | 1          | 1          | \$ 86,174         |
|                                   | Code Compliance Field Supervisor  | 2          | 2          | 2          | 2          | 2          | 2          | \$ 137,982        |
|                                   | Service Award 5 yr  |            |            |            |            |            |            | \$ 551            |
|                                   | AA/Special Magistrate Agenda Coord.   | 1          | 1          | 1          | -          | -          | -          | \$ -              |
|                                   | <u>Title changed to Special Magistrate<br/>Agenda Coordinator<sup>(1)</sup></u> | -          | -          | -          | 1          | 1          | 1          | \$ 48,907         |
|                                   | Code Compliance Clerk <sup>(2)</sup>  | 2          | 2          | 2          | 1          | -          | -          | \$ -              |
|                                   | <u>Reclassified to Administrative Assistant<br/>II<sup>(3)</sup></u>            | -          | -          | -          | -          | 1          | 1          | \$ 44,276         |
|                                   | Code Compliance Officer I, II, III  | 9          | 9          | 9          | 9          | 9          | 9          | \$ 469,327        |
|                                   | Service Award 10 yr   |            |            |            |            |            |            | \$ 2,229          |
|                                   | Required Promo to II & III  |            |            |            |            |            |            | \$ 20,000         |
|                                   | <b>Full Time Salaries Total</b>   | <b>15</b>  | <b>15</b>  | <b>15</b>  | <b>14</b>  | <b>14</b>  | <b>14</b>  | <b>\$ 809,446</b> |
|                                   | <b>Total</b>  | <b>16</b>  | <b>16</b>  | <b>16</b>  | <b>15</b>  | <b>15</b>  | <b>15</b>  | <b>\$ 938,123</b> |

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

<sup>(1)</sup> FY 2020-21 TITLE CHANGE - AA/Special Magistrate Agenda Coord. to Special Magistrate Agenda Coordinator

<sup>(2)</sup> FY 2020-21 ELIMINATED - One of the Code Compliance Clerk Positions

<sup>(3)</sup> FY 2020-21 RECLASSIFIED - Code Compliance Clerk to Administrative Assistant II

### 0017100 - Code Compliance

|                                     | Actual         |                | Adopted              | Amended              | Year-End              |                        |                        |                       |
|-------------------------------------|----------------|----------------|----------------------|----------------------|-----------------------|------------------------|------------------------|-----------------------|
|                                     | FY 2018-19     | FY 2019-20     | Budget<br>FY 2020-21 | Budget<br>FY 2020-21 | Actuals<br>FY 2020-21 | Estimate<br>FY 2020-21 | Proposed<br>FY 2021-22 | Adopted<br>FY 2021-22 |
| <b>0017100 - Code Revenue</b>       |                |                |                      |                      |                       |                        |                        |                       |
| 329800 - Code Default Property Fees | 46,200         | 44,100         | 30,000               | 30,000               | 38,900                | 31,700                 | 30,000                 | 30,000                |
| 341900 - Lien Search Fees           | 204,245        | 191,250        | 185,000              | 185,000              | 260,505               | 235,000                | 185,000                | 185,000               |
| 351100 - Judgements & Fines         | 195,346        | 111,662        | 150,000              | 150,000              | 100,135               | 105,000                | 150,000                | 150,000               |
| 351900 - Judgments & Fines Other    | -              | -              | -                    | -                    | 92,899                | 52,000                 | -                      | -                     |
| 359101 - Fines - Permit Violations  | 180,752        | 150,619        | 150,000              | 150,000              | 110,992               | 135,000                | 150,000                | 150,000               |
| <b>0017100 - Code Revenue Total</b> | <b>626,544</b> | <b>497,631</b> | <b>515,000</b>       | <b>515,000</b>       | <b>603,431</b>        | <b>558,700</b>         | <b>515,000</b>         | <b>515,000</b>        |
| <b>Grand Total</b>                  | <b>626,544</b> | <b>497,631</b> | <b>515,000</b>       | <b>515,000</b>       | <b>603,431</b>        | <b>558,700</b>         | <b>515,000</b>         | <b>515,000</b>        |





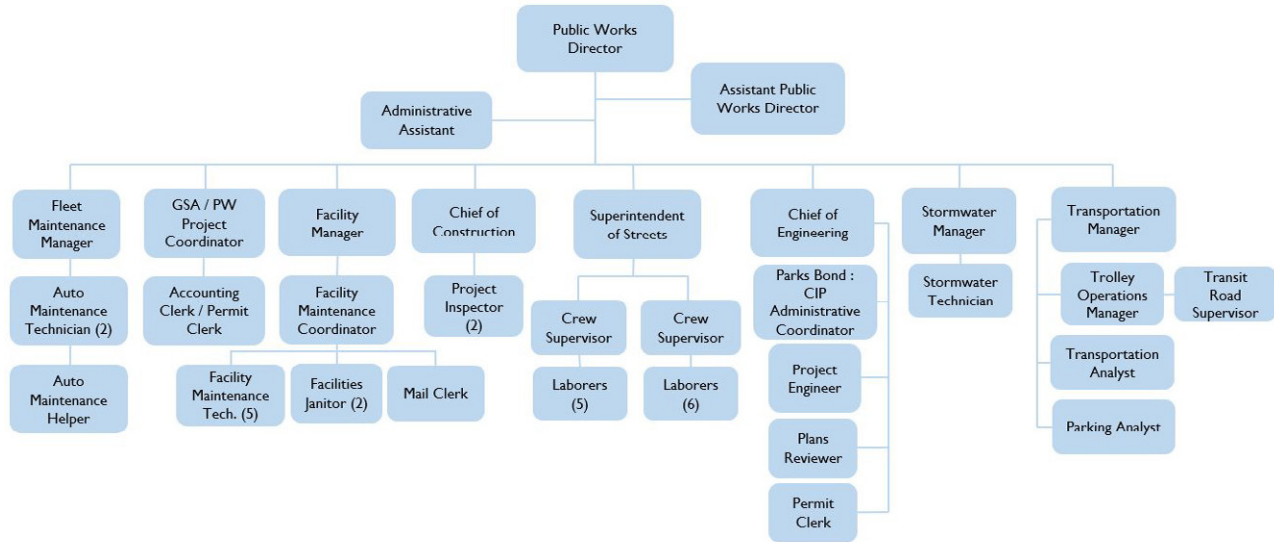
**00171005 - Code Compliance Department**

|   | Actual           | Actual           | Adopted          | Amended          | YTD *            | Year-End         |                  |                  |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|   | FY 2018-19       | FY 2019-20       | Budget           | Budget           | Actuals          | Estimate         | Proposed         | Adopted          |
|   | FY 2018-19       | FY 2019-20       | FY 2020-21       | FY 2020-21       | FY 2020-21       | FY 2020-21       | FY 2021-22       | FY 2021-22       |
| <b>Personnel</b>                          |                  |                  |                  |                  |                  |                  |                  |                  |
| 500111 - Administrative Salaries          | 101,602          | 111,189          | 123,280          | 123,280          | 111,844          | 123,280          | 128,677          | 128,677          |
| 500120 - Full Time Salaries               | 769,025          | 714,014          | 806,014          | 806,014          | 634,196          | 806,014          | 809,446          | 809,446          |
| 500125 - Compensated Absences             | 35,900           | 34,787           | 33,510           | 33,510           | 22,984           | 33,510           | 33,724           | 33,724           |
| 500140 - Overtime                         | 18,778           | 17,779           | 18,000           | 18,000           | 13,913           | 18,000           | 18,500           | 18,500           |
| 500210 - FICA & MICA Taxes                | 69,135           | 66,412           | 75,661           | 75,661           | 58,106           | 75,661           | 75,853           | 75,853           |
| 500220 - Retirement Contribution          | 103,247          | 99,315           | 111,515          | 111,515          | 86,655           | 111,515          | 112,240          | 112,240          |
| 500230 - Life & Health Insurance          | 157,731          | 141,061          | 167,091          | 167,091          | 107,971          | 167,091          | 146,797          | 146,797          |
| <b>Personnel Total</b>                    | <b>1,255,417</b> | <b>1,184,557</b> | <b>1,335,071</b> | <b>1,335,071</b> | <b>1,035,668</b> | <b>1,335,071</b> | <b>1,325,237</b> | <b>1,325,237</b> |
| <b>Operating</b>                          |                  |                  |                  |                  |                  |                  |                  |                  |
| 500340 - Contractual Services - Other     | 9,625            | 5,725            | 10,600           | 10,600           | 5,950            | 10,600           | 10,900           | 10,900           |
| 500400 - Travel & Per Diem                | 7,590            | 4,665            | 6,720            | 6,720            | 5,220            | 6,720            | 1,500            | 1,500            |
| 500410 - Communication & Freight          | 3,925            | 1,925            | 3,000            | 3,000            | 1,275            | 1,200            | 1,200            | 1,200            |
| 500461 - Repair & Maint - Vehicles        | 2,179            | -                | -                | -                | -                | -                | -                | -                |
| 500470 - Printing & Binding               | 5,449            | 3,318            | 5,075            | 5,075            | 4,659            | 5,075            | 5,200            | 5,200            |
| 500490 - Other Current Charges            | -                | -                | 1,500            | 1,500            | -                | 500              | 1,500            | 1,500            |
| 500510 - Office Supplies                  | 2,790            | 2,499            | 3,000            | 3,000            | 2,999            | 2,800            | 3,000            | 3,000            |
| 500520 - Operating Supplies               | 7,709            | 7,202            | 7,500            | 7,500            | 6,611            | 7,500            | 7,700            | 7,700            |
| 500540 - Dues, Subscriptions, Memberships | 8,296            | 2,672            | 8,800            | 8,800            | 6,110            | 8,800            | 9,050            | 9,050            |
| <b>Operating Total</b>                    | <b>47,563</b>    | <b>28,007</b>    | <b>46,195</b>    | <b>46,195</b>    | <b>32,824</b>    | <b>43,195</b>    | <b>40,050</b>    | <b>40,050</b>    |
| <b>Capital Outlay</b>                     |                  |                  |                  |                  |                  |                  |                  |                  |
| 500641 - Capital Outlay - Vehicles        | 38,672           | -                | -                | -                | -                | -                | 26,500           | 26,500           |
| <b>Capital Outlay Total</b>               | <b>38,672</b>    | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>26,500</b>    | <b>26,500</b>    |
| <b>Grand Total</b>                        | <b>1,341,652</b> | <b>1,212,563</b> | <b>1,381,266</b> | <b>1,381,266</b> | <b>1,068,492</b> | <b>1,378,266</b> | <b>1,391,787</b> | <b>1,391,787</b> |

\* 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 2021

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

### Administration

- Managed and compiled Tyler (311) to document all service requests received by the Public Works Department (PWD).
- Continuously developed Standard Operation 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.
- On-going communication with Medley Landfill and the Resources Recovery Facility to review current operations in order to minimize odor complaints. Monitored updates on the Odor Monitoring Program.
- Assisted in the completion of the Additional Air, Water, and Soil quality testing to provide additional information of the nature and the source of the odors.
- Managed City programs and initiatives that contributed to reach the City's Green Element goals of the Land Development Plan: Energy (BE305) and water efficiency programs, electrical vehicles charging stations, recycling and environmentally friendly purchases.
- Manage contractual services for the City Light Pole Banners program.
- Obtained re-certification at a Platinum Level of the City of Doral as a Green Local Government Florida by the Florida Green Building Coalition (FGBC).
- Developed and partially implemented the action items identified in the Climate Action and Implementation Plan (CAP) that addresses the City's strategic priorities: traffic congestion, energy usage, greenhouse gas emissions, and reduce & diverge solid waste.
- Coordinated and produced the PWD Signature Events: Arbor Day, Electronic Recycling Drive, WE-LAB Workshop, two Adopt-a-Street's events, Earth Day and Volunteer events.
- Committed to obtain the American Public Works Association (APWA) Accreditation of the PWD operations.
- Continued the Million Orchid Project in partnership with Fairchild Tropical Botanical Gardens and coordinated two additional plantings at the Downtown Doral Park and Doral Glades Park.
- Prepared and submitted the application for the TREE City USA to the Arbor Day Foundation for the City's re-certification for the 13th consecutive year.
- Conducted Phase II of the Street Tree Inventory to optimize the tree maintenance plan and project the budget needs for upcoming years.
- Developed and provided an educational awareness program with State Grant Funding: Information and Education for Storm Preparedness which provides awareness of proper tree care to reduce damage to trees from hurricanes and tropical storms. Resources are currently available in the City's PWD webpage.
- 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 86 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 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 design for roadway improvements along NW 102 Avenue, NW 66th Street, and NW 99th Avenue.

### Facilities Maintenance

- Provided Building Maintenance, Janitorial and Mailroom services to all City Facilities.
- Increased Janitorial services and daily upkeep of City Facilities as a response to COVID-19.
- Procured PPE and janitorial supplies for the increased janitorial services 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 construction of the Real Time Information Center (RTIC) at the Police Department.
- Closed out the Government Center Improvements on the 1st and 3rd floor to secure the Finance Department work area, to improve the 2nd Floor Solution Center, and to install an ice maker on the 1st floor.
- Completed the exterior lighting upgrade at the Doral Government Center including the parking garage.
- Completed the parking garage structural repairs at the Doral Government.
- Completed the chamber lighting upgrade retrofit project at the Doral Government Center.
- Completed structural study at the Doral Government Center Parapets to determine the nature of the constant damage.
- Completed the design, permitting, and construction repairs of the Parapet connections at the Government Center.
- Completed the design of the parking garage retrofit at Doral Government Center.
- Completed the Public Works warehouse retrofit.
- Completed the Police facade and landscape retrofit.
- Completed the design of Public Affairs retrofit.
- Completed the design, permitting, and construction of the Simulator Room at the Police Training and Community Center.
- 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
- Commenced the construction of the Government Center security measures for the 1st, 2nd, and 3rd floors.



### Fleet Maintenance

- Implemented the Fleet Division in-house maintenance procedures, which includes in-house mechanics that will dramatically reduce 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.
- Implemented an automatic fuel gauge system to improve efficiency and safety when measuring the City's fuel tank capacity.
- Replaced fuel dispensers to reduce maintenance cost.
- Developed SOP to correct fleet maintenance procedures and promote cost-efficient operations.
- Implemented Geo-Tab software to track City vehicles in real time and obtain vehicle telematics to achieve an improved vehicle maintenance process, and a general fuel consumption reduction.
- Centralized all City vehicle purchases under the Fleet Maintenance Division to identify under-utilized vehicles and provide a more cost-efficient process.
- Acquire the first fully electrical vehicle in the City's fleet to be utilized by the Transportation Division.

### 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.
- Completed additional environmental sampling to investigate possible causes of odors emanating from air borne particles.
- Continued with the virtual permitting process originally implemented as a response to COVID-19.
- Advertised the Design / Build process for the Adaptive Re-Use Area.
- Advertised the Design / Build process for the pedestrian bridge along Doral Boulevard.



**Public Works Department Activity Report**

| Activity   | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Projected<br>FY 2020-21 | Projected<br>FY 2021-22 |
|--|----------------------|----------------------|-------------------------|-------------------------|
| <b>Administration</b>                                  |                      |                      |                         |                         |
| Customer Service (Front desk assistance)               | 1,816                | 1,327                | 1,401                   | 1,320                   |
| Phone Calls  | 4,437                | 4,980                | 5,715                   | 4,873                   |
| Service Requests (CRM) 311                             | 1,634                | 389                  | 500                     | 500                     |
| Finance- Receiving reports                             | 2,604                | 1,702                | 1,959                   | 1,910                   |
| Finance - Purchase Order Requests                      | 580                  | 363                  | 433                     | 394                     |
| <b>Construction &amp; R/W Maint. Division</b>          |                      |                      |                         |                         |
| Debris Pick-up (tons)                                  | 205                  | 140                  | 191                     | 183                     |
| Signs Repairs  | 804                  | 488                  | 799                     | 680                     |
| Potholes Repairs                                       | 83                   | 48                   | 140                     | 127                     |
| Landscape (instances of mowing, trees, branches, etc.) | 5,483                | 3,127                | 5,391                   | 3,600                   |
| Graffiti   | 11                   | 13                   | 15                      | 58                      |
| Sidewalk (construction and replacement)(sq.ft.)        | 38,548               | 133,545              | 80,000                  | 60,000                  |
| Miles of Road Resurfaced                               | 5                    | 2                    | 1                       | 3                       |
| <b>Facilities Maintenance Division</b>                 |                      |                      |                         |                         |
| Facilities Maintenance Service Requests                | 3,907                | 5,500                | 6,838                   | 7,000                   |
| <b>Engineering Division</b>                            |                      |                      |                         |                         |
| Site Plans Reviews                                     | 165                  | 84                   | 92                      | 100                     |
| Permitting Plans Reviews                               | 601                  | 600                  | 568                     | 600                     |
| PW Inspections Performed                               | 2,176                | 2,510                | 2,350                   | 2,600                   |
| MOT Permit Reviews                                     | 413                  | 504                  | 520                     | 550                     |
| CMP Permit Reviews                                     | 15                   | 15                   | 19                      | 20                      |
| Platting Review  | -                    | 3                    | 22                      | 15                      |
| <b>Stormwater Utility Division</b>                     |                      |                      |                         |                         |
| Debris removed from Canals (bags)                      | 362                  | 196                  | 190                     | 190                     |
| Miles of Road swept                                    | 5,793                | 5,643                | 5,687                   | 5,743                   |
| Inlets / Manholes Cleaned                              | 2,367                | 1,782                | 1,760                   | 1,885                   |
| Linear feet pipe                                       | 91,919               | 129,526              | 104,939                 | 154,085                 |
| <b>Transportation Division</b>                         |                      |                      |                         |                         |
| Doral Trolley Ridership                                | 784,519              | 430,230              | 613,403                 | 624,693                 |
| Freebee Ridership                                      | -                    | 6,878                | 34,763                  | 34,763                  |
| Traffic Studies Reviews                                | 27                   | 25                   | 25                      | 25                      |



## Public Works Objectives for FY 2022

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 create Standard Operation 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: Arbor Day, Earth Day, National Public Works Week, Recycling 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.
- 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.
- Commence construction of Doral Boulevard Entry Features at the SR 826 / Palmetto Expressway Interchange.
- Commence and complete the construction of the NW 82nd Street and NW 114th Avenue Traffic Signal Project.
- Commence and complete the construction of the Citywide Sidewalk Improvements Project Phase II.
- Commence and complete the construction of the Doral Boulevard Median Landscape and Lighting Improvements Phase II between NW 97th Avenue and the Palmetto Expressway.
- Commence construction of the Adaptive Re-Use Area.
- Commence and complete the construction of the City's Marquee sign.



### Facilities Maintenance

- Provide Building Maintenance, Janitorial and Mailroom services to all City Facilities.
- Continue providing Maintenance Services to the Police Expansion areas, the Public Works Warehouse, Government Center, Police Training Center, and Police & Community Services (satellite office).
- Ensure that all Life Safety systems for all facilities are properly maintained.
- Continue developing 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.
- Commence and complete the construction of the Government Center Parking Garage retrofit.
- Complete the construction of the Government Center security measures for the 1st, 2nd, and 3rd floors.
- Commence and complete the Government Center roof coating.
- Commence and complete Police Facility roof repairs.
- 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.

### 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 process to acquire a more efficient fleet.
- Manage, operate and maintain the City's vehicle fueling terminal and fuel management system.
- Manage, operate and maintain the City car wash bay.
- Continue to improve Auto Mechanic Technician skills by attending new training courses.
- Provide preventative maintenance and repairs on Police Harley-Davidson motorcycles.
- Provide diagnostics and repairs on vehicles emergency light equipment.

### Engineering

- Complete the design and permitting of the NW 66th Street / NW 102nd Avenue / NW 99th Avenue Roadway widening.
- 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 (2021).
- Complete the design and initiate the construction of the Entry Features at the Doral Boulevard / SR 826 interchange.
- Continue to review Platting submittals with staff in order to increase revenue stream.
- Complete the design and permitting phase for the intersection improvements recommended in the NW 112th Avenue / NW 114th Avenue One-Way Pair Study at the intersections along NW 112th Avenue at NW 58th Street, and along NW 114th Avenue at NW 58th Street.
- Initiate the design and permitting for the roadway improvements on NW 114th Avenue between NW 34th Street and NW 39th Street.
- Initiate the design and permitting for 10 new trolley bus shelters citywide for proposed construction in FY 2022-23.



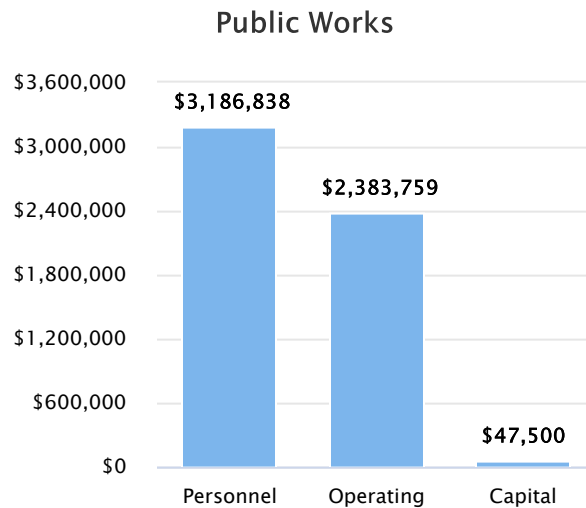


### Public Works Department Strategic Priorities

| Strategic Priorities   | Adopted FY 2021-22  | Associated Cost     |
|--|---|---------------------|
| Capital / Transportation Fund  | Milling and resurfacing plan  | \$ 100,000          |
|  | Section 7 Traffic Calming   | \$ 200,000          |
| Quality of Life - Mobility / Transportation Fund                     | Trolley Operation & Maintenance   | \$ 321,000          |
| Quality of Life - Mobility / People's Transportation Plan (PTP) Fund | Trolley Operation & Maintenance   | \$ 2,831,000        |
|  | Freebee   | \$ 300,000          |
| Sustainability / PW General Fund                                     | Public Works Signature Events (outreach): Arbor Day, Adopt-a-Street, Earth Day, Adopt-a-Tree, etc.. | \$ 33,500           |
|  | Catch Basin Maintenance Program   | \$ 650,000          |
|  | Street Sweeping   | \$ 125,000          |
| Sustainability / Stormwater Fund                                     | Canal Maintenance   | \$ 425,000          |
|  | Geo-Cell Web Cells Maintenance Program  | \$ 50,000           |
|  | Floating Debris Removal   | \$ 40,000           |
|  | Stormwater Improvements   | \$ 1,000,000        |
| Capital / Stormwater Fund  | Stormwater Improvements: NW 66 St. / NW 102 Ave. / NW 99 Ave.                                       | \$ 250,000          |
|  | <b>Total</b>  | <b>\$ 6,325,500</b> |



## Public Works Budget Highlights



- **110-230 Personnel Costs** – For this fiscal year, there is a 1.5% 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 2.85% city-wide.
- **310 Professional Services** - This account was decreased in comparison to the previous Fiscal Year as a result of the removal of the survey and odor monitoring line items, and a reduction in the miscellaneous permits line item.
- **340 Other Contractual Services** – An increase in comparison to the previous Fiscal Year as a result of an increase in the Right-of-Way Swale/Median Landscape Maintenance line item to provide landscape services to newly landscaped areas such as the Doral Boulevard medians, an addition of a Doral Boulevard Christmas Lighting and Decoration line item, and addition of a Police / Public Works Facility Exterior Painting.
- **522 Repairs and Maintenance – Vehicles** - This account was increased to account for an anticipated increase in fuel price during the next Fiscal Year.



**Public Works Department  
Authorized Positions**

| Account                           | Position  | Budget     | Amended *  | Budget     | Budget     | Adopted    | Total Cost          |
|-----------------------------------|---|------------|------------|------------|------------|------------|---------------------|
|                                   |   | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 | FY 2021-22          |
| 500.111 - Administrative Salaries |   |            |            |            |            |            |                     |
|                                   | Public Works Director   | 1          | 1          | 1          | 1          | 1          | \$ 149,889          |
|                                   | <b>Administrative Salaries Total</b>  | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>\$ 149,889</b>   |
| 500.120 - Full Time Salaries      |   |            |            |            |            |            |                     |
|                                   | Assistant Public Works Director/ Chief of Construction                        | 1          | 1          | -          | -          | -          | \$ -                |
|                                   | <u>Title changed to Assistant Public Works Director/ Chief of Engineering</u> | -          | -          | 1          | 1          | -          | \$ -                |
|                                   | <u>Assistant Public Works Director</u>  | -          | -          | -          | -          | 1          | \$ 118,709          |
|                                   | Chief of Engineering  | 1          | 1          | -          | -          | 1          | \$ 107,108          |
|                                   | <u>Title changed to Chief of Construction</u>                                 | -          | -          | 1          | 1          | -          | \$ -                |
|                                   | Chief of Construction   | -          | -          | -          | -          | 1          | \$ 95,086           |
|                                   | Administrative Assistant  | 1          | 1          | 1          | 1          | 1          | \$ 41,106           |
|                                   | Facility Manager  | 1          | 1          | 1          | 1          | 1          | \$ 71,228           |
|                                   | Capital Improvement Manager   | 1          | 1          | -          | -          | -          | \$ -                |
|                                   | Facility Maintenance Technician   | 4          | 5          | 5          | 5          | 5          | \$ 205,293          |
|                                   | Facility Maintenance Tech Assistant   | 1          | -          | -          | -          | -          | \$ -                |
|                                   | Superintendent of Streets   | 1          | 1          | 1          | 1          | 1          | \$ 72,978           |
|                                   | Project Engineer  | 1          | 1          | 1          | 1          | 1          | \$ 77,842           |
|                                   | Project Inspector   | 2          | 2          | 2          | 2          | 2          | \$ 121,748          |
|                                   | General Services Admin.   | 1          | -          | -          | -          | -          | \$ -                |
|                                   | GSA/PW Project Coordinator  | -          | 1          | 1          | 1          | 1          | \$ 84,001           |
|                                   | Permit Clerk  | 1          | 1          | 1          | 1          | 1          | \$ 39,512           |
|                                   | Accounting Clerk/ Permit Clerk  | 1          | 1          | 1          | 1          | 1          | \$ 39,496           |
|                                   | Crew Supervisor   | 2          | 2          | 2          | 2          | 2          | \$ 101,215          |
|                                   | Fleet Maintenance Supervisor  | 1          | 1          | 1          | 1          | -          | \$ -                |
|                                   | <u>Reclassified to Fleet Maintenance Manager<sup>(1)</sup></u>                | -          | -          | -          | -          | 1          | \$ 76,125           |
|                                   | Auto Maintenance Technician   | -          | -          | 3          | 2          | 2          | \$ 91,973           |
|                                   | Auto Maintenance Helper   | -          | -          | -          | 1          | 1          | \$ 37,295           |
|                                   | Laborers  | 9          | 11         | 11         | 11         | 11         | \$ 350,150          |
|                                   | Service Award 5 yr  |            |            |            |            |            | \$ 283              |
|                                   | Facility Maintenance Foreman  | -          | 1          | 1          | 1          | -          | \$ -                |
|                                   | <u>Reclassified to Facility Maintenance Coordinator<sup>(2)</sup></u>         | -          | -          | -          | -          | 1          | \$ 60,000           |
|                                   | Janitor   | 2          | 2          | 2          | 2          | 2          | \$ 67,567           |
|                                   | Plans Reviewer  | -          | -          | -          | 1          | 1          | \$ 67,635           |
|                                   | Mail Clerk  | -          | -          | -          | -          | 1          | \$ 36,761           |
|                                   | <b>Full Time Salaries Total</b>   | <b>31</b>  | <b>34</b>  | <b>36</b>  | <b>37</b>  | <b>39</b>  | <b>\$ 1,963,111</b> |
| 500.130 - Other Salaries          |   |            |            |            |            |            |                     |
|                                   | P/T Mail Clerk <sup>(3)</sup>   | 1          | 1          | 1          | 1          | -          | \$ -                |
|                                   | Plans Examiner Part Time  | 1          | 1          | 1          | -          | -          | \$ -                |
|                                   | <b>Other Salaries Total</b>   | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>1</b>   | <b>-</b>   | <b>\$ -</b>         |
|                                   | <b>Total</b>  | <b>34</b>  | <b>37</b>  | <b>39</b>  | <b>39</b>  | <b>40</b>  | <b>\$ 2,113,000</b> |

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

<sup>(1)</sup> FY 2021-22 - RECLASSIFIED - Fleet Maintenance Supervisor to Fleet Maintenance Manager

<sup>(2)</sup> FY 2021-22 - RECLASSIFIED - Facility Maintenance Foreman to Facility Maintenance Coordinator

<sup>(3)</sup> FY 2021-22 - Mail Clerk Part Time will become Full Time



**0018000 - Public Works**

|   | Actual           | Actual           | Adopted          | Amended          | Actuals          | Year-End         |                  |                  |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|   | FY 2018-19       | FY 2019-20       | Budget           | Budget           |                  | Estimate         | Proposed         | Adopted          |
|   |                  |                  | FY 2020-21       | FY 2020-21       |                  | FY 2020-21       | FY 2020-21       | FY 2021-22       |
| <b>0018000 - Public Works Revenue</b>       |                  |                  |                  |                  |                  |                  |                  |                  |
| 313700 - Franchise Fees - Solid Waste       | 1,238,340        | 1,319,809        | 1,200,000        | 1,200,000        | 1,354,085        | 1,400,000        | 1,300,000        | 1,300,000        |
| 313900 - Franchise Fees - Bus Bench Ads     | 15,500           | 5,018            | 15,000           | 15,000           | 16,146           | 6,000            | 5,000            | 5,000            |
| 329402 - PW - Platting Permit Fees          | -                | 74,350           | 65,000           | 65,000           | 22,865           | 20,000           | 65,000           | 65,000           |
| 329700 - Public Works Permits               | 142,971          | 141,583          | 150,000          | 150,000          | 263,950          | 184,000          | 150,000          | 150,000          |
| 337100 - County Reimbursements              | -                | 561,000          | -                | -                | 248,510          | 248,510          | -                | -                |
| 337500 - Grant                              | 24,359           | -                | -                | -                | -                | -                | -                | -                |
| 337701 - Grant - Forestry                   | -                | 10,524           | -                | -                | -                | -                | -                | -                |
| <b>0018000 - Public Works Revenue Total</b> | <b>1,421,170</b> | <b>2,112,283</b> | <b>1,430,000</b> | <b>1,430,000</b> | <b>1,905,556</b> | <b>1,858,510</b> | <b>1,520,000</b> | <b>1,520,000</b> |
| <b>Grand Total</b>                          | <b>1,421,170</b> | <b>2,112,283</b> | <b>1,430,000</b> | <b>1,430,000</b> | <b>1,905,556</b> | <b>1,858,510</b> | <b>1,520,000</b> | <b>1,520,000</b> |



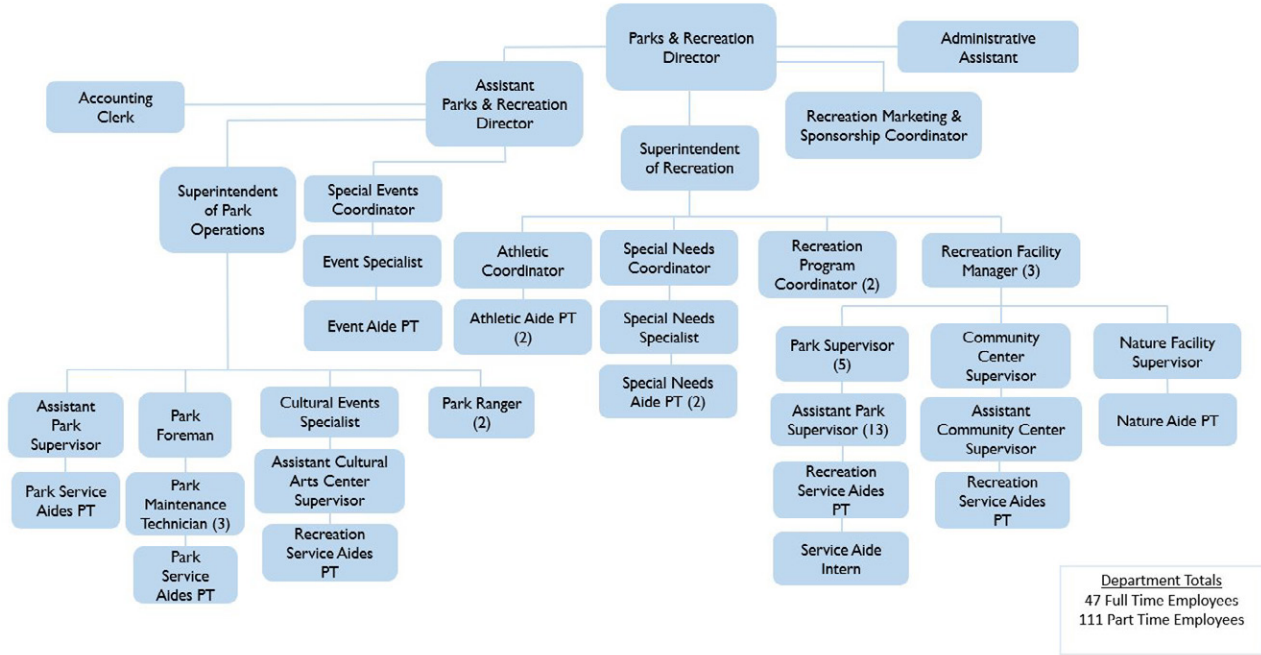
**00180005 - Public Works**

|   | Actual           | Actual           | Adopted          | Amended           | YTD *            | Year-End          | Proposed         | Adopted          |
|---|------------------|------------------|------------------|-------------------|------------------|-------------------|------------------|------------------|
|   | FY 2018-19       | FY 2019-20       | Budget           | Budget            | Actuals          | Estimate          | FY 2021-22       | FY 2021-22       |
|   |                  |                  | FY 2020-21       | FY 2020-21        | FY 2020-21       | FY 2020-21        | FY 2021-22       | FY 2021-22       |
| <b>Personnel</b>                          |                  |                  |                  |                   |                  |                   |                  |                  |
| 500111 - Administrative Salaries          | 113,322          | 143,994          | 148,641          | 148,641           | 138,190          | 148,641           | 149,889          | 149,889          |
| 500120 - Full Time Salaries               | 1,417,345        | 1,441,612        | 1,748,814        | 1,754,647         | 1,412,487        | 1,754,647         | 1,951,951        | 1,963,111        |
| 500125 - Compensated Absences             | 45,506           | 36,118           | 68,353           | 68,924            | 60,140           | 68,924            | 74,455           | 74,855           |
| 500130 - Other Salaries                   | 67,291           | 73,302           | 25,018           | 35,018            | 33,842           | 35,018            | -                | -                |
| 500140 - Overtime                         | 9,004            | 8,549            | 5,000            | 5,000             | 5,857            | 5,000             | 5,000            | 5,000            |
| 500210 - FICA & MICA Taxes                | 120,185          | 123,350          | 153,263          | 154,533           | 118,826          | 154,533           | 167,362          | 168,244          |
| 500220 - Retirement Contribution          | 182,105          | 189,384          | 227,471          | 231,509           | 185,970          | 231,509           | 247,774          | 249,112          |
| 500230 - Life & Health Insurance          | 416,069          | 398,523          | 492,307          | 494,197           | 438,458          | 494,197           | 592,979          | 576,627          |
| <b>Personnel Total</b>                    | <b>2,370,827</b> | <b>2,414,833</b> | <b>2,868,867</b> | <b>2,892,469</b>  | <b>2,393,770</b> | <b>2,892,469</b>  | <b>3,189,410</b> | <b>3,186,838</b> |
| <b>Operating</b>                          |                  |                  |                  |                   |                  |                   |                  |                  |
| 500310 - Professional Services            | 161,740          | 246,988          | 130,000          | 200,781           | 83,877           | 152,521           | 156,750          | 156,750          |
| 500340 - Contractual Services - Other     | 508,965          | 1,982,737        | 592,900          | 811,659           | 593,473          | 764,905           | 851,850          | 851,850          |
| 500346 - Contractual Serv - Fleet Maint   | 180,183          | 242,534          | -                | -                 | -                | -                 | -                | -                |
| 500400 - Travel & Per Diem                | 13,450           | 5,381            | 12,680           | 12,680            | 5,656            | 5,220             | 12,720           | 12,720           |
| 500410 - Communication & Freight          | 2,469            | 1,478            | 2,650            | 2,850             | 100              | 250               | 1,450            | 1,450            |
| 500430 - Utility Services                 | 154,955          | 143,582          | 167,700          | 167,700           | 128,497          | 154,913           | 173,100          | 173,100          |
| 500440 - Rentals & Leases                 | 11,383           | 9,193            | 15,000           | 15,000            | 10,432           | 14,997            | 16,000           | 16,000           |
| 500460 - Repair & Maint - Office Equip    | 264,542          | 141,966          | 220,500          | 191,488           | 145,087          | 191,386           | 231,750          | 231,750          |
| 500461 - Repair & Maint - Vehicles        | -                | -                | 274,300          | 274,300           | 235,411          | 274,216           | 217,000          | 217,000          |
| 500462 - Repair & Maint - Body Shop Rep   | -                | -                | -                | -                 | -                | -                 | 70,000           | 70,000           |
| 500470 - Printing & Binding               | 143              | 305              | 500              | 500               | 161              | 486               | 500              | 500              |
| 500480 - Promotional Activities           | 978              | 426              | 500              | 500               | 496              | 500               | 950              | 950              |
| 500490 - Other Current Charges            | 16,085           | -                | -                | -                 | -                | -                 | -                | -                |
| 500510 - Office Supplies                  | 2,490            | 1,823            | 2,500            | 2,500             | 2,381            | 2,500             | 2,375            | 2,375            |
| 500520 - Operating Supplies               | 172,240          | 203,996          | 193,500          | 186,555           | 155,109          | 164,879           | 196,650          | 196,650          |
| 500521 - Operating Supplies - Fuel        | (5,038)          | -                | -                | -                 | -                | -                 | -                | -                |
| 500522 - Operating Supplies - Vehicles    | 428,614          | 331,763          | 400,000          | 455,000           | 436,713          | 400,000           | 425,000          | 425,000          |
| 500530 - Road Material Supplies           | 11,858           | 16,797           | 15,000           | 15,000            | 9,375            | 13,809            | 15,000           | 15,000           |
| 500540 - Dues, Subscriptions, Memberships | 21,616           | 12,326           | 13,934           | 15,934            | 13,419           | 11,773            | 12,664           | 12,664           |
| <b>Operating Total</b>                    | <b>1,946,672</b> | <b>3,341,297</b> | <b>2,041,664</b> | <b>2,352,447</b>  | <b>1,820,188</b> | <b>2,152,355</b>  | <b>2,383,759</b> | <b>2,383,759</b> |
| <b>Capital Outlay</b>                     |                  |                  |                  |                   |                  |                   |                  |                  |
| 500610 - Capital - Land                   | -                | -                | -                | 40,898            | -                | 300,000           | -                | -                |
| 500620 - Capital - Building               | 12,372           | -                | -                | -                 | -                | -                 | -                | -                |
| 500631 - Imprv - Street Beautifications   | 135,314          | -                | -                | 1,500,000         | -                | 1,500,000         | -                | -                |
| 500633 - Imprv - Street                   | 20,521           | 7,856            | -                | 2,328,440         | -                | 2,328,440         | -                | -                |
| 500640 - Capital Outlay - Office          | 50,116           | 56,729           | 18,273           | 137,031           | 124,589          | 137,831           | -                | -                |
| 500641 - Capital Outlay - Vehicles        | 87,790           | 34,287           | -                | 148,102           | -                | -                 | -                | -                |
| 500650 - Construction in Progress         | 47,949           | 222,110          | 50,000           | 1,135,293         | 588,788          | 1,135,293         | 47,500           | 47,500           |
| <b>Capital Outlay Total</b>               | <b>354,063</b>   | <b>320,982</b>   | <b>68,273</b>    | <b>5,289,764</b>  | <b>713,377</b>   | <b>5,401,564</b>  | <b>47,500</b>    | <b>47,500</b>    |
| <b>Grand Total</b>                        | <b>4,671,563</b> | <b>6,077,111</b> | <b>4,978,804</b> | <b>10,534,680</b> | <b>4,927,335</b> | <b>10,446,388</b> | <b>5,620,669</b> | <b>5,618,097</b> |

\* YTD = Year to Date



# Parks And Recreation Department

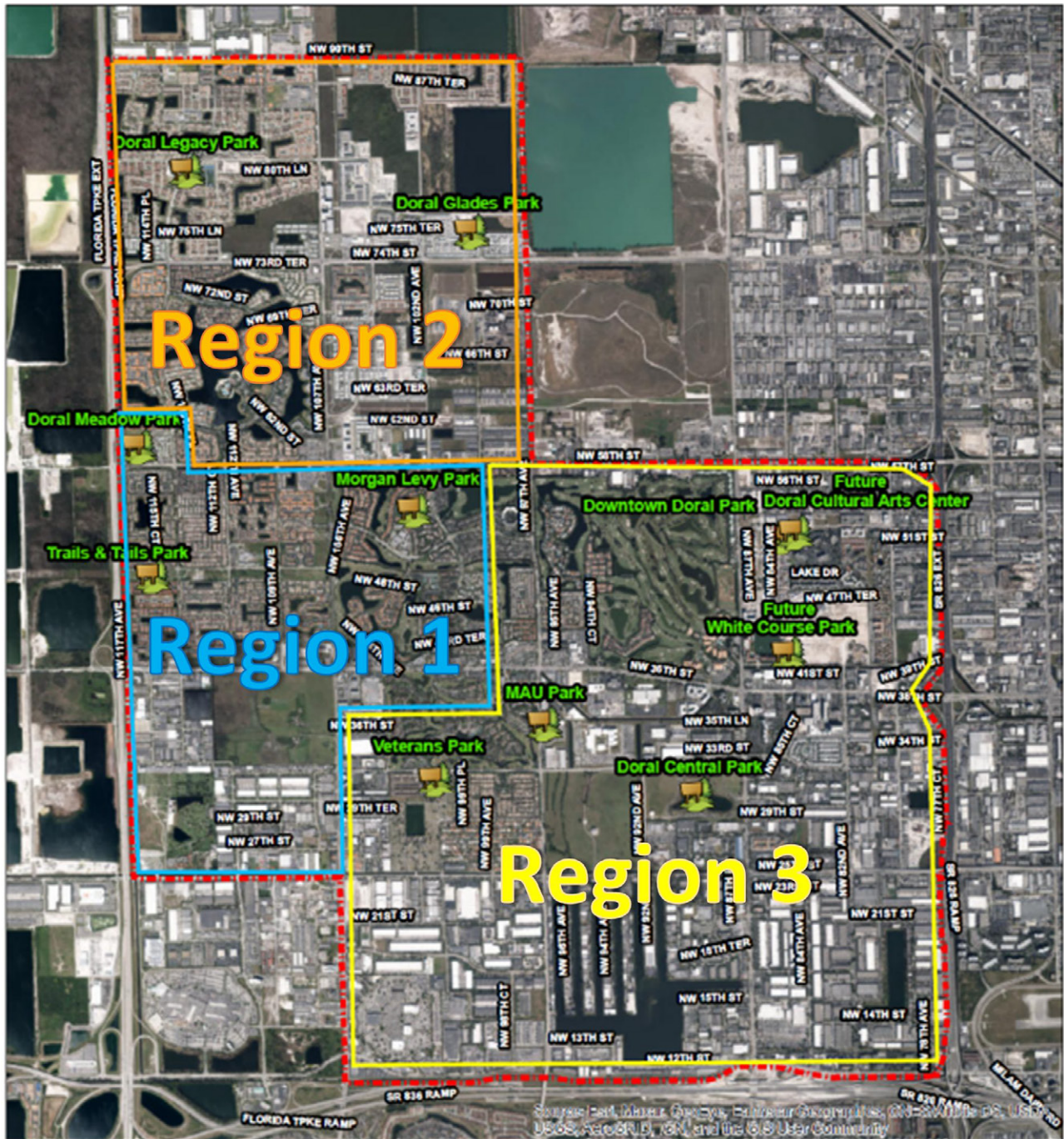


## Parks and Recreation Function

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 nine parks and more than 5 miles of off-road shared use trails. The Department will continue to grow with two additional new facilities, Doral Cultural Arts Center and White Course Park that are scheduled to be completed in FY 21-22 as well as the Phase 2/3 renovation of Doral Central Park. 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 2020, 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 2021

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

### Facilities

- Completed replacement of playground surfacing at Doral Meadow Park, Morgan Levy Park, and Downtown Doral Park.
- Completed the interior and exterior painting of the Morgan Levy Park Community Center and Restroom Building.
- Prepared indoor facilities for reopening.
- Completed installation of park sign at Trails & Tails Park.
- Performed improvements to dog areas at Trails & Tails Park.

### Events

- Adapted all Special and Cultural events to a virtual or modified in-person format to continue hosting events for the community while keeping them safe during COVID-19.
- Re-designed Movies at the Park series to host four (4) Drive-In Movie Nights to comply with COVID-19 social distancing guidelines.
- Generated over \$7,200 from ticket registration for Drive-in Movies and cultural events.
- Capture Doral was held as a month-long outdoor exhibit at Downtown Doral Park. This format increased the visibility of the exhibition and allowed more of the community to enjoy. The opening night had 50 people attend.
- Increased Art After Dark workshops to monthly and offered them virtually, allowing the workshops to reach new participants and engage the entire family. Each workshop had an average of 50 participants.
- Redesigned Bike Night to be Bike Day around Downtown Doral Park and encouraged participants to visit Mainstreet businesses following the event to spend local.
- Hosted the first 2-day Blacksmith Workshop at Doral Glades Park for Father's Day to celebrate the fathers in our community.
- Utilized online surveys through Survey Monkey for all special events to survey event attendees and provided more incentives to complete surveys.

### Sports

- Recruited 10 new Volunteer Coaches for in-house Youth Sports Leagues.
- Increased new participants in the Youth Baseball league Participation by 20%.
- Doral Broncos Cheerleading teams participated in three Virtual Cheer Competitions and successfully represented Doral in a national competition in Orlando, FL.
- Athletics Coordinator completed the National Association Youth Sports League Director Training Certification.
- Expanded adult sport offerings by working with contracted provider to begin offering an Adult Softball league at Doral Meadow Park. Providing additional adult sport offerings. Team registration increased by 50% for the second season.
- Organized a shortened winter Adult Soccer league to make up for the season lost in 2021 due to COVID-19. Team registration numbers remained the same when compared to pre-COVID seasons.
- Conducted the Adult Basketball league outside instead of indoors at Doral Legacy Park to adjust to COVID-19 guidelines.
- Reduced the amount of player injuries in the Adult Soccer League by completely banning slide tackling. Injuries due to slide tackling were reduced to zero this season. Implemented pre-season meetings and a follow up captain's meeting two weeks into the season which reduced the number of Disciplinary Infractions by 60%.
- Hosted three NFL player led football training camps for returning and new Broncos Tackle Football players to provide skills development prior to the season beginning. Camps had an average of 30 participants.





## Programs

- Adapted all recreational programming to a Virtual, Hybrid and modified in-person format to allow for safe programming for our community during the pandemic.
- Added additional youth and adult programming to our parks and community centers through awarded bids. Programs include YMCA After School Care, Florida Karate Club and United Martial Arts. The following existing programs were renewed: Jazzercise, Table Tennis Club, Doral Fencing Club, Yoga, and Futsal.
- University of Miami's "Parent Club" program offered free monthly parenting workshops to 50 families since March 2021. Workshops provide important parenting techniques and mental coping strategies which is extremely important during the past year.
- Expanded Start Smart programming from one sport each session to offering 3 sports each month with 30 participants registered each month. Sports are held at different parks to allow residents to choose a convenient location.
- The Nature Craft program was added at Doral Glades Park, which is run in-house by park staff.
- Students in Action Volunteer Program:
  - Continued Virtual Orientations while community centers were closed, due to COVID-19.
  - Added an additional 100 student volunteers into the Students In Action Database.
  - Returned to in-person volunteer opportunities in May of 2021. Approximately 6,000 volunteer hours were performed during FY 20-21.

## Senior Programs

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 and educational events and companionship for the senior citizens.

- Continued and expanded Virtual Programs for seniors to keep them physically and mentally active and socially engaged during COVID-19:
  - Tai-Chi
  - Chair Yoga
  - Bingos
  - Educational Seminars
  - Art
- Exceeded 95% satisfaction rate for all activities.
- Added additional virtual seminars throughout the Fiscal Year with an average of 20 participants each seminar.
- Increase Bingos from Monthly to Weekly due to high demand with an average of 20 attendees each week.
- Successfully submitted the City's application and committed to the AARP's age-friendly Cities and Communities Initiative.

## 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.

- Special Olympics Program competed for the first time in the State Tennis Competition.
- Continued to offer all existing and new programming virtually due to the COVID-19 Pandemic
  - Feel the Beat
  - Sunburst Wellness Program
  - Cool Moves Fitness (Cardio)
  - Craft Classes
  - Martial Arts
  - Music



**Sponsorship**

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

- Completed the sponsorship asset inventory, valuation, and naming rights study.
- Began conversing with potential sponsors for naming right opportunities.
- Created new sponsorship opportunities for all virtual and socially distanced events to still provide sponsorship opportunities during COVID-19.
- Issued & Awarded RFP Bid for Sponsorship valuation, naming rights and sales. Completed Phase I of the project and kicked-off Phase II and III.

**Other**

- Implemented new online registration procedures for adult volunteer background screenings, which provides interested volunteers an easier and more efficient way to quickly process their application online.
- Parks Bond:
  - Worked with Project Management Team to coordinate and complete Parks Bond projects.
  - Completed Doral Meadow Park and Morgan Levy Park Bond projects.
  - Commenced construction of the Downtown Doral Cultural Center, White Course Park, and Doral Central Park Phase I, II, and III.
- Completed update to Doral Central Park Business Plan.
- Morgan Levy Park served as a COVID-19 testing site in partnership with Miami-Dade County performing over 1,000 tests a week. Free to Doral residents and Miami-Dade County residents.
- Doral Legacy Park served as a COVID-19 vaccination site.
- Implemented online waiver and online registration for City registered programs, events, and sports.
- Doral Glades Park awarded the Smart Growth Excellence Award by Smart Growth Partnership.

**Parks & Recreation Activity Report**

| Activity   | Actual<br>2018-19 | Actual<br>2019-20 | Projected<br>2020-21 | Projected<br>2021-22 |
|--|-------------------|-------------------|----------------------|----------------------|
| Morgan Levy Park Attendance                      | 270,000           | 158,526           | 290,000              | 320,000              |
| Doral Meadow Park Attendance                     | 360,000           | 142,717           | 240,000              | 280,000              |
| Trails & Tails Park Attendance                   | 100,000           | 109,930           | 190,000              | 200,000              |
| Doral Legacy Park Attendance                     | 60,000            | 195,641           | 300,000              | 400,000              |
| Doral Glades Park Attendance                     | 30,000            | 74,983            | 126,000              | 150,000              |
| Cash Sponsorship Totals                          | \$87,217          | \$62,634          | \$2,500              | \$80,000             |
| Satisfaction Rate (Events, Programs, Facilities) | 99%               | 99%               | 99%                  | 99%                  |
| Volunteer Hours                                  | 9,752             | 4,511             | 6,360                | 13,300               |

\*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 2022

The goal of the Parks & Recreation Department's FY 2021-22 budget is to continue providing quality recreational programming and events as well as maintaining our 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 we provide. 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 and safety 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 installation of a temporary chiller connection for Doral Legacy Park.
- Continue completing ADA enhancements at City Parks.
- Create schedule for the resealing and restriping of shared se off-road paths.

### Events

- Continue to safely transition back from virtual and drive-thru events to normal in-person events.
- Continue using online registration for events through Eventbrite to generate additional revenue and increase our mailing database of attendees.
- Add an annual Father's Day themed event to celebrate all the fathers in the community.
- Continue to research and apply for Cultural Arts grants to bring additional funding to the Cultural Arts Center for programs and events.
- Increase participation of Parks Programs providers at events such as Play Day to increase awareness and attendance in programs.

### Sports

- Implement at least two (2) new Volunteer Coaches Trainings in areas such as Parent Communication, Safety, Motivating youth, and Nutrition/ Hydration.
- Increase all youth sports back to pre-COVID Registration #'s.
- Achieve 90% or better satisfaction rating on all youth sports surveys.
- Increase Adult Basketball League registration by 30%.
- Increase Broncos Tackle Football Registration by 5%
- Develop ways to promote our Broncos Program and partner with local schools to help the development of the program.
- Increase Adult Sport offerings by bringing back Flag Football and beginning Adult Kickball.

### Programs

- Continue to expand offerings by implementing new programs into our parks and community centers.
- Implement new nature summer camp & nature programming at Doral Glades Park.
- Complete Bids for all Camps, Tennis Programming at Doral Legacy Park, and additional Recreation Programs.
- Continue to offer safe and engaging programming and sports this year while increasing registration numbers.

### Senior Programs (The Silver Club)

- Offer at least one new Silver Club Program
  - Ideas:
    - Computer Classes
    - English Classes
- Set-up Domino Tournament for Silver Club.
- Continue to Meet or Exceed 95% user satisfaction rate in all our activities.
- Restart offering more in person activities in a safe manner



- Art
- Jazzercise Lite
- Trips & Tours

### Special Needs Programs

- Strengthen our Special Olympics Sports Program by working with more specialized instruction.
- Establish an Adult Day Training Program.
- Restart offering more in person activities in a safe manner.

### Sponsorship

- Obtain one presenting sponsor of 3 major events.
- Continue to work with the Sponsorship Valuation company to secure naming rights for park facilities.
- Inform more local businesses about all the different types of sponsorship opportunities.
- Create a schedule to visit local businesses to promote the City's events, and to build and maintain relationships.

### Other

- Parks Bond Projects:
  - Open White Course Park & Doral Cultural Arts Center - scheduled Quarter I of FY 21-22.
  - Complete Doral Central Park Phase I, II, and III.
  - Complete lighting of Trails and Tails Park.
- Continue to apply for state and national awards.
- Create and conduct more staff trainings to achieve better customer service and continually provide professional development to our staff. Trainings may include: department history, department rules and regulations, safety and emergency management and first aid.
- Work with consultant to implement feedback provided on efficiency and effectiveness of department operations, policies, operational plans and procedures.
- Additionally, implement Recreation program manual and continue to work towards the accreditation process for the department (CAPRA), including Reviewing Department Performance Measures and implementing 2-3 new measures for the department.
- Work with City Grant Consultants to apply for grants.



**Parks and Recreation Strategic Priorities**

| Strategic Priorities   | Adopted FY 2021-22  | Associated Cost         |
|--|---|-------------------------|
| <b>Customer Service</b>  | Continue providing department staff trainings on various topics such as Park Rules, Safety procedures, and customer service. Also continue to provide services and registration processes that are convenient for the community.      | \$7,050 + Staff Time    |
| <b>Organizational efficiency and effectiveness: Process improvements and culture</b> | Continue to enhance services and review department processes, policies and organizational structure to provide an efficient guest experience and positive culture for Staff. As well as create succession planning in the department. | \$17,500 + Staff Time   |
|  | Continue to hold professional memberships and participate in National and State Organizations (NRPA, FRPA, FFEA) for professional development and learning best practices to implement in our organization and park facilities.       | \$10,492 + Staff Time   |
| <b>Quality of Life / Quality Development</b>   | Continue working with the Project Management team to complete Parks Bond Projects to provide additional facilities, amenities and programs to the community.  | Parks Bond + Staff Time |
| <b>Total</b>   |   | <b>\$ 35,042</b>        |



## FY 2021-22 Specific Budget Impacts to Programming & Events

The below reflect the impact on events and programming due to budget reductions.

### Special Events:

#### Veterans Day Ceremony

- Parade will be removed along with associated costs. Event will be a small ceremony at Veteran's Park as was done in FY 20-21.

#### Holiday Lights & Ice — Now a Holiday Drive in Movie Night

- Due to Doral Central Park being closed for Construction, the event has been changed to a holiday themed Movie with some additional entertainment. Event will be smaller and held at another City Park Facility.
- Removed: Stage, Sound & Lighting, Snow Mountain Slide, Snow Piles, Carnival Rides, Inflatables, Onsite Fire Rescue, Performances, Ticket booth, etc.

#### EGGstravaganza

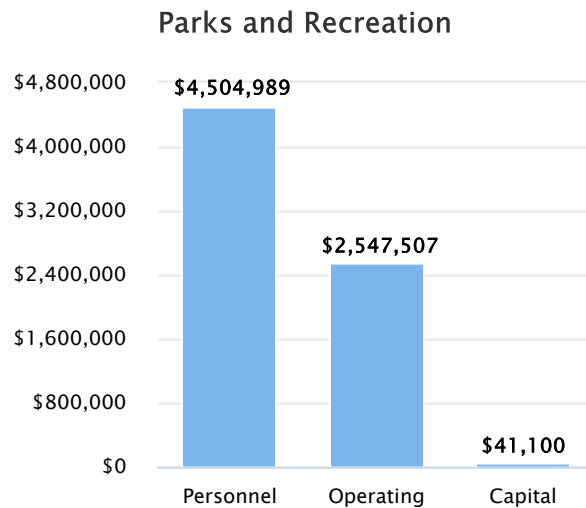
- Due to Doral Central Park being closed for construction, the event has been scaled down to accommodate it at a smaller park. Event will be an Egg Hunt with some additional entertainment
- Removed: Carnival Rides, Onsite Fire Rescue, Ticket booth, Restrooms, Permit Fees, and Parking Management.

#### Independence Day Celebration

- Due to Doral Central Park being closed for construction the event will be scaled down and held at Doral Glades Park with limited attendance. Event will consist of only a 20-minute firework display with choreographed soundtrack that will also be livestreamed. There will only be one fireworks site. No additional entertainment/activities.
- Removed: Stage, Sound & Lighting, Hospitality Tent, Side Entertainment (face painters, balloon twisters, stilt walkers, etc.), Band Performances, Golf Carts Rentals, Giveaways.



## Parks and Recreation Budget Highlights



- **110-230 Personnel Costs** - For this fiscal year, there is a 1.5% 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 2.85% city-wide. Funding for Part Time Salaries returned at all park facilities. Funding also included for Part Time staff at Doral Central Park, Cultural Arts Center, and White Course Park at a reduced percentage based on the proposed opening date.
- **310 Professional Services** - This account increased from last fiscal year due to funding for the Aquatic Facility Management Services, organizational and operational efficiency services, and some funding for the Naming Rights Sponsorship Sales services.
- **340 Contractual Services – Other** - This account increased from FY 20-21 due to offering new Special Needs & Senior Programming and the opening of the Cultural Arts Center.
- **400 Travel & Per Diem** – This account increased from FY 20-21 to allow traveling to attend State and National professional conferences.
- **430 Utility Services** – Funds increased to account for White Course Park and Doral Cultural Center scheduled to open Quarter I 2022 and Doral Central Park - Phase 2/3 to open July/August 2022. 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, Senior Trips, and Sports end of season ceremonies returning to normal.
- **460 Repair & Maintenance - Office Equipment** – Funds increased to account for White Course Park and Doral Cultural Center scheduled to open Quarter I 2022 and Doral Central Park - Phase 2/3 scheduled to open July/August 2022.
- **470 Printing & Binding** - This account increased from FY 20-21 due to increased printing needs for Special Events and Sponsorship with events returning to normal. Funding is also included for the history wall inside the Cultural Arts Center.
- **480 Promotional Activities** - This account increased due to special events returning and the addition of promotional items needed for the new park openings scheduled to occur in FY 21-22.
- **490 Other Current Charges** - This account increased due to Special Events, Sports, Seniors and Special Needs programming, and Community Center programming returning to normal capacities (an increase from FY 20-21).
- **494 Cultural Arts Program** - Increase in this account is due to addition of budgeted funds for additional programs and events to offer the community with the Cultural Arts Center opening.



- **520 Operating Supplies** – The increase in this account is due to operating supplies needed for recreational programming, seniors, and special needs programming and special events as they continue to resume normal capacities. Funds were also added to the budget for White Course Park, Cultural Arts Center and Doral Central Park.
- **540 Dues / Subscriptions / Memberships** – The decrease in this account is due to a reduction in professional membership costs.
- **641 Capital Outlay - Vehicles** - Funding is budgeted for purchase of utility vehicles needed for Doral Central Park.





**Parks & Recreation Department  
Authorized Positions**

| Account                           | Position   | Amended *  | Budget     | Amended *  | Budget     | Adopted    | Total Cost          |
|-----------------------------------|--|------------|------------|------------|------------|------------|---------------------|
|                                   |  | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 | FY 2021-22          |
| 500.111 - Administrative Salaries |  |            |            |            |            |            |                     |
|                                   | Parks & Recreation Director  | 1          | 1          | 1          | 1          | 1          | \$ 118,041          |
|                                   | <b>Administrative Salaries Total</b>                                       | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>1</b>   | <b>\$ 118,041</b>   |
| 500.120 - Full Time Salaries      |  |            |            |            |            |            |                     |
|                                   | Assistant Parks & Recreation Director                                      | 1          | 1          | 1          | 1          | 1          | \$ 109,185          |
|                                   | Service Award 10 yr  |            |            |            |            |            | \$ 3,640            |
|                                   | Administrative Assistant   | 1          | 1          | 1          | 1          | 1          | \$ 41,106           |
|                                   | Recreation Administrator   | 1          | 1          | 1          | 1          | -          | \$ -                |
|                                   | <u>Title Change to Superintendent of Recreation<sup>(2)</sup></u>          |            | -          | -          | -          | 1          | \$ 65,898           |
|                                   | Parks Maintenance Supervisor   | 1          | -          | -          | -          | -          | \$ -                |
|                                   | Parks Operations Administrator   | -          | 1          | 1          | 1          | -          | \$ -                |
|                                   | <u>Title Change to Superintendent of Parks Operations<sup>(3)</sup></u>    |            | -          | -          | -          | 1          | \$ 67,799           |
|                                   | Recreation Facility Supervisor   | 2          | 2          | 2          | 2          | -          | \$ -                |
|                                   | <u>Title Change to Recreation Facility Manager<sup>(4)</sup></u>           |            | -          | -          | -          | 3          | \$ 146,326          |
|                                   | Service Award 5 yr   |            |            |            |            |            | \$ 352              |
|                                   | Recreation Program Coordinator   | 1          | 1          | 1          | 2          | 2          | \$ 115,835          |
|                                   | Special Needs Coordinator  | 1          | 1          | 1          | 1          | 1          | \$ 53,018           |
|                                   | Special Events Coordinator   | 1          | 1          | 1          | 1          | 1          | \$ 65,184           |
|                                   | Event Specialist   | 1          | 1          | 1          | 1          | 1          | \$ 44,494           |
|                                   | Cultural Event Specialist  | 1          | 1          | 1          | 1          | 1          | \$ 49,939           |
|                                   | Athletics Coordinator  | 2          | 2          | 2          | 1          | 1          | \$ 61,503           |
|                                   | Service Award 5 yr   |            |            |            |            |            | \$ 513              |
|                                   | Park Manager   | 4          | 4          | 4          | 4          | -          | \$ -                |
|                                   | <u>Title Change to Park Supervisor<sup>(5)</sup></u>                       |            | -          | -          | -          | 5          | \$ 189,638          |
|                                   | Parks Foreman  | 1          | 1          | 1          | 1          | 1          | \$ 47,727           |
|                                   | Service Award 5 yr   |            |            |            |            |            | \$ 398              |
|                                   | Assistant Park Manager   | 11         | 11         | 11         | 11         | -          | \$ -                |
|                                   | <u>Title Change to Assistant Park Supervisor<sup>(6)</sup></u>             |            | -          | -          | -          | 14         | \$ 473,267          |
|                                   | Service Award 5 yr   |            |            |            |            |            | \$ 343              |
|                                   | Community Center Manager   | 1          | 1          | 1          | 1          | -          | \$ -                |
|                                   | <u>Title Change to Community Center Supervisor<sup>(7)</sup></u>           |            | -          | -          | -          | 1          | \$ 41,482           |
|                                   | Assistant Community Center Manager   | 1          | 1          | 1          | 1          | -          | \$ -                |
|                                   | <u>Title Change to Assistant Community Center Supervisor<sup>(8)</sup></u> |            | -          | -          | -          | 1          | \$ 37,293           |
|                                   | Special Needs Program Specialist   | 2          | 1          | 1          | 1          | 1          | \$ 50,792           |
|                                   | Accounting Clerk   |            | 1          | 1          | 1          | 1          | \$ 41,199           |
|                                   | Parks Maintenance Technician <sup>(9)</sup>                                | 1          | 2          | 2          | 2          | 3          | \$ 111,597          |
|                                   | Service Award 5 yr   |            |            |            |            |            | \$ 390              |
|                                   | Recreation Marketing & Sponsorship Coordinator                             | -          | 1          | 1          | 1          | 1          | \$ 62,258           |
|                                   | Nature Facility Manager  | -          | 1          | 1          | 1          | -          | \$ -                |
|                                   | <u>Title Change to Nature Facility Center Supervisor<sup>(10)</sup></u>    |            | -          | -          | -          | 1          | \$ 41,537           |
|                                   | Park Ranger <sup>(11)</sup>  | -          | -          | -          | -          | 2          | \$ 74,159           |
|                                   | Assistant Cultural Art Center Manager <sup>(12)</sup>                      | 1          | -          | -          | -          | 1          | \$ 34,987           |
|                                   | <b>Full Time Salaries Total</b>  | <b>37</b>  | <b>37</b>  | <b>37</b>  | <b>37</b>  | <b>46</b>  | <b>\$ 2,031,859</b> |
| 500.130 - Other Salaries          |  |            |            |            |            |            |                     |
|                                   | Park Service Aides Part Time <sup>(1)</sup>                                | -          | -          | -          | -          | -          | \$ 1,193,726        |
|                                   | <b>Other Salaries Total</b>  | <b>-</b>   | <b>-</b>   | <b>-</b>   | <b>-</b>   | <b>-</b>   | <b>\$ 1,193,726</b> |
|                                   | <b>Total</b>   | <b>38</b>  | <b>38</b>  | <b>38</b>  | <b>38</b>  | <b>47</b>  | <b>\$ 3,343,626</b> |



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

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

<sup>(2)</sup> FY 2021-22 TITLE CHANGE - Recreation Administrator to Superintendent of Recreation

<sup>(3)</sup> FY 2021-22 TITLE CHANGE - Parks Operations Manager to Superintendent of Parks Operations

<sup>(4)</sup> FY 2021-22 TITLE CHANGE - Recreation Facility Supervisor to Recreation Facility Manager

<sup>(5)</sup> FY 2021-22 TITLE CHANGE - Park Manager to Park Supervisor

<sup>(6)</sup> FY 2021-22 TITLE CHANGE- Assistant Park Manager to Assistant Park Supervisor

<sup>(7)</sup> FY 2021-22 TITLE CHANGE - Community Center Manager to Community Center Supervisor

<sup>(8)</sup> FY 2021-22 TITLE CHANGE - Assistant Community Center Manager to Assistant Community Center Supervisor

<sup>(9)</sup> FY 2021-22 NEW POSITION - Parks Maintenance Technician

<sup>(10)</sup> FY 2021-22 TITLE CHANGE - Nature Facility Manager to Nature Facility Center Supervisor

<sup>(11)</sup> FY 2021-22 TRANSFERRED - Park Ranger positions from Police Department

<sup>(12)</sup> FY 2021-22 NEW POSITION - Assistant Cultural Art Center Manager



**0019000 - Parks & Recreation**

|   | Actual           |                | Adopted        | Amended        | Year-End       |                |                |                |
|---|------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|   |                  |                | Budget         | Budget         | Actuals        | Estimate       | Proposed       | Adopted        |
|   | FY 2018-19       | FY 2019-20     | FY 2020-21     | FY 2020-21     | FY 2020-21     | FY 2020-21     | FY 2021-22     | FY 2021-22     |
| <b>0019000 - Parks And Recreation Revenue</b>       |                  |                |                |                |                |                |                |                |
| 334390 - State - Vol. Cleanup Tax. Cert.            | 338,890          | -              | -              | -              | -              | -              | -              | -              |
| 347200 - Recreation Fees                            | 98,642           | 59,299         | 50,000         | 50,000         | 77,770         | 74,000         | 100,000        | 100,000        |
| 347201 - Recreation - Rentals                       | 155,034          | 108,040        | 60,000         | 60,000         | 88,473         | 72,000         | 155,000        | 155,000        |
| 347202 - Recreation - Bronco Regis.                 | 25,951           | 12,665         | 10,000         | 10,000         | 27,702         | 26,000         | 30,000         | 30,000         |
| 347203 - Recreation - Concessions                   | 10,841           | 4,035          | 4,000          | 4,000          | 2,440          | 1,000          | 12,000         | 12,000         |
| 347204 - Recreation - Taxable Sales                 | 18,077           | 8,967          | 11,000         | 11,000         | 126            | -              | 5,000          | 5,000          |
| 347400 - Recreation - Special Events                | 29,063           | 16,605         | 14,000         | 14,000         | 7,233          | 7,500          | 40,000         | 40,000         |
| 347401 - Recreation - Sponsorships                  | 87,217           | 62,634         | 50,000         | 50,000         | 16,325         | 5,000          | 80,000         | 80,000         |
| 347402 - Recreation - Camps                         | 83,937           | 7,766          | -              | -              | 40,709         | 17,500         | 75,000         | 75,000         |
| 347403 - Recreation - Tennis                        | 60,890           | 29,142         | 40,000         | 40,000         | 60,044         | 56,000         | 60,000         | 60,000         |
| 347404 - Recreation - Soccer                        | 324,408          | 99,722         | 100,000        | 100,000        | 160,021        | 120,000        | 250,000        | 250,000        |
| 347405 - Recreation - Community Center              | 108,120          | 55,083         | 50,000         | 50,000         | 68,289         | 43,000         | 110,000        | 110,000        |
| 347406 - Recreation - Training                      | 300              | 150            | -              | -              | 150            | 150            | 300            | 300            |
| 347407 - Recreation - Baseball                      | 21,842           | 9,302          | 5,000          | 5,000          | 11,702         | -              | 13,000         | 13,000         |
| 366000 - Private Grants & Contirbutions             | 380,000          | -              | -              | -              | -              | -              | -              | -              |
| 366100 - Developer Contributions                    | 500,000          | -              | -              | -              | -              | -              | -              | -              |
| 369104 - MAU Park                                   | 7,000            | 7,000          | 7,000          | 7,000          | 7,000          | 7,000          | 7,000          | 7,000          |
| 369400 - Misc. Park Fees                            | 300              | 400            | -              | -              | 500            | -              | -              | -              |
| <b>0019000 - Parks and Recreation Revenue Total</b> | <b>2,250,512</b> | <b>480,809</b> | <b>401,000</b> | <b>401,000</b> | <b>568,484</b> | <b>429,150</b> | <b>937,300</b> | <b>937,300</b> |
| <b>Grand Total</b>                                  | <b>2,250,512</b> | <b>480,809</b> | <b>401,000</b> | <b>401,000</b> | <b>568,484</b> | <b>429,150</b> | <b>937,300</b> | <b>937,300</b> |



**00190005 - Parks & Recreation**

|   | Actual            | Actual           | Adopted          | Amended          | YTD *            | Year-End         | Proposed         | Adopted          |
|---|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|   | FY 2018-19        | FY 2019-20       | Budget           | Budget           | Actuals          | Estimate         | FY 2021-22       | FY 2021-22       |
|   |                   |                  | FY 2020-21       | FY 2020-21       | FY 2020-21       | FY 2020-21       |                  |                  |
| <b>Personnel</b>                          |                   |                  |                  |                  |                  |                  |                  |                  |
| 500111 - Administrative Salaries          | 125,750           | 73,052           | 114,776          | 114,776          | 104,145          | 114,776          | 118,041          | 118,041          |
| 500120 - Full Time Salaries               | 1,540,598         | 1,566,965        | 1,805,993        | 1,805,993        | 1,496,732        | 1,805,993        | 2,047,059        | 2,031,859        |
| 500125 - Compensated Absences             | 34,498            | 84,211           | 68,893           | 68,893           | 36,927           | 68,893           | 77,866           | 77,318           |
| 500130 - Other Salaries                   | 868,711           | 447,231          | -                | 621,600          | 393,338          | 621,600          | 1,193,726        | 1,193,726        |
| 500140 - Overtime                         | 20,336            | 26,624           | 25,000           | 25,000           | 25,413           | 25,000           | 25,000           | 25,000           |
| 500210 - FICA & MICA Taxes                | 194,227           | 163,838          | 155,257          | 202,810          | 155,944          | 202,810          | 265,980          | 264,776          |
| 500220 - Retirement Contribution          | 197,953           | 196,570          | 229,274          | 229,274          | 191,329          | 229,274          | 259,133          | 257,307          |
| 500230 - Life & Health Insurance          | 410,774           | 369,384          | 441,455          | 441,455          | 401,282          | 441,455          | 537,115          | 536,962          |
| <b>Personnel Total</b>                    | <b>3,392,845</b>  | <b>2,927,876</b> | <b>2,840,648</b> | <b>3,509,801</b> | <b>2,805,111</b> | <b>3,509,801</b> | <b>4,523,920</b> | <b>4,504,989</b> |
| <b>Operating</b>                          |                   |                  |                  |                  |                  |                  |                  |                  |
| 500310 - Professional Services            | -                 | 21,290           | 17,500           | 109,288          | 87,952           | 100,000          | 72,459           | 72,459           |
| 500340 - Contractual Services - Other     | 371,382           | 287,254          | 457,832          | 394,678          | 283,385          | 400,000          | 435,929          | 435,929          |
| 500400 - Travel & Per Diem                | 13,019            | 4,988            | 9,012            | 9,012            | 5,683            | 9,012            | 10,870           | 10,870           |
| 500410 - Communication & Freight          | 7,732             | 7,900            | 10,000           | 10,000           | 10,591           | 10,000           | 10,375           | 10,375           |
| 500430 - Utility Services                 | 220,329           | 228,190          | 274,500          | 274,500          | 233,041          | 274,500          | 335,735          | 335,735          |
| 500440 - Rentals & Leases                 | 172,438           | 145,015          | 94,010           | 119,010          | 104,540          | 109,010          | 161,650          | 161,650          |
| 500460 - Repair & Maint - Office Equip    | 514,864           | 459,551          | 654,414          | 639,414          | 490,698          | 654,414          | 712,672          | 712,672          |
| 500461 - Repair & Maint - Vehicles        | 2,815             | 1,004            | 4,500            | 4,500            | 184              | 4,500            | 4,500            | 4,500            |
| 500470 - Printing & Binding               | 48,826            | 13,250           | 31,037           | 31,037           | 15,481           | 31,037           | 51,826           | 51,826           |
| 500480 - Promotional Activities           | 32,587            | 14,714           | 16,850           | 16,850           | 11,654           | 16,850           | 32,896           | 32,896           |
| 500490 - Other Current Charges            | 223,367           | 154,181          | 201,239          | 201,239          | 121,278          | 201,239          | 300,108          | 300,108          |
| 500494 - Curr. Charges - Cultural Events  | 79,343            | 50,641           | 89,400           | 89,400           | 83,605           | 89,400           | 106,120          | 106,120          |
| 500497 - Cultural Grant - NEA             | -                 | 12,847           | -                | -                | -                | -                | -                | -                |
| 500510 - Office Supplies                  | 3,524             | 2,033            | 6,000            | 6,000            | 4,269            | 6,000            | 6,000            | 6,000            |
| 500520 - Operating Supplies               | 260,649           | 170,315          | 264,759          | 264,759          | 138,871          | 264,759          | 294,464          | 294,464          |
| 500521 - Operating Supplies - Fuel        | 280               | 248              | 250              | 250              | 27               | 250              | 250              | 250              |
| 500540 - Dues, Subscriptions, Memberships | 13,182            | 7,444            | 11,758           | 11,758           | 5,737            | 11,758           | 11,653           | 11,653           |
| <b>Operating Total</b>                    | <b>1,964,336</b>  | <b>1,580,867</b> | <b>2,143,061</b> | <b>2,181,695</b> | <b>1,596,996</b> | <b>2,182,729</b> | <b>2,547,507</b> | <b>2,547,507</b> |
| <b>Capital Outlay</b>                     |                   |                  |                  |                  |                  |                  |                  |                  |
| 500620 - Capital - Building               | 8,274,439         | 157,500          | -                | 234,704          | -                | 234,704          | -                | -                |
| 500634 - Improvements                     | -                 | 69,010           | -                | -                | -                | -                | -                | -                |
| 500640 - Capital Outlay - Office          | 6,385             | -                | -                | 38,154           | -                | -                | -                | -                |
| 500641 - Capital Outlay - Vehicles        | 31,423            | 25,494           | -                | -                | -                | -                | 41,100           | 41,100           |
| 500650 - Construction In Progress         | 387,071           | 6,723            | -                | 576,565          | 45,000           | 576,565          | -                | -                |
| <b>Capital Outlay Total</b>               | <b>8,699,318</b>  | <b>258,727</b>   | <b>-</b>         | <b>849,423</b>   | <b>45,000</b>    | <b>811,269</b>   | <b>41,100</b>    | <b>41,100</b>    |
| <b>Grand Total</b>                        | <b>14,056,500</b> | <b>4,767,469</b> | <b>4,983,709</b> | <b>6,540,919</b> | <b>4,447,107</b> | <b>6,503,799</b> | <b>7,112,527</b> | <b>7,093,596</b> |

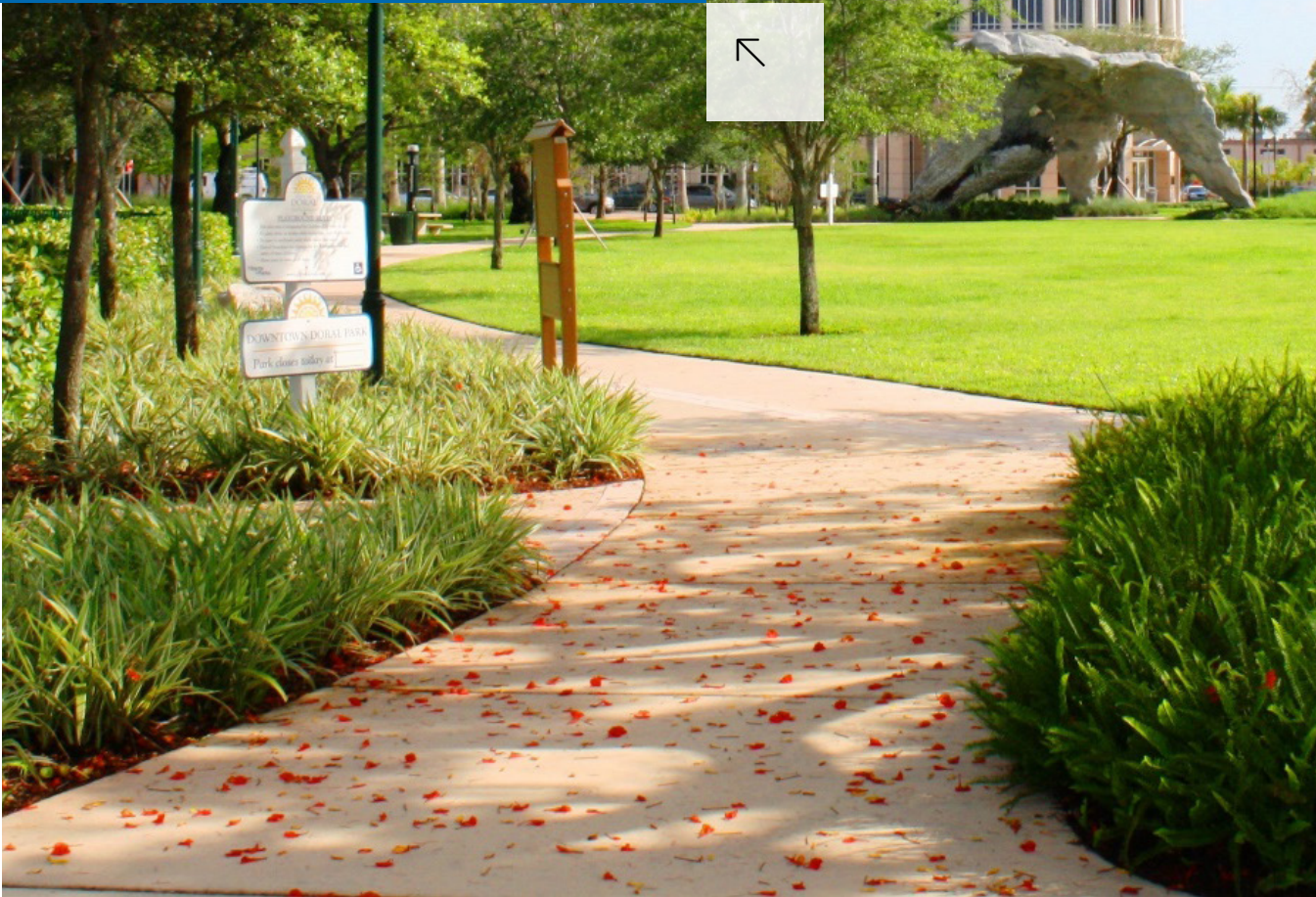
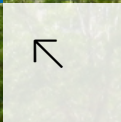
\* YTD = Year to Date



**DORAL**  
**FLORIDA**



SPECIAL REVENUE FUNDS

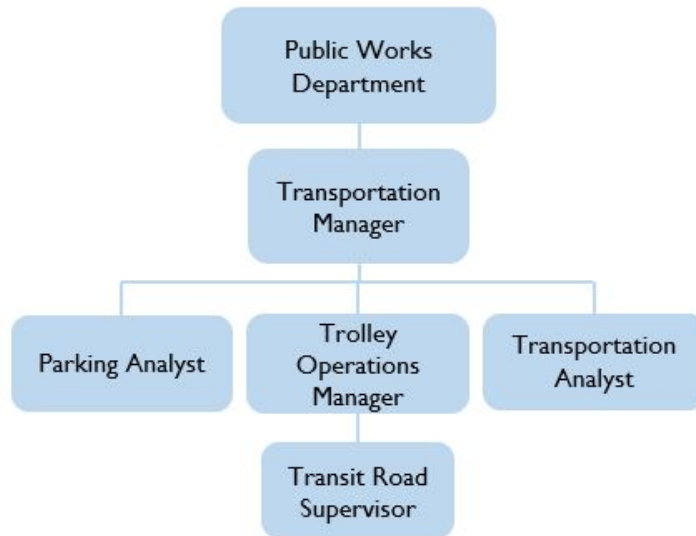




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# Transportation Fund



### 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 2021

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

### Transportation / Traffic

- Implemented the City's Parking Ordinance.
- Initiated the City's Parking Program Implementation Assessment.
- Completed the Doral Boulevard Corridor Access Management Study.
- Completed the Landmark Community Traffic Calming Study.
- Completed the School Traffic Operations Plan (TOP) Phase 1 Study.
- Completed the initial Section 8 Traffic Calming Assessment.
- Procured the City's Trolley Operations and Management Contract.
- Procured the City's On-Demand Transit Service Contract.
- Procured and initiated the Transportation Master Plan Update.
- Extended the Freebee service area to include the Intercontinental Hotel, the Mirador Apartments, and surrounding areas.
- Continued to participate and coordinate with Miami-Dade County, Miami-Dade TPO, FDOT, Florida's Turnpike and other transportation partners on transportation related projects.
- Continued to 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

- Procured, awarded, and initiated the Design-Build Doral Arts District (FKA Adaptive Reuse Area) Complete Streets Project.
- Procured, awarded, and initiated the Design-Build for the Pedestrian Bridge over Doral Boulevard. Project managed as part of the Parks Bond Program.
- Continued to coordinate with the Construction Division for the City's 2016 Road Resurfacing Plan and outlined segments for resurfacing work.
- Completed the design and permitting phase for the Doral Boulevard Median Landscape Improvements Phase II from NW 97th Avenue to SR 826 / Palmetto Expressway Interchange.
- Completed the design and permitting for the Citywide Sidewalk Improvements Phase II project at locations identified in the Transit Mobility Study in which a \$1 Million dollar grant was awarded by the 2019 FDOT TAP Grant program for the construction phase.
- Approved the creation of 3 new special taxing districts within the City's limits and coordinated with Miami-Dade County for the creation and eventual transfer of the districts.
- Completed the design and permitting for the intersection improvements recommended in the NW 112th Avenue / NW 114th Avenue One-Way Pair Study at the intersections along NW 112th Avenue at NW 58th Street, and along NW 114th Avenue at NW 58th Street.
- Completed the preliminary design for the Doral Boulevard Entry Features at the Doral Boulevard / SR 826 Interchange.
- Completed the design and permitting of traffic calming improvements in Section 7.
- Continued with the design and NOA for the Downtown Doral Boulevard Trolley Shelters to adhere to the Beautification Master Plan.
- Initiated the design of the NW 66th Street / NW 102nd Avenue / NW 99th Avenue Widening Project.



## Transportation Fund - Division Objectives for FY 2022

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

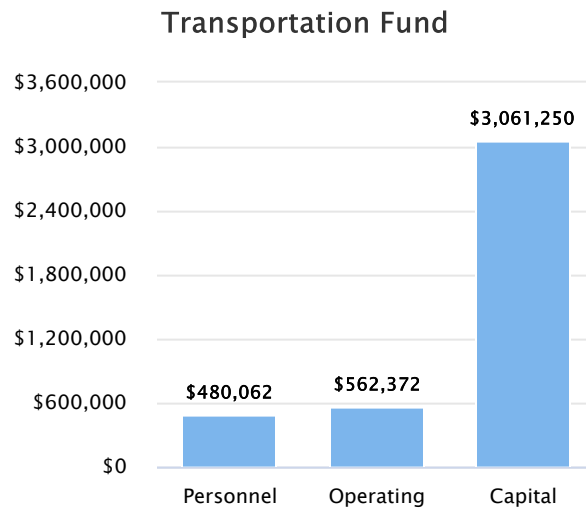
- Complete the City's Parking Program Implementation Assessment and establish the City's Parking Program (operations, enforcement, and technology).
- Implement Trolley service improvements including service to the Dolphin Station Park-and-Ride and Jackson West.
- Complete the Transportation Master Plan Update.
- Initiate and complete the Section 8 Traffic Calming Study.
- Initiate and complete School Traffic Operations Plan (TOP) Phase II Study.
- Continued to participate and coordinate with Miami-Dade County, Miami-Dade TPO, FDOT, Florida's Turnpike and other transportation partners on transportation related projects.
- Continue to 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

- Update the City's Five-Year Roadway Resurfacing Master Plan.
- Complete the design and permitting of the NW 66th Street / NW 102nd Avenue / NW 99th Avenue Widening Project.
- Initiate the Landmark Traffic Calming Design.
- Initiate the Doral Boulevard Access Management Plan Design.
- Initiate the design and permitting for 10 new trolley shelters citywide for construction in FY 2022-23.
- Complete the design and NOA for the Downtown Doral Boulevard Trolley Shelters to adhere to the Beautification Master Plan.
- Commence and complete the construction for the Doral Boulevard Median Landscape Improvements Phase II from NW 97th Avenue to SR 826 / Palmetto Expressway Interchange.
- Commence the construction of the Entry Features at the Doral Boulevard / SR 826 interchange.
- Commence the construction for the intersection improvements recommended in the NW 112th Avenue / NW 114th Avenue One-Way Pair Study at the the intersections along NW 112th Avenue at NW 58th Street, and along NW 114th Avenue at NW 58th Street.
- Commence the construction of the NW 66th Street / NW 102nd Avenue / NW 99th Avenue Widening Project.
- Initiate the design and permitting for the roadway improvements on NW 114th Avenue between NW 34th Street and NW 39th Street.



### Transportation Fund – Division Budget Highlights



- **110-230 Personnel Costs** - For this fiscal year, there is a 1.5% 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 2.85% city-wide.
- **310 – Professional Services** - This account was decreased in comparison to the previous Fiscal Year as a result of the completion of the Transportation Master Plan which is updated every 5 years and will provide the City’s 5-year right-of-way Capital Improvement Plan.
- **341 - Other Contractual Services** – This account was decreased in comparison to the previous Fiscal Year as a result of allocating savings from the CITT Budget for the Doral Trolley System operation and maintenance.
- **400 – Travel & Per Diem** - This account was decreased in comparison to the previous Fiscal Year as a result of COVID restrictions on traveling for conferences.
- **520 – Operating Supplies** - This account was decreased in comparison to previous Fiscal Year as a result of the purchase of solar lights to be installed at Trolley bus stops.
- **540 – Dues/Subscriptions/Memberships** - This account was increased in comparison to previous Fiscal Year as a result of the annual membership cost of the Remix Program.
- **633 – Capital Outlay - Street Improvements** – This account was decreased in comparison to previous Fiscal Year as a result of the reduction in funding for the Resurfacing Program. The account includes funding for the construction costs of the NW 66th Street / NW 102nd Avenue / NW 99th Avenue Widening Project and the NW 112th Avenue / NW 114th Avenue One-Way Pair Study intersection improvements.
- **650 – Construction in Progress** - This account was increased in comparison to the previous Fiscal Year as a result of the addition of projects to the subsequent Fiscal Year.



**Transportation Fund - Public Works  
Authorized Positions**

| Account                      | Position   | Budget     | Budget     | Budget     | Budget     | Adopted    | Total Cost        |
|------------------------------|--|------------|------------|------------|------------|------------|-------------------|
|                              |  | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 | FY 2021-22        |
| 500.120 - Full Time Salaries |  |            |            |            |            |            |                   |
|                              | Transportation Manager   | 1          | 1          | 1          | 1          | 1          | \$ 114,720        |
|                              | Transit Operations Manager                                       | 1          | 1          | 1          | 1          | -          | \$ -              |
|                              | <i>Title Changed to Trolley Operations Manager<sup>(1)</sup></i> | -          | -          | -          | -          | 1          | \$ 61,297         |
|                              | Transportation Engineer  | 1          | -          | -          | -          | -          | \$ -              |
|                              | Transportation Analyst   | -          | 1          | 1          | 1          | 1          | \$ 71,942         |
|                              | Transit Road Supervisor  | 1          | 1          | 1          | 1          | 1          | \$ 44,607         |
|                              | Parking Analyst <sup>(2)</sup>                                   | -          | -          | -          | -          | 1          | \$ 32,733         |
|                              | <b>Full Time Salaries Total</b>                                  | <b>4</b>   | <b>4</b>   | <b>4</b>   | <b>4</b>   | <b>5</b>   | <b>\$ 325,299</b> |
|                              | <b>Total</b>   | <b>4</b>   | <b>4</b>   | <b>4</b>   | <b>4</b>   | <b>5</b>   | <b>\$ 325,299</b> |

(1) FY 2021-22 TITLE CHANGE - Transit Operations Manager to Trolley Operations Manager

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



Transportation Fund - Public Works Budget

101

| Acct No.                                  | Account Title                        | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Adopted<br>Budget<br>FY 2020-21 | Amended<br>Budget *<br>FY 2020-21 | YTD *<br>Actuals<br>FY 2020-21 | Year-End<br>Estimate<br>FY 2020-21 | Proposed<br>FY 2021-22 | Adopted<br>FY 2021-22 |
|---|--------------------------------------|----------------------|----------------------|---------------------------------|-----------------------------------|--------------------------------|------------------------------------|------------------------|-----------------------|
| <b>Beginning Fund Balance</b>             |                                      | <b>16,986,078</b>    | <b>15,571,585</b>    | <b>15,805,394</b>               | <b>15,805,394</b>                 |                                | <b>15,805,394</b>                  | <b>5,728,136</b>       | <b>5,728,136</b>      |
| <b>Revenues</b>                           |                                      |                      |                      |                                 |                                   |                                |                                    |                        |                       |
| 101.8000.312410                           | Local Option Gas Tax                 | 718,236              | 661,835              | 628,392                         | 628,392                           | 570,683                        | 628,392                            | 683,234                | 683,234               |
| 101.8000.312420                           | Local Option Gas Tax - New           | 275,737              | 249,090              | 236,562                         | 236,562                           | 216,565                        | 236,562                            | 260,514                | 260,514               |
| 101.8000.313905                           | Franchise Fee - Freebee Advertising  | -                    | 23,500               | -                               | -                                 | -                              | -                                  | -                      | -                     |
| 101.8000.334102                           | FDOT Grant - Federal                 | -                    | 888,373              | -                               | -                                 | 111,627                        | 11,627                             | -                      | -                     |
| 101.8000.337707                           | Local Grant Transit Mobility         | 47,344               | 2,656                | -                               | -                                 | -                              | -                                  | -                      | -                     |
| 101.8000.361100                           | Interest Income                      | 280,859              | 153,346              | 70,000                          | 70,000                            | 63,477                         | 70,000                             | 70,000                 | 70,000                |
| 101.8000.363240                           | Roadway Beautification - Impact Fees | 3,139,265            | 2,149,889            | 1,500,000                       | 1,500,000                         | 516,203                        | 500,000                            | 700,000                | 700,000               |
| 101.8000.366000                           | Private Grants & Contributions       | 192,434              | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
| 101.8000.366100                           | Developer Contributions              | -                    | 192,434              | -                               | -                                 | 100,000                        | 100,000                            | -                      | -                     |
| 101.8000.367100                           | Change in Investment Value           | 103,423              | 91,529               | -                               | -                                 | (35,730)                       | (30,000)                           | -                      | -                     |
| 101.8000.369200                           | Prior Years Recovery                 | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
|   | <b>Total Revenues</b>                | <b>4,757,298</b>     | <b>4,412,652</b>     | <b>2,434,954</b>                | <b>2,434,954</b>                  | <b>1,542,825</b>               | <b>1,516,581</b>                   | <b>1,713,748</b>       | <b>1,713,748</b>      |
| <b>Other resources</b>                    |                                      |                      |                      |                                 |                                   |                                |                                    |                        |                       |
| 101.8000.300100                           | Reserves - In Use of Fund Balance    | 1,414,492            | 1,414,492            | 2,628,952                       | 2,926,309                         | -                              | 2,926,309                          | 2,389,936              | 2,389,936             |
|   | Prior Year Operating Balances        | -                    | -                    | -                               | 9,548,554                         | -                              | 9,548,554                          | -                      | -                     |
|   | <b>Total Other Resources</b>         | <b>1,414,492</b>     | <b>1,414,492</b>     | <b>2,628,952</b>                | <b>12,474,863</b>                 | <b>-</b>                       | <b>12,474,863</b>                  | <b>2,389,936</b>       | <b>2,389,936</b>      |
| <b>Total Available Resources</b>          |                                      | <b>6,171,790</b>     | <b>5,827,144</b>     | <b>5,063,906</b>                | <b>14,909,817</b>                 | <b>1,542,825</b>               | <b>13,991,444</b>                  | <b>4,103,684</b>       | <b>4,103,684</b>      |
| <b>Expenditures</b>                       |                                      |                      |                      |                                 |                                   |                                |                                    |                        |                       |
| 101.80005.500120                          | Full Time Salaries                   | 212,824              | 281,494              | 285,186                         | 285,186                           | 236,170                        | 285,186                            | 325,299                | 325,299               |
| 101.80005.500125                          | Compensated Absences                 | 1,844                | 8,292                | 10,283                          | 10,283                            | 2,205                          | 10,283                             | 11,729                 | 11,729                |
| 101.80005.500140                          | Overtime                             | -                    | 8                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
| 101.80005.500210                          | FICA & MICA Taxes                    | 16,068               | 21,904               | 22,603                          | 22,603                            | 17,984                         | 22,603                             | 25,782                 | 25,782                |
| 101.80005.500220                          | Retirement Contributions             | 25,522               | 33,533               | 34,222                          | 34,222                            | 27,771                         | 34,222                             | 39,036                 | 39,036                |
| 101.80005.500230                          | Life & Health Insurance              | 35,058               | 45,059               | 46,470                          | 46,470                            | 42,528                         | 46,470                             | 78,216                 | 78,216                |
|   | <b>Total Personnel Cost</b>          | <b>291,316</b>       | <b>390,290</b>       | <b>398,764</b>                  | <b>398,764</b>                    | <b>326,658</b>                 | <b>398,764</b>                     | <b>480,062</b>         | <b>480,062</b>        |
| 101.80005.500310                          | Professional Services                | 316,530              | 175,173              | 203,200                         | 362,140                           | 96,517                         | 342,501                            | 127,150                | 127,150               |
| 101.80005.500340                          | Contractual Services - Other         | -                    | 900                  | -                               | 800,000                           | -                              | 800,000                            | -                      | -                     |
| 101.80005.500341                          | Contractual Services - Engineering   | 919,688              | 73,734               | 1,725,000                       | 1,716,576                         | 56,802                         | 509,741                            | 400,500                | 400,500               |
| 101.80005.500400                          | Travel & Per Diem                    | 2,331                | 2,505                | 5,900                           | 5,900                             | 36                             | 1,612                              | 4,750                  | 4,750                 |
| 101.80005.500520                          | Operating Supplies                   | -                    | 8,028                | 5,000                           | 5,000                             | 4,633                          | 4,988                              | 3,300                  | 3,300                 |
| 101.80005.500540                          | Dues, Subscriptions, Memberships     | 24,847               | 20,517               | 26,042                          | 48,264                            | 44,444                         | 48,224                             | 26,672                 | 26,672                |
|   | <b>Total Operating Cost</b>          | <b>1,263,396</b>     | <b>280,857</b>       | <b>1,965,142</b>                | <b>2,937,880</b>                  | <b>202,432</b>                 | <b>1,707,066</b>                   | <b>562,372</b>         | <b>562,372</b>        |
| 101.80005.500631                          | Capital Outlay - Median St Beauti.   | 536,025              | -                    | -                               | 628,111                           | -                              | 628,111                            | -                      | -                     |
| 101.80005.500633                          | Capital Outlay - Street Improvements | 3,139,042            | 2,758,185            | 2,400,000                       | 9,570,898                         | 2,999,219                      | 8,209,961                          | 2,295,000              | 2,295,000             |
| 101.80005.500640                          | Capital Outlay - Equipment           | -                    | 21,142               | -                               | -                                 | -                              | -                                  | -                      | -                     |
| 101.80005.500641                          | Capital Outlay - Vehicles            | 399,815              | 25,536               | -                               | -                                 | -                              | -                                  | -                      | -                     |
| 101.80005.500650                          | Construction in Progress             | 542,197              | 702,833              | 300,000                         | 1,374,164                         | 338,115                        | 649,937                            | 766,250                | 766,250               |
|   | <b>Total Capital Outlay</b>          | <b>4,617,079</b>     | <b>3,507,696</b>     | <b>2,700,000</b>                | <b>11,573,173</b>                 | <b>3,337,334</b>               | <b>9,488,009</b>                   | <b>3,061,250</b>       | <b>3,061,250</b>      |
| <b>Total Transportation Fund Expenses</b> |                                      | <b>6,171,791</b>     | <b>4,178,843</b>     | <b>5,063,906</b>                | <b>14,909,817</b>                 | <b>3,866,424</b>               | <b>11,593,839</b>                  | <b>4,103,684</b>       | <b>4,103,684</b>      |
|   | Use of Fund Balance                  | 1,414,492            | 1,414,492            | 2,628,952                       | 2,926,309                         | -                              | 2,926,309                          | 2,389,936              | 2,389,936             |
|   | Prior Year Operating Balances        | -                    | -                    | -                               | 9,548,554                         | -                              | 9,548,554                          | -                      | -                     |
| <b>Ending Fund Balance</b>                |                                      | <b>15,571,585</b>    | <b>15,805,394</b>    | <b>13,176,442</b>               | <b>3,330,531</b>                  |                                | <b>5,728,136</b>                   | <b>3,338,200</b>       | <b>3,338,200</b>      |

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

\* YTD = Year to Date

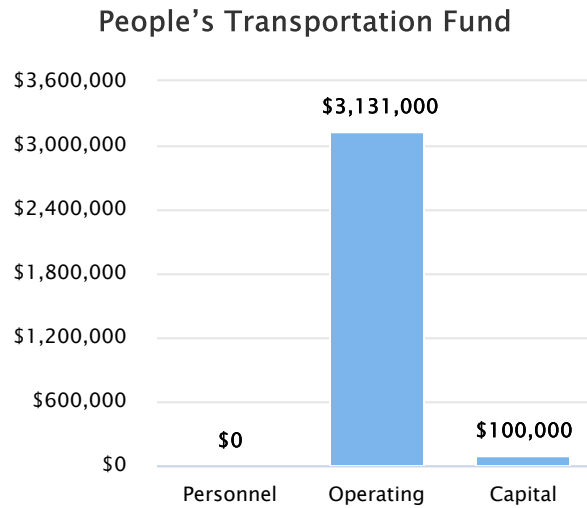


## People's Transportation Plan Fund

### 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 2022 are \$3,231,000.

- **341 Contractual Services - Engineering** – This account was increased in comparison to the previous Fiscal Year as a result of the proposed change to a turn-key operational system for the Doral Trolley System. Moreover, the citywide Freebee program is budgeted from this account.



People's Transportation Fund

106

| Acct No.                                  | Account Title                        | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Adopted<br>Budget<br>FY 2020-21 | Amended<br>Budget *<br>FY 2020-21 | YTD *<br>Actuals<br>FY 2020-21 | Year-End<br>Estimate<br>FY 2020-21 | Proposed<br>FY 2021-22 | Adopted<br>FY 2021-22 |
|---|--------------------------------------|----------------------|----------------------|---------------------------------|-----------------------------------|--------------------------------|------------------------------------|------------------------|-----------------------|
| <b>Beginning Fund Balance</b>             |                                      | 560,863              | 1,353,437            | 1,877,453                       | 1,877,453                         |                                | 1,877,453                          | 2,015,148              | 2,015,148             |
| <b>Revenues</b>                           |                                      |                      |                      |                                 |                                   |                                |                                    |                        |                       |
| 106.8000.312600                           | Municipal Surtax - CITT Funds        | 2,747,033            | 2,551,901            | 2,135,550                       | 2,135,550                         | 1,993,701                      | 2,135,550                          | 2,135,550              | 2,916,820             |
| 106.8000.334102                           | Fdot Grant - Federal Earmarks        | 199,314              | 154                  | -                               | -                                 | 123,250                        | 123,250                            | -                      | -                     |
| 106.8000.361100                           | Interest Income                      | 1,087                | 1,179                | -                               | -                                 | 207                            | 50                                 | -                      | -                     |
| <b>Total Revenues</b>                     |                                      | <b>2,947,434</b>     | <b>2,553,234</b>     | <b>2,135,550</b>                | <b>2,135,550</b>                  | <b>2,117,158</b>               | <b>2,258,850</b>                   | <b>2,135,550</b>       | <b>2,916,820</b>      |
| <b>Other Resources</b>                    |                                      |                      |                      |                                 |                                   |                                |                                    |                        |                       |
| 106.8000.300100                           | Reserves - In Use of Fund Balance    | -                    | -                    | -                               | -                                 | -                              | -                                  | 1,095,450              | 314,180               |
|   | Prior Year Operating Balances        | -                    | -                    | -                               | 10,623                            | -                              | 10,623                             | -                      | -                     |
| <b>Total Other Resources</b>              |                                      | <b>-</b>             | <b>-</b>             | <b>-</b>                        | <b>10,623</b>                     | <b>-</b>                       | <b>10,623</b>                      | <b>1,095,450</b>       | <b>314,180</b>        |
| <b>Total Available Resources</b>          |                                      | <b>2,947,434</b>     | <b>2,553,234</b>     | <b>2,135,550</b>                | <b>2,146,173</b>                  | <b>2,117,158</b>               | <b>2,269,473</b>                   | <b>3,231,000</b>       | <b>3,231,000</b>      |
| <b>Expenditures</b>                       |                                      |                      |                      |                                 |                                   |                                |                                    |                        |                       |
| 106.80005.500310                          | Professional Services                | -                    | -                    | -                               | -                                 | 519                            | 155                                | -                      | -                     |
| 106.80005.500341                          | Contractual Services - Engineering   | 1,635,620            | 1,924,841            | 2,121,000                       | 2,121,000                         | 2,014,947                      | 2,121,000                          | 3,131,000              | 3,131,000             |
| 106.80005.500540                          | Dues, Subscriptions, & Memberships   | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
| <b>Total Operating Cost</b>               |                                      | <b>1,635,620</b>     | <b>1,924,841</b>     | <b>2,121,000</b>                | <b>2,121,000</b>                  | <b>2,015,466</b>               | <b>2,121,155</b>                   | <b>3,131,000</b>       | <b>3,131,000</b>      |
| 106.80005.500633                          | Capital Outlay - Street Improvements | 519,240              | 104,377              | -                               | 10,623                            | 10,623                         | -                                  | 100,000                | 100,000               |
| <b>Total Capital Outlay</b>               |                                      | <b>519,240</b>       | <b>104,377</b>       | <b>-</b>                        | <b>10,623</b>                     | <b>10,623</b>                  | <b>-</b>                           | <b>100,000</b>         | <b>100,000</b>        |
| <b>Total Transportation Fund Expenses</b> |                                      | <b>2,154,860</b>     | <b>2,029,218</b>     | <b>2,121,000</b>                | <b>2,131,623</b>                  | <b>2,026,089</b>               | <b>2,121,155</b>                   | <b>3,231,000</b>       | <b>3,231,000</b>      |
|   | Use of Fund Balance                  | -                    | -                    | -                               | -                                 | -                              | -                                  | 1,095,450              | 314,180               |
|   | Prior Year Operating Balances        | -                    | -                    | -                               | 10,623                            | -                              | 10,623                             | -                      | -                     |
| <b>Ending Fund Balance</b>                |                                      | <b>1,353,437</b>     | <b>1,877,453</b>     | <b>1,892,003</b>                | <b>1,881,380</b>                  |                                | <b>2,015,148</b>                   | <b>919,698</b>         | <b>1,700,968</b>      |

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

\* YTD = Year to Date



OTHER FUNDS







**DORAL**  
**FLORIDA**



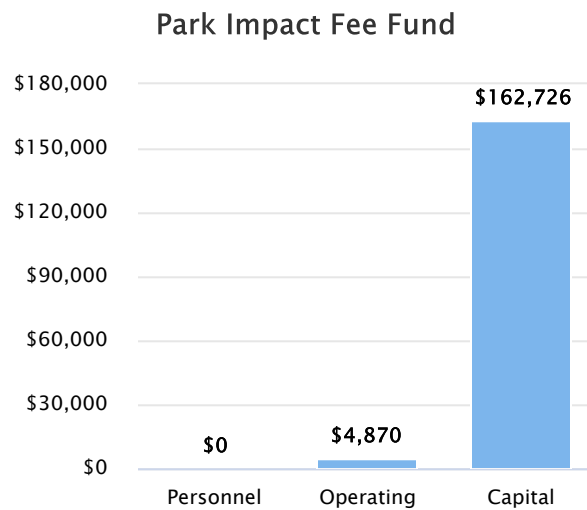
# Parks Impact Fee Fund

## 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



- **464 Repair & Maintenance - Office Equipment Other** - This account includes funds for a Tennis Court Reservation System.
- **634 Capital Outlay – Improvements** – This account includes funds for Irrigation Pumps for Doral Meadow and Morgan Levy Park. It also includes a temporary chiller connection for Doral Legacy Park.
- **640 Capital Outlay – Office** This account includes a paint machine for Doral Central Park.



**Park Impact Fee Fund**  
**102**

| Acct No.                                   | Account Title                             | Actual           | Actual           | Adopted          | Amended          | YTD *          | Year-End         | Proposed         | Adopted          |
|--|---|------------------|------------------|------------------|------------------|----------------|------------------|------------------|------------------|
|  |   | FY 2018-19       | FY 2019-20       | Budget           | Budget *         | Actuals        | Estimate         | FY 2021-22       | FY 2021-22       |
| <b>Beginning Fund Balance</b>              |   | <b>3,815,664</b> | <b>6,212,202</b> | <b>6,791,307</b> | <b>6,791,307</b> |                | <b>6,791,307</b> | <b>4,718,959</b> | <b>4,718,959</b> |
| <b>Revenues</b>                            |   |                  |                  |                  |                  |                |                  |                  |                  |
| 102.9000.361100                            | Interest Income                           | 78,669           | 28,516           | 10,000           | 10,000           | 886            | 1,000            | 10,000           | 10,000           |
| 102.9000.363270                            | Impact Fees - Parks                       | 3,289,044        | 3,089,629        | 250,000          | 250,000          | 325,195        | 350,000          | 250,000          | 250,000          |
|  | <b>Total Revenues</b>                     | <b>3,367,713</b> | <b>3,118,145</b> | <b>260,000</b>   | <b>260,000</b>   | <b>326,081</b> | <b>351,000</b>   | <b>260,000</b>   | <b>260,000</b>   |
| <b>Other Resources</b>                     |   |                  |                  |                  |                  |                |                  |                  |                  |
| 101.8000.300100                            | Reserves - In Use of Fund Balance         | -                | -                | -                | 2,023,000        | -              | 2,023,000        | -                | -                |
|  | Prior Year Operating Balances             | -                | -                | -                | 180,398          | -              | 180,398          | -                | -                |
| <b>Total Other Resources</b>               |   | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>2,203,398</b> | <b>-</b>       | <b>2,203,398</b> | <b>-</b>         | <b>-</b>         |
| <b>Total Available Resources</b>           |   | <b>3,367,713</b> | <b>3,118,145</b> | <b>260,000</b>   | <b>2,463,398</b> | <b>326,081</b> | <b>2,554,398</b> | <b>260,000</b>   | <b>260,000</b>   |
| <b>Expenditures</b>                        |   |                  |                  |                  |                  |                |                  |                  |                  |
| 102.22005.500464                           | Repair & Maint - Office Equipment Other   | -                | -                | -                | -                | -              | -                | 3,060            | 3,060            |
| 102.22005.500520                           | Operating Supplies                        | 1,642            | 5,000            | -                | -                | -              | -                | -                | -                |
| 102.90005.500310                           | Professional Services - Design            | 10,270           | 407              | -                | -                | 969            | 500              | -                | -                |
| 102.90005.500520                           | Operating Supplies                        | 1,134            | 137,350          | 4,000            | 4,000            | -              | 4,000            | 1,810            | 1,810            |
| <b>Total Operating Cost</b>                |   | <b>13,046</b>    | <b>142,757</b>   | <b>4,000</b>     | <b>4,000</b>     | <b>969</b>     | <b>4,500</b>     | <b>4,870</b>     | <b>4,870</b>     |
| 102.22005.500652                           | Capital Outlay - Other                    | 366,463          | -                | -                | -                | -              | -                | -                | 132,726          |
| 102.90005.500610                           | Capital Outlay - Land                     | -                | 2,345,679        | -                | 23,000           | 2,125          | 23,000           | -                | -                |
| 102.90005.500620                           | Capital Outlay - Building                 | 434,075          | -                | -                | -                | -              | -                | -                | -                |
| 102.90005.500634                           | Capital Outlay - Improvements - Parks     | 124,441          | 50,604           | 186,000          | 366,398          | 120,510        | 366,398          | 25,000           | 25,000           |
| 102.90005.500640                           | Capital Outlay - Park Development         | 12,730           | -                | 29,450           | 29,450           | 5,728          | 29,450           | 5,000            | 5,000            |
| 102.90005.500650                           | Capital Outlay - Construction in Progress | 20,420           | -                | -                | 2,000,000        | 88,740         | 2,000,000        | -                | -                |
| <b>Total Capital Outlay</b>                |   | <b>958,129</b>   | <b>2,396,283</b> | <b>215,450</b>   | <b>2,418,848</b> | <b>217,103</b> | <b>2,418,848</b> | <b>30,000</b>    | <b>162,726</b>   |
| <b>Total Park Impact Fee Fund Expenses</b> |   | <b>971,175</b>   | <b>2,539,040</b> | <b>219,450</b>   | <b>2,422,848</b> | <b>218,072</b> | <b>2,423,348</b> | <b>34,870</b>    | <b>167,596</b>   |
|  | Use of Fund Balance                       | -                | -                | -                | 2,023,000        | -              | 2,023,000        | -                | -                |
|  | Prior Year Operating Balances             | -                | -                | -                | 180,398          | -              | 180,398          | -                | -                |
| <b>Ending Fund Balance</b>                 |   | <b>6,212,202</b> | <b>6,791,307</b> | <b>6,831,857</b> | <b>4,628,459</b> |                | <b>4,718,959</b> | <b>4,944,089</b> | <b>4,811,363</b> |

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

\* YTD = Year to Date



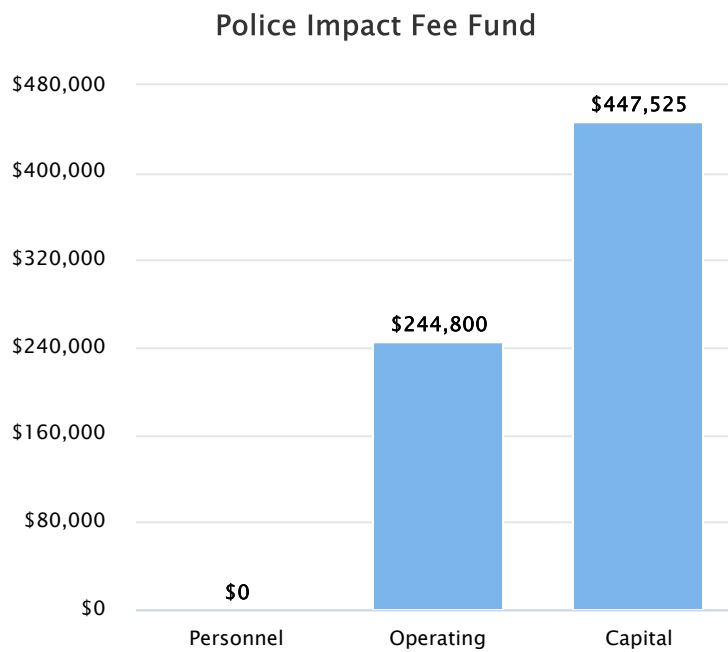
# Police Impact Fee Fund

## 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



- **641 Capital Outlay - Vehicles** – This line item includes funding for six (6) new Ford Explorers.



**Police Impact Fee Fund**

**103**

| Acct No.                                     | Account Title                     | Actual           | Actual           | Adopted          | Amended          | YTD *          | Year-End         | Proposed       | Adopted        |
|--|-----------------------------------|------------------|------------------|------------------|------------------|----------------|------------------|----------------|----------------|
|  |                                   | FY 2018-19       | FY 2019-20       | Budget           | Budget *         | Actuals        | Estimate         | FY 2021-22     | FY 2021-22     |
| <b>Beginning Fund Balance</b>                |                                   | <b>1,892,194</b> | <b>1,746,405</b> | <b>1,444,558</b> | <b>1,444,558</b> |                | <b>1,444,558</b> | <b>546,307</b> | <b>546,307</b> |
| <b>Revenues</b>                              |                                   |                  |                  |                  |                  |                |                  |                |                |
| 103.6000.361100                              | Interest Income                   | 30,559           | 10,268           | 5,000            | 5,000            | 219            | 1,000            | 5,000          | 5,000          |
| 103.6000.363220                              | Impact Fees - Police              | 874,410          | 246,338          | 250,000          | 250,000          | 147,720        | 250,000          | 250,000        | 250,000        |
| 103.6000.369200                              | Prior Year Recovery               | -                | (39,357)         | -                | -                | -              | -                | -              | -              |
|  | <b>Total Revenues</b>             | <b>904,969</b>   | <b>217,249</b>   | <b>255,000</b>   | <b>255,000</b>   | <b>147,939</b> | <b>251,000</b>   | <b>255,000</b> | <b>255,000</b> |
| <b>Other Resources</b>                       |                                   |                  |                  |                  |                  |                |                  |                |                |
| 103.6000.300100                              | Reserves - In Use of Fund Balance | -                | -                | 2,000            | 2,000            | -              | 2,000            | 437,325        | 437,325        |
|  | Prior Year Operating Balances     | -                | -                | -                | 892,219          | -              | 892,219          | -              | -              |
|  | <b>Total Other Resources</b>      | <b>-</b>         | <b>-</b>         | <b>2,000</b>     | <b>894,219</b>   | <b>-</b>       | <b>894,219</b>   | <b>437,325</b> | <b>437,325</b> |
| <b>Total Available Resources</b>             |                                   | <b>904,969</b>   | <b>217,249</b>   | <b>257,000</b>   | <b>1,149,219</b> | <b>147,939</b> | <b>1,145,219</b> | <b>692,325</b> | <b>692,325</b> |
| <b>Expenditures</b>                          |                                   |                  |                  |                  |                  |                |                  |                |                |
| 103.60005.500310                             | Professional Services             | -                | -                | -                | -                | 32             | 32               | -              | -              |
| 103.60005.500464                             | Repair & Maintenance              | -                | 76,995           | -                | -                | -              | -                | -              | -              |
| 103.60005.500310                             | Operating Supplies                | 7,016            | -                | -                | -                | -              | -                | -              | 244,800        |
|  | <b>Total Operating Cost</b>       | <b>7,016</b>     | <b>76,995</b>    | <b>-</b>         | <b>-</b>         | <b>32</b>      | <b>32</b>        | <b>-</b>       | <b>244,800</b> |
| 103.60005.500620                             | Capital Outlay - Building         | 241,545          | -                | -                | -                | -              | -                | -              | -              |
| 103.60005.500634                             | Capital Outlay - Improvements     | 171,801          | -                | -                | -                | -              | -                | -              | -              |
| 103.60005.500640                             | Capital Outlay - Office           | 94,161           | 59,093           | -                | 30,433           | 27,038         | 30,433           | 92,697         | 77,897         |
| 103.60005.500641                             | Capital Outlay - Vehicles         | 521,535          | 183,046          | -                | 670,257          | 643,746        | 670,257          | 293,628        | 293,628        |
| 103.60005.500650                             | Construction in Progress          | -                | -                | 257,000          | 385,500          | 19,055         | 385,500          | -              | -              |
| 103.60005.500652                             | Capital Outlay - Other            | 14,700           | 181,962          | -                | 63,029           | 63,029         | 63,029           | 306,000        | 76,000         |
|  | <b>Total Capital Outlay</b>       | <b>1,043,742</b> | <b>424,101</b>   | <b>257,000</b>   | <b>1,149,219</b> | <b>752,868</b> | <b>1,149,219</b> | <b>692,325</b> | <b>447,525</b> |
| 103.60005.500710                             | Debt Service - Principal          | -                | 18,000           | -                | -                | -              | -                | -              | -              |
|  | <b>Total Debt Service</b>         | <b>-</b>         | <b>18,000</b>    | <b>-</b>         | <b>-</b>         | <b>-</b>       | <b>-</b>         | <b>-</b>       | <b>-</b>       |
| <b>Total Police Impact Fee Fund Expenses</b> |                                   | <b>1,050,758</b> | <b>519,096</b>   | <b>257,000</b>   | <b>1,149,219</b> | <b>752,900</b> | <b>1,149,251</b> | <b>692,325</b> | <b>692,325</b> |
|  | Use of Fund Balance               | -                | -                | 2,000            | 2,000            | -              | 2,000            | 437,325        | 437,325        |
|  | Prior Year Operating Balances     | -                | -                | -                | 892,219          | -              | 892,219          | -              | -              |
| <b>Ending Fund Balance</b>                   |                                   | <b>1,746,405</b> | <b>1,444,558</b> | <b>1,442,558</b> | <b>550,339</b>   |                | <b>546,307</b>   | <b>108,982</b> | <b>108,982</b> |

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

\* YTD = Year to Date



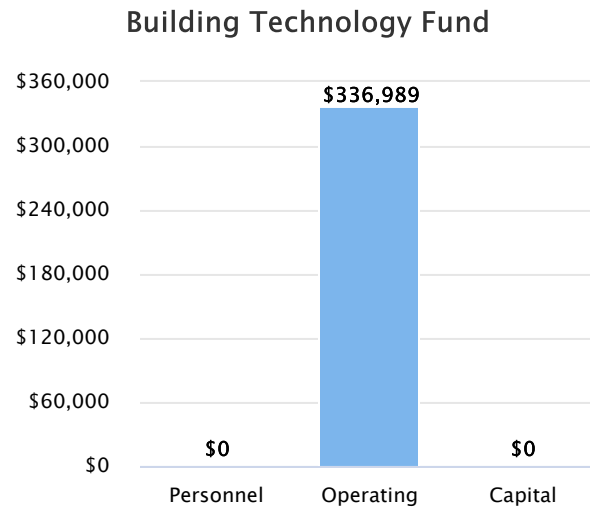
# Building Technology Fund

## 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** – As per Resolution #19-51, the Development Services Departments including Planning & Zoning, Building, Public Works, and Code Compliance will be upgrading their citywide development services software systems and citizen's portal. Furthermore, authorizing the purchase of Tyler Technologies EnerGov™ software and applications. This account includes funding for integration to EnerGov, as well as, the necessary plug-ins. In FY 2021-2022, various software licensing is being funded, one of which is Bluebeam. As per Resolution #20-51 Bluebeam Revu is a required plug-in solution used for reading and reviewing Microsoft documents and CAD drawings that have been converted into PDF format.



**Building Technology Fund**

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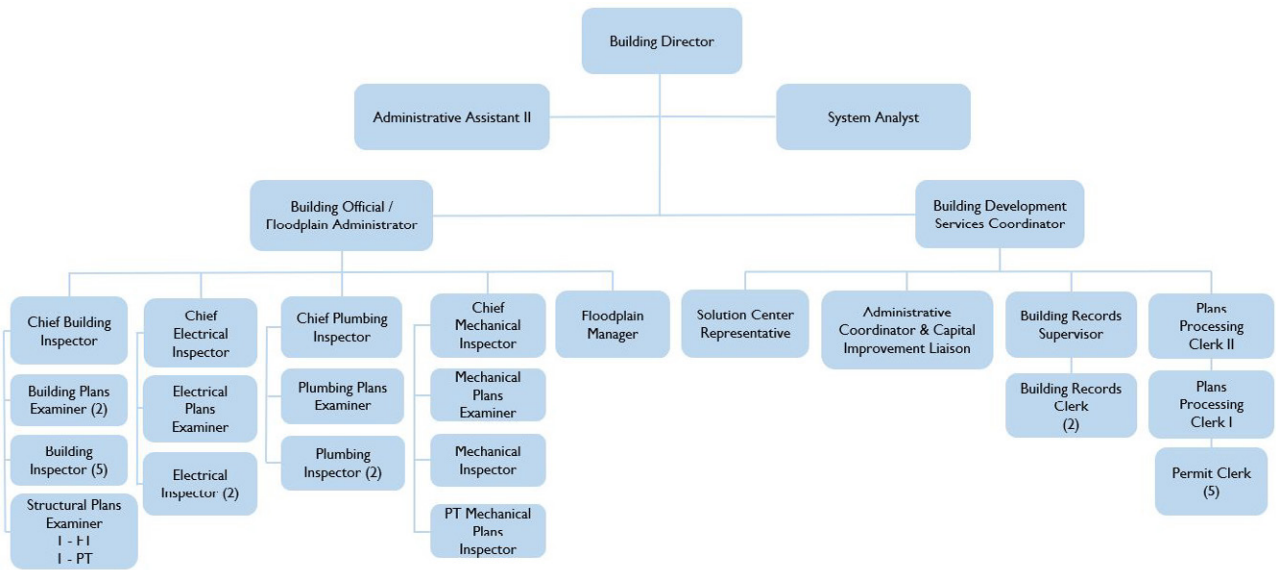
| Acct No.                                       | Account Title                                 | Actual         | Actual         | Adopted        | Amended        | YTD *          | Year-End       | Proposed       | Adopted        |
|--|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|  |   | FY 2018-19     | FY 2019-20     | Budget         | Budget *       | Actuals        | Estimate       | FY 2021-22     | FY 2021-22     |
| <b>Beginning Fund Balance</b>                  |   | 130,432        | 367,078        | 195,313        | 195,313        |                | 195,313        | 11,816         | 11,816         |
| <b>Revenues</b>                                |   |                |                |                |                |                |                |                |                |
| 108.7000.341904                                | Building Technology Administrative Fee        | 235,700        | 99,206         | 176,800        | 176,800        | 118,457        | 100,000        | 190,000        | 190,000        |
| 108.7000.361100                                | Interest Income                               | 946            | 429            | -              | -              | 15             | 6              | -              | -              |
| 108.5000.381100                                | Operating Transfers In                        | -              | -              | -              | 32,000         | 32,000         | 32,000         | -              | 135,622        |
| <b>Total Revenues</b>                          |   | <b>236,646</b> | <b>99,635</b>  | <b>176,800</b> | <b>208,800</b> | <b>150,472</b> | <b>132,006</b> | <b>190,000</b> | <b>325,622</b> |
| <b>Other Resources</b>                         |   |                |                |                |                |                |                |                |                |
| 108.7000.300100                                | Reserves - In Use of Fund Balance             | -              | -              | 6,657          | 6,657          | -              | 6,657          | 11,367         | 11,367         |
|  | Prior Year Operating Balances                 | -              | -              | -              | 127,846        | -              | 127,846        | -              | -              |
| <b>Total Other Resources</b>                   |   | <b>-</b>       | <b>-</b>       | <b>6,657</b>   | <b>134,503</b> | <b>-</b>       | <b>134,503</b> | <b>11,367</b>  | <b>11,367</b>  |
| <b>Total Available Resources</b>               |   | <b>236,646</b> | <b>99,635</b>  | <b>183,457</b> | <b>343,303</b> | <b>150,472</b> | <b>266,509</b> | <b>201,367</b> | <b>336,989</b> |
| <b>Expenditures</b>                            |   |                |                |                |                |                |                |                |                |
| 108.70005.500310                               | Professional Services                         | -              | -              | -              | -              | 28             | -              | -              | -              |
| 108.70005.500464                               | Repair & Maintenance - Office Equipment Other | -              | 270,000        | 183,457        | 202,656        | 192,082        | 202,656        | 201,367        | 336,989        |
| <b>Total Operating Cost</b>                    |   | <b>-</b>       | <b>270,000</b> | <b>183,457</b> | <b>202,656</b> | <b>192,110</b> | <b>202,656</b> | <b>201,367</b> | <b>336,989</b> |
| <b>Capital</b>                                 |   |                |                |                |                |                |                |                |                |
| 108.70005.500652                               | Capital Outlay - Other                        | -              | 1,400          | -              | 112,847        | 32,632         | 112,847        | -              | -              |
| <b>Total Capital Cost</b>                      |   | <b>-</b>       | <b>1,400</b>   | <b>-</b>       | <b>112,847</b> | <b>32,632</b>  | <b>112,847</b> | <b>-</b>       | <b>-</b>       |
| <b>Total Building Technology Fund Expenses</b> |   | <b>-</b>       | <b>271,400</b> | <b>183,457</b> | <b>315,503</b> | <b>224,742</b> | <b>315,503</b> | <b>201,367</b> | <b>336,989</b> |
|  | Use of Fund Balance                           | -              | -              | 6,657          | 6,657          | -              | 6,657          | 11,367         | 11,367         |
|  | Prior Year Operating Balances                 | -              | -              | -              | 127,846        | -              | 127,846        | -              | -              |
| <b>Ending Fund Balance</b>                     |   | <b>367,078</b> | <b>195,313</b> | <b>188,656</b> | <b>88,610</b>  |                | <b>11,816</b>  | <b>449</b>     | <b>449</b>     |

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

\* YTD = Year to Date



# Building Fund



## Building Fund Function

The Building Fund has been established, as a result of the Florida House of Representatives Bill 127 and Florida Statutes Chapter 553. In order to comply with the requirements, previously funded in the General Fund, the Building Fund will be used to account for all Building Department expenditures and revenues, specifically from building permits and fines for permit violations. All other Building Department Revenue is budgeted within the General Fund.

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





### Building Department Accomplishments for FY 2021

- The Department continues to work on improving the implementation of the new EnerGov permitting software which was launched Spring 2021.
- The Department maintained auditing activities implemented because of 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 are contacted right away by the Director and Assistant Director to address their concerns and correct the issues.
- The Department maintained the Doral Q lobby Management system.
- The Department continues to update and modify its internal and external dashboards to more accurately reflect defined metrics and performance.
- Interdepartmental and Interagency meetings and outreach workshops were tabled as a result of the global pandemic. It is expected that these will resume in FY22.
- Efficient and rapid implementation of safety measures and operational procedures have been adopted to successfully mitigate negative effects of the COVID-19 virus. The safety of employees and the public that is served has been the most important priority while continuing to deliver excellent service.
- The Department completed a permit fee utilization report and updated the permit fee schedule based on this analysis in March 2021.

### Building Department Activity Report

| Activity                                      | Actual      | Actual      | Projected   | Projected   |
|---|-------------|-------------|-------------|-------------|
|   | FY 2018-19  | FY 2019-20  | FY 2020-21  | FY 2021-22  |
| Permits Issued <sup>(1) (3)</sup>             | 6,672       | 4,364       | 4,885       | 5,862       |
| Plans Reviews Completed                       | 16,454      | 33,385      | 36,624      | 43,949      |
| Inspections Completed                         | 42,154      | 30,678      | 27,612      | 33,134      |
| Customers Received in Solution Center         | 26,838      | 13,741      | 15,000      | 12,000      |
| Customer Phone Calls                          | -           | 17,717      | 25,000      | 20,000      |
| Overall Revenue (All accounts) <sup>(2)</sup> | \$7,913,673 | \$3,536,974 | \$4,115,979 | \$7,913,673 |
| Overall Expenses (All accounts)               | \$3,991,020 | \$3,875,099 | \$4,107,686 | \$3,991,020 |

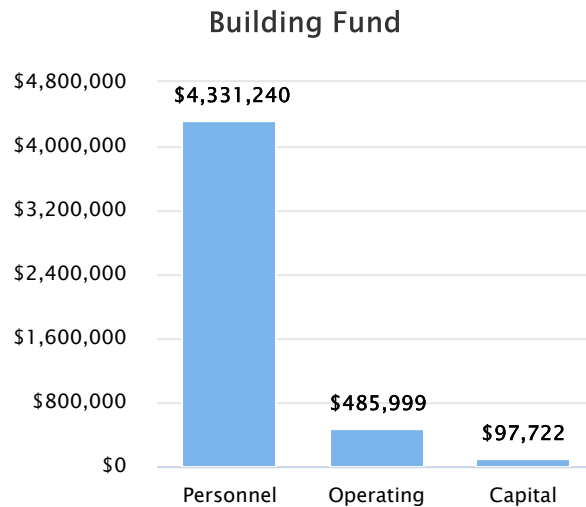
<sup>(1)</sup> Permits issued includes Building, Electrical, Mechanical, Plumbing, Roofing, and Floodplain Development permits.

<sup>(2)</sup> Revenue includes amounts received in Building Technology Fund established in FY 18



## Building Department Objectives for FY 2022

- 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. Evaluate value-add services that the department can provide to customers through the implementation of new permitting software and procedures to continue improving the level of customer service. Analyze department layout and positions to maximize efficacy of clerical and technical staff in the new electronic environment. This effort will be based on recommendations made by Management Partners consulting firm, the Doug Williams Group and the City Manager’s office.
  - Continue training of staff and implementation procedures of 2020 Development Services Software (Electronic Application Submittal & Electronic Plans Review Program across 4 departments).
  - Continue Public Outreach Program including Building Safety Month Initiatives, Hurricane Fair Participation, etc. with emphasis on safety measures to mitigate the effects of Covid-19 until a permanent solution is found.
  - Provide electronic Permit Application Submittal, Floodplain Management Workshops, and introduction to the new software workshops for residents, contractors, developers, and business owners.
- Maintain Employee Retention Program through training and certification to meet the challenges of operating in a robust economy.
- Transition key staff into roles and performance of duties to a more effective and efficient newly developed electronic process.
- Develop procedural manuals around the new permitting system and the annual upgrade schedule which will begin Summer 2022.



- **110-230 Personnel Costs** - For this fiscal year, there is a 1.5% 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 2.85% city-wide.
- **400 Travel & Per Diem** – This account is used to fund travel expenses associated with various state conferences, national conferences, and training. While many professional conferences and trainings are now being held virtually, the Department knows the importance of one-on-one networking and learning.



**Building Fund  
Authorized Positions**

| Account                           | Position   | Budget<br>FY 2017-18 | Amended*<br>FY 2018-19 | Budget<br>FY 2019-20 | Amended*<br>FY 2019-20 | Budget<br>FY 2020-21 | Amended*<br>FY 2020-21 | Adopted<br>FY 2021-22 | Total Cost<br>FY 2021-22 |
|-----------------------------------|--|----------------------|------------------------|----------------------|------------------------|----------------------|------------------------|-----------------------|--------------------------|
| 500.111 - Administrative Salaries |  |                      |                        |                      |                        |                      |                        |                       |                          |
|                                   | Building Director <sup>(1)</sup>                                       | -                    | -                      | -                    | -                      | -                    | 1                      | 1                     | \$ 154,914               |
|                                   | <b>Administrative Salaries Total</b>                                   | -                    | -                      | -                    | -                      | -                    | <b>1</b>               | <b>1</b>              | <b>\$ 154,914</b>        |
| 500.120 - Full Time Salaries      |  |                      |                        |                      |                        |                      |                        |                       |                          |
|                                   | Assistant Building Director <sup>(1)</sup>                             | 1                    | 1                      | 1                    | 1                      | 1                    | -                      | -                     | \$ -                     |
|                                   | Administrative Assistant   | 1                    | -                      | -                    | -                      | -                    | -                      | -                     | \$ -                     |
|                                   | Administrative Assistant II <sup>(9)</sup>                             | -                    | 1                      | 1                    | 1                      | 1                    | 1                      | -                     | \$ -                     |
|                                   | <u>Reclassified to Building Budget<br/>Coordinator</u>                 | -                    | -                      | -                    | -                      | -                    | -                      | 1                     | \$ 56,254                |
|                                   | Administrative Coordinator   | 1                    | 1                      | -                    | 1                      | -                    | -                      | -                     | \$ -                     |
|                                   | Administrative Coordinator & Capital<br>Improvement Liaison            | -                    | -                      | 1                    | -                      | 1                    | 1                      | 1                     | \$ 74,113                |
|                                   | Building Development Service Coord.<br><sup>(10)</sup>                 | 1                    | 1                      | 1                    | 1                      | 1                    | 1                      | -                     | \$ -                     |
|                                   | <u>Reclassified to Assistant Building<br/>Director</u>                 | -                    | -                      | -                    | -                      | -                    | -                      | 1                     | \$ 87,081                |
|                                   | Service Award 10 yr  |                      |                        |                      |                        |                      |                        |                       | \$ 2,903                 |
|                                   | Building Clerk   | 1                    | -                      | -                    | -                      | -                    | -                      | -                     | \$ -                     |
|                                   | Plans Processing Clerk II  | -                    | 1                      | 1                    | 1                      | 1                    | 1                      | 1                     | \$ 41,331                |
|                                   | Building Official <sup>(2)</sup>                                       | 1                    | 1                      | 1                    | 1                      | 1                    | -                      | -                     | \$ -                     |
|                                   | <u>Reclassified to Building Official/<br/>Floodplain Administrator</u> | -                    | -                      | -                    | -                      | -                    | 1                      | 1                     | \$ 137,025               |
|                                   | Building Records Clerk   | 2                    | 2                      | 2                    | 2                      | 2                    | 2                      | 2                     | \$ 101,626               |
|                                   | Building Records Supervisor <sup>(3)</sup>                             | -                    | -                      | -                    | -                      | -                    | -                      | 1                     | \$ 48,155                |
|                                   | Service Award 10 yr  |                      |                        |                      |                        |                      |                        |                       | \$ 1,605                 |
|                                   | Plans Processing Clerk I   | 2                    | 1                      | 1                    | 1                      | 1                    | 1                      | 1                     | \$ 37,476                |
|                                   | Flood Plain Assistant  | -                    | 1                      | 1                    | 1                      | 1                    | 1                      | -                     | \$ -                     |
|                                   | <u>Reclassified to Building Records<br/>Clerk<sup>(4)</sup></u>        | -                    | -                      | -                    | -                      | -                    | -                      | -                     | \$ -                     |
|                                   | Permit Clerk <sup>(5)</sup>  | 4                    | 4                      | 4                    | 4                      | 4                    | 4                      | 5                     | \$ 189,516               |
|                                   | Chief Building Inspector   | 1                    | 1                      | 1                    | 1                      | 1                    | 1                      | 1                     | \$ 95,021                |
|                                   | Flood Plain Manager  | 1                    | 1                      | 1                    | 1                      | 1                    | 1                      | 1                     | \$ 76,618                |
|                                   | Building Inspector   | 5                    | 5                      | 5                    | 5                      | 5                    | 5                      | 5                     | \$ 371,486               |
|                                   | Chief Mechanical Inspector   | 1                    | 1                      | 1                    | 1                      | 1                    | 1                      | 1                     | \$ 94,786                |
|                                   | Mechanical Inspector   | 2                    | 2                      | 2                    | 2                      | 2                    | 2                      | 1                     | \$ 82,655                |
|                                   | <u>One Reclassified to Mechanical<br/>Plans Examiner<sup>(6)</sup></u> | -                    | -                      | -                    | -                      | -                    | -                      | 1                     | \$ 77,189                |
|                                   | Chief Plumbing Inspector   | 1                    | 1                      | 1                    | 1                      | 1                    | 1                      | 1                     | \$ 100,197               |
|                                   | Service Award 15 yr  |                      |                        |                      |                        |                      |                        |                       | \$ 7,515                 |
|                                   | Plumbing Inspector   | 2                    | 2                      | 2                    | 2                      | 2                    | 2                      | 2                     | \$ 126,289               |
|                                   | Plans Examiner   | 4                    | 4                      | 4                    | 4                      | 4                    | 4                      | 4                     | \$ 328,153               |
|                                   | Service Award 5 yr   |                      |                        |                      |                        |                      |                        |                       | \$ 642                   |
|                                   | Chief Electrical Inspector   | 1                    | 1                      | 1                    | 1                      | 1                    | 1                      | 1                     | \$ 117,049               |
|                                   | Electrical Inspector   | 2                    | 2                      | 2                    | 2                      | 2                    | 2                      | 2                     | \$ 131,686               |
|                                   | Service Award 5 yr   |                      |                        |                      |                        |                      |                        |                       | \$ 566                   |
|                                   | Permitting Information Analyst I                                       | 1                    | -                      | -                    | -                      | -                    | -                      | -                     | \$ -                     |
|                                   | Solution Center Representative   | 1                    | 1                      | 1                    | 1                      | 1                    | 1                      | 1                     | \$ 36,891                |
|                                   | Structural Plans Examiner <sup>(8)</sup>                               | 2                    | 1                      | 1                    | 1                      | 1                    | 1                      | 2                     | \$ 148,617               |
|                                   | System Analyst <sup>(7)</sup>  | -                    | -                      | -                    | -                      | -                    | -                      | 1                     | \$ 61,904                |
|                                   | <b>Full Time Salaries Total</b>  | <b>38</b>            | <b>36</b>              | <b>36</b>            | <b>36</b>              | <b>36</b>            | <b>35</b>              | <b>38</b>             | <b>\$ 2,634,349</b>      |
| 500.130 - Other Salaries          |  |                      |                        |                      |                        |                      |                        |                       |                          |
|                                   | Plans Examiners & Inspectors-P/T                                       | 1                    | 1                      | 1                    | 1                      | 1                    | 1                      | -                     | \$ -                     |
|                                   | Mechanical Plans Inspector- P/T  | -                    | -                      | -                    | -                      | -                    | -                      | 1                     | \$ 51,040                |
|                                   | Structural Plans Examiner- P/T   | -                    | 1                      | 1                    | -                      | -                    | -                      | -                     | \$ -                     |
|                                   | <b>Other Salaries Total</b>  | <b>1</b>             | <b>2</b>               | <b>2</b>             | <b>1</b>               | <b>1</b>             | <b>1</b>               | <b>1</b>              | <b>\$ 51,040</b>         |
| <b>Total</b>                      |  | <b>39</b>            | <b>38</b>              | <b>38</b>            | <b>37</b>              | <b>37</b>            | <b>37</b>              | <b>40</b>             | <b>\$ 2,840,303</b>      |



- 
- \* 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
  - <sup>(1)</sup> FY 2020-21 RECLASSIFIED - Assistant Building Director to Building Director
  - <sup>(2)</sup> FY 2020-21 RECLASSIFIED - Building Official to Building Official/ Floodplain Administrator
  - <sup>(3)</sup> FY 2021-22 RECLASSIFIED - One Building Records Clerk to Building Records Supervisor (New Position)
  - <sup>(4)</sup> FY 2021-22 RECLASSIFIED - Floodplain Assistant to Building Records Clerk
  - <sup>(5)</sup> FY 2021-22 NEW POSITION - Permit Clerk
  - <sup>(6)</sup> FY 2021-22 RECLASSIFIED - Mechanical Inspector to Mechanical Plans Examiner
  - <sup>(7)</sup> FY 2021-22 NEW POSITION - System Analyst
  - <sup>(8)</sup> FY 2021-22 RECLASSIFIED - Structural Plans Examiner P/T to Full Time Position



**Building Fund**  
**109**

| Acct No.                            | Account Title                           | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Adopted<br>Budget<br>FY 2020-21 | Amended<br>Budget *<br>FY 2020-21 | YTD *<br>Actuals<br>FY 2020-21 | Year-End<br>Estimate<br>FY 2020-21 | Proposed<br>FY 2021-22 | Adopted<br>FY 2021-22 |
|-------------------------------------|---|----------------------|----------------------|---------------------------------|-----------------------------------|--------------------------------|------------------------------------|------------------------|-----------------------|
| <b>Beginning Fund Balance</b>       |   | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
| <b>Revenues</b>                     |   |                      |                      |                                 |                                   |                                |                                    |                        |                       |
| 109.7000.322100                     | Building Permit                         | -                    | -                    | -                               | -                                 | -                              | -                                  | 3,500,000              | 3,500,000             |
| 109.7000.359101                     | Fines - Permit Violations               | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
| 109.7000.381100                     | Operating Transfer In                   | -                    | -                    | -                               | -                                 | -                              | -                                  | 2,255,788              | 2,255,788             |
|                                     | <b>Total Revenues</b>                   | -                    | -                    | -                               | -                                 | -                              | -                                  | <b>5,755,788</b>       | <b>5,755,788</b>      |
| <b>Other resources</b>              |   |                      |                      |                                 |                                   |                                |                                    |                        |                       |
|                                     | Reserves - In Use of Fund Balance       | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
|                                     | Prior Year Operating Balances           | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
| <b>Total Other Resources</b>        |   | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
| <b>Total Available Resources</b>    |   | -                    | -                    | -                               | -                                 | -                              | -                                  | <b>5,755,788</b>       | <b>5,755,788</b>      |
| <b>Expenditures</b>                 |   |                      |                      |                                 |                                   |                                |                                    |                        |                       |
| 109.70005.500111                    | Administrative Salaries                 | -                    | -                    | -                               | -                                 | -                              | -                                  | 154,914                | 154,914               |
| 109.70005.500120                    | Full Time Salaries                      | -                    | -                    | -                               | -                                 | -                              | -                                  | 2,557,692              | 2,634,349             |
| 109.70005.500125                    | Compensated Absences                    | -                    | -                    | -                               | -                                 | -                              | -                                  | 99,383                 | 100,096               |
| 109.70005.500130                    | Other Salaries                          | -                    | -                    | -                               | -                                 | -                              | -                                  | 107,574                | 51,040                |
| 109.70005.500140                    | Overtime                                | -                    | -                    | -                               | -                                 | -                              | -                                  | 80,000                 | 80,000                |
| 109.70005.500210                    | FICA & MICA Taxes                       | -                    | -                    | -                               | -                                 | -                              | -                                  | 230,453                | 232,138               |
| 109.70005.500220                    | Retirement Contributions                | -                    | -                    | -                               | -                                 | -                              | -                                  | 323,974                | 333,126               |
| 109.70005.500230                    | Life & Health Insurance                 | -                    | -                    | -                               | -                                 | -                              | -                                  | 719,253                | 745,577               |
| <b>Total Personnel Cost</b>         |   | -                    | -                    | -                               | -                                 | -                              | -                                  | <b>4,273,243</b>       | <b>4,331,240</b>      |
| 101.80005.500310                    | Professional Services                   | -                    | -                    | -                               | -                                 | -                              | -                                  | 350,000                | 350,000               |
| 101.80005.500400                    | Travel & Per Diem                       | -                    | -                    | -                               | -                                 | -                              | -                                  | 29,705                 | 29,705                |
| 109.70005.500410                    | Communication & Freight                 | -                    | -                    | -                               | -                                 | -                              | -                                  | 2,500                  | 3,700                 |
| 109.70005.500460                    | Repair & Maint - Office Equip           | -                    | -                    | -                               | -                                 | -                              | -                                  | 645                    | 645                   |
| 109.70005.500461                    | Repair & Maint - Vehicles               | -                    | -                    | -                               | -                                 | -                              | -                                  | 200                    | 200                   |
| 109.70005.500470                    | Printing & Binding                      | -                    | -                    | -                               | -                                 | -                              | -                                  | 9,500                  | 9,500                 |
| 109.70005.500510                    | Office Supplies                         | -                    | -                    | -                               | -                                 | -                              | -                                  | 7,000                  | 7,000                 |
| 109.70005.500520                    | Operating Supplies                      | -                    | -                    | -                               | -                                 | -                              | -                                  | 25,970                 | 25,970                |
| 109.70005.500540                    | Dues, Subscriptions, Memberships        | -                    | -                    | -                               | -                                 | -                              | -                                  | 24,274                 | 24,274                |
| 109.70005.500541                    | Training                                | -                    | -                    | -                               | -                                 | -                              | -                                  | 35,005                 | 35,005                |
| <b>Total Operating Cost</b>         |   | -                    | -                    | -                               | -                                 | -                              | -                                  | <b>484,799</b>         | <b>485,999</b>        |
| 109.70005.500640                    | Capital Outlay - Equipment              | -                    | -                    | -                               | -                                 | -                              | -                                  | 23,522                 | 57,722                |
| 109.70005.500641                    | Capital Outlay - Vehicles               | -                    | -                    | -                               | -                                 | -                              | -                                  | 40,000                 | 40,000                |
| <b>Total Capital Outlay</b>         |   | -                    | -                    | -                               | -                                 | -                              | -                                  | <b>63,522</b>          | <b>97,722</b>         |
| 109.70005.500921                    | Transfer Out - Building Technology Fund | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | 130,000               |
| <b>Total Transfers Out</b>          |   | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | <b>130,000</b>        |
| <b>Total Building Fund Expenses</b> |   | -                    | -                    | -                               | -                                 | -                              | -                                  | <b>4,821,564</b>       | <b>5,044,961</b>      |
|                                     | Use of Fund Balance                     | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
|                                     | Prior Year Operating Balances           | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
| <b>Ending Fund Balance</b>          |   | -                    | -                    | -                               | -                                 | -                              | -                                  | <b>934,224</b>         | <b>710,827</b>        |

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

\* YTD = Year to Date



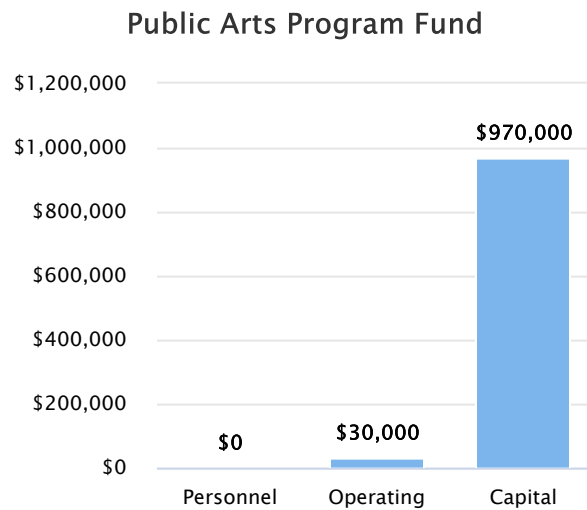
## Public Arts Program Fund

### 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 2018-19 | FY 2019-20 | Budget<br>FY 2020-21 | Budget *<br>FY 2020-21 | Actuals<br>FY 2020-21 | Estimate<br>FY 2020-21 | FY 2021-22       | FY 2021-22       |
| <b>Beginning Fund Balance</b>                  |                                   | -          | -          | -                    | -                      | -                     | -                      | 1,743,061        | 1,743,061        |
| <b>Revenues</b>                                |                                   |            |            |                      |                        |                       |                        |                  |                  |
| 110.4000.324720                                | Impact Fees - Comm. Public Art    | -          | -          | 635,000              | 635,000                | 164,460               | 300,000                | 350,000          | 350,000          |
| 110.4000.361100                                | Interest Income                   | -          | -          | -                    | -                      | 154                   | 41                     | -                | -                |
| 110.4000.369201                                | Impact Fees - Prior Years         | -          | -          | 937,890              | 937,890                | 1,473,019             | 1,473,020              | -                | -                |
| <b>Total Revenues</b>                          |                                   | -          | -          | <b>1,572,890</b>     | <b>1,572,890</b>       | <b>1,637,633</b>      | <b>1,773,061</b>       | <b>350,000</b>   | <b>350,000</b>   |
| <b>Other Resources</b>                         |                                   |            |            |                      |                        |                       |                        |                  |                  |
| 110.4000.300100                                | Reserves - In Use of Fund Balance | -          | -          | -                    | -                      | -                     | -                      | -                | 650,000          |
|  | Prior Year Operating Balances     | -          | -          | -                    | -                      | -                     | -                      | -                | -                |
| <b>Total Other Resources</b>                   |                                   | -          | -          | -                    | -                      | -                     | -                      | -                | <b>650,000</b>   |
| <b>Total Available Resources</b>               |                                   | -          | -          | <b>1,572,890</b>     | <b>1,572,890</b>       | <b>1,637,633</b>      | <b>1,773,061</b>       | <b>350,000</b>   | <b>1,000,000</b> |
| <b>Expenditures</b>                            |                                   |            |            |                      |                        |                       |                        |                  |                  |
| 110.40005.500310                               | Professional Services             | -          | -          | 30,000               | 30,000                 | 334                   | 30,000                 | 30,000           | 30,000           |
| <b>Total Operating Cost</b>                    |                                   | -          | -          | <b>30,000</b>        | <b>30,000</b>          | <b>334</b>            | <b>30,000</b>          | <b>30,000</b>    | <b>30,000</b>    |
| 110.40005.500652                               | Capital Outlay - Other            | -          | -          | -                    | -                      | -                     | -                      | 320,000          | 970,000          |
| <b>Total Capital Outlay</b>                    |                                   | -          | -          | -                    | -                      | -                     | -                      | <b>320,000</b>   | <b>970,000</b>   |
| <b>Total Building Technology Fund Expenses</b> |                                   | -          | -          | <b>30,000</b>        | <b>30,000</b>          | <b>334</b>            | <b>30,000</b>          | <b>350,000</b>   | <b>1,000,000</b> |
|  | Use of Fund Balance               | -          | -          | -                    | -                      | -                     | -                      | -                | 650,000          |
|  | Prior Year Operating Balances     | -          | -          | -                    | -                      | -                     | -                      | -                | -                |
| <b>Ending Fund Balance</b>                     |                                   | -          | -          | <b>1,542,890</b>     | <b>1,542,890</b>       | -                     | <b>1,743,061</b>       | <b>1,743,061</b> | <b>1,093,061</b> |

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

\* YTD = Year to Date

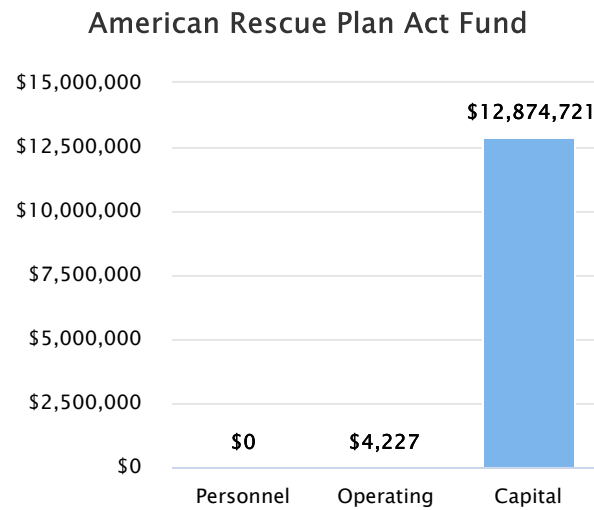


## American Rescue Plan Act Fund

### 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 Budget Highlights







American Rescue Plan Act Fund

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| Acct No.                                       | Account Title                     | Actual     | Actual     | Adopted | Amended  | YTD *     | Year-End  | Proposed   | Adopted    |
|--|-----------------------------------|------------|------------|---------|----------|-----------|-----------|------------|------------|
|  |                                   | FY 2018-19 | FY 2019-20 | Budget  | Budget * | Actuals   | Estimate  | FY 2021-22 | FY 2021-22 |
| <b>Beginning Fund Balance</b>                  |                                   | -          | -          | -       | -        | -         | -         | 6,439,474  | 6,439,474  |
| <b>Revenues</b>                                |                                   |            |            |         |          |           |           |            |            |
| 111.5000.331102                                | Federal Reimb - American Rescue   | -          | -          | -       | -        | 6,439,474 | 6,439,474 | -          | 6,439,474  |
| <b>Total Revenues</b>                          |                                   | -          | -          | -       | -        | 6,439,474 | 6,439,474 | -          | 6,439,474  |
| <b>Other Resources</b>                         |                                   |            |            |         |          |           |           |            |            |
|  | Reserves - In Use of Fund Balance | -          | -          | -       | -        | -         | -         | -          | 6,439,474  |
|  | Prior Year Operating Balances     | -          | -          | -       | -        | -         | -         | -          | -          |
| <b>Total Other Resources</b>                   |                                   | -          | -          | -       | -        | -         | -         | -          | 6,439,474  |
| <b>Total Available Resources</b>               |                                   | -          | -          | -       | -        | 6,439,474 | 6,439,474 | -          | 12,878,948 |
| <b>Expenditures</b>                            |                                   |            |            |         |          |           |           |            |            |
| 111.90005.500520                               | Operating Supplies                | -          | -          | -       | -        | -         | -         | -          | 4,227      |
| <b>Total Operating Cost</b>                    |                                   | -          | -          | -       | -        | -         | -         | -          | 4,227      |
| 111.50005.500652                               | Capital Outlay - Other            | -          | -          | -       | -        | -         | -         | -          | 12,874,721 |
| <b>Total Capital Outlay</b>                    |                                   | -          | -          | -       | -        | -         | -         | -          | 12,874,721 |
| <b>Total Building Technology Fund Expenses</b> |                                   | -          | -          | -       | -        | -         | -         | -          | 12,878,948 |
|  | Use of Fund Balance               | -          | -          | -       | -        | -         | -         | -          | 6,439,474  |
|  | Prior Year Operating Balances     | -          | -          | -       | -        | -         | -         | -          | -          |
| <b>Ending Fund Balance</b>                     |                                   | -          | -          | -       | -        | 6,439,474 | 6,439,474 | 6,439,474  | -          |

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

\* YTD = Year to Date



## Bond Debt Service Fund

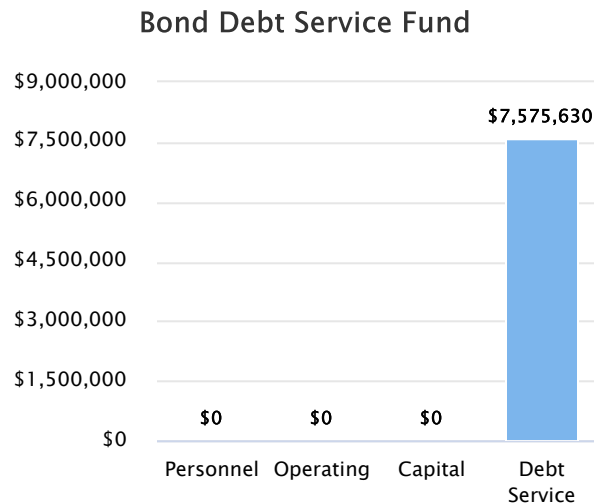
### Bond Debt Service Fund

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         |
| <b>Total</b> | <b>\$ 45,100,000.00</b> | <b>\$ 25,608,911.55</b> | <b>\$ 70,708,911.55</b> |



**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          |
| <b>Total</b> | <b>\$</b> | <b>86,145,000.00</b> | <b>\$ 62,947,747.50</b> | <b>\$ 149,092,747.50</b> |



**Debt Service Fund  
201**

| Acct No.                                | Account Title                           | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Adopted<br>Budget<br>FY 2020-21 | Amended<br>Budget *<br>FY 2020-21 | YTD *<br>Actuals<br>FY 2020-21 | Year-End<br>Estimate<br>FY 2020-21 | Proposed<br>FY 2021-22 | Adopted<br>FY 2021-22 |
|---|---|----------------------|----------------------|---------------------------------|-----------------------------------|--------------------------------|------------------------------------|------------------------|-----------------------|
| <b>Beginning Fund Balance</b>           |   | -                    | 18,906               | 16,440                          | 16,440                            |                                | 16,440                             | 1,458                  | 1,458                 |
| <b>Revenues</b>                         |   |                      |                      |                                 |                                   |                                |                                    |                        |                       |
| 201.5000.311300                         | Special Ad Valorem Taxes                | -                    | 2,360,827            | 2,440,896                       | 2,440,896                         | 2,364,427                      | 2,424,000                          | 7,575,629              | 7,582,562             |
| 201.5000.311301                         | Special Ad Valorem Taxes Series 21      | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
| 201.5000.311200                         | Ad Valorem Taxes - Delinquent           | -                    | 76,468               | -                               | -                                 | 54,087                         | 1,500                              | -                      | -                     |
| 201.5000.311201                         | Ad Valorem Taxes - Delinquent Series 21 | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
| 201.5000.361100                         | Interest Income                         | -                    | -                    | -                               | -                                 | 178                            | 109                                | -                      | -                     |
| 201.5000.361101                         | Interest Income Series 2021             | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
| 201.5000.381100                         | Operating Transfer In                   | 18,906               | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
|   | <b>Total Revenues</b>                   | <b>18,906</b>        | <b>2,437,295</b>     | <b>2,440,896</b>                | <b>2,440,896</b>                  | <b>2,418,692</b>               | <b>2,425,609</b>                   | <b>7,575,629</b>       | <b>7,582,562</b>      |
| <b>Other resources</b>                  |   |                      |                      |                                 |                                   |                                |                                    |                        |                       |
| 201.8000.300100                         | Reserves - In Use of Fund Balance       | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
|   | Prior Year Operating Balances           | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
|   | <b>Total Other Resources</b>            | <b>-</b>             | <b>-</b>             | <b>-</b>                        | <b>-</b>                          | <b>-</b>                       | <b>-</b>                           | <b>-</b>               | <b>-</b>              |
| <b>Total Available Resources</b>        |   | <b>18,906</b>        | <b>2,437,295</b>     | <b>2,440,896</b>                | <b>2,440,896</b>                  | <b>2,418,692</b>               | <b>2,425,609</b>                   | <b>7,575,629</b>       | <b>7,582,562</b>      |
| <b>Expenditures</b>                     |   |                      |                      |                                 |                                   |                                |                                    |                        |                       |
| 201.50005.500310                        | Professional Services                   | -                    | -                    | -                               | -                                 | 3                              | 10                                 | -                      | -                     |
| 201.50005.500713                        | Debt Service - Principal Bond           | -                    | 650,000              | 890,000                         | 890,000                           | 890,000                        | 890,000                            | 930,000                | 930,000               |
| 201.50005.500714                        | Debt Service - Principal 2021 Bond      | -                    | -                    | -                               | -                                 | -                              | -                                  | 1,110,000              | 1,110,000             |
| 201.50005.500721                        | Debt Service - Interest Bond            | -                    | 1,789,761            | 1,550,581                       | 1,550,581                         | 1,550,581                      | 1,550,581                          | 1,506,082              | 1,506,082             |
| 201.50005.500722                        | Debt Service - Interest 2021 Bond       | -                    | -                    | -                               | -                                 | -                              | -                                  | 4,029,548              | 4,029,548             |
|   | <b>Total Debt Service</b>               | <b>-</b>             | <b>2,439,761</b>     | <b>2,440,581</b>                | <b>2,440,581</b>                  | <b>2,440,584</b>               | <b>2,440,591</b>                   | <b>7,575,630</b>       | <b>7,575,630</b>      |
| <b>TOTAL DEBT SERVICE FUND EXPENSES</b> |   | <b>-</b>             | <b>2,439,761</b>     | <b>2,440,581</b>                | <b>2,440,581</b>                  | <b>2,440,584</b>               | <b>2,440,591</b>                   | <b>7,575,630</b>       | <b>7,575,630</b>      |
|   | Use of Fund Balance                     | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
|   | Prior Year Operating Balances           | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
| <b>Ending Fund Balance</b>              |   | <b>18,906</b>        | <b>16,440</b>        | <b>16,755</b>                   | <b>16,755</b>                     |                                | <b>1,458</b>                       | <b>1,457</b>           | <b>8,390</b>          |

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

\* YTD = Year to Date



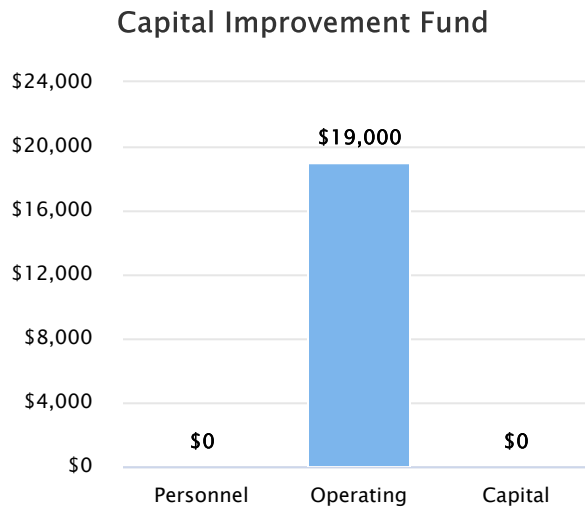
# Capital Improvement Fund

## 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 2022 as well as a breakdown of those Capital Improvement Projects that are funded through the Capital Project Fund. Pursuant to the City Charter Section 3.2(5), a capital program is developed and updates annually.

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

## Capital Improvement Fund Budget Highlights



- **310 Professional Services** – This account was increased in comparison to the previous Fiscal Year as a result of the inclusion of the design and permitting phase of a Mail Room “One Stop Shop” at the Government Center.
- **634 Capital Outlay - Improvements** – This account was decreased in comparison to the previous Fiscal Year as a result of the on-going design phase of future infrastructure improvements.



Capital Improvement Fund

301

| Acct No.                                       | Account Title                            | Actual         | Actual         | Adopted        | Amended          | YTD *          | Year-End         | Proposed      | Adopted       |
|--|--|----------------|----------------|----------------|------------------|----------------|------------------|---------------|---------------|
|  |  | FY 2018-19     | FY 2019-20     | Budget         | Budget *         | Actuals        | Estimate         | FY 2021-22    | FY 2021-22    |
| <b>Beginning Fund Balance</b>                  |  | 535,508        | 528,011        | 594,902        | 594,902          |                | 594,902          | 23,260        | 23,260        |
| <b>Revenues</b>                                |  |                |                |                |                  |                |                  |               |               |
| 301.5000.361100                                | Interest Income                          | 2,207          | 972            | -              | -                | 75             | 17               | -             | -             |
| 301.5000.381100                                | Operating Transfers In                   | 147,443        | 440,000        | -              | 678,880          | 678,880        | 678,880          | -             | -             |
|  | <b>Total Revenues</b>                    | <b>149,650</b> | <b>440,972</b> | <b>-</b>       | <b>678,880</b>   | <b>678,955</b> | <b>678,897</b>   | <b>-</b>      | <b>-</b>      |
| <b>Other Resources</b>                         |  |                |                |                |                  |                |                  |               |               |
| 301.8000.300100                                | Reserves - In Use of Fund Balance        | -              | -              | 13,500         | 13,500           | -              | 13,500           | 19,000        | 19,000        |
|  | Prior Year Operating Balances            | -              | -              | -              | 573,159          | -              | 573,159          | -             | -             |
| <b>Total Other Resources</b>                   |  | <b>-</b>       | <b>-</b>       | <b>13,500</b>  | <b>586,659</b>   | <b>-</b>       | <b>586,659</b>   | <b>19,000</b> | <b>19,000</b> |
| <b>Total Available Resources</b>               |  | <b>149,650</b> | <b>440,972</b> | <b>13,500</b>  | <b>1,265,539</b> | <b>678,955</b> | <b>1,265,556</b> | <b>19,000</b> | <b>19,000</b> |
| <b>Expenditures</b>                            |  |                |                |                |                  |                |                  |               |               |
| 301.80005.500310                               | Professional Services - City Hall Const. | 56,346         | 65,627         | 13,500         | 68,266           | 57,712         | 60,990           | 19,000        | 19,000        |
| 301.80005.500314                               | Professional Services                    | -              | -              | -              | -                | -              | -                | -             | -             |
| 301.80005.500520                               | Operating Supplies                       | 9,201          | 1,559          | -              | -                | -              | -                | -             | -             |
| <b>Total Operating Cost</b>                    |  | <b>65,547</b>  | <b>67,186</b>  | <b>13,500</b>  | <b>68,266</b>    | <b>57,712</b>  | <b>60,990</b>    | <b>19,000</b> | <b>19,000</b> |
| 301.80005.500620                               | Capital Outlay - Buildings               | -              | -              | -              | 550,604          | -              | 557,880          | -             | -             |
| 301.80005.500634                               | Capital Outlay - Improvements            | 24,938         | 265,498        | -              | 642,978          | 421,490        | 627,978          | -             | -             |
| 301.80005.500640                               | Capital Outlay - Other                   | 9,768          | 6,352          | -              | 3,691            | -              | 3,691            | -             | -             |
| 301.80005.500650                               | Construction in Progress                 | 56,894         | 35,045         | -              | -                | -              | -                | -             | -             |
| <b>Total Capital Outlay</b>                    |  | <b>91,600</b>  | <b>306,895</b> | <b>-</b>       | <b>1,197,273</b> | <b>421,490</b> | <b>1,189,549</b> | <b>-</b>      | <b>-</b>      |
| <b>Total Capital Improvement Fund Expenses</b> |  | <b>157,147</b> | <b>374,081</b> | <b>13,500</b>  | <b>1,265,539</b> | <b>479,202</b> | <b>1,250,539</b> | <b>19,000</b> | <b>19,000</b> |
|  | Use of Fund Balance                      | -              | -              | 13,500         | 13,500           | -              | 13,500           | 19,000        | 19,000        |
|  | Prior Year Operating Balances            | -              | -              | -              | 573,159          | -              | 573,159          | -             | -             |
| <b>Ending Fund Balance</b>                     |  | <b>528,011</b> | <b>594,902</b> | <b>581,402</b> | <b>8,243</b>     |                | <b>23,260</b>    | <b>4,260</b>  | <b>4,260</b>  |

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

#### Infrastructure Replacement Fund

302

| Acct No.   | Account Title                     | Actual           | Actual           | Adopted          | Amended          | YTD *          | Year-End         |                  |                  |
|--|-----------------------------------|------------------|------------------|------------------|------------------|----------------|------------------|------------------|------------------|
|  |                                   | FY 2018-19       | FY 2019-20       | Budget           | Budget *         | Actuals        | Estimate         | Proposed         | Adopted          |
|  |                                   | FY 2018-19       | FY 2019-20       | FY 2020-21       | FY 2020-21       | FY 2020-21     | FY 2020-21       | FY 2021-22       | FY 2021-22       |
| <b>Beginning Fund Balance</b>                    |                                   | 700,000          | 1,896,099        | 2,211,077        | 2,211,077        |                | 2,211,077        | 2,811,206        | 2,811,206        |
| <b>Revenues</b>                                  |                                   |                  |                  |                  |                  |                |                  |                  |                  |
| 302.5000.361100                                  | Interest Income                   | 30,743           | 14,978           | -                | -                | 246            | 129              | -                | -                |
| 302.5000.381100                                  | Operating Transfer In             | 1,165,356        | 300,000          | 600,000          | 600,000          | 600,000        | 600,000          | 600,000          | 500,000          |
|  | <b>Total Revenue</b>              | <b>1,196,099</b> | <b>314,978</b>   | <b>600,000</b>   | <b>600,000</b>   | <b>600,246</b> | <b>600,129</b>   | <b>600,000</b>   | <b>500,000</b>   |
| <b>Other resources</b>                           |                                   |                  |                  |                  |                  |                |                  |                  |                  |
| 302.8000.300100                                  | Reserves - In Use of Fund Balance | -                | -                | -                | -                | -              | -                | -                | -                |
|  | <b>Total Other resources</b>      | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>       | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Total Available Resources</b>                 |                                   | <b>1,196,099</b> | <b>314,978</b>   | <b>600,000</b>   | <b>600,000</b>   | <b>600,246</b> | <b>600,129</b>   | <b>600,000</b>   | <b>500,000</b>   |
| <b>Expenditures</b>                              |                                   |                  |                  |                  |                  |                |                  |                  |                  |
| 302.80005.500310                                 | Professional Services             | -                | -                | -                | -                | -              | -                | -                | -                |
| 302.80005.500341                                 | Contractual Services              | -                | -                | -                | -                | -              | -                | -                | -                |
| 302.80005.500491                                 | Other Current Charges             | -                | -                | -                | -                | -              | -                | -                | -                |
|  | <b>Total Operating Cost</b>       | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>       | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| 302.80005.500634                                 | Capital Outlay - Improvements     | -                | -                | -                | -                | -              | -                | -                | -                |
| 302.80005.500640                                 | Capital Outlay - Other            | -                | -                | -                | -                | -              | -                | -                | -                |
|  | <b>Total Capital Outlay</b>       | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>       | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Total Infrastructure Replacement Expenses</b> |                                   | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>       | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| Use of Fund Balance                              |                                   |                  |                  |                  |                  |                |                  |                  |                  |
| <b>Ending Fund Balance</b>                       |                                   | <b>1,896,099</b> | <b>2,211,077</b> | <b>2,811,077</b> | <b>2,811,077</b> |                | <b>2,811,206</b> | <b>3,411,206</b> | <b>3,311,206</b> |

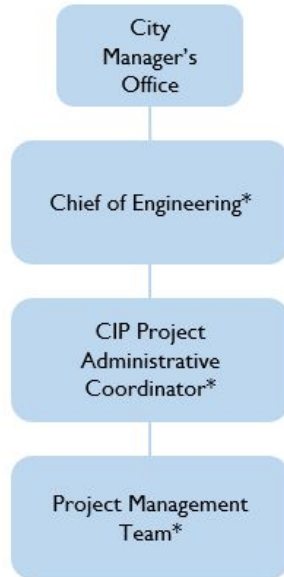
\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.

\* YTD = Year to Date





# General Obligation Bond, Series 2019 Fund



- \* Chief of Engineering 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 2021

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

### Doral Cultural Arts Center

- Groundbreaking ceremony with City Council.
- Construction commencement and tree removal (Phase I).
- Grade beams, foundations, CMU walls and reinforced concrete retaining wall construction.
- Concrete floor slab, concrete roof beams and drainage system construction.
- Building shell completion.

### Doral Meadow Park

- Construction completed and building turned back over to the City of Doral
- City of Doral Grand Re-Opening.
- Project closed out financially.

### Morgan Levy Park

- NTP issued - Grease trap and building expansion project construction completed.
- New furniture procured and installed.
- Ribbon cutting and plaque ceremony with City Council.
- Park Grand Re-opening.
- Construction completed and building turned back over to the City of Doral.
- Project closed out financially.

### Doral Central Park

- Design Team completed Schematic Design for Phase 1, 2/3 and 4.
- CMAR completed Phase 2/3 and 4 (Schematic Design) estimate pricing.
- Design Team completed 50% Design Drawings for Phase 1, 2/3 and 4.
- CMAR completed Phase 1, 2/3 and 4 (50% Design Drawings) estimate pricing.
- Design Team completed 90% Design Drawings for Phase 1, 2/3 and 4.
- CMAR has approved GMPs for Phase 1 and 4 (Foundations only).
- CMAR has approved Early Works permit for Phase 1.
- GMP for Phase 2 and 3, and remaining part of 4 executed.
- City of Doral Site Plan approval for Phase 2/3 and 4.
- DCP Permits obtained:
  - Class II Drainage system with overflow outfalls.
  - Class IV Freshwater Wetland.
  - Class V Dewatering.
  - Tree Removal.
  - WASD and City Agreement.
  - SFWMD.
  - CLOMAR (Pending FEMA).
  - Asbestos Demolition Inspection.



### Trails and Tails Park

- 100% design documents completed.
- Contractor on board.
- City of Doral Soft Groundbreaking Ceremony.
- Construction to begin in September.

### Pedestrian Bridge

- FDOT approval of RFP.
- Received FDOT commitment of LAP funding.
- Project advertisement with RFP.
- ATC discussion meetings/ proposals.

### Trails Network

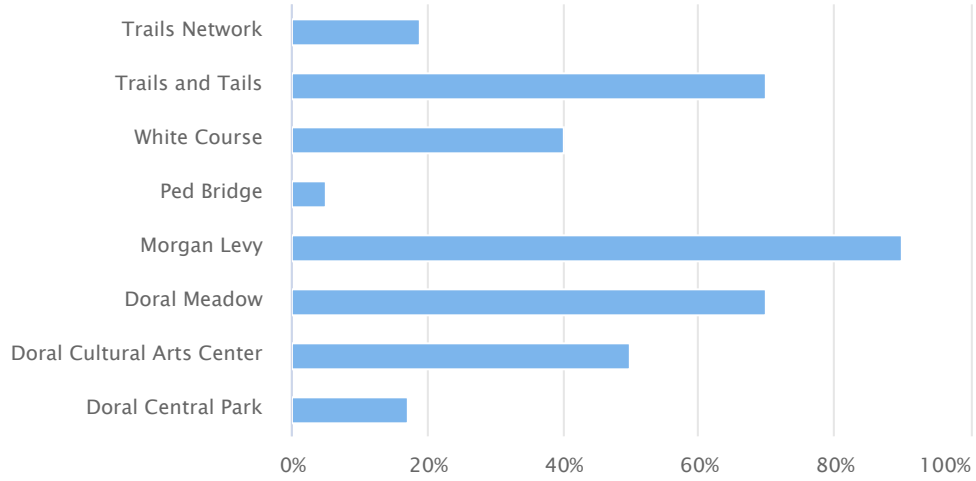
- Bike lanes:
  - Amendment to the contract finalized.
  - Construction to begin in July 2021.
  - Construction completed and turned over to the City of Doral.
  - City of Doral Grand Re-Opening.
  - Project closed out financially.
- Sharrows:
  - 100% design completed.

### White Course

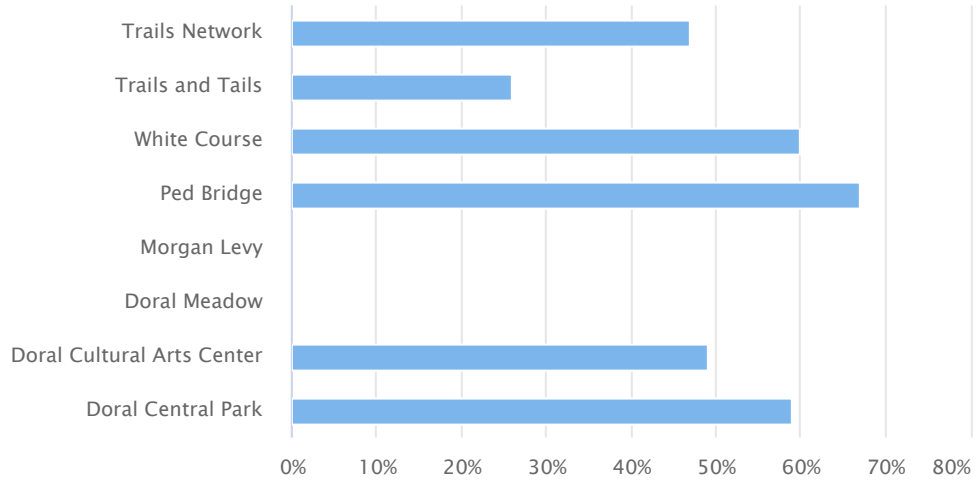
- Construction completed by 30%.
- 80% of underground utilities installed.
- 100% masonry work completed.
- 90% site regrading.
- 80% of shop drawings/submitted approvals.



### % of Bond Fund Committed in FY 2021



### % of Bond Funds Forecasted for FY 2022





## General Obligation Bond, Series 2019 - Objectives for FY 2022

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

### Doral Cultural Arts Center Project

- Landscaping and site improvements.
- Construction completed and building turned back over to the City of Doral.
- Ribbon cutting and plaque ceremony with City Council.
- City of Doral Grand Opening.
- Project closed out financially.

### Doral Central Park Project

- Completion and approval of Construction Documents for all phases.
- Permit approval for Phase 1, 2 and 3.
- Continuous budget and program validation and re-alignment.
- Completion of all permitting.
- Completion ground works in Phase 1.
- Completion of Phase 2 and 3 to turn over the east side of the park to the City of Doral.
- Completion and turnover of Maintenance building to the City of Doral.
- Completion Phase 4 Foundation.
- Construction starts for Recreation Center and Aquatics Venue.

### Morgan Levy Park Project

- Project Completed

### Doral Meadow Park

- Project Completed

### Doral White Course Park

- Permanent structures installed.
- Landscaping and other site amenities completed.
- Construction completed and building turned over to the City of Doral.
- City of Doral Grand Re-Opening.
- Project closed out financially.

### Trails Network

- Bike lanes:
  - Project complete.
- Sharrows:
  - Construction completed turned over to the City of Doral.
  - City of Doral Grand Re-Opening.
  - Project closed out financially.



### Pedestrian Bridge

- Award of Design/Build Contractor.
- Groundbreaking ceremony with City Council.
- NTP issue Bridge design and construction commencement.

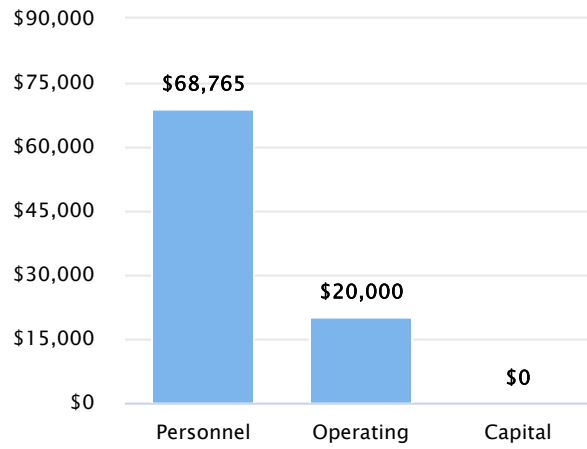
### Trails and Tails

- Completion of Lighting upgrades playgrounds and dog areas.
- Completion of Lighting of Greenway Trail along NW 50th Street.
- City of Doral Grand Re-Opening.
- Project closed out financially.



G.O. Bond, Series 2019 Fund Budget Highlights

G.O. Bond, Series 2019 Fund



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

Authorized Positions

| Account                      | Position  | Budget     | Budget     | Budget     | Amended *  | Budget     | Adopted    | Total Cost |
|------------------------------|---|------------|------------|------------|------------|------------|------------|------------|
|                              |   | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2019-20 | FY 2020-21 | FY 2021-22 | FY 2021-22 |
| 500.120 - Full Time Salaries |   |            |            |            |            |            |            |            |
|                              | Capital Improvements Manager  | -          | -          | 1          | -          | -          | -          | \$ -       |
|                              | <u>Reclassified to CIP Project</u><br><u>Administrative Coordinator<sup>(1)</sup></u> | -          | -          | -          | 1          | 1          | 1          | \$ 54,577  |
|                              | <b>Full Time Salaries Total</b>   | -          | -          | 1          | 1          | 1          | 1          | \$ 54,577  |
|                              | <b>Total</b>  | -          | -          | 1          | 1          | 1          | 1          | \$ 54,577  |

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

<sup>(1)</sup> 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 2018-19        | FY 2019-20        | Budget            | Budget *          | Actuals           | Estimate          |                  |                  |
| <b>Beginning Fund Balance</b>                  |  | -                 | 46,473,115        | 42,387,457        | 42,387,457        |                   | 42,387,457        | 1,209,084        | 1,209,084        |
| <b>Revenues</b>                                |  |                   |                   |                   |                   |                   |                   |                  |                  |
| 303.5000.361110                                | Interest Income                          | 483,346           | 854,598           | 200,000           | 200,000           | 491,398           | 400,000           | 200,000          | 200,000          |
| 303.5000.367100                                | Change in Investment Value               | (146,104)         | 144,321           | -                 | -                 | (412,446)         | (275,000)         | -                | -                |
| 303.5000.384110                                | Park Bond Debt Proceeds                  | 47,058,481        | -                 | -                 | -                 | -                 | -                 | -                | -                |
|  | <b>Total Revenues</b>                    | <b>47,395,723</b> | <b>998,919</b>    | <b>200,000</b>    | <b>200,000</b>    | <b>78,952</b>     | <b>125,000</b>    | <b>200,000</b>   | <b>200,000</b>   |
| <b>Other Resources</b>                         |  |                   |                   |                   |                   |                   |                   |                  |                  |
|  | Reserves - In Use of Fund Balance        | -                 | -                 | -                 | 36,500            | -                 | 36,500            | -                | -                |
|  | Prior Year Operating Balances            | -                 | -                 | -                 | 41,190,663        | -                 | 41,190,663        | -                | -                |
|  | <b>Total Other Resources</b>             | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>41,227,163</b> | <b>-</b>          | <b>41,227,163</b> | <b>-</b>         | <b>-</b>         |
| <b>Total Available Resources</b>               |  | <b>47,395,723</b> | <b>998,919</b>    | <b>200,000</b>    | <b>41,427,163</b> | <b>78,952</b>     | <b>41,352,163</b> | <b>200,000</b>   | <b>200,000</b>   |
| <b>Expenditures</b>                            |  |                   |                   |                   |                   |                   |                   |                  |                  |
| 303.80005.500120                               | Full Time Salaries                       | 11,618            | 26,412            | 51,924            | 51,924            | 49,336            | 51,924            | 54,577           | 54,577           |
| 303.80005.500125                               | Compensated Absences                     | 905               | -                 | 1,872             | 1,872             | -                 | 1,872             | 1,968            | 1,968            |
| 303.80005.500210                               | FICA & MICA Taxes                        | 835               | 2,342             | 4,115             | 4,115             | 3,774             | 4,115             | 4,326            | 4,326            |
| 303.80005.500220                               | Retirement Contributions                 | 1,394             | 3,169             | 6,231             | 6,231             | 7,230             | 6,231             | 6,549            | 6,549            |
| 303.80005.500230                               | Life & Health Insurance                  | -                 | 5,419             | 11,179            | 11,179            | 551               | 11,179            | 1,345            | 1,345            |
|  | <b>Total Personnel Cost</b>              | <b>14,752</b>     | <b>37,342</b>     | <b>75,321</b>     | <b>75,321</b>     | <b>60,891</b>     | <b>75,321</b>     | <b>68,765</b>    | <b>68,765</b>    |
| 303.90005.500310                               | Professional Services                    | 7,562             | 30,684            | -                 | 35,000            | 14,586            | 35,000            | -                | 20,000           |
| 303.50005.500317                               | Professional Services - Cost of Issuance | 683,346           | 1,500             | -                 | 1,500             | 2,389             | 2,389             | -                | -                |
| 303.90005.500340                               | Contractual Services - Other             | 56                | -                 | -                 | -                 | -                 | -                 | -                | -                |
|  | <b>Total Operating Cost</b>              | <b>690,964</b>    | <b>32,184</b>     | <b>-</b>          | <b>36,500</b>     | <b>16,975</b>     | <b>37,389</b>     | <b>-</b>         | <b>20,000</b>    |
| 303.90005.500620                               | Capital Outlay - Buildings               | -                 | -                 | -                 | -                 | -                 | -                 | -                | -                |
| 303.90005.500650                               | Construction in Progress                 | 197,986           | 5,015,051         | -                 | 41,190,663        | 15,812,026        | 41,190,663        | -                | -                |
|  | <b>Total Capital Outlay</b>              | <b>197,986</b>    | <b>5,015,051</b>  | <b>-</b>          | <b>41,190,663</b> | <b>15,812,026</b> | <b>41,190,663</b> | <b>-</b>         | <b>-</b>         |
| 303.50005.500916                               | Transfer Out Debt Service                | 18,906            | -                 | -                 | -                 | -                 | -                 | -                | -                |
|  | <b>Total Debt Service</b>                | <b>18,906</b>     | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>         | <b>-</b>         |
| <b>Total Capital Improvement Fund Expenses</b> |  | <b>922,608</b>    | <b>5,084,577</b>  | <b>75,321</b>     | <b>41,302,484</b> | <b>15,889,892</b> | <b>41,303,373</b> | <b>68,765</b>    | <b>88,765</b>    |
|  | Use of Fund Balance                      | -                 | -                 | -                 | 36,500            | -                 | 36,500            | -                | -                |
|  | Prior Year Operating Balances            | -                 | -                 | -                 | 41,190,663        | -                 | 41,190,663        | -                | -                |
| <b>Ending Fund Balance</b>                     |  | <b>46,473,115</b> | <b>42,387,457</b> | <b>42,512,136</b> | <b>1,284,973</b>  |                   | <b>1,209,084</b>  | <b>1,340,319</b> | <b>1,320,319</b> |

\* 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





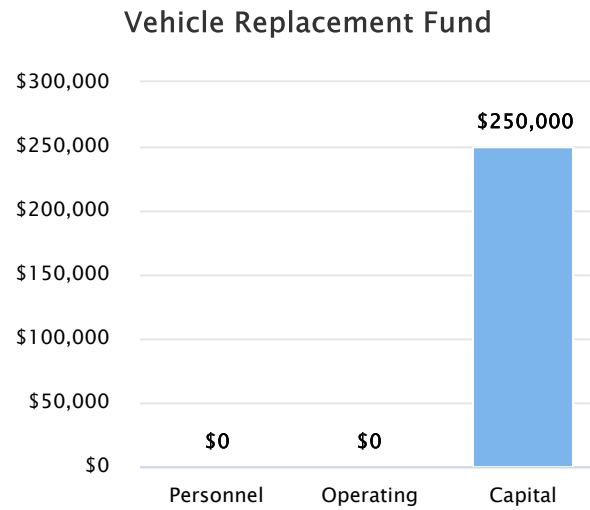
## Vehicle Replacement Fund

### 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 \$250,000.





Vehicle Replacement Fund

304

| Acct No.  | Account Title                     | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Adopted<br>Budget<br>FY 2020-21 | Amended<br>Budget *<br>FY 2020-21 | YTD *<br>Actuals<br>FY 2020-21 | Year-End<br>Estimate<br>FY 2020-21 | Proposed<br>FY 2021-22 | Adopted<br>FY 2021-22 |
|---|-----------------------------------|----------------------|----------------------|---------------------------------|-----------------------------------|--------------------------------|------------------------------------|------------------------|-----------------------|
| <b>Beginning Fund Balance</b>                       |                                   | -                    | -                    | -                               | -                                 | -                              | -                                  | 82,000                 | 82,000                |
| <b>Revenues</b>                                     |                                   |                      |                      |                                 |                                   |                                |                                    |                        |                       |
| 304.5000.369900                                     | Insurance Proceeds                | -                    | -                    | -                               | -                                 | 82,282                         | 57,000                             | -                      | -                     |
| 304.5000.381100                                     | Operating Transfers In            | -                    | -                    | 175,000                         | 175,000                           | 175,000                        | 175,000                            | 175,000                | 200,000               |
| <b>Total Revenues</b>                               |                                   | -                    | -                    | 175,000                         | 175,000                           | 257,282                        | 232,000                            | 175,000                | 200,000               |
| <b>Other resources</b>                              |                                   |                      |                      |                                 |                                   |                                |                                    |                        |                       |
| 304.5000.300100                                     | Reserves - In Use of Fund Balance | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | 50,000                |
|   | Prior Year Operating Balances     | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
| <b>Total Other Resources</b>                        |                                   | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | 50,000                |
| <b>Total Available Resources</b>                    |                                   | -                    | -                    | 175,000                         | 175,000                           | 257,282                        | 232,000                            | 175,000                | 250,000               |
| <b>Expenditures</b>                                 |                                   |                      |                      |                                 |                                   |                                |                                    |                        |                       |
| 304.50005.500310                                    | Professional Services             | -                    | -                    | -                               | -                                 | 23                             | -                                  | -                      | -                     |
| <b>Total Operating Cost</b>                         |                                   | -                    | -                    | -                               | -                                 | 23                             | -                                  | -                      | -                     |
| 304.50005.500641                                    | Capital Outlay - Vehicles         | -                    | -                    | 150,000                         | 150,000                           | 140,496                        | 150,000                            | 150,000                | 250,000               |
| <b>Total Capital Outlay</b>                         |                                   | -                    | -                    | 150,000                         | 150,000                           | 140,496                        | 150,000                            | 150,000                | 250,000               |
| <b>Total Vehicle Replacement Fund Fund Expenses</b> |                                   | -                    | -                    | 150,000                         | 150,000                           | 140,519                        | 150,000                            | 150,000                | 250,000               |
|   | Use of Fund Balance               | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | 50,000                |
|   | Prior Year Operating Balances     | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
| <b>Ending Fund Balance</b>                          |                                   | -                    | -                    | 25,000                          | 25,000                            | -                              | 82,000                             | 107,000                | 32,000                |

\* 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 Engineering 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 will be 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 - Objectives 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, 2, and 3.
- Continuous budget and program validation and re-alignment.
- Completion of all permitting.

### Pedestrian Bridge

- Award of Design/Build Contractor.
- Groundbreaking ceremony with City Council.
- NTP issue Bridge design and construction commencement.



**Park General Obligation Bond - Series 2021 Capital Project Fund**

**305**

| Acct No.                                       | Account Title                            | Actual     | Actual     | Adopted              | Amended                | YTD *                 | Year-End               | Proposed      | Adopted       |
|--|--|------------|------------|----------------------|------------------------|-----------------------|------------------------|---------------|---------------|
|  |  | FY 2018-19 | FY 2019-20 | Budget<br>FY 2019-20 | Budget *<br>FY 2020-21 | Actuals<br>FY 2020-21 | Estimate<br>FY 2020-21 | FY 2021-22    | FY 2021-22    |
| <b>Beginning Fund Balance</b>                  |  | -          | -          | -                    | -                      | -                     | -                      | 33,964        | 33,964        |
| <b>Revenues</b>                                |  |            |            |                      |                        |                       |                        |               |               |
| 305.5000.361110                                | Interest Income                          | -          | -          | -                    | 66,700                 | 117,283               | 66,700                 | 70,000        | 70,000        |
| 305.5000.367100                                | Change in Investment Value               | -          | -          | -                    | -                      | 70,740                | -                      | -             | -             |
| 305.5000.384110                                | Park Bond Debt Proceeds                  | -          | -          | -                    | 103,967,052            | 104,224,543           | 104,224,543            | -             | -             |
|  | <b>Total Revenues</b>                    | -          | -          | -                    | <b>104,033,752</b>     | <b>104,412,566</b>    | <b>104,291,243</b>     | <b>70,000</b> | <b>70,000</b> |
| <b>Other Resources</b>                         |  |            |            |                      |                        |                       |                        |               |               |
|  | Reserves - In Use of Fund Balance        | -          | -          | -                    | -                      | -                     | -                      | -             | -             |
|  | Prior Year Operating Balances            | -          | -          | -                    | -                      | -                     | -                      | -             | -             |
|  | <b>Total Other Resources</b>             | -          | -          | -                    | -                      | -                     | -                      | -             | -             |
| <b>Total Available Resources</b>               |  | -          | -          | -                    | <b>104,033,752</b>     | <b>104,412,566</b>    | <b>104,291,243</b>     | <b>70,000</b> | <b>70,000</b> |
| <b>Expenditures</b>                            |  |            |            |                      |                        |                       |                        |               |               |
| 305.50005.500317                               | Professional Services - Cost of Issuance | -          | -          | -                    | 323,281                | 564,801               | 562,808                | -             | -             |
| 305.90005.500310                               | Contractual Services - Other             | -          | -          | -                    | 16,000                 | 1,638                 | -                      | 50,000        | 50,000        |
|  | <b>Total Operating Cost</b>              | -          | -          | -                    | <b>339,281</b>         | <b>566,439</b>        | <b>562,808</b>         | <b>50,000</b> | <b>50,000</b> |
| 305.90005.500620                               | Capital Outlay - Buildings               | -          | -          | -                    | -                      | -                     | -                      | -             | -             |
| 305.90005.500650                               | Construction in Progress                 | -          | -          | -                    | 103,694,471            | 1,727,915             | 103,694,471            | -             | -             |
|  | <b>Total Capital Outlay</b>              | -          | -          | -                    | <b>103,694,471</b>     | <b>1,727,915</b>      | <b>103,694,471</b>     | -             | -             |
| 305.50005.500916                               | Transfer Out Debt Service                | -          | -          | -                    | -                      | -                     | -                      | -             | -             |
|  | <b>Total Debt Service</b>                | -          | -          | -                    | -                      | -                     | -                      | -             | -             |
| <b>Total Capital Improvement Fund Expenses</b> |  | -          | -          | -                    | <b>104,033,752</b>     | <b>2,294,354</b>      | <b>104,257,279</b>     | <b>50,000</b> | <b>50,000</b> |
|  | Use of Fund Balance                      | -          | -          | -                    | -                      | -                     | -                      | -             | -             |
|  | Prior Year Operating Balances            | -          | -          | -                    | -                      | -                     | -                      | -             | -             |
| <b>Ending Fund Balance</b>                     |  | -          | -          | -                    | -                      | -                     | <b>33,964</b>          | <b>53,964</b> | <b>53,964</b> |

\* 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 managements programs. In order to comply with the mandated Federal requirements, and in accordance with state law, Miami-Dade County enacted a county-wide Stormwater utility ordinance (91-66) effective June 30, 1991.

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

- Stormwater management services, such as studies, design, permit review, planned preparation, and development review.
- Operation, maintenance, repair, and replacement of the Stormwater collection, storage, treatment, and conveyance infrastructure.
- Project cost related to constructing major or minor structural improvements to the Stormwater-related infrastructure as provided in any city Stormwater management plan.
- Administrative costs associated with the management of 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 2021

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 with 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 Year 4 of the Stormwater Improvement 5-Year CIP: Sub Basin A-2, located along NW 79th Avenue between NW 14th Street and NW 24th Street in March of 2021. This construction completed the 5-Year CIP Program from the 2013 Stormwater Master Plan.
- Updated Stormwater Division written Standard Operating Procedures (SOP).
- Received a State Grant award in an amount of \$200,000 for the Stormwater Improvements along NW 89th Place and NW 24th Terrace (NW 25th Street - NW 21st Street).
- Received a Federal Grant award in an amount of \$1,000,000 for NW 58th Street Outfall Project.
- Commenced and completed the construction of Year 5A Phase II of the Canal Bank Stabilization Program located along NW 41st Street between NW 79th Avenue and Palmetto Expressway. The construction was completed in January of 2021.
- Awarded the construction contract for the Stormwater Improvement Project: 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. Construction began in April of 2021.
- NW 58th Street Outfall design is 90% complete. Project is scheduled to be permitted by the 4th Quarter of Fiscal Year 20-21. This design is to service Sub Basin H-8.
- Awarded Work Order 13 to APCTE to design a stormwater improvement project along NW 89th Place between NW 25th Street and NW 21st Street. Design is scheduled to be permitted by the 3rd Quarter of FY 20-21.
- Revised Chapter 30 City of Doral Code to include language for the maintenance of Best Management Practices that are required throughout construction sites to protect the stormwater infrastructure from construction debris.
- Completed the Florida Department of Environmental Protection (FDEP) National Pollutant Discharge Elimination System (NPDES) Program MS4 Permit annual report for Cycle 3 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 Assessment Program required by the NPDES Program which was approved by the Florida Department of Environmental Protection (FDEP).
- Administered Mosquito Dunks to all City of Doral Stormwater Inlets.
- Completed and adopted the 2020 Stormwater Master Plan update and 5-Year Capital Improvement Project in May of 2021.



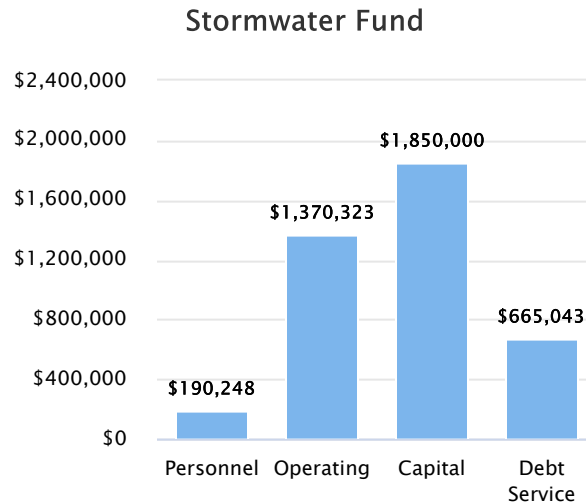
## Stormwater Fund - Division Objectives for FY 2022

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

- Complete construction of the outfall connections which was incorporated in the design of the Stormwater Improvements at Sub Basin H-8 Phase II 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.
- Award and begin the construction of the design of the NW 58th Street Outfall to service the Sub Basin H-8 area.
- Award and begin the construction for the Stormwater Improvement Project along NW 89th Place between NW 25th Street and NW 21st Street and along NW 24th Terrace between NW 89th Place and NW 25th Street.
- Commence the design of stormwater improvements for Year 1 of the 5-Year Capital Improvement Project from the updated Stormwater Master Plan.
- Address miscellaneous drainage deficiencies identified throughout the City.
- Continue to develop and improve existing procedures and program to maintain and improve the Stormwater drainage infrastructure.
- Continue to perform and manage the required maintenance programs to protect the stormwater infrastructure and the water bodies from pollutants.
- Continue to follow the Florida Department of Environmental Protection (FDEP) NPDES MS4 Permit standards and prepare for the next 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.



### Stormwater Fund – Division Budget Highlights



- **110-230 - Personnel Costs** - For this fiscal year, there is a 1.5% 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 2.85% city-wide.
- **314 – Professional Services – Engineer** - This account was decreased in comparison to the previous Fiscal Year as there are no major studies scheduled during Fiscal Year 2021-2022.
- **340 – Contractual Services – Other** - This account was increased in comparison to the previous Fiscal Year as a result of the increase of budget for the Catch Basin Maintenance Program line item in order to allow for the maintenance of the newly installed stormwater drainage systems along public right-of-way.
- **470 - Printing & Binding** - This account was decreased in comparison to the previous Fiscal Year as a result of the decrease of the printing line item.
- **510 – Office Supplies** - This account was decreased in comparison to the previous Fiscal Year as a result of the decrease of the office supply line item.
- **520 – Operating Supplies** - This account was decreased in comparison to the previous Fiscal Year as a result of the decrease to the Mosquito Dunks line item.
- **540 – Dues, Subscriptions, Memberships** - This account was increased in comparison to the previous Fiscal Year as a result of an increase to the registrations linen item to include the registration fee for Equipment Watch. This subscription allows the Public Works Department access to the Rental Blue Book to compare prices to the competitive market when negotiating construction contracts.
- **633 Improvements Streets** - This account was increased in comparison to the previous Fiscal Year due to additional projected right-of-way construction.
- **640 – Capital Outlay** - This account was decreased in comparison to the previous Fiscal Year as there are no scheduled purchases from this account.
- **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 Year 1 of the 5-Year CIP with design and construction.
- **710 - Debt Service – Principal** - This account was increased in comparison to the previous Fiscal Year as a result of the costs of the Principal on County Debt as provided by Miami-Dade County in the most recent debt service schedule.
- **720 - Debt Service – Interest** - This account was decreased in comparison to the previous Fiscal Year as a result of the Miami-Dade County most recent debt service schedule.





**Stormwater Fund - Public Works**  
**Authorized Positions**

| Account                      | Position                        | Budget     | Budget     | Budget     | Budget     | Adopted    | Total Cost        |
|------------------------------|---------------------------------|------------|------------|------------|------------|------------|-------------------|
|                              |                                 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 | FY 2021-22        |
| 500.120 - Full Time Salaries |                                 |            |            |            |            |            |                   |
|                              | Stormwater Utility Manager      | 1          | 1          | 1          | 1          | 1          | \$ 73,527         |
|                              | Stormwater Utility Technician   | 1          | 1          | 1          | 1          | 1          | \$ 56,972         |
|                              | <b>Full Time Salaries Total</b> | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>\$ 130,499</b> |
|                              | <b>Total</b>                    | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>\$ 130,499</b> |



**Stormwater Fund**  
**401**

| Acct No.                                     | Account Title                         | Actual            |                   | Adopted           | Amended           | YTD *            | Year-End          |                   |                   |
|--|---------------------------------------|-------------------|-------------------|-------------------|-------------------|------------------|-------------------|-------------------|-------------------|
|  |                                       | FY 2018-19        | FY 2019-20        | Budget            | Budget *          | Actuals          | Estimate          | Proposed          | Adopted           |
| <b>Beginning Fund Balance <sup>(1)</sup></b> |                                       | <b>14,545,707</b> | <b>13,803,835</b> | <b>11,360,001</b> | <b>11,360,001</b> |                  | <b>11,360,001</b> | <b>10,100,062</b> | <b>10,100,062</b> |
| <b>Revenues</b>                              |                                       |                   |                   |                   |                   |                  |                   |                   |                   |
| 401.8000.314300                              | Stormwater User Fees                  | 3,911,233         | 3,918,818         | 3,800,000         | 3,800,000         | 2,916,042        | 3,800,000         | 3,800,000         | 3,800,000         |
| 401.8000.334100                              | State Grant REIMB                     | 800,000           | 1,350,000         | 950,000           | 950,000           | 447,500          | 950,000           | 950,000           | 950,000           |
| 401.8000.361100                              | Interest Income                       | 305,807           | 220,478           | 140,000           | 140,000           | 120,574          | 140,000           | 140,000           | 140,000           |
| 401.8000.367100                              | Change in Investment Values           | 227,006           | 209,841           | -                 | -                 | (67,962)         | (60,000)          | -                 | -                 |
| 401.8000.369200                              | Prior Year Recovery                   | -                 | -                 | -                 | -                 | -                | -                 | -                 | -                 |
|  | <b>Total Revenues</b>                 | <b>5,244,046</b>  | <b>5,699,137</b>  | <b>4,890,000</b>  | <b>4,890,000</b>  | <b>3,416,154</b> | <b>4,830,000</b>  | <b>4,890,000</b>  | <b>4,890,000</b>  |
| <b>Other Resources</b>                       |                                       |                   |                   |                   |                   |                  |                   |                   |                   |
| 401.8000.300100                              | Reserves - In Use of Fund Balance     | -                 | -                 | -                 | -                 | -                | -                 | -                 | -                 |
|  | Prior Year Operating Balances         | -                 | -                 | -                 | 4,284,781         | -                | 4,284,781         | -                 | -                 |
|  | <b>Total Other Resources</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>4,284,781</b>  | <b>-</b>         | <b>4,284,781</b>  | <b>-</b>          | <b>-</b>          |
| <b>Total Available Resources</b>             |                                       | <b>5,244,046</b>  | <b>5,699,137</b>  | <b>4,890,000</b>  | <b>9,174,781</b>  | <b>3,416,154</b> | <b>9,114,781</b>  | <b>4,890,000</b>  | <b>4,890,000</b>  |
| <b>Expenditures</b>                          |                                       |                   |                   |                   |                   |                  |                   |                   |                   |
| 401.80005.500120                             | Full Time Salaries                    | 113,965           | 118,412           | 126,083           | 126,083           | 119,779          | 126,083           | 130,499           | 130,499           |
| 401.80005.500125                             | Compensated Absences                  | -                 | 3,065             | 4,546             | 4,546             | 1,093            | 4,546             | 4,705             | 4,705             |
| 401.80005.500140                             | Overtime                              | 127               | -                 | -                 | -                 | -                | -                 | -                 | -                 |
| 401.80005.500210                             | FICA & MICA Taxes                     | 8,046             | 9,216             | 9,993             | 9,993             | 8,909            | 9,993             | 10,343            | 10,343            |
| 401.80005.500220                             | Retirement Contributions              | 13,574            | 14,671            | 15,130            | 15,130            | 16,652           | 15,130            | 15,660            | 15,660            |
| 401.80005.500230                             | Life & Health Insurance               | 25,532            | 25,996            | 28,249            | 28,249            | 27,419           | 28,249            | 29,041            | 29,041            |
|  | <b>Total Personnel Costs</b>          | <b>161,244</b>    | <b>171,360</b>    | <b>184,001</b>    | <b>184,001</b>    | <b>173,852</b>   | <b>184,001</b>    | <b>190,248</b>    | <b>190,248</b>    |
| 401.80005.500310                             | Professional Services                 | -                 | -                 | -                 | -                 | 526              | -                 | 6,300             | 6,300             |
| 401.80005.500314                             | Professional Services - Engineering   | 129,656           | 140,105           | 210,000           | 267,972           | 107,255          | 147,972           | 9,500             | 9,500             |
| 401.80005.500340                             | Contractual Services - Other          | 1,059,996         | 1,125,713         | 1,253,000         | 1,253,000         | 1,006,899        | 1,088,435         | 1,276,750         | 1,276,750         |
| 401.80005.500400                             | Travel & Per Diem                     | 1,778             | 19                | 4,780             | 4,780             | -                | -                 | 4,541             | 4,541             |
| 401.80005.500410                             | Communication & Freight Services      | -                 | -                 | -                 | -                 | -                | -                 | -                 | -                 |
| 401.80005.500440                             | Rental & Leases                       | 9,341             | 2,382             | 1,000             | 1,800             | 1,714            | 1,714             | 950               | 950               |
| 401.80005.500460                             | Repairs & Maintenance - Vehicles      | -                 | -                 | -                 | -                 | -                | -                 | -                 | -                 |
| 401.80005.500470                             | Printing & Binding                    | 238               | -                 | 1,000             | 1,000             | -                | 100               | 475               | 475               |
| 401.80005.500490                             | Other Current Charges                 | 28,278            | 69,539            | 60,000            | 92,000            | 16,663           | 48,209            | 58,500            | 58,500            |
| 401.80005.500510                             | Office Supplies                       | -                 | -                 | 200               | 200               | -                | 100               | 95                | 95                |
| 401.80005.500520                             | Operating Supplies                    | 625               | 3,790             | 7,400             | 6,600             | 3,540            | 4,312             | 6,370             | 6,370             |
| 401.80005.500522                             | Operating Supplies Vehicles           | -                 | -                 | -                 | -                 | -                | -                 | -                 | -                 |
| 401.80005.500540                             | Due, Subscriptions, Memberships       | 4,108             | 4,030             | 5,250             | 5,250             | 4,987            | 4,692             | 6,842             | 6,842             |
| 401.80005.500590                             | Depreciation Expense                  | 745,784           | 800,927           | -                 | -                 | -                | -                 | -                 | -                 |
| 401.80005.500591                             | Accumulated Depreciation              | -                 | -                 | -                 | -                 | -                | -                 | -                 | -                 |
| 401.80005.500592                             | Amortization - Deferred Loss          | 52,383            | 52,383            | -                 | -                 | -                | -                 | -                 | -                 |
|  | <b>Total Operating Cost</b>           | <b>2,032,187</b>  | <b>2,198,888</b>  | <b>1,542,630</b>  | <b>1,632,602</b>  | <b>1,141,584</b> | <b>1,295,534</b>  | <b>1,370,323</b>  | <b>1,370,323</b>  |
| 401.80005.500633                             | Capital Outlay - Improvements Streets | 90                | -                 | 200,000           | 323,753           | 21,263           | 221,263           | 325,000           | 325,000           |
| 401.80005.500640                             | Capital Outlay - Office Equip & Mach  | (90)              | -                 | 36,200            | 36,200            | 12,870           | 20,296            | -                 | -                 |
| 401.80005.500650                             | Construction in Progress              | (90)              | -                 | 1,350,000         | 5,421,056         | 1,318,615        | 3,703,768         | 1,525,000         | 1,525,000         |
|  | <b>Total Capital Outlay</b>           | <b>-</b>          | <b>-</b>          | <b>1,586,200</b>  | <b>5,781,009</b>  | <b>1,352,748</b> | <b>3,945,327</b>  | <b>1,850,000</b>  | <b>1,850,000</b>  |
| 401.80005.500710                             | Debt Service Principal - County Bond  | -                 | (10)              | 489,735           | 489,735           | 367,302          | 489,735           | 506,646           | 506,646           |
| 401.80005.500720                             | Debt Service Interest - County Bond   | 207,539           | 191,717           | 175,342           | 175,342           | 131,506          | 175,342           | 158,397           | 158,397           |
|  | <b>Total Debt Service</b>             | <b>207,539</b>    | <b>191,707</b>    | <b>665,077</b>    | <b>665,077</b>    | <b>498,808</b>   | <b>665,077</b>    | <b>665,043</b>    | <b>665,043</b>    |
| <b>Total Stormwater Fund Expenses</b>        |                                       | <b>2,400,968</b>  | <b>2,561,955</b>  | <b>3,977,908</b>  | <b>8,262,689</b>  | <b>3,166,992</b> | <b>6,089,939</b>  | <b>4,075,614</b>  | <b>4,075,614</b>  |
|  | Use of Fund Balance                   | -                 | -                 | -                 | -                 | -                | -                 | -                 | -                 |
|  | Prior Year Operating Balances         | -                 | -                 | -                 | 4,284,781         | -                | 4,284,781         | -                 | -                 |
| <b>Ending Fund Balance <sup>(1)</sup></b>    |                                       | <b>13,803,835</b> | <b>11,360,001</b> | <b>12,272,093</b> | <b>7,987,312</b>  |                  | <b>10,100,062</b> | <b>10,914,448</b> | <b>10,914,448</b> |

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

<sup>(1)</sup> Fund Balance adjusted to show net of investment in capital assets.

\* 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               | Proposed         | Adopted          |
|--|-----------------------------------|----------------|------------------|----------------------|------------------------|-----------------------|------------------------|------------------|------------------|
|  |                                   | FY 2018-19     | FY 2019-20       | Budget<br>FY 2020-21 | Budget *<br>FY 2020-21 | Actuals<br>FY 2020-21 | Estimate<br>FY 2020-21 | FY 2021-22       | FY 2021-22       |
| <b>Beginning Fund Balance</b>                              |                                   | 505,534        | 922,284          | 1,130,380            | 1,130,380              |                       | 1,130,380              | 1,530,880        | 1,530,880        |
| <b>Revenues</b>  |                                   |                |                  |                      |                        |                       |                        |                  |                  |
| 651.5000.361100  | Interest Income                   | 16,750         | 8,096            | -                    | -                      | 359                   | 500                    | -                | -                |
| 651.5000.381100  | Operating Transfers In            | 400,000        | 200,000          | 400,000              | 400,000                | 400,000               | 400,000                | 400,000          | 400,000          |
|  | <b>Total Revenues</b>             | <b>416,750</b> | <b>208,096</b>   | <b>400,000</b>       | <b>400,000</b>         | <b>400,359</b>        | <b>400,500</b>         | <b>400,000</b>   | <b>400,000</b>   |
| <b>Other Resources</b>                                     |                                   |                |                  |                      |                        |                       |                        |                  |                  |
| 651.5000.300100  | Reserves - In Use of Fund Balance | -              | -                | -                    | -                      | -                     | -                      | -                | -                |
|  | <b>Total Other Resources</b>      | <b>-</b>       | <b>-</b>         | <b>-</b>             | <b>-</b>               | <b>-</b>              | <b>-</b>               | <b>-</b>         | <b>-</b>         |
| <b>Total Available Resources</b>                           |                                   | <b>416,750</b> | <b>208,096</b>   | <b>400,000</b>       | <b>400,000</b>         | <b>400,359</b>        | <b>400,500</b>         | <b>400,000</b>   | <b>400,000</b>   |
| <b>Expenditures</b>  |                                   |                |                  |                      |                        |                       |                        |                  |                  |
| 651.50005.500310   | Professional Services             | -              | -                | -                    | -                      | -                     | -                      | -                | 10,000           |
| 651.50005.500341   | Contractual Services              | -              | -                | -                    | -                      | -                     | -                      | -                | -                |
| 651.50005.500491   | Other Current Charges             | -              | -                | -                    | -                      | -                     | -                      | -                | -                |
|  | <b>Total Operating Cost</b>       | <b>-</b>       | <b>-</b>         | <b>-</b>             | <b>-</b>               | <b>-</b>              | <b>-</b>               | <b>-</b>         | <b>10,000</b>    |
| <b>Totals Other Post-Employment Benefits Fund Expenses</b> |                                   | <b>-</b>       | <b>-</b>         | <b>-</b>             | <b>-</b>               | <b>-</b>              | <b>-</b>               | <b>-</b>         | <b>10,000</b>    |
| Use of Fund Balance  |                                   |                |                  |                      |                        |                       |                        |                  |                  |
| <b>Ending Fund Balance</b>                                 |                                   | <b>922,284</b> | <b>1,130,380</b> | <b>1,530,380</b>     | <b>1,530,380</b>       |                       | <b>1,530,880</b>       | <b>1,930,880</b> | <b>1,920,880</b> |

\* 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 \$300,000.

#### Pension Fund 652

| Acct No.                      | Account Title                      | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Adopted<br>Budget<br>FY 2020-21 | Amended<br>Budget *<br>FY 2020-21 | YTD *<br>Actuals<br>FY 2020-21 | Year-End<br>Estimate<br>FY 2020-21 | Proposed<br>FY 2021-22 | Adopted<br>FY 2021-22 |
|-------------------------------|------------------------------------|----------------------|----------------------|---------------------------------|-----------------------------------|--------------------------------|------------------------------------|------------------------|-----------------------|
| <b>Beginning Fund Balance</b> |                                    | -                    | -                    | -                               | -                                 | -                              | -                                  | 50,000                 | 50,000                |
| <b>Revenues</b>               |                                    |                      |                      |                                 |                                   |                                |                                    |                        |                       |
| 652.5000.361100               | Interest Income                    | -                    | -                    | -                               | -                                 | -                              | -                                  | 3,000                  | 3,000                 |
| 652.5000.367100               | Change In Invest Value             | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
| 652.5000.381100               | Operating Transfers In             | -                    | -                    | -                               | 50,000                            | 50,000                         | 50,000                             | 100,000                | 300,000               |
|                               | <b>Total Revenues</b>              | -                    | -                    | -                               | 50,000                            | 50,000                         | 50,000                             | 103,000                | 303,000               |
| <b>Other Resources</b>        |                                    |                      |                      |                                 |                                   |                                |                                    |                        |                       |
|                               | Reserves - In Use of Fund Balance  | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
|                               | <b>Total Other Resources</b>       | -                    | -                    | -                               | -                                 | -                              | -                                  | -                      | -                     |
|                               | <b>Total Available Resources</b>   | -                    | -                    | -                               | 50,000                            | 50,000                         | 50,000                             | 103,000                | 303,000               |
| <b>Expenditures</b>           |                                    |                      |                      |                                 |                                   |                                |                                    |                        |                       |
| 652.10005.500310              | Professional Services              | -                    | -                    | -                               | -                                 | -                              | -                                  | 30,500                 | 15,000                |
| 652.10005.500340              | Contractual Services - Other       | -                    | -                    | -                               | -                                 | -                              | -                                  | 10,000                 | 10,000                |
| 652.10005.500360              | Pension Benefits                   | -                    | -                    | -                               | -                                 | -                              | -                                  | 62,500                 | 175,000               |
|                               | <b>Total Operating Cost</b>        | -                    | -                    | -                               | -                                 | -                              | -                                  | 103,000                | 200,000               |
|                               | <b>Total Pension Fund Expenses</b> | -                    | -                    | -                               | -                                 | -                              | -                                  | 103,000                | 200,000               |
|                               | Use of Fund Balance                |                      |                      |                                 |                                   |                                |                                    |                        |                       |
|                               | <b>Ending Fund Balance</b>         | -                    | -                    | -                               | 50,000                            | 50,000                         | 50,000                             | 50,000                 | 153,000               |

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

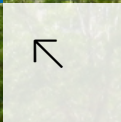
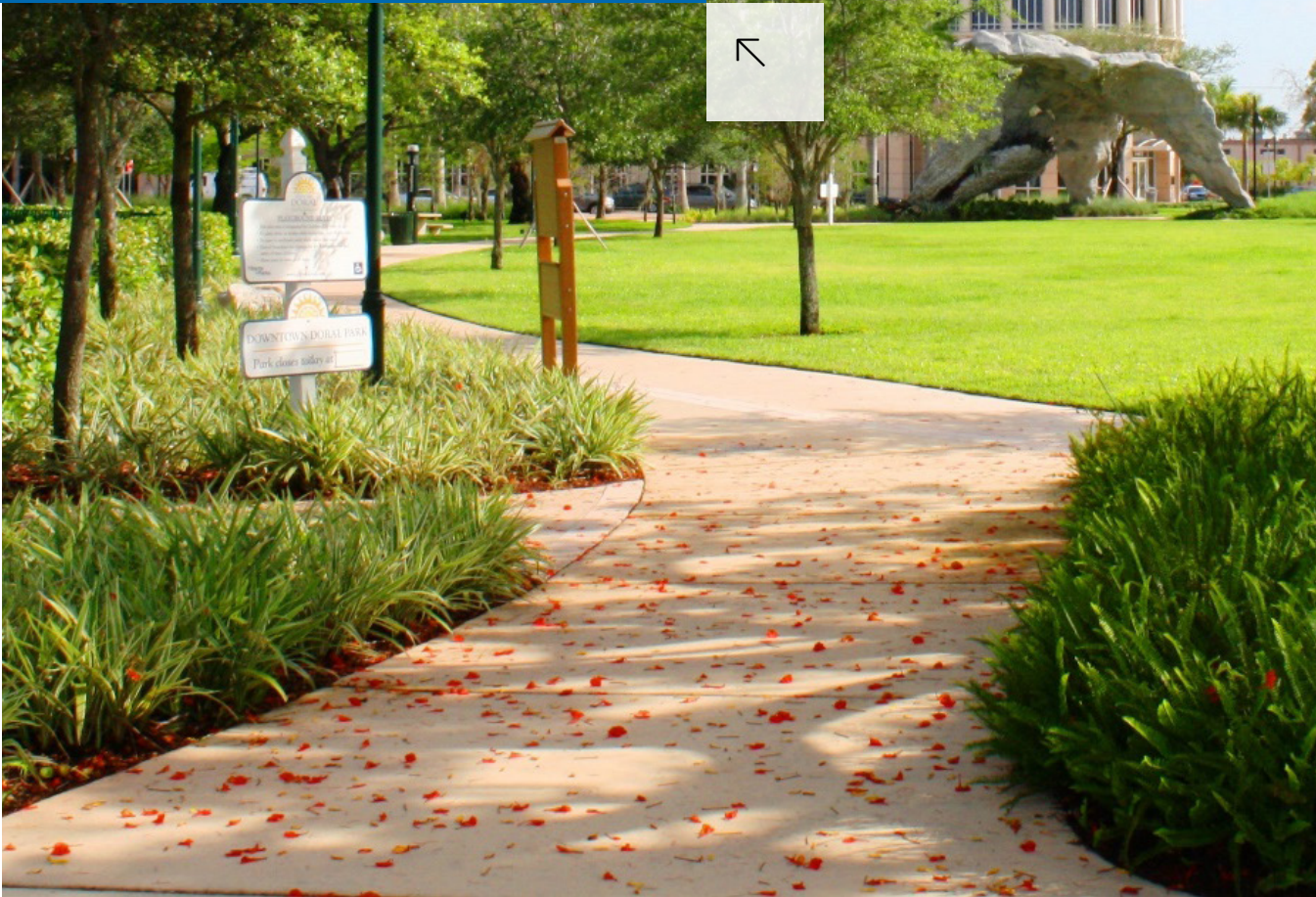
\* YTD = Year to Date



**DORAL**  
**FLORIDA**



# GLOSSARY





**DORAL**  
**FLORIDA**

## 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.

