

GENERAL FUND ADOPTED BUDGET AND FIVE YEAR FINANCIAL PLAN

FISCAL YEAR's 2019 – 2023

CITY MANAGER'S MESSAGE

The City of Doral is the fastest growing City in Florida and the eleventh fastest in the country based on the 2016 U.S. Census estimates. The population grew twenty-nine percent or over 15,000 people from 2010 to 2017, accompanied by fast-paced construction of new homes. In 2017, the City had approximately 61,130 citizens and it is projected that by 2020 the population will reach an estimated 78,000.

The FY 2019 Adopted Budget and Five-Year Financial Plan is our roadmap for the City's future. We know where we want to go; the budget and financial plan ensure we can get there. The plan is focused on:

Communication

To enhance connectivity across internal organization lines and externally to better inform our citizens and businesses.

Smart City

To develop technological partnerships that will shape Doral into a technology hub along with developing the City's internal infrastructure to operate more efficiently and effectively.

Long Term Financial Sustainability

To develop the tools and skills so that the City can better understand its long term financial future, including the maintenance and operational costs of expansion.

Organizational Efficiency

To invest in accomplished staff and state of the art technology to sustain and improve our services to our growing population.

Transportation

To maintain focus on the growing transportation needs within our City and develop partnerships and strategies to meet those demands.

Quality of Place

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.

Workforce Housing

To continue to gain a better understanding of the impact of rising costs of housing in Doral and the impact on businesses seeking to relocate or expand within the City.

Economic Diversification

To enhance the resiliency of the City by diversifying its economy, creating higher paying jobs and supporting businesses that add greater value to their business sector.

Public Safety

To ensure Doral is a highly safe community for residents, businesses and visitors. A safer City will serve to attract both businesses and new residents.

This proposed budget and financial plan demonstrates a continued commitment by our City's elected officials, the administration and all city departments to work on achieving the City's commitment to making Doral a place to "Live, Work, Learn and play" while providing the highest level of service in the most efficient and effective way possible.

Edward A. Rojas

City Manager

FISCAL YEAR 2019 ADOPTED BUDGET AND FIVE YEAR FINANCIAL PLAN HIGHLIGHTS

The FY 2018-19 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:

Fiscal Year 2019

- Funding to hire new school safety officers – part-time reserves to provide appropriate support for the school system
- Funding to hire 11 new officers, 1 sergeant, 2 Police Service Aides, 1 quartermaster and 1 property and evidence supervisor to provide community policing and enhanced police visibility
- Revitalizing Police Department's aging fleet through the acquisition of police vehicles
- Future greenspace to be added to the City's park system
- Programming and operation of Doral Glades Park
- Resurfacing of tennis and basketball courts at Morgan Levy Park
- Continue citywide sidewalk improvements
- Continue roadway construction, milling, resurfacing and beautification projects
- Citywide intersection improvements
- Stormwater improvements
- Continue canal stabilization and maintenance projects
- Continue the City's safety and security technologies on the trolleys
- Integration by the Building Department to an online permitting system that is outward facing
- Expand advertising, marketing and strategic partnerships to strengthen branding and business attraction in local, regional, and new markets
- Code Compliance staffing on evenings and weekends
- Improve our customer services through training programs

Fiscal Year's 2020 – 2023

- 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 gun, tasers, ballistic vests and helmets
- Funding for staffing and programming at the Doral Central Park Aquatic Facility and Community Center
- Resurfacing of parking lots at Doral Meadows and Trails & Tails Parks
- Continued funding of IT infrastructure improvements
- Funding of vehicles and road maintenance equipment for the Public Works department
- Continued revitalizing the aging fleet in the Building and Code departments
- Funding for an additional Code Compliance officer
- Funding for additional Public Works employees to address the needs of a growing community

DEVELOPING THE FINANCIAL PLAN

REVENUES

The Millage Rate remains constant at 1.9000 thru 2022. To meet the growing needs of the City in Fiscal year 2023 the millage rate rises to 2.15 or .25mills.

Revenues were forecasted using historical data along with inflation rate projections. The source of the inflation rates provided by the City's financial advisors was the International Monetary Fund Forecast. The rates were as follows:

2020 – 2.10% 2021 – 2.00% 2022 – 2.10% 2023 – 2.10%

The revenue projections for Charges for Services include revenues estimates for the Doral Central Park's Aquatic Facility, these were based on the May 2017 Aquatic Center Feasibility Study.

Ad Valorem revenues were forecasted using the average value growth rate of 6% percent and a collection rate of 95%.

OPERATING EXPENSES

All Personnel costs were projected with a 4% increase, to include a 1% COLA and a 3% Merit increase.

Operating expenses were forecasted using historical data along with inflation rate projection. The source of the inflation rates provided by the City's financial advisors was the International Monetary Fund Forecast. The rates were as follows:

2020 – 2.10% 2021 – 2.00% 2022 – 2.10% 2023 – 2.10%

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. The Millage Rate remains constant at 1.9000 thru 2022. To meet the growing needs of the City in Fiscal year 2023 the millage rate rises by .25mills.

One measure of the City's financial condition is its bond rating. The City continues to maintain a AA credit rating issued by Standard & Poor's.

GENERAL FUND FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2019-2023

| DEPT NO | ACCOUNT CLASSIFICATION | ACTUAL FY 2015-16 | ACTUAL FY 2016-17 | AMENDED BUDGET* FY 2017-18 | YEAR-END ESTIMATE FY 2017-18 | ADOPTED FY 2018-19 | DEPT.REQ. FY 2019-20 | DEPT.REQ. FY 2020-21 | DEPT.REQ. FY 2021-22 | DEPT.REQ. FY 2022-23 |
|---|------------------------|---------------------|---------------------|----------------------------|------------------------------|---------------------|----------------------|----------------------|----------------------|----------------------|
| | MILLAGE RATE | | 1.9000 | 1.9000 | | 1.9000 | 1.9000 | 1.9000 | 1.9000 | 2.1500 |
| BEGINNING FUND BALANCE | | 77,044,537 | 75,784,454 | 64,343,606 | 64,343,606 | 39,203,688 | 39,203,688 | 39,388,141 | 38,782,807 | 37,411,755 |
| REVENUES | | | | | | | | | | |
| TAXES | | 34,799,912 | 36,219,621 | 38,979,641 | 39,237,795 | 41,159,397 | 42,969,780 | 45,193,138 | 47,535,705 | 53,957,668 |
| LICENSES & PERMITS | | 11,072,700 | 7,489,360 | 8,024,000 | 9,075,796 | 7,670,000 | 7,787,099 | 7,963,088 | 8,143,054 | 8,327,086 |
| INTERGOVERNMENTAL | | 5,422,346 | 5,771,694 | 5,897,306 | 6,147,741 | 6,381,244 | 6,716,028 | 7,118,989 | 7,546,128 | 7,998,896 |
| CHARGES FOR SERVICES | | 2,113,300 | 2,052,442 | 2,133,617 | 2,386,727 | 2,689,195 | 2,177,935 | 2,243,273 | 3,657,983 | 3,799,747 |
| FINES AND FORFEITS | | 510,745 | 483,341 | 1,029,500 | 1,622,249 | 1,493,500 | 1,642,850 | 1,807,135 | 1,987,849 | 2,186,633 |
| MISCELLANEOUS | | 3,014,254 | 1,526,666 | 937,012 | 1,039,074 | 987,012 | 1,083,692 | 1,127,040 | 1,172,122 | 1,219,007 |
| TOTAL REVENUES | | 56,933,257 | 53,543,123 | 57,001,076 | 59,509,382 | 60,380,348 | 62,377,384 | 65,452,663 | 70,042,841 | 77,489,037 |
| OTHER RESOURCES | | | | | | | | | | |
| RESERVES - IN USE OF FUND BALANCE | | 1,260,083 | 11,440,849 | 8,100,000 | 8,100,000 | 0 | 0 | 605,334 | 1,371,052 | 0 |
| PRIOR YEAR OPERATING BALANCES | | 0 | 0 | 22,310,343 | 22,310,343 | 0 | 0 | 0 | 0 | 0 |
| TOTAL OTHER RESOURCES | | 1,260,083 | 11,440,849 | 30,410,343 | 30,410,343 | 0 | 0 | 605,334 | 1,371,052 | 0 |
| TOTAL AVAILABLE RESOURCES | | 58,193,340 | 64,983,972 | 87,411,419 | 89,919,725 | 60,380,348 | 62,377,384 | 66,057,997 | 71,413,893 | 77,489,037 |
| EXPENDITURES BY DEPARTMENT: | | | | | | | | | | |
| 10005 CITY COUNCIL | | 986,949 | 1,119,904 | 1,149,081 | 1,120,389 | 1,181,948 | 1,262,803 | 1,333,737 | 1,414,588 | 1,507,174 |
| 11005 CITY MANAGER | | 683,681 | 812,686 | 668,976 | 655,525 | 690,217 | 721,374 | 754,782 | 790,853 | 829,995 |
| 11505 PUBLIC AFFAIRS | | 624,740 | 669,606 | 807,695 | 694,304 | 732,012 | 727,203 | 758,965 | 793,847 | 832,207 |
| 11605 ECONOMIC DEVELOPMENT | | 262,092 | 311,994 | 430,510 | 427,725 | 401,745 | 445,603 | 464,992 | 486,497 | 510,349 |
| 12005 CITY CLERK | | 481,833 | 496,326 | 702,512 | 694,112 | 712,465 | 736,966 | 762,740 | 790,832 | 821,199 |
| 13005 CHARTER ENFORCEMENT | | 0 | 0 | 50,000 | 0 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| 20005 HUMAN RESOURCES | | 556,836 | 576,181 | 781,322 | 742,316 | 787,936 | 823,320 | 861,656 | 903,823 | 950,372 |
| 21005 FINANCE | | 947,778 | 1,027,594 | 1,104,861 | 1,046,756 | 1,164,544 | 1,224,462 | 1,290,535 | 1,364,183 | 1,446,853 |
| 22005 INFORMATION TECHNOLOGY | | 4,020,590 | 4,800,516 | 6,016,979 | 5,875,208 | 5,564,125 | 4,842,039 | 5,132,786 | 5,587,633 | 5,823,325 |
| 30005 CITY ATTORNEY | | 1,057,985 | 583,686 | 819,189 | 819,189 | 743,926 | 740,047 | 778,501 | 820,102 | 865,358 |
| 40005 PLANNING & ZONING | | 964,476 | 867,138 | 1,331,168 | 1,052,218 | 1,084,775 | 1,127,501 | 1,184,833 | 1,247,251 | 1,315,659 |
| 50005 GENERAL GOVERNMENT | | 4,246,729 | 4,364,301 | 5,434,719 | 4,545,723 | 5,249,803 | 6,029,089 | 6,367,926 | 6,640,328 | 6,901,321 |
| 60005 POLICE | | 19,947,302 | 23,607,235 | 22,330,747 | 22,168,920 | 23,790,455 | 25,237,619 | 26,884,719 | 28,637,718 | 30,714,593 |
| 70005 BUILDING | | 3,687,056 | 4,005,606 | 4,381,695 | 4,272,143 | 4,328,027 | 4,485,966 | 4,728,321 | 4,985,049 | 5,307,561 |
| 71005 CODE COMPLIANCE | | 1,230,321 | 1,261,107 | 1,425,919 | 1,335,040 | 1,450,699 | 1,469,992 | 1,590,915 | 1,696,146 | 1,902,755 |
| 80005 PUBLIC WORKS | | 8,183,452 | 3,980,570 | 18,737,370 | 18,050,441 | 4,783,768 | 5,132,287 | 5,517,126 | 5,862,924 | 6,214,748 |
| 90005 PARKS & RECREATION | | 9,911,520 | 12,259,522 | 20,238,677 | 20,149,292 | 5,951,104 | 6,236,659 | 6,695,463 | 8,442,119 | 8,971,405 |
| TOTAL EXPENDITURES | | 57,793,340 | 60,743,972 | 86,411,420 | 83,649,300 | 58,667,549 | 61,292,930 | 65,157,997 | 70,513,893 | 74,964,874 |
| INTERFUND TRANSFERS OUT | | | | | | | | | | |
| INTERFUND TRANSFERS OUT | | 400,000 | 4,240,000 | 1,000,000 | 1,000,000 | 1,712,799 | 900,000 | 900,000 | 900,000 | 900,000 |
| INTERFUND TRANSFERS OUT | | | | | | | | | | |
| TOTAL GENERAL FUND EXPENDITURES | | 58,193,340 | 64,983,972 | 87,411,420 | 84,649,300 | 60,380,348 | 62,192,930 | 66,057,997 | 71,413,893 | 75,864,874 |
| PRIOR YEAR OPERATING BALANCES | | 1,260,083 | 0 | 22,310,343 | 22,310,343 | 0 | 0 | 0 | 0 | 0 |
| USE OF FUND BALANCE | | - | 11,440,849 | 8,100,000 | 8,100,000 | 0 | 0 | 605,334 | 1,371,052 | 0 |
| ENDING FUND BALANCE | | \$75,784,454 | \$64,343,606 | \$33,933,262 | \$39,203,688 | \$39,203,688 | \$39,388,141 | \$38,782,807 | \$37,411,755 | \$39,035,918 |
| 15% REQUIRED RESERVE | | | | \$ 13,111,713 | \$ 12,697,395 | \$ 9,057,052 | \$ 9,328,940 | \$ 9,908,700 | \$ 10,712,084 | \$ 11,379,731 |
| EXCESS/(DEFICIT) IN REQUIRED RESERVE | | | | \$ 20,821,549 | \$ 26,506,293 | \$ 30,146,635 | \$ 30,059,202 | \$ 28,874,108 | \$ 26,699,671 | \$ 27,656,187 |
| Inflation Rate Projections: | | | | | | | | | | |
| 2020 | | | 2.10% | | | | | | | |
| 2021 | | | 2.00% | | | | | | | |
| 2022 | | | 2.10% | | | | | | | |
| 2023 | | | 2.10% | | | | | | | |

Source: International Monetary Fund Forecast

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

The development of Central Park along with the Triangle Parcel will be funded from the issuance of General Obligation Bonds and are not included in the General Fund Five Year Budget Forecast.

FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2019-2023

PERSONNEL COST

| DEPARTMENT | BUDGET | APPROVED | PROJECTED | PROJECTED | PROJECTED | PROJECTED | % CHANGE FY2019 TO FY2023 |
|------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------------------------|
| | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 | FY 2022-23 | |
| 10005 CITY COUNCIL | \$ 829,181 | \$ 874,548 | \$ 931,080 | \$ 995,380 | \$ 1,069,125 | \$ 1,154,456 | 32% |
| 11005 CITY MANAGER | \$ 634,076 | \$ 661,677 | \$ 691,867 | \$ 724,685 | \$ 760,124 | \$ 798,621 | 21% |
| 11505 PUBLIC AFFAIRS | \$ 548,690 | \$ 522,442 | \$ 521,757 | \$ 549,410 | \$ 579,892 | \$ 613,759 | 17% |
| 11605 ECONOMIC DEVELOPMENT | \$ 250,610 | \$ 239,845 | \$ 280,303 | \$ 296,386 | \$ 314,350 | \$ 334,587 | 40% |
| 12005 CITY CLERK | \$ 307,912 | \$ 327,269 | \$ 346,331 | \$ 364,293 | \$ 384,017 | \$ 405,841 | 24% |
| 13005 CHARTER ENFORCEMENT | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | 0% |
| 20005 HUMAN RESOURCES | \$ 595,484 | \$ 628,817 | \$ 660,860 | \$ 695,946 | \$ 734,633 | \$ 777,629 | 24% |
| 21005 FINANCE | \$ 996,116 | \$ 1,062,999 | \$ 1,120,785 | \$ 1,184,784 | \$ 1,256,211 | \$ 1,336,614 | 26% |
| 22005 INFORMATION TECHNOLOGY | \$ 1,664,420 | \$ 1,831,858 | \$ 1,824,388 | \$ 1,923,927 | \$ 2,034,195 | \$ 2,157,352 | 18% |
| 30005 CITY ATTORNEY | \$ - | \$ 412,379 | \$ 426,803 | \$ 449,595 | \$ 474,751 | \$ 502,739 | 0% |
| 40005 PLANNING & ZONING | \$ 915,682 | \$ 928,002 | \$ 973,639 | \$ 1,023,278 | \$ 1,077,618 | \$ 1,137,545 | 23% |
| 50005 GENERAL GOVERNMENT | \$ 609,840 | \$ 570,000 | \$ 592,800 | \$ 616,512 | \$ 641,172 | \$ 666,819 | 17% |
| 60005 POLICE | \$ 19,408,317 | \$ 21,904,048 | \$ 23,036,864 | \$ 24,526,651 | \$ 26,207,916 | \$ 28,070,044 | 28% |
| 70005 BUILDING | \$ 3,723,498 | \$ 3,717,644 | \$ 3,964,630 | \$ 4,187,936 | \$ 4,436,613 | \$ 4,715,895 | 27% |
| 71005 CODE COMPLIANCE | \$ 1,311,166 | \$ 1,339,626 | \$ 1,405,880 | \$ 1,478,021 | \$ 1,626,879 | \$ 1,787,086 | 33% |
| 80005 PUBLIC WORKS | \$ 2,334,610 | \$ 2,635,705 | \$ 2,891,355 | \$ 3,165,783 | \$ 3,362,847 | \$ 3,585,724 | 36% |
| 90005 PARKS & RECREATION | \$ 3,311,612 | \$ 3,594,105 | \$ 3,778,092 | \$ 3,979,717 | \$ 5,226,962 | \$ 5,515,490 | 53% |
| | \$ 37,441,214 | \$ 41,250,964 | \$ 43,447,434 | \$ 46,162,304 | \$ 50,187,305 | \$ 53,560,201 | 30% |

FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2019-2023

OPERATING COST

| DEPARTMENT | BUDGET FY 2017-18 | ADOPTED FY 2018-19 | PROJECTED FY 2019-20 | PROJECTED FY 2020-21 | PROJECTED FY 2021-22 | PROJECTED FY 2022-23 | % CHANGE FY2019 TO FY2023 |
|------------------------------|----------------------|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|---------------------------------------|
| | | | | | | | |
| 10005 CITY COUNCIL | \$ 319,900 | \$ 307,400 | \$ 331,723 | \$ 338,357 | \$ 345,463 | \$ 352,718 | 15% |
| 11005 CITY MANAGER | \$ 34,900 | \$ 28,540 | \$ 29,507 | \$ 30,097 | \$ 30,729 | \$ 31,374 | 10% |
| 11505 PUBLIC AFFAIRS | \$ 202,875 | \$ 208,820 | \$ 205,446 | \$ 209,555 | \$ 213,955 | \$ 218,448 | 5% |
| 11605 ECONOMIC DEVELOPMENT | \$ 119,900 | \$ 161,900 | \$ 165,300 | \$ 168,606 | \$ 172,147 | \$ 175,762 | 9% |
| 12005 CITY CLERK | \$ 394,600 | 385,196 | 390,635 | 398,447 | 406,815 | 415,358 | 8% |
| 13005 CHARTER ENFORCEMENT | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | 0% |
| 20005 HUMAN RESOURCES | \$ 166,241 | \$ 159,119 | \$ 162,460 | \$ 165,710 | \$ 169,190 | \$ 172,743 | 9% |
| 21005 FINANCE | \$ 105,945 | \$ 101,545 | \$ 103,677 | \$ 105,751 | \$ 107,972 | \$ 110,239 | 9% |
| 22005 INFORMATION TECHNOLOGY | \$ 2,432,017 | \$ 2,817,382 | \$ 2,788,476 | \$ 2,979,684 | \$ 3,337,443 | \$ 3,437,978 | 22% |
| 30005 CITY ATTORNEY | \$ 685,000 | 291,547 | 313,244 | 328,906 | 345,351 | 362,619 | 24% |
| 40005 PLANNING & ZONING | \$ 124,800 | \$ 156,773 | \$ 153,862 | \$ 161,555 | \$ 169,633 | \$ 178,114 | 14% |
| 50005 GENERAL GOVERNMENT | \$ 2,813,993 | \$ 2,599,924 | \$ 3,362,805 | \$ 3,675,073 | \$ 3,919,178 | \$ 4,150,829 | 60% |
| 60005 POLICE | \$ 1,636,854 | \$ 1,606,313 | \$ 1,718,755 | \$ 1,839,068 | \$ 1,967,802 | \$ 2,105,549 | 31% |
| 70005 BUILDING | \$ 586,735 | \$ 453,793 | \$ 461,219 | \$ 500,307 | \$ 508,358 | \$ 551,588 | 22% |
| 71005 CODE COMPLIANCE | \$ 69,753 | \$ 64,073 | \$ 64,112 | \$ 65,394 | \$ 66,767 | \$ 68,169 | 6% |
| 80005 PUBLIC WORKS | \$ 2,733,595 | \$ 2,037,975 | \$ 2,121,932 | \$ 2,262,343 | \$ 2,394,577 | \$ 2,554,024 | 25% |
| 90005 PARKS & RECREATION | \$ 2,347,234 | \$ 2,327,207 | \$ 2,443,567 | \$ 2,565,746 | \$ 3,215,157 | \$ 3,375,915 | 45% |
| | \$ 14,824,342 | \$ 13,757,507 | \$ 14,866,720 | \$ 15,844,599 | \$ 17,420,537 | \$ 18,311,427 | 33% |

FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2019-2023

| | | CAPITAL COST | | | | | |
|-------------------|------------------------|---------------------|---------------------|-------------------|---------------------|-------------------|---------------------|
| DEPARTMENT | BUDGET | ADOPTED | PROJECTED | PROJECTED | PROJECTED | PROJECTED | |
| | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 | FY 2022-23 | |
| 10005 | CITY COUNCIL | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 11005 | CITY MANAGER | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 11505 | PUBLIC AFFAIRS | \$ 2,000 | \$ 750 | \$ - | \$ - | \$ - | \$ - |
| 11605 | ECONOMIC DEVELOPMENT | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 12005 | CITY CLERK | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 13005 | CHARTER ENFORCEMENT | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 20005 | HUMAN RESOURCES | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 21005 | FINANCE | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 22005 | INFORMATION TECHNOLOGY | \$ 871,698 | \$ 914,885 | \$ 229,175 | \$ 229,175 | \$ 215,995 | \$ 227,995 |
| 30005 | CITY ATTORNEY | \$ - | \$ 40,000 | \$ - | \$ - | \$ - | \$ - |
| 40005 | PLANNING & ZONING | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 50005 | GENERAL GOVERNMENT | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 60005 | POLICE | \$ 466,700 | \$ 280,094 | \$ 482,000 | \$ 519,000 | \$ 462,000 | \$ 539,000 |
| 70005 | BUILDING | \$ 70,000 | \$ 156,590 | \$ 60,117 | \$ 40,078 | \$ 40,078 | \$ 40,078 |
| 71005 | CODE COMPLIANCE | \$ 45,000 | \$ 47,000 | \$ - | \$ 47,500 | \$ 2,500 | \$ 47,500 |
| 80005 | PUBLIC WORKS | \$ 105,000 | \$ 110,088 | \$ 119,000 | \$ 89,000 | \$ 105,500 | \$ 75,000 |
| 90005 | PARKS & RECREATION | \$ 86,000 | \$ 29,792 | \$ 15,000 | \$ 150,000 | \$ - | \$ 80,000 |
| | | \$ 1,646,398 | \$ 1,579,199 | \$ 905,292 | \$ 1,074,753 | \$ 826,073 | \$ 1,009,573 |

FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2019-2023

DEBT & GRANTS/ TRANSFERS

| DEPARTMENT | BUDGET FY 2017-18 | ADOPTED FY 2018-19 | PROJECTED FY 2019-20 | PROJECTED FY 2020-21 | PROJECTED FY 2021-22 | PROJECTED FY 2022-23 | % CHANGE FY2019 TO FY2023 |
|------------------------------|----------------------|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|---------------------------------------|
| | | | | | | | |
| 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 | \$ 3,089,123 | \$ 3,792,678 | \$ 2,973,484 | \$ 2,976,341 | \$ 2,979,978 | \$ 2,983,673 | -21% |
| 60005 POLICE | \$ - | \$ - | | | | | |
| 70005 BUILDING | \$ - | \$ - | | | | | |
| 71005 CODE COMPLIANCE | \$ - | \$ - | | | | | |
| 80005 PUBLIC WORKS | \$ - | \$ - | | | | | |
| 90005 PARKS & RECREATION | \$ - | \$ - | | | | | |
| | \$ 3,089,123 | \$ 3,792,678 | \$ 2,973,484 | \$ 2,976,341 | \$ 2,979,978 | \$ 2,983,673 | |

FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2019-2023

| DEPARTMENT | BUDGET | ADOPTED | PROJECTED | PROJECTED | PROJECTED | PROJECTED | % CHANGE FY2019 TO FY2023 |
|------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------------|
| | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 | FY 2022-23 | |
| 10005 CITY COUNCIL | \$ 1,149,081 | \$ 1,181,948 | \$ 1,262,803 | \$ 1,333,737 | \$ 1,414,588 | \$ 1,507,174 | 28% |
| 11005 CITY MANAGER | \$ 668,976 | \$ 690,217 | \$ 721,374 | \$ 754,782 | \$ 790,853 | \$ 829,995 | 20% |
| 11505 PUBLIC AFFAIRS | \$ 753,565 | \$ 732,012 | \$ 727,203 | \$ 758,965 | \$ 793,847 | \$ 832,207 | 14% |
| 11605 ECONOMIC DEVELOPMENT | \$ 370,510 | \$ 401,745 | \$ 445,603 | \$ 464,992 | \$ 486,497 | \$ 510,349 | 27% |
| 12005 CITY CLERK | \$ 702,512 | \$ 712,465 | \$ 736,966 | \$ 762,740 | \$ 790,832 | \$ 821,199 | 15% |
| 13005 CHARTER ENFORCEMENT | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | 0% |
| 20005 HUMAN RESOURCES | \$ 761,725 | \$ 787,936 | \$ 823,320 | \$ 861,656 | \$ 903,823 | \$ 950,372 | 21% |
| 21005 FINANCE | \$ 1,102,061 | \$ 1,164,544 | \$ 1,224,462 | \$ 1,290,535 | \$ 1,364,183 | \$ 1,446,853 | 24% |
| 22005 INFORMATION TECHNOLOGY | \$ 4,968,135 | \$ 5,564,125 | \$ 4,842,039 | \$ 5,132,786 | \$ 5,587,633 | \$ 5,823,325 | 5% |
| 30005 CITY ATTORNEY | \$ 685,000 | \$ 743,926 | \$ 740,047 | \$ 778,501 | \$ 820,102 | \$ 865,358 | 16% |
| 40005 PLANNING & ZONING | \$ 1,040,482 | \$ 1,084,775 | \$ 1,127,501 | \$ 1,184,833 | \$ 1,247,251 | \$ 1,315,659 | 21% |
| 50005 GENERAL GOVERNMENT | \$ 6,512,956 | \$ 6,962,602 | \$ 6,929,089 | \$ 7,267,926 | \$ 7,540,328 | \$ 7,801,321 | 12% |
| 60005 POLICE | \$ 21,511,871 | \$ 23,790,455 | \$ 25,237,619 | \$ 26,884,719 | \$ 28,637,718 | \$ 30,714,593 | 29% |
| 70005 BUILDING | \$ 4,380,233 | \$ 4,328,027 | \$ 4,485,966 | \$ 4,728,321 | \$ 4,985,049 | \$ 5,307,561 | 23% |
| 71005 CODE COMPLIANCE | \$ 1,425,919 | \$ 1,450,699 | \$ 1,469,992 | \$ 1,590,915 | \$ 1,696,146 | \$ 1,902,755 | 31% |
| 80005 PUBLIC WORKS | \$ 5,173,205 | \$ 4,783,768 | \$ 5,132,287 | \$ 5,517,126 | \$ 5,862,924 | \$ 6,214,748 | 30% |
| 90005 PARKS & RECREATION | \$ 5,744,846 | \$ 5,951,104 | \$ 6,236,659 | \$ 6,695,463 | \$ 8,442,119 | \$ 8,971,405 | 51% |
| | \$ 57,001,077 | \$ 60,380,348 | \$ 62,192,930 | \$ 66,057,997 | \$ 71,413,893 | \$ 75,864,874 | 26% |

* Reflects FY 2016-17 Department total

FY 2017-18 Approved Budget figures do not include Encumbrance Carryovers or Budget Adjustments

| | 2020 | 2021 | 2022 | 2023 |
|--|-------|-------|-------|-------|
| Inflation Rates Projections: | 2.10% | 2.00% | 2.10% | 2.10% |
| Source: International Monetary Fund Forecast | | | | |

| DEPARTMENT | POSITION | ANNUAL SALARY | OVERTIME | COMPENSATED ABSENCES | FICA/MEDICARE | 401A/FRS | HEALTH | DENTAL | LIFE & DISAB. | TOTAL | |
|---------------------|---|---------------|--------------|----------------------|---------------|--------------|--------------|-----------|---------------|---------------|-----------------|
| 2020 | | | | | | | | | | | 2020: |
| PUBLIC WORKS | Crew Supervisor | \$ 35,000.00 | | \$ 1,346.15 | \$ 2,780.48 | \$ 4,200.00 | \$ 13,695.00 | \$ 771.00 | \$ 350.00 | \$ 58,142.63 | |
| | Laborer | \$ 27,000.00 | | \$ 1,038.46 | \$ 2,144.94 | \$ 3,240.00 | \$ 13,695.00 | \$ 771.00 | \$ 270.00 | \$ 48,159.40 | \$ 106,302.04 |
| POLICE | Overtime | \$ - | \$ 62,562.00 | \$ - | \$ 4,785.99 | \$ 15,327.69 | | | | \$ 82,675.68 | |
| | Overtime-Holiday Pay | \$ - | \$ 2,500.00 | \$ - | \$ 191.25 | \$ 612.50 | | | | \$ 3,303.75 | |
| | Police Officer(1) | \$ 52,455.95 | | \$ 2,017.54 | \$ 4,167.22 | \$ 12,851.71 | \$ 13,695.00 | \$ 771.00 | \$ 525.00 | \$ 86,483.42 | |
| | Property & Evidence Specialist | \$ 33,196.53 | | \$ 1,276.79 | \$ 2,637.21 | \$ 3,983.58 | \$ 13,695.00 | \$ 771.00 | \$ 332.00 | \$ 55,892.11 | |
| | Police Records Specialist-teletype(1) | \$ 33,196.53 | | \$ 1,276.79 | \$ 2,637.21 | \$ 3,983.58 | \$ 13,695.00 | \$ 771.00 | \$ 332.00 | \$ 55,892.11 | \$ 284,247.07 |
| 2021 | | | | | | | | | | | 2021: |
| PUBLIC WORKS | Facility Technician | \$ 70,400.00 | | \$ 2,707.69 | \$ 5,592.74 | \$ 8,448.00 | \$ 13,969.00 | \$ 786.00 | \$ 704.00 | \$ 102,607.43 | \$ 102,607.43 |
| POLICE | Overtime | | \$ 65,691.00 | \$ - | \$ 5,025.36 | \$ 16,751.21 | | | | \$ 87,467.57 | |
| | Overtime-Holiday Pay | | \$ 2,625.00 | \$ - | \$ 200.81 | \$ 669.38 | | | | \$ 3,495.19 | |
| | Police Administrative Assistant | \$ 35,072.00 | | \$ 1,348.92 | \$ 2,786.20 | \$ 4,208.64 | \$ 13,969.00 | \$ 786.00 | \$ 351.00 | \$ 58,521.76 | |
| | Police Officer(1) | \$ 52,455.95 | | \$ 2,017.54 | \$ 4,167.22 | \$ 12,851.71 | \$ 13,969.00 | \$ 786.00 | \$ 525.00 | \$ 86,772.42 | |
| | Police Reserve Officer (1) | \$ 43,680.00 | | \$ 1,680.00 | \$ 3,470.04 | \$ - | \$ - | \$ - | \$ - | \$ 48,830.04 | \$ 285,086.97 |
| 2022 | | | | | | | | | | | 2022: |
| CODE | Code Compliance Officer | \$ 43,854.00 | | \$ 1,686.69 | \$ 3,483.86 | \$ 5,262.48 | \$ 14,262.00 | \$ 803.00 | \$ 439.00 | \$ 69,791.04 | \$ 69,791.04 |
| PARKS | Facility Supervisor (Aquatic Facility) | \$ 77,000.00 | | \$ 2,961.54 | \$ 6,117.06 | \$ 9,240.00 | \$ 13,969.00 | \$ 786.00 | \$ 770.00 | \$ 110,843.60 | |
| | Maintenance Supervisor (Aquatic Facility) | \$ 49,000.00 | | \$ 1,884.62 | \$ 3,892.67 | \$ 5,880.00 | \$ 13,969.00 | \$ 786.00 | \$ 490.00 | \$ 75,902.29 | |
| | Revenue Manager (Aquatic Facility) | \$ 49,000.00 | | \$ 1,884.62 | \$ 3,892.67 | \$ 5,880.00 | \$ 13,969.00 | \$ 786.00 | \$ 490.00 | \$ 75,902.29 | |
| | Aquatic Coordinator (Aquatic Facility) | \$ 49,000.00 | | \$ 1,884.62 | \$ 3,892.67 | \$ 5,880.00 | \$ 13,969.00 | \$ 786.00 | \$ 490.00 | \$ 75,902.29 | |
| | Summer Employment (PT) | \$ 489,916.00 | | \$ - | \$ 37,478.57 | \$ - | \$ - | \$ - | \$ - | \$ 527,394.57 | |
| | Winter Employment (PT) | \$ 147,499.00 | | \$ - | \$ 11,283.67 | \$ - | \$ - | \$ - | \$ - | \$ 158,782.67 | \$ 1,024,727.71 |
| POLICE | Overtime | | \$ 68,975.00 | \$ - | \$ 5,276.59 | \$ 18,278.38 | | | | \$ 92,529.96 | |
| | Overtime-Holiday Pay | | \$ 2,756.00 | \$ - | \$ 210.83 | \$ 730.34 | | | | \$ 3,697.17 | |
| | Sergeant(1) | \$ 64,259.00 | | \$ 2,471.50 | \$ 5,104.88 | \$ 17,028.64 | \$ 14,262.00 | \$ 803.00 | \$ 643.00 | \$ 104,572.02 | |
| | Police Service Aide (1) | \$ 32,886.00 | | \$ 1,264.85 | \$ 2,612.54 | \$ 3,946.32 | \$ 14,262.00 | \$ 803.00 | \$ 329.00 | \$ 56,103.71 | |
| | Police Officer(1) | \$ 52,455.95 | | \$ 2,017.54 | \$ 4,167.22 | \$ 13,900.83 | \$ 14,262.00 | \$ 803.00 | \$ 525.00 | \$ 88,131.54 | \$ 345,034.40 |
| 2023 | | | | | | | | | | | 2023: |
| CODE | Code Compliance Officer | \$ 43,854.00 | | \$ 1,686.69 | \$ 3,483.86 | \$ 5,262.48 | \$ 14,562.00 | \$ 820.00 | \$ 439.00 | \$ 70,108.04 | \$ 70,108.04 |
| POLICE | Overtime | | \$ 72,424.00 | \$ - | \$ 5,540.44 | \$ 19,192.36 | | | | \$ 97,156.80 | |
| | Overtime-Holiday Pay | | \$ 2,894.00 | \$ - | \$ 221.39 | \$ 766.91 | | | | \$ 3,882.30 | |
| | Police Officer(2) | \$ 104,912.00 | | \$ 4,035.08 | \$ 8,334.45 | \$ 27,801.68 | \$ 14,562.00 | \$ 820.00 | \$ 1,049.00 | \$ 161,514.21 | |
| | Police Records Review Specialist | \$ 32,886.00 | | \$ 1,264.85 | \$ 2,612.54 | \$ 3,946.32 | \$ 14,562.00 | \$ 820.00 | \$ 329.00 | \$ 56,420.71 | |
| | Police Reserve Officer (1) | \$ 43,680.00 | | \$ 1,680.00 | \$ 3,470.04 | \$ - | \$ - | \$ - | \$ 437.00 | \$ 49,267.04 | \$ 368,241.05 |
| 2023 | | | | | | | | | | | 2023: |

CHANGES IN OPERATING COSTS

| | 2020 | 2021 | 2022 | 2023 | |
|--|---------------------|--------------------|-------------------|---------------------|---------------------|
| IT: | | | | | |
| Professional Services | \$ (10,247) | \$ (5,000) | \$ - | \$ - | |
| Communications | \$ - | \$ - | \$ 10,000 | \$ - | |
| Rentals & Leases | \$ 5,000 | \$ - | \$ - | \$ - | |
| Operating Supplies | \$ (58,960) | \$ - | \$ - | \$ - | |
| Maintenance | \$ (41,632) | \$ (6,394) | \$ 130,975 | \$ (131,424) | |
| | \$ (105,839) | \$ (11,394) | \$ 140,975 | \$ (131,424) | |
| GENERAL GOVERNMENT: | | | | | |
| Insurance associated with the aquatic facility | \$ - | \$ 115,000 | \$ 150,000 | \$ 160,000 | |
| On-going Regulatory Debt Management Services | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | |
| | \$ 75,000 | \$ 190,000 | \$ 225,000 | \$ 235,000 | |
| BUILDING: | | | | | |
| Maintenance - Vehicles | \$ (15,264) | \$ - | \$ - | \$ - | |
| Maintenance - Office Equipment | \$ - | \$ - | \$ (1,700) | \$ - | |
| | \$ (15,264) | \$ - | \$ (1,700) | \$ - | |
| PUBLIC WORKS: | | | | | |
| Maintenance and improvement of public right-of-way landscaping | \$ 10,000 | \$ - | \$ - | \$ - | |
| Utility Services | \$ 12,058 | \$ 12,793 | \$ 13,571 | \$ 14,398 | |
| Trolley Safety and Security | \$ 7,500 | \$ 8,250 | \$ 9,075 | \$ 9,983 | |
| Operating supplies-U-Channel posts, trash receptacles | \$ 5,000 | \$ 15,000 | \$ - | \$ 20,000 | |
| | \$ 34,558 | \$ 36,043 | \$ 22,646 | \$ 44,381 | |
| PARKS & RECREATION: | | | | | |
| Contractual Services - Aquatic Facility | \$ - | \$ - | \$ 6,240 | \$ 6,240 | |
| Utility Services - Aquatic Facility | \$ - | \$ - | \$ 255,683 | \$ 255,683 | |
| Repairs and Maintenance - Aquatic Facility | \$ - | \$ - | \$ 86,307 | \$ 86,307 | |
| Operating Supplies - Aquatic Facility | \$ - | \$ - | \$ 172,894 | \$ 172,894 | |
| | \$ - | \$ - | \$ 521,124 | \$ 521,124 | |
| | \$ (86,545) | \$ 24,649 | \$ 683,045 | \$ 434,081 | \$ 1,055,230 |

CAPITAL EXPENDITURES

| | 2020 | 2021 | 2022 | 2023 |
|--|------------|--------------|------------|--------------|
| IT: | | | | |
| Computing & Device Upgrades | \$ 180,375 | \$ 180,375 | \$ 167,195 | \$ 167,195 |
| Organizational Efficiencies | \$ 48,800 | \$ 48,800 | \$ 48,800 | \$ 60,800 |
| | \$ 229,175 | \$ 229,175 | \$ 215,995 | \$ 227,995 |
| BUILDING: | | | | |
| Vehicles | \$ 60,117 | \$ 40,078 | \$ 40,078 | \$ 40,078 |
| CODE: | | | | |
| Vehicles | \$ - | \$ 47,500 | \$ - | \$ 47,500 |
| Bikes | \$ - | \$ - | \$ 2,500 | \$ - |
| | \$ - | \$ 47,500 | \$ 2,500 | \$ 47,500 |
| PUBLIC WORKS: | | | | |
| Vehicles (including safety lights) | \$ 30,500 | \$ - | \$ 30,500 | \$ - |
| Traffic Calming Devices | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 |
| Road Maintenance Equipment | \$ 13,500 | \$ 14,000 | \$ - | \$ - |
| | \$ 119,000 | \$ 89,000 | \$ 105,500 | \$ 75,000 |
| POLICE: | | | | |
| PSA Vehicles | \$ - | \$ 27,000 | \$ 81,000 | \$ 27,000 |
| Command Staff Vehicles | \$ 45,000 | \$ 45,000 | \$ 45,000 | \$ - |
| CSI Vehicle | \$ - | \$ 27,000 | \$ - | \$ 27,000 |
| Unmarked Vehicles | \$ - | \$ 33,000 | \$ 33,000 | \$ 33,000 |
| Officers Vehicles | \$ 333,000 | \$ 316,000 | \$ 216,000 | \$ 326,000 |
| Truck | \$ - | \$ - | \$ - | \$ 35,000 |
| Bicycles | \$ 3,000 | \$ - | \$ 3,000 | \$ - |
| Radios | \$ 40,000 | \$ 10,000 | \$ 25,000 | \$ 32,000 |
| Ballistic Vest & Helmets | \$ 22,500 | \$ 22,500 | \$ 22,500 | \$ 22,500 |
| Tasers | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| Guns | \$ 3,500 | \$ 3,500 | \$ 3,500 | \$ 3,500 |
| AEDS | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| Radar/Lasers | \$ 10,000 | \$ 10,000 | \$ 8,000 | \$ 8,000 |
| | \$ 482,000 | \$ 519,000 | \$ 462,000 | \$ 539,000 |
| PARKS: | | | | |
| Doral Meadows Park - Resurfacing of Parking Lot | \$ - | \$ 75,000 | \$ - | \$ - |
| Veterans Park - Resealing of Parking Lot | \$ 15,000 | \$ - | \$ - | \$ - |
| Trails & Tails Park - Resurfacing of Parking Lot | \$ - | \$ 75,000 | \$ - | \$ - |
| Doral Meadows Park - Resurfacing of Parking Lot | \$ - | \$ - | \$ - | \$ 25,000 |
| Doral Meadows Park - Replacement of Playgroung Surface | \$ - | \$ - | \$ - | \$ 25,000 |
| Morgan Levy Park - Resurfacing of Parking Lot | \$ - | \$ - | \$ - | \$ 30,000 |
| | \$ 15,000 | \$ 150,000 | \$ - | \$ 80,000 |
| | \$ 905,292 | \$ 1,074,753 | \$ 826,073 | \$ 1,009,573 |
| | | | | \$ 3,815,691 |

DEBT, GRANTS & TRANSFERS

| | 2020 | 2021 | 2022 | 2023 |
|--|--------------------|--------------------|--------------------|--------------------|
| DEBT (INTEREST & PRINCIPAL): | | | | |
| QNIP | \$345,765 | \$345,550 | \$345,929 | \$346,044 |
| BOND SERIES 2006A | \$744,100 | \$744,100 | \$744,100 | \$744,100 |
| BOND SERIES 2007A | \$746,034 | \$746,034 | \$746,034 | \$746,034 |
| BOND SERIES 2007B | \$74,485 | \$77,557 | \$80,815 | \$84,395 |
| STATE OF FLORIDA | \$600 | \$600 | \$600 | \$600 |
| | <u>\$1,910,984</u> | <u>\$1,913,841</u> | <u>\$1,917,478</u> | <u>\$1,921,173</u> |
| GRANTS: | | | | |
| FAÇADE PROGRAM | \$30,000 | \$30,000 | \$30,000 | \$30,000 |
| LOCAL NON-PROFIT GRANTS | \$30,000 | \$30,000 | \$30,000 | \$30,000 |
| LOCAL PARENT TEACHER ASSOCIATION GRANTS | \$102,500 | \$102,500 | \$102,500 | \$102,500 |
| | <u>\$162,500</u> | <u>\$162,500</u> | <u>\$162,500</u> | <u>\$162,500</u> |
| TRANSFERS: | | | | |
| CAPITAL IMPROVEMENT FUND | \$100,000 | \$100,000 | \$100,000 | \$100,000 |
| TRANSFER TO OPEB LIABILITY DEPOSIT ACCOUNT | \$300,000 | \$300,000 | \$300,000 | \$300,000 |
| INFRASTRUCTURE REPLACEMENT FUND | \$500,000 | \$500,000 | \$500,000 | \$500,000 |
| TRANSPORTATION FUND | \$0 | \$0 | \$0 | \$0 |
| | <u>\$900,000</u> | <u>\$900,000</u> | <u>\$900,000</u> | <u>\$900,000</u> |
| | <u>\$2,973,484</u> | <u>\$2,976,341</u> | <u>\$2,979,978</u> | <u>\$2,983,673</u> |

| GENERAL FUND REVENUES | | | | | | | |
|------------------------------------|---------------------|-----------------------|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| DESCRIPTION | YEAR-END | | | | | | |
| | ACTUAL FY2016-17 | ESTIMATE FY2017-18 | ADOPTED FY 2018-19 | PROJECTED FY 2019-20 | PROJECTED FY 2020-21 | PROJECTED FY 2021-22 | PROJECTED FY 2022-23 |
| TAXES: | | | | | | | |
| AD VALOREM | \$19,871,386 | \$21,806,650 | \$23,800,342 | \$25,228,363 | \$26,742,064 | \$28,346,588 | \$34,000,986 |
| OTHER TAXES | 16,348,235 | 17,141,892 | 17,359,055 | 17,741,417 | 18,451,074 | 19,189,117 | 19,956,682 |
| TOTAL TAXES | 36,219,621 | 38,948,542 | 41,159,397 | 42,969,780 | 45,193,138 | 47,535,705 | 53,957,668 |
| LICENSES & PERMITS: | | | | | | | |
| BUILDING PERMITS | 4,916,533 | 4,740,318 | 5,000,000 | 5,113,000 | 5,228,554 | 5,346,719 | 5,467,555 |
| LOCAL BUSINESS LICENSE TAX | 1,149,353 | 1,137,866 | 1,200,000 | 1,227,120 | 1,254,853 | 1,283,213 | 1,312,213 |
| OTHER LICENSES & PERMITS | 1,423,474 | 1,311,225 | 1,470,000 | 1,446,979 | 1,479,681 | 1,513,122 | 1,547,318 |
| TOTAL LICENSES & PERMITS | 7,489,360 | 7,189,409 | 7,670,000 | 7,787,099 | 7,963,088 | 8,143,054 | 8,327,086 |
| INTERGOVERNMENTAL REVENUES | 5,771,694 | 6,140,091 | 6,381,244 | 6,716,028 | 7,118,989 | 7,546,128 | 7,998,896 |
| CHARGES FOR SERVICES | 2,052,442 | 2,171,319 | 2,689,195 | 2,177,935 | 2,243,273 | 3,657,983 | 3,799,747 |
| FINES & FORFEITS | 483,341 | 1,458,644 | 1,493,500 | 1,642,850 | 1,807,135 | 1,987,849 | 2,186,633 |
| MISCELLANEOUS | 1,526,666 | 978,237 | 987,012 | 1,083,692 | 1,127,040 | 1,172,122 | 1,219,007 |
| TOTAL GENERAL FUND REVENUES | 53,543,124 | 56,886,242 | 60,380,348 | 62,377,384 | 65,452,663 | 70,042,841 | 77,489,037 |

OPERATING RESULTS 2019-2023

| ACCOUNT CLASSIFICATION | ADOPTED FY 2018-19 | DEPT.REQ. FY 2019-20 | DEPT.REQ. FY 2020-21 | DEPT.REQ. FY 2021-22 | DEPT.REQ. FY 2022-23 |
|--------------------------------------|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| TOTAL REVENUES | 60,380,348 | 62,377,384 | 65,452,663 | 70,042,841 | 77,489,037 |
| OPERATING EXPENSES: | | | | | |
| PERSONNEL COSTS | 41,250,964 | 43,447,434 | 46,162,304 | 50,187,305 | 53,560,201 |
| OPERATING EXPENDITURES | 13,757,507 | 14,866,720 | 15,844,599 | 17,420,537 | 18,311,427 |
| DEBT/GRANTS & TRANSFERS | 3,792,678 | 2,973,484 | 2,976,341 | 2,979,978 | 2,983,673 |
| | 58,801,149 | 61,287,638 | 64,983,244 | 70,587,820 | 74,855,301 |
| OPERATING INFLOW/(OPERATING OUTFLOW) | 1,579,199 | 1,089,746 | 469,419 | -544,979 | 2,633,736 |

CAPITAL EXPENDITURES

