



ADOPTED BUDGET



FY 2020 - 2021

CITY OF DORAL, FL



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City Council



Juan Carlos Bermudez
Mayor



Claudia Mariaca
Councilwoman



Christi Fraga
Vice Mayor



Pete Cabrera
Councilman



Digna Cabral
Councilwoman





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DISTINGUISHED BUDGET PRESENTATION AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

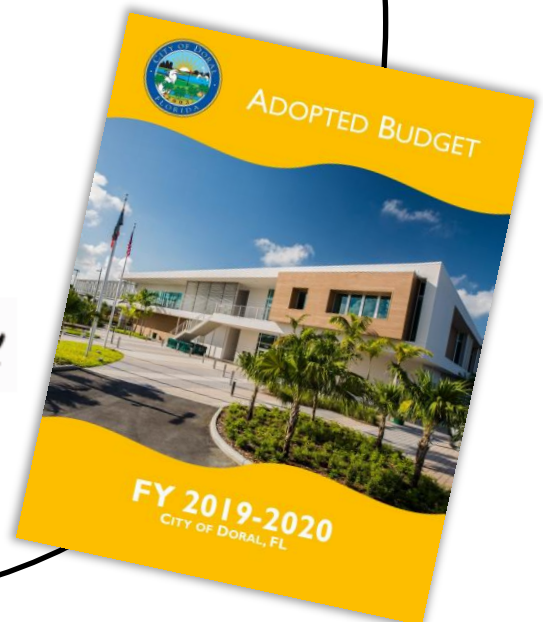
**City of Doral
Florida**

For the Fiscal Year Beginning

October 1, 2019

Christopher P. Morill

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.



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.

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FY 2021 ADOPTED BUDGET AT A GLANCE

HOW LARGE IS THE CITY'S BUDGET?

Total FY 2021 Budget—All Funds
\$76,182,225



Operating Budget
(all other funds)
\$14,532,123



Operating Budget
(General Fund Only)
\$61,650,102



Capital Improvements Budget
(all funds)
\$5,400,276



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

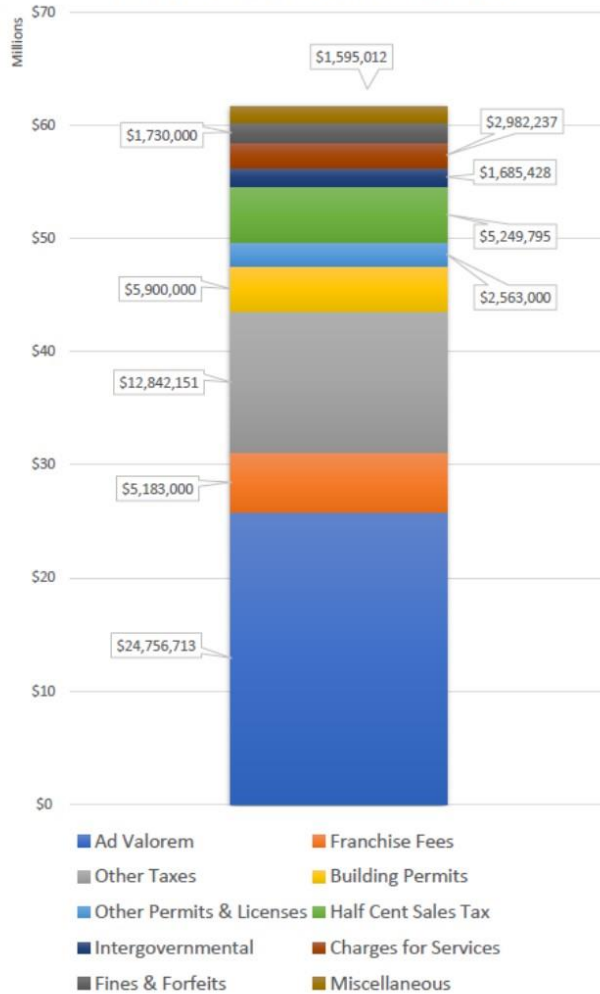
435
Total FTE Positions

428
General Fund FTE Positions



WHAT ARE THE CITY'S MAJOR GENERAL FUND RESOURCES?

FY 2021 GENERAL FUND REVENUE





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DOWNTOWN DORAL

PARK

INTRODUCTION





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CITY MANAGER'S BUDGET MESSAGE



Dear Honorable Mayor 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, it is my pleasure to present the City of Doral's Adopted Operating and Capital Budget for Fiscal Year (FY) 2021 beginning October 1, 2020 and ending September 30, 2021. In light of the current COVID-19 pandemic and resulting economic crisis, the City has maintained its focus on serving the community and maintaining fiscal integrity. The FY 2021 budget aligns with the City's adopted Strategic Plan and prioritizes the following seven strategic focus areas: Safety; Opportunity; Mobility; Play; Information and Control; Efficient and Effective Government; and Financial Planning. It also reflects the administration's goals and expectations of exceptional services balanced with the economic effects of the COVID-19 pandemic.

STATE OF THE ECONOMY

Doral's residential community grew 3.2% in 2019 reaching a population of 70,420, according to the Florida Bureau of Economic and Business Research. The City of Doral continues to grow even in the midst of unprecedented challenges brought on by the COVID-19 pandemic. Doral's Planning and Zoning Department estimates that the population will near 75,000 at the end of 2020 due to the addition of more than 1,500 new residential units. Our young City is still experiencing transformative growth, with more than 25 major development projects, two new schools and the \$150 million Doral Parks Bond projects underway. These projects will add a wide range of exciting new amenities, and a considerable amount of jobs, to the community at a crucial time in its history.

Despite suffering from the localized effects of a global pandemic, the City is well situated to benefit from the strong momentum attained through the first few months of 2020. Doral's low taxes, alluring residential options and acclaimed dedication to quality of life, create an appealing balance that continues to drive growth and expansion. Though public-facing industries like retail, hospitality and tourism face serious hardships, the expanding pool of residents and workers filling in the City's wealth of new residential and commercial offerings will bring recurring waves of incoming consumers to frequent our hardest-hit sectors in the months to come.

The key components that have served to propel Doral's economic growth since the City's inception are still evolving and maturing. The City's strategic geographic location and diverse mix of essential industries are among the factors that will give Doral businesses a competitive regional advantage during this period of disruption, adaptation and ultimately recovery. Doral's signature industrial areas, in particular, have continued to attract domestic and international attention from entrepreneurs and investors, and the



unrelenting rise in demand for e-commerce, domestic manufacturing and life science facilities have offered a bright spot in the city's economic landscape.

The City of Doral will continue to benefit greatly from close proximity to Miami International Airport (MIA) and PortMiami, the regional economic powerhouses that fuel tourism and trade in Miami-Dade County. The airport's most recent economic impact study indicated that MIA had an annual financial impact of \$31.9 billion to the region in 2019, and PortMiami's statistics for the same year show that it was the catalyst for more than \$43 billion in economic activity throughout the area. As the dominant municipal hub of the \$80 billion trade and logistics industries in metropolitan Miami-Dade, Doral remains well positioned for sustained growth and enduring prosperity. In spite of the challenges that may still lie ahead, our resilient community continues to be "Doral Strong".

BUDGET APPROACH

In addition to addressing the funding commitments outlined in the FY 2020 budget, the FY 2021 budget reflects certain measures to address the impact of the pandemic. These include no new positions, a reduction in operating expenditures, a decrease in part-time staff and the postponement of vehicle replacements. The overall budget continues 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.

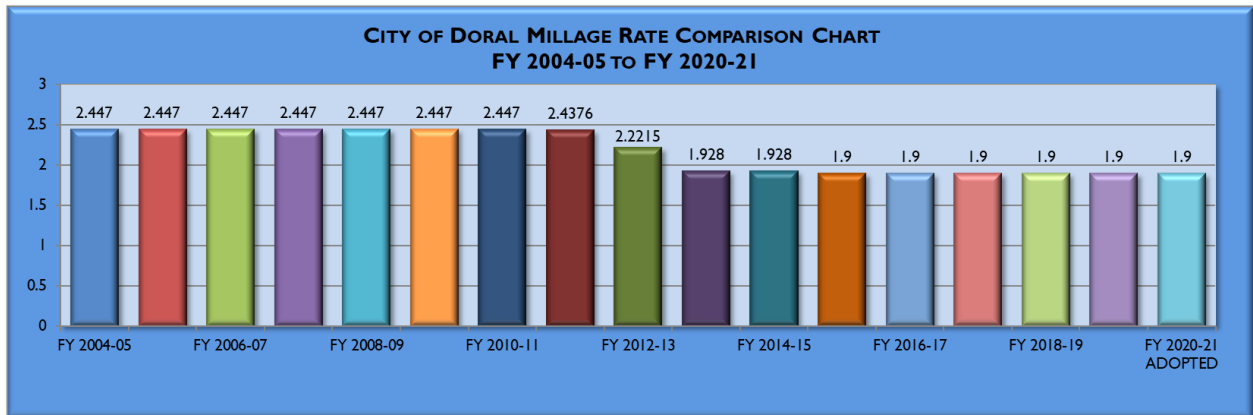
VISION: To be a premier community in which to live, work, learn, play and invest.

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 23-31.

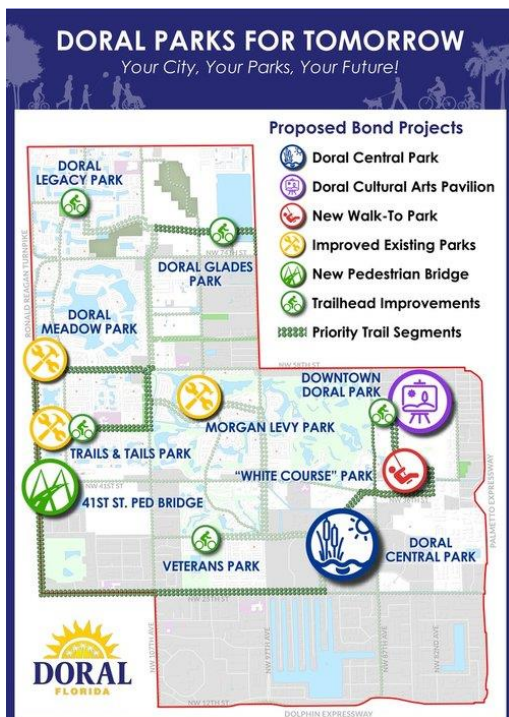
The FY 2021 adopted budget as presented here is based on the adopted millage rate of 1.90 mills. This budget maintains our current millage rate of 1.90 for the sixth consecutive year and produces a structurally balanced budget for the fourth straight year. On July 1st, the Property Appraiser certified the taxable value to each taxing authority (the City). The City's current year's gross taxable value for operating purposes increased to \$14,321,984,524. 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 \$1,094,469.



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, Work, Learn, Play and Invest.”. 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 issuance. We are confident that with this balanced 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, ports 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 has embarked on an aggressive schedule to provide our residents with these exciting new amenities. Currently, renovations are underway at Doral Meadow Park. Construction documents are complete for the renovations at Morgan Levy Park and Doral Cultural Arts Center. The design of Doral White Course Park is underway, and the City continues to coordinate with FDOT on the documents for the pedestrian bridge. The bridge will allow residents to safely cross over Doral Boulevard. Doral Central Park the center piece of these projects will break ground in FY 2021 and is scheduled to be completed by FY 2023.



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 debt service millage rate of .1794 mills will be levied to generate sufficient revenues to cover the debt service cost of FY 2020. As all the bond projects are underway, the second tranche is scheduled to be drawn in the second quarter of FY 2021.

BUDGET SUMMARY

FUND	ADOPTED BUDGET FY 2019-2020	ADOPTED BUDGET FY 2020-2021	INCREASE (REDUCTION)
General	\$62,487,336	\$61,650,102	(\$837,234)
Transportation	\$6,978,203	\$5,063,906	(\$1,914,297)
Park Impact Fee	\$20,000	\$219,450	\$199,450
Police Impact Fee	\$1,403,860	\$257,000	(\$1,146,860)
People's Transportation Plan (CITT)	\$2,143,222	\$2,121,000	(\$22,222)
Building Technology	\$200,000	\$183,457	(\$16,543)
Public Arts Program	\$0	\$30,000	\$30,000
Debt Service	\$2,439,762	\$2,440,581	\$819
Capital Improvement	\$450,000	\$13,500	(\$436,500)
Park G.O. Bond-Series 2019	\$124,744	\$75,321	(\$49,423)
Vehicle Replacement	\$0	\$150,000	\$150,000
Stormwater	\$4,515,613	\$3,977,908	(\$537,705)
Total	\$80,762,740	\$76,182,225	(\$4,580,515)



The FY 2021 adopted total operating and capital budget for all funds is \$76,182,225. The total budget represents a decrease of \$4,580,515 or 6% over the FY 2020 adopted budget across all funds. The City's principal fund, the General Fund is adopted at \$61,650,102, or 81% 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, 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, currently encumbered for a total of \$44,561,343.

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.



GENERAL FUND

In the current FY 2020, the City of Doral entered the COVID-19 pandemic in a strong financial position, with the General Fund having an estimated total fund balance of \$74,837,220, and unassigned fund balance of \$67,642,745. While the ultimate impact of COVID-19 is unknown, and revenue estimates are based on very limited data with many unknown factors, we anticipate the City could experience a \$4,178,457 shortfall in General Fund revenues in FY 2020. In an effort to preserve the City's fund balance, a Budget Amendment was proposed which reduces General Fund expenditures by \$2,714,195 and creates an in use of fund balance in the amount of \$681,756 which is necessary to cover the anticipated revenue shortfalls. This measure ensures that the City continues its strong financial position. The budget amendment is scheduled for second reading at the August Council meeting.

The FY 2021 General Fund budget is adopted at \$61,650,102 a reduction of \$837,234 or 1.3% from the prior year. This budget maintains the City's standard of providing excellent services to our community without the use of reserves while balancing the economic effects of the COVID-19 pandemic.

The following is a brief introduction to the FY 2021 adopted budget:

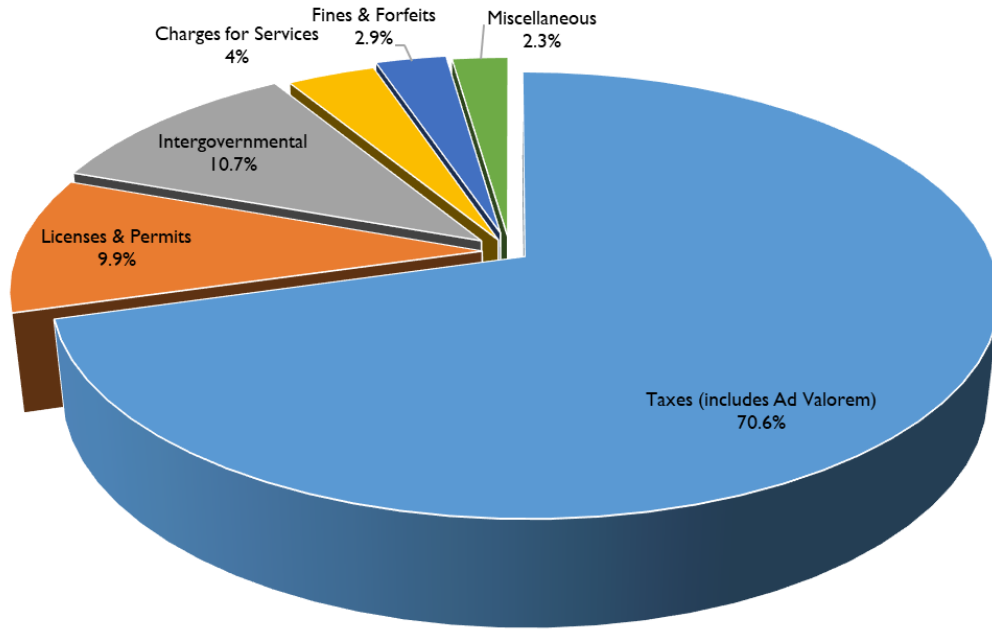
FY 2021 ADOPTED GENERAL FUND CONSOLIDATED ITEMS DETAIL										
DEPARTMENT	SALARIES & OTHER WAGES	FRINGE BENEFITS	PERSONNEL TOTAL	OPERATING COSTS	CAPITAL OUTLAY	OPERATING TRANSFERS ⁽¹⁾	DEBT SERVICE	GRANTS & AIDS	DEPARTMENT TOTAL	
10005 CITY COUNCIL	524,427	421,050	945,477	277,400	-	-	-	-	1,222,877	
11005 CITY MANAGER	539,102	249,843	788,945	31,740	-	-	-	-	820,685	
11505 PUBLIC AFFAIRS	480,097	202,504	682,601	210,283	-	-	-	-	892,884	
11605 ECONOMIC DEVELOPMENT	-	-	-	-	-	-	-	-	-	
12005 CITY CLERK	260,570	113,135	373,705	234,200	-	-	-	-	607,905	
13005 CHARTER ENFORCEMENT	-	-	-	-	-	-	-	-	-	
20005 HUMAN RESOURCES	503,311	206,891	710,202	147,987	-	-	-	-	858,189	
21005 FINANCE	832,110	360,303	1,192,413	93,955	-	-	-	-	1,286,368	
22005 INFORMATION TECHNOLOGY	1,377,732	605,133	1,982,865	3,123,766	302,560	-	-	-	5,409,191	
30005 CITY ATTORNEY	284,535	155,466	440,001	292,250	-	-	-	-	732,251	
40005 PLANNING & ZONING	773,552	325,823	1,099,375	226,004	-	-	-	-	1,325,379	
50005 GENERAL GOVERNMENT	-	600,000	600,000	3,638,681	-	1,175,000	1,917,101	187,500	7,518,282	
60005 POLICE	15,806,793	7,878,136	23,684,929	1,745,618	120,793	-	-	-	25,551,340	
70005 BUILDING	2,726,172	1,158,379	3,884,551	196,421	-	-	-	-	4,080,972	
71005 CODE COMPLIANCE	947,294	387,777	1,335,071	46,195	-	-	-	-	1,381,266	
80005 PUBLIC WORKS	1,927,473	941,394	2,868,867	2,041,664	68,273	-	-	-	4,978,804	
90005 PARKS & RECREATION	1,945,769	894,879	2,840,648	2,143,061	-	-	-	-	4,983,709	
FY 2021 ADOPTED BUDGET	\$ 28,928,937	\$ 14,500,713	\$ 43,429,650	\$ 14,449,225	\$ 491,626	\$ 1,175,000	\$ 1,917,101	\$ 187,500	\$ 61,650,102	
FY 2020 ADOPTED BUDGET⁽²⁾	\$ 30,421,689	\$ 14,172,987	\$ 44,594,676	\$ 13,751,926	\$ 1,096,676	\$ 940,000	\$ 1,914,058	\$ 190,000	\$ 62,487,336	
FY 2021 v. FY 2020 INCREASES (DECREASES)	\$ (1,492,752)	\$ 327,726	\$ (1,165,026)	\$ 697,299	\$ (605,050)	\$ 235,000	\$ 3,043	\$ (2,500)	\$ (837,234)	
Percent Change	-4.91%	2.31%	-2.61%	5.07%	-55.17%	25.00%	0.16%	-1.32%	-1.34%	

⁽¹⁾ Operating Transfers include \$600,000 to the Infrastructure Replacement Fund, \$400,000 to the OPEB Liability Fund, and \$175,000 to the Vehicle Replacement Fund.

⁽²⁾ Does not include approved amendments to the budget and/or carryovers of previous year's projects.



FY 2021 Adopted General Fund Revenue Analysis

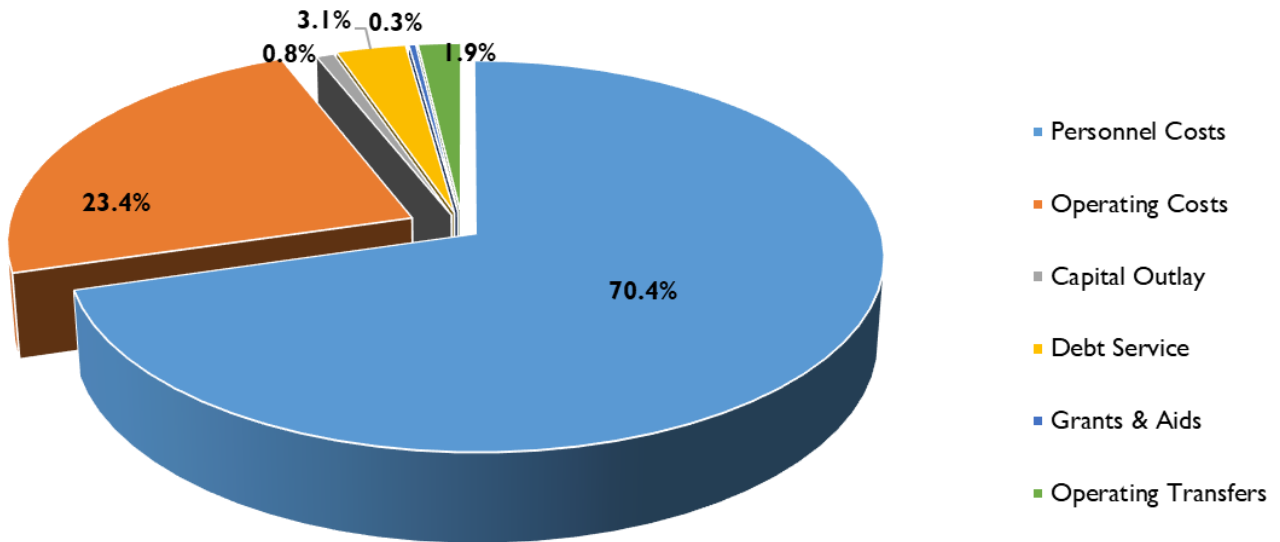


■ Taxes (includes Ad Valorem) ■ Licenses & Permits ■ Intergovernmental ■ Charges for Services ■ Fines & Forfeits ■ Miscellaneous

- **General Fund Revenues:** Total revenues are projected to be \$61,650,102, a 1.3% decrease over the prior year’s adopted revenue projection of \$62,487,336.
 - Taxes comprise of 71% of all revenues with Ad Valorem taxes with a millage rate of \$1.90 per \$1,000 of taxable value, which represents \$25,851,181 and comprises 42% of the total General Fund Revenues.
 - Inter-Governmental are projected at \$6,620,238, a reduction of 5% of the prior fiscal year, and comprises 11% of the total General Fund Revenue.
 - Licenses and Permits are projected at \$6,130,176, a reduction of 28% of the prior fiscal year, and comprises 10% of the total General Fund Revenue.
 - All other revenues are projected at \$5,393,019 a reduction of 11% of the prior fiscal year and comprise 9% of the total General Fund Revenue.



FY 2021 Adopted General Fund Expenditure Analysis



- **General Fund Expenditures:** Total expenditures are projected to be \$61,650,102, a 1.3% decrease over the prior years adopted expenditure projection of \$62,487,336. Following are highlights of the General Fund Expenditure budget for FY 2021:
 - Projected personnel expenditures are \$43,429,650 a decrease of \$1,165,026 or 2.61% from the prior year. Total expenditures include a 1.8% COLA increase, up to a 1% merit increase for non-bargaining employees and a 5% health insurance increase.
 - Projected operating expenditures are \$14,449,225 which includes funding related to public safety, recreational programming including for seniors and special needs, and fleet maintenance operations.
 - Projected capital expenditures are \$491,626, a decrease of \$605,050 or 55.17% below FY 2020 and includes funding for IT infrastructure, replacement of equipment in the Police Department, along with equipment and capitalizable services in the Public Works Department.
 - Projected operating transfers out of \$1,175,000, debt service payments of \$1,917,101, and grants and aids of \$187,500.



FY 2021 GENERAL FUND SUMMARY

DEPT NO	ACCOUNT CLASSIFICATION	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ADOPTED BUDGET FY 2019-20	AMENDED BUDGET* FY 2019-20	YEAR-END ESTIMATE FY 2019-20	PROPOSED FY 2020-21	ADOPTED FY 2020-21
BEGINNING FUND BALANCE		64,343,605	71,405,562	74,837,220	74,837,220	74,837,220	66,970,755	66,970,755
REVENUES								
	TAXES	40,458,466	42,185,297	40,781,864	41,572,155	40,984,864	43,506,669	43,506,669
	LICENSES & PERMITS	9,345,706	8,811,727	8,463,000	5,506,600	5,506,600	6,130,176	6,130,176
	INTERGOVERNMENTAL	6,261,782	6,815,854	6,935,223	5,855,223	5,855,223	6,053,557	6,620,238
	CHARGES FOR SERVICES	2,286,151	3,207,630	3,002,237	2,646,877	2,646,877	2,482,828	2,210,007
	FINES AND FORFEITS	1,813,905	2,155,425	1,730,000	1,477,500	1,480,500	1,780,000	1,780,000
	MISCELLANEOUS	1,238,153	5,340,638	1,575,012	2,714,786	2,714,798	1,403,012	1,403,012
	TOTAL REVENUES	61,404,164	68,516,571	62,487,336	59,773,141	59,188,862	61,356,242	61,650,102
OTHER RESOURCES								
	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	681,756	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	7,184,709	7,184,709	-	-
	TOTAL OTHER RESOURCES	-	-	-	7,184,709	7,866,465	-	-
TOTAL AVAILABLE RESOURCES		61,404,164	68,516,571	62,487,336	66,957,850	67,055,327	61,356,242	61,650,102
EXPENDITURES BY DEPARTMENT:								
10005	CITY COUNCIL	1,080,671	1,095,115	1,231,384	1,209,211	1,209,211	1,252,877	1,222,877
11005	CITY MANAGER	651,346	661,175	768,415	768,415	768,415	820,685	820,685
11505	PUBLIC AFFAIRS	644,817	671,818	904,006	833,906	833,923	892,884	892,884
11605	ECONOMIC DEVELOPMENT ⁽⁴⁾	414,043	333,860	-	-	-	-	-
12005	CITY CLERK	394,201	480,984	527,284	531,722	531,722	607,905	607,905
13005	CHARTER ENFORCEMENT	-	-	50,000	-	-	-	-
20005	HUMAN RESOURCES	692,322	748,324	859,173	783,873	783,873	858,189	858,189
21005	FINANCE	1,015,493	1,106,350	1,320,832	1,315,589	1,315,589	1,286,368	1,286,368
22005	INFORMATION TECHNOLOGY	4,465,539	5,107,616	5,348,511	6,247,751	6,247,751	5,391,607	5,409,191
30005	CITY ATTORNEY	543,695	493,756	715,380	716,542	716,542	732,251	732,251
40005	PLANNING & ZONING	791,405	1,010,330	1,414,221	1,410,248	1,410,248	1,325,379	1,325,379
50005	GENERAL GOVERNMENT	4,200,431	4,211,586	5,083,920	5,129,696	5,286,088	6,096,355	6,343,282
60005	POLICE	20,630,345	23,390,465	26,013,174	25,420,562	25,361,631	25,522,247	25,551,340
70005	BUILDING	3,715,534	3,991,020	4,358,691	4,176,386	4,176,386	4,080,972	4,080,972
71005	CODE COMPLIANCE	1,326,153	1,341,652	1,511,456	1,423,404	1,423,404	1,379,689	1,381,266
80005	PUBLIC WORKS	5,028,357	4,671,563	4,946,278	10,042,020	10,042,020	4,978,125	4,978,804
90005	PARKS & RECREATION	7,747,855	14,056,500	6,494,611	6,008,524	6,008,524	4,955,709	4,983,709
	TOTAL EXPENDITURES	53,342,207	63,372,115	61,547,336	66,017,850	66,115,327	60,181,242	60,475,102
	INTERFUND TRANSFER OUT ⁽²⁾	1,000,000	1,712,799	940,000	940,000	940,000	1,175,000	1,175,000
TOTAL GENERAL FUND EXPENDITURES⁽¹⁾		54,342,207	65,084,914	62,487,336	66,957,850	67,055,327	61,356,242	61,650,102
	USE OF FUND BALANCE	-	-	-	-	681,756	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	7,184,709	7,184,709	-	-
ENDING FUND BALANCE⁽³⁾		\$ 71,405,562	\$ 74,837,220	\$ 74,837,220	\$ 67,652,511	\$ 66,970,755	\$ 66,970,755	\$ 66,970,755
	15% REQUIRED RESERVE				\$ 10,043,677		\$ 9,203,436	\$ 9,247,515

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

NOTES:

⁽¹⁾ Operating expenditures (excluding Capital Outlay & Operating Transfers to Other Funds) Total: \$59,983,476

⁽²⁾ Interfund Transfers Out are budgeted from the General Government Department

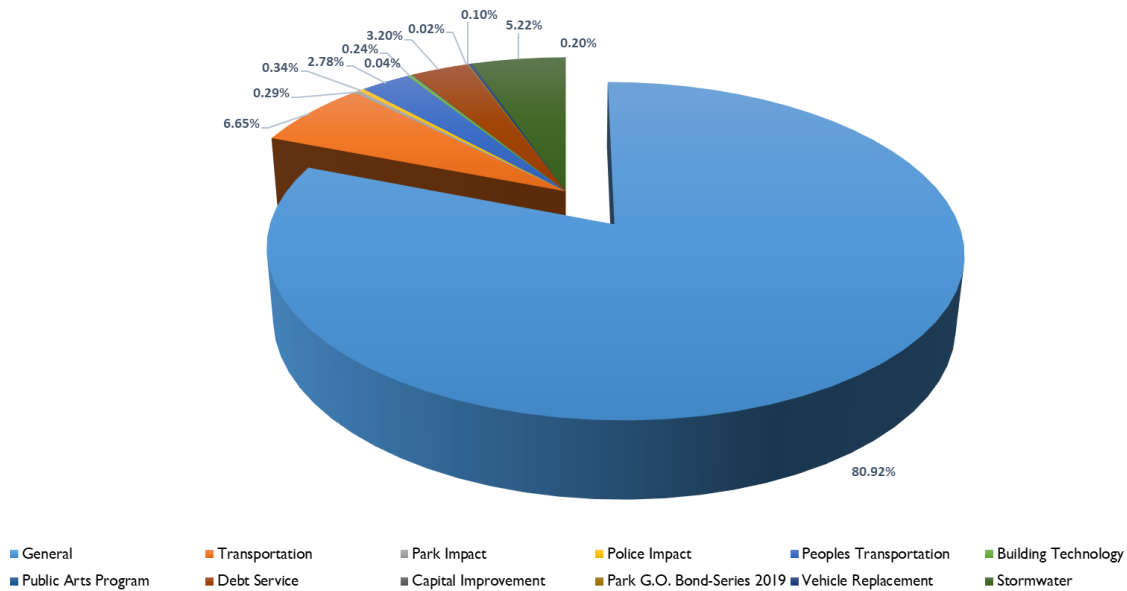
⁽³⁾ FY 2017-18 Fund Balance reflects a difference of \$505,533 when compared to financial statements, due to presentation difference for OPEB Fund

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

⁽⁴⁾ Economic Development was transferred to the Planning & Zoning Department



Adopted Budget by Fund as a % of Total Budget



SPECIAL REVENUE FUNDS & OTHER FUNDS

The adopted budget for all other funds is \$14,532,123 which is 19% of the overall budget broken down in the following funds:

- The Transportation Fund is projected to receive \$5,063,906 in revenues, which includes a use of \$2,628,952 of fund balance reserves; expenditures are projected to be \$5,063,906 which includes: \$398,764 in personnel expenditures, \$1,965,142 in operating expenses and \$2,700,000 in capital outlay.
- The Park Impact Fee Fund is projected to receive \$260,000 in revenues; expenditures are projected to be \$4,000 in operating expenses and \$215,450 for capital outlay and \$40,550 to fund balance.
- The Police Impact Fee Fund is projected to receive \$257,000 in revenues, which includes a use of \$2,000 of fund balance reserves; expenditures are projected to be \$257,000 in capital outlay.
- The Peoples Transportation Fund is projected to receive \$2,135,550 in revenues and expenditures are projected to be \$2,121,000; which includes \$14,550 to fund balance.
- The Building Technology Fund is projected to receive \$183,457 in revenues, which includes a use of \$6,657 of fund balance reserves and expenditures are projected to be \$183,457 in operating expenses.
- The new Public Arts Program Fund is projected to receive \$1,572,890 in revenues and expenditures are projected to be \$30,000 in operating expenses.
- The Debt Service Fund is projected to receive \$2,440,896 in revenues; expenditures are projected to be \$2,440,581; and \$315 to fund balance.



- The Capital Improvement Fund is projected to use \$13,500 of fund balance reserves; and expenditures are projected to be \$13,500 for operating costs.
- The Park General Obligation Bond Series 2019 Capital Project Fund is projected to receive \$200,000 in revenues; operating expenditures are projected to be \$75,321; and \$124,679 to fund balance. Refer to the fund section of the budget for details on the use of bond proceeds and adopted bond projects.
- The new Vehicle Replacement Fund is projected to receive \$175,000 in revenues as a transfer from the General Fund; expenditures are projected to be \$150,000 in capital outlay; and \$25,000 to fund balance.
- The Stormwater Fund is projected to receive \$4,890,000 in revenues; expenditures are projected to be \$3,977,908, which includes \$184,001 in personnel expenditures; \$1,542,630 in operating expenses; \$1,586,200 in capital outlay; \$665,077 in debt service; and \$912,092 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 2021 Adopted Budget contains funding for on-going services to the community. The following are the highlights:

- Revitalizing Police Department's Tasers
- Construction and design of a new elevator at the Police Department Facility
- Continue roadway construction, milling, resurfacing and beautification projects
- Citywide intersection improvements
- Stormwater improvements
- Playground Turf replacement for Doral Meadows, Downtown Doral 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
- Integration by the Building Department to an online permitting system that is outward facing
- Procure data analytics platform that leverages artificial intelligence (AI) to help us understand citizen feedback for better governance and communication
- Continue quarterly 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

This is my second year as your City Manager, and I would like to once again express my sincere appreciation to the members of the City Council for their continued guidance and support throughout the development of this adopted budget. In the midst of the COVID-19 pandemic the process to develop a balanced budget has been time-intensive and challenging. There were many difficult trade-offs that were thoughtfully considered. I believe that my team and I have risen to the occasion and that I am proposing a budget that will address our organization's highest priorities for the upcoming fiscal year. 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 proposal, 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 2021 Adopted Budget will be formally presented to City Council at the first public hearing on September 8, and again on September 22, 2020 at City Hall. 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.

Albert P. Childress, M.B.A., M.P.A., ICMA-CM

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 will be found in the report, Strategic Plan Action Status, available on the City's web site.

For 2020/2021, 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 2020/2021, the focus will be on the following.

- Economic Sustainability and Redevelopment
- Expectations Management
- Growing the tax and revenue base
- Community culture and character
- Performance leadership

This focus generates five strategic focus areas.

In summary, this will be the work focus for FY 2020/21. 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 early 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 ends relatively quickly, and the economic impacts are limited and mitigated. Scenario 2 envisions a long pandemic with more serious public health and economic impacts. Scenario 3 is the most pessimistic, assuming longer delays in an effective vaccine and repeated clusters of outbursts leading to longer term social restrictions, deep recession, and continued limits on daily life.



Scenario I: Stabilization, Second Wave Success and a Return to the “new” normal

Context

In this scenario, the spread of COVID 19 peaked in late April/May and declined rapidly enough that most businesses could re-open following CDC guidance as to appropriate practices. Shelter-in-places directives were withdrawn in mid-to-late May. The health care system in South Florida while significantly stressed was not overwhelmed and is returning to more normal operations. While the economy has been significantly weakened, it is no longer on a downward spiral and longer-term trends are positive.

The major risk is a second wave of coronavirus beginning in the Fall of 2020. The potential return of COVID19 during Fall of 2020 and Winter 2021 is recognized and is being planned for from both public health and economic perspectives. Public acceptance and support for social distancing, masking, and tracking via smart phone apps, coupled with testing for viruses and antibodies, had made for more effective management of coronavirus. The widespread use of Artificial Intelligence has improved predictions as to where clusters and outbreaks may occur. This has led to preventive quarantines which have significantly restricted and slowed the spread of a second wave.

While a vaccine has not been developed by the end of 2020, progress has been made and experts believe it reasonable a vaccine will be available prior to the Fall of 2021. Various treatment protocols have been found to be effective so that the death rate from coronavirus has dropped to a level that public fears are diminished.

Due to the factors described in the prior two paragraphs, public fear and panic have dropped significantly and consumer confidence is re-bounding. Schools have re-opened and other services have returned at various levels.

As a result, the economy is recovering. The surging unemployment rate of early April dropped significantly back to a 5 to 7 percent range in South Florida by mid-summer of 2020. While some businesses will not return, others are stable to the point where they can survive during another outbreak. Public and consumer confidence returned to a more normal level in mid-summer also.

In South Florida, the tourism industry has begun to recover, but demand is below the pre-COVID period. Similarly, international trade is on a recovery path but still below pre-COVID levels. There is a general belief that the worst of the storm is over and once a vaccine is available the pent-up demand to services and products will create various economic booms. The housing market is strong as a preference for a less dense life in suburbia is growing. As a result, property values in Doral remained stable and there is strong demand for housing in Doral.

While April and May of 2020 were certainly stressful and highly disruptive, life is slowly returning to a new normal in which there is some greater adherence to public health practices. Testing, tracking and the predictions of Artificial Intelligence programs is more widespread so that infected persons can be quarantined and the continued practice of social distancing in some form has significantly reduced outbreaks of the virus. Consequently, which a second wave will occur, it will not be nearly as disruptive



as this initial outbreak. Normal community activities have resumed but with a greater awareness of safe practices.

Impact on the City

- No Reduction in level of service
- Staff – no layoffs
- Operating increases limited to only inflation
- Assume slight decrease in revenue based on sales and usage fees

Policy Decisions

- I. Financial policy: Budget and Reserves

Scenario 2: A second wave less well-managed, recession, public hope

Context

In this scenario, COVID 19 outbreaks moderated during the summer but returned at a significant enough level in the Fall of 2020 to force continued social limitations, permanent closures of some businesses and limited services or sales in many others. Public resistance to social distancing, masking and cell phone tracking in certain areas of the nation led to outbreaks in those areas which then spread naturally as travel and commerce increased.

As the second wave develops, restrictions on public movement and limitations on businesses are re-instated in some areas or just continue naturally in other areas as people fear being in public. Unemployment rises again after a summer drop and there is public anxiety about both the economic situation and the public health situation. This is a death knell for small businesses who marginally survived the initial outbreak.

While far better prepared for a resurgence of the virus in the Fall, the health system in South Florida continues to be stressed. Some treatment protocols have been found to be effective and the death rate of April/May 2020 is dropping. Work continues on vaccine development but even the most optimistic estimates do not foresee a widely available vaccine until sometime late Fall of 2021.

The combination of continued concern by the public and the fear of a second wave in the Fall/Winter of 2020/2021 have severely weakened the tourism, entertainment and restaurant industry. While open, demand is weak and marginal. While there has been some recovery of business activities in these sectors, it is still very weak compared to the pre-COVID period. Unemployment in the sectors remains higher than the national average.

There is however a general belief that if one can come through the second wave, the economy will rebound. The Stock Market remains volatile, making investment decisions challenging. The following factors contribute to that belief.



Factor 1: A global effect

While highly variable depending upon the capacity of the various nations, overall the Global response is sufficiently strong that the second wave does not overwhelm nations to the point that international trade and travel severely declines.

Factor 2: Vaccine on the way

The promise of an effective vaccine and its widespread distribution have reduced public fears. While not available soon enough to eliminate a second wave, it does provide hope and can mitigate 2022 impacts.

Factor 3: Death rates fall

While there is much to be learned about the disease, enough on-the-ground experience has developed that death rates have fallen compared to April/May 2020.

Factor 4: Some consumer activity

While still cautious about major purchases, consumers are going beyond purchasing only necessities. Dining out has become more common and shopping is more widespread. Many businesses believe they can survive until summer 2021.

Factor 5: Overall unemployment rates have dropped

While above the pre-COVID rate, unemployment rates have dropped as some businesses have revived and other businesses are strong enough to hire. There is a general belief that the long-term trend is positive, while accepting the current situation is difficult. Unemployment remains high however in the tourism and entertainment sectors.

Factor 6: Construction continues, although at a slower pace

While commercial construction slows significantly, the residential sector continues to build. While not on the same pace as pre-COVID, it is sufficient to remain a source of jobs and an economic driver.

Factor 7: Sales tax and other public revenues have declined but at a manageable level

There has been a significant decline in public revenues. However, with various cost controls, use of reserves and bridge loans, public services are not severely impacted. Staff layoffs have been limited with compensation gaps the major impact.

Impact on the City

- Property valuation flat in 2021
- More significant reduction in sales tax
- Will still have construction, but slower
- Short term hiring freeze



- Eliminate vacant positions
- Review of equipment needs, delay replacement schedules
- Don't have to use reserves
- Balance budget with current dollars
- Slight reduction in millage rate

Policy Decisions

1. Financial: Budget and Reserves
2. Approval of revised Capital Improvement Plan

Scenario 3: The Second Wave Plus One – Deep recession, Continued Public Health Crisis

Context

Several factors combine to create negative feedback loops which lead to a deep recession, borderline depression. These include:

Factor 1: Delay in development of an effective vaccine

Vaccine development was complicated by a variety of factors so that a vaccine will not be widely available until the Spring of 2022, in part due to the complexity of large scale production. This means that for two years, not just Fall 2020/Winter 2021, the various behaviors of social distancing, masking, crowd limitations, and limitations on business activity occur.

Factor 2: Global crisis

While the United States is experiencing the second wave and managing it with mixed success, coronavirus continues to come in waves in less-developed countries which lack the public health infrastructure and public governance capacities to manage it. As a result, international trade with these countries is highly restricted as is travel for any reason. This has several results which include:

Result 1: Many basic items are in short supply. The production of many basic items has been shifted outside of the United States. Their ability to produce these items is limited as the virus becomes more widespread in these nations.

Result 2: There are shortages of some key materials needed by the advance economies as these less-developed countries become quarantined in effect. Some examples are provided below:

Since World War II, the United States has become increasingly dependent on foreign sources for almost all non-fuel minerals. Included among these minerals are “strategic minerals” minerals not found or produces domestically in sufficient quantities to meet our needs in times of foreign threats to national security and/or the economy. Of the 24 major nonfuel minerals consumed by industrial nations, the United States is substantially dependent on imports for 21 of them.



Source: Major R.A. Hagerman. United States Marine Corps April 6, 1984. U.S. RELIANCE ON AFRICA FOR STRATEGIC MINERALS

In 2016, the United States was 100 percent dependent on foreign sources for 20 of the 90 mineral commodities that USGS tracks. Typically, the United States imports its mineral commodities from a wide variety of countries, and in no case is the United States fully reliant on a single country for a mineral resource. April 12, 2017

Source: Risk and Reliance: The U.S. Economy and Mineral Resources – USGS

For one specific example. *Lithium is an element of growing importance due to its use in batteries used in cell phones, laptops, and electric vehicles.⁵ Chile, Bolivia, and Argentina account for over 50% of easily extractable world lithium reserves.⁵ Australia, Chile, China, and Argentina accounted for almost 96% of world lithium production in 2018.⁷*

Because of these factors, advanced manufacturing in the U.S. is restricted and the costs of many needed items is rising. Rising costs and lack of minerals has led to increased public fears and loss of consumer confidence.

Result 3: Unemployment remains high in those areas related to manufacturing requiring foreign materials, international trade, and transportation of goods.

Factor 3: Psychological shelter-in-place and economic withdrawal

The resurgence of Coronavirus in the United States as a second and third wave, coupled with weak economic recovery, scarcity of some goods and rising costs for others, drive consumer confidence to all time low levels as people purchase only the necessities. There is a high level of public fear and distrust of public leadership.

While more adequately prepared, public fear and concern, coupled with the recognition that avoiding crowded situations is important has led to the following:

Collapse of tourism industry in Florida. While beaches, theme parks, and other tourism venues are open, attendance is sparse. Some close, others reduce staff to the required minimum. State sales tax revenue drops significantly.

Closure of many hotels, “mom and pop” motels and significant reductions in BnB offerings. A lack of significant business travel due to a weak economy and greater reliance on web-based communication, coupled with the collapse of tourism, has resulted in an over-supply of hotel related facilities. Sales tax revenue drops as well as bed taxes.

Construction at a near standstill. The national economic recession has slowed home sales in those states where sales tend to lead to Florida home purchases. There is no need for additional commercial space as vacancy rates are high in existing facilities.



Limited recovery in the dining and entertainment industries. While not restricted by public health guidance, public concerns weaken demand. For example, people want to be farther away from others in restaurants so that the number of persons served is less than normal. Large public events are so poorly attended that organizers start to limit or eliminate them for cost reasons.

Avoidance of businesses that are not viewed as offering “safe” places. Businesses are judged on whether they provide a high level of safety to their customers and staff. Those which are judged to be weak are avoided.

A significant downturn in manufacturing. While not a source of major employment in Florida, its downturn will have impacts in the State. As auto sales slow for example, local dealerships will experience declines in income. While repairs will enable them to continue, there is still an economic hit. There are indirect impacts on tourism and home sales as a segment of the population loses income.

International trade. Export markets decline as American products become unaffordable and import markets are limited due to restrictions on air travel and general fear of importing COVID 19. This leads to the various results discussed in factor 1: shortages of some items, rising costs for others, high unemployment in the sector.

High unemployment rates. The St. Louis Federal Reserve estimated a worse case unemployment scenario at 37%

Business and personal bankruptcies rise. Businesses and individuals were stressed by the April/May outbreak but managed to survive if they were weakened to the point where a prolonged economic recession could not be managed.

Stock Market decline. The stock market overall loses about a third of its peak value. Planning for pension commitments or other investment returns become highly challenging.

Factor 4: The stress of social isolation, public fear, and unemployment

As the fear of interaction with others continues and unemployment remains high, psychological stressors begin to impact many people.

Domestic violence and child abuse rates increase. Domestic violence rates have already risen in the current coronavirus outbreak. If child abuse rates continue to rise as unemployment, social limitations, worries about provision of basics such as food and housing rise.

Drug and alcohol use increases. More persons than normal seek to escape the various stressors through alcohol or substance abuse.

Suicide rates rise. The combined effect of social isolation, economic stress and general anxiety lead to an increase in suicide rates.



Property crime rates rise. Crime rates are declining in the current outbreak. However, as unemployment rose and financial pressures increased, there was an increase in property theft to generate income.

Schools and childcare centers are limited or closed. While public schools have been able to remain open by testing and isolation students with coronavirus, this creates childcare issues for many families. The childcare centers, who are privately funded, have not survived in any significant number. This exacerbates the employment situation as the lack of childcare, or high cost, eliminates, some from employment.

Factor 5: Higher demand, lower capacity of local governments

In stressful times, demands upon government rise. At the same time governments become more financially constrained. Some of the specific implications for local governments include:

A decline in sales tax revenue and state revenue sharing. As a public revenue source Florida is highly dependent upon sale taxes. With the near collapse of tourism and significant declines in construction and personal consumption, sales tax revenues have dropped sharply.

A decline in property values. With the real estate market in decline and demand weak, sales have dropped significantly as well as sale prices.

Pressures rise for a reduction in property taxes. The combination of economic pressures on many persons, coupled with an awareness that their homes may have decline in value, will place pressures on local governments to reduce their property tax rates.

Staff layoffs and pay reductions. Positions funded from development fees will be the first to be eliminated. If there is a continued decline in the use of public parks and recreation programs, these staff will be reduced in number. Other positions will simply not be filled. Pay raises will not occur and in some cases reductions may occur.

There is a great service demand. While the capacity of local governments is restricted, demands and expectations have increased. Some of the more obvious impacts are:

- Food insecurity rises. While not a primary function of local government, the scope of the need will force some level of response.
- Homelessness increases. As more and more people become unemployed, more will become homeless.
- Increase use of “free” public facilities. There will be greater demand on libraries and parks even as widespread use remains problematic.



Impact on the City

- Reduced operating expenditures and reduced services
- Decline in property values
- Significant decline in sales tax revenues and other fees
- Visual appearance of the City declines
- Demand for city services rises from public safety and recreation perspectives

Policy Decisions

1. Financial – Budget and Reserves, Property tax rates, Fees
2. Adoption of revised Capital Improvement Plan
3. Adoption of revised service levels

Additional Hurricane Scenarios to above threes (assume Cat 3 with no major structural damage)

- Drain on staffing
- For 3 or 4 months, all city services will be affected
- The City is in an emergency operating state for at least 4 to 6 weeks
- 3 months are needed before a return to normal operating procedures

VISION

The vision statement for the City is: “A premier community in which to live, learn, work 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 provides 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 five strategic focus areas in this new plan. These are:

- Economic sustainability and redevelopment
- Expectations management
- Maintaining the tax and revenue base
- Community culture and character
- Performance leadership

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 publics 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 in order 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 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. A safer City 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, is work on broader programming options for all residents as well as a variety of policy choice to improve and manage recreation in the City.

FISCAL YEAR 2020 - 2021 STRATEGIC PLAN GOALS

The following objective, strategies, and action steps were established for each goal:

Goal: Promote sustainability of the local economy development

Objectives:

- Support continued viability of the business community
- Encourage desired forms of redevelopment
- Increase the number and proportion of higher wage jobs
- Attract new residents for whom the housing of the City is affordable

Strategies:

- Support the survival and retention of existing local small businesses
- Expand the marketing effort of the City to attract new businesses or help existing businesses develop new markets
- Prepare for economic recovery

Action Steps:

- Maintain up-to-date information on status of local businesses
- Engage in a study to compare and model land uses that can provide the greatest tax and revenue base
- Conduct analysis of feasibility of medical tourism market



- Examine options to encourage technology start-ups
- Conduct a market analysis of possible redevelopment scenarios
- Maintain and expand the range of assistance provided to local small business
- Continue pursuit of office and corporate headquarters
- Review grants program
- Develop a proactive retention effort
- Identify key target demographics
- Develop a global marketing effort
- Develop a brand for downtown
- Stimulate the local economy via public expenditures regarding park development
- Enhance communication of City's success to the community

Goal: Communicate accurate information

Objectives:

- 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

Strategies:

- Updated codes, regulations and recommended public safety practices
- Modify the customer experience to promote public health and safety
- Enhanced communication about public health topics, including COVID 19
- Enhanced community police presence

Action Steps:

- Continue periodic messages from the Mayor or Commissioners regarding Coronavirus status and economic recovery actions
- Send information and updates about COVID 19 and recommended health practices occurring in the City
- Continue activities of Constituent Services Office focusing on basic assistance, economic guidance, rumor control
- Hold virtual community events and continued use of social media
- Provide public education on the use of technology to interface with the City
- Implement EnerGov
- Examine use of Police Service Aides to police parking infractions during peak times or other uses that would promote public safety
- Address staff concerns as to their health status when and if city employees are tested positive for the virus



Goal: Maintain the tax and revenue base of the City

Objectives:

- 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 of Doral
- Assist local businesses to remain viable

Strategies:

- Long term financial projections, including projected impacts of potential recession and unemployment
- Comparative data on tax and revenue burden
- Proactive annexation
- Infrastructure status monitoring
- Revenue analysis
- Renewal and replacement planning

Action Steps:

- Monitor economic trends and potential impact on city revenues
- Develop budget scenarios modeling various impacts of COVID 19
- Develop conservative budget for FY 20/21 in order to protect reserves
- Monitor status of annexation and determine need for independent action
- Analyze impact fees and update as needed
- Conduct fee review study
- Keep Repair & Replacement plan current
- Examine new revenue sources: BTR annual inspections; additional planning services; update fee schedules and administrative fees (e.g. Technology Fee)
- Proactive maintenance of private landscaping to prevent aesthetic deterioration of the City

Goal: Protect and enhance community culture, character, and safety

Objectives:

- 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

Strategies:

- Continue emphasis on promoting community order
- Model desired behaviors



- Public education
- Program modification

Action Steps:

- Enhance telepresence or other remote means of service delivery
- Improve 311 app to address community concerns about public health and economic health issues
- Increase the speed with which City public safety recommendations, practices and accomplishments are communicated to the Community
- Conduct a public education campaign about community standards once the Emergency Orders allow it
- Strengthen capacity of Codes, Police, Parks, and other public facing staff to educate the public on safe practices
- Provide technical assistance to business on safe practices
- Modify the provision of city services to increase protections to both public and staff
- Enhance monitoring and cleaning of buildings for public safety
- Maintain ISO/BCEGS rating for community rating for commercial and residential buildings
- Adapt recreational programs to meet public health needs and standards
- Provide adequate Personal Protection Equipment to staff
- Review and update the City's land development code
- Develop a system and process so that responses acknowledging receipt of request to inquiries are made within 24 hours
- Develop processes to ensure that the City speaks with one voice
- Improve software in Building Department
- Establish a single point of contact for persons seeking a permit
- Increase collaboration and improve permitting process among Building, Code Enforcement and Planning and Zoning
- Improve customer service in the reception area

Goal: Improve performance leadership – increased public confidence and organizational effectiveness

Objectives:

- 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



Strategies:

- Focus on accountability and production
- Greater attention to safety practices in the detail of operational work
- Ensure current positions are appropriately classified
- Customer informed metrics
- Appropriate technology

Action Steps:

- Conduct a pay and classification study
- Develop outcome metrics, based in part on customer informed outcomes
- Develop formal strategy for improvement and expansion of virtual services
- Continue development of Public Safety Real-Time Information Center
- Continue to examine options to expand use of Artificial Intelligence for public services
- Enhance the technology security infrastructure
- Implement the Human Resources/Payroll software system
- Provide on-going training on customer services using a team building, culture change approach
- Continue to define the parameters and practices of a virtual workforce
- Continue 2020 public works projects related to road widenings, stormwater improvements, and traffic signals
- Complete the design phase and commence construction phase of the Citywide Sidewalk phase 2 project
- Initiate work on the Adaptive Re-use area
- Continue work related to the Parks Master Plan
- Modify city practices as needed for the public health crisis and economic recession
- Implement practices to maintain the historic gains in community trust developed by community policing
- Provide health information and safety training for public-facing employees
- Adopt practices which recognize that the City is facing a unique situation of community stress particularly with its regulatory and enforcement functions
- Display more metrics externally





GUIDE FOR READERS

The Fiscal Year 2020-2021 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, 2020 through September 30, 2021. 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 2 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 2021, 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, Bond Debt Service Fund, Capital Improvement Fund, Infrastructure Replacement Fund, Vehicle Replacement Fund, General Obligation Bond Fund, Series 2019, Stormwater Fund, and Other Post-Employment Benefits Fund.

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



Sample Department Section for FY 2021 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 I 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 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.

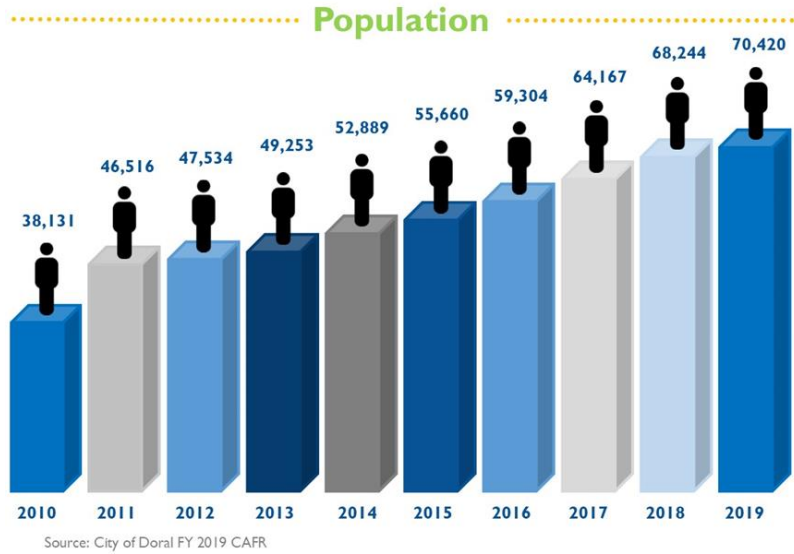
The City of Doral is committed to its mission "To serve our community by relentlessly pursuing the highest quality of life through the delivery of efficient, sustainable, transparent, ethical and accountable government" making Doral the premier place people are choosing "to Live, Work, Learn, and Play".





CITY OVERVIEW

City of Doral incorporated on June 24, 2003, it 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 70,420 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.



Median Family Income

\$77,418

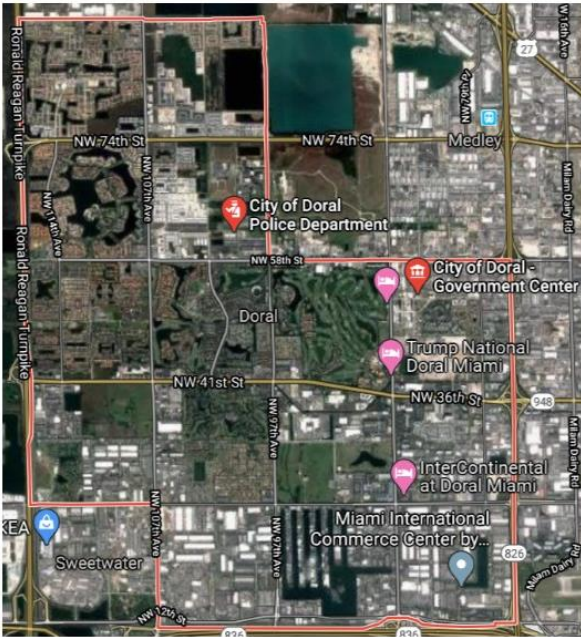
Unemployment Rate

2.9%

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



25.2

Miles of Walking & Biking Trails

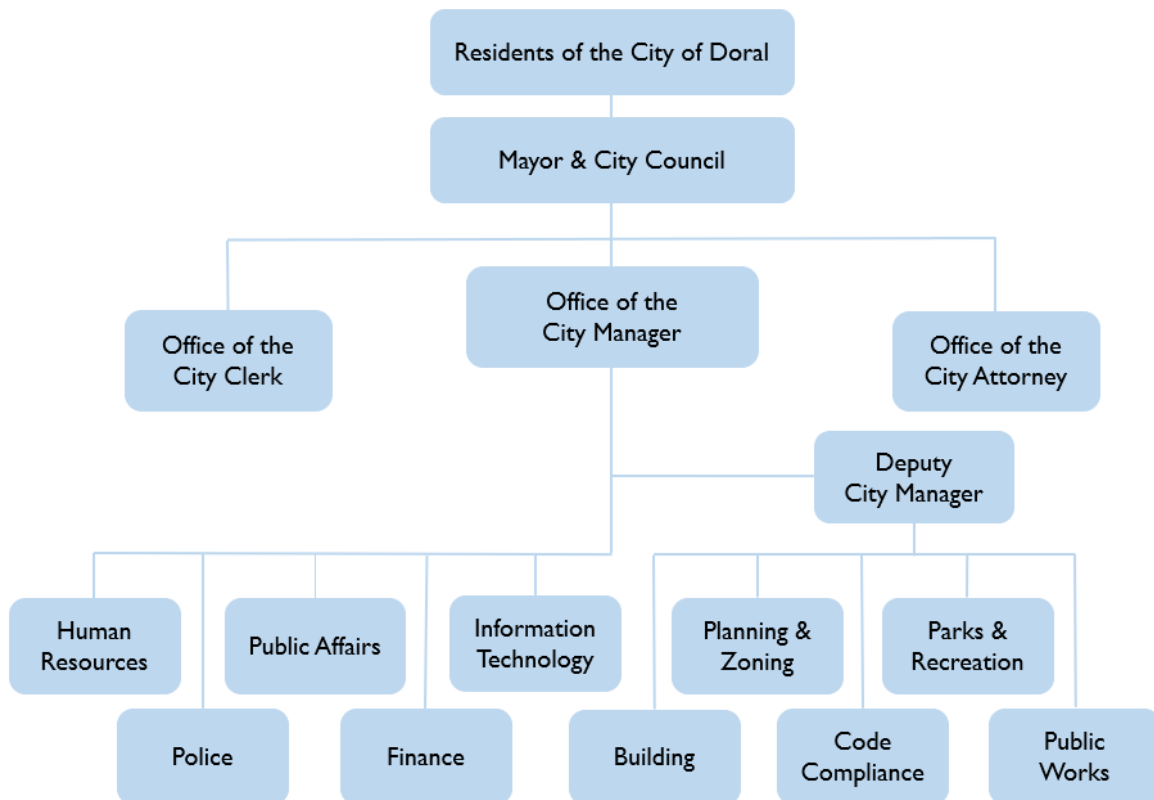


218

Miles of Streets



CITY OF DORAL ORGANIZATIONAL CHART

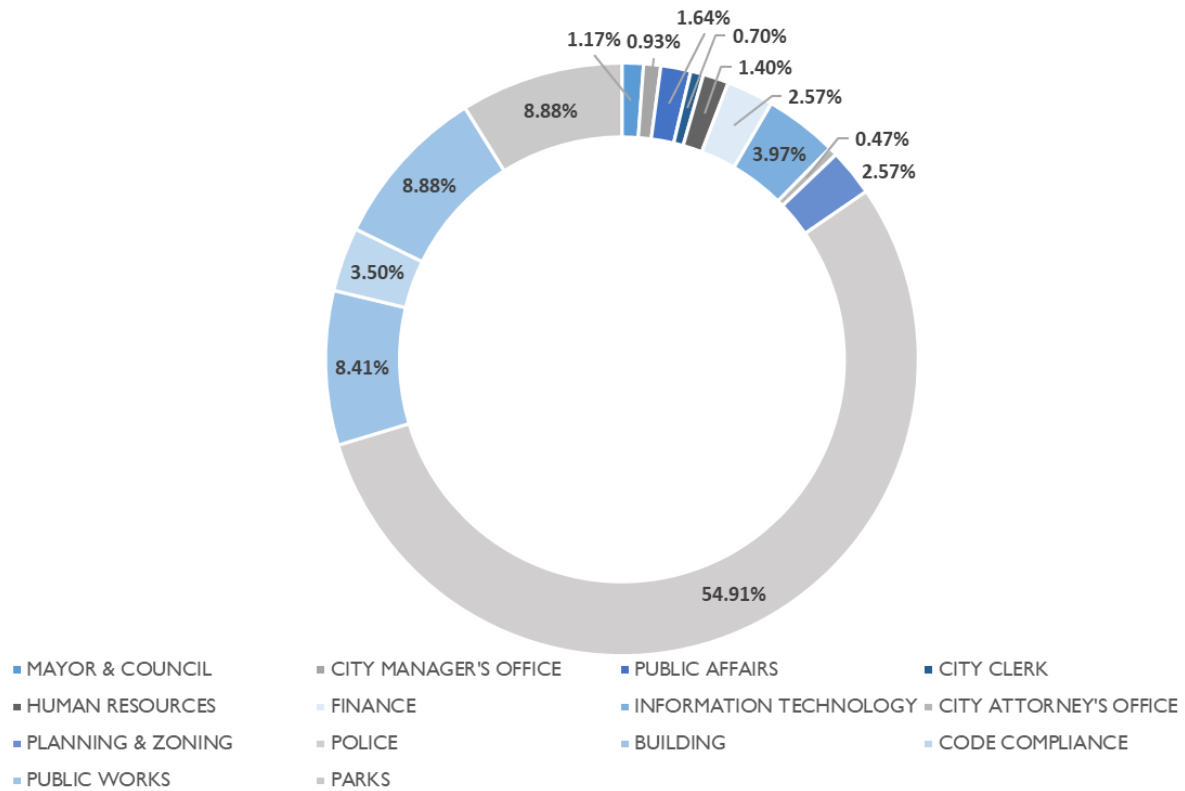




CONSOLIDATED POSITION SUMMARY



GENERAL FUND FULL-TIME HEADCOUNT BY DEPARTMENT





CITY OF DORAL CONSOLIDATED POSITION SUMMARY				
DEPARTMENT	AMENDED BUDGET FY 2017-18	AMENDED BUDGET FY 2018-19	AMENDED BUDGET FY 2019-20	ADOPTED FY 2020-21
Mayor & City Council				
Charter Compensation	5	5	5	5
Full Time Salaries	5	5	5	5
Total	10	10	10	10
Office of the City Manager				
Administrative Salaries	2	2	2	2
Full Time Salaries	2	2	2	2
Other Salaries	0	0	0	0
Total	4	4	4	4
Public Affairs				
Administrative Salaries	0	0	0	1
Full Time Salaries	5.5	6	7	6
Total	5.5	6	7	7
Division of Economic Development				
Full Time Salaries	2.5	2	0	0
Total	2.5	2	0	0
City Clerk				
Administrative Salaries	1	1	1	1
Full Time Salaries	2	2	2	2
Total	3	3	3	3
Human Resources Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	5	5	5	5
Other Salaries	6	6	6	6
Total	12	12	12	12
Finance Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	10	10	10	10
Other Salaries	1	1	2	1
Total	12	12	13	12
Information Technology Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	16	17	16	16
Total	17	18	17	17
Office of the City Attorney				
Administrative Salaries	0	1	1	1
Full Time Salaries	0	2	1	1
Total	0	3	2	2



CITY OF DORAL CONSOLIDATED POSITION SUMMARY				
DEPARTMENT	AMENDED BUDGET FY 2017-18	AMENDED BUDGET FY 2018-19	AMENDED BUDGET FY 2019-20	ADOPTED FY 2020-21
Planning & Zoning Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	9	9	10	10
Total	10	10	11	11
Police Department				
Administrative Salaries	1	1	1	1
Full Time Salaries - Sworn	141	161	181	180
Full Time Salaries	48	51	55	54
Other Salaries	1	1	1	1
Total	191	214	238	236
Building Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	37	35	35	35
Other Salaries	1	2	1	1
Total	39	38	37	37
Code Compliance Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	15	15	15	14
Other Salaries	0	0	0	0
Total	16	16	16	15
Public Works Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	31	34	36	37
Other Salaries	2	2	2	1
Total	34	37	39	39
Parks & Recreation Department				
Administrative Salaries	1	1	1	1
Full Time Salaries	37	37	37	37
Other Salaries ¹	N/A	N/A	N/A	N/A
Total	38	38	38	38



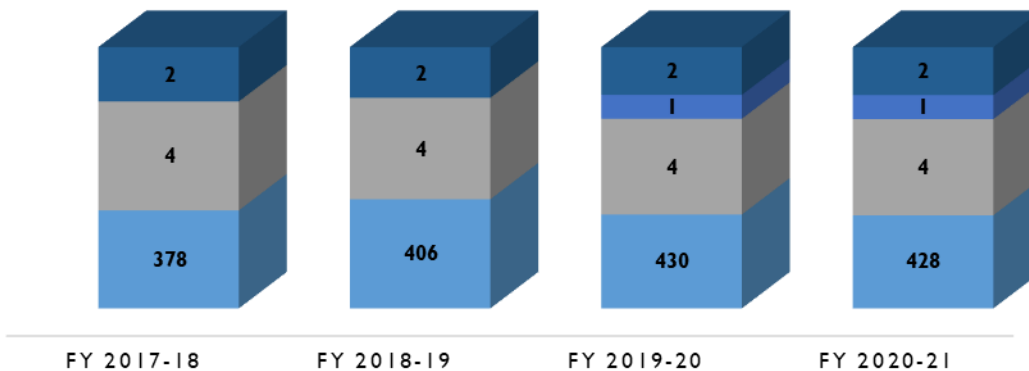
CITY OF DORAL CONSOLIDATED POSITION SUMMARY				
DEPARTMENT	AMENDED BUDGET FY 2017-18	AMENDED BUDGET FY 2018-19	AMENDED BUDGET FY 2019-20	ADOPTED FY 2020-21
Transportation				
Full Time Salaries	4	4	4	4
Total	4	4	4	4
Parks G.O. Bond - Series 2019				
Full Time Salaries	0	0	1	1
Total	0	0	1	1
Stormwater				
Full Time Salaries	2	2	2	2
Total	2	2	2	2
Councilmembers Total	5	5	5	5
Administrative - Full Time Total	12	13	13	14
Sworn - Full Time Total	141	161	181	180
Full Time Total	231	238	243	241
Other Salaries - Part Time Total	11	12	12	10
Grand Total (Excluding Councilmembers)	395	424	449	445

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

² Economic Development transferred to Planning & Zoning Department

FULL-TIME HEADCOUNT BY FUND

■ GENERAL FUND ■ TRANSPORTATION FUND ■ PARK G.O. BOND SERIES 2019 ■ STORMWATER FUND



DOWNTOWN DORAL

PARK

**BUDGET
OVERVIEW**



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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:

- A. *BALANCED BUDGET*. Each annual budget adopted by the Council shall be a balanced budget.
- B. *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.

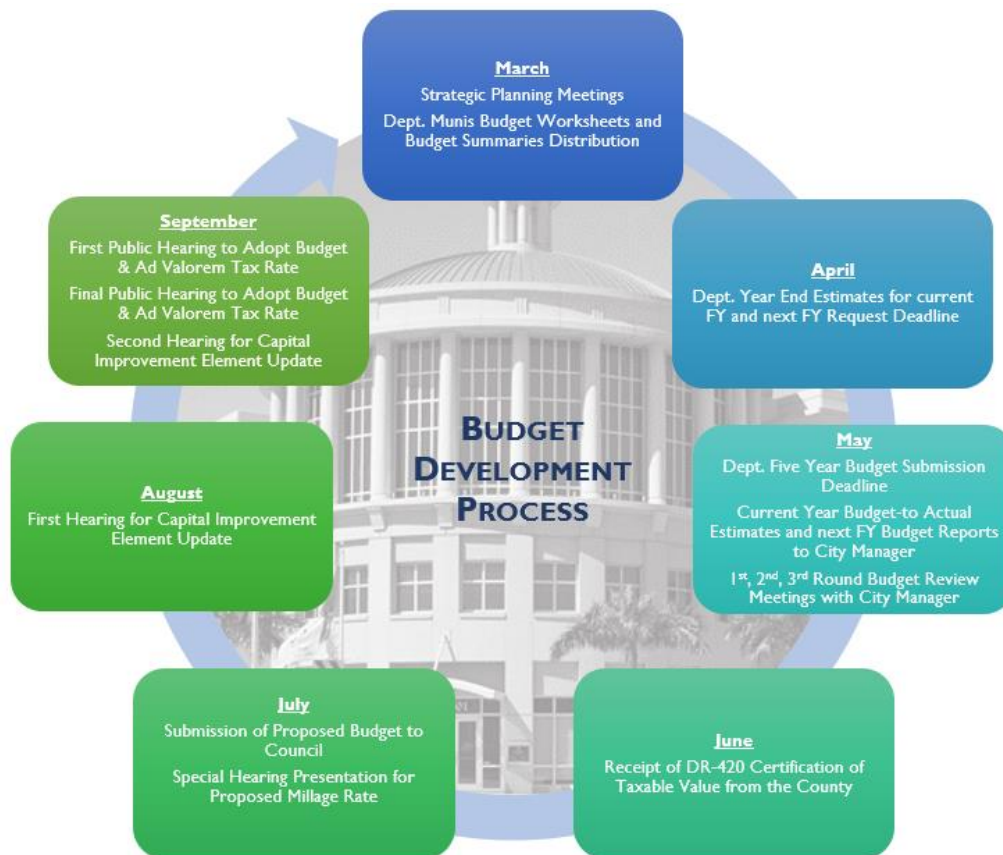




BUDGET SCHEDULE

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.





FY 2021 BUDGET CALENDAR

DATE	RESPONSIBILITY	ACTION REQUIRED
March 6-7, 2020	City Council City Manager Department Heads	Strategic Planning Meetings with City Council
March 27, 2020	Finance Department	Distribution of Munis Budget Worksheets and Budget Summaries to Departments.
April 24, 2020	Finance Department Department Heads	Deadline for Submission of Department's Year-End Estimates for FY 2020 and FY 2021 Requests (including Budget Worksheets & IT Requests).
May 6, 2020	Finance Department Department Heads	Deadline for Submission of Department's Year Five Year Budget (FY 2022 -2025) .
May 13, 2020	City Manager Finance Director	FY 2020 Budget-to-Actual Estimates and FY 2021 Budget Requests Reports to City Manager.
May 18-22, 2020	City Manager Finance Director Department Heads	1 st Round of Departmental Budget Review Meetings with City Manager.
May 26-28, 2020	City Manager Finance Director Department Heads	2 nd Round of Departmental Budget Review meetings with City Manager.
June 30, 2020	Miami-Dade County Property Appraiser	Receipt of DR-420 Certification of Taxable Value from the County.
July 7, 2020	City Council City Manager	Special Hearing Presentation of Resolution Setting Proposed Millage Rate for 2021 and Announcing the First and Second Budget Public Hearing Dates.
July 31, 2020	City Council City Manager	Submission of Proposed Budget to the City Council.
August 4, 2020	City Manager 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 12, 2020	City Council City Manager Planning & Zoning	First Hearing of the 2021 Capital Improvement Element Update
September 8, 2020*	City Council City Manager Department Heads	First Public Hearing to Adopt Budget and Ad Valorem Tax Rate.
September 22, 2020*	City Council City Manager Department Heads	Final Public Hearing to Adopt Budget and Ad Valorem Tax Rate. Second Hearing of the 2020 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 who's 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 ten (10) different 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, General Obligation Bond, Series 2019 fund, Stormwater fund, and Other Post-Employment Benefits fund.

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

USE OF FUNDS

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

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

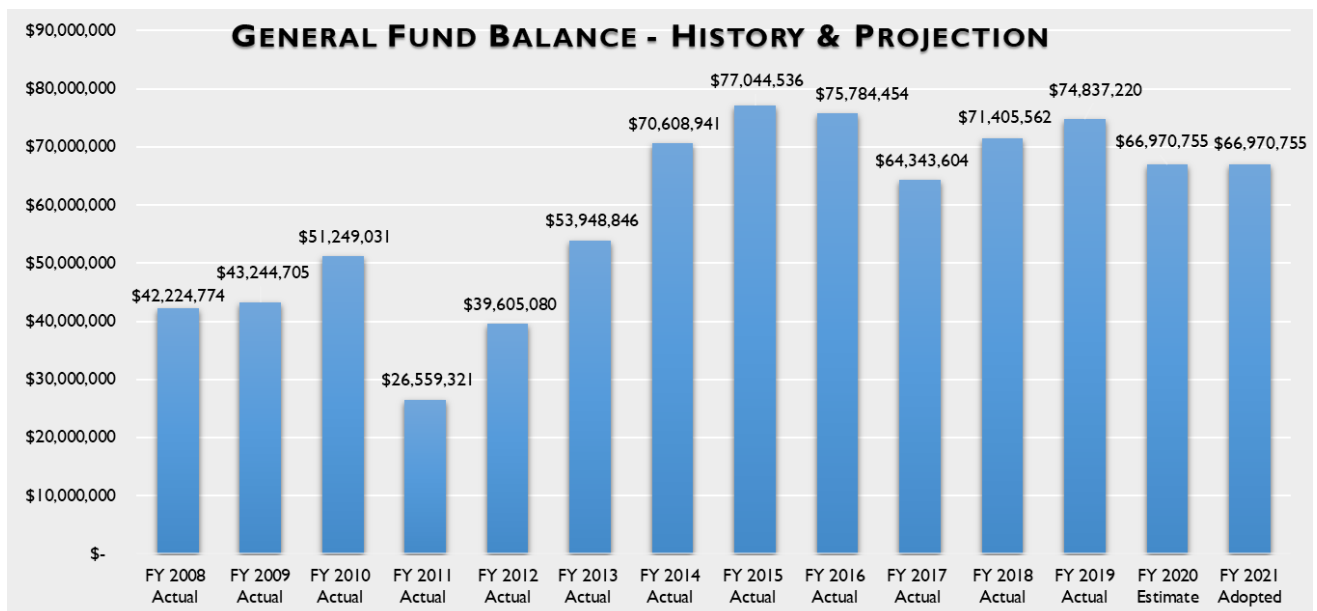
FUND BALANCE DANGERS AND TRAPS TO AVOID

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



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

FUND BALANCE – GENERAL FUND





FUND STRUCTURE

FUND STRUCTURE					
Fund Name	Fund Type	Purpose	Revenue	Budgeting Basis	Accounting Basis
GOVERNMENTAL FUNDS					
General Fund	Major Governmental Fund	Account for the cost of general operations of the City.	Primarily from general property taxes, franchise fees, license and permit fees, intergovernmental retaxes, and miscellaneous fees	Modified Accrual	Modified Accrual
Transportation Fund	Major Governmental Fund	Special Revenue fund used to account for specific revenues that are legally restricted to expenditure for particular purposes. This fund manages funds to be utilized for transportation expenditures needed to meet the requirements of the capital improvements element of an adopted comprehensive plan.	Local options gas tax, state revenue sharing, and general fund transfers.	Modified Accrual	Modified Accrual
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
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' capital expenditures.	Impact fees assessed on new construction building permits	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
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
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
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 2019 Capital Projects Fund	Non-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
Other Post-Employment Benefits Fund	Non-major Governmental Fund	Used to prefund the City's obligation for post-employment benefits other than pensions.	General Fund transfers	Modified Accrual	Modified Accrual
PROPRIETARY FUNDS					
Stormwater Utility Fund	Enterprise Fund	Account for operations financed and operated in a manner similar to the private sector.	User charges to existing customers for continuing sewer services.	Accrual	Accrual



DEPARTMENT/ FUND RELATIONSHIPS														
DEPARTMENT	GEN	TRN	PTP	PAIF	POIF	BTF	PAPF	DSF	CAP	IRF	VRF	GOB19	OPEB	SWU
Office of the Mayor & City Council	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	
Police	x				x									
Building	x					x								
Code Compliance	x													
Public Works	x	x	x						x			x		x
Parks & Recreation	x				x							x		

Fund Abbreviations

- GEN General Fund
- TRN Transportation Fund
- PTP People's Transportation Plan Fund
- PAI Park Impact Fee Fund
- POI Police Impact Fee Fund
- BTF Building Technology Fund
- PAPF Public Arts Program Fund
- DSF Debt Service Fund
- CAP Capital Projects Fund
- IRF Infrastructure Replacement Fund
- VRF Vehicle Replacement Fund
- GOB19 General Obligation Bond, Series 2019 Fund
- OPEB Other Post-Employment Benefits Fund
- SWU Stormwater Utility 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.

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.

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.

STORMWATER UTILITY FUND - 401

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

OTHER POST-EMPLOYMENT BENEFITS FUND - 651

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



FUND EXPENDITURES

ACCOUNT CLASSIFICATION	ACTUAL	ACTUAL	ADOPTED	AMENDED	YEAR-END	PROPOSED	ADOPTED
	FY 2017-18	FY 2018-19	BUDGET FY 2019-20	BUDGET* FY 2019-20	ESTIMATE FY 2019-20	FY 2020-21	FY 2020-21
General Fund - 001							
Beginning Fund Balance	64,343,605	71,405,562	74,837,219	74,837,219	74,837,219	66,970,754	66,970,754
Revenues	61,404,164	68,516,571	62,487,336	66,957,850	67,055,327	61,356,242	61,650,102
Expenditures	(53,342,207)	(63,372,115)	(61,547,336)	(66,017,850)	(66,115,327)	(60,181,242)	(60,475,102)
Interfunds Transfers In	-	-	-	-	-	-	-
Interfunds Transfers Out	(1,000,000)	(1,712,799)	(940,000)	(940,000)	(940,000)	(1,175,000)	(1,175,000)
Committed (Encumbrances)	-	-	-	(7,184,709)	(7,184,709)	-	-
Use of Fund Balance	-	-	-	-	(681,756)	-	-
Ending Fund Balance	71,405,562	74,837,219	74,837,219	67,652,510	66,970,754	66,970,754	66,970,754
Transportation Fund - 101							
Beginning Fund Balance	17,830,564	16,986,079	15,571,587	15,571,587	15,571,587	3,985,605	3,985,605
Revenues	5,104,491	6,171,790	6,978,203	15,278,971	16,199,544	5,063,906	5,063,906
Expenditures	(5,104,491)	(6,171,790)	(6,978,203)	(15,278,971)	(15,278,972)	(5,063,906)	(5,063,906)
Interfunds Transfers In	-	-	-	-	-	-	-
Committed (Encumbrances)	-	-	-	(8,300,768)	(8,300,768)	-	-
Use of Fund Balance	(844,485)	(1,414,492)	(4,205,786)	(4,205,786)	(4,205,786)	(2,641,642)	(2,628,952)
Ending Fund Balance	16,986,079	15,571,587	11,365,801	3,065,033	3,985,605	1,343,963	1,356,653
Park Impact Fee Fund - 102							
Beginning Fund Balance	3,194,065	3,815,664	6,212,202	6,212,202	6,212,202	6,439,878	6,439,878
Revenues	1,274,185	3,367,713	260,000	647,724	1,023,124	260,000	260,000
Expenditures	(652,586)	(971,175)	(20,000)	(407,724)	(407,724)	(219,450)	(219,450)
Committed (Encumbrances)	-	-	-	(387,724)	(387,724)	-	-
Use of Fund Balance	-	-	-	-	-	-	-
Ending Fund Balance	3,815,664	6,212,202	6,452,202	6,064,478	6,439,878	6,480,428	6,480,428
Police Impact Fee Fund - 103							
Beginning Fund Balance	1,560,320	1,892,194	1,746,406	1,746,406	1,746,406	639,181	639,181
Revenues	961,720	904,969	1,403,860	1,172,725	1,417,225	257,000	257,000
Expenditures	(629,846)	(1,050,757)	(1,403,860)	(1,417,225)	(1,417,225)	(257,000)	(257,000)
Committed (Encumbrances)	-	-	-	(13,365)	(13,365)	-	-
Use of Fund Balance	-	-	(898,860)	(898,860)	(1,093,860)	(2,000)	(2,000)
Ending Fund Balance	1,892,194	1,746,406	847,546	589,681	639,181	637,181	637,181
People's Transportation Plan Fund - 106							
Beginning Fund Balance	478,051	560,863	1,353,436	1,353,436	1,353,436	1,372,393	1,372,393
Revenues	2,508,437	2,947,434	2,817,739	2,817,739	2,162,179	2,135,550	2,135,550
Expenditures	(2,425,625)	(2,154,861)	(2,143,222)	(2,143,222)	(2,143,222)	(2,121,000)	(2,121,000)
Committed (Encumbrances)	-	-	-	-	-	-	-
Ending Fund Balance	560,863	1,353,436	2,027,953	2,027,953	1,372,393	1,386,943	1,386,943
Building Technology Fund - 108							
Beginning Fund Balance	-	130,432	367,079	367,079	367,079	76,579	76,579
Revenues	130,432	236,647	221,000	300,000	200,000	183,457	183,457
Expenditures	-	-	(200,000)	(400,000)	(200,000)	(183,457)	(183,457)
Committed (Encumbrances)	-	-	-	(200,000)	(200,000)	-	-
Use of Fund Balance	-	-	-	-	(90,500)	(6,657)	(6,657)
Ending Fund Balance	130,432	367,079	388,079	67,079	76,579	69,922	69,922



ACCOUNT CLASSIFICATION	ADOPTED AMENDED YEAR-END						
	ACTUAL FY 2017-18	ACTUAL FY 2018-19	BUDGET FY 2019-20	BUDGET* FY 2019-20	ESTIMATE FY 2019-20	PROPOSED FY 2020-21	ADOPTED FY 2020-21
Public Arts Program Fund - 110							
Beginning Fund Balance	-	-	-	-	-	-	-
Revenues	-	-	-	-	-	-	1,572,890
Expenditures	-	-	-	-	-	-	(30,000)
Interfunds Transfers In	-	-	-	-	-	-	-
Use of Fund Balance	-	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-	1,542,890
Debt Service Fund - 201							
Beginning Fund Balance	-	-	18,906	18,906	18,906	24,332	24,332
Revenues	-	-	2,439,188	2,439,188	2,445,188	2,440,896	2,440,896
Expenditures	-	-	(2,439,762)	(2,439,762)	(2,439,762)	(2,440,581)	(2,440,581)
Interfunds Transfers In	-	18,906	-	-	-	-	-
Use of Fund Balance	-	-	-	-	-	-	-
Ending Fund Balance	-	18,906	18,332	18,332	24,332	24,647	24,647
Capital Improvement Fund - 301							
Beginning Fund Balance	571,616	535,508	528,011	528,011	528,011	13,824	13,824
Revenues	36,108	2,207	10,000	10,000	11,000	13,500	13,500
Expenditures	(36,108)	(157,147)	(450,000)	(955,188)	(955,187)	(13,500)	(13,500)
Interfunds Transfers In	-	147,443	440,000	440,000	440,000	-	-
Committed (Encumbrances)	-	-	-	-	-	-	-
Use of Fund Balance	(36,108)	-	(10,000)	(10,000)	(10,000)	(13,500)	(13,500)
Ending Fund Balance	535,508	528,011	518,011	12,823	13,824	324	324
Infrastructure Replacement Fund - 302							
Beginning Fund Balance	200,000	700,000	1,896,099	1,896,099	1,896,099	2,211,099	2,211,099
Revenue	-	30,743	-	-	15,000	-	-
Interfunds Transfers In	500,000	1,165,356	300,000	300,000	300,000	600,000	600,000
Ending Fund Balance	700,000	1,896,099	2,196,099	2,196,099	2,211,099	2,811,099	2,811,099
Park General Obligation Bond-Series 2019 Capital Project Fund - 303							
Beginning Fund Balance	-	-	46,473,115	46,473,115	46,473,115	1,261,261	1,261,261
Revenues	-	47,395,723	130,000	46,345,608	47,285,608	200,000	200,000
Expenditures	-	(922,608)	(124,744)	(46,340,352)	(46,281,854)	(75,321)	(75,321)
Committed (Encumbrances)	-	-	-	(46,215,608)	(46,215,608)	-	-
Use of Fund Balance	-	-	-	-	-	-	-
Ending Fund Balance	-	46,473,115	46,478,371	262,763	1,261,261	1,385,940	1,385,940
Vehicle Replacement Fund - 304							
Beginning Fund Balance	-	-	-	-	-	-	-
Revenues	-	-	-	-	-	-	-
Expenditures	-	-	-	-	-	(150,000)	(150,000)
Interfunds Transfers In	-	-	-	-	-	175,000	175,000
Ending Fund Balance	-	-	-	-	-	25,000	25,000



ACCOUNT CLASSIFICATION	ADOPTED AMENDED YEAR-END						
	ACTUAL FY 2017-18	ACTUAL FY 2018-19	BUDGET FY 2019-20	BUDGET* FY 2019-20	ESTIMATE FY 2019-20	PROPOSED FY 2020-21	ADOPTED FY 2020-21
Stormwater Fund - 401							
Beginning Fund Balance ¹	14,403,699	14,545,707	13,803,835	13,803,835	13,803,835	5,389,903	5,389,903
Revenues	3,999,290	5,244,046	4,540,000	13,535,810	14,090,810	4,890,000	4,890,000
Expenditures	(2,338,790)	(2,400,968)	(4,515,613)	(13,511,423)	(13,508,932)	(3,977,908)	(3,977,908)
Committed (Encumbrances)	-	-	-	(8,995,810)	(8,995,810)	-	-
Use of Fund Balance	-	-	-	-	-	-	-
Ending Fund Balance ¹	14,545,707	13,803,835	13,828,222	4,832,412	5,389,903	6,301,995	6,301,995
Other Post-Employment Benefits Fund - 651							
Beginning Fund Balance	-	505,534	922,284	922,284	922,284	1,130,284	1,130,284
Revenues	5,534	16,750	-	-	8,000	-	-
Interfunds Transfers In	500,000	400,000	200,000	200,000	200,000	400,000	400,000
Ending Fund Balance	505,534	922,284	1,122,284	1,122,284	1,130,284	1,530,284	1,530,284

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

¹ 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 14 and 15 below show the projected 5-year revenues and planned project expenditures for capital improvements in the City. The proposed Schedule of Capital Improvements (SCI) in Table 16 is intended to address the maintenance and improvement of public facilities including transportation, stormwater/drainage and parks in FY 2021-2025.

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

FUNDING SOURCES	FY 2020/21 (in \$\$s)	FY 2021/22 (in \$\$s)	FY 2022/23 (in \$\$s)	FY 2023/24 (in \$\$s)	FY 2024/25 (in \$\$s)	5 YEAR TOTAL FY 2021-2025 (in \$\$s)
Parks & Recreation	133,600,000	5,400,000	0	0	0	139,000,000
Stormwater Fund	750,000	1,000,000	1,000,000	1,000,000	1,000,000	4,750,000
Park Impact Fee Fund	260,000	265,460	271,300	277,269	283,091	1,357,120
Transportation Fund	2,442,264	2,772,417	2,833,410	2,895,745	2,956,555	13,900,391
TOTAL	137,052,264	9,437,877	4,104,710	4,173,014	4,239,646	159,007,511

Source: City of Doral, August 2020.

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

Project Type	FY2020/21 (in \$\$s)	FY2021/22 (in \$\$s)	FY2022/23 (in \$\$s)	FY2023/24 (in \$\$s)	FY2024/2025 (in \$\$s)	5-YEAR TOTAL FY 2021-2025 (in \$\$s)
City-Funded Projects						
Parks	133,600,000	5,400,000	0	0	0	139,000,000
Stormwater / Drainage	1,586,200	1,500,000	650,000	1,500,000	1,975,000	7,211,200
Transportation	2,600,000	3,350,000	9,100,000*	8,450,000**	6,050,000	29,550,000
Total	137,786,200	10,250,000	9,750,000	9,950,000	8,025,000	175,761,200

* FY 2022-2023, \$5 million to be transferred from General Fund.

** FY 2023-2024, \$4 million to be transferred from General

Fund. Source: City of Doral, August 2020.



Revenue projections for capital projects (by type) to be funded by Doral are presented in Table 14. Table 16 summarizes the proposed expenditures for parks, stormwater/drainage and transportation based on the Schedule of Capital Improvements for FY 2021-2025.

An analysis of the projected revenues and planned capital expenditures indicate that overall City capital project costs will exceed revenues by \$16.8 million over the next five (5) years. The City is projected to accumulate \$159,007,511 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 \$175,761,200 in capital improvement expenditures over the planning period.

Table 16. Doral's Schedule of Capital Improvements 2020/21 - 2024/25

PROJECTS/LOCATION	TYPE OF WORK	FY 2020-21 (in \$Ss)	FY 2021-22 (in \$Ss)	FY 2022-23 (in \$Ss)	FY 2023-24 (in \$Ss)	FY 2024-25 (in \$Ss)	TOTAL COST FY 2021-2025	FUNDING SOURCE
TRANSPORTATION PROJECTS*								
1. Citywide	City Sidewalks Phase 2	1,300,000	0	0	0	0	1,300,000	TF
2. Citywide	Traffic Monitoring Cameras	0	0	50,000	0	0	50,000	TF
3. Citywide	Roadway Maintenance	200,000	300,000	300,000	300,000	300,000	1,400,000	TF, PTP
4. Citywide	Traffic Calming Program	0	150,000	150,000	150,000	150,000	600,000	GF, TF
5. Citywide	Transit Mobility & Infrastructure	0	150,000	150,000	150,000	150,000	600,000	TF
6. Citywide	NW 102 Av Bike Path & City Sidewalks	0	0	0	0	1,650,000	1,650,000	FG, TF
7. Citywide	Intersection Improvements	100,000	150,000	150,000	150,000	150,000	700,000	TF
8. Citywide	Do Not Block Box Intersections	0	100,000	0	100,000	0	200,000	TF
9. NW 102 Av Widening	NW 102 Av & 62 St Intersection	0	0	0	700,000	0	700,000	TF
10. NW 90 St Roadway Improvements	Section 7 Vacant Land	0	0	0	0	250,000	250,000	TF
11. NW 99 Av – New Roadway	From 64 St to 66 St	0	0	0	800,000	0	800,000	TF
12. NW 112 Av & 114 Av Intersection Improvements	From NW 41 St to 58 St	0	500,000	500,000	0	0	1,000,000	TF
13. NW 114 Av Improvements	From NW 34 St to 39 St	0	0	0	2,000,000	0	2,000,000	TF
14. NW 34 St Roadway Improvements	From NW 117 Av to 112 Av	0	0	2,000,000	0	0	2,000,000	TF
15. NW 117 Av – New Roadway	From NW 58 St to North of Eugenia Thomas School	0	0	800,000	0	0	800,000	TF
16. NW 117 Av – New Roadway	From NW 25 St to 34 St	0	0	0	0	1,800,000	1,800,000	TF
17. NW 33 St Roadway Improvements	From NW 107 Av to 112 Av	0	2,000,000	0	0	0	2,000,000	TF
18. Turnpike Trail Bridge over Doral Blvd.	Doral Blvd. just east of Turnpike	1,000,000	0	0	0	0	1,000,000	TF
19. NW 112 Av – New Roadway	From NW 34 St to 41 St	0	0	0	4,000,000	0	4,000,000	TF
20. NW 112 Av – Land Acquisition for New Roadway	From NW 34 St to 41 St	0	0	5,000,000	0	0	5,000,000	GF



PROJECTS/LOCATION	TYPE OF WORK	FY 2020-21 (in \$Ss)	FY 2021- 22 (in \$Ss)	FY 2022- 23 (in \$Ss)	FY 2023- 24 (in \$Ss)	FY 2024- 25 (in \$Ss)	TOTAL COST FY 2021-2025	FUNDING SOURCE
21. New Roadway Connections on NW 82 Av & 84 Av	From NW 14 St to 21 St	0	0	0	100,000	0	100,000	TF
22. NW 33 St Roadway Improvements	From NW 79 Av to 82 Av	0	0	0	0	1,600,000	1,600,000	TF
5 Year Transportation Cost Sub Total		2,600,000	3,350,000	9,100,000	8,450,000	6,050,000	29,550,000	

CITY PARKS PROJECTS**								
1. Doral Central Park	Construct Park Facilities	115,000,000	0	0	0	0	115,000,000	Approved Parks Bond
2. Downtown Doral South	White Course Park	4,200,000	0	0	0	0	4,200,000	Approved Parks Bond
3. Adjacent to Downtown Doral Park	Downtown Doral Cultural Center	12,000,000	0	0	0	0	12,000,000	Approved Parks Bond
4. Trails & Tails Park	Improvements	1,100,000	0	0	0	0	1,100,000	Approved Parks Bond
5. Trails Network	Additional Trails	1,300,000	400,000	0	0	0	1,700,000	Approved Parks Bond
6. Pedestrian Bridge Over Doral Blvd. at Turnpike	Bridge Construction	0	5,000,000	0	0	0	5,000,000	Approved Parks Bond
Parks Cost Subtotal		133,600,000	5,400,000	0	0	0	139,000,000	
CITY STORMWATER PROJECTS**								
1. City Wide	Stormwater Drainage	1,586,200	1,500,000	650,000	1,500,000	1,975,000	7,211,200	SWF, SG
Stormwater Cost Sub Total		1,586,200	1,500,000	650,000	1,500,000	1,975,000	7,211,200	
TOTAL CITY CAPITAL COST		137,786,200	10,250,000	9,750,000	9,950,000	8,025,000	175,761,200	

* Source: City of Doral Public Works Dept., August 2020.

** Source: Public Works and Parks Depts., City of Doral, August 2020.

Table Key:

TF: Transportation Fund

SWF: Stormwater Fund

GF: General Fund

SG: State Appropriation for Stormwater Improvements

PTP: Peoples Transportation Fund (CITF)



FIVE YEAR FINANCIAL PLAN



FISCAL YEAR 2021 ADOPTED BUDGET AND FIVE-YEAR FINANCIAL PLAN HIGHLIGHTS

The General Fund FY 2020-21 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 2021 Adopted Budget contains funding for on-going services to the community. The following are the highlights:

- Revitalizing Police Department's Tasers
- Construction and design of a new elevator at the Police Department Facility
- Continue roadway construction, milling, resurfacing, and beautification projects
- Citywide intersection improvements
- Stormwater improvements
- Playground Turf replacement for Doral Meadows, Downtown Doral, 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
- Integration by the Building Department to an online permitting system that is outward facing
- Procure data analytics platform that leverages artificial intelligence (AI) to help us understand citizen feedback for better governance and communication



- Continue quarterly 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 2022 – 2025

- 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 programing at the Cultural Center
- Funding for staffing and programming at Doral Central Park and Community Center
- 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, Parks, Public Works, and Code departments
- Funding for an additional Code Compliance officer and Parking Enforcement Specialist
- Funding for additional Public Works employees to address the needs of a growing community
- Land acquisition for NW 112th Ave Roadway
- 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 2.1000 from 2023 through 2025.



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:

2022 – 2.00% 2023 – 2.22% 2024 – 2.22% 2025 – 2.22%

Ad Valorem revenues were forecasted using the assumption that property tax rolls are anticipated to grow 2 percent in FY 2021-22, 3 percent in FY 2022-23 and 4 percent thereafter and a collection rate of 95%.

OPERATING EXPENSES

All Personnel costs were projected with a 1% increase, to include a 1% 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:

2022 – 2.00% 2023 – 2.22% 2024 – 2.22% 2025 – 2.22%

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 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 at 1.9000 through 2022, then it is projected to increase to 2.1000 from 2023 through 2025.

One measure of the City's financial condition is its bond rating. The City's credit rating was recently increased to AA+ by Standard & Poor's and Fitch.



GENERAL FUND FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2021-2025

DEPT NO	ACCOUNT CLASSIFICATION	ACTUAL FY 2017-18	ACTUAL FY 2018-19	AMENDED BUDGET* FY 2019-20	YEAR-END ESTIMATE FY 2019-20	ADOPTED FY 2020-21	DEPT.REQ. FY 2021-22	DEPT.REQ. FY 2022-23	DEPT.REQ. FY 2023-24	DEPT.REQ. FY 2024-25
MILLAGE RATE		1.9000	1.9000	1.9000		1.9000	1.9000	2.1000	2.1000	2.1000
BEGINNING FUND BALANCE		64,343,605	71,405,561	74,837,219	74,837,219	66,970,754	66,970,754	65,178,017	52,259,865	42,959,936
REVENUES										
	TAXES	40,458,466	42,185,297	41,572,155	40,984,864	43,506,669	46,642,554	52,982,422	55,062,531	57,208,626
	LICENSES & PERMITS	9,345,706	8,811,727	5,506,600	5,506,600	6,130,176	6,936,685	7,458,520	8,096,445	8,651,267
	INTERGOVERNMENTAL	6,261,782	6,815,854	5,855,223	5,855,223	6,620,238	6,053,557	6,186,735	6,322,843	6,461,946
	CHARGES FOR SERVICES	2,286,151	3,207,630	2,646,877	2,646,877	2,210,007	2,633,765	2,691,707	4,099,658	4,230,577
	FINES AND FORFEITS	1,813,905	2,155,425	1,477,500	1,480,500	1,780,000	1,869,000	1,962,450	2,060,573	2,163,601
	MISCELLANEOUS	1,238,153	5,340,638	2,714,786	2,714,798	1,403,012	1,431,072	1,462,556	1,494,732	1,527,616
	TOTAL REVENUES	61,404,163	68,516,571	59,773,141	59,188,862	61,650,102	65,566,633	72,744,390	77,136,782	80,243,633
OTHER RESOURCES										
	RESERVES - IN USE OF FUND BALANCE	-	0	0	681,756	0	1,792,737	12,918,152	9,299,929	8,190,198
	PRIOR YEAR OPERATING BALANCES	0	0	7,184,709	7,184,709	0	0	0	0	0
	TOTAL OTHER RESOURCES	0	0	7,184,709	7,866,465	0	1,792,737	12,918,152	9,299,929	8,190,198
TOTAL AVAILABLE RESOURCES		61,404,163	68,516,571	66,957,850	67,055,327	61,650,102	67,359,370	85,662,542	86,436,711	88,433,831
EXPENDITURES BY DEPARTMENT:										
10005	CITY COUNCIL	1,080,671	1,095,115	1,209,211	1,209,211	1,222,877	1,255,758	1,291,641	1,328,726	1,367,059
11005	CITY MANAGER	651,346	661,175	768,415	768,415	820,685	839,460	860,241	881,596	903,542
11505	PUBLIC AFFAIRS	644,817	671,818	833,906	833,923	892,884	913,410	936,117	959,458	983,448
11605	ECONOMIC DEVELOPMENT	414,043	333,860	0	0	0	0	0	0	0
12005	CITY CLERK	394,201	480,984	531,722	531,722	607,905	540,777	715,133	569,841	744,909
13005	CHARTER ENFORCEMENT	0	0	0	0	0	0	0	0	0
20005	HUMAN RESOURCES	692,322	748,324	783,873	783,873	858,189	877,992	899,894	922,405	945,550
21005	FINANCE	1,015,493	1,106,350	1,315,589	1,315,589	1,286,368	1,317,339	1,351,458	1,386,586	1,422,756
22005	INFORMATION TECHNOLOGY	4,465,539	5,107,616	6,247,751	6,247,751	5,409,191	5,464,355	5,538,478	5,778,044	5,834,180
30005	CITY ATTORNEY	543,695	493,756	716,542	716,542	732,251	748,338	766,215	784,555	803,373
40005	PLANNING & ZONING	791,405	1,010,330	1,410,248	1,410,248	1,325,379	1,356,185	1,390,236	1,425,244	1,461,245
50005	GENERAL GOVERNMENT	4,200,431	4,211,586	5,129,696	5,286,088	6,343,282	6,458,888	6,276,374	6,395,661	6,286,778
60005	POLICE	20,630,345	23,390,465	25,420,562	25,361,631	25,551,340	29,330,449	33,073,274	35,427,376	38,889,157
70005	BUILDING	3,715,534	3,991,020	4,176,386	4,176,386	4,080,972	4,210,721	4,308,459	4,418,359	4,532,529
71005	CODE COMPLIANCE	1,326,153	1,341,652	1,423,404	1,423,404	1,381,266	1,649,351	1,690,321	1,707,518	1,750,948
80005	PUBLIC WORKS	5,028,357	4,671,563	10,042,020	10,042,020	4,978,804	5,322,270	10,510,234	5,664,097	5,792,661
90005	PARKS & RECREATION	7,747,855	14,056,500	6,008,524	6,008,524	4,983,709	6,774,076	7,229,468	10,431,244	10,758,696
	TOTAL EXPENDITURES	53,342,207	63,372,114	66,017,849	66,115,327	60,475,102	67,059,370	76,837,542	78,080,711	82,476,831
INTERFUND TRANSFERS OUT		1,000,000	1,712,799	940,000	940,000	1,175,000	300,000	8,825,000	8,356,000	5,957,000
TOTAL GENERAL FUND EXPENDITURES		54,342,207	65,084,913	66,957,849	67,055,327	61,650,102	67,359,370	85,662,542	86,436,711	88,433,831
PRIOR YEAR OPERATING BALANCES			0	7,184,709	7,184,709	0	0	0	0	0
USE OF FUND BALANCE		0	0	0	681,756	0	1,792,737	12,918,152	9,299,929	8,190,198
ENDING FUND BALANCE		\$71,405,561	\$74,837,219	\$67,652,511	\$66,970,754	\$66,970,754	\$65,178,017	\$52,259,865	\$42,959,936	\$34,769,738
15% REQUIRED RESERVE				\$ 10,043,677		\$ 9,247,515	\$ 10,103,905	\$ 12,849,381	\$ 12,965,507	\$ 13,265,075
EXCESS/(DEFICIT) IN REQUIRED RESERVE				\$57,608,834	\$ 66,970,754	\$ 57,723,239	\$ 55,074,112	\$ 39,410,483	\$ 29,994,429	\$ 21,504,663
Consumer Price Index for all Urban Consumers:										
	2022		2.00%							
	2023		2.20%							
	2024		2.20%							
	2025		2.20%							

Source: Congressional Budget Office

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



GENERAL FUND REVENUES							
DESCRIPTION	YEAR-END						
	ACTUAL FY2018-19	ESTIMATE FY2019-20	ADOPTED FY 2020-21	PROJECTED FY 2021-22	PROJECTED FY 2022-23	PROJECTED FY 2023-24	PROJECTED FY 2024-25
TAXES:							
AD VALOREM	\$23,360,263	\$24,756,713	\$25,851,181	\$25,813,085	\$29,526,093	\$30,707,137	\$31,935,422
OTHER TAXES	18,825,034	16,228,151	17,655,488	20,829,469	23,456,329	24,355,394	25,273,204
TOTAL TAXES	42,185,297	40,984,864	43,506,669	46,642,554	52,982,422	55,062,531	57,208,626
LICENSES & PERMITS:							
BUILDING PERMITS	6,551,616	3,400,000	4,063,176	4,766,335	5,179,652	5,703,634	6,138,816
LOCAL BUSINESS LICENSE TAX	1,078,998	1,185,000	1,000,000	1,120,350	1,176,368	1,235,186	1,296,945
OTHER LICENSES & PERMITS	1,181,113	921,600	1,067,000	1,050,000	1,102,500	1,157,625	1,215,506
TOTAL LICENSES & PERMITS	8,811,727	5,506,600	6,130,176	6,936,685	7,458,520	8,096,445	8,651,267
INTERGOVERNMENTAL REVENUES	6,815,854	5,855,223	6,620,238	6,053,557	6,186,735	6,322,843	6,461,946
CHARGES FOR SERVICES	3,207,630	2,646,877	2,210,007	2,355,487	2,691,707	4,099,658	4,230,577
FINES & FORFEITS	2,155,425	1,480,500	1,780,000	1,869,000	1,962,450	2,060,573	2,163,601
MISCELLANEOUS	5,340,638	2,714,798	1,403,012	1,431,072	1,462,556	1,494,732	1,527,616
TOTAL GENERAL FUND REVENUES	68,516,571	59,188,862	61,650,102	65,288,355	72,744,390	77,136,782	80,243,633

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



FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2021-2025							
DEPARTMENT	ADOPTED FY 2019-20	ADOPTED FY 2020-21	PROJECTED FY 2021-22	PROJECTED FY 2022-23	PROJECTED FY 2023-24	PROJECTED FY 2024-25	% CHANGE FY2021 TO FY2025
							10005 CITY COUNCIL
11005 CITY MANAGER	\$ 768,415	\$ 820,685	\$ 839,460	\$ 860,241	\$ 881,596	\$ 903,542	10%
11505 PUBLIC AFFAIRS	\$ 904,006	\$ 892,884	\$ 913,410	\$ 936,117	\$ 959,458	\$ 983,448	10%
11605 ECONOMIC DEVELOPMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
12005 CITY CLERK	\$ 527,284	\$ 607,905	\$ 540,777	\$ 715,133	\$ 569,841	\$ 744,909	23%
13005 CHARTER ENFORCEMENT	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	0%
20005 HUMAN RESOURCES	\$ 859,173	\$ 858,189	\$ 877,992	\$ 899,894	\$ 922,405	\$ 945,550	10%
21005 FINANCE	\$ 1,320,832	\$ 1,286,368	\$ 1,317,339	\$ 1,351,458	\$ 1,386,586	\$ 1,422,756	11%
22005 INFORMATION TECHNOLOGY	\$ 5,348,511	\$ 5,409,191	\$ 5,464,355	\$ 5,538,478	\$ 5,778,044	\$ 5,834,180	8%
30005 CITY ATTORNEY	\$ 715,380	\$ 732,251	\$ 748,338	\$ 766,215	\$ 784,555	\$ 803,373	10%
40005 PLANNING & ZONING	\$ 1,414,221	\$ 1,325,379	\$ 1,356,185	\$ 1,390,236	\$ 1,425,244	\$ 1,461,245	10%
50005 GENERAL GOVERNMENT	\$ 6,023,920	\$ 7,518,282	\$ 6,758,888	\$ 15,101,374	\$ 14,751,661	\$ 12,243,778	63%
60005 POLICE	\$ 26,013,174	\$ 25,551,340	\$ 29,330,449	\$ 33,073,274	\$ 35,427,376	\$ 38,889,157	52%
70005 BUILDING	\$ 4,358,691	\$ 4,080,972	\$ 4,210,721	\$ 4,308,459	\$ 4,418,359	\$ 4,532,529	11%
71005 CODE COMPLIANCE	\$ 1,511,456	\$ 1,381,266	\$ 1,649,351	\$ 1,690,321	\$ 1,707,518	\$ 1,750,948	27%
80005 PUBLIC WORKS	\$ 4,946,278	\$ 4,978,804	\$ 5,322,270	\$ 10,510,234	\$ 5,664,097	\$ 5,792,661	16%
90005 PARKS & RECREATION	\$ 6,494,611	\$ 4,983,709	\$ 6,774,076	\$ 7,229,468	\$ 10,431,244	\$ 10,758,696	116%
	\$ 62,487,336	\$ 61,650,102	\$ 67,359,370	\$ 85,662,542	\$ 86,436,711	\$ 88,433,831	43%

FY 2019-20 Approved Budget figures do not include Encumbrance Carryovers or Budget Adjustments

	2022	2023	2024	2025
Consumer Price Index for all Urban Consumers:	2.00%	2.20%	2.20%	2.20%

Source: Congressional Budget Office

FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2021-2025							
PERSONNEL COST							
DEPARTMENT	ADOPTED FY 2019-20	ADOPTED FY 2020-21	PROJECTED FY 2021-22	PROJECTED FY 2022-23	PROJECTED FY 2023-24	PROJECTED FY 2024-25	% CHANGE FY2021 TO FY2025
							10005 CITY COUNCIL
11005 CITY MANAGER	\$ 732,675	\$ 788,945	\$ 807,085	\$ 827,154	\$ 847,781	\$ 868,983	10%
11505 PUBLIC AFFAIRS	\$ 635,216	\$ 682,601	\$ 698,921	\$ 716,910	\$ 735,428	\$ 754,489	11%
11605 ECONOMIC DEVELOPMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
12005 CITY CLERK	\$ 358,384	\$ 373,705	\$ 381,893	\$ 390,994	\$ 400,330	\$ 409,909	10%
13005 CHARTER ENFORCEMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
20005 HUMAN RESOURCES	\$ 678,494	\$ 710,202	\$ 727,045	\$ 745,626	\$ 764,744	\$ 784,420	10%
21005 FINANCE	\$ 1,218,537	\$ 1,192,413	\$ 1,221,505	\$ 1,253,516	\$ 1,286,489	\$ 1,320,457	11%
22005 INFORMATION TECHNOLOGY	\$ 1,956,333	\$ 1,982,865	\$ 2,024,249	\$ 2,077,056	\$ 2,131,437	\$ 2,326,811	17%
30005 CITY ATTORNEY	\$ 405,580	\$ 440,001	\$ 450,243	\$ 461,562	\$ 473,200	\$ 485,168	10%
40005 PLANNING & ZONING	\$ 1,104,137	\$ 1,099,375	\$ 1,125,661	\$ 1,154,640	\$ 1,184,465	\$ 1,215,169	11%
50005 GENERAL GOVERNMENT	\$ 567,500	\$ 600,000	\$ 612,000	\$ 625,464	\$ 639,224	\$ 653,287	9%
60005 POLICE	\$ 23,818,869	\$ 23,684,929	\$ 26,462,446	\$ 29,458,582	\$ 32,667,595	\$ 36,083,067	52%
70005 BUILDING	\$ 3,953,274	\$ 3,884,551	\$ 3,978,372	\$ 4,081,702	\$ 4,188,097	\$ 4,297,663	11%
71005 CODE COMPLIANCE	\$ 1,453,708	\$ 1,335,071	\$ 1,552,232	\$ 1,592,165	\$ 1,633,303	\$ 1,675,650	26%
80005 PUBLIC WORKS	\$ 2,812,013	\$ 2,868,867	\$ 3,199,773	\$ 3,341,922	\$ 3,433,962	\$ 3,529,673	23%
90005 PARKS & RECREATION	\$ 3,975,972	\$ 2,840,648	\$ 4,280,454	\$ 4,388,633	\$ 6,208,502	\$ 6,371,853	124%
	\$ 44,594,676	\$ 43,429,650	\$ 48,494,689	\$ 52,118,394	\$ 57,627,748	\$ 61,841,622	42%



FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2021-2025								% CHANGE FY2021 TO FY2025
OPERATING COST								
DEPARTMENT	ADOPTED FY 2019-20	ADOPTED FY 2020-21	PROJECTED FY 2021-22	PROJECTED FY 2022-23	PROJECTED FY 2023-24	PROJECTED FY 2024-25		
10005 CITY COUNCIL	\$ 307,400	\$ 277,400	\$ 282,948	\$ 289,173	\$ 295,535	\$ 302,036		9%
11005 CITY MANAGER	\$ 35,740	\$ 31,740	\$ 32,375	\$ 33,087	\$ 33,815	\$ 34,559		9%
11505 PUBLIC AFFAIRS	\$ 268,790	\$ 210,283	\$ 214,489	\$ 219,207	\$ 224,030	\$ 228,959		9%
11605 ECONOMIC DEVELOPMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		0%
12005 CITY CLERK	\$ 168,900	\$ 234,200	\$ 158,884	\$ 324,139	\$ 169,511	\$ 335,000		43%
13005 CHARTER ENFORCEMENT	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -		0%
20005 HUMAN RESOURCES	\$ 180,679	\$ 147,987	\$ 150,947	\$ 154,268	\$ 157,661	\$ 161,130		9%
21005 FINANCE	\$ 102,295	\$ 93,955	\$ 95,834	\$ 97,942	\$ 100,097	\$ 102,299		9%
22005 INFORMATION TECHNOLOGY	\$ 2,762,985	\$ 3,123,766	\$ 3,116,748	\$ 3,284,672	\$ 3,424,857	\$ 3,330,619		7%
30005 CITY ATTORNEY	\$ 309,800	\$ 292,250	\$ 298,095	\$ 304,653	\$ 311,355	\$ 318,205		9%
40005 PLANNING & ZONING	\$ 310,084	\$ 226,004	\$ 230,524	\$ 235,596	\$ 240,779	\$ 246,076		9%
50005 GENERAL GOVERNMENT	\$ 2,412,362	\$ 3,638,681	\$ 3,723,455	\$ 3,523,700	\$ 3,625,485	\$ 3,680,982		1%
60005 POLICE	\$ 1,845,922	\$ 1,745,618	\$ 1,809,466	\$ 1,850,151	\$ 1,891,776	\$ 1,938,085		11%
70005 BUILDING	\$ 405,417	\$ 196,421	\$ 232,349	\$ 226,757	\$ 230,262	\$ 234,866		20%
71005 CODE COMPLIANCE	\$ 57,748	\$ 46,195	\$ 47,119	\$ 48,156	\$ 49,215	\$ 50,298		9%
80005 PUBLIC WORKS	\$ 2,035,665	\$ 2,041,664	\$ 2,122,497	\$ 2,168,312	\$ 2,230,135	\$ 2,262,988		11%
90005 PARKS & RECREATION	\$ 2,518,639	\$ 2,143,061	\$ 2,305,122	\$ 2,355,835	\$ 3,822,742	\$ 3,906,843		82%
	\$ 13,772,426	\$ 14,449,225	\$ 14,820,853	\$ 15,115,647	\$ 16,807,256	\$ 17,132,945		19%

FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2021-2025							
CAPITAL COST							
DEPARTMENT	ADOPTED FY 2019-20	ADOPTED FY 2020-21	PROJECTED FY 2021-22	PROJECTED FY 2022-23	PROJECTED FY 2023-24	PROJECTED FY 2024-25	
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	\$ 629,193	\$ 302,560	\$ 323,358	\$ 176,750	\$ 221,750	\$ 176,750	
30005 CITY ATTORNEY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
40005 PLANNING & ZONING	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
50005 GENERAL GOVERNMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
60005 POLICE	\$ 348,383	\$ 120,793	\$ 1,058,537	\$ 1,764,541	\$ 868,005	\$ 868,005	
70005 BUILDING	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
71005 CODE COMPLIANCE	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 25,000	\$ 25,000	
80005 PUBLIC WORKS	\$ 98,600	\$ 68,273	\$ -	\$ 5,000,000	\$ -	\$ -	
90005 PARKS & RECREATION	\$ -	\$ -	\$ 188,500	\$ 485,000	\$ 400,000	\$ 480,000	
	\$ 1,076,176	\$ 491,626	\$ 1,620,395	\$ 7,476,291	\$ 1,514,755	\$ 1,549,755	



FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2021-2025							
DEBT & GRANTS/ TRANSFERS							
DEPARTMENT	ADOPTED FY 2019-20	ADOPTED FY 2020-21	PROJECTED FY 2021-22	PROJECTED FY 2022-23	PROJECTED FY 2023-24	PROJECTED FY 2024-25	% CHANGE FY2021 TO FY2025
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	\$ 3,044,058	\$ 3,279,601	\$ 2,423,433	\$ 10,952,210	\$ 10,486,952	\$ 7,909,509	141%
60005 POLICE	\$ -	\$ -					
70005 BUILDING	\$ -	\$ -					
71005 CODE COMPLIANCE	\$ -	\$ -					
80005 PUBLIC WORKS	\$ -	\$ -					
90005 PARKS & RECREATION	\$ -	\$ -					
	\$ 3,044,058	\$ 3,279,601	\$ 2,423,433	\$ 10,952,210	\$ 10,486,952	\$ 7,909,509	



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DOWNTOWN DORAL
PARK

**GENERAL FUND
BUDGET**



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GENERAL FUND REVENUES

ACCOUNT - DESCRIPTION	ADOPTED AMENDED				YEAR-END			
	ACTUAL FY 2017-18	ACTUALS FY 2018-19	BUDGET FY 2019-20	BUDGET FY 2019-20	ACTUAL FY 2019-20	ESTIMATE FY 2019-20	PROPOSED FY 2020-21	ADOPTED FY 2020-21
TAXES								
300100 - DESIGNATED FUND BALANCE	0	0	0	587,291	0	0	0	0
311100 - AD VALOREM TAXES - CURRENT	21,354,285	23,360,263	24,756,713	24,756,713	24,482,537	24,756,713	25,851,181	25,851,181
311200 - AD VALOREM TAXES-DELINQUENT	545,526	750,163	500,000	200,000	103,965	200,000	500,000	500,000
313100 - FRANCHISE FEES - ELECTRICITY	3,496,163	3,171,895	1,961,000	2,661,000	660,906	2,661,000	4,000,000	4,000,000
313700 - FRANCHISE FEES - SOLID WASTE	1,357,908	1,238,340	1,200,000	1,200,000	1,258,268	1,200,000	1,200,000	1,200,000
313900 - FRANCHISE FEES - BUS BENCH ADS	21,895	15,500	22,000	15,000	5,018	15,000	15,000	15,000
313920 - TOWING FEES	11,820	12,205	11,000	11,000	11,865	11,000	11,000	11,000
314100 - UTILITY TAXES - ELECTRICITY	8,267,782	8,757,821	7,600,000	7,600,000	5,479,522	7,600,000	7,600,000	7,600,000
314200 - COMMUNICATION SERVICES TAX	4,162,963	3,630,992	3,551,151	3,351,151	2,858,661	3,351,151	3,149,488	3,149,488
314300 - UTILITY TAXES - WATER	1,137,160	1,152,116	1,100,000	1,100,000	842,972	1,100,000	1,100,000	1,100,000
314400 - UTILITY TAXES - GAS	102,964	96,002	80,000	90,000	74,970	90,000	80,000	80,000
TAXES Total	40,458,466	42,185,297	40,781,864	41,572,155	35,778,683	40,984,864	43,506,669	43,506,669
LICENSES & PERMITS								
321100 - LOCAL BUSINESS LICENSE TAX	1,038,145	1,078,998	1,225,000	1,185,000	1,148,288	1,185,000	1,000,000	1,000,000
322100 - BUILDING PERMITS	6,768,270	6,551,616	5,900,000	3,400,000	3,332,982	3,400,000	4,063,176	4,063,176
329101 - OTHER FEES - BOILER FEES	31,813	26,984	33,000	22,000	17,538	22,000	27,000	27,000
329200 - ALARM PERMITS	259,979	201,687	230,000	140,000	143,129	140,000	190,000	190,000
329300 - ZONING HEARING FEES	76,510	57,875	65,000	40,000	24,400	40,000	20,000	20,000
329400 - ZONING PLAN REVIEW FEES	227,256	95,946	100,000	75,000	59,611	75,000	55,000	55,000
329401 - ZONING PERMIT REVIEW FEES	63,651	75,982	70,000	65,000	53,531	65,000	60,000	60,000
329402 - PW-PLATTING PERMIT FEES	0	0	0	69,600	74,350	69,600	65,000	65,000
329500 - CERTIFICATES OF OCCUPANCY	476,561	421,641	475,000	250,000	184,629	250,000	380,000	380,000
329600 - CONCURRENCY FEES	148,272	111,828	120,000	60,000	33,386	60,000	90,000	90,000
329700 - PUBLIC WORKS PERMITS	255,249	142,971	215,000	160,000	135,443	160,000	150,000	150,000
329800 - CODE DEFAULT PROPERTY FEES	0	46,200	30,000	40,000	44,100	40,000	30,000	30,000
LICENSES & PERMITS Total	9,345,706	8,811,727	8,463,000	5,506,600	5,251,387	5,506,600	6,130,176	6,130,176
INTERGOVERNMENTAL								
335120 - STATE SHARING REVENUE	1,410,964	1,520,231	1,540,428	1,400,428	1,421,971	1,400,428	1,465,971	1,526,254
335150 - ALCOHOLIC BEVERAGE TAX	74,344	83,955	70,000	60,000	53,443	60,000	70,000	70,000
335180 - HALF CENT SALES TAX	4,705,140	5,120,930	5,249,795	4,349,795	3,964,584	4,349,795	4,462,586	4,968,984
338100 - COUNTY BUSINESS TAX RECEIPTS	71,335	90,738	75,000	45,000	80,990	45,000	55,000	55,000
INTERGOVERNMENTAL Total	6,261,782	6,815,854	6,935,223	5,855,223	5,520,988	5,855,223	6,053,557	6,620,238
CHARGES FOR SERVICES								
341302 - OPTIONAL PLAN REVIEW FEE	51,053	570	100,000	0	0	0	0	0
341303 - BUILDING TRAINING FEES	12,000	22,160	75,000	19,479	0	19,479	20,000	20,000
341520 - COURT ORD. RESTITUTION PYMTS	0	0	0	1,680	1,679	1,680	0	0
341900 - LIEN SEARCH FEES	218,484	232,427	206,000	206,000	193,086	206,000	206,000	206,000
341901 - CANDIDATE QUALIFYNG FEES	2,730	840	0	0	1,600	0	0	0
341902 - BLDG ADMINISTRATIVE FEES	188,323	132,681	132,000	67,000	63,110	67,000	100,000	100,000
341903 - BLDG RECORDS REQUEST	85,077	85,364	75,000	69,000	62,511	69,000	75,000	75,000
342100 - POLICE SERVICES	725,345	874,054	775,000	1,075,000	829,509	1,075,000	750,000	750,000
342110 - POLICE SERVICES - RECORDS	7,200	7,889	10,000	10,000	12,010	10,000	8,000	8,000
342115 - SCHOOL CROSSING GUARDS	81,165	112,117	70,000	30,000	46,788	30,000	70,000	70,000
342120 - POLICE SERVICE-MDC SCHOOLS	0	140,352	126,317	281,348	281,348	281,348	281,348	0
342130 - POLICE SERVICES-SCHOOL OFFICER	28,424	561,374	497,420	417,420	333,982	417,420	568,480	577,007
342901 - BLDG RECERT FEES 40-YR	5,700	15,160	10,000	10,000	12,190	10,000	10,000	10,000
347200 - RECREATION FEES	103,737	98,642	100,000	62,000	59,640	62,000	50,000	50,000
347201 - RECREATION - RENTALS	121,517	155,034	120,000	107,000	105,990	107,000	60,000	60,000
347202 - RECREATION - BRONCO REGIS.	32,060	25,951	35,000	2,350	11,215	2,350	10,000	10,000
347203 - RECREATION-CONCESSIONS	21,087	10,841	12,000	4,100	4,035	4,100	4,000	4,000
347204 - RECREATION-TAXABLE SALES	11,034	18,077	20,000	9,000	8,967	9,000	11,000	11,000
347400 - RECREATION - SPECIAL EVENTS	30,916	29,063	30,000	15,000	16,305	15,000	14,000	14,000
347401 - RECREATION - SPONSORSHIPS	118,830	87,217	100,000	62,500	62,634	62,500	50,000	50,000
347402 - RECREATION - CAMPS	73,390	83,937	75,000	8,000	7,766	8,000	0	0
347403 - RECREATION - TENNIS	140,126	60,890	60,000	25,000	29,142	25,000	40,000	40,000
347404 - RECREATION - SOCCER	103,710	324,408	250,000	100,000	99,722	100,000	100,000	100,000
347405 - RECREATION-COMMUNITY CENTER	111,141	108,120	110,000	55,000	54,479	55,000	50,000	50,000
347406 - RECREATION-TRAINING	0	300	500	0	150	0	0	0
347407 - RECREATION-BASEBALL	13,103	21,842	13,000	10,000	9,302	10,000	5,000	5,000
CHARGES FOR SERVICES Total	2,286,151	3,207,630	3,002,237	2,646,877	2,307,158	2,646,877	2,482,828	2,210,007



GENERAL FUND REVENUES								
ACCOUNT - DESCRIPTION	ADOPTED AMENDED				YEAR-END			
	ACTUAL FY 2017-18	ACTUALS FY 2018-19	BUDGET FY 2019-20	BUDGET FY 2019-20	ACTUAL FY 2019-20	ESTIMATE FY 2019-20	PROPOSED FY 2020-21	ADOPTED FY 2020-21
FINES & FORFEITS								
351100 - JUDGEMENTS & FINES	444,977	650,667	455,000	467,000	423,078	467,000	500,000	500,000
351110 - FINES & FORFEITURES - LOCAL	0	0	0	3,000	0	3,000	0	0
351150 - SAFETY REDLIGHT CAMERAS	1,101,906	1,322,507	1,125,000	850,000	853,190	850,000	1,125,000	1,125,000
351200 - COURT-INVESTIGATIVE RECOVERY	0	1,500	0	0	3,000	3,000	5,000	5,000
359101 - FINES - PERMIT VIOLATIONS	267,022	180,752	150,000	157,500	154,065	157,500	150,000	150,000
FINES & FORFEITS Total	1,813,905	2,155,425	1,730,000	1,477,500	1,433,333	1,480,500	1,780,000	1,780,000
MISCELLANEOUS								
334200 - STATE OF FL JAG GRANT -2009	0	6,319	0	9,520	9,520	9,520	0	0
334201 - STATE-FDLE ITF GRANT	0	0	0	230	3,673	230	0	0
334390 - STATE-VOL.CLEANUP TAX.CERT.	0	338,890	0	0	0	0	0	0
337500 - GRANT	10,000	24,359	0	0	0	0	0	0
337701 - GRANT - FORESTRY	12,500	0	0	10,524	10,524	10,524	0	0
361100 - INTEREST INCOME	1,268,926	1,849,033	1,000,000	1,300,000	1,308,780	1,300,000	1,000,000	1,000,000
362100 - LEASE AGREEMENT-DORAL PREP	12	13	12	12	24	24	12	12
366000 - PRIVATE GRANTS & CONTRIBUIONS	20,000	380,000	0	0	0	0	0	0
366100 - DEVELOPER CONTRIBUTIONS	0	500,000	0	0	0	0	0	0
366200 - PRIVATE CONTRIBUTIONS-OTHER	0	30	0	0	30	0	0	0
366400 - PRIVATE CONTRIBUTIONS-AWARDS	0	5,300	0	0	0	0	0	0
367100 - CHANGE IN INVEST VALUE	709,609	1,323,442	0	1,000,000	1,278,737	1,000,000	0	0
369100 - MISCELLANEOUS INCOME	6,134	106,255	35,000	39,000	39,019	39,000	35,000	35,000
369101 - BLDG MISC - OT RECOVERY	244,703	443,545	363,000	160,000	149,260	160,000	250,000	250,000
369102 - BLDG MISC - COPY SCAN FEES	90,511	102,125	90,000	51,000	42,295	51,000	72,000	72,000
369103 - POLICE AUTO TAKE HOME PGM	57,887	56,800	50,000	17,100	17,100	17,100	9,000	9,000
369104 - MAU PARK	0	7,000	7,000	7,000	7,000	7,000	7,000	7,000
369105 - PD MISC-SRO OT RECOVERY	0	23,204	0	19,000	21,534	19,000	20,000	20,000
369200 - PRIOR YEARS RECOVERY	65,003	13,757	30,000	25,000	19,746	25,000	10,000	10,000
369301 - SETTLEMENT - VIEWPOINT	87,500	0	0	0	0	0	0	0
369400 - MISC.PARK FEES	200	300	0	400	400	400	0	0
369900 - INSURANCE PROCEEDS	84,387	160,267	0	76,000	96,622	76,000	0	0
MISCELLANEOUS Total	1,238,153	5,340,638	1,575,012	2,714,786	3,004,264	2,714,798	1,403,012	1,403,012
REVENUES GRAND TOTAL	61,404,164	68,516,571	62,487,336	59,773,141	53,295,632	59,188,862	61,356,242	61,650,102



GENERAL FUND REVENUE PROJECTIONS

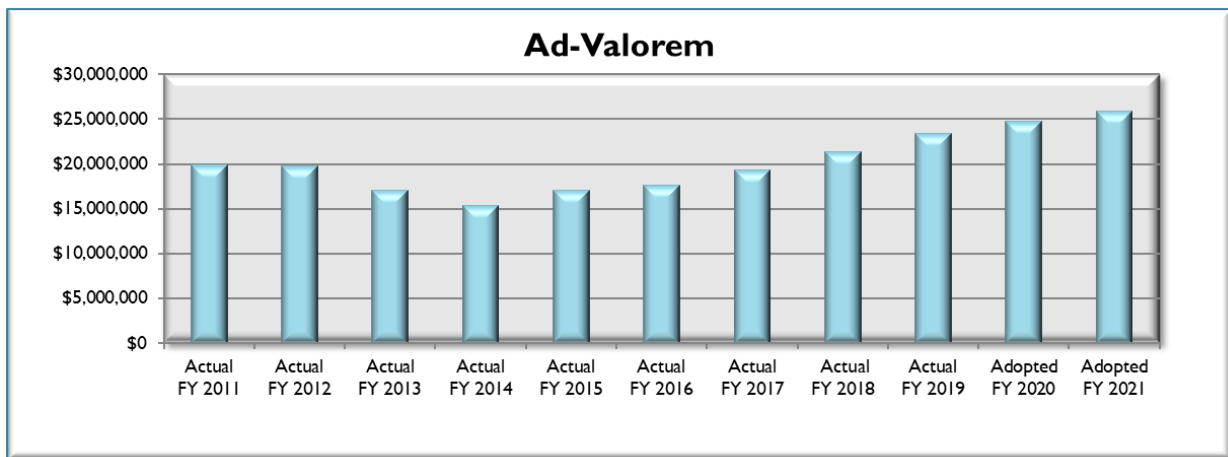
TAXES

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 2021 General Fund includes the millage rate for the City of Doral of 1.9 which bears no change as that of the FY 2020 adopted rate. This millage is expected to generate tax proceeds of \$25,851,181.

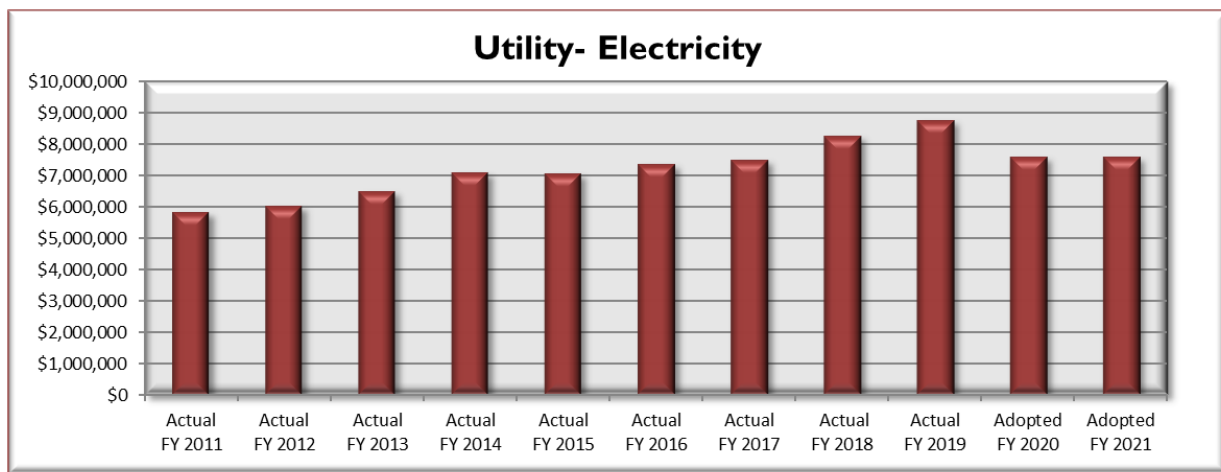


311.200 AD VALOREM TAXES DELINQUENT - This revenue source is derived by those taxpayers who do not pay their taxes by March 31 of any given year. On average the total revenue received in this category is minimal when compared to the total Ad Valorem taxes collected.



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

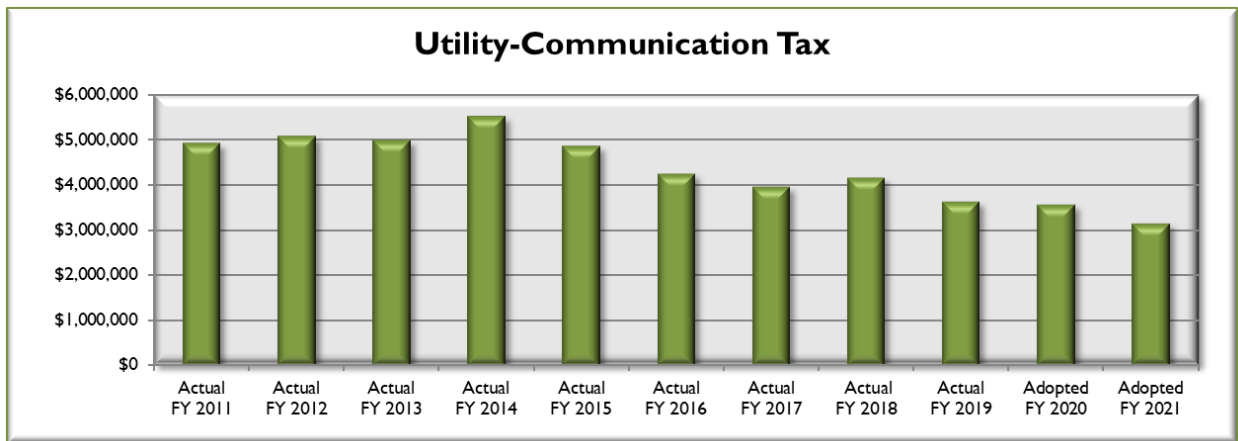
314.100 UTILITY TAX - ELECTRICITY - The City previously established by Ordinance utility taxes in the amount of 10% on electricity. Electricity franchise taxes are derived from the proceeds of a franchise agreement granted to Florida Power & Light (FPL) to construct, maintain, and operate all necessary 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.



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.

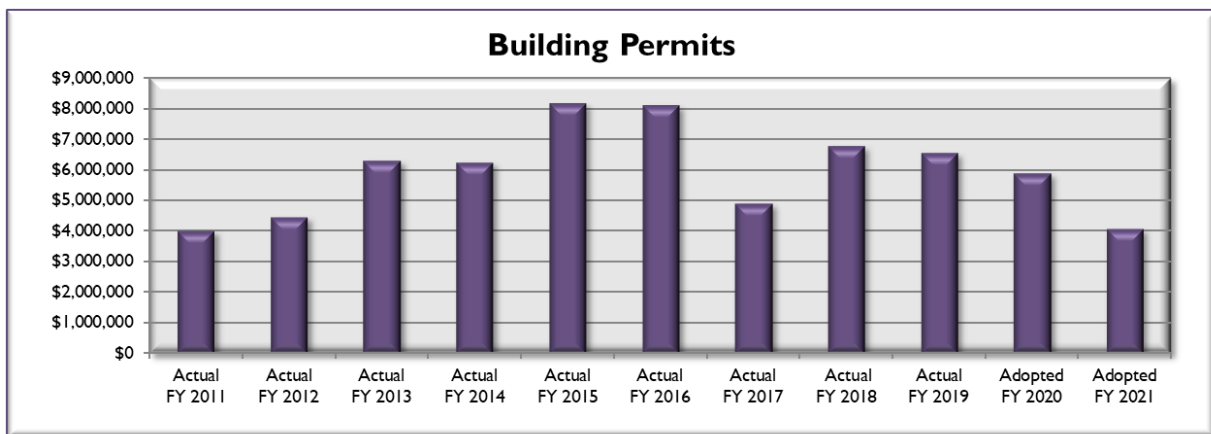


LICENSES AND PERMITS

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.

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.





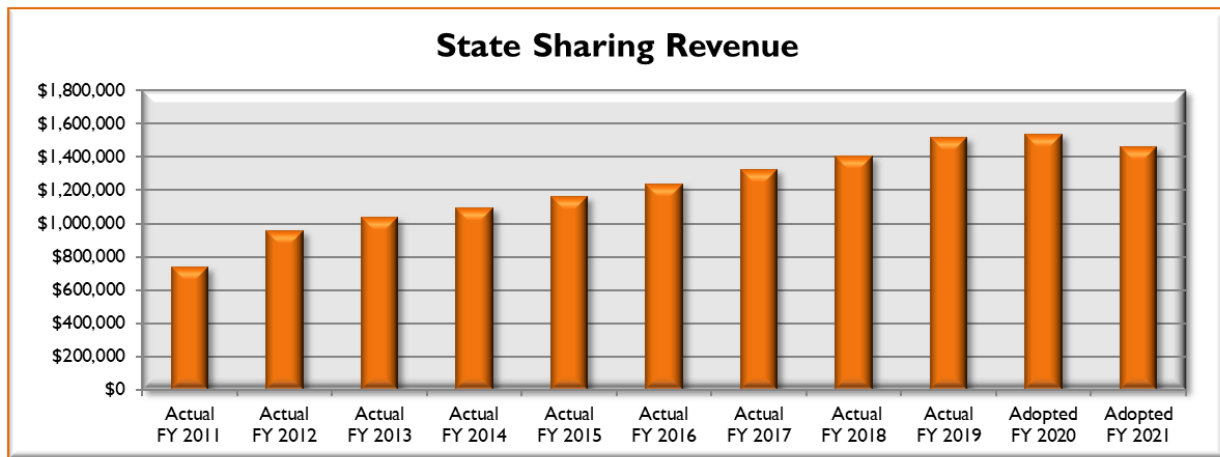
329.300 ZONING HEARING FEES – Revenues are generated by administrative fees for Variances, Special Use/Special Exceptions, LDC Text amendments, Comprehensive Plan amendments, PUD/Minor changes, Waiver of Plat and Plat applications.

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.

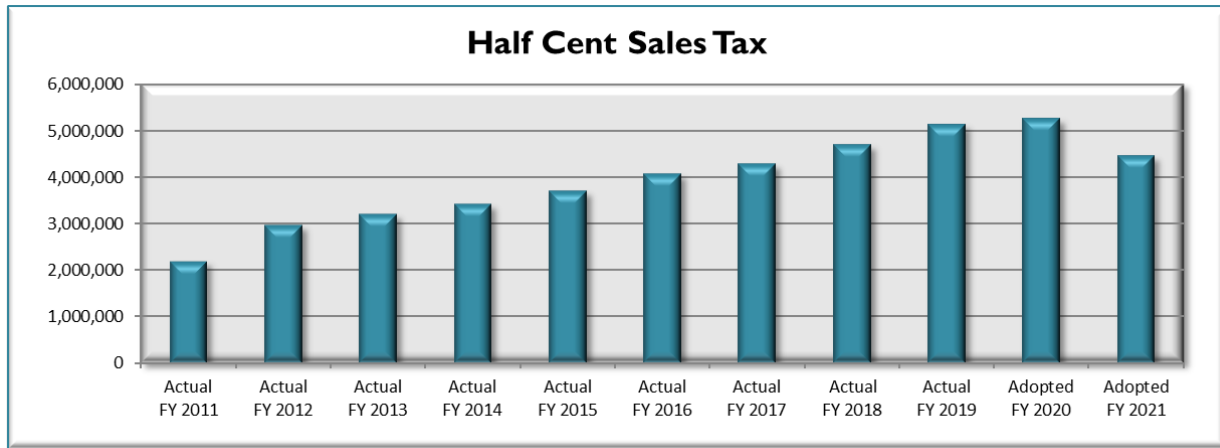


335.150 ALCOHOLIC BEVERAGE TAX – Various alcoholic beverage license taxes are levied on manufacturers, distributors, vendors, and sales agents of alcoholic beverages in Florida. The tax is administered, collected, enforced, and distributed back to the local governments by the Division of Alcoholic Beverages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



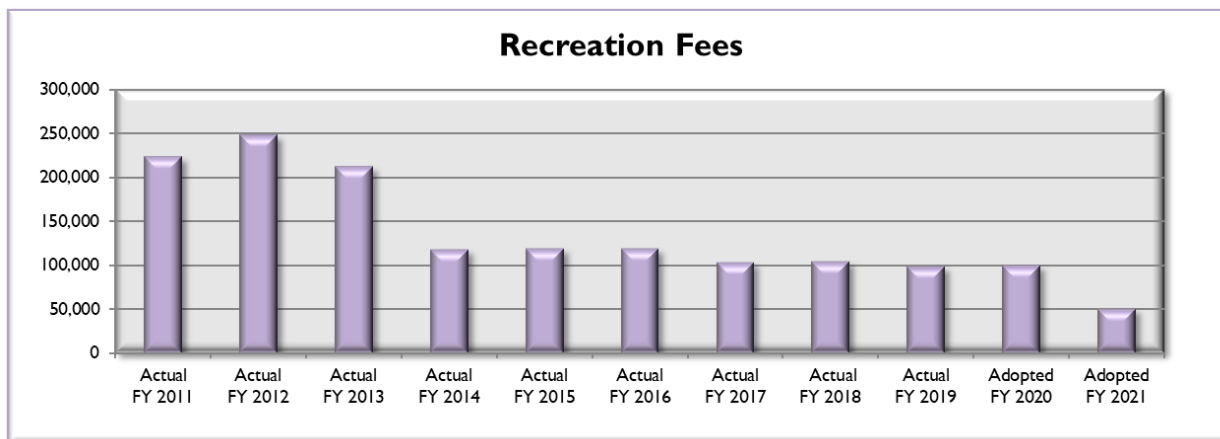
municipal governments. This revenue source represents one-half of the revenue generated by the additional 1% sales tax, which is distributed to counties, and cities based on per capita formula.



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.





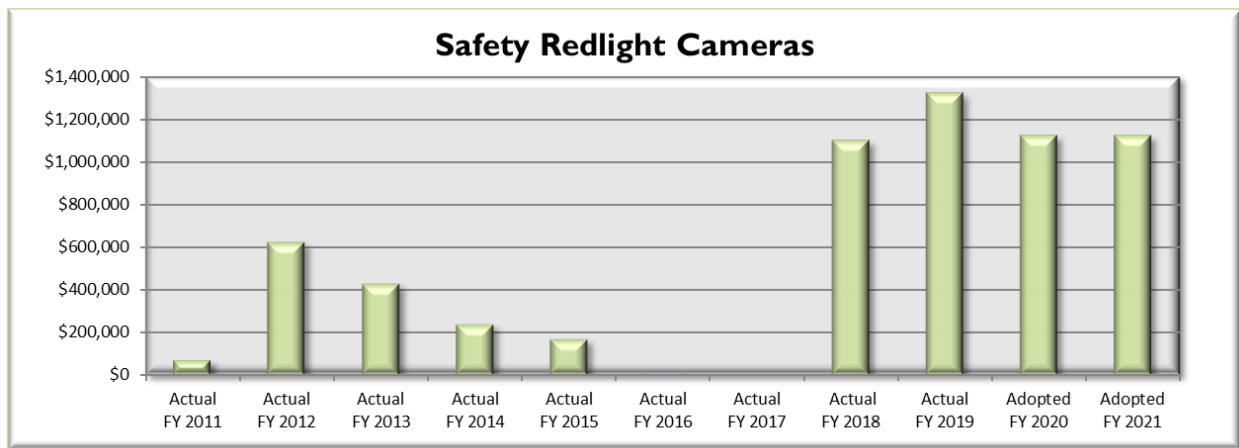
342.100 POLICE SERVICES (OFF DUTY) - This amount represents the amount to be paid by residents and business owners for off-duty police. The amount represents the cost of the City providing officers pursuant to off-duty arrangements.

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.



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 & DIVISIONS





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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.



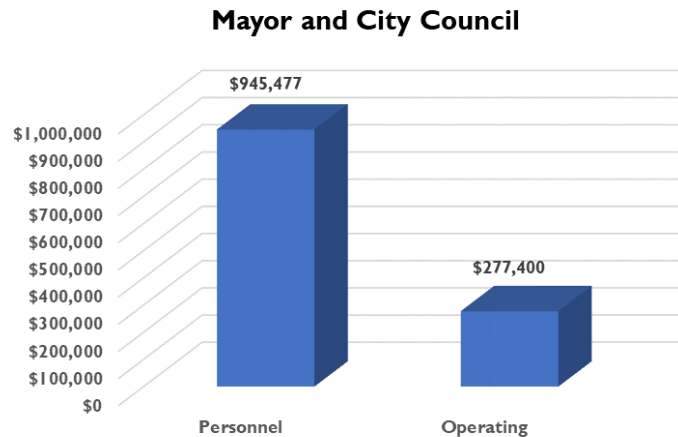
OFFICE OF THE MAYOR AND CITY COUNCIL OBJECTIVES FOR FY 2021

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.
- Promote a diverse and strong local economy that attracts strong flourishing businesses and draw steady jobs that will stimulate the economic growth of the City.
- 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.

OFFICE OF THE MAYOR AND CITY COUNCIL BUDGET HIGHLIGHTS



- **120 – 230 Personnel Costs** – For this fiscal year, there is a 1.8% cost of living adjustment and a 1% merit increase based on the individual's performance evaluation. Additionally, health insurance rates have increased by 5% city-wide.
- **48A – 48E Promotional Items** – The budget includes funding of \$500 for the Mayor and each Council member for promotional items.
- **51A – 51E Office Supplies** – Mayor and Council members have separate accounts, each with a \$5,000 adopted budget.
- **54A – 54E Dues, Subscriptions, Memberships** – Mayor and Council members have separate accounts, each with a \$6,000 adopted budget.



**OFFICE OF THE MAYOR AND CITY COUNCIL
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	BUDGET FY 2019-20	ADOPTED FY 2020-21	TOTAL COST FY 2020-21
500.110 - Charter Compensation							
	Mayor	1	1	1	1	1	\$ 72,773
	Council Members	4	4	4	4	4	\$ 69,828
	Charter Compensation Total	5	5	5	5	5	\$ 142,601
500.120 - Full Time Salaries							
	Chief of Staff	1	1	1	1	1	\$ 88,354
	Legislative Analyst	4	4	4	4	4	\$ 292,800
	<i>Service Award 5 yr</i>						\$ 672
	Full Time Salaries Total	5	5	5	5	5	\$ 381,826
	Total	10	10	10	10	10	\$ 524,427



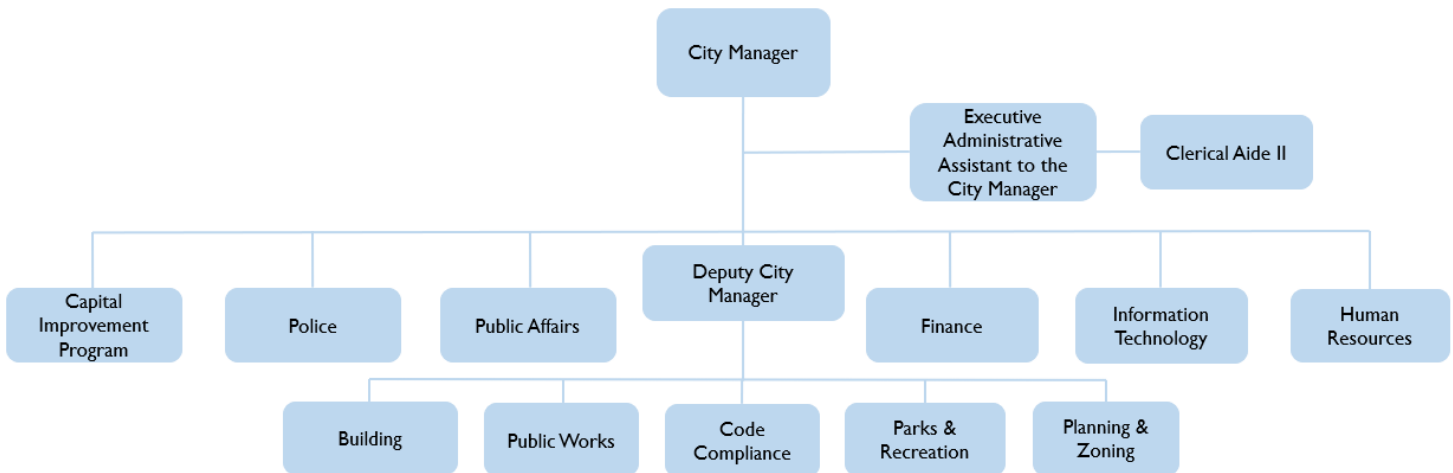
00110005 - OFFICE OF THE MAYOR & CITY COUNCIL

	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ADOPTED BUDGET FY 2019-20	AMENDED BUDGET FY 2019-20	YTD* ACTUAL FY 2019-20	YEAR-END ESTIMATE FY 2019-20	PROPOSED FY 2020-21	ADOPTED FY 2020-21
PERSONNEL								
500110 - CHARTER COMPENSATION	133,962	134,761	138,690	138,700	127,133	138,700	142,601	142,601
500120 - FULL TIME SALARIES	346,628	357,363	379,918	379,908	341,643	379,908	381,826	381,826
500125 - COMPENSATED ABSENCES	7,491	2,296	13,675	13,675	5,717	13,675	13,744	13,744
500210 - FICA & MICA TAXES	49,263	49,114	54,560	54,560	46,872	54,560	55,098	55,098
500220 - RETIREMENT CONTRIBUTION	65,678	67,309	70,475	70,475	60,096	70,475	71,404	71,404
500230 - LIFE & HEALTH INSURANCE	204,123	229,751	266,666	266,666	264,483	266,666	280,804	280,804
PERSONNEL TOTAL	807,145	840,594	923,984	923,984	845,944	923,984	945,477	945,477
OPERATING								
500400 - TRAVEL & PER DIEM	26,100	26,100	26,100	26,100	25,675	26,100	26,100	26,100
50040A - TRAVEL-COUNCIL SEAT MAYOR	17,099	15,214	20,000	18,000	7,377	18,000	20,000	10,000
50040B - TRAVEL-COUNCIL SEAT ONE	9,310	6,828	10,000	3,000	2,058	3,000	10,000	5,000
50040C - TRAVEL-COUNCIL SEAT TWO	9,909	5,248	10,000	10,000	7,466	10,000	10,000	5,000
50040D - TRAVEL-COUNCIL SEAT THREE	5,186	1,682	10,000	10,000	2,208	10,000	10,000	5,000
50040E - TRAVEL-COUNCIL SEAT FOUR	10,441	5,852	10,000	5,437	5,437	5,437	10,000	5,000
500401 - COUNCIL STIPEND	150,000	146,629	150,000	150,000	137,500	150,000	150,000	150,000
500410 - COMMUNICATION & FREIGHT	12,095	10,615	13,800	13,800	8,586	13,800	13,800	13,800
500510 - OFFICE SUPPLIES	8,515	0	0	0	0	0	0	0
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	24,869	0	0	0	0	0	0	0
50048A - PROM.ACT.-COUNCIL SEAT MAYOR	0	0	500	500	0	500	500	500
50048B - PROM.ACT.-COUNCIL SEAT ONE	0	95	500	500	0	500	500	500
50048C - PROM.ACT.-COUNCIL SEAT TWO	0	0	500	500	399	500	500	500
50048D - PROM.ACT.-COUNCIL SEAT THREE	0	0	500	500	0	500	500	500
50048E - PROM.ACT.-COUNCIL SEAT FOUR	0	427	500	500	80	500	500	500
50051A - OFF.SUPP.-COUNCIL SEAT MAYOR	0	1,350	5,000	3,500	1,715	3,500	5,000	5,000
50051B - OFF.SUPP.-COUNCIL SEAT ONE	0	4,313	5,000	3,500	2,536	3,500	5,000	5,000
50051C - OFF.SUPP.-COUNCIL SEAT TWO	0	1,839	5,000	5,000	288	5,000	5,000	5,000
50051D - OFF.SUPP.-COUNCIL SEAT THREE	0	3,072	5,000	5,000	2,058	5,000	5,000	5,000
50051E - OFF.SUPP.-COUNCIL SEAT FOUR	0	8,929	5,000	5,000	4,785	5,000	5,000	5,000
50054A - DUES/MEMB.-COUNCIL SEAT MAYOR	0	3,899	6,000	9,500	8,079	9,500	6,000	6,000
50054B - DUES/MEMB.-COUNCIL SEAT ONE	0	1,563	6,000	1,600	1,219	1,600	6,000	6,000
50054C - DUES/MEMB.-COUNCIL SEAT TWO	0	3,078	6,000	6,000	1,114	6,000	6,000	6,000
50054D - DUES/MEMB.-COUNCIL SEAT THREE	0	2,584	6,000	6,000	1,049	6,000	6,000	6,000
50054E - DUES/MEMB.-COUNCIL SEAT FOUR	0	5,204	6,000	1,290	1,269	1,290	6,000	6,000
OPERATING TOTAL	273,526	254,522	307,400	285,227	220,898	285,227	307,400	277,400
CAPITAL								
500640 - CAPITAL OUTLAY - OFFICE	0	0	0	0	0	0	0	0
CAPITAL TOTAL	0	0	0	0	0	0	0	0
Grand Total	1,080,671	1,095,115	1,231,384	1,209,211	1,066,842	1,209,211	1,252,877	1,222,877

*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 2020

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

Performance Strategic Focus Areas

- Safety
- Opportunity
- Mobility
- Play
- Control
- Effective & Efficient Government
- Financial Planning

Performance Goals and Strategies

- Landfill Analysis
- Police Services
- Existing Business Support
- Marketing
- Enhancements
- Process Improvements
- Senior Programming
- Inclusive Parks
- Amphitheater
- Special Events
- Teen Programming
- Youth Baseball
- Code and Regulations
- Communications and Constituent Services
- Customer Experience
- Metrix
- Accountability
- Attention to Detail
- Capital Projects Management
- Current Positions
- Annexation
- Infrastructure
- Revenue
- Renewal and Replacement

Performance Objectives

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.

- Develop strategy to expedite County reviews and projects
- Develop process to ensure that the City speaks with one voice
- Hold weekly review meetings
- Implement a tracking system for work assignments
- Hold weekly review regarding critical topics and/or areas where performance needs to be improved
- Examine internal vs. external firms for project management and project design
- Evaluate job descriptions and salaries for capital project related positions



OFFICE OF THE CITY MANAGER OBJECTIVES FOR FY 2021

The City's strategic goals and strategies were presented to the Mayor and Members of the City Council on June 10, 2020; they were unanimously endorsed.

Performance Strategic Focus Areas

- Promote Economic Sustainability
- Communicate accurate information
- Maintaining the Tax and Revenue Base
- Protect and Enhance Community Culture and Character
- Improve Performance Leadership

Performance Goals and Strategies

- Support the survival and retention of existing local small businesses
- Expand the marketing effort of the City to attract new businesses or help existing businesses develop new markets
- Prepare for economic recovery
- Update codes, regulations, and recommended public safety practices
- Modify the customer experience to promote public health and safety
- Enhanced communication about public health topics, including COVID-19
- Enhance community police presence
- Long term financial projections, including projected impacts of potential recession and unemployment
- Proactive annexation
- Infrastructure status monitoring
- Revenue analysis
- Renewal and replacement planning
- Continue emphasis on promoting community order
- Model desired behaviors
- Public education
- Program modification
- Focus on accountability and production
- Greater attention to safety practices in the detail of operational work
- Ensure current positions are appropriately classified
- Customer informed metrics
- Appropriate technology



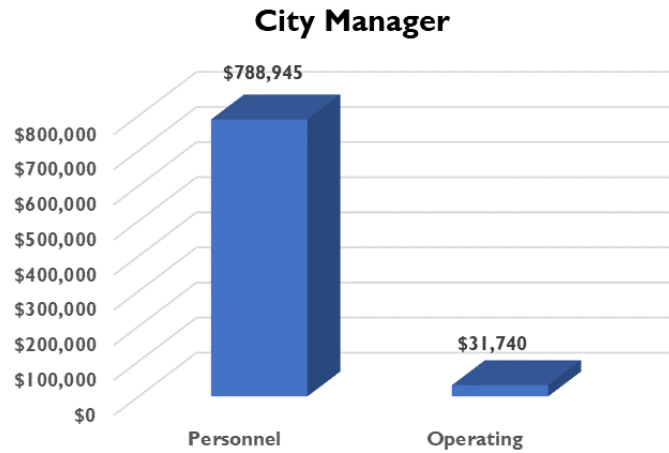
Performance Objectives

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.

- Support continued viability of the business community
- Encourage desired forms of redevelopment
- Increase the number and proportion of higher wage jobs
- 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 BUDGET HIGHLIGHTS



- **111 – 230 Personnel Costs** – For this fiscal year, there is a 1.8% cost of living adjustment and a 1% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 5% city-wide.
- **400 Travel & Per Diem** - This line item is used to fund the City Manager’s Office travel expenses associated with various professional conferences, as well as the Auto Allowance for the Deputy City Manager.



**OFFICE OF THE CITY MANAGER BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	BUDGET	ADOPTED	TOTAL COST
		FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2020-21
500.111 - Administrative Salaries	City Manager	1	1	1	1	1	\$ 237,261
	Service Award 15 yr						\$ 17,795
	Deputy City Manager	1	1	1	1	1	\$ 174,687
	Administrative Salaries Total	2	2	2	2	2	\$ 429,743
500.120 - Full Time Salaries	Senior Executive Assistant to the City Manager	1	1	1	0	0	\$ -
	<i>Reclassified to Executive Administrative Assistant to the City Manager¹</i>	0	0	0	1	1	\$ 76,573
	Transportation Advisor to the City Manager	1	0	0	0	0	\$ -
	Receptionist	1	0	0	0	0	\$ -
	Clerical Aide II	1	1	1	1	1	\$ 32,536
	Full Time Salaries Total	4	2	2	2	2	\$ 109,109
500.130 - Other Salaries	P/T Clerical Aide (Mail Distribution)	1	0	0	0	0	\$ -
	Other Salaries Total	1	0	0	0	0	\$ -
Total		7	4	4	4	4	\$ 538,852

¹RECLASSIFIED - Senior Executive Assistant to the City Manager to Executive Administrative Assistant to the City Manager

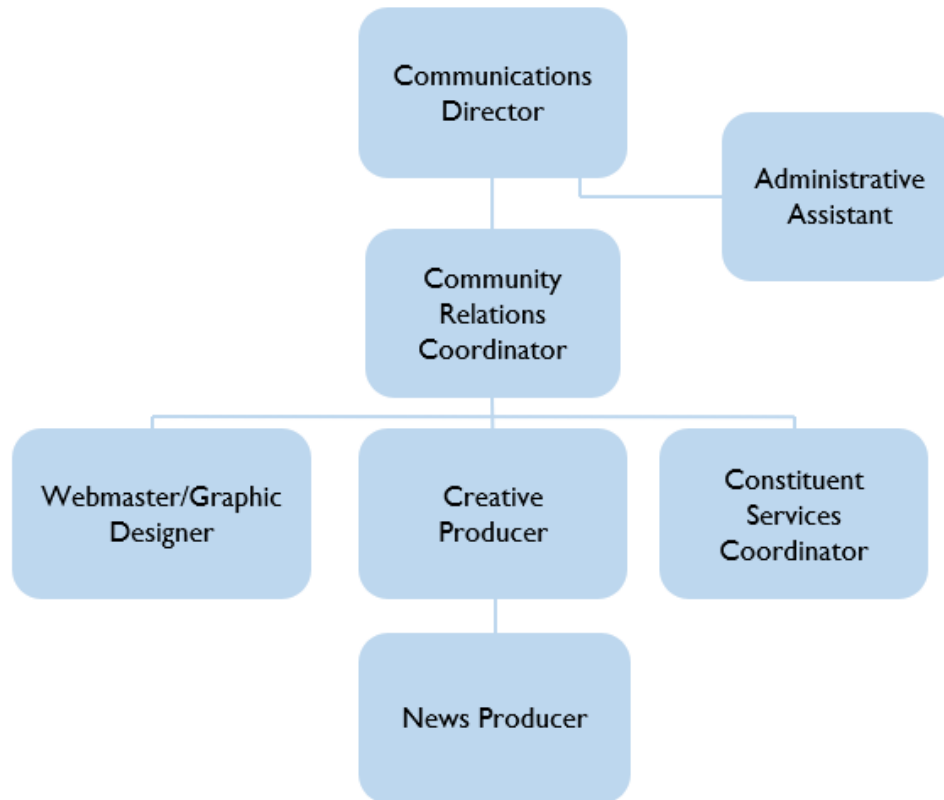
00111005 - OFFICE OF THE CITY MANAGER

	ACTUAL		ADOPTED	AMENDED	YTD*	YEAR-END	PROPOSED	ADOPTED
	FY 2017-18	FY 2018-19	BUDGET	BUDGET	ACTUALS	ESTIMATE		
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	358,383	295,564	386,065	400,560	365,473	400,560	429,743	429,743
500120 - FULL TIME SALARIES	106,725	93,050	108,033	105,904	95,076	105,904	109,109	109,109
500125 - COMPENSATED ABSENCES	13,862	97,221	21,741	11,366	11,061	11,366	23,072	23,072
500140 - OVERTIME	0	0	0	100	29	100	250	250
500210 - FICA & MICA TAXES	29,690	31,690	40,790	41,096	31,392	41,096	44,314	44,314
500220 - RETIREMENT CONTRIBUTION	55,366	66,162	98,336	100,705	92,310	100,705	103,762	103,762
500230 - LIFE & HEALTH INSURANCE	52,183	53,426	77,710	77,710	71,948	77,710	78,695	78,695
PERSONNEL TOTAL	616,210	637,113	732,675	737,441	667,289	737,441	788,945	788,945
OPERATING								
500400 - TRAVEL & PER DIEM	18,821	8,246	20,600	15,834	14,472	15,834	16,600	16,600
500410 - COMMUNICATION & FREIGHT	3,900	3,525	4,500	4,500	4,500	4,500	4,500	4,500
500510 - OFFICE SUPPLIES	2,423	2,676	2,640	2,640	2,574	2,640	2,640	2,640
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	9,992	9,614	8,000	8,000	7,287	8,000	8,000	8,000
OPERATING TOTAL	35,135	24,062	35,740	30,974	28,834	30,974	31,740	31,740
CAPITAL OUTLAY								
CAPITAL OUTLAY TOTAL	0	0	0	0	0	0	0	0
Grand Total	651,346	661,175	768,415	768,415	696,122	768,415	820,685	820,685

*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 2020

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

Media/Direct Communications

- Educational campaign for Census 2020 communicating important and participation details to the community for maximum participation/self-response.
- Executed integrated campaigns to promote new programs like Military Tribute Banners, Love My City, Doral Proud and Spend Local Save Local.
- Identified topics of public interest such as Odor Control matter and road projects and engaged heavily with residents through email, social media, website, and videos to keep updated on the process.
- Participated in the "Mayor on the Move" Series visiting HOAs to inform on important city information and how to best reach the City for assistance.
- Work between the Division and other departments continued through promotional, marketing and protocol support on numerous events and efforts.
- Continued fostering media relationships with quick and transparent responses to inquiries for an accurate and balanced story.
- Management and coordination of interview requests to City departments and crafting of message as needed.
- Increased focused communication addressing odor control issue affecting Doral through website news updates, social media, email blasts and phone calls.
- Preparation of products for Council that include press guidance, talking points, scripts and visiting dignitary profiles.
- Approximately 60 bilingual news releases/advisories disseminated.
- The number of graphic design projects completed in-house, continues to grow as the division has taken on the design of other department's materials for brand and message continuity. For instance, wall designs at Visitors Center, visuals for new EOC, floodplain brochures, event/program flyers.

Community Relations

- Furthered City initiatives and strengthened partnerships, Community Outreach has become an integral part of operations. Working with partners like: Miami-Dade County Public Schools, FIU, Juvenile Diabetes Research Foundation, Fundacion Lideres Globales, Autism Speaks, UM Miller School of Medicine, Venezuelan American Chamber of Commerce, SOUTHCOM and many more.
- Served as liaison to the Complete Count Committee and executed awareness campaign for Census 2020 to maximize response from our residents. Efforts will continue until new deadline (due to COVID-19) October 31, 2020.
- Served as liaison to the Commission on the Status of Women Advisory Board, hosting events like "Women of Legacy".



- Introduced Constituent Services to the community with heavy promotion of coordinator's contact information to the community encouraging general inquiries, comments and feedback to be submitted there as a central location to coordinate response with pertinent department. Along with increased troubleshooting of resident's inquiries on unofficial community group pages order to mitigate misinformation. Centralization of 311 through Constituent Services Coordinator.
- Planning and executing top-level City events that include, ribbon cutting, groundbreaking, sister cities ceremonies, and other events that come through Council/administrative initiatives (State of the City, EOC Ribbon Cutting, 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 Division 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 Substation's community room.
 - Over 45 events, ceremonies, galas, were fully planned by Public Affairs thus far (sister city receptions, key to the city events, employee holiday party, swearing-in ceremony)
 - Over 438 facility events have been coordinated this FY in collaboration with respective department/division/outside organization hosting.
- A strong relationship with the Miami-Dade County Film Commissioner has resulted in Doral becoming a viable filming location for production companies like Univision Productions, Telemundo Studios, Soho Productions, NBC Universal Media and others. Total local budget of the productions exceeded \$7.4 million in Doral.
- This FY there have been 15 film permits thus far.
- Collaboration with Downtown Doral to identify opportunities to co-brand (ie. CGI video series)
- Collaboration with Doral Family Journal and Superbowl Committee for kickoff pep rally event held at Intercontinental Doral.

Web Content/ Social Media

- Tracking social media sentiments from posts – From Oct 1, 2019- July 2, 2020 sentiment has been 29% positive (70% neutral/informational) on topics ranging from public safety to public works and political affairs.
- Grew social media followers by 18% since last year. (Instagram, Facebook, Twitter)
- During the past year, reached approximately 269,700 people through Facebook. Posts with most reach and engagement in past year were on Instagram related to COVID-19 food distribution and "Safer at Home" Order.
- 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 and 4th of July virtual fireworks display.
- Saturated the website with Contact info for all departments to better help our constituents reach us.



- Created new Monthly Business Tax Receipt list on website to highlight the new businesses.
- Page-load optimized using outside company for images (result: Faster load times)
- Re-design of department landing page – Planning and Zoning complete.
- Doral Parks Bond was previously outside our website, now part of cityofdoral.com domain.
- Major section of website designed and maintained for the pandemic – COVID19.
- Modifications of certain departments to account for the change of times – COVID19.
- Added several more online services to better support our residents.
- Multiple email campaigns conducted through-out the year to better inform the residents – Open rate from 9% - 12%
- Multiple email campaigns for vendor services through-out the year – Open rate from 22% - 32%.
- We continue to make changes for a better user experience, enhancing ADA accessibility. Process is ongoing.
- Added external Key metrics to be viewed by public as well as internal – outreach meetings attended by Division and constituent inquiries managed.

Digital & Multimedia

- Achieving consistency in our 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, we produced 154 video items from business promotional videos for Spend Local Save Local, event promos, weekly COVID-19 Mayor's Updates. We have saved the City more than \$70,000 in video production costs, based on local marketing standard rates with minimum personnel.
 1. Reopening Doral Video Series (\$36,000)
 2. Mayor's COVID-19 Messages (\$12,000)
 3. Solution Center Department Intro Videos (\$4,000)
 4. Doral: A Model City (State of the City) (\$4,000)
 5. Spend Local, Save Local Campaign (\$12,000)
 6. Inside Doral News Series (\$4,000)
- Increased destination/place making marketing campaign highlighting Doral's growth as an urban core to live, work, invest, learn and play in. "If you haven't seen Doral lately, you haven't seen Doral". Advertising avenues included: Comcast programming and Miami Herald
- Council-approved partnership for a free video series with CGI Communications to highlight aspects of the city (recreation, real estate, business, etc.).



PUBLIC AFFAIRS ACTIVITY REPORT

ACTIVITY	ACTUAL 2017-18	ACTUAL FY 2018-19	PROJECTED FY 2019-20	PROJECTED FY 2020-21
Social Media Followers	32,971	44,172	56,101	66,000
Videos Completed	150	156	155	155
Website Page Views	1,281,924	1,429,530	1,136,113	1,300,000
Positive Media Mentions	5,537	20,130	6,257	7,000
Facility Events Coordinated (logistics)	371	385	438	420
Events Produced (all aspects)	45	21	9	10
Constituent Inquiries	N/A	N/A	3,200	2,200

PUBLIC AFFAIRS OBJECTIVES FOR FY 2021

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 stake holders (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.

Media/Direct Communications

- Continue working with the Economic Developer 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.
- Continue working with the Economic Developer, to expand online destination marketing via sponsored social media campaigns to attract more local consumers as well as national and international visitors.
- Continue working with the Economic Developer, to cohesively cobrand with Downtown Doral. Through quarterly meetings with Codina Partners, the city actively seeks opportunities to promote the expanding amenities in the area to residents, businesses and visitors through social media, advertising, editorial content and special events like a potential puppy brunch. The city will continue to promote the evolving Downtown Doral brand through all appropriate platforms and enhance Codina Partners promotions through collaborative efforts with their marketing team.
- 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 the Inside Doral provide an instantly recognizable platform to enhance the communication of “good news” to the community.
- Continue periodic messages from leadership regarding COVID-19 and work closely with all City



departments and interagency to relay important time sensitive information to the public regarding the pandemic.

- Increase Engagement — We want to encourage and enable residents and business owners to participate in public policy formation. Continue to generate high levels of participation in and attendance at City programs and events.
- Transparency — It is our 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 — We will continue providing honest and responsive communications that will help us to build trust and credibility with our audiences, which is critical in maintaining an ongoing dialogue with the community.

Community Relations

- Continue supporting departments with the coordination of events.
- Communicate city programs, policies, and successes to the community and in clear and uniformed voice.
- Continue to produce events top level events with partner organizations, per the new facilities use policy.

Web Content/ Social Media

- Our 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. We will continue to leverage the home page to drive direct visitors to less visited sections of the website.
- The division 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 enhancing communications with constituents on factual information that matters to them.
- Continue displaying external metrics on the website.

Digital & Multimedia

- We will continue to produce: Inside Doral, Citizenry Pride/Responsibility campaigns, Mayor’s Messages, Awareness Videos about our 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 our 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.



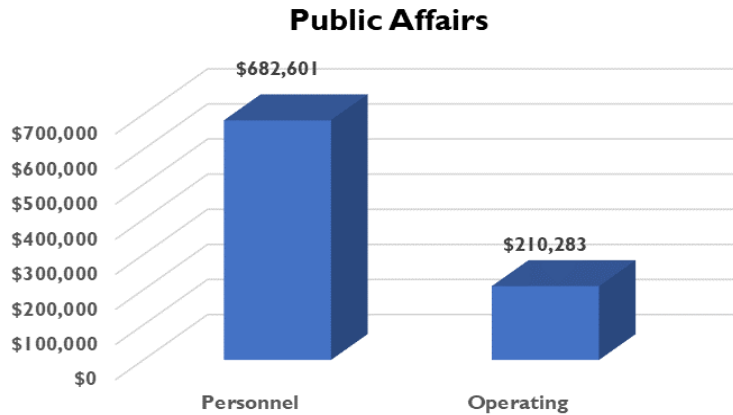
- Internet has changed communication, and social media has changed the visual landscape. This shift allows for distribution of content directly to the end user. This enables us to have a direct and immediate dialogue but also shortens the time of programing, the average user expects to receive the information in less than 3 minutes and even some platforms have more constrained about time, reducing it to 15 seconds. This forces the content creation to be visual appealing, relevant and precise.
- Highlight and drive interest and participation of virtual events/meeting in the “new normal”.

PUBLIC AFFAIRS STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 2020-21	ASSOCIATED COST
Economic Sustainability and Redevelopment: Enhance communication of City's success to the Community	Quarterly mailing of newsletter to all homes	\$ 50,000
Economic Sustainability and Redevelopment: Global Marketing Efforts	Digital and print advertising to continue establishing Doral globally for brand awareness, tourism/business attraction	\$ 44,000
TOTAL		\$ 94,000



PUBLIC AFFAIRS BUDGET HIGHLIGHTS



- **111 Administrative Salaries** – In FY 2021 a Communications Director position has been added, as the Public Affairs Division will be reclassified to a department within the City.
- **120 – 230 Personnel Costs** – For this fiscal year, there is a 1.8% cost of living adjustment and a 1% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 5% city-wide. This account has decreased due to the reclassification of the Communications & Protocol Manager.
- **340 Contractual Services** - Due to having no census campaign, this account has decreased.
- **400 Travel & Per Diem** – This account decreased due to funds for budgeted conferences being reduced.
- **470 Printing & Binding** - Contracted cost for print newsletter was reduced.
- **540 Dues, Subscriptions, & Memberships** - This account decreased as funds budgeted for trainings, subscriptions, and memberships were reduced.



**PUBLIC AFFAIRS
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	BUDGET FY 2019-20	ADOPTED FY 2020-21	TOTAL COST FY 2020-21
500.111 - Administrative Salaries	Communications Director	0	0	0	0	1	\$ 112,000
	Administrative Salaries Total	0	0	0	0	1	\$ 112,000
500.120 - Full Time Salaries	Communications & Protocol Manager ¹	1	1	1	1	0	\$ -
	Public Relations Coordinator	1	0	0	0	0	\$ -
	Community Relations Coordinator	0	1	1	1	1	\$ 77,346
	Creative Producer	1	1	1	1	1	\$ 71,766
	Webmaster/ Graphic Designer	1	1	1	1	1	\$ 72,999
	Administrative Assistant	0.5	0.5	1	1	1	\$ 40,485
	Events Coordinator	1	0	0	0	0	\$ -
	News Producer	1	1	1	1	1	\$ 59,791
	<i>Service Award 5 yr</i>						\$ 498
	Constituent Services Coordinator	0	0	0	1	1	\$ 45,212
	Full Time Salaries Total	6.5	5.5	6	7	6	\$ 368,097
	Total	6.5	5.5	6	7	7	\$ 480,097

¹RECLASSIFIED - Communications & Protocol Manager to Communications Director



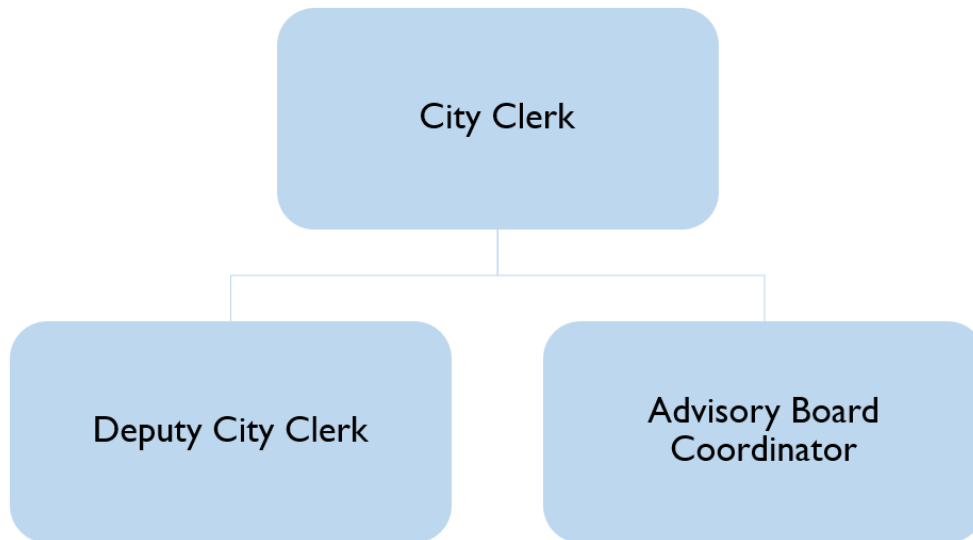
00111505 - PUBLIC AFFAIRS DEPARTMENT

	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ADOPTED BUDGET FY 2019-20	AMENDED BUDGET FY 2019-20	YTD* ACTUALS FY 2019-20	YEAR-END ESTIMATE FY 2019-20	PROPOSED FY 2020-21	ADOPTED FY 2020-21
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	0	0	0	0	0	0	112,000	112,000
500120 - FULL TIME SALARIES	327,841	353,426	452,110	452,110	395,664	452,110	368,097	368,097
500125 - COMPENSATED ABSENCES	1,753	7,402	16,190	13,990	11,775	13,990	17,293	17,293
500210 - FICA & MICA TAXES	25,490	27,690	36,523	36,523	31,088	36,540	38,748	38,748
500220 - RETIREMENT CONTRIBUTION	39,315	40,101	53,882	53,882	47,036	53,882	57,552	57,552
500230 - LIFE & HEALTH INSURANCE	55,325	64,961	76,511	76,511	70,552	76,511	88,911	88,911
PERSONNEL TOTAL	449,724	493,580	635,216	633,016	556,116	633,033	682,601	682,601
OPERATING								
500340 - CONTRACTUAL SERVICES - OTHER	30,847	38,450	91,000	36,540	31,435	36,540	41,000	41,000
500400 - TRAVEL & PER DIEM	7,183	5,265	7,670	7,670	5,365	7,670	6,420	6,420
500410 - COMMUNICATION & FREIGHT	3,900	3,900	3,900	3,900	4,275	3,900	3,900	3,900
500440 - RENTALS & LEASES	954	0	0	0	0	0	0	0
500470 - PRINTING & BINDING	40,486	37,866	61,950	33,710	12,033	33,710	55,050	55,050
500481 - PROMOTIONAL ACTIVITIES - PIO	77,125	57,374	63,100	87,100	51,201	87,100	63,100	63,100
500490 - OTHER CURRENT CHARGES	23,985	25,087	29,500	20,300	8,855	20,300	29,500	29,500
500510 - OFFICE SUPPLIES	2,809	2,705	3,500	3,500	2,109	3,500	3,500	3,500
500520 - OPERATING SUPPLIES	433	1,892	1,500	1,500	1,461	1,500	1,500	1,500
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	5,373	5,698	6,670	6,670	5,663	6,670	6,313	6,313
OPERATING TOTAL	193,095	178,238	268,790	200,890	122,398	200,890	210,283	210,283
CAPITAL OUTLAY								
500640 - CAPITAL OUTLAY - OFFICE	1,999	0	0	0	0	0	0	0
CAPITAL OUTLAY TOTAL	1,999	0	0	0	0	0	0	0
Grand Total	644,817	671,818	904,006	833,906	678,513	833,923	892,884	892,884

*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 2020

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 provided 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 2017-18	ACTUAL 2018-19	PROJECTED FY 2019-20	PROJECTED FY 2020-21
Public Records Request	768	1,150	1,350	1,850

CITY CLERK OBJECTIVES FOR FY 2021

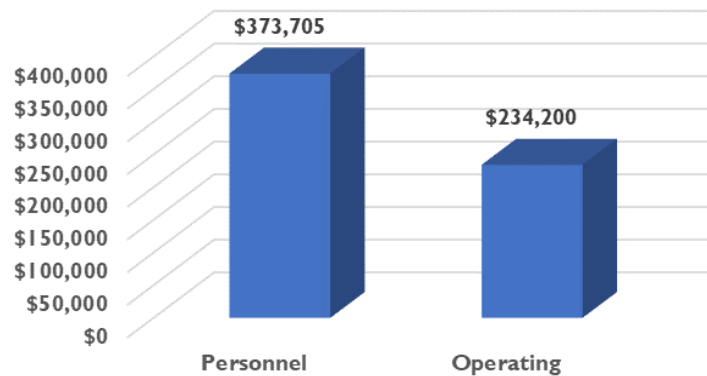
The following objectives were developed to provide a description of the anticipated accomplishments for this department as they relate to the City Council’s Budget Priorities and Strategic Goals which are indicated below.

- 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

City Clerk



- **111 – 230 Personnel Costs** – For this fiscal year, there is a 1.8% cost of living adjustment and a 1% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 5% 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** – There was a decrease in this line item compared to last Fiscal Year for the cost of Citywide legal advertisements.



**OFFICE OF THE CITY CLERK BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET FY 2016-17	BUDGET FY 2017-18	AMENDED* FY 2018-19	BUDGET FY 2019-20	ADOPTED FY 2020-21	TOTAL COST FY 2020-21
500.111 - Administrative Salaries	City Clerk	1	1	1	1	1	\$ 119,091
	Administrative Salaries Total	1	1	1	1	1	\$ 119,091
500.120 - Full Time Salaries	Deputy City Clerk	1	1	1	1	1	\$ 84,983
	<i>Service Award 10 yr</i>						\$ 2,833
	Executive Assistant/Advisory Board Coord.	1	1	0	0	0	\$ -
	<i>Title Changed to Advisory Board Coordinator</i>	0	0	1	1	1	\$ 53,663
	Full Time Salaries Total	2	2	2	2	2	\$ 141,479
	Total	3	3	3	3	3	\$ 260,570

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

0011200 - OFFICE OF THE CITY CLERK

	ACTUAL		ADOPTED		AMENDED		YEAR-END		
	FY 2017-18	FY 2018-19	BUDGET FY 2019-20	BUDGET FY 2019-20	ACTUALS FY 2019-20	ESTIMATE FY 2019-20	PROPOSED FY 2020-21	ADOPTED FY 2020-21	
0011200 - CITY CLERK REVENUE									
341900 - LIEN SEARCH FEES	21,813	28,182	21,000	21,000	19,328	21,000	21,000	21,000	
341901 - CANDIDATE QUALIFYNG FEES	2,730	840	0	0	1,600	0	0	0	
0011200 - CITY CLERK REVENUE TOTAL	24,543	27,342	21,000	21,000	20,928	21,000	21,000	21,000	
GRAND TOTAL	24,543	27,342	21,000	21,000	20,928	21,000	21,000	21,000	



00112005 - OFFICE OF THE CITY CLERK

	ACTUAL		ADOPTED	AMENDED	YTD*	YEAR-END		
	FY 2017-18	FY 2018-19	BUDGET	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	96,488	101,469	106,331	113,420	103,782	113,420	119,091	119,091
500120 - FULL TIME SALARIES	121,031	119,887	134,847	134,847	123,905	134,847	141,479	141,479
500125 - COMPENSATED ABSENCES	0	7,948	8,696	11,127	11,127	11,127	9,293	9,293
500210 - FICA & MICA TAXES	17,719	18,138	20,263	20,992	19,194	20,992	21,975	21,975
500220 - RETIREMENT CONTRIBUTION	25,981	32,966	54,822	56,099	56,230	56,099	58,074	58,074
500230 - LIFE & HEALTH INSURANCE	28,005	30,408	33,425	33,425	22,623	33,425	23,793	23,793
PERSONNEL TOTAL	289,223	310,815	358,384	369,910	336,860	369,910	373,705	373,705
OPERATING								
500331 - COURT REPORTER SERV-SPEC MSTRS	3,496	2,788	8,700	6,612	3,126	6,612	7,000	7,000
500340 - CONTRACTUAL SERVICES - OTHER	2,400	2,500	3,000	3,000	1,100	3,000	3,000	3,000
500400 - TRAVEL & PER DIEM	14,767	16,014	17,900	16,900	16,065	16,900	17,900	17,900
500410 - COMMUNICATION & FREIGHT	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
500470 - PRINTING & BINDING	6,933	13,361	15,000	13,000	5,911	13,000	14,000	14,000
500491 - LEGAL ADVERTISING	67,694	63,172	110,000	110,000	73,880	110,000	99,000	99,000
500495 - ELECTION EXPENSES	0	59,705	0	0	0	0	80,000	80,000
500510 - OFFICE SUPPLIES	2,417	3,079	3,000	2,100	2,100	2,000	2,000	2,000
500520 - OPERATING SUPPLIES	434	3,631	3,000	1,900	757	2,000	3,000	3,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	3,837	2,918	5,300	5,300	2,290	5,300	5,300	5,300
OPERATING TOTAL	104,977	170,169	168,900	161,812	108,228	161,812	234,200	234,200
CAPITAL	0	0	0	0	0	0	0	0
Grand Total	394,201	480,984	527,284	531,722	445,088	531,722	607,905	607,905

*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 FY 2017-18	ACTUAL FY 2018-19	ADOPTED BUDGET FY 2019-20	AMENDED BUDGET FY 2019-20	YTD* ACTUALS FY 2019-20	YEAR-END ESTIMATE FY 2019-20	PROPOSED FY 2020-21	ADOPTED FY 2020-21
OPERATING								
500310 - PROFESSIONAL SERVICES	0	0	50,000	0	0	0	0	0
OPERATING TOTAL	0	0	50,000	0	0	0	0	0
Grand Total	0	0	50,000	0	0	0	0	0

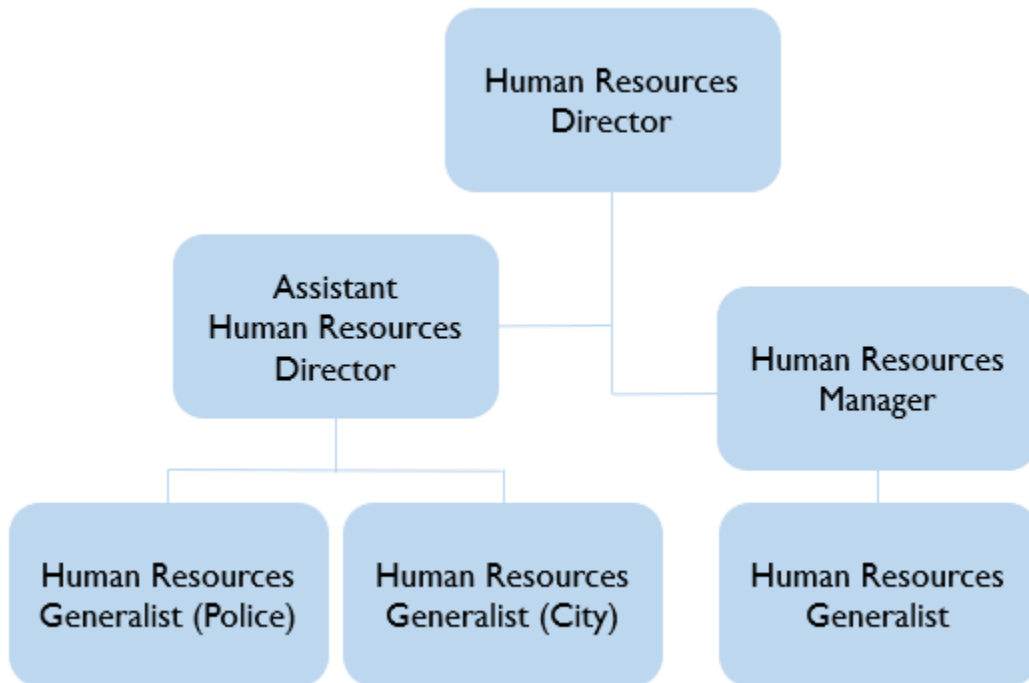
*YTD = Year to Date

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 2020-21.



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. These services include talent acquisition, talent management, employee relations, labor relations, health and wellness, employee benefits administration, worker's compensation and safety, classification and compensation management, records management, organizational development and learning, legal compliance and litigation avoidance.

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



HUMAN RESOURCES ACCOMPLISHMENTS FOR FY 2020

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 September 25, 2019, the City entered into a contract with NEOGOV for the implementation of an HRIS/Payroll system and implemented a strategy for transition into the new system. After many months of false starts and empty promises, on May 12, 2020, a team composed of City subject matter experts determined that it was in our best interest to begin contract cancellation procedures and consider the number 2 bidder to the RFP. As of July 9, 2020, the team reached consensus to issue a new RFP to find the right solution for the City.
- The Human Resources Department continued 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 utilized 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 continually monitored the status of the driver's licenses for employees classified as City drivers. When a driver's status changed or was flagged (active, inactive, expiration, suspensions, revocations, violations and sanctions) HR notified supervisors and employees regarding the respective status of driver licenses.
- In FY 2020 the department ensured that no City driver operated a vehicle with an expired, revoked and/or suspended license.
- Served as a strategic member of the City's Bargaining Team to timely negotiate and ratify collective bargaining agreements that represent the organization's best interests; Worked closely with the Finance Department to implement the ratification changes and the impact of the step plan for next fiscal year.
- The Human Resources Department continues to enhance safety training programs to ensure employees are using safe work practices and maintaining safe work environments.

Review and update the Human Resources Policies and Procedures Manual

- The Human Resources Department updated the Employee Policies and Procedures Manual. The revised



version was released on October 1, 2019. HR is currently reviewing best practices and making recommendations for future revisions to the manual.

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

- HR Continues working with City Departments to Offer volunteer and internship opportunities 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 2020 our department processed 346 performance evaluations. All employees that had evaluations that met or exceeded expectations received their approved merit increase. The Human Resources Department continually worked with department directors and supervisors to provide training and encourage ongoing communication and feedback with employees. Performance evaluations and communication provide clarity about expectations. This identifies strengths and weaknesses and provides the opportunity for dialogue between management and employees to be more effective and efficient in the services they provide.
- The Human Resources Department managed the employee recognition program, which encourages the recognition of excellent employee performance and positive contributions related to the overall objectives of the City. A total of 60 employees were recognized this fiscal year. The established recognition categories are: Act of Valor award, Exemplary Customer Service, Initiative and Leadership Award, Inspire Award, Outstanding Achievement Award, Rookie of the Year, Safety Award, Spirited Award, Teamwork and Collaboration Award, and The Big Idea Award.
- Employees were recognized for their years of service with the City (5 & 10 Years of Service). A total of 41 employees were recognized and received the corresponding monetary bonus.
- The Human Resources Department managed several wellness initiatives. These initiatives included: Lunch and Learn programs, Stair Challenge, monthly workout regimens in employee newsletter, and a calendar of initiatives and programs to motivate employees to live a healthier lifestyle.
- The Department hosted 3 Lunch and Learn program sessions with an average employee participation rate of 30 employees per session. Currently, financial wellness virtual workshops, facilitated by Wells Fargo Bank N.A. are scheduled through December 2020.
- The annual health fair had to be canceled due to the COVID-19 Pandemic, but we continue to encourage employees to maintain healthy habits. During the Pandemic, the Human Resources Office worked along with the City Manager's Office to provide healthy lunch options for employees. In addition, we disseminated wellness information for City employees.
- The Human Resources Department received several recognitions for health and wellness initiatives, including:
 - Named 2020 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. The award was



received on April 23, 2020.

- Nominated as a finalist for the 2019 Worksite Wellness Award, presented by Consortium for a Healthier Miami-Dade.
- Awarded Above and Beyond Silver Winner for Workplace Wellbeing, presented by Aetna.

Trainings & Education:

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

During the Pandemic, the department directors have been actively participating in numerous meetings and briefings to stay up to date with the pandemic to prepare our best response. In March 2020, HR contacted the CDC and Florida Department of Health and obtained information about the quarantine process to ensure that the City was prepared to act immediately. Furthermore, staff has been in constant contact with our insurance provider and distributed the Teledoc information to all employees on March 6th. HR has been fielding a higher volume of calls to assist employees through this process and has encouraged employees to follow CDC guidelines and have been mandating employees to stay home if they are sick.

The Department provided training in electronic timesheet use during the telecommuting period and worked with all the departments to ensure timesheets were completed for payroll processing.

In addition, the Human Resources Director responded to inquiries from employees and visited departments to clarify the City’s efforts during the pandemic.

HUMAN RESOURCES ACTIVITY REPORT

ACTIVITY	ACTUAL FY 2017-18	ACTUAL FY 2018-19	PROJECTED FY 2019-20	PROJECTED FY 2020-21
Employment Applications Received	3,356	4,366	4,800	5,000
Job Interest Cards Received	457	400	350	380
Job Posting Hits	69,823	58,814	77,000	79,000
Vacancy By Requisition	65	71	50	55
New Hires	77	80	77	75
Terminations	67	80	55	60
Internal Promotions	42	49	35	30
Employment Reclassifications	2	2	9	3
Health Fair Attendance	153	155	0	160
Temporary Appointments	24	20	20	20
Workers Compensation Processed	43	60	90	45
Tuition Reimbursement Processed	20	35	35	40
Performance Merit Increases Processed	330	376	380	380



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

HUMAN RESOURCES OBJECTIVES FOR FY 2021

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 department to implement the new Human Resources Management System. One of the main priorities is to manage employee performance evaluations to ensure that all employees are evaluated on an annual basis and in a timely manner.
- Human Resources will continue to develop metrics, based in part on customer informed outcomes. In June 2020, we commenced working with the Information Technology Department to develop an intranet system that will facilitate scheduling appointments and tracking meaningful metrics, which will be used to develop key performance indicators designed to strengthen and sustain strategy.
- Promote, support, and discover new resources and tools to deliver best practices and guidelines issued by the CDC in the management of COVID-19 related issues. In addition, we continue to define the parameters and practices of a virtual work processes. Currently, job interviews and meetings are conducted via Microsoft Teams and we continue to monitor emerging CDC guidelines and work closely with local municipalities for future modifications.
- The Human Resources Director has taken the challenge to revamp the customer service training for all city employees, the intention is to account all customer needs, improve and enhance workflow efficiency, and improve customer service.
- The Compensation Study Professional Service Agreement was signed, and it has been scheduled to commence in December 2020. The purpose of the Compensation Study is to maintain competitive salaries and benefits for our employees. In addition, we want to continue retaining our talent. The study will ensure all job classifications are properly represented and necessary changes are considered to address the changing needs of the workforce.
- Provide continuous improvement of employee relations through training programs, union negotiations, problem resolution assistance and support to ensure compliance with State and Federal labor laws. Investigate claims or allegations of discrimination or sexual harassment and assist supervisors in dealing with various disciplinary and performance management matters.
- Coordinate and direct the City's employee benefits program in an effective and efficient manner.
- Continue to track and monitor part-time workforce hours to ensure compliance with the Affordable Care Act.



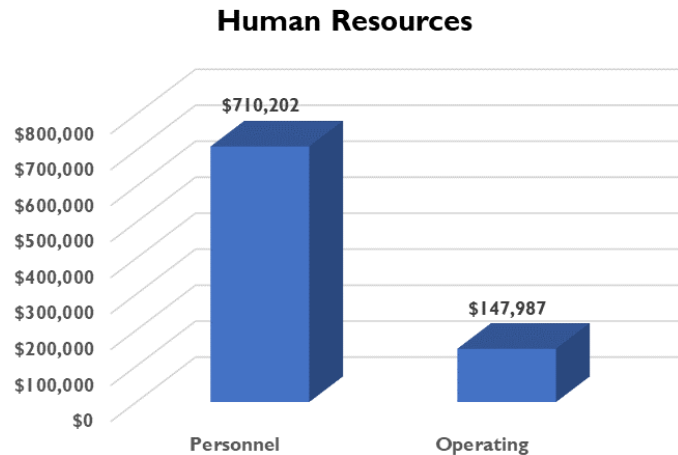
- Support adherence to labor-related policies and procedures through continued training of employees and supervisors.
- Manage the City’s Workers’ Compensation program and ensure that all eligible employees who experience a work-related injury or illness receive appropriate medical care and equitable benefits.
- Provide assistance, guidance, and safety training to City departments to minimize the number of workplace injuries.
- Coordinate production of wellness initiatives that provide employees with increased awareness of positive health behaviors.
- Continue to maintain complete and accurate records regarding each employee and position, to comply with legal requirements regarding retention and release of personnel records, and to preserve the confidentiality of personnel records.
- Coordinate and administer employee training, including harassment, customer service, communication, general supervisory principles, and various other topics.

HUMAN RESOURCES STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 20-21	ASSOCIATED COST
Organization Efficiency	Ensure current positions are appropriately classified. Evaluate job descriptions and salaries for capital projects related positions. Evaluate job descriptions and salaries for newly proposed or modified positions. Conduct Pay & Compensation Study	\$42,000 (GENERAL GOVERNMENT)
Organization Efficiency	Conduct pay and classification study.	
TOTAL	\$42,000	



HUMAN RESOURCES BUDGET HIGHLIGHTS



- **110 – 230 Personnel Costs** – For this fiscal year, there is a 1.8% cost of living adjustment and a 1% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 5% city-wide. The City reduced the personnel cost for Administrative Salaries and increased the cost for account 230, due to the Human Resources Generalist reclassification.
- **310 – Professional Services** – For this fiscal year the department removed the temporary Agency Employees.
- **540 – Dues, Subscriptions and Memberships** – This line item was decreased as the Human Resources Director will provide the training in-house.



**HUMAN RESOURCES DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	BUDGET	AMENDED*	ADOPTED	TOTAL COST
		FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21
500.111 - Administrative Salaries	Human Resources Director	1	1	1	1	1	1	\$ 122,771
	Administrative Salaries Total	1	1	1	1	1	1	\$ 122,771
500.120 - Full Time Salaries	Assistant Human Resources Director	1	1	1	1	1	1	\$ 102,613
	HR Manager	0	1	1	1	1	1	\$ 81,714
	Police Human Resources Generalist	1	1	1	1	1	1	\$ 68,775
	Human Resources Generalist	1	1	1	1	2	2	\$ 126,879
	Service Award 5 yr							\$ 559
	Human Resources Assistant ²	1	1	1	1	0	0	\$ -
	Full Time Salaries Total	4	5	5	5	5	5	\$ 380,540
500.130 - Other Salaries	Human Resources Assistant	1	0	0	0	0	0	\$ -
	Human Resources Specialist	1	0	0	0	0	0	\$ -
	Interns ¹	20	6	6	6	6	6	\$ -
	Other Salaries Total	22	6	6	6	6	6	\$ -
	TOTAL	27	12	12	12	12	12	\$ 503,311

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

¹Intern stipend removed due to FLSA regulation.

²RECLASSIFIED - Human Resources Assistant to Human Resources Generalist

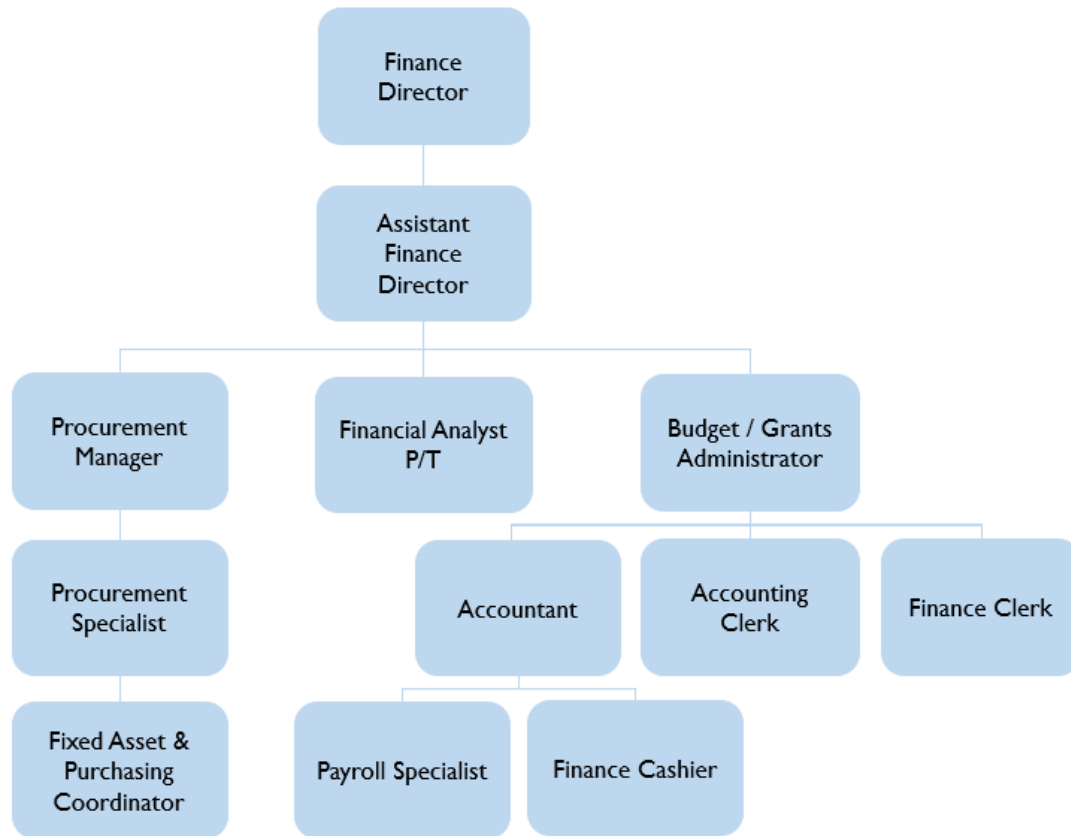
00120005 - HUMAN RESOURCES

	ACTUAL		ADOPTED	AMENDED	YTD*	YEAR-END	PROPOSED	ADOPTED
	FY 2017-18	FY 2018-19	BUDGET	BUDGET	ACTUAL	ESTIMATE		
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	112,713	115,285	130,131	80,131	58,977	80,131	122,771	122,771
500120 - FULL TIME SALARIES	283,797	317,463	357,251	337,251	296,173	337,251	380,540	380,540
500125 - COMPENSATED ABSENCES	8,568	18,538	17,512	20,712	20,711	20,712	18,128	18,128
500130 - OTHER SALARIES	6,000	9,000	0	0	0	0	0	0
500140 - OVERTIME	305	359	500	500	0	500	0	0
500210 - FICA & MICA TAXES	30,857	34,479	39,246	34,136	28,238	34,136	40,473	40,473
500220 - RETIREMENT CONTRIBUTION	47,330	51,766	58,276	58,276	42,174	58,276	60,332	60,332
500230 - LIFE & HEALTH INSURANCE	53,334	71,365	75,578	75,578	60,551	75,578	87,958	87,958
PERSONNEL TOTAL	542,905	618,255	678,494	606,584	506,823	606,584	710,202	710,202
OPERATING								
500310 - PROFESSIONAL SERVICES	19,211	11,597	19,500	19,500	1,200	19,500	4,500	4,500
500340 - CONTRACTUAL SERVICES - OTHER	32,828	56,101	64,779	64,779	42,592	64,779	64,827	64,827
500400 - TRAVEL & PER DIEM	6,866	7,059	7,000	3,610	3,045	3,610	6,110	6,110
500410 - COMMUNICATION & FREIGHT	2,400	2,400	2,400	2,400	1,900	2,400	2,400	2,400
500470 - PRINTING & BINDING	1,238	1,500	500	500	0	500	500	500
500480 - PROMOTIONAL ACTIVITIES	12,771	6,884	10,000	10,000	6,582	10,000	9,250	9,250
500510 - OFFICE SUPPLIES	1,413	2,308	2,000	2,000	1,060	2,000	1,500	1,500
500520 - OPERATING SUPPLIES	1,880	1,785	2,000	2,000	374	2,000	2,000	2,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	70,811	40,435	72,500	72,500	30,960	72,500	56,900	56,900
OPERATING TOTAL	149,418	130,068	180,679	177,289	87,713	177,289	147,987	147,987
CAPITAL	0	0	0	0	0	0	0	0
Grand Total	692,322	748,324	859,173	783,873	594,536	783,873	858,189	858,189

*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 section 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.



FINANCE ACCOMPLISHMENTS FOR FY 2020

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

FINANCE DEPARTMENT ACTIVITY REPORT

ACTIVITY	ACTUAL 2017-18	ACTUAL 2018-19	PROJECTED FY 2019-20	PROJECTED FY 2020-21
Payrolls Processed	38	38	38	38
Purchase Orders Issued	2,335	2,378	2,128	2,670
RFPs/RFQs/ITBs Issued	34	36	44	48
Checks Issued (A/P)	6,170	5,880	5,100	5,500
Comprehensive Annual Financial Report (CAFR)				
Popular Annual Financial Report (PAFR)				
Annual Balanced Budget				

Long-term Financial Sustainability:

- The Finance Department continues to provide accurate and timely budget and financial reports on a monthly basis to the City Manager. These reports are submitted to the City Council for review at its monthly Council meeting.
- Process payroll and associated reports, as well as, processing accounts payable and accounts receivable.
- Assist the City Manager in the preparation of the Annual Operating and Capital Budget.
- Develop a 5-year financial plan to assist the administration in managing the City’s future growth.
- Continue to collect and monitor revenues; and process and account for grants.
- Review and update the City’s Investment Policy to enhance fiscal sustainability.
- Assisted the team from Garcia, Espinosa, Miyares, Rodriguez, Trueba & Co., PA, the City’s independent auditors, with the audit and preparation of the Comprehensive Annual Financial Report for FY 2018-2019. As well as providing full and complete access to financial data.
- Working on a City-wide Cost Allocation Plan based on FY 2019 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.

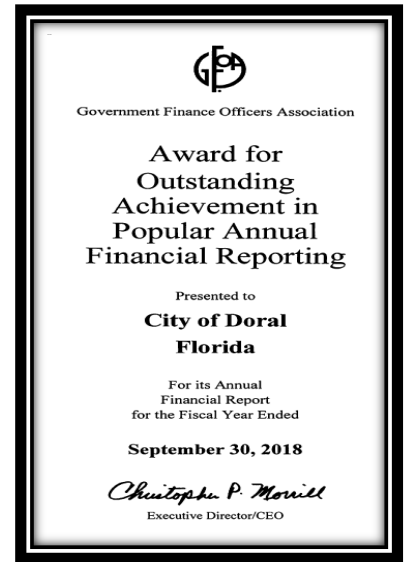
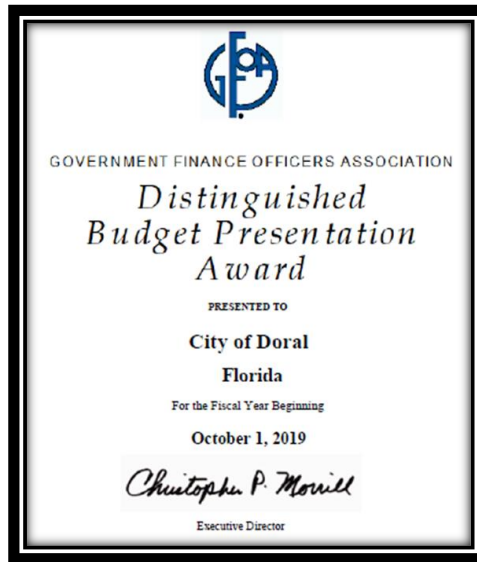
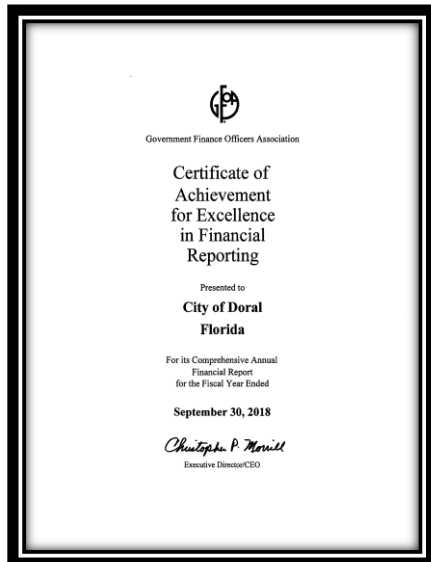
Organizational Efficiency:

- To increase efficiencies in disaster cost recovery efforts we are currently reviewing the responses to an RFP issued earlier this year for disaster cost recovery and related grant and project management services. The selected firm will assist in grant or FEMA project worksheet preparation, grants or project



management, and reporting of disaster expenditures in accordance with Federal, State, and local regulations.

- To increase efficiencies in the processing of accounts payable, the Finance Department will be implementing a decentralized accounts payable process. This allows the departments to prioritize their payments by initiating the process which would be finalized, reviewed, and approved by the Finance Department.
- 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 2017-2018 Comprehensive Annual Financial Report (CAFR).
- Awarded the GFOA distinguished Popular Annual Financial Reporting Award for the FY 2018 PAFR.
- Awarded the GFOA Distinguished Budget Presentation Award for the FY 2019-2020 Budget.
- Procurement has implemented Electronic bid submission (EBS) which helps to reduce the bidding time and operational cost.
- As a response to the pandemic COVID-19, Procurement has fully automated the bidding process all while maintaining the integrity of transparency and fairness.





FINANCE OBJECTIVES FOR FY 2021

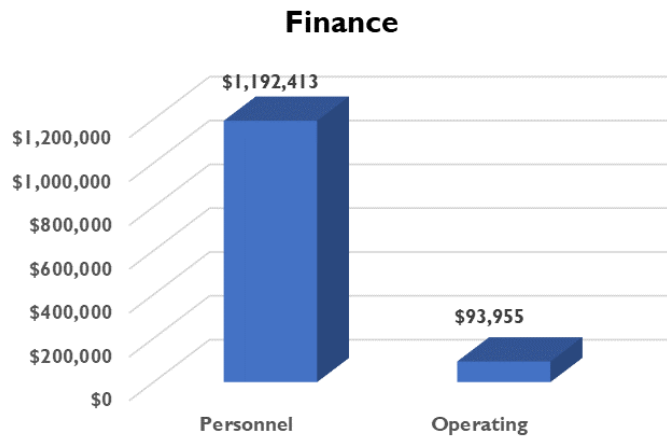
The following objectives were developed to provide an overview of the anticipated accomplishments for the Department as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

Sustainability, Communication and Capital 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.
- 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 (CAFR).
- Process and account for grants.
- 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, CAFR, and PAFR; certifying that the City's finance reports are being produced at the highest standard possible.
- Prepare the Budget in Brief book to highlight major points from the Budget document.
- Continue identifying ways to sustain and promote financial stability and organizational efficiencies.



FINANCE BUDGET HIGHLIGHTS



- **110 – 230 Personnel Costs** – For this fiscal year, there is a 1.8% cost of living adjustment and a 1% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 5% city-wide.
- **321 Acct & Auditing Services** – This line item funds the federal single audit, independent auditors, as well as, the state single audit. For FY 2021, a new certified public accountant firm will be selected. RFP No. 2020-15 was issued as per City Charter, Section 4.09 regarding independent audits “Such audits shall be made by a certified public accountant or firm of such accountants who have no personal interest, direct or indirect, in the affairs of the City government or any of its officers and shall be rotated at least every five years to a new certified public accountant or firm of such accountants.”
- **400 Travel & Per Diem** – The Travel & Per Diem account is used to fund the Finance Department travel expenses associated with various state conferences, national conferences, and trainings. For the upcoming Fiscal Year, the line item has been reduced, as many professional conferences and trainings are now being held virtually.



**FINANCE DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	AMENDED*	BUDGET	BUDGET	AMENDED*	ADOPTED	TOTAL COST
		FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21
500.111 - Administrative Salaries	Finance Director	1	1	1	1	1	1	\$ 169,090
	Administrative Salaries Total	1	1	1	1	1	1	\$ 169,090
500.120 - Full Time Salaries	Assistant Finance Director	1	1	1	1	1	1	\$ 100,858
	Administrative Assistant ¹	1	1	1	1	0	0	\$ -
	Payroll Specialist	1	1	1	1	1	1	\$ 52,738
	Accountant	1	1	1	1	1	1	\$ 58,430
	Budget/ Grants Administrator	1	1	1	1	1	1	\$ 81,707
	Finance Cashier	1	1	1	1	1	1	\$ 34,920
	Finance Clerk	2	1	1	1	1	1	\$ 38,990
	Accounting Clerk	0	1	1	1	1	1	\$ 49,569
	Procurement Manager	1	1	1	1	1	1	\$ 81,602
	Procurement Specialist	1	1	1	1	1	1	\$ 53,592
	Fixed Asset & Purchasing Coordinator	0	0	0	1	1	1	\$ 41,595
	Full Time Salaries Total	10	10	10	11	10	10	\$ 594,001
500.130 - Other Salaries	Finance Clerical Aide P/T(Best Buddy) ²	1	1	1	1	1	0	\$ -
	Financial Analyst (PT)	0	0	0	0	1	1	\$ 67,019
	Other Salaries Total	1	1	1	1	2	1	\$ 67,019
	TOTAL	12	12	12	13	13	12	\$ 830,110

* 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

¹RECLASSIFIED - Administrative Assistant to Financial Analyst (PT)

²ELIMINATED - Finance Clerical Aide P/T (Best Buddy)



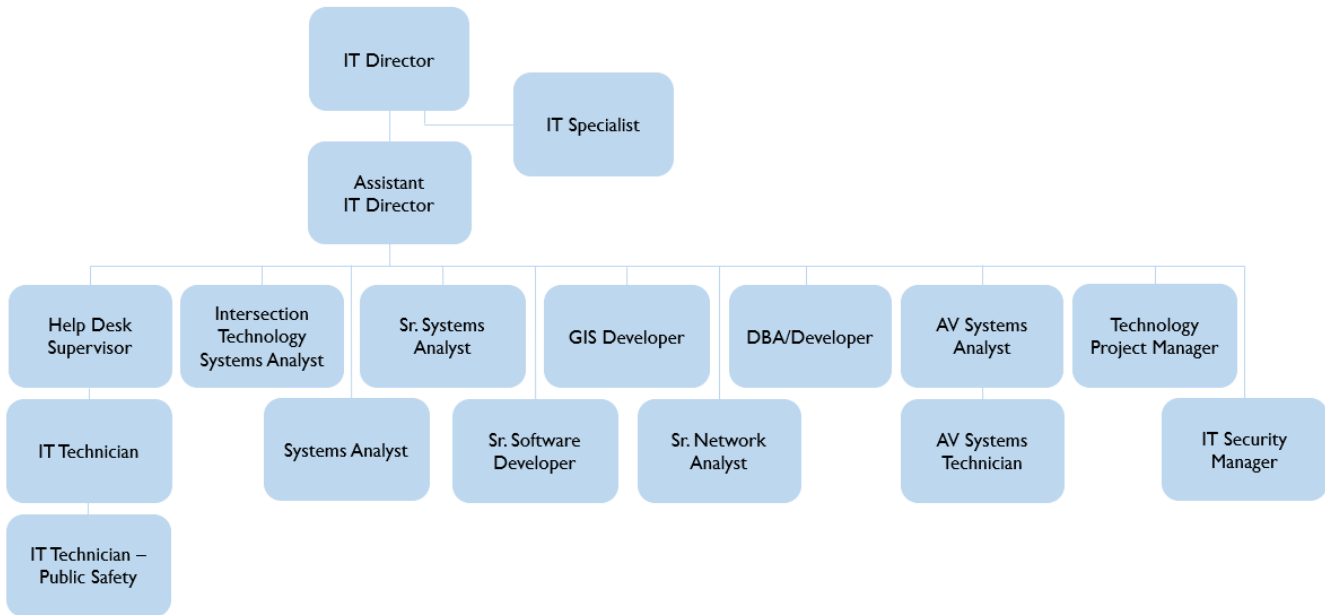
00121005 - FINANCE

	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ADOPTED BUDGET FY 2019-20	AMENDED BUDGET FY 2019-20	YTD* ACTUALS FY 2019-20	YEAR-END ESTIMATE FY 2019-20	PROPOSED FY 2020-21	ADOPTED FY 2020-21
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	142,115	149,536	169,939	169,939	156,601	169,939	169,090	169,090
500120 - FULL TIME SALARIES	510,393	558,589	654,670	630,370	538,784	630,370	594,001	594,001
500125 - COMPENSATED ABSENCES	9,309	9,730	29,493	29,493	14,620	29,493	27,515	27,515
500130 - OTHER SALARIES	18,991	11,529	17,278	41,578	34,788	41,578	67,019	67,019
500140 - OVERTIME	551	360	2,500	2,500	2,456	2,500	2,000	2,000
500210 - FICA & MICA TAXES	48,966	52,226	67,434	67,434	53,303	67,434	66,437	66,437
500220 - RETIREMENT CONTRIBUTION	78,263	84,455	98,154	98,154	82,002	98,154	91,571	91,571
500230 - LIFE & HEALTH INSURANCE	119,783	144,203	179,069	179,069	152,274	179,069	174,780	174,780
PERSONNEL TOTAL	928,370	1,010,629	1,218,537	1,218,537	1,034,827	1,218,537	1,192,413	1,192,413
OPERATING								
500321 - ACCTG & AUDITING-AUDIT SVCS	52,500	47,000	61,650	55,000	55,000	55,000	61,650	61,650
500340 - CONTRACTUAL SERVICES - OTHER	8,388	15,138	6,800	11,485	4,614	11,485	2,000	2,000
500400 - TRAVEL & PER DIEM	6,870	7,351	12,810	7,617	5,681	7,617	8,970	8,970
500410 - COMMUNICATION & FREIGHT	2,400	2,505	2,450	2,450	2,408	2,450	3,650	3,650
500460 - REPAIR & MAINT - OFFICE EQUIP	1,341	1,712	1,850	1,850	0	1,850	1,650	1,650
500470 - PRINTING & BINDING	4,313	2,782	4,500	2,339	859	3,000	4,100	4,100
500510 - OFFICE SUPPLIES	4,470	9,515	4,950	7,950	5,567	7,950	4,950	4,950
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	6,841	6,969	7,285	6,804	5,309	7,700	6,985	6,985
OPERATING TOTAL	87,123	92,970	102,295	95,495	79,438	97,052	93,955	93,955
CAPITAL								
500640 - CAPITAL OUTLAY - OFFICE	0	2,751	0	1,557	0	0	0	0
CAPITAL TOTAL	0	2,751	0	1,557	0	0	0	0
Grand Total	1,015,493	1,106,350	1,320,832	1,315,589	1,114,265	1,315,589	1,286,368	1,286,368

*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 system-wide 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 our livability, workability and sustainability. To that end, the technology allows the organization to collect information about its operation through different sensors; next, that data is communicated to the information systems that process and 'crunch' it, analyzing the information collected to understand what is happening, initiate responsive actions and even predict what is likely to happen next. These are the core functions the IT Department follows when implementing new technologies in the City of Doral.



ESSENTIAL INFORMATION TECHNOLOGY DEPARTMENT FUNCTIONS

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

Asset Management

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

Business Intelligence Management

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

Citizen Engagement

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

Communications Management

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

Financial Management

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

Information Management

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

I.T. Infrastructure Management

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

Mobile Operations Management

Managing and performing information technology functions using mobile devices.

Partnerships and Programs

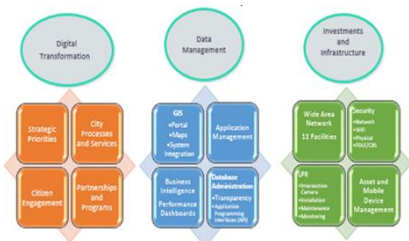
Partnering with South Florida Digital Alliance (SFDA), a non-profit organization, to distribute the City’s surplus computers to schools in Doral.

Public Safety Management

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

Security

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





INFORMATION TECHNOLOGY ACCOMPLISHMENTS FOR FY 2020

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.
- Implemented the following technology infrastructure for the Divisional EOC and Doral Glades Park.
 - Access Control
 - Audio Visual
 - CCTV Cameras
 - Network Equipment
 - Wireless Access Points
 - Wi-Fi
- Implemented a disaster recovery and storage cloud solution to enhance the City's ability to maintain high availability during emergency and scheduled maintenance events. In addition to data protection, instituting a cloud solution alternative provides IT the ability to offer improved service delivery by allowing mobile employees to access resources from anywhere resulting in quicker turnaround times for citizens. We have integrated a cloud storage to host data backups, as well offloading potential archived data such as files not in used after a set amount of time i.e. 1 year, 3 years. This will help reducing the on-premise storage needs and cost associated with maintaining aged and infrequently used data.
- Centralized Reporting and Business Intelligence: In 2019, Management Partners reviewed our Internal Performance Metrics and they referred to the measures as key performance indicators (KPI). The IT Department worked with the respective departments to incorporate the new KPI's recommended by Management Partners. Our KPI's continue to evolve so Department Directors ensure that there is a real sense of accountability for delivery of results by all employees in the department. Accountability is best secured when it is coupled with increasing the effectiveness and efficiency of each department to provide an enhanced level of customer service to our constituent businesses and visitors.
 - BD - Average customer hold time for calls to Solution Center
 - ED - Percent change in the number of new strategic partnerships
 - ED - Cost for business retention activities per FTE
 - ED - Cost for business attraction activities per FTE
 - ED - Percent of respondents who rate city sponsored economic development events as good or excellent
 - ED - Percent change in grant revenue received



- FN - Percent change in revenue forecasted to revenue collected
- PD - Percent change in crimes reported (by type)
- PD - Percent change in traffic incidents resulting in:
 - Injury
 - Fatality
 - Hit and Run
- PD - Percent change in parking Citations issued
- PW - Cost per square foot for building maintenance
- PW - Cost per lane mile of street resurfaced
- Implementation of a centralized surveillance storage at the NAP for 300+ security cameras. This will enhance our business continuity strategy by providing a level of redundancy for the security camera videos.
- Implementation of Enterprise Vault. A critical tool for improving the records retention, accuracy, efficiency, and responsiveness of government general records and records management.
- Completed the implementation of an access control upgrade for the City Hall and Police Facility to incorporate with the enterprise access control software.
- Completed the audio-visual system upgrade for the Multipurpose and Training rooms at the City Hall facility.
- Migration of the 311 System to Energov Platform
 - Incident reporting system for all non-emergency communications
 - Mobile app allows users to submit requests and check incident history
 - Improves responsiveness to citizen requests
 - Integrates with the new Development Services Software for organization efficiency.
 - Provides follow-up tracking and documentation for reporting
- Completed the implementation of a New Telephone System and associated firewall which is an Enterprise VOIP Level Upgrade to provide additional enhancements and system redundancy.
- Development Services Software: For the last several years, two pillars of the City's strategic vision have been Communication and Organizational Efficiency. After a thoughtful inward look at how the development services departments (Building, Public Works, Planning & Zoning, and Code Compliance) were executing on service delivery, the City committed to exploring comprehensive, GIS-based land development solutions. The new Development Services Software (WeB – We Build Doral!) will solve challenges like communication across electronic records, the ability to audit and track performance, consistency in data entry, compliance with statutory requirements, and most importantly outward-facing citizen engagement that is easy-to-use and intuitive. The goal is a streamlined process for an optimal customer experience for our residents and businesses. The City will conduct outreach events to train community development customers on what they need to do to prepare for this exciting new adventure like Digital Signatures, GIS (Geographical Information Systems), Online Payment Portals and a new and improved GIS-based 311 app.



Public Safety is a key priority. IT collaborates with the city's public safety leadership, to implement advanced technologies and smart processes.

- Completed the implementation of the audio video equipment for the PD Training Facility Roll Call room.
- Completed the implementation for the 136 Automated Vehicle Locator
- Deployment and Support for the 88 Police Body Worn Cameras
- CAD integration with Miami Dade County system to have calls go directly to PD mobile devices
- Completed the implementation of new License Plate Readers (LPR) sites for a total count of 143 operational cameras
- Real Time Crime Monitoring Center (RTMC). IT will be implementing the technology infrastructure for the Doral Police Department Real Time Crime Monitoring Center (RTMC) which will provide the City of Doral with innovative technology that will allow the Police Department officers to respond quickly, or even immediately, to crime events more efficiently, more deliberately, with improved operational intelligence, and with a proactive emphasis on officer, citizen, and community safety. These are among the many innovative advancements that help prevent and fight crime and improve safety and quality of life for residents, businesses, and visitors.
- AI Video Analytics software:
Implementation of new Public Safety software technology which provides the following:
 - Real-Time Alerts: Triggers real-time, rule-based alerts by face recognition, vehicles, people of interest, and object count in time sensitive situations.
 - Smart Alerts: Respond to complex situational changes in the environment, while effectively balancing sensitivity, accuracy, and efficiency.
 - Face Recognition: Powerful real-time facial recognition capabilities provide best-in-class face matching to rapidly pinpoint people of interest using digital images extracted from the video or from external sources.
 - Notifications: Sends notifications to messaging services and the Video Monitoring System (VMS) alarms area. Integration with City VMS systems.
 - Watchlists and Rule Configuration: Scalable face recognition watchlist management and powerful alert rule configuration enables rapid notification of events in our environment.
 - One-Click Case Creation: Accelerates time to target with one-click case creation based on an alert and rapidly review all daily alert events with a video synopsis in minutes.
 - Video Content Analytics platform: Drives exponential value from surveillance system investments by making video searchable, actionable, and quantifiable.
 - AI computer vision and technologies: Together with its patented video synopsis solution, enables video investigators to review hours of video in just minutes and rapidly pinpoint people and objects of interest.



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:



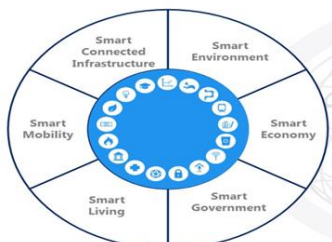
- Smart City WCCD ISO 37122 Certification**

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

This new standard where globally standardized indicators and methodologies are key elements of a smart city, as envisioned by TC-268, include the following themes: smart connected infrastructure, smart environment, smart economy, smart government, smart living, and smart mobility.

The IT Department is working on this certification and expects to be the first City to obtain the ISO 37122 Platinum Level certification during this fiscal year.



SMART CITY ISO 37122 ASPIRATIONAL	SMART CITY ISO 37122 BRONZE CERTIFIED	SMART CITY ISO 37122 SILVER CERTIFIED	SMART CITY ISO 37122 GOLD CERTIFIED	SMART CITY ISO 37122 PLATINUM CERTIFIED
WORLD COUNCIL ON CITY DATA	WORLD COUNCIL ON CITY DATA	WORLD COUNCIL ON CITY DATA	WORLD COUNCIL ON CITY DATA	WORLD COUNCIL ON CITY DATA
ASPIRATIONAL	BRONZE	SILVER	GOLD	PLATINUM
35-42 Indicators	43-55 Indicators	56-65 Indicators	66-75 Indicators	76-85 Indicators





IT ACTIVITY REPORT

ACTIVITY	ACTUAL 2017-18	ACTUAL 2018-19	PROJECTED FY 2019-20	PROJECTED FY 2020-21
Number of Network Users	417	427	429	435
Online Applications-Smart City	30	40	59	65
Service Support Requests	3,221	3,225	3,036	3,100
Change Control Management	148	182	144	150
Audio Visual Event Support	700	800	800	600
City Facilities Network Support	11	12	14	15
Citywide-Security Cameras	245	287	297	301
License Plate Reader Cameras	99	115	147	162
Intersection Video Streaming Cameras	46	67	67	70
Guest WiFi In Park Facilities	8	11	13	14
Total Computer Donations to Doral Schools	211	211	226	226

INFORMATION TECHNOLOGY OBJECTIVES FOR FY 2021

Since 2015 our Strategic Smart City Initiatives have enabled upgrading our 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 our infrastructure and are a key part of what it takes to build a smart city.

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

Technology Trends in Smart City Development

Smart City 1.0

- Upgraded Infrastructure
- Enterprise Architecture
- Sensing Technology
- Data Analytics

Done	Category	IoT	NATIONAL LEAGUE OF CITIES			
	1	TRANSPORTATION CONGESTION SENSORS-LPR's	Time Period	Detections	Total Hits	%
			Dec-15	9,209,805	246,288	2.67
			Dec-16	9,315,451	250,799	2.69
			Dec-17	9,954,933	293,950	2.95
			Dec-18	9,458,989	312,511	3.30
			Jan-19	9,298,802	301,037	3.23
	2	WATER AND WASTEWATER MONITORING				
	3	PARKING APPS AND KIOSKS				
	4	BRIDGE INSPECTION SYSTEMS				
	5	SELF-DRIVING CARS-SG				
	6	WASTE MANAGEMENT SENSORS				
	7	LIGHTING-City Facilities				
	8	FIRE DETECTION				
	9	ENERGY MONITORING				
	10	SOLAR PANELS				
	11	SMART LOGISTICS/FREIGHT				
	12	VEHICLE FLEET COMMUNICATION-AVL and Chevin Fleet Software				
		PD 136				
		City 80				
	13	DRONES-PA utilized for taking City pictures				
	14	SURVEILLANCE CAMERAS-300 + Cameras				
	15	BODY CAMERAS-PD 88 Body Cameras				
	16	WEARABLE DETECTION				
	17	BROADBAND INFRASTRUCTURE				
		1G upgrade to 10G Fiber to CH, NAP and PD				

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.



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.

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.



As indicated, we continue our 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.

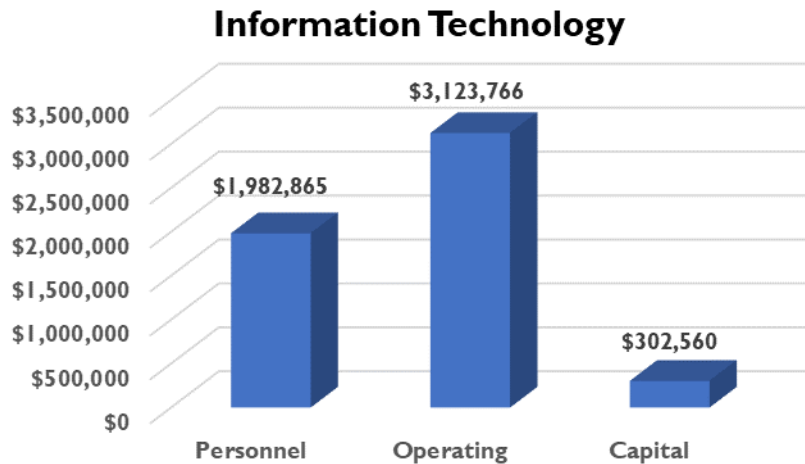


INFORMATION TECHNOLOGY STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 2020-21	ASSOCIATED COST
	IT Capital Items	
Capital Area: New and Replacement Initiatives for City Operations	<u>Infrastructure Upgrades</u> : This initiative includes the enhancement of reliability, availability and integrity of the existing network infrastructure that supports data, servers, mobile users and telephone communications.	\$ 162,606
Capital Area: New and Replacement Initiatives for City Operations	<u>Infrastructure Upgrades</u> : This initiative includes the enhancement of reliability, availability and integrity of the existing network infrastructure that supports data, servers, mobile users and telephone communications.	\$ 43,204
Capital Area: New and Replacement Initiatives for City Operations	CCTV Backup System - More archive storage is needed to comply with 30 day policy at our NAP site, given new CCTV cameras and local servers.	\$ 30,000
Capital Area: New and Replacement Initiatives for City Operations	Replacement PD - 21 Rugged Laptops - 2015 Or Older	\$ 30,000
Capital Area: New and Replacement Initiatives for City Operations	Spare Cameras Inventory - Spare cameras for replacement in case of dead units caused by damage, lighting, etc.	\$ 6,750
Capital Area: New and Replacement Initiatives for City Operations	Surveillance Camera Refresh	\$ 30,000
	TOTAL	\$ 302,560



INFORMATION TECHNOLOGY BUDGET HIGHLIGHTS



- **110 – 230 Personnel Costs** – For this fiscal year, there is a 1.8% cost of living adjustment and a 1% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 5% city-wide.
- **310 Professional Services** - This account has decreased from FY 2020. The department continues to work with consultants for various city projects including network wiring, security health check, system support and public records retention.
- **410 Communication & Freight** - This account has increased from FY 2020 due to License Plate Reader connections to the wide area network that have been completed.
- **440 Rentals & Leases** – This account has increased from FY 2020 due to multifunctional devices at new City facilities.
- **464 Repair & Maintenance-Office Equipment Other** – This account has increased from FY 2020 due to a new SaaS (Software as a Service) or Hosted systems implemented by citywide Departments.
- **640 Capital Outlay-Office** - This account decreased from FY 2020 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 decreased from FY 2020 due to funding Phase I of end of life security cameras located in the City of Doral facilities.



**INFORMATION TECHNOLOGY DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	AMENDED*	BUDGET	AMENDED*	ADOPTED	TOTAL COST
		FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21
500.111 - Administrative Salaries	IT Director	1	1	1	1	1	1	\$ 168,656
	Administrative Salaries Total	1	1	1	1	1	1	\$ 168,656
500.120 - Full Time Salaries	Assistant IT Director	1	1	1	1	1	1	\$ 101,272
	Admin. Assistant II / Asset Specialist	1	1	1	1	0	0	\$ -
	<i>Reclassified to IT Specialist¹</i>	0	0	0	0	1	1	\$ 62,487
	Senior Network Analyst	1	1	1	1	1	1	\$ 88,655
	Senior Systems Analyst	1	1	1	1	1	1	\$ 85,088
	Senior Software Developer	1	1	1	1	1	1	\$ 96,877
	Technology Project Manager	1	1	1	1	1	1	\$ 86,868
	IT Technician	1	1	1	1	1	1	\$ 53,575
	IT Technician(Public Safety)	1	1	1	1	1	1	\$ 54,510
	AV Systems Technician	1	2	2	2	2	1	\$ 53,398
	<i>Reclassified to AV Systems Analyst³</i>	0	0	0	0	0	1	\$ 69,000
	Help Desk Supervisor	1	1	1	1	1	1	\$ 59,168
	DBA Developer	1	1	1	1	1	1	\$ 79,087
	IT Security Manager	1	1	1	1	1	1	\$ 84,596
	GIS Developer	1	1	1	1	1	1	\$ 76,049
	CRM Developer	1	0	0	0	0	0	\$ -
	Intersection Technology Systems Analyst	1	1	1	1	1	1	\$ 79,681
	Help Desk Specialist ²	1	1	1	1	0	0	\$ -
	System Analyst	0	0	1	1	1	1	\$ 71,765
	Full Time Salaries Total	16	16	17	17	16	16	\$ 1,202,076
	Total	17	17	18	18	17	17	\$ 1,370,732

* 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

¹RECLASSIFIED - Admin. Assistant II/Asset Specialist to IT Specialist

²ELIMINATED - Help Desk Specialist

³RECLASSIFIED - AV Systems Technician to AV Systems Analyst



00122005 - INFORMATION TECHNOLOGY

	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ADOPTED BUDGET FY 2019-20	AMENDED BUDGET FY 2019-20	YTD* ACTUALS FY 2019-20	YEAR-END ESTIMATE FY 2019-20	PROPOSED FY 2020-21	ADOPTED FY 2020-21
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	142,388	148,735	163,633	164,793	151,506	164,793	168,656	168,656
500120 - FULL TIME SALARIES	885,300	966,616	1,198,473	1,183,711	1,088,537	1,183,711	1,196,789	1,202,076
500125 - COMPENSATED ABSENCES	7,108	4,994	48,951	48,419	2,221	48,419	49,235	49,425
500140 - OVERTIME	7,888	14,136	10,000	19,100	13,521	19,100	7,000	7,000
500210 - FICA & MICA TAXES	76,468	82,108	109,293	108,908	90,123	108,908	109,342	109,761
500220 - RETIREMENT CONTRIBUTION	122,742	132,740	162,907	161,136	149,166	161,136	163,854	164,489
500230 - LIFE & HEALTH INSURANCE	177,403	215,249	263,076	262,928	266,447	262,928	281,405	281,458
PERSONNEL TOTAL	1,419,298	1,564,579	1,956,333	1,948,995	1,761,521	1,948,995	1,976,281	1,982,865
OPERATING								
500310 - PROFESSIONAL SERVICES	139,977	98,510	87,500	111,750	76,928	111,750	75,500	75,500
500400 - TRAVEL & PER DIEM	14,804	12,555	15,220	11,320	11,300	11,320	10,220	10,220
500410 - COMMUNICATION & FREIGHT	630,825	671,695	801,840	804,040	768,695	804,040	853,440	853,440
500440 - RENTALS & LEASES	61,527	59,353	81,840	81,840	65,354	81,840	88,840	88,840
500460 - REPAIR & MAINT - OFFICE EQUIP	1,076,221	1,047,733	1,223,277	1,365,989	1,235,635	1,365,989	1,399,309	1,399,309
500464 - REPAIR & MAINT-OFF. EQUIP. OTH	93,140	367,089	401,756	418,201	349,524	419,201	571,991	582,991
500510 - OFFICE SUPPLIES	1,569	1,608	2,000	1,000	151	1,000	1,900	1,900
500520 - OPERATING SUPPLIES	267,906	394,493	106,738	106,738	94,999	106,738	73,322	73,322
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	31,168	65,559	42,814	38,099	27,257	37,099	38,244	38,244
OPERATING TOTAL	2,317,136	2,718,596	2,762,985	2,938,977	2,629,842	2,938,977	3,112,766	3,123,766
CAPITAL								
500640 - CAPITAL OUTLAY - OFFICE	181,963	173,143	353,195	353,195	352,098	353,195	272,560	272,560
500641 - CAPITAL OUTLAY - VEHICLES	0	0	0	0	0	0	0	0
500652 - CAPITAL OUTLAY-OTHER	547,143	651,297	275,998	1,006,584	553,587	1,006,584	30,000	30,000
CAPITAL TOTAL	729,105	824,440	629,193	1,359,779	905,685	1,359,779	302,560	302,560
Grand Total	4,465,539	5,107,616	5,348,511	6,247,751	5,297,048	6,247,751	5,391,607	5,409,191

*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 2018 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.



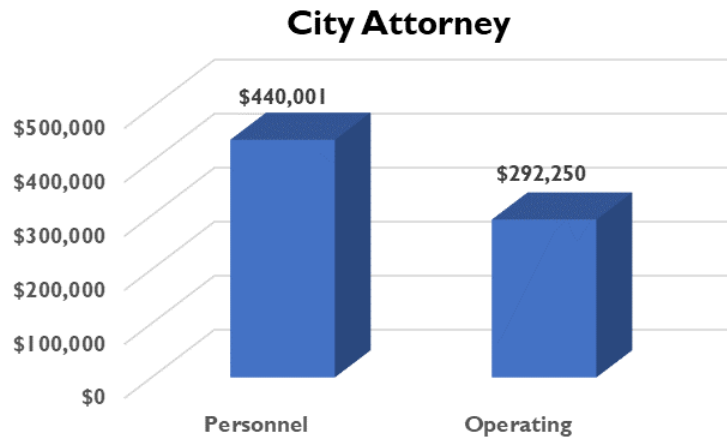
OFFICE OF THE CITY ATTORNEY OBJECTIVES FOR FY 2021

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 1.8% cost of living adjustment and a 1% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 5% 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	BUDGET	AMENDED*	BUDGET	ADOPTED	TOTAL COST
		FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2020-21
500.111 - Administrative Salaries	City Attorney	0	0	1	1	1	\$ 212,562
	Administrative Salaries Total	0	0	1	1	1	\$ 212,562
500.120 - Full Time Salaries	Paralegal	0	0	0	0	0	\$ -
	<i>FY 19 - Title Changed to Executive Legal Assistant¹</i>	0	0	1	0	0	\$ -
	<i>FY 20 - Reclassified to Legal Office Manager²</i>	0	0	0	1	1	\$ 71,973
	Administrative Assistant ³	0	0	1	0	0	\$ -
	Full Time Salaries Total	0	0	2	1	1	\$ 71,973
	Total	0	0	3	2	2	\$ 284,535

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

¹ FY 2018-19 Title changed from Paralegal to Executive Legal Assistant

² RECLASSIFIED - Executive Legal Assistant to Legal Office Manager

³ ELIMINATED - Administrative Assistant

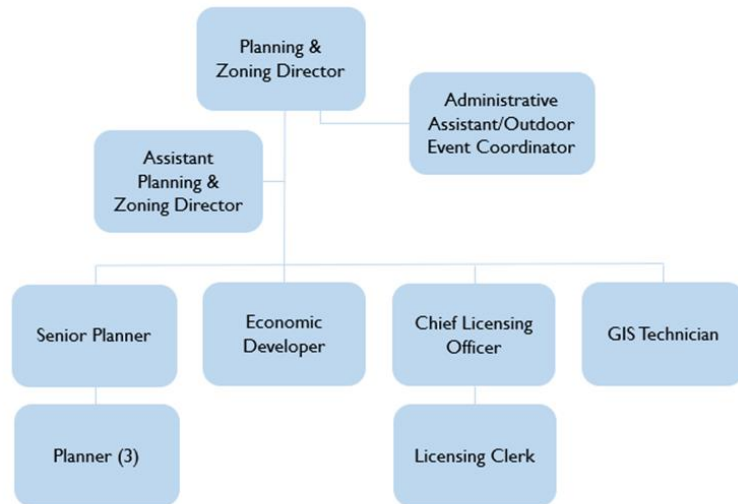
00130005 - OFFICE OF THE CITY ATTORNEY

	ACTUAL	ACTUAL	ADOPTED	AMENDED	YTD*	YEAR-END		ADOPTED	
			BUDGET	BUDGET	ACTUALS	ESTIMATE	PROPOSED		ADOPTED
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21	
PERSONNEL									
500111 - ADMINISTRATIVE SALARIES	6,923	181,082	189,788	202,440	185,273	202,440	212,562	212,562	
500120 - FULL TIME SALARIES	0	48,727	71,050	71,050	64,312	71,050	71,973	71,973	
500125 - COMPENSATED ABSENCES	0	0	9,405	9,693	9,692	9,693	10,259	10,259	
500210 - FICA & MICA TAXES	579	17,312	21,270	22,170	16,396	22,170	23,240	23,240	
500220 - RETIREMENT CONTRIBUTION	831	39,138	68,688	70,966	73,817	70,966	73,898	73,898	
500230 - LIFE & HEALTH INSURANCE	0	40,772	45,379	45,379	44,475	45,379	48,069	48,069	
PERSONNEL TOTAL	8,333	327,032	405,580	421,698	393,965	421,698	440,001	440,001	
OPERATING									
500311 - PROFESSIONAL SERV-CITY ATTN	168,221	0	0	0	0	0	0	0	
500312 - PROFESSIONAL SERV-ATTNY OTH	260,229	130,696	275,000	255,044	72,251	255,044	275,000	275,000	
500316 - LITIGATION CONTINGENCY	106,912	0	0	0	0	0	0	0	
500340 - CONTRACTUAL SERVICES - OTHER	0	0	10,000	15,000	15,000	15,000	6,500	6,500	
500400 - TRAVEL & PER DIEM	0	6,035	9,500	9,500	6,000	9,500	6,000	6,000	
500410 - COMMUNICATION & FREIGHT	0	1,800	1,800	1,800	1,812	1,800	3,000	3,000	
500510 - OFFICE SUPPLIES	0	1,911	3,500	3,500	3,158	3,500	750	750	
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	0	385	10,000	10,000	8,794	10,000	1,000	1,000	
OPERATING TOTAL	535,362	140,826	309,800	294,844	107,016	294,844	292,250	292,250	
CAPITAL									
500641 - CAPITAL OUTLAY - VEHICLES	0	25,898	0	0	0	0	0	0	
CAPITAL TOTAL	0	25,898	0	0	0	0	0	0	
GRAND TOTAL	543,695	493,756	715,380	716,542	500,981	716,542	732,251	732,251	

*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, 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 is responsible for preparing planning documents and policy recommendations to implement into the City's Comprehensive Plan and Land Development Code. The City must continue to adapt to new factors, such as, climate change, stormwater management onsite, calming traffic, beautification of corridors, and art in public places. The Department also plans, organizes, and implements an economic development strategy to promote the brand of Doral and entice new businesses to the City. All businesses must have proper licenses to operate within the City of Doral.

Planning and Zoning creates and promotes local business programs such as, "Shop Local/Save Local" offering promotions to Doral residents at over 75 local businesses. Through planning, analysis, implementation, and economic development the Department ensures that the City will continue to evolve into a great place to work, play, live, and invest.



PLANNING AND ZONING ACCOMPLISHMENTS FOR FY 2020

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

- Completed a user-friendly booklet “Illustrative Zoning Guidebook” providing illustrated explanations of zoning standards.
- Updated the Planning and Zoning webpage to a more user-friendly format.
- Amended the Temporary Sign Ordinance to allow for Temporary Identification Banners on High-Rise Buildings.
- Completed updates to the Arts in Public Places Ordinance that requires art in all new developments.
- Planned and adopted the Downtown Art Reuse District to complement our expanding downtown and changing demographics.
- Added a one-year temporary moratorium on the acceptance and approval of any new Planned Unit Development (PUD), Downtown Mixed Use (DMU) and Community Mixed Use (CMU) rezoning applications. This will allow the Department to revisit and revise these regulations to ensure that residents receive high quality developments in our denser areas.
- Updated the Bicycle Master Plan in conjunction with the Parks and Recreation Department and participated in the use of Parks Bond dollars for new and improved bike lanes across the city.
- Finalized an internal audit of all operations, manuals, and processes by the Doug Williams Group.
- Completed the Low Impact Development (LID) Master Plan and are currently updating regulations to implement the findings.
- Participated in developing from the ground up, a new permit processing software (EnerGov) along with the Building and Information Technology Department.
- Updated the City's Comprehensive Plan Transportation Element and Parks and Recreation Element to reflect recommendations from the Parks and Recreation Master Plan and the Transportation Master Plan.
- Continued to assist Code Compliance with the interpretation of the Land Development Code.
- The Department continues to coordinate with Miami-Dade County Property Appraiser's Office and U.S. Postal Services on the issuance of new addresses when needed.
- Increase in the number of Occupational Licenses issued by the City from 9,565 licenses in fiscal year 2019 to 10,541 licenses in fiscal year 2020.
- Created a Temporary Outdoor Dining Certificate of Use (CU) for local restaurants in order to support business efforts to recover from the economic impacts of COVID-19.
- Created a Temporary Business Tax Receipt (BTR) allowing Doral businesses to offer services to recover from the economic impacts of COVID-19.
- Promoted the Licensing Chief and hired a new Licensing Clerk.
- Analyzed all addresses to link business licenses, addresses, and building permits with the assistance of the IT and Building Departments.
- Collaborated with Public Affairs on Shop Local video series, Eat Local restaurant promotion, Doral Departments COVID-19 video series, tourism, and business attraction advertising.



- Awarded \$31,456 in Façade Improvement Grants, \$22,850 in CBO Grants & \$83,000 in PTSA Grants.
- Teamed with Public Affairs, Finance, and Licensing staff to survey 39 banks, 29 hotels, 160 manufacturers, and 840 import-exporters by phone, as well as, 68 businesses through online survey.
- Promoted Temporary Outdoor Dining permit and Temporary BTR programs to businesses.
- Engaged consultants Urban3 and Business Flare to aid in COVID-19 recovery response.
- Leveraged Doral’s \$5,000 contribution along with the Greater Miami Convention and Visitor’s Bureau (\$224,000) and local hotel partner’s (\$31,500) for total advertising investment of \$265,000 for a visitor marketing campaign.
- Coordinated Prospera Import/Export Academy and business support referral program.
- Collaborated pilot project with the Beacon Council Countywide Economic Development organization to provide rapid response of prospective new business relocation.
- Partnered with Federal, State, and County organizations on business attraction and retention to Doral (Beacon Council, Enterprise Florida, GMCVB, SBDC @ FIU, SBA, USDOT, consular trade offices, business organizations).
- Presented to business groups in Argentina, Colombia, Mexico, and Peru in AmCham webinar series.
- Coordinated Consular Reception, Taiwan Day, Doral Business Forum, CARES Act Webinar.
- Provided data to the IT Department to receive new World Council on City Data Smart City Certification.
- Participated in Miami-Dade Emergency Bridge Loan Committee, Miami Dade Partners Recovery Implementation Committee, Florida Economic Development Council Regional Forum.

ACTIVITY	ACTUAL FY 2017-2018	ACTUAL FY 2018-2019	PROJECTED FY 2019-2020	PROJECTED FY 2020-2021
Building Permit Reviews	2,960	3,380	2,440	3,000
Zoning Inspections	1,732	1,791	1,200	1,400
Zoning Items Presented to City Council	71	75	83	70
Occupational Licenses and Certificate of Uses Issued (Active Licenses)	10,145	10,705	9,565	10,752
Grants Awarded	\$ 117,298	\$ 125,781	\$ 155,000	\$ 167,000



PLANNING AND ZONING OBJECTIVES FOR FY 2021

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.

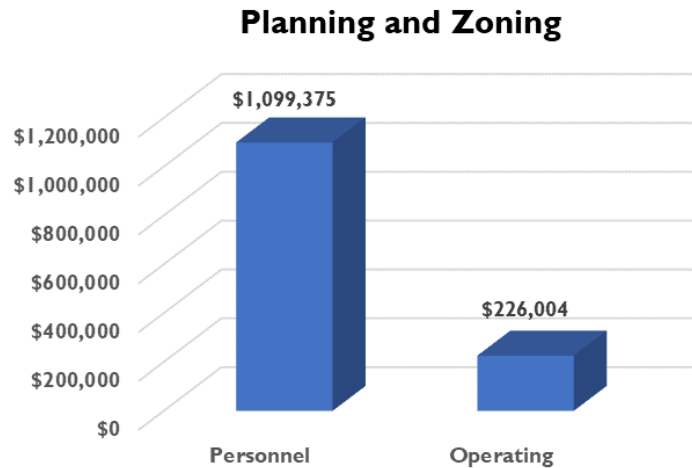
- Continue to update individual chapters of the Land Development Code in a coordinated manner.
- Update Chapter 80 "Sign Regulations" of the Land Development Code.
- Update Chapters 20 and 71 "Landscaping and Buffers" of the Land Development Code.
- Update Urban Design Standards in the Land Development Code.
- Implementation of Downtown Adaptive Reuse Area overlay district.
- Finalize the Economic Element of the Comprehensive Plan and implement through modifications to the Land Development Code.
- Update the Environmental Element of the Comprehensive Plan and the Green Master Plan and implement through modifications to the Land Development Code.
- Implementation of Low Impact Development (LID) Master Plan into the Land Development Code.
- Creation of a new Public Arts Fund to collect and manage all contributions separately from the general fund in accordance with Art in Public Places Ordinance No. 2015-09.
- Create Art in Public Places Master Plan and Design Guidebook as required by Ordinance.
- Modify the 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.
- Update the 20-Year Water Supply Facilities Work Plan with Miami-Dade Water and Sewer and South Florida Water Management District and implement through modifications to the Land Development Code.
- Implementation of EnerGov citywide permitting system.
- Implement coordinated fee structure across all Departments. Zoning only permits will be established.
- The creation of a new Planning and Zoning Technology Fee of 0.05% of the project's total cost. (This is implementing the same standards as the Building Department.) These funds will be established to enhance the City's ability to provide state-of-the-art technology, training, equipment, and implementation of the new permitting system across all disciplines.
- Evaluate the zoning inspection process for new business tax receipts to ensure compliance with the zoning code.
- Evaluate and update fees for Certificate of Use (CU) and Local Business Tax Receipts (BTRs).
- Analysis of CU/BTRs with official addresses to ensure accurate data.
- Engage with Urban3 consultant to model existing land uses and taxable value to provide information on redevelopment opportunities.
- Expand the range of assistance to local small businesses through business assistance programs with Prospera and SBDC at FIU.



- Implement a Doral Hotel Co-op advertising campaign program with Greater Miami Convention and Visitor Bureau.
- Conduct feasibility analysis of Doral medical tourism market committee.
- Continue pursuit of new businesses through marketing, RFP programs, and partnerships.
- Collaborate with local partners to expand local, regional, and global marketing efforts.
- Collaborate with Doral Public Affairs on the expansion of Spend Local/ Shop Local program and associated business assistance video series.
- Support business retention and expansion with grants, promotions, business education, site selection, process support, data, and referral to regional assistance network.
- Identify key demographics and new markets with Public Affairs.
- Provide data for Smart City certifications.
- Examine alternatives and seek grants to encourage entrepreneur start-ups.



PLANNING AND ZONING BUDGET HIGHLIGHTS



This year the Planning and Zoning Department had to shift its operations, budget expenditures, and programming due to the COVID-19 pandemic. All application forms across all divisions were placed online and the web interface was updated to give a better customer experience. Due to the changing physical and economic times in 2020, we were not able to complete many of the Economic Development Division's programming activities and most promotional and advertising activities were halted when the economy shut down.

- **110 – 230 Personnel Costs** – For this fiscal year, there is a 1.8% cost of living adjustment and a 1% merit increase based on the individual's performance evaluation. Additionally, health insurance rates have increased by 5% city-wide.
- **310 Professional Services** – The increase in the professional services account is a result of repositioning money unused for Economic Development events, sister cities, and travel related expenses that were reallocated to Professional Services and council approved the hiring of two consultants. Urban Flare is researching the current Economic Development programs, proposed economic element to the Comprehensive Plan, and providing a strategy to lift the City out of the COVID crisis. Urban 3, is evaluating the current zoning and its taxable value implications for the City. This analysis will show exactly where parcels are paying taxes above and below the City's average level of services cost. Both consultants will also be working with the Henry Iler team to advise how the PUD, DMU, and CMU can be modified.
- **400 Travel and Per Diem** – The decrease in travel and per diem is solely attributed to the COVID-19 crisis and cancellations of many conferences. Staff was able to participate in online courses and some conferences for professional credits were offered as online only options. The Department expects this to continue in 2021.



- **482 Promotional Activities** – This account had a large decrease due to the cancellation of RITMO Doral, Sister City Travel, and other promotional activities in the Economic Development Division.
- **640 Capital Outlay** – This category was added to the budget in 2020 due to the need to house all employees in the current square footage allocated for our department. We are working with Public Works and sharing the cost of adding two (2) cubicles and modifying two (2) existing cubicles to house all existing allocated positions.

**PLANNING & ZONING DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	BUDGET	AMENDED*	ADOPTED	TOTAL COST
		FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21
500.111 - Administrative Salaries	Planning & Zoning Director	1	1	1	1	1	1	\$ 123,382
	Administrative Salaries Total	1	1	1	1	1	1	\$ 123,382
500.120 - Full Time Salaries	Assistant Planning & Zoning Director	1	1	1	1	1	1	\$ 84,493
	Economic Developer ¹	0	0	0	1	1	1	\$ 108,263
	Admin. Assistant/ Special Events Coord.	1	1	1	1	1	1	\$ 37,334
	Chief Licensing Officer	1	1	1	1	1	1	\$ 66,987
	Senior Planner	1	1	1	1	1	1	\$ 71,914
	Planner	2	2	2	2	3	3	\$ 197,053
	Service Award 10 yr							\$ 2,113
	Occupational Licensing Clerk	1	1	1	1	1	0	\$ -
	<i>Titled Changed to Licensing Clerk³</i>	0	0	0	0	0	1	\$ 36,727
	GIS Technician	1	1	1	1	1	1	\$ 45,286
	Development Review Coord. ²	1	1	1	1	0	0	\$ -
	Full Time Salaries Total	9	9	9	10	10	10	\$ 650,170
	Total	10	10	10	11	11	11	\$ 773,552

¹Transferred - Economic Developer position

²RECLASSIFIED - Development Review Coordinator to Planner

³Title changed from Occupational Licensing Clerk to Licensing Clerk



0014000 - PLANNING & ZONING

	ACTUAL		ADOPTED AMENDED		YEAR-END			
	FY 2017-18	FY 2018-19	BUDGET	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21
0014000 - PLANNING AND ZONING REVENUE								
321100 - LOCAL BUSINESS LICENSE TAX	1,038,145	1,078,998	1,225,000	1,185,000	1,145,730	1,185,000	1,000,000	1,000,000
329300 - ZONING HEARING FEES	76,510	57,875	65,000	40,000	22,300	40,000	20,000	20,000
329400 - ZONING PLAN REVIEW FEES	227,256	95,946	100,000	75,000	56,561	75,000	55,000	55,000
329401 - ZONING PERMIT REVIEW FEES	63,651	75,982	70,000	65,000	52,106	65,000	60,000	60,000
338100 - COUNTY BUSINESS TAX RECIEPTS	71,335	90,738	75,000	45,000	80,990	45,000	55,000	55,000
0014000 - PLANNING AND ZONING REVENUE TOTAL	1,476,897	1,399,539	1,535,000	1,410,000	1,357,688	1,410,000	1,190,000	1,190,000
Grand Total	1,476,897	1,399,539	1,535,000	1,410,000	1,357,688	1,410,000	1,190,000	1,190,000

00140005 - PLANNING & ZONING

	ACTUAL		ADOPTED AMENDED		YTD*	YEAR-END		
	FY 2017-18	FY 2018-19	BUDGET	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	124,376	82,599	119,778	119,778	103,616	119,778	123,382	123,382
500120 - FULL TIME SALARIES	369,171	493,829	652,827	578,499	508,202	578,499	650,170	650,170
500125 - COMPENSATED ABSENCES	11,674	47,158	27,998	25,317	14,892	25,317	27,977	27,977
500140 - OVERTIME	21	5	250	50	85	50	0	0
500210 - FICA & MICA TAXES	38,752	46,622	61,918	56,027	47,025	56,027	61,970	61,970
500220 - RETIREMENT CONTRIBUTION	59,012	69,075	92,608	83,688	73,354	83,688	92,573	92,573
500230 - LIFE & HEALTH INSURANCE	55,699	104,060	148,758	129,266	116,206	129,266	143,303	143,303
PERSONNEL TOTAL	658,704	843,349	1,104,137	992,625	863,381	992,625	1,099,375	1,099,375
OPERATING								
500310 - PROFESSIONAL SERVICES	106,267	135,615	150,000	239,683	109,829	208,333	130,400	130,400
500340 - CONTRACTUAL SERVICES - OTHER	0	8,120	2,500	0	0	0	0	0
500400 - TRAVEL & PER DIEM	9,191	5,078	28,000	5,216	5,205	21,516	8,720	8,720
500410 - COMMUNICATION & FREIGHT	1,600	2,010	3,300	3,590	3,590	3,300	3,600	3,600
500461 - REPAIR & MAINT - VEHICLES	169	88	0	0	0	0	0	0
500470 - PRINTING & BINDING	3,878	6,872	14,000	11,229	5,966	7,000	8,000	8,000
500482 - PROMOTIONAL ACTIVITIES ECO DEV	0	0	90,500	40,943	34,943	54,943	58,250	58,250
500510 - OFFICE SUPPLIES	5,508	4,216	8,000	4,775	3,748	5,500	5,300	5,300
500520 - OPERATING SUPPLIES	2,531	1,956	4,000	2,600	2,195	4,000	3,000	3,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	3,555	3,026	9,784	6,340	6,340	9,784	8,734	8,734
OPERATING TOTAL	132,700	166,981	310,084	314,376	171,815	314,376	226,004	226,004
CAPITAL OUTLAY								
500640 - CAPITAL OUTLAY - OFFICE	0	0	0	103,247	0	103,247	0	0
CAPITAL OUTLAY TOTAL	0	0	0	103,247	0	103,247	0	0
GRAND TOTAL	791,405	1,010,330	1,414,221	1,410,248	1,035,196	1,410,248	1,325,379	1,325,379

*YTD = Year to Date



GENERAL GOVERNMENT



GENERAL GOVERNMENT FUNCTION

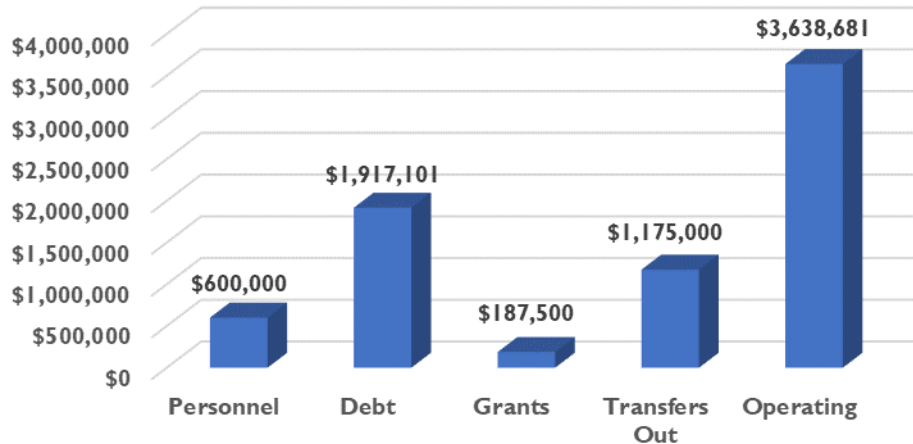
This classification of the City's Budget covers a variety of items of a general nature which are not applicable to any one specific department. Other items such as:

- 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

General Government



- **310 Professional Services** – The decrease in this account is attributable to reduction in lobbying services.
- **450 Insurance** – The increase in the account is attributable to an increase in General Liability coverage.
- **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 one additional school.
- **910-917 Operating Transfers** – The budget includes transfers to the Infrastructure Replacement Fund, the OPEB (Other Post-Employment Benefits) fund, and the Capital Improvement fund. For FY 2021, a new operating transfer line item has been included to transfer to the new Vehicle Replacement Fund.



0015000 - GENERAL GOVERNMENT

	ACTUAL		ADOPTED AMENDED		YEAR-END			
	FY 2017-18	FY 2018-19	BUDGET FY 2019-20	BUDGET FY 2019-20	ACTUALS FY 2019-20	ESTIMATE FY 2019-20	PROPOSED FY 2020-21	ADOPTED FY 2020-21
0015000 - GENERAL GOVERNMENT REVENUE								
300100 - DESIGNATED FUND BALANCE	0	0	0	587,291	0	0	0	0
311100 - AD VALOREM TAXES - CURRENT	21,354,285	23,360,263	24,756,713	24,756,713	24,482,537	24,756,713	25,851,181	25,851,181
311200 - AD VALOREM TAXES-DELINQUENT	545,526	750,163	500,000	200,000	103,965	200,000	500,000	500,000
313100 - FRANCHISE FEES - ELECTRICITY	3,496,163	3,171,895	1,961,000	2,661,000	660,906	2,661,000	4,000,000	4,000,000
314100 - UTILITY TAXES - ELECTRICITY	8,267,782	8,757,821	7,600,000	7,600,000	5,479,522	7,600,000	7,600,000	7,600,000
314200 - COMMUNICATION SERVICES TAX	4,162,963	3,630,992	3,551,151	3,351,151	2,858,661	3,351,151	3,149,488	3,149,488
314300 - UTILITY TAXES - WATER	1,137,160	1,152,116	1,100,000	1,100,000	842,972	1,100,000	1,100,000	1,100,000
314400 - UTILITY TAXES - GAS	102,964	96,002	80,000	90,000	74,970	90,000	80,000	80,000
335120 - STATE SHARING REVENUE	1,410,964	1,520,231	1,540,428	1,400,428	1,421,971	1,400,428	1,465,971	1,526,254
335150 - ALCOHOLIC BEVERAGE TAX	74,344	83,955	70,000	60,000	53,443	60,000	70,000	70,000
335180 - HALF CENT SALES TAX	4,705,140	5,120,930	5,249,795	4,349,795	3,964,584	4,349,795	4,462,586	4,968,984
361100 - INTEREST INCOME	1,268,926	1,849,033	1,000,000	1,300,000	1,308,780	1,300,000	1,000,000	1,000,000
362100 - LEASE AGREEMENT-DORAL PREP	12	13	12	12	24	24	12	12
366000 - PRIVATE GRANTS & CONTIRBUTIONS	20,000	0	0	0	0	0	0	0
366200 - PRIVATE CONTRIBUTIONS-OTHER	0	30	0	0	30	0	0	0
366400 - PRIVATE CONTRIBUTIONS-AWARDS	0	5,300	-	0	0	0	0	0
367100 - CHANGE IN INVEST VALUE	709,609	1,323,442	0	1,000,000	1,278,737	1,000,000	0	0
369100 - MISCELLANEOUS INCOME	6,134	106,255	35,000	39,000	39,019	39,000	35,000	35,000
369200 - PRIOR YEARS RECOVERY	65,003	13,757	30,000	25,000	19,775	25,000	10,000	10,000
369301 - SETTLEMENT - VIEWPOINT	87,500	0	0	0	0	0	0	0
369900 - INSURANCE PROCEEDS	84,387	160,267	-	76,000	96,622	76,000	0	0
0015000 - GENERAL GOVERNMENT REVENUE TOTAL	46,079,644	51,102,465	47,474,099	48,596,390	42,686,517	48,009,111	49,324,238	49,890,919
Grand Total	46,079,644	51,102,465	47,474,099	48,596,390	42,686,517	48,009,111	49,324,238	49,890,919



00150005 - GENERAL GOVERNMENT

	ADOPTED		AMENDED		YTD*	YEAR-END		PROPOSED	ADOPTED
	ACTUAL	ACTUAL	BUDGET	BUDGET	ACTUAL	ESTIMATE	ESTIMATE		
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21	FY 2020-21
PERSONNEL									
500240 - WORKERS COMPENSATION	516,758	361,283	560,000	499,000	496,127	499,000	560,000	560,000	560,000
500250 - UNEMPLOYMENT COMPENSATION	1,414	1,650	7,500	7,500	380	7,500	40,000	40,000	40,000
PERSONNEL TOTAL	518,172	362,933	567,500	506,500	496,507	506,500	600,000	600,000	600,000
OPERATING									
500310 - PROFESSIONAL SERVICES	296,220	342,509	515,400	614,187	328,943	572,187	398,500	398,500	398,500
500340 - CONTRACTUAL SERVICES - OTHER	210,569	254,433	337,100	337,100	214,560	337,100	359,400	359,400	359,400
500400 - TRAVEL & PER DIEM	21,047	19,940	25,000	24,398	8,912	25,000	23,000	23,000	23,000
500402 - TRAVEL & PER DIEM-AWARDS	0	38,610	0	0	0	0	0	0	0
500410 - COMMUNICATION & FREIGHT	60,102	42,103	75,000	68,600	13,077	68,600	43,000	43,000	43,000
500430 - UTILITY SERVICES	130,975	158,653	158,020	158,020	117,385	158,020	138,020	138,020	138,020
500440 - RENTALS & LEASES	58,683	41,205	53,500	65,196	55,875	65,196	64,900	64,900	64,900
500450 - INSURANCE	677,702	785,297	806,000	909,000	900,986	909,000	901,000	901,000	901,000
500460 - REPAIR & MAINT - OFFICE EQUIP	4,397	4,095	4,800	4,800	3,380	4,800	4,800	4,800	4,800
500470 - PRINTING & BINDING	3,530	3,266	5,000	5,000	2,877	5,000	5,000	5,000	5,000
500490 - OTHER CURRENT CHARGES	58,938	65,628	106,500	108,921	105,920	108,318	49,000	111,500	111,500
500492 - CONTINGENT RESERVE	88,766	29,096	265,542	163,416	83,128	361,809	1,362,134	1,546,561	1,546,561
500520 - OPERATING SUPPLIES	26,924	29,030	50,500	43,167	11,328	43,167	38,000	38,000	38,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	5,000	5,000	10,000	10,000	10,000	10,000	5,000	5,000	5,000
OPERATING TOTAL	1,642,855	1,818,863	2,412,362	2,511,805	1,856,373	2,668,197	3,391,754	3,638,681	3,638,681
DEBT SERVICE									
500710 - DEBT SERVICE - PRINCIPAL	1,312,750	1,369,422	1,428,601	1,428,601	1,428,601	1,428,601	1,490,585	1,490,585	1,490,585
500712 - DEBT SERVICE - STATE OF FL	600	0	600	600	0	600	600	600	600
500720 - DEBT SERVICE - INTEREST	622,426	551,618	484,857	492,190	492,189	492,190	425,916	425,916	425,916
DEBT SERVICE TOTAL	1,935,776	1,921,040	1,914,058	1,921,391	1,920,790	1,921,391	1,917,101	1,917,101	1,917,101
GRANTS & AIDS									
500820 - GRANTS & AIDS	103,629	108,750	190,000	190,000	91,692	190,000	187,500	187,500	187,500
GRANTS & AIDS TOTAL	103,629	108,750	190,000	190,000	91,692	190,000	187,500	187,500	187,500
OPERATING TRANSFERS									
500912 - TRANSFER OUT-CAPITAL IMPRV FND	0	147,443	440,000	440,000	440,000	440,000	0	0	0
500914 - TRANSFER OUT-INFRASTRUCTURE FUND	500,000	1,165,356	300,000	300,000	300,000	300,000	600,000	600,000	600,000
500915 - TRANSFER OUT-OPEB LIABILITY	500,000	400,000	200,000	200,000	200,000	200,000	400,000	400,000	400,000
500917 - TRANSFER OUT-VEH. REP. FUND	0	0	0	0	0	0	175,000	175,000	175,000
OPERATING TRANSFERS TOTAL	1,000,000	1,712,799	940,000	940,000	940,000	940,000	1,175,000	1,175,000	1,175,000
Grand Total	5,200,431	5,924,385	6,023,920	6,069,696	5,305,361	6,226,088	7,271,355	7,518,282	7,518,282

*YTD = Year to Date



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 ACCOMPLISHMENTS FOR FY 2020

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

- **Crime Rate**

The Police Department reports a significant decrease in overall crime in Doral of 17.69% for FY 2020. This reduction in the overall crime rate can be attributed to the strong relationships and open lines of communication the Department has with residents and business owners, as well as, the proactive enforcement details that are conducted on a daily basis by both uniformed and plain-clothes officers.

- **School Safety and Security**

The safety and security of children is a top priority for the Doral Police Department. The Department is proud of the relationships it has established with teachers, administrators, and students throughout the schools in Doral. This year four public schools, eight charter schools, and one private was staffed.

- **Integration of the Mobile CAD**

The Police Department integrated the Mobile Computer Assisted Dispatch (CAD) platform that the Miami-Dade Police Department utilizes in the answering of calls from the public and the subsequent dispatch of those calls to Doral Police units. This resulted in a more efficient and accurate outcome in the way calls for service affecting Doral residents and businesses are managed.

- **Hires**

In order to meet the increasing public safety demands of City, the Department added a thirteen (13) Police Officers, one (1) Reserve Officer, and eight (8) Police Service Aides to the ranks.

- **Training**

The training of police officers has been and will continue to play an integral role in the effectiveness of a well-rounded law enforcement agency. The Department remains committed to ensuring that the sworn and non-sworn personnel receive continuous training to maintain state-mandated standards. The training section conducted various training courses throughout the year including two eight-week academies for Police Service Aides where PSA's from various South Florida police departments successfully completed the course. In addition, the training section also conducted one Citizens Police



Academy where 22 residents had the opportunity to see first-hand some of the challenges and situations officers deal with on a daily basis. The entire department received training in the use of personal protective equipment necessary to prevent the spread of COVID-19.

- **Police Equipment Purchase**

The Department acquired Personal Protective Gear for officers that included ballistic helmets and gas masks. The City of Doral enjoys an enviable geographic position in the center of metropolitan Miami-Dade County and has within its boundaries several points of critical infrastructure that are often at the cross-hairs of individuals and groups looking to bring attention to their particular cause or agenda. Nationally recognized experts in public safety had predicted that civil unrest and ill-prepared police forces would be one of the major challenges that law enforcement agencies would face. Those projections became reality this past spring when cities throughout the country, including Doral, had to deal with protests and demonstrations of various scales and size. The acquisition of protective gear for our police officers was an investment not only in their safety but in our community's as well.

- **COVID-19**

The challenges brought on by this rapidly evolving illness were unique and, on a scale, never seen before, affecting every segment and industry of the community. Public safety and law enforcement agencies were no exception. The Doral Police Department undertook the mission of educating and informing the community about this illness and ensuring that businesses adhered to the emergency orders that were in place. The department purchased and deployed personal protective equipment that included protective masks, respirators, surgical gloves, and hand sanitizer that was deployed to all personnel. Recognizing the need that existed and working under the leadership of Doral elected officials, the Police personnel delivered groceries and foodstuffs to 1,000 families residing in Doral.



POLICE DEPARTMENT ACTIVITY REPORT

ACTIVITY	ACTUAL 2017-18	ACTUAL 2018-19	PROJECTED FY 2019-20	PROJECTED FY 2020-21
Administrative:				
Internal Investigations Conducted	35	35	35	35
Vehicles Purchased	24	22	27	0
Communications:				
Total Calls for Service	25,300	27,918	27,918	27,918
Crime Analysis:				
Total Violent Crimes	81	89	89	89
Total Non-Violent Crimes	1,344	1,370	1,370	1,370
Total Crime Offenses	1,425	1,459	1,459	1,459
Patrol:				
Total Arrests	1,231	1,331	1,331	1,331
Citations-Violations	28,894	36,391	36,391	36,391
Criminal Investigation Division:				
Total Cases Assigneed	750	1,009	1,009	1,009
Total Cases Cleared	121	85	85	85
Total Arrests	125	177	177	177
Crime Scened Processed by CSI ONLY	434	486	486	486



POLICE OBJECTIVES FOR FY 2021

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 Police Department is committed to the successful and proven community-based policing model as the means to continue addressing issues of public safety and quality of life with the overall goal of preventing and reducing crime. As well as, continuing to build relationships and further develop existing ones with residents, business owners, and the administrators of the various schools and other educational facilities in Doral.

- **School Safety and Security**

The Police Department's commitment to the safety and security of the students attending schools in the City of Doral. To that end, the Department will continue staffing four public schools, eight charter schools, and one private school.

- **Training**

The training section will be conducting multiple training courses in a variety of areas including Mobile Field Force, Crisis Intervention, and Active Shooter situations. The entire department will undergo a 6-hour course to familiarize themselves with a new Electronic Control Device, the T-7 Taser, which will be issued to all officers in the coming months. The Department will also be acquiring a Training Simulator that will be used to present various scenarios where officers will be exposed to real-life situations calling for the use of non-lethal and lethal force and de-escalation techniques. The department is in the process of hiring an outside consultant that will train our officers in the areas of diversity and multiculturalism. This will enable our officers to better communicate and interact with our growing and varied community.

- **Real Time Information Center**

The Police Department is in the process of converting the existing Communications Unit to a Real Time Information Center. This will increase the efficiency of the personnel presently assigned and permit them to handle other tasks resulting in a more productive application of resources.

- **Continued Hiring and Promotions**

As the City of Doral continues to grow, so do the public safety needs of the vibrant and thriving community. The Police Department is committed to continue hiring qualified, certified and non-certified candidates to fill the ranks of Police Officers as vacancies arise. Police Service Aides will also be hired as necessary since they play an integral role in the manner in which the Department delivers services, particularly responding to non-emergency calls and the investigation of traffic crashes.



- **Creation of a Park Ranger Position**

The Police Department is committed to ensuring that the City’s Parks maintain the excellent reputation it has developed. We will be creating the position of Park Ranger in conjunction with the Parks Department. These non-sworn positions will be under the supervision of the Patrol Section and will be tasked with handling non-emergency situations within the parks, enforcing city ordinances, and assisting the public.

- **Growth by Annexation of Three Sections of Unincorporated Miami-Dade County**

It is projected that sometime in the future the City of Doral will annex three sections of land in the north end of the City. These sections are comprised of commercial and industrial businesses as well as Federal, State, and County facilities. While the annexation of these three sections will not result in an increase to the population of the City, there will be some impact to the amount of calls for service the Department will be handling. The Police Department will restructure its areas of patrol into three zones instead of the present two currently in effect. Doing so will allow the Department to answer calls for service and conduct enforcement in an efficient and productive manner.

- **COVID-19**

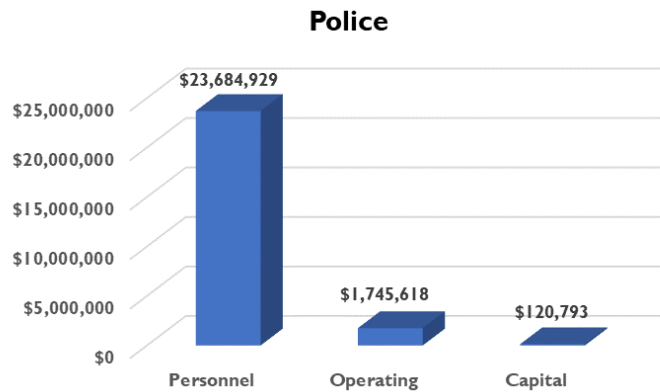
The Police Department will continue dealing with the challenges posed by COVID-19. The Department will continue to inform educate and assist the community regarding this illness.

POLICE STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 2020-21	ASSOCIATED COST
School Safety & Security	The Doral Police Department recognizes the importance of school safety and security and remains committed to the children, educators, and administrators of the schools in our city. To that end, we will continue staffing on a fulltime basis four public schools, eight charter schools, and one private school.	\$ 530,166
TOTAL		\$ 530,166



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 1.8% cost of living adjustment and a 1% merit increase based on the individual's performance evaluation. Additionally, health insurance rates have increased by 5% city-wide. Moreover, only qualified bargaining unit employees received the step based merit increase.
- **342 School Crossing Guards** – There was an increase in the School Crossing Guards account due to updates of personnel salaries plus all associated fringe using actual numbers to budget.
- **350 Investigations** – The decrease in this account is attributable to the effects of COVID-19. In order to mitigate the effects of COVID-19 the Police Department has reduced certain costs in order to meet the City's goals.
- **440 Rental and Leases** – The decrease in this account is attributable to the Downtown neutral space lease termination (mini station).
- **460 Repair and Maintenance-Office Equipment** – There was an increase in the account in order to pay for repairs not covered under the current motorcycle lease agreement.
- **510 Office Supplies** – There was a decrease in this account due to the effects of COVID-19. In order to mitigate the effects of COVID-19 the Police Department has reduced certain costs in order to meet City goals.
- **520 Operating Supplies** – There was a decrease in this account due to the effects of COVID-19. In order to mitigate the effects of COVID-19 the Police Department has reduced certain costs in order to meet City goals.
- **523 Operating Supplies-Community Services** – There was a decrease in this account due to the effects of COVID-19. There are community activities that cannot be performed under the “new normal” regulations.
- **540 Dues/ Subscriptions/ Memberships** –The decrease in this account is attributable to the effects of COVID-19 causing a short-term hiring freeze for new recruits therefore unable to promote within and send employees to the Police Academy.



- **640 Capital Outlay Office** – The decrease in this account is attributable to the effects of COVID-19.
- In order to mitigate the effects of COVID-19 the Police Department has delayed replacement schedules in order to meet City goals.
- **641 Capital Outlay Vehicles** – The decrease in this account is attributable to the effects of COVID-19. In order to mitigate the effects of COVID-19 the Police Department has delayed replacement schedules in order to meet City goals.

**POLICE DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	AMENDED*	AMENDED*	BUDGET	ADOPTED	TOTAL COST
		FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2020-21
500.111 - Administrative Salaries	Police Chief	1	1	1	1	1	\$ 175,000
	Administrative Salaries Total	1	1	1	1	1	\$ 175,000
500.121 - Full Time Salaries Sworn	Deputy Chief	1	1	1	1	1	\$ 140,151
	Major	2	2	2	2	2	\$ 228,012
	Captain	5	5	2	2	2	\$ 213,977
	Lieutenant	6	6	9	9	9	\$ 822,027
	Sergeant	19	19	20	24	24	\$ 1,889,441
	Executive Officer to the Chief of Police	0	0	0	1	1	\$ 112,934
	Internal Affairs Inspector	0	0	1	1	1	\$ 108,219
	Internal Affairs & Background Investigator ¹	0	0	1	1	1	\$ 60,774
	Police Officer / Trainee	97	97	110	125	125	\$ 7,178,373
	Service Award 5 yr						\$ 3,953
	Service Award 10 yr						\$ 2,334
	Police Officer / Reserve ⁴	2	6	10	10	9	\$ 386,100
	Police Non-Paid Reserve	10	4	4	4	4	\$ -
	Auxiliary Officer	1	1	1	1	1	\$ -
	Full Time Sworn Salaries Total	143	141	161	181	180	\$ 11,146,295
500.120 - Full Time Salaries	Executive Administrative Assistant to the Chief	1	1	1	1	1	\$ 76,084
	Administrative Assistant	3	3	4	4	4	\$ 187,307
	Criminal Inv. & Evidence Supervisor	1	1	1	1	1	\$ 68,600
	Crime Scene Technician	3	3	3	3	3	\$ 138,522
	Police Service Aide ⁵	13	13	15	17	17	\$ 577,630
	Court Liaison Coordinator	1	1	1	1	1	\$ 57,948
	Clerical Aide	3	1	1	1	1	\$ 46,199
	Police Review Specialist	0	2	1	1	1	\$ 41,751
	Police Crime Analyst Specialist	2	2	3	3	3	\$ 170,312
	Police Field Logistics Specialist	1	1	1	1	1	\$ 48,510
	Police Budget Coordinator	1	1	1	1	1	\$ 89,936
	Records Specialist	1	1	1	1	1	\$ 34,433
	Records Specialist / Teletype	7	7	6	6	6	\$ 244,024
	Record Management Specialist	1	1	1	1	1	\$ 44,117
	Park Ranger	0	0	0	2	2	\$ 70,014
	Police Property & Evidence Supervisor	0	0	1	1	1	\$ 47,095
	Property & Evidence Specialist	1	1	1	1	1	\$ 34,815
	Police Special Events Coordinator	1	1	1	1	1	\$ 58,478
	Service Award 5 yr						\$ 487
	Payroll Specialist	1	1	1	1	1	\$ 45,984
	Media & Emergency Management Specialist	1	1	1	1	1	\$ 98,741
	Public Safety Technical Services Manager	1	0	0	0	0	\$ -
	Public Safety Technical Services Supervisor	0	1	1	1	1	\$ 88,233
	Accounting Clerk ³	0	1	1	1	0	\$ -
	Quartermaster	0	0	1	1	1	\$ 43,081
	Community Policing Specialist	1	1	0	0	0	\$ -
	Title changed to Public Information Officer ²	0	0	1	1	1	\$ 84,877
	Civilian Investigator	1	1	0	0	0	\$ -
	Communication Supervisor	1	1	1	1	1	\$ 50,186
	IT Technician - Public Safety	1	1	1	1	1	\$ 55,821
	Full Time Salaries Total	47	48	51	55	54	\$ 2,503,185



AUTHORIZED POSITIONS

ACCOUNT	POSITION	BUDGET	AMENDED*	AMENDED*	BUDGET	ADOPTED	TOTAL COST
		FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2020-21
500.130 - Other Salaries	Part Time						
	Clerical Aide						\$ 34,813
	Other Salaries Total						\$ 34,813
	Total	192	191	214	238	236	\$ 13,859,293

- * **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
- ¹ **FY 2018-19 RECLASSIFIED** - Civilian Investigator (Non-Sworn) to Internal Affairs & Background Investigator (Sworn)
- ² **FY 2018-19 Title changed** from Community Policing Specialist to Public Information Officer
- ³ **ELIMINATED** - Accounting Clerk
- ⁴ **Police Officer** - 14 Positions will not be filled in FY 2021
- ⁵ **Police Service Aide** - One (1) position will not be filled in FY 2021

0016000 - POLICE

	ACTUAL		ADOPTED		YEAR-END		DEPT. REQ.	PROPOSED	ADOPTED
	FY 2017-18	FY 2018-19	BUDGET	AMENDED	ACTUALS	ESTIMATE			
0016000 - POLICE REVENUE									
313920 - TOWING FEES	11,820	12,205	11,000	11,000	11,865	11,000	11,000	11,000	11,000
329200 - ALARM PERMITS	259,979	201,687	230,000	140,000	143,129	140,000	190,000	190,000	190,000
334200 - STATE OF FL JAG GRANT -2009	0	6,319	0	9,520	9,520	9,520	0	0	0
334201 - STATE-FDLE ITF GRANT	0	0	-	230	3,673	230	0	0	0
341520 - COURT ORD. RESTITUTION PYMTS	0	0	-	1,680	1,679	1,680	0	0	0
342100 - POLICE SERVICES	725,345	874,054	775,000	1,075,000	829,509	1,075,000	750,000	750,000	750,000
342110 - POLICE SERVICES - RECORDS	7,200	7,889	10,000	10,000	12,010	10,000	8,000	8,000	8,000
342115 - SCHOOL CROSSING GUARDS	81,165	112,117	70,000	30,000	46,788	30,000	70,000	70,000	70,000
342120 - POLICE SERVICE-MDC SCHOOLS	0	140,352	126,317	281,348	281,348	281,348	281,348	281,348	0
342130 - POLICE SERVICES-SCHOOL OFFICER	28,424	561,374	497,420	417,420	333,982	417,420	568,480	568,480	577,007
351100 - JUDGEMENTS & FINES	268,016	455,320	280,000	280,000	315,301	342,000	350,000	350,000	350,000
351110 - FINES & FORFEITURES - LOCAL	0	0	0	3,000	0	3,000	0	0	0
351150 - SAFETY REDLIGHT CAMERAS	1,101,906	1,322,507	1,125,000	850,000	853,190	850,000	1,125,000	1,125,000	1,125,000
351200 - COURT-INVESTIGATIVE RECOVERY	0	1,500	-	0	3,000	3,000	5,000	5,000	5,000
369103 - POLICE AUTO TAKE HOME PGM	57,887	56,800	50,000	17,100	17,100	17,100	9,000	9,000	9,000
369105 - PD MISC-SRO OT RECOVERY	0	23,204	-	19,000	21,534	19,000	20,000	20,000	20,000
0016000 - POLICE REVENUE TOTAL	2,541,742	3,775,327	3,174,737	3,145,298	2,883,627	3,210,298	3,387,828	3,387,828	3,115,007
GRAND TOTAL	2,541,742	3,775,327	3,174,737	3,145,298	2,883,627	3,210,298	3,387,828	3,387,828	3,115,007



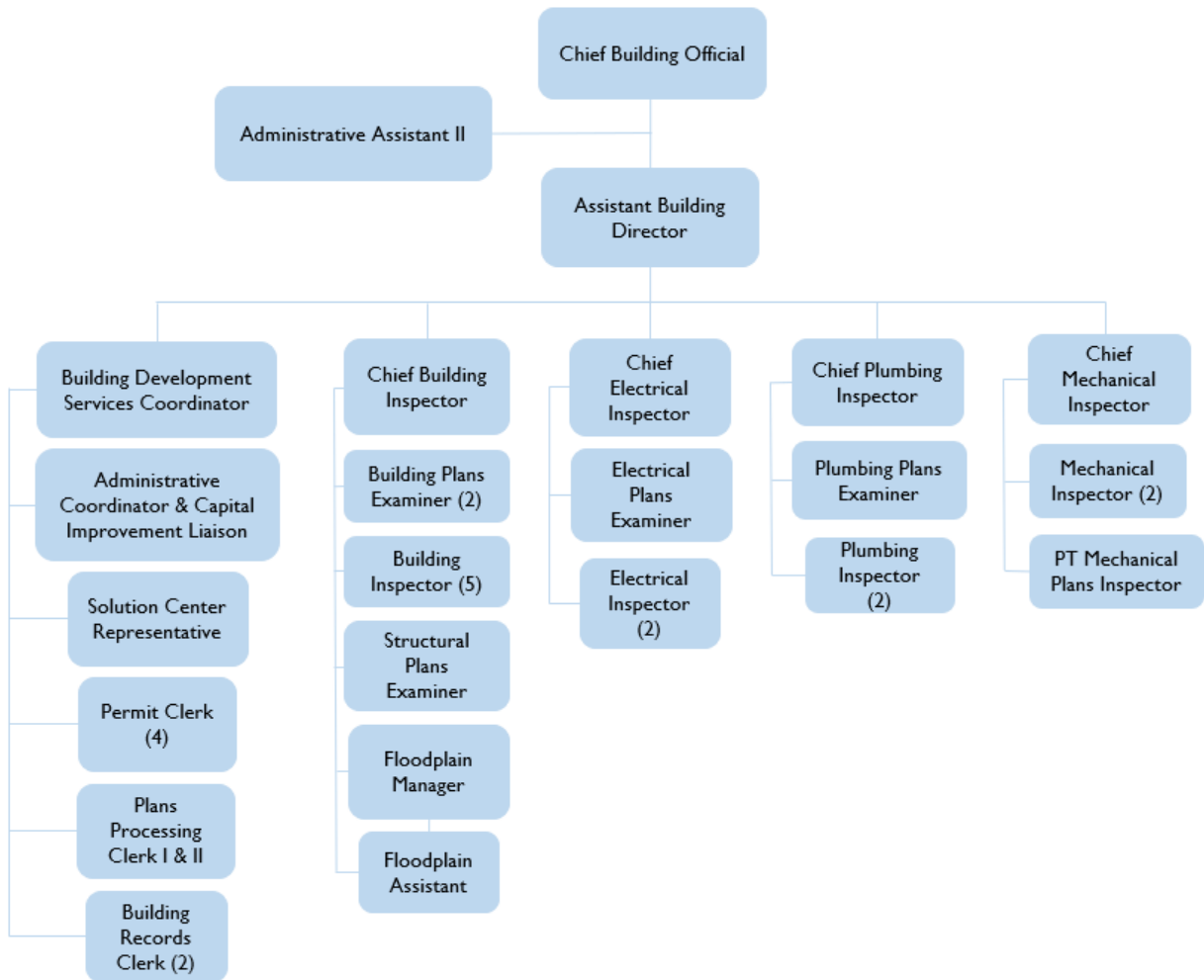
00160005 - POLICE

	ACTUAL		ADOPTED AMENDED		YTD*	YEAR-END		
	FY 2017-18	FY 2018-19	BUDGET	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	169,047	156,247	161,561	161,561	148,475	161,561	166,791	175,000
500120 - FULL TIME SALARIES	1,907,931	2,078,684	2,495,142	2,439,071	2,019,794	2,439,071	2,503,185	2,503,185
500121 - FULL TIME SALARIES - SWORN	8,236,660	9,181,367	10,891,349	10,414,530	9,153,078	10,414,530	11,154,592	11,146,295
500125 - COMPENSATED ABSENCES	395,618	336,323	473,942	454,727	473,864	454,727	484,307	484,303
500130 - OTHER SALARIES	25,714	22,200	33,638	33,638	14,602	33,638	34,813	34,813
500140 - OVERTIME	799,905	1,135,343	1,143,905	1,092,367	803,521	1,092,367	992,500	992,500
500144 - OVERTIME - HOLIDAY PAY	158,609	0	0	0	5	0	0	0
500150 - SPECIAL PAY - OFF DUTY	630,076	716,665	640,000	940,000	901,618	940,000	640,000	640,000
500151 - SPECIAL PAY - DIFFERENTIAL	198,847	165,699	200,000	200,000	161,470	200,000	200,000	200,000
500152 - SPECIAL PAY - INCENTIVE	113,034	115,610	115,000	115,000	96,205	115,000	115,000	115,000
500210 - FICA & MICA TAXES	933,074	1,024,052	1,237,011	1,221,550	1,011,195	1,221,550	1,247,384	1,247,377
500220 - RETIREMENT CONTRIBUTION	2,706,026	3,104,527	3,526,182	3,397,866	3,154,730	3,397,866	3,477,045	3,477,783
500230 - LIFE & HEALTH INSURANCE	1,969,034	2,205,861	2,901,139	2,683,299	2,371,772	2,683,299	2,668,673	2,668,673
PERSONNEL TOTAL	18,243,574	20,242,577	23,818,869	23,153,609	20,310,331	23,153,609	23,684,290	23,684,929
OPERATING								
500310 - PROFESSIONAL SERVICES	31,190	24,007	26,850	44,850	27,928	38,850	26,850	26,850
500342 - CONT - SCHOOL CROSSING GUARDS	206,455	206,030	210,000	153,000	123,807	153,000	311,362	311,362
500343 - CONTR-SAFETY REDLIGHT CAMERAS	499,675	576,267	561,000	526,000	298,972	526,000	561,000	561,000
500350 - INVESTIGATIONS	25	455	6,500	500	0	500	3,250	3,250
500400 - TRAVEL & PER DIEM	39,709	27,085	40,000	22,000	15,573	22,000	20,000	20,000
500410 - COMMUNICATION & FREIGHT	19,864	16,472	24,800	17,800	14,592	17,800	23,600	23,600
500440 - RENTALS & LEASES	130,922	137,484	168,784	165,784	129,018	165,784	154,610	154,610
500460 - REPAIR & MAINT - OFFICE EQUIP	212,413	153,028	98,650	102,874	51,534	102,874	108,650	108,650
500470 - PRINTING & BINDING	7,357	4,351	8,000	2,500	1,216	5,500	8,000	8,000
500480 - PROMOTIONAL ACTIVITIES	5,028	3,420	7,500	4,500	1,145	4,500	7,500	7,500
500510 - OFFICE SUPPLIES	24,347	23,968	27,956	27,956	23,418	27,956	25,000	25,000
500520 - OPERATING SUPPLIES	220,051	300,513	434,749	436,748	357,527	436,748	293,750	293,750
500521 - OPERATING SUPPLIES - FUEL	14,045	16,820	18,000	18,000	15,018	18,000	18,000	18,000
500523 - OP SUPP - COMMUNITY SERVICES	56,388	59,178	68,150	49,100	38,600	49,100	61,850	61,850
500525 - DOJ BYRNE GRANT - OPERATING	0	6,319	0	0	0	0	0	0
500527 - OPERATING SUPPLIES - CRYWOLF A	24,808	24,671	25,358	24,358	19,385	24,358	25,358	25,358
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	45,828	59,917	119,625	85,574	35,953	88,574	96,838	96,838
OPERATING TOTAL	1,538,104	1,639,984	1,845,922	1,681,544	1,153,686	1,681,544	1,745,618	1,745,618
CAPITAL OUTLAY								
500620 - CAPITAL - BUILDING	74,884	86,832	0	0	0	0	0	0
500640 - CAPITAL OUTLAY - OFFICE	197,096	4,674	102,356	102,356	58,758	102,356	92,339	120,793
500641 - CAPITAL OUTLAY - VEHICLES	576,687	446,879	246,027	473,053	227,848	414,122	0	0
500642 - DOJ BRYNE GRANT CAPITAL OUTLAY	0	0	0	10,000	9,520	10,000	0	0
500650 - CONSTRUCTION IN PROGRESS	0	969,518	0	0	0	0	0	0
CAPITAL OUTLAY TOTAL	848,667	1,507,904	348,383	585,409	296,126	526,478	92,339	120,793
Grand Total	20,630,345	23,390,465	26,013,174	25,420,562	21,760,143	25,361,631	25,522,247	25,551,340

*YTD = Year to Date



BUILDING DEPARTMENT



BUILDING DEPARTMENT FUNCTION

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 2020

- The Department continues to work on the implementation of the new Energov permitting software scheduled to go live by mid-January 2021. Additional programs that will work in conjunction with Energov have been established and the Building team is participating in training seminars and using the programs to become more proficient.
- 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.
- The Department discontinued the use of the interactive survey (emojis) established on the second floor. A more efficient and effective survey program is in use now that reflects more accurately the level of service provided and allows for better understanding of the customer's experience with the permitting process and any issues that may need attention and improvement.
- Interdepartmental and Interagency meetings and outreach workshops continued, allowing for one-on-one discourse with entities like Miami-Dade Fire Rescue, DERM, DBPR and the Department of Health, facilitating dialogue across all departments and disciplines.
- The 2020 Procedures and Processes Manual (SOP) was updated to reflect new procedures that have been established to adapt to the current conditions as a result of the Covid-19 situation.
- Work continues with Public Affairs for the ADA Awareness, Mobile Permitting and Did You know...? video series.
- A new electronic documents and plans submittal / processing program has been established by the department to cope with all the changes caused by Covid-19, and new requirements from Miami-Dade County. The department has discontinued the acceptance of hard copy plans at the Government Center. All documents and plans are submitted and processed electronically allowing for a more efficient and safe process.
- 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 our employees and the public we serve has been our most important priority while continuing to deliver excellent service.
- The Department is currently working with PMG Associates, Inc., a consulting company performing a study of the Building Department Fee Schedule and the Utilization Report that must be developed by December 31st of this year.



BUILDING DEPARTMENT ACTIVITY REPORT

ACTIVITY	ACTUAL 2017-18	ACTUAL 2018-19	PROJECTED FY 2019-20	PROJECTED FY 2020-21
Permits Issued ¹	5,749	6,672	4,098	4,508
Plans Reviews Completed	22,991	16,454	12,932	14,226
Inspections Completed	33,035	42,154	31,506	34,657
Overall Revenue (All accounts) ²	\$ 8,101,283	\$ 7,913,673	\$ 4,152,227	\$ 5,810,000
Overall Expenses (All accounts)	\$ 3,715,534	\$ 3,991,020	\$ 4,165,739	\$ 4,063,176

1 - Permits issued includes Building, Electrical, Mechanical, Plumbing, Roofing, and Sign Master Permits

2 - Revenue includes amounts collected toward Building Technology Fund beginning in FY18

BUILDING DEPARTMENT OBJECTIVES FOR FY 2021

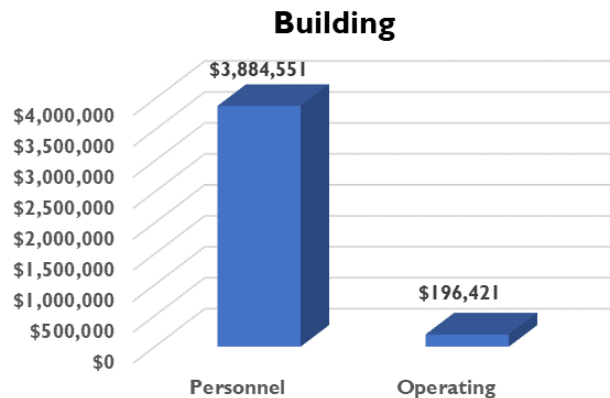
- Control: Customer Service
 - Continue to work towards eliminating repetitive processes. Refine policies and procedures with an emphasis on Lean and efficient Management and Resource and Waste Reduction. Evaluate value-add services that the department can provide to customers through the implementation 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 in 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 our residents, contractors, developers, and business owners.
- Maintain Employee Retention Program through training and certification while meeting the challenge of operating with a reduced budget, in anticipation of a possible reduction in permit request due to a downfall in the economy.
- Transition key staff into roles and performance of duties to a more effective and efficient newly developed electronic process.
- Fully execute the new permitting software program to more effectively run the electronic submittal and processing of plans. This action will allow for more transparent and accurate information available to the public and a more expeditious permitting process for our customers.
- Update Building Permit Fee Schedule as per consultants’ recommendations and work with sister departments to make sure fees are easy to understand and assess for a better customer experience.



BUILDING DEPARTMENT STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 2020-21	ASSOCIATED COST
SmartCity: Coordination, Management and Implementation of new Development Services Software	Permitting System (with IT Dept) and funded by Bldg Tech Fund	See IT Budget
TOTAL		

BUILDING DEPARTMENT BUDGET HIGHLIGHTS



- **110-230 Personnel Costs** - For this fiscal year, there is a 1.8% cost of living adjustment and a 1% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 5% city-wide.
- **400 Travel & Per Diem** – The Travel & Per Diem account is used to fund travel expenses associated with various state conferences, national conferences and trainings. For the upcoming Fiscal Year, the line item has been reduced, as many professional conferences and trainings are now being held virtually.
- **520 Operating Supplies** – The Operating Supplies account has decreased compared to FY 2020, as the hospitality and inter-department meetings, clerical workshops and inspector trainings has been reduced.



**BUILDING DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	AMENDED*	BUDGET	AMENDED*	ADOPTED	TOTAL COST
		FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21
500.111 - Administrative Salaries	Building Official	1	1	1	1	1	1	\$ 145,233
	Administrative Salaries Total	1	1	1	1	1	1	\$ 145,233
500.120 - Full Time Salaries	Assistant Building Director	1	1	1	1	1	1	\$ 119,159
	Administrative Assistant	1	1	0	0	0	0	\$ -
	Administrative Assistant II	0	0	1	1	1	1	\$ 55,036
	Administrative Coordinator	1	1	1	0	1	0	\$ -
	<i>Title changed for Administrative Coordinator & Capital Improvement Liaison¹</i>	0	0	0	1	0	1	\$ 72,056
	Building Development Service Coord.	1	1	1	1	1	1	\$ 72,284
	Building Clerk	1	1	0	0	0	0	\$ -
	<i>Reclassified to Plans Processing Clerk II²</i>	0	0	1	1	1	1	\$ 40,250
	Building Records Clerk	2	2	2	2	2	2	\$ 85,732
	<i>Service Award 5 yr</i>							\$ 338
	Plans Processing Clerk I	2	2	1	1	1	1	\$ 35,279
	Flood Plain Assistant	0	0	1	1	1	1	\$ 48,772
	Permit Clerk	4	4	4	4	4	4	\$ 144,767
	Chief Building Inspector	1	1	1	1	1	1	\$ 106,387
	<i>Service Award 5 yr</i>							\$ 887
	Flood Plain Manager	1	1	1	1	1	1	\$ 90,118
	Building Inspector	5	5	5	5	5	5	\$ 366,072
	Chief Mechanical Inspector	1	1	1	1	1	1	\$ 109,229
	Mechanical Inspector	2	2	2	2	2	2	\$ 150,387
	Chief Plumbing Inspector	1	1	1	1	1	1	\$ 109,229
	Plumbing Inspector	2	2	2	2	2	2	\$ 143,807
	Plans Examiner	4	4	4	4	4	4	\$ 323,136
	<i>Service Award 5 yr</i>							\$ 648
	Chief Electrical Inspector	1	1	1	1	1	1	\$ 109,229
	Electrical Inspector	2	2	2	2	2	2	\$ 126,079
	Permitting Information Analyst I	1	1	0	0	0	0	\$ -
	Solution Center Representative	1	1	1	1	1	1	\$ 35,398
	Structural Plans Examiner ³	2	2	1	1	1	1	\$ 104,010
	<i>Service Award 5 yr</i>							\$ 867
	Full Time Salaries Total	37	37	35	35	35	35	\$ 2,449,156
500.130 - Other Salaries	Plans Examiners & Inspectors-P/T	1	1	1	1	1	1	\$ 51,783
	Structural Plans Examiner ³	0	0	1	1	0	0	\$ -
	Other Salaries Total	1	1	2	2	1	1	\$ 51,783
	Total	39	39	38	38	37	37	\$ 2,646,172

* 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 Title Changed from Administrative Coordinator to Administrative Coordinator & Capital Improvement Liaison

² FY 2018-19 RECLASSIFIED - Building Clerk to Plans Processing Clerk II

³ ELIMINATED - Structural Plans Examiner



0017000 - BUILDING

	ADOPTED AMENDED				YEAR-END			
	ACTUAL FY 2017-18	ACTUAL FY 2018-19	BUDGET FY 2019-20	BUDGET FY 2019-20	ACTUALS FY 2019-20	ESTIMATE FY 2019-20	PROPOSED FY 2020-21	ADOPTED FY 2020-21
0017000 - BUILDING REVENUE								
322100 - BUILDING PERMITS	6,768,270	6,551,616	5,900,000	3,400,000	3,292,079	3,400,000	4,063,176	4,063,176
329101 - OTHER FEES - BOILER FEES	31,813	26,984	33,000	22,000	17,138	22,000	27,000	27,000
329500 - CERTIFICATES OF OCCUPANCY	476,561	421,641	475,000	250,000	183,067	250,000	380,000	380,000
329600 - CONCURRENCY FEES	148,272	111,828	120,000	60,000	33,277	60,000	90,000	90,000
341302 - OPTIONAL PLAN REVIEW FEE	51,053	570	100,000	0	0	0	0	0
341303 - BUILDING TRAINING FEES	12,000	22,160	75,000	19,479	0	19,479	20,000	20,000
341902 - BLDG ADMINISTRATIVE FEES	188,323	132,681	132,000	67,000	63,070	67,000	100,000	100,000
341903 - BLDG RECORDS REQUEST	85,077	85,364	75,000	69,000	61,225	69,000	75,000	75,000
342901 - BLDG RECERT FEES 40-YR	5,700	15,160	10,000	10,000	12,190	10,000	10,000	10,000
359101 - FINES - PERMIT VIOLATIONS	0	0	0	0	7,451	7,500	0	0
369101 - BLDG MISC - OT RECOVERY	244,703	443,545	363,000	160,000	146,785	160,000	250,000	250,000
369102 - BLDG MISC - COPY SCAN FEES	90,511	102,125	90,000	51,000	42,271	51,000	72,000	72,000
0017000 - BUILDING REVENUE Total	8,102,282	7,913,673	7,373,000	4,108,479	3,858,553	4,115,979	5,087,176	5,087,176
Grand Total	8,102,282	7,913,673	7,373,000	4,108,479	3,858,553	4,115,979	5,087,176	5,087,176



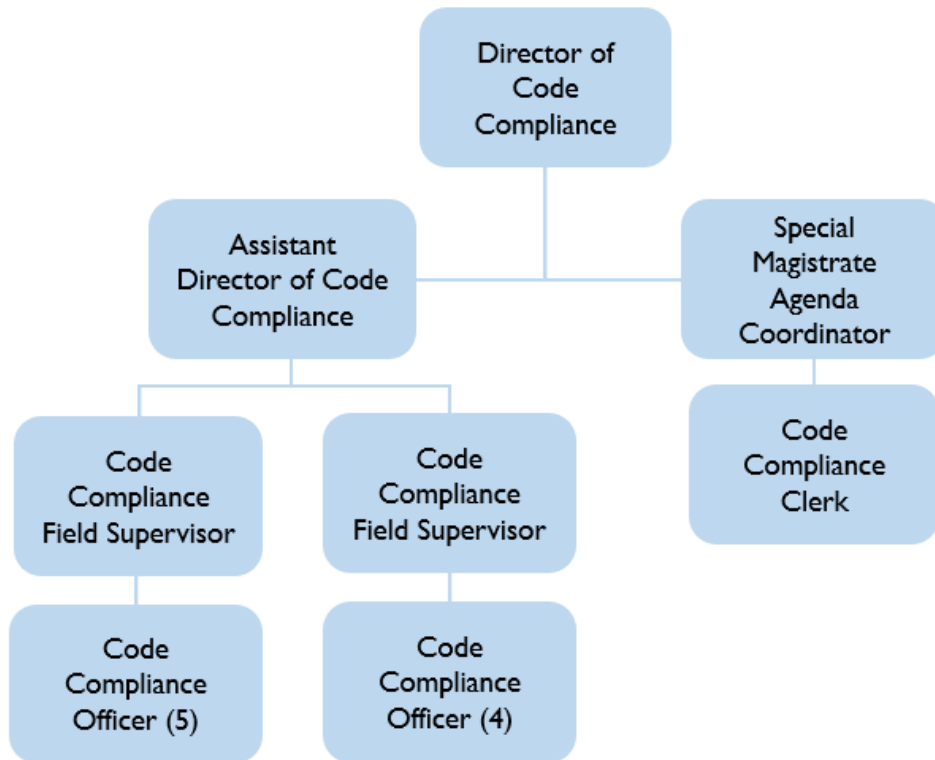
00170005 - BUILDING

	ADOPTED		AMENDED		YTD*	YEAR-END		
	ACTUAL	ACTUAL	BUDGET	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	122,947	128,078	138,826	138,826	127,577	138,826	145,233	145,233
500120 - FULL TIME SALARIES	2,062,825	2,076,092	2,392,664	2,395,444	2,091,300	2,395,444	2,449,156	2,449,156
500125 - COMPENSATED ABSENCES	35,992	40,075	93,659	62,392	44,374	62,392	93,447	93,447
500130 - OTHER SALARIES	83,198	127,832	127,354	97,354	74,360	97,354	51,783	51,783
500140 - OVERTIME	89,685	161,336	114,000	70,000	66,415	70,000	80,000	80,000
500143 - OVERTIME -BLDG OPTION PLAN REV	20,265	0	0	0	0	0	0	0
500210 - FICA & MICA TAXES	176,348	184,801	219,873	214,973	175,251	214,973	216,285	216,285
500220 - RETIREMENT CONTRIBUTION	259,857	261,515	311,693	308,938	263,922	308,938	310,997	310,997
500230 - LIFE & HEALTH INSURANCE	431,658	471,069	555,205	522,705	481,299	522,705	537,650	537,650
PERSONNEL TOTAL	3,282,775	3,450,798	3,953,274	3,810,632	3,324,497	3,810,632	3,884,551	3,884,551
OPERATING								
500310 - PROFESSIONAL SERVICES	312,033	286,898	300,000	283,556	173,704	283,556	120,000	120,000
500400 - TRAVEL & PER DIEM	11,685	10,357	13,822	7,322	7,205	7,322	6,000	6,000
500410 - COMMUNICATION & FREIGHT	2,400	2,400	2,500	2,500	2,200	2,500	2,500	2,500
500460 - REPAIR & MAINT - OFFICE EQUIP	542	280	1,645	0	0	0	645	645
500461 - REPAIR & MAINT - VEHICLES	3,992	5,830	9,824	4,300	597	4,300	200	200
500470 - PRINTING & BINDING	5,016	4,997	11,550	6,000	5,820	6,000	9,000	9,000
500510 - OFFICE SUPPLIES	10,609	7,607	12,000	8,000	2,699	8,000	7,000	7,000
500520 - OPERATING SUPPLIES	19,768	13,508	25,000	25,000	4,280	25,000	22,000	22,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	5,333	9,213	9,597	9,597	4,100	9,597	9,597	9,597
500541 - DUES/SUBS./MEMBER./TRAINING	18,855	22,160	19,479	19,479	11,873	19,479	19,479	19,479
OPERATING TOTAL	390,232	363,249	405,417	365,754	212,477	365,754	196,421	196,421
CAPITAL OUTLAY								
500640 - CAPITAL OUTLAY - OFFICE	2,449	0	0	0	0	0	0	0
500641 - CAPITAL OUTLAY - VEHICLES	40,078	176,973	0	0	0	0	0	0
CAPITAL OUTLAY TOTAL	42,527	176,973	0	0	0	0	0	0
Grand Total	3,715,534	3,991,020	4,358,691	4,176,386	3,536,974	4,176,386	4,080,972	4,080,972

*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 2020

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 began enforcing recently adopted High Rise Banner ordinance, which as of today's date, has resulted in the issuance of 3 citations totaling \$16,000 in fines.
- Incorporated an online feature for payment of fines and administrative costs related to enforcement activities.
- Developed stronger lines of communication and levels of interaction with 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, and Miami Dade County Police Department 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 under 4 hours.
- Continued to enforce prohibited short-term rentals through the assistance of tracking software.
- Developed new and continued community outreach initiatives such as attending additional HOA meetings, developing an Immobilization workshop, and participating in Kids and the Power of Work (KAPOW) series, etc.
- Continued to utilize a proactive Bike Patrol Unit that has been used in various capacities to educate and enforce the City Code of Ordinances.
- 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.
- Implemented expanded hours of operation to provide code compliance officers and administrative staff the ability to carry our duties for more time each day.
- Continued to update Homeowners Association (HOA) contact list to strengthen email distribution list to further enhance relationships with the communities.
- Continued to maintain, by use of a contractor, properties that are vacant and unattended.
- Continued assisting HOA's and Property Managers requests with neighborhood improvement inspections.
- Continued enforcement efforts of 40-year recertification cases in tandem with the Building Department.
- Continued assisting the Building Department with resolving their backlog of Expired Building Permits.
- 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 outreach capacity with curfew in regard to public demonstrations that took place within City limits.
- Assisted with the distribution of sandbags to numerous businesses after substantial rainfalls flooded areas near Government Center.
- 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.

COVID-19 RELATED ACCOMPLISHMENTS

This fiscal year saw unprecedented shifts in priorities due to the global COVID-19 pandemic. As a result, the City of Doral has worked closer together as a team to better serve the community during uncertain times. The Code Compliance Department has also shifted its priorities in order to best serve the community in unique ways, such as:

- Conducting outreach inspections after the release of every new State and County emergency orders, including mandated curfews, to educate the affected businesses.
- Performing active enforcement of emergency orders, up to and including the closing of businesses that are habitually violating the rules.
- Working with the business community to allow greater flexibility in posting signage during declared state of emergency.
- Assisted Parks and Recreation Department in enforcing social distancing rules across every City Park.
- Assisted in numerous food distribution drives to assist those members of the community that have been displaced from their jobs.

CODE COMPLIANCE ACTIVITY REPORT

ACTIVITY	ACTUAL FY 2017-18	ACTUAL FY 2018-19	PROJECTED FY 2019-20	PROJECTED FY 2020-21
Inspections	20,089	18,500	17,000	18,530
SM Hearing Cases	231	270	234	2,455
Cases in Compliance	3,814	4,219	3,500	3,844
Lien Searches	2,439	2,520	2,325	2,428
Public Service Request	861	757	732	783



CODE COMPLIANCE OBJECTIVES FOR FY 2021

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.

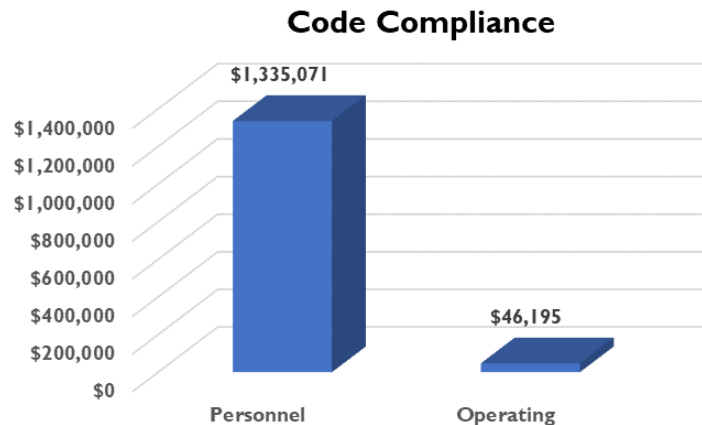
- Develop initiatives, campaigns, and compliance measures with a focus on beautification and aesthetic enhancements to private properties citywide that improves the quality of place.
- Review and recommend ordinances and amendments with a concentration on quality of place.
- Incorporate a residential award, which recognizes HOA's for continually promoting aesthetic excellence throughout the community and enhances community relations.
- 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 extension and shopping cart retrieval fees.
- Develop permanent internal "Safe Practice" task force which will provide technical assistance to businesses regarding lasting implementation of health and sanitation standards.
- Assist in improving collaboration and overall processes City-wide by successfully implementing development services software, which will be utilized by multiple departments.
- Continue to reorganize the remaining Fingerlakes property owner associations in order to complete roadway and drainage repairs.
- Develop internal customer service and ethics training to all levels of staff within department to further cement community culture and character to the public.

CODE COMPLIANCE DEPARTMENT STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 2020-21	ASSOCIATED COST
Maintaining the Tax & Revenue Base	Conduct review of current department fees to ensure parity with similar jurisdictions	Staff Time
Community Culture & Character	Develop "Safe Practice" teams to provide technical assistance for residential & business community regarding health & sanitation standards	\$ 1,000
TOTAL		\$ 1,000



CODE COMPLIANCE BUDGET HIGHLIGHTS



- **110-230 Personnel Costs** - For this fiscal year, there is a 1.8% cost of living adjustment and a 1% merit increase based on the individual's performance evaluation. Additionally, health insurance rates have increased by 5% city-wide. Overtime account decreased due to COVID-19 related reasons.
- **340 Contractual Services** - This account decreased due to reduction of using City contractor for nuisance abatement.
- **400 Travel & Per Diem** - This account decreased due to reduction in conference costs.
- **410 Communication & Freight** - This account decreased due to phone allowances being discontinued for two employees.
- **470 Printing & Binding** – This line item decreased due to a reduction in the purchasing of Keep Doral Beautiful Awards and Citizen Academy supplies.
- **520 Operating Supplies** – This line item decreased to reflect that the Department will purchase a fewer amount of uniforms and hurricane supplies during the fiscal year.



**CODE COMPLIANCE DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	BUDGET	ADOPTED	TOTAL COST
		FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2020-21
500.111 - Administrative Salaries	Code Compliance Director	1	1	1	1	1	\$ 123,280
	Administrative Salaries Total	1	1	1	1	1	\$ 123,280
500.120 - Full Time Salaries	Chief Code Compliance	1	0	0	0	0	\$ -
	Assistant Code Compliance Director	0	1	1	1	1	\$ 77,224
	Code Compliance Field Supervisor	1	2	2	2	2	\$ 146,697
	AA/Special Magistrate Agenda Coord. <i>Title changed to Special Magistrate Agenda Coordinator²</i>	1	1	1	1	0	\$ -
	Code Compliance Clerk ¹	2	2	2	2	1	\$ 35,349
	Code Compliance Officer I, II, III Required Promo to II & III	10	9	9	9	9	\$ 480,050
	Full Time Salaries Total	15	15	15	15	14	\$ 806,014
500.130 - Other Salaries	P-T Code Compliance Clerical Aide (Best Buddy)	1	0	0	0	0	\$ -
	Other Salaries Total	1	0	0	0	0	\$ -
	Total	17	16	16	16	15	\$ 929,294

¹ELIMINATED - One of the Code Compliance Clerk Positions

²Title Change AA/Special Magistrate Agenda Coord. to Special Magistrate Agenda Coordinator

0017100 - CODE COMPLIANCE

	ACTUAL		ADOPTED		AMENDED		YEAR-END	
	FY 2017-18	FY 2018-19	BUDGET	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21
0017100 - CODE REVENUE								
329800 - CODE DEFAULT PROPERTY FEES	0	46,200	(30,000)	40,000	41,000	40,000	30,000	30,000
341900 - LIEN SEARCH FEES	196,672	204,245	185,000	185,000	169,405	185,000	185,000	185,000
351100 - JUDGEMENTS & FINES	176,961	195,346	175,000	187,000	106,041	125,000	150,000	150,000
359101 - FINES - PERMIT VIOLATIONS	267,022	180,752	150,000	157,500	143,755	150,000	150,000	150,000
0017100 - CODE REVENUE TOTAL	640,655	626,544	540,000	569,500	460,201	500,000	515,000	515,000
GRAND TOTAL	640,655	626,544	540,000	569,500	460,201	500,000	515,000	515,000



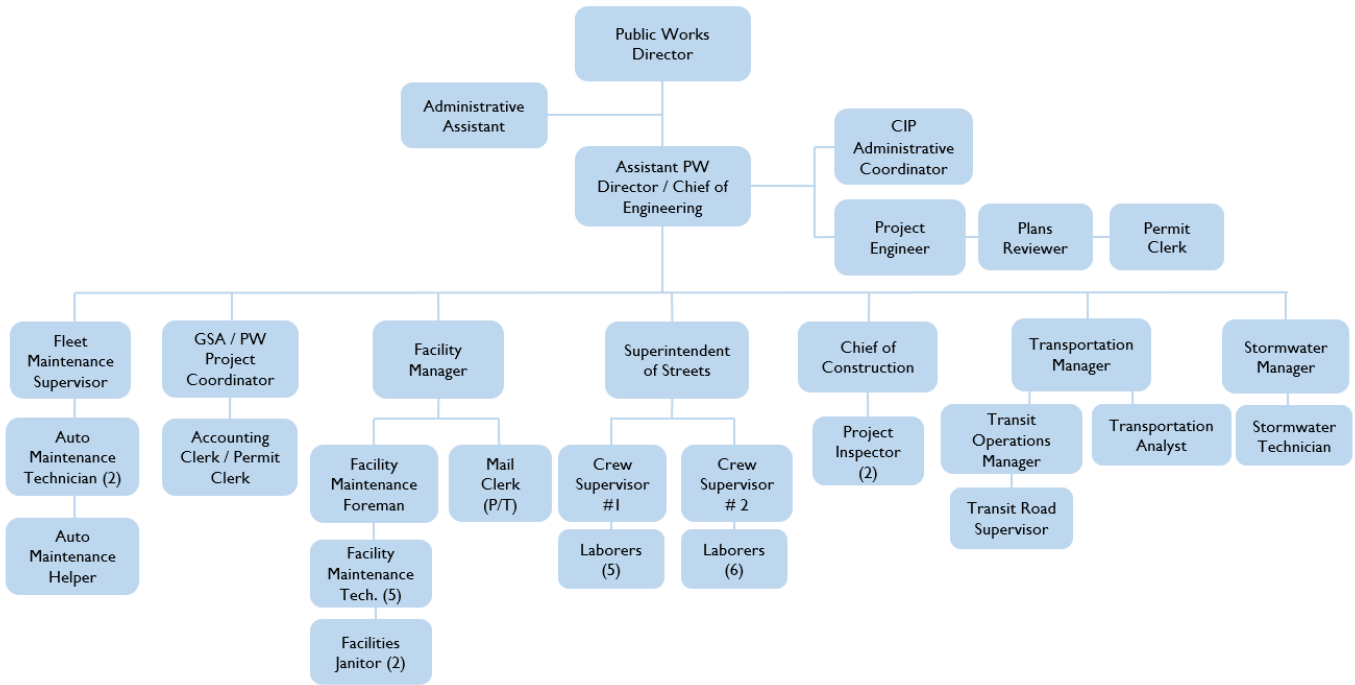
00171005 - CODE COMPLIANCE

	ADOPTED		AMENDED		YTD*	YEAR-END		
	ACTUAL FY 2017-18	ACTUAL FY 2018-19	BUDGET FY 2019-20	BUDGET FY 2019-20	ACTUALS FY 2019-20	ESTIMATE FY 2019-20	PROPOSED FY 2020-21	ADOPTED FY 2020-21
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	115,111	101,602	133,206	113,206	101,018	113,206	123,280	123,280
500120 - FULL TIME SALARIES	742,870	769,025	875,022	845,773	655,336	845,773	804,747	806,014
500125 - COMPENSATED ABSENCES	45,081	35,900	36,238	35,183	31,416	35,183	33,465	33,510
500140 - OVERTIME	19,820	18,778	22,500	17,500	17,083	17,500	18,000	18,000
500210 - FICA & MICA TAXES	69,658	69,135	82,413	80,095	60,512	80,095	75,561	75,661
500220 - RETIREMENT CONTRIBUTION	102,072	103,247	120,601	117,091	89,562	117,091	111,363	111,515
500230 - LIFE & HEALTH INSURANCE	135,136	157,731	183,728	177,373	142,865	177,373	167,078	167,091
PERSONNEL TOTAL	1,229,748	1,255,417	1,453,708	1,386,221	1,097,792	1,386,221	1,333,494	1,335,071
OPERATING								
500340 - CONTRACTUAL SERVICES - OTHER	9,350	9,625	12,200	7,375	2,750	7,375	10,600	10,600
500400 - TRAVEL & PER DIEM	8,014	7,590	10,040	6,220	4,665	6,220	6,720	6,720
500410 - COMMUNICATION & FREIGHT	4,200	3,925	5,100	2,225	1,925	2,225	3,000	3,000
500461 - REPAIR & MAINT - VEHICLES	3,986	2,179	0	0	0	0	0	0
500470 - PRINTING & BINDING	5,680	5,449	5,900	4,650	2,984	4,650	5,075	5,075
500490 - OTHER CURRENT CHARGES	0	0	1,500	0	0	0	1,500	1,500
500510 - OFFICE SUPPLIES	2,988	2,790	3,000	3,000	1,718	3,000	3,000	3,000
500520 - OPERATING SUPPLIES	10,151	7,709	11,150	8,713	4,337	8,713	7,500	7,500
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	8,367	8,296	8,858	5,000	2,192	5,000	8,800	8,800
OPERATING TOTAL	52,736	47,563	57,748	37,183	20,572	37,183	46,195	46,195
CAPITAL OUTLAY								
500641 - CAPITAL OUTLAY - VEHICLES	43,670	38,672	0	0	0	0	0	0
CAPITAL OUTLAY TOTAL	43,670	38,672	0	0	0	0	0	0
Grand Total	1,326,153	1,341,652	1,511,456	1,423,404	1,118,364	1,423,404	1,379,689	1,381,266

*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 2020

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 Microsoft Dynamic Customer Service Request (311) to document all service requests received by the Department.
- Continuously developed Standard Operation Procedures (SOP) of all the Department's main functions in order to standardize all Department processes.
- Coordinated and conducted four adopt-a-street events, which assisted City operations with the removal of 2.35 cubic yards of garbage 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 and provided reports to the City Council of these updates.
- 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.
- Secured contract services through invitation to bid (ITB) for the City Light Pole Banners.
- 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, four Adopt-a-Street's events. (Others were cancelled due to the COVID-19).
- 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 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 12th 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. Conducted two presentation and uploaded all information on the City's website.

Construction & Public R/W Maintenance

- Completed Work Order No. 19-01 of the City's Milling and Resurfacing Program which included milling and resurfacing along NW 114th Avenue from NW 58th Street to NW 74th Street, and at NW 117th Avenue 570 feet north of NW 25th Street, and sidewalk repairs along the east side of NW 114th Avenue between NW 58th Street and NW 74th Street.
- Completed Work Order No. 19-02 of the City's Milling and Resurfacing Program which included roadway repairs and milling and resurfacing along the westbound lanes of NW 52nd Street between NW 105th Court and NW 104th Court.
- Completed Work Order No. 19-05 of the City's Milling and Resurfacing Program which consisted of sidewalk repairs along NW 84th Avenue between NW 53rd Terrace and NW 53rd Street, and along NW 53rd Street between 84th Avenue and NW 53rd Terrace.
- Completed Work Order No. 19-07 of the City's Milling and Resurfacing Program which consisted of milling and resurfacing along NW 115th Avenue between NW 34th Street and NW 41st Street, NW 30th Street between NW 108th Avenue and NW 112th Avenue, NW 29th Street between NW 108th Avenue and NW 112th Avenue, NW 108th Avenue between NW 29th Street and NW 30th Street, and NW 110th Avenue between NW 29th Street and NW 30th Street.
- Completed Work Order No. 19-08 of the City's Milling and Resurfacing Program which consisted of the re-installation of pavement marking along NW 97th Avenue from NW 58th Street to NW 74th Avenue.
- Completed Work Order No. 19-09 of the City's Milling and Resurfacing Program which consisted of the reconstruction / modification of median segments along NW 82nd Street and NW 114th Path, and NW 112th Avenue and NW 84th Street.
- Completed Work Order No. 19-10 of the City's Milling and Resurfacing Program which consisted of the re-installation of pavement marking along the segments of along NW 102nd Avenue from NW 58th Street to NW 60th Street.
- Completed Work Order No. 19-11 of the City's Milling and Resurfacing Program which consisted of sidewalk repairs along the segments of NW 84th Avenue between NW 53rd Terrace and NW 53rd Street, and along NW 53rd Street between 84th Avenue and NW 53rd Terrace.
- Completed Work Order No. 19-12 of the City's Milling and Resurfacing Program which consisted of the curb reconstruction of segments along NW 50th Street and NW 107th Avenue
- Completed Work Order No. 19-13 of the City's Milling and Resurfacing Program which consisted of the installation of pavement marking and signs along the segments of along NW 112th Avenue from NW 82nd Street to NW 90th Street. NW 109th Avenue from NW 50th Street to NW 58th Street. NW 77th Terrace from NW 102nd Avenue to 99th Path.
- Completed Work Order No. 19-14 of the City's Milling and Resurfacing Program which consisted of sidewalk repairs along the west side of NW 114th Avenue between NW 58th Street and NW 74th Street.



- Commenced the roadway widening project along NW 41st Street from NW 79th Avenue to NW 87th Avenue.
- Commenced the widening project along NW 112th Avenue between NW 25th Street and NW 34th Street.
- Commenced construction of the City marquee signs.
- Completed the construction of the new roadway connection along NW 102nd Avenue from NW 66th Street to NW 74th Street
- Completed the widening project along NW 82nd Avenue from NW 27th Street to NW 33rd Street.
- Completed the construction of the NW 74th Street Traffic Signals Improvements at NW 97th Avenue and at NW 102nd Avenue.
- Completed the construction of the Citywide Sidewalk Improvements Phase I Project which includes segments along NW 115th Avenue between NW 34th Street and NW 41st Street, NW 39th Street between NW 115th Avenue and NW 114th Avenue, NW 33rd Street between NW 112th Avenue and NW 107th Avenue, NW 19th Street between NW 107th Avenue and NW 97th Avenue, NW 33rd Street between NW 87th Avenue and NW 82nd Avenue, and NW 30th Terrace between NW 87th Avenue and NW 84th Avenue.
- Averaged 200 construction inspections per month for work performed on the City's roads and right-of-way.
- Continued with restoration of damaged sidewalks identified throughout the City.
- Continued restoration of landscaping on median bullnoses, traffic 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.

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 increase janitorial services in response to COVID-19.
- Installed higher glass partitions in all cubicles at Government Center to prevent the spread of COVID-19.
- Installed preventive signage and partitions at the Government Center and the Police Department in response to COVID-19.
- Refurbished Government Center Air Conditioning Units with in-house workforce generating approximately \$100,000.00 in savings.
- Completed the design and began construction of the Real Time Information Center (RTIC) at the Police Department.
- Completed the design and construction of the City Attorney's Office improvements at Government Center.
- 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 Government Center Improvements on 3rd and 1st 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 letters improvements at the Doral Training and Community Center entrance monument and façade wall.
- Completed the partition installation on 1st floor storage room at Government Center in order to allow for the use of various departments.
- Upgraded water fountains for employees at Doral Government Center and the Public Works Warehouse.
- Completed the exterior lighting upgrade at the Doral Government Center including the Parking Garage.
- Completed the interior lighting upgrade at the Doral Government Center, Public Works Warehouse, and the Doral Police Department.
- Completed the design and permitting phase of the Parking Garage repairs at the Doral Government Center.
- Completed the design of the Government Center security measures for the 1st, 2nd, & 3rd floors.
- Completed the Chamber Lighting upgrade retrofit project at the Doral Government Center.
- Completed the re-key project at the Doral Police Department facility.
- Completed the design of Parking Garage retrofit at Doral Government Center.
- Completed the design of the Air Conditioning Units replacement for IT rooms at Doral Government Center.
- Completed the Government Center main elevators access card installation.
- Completed car wash switch installation at the Public Works Warehouse.
- Completed Elevator pits repairs at Government Center to prevent water intrusion.
- Completed chiller-I refurbishment at the Doral Police Department.

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 vehicles 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 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.
- Took over the City's Platting review and approval process as per the City's current ordinance.
- Initiated creation of the City's Platting Division for the approval of Plats.
- Completed an Amnesty Program in order to address expired Public Works permits.
- Completed initial environmental sampling throughout the City to investigate strong odors and complaints.
- Initiated additional environmental sampling to investigate possible causes of odors emanating from air borne particles.
- Implemented virtual permitting processing as a result of COVID-19.
- Advertised the Design / Build process for the Adaptive Re-Use Area.



PUBLIC WORKS DEPARTMENT ACTIVITY REPORT

ACTIVITY	ACTUAL FY 2017-18	ACTUAL FY 2018-19	PROJECTED FY 2019-20	PROJECTED FY 2020-21
Administration				
Customer Service (Front desk assistance)	1,642	1,816	1,327	1,401
Phone Calls	5,530	4,437	4,980	5,715
Service Requests (CRM) 311	1,469	1,634	389	500
Finance- Receiving reports	2,408	2,604	1,702	1,959
Finance- Purchase Order Requests	370	580	363	433
Construction & R/W Maint. Division				
Debris Pick-up (tons)	185	205	190	191
Signs Repairs	1,087	804	650	799
Potholes Repairs	193	83	85	140
Landscape (instances of mowing, trees, branches, etc.)	5,411	5,483	5,305	5,391
Graffiti	102	11	13	15
Sidewalk (construction and replacement)(sq.ft.)	20,856	38,548	133,545	80,000
Miles of Road Resurfaced	8	5	2	1
Facilities Maintenance Division				
Facilities Maintenance Service Requests	2,697	3,907	550	6,838
Event Setup - Government Center	708	658	440	650
Engineering Division				
Site Plans Reviews	112	165	84	92
Permitting Plans Reviews	671	601	600	568
PW Inspections Performed	1,605	2,176	2,510	2,350
MOT Permit Reviews	525	413	504	520
CMP Permit Reviews	-	15	15	19
Platting Review	-	-	25	22
Platting Review	-	-	3	5
Stormwater Utility Division				
Debris removed from Canals (bags)	818	362	196	190
Miles of Road swept	5,665	5,793	5,643	5,687
Inlets / Manholes Cleaned	1,457	2,367	1,782	1,760
Linear feet pipe	98,849	91,919	129,526	104,939
Transportation Division				
Doral Trolley Ridership	679,146	784,519	430,230	613,403
Freebee Ridership	-	-	6,878	34,763
Traffic Studies Reviews	25	27	25	25



PUBLIC WORKS OBJECTIVES FOR FY 2021

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 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 the construction of the Citywide Sidewalk Improvements Project Phase II.
- Commence construction of the Adaptive Re-Use Area.
- Complete the roadway improvements project along NW 41st Street between NW 79th Avenue and NW 87th Avenue.
- Complete the roadway improvements project along NW 112th Avenue between NW 25th Street and NW 34th Street.
- Complete the construction of the City marquee signs.

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 the 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.
- Continue to manage and provide preventive maintenance for the City's vehicle fueling station at the Police Facility.
- Complete the design of improvement projects for the Government Center, GC Parking Garage, the Police Department, and the Training and Community Center which includes: the Public Affairs Work Area at Government Center, the new elevator at the Police Department, and the Police Simulation Room at the Police 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 process to acquire a more efficient fleet.

Engineering

- Complete the design and permitting of Phase II of the Doral Boulevard Median Landscape Improvements from NW 97th Avenue to SR 826 / Palmetto Expressway Interchange.



- Continue with the design of the City's roadway resurfacing outlined in the current Five-Year Resurfacing Master Plan.
- Commence with creating the RFP for the advertisement of 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.
- Initiate the design and construction of the intersection improvements outlined in the current Transportation Master Plan Update.
- 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, at NW 50th Street, and at NW 41st Street; and along NW 114th Avenue at NW 58th Street and at NW 41st 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 2021-22.



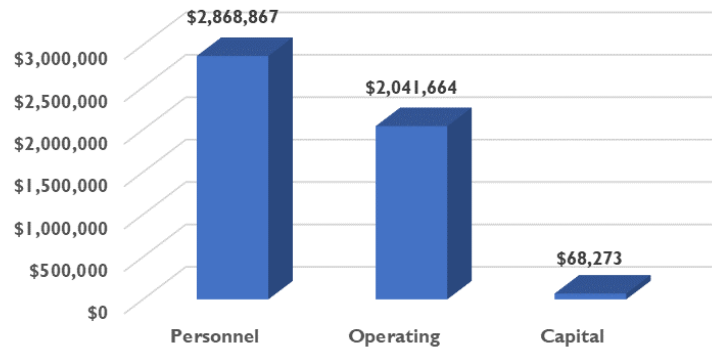
PUBLIC WORKS DEPARTMENT STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 20-21	ASSOCIATED COST
Capital / Transportation Fund	Milling and resurfacing plan	\$ 200,000
	Citywide Sidewalk Improvements Phase II	\$ 1,200,000
	Doral Boulevard Pedestrian Bridge	\$ 1,000,000
Quality of Life - Mobility / Transportation Fund	Trolley Operation & Maintenance	\$ 1,620,000
Quality of Life - Mobility / People's Transportation Plan (PTP) Fund	Trolley Operation & Maintenance	\$ 1,831,000
	Freebee	\$ 290,000
Sustainability / PW General Fund	Public Works Signature Events (outreach): Arbor Day, Adopt-a-Street, Earth Day, Adopt-a-Tree, etc..	\$ 33,500
Sustainability / Stormwater Fund	Catch Basin Maintenance Program	\$ 600,000
	Street Sweeping	\$ 125,000
	Canal Maintenance	\$ 425,000
	Geo-Cell Web Cells Maintenance Program	\$ 50,000
	Floating Debris Removal	\$ 45,000
Capital / Stormwater Fund	Citywide Watershed Study	\$ 200,000
	Stormwater Improvements	\$ 750,000
	Stormwater Improvements: Adaptive Re-Use Area	\$ 200,000
TOTAL		\$ 8,569,500



PUBLIC WORKS BUDGET HIGHLIGHTS

Public Works



- **110-230 Personnel Costs** – For this fiscal year, there is a 1.8% cost of living adjustment and a 1% merit increase based on the individual’s performance evaluation. Additionally, health insurance rates have increased by 5% city-wide.
- **310 Professional Services** - This account was decreased in comparison to the previous Fiscal Year as a result of the completion of the 3rd Year of the Million Orchid Program, the completion of Phase II of the 3-Phased Street Tree Inventory Program, a reduction in the Sustainability Program in order to provide time to analyze the strategies currently identified in the Climate Action Plan (CAP) that could be feasible for City implementation, a reduction in the Landscape Design line item, 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.
- **346 Contractual Services - Fleet Maintenance** – This account was increased in comparison to the previous Fiscal Year in order to account for required fleet maintenance needs
- **400 Travel & Per Diem** - This account was decreased in comparison to the previous Fiscal Year as a result of general budget reductions.
- **520 Operating Supplies** - This account was decreased in comparison to the previous Fiscal Year in order to provide for a more accurate and fiscally responsible budget.
- **522 Repairs and Maintenance – Vehicles** - This account was decreased in comparison to the previous Fiscal Year as a result of actual fuel expenditures of the current Fiscal Year.
- **540 Books, Publications, Subscriptions and Memberships** – This account was decreased in comparison to the previous Fiscal Year as a result of general budget reductions.
- **640 Capital Outlay – Office** – This account was increased in comparison to the previous Fiscal Year as the result of the proposed purchase of a Rhino Multi-Pro Post Driver Machine and a Portable Message Board.
- **650 Construction in Progress** – This account was decreased in comparison to the previous Fiscal Year as the Department will concentrate on the design of future projects.



**PUBLIC WORKS DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET FY 2016-17	BUDGET FY 2017-18	AMENDED* FY 2018-19	BUDGET FY 2019-20	ADOPTED FY 2020-21	TOTAL COST FY 2020-21
500.111 - Administrative Salaries	Public Works Director	1	1	1	1	1	\$ 148,641
	Administrative Salaries Total	1	1	1	1	1	\$ 148,641
500.120 - Full Time Salaries	Assistant Public Works Director/ Chief of Construction	1	1	1	0	0	\$ -
	<u>Title changed to Assistant Public Works Director/ Chief of Engineering</u>	0	0	0	1	1	\$ 129,498
	Chief of Engineering	1	1	1	0	0	\$ -
	<u>Title changed to Chief of Construction</u>	0	0	0	1	1	\$ 92,307
	Administrative Assistant	1	1	1	1	1	\$ 42,814
	Facility Manager	1	1	1	1	1	\$ 79,180
	Service Award 5 yr						\$ 660
	Capital Improvement Manager ¹	1	1	1	0	0	\$ -
	Facility Maintenance Technician	2	4	5	5	5	\$ 194,741
	Service Award 5 yr						\$ 331
	Facility Maintenance Tech Assistant ²	1	1	0	0	0	\$ -
	Superintendent of Streets	1	1	1	1	1	\$ 69,804
	Project Engineer	1	1	1	1	1	\$ 74,458
	Service Award 5 yr						\$ 620
	Project Inspector	2	2	2	2	2	\$ 115,903
	General Services Admin.	1	1	0	0	0	\$ -
	GSA/PW Project Coordinator	0	0	1	1	1	\$ 80,663
	Permit Clerk	1	1	1	1	1	\$ 38,225
	Accounting Clerk/ Permit Clerk	1	1	1	1	1	\$ 37,272
	Crew Supervisor	2	2	2	2	2	\$ 96,913
	Fleet Maintenance Supervisor	1	1	1	1	1	\$ 62,367
	Auto Maintenance Technician	0	0	0	3	2	\$ 90,270
	<u>Reclassified to Auto Maintenance Helper³</u>	0	0	0	0	1	\$ 28,305
	Laborers	9	9	11	11	11	\$ 345,326
	Service Award 5 yr						\$ 266
	Facility Maintenance Foreman	0	0	1	1	1	\$ 43,865
	Janitor	2	2	2	2	2	\$ 65,196
	Plans Reviewer	0	0	0	0	1	\$ 59,830
	Full Time Salaries Total	29	31	34	36	37	\$ 1,748,814
500.130 - Other Salaries	P/T Mail Clerk	0	1	1	1	1	\$ 25,018
	Plans Examiner Part Time ⁴	1	1	1	1	0	\$ -
	Other Salaries Total	1	2	2	2	1	\$ 25,018
	TOTAL	31	34	37	39	39	\$ 1,922,473

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

¹ FY 2019-20 TRANSFERRED - Capital Improvements Manager to Park G.O. Bond Series 2019 Capital Project Fund 303

² FY 2018-19 RECLASSIFIED - Facility Maintenance Technician Assistant to Facility Maintenance Technician

³ RECLASSIFIED - One Auto Maintenance Technician to Auto Maintenance Helper

⁴ FY 2020-21 Plans Examiner Part Time will become Full Time and Title Changed to Plans Reviewer



0018000 - PUBLIC WORKS

	ACTUAL		ADOPTED AMENDED		YEAR-END			
	FY 2017-18	FY 2018-19	BUDGET FY 2019-20	BUDGET FY 2019-20	ACTUALS FY 2019-20	ESTIMATE FY 2019-20	PROPOSED FY 2020-21	ADOPTED FY 2020-21
0018000 - PUBLIC WORKS REVENUE								
313700 - FRANCHISE FEES - SOLID WASTE	1,357,908	1,238,340	1,200,000	1,200,000	1,071,714	1,200,000	1,200,000	1,200,000
313900 - FRANCHISE FEES - BUS BENCH ADS	21,895	15,500	22,000	15,000	5,018	15,000	15,000	15,000
329402 - PW-PLATTING PERMIT FEES	0	0	-	69,600	74,350	69,600	65,000	65,000
329700 - PUBLIC WORKS PERMITS	255,249	142,971	215,000	160,000	132,203	160,000	150,000	150,000
337500 - GRANT	10,000	24,359	0	0	0	0	0	0
337701 - GRANT - FORESTRY	12,500	0	0	10,524	10,524	10,524	0	0
0018000 - PUBLIC WORKS REVENUE TOTAL	1,657,552	1,421,170	1,437,000	1,455,124	1,293,809	1,455,124	1,430,000	1,430,000
GRAND TOTAL	1,657,552	1,421,170	1,437,000	1,455,124	1,293,809	1,455,124	1,430,000	1,430,000



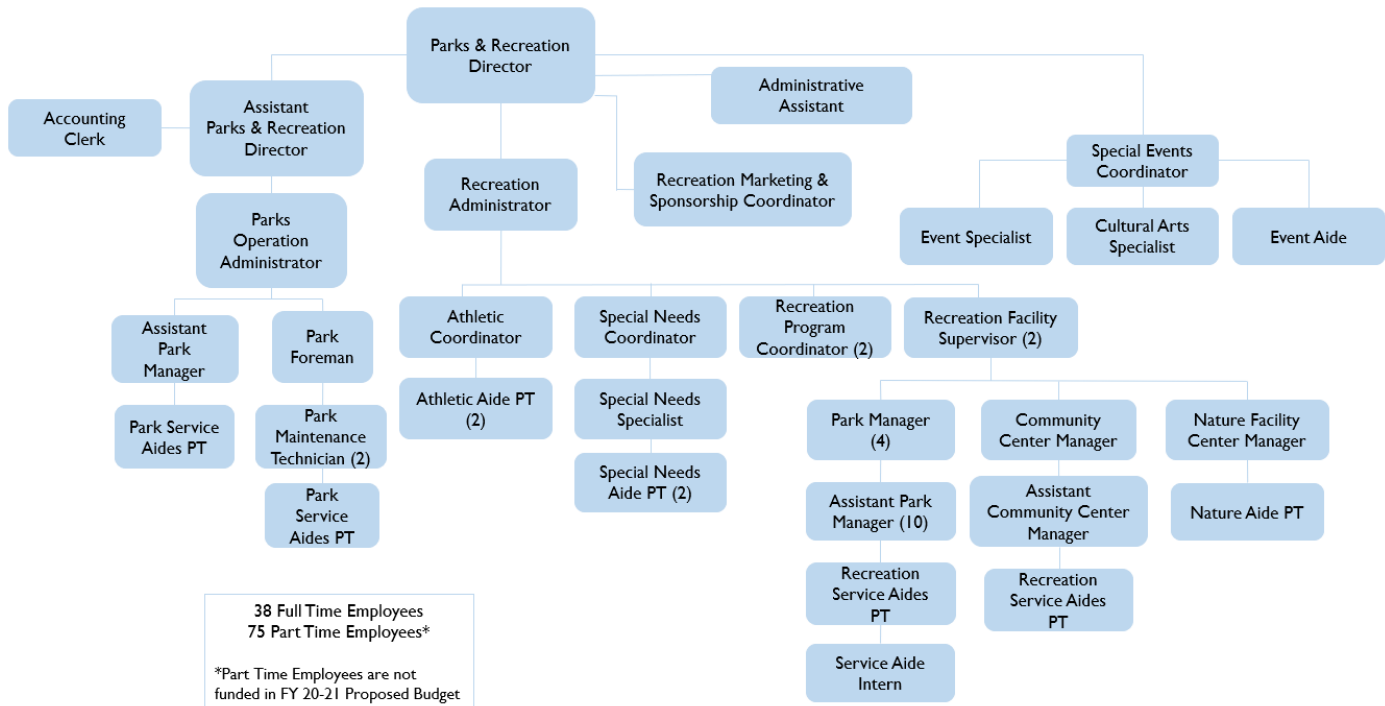
00180005 - PUBLIC WORKS

	ADOPTED		AMENDED		YTD*	YEAR-END		
	ACTUAL	ACTUAL	BUDGET	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	128,080	113,322	143,388	143,388	131,331	143,388	148,641	148,641
500120 - FULL TIME SALARIES	1,242,911	1,417,345	1,661,709	1,629,590	1,313,255	1,629,590	1,748,269	1,748,814
500125 - COMPENSATED ABSENCES	26,127	45,506	65,066	63,908	36,118	63,908	68,333	68,353
500130 - OTHER SALARIES	63,634	67,291	77,580	77,580	66,576	77,580	25,018	25,018
500140 - OVERTIME	5,246	9,004	5,000	9,000	7,970	9,000	5,000	5,000
500210 - FICA & MICA TAXES	106,281	120,185	149,972	147,426	112,254	147,426	153,220	153,263
500220 - RETIREMENT CONTRIBUTION	163,000	182,105	216,538	212,684	171,064	212,684	227,405	227,471
500230 - LIFE & HEALTH INSURANCE	403,293	416,069	492,760	484,203	404,302	484,203	492,302	492,307
PERSONNEL TOTAL	2,138,571	2,370,827	2,812,013	2,767,779	2,242,870	2,767,779	2,868,188	2,868,867
OPERATING								
500310 - PROFESSIONAL SERVICES	173,176	161,740	145,000	255,072	193,180	255,072	130,000	130,000
500340 - CONTRACTUAL SERVICES - OTHER	682,225	508,965	567,600	558,565	339,980	563,365	592,900	592,900
500346 - CONTRACTUAL SERV-FLEET MAINT	0	180,183	189,930	270,555	220,197	270,555	0	0
500400 - TRAVEL & PER DIEM	11,104	13,450	14,095	11,095	5,356	11,095	12,680	12,680
500410 - COMMUNICATION & FREIGHT	2,400	2,469	2,650	1,250	84	1,250	2,650	2,650
500430 - UTILITY SERVICES	118,462	154,955	169,660	163,660	110,646	163,660	167,700	167,700
500440 - RENTALS & LEASES	11,678	11,383	20,000	19,960	7,619	19,960	15,000	15,000
500460 - REPAIR & MAINT - OFFICE EQUIP	254,190	264,542	219,500	219,500	116,028	219,500	220,500	220,500
500461 - REPAIR & MAINT - VEHICLES	10,860	0	0	0	0	0	274,300	274,300
500470 - PRINTING & BINDING	482	143	1,000	1,000	280	1,000	500	500
500480 - PROMOTIONAL ACTIVITIES	306	978	1,000	1,000	0	1,000	500	500
500490 - OTHER CURRENT CHARGES	21,240	16,085	0	0	0	0	0	0
500510 - OFFICE SUPPLIES	3,570	2,490	4,000	3,000	1,540	3,000	2,500	2,500
500520 - OPERATING SUPPLIES	232,094	172,240	213,600	218,607	157,685	218,607	193,500	193,500
500522 - OPERATING SUPPLIES - VEHICLES	401,088	428,614	450,000	385,001	265,933	385,001	400,000	400,000
500530 - ROAD MATERIAL SUPPLIES	24,590	11,858	15,000	19,720	16,797	14,920	15,000	15,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	19,410	21,616	22,630	18,630	11,955	18,630	13,934	13,934
OPERATING TOTAL	1,966,877	1,946,672	2,035,665	2,146,616	1,447,282	2,146,615	2,041,664	2,041,664
CAPITAL OUTLAY								
500610 - CAPITAL - LAND	0	0	0	300,000	0	300,000	0	0
500620 - CAPITAL - BUILDING	0	12,372	0	0	0	0	0	0
500631 - IMPRV - STREET BEAUTIFICATIONS	146,452	135,314	0	936	0	936	0	0
500633 - IMPRV - STREET	248,819	20,521	0	3,988,076	408,588	3,988,076	0	0
500640 - CAPITAL OUTLAY - OFFICE	152,874	50,116	13,600	139,842	56,301	138,296	18,273	18,273
500641 - CAPITAL OUTLAY - VEHICLES	164,853	87,790	0	35,578	35,468	35,578	0	0
500650 - CONSTRUCTION IN PROGRESS	209,912	47,949	85,000	663,194	197,979	664,740	50,000	50,000
CAPITAL OUTLAY TOTAL	922,910	354,063	98,600	5,127,625	698,335	5,127,626	68,273	68,273
Grand Total	5,028,357	4,671,563	4,946,278	10,042,020	4,388,487	10,042,020	4,978,125	4,978,804

*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 operates and maintains nine parks. 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 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 2019, 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 ACCOMPLISHMENTS FOR FY 2020

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

Facilities

- Completed tennis and basketball court resurfacing at Morgan Levy Park.
- Completed parking lot resealing and restriping at Trails & Tails Park and Veterans Park.
- Completed improvements to the large baseball field at Doral Meadow Park which included the installation of barrier netting.
- Completed the enhancement of the splash pad surfacing at Doral Legacy Park.
- Revised Park Facility Rental Form to make more customer friendly and concise.

Events

- Implemented a new registration system at events with iPads to collect emails of attendees in order grow our database for promotion of events and to follow up with an electronic survey through Survey Monkey for more accurate feedback after the events.
- Implemented new online surveys through Survey Monkey for special events to survey event goers.
- Implemented a new unlimited ride wristband pre-sale fee of \$5 and increased the day-of fee to \$10, which generated a revenue of \$5,280.00.
- Park and Tree Lighting event highlights:
 - Attendance increased from 2,500 to 5,000, marking the highest attendance for this event to date.
 - Partnered with Mind Body Social to host Milk & Cookies with Mrs. Claus story time at their Pop-Up location on Mainstreet- Downtown Doral.
 - Partnered with Shops at Downtown Doral to close down Mainstreet and have event carolers, holiday costume characters and other side entertainment along the street leading attendees to Downtown Doral Park for the Park and Tree Lighting Celebration event.
- Obtained a matching Cultural Arts Grant from the National Endowment for the Arts to produce a 3-day Cultural Event at Downtown Doral Park. With the grant, we partnered with Florida Shakespeare in the Parks to produce a 3-day Shakespeare production of Macbeth. This event was well received from the community.
- Worked closely with the Marketing and Sponsorship Coordinator to increase sponsor participation at all cultural events and small-scale events.
 - Downtown Doral Art Walk – for the first time had a Presenting Sponsor: Bocas Group.
- Worked with local vendors and sponsors to bring Art After Dark Workshops to other city facilities and Parks, increasing accessibility to the community.

Sports

- Increased girls' participation in Youth Flag Football by 10%.



- Reduced number of Disciplinary Infractions in Youth Flag Football (suspensions, unsportsmanlike conduct etc.) by 30% from previous season through Officials, Coaches & Staff weekly communication and pregame conferences/huddles to set behavior expectations.
- Reduced the number of Disciplinary Infractions in Adult Soccer (suspensions, red cards, etc.) by over 50% from previous season due to effective Pre-Season Captains & Officials Meetings as well as better overall communications with league participants, staff & officials.
- Launched City ran Fall Recreation Baseball program with 35 participants.
- Offered Virtual Clinics for Doral Broncos Cheer Program.
- Successfully administered and awarded Travel/Competitive youth Baseball Bid.
- Recruited, Screened, Cleared & Trained (38) new adult volunteer Coaches for: YBL, Cheer, Recreation Baseball, Broncos Football & Flag Football.
- Implemented Mandatory Volunteer Badge procedures for all youth sports (in house & contracted) ensuring proper identification standards met for all volunteers during 2019-20.
- Revamped the background screening process to allow coaches to submit their information online which will expedite the process while also keeping their information safe.
- Increased Adult Basketball Registration by 36%.
- Increased Archery participation by 10%.

Programs

- Offered Teacher Planning Day Camps at Doral Glades Park for the first time. The Camps reached capacity and partnered with Nature Postings with live animal visitations and nature lessons.
- Started Ge-Ni-Us Program at Doral Legacy Park teaching safe science experiments to children 7-12. Achieved full capacity for all Ge-Ni-Us sessions offered.
- Improved payment and record keeping process for contracted Program Providers.
- Added several new providers through a recreation program bid – Florida Karate Club, additional yoga programming, and YMCA child aftercare. This is in addition to Jazzercise also being awarded again to continue their programming.
- Free Women’s self-defense class was offered in February at Doral Legacy Park with 25 participants.
- University of Miami’s “Family First” provided free parenting education groups at Doral Legacy Park during fall 2019.
- Winter Camp registration numbers increased by 12%.
- Offered several virtual programs to keep our community engaged while maintaining social distancing during COVID-19 restrictions.
- Both contracted soccer providers had successful seasons and have been renewed for the final year of their agreement.
- Added an additional 151 High School Volunteers this year that volunteer for our programs and events.
- Continued offering Virtual Orientation which helped expedite the process of allowing volunteers to begin volunteering while maintaining semi-annual in-person orientations.
- Step up Doral: Continued to implement the Mayor’s Wellness Initiative, Step up your health, Doral!



- providing Wellness Wednesdays occurring each month offering a variety of fitness classes with a 20% increase in total participation from FY 18-19.
- Continued partnering with local businesses to provide additional free fitness class opportunities as well as monthly educational seminars at park facilities.

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.

- Set up Virtual Programs for seniors to keep them physically and mentally active during COVID-19 Pandemic.
 - Tai-Chi
 - Yoga
 - Bingos
- Exceeded 90% satisfaction rate for all activities.
- Silver Club member registrations increased 4.4% compared to FY 18-19.
- Issued and awarded RFP to bring in new and established programs.
 - Art
 - Music
- Added Additional Seminars and Luncheons throughout the Fiscal Year.

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 medaled at State Competitions in Golf, Bowling, Softball and Basketball.
- Offered all our existing and added new programming virtually due to the COVID-19 Pandemic.
 - Feel the Beat
 - Sunburst Wellness Program
 - Cool Moves Fitness (Cardio)
 - Craft Classes
- Worked with Consultant to offer more specialized trainings.
- Issued and awarded RFP to bring in new and established programs.
 - Martial Arts
 - Art
 - Music
- Offered a two-week virtual summer program for youth and adults.



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.

- Increased number of sponsors per event by an average of 5% (at Signature events).
- Established sponsorship opportunities for Special Needs, Silver Club and Sports Programs.
- Secured a new Presenting Sponsor for the Independence Day Celebration.
- Established two (2) new opportunities for presenting sponsorship.
- Created sponsorship packages with six (6) different businesses.
- Issued & Awarded RFP Bid for Sponsorship valuation, naming rights and sales.

Other

- Parks Bond:
 - Began Construction on Doral Meadow Park Improvements & Building Renovation- July 2020.
- Completed the Doral Central Park Business Plan.
- Completed a department organizational assessment and operational review with J Kardys Strategies. As well as an initial assessment and recommendations for CAPRA Accreditation.
- Established a partnership with Florida Fish Wildlife Commission for designate Doral Glades Park a Lake Management Area.
- Doral Glades Park recognized as Honorable Mention for 2019 Green Globes Project of the Year.
- Completed Department Financial Audit with Crowe.

PARKS & RECREATION DEPARTMENT ACTIVITY REPORT

ACTIVITY	ACTUAL FY 2017-18	ACTUAL FY 2018-19	PROJECTED FY 2019-20	PROJECTED FY 2020-21
Morgan Levy Park Attendance	300,000	270,000	180,000	230,000
Doral Meadow Park Attendance	250,000	360,000	190,000	280,000
Trails & Tails Park Attendance	95,000	100,000	120,000	120,000
Doral Legacy Park Attendance	450,000	60,000	310,000	500,000
Doral Glades Park Attendance	N/A	30,000	80,000	80,000
Cash Sponsorship Totals	\$118,830	\$87,217	\$62,000	\$50,000
Satisfaction Rate (Events, Programs, Facilities)	99%	99%	99%	99%
Volunteer Hours	8,000	9,752	4,671	7,000

* FY 2019-20 Projected Park Attendance Numbers were impacted by COVID-19

**FY 2020-21 Cash Sponsorship Amounts, Park Attendance, and Volunteer Hours reflect the uncertainty 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 OBJECTIVES FOR FY 2021

The goal of the Parks & Recreation Department's FY 2020-21 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 the replacement of playground surfacing at Doral Meadow Park, Morgan Levy Park, and Downtown Doral Park.
- Continue completing ADA enhancements at City Parks.

Events

- Create additional Virtual Cultural and Special Events to engage the community while being apart.
- Re-design Movies at the Park series to Drive-Ins to comply with COVID-19 social distancing guidelines.
- Combine Drive-In Movies at the Park with other smaller events such as Dr. Seuss, Bike Night and Trunk or Treat to continue to host the events while social distancing.
- Eliminate Art of Music Series and allocate the funds to enhance other successful cultural events such as Virtual Art After Dark workshops and MISO.
- Redesign Downtown Doral Art Walk to do a drive-by art display at Doral Central Park.
- Remove snow piles, snow slide and carnival rides at Holiday Lights & Ice event and instead hold a Drive-In Holiday Lights Display and Movie Night at Doral Central Park, to comply with COVID-19 guidelines.
- Partner with the Recreation Marketing and Sponsorship Coordinator to define new sponsorship opportunities for all virtual and socially distanced events.
- Relocate Eggstravaganza to Doral Meadow Park or Doral Legacy Park and, due to COVID-19, restructure event (eliminate carnival rides, amount of people etc.)
- Create a Park & Tree Lighting & small ceremony to comply with social distancing guidelines.
- Reevaluate all Special and Cultural events to meet new COVID-19 guidelines, while still providing events to the community.
- Work with local bike safety organizations and sponsors to increase their participation at our annual Light Your Bike Night- Glow Ride event.



Sports

- Implement at least two (2) new Volunteer Coaches Trainings in areas such as Parent Communication, Safety (to include COVID-19 best practices & new normal), Motivating youth, as well as Nutrition and Hydration.
- Recruit 10 New Volunteer Coaches for In-House Youth Sports Leagues.
- Increase Recreation Baseball Participation by 15 new participants.
- Increase Broncos Peewee registration for cheer.
- Increase Broncos Tackle Football Registration by 10%.
- Create alternative conditioning program for Broncos Tackle Football to keep participants active during COVID-19 restrictions.
- Expand Adult sport offerings.
- Increase Archery Registration by 10%, adding an adaptive archery group.
- Increase Adult Soccer League registrations by 10%.

Programs

- Implement new programs for Doral Glades Park:
 - Nature Crafts (In-house craft class)
 - Yoga program
 - English class
- Implement new nature themed summer camp at Doral Glades Park.
- Issue and award solicitation for recreational & competitive soccer programming.
- Continue to provide programming and sports and adapt as needed to comply with CDC guidelines during COVID-19 restrictions.
- Incorporate an online system for student volunteers to register, sign up for volunteering opportunities and track their hours.

Senior Programs (The Silver Club)

- Offer at least one new Silver Club Program
 - Ideas:
 - Computer Classes
 - English Classes
 - Ceramics
- Hold Domino Tournament for Silver Club.
- Continue to Meet or Exceed 90% user satisfaction rate in all our activities.
- Continue to offer more virtual programs
 - Art
 - Jazzercise Lite
 - Virtual Field Trips



- Offer Park-in Bingo six times throughout the year.

Special Needs Programs

- Strengthen our Special Olympics Golf Program by working with the First Tee of Miami
 - To offer a more specialized program.
- Establish an Adult Day Training Program.
- Continue offering more virtual programs.

Sponsorship

- Obtain one presenting sponsor of 3 major events.
- Increase Sponsorship Appreciation event participants by 10%.
- 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.
- Conduct and complete the sponsorship valuation assessment.

Other

- Parks Bond Projects:
 - Open White Course Park & Doral Cultural Arts Center- scheduled Fall 2021.
 - Complete Park Improvements to Doral Meadow Park & Morgan Levy Park.
- Review and Revise Department Standard Operating Procedures, as needed, to incorporate COVID related guidelines.
- 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 such as FRDAP Grant.
- Apply for Awards such as:
 - NRPA Gold medal award
 - FRPA Agency Excellence, Public Relations Award



PARKS AND RECREATION STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 2020-21	ASSOCIATED COST
<p><u>Economic Sustainability & Redevelopment:</u> Stimulate the local economy via public expenditures regarding park development.</p>	Continue working with the Project Management team on Parks Bond Projects.	Parks Bond + Staff Time
	Continue with the awarded Sponsorship asset inventory, valuation, naming rights and Sales RFP.	\$5,000 + Staff Time
<p><u>Community Culture and Character:</u> Strengthen capacity of Codes, Police, Parks and other public facing staff to educate the public on safe practices.</p>	Continue providing park staff trainings on various topics such as Park Rules, Safety procedures, customer service.	\$5,000 + Staff Time
<p><u>Community Culture and Character:</u> Adapt recreational programs to meet public health needs & standards.</p>	Continue to Provide Virtual Programs as needed and work with providers and staff to ensure CDC guidelines and best practices are followed for in-person programming of all ages & abilities.	\$72,000 (<i>Youth & Adult recreational programs, camps, Step up Doral</i>) + \$95,295 (<i>Senior & Special Needs Programs</i>) + Staff
<p><u>Performance Leadership:</u> Continue work related to the Parks Master Plan.</p>	Continue working with the Project Management team on Parks Bond Projects.	Parks Bond + Staff Time
TOTAL		\$ 177,295



FY 2020-21 SPECIFIC BUDGET IMPACTS TO PROGRAMMING & EVENTS

The below reflect the impact to events and programming due to budget reductions and to comply with current COVID-19 CDC social distancing guidelines and restrictions on events/gatherings.

**Revenue will be impacted as we are now decreasing trips, programs, event attendance, and removing rides and picture sales from Special Events.*

Seniors & Special Needs:

- Reduced the number of Senior Trips from the usual 24/year to about 6-9/year
- Reduce the amount of in person seminars – will hold virtually
- Reduce the amount of in person bingos – will hold virtually
- Removed Silver Club Turkey Dinner
 - November of 2020
- Reduced the amount budgeted for the Special Olympics Appreciation Ceremony to account for Social Distancing and the possibility of moving it to the summer of 2021.
- Reduced amount budget for Special Olympics uniforms

Special Events:

Veterans Day Ceremony

- Parade will be removed this year
- Doral Police Department Color Guard will be used
- Ceremony will be held at Veterans Park as usual with seating arranged 6ft apart
- Due to estimated smaller attendance, portable restrooms will be used instead of Restroom Trailers
- Since there will be no road closure, Every Door Direct Mail (EDDM) will not be needed.

Park & Tree Lighting

- Removed Event Entertainment: Sponsors, Side Entertainment (face painters, balloon twisters, etc), School Performances, Trackless Train, Coffee/Hot Chocolate Carts, and Arts & craft Activities
- Smaller stage in front of the tree for the lighting ceremony.
- Santa and Costume Characters, Rudolph, and the Frosty the Snowman, will be present with Mayor and Council for the Ceremony.
- Snow in the Air machines have been reduced due to smaller event area- for lighting ceremony only
- Mrs. Claus Storytime will be virtual with pre-registration.

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

- Event has been changed to a holiday themed drive in Movie Only
 - Removed: Stage, Sound & Lighting, Snow Mountain Slide, Snow Piles, Carnival Rides, Inflatables, Onsite Fire Rescue, Pictures with Santa, Sponsors, Entertainment, Performances, Trackless Train, bleachers, Ticket booth, and Arts & craft Activities.



- Seasonal Holiday Light Displays will be installed in viewing area
- Portable restrooms instead of Restroom trailers
- Parking Management needed to guide patrons to designated viewing area
- Estimated funds budgeted for Movie Screen Rental and Sound. Pending final quotes

Camping Under the Stars

- Only Camping and Movie w/ 6 ft social distancing requirements
- Removed: Sponsors, Inflatables and extra activities

EGGstravaganza

- Event will now only be an Egg Hunt limited in small groups and scheduled time slots- as per social distancing guidelines.
- Removed: Carnival Rides, Inflatables, Photos with Easter Bunny, Onsite Fire Rescue, Sponsors, Entertainment, Ticket booth, Restrooms, Permit Fees, and Parking Management
- Moved to smaller park due to construction at Doral Central Park & reduction in event activities. Possible options: Doral Meadow or Doral Legacy Park

Independence Day Celebration

- Event will consist of: Livestream of the main 20-minute firework display with choreographed soundtrack. 1-2 additional locations will display 10-minute fireworks without soundtrack.
- Due to anticipated Doral Central Park Construction- fireworks will need to be relocated to another site.
- Removed: Stage, Sound & Lighting, Hospitality Tent, Onsite Fire Rescue, Sponsors, Side Entertainment (face painters, balloon twisters, Stilt Walkers, etc), Parking Management, Band Performances, Restrooms, Golf Carts Rentals, Giveaways.

Movies at the Park

- Have been changed to Drive in movie format.
- Reduced from (6) to (4) a year.

Park Maintenance Budget:

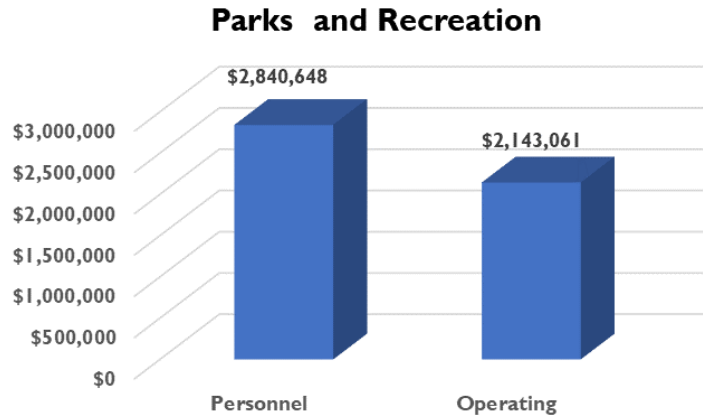
- Reductions in budget are based on the proposed timeline that Doral Central Park will be under construction (phase I) beginning Early 2021.

Recreation Programs & Sports:

- Reductions in budget reflect changes to sports leagues and programming to ensure social distancing.
 - Parent & coaches' meetings will be virtual
 - Removed: Sports Award Ceremony Events – will provide individual teams with medals/trophies in small groups. No celebration events.
 - Programming will be offered in person & virtually. In small groups and with social distancing rules.



PARKS AND RECREATION BUDGET HIGHLIGHTS



- **110-230 Personnel Costs** -. For this fiscal year, there is a 1.8% cost of living adjustment and a 1% merit increase based on the individual's performance evaluation. Additionally, health insurance rates have increased by 5% city-wide. Funding for Part Time Salaries was completely removed from FY 20-21 budget. *Budget Impact:* Negative service impact on ensuring safety at park facilities, maintenance and cleaning of facilities and, inability to provide events and in-house sports & programs (Events, Youth Basketball, Recreation Baseball, community center programs, Teacher Planning Day Camps etc.). The current level of service and expectations set with the community will be affected without having any part time employees at parks facilities.
- **310 Professional Services** - This account decreased from last fiscal year due sponsorship and naming rights valuation services being contracted in FY 19-20. Arborist consulting services were also removed.
- **340 Contractual Services – Other** - This account decreased from FY 19-20 due to a decrease in budgeted funds for special events such as Holiday Lights & Ice and Eggstravaganza. Additionally, there was a decrease in instructor contract payments as new programs added will be paying the City the approved revenue percentage. Budgeted funds for contracted park maintenance were also decreased.
- **400 Travel & Per Diem** – This account decreased from FY 19-20 due to a reduction in funds budgeted for conferences and trainings.
- **430 Utility Services** – Funds budgeted are for the White Course Park and Doral Cultural Center scheduled to open early Fall 2021.
- **440 Rentals & Leases** – This account decreased due to reductions in Special Events, as well as, Seniors and Special Needs Programming due to COVID-19 restrictions. Additionally, the parks warehouse previously leased has been removed.
- **460 Repair & Maintenance- Office Equipment** – No significant change in this account from FY 19-20. Funds were budgeted for the White Course Park and Doral Cultural Center scheduled to open early Fall 2021.
- **470 Printing & Binding** - This account decreased from FY 19-20 due to reduction in printing for Special Events and Recreational Programs. Department instead will focus on digital marketing efforts.



- **480 Promotional Activities** - This account decreased primarily due to a reduction in promotional items needed at special events due to even changes.
- **490 Other Current Charges** - This account decreased from FY 19-20 due to changes and reductions in special events, recreational programming, seniors and special needs programs/events, as well as, sports programs to meet current COVID-19 restrictions and guidelines.
- **494 Cultural Arts Program** - Increase in this account is due to addition of budgeted funds for a theatre performance (which can be virtual or outdoor if needed) as well as additional funds for Miami Symphony Orchestra event and to cover permit fees for all cultural events. Providing more cultural events will continue to grow the excitement in the community leading up to the opening of the Cultural Arts Center.
- **520 Operating Supplies** – The overall decrease in this account is due to a reduction in operating supplies needed for youth and adult sports, recreational programming, seniors and special needs programming and special events. Park operating supplies were also reduced. Funds were added to the budget for the White Course Park and Cultural Center.
- **540 Dues / Subscriptions / Memberships** – The decrease in this account is due to a reduction of funds for state and national conferences.



**PARKS & RECREATION DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	AMENDED*	BUDGET	BUDGET	AMENDED*	ADOPTED	TOTAL COST
		FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21
500.111 - Administrative Salaries	Parks & Recreation Director	1	1	1	1	1	1	\$ 114,776
	Service Award 10 yr							\$ 3,826
	Administrative Salaries Total	1	1	1	1	1	1	\$ 118,602
500.120 - Full Time Salaries	Assistant Parks & Recreation Director	1	1	1	1	1	1	\$ 105,482
	Administrative Assistant	1	1	1	1	1	1	\$ 35,337
	Recreation Administrator	1	1	1	1	1	1	\$ 74,166
	Parks Maintenance Supervisor	1	0	0	0	0	0	\$ -
	Parks Operations Administrator	0	1	1	1	1	1	\$ 64,866
	Recreation Facility Supervisor	2	2	2	2	2	2	\$ 118,301
	Recreation Program Coordinator	1	1	1	1	2	2	\$ 110,609
	Special Needs Coordinator	1	1	1	1	1	1	\$ 60,836
	Service Award 5 yr							\$ 507
	Special Events Coordinator	1	1	1	1	1	1	\$ 63,589
	Service Award 5 yr							\$ 530
	Event Specialist	1	1	1	1	1	1	\$ 42,264
	Cultural Event Specialist	1	1	1	1	1	1	\$ 48,597
	Athletics Coordinator ²	2	2	2	2	1	1	\$ 59,501
	Park Manager	4	4	4	4	4	4	\$ 179,673
	Service Award 5 yr							\$ 378
	Parks Foreman	1	1	1	1	1	1	\$ 46,478
	Assistant Park Manager	11	11	11	11	11	11	\$ 427,957
	Service Award 15 yr							\$ 3,261
	Community Center Manager	1	1	1	1	1	1	\$ 40,169
	Assistant Community Center Manager	1	1	1	1	1	1	\$ 35,337
	Special Needs Program Specialist	1	1	1	1	1	1	\$ 48,584
	Accounting Clerk	1	1	1	1	1	1	\$ 39,535
	Parks Maintenance Technician	2	2	2	2	2	2	\$ 94,136
	Service Award 10 yr							\$ 1,624
	Recreation Marketing & Sponsorship Coordinator	1	1	1	1	1	1	\$ 60,133
	Nature Facility Manager	1	1	1	1	1	1	\$ 40,317
	Full Time Salaries Total	37	37	37	37	37	37	\$ 1,802,167
500.130 - Other Salaries	Park Service Aides Part Time ¹	0	0	0	0	0	0	\$ -
	Other Salaries Total	0	0	0	0	0	0	\$ -
	TOTAL	38	38	38	38	38	38	\$ 1,920,769

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

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

² RECLASSIFIED - One Athletic Coordinator to Recreation Program Coordinator



0019000 - PARKS & RECREATION

	ACTUAL		ADOPTED BUDGET		AMENDED BUDGET		YEAR-END ESTIMATE		ADOPTED
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21	FY 2020-21
0019000 - PARKS AND RECREATION REVENUE									
334390 - STATE-VOL.CLEANUP TAX.CERT.	0	338,890	0	0	0	0	0	0	0
347200 - RECREATION FEES	103,737	98,642	100,000	62,000	60,072	62,000	50,000	50,000	50,000
347201 - RECREATION - RENTALS	121,517	155,034	120,000	107,000	106,290	107,000	60,000	60,000	60,000
347202 - RECREATION - BRONCO REGIS.	32,060	25,951	35,000	2,350	11,215	2,350	10,000	10,000	10,000
347203 - RECREATION-CONCESSIONS	21,087	10,841	12,000	4,100	4,035	4,100	4,000	4,000	4,000
347204 - RECREATION-TAXABLE SALES	11,034	18,077	20,000	9,000	8,967	9,000	11,000	11,000	11,000
347400 - RECREATION - SPECIAL EVENTS	30,916	29,063	30,000	15,000	16,305	15,000	14,000	14,000	14,000
347401 - RECREATION - SPONSORSHIPS	118,830	87,217	100,000	62,500	62,634	62,500	50,000	50,000	50,000
347402 - RECREATION - CAMPS	73,390	83,937	75,000	8,000	7,766	8,000	0	0	0
347403 - RECREATION - TENNIS	140,126	60,890	60,000	25,000	29,142	25,000	40,000	40,000	40,000
347404 - RECREATION - SOCCER	103,710	324,408	250,000	100,000	99,722	100,000	100,000	100,000	100,000
347405 - RECREATION-COMMUNITY CENTER	111,141	108,120	110,000	55,000	54,479	55,000	50,000	50,000	50,000
347406 - RECREATION-TRAINING	0	300	500	0	150	0	0	0	0
347407 - RECREATION-BASEBALL	13,103	21,842	13,000	10,000	9,302	10,000	5,000	5,000	5,000
366000 - PRIVATE GRANTS & CONTRIBUIONS	0	380,000	0	0	0	0	0	0	0
366100 - DEVELOPER CONTRIBUTIONS	0	500,000	0	0	0	0	0	0	0
369104 - MAU PARK	0	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
369400 - MISC.PARK FEES	200	300	0	400	400	400	0	0	0
0019000 - PARKS AND RECREATION REVENUE TOTAL	880,850	2,250,512	932,500	467,350	477,478	467,350	401,000	401,000	401,000
GRAND TOTAL	880,850	2,250,512	932,500	467,350	477,478	467,350	401,000	401,000	401,000



00190005 - PARKS & RECREATION

	ADOPTED		AMENDED		YTD*	YEAR-END		
	ACTUAL FY 2017-18	ACTUAL FY 2018-19	BUDGET FY 2019-20	BUDGET FY 2019-20	ACTUALS FY 2019-20	ESTIMATE FY 2019-20	PROPOSED FY 2020-21	ADOPTED FY 2020-21
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	119,522	125,750	138,571	88,571	63,559	88,571	114,776	114,776
500120 - FULL TIME SALARIES	1,338,883	1,540,598	1,797,286	1,753,447	1,430,696	1,753,447	1,805,993	1,805,993
500125 - COMPENSATED ABSENCES	45,732	34,498	69,674	84,674	84,211	84,674	68,893	68,893
500130 - OTHER SALARIES	924,829	868,711	1,077,426	447,434	447,231	447,434	0	0
500140 - OVERTIME	24,781	20,336	25,000	25,000	24,707	25,000	25,000	25,000
500210 - FICA & MICA TAXES	184,488	194,227	156,471	105,225	152,351	105,225	155,257	155,257
500220 - RETIREMENT CONTRIBUTION	174,336	197,953	238,894	233,633	178,704	233,633	229,274	229,274
500230 - LIFE & HEALTH INSURANCE	340,743	410,774	472,650	462,656	373,196	462,656	441,455	441,455
PERSONNEL TOTAL	3,153,313	3,392,845	3,975,972	3,200,640	2,754,654	3,200,640	2,840,648	2,840,648
OPERATING								
500310 - PROFESSIONAL SERVICES	40,820	0	90,000	114,581	26,610	114,580	17,500	17,500
500340 - CONTRACTUAL SERVICES - OTHER	437,795	371,382	508,342	366,844	275,294	366,844	457,832	457,832
500400 - TRAVEL & PER DIEM	11,677	13,019	13,450	7,385	4,988	7,385	9,012	9,012
500410 - COMMUNICATION & FREIGHT	8,910	7,732	10,400	9,900	7,900	9,900	10,000	10,000
500430 - UTILITY SERVICES	212,546	220,329	282,500	273,217	194,625	273,217	274,500	274,500
500440 - RENTALS & LEASES	207,405	172,438	200,910	159,524	134,737	159,524	94,010	94,010
500460 - REPAIR & MAINT - OFFICE EQUIP	440,805	514,864	621,094	622,262	371,101	622,262	626,414	654,414
500461 - REPAIR & MAINT - VEHICLES	2,292	2,815	4,500	4,500	1,004	4,500	4,500	4,500
500470 - PRINTING & BINDING	39,917	48,826	49,150	25,955	13,175	25,955	31,037	31,037
500480 - PROMOTIONAL ACTIVITIES	36,335	32,587	28,300	25,614	14,714	25,614	16,850	16,850
500490 - OTHER CURRENT CHARGES	257,787	223,367	292,504	206,803	147,097	206,803	201,239	201,239
500494 - CURR.CHARGES - CULTURAL EVENTS	69,675	79,343	79,500	69,021	46,197	69,021	89,400	89,400
500497 - CULTURAL GRANT-NEA	0	0	20,500	20,500	12,847	20,500	0	0
500510 - OFFICE SUPPLIES	16,052	3,524	7,000	6,518	1,017	6,518	6,000	6,000
500520 - OPERATING SUPPLIES	257,789	260,649	294,000	262,350	131,467	262,350	264,759	264,759
500521 - OPERATING SUPPLIES - FUEL	106	280	250	248	248	248	250	250
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	10,076	13,182	16,239	15,342	5,458	15,342	11,758	11,758
OPERATING TOTAL	2,049,987	1,964,336	2,518,639	2,190,564	1,388,482	2,190,563	2,115,061	2,143,061
CAPITAL OUTLAY								
500620 - CAPITAL - BUILDING	2,109,887	8,274,439	0	434,517	157,500	434,517	0	0
500634 - IMPROVEMENTS	52,950	0	0	79,611	69,010	79,611	0	0
500640 - CAPITAL OUTLAY - OFFICE	13,930	6,385	0	0	0	0	0	0
500641 - CAPITAL OUTLAY - VEHICLES	0	31,423	0	25,494	25,494	25,494	0	0
500650 - CONSTRUCTION IN PROGRESS	367,786	387,071	0	77,699	790	77,699	0	0
CAPITAL OUTLAY TOTAL	2,544,554	8,699,318	0	617,321	252,794	617,321	0	0
Grand Total	7,747,855	14,056,500	6,494,611	6,008,524	4,395,930	6,008,524	4,955,709	4,983,709

*YTD = Year to Date



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DOWNTOWN DORAL

PARK

**SPECIAL
REVENUE FUNDS**

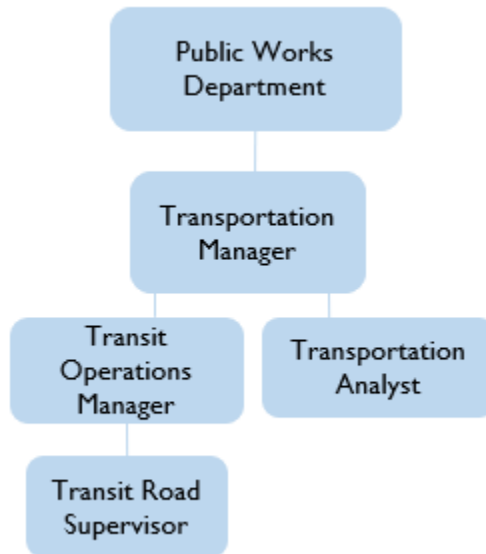




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TRANSPORTATION FUND



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 2020

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

Transportation / Traffic

- Implemented a two-year agreement with Freebee service for Downtown Doral, Downtown Doral South, and CityPlace.
- Implemented Route 1 Peak Weekday Trolley service.
- Completed the Doral Trolley/SMART Plan Implementation Study.
- Completed Citywide Parking Demand Study.
- Amended the Roadway Impact Fee Ordinance.
- Completed the City's Parking Ordinance.
- Completed the School Traffic Operations Plan (TOP) Phase I Study.
- Obtained a \$56,000.00 Grant from the Miami-Dade Transportation Planning Organization (TPO) to partially fund the \$70,000.00 Doral Boulevard Corridor Study.
- Initiate the Doral Boulevard Corridor Study.
- Procured the City's bus bench contract.
- Continued to participate and coordinate with Miami-Dade County, Miami-Dade TPO, FDOT, Florida's Turnpike and other transportation partners on transportation related project.
- Continued to assist and coordinate with the Doral Police and Traffic Relief Advisory Board.
- Continued the review, comment, and approval process of traffic impact studies and trip generation analysis of private developments.
- Continue to work with the City's Police Department to address traffic related concerns.

Engineering

- Continued to coordinate with the Construction Division for the City's 2016 Road Resurfacing Plan and outlined segments for resurfacing work.
- Obtained a \$1 Million dollars Grant through the Transportation Alternatives Program (TAP) Grant 2019 cycle for the Citywide Sidewalk Improvements Phase 2.
- Continued the design and permitting phase for the Doral Boulevard Median Landscape Improvements Phase II improvements from NW 97th Avenue to SR 826 / Palmetto Expressway Interchange.
- Commenced the design and permitting for the Citywide Sidewalk Improvements Phase 2 project at locations identified in the Transit Mobility Study in which a \$1 Million dollars grant was awarded by the 2019 FDOT TAP Grant program for the construction phase.
- 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 (new traffic signal) located at the intersection of NW 112th / 114th Avenue and NW 82nd Street.
- Continued 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, at NW 50th Street, and at NW 41st Street; and along NW 114th Avenue at NW 58th Street and at NW 41st 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.
- Completed the feasibility study and concept design for implementation of sidewalks throughout the Vanderbilt Park community.
- Completed the design and NOA for the Downtown Doral Boulevard Trolley Shelters to adhere to the Beautification Master Plan

TRANSPORTATION FUND - DIVISION OBJECTIVES FOR FY 2021

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

- Implement Year-I of Parking Authority Implementation as presented in the Citywide Parking Demand Study.
- Procure the City's Trolley service as a turn-key operation to include interior trolley advertisement opportunity.
- Implement Trolley service improvements including service to the Dolphin Station Park-and-Ride and Jackson West.
- Complete the Doral Boulevard Corridor Study.
- Initiate the Transportation Master Plan Update.
- 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 project.
- Continue to assist and coordinate with the Doral Police and Traffic Relief Advisory Board.
- Continue to work with the City's Police Department on traffic related concerns.
- Continue the review, comment, and approval process of traffic impact studies and trip generation analysis of private developments.

Engineering

- Complete the design and permitting for the Doral Boulevard Median Landscape Improvements Phase II from NW 97th Avenue to SR 826 / Palmetto Expressway Interchange.
- Continue with the City's roadway resurfacing outlined in the updated Five-Year Resurfacing Master Plan.
- Commence with creating the RFP for advertisement of a new Five-Year Resurfacing Master Plan (2021).

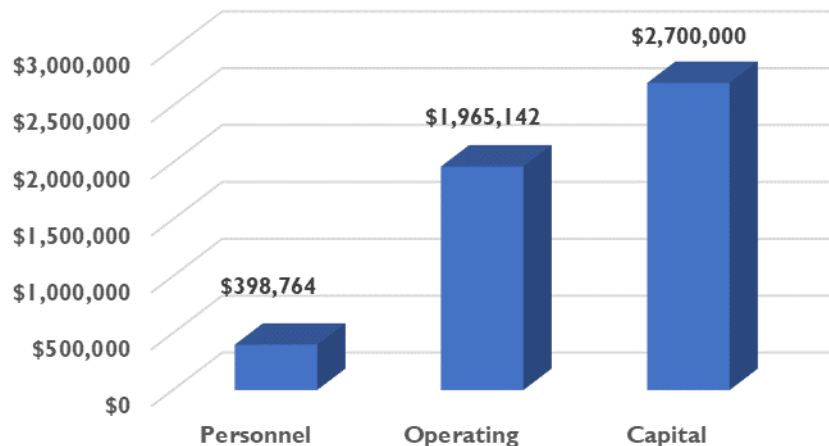


- Complete the design and initiate the construction of the Entry Features at the Doral Boulevard / SR 826 interchange.
- Complete the design and commence construction of the intersection improvements outlined in the Transportation Master Plan Update.
- Complete the design and commence construction of the Complete Streets Program for the Adaptive Re-use Area.
- Initiate the design for the Pedestrian Bridge over Doral Boulevard.
- Complete the design and permitting and commence construction 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, at NW 50th Street, and at NW 41st Street; and along NW 114th Avenue at NW 58th Street and at NW 41st 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 shelters citywide for construction in FY 2021-22.



TRANSPORTATION FUND – DIVISION BUDGET HIGHLIGHTS

Transportation Fund



- **110-230 Personnel Costs** - For this fiscal year, there is a 1.8% cost of living adjustment and a 1% merit increase based on the individual's performance evaluation. Additionally, health insurance rates have increased by 5% city-wide.
- **310 – Professional Services** - This account was increased in comparison to the previous Fiscal Year as a result of the inclusion 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.
- **340 - Contractual Services - Other** – This account was decreased in comparison to the previous Fiscal Year as a result of the reduction in the number of new right-of-way projects for next Fiscal Year. The Public Works Department will concentrate on the Transportation Master Plan update which will provide the next 5-year Capital Improvement Plan.
- **341 - Other Contractual Services** – 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.
- **520 – Operating Supplies** - This account was increased in comparison to previous Fiscal Year as a result of the inclusion of the purchase of solar lights to be installed at Trolley bus stops.
- **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 Citywide Sidewalk Improvements Phase 2 and the construction of the Doral Boulevard Pedestrian Bridge.
- **641 – Grant Capital Outlay** – This account was decreased in comparison to previous Fiscal Year as a result of the proposed change to a turn-key operational system for the Doral Trolley System.
- **650 – Construction in Progress** - This account was decreased in comparison to the previous Fiscal Year as a result of the deferral of projects to the subsequent Fiscal Year and the update of the Transportation Master Plan.



**TRANSPORTATION FUND - PUBLIC WORKS
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	BUDGET FY 2019-20	ADOPTED FY 2020-21	TOTAL COST FY 2020-21
500.120 - Full Time Salaries							
	Transportation Manager	1	1	1	1	1	\$ 109,733
	Transit Operations Manager	1	1	1	1	1	\$ 60,398
	Transportation Engineer	1	1	0	0	0	\$ -
	Transportation Analyst	0	0	1	1	1	\$ 69,260
	Transit Road Supervisor	1	1	1	1	1	\$ 45,795
	Full Time Salaries Total	4	4	4	4	4	\$ 285,186
	Total	4	4	4	4	4	\$ 285,186



TRANSPORTATION FUND - PUBLIC WORKS BUDGET

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ACCT NO.	ACCOUNT TITLE	ACTUAL	ACTUAL	ADOPTED	AMENDED	YTD*	YEAR-END	PROPOSED	ADOPTED
		FY 2017-18	FY 2018-19	BUDGET	BUDGET*	ACTUALS	ESTIMATE		
		FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21
BEGINNING FUND BALANCE		17,830,563	16,986,078	15,571,586	15,571,586		15,571,586	3,985,604	3,985,604
REVENUES									
101.8000.312410	LOCAL OPTION GAS TAX	637,766	718,236	687,791	687,791	555,776	687,791	619,581	628,392
101.8000.312420	LOCAL OPTION GAS TAX- NEW	245,087	275,737	264,626	264,626	209,841	264,626	232,683	236,562
101.8000.313905	FRANCHISE FEE - FREEBEE ADVERTISING	-	-	-	-	23,500	40,000	-	-
101.8000.334102	FDOT GRANT - FEDERAL	202,165	-	-	-	888,373	447,917	-	-
101.8000.337707	LOCAL GRANT TRANSIT MOBILITY	55,359	47,344	-	-	2,656	2,656	-	-
101.8000.361100	INTEREST INCOME	170,702	280,859	70,000	70,000	146,836	150,000	70,000	70,000
101.8000.363240	ROADWAY BEAUTIFICATION - IMPACT FEES	2,832,515	3,139,265	1,750,000	1,750,000	2,105,470	2,100,000	1,500,000	1,500,000
101.8000.366000	PRIVATE GRANTS & CONTRIBUTIONS	-	192,434	-	-	-	-	-	-
101.8000.366100	DEVELOPER CONTRIBUTIONS	-	-	-	-	192,434	-	-	-
101.8000.367100	CHANGE IN INVESTMENT VALUE	(47,046)	103,423	-	-	94,956	-	-	-
101.8000.369200	PRIOR YEARS RECOVERY	163,456	-	-	-	-	-	-	-
	TOTAL REVENUES	4,260,006	4,757,298	2,772,417	2,772,417	4,219,843	3,692,990	2,422,264	2,434,954
OTHER RESOURCES									
101.8000.300100	RESERVES - IN USE OF FUND BALANCE	844,485	1,414,492	4,205,786	4,205,786	-	4,205,786	2,641,642	2,628,952
	PRIOR YEAR OPERATING BALANCES	-	-	-	8,300,768	-	8,300,768	-	-
	TOTAL OTHER RESOURCES	844,485	1,414,492	4,205,786	12,506,554	-	12,506,554	2,641,642	2,628,952
	TOTAL AVAILABLE RESOURCES	5,104,491	6,171,790	6,978,203	15,278,971	4,219,843	16,199,544	5,063,906	5,063,906
EXPENDITURES									
101.80005.500120	FULL TIME SALARIES	173,847	212,824	281,376	281,376	252,475	281,376	285,186	285,186
101.80005.500125	COMPENSATED ABSENCES	2,144	1,844	9,986	9,986	8,292	9,986	10,283	10,283
101.80005.500140	OVERTIME	34	-	-	-	8	-	-	-
101.80005.500210	FICA & MICA TAXES	13,171	16,068	22,290	22,290	19,719	22,290	22,603	22,603
101.80005.500220	RETIREMENT CONTRIBUTIONS	20,704	25,522	33,236	33,236	30,498	33,236	34,222	34,222
101.80005.500230	LIFE & HEALTH INSURANCE	14,319	35,058	45,173	45,173	45,386	45,173	46,470	46,470
	TOTAL PERSONNEL COSTS	224,220	291,316	392,061	392,061	356,379	392,061	398,764	398,764
101.80005.500310	PROFESSIONAL SERVICES	113,336	316,530	128,200	191,039	40,120	191,039	203,200	203,200
101.80005.500340	CONTRACTUAL SERVICES - OTHER	-	-	1,300,000	800,000	-	1,300,000	-	-
101.80005.500341	CONTRACTUAL SERVICES - ENGINEERING	242,571	919,688	1,105,000	1,123,765	46,715	1,123,765	1,725,000	1,725,000
101.80005.500400	TRAVEL & PER DIEM	5,646	2,331	5,900	3,200	2,505	5,900	5,900	5,900
101.80005.500520	OPERATING SUPPLIES	-	-	-	6,500	3,113	6,500	5,000	5,000
101.80005.500540	DUES, SUBSCRIPTIONS, MEMBERSHIPS	24,808	24,847	26,042	42,742	6,517	26,042	26,042	26,042
	TOTAL OPERATING COST	386,361	1,263,396	2,565,142	2,167,245	98,970	2,653,246	1,965,142	1,965,142
101.80005.500631	CAPITAL OUTLAY - MEDIAN ST BEAUTI.	585,810	536,025	-	628,111	-	697,214	-	-
101.80005.500633	CAPITAL OUTLAY - STREET IMPRV	2,685,327	3,139,042	2,950,000	10,265,148	2,658,338	9,052,545	2,400,000	2,400,000
101.80005.500640	CAPITAL OUTLAY - EQUIPMENT	-	-	-	25,000	24,777	25,000	-	-
101.80005.500641	CAPITAL OUTLAY - VEHICLES	565,451	399,815	226,000	226,000	25,536	226,000	-	-
101.80005.500650	CONSTRUCTION IN PROGRESS	657,322	542,197	845,000	1,575,406	639,109	2,232,906	300,000	300,000
	TOTAL CAPITAL OUTLAY	4,493,910	4,617,078	4,021,000	12,719,664	3,347,760	12,233,665	2,700,000	2,700,000
	TOTAL TRANSPORTATION FUND EXPENSES	5,104,491	6,171,790	6,978,203	15,278,971	3,803,110	15,278,972	5,063,906	5,063,906
	USE OF FUND BALANCE	844,485	1,414,492	4,205,786	4,205,786	-	4,205,786	2,641,642	2,628,952
	PRIOR YEAR OPERATING BALANCES	-	-	-	8,300,768	-	8,300,768	-	-
	Ending Fund Balance	16,986,078	15,571,586	11,365,800	3,065,032		3,985,604	1,343,962	1,356,652

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

* YTD = Year to Date

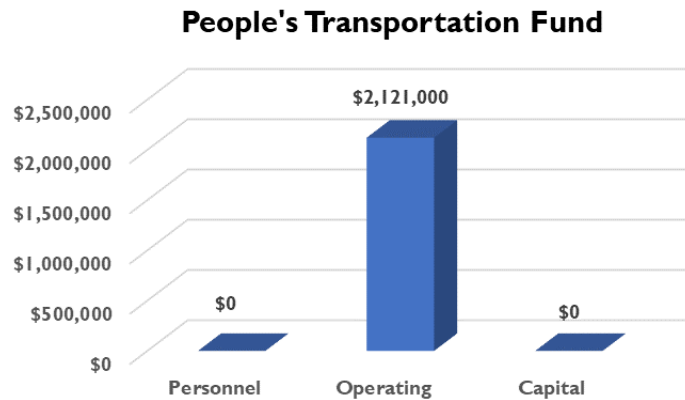


PEOPLE'S TRANSPORTATION PLAN FUND

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 \$2,135,550 and expenditures for FY 2021 are \$2,121,000.

- **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 PLAN FUND
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ACCT NO.	ACCOUNT TITLE	ACTUAL	ACTUAL	ADOPTED	AMENDED	YTD*	YEAR-END	PROPOSED	ADOPTED
		FY 2017-18	FY 2018-19	BUDGET FY 2019-20	BUDGET* FY 2019-20	ACTUALS FY 2019-20	ESTIMATE FY 2019-20		
BEGINNING FUND BALANCE		478,051	560,863	1,353,437	1,353,437		1,353,437	1,372,394	1,372,394
REVENUES									
106.8000.312600	MUNICIPAL SURTAX - CITT FUNDS	2,508,437	2,747,033	2,817,739	2,817,739	1,709,992	2,161,000	2,135,550	2,135,550
106.8000.334102	FDOT GRANT - FEDERAL EARMARKS	-	199,314	-	-	-	-	-	-
106.8000.361100	INTEREST INCOME	-	1,087	-	-	1,179	1,179	-	-
	TOTAL REVENUES	2,508,437	2,947,434	2,817,739	2,817,739	1,711,171	2,162,179	2,135,550	2,135,550
TOTAL AVAILABLE RESOURCES		2,508,437	2,947,434	2,817,739	2,817,739	1,711,171	2,162,179	2,135,550	2,135,550
EXPENDITURES									
106.80005.500341	CONTRACTUAL SERVICES - ENGINEER	1,635,000	1,635,620	1,957,222	1,957,222	1,662,513	1,957,222	2,121,000	2,121,000
	TOTAL OPERATING COST	1,635,000	1,635,620	1,957,222	1,957,222	1,662,513	1,957,222	2,121,000	2,121,000
106.80005.500633	CAPITAL OUTLAY - STREET IMPROVEMENTS	790,625	519,240	186,000	186,000	104,377	186,000	-	-
	TOTAL CAPITAL OUTLAY	790,625	519,240	186,000	186,000	104,377	186,000	-	-
TOTAL PEOPLE'S TRANSPORTATION PLAN FUND EXPENSES		2,425,625	2,154,861	2,143,222	2,143,222	1,766,890	2,143,222	2,121,000	2,121,000
	USE OF FUND BALANCE	-	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	-	-	-	-	-
Ending Fund Balance		560,863	1,353,437	2,027,954	2,027,954		1,372,394	1,386,944	1,386,944

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

* YTD = Year to Date



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DOWNTOWN DORAL
PARK

OTHER FUNDS



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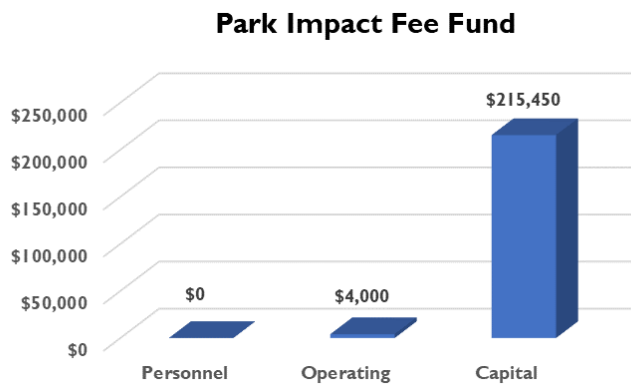
PARKS IMPACT FEE FUND

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



- **520 Operating Supplies** - This account includes IT items for the Cultural Center (desk phones, scanners, computer monitors, mouse/keyboard sets).
- **634 Capital Outlay – Improvements – Parks** - Increase in this account is due to addition of Replacement of Playground Turf at (3) parks: Doral Meadow Park, Downtown Doral Park, and Morgan Levy Park. The surfaces at these park playgrounds have reached their life expectancy and need to be replaced to ensure safety and comply with fall requirements.
- **640 Capital Outlay – Office** This account includes IT items for the Cultural Center such as, computers, Kronos Machine, and Laptop. A new inflatable movie screen in order to replace the current one which is over 10 years old. It will be used at park facilities for movie events and other outdoor showings. A podium and moveable art walls are being budgeted for, both of which will be used for various exhibits, events, and programs. Additionally, budgeted in this account are the bulletin boards for the White Course Park and Cultural Center in order to display and inform the community of important information and upcoming activities.



PARK IMPACT FEE FUND
102

ACCT NO.	ACCOUNT TITLE	ACTUAL		ADOPTED	AMENDED	YTD*	YEAR-END		ADOPTED
		FY 2017-18	FY 2018-19	BUDGET	BUDGET*	ACTUALS	ESTIMATE	PROPOSED	
BEGINNING FUND BALANCE		3,194,065	3,815,664	6,212,202	6,212,202		6,212,202	6,439,878	6,439,878
REVENUES									
102.9000.361100	INTEREST INCOME	44,607	78,669	10,000	10,000	28,441	28,000	10,000	10,000
102.9000.363270	IMPACT FEES - PARKS	1,229,578	3,289,044	250,000	250,000	661,349	607,400	250,000	250,000
	TOTAL REVENUES	1,274,185	3,367,713	260,000	260,000	689,790	635,400	260,000	260,000
OTHER RESOURCES									
101.8000.300100	RESERVES - IN USE OF FUND BALANCE	542,462	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	387,724	-	387,724	-	-
	TOTAL OTHER RESOURCES	542,462	-	-	387,724	-	387,724	-	-
TOTAL AVAILABLE RESOURCES		1,816,647	3,367,713	260,000	647,724	689,790	1,023,124	260,000	260,000
EXPENDITURES									
102.22005.500520	OPERATING SUPPLIES	-	1,642	-	-	-	-	-	-
102.90005.500310	PROFESSIONAL SERVICES - DESIGN	3,555	10,270	-	-	-	-	-	-
102.90005.500520	OPERATING SUPPLIES	-	1,134	-	-	-	-	4,000	4,000
	TOTAL OPERATING COST	3,555	13,046	-	-	-	-	4,000	4,000
102.22005.500652	CAPITAL OUTLAY - OTHER	-	366,463	-	5,541	-	5,541	-	-
102.90005.500620	CAPITAL OUTLAY - BUILDING	103,698	434,075	-	4,538	-	4,538	-	-
102.90005.500634	CAPITAL OUTLAY - IMPROVEMENTS - PARKS	184,308	124,441	20,000	394,310	188,361	394,310	186,000	186,000
102.90005.500640	CAPITAL OUTLAY - PARK DEVELOPMENT	-	12,730	-	-	-	-	29,450	29,450
102.90005.500650	CAPITAL OUTLAY - CONSTRUCTION IN PROGRESS	361,025	20,420	-	3,335	-	3,335	-	-
	TOTAL CAPITAL OUTLAY	649,031	958,129	20,000	407,724	188,361	407,724	215,450	215,450
TOTAL PARK IMPACT FEE FUND EXPENSES		652,586	971,175	20,000	407,724	188,361	407,724	219,450	219,450
	USE OF FUND BALANCE	542,462	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	387,724	-	387,724	-	-
Ending Fund Balance		3,815,664	6,212,202	6,452,202	6,064,478		6,439,878	6,480,428	6,480,428

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

* YTD = Year to Date



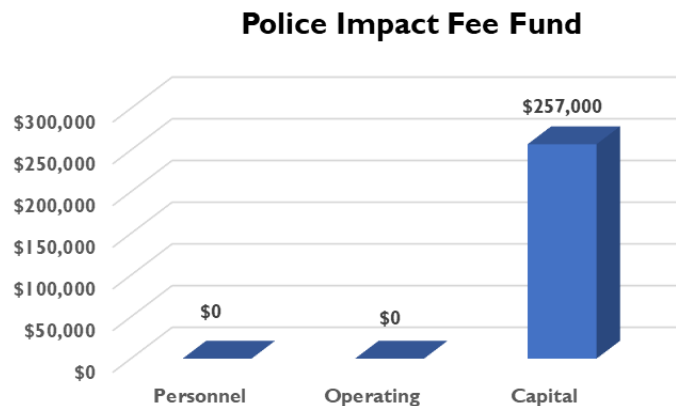
POLICE IMPACT FEE FUND

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



- **652 Capital Outlay – Other** – This line item includes funding for the construction, design, and permitting of the elevator at the Police/ Public Works facility elevator.



POLICE IMPACT FEE FUND
103

ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ADOPTED BUDGET FY 2019-20	AMENDED BUDGET* FY 2019-20	YTD* ACTUALS FY 2019-20	YEAR-END ESTIMATE FY 2019-20	PROPOSED FY 2020-21	ADOPTED FY 2020-21
BEGINNING FUND BALANCE		1,560,320	1,892,194	1,746,406	1,746,406		1,746,406	639,181	639,181
REVENUES									
103.6000.361100	INTEREST INCOME	17,421	30,559	5,000	10,500	10,237	10,000	5,000	5,000
103.6000.363220	IMPACT FEES - POLICE	944,299	874,410	500,000	250,000	231,327	300,000	250,000	250,000
TOTAL REVENUES		961,720	904,969	505,000	260,500	241,563	310,000	255,000	255,000
OTHER RESOURCES									
103.6000.300100	RESERVES - IN USE OF FUND BALANCE	1,642,371	-	898,860	898,860	-	1,093,860	2,000	2,000
	PRIOR YEAR OPERATING BALANCES	-	-	-	13,365	-	13,365	-	-
TOTAL OTHER RESOURCES		1,642,371	-	898,860	912,225	-	1,107,225	2,000	2,000
TOTAL AVAILABLE RESOURCES		2,604,091	904,969	1,403,860	1,172,725	241,563	1,417,225	257,000	257,000
EXPENDITURES									
103.60005.500464	REPAIR & MAINTENANCE	-	-	-	35,518	35,518	35,518	-	-
103.60005.500520	OPERATING SUPPLIES	-	7,016	-	-	-	-	-	-
TOTAL OPERATING COST		-	7,016	-	35,518	35,518	35,518	-	-
103.60005.500610	CAPITAL OUTLAY - LAND	-	-	-	-	-	-	-	-
103.60005.500620	CAPITAL OUTLAY - BUILDING	245,729	241,545	-	-	-	-	-	-
103.60005.500634	CAPITAL OUTLAY - IMPROVEMENTS	53,035	171,801	-	-	-	-	-	-
103.60005.500640	CAPITAL OUTLAY - OFFICE	14,799	94,161	120,750	120,750	86,068	120,750	-	-
103.60005.500641	CAPITAL OUTLAY - VEHICLES	316,283	521,535	754,110	853,457	183,046	853,457	-	-
103.60005.500650	CONSTRUCTION IN PROGRESS	-	-	270,000	148,500	-	148,500	257,000	257,000
103.60005.500652	CAPITAL OUTLAY - OTHER	-	14,700	259,000	259,000	214,464	259,000	-	-
TOTAL CAPITAL OUTLAY		629,846	1,043,741	1,403,860	1,381,707	483,578	1,381,707	257,000	257,000
TOTAL POLICE IMPACT FEE FUND EXPENSES		629,846	1,050,757	1,403,860	1,417,225	519,096	1,417,225	257,000	257,000
	USE OF FUND BALANCE	1,642,371	-	898,860	898,860	-	1,093,860	2,000	2,000
	PRIOR YEAR OPERATING BALANCES	-	-	-	13,365	-	13,365	-	-
Ending Fund Balance		1,892,194	1,746,406	847,546	589,682		639,181	637,181	637,181

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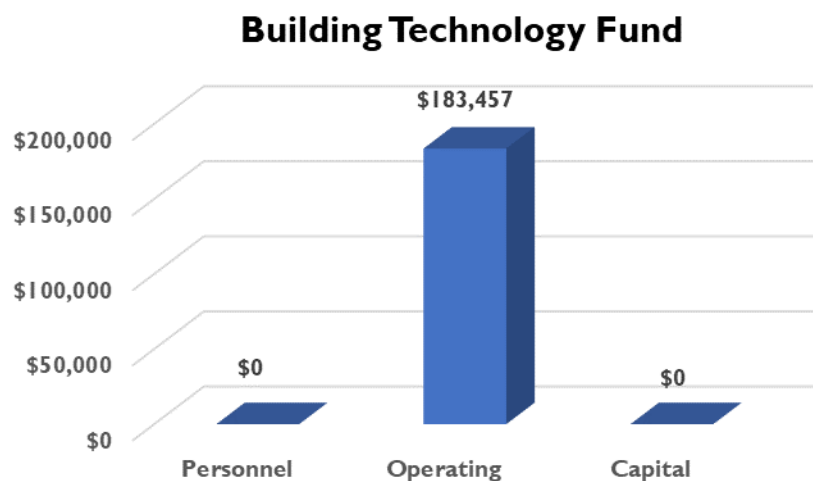
BUILDING TECHNOLOGY FUND

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



- **652 Capital Outlay – 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 portals. Furthermore, authorizing the purchase of Tyler Technologies EnerGov™ software and applications. This account includes funding for a full integration to EnerGov, as well as, the necessary additional plug-ins.



BUILDING TECHNOLOGY FUND
108

ACCT NO.	ACCOUNT TITLE	ACTUAL	ACTUAL	ADOPTED	AMENDED	YTD*	YEAR-END	PROPOSED	ADOPTED
		FY 2017-18	FY 2018-19	BUDGET FY 2019-20	BUDGET* FY 2019-20	ACTUALS FY 2019-20	ESTIMATE FY 2019-20		
BEGINNING FUND BALANCE		-	130,432	367,079	367,079		367,079	76,579	76,579
REVENUES									
108.7000.341904	BUILDING TECHNOLOGY ADMINISTRATIVE FEE	130,432	235,700	221,000	100,000	93,170	109,500	176,800	176,800
108.7000.361100	INTEREST INCOME	0	946	0	0	429	0	0	0
	TOTAL REVENUES	130,432	236,647	221,000	100,000	93,599	109,500	176,800	176,800
OTHER RESOURCES									
108.7000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	-	-		90,500	6,657	6,657
	PRIOR YEAR OPERATING BALANCES	-	-	-	200,000		200,000	-	-
	TOTAL OTHER RESOURCES	-	-	-	200,000		290,500	6,657	6,657
TOTAL AVAILABLE RESOURCES		130,432	236,647	221,000	300,000	93,599	400,000	183,457	183,457
EXPENDITURES									
108.70005.500464	REPAIR & MAINTENANCE-OFFICE EQUIPMENT OTHER	-	-	-	-	-	-	183,457	183,457
	TOTAL OPERATING COST	-	-	-	-	-	-	183,457	183,457
CAPITAL									
108.70005.500652	CAPITAL OUTLAY - OTHER	-	-	200,000	400,000	251,712	400,000	-	-
	TOTAL CAPITAL COST	-	-	200,000	400,000	251,712	400,000	-	-
TOTAL BUILDING TECHNOLOGY FUND EXPENSES		-	-	200,000	400,000	251,712	400,000	183,457	183,457
	USE OF FUND BALANCE	-	-	-	-	-	90,500	6,657	6,657
	PRIOR YEAR OPERATING BALANCES	-	-	-	200,000	-	200,000	-	-
Ending Fund Balance		130,432	367,079	388,079	67,079		76,579	69,922	69,922

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* YTD = Year to Date



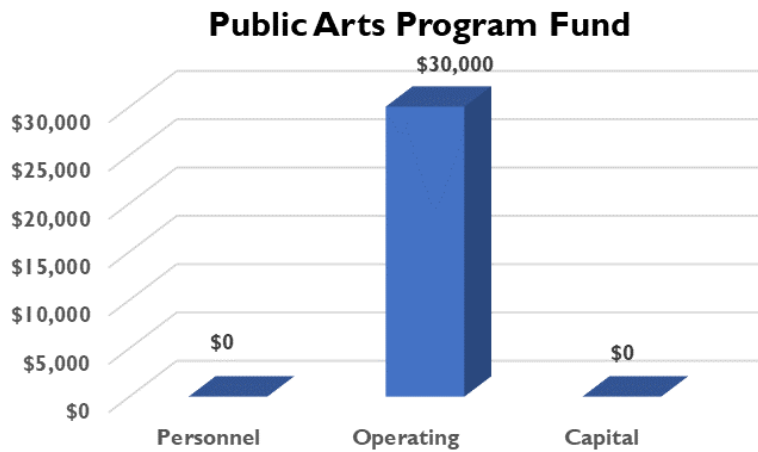
PUBLIC ARTS PROGRAM FUND

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

110

ACCT NO.	ACCOUNT TITLE	ADOPTED	AMENDED	YTD*	YEAR-END	PROPOSED	ADOPTED
		BUDGET	BUDGET*	ACTUALS	ESTIMATE		
		FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21
BEGINNING FUND BALANCE							
		-	-	-	-	-	-
REVENUES							
110.4000.324720	IMPACT FEES-COMM. PUBLIC ART	-	-	-	-	-	635,000
110.4000.369201	IMPACT FEES - PRIOR YEARS	-	-	-	-	-	937,890
	TOTAL REVENUES	-	-	-	-	-	1,572,890
OTHER RESOURCES							
110.4000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	-	-	-
	TOTAL OTHER RESOURCES	-	-	-	-	-	-
TOTAL AVAILABLE RESOURCES							
		-	-	-	-	-	1,572,890
EXPENDITURES							
110.40005.500310	PROFESSIONAL SERVICES	-	-	-	-	-	30,000
	TOTAL OPERATING COST	-	-	-	-	-	30,000
TOTAL BUILDING TECHNOLOGY FUND EXPENSES							
		-	-	-	-	-	30,000
	USE OF FUND BALANCE	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	-	-	-
	Ending Fund Balance	-	-	-	-	-	1,542,890

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

* YTD = Year to Date



BOND DEBT SERVICE FUND

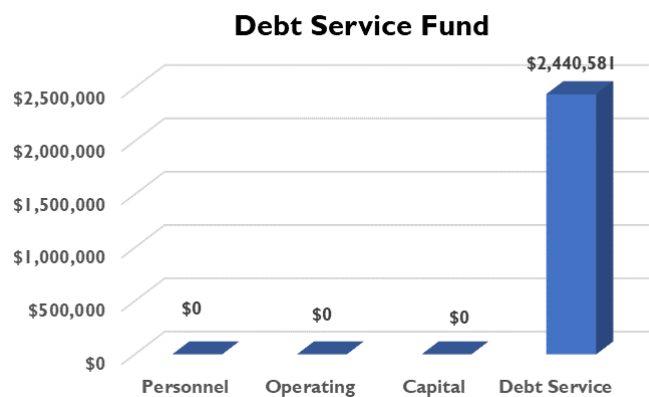
BOND DEBT SERVICE FUND

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



DEBT SERVICE FUND
201

ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ADOPTED BUDGET FY 2019-20	AMENDED BUDGET* FY 2019-20	YTD* ACTUALS FY 2019-20	YEAR-END ESTIMATE FY 2019-20	PROPOSED FY 2020-21	ADOPTED FY 2020-21
BEGINNING FUND BALANCE		-	-	18,906	18,906		18,906	24,332	24,332
REVENUES									
201.5000.311300	SPECIAL AD VALOREM TAXES	-	-	2,439,188	2,439,188	2,422,945	2,439,188	2,440,896	2,440,896
201.5000.311200	AD VALOREM TAXES-DELINQUENT	-	-	-	-	6,783	6,000	-	-
201.5000.361100	INTEREST INCOME	-	-	-	-	-	-	-	-
201.5000.381100	OPERATING TRANSFER-IN	-	18,906	-	-	-	-	-	-
	TOTAL REVENUES	-	18,906	2,439,188	2,439,188	2,429,727	2,445,188	2,440,896	2,440,896
OTHER RESOURCES									
	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	-	-	-	-	-
	TOTAL OTHER RESOURCES	-	-	-	-	-	-	-	-
TOTAL AVAILABLE RESOURCES		-	18,906	2,439,188	2,439,188	2,429,727	2,445,188	2,440,896	2,440,896
EXPENDITURES									
201.50005.500713	DEBT SERVICE-PRINCIPAL BOND	-	-	650,000	650,000	650,000	650,000	890,000	890,000
201.50005.500721	DEBT SERVICE-INTEREST BOND	-	-	1,789,762	1,789,762	1,789,761	1,789,762	1,550,581	1,550,581
	TOTAL DEBT SERVICE	-	-	2,439,762	2,439,762	2,439,761	2,439,762	2,440,581	2,440,581
TOTAL DEBT SERVICE FUND EXPENSES		-	-	2,439,762	2,439,762	2,439,761	2,439,762	2,440,581	2,440,581
	USE OF FUND BALANCE	-	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	-	-	-	-	-
	Ending Fund Balance	-	18,906	18,332	18,332		24,332	24,647	24,647

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

* YTD = Year to Date



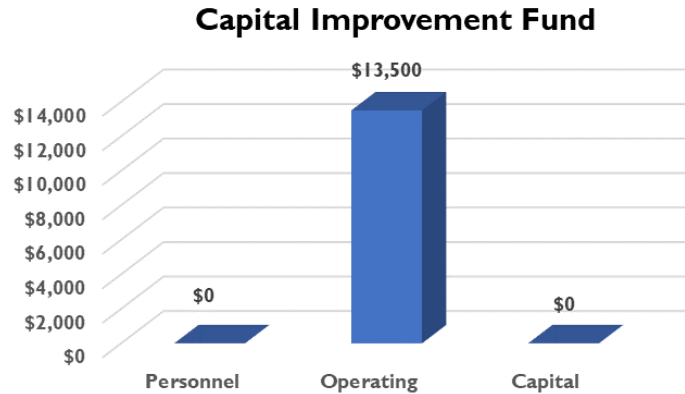
CAPITAL IMPROVEMENT FUND

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 2021 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 2017-18	FY 2018-19	BUDGET	BUDGET*	ACTUALS	ESTIMATE		FY 2020-21
BEGINNING FUND BALANCE		571,616	535,508	528,011	528,011		528,011	13,824	13,824
REVENUES									
301.5000.361100	INTEREST INCOME	-	2,207	-	-	972	1,000	-	-
301.5000.381100	OPERATING TRANSFERS IN	-	147,443	440,000	440,000	440,000	440,000	-	-
	TOTAL REVENUES	-	149,650	440,000	440,000	440,972	441,000	-	-
OTHER RESOURCES									
301.8000.300100	RESERVES - IN USE OF FUND BALANCE	36,108	-	10,000	10,000	-	10,000	13,500	13,500
	PRIOR YEAR OPERATING BALANCES	-	-	-	505,188	-	505,188	-	-
	TOTAL OTHER RESOURCES	36,108	-	10,000	515,188	-	515,188	13,500	13,500
TOTAL AVAILABLE RESOURCES		36,108	149,650	450,000	955,188	440,972	956,188	13,500	13,500
EXPENDITURES									
301.80005.500310	PROFESSIONAL SERVICES - CITY HALL CONST.	29,008	56,346	-	151,598	38,537	151,598	13,500	13,500
301.80005.500314	PROFESSIONAL SERVICES	-	-	-	-	-	-	-	-
301.80005.500520	OPERATING SUPPLIES	3,045	9,201	-	-	-	-	-	-
	TOTAL OPERATING COST	32,053	65,547	-	151,598	38,537	151,598	13,500	13,500
301.80005.500620	CAPITAL OUTLAY - BUILDINGS	-	-	-	-	-	-	-	-
301.80005.500634	CAPITAL OUTLAY - IMPROVEMENTS	4,055	24,938	450,000	787,476	1,797	787,475	-	-
301.80005.500640	CAPITAL OUTLAY - OTHER	-	9,768	-	16,114	-	16,114	-	-
301.80005.500650	CONSTRUCTION IN PROGRESS	-	56,894	-	-	-	-	-	-
	TOTAL CAPITAL OUTLAY	4,055	91,601	450,000	803,589	1,797	803,589	-	-
TOTAL CAPITAL IMPROVEMENT FUND EXPENSES		36,108	157,147	450,000	955,188	40,334	955,187	13,500	13,500
	USE OF FUND BALANCE	36,108	-	10,000	10,000	-	10,000	13,500	13,500
	PRIOR YEAR OPERATING BALANCES	-	-	-	505,188	-	505,188	-	-
Ending Fund Balance		535,508	528,011	518,011	12,823		13,824	324	324

* 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 \$600,000.



INFRASTRUCTURE REPLACEMENT FUND
302

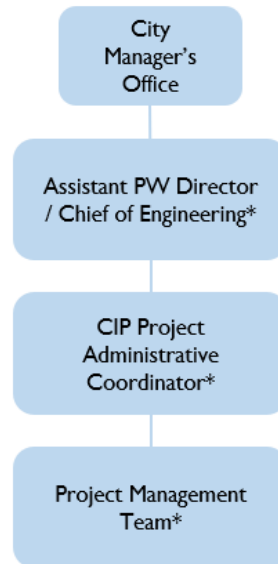
ACCT NO.	ACCOUNT TITLE	ACTUAL	ACTUAL	ADOPTED	AMENDED	YTD*	YEAR-END	PROPOSED	ADOPTED
		FY 2017-18	FY 2018-19	BUDGET*	BUDGET*	ACTUALS	ESTIMATE	FY 2020-21	FY 2020-21
BEGINNING FUND BALANCE		200,000	700,000	1,896,099	1,896,099		1,896,099	2,211,099	2,211,099
REVENUES									
302.5000.361100	INTEREST INCOME	-	30,743	-	-	14,960	15,000	-	-
302.5000.381100	OPERATING TRANSFERS IN	500,000	1,165,356	300,000	300,000	300,000	300,000	600,000	600,000
	TOTAL REVENUES	500,000	1,196,099	300,000	300,000	314,960	315,000	600,000	600,000
OTHER RESOURCES									
302.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-	-	-
	TOTAL OTHER RESOURCES	-	-	-	-	-	-	-	-
TOTAL AVAILABLE RESOURCES		500,000	1,196,099	300,000	300,000	314,960	315,000	600,000	600,000
EXPENDITURES									
302.80005.500310	PROFESSIONAL SERVICES	-	-	-	-	-	-	-	-
302.80005.500341	CONTRACTUAL SERVICES	-	-	-	-	-	-	-	-
302.80005.500491	OTHER CURRENT CHARGES	-	-	-	-	-	-	-	-
	TOTAL OPERATING COST	-	-	-	-	-	-	-	-
302.80005.500634	CAPITAL OUTLAY - IMPROVEMENTS	-	-	-	-	-	-	-	-
302.80005.500640	CAPITAL OUTLAY - OTHER	-	-	-	-	-	-	-	-
	TOTAL CAPITAL OUTLAY	-	-	-	-	-	-	-	-
TOTAL INFRASTRUCTURE REPLACEMENT FUND EXPENSES		-	-	-	-	-	-	-	-
	USE OF FUND BALANCE	-	-	-	-	-	-	-	-
Ending Fund Balance		700,000	1,896,099	2,196,099	2,196,099		2,211,099	2,811,099	2,811,099

* 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



- * Assistant Public Works Director 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 2020

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

Doral Cultural Arts Center

- Validation of project budget, design schedule and construction schedule.
- NTP and contract negotiations for Architectural and Engineering Services.
- City of Doral and Inter-agency design reviews and permit approval.
- Architect/ Engineering design fees negotiated down by 15% from original proposed fee.
- Design coordination and final sign off with all City of Doral departments.
- ITB advertised and bids received.

Doral Meadow Park

- Validation study completed of Project budget and schedule.
- End-user and internal department coordination to confirm design requirements
- RFP issuance.
- Project awarded to Design/ Build Firm.
- Design Reviewed, Approved and Permitted.
- Council Soft Groundbreaking.
- Construction commencement and demolition of selective exterior wall, bathroom floors/ walls and accessories.
- Completion of framing for new IT space and enclosed flex space room.

Morgan Levy Park

- Validation study completed of Project budget.
- Completed design of grease interceptor and added breakroom for staff.



- 100% construction drawings completed, approved and permit issued.
- ITB issuance and pre-bid meeting.
- Contract awarded to contractor.
- Soft Groundbreaking with City Council.

Doral Central Park

- Validation of Program Budget, design schedule and construction schedule.
- Establishment of Project Program phasing schedule and delivery of documents.
- Industry Day Presentation to A/E community and Trade Contractors hosted by PMT/ City of Doral.
- RFP solicitation issued for Architectural/ Engineering services and Construction Manager @ Risk services
- Award of Architectural/ Engineering contract services.
- Award of Pre-Con Phase for Construction Manager @ Risk services.
- Negotiated a savings of 15% on A/E's proposed fees.
- Generated savings of 30% on CM@R pre-construction phase + staffing and site office fees from budget estimate.
- Industry Workshop for SBE and other trade contractors hosted by CM@R.
- Full Owner/ Architect/ CM@R integration for design phase through preconstruction.
- Design Kick-off Meeting with all City Departments.
- Project Component Design Workshops for Recreation Center, Aquatic Venue and Recreational field activities.
- Programmatic sign-off/ approval for various park components/ themes.
- Design Team released to start Schematic Design Phase drawings.
- CM@R completed Phase I (Schematic Design) estimate pricing.

Trails and Tails Park

- Project Budget Validation.
- Identification and assessment of park/guest areas needing improvement.
- Lighting study detailing photometrics, operational use and interconnectivity accessibility to use with other shared path and lighting systems.
- Design completed to add lighting to children's playground area and small/large dog park areas.

Pedestrian Bridge

- Completion of Phase One 33% design Bridging document RFP for submittal to FDOT.
- 188 comments generated by FDOT review of bridging design document
- Responses received and approved by FDOT and formal approval to submit 100% design bridging document to FDOT



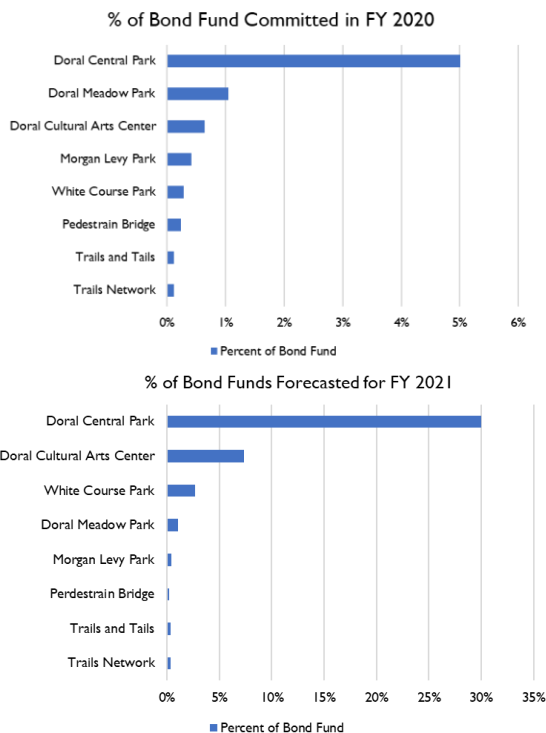
- Phase 2 100% design bridging documents submitted to FDOT for review and approval
- FDOT generated comments from Phase 2 %100 submission.

Trails Network

- Identification of 12 miles of potential trails/ pathways improvements ranging from lighting upgrades, bike lanes, new hardscape and IT improvements for security.
- Development of priority matrix and cluster grouping of similar projects.
- Design completion, City approval, permit issuance and construction completion for bike sharrows along NW 112th ave between NW 82nd Street to NW 90th street, NW 109th Ave between NW 50th Street and NW 58th Street and NW 77th Terrace between NW 102nd Avenue to 99th Path.
- Commence design of new trail connecting to existing Turnpike Trail along 58th Street between 112th and 114th avenues.

White Course

- Validation of project budget, design schedule and construction schedule.
- Negotiated Architectural/ Engineering fees down 15% from original proposed fee.
- NTP issued to A/E to start design.
- Kick-off meeting held with all City of Doral Departments to review program and expectations.
- RFP issued for Construction services.





GENERAL OBLIGATION BOND, SERIES 2019 - OBJECTIVES FOR FY 2021

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

- Contract awarded to General Contractor based on final Council Approval.
- City of Doral Ground Breaking Ceremony.
- Core and shell completion of the building.
- Phase I of landscaping and site improvements.

Doral Central Park Project

- Completion and approval of Design Develop Phase drawings.
- 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.
- GMP for Phase 1, 2, 3, 4 executed.
- Construction start for Civil, site clearing and mass excavation activities.
- Construction start for Amphitheater, Playgrounds, Ballfields, Skatepark and other site amenities.
- Construction start for Recreation Center and Aquatics Venue.

Morgan Levy Park Project

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

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.

Doral White Course Park

- Construction completed by 75%.
- Permanent structures installed.
- Landscaping and other site amenities completed.



- City of Doral Grand Re-Opening.
- Project closed out financially.

Trails Network

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

Pedestrian Bridge

- FDOT approval of 100% Design Bridging documents and RFP.
- FDOT commitment of LAP funding.
- Design/ Build Proposals received, and interviews conducted.
- Award of Design/ Build Contractor.

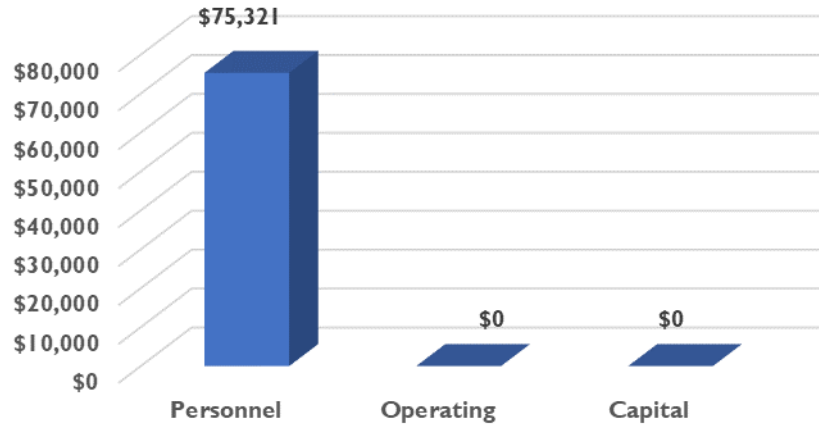
Trails and Tails

- City of Doral Soft Groundbreaking Ceremony.
- 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 FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	BUDGET FY 2019-20	AMENDED* FY 2019-20	ADOPTED FY 2020-21	TOTAL COST FY 2020-21
500.120 - Full Time Salaries								
	Capital Improvements Manager	0	0	0	1	0	0	\$ -
	<i>Reclassified to CIP Project Administrative Coordinator¹</i>	0	0	0	0	1	1	\$ 51,924
	Full Time Salaries Total	0	0	0	1	1	1	\$ 51,924
	Total	0	0	0	1	1	1	\$ 51,924

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

¹RECLASSIFIED - Capital Improvements Manager to CIP Project Administrative Coordinator



PARK GENERAL OBLIGATION BOND-SERIES 2019 CAPITAL PROJECT FUND

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ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ADOPTED BUDGET FY 2019-20	AMENDED BUDGET* FY 2019-20	YTD* ACTUALS FY 2019-20	YEAR-END ESTIMATE FY 2019-20	PROPOSED FY 2020-21	ADOPTED FY 2020-21
BEGINNING FUND BALANCE		-	-	46,473,115	46,473,115	-	46,473,115	1,261,261	1,261,261
REVENUES									
303.5000.361100	INTEREST INCOME	-	483,346	130,000	130,000	817,572	800,000	200,000	200,000
303.5000.367100	CHANGE IN INVESTMENT VALUE	-	(146,104)	-	-	175,376	270,000	-	-
303.5000.384110	PARK BOND DEBT PROCEEDS	-	47,058,481	-	-	-	-	-	-
	TOTAL REVENUES	-	47,395,723	130,000	130,000	992,948	1,070,000	200,000	200,000
OTHER RESOURCES									
	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	46,215,608	-	46,215,608	-	-
	TOTAL OTHER RESOURCES	-	-	-	46,215,608	-	46,215,608	-	-
TOTAL AVAILABLE RESOURCES		-	47,395,723	130,000	46,345,608	992,948	47,285,608	200,000	200,000
EXPENDITURES									
303.80005.500120	FULL TIME SALARIES	-	11,618	80,551	80,551	21,900	26,100	51,924	51,924
303.80005.500125	COMPENSATED ABSENCES	-	905	2,904	2,904	-	2,904	1,872	1,872
303.80005.500210	FICA & MICA TAXES	-	835	6,384	6,384	1,997	2,000	4,115	4,115
303.80005.500220	RETIREMENT CONTRIBUTION	-	1,394	9,666	9,666	2,628	3,200	6,231	6,231
303.80005.500230	LIFE & HEALTH INSURANCE	-	-	25,239	25,239	5,419	15,000	11,179	11,179
	TOTAL PERSONNEL COST	-	14,753	124,744	124,744	31,944	49,204	75,321	75,321
303.90005.500310	PROFESSIONAL SERVICES	-	7,562	-	-	15,542	15,542	-	-
303.50005.500317	PROFESSIONAL SERVICES - COST OF ISSUANCE	-	683,346	-	-	1,500	1,500	-	-
303.90005.500340	CONTRACTUAL SERVICES - OTHER	-	56	-	-	-	-	-	-
	TOTAL OPERATING COST	-	690,963	-	-	17,042	17,042	-	-
303.90005.500620	CAPITAL OUTLAY - BUILDINGS	-	-	-	-	-	-	-	-
303.90005.500650	CONSTRUCTION IN PROGRESS	-	197,986	-	46,215,608	3,447,296	46,215,608	-	-
	TOTAL CAPITAL OUTLAY	-	197,986	-	46,215,608	3,447,296	46,215,608	-	-
303.50005.500916	TRANSFER OUT DEBT SERVICE	-	18,906	-	-	-	-	-	-
	TOTAL DEBT SERVICE	-	18,906	-	-	-	-	-	-
TOTAL CAPITAL IMPROVEMENT FUND EXPENSES		-	922,608	124,744	46,340,352	3,496,281	46,281,854	75,321	75,321
	USE OF FUND BALANCE	-	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	46,215,608	-	46,215,608	-	-
Ending Fund Balance		-	46,473,115	46,478,371	262,763	-	1,261,261	1,385,940	1,385,940

* 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



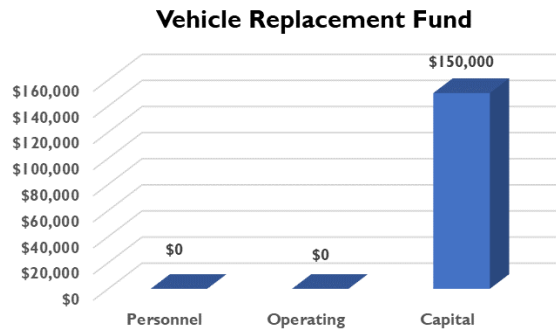
VEHICLE REPLACEMENT FUND

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 initially supported by an operating transfer from the General Fund in the amount of \$175,000.



VEHICLE REPLACEMENT FUND
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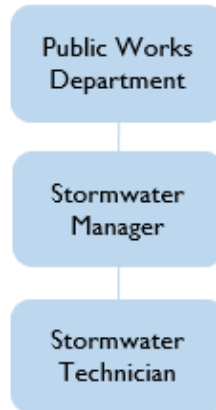
ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ADOPTED BUDGET FY 2019-20	AMENDED BUDGET* FY 2019-20	YTD* ACTUALS FY 2019-20	YEAR-END ESTIMATE FY 2019-20	PROPOSED FY 2020-21	ADOPTED FY 2020-21
BEGINNING FUND BALANCE		-	-	-	-	-	-	-	-
REVENUES									
304.5000.369900	INSURANCE PROCEEDS	-	-	-	-	-	-	-	-
304.5000.381100	OPERATING TRANSFERS IN	-	-	-	-	-	-	175,000	175,000
	TOTAL REVENUES	-	-	-	-	-	-	175,000	175,000
OTHER RESOURCES									
304.5000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	-	-	-	-	-
	TOTAL OTHER RESOURCES	-	-	-	-	-	-	-	-
	TOTAL AVAILABLE RESOURCES	-	-	-	-	-	-	175,000	175,000
304.50005.500641	CAPITAL OUTLAY - VEHICLES	-	-	-	-	-	-	150,000	150,000
	TOTAL CAPITAL OUTLAY	-	-	-	-	-	-	150,000	150,000
	TOTAL CAPITAL IMPROVEMENT FUND EXPENSES	-	-	-	-	-	-	150,000	150,000
	USE OF FUND BALANCE	-	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	-	-	-	-	-
	Ending Fund Balance	-	-	-	-	-	-	25,000	25,000

* 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 the 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 2020

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

- Completed the construction of Year 5B of the Canal Bank Stabilization Program in January of 2020.
- Completed the maintenance cycle of the City's Stormwater drainage infrastructure.
- Completed and permitted the design of Year 4 of the Stormwater Improvements 5-Year CIP: Sub Basin A-2, located along NW 79th Ave between NW 14th St and NW 24 St.
- Construction of Year 4 of the Stormwater Improvements 5-Year CIP: Sub Basin A-2, located along NW 79th Ave between NW 14th St and NW 24 St is scheduled to be awarded during the 4th Quarter of FY 19-20.
- Updated Stormwater Division written Standard Operating Procedures (SOP).
- Secured State Grant in an amount of \$200,000 for the Stormwater Improvements along NW 114th Avenue (NW 58th Street-NW 50th Street) and NW 50th Street (NW 114th Avenue-NW 112th Avenue).
- Commenced and completed the construction of Year 5 of the Stormwater Improvements 5-Year CIP: Sub Basin A-4, located along NW 84th Ave between NW 12th St and NW 25th St.
- Commenced and completed the construction of the Stormwater improvements at NW 21st St between NW 84th Ave to NW 82nd Ave was awarded, and construction began in November of 2019.
- Commenced and completed the construction of Year 7 of the Canal Bank Stabilization Program located along NW 25th St between NW 97th Ave and NW 87th Ave was awarded, and construction began on January of 2020.
- Construction of Year 5A Phase II of the Canal Bank Stabilization Program located along NW 41st St between NW 79th Ave and Palmetto/836 is scheduled to be awarded by the 4th Quarter of FY 19-20.
- Completed the design of the outfall connections within the design of the Stormwater Improvements at Sub Basin H-8 Phase II located along NW 57th St between NW 79th Ave and NW 77th Ct, along NW 56th St between NW 79th Ave and NW 77th Ct, and along NW 77th Ct between NW 56th St and NW 62nd St. Permit Application was submitted and final approval and permit of design is scheduled to be issued during the 4th Quarter of the Fiscal Year 19-20.
- Began the design of the NW 58th Street Outfall Design to service Sub Basin H-8.
- Completed and permitted the design of Miscellaneous Stormwater Improvements for NW 50th St between NW 114th Ave and NW 112th Ave and NW 24th Terrace between NW 89th Pl and NW 25th St.
- Commenced and completed the construction of Miscellaneous Stormwater Improvements along NW 50th St between NW 114th Ave and NW 112th Ave.
- Awarded Work Order 13 to BCC Engineering to revise the 2013 Stormwater Master Plan Capital Improvement Project. Update is scheduled to be completed during the 1st Quarter of FY 20-21.
- Completed the Florida Department of Environmental Protection (FDEP) National Pollutant Discharge Elimination System (NPDES) Program MS4 Permit annual report for Cycle I one-year evaluation period.
- Administered Mosquito Dunks to all City of Doral Stormwater Inlets.
- Implemented the Geo Cell Web Maintenance Program.



- Advertised and awarded ITB 2020-09 Street Sweeping Program to enter into a new street sweeping agreement.
- Purchased a water pump to deploy during emergency rain events.
- Completed and adopted on January of 2020 the Stormwater Vulnerability Study to evaluate the Stormwater Infrastructure and the affects from projected groundwater elevations from climate change.

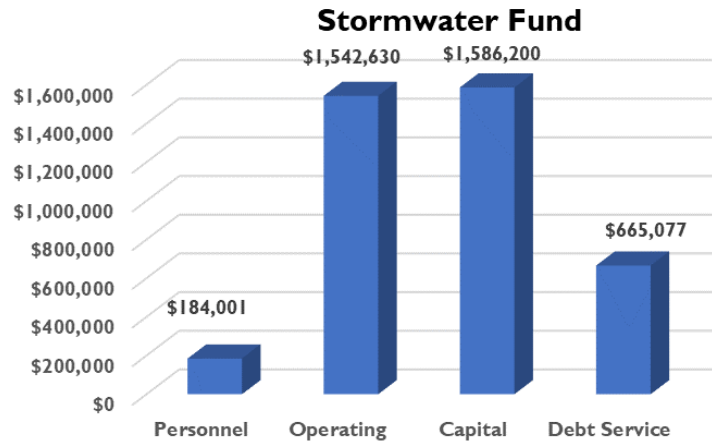
STORMWATER FUND - DIVISION OBJECTIVES FOR FY 2021

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 Year 4 of the Stormwater Improvements 5-Year CIP: Sub Basin A-2, located along NW 79th Ave between NW 14th St and NW 24 St.
- Complete construction of Year 5A Phase II of the Canal Bank Stabilization Program located along NW 41st St between NW 79th Ave and Palmetto/836.
- 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 St between NW 79th Ave and NW 77th Ct, along NW 56th St between NW 79th Ave and NW 77th Ct, and along NW 77th Ct between NW 56th St and NW 62nd St.
- Complete the design the NW 58th Street Outfall to service the Sub Basin H-8 area.
- Award the design for Stormwater Improvements at NW 89th Place between NW 25th Street and NW 21st Street.
- Complete the construction of Stormwater Improvements at NW 89th Place between NW 25th Street and NW 21st Street and NW 24th Terrace between NW 89th Place and NW 25th Street.
- Complete the Stormwater Vulnerability Study that will provide an assessment of the impacts to the City of Doral Stormwater infrastructure from climate change.
- Complete the update to the Stormwater Master Plan and prepare the next 5-Year Capital Improvement 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 follow the Florida Department of Environmental Protection (FDEP) NPDES MS4 Permit standards and prepare for the next annual report.
- 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 1.8% cost of living adjustment and a 1% merit increase based on the individual's performance evaluation. Additionally, health insurance rates have increased by 5% city-wide.
- **314 – Professional Services – Engineer** - This account was increased in comparison to the previous Fiscal Year as a result of the inclusion of the Citywide Watershed Study that will help improve the City's Community Rating System (CRS) score and help obtain the Class 4 classification from the current Class 5.
- **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.
- **400 - Travel and Per Diem** - This account was decreased in comparison to the previous Fiscal Year as a result of the decrease of the State and National Conferences and Training line item.
- **490 – Other Current Charges** - This account was decreased in comparison to the previous Fiscal Year as a result of a decrease in the permitting line item. The Stormwater Division will concentrate on the design of the next Capital Improvement Plan that will delineate the subsequent construction schedule.
- **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 includes a Mosquito Dunk - Larvicide Treatment line item that will allow the Public Works Department to treat all stormwater inlets along the public right-of-way for mosquito larvae.
- **540 – Dues/Subscriptions/Memberships** - This account was decreased in comparison to the previous Fiscal Year as a result of the decrease of the Training line item.



- **633 Improvements Streets** - This account was decreased in comparison to the previous Fiscal Year. The account includes the Adaptive Re-Use Area improvements drainage component.
- **640 – Capital Outlay** - This account was decreased in comparison to the previous Fiscal Year. The account includes the purchase of additional hoses for the Stormwater Division 6-inch water pump.
- **650 - Construction in Progress** - This account was decreased in comparison to the previous Fiscal Year as a result of the substantial completion of stormwater improvements included in the most recent Capital Improvement Plan, and the focus on the design aspect of new stormwater Capital Improvement Plan.
- **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 Count 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 FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	BUDGET FY 2019-20	ADOPTED FY 2020-21	TOTAL COST FY 2020-21
500.120 - Full Time Salaries							
	Stormwater Utility Manager	1	1	1	1	1	\$ 70,785
	Stormwater Utility Technician	1	1	1	1	1	\$ 55,298
	Full Time Salaries Total	2	2	2	2	2	\$ 126,083
	Total	2	2	2	2	2	\$ 126,083



STORMWATER FUND
401

ACCT NO.	ACCOUNT TITLE	ACTUAL	ACTUAL	ADOPTED	AMENDED	YTD*	YEAR-END	PROPOSED	ADOPTED
		FY 2017-18	FY 2018-19	BUDGET	BUDGET*	ACTUALS	ESTIMATE		
BEGINNING FUND BALANCE¹		14,403,700	14,545,707	13,803,836	13,803,836		13,803,836	5,389,904	5,389,904
REVENUES									
401.8000.314300	STORMWATER USER FEES	3,896,241	3,911,233	3,800,000	3,800,000	2,716,664	3,800,000	3,800,000	3,800,000
401.8000.334100	STATE GRANT REIMB	-	800,000	600,000	600,000	1,250,000	900,000	950,000	950,000
401.8000.361100	INTEREST INCOME	228,803	305,807	140,000	140,000	212,849	190,000	140,000	140,000
401.8000.367100	CHANGE IN INVESTMENT VALUES	(125,754)	227,006	-	-	211,705	205,000	-	-
401.8000.369200	PRIOR YEAR RECOVERY	-	-	-	-	-	-	-	-
	TOTAL REVENUES	3,999,290	5,244,046	4,540,000	4,540,000	4,391,218	5,095,000	4,890,000	4,890,000
OTHER RESOURCES									
401.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	8,995,810	-	8,995,810	-	-
	TOTAL OTHER RESOURCES	-	-	-	8,995,810	-	8,995,810	-	-
TOTAL AVAILABLE RESOURCES		3,999,290	5,244,046	4,540,000	13,535,810	4,391,218	14,090,810	4,890,000	4,890,000
EXPENDITURES									
401.80005.500120	FULL TIME SALARIES	84,668	113,965	125,569	125,569	107,490	125,569	126,083	126,083
401.80005.500125	COMPENSATED ABSENCES	1,916	-	4,527	4,527	3,065	4,527	4,546	4,546
401.80005.500140	OVERTIME	76	127	-	-	-	-	-	-
401.80005.500210	FICA & MICA TAXES	6,385	8,046	9,953	9,953	8,417	9,953	9,993	9,993
401.80005.500220	RETIREMENT CONTRIBUTIONS	9,931	13,574	15,069	15,069	13,199	15,069	15,130	15,130
401.80005.500230	LIFE & HEALTH INSURANCE	18,232	25,532	27,346	27,346	26,417	27,346	28,249	28,249
	TOTAL PERSONNEL COSTS	121,207	161,244	182,464	182,464	158,588	182,464	184,001	184,001
401.80005.500314	PROFESSIONAL SERVICES- ENGINEERING	330,606	129,656	185,000	185,736	81,837	185,736	210,000	210,000
401.80005.500340	CONTRACTUAL SERVICE S - OTHER	939,806	1,059,996	1,193,000	1,582,100	1,048,706	1,582,100	1,253,000	1,253,000
401.80005.500400	TRAVEL & PER DIEM	1,832	1,778	5,500	5,500	19	5,500	4,780	4,780
401.80005.500410	COMMUNICATIONS & FREIGHT SERVICES	-	-	-	-	-	-	-	-
401.80005.500440	RENTAL & LEASES	-	9,341	1,000	2,400	2,382	2,400	1,000	1,000
401.80005.500460	REPAIRS & MAINTENANCE - VEHICLES	-	-	-	-	-	-	-	-
401.80005.500470	PRINTING & BINDING	30	238	1,000	1,000	-	1,000	1,000	1,000
401.80005.500490	OTHER CURRENT CHARGES	54,623	28,278	100,000	165,055	69,539	165,055	60,000	60,000
401.80005.500510	OFFICE SUPPLIES	-	-	500	500	-	500	200	200
401.80005.500520	OPERATING SUPPLIES	4,333	625	7,400	7,400	3,279	4,910	7,400	7,400
401.80005.500522	OPERATING SUPPLIES VEHICLES	-	-	-	-	-	-	-	-
401.80005.500540	DUE, SUBSCRIPTIONS & MEMBERSHIPS	3,417	4,108	5,750	5,750	3,746	5,750	5,250	5,250
401.80005.500590	DEPRECIATION EXPENSE	607,713	745,784	-	-	-	-	-	-
401.80005.500591	ACCUMULATED DEPRECIATION	-	-	-	-	-	-	-	-
401.80005.500592	AMORTIZATION - DEFERRED LOSS	52,383	52,383	-	-	52,383	-	-	-
	TOTAL OPERATING COST	1,994,742	2,032,185	1,499,150	1,955,441	1,261,890	1,952,951	1,542,630	1,542,630
401.80005.500633	CAPITAL OUTLAY - IMPROVEMENTS STREETS	-	90	220,000	1,808,364	1,392,881	1,808,364	200,000	200,000
401.80005.500640	CAPITAL OUTLAY - OFFICE EQUIP & MACH	-	-	49,000	54,000	53,662	54,000	36,200	36,200
401.80005.500650	CONSTRUCTION IN PROGRESS	-	(90)	1,900,000	8,846,154	3,397,002	8,846,154	1,350,000	1,350,000
	TOTAL CAPITAL OUTLAY	-	-	2,169,000	10,708,519	4,843,545	10,708,518	1,586,200	1,586,200
401.80005.500710	DEBT SERVICE PRINCIPAL- COUNTY BOND	(1)	-	473,282	473,282	(157,757)	473,282	489,735	489,735
401.80005.500720	DEBT SERVICE INTEREST - COUNTY BOND	222,843	207,539	191,717	191,717	127,811	191,717	175,342	175,342
	TOTAL DEBT SERVICE	222,842	207,539	664,999	664,999	(29,946)	664,999	665,077	665,077
TOTAL STORMWATER FUND EXPENSES		2,338,790	2,400,968	4,515,613	13,511,423	6,234,077	13,508,932	3,977,908	3,977,908
	USE OF FUND BALANCE	-	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	8,995,810	-	8,995,810	-	-
Ending Fund Balance¹		14,545,707	13,803,836	13,828,222	4,832,413		5,389,904	6,301,996	6,301,996

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

¹Fund 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

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.

The Governmental 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 FY 2017-18	ACTUAL FY 2018-19	ADOPTED BUDGET FY 2019-20	AMENDED BUDGET* FY 2019-20	YTD* ACTUALS FY 2019-20	YEAR-END ESTIMATE FY 2019-20	PROPOSED FY 2020-21	ADOPTED FY 2020-21
BEGINNING FUND BALANCE		-	505,534	922,285	922,285		922,285	1,130,285	1,130,285
REVENUES									
651.5000.361100	INTEREST INCOME	5,534	16,750	-	-	8,045	8,000	-	-
651.5000.381100	OPERATING TRANSFERS IN	500,000	400,000	200,000	200,000	200,000	200,000	400,000	400,000
	TOTAL REVENUES	505,534	416,750	200,000	200,000	208,045	208,000	400,000	400,000
OTHER RESOURCES									
651.8000.300100	RESERVES - IN USE OF FUND BALANCE								
	TOTAL OTHER RESOURCES	-	-	-	-	-	-	-	-
TOTAL AVAILABLE RESOURCES		505,534	416,750	200,000	200,000	208,045	208,000	400,000	400,000
EXPENDITURES									
651.80005.500310	PROFESSIONAL SERVICES	-	-	-	-	-	-	-	-
651.80005.500341	CONTRACTUAL SERVICES	-	-	-	-	-	-	-	-
651.80005.500491	OTHER CURRENT CHARGES	-	-	-	-	-	-	-	-
	TOTAL OPERATING COST	-	-	-	-	-	-	-	-
TOTAL OTHER POST-EMPLOYMENT BENEFITS FUND EXPENSES		-	-	-	-	-	-	-	-
USE OF FUND BALANCE									
Ending Fund Balance		505,534	922,285	1,122,285	1,122,285		1,130,285	1,530,285	1,530,285

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

* YTD = Year to Date



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.

GFOA – Government Finance Officers Association

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.



City of Doral

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Mayor Juan Carlos Bermudez

Vice Mayor Christi Fraga

Councilwoman Digna Cabral

Councilman Pete Cabrera

Councilwoman Claudia Mariaca

Albert P. Childress, City Manager

Mari Gallet, Deputy City Manager