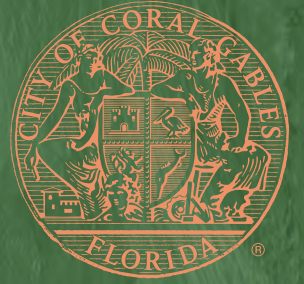


City of Coral Gables, Florida

2017-2018 BUDGET



*A World-Class City
With A Home-Town Feel*

**CORAL
GABLES**[®]
THE CITY BEAUTIFUL

CITY OF CORAL GABLES



RAUL VALDES-FAULI
MAYOR



PATRICIA KEON
VICE MAYOR



VINCE C. LAGO
COMMISSIONER



MICHAEL MENA
COMMISSIONER



FRANK C. QUESADA
COMMISSIONER

CATHY SWANSON-RIVENBARK, ICMA-CM, AICP, CEcD
CITY MANAGER

PETER J. IGLESIAS, PE
ASSISTANT CITY MANAGER - OPERATIONS & INFRASTRUCTURE

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ASSISTANT CITY MANAGER/DIRECTOR OF PUBLIC SAFETY

DIANA M. GOMEZ, C.P.A.
FINANCE DIRECTOR

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ASSISTANT FINANCE DIRECTOR - MANAGEMENT & BUDGET

MITRANAND BHAGIRATHI
SR. MANAGEMENT & BUDGET ANALYST

YANCYS BALADO
MANAGEMENT & BUDGET ANALYST

ELSY FUENTES
INTERNAL AUDIT & GRANTS COORDINATOR

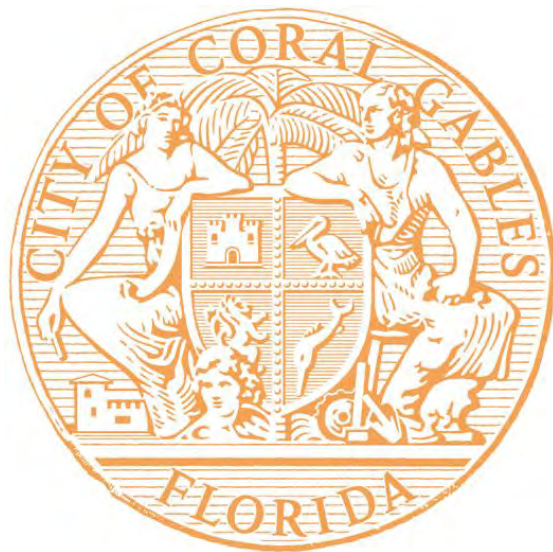
CRAIG E. LEEN
CITY ATTORNEY

WALTER FOEMAN
CITY CLERK

2017-2018 BUDGET

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THE CITY OF CORAL GABLES

OFFICE OF CITY MANAGER



The City Beautiful

CITY HALL 405 BILTMORE WAY
CORAL GABLES, FLORIDA 33134

October 1, 2017

Honorable Mayor and Members of the City Commission
City of Coral Gables
Coral Gables, Florida

Dear Mayor and Commissioners:

This FY 2017/2018 Budget represents the second of a 3 year city-wide strategic plan that captures the programmatic and budgetary priorities of the Coral Gables City Commission with supporting action plans and performance measurements destined to make Coral Gables “a world-class City with a hometown feel.” The hallmarks of the plan and corresponding budget include an unwavering commitment to continued financial stability, exemplary environmental stewardship, the expansion of innovative public safety strategies, an enviable quality of life, exceptional and inclusive service delivery, meaningful employee engagement, and enhanced governmental efficiencies. Also included in the budget are recent highlights of accomplishments, by department, that reflect the commitment and capabilities of the City’s talented and dedicated workforce.

The corresponding 5 Year Capital Plan included in this budget demonstrates the City Commission’s continued commitment to restoring our historic civic spaces, upgrading our physical and technological infrastructure, improving our multi-modal transportation options and local traffic management, and increasing the amount of open space throughout the City all while protecting and preserving the special community aesthetic that makes Coral Gables the City Beautiful. Certain new capital initiatives include additional planned CCTV cameras for Public Safety, E-Permitting, new traffic calming enhancements, small but tasteful gateway entry features (where none currently exist), and street-end beautification.

While most of the 2017/2018 expenditures cover operating expenses or ensure the continuation of existing signature programs and projects, other expenditures allow for planned expansions of programs such as Neighborhood Safety Aides, the continued conversion to energy efficient equipment and materials, and the successful social media outreach (which will now also include Twitter). There are also a select number of new initiatives including a few high quality resident-focused downtown events and the reintroduction of multinational recruitment as a targeted economic development initiative. The FY 2017/2018 Budget, together with the 3 Year Strategic Plan, and the corresponding 5 Year Capital Plan chart out a deliberate and measurable path to world class excellence all done in a manner that supports the steadfast implementation of the City Commission’s sound financial policies.

Below you will find a detailed summary of the 2017-18 Budget, which includes the action plans and performance measurements associated with the 3 Year Strategic Plan currently underway, a sampling of accomplishments by departments, and the 5 Year Capital Plan.

Regulatory

The FY 2017-2018 Budget beginning October 1, 2017 through September 30, 2018 was submitted in accordance with the requirements of Article V of the City Charter. The Annual Budget is a financial plan and management tool that guides the City and each department for the upcoming fiscal year. The Budget contains projected as well as comparative financial information with budgets of previous years and actual revenues and expenditures. The comparative data helps to analyze trends of the financial operations of the City. The Budget was presented at a Commission workshop on Tuesday, July 11, 2017 at 3:00 PM. As you know, state law requires that two public hearings be held in September to officially adopt the budget. The hearings were held Thursday, September 14, 2017 and Tuesday, September 26, 2017; both at 5:01 PM.

Budgetary Review

The City is continuing to make strides toward the resolution of collective bargaining issues as well as continued successes in the implementation of the pension unfunded liability pay down program, improving the accuracy of the City's revenue projections, and enforcing conservative (intelligent and informed) spending practices. Well thought out investment aimed at maintaining and improving the City's capital infrastructure continues to be deliberate and steady. Toward that goal, this budget includes significant investments in the City's capital infrastructure.

Expenditures

The total operating, capital and debt service budget approved for FY 2017-2018 is \$191 million, a net decrease of \$56 million or 22.7% compared to the amended FY 2016-2017 annual budget of \$246.9 million.

The majority of the change is a decrease of \$56.3 million in capital improvement projects included in the FY 2016-2017 budget that are not repeated in the FY 2017-2018 budget. If projects are not completed by the end of FY 2016-2017, their respective balances will be re-appropriated during the first quarter of the new Fiscal Year. These projects include such items as the Miracle Mile/Giralda Avenue Streetscape project, Neighborhood Renaissance Program, facility repairs/improvements, Miami-Dade Building Better Communities Bond Improvements, and sanitary sewer/storm water improvements.

Other decreases include \$2.2M in prior year operating re-appropriations and \$827K for one-time new needs included in the operating budget that do not repeat for FY 2017-2018, and \$200K included in the prior year budget to cover lease payments on the City's multi-space parking meters no longer needed for FY 2017-2018.

An additional decrease in the FY 2017-2018 budget is the reduction of approximately \$500K representing a 3% decrease in operating expenditures in the General Fund. Over the last few years the City has implemented a new needs process aimed at incrementally increasing departmental budgets to cover new, enhanced, or streamlining of services. The end goal of these new needs was not only to bring about better services for our residents, but to help streamline existing departmental processes. We felt at this time it was prudent that department heads review their respective FY 2017-2018 budgets and “give back” 3% of non-personnel related expenses. It is essential to note that the implementation of this reduction did not in any way negatively affect resident services.

Increases to the operating budget include \$2.1M for new and ongoing employee contractual agreements, \$1.78M to cover new initiatives for FY 2017-2018 (detailed below), \$1.5M to better match general liability insurance needs, \$321K (net change) for debt service payments in accordance with payment schedules, \$300K for an indexing increase to the additional pension payment in compliance with the City’s commitment to expedite pay down the unfunded pension liability, and \$178K for four additional Neighborhood Safety Aides (NSAs).

New Initiatives for FY 2017-2018

DESCRIPTION		FUNDED		
		ONE-TIME	ONGOING	TOTAL
Information Technology	Annual Support/ Maintenance Alignment for EMD ProQA	-	3,000	3,000
Police	Salary Funds Alignment for PT Traffic Enf. Officer		1,679	1,679
	Salary Funds Alignment for PT Neigh. Safety Aides		94,705	94,705
	Use FPI for night shift NSAs		250,000	250,000
Dev. Services	Plans Review Zoning Consultant	75,000		75,000
Public Works	2018 Electric Utility Rate Increase	}	142,979	142,979
	PL's 2017 Interim Storm Restoration Recovery			
	Anticipated Water Utility rate Increase		116,220	116,220
	Anticipated Additional Cost of Wastewater Disposal		88,000	88,000
	Maintenance/Cleaning of Miracle Mile Streetscape		500,000	500,000
	Employee Sustainability Training	20,000		20,000
Fire	Recurring Cost Fire Station 4	}	21,840	21,840
			7,500	7,500
City Manager	Twitter Team		35,824	35,824
Human Resources	Background Investigation Additional Funding		50,000	50,000
	2 P/T Personnel Specialist Public Safety	60,161		60,161
	Law Enforcement Psychological Testing		40,000	40,000
	Pre-Employment and Annual Physical Exams		25,500	25,500
Economic Development	Streetscape Marketing	41,500		41,500
	Multinational Business Development Specialist (PT)		53,571	53,571
	Downtown Events Activation - Pilot Program for FY18	150,000		150,000
		<u>346,661</u>	<u>1,430,818</u>	<u>1,777,479</u>

A comparison of expenditures for the FY 2016-2017 Budget and the FY 2017-2018 Budget is shown below:

<u>Budget Year</u>	<u>2016-2017</u>	<u>2017-2018</u>	<u>Increase (Decrease)</u>
Operating Expenses	\$161,107,451	\$161,913,702	\$806,251
Capital Expenditures	77,817,059	20,733,111	(57,083,948)
Debt Service Requirements	7,994,887	8,315,613	320,726
Total	\$246,919,397	\$190,962,426	(\$55,956,971)

Operating Expenditures

The increase in operating expenses from the amended FY 2016-2017 Budget of \$161,107,451 to the FY 2017-2018 Budget of \$161,913,702 is \$806,251, or 0.5%.

The following table summarizes the changes from the FY 2016-2017 budget to the FY 2017-2018 budget:

<u>Items</u>	<u>Increase (Decrease)</u>	<u>Total Budget</u>
Salary (Longevity, Merit)	\$2,608,235	\$66,847,048
Overtime	22,428	1,952,955
Employee Benefits		
Retirement	295,047	26,802,060
FICA	138,493	4,219,708
Workers Compensation	(465,000)	2,500,000
Health Insurance & OPEB	523,883	8,784,516
Preservation of Ben. Plan	(7,000)	94,000
Other Misc. Benefits	1,525	132,825
Professional Services	353,592	14,651,738
Repairs, Maintenance, Utilities & Misc. Services	861,494	19,036,526
Parts, Supplies, & I.T. Maintenance Costs	(923,797)	7,691,281
Equipment Replacement	(1,013,185)	506,752
Equipment Additions	(837,975)	236,039
Debt, Employee Payouts & Contingencies	(388,833)	3,169,030
Grants	(145,885)	591,178
Non-Operating	(47,309)	1,432,432
Fleet Equipment	(169,462)	3,265,614
Net Change to Operating Budget	<u>\$806,251</u>	
Total Operating Budget		<u>\$161,913,702</u>

Salary costs and health insurance costs are increasing 4.1% (\$2.6M) and 6.3% (\$524K), respectively, due to the second year implementation of the current Fraternity of Police (FOP) and International Association of Fire Fighters (IAFF) collective bargaining contracts, the compensation study results approved for the Excluded employees, and the normal annual merit and loyalty adjustments and an increase in part time position funding (detailed below).

The net increase in Professional Services is specifically related to the elimination of a one-time \$250K item that was funded in FY 2016-2017 to update the City’s zoning code, new funding of \$500K for enhanced cleaning services for the downtown area (including Miracle Mile and Giralda Ave.), and new funding of \$250K to support the expanded use of the City’s contract with FPI for security guards to supplement the Neighborhood Safety Aid program.

Repairs, Maintenance, Utilities & Miscellaneous Services is increasing 4.7% directly related to increased pass through costs and service costs from Miami-Dade County, Waste Management, and Florida Power & Light for solid waste tipping fees, waste water treatment fees, and electric fees.

The remaining decreases are related to the elimination of one-time items, mostly made up of funding re-appropriated from FY 2015-2016 to FY 2016-2017 that will not repeat for FY 2017-2018.

Personnel Positions

The FY 2017-2018 Budget includes a 5 position increase in full time headcount bringing full time authorized positions to 836 from the prior year total of 831. The additional positions are an enhancement to the Neighborhood Safety Aide (NSA) Program initiated in FY 2015-2016 with 4 positions, and enhanced in FY 2016-2017 with two additional positions and the conversion of 5 of 7 part time crossing guards to 5 part time NSAs/Crossing Guards. The FY 2017-2018 Budget adds 4 full time NSA positions and 5 contractual part time positions (\$250K FPI funding mentioned above), bringing the program total to 10 full time and 10 part time.

Over the last few budget years, the City has enhanced services through the addition of part time positions that not only fulfill the department’s service requirements but just as importantly offer part time hours to employees whose life requirements dictate a part time job as opposed to a full time job. Keeping with that this initiative, funding has been added to cover the cost of the following part time positions:

Part Time Position Additions/Enhancements

Administrative Assistant – City Manager’s Office	\$30,160
Twitter Team – Communications	\$30,160
Personnel Specialist (Public Safety) – Human Resources	\$55,886
Data Specialists – Information Technology	\$48,773
Property Clerk – Police	\$31,366
Maintenance Workers (2) – Public Works	\$38,995
Multinational Business Development Coordinator	\$49,764

**Employee Classification
Ten-Year Comparison**

FISCAL YEAR	POLICE OFFICERS	FIRE- FIGHTERS	GENERAL EMPLOYEES	TOTAL
2009	184	139	545	868
2010	183	139	486	808
2011	183	139	469	791
2012	183	139	469	791
2013	184	139	469	792
2014	191	139	470	800
2015	191	139	485	815
2016	192	139	498	829
2017	192	139	500	831
2018	192	139	505	836

Bargaining Unit Agreements

The City reached an agreement with the Fraternal Order of Police (FOP) during FY2016-2017 that is effective October 1, 2016 through September 30, 2019. FY 2017-2018 will be the second implemented year of the contract. The International Association of Firefighters, Local 1210 (IAFF) reached an agreement at the very end of FY 2015-2016 that will expire September 30, 2017. The Teamsters Local Union 769 (Teamsters) also reached an agreement during FY 2015-2016 and that contract will expire September 30, 2017 as well. The City's Labor Relations team has started preliminary negotiations with the IAFF and as of October 1, 2017 is finalizing a new agreement with the Teamsters.

Capital Improvements

The Fiscal Year 2017 – 2018 budget continues the City's commitment to fund the capital improvement needs for the short term as well as to plan and save for the long term. Staff is proud to say that similar to Fiscal Year 2016 – 2017, this budget continues to addresses nearly 100% of the City Commission's infrastructure priorities identified during the previous year.

The Fiscal Year 2017-2018 budget provides for a capital improvement program totaling \$23.9 million (see pages 72 - 78). Highlights include replacement of capital equipment of \$1.6 million, facility repairs/improvements of \$1.5 million, historic facility repairs/restorations of \$2.1 million, Motor Pool equipment replacement of \$3.3 million, Parking System repairs/improvements of \$1.0 million, Parks & Receptions amenity improvements of \$3.3 million, public safety Improvements of \$1.6 million, transportation and roadway improvements of \$5.0 million and utility repairs/improvements of \$4.7 million.

Debt Service

The total outstanding principal debt of the City is \$90.3 million as of September 30, 2017. This includes the recently issued debt for the Miracle Mile/Giralda Avenue Streetscape Improvement Projects. The annual debt service budget of \$8.3 million includes sufficient funds to cover all previous debt as well as the Streetscape Project debt. The total debt service amount represents 4.9% of the total operating and debt service budgets of \$170.2 million. This amount is well below the City's budgetary limit for debt service that is administratively capped at 8%.

The City has used Sunshine State Governmental Financing Commission (Sunshine State Commission) since 1987 as its principle source for financing the acquisition and construction of City facilities such as Fire Station No. 3, the Youth Center, the Miracle Theater, the Merrick Parking Garage and Shops, the City Maintenance and Storage Facility located at S.W. 72nd Avenue, the Museum Parking Garage, the 427 Biltmore Way building, and for other capital improvement program projects including the Biltmore and Granada golf course renovations, parks, entrances and plazas, information technology equipment, the Conference Center located at the Biltmore Hotel, the Country Club of Coral Gables, the construction of the Coral Gables Museum Building, dredging of the Coral Gables Canal, the Neighborhood Renaissance Program, and most recently the Miracle Mile/Giralda Streetscape improvement Projects. Today, all of the City's current long term debt is financed through the Sunshine State Commission.

The Sunshine State Commission was created in November 1985 to allow a limited number of qualifying governments to participate in pooled debt financing with pricing and cost structures not normally available to governmental entities acting individually. The loans issued from the Commission are the obligation and debt of the participating city. There are 13 cities and 3 counties in Florida that are members of the Commission.

Ad-Valorem Property Tax Millage Rate

For Fiscal Year 2017 – 2018 (tax year 2017), taxable values are the highest in the history of the City at \$15.17 billion. As of July 1, 2017, the Property Appraiser estimates, the split between existing property and new construction at \$15.05 billion and \$126.7 million, respectively. This represents a 5.4% increase over the tax year 2016 taxable values of \$14.389 billion. The difference between tax year 2016 and the year prior to that, 2015 was 5.1%.

I am pleased to report that the FY 2017-2018 Budget includes a property tax rate of **5.559**, the same rate as Fiscal Year 2016-2017. This will be the sixth consecutive year the City has not raised its millage rate. The table below shows the City's millage rates for the past ten years.

City Ad-Valorem Tax Rates

<u>Fiscal Year</u>	<u>Adopted Rate</u>
2008-2009	5.250
2009-2010	5.895
2010-2011	6.072
2011-2012	5.869
2012-2013	5.669
2013-2014	5.629
2014-2015	5.589
2015-2016	5.559
2016-2017	5.559
2017-2018	5.559

Revenues

The revenues for FY 2017-2018 (including property taxes based on the July 1 property value estimates) are projected to be \$174.8 million. This represents a net decrease of \$786.3K, or less than 1% compared to the amended FY 2016-2017 budgeted revenues of \$175.6 million.

Net revenue decreases from Fiscal Year 2016-2017 to Fiscal Year 2017-2018 come to \$7.8 million, the most significant of which are the large one-time grants from the Building Better Communities Bond Program (GOB - \$2.8 million) and the Miami-Dade County Roadway Impact Fees (\$1.7 million).

Other significant revenue decreases include \$850K for one-time proceeds from debt for the Public Works Facility Environmental Remediation project and \$831K for one-time grants both of which will not repeat for FY 2017-2018, \$510K for the Biltmore Complex debt retirement, and \$353K for miscellaneous revenue.

Total increases in revenue from Fiscal Year 2016-2017 to Fiscal Year 2017-2018 come to \$7.0 million made up of several components including an increase in property tax revenue. Applying the 5.559 millage rate to the aforementioned June 1, 2017 Property Appraiser taxable values of \$15.17 billion generates additional property tax revenue of \$4.1 million. The City is putting this very valuable increase to work by further investing in the implementation our strategic plan, the continuing commitment to invest in our facility maintenance and capital infrastructure, as well as the funding of the collective bargaining agreements for our City employees.

Other significant revenue increases include \$657K for parking fees, \$334K for investment earnings, \$445K for Storm Water fees specifically generated to support future infrastructure improvements related to sea level rise, \$425K for utility service taxes, \$330K for Miracle Mile/Giralda Ave. Streetscape project debt service assessment collections, \$173K in business tax receipts representing the allowable biannual 5% increase, and \$183.5K for recreation fees.

Reserves

A significant part of Standard & Poor's & Moody's decisions to reestablish AAA bond ratings for the City as well as Fitch's decision to award the City with their AAA bond rating was based on the City's commitment to restore and maintain reserves at responsible levels. Though policies differ from city to city, it is generally accepted to maintain reserves of 20% to 25% of a city's operating budget. Those reserves are maintained for "a rainy day" or more importantly, a catastrophic event. On the surface, a 25% reserve sounds like a fairly large amount to set aside. However, in reality 25% represents just three months of maintaining essential City services. The City's current General Fund reserve represents 25% of the Fiscal Year 2016-2017 total (all funds) operating budget.

Cultural and Community Events

The FY 2017-2018 Budget includes allowances for cultural grants and events in the amount of \$180,250. This represents a 3% increase over the prior fiscal year's allowance. The Cultural Development Board reviews grant applications made by local cultural and community organizations and recommends funding based on the available budget. The Fiscal Year 2017-2018 budget also includes a \$225,000 grant to support operating expenditures at the Coral Gables Museum.

Conclusion

We are pleased to present to you this year's budget. This is a balanced budget that adequately provides for the operational needs of the City as well as funding for significant capital improvement projects focused on improving infrastructure and quality of life. A sustainable organization is one that maintains its own viability by using techniques that allow for continued success. In developing this budget, staff and I strove to impart this philosophy into every aspect of our budgetary planning. The end result, the goal for us all, was and always is to create a more beautiful, livable and sustainable Coral Gables.

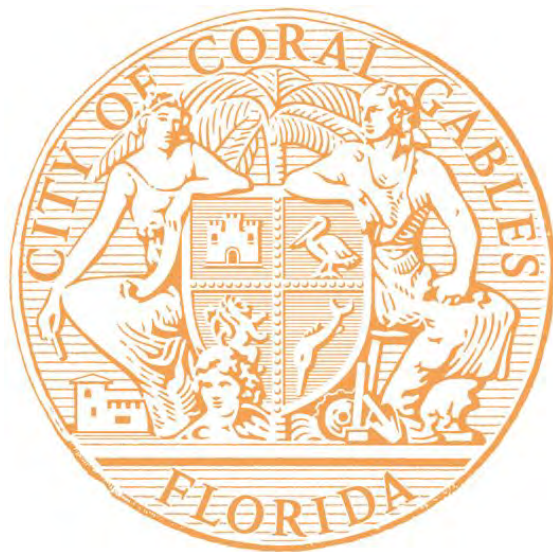
Acknowledgments

The preparation of the City's annual budget is a joint effort that includes the Assistant City Managers, department directors and supporting staff. The personal efforts of the following individuals are specifically acknowledged for their commitment to the budget process and the preparation of this budget: Diana M. Gomez, Finance Director; Keith R. Kleiman, Assistant Finance Director for Management & Budget, Mitranand Bhagirathi, Senior Management & Budget Analyst, Yancys Balado, Management & Budget Analyst, Elsy Fuentes, Internal Audit & Grants Coordinator and Yvette Diaz, Administrative Assistant. In addition, a special thank you goes to the Budget/Audit Advisory Board for their ongoing support in the preparation of this document: Alex Menendez (Chair), Cheryl Goldstein (Vice Chair), Members - John Holian, Frank Paredes and Tony Rivas.

Respectfully submitted,



Cathy Swanson-Rivenbark, ICMA-CM, AICP, CEcD
City Manager



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CORAL GABLES®

THE CITY BEAUTIFUL



2017-2019 Strategic Plan



A WORLD-CLASS CITY WITH A HOMETOWN FEEL

Strategic Planning Statements

Mission:

To honor our history by providing exceptional services that enhance the quality of life for our community.

Vision:

A world-class City with a hometown feel.

Values:

Governance with integrity – making ethical and wise choices with guided thought and transparency

Aesthetics – preserving and enhancing the beauty of our City

Balanced – considering all interests: residents, businesses, and workforce; celebrating diversity; being fair and equitable

Learning – inspired by our history, committed to excellence and innovation for our future

Exceptional service – being accessible, accountable, and respectful – exceeding expectations with pride

Sustainability – stewardship of all resources: people, finances, facilities, and the environment

Customer-focused Excellence

Goal:

Provide exceptional service that meets or exceeds the requirements and expectations of our community.

Objectives:

Attain world-class performance levels in overall community satisfaction with City services by 2019

Attain world-class performance levels in public safety by 2019

Improve mobility throughout the City

Create accessible “home-town” recreation opportunities in all areas of the City

Enhance our position as a premier destination for arts, culture, dining, and shopping

Financial Excellence

Goal:

Ensure the financial ability to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.

Objectives:

Attain / maintain AAA ratings by 2017

Decrease unfunded pension liability by 3% per year by 2019

Attain 80% funded status for existing capital improvement plan asset class matrices through recurring revenue by 2019. Develop and attain 60% funded status for newly developed capital improvement plan asset class matrices through recurring revenue by 2019.

Maintain minimum of 25% general fund unassigned reserve based on total operating budget

Increase the percentage of development agreement and grant funding to 4% of total revenue by 2019

Workforce-focused Excellence

Goal:

To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.

Objectives:

Ensure sufficient workforce capacity and capability to deliver high quality results by 2019

Attain world-class levels of performance in workforce satisfaction and engagement by 2019

Develop and implement a comprehensive staff development program by 2019 to ensure appropriate workforce training, opportunities, & leadership skills

Attain world-class performance levels in workforce health and safety by 2019



Process Excellence

Goal:

Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources.

Objectives:

Improve customer satisfaction with City communications to 75% by 2019

Expand knowledge-based library across departments and operations by Q1-2017

Provide training on process improvement / performance excellence methodologies to all employees by 2019

Sustainability-focused Excellence

Goal:

Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.

Objectives:

Reduce the City's electricity use 15% below 2013 levels by 2019

Reduce the City's water use 8% below 2013 levels by 2019 in City buildings, parks, and irrigation

Meet 60% of the state waste diversion goal of 75% by 2019

Reduce the City's gasoline and diesel fuel use 2% below 2013 levels by 2019

Increase outreach and education efforts with City employees and the community to enhance sustainability

Increase alternative mobility options to the community by 2019

Develop contingency plans and resources to address potential environmental changes such as sea level rise

Community-focused Excellence

Goal:

Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.

Objectives:

Increase community access and knowledge of historic and cultural sites

Increase the historical and cultural components in City-sponsored programs and the community's satisfaction with access and the programs

Enhance the pedestrian experience, safety, and connectivity in the City through improved lighting, crosswalks, sidewalks, and way finding

Create and fund ongoing programs to restore and preserve the City's significant historic resources through grants each year that the City is eligible

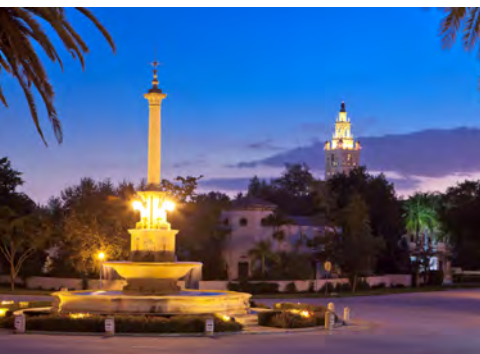
Attain world-class performance levels in resident satisfaction with City-sponsored special events by 2019

Implement best practices for urban and landscape design in public places, and sustainable historic aesthetics by 2019

Acquire/design and construct significant art for permanent display in public places

Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the City's brand

Develop and deploy a training program for the workforce regarding the City's culture, history, and brand by 2019





As the City of Coral Gables completes its celebration of its 90th year, reflecting upon the decades of phenomenal achievements of the City and its people, and looking ahead to our Centennial Celebration, our attention must now be focused upon the City’s future and our unwavering commitment to our new Mission – To honor our history by providing exceptional services that enhance the quality of life for our community.

We are proud to introduce to you our 2017-2019 strategic plan. This plan will serve as the City’s roadmap to our new Vision – A world-class city with a hometown feel – and describes our strategic goals and objectives to accomplish over the coming three years, detailing specifically our intent to achieve world-class performance levels in all key measurement areas while embodying our **GABLES** values:

Governance with integrity – making ethical and wise choices with guided thought and transparency

Aesthetics – preserving and enhancing the beauty of our City

Balanced – considering all interests: residents, businesses, and workforce; celebrating diversity; being fair and equitable

Learning – inspired by our history, committed to excellence and innovation for our future

Exceptional service – being accessible, accountable, and respectful – exceeding expectations with pride

Sustainability – stewardship of all resources: people, finances, facilities, and the environment

The City remains committed to delivering essential municipal services in an exceptional way with new technology and old-fashioned customer service combined with best practices, high performance standards, and accountability and transparency at all levels of the organization.

In addition to fixing sidewalks, planting trees, improving recreation spaces, and renovating facilities, the City will also be introducing neighborhood street lighting, and enhancing safety initiatives to help preserve the quiet residential neighborhoods that make Coral Gables “The City Beautiful.” We encourage your participation in community meetings and events as your input is valued and appreciated.

Finally, we, your City Staff, want to thank you for allowing us the opportunity to serve you in a world-class manner that preserves the City’s historic and cultural character, balances the economic, environmental, and social needs of our community, and helps lead us to a sustainable city with the highest level of quality of life.



Cathy Swanson-Rivenbark
City Manager

Coral Gables at a Glance

- Incorporated 1925
- Commission-City Manager form of Government
- Five-member City Commission, nonpartisan
- City Manager, City Attorney and City Clerk
Appointed by City Commission

Land Use Statistics

Land Area 12.92 sq. miles

Land Use Type:

	<u>% of Total</u>
• Residential	43%
• Commercial	3%
• Waterways	9%
• Developed	42%
• Underdeveloped	3%

Demographics

Population per U.S. Census Bureau

1950	19,837
1960	34,793
1970	42,494
1980	43,241
1990	40,091
2000	42,249
2010	46,780
2016	50,815 (Estimated)

Median Age **41.4**

Median Just (Market) Value of Home **\$881,683**

Average Household Income **\$151,808**

Economics Statistics

Office Space	10.8 million sq. feet
Retail Space	3.5 million sq. feet
Assessed Taxable Property Valuation	\$15.128 billion

Principal Taxpayers (% of City's total taxable value):

• Merrick Park LLC	1.13%
• LG Coral Gables LLC	.70%
• Banyan St. Gap Douglas ENT. LLC	.61%
• Prisa Ponce de Leon LLC	.55%
• Ponte Gadea Gables LLC	.49%
• South Florida Equities Riet Inc.	.46%

Education

Number of Public/Private Schools	18
• Elementary Schools	11
• Middle Schools	2
• High Schools	3
• Universities	2

Property Tax Millage Rate (FY 2018 Adopted Budget)

City of Coral Gables	5.5590
School Board	6.9940
Miami-Dade County	5.8182
Regional	0.3420

Bond Ratings

Moody's Investor's Service	Aaa
Standard & Poor's	AAA
Fitch Ratings	AAA

Dept. of Education School Ratings

• Coral Gables Preparatory Academy	A
• David Fairchild Elementary School	A
• Sunset Elementary School	A
• Henry S. West Laboratory School*	A
• George W. Carver Middle School	A
• Int. Studies Preparatory Academy	A
• Ponce De Leon Middle School	B
• Coral Gables Senior High School	B
• George W. Carver Elementary School	B

Fiscal Year 2018 Adopted Budget **\$192,355,830**

Fiscal Year 2018 Adopted Budget-Capital **\$20,733,111**

Fire Assessment (Single-Family) **\$70**

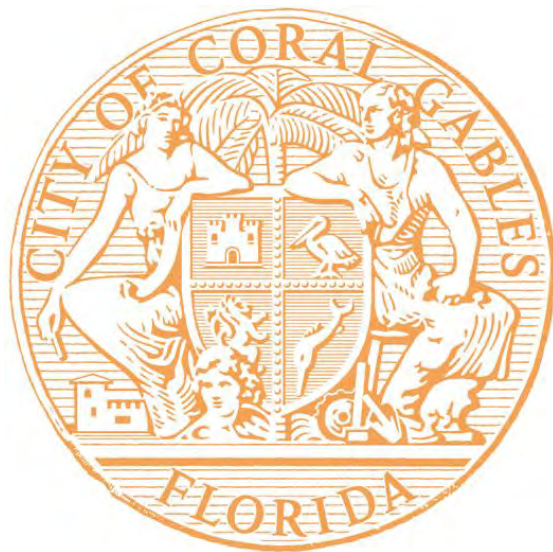
Solid Waste Fee

• Early Payment Option	\$750
• Paid on Tax Bill Option	\$878

Storm Water Fee (per ERU) **\$13.30**

*2016 Rating (2017 Rating is not available)

Source: Florida Department of Education



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CORAL GABLES

THE CITY BEAUTIFUL





THE CITY BEAUTIFUL

Coral Gables' founder, George E. Merrick, imagined both a "City Beautiful" and a "Garden City," with lush green avenues winding through a residential city, punctuated by civic landmarks and embellished with detailed and playful architectural features. Today, Coral Gables stands out as a planned community that blends color, details, and the Mediterranean Revival architectural style; it's a rare pearl in South Florida.



Early city planners and visionaries were influenced by the aesthetics of the City Beautiful Movement that swept across America in the early 1900s which encouraged the use of wide tree-lined avenues, monumental buildings, winding roadways, green space, ornate plazas, and fountains. All these elements of style have been and continue to be incorporated throughout the City.

The City's distinct tropical beauty is currently being enhanced by Fairchild Tropical Botanic Garden's Million Orchid Project, an ambitious initiative that will reintroduce one million native orchids to street trees in Miami-Dade County, including 250,000 in the City Beautiful. Thanks to the City's ongoing Tree Succession Project, more than 3,000 trees and palms are being planted in residential areas throughout the City.

Walk, bike or drive around the City Beautiful and you will notice the kind of vibrant, international community often found only in large cities. We hope you will visit us soon and think you will agree. Welcome to Coral Gables.

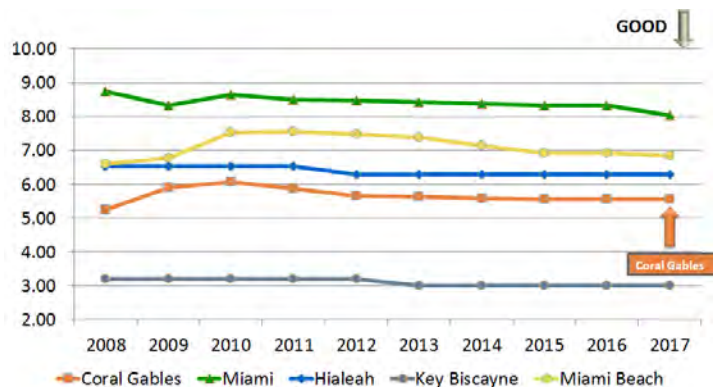


ECONOMIC OVERVIEW

The Coral Gables economy is comprised of local and international businesses, but unlike other parts of Florida, it is not influenced by seasonal shifts. Because of its strong municipal services, high quality of life, convenient access, responsible growth and a diversified economy, Coral Gables continues to be a highly desirable location for domestic and international investment.

The City of 51,000 residents is also centrally located with easy access to key destinations. Coral Gables is just a short drive from Miami International Airport and PortMiami, two of the largest passenger and cargo hubs in the nation, 35 miles from Ft. Lauderdale-Hollywood International Airport, and just minutes from downtown Miami. A vintage-style trolley connects many of the commercial districts to Metrorail, the region's elevated rapid transit system.

Coral Gables is considered one of the premium office markets in South Florida with approximately 11 million square feet of prime office space. The City's total tax-assessed value is \$15.1 billion. It is also an ideal place for corporate officers and employees to live and work. The City offers multiple venues to entertain clients, world-class restaurants, first-class hotels, rich cultural offerings and a broad range of retail establishments.



CORPORATE CAPITAL OF THE AMERICAS

In 1925, Coral Gables founder George Merrick predicted the City would “serve as a gateway to Latin America.” Today, Coral Gables is home to more than 150 multinational corporations in such varied fields as telecommunications and technology, international finance, health care, biomedical research, import and export, transportation, spirits, travel and tourism, news information services and real estate. Regional offices are heavy purchasers of professional services, particularly in the areas of international law, accounting and global marketing, making Coral Gables an ideal location for such businesses. Many of the multinational companies have located in Coral Gables to serve South and Central America, and several of the offices have expanded their reach to include other parts of the globe due to the ease of international travel, reliable telecommunications and a multilingual and multicultural professional workforce. In fact, more than 100 countries are served from corporate addresses in the City Beautiful.

BUSINESS FRIENDLY ENVIRONMENT

Beautiful boulevards, a thriving arts scene and a bustling downtown are characteristically Coral Gables. It’s a few of the many reasons why people choose to make the City Beautiful their home and place of business. Another reason is the City’s strong financial footing and favorable tax rate. Our pro-business tax climate means business dollars go a lot farther in Florida as well; for example, limited corporate taxes and no state/local personal income tax. Great weather, recreational opportunities, convenient access to global markets and a highly educated talent pool makes Coral Gables the right choice.

INVESTING IN CORAL GABLES

Coral Gables is now one of only three cities in Florida – and the only one in Miami-Dade County – with three ‘AAA’ bond ratings. Fitch Ratings has joined Standard & Poor’s and Moody’s in assigning the City a ‘AAA’ bond rating. Conservative fiscal management, responsible debt policy, and a strong but diverse economic base are some of the key factors that contributed to the very positive ratings. Its strong financial position means the City can continue to provide superior services and amenities, while continuing to invest in its infrastructure... all great reasons to invest and do business in the City Beautiful!

High quality schools, responsive municipal services and the thoughtful integration of the built and natural landscape make the City Beautiful a much sought-after address. In 2016, according to the Miami-Dade County's Property Appraiser, the average just (market) value of a home in Coral Gables was \$881,683. There were an estimated 16,307 households in 2016 and an average family household income of \$151,808, compared to \$63,419 countywide. Homes in Coral Gables range from quaint historic cottages to waterfront estates valued upwards of \$43 million.



SAMPLING OF LARGEST EMPLOYERS

AECOM
American Airlines
Bacardi U.S.A.
Baptist Health South Florida HQ
Bayview Financial Trading Group
The Biltmore Hotel
Cable & Wireless Communications
Cherry Bekaert
The Collection
C3TS/Stantec
Coral Gables Hospital
Del Monte Fresh Produce
Diageo
Doctors Hospital
Gables Engineering
Gibraltar Bank
HBO Latin America
Hyatt Regency Coral Gables
IBM
Infiniti of Coral Gables
Kindred Hospital S. Fla. Coral Gables
Mercantil Commerce Bank, N.A.
Mercedes-Benz of Coral Gables
Quirch Food
Richemont Latin America & Caribbean
The Colonnade Hotel
University of Miami
Univision Radio Florida
Zubi Advertising Services



ACCESS TO AIR, SEA & LAND

The Greater Miami region attracts more than four million visitors a year, and many are drawn to Coral Gables for its diversity of offerings.



AIRPORT (MIA)

Coral Gables is just 5 minutes from Miami International Airport, the nation’s second-busiest airport for international passengers with 101 air carriers serving 153 destinations. In 2016, MIA served 44.5 million passengers and handled more than 2.2 million tons of domestic and international cargo, making it the top U.S. airport for international freight. The airport has a 400,000-square-foot international arrivals facility for quick access from any of North Terminal’s 50 gates and an above-ground, automated people mover system that connects various modes of transportation between Miami, Palm Beach County, Fort Lauderdale and the Florida Keys, making regional travel easier for residents and visitors.

TRANSIT

Transportation through Coral Gables is free and convenient on the City’s vintage-style trolley, which connects many of the City’s commercial districts to Metrorail, the region’s elevated rapid transit system and other transit services. The trolley carries 1.2 million passengers a year along Ponce de Leon Boulevard between the Douglas Metrorail Station and Flagler Street, with convenient stops every 1-2 blocks and a trolley running every 10 to 12 minutes.



PORT (PORTMIAMI)

Only 15 minutes away from Coral Gables, PortMiami is recognized as the “Cruise Capital of the World” and “Cargo Gateway of the Americas.” The Port, which is home to 18 cruise lines, handled more than 4.9 million passengers and 8.7 million tons of cargo in 2016. Additionally, PortMiami is the nearest major U.S. logistics hub capable of handling full laden post-Panamax vessels. The PortMiami Tunnel, completed in 2014, has doubled the capacity of truck and cargo movement, while PortMiami’s Rail, completed in 2014, links rail service from the port directly to the national rail network, allowing goods to reach 70 percent of the US population within one to four days. PortMiami is ranked the 3rd fastest imports port in the US by the Journal of Commerce.

FREEBEE

The City of Coral Gables has partnered with Freebee, a fun and innovative electric vehicle shuttle service, to provide free door-to-door on-demand rides throughout Downtown Coral Gables. Freebee is currently operating in the Downtown every day, from 11 a.m. to 11 p.m.



INTELLECTUAL AND MULTILINGUAL WORKFORCE



University of Miami

Employers in Coral Gables have the opportunity to draw from a highly educated and talented multilingual workforce. More than half of Coral Gables residents are fluent in another language. Approximately 60 percent of Coral Gables' residents 25 and older have a bachelor's degree, and approximately 30 percent also have a graduate or professional degree, about three times the countywide rate. In addition, Coral Gables is home to many excellent academic institutions.

The internationally renowned University of Miami, one of the country's leading research universities, has its main campus located on 239 acres in the City. UM's student population of 16,801 includes students from more than 120 nations. The University offers 115 bachelor and 177 masters and doctoral degree programs. It is among the top 50 universities in the U.S. News & World Report rankings of "America's Best Colleges," and Forbes Magazine ranked the University of Miami as one of the "Top 15 best employers" in the United States. UM is accelerating its progress in all key areas, and in particular in the biomedical and life sciences. The newly-opened Lennar Foundation Medical Center on the University of Miami Coral Gables Campus along with UHealth - the University of Miami Health System, located fewer than 5 miles away from Coral Gables, employs thousands of physicians, scientists, nurses, allied health care professionals and business executives representing a myriad of industries. UHealth also has more than a dozen outpatient centers located in Miami-Dade, Broward, Palm Beach and Collier counties, its faculty conducts more than 1,800 research projects and its physicians have more than two million patient encounters each year.

Also located in the City is Northwestern University's prestigious Kellogg School of Management Executive MBA program. Kellogg is ranked #3 in the U.S. News & World Report's current list of "America's Best Business Schools."

INTERNATIONAL HUB SAMPLE OF THE MULTINATIONAL COMPANIES IN CORAL GABLES

A&E Networks Latin America
ABC News
ACS Infrastructure Development
Adobe Systems
AECOM
Alvarez & Marsal
AMC Networks International
AmericaEconomia Group
American Airlines
ANSAC
Apple
Arcor USA
Arthur Murray International
AstraZeneca Latin America
AT&T
Bacardi USA
Banacol Marketing Corporation
Banco de Credito del Peru
Banco Internacional de Costa Rica
Bank of America
Batanga
BBC Worldwide - Latin America
Becker & Poliakoff, P.A.
Berlitz Language Center
Britvic North America
Bunge Latin America
Burns & McDonnell Engineering
C3TS/Stantec
Cable & Wireless
Campbell Soup Company
Cargill
Caribbean Hotel & Tourism Assoc.
CC1 Companies
CH2M Hill Inc.
Charles Schwab L.A. & Caribbean
Cherry, Bekaert and Holland
Christie's Fine Art Auctioneers
Chopard
Cisco Systems
Cisneros
Citrix Systems
Coldwell Banker
Colliers International
Cosentino
Crystal Lagoons
Crosswell International
Dabrein
Del Monte Fresh Produce
Diageo
ED&F Man
Egon Zehnder International
EMC Corporation
Enterprise Florida
ESPA International
Esri
FAG Interamericana
Fidelity Investments
Fleishman Hillard
Fowler, Rodriguez, Valdes-Fauli
Fox Latin America
Fragomen, Del Rey, Bernsen & Loewy
FTI Consulting
Fyffes
Garcia-Colinas Trading and Engineering
Gettys Miami
Global Life Insurance
Grupo Kettal Grupo Uno International HBO Latin America
Heery International
Hermés
Hill and Knowlton/SAMCOR
HSBC Bank
Hyatt Hotels & Resorts
IBM
Infante Zumpano
Inlingua Language Center
IntelSat InterOrient Navigation
IOS Partners
Jones Lang La Salle Hotels
JP Morgan Chase
Kraft Foods Latin America
La Perla
Latin American Agribusiness Dev.
Lexmark International Latin America
Lorina
LVMH Watch & Jewelry Carib. & L.A.
Lynch Sales Company
Maccaferri
Marriott
MasTec
Merrill Lynch
MetLife
Mexbrit
Mercantil Commercebank
MGM Networks Latin America
Millicom International Cellular S.A.
Mondelez International
MoneyGram Latin America
Movado Group
OBM International
Odebrecht Construction
Ogilvy & Mather, Latina
Pedelta
Perkins + Will
Prudential Financial
Ravenscroft Ship Management
Raymond James & Associates
RE/MAX
Richemont L.A. & Caribbean
Robert Half International
RTKL Associates
S & K Worldwide Realty
Società Dante Alighieri
Spencer Stuart
Starcom Group
Steiner Management Services
Swarovski
T. Y. Lin International
Telemundo Internacional
Terra Networks
Tiffany & Co.
TMP Worldwide Directional Marketing
Towers Watson
Turbana Corporation
UBS International
Univision Radio
Venevision International
Walt Disney Latin America
Warner Brothers Entertainment
Wells Fargo
William Grant & Sons Distillers
Yahoo!

CENTER FOR FOREIGN CONSULATES AND RELATIONSHIPS

A Significant Number of Foreign Government Offices Have Chosen a Coral Gables Address:

ACC10 (Government of Catalonia Agency)
Consulate General of Barbados
Consulate General of Colombia
Consulate General of El Salvador
Consulate General of Italy
Consulate General of Norway
Consulate General of St. Lucia
Consulate General of the Principality of Monaco
Consulate General of Spain
Spanish Trade Commission
Spanish Office of Education
Tourist Office of Spain
Honorary Consulate of Australia
Honorary Consulate of Belize
Honorary Consulate of Hungary
Honorary Consulate General of St. Kitts & Nevis
Honorary Consulate General of Thailand
U.S. Office of Foreign Missions
Taipei Economic & Cultural Office

TO FURTHER ESTABLISH INTERNATIONAL TIES, THE CITY HAS FORGED RELATIONSHIPS WITH ITS SISTER CITIES:

Aix-en Provence, France
Cartagena, Colombia
Granada, Spain
La Antigua, Guatemala
Province of Pisa, Italy (Emeritus)
Quito, Ecuador (Emeritus)

FRIENDSHIP CITIES

Santa Maria, Spain
Pavia, Italy



Historic De Soto Fountain

GLOBAL CONNECTIVITY

Coral Gables enjoys close proximity to Verizon's Network Access Point (NAP) flagship facility located in Downtown Miami. The Tier-IV facility was the first purpose-built, carrier-neutral NAP and is the only facility of its kind specifically designed to link Latin America with the rest of the world. Verizon's NAP of the Americas makes Miami the only City in the U.S. where Optical, Ethernet, MPLS, Voice and Internet traffic come together in one location, and this massive connectivity allows for faster network services. In addition, the facility offers business hosting services for equipment and technology and provides a secure colocation option designed to protect critical information and infrastructure.



Riviera Day School student

SCHOOLS

Coral Gables schools are considered by many to be the best in Miami-Dade County. The Florida Department of Education awarded A ratings to six of the nine public schools that serve the City and B ratings to the rest. Coral Gables Preparatory Academy, George Washington Carver Middle School and Sunset Elementary are designated as Blue Ribbon Schools of Excellence by the US Department of Education, the highest honor awarded to an American school. Several Coral Gables schools are known for their foreign language curricula. G.W. Carver Middle also holds the additional distinction of being recognized by the French, German, Spanish and Italian governments. Graduates of the prestigious International Baccalaureate programs at Coral Gables Senior High receive diplomas recognized by colleges and universities throughout the United States and the world. The International Studies Preparatory Academy, ranked among the top high schools in Florida, focuses on international studies and foreign languages. It is the result of a pioneering collaboration between the City, Miami Dade County Public Schools and the Spanish, Italian and French education ministries. Coral Gables also boasts seven highly rated private schools that include Gulliver Academy and nearby Gulliver Preparatory School, as well as half a dozen day schools.

For a list of all schools, visit www.coralgables.com/schools.

QUALITY OF LIFE



The Shops at Merrick Park



Miracle Mile & Giralda Plaza Streetscape Project

COMMUNITY AND CONVENIENCE

As South Florida's first planned community, Coral Gables is a green oasis in the heart of one of the nation's largest metropolitan areas. The 13-square-mile City is well known for its lush, elegant surroundings, 47 miles of winding waterways and stable residential neighborhoods. Its climate is mostly sunny year-round with temperatures ranging from an average annual high of 81 degrees Fahrenheit to a low of 60.

A walk through town makes it clear why the Wall Street Journal named Coral Gables "the sixth most walkable suburb in the United States." Night and day, the city's Downtown is bustling with pedestrians who have easy access to hundreds of restaurants and an abundance of shops, many within walking distance of the downtown business district. The variety and convenience of these amenities is a significant benefits for employees who use personal and professional services during lunch, or before and after work hours. The City's many cultural offerings are also proving attractive to a growing creative class. Rand McNally and USA Today ranked Coral Gables as one of the six most beautiful towns in America, and in 2013, LivCom ranked Coral Gables among the five most livable communities of its size in the world.

One of the City's most exciting current initiatives is an investment of more than \$25 million to make Miracle Mile, the City's main street and one of its central shopping and dining areas, vibrant pedestrian destination. The initiative, which also includes "restaurant row" on nearby Giralda Plaza, includes widening the walkway to create areas for al fresco dining and a more engaging retail experience. The redesign for both Miracle Mile and Giralda Plaza includes curbsless streets, shaded sidewalks, and inviting open spaces that are intimately tied to the history, character and climate of Coral Gables. This transformation will help create a more vibrant and eventful Downtown. The project has an estimated completion date of January 2018. For more information, please visit www.gablesstreetscape.com or follow the progress on the City's Instagram account: @CityofCoralGables.



Alhambra Circle



Shops at Merrick Park

SHOPPING & DINING

Coral Gables is synonymous with good taste. The famed Miracle Mile and Giralda Plaza with its surrounding downtown streets are filled with European-style outdoor restaurants and boutiques, providing an enjoyable tropical shopping experience. A culinary destination, Coral Gables boasts Zagat's "Best Restaurants in Miami" winners and James Beard Award's Semifinalists Eating House and Palme d'Or. Zagat's Best Service in Miami goes to Christy's, Ortanique, and Pascal's on Ponce, and Zucca, which is also listed as one of Zagat's top new restaurants of 2017. For more information visit www.shopcoralgables.com.

Just a few minutes away, fashion and style come to life in the city at the Shops at Merrick Park, a shopping and lifestyle center anchored by luxury retailers Neiman Marcus and Nordstrom. The outdoor shopping venue also features designer brands including Tiffany & Co., Hugo Boss, Jimmy Choo, Burberry, Diane Von Furstenberg, and Gucci. For more information visit www.shopsatmerrickpark.com.

Coral Gables has become one of the most vibrant centers for the arts in South Florida, with countless cultural offerings located both in the heart of the City or just minutes away.



Gables Cinema



Actors' Playhouse at Miracle Theatre



- Coral Gables offers four live theaters, the most of any city in South Florida. They are Actors' Playhouse at the Miracle Theatre, GablesStage at the historic Biltmore Hotel, Area Stage on US 1 and the Jerry Herman Ring Theatre at the University of Miami.
- The Coral Gables Art Cinema on Aragon Avenue, the Cosford Cinema on the University of Miami campus and Landmark Theatres at The Shops at Merrick Park are top venues for foreign and independent films.
- Coral Gables Gallery Night, held every first Friday of the month, features more than two dozen private art galleries showcasing works by European and Latin American art masters and outstanding contemporary artists. A free Gallery Night Trolley winds its way through the City, making stops at the exhibits and at the Coral Gables Museum plaza, where live music, art and wine come together.
- In 2016, the City kicked off a Downtown Gables Event Series. Free fitness classes, jazz concerts and movies were held at The Plaza at 150 Miracle Mile, courtesy of a partnership between the City of Coral Gables and the McBride Family. The program, which ran through May 2017, will return in the Fall.
- Adrienne Arsht Center for the Performing Arts, Florida's largest performing arts center, is located just 20 minutes from Coral Gables in downtown Miami. The Perez Art Museum Miami, Florida Grand Opera, Miami City Ballet, New World Symphony, Vizcaya Museum and gardens, Frost Museum of Science and other cultural venues are conveniently located nearby.



Coral Gables Museum

- There are four museums in the City -- the Coral Gables Museum in the heart of Downtown, the Lowe Art Museum on the UM campus, Merrick House, the boyhood home of City founder George Merrick, and the Fairchild Tropical Botanic Garden.
- Coral Gables is widely known for its vibrant and high-quality music scene. Coral Gables also is a premiere stage for numerous chamber groups, symphonic orchestras and an annual Baroque Music Festival. The University of Miami's renowned Frost School of Music is a popular venue for a wide array of musical offerings.
- Coral Gables is home to Books & Books, one of the nation's top independent bookstores. The store has become a major cultural center and each year hosts more than 500 different readings and events. Former presidents and world-renowned authors have presented at the popular venue.



Books & Books



Chihuly art at Fairchild Gardens

QUALITY OF LIFE: CULTURAL AMENITIES *continued*



Coral Gables celebrates its strong sense of community with events that have become local traditions throughout the year. The annual Junior Orange Bowl Parade has been marching through Downtown Coral Gables for 68 years, the July 4th fireworks celebration draws more than 25,000 people to the grounds of the historic Biltmore Hotel, and the annual Holiday tree lighting ceremony and theme park for children at City Hall are highlights of the holiday season. During the local growing season from January through March, Coral Gables holds its Farmers Market in front of City Hall. The popular European-style green market offers farm-fresh produce, baked goods, juices, honey, herbs, jams and jellies, gourmet specialty foods, and a variety of plants for the home or garden. Nationally-recognized as a garden city, Coral Gables offers two world-renowned gardens. Montgomery Tropical Botanic Garden is a global center for scientific research, boasting the largest palm tree and cycad collections in the world, while the 83-acre Fairchild Tropical Botanic Garden has become a resource of world significance. Its “Wings of the Tropics” conservatory has 3,000 butterflies on display every day. Coral Gables is strongly committed to arts and culture. In addition to its many offerings, the City has a Cultural Grants Program to support non-profit organizations and an Art in Public Places Program that requires all commercial developments of more than \$1 million to assign one percent of their budget for public artworks. The City also is home to two international cultural institutions, the Societ  Dante Alighieri and the Centro Cultural Brasil-USA.

Coral Gables is widely recognized as one of the best places to live. These are some of the awards the City has won:

- *Top 5 Most Beautiful Small Cities in America (Rand McNally / USA Today)*
- *Most Walkable Suburbs in the Country (Wall Street Journal)*
- *Top 10 City to Live Well in America (Forbes)*
- *Tree City for the past 32 years (The Arbor Day Foundation)*
- *Best Places to Retire in America (NBC Today Show)*
- *Playful City USA (KaBOOM!)*
- *100 Best Communities for Young People (America’s Promise Alliance)*
- *Top 10 Romantic City in the U.S. (Livability.com)*
- *Top 10 Dreamiest Places to Live in the United States (HGTV’s FrontDoor.com)*
- *Protector of the Climate Award (Audubon Society)*
- *Top 10 Cities for Books (Livability.com)*
- *Top 5 Most Livable Communities in the World (United Nations-backed LivCom International)*
- *Real Estate Achievers & Leaders (R.E.A.L.) Award - Community/Municipality recipient 2016 (Greater Miami Chamber of Commerce)*



Venetian Pool



Deering Bay Golf Course

RECREATIONAL AMENITIES

With its majestic tree canopy and shaded streets, Coral Gables invites communing with nature. There are 50 public parks and green spaces in the City Beautiful, providing perfect places to stroll, picnic, play or relax. Residents and visitors can tee off at two public golf courses – the Biltmore Golf Course, a Donald Ross, 18-hole, par-71 course, and the Granada, the oldest operating 9-hole course in Florida. There are also two private courses, the Riviera Country Club and the Deering Bay Country Club. Coral Gables also offers access to 46 tennis courts and 47 miles of waterways that invite boating, paddleboarding and kiteboarding. Other activities include hiking and cycling along one of the City’s many bike paths.

Residents can also swim in the City’s historic natural freshwater Venetian Pool, which was voted one of the world’s coolest pools by “Travel and Leisure” magazine. For boat owners, there are several private marinas nearby that include Snapper Creek Marina, Deering Bay Yacht Club and Cocoplum Yacht Club.

QUALITY OF LIFE *continued*



Marlins Ballpark



American Airlines Arena
(Copyright: Karel Miragaya)

SPORTS

Coral Gables is in close proximity to a wide array of sporting events, both professional and collegiate.

- University of Miami Hurricanes NCAA athletic events.
- Miami Heat Basketball at American Airlines Arena. (Approx. 15 minutes from Coral Gables)
- Miami Marlins Baseball at Marlins Park. (Approx. 15 minutes from Coral Gables)
- Miami Dolphins Football at the Hard Rock Stadium. (Approx. 25 minutes from Coral Gables)
- Florida Panthers Hockey at BB&T Center. (Approx. 40 minutes from Coral Gables)
- Miami Open Tennis at Key Biscayne. (Approx. 20 minutes from Coral Gables)
- NASCAR races at Homestead-Miami Speedway, features the annual Ford Championship weekend. (Approx. 40 minutes from Coral Gables)

The Coral Gables Police and Fire Departments are both fully-accredited. In fact, in 2014, the City's Police Department earned its seventh reaccreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA), the international gold standard in public safety. The City's Fire Department is one of only a handful of fire departments nationally that holds the distinction of being both a recognized ISO Class 1 Fire Department as well as accredited through the Commission on Fire Accreditation International, for providing exemplary fire protection and emergency services to the community. In addition, in 1993, Coral Gables became the first municipality ever to receive the National Emergency Management Award. Coral Gables provides services tailored for those of all ages— from the very young, to the elderly. Its Youth Center offers recreational programming for children, adults and seniors, while the Coral Gables Museum offers educational programs and camps for families and children. Seniors, who make up a quarter of the City's population, can choose from a wide range of services. The City's Senior Services program offers language classes, investment discussions and an annual Health Fair, and its Pilates, aerobics and Tai Chi sessions all quickly fill up. To meet the demand, the City built a new Adult Activities Center to serve its growing population.



UHealth Lennar Foundation Medical Center

HEALTH SERVICES

Coral Gables residents have access to a variety of world-class healthcare services. Baptist Health South Florida ranks as one of the best hospital systems in the nation for clinical quality. Headquartered in Coral Gables, the \$2.5 billion organization is composed of seven hospitals and more than two dozen outpatient facilities. Baptist Health Doctors Hospital, located in the heart of the City, has provided high-quality medical care since 1949 and has been a leader in neurological care since 1993, serving patients from all over the world. Its nationally recognized Sports Medicine program serves, among others, the Florida Panthers and the Miami Heat, and its Gamma Knife program was the first of its kind in Florida.

UHealth- the University of Miami Health System delivers South Florida's most advanced and comprehensive patient care by some of the region's best doctors. The area's only academic-based health care system, UHealth provides unique and personalized health care, where patients can participate in clinical trials that are fast-tracked from the laboratory to the bedside. UHealth's network includes three hospitals, more than one dozen outpatient facilities in Miami-Dade, Broward, Palm Beach and Collier counties, and more than 1,200 physicians and scientists. The newly-opened Lennar Foundation Medical Center in Coral Gables highlights a new era in health care delivery that brings together dozens of medical specialties into one location, including the expertise of the renowned Sylvester Comprehensive Cancer Center, South Florida's only State of Florida Cancer Center of Excellence, Bascom Palmer Eye Institute, the #1 ranked eye hospital in the U.S., and the University of Miami Health System Sports Medicine Institute - official medical provider for the University of Miami, Miami Marlins and the U.S. Sailing Team. The community-based Coral Gables Hospital offers a broad range of services, from primary care to surgery. The specialty programs offered at the 245-bed facility within the City include Orthopedics, Urology, Comprehensive Diagnostics Services, Emergency Care, and Outpatient Rehabilitation.

COMMUNITY PROFILE

City Budget and Taxes	2017 Local Property Taxes	Total Just Value of Property in the City	Total Taxable Value of Property in the City
2017-2018 Fiscal City Budget: \$192,355,830	Municipal Millage Rate: 5.559 Total Millage Rate: 18.7132	\$21.5 billion	\$15.2 billion

DEMOGRAPHIC COMPARISON: 2016 ESTIMATES

	Coral Gables	Miami-Dade
Population	50,815	2,693,117
Households*	16,307	928,604
Population Growth Projection (2010-2016)	8.7%	7.8%
Average Household Size (2010-2015)	2.53	2.83
Median Household Income (2015)	\$93,934	\$42,148
Average Household Income (2011-2015)	\$151,808	\$63,419
Median Age Total Population	41.4	39.3
Income less than \$ 15,000	6%	18.09%
Income \$ 15,000 - 24,999	7.3%	13.62%
Income \$ 25,000 - 34,999	6%	11.62%
Income \$ 35,000 - 49,999	9.6%	14.01%
Income \$ 50,000 - 74,999	11.2%	16.16%
Income \$ 75,000 - 99,999	9.4%	9.56%
Income \$ 100,000 - 124,999	16.4%	6.40%
Income \$ 125,000 - 149,999	4.98%	3.03%
Income \$ 150,000 - 199,999	9.8%	3.26%
Income \$ 200,000 - 499,999	3.60%	1.26%
Income \$ 250,000 - 499,999	8.46%	2.04%
Income \$ 500,000 and more	6.06%	0.95%

Data Source: Census.gov

* Miami-Dade County's Property Appraiser



Fink Studio

MEDITERRANEAN DESIGN

Coral Gables has set itself apart from other South Florida cities thanks in large part to the old-world charm evoked by its buildings, the discerning taste of its residents and its strict zoning laws and high architectural standards. This architectural heritage has been enhanced by the adoption of a Mediterranean Style Design Bonus that provides incentives to developers building or renovating in the Mediterranean style.

HISTORICAL LANDMARKS

Coral Gables is committed to maintaining its rich heritage. More than 1,450 properties have been designated local landmarks, including typical Mediterranean style cottages. Eleven properties have been listed on the National Register of Historic Places. They include:

- The Biltmore Hotel: The City’s tallest building – with its magnificent spire that pays homage to Spain’s Giralda tower – has hosted royalty, presidents and movie stars since it opened in 1926.

- City Hall: The richly ornamented Mediterranean Revival-style building is made largely of coral rock and features original artwork that is an integral part of its structure—from the relief of the City seal the graces the front façade to the paintings on its domed ceiling.
- Venetian Pool: Created in 1923 from a coral rock quarry, the natural freshwater pool is the only pool to be listed on the National Register of Historic Places.

Other properties listed on the National Register are the Coral Gables Congregational Church, Coral Gables Elementary School, the Merrick House, the Coral Gables Museum, the Coral Gables Woman’s Club, the Coco Plum Woman’s Club, the Douglas Entrance, and the MacFarlane Homestead Historic District.



Merrick House

We are dedicated to positioning Coral Gables for sustainable, long-term economic vitality that enhances the quality of life of residents and strengthens the business environment.

Phone: 305-460-5311

Email: business@coralgables.com

City of Coral Gables

Economic Development Department

2121 Ponce de Leon Blvd.

Suite 720

Coral Gables, FL 33134

www.coralgables.com/business

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Coral Gables, Florida for its annual budget for the fiscal year beginning October 1, 2016.

In order to receive this award, a government 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 the GFOA to determine its eligibility for another award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

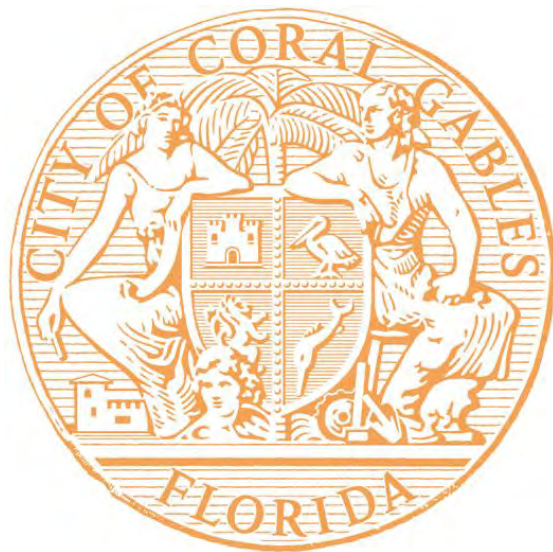
PRESENTED TO

**City of Coral Gables
Florida**

For the Fiscal Year Beginning

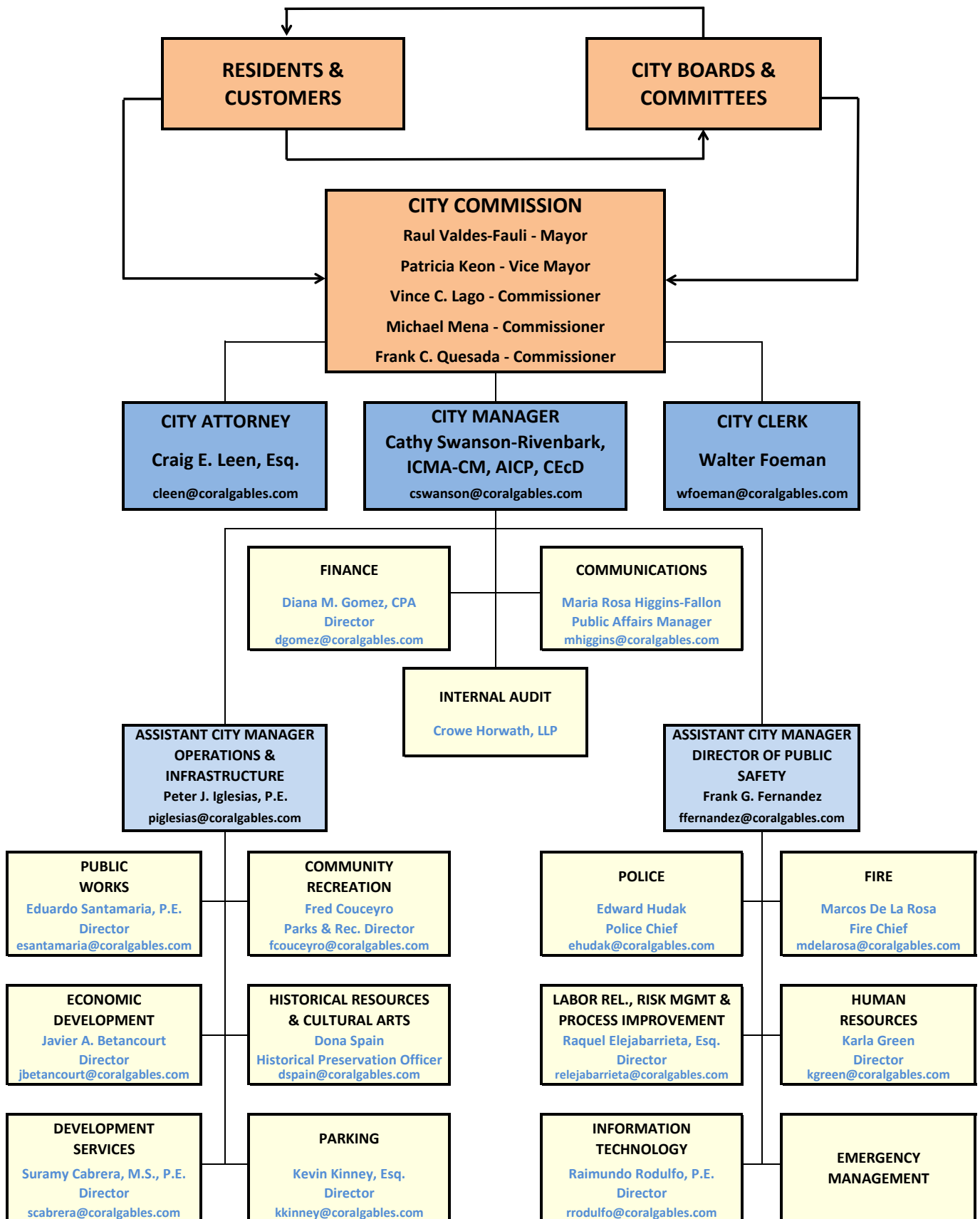
October 1, 2016

Executive Director



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**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET
ORGANIZATION CHART**



2017-2018 BUDGET

BUDGET PREPARATION CALENDAR

Budget Training	Feb 28, Mar 1 & 3
Base Budget Submission (100% Scenario)	Mar 6 - 17
New Needs & Capital Project Requests	Mar 6 – Apr 7
Strategic Plan & Performance Metrics	Mar 6 – Apr 7
All Scenarios Submission (100%, 97%, & 95%)	Mar 27 – Apr 7
Budget Review & Analysis	Apr 10 – May 19
Revenue Estimate Prepared	Apr 25 – May 12
Department Budget Meetings with the City Manager	May 31 - Jun 2
Delivery of the City Manager’s Budget Estimate to the City Commission	July 1
City Commission 2 nd Budget Workshop	July 11
Public Hearing – Tentative Budget for FY 2017-2018 adopted by ordinance (First Reading)	Sept 14
Public Hearing – Final Budget for FY 2017-2018 adopted by ordinance (Second Reading)	Sept 26

A GUIDE TO THE BUDGET

BUDGETS & LEGAL COMPLIANCE

On July 1 of each year the City Manager submits to the City Commission a recommended operating budget for the ensuing fiscal year. The recommended budget is prepared by funds, function and activity and includes information on the past two years, current year estimates and recommended appropriations for the next fiscal year. During September of each year the City Commission holds two public hearings and may add to, subtract from or change the recommended budget.

The annual budget is a financial, operating and capital plan for the coming fiscal year. It is an estimate of proposed spending and the means of paying for the spending. However, a budget is more than just a spending plan. The budget serves four basic purposes:

- **Information:** The budget is a primary way for the City to present to the public what the Administration intends to do with the revenues that are collected. Through the budget, residents and interested parties can see how and where their tax dollars and other revenues raised by the City will be spent.
- **Accountability:** The budget is a tool for legalizing public expenditures and to account for and control the use of public resources.
- **Evaluation:** The budget is used to help tell how well the City is doing its job through workload and performance measures.
- **Planning:** The budget is the basic way for the management of the City to plan, coordinate and schedule programs.

THE BUDGET PROCESS

Budgets are adopted on a basis consistent with generally accepted accounting principles. Annual appropriated budgets are adopted for the general and debt service funds. All annual appropriations lapse at fiscal year end. Project length financial plans are adopted for all capital projects funds.

What is a Fiscal Year?

A fiscal year is a twelve month cycle that comprises a budget and reporting period. The City's fiscal year for this budget starts October 1, 2017 and ends September 30, 2018.

What is Revenue?

Revenue is funds the city receives from a variety of sources such as property taxes, permits and fees, utility and sales taxes, charges for services, grants, franchise fees and license fees that the Administration uses to pay for service delivery and other items.

What is an Operating Expenditure?

An expenditure is a disbursement of revenue for goods and services. Expenditures include such things as employee salaries, materials purchases, utility costs and debt service payments. Expenditures may not legally exceed total budgeted appropriations for all activities.

What is a Capital Expenditure?

A capital expenditure is incurred when funds are spent to either buy fixed assets or add to the value of an existing fixed asset. The new asset or the added value to an existing asset must have a useful value greater than twelve months.

What is an Encumbrance?

An encumbrance is a commitment of funds for contracts for goods or services. Encumbrance accounting entails using purchase orders to reserve (set aside) a portion of a government unit's appropriation to cover the cost of a particular service or good. Encumbrances outstanding at year end are reported as reservations of fund balances and do not constitute expenditures or liabilities because the commitments will be honored during the subsequent year.

THE BUDGET STRUCTURE

Like other local governments, the City budget structure complies with Generally Accepted Accounting Principles (GAAP), State law and the City Charter. As required by these sources, the City's budget is divided into funds and sub-funds, i.e. departments and divisions. Each fund is individually balanced, with its respective revenues and expenditures appropriated and monitored.

What is a Fund?

A fund is a separate accounting entity within the City that receives revenues from a specific source and spends them on specific activities. Think of a fund as a separate checking account where specific funds are deposited and then checks written to pay for designated services or goods related to the purpose of the account. The City has three major fund types. These are shown below with the funds that fall under each of the major fund categories.

Governmental Funds

Governmental Funds are those funds through which most governmental functions typically are financed. The acquisition, use, and balances of the government's expendable financial resources and the related current liabilities except those accounted for in proprietary funds are accounted for through governmental funds (general, debt service, and capital projects funds). The difference between governmental fund types and most others is based on the sources, uses and balances of financial resources rather than on net income determination. For proprietary fund types the emphasis is on net income and capital maintenance, similar to the private sector.

1. **General Fund** - Used to account for the general operations of the city and all transactions that are not accounted for in other funds or account groups.
2. **Debt Service Funds** - Used to account for the payment of principal and interest on all outstanding long-term obligations except those payable from Enterprise Funds.
 - a. **Sunshine State** - used to accumulate monies for the repayment of notes issued for various capital projects. Financing is provided by a general pledge of resources other than property taxes, and the amount needed is transferred from other funds.
3. **Capital Project Funds** - Used to account for organizations and activities segregated for the acquisition or construction of designated fixed assets (except those financed by Enterprise Funds).
 - a. **Capital Improvement Fund** - used to account for all resources used for the acquisition of various major capital improvements (except those financed by Enterprise funds). Money is transferred to this fund from other funds for major capital projects.
 - b. **Sunshine State Improvement Fund** - used to account for to the acquisition or construction of capital improvement projects funded from the proceeds of notes issued by the Sunshine State Governmental Financing Commission.

- c. **Roadway Improvement Fund** - used to account for the construction costs of resurfacing and rebuilding streets and the related curbs, gutters, drainage and lighting. These projects are funded by the Local Option Gasoline Tax and, where applicable, the proceeds from special assessment collections for roadway improvements.
- d. **Trolley/Transportation Fund** – used to account for the operation of the City-wide trolley transportation system funded by the Half-Cent Transportation Surtax.
- e. **Miami-Dade County General Obligation Bond Fund** – used to account for all Miami-Dade County General Obligation Bond allocations awarded to the City. These expenditures would be capital in nature and must be accounted for separate from other funding sources.
- f. **Coral Gables Impact Fee Fund** – used to account for all capital projects that are funded with Coral Gables Impact fees.

Enterprise (Proprietary) Funds

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

1. **Storm water Utility Fund** – 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.
2. **Sanitary Sewer Fund** - used to account for the operation, maintenance and capital improvement costs of a sanitary sewer collection system providing services to certain residents of the City, the University of Miami and certain non-resident sewer connections in areas adjacent to the City.
3. **Venetian Swimming Pool Fund** - used to account for the operation and maintenance costs of the municipal swimming pool. The swimming pool provides facilities where those persons interested in this outdoor recreation sport can participate.
4. **Granada Golf Course Fund** - used to account for the operation and maintenance costs of the nine-hole municipal golf course. The golf course provides a facility where those persons interested in this outdoor recreational sport can participate.
5. **Parking System Fund** - used to account for the operation, maintenance, financing and capital improvement costs of on-street and off-street automobile parking facilities. These facilities, that include five parking garages, provide a variety of parking options to the residents, merchants, and visitors of the City.

Internal Service Funds

Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost-reimbursement basis.

1. **Motor Pool Fund** - is used to account for the costs of operating a maintenance facility for automotive and other various types of equipment used by other City departments. The operating and maintenance costs are allocated to the user departments by charging a flat rate annual rental fee for the equipment. Rental fees are updated annually based on detail maintenance operating cost records kept for each item of equipment provided. The equipment itself is acquired by the Motor Pool Fund and financing is provided by charging the user departments an annual replacement charge based upon the estimated life of the equipment.
2. **Public Facilities Fund** - is used to account for the costs of providing building maintenance, utilities and general housekeeping services for all city property. Financing is provided by charging the user departments an annual rental fee based upon actual costs.
3. **Insurance Fund** - is used to account for the cost to provide liability and worker's compensation self insurance administered by an outside professional insurance service, and the cost to provide health care. Financing is provided by insurance premium charges to the user departments and investment earnings on accumulated reserves.

Pension Trust (Fiduciary) Funds

Fiduciary Funds are used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds.

Pension trust funds are accounted for in essentially the same manner as proprietary funds.

1. **Coral Gables Retirement System** - used to account for the accumulation of resources held to fund the retirement annuities of all employees. Resources are provided by employer contributions determined by an actuarial study, investment earnings and employee contributions calculated at an annually determined fixed rate.
2. **Police Officer's and Fire Fighter's Pension Fund** - used to account for the accumulation of resources held to fund the retirement benefits for police officers and fire fighters. Resources are provided by annual employer contributions determined by an actuarial study, investment earnings and employee contributions based on a fixed rate.

Agency Funds

Agency funds are purely custodial (assets equal liabilities) and thus do not involve measurement of results of operations.

1. **Law Enforcement Trust Fund** - used to account for resources provided as a result of certain police investigations, seizures and forfeitures.

2. **Deferred Compensation Fund** - used to account for compensation deferred by employees in accordance with internal Revenue Code Section 457 and compensation earned but unused paid leave, the payment of which is deferred until the employee's retirement.

PROPERTY TAX

What is a Property Tax?

A property tax is a tax based on the value of the property. It is also called an ad valorem tax. The tax is determined by multiplying the taxable value of the property by the millage rate and then dividing the result by one thousand. The County is responsible under state law to collect all taxes imposed within the county

What is a Millage Rate?

The millage rate (also known as the property tax rate) is the rate of taxation adopted by the City and County Commissions and the School Board that is applied to property values to generate property tax revenue that in addition to the other revenue sources will be used to pay for City services.

What is a Mill of Tax?

A mill is a rate of tax equal to \$1 for each \$1,000 of assessed property value. So if your house has a taxable value of \$100,000 and the millage rate is 1, then you would pay \$100 in taxes, and if the millage rate is 10, then you would pay \$1000 in taxes.

How are Property Taxes Calculated?

There are three factors for calculating the amount of property tax assessed on your house (or other property): the value of the property, the amount of value that is not subject to taxes (e.g., the homestead exemption), and the tax or millage rate.

According to State legislation, the County Property Appraiser calculates the value of each property in Dade County as of January 1 each year. The appropriate exemptions are then applied to reach the final taxable value. The final taxable value is multiplied by the millage rates, i.e. City, County and School Board, to determine the amount of property taxes to be included in the November property tax bill. For example if your taxable value after taking all exemptions is \$500,000 and the millage rate used to determine your taxes is 5.559, then the City portion of your taxes would be \$2,780. The calculation is performed by taking the taxable value (\$500,000), dividing by 1,000 and multiplying by the millage rate (5.559).

$$\frac{\$500,000}{1,000} = \$500$$
$$\$500 \times 5.559 = \$2,780$$

What is Rolled - Back Millage Rate?

The rolled-back millage rate is the millage rate that, when applied to the tax roll excluding new construction, would provide the same property tax revenue in the proposed budget year as in the current year. It represents the millage level of no tax increase.

BUDGET POLICY

Basis of Budgeting - The modified accrual basis of accounting is followed by all governmental fund types for both budgeting and accounting purposes. Under the modified accrual basis expenditures other than interest on general long-term debt are recorded when the liability is incurred. However, certain expenditures such as compensated absences are not recognized for budgetary purposes but are accrued for financial reporting purposes. Similarly, revenues are recognized when received in cash, and in very limited cases, by accrual only when the accrued resource is measurable and available to finance the City's operations.

All Proprietary Funds and Pension Trust Funds are budgeted for using the modified accrual basis and accounted for using the full accrual basis of accounting. Under the accrual basis of accounting, revenues are recognized when earned and expenses are recognized when incurred.

Budget Amendment Procedures - The City maintains specific budgetary controls to ensure compliance with the legal provisions embodied in the annual appropriated budget approved by the City Commission. Activities of the General Fund and debt service funds are included in the annual appropriated budget. Project-length financial plans are adopted for the capital projects funds. The level of budgetary control, i.e., the level at which expenditures cannot legally exceed the appropriated amount, is the total appropriated for expenditures in all funds.

Requests to change the total appropriation, personnel structure, project, capital request or contract change orders must be submitted to the City Manager's office. If the change is accepted by this office, a resolution is prepared and submitted to the City Clerk for inclusion on the City Commission Agenda. The resolution is then discussed by the City Commission where it must receive a 3/5 majority vote for passage. Upon passage the Budget is legally amended.

Capital Improvement Procedures – As part of the annual budget process, City Administration prepares a five year Capital Improvement Program (CIP) that supplements the annual operating budget. The program represents a capital investment strategy for the City for the current fiscal year and for the next five-year period. A multi-year CIP is required by Florida State Statute and is necessary as part of long-term financial plan to insure that sufficient funds are available for capital projects.

Each year the CIP is prepared from project requests submitted by the various departments and boards of the city. After the requests are compiled, the projects are reviewed and ranked by the Capital Improvement Committee, i.e., composed of five administrative members from various city departments. Recommendations from the CIP Committee are reviewed by the City Commission in conjunction with their review of the annual operating budget. At the final public hearing the Capital Improvement Program is legally adopted through passage of a resolution. The Capital Improvement Committee can make

adjustments to current year projects during the budget year but cannot exceed the total capital appropriations for the current year without Commission approval.

The capital improvement projects that are approved will be financed in the most efficient and cost effective means through appropriation of funds, special revenue funds, grants and other sources.

FINANCIAL POLICIES

Accounting Structure - The financial statements of the City of Coral Gables have been prepared in conformity with Generally Accepted Accounting Principles (GAAP) as applied to government units.

The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. Each fund contains a set of self balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds and account groups are reported by generic classification within the financial statements of the Comprehensive Annual Financial Report (CAFR).

The City's financial policies establish the framework for Coral Gables' financial planning and management. The policies set guidelines in which the budget and financial plan are developed and managed, thus demonstrating the Administration's commitment to sound financial planning, management and fiscal integrity. These policies set a benchmark by which the Administration and elected officials can measure our financial planning and performance.

Operating Management Policies

1. All departments share in the responsibility for meeting management and service delivery goals and ensuring long-term financial stability.
2. Operating budgets and management plans will be developed using current resources available.
3. The budget process is intended to allocate limited resources among competing programs based on policy priorities, efficiency and effectiveness of services and availability of resources.
4. Additional personnel and programs will be requested only if necessary to maintain existing service levels due to expansion of service areas or service levels previously approved by the City Commission.
5. As required by City Charter and State Law the budget must be balanced. Current expenditures will be funded by using current revenue sources and revenue growth will be planned in a conservative, prudent manner. Use of fund balance in any fund to balance the current year budget must be approved by the City Commission.
6. User fees and charges for services will be reviewed annually to ensure that they cover the cost of the program at the rate determined to be responsible, competitive with other local communities and non-burdensome to program participants. Fees will be adjusted as needed based on this analysis.

7. Cash management and investment will be maintained in accordance with the City Charter and State law and will ensure the safety and security of city assets. Funds will be managed prudently and diligently with an emphasis on safety of principal, liquidity and financial return.

Debt Management Policies

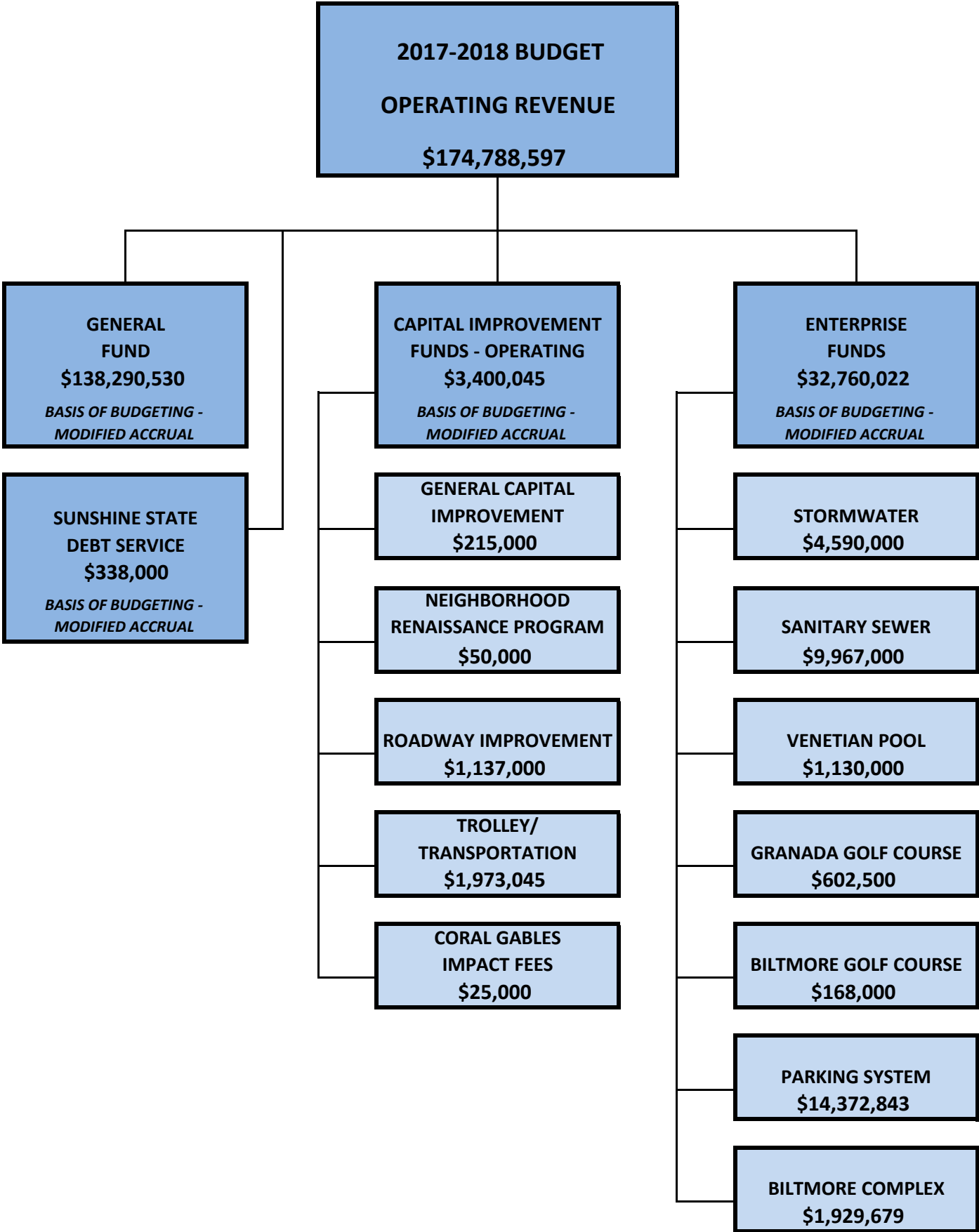
1. The City of Coral Gables will seek to maintain our AAA bond rating to minimize debt service costs and preserve access to credit markets.
2. Each bond issue will include an analysis of how the new issue and current debt impacts debt capacity.
3. Financing of projects will not exceed the useful life of the infrastructure improvement or capital acquisition.
4. The City will limit the amount of debt issued and planned in any planning period to the amount that can be supported by revenues projected to be available on a prudent and conservative basis. The City's goal is to keep the debt service under eight percent (8%) of the sum of total operating costs plus total debt service.
5. All fund designations and reserves will be evaluated annually for long-term adequacy and availability in accordance with policies developed and approved by the City Commission.
6. The General fund reserves will be maintained at a level which will adequately cover an emergency in the future. The accepted target for this purpose is 25% of the General Fund annual operating budget.
7. Fund balances will be used prudently and conservatively to fund one time expenditures and stabilize the property tax rate.

Financial Reporting Policies

1. The City's accounting and financial reporting systems will be maintained in conformance with Generally Accepted Accounting Principles (GAAP), the Government Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).
2. An annual audit will be performed by an independent public accounting firm and a CAFR will be published.
3. The City's financial report and budget will be submitted to the GFOA for the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award.
4. Financial systems will be maintained to monitor revenues, expenditures and program performance on an on-going basis.

CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - REVENUE



**2017-2018 BUDGET
REVENUES CLASSIFIED BY SOURCE**

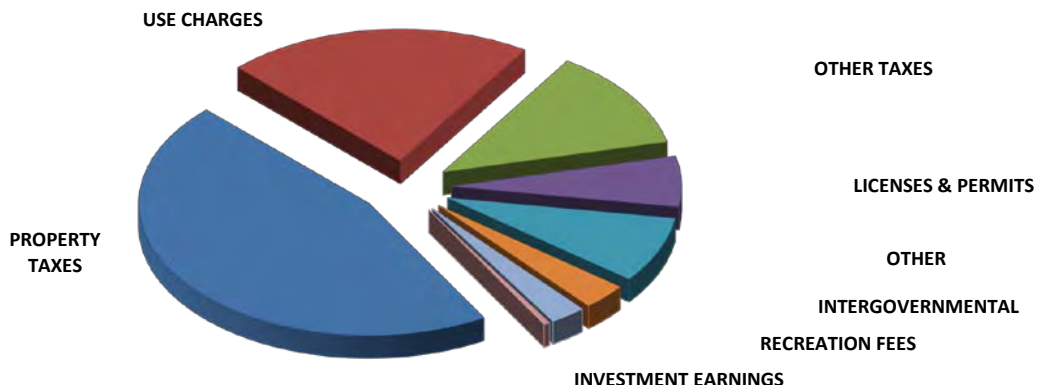
	2016-2017 BUDGET		2017-2018 BUDGET	
Property Taxes	\$ 75,989,729	\$ 75,989,729	\$ 80,124,165	\$ 80,124,165
Other Taxes				
Sales Taxes (Gasoline)	3,114,490		3,095,045	
Franchise Fees	6,805,000		6,880,000	
Utility Service Taxes	10,950,000	20,869,490	11,375,000	21,350,045
Licenses & Permits				
Business Tax Receipts	3,346,000		3,518,750	
Permits	7,370,000	10,716,000	7,299,000	10,817,750
Intergovernmental Revenues				
Federal	132,321 *		-	*
County	4,522,343 *		100,000 *	*
State	6,143,987 *	10,798,651	5,445,000 *	5,545,000
Use Charges				
Refuse Collection Fees	8,758,640		8,520,000	
Commercial Waste Fees	963,000		974,000	
Sanitary Sewer Fees	9,863,279		9,937,000	
Stormwater Utility Fee	4,130,000		4,575,000	
Parking Fees	13,057,600	36,772,519	13,714,500	37,720,500
Recreation Fees				
Youth Center	1,797,000		1,822,000	
Tennis	644,000		676,000	
Swimming	1,100,000		1,130,000	
Golf	674,000	4,215,000	770,500	4,398,500
Investment Earnings				
General Fund	200,000		350,000	
Debt Service Fund	3,000		8,000	
Capital Project Funds	136,000		305,000	
Enterprise Funds	75,000	414,000	85,000	748,000
Other				
General Government Fees	2,205,000		2,021,000	
Public Safety Fees	3,783,500		3,538,500	
Fines & Forfeitures	1,956,000		1,890,000	
Rentals & Concessions	6,481,565		6,135,137	
Debt Proceeds - Lease/Purchases	850,000 **		-	**
Miscellaneous	523,473	15,799,538	500,000	14,084,637
Total Operating Revenues		\$ 175,574,927		\$ 174,788,597

* Fiscal Year 2016-2017 includes one-time grants that do not repeat for Fiscal Year 2017-2018. If the grants have any unused balances at Fiscal Year 2016-2017 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2017-2018.

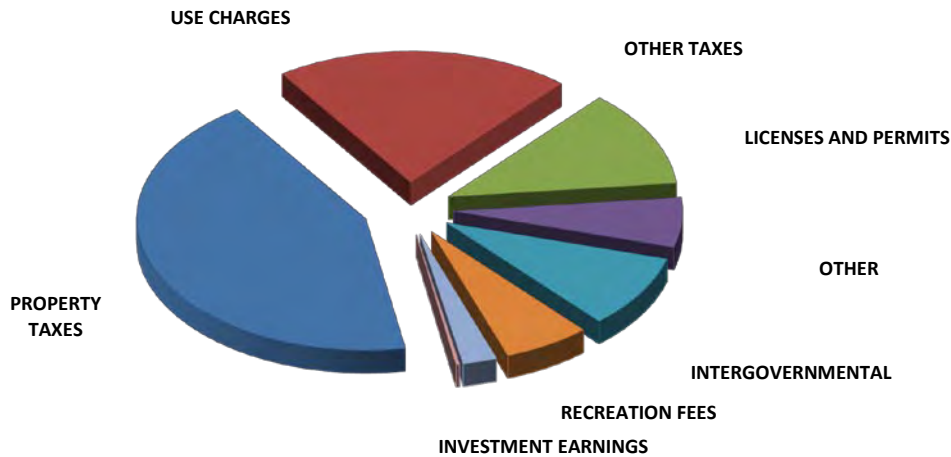
**Fiscal Year 2016-2017 includes one-time proceeds from debt that at the time of this document do not repeat for Fiscal Year 2017-2018. This potential debt is related to the remediation of a tract of land at the City's 72nd Ave Facility. At this time an action plan for that remediation has not determined.

**2017-2018 BUDGET
REVENUES BY SOURCE**

2017-2018 - \$ 174,788,597



2016-2017 - \$ 175,574,927



	2016-2017		2017-2018	
	BUDGET	%	BUDGET	%
Property Taxes	\$ 75,989,729	43.3%	\$ 80,124,165	45.8%
Use Charges	36,772,519	20.9%	37,720,500	21.6%
Other Taxes	20,869,490	11.9%	21,350,045	12.2%
Licenses & Permits	10,716,000	6.1%	10,817,750	6.2%
Other	15,799,538	9.0%	14,084,637	8.1%
Intergovernmental Revenues	10,798,651	6.2%	5,545,000	3.2%
Recreation Fees	4,215,000	2.4%	4,398,500	2.5%
Investment Earnings	414,000	0.2%	748,000	0.4%
Total Revenues	\$ 175,574,927	100.0%	\$ 174,788,597	100.0%

2017-2018 BUDGET
SUMMARY OF TOTAL REVENUES AND TRANSFERS FROM RESERVES

	2014-2015 <u>ACTUAL</u>	2015-2016 <u>ACTUAL</u>	2016-2017 <u>BUDGET</u>	2017-2018 <u>BUDGET</u>
Taxes				
Property Tax	\$ 68,107,835	\$ 71,447,141	\$ 75,989,729	\$ 80,124,165
Local Option Gas Tax	1,180,480	1,170,162	1,114,490	1,125,000
Transportation Sales Tax	1,897,394	1,770,880	2,000,000	1,970,045
Franchise Fees	6,908,438	6,859,844	6,805,000	6,880,000
Utility Service Taxes	11,986,127	11,423,511	10,950,000	11,375,000
Business Tax Receipts	3,255,312	3,496,839	3,346,000	3,518,750
Permit Fees	8,783,434	9,007,730	7,370,000	7,299,000
Intergovernmental Revenues	6,188,878	5,869,183	6,376,308	5,545,000
General Government Fees	2,599,715	2,431,712	2,205,000	2,021,000
Public Safety Fees	3,764,308	3,691,908	3,783,500	3,538,500
Physical Environment Fees				
Refuse Collection Fees - Early Payment	8,909,359	8,483,462	8,734,640	6,046,000
Garbage Collection - Paid on Tax Bill	1,205,769	1,116,461	-	2,450,000
Commercial Waste Fees	953,941	958,326	963,000	974,000
Lot Mowing & Clearing	34,463	30,602	24,000	24,000
Sanitary Sewer Fees	9,375,347	9,429,516	9,863,279	9,937,000
Stormwater Utility Fee	3,198,372	3,212,526	4,130,000	4,575,000
Recreation Fees				
Youth Center	1,946,285	1,906,213	1,785,000	1,800,000
Tennis	738,522	725,298	644,000	676,000
Special Events	28,997	31,968	12,000	22,000
Swimming	1,280,819	1,371,623	1,100,000	1,130,000
Golf	573,167	730,932	674,000	770,500
Automobile Parking Fees	12,469,039	12,314,919	13,057,600	13,714,500
Fines & Forfeitures	2,030,444	1,990,185	1,956,000	1,890,000
Investment Earnings				
General Fund	424,382	412,989	200,000	350,000
Debt Service Fund	9,535	5,087	3,000	8,000
Capital Projects Funds	249,195	359,270	136,000	305,000
Enterprise Funds	110,712	136,872	75,000	85,000
Rentals & Concessions				
Parking	556,013	584,041	585,804	618,343
Biltmore Complex	2,299,698	2,357,558	2,440,200	1,929,679
Other	3,384,631	4,310,409	3,455,561	3,587,115
Capital Improvement Impact Fees	1,618,121	1,602,180	-	-
Assessment Lien Collections				
Sidewalks	177	-	-	-
Capital Projects	773,844	63,376	-	330,000
Sale of Recycled Trash	-	409	-	-
Miscellaneous Other	4,300,081	489,945	523,473	170,000
Building Better Communities Bond Program	-	494,107	2,757,698	-
Miami-Dade County Roadway Impact Fees	-	-	1,664,645	-
Debt Proceeds - Capital Projects	6,500,000	23,793,626	850,000	-
Total Operating Revenues	<u>177,642,834</u>	<u>194,080,810</u>	<u>175,574,927</u>	<u>174,788,597</u>
Prior Year Re-appropriations	21,227,432	33,669,280	56,084,890	-
Interfund Allocations/Contributions				
Storm Water Utility Fund	624,837	626,783	615,875	556,600
Sanitary Sewer Fund	1,810,042	1,821,822	1,574,945	1,641,832
Parking System Fund	565,000	565,000	565,000	565,000
Total Interfund Allocations/Contributions	<u>2,999,879</u>	<u>3,013,605</u>	<u>2,755,820</u>	<u>2,763,432</u>
Transfers from Reserves				
General Fund	-	-	1,610,189	4,729,717
General Fund - Special Revenue Reserve	-	-	155,207	205,243
General Fund - e911 Reserve	300,000	300,000	-	-
Sunshine State Debt Service Fund	-	-	997,000	1,145,504
General Capital Improvement Fund	-	-	7,230,296	3,671,133
Neighborhood Renaissance Program Fund	-	-	-	200,000
Roadway Improvement Fund	-	-	711,510	615,000
Trolley / Transportation Fund	-	109,417	223,171	-
CG Capital Improvement Impact Fee Fund	-	-	1,688,000	1,566,972
Sanitary Sewer Fund	-	-	-	1,500,000
Parking Fund	-	363,565	1,102,532	958,785
Automotive Fund	-	-	-	56,165
Retirement System Fund	164,847	185,449	183,739	155,282
Total Transfers From Reserve Funds	<u>464,847</u>	<u>958,431</u>	<u>13,901,644</u>	<u>14,803,801</u>
Total Revenues	<u>\$ 202,334,992</u>	<u>\$ 231,722,126</u>	<u>\$ 248,317,281</u>	<u>\$ 192,355,830</u>

2017-2018 BUDGET
GENERAL FUND REVENUE SUMMARY

	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET
<u>Property Taxes</u>				
Current Year	\$ 68,703,202	\$ 72,098,439	\$ 76,609,729	\$ 80,699,165
Delinquent with penalties & interest	(633,813)	(677,399)	(650,000)	(600,000)
Homestead Adjustment	38,446	26,101	30,000	25,000
Total - Property Taxes	68,107,835	71,447,141	75,989,729	80,124,165
<u>Franchise Fees</u>				
Electric	4,932,774	4,695,166	4,900,000	4,900,000
Gas	124,994	110,566	110,000	110,000
Refuse	1,850,670	2,054,112	1,795,000	1,870,000
Total - Franchise Fees	6,908,438	6,859,844	6,805,000	6,880,000
<u>Utilities Service Taxes</u>				
Electric	6,435,440	6,432,878	6,350,000	6,450,000
Telecommunications	4,085,638	3,486,713	3,200,000	3,500,000
Water	1,301,428	1,349,607	1,250,000	1,275,000
Gas	162,513	153,694	150,000	150,000
Fuel Oil	1,108	619	-	-
Total - Utilities Service Taxes	11,986,127	11,423,511	10,950,000	11,375,000
<u>Business Tax Receipts</u>				
City Business Tax Receipts	3,155,505	3,407,627	3,264,000	3,438,750
Late Penalties, City Business Tax Receipts	88,137	77,505	72,000	72,000
License Application Fees	11,670	9,673	10,000	8,000
Municipal Contractors Licenses	-	2,034	-	-
Total - Business Tax Receipts	3,255,312	3,496,839	3,346,000	3,518,750
<u>Permit Fees</u>				
Building Application Fee	43,717	40	45,000	-
Document Preservation	245,275	255,095	235,000	235,000
Threshold Bldg. Fee	252,355	-	60,000	-
Building Information Technology Fee	-	13	-	-
Art in Public Places	248,177	734,376	-	-
Histori Public Art	83,007	22,350	-	-
Building Permits - B Series	100	1,355,065	-	1,650,000
Building Permits - M Series	20,090	58,255	17,000	20,000
40 yr. Recert. Fee	40,727	67,372	30,000	32,000
Zoning Permit-Paint	276,862	139,421	225,000	-
Zoning Reinspection	1,300	250	-	-
Over/Short Permits	-	(100)	-	-
Reinspection Fee - Refund	-	(1,000)	-	-
Building Residential - New	432,946	337,043	360,000	200,000
Building Residential - Additions	237,546	240,520	220,000	200,000
Building Commercial - New	1,373,720	1,341,408	950,000	1,100,000
Building Commercial - Additions	68,005	165,417	25,000	25,000
Building - Other	3,925,983	2,611,470	3,700,000	2,425,000
Building - Expedited Structural Review	-	33,500	-	-
Excavation Permits	380,966	678,530	350,000	400,000
Photo Permits	35,641	30,627	30,000	25,000
Alarm User Certificates	239,183	119,998	215,000	125,000
False Alarm Service Charge	39,803	-	100,000	50,000
Garage Sale Permits	10,411	9,270	9,000	7,000
False Alarm Penalty	11,305	535	9,000	-
Fire Inspection	562,794	575,601	550,000	565,000
Fire Prevention Bureau Permits	253,521	232,674	240,000	240,000
Total - Permits Fees	8,783,434	9,007,730	7,370,000	7,299,000

2017-2018 BUDGET
GENERAL FUND REVENUE SUMMARY

	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET
<u>Intergovernmental Revenue</u>				
Federal Grants	\$ 73,444	\$ 77,760	\$ 132,321	\$ -
State Grants	68,871	61,873	73,199	60,000
State Revenue Sharing	1,352,208	1,391,089	1,425,000	1,475,000
State Alcohol Beverage Tax	53,939	57,180	55,000	55,000
State Shared Sales Tax	3,627,962	3,741,184	3,880,000	3,855,000
County Grants	320,290	-	-	-
City Share of County Licenses	122,048	101,303	100,000	100,000
Total - Intergovernmental Revenue	5,618,762	5,430,389	5,665,520	5,545,000
<u>General Governmental Fees</u>				
Board of Adjustment Fees	31,124	21,874	25,000	25,000
Planning & Zoning Board Fees	337,182	150,177	200,000	150,000
Board of Architects	1,010,449	809,813	800,000	800,000
Development Review Committee	49,700	83,150	50,000	40,000
Tree Protection Appeals	150	1,600	-	-
Certificate of Use	289,209	294,501	280,000	280,000
Sale of Zoning Codes	50	45,019	-	-
Finance Collection Div. Fees	105,912	107,221	100,000	100,000
Concurrency Fees	257,783	223,273	200,000	50,000
B. & Z. Microfilm Fees	9,203	21,890	10,000	10,000
Historic Preservation Fees	16,200	55,810	16,000	18,000
Document Filing Fee	188,439	195,823	187,000	180,000
Passport Fees	255,225	327,721	275,000	300,000
Passport Photos	27,240	69,540	45,000	58,000
Lobbyists Registration Fees	19,500	24,300	17,000	10,000
City Election Candidate Qualifying Fees	2,000	-	-	-
Delinquency Fees for Campaign Treasury Reports	279	-	-	-
Election Qualifying Fees	70	-	-	-
Total - General Government Fees	2,599,715	2,431,712	2,205,000	2,021,000
<u>Public Safety Fees</u>				
Police Off-Duty Assignments	107,350	114,343	130,000	100,000
EMS Transport Fee	503,243	535,098	670,000	545,000
Fire Protection Fee	2,940,534	2,841,330	2,825,000	2,775,000
Police Accident Reports	1,120	1,467	1,500	1,500
Fingerprint Cards	17,385	20,057	17,000	17,000
Telephone Surcharge for E911	153,352	131,876	140,000	100,000
Wireless 911	41,324	47,737	-	-
Total - Public Safety Fees	3,764,308	3,691,908	3,783,500	3,538,500
<u>Physical Environment Fees</u>				
Refuse Collection Fees	8,909,359	8,483,462	8,734,640	6,046,000
Commercial Waste Fees	953,941	958,326	963,000	974,000
Garbage Collection Service Assessment	1,205,769	1,116,461	-	2,450,000
Lot Mowing/Clearing	34,463	30,602	24,000	24,000
Total - Physical Environment Fees	11,103,532	10,588,851	9,721,640	9,494,000
<u>Recreation Fees</u>				
Youth Center Fees	1,946,285	1,906,213	1,785,000	1,800,000
Tennis Fees	738,522	725,298	644,000	676,000
Special Events	28,997	31,968	12,000	22,000
Total - Recreation Fees	2,713,804	2,663,479	2,441,000	2,498,000

2017-2018 BUDGET
GENERAL FUND REVENUE SUMMARY

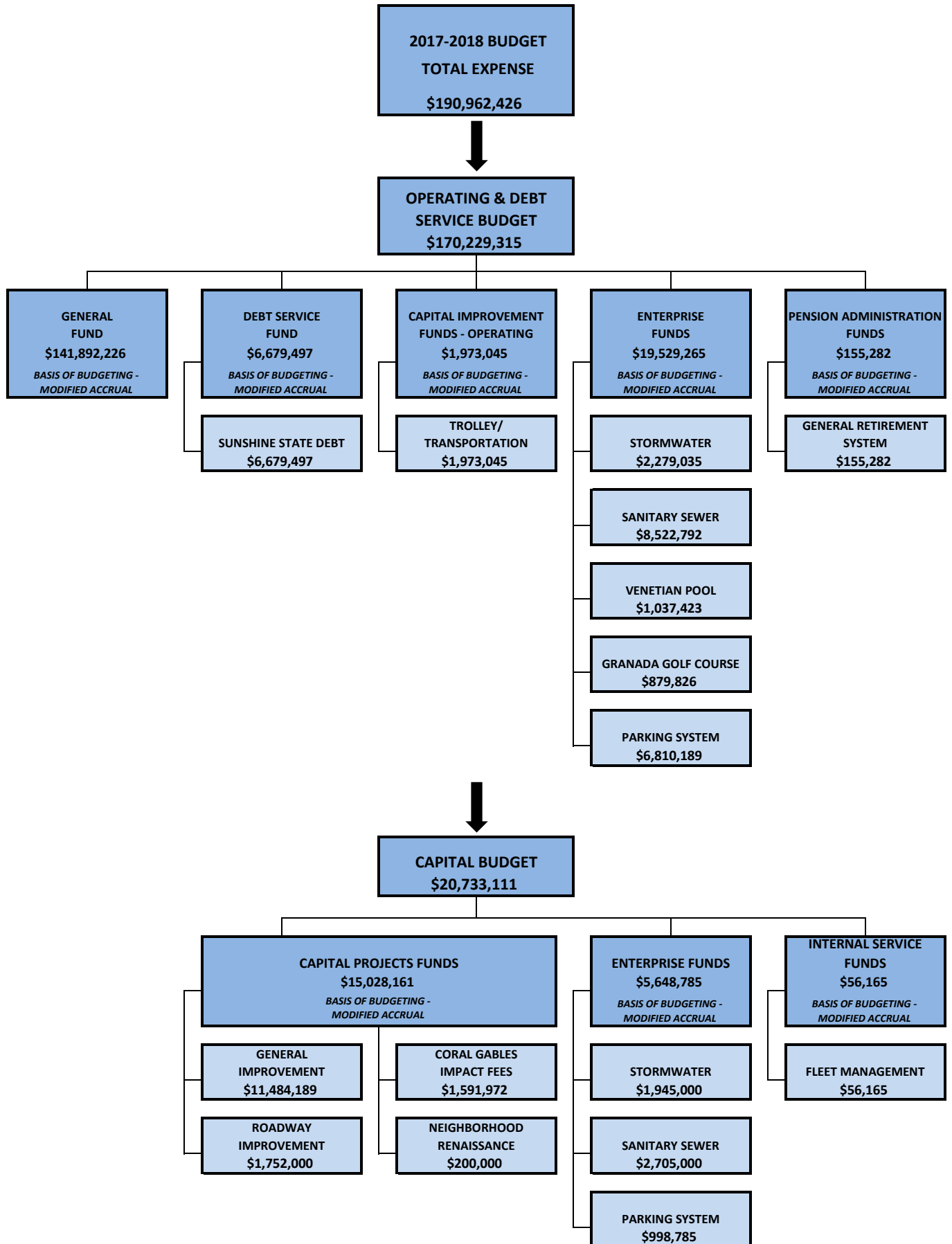
	2014-2015	2015-2016	2016-2017	2017-2018
	ACTUAL	ACTUAL	BUDGET	BUDGET
<u>Fines & Forfeitures</u>				
County Court, Traffic Fines	\$ 140,527	\$ 113,906	\$ 100,000	\$ 100,000
County Court, Parking Fines	1,077,782	978,273	1,000,000	975,000
County Court, Other Fines	553	1,420	-	-
School Crossing Guard Assessment	12,999	13,168	41,000	35,000
Police Education Surcharge	11,760	10,546	10,000	10,000
City Traffic Violations	(19,619)	83,985	50,000	80,000
Other Fines and Forfeits	6,603	6,652	-	-
Code Enforcement Board	433,074	444,513	430,000	360,000
Ticket Fines	366,765	337,722	325,000	330,000
Total - Fines & Forfeitures	2,030,444	1,990,185	1,956,000	1,890,000
<u>Investment Earnings</u>				
General Fund Investment Earnings	421,333	406,042	200,000	350,000
<u>Rental/Concessions Revenue</u>				
Coral Gables Country Club	262,260	286,141	298,562	286,572
Auto Pound	37,055	43,830	-	35,000
Azul and Company, INC. - Lease	46,478	-	-	-
Transaction Rental Fee	-	816,761	-	-
Community Television Studio	57	80	-	-
Metro Dade Transfer Station	410,693	410,264	415,597	413,901
Sprint Spectrum lease	53,563	55,706	57,934	60,251
Gables Grand Plaza	357,368	297,814	390,434	300,000
McCAW Communications	23,248	23,206	23,244	36,488
Junkanoo Rental	78,145	69,600	79,351	112,187
3501 Granada Blvd	106,200	106,200	106,200	106,200
Development Agrrement Fee	500,000	500,000	500,000	550,000
Plummer Mangmnt Lease	11,220	11,220	11,220	11,220
Rouse Coll. Mrkt. Progrqm	35,000	35,000	35,000	35,000
Church Parking Lot	12,000	12,000	12,000	12,000
T Mobile	58,552	60,894	60,894	63,330
Development Fee - U of M	1,025,000	1,025,000	1,025,000	1,025,000
427 Biltmore Way	48,480	11,411	-	-
TL Star Parking Lot	30,492	30,492	33,412	33,540
Supercuts, Inc.	84,983	78,953	-	-
Palace	141,666	298,728	222,374	262,251
Verizon	51,231	51,266	52,713	52,821
Late Penalties on City Leases	1,647	-	-	-
University of Miami - INET	9,293	4,380	4,380	4,380
Haagen Daz	-	49,320	44,746	45,640
2506 Ponce de Leon Blvd	-	20,048	-	-
Bloom Boutique	-	12,095	31,875	33,246
Starbucks	-	-	50,625	108,088
Total - Rental/Consession Revenue	3,384,631	4,310,409	3,455,561	3,587,115
<u>Miscellaneous Revenue</u>				
Sale of Recycled Trash	-	409	-	-
July 4th Celebration	23,700	27,400	-	-
Other Miscellaneous Revenues	288,530	433,513	208,626	170,000
Proceeds From Debt	-	-	-	-
Total - Miscellaneous Revenue	312,230	461,322	208,626	170,000
Total Operating Revenue	130,989,905	134,209,362	134,097,576	138,290,530

2017-2018 BUDGET
GENERAL FUND REVENUE SUMMARY

	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET
<u>Prior Year Re-Appropriations</u>	\$ -	\$ -	\$ 1,742,904	\$ -
<u>Allocations/Contributions From Other Funds</u>				
Debt Service	-	-	-	750,000
Capital Projects	150,000	12,000	-	-
Stormwater Utility	624,837	626,783	615,875	556,600
Sanitary Sewer	1,810,042	1,821,822	1,574,945	1,641,832
Biltmore Golf Course	164,120	164,329	166,500	168,000
Parking System	6,350,000	7,192,794	7,479,292	7,450,000
Biltmore Complex	1,525,000	1,540,000	1,650,000	1,675,000
Automotive	-	1,335,926	-	-
Insurance Fund	1,958,653	-	-	-
Total - Contributions From Other Funds	12,582,652	12,693,654	11,486,612	12,241,432
<u>Transfers From Reserves</u>				
General Fund Reserve	-	1,035,926	1,610,189	4,729,717
E-911 Reserve	300,000	300,000	-	-
Fee Reserve	-	-	155,207	205,243
Total - Transfers From Reserves	300,000	1,335,926	1,765,396	4,934,960
Total General Fund Revenue	\$ 143,872,557	\$ 148,238,942	\$ 149,092,488	\$ 155,466,922

CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - EXPENSE



**2017-2018 BUDGET
EXPENDITURES CLASSIFIED BY FUNCTION**

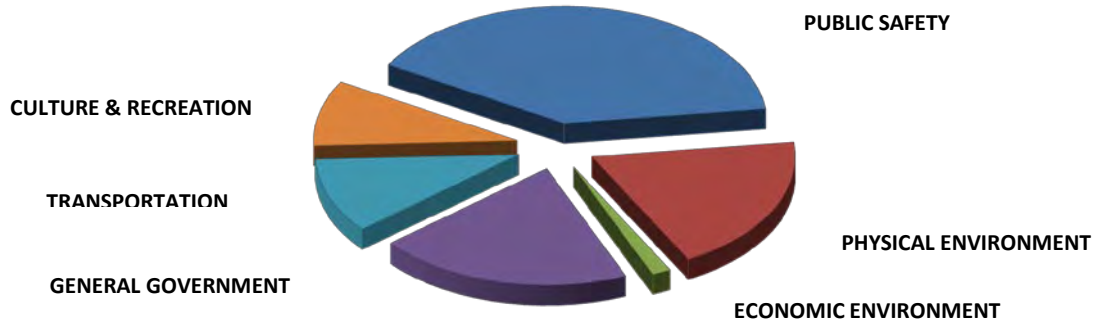
	<u>2016-2017 BUDGET</u>	<u>2017-2018 BUDGET</u>
<u>GENERAL GOVERNMENT</u>		
City Commission	\$ 564,046	\$ 587,622
City Attorney	2,435,403	2,478,261
City Clerk	997,928	1,031,725
City Clerk - Special Revenue	739,378	693,119
City Clerk - Elections	244,000	5,000
City Manager - Administration	1,673,732	1,742,641
City Manager - Communications	889,208	923,983
City Manager - Labor Relations & Risk Management	651,768	630,815
City Manager - Internal Auditing	276,918	134,960
Human Resources	1,990,025	1,982,017
Development Services - Administrative	1,153,053	1,094,819
Development Services - Building	4,061,618	4,082,059
Development Services - Planning & Zoning	2,539,917	2,382,705
Development Services - Code Enforcement	1,483,036	1,469,100
Finance - Administration	1,242,702	565,975
Finance - Collections	1,127,836	987,487
Finance - Reporting & Operations	1,196,196	1,369,989
Finance - Procurement	1,069,751	1,128,007
Finance - Management & Budget	-	663,810
Information Technology	5,867,028	5,274,627
Non Departmental	5,300,484	4,613,780
Retirement Plan Admin.	183,739	155,282
Sunshine State Loan	1,461,135	1,621,929
Capital Projects	9,631,969	3,110,423
	\$ 46,780,870 *	\$ 38,730,135
<u>ECONOMIC ENVIRONMENT</u>		
Economic Development	1,221,861	1,291,564
Sunshine State Loan	722,015	1,553,220
Capital Projects	20,417,971	-
	22,361,847 *	2,844,784
<u>PUBLIC SAFETY</u>		
Police - Administration	2,608,660	2,762,419
Police - Patrol	16,723,624	18,310,059
Police - Criminal Investigations	7,259,623	7,539,729
Police - Tech. Services	6,951,644	6,775,088
Police - E911 Service	285,570	291,547
Police - Police Education	52,240	17,000
Police - School Guards	200,152	169,363
Police - Professional Standards	2,733,562	2,988,950
Police - Specialized Enforcement	5,503,641	5,812,362
Fire	26,836,720	27,701,684
Parking - Violations Enforcement	1,267,263	1,261,439
Public Safety Debt Service	523,560	524,298
Capital Projects	13,764,994	1,623,689
	84,711,253 *	75,777,627
<u>PHYSICAL ENVIRONMENT</u>		
Public Works - Admin.	727,881	679,567
Public Works - Transportation & Sustainability	373,055	397,183
Public Works - Engineering	2,814,762	2,878,870
Public Works - Stormwater Utility	2,373,554	2,112,810
Public Works - Sanitary Sewers	7,954,442	8,097,309
Public Works - Public Service - Solid Waste Collection	10,983,394	10,890,110
Public Works - Public Service - Landscape Services	6,331,685	6,170,942
Stormwater Debt Service	148,659	166,225
Sanitary Sewer Debt Service	423,953	425,483
Capital Projects	9,404,607	4,725,000
	41,535,992 *	36,543,499
<u>TRANSPORTATION</u>		
Public Works - Streets	3,230,236	3,178,477
Public Works - Roadway Improv Admin.	-	-
Parking - Trolley / Transportation	1,850,290	1,973,045
Parking - Garage #1	440,134	427,245
Parking - Garage #2	587,951	612,460
Parking - Garage #3	200,329	198,022
Parking - Garage #4	456,260	439,383
Parking - On Street Parking	1,946,436	2,067,313
Parking - Lots	1,218,103	1,014,774
Parking - Sign Shop	601,602	589,326
Parking - Garage #6	429,766	417,258
Parking Debt Service	932,761	1,044,408
Capital Projects - Roadway & Parking	11,323,948	7,893,785
	23,217,816 *	19,855,496
<u>CULTURE & RECREATION</u>		
Historic Resources & Cultural Arts - Preservation & Cultural Arts	1,194,805	1,055,380
Historic Resources & Cultural Arts - Museum	656,630	747,632
Community Recreation - Administration	983,373	949,375
Community Recreation - Parks & Rec - Tennis Centers	1,005,759	985,760
Community Recreation - Parks & Rec - Venetian Pool	1,059,778	1,037,423
Community Recreation - Parks & Rec - Granada Golf Course	1,145,198	879,826
Community Recreation - Parks & Rec - Youth Center	3,251,153	3,030,640
Community Recreation - Adult Services	550,893	530,954
Community Recreation - Parks & Rec - Special Events	451,147	563,462
Community Recreation - Parks & Rec - Golf Course & Parks Maint.	956,509	1,070,169
Sunshine State Loan	3,782,804	2,980,050
Capital Projects	13,273,570	3,380,214
	28,311,619 *	17,210,885
Total Expenditures	\$ 246,919,397 **	** \$ 190,962,426

* Fiscal Year 2016-2017 includes one-time grants and reappropriated expenditures and capital projects that do not repeat for Fiscal Year 2017-2018. If any of these items have any unused balances at Fiscal Year 2016-2017 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2017-2018.

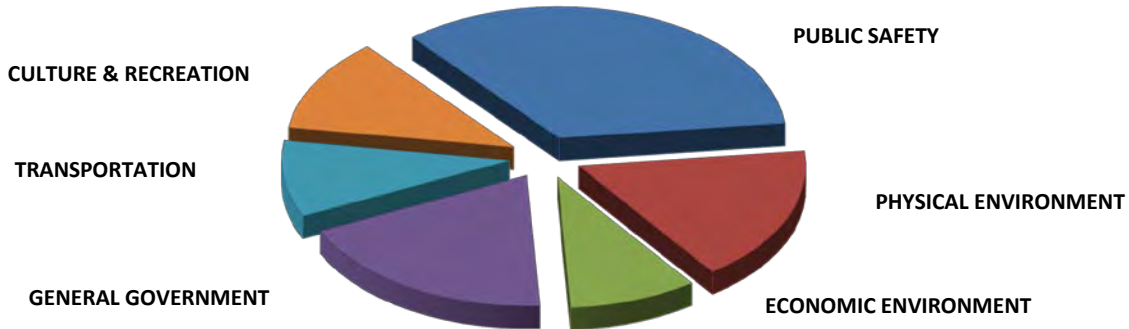
** Total Expenditures are net of transfers to reserves

**2017-2018 BUDGET
EXPENDITURES BY FUNCTION**

**2017-2018
\$190,962,426 ****



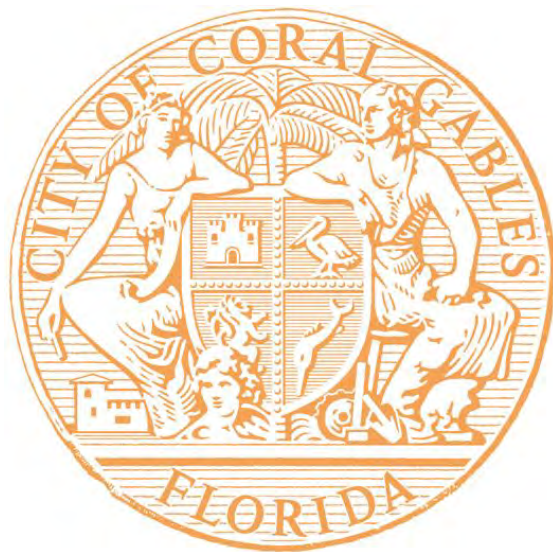
**2016-2017
\$246,919,397 ****



	2016-2017		2017-2018	
	BUDGET	%	BUDGET	%
PUBLIC SAFETY	\$ 84,711,253	34.3%	\$ 75,777,627	39.7%
PHYSICAL ENVIRONMENT	41,535,992	16.8%	36,543,499	19.1%
ECONOMIC ENVIRONMENT	22,361,847	9.1%	2,844,784	1.5%
GENERAL GOVERNMENT	46,780,870	18.9%	38,730,135	20.3%
TRANSPORTATION	23,217,816	9.4%	19,855,496	10.4%
CULTURE AND RECREATION	28,311,619	11.5%	17,210,885	9.0%
TOTAL EXPENDITURES	\$ 246,919,397 *	100.0%	\$ 190,962,426 *	100.0%

* Fiscal Year 2016-2017 includes one-time grants and reappropriated expenditures and capital projects that do not repeat for Fiscal Year 2017-2018. If any of these items have any unused balances at Fiscal Year 2016-2017 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2017-2018.

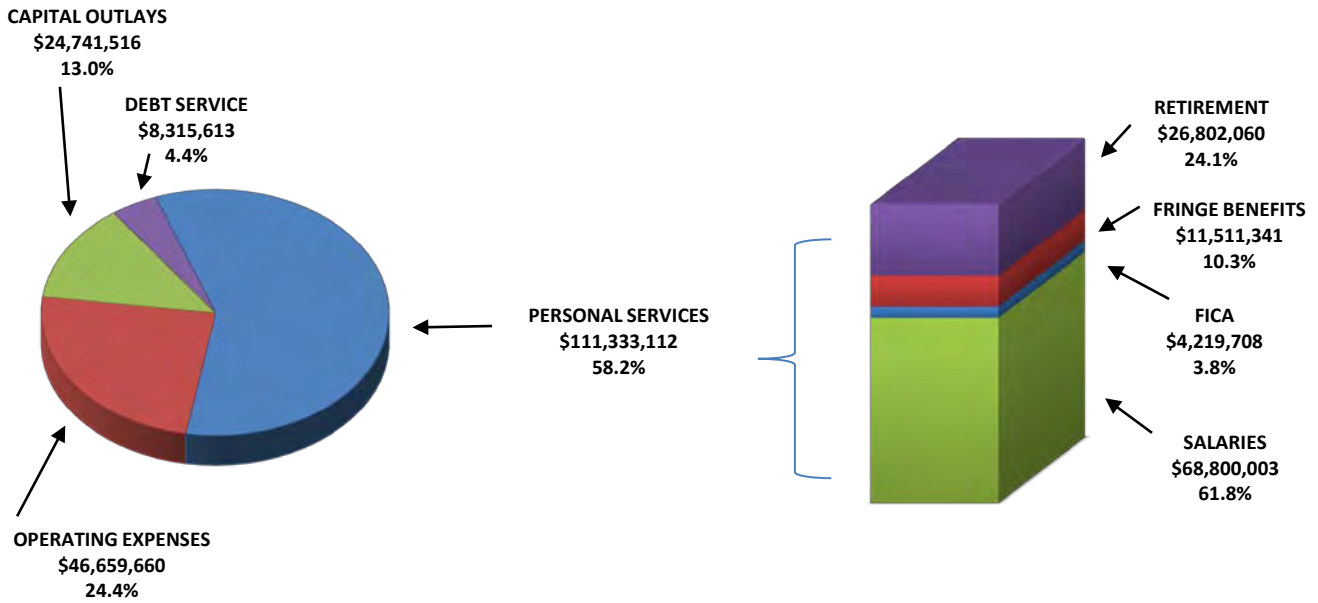
** Total Expenditures are net of transfers to reserves



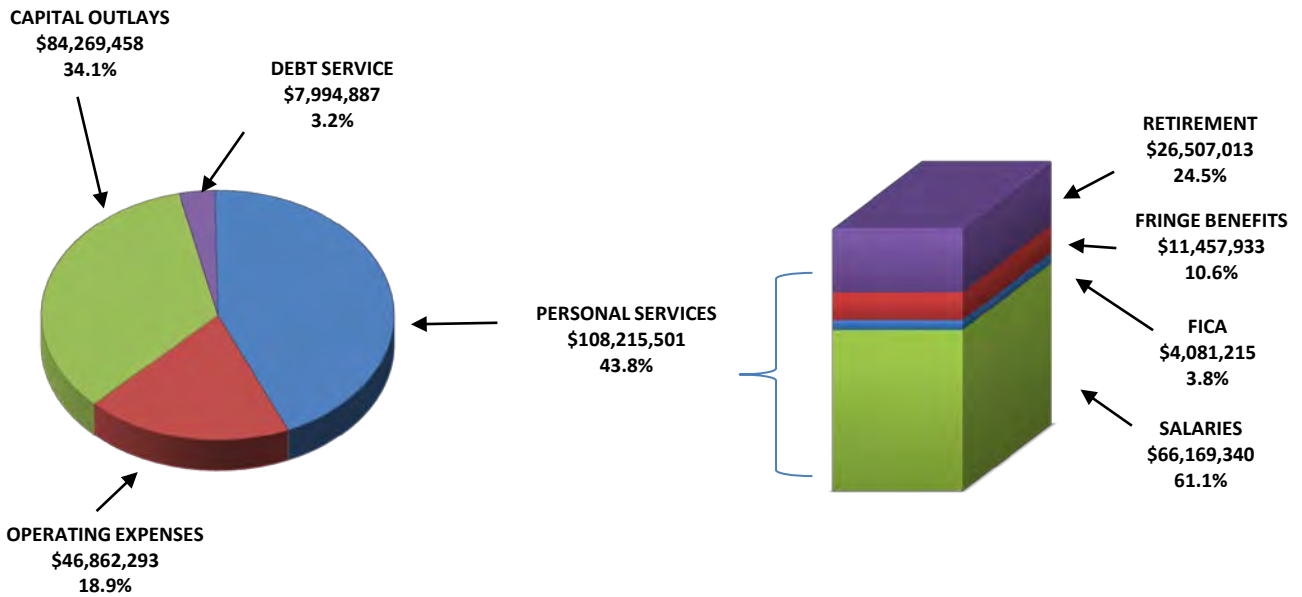
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2017-2018 BUDGET EXPENDITURES BY OBJECT OF EXPENSE

2017-2018 - \$ 190,962,426 *



2016-2017 - \$ 246,919,397 *



* Total Expenditures are net of transfers to reserves

2017-2018 BUDGET
SUMMARY OF TOTAL EXPENDITURES AND TRANSFERS TO RESERVES

	2014-2015	2015-2016	2016-2017	2017-2018
	ACTUAL	ACTUAL	BUDGET	BUDGET
<u>Operating Expense</u>				
General Fund Divisions	\$ 118,986,476	\$ 126,664,949	\$ 140,659,869	\$ 141,892,226
Roadway Improvement Fund Division	274,635	4,547	-	-
Trolley / Transportation Fund Division	1,387,575	1,919,283	1,850,290	1,973,045
Enterprise Fund Divisions	13,990,427	16,608,155	18,413,553	17,893,149
Pension Fund Division	164,847	185,449	183,739	155,282
Total Operating Expense	134,803,960	145,382,383	161,107,451	161,913,702
<u>Capital Improvements</u>				
General Improvements	11,176,111	16,614,540	50,832,736 *	11,484,189
Neighborhood Renaissance Program	4,007,556	9,545,383	3,957,626 *	200,000
Roadway Improvements	2,485,514	869,875	3,466,466 *	1,752,000
Trolley / Transportation Improvements	690,860	160,677	1,138,433	-
Miami-Dade Bond Improvements	47,876	837,412	2,757,698 *	-
Miami-Dade Roadway Impact Fee Improvements	-	-	1,700,000 *	-
Coral Gables Impact Fee Improvements				
Impact Fee Study	-	45,883	19,118	-
Administrative Expense	4,406	4,602	-	-
Fire System Improvements	-	-	1,500,000	410,635
General Government System Improvements	-	-	-	254,845
Parks System Improvements	-	987,897	1,157,178 *	766,735
Police System Improvements	-	-	-	159,757
Total Impact Fee Improvements	4,406	1,038,382	2,676,296	1,591,972
Stormwater Utility Improvements	242,007	1,070,255	1,457,105	1,945,000
Sanitary Sewer Improvements	2,457,996	2,228,658	6,405,886	2,705,000
Parking System Improvements	115,106	1,304,098	3,424,813	998,785
Motorpool Improvements	-	-	-	56,165
Total Capital Improvements	21,227,432	33,669,280	77,817,059 *	20,733,111
Total Operating Exp. & Capital Improvements	156,031,392	179,051,663	238,924,510	182,646,813
<u>Debt Service</u>				
Sunshine State Debt Fund	4,713,709	5,425,028	6,489,514	6,679,497
Stormwater Fund	150,628	148,180	148,659	166,225
Sanitary Sewer Fund	-	418,127	423,953	425,483
Parking Fund	910,524	865,320	932,761	1,044,408
Total Debt Service	5,774,861	6,856,655	7,994,887	8,315,613
Total Expense and Debt Service	161,806,253	185,908,318	246,919,397	190,962,426
<u>Transfers to Reserves</u>				
General Fund Reserve	2,360,211	9,603,586	-	-
Sunshine State Debt Service Fund	-	-	-	8,000
General Capital Improvements Fund	30,198,235	32,199,408	-	-
Neighborhood Renaissance Program Fund	86,447	358,188	45,000	50,000
Roadway Improvement Fund	926,906	1,419,151	-	-
Trolley / Transportation Fund	557,348	-	-	-
Capital Improvement Impact Fund	1,639,722	601,077	-	-
Venetian Pool Fund	-	-	49,184	92,577
Stormwater Utility Fund	659,840	722,633	1,055,248	365,965
Sanitary Sewer Fund	2,022,505	909,765	248,452	239,208
Parking Fund	2,077,525	-	-	637,654
Total Transfers to Reserves	40,528,739	45,813,808	1,397,884	1,393,404
Total Expenditures & Transfers to Reserves	\$ 202,334,992	\$ 231,722,126	\$ 248,317,281	\$ 192,355,830

* Fiscal Year 2016-2017 includes one-time grants and reappropriated expenditures and capital projects that do not repeat for Fiscal Year 2017-2018. If any of these items have any unused balances at Fiscal Year 2016-2017 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2017-2018.

2017-2018 BUDGET
SUMMARY OF TOTAL GENERAL FUND EXPENDITURES AND TRANSFERS TO RESERVES

DEPARTMENT	DIVISION	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET
City Commission	City Commission	\$ 447,982	\$ 549,134	\$ 564,046	\$ 587,622
City Attorney	City Attorney	911,238	2,599,856	2,435,403	2,478,261
City Clerk	Administrative	921,982	933,702	997,928	1,031,725
	Special Revenue Expenses	261,012	632,269	739,378	693,119
	Elections	116,013	-	244,000	5,000
City Manager	Administrative	1,253,044	1,570,354	1,673,732	1,742,641
	Communications	582,467	836,230	889,208	923,983
	Labor Relations & Risk Mgmt	-	134,204	651,768	630,815
	Internal Auditing	183,634	160,302	276,918	134,960
Human Resources	Human Resources	1,667,903	1,843,221	1,990,025	1,982,017
Development Services	Administrative	1,040,219	930,534	1,153,053	1,094,819
	Building	3,479,648	3,668,645	4,061,618	4,082,059
	Planning & Zoning	1,991,486	2,001,922	2,539,917	2,382,705
	Code Enforcement	1,331,512	1,397,201	1,483,036	1,469,100
Historic Resources & Cultural Arts	Historic Preservation & Cultural Arts	660,812	895,661	1,194,805	1,055,380
	Museum	365,534	348,420	656,630	747,632
Public Works	Administrative	636,405	378,447	727,881	679,567
	Transportation & Sustainability	-	368,948	373,055	397,183
	Engineering	1,901,258	2,229,735	2,814,762	2,878,870
	Streets	2,525,978	2,964,064	3,230,236	3,178,477
	Solid Waste	9,447,221	10,521,112	10,983,394	10,890,110
	Landscape Services	5,087,436	5,292,782	6,331,685	6,170,942
Finance	* Administration	1,264,979	1,209,425	1,242,702	565,975
	Collections	962,281	1,056,119	1,127,836	987,487
	* Reporting & Operations	933,860	1,006,196	1,196,196	1,369,989
	Procurement	813,497	1,047,408	1,069,751	1,128,007
	* Management & Budget	-	-	-	663,810
Information Technology	Information Tecnology	4,374,112	4,553,518	5,867,028	5,274,627
Police	Administrative	1,906,393	2,239,875	2,608,660	2,762,419
	Uniform Patrol	15,815,342	15,987,800	16,723,624	18,310,059
	Criminal Investigations	6,494,997	6,731,653	7,259,623	7,539,729
	Technical Services	5,623,166	6,308,197	6,951,644	6,775,088
	E911 Service	571,652	339,342	285,570	291,547
	Police Education	8,288	42,450	52,240	17,000
	School Crossing Guard	39,752	39,669	200,152	169,363
	Professional Standards	2,630,111	2,426,987	2,733,562	2,988,950
	Specialized Enforcement	4,680,655	4,828,667	5,503,641	5,812,362
Fire	Fire	25,807,987	27,227,724	26,836,720	27,701,684
Community Recreation	Administrative	459,458	564,103	983,373	949,375
	Tennis Centers	914,872	979,279	1,005,759	985,760
	Youth Center	2,729,331	2,690,052	3,251,153	3,030,640
	Adult Services	133,820	272,529	550,893	530,954
	Special Events	283,202	381,483	451,147	563,462
	Golf Course & Parks Maint.	625,881	674,035	956,509	1,070,169
Economic Development	Economic Development	821,259	957,199	1,221,861	1,291,564
Non Departmental	Non Departmental	5,213,237	3,680,760	5,300,484	4,613,780
Parking	Violations Enforcement	1,065,560	1,163,736	1,267,263	1,261,439
Total General Fund Operating Expense		118,986,476	126,664,949	140,659,869	141,892,226
	Transfer to General Fund Reserve	3,398,178	5,522,538	-	-
	Transfer to Sunshine State Note Debt Service	5,594,522	5,699,314	4,699,314	5,699,314
	Transfer to Capital Improvement Fund	14,794,674	8,122,973	3,132,750	7,598,056
	Transfer to Trolley Fund	4,330	4,329	-	-
	General Fund Subsidy of Venetian Swimming Pool	203,859	163,704	1,500	-
	General Fund Subsidy of Granada Golf Course	189,933	537,435	599,055	277,326
	Transfer to Public Facilities Fund	200,585	31,187	-	-
	Transfer to the Health Insurance Fund	-	1,492,513	-	-
	Pension Contribution Stabilization Fund	500,000	-	-	-
Total General Fund		\$ 143,872,557	\$ 148,238,942	\$ 149,092,488	\$ 155,466,922

* The Management & Budget component of the Finance Administration Division was transferred to a separate division within the Finance Department. In addition, the Assistant Finance Director for Reporting & Operations was transferred from the Administration Division to the Reporting & Operations Division. There are no cost differentials related to either of these transfers.

**CAPITAL AND ENTERPRISE FUND SUMMARIES
2017-2018 BUDGET**

CAPITAL IMPROVEMENT FUNDS

	<u>GENERAL CAPITAL IMPROVEMENTS</u>	<u>NEIGHBORHOOD RENAISSANCE PROGRAM</u>	<u>ROADWAY IMPROVEMENT PROGRAM</u>	<u>TROLLEY/ TRANSPORTATION PROGRAM</u>	<u>CORAL GABLES IMPACT FEE PROGRAM</u>	<u>TOTAL</u>
REVENUES						
Sales & Use Taxes	-	-	1,125,000	1,970,045	-	3,095,045
Miscellaneous Revenues	215,000	50,000	12,000	3,000	25,000	305,000
Transfers from Other Funds	7,598,056	-	-	-	-	7,598,056
Transfer from Fund Balance	3,671,133	200,000	615,000	-	1,566,972	6,053,105
	<u>11,484,189</u>	<u>250,000</u>	<u>1,752,000</u>	<u>1,973,045</u>	<u>1,591,972</u>	<u>17,051,206</u>
EXPENDITURES						
General Government	2,799,413	-	-	-	254,845	3,054,258
Public Safety	1,053,297	-	-	-	570,392	1,623,689
Physical Environment	75,000	-	-	-	-	75,000
Transportation	4,993,000	150,000	1,752,000	1,973,045	-	8,868,045
Culture & Recreation	2,563,479	50,000	-	-	766,735	3,380,214
Transfer to Fund Balance	-	50,000	-	-	-	50,000
	<u>11,484,189</u>	<u>250,000</u>	<u>1,752,000</u>	<u>1,973,045</u>	<u>1,591,972</u>	<u>17,051,206</u>

ENTERPRISE FUNDS

	<u>STORM WATER UTILITY</u>	<u>SANITARY SEWER</u>	<u>VENETIAN POOL</u>	<u>GRANADA GOLF COURSE</u>	<u>PARKING SYSTEM</u>	<u>TOTAL</u>
REVENUES						
Charges for Services	4,575,000	9,937,000	990,000	577,500	13,714,500	29,794,000
Miscellaneous Revenues	15,000	30,000	140,000	25,000	658,343	868,343
Transfers from Other Funds	-	-	-	277,326	-	277,326
Transfer from Fund Balance	-	1,500,000	-	-	958,785	2,458,785
	<u>4,590,000</u>	<u>11,467,000</u>	<u>1,130,000</u>	<u>879,826</u>	<u>15,331,628</u>	<u>33,398,454</u>
EXPENDITURES						
Physical Environment	3,564,110	9,399,685	-	-	-	12,963,795
Transportation	-	-	-	-	6,199,566	6,199,566
Culture & Recreation	-	-	1,037,423	879,826	-	1,917,249
Debt Service	166,225	425,483	-	-	1,044,408	1,636,116
Transfers/Contributions to Other Funds	556,600	1,641,832	-	-	7,450,000	9,648,432
Transfer to Fund Balance	303,065	-	92,577	-	637,654	1,033,296
	<u>4,590,000</u>	<u>11,467,000</u>	<u>1,130,000</u>	<u>879,826</u>	<u>15,331,628</u>	<u>33,398,454</u>

**2017-2018 BUDGET
ENTERPRISE FUNDS OPERATIONS SUMMARY**

	<u>2014-2015 ACTUAL</u>	<u>2015-2016 ACTUAL</u>	<u>2016-2017 BUDGET</u>	<u>2017-2018 BUDGET</u>
STORMWATER UTILITY FUND (400)				
Operating Revenue	\$ 3,198,371	\$ 3,212,526	\$ 4,130,000	\$ 4,575,000
Operating Expense	(1,375,165)	(653,199)	(1,757,679)	(1,556,210)
Operating Income (Loss)	<u>1,823,206</u>	<u>2,559,327</u>	<u>2,372,321</u>	<u>3,018,790</u>
Investment Earnings	14,847	18,433	15,000	15,000
Miscellaneous Revenue	2,500	-	-	-
Capital Projects	(242,007)	(1,070,255)	(1,457,105)	(1,945,000)
Interest Expense	(50,723)	(48,052)	-	-
Debt Expense	-	-	(148,659)	(166,225)
Depreciation Expense	<u>(91,204)</u>	<u>(86,790)</u>	<u>-</u>	<u>-</u>
Net Income (Loss)	<u>1,456,619</u>	<u>1,372,663</u>	<u>1,671,123</u>	<u>922,565</u>
Transfers to (from) Reserve	831,782	746,410	1,055,248	365,965
Contribution to (from) General Fund	<u>\$ 624,837</u>	<u>\$ 626,253</u>	<u>\$ 615,875</u>	<u>\$ 556,600</u>
SANITARY SEWER FUND (410)				
Operating Revenue	\$ 9,375,348	\$ 9,429,516	\$ 9,863,279	\$ 9,937,000
Operating Expense	(3,189,720)	(5,884,175)	(6,379,497)	(6,455,477)
Operating Income (Loss)	<u>6,185,628</u>	<u>3,545,341</u>	<u>3,483,782</u>	<u>3,481,523</u>
Grant Revenue	463,764	421,236	-	-
Investment Earnings	45,792	51,976	25,000	30,000
Prior Year Reappropriations	-	-	5,144,454	-
Miscellaneous Revenue	38,121	-	-	-
Capital Projects	(2,457,996)	(2,228,658)	(6,405,886)	(2,705,000)
Interest Expense	(91,234)	(83,127)	-	-
Debt Expense	-	-	(423,953)	(425,483)
Depreciation Expense	<u>(354,816)</u>	<u>(355,483)</u>	<u>-</u>	<u>-</u>
Net Income (Loss)	<u>3,829,259</u>	<u>1,351,285</u>	<u>1,823,397</u>	<u>381,040</u>
Transfers to (from) Reserve	2,019,217	(465,257)	248,452	(1,260,792)
Contribution to (from) General Fund	<u>\$ 1,810,042</u>	<u>\$ 1,816,542</u>	<u>\$ 1,574,945</u>	<u>\$ 1,641,832</u>
VENETIAN POOL FUND (420)				
Operating Revenue	\$ 1,287,936	\$ 1,382,189	\$ 1,107,462	\$ 1,130,000
Operating Expense	(956,535)	(1,009,965)	(1,059,778)	(1,037,423)
Net Income (Loss)	<u>331,401</u>	<u>372,224</u>	<u>47,684</u>	<u>92,577</u>
Transfers to (from) Reserve	-	-	47,684	92,577
Contribution to (from) General Fund	<u>\$ 331,401</u>	<u>\$ 372,224</u>	<u>\$ -</u>	<u>\$ -</u>
GRANADA GOLF COURSE FUND (430)				
Operating Revenue	\$ 416,061	\$ 573,083	\$ 546,143	\$ 602,500
Operating Expense	(877,526)	(1,199,405)	(1,145,198)	(879,826)
Net Income (Loss)	<u>(461,465)</u>	<u>(626,322)</u>	<u>(599,055)</u>	<u>(277,326)</u>
Transfers to (from) Reserve	-	-	-	-
General Fund Subsidy	<u>\$ (461,465)</u>	<u>\$ (626,322)</u>	<u>\$ (599,055)</u>	<u>\$ (277,326)</u>
PARKING SYSTEM FUND (460)				
Operating Revenue	\$ 13,025,045	\$ 12,982,960	\$ 13,328,404	\$ 14,332,843
Operating Expense	(3,419,528)	(4,102,173)	(5,315,581)	(5,200,781)
Operating Income (Loss)	<u>9,605,517</u>	<u>8,880,787</u>	<u>8,012,823</u>	<u>9,132,062</u>
Investment Earnings	33,473	48,999	35,000	40,000
Miscellaneous Revenue	-	-	315,000	-
Interest Expense	(281,754)	(219,940)	-	-
Prior Year Reappropriations	-	-	2,371,511	-
Capital Projects	(115,106)	(1,304,098)	(3,424,813)	(998,785)
Debt Expense	-	-	(932,761)	(1,044,408)
Depreciation Expense	<u>(884,222)</u>	<u>(919,432)</u>	<u>-</u>	<u>-</u>
Net Income (Loss)	<u>8,357,908</u>	<u>6,486,316</u>	<u>6,376,760</u>	<u>7,128,869</u>
Transfers to (from) Reserve	1,967,287	(698,684)	(1,102,532)	(321,131)
Contribution to (from) General Fund	<u>\$ 6,390,621</u>	<u>\$ 7,185,000</u>	<u>\$ 7,479,292</u>	<u>\$ 7,450,000</u>

**CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING
2017-2018 BUDGET**

	PRIOR YEAR AVAIL & ENCUMBRANCES	FY18 NEW FUNDING	FY18 TOTAL AVAILABLE FUNDS
Capital Equipment			
IT Data Systems Equipment Replacement/Upgrade	\$ 1,524,938	\$ 1,262,308	\$ 2,787,246
CGTV Equipment Upgrade	-	242,000	242,000
Recycling Containers in Parks & Right of Ways	96,000	96,000	192,000
Total Capital Equipment	1,620,938	1,600,308	3,221,246
Facility Repairs/Improvements			
Roof Replacements Program - Citywide	606,561	437,846	1,044,407
HVAC Replacements Program - Citywide	118,854	154,534	273,388
427 Biltmore Way - Repairs/Improvements	231,927	295,000	526,927
Elevator Repair/Replacement Program	298,914	116,725	415,639
General Govt System Improvements (Coral Gables Impact Fee)	-	254,845	254,845
Optimize Energy/Water Efficiency at City Facilities	105,150	195,000	300,150
Total Facility Projects	1,361,406	1,453,950	2,815,356
Historic Facility Repairs/Restorations			
Jean Ward Sculptures	59,140	20,000	79,140
Whiteway Lights Restoration	20,000	20,000	40,000
Centennial Trail	-	25,000	25,000
Biltmore Golf Course Bridges Renovation	-	2,000,000	2,000,000
Total Historic Facility Projects	79,140	2,065,000	2,144,140
Motor Pool Equipment Replacements/Additions *			
Motor Vehicle Replacements/Additions	2,629,593	3,265,614	5,895,207
Total Motor Pool Projects	2,629,593	3,265,614	5,895,207
Parking Repairs/Improvements			
Parking Lots & Garages Repairs/Replacements	107,310	118,785	226,095
Parking Lot Lighting Improvements	193,567	180,000	373,567
Citywide Signage Program	189,278	300,000	489,278
Installation/Replacement of Multi-Space Pay Stations	193,435	300,000	493,435
Garage 7 Design & Construction	-	100,000	100,000
Total Parking Projects	683,590	998,785	1,682,375
Parks & Recreation Repairs/Improvements			
Purchase of Land	1,503,919	300,000	1,803,919
Development of Passive Parks	1,666,676	875,000	2,541,676
Parks & Recreation Major Repairs	2,889,838	1,373,479	4,263,317
Parks System Improvements (Coral Gables Impact Fee)	-	766,735	766,735
Total Parks & Recreation Projects	6,060,433	3,315,214	9,375,647
Public Safety Improvements			
Fire Equipment Replacement Program	211,324	187,297	398,621
CCTV Security System - Roadways	487,101	500,000	987,101
Fire System Improvements (Coral Gables Impact Fee)	-	410,635	410,635
Police System Improvements (Coral Gables Impact Fee)	-	159,757	159,757
Backup PSAP	-	163,000	163,000
Purchase of Fire Station 4	1,726,943	203,000	1,929,943
Total Public Safety Projects	2,425,368	1,623,689	4,049,057

**CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING
2017-2018 BUDGET**

	<u>PRIOR YEAR AVAIL & ENCUMBRANCES</u>	<u>FY18 NEW FUNDING</u>	<u>FY18 TOTAL AVAILABLE FUNDS</u>
Transportation & Right of Way Improvements			
Installation of Bike Infrastructure	840,694	600,000	1,440,694
Citywide Alleyway Paving Improvements	254,731	100,000	354,731
Citywide Pedestian Infrastructure Program	685,830	700,000	1,385,830
Citywide Street Resurfacing Program	683,525	200,000	883,525
Channel Marker Replacement	15,093	15,000	30,093
Citywide Traffic Calming Program	614,743	350,000	964,743
Bridges & Waterway Repairs & Improvements	45,204	50,000	95,204
Biltmore Way Streetscape Improvements (Design)	-	80,000	80,000
Miracle Mile/Giralda Ave. Streetscape Improvements	5,086,693	2,100,000	7,186,693
Residential Yard Waste-Pit Restoration	197,338	75,000	272,338
Street Tree Succession Plan	259,501	150,000	409,501
Decorative Streetlights	200,000	200,000	400,000
LED Streetlights Conversion	150,000	150,000	300,000
Alhambra Median Landscape Lighting	-	100,000	100,000
Gateway Features & Branding Improvements	-	100,000	100,000
Total Transportation & Roadway Projects	<u>9,033,352</u>	<u>4,970,000</u>	<u>14,003,352</u>
Utility Repairs/Improvements			
Sanitary Sewer System Improvement Program	1,155,121	1,100,000	2,255,121
Cross-Connection Removal Program	336,704	200,000	536,704
Sewer Pipe Camera Replacement Program	4,721	5,000	9,721
Storm Water System Improvement Program	163,837	400,000	563,837
Sea Level Rise Mitigation Program (Infrastructure Reserve)	1,043,825	1,445,000	2,488,825
Citywide Inflow & Infiltration Abatement	362,621	1,500,000	1,862,621
Total Utility Repair/Improvement Projects	<u>3,066,829</u>	<u>4,650,000</u>	<u>7,716,829</u>
Total Projects	<u>\$ 26,960,649</u>	<u>\$ 23,942,560</u>	<u>\$ 50,903,209</u>

* Motorpool is an Internal Service Fund where all costs are distributed to user departments and therefore included in the budget in those locations. The New Funding total of this schedule includes the cost of Motorpool additions/replacements for illustrative purposes only. This schedule can be reconciled with the Summary of Total Expenditures and Transfers to Reserves schedule by subtracting out the Motorpool new funding contained herein.

CITY OF CORAL GABLES
FISCAL YEAR 2018-2022 FIVE YEAR CAPITAL IMPROVEMENT PLAN
PROJECT LISTING BY FISCAL YEAR

PROJ #	PROJECT NAME	PRIOR YEARS EXP	2017 PROJ'D EXP	FIVE-YEAR ESTIMATE								PROJECT TOTAL
				2 0 1 8				2019	2020	2021	2022	
				PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
CAPITAL EQUIPMENT PROJECTS												
1	Network Infrastructure	\$ 742,256	\$ 481,219	\$ 1,370,600	\$ 154,338	\$ 1,262,308	\$ 2,787,246	\$ 1,262,308	\$ 1,262,308	\$ 1,262,308	\$ 1,262,308	\$ 9,059,953
2	Emergency Generator Installation	17,760	17,640	464,600	-	-	464,600	-	-	-	-	500,000
3	CGTV Equipment Upgrade	-	-	-	-	242,000	242,000	115,000	-	-	-	357,000
4	Recycling Containers in Parks & ROW	-	-	96,000	-	96,000	192,000	96,000	-	-	-	288,000
5	Wi-Fi Capital Improvement Project	-	-	-	-	-	-	182,000	471,000	-	-	653,000
TOTAL CAPITAL EQUIPMENT PROJECTS		760,016	498,859	1,931,200	154,338	1,600,308	3,685,846	1,655,308	1,733,308	1,262,308	1,262,308	10,857,953
FACILITY REPAIRS/IMPROVEMENT PROJECTS												
6	Warehouse III Repairs	-	6,139	266,011	100	-	266,111	-	-	-	-	272,250
7	Citywide Roof Repairs	248,667	422,250	425,096	181,465	437,846	1,044,407	444,414	451,080	457,846	464,714	3,533,378
8	Facility Environmental Remediation	-	-	-	-	-	-	850,000	-	-	-	850,000
9	HVAC	281,840	55,453	105,453	13,401	154,534	273,388	156,852	159,205	161,593	164,017	1,252,348
10	427 Biltmore Way - Repairs/Improvements	246,634	50,939	202,547	29,380	295,000	526,927	-	-	-	-	824,500
11	Citywide Elevator Improvements	57,799	58,287	208,869	90,045	116,725	415,639	118,476	120,253	122,057	123,888	1,016,399
12	General Govt System Improvements	-	-	-	-	254,845	254,845	30,000	30,000	30,000	30,000	374,845
13	Exterior Building Lighting	-	-	-	-	-	-	100,000	100,000	-	-	200,000
14	Optimize Energy And Water Efficiency At City Facilities	-	94,850	73,948	31,202	195,000	300,150	509,000	442,000	-	-	1,346,000
15	Code Enforcement Division's Interior Improvements	-	-	-	-	-	-	250,000	-	-	-	250,000
TOTAL FACILITY REPAIRS/IMPROVEMENT PROJECTS		834,940	687,918	1,281,924	345,593	1,453,950	3,081,467	2,458,742	1,302,538	771,496	782,619	9,919,720
HISTORIC FACILITY IMPROVEMENT PROJECTS												
16	Entrances & Fountains	123,821	1,705,901	91	120,170	-	120,261	-	-	-	-	1,949,983
17	Merrick House Repairs/Improv.	138,114	1,530,364	-	220,950	-	220,950	-	-	-	-	1,889,428
18	City Hall Repairs/Improvements	175,037	38,897	3,049,619	1,121	-	3,050,740	-	-	-	-	3,264,674
19	City Hall Cottage Improvements	11,200	16,432	365,550	6,668	-	372,218	-	-	-	-	399,850
20	City Hall 3rd Floor - Interior Renov.	-	-	150,000	-	-	150,000	-	-	-	-	150,000
21	Jean Ward Sculptures	13,839	39,021	31,206	27,934	20,000	79,140	-	-	-	-	132,000
22	Gondola Building Restoration Assessment	-	-	50,000	-	-	50,000	-	-	-	-	50,000
23	Coral Gables Library Renovation	-	-	212,810	-	-	212,810	-	-	-	-	212,810
24	White Way Lights Restoration	-	-	20,000	-	20,000	40,000	20,000	20,000	20,000	20,000	120,000
25	Centennial Trail	-	-	-	-	25,000	25,000	25,000	25,000	25,000	25,000	125,000
26	Biltmore Golf Course Bridges Renovation	-	-	-	-	2,000,000	2,000,000	-	-	-	-	2,000,000
TOTAL HISTORIC FACILITY IMPROVEMENT PROJECTS		462,011	3,330,615	3,879,276	376,843	2,065,000	6,321,119	45,000	45,000	45,000	45,000	10,293,745
MOTOR POOL EQUIPMENT REPLACEMENTS/ADDITIONS PROJECTS												
27	Motor Vehicle Replacement/Additions	3,322,693	2,130,767	473,036	2,156,557	3,265,614	5,895,207	3,322,762	3,380,910	3,440,076	3,500,277	24,992,692
28	Truck Washer Rehabilitation/Replacement	-	-	150,000	-	-	150,000	-	-	-	-	150,000
29	Fuel System Upgrade	-	279,907	93	-	-	93	-	-	-	-	280,000
TOTAL MOTOR POOL PROJECTS		3,322,693	2,410,674	623,129	2,156,557	3,265,614	6,045,300	3,322,762	3,380,910	3,440,076	3,500,277	25,422,692
PARKING IMPROVEMENT PROJECTS												
30	Garages 2 & 6 Improvements	881,384	568,330	378,365	41,121	-	419,486	-	-	-	-	1,869,200
31	Parking Lots & Garages Repairs/Replacement Program	-	9,720	97,590	9,720	118,785	226,095	120,567	122,376	124,212	126,075	729,045
32	Parking Garages 2 & 6 Roof Fencing	-	-	350,000	-	-	350,000	-	-	-	-	350,000
33	Aragon Parking Lot Improvements	152,620	27,380	-	-	-	-	-	-	-	-	180,000
34	Parking Lot Lighting	93,824	72,609	132,118	61,449	180,000	373,567	180,000	180,000	180,000	180,000	1,260,000
35	Signage Program Improvements	85,031	175,691	155,236	34,042	300,000	489,278	300,000	200,000	200,000	200,000	1,650,000
36	Installation of Multi-Space Pay Stations	37,001	380,164	193,435	-	300,000	493,435	300,000	150,000	150,000	150,000	1,660,600
37	Closed Circuit Television Security System	46,247	-	1,174	338,689	-	339,863	-	-	-	-	386,110
38	Lot 25 Park Development	28,050	42,515	281,118	248,317	-	529,435	600,000	-	-	-	1,200,000
39	Garage 7 Design and Construction	-	-	-	-	100,000	100,000	50,000	50,000	-	-	200,000
TOTAL PARKING IMPROVEMENT PROJECTS		1,324,157	1,276,409	1,589,036	733,338	998,785	3,321,159	1,550,567	702,376	654,212	656,075	9,484,955
PARKS & RECREATION IMPROVEMENT PROJECTS												
40	Downtown Civic Plaza & Garden	-	-	-	-	-	-	500,000	500,000	500,000	500,000	2,000,000
41	Purchase of Land	3,657,097	-	1,500,899	3,020	300,000	1,803,919	300,000	300,000	300,000	300,000	6,661,016
42	Fred B. Hartnett/Ponce Circle Park Improvements	-	-	-	-	-	-	2,650,000	600,000	-	-	3,250,000
43	Development of Passive Parks	663,869	297,890	1,358,333	308,343	875,000	2,541,676	-	-	-	-	3,503,435
44	W.H. Kerdyk/Bilt Tennis Ctr Improv.	1,939,039	149,566	900,925	136,969	-	1,037,894	-	-	-	-	3,126,499
45	Parks & Recreation Major Repairs	8,020,042	678,345	2,589,080	300,758	1,373,479	4,263,317	1,394,081	1,414,992	1,436,217	1,457,760	18,664,754
46	Parks System Improvements	-	-	-	-	766,735	766,735	80,000	80,000	80,000	80,000	1,086,735
TOTAL PARKS & RECREATION IMPROVEMENT PROJECTS		14,280,047	1,125,801	6,349,237	749,090	3,315,214	10,413,541	4,924,081	2,894,992	2,316,217	2,337,760	38,292,439
PUBLIC SAFETY IMPROVEMENT PROJECTS												
47	Central & Mobile Radio System Replacement/Upgrade	6,008,348	214,740	256,963	19,949	-	276,912	-	-	-	-	6,500,000
48	Fire Equipment Replacement Program	150,420	8,027	134,924	76,400	187,297	398,621	190,106	192,958	195,852	198,790	1,334,774
49	Emergency Vehicle Response Intersection Preemption Syst	-	-	475,000	-	-	475,000	200,000	200,000	200,000	200,000	1,275,000
50	Public Safety Building Improvements	672,616	167,573	2,455,982	2,615,693	-	5,071,675	-	-	-	-	5,911,864
51	Fire Station 2/Trolley Depot	281,355	135,864	10,405,415	15,970	-	10,421,385	-	-	-	-	10,838,604
52	Fire Station 3 - Repairs & Improvements	1,286,255	5,675	174,963	118,042	-	293,005	-	-	-	-	1,584,935
53	Closed Circuit Television Security System	286,516	1,176,383	19,624	467,477	500,000	987,101	500,000	-	-	-	2,950,000
54	Fire System Improvements	-	-	-	-	410,635	410,635	60,000	60,000	60,000	60,000	630,635
55	Police System Improvements	-	-	-	-	159,757	159,757	24,000	24,000	24,000	24,000	255,757
56	Warehouse II Repairs	-	-	46,500	-	-	46,500	-	-	-	-	46,500
57	Backup PSAP	-	-	-	-	163,000	163,000	-	-	-	-	163,000
58	Purchase of Fire Station 4 Building	-	-	1,709,113	17,830	203,000	1,929,943	2,200,000	-	-	-	4,129,943
TOTAL PUBLIC SAFETY IMPROVEMENT PROJECTS		8,685,510	1,708,262	15,678,484	3,331,361	1,623,689	20,633,534	3,174,106	476,958	479,852	482,790	35,641,012

CITY OF CORAL GABLES
FISCAL YEAR 2018-2022 FIVE YEAR CAPITAL IMPROVEMENT PLAN
PROJECT LISTING BY FISCAL YEAR

PROJ #	PROJECT NAME	PRIOR YEARS EXP	2017 PROJ'D EXP	FIVE-YEAR ESTIMATE								PROJECT TOTAL
				2 0 1 8				2019	2020	2021	2022	
				PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
TRANSPORTATION & RIGHT OF WAY IMPROVEMENT PROJECTS												
59	Granada & Columbus Plazas Transportation Improvements	24,773	-	-	21,725	-	21,725	278,502	-	-	-	325,000
60	Installation of Bike Infrastructure	145,481	58,483	565,944	274,750	600,000	1,440,694	1,000,000	200,000	797,670	200,000	3,842,328
61	Multimodal Transportation Plan	101,567	66,252	-	132,181	-	132,181	-	-	-	-	300,000
62	Old Cutler Road Entry Feature	23,070	2,950	267,500	6,480	-	273,980	-	-	-	-	300,000
63	Citywide Alleyway Paving Improvements	49,959	45,310	100,042	154,689	100,000	354,731	250,000	250,000	250,000	250,000	1,450,000
64	Citywide Pedestrian Infrastructure Program	2,422,288	513,037	349,670	336,160	700,000	1,385,830	700,000	550,000	550,000	550,000	6,671,155
65	Citywide Street Resurfacing Program	6,869,033	363,060	444,563	238,962	200,000	883,525	600,000	600,000	600,000	600,000	10,515,618
66	Channel Markers Upgrade & Maintenance Program	28,532	21,375	15,093	-	15,000	30,093	15,000	15,000	15,000	15,000	140,000
67	Citywide Traffic Calming Program	72,924	137,333	578,634	36,109	350,000	964,743	350,000	350,000	350,000	350,000	2,575,000
68	Bridges & Waterway Repairs/Impr.	46,330	-	45,204	-	50,000	95,204	50,000	50,000	50,000	50,000	341,534
69	Bridge Painting Program	2,374	-	133,482	14,144	-	147,626	-	-	-	-	150,000
70	Biltmore Way Street Scape Improv.	-	-	-	-	80,000	80,000	400,000	410,000	-	-	890,000
71	Cartagena Circle Landscape Improv.	8,415	-	124,785	-	-	124,785	-	-	-	-	133,200
72	De Soto Fountain Traffic Circle	6,815	-	200,000	4,185	-	204,185	339,000	-	-	-	550,000
73	Kings Bay Streetscape Improv.	586,268	17,454	14,924	7,554	-	22,478	-	-	-	-	626,200
74	Miracle Mile Streetscape Improv.	7,239,456	10,226,382	786,212	3,823,250	2,100,000	6,709,462	-	-	-	-	24,175,300
75	Giralda Ave. Streetscape Improv.	1,462,181	3,103,489	31,309	445,922	-	477,231	-	-	-	-	5,042,901
76	Ponce de Leon Landscape - Phase III	35,355	900	1,673,500	90,245	-	1,763,745	300,000	-	-	-	2,100,000
77	Ponce Median - 8th St to Flagler St	16,250	2,500	281,250	-	-	281,250	-	-	-	-	300,000
78	Residential Waste Pit Restoration	127,662	-	108,567	88,771	75,000	272,338	75,000	75,000	75,000	75,000	700,000
79	Segovia Circles Civic Monuments with Fountains	1,122,032	5,690	31,702	5,576	-	37,278	-	-	-	-	1,165,000
80	Street Tree Succession Plan	1,667,987	1,714,353	259,068	433	150,000	409,501	200,000	200,000	200,000	100,000	4,491,841
81	Aragon/Andalusia Pedestrian Lighting and Bike Amenity Im	-	9,366	285,647	54,987	-	340,634	400,000	-	-	-	750,000
82	Decorative Street Lights	-	-	200,000	-	200,000	400,000	200,000	200,000	200,000	200,000	1,200,000
83	LED Street Lights Conversion	-	-	150,000	-	150,000	300,000	150,000	150,000	150,000	150,000	900,000
84	Monegro Crafts Section Street Ends	-	-	300,000	-	-	300,000	-	-	-	-	300,000
85	Alhambra Median Landscape Lighting	-	-	-	-	100,000	100,000	-	-	-	-	100,000
86	Gateway Features & Branding Improvements	-	-	-	-	100,000	100,000	100,000	100,000	100,000	-	400,000
TOTAL TRANSPORTATION & RIGHT OF WAY PROJECTS		22,058,752	16,287,934	6,947,096	5,736,123	4,970,000	17,653,219	5,407,502	3,150,000	3,337,670	2,540,000	70,435,077
UTILITY REPAIRS/IMPROVEMENTS PROJECTS												
87	Citywide Inflow & Infiltr. Abatement	1,459,007	1,075,940	1,808	360,813	1,500,000	1,862,621	500,000	500,000	500,000	500,000	6,397,568
88	Station F Rehabilitation	10,424	11,023	78,696	77,832	-	156,528	-	-	-	-	177,975
89	Sanitary Sewer Major Repair	563,243	107,781	1,038,397	116,724	1,100,000	2,255,121	1,100,000	1,100,000	1,100,000	1,100,000	7,326,145
90	Cross-Connection Removal	559,872	377,491	120,588	216,116	200,000	536,704	200,000	200,000	200,000	200,000	2,274,067
91	Sanitary Sewer Volume Ordinance	174,905	240,843	1,702,713	91,539	-	1,794,252	-	-	-	-	2,210,000
92	Sewer Pipe Cameras	91,232	9,047	723	3,998	5,000	9,721	5,000	5,000	5,000	5,000	130,000
93	Pump Station 1 Cocoplum Upgrade	-	-	250,000	-	-	250,000	-	-	-	-	250,000
94	Stormwater System Improvement Program	270,045	313,226	31,114	132,723	400,000	563,837	400,000	400,000	400,000	400,000	2,747,108
95	Cocoplum Drainage Improvements	867,651	5,233	90,160	87,111	-	177,271	-	-	-	-	1,050,155
96	Canal Bank Stabilization	13,960	8,115	272,084	23,128	-	295,212	-	-	-	-	317,287
97	Sea Level Rise Mitigation Program	18,000	128,175	1,002,500	41,325	1,445,000	2,488,825	445,000	445,000	445,000	445,000	4,415,000
98	Stormwater Outfall Baffles	-	-	110,000	-	-	110,000	-	-	-	-	110,000
TOTAL UTILITY REPAIRS/IMPROVEMENTS PROJECTS		4,028,339	2,276,874	4,698,783	1,151,309	4,650,000	10,500,092	2,650,000	2,650,000	2,650,000	2,650,000	27,405,305
TOTAL		\$ 55,756,465	\$ 29,603,346	\$ 42,978,165	\$ 14,734,552	\$ 23,942,560	\$ 81,655,277	\$ 25,188,068	\$ 16,336,082	\$ 14,956,831	\$ 14,256,829	\$ 237,752,898

CITY OF CORAL GABLES
FISCAL YEAR 2018-2022 FIVE YEAR CAPITAL IMPROVEMENT PLAN
PROJECT TYPE SUMMARY BY YEAR & FUNDING SOURCE & RELATED OPERATING COST

PROJECT TYPE SUMMARY BY YEAR

PROJECT NAME	PRIOR YEARS EXP	2017 PROJ'D EXP	FIVE-YEAR ESTIMATE								PROJECT TOTAL
			2 0 1 8				2019	2020	2021	2022	
			PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
CAPITAL EQUIPMENT REPL/UPGRADES	\$ 760,016	\$ 498,859	\$ 1,931,200	\$ 154,338	\$ 1,600,308	\$ 3,685,846	\$ 1,655,308	\$ 1,733,308	\$ 1,262,308	\$ 1,262,308	\$ 10,857,953
FACILITY REPAIRS/IMPROVEMENTS	834,940	687,918	1,281,924	345,593	1,453,950	3,081,467	2,458,742	1,302,538	771,496	782,619	9,919,720
HISTORIC FACILITY RESTORATION	462,011	3,330,615	3,879,276	376,843	2,065,000	6,321,119	45,000	45,000	45,000	45,000	10,293,745
MOTOR POOL EQUIP REPL/ADDITIONS	3,322,693	2,410,674	623,129	2,156,557	3,265,614	6,045,300	3,322,762	3,380,910	3,440,076	3,500,277	25,422,692
PARKING IMPROVEMENTS	1,324,157	1,276,409	1,589,036	733,338	998,785	3,321,159	1,550,567	702,376	654,212	656,075	9,484,955
PARKS & RECREATION IMPROVEMENTS	14,280,047	1,125,801	6,349,237	749,090	3,315,214	10,413,541	4,924,081	2,894,992	2,316,217	2,337,760	38,292,439
PUBLIC SAFETY IMPROVEMENTS	8,685,510	1,708,262	15,678,484	3,331,361	1,623,689	20,633,534	3,174,106	476,958	479,852	482,790	35,641,012
TRANSPORTATION & RIGHT OF WAY	22,058,752	16,287,934	6,947,096	5,736,123	4,970,000	17,653,219	5,407,502	3,150,000	3,337,670	2,540,000	70,435,077
UTILITY REPAIR/IMPROVEMENTS	4,028,339	2,276,874	4,698,783	1,151,309	4,650,000	10,500,092	2,650,000	2,650,000	2,650,000	2,650,000	27,405,305
TOTAL	\$ 55,756,465	\$ 29,603,346	\$ 42,978,165	\$ 14,734,552	\$ 23,942,560	\$ 81,655,277	\$ 25,188,068	\$ 16,336,082	\$ 14,956,831	\$ 14,256,829	\$ 237,752,898

PROJECT TYPE SUMMARY BY FUNDING SOURCE

PROJECT TYPE	GEN CAP IMPR	NRP	ROADWAY	GOB	CG IMP FEES	STORM WATER	SANI SEWER	MOTOR POOL	TROLLEY	PARKING SYSTEM	GRANT & OTHER	PROJECT TOTAL
CAPITAL EQUIPMENT REPL/UPGRADES	\$ 10,357,953	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 10,857,953
FACILITY REPAIRS/IMPROVEMENTS	8,196,875	-	-	-	374,845	-	-	-	-	448,000	900,000	9,919,720
HISTORIC FACILITY RESTORATION	7,798,952	1,774,983	-	-	-	-	-	-	-	-	719,810	10,293,745
MOTOR POOL EQUIP REPL/ADDITIONS	25,422,692	-	-	-	-	-	-	-	-	-	-	25,422,692
PARKING IMPROVEMENTS	1,745,000	200,000	-	-	-	-	-	-	-	7,539,955	-	9,484,955
PARKS & RECREATION IMPROVEMENTS	19,989,082	13,075,714	-	419,417	2,808,226	-	-	-	-	-	2,000,000	38,292,439
PUBLIC SAFETY IMPROVEMENTS	29,732,756	-	-	1,461,864	4,106,392	-	-	-	340,000	-	-	35,641,012
TRANSPORTATION & RIGHT OF WAY	17,393,359	6,256,160	15,631,317	1,169,397	171,200	-	-	-	1,849,970	-	27,963,674	70,435,077
UTILITY REPAIR/IMPROVEMENTS	-	-	-	-	-	9,514,951	13,570,380	-	-	-	-	4,319,974
TOTAL	\$ 120,636,669	\$ 21,306,857	\$ 15,631,317	\$ 3,050,678	\$ 7,460,663	\$ 9,514,951	\$ 13,570,380	\$ 500,000	\$ 2,189,970	\$ 7,987,955	\$ 35,903,458	\$ 237,752,898

DETAIL OF GRANT & OTHER FUNDING SOURCES BY PROJECT TYPE

PROJECT TYPE	SPEC ASSESS	M-D IMP FEE	COUNTY GRANT	MPO GRANT	DEVELOPER FEE	ART IN PUB. PLACES	NAT'L END FOR THE ARTS	PRIVATE GRANT	SUN STATE FINANCING	STATE GRANT	TOTAL
CAPITAL EQUIPMENT REPL/UPGRADES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FACILITY REPAIRS/IMPROVEMENTS	-	-	-	-	-	-	-	50,000	850,000	-	900,000
HISTORIC FACILITY RESTORATION	-	-	160,060	-	-	159,750	-	-	-	400,000	719,810
MOTOR POOL EQUIP REPL/ADDITIONS	-	-	-	-	-	-	-	-	-	-	-
PARKING IMPROVEMENTS	-	-	-	-	-	-	-	-	-	-	-
PARKS & RECREATION IMPROVEMENTS	-	-	-	-	2,000,000	-	-	-	-	-	2,000,000
PUBLIC SAFETY IMPROVEMENTS	-	-	-	-	-	-	-	-	-	-	-
TRANSPORTATION & RIGHT OF WAY	897,612	1,700,000	-	641,670	-	1,108,200	40,000	-	23,376,192	200,000	27,963,674
UTILITY REPAIR/IMPROVEMENTS	-	-	-	-	-	-	-	-	3,719,974	600,000	4,319,974
TOTAL	\$ 897,612	\$ 1,700,000	\$ 160,060	\$ 641,670	\$ 2,000,000	\$ 1,267,950	\$ 40,000	\$ 50,000	\$ 27,946,166	\$ 1,200,000	\$ 35,903,458

**CITY OF CORAL GABLES
FISCAL YEAR 2018-2022 FIVE YEAR CAPITAL IMPROVEMENT PLAN
PROJECT TYPE SUMMARY BY RELATED OPERATING COST**

TOTAL RELATED OPERATING COST

EXPENSE TYPE	FIVE-YEAR ESTIMATE							PROJECT TOTAL
	2 0 1 8			2019	2020	2021	2022	
	PRIOR	NEW	TOTAL					
CAPITAL EQUIPMENT REPL/UPGRADES	\$ -	\$ -	\$ -	\$ 183,177	\$ 184,612	\$ 186,082	\$ 187,589	\$ 741,460
PERSONNEL SERVICES	-	-	-	57,377	58,812	60,282	61,789	238,260
OTHER THAN PERSONNEL SERVICES	-	-	-	125,800	125,800	125,800	125,800	503,200
FACILITY REPAIRS/IMPROVEMENTS	66,000	-	66,000	-	-	-	-	66,000
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	66,000	-	66,000	-	-	-	-	66,000
HISTORIC FACILITY RESTORATION	-	-	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-	-	-
MOTOR POOL EQUIP REPL/ADDITIONS	-	-	-	15,000	15,000	15,000	15,000	60,000
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	15,000	15,000	15,000	15,000	60,000
PARKING IMPROVEMENTS	-	-	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-	-	-
PARKS & RECREATION IMPROVEMENTS	-	550,893	550,893	558,566	558,566	566,392	566,392	2,800,809
PERSONNEL SERVICES	-	383,639	383,639	391,312	391,312	399,138	399,138	1,964,539
OTHER THAN PERSONNEL SERVICES	-	167,254	167,254	167,254	167,254	167,254	167,254	836,270
PUBLIC SAFETY IMPROVEMENTS	-	1,916	1,916	(4,590)	10,800	(4,590)	(2,460)	1,076
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	1,916	1,916	(4,590)	10,800	(4,590)	(2,460)	1,076
TRANSPORTATION & RIGHT OF WAY	-	-	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-	-	-
UTILITY REPAIR/IMPROVEMENTS	-	10,000	10,000	25,000	25,000	25,000	25,000	110,000
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	10,000	10,000	25,000	25,000	25,000	25,000	110,000
TOTAL RELATED OPERATING COST	\$ 66,000	\$ 562,809	\$ 628,809	\$ 777,153	\$ 793,978	\$ 787,884	\$ 791,521	\$ 3,779,345

CITY OF CORAL GABLES

PARK & RECREATION MAJOR REPAIR PROJECTS BY YEAR

PROJECT NAME	PRIOR YEARS EXP	2017 PROJ'D EXP	FIVE-YEAR ESTIMATE								PROJECT TOTAL
			2 0 1 8				2019	2020	2021	2022	
			PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
Adult Activity/Multipurpose Center	\$ 4,461,385	\$ 16,450	\$ 28,210	\$ 3,715	\$ -	\$ 31,925	\$ -	\$ -	\$ -	\$ -	\$ 4,509,760
Youth Ctr Field Resod & Irrigation	520,044	5,753	100	51,649	-	51,749	-	-	-	-	577,546
Youth Ctr & Grounds Improvements	136,244	66,655	77,356	26,774	-	104,130	-	-	-	-	307,029
Youth Center Structural Improv.	16,800	11,900	509,300	2,000	-	511,300	-	-	-	-	540,000
Youth Center Amenities Improv.	-	-	473,800	4,200	-	478,000	-	-	-	-	478,000
Youth Center Phase 1	625,372	60,234	84,213	27,478	-	111,691	-	-	-	-	797,297
Youth Center Master Plan	-	-	50,000	-	-	50,000	-	-	-	-	50,000
Parks & Recreation Master Plan	-	-	100,000	-	-	100,000	-	-	-	-	100,000
Granada Golf Course Improvements	706,684	-	368,316	-	-	368,316	-	-	-	-	1,075,000
Park Basketball and Tennis Court Renovations	-	-	25	10,400	-	10,425	90,000	-	-	-	100,425
Kerdyk Family Park Playground Expansion	-	-	185,000	-	-	185,000	-	-	-	-	185,000
Kerdyk Family Park Trail Renovation	-	-	90,000	-	-	90,000	-	-	-	-	90,000
P&R Facilities Surveillance Systems	133,836	8,000	53,164	-	-	53,164	42,500	42,500	-	-	280,000
Fitness Trails	-	-	100,000	-	-	100,000	-	-	-	-	100,000
Park Furnishings	205,060	-	4,940	-	-	4,940	-	-	-	-	210,000
Phillips Park Renovation	-	-	-	-	385,000	385,000	-	-	-	-	385,000
Pierce Park Renovation	-	-	-	-	200,000	200,000	185,000	-	-	-	385,000
Resurfacing of Clay Courts	-	-	130,000	-	-	130,000	-	-	-	-	130,000
Acorn LED Lights at Phillips Park	-	-	310,964	-	-	310,964	-	-	-	-	310,964
Salvadore Park Playground Expansion	-	-	-	-	350,000	350,000	-	-	-	-	350,000
Nat Winokur Park Renovation	-	-	-	-	-	-	385,000	-	-	-	385,000
Salvadore Park Tennis Pro Shop Renovation	-	-	11,000	-	-	11,000	-	-	-	-	11,000
Venetian Pool Improvements	1,214,617	509,353	12,692	174,542	363,000	550,234	-	-	-	-	2,274,204
Unassigned	-	-	-	-	75,479	75,479	691,581	1,372,492	1,436,217	1,457,760	5,033,529
TOTAL	\$ 8,020,042	\$ 678,345	\$ 2,589,080	\$ 300,758	\$ 1,373,479	\$ 4,263,317	\$ 1,394,081	\$ 1,414,992	\$ 1,436,217	\$ 1,457,760	\$ 18,664,754

PROJECT NAME	CURRENT STATUS
Adult Activity/Multipurpose Center	Building has been completed and all furnishings purchased and installed.
Youth Ctr Field Resod & Irrigation	Completed.
Youth Ctr & Grounds Improvements	Chain link field perimeter completed, roof repairs completed, field complex exterior iron and concrete work complete
Youth Center Structural Improv.	Indoor and outdoor playgrounds final design approved based on community and advisory board input. Playgrounds in final drawings and permitting stage.
Youth Center Amenities Improv.	Project was on hold until completion of roof project. With roof completion, project specifications have been completed and final project plans are underway. Finalizing Gymnastics equipment specification and it will enter the procurement process.
Youth Center Phase 1	Renovation of courtyard first phase is 95% completed with the completion of pavilion. Pavilion lighting improvement is remaining. Second phase to include renovation of courtyard and removal of existing trees to coordinated with remaining youth center projects.
Youth Center Master Plan	This project will be included as part of the larger Parks Master Plan.
Parks & Recreation Master Plan	Project bid out and vendor selected. Negotiations with vendor did not result in an agreement. A new scope and funding requirement has been discussed. New bid process has commenced.
Granada Golf Course Improvements	Course renovations completed including new greens, fairways and tee boxes. Phase 2 – Rain shelters are in final design phase.
Park Basketball and Tennis Court Renovations	Court renovations for Youth Center complete. Jaycee Park courts are awaiting contractor availability to begin work.
Kerdyk Family Park Playground Expansion	Initial community meeting completed. Second community meeting to take place in October 2017. Playground designs have been requested from several vendors for community input.
Kerdyk Family Park Trail Renovation	Initial community meeting was held regarding trail. Community attendance was not large. A subsequent community meeting will be held and will also include discussion regarding playground in October 2017.
P&R Facilities Surveillance Systems	Surveillance systems have been completed at the Youth Center, and Adult Activity Center. Surveillance cameras have been installed at Venetian Pool and Alarm system improvements have been completed at Granada Maintenance Shop. Process underway for surveillance system at Biltmore Tennis Center to coincide with renovation project. Vendor for Granada Golf maintenance Barn surveillance cameras have been selected and Purchase order is in place for this project.
Fitness Trails	Equipment for both Youth Center and Kerdyk and Family Park selected. Community meetings completed for Youth Center. Youth Center equipment installation pending final permitting for start date.
Park Furnishings	60 furnishings (18 benches, 18 trash cans, and 24 picnic tables) purchased and installed at 9 neighborhood parks.
Phillips Park Renovation	Tennis Court and Basketball courts completed with the use of grant funds. Perimeter entrances and gates painted and repaired. Dugouts, pavilions and restroom building painted and
Pierce Park Renovation	Playground spring rockers and playground installation completed. Phase 2 schedule of park improvements to be determined.
Resurfacing of Clay Courts	Procurement Process for project is underway.
Acorn LED Lights at Phillips Park	Scope of work changed due to needs of neighborhood for lighting of the park. New scope completed for LED lighting utilizing existing field light poles. Bid completed. Contract for installation has been completed, and installation is scheduled to begin before the end of 2017.
Salvadore Park Playground Expansion	Project on schedule for 2019.
Nat Winokur Park Renovation	Project on schedule for 2019, with consideration forthcoming regarding integration with the Underline project.
Salvadore Park Tennis Pro Shop Renovation	Project Manager assigned, and preliminary design drawings underway.
Venetian Pool Improvements	Pool bottom painting completed, fountain restoration completed, concrete bottom repairs and expansion joint repairs completed. Perimeter fencing and pool bottom resurfacing to be completed in the future.

2017-2018 BUDGET

DEBT ADMINISTRATION

As of October 1, 2017 the City will have \$90.3 million of special obligation debt outstanding. The City has a "AAA" Bond Rating from Moody's Investors Service, Standard & Poor's Corporation and Fitch Ratings. A review of the City's debt position is required to provide a five-year capital financing plan for infrastructure and other improvements. Decisions regarding the City's use of debt are based upon a number of factors including the long-term capital requirements and the amount of resources available to repay the debt.

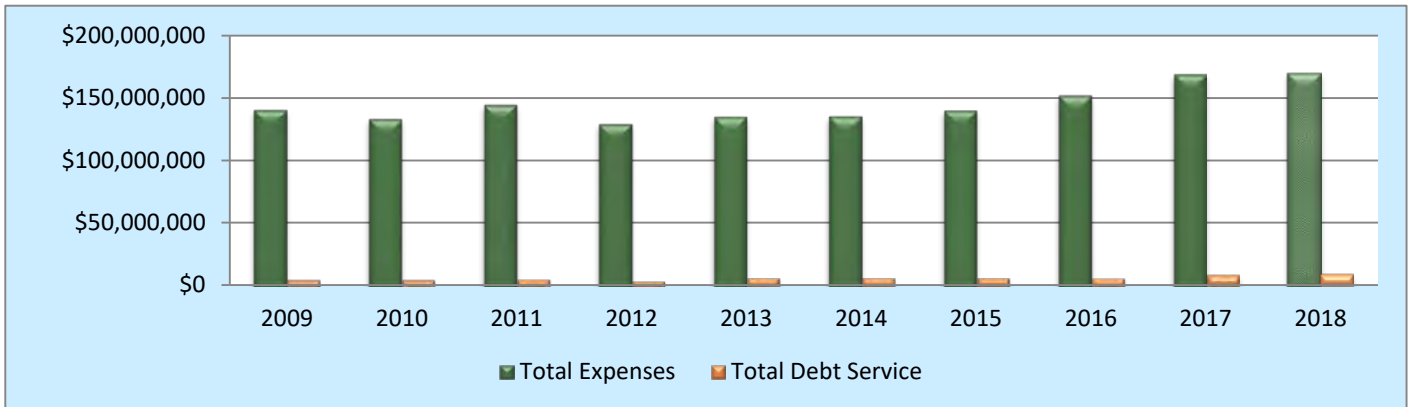
LEGAL DEBT MARGIN

The City's budgetary policy is to keep bond debt service under 8% of total expenses. As of October 1, 2017 the City's net bond debt services is well within the policy debt limit. Debt service represents **4.8%** percent of total expenses.

SUMMARY OF OUTSTANDING DEBT

<u>SERIES</u>	<u>MATURES</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
Series 2012	10/01/31	\$ 38,025,000	\$ 7,557,502	\$ 45,582,502
Series 2011C	10/01/32	3,565,000	1,535,875	5,100,875
Series 2013A	10/01/28	14,245,000	2,148,420	16,393,420
Series 2013B	10/01/28	3,645,000	799,794	4,444,794
Series 2014	10/01/24	3,090,000	308,551	3,398,551
Series 2015B	10/01/30	5,765,000	1,060,144	6,825,144
Series 2016A	04/01/37	16,935,000	7,577,240	24,512,240
Series 2016B	04/01/37	4,460,000	1,560,670	6,020,670
Series 2016C	04/01/19	570,000	17,200	587,200
Total Projects		\$ 90,300,000	\$ 22,565,396	\$ 112,865,396

DEBT SERVICE COMPARED TO TOTAL EXPENSES



<u>Fiscal Year</u>	<u>Total Expenses</u>	<u>Total Debt Service</u>	<u>% of Total Expenditures</u>
2009	\$ 140,890,099	\$ 4,540,163	3.2%
2010	133,525,948	4,380,857	3.3%
2011	144,839,523	4,736,973	3.3%
2012	129,584,898	3,346,225	2.6%
2013	135,296,925	5,793,260	4.3%
2014	135,428,911	5,793,260	4.3%
2015	140,578,821	5,793,260	4.1%
2016	152,239,038	5,561,394	3.7%
2017	169,102,338	7,994,887	4.7%
2018	170,229,315	8,315,613	4.9%

2017-2018 BUDGET
DEBT ADMINISTRATION - PURPOSE OF BONDS/LOANS

SPECIAL REVENUE SERIES	ISSUE DATE	PURPOSE/USE	MATURITY DATE	INTEREST RATE	OUTSTANDING PRINCIPAL
Series 2011C	06/30/11	Refunded Bond Series 2006 (\$1.2M) - 427 Bldg. Improvements. Refunded Bond Series 2007 (\$3.2M) - Biltmore Golf Course Improvements.	10/01/32	1.57%	\$ 3,565,000
Series 2012	06/05/12	Refunded Bond Series 2011 (\$22.2M) - Neighborhood Renaissance Programs. Refunded Bond Series 2011/1999 (\$5.8M) - 72nd Avenue Maintenance Building Construction. Refunded Bond Series 2011/2001 (\$4.2M) - Country Club Improvements. Refunded Bond Series 2011/2006 (\$3.6M) - Purchase of 427 Bldg. Refunded Bond Series 2011/2007 (\$4M) - Purchase of Miracle Mile Properties 286, 292, 296 (Dulce, Ortanique, SuperCuts). Refunded Bond Series 2009 (\$3.2M) - Construction of Coral Gables Museum. 'Refunded Series 2011/1999/2004 (9M) - Merrick Way Garage and Shops Construction and Improvements.	10/01/31	2.67%	38,025,000
Series 2013A	02/28/13	Refunded Portion of Series 2004A (\$7.5M) - IT Equipment, EDEN Applications, Various Capital Projects. 'Refunded Portion of Series 2004 (\$9M) - Construction of Museum Parking Garage.	10/01/28	2.40%	14,245,000
Series 2013B	02/28/13	Refunded Portion of Series 2004B (\$4.4M) - IT Equipment, EDEN Applications, Various Capital Projects, Country Club Renovations.	10/01/28	3.43%	3,645,000
Series 2014	08/12/14	Sewer System Improvements	10/01/24	2.42%	3,090,000
Series 2015B	12/19/14	New radio system and replacement of the microwave relay system.	10/01/30	2.50%	5,765,000
Series 2016A	04/28/16	Miracle Mile Streetscape	04/01/37	2.92%	16,935,000
Series 2016B	04/28/16	Giralda Streetscape	04/01/37	3.05%	4,460,000
Series 2016C	02/26/16	Taxable Loan for the Streetscape Project	04/01/19	2.00%	570,000
Grand Total					\$ 90,300,000

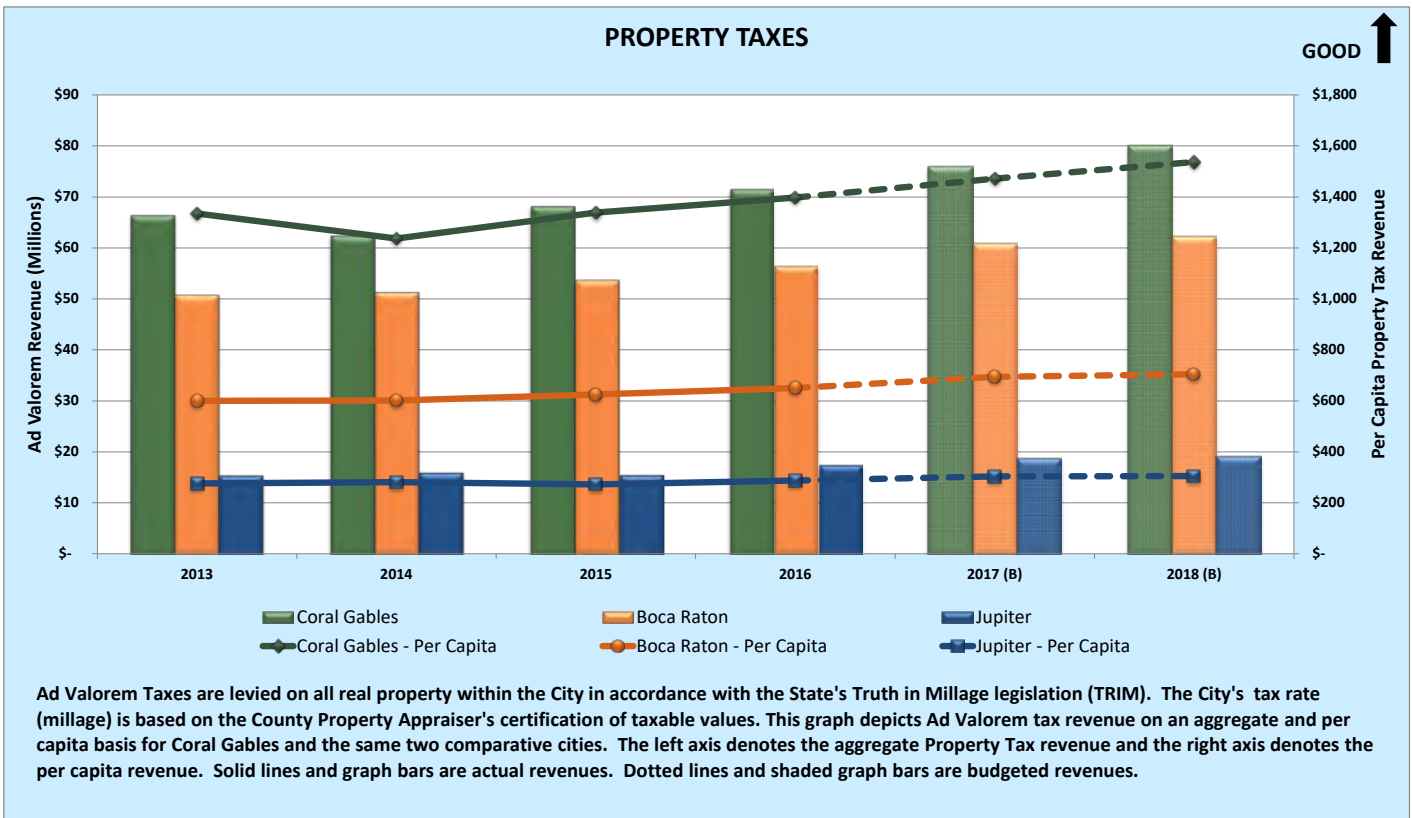
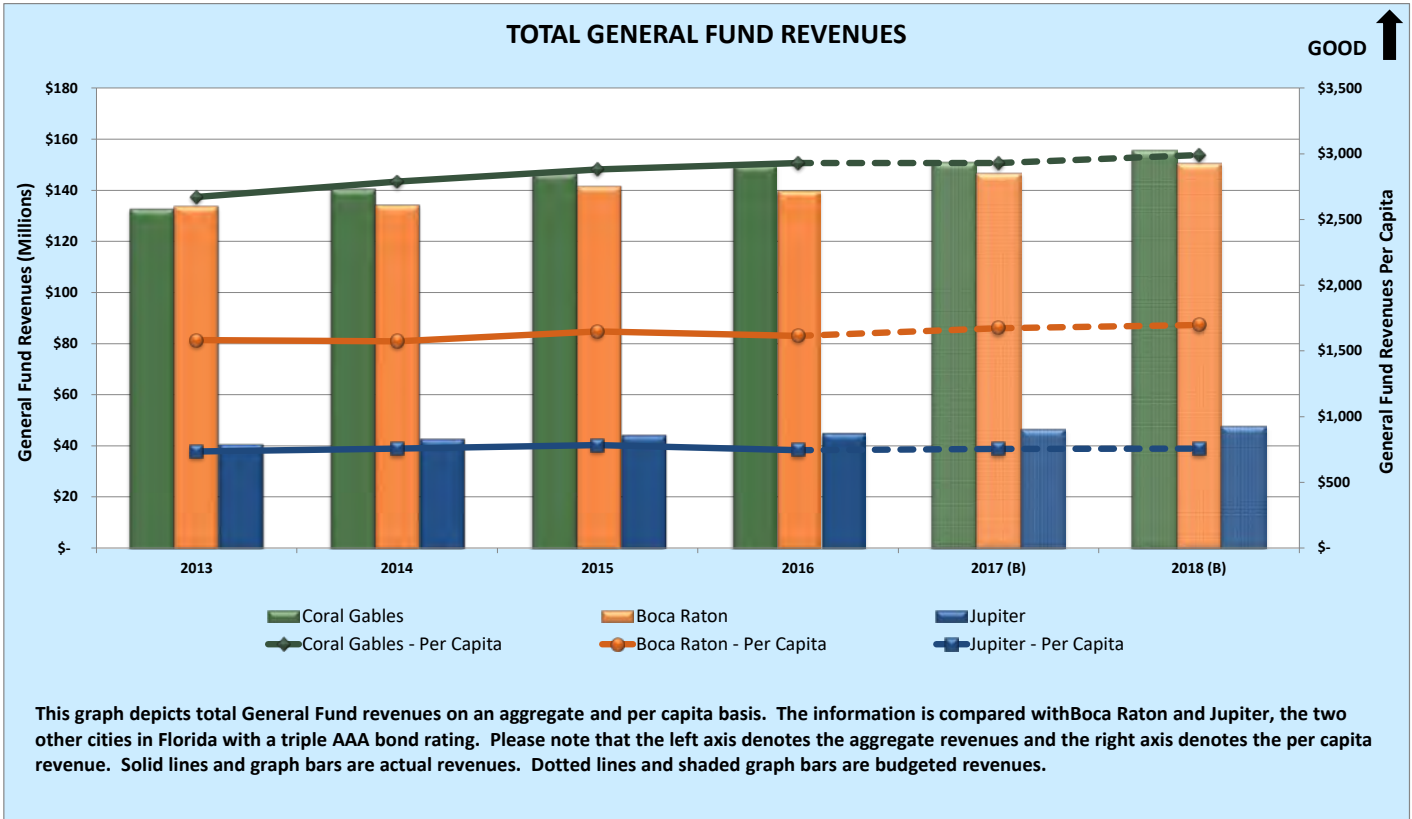
**CITY OF CORAL GABLES
DEBT SERVICE SCHEDULES
2017-2018 BUDGET**

PAYMENT DUE	SERIES 2012 (RE-FUNDING)		SERIES 2011C		SERIES 2013A		SERIES 2013B	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2017	\$ 2,740,000	\$ 978,689	\$ 175,000	\$ 173,875	\$ 1,040,000	\$ 329,400	\$ 255,000	\$ 120,651
10/1/2018	2,790,000	904,863	180,000	165,000	1,060,000	304,200	260,000	111,819
10/1/2019	2,860,000	829,435	185,000	155,875	1,090,000	278,400	265,000	102,815
10/1/2020	2,155,000	762,485	190,000	146,500	1,115,000	251,940	275,000	93,554
10/1/2021	2,195,000	704,413	200,000	136,750	1,140,000	224,880	290,000	83,864
10/1/2022	2,450,000	642,402	205,000	126,625	1,170,000	197,160	300,000	73,745
10/1/2023	2,510,000	576,186	210,000	116,250	1,195,000	168,780	300,000	63,455
10/1/2024	2,570,000	508,368	220,000	105,500	1,225,000	139,740	315,000	52,908
10/1/2025	2,635,000	438,881	225,000	94,375	1,260,000	109,920	330,000	41,846
10/1/2026	2,705,000	367,592	235,000	82,875	1,280,000	79,440	340,000	30,355
10/1/2027	2,370,000	299,841	245,000	70,875	1,315,000	48,300	350,000	18,522
10/1/2028	2,420,000	235,895	250,000	58,500	1,355,000	16,260	365,000	6,260
10/1/2029	2,485,000	170,413	260,000	45,750	-	-	-	-
10/1/2030	2,540,000	103,329	270,000	32,500	-	-	-	-
10/1/2031	2,600,000	34,710	280,000	18,750	-	-	-	-
10/1/2032	-	-	235,000	5,875	-	-	-	-
	<u>\$ 38,025,000</u>	<u>\$ 7,557,502</u>	<u>\$ 3,565,000</u>	<u>\$ 1,535,875</u>	<u>\$ 14,245,000</u>	<u>\$ 2,148,420</u>	<u>\$ 3,645,000</u>	<u>\$ 799,794</u>

PAYMENT DUE	SERIES 2014		SERIES 2015B		SERIES 2016A		SERIES 2016B	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2017	\$ 355,000	\$ 70,483	\$ 380,000	\$ 144,298	\$ 330,000	\$ 632,538	\$ 165,000	\$ 134,282
10/1/2018	365,000	61,771	390,000	134,786	340,000	622,638	170,000	129,332
10/1/2019	370,000	52,877	400,000	125,024	645,000	612,438	175,000	124,232
10/1/2020	380,000	43,802	410,000	115,012	665,000	593,088	180,000	118,982
10/1/2021	390,000	34,485	420,000	104,750	685,000	573,138	190,000	113,582
10/1/2022	400,000	24,926	430,000	94,236	705,000	552,588	195,000	107,882
10/1/2023	410,000	15,125	440,000	83,474	725,000	531,438	200,000	102,032
10/1/2024	420,000	5,082	455,000	72,462	745,000	509,688	205,000	96,032
10/1/2025	-	-	465,000	61,074	785,000	472,438	210,000	89,882
10/1/2026	-	-	475,000	49,434	825,000	433,188	220,000	83,584
10/1/2027	-	-	490,000	37,546	865,000	391,938	220,000	78,906
10/1/2028	-	-	500,000	25,280	910,000	348,688	230,000	73,682
10/1/2029	-	-	510,000	12,768	950,000	303,188	235,000	67,932
10/1/2030	-	-	-	-	995,000	255,688	240,000	61,468
10/1/2031	-	-	-	-	1,045,000	205,938	250,000	49,476
10/1/2032	-	-	-	-	1,075,000	174,588	260,000	41,968
10/1/2033	-	-	-	-	1,110,000	142,338	265,000	34,168
10/1/2034	-	-	-	-	1,145,000	109,038	275,000	26,218
10/1/2035	-	-	-	-	1,175,000	74,688	285,000	17,968
10/1/2036	-	-	-	-	1,215,000	37,968	290,000	9,062
	<u>\$ 3,090,000</u>	<u>\$ 308,551</u>	<u>\$ 5,765,000</u>	<u>\$ 1,060,144</u>	<u>\$ 16,935,000</u>	<u>\$ 7,577,240</u>	<u>\$ 4,460,000</u>	<u>\$ 1,560,670</u>

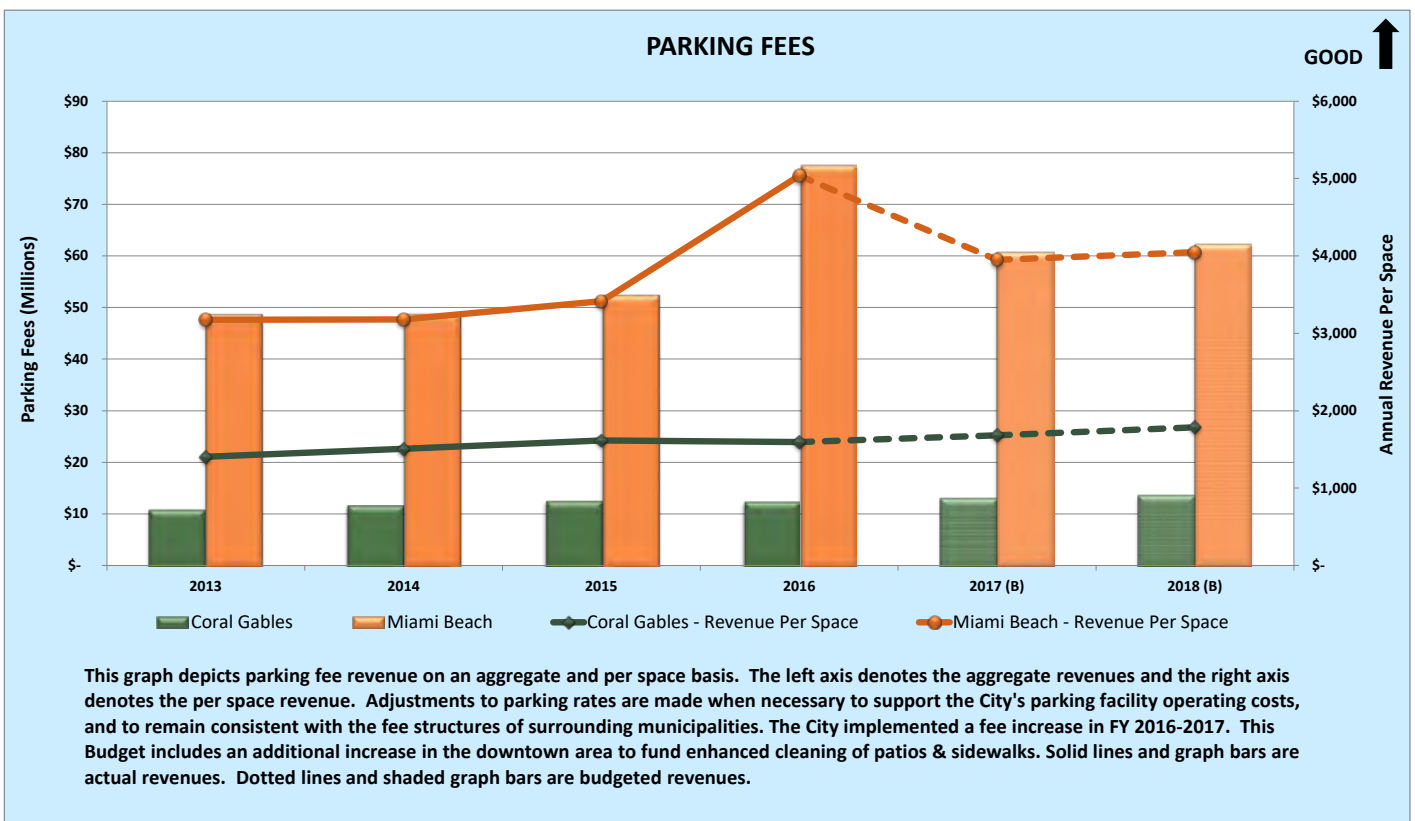
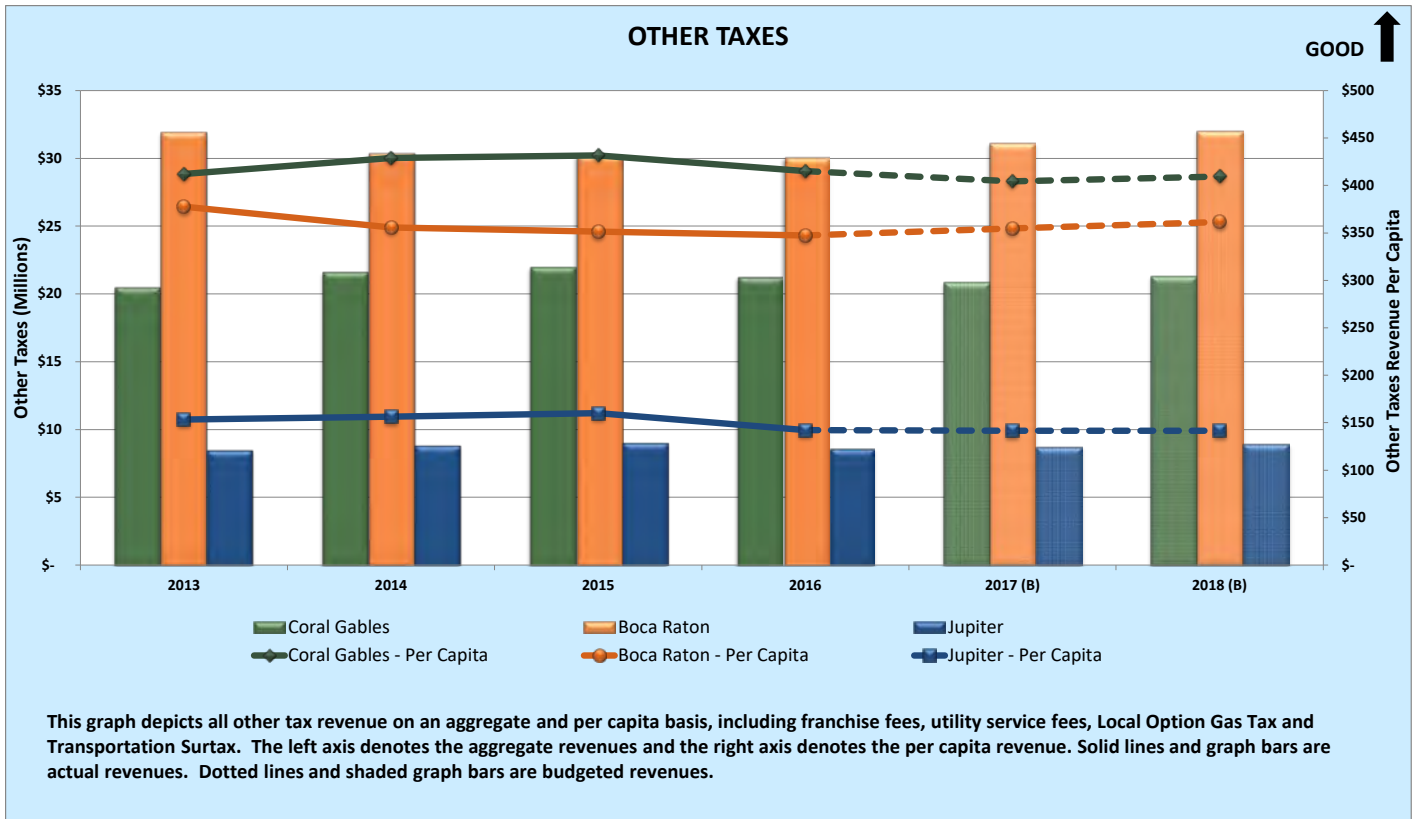
PAYMENT DUE	SERIES 2016C		TOTAL	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2017	\$ 280,000	\$ 11,400	\$ 5,720,000	\$ 2,595,616
10/1/2018	290,000	5,800	5,845,000	2,440,209
10/1/2019	-	-	5,990,000	2,281,096
10/1/2020	-	-	5,370,000	2,125,363
10/1/2021	-	-	5,510,000	1,975,862
10/1/2022	-	-	5,855,000	1,819,564
10/1/2023	-	-	5,990,000	1,656,740
10/1/2024	-	-	6,155,000	1,489,780
10/1/2025	-	-	5,910,000	1,308,416
10/1/2026	-	-	6,080,000	1,126,468
10/1/2027	-	-	5,855,000	945,928
10/1/2028	-	-	6,030,000	764,565
10/1/2029	-	-	4,440,000	600,051
10/1/2030	-	-	4,045,000	452,985
10/1/2031	-	-	4,175,000	308,874
10/1/2032	-	-	1,570,000	222,431
10/1/2033	-	-	1,375,000	176,506
10/1/2034	-	-	1,420,000	135,256
10/1/2035	-	-	1,460,000	92,656
10/1/2036	-	-	1,505,000	47,030
	<u>\$ 570,000</u>	<u>\$ 17,200</u>	<u>\$ 90,300,000</u>	<u>\$ 22,565,396</u>

**2017-2018 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**



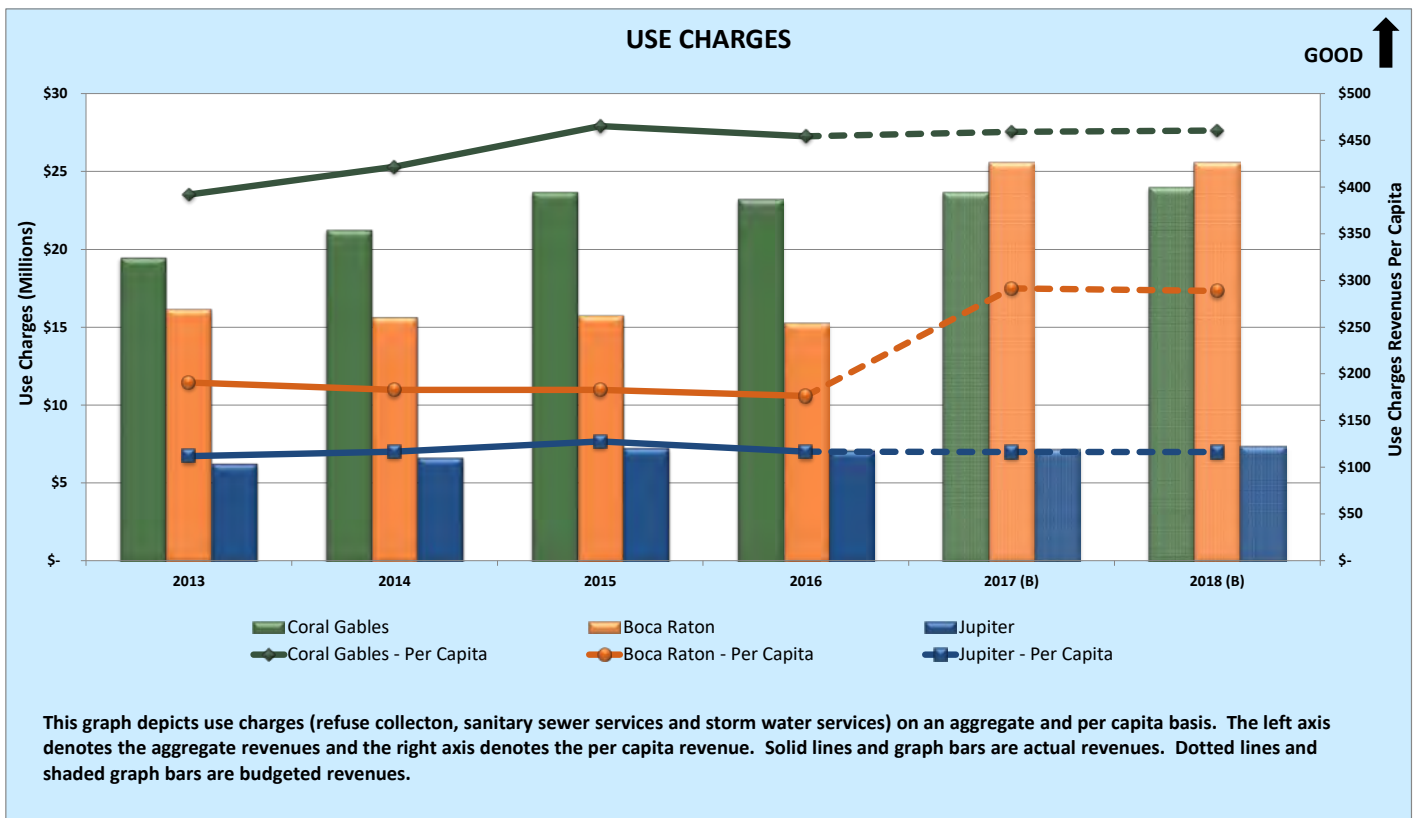
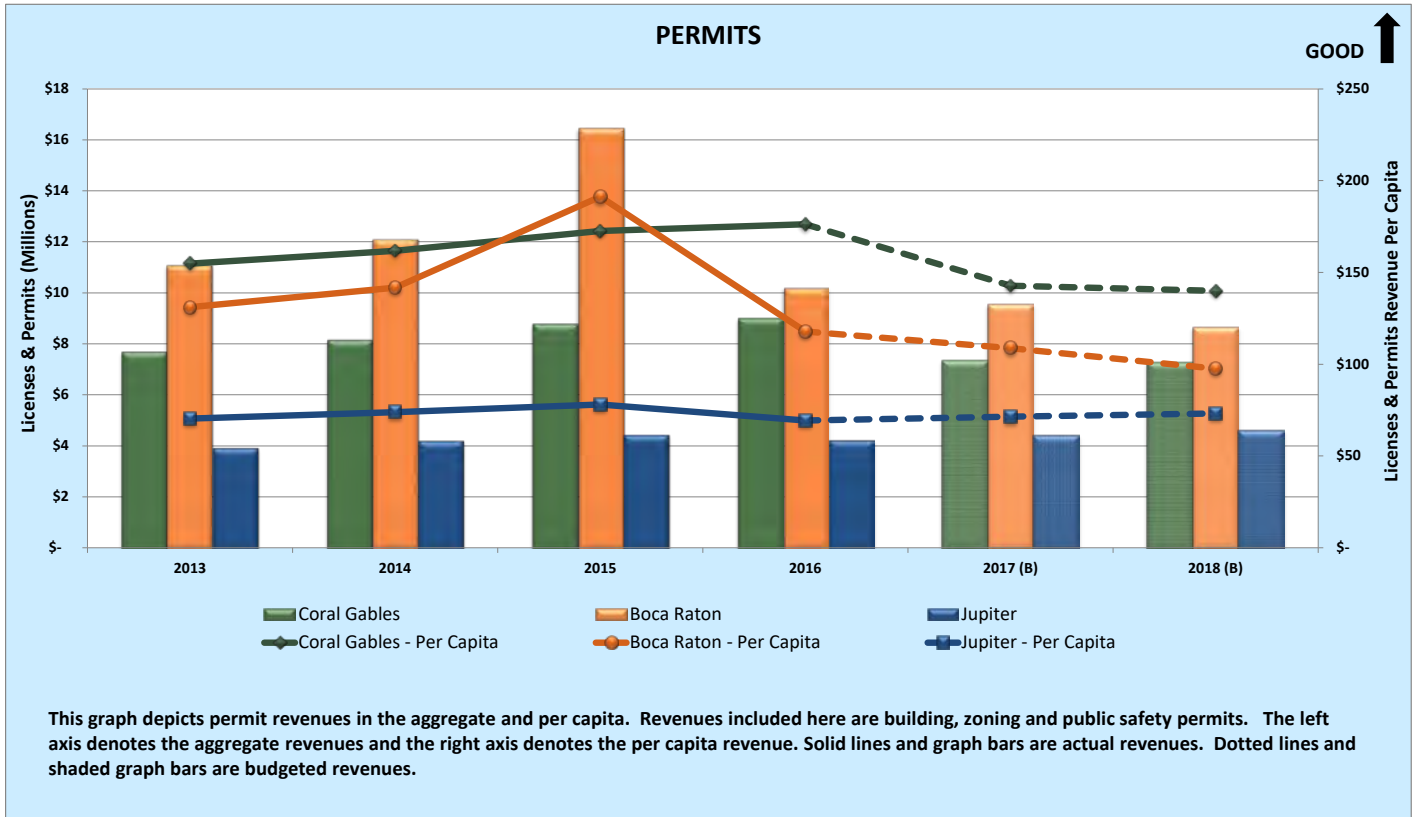
Note: (B) denotes budgeted figure, whereas other figures represent actuals

**2017-2018 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**



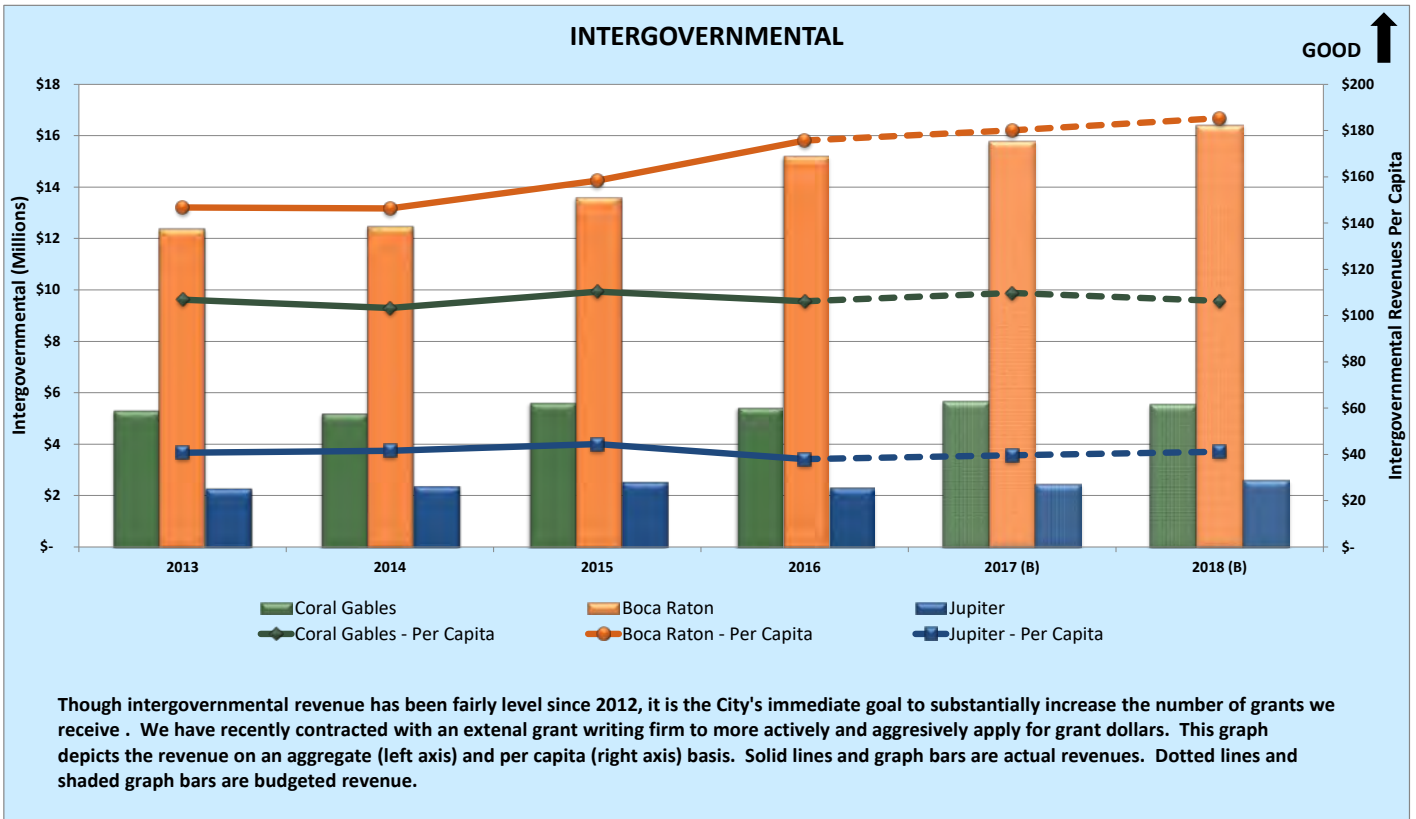
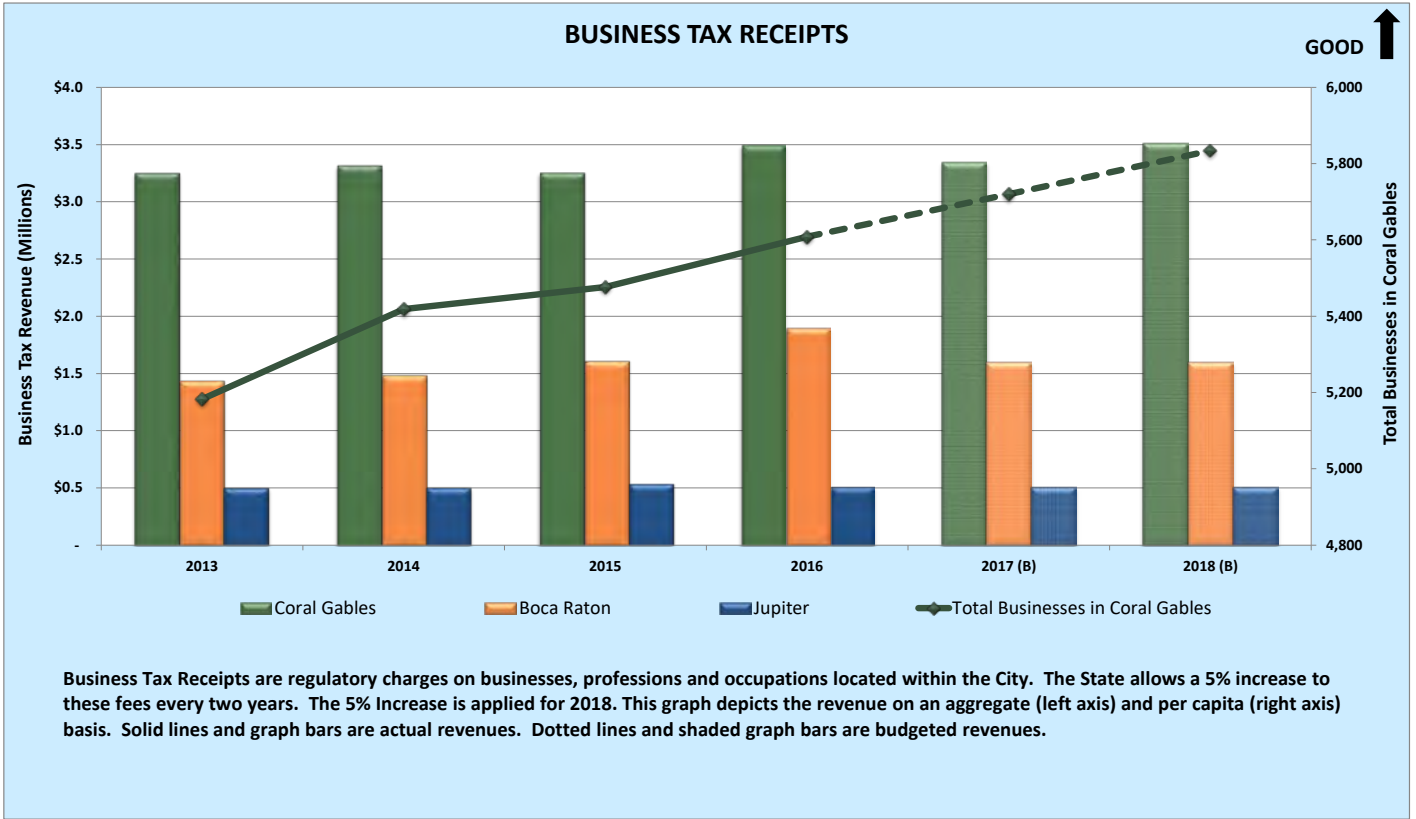
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**2017-2018 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**



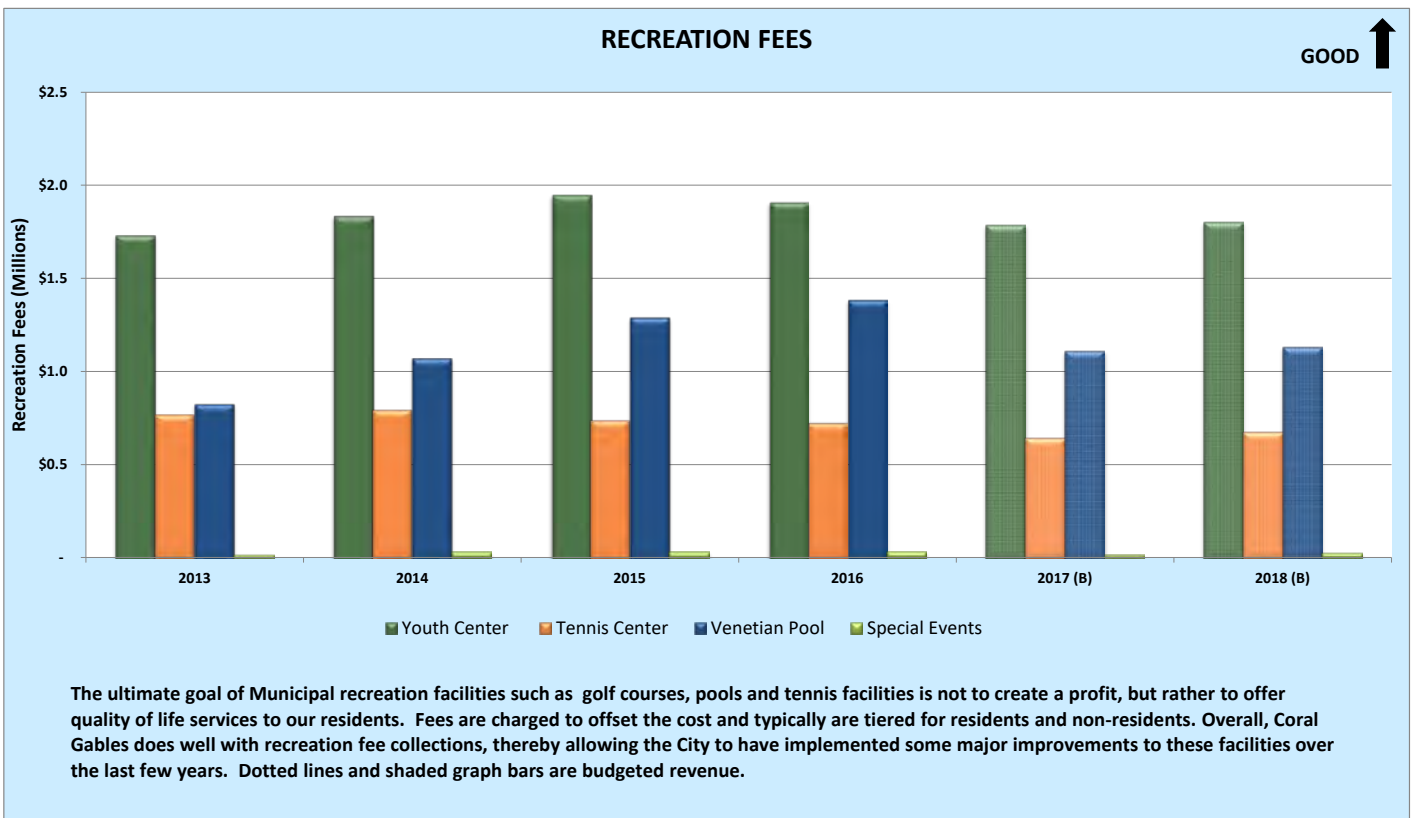
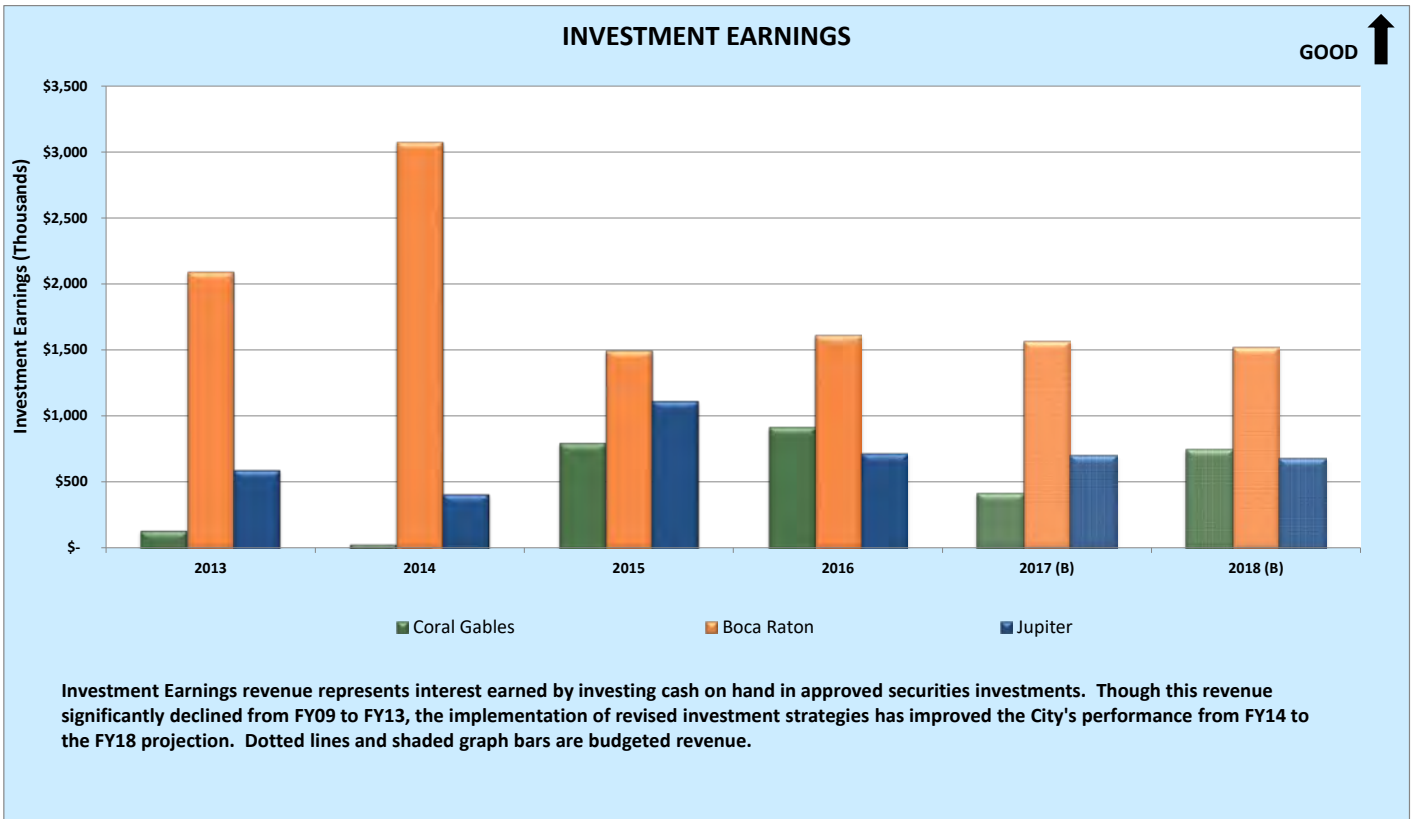
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**2017-2018 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**



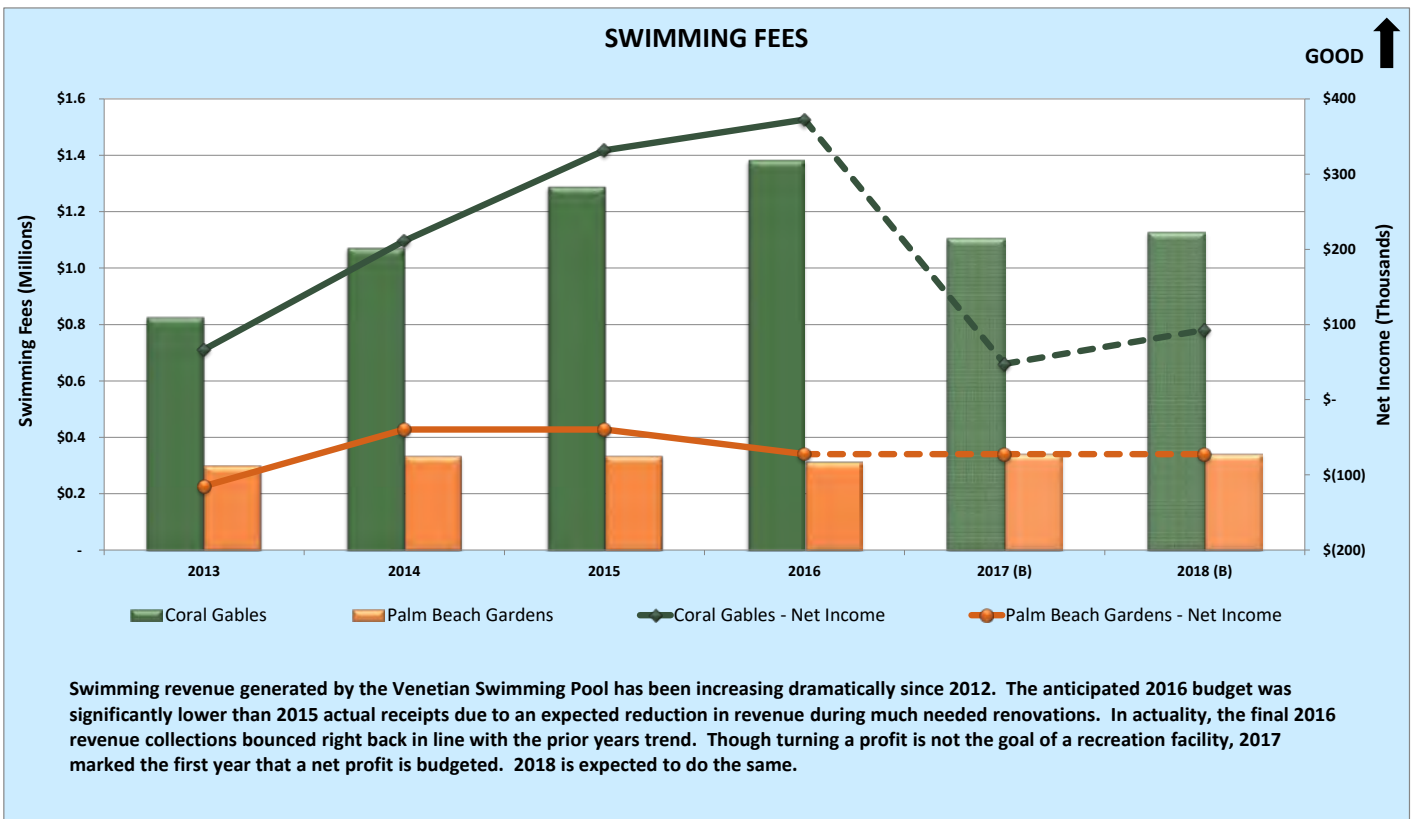
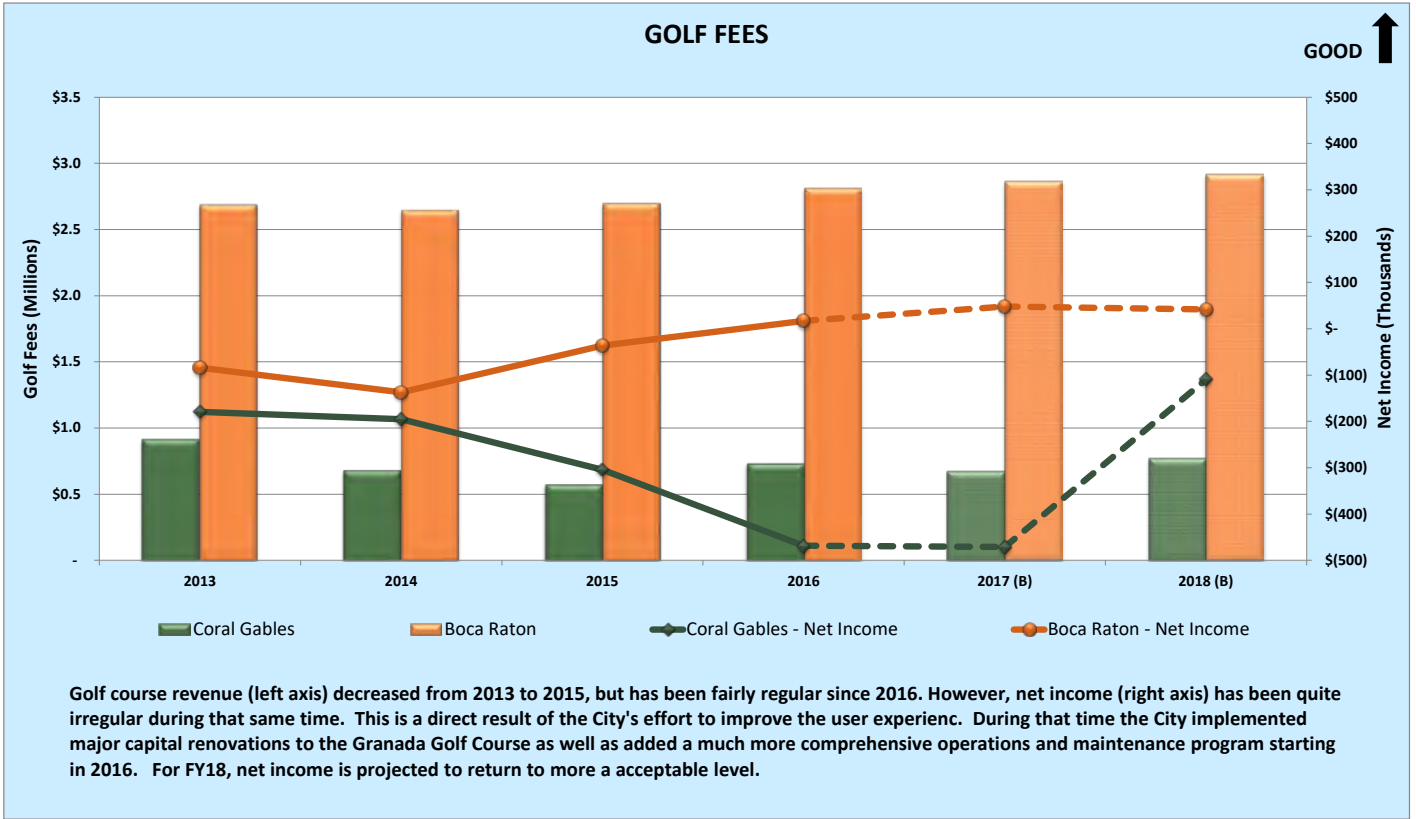
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**2017-2018 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**

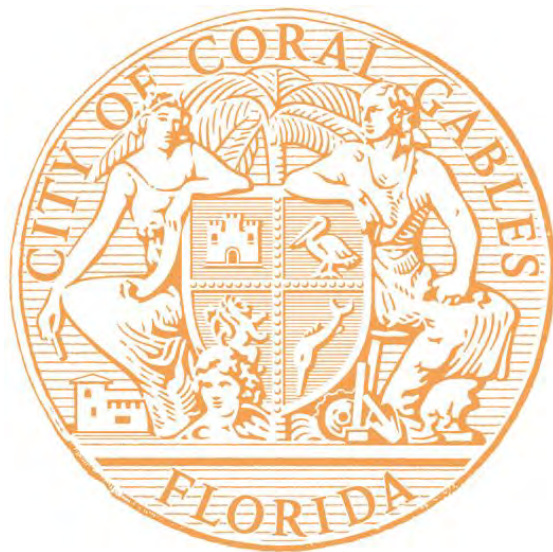


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**2017-2018 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**



Note: (B) denotes budgeted figure, whereas other figures represent actuals



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2017-2018 BUDGET
LONG RANGE FINANCIAL PLAN

General Fund

(in \$ millions)

	2015	2016	2017	2018	2019	2020	2021	2022
	ACTUAL	ACTUAL	BUDGET	BUDGET	PROJ	PROJ	PROJ	PROJ
Revenues								
Property Taxes	\$ 68.11	\$ 71.45	\$ 75.99	\$ 80.12	\$ 82.52	\$ 85.00	\$ 87.55	\$ 90.18
Use Charges	11.10	10.59	9.72	9.49	9.68	9.87	10.07	10.27
Other Taxes	18.90	18.28	17.76	18.26	18.63	19.00	19.38	19.77
Licenses & Permits	12.04	12.51	10.72	10.82	10.97	11.30	11.45	11.80
Other Revenue	12.08	12.88	13.36	11.21	11.43	11.65	11.87	12.11
Intergovernmental Revenue	5.62	5.43	5.67	5.55	5.59	5.63	5.67	5.71
Recreation Fees	2.71	2.66	2.44	2.50	2.55	2.60	2.65	2.70
Investment Earnings	0.42	0.41	0.20	0.35	0.36	0.37	0.38	0.39
Contributions from Other Funds	12.58	12.69	11.49	12.24	12.48	12.73	12.98	13.24
Transfers In	0.30	1.34	1.77	4.93	1.50	1.50	1.50	1.50
Total Revenues	143.86	148.24	149.12	155.47	155.71	159.65	163.50	167.67
Expenditures by Type								
Personal Services	\$ 88.32	\$ 94.03	\$ 98.93	\$ 102.43	\$ 104.48	\$ 106.58	\$ 108.72	\$ 110.90
Operating Expenses	29.79	31.81	40.22	38.60	39.37	40.16	40.96	41.78
Capital Outlay	0.48	0.48	1.02	0.50	0.51	0.52	0.53	0.54
Grants and Aids	0.81	0.56	0.73	0.59	0.60	0.61	0.62	0.63
Non-Operating	(0.43)	(0.21)	(0.21)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)
Transfer Out	24.89	21.57	8.43	13.58	10.98	12.01	12.90	14.05
Total Expenditures by Type	143.86	148.24	149.12	155.47	155.71	159.65	163.50	167.67
Expenditures by Function								
General Government	\$ 27.74	\$ 29.81	\$ 35.54	\$ 33.84	\$ 34.52	\$ 35.23	\$ 35.93	\$ 36.65
Economic Environment	0.82	0.96	1.22	1.29	1.32	1.35	1.38	1.41
Public Safety	64.64	67.34	70.42	73.63	75.10	76.60	78.13	79.69
Physical Environment	17.07	18.79	21.23	21.02	21.44	21.87	22.31	22.76
Transportation	2.53	2.96	3.23	3.18	3.24	3.30	3.37	3.44
Culture & Recreation	6.17	6.81	9.05	8.93	9.11	9.29	9.48	9.67
Transfer Out	24.89	21.57	8.43	13.58	10.98	12.01	12.90	14.05
Total Expenditures by Function	143.86	148.24	149.12	155.47	155.71	159.65	163.50	167.67
Gain/(Loss)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unassigned Reserves								
Transfers In/(Transfers Out)	39.31	39.31	41.63	42.56	43.41	44.28	45.17	46.07
Total Available	\$ 39.31	\$ 41.63	\$ 41.63	\$ 42.56	\$ 43.41	\$ 44.28	\$ 45.17	\$ 46.07

2017-2018 BUDGET LONG RANGE FINANCIAL PLAN

OVERVIEW

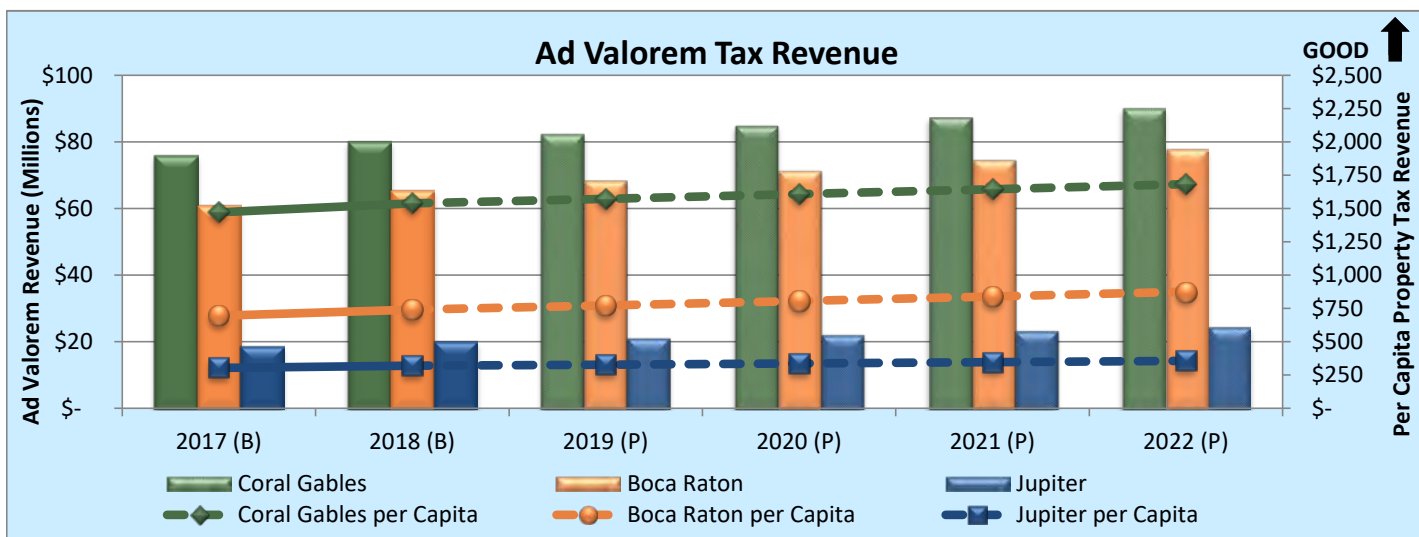
The City's Long Range Financial Plan for the General Fund provides a potential roadmap for financial planning and policy decisions. The General Fund is the primary source of funding for many of the City's services and the fund's performance affects the City across the board. General Fund departments include City Commission, City Clerk, City Attorney, City Manager, Human Resources, Development Services, Historic Resources & Cultural Arts, Public Works (except Utilities), Finance, Information Technology, Police, Fire,, Community Recreation, and Economic Development.

The Long Range Financial Plan uses trend analysis of historic revenue and expenditure patterns to make informed and targeted projections for the five year period FY18 to FY22. Economic indicators from the Congressional Budget Office (CBO), i.e., the Consumer Price Index (CPI) are also utilized in areas where clear trends are not readily available or discernable.

REVENUE DISCUSSION

The General Fund is supported primarily by ad valorem property taxes, utility/franchise fees, permit fees, and various other user fees/taxes. As with most municipalities in Florida, ad valorem property tax is by far the largest source of revenue, accounting for 53% of the Fund's budget. Ad valorem dollars have rebounded consistently since the financial downturn of 2007-2009. The City's taxable values have experienced annual growth rates of 4.5% to 5% for the past few years. However, going forward the City has projected a more conservative growth model of 3%. The City feels that a more conservative approach will keep the City's main revenue driver in a safer place, if a flattening of the growth rate or a financial downturn is over the horizon. A larger tax base from controlled new development is far more sustainable than ever increasing values of existing properties.

The graph below depicts an ad valorem revenue comparison between Coral Gables, Jupiter and Boca Raton. Due to sustainable financial policies and excellent financial management these two municipalities, along with Coral Gables are the only municipalities in Florida that have acquired AAA bond ratings from the three major rating agencies (Moody's, Standard & Poors, and Fitch).



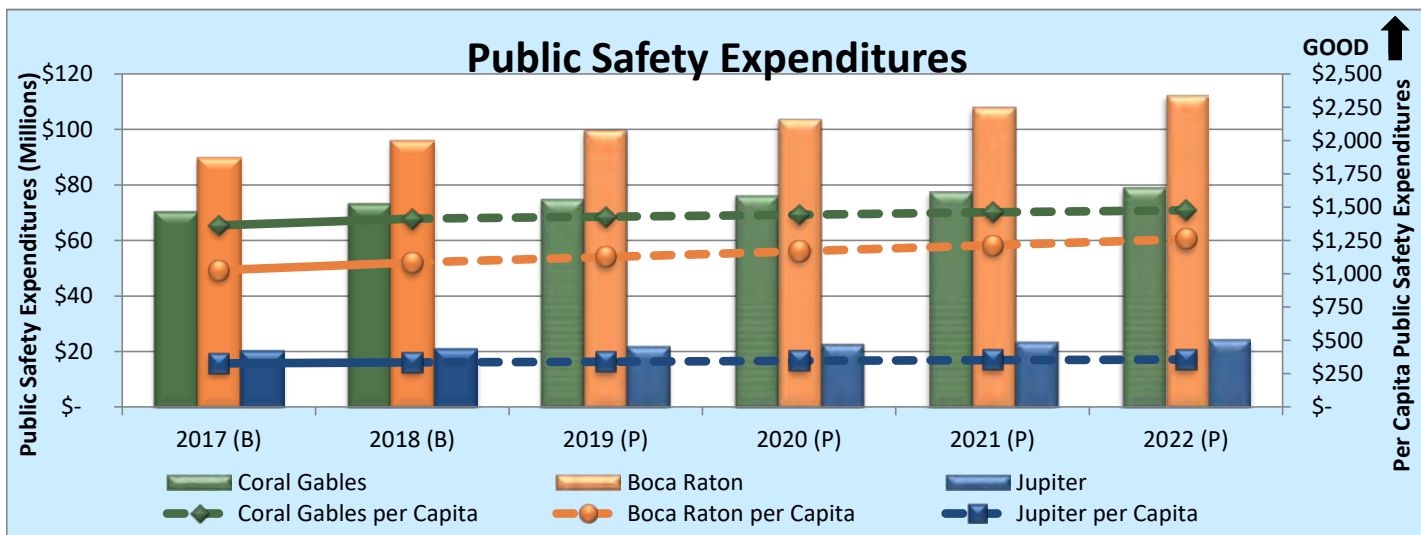
A conservative approach is taken when projecting other revenues of the General Fund. Franchise fees and utility service taxes have growth rates that are tied directly to the Consumer Price Index (CPI). The communications service tax is expected to decline due to the ongoing competition in that market. The City expects revenues from permitting fees to remain strong due to the large number of construction projects that have been planned. Intergovernmental revenue, which includes State Revenue Sharing and the Half Cents Sales Tax among other sources, are expected to level off or grow at a slower rate than the immediate past trend.

2017-2018 BUDGET LONG RANGE FINANCIAL PLAN

EXPENDITURE DISCUSSION

General Fund expenditures were projected using a similar methodology. Personnel expense is the largest type of expenditure within the General Fund and has had considerable growth in the years following the financial downturn. Since 2012, authorized headcount has increased by 40 positions in an effort to bring services to the exceptional level expected by our residents. In addition, the City has settled several collective bargaining agreements with the FOP, IAFF, and Teamsters in a concerted effort to keep Coral Gables competitive in the employment marketplace. It is anticipated that future personnel expense growth will be significantly less following the implementation of the aforementioned collective bargaining agreements.

Public safety (both personnel and operating) are the main cost drivers of the General Fund's expenditures, as the City is committed to maintaining a safe living and working environment for its residents, businesses and visitors. Public Safety expenses represent over 47% of the City's FY18 operating budget. The graph below depicts total and per capita public safety expenses for Coral Gables and the other two AAA-rated municipalities.



It is essential to note that there are certain significant issues outside of the City's control that can adversely affect revenue performance or increase operating cost. The unstable political climate can potentially cause a downturn in the financial market thereby causing the City's unfunded actuarial liability (UAL) to increase. Also of concern is the rising cost of health care and the impact it has on the City's bottom-line.

RESERVE POLICY & CONCLUSION

As the City's operating budget changes over the next five years, the unassigned reserve requirement will change accordingly. The City has developed a very conservative reserve policy that calculates a 25% unassigned reserve based on the operating budgets and debt service of all funds. This reserve is maintained through General Fund dollars thereby leaving fund balance in the other funds available for capital infrastructure improvements. Most municipalities calculate unassigned reserve based only on the general fund operating budget. Coral Gables' policy requirement has led to greater financial stability and more effective stewardship of the City's resources.

CITY OF CORAL GABLES
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
2017-2018 BUDGET
(BUDGETED FUNDS ONLY)

	GENERAL FUND	DEBT SERVICE FUND	CAPITAL PROJECTS FUNDS	ENTERPRISE FUNDS	TOTAL
0 \$	49,254,593	\$ 2,782,052	\$ 25,601,237	\$ 1,738,713	\$ 79,376,595
Fiscal Year 2016-2017 (Estimated)					
Revenues	147,349,584	5,492,514	57,850,913	40,978,074	251,671,085
Expenditures	149,092,488	6,489,514	68,379,545	40,727,722	264,689,269
FY 2017 Change in Fund Balance	(1,742,904)	(997,000)	(10,528,632)	250,352	(13,018,184)
Fund Balance @ 09/30/17 (Estimated)	47,511,689	1,785,052	15,072,605	1,989,065	66,358,411
Fiscal Year 2017-2018 Budget					
Revenues:					
Taxes	98,379,165	-	3,095,045	-	101,474,210
Licenses	3,518,750	-	-	-	3,518,750
Permits	7,299,000	-	-	-	7,299,000
Fines & Forfeitures	1,890,000	-	-	-	1,890,000
Intergovernmental	5,545,000	-	-	-	5,545,000
Use Charges	9,494,000	-	-	28,226,500	37,720,500
Recreation Fees	2,498,000	-	-	1,735,500	4,233,500
Rentals & Concessions	3,587,115	-	-	2,713,022	6,300,137
Investment Earnings	350,000	8,000	305,000	85,000	748,000
Other	5,729,500	330,000	-	-	6,059,500
Transfers In	12,241,432	5,953,993	7,598,056	277,326	26,070,807
Total Revenues	150,531,962	6,291,993	10,998,101	33,037,348	200,859,404
Expenditures:					
General Government	33,842,501	-	3,054,258	-	36,896,759
Economic Environment	1,291,564	-	-	-	-
Public Safety	73,629,640	-	1,623,689	-	75,253,329
Physical Environment	21,016,672	-	75,000	14,860,119	35,951,791
Transportation	3,178,477	-	8,868,045	6,764,566	18,811,088
Culture & Recreation	8,933,372	-	3,380,214	1,917,249	14,230,835
Debt Service	-	6,679,497	-	1,636,116	8,315,613
Transfers Out	13,574,696	750,000	-	8,982,679	23,307,375
Total Expenditures	155,466,922	7,429,497	17,001,206	34,160,729	212,766,790
FY 2018 Change in Fund Balance	(4,934,960)	(1,137,504)	(6,003,105)	(1,123,381)	(11,907,386)
Fund Balance @ 09/30/18	\$ 42,576,729	\$ 647,548	\$ 9,069,500	\$ 865,684	\$ 54,451,025

Significant changes in Fund Balance are primarily due to the following:

In the General Fund - For FY17 - Reappropriation (Rollover) of prior year purchase orders

In the General Fund - For FY18 - Planned use of fund balance for one-time operating expenditures

In the Capital Projects Funds - For FY17 - Planned use of fund balance for capital projects and reappropriation (rollover) of prior year project balances.

In the Capital Projects Funds - For FY18 - Planned use of fund balance for capital projects.

In the Enterprise Funds - For FY17 - Planned use of fund balance for capital projects and reappropriation (rollover) of prior year project balances.

In the Enterprise Funds - For FY18 - Planned use of fund balance for capital projects.

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**

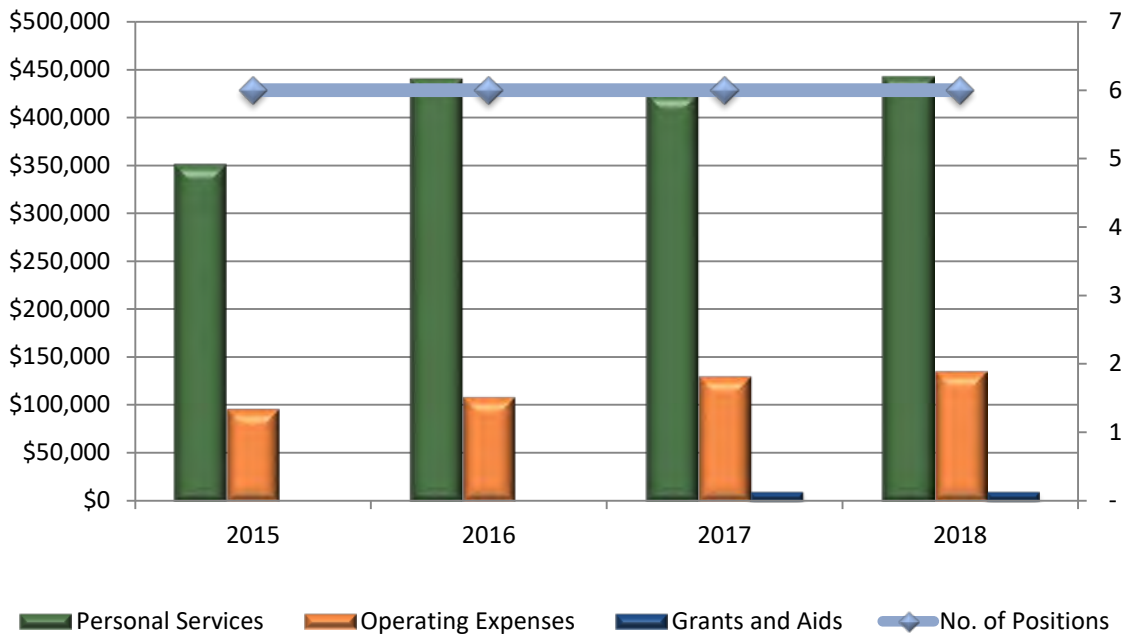


**CITY COMMISSION
BUDGET AND POSITION SUMMARY**

	<u>2014-2015 ACTUAL</u>	<u>2015-2016 ACTUAL</u>	<u>2016-2017 BUDGET</u>	<u>2017-2018 BUDGET</u>
Salaries & Benefits	352,227	441,035	425,349	443,546
Operating Expenses	95,755	108,099	129,697	135,076
Grants and Aids	-	-	9,000	9,000
TOTALS	447,982	549,134	564,046	587,622

No. of Positions	6	6	6	6
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EXPENDITURE/PERSONNEL COMPARISONS



**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
CITY COMMISSION
0100 CITY COMMISSION
511 LEGISLATIVE

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
8900	Mayor	1	1	1	1	\$ 38,870
8910	Vice Mayor	1	1	1	1	34,006
8920	City Commissioner	3	3	3	3	94,755
0034	Admin. Assistant to the Mayor	1	1	1	1	67,933
9006	Part-time Employees	-	-	-	-	22,620
TOTAL		6	6	6	6	\$ 258,184

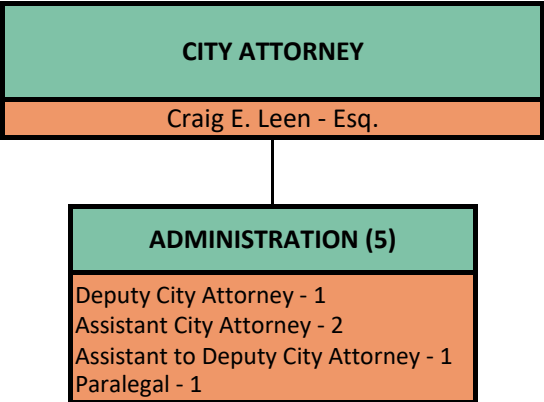
EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 215,855	\$ 247,008	\$ 248,923	\$ 258,184
2000	Employee Benefits - See Other Cost Dist.	136,372	194,027	176,426	185,362
4010	Expense Allowance	25,200	25,200	28,200	28,200
4011	Out-of-town Travel	-	299	6,000	6,000
4410	Rental of Machinery and Equipment	3,416	3,545	5,000	2,000
4420	Public Facilities Cost - See Other Cost Dist.	44,022	48,652	52,765	54,826
4550	General Liability Insurance	7,800	8,054	7,932	14,250
4710	Special Printed Forms	-	-	300	300
4990	Other Miscellaneous Expense	944	5,445	3,500	3,500
5100	Office Supplies	4,862	3,693	10,000	10,000
5400	Membership Dues and Subscriptions	9,351	11,122	11,000	11,000
5410	Employee Training	160	2,089	5,000	5,000
8100	Jim Barker Scholarship	-	-	5,000	5,000
8101	Sister City Grant	-	-	4,000	4,000
TOTAL		\$ 447,982	\$ 549,134	\$ 564,046	\$ 587,622

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**

CITY ATTORNEY

ORGANIZATION CHART

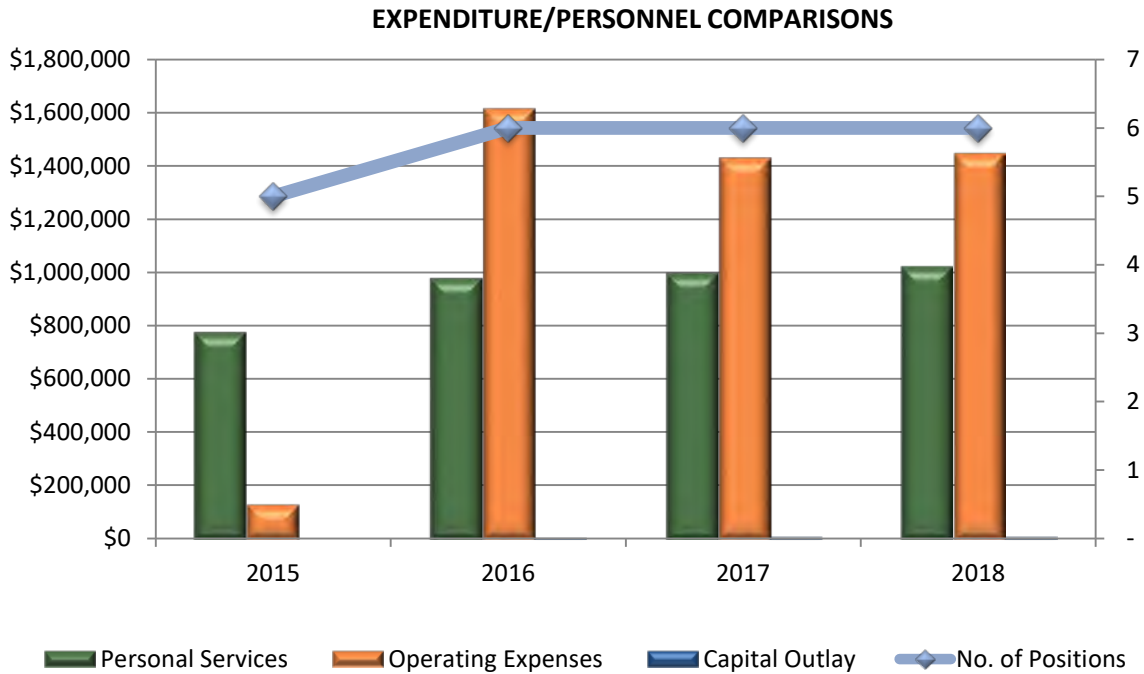


**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



**CITY ATTORNEY
BUDGET AND POSITION SUMMARY**

	<u>2014-2015 ACTUAL</u>	<u>2015-2016 ACTUAL</u>	<u>2016-2017 BUDGET</u>	<u>2017-2018 BUDGET</u>
Salaries & Benefits	777,921	980,849	1,000,084	1,025,431
Operating Expenses	133,317	1,616,428 *	1,431,664 *	1,449,175
Capital Outlay	-	2,579	3,655	3,655
TOTALS	911,238	2,599,856	2,435,403	2,478,261
No. of Positions	5	6	6	6



* Starting in 2016 Special Legal Services was transferred to City Attorney's Division

**CITY OF CORAL GABLES, FLORIDA
2017-2018 ADOPTED BUDGET**



FISCAL YEAR 2017 MAJOR ACCOMPLISHMENTS

- ✓ Upheld the City's polystyrene Ordinance and state preemption over regulation of polystyrene and plastic bags was ruled unconstitutional. The City also passed the first plastic bag regulations in the State of Florida.
- ✓ Developed the Cease and Desist Ordinance and used the ordinance to accomplish various City goals, including addressing hourly rate motels and short term rentals in the City, through a Joint Enforcement Task force with the City of Miami.
- ✓ Refreshed the Abandoned Real Properties list as many properties on the City's registry came in to compliance. Significant properties addressed include 1411 Mantua, 1200 Hardee, and 1549 San Rafael.
- ✓ Headed a thorough review of the City's code which will be republished in a cleaner and consistent format.



**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
CITY ATTORNEY
0500 CITY ATTORNEY
514 LEGAL COUNSEL

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
8930	City Attorney	1	1	1	1	\$ 204,882
0040	Deputy City Attorney	1	1	1	1	162,297
0080	Assistant City Attorney	1	2	2	2	218,713
0070	Paralegal	1	1	1	1	73,064
0048	Ass't to Deputy City Attorney	-	1	1	1	54,075
0032	Secretary	1	-	-	-	-
9006	Part-time Employees	-	-	-	-	22,620
8888	Overtime	-	-	-	-	8,000
TOTAL		5	6	6	6	\$ 743,651

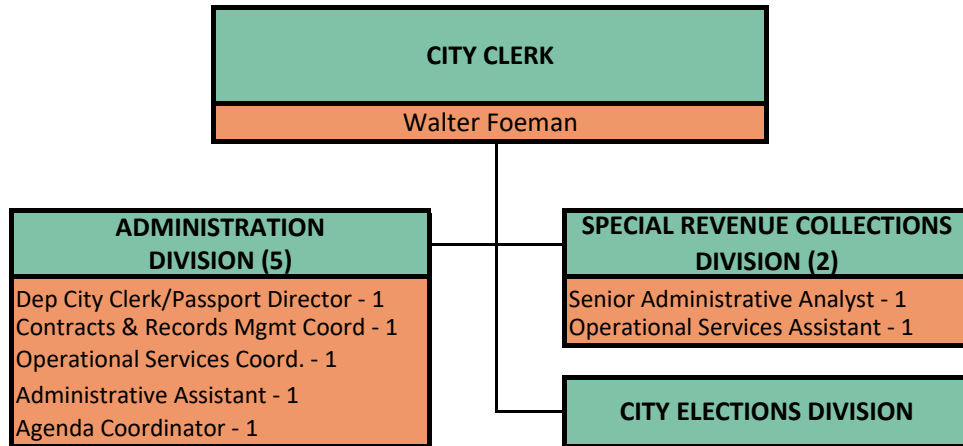
EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 482,315	\$ 585,706	\$ 724,335	\$ 743,651
2000	Employee Benefits - See Other Cost Dist.	295,606	395,143	275,749	281,780
3120	Special Legal Services	-	1,506,364	1,300,000	1,300,000
3190	Other Professional Services	29,627	5,539	-	-
4090	Other Transportation Expense	13,500	15,300	21,600	21,600
4410	Rental of Machinery and Equipment	7,516	7,713	8,200	8,200
4420	Public Facilities Cost - See Other Cost Dist.	30,700	33,927	36,795	38,232
4550	General Liability Insurance	19,720	19,752	24,969	41,043
4720	Printing & Binding	335	-	300	300
4910	Court Costs & Investigative Expense	1,511	805	1,800	1,800
5100	Office Supplies	8,467	4,464	6,000	6,000
5214	Uniform Allowance	-	-	350	-
5400	Membership Dues and Subscriptions	18,647	18,608	18,500	18,500
5410	Employee Training	3,294	3,956	13,150	13,500
6450	Office Equipment Replacement	-	2,579	3,655	3,655
TOTAL		\$ 911,238	\$ 2,599,856	\$ 2,435,403	\$ 2,478,261

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**

CITY CLERK

ORGANIZATION CHART



**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**

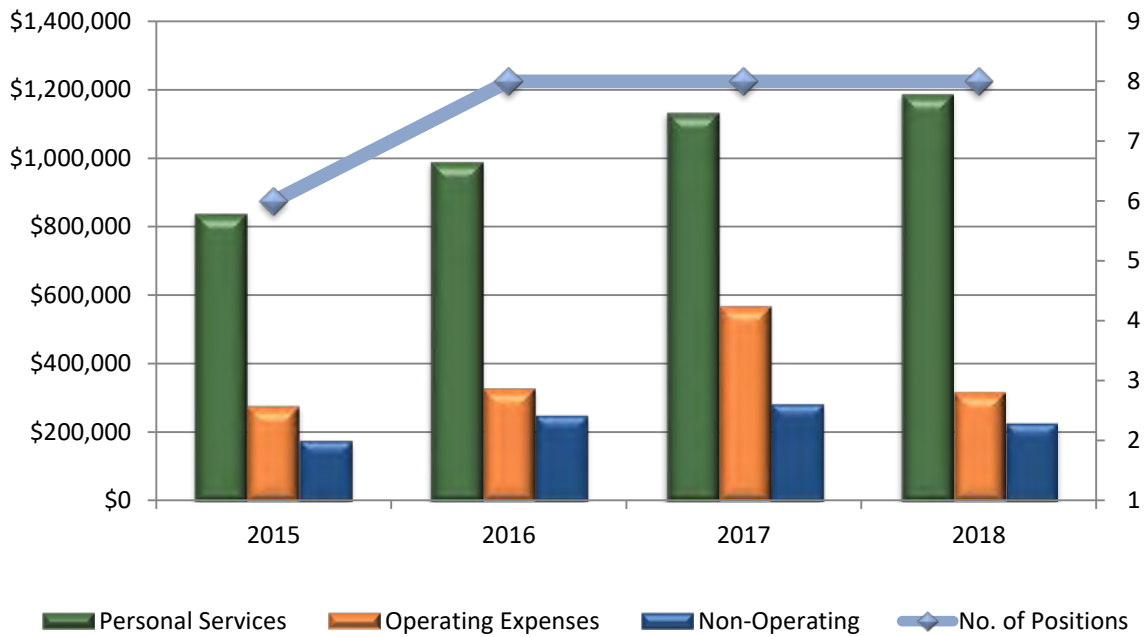


**CITY CLERK
BUDGET AND POSITION SUMMARY**

	<u>2014-2015 ACTUAL</u>	<u>2015-2016 ACTUAL</u>	<u>2016-2017 BUDGET</u>	<u>2017-2018 BUDGET</u>
Salaries & Benefits	839,875	990,700	1,133,681	1,187,457
Operating Expenses	277,801	328,976	568,704	318,387
Non-Operating	174,130	246,295	278,921	224,000
TOTALS	1,299,007	1,565,971	1,981,306	1,729,844

No. of Positions	6	8	8	8
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EXPENDITURE/PERSONNEL COMPARISONS



**CITY OF CORAL GABLES, FLORIDA
2017-2018 ADOPTED BUDGET**



FISCAL YEAR 2017 MAJOR ACCOMPLISHMENTS

- ✓ Managed the first run-off election in the City of Coral Gables and conducted the first online election, which was held to elect a new Board Member to the City's Retirement Board.
- ✓ Held a retreat for elected officials, key staff and invited guests. The retreat, a first of its kind in the City of Coral Gables, facilitated by a world renowned expert speaker and consultant on future of work, change leadership and transformation, focused on leaders and their teams working in times of intense technological innovation.
- ✓ Increased the number of passport customers to more than 10,000 customers per year, resulting in passport revenue having increased by 50% over previous year.
- ✓ Implemented and rolled out a new public record request system under the direction of the City Attorney's Office.



**CITY OF CORAL GABLES, FLORIDA
PERFORMANCE INDICATOR METRICS**



CITY CLERK

INDICATOR:	FY16			FY17		FY18
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Passport applications processed	10,250	16,608		11,000	22,932	15,000
Photographic prints provided	3,608	5,238		3,900	9,592	5,000
Number of Lobbyists registered ¹	90	162		90	85	80
Number of Principals registered ¹	100	97		100	110	100
Lobbyist-related Issues registered ¹	120	167		120	115	110
New digital archival collections identified for PALMM Partnership with FIU and FCLA	1	1		2	2	2
Financial disclosure documents filed annually to meet county compliance ¹	200	200		225	175	200
Financial disclosure documents filed annually to meet state compliance ¹	70	70		70	58	60
Letters forwarded to board members ¹	250	220		250	225	250
Number of Proclamations ¹	60	63		65	36	60
Number of Certificates of Appreciation, Commendation and Recognition ¹	50	50		50	40	60
Ordinances executed ¹	47	60		45	34	40
Resolutions executed ¹	290	282		225	268	225

Legend

- Target met or exceeded
- Target nearly met
- Target not met

Notes:

¹Denotes calendar year figures



**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
CITY CLERK
0600 CITY CLERK
511 LEGISLATIVE

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
8940	City Clerk	1	1	1	1	\$ 146,206
0600	Deputy City Clerk/Passport Director	1	1	1	1	116,273
0622	Contracts & Records Mgmt Coordinator	-	1	1	1	88,816
0605	Operational Services Coord.	1	1	1	1	72,742
0064	Operational Services Assistant	1	-	-	-	-
0602	Administrative Assistant	1	1	1	1	51,038
0035	Agenda Coordinator	1	1	1	1	58,494
TOTAL		6	6	6	6	\$ 533,569

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 522,989	\$ 489,383	\$ 518,358	\$ 533,569
2000	Employee Benefits - See Other Cost Dist.	265,943	324,634	307,120	323,456
3190	Other Professional Services	48,584	23,127	76,924	69,924
4090	Other Transportation Expense	8,100	8,100	8,100	8,100
4410	Rental of Machinery and Equipment	5,882	8,279	8,500	6,000
4420	Public Facilities Cost - See Other Cost Dist.	24,972	27,598	29,930	31,100
4550	General Liability Insurance	16,857	19,697	17,868	29,448
4820	Advertising Expense	19,900	23,661	20,000	20,000
4910	Court Costs & Investigative Expense	-	-	150	150
4920	Lobbyist Records	-	-	1,000	-
4970	Passport Expense	16	225	-	-
4990	Other Miscellaneous Expense	2,869	2,525	2,278	2,278
5100	Office Supplies	3,729	3,405	3,900	3,900
5400	Membership Dues and Subscriptions	960	955	1,000	1,000
5410	Employee Training	1,181	2,113	2,800	2,800
TOTAL		\$ 921,982	\$ 933,702	\$ 997,928	\$ 1,031,725

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
CITY CLERK
0601 SPECIAL REVENUE COLLECTIONS: EXPENDITURES
 511 LEGISLATIVE

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018		
				BUDGET	SALARIES		
0809	Sr. Administrative Analyst	-	1	1	1	\$	77,534
0064	Operational Services Assistant	-	1	1	1	\$	42,086
9006	Part-time Employees	-	-	-	-	\$	92,176
8888	Overtime	-	-	-	-	\$	30,806
TOTAL		0	2	2	2	\$	242,602

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 47,357	\$ 137,823	\$ 223,724	\$ 242,602
2000	Employee Benefits - See Other Cost Dist.	3,586	38,860	84,479	87,830
3190	Other Professional Services	16,705	111,673	52,266	60,000
4410	Rental of Machinery and Equipment	-	-	-	4,020
4420	Public Facilities Cost - See Other Cost Dist.	-	-	32,026	33,277
4550	General Liability Insurance	2,228	3,577	7,712	13,390
4920	Lobbyist Records	-	-	-	1,000
4970	Passport Expense	9,805	94,041	60,250	12,000
5202	Chemicals and Photographic Supplies	-	-	-	15,000
6430	Equipment Repair/Replacement	7,201	-	-	-
9002	Document Filing Fee	174,130	246,295	278,921	224,000
TOTAL		\$ 261,012	\$ 632,269	\$ 739,378	\$ 693,119

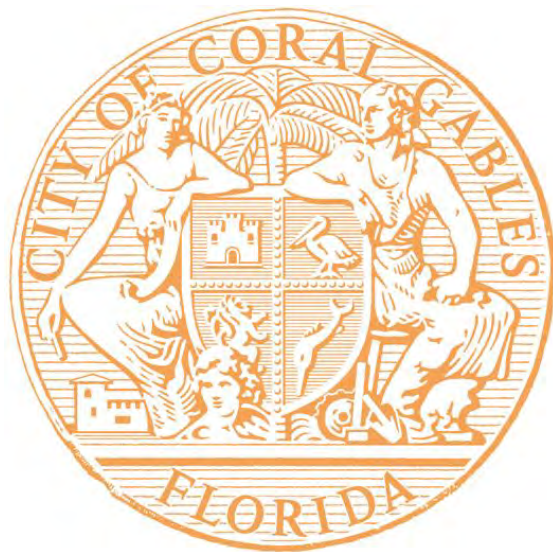
**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
CITY CLERK
0610 CITY ELECTIONS
 511 LEGISLATIVE

EXPENDITURE DETAIL

	2014-2015	2015-2016	2016-2017	2017-2018
	ACTUAL	ACTUAL	BUDGET	BUDGET
3190 Other Professional Services	\$ 94,505	\$ -	\$ 194,000	\$ 2,500
4820 Advertising Expense	20,730	-	44,000	-
4990 Other Miscellaneous Expense	778	-	6,000	-
5100 Office Supplies	-	-	-	2,500
TOTAL	\$ 116,013	\$ -	\$ 244,000	\$ 5,000

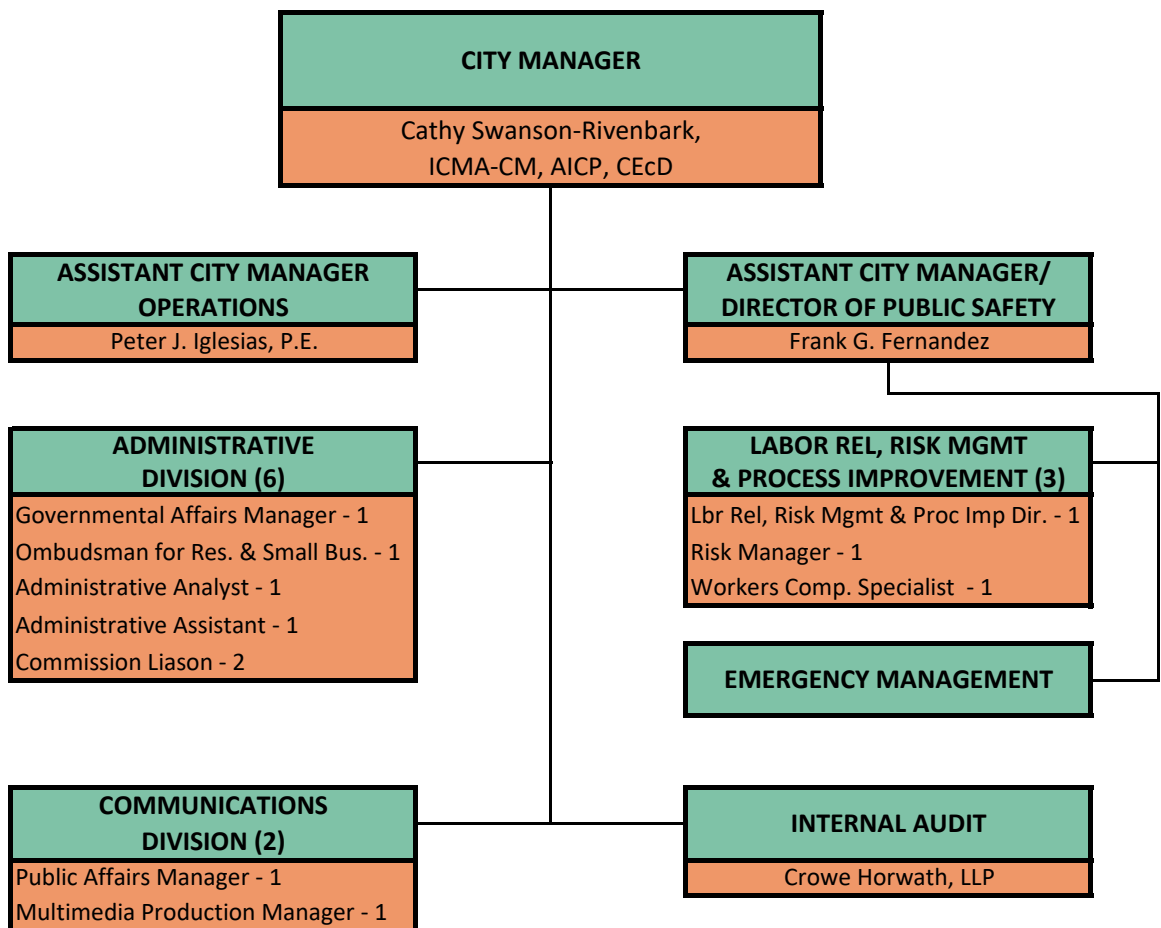


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**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**

CITY MANAGER

ORGANIZATION CHART

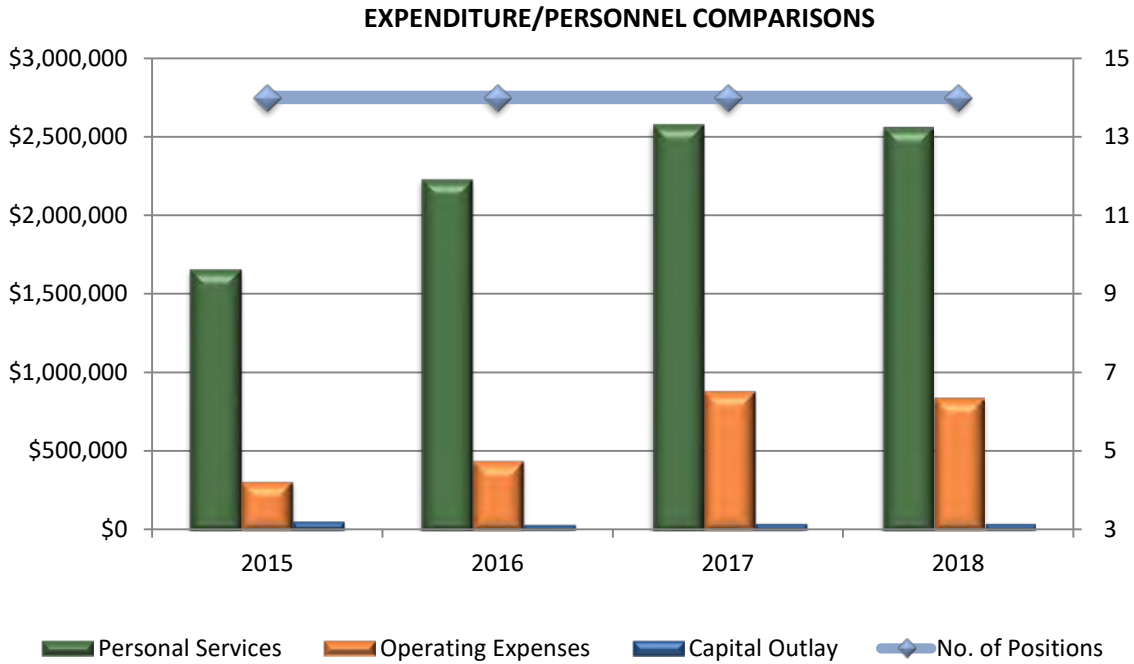


**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



**CITY MANAGER
BUDGET AND POSITION SUMMARY**

	<u>2014-2015 ACTUAL</u>	<u>2015-2016 ACTUAL</u>	<u>2016-2017 BUDGET</u>	<u>2017-2018 BUDGET</u>
Salaries & Benefits	1,660,661	2,232,154	2,578,269	2,561,120
Operating Expenses	311,908	440,430	878,357	836,279
Capital Outlay	46,576	28,506	35,000	35,000
TOTALS	<u>2,019,145</u>	<u>2,701,090</u>	<u>3,491,626</u>	<u>3,432,399</u>
No. of Positions	14	14	14	14



**CITY OF CORAL GABLES, FLORIDA
2017-2018 ADOPTED BUDGET**



**CITY MANAGER'S OFFICE
FISCAL YEAR 2017 MAJOR ACCOMPLISHMENTS**

- ✓ Strengthened our executive management team with the introduction of some great new hires to our leadership team including ACM for Operations Peter Iglesias, PE, Director of Labor Relations Raquel Elejabarrieta, Esq, Director of Development Services Suramy Cabrera, PE and Public Works Director Ed Santamaria, PE, along with recently promoted IT Director Raimundo Rodolfo, PE, HR Director Karla Green, Assistant Parks & Recreation Carolina Vester, and Fire Chief Marcos de la Rosa.
- ✓ Fostered an environment of innovation and improvement with the introduction of a City-wide Process Improvement Program, Performance Measurements, Six Sigma Training, Team Building, Customer Service and other initiatives.
- ✓ Provided executive-level leadership in the development of new public safety strategies and the implementation of the \$28.7M Miracle Mile/Giralda Streetscape projects.
- ✓ Launched a 3-year strategic plan which defined the City's mission, vision and core values – and will serve as a guide to take the City to a world class level of excellence.

Labor Relations & Risk Management

- ✓ Successfully negotiated collective bargaining agreements with the bargaining units represented by the FOP (police officers) and IAFF (firefighters).
- ✓ Established a Safety Action Team to promote safety awareness and safe work habits among City employees to reduce risk and loss exposure.
- ✓ Made significant enhancements to the City's property and liability insurance program for an amount less than the previous year's premium. Such enhancements included but were not limited to increasing the City named storm limit from \$25 million to \$50 million, adding terrorism liability and terrorism property coverage and increasing the limits under the cyber liability and excess liability policies.
- ✓ Worked with City Attorney's office to develop an ADA transition plan and conduct an inventory of all City facilities and department procedures, as well as expanded its inclusion resolution and initiatives to address all persons with disabilities.

Office of Communication

- ✓ Enhanced public outreach through the use of the City of Coral Gables Facebook Page with almost 11,000 likes; also introduced City of Coral Gables Twitter page.
- ✓ Successfully collaborating with Human Resources and Police Departments in the recruitment of police officers, including a creative "Looking for a few Jedi" police recruitment video which reached 198,000 views and was shared 633 times.
- ✓ Received an Award of Excellence for video "Joy to the World, It's Time to Shop" and for Best Use of Facebook from the City –County Communications and Marketing Association. Coral Gables Television was nominated for a regional Emmy Award for video "Embracing Autism: A Coral Gables Story," and also received eight Telly Awards for outstanding local cable television programs by the 37th Annual Telly Awards.

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
CITY MANAGER
1010 ADMINISTRATIVE DIVISION
512 EXECUTIVE

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018		
				BUDGET	SALARIES		
8950	City Manager	1	1	1	1	\$	213,418
0630	Assistant City Mgr for Oper. & Infrastructure	1	1	1	1		181,213
0631	Assistant City Mgr/Dir of Public Safety	1	1	1	1		187,444
0629	Governmental Affairs Manager	1	1	1	1		98,273
0810	Administrative Analyst	-	1	1	1		58,859
0076	Ombudsman for Res. & Small Bus.	1	1	1	1		76,629
0602	Administrative Assistant	-	-	1	1		41,882
0036	Executive Secretary	-	1	-	-		-
0071	Executive Ass't to City Manager	1	-	-	-		-
0604	Commission Liaison	2	2	2	2		104,060
9002	Part-time Employees	-	-	-	-		113,100
8888	Overtime	-	-	-	-		12,000
TOTAL		8	9	9	9	\$	1,086,878

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 784,022	\$ 876,527	\$ 1,029,438	\$ 1,086,878
2000	Employee Benefits - See Other Cost Dist.	355,151	554,486	437,583	419,515
3190	Other Professional Services	-	20,710	75,000	75,000
4011	Out-of-town Travel	-	3,295	5,700	6,000
4020	Central Garage Motor Pool Rent	9,545	10,597	11,702	11,159
	Replacement:	4,919			
	Oper. & Maint:	6,240			
4090	Other Transportation Expense	8,550	4,318	6,000	6,000
4410	Rental of Machinery and Equipment	5,004	6,304	7,000	6,500
4420	Public Facilities Cost - See Other Cost Dist.	23,048	25,471	27,623	28,703
4550	General Liability Insurance	28,255	27,906	35,486	59,986
4720	Printing & Binding	-	-	2,500	2,500
4990	Other Miscellaneous Expense	9,526	11,153	7,500	7,500
5100	Office Supplies	12,937	9,898	8,000	8,000
5213	Purchase/Rental - Employee Uniforms	-	-	300	-
5400	Membership Dues and Subscriptions	14,024	12,752	10,000	15,000
5410	Employee Training	2,177	6,937	9,900	9,900
6430	Equipment Repair/Replacement	805	-	-	-
TOTAL		\$ 1,253,044	\$ 1,570,354	\$ 1,673,732	\$ 1,742,641

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
CITY MANAGER
1030 COMMUNICATIONS DIVISION
 519 OTHER GENERAL GOVERNMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0612	Public Affairs Manager	1	1	1	1	\$ 103,320
0645	Marketing & Brand Manager	1	-	-	-	-
0615	Multimedia Production Manager	1	1	1	1	71,683
9006	Part-time Employees	-	-	-	-	264,644
TOTAL		3	2	2	2	\$ 439,647

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 295,617	\$ 378,897	\$ 412,666	\$ 439,647
2000	Employee Benefits - See Other Cost Dist.	88,486	163,309	127,969	130,261
3190	Other Professional Services	34,465	61,297	85,500	78,984
4020	Central Garage Motor Pool Rent	45,766	75,314	73,019	73,691
	Replacement:	68,666			
	Oper. & Maint:	5,025			
4090	Other Transportation Expense	-	-	-	2,700
4410	Rental of Machinery and Equipment	3,532	6,666	7,000	4,000
4420	Public Facilities Cost - See Other Cost Dist.	34,314	37,921	41,126	42,732
4550	General Liability Insurance	12,797	17,537	14,225	24,265
4620	Repair and Maint. of Office Equipment	-	2,877	3,000	3,000
4630	Repair/Maint. of Machinery & Equipment	6,357	2,302	4,500	4,500
4710	Special Printed Forms	4,186	(13)	-	-
4720	Printing & Binding	403	15,924	20,000	20,000
4820	Advertising Expense	-	28,080	42,000	42,000
4940	Taxes & License Fees Paid	1,244	2,333	3,000	3,000
4990	Other Miscellaneous Expense	831	1,545	2,000	2,000
5100	Office Supplies	3,450	9,447	10,000	10,000
5208	Household & Institutional Supplies	1,699	-	-	-
5214	Uniform Allowance	-	-	1,344	1,344
5215	Small Tools & Minor Equipment	630	986	3,159	3,159
5400	Membership Dues and Subscriptions	1,687	1,050	1,700	1,700
5410	Employee Training	1,232	2,252	2,000	2,000
6430	Equipment Repair/Replacement	43,773	21,260	25,000	25,000
6440	Equipment Additions	1,998	7,246	10,000	10,000
TOTAL		\$ 582,467	\$ 836,230	\$ 889,208	\$ 923,983

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
CITY MANAGER
1040 LABOR RELATIONS & RISK MANAGEMENT DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0401	Dir. of Labor Relations & Risk Mgmt.	-	1	1	1	\$ 149,482
0403	Risk Manager	1	1	1	1	97,068
0402	Workers Comp. Specialist	1	1	1	1	65,052
9006	Part-time Employees	-	-	-	-	30,160
TOTAL		2	3	3	3	\$ 341,762

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ -	\$ 105,982	\$ 332,597	\$ 341,762
2000	Employee Benefits - See Other Cost Dist.	-	26,309	181,198	143,057
3130	Special Medical Services	-	-	20,000	17,000
3190	Other Professional Services	-	-	47,500	50,500
4090	Other Transportation Expense	-	1,800	5,400	5,400
4410	Rental of Machinery and Equipment	-	-	4,900	4,900
4420	Public Facilities Cost - See Other Cost Dist.	-	-	16,013	16,639
4550	General Liability Insurance	-	-	11,465	18,862
4710	Special Printed Forms	-	113	1,500	1,500
5100	Office Supplies	-	-	5,000	5,000
5400	Membership Dues and Subscriptions	-	-	2,195	2,195
5410	Employee Training	-	-	24,000	24,000
TOTAL		\$ -	\$ 134,204	\$ 651,768	\$ 630,815

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
CITY MANAGER
1050 INTERNAL AUDIT DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018	
					BUDGET	SALARIES
0333	Chief Compliance Officer	1	-	-	-	\$ -
TOTAL		1	0	0	0	\$ -

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 76,095	\$ 58,623	\$ 52,780	\$ -
2000	Employee Benefits - See Other Cost Dist.	61,290	68,021	4,038	-
3190	Other Professional Services	-	-	180,000	134,960
4020	Central Garage Motor Pool Rent	2,169	-	-	-
4090	Other Transportation Expense	3,600	3,150	-	-
4410	Rental of Machinery and Equipment	2,398	2,679	-	-
4420	Public Facilities Cost - See Other Cost Dist.	31,106	22,916	37,281	-
4550	General Liability Insurance	4,953	4,788	1,819	-
5100	Office Supplies	624	125	1,000	-
5400	Membership Dues and Subscriptions	440	-	-	-
5410	Employee Training	959	-	-	-
TOTAL		\$ 183,634	\$ 160,302	\$ 276,918	\$ 134,960

**Action Plan Worksheet
2018**

Action Plan Owner: Cathy Swanson-Rivenbark, City Manager

Action Plan Name: AP 1.1.1 Becoming South Florida’s Best-loved Hometown (Community Satisfaction Survey)

Strategic plan alignment (Supports which Goals and Objectives):

Goal 1: Provide exceptional service that meets or exceeds the requirements and expectations of our community.

- Objectives: this action plan supports several other objectives and key action plans that depend upon determining and understanding the current levels of satisfaction and engagement held by multiple key stakeholder groups, and especially residents and the City’s workforce. Successful accomplishment of this action plan will yield valuable information for analysis to determine key areas of strength and opportunities for improvement upon which to focus the organization’s improvement efforts in the following objectives:
 - 1.1 – Attain world-class performance levels in overall community satisfaction with City services by 2019
 - 1.2 – Attain world-class performance levels in public safety by 2019
 - 1.3 – Improve mobility throughout the City
 - 1.5 – Enhance our position as a premier destination for arts, culture, dining, and shopping
 - 2.1 – Ensure sufficient workforce capacity and capability to deliver high quality results by 2019
 - 4.1 – Improve customer satisfaction with City communications to 75% by 2019
 - 5.2 – Increase the historical and cultural components in City-sponsored programs and the community’s satisfaction with access and the programs
 - 5.5 – Attain world-class performance levels in resident satisfaction with City-sponsored special events by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Hire professional research firm to establish baseline data, collect data and conduct survey.	September 2016	Service contract in place
Develop and administer a series of survey instruments to accurately and consistently measure community satisfaction over time across multiple key measurement areas and market segments, (see objectives 1.1, 1.2, 1.3, 1.5, 2.1, 4.1, 5.2, and 5.5). Identify and collect relative comparison data and information.	June 2017 September 2017	Survey instruments distributed
Establish (2016) baseline data for community satisfaction rates overall and by categories, with a focus on residents and businesses for Coral Gables and collect comparison data for relative comparable cities.	December 2017	Baseline analysis completed

KEY tasks that must be accomplished, deliverables, and measures of success (Continued)

What must be done	By When	How will it be evident
Analyze data and identify areas of strength and opportunities for improvement.	January 2018	Analysis complete and presented to City Manager for decision on action plan requirements
Work with individual departments to draft designated action plans to address target areas.	March 2018	City Manager approval / revision

What must be done	By When	How will it be evident
Obtain approval/funding for action plan requirements.	June 2018	Funding obtained for action plan implementation
Communicate planned improvements aimed at increasing community satisfaction to survey population.	September 2018	Communication plans implemented
Implement action plans.	December 2018	Action plans implemented
Provide updated communication to survey population.	January 2019	Communication plans implemented
Develop marketing materials or a recruitment strategy while also helping to direct limited resources based on survey results (e.g., how important are bike paths to the overall resident and business satisfaction rating?).	January 2019	Marketing materials developed and deployed
Re-survey every two years	October 2018	Survey conducted

Resource requirements (what do we need to succeed?)

- Funding
 - FY16 - \$10,500 for professional fees and travel expenditures
 - FY17 - \$31,000 – design of annual customer/business survey: collection, aggregation, segmentation, analysis of results, and comprehensive report.
- Community participation
- Staff buy-in and participation
- Effective communication strategies (medium, frequency, target audience, etc.)

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Baseline satisfaction and engagement data for 2016	Accurate as possible	February 2017
Overall satisfaction on Community Satisfaction Survey	75% 90%	FY17 FY19

Frequency & venue of review

- Overall measure every other year at City Commission meeting
- Quarterly review of leading indicators at meeting with City Manager and staff

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Residents	Increased satisfaction and improved customer experience, community pride, increased resident retention rate	Survey fatigue, failure to be able to manage up to expectations
Businesses	Increased satisfaction and improved customer experience, community pride, increased business retention rate	Survey fatigue, failure to be able to manage up to expectations
Board of Realtors	Increased sales and revenue based on increased desirability of Coral Gables to homebuyers and renters	If resident retention rate increases, the opportunity to benefit from increased property taxes may be missed
Recruitment entities (e.g. Beacon Council)	Increased data and information with which to recommend Coral Gables and establish offices in City	Managing expectations
Media	Good publicity, increased data and information with which to promote Coral Gables' attributes	Managing expectations
City Workforce	Increased workforce satisfaction, increased workplace pride, loyalty, engagement, empowerment	Demanding more of the workforce may lead to stress/anxiety, increasing the chance of falling short of goals
Volunteers (e.g., board members)	Increased citizen pride and satisfaction, larger pool of volunteers, citizen empowerment and engagement	Managing expectations
Non-profit organizations	Increased data and information with which to improve customer/partner experience	Managing expectations
Religious institutions	Increased data and information with which to improve customer/partner experience	Managing expectations
University of Miami /Schools	Increased data and information with which to improve customer/partner experience	Managing expectations

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + Undetermined increases in property value and other incomes based upon improved customer satisfaction and engagement.
- \$25K upfront costs associated with hiring firm to conduct survey and data analysis.

**Action Plan Worksheet
2018**

Action Plan Owner: Maria Rosa Higgins Fallon, Public Affairs Manager

Action Plan Name: 4.1.1 – Enhance City Communications

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.1 – Attain world-class performance levels in overall community satisfaction with City services by 2019
- Goal 2 – To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Objective 2.2 – Attain world-class levels of performance in workforce satisfaction and engagement by 2019
- Goal 4 – Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources.
 - Objective 4.2 – Expand knowledge-based library across departments and operations by Q1-2017
- Goal 5 – Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.2 – Increase the historical and cultural components in City-sponsored programs and the community’s satisfaction with access and the programs
 - Objective 5.5 – Attain world-class performance levels in resident satisfaction with City-sponsored special events by 2019
 - Objective 5.9 – Develop and deploy a training program for the workforce regarding the City’s culture, history, and brand by 2019
- Goal 6 – Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
 - Objective 6.5 – Increase outreach and education efforts with City employees and the community to enhance sustainability

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Develop communications survey tools for internal and external customers	June 2017	Survey tools approved by CM
Conduct surveys of internal and external customers	June 2017	# responses
Increase social media presence	October 2017	% increase of Facebook, YouTube likes

KEY tasks that must be accomplished, deliverables, and measures of success (Continued)

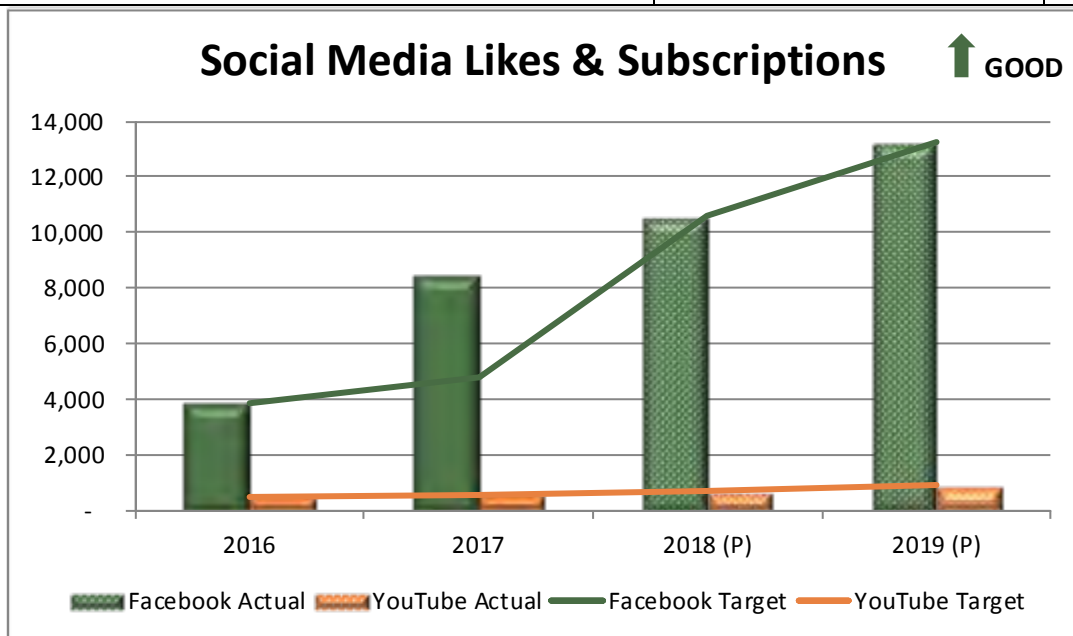
What must be done	By When	How will it be evident
Launch CG Twitter and Instagram	October 2018	# sign-ups
Maximize media relations	October 2017	# of positive articles
Maximize CGTV’s effectiveness	October 2017	% increase of video packages
Unify City Brand Image	October 2018	# of branded publications
Apply for communication awards	October 2018	Win top national & regional awards
Upgrade CGTV to HD equipment	October 2019	% increase in viewer satisfaction
Upgrade internet & intranet	October 2019	% increase in web customer satisfaction
Enhance City app	October 2019	# of sign-ups
Maximize external communications	October 2019	% rating increase in communication survey
Maximize internal communications	October 2019	% rating increase in employee survey

Resource requirements (what do we need to succeed?)

- Fund Social Media Coordinator using existing funds of unfilled vacant position in Communications
- Upgrade hourly pay of CGTV part-timers using existing funds of unfilled vacant position in Communications
- Approval of Capital Project request in FY17 and FY18 to upgrade CGTV equipment to high definition
- Secure hardware and software equipment to provide for additional social media functions
- Secure \$50,000+ funding for upgrade of internet and intranet through IT funding request

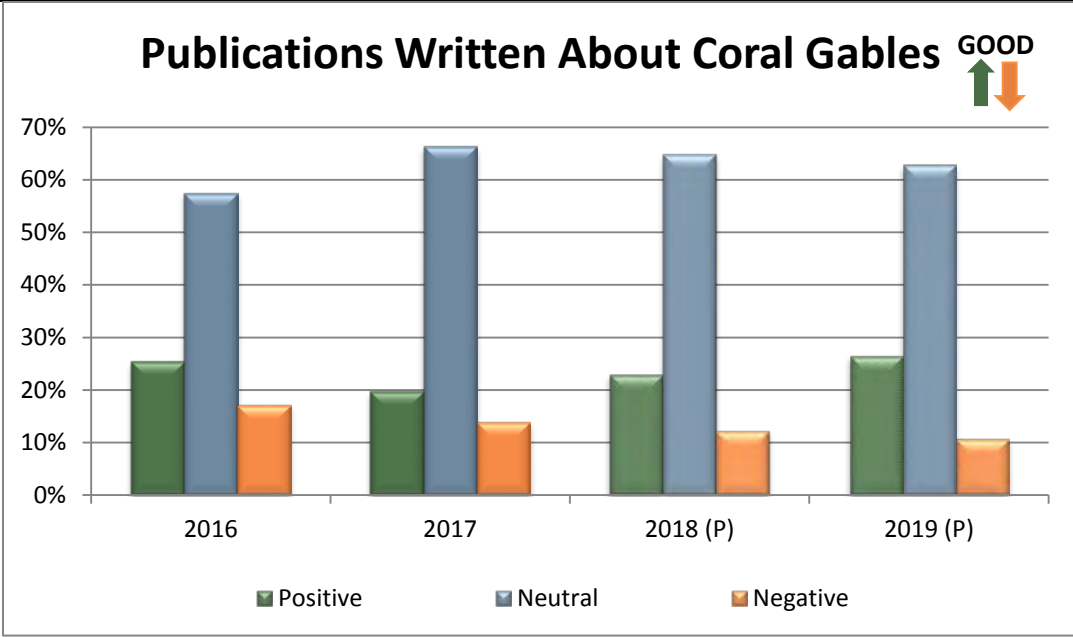
Significant Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Facebook & YouTube “Likes”	25% + from 2016 baseline	10/17
	25% + from 2017 baseline	10/18
	25% + from 2018 baseline	10/19



Significant Short- & Longer-term measures of success, targets and / or time horizons – (Continued)

Measure	Target	Date
Positive media articles	25% + from 2016 baseline	10/17
	25% + from 2017 baseline	10/18
	25% + from 2018 baseline	10/19



Other Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
# of Twitter & Instagram followers	25% + from 2016 baseline	10/17
	25% + from 2017 baseline	10/18
	25% + from 2018 baseline	10/19
External customer satisfaction with City communications	25% + from 2016 baseline	10/17
	25% + from 2017 baseline	10/18
	25% + from 2018 baseline	10/19
Employee satisfaction with internal City communications	25% + from 2016 baseline	10/17
	25% + from 2017 baseline	10/18
	25% + from 2018 baseline	10/19
Branded publications compliance	25% + from 2016 baseline	10/17
	25% + from 2017 baseline	10/18
	25% + from 2018 baseline	10/19
Positive media articles	25% + from 2016 baseline	10/17
	25% + from 2017 baseline	10/18
	25% + from 2018 baseline	10/19
# of CGTV video packages	10% + from 2016 baseline	10/17
	10% + from 2017 baseline	10/18
	10% + from 2018 baseline	10/19
Communications awards received	3 Tellys, Davie, and Emmys	2019

Frequency & venue of review

- Quarterly reviews to the City Manager at Departmental meetings.

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Residents	Increased satisfaction with city communications	Dissatisfaction with how City funds are being used (e.g., for applications not used by a particular resident segment)
Employees	Increased satisfaction with city communications, positive morale	None
Media	Increased opportunities to report positively on the City	None
Millennials	Increased reach through social media, CGTV, Twitter, Instagram	Dissatisfaction with the amount of time taken to obtain world-class status (not staying current with the state-of-the-art communications approaches desired by this segment)

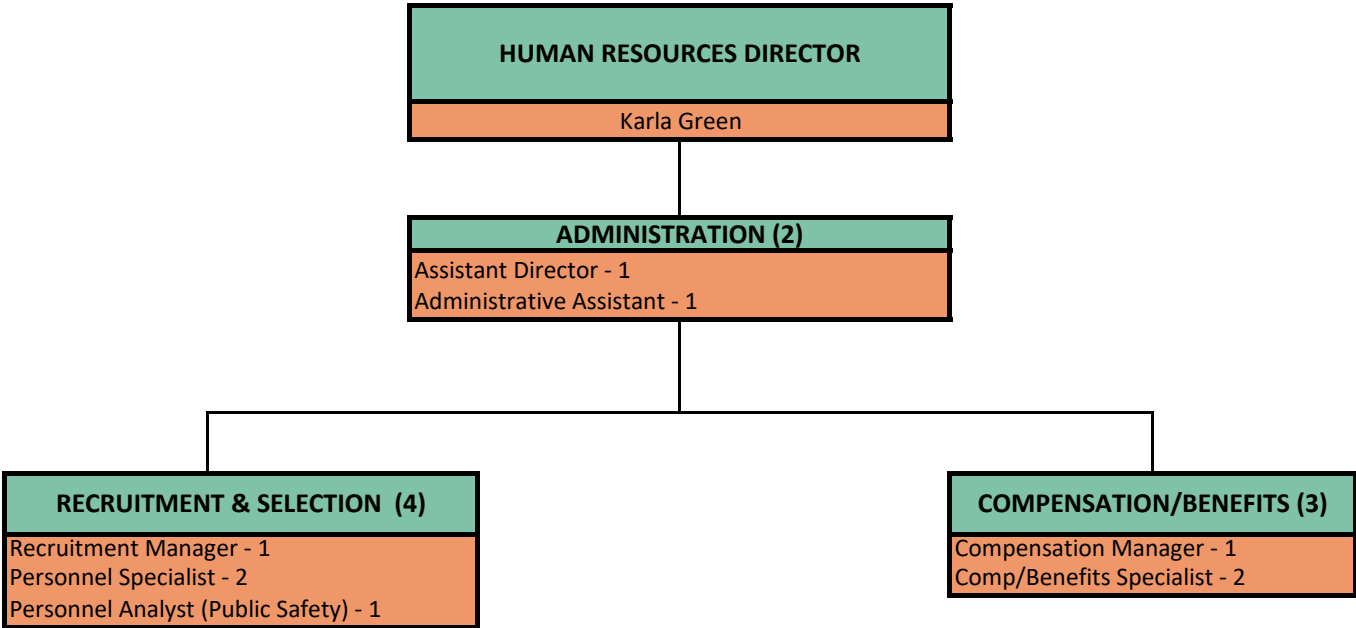
What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + \$None
- \$357,000 funding the equipment of CGTV through a Capital Projects request
- ROI for CGTV equipment upgrade are not measurable through Comcast cable’s viewership count. CGTV viewership is only measured through Facebook and website metrics. Therefore, the financial impact of CGTV equipment upgrade is not measurable through an all-venue viewership count.

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**

HUMAN RESOURCES

ORGANIZATION CHART

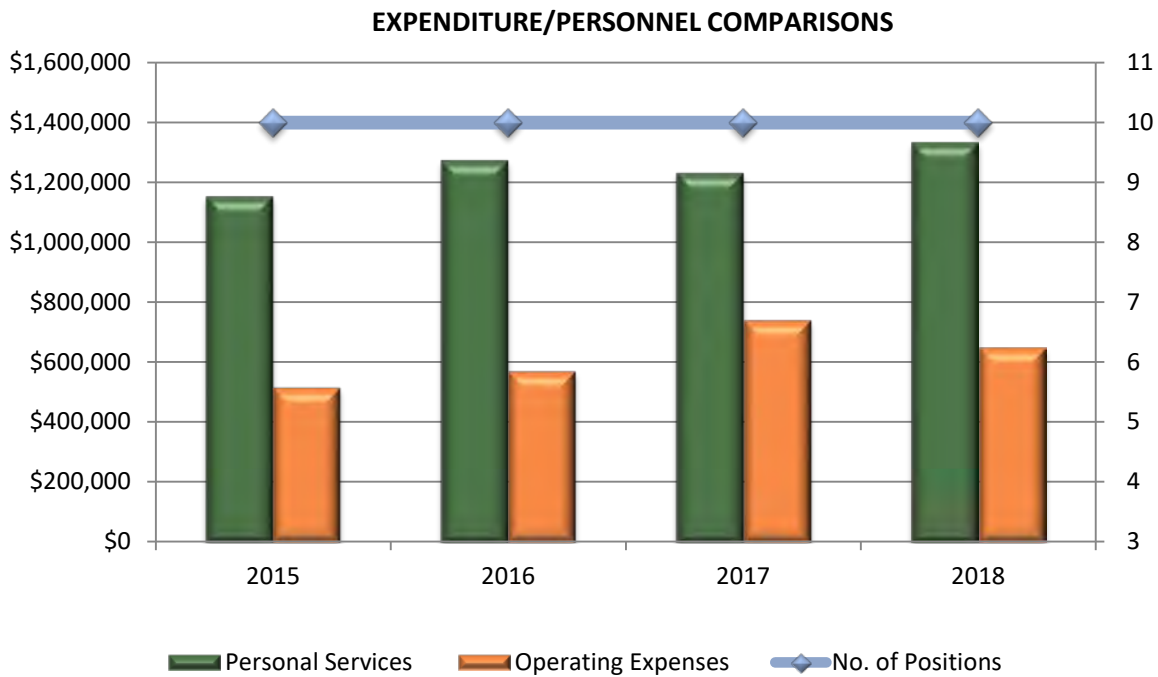


**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



**HUMAN RESOURCES DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2014-2015 ACTUAL</u>	<u>2015-2016 ACTUAL</u>	<u>2016-2017 BUDGET</u>	<u>2017-2018 BUDGET</u>
Salaries & Benefits	1,153,467	1,273,872	1,231,687	1,333,889
Operating Expenses	514,436	569,349	739,033	648,128
TOTALS	1,667,903	1,843,221	1,990,025	1,982,017
No. of Positions	10	10	10	10



**CITY OF CORAL GABLES, FLORIDA
2017-2018 ADOPTED BUDGET**



FISCAL YEAR 2017 MAJOR ACCOMPLISHMENTS

- ✓ Developed and implemented a benefits policy for all part-time regular staff as recommended by morale committee.
- ✓ Initiated wellness initiatives including: Lunch & Learn series presented by Florida Blue, healthier snacks in vending machines, health fairs that include massage stations and on-site breast cancer pre-screenings.
- ✓ Established a Quarterly Employee Recognition Ceremony. Employees are recognized on their promotion and for their service with the City at 5, 10 and 15 years of employment.
- ✓ Established a Part-Time Employee of the Quarter Award as recommended by morale committee.
- ✓ Revised the Recruitment and Hiring Policy to include a promotional analysis when considering internal candidates to be promoted.
- ✓ Received and reviewed 5,750 public safety applications (see breakdown below).

Position	Number of Applications
Police Non Certified	1,161
Police Certified	134
Police Major	6
Deputy Fire Chief	13
Fire Division Chief	15
Communications Manager	66
Communication Operator	787
Neighborhood Safety Aide	726
Part- Time Neighborhood Safety Aide	525
Property Clerk	772
Property & Evidence Supervisor	264
Crime Analyst	172
Police Record Clerk	432
Police Support Services Assistant	244
Part-Time Traffic Enforcement Officer	71
Part-Time Background Investigator	159
Part-Time Emergency Manager	47
Part-Time School Crossing Guard	20
Certified Firefighter/Paramedic	136
Total Applications Received	5,750

**CITY OF CORAL GABLES, FLORIDA
PERFORMANCE INDICATOR METRICS**



HUMAN RESOURCES

INDICATOR:	FY16			FY17		FY18
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Ensure all new hires attend orientation on their first day of employment	90%	100%		100%	75%	100%
Ensure all information is inserted and complete in EDEN	100%	100%		100%	75%	100%
Continue to provide on-going EEOC/Sexual Harassment trainings Citywide	95%	95%		100%	100%	100%
Conduct customer service trainings (started May 2015)	100%	100%		100%	100%	100%
Review forms/process to update	96%	96%		97%	75%	100%
Send reminder notices to directors/managers on an annual basis	100%	100%		100%	100%	100%
Conduct 2 health screenings per year	100%	50%		50%	0%	50%
Provide wellness presentation/seminars on various health related topics (minimum of 6 per year)	85%	85%		86%	100%	90%

Legend

- Target met or exceeded
- Target nearly met
- Target not met



**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
HUMAN RESOURCES DEPARTMENT
1120 HUMAN RESOURCES
513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0405	Human Resources Director	1	1	1	1	\$ 148,243
0503	Assistant Human Resources Dir.	1	1	1	1	123,383
0501	Compensation Manager	1	1	1	1	68,390
0514	Personnel Analyst - Public Safety	1	1	1	1	52,878
0512	Recruitment Manager	1	1	1	1	95,886
0406	Compensation/Benefits Specialist	1	2	2	2	108,880
0510	Personnel Specialist I	2	2	2	2	87,305
0602	Administrative Assistant	1	1	1	1	46,469
0507	Compensation/Benefits Assistant	1	-	-	-	-
8888	Overtime	-	-	-	-	800
9006	Part-time Employees	-	-	-	-	133,666
TOTAL		10	10	10	10	\$ 865,900

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 735,048	\$ 754,497	\$ 785,271	\$ 865,900
2000	Employee Benefits - See Other Cost Dist.	418,419	519,375	446,416	467,989
2610	Employee Awards	14,731	6,942	16,000	17,525
2800	Tuition Reimbursement	114,449	116,640	115,000	115,000
3130	Special Medical Services	59,794	61,374	50,419	50,419
3190	Other Professional Services	160,157	209,256	173,874	289,374
4020	Central Garage Motor Pool Rent	9,924	11,401	12,452	11,938
	Replacement:	5,889			
	Oper. & Maint:	6,049			
4090	Other Transportation Expense	7,875	8,100	8,100	8,100
4410	Rental of Machinery and Equipment	6,316	9,757	10,000	4,000
4420	Public Facilities Cost - See Other Cost Dist.	40,841	45,134	32,935	34,222
4550	General Liability Insurance	30,502	30,823	27,069	47,790
4620	Repair and Maint. of Office Equipment	-	-	1,200	1,200
4710	Special Printed Forms	1,618	1,982	2,500	2,500
4810	Promotional Expense	-	-	2,000	1,500
4820	Advertising Expense	4,465	9,747	25,000	25,000
4990	Other Miscellaneous Expense	-	995	-	-
4991	Miscellaneous Expense - Wellness Program	22,530	21,145	192,019	-
5100	Office Supplies	11,846	12,866	11,000	11,000
5209	Protective Clothing	-	-	300	300
5400	Membership Dues and Subscriptions	1,532	1,834	2,785	1,760
5410	Employee Training	27,856	21,353	56,380	26,500
6440	Equipment Additions	-	-	19,305	-
TOTAL		\$ 1,667,903	\$ 1,843,221	\$ 1,990,025	\$ 1,982,017

**Action Plan Worksheet
2018**

Action Plan Owner: Karla Green, Human Resources Director

Action Plan Name: AP 2.1.1 – Optimize City’s Hiring Process

Strategic plan alignment (Supports which Goals and Objectives)

- Goal 2 - To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Objective 2.1 - Ensure sufficient workforce capacity and capability to deliver high quality results by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Determine vacancy rates by department.	October 2016	Complete an accurate vacancy report
Perform recruitment analysis of Police, Fire, (including Civilians within Police/Fire), all other Citywide recruitments, including part-time status.	December 2016	Complete analysis
Establish a total hiring process timeline – including internal accountability standards.	March 2017	Through deployment of SOP distributed Citywide
Improve external advertising resources; promote quality of City’s branding to attract highly qualified professionals.	October 2019	Reduction in the time to hire highly qualified candidates.

Resource requirements (what do we need to succeed?)

- 600 hours of internal staff effort
- 29 hours per week of interns or part-time staff effort
- 500 hours of Communications Division or Public Relations Consultant
- \$15,000 increased budget for advertising jobs in FY18-19

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Position vacancy percentage	Not to exceed 5%	October, 2017
Vacant positions filled within 4 months	85% filled within 4 months	October, 2017
Employee turnover rate	5-10% range	October, 2018

Frequency & venue of review

- Monthly at HR’s Department Staff meeting
- Quarterly review with the City Manager

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
City Manager	Lowering the overall vacancy rates within the upper and lower control levels	None
Departments	Sufficient workforce and capacity to deliver high quality services by maintaining overall vacancy rates within the upper and lower control levels	None
Finance	Reduced personnel costs associated with high turnover	None
Residents	Enhanced overall community satisfaction with services provided	Costs/Additional Funds to hire to authorized levels

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + 5% approximate cost varies depending on positions requiring training. Overall, retention of experience personnel lowers cost to train new employees
- + 5% approximate savings in lower hiring/recruiting expenses
- + Estimated 5% reduced personnel costs associated with high turnover
- \$15,000 approximate additional funds to improve external advertising resources /\$25,000 to hire public relations consultant

**Action Plan Worksheet
2018**

Action Plan Owner: Karla Green, Human Resources Director

Action Plan Name: 2.1.2 – Develop and implement a systematic approach to volunteerism and internships

Strategic plan alignment (Supports which Goals and Objectives)

- Goal 2.1.2 - To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Objective 2.1 - Ensure sufficient workforce capacity and capability to deliver high quality results by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Establish a part-time position for an Intern/Volunteer Coordinator in HR who will develop, coordinate all activities related to a Recruitment/Coordination of an Internship/Volunteer Program	October 2016	Approved as a new need through FY 2016/2017 budget process
Reach out to all Department Directors to identify needs for internship/volunteer help citywide	May 2017	Complete a log sorted by department
Department and HR draft job descriptions	June 2017	Job descriptions
Identify and partner with universities to recruit interns/volunteers needed by departments	October 2017	Advertisement within the institutions
Identify existing interns/volunteers and begin recruitment efforts for internships/volunteers needed by departments	January 2018	Through tracking of existing interns/volunteers and through advertisement and intake of applications from applicants from various institutions
Identify benefits of program by preparing and sending out satisfaction of program surveys to Department Directors	December 2018	Survey results
Identify participants' experience and satisfaction with the overall program	October 2019	Surveys feedback at exit interviews

Resource requirements (what do we need to succeed?)

- 29 hours per week of a new HR Intern/Volunteer Coordinator
- Departments’ collaboration in drafting job descriptions, feedback of needs within deadlines
- Satisfaction feedback from Departments and participants

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
% of positions filled of identified needs	90%	March, 2018
Average number of days to fill positions	90 days	June, 2018
% of volunteers/interns completing onboarding process within first week of start date	100%	June, 2018
Departments satisfaction with the overall program	90%	December, 2018
Internship/Volunteer participants’ program overall satisfaction	90%	October, 2019

Frequency & venue of review

Monthly review with the Assistant City Manager at HR’s Department Staff meeting

Quarterly review with the City Manager

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Human Resources	Able to offer internship/volunteer opportunities to hometown university along with added help to work on special projects	None
Departments	Sufficient workforce and capacity to deliver high quality services by maintaining capability of qualified staff available to work on special projects	None
Finance	Greater workforce capacity and capability Citywide to work on special projects might create some savings while vacant budgeted positions are in between hiring process	Initially finding extra needed funds to hire part-time staff in HR
Residents	Enhanced overall community satisfaction with services provided	Costs/Additional Funds to hire to authorized levels

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- \$27,000 approximate added annual cost for part-time staff Internship/Volunteer Coordinator position in HR.

**Action Plan Worksheet
2018**

Action Plan Owner: Karla Green, Human Resources Director

Action Plan Name: AP 2.2.1 – Increase Overall Workforce Satisfaction

Strategic plan alignment (Supports which Objectives and Goals):

- Goal 2 - To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Objective 2.1 – Ensure sufficient workforce capacity and capability to deliver high quality results by 2019
 - Objective 2.2 – Attain world-class levels of performance in workforce satisfaction and engagement by 2019
 - Objective 2.3 – Develop and implement a comprehensive staff development program by 2019 to ensure appropriate workforce training, opportunities, & leadership skills

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Develop internal workforce survey to identify strengths and opportunities for improvement	October 2018	Survey instrument approved by City Manager
Administer survey to employees	October 2018	Survey results obtained from workforce
Implement key programs and action plans based upon survey results	October 2019	Programs developed and implemented

Resource requirements (what do we need to succeed?)

- \$6,000 approximately to pay for outside consultants in FY18-19
- 100 hours approximately staff hours for IT training to develop on-line surveys (survey monkey, etc.)
- 10 hours approximately per week in staff hours for interns or part-time staff
- \$2,500 increase budget for other professional services (31-90) for quarterly Supervisory trainings and leadership skills in FY18-19.
- \$14,400 increase in budget for Team Building & Conflict Resolution Workshops in FY16-17
- \$3,000 increase in budget for Employee Awards beginning in FY16-17

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Workforce satisfaction and engagement results	90 th percentile	2019
Programs and initiatives developed based on survey results	100%	October, 2019

Frequency & venue of review

- Annual review of survey results with City Manager and correspond with the City Commission as directed by the City Manager
- Quarterly review with Assistant City Manager
- Semi-Annual review with the City Manager

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
City Staff leadership	Identification of areas of strength and opportunities for improvement in workforce satisfaction and engagement	Increased financial commitments to address survey results
Human Resources	Identification of HR areas of strength and opportunities for improvement	None
Departments	Improved workforce satisfaction and engagement	None
Workforce	Improved workforce satisfaction and engagement	None

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + Undetermined potential financial savings from improvements in workforce efficiency and effectiveness based upon improved satisfaction and engagement
- \$18,750.00 approximate cost to conduct survey
- Undetermined costs associated with various programs and initiatives generated based on survey results

**Action Plan Worksheet
2018**

Action Plan Owner: Karla Green, Human Resources Director

Action Plan Name: AP 2.3.1 – Enhance Workforce Development

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 2 - To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Objective 2.2 – Attain world-class levels of performance in workforce satisfaction and engagement by 2019
 - Objective 2.3 – Develop and implement a comprehensive staff development program by 2019 to ensure appropriate workforce training, opportunities, & leadership skills
 - Objective 2.4 – Attain world-class performance levels in workforce health and safety by 2019 (see Action Plan 2.4.1)

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Develop a Citywide training matrix – Job specific	October 2017	On-line accessible reference materials for each department
Develop a Citywide training matrix – Supervisory Training and Leadership Development specific	October 2018	On-line accessible reference materials for Supervisory staff
Design and implement program to promote higher education in the workforce	October 2018	Number of workforce attaining higher educational degrees
Develop and conduct Sustainability Training program	October 2019	Workforce awareness and commitment

Resource requirements (what do we need to succeed?)

- 10 hours per week in staff hours to develop training matrices described above and based on union contracts and City’s Rules and Regulations
- 2 hours every other month approximate, staff hours to undergo training programs described above
- Or, in lieu of developing and conducting training programs with in-house assets, \$10,000 to hire consultants to perform tasks above
- \$15,480 increase in budget for EEO Trainings in FY16-17
- \$12,000 increase in budget for Safety Training in FY18-19
- \$52,780 increase in budget to add a Part-Time Training Coordinator to HR in FY16-17
- \$25,500 increase in budget for Journey & Associates to conduct Public Safety personnel backgrounds in FY16-17

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
% of staff fully trained IAW job specific training matrices	100%	October, 2019 and then On-going
% of supervisory staff fully trained IAW supervisory training matrix	100%	October, 2019 and then On-going
% of promotions filled from fully qualified in-house candidates	80%	October, 2019 and then On-going
Workforce satisfaction with training and development opportunities	90%	October, 2019 and then On-going
Workforce engagement	90%	October, 2019 and then On-going

Frequency & venue of review

- Monthly review with Assistant City Manager
- Semi-Annually review to City Manager
- Annual review with the City Manager and correspond with the City Commission as directed by the City Manager

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Human Resources	Reduction in time to fill positions Reduction in effort to file and manage workers' compensation claims	Costs for development and implementation of programs/additional funds to support programs
Workforce	Increased productivity Additional internal career growth opportunities, aides in succession planning; increased satisfaction and engagement	None
Departments	Increased productivity	Temporary loss of productivity during training events

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + Estimated 5% reduction in workers' compensation payments (from Action Plan 2.4.1)
- \$10,000 for additional training monies to develop and implement loss control training programs described above

**Action Plan Worksheet
2018**

Action Plan Owner: Karla Green, HR Director/Raquel Elejabarrieta, Labor Relations & Risk Mgt Director

Action Plan Name: AP 2.4.1 – Enhance Workforce Safety and Wellness

Strategic plan alignment: (Supports which Goals and Objectives)

Goal 2 - To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.

- Objective 2.4 - Attain world-class performance levels in workforce health and safety by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

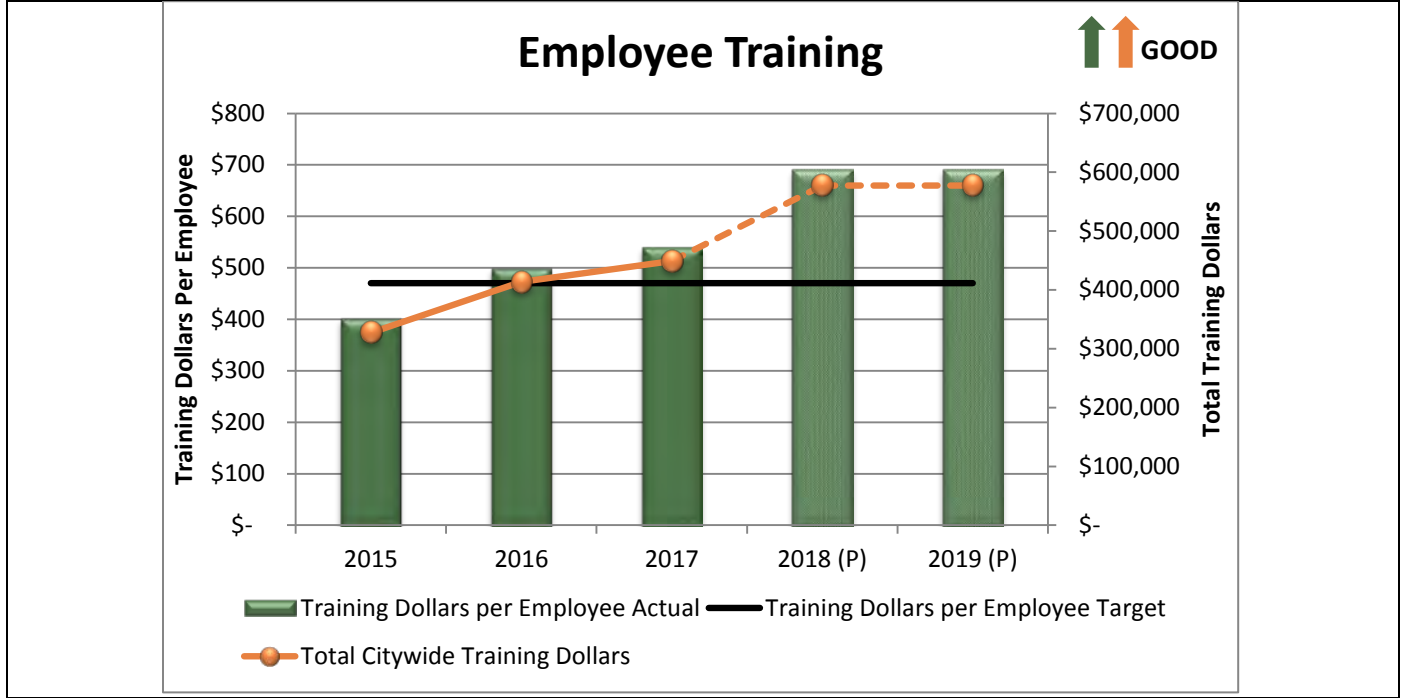
What must be done	By When	How will it be evident
Develop and deploy materials to promote interest and participation in wellness-related activities	October 2016	<ul style="list-style-type: none"> • Materials developed • Increased participation in wellness-related activities • Reduced adverse effects (e.g., injuries, illness, unhealthy lifestyle habits)
Develop department specific risk assessments	October 2017	On-line accessibility reference for all employees
Develop and conduct training based on departments' specific risks	October 2018	Employees trained

Resource requirements (what do we need to succeed?)

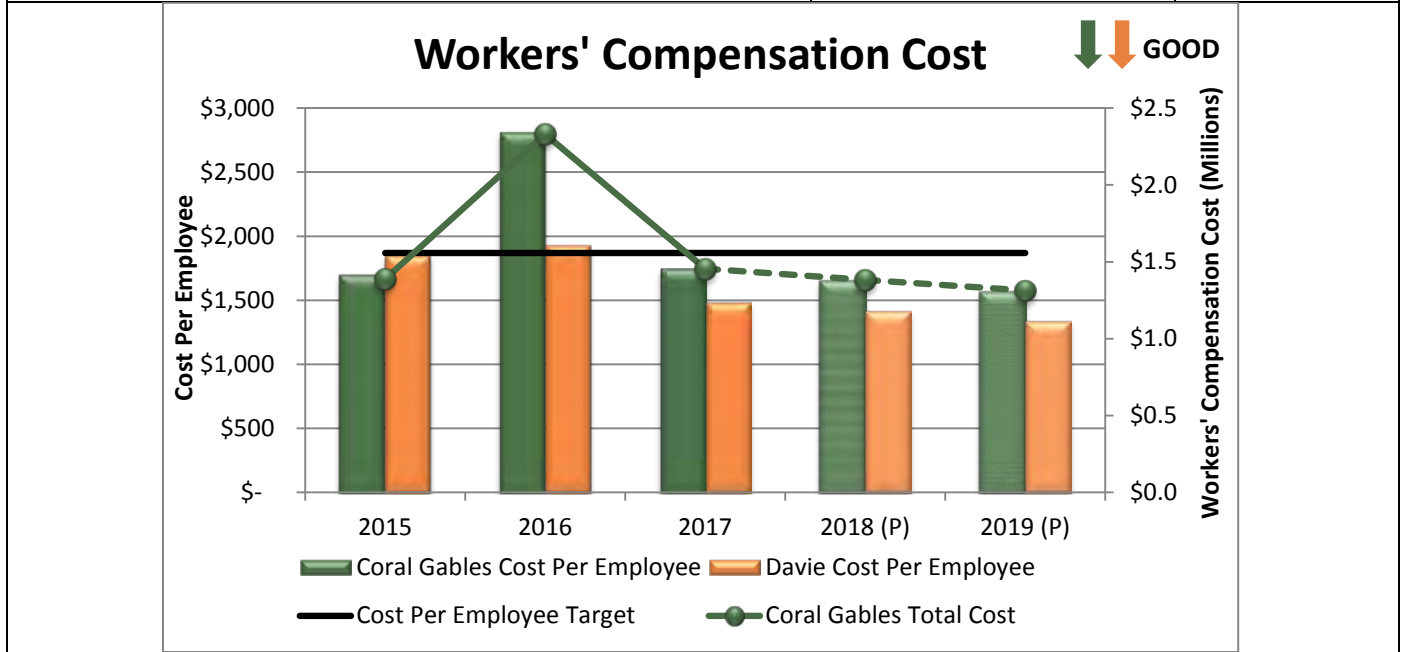
- 10 hours per week approximately internal staff and departmental staff (department liaisons)
- \$1,000 per training for safety and wellness increased training and programs
- IT support to establish online reference materials
- \$15,480 increase in budget for EEO Trainings in FY16-17
- \$12,000 increase in budget for Safety Training in FY18-19
- \$52,780 increase in budget to add a Part-Time Training Coordinator to HR in FY16-17
- \$25,500 increase in budget for Journey & Associates to conduct Public Safety personnel backgrounds in FY16-17

Significant Short- & Longer-term measures of success, targets and / or time horizons

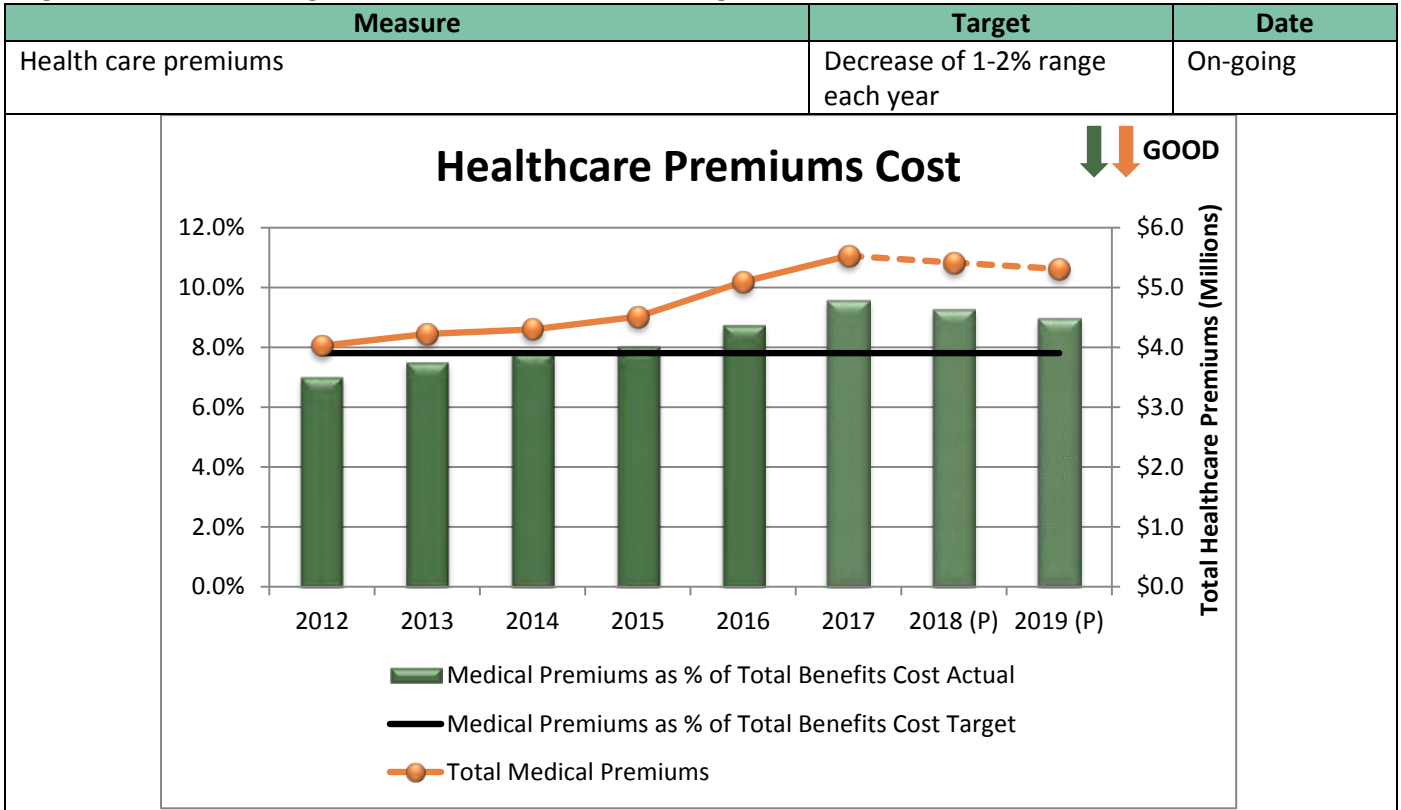
Measure	Target	Date
Number workforce members trained in general and department specific risks	100%	October, 2018



Lost-time injury rate	75 th percentile	October, 2019
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Significant Short- & Longer-term measures of success, targets and / or time horizons – (Continued)



Other Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Wellness program participation rate	80%	October, 2019
Claim cost rate	5% reduction each year	Ongoing
Number of employees familiar with online safety and wellness materials	100%	October, 2018

Frequency & venue of review

- Monthly meetings with the Assistant City Manager
- Semi-Annual meetings with the City Manager
- Annual review of with the City Manager and correspond with the City Commission as directed by the City Manager

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Human Resources	Well trained workforce	None
Departments	Lower job related injuries – improved productivity	None
Employees	Lower job related injuries – less time away from work	None
Finance	Increased availability of funding for other important actions	Costs/Additional Funds

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + 5% lower insurance claims and financial losses
- \$6,000 approximately for increased safety and wellness training programs. \$1,000 for each added loss control training session (6 trainings).

**Action Plan Worksheet
2018**

Action Plan Owner: Karla Green, Human Resources Director

Action Plan Name: AP 5.9.1 – Employee Training of Cultural and City’s History

Strategic plan alignment (Supports which Objectives and Goals)

Goal 5: Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.

- Objective 5.9: Develop and deploy a training program for the workforce regarding the City’s culture, history, and brand by 2019.

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Develop a video including cultural background and history of the City	October 2017	On-line accessibility to all employees, introduced to new hires at orientation
Post video clip in the City’s website	October 2017	On-line accessibility to all employees
Workforce completes initial training.	October 2018	100% of workforce has completed initial training.

Resource requirements (what do we need to succeed?)

- 260 annual hours of staff efforts to develop script and storyboarding
- 520 annual hours of staff efforts film/edit video

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Percent of workforce accessing On-line viewable communication	100%	October, 2018
Percent completion of the video project (measured as project hours completed/ total estimated project hours).	75% 100%	October, 2017 October, 2018
Approved by the City Manager Posted on the internal website	1 st view approval First 20 viewers	October, 2018
Percent completion of the training program development project (measured as project hours completed/ total estimated project hours).	75% 100%	October, 2017 October, 2018
Approved by the City Manager Posted on the internal website	1 st view approval First 20 trainees	October, 2018
Percent of workforce who have completed the training (Note: this is the key performance measure identified in the strategic plan)	50% 100%	October, 2017 October, 2018

Short- & Longer-term measures of success, targets and / or time horizons – (Continued)

Measure	Target	Date
Workforce satisfaction with the culture, history, and brand training program (measured as the percentage of the training program participants who rate the program as 9 or 10 on a 10-point scale).	80%	End of fiscal year 2019

Frequency & venue of review

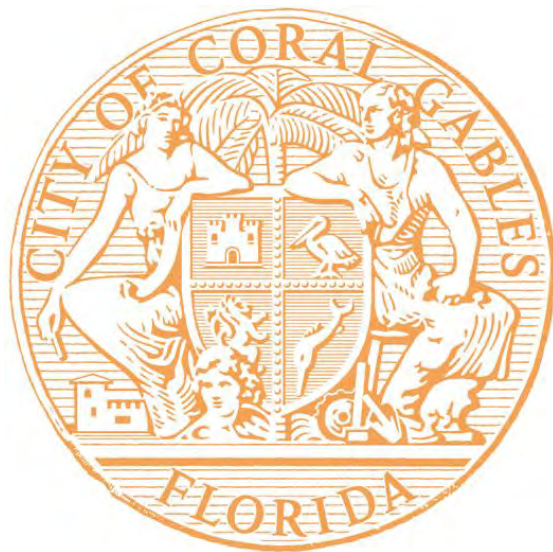
- Monthly meeting with Assistant City Manager
- Quarterly meetings with City Manager
- Annual review with the City Manager and correspond with the City Commission as directed by the City Manager

Who are the stakeholder / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	Increased satisfaction and engagement through improved knowledge of the City’s culture, history, and brand.	None expected
Project members (Human Resources, Historic and Cultural Arts, and IT)	Add value and pride by working on a valuable project in support of the workforce	None expected
Residents	Increased satisfaction with City Staff ability to provide exceptional service	None expected

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + None
- 780 hours in staff x \$70.00 per hour = \$54,600 if completed in house

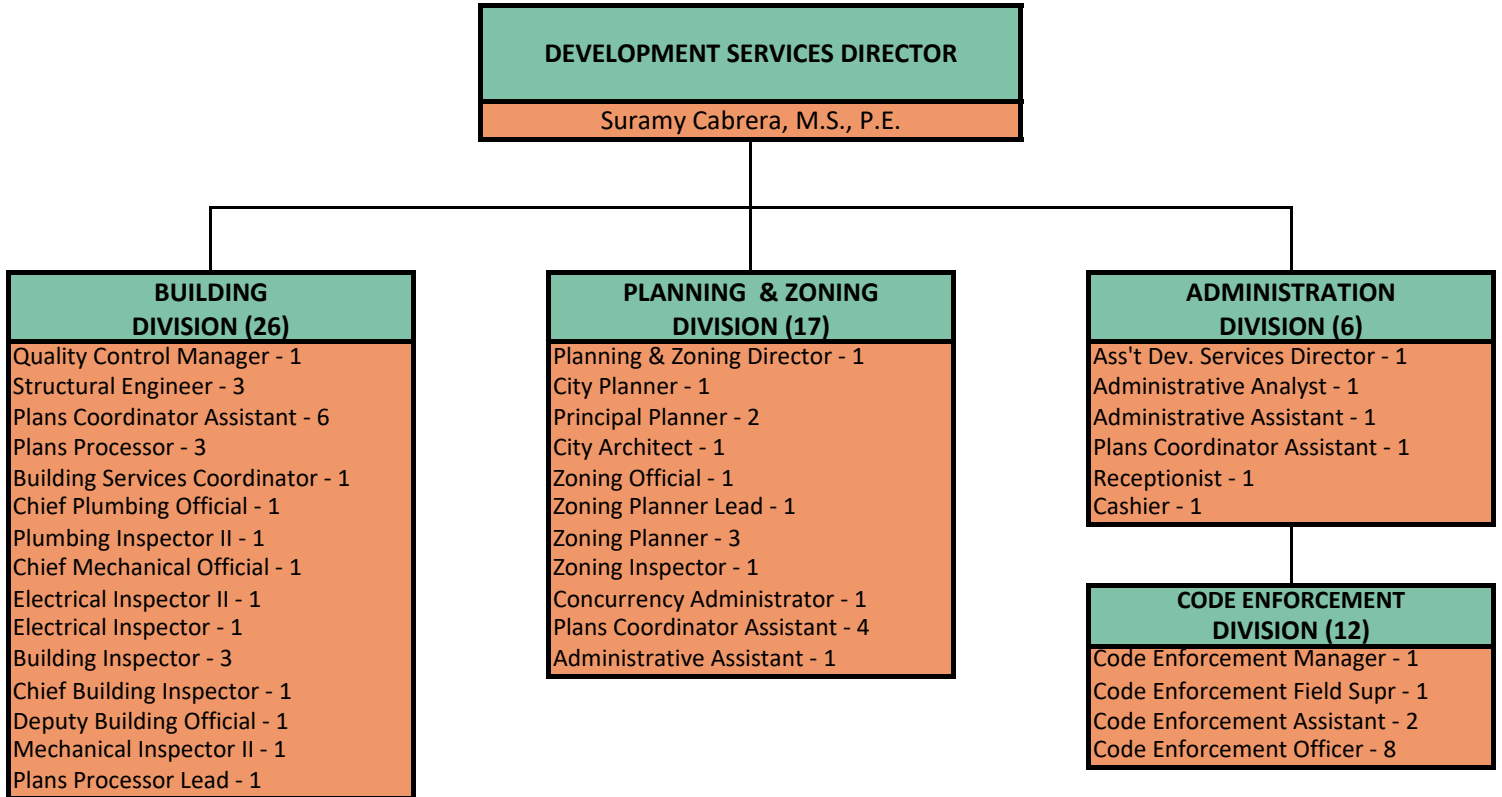


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**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**

DEVELOPMENT SERVICES

ORGANIZATION CHART

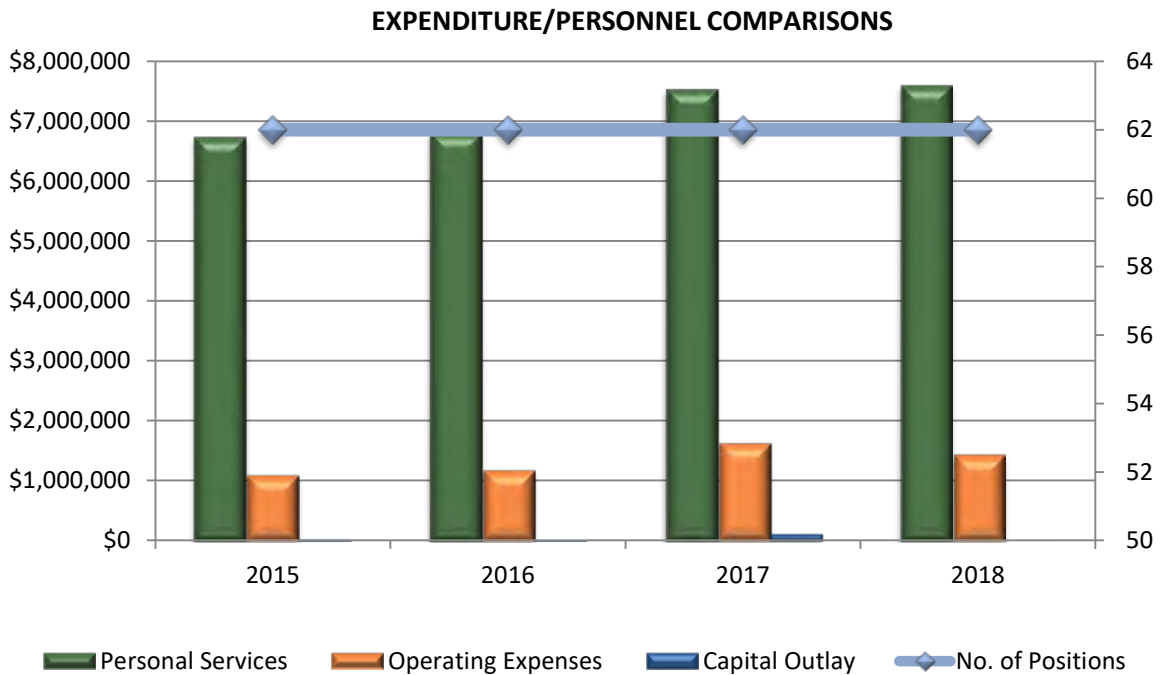


**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



**DEVELOPMENT SERVICES DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2014-2015 ACTUAL</u>	<u>2015-2016 ACTUAL</u>	<u>2016-2017 BUDGET</u>	<u>2017-2018 BUDGET</u>
Salaries & Benefits	6,740,137	6,814,387	7,534,228	7,601,307
Operating Expenses	1,085,057	1,169,059	1,612,591	1,424,671
Capital Outlay	17,671	14,856	90,805	2,705
TOTALS	<u>7,842,865</u>	<u>7,998,302</u>	<u>9,237,624</u>	<u>9,028,683</u>
 No. of Positions	 62	 62	 62	 62



**CITY OF CORAL GABLES, FLORIDA
2017-2018 ADOPTED BUDGET**



FISCAL YEAR 2017 MAJOR ACCOMPLISHMENTS

- ✓ Successfully sought full compliance of the Styrofoam ban in the city after 6 months of education and enforcement of local businesses.
- ✓ Processed and received approval of zoning and land use changes for the North Ponce area after numerous community meetings and public hearings.
- ✓ Continued various permitting assistance program for Economic Development initiatives, streetscape storefront renovation, victim assistance and code enforcement cases.
- ✓ Updated the 10-year-old impact fee ordinance that now includes a new Mobility Impact Fee and the applicability of Park Impact Fee for non-residential uses.



**CITY OF CORAL GABLES, FLORIDA
PERFORMANCE INDICATOR METRICS**

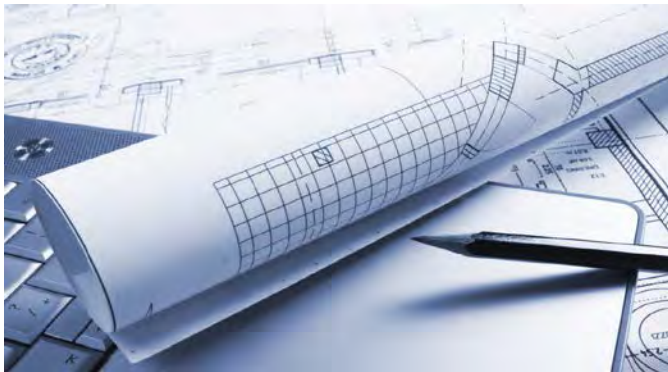


DEVELOPMENT SERVICES

INDICATOR:	FY16			FY17		FY18
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
90 percent of Board of Architects cases approved within two meetings	90%	81%	🟡	90%	86%	90%
90 percent of Certificates of Use processed within five working days	90%	89%	🟡	90%	90%	90%
90 percent of inspections completed on requested date	90%	98%	🟢	90%	96%	90%
90 percent of wait times less than 10 minutes for assistance at Permit Counter	90%	94%	🟢	90%	94%	90%
90 percent of Zoning Verification Letters processed within five working days	90%	78%	🔴	90%	96%	90%
Average Score on Customer Satisfaction Survey of 2.5 or lower (on a scale of 1 to 5 with 1 being the highest score)	75%	81%	🟢	75%	81%	75%
Number of code violations on public rights-of-way corrected	N/A	945	N/A	N/A	2,303	N/A
Number of permits issued	N/A	9,774	N/A	N/A	8,608	N/A

Legend

- 🟢 Target met or exceeded
- 🟡 Target nearly met
- 🔴 Target not met



**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
DEVELOPMENT SERVICES DEPARTMENT
1200 ADMINSTRATIVE DIVISION
515 COMPREHENSIVE PLANNING

PERSONNEL SCHEDULE

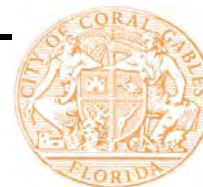
NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018		
				BUDGET	SALARIES		
1129	Development Services Dir/Building Dir	1	1	1	1	\$	148,243
1127	Ass't Dev Serv Dir for Admin & Code Enf	1	1	1	1		144,714
0810	Administrative Analyst	1	1	1	1		54,319
0602	Administrative Assistant	1	1	1	1		57,252
1109	Plans Coordinator Assistant	1	1	1	1		65,760
0060	Receptionist	1	1	1	1		29,338
0061	Cashier	1	1	1	1		34,766
TOTAL		7	7	7	7	\$	534,392

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 515,186	\$ 352,570	\$ 516,356	\$ 534,392
2000	Employee Benefits - See Other Cost Dist.	283,014	302,048	319,771	299,760
3190	Other Professional Services	176,000	206,953	239,247	173,600
4090	Other Transportation Expense	10,800	5,400	10,800	10,800
4410	Rental of Machinery and Equipment	3,405	3,109	4,700	4,700
4420	Public Facilities Cost - See Other Cost Dist.	21,594	23,863	25,880	26,891
4550	General Liability Insurance	18,413	17,925	17,799	29,494
4620	Repair and Maint. of Office Equipment	5	90	500	500
4710	Special Printed Forms	6,580	9,385	9,000	7,000
5100	Office Supplies	1,343	856	3,000	2,000
5400	Membership Dues and Subscriptions	945	1,000	1,000	1,000
5410	Employee Training	2,934	2,729	3,000	2,682
6451	Technology Fee/Equipment	-	4,606	2,000	2,000
TOTAL		\$ 1,040,219	\$ 930,534	\$ 1,153,053	\$ 1,094,819

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
DEVELOPMENT SERVICES DEPARTMENT
1210 BUILDING INSPECTIONS DIVISION
524 PROTECTIVE INSPECTIONS

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
1125	Quality Control Manager	1	1	1	1	\$ 97,898
1114	Structural Engineer	2	2	3	3	359,975
1109	Plans Coordinator Assistant	6	6	6	6	284,759
1108	Plans Processor	3	3	3	3	218,480
1107	Chief Plumbing Official	1	1	1	1	95,531
1106	Plumbing Inspector	1	1	-	-	-
1140	Plumbing Inspector II	-	-	1	1	82,049
1105	Chief Mechanical Official	1	1	1	1	95,531
1132	Building Services Coordinator	1	1	1	1	93,021
1133	Electrical Inspector II	1	1	1	1	84,612
1104	Electrical Inspector	1	1	1	1	64,709
1134	Building Inspector II	1	1	-	-	-
1101	Building Inspector	3	3	3	3	244,857
1100	Chief Building Inspector	1	1	1	1	108,482
1016	Deputy Building Official	1	1	1	1	124,800
3111	Mechanical Inspector	1	1	-	-	-
3117	Mechanical Inspector II	-	-	1	1	82,148
1118	Plans Processor Lead	1	1	1	1	60,627
9006	Part-time Employees	-	-	-	-	135,591
TOTAL		26	26	26	26	\$ 2,233,070

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,952,636	\$ 1,972,012	\$ 2,176,416	\$ 2,233,070
2000	Employee Benefits - See Other Cost Dist.	1,118,785	1,239,053	1,281,314	1,288,126
3190	Other Professional Services	128,555	50,719	61,200	63,400
3191	Private Sector Support - Plans Review/Inspection	-	99,715	150,000	147,000
3192	Expedited Structural Review - Fee Based	-	27,220	1,280	-
4020	Central Garage Motor Pool Rent	107,279	110,850	126,101	118,909
	Replacement:	41,038			
	Oper. & Maint:	77,871			
4090	Other Transportation Expense	5,400	5,400	5,400	5,400
4410	Rental of Machinery and Equipment	12,934	17,502	18,380	18,380
4420	Public Facilities Cost - See Other Cost Dist.	48,582	53,689	58,226	60,501
4550	General Liability Insurance	79,305	74,831	75,024	123,246
4620	Repair and Maint. of Office Equipment	30	-	750	1,000
4710	Special Printed Forms	1,000	1,000	1,000	2,000
4910	Court Costs & Investigative Expense	100	67	100	100
5100	Office Supplies	10,430	9,815	10,182	10,982
5209	Protective Clothing	820	673	1,330	1,080

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
5215	Small Tools & Minor Equipment	202	535	500	500
5400	Membership Dues and Subscriptions	2,814	1,805	2,815	2,160
5410	Employee Training	3,009	1,559	2,795	5,500
6430	Equipment Repair/Replacement	975	511	705	705
6440	Equipment Additions	-	1,689	13,100	-
6450	Office Equipment Replacement	6,792	-	75,000	-
	TOTAL	\$ 3,479,648	\$ 3,668,645	\$ 4,061,618	\$ 4,082,059

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
DEVELOPMENT SERVICES DEPARTMENT
1220 PLANNING & ZONING DIVISION
 515 COMPREHENSIVE PLANNING

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
1205	Planning & Zoning Director	1	1	1	1	\$ 131,196
1203	City Planner	1	1	1	1	107,949
1204	Assistant City Planner	1	1	-	-	-
1209	Principal Planner	1	1	2	2	160,774
8929	City Architect	1	1	1	1	93,554
1123	Zoning Official	1	1	1	1	107,949
1116	Zoning Planner Lead	1	1	1	1	80,387
1117	Zoning Planner	3	2	3	3	195,576
1147	Zoning Technician	-	1	-	-	-
1138	Zoning Inspector	-	1	1	1	48,068
1111	Concurrency Administrator	1	1	1	1	80,208
1109	Plans Coordinator Assistant	4	4	4	4	184,717
1102	Code Enforcement Officer	1	-	-	-	-
0602	Administrative Assistant	1	1	1	1	64,698
TOTAL		17	17	17	17	\$ 1,255,076

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,058,285	\$ 1,048,257	\$ 1,240,530	\$ 1,255,076
1120	Stipend for Board Members	-	10,875	15,000	15,000
2000	Employee Benefits - See Other Cost Dist.	675,125	698,852	766,471	779,403
3190	Other Professional Services	69,295	31,297	282,828	109,566
3193	Other Professional Services - Reimbursable	10,186	22,881	28,155	-
4010	Travel Expense	-	-	500	500
4020	Central Garage Motor Pool Rent	14,648	16,225	17,964	17,128
	Replacement:	7,589			
	Oper. & Maint:	9,539			
4090	Other Transportation Expense	1,356	5,854	8,438	2,700
4410	Rental of Machinery and Equipment	12,872	13,000	15,000	15,000
4420	Public Facilities Cost - See Other Cost Dist.	68,445	75,640	82,033	85,238
4550	General Liability Insurance	46,451	39,076	42,763	69,269
4620	Repair and Maint. of Office Equipment	995	382	1,250	1,250
4710	Special Printed Forms	4,658	5,878	8,000	7,000
4720	Printing & Binding	1,672	207	2,000	2,000
4820	Advertising Expense	2,591	6,502	9,000	9,000
4910	Court Costs & Investigative Expense	-	300	300	300
4990	Other Miscellaneous Expense	2,024	2,899	2,500	1,500
5100	Office Supplies	8,233	7,277	9,000	9,000

EXPENDITURE DETAIL

	2014-2015	2015-2016	2016-2017	2017-2018
	ACTUAL	ACTUAL	BUDGET	BUDGET
5209 Protective Clothing	-	258	-	-
5214 Uniform Allowance	-	1,414	-	-
5400 Membership Dues and Subscriptions	3,352	3,040	4,185	1,185
5410 Employee Training	1,394	3,758	4,000	2,590
6440 Equipment Additions	-	8,050	-	-
6450 Office Equipment Replacement	9,904	-	-	-
TOTAL	\$ 1,991,486	\$ 2,001,922	\$ 2,539,917	\$ 2,382,705

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
DEVELOPMENT SERVICES DEPARTMENT
1230 CODE ENFORCEMENT DIVISION
524 PROTECTIVE INSPECTIONS

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
1128	Code Enforcement Manager	1	1	1	1	\$ 96,982
1126	Code Enforcement Field Supr	1	1	1	1	73,475
1135	Code Enforcement Assistant	2	2	2	2	81,325
1102	Code Enforcement Officer	8	8	8	8	455,593
9999	Holiday Worked Pay	-	-	-	-	3,184
8888	Overtime	-	-	-	-	7,500
TOTAL		12	12	12	12	\$ 718,059

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 699,675	\$ 708,979	\$ 734,653	\$ 718,059
2000	Employee Benefits - See Other Cost Dist.	437,431	492,616	498,717	493,421
3190	Other Professional Services	7,890	11,878	16,000	15,365
3191	Tree and Lawn Service	11,806	8,889	28,000	28,000
3192	Red Light Camera Hearing Expenses	1,300	1,463	6,600	6,600
4020	Central Garage Motor Pool Rent	104,665	105,488	121,196	113,829
	Replacement:	35,178			
	Oper. & Maint:	78,651			
4410	Rental of Machinery and Equipment	4,584	5,350	6,200	6,200
4420	Public Facilities Cost - See Other Cost Dist.	19,128	21,139	22,925	23,821
4550	General Liability Insurance	26,069	24,576	25,273	39,631
4620	Repair and Maint. of Office Equipment	-	-	1,275	1,275
4910	Court Costs & Investigative Expense	3,150	1,289	3,500	3,500
5100	Office Supplies	4,607	4,577	5,600	5,600
5209	Protective Clothing	590	541	700	700
5214	Uniform Allowance	5,000	4,000	6,000	6,000
5215	Small Tools & Minor Equipment	185	287	300	300
5400	Membership Dues and Subscriptions	314	200	200	200
5410	Employee Training	5,118	5,929	5,897	6,599
TOTAL		\$ 1,331,512	\$ 1,397,201	\$ 1,483,036	\$ 1,469,100

**Action Plan Worksheet
2018**

Action Plan Owner: Suramy Cabrera, Development Services Director

Action Plan Name: Institute an Electronic Permitting (e-Permitting) Process

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 4 - 4. Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources.
 - Objective 4.2 - Expand Knowledge-based library across departments and operations by Q1-2017
 - Objective 4.3 - Provide training on process improvement / performance excellence methodologies to all employees by 2019.

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Budget approval for new needs for the implementation of e-permitting software	October 2016	Budget approval includes e-permitting implementation
Analyze system requirement for e-permitting; IT assists in writing the software specification; Procurement prepares the RFP	December 2017	RFP prepared with necessary specifications
Issue RFP	March 2018	RFP mailed to vendors, posted on city web page
Short list respondents that will provide e-permitting and future compatibility with enterprise system	March 2018	Staff committee short list RFP responders
Evaluate short-listed vendors	March 2018	Short listed vendors provide demos loaded on selected computers for evaluation by staff committee
Select vendor	March 2018	Commission votes on a contract awarding the RFP to a selected vendor
Review of processes and procedures	March 2019	Staff maps out and optimizes for automation all processes and procedures
Deploy new software and hardware	March 2019	Vendor and IT install new software and hardware to affected staff members
Set up systems and processes	March 2019	Staff and consultant set up all necessary formatting of systems and procedures

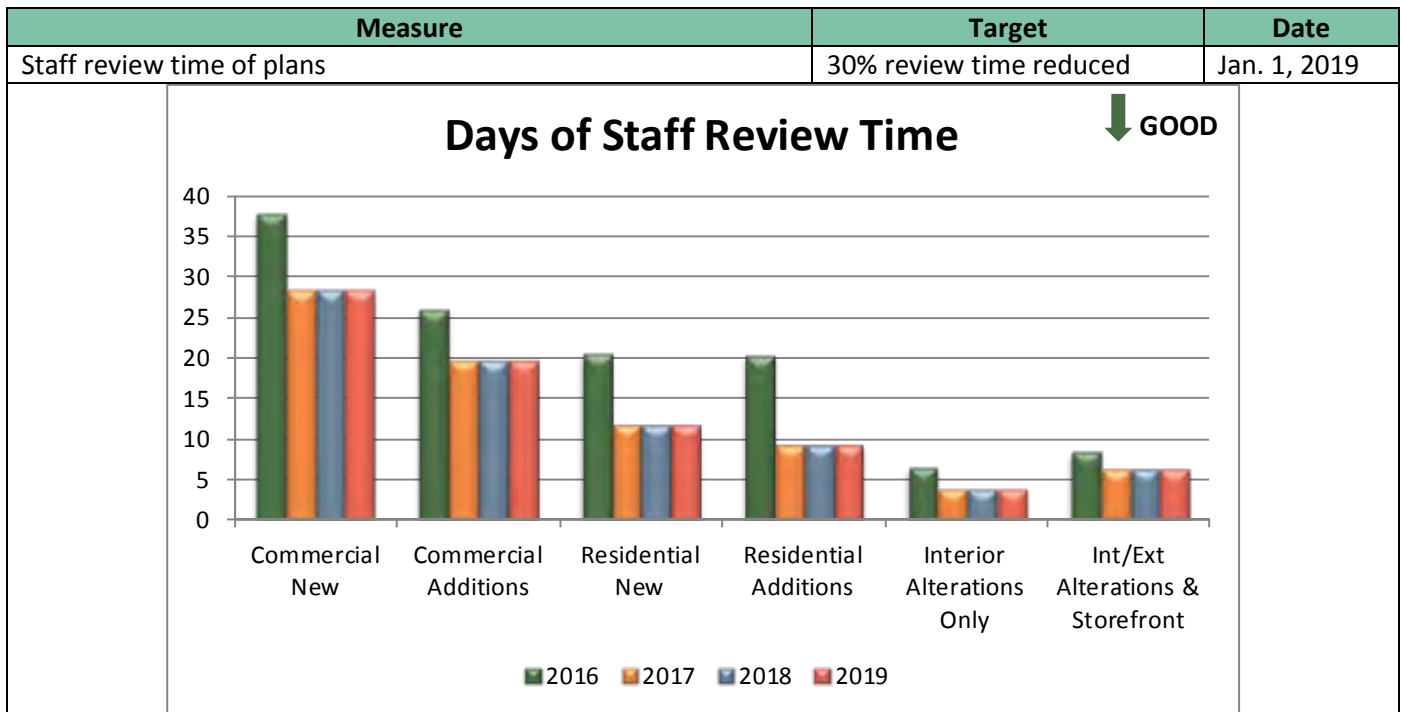
KEY tasks that must be accomplished, deliverables, and measures of success – (Continued)

What must be done	By when	How will it be evident
Staff and stakeholders trained in new system and processes	March 2019	Series of internal and external training on new e-permitting; public outreach on pending e-permitting launch
Testing and troubleshooting of new system	June 2019	Series of testing and reconfiguring of the system between staff and vendor
Full implementation	June 2019	Old system turned off and full deployment of e-permitting

Resource requirements (what do we need to succeed?)

- Software and hardware (est. \$650,000)
- Annual Maintenance (est. \$110,000 over 4 years beginning in FY19)
- Process Consultant (est. \$50,000 beginning in FY19)
- 24 staff hours to document SOPs
- 40 staff hours to upgrade equipment
- Scanning services contract (est. \$20,000 over 4 years)
- Permit fee adjustment as necessary to cover costs

Significant Short- & Longer-term measures of success, targets and / or time horizons



Other Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Misplaced plans	0 plans misplaced	Jan. 1, 2019

Frequency & venue of review

- Bi-monthly meeting with the City Manager and as requested
- Monthly in the office

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Property owners Developers Contractors Designers Permit Runners Vendors Staff	Faster review / better accountability / better tracking of changes / easier cross referencing of changes / overlaying of different plans by trade / easy to make changes /	Possible fee increase Possible reduced opportunities for permit runners Will have to accommodate e-permitting for minor permits Resistance from public that demands personal service as oppose to more automation
Real Estate Agents	Property records searches for surveys, site plans, floor plans, etc.	Privacy concerns

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + Possible reduction of staff due to attrition and retirement Est. \$120,000 per year
- Est. \$650,000 upfront cost
- Est. \$110,000 maintenance cost over 4 years
- Est. \$50,000 process consultant

**Action Plan Worksheet
2018**

Action Plan Owner: Suramy Cabrera, Development Services Director

Action Plan Name: 5.6.1 – Adoption of South Florida’s Preeminent Zoning Code for Coral Gables

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 5 – Preserve, celebrate and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history
 - Objective 5.6 – Implement best practices for urban and landscape design in public places, and sustainable historic aesthetics by 2019
 - Objective 5.8 – Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the City’s brand.

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Propose new needs of \$250,000 in FY16/17 budget for consultant services to update and modernize the Zoning Code	October 2016	New needs approved by the City Commission
Prepare RFP	April 2017	RFP prepared with assistance from Procurement Dept.
Short list of respondents to RFP	June 2017	Staff committee evaluates RFP responses
Select consultant	July 2017	Commission selects a consultant
Evaluate Zoning Code	September 2017	Consultant conducts a comprehensive evaluation of the Zoning Code
Prepare Area Plans and recommend priorities	March 2018	Consultant proposes specific Area Plans for different sections of the city
Conduct public workshops with stakeholders, property owners and interest groups	May 2018	Minutes from workshop
Prepare draft of Zoning Code and Area Plans	November 2018	Reports prepared and circulated, and summation presented to City Manager
Solicit public input	February 2019	Numerous public workshops and meetings held in City Hall and elsewhere as necessary to solicit public input

KEY tasks that must be accomplished, deliverables, and measures of success - Continued

What must be done	By when	How will it be evident
Adopt new Zoning Code and Area Plans	July 2019	New Zoning Code adopted along with Area Plans

Resource requirements (what do we need to succeed?)

- \$250,000 for consultant services

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Instances requiring legal interpretation of the Zoning Code	Less than 1 legal interpretation of the Zoning Code per month	June 2019

Frequency & venue of review

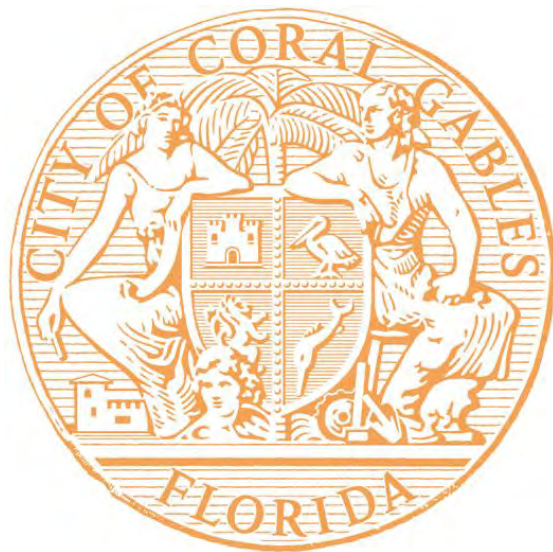
- Monthly in office

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Citizens Property owners Realtors Developers Neighborhood Associations	Ease in understanding and implementing the Zoning Code Better articulation of Area Plans tailored to specific geographic areas	None
Staff Commission	Tangible vision and clearer code implementation	None
City Attorney's Office	Reduced Zoning Code interpretation workload	None

What are the positive and negative financial impacts (costs / benefits and return on investment)?

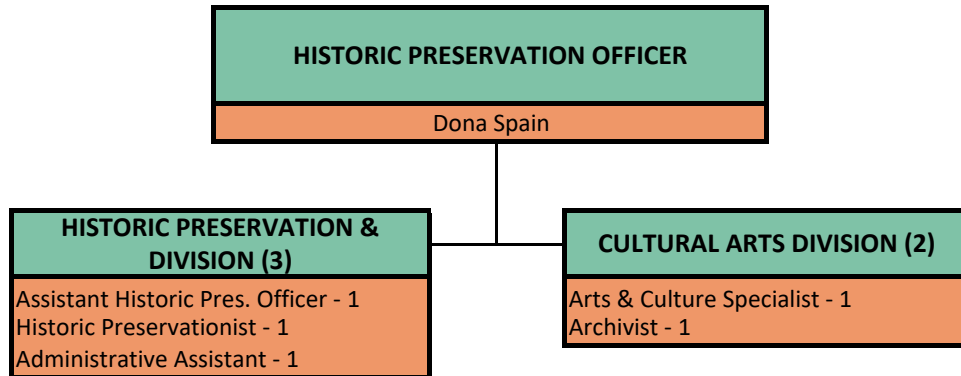
- + None
- Est. \$250,000 consultant services



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**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**

**HISTORICAL RESOURCES & CULTURAL ARTS
ORGANIZATION CHART**

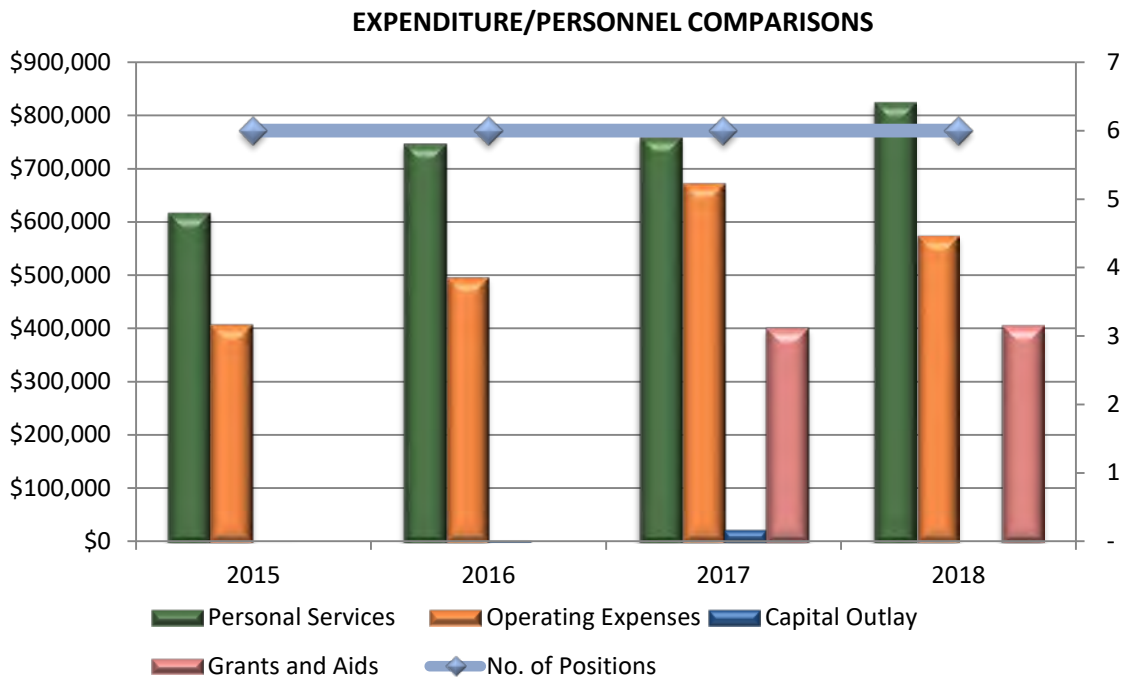


**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



**HISTORICAL RESOURCES & CULTURAL ARTS DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET
Salaries & Benefits	617,088	746,095	759,044	823,825
Operating Expenses	408,429	496,204	672,391	573,937
Capital Outlay	829	1,782	20,000	-
Grants and Aids	-	-	400,000 *	405,250
TOTALS	1,026,346	1,244,081	1,851,435	1,803,012
No. of Positions	6	6	6	6



* The Museum Grant and Cultural Grants were moved to this department for FY17

**CITY OF CORAL GABLES, FLORIDA
2017-2018 ADOPTED BUDGET**



FISCAL YEAR 2017 MAJOR ACCOMPLISHMENTS

- ✓ Hosted a Certified Local Government Historic Preservation Training Workshop for the Florida Department of State Division of Historical Resources at the Biltmore Hotel.
- ✓ Instituted an on-line grant application and process system for the City's long-standing Cultural Grant program and recommended to the City Commission thirty-two grants to regional non-profit organizations presenting cultural programs in Coral Gables.
- ✓ Expanded the reach of the City's public art collection through an on-line interactive map showing locations and providing information about each artwork.
- ✓ Hosted the City's first official Art Basel event in December 2016 celebrating Alice Aycock's Passion/Passiflora incarnation.
- ✓ Collaborated with the Coral Gables Museum on the exhibit "The Life and Art of Denman Fink" in May – September 2017.



**CITY OF CORAL GABLES, FLORIDA
PERFORMANCE INDICATOR METRICS**



HISTORICAL RESOURCES & CULTURAL ARTS

INDICATOR:	FY16			FY17		FY18
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Complete Certified Local Government Annual Report	-	1	●	-	1	1
Review permits for Historic Properties	Pending	1,559	●	N/A	Approx. 1740	N/A
Process and review Special Certificates of Appropriateness	N/A	40	●	N/A	19	N/A
Process and review Standard Certificates of Appropriateness	N/A	140	●	N/A	138	N/A
Process and review Ad Valorem Tax applications for historic properties	4	2	●	2	-	2
Implement local historic designations of individual properties	4	9	●	4	12	10
Implement local historic designations of districts	1	-	●	1	-	1
Process inventory of Valdes-Fauli Coral Gables Archives	Ongoing	85	●	Ongoing	435	Ongoing
Process new donations to the Valdes-Fauli Coral Gables Archives	Ongoing	2	●	Ongoing	8	Ongoing
Increase number of visitors to Coral Gables Merrick House	800	N/A	●	200	N/A	500

Legend

- Target met or exceeded
- Target nearly met
- Target not met



**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
HISTORICAL RESOURCES & CULTURAL ARTS DEPARTMENT
1320 HISTORIC PRESERVATION DIVISION
 573 CULTURAL SERVICES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
2005	Historic Preservation Officer	1	1	1	1	\$ 168,482
2006	Asst Historic Preservation Officer	1	1	1	1	100,345
2007	Historic Preservation Coordinator	1	1	1	1	68,558
0602	Administrative Assistant	1	1	1	1	45,307
TOTAL		4	4	4	4	\$ 382,692

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 241,805	\$ 309,649	\$ 296,952	\$ 382,692
2000	Employee Benefits - See Other Cost Dist.	124,261	190,576	184,260	227,059
3190	Other Professional Services	11,354	32,306	46,600	46,600
4010	Travel Expense	-	-	1,000	1,000
4020	Central Garage Motor Pool Rent	2,625	3,415	3,567	3,486
	Replacement:	2,288			
	Oper. & Maint:	1,198			
4090	Other Transportation Expense	5,400	5,400	5,400	10,800
4410	Rental of Machinery and Equipment	6,438	7,741	8,018	7,018
4420	Public Facilities Cost - See Other Cost Dist.	247,369	273,371	296,476	308,059
4550	General Liability Insurance	9,241	10,829	10,210	21,121
4620	Repair and Maint. of Office Equipment	-	30,000	4,715	800
4720	Printing & Binding	2,878	3,035	10,000	8,500
4803	Pinewood Cemetery Reserve Expenses	225	375	6,088	-
4804	Historic Preservation Reserve Expenses	-	5,740	25,174	-
4805	Art in Public Places - Educ & Outreach	-	-	30,000	-
4820	Advertising Expense	1,750	2,524	3,960	3,960
4990	Other Miscellaneous Expense	1,642	8,730	52,100	20,500
5100	Office Supplies	4,130	4,071	7,885	7,385
5202	Chemicals and Photographic Supplies	-	-	540	-
5400	Membership Dues and Subscriptions	815	904	960	900
5410	Employee Training	50	5,213	5,900	5,500
6430	Equipment Repair/Replacement	-	-	20,000	-
6440	Equipment Additions	-	1,782	-	-
6460	Other Equipment Additions	829	-	-	-
8200	Cultural Grants (Moved to Div 1330)	-	-	175,000	-
TOTAL		\$ 660,812	\$ 895,661	\$ 1,194,805	\$ 1,055,380

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
HISTORICAL RESOURCES & CULTURAL ARTS DEPARTMENT
1330 CULTURAL ARTS DIVISION
 573 CULTURAL SERVICES

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018		
				BUDGET	SALARIES		
0043	Arts & Culture Specialist	1	1	1	1	\$	53,577
2008	Archivist	1	1	1	1	\$	54,502
9006	Part-time Employees	-	-	-	-	\$	31,607
TOTAL		2	2	2	2	\$	139,686

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 168,132	\$ 152,096	\$ 183,054	\$ 139,686
2000	Employee Benefits - See Other Cost Dist.	82,890	93,774	94,778	74,388
3190	Other Professional Services	2,404	7,426	5,707	5,400
4090	Other Transportation Expense	10,800	2,700	5,400	-
4420	Public Facilities Cost - See Other Cost Dist.	75,005	82,889	89,895	93,407
4550	General Liability Insurance	6,323	6,332	6,310	7,709
4720	Printing & Binding	360	-	4,000	4,000
4808	Merrick House Reserve Expenses	12,308	-	26,091	-
4820	Advertising Expense	50	-	750	750
4990	Other Miscellaneous Expense	5,453	1,761	9,400	10,047
5100	Office Supplies	614	776	2,050	2,800
5201	Agricultural Supplies	693	452	985	985
5202	Chemicals and Photographic Supplies	-	-	2,000	2,000
5215	Small Tools & Minor Equipment	-	25	300	300
5400	Membership Dues and Subscriptions	173	189	210	210
5410	Employee Training	329	-	700	700
8200	Cultural Grants (Moved from Div 1320)	-	-	-	180,250
8204	CG Museum Grant (Moved from Div 7000)	-	-	225,000	225,000
TOTAL		\$ 365,534	\$ 348,420	\$ 656,630	\$ 747,632

**Action Plan Worksheet
2018**

Action Plan Owner: Dona Spain, Historical Resources and Cultural Arts Director

Action Plan Name: AP 5.1.1 – Implement a Merrick House Docent Program

Strategic plan alignment:

- Goal 5 - Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.1 - Increase community access and knowledge of cultural sites

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Hire part time Docent Coordinator	June 2016	Position filled
Restoration of Merrick House	December 2017	House re-opens
Prepare PowerPoint presentation to give to groups	December 2017	PowerPoint on website
Increase docent # to 15	October 2019	House open 6 days a week

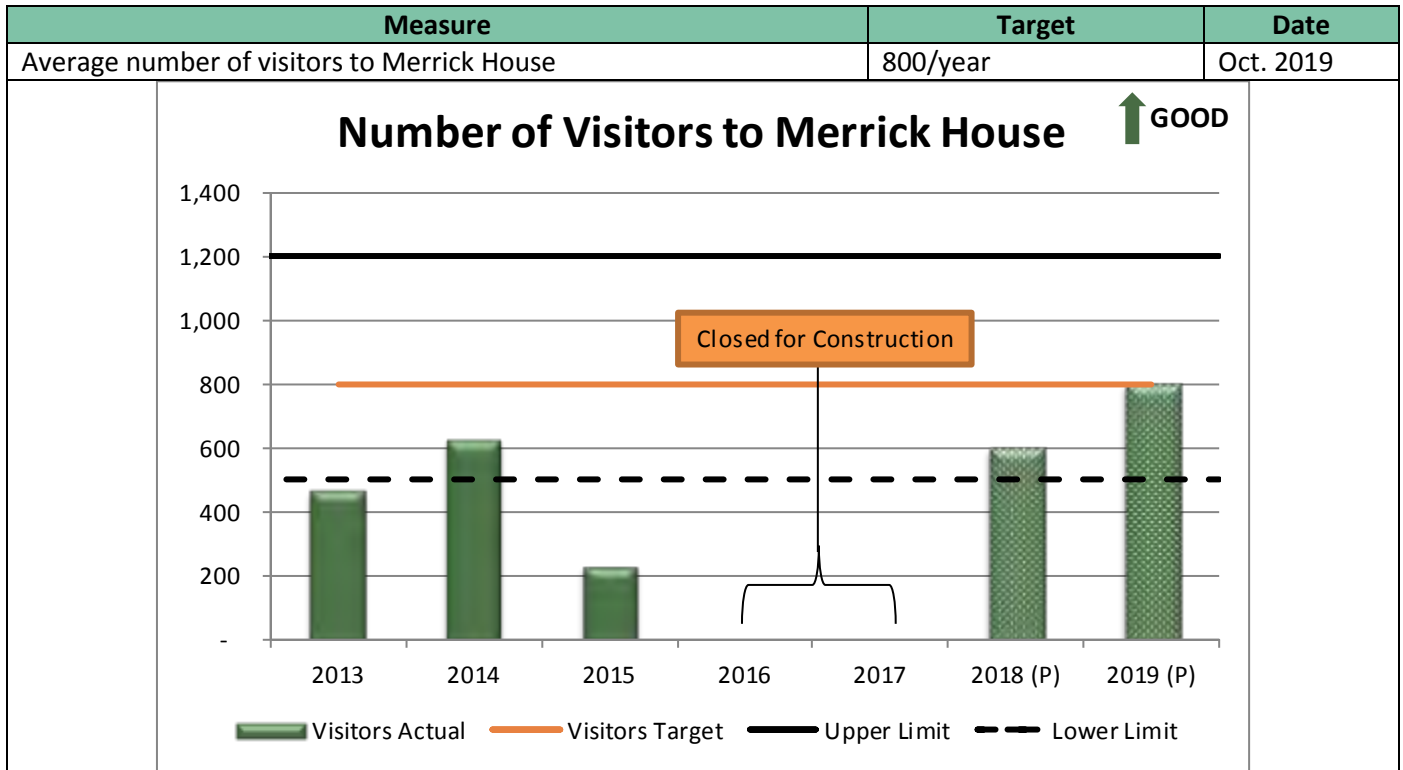
Resource requirements (what do we need to succeed?)

- Docent Coordinator position filled
- \$21,000 annual salary for Part Time Docent Coordinator
- 40 hours of docent staffing per week when fully staffed
- 80 hours to develop and implement docent training program
- 80 hours of PW support to restore the Merrick House

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Number of Docents	15	Oct. 2019
Number of days Merrick House open per week	6	Oct. 2019
Visitor satisfaction with Merrick House access	95%	Oct. 2019
Resident satisfaction with access and knowledge of cultural sites	95%	Oct. 2019

Significant Short- & Longer-term measures of success, targets and / or time horizons



Frequency & venue of review

- Monthly to Merrick House Governing Board
- Quarterly to City Manager via update report

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Public Works	Reduced maintenance hours Potential awards	None
Civic Groups	Increased number of volunteers	No interest
Historic Preservation Board	Increased resident/visitor knowledge / interest in history of city Potential awards	None
Merrick House Governing Board	Ability to once again hold events at the house	None

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + \$1800 increased revenue received from fees for tours of the house
- \$21,000 per year salary of the part time Docent Coordinator.

**Action Plan Worksheet
2018**

Action Plan Owner: Dona Spain, Historical Resources and Cultural Arts Director

Action Plan Name: AP 5.1.2 – Enhance virtual resources of city information (Interactive map of historic sites, scanning of archival newspaper)

Strategic plan alignment:

- Goal - 5. Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.1 - Increase community access and knowledge of historic and cultural sites

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Purchase scanner	March 2016	Scanner delivered to department
Send list of properties to IT	March 2016	Confirmation of receipt of list
Send photos to IT	October 2016	Confirmation of receipt
Map properties	January 2018	Map with photos on city website
Scanning of newspapers	January 2018	Scans of newspapers on website

Resource requirements (what do we need to succeed?)

- \$9,400 for scanner purchase (funding provided by Valdes-Fauli Community Foundation Fund)
- 120 hours of manpower (scanning provided by FIU through the City Clerk’s Office)
- 120 hours of staff time in Historic and IT Department for interactive map project

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
% properties mapped	All historic properties mapped	January 2018 for existing properties
% of Newspapers scanned dating back to 1944	All archived newspapers scanned	January 2018

Frequency & venue of review:

- Quarterly with department staff
- Quarterly with City Manager via update report

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
FIU	Availability of newspapers in on-line library for student purposes	None
City Clerk	Enhanced relationship with FIU	None
Public	Increased knowledge of historic information	None
Property owners	Recognition	None
Historic Preservation Board	Goal accomplishment	None

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + \$9,400 value of scanner added to City property
- None

**Action Plan Worksheet
2018**

Action Plan Owner: Dona Spain, Historical Resources and Cultural Arts Director

Action Plan Name: AP 5.1.3 – Enhance visibility of designated historic locations

Strategic plan alignment:

- Goal 5 - Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.1 -Increase community access and knowledge of cultural sites

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Hire ceramicist for landmark plaques	April 2016	Signed agreement
Approve sample	May 2016	Approval obtained from staff
Order plaques	May 2016	Invoiced
Plaques presented to owners	January 2018	Plaques presented to owners
Plaques installed	January 2018	Plaques installed on buildings
Identification of downtown walking path	August 2017	All locations finalized
Apply for grant for headstone restoration	August 2018	Grant application submitted
Funding obtained for headstone restoration	September 2018	Funding received
Contract for headstone restoration/installation	October 2018	Signed contract
Headstones restored/installed	November 2018	Contract terms satisfied
Create self-guided walking tour	October 2018	Free Brochure available in different languages
Develop framework for Centennial Trail	August 2018	Appointments made by City Commission
Identification of key sites and confirmation of Centennial Trail route	March 2018	Route approved by City Manager
Materials for downtown walking path written and translated	August 2018	Materials available
Completion of landmark plaque language and guided tour information	March 2020	Materials approved by City Manager
Unveiling of Centennial Trail (completed)	April 2025	Ceremony completed

Resource requirements (what do we need to succeed?)

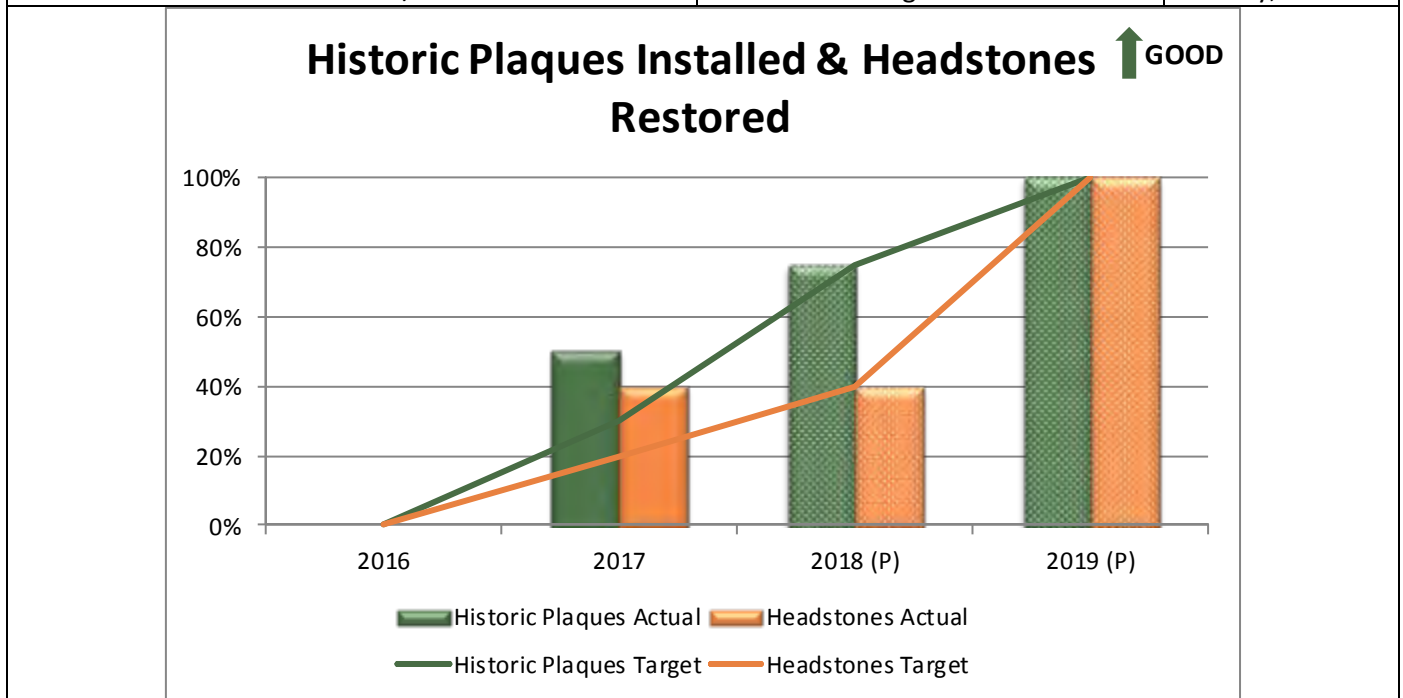
- \$17,500 funding of plaque program (includes hiring of ceramicist and purchase of plaques)
- 40 hours of Staff time to write grant
- 40 hours of Staff time to present plaques to owners
- 800 hours of staff time to serve Centennial Trail Task Force and research information

Resource requirements (what do we need to succeed?) - Continued

- \$40,000 for headstone project (\$20,000 in grants and \$20,000 in matching funds in FY18-19)

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Number of plaques installed	100% of historic buildings have appropriate plaques installed	October, 2019
Number of headstones restored/installed	100% of known graves marked	January, 2019



Frequency & venue of review:

- Monthly at Historic Preservation Board meetings
- Quarterly at Pinewood Cemetery Board meetings
- Quarterly Centennial Trail Task Force meetings
- Quarterly update report to City Manager

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Property owners	Improved recognition and increased satisfaction	None
Historic Preservation Board	Increased satisfaction through task accomplishment	None
Pinewood Cemetery Board	Increased satisfaction through task accomplishment	None
Public	Enhanced awareness of history	None
Centennial Trail Task Force	Community Wide Participation	None

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + \$20,000 grant monies for headstone project (already received)
- \$20,000 for headstone restoration/installation
- \$17,500 to purchase and install plaques
- Add \$20,000 each year for ten years to Capital Improvement Plan

**Action Plan Worksheet
2018**

Action Plan Owner: Dona Spain, Historical Resources and Cultural Arts Director

Action Plan Name: AP 5.2.1 – Increase number and/or funding of community and cultural grants

Strategic plan alignment:

- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.5 - Enhance our position as a premier destination for arts, culture, dining, and shopping
- Goal 5 - Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.2 - Increase the historical and cultural components in City-sponsored programs and the community’s satisfaction with access and the programs

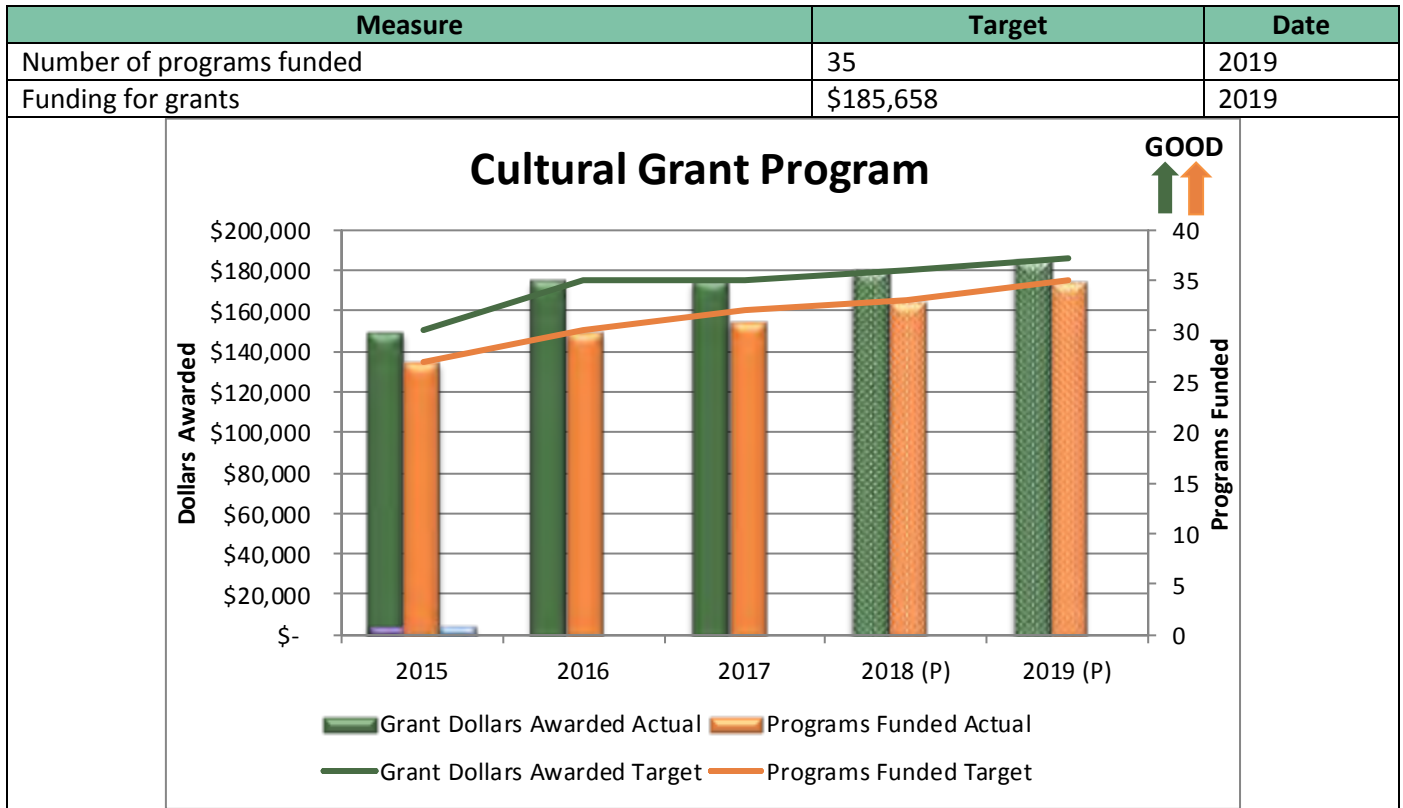
KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Develop and conduct Grant workshop required for applicants	August 2017	Increased scores on grant applications
Increase # of programs sponsored by City to 35	August 2018	City Commission resolution
Increase funding for grants program by \$100,000 to \$185,658	August 2018	Approved in budget

Resource requirements (what do we need to succeed?)

- Increased quality applications to grant program
- Improved grant applications
- \$11,500 for cultural grant management software and support in FY16-17
- \$100,000 increase in funding for grants in FY18-19
- 40 staff hours to develop and implement grant writing workshop
- 20 hours increase per staff/CDB member to review increased number of applications

Short- & Longer-term measures of success, targets and / or time horizons



Frequency & venue of review

- Annual reviews and Monthly Updates at CDB meeting
- Yearly with City Manager at budget meeting

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Grant applicants	Increase in cultural programming	Less money per application
Public	Increase in cultural programming	None
Cultural Development Board	Increase in cultural programming	More review time required

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + None
- Increased funding to grant program by \$100,000 to \$250,000
- Increased funding to support additional staff hours to review increased number of applications

**Action Plan Worksheet
2018**

Action Plan Owner: Dona Spain, Historical Resources and Cultural Arts Director

Action Plan Name: AP 5.4.1 – Secure Special Category & Small Matching grants from State of Florida

Strategic plan alignment:

- Goal - 5. Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.4 - Create and fund ongoing programs to restore and preserve the City's significant historic resources through grants and donations each year that the City is eligible

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Apply and obtain 2 state grants each year of eligibility	October 2017	City Commission approval of match

Resource requirements (what do we need to succeed?)

- Capital Improvement Projects funding for match in FY18-19
- 40 hours of Staff time to write and submit grants

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Special Category Grant approval	One	2018
Small Matching Grant approval	One	2017
Number of funded historic restoration and preservation programs	2 per year	2019
Dollar value of approved grants	\$400,000 per year	2019

Frequency & venue of review –

- Yearly by Historical Resources Staff
- Yearly with City Manager at budget meeting

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Public Works	Restoration of city-owned properties	Additional workload
Procurement	Restoration of city-owned properties	Additional workload
Historic Preservation Board	Accomplishes task	Staff time

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + \$400,000 grant monies received yearly – goal (\$350,000 Special Category Grant from state, \$50,000 Small matching Grant from state)
- \$200,000 C.I.P. funds minimum needed for match

Grant application schedule:

	<u>Special Category Grants</u>	<u>Small Matching Grants</u>
Application Period	May 2 - July 1, 2017	February 29 - April 29, 2017
Reviewed	October 11-12, 2017	July 12-13, 2017
Funding Request	\$50,000 to \$500,000	Up to \$50,000
Grant Period	July 1, 2017 - June 30, 2019	July 1, 2017 - June 30, 2019

**Action Plan Worksheet
2018**

Action Plan Owner: Dona Spain, Historical Resources and Cultural Arts Director

Action Plan Name: AP 5.7.1 – Increase display of art in public places

Strategic plan alignment:

- Goal 5 - Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.7 - Acquire/design and construct significant art for permanent display in public places
- Also supports Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.5 - Enhance our position as a premier destination for arts, culture, dining, and shopping

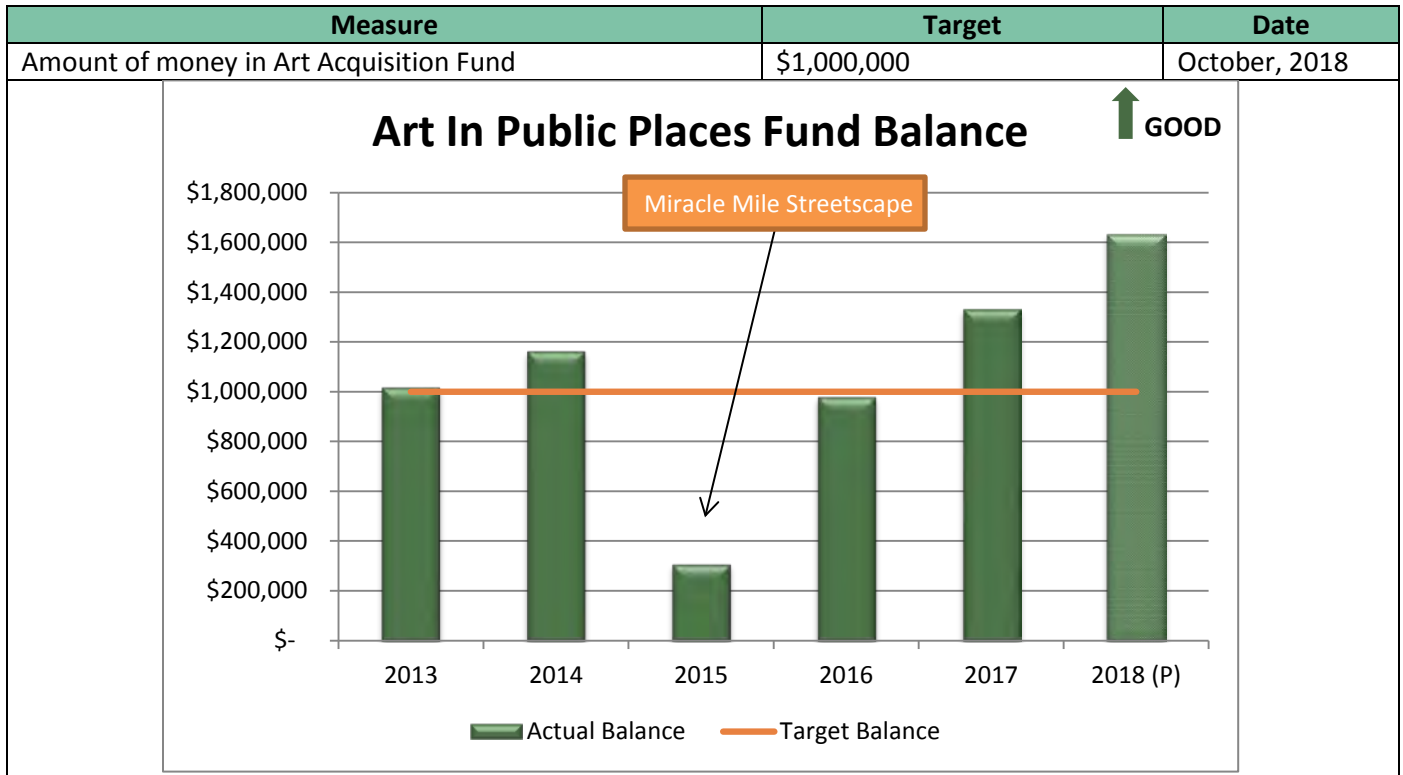
KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Identify potential locations for city-owned art	October 2017	Map generated
Identify desired public art acquisition	4 months prior to each project installation plan	Public art and resources required for installation identified
Art Acquisition Fund monies collected from developers	Prior to issuance of building permit	Funds available to acquire art pieces
Request for Proposal issued for public art opportunity	4 months prior to project review	Public art proposals submitted
Review by Arts Advisory Panel and Cultural Development Board	6 months to 1 year prior to project approval	Board recommendation submitted to City Commission
Review by City Commission	6 months to 1 year prior to project installation	City Commission approval obtained
Art piece fabricated and/or acquired	4 months prior to each project installation	Art piece fabricated/purchased
Install significant pieces of art	1 per year starting in 2017	Art installed

Resource requirements (what do we need to succeed?)

- \$1,000,000 total for 3-years to acquire and install art
- Three City-owned parcels of land suitable for art installation
- 120 staff hours from Public Works to prepare each site; or \$100,000 to hire outside contractor for each site
- 200 minimum staff hours for research, planning, and project management for each site

Significant Short- & Longer-term measures of success, targets and / or time horizons



Other Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
# of locations secured to install art pieces	1 per year by 2019	October, 2019
# of pieces of art installed in city	1 every 3 years	October, 2019

Frequency & venue of review:

- Monthly by Arts Advisory Panel and Cultural Development Board
- As needed with City Manager
- Biannual report to the City Manager and/or City Commission

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Public Works	Staff engagement and pride in enhanced City position	Labor hours expended in support of this project are not available for other work. Increased requirement for ongoing maintenance of art installation sites. Purchase of plants costly
Residents / tax payers	Enhanced environment	None

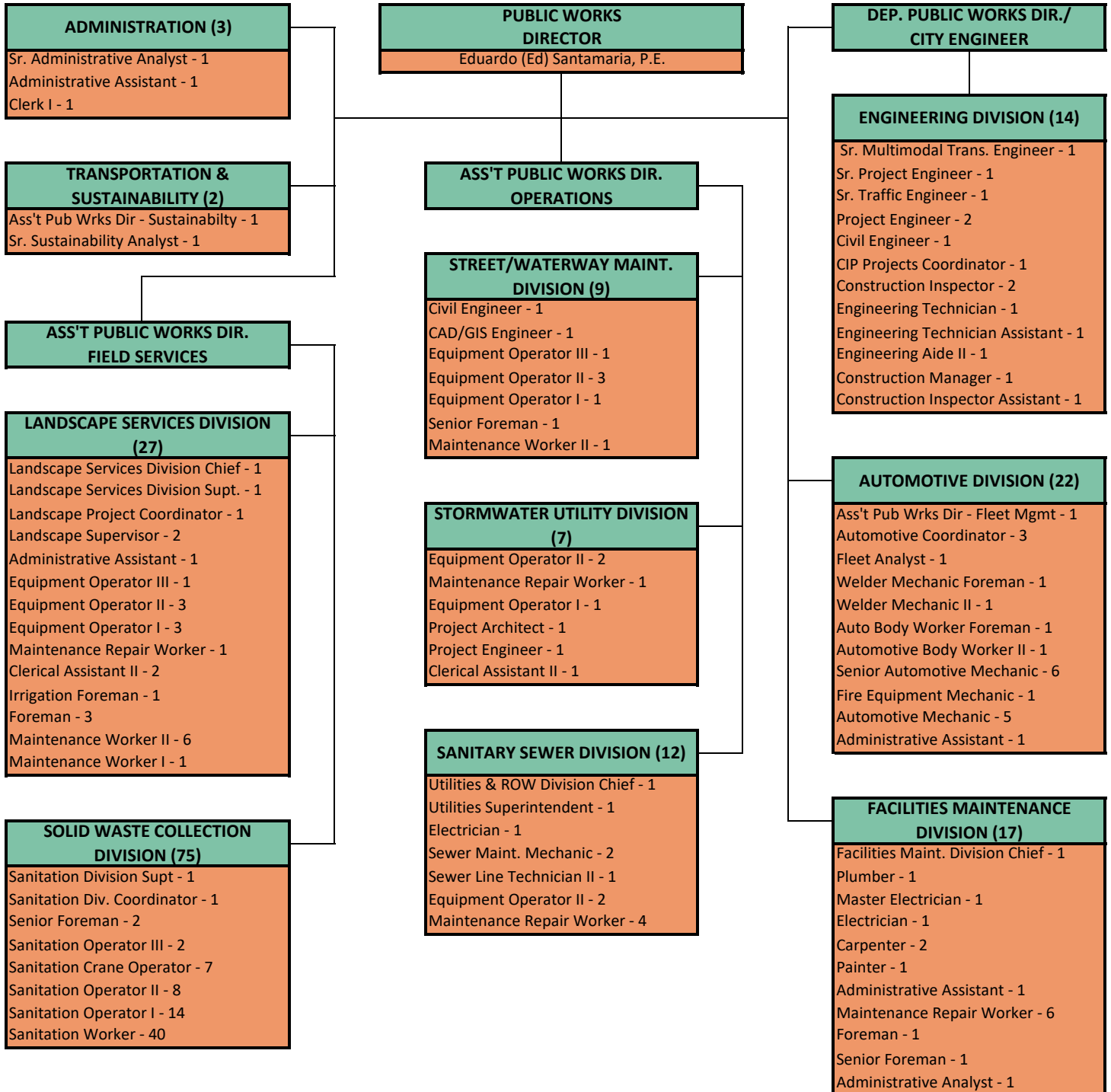
What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + \$1,000,000 received from developers, not tax payers
- \$100,000 per site needed for site preparation and landscaping
- Funds needed annually for subsequent site maintenance – assessment needed to determine amount

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**

PUBLIC WORKS

ORGANIZATION CHART



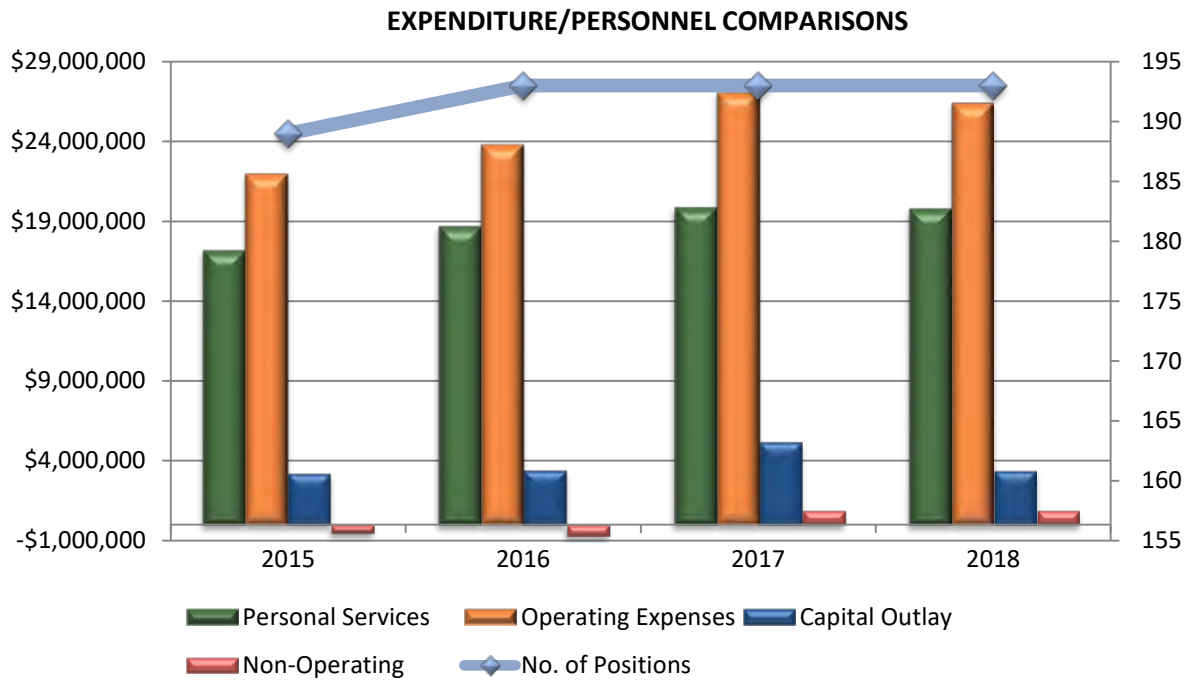
**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



**PUBLIC WORKS DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2014-2015 ACTUAL</u>	<u>2015-2016 ACTUAL</u>	<u>2016-2017 BUDGET</u>	<u>2017-2018 BUDGET</u>
Salaries & Benefits	17,203,255	18,716,270	19,887,033	19,816,961
Operating Expenses	22,018,314	23,841,903	27,101,120	26,431,984
Capital Outlay	3,183,263	3,391,228	5,140,626	3,344,014
Non-Operating	<u>(517,626)</u>	<u>(696,022)</u>	<u>836,424</u>	<u>842,511</u>
TOTALS	<u>41,887,206</u>	<u>45,253,379</u>	<u>52,965,203</u>	<u>50,435,470</u>

No. of Positions	189	193	193	193
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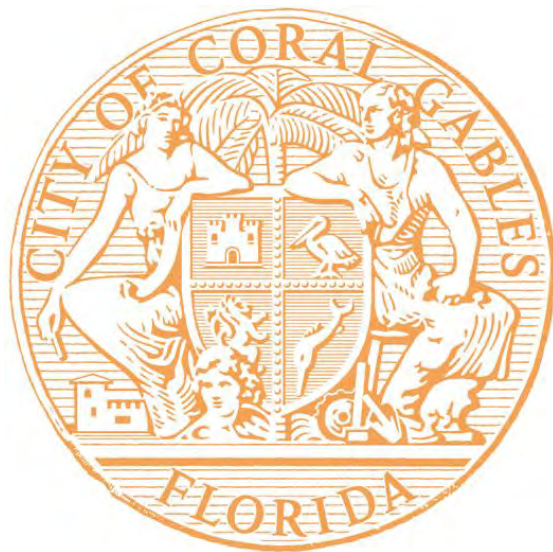




FISCAL YEAR 2017 MAJOR ACCOMPLISHMENTS

- ✓ Completed the citywide tree succession project to replace dead, sick, and missing trees with new ones. The project resulted in the planting of 3,000 trees adding species diversity and further beautifying our City for decades to come.
- ✓ Partnered to develop and hold two events where household electronics were collected for recycling. In total, over 51,300 pounds of electronic waste was diverted from the landfill and recycled. At the second of the events, a new component was added and almost 7,000 pounds of household hazardous waste was collected for safe and environmentally friendly disposal.
- ✓ Reduced sanitary sewer pump station flow rates in seven basins by an aggregate of 72%. The reduced flows mean less wear and tear on our infrastructure, significant reduction in our wastewater bills from Miami Dade Water and Sewer, and in one of the basin, the lifting of a moratorium on new construction.





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CITY OF CORAL GABLES, FLORIDA
PERFORMANCE INDICATOR METRICS



PUBLIC WORKS

INDICATOR:	FY16			FY17		FY18
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
% of all classes of equipment and vehicles available and ready for use within the operational requirements outlined in the Equipment Availability Codes (EAC)	95%	94%		95%	94%	95%
% of GovQA customer requests completed within 15 days	-	-	-	95%	95%	95%
Number of permits issued	600	556		700	705	800
Number of plan reviews completed	450	1,360		2,000	2,129	2,100
Work orders processed	5,200			2,400		
% of inspections conducted within 24 hours of request	95%	100%		95%	100%	95%
Number of trees trimmed	5,000	4,350		5,900	5,996	6,000
Number of trees planted	2,000	2,229		2,000	2,564	125
Miles of complete street sweeping	6,900	6,100		6,900	7,123	6,900
% of canals inspected and cleaned requests completed within 2 days	-	-	-	95%	100%	95%
% of graffiti removal requests completed within 2 days	-	-	-	95%	100%	95%
% of street potholes repaired within 2 days	-	-	-	95%	100%	95%
Tons of recycling	2,200	2,139		2,200	2,011	2,200
% of garbage collection on the scheduled day	100%	98%		100%	99.92%	100%
% of trash collection on the scheduled day	100%	99%		100%	99.92%	100%
% of recycling collection on the scheduled day	100%	99%		100%	99.87%	100%
Reduce City's electricity use 15% below 2013 levels by 2019	-	-	-	-5%	-2.9%	-7%
Reduce City's water use 8% below 2013 levels by 2019 in City buildings, parks, and irrigation	-	-	-	-3%	3.6%	-5%
% of smart irrigation installed of Citywide systems	-	-	-	7%	7%	7%
Total miles of dedicated bicycle facilities provided	-	-	-	1	0	5
Total miles of pedestrian facilities (new sidewalks, extensions, replacements)	-	-	-	2	2.59	2
Total miles of crosswalk and intersection improvements	-	-	-	6	7.52	7
Linear feet of new curb ramps installed along City streets	-	-	-	1,300	1,457	1,400
Number of pedestrian-vehicle and bicycle-vehicle crashes	-	-	-	53	56	47
Number of pedestrian-vehicle and bicycle-vehicle fatality crashes	-	-	-	0	0	0
Sewer back-up request (response & assessment within 4 hours)	95%	100%		95%	100%	95%
Sewer gravity lines request (response & assessment within 4 hours)	95%	100%		95%	100%	95%
Storm sewer system request (response & assessment within 24 hours)	95%	100%		95%	100%	95%

Legend

- Target met or exceeded
- Target nearly met
- Target not met



**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
1500 CENTRAL ADMINISTRATIVE DIVISION
539 OTHER PHYSICAL ENVIRONMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
1025	Public Works Director	1	1	1	1	\$ 166,799
1026	Ass't Pub Wrks Dir - Operations	1	1	1	1	124,875
0633	Ass't Pub Wrks Dir - Field Services	-	1	1	1	136,750
0809	Sr. Administrative Analyst	-	-	-	1	80,823
1029	Office Manager	1	1	1	-	-
0602	Administrative Assistant	-	1	1	1	40,494
0012	Clerical Assistant II	1	-	-	-	-
0105	Clerk I	-	1	1	1	43,182
0060	Receptionist	1	-	-	-	-
TOTAL		5	6	6	6	\$ 592,923

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 595,373	\$ 313,813	\$ 599,785	\$ 592,923
2000	Employee Benefits - See Other Cost Dist.	366,311	298,560	362,437	354,918
2610	Employee Awards	86	-	300	300
3190	Other Professional Services	99,841	52,371	50,195	1,000
4010	Travel Expense	-	1,238	-	-
4020	Central Garage Motor Pool Rent	3,322	3,780	4,142	3,966
	Replacement:	1,905			
	Oper. & Maint:	2,061			
4090	Other Transportation Expense	16,200	6,675	5,400	12,600
4410	Rental of Machinery and Equipment	11,477	12,258	15,800	12,200
4420	Public Facilities Cost - See Other Cost Dist.	21,784	19,218	20,843	21,657
4550	General Liability Insurance	27,163	19,476	20,675	32,724
4620	Repair and Maint. of Office Equipment	-	180	200	200
4630	Repair/Maint. of Machinery & Equipment	-	1,055	50	300
4710	Special Printed Forms	529	599	600	600
4720	Printing & Binding	246	-	500	250
4990	Other Miscellaneous Expense	780	524	700	700
5100	Office Supplies	8,573	8,876	8,000	8,000
5203	Drugs and Medical Supplies	-	-	50	50
5215	Small Tools & Minor Equipment	-	546	400	400
5400	Membership Dues and Subscriptions	779	-	700	700
5410	Employee Training	1,567	300	1,500	2,000
9010	Intradepartmental Credits	(517,626)	(361,022)	(364,396)	(365,921)
TOTAL		\$ 636,405	\$ 378,447	\$ 727,881	\$ 679,567

**Public Works Administrative Services
Distributed to Utilities**

Div. Code/Account	%	Amount
Storm Water - 1535-31-70	10%	\$ 104,549
Sanitary Sewer - 1540-31-70	25%	261,372
	35%	\$ 365,921

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
1505 TRANSPORTATION & SUSTAINABILITY
 541 OTHER PHYSICAL ENVIRONMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS			2017-2018	
		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	BUDGET	SALARIES
1036	Ass't Pub Wrks Dir - Sustainability	1	1	1	1	\$ 139,277
0811	Sr. Sustainability Analyst	1	1	1	1	73,096
TOTAL		2	2	2	2	\$ 212,373

EXPENDITURE DETAIL

		EXPENDITURE DETAIL			2017-2018
		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	BUDGET
1000	Salaries	\$ -	\$ 219,256	\$ 210,584	\$ 212,373
2000	Employee Benefits - See Other Cost Dist.	-	125,642	123,421	126,008
3190	Other Professional Services	-	-	-	20,000
4090	Other Transportation Expense	-	4,950	5,400	5,400
4410	Rental of Machinery and Equipment	-	360	3,500	3,584
4420	Public Facilities Cost - See Other Cost Dist.	-	4,856	5,266	5,472
4550	General Liability Insurance	-	7,174	7,259	11,721
4720	Printing & Binding	-	185	2,000	2,000
4990	Other Miscellaneous Expense	-	2,456	4,125	4,125
5206	Food for Human Consumption	-	208	1,500	1,500
5400	Membership Dues and Subscriptions	-	185	2,000	2,000
5410	Employee Training	-	3,676	8,000	3,000
TOTAL		\$ -	\$ 368,948	\$ 373,055	\$ 397,183

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
1510 ENGINEERING DIVISION
 539 OTHER PHYSICAL ENVIRONMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET SALARIES	
1040	Dep. Pub Wrks Dir/City Engineer	-	-	1	1	\$ 148,243
0067	Asst Public Works Dir/City Engineer	1	1	-	-	-
1032	City Engineer	1	1	-	-	-
1038	Sr. Multimodal Transportation Engineer	-	-	1	1	97,898
1039	Sr. Traffic Engineer	-	-	1	1	97,898
1035	Sr Project Engineer	1	1	1	1	105,967
1015	Project Engineer	1	1	1	2	187,716
1017	Civil Engineer	3	3	2	1	65,349
1012	Construction Inspector	2	2	2	2	118,133
1005	CIP Projects Coordinator	-	1	1	1	47,530
1004	Engineering Technician	1	1	1	1	69,304
1003	Engineering Technician Assistant	1	1	1	1	59,877
1002	Engineering Aide II	1	1	1	1	54,310
1000	Sr. Construction Manager	-	-	-	1	80,463
1013	Construction Manager	2	2	2	1	82,492
1014	Construction Inspector Assistant	1	1	1	1	49,673
9003	Part-time Employees	-	-	-	-	177,202
8888	Overtime	-	-	-	-	15,000
TOTAL		15	16	16	16	\$ 1,457,055

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,056,017	\$ 1,199,772	\$ 1,311,200	\$ 1,457,055
2000	Employee Benefits - See Other Cost Dist.	595,265	765,058	788,014	820,330
3110	Engineering & Architect Services	-	-	422,250	164,162
3190	Other Professional Services	49,184	54,336	55,750	168,378
4020	Central Garage Motor Pool Rent	97,654	96,702	111,902	104,798
	Replacement:	29,685			
	Oper. & Maint:	75,113			
4090	Other Transportation Expense	-	5,400	5,400	5,400
4410	Rental of Machinery and Equipment	309	857	2,000	2,500
4420	Public Facilities Cost - See Other Cost Dist.	46,608	51,508	55,860	58,043
4550	General Liability Insurance	40,686	43,853	45,199	80,417
4630	Repair/Maint. of Machinery & Equipment	-	-	500	500
4710	Special Printed Forms	1,254	813	1,200	1,200
4720	Printing & Binding	713	147	1,000	1,000
4990	Other Miscellaneous Expense	881	614	1,000	1,000
5100	Office Supplies	5,624	5,675	6,000	6,000
5208	Household & Institutional Supplies	81	-	500	500
5209	Protective Clothing	1,190	633	500	1,000

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
5211	Building Materials and Supplies	426	399	500	500
5213	Purchase/Rental - Employee Uniforms	2,974	1,034	1,500	1,500
5215	Small Tools & Minor Equipment	593	300	1,617	1,117
5400	Membership Dues and Subscriptions	742	222	1,620	1,620
5410	Employee Training	1,057	2,412	750	1,350
6450	Office Equipment Replacement	-	-	500	500
	TOTAL	\$ 1,901,258	\$ 2,229,735	\$ 2,814,762	\$ 2,878,870

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



530 PUBLIC FACILITIES FUND
PUBLIC WORKS DEPARTMENT
1520 MAINTENANCE DIVISION
590 INTERNAL SERVICES

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

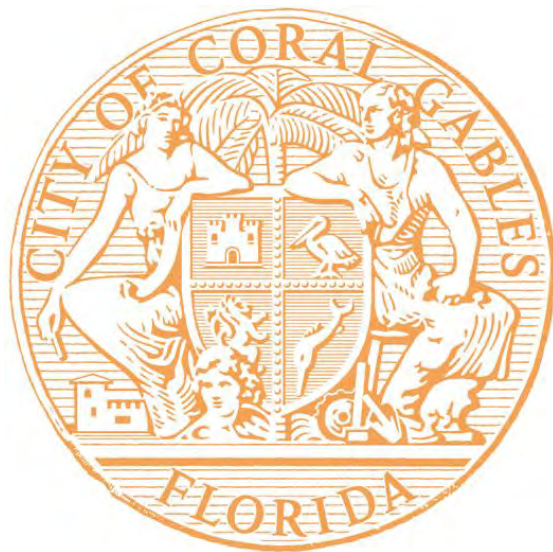
CLASS. NO.	CLASSIFICATION TITLE	2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
3125	Maintenance Supv	1	-	-	-	\$ -
1033	Facilities Maintenance Division Chief	1	1	1	1	90,013
3114	Plumber	1	1	1	1	46,094
3110	Master Electrician	1	1	1	1	76,389
3109	Electrician	1	1	1	1	62,823
3106	Carpenter	1	2	2	2	106,702
3112	Painter	-	1	1	1	38,727
0602	Administrative Assistant	-	1	1	1	54,089
3101	Maintenance Repair Worker	5	6	6	6	245,788
3010	Foreman	-	1	1	1	55,526
3011	Senior Foreman	1	1	1	1	64,583
0810	Administrative Analyst	1	1	1	1	54,112
0016	City Dispatcher	1	-	-	-	-
9419	Part-time Employees	-	-	-	-	114,504
8888	Overtime	-	-	-	-	26,243
TOTAL		14	17	17	17	\$ 1,035,593

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 855,939	\$ 910,133	\$ 1,029,129	\$ 1,035,593
2000	Employee Benefits - See Other Cost Dist.	633,479	717,481	702,958	659,114
3190	Other Professional Services	10,282	5,364	13,000	10,500
4040	Central Garage Miscellaneous Charges	-	-	1,000	1,000
4410	Rental of Machinery and Equipment	2,539	3,039	3,000	3,200
4550	General Liability Insurance	35,285	36,116	35,475	57,156
4613	Repair/Maint. - Miracle Theater	2,936	-	50,000	50,000
4630	Repair/Maint. of Machinery & Equipment	113	975	200	1,000
4990	Other Miscellaneous Expense	2,773	1,060	5,300	4,000
5100	Office Supplies	1,933	2,018	2,200	2,000
5202	Chemicals and Photographic Supplies	1,116	-	1,000	1,000
5203	Drugs and Medical Supplies	-	-	200	200
5209	Protective Clothing	4,167	2,416	2,200	2,500
5211	Building Materials and Supplies	1,205	2,961	1,500	3,000
5213	Purchase/Rental - Employee Uniforms	5,155	3,563	5,000	5,000
5215	Small Tools & Minor Equipment	2,739	1,615	6,000	6,000
5217	Operating Equipment Repair Parts	-	-	500	500

EXPENDITURE DETAIL

	2014-2015	2015-2016	2016-2017	2017-2018
	ACTUAL	ACTUAL	BUDGET	BUDGET
5218 Installed Building Equipt. Repair Parts	3,546	155	-	-
5400 Membership Dues and Subscriptions	659	428	785	785
5401 Software Subscriptions & Maintenance	-	-	4,400	4,400
5410 Employee Training	880	2,180	800	2,000
TOTAL	\$ 1,564,746	\$ 1,689,504	\$ 1,864,647	\$ 1,848,948



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**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



530 PUBLIC FACILITIES FUND
PUBLIC WORKS DEPARTMENT
2000 FACILITIES DIVISION
 590 INTERNAL SERVICES

EXPENDITURE DETAIL

	2014-2015	2015-2016	2016-2017	2017-2018
	ACTUAL	ACTUAL	BUDGET	BUDGET
3190 Other Professional Services	\$ 116,134	\$ 492,328	\$ -	\$ -
3410 Laundry & Sanitation Services	18,804	13,393	21,965	21,965
3420 Custodial & Janitorial Services	429,629	627,194	1,270,825	1,200,000
4310 Electric Utility Service	1,683,573	1,670,038	1,940,863	2,040,271
4330 Heating & Cooking Fuel	16,392	14,330	17,640	17,640
4350 Water & Sewer Utility Service	609,932	682,387	663,780	780,000
4410 Rental of Machinery and Equipment	4,468	3,272	5,000	5,000
4610 Repair/Maint. of Bldgs & Improvements	1,355,308	1,312,528	1,292,511	1,261,000
4630 Repair/Maint. of Machinery & Equipment	-	-	1,000	1,000
5211 Building Materials and Supplies	75,613	104,771	335,000	322,000
5218 Installed Building Equipt. Repair Parts	58,788	103,805	62,400	75,400
6430 Equipment Repair/Replacement	6,050	-	22,000	22,000
6435 Fire Hydrant Replacements	51,681	27,933	40,000	40,000
TOTAL	\$ 4,426,372	\$ 5,051,979	\$ 5,672,984	\$ 5,786,276

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



400 STORMWATER UTILITY SERVICE FUND
PUBLIC WORKS DEPARTMENT
1535 STORMWATER MGMT UTILITY DIVISION
 538 FLOOD CONTROL

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
3203	Equipment Operator II	2	2	2	2	\$ 118,614
3101	Maintenance Repair Worker	1	1	1	1	49,494
3201	Equipment Operator I	1	1	1	1	35,288
1030	Project Architect	1	1	1	1	84,636
1015	Project Engineer	1	1	1	1	95,588
1005	CIP Projects Coordinator	1	-	-	-	-
0012	Clerical Assistant II	1	1	1	1	38,061
9006	Part-time Employees	-	-	-	-	41,200
8888	Overtime	-	-	-	-	30,000
TOTAL		8	7	7	7	\$ 492,881

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 462,238	\$ 484,676	\$ 496,423	\$ 492,881
2000	Employee Benefits - See Other Cost Dist.	364,001	393,898	348,457	299,970
3110	Engineering & Architect Services	51,960	-	205,058	110,000
3170	Mgmt & Staff Interdept'l Charge	563,813	413,494	409,113	409,549
3190	Other Professional Services	25,523	-	106,537	50,000
3200	Accounting & Auditing Services	47,823	48,262	50,000	50,000
4020	Central Garage Motor Pool Rent	128,498	138,646	128,386	128,749
	Replacement:	60,500			
	Oper. & Maint:	68,249			
4370	Waste Disposal Service	3,480	1,909	5,258	7,000
4420	Public Facilities Cost - See Other Cost Dist.	30,163	33,334	36,151	37,563
4550	General Liability Insurance	19,163	18,376	17,112	27,203
4610	Repair/Maint. of Bldgs & Improvements	67,272	198,459	223,223	213,995
4630	Repair/Maint. of Machinery & Equipment	16	-	500	500
4940	Taxes & License Fees Paid	7,240	7,564	10,000	10,000
4990	Other Miscellaneous Expense	2,572	3,988	4,600	4,600
5100	Office Supplies	725	572	1,000	1,000
5202	Chemicals and Photographic Supplies	999	4,242	4,242	4,500
5204	Cleaning & Janitorial Supplies	-	-	-	200
5207	Motor Fuel and Lubricants	-	-	500	200
5209	Protective Clothing	1,611	1,820	3,000	2,000
5211	Building Materials and Supplies	-	2,839	4,000	3,000

EXPENDITURE DETAIL

	2014-2015	2015-2016	2016-2017	2017-2018
	ACTUAL	ACTUAL	BUDGET	BUDGET
5213 Purchase/Rental - Employee Uniforms	1,736	971	3,119	2,200
5215 Small Tools & Minor Equipment	517	642	3,000	2,500
5217 Operating Equipment Repair Parts	-	-	1,000	500
5400 Membership Dues and Subscriptions	829	1,789	1,000	1,800
5410 Employee Training	235	1,295	1,000	1,300
9901 Return on Investment	-	-	310,875	251,600
TOTAL	\$ 1,780,414	\$ 1,756,776	\$ 2,373,554	\$ 2,112,810

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



410 SANITARY SEWER SYSTEM FUND
PUBLIC WORKS DEPARTMENT
1540 SANITARY SEWER DIVISION
535 SEWER SERVICES

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET SALARIES	
3122	Utilities & ROW Division Chief	1	1	1	1	\$ 110,645
3124	Utilities Superintendent	-	-	1	1	73,975
3011	Senior Foreman	1	1	-	-	-
3109	Electrician	1	1	1	1	72,745
3118	Sewer Maintenance Mechanic	2	2	2	2	118,317
3121	Sewer Line Technician II	1	1	1	1	40,807
3203	Equipment Operator II	2	2	2	2	106,429
3101	Maintenance Repair Worker	3	3	4	4	154,985
9008	Part-time Employees	-	-	-	-	43,415
8888	Overtime	-	-	-	-	76,000
TOTAL		11	11	12	12	\$ 797,318

EXPENDITURE DETAIL

		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET
1000	Salaries	\$ 661,101	\$ 644,592	\$ 771,450	\$ 797,318
2000	Employee Benefits - See Other Cost Dist.	483,051	525,909	520,794	495,731
3110	Engineering & Architect Services	19,816	18,500	30,000	30,000
3170	Mgmt & Staff Interdept'l Charge	943,813	937,528	945,283	946,372
3190	Other Professional Services	16,104	15,321	60,148	40,000
3200	Accounting & Auditing Services	59,034	62,016	67,000	67,000
4010	Travel Expense	-	1,042	1,500	1,500
4020	Central Garage Motor Pool Rent	264,199	288,578	321,233	305,602
	Replacement:	129,503			
	Oper. & Maint:	176,099			
4350	Water & Sewer Utility Service	-	-	435	1,735
4370	Waste Disposal Service	3,107,653	4,177,753	3,731,563	3,818,217
4410	Rental of Machinery and Equipment	-	-	2,000	2,000
4420	Public Facilities Cost - See Other Cost Dist.	300,377	331,952	360,006	374,072
4550	General Liability Insurance	27,787	26,887	26,593	44,005
4610	Repair/Maint. of Bldgs & Improvements	3,928	9,329	15,000	15,000
4630	Repair/Maint. of Machinery & Equipment	13,317	11,158	35,267	28,000
4720	Printing & Binding	1,500	-	1,500	1,500
4940	Taxes & License Fees Paid	608	595	4,000	4,000
4990	Other Miscellaneous Expense	15,941	17,335	16,000	17,500
5100	Office Supplies	905	1,960	1,200	1,200

EXPENDITURE DETAIL

	2014-2015	2015-2016	2016-2017	2017-2018
	ACTUAL	ACTUAL	BUDGET	BUDGET
5202 Chemicals and Photographic Supplies	17,391	17,315	20,000	20,000
5204 Cleaning & Janitorial Supplies	467	-	1,000	1,000
5207 Motor Fuel and Lubricants	4,452	2,114	5,500	5,500
5209 Protective Clothing	1,710	4,239	6,300	6,000
5211 Building Materials and Supplies	8,301	6,424	13,000	13,000
5213 Purchase/Rental - Employee Uniforms	5,389	2,003	3,300	3,300
5215 Small Tools & Minor Equipment	7,094	4,765	7,500	7,500
5216 Motor Equipment Repair Parts	-	-	5,000	4,000
5217 Operating Equipment Repair Parts	30,217	42,681	81,000	80,000
5218 Installed Building Equipt. Repair Parts	2,019	-	6,000	6,000
5400 Membership Dues and Subscriptions	353	481	425	425
5410 Employee Training	2,716	8,122	4,500	3,000
5415 Employee Workplace Improvements	-	-	-	-
7200 Debt Service - Interest	91,234	-	-	-
9901 Return on Investment	-	-	889,945	956,832
9902 Principal Paid - Reduce Loan Balance	-	(335,000)	-	-
TOTAL	\$ 6,090,477	\$ 6,823,599	\$ 7,954,442	\$ 8,097,309

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
1550 R.O.W. ENFORCEMENT & MAINT DIVISION
 541 ROAD & STREET MAINTENANCE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
1017	Civil Engineer	1	1	1	1	\$ 95,587
1018	CAD/GIS Engineer	1	1	1	1	74,836
3205	Equipment Operator III	1	1	1	1	48,234
3203	Equipment Operator II	3	3	3	3	140,579
3201	Equipment Operator I	1	1	1	1	35,775
3011	Senior Foreman	1	1	1	1	59,149
3005	Maintenance Worker II	2	2	1	1	29,390
8888	Overtime	-	-	-	-	17,000
TOTAL		10	10	9	9	\$ 500,550

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 367,548	\$ 487,834	\$ 540,234	\$ 500,550
2000	Employee Benefits - See Other Cost Dist.	295,164	418,216	406,552	370,816
4020	Central Garage Motor Pool Rent	449,997	489,324	572,313	537,204
	Replacement:	215,942			
	Oper. & Maint:	321,262			
4040	Central Garage Miscellaneous Charges	-	-	2,100	1,000
4370	Waste Disposal Service	733	1,386	7,900	7,000
4420	Public Facilities Cost - See Other Cost Dist.	1,359,864	1,502,808	1,597,796	1,660,219
4550	General Liability Insurance	13,693	19,114	18,623	27,626
4610	Repair/Maint. of Bldgs & Improvements	11,652	24,045	27,085	25,000
4630	Repair/Maint. of Machinery & Equipment	760	-	1,000	1,000
4710	Special Printed Forms	-	-	500	300
4720	Printing & Binding	-	-	700	300
5100	Office Supplies	992	858	1,000	1,000
5202	Chemicals and Photographic Supplies	-	1,527	1,000	1,500
5207	Motor Fuel and Lubricants	-	-	400	400
5209	Protective Clothing	2,180	2,427	3,000	3,000
5211	Building Materials and Supplies	17,044	12,120	34,685	28,000
5213	Purchase/Rental - Employee Uniforms	4,456	2,150	4,000	4,000
5215	Small Tools & Minor Equipment	1,071	153	3,348	2,000
5216	Motor Equipment Repair Parts	168	-	2,500	2,500
5217	Operating Equipment Repair Parts	-	1,242	2,000	2,000
5218	Installed Building Equip. Repair Parts	-	775	2,000	1,562
5219	Other Repair & Maintenance Supplies	656	85	1,500	1,500
TOTAL		\$ 2,525,978	\$ 2,964,064	\$ 3,230,236	\$ 3,178,477

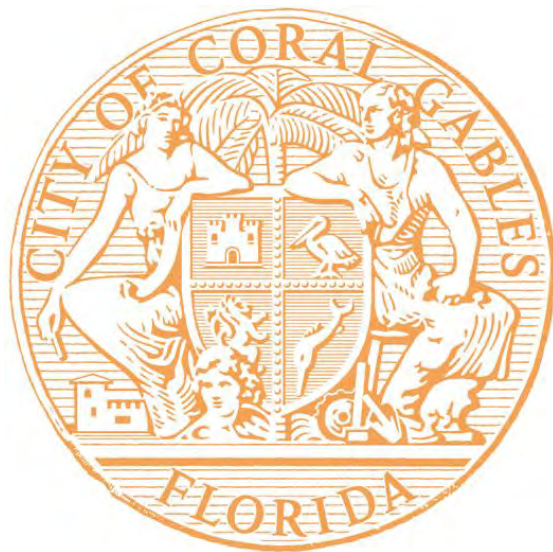
**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



350 ROADWAY IMPROVEMENT CAPITAL PROJECT FUND
PUBLIC WORKS DEPARTMENT
1552 ROADWAY IMPROVEMENT ADMIN DIVISION
 541 ROAD & STREET MAINTENANCE

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 159,076	\$ 1,156	\$ -	\$ -
2000	Employee Benefits - See Other Cost Dist.	108,129	1,989	-	-
4550	General Liability Insurance	5,404	-	-	-
4990	Other Miscellaneous Expense	1,136	1,402	-	-
5100	Office Supplies	815	-	-	-
5209	Protective Clothing	75	-	-	-
TOTAL		\$ 274,635	\$ 4,547	\$ -	\$ -



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**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
PUBLIC SERVICES DEPARTMENT
6120 SOLID WASTE COLLECTION
534 GARBAGE & SOLID WASTE DISPOSAL

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
2115	Sanitation Division Supt	1	1	1	1	\$ 80,558
2107	Sanitation Division Coordinator	1	1	1	1	72,702
3011	Senior Foreman	2	2	2	2	142,766
3205	Equipment Operator III	1	-	-	-	-
2106	Sanitation Operator III	2	2	2	2	108,568
2112	Sanitation Crane Operator	5	6	7	7	373,906
2105	Sanitation Operator II	8	8	8	8	404,376
2104	Sanitation Operator I	14	14	14	14	695,578
2101	Sanitation Worker	41	41	40	40	1,535,887
8888	Overtime	-	-	-	-	25,000
9999	Holiday Pay	-	-	-	-	120,000
TOTAL		75	75	75	75	\$ 3,559,341

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 2,890,568	\$ 3,292,614	\$ 3,572,427	\$ 3,559,341
2000	Employee Benefits - See Other Cost Dist.	2,538,089	3,157,146	3,078,848	3,027,848
3190	Other Professional Services	228,933	13,846	3,940	3,940
4020	Central Garage Motor Pool Rent	1,723,782	1,733,146	1,993,215	1,871,280
	Replacement:	571,667			
	Oper. & Maint:	1,299,613			
4370	Waste Disposal Service	1,845,025	2,086,571	2,057,371	2,106,371
4420	Public Facilities Cost - See Other Cost Dist.	23,046	25,469	27,621	28,701
4550	General Liability Insurance	114,453	121,113	123,146	196,447
4630	Repair/Maint. of Machinery & Equipment	100	381	500	500
5100	Office Supplies	665	1,033	1,035	1,035
5204	Cleaning & Janitorial Supplies	-	222	400	400
5208	Household & Institutional Supplies	6,674	4,168	8,000	3,000
5209	Protective Clothing	10,658	20,863	20,000	20,000
5211	Building Materials and Supplies	13,398	12,418	31,000	14,356
5213	Purchase/Rental - Employee Uniforms	25,169	24,106	26,376	27,376
5215	Small Tools & Minor Equipment	25,773	28,016	31,000	21,000
5217	Operating Equipment Repair Parts	590	-	7,615	7,615
5400	Membership Dues and Subscriptions	298	-	900	900
TOTAL		\$ 9,447,221	\$ 10,521,112	\$ 10,983,394	\$ 10,890,110

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
PUBLIC SERVICES DEPARTMENT
6130 LANDSCAPE SERVICES
539 OTHER PHYSICAL ENVIRONMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
2015	Landscape Services Division Chief	1	1	1	1	\$ 124,560
3014	Landscape Project Coordinator	-	-	1	1	86,568
2012	Landscape Services Division Supt.	1	1	1	1	85,346
3013	Landscape Supervisor	-	1	2	2	135,137
3011	Senior Foreman	1	-	-	-	-
3012	Landscape Foreman	1	1	-	-	-
0602	Administrative Assistant	1	1	1	1	64,177
3205	Equipment Operator III	1	1	1	1	44,624
3203	Equipment Operator II	3	3	3	3	163,508
3201	Equipment Operator I	3	3	3	3	138,053
3101	Maintenance Repair Worker	1	1	1	1	51,716
0012	Clerical Assistant II	2	2	2	2	107,561
3009	Irrigation Foreman	1	1	1	1	56,999
3010	Foreman	3	3	3	3	173,430
3005	Maintenance Worker II	6	6	6	6	201,798
3004	Maintenance Worker I	1	1	1	1	26,666
2003	Spray Service Worker	1	1	-	-	-
9005	Part-time Employees	-	-	-	-	38,995
8888	Overtime	-	-	-	-	52,000
TOTAL		27	27	27	27	\$ 1,551,138

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,393,371	\$ 1,279,591	\$ 1,521,582	\$ 1,551,138
2000	Employee Benefits - See Other Cost Dist.	1,043,690	1,114,383	1,110,426	1,131,193
3190	Other Professional Services	1,251,482	1,407,997	1,954,810	1,800,559
3196	Million Orchid Project	-	-	30,000	30,000
4020	Central Garage Motor Pool Rent	492,259	522,556	588,023	556,911
	Replacement:	213,691			
	Oper. & Maint:	343,220			
4090	Other Transportation Expense	2,700	2,700	5,400	2,700
4350	Water & Sewer Utility Service	2,666	1,556	3,500	3,500
4410	Rental of Machinery and Equipment	5,274	5,639	6,051	4,051
4420	Public Facilities Cost - See Other Cost Dist.	631,608	670,405	756,992	786,567
4550	General Liability Insurance	54,518	51,837	51,228	85,609
4610	Repair/Maint. of Bldgs & Improvements	-	-	22,480	-
4620	Repair and Maint. of Office Equipment	39	-	200	200
4630	Repair/Maint. of Machinery & Equipment	399	-	500	500
4990	Other Miscellaneous Expense	1,342	1,261	1,350	4,050
5100	Office Supplies	1,996	4,276	4,800	4,800

EXPENDITURE DETAIL

	2014-2015	2015-2016	2016-2017	2017-2018
	ACTUAL	ACTUAL	BUDGET	BUDGET
5201 Agricultural Supplies	141,142	181,346	196,418	142,914
5204 Cleaning & Janitorial Supplies	210	1,081	1,000	1,000
5208 Household & Institutional Supplies	4,979	859	3,700	3,700
5209 Protective Clothing	3,340	2,144	4,500	4,500
5211 Building Materials and Supplies	23,181	20,414	29,750	29,750
5213 Purchase/Rental - Employee Uniforms	11,159	8,528	9,355	9,355
5215 Small Tools & Minor Equipment	19,938	15,176	26,700	15,000
5400 Membership Dues and Subscriptions	735	515	2,220	1,445
5410 Employee Training	1,408	518	700	1,500
TOTAL	\$ 5,087,436	\$ 5,292,782	\$ 6,331,685	\$ 6,170,942

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



520 MOTOR POOL FUND
AUTOMOTIVE DEPARTMENT
4700 AUTOMOTIVE DIVISION
590 INTERNAL SERVICES

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
4020	Asst Public Works Dir for Fleet Mgmt	1	1	1	1	\$ 131,196
4018	Automotive Coordinator	3	3	3	3	213,701
4017	Fleet Analyst	1	1	1	1	48,543
4016	Welder Mechanic Foreman	1	1	1	1	45,624
4015	Welder Mechanic II	1	1	1	1	44,899
4012	Auto Body Worker Foreman	1	1	1	1	65,982
4011	Automotive Body Worker II	1	1	1	1	58,705
4007	Senior Automotive Mechanic	6	6	6	6	355,673
4008	Fire Equipment Mechanic	1	1	1	1	78,228
4006	Automotive Mechanic	5	5	5	5	252,169
0602	Administrative Assistant	1	1	1	1	46,604
4001	Automotive Mechanic - PT	-	-	-	-	69,836
8888	Overtime	-	-	-	-	15,000
TOTAL		22	22	22	22	\$ 1,426,160

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,416,551	\$ 1,356,941	\$ 1,433,197	\$ 1,426,160
2000	Employee Benefits - See Other Cost Dist.	918,294	1,007,610	959,115	905,701
3190	Other Professional Services	-	-	1,000	1,000
4090	Other Transportation Expense	5,400	5,400	5,400	5,400
4370	Waste Disposal Service	18,546	7,084	9,000	9,000
4410	Rental of Machinery and Equipment	5,967	8,819	14,255	4,255
4450	Lease Equipment	62,700	68,200	79,200	80,000
4550	General Liability Insurance	50,877	49,630	49,404	78,712
4620	Repair and Maint. of Office Equipment	-	307	500	500
4630	Repair/Maint. of Machinery & Equipment	4,487	10,954	12,100	7,100
4691	Commercial Garages	139,538	163,032	139,000	139,000
4710	Special Printed Forms	472	183	1,200	1,200
4940	Taxes & License Fees Paid	18,423	18,371	15,000	15,000
4990	Other Miscellaneous Expense	4,748	4,381	4,000	4,000
5100	Office Supplies	5,507	6,359	7,000	7,000
5207	Motor Fuel and Lubricants	1,185,699	912,337	1,686,761	1,295,131
5208	Household & Institutional Supplies	-	-	500	500
5209	Protective Clothing	2,875	1,478	4,000	4,000

EXPENDITURE DETAIL

	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>	<u>2017-2018</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5213 Purchase/Rental - Employee Uniforms	9,063	7,448	6,000	6,000
5214 Uniform Allowance	-	-	500	500
5215 Small Tools & Minor Equipment	3,920	8,035	15,700	15,700
5216 Motor Equipment Repair Parts	1,082,589	1,129,938	1,060,000	1,050,000
5219 Other Repair & Maintenance Supplies	9,462	9,205	8,000	8,000
5220 Motor Oil and Other Lubricants	28,485	28,961	37,000	37,000
5400 Membership Dues and Subscriptions	1,528	1,048	2,020	2,020
5410 Employee Training	7,143	2,870	10,585	10,585
6300 Improvements Other Than Buildings	-	22,471	337,529	-
6410 Motor Equipment Replacements in Fleet	3,108,859	3,322,694	3,858,448	3,265,614
6430 Equipment Repair/Replacement	13,800	-	330,200	15,100
6440 Equipment Additions	-	17,760	551,149	-
6450 Office Equipment Replacement	-	370	800	800
6470 Other Equipment Replacements	2,873	-	-	-
7260 Capital Leases - Interest	44,458	-	-	-
TOTAL	<u>\$ 8,152,264</u>	<u>\$ 8,171,886</u>	<u>\$ 10,638,563</u>	<u>\$ 8,394,978</u>

**Action Plan Worksheet
2018**

Action Plan Owner: Eduardo Santamaria, Public Works Director

Action Plan Name: 5.3.1 – Neighborhood Enhancement Program

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.1 – Attain world-class performance levels in overall community satisfaction with City services by 2019
 - Objective 1.2 – Attain world-class performance levels in public safety by 2019
 - Objective 1.3 – Improve mobility throughout the City
 - Objective 1.5 – Enhance our position as a premier destination for arts, culture, dining, and shopping
- Goal 5 – Preserve, celebrate and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history
 - Objective 5.3 – Enhance the pedestrian experience, safety, and connectivity in the City through improved lighting, crosswalks, sidewalks, and way finding
- Goal 6 – Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
 - Objective 6.6 – Increase mobility options to the community

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Receive approval of sidewalk and lighting plan from commission	January 2017	Commission approval
Advertise bike RFQ	March 2016	RFP issued
Apply for TAP funding for sidewalk program	March 2016	Funding request submitted
Develop community forms	March 2016	Meeting minutes
Write Lighting RFP	March 2016	RFP approved
Issue Lighting RFP	June 2017	RFP issued
Conduct Community meetings for transportation plan	May 2016	Meeting minutes
Recruit for retiring Construction Manager position	June 2017	Position advertised

KEY tasks that must be accomplished, deliverables, and measures of success – (Continued)

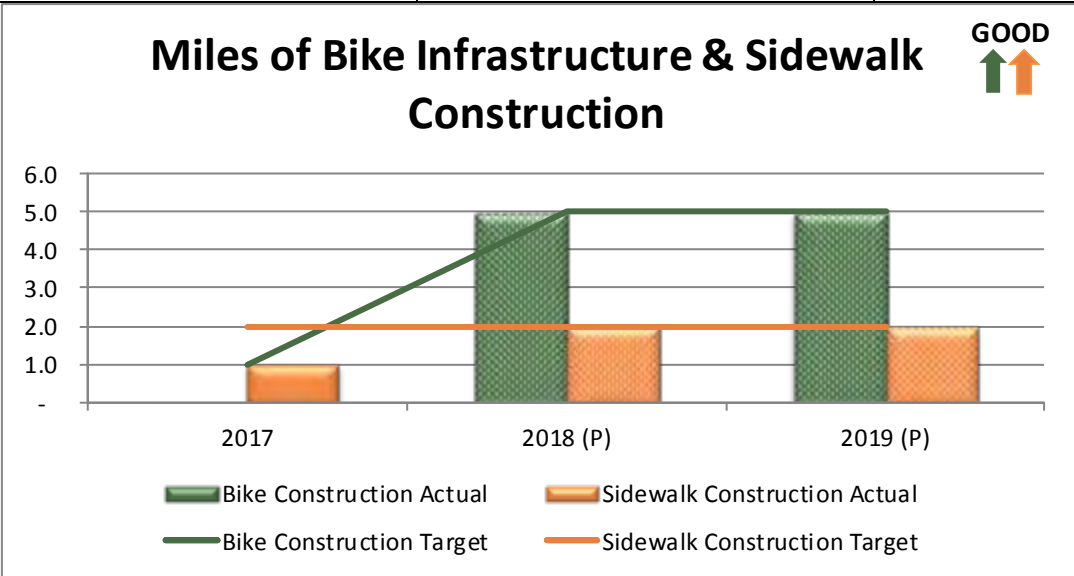
What must be done	By when	How will it be evident
Award bike RFQ	March 2017	Contract issued
Conduct Community meetings	June 2017	Meeting minutes
Engage members of the bike community	June 2017	Meeting minutes
Hire replacement for retiring Construction Manager position	June 2017	Position filled
Appropriate funds for sidewalks	October 2016	Funds are budgeted
Appropriate funds for lighting	October 2016	Funds are budgeted
Appropriate funds for crosswalks	October 2016	Funds are budgeted
Purchase signs for crosswalks	March 2017	Signs available
Complete Transportation Plan	November 2017	Plan approved by City Manager
Develop bike plans	November 2017	Plan approved by City Manager
Recruit and hire construction manager (or contractor)	October 2017	Position filled, or contract awarded
Advertise Bike Construction Contract	April 2018	Contract announced
Convert 583 streetlights to LED	December 2017	Project completion report
Install crosswalk signage	December 2017	Project completion report
Implement traffic calming plans - 1 per year	October 2019	Project completion report
Build 6 miles of new sidewalks	December 2019	Project completion report
Construct 11 miles of bike routes	December 2019	Project completion report
Install new neighborhood lighting	December 2019	Project completion report

Resource requirements (what do we need to succeed?)

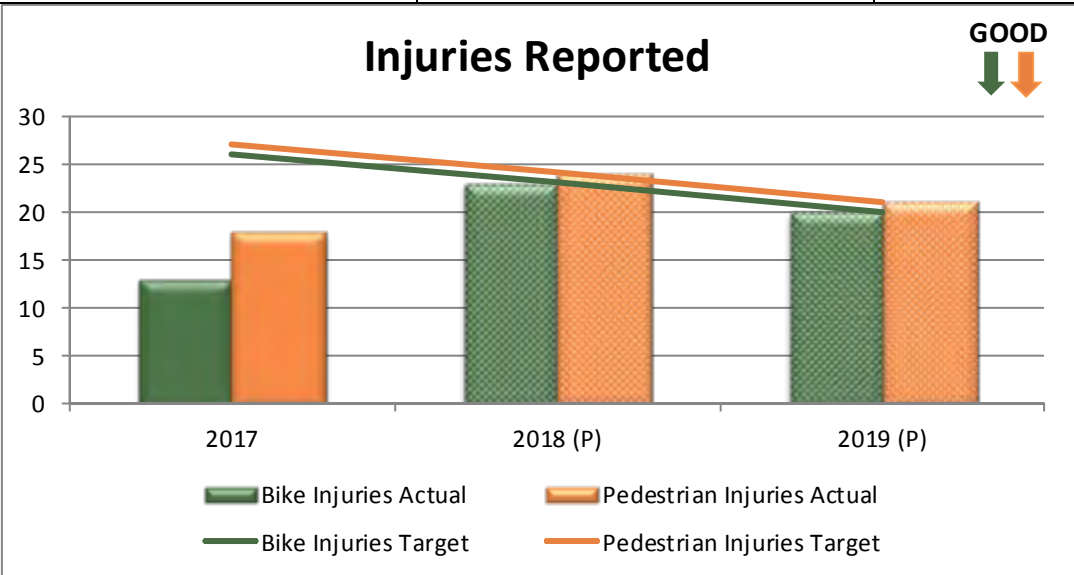
- \$5,452,492 funding (breakout by project is included below in financial impact section)
- \$240,000 for 2018-2019 Additional Construction manager (FTE or contractor)

Significant Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
New sidewalk construction	2 miles	2017
	2 miles	2018
	2 miles	2019
New bike route construction	1 mile	2017
	5 miles	2018
	5 miles	2019

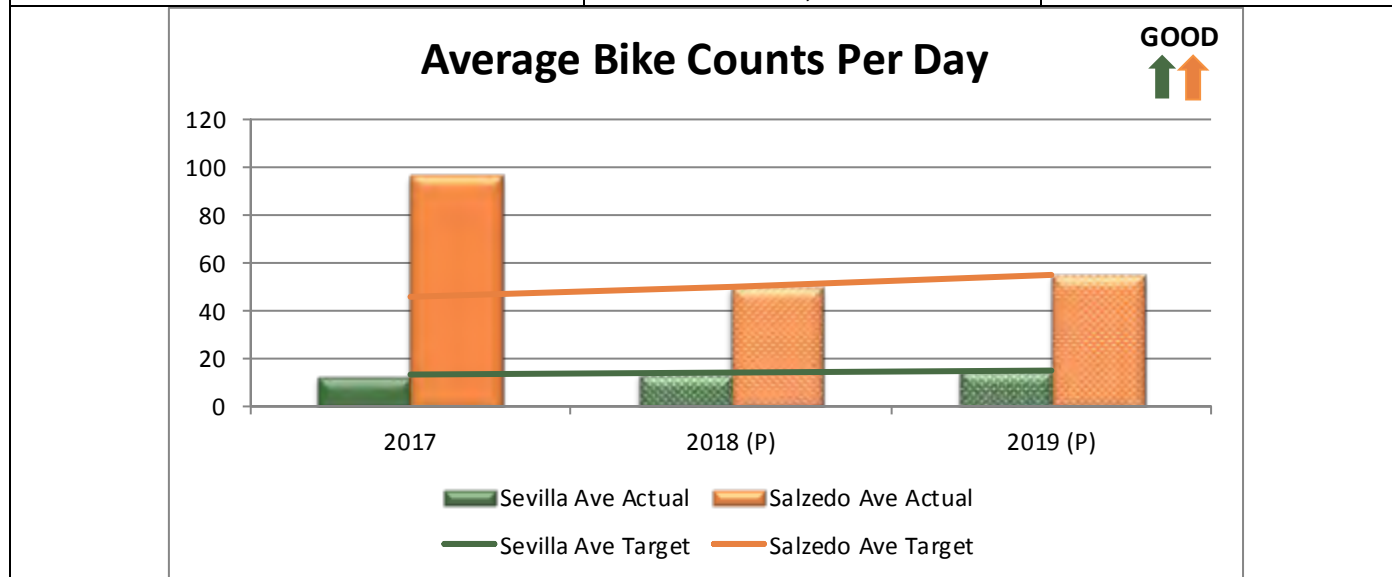


Bike injuries (2011-2014 average baseline)	26	2017
	23	2018
	20	2019
Pedestrian injuries (2011-2014 average baseline)	27	2017
	24	2018
	21	2019



Significant Short- & Longer-term measures of success, targets and / or time horizons – (Continued)

Measure	Target	Date
Bike Counts Sevilla Ave, Bike Counts Salzedo Ave	13, 46	2017
	14, 50	2018
	15, 55	2019



Other Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Pedestrian satisfaction with the walking experience (2016 baseline)	Baseline + 10 percentage points	2017
	Baseline + 20 percentage points	2018
	Baseline + 25 percentage points	2019

Frequency & venue of review

- Quarterly with City Manager

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Residents (Bike riders)	Improved health through increased physical activity and mobility	May not embrace construction in right of way
Residents and visitors (Crosswalks)	Safer pedestrian crossings	May not like aesthetics
Residents (traffic calming)	Will feel safer on their streets	May not like slowing down
Residents and visitors (sidewalks)	Will feel safer on their streets. Improved health through increased, physical activity and mobility	May not embrace construction in the right of way
Residents (lighting)	Will feel safer in their neighborhood; promote physical activity after dark.	None

What are the positive and negative financial impacts (costs / benefits and return on investment)?

Quality of life investments are not necessarily easily quantifiable.

- + Undetermined financial benefit from possible lowered insurance premiums due to increase in safety. Communities with traffic calming programs can reduce automobile crashes with pedestrians' injuries up to 15%.
 - 2017-2019 LED Light conversion - \$304,000/yr. Conversion of 583 LED lights has a negative ROI of -31% but decreases GHG emissions.
 - 2017-2019 \$150,000/yr. to fund "state law, yield to pedestrians in crosswalk" signage and crosswalk striping of 50% of all crosswalks in the City in an effort to raise awareness.
 - 2017-2019 Sidewalk funding - \$400,000/yr.
 - 2018 Bike route construction \$1,058,340
 - 2018-2019 \$120,000 (max, including benefits) Additional Construction manager (FTE or contractor)
 - 2018-2019 New neighborhood lights \$250,000/yr.
 - 2019 Bike route construction \$1,082,152
-
- This assumes existing traffic calming and bike infrastructure funding remains the same as in previous years.

**Action Plan Worksheet
2018**

Action Plan Owner: Eduardo Santamaria, Public Works Director

Action Plan Name: 6.3.1b – Waste Diversion Option 2

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 6 – Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
 - Objective 6.3 – Meet 60% of the waste diversion goal of 75% by 2019 (20,336 tons diverted from landfill)

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Appropriate funding	October 2017	Funding available
Market recycling	Ongoing	Annual marketing campaign launched
Implement improved recycling operation to include 65 gallon containers, retrofit garbage trucks, and replacement of existing non compacting collection vehicle with more efficient rear load compacting vehicle.	June 2018	Equipment procured and ready for deployment.
Divert more recyclables from the landfill	October 2018	Increased recyclable tonnage
Divert 21.3% (7,037) tons of trash from the landfill.	October 2018	Tipping fee receipts; increased diversion tonnage
Appropriate funding	October 2017	Funding available
Market recycling	January 2019	Annual marketing campaign launched
Complete rollout of new recycle bins and collection equipment.	July 2019	Equipment procured and ready for deployment.
Divert more recyclables from the landfill	October 2019	Increased recyclable tonnage
Divert 42.6% (7,037) additional tons of trash from the landfill	October 2019	Tipping fee receipts; increased diversion tonnage

Resource requirements (what do we need to succeed?)

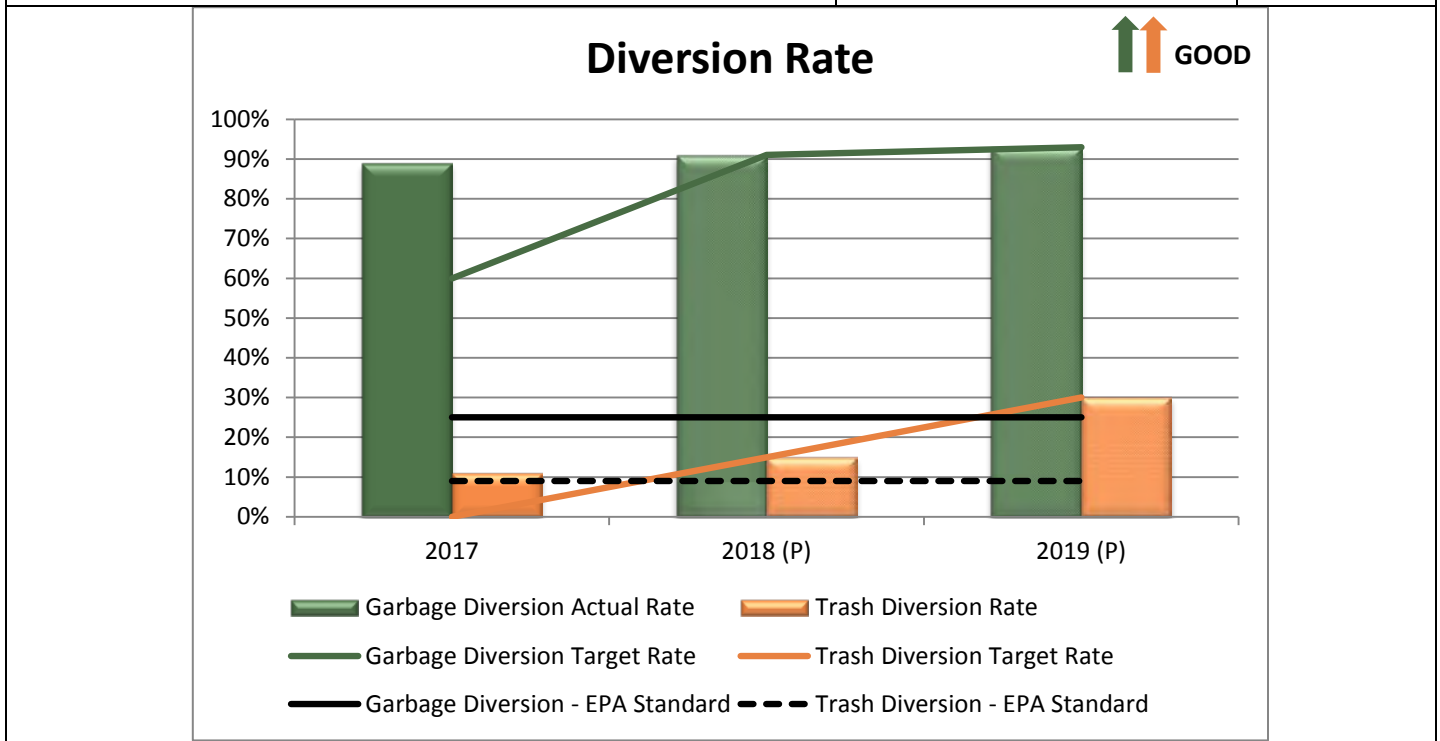
- Recycling funding:
 - 2018 – \$250,898 to provide 5,576 new 65-gallon Mobile Recycling Containers with lids for residents
 - 2018 – \$180,000 compacting rear load collection vehicle (may be included in annual vehicle replacement program); \$6,696 rear loader retrofits for two existing garbage trucks.
 - 2019 –\$250,898 to provide 5,576 new 65-gallon Mobile Recycling Containers with lids for residents

Resource requirements (what do we need to succeed? - Continued

- 2019 - \$180,000 compacting rear load collection vehicle (may be included in annual vehicle replacement program); \$6,696 rear loader retrofits for two existing garbage trucks.
- Trash funding
 - 2018 \$280,776 to divert 21.3% (7,037) tons of trash from the landfill to “waste to energy” or composting facility
 - 2019 \$294,850 to divert an additional 42.6% (7,037) tons of trash from the landfill to “waste to energy” or composting facility

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Tonnage of recycling	6,262	2019
Tonnage of trash diverted to energy facility	14,074	2019
Diversion rate	45% of all residential waste	2019



Frequency & venue of review

- Quarterly with City Manager
- Monthly – operations team, disposal facilities, recycling vendor

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Residents (recycling)	Increased satisfaction with City services for being good for the environment and decreased tipping fees	Averse to change
Residents (trash diversion)	Decreased GHG, decreased landfill use	Significant cost increase

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- The estimated project cost requirement is \$875,188 over two years to change recycling operations.
- The City will incur \$575,626 in new tipping fees over two years by sending trash to the waste to energy or compost facility
- The total cost is \$1,450,814 over two years
- Based on current and projected recycling processing and waste disposal fees, estimate \$40/ton savings for recycling vs. waste disposal

**Action Plan Worksheet
2018**

Action Plan Owner: Ralph Rodriguez, Facilities Maintenance Director

Action Plan Name: 6.1.1 – Optimize Energy and Water Efficiency at City Facilities

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 6 – Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
 - Objective 6.1 - Reduce the City’s electricity use 15% below 2013 levels by 2019
 - Objective 6.2 - Reduce the City’s water use 8% below 2013 levels by 2019 in City buildings, parks, and irrigation

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Evaluate major building systems starting with the Maintenance Facility at Public Works (HVAC, lighting, building automation, water heating and building envelope) using design reviews, energy audits or retro-commissioning (RCx) techniques for opportunities to implement cost-effective retrofits that reduce energy consumption.	December 2019	Evaluations completed
Conduct a 3-month pilot project at FAC Building 7. The pilot project would entail installing a sub-meter; conducting an in-house energy assessment; identifying low-cost / no-cost energy conservation measures, including, but not limited to: LED lighting, lighting controls (e.g. occupancy sensors), removal of portable heaters, automatic door closers, blinds, etc.); implementing identified measures; and conducting post-measurement measurement and verification after a 12-month period.	December 2017	Assessment complete – lessons learned shared as appropriate
Conduct Energy Audits at City Facilities starting with the Public Works Maintenance Facility	December 2017	Full Report and Analysis submitted to City Manager
Utilize software tools to manage the city's utility bills on a monthly basis, including auditing bills, benchmarking facility performance, tracking the results of energy savings projects, analyze trends and report on performance.	December 2017	Reports submitted to City Manager

KEY tasks that must be accomplished, deliverables, and measures of success - (Continued)

What must be done	By When	How will it be evident
Install digital building automation controls at the City's largest buildings.	December 2019	Controls installed, progress report submitted to City Manager
Upgrade flow and flush fixtures in City Facilities	December 2019	Progress report submitted to City Manager
Install LED Lighting in Parking Garages 2 & 6 working with the Parking Department.	September 2019	Progress report submitted to City Manager
Utilize renewable energy where deemed appropriate depending on CIP budgets (Solar Thermal- Fire Stations (Station 2 completed during renovation and Station 3 would be a retrofit) & Installation of a Solar Photovoltaic System at the Youth Center (during roof repair)	End of FY 2019 for Solar Thermal at Stations 2 and 3. Station 1 would be completed during construction of new Public Safety Building Solar PV System will be evaluated as part of the ongoing project to design a major renovation of the facility	Progress report submitted to City Manager

Resource requirements (what do we need to succeed?)

- Staff time to conduct studies and additional funding to complete energy and water retrofits. Please see costs outlined below.
 1. Increase Building Efficiency (Project E1 in Sustainability Master Plan Project Forms)

Costs

 - a. Professional Services: Design Review- \$15,000 (2016)
 - b. Professional Services: Energy Audits- \$66,000 (2017)
 - c. Design Building Retrofits- \$25,800 (2017)
 - d. Construct Building Retrofits- \$50,500 (2016) and \$232,200 (2017)
 2. Parking Garage LED Lighting PG 2 and PG 6 (Project E2 in Sustainability Master Plan Project Forms)

Costs

 - a. Design Engineer and Permit Lighting- \$45,000 (2018)
 - b. Install Lighting- \$403,000 (2018)
 3. Solar Thermal Systems- Fire Stations 1, 2, and 3 (Project E4 in Sustainability Master Plan Project Forms)

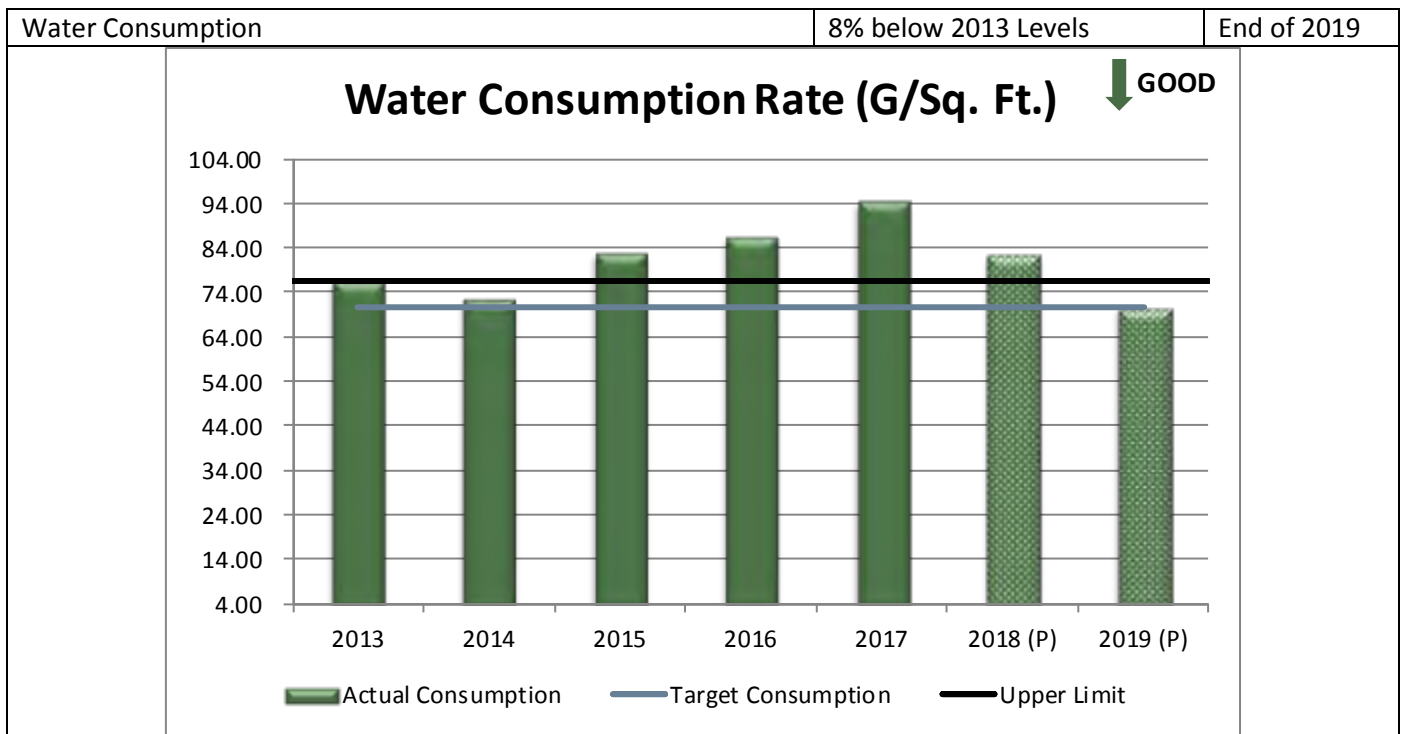
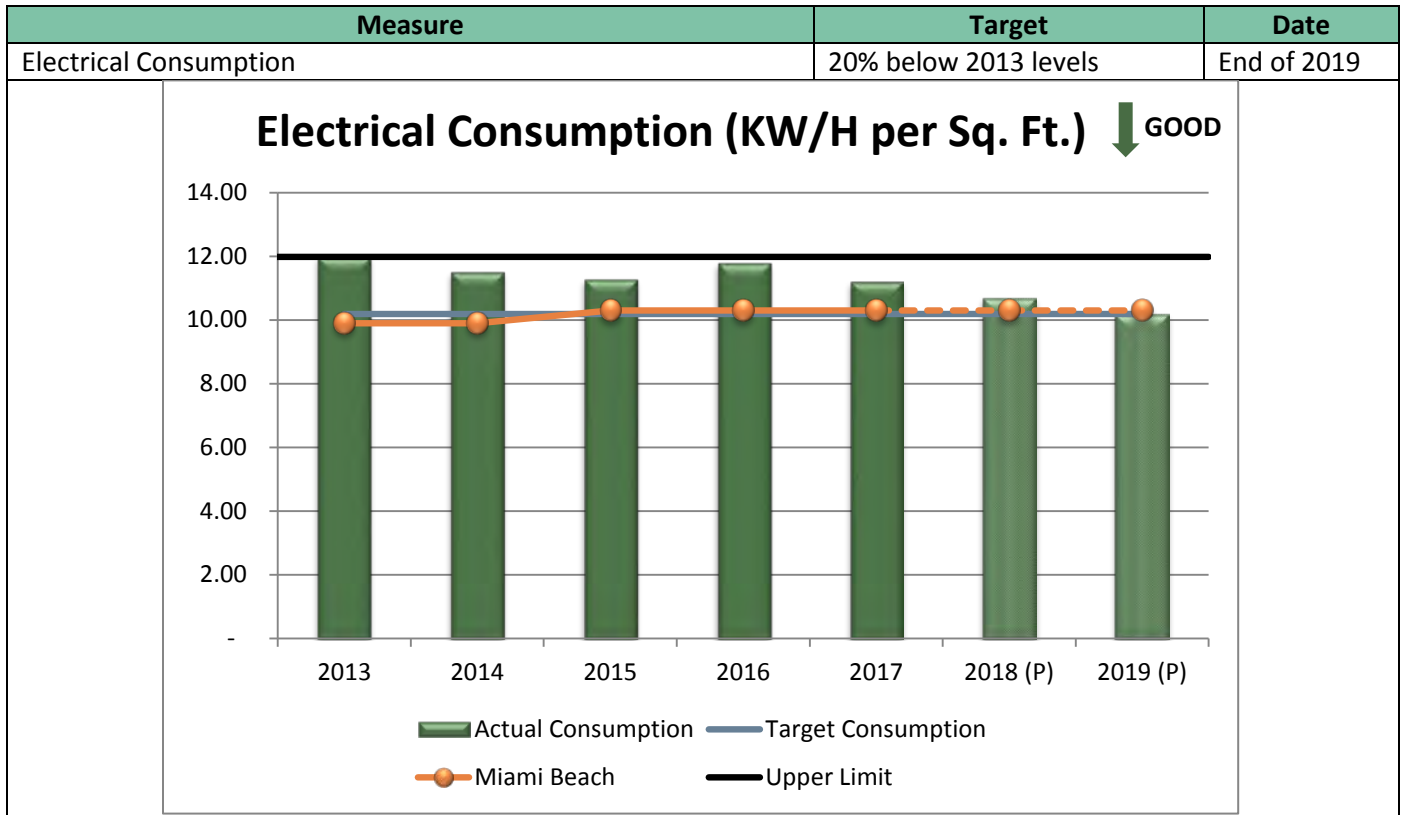
Costs

 - a. Obtain design services for solar thermal systems- \$4,667 (2018) Station 2 and 3
 - b. Construct Systems - \$42,000 (\$21,000 per system) Stations 2 and 3 (2018)

Resource requirements (what do we need to succeed?) – (Continued)

- c. Install replacement fixtures and/or upgrade existing-
 - o \$10,260 (2016)
 - o \$10,491 (2017)
 - o \$10,727 (2018)
 - o \$10,968 (2019)
- 4. Flow Fixtures (Project W1 in Sustainability Master Plan Project Forms)
Costs
 - d. Professional Services Design Review- \$0
 - a. Professional Services: Water Audits- \$0
 - b. Design/ Specify replacement fixtures - \$112 (2016) and \$557 (2017)
 - c. Install replacement fixtures and/or upgrade existing- \$3,627 (2016) and \$8,073 (2017)
- 5. Utility Management and Control (Project E6 in Sustainability Master Plan Project Forms)
Costs
 - a. Professional Software Services- \$55,000 (2016)
 - b. Software Licensing - \$5,000 per year (2018)
 - c. Professional Building Automation Services
- 6. Photovoltaic System (Project E5 in Sustainability Master Plan Project Forms)
Costs
 - a. Professional Services –design solar PV system Services- \$47,000 (2017)
 - b. Installation of Solar PV System - \$425,000 (2019)
- 7. Flush Fixtures (Project W3 in Sustainability Master Plan Project Forms)
Costs
 - a. Professional Services Design Review- \$0
 - b. Professional Services: Water Audits- \$0
 - c. Design/ Specify replacement fixtures –
 - o \$1,140 (2016)
 - o \$1,166 (2017)
 - o \$1,192 (2018)
 - o \$1,246 (2019)

Short- & Longer-term measures of success, targets and / or time horizons



Frequency & venue of review

- Quarterly reports to the City Manager
- Annual overall report on progress and performance

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
All City Facilities	Lower Water and Electric Consumption	None
City Commission	Decreased cost means increased levels of funding available for other projects/programs	None

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + The overall return on investment on the project portfolio (10-year projects) is positive with a Net Present Value of \$1,912,000. See separate project analysis on the following pages.

**Action Plan Worksheet
2018**

Action Plan Owner: Brook Dannemiller, Landscape Services Director

Action Plan Name: 6.2.2 – Optimize Irrigation Water Use

Strategic plan alignment:

- Goal 6 - Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
 - Objective 6.2 - Reduce the City’s water use 8% below 2013 levels by 2019 in City buildings, parks, and irrigation

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Upgrade Existing Irrigation Systems with Smart Controllers with Flow Sensors that use weather and/or sensor-based irrigation controls.	Ongoing	Project completion report
Convert sprinklers to drip irrigation and/or use more efficient sprinkler heads.	Ongoing	Project completion report
Conduct study to determine cost effectiveness of using rain water harvesting for Youth Center Athletic Field Irrigation	October 2017	Study completed
Identify Irrigation Systems that can use non-potable water (wells).	September 2018	Assessment completed

Resource requirements (what do we need to succeed?)

- \$450,000 in FY17-18 to procure and install higher-efficiency equipment to replace existing equipment for all of the City's 125 irrigation systems. Potential rebates of \$142,500 Implementation costs are estimated at \$3,600 installed, per system on average. The preferred alternative to this is to add a maintenance irrigation worker and provide \$35,000 per year in materials/contracted services.
- \$6,135 funds in FY18-19 for consultant to conduct rain water harvesting study

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date																																
Water consumption	Save 12% of water use in 15 accounts associated with irrigation, vs. 2013 baseline usage. (20% in 5-years)	FY17-FY19																																
<div style="text-align: center;"> <p>Irrigation Use (Kgal) ↓ GOOD</p> <table border="1" style="margin-top: 10px; width: 100%; border-collapse: collapse;"> <caption>Irrigation Use (Kgal) Data</caption> <thead> <tr> <th>Year</th> <th>Actual Consumption (Kgal)</th> <th>Target Consumption (Kgal)</th> <th>Upper Limit (Kgal)</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>~70,000</td> <td>~65,000</td> <td>~70,000</td> </tr> <tr> <td>2014</td> <td>~65,000</td> <td>~65,000</td> <td>~70,000</td> </tr> <tr> <td>2015</td> <td>~80,000</td> <td>~65,000</td> <td>~70,000</td> </tr> <tr> <td>2016</td> <td>~90,000</td> <td>~65,000</td> <td>~70,000</td> </tr> <tr> <td>2017</td> <td>~100,000</td> <td>~65,000</td> <td>~70,000</td> </tr> <tr> <td>2018 (P)</td> <td>~80,000</td> <td>~65,000</td> <td>~70,000</td> </tr> <tr> <td>2019 (P)</td> <td>~65,000</td> <td>~65,000</td> <td>~70,000</td> </tr> </tbody> </table> </div>			Year	Actual Consumption (Kgal)	Target Consumption (Kgal)	Upper Limit (Kgal)	2013	~70,000	~65,000	~70,000	2014	~65,000	~65,000	~70,000	2015	~80,000	~65,000	~70,000	2016	~90,000	~65,000	~70,000	2017	~100,000	~65,000	~70,000	2018 (P)	~80,000	~65,000	~70,000	2019 (P)	~65,000	~65,000	~70,000
Year	Actual Consumption (Kgal)	Target Consumption (Kgal)	Upper Limit (Kgal)																															
2013	~70,000	~65,000	~70,000																															
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2015	~80,000	~65,000	~70,000																															
2016	~90,000	~65,000	~70,000																															
2017	~100,000	~65,000	~70,000																															
2018 (P)	~80,000	~65,000	~70,000																															
2019 (P)	~65,000	~65,000	~70,000																															

Frequency & venue of review

- Upon Receipt of Quarterly Water Bills
- Quarterly report via a memo to City Manager

Who are the stakeholder / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Public Works	Reduced Maintenance Cost and Reduced Water Consumption	Ongoing cost of cell phone cards for smart controllers.

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + Estimated savings of \$761,000 based on avoided water charges, estimated at \$5.06 per thousand gallons (kgal) saved, projected to increase by 2.25% on average based on the CBO's Economic Projections for 2015 - 2025 for the Consumer Price Index. The project is expected to be completed over five years, with 40% of the expenditure and savings in Year 1, 25% in Year 2, 15% in Year 3 and 10% in Years 4 and 5.

- \$450,000 to procure and install higher-efficiency equipment to replace existing equipment for all of the City's 125 irrigation systems. Implementation costs are estimated at \$3,600 installed, per system on average. The preferred alternative to this is to add a maintenance irrigation worker and provide \$35,000 per year in materials/contracted services.

- \$30 per month per system for the cost of cell phone cards for smart controllers. Totals \$50,000 per year for all 125 irrigation systems

- \$6,135 funds for consultant to conduct rain water harvesting study

**Action Plan Worksheet
2018**

Action Plan Owner: Steven Riley, Automotive Director

Action Plan Name: 6.4.1 Optimize Fuel Consumption

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 6 – Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
 - Objective 6.4 – Reduce the City’s gasoline and diesel fuel use 2% below 2013 levels by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Identify fuel-inefficient vehicles scheduled for replacement and replace them with higher-efficiency models available via current State & Local Florida contracts, such as the Toyota Yaris or Nissan Versa. In order to preserve the plan rate of fleet replacement and account for planned purchase of electric vehicles, 0 vehicles are replaced in 2016, 1 in 2017, 11 in 2018, 11 in 2019	Ongoing	New vehicles purchased according to schedule
Remove underutilized LDVs where operationally feasible	Ongoing	LDVs no longer in service
Develop an annual procurement and operations & maintenance plan to replace 20 vehicles in 2016 and 10 vehicles in 2017 with Electric Vehicles.	September 2017	Plan approved
Select and procure the most appropriate EVSE for charging the vehicles. Purchasing vs. leasing the vehicles will be evaluated and a determination regarding the most favorable method will be made.	September 2017	EVSE procured and deployed appropriately

Resource requirements (what do we need to succeed?)

- Continued allocation of funding to the vehicle replacement program.

Measure	Target	Date
Fuel Consumption	2% below 2013 levels	End of 2019

Frequency & venue of review

- Once a year, report all relative changes to the fleet & fuel usage to the Public Works Director.
- Annual updates to the City Manager via a memo or at a select staff meeting

Who are the stakeholder / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
City staff that drives City Vehicles	More Fuel Efficient Vehicles	None
City Fleet Budget	Reduced Maintenance	Increased cost for Electric Vehicles

What are the positive and negative financial impacts (costs / benefits and return on investment)?

1. Fuel Economy (Project F1 in Sustainability Master Plan Project Forms)

Costs

- a. Increased Savings of Vehicles Relative to Standard-
 - o \$1,000 (2017)
 - o \$16,000 (2018)
 - o \$16,000 (2019)

Benefits (Avoided Fleet Cost per Mile Expenditures)

- o 2017- \$1,000
- o 2018- \$5,000
- o 2019- \$11,000

Return on Investment over the 10-year project is 348% and a \$196,000 Net Present Value.

2. Fleet Size (Project F2 in Sustainability Master Plan Project Forms)

Costs

- a) Remove underutilized vehicles- \$0

Benefits (Avoided Fleet Cost Per Mile Expenditures)

- o 2016- \$1,000
- o 2017- \$2,000
- o 2018- \$2,000
- o 2019- \$2,000

Return on Investment over the 10-year project is Infinite and a \$17,000 Net Present Value.

3. Electric Vehicles and Infrastructure (Project F3 in Sustainability Master Plan Project Forms)

Costs

- a) Procure Electric Vehicles-
 - o \$71,000 (2016)
 - o \$149,000 (2017)
- b) Procure Electric Vehicle Charging Stations
 - o \$46,000 (2016)
 - o \$21,000 (2017)

Benefits (Fuel Cost per Mile Savings from Electric Vehicles)

- o 2016- \$25,000
- o 2017- \$35,000
- o 2018- \$36,000
- o 2019- \$37,000

Return on Investment over the 10-year project is 187% and an \$118,000 Net Present Value.

**Action Plan Worksheet
2018**

Action Plan Owner: Matthew Anderson, Administrative Analyst/Environmental Specialist

Action Plan Name: 6.5.1 – Increase Sustainability Outreach and Employee Training

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 6 - Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
 - Objective 6.5 - Increase outreach and education efforts with City employees and the community to enhance sustainability
- Goal 2 - To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Objective 2.3 - Develop and implement a comprehensive staff development program by 2019 to ensure appropriate workforce training, opportunities, & leadership skills
- Goal 4 - Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources.
 - Objective 4.1 - Improve customer satisfaction with City communications to 75% by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Develop training material with the CLEO Institute. Training would be a 2 hour class in person or 1 hour class online. Would require 1,900 staff time hours if training is done in person and 950 hours if training is web based.	September 2017	Class material will be available online and sessions will be scheduled.
Train all 829 full-time budgeted positions, 121 regular part time employees, and all new hires. The program can also be eventually expanded externally to residents interested in sustainability and the city's sustainability efforts.	September 2018	Have all employees complete the course

KEY tasks that must be accomplished, deliverables, and measures of success - (Continued)

What must be done	By When	How will it be evident
Develop branding of Seal of Sustainability program that identifies and highlights the City's qualifying green programs, initiatives and projects under a single brand. It also allows staff access to a clearinghouse of information (cost, benefits, etc.) on sustainability projects. Share the approval form (once developed) with all department directors, the city clerk and city manager's office.	September 2017	Have all marketing materials completed and shared with staff
Place the seal on any marketing materials/website of approved sustainability projects, bumper stickers for electric/alternative fuel vehicles in the city fleet, highlight in internal and external articles, work with city clerk's office and department directors to use seal on agenda items, and add to a webpage dedicated to sharing information on all completed and upcoming sustainability projects	September 2017	Branding for Sustainability will be evident on City Vehicles, website, City communications, etc.

Resource requirements (what do we need to succeed?)

- Staff Support:
 - If decision is made to record the training and make it available on the web would need approximately 80 hours of staff support from IT and the Coral Gables TV Staff to record, edit and post video on the City Internal and External Website
 - 80 hours to develop training materials working with the CLEO Institute
 - Would require 1,900 (2 hours per employee) of staff time hours if training is done in person and 950 (1 hour per employee) if training is web based.
- Funding
 - Training - \$3,000 annually in funding
 - Seal of Sustainability collateral cost would be \$2,000 per year in FY17-18

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Employees trained	100%	End of FY2018
Approve completed Seal of Sustainability Projects	100%	End of FY2017

Frequency & venue of review

- Once caught up on approving past completed projects, staff to review the new projects that have a Sustainability component as they are completed
- Quarterly updates to the City Manager via a memo or at a select staff meeting
- Provide overview with results to the City Commission once all current employees have been trained. .

Who are the stakeholder / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
City Staff	Increase sustainability education/outreach	Staff time to complete training
Residents, Businesses, Visitors	Increase sustainability education/outreach	N/A

What are the positive and negative financial impacts (costs / benefits and return on investment)?

1. Employee Sustainability Training (Project O1 in Sustainability Master Plan Project Forms)
 - a. Cost
 - i. Develop class (content, structure, etc.)- \$0
 - ii. Begin training current employees- \$20 per employee
 - o \$9,500 (2017)
 - o \$9,500 (2018)
 - iii. Continue ongoing training to employees (\$2,000 per year going forward)
 - b. Benefits
 - i. Annual avoided utility expenditure via increased awareness
 - o \$4,000 per year going forward

Over the 10 year life of the project the Employee Sustainability Training has a 17% Return on Investment with a \$4,000 Net Present Value

2. Employee Sustainability Training (Project O2 in Sustainability Master Plan Project Forms)
 - a. Cost
 - i. Project Administration and Collateral
 - o \$2,000 (2016)
 - o \$2,091 (2017)
 - o \$2,138 (2018)
 - o \$2,186 (2019)
 - b. Benefits
 - ii. Annual avoided utility expenditure via increased awareness
 - o \$2,100 per year going forward

Over the 10 year life of the project the Seal of Sustainability Project has a 0% Return on Investment with a \$0 Net Present Value

**Action Plan Worksheet
2018**

Action Plan Owner: Jorge Acevedo, Utility Director

Action Plan Name: 6.7.1 – Vulnerability and Risk Assessment

Strategic plan alignment

- Goal 6 - Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
 - Objective 6.7 - Develop contingency plans and resources to address potential environmental changes such as sea level rise

The objective of this plan is to identify, analyze and prioritize risks to City of Coral Gables buildings, infrastructure, tree cover, habitat and connectivity related to flooding and extreme temperatures that are being exacerbated by climate change and to identify options to mitigate and adapt to identified risks.

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Collecting available data (e.g. elevation certificates; elevation data; mapping resources, including City GIS, Miami-Dade County WASD data, FEMA data, real estate data, etc.); developing a GIS model of inundation scenarios for buildings, infrastructure, habitats and connections to key services and resources	Ongoing	By-annual report
Identifying, assessing and prioritizing risks based on data analysis	Ongoing	By-annual report
Planning effort, potential adaptation (and mitigation) measures will be identified and screened via criteria including but not limited to feasibility, cost, social and environmental factors.	Ongoing	By-annual report
Engagement with stakeholders by public notifications and meetings under the City’s Outreach program	Ongoing	By-annual report
Developing preliminary recommendations for risk mitigation / adaptation; assessing recommendations and developing a implementation strategies	Ongoing	By-annual report

Resource requirements (what do we need to succeed?)

- The cost of a vulnerability assessment and adaptation plan is estimated at \$200,000.
- The cost of the adaptation plan is not estimated yet.
- 145 City staff hours to conduct studies

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
identification of risks	100%	December 2016
analysis of risks	100%	December 2016
prioritization of risks	100%	December 2017
planning to mitigate or adapt to vulnerabilities	100%	December 2018

Frequency & venue of review

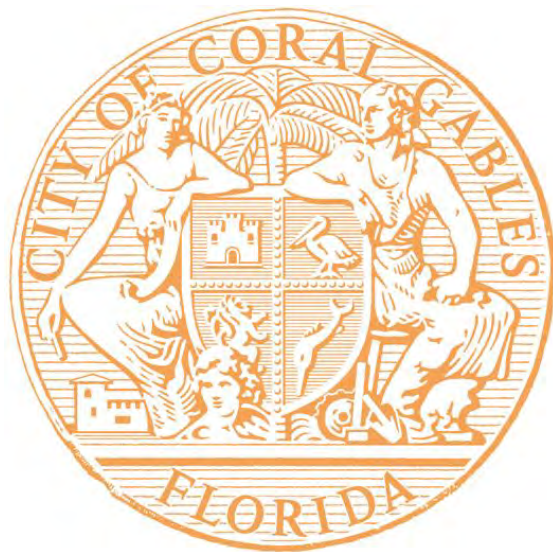
- Quarterly update to City Manager at Quarterly meeting

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Public Works/ City of Coral Gables	Planning effort to prepare for near-term events (e.g. storms) and mitigate / adapt to long-term changes in climate (e.g. sea level rise).	City resources expended in this effort will not be available to support other projects.
City of Coral Gables Residents	Reductions in risk exposure may be reflected in lower insurance premiums	City resources expended in this effort will not be available to support other projects.
Insurance Companies	Identify potential new customers	None

What are the positive and negative financial impacts (costs / benefits and return on investment)?

Benefits, while difficult to quantify, include reduced risk exposure. Reductions in risk exposure may be reflected in lower insurance premiums for the City's businesses and residents via a change in the City's rating in the FEMA Community Rating System (CRS). Currently, CRS considers improved elevation data, sea level rise modeling and adaptation projects and policies in its assessment of communities.

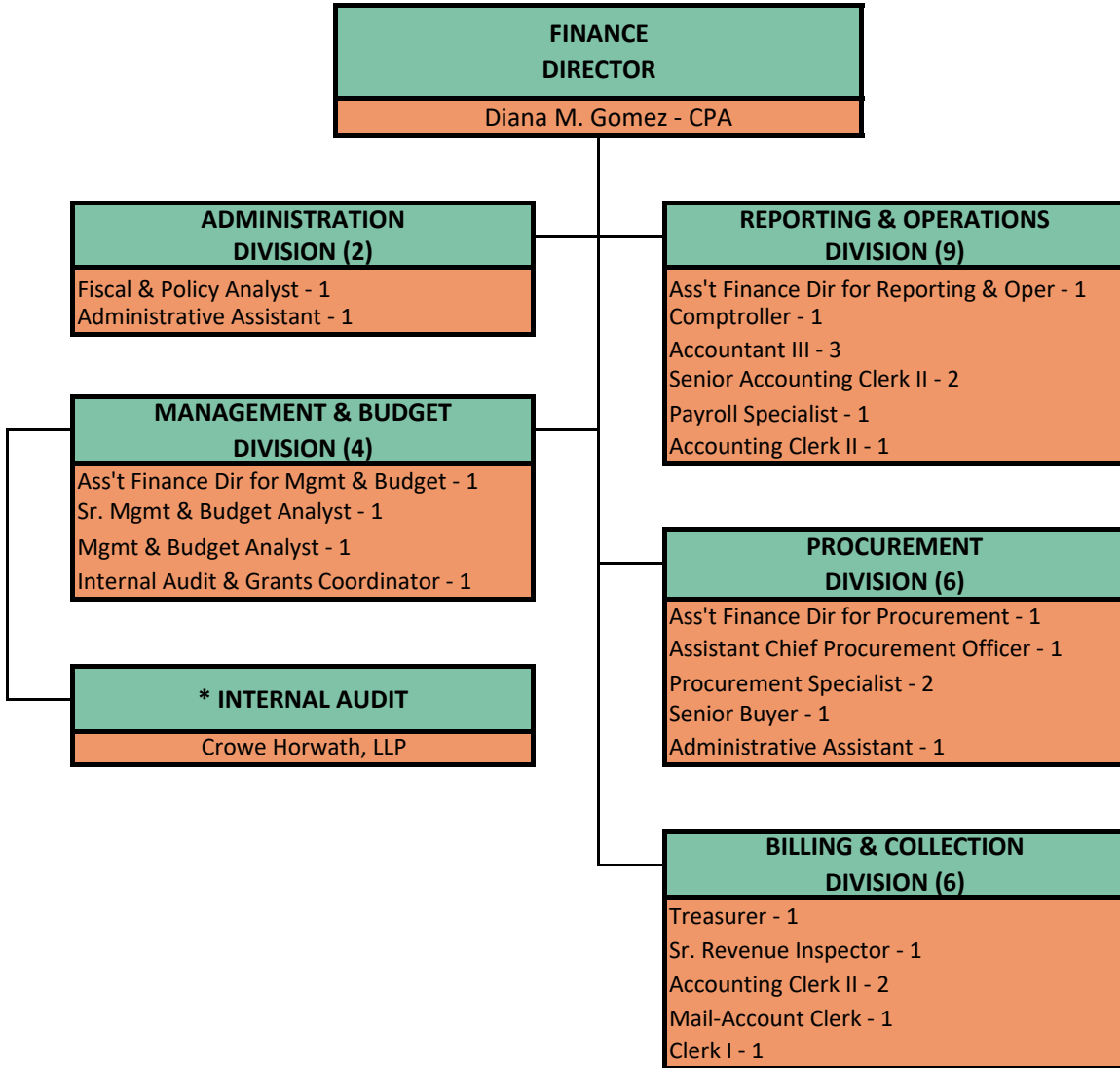


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**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**

FINANCE

ORGANIZATION CHART



** The management of the Internal Audit Division is independent of Finance Department operations. The Division is directly supervised by the Assistant Finance Director for Management and Budget with a dotted line reporting relationship to the City Manager.*

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**

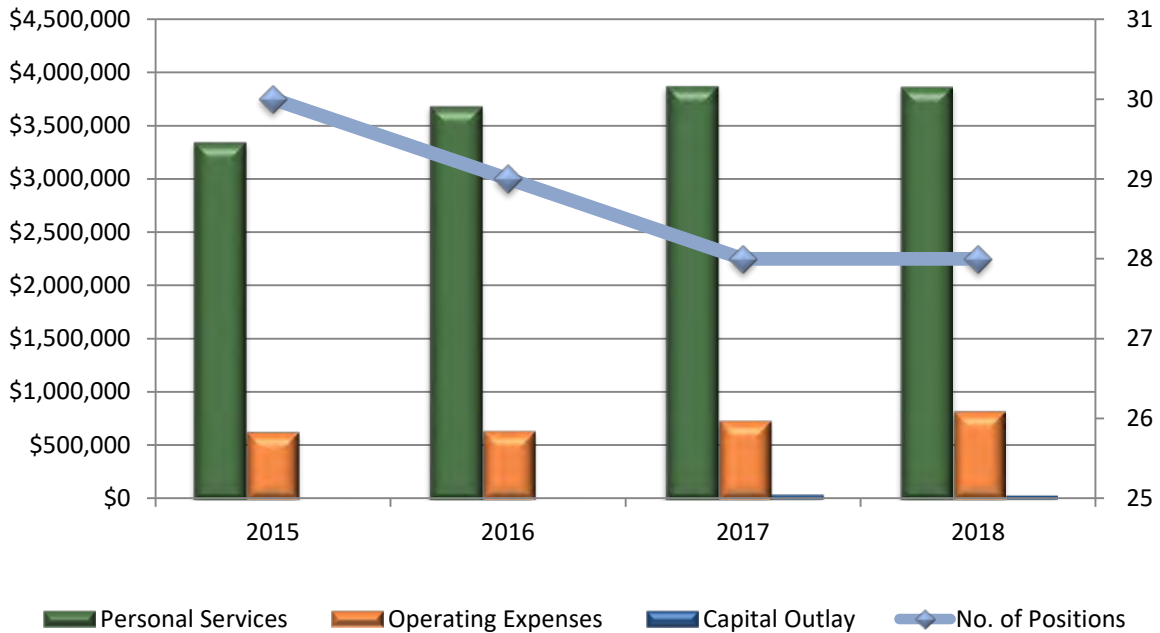


**FINANCE DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET
Salaries & Benefits	3,346,807	3,683,369	3,871,599	3,866,931
Operating Expenses	624,433	632,088	730,001	820,337
Capital Outlay	3,377	3,691	34,885	28,000
TOTALS	3,974,617	4,319,148	4,636,485	4,715,268

No. of Positions	30	29	28	28
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EXPENDITURE/PERSONNEL COMPARISONS



**CITY OF CORAL GABLES, FLORIDA
2017-2018 ADOPTED BUDGET**



FISCAL YEAR 2017 MAJOR ACCOMPLISHMENTS

- ✓ Attained a Triple AAA bond rating from Fitch which adds to the Triple AAA bond rating bestowed upon the City by Standard & Poor's and Moody's in FY16. This makes Coral Gables one of just three municipalities in the State of Florida to be recognized with this level of financial excellence.
- ✓ Successfully funded the first year of the new FY17 to FY19 strategic management plan.
- ✓ Successfully hired an "external" internal auditor to ensure compliance with all City functions. Filled an Internal Audit/Grants Coordinator position to place an increased emphasis on centralizing the grants process and working in lockstep with our "external" internal auditors.



**CITY OF CORAL GABLES, FLORIDA
PERFORMANCE INDICATOR METRICS**



FINANCE

INDICATOR:	FY16			FY17		FY18
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Complete the yearly annual financial audit and issue the Comprehensive Annual Financial Report (CAFR) by no later than March of the following year	Complete FY15 CAFR by 3/18/16	FY15 CAFR Completed 3/8/16	🟢	Complete FY16 CAFR by 3/17/17	Completed	Complete FY16 CAFR by 3/16/18
Receive a "No Audit Findings" report from external auditors	Receive by March 2016	Received	🟢	Receive by March 2017	Received	Receive by March 2018
Complete and issue the Quarterly Financial Reports no later than 15 days after end of each quarter	100%	100%	🟢	100%	75%	100%
Percentage of employees with direct deposit account	97%	93%	🟡	97%	92%	97%
Distribute payroll notices electronically	75%	-	🔴	25%	0%	25%
EPayable rebate from SunTrust	80,000	66,715	🔴	80,000	61,016	90,000
Increase vendor enrollment in the Suntrust Epayable System	55	59	🟢	60	99	115
Increase in accounts payable vendor invoices paid by wire/ACH	4,500	4,449	🟡	5,250	5,248	6,000
Increase in accounts payable vendor invoices paid by credit card	1,000	1,223	🟢	1,000	2,407	2,000
Decrease in accounts payable vendor invoices paid by check	14,500	16,852	🔴	12,500	15,003	12,500
Percentage of accounts with over 90 days old to total A/R	10%	84%	🔴	25%	83%	25%
General Obligation Bonds Ratings	AAA (S&P); Aaa (Moody's)	AAA (S&P); Aaa (Moody's) AAA (Fitch)	🟢	AAA (S&P); Aaa (Moody's)	AAA (S&P); Aaa (Moody's) AAA (Fitch)	AAA (S&P); Aaa (Moody's) AAA (Fitch)
General Fund Unassigned Fund Balance as % of the City's adopted operating and debt service expenditures budget (Rainy-day Fund)	25%	25%	🟢	25%	25%	25%
Average number of business days from date of advertising a formal solicitation (IFB/RFP/RFQ) to award by Commission	80 business days	95 business days	🟡	80 business days	79 business days	90 business days
Percentage of Uncontested Formal Solicitations	100%	100%	🟢	100%	100%	100%

Legend

- 🟢 Target met or exceeded
- 🟡 Target nearly met
- 🔴 Target not met



**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
FINANCE DEPARTMENT
3010 ADMINISTRATION DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018		
				BUDGET	SALARIES		
0341	Finance Director	1	1	1	1	\$	166,965
0344	Fiscal & Policy Analyst	1	1	1	1		-
0055	Grants Administrator	1	-	-	-		-
0602	Administrative Assistant	1	1	1	1		58,683
TOTAL		4	3	3	3	\$	225,648

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 712,896	\$ 622,915	\$ 651,115	\$ 225,648
2000	Employee Benefits - See Other Cost Dist.	443,185	455,237	372,849	144,242
3191	Financial Advisor	-	-	17,000	17,000
3192	Professional Grant Service	-	15,613	50,000	50,000
4010	Travel Expense	26	-	-	-
4090	Other Transportation Expense	16,219	14,175	16,200	5,400
4420	Public Facilities Cost - See Other Cost Dist.	44,265	48,918	53,052	55,125
4550	General Liability Insurance	33,579	28,544	22,445	12,454
4620	Repair and Maint. of Office Equipment	210	-	300	300
4720	Printing & Binding	6,377	8,657	6,000	6,800
4990	Other Miscellaneous Expense	356	396	200	200
5100	Office Supplies	3,528	4,494	4,556	4,556
5214	Uniform Allowance	-	-	400	-
5400	Membership Dues and Subscriptions	3,398	4,286	4,000	3,600
5410	Employee Training	940	6,190	9,700	12,650
6430	Equipment Repair/Replacement	-	-	28,000	28,000
6440	Equipment Additions	-	-	6,885	-
TOTAL		\$ 1,264,979	\$ 1,209,425	\$ 1,242,702	\$ 565,975

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
FINANCE DEPARTMENT
3020 BILLING & COLLECTIONS DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0337	City Treasurer	1	1	1	1	\$ 99,669
0323	Senior Revenue Inspector	1	1	1	1	61,641
0302	Accounting Clerk II	4	3	2	2	97,631
0050	Mail-Account Clerk	1	1	1	1	40,554
0105	Clerk I	-	2	1	1	46,933
9002	Part-time Employees	-	-	-	-	105,560
TOTAL		7	8	6	6	\$ 451,988

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 435,972	\$ 472,245	\$ 545,069	\$ 451,988
2000	Employee Benefits - See Other Cost Dist.	283,639	327,556	308,925	245,299
4020	Central Garage Motor Pool Rent	16,220	17,635	19,666	18,694
	Replacement:				
	Oper. & Maint:	7,802			
		10,892			
4210	Messenger & Armored Car Service	8,211	12,818	14,500	29,500
4220	Postage	135,653	140,184	145,000	170,000
4410	Rental of Machinery and Equipment	9,942	7,644	10,705	7,700
4420	Public Facilities Cost - See Other Cost Dist.	32,279	35,671	38,686	16,125
4550	General Liability Insurance	17,613	16,434	18,790	24,946
4620	Repair and Maint. of Office Equipment	-	-	300	300
4710	Special Printed Forms	4,595	6,214	4,595	5,595
4910	Court Costs & Investigative Expense	2,045	7,748	4,000	1,740
5100	Office Supplies	12,983	8,652	12,600	10,600
5214	Uniform Allowance	1,000	1,500	2,100	2,000
5400	Membership Dues and Subscriptions	760	946	900	1,000
5410	Employee Training	1,369	872	2,000	2,000
TOTAL		\$ 962,281	\$ 1,056,119	\$ 1,127,836	\$ 987,487

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
FINANCE DEPARTMENT
3030 REPORTING & OPERATIONS DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018		
				BUDGET	SALARIES		
0349	Assistant Finance Dir for Reporting & Oper	2	1	1	1	\$	129,829
0350	Comptroller	-	1	1	1		105,179
0345	Accountant III	2	2	3	3		246,381
0336	Accountant II	1	1	-	-		-
0329	Financial Analyst	1	1	-	-		-
0304	Senior Accounting Clerk	1	1	2	2		123,572
0303	Payroll Specialist	1	1	1	1		57,273
0302	Accounting Clerk II	1	1	1	1		53,263
9002	Part-time Employees	-	-	-	-		98,293
8888	Overtime	-	-	-	-		3,278
TOTAL		9	9	9	9	\$	817,068

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 560,266	\$ 598,572	\$ 698,584	\$ 817,068
2000	Employee Benefits - See Other Cost Dist.	298,923	355,382	418,729	456,466
3190	Other Professional Services	24,496	-	11,500	-
4090	Other Transportation Expense	-	-	-	2,700
4410	Rental of Machinery and Equipment	8,775	11,150	12,000	10,900
4420	Public Facilities Cost - See Other Cost Dist.	13,676	15,114	16,391	17,031
4550	General Liability Insurance	19,949	20,021	24,478	48,755
4620	Repair and Maint. of Office Equipment	200	142	300	300
4710	Special Printed Forms	439	620	1,089	1,089
4720	Printing & Binding	916	345	1,000	1,000
4990	Other Miscellaneous Expense	46	141	300	300
5100	Office Supplies	4,847	3,834	6,000	5,000
5214	Uniform Allowance	-	-	400	-
5400	Membership Dues and Subscriptions	1,250	555	1,425	1,425
5410	Employee Training	77	320	4,000	7,955
TOTAL		\$ 933,860	\$ 1,006,196	\$ 1,196,196	\$ 1,369,989

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
FINANCE DEPARTMENT
3040 PROCUREMENT DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0046	Assistant Finance Dir for Procurement	1	1	1	1	\$ 128,801
0218	Senior Procurement Manager	1	1	1	1	102,806
0216	Procurement Specialist	-	-	2	2	117,983
0212	Sr. Contract Specialist	1	1	-	-	-
0209	Contract Specialist	2	1	-	-	-
0206	Senior Buyer	1	1	1	1	39,275
0602	Administrative Assistant	1	1	1	1	51,191
9002	Part-time Employees	-	-	-	-	187,716
TOTAL		7	6	6	6	\$ 627,772

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 391,055	\$ 556,751	\$ 603,904	\$ 627,772
2000	Employee Benefits - See Other Cost Dist.	220,871	294,711	272,424	285,277
3190	Other Professional Services	47,281	7,165	-	-
4020	Central Garage Motor Pool Rent	6,755	8,460	8,957	8,702
	Replacement:	5,287			
	Oper. & Maint:	3,415			
4090	Other Transportation Expense	-	-	-	2,700
4410	Rental of Machinery and Equipment	4,487	4,762	6,000	5,500
4420	Public Facilities Cost - See Other Cost Dist.	115,317	138,897	138,209	143,608
4550	General Liability Insurance	15,194	19,224	20,817	34,648
4620	Repair and Maint. of Office Equipment	-	-	300	300
4710	Special Printed Forms	36	198	800	500
4990	Other Miscellaneous Expense	100	715	900	900
5100	Office Supplies	5,519	6,406	8,440	8,000
5400	Membership Dues and Subscriptions	1,135	3,483	3,000	3,700
5401	Software Subscriptions & Maintenance	-	-	3,000	3,400
5410	Employee Training	2,370	2,945	3,000	3,000
6430	Equipment Repair/Replacement	3,377	-	-	-
6460	Other Equipment Additions	-	3,691	-	-
TOTAL		\$ 813,497	\$ 1,047,408	\$ 1,069,751	\$ 1,128,007

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
FINANCE DEPARTMENT
3050 MANAGEMENT & BUDGET DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0343	Assistant Finance Dir for Mgmt & Budget	1	1	1	1	\$ 132,526
0346	Sr. Management & Budget Analyst	1	1	1	1	83,447
0351	Internal Audit & Grants Coordinator	-	-	1	1	100,364
0338	Management & Budget Analyst	1	1	1	1	67,160
TOTAL		3	3	4	4	\$ 383,497

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ -	\$ -	\$ -	\$ 383,497
2000	Employee Benefits - See Other Cost Dist.	-	-	-	229,674
4090	Other Transportation Expense	-	-	-	5,400
4420	Public Facilities Cost - See Other Cost Dist.	-	-	-	24,073
4550	General Liability Insurance	-	-	-	21,166
TOTAL		\$ -	\$ -	\$ -	\$ 663,810

**Action Plan Worksheet
2018**

Action Plan Owner: Diana Gomez, Finance Director

Action Plan Name: 3.1.1 – Financial Stability & Well-Being

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 3 - Ensure the financial ability to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
 - Objective 3.1 - Attain / maintain AAA ratings by 2017
 - Objective 3.2 - Decrease unfunded pension liability by 3% per year by 2019
 - Objective 3.4 - Maintain minimum of 25% general fund unassigned reserve based on total operating budget plus debt service

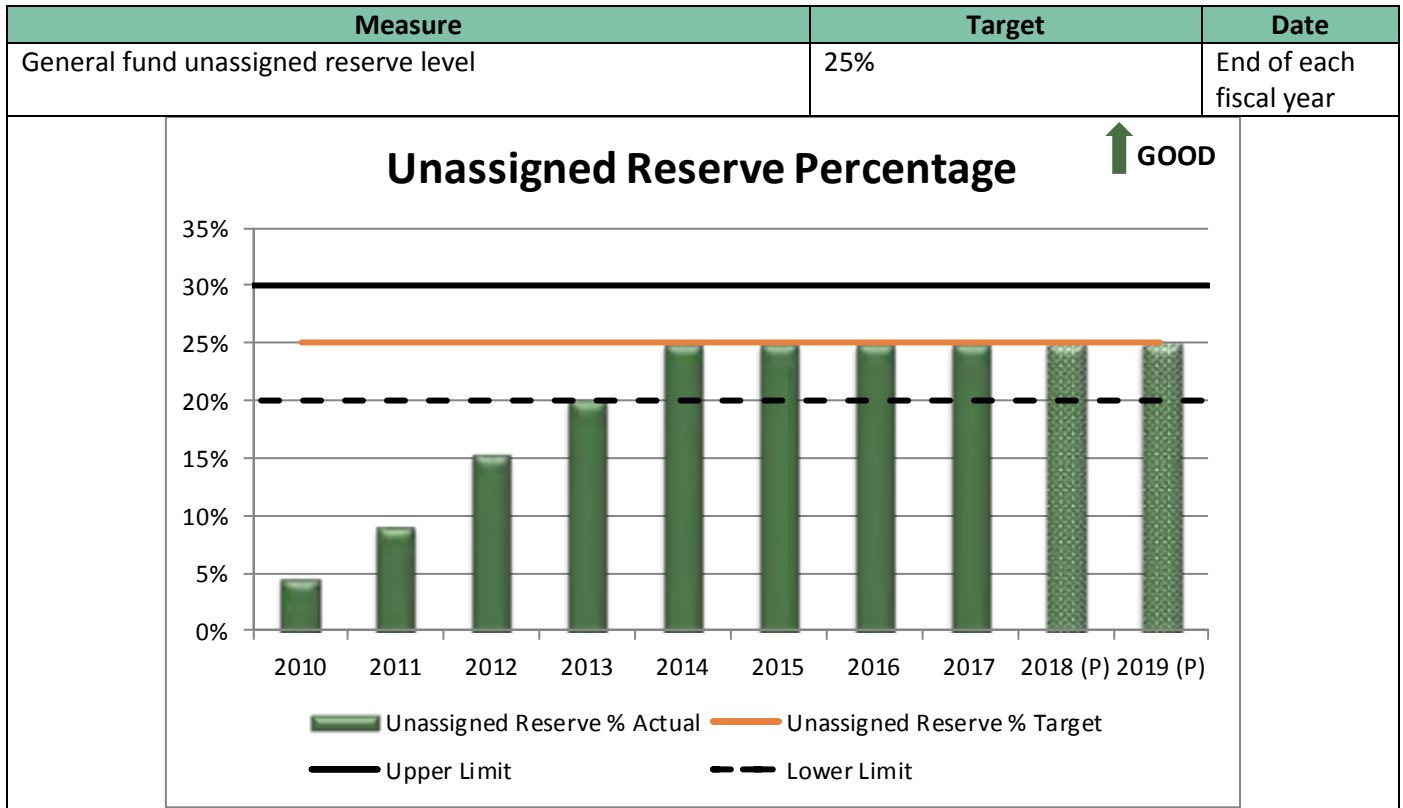
KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
3.1 & 3.4 - Maintain General Fund reserves at 25%	Ongoing	The Unrestricted General Fund Reserves will be indicated in the Annual Financial statements
3.1 & 3.2 – In each budget year, base the annual pension contribution amount on the prior year’s pension contribution adjusted by the greater of the local CPI or a set index of 1.25%.	Ongoing	Annual pension valuation/Change in funded position

Resource requirements (what do we need to succeed?)

- 3.1 and 3.4 - The amount required to maintain the General Fund reserve at the 25% mark can only be determined during the budget process. That said, the actual dollar amounts for 2017, 2018 and 2019 will be based on 25% of the sum of each respective year’s total annual operating budget plus debt service.
- 3.1 and 3.2 – Target pension contributions - \$26,507,013 in 2017, \$26,798,532 in 2018, and \$27,133,514.

Significant Short- & Longer-term measures of success, targets and / or time horizons



Other Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Unfunded liability	\$232,740,889	10/1/2017
	\$225,758,662	10/1/2018
	\$218,985,903	10/1/2019
S & P Bond rating	AAA	10/1/2017
Moody's Bond rating	AAA	10/1/2017
Fitch & Associates	AAA	1/1/2017

Frequency & venue of review

- Semi-annually as follows:
 - During the presentation of the City Financial statements to the City Commission
 - During the presentation of the Budget to the City Commission
- Quarterly with the City Manager during the quarterly financials review

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
City Commission	Lower borrowing costs Attractive to new residents, businesses and potential developers	None
Pension Board	Improved satisfaction and engagement	Funds used in support of this action plans may restrict ability to fund some parts of the Capital Improvement Plan or other initiatives
Workforce	Attractive to potential Police and Fire employment candidates	

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + Lowered borrowing costs on future investments/projects
- + Tax revenue and development fees from new businesses and potential developers
- Might restrict the ability to fund some parts of the Capital Improvement Plan or other initiatives

**Action Plan Worksheet
2018**

Action Plan Owner: Keith Kleiman, Assistant Finance Director for Management & Budget

Action Plan Name: 3.3.1 – Further developing and funding a long-term Capital Improvement Plan

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 3 - Ensure the financial ability to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
 - Objective 3.3 - Attain 83% funded status for existing capital improvement plan asset class matrices through recurring revenue by 2019. Develop and attain 65% funded status for newly developed capital improvement plan asset class matrices through recurring revenue by 2019.

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Funding For Existing Matrices – Commit \$2.0M of newly identified recurring revenue and \$5.1M of fund balance to fund existing capital matrices	Ongoing	Specific funding % for each matrix will be identified in the Adopted Budget each fiscal year
Funding For New Matrices - Commit \$1.5M of newly identified recurring revenue and \$4.9M of fund balance to fund new capital matrices	Ongoing	Specific funding % for each matrix will be identified in the Adopted Budget each fiscal year

Resource requirements (what do we need to succeed?)

- Annual incremental increase in use of recurring revenues tied to an annual reduction in use of fund balance to fund Capital Improvement Plan.

	2017	2018	2019
Existing Matrices			
Incremental increase in use of Recurring Revenue	\$ 695,822	\$ 697,218	\$ 698,636
Use of Fund Balance	\$ 2,416,591	\$ 1,795,836	\$ 1,183,705
New Matrices ¹			
Incremental increase in Recurring Revenue	\$ 70,000	\$ 76,248	\$ 153,342
Use of Fund Balance	\$ 346,559	\$ 281,082	\$ 596,739

Resource requirements (what do we need to succeed?) – Continued

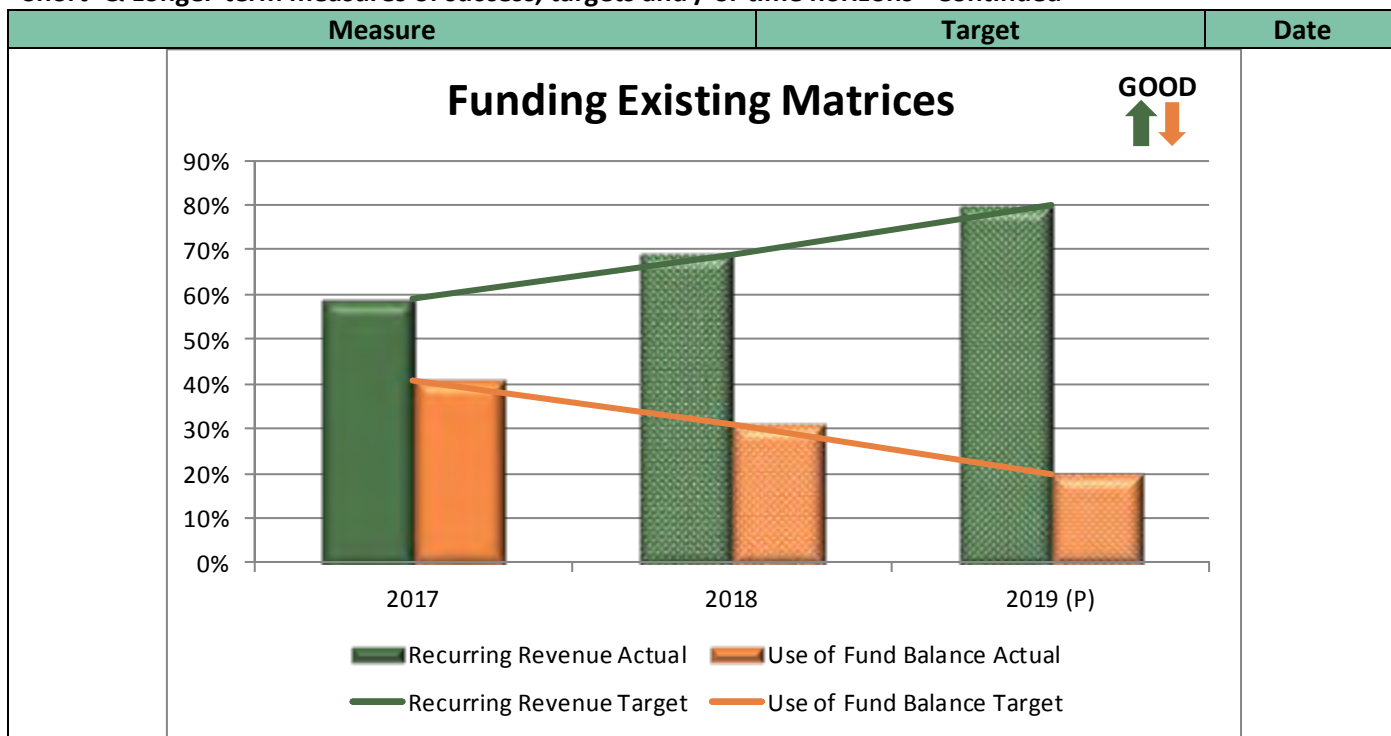
Grand Total			
Incremental increase in Recurring Revenue	\$ 765,822	\$ 773,466	\$ 851,978
Use of Fund Balance	\$ 2,763,150	\$ 2,076,918	\$ 1,780,444

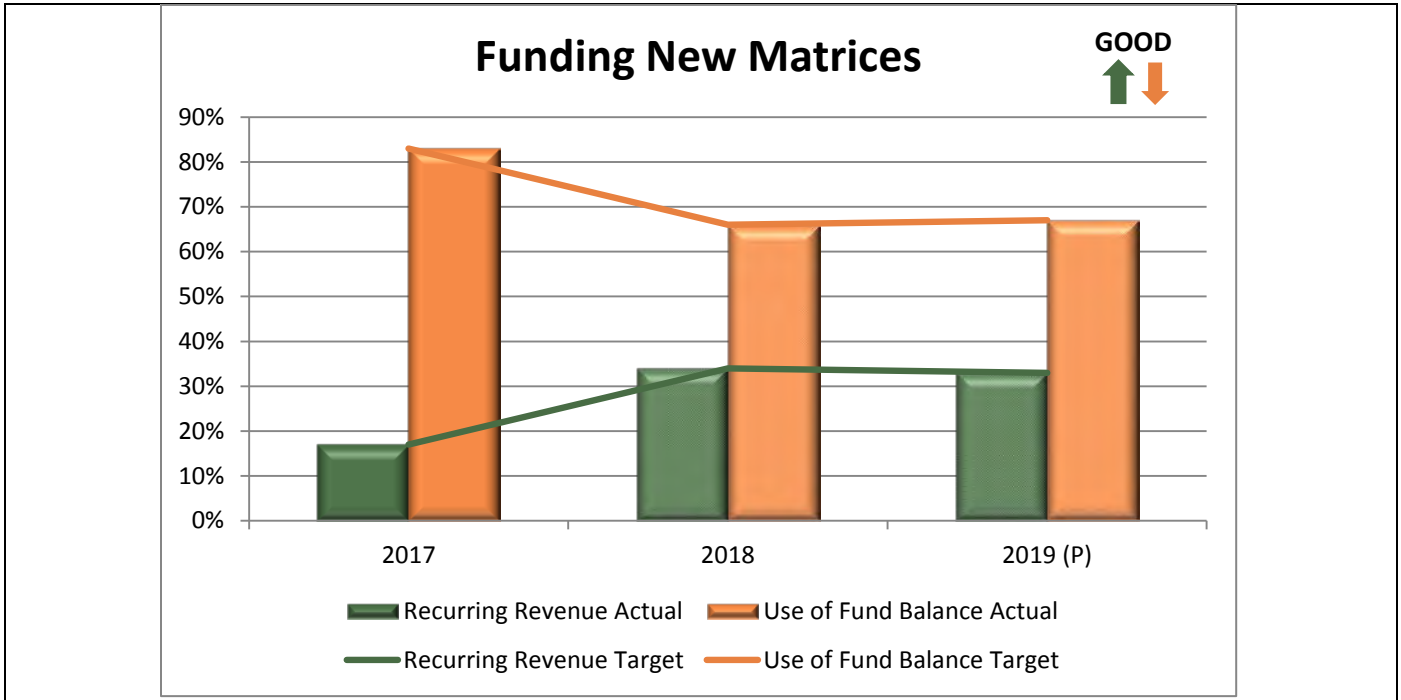
¹Consists of City Streetlights, Duct Cleaning, Exterior Painting, Flooring Replacement, Fountains & Entrances Refurbishment, Fountains & Entrances Pressure Cleaning, and Parking matrices

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
% of funding - recurring revenues/use of fund balance	Existing Matrices – 66%/34%	2017
	New Matrices – 17%/83%	
	Existing Matrices – 75%/25%	2018
	New Matrices – 34%/66%	
	Existing Matrices – 84%/16%	2019
	New Matrices – 33%/67%	

Short- & Longer-term measures of success, targets and / or time horizons - Continued





Frequency & venue of review

- Briefing with the City Manager at the beginning of the annual Budget Process.
- Monthly review of revenue collections to ensure sufficient recurring revenue is available to fund the Capital Improvement Plan.

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
City Commission/City Manager	Funding will be available to replace or renovate capital assets at the end of their life cycle without searching for funding or going out for debt	Funding dedicated to capital infrastructure improvement plan projects will not be available for other City requirements
Department Directors		
Finance/Budget		

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- Same as stated above

**CITY OF CORAL GABLES
CAPITAL MATRICES**

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET - EXISTING MATRICES				
	FY17	FY18	FY19	TOTAL
Identified Recurring Revenue from Prior Years ¹	\$ 3,991,972	\$ 4,687,794	\$ 5,385,012	\$ 14,064,778
Recurring Revenue Required from Operating Revenue				
Motor Vehicles	\$ 280,199	\$ 281,165	\$ 282,148	\$ 843,512
Network Infrastructure	100,000	100,000	100,000	300,000
Parks & Recreation	219,998	220,298	220,602	660,898
Roof Replacement	71,375	71,471	71,568	214,414
HVAC	24,250	24,284	24,318	72,852
Incremental Funding Required From Operating Revenue	\$ 695,822	\$ 697,218	\$ 698,636	\$ 2,091,676
Prior Year and New Funding From Recurring Revenues	4,687,794	5,385,012	6,083,648	16,156,454
Use of Fund Balance ²	2,416,591	1,795,836	1,183,705	5,396,132
Annual Existing Matrices Budget	\$ 7,104,385	\$ 7,180,848	\$ 7,267,353	\$ 21,552,586

¹Includes CPI Adjustment

²Total use of fund balance = \$5,396,132 over 3 fiscal years is already identified and set aside

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET - NEW MATRICES				
	FY17	FY18	FY19	TOTAL
Identified Recurring Revenue from Prior Years ^{1,2}	\$ -	\$ 70,000	\$ 146,248	
Recurring Revenue Required from Operating Revenue				
City Streetlights	\$ -	\$ -	\$ 20,000	\$ 20,000
Elevator Replacement	20,000	21,725	21,751	63,476
Fire Equipment	30,000	32,768	32,809	95,577
Parking Lots & Garages Repair	20,000	21,755	21,782	63,537
Fountains & Entrances Maintenance	-	-	25,000	25,000
Duct Cleaning	-	-	5,000	5,000
Exterior Painting	-	-	12,000	12,000
Flooring Replacement	-	-	15,000	15,000
Net Replacement Cost From Operating Revenue	\$ 70,000	\$ 76,248	\$ 153,342	\$ 299,590
Prior Year and New Funding From Recurring Revenues	70,000	146,248	299,590	515,838
Potential Use of Fund Balance ²	346,559	281,082	596,739	1,224,380
Annual New Matrices Budget	\$ 416,559	\$ 427,330	\$ 896,329	\$ 1,740,218

¹Includes CPI Adjustment

²\$1,265,000 in FY17 is only for Sanitary Sewer Matrix

²Total use of fund balance = \$1,224,380 must be identified and set aside

**Action Plan Worksheet
2018**

Action Plan Owner: Keith Kleiman, Assistant Finance Director for Management & Budget

Action Plan Name: Establishing a centralized grants process

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 3 - Ensure the financial ability to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
 - Objective 3.5 - Increase the percentage of development agreement and grant funding to 4% of total revenue by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

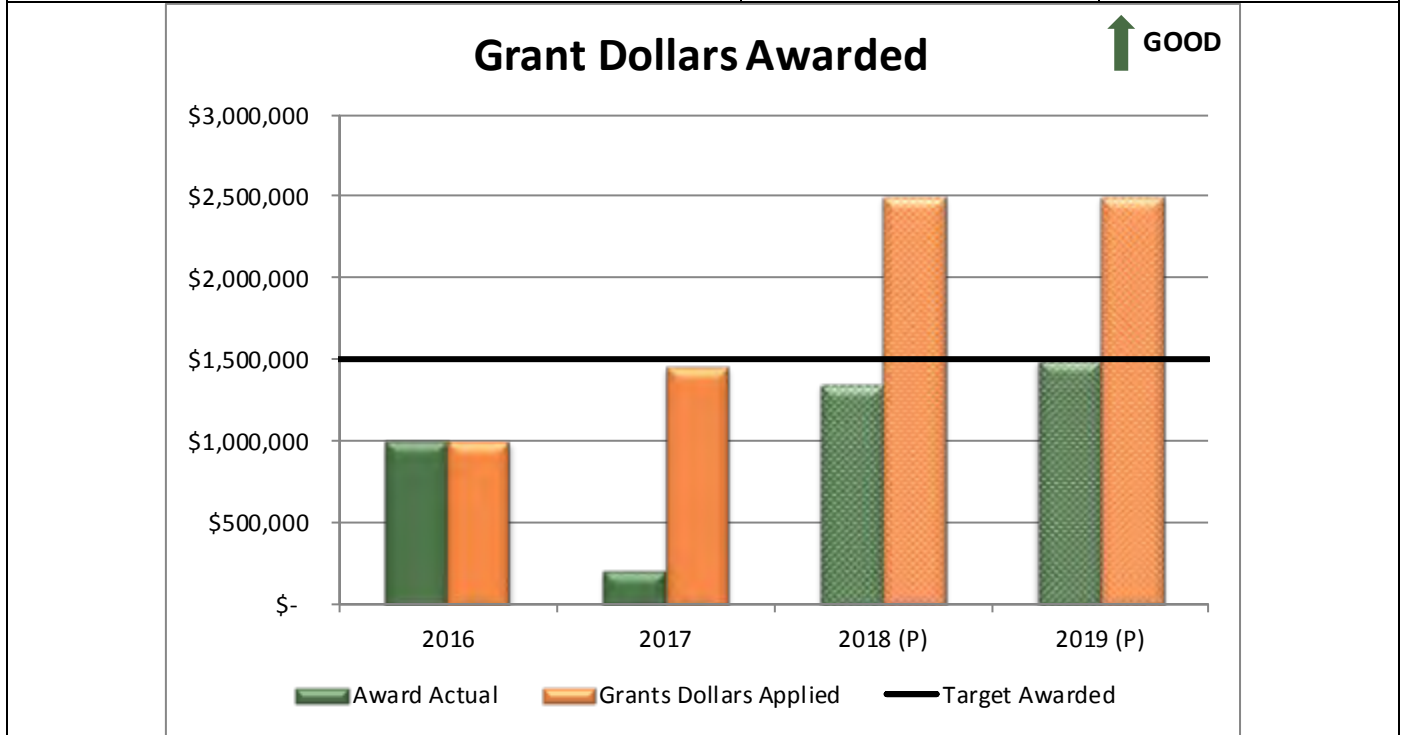
What must be done	By when	How will it be evident
Hire the consultant	June 2016	Consultant on board
Consultant to review the Capital Improvement Plan and the annual operating budget to identify viable grant opportunities	Annually	Grants will be identified each fiscal year
Consultant to apply for grants	Annually	Number of applications submitted
Grants awarded	Ongoing	Number of grant dollars awarded
Identify and commit matching funds	Annually	Number of matching dollars identified and committed
Develop and centralize grant process	June 2017	Reimbursements on time/Reporting on time

Resource requirements (what do we need to succeed?)

- \$130 per hour to hire grant writing consultant
- 260 annual staff hours for Departmental liaison staff meetings (5 hrs. /wk. x 52 wks.)
- \$54,606 budgeted annually for Internal Audit/Grants Coordinator (50% share of \$101,452 annual salary plus FICA)
- Matching funds as needed – identified each fiscal year

Significant Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Number of dollars awarded	\$750K \$1.5M \$1.5M	<ul style="list-style-type: none"> 9/30/2017 9/30/2018 9/30/2019



Other Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Percent of applications submitted that are awarded	75%	
Compliance rates with grantors	100%	

Frequency & venue of review

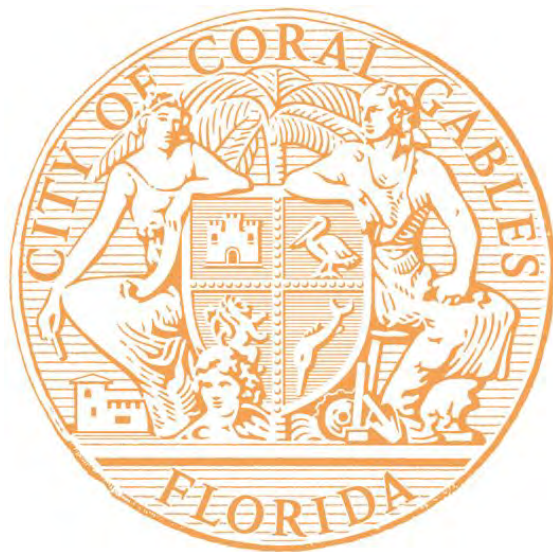
- Quarterly review/Status report to City Manager

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Finance	The influx of grant funds can potentially free up City funds for other purposes	Possible drain on resources if matching funds cannot be identified.
Departments	The influx of grant funds can fund projects that currently do not have City funding	If grants are awarded, there might not be sufficient staff time to perform the work included in the grant. Additional funds might be required to hire temporary staff to handle the additional work

What are the positive and negative financial impacts (costs / benefits and return on investment)?

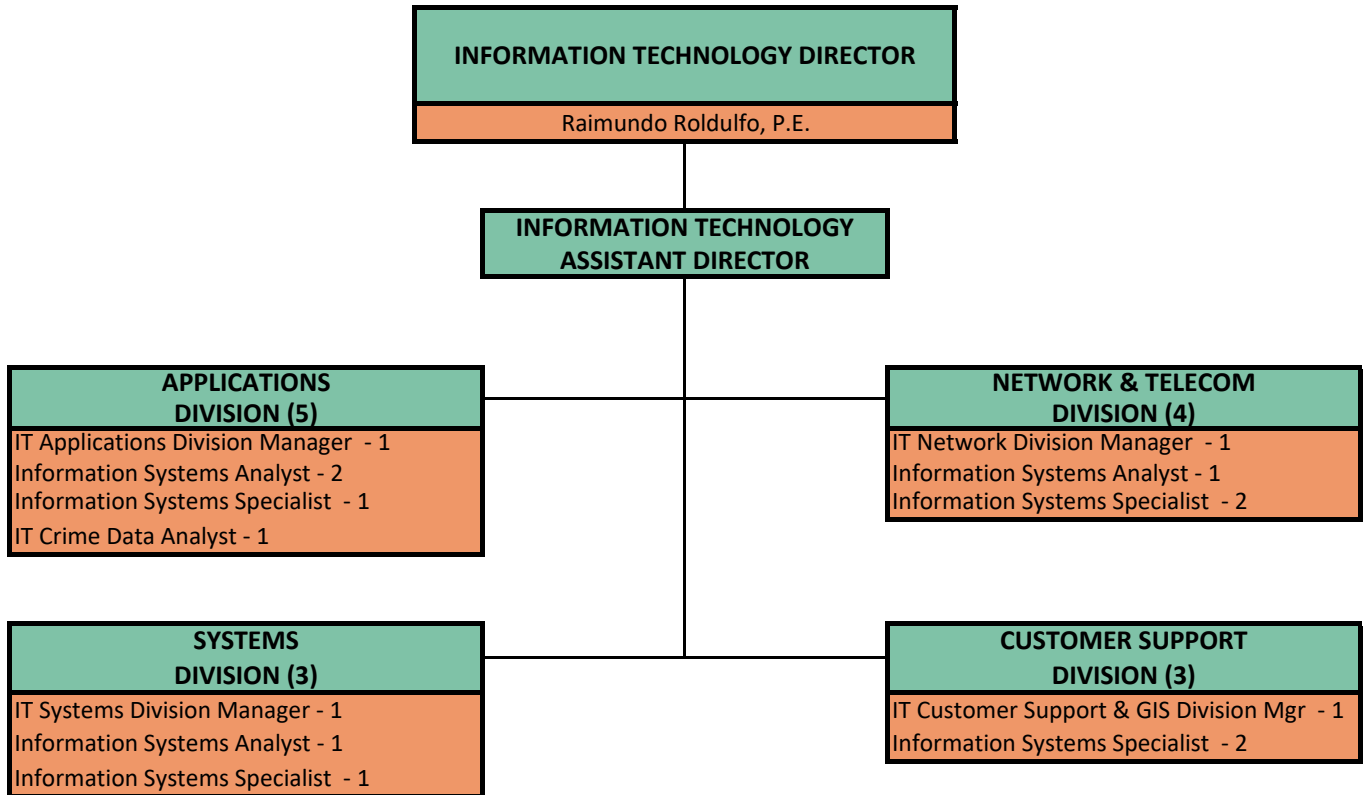
- Same as above



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CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET

INFORMATION TECHNOLOGY
ORGANIZATION CHART

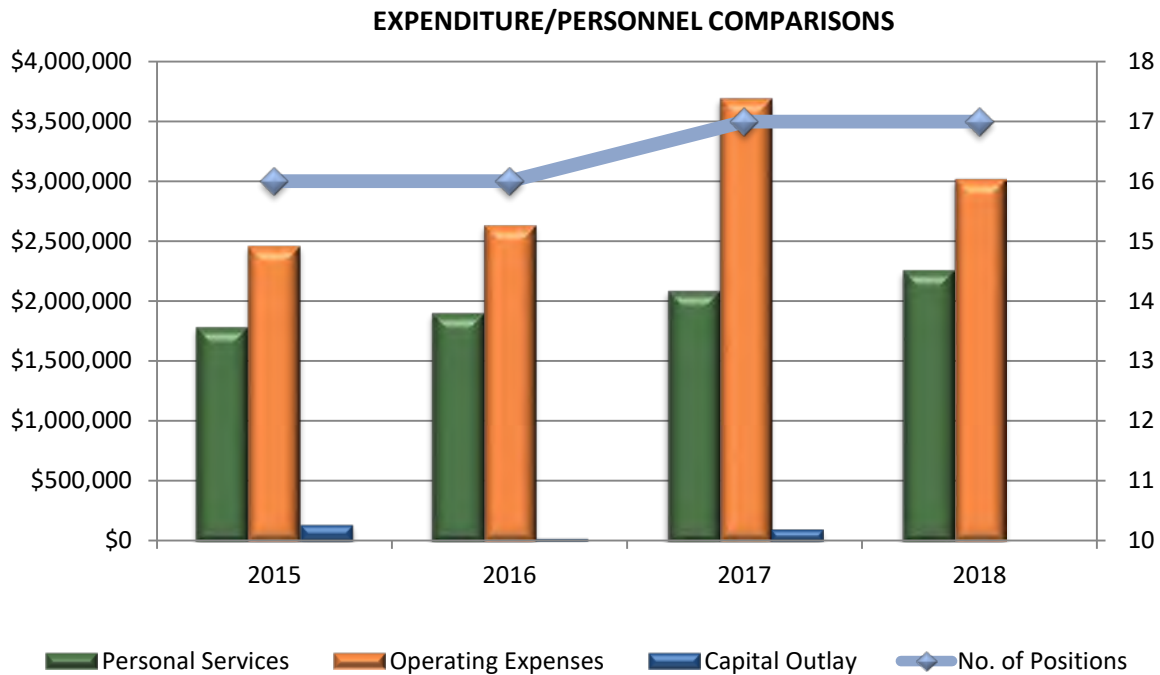


**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



**INFORMATION TECHNOLOGY
BUDGET AND POSITION SUMMARY**

	<u>2014-2015 ACTUAL</u>	<u>2015-2016 ACTUAL</u>	<u>2016-2017 BUDGET</u>	<u>2017-2018 BUDGET</u>
Salaries & Benefits	1,785,148	1,899,650	2,085,416	2,255,542
Operating Expenses	2,461,825	2,633,278	3,689,435	3,019,085
Capital Outlay	127,139	20,590	92,177	-
TOTALS	<u>4,374,112</u>	<u>4,553,518</u>	<u>5,867,028</u>	<u>5,274,627</u>
No. of Positions	16	16	17	17



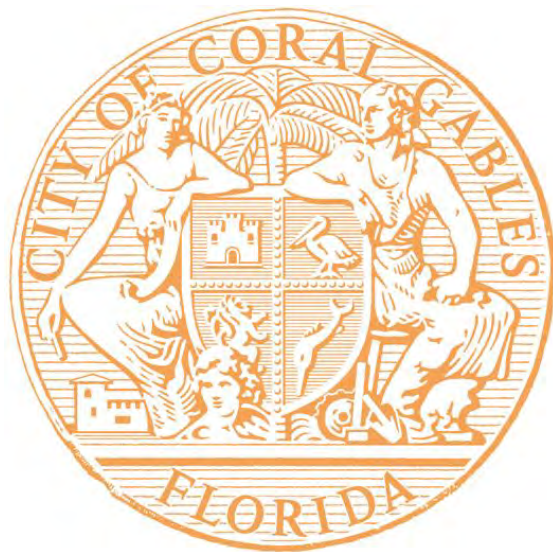
**CITY OF CORAL GABLES, FLORIDA
2017-2018 ADOPTED BUDGET**



FISCAL YEAR 2017 MAJOR ACCOMPLISHMENTS

- ✓ Established CCTV/ALPR enhancements and new sites, working with Police and other departments at: Miracle Mile, Giralda, Country Club Prado, Ferdinand Park, Ingraham Park, Ponce and 8 Street, Granada and Bird Rd., and a Mobile CCTV trailer that enhances public safety in several areas of the City; and Crime Intelligence Center (CIC) improvements such as new Video Management System (VMS), Automated License Plate Reader (ALPR) integration, and Geographic Information Systems (GIS) interface.
- ✓ Launched Facility Management electronic and mobile process, working with Public Works, to effectively and efficiently manage the buildings, grounds, and structures that house city operations. Provides staff the ability to create facility maintenance schedules, implement recurring maintenance tasks, gauge facility and asset performance, and proactively plan for upgrades and repairs. It builds sustainable facility operations by moving away from paper and data silos, and allows field personnel to inventory and maintain assets directly from their location, visualizing them on GIS maps.
- ✓ Introduced City-wide I.T. infrastructure upgrades and enhancements, including Enterprise telephony systems overhaul, Enterprise database systems upgrade, Network infrastructure upgrades, and Applications upgrades and enhancements, including a Trolley Mobile App (working with Parking Department) that provides real-time location and ETA to riders on their mobile phones; a homegrown Traffic Mobile App (pilot) to allow citizens and visitors to report non-emergency traffic-related issues, GIS enterprise systems and cloud services, and other enhancements.





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**CITY OF CORAL GABLES, FLORIDA
PERFORMANCE INDICATOR METRICS**



INFORMATION TECHNOLOGY

INDICATOR:	FY16			FY17		FY18
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Support tickets received	4,700	5,653	🟢	5,000	6,322	5,500
Support tickets closed	3,800	4,922	🟢	4,500	6,318	5,000
% of support tickets closed	80%	87%	🟢	90%	100%	90%
Number of projects implemented	90	84	🟡	90	72	80
Completed projects	45	44	🟢	45	41	40
CPU usage by City enterprise systems (<50%)	30%	26%	🟢	30%	26%	30%
Memory usage by City enterprise systems (<50%)	45%	50%	🟢	45%	52%	45%
System uptime on annual basis	99.90%	99.83%	🟡	99.90%	99.91%	99.90%
Number of servers citywide	31	36	🟢	35	37	37
Number of client devices (desktops, laptops, tablets, smartphones)	870	1,038	🟢	1,000	1,063	1,060
Number of network devices (routers/switches, firewalls/filters/gateways, wireless, phones, storage, audio/video)	685	940	🟢	940	948	945
Total number of applications supported	90	87	🟡	85	103	108
Home-grown applications	30	33	🟢	35	42	45
Off The Shelf (OTS) applications	60	54	🟡	50	61	63

Legend

- 🟢 Target met or exceeded
- 🟡 Target nearly met
- 🔴 Target not met



**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
INFORMATION TECHNOLOGY
3200 INFORMATION TECHNOLOGY
 519 OTHER GENERAL GOVERNMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0112	Information Technology Director	1	1	1	1	\$ 144,388
0116	Ass't Information Technology Director	1	1	1	1	94,582
5034	Senior Info. Tech. Analyst	4	4	4	-	-
0117	IT Applications Division Manager	-	-	-	1	93,764
0118	IT Customer Support & GIS Division Mgr	-	-	-	1	88,866
0119	IT Network Division Manager	-	-	-	1	84,584
0120	IT Systems Division Manager	-	-	-	1	85,596
0111	Information Systems Analyst	4	4	4	4	280,756
0109	Information Systems Specialist	6	6	6	6	317,654
5036	IT Crime Data Analyst	-	-	1	1	39,354
9003	Part-time Employees	-	-	-	-	226,441
8888	Overtime	-	-	-	-	28,000
TOTAL		16	16	17	17	\$ 1,483,985

EXPENDITURE DETAIL

	2014-2015	2015-2016	2016-2017	2017-2018
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 1,173,962	\$ 1,195,469	\$ 1,357,253	\$ 1,483,985
2000 Employee Benefits - See Other Cost Dist.	611,186	704,181	728,163	771,557
3190 Other Professional Services	113,107	188,417	728,837	247,600
3191 Other Professional Services - Reimbursable	-	-	9,230	-
4020 Central Garage Motor Pool Rent	30,100	35,611	38,471	37,055
Replacement:	19,744			
Oper. & Maint:	17,311			
4090 Other Transportation Expense	12,825	5,850	8,100	8,100
4110 Telecom Services	827,469	934,693	1,030,599	1,023,832
4111 Employee Cellular Payroll Deduction	(38,840)	(42,020)	(35,000)	(35,000)
4410 Rental of Machinery and Equipment	3,560	3,326	4,500	4,500
4420 Public Facilities Cost - See Other Cost Dist.	27,768	30,687	33,280	34,581
4450 Lease Equipment	98,001	49,001	-	-
4550 General Liability Insurance	45,600	46,273	46,786	81,903
4620 Repair and Maint. of Office Equipment	(1,300)	-	-	-
4630 Repair/Maint. of Machinery & Equipment	-	469	850	500
4710 Special Printed Forms	573	393	600	600
5100 Office Supplies	5,195	4,108	6,120	4,000
5214 Uniform Allowance	-	523	-	-
5215 Small Tools & Minor Equipment	11,884	11,705	12,000	12,000

EXPENDITURE DETAIL

	2014-2015	2015-2016	2016-2017	2017-2018
	ACTUAL	ACTUAL	BUDGET	BUDGET
5400 Membership Dues and Subscriptions	882	1,187	1,807	2,366
5401 Software Subscriptions & Maintenance	904,792	987,251	1,207,217	1,170,367
5402 Computer Hardware - Maintenance	385,386	340,885	499,525	381,003
5410 Employee Training	34,823	34,906	96,513	45,678
5415 Employee Workplace Improvements	-	13	-	-
6200 Building Improvements & Upgrades	122,400	-	-	-
6431 Computer Hardware Replacement	889	-	48,000	-
6441 Computer Hardware - Additions	3,850	11,000	-	-
6442 Computer Software - Additions	-	9,590	44,177	-
TOTAL	\$ 4,374,112	\$ 4,553,518	\$ 5,867,028	\$ 5,274,627

**Action Plan Worksheet
2018**

Action Plan Owner: Raimundo Rodulfo, Information Technology Director

Action Plan Name: 4.2.1 SOP Knowledge Libraries

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.1 – Attain world-class performance levels in overall community satisfaction with City services by 2019
- Goal 2 – To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Objective 2.1 – Ensure sufficient workforce capacity & capability to deliver higher quality results by 2019.
- Goal 4 – Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources.
 - Objective 4.1 – Improve customer satisfaction with city communications to 75% by 2019.
 - Objective 4.2 – Expand knowledge-based library across departments and operations by Q1-2017
- Goal 5 – Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.1 – Increase community access & knowledge of cultural sites.

KEY tasks that must be accomplished, deliverables, and measures of success

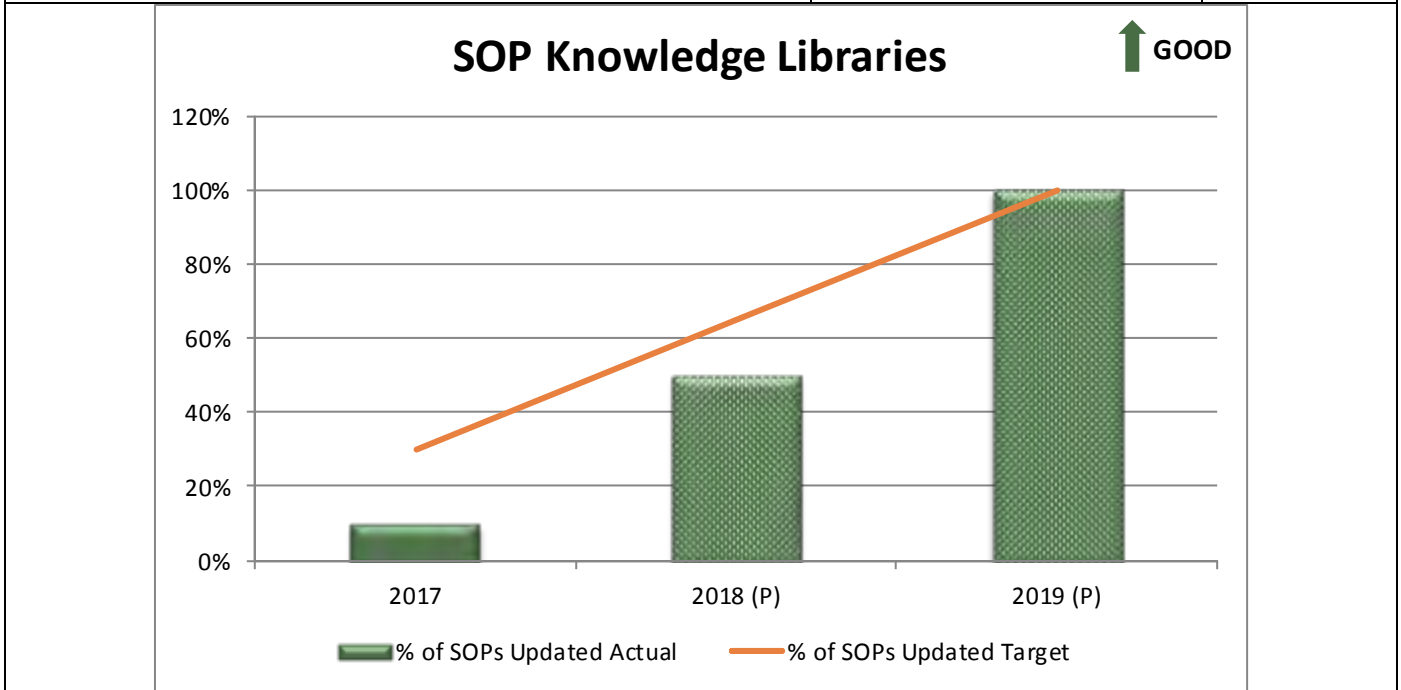
What must be done	By When	How will it be evident
Perform needs assessment	December 2016	Assessment document
Create scope of work	December 2016	Scope document
Identify input & output requirements	December 2016	Input / Output Specification Sheet
Define test acceptance document	December 2016	Test acceptance document
Identify necessary tools	December 2016	Bill of material & labor hours
Create job cost estimate	December 2016	Quote for project
Create proposed schedule	December 2016	Project schedule
Procurement	December 2016	Requisition & PO
Implementation	March 2017	System is running
Training	November 2017	Sign-in sheets
Test	November 2017	Test – punch sheet
Go-live	November 2017	System in production
Document	November 2017	“As-Built” document
Create maintenance schedule	November 2017	Maintenance schedule

Resource requirements (what do we need to succeed?)

- \$18,000 for Software Subscription in FY16-17
- \$7,000 for Network bandwidth in FY16-17
- \$16,000 for Professional service and training in FY16-17

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
% of standard operating procedures updated and available online	100%	Q4 2017



Frequency & venue of review

- Weekly meetings in conference room at PD, 4th Floor until project completes (Step 13)
- Quarterly review meetings in conference room at PD, 4th Floor (Steps 14 to 16)

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
All department directors	Cost savings from enhanced productivity and time savings and business process & procedure improvements	Loss of productivity during training days Cost for system, labor hours, training staff coordination, initial content population and staff time for on-going maintenance life cycle
Residents	Increased satisfaction with City services due to increased efficiency of staff	Funds expended in support of this action plan will not be available for other projects

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + Variable cost savings depending on each department
- Total Approximate cost = \$41K

**Action Plan Worksheet
2018**

Action Plan Owner: Raimundo Rodulfo, Information Technology Director

Action Plan Name: 4.3.1 – Citywide Process Improvement & Training

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1. Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.1 – Attain world-class performance levels in overall community satisfaction with City services by 2019.
- Goal 2. To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Objective 2.1 – Ensure sufficient workforce capacity & capability to deliver higher quality results by 2019.
 - Objective 2.2 – Attain world-class levels of performance in workforce satisfaction & engagement by 2019.
 - Objective 2.3 – Develop & implement a comprehensive staff development program by 2019 to ensure appropriate workforce training, opportunities, & leadership skills.
- Goal 4. Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources.
 - Objective 4.3 – Provide training on process improvement / performance excellence methodologies to all employees by 2019.

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
IT Director obtain SSBB Certification	March 2016	SSBB Certification
Create department scope of work to improve business process for departments using Lean Six Sigma and IT tools and methods	December 2016	Scope document
Identify input & output requirements	December 2016	Input / Output Specification Sheet
Define test acceptance document	December 2016	Test acceptance document
Identify necessary tools	December 2016	Bill of material & labor hours
Create job cost estimate	December 2016	Quote for professional services and training
Create department schedules	December 2016	Project schedule
Procurement	December 2016	Requisition & PO
Implementation	December 2016	System is running
Lean Six Sigma Training	December 2016	Sign-in sheets

KEY tasks that must be accomplished, deliverables, and measures of success - (Continued)

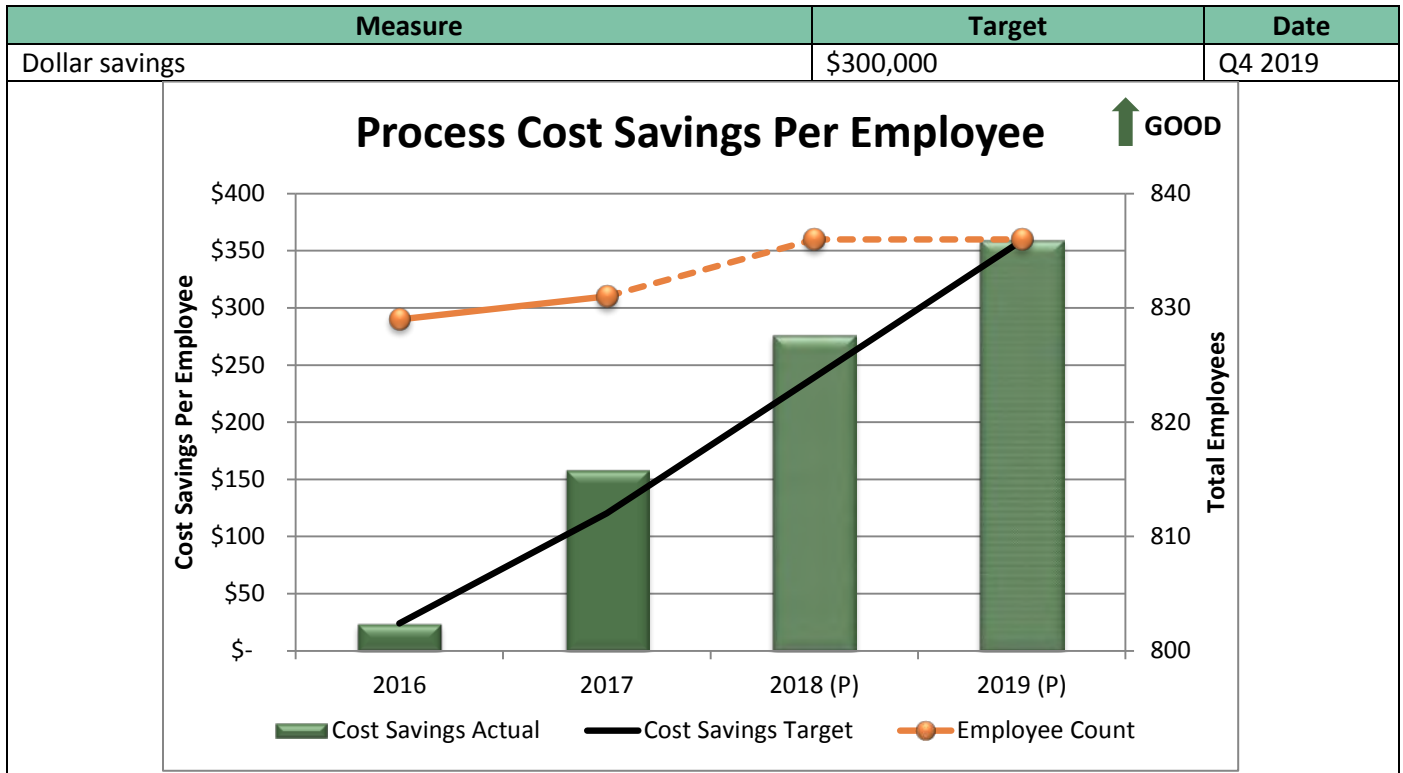
What must be done	By When	How will it be evident
Test	December 2016	Test – punch sheet
Go-live	December 2016	System in production
Document	September 2019	“As-Built” document
Create maintenance schedule	September 2019	Maintenance schedule
Conduct research to identify best practices for a systematic approach to organizational performance improvement – review Coral Springs, Irving, TX, and other systems.	December 2016	Research complete. Best practices identified.
Design systematic approach	March 2017	Organizational performance improvement system design approved by City Manager.
Identify specific process improvement/performance excellence training offerings to present to workforce.	June 2017	Training programs identified along with cost estimates
Identify funding requirements for the development/delivery of training	June 2017	Costs identified.
Select training approach (in-house vs. consultant)	June 2017	Approach selected / contract approved
Schedule and begin delivery of training	September 2017	Training schedules produced
Monitor delivery of training	December 2017	Initial round of training completed
Monitor performance improvement/return on investment	Qtrly	Quarterly reviews conducted and reports submitted

Resource requirements (what do we need to succeed?)

Identify, analyze and improve existing business processes in the city to meet new goals and objectives, such as increasing customer service quality, performance, operational costs, and speed project schedule. Improving business processes for City departments will improve the quality of services provided to the citizens.

- Provide process improvement training to workforce of 800 employees with 16 hr. sessions (2 days), 32 groups of attendees, each one needing 2 days of training.
- The cost for a consultant to provide training and business process review to these groups for that period of time is approximately \$75K.
- EDEN training in FY17 - \$12,000

Significant Short- & Longer-term measures of success, targets and / or time horizons



Other Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Performance on key measures	100% overall improvement in key measures	Q4 2019
Return on investment of training dollars	4:1	Q4, 2019
% of the workforce engaged in improvement activities	100%	Q4 2019

Frequency & venue of review

- Weekly meetings in conference room at PD, 4th Floor until project completes (Step 13)
- Quarterly review meetings in conference room at PD, 4th Floor (Steps 14 to 16)
- Quarterly to the City Manager at Staff meeting

Who are the stakeholders / what is the anticipated impact on them?

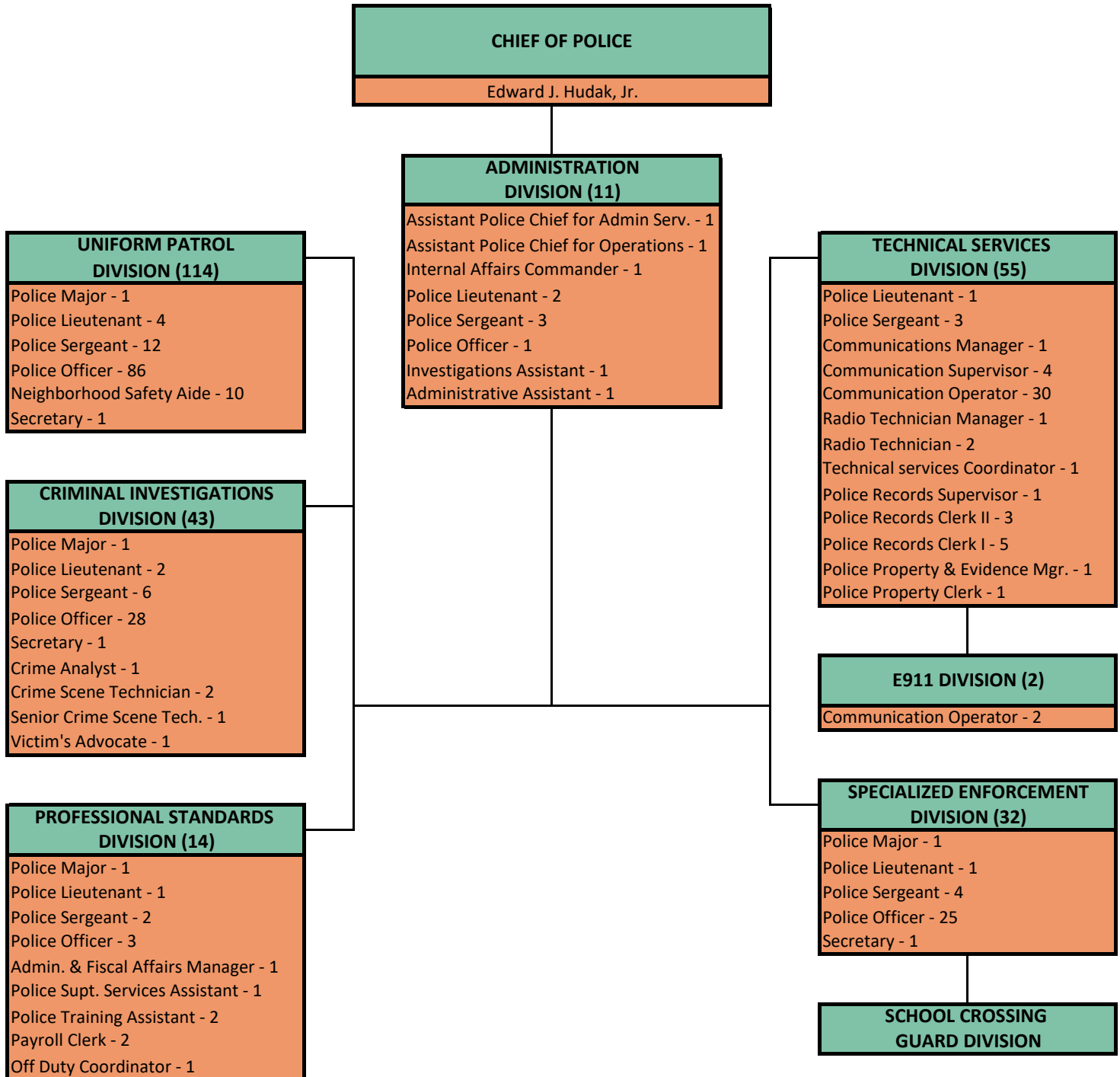
Stakeholder Group	Potential positive impact	Potential negative impact
All department directors	Cost savings from business process & improvements	Loss of productivity during training days Cost for implementation and training
Residents	Increased satisfaction with City services	Funds expended in support of this action plan will not be available for other projects

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + \$300,000 expected based on 4:1 return on investment for labor, time, & professional services cost savings (may vary by department)
- \$75,000 Initial project costs

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**

**POLICE
ORGANIZATION CHART**



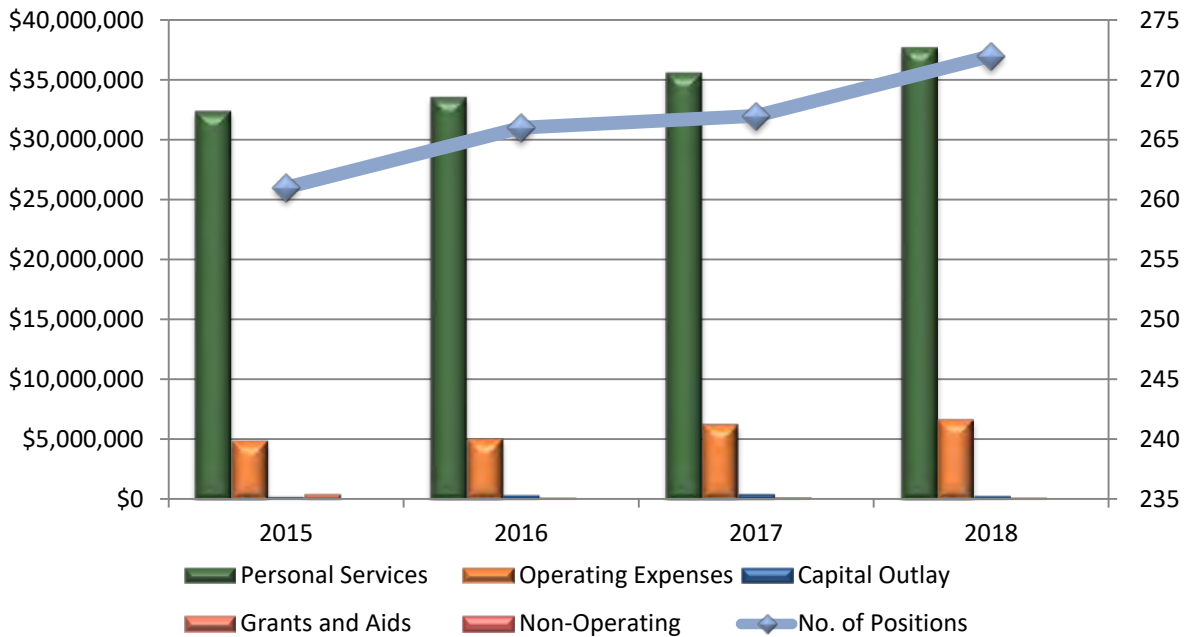
**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



**POLICE DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2014-2015 ACTUAL</u>	<u>2015-2016 ACTUAL</u>	<u>2016-2017 BUDGET</u>	<u>2017-2018 BUDGET</u>
Salaries & Benefits	32,424,095	33,553,631	35,602,024	37,705,552
Operating Expenses	4,835,182	5,009,719	6,221,268	6,606,055
Capital Outlay	158,182	272,692	365,617	231,232
Grants and Aids	352,897	108,598	129,807	123,678
Non-Operating	-	-	-	-
TOTALS	<u>37,770,356</u>	<u>38,944,640</u>	<u>42,318,716</u>	<u>44,666,517</u>
No. of Positions	261	266	267	272

EXPENDITURE/PERSONNEL COMPARISONS



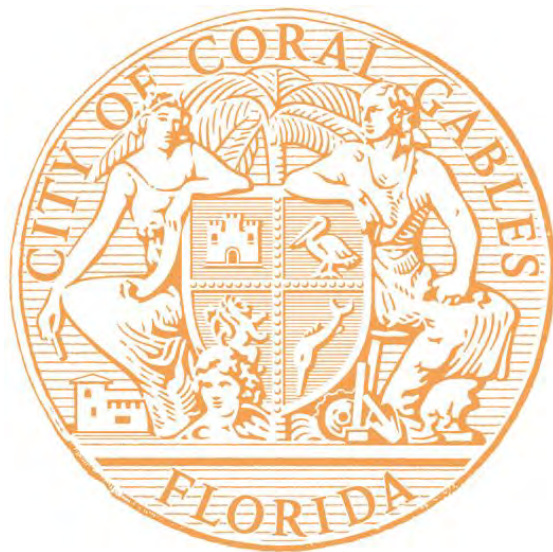
**CITY OF CORAL GABLES, FLORIDA
2017-2018 ADOPTED BUDGET**



FISCAL YEAR 2017 MAJOR ACCOMPLISHMENTS

- ✓ Improved vehicle safety through enforcement and innovative technology. This has resulted in a 100% reduction in traffic homicides.
- ✓ Implemented the Part-Time Traffic Enforcement Officer Program. Three Part-Time Officers have increased Police presence throughout the City.
- ✓ Expanded the Neighborhood Team Policing Unit to have a Neighborhood Team Leader (NTL) covering each neighborhood in the City.
- ✓ Implemented the CrimeView software program to enhance crime analytics. In addition, created proactive approaches to Police Officer safety (rifle plates, traffic safety lights for Motors, evaluation of body camera options, etc.).





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**CITY OF CORAL GABLES, FLORIDA
PERFORMANCE INDICATOR METRICS**



POLICE

INDICATOR:	FY16			FY17		FY18
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Crime Watch programs hosted for neighborhoods and local businesses	47	12		30	3	10
Public service announcements (crime prevention tips/informational segments) created for publication (both print and Ch. 77)	15	4		8	4	5
Number of Crime Prevention Surveys (Residential & Commercial)	50	24		30	9	20
News releases distributed to the media	35	37		35	11	20
Police officers hired	25	11		25	20	10
Communications operators hired	6	4		6	6	6
Citizen complaints filed	5	9		5	13	8
Internal (employee) complaints/grievances filed	5	4		5	10	7
Number of commendations received	36	257		170	88	150
Number of CALEA accreditation standards	486	484		486	484	484
Training hours for sworn and non-sworn personnel	14,500	16,572		14,500	17,001	17,500
Calls For Service (CFS) processed	108,314	117,785		108,314	135,682	133,000
Phone calls processed	190,194	175,946		190,194	170,730	170,000
Number of I/I reports processed	9,980	10,127		9,919	9,160	9,160
Arrests processed	874	789		875	776	776
Citations processed	19,420	22,084		19,918	25,089	25,089
Crash reports processed	3,326	3,576		3,458	3,204	3,204

Legend

- Target met or exceeded
- Target nearly met
- Target not met



**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5000 ADMINISTRATIVE DIVISION
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				SALARIES
		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET	
5025	Police Chief	1	1	1	1	\$ 166,219
0072	Assistant Police Chief for Admin Serv.	1	1	1	1	136,762
5030	Assistant Police Chief for Operations	1	1	1	1	124,937
5039	Internal Affairs Commander	-	1	1	1	110,648
5021	Police Sergeant	3	3	3	3	311,248
5022	Police Lieutenant	2	2	2	2	257,889
5020	Police Officer	1	1	1	1	86,721
0602	Administrative Assistant	1	1	1	1	61,617
5024	Investigations Assistant	1	1	1	1	56,995
8888	Overtime	-	-	-	-	44,257
9999	Holiday Worked Pay	-	-	-	-	8,500
TOTAL		11	12	12	12	\$ 1,365,793

EXPENDITURE DETAIL

		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET
1000	Salaries	\$ 895,491	\$ 1,019,662	\$ 1,294,557	\$ 1,365,793
2000	Employee Benefits - See Other Cost Dist.	724,093	842,546	871,042	921,073
3190	Other Professional Services	8,044	5,336	9,301	9,301
4010	Travel Expense	115	-	1,500	1,500
4020	Central Garage Motor Pool Rent	54,488	58,538	65,580	62,228
	Replacement:	24,928			
	Oper. & Maint:	37,300			
4410	Rental of Machinery and Equipment	-	-	500	500
4420	Public Facilities Cost - See Other Cost Dist.	108,662	120,084	130,232	135,321
4550	General Liability Insurance	41,977	45,961	44,625	75,380
4620	Repair and Maint. of Office Equipment	295	295	500	500
4630	Repair/Maint. of Machinery & Equipment	200	-	1,700	2,000
4710	Special Printed Forms	3,080	4,646	4,500	4,500
4910	Court Costs & Investigative Expense	2,372	4,104	5,000	5,000
4990	Other Miscellaneous Expense	5,316	11,458	9,290	9,290
5100	Office Supplies	2,953	6,567	9,000	9,000
5202	Chemicals and Photographic Supplies	-	-	500	500
5206	Food for Human Consumption	3,215	3,318	3,500	3,500
5208	Household & Institutional Supplies	1,741	967	1,900	1,900
5214	Uniform Allowance	8,559	8,850	9,000	9,000
5215	Small Tools & Minor Equipment	-	-	300	-

EXPENDITURE DETAIL

	2014-2015	2015-2016	2016-2017	2017-2018
	ACTUAL	ACTUAL	BUDGET	BUDGET
5400 Membership Dues and Subscriptions	3,521	3,759	6,225	6,225
5401 Software Subscriptions & Maintenance	42	-	-	-
5410 Employee Training	8,682	8,848	13,230	13,230
6440 Equipment Additions	1,144	2,020	3,000	3,000
8200 Aid to Private Organizations	32,403	92,916	123,678	123,678
TOTAL	\$ 1,906,393	\$ 2,239,875	\$ 2,608,660	\$ 2,762,419

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5020 UNIFORM PATROL DIVISION
 521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018	
					BUDGET	SALARIES
5026	Police Major	1	1	1	1	\$ 141,231
5022	Police Lieutenant	4	4	4	4	518,297
5021	Police Sergeant	12	12	12	12	1,186,274
5020	Police Officer	86	86	86	86	6,106,883
5038	Neighborhood Safety Aide	-	4	6	10	329,888
0031	Secretary	1	1	1	1	50,463
8888	Overtime	-	-	-	-	297,258
9999	Holiday Worked Pay	-	-	-	-	210,000
TOTAL		104	108	110	114	\$ 8,840,294

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 8,110,153	\$ 8,076,910	\$ 8,063,738	\$ 8,840,294
2000	Employee Benefits - See Other Cost Dist.	5,683,684	5,850,107	5,907,010	6,457,090
3190	Other Professional Services	1,367	1,877	425,853	589,373
4010	Travel Expense	943	2,821	4,400	4,000
4020	Central Garage Motor Pool Rent	1,361,958	1,341,556	1,555,778	1,455,714
	Replacement: 400,939				
	Oper. & Maint: 1,054,775				
4420	Public Facilities Cost - See Other Cost Dist.	143,975	159,109	172,556	179,298
4550	General Liability Insurance	296,752	286,115	283,007	487,908
4630	Repair/Maint. of Machinery & Equipment	1,224	499	1,000	1,000
4710	Special Printed Forms	922	519	500	1,500
5100	Office Supplies	7,377	5,298	7,977	7,977
5202	Chemicals and Photographic Supplies	-	139	500	800
5205	Expense for Animals	20,387	14,274	21,700	21,700
5206	Food for Human Consumption	457	-	500	600
5208	Household & Institutional Supplies	1,058	784	800	800
5212	Firearms Ammunition	38,196	12,373	41,069	39,669
5213	Purchase/Rental - Employee Uniforms	1,238	23,481	20,237	20,237
5214	Uniform Allowance	76,504	87,259	73,815	73,440
5215	Small Tools & Minor Equipment	14,593	16,627	7,815	8,065
5400	Membership Dues and Subscriptions	750	1,944	1,950	2,175
5410	Employee Training	37,086	54,625	68,035	68,035

EXPENDITURE DETAIL

	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>	<u>2017-2018</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
6430 Equipment Repair/Replacement	-	-	15,000	-
6440 Equipment Additions	<u>16,718</u>	<u>51,483</u>	<u>50,384</u>	<u>50,384</u>
TOTAL	<u>\$ 15,815,342</u>	<u>\$ 15,987,800</u>	<u>\$ 16,723,624</u>	<u>\$ 18,310,059</u>

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5030 CRIMINAL INVESTIGATIONS DIVISION
 521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
5026	Police Major	1	1	1	1	\$ 116,161
5022	Police Lieutenant	2	2	2	2	262,963
5021	Police Sergeant	6	6	6	6	655,710
5020	Police Officer	28	28	28	28	2,115,548
0031	Secretary	1	1	1	1	51,976
5033	Crime Analyst	1	2	1	1	46,836
5027	Crime Scene Technician	2	2	2	2	89,024
5031	Senior Crime Scene Tech.	1	1	1	1	68,682
5037	Victim's Advocate	1	1	1	1	67,653
8888	Overtime	-	-	-	-	363,241
9999	Holiday Pay	-	-	-	-	80,000
TOTAL		43	44	43	43	\$ 3,917,794

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 3,338,297	\$ 3,427,237	\$ 3,797,825	\$ 3,917,794
2000	Employee Benefits - See Other Cost Dist.	2,372,562	2,485,892	2,514,708	2,634,925
3190	Other Professional Services	140	144	500	2,000
4010	Travel Expense	-	9	500	500
4020	Central Garage Motor Pool Rent	300,934	314,556	356,199	336,509
	Replacement:	121,696			
	Oper. & Maint:	214,813			
4220	Postage	-	-	150	150
4410	Rental of Machinery and Equipment	3,264	468	3,800	4,800
4420	Public Facilities Cost - See Other Cost Dist.	116,352	128,583	139,450	144,898
4550	General Liability Insurance	131,787	137,525	130,916	216,228
4620	Repair and Maint. of Office Equipment	125	-	2,000	1,000
4630	Repair/Maint. of Machinery & Equipment	899	555	2,500	2,500
4710	Special Printed Forms	318	227	500	500
4910	Court Costs & Investigative Expense	113,606	91,764	130,500	130,500
4930	Information & Credit Investigation Service	42,279	36,000	42,575	42,575
4990	Other Miscellaneous Expense	1,355	286	3,500	3,500
5100	Office Supplies	12,258	9,517	14,100	14,100
5202	Chemicals and Photographic Supplies	3,988	2,854	8,200	8,200
5207	Motor Fuel and Lubricants	621	394	4,000	2,000
5208	Household & Institutional Supplies	3,172	-	3,000	3,000

EXPENDITURE DETAIL

	2014-2015	2015-2016	2016-2017	2017-2018
	ACTUAL	ACTUAL	BUDGET	BUDGET
5214 Uniform Allowance	31,415	32,520	38,000	38,000
5215 Small Tools & Minor Equipment	3,863	7,854	5,550	5,550
5400 Membership Dues and Subscriptions	2,495	1,345	2,980	2,980
5401 Software Subscriptions & Maintenance	-	30,650	30,650	-
5410 Employee Training	15,267	23,273	27,520	27,520
TOTAL	\$ 6,494,997	\$ 6,731,653	\$ 7,259,623	\$ 7,539,729

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5040 TECHNICAL SERVICES DIVISION
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
5022	Police Lieutenant	1	1	1	1	\$ 134,004
5021	Police Sergeant	3	3	3	3	341,843
5005	Radio Technician Manager	1	1	1	1	92,394
5004	Radio Technician	2	2	2	2	135,227
5007	Police Records Supervisor	1	1	1	1	66,003
5013	Technical services Coordinator	1	1	1	1	84,385
6316	Communications Manager	-	-	-	1	90,865
5018	Communication Supervisor	5	5	5	4	288,463
5016	Communication Operator	26	30	30	30	1,590,109
5008	Police Property & Evidence Manager	-	-	1	1	51,709
5006	Police Property Clerk	2	2	1	2	74,105
5012	Police Records Clerk II	3	3	3	3	125,543
5011	Police Records Clerk I	5	5	5	5	170,970
0060	Receptionist	1	-	-	-	-
9004	Part-time Employees	-	-	-	-	94,354
8888	Overtime	-	-	-	-	250,000
9999	Holiday Pay	-	-	-	-	64,000
TOTAL		51	54	54	55	\$ 3,653,974

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 3,189,606	\$ 3,456,235	\$ 3,723,292	\$ 3,653,974
2000	Employee Benefits - See Other Cost Dist.	1,821,497	2,153,075	2,247,876	2,186,995
3190	Other Professional Services	6,696	4,962	2,500	2,500
4020	Central Garage Motor Pool Rent	90,910	100,624	111,444	106,242
	Replacement:	46,978			
	Oper. & Maint:	59,264			
4090	Other Transportation Expense	150	504	600	600
4420	Public Facilities Cost - See Other Cost Dist.	150,854	166,711	180,801	187,865
4550	General Liability Insurance	127,381	131,063	128,347	201,668
4620	Repair and Maint. of Office Equipment	1,320	1,693	2,000	2,000
4630	Repair/Maint. of Machinery & Equipment	20,916	39,070	21,300	21,300
4710	Special Printed Forms	2,362	156	5,100	5,100
4990	Other Miscellaneous Expense	-	343	300	300
5100	Office Supplies	10,210	12,241	17,100	17,100
5206	Food for Human Consumption	252	1,003	1,906	1,906
5208	Household & Institutional Supplies	2,488	3,207	3,025	3,025
5214	Uniform Allowance	25,232	25,604	31,200	30,600

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
5215	Small Tools & Minor Equipment	7,350	4,028	4,675	4,675
5216	Motor Equipment Repair Parts	-	-	-	-
5217	Operating Equipment Repair Parts	23,786	18,978	43,150	43,150
5400	Membership Dues and Subscriptions	673	(387)	4,210	4,210
5401	Software Subscriptions & Maintenance	-	49	115,210	109,660
5410	Employee Training	19,214	20,402	29,370	29,370
6430	Equipment Repair/Replacement	114,768	137,083	202,188	141,648
6440	Equipment Additions	7,501	31,553	76,050	21,200
TOTAL		\$ 5,623,166	\$ 6,308,197	\$ 6,951,644	\$ 6,775,088

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5041 E911 SERVICE
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
5016	Communication Operator	6	2	2	2	\$ 131,298
8888	Overtime	-	-	-	-	50,000
9999	Holiday Pay	-	-	-	-	9,000
TOTAL		6	2	2	2	\$ 190,298

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 378,837	\$ 243,174	\$ 189,619	\$ 190,298
2000	Employee Benefits - See Other Cost Dist.	176,294	88,428	87,915	89,246
4550	General Liability Insurance	14,521	6,240	6,536	10,503
5214	Uniform Allowance	2,000	1,500	1,500	1,500
TOTAL		\$ 571,652	\$ 339,342	\$ 285,570	\$ 291,547

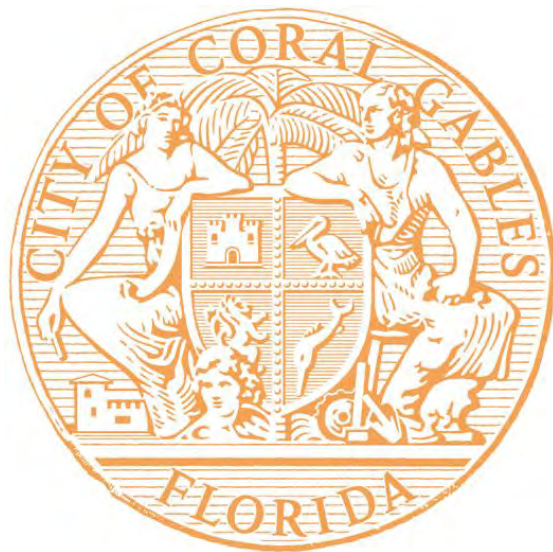
**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5042 POLICE EDUCATION
 521 LAW ENFORCEMENT

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
5410	Employee Training	\$ 8,288	\$ 42,450	\$ 52,240	\$ 17,000
	TOTAL	\$ 8,288	\$ 42,450	\$ 52,240	\$ 17,000



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**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5050 CROSSING GUARDS
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
9004	Part-time Employees	-	-	-	-	\$ 132,695
TOTAL		-	-	-	-	\$ 132,695

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 12,649	\$ 14,083	\$ 174,720	\$ 132,695
2000	Employee Benefits - See Other Cost Dist.	25,533	24,402	21,790	27,244
4550	General Liability Insurance	681	672	1,542	7,324
5214	Uniform Allowance	889	512	2,100	2,100
TOTAL		\$ 39,752	\$ 39,669	\$ 200,152	\$ 169,363

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5060 PROFESSIONAL STANDARDS DIVISION
 521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
5026	Police Major	1	1	1	1	\$ 116,161
0813	Administrative & Fiscal Affairs Manager	-	1	1	1	72,788
5022	Police Lieutenant	1	1	1	1	133,368
5021	Police Sergeant	2	2	2	2	227,789
5020	Police Officer	3	3	3	3	226,068
0810	Administrative Analyst	1	-	-	-	-
5014	Police Supt. Services Assistant	1	1	1	1	54,310
5001	Police Training Assistant	2	2	2	2	112,912
0305	Payroll Clerk	2	2	2	2	99,717
6104	Off Duty Coordinator	1	1	1	1	53,017
8888	Overtime	-	-	-	-	25,000
9999	Holiday Pay	-	-	-	-	6,500
9004	Part-time Employees	-	-	-	-	313,664
TOTAL		14	14	14	14	\$ 1,441,294

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,021,526	\$ 1,050,752	\$ 1,289,070	\$ 1,441,294
2000	Employee Benefits - See Other Cost Dist.	620,859	654,483	683,383	798,332
3190	Other Professional Services	27,071	26,595	28,000	28,000
4020	Central Garage Motor Pool Rent	48,865	53,732	59,663	56,817
	Replacement:	24,606			
	Oper. & Maint:	32,211			
4220	Postage	376	1,523	2,500	2,500
4410	Rental of Machinery and Equipment	47,068	60,173	64,559	64,559
4420	Public Facilities Cost - See Other Cost Dist.	142,223	157,173	170,456	177,116
4550	General Liability Insurance	36,254	34,331	44,436	79,547
4620	Repair and Maint. of Office Equipment	575	300	300	300
4630	Repair/Maint. of Machinery & Equipment	27,824	35,701	27,906	29,169
4710	Special Printed Forms	476	1,944	1,500	1,500
4910	Court Costs & Investigative Expense	22,736	18,701	15,412	15,412
5100	Office Supplies	6,482	8,991	12,700	12,700
5208	Household & Institutional Supplies	922	380	1,120	1,120
5212	Firearms Ammunition	73,305	73,357	73,364	73,364
5213	Purchase/Rental - Employee Uniforms	11,703	17,000	22,000	22,000
5214	Uniform Allowance	94,751	97,507	118,381	85,500

EXPENDITURE DETAIL

	2014-2015	2015-2016	2016-2017	2017-2018
	ACTUAL	ACTUAL	BUDGET	BUDGET
5215 Small Tools & Minor Equipment	5,974	7,317	15,532	15,532
5216 Motor Equipment Repair Parts	-	-	-	-
5217 Operating Equipment Repair Parts	27,246	20,741	24,942	25,442
5400 Membership Dues and Subscriptions	590	275	892	891
5410 Employee Training	92,791	90,329	71,317	57,855
8200 Federal Grants	320,494	15,682	6,129	-
TOTAL	\$ 2,630,111	\$ 2,426,987	\$ 2,733,562	\$ 2,988,950

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5070 SPECIALIZED ENFORCEMENT DIVISION
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
5026	Police Major	1	1	1	1	\$ 116,161
5022	Police Lieutenant	1	1	1	1	129,177
5021	Police Sergeant	4	4	4	4	438,536
5020	Police Officer	25	25	25	25	1,913,016
0031	Secretary	1	1	1	1	54,310
9004	Part-time Employees	-	-	-	-	160,560
8888	Overtime	-	-	-	-	141,072
9999	Holiday Pay	-	-	-	-	70,000
TOTAL		32	32	32	32	\$ 3,022,832

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 2,293,512	\$ 2,283,218	\$ 2,852,022	\$ 3,022,832
2000	Employee Benefits - See Other Cost Dist.	1,759,502	1,883,427	1,883,457	2,025,673
4010	Travel Expense	557	-	500	500
4020	Central Garage Motor Pool Rent	435,346	446,415	509,357	479,731
	Replacement:	160,276			
	Oper. & Maint:	319,455			
4550	General Liability Insurance	100,581	101,706	98,313	166,834
4630	Repair/Maint. of Machinery & Equipment	17,824	11,819	20,000	20,000
4710	Special Printed Forms	1,596	599	4,250	4,250
4910	Court Costs & Investigative Expense	-	-	1,200	1,200
4990	Other Miscellaneous Expense	-	3,740	4,817	4,817
5100	Office Supplies	2,733	1,333	3,500	3,500
5202	Chemicals and Photographic Supplies	110	258	600	600
5206	Food for Human Consumption	1,156	4,225	4,500	2,000
5208	Household & Institutional Supplies	-	100	-	-
5213	Purchase/Rental - Employee Uniforms	-	1,740	40,700	-
5214	Uniform Allowance	36,571	26,383	36,425	36,425
5215	Small Tools & Minor Equipment	6,266	4,786	8,000	8,000
5400	Membership Dues and Subscriptions	276	150	1,000	1,000
5410	Employee Training	6,574	8,215	16,005	20,000
6430	Equipment Repair/Replacement	18,051	17,543	-	15,000
6440	Equipment Additions	-	33,010	18,995	-
TOTAL		\$ 4,680,655	\$ 4,828,667	\$ 5,503,641	\$ 5,812,362

**Action Plan Worksheet
2018**

Action Plan Owner: Ed Hudak, Police Chief

Action Plan Name: Safer Home-Town

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.2 – Attain world-class performance levels in public safety by 2019
 - Crime Rates
 - Response Times
 - Residents’ Satisfaction
 - Objective 1.3 – Improve mobility throughout the City
 - Traffic Plan

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Quality control follow-ups	December 2016	Analysis of CFS vs. Complaints vs. Targeted 40% call-back
Real Time Crime Analysis of UCR comparative reports	January 2017	Analysis complete
New Training	January 2017	Training records
Community Education	January 2017	PSA’s Crime Tips / Crime Watches held / Number of people attended
CCTV Crime Center	March 2017	Analysis of CCTV / Assist Rate / Completion of phase one cameras
CID / UPD / SED Information Sharing Platform	June 2017	Clearance Rate Reports
Customer Survey and Victim Survey	December 2017	Year to year analysis of reported data
N.T.L. Program Expansion	December 2017	Covered areas of Patrol Zones
Hire civilian analyst	January 2018	Position filled
Hire civilian CCTV monitor	January 2018	Position filled
Private / Public Partnership	January 2018	Funding of Police foundation
Mobile / Patrol / App	December 2018	Program Participants / Stats
PSA Programs	January 2019	Officer Patrol / Response times / Time on calls
Open Internal Affairs Sub-Station	October 2019	Facility occupied
New Facilities	October 2019	Move in of Operations
Staffing / Allotment	December 2019	Full Staffing of budgeted positions
Citywide Lighting Review and Implementation	December 2019	Public Works progress reports by neighborhood

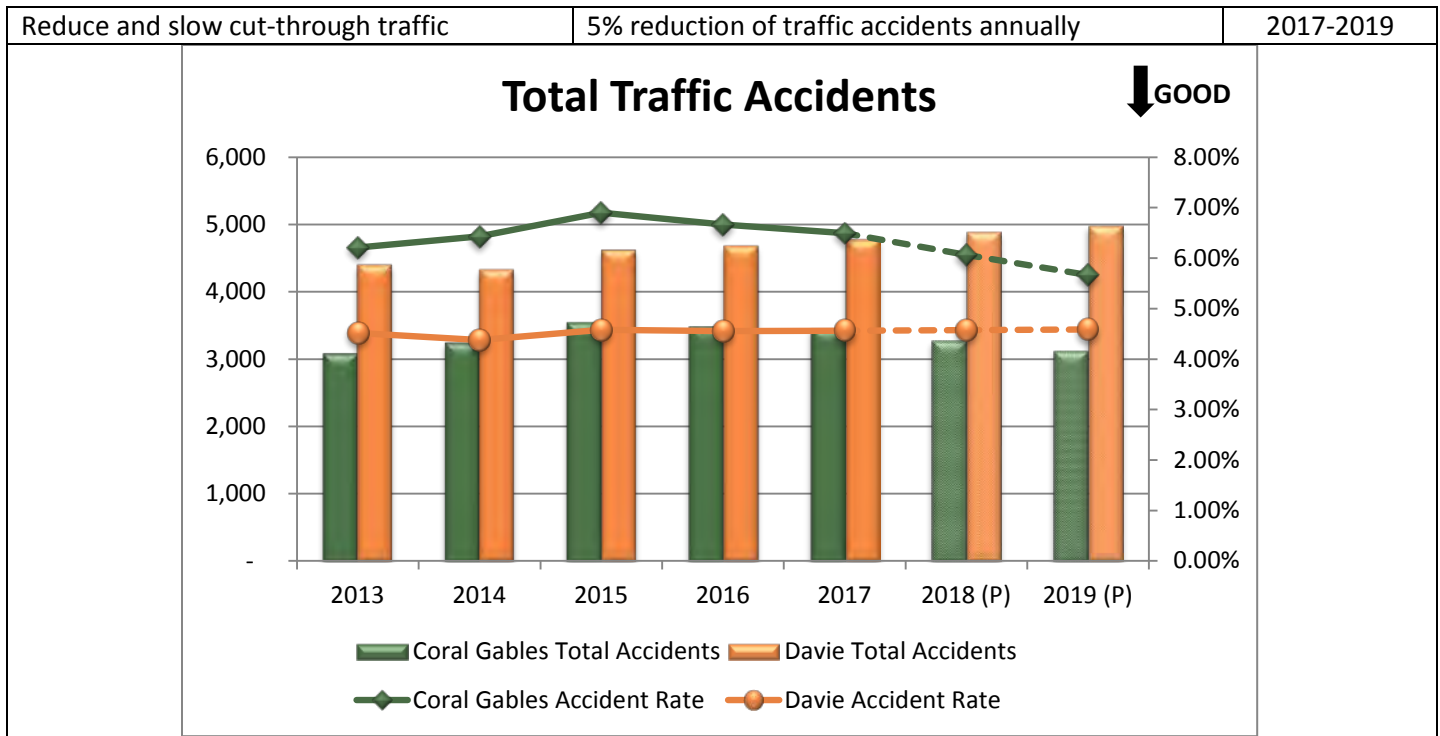
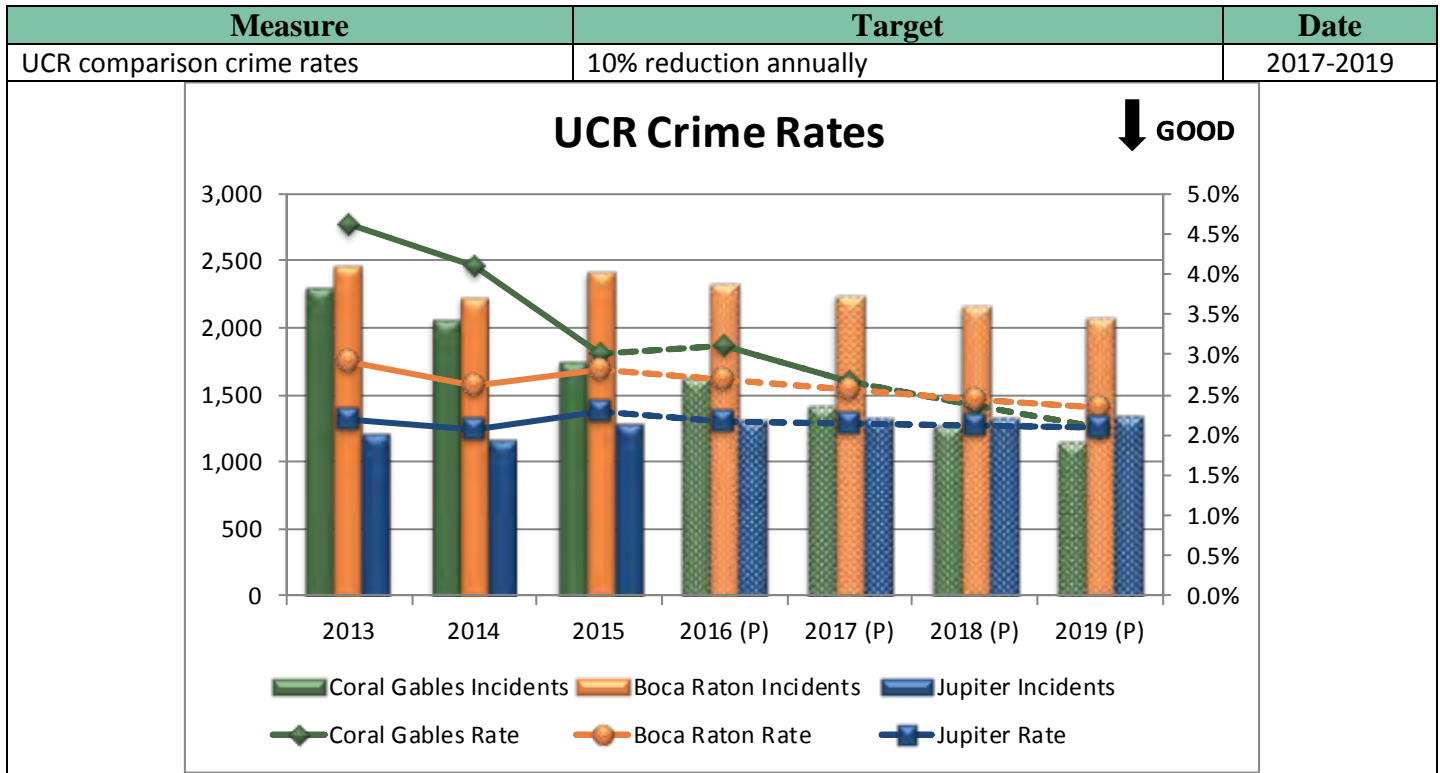
KEY tasks that must be accomplished, deliverables, and measures of success – (Continued)

What must be done	By When	How will it be evident
Purchase of Key Task-related Software	December 2019	Software acquired, installed and implemented
Establish Car Camera and Body Camera Program	January 2019	Purchase of car cameras, body cameras, acquisition of storage for footage and implementation

Resource requirements (what do we need to succeed?)

- 110 hours a week increased staffing hours
 - Required by January, 2018, as the Police Department will be covering 24/7 monitoring of the CCTV system through the Civilian CCTV Monitor, which adds approximately 12 more hours to regular business hour shifts across 5 days of the week and full 24 hours on the 2 days of the weekend ([12 night-time hours x 5 days of the week] + [24 hours x 2 days on the weekend] = approximately 110 hours added to current, normal staffing hours.
- \$300,000 to purchase software
 - Required by January 2019, as the Police Department will need software coverage for CCTV, information sharing, mobile operations, surveys and other program expansions added.
- \$50,000 to pay for civilian analyst
 - Required by January 2018, as the Police Department expects to have the Civilian Analyst position filled by that date.
- \$45,000 to pay for civilian monitor of CCTV
 - Required by October 2017, as the Police Department expects to have the Civilian CCTV Monitor position filled by that date.
- \$100,000 Funding for specific projects
 - Required by December 2019, as the Police Department will be incorporating more strategic quality controls, training related to new programs and program expansions, and new facilities.
- \$12,000 initially obtain & \$6,000/monthly to obtain Sub Station (Off-site offices) IA
 - \$84,000 (initial purchase + monthly rent) required by December 2019, \$72,000/annually beginning December 2020 and onward, as the Police Department will be obtaining new facilities by the initial date and Internal Affairs will be required to have an off-site location.
- \$300,000 to pay for car and body cameras and storage
 - Required by January 2019, as the Police Department will have purchased the hardware, software and associated equipment, and have implemented the program by that date.

Significant Short- & Longer-term measures of success, targets and / or time horizons



Other Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Real time community communications with police	75% of Social media platforms communications responded to within 24-hour timeframe	2017-2019
Unit travel time	6 minutes and 30 seconds or less 90% of the time	2017-2019

Frequency & venue of review

- Monthly with City Manager at PSI meeting

Who are the stakeholders / what is the anticipated impact on them?

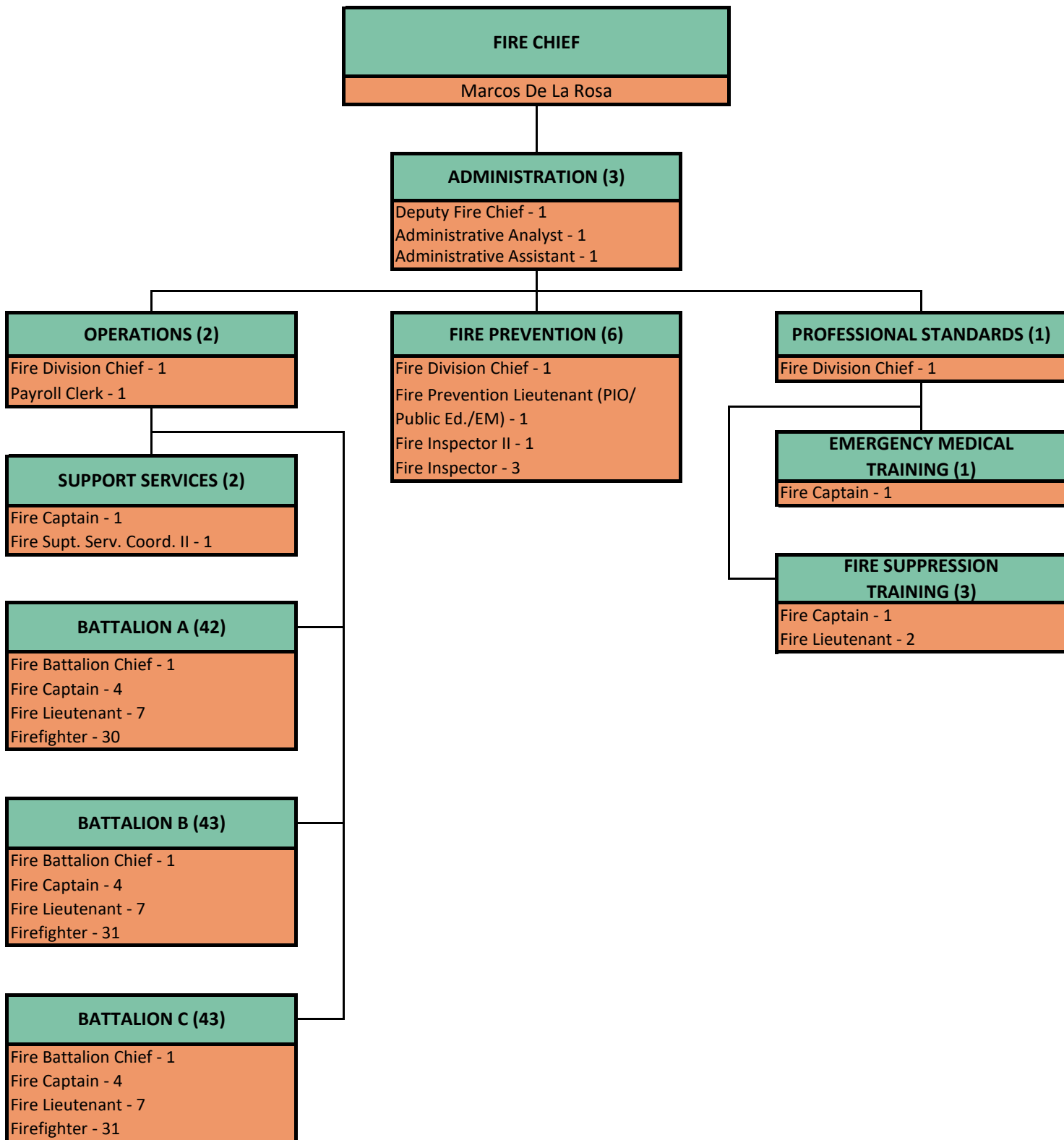
Stakeholder Group	Potential positive impact	Potential negative impact
Police Personnel	Safer work environment Improved satisfaction and engagement through improved performance	None
Residents	Less change of victimization	Costs

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + Reduced exposure to dollar amount awards for civil suits
- \$300,000 cost of software
- \$35,000 increase annually training budget
- \$15,000 annually cost of hardware
- \$300,000 approx. startup / \$15,000 annual cost of cameras / body cameras / car cameras / CCTV
- \$15,000 annually cost of PSA vehicles / equipment
- \$95,000 cost of additional salaries (Civilian Analyst and Civilian CCTV Monitor)

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**

**FIRE
ORGANIZATION CHART**



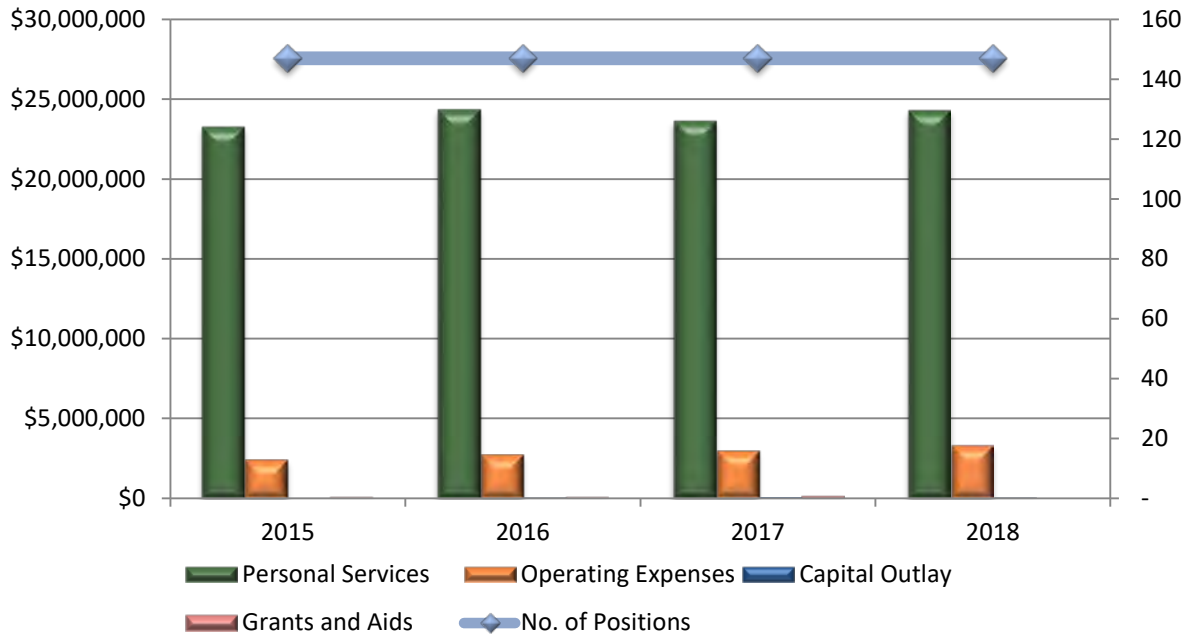
**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



**FIRE DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET
Salaries & Benefits	23,273,396	24,355,572	23,634,911	24,310,640
Operating Expenses	2,423,180	2,745,731	2,977,105	3,316,349
Capital Outlay	46,879	61,623	85,690	74,695
Grants and Aids	64,532	64,798	139,014	-
TOTALS	25,807,987	27,227,724	26,836,720	27,701,684
No. of Positions	147	147	147	147

EXPENDITURE/PERSONNEL COMPARISONS



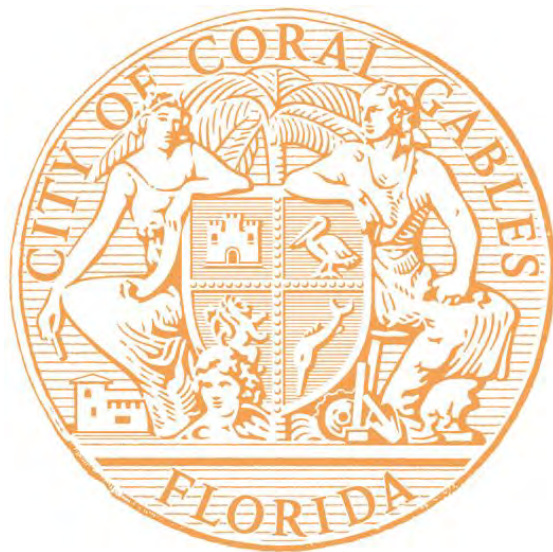
**CITY OF CORAL GABLES, FLORIDA
2017-2018 ADOPTED BUDGET**



FISCAL YEAR 2017 MAJOR ACCOMPLISHMENTS

- ✓ Successfully achieved all response benchmarks for the fiscal year.
- ✓ Awarded the Mission Lifeline EMS Gold Recognition for improving patient care and outcomes by the 2017 American Heart Association.
- ✓ Met all Advanced Training and Development objectives for all Firefighter/Paramedics, and Fire Officers.
- ✓ Started EMS surveys and achieved 98% satisfaction results.





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**CITY OF CORAL GABLES, FLORIDA
PERFORMANCE INDICATOR METRICS**



FIRE

INDICATOR:	FY16			FY17		FY18
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Perform water system maintenance and testing yearly for 1,325 hydrants citywide	1,325	1,325	●	1,325	1,325	1,325
Complete the Department's Annual Compliance Report for maintaining Accredited Agency status for CFAI and Class 1 ISO rating	Pending	Completed	●	Pending	Completed	Pending
Process and review construction renovation plans	1,500	835	●	850	1,292	1,250
Inspections for new construction occupancies	1,500	950	●	950	1,626	1,630
Inspections on all commercial occupancies	4,510	3,117	●	4,510	3,444	4,000
Compliance re-inspections of commercial occupancies	1,500	1,451	●	1,500	1,179	1,200
Perform pre-fire plans tacticals on all commercial occupancies	1,500	708	●	1,500	673	800
Conduct fire & life safety presentations at various locations ¹	400	92	●	400	100	100
Track and analyze emergency response times to ensure attainment of benchmarks in accordance with the Commission on Fire Accreditation International (CFAI) standards. First Unit arrival within 8 minutes, or less Total Response Time (TRT)	90%	90%	●	90%	90%	90%
Provide ISO, OSHA, NFPA, State Fire Marshal, and DOD/HS training for each firefighter annually	Pending	100%	●	Pending	100%	100%
Provide required HRS training to all Emergency Medical Technicians and Paramedics annually	Pending	100%	●	Pending	100%	100%

Legend

- Target met or exceeded
- Target nearly met
- Target not met



**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
FIRE DEPARTMENT
5500 FIRE DEPARTMENT
 522 FIRE CONTROL

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018	
				BUDGET	SALARIES	
5130	Fire Chief	1	1	1	1	\$ 164,896
5129	Deputy Fire Chief	1	1	1	1	160,466
5125	Fire Division Chief	3	3	3	3	362,918
5120	Fire Battalion Chief	3	3	3	3	437,181
5118	Fire Captain	15	15	15	15	1,885,339
5114	Fire Lieutenant	24	24	24	24	2,851,903
0810	Administrative Analyst	1	1	1	1	63,533
5113	Fire Inspector II	1	1	1	1	66,407
5112	Fire Inspector	3	3	3	3	188,657
5108	Administrative Assistant	1	1	1	1	64,698
0306	Payroll Clerk - Fire	1	1	1	1	41,023
5107	Fire Supt. Serv. Coord. II	1	1	1	1	62,837
5105	Firefighter	92	92	92	92	8,050,817
9002	Part Time	-	-	-	-	37,489
8888	Overtime	-	-	-	-	430,000
9999	Holiday Pay	-	-	-	-	583,000
TOTAL		147	147	147	147	\$ 15,451,164

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 14,441,388	\$ 14,566,305	\$ 14,581,297	\$ 15,451,164
2000	Employee Benefits - See Other Cost Dist.	8,832,008	9,789,267	9,053,614	8,859,476
3130	Special Medical Services	66,000	66,000	66,000	66,000
3190	Other Professional Services	18,057	9,050	52,000	73,540
3410	Laundry & Sanitation Services	6,344	6,170	7,800	5,500
4020	Central Garage Motor Pool Rent	808,777	1,065,813	1,108,480	1,084,978
	Replacement:	729,484			
	Oper. & Maint:	355,494			
4040	Central Garage Miscellaneous Charges	1,291	2,006	3,000	3,000
4410	Rental of Machinery and Equipment	14,438	15,629	15,800	15,800
4420	Public Facilities Cost - See Other Cost Dist.	537,344	593,827	644,014	669,176
4450	Lease Equipment	-	-	84,000	-
4550	General Liability Insurance	522,474	522,100	502,636	852,771
4620	Repair and Maint. of Office Equipment	-	191	500	500
4630	Repair/Maint. of Machinery & Equipment	31,215	34,918	40,150	35,650
4710	Special Printed Forms	3,498	1,687	3,500	3,000
4804	Historic Preservation Reserve Expenses	-	12,835	9,815	-
4940	Taxes & License Fees Paid	7,780	-	9,330	9,330
4990	Other Miscellaneous Expense	3,547	11,059	4,900	5,900

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
5100	Office Supplies	14,891	9,005	7,000	4,000
5202	Chemicals and Photographic Supplies	300	-	300	-
5203	Drugs and Medical Supplies	92,652	100,388	100,000	107,000
5204	Cleaning & Janitorial Supplies	11,294	9,645	12,275	10,000
5206	Food for Human Consumption	1,181	1,161	2,500	2,239
5208	Household & Institutional Supplies	9,819	19,387	5,000	4,000
5209	Protective Clothing	61,188	91,418	83,620	111,620
5211	Building Materials and Supplies	948	1,002	1,000	1,500
5214	Uniform Allowance	116,379	114,597	115,565	120,100
5215	Small Tools & Minor Equipment	24,011	16,206	14,500	21,500
5217	Operating Equipment Repair Parts	11,959	12,804	12,295	11,295
5220	Motor Oil and Other Lubricants	281	441	1,000	500
5400	Membership Dues and Subscriptions	3,944	1,893	3,890	3,215
5410	Employee Training	26,993	26,499	66,235	94,235
6430	Equipment Repair/Replacement	39,153	49,283	51,700	52,700
6440	Equipment Additions	7,726	12,340	33,990	21,995
7100	Debt Service - Principal	24,598	-	-	-
7200	Debt Service - Interest	1,977	-	-	-
8201	State Grants	1,082	1,535	3,742	-
8203	Urban Areas Security Initiative (UASI)	63,450	63,263	126,192	-
8210	Fire Rescue Station - US-1 Expense	-	-	9,080	-
	TOTAL	\$ 25,807,987	\$ 27,227,724	\$ 26,836,720	\$ 27,701,684

**Action Plan Worksheet
2018**

Action Plan Owner: Marcos De La Rosa, Fire Chief

Action Plan Name: Reduce morbidity and mortality through treatment, training, and response capabilities.

Strategic plan alignment (supports which Objectives and Goals)

- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.2 - Attain world-class performance levels in public safety by 2019
- Goal 3 - Ensure the financial ability to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
 - Objective 3.3 - Attain 80% funded status of the capital infrastructure improvement plan through recurring revenue by 2019
 - Objective 3.5 - Increase the percentage of development agreement and grant funding to 4% of total revenue by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

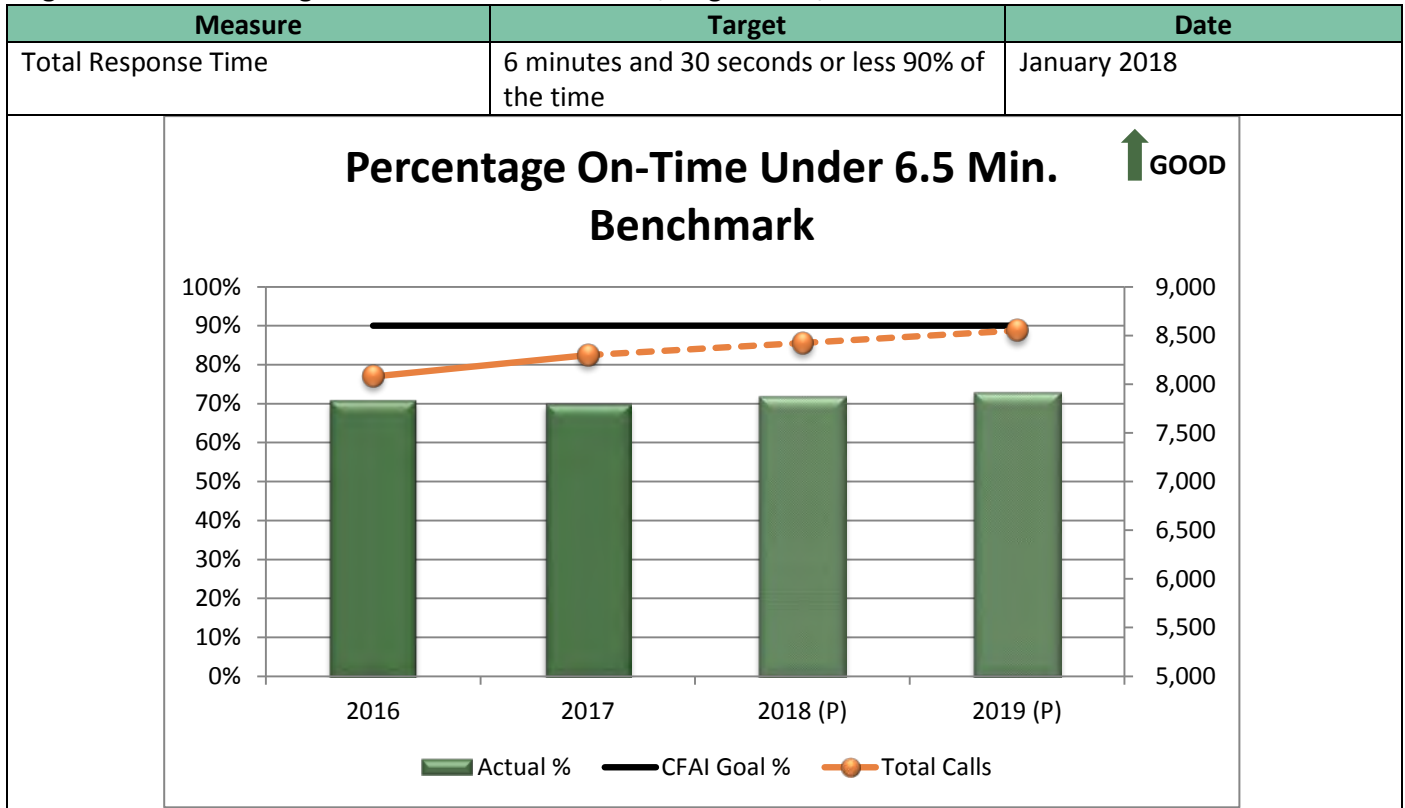
What must be done	By when	How will it be evident
Develop Job Description for Quality Improvement Analyst	October 2017	New Needs approval
Review Data + Key Performance Indicators	January 2017	Develop list of KPI
Identify Funding opportunities to staff the Quality Improvement Analyst	April 2017	Budget approval
Identify targeted medical conditions & method to evaluate	February 2017	Medical Director establishes criteria
Hire Quality Improvement Analyst	October 2017	Fill Position
Establish TQA to include all stakeholders	February 2017	Formalized Policy
Validate medical protocols	March 2017	Based on outcome studies
Validate Best Practices	May 2017	Comparative List
Work with hospitals and other medical institutions to develop & introduce appropriate training topics & methods	June 2017	Improved results in key measures
Evaluate all personnel on protocols & procedures	January 2018	Formal test and evaluation

Resource requirements (what do we need to succeed?)

- Hiring of new Quality Improvement Analyst in FY18-19
- Collaboration with key stakeholder groups (e.g., Hospital Associations, Fire Chiefs Association, local Medical Training Institutions, Florida Bureau of EMS, etc.)

- 120 staff hours of the I.T. Department for software and analytical tools
- \$15,000 funding for key tasks above in FY18-19
- Medical Director guidance and support
- 320 staff hours of the Training Staff

Significant Short & Longer-term measures of success, targets and / or time horizons



Other Short & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
% of required personnel who complete training	100%	November, 2016
Morbidity / mortality rates	Target to be established as study indicates	Ongoing
QA Data review	100% Compliance	Ongoing

Frequency & venue of review

- Weekly internal review with Professional Standards Division
- Monthly statistical compliance report submitted to Fire Chief for briefing to the City Manager
- Semi-annual Training evaluation process conducted by medical Director to determine protocol efficiency

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impacts	Potential negative impact
Fire Department	Improved satisfaction and engagement through professional training and high performance	Increased expense of new hires and cost of training
Residents / Visitors	Reduce morbidity / mortality	None
Hospitals	Reduce morbidity / mortality	None

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + Reduction in medical procedures costs that don't produce outcome improvements
- + Reduced liability costs
- \$15,000 funding for key tasks above

**Action Plan Worksheet
2018**

Action Plan Owner: Marcos De La Rosa, Fire Chief

Action Plan Name: Distribution of Emergency Response resources

Strategic plan alignment (supports which Objectives and Goals)

- Goal 1 - 1. Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.2 Attain world-class performance levels in public safety by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

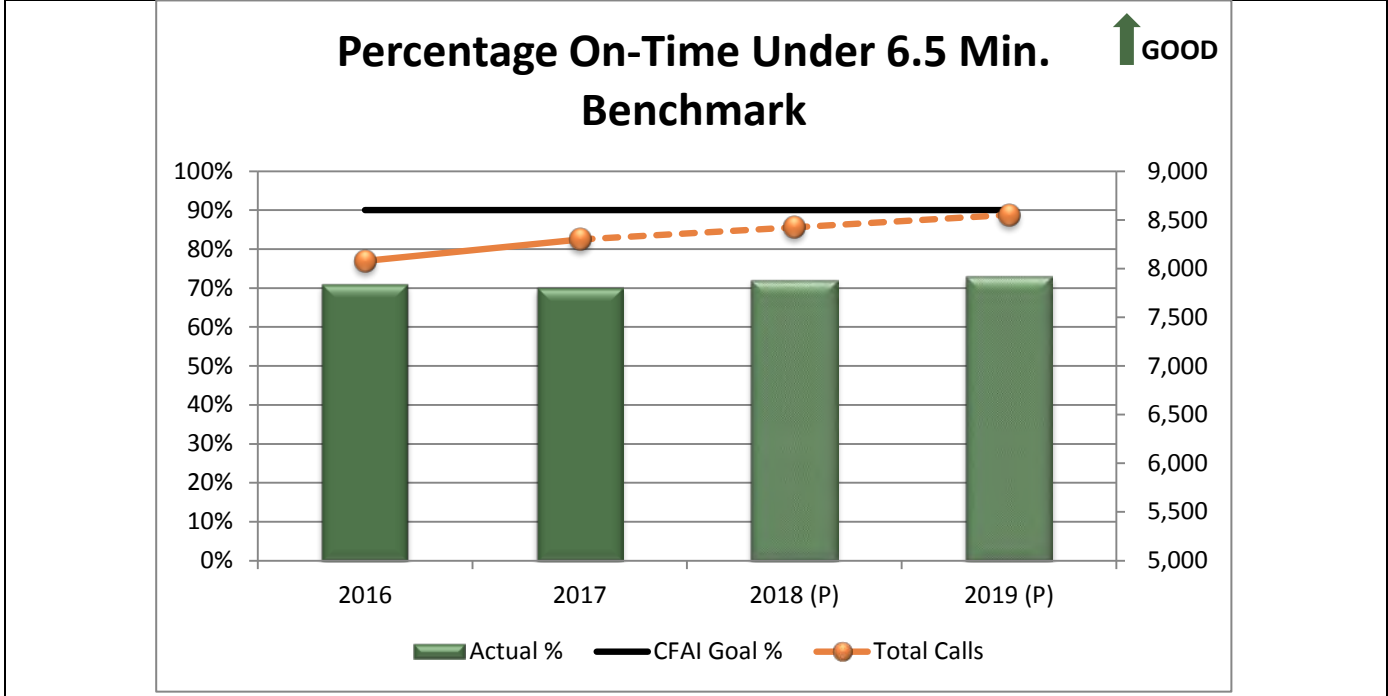
What must be done	By when	How will it be evident
I.D. site location	TBA	Site study: Response Driven Data
Negotiate purchase	October 2017	Deed
Develop Start Design Scope	July 2017	Draft & Commission approved
Procurement + RFP	December 2017	Development
Selection + Award	February 2018	Committee to review
Negotiate Contract to Build	April 2018	PW to coordinate.
Commission Approval	April 2018	Resolution
Design Complete	October 2018	Drawings
Permits	February 2019	Obtained
Ground Breaking	February 2019	Ceremony
Ribbon Cutting	December 2019	Open new station

Resource requirements (what do we need to succeed?)

- \$1,500,000 for land acquisition – funded in capital improvement program over multiple years
- \$2,000,000 for construction – funded in capital improvement program over multiple years
- 20 Staff hours from Finance
- 30 Staff hours from Procurement
- 2,000 Staff hours from P.W. (1 Yr. project manager)
- 20 Staff hours from I.T. - GIS
- \$20,000 for Communications (radios and alerting system) – in FY18-19
- Miami Dade County (WASA) (Fire hydrant placement and water supply to facilities)
- 20 Staff hours from Legal

Significant Short & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Total Response Time	6 minutes and 30 seconds or less 90% of the time	January 2018



Other Short & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Adherence to budget	100% to schedule	12-19
Response Coverage ISO Rating	Class 1	10-17
Adherence to schedule for Construction of Facility	100% to schedule	12-19

Frequency & venue of review

- Weekly meetings with Committee
- Monthly to City Manager at Department Meetings

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impacts	Potential negative impact
Residents / Visitors	Improved Response Times	Funds expended for the new facility are not available for other projects
Business	Improved Response Times	None
Firefighters	Improved Response Times Improved firefighter pride and satisfaction by having new facility	None
Annexation Areas / High Pines	Improved Response Times	None

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + Reduction of liability – appropriate Response Zone
- \$3,520,000 Cost of land acquisition, and facility design, construction / maintenance

**Action Plan Worksheet
2018**

Action Plan Owner: Marcos De La Rosa, Fire Chief

Action Plan Name: Implement a Traffic Signal Preemption System

Strategic plan alignment (supports which Objectives and Goals)

- Goal 1- Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.2 - Attain world-class performance levels in public safety by 2019
- Goal 5 - Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.3 - Enhance pedestrian experience, safety, and connectivity in the City through improved lighting, crosswalks, sidewalks, and way finding

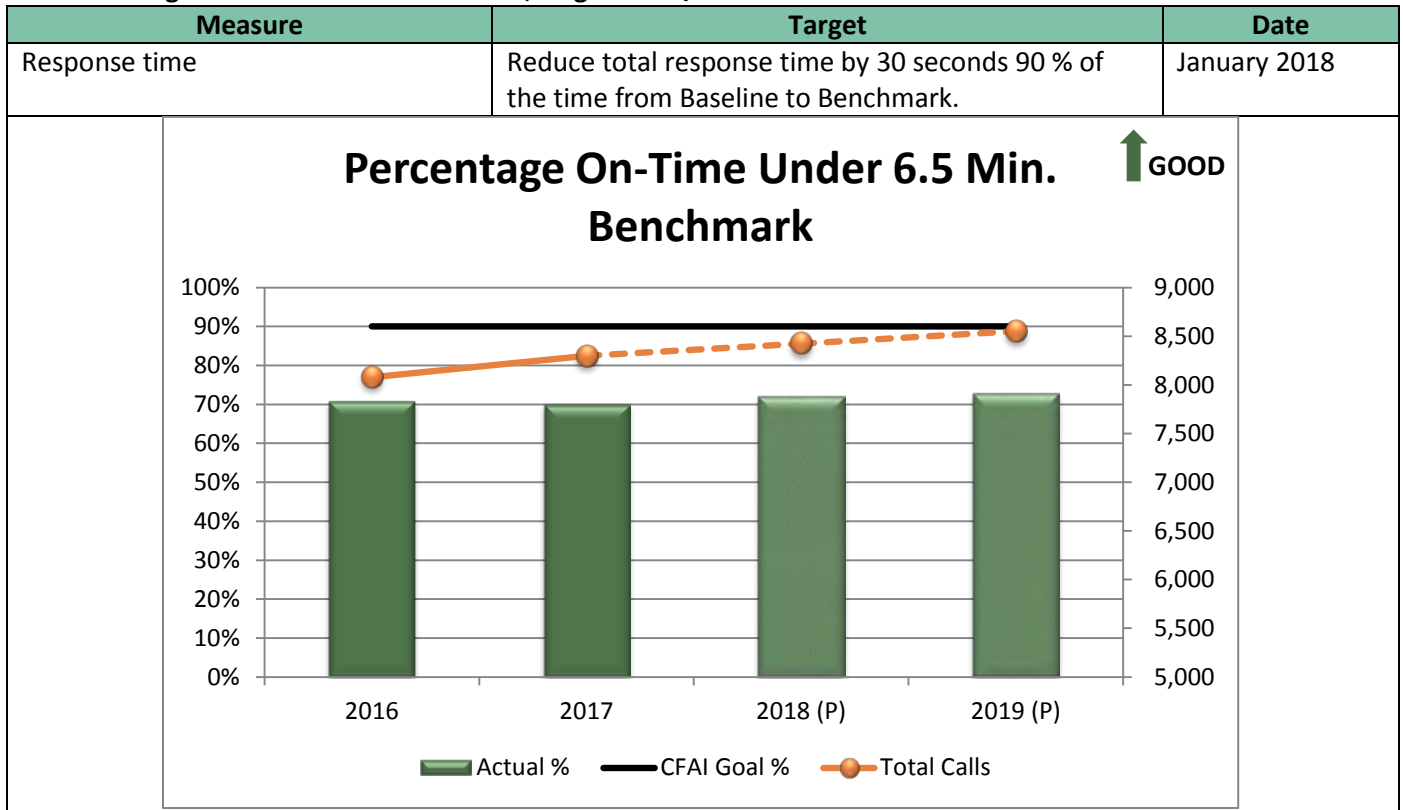
KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Analysis of Response Times	TBA	Analysis complete
GPS Mapping and data of Corridors	TBA	GIS mapping complete
Review vendors & technology	October 2018	Selection by Committee
Secure Funding	Ongoing	Funding included in Capital Plan
Miami-Dade County & D.O.T. partnership	October 2018	Plan approval
Procurement / RFP	April 2019	RFP issued
Committee selection of contractor	July 2019	Commission approval
Award / Negotiate contract	October 2019	Contract awarded
Purchase / Multi phases	Ongoing	Purchases made
Establish and identify implementation plan	January 2020	Plan approval
System Evaluation	September 2020	Evaluation complete
Data Evaluation	September 2020	Evaluation complete
Information & Education for Internal & External Customers	January 2020	News and Press Releases City Education Sessions

Resource requirements (what do we need to succeed?)

- 110 Staff hours from various City departments. Departments include Fire, I.T., Public Works, Police, Procurement, City Attorney, and Risk Management.
- \$1,075,000 for purchase of pre-emption system – funded in capital improvement program over multiple years

Short & Longer-term measures of success, targets and / or time horizons



Frequency & venue of review

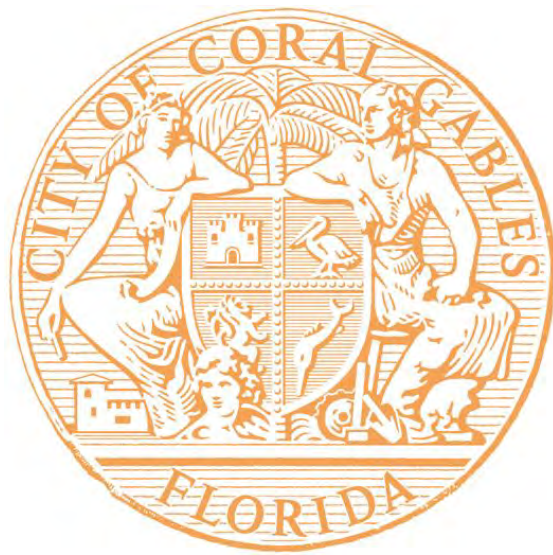
- Monthly data review by IT & Fire Operation
- Weekly Committee Updates
- Monthly Progress Reports (Team Leader) to City Manager

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impacts	Potential negative impact
Police	Reduce & improve response times	None
Fire	Reduce & improve response times	None
Trolley	Improved safety and traffic flow	None
Visitors/Residents	Improved safety and reduced motor vehicle accidents	None

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + Undefined dollar savings in reduce fire loss
- + Reduction of City liability due to MVA's reduction
- \$1,075,000 Cost of pre-emption system
- \$10,750 Maintenance & Replacement costs

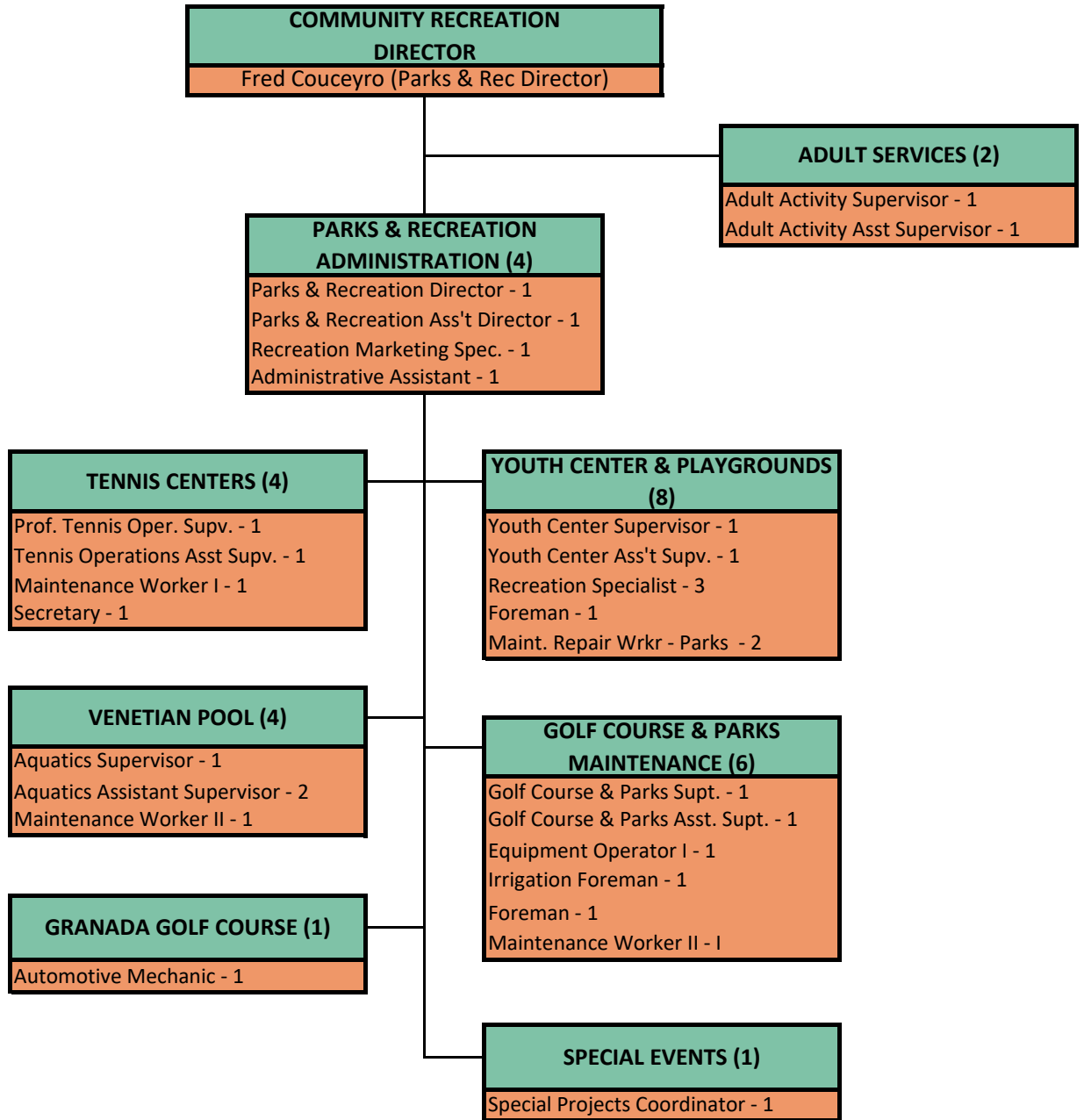


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**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**

COMMUNITY RECREATION

ORGANIZATION CHART



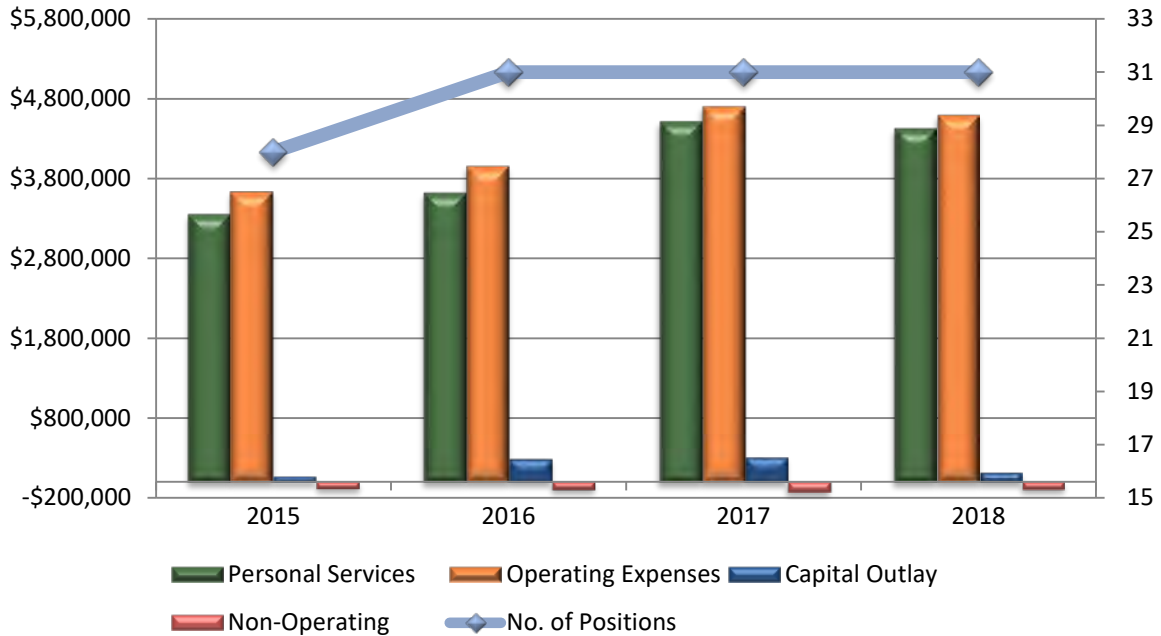
**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



**COMMUNITY RECREATION DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2014-2015 ACTUAL</u>	<u>2015-2016 ACTUAL</u>	<u>2016-2017 BUDGET</u>	<u>2017-2018 BUDGET</u>
Salaries & Benefits	3,354,143	3,622,189	4,515,101	4,424,249
Operating Expenses	3,637,617	3,956,078	4,702,656	4,595,735
Capital Outlay	73,878	290,036	311,768	120,560
Non-Operating	(85,013)	(97,452)	(125,715)	(92,935)
TOTALS	<u><u>6,980,625</u></u>	<u><u>7,770,851</u></u>	<u><u>9,403,810</u></u>	<u><u>9,047,609</u></u>
No. of Positions	28	31	31	31

EXPENDITURE/PERSONNEL COMPARISONS



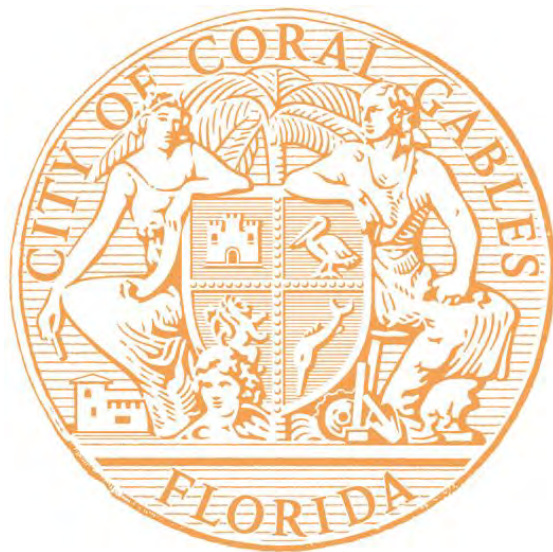
**CITY OF CORAL GABLES, FLORIDA
2017-2018 ADOPTED BUDGET**



FISCAL YEAR 2017 MAJOR ACCOMPLISHMENTS

- ✓ National Re-Accreditation exceeding national standards in over 100 different categories.
- ✓ Awarded Jeff Ellis Platinum Safety Award (highest level awarded for open water) and also received Playful City USA designation.
- ✓ Implemented operations for several recently completed capital projects including the Adult Activity Center, Granada Golf Course, Coral Gables War Memorial Youth Center, Venetian Pool and Biltmore Tennis Centers.
- ✓ Established new recreational inclusion programs and hired staff to ensure successful implementation, including a Special Populations Coordinator and Counselor.





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**CITY OF CORAL GABLES, FLORIDA
PERFORMANCE INDICATOR METRICS**



COMMUNITY RECREATION

INDICATOR:	FY16			FY17		FY18
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Number of Film Permits issued	100	115	●	105	91	110
Number of Special Event Permits issued	100	117	●	105	119	110
Participation of all Youth Center activities	13,698	12,016	●	14,000	13,949	14,000
Youth Center programs	9,759	11,834	●	10,000	10,540	10,000
Guest passes	1,849	817	●	1,000	896	1,000
Rentals	225	257	●	230	204	230
Memberships	1,866	893	●	2,000	1,973	2,000
Hours of usage for meetings (conference room, theater, classroom, gym)	500	568	●	500	809	500
Total revenue of Venetian Pool	\$1.11M	\$1.331M	●	\$1.33M	\$1.17M	\$1.1M
Venetian Pool Gift Shop revenue	\$15,000	\$10,830	●	\$15,000	\$8,152	\$10,000
Number of paid admissions to the Venetian Pool	90,000	92,626	●	80,000	62,232	60,000
Adult Participation in Parks & Recreation activities	528	2,523	●	2,000	3,879	3,000
Adult Fitness Enrollment	303	2,169	●	1,500	2,872	2,000
Adult Arts & Sciences Enrollment	225	354	●	247	1,007	1,000
Participation in all Tennis Programs	2,838	2,416	●	2,500	2,399	2,500
Tennis Court Rentals	14,007	10,516	●	14,000	11,822	14,000
Number of Private Tennis Lessons	9,032	8,292	●	9,000	9,150	9,000

Legend

- Target met or exceeded
- Target nearly met
- Target not met



**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6000 COMMUNITY RECREATION - ADMINISTRATION
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
6311	Community Recreation Director	1	1	1	1	\$ 141,100
6315	Parks & Recreation Director	1	1	1	1	138,497
6010	Parks & Recreation Asst. Director	-	1	1	1	104,370
6006	Recreation Marketing Spec.	1	1	1	1	62,321
0810	Administrative Analyst	1	-	-	-	-
0602	Administrative Assistant	1	1	1	1	43,832
9005	Part-time Employees	-	-	-	-	61,300
TOTAL		5	5	5	5	\$ 551,420

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 228,181	\$ 281,512	\$ 484,284	\$ 551,420
2000	Employee Benefits - See Other Cost Dist.	197,281	240,532	282,810	296,176
3190	Other Professional Services	378	7,362	172,925	37,925
4090	Other Transportation Expense	5,400	6,300	10,800	13,500
4410	Rental of Machinery and Equipment	5,729	6,099	6,200	6,000
4550	General Liability Insurance	15,604	15,390	16,694	30,434
5100	Office Supplies	1,536	2,203	3,600	3,600
5206	Food for Human Consumption	169	979	200	2,460
5208	Household & Institutional Supplies	-	95	-	-
5214	Uniform Allowance	477	787	1,000	1,000
5400	Membership Dues and Subscriptions	941	1,866	1,860	1,860
5410	Employee Training	3,762	978	3,000	5,000
TOTAL		\$ 459,458	\$ 564,103	\$ 983,373	\$ 949,375

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6010 TENNIS CENTERS
572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
6108	Tennis Operations Assistant Supervisor	-	-	-	1	\$ 50,587
6304	Sports Shop Attendant	1	1	1	0	-
3004	Maintenance Worker I	1	1	1	1	40,551
6102	Prof. Tennis Oper. Supv.	1	1	1	1	-
0031	Secretary	1	1	1	1	54,310
6666	Tennis Pro Commission	-	-	-	-	130,000
9005	Part-time Employees	-	-	-	-	115,217
TOTAL		4	4	4	4	\$ 390,665

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 385,539	\$ 390,996	\$ 432,456	\$ 390,665
2000	Employee Benefits - See Other Cost Dist.	141,159	169,573	163,023	154,727
3190	Other Professional Services	192,212	207,234	185,000	205,000
4020	Central Garage Motor Pool Rent	1,212	1,959	1,909	1,922
	Replacement:	1,753			
	Oper. & Maint:	169			
4410	Rental of Machinery and Equipment	-	1,474	2,000	-
4420	Public Facilities Cost - See Other Cost Dist.	120,346	132,996	144,236	149,872
4550	General Liability Insurance	14,847	15,084	14,907	21,561
4610	Repair/Maint. of Bldgs & Improvements	12,231	4,600	-	-
4630	Repair/Maint. of Machinery & Equipment	782	-	445	445
4690	Special Maintenance Interdept'l Charges	7,481	8,878	12,172	13,957
4710	Special Printed Forms	776	1,213	1,920	920
5100	Office Supplies	1,358	1,892	2,000	2,000
5203	Drugs and Medical Supplies	-	-	110	500
5204	Cleaning & Janitorial Supplies	41	251	347	347
5206	Food for Human Consumption	1,675	3,878	5,980	5,980
5208	Household & Institutional Supplies	28,246	36,504	35,891	34,501
5213	Purchase/Rental - Employee Uniforms	-	-	10	400
5214	Uniform Allowance	2,322	2,548	2,583	2,193
5215	Small Tools & Minor Equipment	-	199	100	100
5400	Membership Dues and Subscriptions	-	-	105	105
5410	Employee Training	-	-	565	565
6440	Equipment Additions	4,645	-	-	-
TOTAL		\$ 914,872	\$ 979,279	\$ 1,005,759	\$ 985,760

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



420 VENETIAN POOL FUND
COMMUNITY RECREATION DEPARTMENT
6020 VENETIAN POOL
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
6205	Aquatics Supervisor	1	1	1	1	\$ 57,036
6203	Aquatics Assistant Supervisor	2	2	2	2	103,849
3005	Maintenance Worker II	1	1	1	1	31,788
9004	Part-time Employees	-	-	-	-	264,492
9999	Holiday Pay	-	-	-	-	2,760
TOTAL		4	4	4	4	\$ 459,925

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 397,483	\$ 425,298	\$ 449,138	\$ 459,925
2000	Employee Benefits - See Other Cost Dist.	208,631	225,628	209,010	168,416
3180	Contracted Services	2,171	2,010	2,208	2,208
3190	Other Professional Services	6,125	6,320	30,688	31,188
4410	Rental of Machinery and Equipment	2,346	3,062	5,000	3,500
4420	Public Facilities Cost - See Other Cost Dist.	139,051	153,668	166,654	173,166
4550	General Liability Insurance	15,286	16,224	15,482	25,384
4620	Repair and Maint. of Office Equipment	400	325	400	400
4630	Repair/Maint. of Machinery & Equipment	1,300	3,195	2,300	2,300
4710	Special Printed Forms	1,313	875	1,500	1,500
4940	Taxes & License Fees Paid	5,062	4,982	6,062	5,062
4990	Other Miscellaneous Expense	1,347	1,521	-	-
5100	Office Supplies	2,547	2,998	3,000	3,000
5201	Agricultural Supplies	5,551	889	5,500	4,500
5202	Chemicals and Photographic Supplies	25,983	25,190	30,000	30,000
5203	Drugs and Medical Supplies	1,995	2,930	2,000	3,000
5204	Cleaning & Janitorial Supplies	3,891	3,544	4,000	4,000
5206	Food for Human Consumption	101,730	100,603	84,760	84,760
5208	Household & Institutional Supplies	15,929	18,182	21,314	21,814
5209	Protective Clothing	6,131	6,700	6,300	6,300
5211	Building Materials and Supplies	150	144	150	150
5214	Uniform Allowance	3,268	3,275	3,300	3,300

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
5215	Small Tools & Minor Equipment	5,500	2,402	2,500	2,500
5400	Membership Dues and Subscriptions	250	-	250	250
5410	Employee Training	735	-	800	800
6200	Building Improvements & Upgrades	2,360	-	-	-
6430	Equipment Repair/Replacement	-	-	5,462	-
6440	Equipment Additions	-	-	2,000	-
	TOTAL	\$ 956,535	\$ 1,009,965	\$ 1,059,778	\$ 1,037,423

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



430 GRANADA GOLF COURSE FUND
COMMUNITY RECREATION DEPARTMENT
6030 GRANADA GOLF COURSE
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018		
				BUDGET	SALARIES		
4006	Automotive Mechanic	1	1	1	1	\$	41,300
9999	Holiday Pay - Worked	-	-	-	-		4,000
TOTAL		1	1	1	1	\$	45,300

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 102,978	\$ 63,790	\$ 161,498	\$ 45,300
2000	Employee Benefits - See Other Cost Dist.	47,088	90,106	108,496	36,808
3190	Other Professional Services	411,565	386,308	263,228	266,228
3191	Other Professional Services - Pro Shop	-	45,000	63,000	54,000
4020	Central Garage Motor Pool Rent	58,536	58,573	67,494	63,314
	Replacement:	18,898			
	Oper. & Maint:	44,416			
4420	Public Facilities Cost - See Other Cost Dist.	116,701	128,967	139,867	145,332
4450	Lease Equipment	-	-	104,200	107,505
4550	General Liability Insurance	2,701	6,673	5,567	2,500
4620	Repair and Maint. of Office Equipment	-	-	750	750
4630	Repair/Maint. of Machinery & Equipment	8,615	12,405	11,500	11,500
4690	Special Maintenance Interdept'l Charges	53,558	59,719	73,983	33,617
4710	Special Printed Forms	744	749	1,000	1,000
4820	Advertising Expense	-	-	1,500	1,000
4950	Collection Charges on Credit Card sales	7,593	12,271	9,892	9,892
4990	Other Miscellaneous Expense	304	1,616	-	-
5100	Office Supplies	214	525	1,000	1,000
5201	Agricultural Supplies	45,362	54,844	67,108	57,108
5203	Drugs and Medical Supplies	-	-	50	150
5204	Cleaning & Janitorial Supplies	2,980	2,612	3,332	3,332
5207	Motor Fuel and Lubricants	476	-	1,050	1,050
5208	Household & Institutional Supplies	5,914	12,837	7,500	7,500
5209	Protective Clothing	-	692	775	775
5211	Building Materials and Supplies	860	2,872	2,900	2,900
5213	Purchase/Rental - Employee Uniforms	471	-	750	750

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
5214	Uniform Allowance	-	827	250	250
5215	Small Tools & Minor Equipment	1,832	1,938	1,950	1,950
5217	Operating Equipment Repair Parts	9,034	12,497	13,955	22,700
5400	Membership Dues and Subscriptions	-	560	590	990
5410	Employee Training	-	127	625	625
6430	Equipment Repair/Replacement	-	242,897	31,388	-
	TOTAL	\$ 877,526	\$ 1,199,405	\$ 1,145,198	\$ 879,826

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6050 YOUTH CTR/PLAYGROUNDS
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
6009	Youth Center Supervisor	1	1	1	1	\$ 69,716
6011	Youth Center Ass't Supv.	1	1	1	1	52,645
6005	Recreation Specialist	3	3	3	3	139,363
3010	Foreman	1	1	1	1	42,869
3103	Maint. Repair Wrkr - Parks	2	2	2	2	82,216
8888	Overtime	-	-	-	-	5,000
9999	Holiday Pay	-	-	-	-	-
9005	Part-time Employees	-	-	-	-	408,856
TOTAL		8	8	8	8	\$ 800,665

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 831,670	\$ 723,445	\$ 924,464	\$ 800,665
2000	Employee Benefits - See Other Cost Dist.	348,864	355,884	367,232	322,023
3180	Contracted Services	541,522	558,624	567,901	571,301
3190	Other Professional Services	58,031	49,114	105,888	87,560
4020	Central Garage Motor Pool Rent	28,514	29,279	33,386	31,454
	Replacement:	10,569			
	Oper. & Maint:	20,885			
4090	Other Transportation Expense	30,050	27,190	42,250	42,250
4410	Rental of Machinery and Equipment	2,820	4,446	5,000	5,000
4420	Public Facilities Cost - See Other Cost Dist.	663,305	733,029	794,980	826,041
4550	General Liability Insurance	32,578	33,694	31,867	44,190
4610	Repair/Maint. of Bldgs & Improvements	524	-	-	-
4630	Repair/Maint. of Machinery & Equipment	3,343	2,811	5,414	5,000
4690	Special Maintenance Interdept'l Charges	23,974	28,856	39,560	45,361
4710	Special Printed Forms	17,193	11,315	27,740	27,740
4820	Advertising Expense	-	-	480	480
4990	Other Miscellaneous Expense	-	3,163	3,804	3,804
5100	Office Supplies	6,096	7,906	10,000	10,000
5202	Chemicals and Photographic Supplies	-	1,000	1,000	1,000
5203	Drugs and Medical Supplies	-	129	500	1,000
5204	Cleaning & Janitorial Supplies	4,624	1,799	6,750	6,750
5206	Food for Human Consumption	34,307	27,382	47,000	47,000

EXPENDITURE DETAIL

	2014-2015	2015-2016	2016-2017	2017-2018
	ACTUAL	ACTUAL	BUDGET	BUDGET
5208 Household & Institutional Supplies	33,727	42,266	36,740	34,695
5209 Protective Clothing	90	108	330	375
5211 Building Materials and Supplies	829	1,910	3,000	3,000
5213 Purchase/Rental - Employee Uniforms	6,102	2,215	8,290	8,290
5214 Uniform Allowance	21,003	7,312	32,001	32,001
5215 Small Tools & Minor Equipment	-	998	1,000	1,000
5400 Membership Dues and Subscriptions	15,765	14,467	17,000	17,000
5410 Employee Training	-	1,107	2,350	2,350
6430 Equipment Repair/Replacement	4,404	20,603	94,576	42,660
6440 Equipment Additions	19,996	-	40,650	10,650
TOTAL	\$ 2,729,331	\$ 2,690,052	\$ 3,251,153	\$ 3,030,640

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6060 ADULT SERVICES DIVISION
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
6007	Adult Activity Supervisor	1	1	1	1	\$ 64,531
0634	Adult Activiy Assistant Supervisor	-	1	1	1	43,588
8888	Overtime	-	-	-	-	500
9999	Holiday Pay	-	-	-	-	500
9005	Part-time Employees	-	-	-	-	171,383
TOTAL		1	2	2	2	\$ 280,502

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 87,606	\$ 146,699	\$ 290,801	\$ 280,502
2000	Employee Benefits - See Other Cost Dist.	36,445	69,818	92,838	90,358
3190	Other Professional Services	-	11,306	48,441	48,441
4090	Other Transportation Expense	350	-	6,600	6,600
4410	Rental of Machinery and Equipment	-	1,614	3,500	3,500
4550	General Liability Insurance	3,990	10,217	10,024	15,481
4630	Repair/Maint. of Machinery & Equipment	-	141	5,000	5,000
4710	Special Printed Forms	1,375	4,072	9,500	9,500
5100	Office Supplies	-	4,932	6,500	6,500
5202	Chemicals and Photographic Supplies	-	1,989	2,000	2,000
5203	Drugs and Medical Supplies	-	621	1,000	1,000
5204	Cleaning & Janitorial Supplies	-	-	8,000	8,000
5206	Food for Human Consumption	286	6,330	20,800	16,300
5208	Household & Institutional Supplies	3,768	10,396	33,270	25,153
5209	Protective Clothing	-	-	75	75
5211	Building Materials and Supplies	-	35	4,000	4,000
5213	Purchase/Rental - Employee Uniforms	-	531	3,500	3,500
5214	Uniform Allowance	-	-	310	310
5215	Small Tools & Minor Equipment	-	526	2,500	2,500
5400	Membership Dues and Subscriptions	-	35	1,234	1,234
5410	Employee Training	-	200	1,000	1,000
6440	Equipment Additions	-	3,067	-	-
TOTAL		\$ 133,820	\$ 272,529	\$ 550,893	\$ 530,954

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6065 SPECIAL EVENTS
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018	
				BUDGET	SALARIES	
0059	Special Projects Coordinator	1	1	1	1	\$ 66,592
9283	Part-time Employees	-	-	-	-	36,465
TOTAL		1	1	1	1	\$ 103,057

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 44,477	\$ 89,209	\$ 36,465	\$ 103,057
2000	Employee Benefits - See Other Cost Dist.	3,496	5,872	2,790	44,082
3190	Other Professional Services	101,910	125,315	198,280	198,280
4410	Rental of Machinery and Equipment	-	553	6,700	6,700
4550	General Liability Insurance	904	1,303	1,257	5,688
4710	Special Printed Forms	2,818	2,610	2,900	2,900
4802	July 4th Celebration	104,315	122,998	166,800	166,800
4820	Advertising Expense	175	200	1,750	1,750
4840	Farmers Market	6,345	7,482	12,000	12,000
5202	Chemicals and Photographic Supplies	1,416	1,193	1,200	1,200
5206	Food for Human Consumption	169	850	600	600
5208	Household & Institutional Supplies	17,177	23,898	20,405	20,405
TOTAL		\$ 283,202	\$ 381,483	\$ 451,147	\$ 563,462

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6070 GOLF COURSE/PARKS MAINT.
 590 INTERNAL SERVICES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
2309	Golf Course & Parks Supt.	1	1	1	1	\$ 67,234
2310	Golf Course & Parks Maint. Asst. Supt.	-	1	1	1	71,651
3201	Equipment Operator I	1	1	1	1	49,250
3009	Irrigation Foreman	-	1	1	1	50,911
3010	Foreman	1	1	1	1	58,709
3005	Maintenance Worker II	-	1	1	1	42,566
3004	Maintenance Worker I	1	-	-	-	-
9005	Part-time Employees	-	-	-	-	79,677
TOTAL		4	6	6	6	\$ 419,998

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 146,177	\$ 174,566	\$ 324,852	\$ 419,998
2000	Employee Benefits - See Other Cost Dist.	147,068	169,261	184,944	260,127
3190	Other Professional Services	217,426	208,613	196,480	166,320
4020	Central Garage Motor Pool Rent	71,666	90,163	95,290	92,640
	Replacement:	56,837			
	Oper. & Maint:	35,803			
4420	Public Facilities Cost - See Other Cost Dist.	38,900	42,989	46,623	48,444
4550	General Liability Insurance	9,742	10,032	11,198	23,180
4610	Repair/Maint. of Bldgs & Improvements	-	5,000	-	-
4630	Repair/Maint. of Machinery & Equipment	3,963	695	4,000	4,000
5201	Agricultural Supplies	14,765	16,438	30,273	30,273
5204	Cleaning & Janitorial Supplies	-	855	-	-
5207	Motor Fuel and Lubricants	8	710	550	550
5208	Household & Institutional Supplies	7,600	15,683	37,750	37,750
5209	Protective Clothing	507	1,678	1,000	1,000
5211	Building Materials and Supplies	-	149	1,900	1,900
5213	Purchase/Rental - Employee Uniforms	3,838	6,162	1,547	1,547
5214	Uniform Allowance	-	501	-	-
5215	Small Tools & Minor Equipment	4,961	1,008	5,625	5,625
5217	Operating Equipment Repair Parts	1,800	3,260	2,500	2,500
5410	Employee Training	-	255	-	-
6430	Equipment Repair/Replacement	-	5,400	100,500	42,250
6440	Equipment Additions	42,473	18,069	37,192	25,000

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
9010	Intradepartmental Credits	(85,013)	(97,452)	(125,715)	(92,935)
TOTAL		\$ 625,881	\$ 674,035	\$ 956,509	\$ 1,070,169

**Maintenance Services Distributed to
Park Facilities**

Dept Code/Account	%	Amount
Tennis Centers - 6010-46-90	1.2	\$ 13,957
Youth Center - 6050-46-90	3.9	45,361
	5.1	59,318
Granada Golf - 6030-46-90		33,617
		\$ 92,935

**Action Plan Worksheet
2018**

Action Plan Owner: Fred Couceyro, Parks & Recreation Director

Action Plan Name: 1.4.1 – Develop and Implement the Accessibility Recreation Plan

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.1 – Attain world-class performance levels in overall community satisfaction with City services by 2019.
 - Objective 1.2 – Attain world-class performance levels in public safety by 2019
 - Objective 1.4 – Create accessible “home-town” recreation opportunities in all areas of the City.

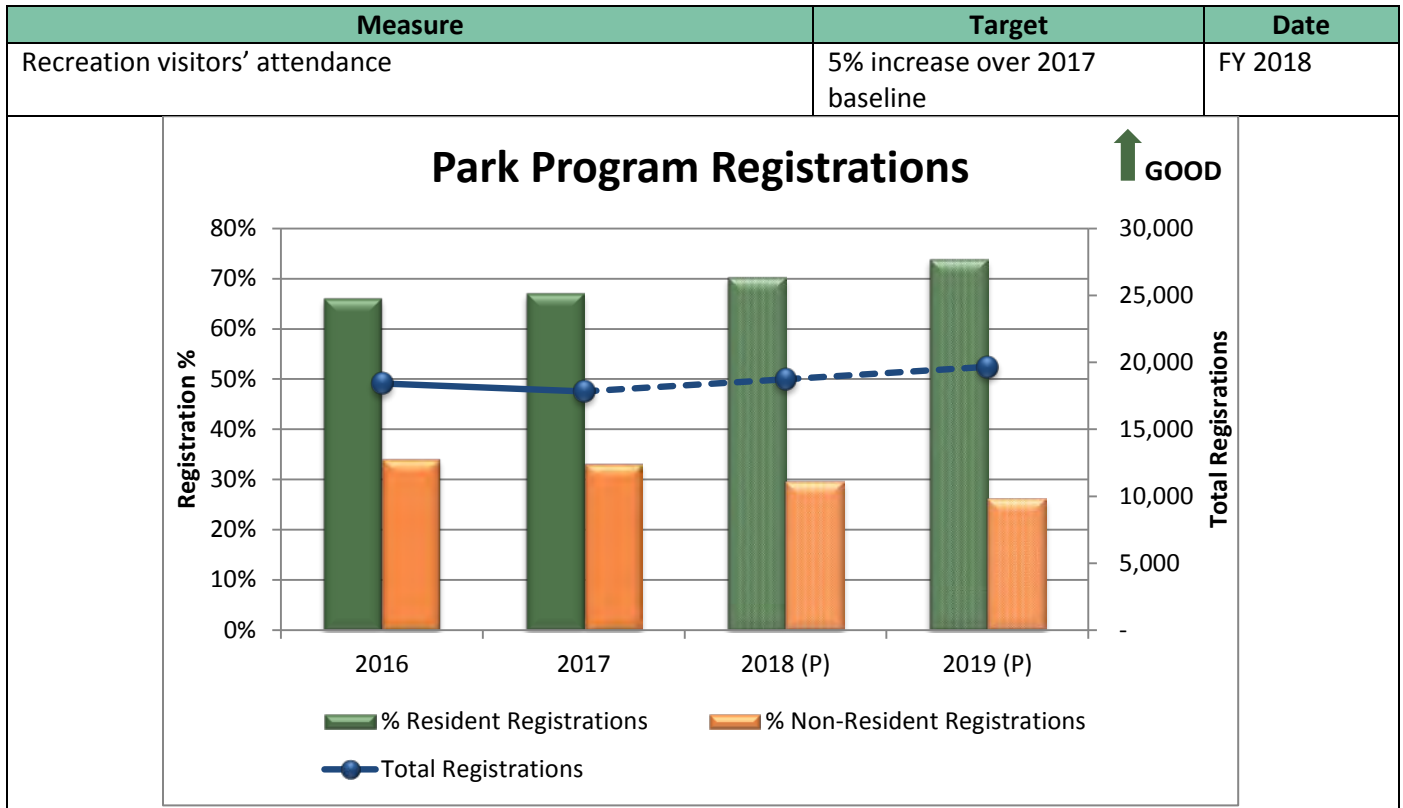
KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Parks inventory by type & features	May 2016	Inventory completed
Mapping by accessibility & distance	December 2016	Map completed
Benchmark Standards – local similar demographics	January 2017	Study completed
Determine opportunities for improvement	March 2017	Analysis complete
Establish citywide standards	October 2018	Standards published
Identify and prioritize land acquisition requirements	April 2018	Land acquisition plan approved
Land acquisition & land repurpose	Ongoing	Land acquired and repurposed

Resource requirements (what do we need to succeed?)

- \$20,000 funding for survey tools and resources in FY16-17
- \$100,000 funding for park improvements – funded as part of Capital Improvement Program
- 160 hours of staff resources & assistance from IT to map all parks
- 40 hours of staffing to research benchmarking standards
- \$1,000,000 in funding for land acquisition – funded as part of Capital Improvement Program
- \$100,000 in funding for land re-purpose beginning in FY 17-18

Significant Short- & Longer-term measures of success, targets and / or time horizons



Other Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
% of residences within a ½ mile distance to a park or facility (Long term goal will include accessibility)	Short Term: 80% Long Term: 90%	FY 2017 FY 2019
Resident satisfaction with parks and recreation availability (longer term measure will include accessibility)	Short Term: 80% Long Term: 90%	FY 2017 FY 2019
Employee satisfaction	90%	FY 2017
Employee engagement	90%	FY 2017
Recreation visitors' attendance	5% increase over 2017 baseline	FY 2018
Recreation visitors' satisfaction	10% increase over 2017 baseline	FY 2018

Frequency & venue of review

- Monthly review with Director
- Quarterly review of progress with City Manager

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
City Commission	Increase resident satisfaction	Funds allocated to this effort will not be available for other projects
City Manager	Increase resident satisfaction	Funds allocated to this effort will not be available for other projects
Parks Boards Youth & Senior	Increase quality of life	None
Internal Staff	Raise morale, satisfaction, and engagement	Strain on additional work load and having to balance administrative duties with hands on work
Park/Facility users	Increase quality of life	None
Residents	Increase property value & quality of life	Funds allocated to this effort will not be available for other projects
Contractors	Increased attendance & revenues	None

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + 5% increase resulting from increase in property values
- + 5% increase in revenues
- \$10,000 increase in cost to support staff
- \$50,000 increase in funds for preventative maintenance
- \$1,100,000 increase in funds for land acquisition & repurpose

**Action Plan Worksheet
2018**

Action Plan Owner: Carolina Vester, Assistant Parks & Recreation Director

Action Plan Name: 1.4.2 – Improve Community Satisfaction with Recreation

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.1 – Attain world-class performance levels in overall community satisfaction with City services by 2019.
 - Objective 1.2 – Attain world-class performance levels in public safety by 2019.
 - Objective 1.4 – Create accessible “home-town” recreation opportunities in all areas of the City.

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Obtain stakeholders input on survey standards to achieve measurable results	April 2016	Stakeholder input included in survey
New Park Ambassador Program (Part-time x 2 positions at 29 hours with 58 hours of park coverage each week)	May 2016	Two part-time positions filled
Create preliminary on-line resident survey, distribute & compile results. (No tablets used for this preliminary survey)	July 2016	Survey completed and results analyzed
Analyze / gather current resident satisfaction by age group with parks & facilities	September 2017	Survey completed and results analyzed
Research customer satisfaction standards & compare with Nationally Accredited P&R	September 2017	Review completed and recommendations submitted to City Manager

Resource requirements (what do we need to succeed?)

- \$29,677 for 2 Part-time additional staff to monitor/supervise the quality, safety and cleanliness of all parks and facilities
- \$23,750 for dog waste bags and container liners
- \$1,200 annually to purchase tablets to gather data and survey results on site (requirement included in AP 5.5.1 – Improve satisfaction with special events)
- \$5,000 to purchase signage for education and surveys (requirement included in AP 5.5.1 – Improve satisfaction with special events) in FY17-18

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Hours of park coverage & vigilance	58 weeks	FY 16
Participation rate in Annual Satisfaction Survey & Awareness Program	20% 30% 40%	FY 16 FY 17 FY 18
% of residents using facilities at least once per year.	80%	FY 17
Participant satisfaction with P&R facilities and programs	90%	FY 18

Frequency & venue of review

- Monthly review with Director
- Quarterly review of progress with City Manager

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
City Commission	Increase Resident Satisfaction	Funds allocated to this effort will not be available for other projects
City Manager	Increase Resident Satisfaction	Funds allocated to this effort will not be available for other projects
Parks Boards Youth & Senior	Increase Quality of Life	None
Internal Staff	Raise morale satisfaction, and engagement	Strain on additional work load and having to balance administrative duties with hands on work
Park/Facility users	Increase Quality of Life	None
Residents	Increase Property Value & Quality of Life	Funds allocated to this effort will not be available for other projects
Contractors	Increased attendance & revenues	None

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + 5% increase resulting from increase in property values
- + 5% increase in revenues
- \$10,000 increase in cost to support staff
- \$50,000 increase in funds for preventive maintenance
- \$1,100,000 increase in funds for land acquisition & repurpose

**Action Plan Worksheet
2018**

Action Plan Owner: Carolina Vester, Assistant Parks & Recreation Director

Action Plan Name: 5.5.1 – Improve Satisfaction with Special Events

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 5 - Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history
 - Objective 5.5 - Attain world-class performance levels in resident satisfaction with City-sponsored special events by 2019.
- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.2 - Attain world-class performance levels in public safety by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Prepare a satisfaction survey for each type of event and distribute following each event.	May 2017	Survey templates completed
Create digital surveys on tablets	August 2017	Tablets on hand
Collect and analyze attendee satisfaction results	September 2017	Survey completed and results analyzed
Benchmark Standards – local needs	October 2016	Study completed
Conduct analysis to determine areas of strength and opportunities for improvement	October 2017	Study completed – recommendations submitted to the City Manager
Repeat survey process above for each special event	Within one month of each special event	Study completed – recommendations submitted to the City Manager

Resource requirements (what do we need to succeed?)

- \$14,000 funding for resources in FY17-19
- 40 hours of staffing to research benchmarking standards
- \$1,200 annually to purchase tablets to gather data and survey results on site (this requirement will also support tasks in AP 1.4.2)

Resource requirements (what do we need to succeed?) - Continued

- \$5,000 to purchase signage for education and surveys (this requirement will also support tasks in AP 1.4.2) in FY17-18
- \$1,000 per occurrence for a Photo booth at Special Events to attract survey participants

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Resident Satisfaction with special events	75 th percentile 90 th percentile	FY 2017 FY 2019
% of residents attending events at least once per year.	60%	FY 2018

Frequency & venue of review

- Survey & annual review
- Within one month of all special events conducted

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
City Commission	Increase Resident Satisfaction	Funds allocated to this effort will not be available for other projects
City Manager	Increase Resident Satisfaction	Funds allocated to this effort will not be available for other projects
Parks Boards Youth & Senior	Increase Quality of Life	None
Internal Staff	Raise morale, satisfaction, and engagement	Strain on additional work load and having to balance administrative duties with hands on
Park/Facility users	Increase Quality of Life	None
Residents	Increase Property Value & Quality of Life	Funds allocated to this effort will not be available for other projects
Contractors & Partners	Increased attendance & revenues	None

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + 5% increase resulting from increase in property values
- \$10,000 increase in cost to support staff
- \$20,000 increase funds for survey technology

**Action Plan Worksheet
2018**

Action Plan Owner: Fred Couceyro, Parks & Recreation Director

Action Plan Name: 5.5.2 – Enhance International & Cultural Events

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 5 – Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history
 - Objective 5.5 – Attain world-class performance levels in resident satisfaction with City-sponsored special events by 2019.
- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.5 – Enhance our position as a premier destination for arts, culture, dining, and shopping

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Provide International & History Event Enhancements by providing participation from at least one historical organization, consulate or Sister City.	September 2017	Incorporate consular offices, historical organization and Sister City
Create a new City-Wide International & Cultural Event	October 2018	New event

Resource requirements (what do we need to succeed?)

- \$5,000 funding for international & cultural activities and components at Special Events in FY16
- \$40,000 funding and staffing for new cultural event in FY18-19
- Police staffing
- Fire Department staffing

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Customer satisfaction	Short Term: 75% Long Term: 90%	FY 2017 FY 2018

Frequency & venue of review

- Monthly internal staff meeting
- Quarterly meeting with City Manager

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
City Commission	Increase Resident Satisfaction	Funds allocated to this effort will not be available for other projects
City Manager	Increase Resident Satisfaction	Funds allocated to this effort will not be available for other projects
Parks Boards Youth & Senior	Increase Quality of Life	None
Internal Staff	Raise moral & ownership	Strain on additional work load and having to balance administrative duties with hands on
Park/Facility users	Increase Quality of Life	None
Residents	Increase Property Value & Quality of Life	Increase use of tax funds
Contractors & Partners	Increased attendance & revenues	None

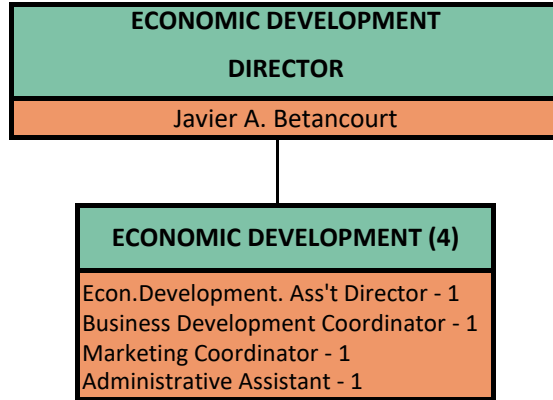
What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + 5% increase resulting from increase in property values
- \$5,000 funding for international & cultural activities and components at Special Events
- Estimated \$40,000 increased cost for a new cultural event

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**

ECONOMIC DEVELOPMENT

ORGANIZATION CHART



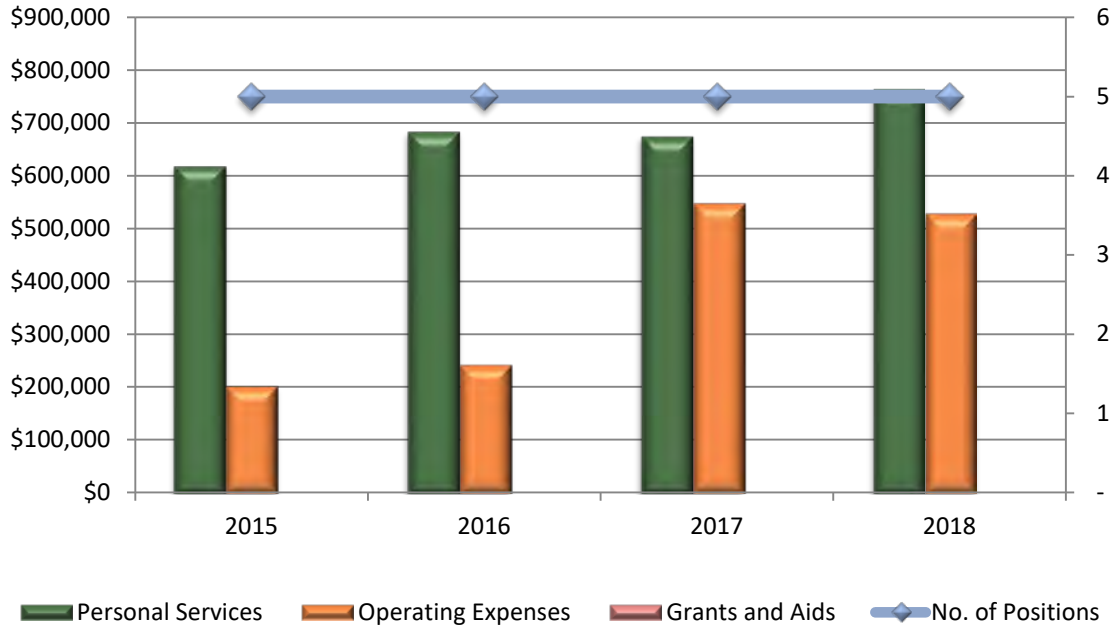
**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



**ECONOMIC DEVELOPMENT DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2014-2015 ACTUAL</u>	<u>2015-2016 ACTUAL</u>	<u>2016-2017 BUDGET</u>	<u>2017-2018 BUDGET</u>
Salaries & Benefits	618,606	683,857	674,549	763,404
Operating Expenses	202,653	243,504	547,312	528,160
Grants and Aids	-	-	-	-
TOTALS	<u>821,259</u>	<u>957,199</u>	<u>1,221,861</u>	<u>1,291,564</u>
No. of Positions	5	5	5	5

EXPENDITURE/PERSONNEL COMPARISONS



**CITY OF CORAL GABLES, FLORIDA
2017-2018 ADOPTED BUDGET**



FISCAL YEAR 2017 MAJOR ACCOMPLISHMENTS

- ✓ Implemented the Streetscape marketing campaign, including the effective execution of several new events, such as the Downtown Event Series (featuring Jazz in the Gables, Wellness Wednesdays and Movies on the Mile), the Pumpkin Patch, and Giralda Al Fresco; the launch of a comprehensive project website and Instagram account; and the roll-out of Freebee, a free, door-to-door electric vehicle transportation service for Downtown.
- ✓ Launched the “Coral Gables Means Business” Campaign, with the completion of the Downtown Retail Strategy, which entails the proactive recruitment of new businesses to Coral Gables and supporting existing businesses through educational programming such as a Visual Merchandising Seminar.
- ✓ Facilitated the acquisition of a new Public Safety Building and negotiated a public-private-partnership for use of the McBride Plaza for community events.



**CITY OF CORAL GABLES, FLORIDA
PERFORMANCE INDICATOR METRICS**



ECONOMIC DEVELOPMENT

INDICATOR:	FY16			FY17		FY18
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Number of businesses helped via PAP	5	5	●	5	6	5
Number of jobs brought to the City or retained through the PAP	375	360	●	350	310	350
Net absorption of business tax licenses	100	(49)	●	100	699	100
Ribbon cuttings attended	30	35	●	36	17	20
Gallery Night attendees (based on trolley count)	2,400	735	●	2,400	310	1,000
Average attendance for Jazz in the Gables concerts	200	120	●	200	94	150
Marketing materials / collateral / ads produced (print, electronic, video)	20	40	●	30	47	30
Marketing material total audience reached	320,000	15,812,129	●	1M	32M	1M
Public workshops / presentations (including small business outreach)	5	19	●	12	14	12
Were lease payments collected without default	Yes	Yes	●	Yes	No	Yes
Real Estate deals negotiated	5	23	●	8	11	10
Business contact database	-	-		5,000	5,535	6,000
Grant and Award submissions to assist with Economic Development initiatives	4	6	●	5	9	5

Legend

- Target met or exceeded
- Target nearly met
- Target not met



**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
ECONOMIC DEVELOPMENT DEPARTMENT
6900 ECONOMIC DEVELOPMENT
 552 INDUSTRY DEVELOPMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET SALARIES	
0639	Economic Development. Director	1	1	1	1	\$ 148,405
0644	Economic Development. Ass't Director	1	1	1	1	124,937
0642	Business Development Coordinator	1	1	1	1	76,721
0646	Marketing Coordinator	1	1	1	1	80,601
0602	Administrative Assistant	1	1	1	1	49,552
9005	Intern'l Business Dev. Coord - Part Time	-	-	-	-	49,764
TOTAL		5	5	5	5	\$ 529,980

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 366,038	\$ 408,682	\$ 459,305	\$ 529,980
2000	Employee Benefits - See Other Cost Dist.	252,568	275,175	215,244	233,424
3190	Other Professional Services	28,753	86,541	246,300	181,779
4020	Central Garage Motor Pool Rent	4,899	5,511	6,066	5,798
	Replacement: 2,693				
	Oper. & Maint: 3,105				
4090	Other Transportation Expense	5,400	8,100	8,100	8,100
4410	Rental of Machinery and Equipment	3,041	2,713	4,800	4,800
4430	Rental of Land and Buildings	46,414	32,418	55,642	56,050
4550	General Liability Insurance	20,657	15,803	15,728	29,250
4720	Printing & Binding	4,802	7,852	5,357	11,100
4810	Promotional Expense	4,738	8,781	36,600	94,600
4812	Promotional Expense - Citywide Marketing	39,868	9,968	66,312	35,000
4820	Advertising Expense	10,702	17,935	11,000	20,000
4830	Prospect Development Expense	22,172	17,768	22,215	26,614
4840	Jazz In The Gables	-	12,649	50,706	29,500
4990	Other Miscellaneous Expense	1,899	1,546	669	2,000
5100	Office Supplies	1,347	5,842	2,273	2,273
5400	Membership Dues and Subscriptions	5,888	9,617	10,445	14,721
5410	Employee Training	2,073	460	5,099	6,575
6440	Equipment Additions	-	29,838	-	-
TOTAL		\$ 821,259	\$ 957,199	\$ 1,221,861	\$ 1,291,564

**Action Plan Worksheet
2018**

Action Plan Owner: Javier A. Betancourt, Economic Development Director

Action Plan Name: 1.5.1 – “Coral Gables Means Business” Campaign (see Exhibit for description)

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.5 – Enhance our position as a premier destination for arts, culture, dining and shopping
- Goal 5 - Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.8 – Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the City’s brand

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
RETAIL STRATEGY		
Convene a focus group of key stakeholders to discuss retail strategy concept and obtain buy-in	February 2016	Memorandum of Understanding between the parties
Identify expert consultant	March 2016	Consultant identified
Enter into agreements with expert consultant and partner organizations	April 2016	Agreements executed between the parties
Launch retail strategy effort	May 2016	Initial actions occur
Request salaried “Business Recruiter” position and operational budget for program in FY16-17 budget	May 2016	Request submitted
Approve budget request	September 2016	City Commission adopts budget
Recruit and hire Business Recruiter	October 2016	Business Recruiter hired
Retail strategy completed and approved by City Commission	February 2017	Strategy approved by City Commission
Execute retail strategy	Ongoing	New retailers are successfully recruited to the City

KEY tasks that must be accomplished, deliverables, and measures of success - (Continued)

What must be done	By when	How will it be evident
CORPORATE STRATEGY		
Convene a focus group of key stakeholders to discuss corporate strategy concept and obtain buy-in	May 2017	Memorandum of Understanding between the parties
Request budget line items for consultant and salaried "Business Recruiter" position and operational budget for program in FY16-17 budget	May 2016	Request submitted
Identify expert consultant (may require RFP process)	September 2017	Consultant identified
Approve budget request	September 2017	City Commission adopts budget
Enter into agreements with expert consultant and partner organizations	October 2017	Agreements executed between the parties
Recruit and hire "Business Recruiter"	October 2016	Business Recruiter hired
Launch corporate strategy effort	November 2017	Initial actions occur
Corporate strategy completed and approved by City Commission	August 2018	Strategy approved by City Commission
Execute corporate strategy	Ongoing	New corporations are successfully recruited to the City
MARKETING STRATEGY & CAMPAIGN		
Convene a focus group of key stakeholders to discuss marketing strategy & campaign concept and obtain buy-in	May 2017	Memorandum of Understanding between the parties
Request budget line items for marketing agency and operational budget for program in FY16-17 budget	May 2017	Request submitted
Identify marketing agency (may require RFP process)	September 2017	Agency identified
Approve budget request	September 2017	City Commission adopts budget
Enter into agreements with marketing agency and partner organizations	October 2017	Agreements executed between the parties
Launch marketing strategy effort	November 2017	Initial actions occur
Complete marketing strategy and production of collateral materials (brochures, website, video, ads...)	August 2018	Marketing Strategy approved by City Commission. Collateral materials are produced.

MARKETING STRATEGY & CAMPAIGN - (Continued)

Launch and execute marketing campaign	Ongoing	Collateral materials are distributed, posted, etc. Business Recruiter has the tools necessary to market the City.
Launch and execute marketing campaign	Ongoing	Collateral materials are distributed, posted, etc. Business Recruiter has the tools necessary to market the City.

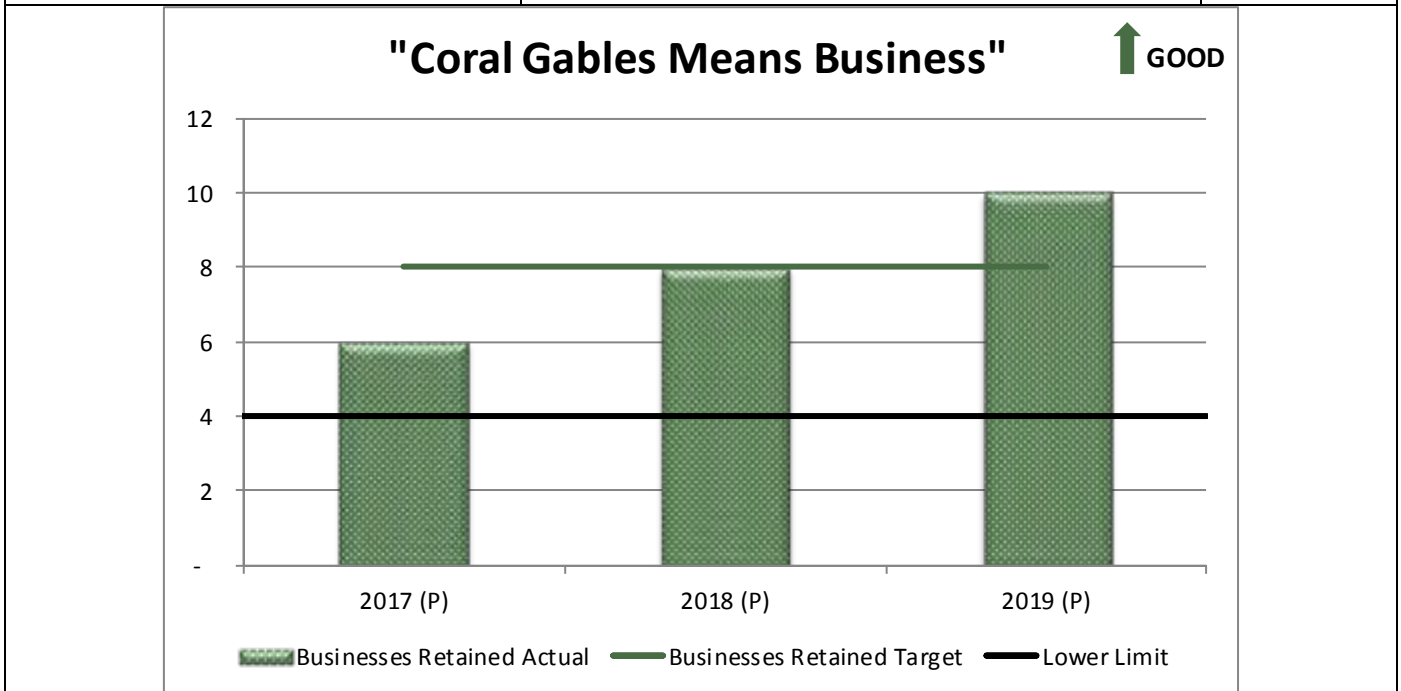
Resource requirements (what do we need to succeed?)

\$200,000 in funding allocated for the following needs:

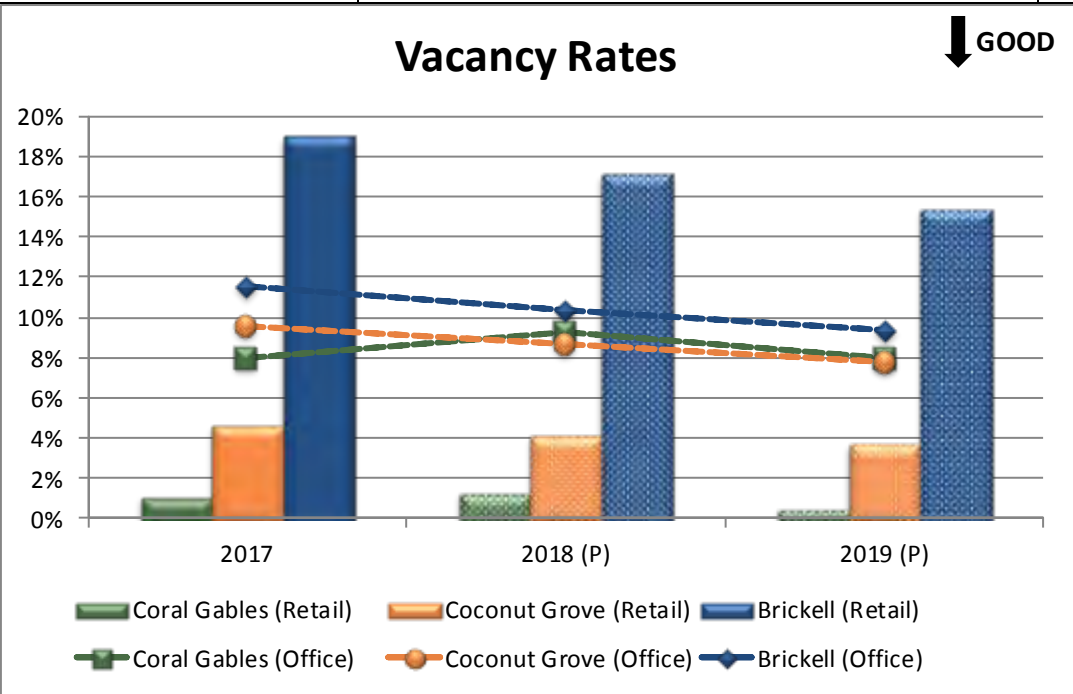
- Retail Strategy consultant
- Corporate Strategy consultant
- F/T “Business Recruiter” position (Paygrade 23E)
- Overhead expenses (workspace, equipment, supplies, training...) associated with new position
- Engagement of Marketing Agency to develop strategy and initial production of collateral materials
- Ongoing implementation of the Campaign (collateral updates and production, advertisement, travel, tradeshow, etc.)

Significant Short- & Longer-term measures of success, targets and / or time horizons

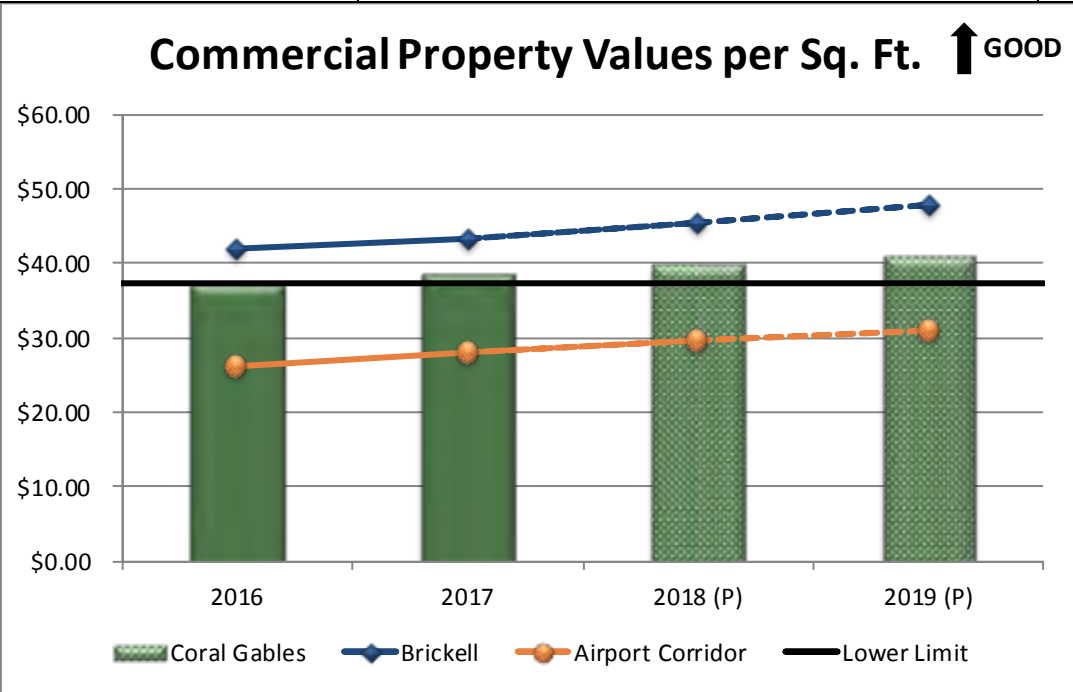
Measure	Target	Date
New-to-market corporate and retail businesses	1 retailer and 1 corporation are successfully retained and/or recruited to Coral Gables as a result of the Campaign on a quarterly basis (total of 8 per year)	Annually



Commercial Occupancy Rates	Maintain maximum 5% retail vacancy rate, and 10% office vacancy rate, throughout the City	Annually
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Property Values	5% increase over trend for commercial properties	Annually
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Other Short- & Longer-term measures of success, targets and / or time horizons

Measure	Measure	Measure
Gross Sales	5% increase over trend	Annually
Customer Satisfaction Survey	10% increase over trend in customer satisfaction with Coral Gables' reputation as a business center (property owners, businesses and residents)	Annually

Frequency & venue of review

- Monthly at Economic Development Board and Property Advisory Board meetings
- Quarterly, and as otherwise appropriate, with City Manager at biweekly meeting
- One annual update to City Commission at a selected Commission meeting
- Annual review of survey results

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Property Owners	Better tenants and neighbors; Increased rental rates Enhanced property values	Higher taxes as a result of increased property values
Businesses	Better neighbors Increased sales and profits Business-to-business opportunities	Higher rents as demand increases
Residents	Better shopping/dining experience Employment opportunities Decreased tax burden	May lose some legacy retailers and mom-and-pop shops as rents increase
Workers & Visitors	Better shopping/dining experience Employment opportunities	May lose some legacy retailers and mom-and-pop shops as rents increase
BID	Enhanced revenue Supports primary mission	Funds allocated to this effort will not be available for other projects

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Chamber of Commerce	Enhanced membership opportunities Supports existing businesses	Funds allocated to this effort will not be available for other projects
City of Coral Gables	Increased rent & property values for City assets Increased tax revenue Supports and enhances the City's brand	Funds allocated to this effort will not be available for other projects

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + Estimated \$1M increased property tax revenue as commercial properties become more successful
- + Estimated \$500,000 increased asset value and revenue (over time) as City assets become more valuable and successful
- + Estimated \$25,000 increased alternative revenue (fees, parking...) as commercial district(s) become more successful
- Estimated \$300,000 initial investments in expert consultants and marketing agency
- Estimated \$150,000 annual personnel, administrative and operational costs associated with the program

Exhibit

“Coral Gables Means Business” Campaign

Description: The *Coral Gables Means Business* Campaign is a multi-pronged approach to retaining, expanding and recruiting quality corporate and retail businesses to the City. This collaborative and inter-related program entails separate retail and corporate strategies, supported by a robust marketing strategy and campaign, and coordinated by a dedicated “Business Recruiter” charged with the Campaign’s implementation. Both the retail and corporate strategies would entail the engagement of expert consultants who will assess the respective markets and existing conditions, outline a strategy for retaining/recruiting desired corporate and retail businesses, and develop the infrastructure necessary to execute and implement the strategies. The corporate and retail strategies would include the hiring of a “Business Recruiter” by the City to implement the strategies by proactively working to support and recruit corporate and retail businesses identified by the plans. The marketing strategy is expected to require the engagement of a marketing agency that will assist us in creating collateral materials (brochures, website, video, ads...) and PR/media/advertising campaign(s), to be used as tools by the Business Recruiter in executing the corporate and retail strategies. Funding for the different components of the *Coral Gables Means Business* Campaign is expected to be shared between the City and partner organizations, such as the BID and Coral Gables Chamber of Commerce.

If we were to compare *Coral Gables Means Business* to a new house...

- the City, Chamber and BID would be the developers,
- the expert consultants would be the architects and general contractors,
- the strategies would be the blueprints,
- the marketing strategy/campaign would be the building tools and materials,
- the Business Recruiter would be the real estate agent, and
- the new businesses would be the tenants

**Action Plan Worksheet
2018**

Action Plan Owner: Javier A. Betancourt, Economic Development Director

Action Plan Name: 1.5.3 – *SpotlightGables! Premier International Event* (see Exhibit for description)

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.5 – Enhance our position as a premier destination for arts, culture, dining and shopping
- Goal 5 – Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.5. – Attain world-class performance levels in community satisfaction with City-sponsored special events
 - Objective 5.8 – Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the City’s brand

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Convene a focus group of key stakeholders to discuss program concept and obtain buy-in	April 2017	Memorandum of Understanding between the parties
Request \$50,000 in FY 17-18 Budget for City to engage an Event Production Company	May 2017	Request submitted
Identify Event Production Company (RFQ?)	August 2017	Company selected
Develop general event parameters	August 2017	Memorandum approved by City Manager
Approve budget request	September 2017	City Commission adopts budget
Finalize agreements with partner organizations	October 2017	Agreements are executed
Finalize contract with Event Production Company	November 2017	Contract for services
Plan the event	Ongoing	Plan approved by City Manager/City Commission
International event held	November 2018	The event takes place

Resource requirements (what do we need to succeed?)

- \$50,000 in FY17-18 (and \$100,000 in FY18-19) for Event Production Company, who in turn will be responsible for securing all other revenue (partner funds, grants, sponsorships, etc.)
- 160 Staff hours/yr. from Economic Development Department for event support and planning
- 80 Staff hours/yr. from Parks & Recreation Department for event support and planning
- 80 Staff hours/yr. from Police Department for event support and planning (does not include off-duty event staffing to be covered by Event budget)
- 40 Staff hours/yr. from Fire Department for event support and planning (does not include off-duty event staffing to be covered by Event budget)

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Event held	1 per year	Nov. 2018
Number of industry attendees	1,000	Nov. 2018
Number of concert attendees	8,000	Nov. 2018
Hotel Occupancy	95% during event	Nov. 2018
Event viewership (if televised)	TBD	Nov. 2018
Customer satisfaction with event (property owners, businesses and residents)	20% growth year over year	Every Dec.

Frequency & venue of review

- Monthly at Event Steering Committee (composed of Event partners)
- Quarterly at Economic Development Board and Special Event Committee meetings
- Quarterly, and as otherwise appropriate, with City Manager at biweekly meeting
- Two presentations to City Commission at selected Commission meetings (one pre event, one post event)
- Annual review of survey results

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Partner Organizations (U.M., Chamber, GMCVB ...)	Brand Exposure & Promotion Potential share of event revenues	Financial or in-kind expenses
Businesses	Brand Exposure & Promotion Increased sales from event attendees	None
Residents	Civic pride Potential property increase as a result of brand exposure	Typical event impacts (noise, street closures...)
City of Coral Gables	Brand Exposure & Promotion Potential share of event revenues	Funds and time allocated to this effort will not be available for other projects

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + Estimated \$500,000 increased property tax revenue over time as commercial and residential properties benefit from worldwide brand exposure and promotion
- + Estimated \$100,000 potential share of concert event revenue
- Estimated \$50,000 initial investment in hiring Event Production Company

Exhibit

SpotlightGables! Premier International Event

Description:

SpotlightGables! is a proposed initiative to attract a premier, internationally recognized event to Coral Gables. While Coral Gables has become known locally for a host of wonderful community-oriented events, we continue to lack a premier, internationally recognized event that celebrates the City's global orientation and promotes the City's brand. Think Art Basel and SoBe Wine & Food Festival in Miami Beach, International Book Fair in Miami, SXSW in Austin, the Academy Awards in L.A., the Cannes Film Festival, and the Venice Carnival. An event of this magnitude would support our efforts to recruit premier corporate and retail businesses, and otherwise help to activate our Downtown and support our hospitality and entertainment industry businesses during the event. Over time, it could even grow into a year-round calendar of activities associated with the main event.

In developing an event of this caliber, it is critical to identify the City's greatest assets and opportunities for success in a crowded event marketplace. What event doesn't already exist that are we are in a position to produce better than anyone else? With that thought in mind, we have had initial discussions with the Dean of the Frost School of Music -- one of the University's most prestigious and internationally recognized programs -- on ideas for co-producing an event of this type. The Dean was very supportive of the idea, and suggested that we concentrate on producing a Latin Music Conference to leverage, celebrate and promote our region's natural role as the Capital of Latin America. Not to be confused with Carnival Miami or other Latin music street festivals, the Conference would concentrate on attracting top music industry executives and top Latin music artists from throughout the world with an exclusive industry conference, and upscale, glamorous events for VIPs, including a star-studded concert at the Bank United Center that could generate revenue for the City and its partner organizations. The Conference could partner with the Latin Grammy's (held in November), other award shows, and/or locally headquartered media giants Univision or Telemundo, to broadcast the event to millions of people throughout the hemisphere. And local industry titans, like Emilio Estefan, with whom the Dean has a close relationship, could take a leading role in the effort as well. This is but one promising idea for a premier international event, but others could also be pursued.

Regardless of the event type, an experienced Event Production Company with connections to the event industry would be engaged to coordinate the effort; plan, produce and promote the event; and secure sponsorships that will pay for the event (and potentially produce net-positive revenue). Potential event venues for any international event include U.M.'s BankAtlantic Center, Biltmore Hotel, Downtown streets (Miracle Mile, Alhambra Circle, Giralda Ave.), Venetian Pool, and Coral Gables Country Club.

**Action Plan Worksheet
2018**

Action Plan Owner: Javier A. Betancourt, Director, Economic Development Department

Action Plan Name: AP 5.6.2 - Gateway/Branding Improvements

Description: This project will create new gateway features and unifying branding elements, such as landmarks, signs, lighting, outdoor furniture, landscaping improvements, and/or public art (exact features TBD), at strategic locations throughout the City, including potential sites along U.S. 1, Bird Rd./Red Rd., the "Design District," Le Jeune Rd., and/or other high visibility corridors and commercial districts. In keeping with the City's tradition of beautiful entrances and landmarks, new gateway features and district branding will serve to promote the City in a distinctly Gables style, helping to beautify the City, enhance and promote the City's brand positioning, and attract visitors.

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.5 – Enhance our position as a premier destination for arts, culture, dining and shopping
- Goal 5 – Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.3 – Enhance the pedestrian experience, safety and connectivity in the City through improved lighting, crosswalks, sidewalks and wayfinding;
 - Objective 5.6 – Implement best practices for urban and landscape design in public places, and sustainable historic aesthetics by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Conduct an internal focus group of key departments (PWD, Historic, Planning, Economic Development...)	July 2017	Meeting minutes published
Request capital improvement dollars of \$100,000/year for four years for program costs for fiscal years 2018 to 2021	May 2017	Funds in draft budget
Identify and prioritize site(s) for purchase and/or improvement	September 2017	Prioritized list of identified sites
Budget request approved by City Commission	September 2017	Budget line in approved FY 17-18 CIP budget
Identify project management approach and timeline (internal, external...?)	October 2017	Approach/timeline identified and approved by management

Finalize contract(s) as necessary	December 2017	Signed contracts
Design the project(s)	May 2018	Gateway features and branding elements are designed and approved
Construct/install the project(s)	December 2018	Gateway features and branding improvements are completed

Resource requirements (what do we need to succeed?)

- \$400,000, to include design, construction, and management costs over a two year period (FY17-18, FY18-19)
- \$500k-\$1M potentially required for property acquisition (already included in budget)

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Number of site “acquisitions” (including purchase, easements, etc.)	2	By December 2017
Number of projects completed	4	By December 2018
Expenditures	On budget, according to plan	By December 2018

Frequency & venue of review

- Quarterly, and as otherwise appropriate, with City Manager at biweekly meeting
- One annual update to City Commission at a selected Commission meeting

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
City departments	Staff engagement and pride in enhanced City position	Labor hours expended in support of this project are not available for other work. Increased requirement for ongoing maintenance of project sites.
Businesses	Enhanced brand positioning should improve sales.	Higher rents as demand increases
Residents	Pride as a result of enhanced brand positioning and environment	Some minor traffic inconvenience at construction sites
Visitors	Improved destination awareness	Some minor traffic inconvenience at construction sites

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + Estimated \$100,000 in increased property tax revenue/year as improved brand positioning results in enhanced property values.
- Estimated \$400,000 initial investment from FY18 to FY21
- Estimated \$500k - \$1M for potential property acquisition

**Action Plan Worksheet
2018**

Action Plan Owner: Javier A. Betancourt, Economic Development Director

Action Plan Name: 5.8.1 – “*VentureAmericas*” Entrepreneurship Program (see Exhibit for description)

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 5 – Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.8 – Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the City’s brand

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Convene a focus group of key stakeholders to discuss program concept and obtain buy-in	April 2018	Memorandum of Understanding between the parties
Request \$150,000 for City’s share of program costs in FY 18-19 Budget	May 2018	Request submitted
Identify potential program administrator	June 2018	Recommendation submitted to City Manager
Apply for grants	Ongoing	Grants obtained
Finalize agreements with partner organizations	September 2018	Agreements are executed
Approve budget request	September 2018	City Commission adopts budget
Finalize contract with program administrator	December 2018	Contract for services
Set-up program	March 2019	Program launches on time May, 2018
Launch the program	May 2019	Companies identified in the eMerge Americas Conference StartUp Showcase are invited to participate in the program

Resource requirements (what do we need to succeed?)

- \$150,000 in FY18-19 for City’s share of program costs

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Number of companies hosted by the program	10 per year	By June of each year, starting June 2018

Short- & Longer-term measures of success, targets and / or time horizons (Continued)

Measure	Target	Date
Growth in venture capital and investment secured by each company	25% growth for program cohort within the program year	By June of each year, starting June 2019
Growth in sales for each company	25% growth for program cohort within the program year	By June of each year, starting June 2019
Growth in salary levels for each company (understanding that these are normally and purposefully kept low in start-up companies as they seek to reinvest any profit back into growing the business)	10% growth for program cohort within the program year	By June of each year, starting June 2019

Frequency & venue of review

- Monthly at Economic Development Board meeting
- Quarterly, and as otherwise appropriate, with City Manager at biweekly meeting
- One annual update to City Commission at a selected Commission meeting

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Program participants	Business viability Increased investment, sales and profits	None
Partner Organizations (Chamber, eMerge Americas, Pipeline, UM...)	Exposure	Funds allocated to this effort will not be available for other projects
Property Owners	Potential new tenants as companies grow	None
City of Coral Gables	Supports and enhances the City's brand as a center for technology and entrepreneurship	Funds allocated to this effort will not be available for other projects

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + \$150,000 Increased property tax revenue over time as commercial properties become more successful with expanded business and enhanced branding resulting from the program
- \$50,000 Initial investment in 2018 and \$100,00 in 2019 for programmatic/operational expenses

Exhibit

“VentureAmericas” Entrepreneurship Program

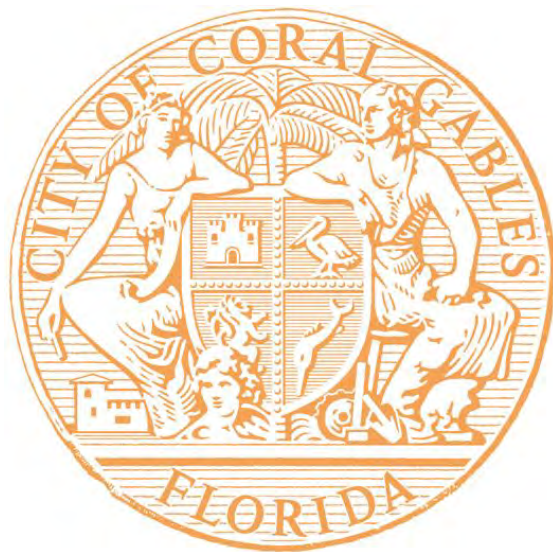
Description:

A partnership between the City of Coral Gables, eMerge Americas, Coral Gables Chamber of Commerce, Pipeline Coral Gables, the University of Miami and/or other appropriate organization, the *VentureAmericas* Entrepreneurship Program will be formed to support the continued growth and development of top companies selected in the eMerge Americas Conference Startup Showcase (<http://emergeamericas.org/startups/>). While celebrated at the annual Conference, these promising startup companies receive no further support beyond the Conference, prompting them to return home to their respective states and countries instead of staying, investing and building their business -- and creating jobs -- in South Florida.

The program aims to host and support 10-15 of these companies annually at Pipeline Coral Gables, or perhaps 2506 Ponce, and surround them with support services through the City, Chamber, eMerge Americas, University of Miami, and/or others.

This program would establish a living 365-day legacy for eMerge Americas beyond the one week conference; expand its engagement with the City year round; and extend its reach, influence and impact into the local community. In doing so, *VentureAmericas* would help to establish/retain/recruit promising technology companies in Florida, and support the expansion of those companies, thereby creating jobs, fostering economic growth, and solidifying the City’s reputation as a center for global business.

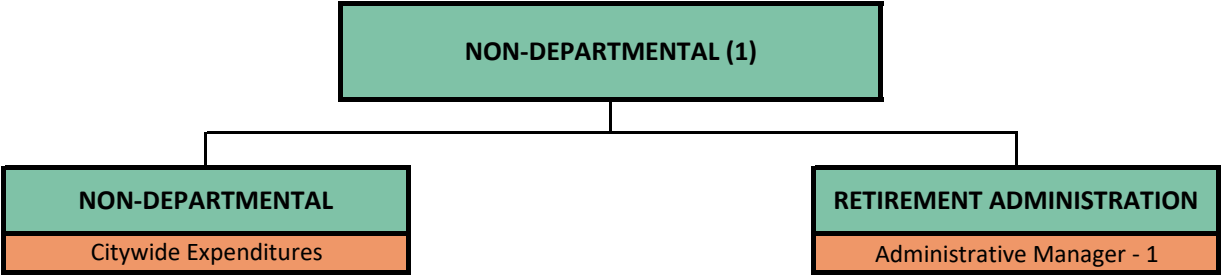
Funding of the program would be accomplished on a collaborative basis, with all partner organizations contributing financial or in-kind contributions towards the program’s programmatic and operational expenses (training, legal services, events, marketing, product research, etc.) on an annual basis for the initial three years. These funds would then be leveraged in pursuit of grants from the Knight Foundation, the legislature, and other avenues, with the entirety of leveraged funds to be disbursed as a grant to each of the participating companies for eligible start-up expenses (space, equipment, etc.) and basic living expenses.



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**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**

**NON-DEPARTMENTAL
ORGANIZATION CHART**

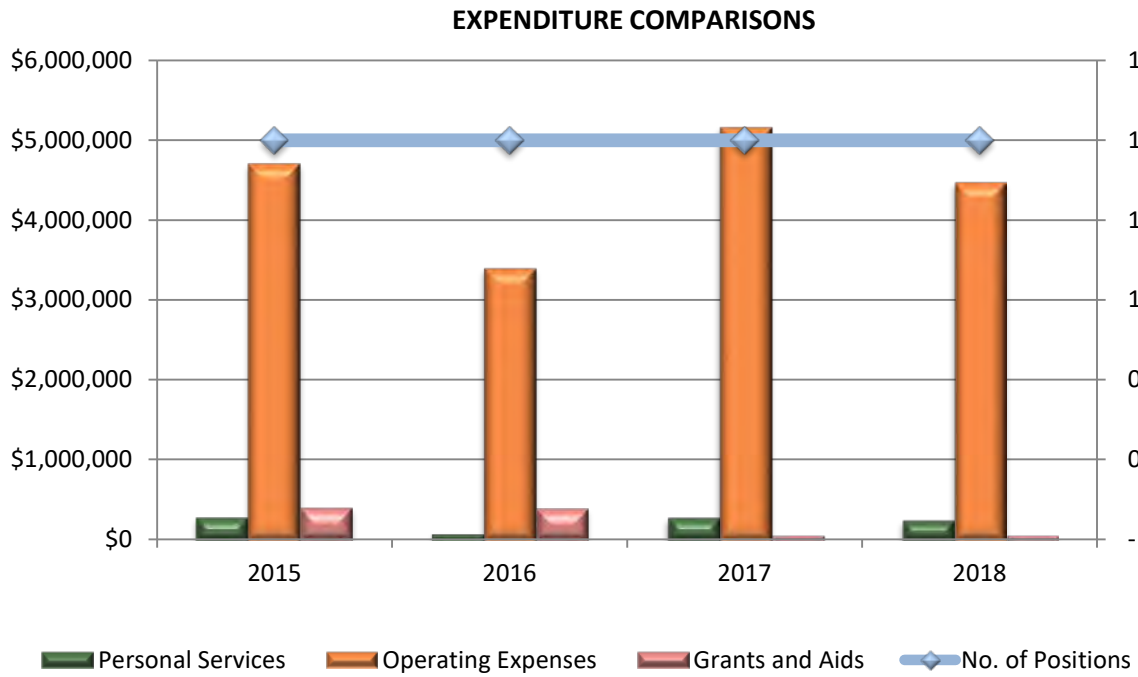


**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



**NON-DEPARTMENTAL EXPENSE
BUDGET AND POSITION SUMMARY**

	<u>2014-2015 ACTUAL</u>	<u>2015-2016 ACTUAL</u>	<u>2016-2017 BUDGET</u>	<u>2017-2018 BUDGET</u>
Salaries & Benefits	276,454	75,695	270,035	240,121
Operating Expenses	4,711,880	3,405,264	5,160,938	4,475,691
Grants and Aids	389,750	385,250	53,250	53,250
TOTALS	5,378,084	3,866,209	5,484,223	4,769,062
No. of Positions	1	1	1	1



**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
NON-DEPARTMENTAL EXPENSE
7000 NON-DEPARTMENTAL
519 OTHER GENERAL GOVERNMENT

		EXPENDITURE DETAIL			
		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
2000	Employee Benefits - See Other Cost Dist.	\$ 124,121	\$ (96,030)	\$ 101,000	\$ 94,000
3120	Special Legal Services	1,749,170	427,100	349,999	350,000
3190	Other Professional Services	378,890	430,873	893,372	600,000
3200	Accounting & Auditing Services	122,500	141,000	158,500	134,500
4410	Rental of Machinery and Equipment	-	-	(31,500)	-
4820	Advertising Expense	-	-	6,000	6,000
4920	Settlements & Judgements	202,406	57,145	-	-
4960	Bad Debt Expense	577	-	-	-
4990	Other Miscellaneous Expense	404,385	95,865	165,000	165,000
4991	Bank Fees & Credit Card Charges	-	350,983	-	-
5100	Office Supplies	20,668	19,556	22,000	17,000
5410	Employee Training	-	9,332	25,000	25,000
7191	Employee Sick/Annual Leave Payout	915,917	1,145,900	600,000	600,000
7192	Contingencies	63,887	8,331	2,607,863	2,219,030
7193	Employee Sale of Annual Leave	840,966	705,455	350,000	350,000
8200	Cultural Grants - Moved to Div. 1330	150,000	147,000	-	-
8204	CG Museum Grant - Moved to Div. 1330	200,000	200,000	-	-
8300	Other Grants and Aids	6,500	5,000	20,000	20,000
8302	Aid to Junior Orange Bowl	33,250	33,250	33,250	33,250
TOTAL		\$ 5,213,237	\$ 3,680,760	\$ 5,300,484	\$ 4,613,780

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



620 GENERAL RETIREMENT SYSTEM FUND
NON-DEPARTMENTAL EXPENSE
7010 RETIREMENT PLAN ADMINISTRATION DIVISION
 513 OTHER GENERAL GOVERNMENT

PERSONNEL SCHEDULE

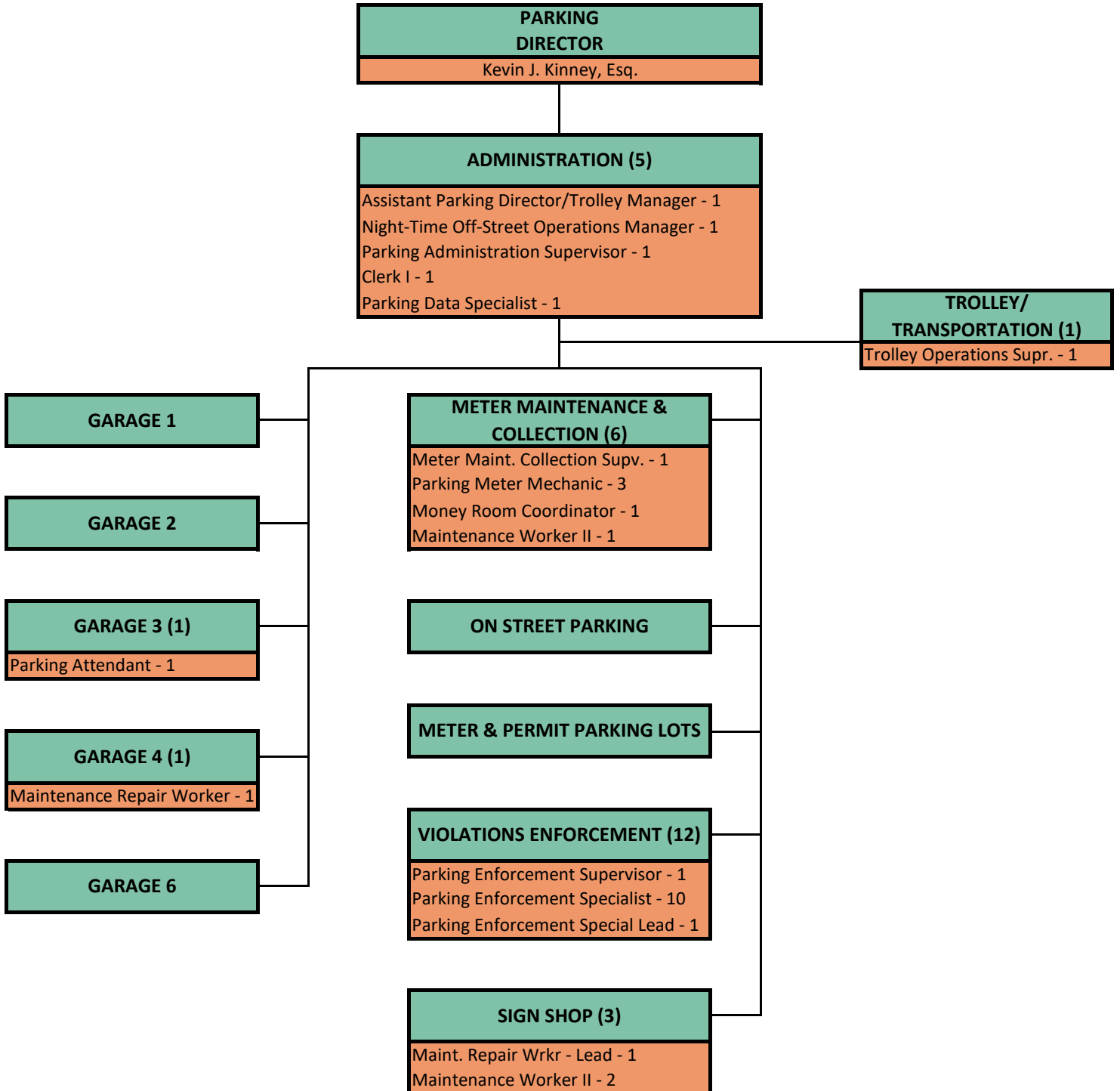
CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018	
					BUDGET	SALARIES
0039	Administrative Manager	1	1	1	1	\$ 91,707
TOTAL		1	1	1	1	\$ 91,707

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 105,524	\$ 116,921	\$ 114,376	\$ 91,707
2000	Employee Benefits - See Other Cost Dist.	46,809	54,804	54,659	54,414
3190	Other Professional Services	-	-	348	-
4410	Rental of Machinery and Equipment	1,998	2,512	2,500	2,500
4420	Public Facilities Cost - See Other Cost Dist.	5,268	5,821	6,313	-
4550	General Liability Insurance	3,929	3,889	3,943	5,061
4710	Special Printed Forms	326	502	600	600
5100	Office Supplies	993	1,000	1,000	1,000
TOTAL		\$ 164,847	\$ 185,449	\$ 183,739	\$ 155,282

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**

**PARKING
ORGANIZATION CHART**



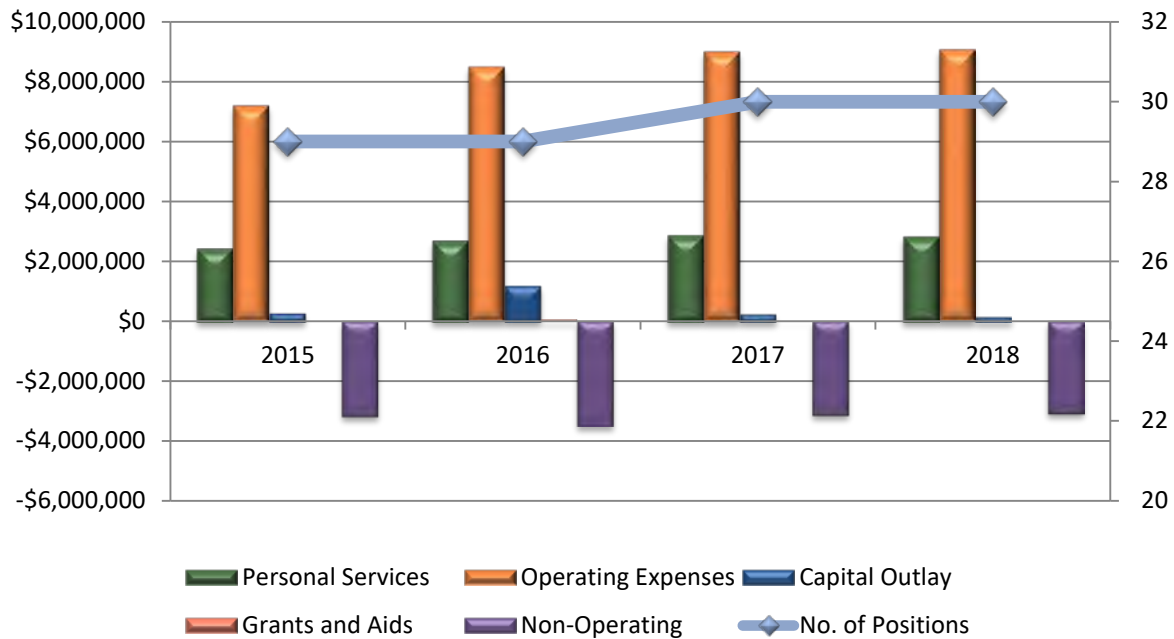
**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



**PARKING DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET
Salaries & Benefits	2,422,366	2,678,744	2,866,191	2,825,312
Operating Expenses	7,204,937	8,498,072	9,007,167	9,085,845
Capital Outlay	290,600	1,163,342	252,871	168,544
Grants and Aids	-	57,844	5,992	-
Non-Operating	(3,179,293)	(3,496,573)	(3,134,087)	(3,079,436)
TOTALS	6,738,610	8,901,429	8,998,134	9,000,265
No. of Positions	29	29	30	30

EXPENDITURE/PERSONNEL COMPARISONS



**CITY OF CORAL GABLES, FLORIDA
2017-2018 ADOPTED BUDGET**



FISCAL YEAR 2017 MAJOR ACCOMPLISHMENTS

- ✓ Installed a GPS tracking system on the Trolley Fleet allowing dispatchers to maintain headways by monitoring real-time location of the trolley and allowing passengers to know when the next Trolley will arrive through an available rider APP.
- ✓ Repaired and restored approximately 3,500 Monument (Street) Markers throughout the City.
- ✓ Developed and launched an online ecommerce portal allowing customers to renew their monthly parking permits online.
- ✓ Implemented a pilot project providing point to point Freebee Rides within the Central Business District to support mobility and assist downtown businesses during Streetscape construction.
- ✓ Installed a new parking and revenue control system in Parking Garage 1 to improve garage operations and reliability.
- ✓ Completed a \$1.6 million repair and renovation project for the Museum Garage and the Merrick Garage including new lighting, interior paint, new traffic coating, door replacements and stairwell improvements.
- ✓ Provided more than \$150,000 in free validations and valet services to visitors during streetscape construction projects on Giralda and Miracle Mile to support downtown businesses.



**CITY OF CORAL GABLES, FLORIDA
PERFORMANCE INDICATOR METRICS**



PARKING

INDICATOR:	FY16			FY17		FY18
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Percentage of meter revenue processed electronically	60%	71.6%		75%	81%	85%
Parking permit sales	27,500	25,976		27,500	27,011	27,500
Parking citations issued	110,000	93,528		110,000	75,972	100,000
Total parking revenue	\$13.10M	\$13.27M		\$13.36M	\$13.18M	\$14.20M
Increase Trolley ridership	1.13M	1.22M		1.3M	1.12M	1.35M
Extension of current trolley route to service south end of Coral Gables (MacFarlane/Homestead area)	Completed			36,000	33,921	40,000
Freebee Passenger Trips	N/A	N/A	N/A	N/A	12,866	60,000
Reduction of current Trolley headways	10-12 Minutes	11 Min		10 Min.	10 Min.	8 - 9 Min

Legend

- Target met or exceeded
- Target nearly met
- Target not met



**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8300 ADMINISTRATIVE
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0720	Parking Director	1	1	1	1	\$ 150,368
0721	Ass't Parking Director/Trolley Manager	1	1	1	1	51,488
0718	Night-Time Off-Street Operations Manager	-	-	1	1	64,533
0716	Parking Admin. Supervisor	1	1	1	1	43,389
0105	Clerk I	1	1	1	1	51,724
0708	Parking Data Specialist	1	1	1	1	51,717
0714	Parking Enforcement Specialist - PT	-	-	-	-	12,500
TOTAL		5	5	6	6	\$ 425,719

EXPENDITURE DETAIL

	2014-2015	2015-2016	2016-2017	2017-2018
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 315,801	\$ 343,539	\$ 447,319	\$ 425,719
2000 Employee Benefits - See Other Cost Dist.	181,163	238,899	258,864	252,168
3170 Mgmt & Staff Interdept'l Charge	565,000	565,000	565,000	565,000
3190 Other Professional Services	41,491	124,433	31,275	50,000
4090 Other Transportation Expense	8,100	8,100	8,100	8,100
4410 Rental of Machinery and Equipment	2,805	3,128	4,215	4,215
4420 Public Facilities Cost - See Other Cost Dist.	16,333	18,050	19,576	20,340
4550 General Liability Insurance	11,965	13,148	15,420	23,496
4620 Repair and Maint. of Office Equipment	4,112	14,471	4,500	3,500
4710 Special Printed Forms	4,325	5,483	6,000	-
4720 Printing & Binding	-	-	-	8,000
4820 Advertising Expense	1,000	1,000	1,000	-
4960 Bad Debt Expense	192,309	-	-	-
4990 Other Miscellaneous Expense	12,076	6,365	10,000	10,000
4991 Astor Development Land Swap Fees	604,446	933,908	600,000	600,000
5100 Office Supplies	2,786	3,627	5,500	5,500
5215 Small Tools & Minor Equipment	5,794	28,402	37,475	38,000
5400 Membership Dues and Subscriptions	1,100	200	1,100	1,100
5410 Employee Training	1,129	317	1,100	2,100
6430 Equipment Repair/Replacement	-	152	1,000	-
9010 Intradepartmental Credits	(1,971,735)	(2,308,222)	(2,017,444)	(2,017,238)
TOTAL	\$ -	\$ -	\$ -	\$ -

Dept Code/Account	Meters	2014-2015	2015-2016	2016-2017	2017-2018
8310-31-70	282	\$ 48,396	\$ 56,655	\$ 49,518	\$ 49,513
8320-31-70	589	101,082	118,332	103,425	103,414
8330-31-70	193	33,122	38,774	33,890	33,886
8340-31-70	344	59,036	69,111	60,404	60,398
8380-31-70	3873	664,667	778,097	680,078	680,008
8390-31-70	1737	298,097	348,969	305,007	304,976
8560-31-70	450	77,227	90,406	79,017	79,009
	7468	1,281,627	1,500,344	1,311,339	1,311,204
8360-31-70	25%	492,934	577,056	504,361	504,310
8500-31-70	10%	197,174	230,822	201,744	201,724
	35%	\$ 1,971,735	\$ 2,308,222	\$ 2,017,444	\$ 2,017,238

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8310 GARAGE NO. 1
545 PARKING FACILITIES

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
3170	Mgmt & Staff Interdept'l Charge	\$ 48,396	\$ 56,655	\$ 50,017	\$ 49,513
3190	Other Professional Services	108,440	194,764	202,117	202,117
4420	Public Facilities Cost - See Other Cost Dist.	85,309	94,276	102,244	106,239
4630	Repair/Maint. of Machinery & Equipment	3,981	1,144	5,357	4,000
4690	Special Maintenance Interdept'l Charges	47,850	55,072	51,749	49,226
4710	Special Printed Forms	1,999	1,515	2,000	2,000
5100	Office Supplies	323	-	750	750
5204	Cleaning & Janitorial Supplies	200	992	200	200
5208	Household & Institutional Supplies	500	500	500	500
5211	Building Materials and Supplies	-	109	100	100
5215	Small Tools & Minor Equipment	-	128	100	100
6440	Equipment Additions	-	12,500	25,000	12,500
TOTAL		\$ 296,998	\$ 417,655	\$ 440,134	\$ 427,245

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8320 GARAGE NO. 2
 545 PARKING FACILITIES

EXPENDITURE DETAIL

	2014-2015	2015-2016	2016-2017	2017-2018
	ACTUAL	ACTUAL	BUDGET	BUDGET
3170 Mgmt & Staff Interdept'l Charge	\$ 101,082	\$ 118,332	\$ 104,467	\$ 103,414
3190 Other Professional Services	128,326	173,668	195,944	195,944
4420 Public Facilities Cost - See Other Cost Dist.	141,992	156,917	170,179	176,828
4450 Lease Equipment	18,122	18,122	58,549	58,549
4610 Repair/Maint. of Bldgs & Improvements	-	-	11,700	11,700
4630 Repair/Maint. of Machinery & Equipment	-	4,625	15,150	15,150
4710 Special Printed Forms	2,849	4,933	3,000	3,000
5100 Office Supplies	-	415	750	750
5204 Cleaning & Janitorial Supplies	700	300	300	300
5208 Household & Institutional Supplies	329	400	400	400
5211 Building Materials and Supplies	-	405	135	135
5215 Small Tools & Minor Equipment	-	100	177	100
6440 Equipment Additions	-	14,700	27,200	12,500
9902 Principal Paid - Reduce Loan Balance	(16,774)	-	-	-
TOTAL	\$ 376,626	\$ 492,917	\$ 587,951	\$ 612,460

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8330 GARAGE NO. 3
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0706	Parking Attendant	1	1	1	1	\$ 43,856
TOTAL		1	1	1	1	\$ 43,856

EXPENDITURE DETAIL

	2014-2015	2015-2016	2016-2017	2017-2018
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 44,195	\$ 44,023	\$ 43,040	\$ 43,856
2000 Employee Benefits - See Other Cost Dist.	35,532	39,071	36,640	33,440
3170 Mgmt & Staff Interdept'l Charge	33,122	38,774	34,231	33,886
3190 Other Professional Services	-	-	18,567	18,567
4420 Public Facilities Cost - See Other Cost Dist.	24,847	27,459	29,780	30,943
4550 General Liability Insurance	1,528	1,479	1,484	2,420
4690 Special Maintenance Interdept'l Charges	32,748	37,691	35,417	33,690
5204 Cleaning & Janitorial Supplies	200	200	200	200
5208 Household & Institutional Supplies	400	400	400	400
5211 Building Materials and Supplies	62	180	10	60
5214 Uniform Allowance	500	500	500	500
5215 Small Tools & Minor Equipment	62	69	60	60
TOTAL	\$ 173,196	\$ 189,846	\$ 200,329	\$ 198,022

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8340 GARAGE NO. 4
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
3101	Maintenance Repair Worker	-	1	1	1	\$ 35,727
0706	Parking Attendant	1	-	-	-	-
TOTAL		1	1	1	1	\$ 35,727

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 20,700	\$ 2,454	\$ 39,805	\$ 35,727
2000	Employee Benefits - See Other Cost Dist.	28,801	23,007	31,117	28,714
3170	Mgmt & Staff Interdept'l Charge	59,036	69,111	61,013	60,398
3190	Other Professional Services	88,457	126,788	178,337	178,337
4420	Public Facilities Cost - See Other Cost Dist.	91,212	100,800	109,318	113,590
4550	General Liability Insurance	1,157	1,233	1,220	1,972
4630	Repair/Maint. of Machinery & Equipment	3,686	418	6,500	4,000
4710	Special Printed Forms	2,000	2,000	2,000	2,000
5100	Office Supplies	651	1,368	750	750
5204	Cleaning & Janitorial Supplies	300	300	300	300
5208	Household & Institutional Supplies	400	400	400	400
5211	Building Materials and Supplies	135	159	-	135
5214	Uniform Allowance	500	-	500	500
5215	Small Tools & Minor Equipment	60	135	-	60
6440	Equipment Additions	-	12,500	25,000	12,500
TOTAL		\$ 297,095	\$ 340,673	\$ 456,260	\$ 439,383

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8360 METER MAINT & COLLECTION
545 PARKING FACILITIES

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0713	Meter Maint. Collection Supv.	1	1	1	1	\$ 49,729
0712	Parking Meter Mechanic	2	2	3	3	134,907
0311	Money Room Coordinator	1	1	1	1	59,877
3005	Maintenance Worker II	2	2	1	1	32,589
TOTAL		6	6	6	6	\$ 277,102

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 252,639	\$ 293,221	\$ 289,421	\$ 277,102
2000	Employee Benefits - See Other Cost Dist.	229,057	269,155	249,871	213,083
3170	Mgmt & Staff Interdept'l Charge	492,934	577,056	509,443	504,310
4020	Central Garage Motor Pool Rent	29,030	29,152	33,543	31,484
	Replacement:	9,562			
	Oper. & Maint:	21,922			
4550	General Liability Insurance	10,370	9,846	9,977	15,294
4630	Repair/Maint. of Machinery & Equipment	92	225	225	225
5100	Office Supplies	1,864	1,850	2,000	2,000
5204	Cleaning & Janitorial Supplies	100	100	100	100
5209	Protective Clothing	620	683	1,350	900
5211	Building Materials and Supplies	-	255	200	200
5214	Uniform Allowance	2,269	2,500	3,000	3,000
5215	Small Tools & Minor Equipment	4,023	1,088	2,128	2,500
5217	Operating Equipment Repair Parts	9,500	3,220	15,385	12,000
9010	Intradepartmental Credits	(1,032,498)	(1,188,351)	(1,116,643)	(1,062,198)
TOTAL		\$ -	\$ -	\$ -	\$ -

Meter Maintenance & Collection Services Distribution to Parking System

Dept Code	Meters	2014-2015	2015-2016	2016-2017	2017-2018
8310-46-90	282	\$ 47,850	\$ 55,072	\$ 51,749	\$ 49,226
8330-46-90	193	32,748	37,691	35,417	33,690
8380-46-90	3873	657,167	756,366	710,725	676,071
8390-46-90	1737	294,733	339,222	318,752	303,211
6085		\$ 1,032,498	\$ 1,188,351	\$ 1,116,643	\$ 1,062,198

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8380 ON STREET PARKING
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018	
					BUDGET	SALARIES
EXPENDITURE DETAIL						
		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET	
3170	Mgmt & Staff Interdept'l Charge	\$ 664,667	\$ 778,097	\$ 680,078	\$	680,008
3190	Other Professional Services	-	-	-		500,000
4110	Telecom Services	81,359	75,292	139,889		134,000
4430	Rental of Land and Buildings	-	18,725	-		-
4450	Lease Equipment	150,658	120,756	300,000		-
4690	Special Maintenance Interdept'l Charges	657,167	756,366	710,723		676,071
4990	Other Miscellaneous Expense	-	-	45,512		-
5215	Small Tools & Minor Equipment	22,436	-	13,000		13,000
6430	Equipment Repair/Replacement	39,580	64,536	57,234		64,234
6440	Equipment Additions	240,589	737,870	-		-
9902	Principal Paid - Reduce Loan Balance	(144,562)	-	-		-
	TOTAL	\$ 1,711,894	\$ 2,551,642	\$ 1,946,436	\$	2,067,313

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8390 METER & PERMIT PARKING LOTS
 545 PARKING FACILITIES

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
3170	Mgmt & Staff Interdept'l Charge	\$ 298,097	\$ 348,969	\$ 305,007	\$ 304,976
4420	Public Facilities Cost - See Other Cost Dist.	49,695	54,918	59,560	61,887
4430	Rental of Land and Buildings	-	139,813	238,037	224,700
4610	Repair/Maint. of Bldgs & Improvements	-	35,240	259,747	100,000
4690	Special Maintenance Interdept'l Charges	294,733	339,222	318,752	303,211
5215	Small Tools & Minor Equipment	-	297	10,000	10,000
6430	Equipment Repair/Replacement	10,000	-	27,000	10,000
TOTAL		\$ 652,525	\$ 918,459	\$ 1,218,103	\$ 1,014,774

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



001 GENERAL FUND
PARKING DEPARTMENT
8400 VIOLATION ENFORCEMENT
 521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0711	Parking Enforcement Supervisor	1	1	1	1	\$ 65,969
0710	Parking Enforcement Specialist	10	10	10	10	403,064
0709	Parking Enforcement Special Lead	1	1	1	1	52,740
0714	Parking Enforcement Specialist - PT	-	-	-	-	120,000
TOTAL		12	12	12	12	\$ 641,773

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 546,850	\$ 577,398	\$ 644,612	\$ 641,773
2000	Employee Benefits - See Other Cost Dist.	342,217	396,192	412,022	405,293
4020	Central Garage Motor Pool Rent	147,877	156,254	176,188	166,733
	Replacement:	62,866			
	Oper. & Maint:	103,867			
4550	General Liability Insurance	22,056	22,157	22,221	35,420
4620	Repair and Maint. of Office Equipment	-	220	180	120
5100	Office Supplies	1,000	1,095	1,100	1,100
5214	Uniform Allowance	5,500	7,329	7,500	7,500
5215	Small Tools & Minor Equipment	60	500	440	500
5410	Employee Training	-	1,686	2,000	2,000
6430	Equipment Repair/Replacement	-	405	500	500
6440	Equipment Additions	-	500	500	500
TOTAL		\$ 1,065,560	\$ 1,163,736	\$ 1,267,263	\$ 1,261,439

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8500 SIGN SHOP
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
3102	Maint. Repair Wrkr - Lead	1	1	1	1	\$ 57,026
3005	Maintenance Worker II	2	2	2	2	84,350
9005	Part-time Employees	-	-	-	-	25,000
TOTAL		3	3	3	3	\$ 166,376

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 132,010	\$ 162,118	\$ 165,631	\$ 166,376
2000	Employee Benefits - See Other Cost Dist.	122,774	141,022	134,925	116,132
3170	Mgmt & Staff Interdept'l Charge	197,174	230,822	201,744	201,724
3190	Other Professional Services	-	-	-	2,242
4020	Central Garage Motor Pool Rent	24,403	24,010	27,856	26,062
	Replacement:	7,135			
	Oper. & Maint:	18,927			
4410	Rental of Machinery and Equipment	-	250	250	250
4420	Public Facilities Cost - See Other Cost Dist.	33,932	37,498	40,668	42,257
4550	General Liability Insurance	5,840	5,475	5,710	9,183
4630	Repair/Maint. of Machinery & Equipment	-	-	400	400
5100	Office Supplies	200	200	200	200
5204	Cleaning & Janitorial Supplies	800	-	800	800
5209	Protective Clothing	483	261	168	450
5211	Building Materials and Supplies	15,429	20,492	19,250	19,250
5213	Purchase/Rental - Employee Uniforms	413	1,000	1,000	1,000
5214	Uniform Allowance	(252)	-	-	-
5215	Small Tools & Minor Equipment	538	1,544	1,500	1,500
5217	Operating Equipment Repair Parts	-	1,426	1,500	1,500
6430	Equipment Repair/Replacement	212	-	-	-
TOTAL		\$ 533,956	\$ 626,118	\$ 601,602	\$ 589,326

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8560 GARAGE NO. 6
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018		
						BUDGET	SALARIES

EXPENDITURE DETAIL

		2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET	2017-2018 SALARIES
3170	Mgmt & Staff Interdept'l Charge	\$ 77,227	\$ 90,406	\$ 79,017		\$ 79,009
3190	Other Professional Services	98,545	77,697	183,196		183,196
4310	Electric Utility Service	57,709	57,122	16,117		60,000
4350	Water & Sewer Utility Service	6,170	10,490	5,312		5,000
4420	Public Facilities Cost - See Other Cost Dist.	-	-	43,571		-
4450	Lease Equipment	14,827	14,827	47,903		47,903
4610	Repair/Maint. of Bldgs & Improvements	-	-	11,700		11,700
4630	Repair/Maint. of Machinery & Equipment	-	15,150	15,150		15,150
4710	Special Printed Forms	2,000	2,000	2,000		2,000
5204	Cleaning & Janitorial Supplies	266	280	300		300
5208	Household & Institutional Supplies	-	284	300		300
5211	Building Materials and Supplies	67	200	100		100
5215	Small Tools & Minor Equipment	98	144	100		100
6440	Equipment Additions	-	12,500	25,000		12,500
9902	Principal Paid - Reduce Loan Balance	(13,724)	-	-		-
TOTAL		\$ 243,185	\$ 281,100	\$ 429,766		\$ 417,258

**CITY OF CORAL GABLES, FLORIDA
2017-2018 BUDGET**



360 TROLLEY/TRANSPORTATION FUND
PARKING DEPARTMENT
1580 TROLLEY/TRANSPORTATION
 544 TRANSIT SYSTEMS

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2014-2015	2015-2016	2016-2017	2017-2018	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0721	Ass't Parking Director/Trolley Manager	-	-	-	-	\$ 51,488
0009	Trolley Operations Supr	1	1	1	1	63,147
TOTAL		1	1	1	1	\$ 114,635

EXPENDITURE DETAIL

		2014-2015	2015-2016	2016-2017	2017-2018
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 100,168	\$ 103,684	\$ 62,744	\$ 114,635
2000	Employee Benefits - See Other Cost Dist.	70,459	44,961	50,180	71,294
3190	Other Professional Services	731,772	853,272	1,134,053	1,248,095
3191	Special Events - Reimbursable	17,634	17,586	-	-
4020	Central Garage Motor Pool Rent *	313,130	276,806	394,414	349,086
	Replacement: 165,093				
	Oper. & Maint: 183,993				
4310	Electric Utility Service	6,224	18,672	18,672	18,672
4410	Rental of Machinery and Equipment	1,998	2,469	3,000	3,000
4420	Public Facilities Cost - See Other Cost Dist.	85,218	94,176	102,135	106,126
4430	Rental of Land and Buildings	44,444	133,333	-	-
4550	General Liability Insurance	3,737	2,042	2,163	6,327
4630	Repair/Maint. of Machinery & Equipment	5,312	-	-	-
4720	Printing & Binding	246	1,403	2,000	2,000
4820	Advertising Expense	-	1,282	-	-
4990	Other Miscellaneous Expense	801	392	1,000	1,000
5100	Office Supplies	800	295	2,000	2,000
5209	Protective Clothing	-	-	500	500
5211	Building Materials and Supplies	-	111	-	-
5213	Purchase/Rental - Employee Uniforms	2,835	1,576	3,000	3,000
5215	Small Tools & Minor Equipment	451	550	1,000	1,000
5219	Other Repair & Maintenance Supplies	1,000	191	1,000	1,000
5400	Membership Dues and Subscriptions	710	835	1,000	1,000
5410	Employee Training	417	124	1,000	1,000
6410	Motor Equipment Replacements in Fleet	-	258,426	-	-
6440	Equipment Additions	179	49,253	63,437	42,310
6460	Other Equipment Additions	40	-	1,000	1,000
8120	State FDOT Trolley Route Expansion Grant	-	57,844	5,992	-
TOTAL		\$ 1,387,575	\$ 1,919,283	\$ 1,850,290	\$ 1,973,045

* Central Garage Motor Pool Rent is subsidized by the City to enable greater availability of CITT funds for transit services.

**Action Plan Worksheet
2018**

Action Plan Owner: Kevin J. Kinney, Parking Director

Action Plan Name: 1.3.1 - Improve Parking Facility Signage and Way-Finding

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.1 - Attain world-class performance levels in overall community satisfaction with City services by 2019
 - Objective 1.3 - Improve mobility throughout the City

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Development of way-finding APP linked to City web page and City APP	March 2017	Way-finding APP operational
Expand way-finding program designed as part of the Miracle Mile Streetscape project	September 2017	Included as component of Multi-Model Transportation Master Plan
Match signage system with City Brand	September 2017	Sign off by Communications Director
Contract for Manufacture and Installation of signage	September 2017	Contract signed
Organize promotional events with Communications and IT	On Going	Increased participation in community events like Saturday Market and Carnival on the Mile

Resource requirements (what do we need to succeed?)

- Capital project funding for signage improvements \$300,000
- \$50,000 to develop way-finding app in FY18-19
- 80 staff hours from Procurement for review and selection of Contractor
- 30 staff hours from Communications Director to review and ensure compliance with City Brand
- 150 staff hours from IT to develop way-finding APP
- 100 staff hours from Communications, IT, and Parking staff to participate in promoting technology applications at community events

Significant Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Number of hits on way-finding APP	10,000	October, 2017
	10% annual increase thereafter	2018-2019

Other Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
% traffic accessing off-street parking facilities	10% annual increase	2018 & 2019
Availability of on-street parking spaces during normal operations	10% vacancy rates in premium parking area	January, 2019
Customer satisfaction with traffic conditions and parking availability	75% Resident survey 75% Business survey	March, 2019 March, 2019
Repeat parking customers	10% increase over 2017 baseline	June, 2019
DOT measures of congestion, mobility, and accessibility	6% increase over 2017 baseline	2019

Frequency & venue of review

- Monthly reports on parking traffic and APP usage to Parking Director
- Review by parking senior management for operational adjustments on quarterly basis
- Quarterly reports to Parking Advisory Board with summary report and recommendations submitted to City Manager’s Office

Who are the stakeholder / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Customers	Simplify the search for parking	Potential for sign proliferation leading to dissatisfaction
The driving public	Reduced traffic searching for a parking space and time needed to find a space	Potential for sign proliferation leading to dissatisfaction
Business owners	Improved customer experience	Potential for sign proliferation leading to dissatisfaction

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + \$500,000 in additional revenue for underutilized facilities.
- + \$100,000 additional revenue for the parking system from satisfied repeat customers.
- \$300,000 to purchase, install, and maintain signage improvements
- \$50,000 to design develop, and deploy way-finding application

**Action Plan Worksheet
2018**

Action Plan Owner: Kevin J. Kinney, Parking Director

Action Plan Name: 1.3.2 – Improve Appearance of Parking Facilities

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.1 - Attain world-class performance levels in overall community satisfaction with City services by 2019
 - Objective 1.3 - Improve mobility throughout the City

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Establish regular security patrols in all garages	January 2016	Contract award completed
Complete RFP - award contract for custodians and garage attendants	March 2017	Contract Award
Purchase scrubber/sweeper to clean parking decks (budgeted 2016)	July 2017	Purchase completed
Review and enhance daily custodial schedule/checklist with vendor	September 2016	Facilities meet enhanced cleanliness standards
Complete repairs and rehabilitation of Garages	July 2017	Project completion
Establish on-site supervision for night-time operations	October 2016	Tuesday through Saturday position to monitor contract staff and OPS for City
Reclassify City Parking Attendant positions to Maintenance Positions for Garages	November 2016	Positions reclassified
Create scorecard system to be used by City staff for evaluating custodial/attendant performance	June 2017	Facilities meet enhanced cleanliness standards
Establish CIP for reoccurring maintenance projects in parking facilities	June 2017	Funds set aside for future capital improvements

Resource requirements (what do we need to succeed?)

- \$75,000 in annual custodial budget to cover cost of new attendant/custodial contract
- \$10,400 in annual operating budget to upgrade an existing Parking Attendant position to a Maintenance Repair worker to provide light maintenance for off-street facilities in FY18-19
- \$23,400 increase in annual maintenance budget 46-30 to provide quarterly pressure washing for sidewalk’s, paseo’s, loggia’s and plaza’s
- \$65,729 annually in operating budget to establish a Night Operations Manager to oversee evening parking operations including valet operations, evening events, garage operations, security patrols etc.

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Daily Checklist for custodians	100% Checklist completion for every shift	September 2016
Score on weekly walkthrough evaluation by City	90% acceptable or higher rating on scorecard used by City staff	February 2017
Response time for reported maintenance issues	90% of maintenance issues responded to within 30 minutes	June 2017
Customer satisfaction	90% acceptable or higher rating	March 2017
Repeat customers	10% increase over 2017 baseline	2018

Frequency & venue of review

- Daily oversight by Parking staff of contract staff and contract supervisor overseeing day to day completion of contract services
- Weekly walkthrough by Parking Department Senior Management
- Security Patrol incident/condition reports to Parking Administration (lighting, custodial, security and maintenance issues)
- Monthly review of customer comment/survey for each facility by Parking Director
- Quarterly review by Parking Advisory Board with summary and recommendations provided to City Manager’s Office

Who are the stakeholder / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Customers	Increased satisfaction with higher level of service (comfort); repeat customers	Additional traffic in parking facilities
Parking workforce	Increased satisfaction and engagement through increased responsibility and pay	Increased personnel costs

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + \$500,000 additional parking revenue
- \$75,000 increase in annual operating costs for Professional Services (security and custodial hours)
- \$88,963 increase in annual operating costs for Payroll
- \$23,400 increase in annual Repair & Maintenance Budget

**Action Plan Worksheet
2018**

Action Plan Owner: Kevin J. Kinney, Parking Director

Action Plan Name: 1.3.3 – Establish Performance Based Parking Rates

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.1 - Attain world-class performance levels in overall community satisfaction with City services by 2019
 - Objective 1.3 - Improve mobility throughout the City
- Goal 6 - Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
 - Objective 6.6 - Increase alternative mobility options to the community by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Update downtown parking study	January 2018	Study Complete
Develop system to accurately monitor market and occupancy rates	February 2018	System operational
Develop pricing structure for permits and hourly rates to create desired occupancies	March 2018	Rates adjustable based on demand for spaces
Complete upgrades to parking and revenue control systems	December 2018	Web based management and monitoring of all key parking facilities

Resource requirements (what do we need to succeed?)

- Complete PARCS upgrades \$300,000 annually beginning in FY17-18
- 25 hours of training of maintenance staff to maintain wireless and web based revenue control systems
- \$150,000 for upgrade to parking enforcement equipment in FY18-19

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Occupancy rates	Minimum 10% vacancy by zone	October 2019
Higher utilization of lower demand facilities	80 - 85% occupancy in lower demand facilities	October 2019
Improved customer satisfaction with parking availability in Business District	20% for Resident 25% for CBD Business	December 2018

Frequency & venue of review

- Automated and daily recording of facility or zone occupancies.
- Monthly review by senior Parking staff
- Quarterly review by Parking Advisory Board.
- Recommendations on rate adjustments to be presented to the City Manager’s office on a quarterly basis.

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder Group	Potential positive impact	Potential negative impact
Businesses	Improved customer satisfaction with convenient parking available	Increased dissatisfaction with higher rates for high demand spaces
Visitors	Improved satisfaction with convenient parking available	Increased dissatisfaction with higher rates for high demand spaces
The Driving Public	Improved satisfaction with traffic and parking availability	None

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + If rates are set at an appropriate level program will likely increase overall parking revenue by approximately \$1,250,000.
- + Updated revenue control systems will provide more efficient revenue collections, reduce shrinkage and increase overall parking revenue by approximately \$175,000.
- Eliminating parking subsidies may increase use of alternative modes of transportation; reducing traffic congestion in business districts and may cause a reduction in overall parking revenues by approximately \$100,000.
- If rates are set too high overall traffic in the CBD and parking revenue may be adversely impacted by approximately \$300,000.

**Action Plan Worksheet
2018**

Action Plan Owner: Kevin J. Kinney, Parking Director

Action Plan Name: 6.6.2 – Increase Trolley Ridership

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 6 – Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
 - Objective 6.6 – Increase alternative mobility options to the community by 2019
- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.3 – Improve mobility throughout the City

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Increase Trolley Fleet	December 2019	Equipment on-hand
Improve Fleet Availability	December 2019	Reduced Out of Service Hours
Install Transit Management System	December 2016	Automated annunciation, dispatch and passenger counts working
Develop rider APP to notify passengers of next Trolley	March 2017	Monitoring of hits on App page
Increase hours of service (later in the evening, weekends, holidays)	September 2017	Service schedules
Reduce Headways to 7 minutes	June 2017	Reports generated by automated system to track headways
Establish a Transit Improvement District to Support Trolley Operations.	TBD	Assessments issued by Finance
Create a secret shopper survey to be used quarterly	June 2017	Program implemented

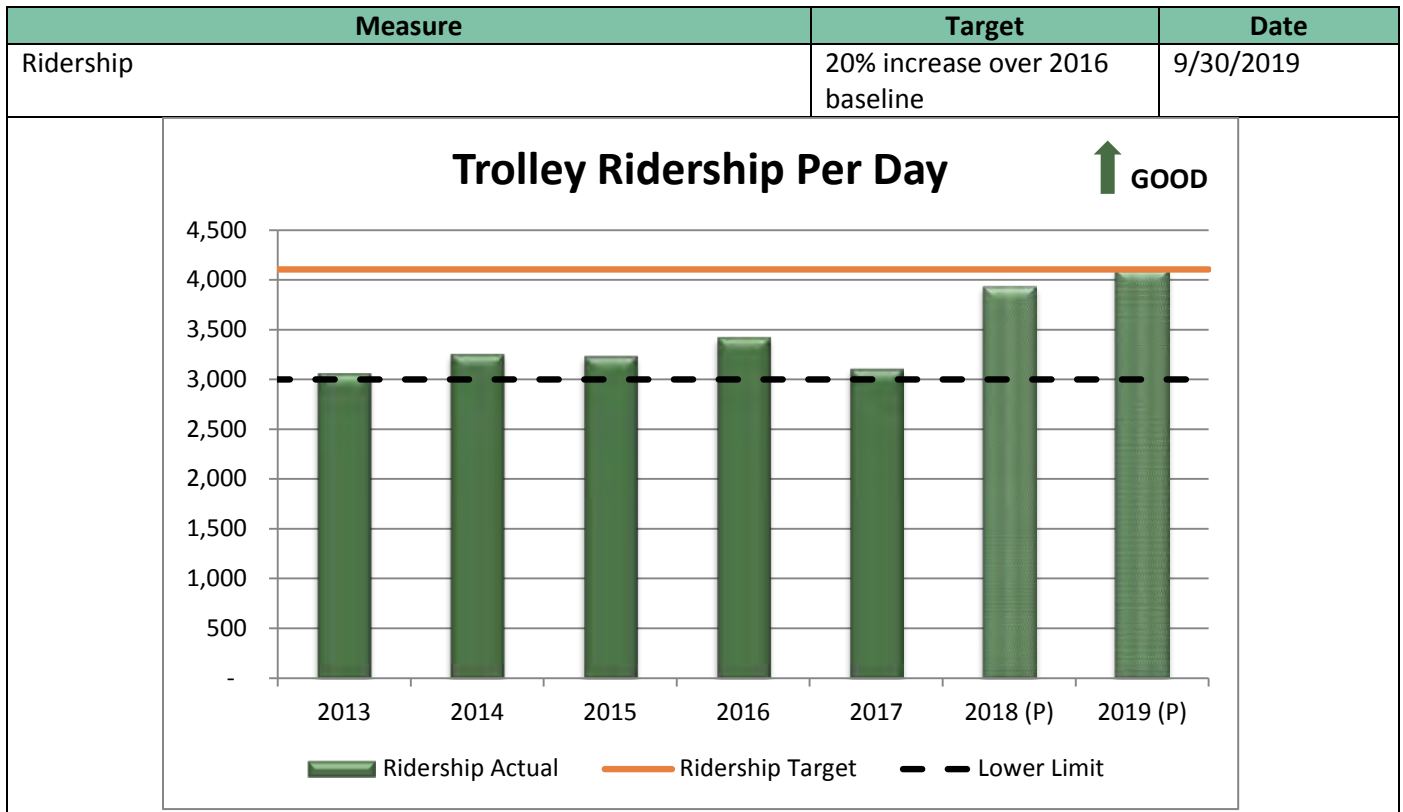
Resource requirements (what do we need to succeed?)

- \$900,000 over 3 years for Trolley fleet additions and replacement. Strong potential for service development and fleet enhancement/replacement grants to support transit (Trolley system has received many grants historically)
- In FY 2017, \$250,000 reoccurring annual funds to support service enhancements, increased service hours or reduced headways

Resource requirements (what do we need to succeed?) - Continued

- In FY 2018, \$150,000 reoccurring annual funds to support service enhancements, increased service hours or reduced headways
- 100 IT development hours to create and launch passenger APP
- \$7,500 to establish work station for dispatch to monitor and control headways in FY 2019
- 100 one-time hours and 40 ongoing maintenance hours (annually) from Procurement, Grant writer and Fleet Services for acquisition (and maintenance) of new Trolleys

Significant Short- & Longer-term measures of success, targets and / or time horizons



Other Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Headways	7 to 8 Minutes	December, 2017
Secret Shopper Score Card	TBD	9/1/2016
Reduction in vehicle trips into Business District	TBD	December, 2018

Frequency & venue of review

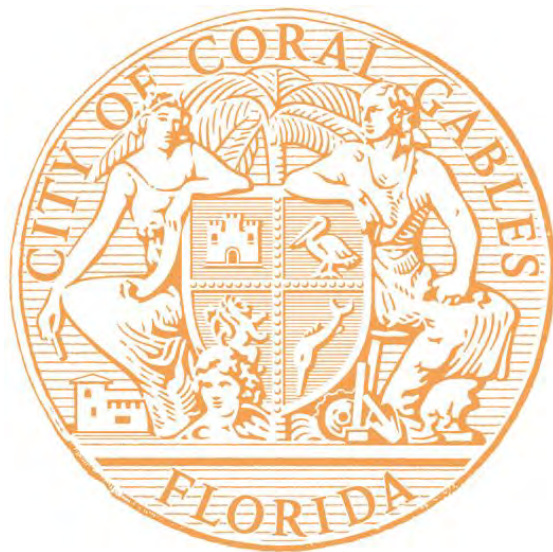
- Monthly ridership, headway, out of service reports to Parking Director
- Quarterly reports to Parking Advisory Board and Citizen’s Independent Transportation Trust
- Quarterly summary reports and recommendations to City Manager’s Office

Who are the stakeholders / what is the anticipated impact on them?

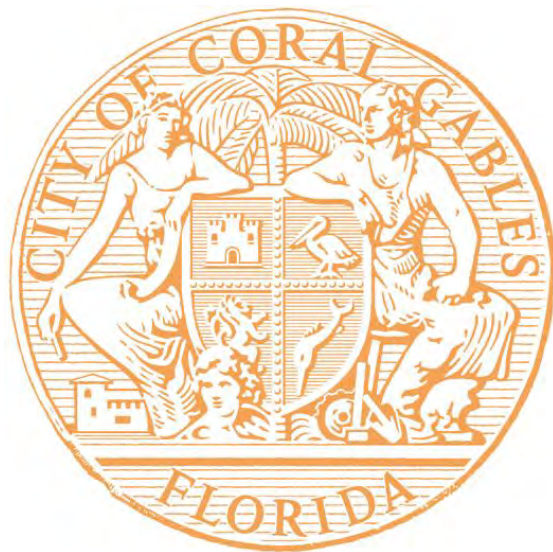
Stakeholder Group	Potential positive impact	Potential negative impact
Passengers	Predictable and convenient transit (last mile) service Increased satisfaction with headways	None
The Driving Public	Reduction in vehicle traffic congestion Improved vehicle safety	None
Businesses	Additional modes of transportation for employees and customers	None

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + None
- Increase in service levels will create an ongoing operating expense of \$400,000 annually to reach targets related to headways and hours of operation



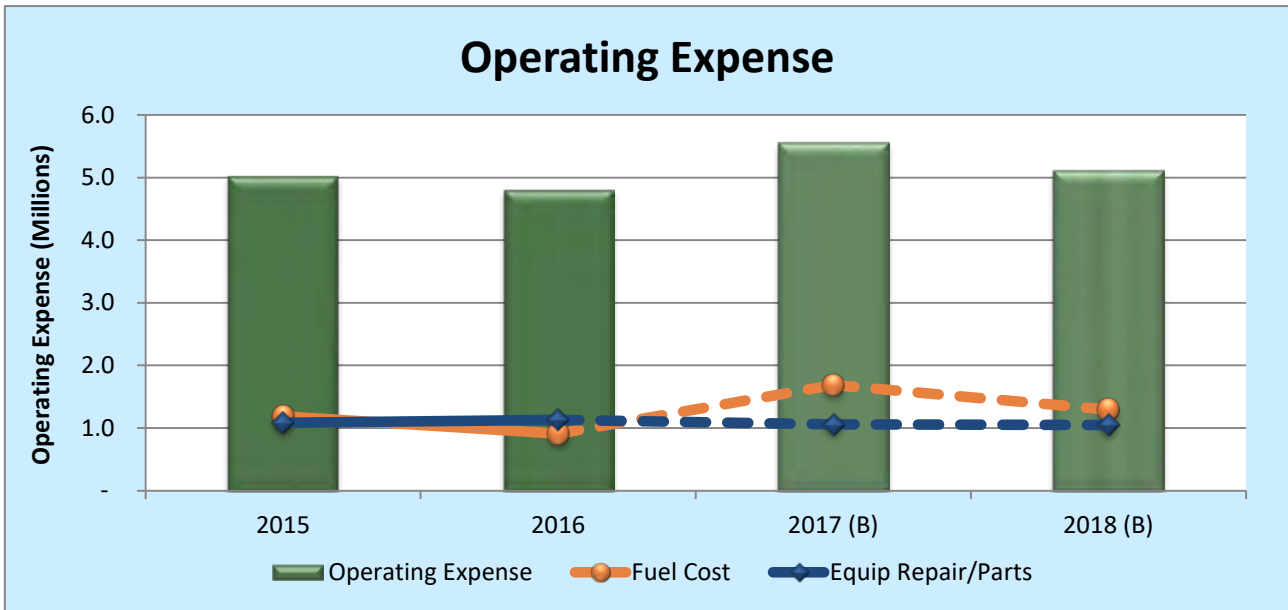
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**2017-2018 BUDGET
MOTOR POOL FUND SUMMARY**

	<u>2014-2015 ACTUAL</u>	<u>2015-2016 ACTUAL</u>	<u>2016-2017 BUDGET</u>	<u>2017-2018 BUDGET</u>
OPERATING REVENUES				
Charges to Departments for use of Vehicles & Equipment	\$ 5,366,952	\$ 4,566,443	\$ 5,545,504	\$ 5,008,207
Replacement Cost Recovery	1,923,000	3,154,224	3,209,452	3,321,771
Miscellaneous	204,359	440,136	1,883,607	65,000
TOTAL OPERATING REVENUES	<u>\$ 7,494,311</u>	<u>\$ 8,160,803</u>	<u>\$ 10,638,563</u>	<u>\$ 8,394,978</u>
OPERATING EXPENSES				
		*		
Operating Expense	\$ 5,026,732	\$ 4,808,591	\$ 5,560,437	\$ 5,113,464
Capital Outlay	3,125,532	3,363,295	5,078,126	3,281,514
	<u>\$ 8,152,264</u>	<u>\$ 8,171,886</u>	<u>\$ 10,638,563</u>	<u>\$ 8,394,978</u>



The Motor Pool Fund is used to account for the acquisition, operation and maintenance of the automotive and miscellaneous equipment used by City departments. The funding to acquire the equipment is provided by charging the user departments an annual fee based on the estimated useful life of each piece of equipment. Similarly, the operation and maintenance costs are allocated to the user departments by charging a flat rate annual rental fee for the equipment. Rental fees are updated annually by the maintenance staff based on detail records kept for each item of equipment.

During the economic downturn, budget cuts were made to the annual fleet replacement budget to help balance the City's overall budget. Included in this budget document (See Pg. 379) is a comprehensive plan to restore the annual fleet replacement budget to 100% of the amount needed to replace the City's vehicles in accordance with their useful life.

* FY15 Actual Operating Expenditures includes a one-time pay off of lease/finance principal in the amount of \$2,765,537

CITY OF CORAL GABLES
BUILDING THE VEHICLE REPLACEMENT BUDGET (With CPI)
Based on \$35M Current Fleet Replacement Value and Useful Life from 8 to 20 Years

ANNUAL VEHICLE REPLACEMENT REQUIREMENTS ADJUSTED BY ANNUAL CPI								
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Vehicle Replacement Requirements	\$ 3,100,000	\$ 3,100,000	\$ 3,154,250	\$ 3,209,449	\$ 3,265,614	\$ 3,322,762	\$ 3,380,910	\$ 3,440,076
CPI Adjustment @ 1.75%	-	54,250	55,199	56,165	57,148	58,148	59,166	60,201
Adjusted Vehicle Replacement Requirements	\$ 3,100,000	\$ 3,154,250	\$ 3,209,449	\$ 3,265,614	\$ 3,322,762	\$ 3,380,910	\$ 3,440,076	\$ 3,500,277

ANNUAL CALCULATION OF INCREASE TO PRIOR YEAR REPLACEMENT BUDGET								
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Vehicle Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ 1,413,000	\$ 1,923,000	\$ 2,202,250	\$ 2,482,449	\$ 2,763,614	\$ 3,045,762	\$ 3,328,910	\$ 3,440,076
Increase to Base - (By Elim. Lease Payments Budget)	285,000	-	-	-	-	-	-	-
Incremental Increase to Base - (From Oper. Rev.)	225,000	225,000	225,000	225,000	225,000	225,000	52,000	-
Annual CPI Adjustment - (From Oper. Rev.)	-	54,250	55,199	56,165	57,148	58,148	59,166	60,201
Net Increase to Prior Year Distributed Cost	225,000	279,250	280,199	281,165	282,148	283,148	111,166	60,201
Net Replacement Cost From Operating Revenue	1,923,000	2,202,250	2,482,449	2,763,614	3,045,762	3,328,910	3,440,076	3,500,277
% of Budget Funded by Operating Revenue	62%	70%	77%	85%	92%	98%	100%	100%
Use of Motor Pool Fund Balance	1,177,000	952,000	727,000	502,000	277,000	52,000	-	-
Annual Vehicle Replacement Budget	\$ 3,100,000	\$ 3,154,250	\$ 3,209,449	\$ 3,265,614	\$ 3,322,762	\$ 3,380,910	\$ 3,440,076	\$ 3,500,277

USE OF FUND BALANCE								
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Beginning Fund Balance @ 9/30/13	\$ 9,959,381	\$ 6,126,844	\$ 5,319,844	\$ 4,772,844	\$ 4,485,844	\$ 4,458,844	\$ 4,691,844	\$ 5,011,844
Projected Annual surplus (Budgetary) *	110,000	145,000	180,000	215,000	250,000	285,000	320,000	355,000
Planned Use of Fund Balance								
Payoff of Current Debt Principal	2,765,537	-	-	-	-	-	-	-
Annual Use of Fund Balance	1,177,000	952,000	727,000	502,000	277,000	52,000	-	-
Ending Fund Balance - Projected	\$ 6,126,844	\$ 5,319,844	\$ 4,772,844	\$ 4,485,844	\$ 4,458,844	\$ 4,691,844	\$ 5,011,844	\$ 5,366,844

* Assumes a reduction of repair parts budget and Fleet staffing as more and more of the fleet is replaced and under factory warranty.

**2017-2018 BUDGET
MOTOR POOL FUND
VEHICLE AND EQUIPMENT PURCHASES**

<u>DEPARTMENT</u>	<u>DESCRIPTION</u>	<u>VEH ID#</u>	<u>REPLACEMENTS</u>		<u>COST</u>	<u>ADDITIONS</u>	<u>TOTAL</u>
			<u>YEAR/MODEL</u>			<u>COST</u>	<u>BUDGET</u>
Development Svcs							
Building	2002 Ford Crown Vic	1710	Nissan Leaf		\$ 33,000		
Building	2002 Ford Crown Vic	1714	Nissan Leaf		33,000		
Building	2000 Ford Explorer	3061	Nissan Leaf		33,000		
Code Enforcement	2000 Ford Explorer	3060	Nissan Leaf		33,000		\$ 132,000
Fire							
Fire Rescue	2003 Toyota Camry	6	Nissan Leaf		33,000		
Fire Rescue	2008 Ford Escape	34	F150 Ext Cab, Tonneau cover		25,000		
Fire Rescue	2003 Freightliner Rescue Truck	65	Horton Rescue Truck		300,000		358,000
Parking							
Meter & Maintenance	2004 Toyota Scion	3018	Nissan Leaf		33,000		
Meter & Maintenance	2004 Toyota Scion	3020	Nissan Leaf		33,000		66,000
Parks & Recreation							
Police							
Uniform Patrol	2007 Crown Victoria	243	Interceptor SUV		28,000		
Uniform Patrol	2007 Crown Victoria	248	Interceptor SUV		28,000		
Uniform Patrol	2007 Crown Victoria	249	Interceptor SUV		28,000		
Uniform Patrol	2007 Crown Victoria	250	Interceptor SUV		28,000		
Uniform Patrol	2007 Crown Victoria	251	Interceptor SUV		28,000		
Uniform Patrol	2007 Crown Victoria	258	Interceptor SUV		28,000		
Uniform Patrol	2008 Crown Victoria	262	Interceptor SUV		28,000		
Uniform Patrol	2008 Crown Victoria	264	Interceptor SUV		28,000		
Uniform Patrol	2008 Crown Victoria	265	Interceptor SUV		28,000		
Uniform Patrol	2008 Crown Victoria	266	Interceptor SUV		28,000		
Uniform Patrol	2008 Crown Victoria	271	Interceptor SUV		28,000		
Uniform Patrol	2008 Crown Victoria	282	Interceptor SUV		28,000		
Uniform Patrol	2009 Crown Victoria	287	Interceptor SUV		28,000		
Uniform Patrol	2009 Crown Victoria	291	Interceptor SUV		28,000		
Uniform Patrol	2006 Crown Victoria	312	Interceptor SUV		28,000		
Uniform Patrol	2010 Crown Victoria	327	Interceptor SUV		28,000		
Uniform Patrol	2010 Crown Victoria	329	Interceptor SUV		28,000		
Uniform Patrol	2010 Crown Victoria	332	Interceptor SUV		28,000		
Uniform Patrol	2011 Crown Victoria	350	Interceptor SUV		28,000		
Uniform Patrol	2007 Chevrolte Impala	829	Interceptor SUV		28,000		
Uniform Patrol	2007 Expedition	754	Interceptor SUV K-9		28,000		
Uniform Patrol	2010 Expedition	758	Interceptor SUV K-9		28,000		
Uniform Patrol	2008 Nissan Maxima	839	Nissan Altima		22,000		
Criminal Investigations	2006 Ford Expedition	751	Ford Expedition (CSI Unit)		32,000		
Criminal Investigations	2009 Toyota Camry	832	Toyota Camry		25,000		
Specialized Enforcement	New Boat Engines	806	New engines for police boat 806		50,000		
			Up-fit costs for 20 Cage Units.		180,000		
			Up-fit costs for 2 K-9 Units		25,000		
							950,000
Public Works							
Maintenance	1998 Chevrolet 2500	1892	F250 Utility body, Liftgate, Tow		30,000		
Solid Waste	2000 International Trash Crane	1188	Petersen Trash Crane		160,000		
Solid Waste	2006 Crane Carrier Recycle Truck	1842	Replace with Garbage packer		240,603		
Solid Waste	2006 Crane Carrier Recycle Truck	1843	Replace with Garbage packer		240,603		
Solid Waste	1995 Ford F800 Trash Dump Trk	1875	30yd Pac-Mac knuckel boom loader		93,000		
Solid Waste	1996 Ford F800 Trash Dump Trk	1883	30yd Pac-Mac knuckel boom loader		93,000		
Solid Waste	2000 Ford F250	1888	Replace with Garbage packer		240,603		
Sanitary Sewer	1996 Ford F150	1936	F250 Reg Cab, long bed		20,614		
R.O.W.	2002 Johnson Sweeper	1652	Elgin Broom Bear Sweeper		276,191		
							1,394,614
Trolley							
Trolley	2002 Freightliner Trolley	5012	Hometown Low Floor Trolley		340,000		
Trolley	2007 Chevrolet Uplander Van	1835	Dodge Caravan		25,000		
							365,000
Additional Fleet - Dept. TBD**							
Total Vehicle Replacement/Additions Budget					\$ 3,265,614	\$ -	\$ 3,265,614

2017-2018 BUDGET
MOTOR POOL COST DISTRIBUTION

DEPT. NO.	DISTRIBUTION COST			DEPARTMENT
	REPL	MAINT	TOTAL	
1010	\$ 4,919	\$ 6,240	\$ 11,159	CITY MANAGER - ADMIN
1030	68,666	5,025	73,691	CITY MANAGER - COMMUNICATIONS
1120	5,889	6,049	11,938	HUMAN RESOURCES - PERSONNEL
1210	41,038	77,871	118,909	DEVELOPMENT SERVICE - BUILDING
1220	7,589	9,539	17,128	DEVELOPMENT SERVICE - PLANNING
1230	35,178	78,651	113,829	DEVELOPMENT SERVICE - CODE
1320	2,288	1,198	3,486	HIST. RESOURCES & CULTURAL ARTS - PRESERVATION
1500	1,905	2,061	3,966	PUBLIC WORKS - ADMINISTRATIVE
1510	29,685	75,113	104,798	PUBLIC WORKS - ENGINEERING
1535	60,500	68,249	128,749	PUBLIC WORKS - STORMWATER MGMT
1540	129,503	176,099	305,602	PUBLIC WORKS - SANITARY SEWER
1550	215,942	321,262	537,204	PUBLIC WORKS - R.O.W. ENF & MAINT
1580	165,093	183,993	349,086	PARKING - TROLLEY/TRANS
3020	7,802	10,892	18,694	FINANCE - BILLING & COLLECTIONS
3040	5,287	3,415	8,702	FINANCE - PROCUREMENT
3200	19,744	17,311	37,055	INFORMATION TECHNOLOGY
5000	24,928	37,300	62,228	POLICE - ADMINISTRATIVE
5020	400,939	1,054,775	1,455,714	POLICE - UNIFORM PATROL
5030	121,696	214,813	336,509	POLICE - CRIMINAL INVESTIGATIONS
5040	46,978	59,264	106,242	POLICE - TECHNICAL SERVICES
5060	24,606	32,211	56,817	POLICE - PROFESSIONAL STANDARDS
5070	160,276	319,455	479,731	POLICE - SPECIALIZED ENFORCEMENT
5500	729,484	355,494	1,084,978	FIRE DEPARTMENT
6010	1,753	169	1,922	COMMUNITY RECREATION - TENNIS CENTERS
6030	18,898	44,416	63,314	COMMUNITY RECREATION - GRANADA GOLF
6050	10,569	20,885	31,454	COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS
6070	56,837	35,803	92,640	COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE
6120	571,667	1,299,613	1,871,280	PUBLIC SERVICES - SOLID WASTE
6130	213,691	343,220	556,911	PUBLIC SERVICES - LANDSCAPE SERVICES
6900	2,693	3,105	5,798	ECONOMIC DEVELOPMENT
8360	9,562	21,922	31,484	PARKING - METER MAINT/COLLECTION
8400	62,866	103,867	166,733	PARKING - VIOLATION ENFORCEMENT
8500	7,135	18,927	26,062	PARKING - SIGN SHOP
	<u>\$ 3,265,606</u>	<u>\$ 5,008,207</u>	<u>\$ 8,273,813</u>	

CITY OF CORAL GABLES
BUILDING THE IT EQUIPMENT REPLACEMENT BUDGET
Based on \$6.5M Current IT Equipment Replacement Value and Useful Life from 2 to 10 Years

ANNUAL IT EQUIPMENT REPLACEMENT REQUIREMENTS							
	FY15	FY16	FY17	FY18	FY19	FY20	FY21
IT Equipment Replacement Requirements	\$ 900,000	\$ 1,131,900	\$ 1,262,308	\$ 1,262,308	\$ 1,262,308	\$ 1,262,308	\$ 1,262,308
CPI Adjustment @ 0.0% *	-	-	-	-	-	-	-
Adjusted IT Equipment Replacement Requirements	\$ 900,000	\$ 1,131,900	\$ 1,262,308	\$ 1,262,308	\$ 1,262,308	\$ 1,262,308	\$ 1,262,308

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY15	FY16	FY17	FY18	FY19	FY20	FY21
IT Equipment Replacement Budget - Base Distributed Cost <i>(From Prior Year Recurring Revenues)</i>	\$ 456,000	\$ 500,000	\$ 806,900	\$ 906,900	\$ 1,006,900	\$ 1,106,900	\$ 1,206,900
Incremental Increase to Base - <i>(From Oper. Revenue)</i>	44,000	306,900	100,000	100,000	100,000	100,000	55,408
Net Replacement Cost From Operating Revenue	500,000	806,900	906,900	1,006,900	1,106,900	1,206,900	1,262,308
% of Budget Funded by Operating Revenue	56%	71%	72%	80%	88%	96%	100%
Use of Fund Balance **	400,000	325,000	355,408	255,408	155,408	55,408	-
Annual IT Equipment Replacement Budget	\$ 900,000	\$ 1,131,900	\$ 1,262,308	\$ 1,262,308	\$ 1,262,308	\$ 1,262,308	\$ 1,262,308

* IT equipment CPI is negative. This plan utilizes a CPI of 0.0% instead of a decreasing CPI to allow for system upgrades, i.e. increased functionality.

** Total use of fund balance = \$1,546,632 over 6 fiscal years

CITY OF CORAL GABLES
BUILDING THE PARKS & RECREATION FACILITY & EQUIPMENT REPLACEMENT BUDGET
Based on Current Parks Facility & Equipment Replacement Value and Useful Life from 5 to 20 Years

ANNUAL PARKS & REC. FACILITY & EQUIPMENT REPLACEMENT REQUIREMENTS							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
P&R FAC & Equipment Replacement Requirements	\$ 1,333,183	\$ 1,333,183	\$ 1,353,181	\$ 1,373,479	\$ 1,394,081	\$ 1,414,992	\$ 1,436,217
CPI Adjustment @1.5%	-	19,998	20,298	20,602	20,911	21,225	21,543
Adjusted P&R FAC & Equip Replacement Requirements	\$ 1,333,183	\$ 1,353,181	\$ 1,373,479	\$ 1,394,081	\$ 1,414,992	\$ 1,436,217	\$ 1,457,760

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Parks & Rec. Facility & Equip. Replacement Budget - Base Budget <i>(From Prior Year Recurring Revenues)</i>	\$ 200,000	\$ 200,000	\$ 419,998	\$ 640,296	\$ 860,898	\$ 1,081,809	\$ 1,303,034
Incremental Increase to Base - <i>(From Oper. Revenue)</i>		200,000	200,000	200,000	200,000	200,000	133,183
CPI Adjustment @1.5% *	-	19,998	20,298	20,602	20,911	21,225	21,543
Net Replacement Cost From Operating Revenue	200,000	419,998	640,296	860,898	1,081,809	1,303,034	1,457,760
% of Budget Funded by Operating Revenue	15%	31%	47%	62%	76%	91%	100%
Use of Fund Balance *	1,133,183	933,183	733,183	533,183	333,183	133,183	-
Annual Parks & Rec. Fac. & Equip. Replacement Budget	\$ 1,333,183	\$ 1,353,181	\$ 1,373,479	\$ 1,394,081	\$ 1,414,992	\$ 1,436,217	\$ 1,457,760

* Total use of fund balance = \$3,758,198 over 6 fiscal years

CITY OF CORAL GABLES
BUILDING THE FACILITY ROOF REPLACEMENT BUDGET
Based on Current Roof Replacement Value and Useful Life from 10 to 20 Years

ANNUAL ROOF EQUIPMENT REPLACEMENT REQUIREMENTS							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Roof Equipment Replacement Requirements	\$ 425,000	\$ 425,000	\$ 431,375	\$ 437,846	\$ 444,414	\$ 451,080	\$ 457,846
CPI Adjustment @1.5%	-	6,375	6,471	6,568	6,666	6,766	6,868
Adjusted Roof Replacement Requirements	\$ 425,000	\$ 431,375	\$ 437,846	\$ 444,414	\$ 451,080	\$ 457,846	\$ 464,714

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Roof Replacement Budget - Base Budget (From Prior Year Recurring Revenues)	\$ 65,000	\$ 65,000	\$ 136,375	\$ 207,846	\$ 279,414	\$ 351,080	\$ 422,846
Incremental Increase to Base - (From Oper. Revenue)		65,000	65,000	65,000	65,000	65,000	35,000
CPI Adjustment @1.5% *	-	6,375	6,471	6,568	6,666	6,766	6,868
Net Replacement Cost From Operating Revenue	65,000	136,375	207,846	279,414	351,080	422,846	464,714
% of Budget Funded by Operating Revenue	15%	32%	48%	64%	78%	92%	100%
Use of Fund Balance *	360,000	295,000	223,529	158,432	100,000	35,000	-
Annual Roof Replacement Budget	\$ 425,000	\$ 431,375	\$ 431,375	\$ 437,846	\$ 451,080	\$ 457,846	\$ 464,714

* Total use of fund balance = \$1,171,961 over 6 fiscal years

CITY OF CORAL GABLES
BUILDING THE HVAC REPLACEMENT BUDGET
Based on Current HVAC Replacement Value and Useful Life from 10 to 20 Years

ANNUAL HVAC REPLACEMENT REQUIREMENTS							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
HVAC Replacement Requirements	\$ 150,000	\$ 150,000	\$ 152,250	\$ 154,534	\$ 156,852	\$ 159,205	\$ 161,593
CPI Adjustment @1.5%	-	2,250	2,284	2,318	2,353	2,388	2,424
Adjusted HVAC Replacement Requirements	\$ 150,000	\$ 152,250	\$ 154,534	\$ 156,852	\$ 159,205	\$ 161,593	\$ 164,017

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
HVAC Replacement Budget - Base Budget (From Prior Year Recurring Revenues)	\$ 22,000	\$ 22,000	\$ 46,250	\$ 70,534	\$ 94,852	\$ 119,205	\$ 143,593
Incremental Increase to Base - (From Oper. Revenue)		22,000	22,000	22,000	22,000	22,000	18,000
CPI Adjustment @1.5% *	-	2,250	2,284	2,318	2,353	2,388	2,424
Net Replacement Cost From Operating Revenue	22,000	46,250	70,534	94,852	119,205	143,593	164,017
% of Budget Funded by Operating Revenue	15%	30%	46%	61%	75%	89%	100%
Use of Fund Balance *	128,000	106,000	81,716	59,682	40,000	18,000	-
Annual HVAC Replacement Budget	\$ 150,000	\$ 152,250	\$ 152,250	\$ 154,534	\$ 159,205	\$ 161,593	\$ 164,017

* Total use of fund balance = \$433,398 over 6 fiscal years

CITY OF CORAL GABLES
BUILDING THE FIRE EQUIPMENT REPLACEMENT BUDGET
Based on Current Fire Equipment Replacement Value and Useful Life from 2 to 20 Years

ANNUAL FIRE EQUIPMENT REPLACEMENT REQUIREMENTS							
	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Fire Equipment Replacement Requirements	\$ 184,529	\$ 184,529	\$ 187,297	\$ 190,106	\$ 192,958	\$ 195,852	\$ 198,790
CPI Adjustment @ 1.5%	-	2,768	2,809	2,852	2,894	2,938	2,982
Adjusted Fire Equipment Replacement Requirements	\$ 184,529	\$ 187,297	\$ 190,106	\$ 192,958	\$ 195,852	\$ 198,790	\$ 201,772

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Fire Equipment Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ -	\$ 30,000	\$ 60,000	\$ 90,000	\$ 120,000	\$ 150,000	\$ 180,000
Incremental Increase to Base - (From Oper. Revenue)	30,000	30,000	30,000	30,000	30,000	30,000	21,772
CPI Adjustment @1.5% *	-	2,768	2,809	2,852	2,894	2,938	2,982
Net Replacement Cost From Operating Revenue	30,000	60,000	90,000	120,000	150,000	180,000	201,772
<i>% of Budget Funded by Operating Revenue</i>	<i>16%</i>	<i>32%</i>	<i>47%</i>	<i>62%</i>	<i>77%</i>	<i>91%</i>	<i>100%</i>
Use of Fund Balance *	154,529	127,297	100,106	72,958	45,852	18,790	-
Annual Fire Equipment Replacement Budget	\$ 184,529	\$ 187,297	\$ 190,106	\$ 192,958	\$ 195,852	\$ 198,790	\$ 201,772

* Total use of fund balance = \$519,532 over 6 fiscal years

CITY OF CORAL GABLES
BUILDING THE PARKING EQUIPMENT REPLACEMENT BUDGET
Based on Current Parking Equipment Replacement Value and Useful Life from 10 to 20 Years

ANNUAL PARKING EQUIPMENT REPLACEMENT REQUIREMENTS							
	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Parking Equipment Replacement Requirements	\$ 117,030	\$ 117,030	\$ 118,785	\$ 120,567	\$ 122,376	\$ 124,212	\$ 126,075
CPI Adjustment @ 1.5%	-	1,755	1,782	1,809	1,836	1,863	1,891
Adjusted Parking Equipment Replacement Requirements	\$ 117,030	\$ 118,785	\$ 120,567	\$ 122,376	\$ 124,212	\$ 126,075	\$ 127,966

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Parking Equipment Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ -	\$ 20,000	\$ 40,000	\$ 60,000	\$ 80,000	\$ 100,000	\$ 120,000
Incremental Increase to Base - (From Oper. Revenue)	20,000	20,000	20,000	20,000	20,000	20,000	7,966
CPI Adjustment @1.5% *	-	1,755	1,782	1,809	1,836	1,863	1,891
Net Replacement Cost From Operating Revenue	20,000	40,000	60,000	80,000	100,000	120,000	127,966
<i>% of Budget Funded by Operating Revenue</i>	<i>17%</i>	<i>34%</i>	<i>50%</i>	<i>65%</i>	<i>81%</i>	<i>95%</i>	<i>100%</i>
Use of Fund Balance *	97,030	78,785	60,567	42,376	24,212	6,075	-
Annual Parking Equipment Replacement Budget	\$ 117,030	\$ 118,785	\$ 120,567	\$ 122,376	\$ 124,212	\$ 126,075	\$ 127,966

* Total use of fund balance = \$309,045 over 6 fiscal years

CITY OF CORAL GABLES
BUILDING THE ELEVATOR EQUIPMENT REPLACEMENT BUDGET
Based on Current Elevator Equipment Replacement Value and Useful Life up to 25 Years

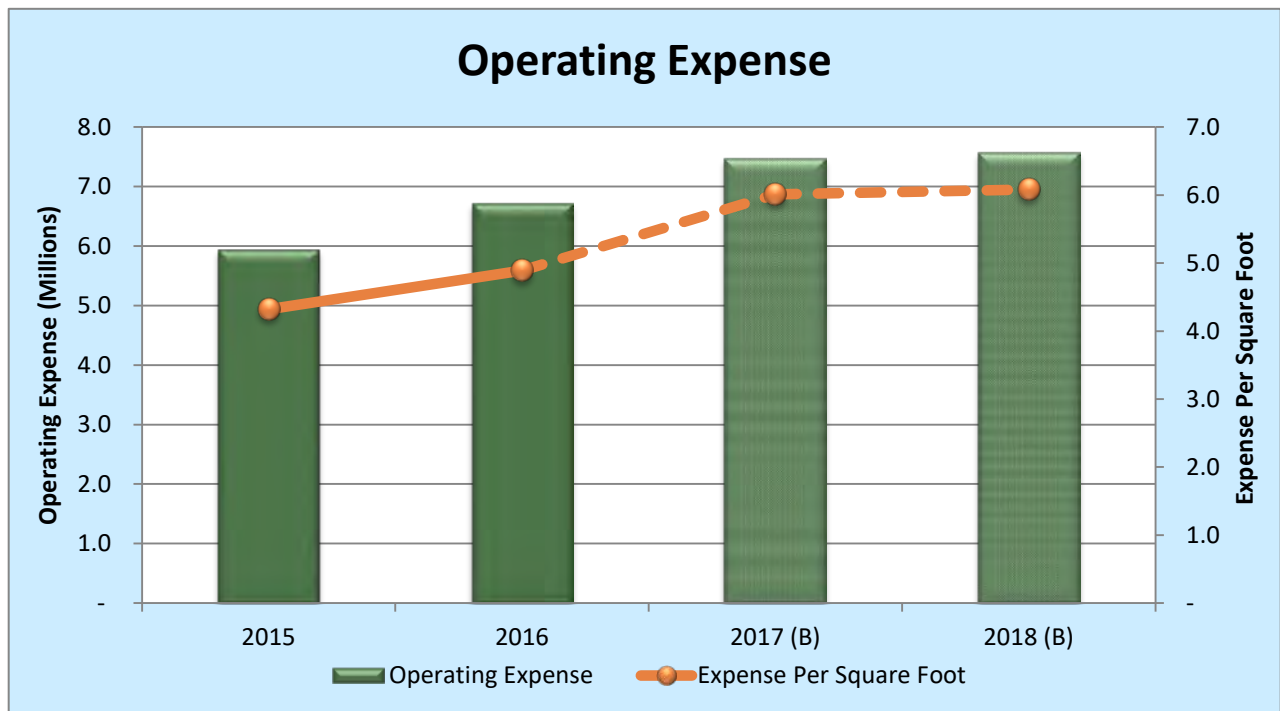
ANNUAL ELEVATOR EQUIPMENT REPLACEMENT REQUIREMENTS							
	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Elevator Equipment Replacement Requirements	\$ 115,000	\$ 115,000	\$ 116,725	\$ 118,476	\$ 120,253	\$ 122,057	\$ 123,888
CPI Adjustment @ 1.5%	-	1,725	1,751	1,777	1,804	1,831	1,858
Adjusted Elevator Equipment Replacement Requirements	\$ 115,000	\$ 116,725	\$ 118,476	\$ 120,253	\$ 122,057	\$ 123,888	\$ 125,746

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Elevator Equipment Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ -	\$ 20,000	\$ 41,725	\$ 63,476	\$ 85,253	\$ 107,057	\$ 123,888
Incremental Increase to Base - (From Oper. Revenue)	20,000	20,000	20,000	20,000	20,000	15,000	-
CPI Adjustment @1.5% *	-	1,725	1,751	1,777	1,804	1,831	1,858
Net Replacement Cost From Operating Revenue	20,000	41,725	63,476	85,253	107,057	123,888	125,746
% of Budget Funded by Operating Revenue	17%	36%	54%	71%	88%	100%	100%
Use of Fund Balance *	95,000	75,000	55,000	35,000	15,000	-	-
Annual Elevator Equipment Replacement Budget	\$ 115,000	\$ 116,725	\$ 118,476	\$ 120,253	\$ 122,057	\$ 123,888	\$ 125,746

* Total use of fund balance = \$275,000 over 5 fiscal years

**2017-2018 BUDGET
PUBLIC FACILITIES FUND SUMMARY**

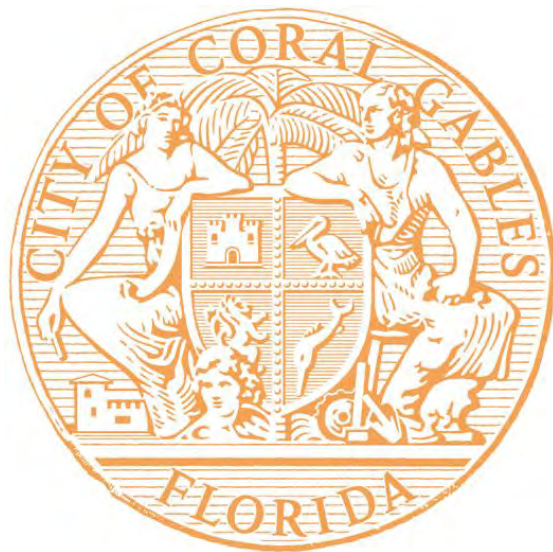
	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET
OPERATING REVENUES				
Charges to Departments for use of Facilities	\$ 6,167,400	\$ 6,788,096	\$ 7,435,295	\$ 7,635,224
Miscellaneous	277,064	89,945	102,336	-
TOTAL OPERATING REVENUES	\$ 6,444,464	\$ 6,878,041	\$ 7,537,631	\$ 7,635,224
OPERATING EXPENSES				
Operating Expense	\$ 5,933,387	\$ 6,713,550	\$ 7,475,631	\$ 7,573,224
Capital Outlay	57,731	27,933	62,000	62,000
TOTAL OPERATING EXPENSES	\$ 5,991,118	\$ 6,741,483	\$ 7,537,631	\$ 7,635,224



The Public Facilities Fund is used to account for the costs of providing building maintenance, utilities and general housekeeping services for all city property. Financing is provided by charging the user departments an annual rental fee based on the facilities occupied.

2017-2018 BUDGET
TOTAL PUBLIC FACILITIES COST DISTRIBUTION

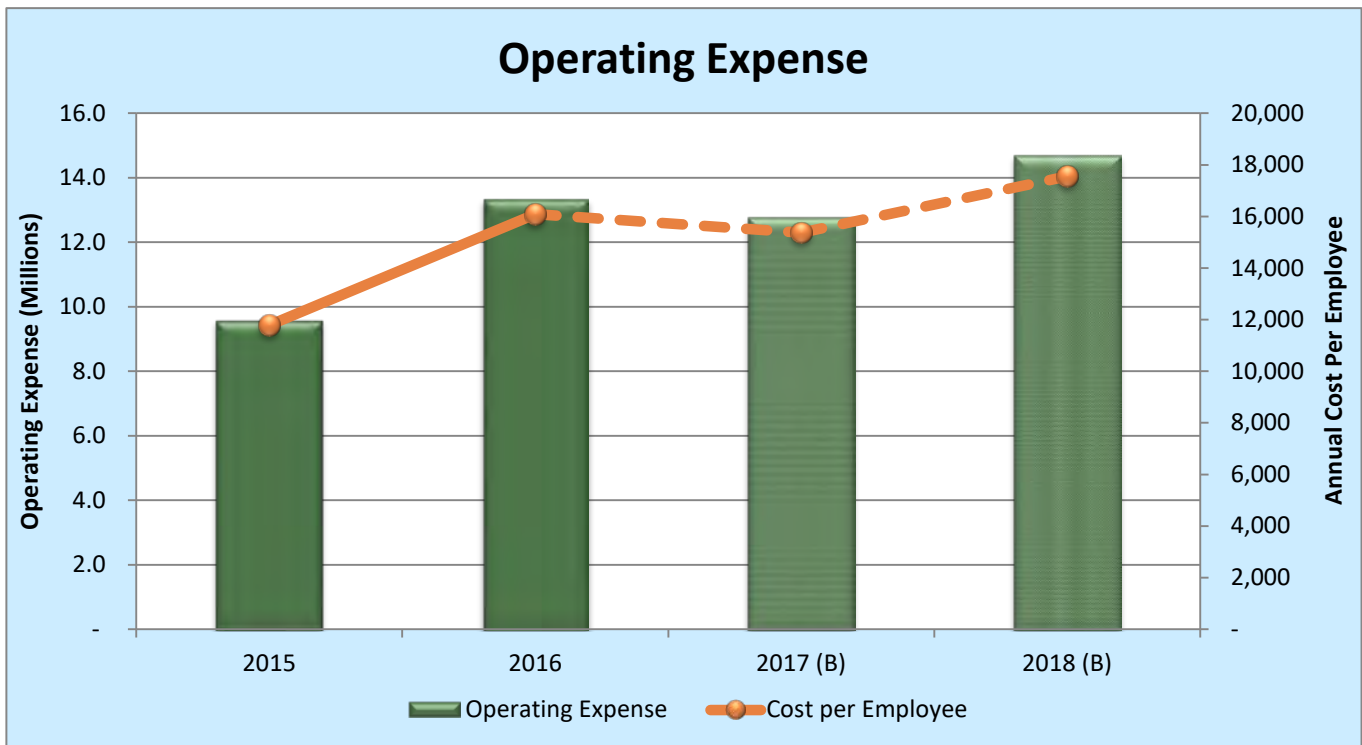
DEPT. NO.	TOTAL COST DISTRIBUTION	DEPARTMENT
0100	\$ 54,826	CITY COMMISSION
0500	38,232	CITY ATTORNEY
0600	31,100	CITY CLERK - ADMIN
0601	33,277	CITY CLERK - SPEC REV EXP
1010	28,703	CITY MANAGER - ADMIN
1030	42,732	CITY MANAGER - COMMUNICATIONS
1040	16,639	CITY MANAGER - LABOR REL & RISK MGMT
1120	34,222	HUMAN RESOURCES - PERSONNEL
1200	26,891	DEVELOPMENT SERVICE - ADMIN
1210	60,501	DEVELOPMENT SERVICE - BUILDING
1220	85,238	DEVELOPMENT SERVICE - PLANNING
1230	23,821	DEVELOPMENT SERVICE - CODE
1320	308,059	HIST. RESOURCES & CULTURAL ARTS - PRESERVATION
1330	93,407	HIST. RESOURCES & CULTURAL ARTS - CULTURAL ARTS
1500	21,657	PUBLIC WORKS - ADMINISTRATIVE
1505	5,472	PUBLIC WORKS - TRANSPORTATION & SUSTAINABILITY
1510	58,043	PUBLIC WORKS - ENGINEERING
1535	37,563	PUBLIC WORKS - STORMWATER MGMT
1540	374,072	PUBLIC WORKS - SANITARY SEWER
1550	1,660,219	PUBLIC WORKS - R.O.W. ENF & MAINT
3010	55,125	FINANCE - ADMINISTRATION
3020	16,125	FINANCE - BILLING & COLLECTIONS
3030	17,031	FINANCE - REPORTING & OPERATIONS
3040	143,608	FINANCE - PROCUREMENT
3050	24,073	FINANCE - MANAGEMENT & BUDGET
3200	34,581	INFORMATION TECHNOLOGY
5000	135,321	POLICE - ADMINISTRATIVE
5020	179,298	POLICE - UNIFORM PATROL
5030	144,898	POLICE - CRIMINAL INVESTIGATIONS
5040	187,865	POLICE - TECHNICAL SERVICES
5060	177,116	POLICE - PROFESSIONAL STANDARDS
5500	669,176	FIRE DEPARTMENT
6010	149,872	COMMUNITY RECREATION - TENNIS CENTERS
6020	173,166	COMMUNITY RECREATION - VENETIAN POOL
6030	145,332	COMMUNITY RECREATION - GRANADA GOLF
6050	826,041	COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS
6070	48,444	COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE
6120	28,701	PUBLIC SERVICES - SOLID WASTE
6130	786,567	PUBLIC SERVICES - LANDSCAPE SERVICES
8300	20,340	PARKING - ADMINISTRATIVE
8310	106,239	PARKING - GARAGE NO. 1
8320	176,828	PARKING - GARAGE NO. 2
8330	30,943	PARKING - GARAGE NO. 3
8340	113,590	PARKING - GARAGE NO. 4
8390	61,887	PARKING - METER/PERMIT PARKING LOTS
8500	42,257	PARKING - SIGN SHOP
1580	106,126	PARKING - TROLLEY/TRANS
	\$ 7,635,224	



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**2017-2018 BUDGET
INSURANCE FUND SUMMARY**

	<u>2014-2015 ACTUAL</u>	<u>2015-2016 ACTUAL</u>	<u>2016-2017 BUDGET</u>	<u>2017-2018 BUDGET</u>
OPERATING REVENUES				
Charges to Departments for:				
Workers Compensation	\$ 3,753,658	\$ 3,744,689	\$ 2,965,000	\$ 2,500,000
General Liability Insurance	2,279,177	2,259,424	2,279,174	3,800,000
Group Health Insurance	4,698,749	5,397,102	7,528,827	8,379,916
Miscellaneous	557,794	1,941,924	-	-
TOTAL OPERATING REVENUES	<u>\$ 11,289,378</u>	<u>\$ 13,343,139</u>	<u>\$ 12,773,001</u>	<u>\$ 14,679,916</u>
OPERATING EXPENSES				
Group Health, Life & Dental Premiums	\$ 4,767,001	\$ 5,437,567	\$ 7,528,827	\$ 8,379,916
Worker's Comp. & Gen. Liab. Premiums	4,837,898	7,905,572	5,244,174	6,300,000
TOTAL OPERATING EXPENSES	<u>\$ 9,604,899</u>	<u>\$ 13,343,139</u>	<u>\$ 12,773,001</u>	<u>\$ 14,679,916</u>

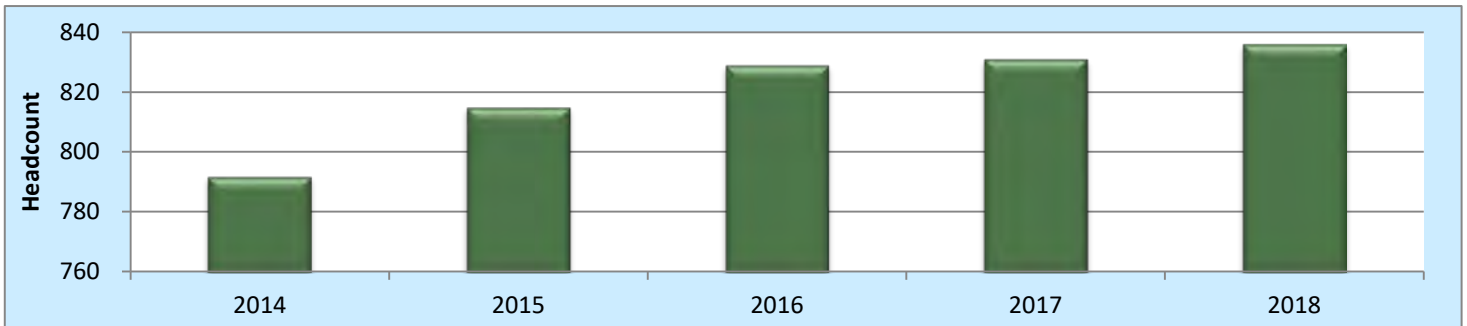


The Insurance Fund is used to account for the cost of employee health care benefits as well as the City's self-insured liability and worker's compensation program. The latter being administered by a third party professional insurance service. Financing is provided by insurance premium charges to the user departments and investment earnings on accumulated reserves.

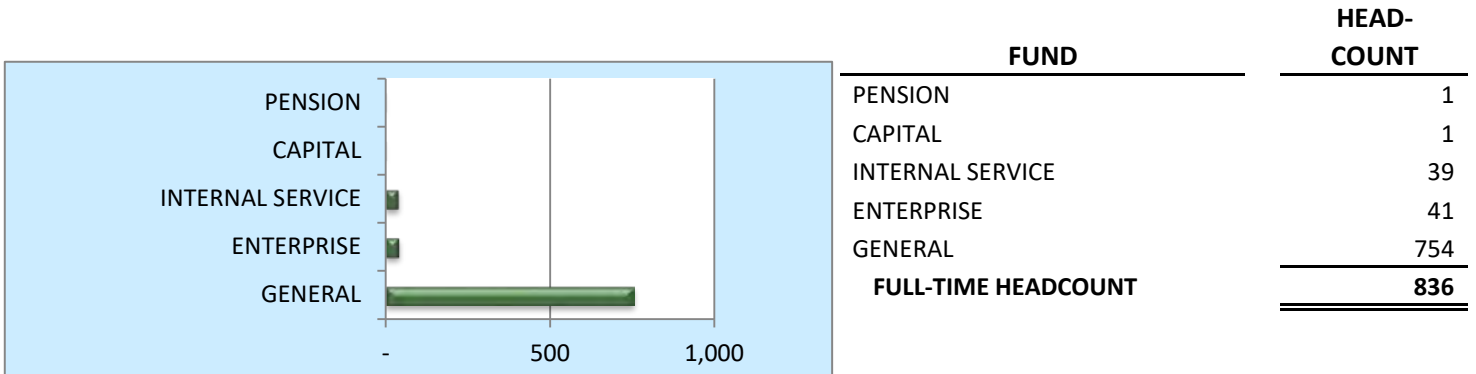
**CITY OF CORAL GABLES
2017-2018 BUDGET**

**FULL TIME POSITION SUMMARY
FIVE YEAR COMPARISON**

<u>DEPARTMENT</u>	<u>ACTUAL 2013-2014</u>	<u>ACTUAL 2014-2015</u>	<u>ACTUAL 2015-2016</u>	<u>BUDGET 2016-2017</u>	<u>BUDGET 2017-2018</u>
City Commission	7	6	6	6	6
City Attorney	5	5	6	6	6
City Clerk	5	6	8	8	8
City Manager	11	14	14	14	14
Human Resources	10	10	10	10	10
Development Services	64	62	62	62	62
Historic Resources	4	6	6	6	6
Public Works	174	189	193	193	193
Finance	33	30	29	28	28
Information Technology	15	16	16	17	17
Police	255	261	266	267	272
Fire	147	147	147	147	147
Community Recreation	26	28	31	31	31
Economic & Cultural Dev.	5	5	5	5	5
Non-Departmental	1	1	1	1	1
Parking	30	29	29	30	30
Total	792	815	829	831	836



FULL-TIME HEADCOUNT BY FUND TYPE



**2017-2018 BUDGET
PAYROLL RELATED COST DISTRIBUTION**

DEPT	TOTAL EMP	TOTAL WAGES	PERSONNEL BENEFITS						GENERAL LIABILITY INSURANCE
			FICA TAX	RETIRE- MENT	WORKERS COMP	GROUP INSURANCE	POST EMPL HEALTH	TOTAL BENEFITS	
0100	6	\$ 258,184	\$ 19,750	\$ 103,438	\$ 1,207	\$ 60,017	\$ 950	\$ 185,362	\$ 14,250
0500	6	743,651	49,004	148,281	1,078	78,667	4,750	281,780	41,043
0600	6	533,569	39,193	213,376	1,207	64,930	4,750	323,456	29,448
0601	2	242,602	18,559	47,836	402	19,133	1,900	87,830	13,390
1010	9	1,086,878	69,379	235,218	1,810	105,508	7,600	419,515	59,986
1030	2	439,647	33,633	69,984	748	23,996	1,900	130,261	24,265
1040	3	341,762	24,316	79,779	2,534	33,578	2,850	143,057	18,862
1120	10	865,900	63,433	292,500	2,011	100,545	9,500	467,989	47,790
1200	7	534,392	37,598	186,104	5,269	66,989	3,800	299,760	29,494
1210	26	2,233,070	169,445	797,612	34,186	277,383	9,500	1,288,126	123,246
1220	17	1,255,076	95,319	501,906	5,349	170,179	6,650	779,403	69,269
1230	12	718,059	54,931	282,879	21,718	131,993	1,900	493,421	39,631
1320	4	382,692	26,270	153,038	804	43,147	3,800	227,059	21,121
1330	2	139,686	10,686	43,220	402	19,130	950	74,388	7,709
1500	6	592,923	41,117	237,110	6,998	64,943	4,750	354,918	32,724
1505	2	212,373	15,052	84,928	2,333	21,795	1,900	126,008	11,721
1510	16	1,457,055	109,715	505,815	28,314	168,886	7,600	820,330	80,417
1520	17	1,035,593	79,227	357,850	48,318	170,869	2,850	659,114	57,156
1535	7	492,881	37,706	168,632	24,766	66,966	1,900	299,970	27,203
1540	12	797,318	60,994	271,095	37,250	124,492	1,900	495,731	44,005
1550	9	500,550	38,292	193,371	51,166	86,087	1,900	370,816	27,626
1580	1	114,635	8,770	45,842	2,333	14,349	-	71,294	6,327
3010	3	225,648	14,350	90,236	603	36,203	2,850	144,242	12,454
3020	6	451,988	34,577	138,538	4,134	67,100	950	245,299	24,946
3030	9	883,388	61,896	292,046	1,810	94,064	6,650	456,466	48,755
3040	6	627,772	43,282	175,978	1,207	60,060	4,750	285,277	34,648
3050	4	383,497	28,562	153,360	804	43,148	3,800	229,674	21,166
3200	17	1,483,985	112,013	475,868	2,518	175,458	5,700	771,557	81,903
4700	22	1,426,160	108,408	521,343	47,618	223,582	4,750	905,701	78,712
5000	12	1,365,793	99,164	651,930	30,566	130,763	8,650	921,073	75,380
5020	114	8,840,294	672,592	4,154,552	341,051	1,221,645	67,250	6,457,090	487,908
5030	43	3,917,794	298,290	1,724,039	123,189	465,057	24,350	2,634,925	216,228
5040	55	3,653,974	278,661	1,306,416	28,113	568,355	5,450	2,186,995	201,668
5041	2	190,298	14,559	52,506	402	21,779	-	89,246	10,503
5050	-	132,695	10,151	-	17,093	-	-	27,244	7,324
5060	14	1,441,294	109,429	513,043	22,522	147,538	5,800	798,332	79,547
5070	32	3,022,832	230,679	1,336,002	93,709	344,833	20,450	2,025,673	166,834
5500	147	15,451,164	214,383	6,821,817	496,808	1,192,518	133,950	8,859,476	852,771
6000	5	551,420	39,728	195,999	8,776	47,873	3,800	296,176	30,434
6010	4	390,665	29,266	58,165	12,596	52,800	1,900	154,727	21,561
6020	4	459,925	35,184	77,051	15,074	38,257	2,850	168,416	25,384
6030	1	45,300	3,465	16,516	2,413	14,414	-	36,808	2,500
6050	8	800,665	61,249	154,685	25,032	79,157	1,900	322,023	44,190
6060	2	280,502	21,458	43,237	5,582	19,131	950	90,358	15,481
6065	1	103,057	7,884	26,630	-	9,568	-	44,082	5,688
6070	6	419,998	32,129	136,094	32,609	57,395	1,900	260,127	23,180
6120	75	3,559,341	272,291	1,352,252	674,185	728,170	950	3,027,848	196,447
6130	27	1,551,138	118,380	583,914	153,288	271,811	3,800	1,131,193	85,609
6900	5	529,980	38,477	131,185	1,005	58,007	4,750	233,424	29,250
7000	-	-	-	-	-	-	-	-	-
7010	1	91,707	7,016	36,674	201	9,573	950	54,414	5,061
8300	6	425,719	30,684	165,246	1,207	53,131	1,900	252,168	23,496
8330	1	43,856	3,355	17,538	2,984	9,563	-	33,440	2,420
8340	1	35,727	2,733	14,287	2,132	9,562	-	28,714	1,972
8360	6	277,102	21,199	110,813	18,838	62,233	-	213,083	15,294
8400	12	641,773	49,097	197,749	36,196	122,251	-	405,293	35,420
8500	3	166,376	12,728	56,537	15,532	31,335	-	116,132	9,183
836		\$ 68,851,323	\$ 4,219,708	\$ 26,802,060	\$ 2,500,000	\$ 8,379,916	\$ 404,600	\$ 42,306,284	\$ 3,800,000

BUDGET 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.

Appropriation - A legal authorization granted by the City Commission to make expenditures and to incur obligations for specific purposes.

Assessed Valuation - The pre-exemption value (Assessed Value – Exemptions = Taxable Value) of land, buildings, and business inventory and equipment as determined on an annual basis by the County Property Appraiser in accordance with State Law.

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 Commission, the budget appropriation ordinance becomes the legal basis for expenditures in the budget year.

Budgetary Accounts - Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.

Budget Message - The opening section of the budget document which provides a general summary of the most important aspects of the budget and discusses significant changes from the current and previous fiscal years.

Capital Budget - The plan for the construction, rehabilitation or purchase of a capital asset. Coral Gables' capital budget is multi-year in nature with the first year for appropriation authorization incorporated into the overall annual budget process. Capital projects often extend beyond the fiscal year in which the project is first approved. Therefore, the City either appropriates the entire project cost in the initial fiscal year or identifies annual phases which may be approved in future years if funding is available.

Capital Outlay - An expenditure category for construction equipment, vehicles or machinery that results in the acquisition or addition to the City's fixed assets.

Capital Improvement Program (CIP) – The City's capital investment strategy for the Budgeted year and for the following five year period. The CIP is a comprehensive picture of the City's capital needs within the five year period and facilitates long-term budget planning.

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.

Debt Service - Payments of principal and interest on borrowed funds such as bonds.

Division - The second level in the formal City organization in which a specific function is carried out; several divisions may comprise a single department.

Enterprise Fund - A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as parking and golf courses.

Equivalent Residential Unit (ERU) - An ERU is a unit of measure used to equate non-residential or multi-family residential water usage to a single-family residence. One ERU is equal to average consumption of one single family residence. The quantity of water that makes up an ERU is system specific. The ERU level for one system may not apply to another system with differing demographics or water use patterns.

Estimated Revenue - The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the Commission.

Expenditures - The outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid.

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 Coral Gables it begins October 1 and ends September 30.

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

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

Fund Accounting - The legal requirement for Governmental agencies to establish accounts for segregating revenues and other resources, together with all related liabilities, obligations, and reserves, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance - The fund reserve of governmental funds.

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

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

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

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

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

Interfund Transfers - Amounts transferred from one fund to another.

Intergovernmental Revenues - Revenues from other governments (state, federal, and local) which can be in the form of grants, shared revenue, or entitlement.

Internal Service Fund - Fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit on a cost-reimbursement basis.

Levy - To impose taxes, special assessments, or service charges for the support of City activities.

Local Option - Voted by local referendum.

Line Item - A specific item or group of similar items defined by detail in a unique account in the financial records. Revenue and expenditure justifications are reviewed, anticipated and appropriated at this level.

Long-Term Debt - Debt with a maturity of more than one year after the date of issuance.

Millage Rate - The millage rate is the rate of taxation for every thousand dollars of assessed value, i.e., 1 mill equals \$1.00 of tax for each \$1,000 of property value and 2.5 mills equals \$2.50 of tax for each \$1,000 of property value, etc.

Modified Accrual Accounting - A basis of accounting in which revenues are recorded when collectable within the current period or soon enough thereafter to be used to pay liabilities of the current period, and, expenditures are recognized when the related liability is incurred.

Object Code - An expenditure category, such as Personnel Services, Operating Expenses and Capital Outlay.

Operating Budget - A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

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.

Performance Measures - The annual adopted budget for each department includes performance measures to identify the planned target levels for services in the fiscal year. The measures are also reported for prior years to allow comparison and evaluation. Performance measures include workload indicators and performance effectiveness measurements.

Personal Services - An expenditure category which includes wages, salaries, retirement, and other fringe benefits.

Property Tax Levy - The value derived by multiplying the property tax millage rate by the Taxable Value of property in the City.

Property Tax - Tax paid on the Taxable Value (Assessed Value – Exemptions = Taxable Value) of land, buildings, business inventory or equipment.

Reserve - An account used to indicate that a portion of a fund's balance is restricted for a specific purpose and is, therefore, not available for general appropriation.

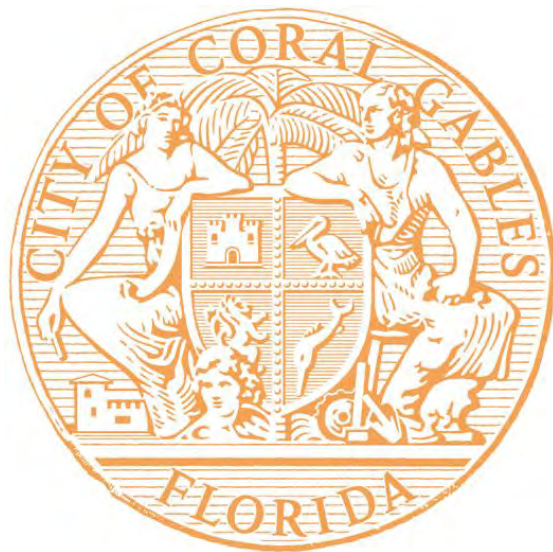
Resolution - A special or temporary legislative order requiring less legal formality than an ordinance/statute.

Retained Earnings - The accumulated earnings of an Enterprise or Internal Service Fund that have been retained in the fund and that are not reserved for any specific purpose.

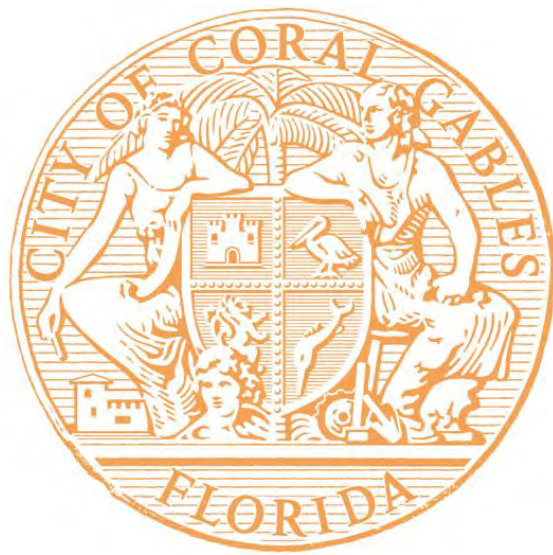
Revenue - Funds that the government receives as income. It includes such items as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

Service Level - Workload accomplished to a specific standard within a specific time span in order to generate the total gross amount of product or service to be provided.

Trend - The continuing direction of movement of chronological series of data charted on a graph.



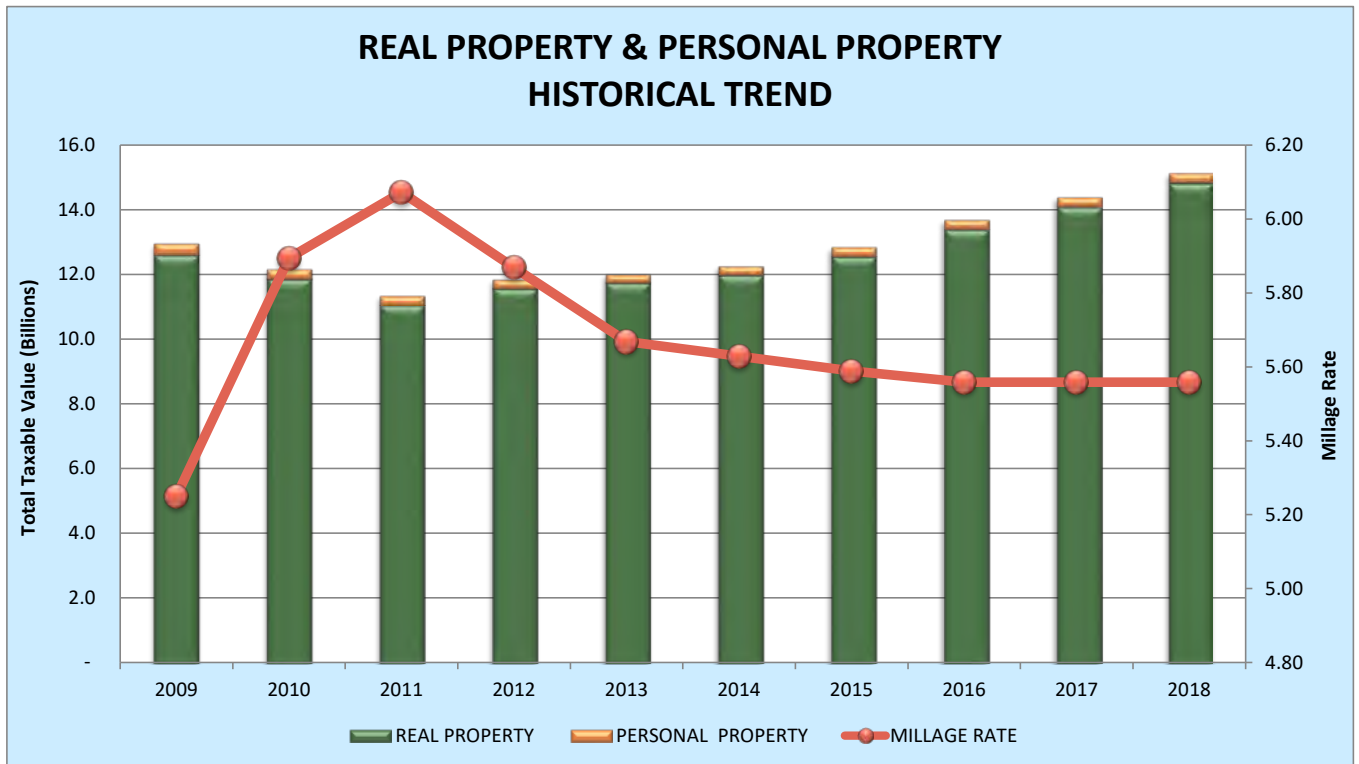
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**CITY OF CORAL GABLES
2017-2018 BUDGET
TAXABLE VALUES OF REAL & PERSONAL PROPERTY
TEN-YEAR TREND**

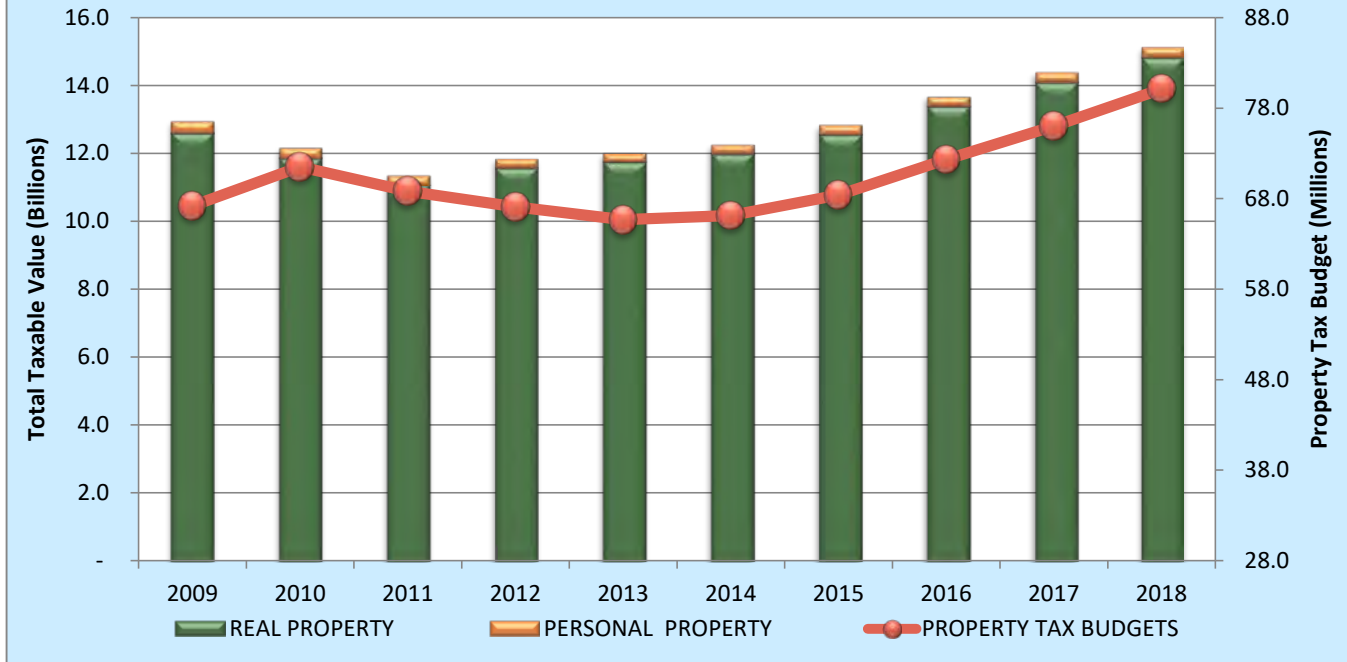
FISCAL YEAR	REAL PROPERTY	PERSONAL PROPERTY	TOTAL TAXABLE VALUE
2009	\$ 12,608,566,150	\$ 368,490,172	\$ 12,977,056,322
2010	11,875,112,539	312,425,424	12,187,537,963
2011	11,069,459,141	297,254,234	11,366,713,375
2012	11,582,581,921	288,250,994	11,870,832,915
2013	11,752,319,227	273,243,675	12,025,562,902
2014	11,996,154,496	284,616,094	12,280,770,590
2015	12,563,996,934	291,419,796	12,855,416,730
2016	13,395,162,364	297,441,249	13,692,603,613
2017	14,091,791,819	297,340,792	14,389,132,611
2018	14,821,738,983	306,261,017	15,128,000,000



FISCAL YEAR	CORAL GABLES TAX RATES			COUNTY	SCHOOL	REGIONAL	TOTAL TAX MILLAGE RATE
	OPERATIONS	DEBT SERVICE	TOTAL				
2009	5.2500	-0-	5.2500	5.9260	7.7970	0.6590	19.6320
2010	5.8950	-0-	5.8950	6.0050	7.9950	0.6590	20.5540
2011	6.0720	-0-	6.0720	6.6565	8.2490	0.6585	21.6360
2012	5.8690	-0-	5.8690	5.7695	8.0050	0.4708	20.1143
2013	5.6690	-0-	5.6690	5.1610	7.9980	0.4634	19.2914
2014	5.6290	-0-	5.6290	5.7980	7.9770	0.4455	19.8495
2015	5.5890	-0-	5.5890	5.9009	7.9740	0.4187	19.8826
2016	5.5590	-0-	5.5590	5.9009	7.6120	0.3871	19.4590
2017	5.5590	-0-	5.5590	5.8509	7.3220	0.3627	19.0946
2018	5.5590	-0-	5.5590	5.8182	6.9940	0.3420	18.7132

**CITY OF CORAL GABLES
2017-2018 BUDGET**

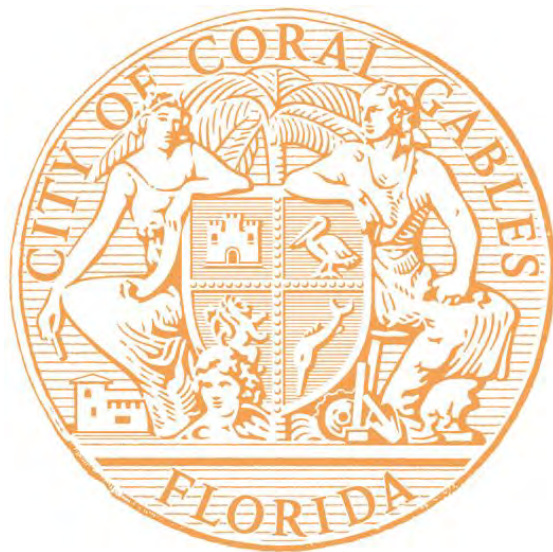
**TAXABLE VALUES AND PROPERTY TAX BUDGETS
LAST TEN YEARS**



**PROPERTY TAX BUDGETS AND TAX COLLECTIONS
LAST TEN FISCAL YEARS**

<u>FISCAL YEAR</u>	<u>PROPERTY TAX BUDGETS</u>	<u>COLLECTIONS WITHIN THE YEAR OF THE LEVY</u>	<u>PRIOR YEARS' LATE COLLECTIONS</u>	<u>* TOTAL COLLECTIONS TO DATE</u>	<u>PERCENT OF LEVY COLLECTED TO DATE</u>
2009	\$ 67,181,542	\$ 65,609,457	\$ 787,734	\$ 66,397,191	98.8%
2010	71,501,646	69,325,037	949,225	70,274,262	98.3%
2011	68,805,430	65,131,368	1,946,712	67,078,080	97.5%
2012	67,086,306	64,648,342	1,729,247	66,377,589	98.9%
2013	65,664,270	61,713,029	645,906	62,358,935	95.0%
2014	66,122,035	65,840,588	(583,264)	65,257,324	98.7%
2015	68,406,478	68,741,648	(633,813)	68,107,835	99.6%
2016	72,311,324	72,124,540	(677,399)	71,447,141	98.8%
2017	75,989,729	75,960,985	36,105	75,997,090	100.0%
2018	80,124,165	-	-	-	0.0%

* Fiscal Year 2017 collections and prior years late collections are partial year information, i.e. 11 months.



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