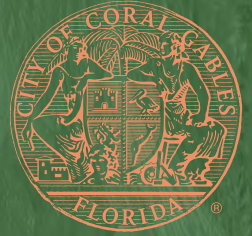


City of Coral Gables, Florida

2019-2020 BUDGET



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

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

CITY OF CORAL GABLES



RAUL VALDES-FAULI
MAYOR



VINCE C. LAGO
VICE MAYOR



JORGE L. FORS, JR.
COMMISSIONER



PATRICIA KEON
COMMISSIONER



MICHAEL MENA
COMMISSIONER

PETER J. IGLESIAS, P.E.
CITY MANAGER

MIRIAM RAMOS, ESQ., B.C.S.
CITY ATTORNEY

BILLY Y. URQUIA
CITY CLERK

EDUARDO SANTAMARIA, P.E., CGC, LEED AP
ASSISTANT CITY MANAGER - OPERATIONS & INFRASTRUCTURE

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

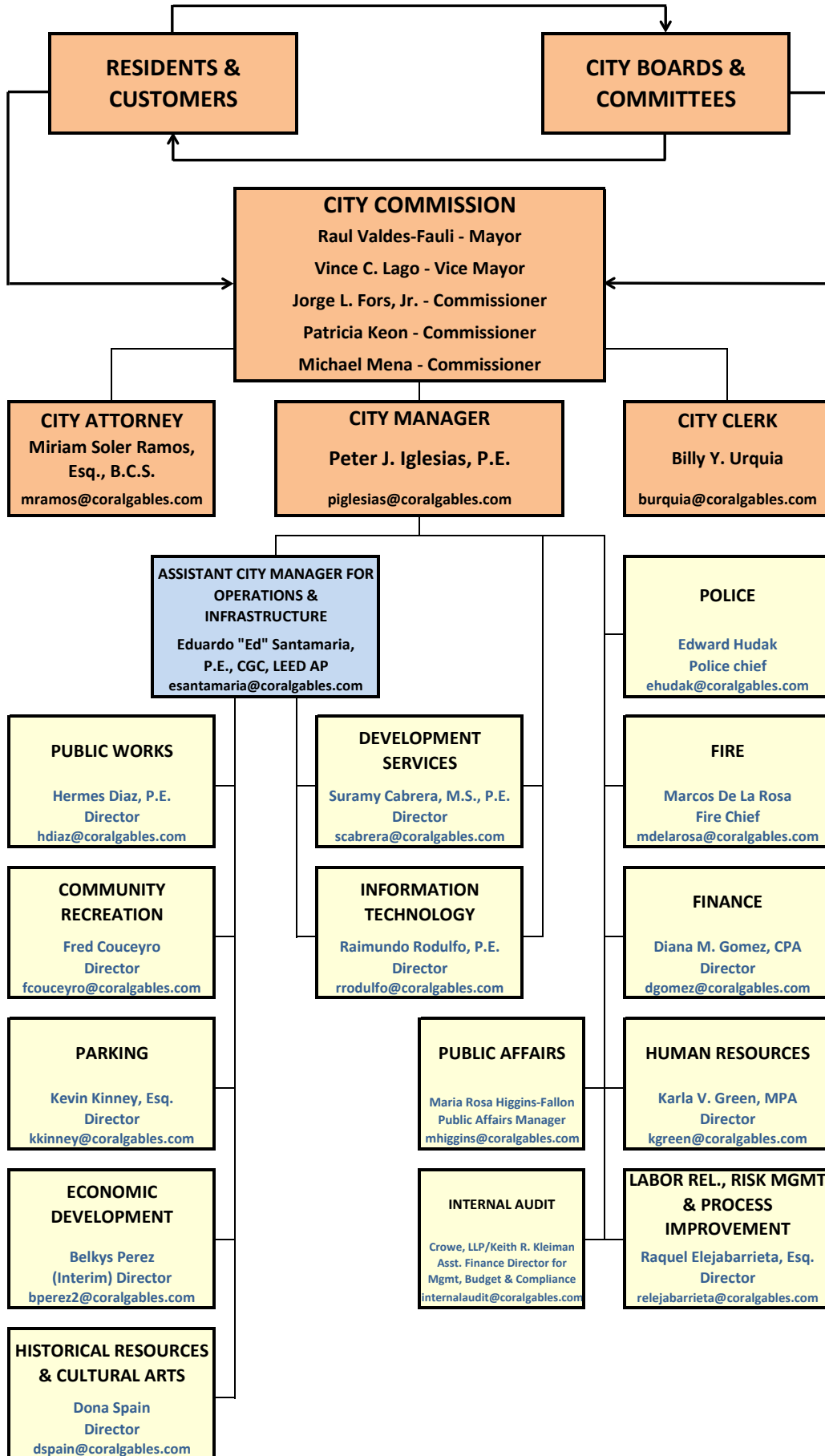
KEITH R. KLEIMAN
ASSISTANT FINANCE DIRECTOR – MANAGEMENT, BUDGET & COMPLIANCE

MITRANAND BHAGIRATHI
SR. MANAGEMENT & BUDGET ANALYST

YANCYS BALADO
MANAGEMENT & BUDGET ANALYST

ELSY FUENTES
INTERNAL AUDIT & GRANTS COORDINATOR

**CITY OF CORAL GABLES, FLORIDA
ORGANIZATION CHART
2019-2020 BUDGET**



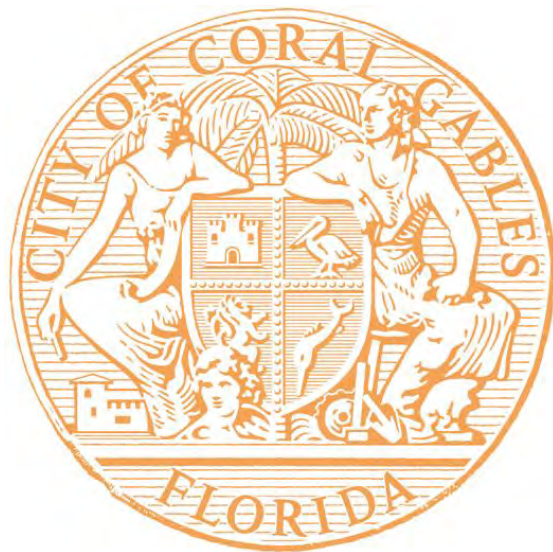


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2019-2020 BUDGET

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THE CITY OF CORAL GABLES



OFFICE OF CITY MANAGER

CITY HALL 405 BILTMORE WAY
CORAL GABLES, FLORIDA 33134

The City Beautiful

October 1, 2019

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

Dear Mayor and Commissioners:

In FY 2019-2020 the City will embark on a new Three-Year Strategic Plan that captures the programmatic and budgetary priorities of the City Commission with supporting action plans and performance measurements. For the first time ever, the strategic plan takes into consideration statistically significant resident feedback, obtained through the Citywide Community Survey. This Budget is designed to turn the strategic plan into a reality and to continue Coral Gables' transformation into "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 Five-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.

Our capital initiatives include funding to assess the renovation needs of City Hall and the Fink Studio, the final phase of funding for the renovation of 427 Biltmore Way, as well as the majority of the construction costs for the brand-new state-of-the-art Parking Garage 7. The City's continued commitment to Parks & Recreation is evident in the initial funding of design and construction of Phillips Park, Pierce Park, and ongoing funding of various Youth Center initiatives, specifically improvements to the courtyard.

While most of the 2019-2020 expenditures cover ongoing operating expenses to ensure the continuation of existing signature programs and projects, this budget also includes new initiatives such as \$123K for two additional part time Traffic Enforcement Officers bringing this

such as \$123K for two additional part time Traffic Enforcement Officers bringing this innovative program to five positions, \$114K for two additional Communication Operators to enhance the City's e911 system, \$81K for a part time Electrician to support the City's sanitary sewer system, \$191K for two additional Project Managers to further support the City's capital improvement program, \$102K to fund an additional Electrical Inspector for the City's Building Division, \$125K to fund the implementation of standard operating procedure and improvement process also for the Building Division, \$100K to fund the next phase of the City's road signage study, and \$175K & \$150K to further support the City's tree trimming and landscaping services.

The FY 2019-2020 budget, together with the Three-Year Strategic Plan, and the corresponding Five-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 2019-2020 Adopted Budget. The full detailed budget that directly follows this message includes the action plans and performance measurements associated with the new Three-Year Strategic Plan, a sampling of accomplishments by departments, and the Five-Year Capital Plan.

Regulatory

The FY 2019-2020 budget beginning October 1, 2019 through September 30, 2020 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. This 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 Estimate was presented at a Commission workshop on Tuesday, July 9, 2019 at 5:01 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 12, 2019 and Friday, September 20, 2019; both at 5:01 PM.

Budgetary Review

The City has had significant success in its collective bargaining negotiations for all three bargaining units as well as continued successes in the implementation of the pension unfunded liability pay down program, the accuracy of the City's revenue projections, and the enforcement of 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 2019-2020 is \$229.9 million, a net decrease of \$78.9 million or 25.5% compared to the amended FY 2018-2019 annual budget of \$308.8 million.

The majority of the change is a decrease of \$82.3 million in capital improvement projects included in the FY 2018-2019 budget that are not repeated in the FY 2019-2020 budget. If projects are not completed by the end of FY 2018-2019, their respective balances will be re-appropriated during the first quarter of the new fiscal year. These projects include such items as the construction of the new Public Safety Building and the Fire Station 2/Trolley Depot, facility repairs/improvements, parks repairs/improvements and sanitary sewer/storm water improvements.

Other decreases include \$2.2M in prior year operating re-appropriations and \$1.9M for one-time new needs included in the FY 2018-2019 operating budget that do not repeat for FY 2019-2020.

Increases to the operating budget include \$2.1M for new and ongoing employee contractual agreements, \$2.9M to cover new operating initiatives for FY 2019-2020 (detailed below), \$345K 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 \$325K to cover the additional Actuarial Required Contribution (ARC) caused by assumption changes that occurred during FY 2018-2019.

A comparison of expenditures for the FY 2018-2019 Amended Budget and the FY 2019-2020 Budget Estimate is shown below:

<u>Budget Year</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>Increase (Decrease)</u>
Operating	\$170,690,638	\$171,743,237	\$ 1,052,599
Capital	127,513,665	45,176,776	(82,336,889)
Debt Service	10,519,207	10,566,137	46,930
Total	<u>\$308,723,510</u>	<u>\$227,486,150</u>	<u>(\$ 81,237,360)</u>

Operating Expenditures

The increase in operating expenses from the amended FY 2018-2019 Budget of \$170,690,638 to the FY 2019-2020 Budget of \$171,743,237 is \$1,052,599, or 0.6%.

The following table summarizes the changes from the FY 2018-2019 Amended Budget to the FY 2019-2020 Budget:

<u>Items</u>	<u>Increase (Decrease)</u>	<u>Total Budget</u>
Salary (New Initiatives, COLA, Longevity, Merit)	\$3,695,704	\$72,139,777
Overtime	(13,521)	2,367,382
Employee Benefits		
Retirement	744,428	28,749,839
FICA	206,940	4,659,280
Workers Compensation	(1,686)	2,000,000
Health Insurance & OPEB	89,512	8,910,123
Preservation of Ben. Plan	(8,000)	86,000
Other Misc. Benefits	5,000	137,825
Professional Services	205,411	15,852,686

<u>Items - Continued</u>	<u>Increase (Decrease)</u>	<u>Total Budget</u>
Repairs, Maintenance, Utilities & Misc. Services	(428,795)	19,085,086
Parts, Supplies, & I.T. Maintenance Costs	294,708	8,714,044
Equipment Replacement	(666,591)	518,323
Equipment Additions	(952,334)	290,831
Debt, Employee Payouts & Contingencies	282,771	2,540,156
Grants	(313,695)	811,389
Non-Operating	(261,112)	1,211,586
Fleet Equipment	(1,826,141)	3,668,910
Net Change to Operating Budget	\$1,052,599	
Total Operating Budget		\$171,743,237

Salary costs are increasing 5.4% (\$3.7M) due to the ongoing implementation of the current Fraternity of Police (FOP) and Teamsters collective bargaining contracts, the full three-year implementation of the recently finalized International Association of Fire Fighters (IAFF) contract, the further implementation of the compensation study results, the normal annual merit and loyalty adjustments, and an increase in full and part time position funding (detailed below).

Retirement costs are increasing 2.7% or \$744K due to the annual indexing to raise the additional pension payment (\$345K), the increase to the Actuarial Required Contribution (ARC) caused by approved assumption changes (\$325K), and the increase in new employees selecting the 401 plan instead of the pension (\$70K).

Repairs, Maintenance, Utilities & Miscellaneous Services, Equipment Replacements, Equipment Additions and Fleet Equipment are all decreasing in the FY 2019-2020 Budget due to the elimination of onetime new initiatives and onetime re-appropriations included in the FY 2018-2019 Amended Budget that will not repeat for FY 2019-2020.

Personnel Positions

The FY 2019-2020 Budget Estimate includes a six position increase in full-time headcount bringing full time authorized positions to 846 from the prior year total of 840. The additional positions include two new Project Managers to further support the Public Works Capital Improvement Division, two additional Communication Operators in the Police Department's Technical Services Division to enhance the City's e911 system, one F.O.P. Police Lieutenant, and one additional Electrical Inspector II in Development Services' Building Division to help expedite the permit process.

Over the last few budget years, the City has enhanced services through the addition of part-time positions that not only fulfill 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.

New Initiatives for FY 2019-2020

DEPARTMENT	DESCRIPTION	FUNDING TYPE		
		ONGOING	ONE-TIME	TOTAL
City Attorney	Special Outside Counsel Funds Increase	\$ 100,000		\$ 100,000
	Employee Training Expenses Increase	3,000		3,000
City Manager City Manager - Public Affairs	Satisfaction Survey Funding	53,000		53,000
	Advertising on Coral Gables Magazine	10,800		10,800
Development Services	Full- Time Electrical Inspector	102,301		102,301
	Standard Operating Procedure Consultant		125,000	125,000
Fire	Fire Plans Reviewer Consultant	49,950		49,950
	Lucas Annual Maintenance	4,652		4,652
	Operative IQ Annual Maintenance	10,680		10,680
	SWAT Medic Overtime	43,060		43,060
	Service Agreement Locution Station Alerting System	9,990		9,990
Historic Resources & Cultural Arts	CG Merrick House Interior Wood Columns Refinishing		16,000	16,000
	General Maintenance for City-Owned Public Art	18,000		18,000
	Call for Art online application platform	7,000		7,000
Human Resources	Part-Time Office Clerk		32,467	32,467
	Special Recognition Awards	5,000		5,000
	Part-Time Wellness Coordinator	47,077		47,077
	Part-Time Human Resources Receptionist	24,147		24,147
	Marketing, Advertising, Job and Career Fair	2,500		2,500
	Driver Engineer Promotional Exam	6,500		6,500
Information Technology	EnerGov Annual SaaS Subscription E-Permitting	178,000		178,000
	DocuSign Annual Subscription/Support/Maintenance	16,000		16,000
	Innovation Council		50,000	50,000
Community Recreation - Special Events	Gables Bike Day	25,000		25,000
Community Recreation - Tennis	Additional GSS Part-Time funding for Tennis Center	21,104		21,104
Community Recreation - Tennis	Additional funding for Tennis Center ball machine		5,550	5,550
Community Recreation - Tennis	Funding for food and beverage sales	10,000		10,000
Community Recreation - Tennis	Conversion of tennis court for pickleball		6,540	6,540
Community Recreation - Venetian Pool	Funding for Venetian Pool concessions pizza oven		5,000	5,000
Community Recreation - Venetian Pool	Part-Time Lead Lifeguard	5,486		5,486
Community Recreation - Youth Center	Two Part-Time Counselors	26,869		26,869
Police	Overtime for Super Bowl and 2020 Elections		64,590	64,590
	Relocation of Internal Affairs Office		80,000	80,000
	Additional P/T Traffic Enforcement Officers for SED	123,376		123,376
	Additional P/T School Crossing Guard for SED	20,152		20,152
	2 Additional Communications Operators for TSD	113,944		113,944
Public Works - Engineering	Engineer Consultant for Signs Study		100,000	100,000
Public Works - Engineering	427 Biltmore Way CIP Office Supplies	2,000		2,000
Public Works - Engineering	Training at EnerGov Conference		6,000	6,000
Public Works - Engineering	Part Time Service Coordinator		77,921	77,921
Public Works - Engineering	Two Project Managers for CIP	190,689		190,689
Public Works - Facilities	Public Works Yard Cleanup & Reorganization		100,000	100,000
Public Works - Landscape Services	Tree trimming and Landscape maintenance	175,000		175,000
Public Works - Landscape Services	Bella Vista Mangrove Clean-Up		45,000	45,000
Public Works - Landscape Services	Ground Penetrating Radar		36,000	36,000
Public Works - Landscape Services	Change Landscape Temp Worker Staff - Opt-3	150,000		150,000
Public Works - Motor Pool	Parking Vehicle Addition		99,000	99,000
Public Works - Motor Pool	Police Motorcycle Swap-Out	11,880		11,880
Public Works - Motor Pool	Lytix DriveCam Cameras		27,400	27,400
Public Works - Motor Pool	Fuel Master Extended Maintenance	3,525		3,525
Public Works - Motor Pool	Landscape - Mulch Blower Addition		70,000	70,000
Public Works - Motor Pool	Fire - SWAT Medic Vehicle Addition		96,000	96,000
Public Works - Motor Pool	Landscape - Vehicle Addition		23,000	23,000
Public Works - Motor Pool	DriveCam Managed Subscriptions	13,000		13,000
Public Works - R.O.W.	Stalker Traffic Data Collector		4,052	4,052
Public Works - R.O.W.	Barricades		40,000	40,000
Public Works - R.O.W.	Additional Right-of-Way Assets Inventory		44,250	44,250
Public Works - Sanitary Sewer	Part Time Electrician for Utilities	81,168		81,168
Public Works - Sanitary Sewer	Pump Stations Remote Monitoring System Optimization		30,000	30,000
Public Works - Sustainability	Bike/Pedestrian Counters		10,000	10,000
		\$ 1,664,850	\$ 1,193,771	\$ 2,858,621

Included in the above list of new initiatives the following additional full-time and part-time positions:

Position Additions/Enhancements (Full cost with benefits)

Project Managers (2) – Capital Improvement	\$190,689
Electrical Inspector II - Building	102,301
2 Communication Operators – Technical Services	113,944
F.O.P. Police Lieutenant	150,768
Part-Time Office Clerk – Human Resources	32,467
Part-Time Wellness Coordinator – Human Resources	47,077
Part-Time Receptionist – Human Resources	24,147
Part-Time After School Counselors (2) – Youth Center	26,869
Part-Time Traffic Enforcement Officers (2) – Uniform Patrol	123,376
Part-Time School Crossing Guard – Specialized Enforcement	20,152
Part-Time Service Coordinator – Capital Improvement	77,921
Part-Time Electrician – Sanitary Sewer	81,168

**Employee Classification
Ten-Year Comparison**

<u>FISCAL</u> <u>YEAR</u>	<u>POLICE</u> <u>OFFICERS</u>	<u>FIRE-</u> <u>FIGHTERS</u>	<u>GENERAL</u> <u>EMPLOYEES</u>	<u>TOTAL</u>
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	506	837
2019	192	139	509	840
2020	193	139	514	846

Bargaining Unit Agreements

The current Fraternal Order of Police (FOP) contract is effective October 1, 2016 through September 30, 2019; FY 2018-2019 is the final year of the contract. The Teamsters Local Union 769 (Teamsters) contract is effective October 1, 2017 through September 30, 2020; FY 2019-2020 will be the final year of that contract. The Local 1210 (IAFF) reached an agreement effective October 1, 2017 through September 30, 2020; FY 2019-2020 will be the final year for this contract as well. The City's Labor Relations team will be starting preliminary negotiations with the FOP as of October 1, 2019.

Capital Improvements

The Fiscal Year 2019-2020 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 like prior fiscal years, this budget continues to address the majority of the City Commission's infrastructure priorities identified during the budget planning process.

The Fiscal Year 2019-2020 Budget provides for a capital improvement program totaling \$48.5 million (see pages 74-87). Highlights include replacement of capital equipment of \$2.2 million, facility repairs/improvements of \$1.6 million, historic facility repairs/restorations of \$2.5 million, Motor Pool equipment replacement of \$3.7 million, Parking System repairs/improvements of \$12.7 million, Parks & Recreation amenity improvements of \$4.8 million, public safety Improvements of \$8 million, transportation and roadway improvements of \$6.5 million and utility repairs/improvements of \$6.5 million.

Debt Service

The total outstanding principal debt of the City is \$123.7 million as of fiscal year ending September 30, 2019. This includes the recently issued debt for the construction of the new Public Safety Building project. The annual debt service budget of \$10.6 million includes sufficient funds to cover all previous debt as well as the Public Safety Building debt. The total debt service amount represents 5.8% of the total operating and debt service budgets of \$182.3 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 Miracle Mile/Giralda Streetscapes, 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 construction of the new Public Safety Building project. 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 2019 – 2020 (tax year 2019), taxable values are the highest in the history of the City at \$16.9 billion. As of July 1, 2019, the Property Appraiser estimates, the split between existing property and new construction at \$16.6 billion and \$308 million, respectively. This represents a 5.7% increase over the tax year 2018 taxable values of \$16 billion. The difference between tax year 2018 and the year prior to that, 2017 was 5.6%.

I am pleased to report that the FY 2019-2020 Budget includes a property tax rate of **5.559**, the same rate as Fiscal Year 2018-2019. This will be the sixth consecutive year the City has maintained the same 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>
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
2018-2019	5.559
2019-2020	5.559

Revenues

The revenues for FY 2019-2020 (including property taxes based on the July 1 property value estimates) are projected to be \$199 million. This represents a net increase of \$7.6M, or 4.0% compared to the amended FY 2018-2019 budgeted revenues of \$191.4 million.

Total increases in revenue from Fiscal Year 2018-2019 to Fiscal Year 2019-2020 come to \$13.6 million made up of several components including an increase in property tax revenue. Applying the 5.559 millage rate to the aforementioned July 1, 2019 Property Appraiser taxable values of \$16.9 billion generates additional property tax revenue of \$4.9 million. The City is putting this very valuable increase to work by further investing in the implementation our new Three-Year 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 \$1.6M for parking fees, \$2.0M for investment earnings – of which \$1.7M is attributed to the General Fund, \$2.7M in development agreement contributions, \$535K for Storm Water fees of which \$445K is specifically generated to support future infrastructure

improvements related to sea level rise, \$490K for fines and forfeitures, \$358K for Sanitary Sewer fees, and \$305K for general government fees.

Net revenue decreases from Fiscal Year 2018-2019 to Fiscal Year 2019-2020 come to \$6.0 million. Significant items include a one-time grant from the State of Florida that will be used towards the purchase of land for Fire Station 4 (\$1.5M), as well as large one-time grants from the Building Better Communities Bond Program (GOB - \$1.6 million) and the Miami-Dade County Roadway Impact Fees (\$1.6 million). Available balances from these grants will be calculated during the year-end close of FY 2018-2019 and reappropriated to FY 2019-2020 during the first quarter.

Reserves

A significant part of Standard & Poor's, Moody's, and Fitch's decisions to reestablish AAA bond ratings for the City 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, 25% represents just three months of maintaining essential City services. At the close of FY 2017-2018, the City's General Fund reserve is approximately 17.5% of the Fiscal Year 2018-2019 total (all funds) operating budget. The 7.5% under-funding is due to pending Hurricane Irma-related FEMA/State/Insurance reimbursements of \$13.3 million.

Cultural and Community Events

The FY 2019-2020 Budget includes allowances for cultural grants and events in the amount of \$191,228. 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 2019-2020 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, is and always will be 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 Manager, 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 and Compliance, Mitranand Bhagirathi, Senior 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) and members Rosa Maria Bravo, Carmen Olazabal, Frank Paredes, and Carmen Sabater.

Respectfully submitted,



Peter J. Iglesias, P.E.
City Manager

CORAL GABLES®

THE CITY BEAUTIFUL

2020-2022 Strategic Plan



PEOPLE. PASSION. PROGRESS.



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

Coral Gables Strategic Focus Areas

Customer-focused Excellence

Goal:

Provide exceptional services that meet or exceed the requirements and expectations of our community.

Objectives:

Attain world-class performance levels in overall community satisfaction with city services by 2022.

- Attain overall community satisfaction score of 87% satisfied / very satisfied by 2022
- Attain 90th percentile on transactional surveys within departments by 2022 (parks, sanitation, permitting, emergency services, safety focused questions, etc.)
- Increase the percentage of geographic areas served by parks, playgrounds, or facilities (accessible and safe walking distance) to 85 % by 2022

Attain world-class performance levels in public safety services by 2022.

- Attain overall community satisfaction score of satisfied / very satisfied with fire rescue services of 95% by 2022
- Maintain at least 90th percentile performance level for response time of fire / EMS
- Achieve police response time of 90% of responses within 8 minutes of call for non-emergency and 5 minutes for emergency calls by 2022
- Maintain top decile performance for crime rates (UCR) within the state of Florida for similar size cities
- Reduce crash rates by 5% annually

Improve mobility, transportation safety, and the pedestrian experience throughout the city.

- Increase utilization rate of non-privately-owned-vehicles modes of transportation by 6% by 2022
- Decrease the vehicle trips within the city annually by 4.75% by 2022
- Increase satisfaction with city transit services to 95% satisfied / very satisfied by 2022
- Decrease incidence of pedestrian accidents, injuries, and falls by 16% by 2022
- Implement a wayfinding program by 2020

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

- Achieve 80% of residents who are satisfied / very satisfied with the downtown experience by 2022
- Achieve 70% occupancy rates downtown with the desired commercial and retail merchant mix by 2022

Workforce Excellence

Goal:

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

Objectives:

Ensure sufficient workforce capacity to deliver high quality results by 2022.

- Maintain less than 8% workforce vacancy rate
- Increase workforce retention rate to 80% overall by 2022

Attain world-class levels of performance in workforce satisfaction and engagement by 2022.

- Attain workforce engagement score of 70% by 2022
- Attain workforce satisfaction score of 80% regarding teamwork, work-life balance, work environment, and immediate supervisor by 2022

Ensure appropriate workforce training, professional development opportunities, and leadership skills.

- Attain 70% satisfied / very satisfied with training, education, and certification opportunities provided by 2022
- Achieve transactional evaluation scores of 80% at each training event by 2022
- Increase promotion rates by 18% for leadership and management opportunities by 2022

Achieve world-class performance levels in workforce health and safety by 2022.

- Reduce Days Away / Restricted Time (DART) rate to 0.12% by 2022
- Increase participation rates in wellness programs to 25% by 2022

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.

Objective:

Ensure the financial integrity and sustainability of the city.

- Maintain AAA Bond ratings on Moody's, S&P, and Fitch
- Maintain reserve balance of 25% for operating budget
- Establish a financial sustainability plan by 2020
- Fund a minimum of an additional \$2 Million annually above the Actuarial Required Contribution (ARC) to help pay down the pension liability

Process Excellence

Goal:

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

Objectives:

Enhance the effectiveness of key city processes.

- Horizontally Integrate Enterprise Systems and Dashboards Citywide by 2022

Increase the efficiency of key resource utilization processes.

- Implement an Enterprise Standard Operating Procedure Library & System by 2021

- Decrease the usage rates of electricity by 6%, fuel by 13%, and water by 17% by 2022
- Ensure all city vendors are properly insured
- Increase the efficiency of key service processes
- Implement electronic permitting system by 2022
- Create a Development Services One-Stop Shop by 2022
- Develop Standards & Procedures Manual by 2022

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 the historical and cultural components in city-sponsored programs and the community's satisfaction with access and the programs.

- Increase the number of diverse programs sponsored by the city by 10% by 2022
- Increase participation rates with the historical and cultural components in programs offered by the city to the community by 20% by 2022

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

- Increase the number of business tax licenses that complement the brand by 1.5% by 2022
- Increase the number of "New-to-Market" companies by nine by 2022
- Rebrand the former Industrial District into a Design District by 2021
- Design and implement an economic research support process for the city
- Design and implement Storefront & Signage Guidelines including Façade Improvement
- Increase active living opportunities within the city
- Construct 20 miles of sidewalks and 5.25 miles of bicycle paths by 2022

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 residents, businesses, and visitors.

Objective:

Increase the resiliency of the city.

- Maintain information technology systems uptime rate of 99.9%
- Maintain fleet operational readiness rate of 90% based on type of vehicle
- Maintain operational readiness rate of 97% of the critical infrastructure of the city



As the City of Coral Gables approaches its 95th year, we can reflect upon the decades of phenomenal achievements of the city and its people, but we must also focus our attention on the city’s future and our unwavering commitment to our Mission – *To honor our history by providing exceptional services that enhance the quality of life for our community.*

The path to that future is encapsulated in one comprehensive, well-planned document, our 2020-2022 strategic plan. This plan will serve as the city’s roadmap for our journey toward performance excellence and realizing our Vision of being “*a world-class city with a hometown feel.*” It describes the strategic goals and objectives we aim to accomplish over the next 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, using new technology and good old-fashioned customer service combined with best practices, high performance standards, accountability, and transparency at all levels of the organization. A great example of how we conduct ourselves as good stewards of the city’s resources is the planning, construction, and ultimate occupation of our new Public Safety Building depicted on the cover of this plan. This modern facility will be state-of-the-art, and aesthetically representative of Coral Gables. We look forward to beginning our operations there during the summer of 2020.

In addition, this strategic plan includes the city’s ongoing commitment to fixing/replacing sidewalks, investing in traffic calming and mobility solutions, increasing the geographic areas served by parks and playgrounds, and renovating our facilities; all of this designed to enhance safety initiatives and preserve the quiet residential neighborhoods that make Coral Gables “The City Beautiful.”

First and foremost, our mission is public service and, we, your City Staff, want to thank you for allowing us the opportunity to serve you in a world-class manner.



Peter Iglesias
City Manager

CORAL GABLES AT A GLANCE

- Incorporated in 1925
- Commission-City Manager Form of Government
- Five-member City Commission, nonpartisan
- City Manager, City Attorney, and City Clerk (Appointed by City Commission)

Demographics

Population per United States 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
2017	51,095
2018	50,999

Median Age 40.8

Median Just (Market) Value of a Home \$593,761

Average Household Income \$156,500

Education

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

Department 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	A
• Coral Gables Senior High School	B
• George W. Carver Elementary School	B

Source: Florida Department of Education

Land Use Statistics

Land Area 12.92 sq. miles

Land Use Types

• Residential	43%
• Commercial	3%
• Waterways	9%
• Developed	42%
• Underdeveloped	3%

Economic Statistics

Office Space 11.1 million sq. ft.

Retail Space 4.5 million sq. ft.

Principal Taxpayers (% of City's Taxable Value):

• Merrick Park LLC	1.01%
• LG Coral Gables LLC	0.56%
• Banyan St Gap Douglas	0.54%
• Prisa Ponce De Leon	0.53%
• PRII 355 Alhambra Cir	0.45%
• Coral Gables Associates	0.42%

Property Tax Millage Rate

• City of Coral Gables	5.5590
• School Board	6.7330
• Miami-Dade County	5.8568
• Regional	0.3256

Bond Ratings

• Moody's	AAA
• Standard & Poor's	AAA
• Fitch	AAA

Fiscal Year 2020 Budget

• Total Budget	\$229,939,150
• Capital	\$45,176,776

Fire Assessment (Single-Family) \$70

Solid Waste Fee

• Early Payment Option	\$762
• Paid on Tax Bill Option	\$894

Storm Water Fee (per ERU) \$14.73

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 Tree Succession Project, the planting of approximately 3,000 new trees is nearing completion. The project to replace 1,000 trees lost during Hurricane Irma was completed in early Spring 2019. The City plants new trees on-going as part of responsible urban forestry maintenance using funds from the tree trust fund and annual budgets.

Walk, bike or drive around the City Beautiful and you will experience a vibrant, international community which is proud of its past with a vision towards a modern future.

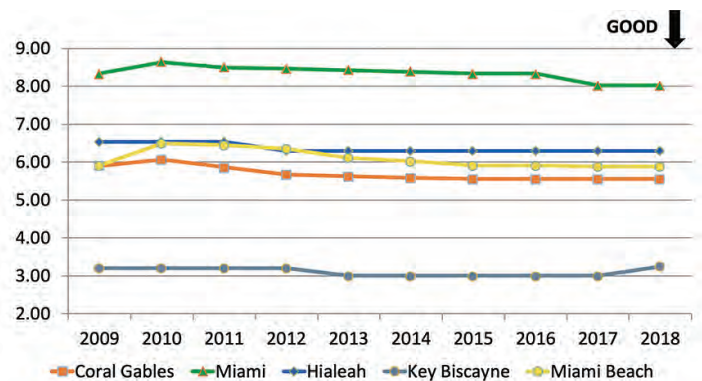


ECONOMIC OVERVIEW

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 \$20.8 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

With an international professional population and ease of connectivity to the world, a Coral Gables address means being at the center of a dynamic business environment. The City serves as a gateway to Latin America. In fact, most of the City's 150 multinational companies serve as the headquarters for Latin America. Among the industries found in Coral Gables are wealth management, health care, biomedical research, spirits, travel and tourism, and real estate.

BUSINESS FRIENDLY ENVIRONMENT

Coral Gables is being recognized for its commitment to enhancing its business-friendly environment. The City was just ranked third top small city in the country to start a small business by Verizon's partner company, Go.Verizon.com. The City's strong financial climate, highly skilled talent workforce, commute times, and income per capita were among the key factors that contributed to the distinction.

The City's 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 median household income of \$91,452, compared to \$45,935 countywide. Homes in Coral Gables range from quaint historic cottages to waterfront estates valued upwards of \$ 45 Million.



SAMPLING OF LARGEST EMPLOYERS

AECOM
Amerant Bank
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
Hotel Colonnade Coral Gables
Hyatt Regency Coral Gables
IBM
Infiniti of Coral Gables
Kindred Hospital S. Fla. Coral Gables
Mercedes-Benz of Coral Gables
Quirch Food
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 103 air carriers serving 164 destinations. In 2018, MIA served 45 million passengers and handled more than 2.3 million tons of domestic and international cargo, making it the #1 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. The trolley system now has a Grand Avenue loop servicing the MacFarlane Homestead section of the City.



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 22 cruise lines, handled more than 5.5 million passengers and 8.1 million tons of cargo in 2018. Additionally, PortMiami is the nearest major U.S. logistics hub capable of handling full laden post-Panamax vessels. The PortMiami Tunnel has doubled the port's capacity of truck and cargo movement and PortMiami's Rail 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 and beyond. Freebee is currently operating in the Downtown area every day, from 10am to 10pm.



INTELLECTUAL AND MULTILINGUAL WORKFORCE



University of Miami

A highly-qualified, talented workforce is at the core of Coral Gables. 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 17,000 includes students from more than 50 countries. The University offers 133 bachelor and 207 masters and doctoral degree programs. Forbes Magazine ranked the University of Miami as one of the "Top 15 best employers" in the southern U.S. UM is accelerating its progress in all key areas, and in particular in the biomedical and life sciences. The new 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.

Also located in the City is Northwestern University's prestigious Kellogg School of Management Executive MBA program. Kellogg is #6 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
AMC Networks International
Amerant Bank
American Airlines
Apple
AstraZeneca Latin America
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
Cable & Wireless
Campbell Soup Company
Cargill
Cartier Latin America
Caribbean Hotel & Tourism Assoc.
Charles Schwab L.A. & Caribbean
Cherry, Bekaert and Holland
Christie's Fine Art Auctioneers
Chopard
Cisco Systems
Citrix Systems
Coldwell Banker
Colliers International
Cosentino
Crystal Lagoons
Crosswell International

Dabrein
Del Monte Fresh Produce
Delta
Diageo
Dragados
ED&F Man
Egon Zehnder International
EMC Corporation
Enterprise Florida
ESPN Latin America
Esri
FAG Interamericana
Fidelity Investments
Fleishman Hillard
Fowler, Rodriguez, Valdes-Fauli
Fox Latin America
FTI Consulting
Fyffes
Garcia-Colinas Trading & Engineering
Gettys Miami
Global Life Insurance
HBO Latin America
Hermés
Hill and Knowlton/SAMCOR
HSBC Bank
Hyatt Hotels & Resorts
IBM
Infante Zumpano
Inlingua Language Center
IntelSat InterOrient Navigation
Jones Lang La Salle Hotels
JP Morgan Chase
Kraft Heinz Foods Latin America
Lexmark International Latin America
Lorina
LVMH Watch & Jewelry Carib. & L.A.
Lynch Sales Company
Maccaferri
Marriott

MasTec
Merrill Lynch
MetLife
Mexbrit
MGM Networks Latin America
Millicom International Cellular S.A.
Mondelez International
Movado Group
OBM International
Ogilvy & Mather, Latina
Pedelta
Perkins + Will
Prudential Financial
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
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:

ACC1Ó (Government of Catalonia Agency)
Consulate General of Barbados
Consulate General of Colombia
Vice-Consulate of Hungary
Consulate General of Italy
Italian Trade Commission
Consulate General of St. Lucia
Consulate General of Peru
Consulate General of Spain
Spanish Office of Education
Spanish Trade Commission
Tourist Office of Spain
Honorary Consulate of Australia
Honorary Consulate of Belize
Honorary Consulate General of Singapore
Honorary Consulate General of the Principality of Monaco
Honorary Consulate of Norway
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
El Puerto de Santa Maria, Spain (Emeritus)
Granada, Spain (Emeritus)
La Antigua, Guatemala
Province of Pisa, Italy (Emeritus)
Quito, Ecuador
Santa Tecla, El Salvador
Sevilla, Spain

FRIENDSHIP CITIES

Santa Maria, Spain
Pavia, Italy



St. Lucia Independence Day Celebration

GLOBAL CONNECTIVITY

Coral Gables is a city rooted in history and focused on the future. Award-winning technology infrastructure sets the city apart. A robust and resilient infrastructure with high-speed communications is designed to keep the city constantly connected, even during natural disasters. Virtually every piece of equipment in Coral Gables, from free public Wi-Fi to traffic sensors, is part of an interconnected network that allows the city to best serve businesses through constant real-time information.

SCHOOLS

Coral Gables schools are among the best in the nation. Within or just outside the city boundaries are two public high schools (Coral Gables Senior High School and International Studies Preparatory Academy), two public middle schools (George Washington Carver Middle School and Ponce de Leon Middle School), two public K-8 schools (Henry S. West Laboratory School and Coral Gables Preparatory Academy), three public elementary schools (David Fairchild Elementary School, Francis Tucker Elementary School and Sunset Elementary School), and one charter elementary school (Somerset Gables Academy), all but one of which are rated an A, the highest designation on the Florida Department of Education's assessment scale.

Coral Gables Prep, Carver and Sunset have been designated Blue Ribbon Schools of Excellence by the U.S. Department of Education, the highest honor awarded to American schools. Carver and Ponce have garnered the Magnet Schools of America Merit Award – School of Excellence, the highest distinction given to magnet schools, while Ponce was designated one of the top nine magnet schools in the U.S. by Magnet Schools of America.

Several Coral Gables schools are known for their foreign language and international studies curricula. Graduates of the International Baccalaureate (IB) program at Coral Gables Senior High receive a diploma recognized by colleges and universities throughout the world, and Carver and Ponce offer IB Middle Years magnet programs. Carver is recognized by the French, German, Spanish and Italian governments and accredited by France and Spain for its dual language immersion programs. The International Studies Preparatory Academy's International Studies (IS) Program is a pioneering collaboration of the City of Coral Gables, Miami Dade County Public Schools and the Spanish, Italian and French Education Ministries that culminates in a U.S. high school diploma and the equivalent diploma from the European country whose language students choose to pursue in depth.

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. Coral Gables residents are also served by several other high-quality public, private and charter schools. For a list of all schools, visit www.coralgables.com/schools.

QUALITY OF LIFE



The Shops at Merrick Park



Umbrella Sky on Giralda Plaza

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.

Downtown Coral Gables has been reenergized with the completion of a streetscape project on Miracle Mile and Giralda Plaza, the City's central shopping and dining areas. Both streets were designed to enhance the pedestrian experience. On Miracle Mile, the improvements included an artistic design using pavers, widened sidewalks to accommodate outdoor dining, beautiful landscaping with unique seating areas and a curbsless street. On Giralda, unique paver designs, a focal lighting system and a curbsless street add to the outdoor dining experience. The City has closed Giralda to vehicular traffic to create a vibrant and eventful area, perfect for public art.



Alhambra Circle

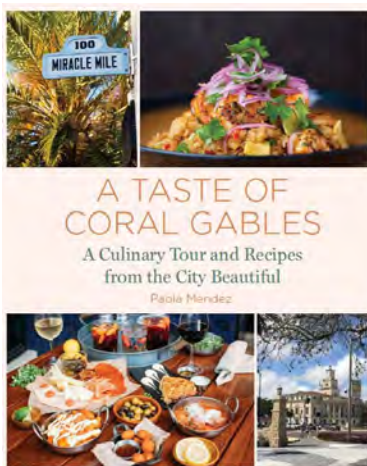
SHOPPING & DINING



Shops at Merrick Park

Coral Gables is a renowned destination for shopping and dining. The famed Miracle Mile, Giralda Plaza and surrounding downtown streets are filled with European-style outdoor restaurants and boutiques, providing an enjoyable tropical shopping and dining experience. For more information, visit www.shopcoralgables.com.

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 winners Christy’s, Ortanique, and Pascal’s on Ponce. New to Coral Gables are Fiola, from Michelin Starred Chef, Fabio Trabocchi and Best Pastry Chef Award Winner Antonio Bachour, with Bachour Bakery. The City’s rich culinary offerings are being celebrated in a new cookbook, *Taste of Coral Gables: A Culinary Tour and Recipes from the City Beautiful*.



A Taste of Coral Gables Cookbook

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, 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.



Coral Gables Art Cinema



Actors' Playhouse at Miracle Theatre



Yoga on Giralda Plaza

- Coral Gables offers four live theaters, the most of any city in South Florida. They are Actors' Playhouse at the Miracle Theatre, GableStage 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, 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.
- Coral Gables continues to explore opportunities to activate the downtown area. Yoga on Giralda Plaza is a wonderful example of a collaboration between the City and local fitness establishments to bring free yoga classes to the community. The city has also partnered with the Business Improvement District to enhance the pedestrian experience on Miracle Mile with live music on every block on Friday Nights.
- Enhancing the entertainment options found in the Downtown, the City in partnership with the Coral Gables Art Cinema will be playing movies at McBride Plaza in the heart of Miracle Mile. The program starts in the Fall and runs through April.



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



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 70 years, the Fourth of July 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)
- *Top Small City in the US to Start a Small Business* (#3, Go.Verison.com, 2019)
- *#1 Digital City* (2018, Center for Digital Government)
- *Top 100 Best Places to Live 2018* (Livability.com)
- *Best South Florida Neighborhood to Live In* (#8, South Florida Business Journal 2017)
- *Tree City for the past 34 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 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

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. The City’s parks and green spaces are evolving to better serve the community. Eight parks are now dog friendly areas (with Bark Park, the city’s first dog park to be constructed in 2020) and the City is incorporating public art where ever possible.

Residents and visitors can tee off at two public golf courses – the Biltmore Golf Course, a newly renovated 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. Two centers for recreational programs are also available residents in the War Memorial Youth Center, includes a fitness center, basketball gym, gymnastics center theater and activity rooms to house hundreds of recreational programs annually and the Adult Activity Center, a program space specifically for adults fifty years of age and older that houses fitness programs, educational programs and special events.

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 Deering Bay Golf Course and Cocoplum Yacht Club.

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



Alex Rodriguez Park at Mark Light Field, UM.



American Airlines Arena
(Copyright: Karel Miragaya)

- 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 the Hard Rock Stadium. (Approx. 25 minutes from Coral Gables)
- NASCAR races at Homestead-Miami Speedway, features the annual Ford Championship weekend. (Approx. 40 minutes from Coral Gables)

MUNICIPAL SERVICES

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 and adults, 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.



Doctors Hospital

HEALTH SERVICES

Coral Gables residents have access to a variety of world-class healthcare services. Baptist Health South Florida, headquartered in Coral Gables, ranks as one of the best hospital systems in the nation for clinical quality. Under the Baptist umbrella, Doctors Hospital, located in the heart of Coral Gables, has provided high-quality medical care since 1949. It is home to Miami Orthopedics & Sports Medicine Institute, a Center of Excellence at Baptist Health which provides sports medicine services to most of the major South Florida sports teams.

The Institute is a nationally and internationally recognized program featuring innovative technologies and minimally invasive treatments. The Institute will soon open a 49,000-square-foot building on Doctors Hospital’s campus called Miami Heat Sports Medicine Center at Miami Orthopedics & Sports Medicine Institute that will house all of its orthopedic specialties including a state-of-the-art ambulatory surgery center.

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. 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.

Tenet Healthcare’s 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	2016 Local Property Taxes	Total Assessed Value of Property in the City	Total Taxable Value of Property in the City
FY 2019-2020 Budget: \$229,939,150	Municipal Millage Rate: 5.559 Total Millage Rate: 18.4744	\$22.5 billion	\$16.9 billion

DEMOGRAPHIC COMPARISON: 2017 ESTIMATES

	Coral Gables	Miami-Dade
Population	50,999	2,761,581
Households	21,234	872,000
Population Growth Projection (2010 -2018)	9.1%	10.6%
Average House Hold Size (2010-2018)	2.6	3.09
Median Household Income (2018)	\$96,887	\$49,930
Median Age Total Population	40	40.1
Income less than \$ 10,000 (2017)	5.2%	9.2%
Income \$10,000 - \$14,999 (2017)	3.2%	5.8%
Income \$15,000 - \$24,999 (2017)	6%	11.2
Income \$25,000 - \$34,999 (2017)	5.2%	10.2%
Income \$35,000 - \$49,999 (2017)	8.1%	13.7%
Income \$50,000 - \$74,999 (2017)	12.4%	17.3%
Income \$75,000 - \$99,999 (2017)	10.40%	10.6%
Income \$100,000 - \$149,999 (2017)	14.8%	11.8%
Income \$150,000 - \$199,999 2017)	11.1%	4.6%
Income \$200,000+ (2017)	23.5%	5%

Data Source: Census.gov



Fink Studio



Merrick House

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.

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



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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, 2018.

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, 2018

Christopher P. Morill

Executive Director

2019-2020 BUDGET

BUDGET PREPARATION CALENDAR

Budget Training	Feb 21 & 22
Base Budget Submission (100% Scenario)	Mar 4 - 15
New Needs & Capital Project Requests	Mar 4 – Apr 5
All Scenarios Due (100% V2, 99%, 98% & 97%)	Mar 25 – Apr 5
Strategic Plan & Performance Metrics	Mar 25 – Apr 26
Budget Review & Analysis	Apr 8 – May 17
Revenue Estimate Prepared	Apr 22 – May 3
City Commission 1 st Budget Workshop	May 15
Department Budget Meetings with the City Manager	May 29 – 31
Delivery of the City Manager’s Budget Estimate to the City Commission	July 1
City Commission 2 nd Budget Workshop	July 9
Public Hearing – Tentative Budget for FY 2019-2020 adopted by ordinance (First Reading)	Sept 12
Public Hearing – Final Budget for FY 2019-2020 adopted by ordinance (Second Reading)	Sept 20

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, 2019 and ends September 30, 2020.

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. 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, to change the number of authorized personnel, to add additional capital projects or to create contract change orders must be submitted to the City Manager for review. If the change is accepted by the City Manager, 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 four-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 with input from various boards of the city. At a public workshop May of each year, the project requests are presented to the City Commission to obtain the Commission's collective priorities. Inclusion in the Budget Estimate is then based on available dollars. The capital portion of the Budget Estimate is then discussed at a second workshop each July and subsequently adopted by resolution with the Five Year Capital Improvement Plan at the second of the two budget hearings held each September. 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. 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.
3. Additional personnel and/or programs will be requested only if necessary to maintain, enhance or expand service levels or areas. All such additions will be subject to Commission approval during the annual budget process or as a budget amendment during the budget year.
4. As required by City Charter and State Law the budget must be balanced. Recurring expenditures will be funded by recurring revenue and revenue growth will be planned in a conservative, prudent manner.
5. User fees and charges for services will be reviewed annually to ensure program costs are covered at a 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.
6. 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.
7. 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.

8. The General fund reserves will be maintained at a level which will adequately cover potential emergencies. The Commission approved rate for this purpose is 25% of the total annual operating budget, i.e. all funds, to be sourced and held in General Fund dollars.
9. Fund balances will be used prudently and conservatively to fund one time expenditures (either capital or operating) and never used to cover recurring expenditures.

Debt Management Policies

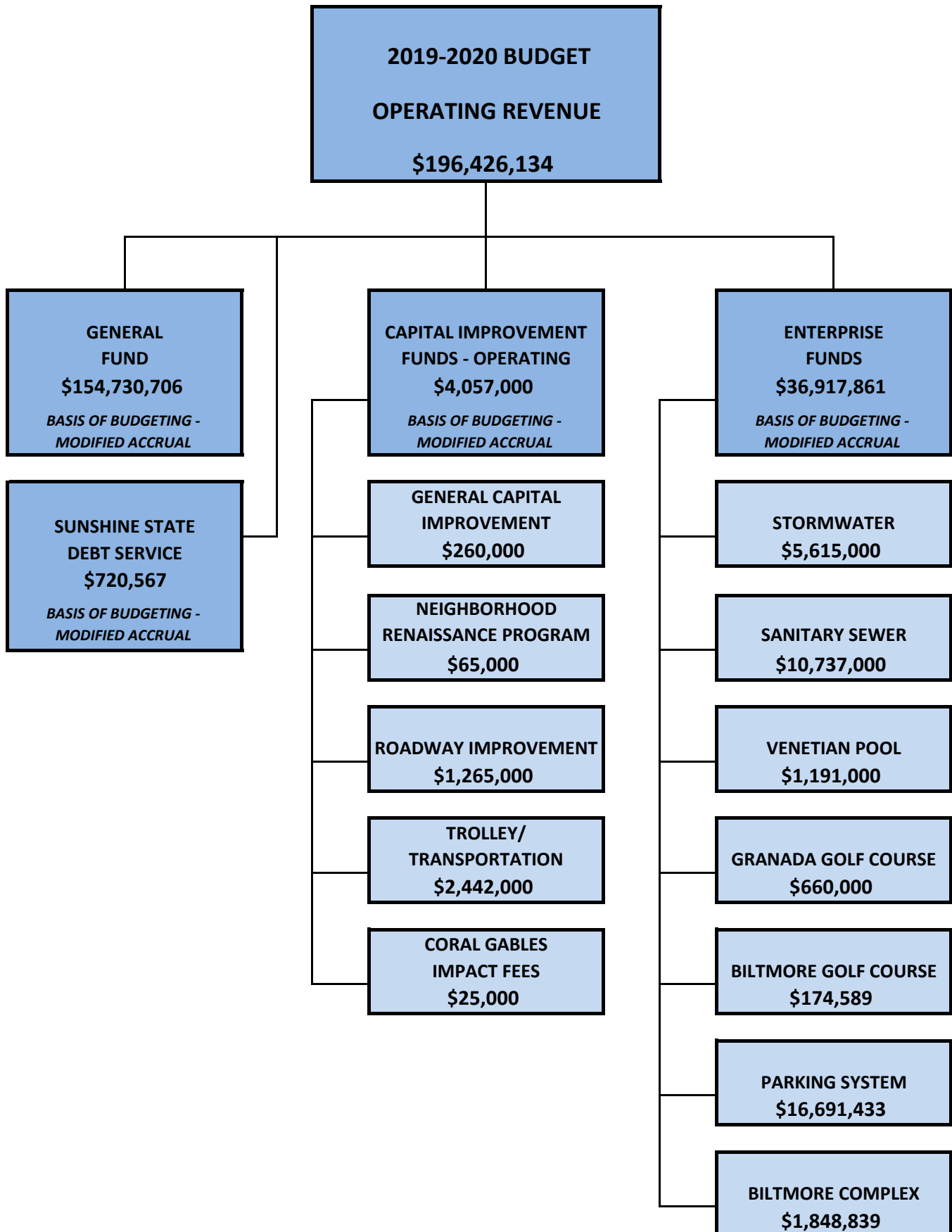
1. The City of Coral Gables will seek to maintain its three AAA bond ratings to minimize debt service costs and preserve access to credit markets.
2. Each bond issue will include an analysis of how the new issue and current debt impacts debt capacity.
3. Financing of projects will not exceed the useful life of the Capital improvement or 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.

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



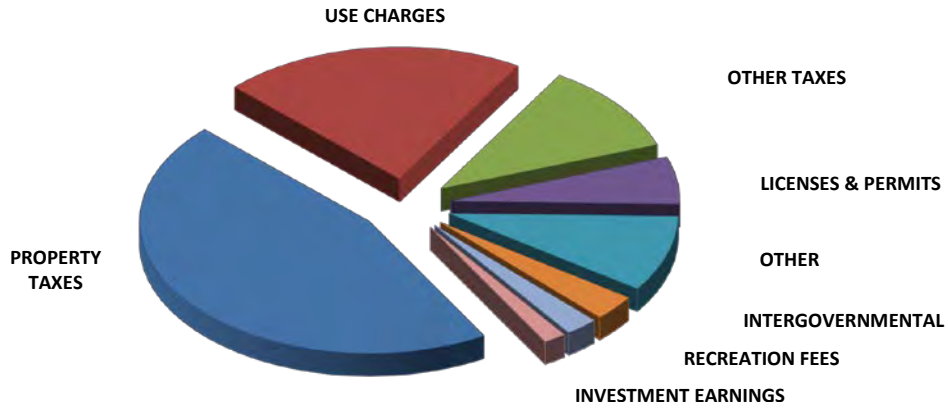
2019-2020 BUDGET
REVENUES CLASSIFIED BY SOURCE

	2018-2019 BUDGET		2019-2020 BUDGET	
Property Taxes	\$ 84,645,256	\$ 84,645,256	\$ 89,541,799	\$ 89,541,799
Other Taxes				
Sales Taxes (Gasoline)	3,238,000		3,380,000	
Franchise Fees	6,710,000		6,815,000	
Utility Service Taxes	11,510,000	21,458,000	11,294,000	21,489,000
Licenses & Permits				
Business Tax Receipts	3,524,000		3,533,500	
Permits	7,655,000	11,179,000	7,812,000	11,345,500
Intergovernmental Revenues				
Federal	232,925 *		-	*
County	3,414,286 *		100,000 *	
State	7,623,570 *	11,270,781	5,989,000 *	6,089,000
Use Charges				
Refuse Collection Fees	8,610,000		8,703,000	
Commercial Waste Fees	993,000		1,063,594	
Sanitary Sewer Fees	10,278,497		10,637,000	
Stormwater Utility Fee	5,050,000		5,585,000	
Parking Fees	14,462,500	39,393,997	16,036,700	42,025,294
Recreation Fees				
Youth Center	1,869,000		1,792,000	
Tennis	678,000		719,500	
Swimming	1,144,000		1,191,000	
Golf	784,589	4,475,589	834,589	4,537,089
Investment Earnings				
General Fund	610,000		2,310,000	
Debt Service Fund	6,500		55,000	
Capital Project Funds	395,000		468,000	
Enterprise Funds	123,000	1,134,500	270,000	3,103,000
Other				
General Government Fees	2,265,000		2,570,000	
Public Safety Fees	3,553,500		3,696,500	
Fines & Forfeitures	1,962,000		2,452,833	
Rentals & Concessions	6,188,765		5,999,511	
Miscellaneous	1,028,806	14,998,071	3,576,608	18,295,452
Total Operating Revenues		\$ 188,555,194		\$ 196,426,134

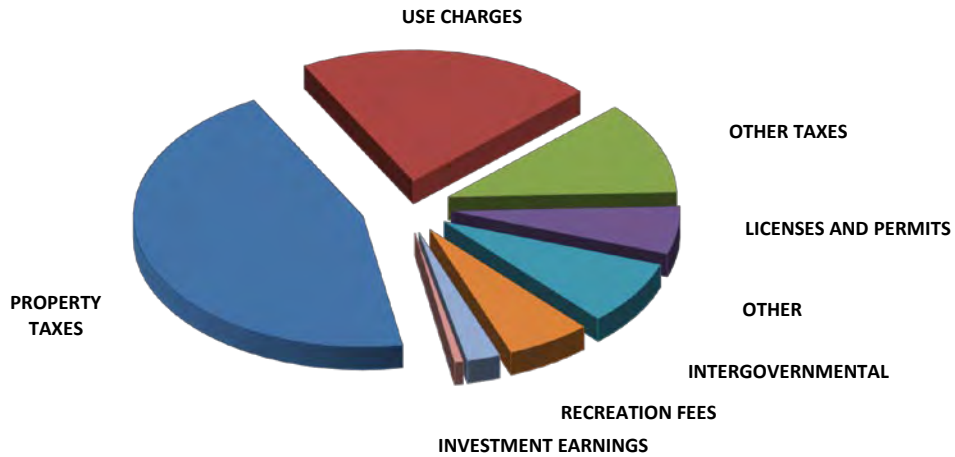
* Fiscal Year 2018-2019 includes one-time grants and debt proceeds that do not repeat for Fiscal Year 2019-2020. If the grants have any unused balances at Fiscal Year 2018-2019 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2019-2020.

**2019-2020 BUDGET
REVENUES BY SOURCE**

2019-2020 - \$ 196,426,134



2018-2019 - \$ 188,555,194



	2018-2019		2019-2020	
	BUDGET	%	BUDGET	%
Property Taxes	\$ 84,645,256	44.8%	\$ 89,541,799	45.6%
Use Charges	39,393,997	20.9%	42,025,294	21.4%
Other Taxes	21,458,000	11.4%	21,489,000	10.9%
Licenses & Permits	11,179,000	5.9%	11,345,500	5.8%
Other	14,998,071	8.0%	18,295,452	9.3%
Intergovernmental Revenues	11,270,781	6.0%	6,089,000	3.1%
Recreation Fees	4,475,589	2.4%	4,537,089	2.3%
Investment Earnings	1,134,500	0.6%	3,103,000	1.6%
Total Revenues	\$ 188,555,194	100.0%	\$ 196,426,134	100.0%

2019-2020 BUDGET
SUMMARY OF TOTAL REVENUES AND TRANSFERS FROM RESERVES

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
Taxes				
Property Tax	\$ 76,024,328	\$ 80,762,148	\$ 84,645,256	\$ 89,541,799
Local Option Gas Tax	1,214,664	1,184,269	1,188,000	1,180,000
Transportation Sales Tax	1,986,765	2,271,038	2,050,000	2,200,000
Franchise Fees	7,013,442	6,875,265	6,710,000	6,815,000
Utility Service Taxes	11,400,580	11,831,188	11,510,000	11,294,000
Business Tax Receipts	3,365,902	3,608,199	3,524,000	3,533,500
Permit Fees	9,019,702	11,747,692	7,655,000	7,812,000
Intergovernmental Revenues	5,861,938	6,320,530	7,956,495	6,089,000
General Government Fees	2,653,524	3,889,725	2,265,000	2,570,000
Public Safety Fees	4,160,595	3,585,090	3,553,500	3,696,500
Physical Environment Fees				
Refuse Collection Fees - Early Payment	5,978,517	6,101,725	6,130,000	6,115,000
Garbage Collection - Paid on Tax Bill	2,704,767	2,567,646	2,450,000	2,565,000
Commercial Waste Fees	972,186	1,027,029	993,000	1,063,594
Lot Mowing & Clearing	17,951	61,128	30,000	23,000
Sanitary Sewer Fees	9,766,472	10,458,102	10,278,497	10,637,000
Stormwater Utility Fee	4,222,466	4,827,246	5,050,000	5,585,000
Recreation Fees				
Youth Center	1,943,239	1,817,105	1,842,000	1,760,000
Tennis	773,554	747,988	678,000	719,500
Special Events	26,295	74,320	27,000	32,000
Swimming	1,164,984	1,264,945	1,144,000	1,191,000
Golf	811,476	943,106	784,589	834,589
Automobile Parking Fees	12,352,794	14,068,445	14,462,500	16,036,700
Fines & Forfeitures	1,869,545	2,087,400	1,962,000	2,452,833
Investment Earnings				
General Fund	715,040	1,456,054	610,000	2,310,000
Debt Service Fund	8,356	8,693	6,500	55,000
Capital Projects Funds	338,372	999,888	395,000	468,000
Enterprise Funds	116,213	114,393	123,000	270,000
Rentals & Concessions				
Parking	598,712	611,047	617,270	514,733
Biltmore Complex	2,417,028	1,818,153	1,851,850	1,848,839
Other	3,371,094	3,403,167	3,719,645	3,635,939
Capital Improvement Impact Fees	252,130	5,765,757	-	-
Assessment Lien Collections				
Sidewalks	-	543	-	-
Capital Projects	19,162	367,403	551,511	665,567
Sale of Recycled Trash	-	-	-	-
Miscellaneous Other	1,675,254	3,337,044	477,295	2,911,041
Building Better Communities Bond Program	745,924	15,005	1,651,891	-
Miami-Dade County Roadway Impact Fees	-	-	1,662,395	-
Debt Proceeds - Capital Projects	-	50,377,809	-	-
Total Operating Revenues	175,562,971	246,396,285	188,555,194	196,426,134
Prior Year Re-appropriations	31,765,044	18,281,702	104,068,522	-
Interfund Allocations/Contributions				
Storm Water Utility Fund	727,247	787,725	559,640	501,800
Sanitary Sewer Fund	1,856,976	1,941,843	1,677,496	1,458,064
Parking System Fund	565,000	565,000	565,000	565,000
Total Interfund Allocations/Contributions	3,149,223	3,294,568	2,802,136	2,524,864
Transfers from Reserves				
General Fund	-	-	4,366,275	14,273,370
General Fund - City Clerks Special Revenue	-	-	-	19,212
General Fund - Building Division	-	-	-	443,895
General Fund - Art In Public Places	-	-	-	7,000
Sunshine State Debt Service Fund	-	-	141,989	-
General Capital Improvement Fund	-	-	5,149,197	5,238,995
Neighborhood Renaissance Program Fund	-	-	-	350,000
Roadway Improvement Fund	-	-	230,000	675,000
Trolley / Transportation Fund	-	-	310,200	745,000
CG Capital Improvement Impact Fee Fund	-	-	2,314,669	8,215,426
Stormwater Utility Fund	-	-	122,682	467,793
Sanitary Sewer Fund	-	-	280	14,909
Parking Fund	289,169	289,169	-	-
Automotive Fund	-	-	561,000	367,400
Retirement System Fund	-	-	159,657	170,152
Total Tranfers From Reserve Funds	289,169	289,169	13,355,949	30,988,152
Total Revenues	\$ 210,766,407	\$ 268,261,724	\$ 308,781,801	\$ 229,939,150

2019-2020 BUDGET
GENERAL FUND REVENUE SUMMARY

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
<u>Property Taxes</u>				
Current Year	\$ 75,918,998	\$ 80,527,405	\$ 84,620,256	\$ 89,441,799
Delinquent with penalties & interest	39,933	172,533	-	50,000
Homestead Adjustment	65,397	62,210	25,000	50,000
Total - Property Taxes	76,024,328	80,762,148	84,645,256	89,541,799
<u>Franchise Fees</u>				
Electric	4,718,492	4,650,814	4,700,000	4,650,000
Gas	112,354	117,659	110,000	115,000
Refuse	2,182,596	2,106,792	1,900,000	2,050,000
Total - Franchise Fees	7,013,442	6,875,265	6,710,000	6,815,000
<u>Utilities Service Taxes</u>				
Electric	6,576,674	6,589,867	6,500,000	6,500,000
Telecommunications	3,130,433	3,544,736	3,500,000	3,194,000
Water	1,500,638	1,499,594	1,350,000	1,425,000
Gas	191,926	191,205	160,000	175,000
Fuel Oil	909	5,786	-	-
Total - Utilities Service Taxes	11,400,580	11,831,188	11,510,000	11,294,000
<u>Business Tax Receipts</u>				
City Business Tax Receipts	3,288,157	3,534,266	3,450,000	3,465,000
Late Penalties, City Business Tax Receipts	65,143	65,379	65,000	60,000
License Application Fees	9,616	8,554	9,000	8,500
Municipal Contractors Licenses	2,986	-	-	-
Total - Business Tax Receipts	3,365,902	3,608,199	3,524,000	3,533,500
<u>Permit Fees</u>				
Document Preservation	225,439	264,914	235,000	250,000
Art in Public Places	381,391	765,333	-	-
Histori Public Art	-	(533)	-	-
Building Permits - B Series	1,660,676	1,902,076	1,650,000	1,650,000
Building Permits - M Series	26,525	19,485	25,000	20,000
40 yr. Recert. Fee	62,804	46,437	32,000	40,000
Zoning Permit-Paint	114,152	66,777	-	85,000
Zoning Reinspection	775	300	-	-
Over/Short Permits	20	-	-	-
Building Residential - New	178,792	243,106	200,000	200,000
Building Residential - Additions	246,284	275,914	220,000	240,000
Building Commercial - New	1,355,238	3,759,022	1,300,000	1,300,000
Building Commercial - Additions	17,949	8,866	15,000	10,000
Building - Other	2,919,894	2,768,722	2,600,000	2,600,000
Building - Expedited Structural Review	15,020	8,250	6,000	-
Excavation Permits	689,535	594,588	500,000	500,000
Photo Permits	21,024	26,360	15,000	25,000
Alarm User Certificates	164,646	(2,361)	-	-
False Alarm Service Charge	57,104	122,696	50,000	85,000
Garage Sale Permits	7,890	7,111	7,000	7,000
False Alarm Penalty	75	25	-	-
Fire Inspection	581,127	592,050	575,000	575,000
Fire Prevention Bureau Permits	293,342	199,734	225,000	225,000
Tree Removal Mitigation Assessment Fee	-	78,820	-	-
Total - Permits Fees	9,019,702	11,747,692	7,655,000	7,812,000

2019-2020 BUDGET
GENERAL FUND REVENUE SUMMARY

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
<u>Intergovernmental Revenue</u>				
Federal Grants	\$ 69,009	\$ 320,194	\$ 232,925	\$ -
State Grants	57,382	50,284	61,641	60,000
State Revenue Sharing	1,459,294	1,496,818	1,515,000	1,590,000
State Alcohol Beverage Tax	53,487	59,628	55,000	55,000
State Shared Sales Tax	3,779,874	3,900,528	3,925,000	4,075,000
County Grants	5,000	-	-	-
City Share of County Licenses	108,848	106,995	100,000	100,000
Total - Intergovernmental Revenue	5,532,894	5,934,447	5,889,566	5,880,000
<u>General Governmental Fees</u>				
Board of Adjustment Fees	26,921	23,560	25,000	25,000
Planning & Zoning Board Fees	93,884	173,541	90,000	125,000
Board of Architects	1,256,678	967,829	800,000	900,000
Development Review Committee	24,800	48,400	25,000	50,000
Tree Protection Appeals	-	150	-	-
Certificate of Use	270,993	282,290	280,000	280,000
Sale of Zoning Codes	35,115	5,894	-	5,000
Finance Collection Div. Fees	93,882	159,960	100,000	100,000
Zoning Inspection Fees	-	457	-	-
Concurrency Fees	47,567	1,184,278	200,000	200,000
Historic Preservation Fees	33,528	62,992	-	30,000
Document Filing Fee	179,744	204,691	180,000	185,000
Research Fees	-	613	-	-
Passport Fees	455,365	600,413	450,000	525,000
Passport Photos	115,097	148,207	100,000	125,000
Lobbyists Registration Fees	18,150	26,450	15,000	20,000
City Election Candidate Qualifying Fees	1,800	-	-	-
Total - General Government Fees	2,653,524	3,889,725	2,265,000	2,570,000
<u>Public Safety Fees</u>				
Police Off-Duty Assignments	135,054	180,668	120,000	150,000
EMS Transport Fee	998,005	403,375	565,000	580,000
Fire Protection Fee	2,854,623	2,847,418	2,825,000	2,840,000
Police Accident Reports	1,779	1,357	1,500	1,500
Fingerprint Cards	19,510	20,250	17,000	20,000
Telephone Surcharge for E911	92,220	29,242	25,000	30,000
Wireless 911	59,404	102,780	-	75,000
Total - Public Safety Fees	4,160,595	3,585,090	3,553,500	3,696,500
<u>Physical Environment Fees</u>				
Refuse Collection Fees	5,978,517	6,101,725	6,130,000	6,115,000
Commercial Waste Fees	972,186	1,027,029	993,000	1,063,594
Garbage Collection Service Assessment	2,704,767	2,567,646	2,450,000	2,565,000
Lot Mowing/Clearing	17,951	61,128	30,000	23,000
Total - Physical Environment Fees	9,673,421	9,757,528	9,603,000	9,766,594
<u>Recreation Fees</u>				
Youth Center Fees	1,943,239	1,817,105	1,842,000	1,760,000
Youth Center - Youth Sports	-	218,974	-	220,000
Tennis Fees	773,554	747,988	678,000	719,500
Special Events	26,295	74,320	27,000	32,000
Total - Recreation Fees	2,743,088	2,639,413	2,547,000	2,511,500

**2019-2020 BUDGET
GENERAL FUND REVENUE SUMMARY**

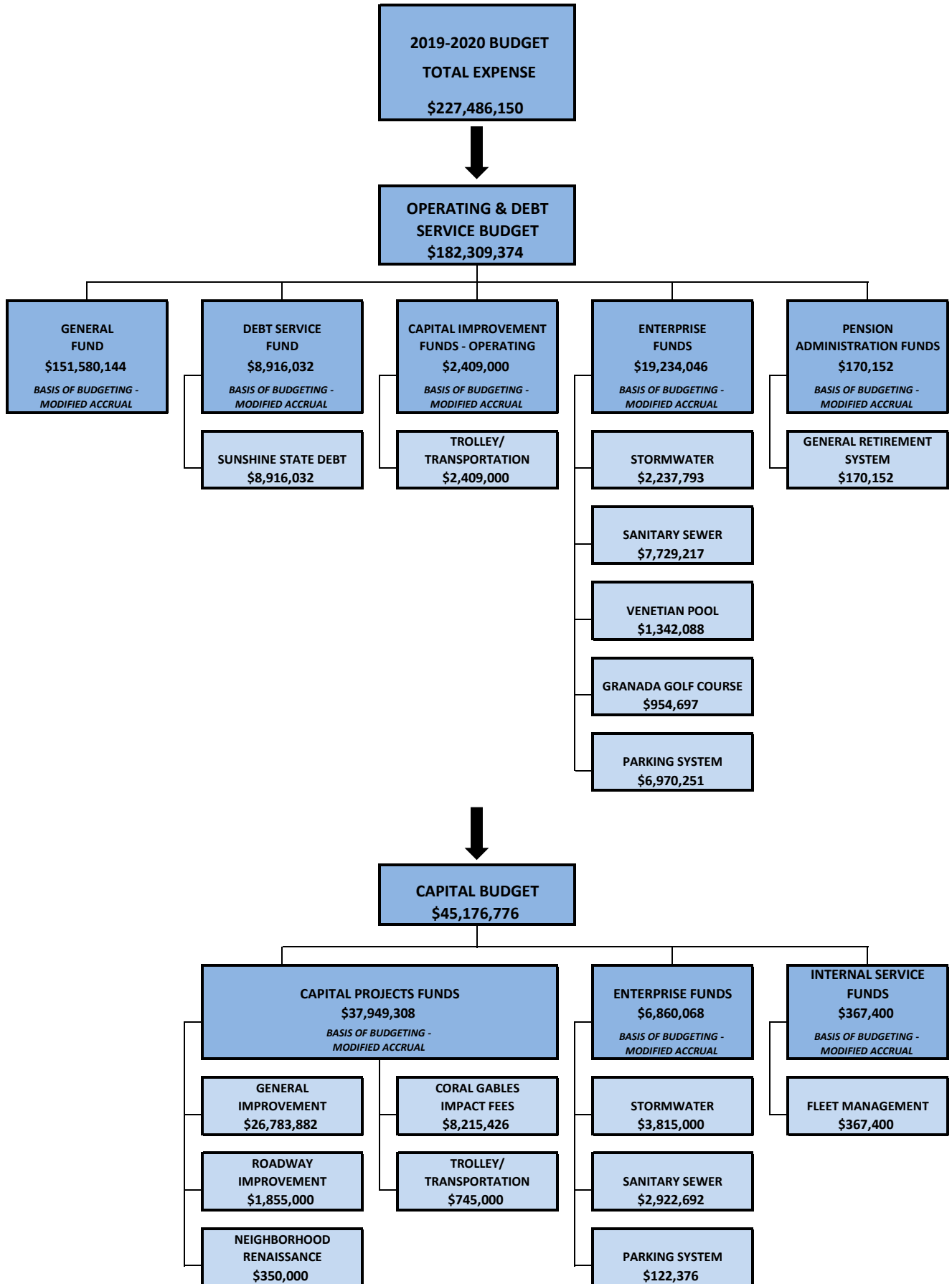
	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
<u>Fines & Forfeitures</u>				
County Court, Traffic Fines	\$ 153,756	\$ 198,479	\$ 150,000	\$ 200,000
County Court, Parking Fines	846,400	856,390	1,000,000	1,500,000
County Court, Other Fines	450	-	-	-
School Crossing Guard Assessment	12,726	15,029	12,000	12,000
Police Education Surcharge	11,074	11,513	10,000	10,000
City Traffic Violations	68,729	171,825	100,000	60,833
Other Fines and Forfeits	1,390	77,243	-	-
Code Enforcement Board	403,260	416,576	360,000	335,000
Ticket Fines	371,760	340,345	330,000	335,000
Total - Fines & Forfeitures	1,869,545	2,087,400	1,962,000	2,452,833
<u>Investment Earnings</u>				
General Fund Investment Earnings	712,692	1,455,877	610,000	2,310,000
<u>Rental/Concessions Revenue</u>				
Coral Gables Country Club	307,726	326,522	330,170	304,020
Auto Pound	39,720	29,430	30,000	30,000
Community Television Studio	386	-	-	-
Metro Dade Transfer Station	413,901	420,109	428,511	440,110
Sprint Spectrum lease	57,934	60,251	62,661	65,168
Gables Grand Plaza	351,759	200,000	370,000	200,000
McCAW Communications	33,393	37,388	37,059	37,181
Junkanoo Rental	8,884	102,237	115,531	119,012
3501 Granada Blvd	106,200	109,050	109,200	109,200
Development Agrrement Fee	500,000	550,000	550,000	550,000
Plummer Mangmnt Lease	11,220	11,440	12,540	11,880
Rouse Coll. Mrkt. Progrqm	35,000	35,000	35,000	35,000
Church Parking Lot	12,000	12,000	12,000	14,440
T Mobile	63,330	65,863	65,863	68,498
Development Fee - U of M	1,025,000	1,025,000	1,025,000	1,025,000
TL Star Parking Lot	33,541	33,541	33,540	33,540
Supercuts, Inc.	-	26,522	-	-
Palace	288,336	171,666	309,083	345,144
Verizon	52,041	53,248	-	55,200
University of Miami - INET	11,082	4,380	4,380	4,380
Haagen Daz	15,640	30,116	46,555	47,482
2506 Ponce de Leon Blvd	813	-	-	-
Bloom Boutique	3,188	19,838	34,464	34,824
Starbucks	-	79,566	108,088	105,860
Total - Rental/Consession Revenue	3,371,094	3,403,167	3,719,645	3,635,939
<u>Miscellaneous Revenue</u>				
July 4th Celebration	20,500	21,000	-	-
Other Miscellaneous Revenues	324,833	3,187,215	254,964	2,911,041
Total - Miscellaneous Revenue	345,333	3,208,215	254,964	2,911,041
Total Operating Revenue	137,886,140	150,785,354	144,448,931	154,730,706

**2019-2020 BUDGET
GENERAL FUND REVENUE SUMMARY**

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
<u>Prior Year Re-Appropriations</u>	\$ -	\$ -	\$ 2,211,852	\$ -
<u>Allocations/Contributions From Other Funds</u>				
Capital Projects	-	1,500	138,515	-
Stormwater Utility	727,247	787,725	559,640	501,800
Sanitary Sewer	1,856,976	1,941,843	1,677,496	1,458,064
Biltmore Golf Course	166,500	168,000	174,589	174,589
Parking System	7,479,292	7,600,000	8,780,151	8,363,806
Biltmore Complex	1,650,000	1,675,000	1,600,000	1,600,000
Automotive	-	443,737	-	-
Facilities	-	658,264	-	-
Insurance Fund - Gen Liab & Workers Comp	1,529,319	1,316,740	-	-
Insurance Fund - Health	-	100,000	-	-
Total - Contributions From Other Funds	13,409,334	14,592,809	12,930,391	12,098,259
<u>Transfers From Reserves</u>				
General Fund Reserve	-	-	4,390,530	14,273,370
Art In Public Places Reserve	-	-	283,000	7,000
City Clerk Special Revenue Reserve	-	-	191,630	19,212
Building Division Reserve	-	-	-	443,895
Total - Transfers From Reserves	-	-	4,865,160	14,743,477
Total General Fund Revenue	\$ 151,295,474	\$ 165,378,163	\$ 164,456,334	\$ 181,572,442

CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - EXPENSE



**2019-2020 BUDGET
EXPENDITURES CLASSIFIED BY FUNCTION**

	2018-2019 BUDGET		2019-2020 BUDGET		DIFFERENCE		DETAIL ***
	DIV. AMT.	FUNC. TTL.	DIV. AMT.	FUNC. TTL.	AMOUNT	%	
GENERAL GOVERNMENT							
City Commission	\$ 675,163		\$ 611,456		\$ (63,707)	-9.4%	\$ (28K) - New emp sal & ben; \$(20K) - FY19 Jim Barker Scholarship reapp.; \$(16K) - Admin Alloc to Bldg Div.
City Attorney	2,463,482		2,630,853		167,371	6.8%	\$100K - Add'l Legal Exp; \$100K - incl'd 50% of shared pos sal & ben for FY20; \$(69K) - Admin Alloc to Bldg Div.
City Clerk	930,283		870,020		(60,263)	-6.5%	\$(63K) - Revised emp sal & ben;
City Clerk - Special Revenue	809,759		849,212		39,453	4.9%	\$29K - Revised emp sal & ben;
City Clerk - Elections	260,000		10,000		(250,000)	-96.2%	Non-election year
City Manager - Administration	1,606,035		1,794,402		188,367	11.7%	\$136K - Revised emp sal & ben; \$53K - Cust. Serv. surveys; \$(46K) - Admin Alloc to Bldg Div.
City Manager - Communications	919,006		962,959		43,953	4.8%	\$26K - Revised emp sal & ben; \$58K - FY19 use of PT sal funds for contracted talent
City Manager - Internal Auditing	129,945		98,765		(31,180)	-24.0%	\$(29K) - Adj. for FY20 audit requirements
Human Resources	2,279,213		2,061,156		(218,057)	-9.6%	\$109K - Revised emp sal & ben plus new PT positions for Wellness Coord, Receptionist and Clerical; \$15K - Emp Training; \$(275K) - Wellness reserve to be reappropriation during FY20; \$(69K) - Admin Alloc to Bldg Div.
Labor Relations & Risk Management	891,856		732,978		(158,878)	-17.8%	\$(117K) - ADA reserve to be reappropriation during FY20; \$(18K) - \$(18K) - FY19 reapp.; \$(22K) - Admin Alloc to Bldg Div.
Development Services - Administrative	1,055,466		499,360		(556,106)	-52.7%	\$(42K) - Revised emp sal & ben; \$(448K) - Admin Alloc to Bldg Div.
Development Services - Building	4,184,328		5,538,895		1,354,567	32.4%	\$145K - Revised emp sal & ben including add'l Electrical Inspector II pos.; \$1.2M - Admin Alloc from depts.
Development Services - Planning & Zoning	2,570,327		2,477,621		(92,706)	-3.6%	\$75K - Revised emp sal & ben; \$(176K) - FY19 reapp. - Zoning code rewrite;
Development Services - Code Enforcement	1,520,888		1,449,964		(70,924)	-4.7%	\$(68K) - Revised emp sal & ben
Finance - Administration	535,156		526,866		(8,290)	-1.5%	\$25K - Revised Sal & Ben; \$(20K) - Onetime FY19 reappropriation.; \$(14K) - Admin Alloc to Bldg Div.
Finance - Collections	1,012,371		824,743		(187,628)	-18.5%	\$(170K) - Postage exp transferred to Non-Dept'l Div.; \$(36K) - Admin Alloc to Bldg Div.
Finance - Reporting & Operations	1,470,443		1,340,308		(130,135)	-8.9%	\$(92K) - Revised sal & ben; \$(35K) - Admin Alloc to Bldg Div.
Finance - Procurement	1,120,376		1,208,574		88,198	7.9%	\$85K - Revised sal & ben and 1 add'l PT Procurement Spec.
Finance - Management & Budget	736,261		788,855		52,594	7.1%	\$69K - Revised sal & ben; \$(21K) - Admin Alloc to Bldg Div.
Information Technology	6,347,318		5,961,411		(385,907)	-6.1%	\$25K - Revised Sal & Ben; \$(34K) - Budgetary adj. by dept.; \$253K - Add'l software maint.; \$(115K) - Reduction in hardware maint.; \$(266K) - FY19 equip reappropriation.; \$(241K) - Admin Alloc to Bldg Div.
Non Departmental	3,771,967		4,035,767		263,800	7.0%	\$170K - Interdept'l transfer of Postage Exp; \$(142K) - adj to contingency acct; \$(106K) - Admin Alloc to Bldg Div.
Retirement Plan Admin.	159,657		170,152		10,495	6.6%	\$10K - Revised Sal & Ben
Sunshine State Loan	1,722,879		1,635,953		(86,926)	-5.0%	\$(87K) - Annual adj. per debt service schedule
Capital Projects	10,914,644	*	8,209,641		\$ (2,705,003)	-24.8%	FY19 includes prior years' reapp'd balances
SUB TTL - GENERAL GOVERNMENT		48,086,823		45,289,911			
ECONOMIC ENVIRONMENT							
Economic Development	1,654,691		1,489,478		(165,213)	-10.0%	\$150K - Giralda Plaza events; \$(125K) - FY19 reappropriation of prof. serv.; \$(160K) - FY19 onetime reserves & grants
Sunshine State Loan	1,559,182		1,554,970		\$ (4,212)	-0.3%	\$(4K) - Annual adj. per debt service schedule
Capital Projects	2,034,424	*	-		(2,034,424)	-100.0%	FY19 includes prior years' reapp'd balances
SUB TTL - ECONOMIC ENVIRONMENT		5,248,297		3,044,448			
PUBLIC SAFETY							
Police - Administration	3,078,073		3,630,880		552,807	18.0%	\$233K - Revised sal & ben and reallocation of staff; \$67K - Intradep't'l transfer of copier exp
Police - Patrol	19,400,944		19,872,985		472,041	2.4%	\$465K - Revised sal & ben and reallocation of staff
Police - Criminal Investigations	7,724,930		7,840,793		115,863	1.5%	\$293K - Revised sal & ben and reallocation of staff
Police - Tech. Services	6,825,580		6,958,399		132,819	1.9%	\$259K - Revised sal & ben and 2 add'l Comm. Oper; \$(45) - Onetime FY19 software new need
Police - Professional Standards	2,487,995		2,284,883		(203,112)	-8.2%	\$(42K) - Revised sal & ben and reallocation of staff; \$(67K) - Intradep't'l transfer of copier exp; \$(29K) - Onetime FY19 reappropriation
Police - Specialized Enforcement	6,004,966		6,242,109		237,143	3.9%	\$216K - Revised sal & ben and reallocation of staff
Fire	28,677,289		29,524,275		846,986	3.0%	\$843K - Revised sal & ben and implementation of 3 year coll. Barg. Agreement; \$(28K) - Onetime FY19 for Prof Serv.; \$166K - Incr in Motor Pool exp;

**2019-2020 BUDGET
EXPENDITURES CLASSIFIED BY FUNCTION**

	2018-2019 BUDGET		2019-2020 BUDGET		DIFFERENCE		
	DIV. AMT.	FUNC. TTL.	DIV. AMT.	FUNC. TTL.	AMOUNT	%	DETAIL ***
Parking - Violations Enforcement	1,301,581		1,338,911		37,330	2.9%	\$33K - Revised sal & ben
Public Safety Debt Service	2,434,937		2,735,786		300,849	12.4%	\$(301K) - Annual adj. per debt service schedule
Capital Projects	76,427,401 *		7,853,155		(68,574,246)	-89.7%	FY19 includes prior years' reapp'd balances
SUB TTL - PUBLIC SAFETY		\$ 154,363,696		\$ 88,282,176			

PHYSICAL ENVIRONMENT

Public Works - Admin.	599,423		661,147		61,724	10.3%	\$140K - Revised Sal & Ben and staff realloc; \$(35K) - Onetime prof. Serv.; \$(52K) - Intradep't'l Admin. Alloc.
Public Works - Trans. & Sust.	409,385		410,756		1,371	0.3%	Minor operational adjustments
Public Works - Engineering	2,857,952		3,480,048		622,096	21.8%	\$562K - Revised sal & ben and 2 add'l Proj Mgr Pos.;
Public Works - Stormwater Utility	2,248,461		2,069,540		(178,921)	-8.0%	\$(51K) - Onetime repairs; \$(58K) - FY20 reduction in ROI to Gen. Fd.
Public Works - Sanitary Sewers	8,303,782		7,294,951		(1,008,831)	-12.1%	\$134K - Revised sal & ben and addition of a PT Electrician; \$37K - Incr in Intradep't'l Alloc.; \$(1.0M) - transfer to Sani Sewer capital Projects.; \$(219K) - FY20 reduction of ROI to Gen Fd
Public Works - Solid Waste	12,547,402		11,987,525		(559,877)	-4.5%	\$122K - Revised sal & Ben; \$(110K) - Onetime FY19 item; \$(500K) - Onetime FY19 equip. new need
Public Works - Landscape Services	6,501,572		6,974,355		472,783	7.3%	\$59K - Revised sal & ben; \$385K - Incr to Prof. Serv. for landscaping serv.
Stormwater Debt Service	178,979		168,253		(10,726)	-6.0%	\$(11K) - Annual adj. per debt service schedule
Sanitary Sewer Debt Service	440,075		434,266		(5,809)	-1.3%	\$(6K) - Annual adj. per debt service schedule
Capital Projects	15,638,043 *		7,173,092		(8,464,951)	-54.1%	FY19 includes prior years' reapp'd balances
SUB TTL - PHYSICAL ENVIRONMENT		\$ 49,725,074		\$ 40,653,933			

TRANSPORTATION

Public Works - R.O.W./Maint.	3,769,276		3,761,597		(7,679)	-0.2%	\$(123K) - Onetime FY19 new need; \$38K - Incr in Facilities cost
Public Works - Sign Shop	313,264		324,397		11,133	3.6%	\$10K - Revised Salary & Benefits
Parking - Trolley / Trans.	2,399,875		2,409,000		9,125	0.4%	\$(288) - FY19 reappropriation; \$307K - partial transfer of Freebee exp to CITT funding;
Parking - Garage #1	458,787		465,228		6,441	1.4%	\$6K - Adj. to intradep't'l alloc.
Parking - Garage #2	689,046		699,876		10,830	1.6%	\$11K - Misc. operational adj.
Parking - Garage #3	187,160		203,946		16,786	9.0%	\$17K - Revised sal & ben
Parking - Garage #4	467,184		480,227		13,043	2.8%	\$9K - Incr to contracted prof. serv.
Parking - On Street Parking	2,443,940		2,492,074		48,134	2.0%	\$(84K) - Adj to intradep't'l alloc; \$23K - Incr to contracted prof. serv.; \$(25K) - Decr to leased equip; \$49K - Equip repl.
Parking - Lots	1,509,338		1,151,554		(357,784)	-23.7%	\$(321K) - FY19 reappropriation
Parking - Garage #6	452,962		429,760		(23,202)	-5.1%	\$9K - Incr to contracted prof. serv.; \$(21K) - FY19 equip reapp;
Parking Debt Service	1,064,995		1,047,586		(17,409)	-1.6%	\$(17K) - Annual adj. per debt service schedule
Capital Projects	12,220,267 *		15,928,102		3,707,835	30.3%	FY19 includes prior years' reapp'd balances
SUB TTL - TRANSPORTATION		\$ 25,976,094		\$ 29,393,347			

CULTURE & RECREATION

Hist. Res. & Cultural Arts - Preservation	1,466,641		1,196,749		(269,892)	-18.4%	\$(209K) - FY19 AIPP, Hist Pres. & Pinewood Cemeter onetime reserves
Hist. Res. & Cultural Arts - Cultural Arts	808,038		776,694		(31,344)	-3.9%	\$(50K) - Onetime FY19 reserves & new needs to be reappropriation in FY20
Comm. Rec. - Administration	1,094,394		980,069		(114,325)	-10.4%	\$(109K) - Revised sal & ben
Comm. Rec. - Tennis Centers	1,027,655		1,120,273		92,618	9.0%	\$55K - Revised sal & ben and add'l PT Supv;
Comm. Rec. - Venetian Pool	1,130,547		1,342,088		211,541	18.7%	\$195K - Revised sal & ben and reconciliation of PT summer camp staff
Comm. Rec. - Granada Golf Course	913,020		954,697		41,677	4.6%	\$28K - Adj. to intradep't'l alloc.
Comm. Rec. - Youth Center	3,179,114		3,197,339		18,225	0.6%	\$41K - Revised sal & ben; \$19 - Incr in facilities cost; \$14K - Adj. to intradep't'l alloc.; \$(59K) - FY19 reapp
Comm. Rec. - Adult Services	563,950		563,589		(361)	-0.1%	Minor operational adjustments
Comm. Rec. - Special Events	564,871		597,271		32,400	5.7%	\$14K - Revised sal & ben; \$25K - Incr in event supplies
Comm. Rec. - Golf Course & Parks Maint.	1,178,250		1,091,457		(86,793)	-7.4%	\$(13K) - Revised sal & ben; \$(21K) - FY19 reapp.
Sunshine State Loan	3,118,160		2,989,323		(128,837)	-4.1%	\$(129K) - Annual adj. per debt service schedule
Capital Projects	10,278,886 *		6,012,786		(4,266,100)	-41.5%	FY19 includes prior years' reapp'd balances
SUB TTL - CULTURE & RECREATION		\$ 25,323,526		\$ 20,822,335			

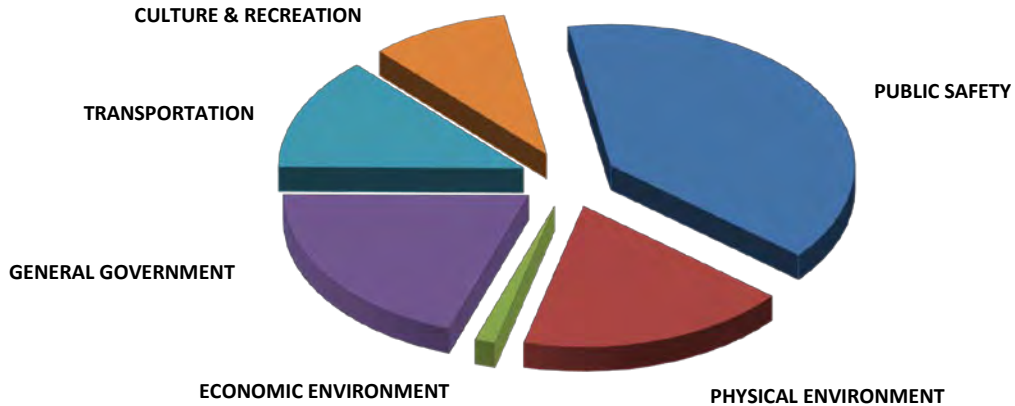
TOTAL EXPENDITURES \$ 308,723,510 ** \$ 227,486,150 \$ (81,237,360)

* Fiscal Year 2018-2019 includes one-time grants and reappropriated expenditures and capital projects that do not repeat for Fiscal Year 2019-2020. If any of these items have any unused balances at Fiscal Year 2018-2019 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2019-2020.

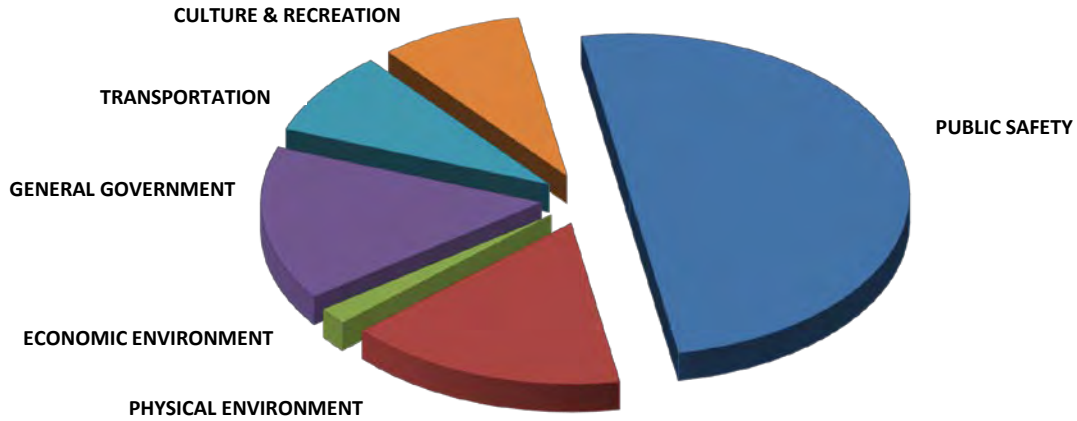
** Total Expenditures are net of transfers to reserves

**2019-2020 BUDGET
EXPENDITURES BY FUNCTION**

**2019-2020
\$227,486,150 ****



**2018-2019
\$308,723,510 ****



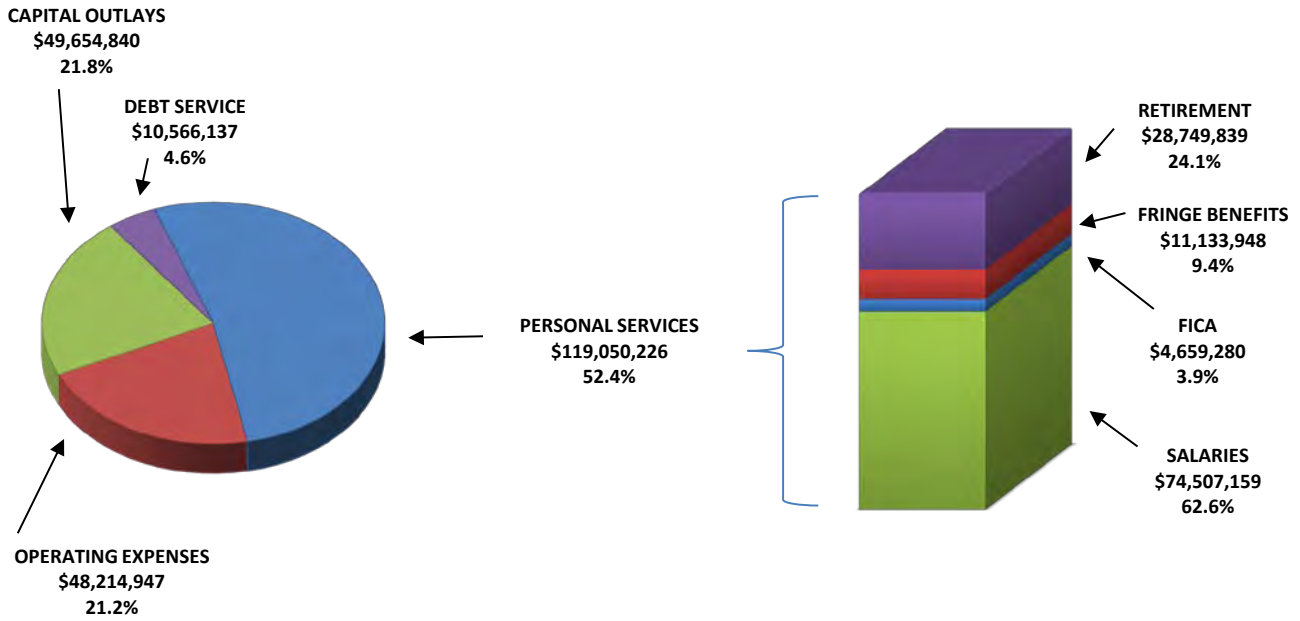
	2018-2019		2019-2020	
	BUDGET	%	BUDGET	%
PUBLIC SAFETY	\$ 154,363,696	50.0%	\$ 88,282,176	38.8%
PHYSICAL ENVIRONMENT	49,725,074	16.1%	40,653,933	17.9%
ECONOMIC ENVIRONMENT	5,248,297	1.7%	3,044,448	1.3%
GENERAL GOVERNMENT	48,086,823	15.6%	45,289,911	19.9%
TRANSPORTATION	25,976,094	8.4%	29,393,347	12.9%
CULTURE AND RECREATION	25,323,526	8.2%	20,822,335	9.2%
TOTAL EXPENDITURES	\$ 308,723,510 *	100.0%	\$ 227,486,150 *	100.0%

* Fiscal Year 2018-2019 includes one-time grants and reappropriated expenditures and capital projects that do not repeat for Fiscal Year 2019-2020. If any of these items have any unused balances at Fiscal Year 2018-2019 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2019-2020.

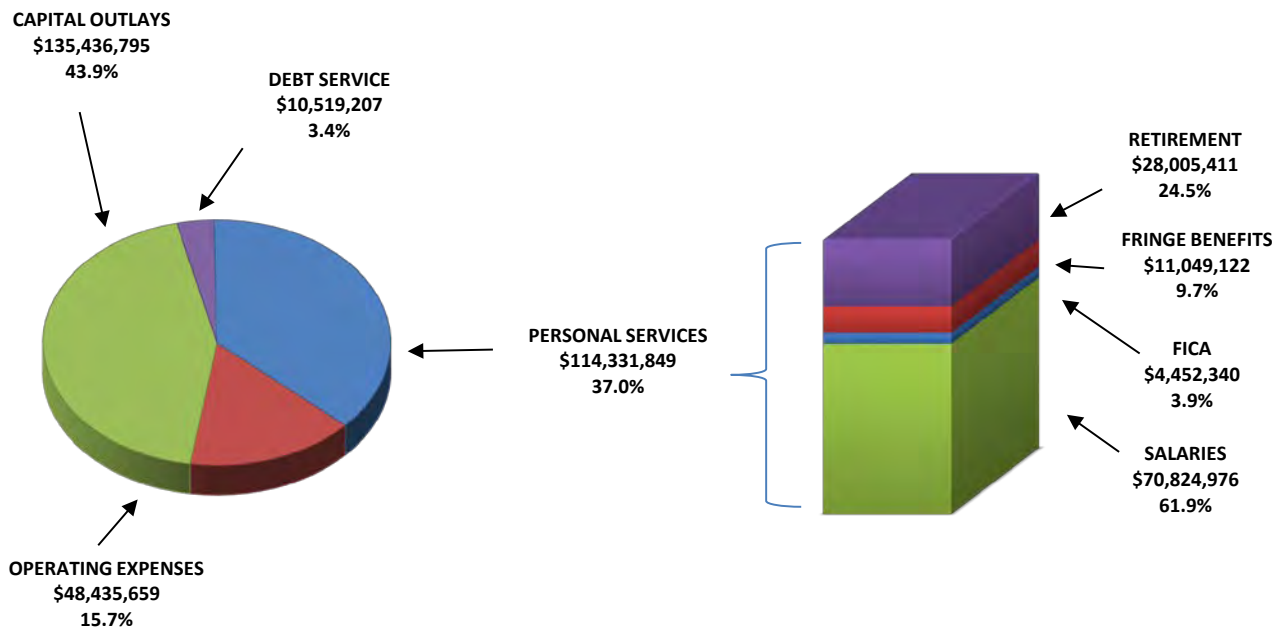
** Total Expenditures are net of transfers to reserves

2019-2020 BUDGET EXPENDITURES BY OBJECT OF EXPENSE

2019-2020 - \$ 227,486,150*



2018-2019 - \$ 308,723,510*



* Total Expenditures are net of transfers to reserves

2019-2020 BUDGET
SUMMARY OF TOTAL EXPENDITURES AND TRANSFERS TO RESERVES

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
<u>Operating Expense</u>				
General Fund Divisions	\$ 132,968,823	\$ 139,752,770	\$ 149,326,879	\$ 151,580,144
Trolley / Transportation Fund Division	1,633,261	1,720,439	2,399,875	2,409,000
Storm Water Division	1,611,496	1,996,189	2,248,461	2,069,540
Sanitary Sewer Division	7,535,569	6,426,383	8,303,782	7,294,951
Venetian Pool	952,982	1,013,870	1,130,547	1,342,088
Granada Golf Course	1,045,310	1,016,507	913,020	954,697
Parking Fund Divisions	5,503,480	5,470,540	6,208,417	5,922,665
Pension Fund Division	202,334	165,743	159,657	170,152
Total Operating Expense	151,453,255	157,562,441	170,690,638	171,743,237
<u>Capital Improvements</u>				
General Improvements	23,484,882	13,090,691	95,111,642 *	26,783,882
Neighborhood Renaissance Program	2,499,056	434,749	1,186,810 *	350,000
Roadway Improvements	1,364,375	1,188,975	4,103,124 *	1,855,000
Trolley / Transportation Improvements	160,226	29,840	1,225,368	745,000
Miami-Dade Bond Improvements	504,436	634,581	1,651,891 *	-
Miami-Dade Roadway Impact Fee Improvements	900	1,850	1,697,250 *	-
Coral Gables Impact Fee Improvements				
Impact Fee Study	13,652	-	-	-
Administrative Expense	4,868	6,631	-	-
Fire System Improvements	-	726,000	2,759,348	973,703
General Government System Improvements	-	-	33,798	3,345,238
Mobility System Improvements	-	-	-	1,589,861
Parks System Improvements	13,514	-	1,445,065 *	1,680,544
Police System Improvements	-	257,929	1,458,021	626,080
Total Impact Fee Improvements	32,034	990,560	5,696,232	8,215,426
Stormwater Utility Improvements	698,756	291,867	6,599,217	3,815,000
Sanitary Sewer Improvements	1,764,407	772,568	7,360,987	2,922,692
Parking System Improvements	1,256,872	847,871	2,320,144	122,376
Motorpool Improvements	-	-	561,000	367,400
Total Capital Improvements	31,765,944	18,283,552	127,513,665 *	45,176,776
Total Operating Exp. & Capital Improvements	183,219,199	175,845,993	298,204,303	216,920,013
<u>Debt Service</u>				
Sunshine State Debt Fund	5,924,004	7,605,669	8,835,158	8,916,032
Stormwater Fund	147,250	168,080	178,979	168,253
Sanitary Sewer Fund	419,778	431,879	440,075	434,266
Parking Fund	855,648	1,011,934	1,064,995	1,047,586
Total Debt Service	7,346,680	9,217,562	10,519,207	10,566,137
Total Expense and Debt Service	190,565,879	185,063,555	308,723,510	227,486,150
<u>Transfers to Reserves</u>				
General Fund Reserve	7,811,578	5,619,386	-	-
General Fund - Building Division Reserve				
Sunshine State Debt Service Fund	-	-	-	1,855,000
General Capital Improvements Fund	8,315,301	65,857,658	-	260,000
Neighborhood Renaissance Program Fund	5,512	12,231	40,000	65,000
Roadway Improvement Fund	1,233,000	1,202,180	-	85,000
Trolley / Transportation Fund	507,546	582,066	-	33,000
Coral gables Impact Fee Fund	257,930	4,813,503	-	25,000
Venetian Pool Fund	224,110	268,130	13,453	-
Stormwater Utility Fund	1,774,892	1,902,479	-	30,000
Sanitary Sewer Fund	70,659	1,757,223	-	100,000
Parking Fund	-	1,183,313	4,838	-
Total Transfers to Reserves	20,200,528	83,198,169	58,291	2,453,000
Total Expenditures & Transfers to Reserves	\$ 210,766,407	\$ 268,261,724	\$ 308,781,801	\$ 229,939,150

* Fiscal Year 2018-2019 includes one-time grants and reappropriated expenditures and capital projects that do not repeat for Fiscal Year 2019-2020. If any of these items have any unused balances at Fiscal Year 2018-2019 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2019-2020.

2019-2020 BUDGET
SUMMARY OF TOTAL GENERAL FUND EXPENDITURES AND TRANSFERS TO RESERVES

DEPARTMENT	DIVISION	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
City Commission	City Commission	\$ 544,906	\$ 550,733	\$ 675,163	\$ 611,456
City Attorney	City Attorney	2,541,296	2,538,277	2,463,482	2,630,853
City Clerk	Administrative	971,004	1,065,813	930,283	870,020
	Special Revenue Expenses	621,821	695,706	809,759	849,212
	Elections	271,508	-	260,000	10,000
City Manager	Administrative	1,532,766	1,714,312	1,606,035	1,794,402
	Communications	768,233	823,685	919,006	962,959
	Internal Auditing	194,629	145,180	129,945	98,765
Human Resources	Human Resources	1,629,683	1,767,428	2,279,213	2,061,156
Labor Relations & Risk Mgmt	Labor Relations & Risk Mgmt	621,854	595,872	891,856	732,978
Development Services	Administrative	941,965	1,101,980	1,055,466	499,360
	Building	3,706,834	3,825,864	4,184,328	5,538,895
	Planning & Zoning	1,893,195	2,046,677	2,570,327	2,477,621
	Code Enforcement	1,406,128	1,431,784	1,520,888	1,449,964
Historic Resources & Cultural Arts	Historic Preservation & Cultural Arts	1,094,652	1,222,228	1,466,641	1,196,749
	Museum	561,259	738,850	808,038	776,694
Public Works	Administrative	568,947	549,455	599,423	661,147
	Transportation & Sustainability	359,285	388,073	409,385	410,756
	Engineering	2,388,108	2,504,962	2,857,952	3,480,048
	Streets	3,070,215	3,186,057	3,769,276	3,761,597
	Sign Shop	370,332	321,435	313,264	324,397
	Solid Waste	10,565,790	10,563,109	12,547,402	11,987,525
	Landscape Services	5,690,969	6,104,957	6,501,572	6,974,355
	Finance	* Administration	1,210,475	491,471	535,156
	Collections	997,023	916,351	1,012,371	824,743
	* Reporting & Operations	1,089,899	1,301,947	1,470,443	1,340,308
	Procurement	899,764	1,147,945	1,120,376	1,208,574
	* Management & Budget	-	704,868	736,261	788,855
Information Technology	Information Tecnology	4,834,808	5,481,647	6,347,318	5,961,411
Police	Administrative	2,341,879	2,590,364	3,078,073	3,630,880
	Uniform Patrol	16,547,238	17,607,684	19,400,944	19,872,985
	Criminal Investigations	6,750,573	7,519,262	7,724,930	7,840,793
	Technical Services	6,978,731	7,292,004	6,825,580	6,958,399
	Professional Standards	2,787,804	3,089,383	2,487,995	2,284,883
	Specialized Enforcement	4,992,706	5,942,371	6,004,966	6,242,109
Fire	Fire	28,742,692	28,272,031	28,677,289	29,524,275
Community Recreation	Administrative	646,296	739,844	1,094,394	980,069
	Tennis Centers	957,754	1,003,335	1,027,655	1,120,273
	Youth Center	2,985,896	2,925,977	3,179,114	3,197,339
	Adult Services	383,588	353,884	563,950	563,589
	Special Events	364,745	594,433	564,871	597,271
	Golf Course & Parks Maint.	852,601	1,007,703	1,178,250	1,091,457
Economic Development	Economic Development	1,207,597	1,317,637	1,654,691	1,489,478
Non Departmental	Non Departmental	3,920,950	4,355,846	3,771,967	4,035,767
Parking	Violations Enforcement	1,160,425	1,214,346	1,301,581	1,338,911
Total General Fund Operating Expense		132,968,823	139,752,770	149,326,879	151,580,144
	Transfer to General Fund Reserve	8,801,076	7,146,460	244,175	-
	Transfer to Building Division Reserve	-	-	393,225	-
	Transfer to Sunshine State Debt Service Fund	4,699,314	5,699,314	7,883,308	8,001,626
	Transfer to Capital Improvement Fund	4,225,706	12,496,517	6,305,727	21,544,887
	General Fund Subsidy of Venetian Swimming Pool	1,500	4,000	-	151,088
	General Fund Subsidy of Granada Golf Course	599,055	279,102	303,020	294,697
Total General Fund		\$ 151,295,474	\$ 165,378,163	\$ 164,456,334	\$ 181,572,442

**CAPITAL AND ENTERPRISE FUND SUMMARIES
2019-2020 BUDGET**

CAPITAL IMPROVEMENT FUNDS

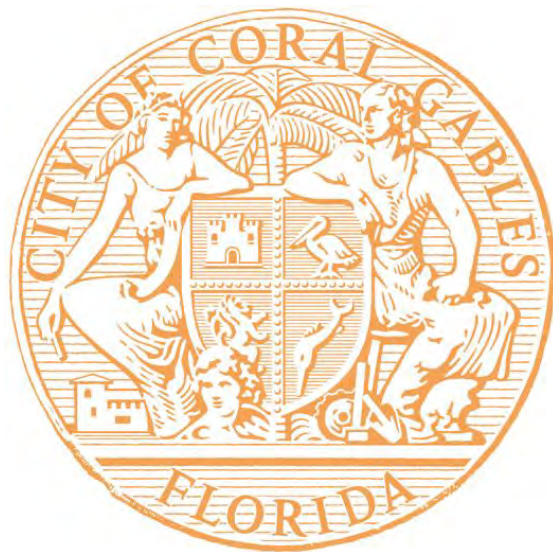
	GENERAL CAPITAL IMPROVEMENTS	NEIGHBORHOOD RENAISSANCE PROGRAM	ROADWAY IMPROVEMENT PROGRAM	TROLLEY/ TRANSPORTATION PROGRAM	CORAL GABLES IMPACT FEE PROGRAM	TOTAL
REVENUES						
Sales & Use Taxes	-	-	1,180,000	2,200,000	-	3,380,000
Franchise Taxes	-	-	-	-	-	-
Utility Services Taxes	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-
Intergovernmental Revenue	-	-	-	209,000	-	209,000
Charges for Services	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Miscellaneous Revenues	260,000	65,000	85,000	33,000	25,000	468,000
Transfers from Other Funds	21,544,887	-	-	-	-	21,544,887
Transfer from Fund Balance	5,238,995	350,000	675,000	745,000	8,215,426	15,224,421
	<u>27,043,882</u>	<u>415,000</u>	<u>1,940,000</u>	<u>3,187,000</u>	<u>8,240,426</u>	<u>40,826,308</u>
EXPENDITURES						
General Government	4,812,403	-	-	-	3,345,238	8,157,641
Public Safety	6,157,372	-	-	-	1,599,783	7,757,155
Physical Environment	315,000	-	-	-	-	315,000
Transportation	11,516,865	-	1,855,000	3,154,000	1,589,861	18,115,726
Culture & Recreation	3,982,242	350,000	-	-	1,680,544	6,012,786
Transfer to Fund Balance	260,000	65,000	85,000	33,000	25,000	468,000
	<u>27,043,882</u>	<u>415,000</u>	<u>1,940,000</u>	<u>3,187,000</u>	<u>8,240,426</u>	<u>40,826,308</u>

ENTERPRISE FUNDS

	STORM WATER UTILITY	SANITARY SEWER	VENETIAN POOL	GRANADA GOLF COURSE	PARKING SYSTEM	TOTAL
REVENUES						
Charges for Services	5,585,000	10,637,000	1,031,000	628,000	16,036,700	33,917,700
Miscellaneous Revenues	30,000	100,000	160,000	32,000	654,733	976,733
Transfers from Other Funds	-	-	151,088	294,697	-	445,785
Transfer from Fund Balance	467,793	14,909	-	-	-	482,702
	<u>6,082,793</u>	<u>10,751,909</u>	<u>1,342,088</u>	<u>954,697</u>	<u>16,691,433</u>	<u>35,822,920</u>
EXPENDITURES						
Physical Environment	5,382,740	8,759,579	-	-	-	14,142,319
Transportation	-	-	-	-	5,480,041	5,480,041
Culture & Recreation	-	-	1,342,088	954,697	-	2,296,785
Debt Service	168,253	434,266	-	-	1,047,586	1,650,105
Transfers/Contributions to Other Funds	501,800	1,458,064	-	-	10,163,806	12,123,670
Transfer to Fund Balance	30,000	100,000	-	-	-	130,000
	<u>6,082,793</u>	<u>10,751,909</u>	<u>1,342,088</u>	<u>954,697</u>	<u>16,691,433</u>	<u>35,822,920</u>

2019-2020 BUDGET
ENTERPRISE FUNDS OPERATIONS SUMMARY

	<u>2016-2017</u> <u>ACTUAL</u>	<u>2017-2018</u> <u>ACTUAL</u>	<u>2018-2019</u> <u>BUDGET</u>	<u>2019-2020</u> <u>BUDGET</u>
<u>STORMWATER UTILITY FUND (400)</u>				
Operating Revenue	\$ 4,222,466	\$ 4,827,247	\$ 3,160,000	\$ 5,585,000
Operating Expense	(1,217,152)	(1,421,365)	(1,688,821)	(1,567,740)
Operating Income (Loss)	3,005,314	3,405,882	1,471,179	4,017,260
Investment Earnings	18,129	22,721	23,000	30,000
Miscellaneous Revenue	-	4,507	-	-
Capital Projects	(698,756)	(291,867)	(6,599,217)	(3,815,000)
Interest Expense	(45,334)	(54,123)	-	-
Debt Expense	-	-	(178,979)	(168,253)
Depreciation Expense	(88,374)	(110,455)	-	-
Net Income (Loss)	2,190,979	2,976,665	(1,453,042)	64,007
Transfers to (from) Reserve	1,463,732	2,188,940	(2,012,682)	(437,793)
Contribution to (from) General Fund	<u>\$ 727,247</u>	<u>\$ 787,725</u>	<u>\$ 559,640</u>	<u>\$ 501,800</u>
<u>SANITARY SEWER FUND (410)</u>				
Operating Revenue	\$ 9,766,468	\$ 10,473,689	\$ 10,278,497	\$ 10,637,000
Operating Expense	(7,150,811)	(3,893,699)	(6,626,286)	(5,836,887)
Operating Income (Loss)	2,615,657	6,579,990	3,652,211	4,800,113
Grant Revenue	421,236	-	36,658	-
Investment Earnings	45,091	42,076	60,000	100,000
Prior Year Reappropriations	-	-	5,729,409	-
Capital Projects	(1,764,407)	(772,568)	(7,360,987)	(2,922,692)
Interest Expense	(74,778)	(76,879)	-	-
Debt Expense	-	-	(440,075)	(434,266)
Depreciation Expense	(375,195)	(387,470)	-	-
Net Income (Loss)	867,604	5,385,149	1,677,216	1,543,155
Transfers to (from) Reserve	(989,372)	3,443,306	(280)	85,091
Contribution to (from) General Fund	<u>\$ 1,856,976</u>	<u>\$ 1,941,843</u>	<u>\$ 1,677,496</u>	<u>\$ 1,458,064</u>
<u>VENETIAN POOL FUND (420)</u>				
Operating Revenue	\$ 1,177,092	\$ 1,282,000	\$ 1,144,000	\$ 1,191,000
Operating Expense	(952,982)	(1,013,870)	(1,130,547)	(1,342,088)
Net Income (Loss)	224,110	268,130	13,453	(151,088)
Transfers to (from) Reserve	-	-	13,453	-
Contribution to (from) General Fund	<u>\$ 224,110</u>	<u>\$ 268,130</u>	<u>\$ -</u>	<u>\$ 151,088</u>
<u>GRANADA GOLF COURSE FUND (430)</u>				
Operating Revenue	\$ 1,174,479	\$ 959,148	\$ 610,000	\$ 660,000
Operating Expense	(1,045,310)	(1,016,507)	(913,020)	(954,697)
Net Income (Loss)	129,169	(57,359)	(303,020)	(294,697)
Transfers to (from) Reserve	-	-	-	-
General Fund Subsidy	<u>\$ 129,169</u>	<u>\$ (57,359)</u>	<u>\$ (303,020)</u>	<u>\$ (294,697)</u>
<u>PARKING SYSTEM FUND (460)</u>				
Operating Revenue	\$ 12,927,872	\$ 15,115,800	\$ 15,059,770	\$ 16,551,433
Operating Expense	(4,149,399)	(4,317,961)	106,213	99,772
Operating Income (Loss)	8,778,473	10,797,839	15,165,983	16,651,205
Investment Earnings	48,999	21,295	40,000	140,000
Miscellaneous Revenue	-	46,692	20,000	-
Interest Expense	(219,940)	(242,540)	-	-
Prior Year Reappropriations	-	-	2,693,775	-
Capital Projects	(1,256,872)	(847,871)	(2,320,144)	(122,376)
Debt Expense	-	-	(1,064,995)	(1,047,586)
Depreciation Expense	(919,432)	(948,768)	-	-
Net Income (Loss)	6,431,228	8,826,647	14,534,619	15,621,243
Transfers to (from) Reserve	(1,018,772)	1,376,647	5,754,468	7,257,437
Contribution to (from) General Fund	<u>\$ 7,450,000</u>	<u>\$ 7,450,000</u>	<u>\$ 8,780,151</u>	<u>\$ 8,363,806</u>



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CITY OF CORAL GABLES
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
2019-2020 BUDGET
(BUDGETED FUNDS ONLY)

	GENERAL FUND	DEBT SERVICE FUND	CAPITAL PROJECTS FUNDS	ENTERPRISE FUNDS	TOTAL
Fund Balance @ 09/30/18 (Audited)	\$ 48,962,530	\$ 627,056	\$ 21,489,131	\$ (987,921)	\$ 70,090,796
Fiscal Year 2018-2019 (Estimated)					
Revenues	167,779,322	8,693,169	107,591,795	46,905,543	330,969,829
Expenditures	164,212,159	8,835,158	113,072,192	47,010,214	333,129,723
FY 2019 Change in Fund Balance	3,567,163	(141,989)	(5,480,397)	(104,671)	(2,159,894)
Fund Balance @ 09/30/19 (Estimated)	52,529,693	485,067	16,008,734	(1,092,592)	67,930,902
Fiscal Year 2019-2020 Budget					
Revenues:					
Taxes	107,650,799	-	3,380,000	-	111,030,799
Licenses	3,533,500	-	-	-	3,533,500
Permits	7,812,000	-	-	-	7,812,000
Intergovernmental	5,880,000	-	209,000	-	6,089,000
General Government Fees	2,570,000	-	-	-	-
Public Safety Fees	3,696,500	-	-	-	-
Use Charges	9,766,594	-	-	32,258,700	42,025,294
Recreation Fees	2,511,500	-	-	1,833,589	4,345,089
Fines & Forfeitures	2,452,833	-	-	-	2,452,833
Investment Earnings	2,310,000	55,000	468,000	270,000	3,103,000
Rentals & Concessions	3,635,939	-	-	2,555,572	6,191,511
Miscellaneous Revenue	2,911,041	665,567	-	-	3,576,608
Transfers In	12,098,259	10,050,465	21,544,887	445,785	44,139,396
Total Revenues	166,828,965	10,771,032	25,601,887	37,363,646	234,299,030
Expenditures:					
General Government	35,274,165	-	8,157,641	-	43,431,806
Economic Environment	1,489,478	-	-	-	-
Public Safety	77,693,235	-	7,757,155	-	85,450,390
Physical Environment	23,513,831	-	315,000	16,102,183	39,931,014
Transportation	4,085,994	-	18,115,726	6,045,042	28,246,762
Culture & Recreation	9,523,441	-	6,012,786	2,296,785	17,833,012
Debt Service	-	8,916,032	-	1,650,105	10,566,137
Transfers Out	29,992,298	-	-	11,622,234	41,614,532
Total Expenditures	181,572,442	8,916,032	40,358,308	37,716,349	267,073,653
FY 2020 Change in Fund Balance	(14,743,477)	1,855,000	(14,756,421)	(352,703)	(32,774,623)
Fund Balance @ 09/30/20 Estimated	\$ 37,786,216	\$ 2,340,067	\$ 1,252,313	\$ (1,445,295)	\$ 35,156,279

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

In the General Fund - For FY19 - Planned use of fund balance for one-time items or transfer to General Capital Improvement Fund
In the General Fund - For FY20 - Planned use of fund balance for one-time items or transfer to General Capital Improvement Fund

In the Capital Projects Funds - For FY19 - Planned use of fund balance for capital projects.
In the Capital Projects Funds - For FY20 - Planned use of fund balance for capital projects.

In the Enterprise Funds - For FY19 - Planned use of fund balance for capital projects.
In the Enterprise Funds - For FY20 - Planned use of fund balance for capital projects.

**CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING
2019-2020 BUDGET**

	PRIOR YEAR AVAIL & ENCUMBRANCES	FY20 NEW FUNDING	FY20 TOTAL AVAILABLE FUNDS
Capital Equipment			
IT Data Systems Equipment Replacement/Upgrade	\$ 2,471,956	\$ 1,557,502	\$ 4,029,458
Emergency Generator Installation	686,237	450,000	1,136,237
WI-FI Capital Improvement Project	-	182,000	182,000
Total Capital Equipment	3,158,193	2,189,502	5,347,695
Facility Repairs/Improvements			
Roof Replacements Program - Citywide	808,924	274,271	1,083,195
HVAC Replacements Program - Citywide	354,356	187,001	541,357
Elevator Repair/Replacement Program	786,592	236,665	1,023,257
General Govt System Improvements (Coral Gables Impact Fee)	-	80,908	80,908
Right of Way (ROW) & Utility Divisions' Employee Lounges	-	165,000	165,000
Facility Environmental Remediation	-	240,000	240,000
Hurricane Container Program	-	74,000	74,000
Renovation of Space at 240 Aragon Ave.	-	175,000	175,000
ADA Remediation	-	200,000	200,000
Capital Project Contingency	-	-	-
Total Facility Projects	1,949,872	1,632,845	3,582,717
Historic Facility Repairs/Restorations			
Entrances & Fountains	-	150,000	150,000
City Hall Complex Repairs/Improvements	2,866,524	685,964	3,552,488
White Way Lights Restoration	331,410	125,000	456,410
Gondola Building Restoration - Grant Match	20,045	250,000	270,045
Fink Building Actual Conditions Assessment	3,000	480,000	483,000
Alhambra Water Tower Restoration	703,059	50,000	753,059
Biltmore Hotel Renovations	-	800,000	800,000
Total Historic Facility Projects	3,924,038	2,540,964	6,465,002
Motor Pool Equipment Replacements/Additions *			
Motor Vehicle Replacements/Additions	1,897,993	3,696,310	5,594,303
Total Motor Pool Projects	1,897,993	3,696,310	5,594,303
* 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.			
Parking Repairs/Improvements			
Upgrades/Improvements to City Parking Lots	794,696	302,376	1,097,072
North Ponce Garage Construction (Garage 7)	458,117	11,629,995	12,088,112
Garage 1 Construction	500,454	501,000	1,001,454
Installation of Multi-Space Pay Stations	83,330	150,000	233,330
Closed Circuit Television Security System	1,174	120,000	121,174
Total Parking Projects	1,837,771	12,703,371	14,541,142
Parks & Recreation Repairs/Improvements			
Purchase of Land	2,834,681	500,000	3,334,681
Parks & Recreation Major Repairs	3,599,225	1,820,992	5,420,217
Parks System Improvements (Coral Gables Impact Fee)	-	-	-
Parks Underline Improvements (Coral Gables Impact Fee)	-	680,544	680,544
Development of Neighborhood Parks	2,560,125	406,250	2,966,375
Fred B. Hartnett/Ponce Circle Park Improvements	200,000	1,000,000	1,200,000
Phillips Park Renovation & Enhancement	-	375,000	375,000
Total Parks & Recreation Projects	9,194,031	4,782,786	13,976,817

**CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING
2019-2020 BUDGET**

	PRIOR YEAR AVAIL & ENCUMBRANCES	FY20 NEW FUNDING	FY20 TOTAL AVAILABLE FUNDS
Public Safety Improvements			
Fire Equipment Replacement Program	\$ 310,350	\$ 225,238	\$ 535,588
Construction of New Public Safety Building	39,447,792	5,164,824	44,612,616
Fire Station 2/Trolley Depot	9,379,179	554,011	9,933,190
Emergency Vehicle Response Intersection Preemption System	539,000	200,000	739,000
Moble Radio Replacement Program	38,312	200,799	239,111
Fire System Improvements (Coral Gables Impact Fee)	-	973,703	973,703
Police System Improvements (Coral Gables Impact Fee)	-	626,080	626,080
Police Sniper Rifle Replacement Program	-	12,500	12,500
Total Public Safety Projects	49,714,633	7,957,155	57,671,788
Transportation & Right of Way Improvements			
Installation of Bike Infrastructure	1,155,670	200,000	1,355,670
Citywide Pedestrian Infrastructure Program	766,008	500,000	1,266,008
Citywide Street Resurfacing Program	342,525	500,000	842,525
Citywide Alleyway Repaving Program	273,962	100,000	373,962
Channel Markers Upgrade & Maintenance Program	45,093	65,000	110,093
Citywide Traffic Calming Program	935,566	755,000	1,690,566
Mobility System Improvements (Coral Gables Impact Fee)	-	114,162	114,162
Mobility Underline Improvements (Coral Gables Impact Fee)	-	1,475,699	1,475,699
Neighborhood Improvements North of SW 8th Street	438,277	200,000	638,277
Street Tree Succession Plan	265,786	200,000	465,786
LED Street Lights Conversion	450,000	150,000	600,000
Wayfinding and Signage Program Improvements	793,236	280,000	1,073,236
8th Street Beautification	90,000	250,000	340,000
North Ponce Streetscape	254,086	300,000	554,086
Miracle Mile Streetscape Improvements - Electrical & Irrigation	731,048	105,200	836,248
Ponce de Leon Landscape - Phase III	1,762,395	300,000	2,062,395
Bridge Repairs & Improvements	228,686	100,000	328,686
Biltmore Way Streetscape Improv.	71,410	250,000	321,410
Residential Waste Pit Restoration	83,801	75,000	158,801
Underline Bicycle and Pedestrian Bridge	300,000	250,000	550,000
Last Mile Transit Stop Improvements	-	295,000	295,000
Total Transportation & Roadway Projects	8,987,549	6,465,061	15,452,610
Utility Repairs/Improvements			
Pump Station 1 - Cocoplum Upgrade	247,700	1,552,300	1,800,000
Pump Station Remote Monitoring	-	400,000	400,000
Journey's End Pump Station and Force Main Replacement	-	300,000	300,000
Station F Rehabilitation	113,256	205,000	318,256
Sanitary Sewer Major Repair	834,792	200,392	1,035,184
Station D Rehabilitation	68,882	100,000	168,882
Pump Station 3 Cocoplum Upgrade	-	60,000	60,000
Cross-Connection Removal - Sanitary Sewer	244,505	50,000	294,505
Electronic Atlas and Model Update and Calibration	-	50,000	50,000
Sewer Pipe Cameras	14,721	5,000	19,721
Sea Level Rise Mitigation Program (Infrastructure Reserve)	4,328,224	2,335,000	6,663,224
Stormwater System Improvement Program	392,456	400,000	792,456
Cocoplum Drainage Improvements	477,271	300,000	777,271
Sunrise Harbor Drainage/Repair Assessment	-	250,000	250,000
Water Quality Studies/Evaluation	200,000	200,000	400,000
Coruna Canal Salinity Berm Rehabilitation	-	60,000	60,000
Cross-Connection Removal - Storm Water	244,505	50,000	294,505
Canal Bank Stabilization	289,977	20,000	309,977
Total Utility Repair/Improvement Projects	7,456,289	6,537,692	13,993,981
Total Projects	\$ 88,120,369	\$ 48,505,686	\$ 136,626,055

CITY OF CORAL GABLES
FISCAL YEAR 2020-2024 FIVE YEAR CAPITAL IMPROVEMENT PLAN
PROJECT LISTING BY FISCAL YEAR

PROJ #	PROJECT NAME	FIVE-YEAR ESTIMATE								FIVE-YEAR PROJECT TOTAL
		2 0 2 0				2021	2022	2023	2024	
		PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
CAPITAL EQUIPMENT PROJECTS										
1	Network Infrastructure	\$ 1,975,747	\$ 496,209	\$ 1,557,502	\$ 4,029,458	\$ 1,557,502	\$ 1,557,502	\$ 1,557,502	\$ 1,557,502	\$ 10,259,466
2	Emergency Generator Installation	457,565	228,672	450,000	1,136,237	350,000	350,000	350,000	350,000	2,536,237
3	CGTV Equipment Upgrade	115,000	-	-	115,000	-	-	-	-	115,000
4	Recycling Containers in Parks & ROW	288,000	-	-	288,000	-	-	-	-	288,000
5	Wi-Fi Capital Improvement Project	-	-	182,000	182,000	235,500	235,500	-	-	653,000
6	LPR/Speed Trailers	-	-	-	-	240,000	50,000	50,000	50,000	390,000
TOTAL CAPITAL EQUIPMENT PROJECTS		2,836,312	724,881	2,189,502	5,750,695	2,383,002	2,193,002	1,957,502	1,957,502	14,241,703
FACILITY REPAIRS/IMPROVEMENT PROJECTS										
7	Warehouse III Repairs	256,361	1,000	-	257,361	-	-	-	-	257,361
8	Citywide Roof Repairs	716,132	92,792	274,271	1,083,195	278,385	282,561	286,799	291,101	2,222,041
9	Facility Environmental Remediation	-	-	240,000	240,000	240,000	240,000	240,000	240,000	1,200,000
10	HVAC Equipment Replacement	340,955	13,401	187,001	541,357	189,806	192,653	195,543	198,476	1,317,835
11	Citywide Elevator Replacement Program	786,592	-	236,665	1,023,257	240,215	243,818	247,475	251,188	2,005,953
12	General Govt System Improvements	-	-	80,908	80,908	30,000	30,000	30,000	30,000	200,908
13	Exterior Building Lighting	-	-	-	-	100,000	100,000	-	-	200,000
14	Optimize Energy And Water Efficiency At City Facilities	364,340	24,158	-	388,498	190,200	190,200	190,200	190,200	1,149,298
15	Hurricane Container Program	-	-	74,000	74,000	-	-	-	-	74,000
16	Public Works Building 6 Space Programming	-	-	-	-	320,000	-	-	-	320,000
17	Right of Way (ROW) & Utility Divisions' Employee Lounges	-	-	165,000	165,000	-	-	-	-	165,000
18	Renovation of Space at 240 Aragon Avenue	-	-	175,000	175,000	175,000	-	-	-	350,000
19	ADA Remediation	-	-	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
TOTAL FACILITY REPAIRS/IMPROVEMENT PROJECTS		2,464,380	131,351	1,632,845	4,228,576	1,963,606	1,479,232	1,390,017	1,400,965	10,462,396
HISTORIC FACILITY IMPROVEMENT PROJECTS										
20	Entrances & Fountains Refurbishment Matrix	-	-	150,000	150,000	152,250	154,534	156,852	159,205	772,841
21	Merrick House Repairs/Improv.	617	-	-	617	-	-	-	-	617
22	City Hall Complex Repairs/Improvements	2,659,573	206,951	685,964	3,552,488	-	500,000	7,500,000	-	11,552,488
23	Jean Ward Sculptures	41,594	26,574	-	68,168	120,000	-	-	-	188,168
24	Gondola Building Restoration	20,045	-	250,000	270,045	803,700	-	-	-	1,073,745
25	Coral Gables Library Renovation	139,948	48,010	-	187,958	-	-	-	-	187,958
26	White Way Lights Restoration	331,310	100	125,000	456,410	125,000	125,000	120,000	-	826,410
27	Centennial Trail	-	-	-	-	80,000	30,000	30,000	30,000	170,000
28	Biltmore Golf Course Bridges Renovation	-	-	-	-	-	-	-	-	-
29	Fink Building Actual Conditions Assessment	3,000	-	480,000	483,000	500,000	544,575	-	-	1,527,575
30	Artist Housing on Brooker Avenue	25,353	-	50,000	75,353	100,000	-	-	-	175,353
31	Alhambra Water Tower Restoration	703,059	-	800,000	1,503,059	800,000	800,000	800,000	800,000	4,703,059
32	Girl Scout House Resoration	-	-	-	-	50,000	750,000	500,000	500,000	1,800,000
33	Biltmore Hotel Renovations	-	-	-	-	50,000	-	-	-	50,000
TOTAL HISTORIC FACILITY IMPROVEMENT PROJECTS		3,924,499	281,635	2,540,964	6,747,098	2,780,950	2,904,109	9,106,852	1,489,205	23,028,214
MOTOR POOL EQUIPMENT REPLACEMENTS/ADDITIONS PROJECTS										
34	Motor Vehicle Replacement/Additions	151,444	1,746,549	3,696,310	5,594,303	3,440,076	3,500,277	3,561,532	3,623,859	19,720,047
TOTAL MOTOR POOL PROJECTS		151,444	1,746,549	3,696,310	5,594,303	3,440,076	3,500,277	3,561,532	3,623,859	19,720,047
PARKING IMPROVEMENT PROJECTS										
35	Upgrades/Improvements To City Garages	376,912	-	-	376,912	-	-	-	-	376,912
36	Upgrades/Improvements To City Parking Lots	702,958	91,738	302,376	1,097,072	304,212	306,075	307,966	309,886	2,325,211
37	Installation of Multi-Space Pay Stations	4,020	79,310	150,000	233,330	150,000	150,000	150,000	150,000	833,330
38	Closed Circuit Television Security System	1,174	-	120,000	121,174	-	-	-	-	121,174
39	Lot 25 Park Development	14	-	-	14	75,000	250,000	250,000	-	575,014
40	Garage 1 Design and Construction	500,454	-	501,000	1,001,454	29,458,896	-	-	-	30,460,350
41	Garage 7 Design and Construction	427,326	30,791	11,649,285	12,107,402	4,425,961	-	-	-	16,533,363
TOTAL PARKING IMPROVEMENT PROJECTS		2,012,858	201,839	12,722,661	14,937,358	34,414,069	706,075	707,966	459,886	51,225,354
PARKS & RECREATION IMPROVEMENT PROJECTS										
42	Merrick Park Improvements	-	-	-	-	500,000	350,000	350,000	350,000	1,550,000
43	Purchase of Land	2,831,661	3,020	500,000	3,334,681	500,000	500,000	500,000	500,000	5,334,681
44	Fred B. Hartnett/Ponce Circle Park Improvements	200,000	-	1,000,000	1,200,000	1,800,000	-	-	-	3,000,000
45	Development of Neighborhood Parks	1,304,816	1,255,309	406,250	2,966,375	100,000	-	-	-	3,066,375
46	W.H. Kerdyk/Bilt Tennis Ctr Improv.	108,077	175,931	-	284,008	-	-	-	-	284,008
47	Parks & Recreation Major Repairs	3,263,050	336,175	1,820,992	5,420,217	1,848,307	1,876,032	1,904,172	1,932,735	12,981,463
48	Parks System Improvements	-	-	-	-	80,000	80,000	80,000	80,000	320,000
49	Underline Improvements	-	-	680,544	680,544	-	-	-	-	680,544
50	Mar Street-Play Street	-	-	-	-	200,000	-	-	-	200,000
51	Manatee Overlook	-	-	-	-	200,000	-	-	-	200,000
52	Cooper and Nellie B. Moore Park Enhancements	-	-	-	-	115,000	-	-	-	115,000
53	Jaycee Park Enhancements	-	-	-	-	725,000	1,025,875	-	-	1,750,875
54	Orduna Park Enhancement	-	-	-	-	345,000	-	-	-	345,000
55	Splash Pad	-	-	-	-	300,000	850,000	880,000	-	2,030,000
56	Phillips Park Renovation and Enhancement	-	-	375,000	375,000	1,000,000	1,158,125	-	-	2,533,125
TOTAL PARKS & RECREATION IMPROVEMENT PROJECTS		7,707,604	1,770,435	4,782,786	14,260,825	7,713,307	5,840,032	3,714,172	2,862,735	34,391,071

CITY OF CORAL GABLES
FISCAL YEAR 2020-2024 FIVE YEAR CAPITAL IMPROVEMENT PLAN
PROJECT TYPE SUMMARY BY YEAR & FUNDING SOURCE & RELATED OPERATING COST

PROJECT TYPE SUMMARY BY YEAR

PROJECT NAME	FIVE-YEAR ESTIMATE								FIVE-YEAR PROJECT TOTAL
	2 0 2 0				2021	2022	2023	2024	
	PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
CAPITAL EQUIPMENT REPL/UPGRADES	\$ 2,836,312	\$ 724,881	\$ 2,189,502	\$ 5,750,695	\$ 2,383,002	\$ 2,193,002	\$ 1,957,502	\$ 1,957,502	\$ 14,241,703
FACILITY REPAIRS/IMPROVEMENTS	2,464,380	131,351	1,632,845	4,228,576	1,963,606	1,479,232	1,390,017	1,400,965	10,462,396
HISTORIC FACILITY RESTORATION	3,924,499	281,635	2,540,964	6,747,098	2,780,950	2,904,109	9,106,852	1,489,205	23,028,214
MOTOR POOL EQUIP REPL/ADDITIONS	151,444	1,746,549	3,696,310	5,594,303	3,440,076	3,500,277	3,561,532	3,623,859	19,720,047
PARKING IMPROVEMENTS	2,012,858	201,839	12,722,661	14,937,358	34,414,069	706,075	707,966	459,886	51,225,354
PARKS & RECREATION IMPROVEMENTS	7,707,604	1,770,435	4,782,786	14,260,825	7,713,307	5,840,032	3,714,172	2,862,735	34,391,071
PUBLIC SAFETY IMPROVEMENTS	8,439,454	46,513,786	7,937,865	62,891,105	1,893,726	823,949	831,958	840,270	67,281,008
TRANSPORTATION & RIGHT OF WAY	8,030,803	2,131,851	6,465,061	16,627,715	10,717,613	9,611,443	7,807,198	5,885,560	50,649,529
UTILITY REPAIR/IMPROVEMENTS	9,055,489	1,720,694	6,537,692	17,313,875	7,410,228	7,069,714	7,884,320	8,329,320	48,007,457
TOTAL	\$ 44,622,843	\$ 55,223,021	\$ 48,505,686	\$ 148,351,550	\$ 72,716,577	\$ 34,127,833	\$ 36,961,517	\$ 26,849,302	\$ 319,006,779

PROJECT TYPE SUMMARY BY FUNDING SOURCE

PROJECT TYPE	GEN CAP IMPR	NRP	ROADWAY	CG IMP FEES	STORM WATER	SANI SEWER	MOTOR POOL	TROLLEY	PARKING SYSTEM	GRANT & OTHER	FIVE-YEAR PROJECT TOTAL
CAPITAL EQUIPMENT REPL/UPGRADES	\$ 13,935,025	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 306,678	\$ -	\$ -	\$ -	\$ 14,241,703
FACILITY REPAIRS/IMPROVEMENTS	10,211,488	-	-	200,908	-	-	-	-	-	50,000	10,462,396
HISTORIC FACILITY RESTORATION	21,884,671	-	-	-	-	-	-	-	-	1,143,543	23,028,214
MOTOR POOL EQUIP REPL/ADDITIONS	-	-	-	-	-	-	19,720,047	-	-	-	19,720,047
PARKING IMPROVEMENTS	44,931,604	-	-	3,264,330	-	-	-	-	2,333,872	695,548	51,225,354
PARKS & RECREATION IMPROVEMENTS	26,754,741	921,753	-	4,124,010	-	-	-	-	-	2,590,567	34,391,071
PUBLIC SAFETY IMPROVEMENTS	19,376,559	-	150,000	5,114,932	200,000	-	-	340,000	-	42,099,517	67,281,008
TRANSPORTATION & RIGHT OF WAY	28,896,227	180,058	11,688,623	1,589,861	-	-	-	1,594,032	446,046	6,254,682	50,649,529
UTILITY REPAIR/IMPROVEMENTS	850,000	-	-	-	26,374,743	19,130,371	-	-	-	1,652,343	48,007,457
TOTAL	\$ 166,840,315	\$ 1,101,811	\$ 11,838,623	\$ 14,294,041	\$ 26,574,743	\$ 19,130,371	\$ 20,026,725	\$ 1,934,032	\$ 2,779,918	\$ 54,486,200	\$ 319,006,779

DETAIL OF GRANT & OTHER FUNDING SOURCES BY PROJECT TYPE

PROJECT TYPE	SPEC ASSESS	M-D IMP FEE	COUNTY GRANT	MDC GRANT	DEVELOPER FEE	ART IN PUB. PLACES	PRIVATE GRANT	SUN STATE FINANCING	FEDERAL GRANT	STATE GRANT	FIVE-YEAR PROJECT TOTAL
CAPITAL EQUIPMENT REPL/UPGRADES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FACILITY REPAIRS/IMPROVEMENTS	-	-	-	-	-	-	50,000	-	-	-	50,000
HISTORIC FACILITY RESTORATION	-	-	139,791	-	-	250,752	3,000	-	-	750,000	1,143,543
MOTOR POOL EQUIP REPL/ADDITIONS	-	-	-	-	-	-	-	-	-	-	-
PARKING IMPROVEMENTS	-	-	-	-	-	695,548	-	-	-	-	695,548
PARKS & RECREATION IMPROVEMENTS	-	-	-	-	2,000,000	115,567	200,000	-	-	275,000	2,590,567
PUBLIC SAFETY IMPROVEMENTS	-	-	-	-	4,477,727	279,713	-	35,842,077	-	1,500,000	42,099,517
TRANSPORTATION & RIGHT OF WAY	2,200,019	1,650,414	-	597,905	-	797,397	8,795	152	1,000,000	-	6,254,682
UTILITY REPAIR/IMPROVEMENTS	-	-	-	-	-	-	-	1,479,653	-	172,690	1,652,343
TOTAL	\$ 2,200,019	\$ 1,650,414	\$ 139,791	\$ 597,905	\$ 6,477,727	\$ 2,138,977	\$ 261,795	\$ 37,321,882	\$ 1,000,000	\$ 2,697,690	\$ 54,486,200

CITY OF CORAL GABLES
FISCAL YEAR 2020-2024 FIVE YEAR CAPITAL IMPROVEMENT PLAN
PROJECT TYPE SUMMARY BY RELATED OPERATING COST

TOTAL RELATED OPERATING COST

EXPENSE TYPE	FIVE-YEAR ESTIMATE					FIVE-YEAR PROJECT TOTAL
	2020	2021	2022	2023	2024	
CAPITAL EQUIPMENT REPL/UPGRADES	\$ 1,000	\$ 16,000	\$ 17,000	\$ 35,000	\$ 35,000	\$ 122,000
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	1,000	16,000	35,000	35,000	35,000	122,000
FACILITY REPAIRS/IMPROVEMENTS	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-
HISTORIC FACILITY RESTORATION	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-
MOTOR POOL EQUIP REPL/ADDITIONS	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-
PARKING IMPROVEMENTS	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-
PARKS & RECREATION IMPROVEMENTS	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-
PUBLIC SAFETY IMPROVEMENTS	1,916	(2,590)	(674)	(2,590)	(460)	9,076
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	1,916	(2,590)	12,800	(2,590)	(460)	9,076
TRANSPORTATION & RIGHT OF WAY	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-
UTILITY REPAIR/IMPROVEMENTS	25,000	25,000	50,000	25,000	25,000	125,000
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	25,000	25,000	25,000	25,000	25,000	125,000
TOTAL RELATED OPERATING COST	\$ 27,916	\$ 38,410	\$ 66,326	\$ 57,410	\$ 59,540	\$ 256,076

CITY OF CORAL GABLES
PARK & RECREATION MAJOR REPAIR PROJECTS BY YEAR

PROJECT NAME	FIVE-YEAR ESTIMATE								FIVE-YEAR PROJECT TOTAL
	2 0 2 0				2021	2022	2023	2024	
	PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
Acorn LED Lights at Phillips Park ✓	\$ 28,241	\$ -	\$ -	\$ 28,241	\$ -	\$ -	\$ -	\$ -	\$ 28,241
Artificial Turf Safety Surfacing Replacement & Additions	-	-	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Blue Road Open Space Renovation	-	-	-	-	200,000	200,000	-	-	400,000
Creation of Dog Park at Gables Station	340,619	22,400	-	363,019	-	-	-	-	363,019
Fitness Trails	51,371	6,000	-	57,371	-	-	-	-	57,371
Granada Golf Course Improvements	204,089	-	-	204,089	-	-	-	-	204,089
Granada Golf Course Irrigation	13,537	13,350	-	26,887	-	-	-	-	26,887
Granada Golf Course Groundwater Diversion	35,000	-	-	35,000	-	-	-	-	35,000
Granada Golf Course Pro Shop	225,000	-	14,492	239,492	-	-	-	-	239,492
Granada Golf Maintenance Shop Renovation	-	-	-	-	165,000	-	-	-	165,000
Granada Golf Course Shelter Improvements	164,228	-	-	164,228	-	-	-	-	164,228
Granada Golf Course Turf Vacuum	14,000	-	-	14,000	-	-	-	-	14,000
Jaycee Park Playground Renovation	365,000	-	-	365,000	-	-	-	-	365,000
Kerdyk Family Park Playground Expansion ü	-	16,996	-	16,996	-	-	-	-	16,996
Kerdyk Family Park Trail Renovation	90,000	-	-	90,000	-	-	-	-	90,000
Lightning Protection System for Facilities	36,000	-	-	36,000	-	-	-	-	36,000
P&R Facilities Surveillance Systems	17,354	24,239	42,500	84,093	42,500	42,500	42,500	42,500	254,093
Park Basketball and Tennis Court Renovations ✓	25	-	-	25	-	-	-	-	25
Park Furnishings	3,806	23,097	75,000	101,903	75,000	75,000	75,000	75,000	401,903
Parks & Recreation Master Plan	-	73,537	-	73,537	-	-	-	-	73,537
Phillips Park Renovation	385,000	-	-	385,000	-	-	-	-	385,000
Pierce Park Renovation	-	-	385,000	385,000	-	-	-	-	385,000
Resurfacing of Clay Courts ✓	30,300	-	-	30,300	-	-	-	-	30,300
Rotary Park Improvements	20,000	-	-	20,000	-	-	-	400,000	420,000
Salvadore Park Tennis Facility Renovation	-	-	-	-	250,000	400,000	400,000	-	1,050,000
Salvadore Park Playground Expansion	450,000	-	-	450,000	-	500,000	-	-	950,000
Salvadore Park Tennis Pro Shop Renovation	11,000	-	-	11,000	-	-	-	-	11,000
Salvadore Park Tennis Shade Addition	33,000	-	-	33,000	-	-	-	-	33,000
Shade Structure Repairs & Additions	-	-	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Venetian Pool Improvements	213,135	8,145	-	221,280	-	-	-	-	221,280
Venetian Pool Phase 5	-	-	165,000	165,000	600,000	-	-	-	765,000
Venetian Pool Phase 6	-	-	44,000	44,000	-	350,000	500,000	500,000	1,394,000
Venetian Pool Pump & Utilities Renovation	-	-	265,000	265,000	265,000	-	-	-	530,000
Youth Center Amenities Improvements	193,789	-	-	193,789	-	-	-	-	193,789
Youth Center Concessions Building Renovation	-	-	-	-	-	-	550,000	500,000	1,050,000
Youth Center Courtyard Improvements	-	63,580	350,000	413,580	-	-	-	-	413,580
Youth Center Fitness Center Renovation	77,581	-	-	77,581	-	-	-	-	77,581
Youth Center Indoor Gym Renovation	-	-	105,000	105,000	-	-	-	-	105,000
Youth Center Intercom & P.A. Replacement	60,000	-	-	60,000	-	-	-	-	60,000
Youth Center Interior Renovations	10	53,515	-	53,525	-	-	-	-	53,525
Youth Center Master Plan	9,010	22,238	-	31,248	-	-	-	-	31,248
Youth Center Paint Exterior Building	-	-	50,000	50,000	-	-	-	-	50,000
Youth Center Phase 1 Improvements ✓	24,142	-	-	24,142	-	-	-	-	24,142
Youth Center Structural Improvements ✓	73,989	4,336	-	78,325	-	-	-	-	78,325
Youth Center & Grounds Improvements ✓	83,296	3,560	-	86,856	-	-	-	-	86,856
Youth Center Field Resod & Irrigation ✓	99	1,182	100,000	101,281	-	-	-	-	101,281
Well Identification Program	-	-	25,000	25,000	25,000	25,000	25,000	25,000	125,000
Unassigned	10,429	-	-	10,429	25,807	83,532	111,672	190,235	421,675
TOTAL	\$ 3,263,050	\$ 336,175	\$ 1,820,992	\$ 5,420,217	\$ 1,848,307	\$ 1,876,032	\$ 1,904,172	\$ 1,932,735	\$ 12,981,463

✓ - Completed Project

CITY OF CORAL GABLES
PARK & RECREATION MAJOR REPAIR PROJECTS BY YEAR

PROJECT NAME	CURRENT STATUS
Acorn LED Lights at Phillips Park	✓ - Installation of LED lights at Phillips Park has been completed.
Fitness Trails	Equipment for Youth Center has been installed and project has been completed. William H. Kerdyk Jr. and Family Park equipment selected and in process for installation of new trail surface and equipment.
Granada Golf Course Improvements	Course renovations completed including new greens, fairways and tee boxes. Phase 2 will include replacement of rain shelters and replacement of old irrigation system which is in progress.
Kerdyk Family Park Playground Expansion	✓ - New playground installation has been completed.
Kerdyk Family Park Trail Renovation	New trail surface has been selected and design process is complete. Construction process is scheduled to begin in FY20.
Parks & Recreation Master Plan	Parks Master Plan is currently in progress, with projected completion by January 2020.
Park Basketball and Tennis Court Renovations	✓ - Court renovations for Youth Center completed. Jaycee Park courts were also completed.
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. Surveillance cameras installed and completed at Biltmore Tennis Center. Camera installation at Granada Golf Maintenance Shop has been completed.
Park Furnishings	60 furnishings (18 benches, 18 trash cans, and 24 picnic tables) purchased and installed at 9 neighborhood parks. Ongoing replacement matrix.
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 repaired. Larger scale improvement to be presented for funding in next phase.
Pierce Park Renovation	Playground spring rockers and playground installation completed. Phase 2 schedule of park improvements to be determined.
Creation of Dog Park at Gables Station	Funding from Nat Winokur Park Renovation have been reallocated in conjunction with the underline to create a dog park adjacent to the Gables Station development.
Resurfacing of Clay Courts	✓ - All clay courts at Salvadore Park Tennis Center have been resurfaced.
Salvadore Park Playground Expansion	Grant for inclusion playground expansion was awarded to the City and Community meeting for the grants was completed.
Salvadore Park Tennis Pro Shop Renovation	Project postponed to be included in future building renovation.
Venetian Pool Improvements	Temporary pool bottom painting completed, fountain restoration completed, concrete bottom repairs and expansion joint repairs completed. Perimeter fencing and stucco repairs completed. Expansion of staff parking lot and landscaping to south side nearing completion. Vessel repair investigation and material testing to start in FY20. Permanent Vessel and pool bottom repairs to be completed in the future. Pending phase 4 renovation which will include concessions renovation, floor tile repairs/replacement, and rope chain fencing.
Youth Ctr Field Resod & Irrigation	✓ - Irrigation & drainage replaced and field resod.
Youth Ctr & Grounds Improvements	✓ - Chain link field perimeter completed, flat roof repairs completed, field complex exterior iron and concrete work complete - Tile roof repairs pending.
Youth Center Structural Improvements	✓ - indoor and outdoor Youth Center Playground
Youth Center Amenities Improvements	Gymnastics room completed. Second phase to include renovation of courtyard, removal of existing palm trees, installation of a shade sail and artificial turf as a mix use, renovation of theater space and installation of new dance room flooring.
Youth Center Phase 1	✓ - First Phase of Pavilion repairs and lighting improvements.
Youth Center Master Plan	Currently in progress, Completion of project to be January 2020.

✓ - Completed Project

CITY OF CORAL GABLES
BUILDING THE VEHICLE REPLACEMENT BUDGET (With CPI)
Based on 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	\$ 3,549,614	\$ 3,638,162	\$ 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	\$ 3,606,762	\$ 3,696,310	\$ 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	-
CPI Adjustment @1.75% - (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%	84%	90%	100%	100%
Planned Use of Motor Pool Fund Balance	1,177,000	952,000	727,000	502,000	561,000	367,400	-	-
Annual Vehicle Replacement Budget	\$ 3,100,000	\$ 3,154,250	\$ 3,209,449	\$ 3,265,614	\$ 3,606,762	\$ 3,696,310	\$ 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	\$ 4,174,844	\$ 4,092,444	\$ 4,412,444
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 Planned Use of Fund Balance **	1,177,000	952,000	727,000	502,000	561,000	367,400	-	-
Ending Fund Balance - Projected	\$ 6,126,844	\$ 5,319,844	\$ 4,772,844	\$ 4,485,844	\$ 4,174,844	\$ 4,092,444	\$ 4,412,444	\$ 4,767,444

* Assumes a reduction of repair parts budget and Fleet staffing as more and more of the fleet is replaced and under factory warranty.

** Planned use of Fund Balance in FY20: \$315,400 for one-time purchases, & \$52,000 to bring funding to budgeted amount.

CITY OF CORAL GABLES
BUILDING THE IT EQUIPMENT REPLACEMENT BUDGET
Based on 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	\$ 1,550,002	\$ 1,557,502	\$ 1,557,502
CPI Adjustment @ 0.0% *	-	-	-	-	-	-	-
Adjusted IT Equipment Replacement Requirements	\$ 900,000	\$ 1,131,900	\$ 1,262,308	\$ 1,262,308	\$ 1,550,002	\$ 1,557,502	\$ 1,557,502

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	\$ 1,394,594	\$ 1,502,094
Incremental Increase to Base - <i>(From Oper. Revenue)</i>	44,000	306,900	100,000	100,000	387,694	107,500	55,408
Net Replacement Cost From Operating Revenue	500,000	806,900	906,900	1,006,900	1,394,594	1,502,094	1,557,502
<i>% of Budget Funded by Operating Revenue</i>	<i>56%</i>	<i>71%</i>	<i>72%</i>	<i>80%</i>	<i>90%</i>	<i>96%</i>	<i>100%</i>
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	\$ 1,550,002	\$ 1,557,502	\$ 1,557,502

* 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

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	\$ 1,794,081	\$ 1,820,992	\$ 1,848,307
CPI Adjustment @1.5%	-	19,998	20,298	20,602	26,911	27,315	27,725
Adjusted P&R FAC & Equip Replacement Requirements	\$ 1,333,183	\$ 1,353,181	\$ 1,373,479	\$ 1,394,081	\$ 1,820,992	\$ 1,848,307	\$ 1,876,032

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	\$ 1,237,809	\$ 1,615,124
Incremental Increase to Base - <i>(From Oper. Revenue)</i>		200,000	200,000	200,000	350,000	350,000	233,183
CPI Adjustment @1.5% *	-	19,998	20,298	20,602	26,911	27,315	27,725
Net Replacement Cost From Operating Revenue	200,000	419,998	640,296	860,898	1,237,809	1,615,124	1,876,032
<i>% of Budget Funded by Operating Revenue</i>	<i>15%</i>	<i>31%</i>	<i>47%</i>	<i>62%</i>	<i>68%</i>	<i>87%</i>	<i>100%</i>
Use of Fund Balance *	1,133,183	933,183	733,183	533,183	583,183	233,183	-
Annual Parks & Rec. Fac. & Equip. Replacement Budget	\$ 1,333,183	\$ 1,353,181	\$ 1,373,479	\$ 1,394,081	\$ 1,820,992	\$ 1,848,307	\$ 1,876,032

* Total use of fund balance = \$4,149,098 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	\$ 270,218	\$ 270,218	\$ 274,271	\$ 278,385
CPI Adjustment @1.5%	-	6,375	6,471	-	4,053	4,114	4,176
Adjusted Roof Replacement Requirements	\$ 425,000	\$ 431,375	\$ 437,846	\$ 270,218	\$ 274,271	\$ 278,385	\$ 282,561

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	\$ 270,218	\$ 274,271	\$ 278,385
Incremental Increase to Base - (From Oper. Revenue)		65,000	65,000	62,372	-	-	-
CPI Adjustment @1.5% - (From Oper. Rev.)	-	6,375	6,471	-	4,053	4,114	4,176
Net Replacement Cost From Operating Revenue	65,000	136,375	207,846	270,218	274,271	278,385	282,561
<i>% of Budget Funded by Operating Revenue</i>	<i>15%</i>	<i>32%</i>	<i>48%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>
Planned Use of Fund Balance *	360,000	295,000	223,529	-	-	-	-
Annual Roof Replacement Budget	\$ 425,000	\$ 431,375	\$ 431,375	\$ 270,218	\$ 274,271	\$ 278,385	\$ 282,561

* Total planned use of fund balance = \$878,529 over 3 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	\$ 184,237	\$ 184,237	\$ 187,001	\$ 189,806
CPI Adjustment @1.5%	-	2,250	2,284	-	2,764	2,805	2,847
Adjusted HVAC Replacement Requirements	\$ 150,000	\$ 152,250	\$ 154,534	\$ 184,237	\$ 187,001	\$ 189,806	\$ 192,653

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	\$ 99,534	\$ 131,298	\$ 163,103
Incremental Increase to Base - (From Oper. Revenue)		22,000	22,000	29,000	29,000	29,000	26,703
CPI Adjustment @1.5% - (From Oper. Rev.)	-	2,250	2,284	-	2,764	2,805	2,847
Net Replacement Cost From Operating Revenue	22,000	46,250	70,534	99,534	131,298	163,103	192,653
<i>% of Budget Funded by Operating Revenue</i>	<i>15%</i>	<i>30%</i>	<i>46%</i>	<i>54%</i>	<i>70%</i>	<i>86%</i>	<i>100%</i>
Planned Use of Fund Balance *	128,000	106,000	81,716	84,703	55,703	26,703	-
Annual HVAC Replacement Budget	\$ 150,000	\$ 152,250	\$ 152,250	\$ 184,237	\$ 187,001	\$ 189,806	\$ 192,653

* Total planned use of fund balance = \$482,825 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	\$ 222,386	\$ 225,238	\$ 228,617	\$ 232,046
CPI Adjustment @ 1.5%	-	2,768	2,809	2,852	3,379	3,429	3,481
Adjusted Fire Equipment Replacement Requirements	\$ 184,529	\$ 187,297	\$ 190,106	\$ 225,238	\$ 228,617	\$ 232,046	\$ 235,527

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	55,527
CPI Adjustment @1.5% - (From Oper. Rev.)	-	2,768	2,809	2,852	3,379	3,429	3,481
Net Replacement Cost From Operating Revenue	30,000	60,000	90,000	120,000	150,000	180,000	235,527
<i>% of Budget Funded by Operating Revenue</i>	<i>16%</i>	<i>32%</i>	<i>47%</i>	<i>53%</i>	<i>66%</i>	<i>78%</i>	<i>100%</i>
Planned Use of Fund Balance *	154,529	127,297	100,106	105,238	78,617	52,046	-
Annual Fire Equipment Replacement Budget	\$ 184,529	\$ 187,297	\$ 190,106	\$ 225,238	\$ 228,617	\$ 232,046	\$ 235,527

* Total planned use of fund balance = \$617,833 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% - (From Oper. Rev.)	-	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>
Planned 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 planned 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	\$ 70,200	\$ 71,951	\$ 78,665	\$ 82,215	\$ 85,818
One-Time funds to cover immediate need	-	-	375,670	158,000	158,000	158,000	158,000
CPI Adjustment @ 1.5%	-	1,725	1,751	6,714	3,550	3,603	3,657
Adjusted Elevator Equipment Replacement Requirements	\$ 115,000	\$ 116,725	\$ 447,621	\$ 236,665	\$ 240,215	\$ 243,818	\$ 247,475

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	\$ 78,665	\$ 82,215	\$ 85,818
Incremental Increase to Base - (From Oper. Revenue)	20,000	20,000	20,000	8,475	-	-	-
CPI Adjustment @1.5% - (From Oper. Rev.)	-	1,725	1,751	6,714	3,550	3,603	3,657
Net Replacement Cost From Operating Revenue	20,000	41,725	63,476	78,665	82,215	85,818	89,475
<i>% of Budget Funded by Operating Revenue</i>	<i>17%</i>	<i>36%</i>	<i>14%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>
Planned Use of Fund Balance *	95,000	75,000	384,145	158,000	158,000	158,000	158,000
Annual Elevator Equipment Replacement Budget	\$ 115,000	\$ 116,725	\$ 447,621	\$ 236,665	\$ 240,215	\$ 243,818	\$ 247,475

* Total planned use of fund balance = \$1,186,145 over 7 fiscal years. Use of fund balance includes one-time funds to cover immediate needs.

CITY OF CORAL GABLES
BUILDING THE FOUNTAINS & ENTRANCES MAINTENANCE BUDGET
Based on Current Fountains & Entrances Equipment Maintenance Cycle up to 10 Years

ANNUAL FOUNTAINS & ENTRANCES REPLACEMENT REQUIREMENTS							
	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Fountains & Entrances 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 Fountains & Entrances 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							
	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Fountains & Entrances Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ -	\$ 25,000	\$ 52,250	\$ 79,534	\$ 106,852	\$ 134,205	\$ 161,593
Incremental Increase to Base - (From Oper. Revenue)	25,000	25,000	25,000	25,000	25,000	25,000	-
CPI Adjustment @1.5% - (From Oper. Rev.)	-	2,250	2,284	2,318	2,353	2,388	2,424
Net Replacement Cost From Operating Revenue	25,000	52,250	79,534	106,852	134,205	161,593	164,017
<i>% of Budget Funded by Operating Revenue</i>	<i>17%</i>	<i>34%</i>	<i>51%</i>	<i>68%</i>	<i>84%</i>	<i>100%</i>	<i>100%</i>
Use of Fund Balance *	125,000	100,000	75,000	50,000	25,000	-	-
Annual Fountains & Entrances Replacement Budget	\$ 150,000	\$ 152,250	\$ 154,534	\$ 156,852	\$ 159,205	\$ 161,593	\$ 164,017

* Total use of fund balance = \$375,000 over 5 fiscal years

CITY OF CORAL GABLES
BUILDING THE RADIO SYSTEM REPLACEMENT BUDGET
Based on Current Radio Equipment Replacement Value and Useful Life up to 25 Years

ANNUAL RADIO SYSTEM REPLACEMENT REQUIREMENTS							
	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Radio Equipment Replacement Requirements	\$ 100,730	\$ 199,288	\$ 287,208	\$ 290,673	\$ 295,026	\$ 299,451	\$ 303,943
CPI Adjustment @ 1.5%	-	1,511	3,012	4,353	4,425	4,492	4,559
Adjusted Radio Equipment Replacement Requirements	\$ 100,730	\$ 200,799	\$ 290,220	\$ 295,026	\$ 299,451	\$ 303,943	\$ 308,502

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Radio Equipment Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ -	\$ 100,730	\$ 200,799	\$ 290,220	\$ 295,026	\$ 299,451	\$ 303,943
Incremental Increase to Base - (From Oper. Revenue)	100,730	98,558	86,409	453	-	-	-
Annual CPI Adjustment - (From Oper. Rev.)	-	1,511	3,012	4,353	4,425	4,492	4,559
Net Replacement Cost From Operating Revenue	100,730	200,799	290,220	295,026	299,451	303,943	308,502
<i>% of Budget Funded by Operating Revenue</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>
Planned Use of Fund Balance *	-	-	-	-	-	-	-
Annual Radio Equipment Replacement Budget	\$ 100,730	\$ 200,799	\$ 290,220	\$ 295,026	\$ 299,451	\$ 303,943	\$ 308,502

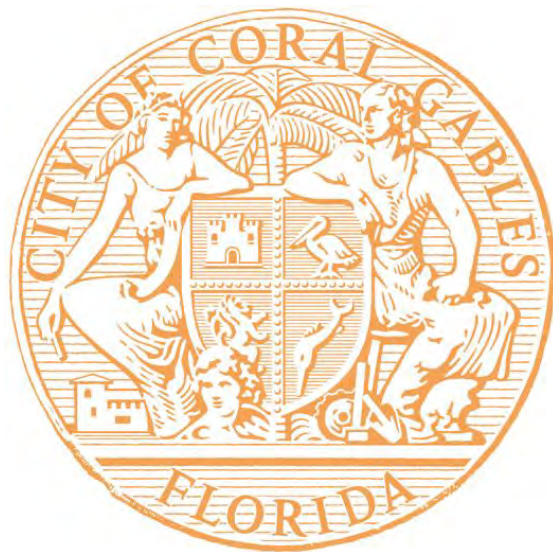
* Total use of fund balance = \$0 over 7 fiscal years

CITY OF CORAL GABLES
POLICE RIFLES & SCOPES REPLACEMENT BUDGET
Based on Current Rifles & Scopes Replacement Value and a 5-Year Useful Life

ANNUAL RIFLES & SCOPES REPLACEMENT REQUIREMENTS							
	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Rifles & Scopes Replacement Requirements	\$ 12,500	\$ 12,500	\$ 12,688	\$ 12,878	\$ 13,071	\$ 13,267	\$ 13,466
CPI Adjustment @1.5%	-	188	190	193	196	199	202
Adjusted Rifles & Scopes Replacement Requirements	\$ 12,500	\$ 12,688	\$ 12,878	\$ 13,071	\$ 13,267	\$ 13,466	\$ 13,668

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Rifles & Scopes Replacement Budget - Base Budget (From Prior Year Recurring Revenues)	\$ 12,500	\$ 12,500	\$ 12,688	\$ 12,878	\$ 13,071	\$ 13,267	\$ 13,466
Incremental Increase to Base - (From Oper. Revenue)	-	-	-	-	-	-	-
CPI Adjustment @1.5% - (From Oper. Rev.)	-	188	190	193	196	199	202
Net Replacement Cost From Operating Revenue	12,500	12,688	12,878	13,071	13,267	13,466	13,668
<i>% of Budget Funded by Operating Revenue</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>
Planned Use of Fund Balance *	-	-	-	-	-	-	-
Annual Rifles & Scopes Replacement Budget	\$ 12,500	\$ 12,688	\$ 12,878	\$ 13,071	\$ 13,267	\$ 13,466	\$ 13,668

* Total planned use of fund balance = \$0



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2019-2020 BUDGET

DEBT ADMINISTRATION

As of October 1, 2019 the City will have \$123.7 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.

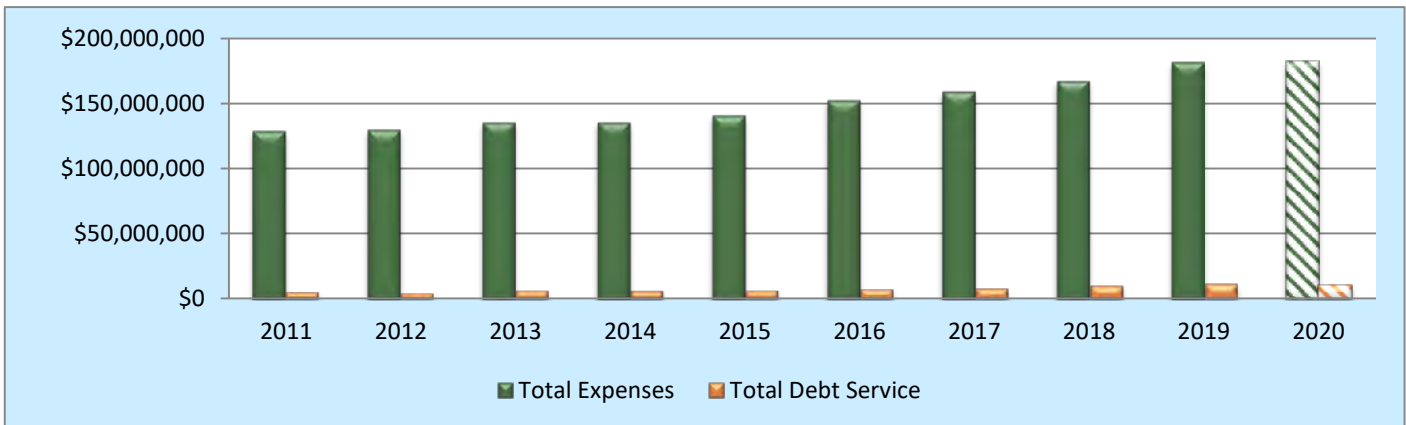
LEGAL DEBT MARGIN

The City's budgetary policy is to keep bond debt service under 8% of total expenses. As of October 1, 2019 the City's net bond debt services is well within the policy debt limit. Debt service represents **5.8%** percent of total expenses (operating and debt expense).

SUMMARY OF OUTSTANDING DEBT

<u>SERIES</u>	<u>MATURES</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
Series 2011C	10/01/32	\$ 3,210,000	\$ 1,197,000	\$ 4,407,000
Series 2013A	10/01/28	12,145,000	1,514,820	13,659,820
Series 2013B	10/01/28	3,130,000	567,324	3,697,324
Series 2014	10/01/24	2,370,000	214,270	2,584,270
Series 2015B	10/01/30	4,995,000	781,060	5,776,060
Series 2016A	04/01/37	16,225,000	6,310,262	22,535,262
Series 2016B	04/01/37	4,125,000	1,297,056	5,422,056
Series 2018A	10/01/47	47,715,000	33,407,788	81,122,788
Series 2018B	10/01/31	29,785,000	8,295,725	38,080,725
Total Projects		\$ 123,700,000	\$ 53,585,305	\$ 177,285,305

DEBT SERVICE COMPARED TO TOTAL EXPENSES



<u>Fiscal Year</u>	<u>Total Expenses</u>	<u>Total Debt Service</u>	<u>% of Total Expenditures</u>
2011	\$ 128,572,242	\$ 4,736,973	3.7%
2012	129,584,898	3,912,911	3.0%
2013	135,226,086	5,793,260	4.3%
2014	135,428,911	5,561,396	4.1%
2015	140,704,922	5,774,861	4.1%
2016	152,239,038	6,856,655	4.5%
2017	158,799,935	7,346,680	4.6%
2018	166,780,003	9,217,562	5.5%
2019	181,209,845	10,519,207	5.8%
2020	182,309,374	10,566,137	5.8%

2019-2020 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%	\$ 3,210,000
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%	12,145,000
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%	3,130,000
Series 2014	08/12/14	Sewer System Improvements	10/01/24	2.42%	2,370,000
Series 2015B	12/19/14	New radio system and replacement of the microwave relay system.	10/01/30	2.50%	4,995,000
Series 2016A	04/28/16	Miracle Mile Streetscape	04/01/37	2.92%	16,225,000
Series 2016B	04/28/16	Giralda Streetscape	04/01/37	3.05%	4,125,000
Series 2018A	04/28/16	Public Safety Building with attached garage	04/01/48	3.64%	47,715,000
Series 2018B	04/28/16	Refunded Series 2012 (\$35.48M) which was used to fund the following: '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	2.84%	29,785,000
Grand Total					\$ 123,700,000

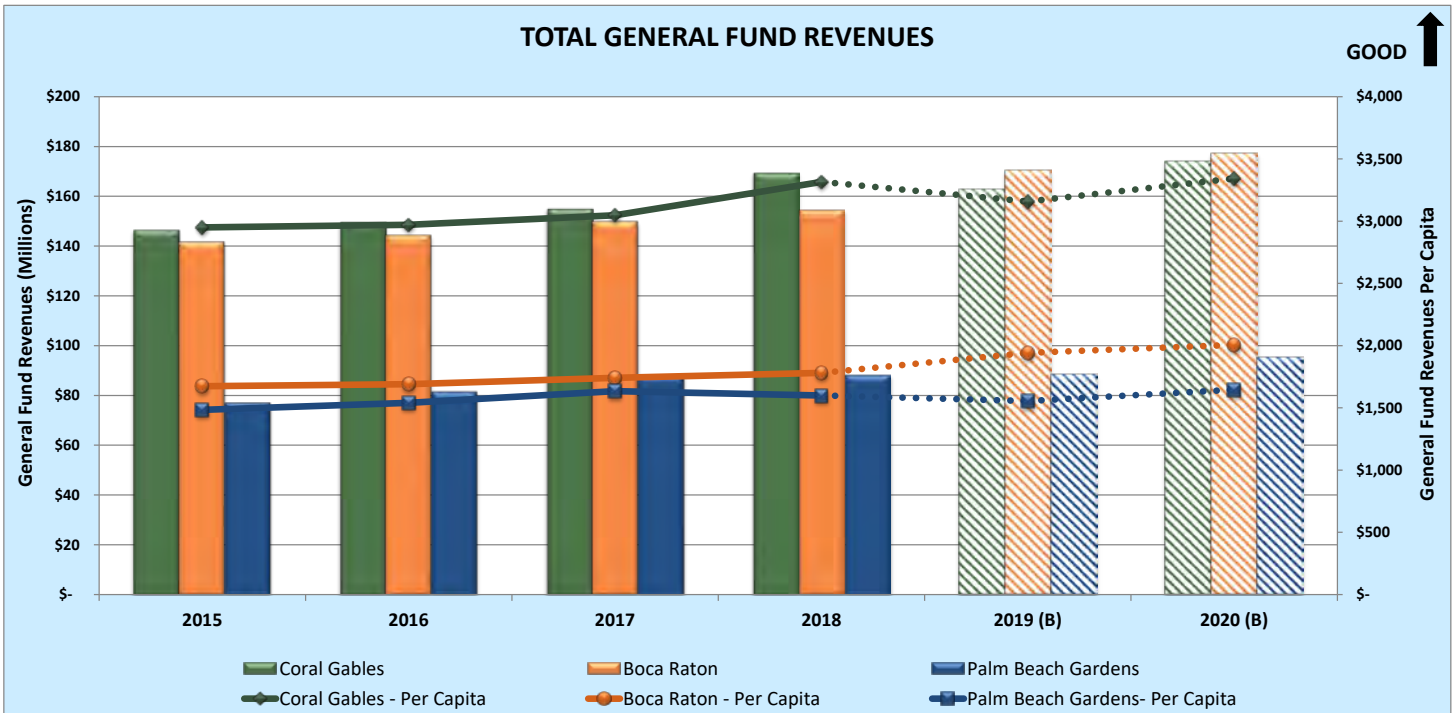
**CITY OF CORAL GABLES
DEBT SERVICE SCHEDULES
2019-2020 BUDGET ESTIMATE**

PAYMENT DUE	SERIES 2011C		SERIES 2013A		SERIES 2013B		SERIES 2014	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2019	\$ 185,000	\$ 155,875	\$ 1,090,000	\$ 278,400	\$ 265,000	\$ 102,815	\$ 370,000	\$ 64,266
10/1/2020	190,000	146,500	1,115,000	251,940	275,000	93,554	380,000	53,236
10/1/2021	200,000	136,750	1,140,000	224,880	290,000	83,864	390,000	41,913
10/1/2022	205,000	126,625	1,170,000	197,160	300,000	73,745	400,000	30,295
10/1/2023	210,000	116,250	1,195,000	168,780	300,000	63,455	410,000	18,383
10/1/2024	220,000	105,500	1,225,000	139,740	315,000	52,908	420,000	6,177
10/1/2025	225,000	94,375	1,260,000	109,920	330,000	41,846	-	-
10/1/2026	235,000	82,875	1,280,000	79,440	340,000	30,355	-	-
10/1/2027	245,000	70,875	1,315,000	48,300	350,000	18,522	-	-
10/1/2028	250,000	58,500	1,355,000	16,260	365,000	6,260	-	-
10/1/2029	260,000	45,750	-	-	-	-	-	-
10/1/2030	270,000	32,500	-	-	-	-	-	-
10/1/2031	280,000	18,750	-	-	-	-	-	-
10/1/2032	235,000	5,875	-	-	-	-	-	-
	<u>\$ 3,210,000</u>	<u>\$ 1,197,000</u>	<u>\$ 12,145,000</u>	<u>\$ 1,514,820</u>	<u>\$ 3,130,000</u>	<u>\$ 567,324</u>	<u>\$ 2,370,000</u>	<u>\$ 214,270</u>

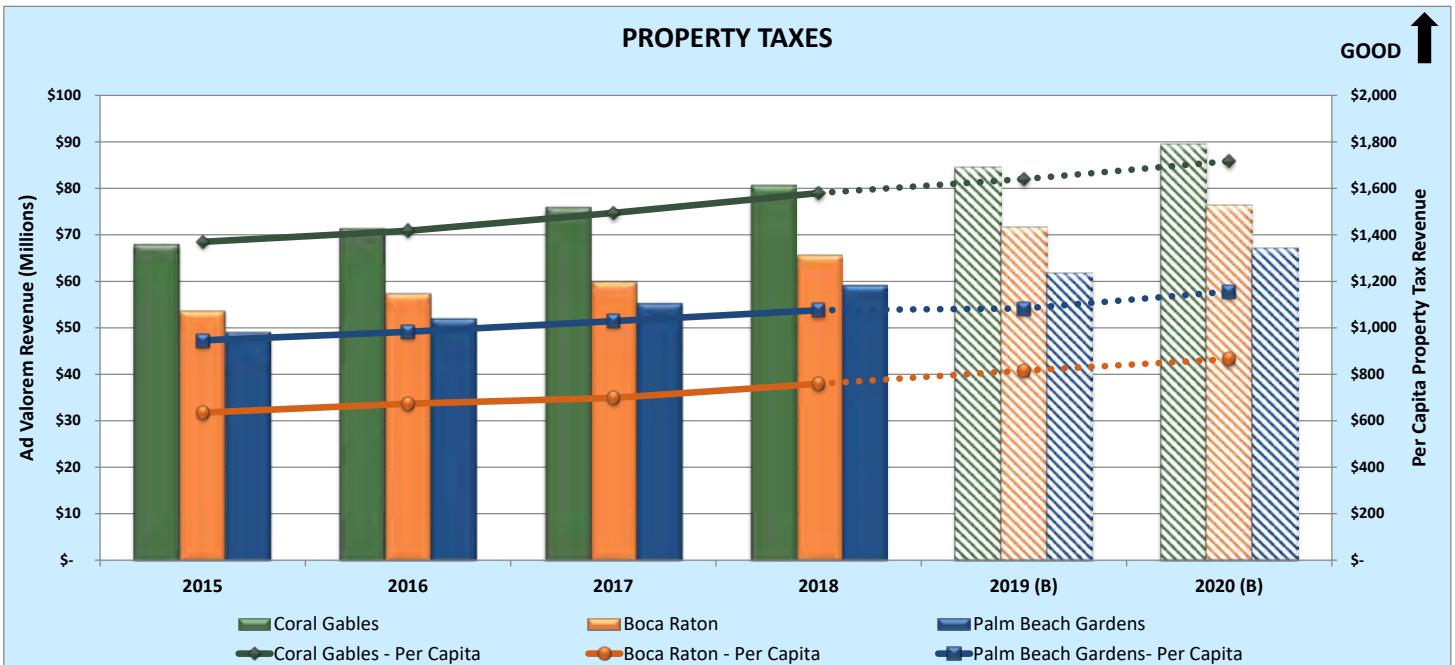
PAYMENT DUE	SERIES 2015B		SERIES 2016A		SERIES 2016B	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2019	\$ 400,000	\$ 125,024	\$ 645,000	\$ 610,738	\$ 175,000	\$ 124,232
10/1/2020	410,000	115,012	665,000	591,388	180,000	118,982
10/1/2021	420,000	104,750	680,000	571,438	190,000	113,582
10/1/2022	430,000	94,236	700,000	551,038	195,000	107,882
10/1/2023	440,000	83,474	720,000	530,038	200,000	102,032
10/1/2024	455,000	72,462	740,000	508,438	205,000	96,032
10/1/2025	465,000	61,074	780,000	471,438	210,000	89,882
10/1/2026	475,000	49,434	820,000	432,437	220,000	83,584
10/1/2027	490,000	37,546	860,000	391,436	220,000	78,906
10/1/2028	500,000	25,280	905,000	348,438	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	174,591	260,000	41,968
10/1/2033	-	-	1,110,000	142,338	265,000	34,168
10/1/2034	-	-	1,145,000	109,036	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>\$ 4,995,000</u>	<u>\$ 781,060</u>	<u>\$ 16,225,000</u>	<u>\$ 6,310,262</u>	<u>\$ 4,125,000</u>	<u>\$ 1,297,056</u>

PAYMENT DUE	SERIES 2018A		SERIES 2018B (REFUNDING)		TOTAL	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2019	\$ 300,000	\$ 1,910,762	\$ 2,485,000	\$ 1,279,025	\$ 5,915,000	\$ 4,651,137
10/1/2020	500,000	1,895,762	1,810,000	1,171,650	5,525,000	4,438,024
10/1/2021	700,000	1,870,762	1,870,000	1,079,650	5,880,000	4,227,589
10/1/2022	900,000	1,835,762	2,145,000	979,275	6,445,000	3,996,018
10/1/2023	1,055,000	1,790,762	2,235,000	869,775	6,765,000	3,742,949
10/1/2024	1,110,000	1,738,012	2,325,000	755,775	7,015,000	3,475,044
10/1/2025	1,165,000	1,682,512	2,425,000	637,025	6,860,000	3,188,072
10/1/2026	1,225,000	1,624,262	2,530,000	513,150	7,125,000	2,895,537
10/1/2027	1,285,000	1,563,012	2,235,000	394,025	7,000,000	2,602,622
10/1/2028	1,350,000	1,498,762	2,320,000	280,150	7,275,000	2,307,332
10/1/2029	1,415,000	1,431,262	2,420,000	185,850	5,790,000	2,046,750
10/1/2030	1,490,000	1,360,512	2,465,000	112,575	5,460,000	1,822,743
10/1/2031	1,530,000	1,315,812	2,520,000	37,800	5,625,000	1,627,776
10/1/2032	1,580,000	1,269,914	-	-	3,150,000	1,492,348
10/1/2033	1,640,000	1,206,714	-	-	3,015,000	1,383,220
10/1/2034	1,695,000	1,155,464	-	-	3,115,000	1,290,718
10/1/2035	1,750,000	1,100,376	-	-	3,210,000	1,193,032
10/1/2036	1,820,000	1,030,376	-	-	3,325,000	1,077,406
10/1/2037	1,880,000	968,950	-	-	1,880,000	968,950
10/1/2038	1,945,000	903,150	-	-	1,945,000	903,150
10/1/2039	2,025,000	825,350	-	-	2,025,000	825,350
10/1/2040	2,105,000	744,350	-	-	2,105,000	744,350
10/1/2041	2,190,000	660,150	-	-	2,190,000	660,150
10/1/2042	2,275,000	572,550	-	-	2,275,000	572,550
10/1/2043	2,365,000	481,550	-	-	2,365,000	481,550
10/1/2044	2,460,000	386,950	-	-	2,460,000	386,950
10/1/2045	2,560,000	288,550	-	-	2,560,000	288,550
10/1/2046	2,650,000	195,750	-	-	2,650,000	195,750
10/1/2047	2,750,000	99,688	-	-	2,750,000	99,688
	<u>\$ 47,715,000</u>	<u>\$ 33,407,788</u>	<u>\$ 29,785,000</u>	<u>\$ 8,295,725</u>	<u>\$ 123,700,000</u>	<u>\$ 53,585,305</u>

**2019-2020 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**



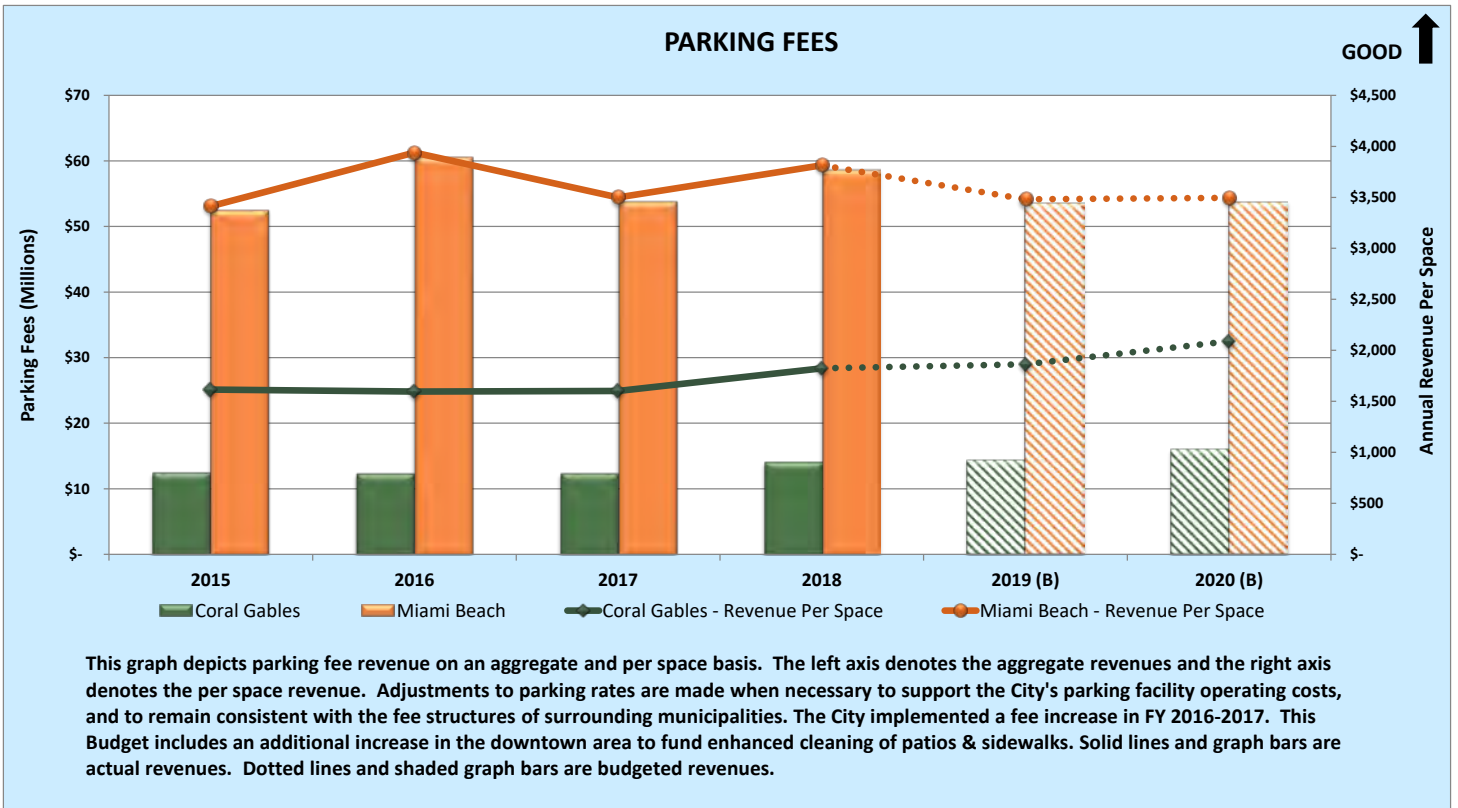
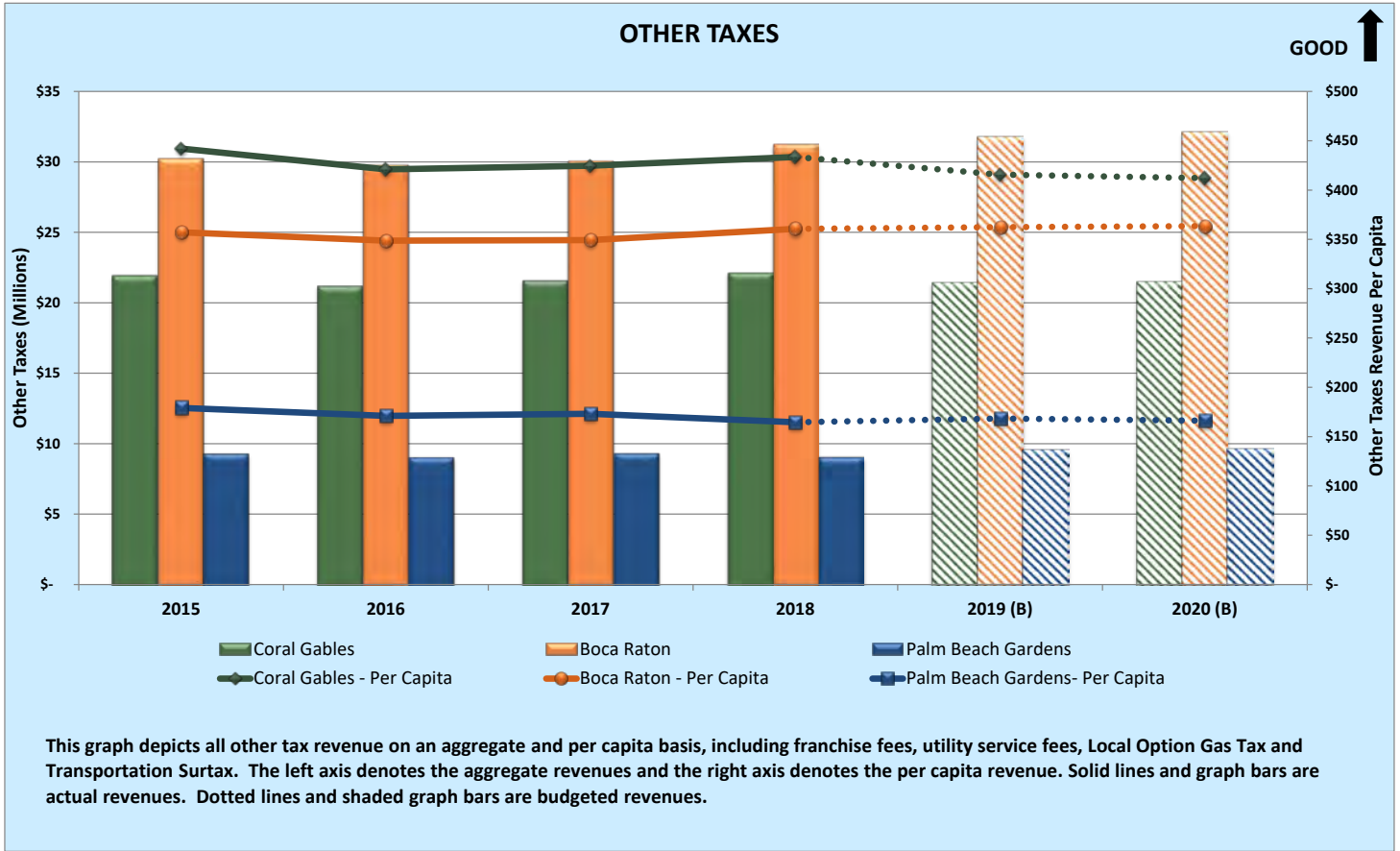
This graph depicts total General Fund revenues on an aggregate and per capita basis. The information is compared with Boca Raton and Palm Beach Gardens, the two other cities in Florida with excellent bond ratings. Please note that the left axis denotes the aggregate revenues and the right axis denotes the per capita revenue. Solid lines and graph bars are actual revenues. Dotted lines and shaded graph bars are budgeted revenues.



Ad Valorem Taxes are levied on all real property within the City in accordance with the State's Truth in Millage legislation (TRIM). The City's tax rate (millage) is based on the County Property Appraiser's certification of taxable values. This graph depicts Ad Valorem tax revenue on an aggregate and per capita basis for Coral Gables and the same two comparative cities. The left axis denotes the aggregate Property Tax revenue and the right axis denotes the per capita revenue. Solid lines and graph bars are actual revenues. Dotted lines and shaded graph bars are budgeted revenues.

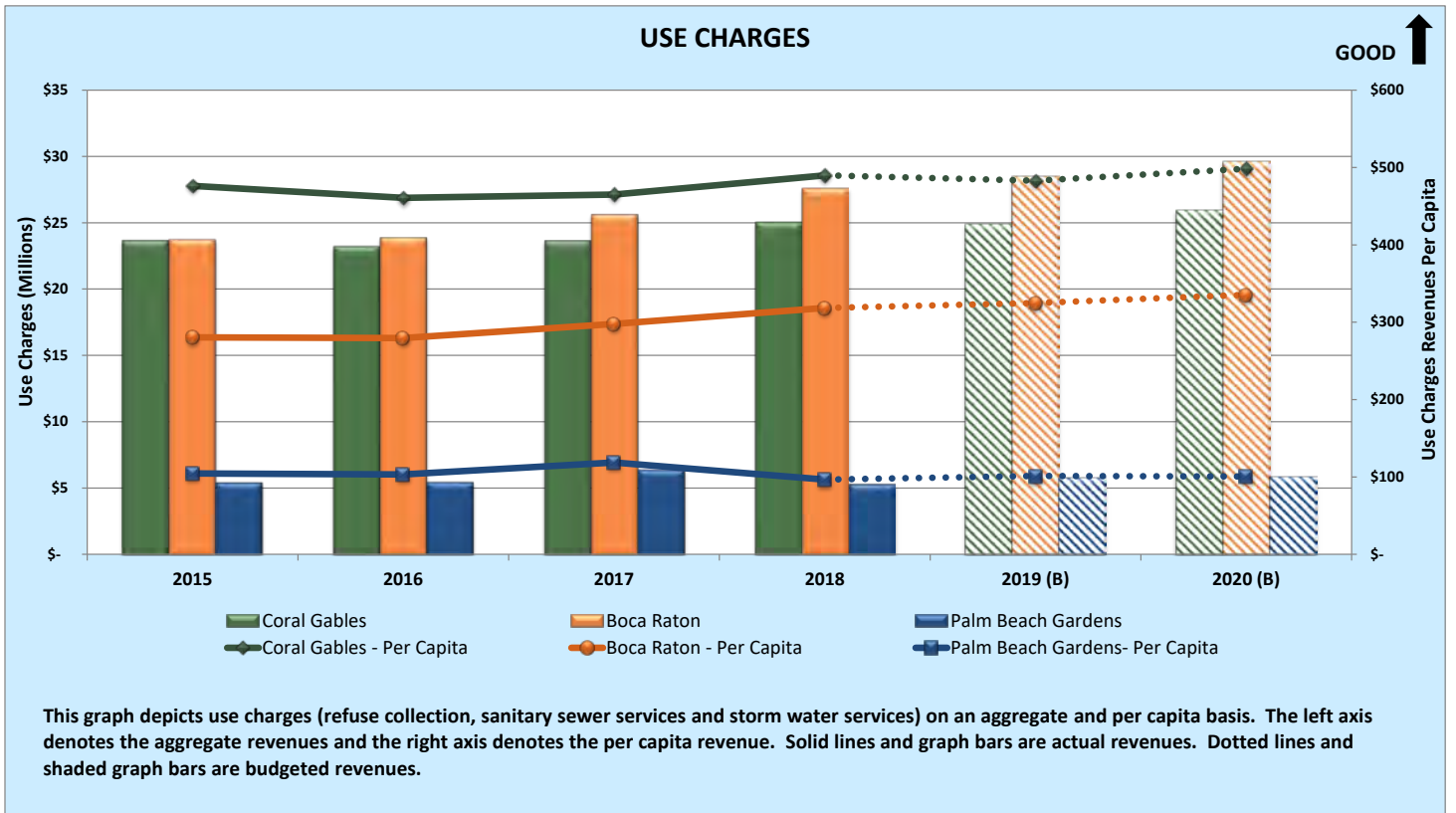
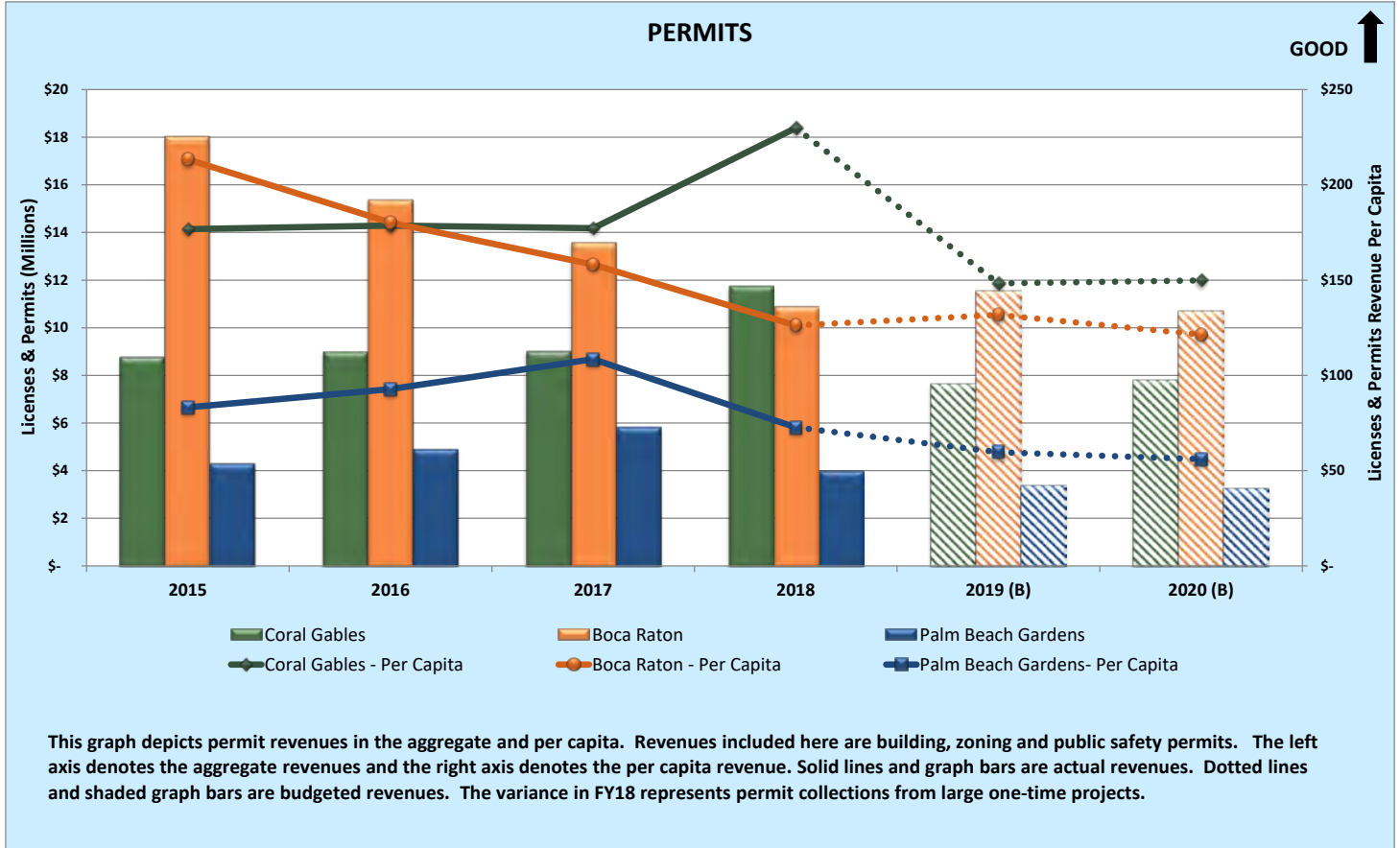
Note: (B) denotes budgeted figure, whereas other figures represent actuals

**2019-2020 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**



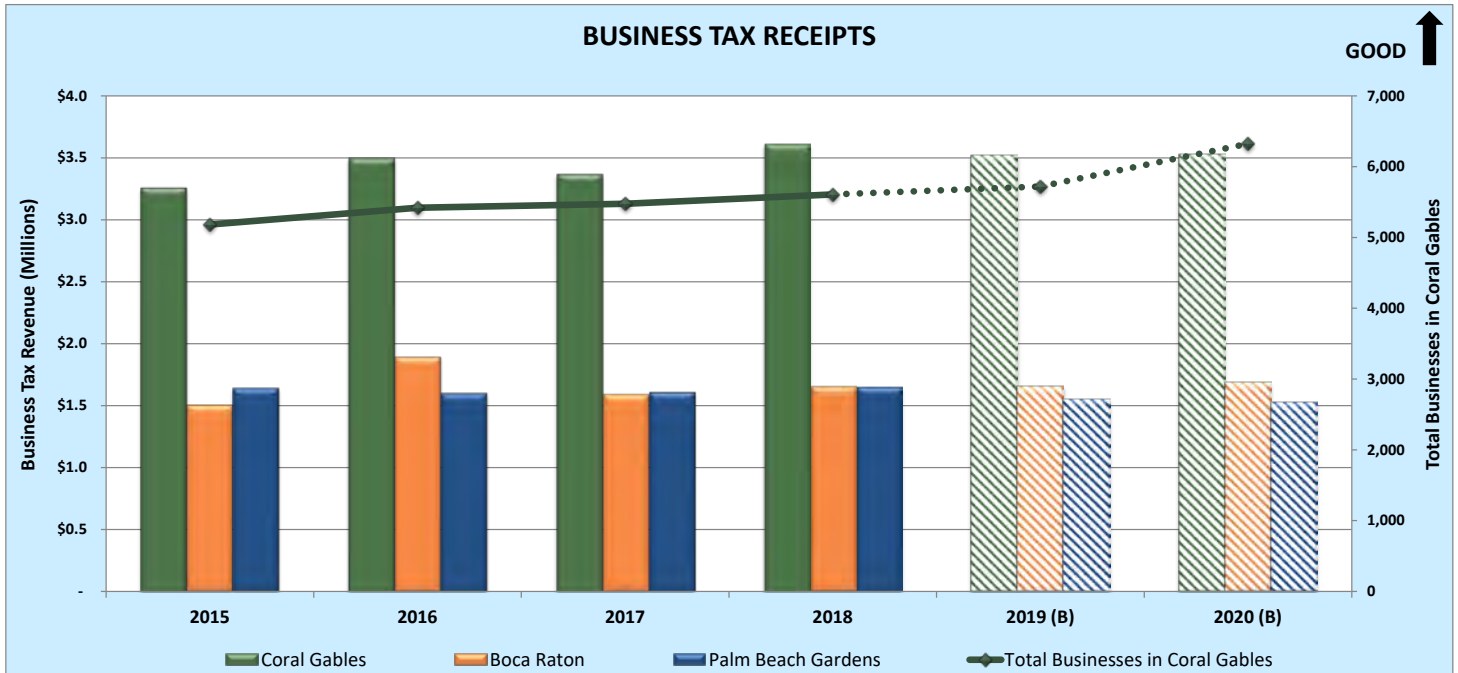
Note: (B) denotes budgeted figure, whereas other figures represent actuals

**2019-2020 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**

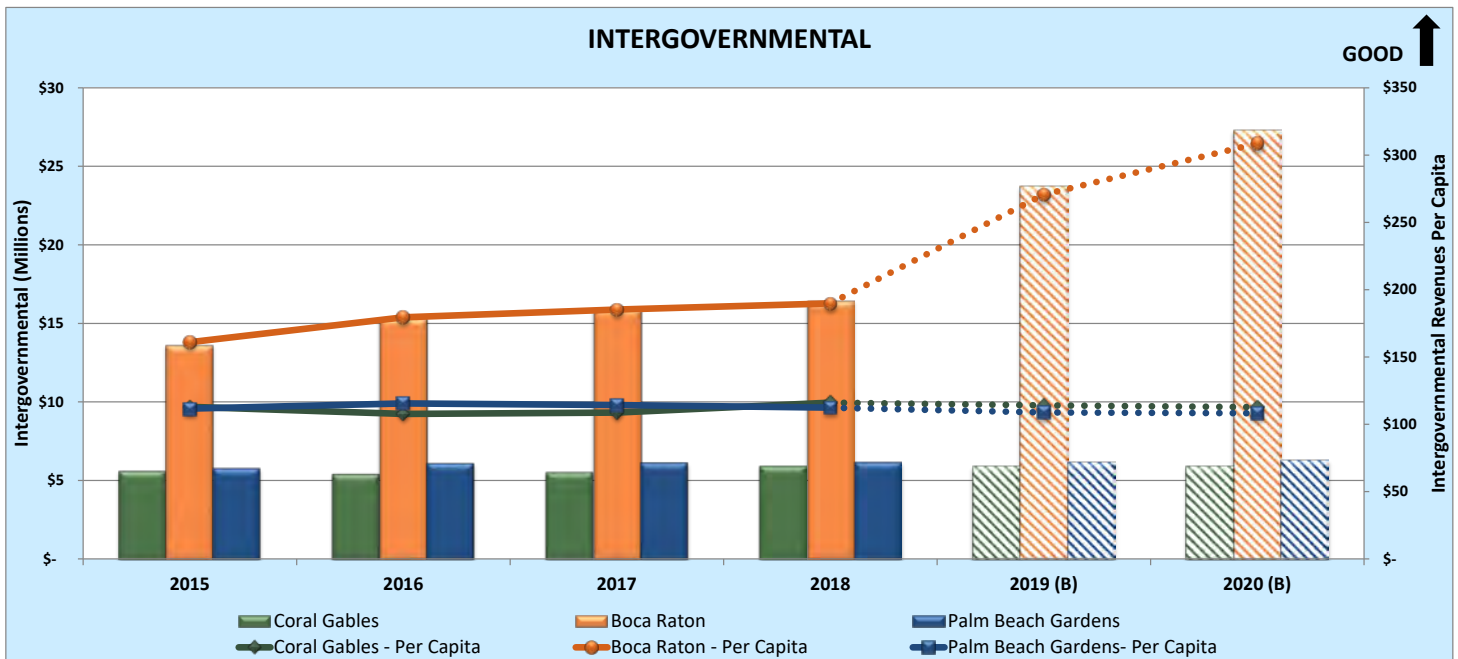


Note: (B) denotes budgeted figure, whereas other figures represent actuals

**2019-2020 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**



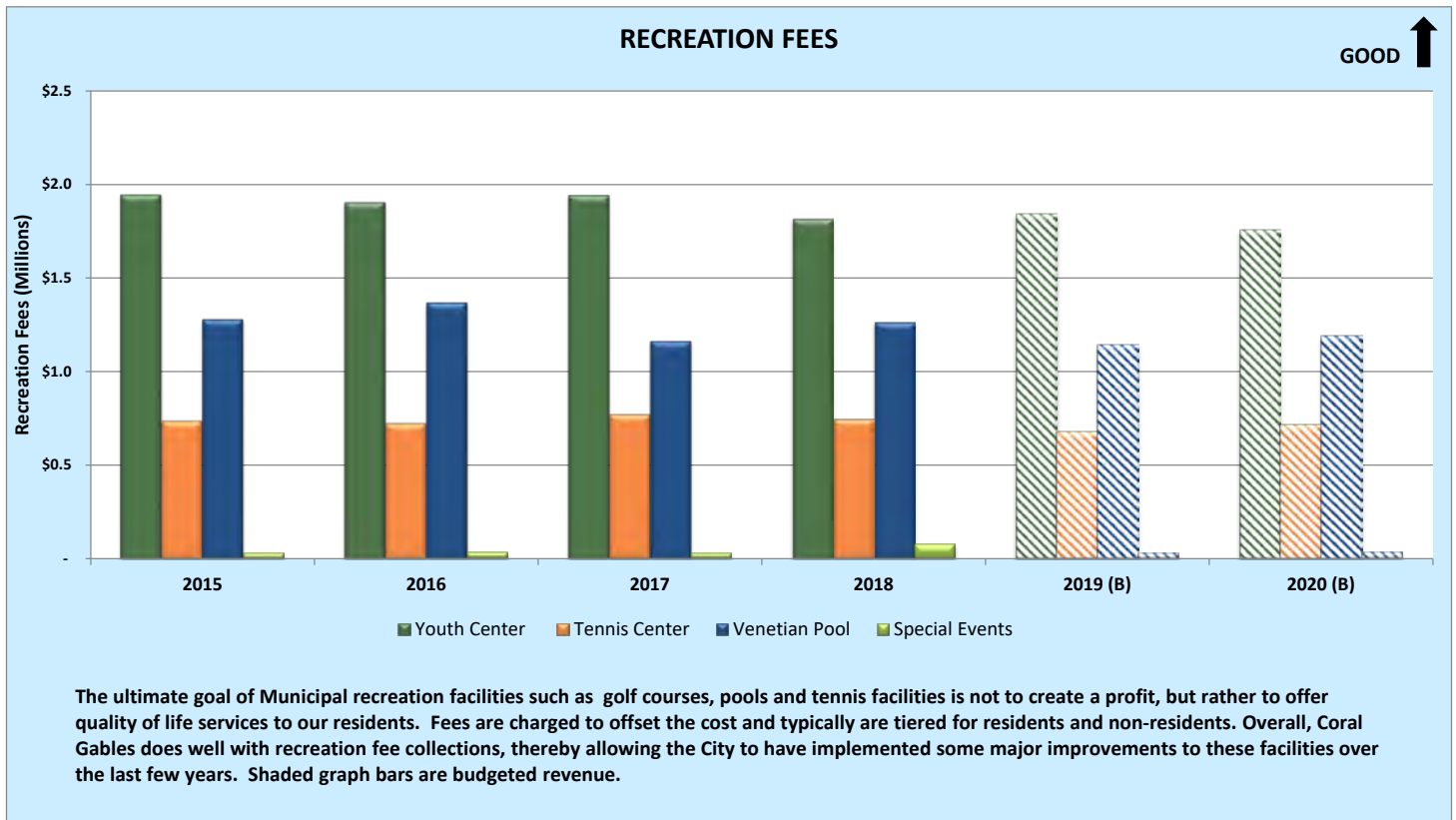
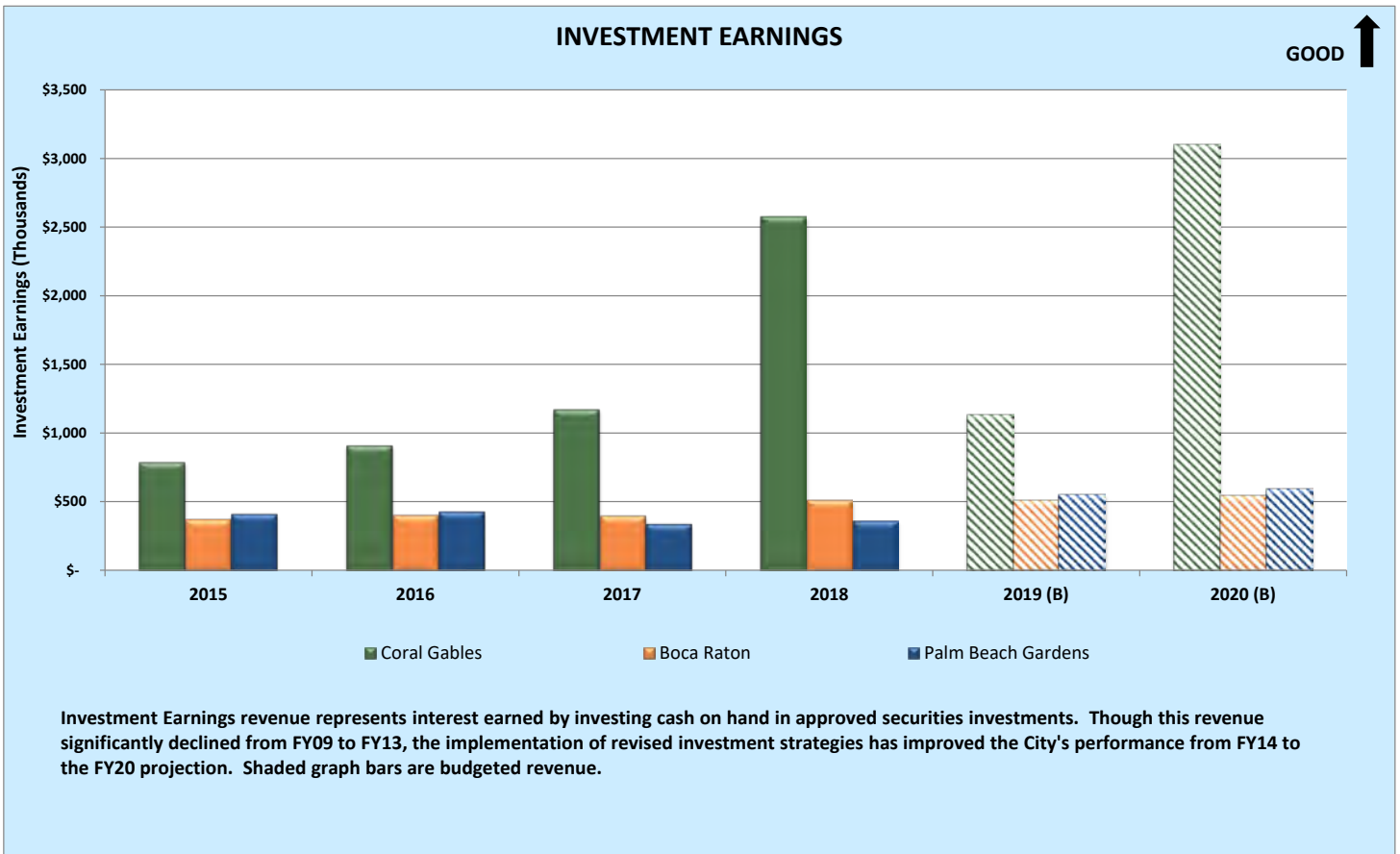
Business Tax Receipts are regulatory charges on businesses, professions and occupations located within the City. The State allows a 5% increase to these fees every two years. The 5% Increase is applied for 2020. This graph depicts the revenue on an aggregate (left axis) and per capita (right axis) basis. Solid lines and graph bars are actual revenues. Dotted lines and shaded graph bars are budgeted revenues.



Though intergovernmental revenue has been fairly level since 2012, it is the City's immediate goal to substantially increase the number of grants we receive. We have recently contracted with an external grant writing firm to more actively and aggressively apply for grant dollars. This graph depicts the revenue on an aggregate (left axis) and per capita (right axis) basis. Solid lines and graph bars are actual revenues. Dotted lines and shaded graph bars are budgeted revenue. For FYs 2019 & 2020 Boca Raton is receiving revenue reimbursement from its Community Redevelopment Agency (CRA). This additional revenue is not expected to continue beyond FY 2020.

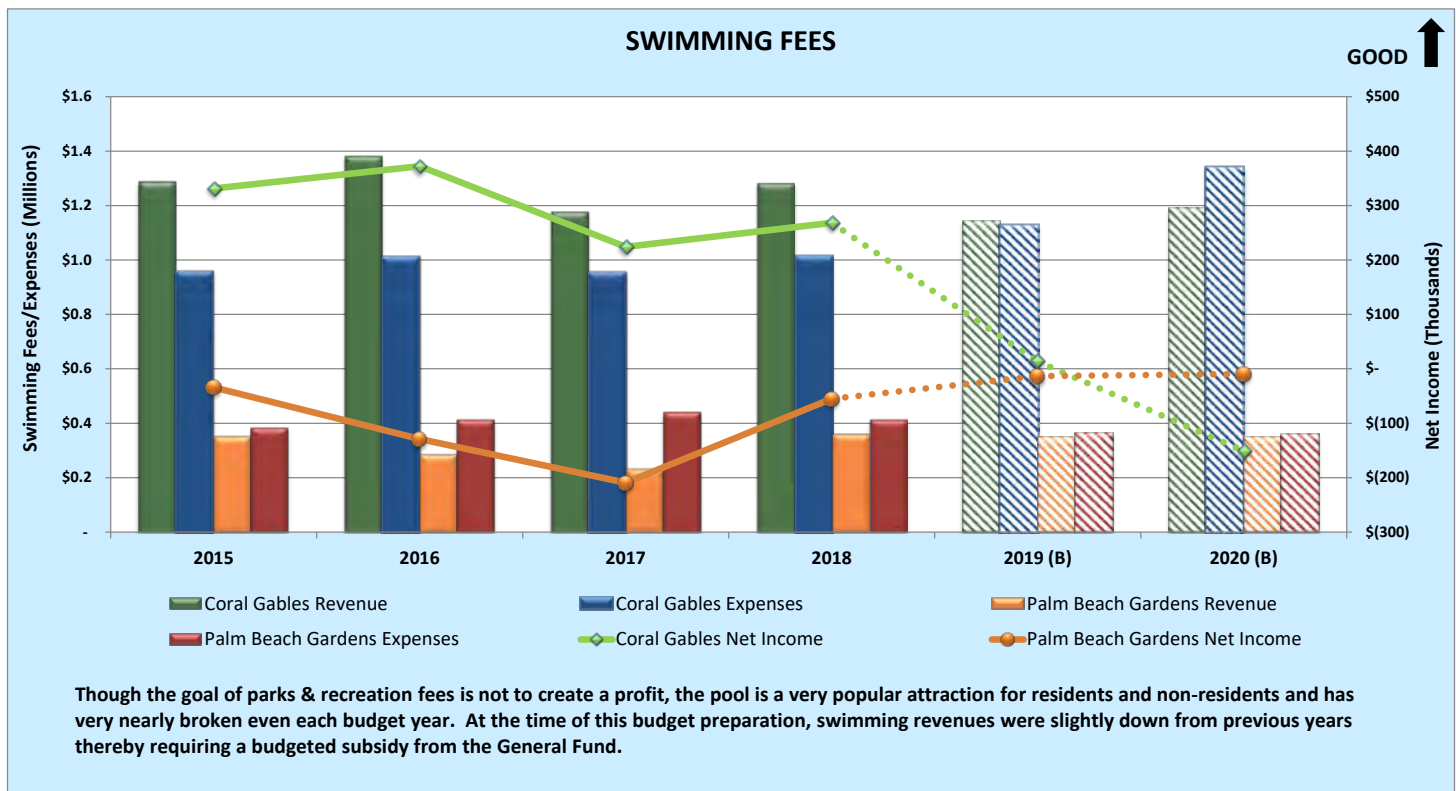
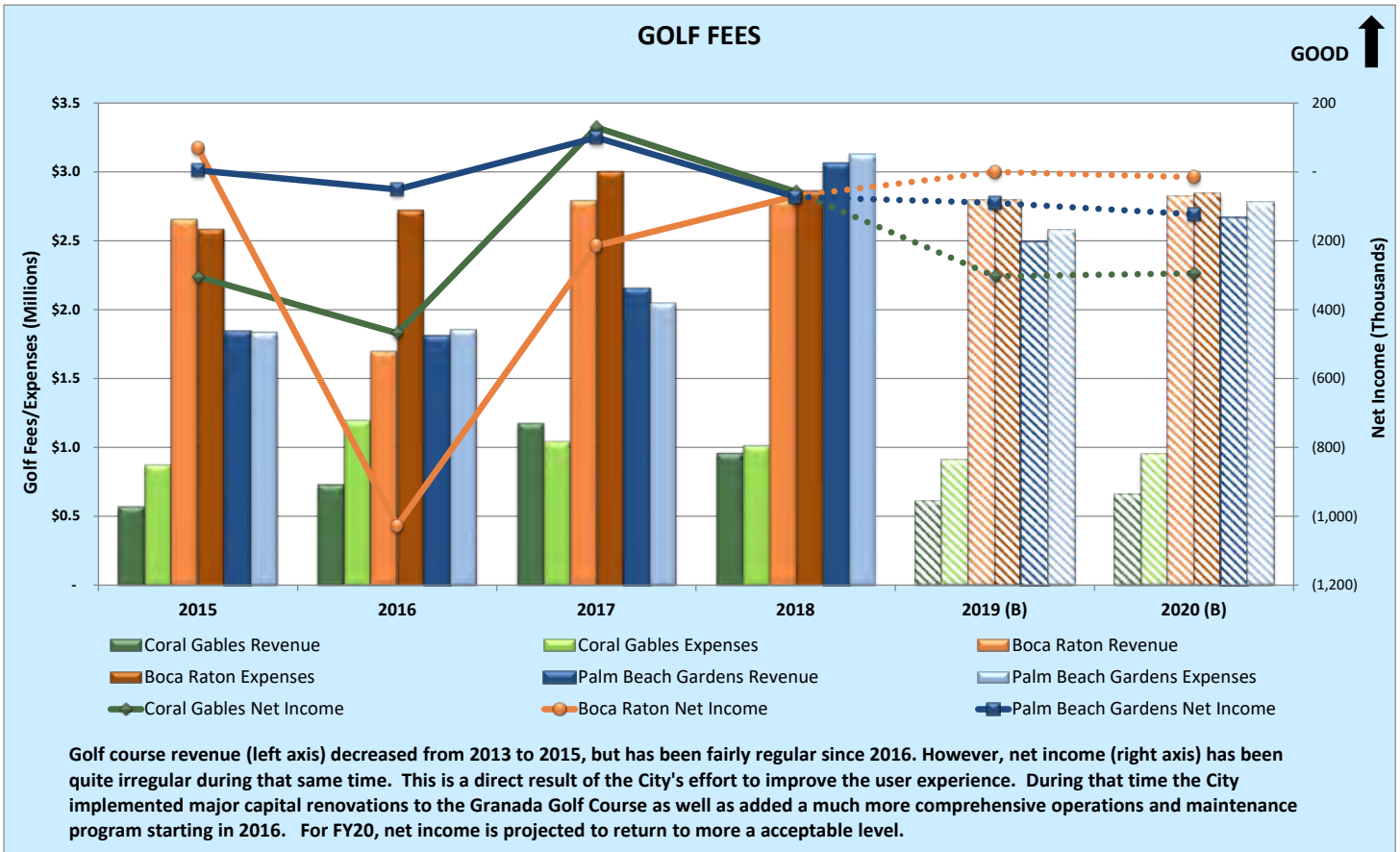
Note: (B) denotes budgeted figure, whereas other figures represent actuals

**2019-2020 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**



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

**2019-2020 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**



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

2019-2020 BUDGET

LONG RANGE FINANCIAL PLAN FOR THE GENERAL FUND

General Fund

(in \$ millions)

	2017	2018	2019	2020	2021	2022	2023	2024
	ACTUAL	ACTUAL	BUDGET	BUDGET	PROJ	PROJ	PROJ	PROJ
Revenues								
Property Taxes	\$ 76.02	\$ 80.76	\$ 84.65	\$ 89.54	\$ 92.23	\$ 95.00	\$ 97.85	\$ 100.79
Use Charges	9.67	9.76	9.60	9.77	9.97	10.17	10.37	10.58
Other Taxes	18.41	18.71	18.22	18.11	18.48	18.85	19.23	19.61
Licenses & Permits	12.39	15.36	11.18	11.34	11.50	11.84	12.00	12.36
Other Revenue	12.40	16.18	13.96	15.27	15.57	15.88	16.20	16.52
Intergovernmental Revenue	5.53	5.93	5.89	5.88	5.92	5.96	6.00	6.05
Recreation Fees	2.74	2.64	2.55	2.51	2.56	2.61	2.66	2.71
Investment Earnings	0.71	1.46	0.61	2.31	2.36	2.41	2.46	2.51
Contributions from Other Funds	13.41	14.59	12.93	12.10	12.34	12.59	12.84	13.10
Transfers In	-	-	4.87	14.74	15.03	15.03	15.03	15.03
Total Revenues	\$ 151.28	\$ 165.39	\$ 164.46	\$ 181.57	\$ 185.96	\$ 190.34	\$ 194.64	\$ 199.26
Expenditures by Type								
Personal Services	\$ 96.55	\$ 100.41	\$ 105.44	\$ 109.60	\$ 111.79	\$ 114.03	\$ 116.32	\$ 118.66
Operating Expenses	35.44	38.06	41.54	42.30	43.15	44.01	44.89	45.79
Capital Outlay	0.61	0.50	1.67	0.58	0.59	0.60	0.61	0.62
Grants and Aids	0.62	0.96	0.92	0.60	0.61	0.62	0.63	0.64
Non-Operating	(0.25)	(0.19)	(0.25)	(1.50)	(1.53)	(1.56)	(1.59)	(1.62)
Transfer Out	18.31	25.65	15.14	29.99	31.35	32.64	33.78	35.17
Total Expenditures by Type	\$ 151.28	\$ 165.39	\$ 164.46	\$ 181.57	\$ 185.96	\$ 190.34	\$ 194.64	\$ 199.26
Expenditures by Function								
General Government	\$ 30.60	\$ 32.69	\$ 35.29	\$ 35.28	\$ 35.99	\$ 36.71	\$ 37.44	\$ 38.20
Economic Environment	1.21	1.32	1.65	1.49	1.52	1.55	1.58	1.61
Public Safety	70.30	73.53	75.50	77.69	79.24	80.82	82.44	84.09
Physical Environment	19.58	20.04	22.82	23.43	23.90	24.38	24.87	25.37
Transportation	3.43	3.57	4.18	4.17	4.25	4.34	4.43	4.52
Culture & Recreation	7.85	8.59	9.88	9.52	9.71	9.90	10.10	10.30
Transfer Out	18.31	25.65	15.14	29.99	31.35	32.64	33.78	35.17
Total Expenditures by Function	\$ 151.28	\$ 165.39	\$ 164.46	\$ 181.57	\$ 185.96	\$ 190.34	\$ 194.64	\$ 199.26
Gain/(Loss)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unassigned Reserves								
Transfers In/(Transfers Out)	-	(6.97)	-	-	-	-	-	-
Total Available	\$ 38.18	\$ 31.21	\$ 31.21	\$ 31.21	\$ 31.21	\$ 31.21	\$ 31.21	\$ 31.21

2019-2020 BUDGET

LONG RANGE FINANCIAL PLAN FOR THE GENERAL FUND

OVERVIEW

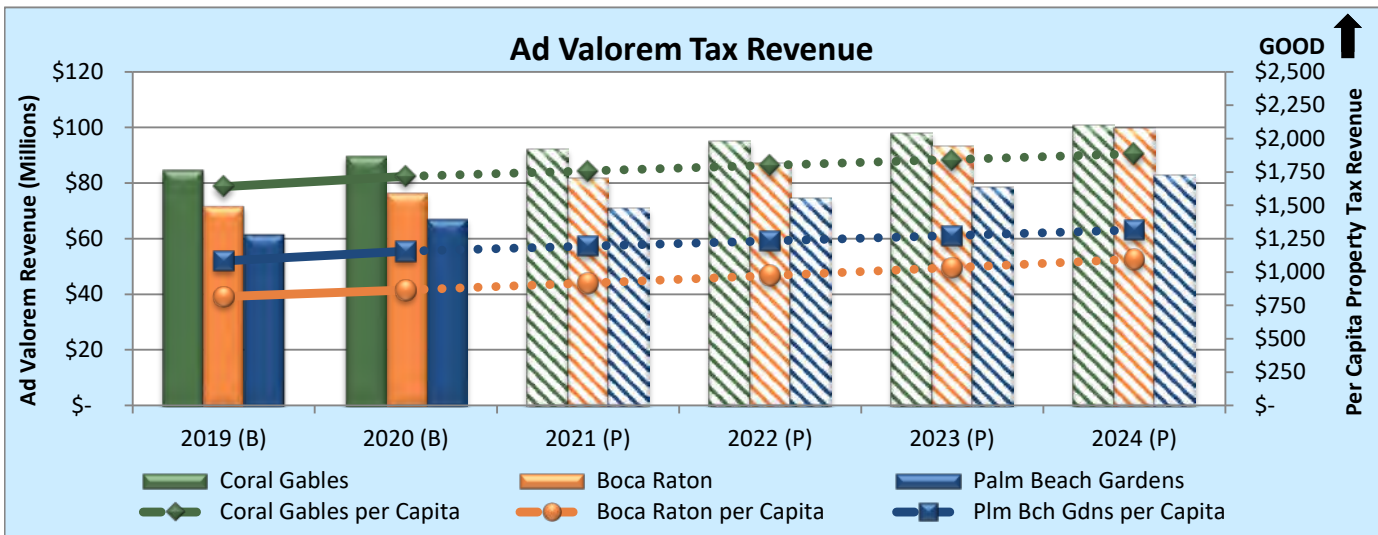
The City's Long Range Financial Plan for the General Fund provides a potential roadmap for financial planning and policy decisions. The General Fund is the primary source of funding for many of the City's services and the fund's performance affects the City across the board. General Fund departments 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 FY20 to FY24. 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 53.5% 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, Palm Beach Gardens and Boca Raton. Due to sustainable financial policies and excellent financial management these two municipalities, along with Coral Gables have impeccable bond ratings from the three major rating agencies (Moody's, Standard & Poors, and Fitch).



An equally 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.

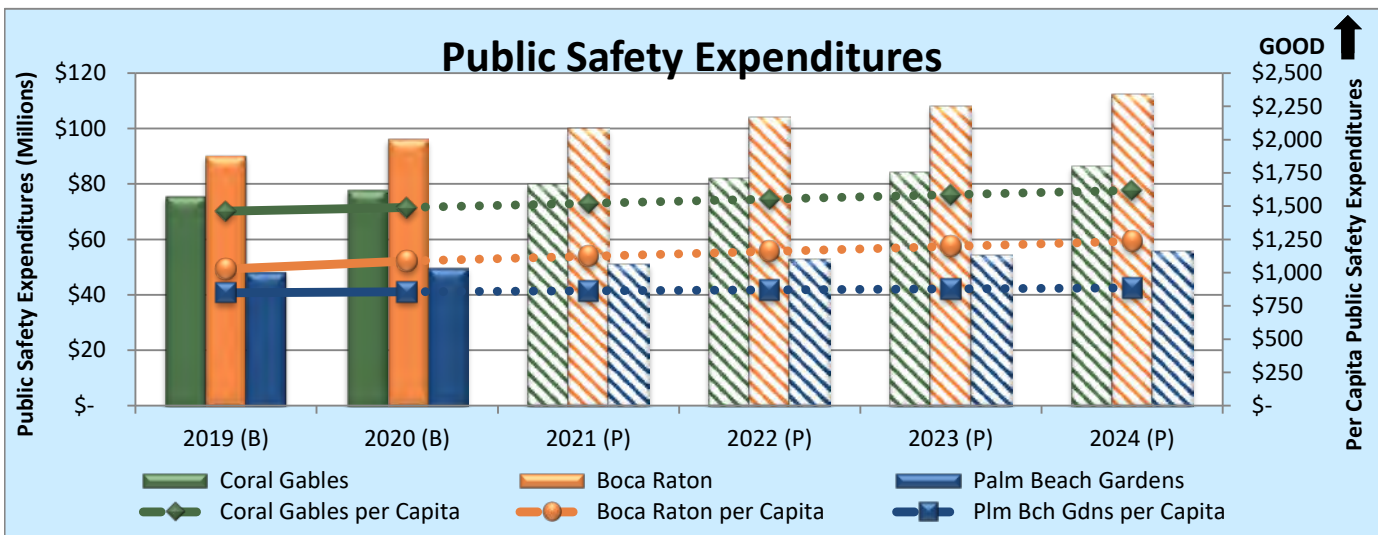
2019-2020 BUDGET

LONG RANGE FINANCIAL PLAN FOR THE GENERAL FUND

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 55 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 level off 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 43% of the City's FY20 operating budget. The graph below depicts total and per capita public safety expenses for Coral Gables and other peer 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 pension 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.

2019-2020 BUDGET

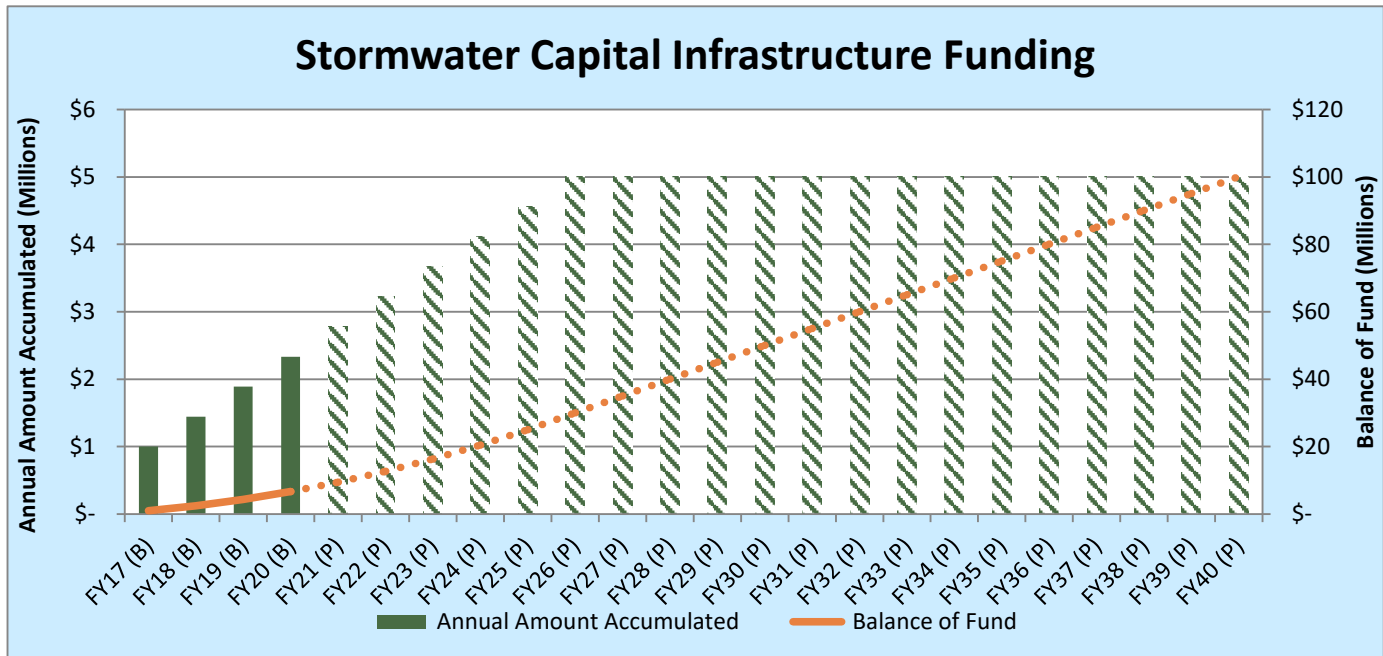
LONG RANGE FINANCIAL PLAN FOR SEA LEVEL RISE MITIGATION

OVERVIEW

As numerous academic studies have suggested, climate change in the 21st century will impact coastal communities across the globe in numerous ways. It is now widely accepted that the world's coastlines and coastal cities will be faced with seas that are rising faster than ever experienced. In some areas of the world, projections of increases in sea level of 16 inches by 2050 and 55 inches (1.4 meters) by 2100, are not uncommon. In South Florida, the lack of elevation and the flat nature of our terrain means that marginal rises in sea levels will impact communities both on the coast and as well as those located inland. Coral Gables, as a City, straddles both of these areas. A widespread network of canals and waterways ensures that sea level rise will impact the City's inland neighborhoods. Communities are now proactively planning on how these adverse environmental conditions will affect the lifestyle and comforts residents desire. There are countless suggestions on how governments should mitigate this very real threat. Some are far-fetch while others may not go far enough. Regardless, the City of Coral Gables is planning on having the financial resources available once all relevant stakeholders agree on a desired mitigation method.

REVENUE DISCUSSION - STORMWATER

In order to fund the City's mitigation strategy, a 24-year plan has been implemented to generate \$100M through incremental increases in the Equivalent Residential Unit fee (ERU) charged to Coral Gables residents over a period of 10 years. One of the main objectives of this plan is to smooth out increases over time to ease the burden of funding this program while maintaining a steadfast commitment to combat rising seas. During each fiscal year, the funds generated by the fee increase will be accumulated and set aside as restricted funds until the \$100M is reached, or utilized sooner if an immediate sea level rise need occurs. The graph below illustrates the City's funding strategy.



REVENUE DISCUSSION - SANITARY SEWER

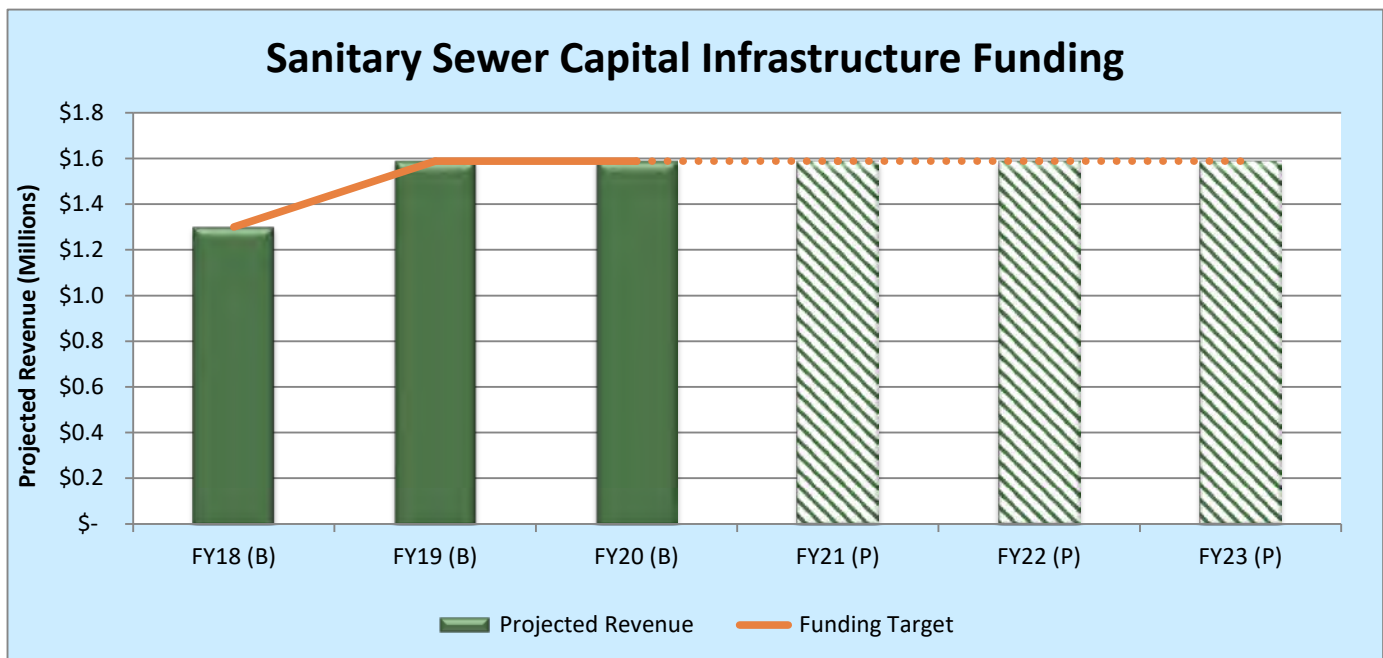
Beginning with the implementation of the FY19 budget, the City is also taking proactive steps to combat the impact sea level rise will have on its sanitary sewer system. As part of the capital planning process, the Public Works staff provided Finance with a comprehensive replacement cost estimate for the sanitary sewer infrastructure. The estimate includes replacement costs for pump stations, force mains, manholes, vitrified clay pipes (VCP), etc., as well as mitigation costs for storm hardening and sea level rise. The annual need in today's dollars comes to \$2.7M.

2019-2020 BUDGET

LONG RANGE FINANCIAL PLAN FOR SEA LEVEL RISE MITIGATION

On August 28th, 2018 the City Commission approved a fee structure change to help cover the cost of the Sanitary Sewer replacement program. The new structure separates the fee into components that cover various categories of the utility's expenditures. These components include, waste water consumption (existing fee), system maintenance (existing fee), capital replacement (new fee) and Miami-Dade County pass-through administrative cost (new fee). The Capital Improvement Fee was instituted specifically to cover any capital funding shortf required to fund system replacement costs. For FY20 staff is not recommending an increase to this fee.

The vast majority of the capital improvement replacement requirements will come from the FY20 reduction in operating waste water treatment costs due to ongoing infiltration repairs, as well as a gradual reversal and rescinding of the City's Return on Investment legislation adopted in 2009 and 2010 by resolutions 2009-342 and 2010-027. These resolutions implemented a return on investment (ROI) from the Stormwater and Sanitary Sewer Utilities to the General Fund. Rescinding and eliminating the ROI will take place over the five year period from FY19 to FY23 and will redirect the ROI back to the Storm Water and Sanitary Sewer fund's respective capital replacement programs. For each fund, the ROI previously allocated to the General Fund was reduced by 20% in FY19, 40% in FY20, etc. until the ROI is fully rescinded in FY23. Specifically for the Sanitary Sewer Fund, by year five approximately \$1.25M will be retained annually by the utility and added to its capital replacement program.



CONCLUSION

By taking an aggressive and proactive approach to the threat of rising seas, the City hopes to get out in front of this issue. Conceivably by 2040 when most cities are searching for mitigation funding, Coral Gables will have \$100 million in reserve in the Stormwater Fund and have a fully funded Sanitary Sewer Capital Infrastructure Replacement Program to safeguard its residents. By utilizing this strategy, its hopeful more cities follow the lead Coral Gables has set, and start to fund sea level rise mitigation sooner rather than later.

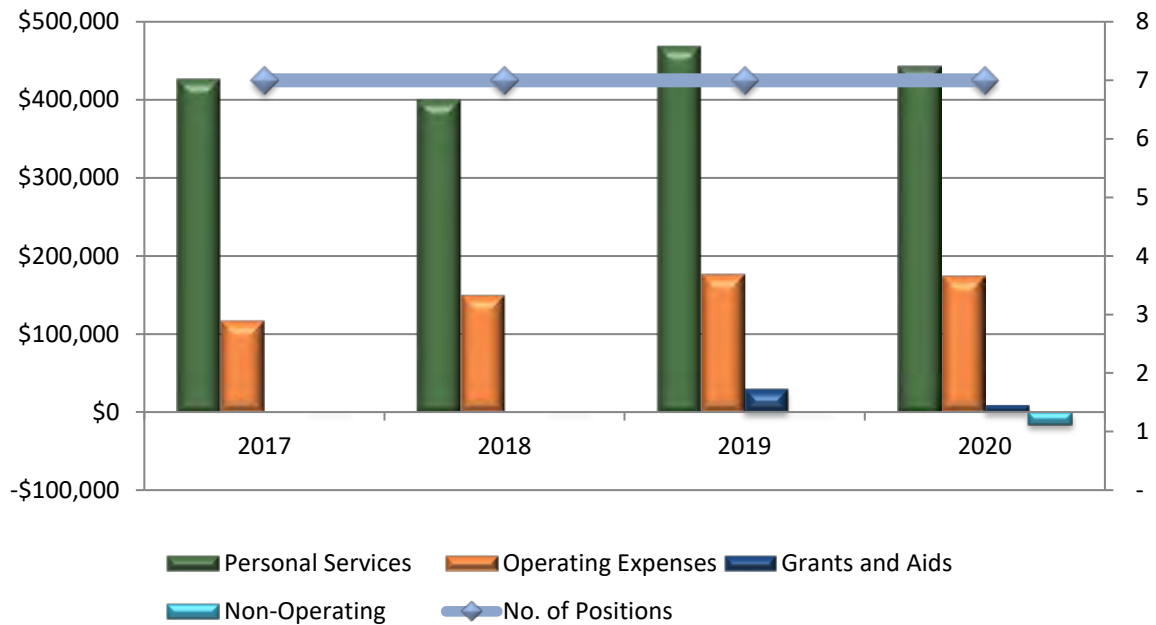
**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



**CITY COMMISSION
BUDGET AND POSITION SUMMARY**

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
Salaries & Benefits	427,551	400,855	469,262	444,061
Operating Expenses	117,355	149,878	176,901	174,426
Grants and Aids	-	-	29,000	9,000
Non-Operating	-	-	-	(16,031)
Total	544,906	550,733	675,163	611,456
Full Time Headcount	6.00	6.00	6.00	6.00
Part Time FTE's	0.75	0.75	0.75	0.75
Total Headcount & FTE's	6.75	6.75	6.75	6.75

EXPENDITURE/PERSONNEL COMPARISONS



**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
CITY COMMISSION
0100 CITY COMMISSION
511 LEGISLATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET SALARIES	
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
8900	Mayor	1.00	1.00	1.00	1.00	\$ 40,761
8910	Vice Mayor	1.00	1.00	1.00	1.00	35,660
8920	City Commissioner	3.00	3.00	3.00	3.00	99,363
0034	Admin. Assistant to the Mayor	1.00	1.00	1.00	1.00	53,364
TOTAL FULL TIME HEADCOUNT		6.00	6.00	6.00	6.00	229,148
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	FTE's
0051	Office Clerk Intern - PT	1	0.75	0.75	0.75	23,034
TOTAL PART TIME FTE's		1	0.75	0.75	0.75	23,034
TOTAL		6.75	6.75	6.75	6.75	\$ 252,182

EXPENDITURE DETAIL

		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
1000	Salaries	\$ 246,130	\$ 241,877	\$ 267,848	\$ 252,182
2000	Employee Benefits - See Other Cost Dist.	181,421	158,978	201,414	191,879
3190	Other Professional Services	635	5,375	-	-
4010	Expense Accounts	26,100	25,214	28,200	28,200
4011	Out-of-town Travel	-	508	6,000	6,000
4410	Rental of Machinery and Equipment	3,111	3,081	3,264	2,000
4420	Public Facilities Cost - See Other Cost Dist.	52,765	54,826	56,830	58,077
4550	General Liability Insurance	7,932	14,250	13,213	11,849
4710	Special Printed Forms	-	-	300	300
4990	Other Miscellaneous Expense	8,761	21,941	17,000	17,000
4991	Miscellaneous Expense - Mayor Valdes-Fauli	-	2,805	5,000	5,000
4992	Miscellaneous Expense - Vice Mayor Lago	-	2,725	5,000	5,000
4993	Miscellaneous Expense - Commissioner Fors	-	150	5,000	5,000
4994	Miscellaneous Expense - Commissioner Keon	-	1,332	5,000	5,000
4995	Miscellaneous Expense - Commissioner Mena	-	1,332	5,000	5,000
5100	Office Supplies	7,983	4,160	11,094	10,000
5400	Membership Dues and Subscriptions	10,018	10,371	11,000	11,000
5410	Employee Training	50	1,808	5,000	5,000
8100 1	Jim Barker Scholarship	-	-	25,000	5,000
8101	Sister Cities Grant	-	-	4,000	4,000
9010 2	Intradepartmental Credits	-	-	-	(16,031)
TOTAL		\$ 544,906	\$ 550,733	\$ 675,163	\$ 611,456

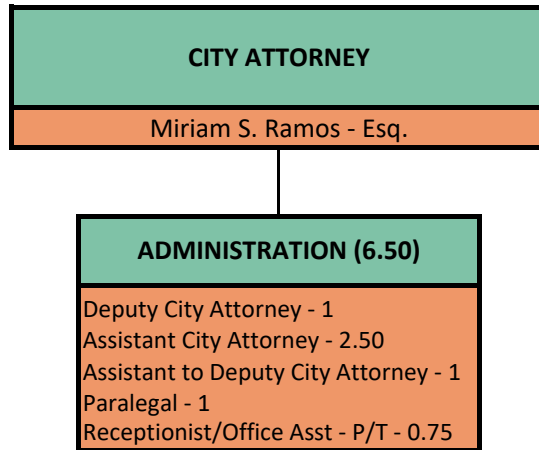
1 Fiscal Year 2019 amount includes unspent scholarship funds from prior years.

2 Apportioned administrative cost distributed to the Building Division (1210)

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

CITY ATTORNEY

ORGANIZATION CHART



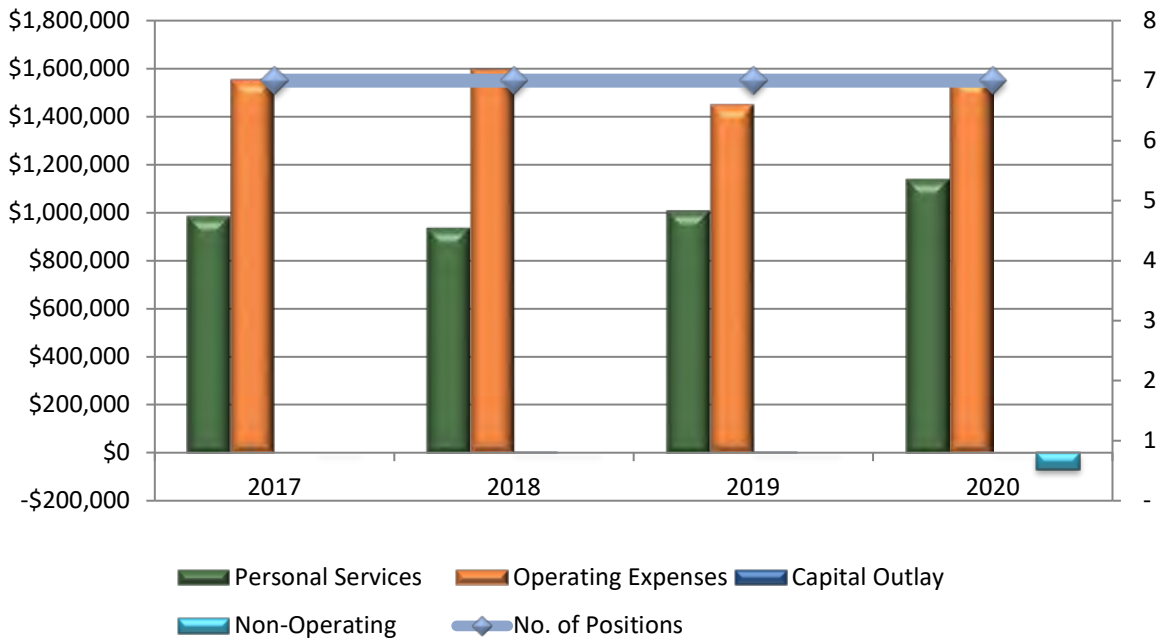
**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



**CITY ATTORNEY
BUDGET AND POSITION SUMMARY**

	<u>2016-2017 ACTUAL</u>	<u>2017-2018 ACTUAL</u>	<u>2018-2019 BUDGET</u>	<u>2019-2020 BUDGET</u>
Salaries & Benefits	986,871	938,529	1,010,383	1,140,747
Operating Expenses	1,554,425	1,597,084 *	1,449,856 *	1,558,194
Capital Outlay	-	2,664	3,243	1,000
Non-Operating	-	-	-	(69,088)
Total	<u><u>2,541,296</u></u>	<u><u>2,538,277</u></u>	<u><u>2,463,482</u></u>	<u><u>2,630,853</u></u>
Full Time Headcount	6.50	6.50	6.50	6.50
Part Time FTE's	0.75	0.75	0.75	0.75
Total Headcount & FTE's	<u><u>7.25</u></u>	<u><u>7.25</u></u>	<u><u>7.25</u></u>	<u><u>7.25</u></u>

EXPENDITURE/PERSONNEL COMPARISONS



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

City Attorney

Department Function:

The City Attorney's Office (CAO) has a total of four full-time in-house attorneys and a part-time in-house attorney. It serves as the City's general counsel. In doing so, its attorneys serve as counsel to the City Commission, City Officials, and City Departments, provide legal opinions and interpretations on behalf of the City, and supervise outside counsel. Specifically, the CAO serves as counsel to the City's Planning and Zoning Board, Historic Preservation Board, Board of Adjustment, and Construction Regulation Board as well as to the special masters who preside over Red Light Camera Hearings. The CAO also prosecutes matters before the City's Code Enforcement Board as well as during Code Enforcement Ticket Hearings before a special master. The CAO drafts legislation, reviews all Resolutions and Ordinances for form and legal sufficiency, and reviews all City contracts and agreements for form and legal sufficiency. In addition, the CAO represents the City in litigation, files amicus briefs when appropriate, and files suit when necessary after obtaining approval from the City Commission. Aside from serving as the chief legal officer for the City, the City Attorney also serves as the chief ethics officer, issuing Ethics Opinions and investigating Ethics Complaints when necessary.

Department Goals:

1. Providing effective and efficient legal representation to the City Commission, City Officials, and City Departments.
2. Working to protect Home Rule and to fight against State preemption.
3. Continuing to be an available resource for City businesses and residents.
4. Providing sound legal advice to the City, its officials, and employees when necessary.
5. Growing its reputation as a nationally recognized City Attorney's Office.

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

CITY ATTORNEY

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS

- ✓ Prevailed in suit, with other municipalities, challenging the state’s firearms preemption statute.
- ✓ Guilty plea and full proffer, allowing for civil judgment, obtained against former City employee for theft of approximately \$85K.
- ✓ Obtained approximately 13 Risk Protection Orders under the Marjory Stoneman Douglas High School Public Safety Act.
- ✓ Negotiated an agreement for the “Enhancement of Existing Franchise Relationship between with Florida Power and Light and the City.”
- ✓ Drafted model agreements with shared mobility device providers (i.e. e-scooters) and drafted model shared mobility device ordinance.



**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
CITY ATTORNEY
0500 CITY ATTORNEY
514 LEGAL COUNSEL

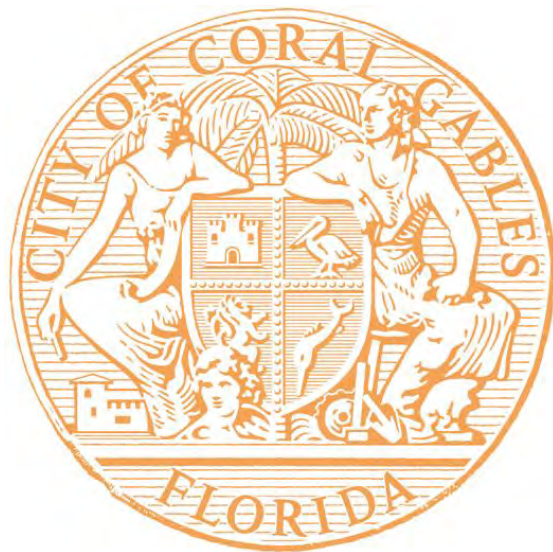
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
FULL TIME POSITIONS						
8930	City Attorney	1.00	1.00	1.00	1.00	\$ 209,745
0040	Deputy City Attorney	1.00	1.00	1.00	1.00	155,166
0080	Assistant City Attorney	2.00	2.00	2.00	2.00	213,467
0629	Asst City Attorney/Govt'l Affairs Manager	0.50	0.50	0.50	0.50	53,948
0070	Paralegal	1.00	1.00	1.00	1.00	74,967
0048	Ass't to Deputy City Attorney	1.00	1.00	1.00	1.00	57,657
8888	Overtime	-	-	-	-	8,000
TOTAL FULL TIME HEADCOUNT		6.50	6.50	6.50	6.50	772,950
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
9019	Receptionist/Office Asst - P/T	1	0.75	0.75	0.75	18,812
TOTAL PART TIME FTE's		1	0.75	0.75	0.75	18,812
TOTAL			7.25	7.25	7.25	\$ 791,762

EXPENDITURE DETAIL

		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
1000	Salaries	\$ 707,478	\$ 694,496	\$ 708,960	\$ 791,762
2000	Employee Benefits - See Other Cost Dist.	279,393	244,033	301,423	348,985
3120	Special Legal Services	1,421,577	1,447,200	1,300,000	1,400,000
3190	Other Professional Services	-	77	70	-
4090	Other Transportation Expense	21,600	26,424	25,268	27,993
4091	Cell Phone Allowance	-	1,800	1,200	1,200
4410	Rental of Machinery and Equipment	8,012	8,305	8,612	8,200
4420	Public Facilities Cost - See Other Cost Dist.	36,795	38,232	39,632	40,500
4550	General Liability Insurance	24,969	41,043	34,974	37,201
4720	Printing & Binding	-	-	300	300
4910	Court Costs & Investigative Expense	113	325	1,700	1,300
4990	Other Miscellaneous Expense	-	509	155	-
5100	Office Supplies	6,665	6,341	5,945	6,500
5400	Membership Dues and Subscriptions	31,285	20,631	18,500	18,500
5410	Employee Training	3,409	6,197	13,500	16,500
6450	Office Equipment Replacement	-	2,664	3,243	1,000
9010	1 Intradepartmental Credits	-	-	-	(69,088)
TOTAL		\$ 2,541,296	\$ 2,538,277	\$ 2,463,482	\$ 2,630,853

1 Apportioned administrative cost distributed to the Building Division (1210)

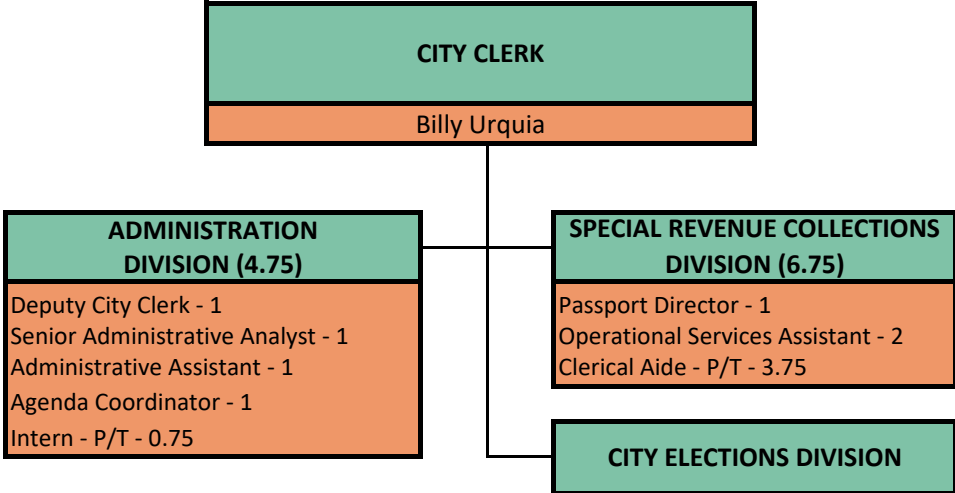


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**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

CITY CLERK

ORGANIZATION CHART



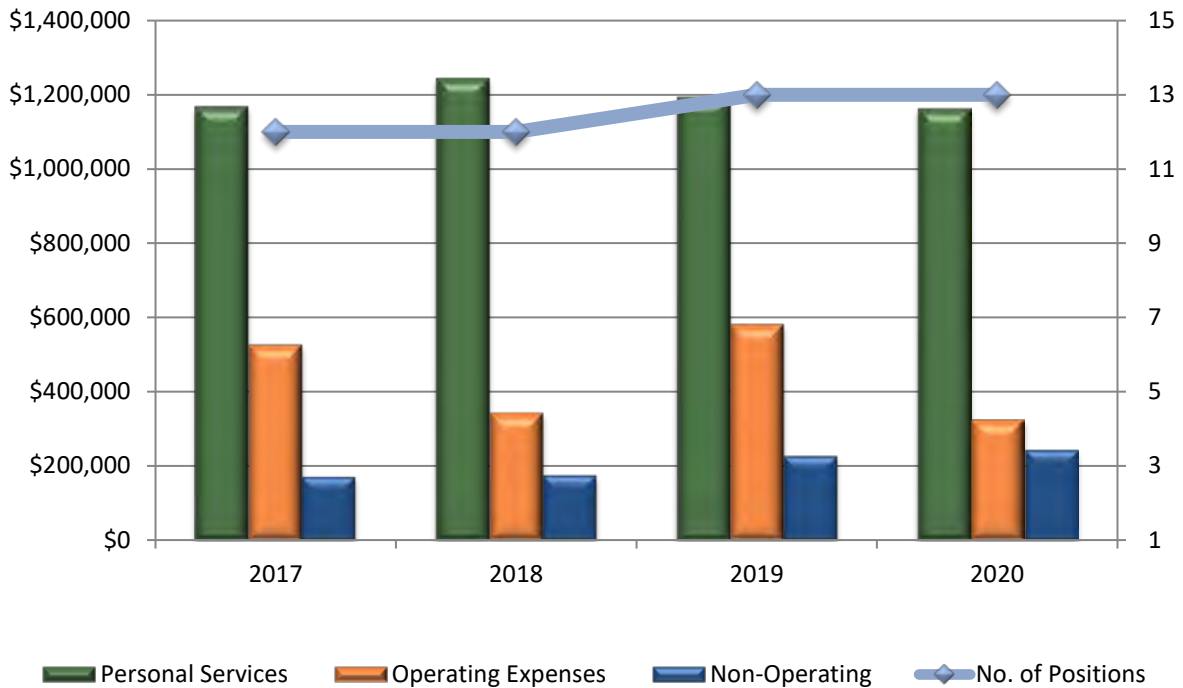
**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



**CITY CLERK
BUDGET AND POSITION SUMMARY**

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
Salaries & Benefits	1,169,072	1,244,479	1,193,372	1,162,926
Operating Expenses	525,870	342,772	581,108	324,584
Non-Operating	169,391	174,268	225,562	241,722
Total	<u>1,864,333</u>	<u>1,761,519</u>	<u>2,000,042</u>	<u>1,729,232</u>
Full Time Headcount	8.00	8.00	8.00	8.00
Part Time FTE's	3.75	3.75	4.50	4.50
Total Headcount & FTE's	<u>11.75</u>	<u>11.75</u>	<u>12.50</u>	<u>12.50</u>

EXPENDITURE/PERSONNEL COMPARISONS



City Clerk

Department Function:

As the Corporate Secretary, the City Clerk's Office is the keeper of the official Commission minutes, legislation, lobbyist registration, original contracts, keeping meeting schedules, minutes and attendance records for all City boards and committees and attends bond validations proceedings as needed. The elections function entails the administration, supervision and certification of Municipal, Business/Improvement District and Retirement Board and employee elections, any charter amendment, and special or referenda. In furtherance of our Records Management Program, this office sets guidelines and standards for all City Records, incorporates management technologies, and establishes a repository for inactive, archival and vital records. Special projects include collaborative projects and cost sharing approaches for archival preservation (Sea Level Rise, Immigration App, Virtual Historic City projects, Records Enterprise System, Lobbyist Online Portal and Electronic filing of Campaign Finance Reports), public access as it pertains to our legislative workflow and document management application, our Boards and Committees public meeting process, our enterprise content management process, as well as our reporting process in furtherance of accountability, transparency, and reportability. Direct services include: research in response to public informational requests, notarization, certification, attestation, etc. Advertise and post public notices regarding meetings of the Commission, advisory boards, elections, etc. The City Clerk's Office has been designated as a Passport Acceptance Facility.

Department Goals:

1. To provide professional supervision and management of all Municipal Elections, including but not limited to Charter amendment issues, municipal candidate, bond referendum and retirement board elections pursuant to the Florida Election Code, Miami-Dade County Charter and Code and City of Coral Gables Charter and Code authority.
2. Pursuant to State law, Florida Administrative Code, our City Code, and through the implementation of our records plan, to ensure document accessibility, thus encompassing the cycle of a public document from creation to final disposition. The office is currently revising and updating our Records Plan to address the next generation of records, namely Electronic Records Management.
3. To provide professional passport acceptance facility, through public partnership with the U.S. Department of State, in reviewing all necessary documents attesting to the citizenship and identity of the holder, collecting the necessary fees, and administration of an oath, while providing a revenue source for the City.
4. To provide professional leadership and knowledge consistent with the functional requirements of the appointed position (City Clerk), as defined under both State law, County and City Code, the Florida Administrative Code, as well as those long practiced local rules and customs.
5. To serve as a clearinghouse for information, regarding our City's governmental operations, facilitating public information request through our online portal Gov Q.
6. To promote and encourage the applicability of those technological applications which link application to process, to people, thus supporting our core business functions and user needs.
7. To offer elected officials, key staff and invited guests the opportunity to attend the annual City's Retreat which provides expert speaker and consultant on "Next Mapping the Future", on the transformation and change in a time of technological innovation.
8. To respond to Public Records Requests, distributing information to the public, city officials, department directors, other governments, and public agencies.

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

CITY CLERK

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS

- ✓ The City Clerk's Office partnered with FIU to provide continued technical assistance services in developing and implementing a mobile GIS Tracking System for community participants to document and geo-tag orchids and their eco systems; to also connect community sourcing tools with Coral Gables history to engage the public in reciprocal use of digital archives in furtherance of an immigration narrative web app, and develop a route planner for educational institution in Coral Gables.
- ✓ The City Clerk's Office teamed up with FIU to develop a high resolution, comprehensive Sea Level Rise Impact Planning Tool for the City of Coral Gables. The tool allows mapping the flooding of areas in response to different scenarios of sea level rise, and rainfall. It allows furthermore to assess the impact of these hazards on various urban domains including infrastructure.
- ✓ Increased the number of passport customers to more than 20,000 customers per year, resulting in passport revenue having increased from the previous year.
- ✓ Began implementation of enterprise records management software to be used by all departments.



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

CITY CLERK

INDICATOR:	FY18			FY19		FY20
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Passport applications processed	15,000	25,318	■	19,000	19,330	20,000
Photographic prints provided	-	579	-	-	12,854	11,000
Amount collected from Lobbyist Registration	5,000	12,350	■	8,000	21,250	20,000
Number of Principals registered ¹	80	90	■	80	161	80

Legend

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

Notes:

¹Denotes calendar year figures



**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
CITY CLERK
0600 CITY CLERK
511 LEGISLATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
FULL TIME POSITIONS						
8940	City Clerk	1.00	1.00	1.00	1.00	\$ 139,274
0600	Deputy City Clerk	1.00	1.00	1.00	1.00	97,506
0809	Sr. Administrative Analyst	1.00	1.00	1.00	1.00	69,341
0622	Contracts & Records Mgmt Coordinator	1.00	1.00	-	-	-
0602	Administrative Assistant	1.00	1.00	1.00	1.00	57,459
0035	Agenda Coordinator	1.00	1.00	1.00	1.00	61,916
TOTAL FULL TIME HEADCOUNT		6.00	6.00	5.00	5.00	425,496
PART TIME POSITIONS						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
0087	Intern - P/T	1	0.75	0.75	0.75	18,453
TOTAL PART TIME FTE's		1	0.75	0.75	0.75	18,453
TOTAL			6.75	6.75	5.75	\$ 443,949

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 560,470	\$ 572,153	\$ 473,559	\$ 443,949
2000	Employee Benefits - See Other Cost Dist.	302,107	316,895	281,254	250,870
3190	Other Professional Services	25,190	55,839	64,431	62,000
4090	Other Transportation Expense	8,100	11,507	12,344	16,245
4410	Rental of Machinery and Equipment	7,779	8,435	7,500	6,840
4420	Public Facilities Cost - See Other Cost Dist.	29,930	31,100	32,239	32,945
4550	General Liability Insurance	17,868	29,448	23,361	20,859
4820	Advertising Expense	10,848	25,856	20,000	21,462
4990	Other Miscellaneous Expense	2,076	3,807	2,500	2,500
5100	Office Supplies	3,585	3,839	4,500	4,000
5400	Membership Dues and Subscriptions	1,025	2,052	2,895	2,150
5410	Employee Training	2,026	4,882	5,700	6,200
TOTAL		\$ 971,004	\$ 1,065,813	\$ 930,283	\$ 870,020

**CITY OF CORAL GABLES, FLORIDA
2019-2020 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					
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020		
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES	
FULL TIME POSITIONS							
0607	Passport Director	-	-	1.00	1.00	\$ 97,259	
0605	Operational Services Coord.	1.00	1.00	-	-	-	
0064	Operational Services Assistant	1.00	1.00	2.00	2.00	95,659	
8888	Overtime	-	-	-	-	46,000	
TOTAL FULL TIME HEADCOUNT		2.00	2.00	3.00	3.00	238,918	
PART TIME POSITIONS							
	TITLE	HC	FTE's	FTE's	FTE's	FTE's	
9006	Clerical Aide - P/T	5	3.00	3.00	3.75	3.75	106,572
TOTAL PART TIME FTE's		5	3.00	3.00	3.75	3.75	106,572
TOTAL			5.00	5.00	6.75	6.75	\$ 345,490

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 222,338	\$ 265,925	\$ 312,457	\$ 345,490
2000	Employee Benefits - See Other Cost Dist.	84,157	89,506	126,102	122,617
3190	Other Professional Services	67,456	84,379	60,000	62,000
4090	Other Transportation Expense	-	-	-	3,898
4410	Rental of Machinery and Equipment	-	-	4,320	4,500
4420	Public Facilities Cost - See Other Cost Dist.	32,026	33,277	34,496	35,252
4550	General Liability Insurance	7,712	13,390	14,822	16,233
4970	Passport Expense	38,741	20,004	17,000	7,500
5202	Chemicals and Photographic Supplies	-	14,957	15,000	10,000
9001	Lobbyist Registration & Fees	-	-	28,000	3,722
9002	Document Filing Fee	169,391	174,268	197,562	238,000
TOTAL		\$ 621,821	\$ 695,706	\$ 809,759	\$ 849,212

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
CITY CLERK
0610 CITY ELECTIONS
511 LEGISLATIVE

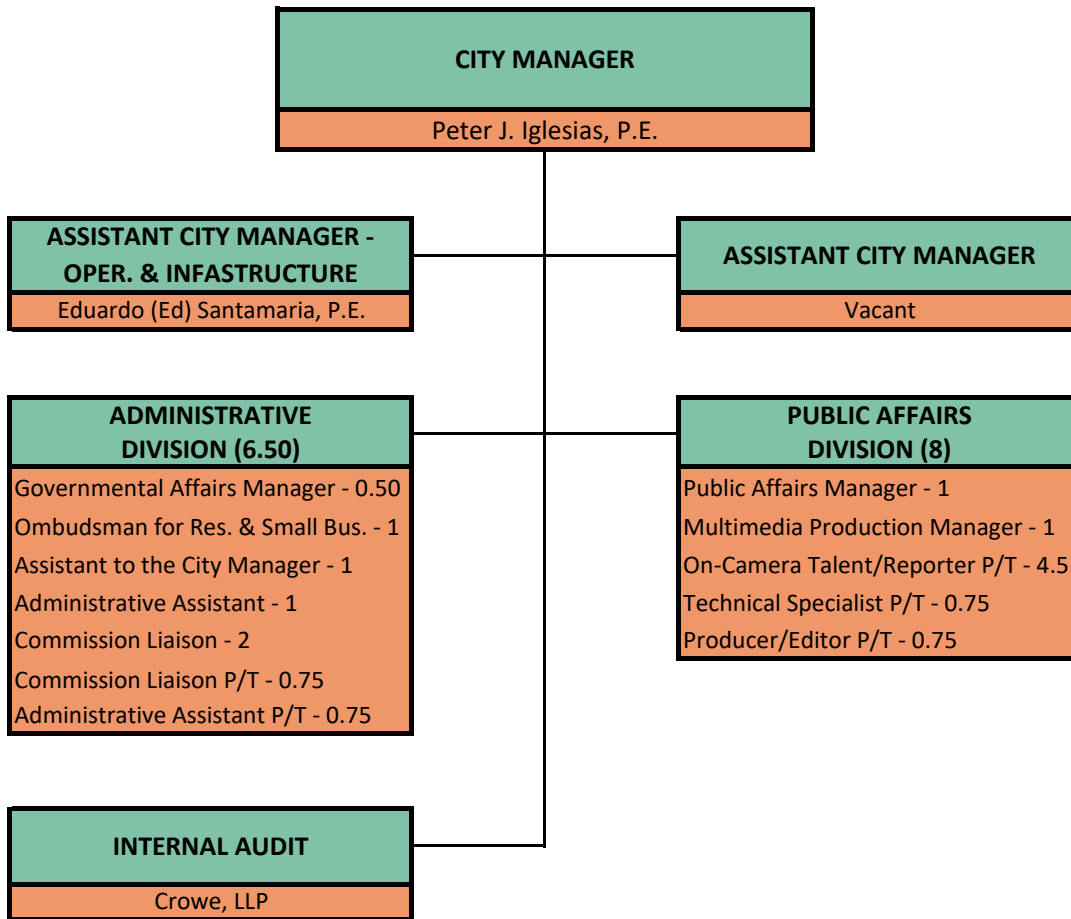
EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
3190	Other Professional Services	\$ 227,798	\$ -	\$ 200,000	\$ 5,000
4820	Advertising Expense	43,444	-	45,000	-
4990	Other Miscellaneous Expense	266	-	10,000	-
5100	Office Supplies	-	-	5,000	5,000
TOTAL		\$ 271,508	\$ -	\$ 260,000	\$ 10,000

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

CITY MANAGER

ORGANIZATION CHART



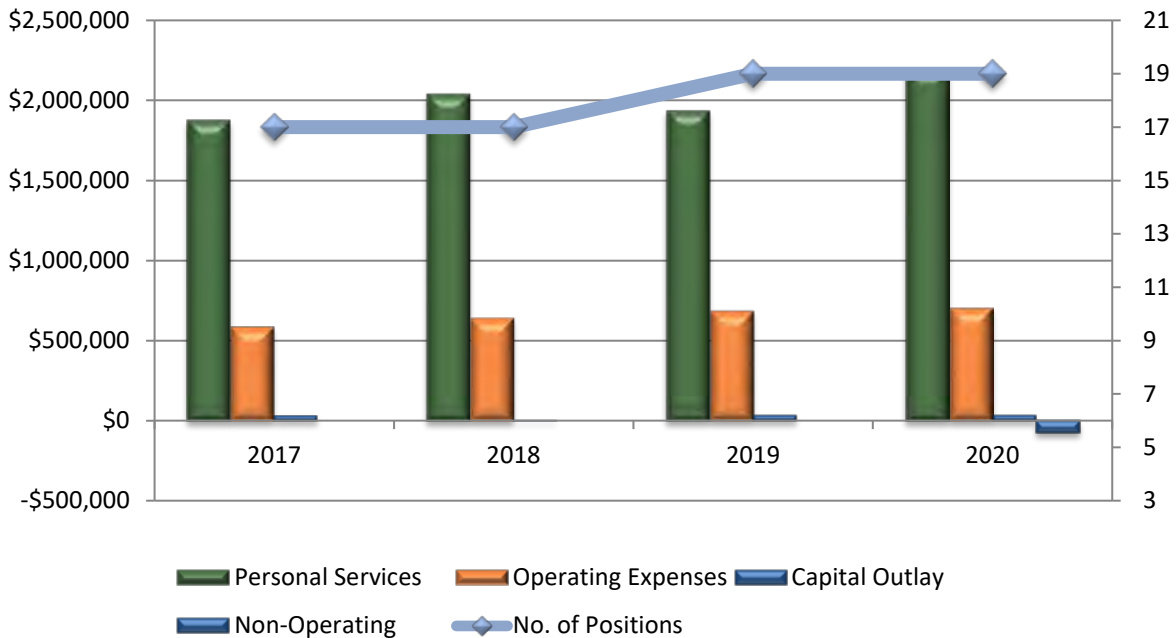
**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



**CITY MANAGER
BUDGET AND POSITION SUMMARY**

	<u>2016-2017 ACTUAL</u>	<u>2017-2018 ACTUAL</u>	<u>2018-2019 BUDGET</u>	<u>2019-2020 BUDGET</u>
Salaries & Benefits	1,876,184	2,037,960	1,935,083	2,192,679
Operating Expenses	586,803	640,949	684,390	703,449
Capital Outlay	32,641	4,268	35,513	35,000
Non-Operating	-	-	-	(75,002)
Total	<u><u>2,495,628</u></u>	<u><u>2,683,177</u></u>	<u><u>2,654,986</u></u>	<u><u>2,856,126</u></u>
Full Time Headcount	10.50	10.50	10.50	10.50
Part Time FTE's	6.75	6.75	8.10	8.10
Total Headcount & FTE's	<u><u>17.25</u></u>	<u><u>17.25</u></u>	<u><u>18.60</u></u>	<u><u>18.60</u></u>

EXPENDITURE/PERSONNEL COMPARISONS



City Manager's Office

Department Function:

The City Manager is the Chief Executive Officer appointed by the City Commission to implement Commission policies and direct efficient municipal operations in fulfillment of the City's mission, vision and goals as set forth in the City's adopted Strategic Plan. The City Manager is assisted by an Assistant City Manager for Operations & Infrastructure in order to create a high performing organization that embraces innovation, best practices, and municipal effectiveness in service to the City Commission and the residents, businesses and visitors of the City.

Department Goals:

1. Provide executive level administrative leadership in the execution of policies and objectives established by the City Commission.
2. Fulfill the City's mission, vision, and goals outline in adopted Strategic Plan.
3. Develop, recommend, fund, and implement new programs to meet the future needs of the City consistent with the goals and objectives set forth in the Strategic Plan.
4. Help craft a vision and set community standards for development that respond to community values and support a cohesive community fabric.
5. Foster sustainability by respecting the City's ecological carrying capacity-preserving resources, enhancing economic efficiency, and engaging the public in quality-of-life initiatives.
6. Prepare and administer the annual budget and the performance management system.
7. Represent the City to other units of government and organizations to ensure the City's goals and objectives are best served and that productive partnerships are formed.
8. Promote a culture of engagement, respect, inclusion and creativity.

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

CITY MANAGER'S OFFICE

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS

- ✓ Provided executive level leadership in the preparation of the 2020-2022 Strategic Plan, setting a cohesive foundation for the next three years.
- ✓ Provided executive level oversight and strategic leadership in the successful planning, designing, funding, and implementation of the new state-of-the-art Public Safety Building, groundbreaking took place January 2019.
- ✓ Provided executive level oversight and leadership in the planning, design, negotiations and implementation for the additions/renovations of Fire Station II and the new Trolley Maintenance Facility, which is on schedule to be completed in December 2019.
- ✓ Successfully promoted and recruited additional top-tier talent in critical areas while creating fair and transparent talent management processes. This included the promotion of Eduardo Santamaria from Public Works Director to Assistant City Manager for Operations and Infrastructure, as well as the recruitment of former Fire Chief Marc Stolzenberg as the new Part-Time Emergency Manager and Alberto Zamora, a seasoned sanitation executive as Assistant Public Works Director for Sanitation.
- ✓ Provided executive level oversight and strategic leadership in initiating the preliminary plans, design, and funding of the 427 Biltmore Way building renovation.
- ✓ Initiated and directed the Human Resources department to streamline the City's hiring policies without a reduction in the quality of hires.
- ✓ Initiated a restructuring of the City's organizational chart, including the Emergency Management division, to ensure greater efficiencies, improved employee morale and appropriate chain of command.
- ✓ Implemented a process to create Administrative Orders and Implementing Orders issued by the City Manager in order to establish clear best practice standards for future reference.

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ Oversaw the planning, implementation, collection, and analysis of a Citywide Community Engagement Survey to better understand the needs of our residents and stakeholders.
- ✓ Provided oversight and guidance in drafting numerous significant legislative items that were passed by the City Commission.

OFFICE OF PUBLIC AFFAIRS

- ✓ Coral Gables Television (CGTV) was again nominated for an Emmy Award in 2018 by the National Academy of Television Arts and Sciences. The nominated 30-minute documentary “Surviving Irma: The Coral Gables Story” tells the courageous story of Coral Gables employees working together to prepare for and respond to Hurricane Irma.
- ✓ The Communications team continues to enhance citywide communications regarding city news and upcoming events through its various communication vehicles, achieving an overall positive satisfaction rate of 87.68% (20.85% of very satisfied; 66.83% of satisfied customers) results from the 2018 Coral Gables Community Engagement Survey.
- ✓ The Communications team, in coordination with Public Safety teams, achieved an overall positive emergency/hurricane-related communications satisfaction rate of 80.73% (23.17% of very satisfied; 57.56% of satisfied) results from the 2018 Coral Gables Community Engagement Survey.
- ✓ The Communications team, in coordination with the Community Recreation Department, continues to increase the city’s presence as a powerful and direct “news influencer” among Coral Gables stakeholders. According to the 2018 Coral Gables Community Engagement survey, the top three sources of information regarding City of Coral Gables news and upcoming events, among all media sources are: The Living the City Beautiful Magazine, the City’s website www.coralgables.com, and the biweekly electronic newsletter, Coral Gables e-News.
- ✓ The Communications team, in coordination with Historical Resources Department, elevated the city’s public art presence with the promotion of the following exhibits: Coral Forest and Secret of the Seas, the Truth is I Welcome You, a Midnight Summer’s Dream, and Sun Stories at Giralda Plaza.

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

OFFICE OF PUBLIC AFFAIRS – (Continued)

- ✓ The Communications team, in coordination with multiple departments, continued to promote the successes of existing and new programs to include the annual electronic recycling event, reopening of Biltmore Golf Course, Fire Station 2 renovations, new SaferWatch app, new playground at Kerdyk Family Park, IKE Smarty City kiosks, Good 2 Green Award, A Taste of Coral Gables cookbook, Hurricane Dorian preparations, new valet service, electric scooters, solar-powered charging stations, construction of new Public Safety Building, expansion of Freebee, prohibition of plastic straws and stirrers, introduction of new City Clerk, recycling of cardboard boxes, new dog park, new Green Business Certification, SolSmart Bronze for Solar, Mayoral address video, Citizen Engagement Hub, City for All Award, 2018 Digital Cities Survey award, Smart Cities Miami Competition, Best City for Small Businesses, among others.
- ✓ According to an analysis from Zen City from October 1, 2018 to present, which analyses the social media conversations regarding the City of Coral Gables, there have been 97,953 social media interactions related to Coral Gables. The Sentiment Overview of these interactions during this period revealed that 69% of sentiments were neutral, 28% positive and 4% negative.

INTERNAL AUDIT (COMPLIANCE)

- ✓ Internal audits completed from October 1, 2018 to September 30, 2019:
 - Community Recreation
 - Procurement and Purchasing Cards
 - Development Services
 - Fuel and Fleet



**CITY OF CORAL GABLES, FLORIDA
2019-2020 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				SALARIES
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET	
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
8950	City Manager	1.00	1.00	1.00	1.00	\$ 246,450
0630	Assistant City Mgr for Oper. & Infrastructure	1.00	1.00	1.00	1.00	193,681
0631	Assistant City Mgr	1.00	1.00	1.00	1.00	182,800
0629	Asst City Attorney/Gov't'l Affairs Manager	0.50	0.50	0.50	0.50	53,948
0810	Administrative Analyst	1.00	1.00	-	-	-
0076	Ombudsman for Res. & Small Bus.	1.00	1.00	1.00	1.00	85,734
0071	Assistant to the City Manager	-	-	1.00	1.00	55,448
0602	Administrative Assistant	1.00	1.00	1.00	1.00	42,489
0604	Commission Liaison	2.00	2.00	2.00	2.00	105,773
8888	Overtime	-	-	-	-	12,000
TOTAL FULL TIME HEADCOUNT		8.50	8.50	8.50	8.50	978,323
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	
0608	Asst Commission Liaison	1	-	0.75	0.75	29,376
6101	Administrative Assistant - P/T	1	0.75	0.75	1.35	48,622
TOTAL PART TIME FTE's		2	0.75	0.75	2.10	77,998
TOTAL		9.25	9.25	10.60	10.60	\$ 1,056,321

EXPENDITURE DETAIL

		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
1000	Salaries	\$ 949,720	\$ 1,053,014	\$ 983,203	\$ 1,056,321
2000	Employee Benefits - See Other Cost Dist.	430,794	440,270	396,982	497,256
3190	Other Professional Services	27,147	48,824	75,000	116,000
4011	Out-of-town Travel	2,420	6,986	7,000	7,430
4020	Central Garage Motor Pool Rent	11,702	11,159	-	-
4090	Other Transportation Expense	6,000	11,685	12,344	20,795
4091	Cell Phone Allowance	-	1,100	-	1,200
4410	Rental of Machinery and Equipment	6,314	6,263	6,500	6,500
4420	Public Facilities Cost - See Other Cost Dist.	27,623	28,703	29,754	30,406
4550	General Liability Insurance	35,486	59,986	50,852	49,631
4720	Printing & Binding	1,730	2,029	1,500	13,500
4990	Other Miscellaneous Expense	7,877	17,555	10,000	10,000
5100	Office Supplies	5,815	5,842	8,000	8,000
5213	Purchase/Rental - Employee Uniforms	-	-	-	1,000
5400	Membership Dues and Subscriptions	13,133	13,791	15,000	14,470
5410	Employee Training	7,005	7,105	9,900	9,000
9010	1 Intradepartmental Credits	-	-	-	(47,107)
TOTAL		\$ 1,532,766	\$ 1,714,312	\$ 1,606,035	\$ 1,794,402

1 Apportioned administrative cost distributed to the Building Division (1210)

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
CITY MANAGER
1030 PUBLIC AFFAIRS DIVISION
 573 OTHER GENERAL GOVERNMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
FULL TIME POSITIONS						
0612	Public Affairs Manager	1.00	1.00	1.00	1.00	\$ 111,332
0615	Multimedia Production Manager	1.00	1.00	1.00	1.00	88,751
TOTAL FULL TIME HEADCOUNT		2.00	2.00	2.00	2.00	200,083
PART TIME POSITIONS						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
0008	On-Camera Talent/Reporter/Edit	6	4.50	4.50	4.50	4.50
9010	Technical Specialist - P/T	1	0.75	0.75	0.75	0.75
0017	Producer/Editor - P/T	1	0.75	0.75	0.75	0.75
TOTAL PART TIME FTE's		8	6.00	6.00	6.00	6.00
TOTAL			8.00	8.00	8.00	\$ 488,005

EXPENDITURE DETAIL

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
1000 Salaries	\$ 366,837	\$ 415,693	\$ 413,489	\$ 488,005
2000 Employee Benefits - See Other Cost Dist.	124,626	128,983	141,409	151,097
3190 Other Professional Services	45,465	55,674	113,293	76,084
4020 Central Garage Motor Pool Rent	73,019	73,691	48,324	55,574
	Replacement: 41,131			
	Oper. & Maint: 14,443			
4090 Other Transportation Expense	675	3,673	3,898	3,899
4410 Rental of Machinery and Equipment	6,666	6,666	6,932	6,900
4420 Public Facilities Cost - See Other Cost Dist.	41,126	42,732	44,297	45,268
4550 General Liability Insurance	14,225	24,265	22,080	22,929
4620 Repair and Maint. of Office Equipment	2,342	756	3,000	3,000
4630 Repair/Maint. of Machinery & Equipment	3,204	4,626	4,500	4,500
4720 Printing & Binding	10,715	16,290	17,068	19,000
4820 Advertising Expense	32,848	32,688	42,000	52,800
4940 Taxes & License Fees Paid	1,992	2,045	3,000	3,000
4990 Other Miscellaneous Expense	2,328	1,469	2,000	2,000
5100 Office Supplies	6,000	7,361	10,000	10,000
5214 Uniform Allowance	-	450	1,344	1,344
5215 Small Tools & Minor Equipment	1,092	200	3,159	3,159

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
CITY MANAGER
1030 PUBLIC AFFAIRS DIVISION
 573 OTHER GENERAL GOVERNMENT

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
5400 Membership Dues and Subscriptions	1,120	1,050	1,700	1,700
5410 Employee Training	1,312	1,105	2,000	3,000
6430 Equipment Repair/Replacement	21,586	4,268	25,513	25,000
6440 Equipment Additions	11,055	-	10,000	10,000
9010 1 Intradepartmental Credits	-	-	-	(25,300)
TOTAL	\$ 768,233	\$ 823,685	\$ 919,006	\$ 962,959

1 Apportioned administrative cost distributed to the Building Division (1210)

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
2000	Employee Benefits - See Other Cost Dist.	\$ 4,207	\$ -	\$ -	\$ -
3190	Other Professional Services	150,795	145,180	129,945	101,360
4410	Rental of Machinery and Equipment	527	-	-	-
4420	Public Facilities Cost - See Other Cost Dist.	37,281	-	-	-
4550	General Liability Insurance	1,819	-	-	-
9010	1 Intradepartmental Credits	-	-	-	(2,595)
TOTAL		\$ 194,629	\$ 145,180	\$ 129,945	\$ 98,765

[1](#) Apportioned administrative cost distributed to the Building Division (1210)



Action Plan Worksheet 2020

Action Plan Owner: Naomi Levi Garcia, Assistant City Attorney/Intergovernmental Affairs Manager

Action Plan Name: 1.1-1 Improve Community Satisfaction Score

Strategic plan alignment

- Goal 1.1 – Attain world-class performance levels in providing personalized services that build relationships and create a sense of community
 - Objective 1.1-1 – Attain world-class performance levels in providing personalized services that build relationships and create a sense of community by 2022

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

What must be done	By When	How will it be evident
Contract with consultant to develop community satisfaction survey 2.0	04/01/20	Professional Services Agreement with consultant
Develop survey	06/01/20	Survey instrument
Deploy survey and collect responses	09/01/20	Completed returned surveys
Analyze results against 2018 survey and community satisfaction levels of comparable cities	11/01/20	Analysis with recommendations for improvements
Develop follow up action plans as appropriate	02/01/21	Action plan documents
Repeat process in 2022 for community satisfaction survey 3.0 from April 1, 2022- November 1, 2022	11/01/22	Survey instrument, results and action plans

Resource requirements (what do we need to succeed?)

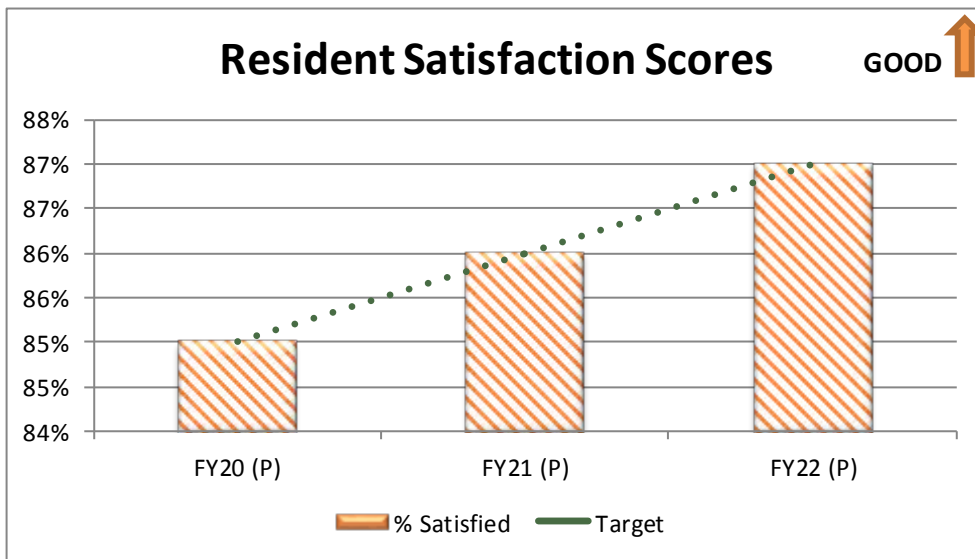
- \$25,000 for survey consultant
- \$7,000 for survey printings and mailings
- \$3,000 towards access to comparative data
- Staff time to develop surveys, coordinate deployment, and analyze comparative data



Action Plan Worksheet 2020

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

Measure	Target	Date
Resident satisfaction	85%	09/30/20
	86%	09/30/21
	87%	09/30/22



Frequency & venue of review:

- Review quarterly with City Manager
- Review annually with City Commission

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents	Greater satisfaction with city services, quality of life etc.	None
City Commission	More satisfied constituents	Resources expended in this effort will not be available for other initiatives.
City Administration	Improved budget process	None
City staff in surveyed departments	More satisfied stakeholders, staff will have metrics that reflect the good work they are doing	Potential resistance if results are not positive.

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

Positive:

- Nothing immediately measurable, but overall favorable reputation helps to maintain property values, attract businesses and visitors to the City.

Negative:

- Approximately \$35,000 associated with retaining the survey professional, developing, and launching the survey.



Action Plan Worksheet 2020

Action Plan Owner: Naomi Levi Garcia, Assistant City Attorney/Intergovernmental Affairs Manager

Action Plan Name: 1.1-2 Increase satisfaction levels on transactional surveys

Strategic plan alignment (Supports which Goals and Objectives)

- Goal 1 – Provide exceptional services that meet or exceed the requirements and expectations of our community.
 - Objective 1.1 – Attain world-class performance levels in providing personalized services that build relationships and create a sense of community.

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

What must be done	By When	How will it be evident
Contract with consultant to continue departmental transaction surveys (new consultant or renew with existing consultant)	04/01/20	Professional Services Agreement with consultant
Update/develop additional transaction surveys	07/01/20	Survey instruments
Launch updated and new transactional surveys	08/01/20	Completed returned surveys
Analyze results on a continuous basis	03/30/21	Data from survey results
Compare transactional survey results to other leading cities	08/01/21	Data from survey comparisons
Develop follow up action plans as appropriate	02/01/22	Action plans developed

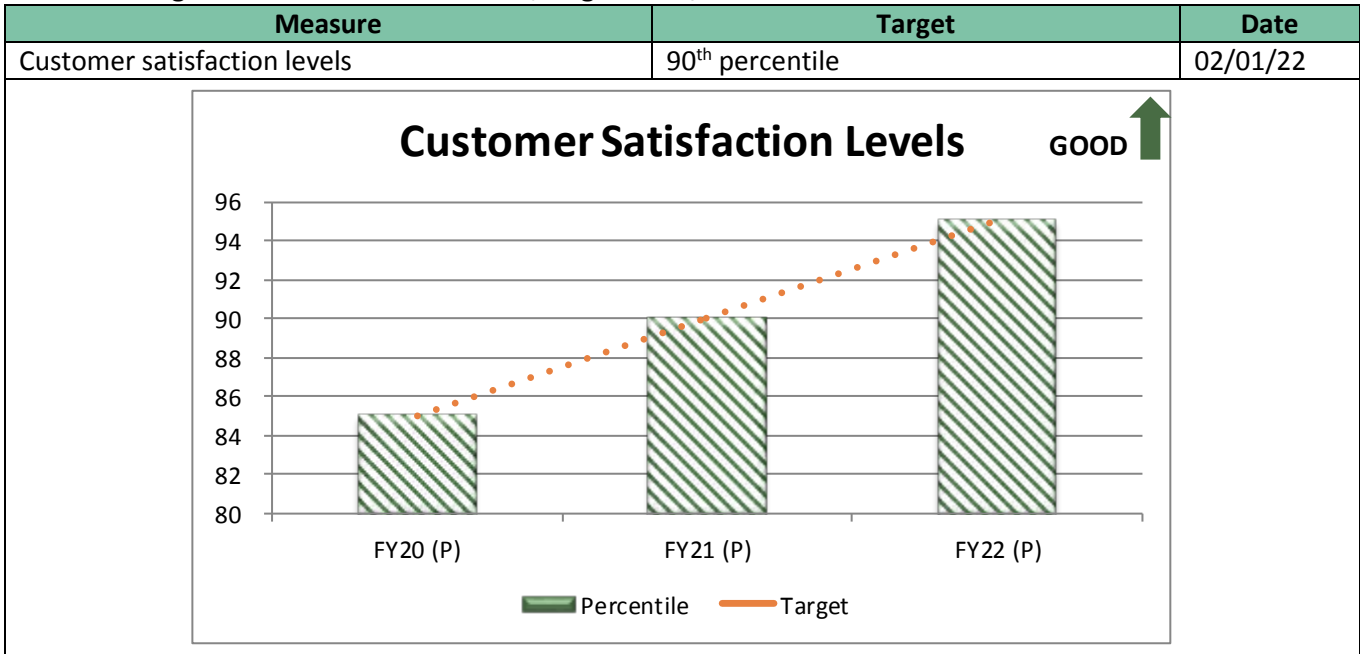
Resource requirements (what do we need to succeed?)

- \$10,000 for survey consultant
- \$5,000 for survey printings, kiosks, or other delivery methods
- \$3,000 towards access to comparative data
- Staff time to develop surveys, coordinate deployment, and analyze comparative data



Action Plan Worksheet 2020

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



Frequency & venue of review:

- Review biannually with City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents/customers	Increased satisfaction	Potential dissatisfaction with being "over surveyed"
City Commission	Higher satisfaction among residents and customers	None
City Administration	Higher satisfaction among residents and customers	Resources allocated to this effort are not available for other initiatives
City staff in surveyed departments	Clear indications of performance and customer perspectives	Potential stress if ratings are not high

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

Positive:

- Nothing immediately measurable, but overall favorable reputation helps to maintain property values, attract businesses and visitors to the City.

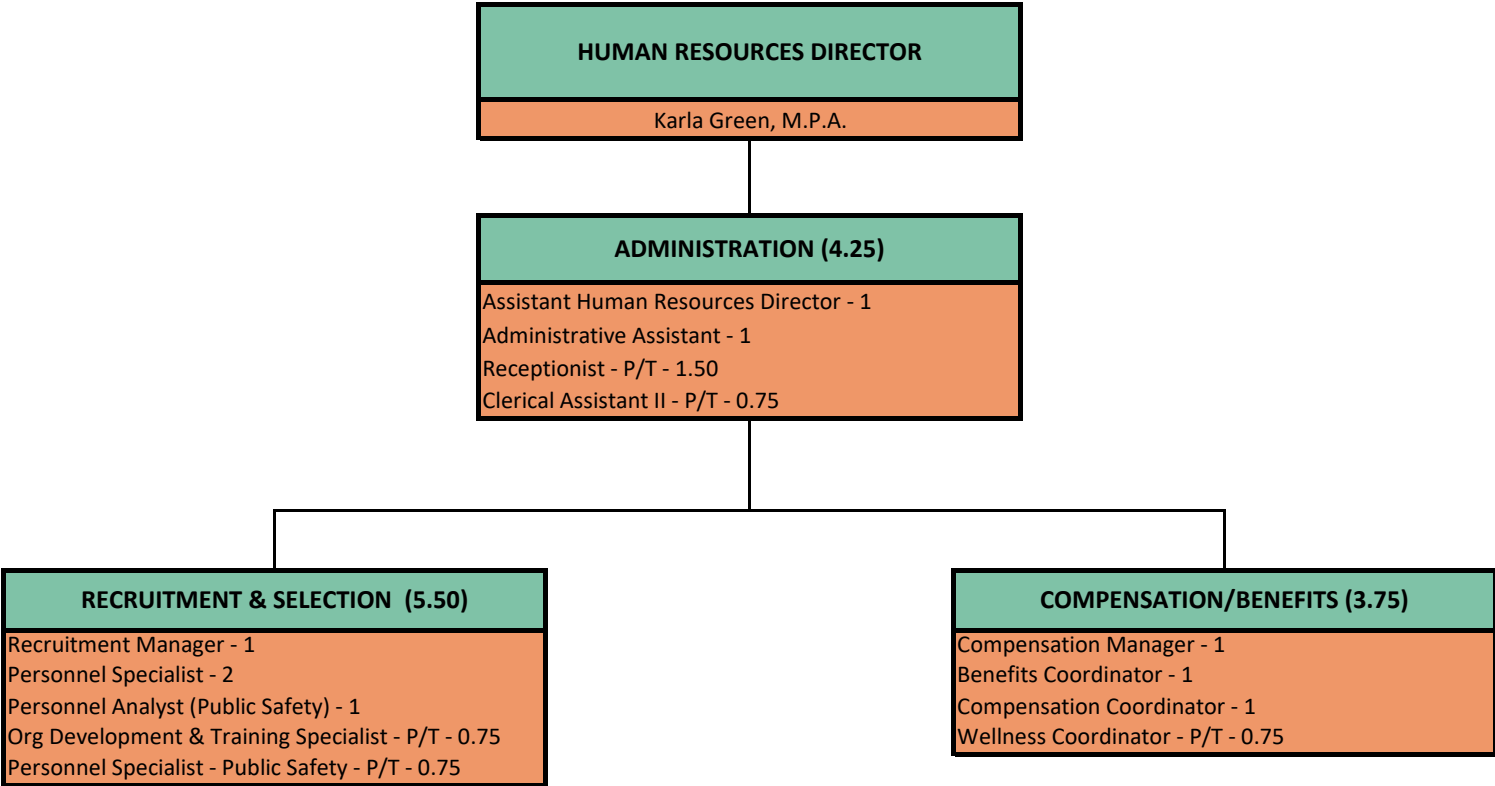
Negative:

- Approximately \$18,000 associated with retaining the survey professional, developing, and launching the new surveys as needed.

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

HUMAN RESOURCES

ORGANIZATION CHART



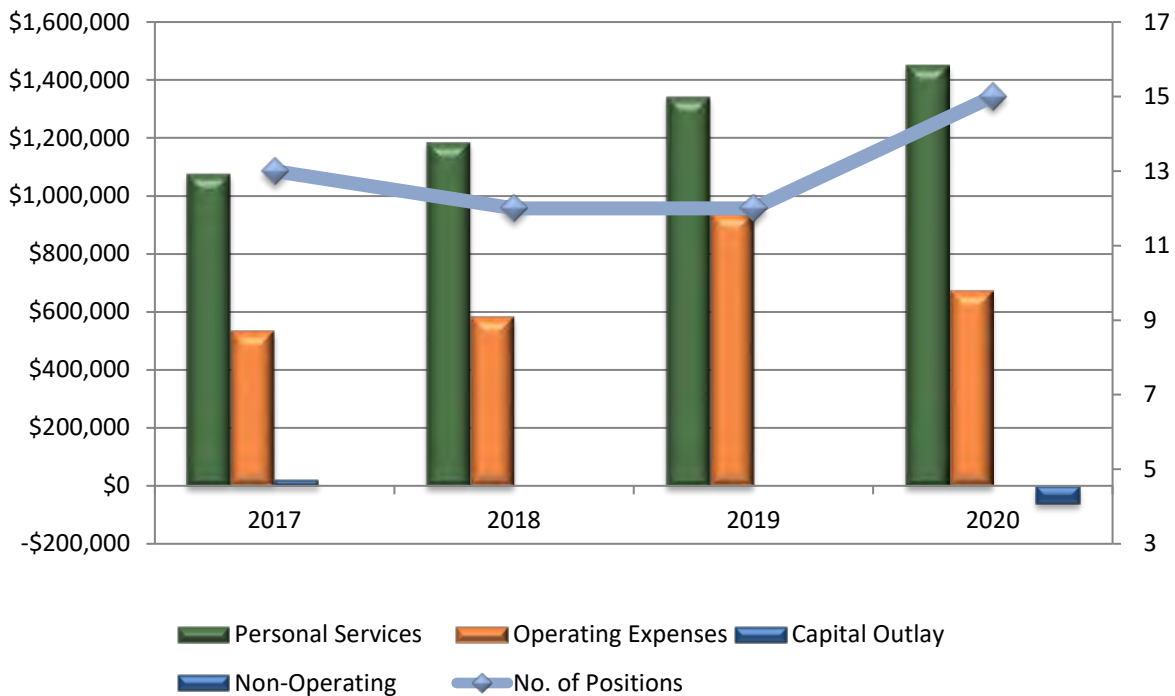
**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



**HUMAN RESOURCES DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2016-2017 ACTUAL</u>	<u>2017-2018 ACTUAL</u>	<u>2018-2019 BUDGET</u>	<u>2019-2020 BUDGET</u>
Salaries & Benefits	1,074,875	1,183,079	1,339,350	1,449,257
Operating Expenses	535,503	584,349	939,863	673,897
Capital Outlay	19,305	-	-	-
Non-Operating	-	-	-	(61,998)
Total	<u>1,629,683</u>	<u>1,767,428</u>	<u>2,279,213</u>	<u>2,061,156</u>
Full Time Headcount	10.00	10.00	10.00	10.00
Part Time FTE's	3.00	2.25	2.25	4.50
Total Headcount & FTE's	<u>13.00</u>	<u>12.25</u>	<u>12.25</u>	<u>14.50</u>

EXPENDITURE/PERSONNEL COMPARISONS



Human Resources

Department Function:

The Human Resources Department has a total of ten budgeted full time employees and two part time employees that services the City's full time and part time employee population. The Department provides internal support to all City Departments for the review and processing of key functions such as managing the City's classification and compensation plan, review of department position and reclassification requests, providing salary surveys, costing and compensation support through the establishment and maintenance of rates of pay and premiums.

In addition, Human Resources is tasked with administering the hiring and promotional processes to meet the changing service demands for the City, while also ensuring equal employment opportunities for a diversified workforce. The Human Resources Department's overall mission is to use fair and equitable practices to hire, develop, support, train, recognize and retain a highly talented and qualified workforce.

Department Goals:

1. Timely and accurate processing of all employee compensation and benefit functions.
2. Fair, transparent, and efficient recruitment and hiring practices for all City positions, including sworn Police and Fire.
3. Develop and train all City staff with onsite and online curriculum that is enhanced with specialized external and internal sources to achieve the best developed and trained City organization and staff to deliver world class services.
4. Foster a spirit of citywide pride and teamwork by recognizing employee accomplishments and milestones with programs and awards that encourage and incentivize the workforce to perform at world class levels.
5. Promote and engage our workforce with comprehensive wellness initiatives.

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

HUMAN RESOURCES

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS

- ✓ Hired 51 new full-time employees to the organization, including 3 new Assistant Directors.
- ✓ Reduced the overall vacancy rate from 7% to 4%.
- ✓ Successfully implemented a succession planning for the Fire Department which has allowed for the training of new firefighters before vacancies come into existence.
- ✓ Implemented a new onboarding process which has reduced the overall time it takes to onboard new employees, without compromising our standards.
- ✓ Step pay plan wage adjustments were implemented effectively and efficiently in accordance with the Fraternal Order of Police Bargaining Agreement.
- ✓ Streamlined and improved the merit increase processes due to members of the International Brotherhood of Teamsters Bargaining unit.
- ✓ Launched on-line learning solutions for key compliance programs.
 - Cyber security awareness – 72% completion.
 - EEO and harassment awareness – current 45% completion (still in progress).
- ✓ 759 courses completed in the My Learning portal.
- ✓ Designed Employee Engagement survey and developed a process to administer the survey for free (to be administered May 2019).
- ✓ Completed design and piloted Customer Service Program (piloted with Adult Activity Center).
- ✓ Youth Center Summer Hire Customer Service Orientation.
- ✓ Performance Management Training for New Fire Officers Training.
- ✓ Completed Development Discussion Training for Leaders across all City departments.
- ✓ Redesigned and facilitated Take Our Sons and Daughters to Work Day.
- ✓ Provide individual leadership coaching and development to several City leaders.
- ✓ Completed organization assessment for an ER related issue.
- ✓ Expanded the learning portfolio with an additional 25 courses at minimal cost increase of contract renewal.

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ Maintained the My Learning portal (user management and catalog management).
- ✓ The benefits of the Humana vision plan were enhanced to better serve the employees.
- ✓ Nominated for Healthiest Employer of the Year Awards by South Florida Business Journals.
- ✓ Partnered with the City's health provider to host an Annual Wellness Showcase/Health Fair in which Biometric Screenings and Angio Screenings were provided to all employees.
- ✓ Quarterly City-wide Health Challenges were conducted. Among the challenges rolled out during the last year was the Step-tember Challenge where employees took over 12 million steps in 30 days.
- ✓ Wellness Wins (Weight Watchers Program) was offered in 2018. Employees lost over 550 lbs. in 9 months.
- ✓ Monthly Lunch and Learn sessions were held on a monthly basis. These lunch seminars provided education to employees regarding various health topics and practical suggestions to improve employee's overall health and wellbeing.
- ✓ Walk/Run Club was established at two city locations.
- ✓ Yoga & Meditation classes were extended to all employees.
- ✓ Flu Shot Clinic was offered to all employees at three separate locations at no cost to the employee.
- ✓ Monthly Health Newsletter was created and published.





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

HUMAN RESOURCES

INDICATOR:	FY18			FY19		FY20
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Ensure all new hires attend orientation on the first available session after hire date	100%	100%	■	100%	100%	100%
Ensure all information is inserted and complete in EDEN	100%	100%	■	100%	100%	100%
Continue to provide on-going EEOC/Sexual Harassment trainings Citywide	100%	100%	■	100%	100%	100%
Conduct customer service trainings (started May 2015)	100%	100%	■	100%	100%	100%
Send performance evaluation reminder notices to directors/managers on an annual basis	100%	100%	■	100%	100%	100%
Conduct 1 health screening per year	50%	100%	■	100%	100%	100%
Provide wellness presentation/seminars on various health related topics (minimum of 6 per year)	90%	100%	■	100%	100%	100%

Legend

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



**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
FULL TIME POSITIONS						
0405	Human Resources Director	1.00	1.00	1.00	1.00	\$ 174,450
0503	Assistant Human Resources Dir.	1.00	1.00	1.00	1.00	129,662
0501	Compensation Manager	1.00	1.00	1.00	1.00	84,705
0514	Personnel Analyst - Public Safety	1.00	1.00	1.00	1.00	51,390
0508	Recruitment Manager	1.00	1.00	1.00	1.00	79,036
0407	Benefits Coordinator	1.00	1.00	1.00	1.00	48,761
0406	Compensation Coordinator	1.00	1.00	1.00	1.00	54,506
0510	Personnel Specialist I	2.00	2.00	2.00	2.00	83,005
0602	Administrative Assistant	1.00	1.00	1.00	1.00	51,044
8888	Overtime	-	-	-	-	800
TOTAL FULL TIME HEADCOUNT		10.00	10.00	10.00	10.00	757,359
PART TIME POSITIONS						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
0089	Org Development & Training Specialist	1	0.75	0.75	0.75	54,639
0409	Wellness Coordinator - P/T	1	-	-	-	44,804
0515	Personnel Specialist - Public Safety - P/T	1	1.50	0.75	0.75	28,023
0013	Clerical Assistant II - P/T	1	-	-	-	30,056
0063	Receptionist - P/T	1	0.75	0.75	0.75	49,321
TOTAL PART TIME FTE's		5	3.00	2.25	2.25	206,843
TOTAL			13.00	12.25	12.25	\$ 964,202

EXPENDITURE DETAIL

		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
1000	Salaries	\$ 650,759	\$ 736,587	\$ 873,677	\$ 964,202
2000	Employee Benefits - See Other Cost Dist.	424,116	446,492	465,673	485,055
2610	Employee Awards	11,704	17,491	17,525	22,525
2800	Tuition Reimbursement	93,709	106,326	115,000	115,000
3130	Special Medical Services	52,490	33,640	54,919	54,919
3190	Other Professional Services	177,235	207,836	284,565	281,647
4020	Central Garage Motor Pool Rent	12,452	11,938	4,930	5,167
	Replacement: 1,934				
	Oper. & Maint: 3,233				
4090	Other Transportation Expense	6,525	12,625	10,395	10,396
4091	Cell Phone Allowance	-	-	-	1,200
4410	Rental of Machinery and Equipment	11,189	9,965	22,000	4,000
4420	Public Facilities Cost - See Other Cost Dist.	32,935	34,222	35,476	36,253
4550	General Liability Insurance	27,069	47,790	40,984	45,303

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
4620	Repair and Maint. of Office Equipment	108	319	1,200	1,200
4710	Special Printed Forms	2,230	1,903	2,500	2,500
4810	Promotional Expense	3,064	4,126	4,000	6,500
4820	Advertising Expense	19,540	13,966	25,000	25,000
4990	Other Miscellaneous Expense	-	134	-	-
4991	Miscellaneous Expense - Wellness Program	43,372	50,608	275,309	-
5100	Office Supplies	10,088	15,581	11,000	11,000
5214	Uniform Allowance	-	979	300	1,160
5400	Membership Dues and Subscriptions	517	398	1,760	1,760
5410	Employee Training	31,276	14,502	33,000	48,367
6440	Equipment Additions	19,305	-	-	-
9010	1 Intradepartmental Credits	-	-	-	(61,998)
TOTAL		\$ 1,629,683	\$ 1,767,428	\$ 2,279,213	\$ 2,061,156

1 Apportioned administrative cost distributed to the Building Division (1210)



Action Plan Worksheet 2020

Action Plan Owner: Karla Green, Human Resources Director

Action Plan Name: 2.1-1 – Workforce Capacity/Recruitment and Retention

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 to deliver high quality results
 - Maintain less than 8% workforce vacancy rates
 - Maintain workforce retention rate at 80% overall by 2022 (turnover rates by segment department, temp, etc.)

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

What must be done	By When	How will it be evident
Determine the vacancy rates by department.	Ongoing monthly	Complete an accurate vacancy report
Benchmark (segmented by positions) against other local government entities to determine an acceptable upper and lower control levels.	Ongoing monthly	Reports (segmented by depts) and meeting minutes
Hold monthly meetings with the departments that are outside the determined appropriate control range levels.	Ongoing monthly	Meeting notes
Attend career fairs and networking events to foster partnerships with local colleges, universities and technical schools in efforts to recruit for entry level positions and other positions hard to fill.	Ongoing monthly	After action report with list of qualified candidates
Benchmark market rates and scales to ensure competitive salary ranges and benefits.	Ongoing annually	Comparable data analyzed

Resource requirements (what do we need to succeed?)

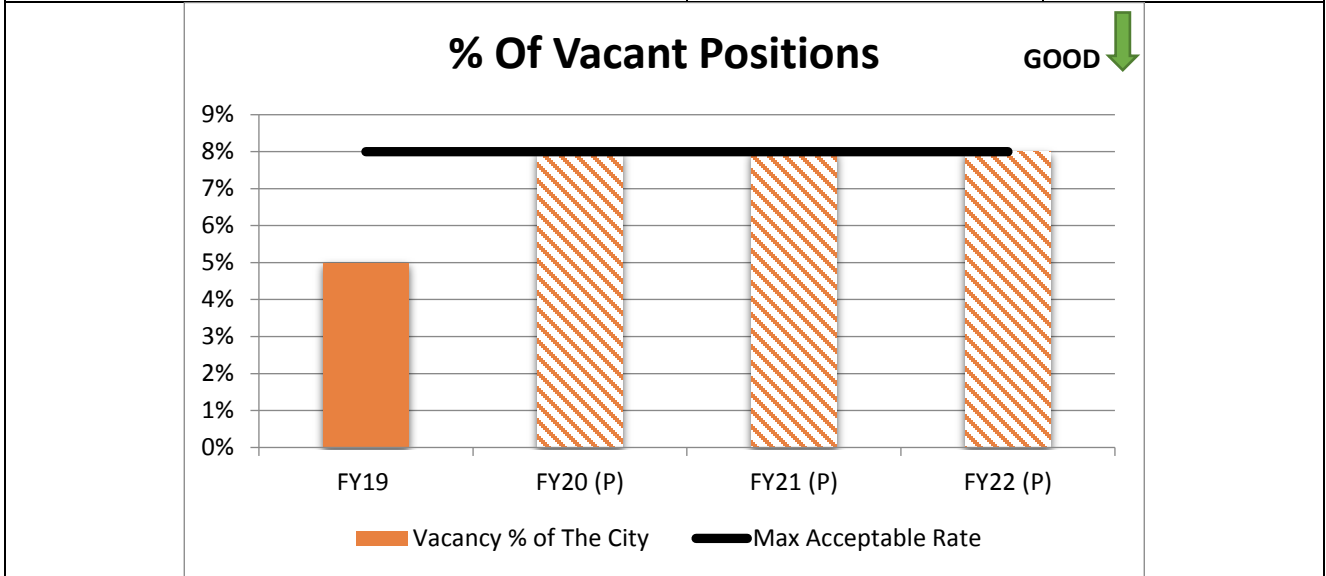
- \$2,500 increased budget for marketing, advertising job and sign-up to career fairs
- 200 hours budgeted for internal staff to attend career fairs and events
- Other City department staff hours attending career fairs with HR (including departments: Police, Parks, Fire)
- IT support to facilitate formulation of analytical data, metrics, and dashboards, etc.



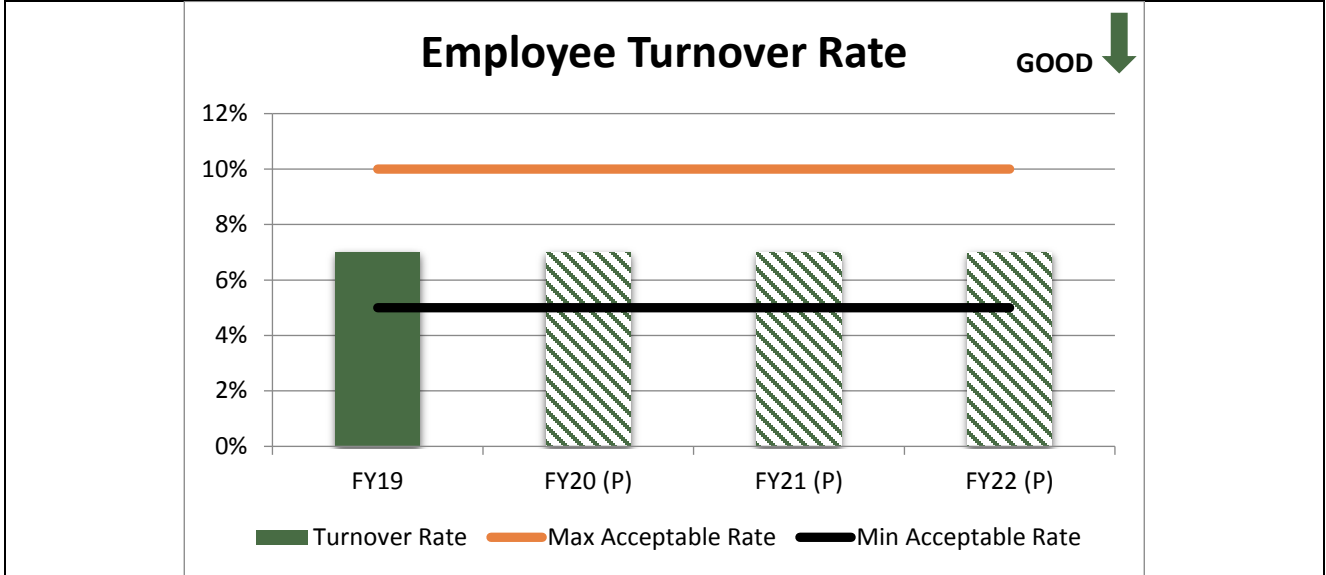
Action Plan Worksheet 2020

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

Measure	Target	Date
Position vacancy rate	5%	09/30/19
	Not to exceed 8% overall	09/30/20
		09/30/21
		09/30/22



Employee turnover rate	7%	09/30/19
	5-10% range overall	09/30/20
	5-10% range overall	09/30/21
	5-10% range overall	09/30/22

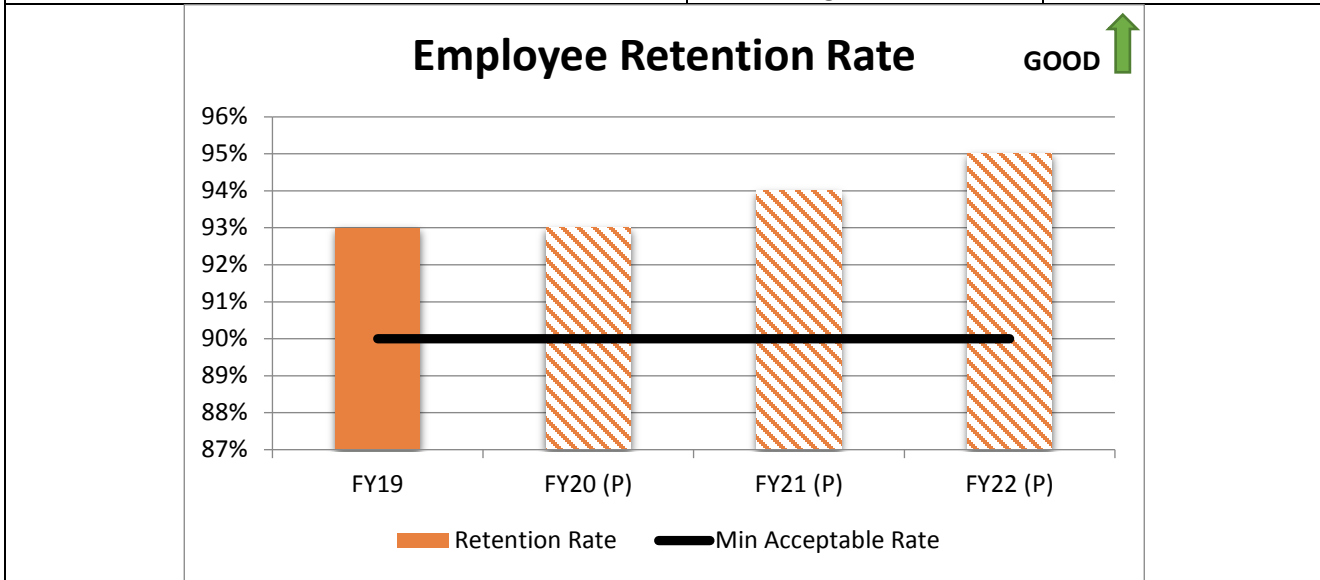




Action Plan Worksheet 2020

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

Measure	Target	Date
Employee retention rate	5-10% range overall	09/30/20
	5-10% range overall	09/30/21
	5-10% range overall	09/30/22



Frequency & venue of review:

- Quarterly review with City Manager
- Monthly meetings with HR staff, City staff and partnering schools, and universities

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

Stakeholder Group	Potential positive impact	Potential negative impact
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	None

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

Benefits:

- Undetermined savings from reduced costs associated with high turnover.

Costs:

- \$2,500 approximate additional funds to improve external advertising resources and attend networking events including career fairs.



Action Plan Worksheet 2020

Action Plan Owner: Karla Green, Human Resources Director

Action Plan Name: 2.2-1 – Workforce Engagement and Satisfaction

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 2.2 – Attain world-class levels of performance in workforce satisfaction and engagement

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.	05/31/19	Survey instrument approved by City Manager.
Administer survey to employees.	05/31/19	Survey results obtained from workforce.
HR to initiate a monthly meeting with the leadership team to address organization performance and develop plans for improvement.	06/30/19	Ongoing monthly, action plans as needed
Review initial survey results with leadership team, establish plan for next steps	07/31/19	Deliver survey results
Identify group of participants with low and high scores and host focus groups with departments with low and high scores.	08/31/19	Analysis of findings
Implement key programs and action plans based upon survey results.	10/31/19	Employee engagement plan
Monitor progress of plan	04/30/20	Progress reports
Re-survey to measure progress	08/31/20	Re-do survey
Develop plan with leadership team	10/31/20	Employee engagement plan
Re-survey	08/31/21	Re-do survey
Develop plan with leadership team	10/31/21	Employee engagement plan

Resource requirements (what do we need to succeed?)

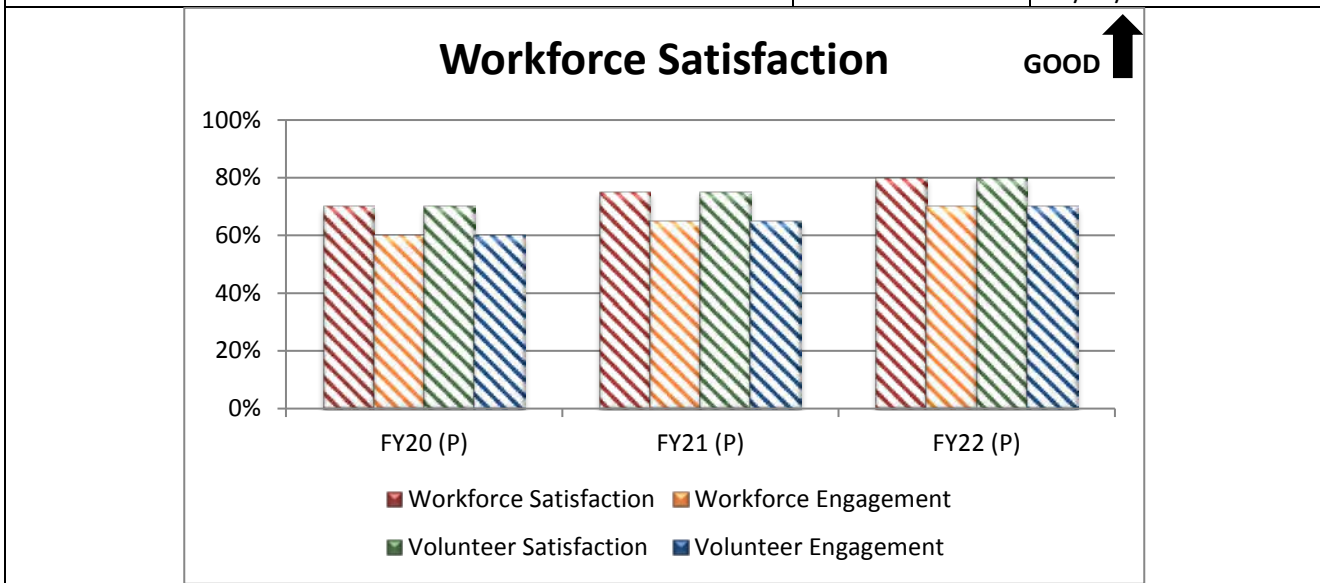
- Assistance from FIU to conduct survey and analyze data and provide results.
- 100 hours approximately of internal staff to meet with focus groups.
- 200 hours approximately of internal staff to address the gaps.



Action Plan Worksheet 2020

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

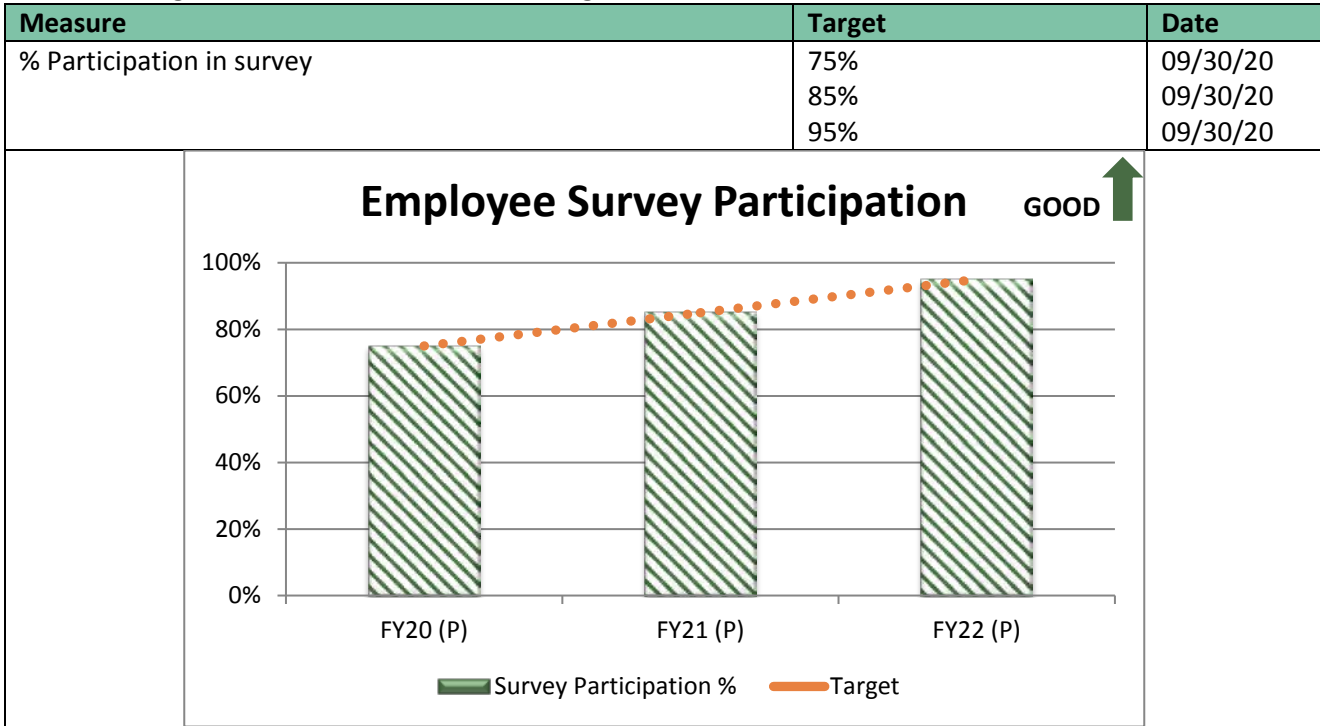
Measure	Target	Date
Workforce satisfaction regarding teamwork, work-life balance, work environment, and immediate supervisor	70%	09/30/20
	75%	09/30/21
	80%	09/30/22
Workforce engagement	60%	09/30/20
	65%	09/30/21
	70%	09/30/22
Volunteer Satisfaction	70%	09/30/20
	75%	09/30/21
	80%	09/30/22
Volunteer Engagement	60%	09/30/20
	65%	09/30/21
	70%	09/30/22





Action Plan Worksheet 2020

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



Frequency & venue of review:

- Monthly meeting with Directors
- Quarterly review with City Manager
- Bi-annual focus group meetings

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

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

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

Benefits:

- Undetermined financial impact due to improved performance and engagement by the workforce.

Costs:

- Undetermined costs associated with various programs and initiatives generated based on survey results



Action Plan Worksheet 2020

Action Plan Owner: Karla Green, Human Resources Director

Action Plan Name: 2.3.1 – Workforce Training, Development and Career Growth Opportunities

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 2.3 – Ensure appropriate workforce training, professional development opportunities, and leadership skills
 - Attain 70% satisfied/very satisfied with training, education, and certification opportunities provided by 2022
 - Achieve transactional evaluation scores of 80% at each training event by 2022
 - Increase by 18% in leadership and management positions to be filled through internal promotions by 2022

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

What must be done	By When	How will it be evident
Conduct training programs using blended learning solutions, online courses from the existing training portal and roll-out in-person workshops.	06/30/20	Employee attendance/training completion
Design and implement short satisfaction surveys to capture employee training satisfaction.	06/30/20	Transaction evaluation scores
Create matrix to document key areas indicated in the survey that require improvement as it relates to delivery of training workshops	01/30/21	Matrix
Analyze matrix data and address deficiencies in training delivery and satisfaction with the Training Specialist	09/30/22	Score on matrix
Design/create certification reimbursement programs to motivate/encourage employees to be better qualified for internal promotions.	10/01/21	Certification program
Hold meetings with department heads to conduct talent assessment.	01/31/20	List of available qualified candidates
Consider internal qualified staff when leadership and management positions become available.	06/30/22	Talent management plan

Resource requirements (what do we need to succeed?)

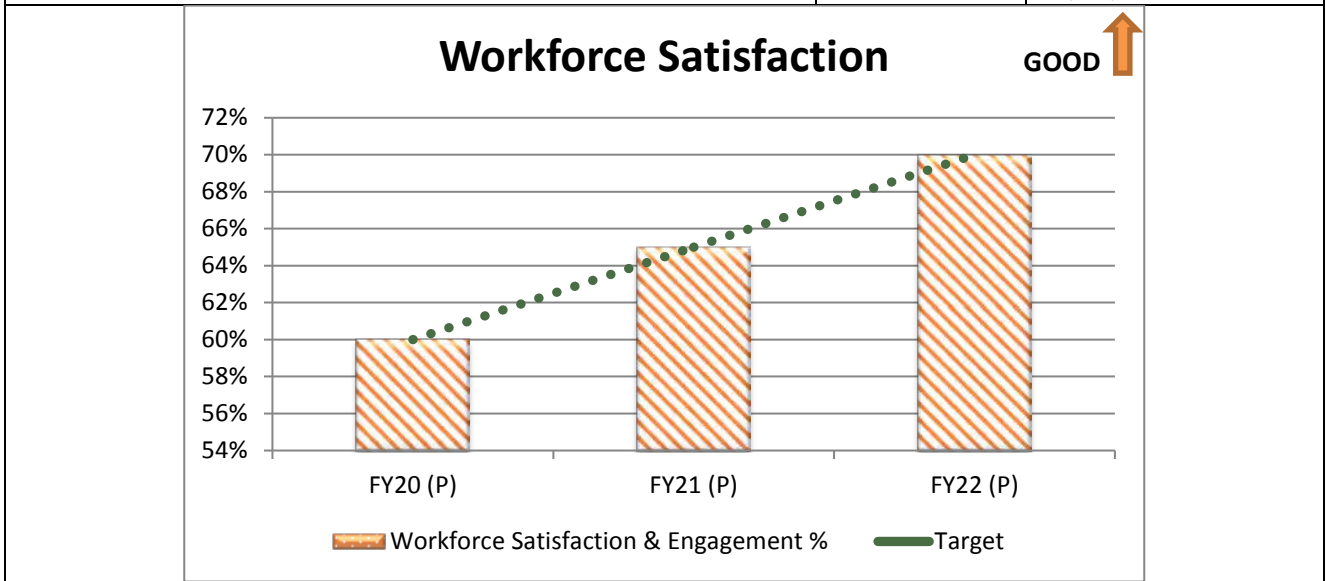
- \$10,000 annually for certification reimbursement programs beginning in FY21
- Department head time to attend meetings



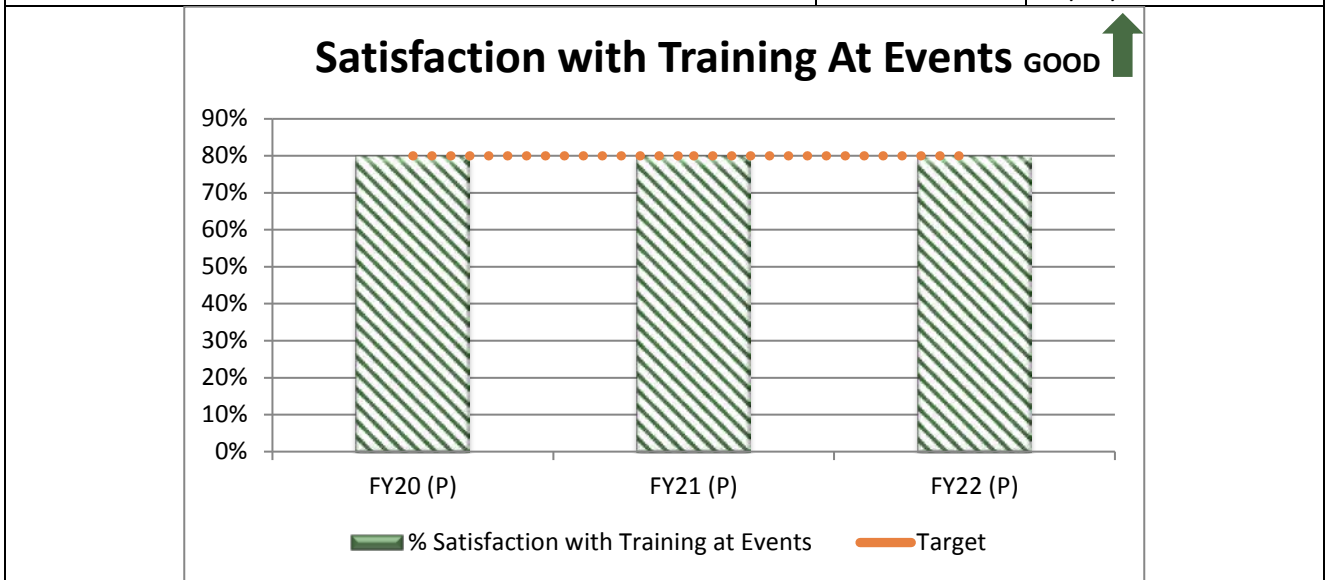
Action Plan Worksheet 2020

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

Measure	Target	Date
% of workforce satisfaction with training and development opportunities	60%	09/30/20
	65%	09/30/21
	70%	09/30/22



% of satisfaction with training at events	80%	09/30/20
	80%	09/30/21
	80%	09/30/22

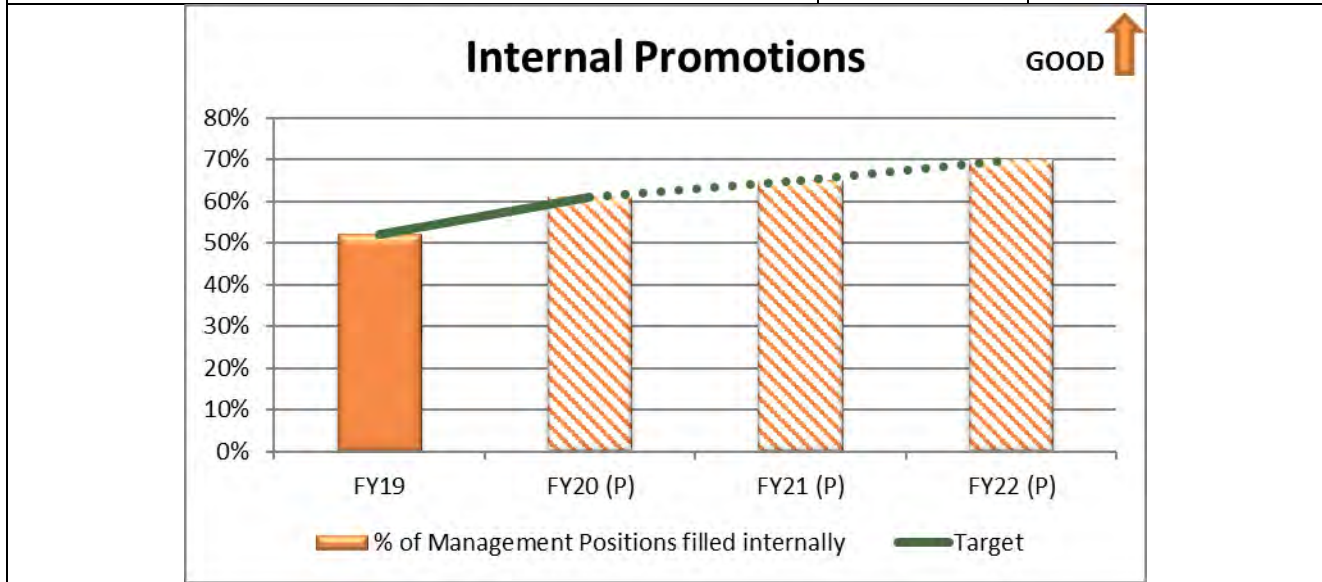




Action Plan Worksheet 2020

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

Measure	Target	Date
% leadership and management positions to be filled through internal promotions	52%	09/30/19
	61%	09/30/20
	65%	09/30/21
	70%	09/30/22



Frequency & venue of review:

- Quarterly review with City Manager
- Bi-weekly internal HR meetings

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

Stakeholder Group	Potential positive impact	Potential negative impact
Human Resources	Improved, workforce satisfaction, engagement, morale, performance	None
Departments	Workforce performance and engagement	None
Workforce	Workforce performance and engagement	None

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

Benefits:

- Undetermined financial impact due to improved performance and engagement by the workforce.

Costs:

- Ongoing yearly \$6,000 in costs associated with trainings conducted by outside vendor (\$1200 per day, 5 days) .



Action Plan Worksheet 2020

Action Plan Owner: Karla Green, Human Resources Director

Action Plan Name: 2.4.2 – Workforce 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 – Achieve world-class performance levels in workforce health and safety by 2022

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

What must be done	By When	How will it be evident
Establish employees focus groups to formulate wellness initiatives around determined wellness needs.	03/31/20	Meeting minutes
Create and conduct wellness and work-life balance employee surveys.	Ongoing Post events	Transactional survey scores
Implement key programs and action plans based upon survey results. Provide greater employee incentives to motivate employees to participate in wellness efforts.	Ongoing	Programs developed and implemented

Resource requirements (what do we need to succeed?)

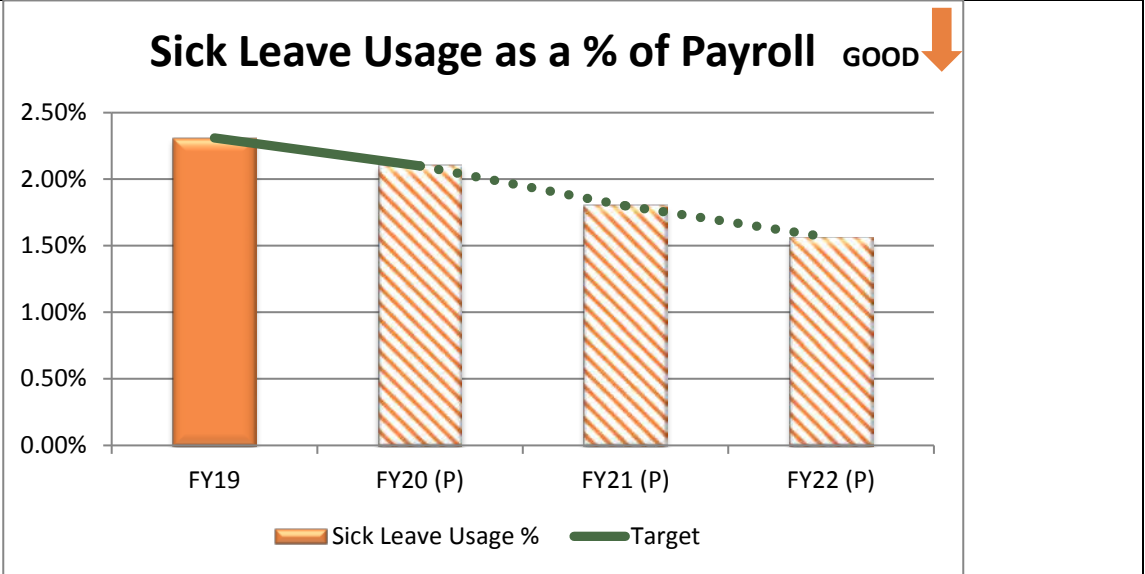
- Partner up with insurance provider to fund and assist the City to host events. City to contribute \$5,000 in yearly costs associated with the events to cover for part-time staff not covered by the City’s insurance program beginning in FY21
- \$47,077 for part-time Wellness Coordinator (existing position) to continue to drive the wellness initiatives
- IT support with integration of any future software utilized to track employee wellness activities, etc.
- Internal staff to host the events



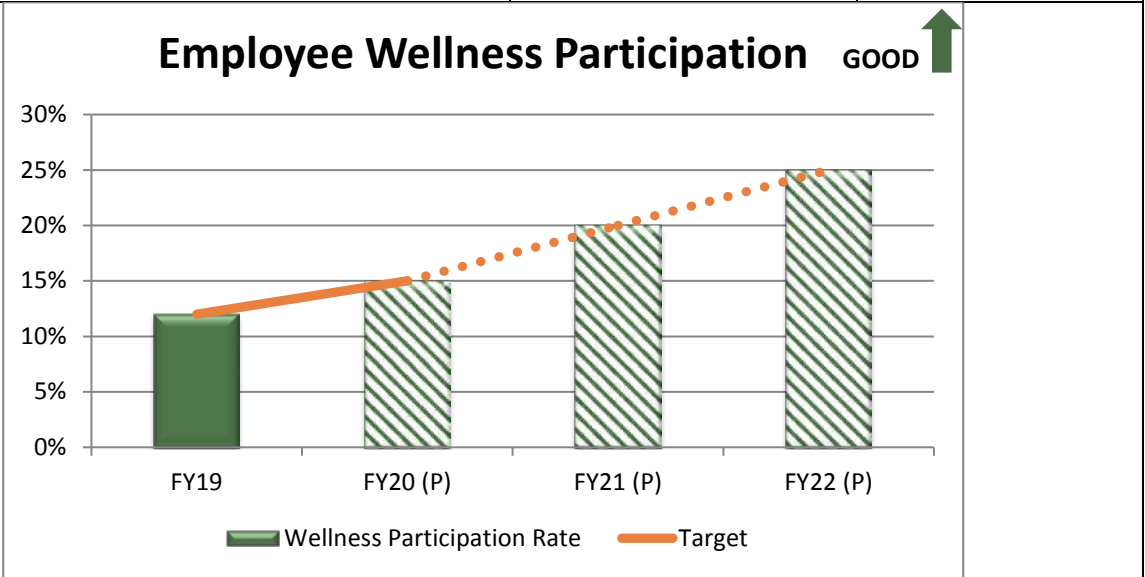
Action Plan Worksheet 2020

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

Measure	Target	Date
% of sick leave usage	2.31%	09/30/19
	2.10%	09/30/20
	1.80%	09/30/21
	1.56%	09/30/22



% participants in wellness programs	12%	09/30/19
	15%	09/30/20
	20%	09/30/21
	25%	09/30/22





Action Plan Worksheet 2020

Frequency & venue of review:

- Quarterly review with Assistant City Manager
- Internal meetings with the staff

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

Stakeholder Group	Potential positive impact	Potential negative impact
Human Resources	Improved workforce satisfaction and engagement	None
Workforce	Improve workforce wellness performance and engagement	None

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

Benefits:

- Unknown financial benefits deriving from lowered health claim costs due to improved employee wellness.

Costs:

- \$5,000 to cover costs associated with wellness events to also be afforded to part-time staff.
- \$47,077 for part-time Wellness Coordinator (existing position) to continue to drive the wellness initiatives

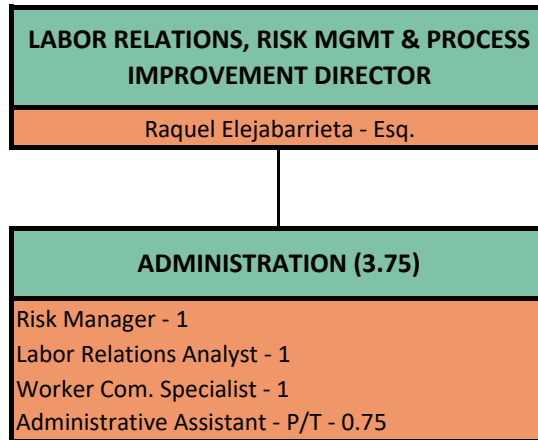


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**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

LABOR RELATIONS & RISK MANAGEMENT

ORGANIZATION CHART



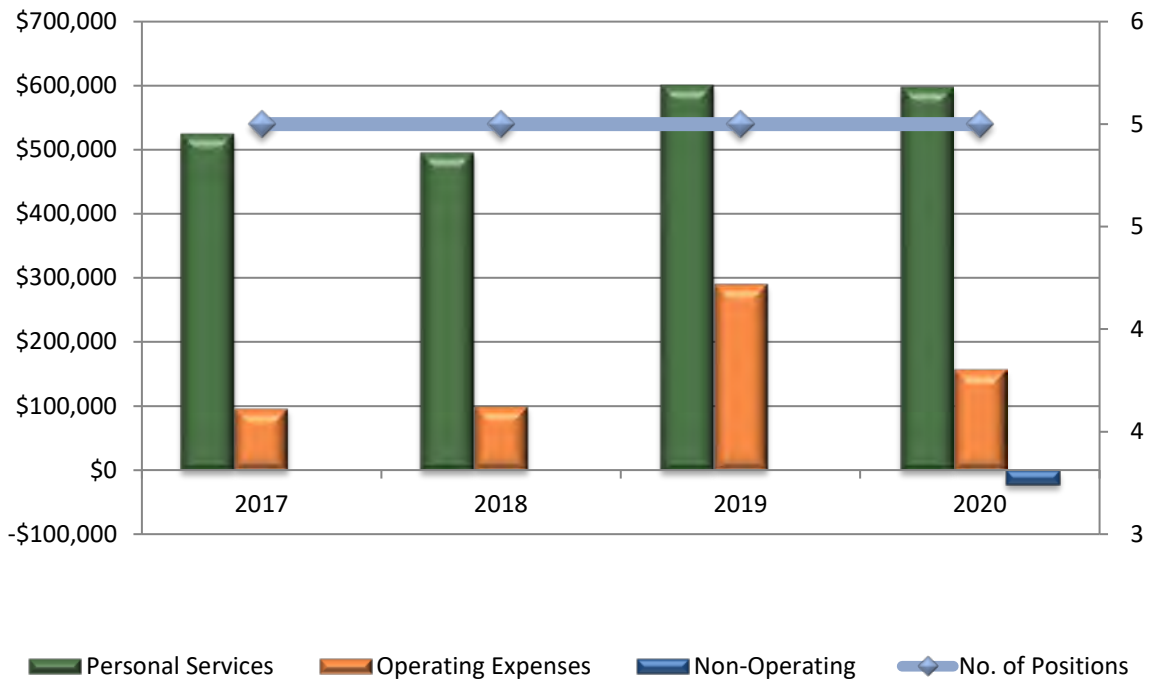
**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



**LABOR RELATIONS & RISK MANAGEMENT
BUDGET AND POSITION SUMMARY**

	<u>2016-2017 ACTUAL</u>	<u>2017-2018 ACTUAL</u>	<u>2018-2019 BUDGET</u>	<u>2019-2020 BUDGET</u>
Salaries & Benefits	525,487	496,027	601,555	598,224
Operating Expenses	96,367	99,845	290,301	156,801
Non-Operating	-	-	-	(22,047)
Total	621,854	595,872	891,856	732,978
Full Time Headcount	4.00	4.00	4.00	4.00
Part Time FTE's	0.75	0.75	0.75	0.75
Total Headcount & FTE's	4.75	4.75	4.75	4.75

EXPENDITURE/PERSONNEL COMPARISONS



Labor Relations & Risk Management

Department Function:

The mission of the Office of Labor Relations and Risk Management is to create and promote a work environment that fosters a positive and effective relationship between labor and management and to provide a safe environment for its employees and the public it serves. This Department also acts as the City's ADA Coordinator. The three arms of this Department offer different services to its customers:

Labor Relations Responsibilities and Services

Serves as the City's point office on all matters concerning labor relations and is responsible for negotiating, administering and interpreting the City's collective bargaining agreements with the City's three recognized employee organizations covering approximately 600 employees. Also, this branch provides advice and counsel to management on labor matters, including performance management, progressive discipline and grievance and dispute resolution procedures. This branch also is responsible for promoting goodwill, co-operation, and the general wellbeing of all employees.

Risk Management Responsibilities and Services

Responsible for mitigating the City's exposure to risk by managing the City's self-insurance program, purchasing insurance to protect the City assets, actively managing liability and workers' compensation claims filed against the City, and implementing safety and loss control programs. To that end, this branch administers the property, general liability and workers' compensation claims. This branch also promotes safety programs for City employees, which helps minimize injury claims and ensure public safety by regularly conducting safety inspections, safety committee meetings, and training sessions. This branch also is responsible for ensuring that all vendors who provide services for the City have appropriate insurance coverage.

ADA Coordinator

The City's ADA Coordinator is responsible for coordinating the efforts of the City to comply with Title II of the American with Disabilities Act and investigating any complaints or grievances filed regarding any discriminatory practice by the City.

Department Goals:

1. Continue to promote collaborative and effective labor management relationships in the City.
2. Provide specific training sessions on employee/labor relations topics and compliance with the accessibility requirements of the ADA.
3. Negotiate a fair and sustainable collective bargaining agreement with the FOP.
4. Update the City's policy on insurance requirements for those vendors that perform work for or on behalf of the City or use City property.
5. Continue to identify risks and determine appropriate loss control techniques to reduce workers' compensation and liability claims.
6. Continue to work with Departments/Offices and the City Safety Action Team to provide a safe work environment and promote safety awareness and safe habits among City employees.
7. Monitor the progress of the implementation of the City's ADA Transition Plan and update the Plan as needed.

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

LABOR RELATIONS & RISK MANAGEMENT

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS

- ✓ Successfully negotiated a successor collective bargaining agreement with the IAFF (International Association of Firefighters), Local 1210, that represents the City's firefighters.
- ✓ Provided supervisor safety management skills development training to enhance the safety culture of the City of Coral Gables workforce.
- ✓ Developed the Business Inclusion Award recognizing City businesses that exemplify inclusive and accessible practices.
- ✓ Updated the City's ADA transition plan that will be used to guide future planning and implementation of necessary accessibility improvements.
- ✓ Made enhancements to the City's property and liability insurance program adding auxiliary lines of coverage and increasing certain coverages.



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

LABOR RELATIONS & RISK MANAGEMENT

INDICATOR:	FY18			FY19		FY20
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Reduce number of Workers' Compensation claims	90	109	●	90	96	90
Reduce number of General & Auto Liability claims	95	85	●	95	53	80
Annual Safety Training Classes offered	20	24	●	20	29	25
Labor Management Meetings	15	21	●	15	12	15
Certificates of Insurance evaluated within 72 hours of receipt	100%	100%	●	100%	100%	100%

Legend

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



**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND

LABOR RELATIONS & RISK MANAGEMENT

1130 LABOR RELATIONS & RISK MANAGEMENT

513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0401	Dir. of Labor Relations & Risk Mgmt.	1.00	1.00	1.00	1.00	\$ 160,402
0403	Risk Manager	1.00	1.00	1.00	1.00	100,468
0408	Labor Relations Analyst	1.00	1.00	1.00	1.00	49,993
0402	Workers Comp. Specialist	1.00	1.00	1.00	1.00	68,386
TOTAL FULL TIME HEADCOUNT		4.00	4.00	4.00	4.00	379,249
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
6101	Administrative Assistant - P/T	1	0.75	0.75	0.75	31,579
TOTAL PART TIME FTE's		1	0.75	0.75	0.75	31,579
TOTAL			4.75	4.75	4.75	\$ 410,828

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 329,141	\$ 351,637	\$ 416,527	\$ 410,828
2000	Employee Benefits - See Other Cost Dist.	196,346	144,390	185,028	187,396
3130	Special Medical Services	10,005	16,845	22,000	22,000
3190	Other Professional Services	36,991	33,096	50,500	50,500
3191	Professional Services - ADA Services	-	1,500	117,061	-
4020	Central Garage Motor Pool Rent	-	-	1,714	2,079
	Replacement: 1,941				
	Oper. & Maint: 138				
4090	Other Transportation Expense	5,400	6,077	6,497	6,498
4091	Cell Phone Allowance	-	-	-	1,200
4410	Rental of Machinery and Equipment	1,752	1,752	4,900	4,900
4420	Public Facilities Cost - See Other Cost Dist.	16,013	16,639	17,248	17,626
4550	General Liability Insurance	11,465	18,862	20,029	19,303
4710	Special Printed Forms	377	6	1,500	1,500
5100	Office Supplies	2,319	1,972	5,000	5,000
5215	Small Tools & Minor Equipment	-	236	17,657	-
5400	Membership Dues and Subscriptions	1,750	1,727	2,195	2,195
5410	Employee Training	10,295	1,133	24,000	24,000
9010	1 Intradepartmental Credits	-	-	-	(22,047)
TOTAL		\$ 621,854	\$ 595,872	\$ 891,856	\$ 732,978

1 Apportioned administrative cost distributed to the Building Division (1210)



Action Plan Worksheet 2020

Action Plan Owner: Raquel Elejabarrieta, Labor Relations & Risk Management Director

Action Plan Name: 1.2-5-1 Reduce Employee Vehicle Crashes

Strategic plan alignment (Supports which Goals and Objectives)

- Goal 1 – Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Objective 1.2-5 – Reduce crash rates by 5% annually
 - Objective 1.3-4 – Decrease incidence of pedestrian accidents, injuries, and falls by 16% by 2022
- Goal 2 – To be the organization of choice by attractive, training, and retaining a competent and cohesive workforce
 - Objective 2.2-2 – Attain workforce satisfaction score of 80% regarding teamwork, work-life balance, work environment, and immediate supervisor
 - Objective 2.3-1 – Attain 45% satisfied/ very satisfied with training, education and certification opportunities provided by 2022
 - Objective 2.4-1 – Reduce Days Away / Restricted Time (DART) rate to .12% by 2022

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

What must be done	By When	How will it be evident
Gather benchmarking data from other cities and OSHA	12/31/19	By the data that has been collected
Set up dashboards with accident data by departments.	12/31/19	Dashboards
Design training program for all employees that drive City vehicles	06/01/20	Approval of design
Promote an accountable and safety conscious work environment	06/01/20	PR Campaign
Implement training program	10/01/20	Training Certificates

Resource requirements (what do we need to succeed?)

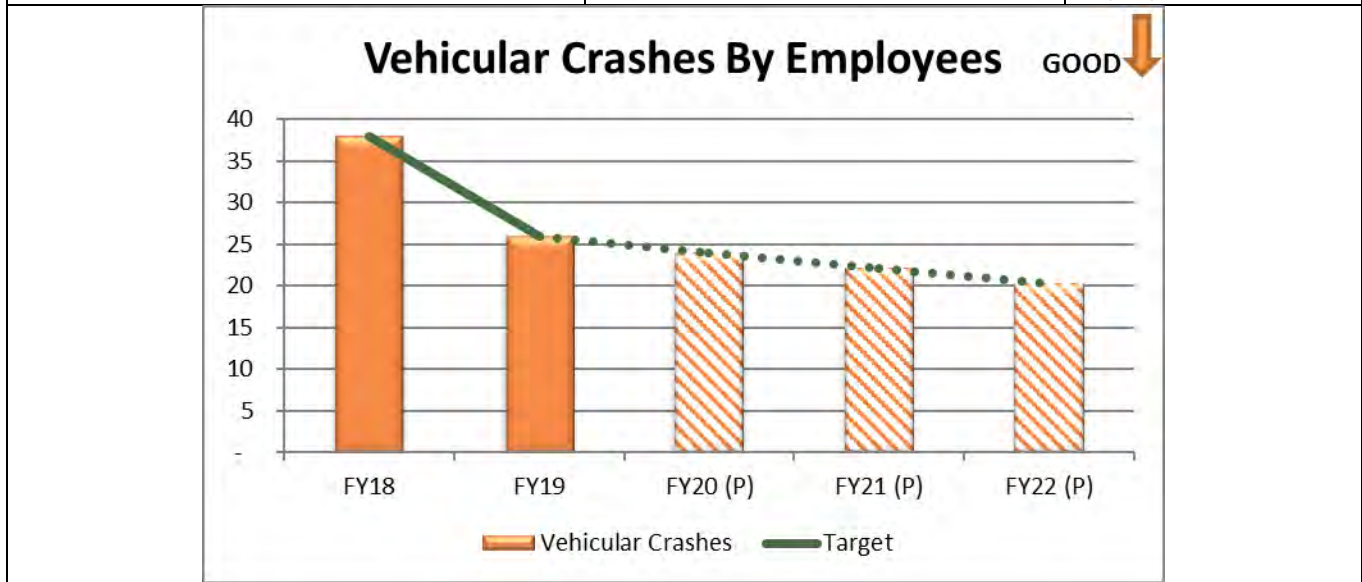
- \$10,000 in funding for training in Fiscal Year 2021 and 2022
- 160 hours of staff resources
- 400 hours of employee training time
- 40 hours from IT staff



Action Plan Worksheet 2020

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

Measure	Target	Date
Number of accidents/Vehicle crashes	24	09/30/20
	22	09/30/21
	20	09/30/22



Frequency & venue of review:

- Internal review every quarter
- Quarterly with CM

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

Stakeholder Group	Potential positive impact	Potential negative impact
City employees	Enhances safety and greater employee engagement. Reduction in lost time.	None.
City residents/visitors	Enhanced safety / less accidents.	None.
City Department Directors	Reduction in lost time	Hours spent in training instead of working.
City's Finance Department	Less money spent on claims and insurance premiums.	Cost of training.

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

Positive:

- The less accidents the less money City spends on paying out claims for City vehicle accidents, workers' compensation claims and insurance premiums.
 - \$60,000 per fiscal year after training has been implemented

Negative:

- Cost of training and cost of having employees in training instead of working.
 - \$10,000 per fiscal year.



Action Plan Worksheet 2020

Action Plan Owner: Raquel Elejabarrieta, Labor Relations & Risk Management Director

Action Plan Name: Reduce Employee Accidents/Work Injuries (workers' compensation)

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 2.2.b – Attain workforce satisfaction score of 80% regarding teamwork, work-life balance, work environment and immediate supervisor
 - Objective 2.3.a – Attain 45% satisfied/ very satisfied with training, education and certification opportunities provided by 2022
 - Objective 2.4.a – Reduce Days Away / Restricted Time (DART) rate to .12% by 2022

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

What must be done	By When	How will it be evident
Gather benchmarking data from other Cities and OSHA	12/31/19	Data obtained from other Cities
Analyze past injuries to determine trends, patterns, etc.	12/31/19	Reports will be generated with this information
Set up dashboard with injury data (department, cause of injury, type of injury)	12/31/19	Dashboards
Determine type of training necessary based on injury data	12/31/19	Report will be generated
Design training program based on injury data	06/01/20	Approval of design
Design a safety training matrix for each job classification (types of training per job classification, how often such courses should be taken, etc.)	06/01/20	Approval of design
Promote an accountable and safety conscious work environment	06/01/20	PR Campaign
Roll out training program	10/01/20	Training Certificates
Conduct physical assessment of City facilities and operations to determine high risk	10/01/20	Physical assessment reports

Resource requirements (what do we need to succeed?)

- \$25,000 - \$40,000 of funding for training in FY 2021 and 2022
- 160 hours of staff resources
- 400-600 hours of employee hours to attend training courses
- 40-60 hour of IT hours to create dashboards and automate some of the training and record keeping of training records

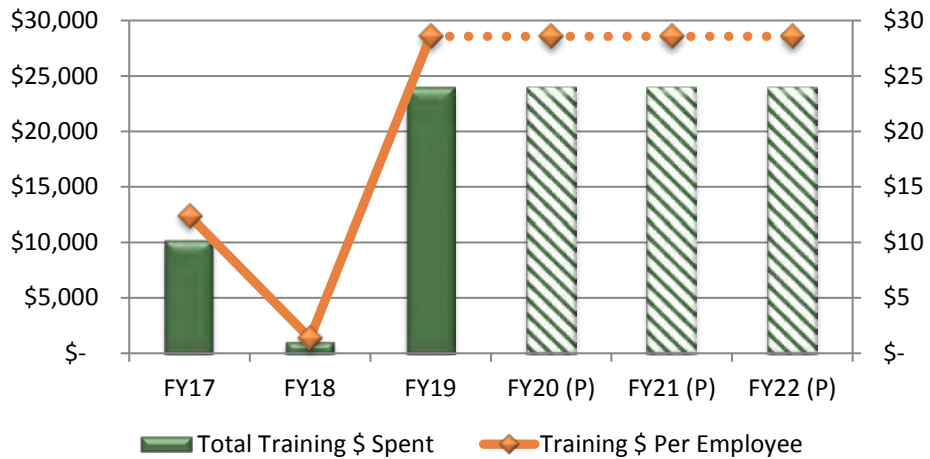


Action Plan Worksheet 2020

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

Measure	Target	Date
Training dollars spent per employee	\$833	09/30/20
	\$833	09/30/21
	\$833	09/30/22

Safety Training Spent Per Employee GOOD ↑

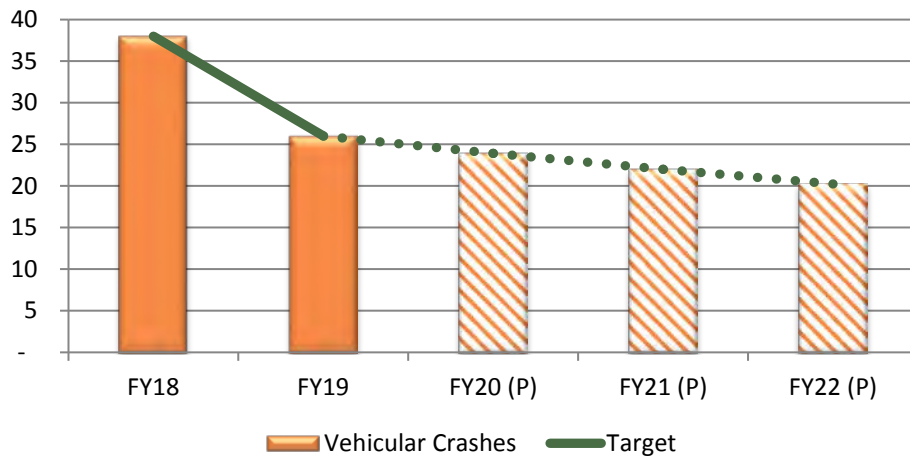


Number of accidents/Vehicle crashes

24
22
20

09/30/20
09/30/21
09/30/22

Vehicular Crashes By Employees GOOD ↓





Action Plan Worksheet 2020

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

Measure	Target	Date
Workers' Compensation Claims	1% reduction annually over FY 2019 baseline	09/30/22
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="flex: 1;"> <h3 style="margin: 0;">Workers' Compensation Claims</h3> <p style="font-size: small;">Legend: ■ Cost Per Each Full-Time Employee ◆ % of Claims Resulting in Lost Time</p> </div> <div style="text-align: right; font-weight: bold;">GOOD ↓</div> </div>		
Days Away/Restricted Time (DART)	0.130% 0.125% 0.120%	09/30/20 09/30/21 09/30/22
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="flex: 1;"> <h3 style="margin: 0;">Days Away/Restricted Time (DART)</h3> <p style="font-size: small;">Legend: ■ DART % ● Target</p> </div> <div style="text-align: right; font-weight: bold;">GOOD ↓</div> </div>		

Frequency & venue of review:

- Internal monthly review of accidents.
- Quarterly with CM



Action Plan Worksheet 2020

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

Stakeholder Group	Potential positive impact	Potential negative impact
City employees	Enhanced safety and greater employee engagement - less time off from work	None
Finance Department	Less accidents = less money paid out in claims, less insurance premiums.	Cost of training
City Departments	Less time-off from work Decreased DART	Hours spent in training instead of working.

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

Positive:

- The less work-place injuries, the less money the City spends on paying for the cost incurred by such injuries and on insurance premiums.
 - \$100,000 per fiscal year after training

Negative:

- Cost of training and cost of having employees in training instead of working.
 - \$25,000 to \$40,000



Action Plan Worksheet 2020

Action Plan Owner: Raquel Elejabarrieta, Labor Relations & Risk Management Director

Action Plan Name: 4.2-3 Ensure all City vendors are properly insured

Strategic plan alignment (Supports which Goals and Objectives)

- Goal 4 – Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources
 - Objective 4.2 – Increase the efficiency of key resource utilization processes

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

What must be done	By When	How will it be evident
Gather benchmarking data from other cities as to the type of insurances that they require and vendor’s compliance rates.	12/31/19	By the data that has been collected
Gather information on the number of contracts that were not in compliance with insurance requirements before new process	12/31/19	By the data collected
Design/update contract routing process whereby all contracts are routed through Risk to approve insurance requirements	10/01/20	Approval of design
Design/update process for monitoring insurance status on City contracts	10/01/20	Approval of design
Develop training program for employees on insurance requirements and how to monitor insurance status on insurance contracts	10/01/20	Approval of design
Train employees on new processes	12/31/20	Training Certificates
Implement new processes	12/31/20	Training Certificates

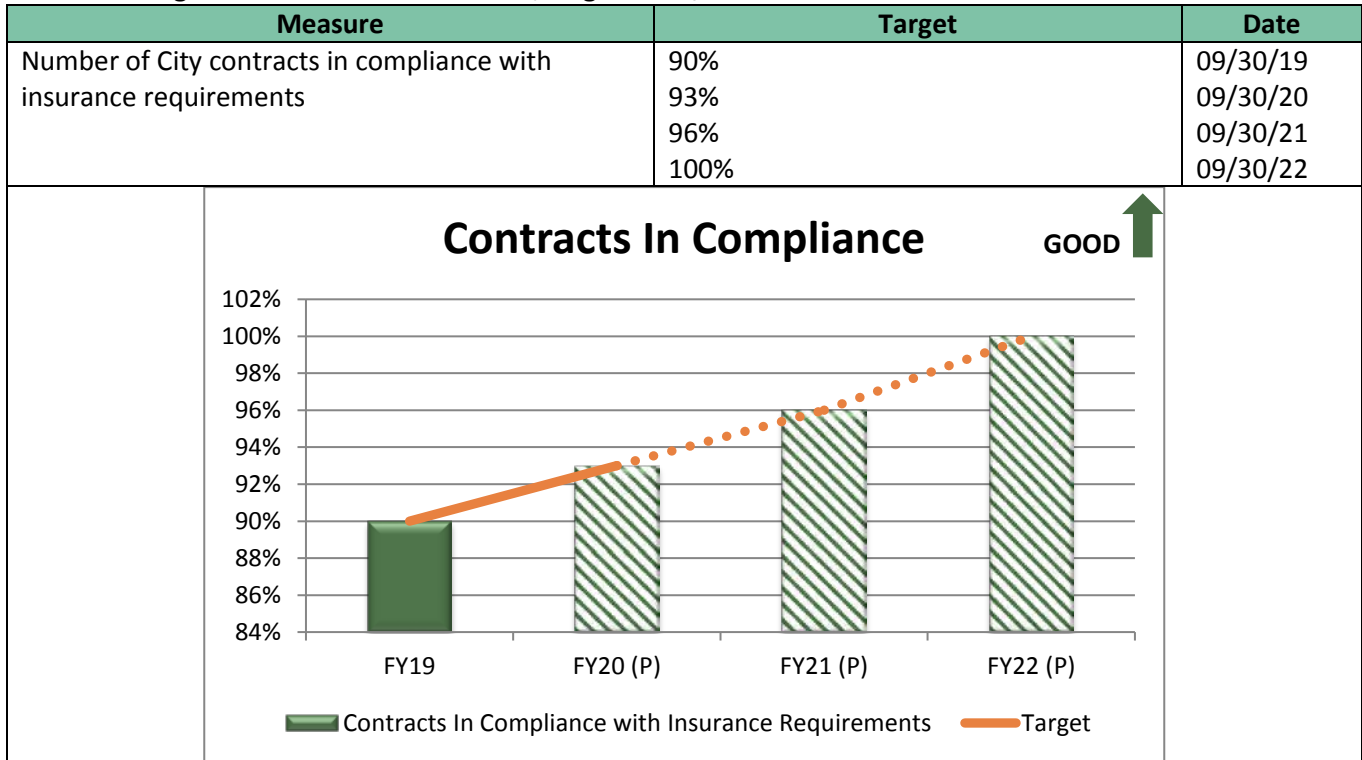
Resource requirements (what do we need to succeed?)

- 160-260 hours of staff resources
- 100 hours of employee hours to attend training



Action Plan Worksheet 2020

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



Frequency & venue of review:

- Monthly internal review
- Quarterly with CM

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Contractors	Contractors assets are adequately protected.	Increased cost, possible delays in starting work for lack of insurance
City's Finance Department	City assets are protected.	Cost of training
City Department Directors	Contracts in compliance, contractors allowed to work for city.	Hours spent in training instead of working

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

Positive:

- The City assets are protected

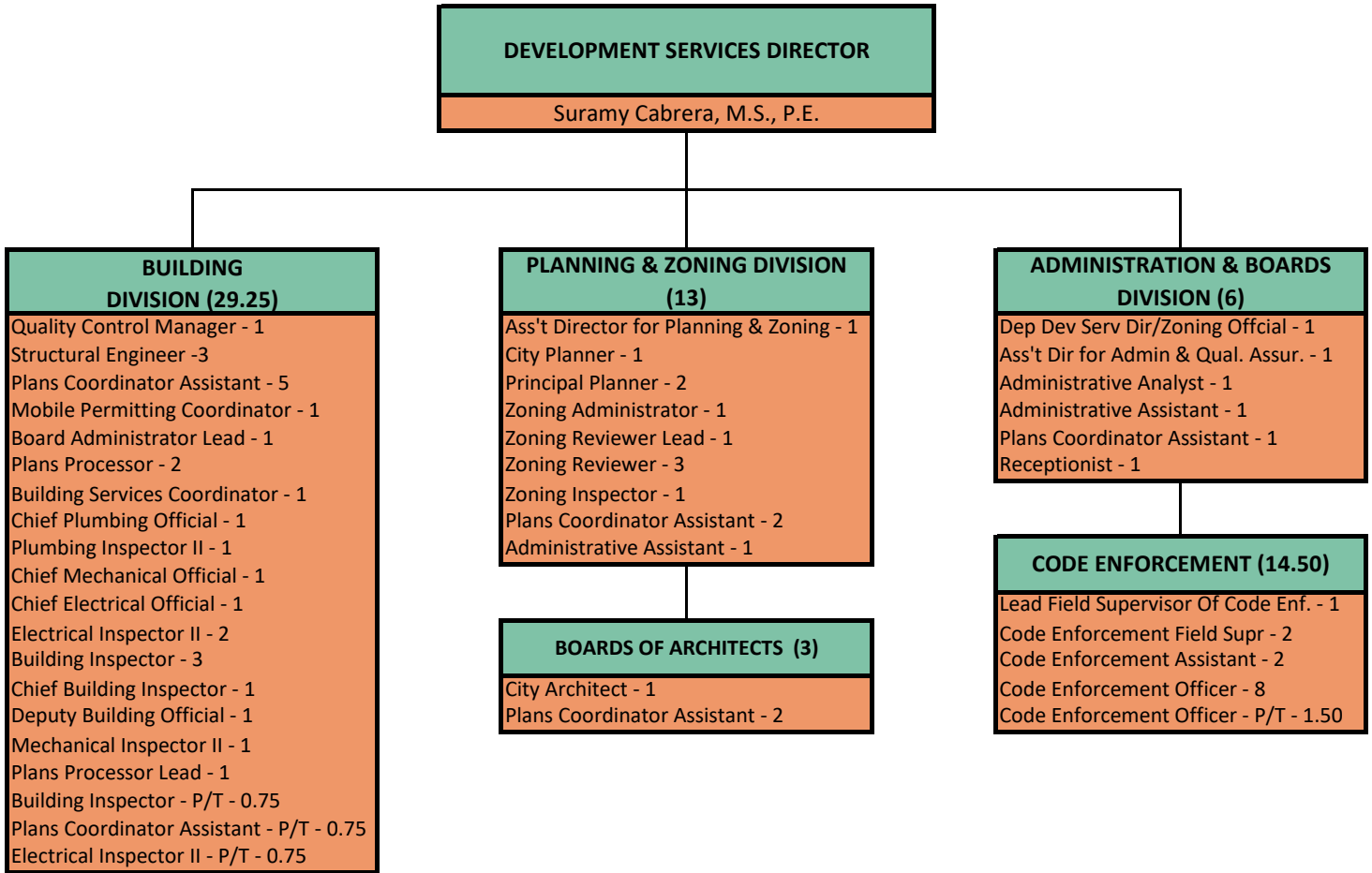
Negative:

- None

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

DEVELOPMENT SERVICES

ORGANIZATION CHART



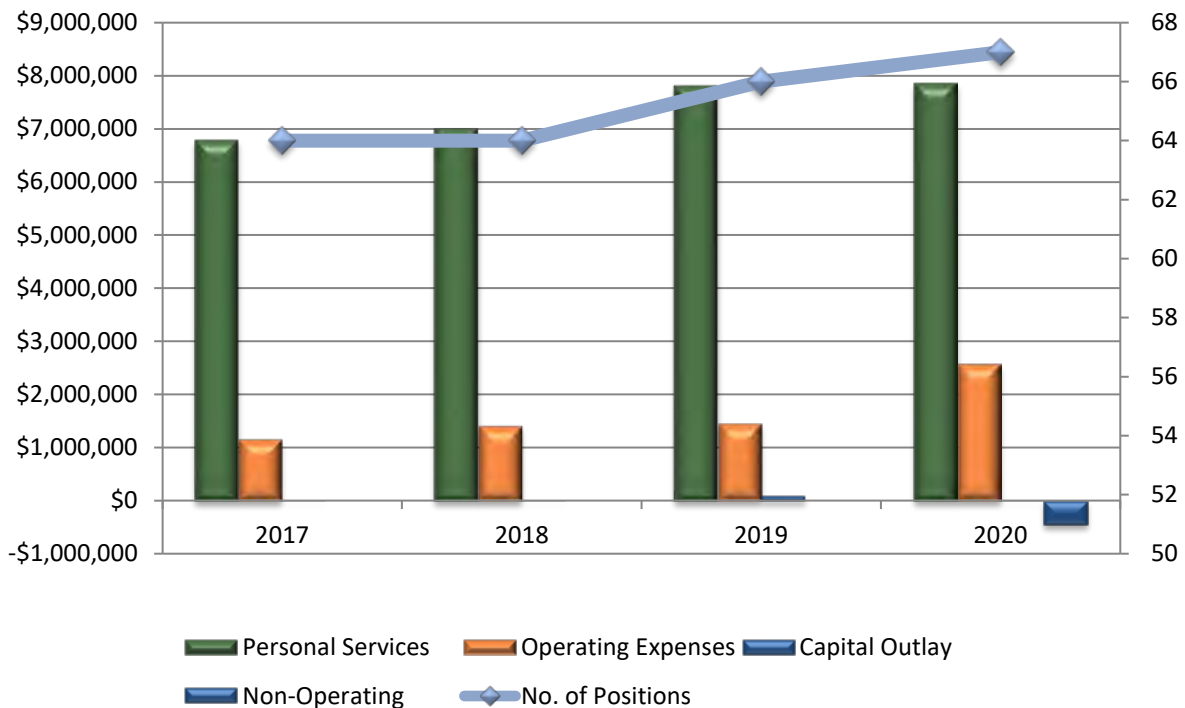
**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



**DEVELOPMENT SERVICES DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
Salaries & Benefits	6,793,118	7,006,581	7,810,678	7,860,664
Operating Expenses	1,153,309	1,396,172	1,438,604	2,552,103
Capital Outlay	1,695	3,552	81,727	2,000
Non-Operating	-	-	-	(448,927)
Total	<u>7,948,122</u>	<u>8,406,305</u>	<u>9,331,009</u>	<u>9,965,840</u>
Full Time Headcount	62.00	62.00	62.00	63.00
Part Time FTE's	2.25	2.25	3.75	3.75
Total Headcount & FTE's	<u>64.25</u>	<u>64.25</u>	<u>65.75</u>	<u>66.75</u>

EXPENDITURE/PERSONNEL COMPARISONS



Development Services

Department Function:

The Development Services Department consists of four divisions: Administration and Boards, Building, Code Enforcement, and Planning & Zoning. The department is managed by a director, a deputy director, and division managers. The department assists with policy-making and serves in an enforcement capacity. The Planning & Zoning division assists with the development and implementation of goals, objectives and recommendations to guide the future development and maintain the aesthetics of the City. The Building and Code Enforcement divisions are responsible for enforcing the Florida Building Code and municipal regulations that ensure the high level of property maintenance standards of the community, and the public health, safety and welfare of our residents.

Department Goals:

1. Provide Maintain the aesthetic quality of the City's business and residential neighborhoods by enforcing the Zoning Code and the City Code throughout the permitting and inspection process.
2. Ensure the safety of buildings and construction sites by enforcement of the Florida Building Code through the permitting and inspection process.
3. Commit to working with citizens and business owners in a collaborative effort to preserve and improve the appearance and condition of properties as well as the quality of life in the City of Coral Gables by responding to Code-related issues and enforcing the City, Zoning, and Florida Building Codes.

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

DEVELOPMENT SERVICES

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS

- ✓ Successfully completed Phase I & II of Zoning Code Update.
- ✓ Increased Mobile Permitting functions by over 13%.
- ✓ Engaged community in the Flagler Section of the city to create a unified vision of their community.
- ✓ Completed Wintergrate project – an initiative which dramatically reduced expired projects.
- ✓ Mapped all Development Services processes (including Code Enforcement, Building, Planning) for implementation of upcoming electronic review process.
- ✓ Completed analysis of existing permit fees with JRD consultant.
- ✓ Schematic drawings of 427 Biltmore Way are completed. The Schematic encompasses the entire Development Services Department to allow for an accessible one stop shop.



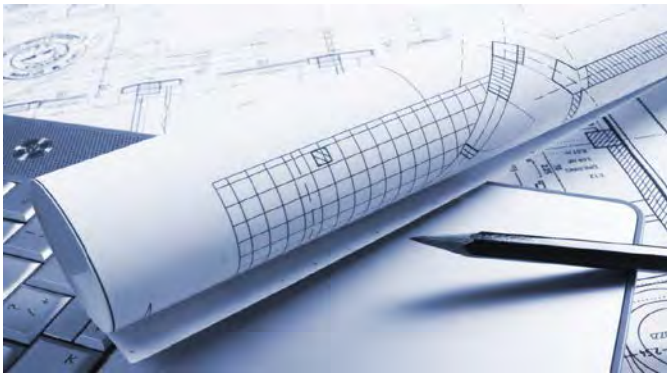
**CITY OF CORAL GABLES, FLORIDA
PERFORMANCE INDICATOR METRICS**

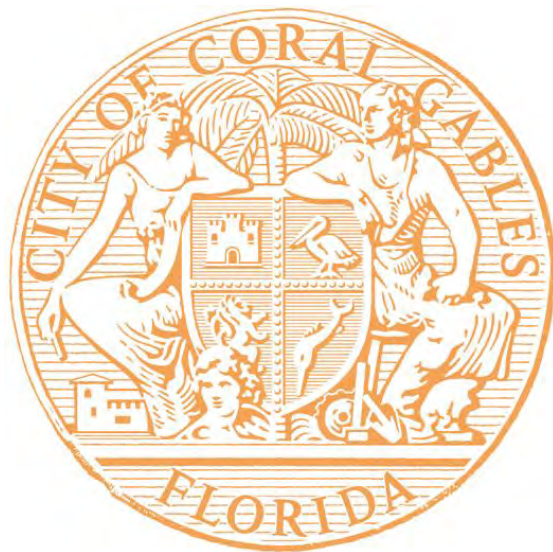
DEVELOPMENT SERVICES

INDICATOR:	FY18			FY19		FY20
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
90 percent of Board of Architects cases approved within two meetings	90%	85%	●	90%	87%	90%
90 percent of Certificates of Use processed within five working days	90%	96%	●	90%	97%	90%
90 percent of inspections completed on requested date	90%	95%	●	90%	96%	90%
Average Service time is less than 5 minutes at Permit Counter	5:00 min.	5:59 min.	●	5:00 min.	6:13 min.	5:00 min.
90 percent of Zoning Verification Letters processed within five working days	90%	43%	●	90%	93%	90%
Overall Customer Satisfaction in rating strongly agree	75%	81%	●	90%	78%	90%
Number of code violations on public rights-of-way corrected	N/A	2,022	N/A	N/A	2,428	N/A
Number of permits issued	N/A	8,710	N/A	N/A	8,388	N/A

Legend

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





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**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
1129	Development Services Dir/Building Dir	1.00	1.00	1.00	1.00	\$ 171,663
1123	Dep Dev Serv Dir/Zoning Official	1.00	1.00	1.00	1.00	146,911
1127	Ass't Dir for Admin & Quality Assurance	1.00	1.00	-	-	-
0810	Administrative Analyst	1.00	1.00	1.00	1.00	49,916
0602	Administrative Assistant	1.00	1.00	1.00	1.00	58,756
1109	Plans Coordinator Assistant	1.00	1.00	1.00	1.00	40,206
0060	Receptionist	1.00	1.00	1.00	1.00	29,831
0061	Cashier	1.00	1.00	-	-	-
TOTAL		8.00	8.00	6.00	6.00	\$ 497,283

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 387,298	\$ 533,890	\$ 527,975	\$ 497,283
2000	Employee Benefits - See Other Cost Dist.	304,996	319,798	259,575	186,556
3190	Other Professional Services	195,750	173,499	190,000	190,000
4090	Other Transportation Expense	5,400	13,177	12,994	10,396
4091	Cell Phone Allowance	-	-	-	1,200
4410	Rental of Machinery and Equipment	3,198	2,632	4,000	4,000
4420	Public Facilities Cost - See Other Cost Dist.	25,880	26,891	27,876	28,487
4550	General Liability Insurance	17,799	29,494	26,046	23,365
4710	Special Printed Forms	(2,753)	(866)	2,000	2,000
5100	Office Supplies	2,191	1,177	2,000	1,500
5400	Membership Dues and Subscriptions	604	304	500	500
5410	Employee Training	1,157	1,031	500	1,000
6451	Technology Fee/Equipment	445	953	2,000	2,000
9010	1 Intradepartmental Credits	-	-	-	(448,927)
TOTAL		\$ 941,965	\$ 1,101,980	\$ 1,055,466	\$ 499,360

1 Apportioned administrative cost distributed to the Building Division (1210)

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020	
					BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
1125	Quality Control Manager	1.00	1.00	1.00	1.00	\$ 70,324
1114	Structural Engineer	3.00	3.00	3.00	3.00	365,896
1109	Plans Coordinator Assistant	6.00	6.00	5.00	5.00	228,413
1151	Mobile Permitting Coordinator	-	1.00	1.00	1.00	80,741
1152	Board Administrator Lead	-	-	1.00	1.00	76,331
1108	Plans Processor	3.00	2.00	2.00	2.00	155,302
1132	Building Services Coordinator	1.00	1.00	1.00	1.00	101,023
1107	Chief Plumbing Official	1.00	1.00	1.00	1.00	102,297
1140	Plumbing Inspector II	1.00	1.00	1.00	1.00	90,856
1105	Chief Mechanical Official	1.00	1.00	1.00	1.00	83,880
1103	Chief Electrical Official	-	-	1.00	1.00	103,481
1133	Electrical Inspector II	1.00	2.00	1.00	2.00	151,216
1104	Electrical Inspector	1.00	-	-	-	-
1101	Building Inspector	3.00	3.00	3.00	3.00	244,160
1100	Chief Building Inspector	1.00	1.00	1.00	1.00	116,174
1016	Building Official	1.00	1.00	1.00	1.00	126,672
3117	Mechanical Inspector II	1.00	1.00	1.00	1.00	92,955
1118	Plans Processor Lead	1.00	1.00	1.00	1.00	66,271
TOTAL FULL TIME HEADCOUNT		26.00	26.00	26.00	27.00	2,255,992
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
9007	Chief Electrical Official - P/T	-	0.75	0.75	-	-
1153	Electrical Inspector II - PT	1	-	-	0.75	45,572
1122	Building Inspector - P/T	1	0.75	0.75	0.75	46,019
1136	Plans Coordinator Assistant - P/T	1	0.75	0.75	0.75	26,792
TOTAL PART TIME FTE's		3	2.25	2.25	2.25	118,383
TOTAL			28.25	28.25	28.25	\$ 2,374,375

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 2,043,815	\$ 2,008,449	\$ 2,296,886	\$ 2,374,375
2000	Employee Benefits - See Other Cost Dist.	1,239,336	1,240,254	1,324,695	1,394,830
3170	Mgmt & Staff Interdept'l Charge	-	-	-	1,163,204
3190	Other Professional Services	17,744	53,741	55,400	178,400
3191	Private Sector Support - Plans Review/Insp.	91,681	167,535	147,000	147,000
3192	Expedited Structural Review - Fee Based	10,250	8,000	6,000	-
4020	Central Garage Motor Pool Rent	126,101	118,909	44,888	49,728
	Replacement:	29,688			
	Oper. & Maint:	20,040			
4090	Other Transportation Expense	4,050	6	3,600	3,600
4410	Rental of Machinery and Equipment	17,490	19,821	17,800	17,800
4420	Public Facilities Cost - See Other Cost Dist.	58,226	60,501	62,717	64,091

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
4550 General Liability Insurance	75,024	123,246	113,308	111,560
4620 Repair and Maint. of Office Equipment	344	179	1,000	1,000
4710 Special Printed Forms	3,110	911	7,000	7,000
5100 Office Supplies	11,054	15,452	14,997	12,997
5209 Protective Clothing	1,640	764	2,500	2,500
5214 Uniform Allowance	566	-	-	-
5215 Small Tools & Minor Equipment	499	67	-	-
5400 Membership Dues and Subscriptions	4,159	1,574	2,810	3,810
5410 Employee Training	1,620	3,856	4,000	7,000
6430 Equipment Repair/Replacement	125	204	80	-
6440 Equipment Additions	-	2,395	4,808	-
6450 Office Equipment Replacement	-	-	74,839	-
TOTAL	\$ 3,706,834	\$ 3,825,864	\$ 4,184,328	\$ 5,538,895

CITY OF CORAL GABLES
DEVELOPMENT SERVICES - BUILDING DIVISION
ADMINISTRATIVE COST ALLOCATION

DEPARTMENT		METHODOLOGY		DEPT/DIV	ALLOCATION
NAME	#	RULE	%	BUDGET PRIOR TO ALLOC	TO BLDG DIV
City Commission	0100	% of Total Operating Budget	2.56%	\$ 627,487	\$ 16,031
City Attorney	0500	% of Total Operating Budget	2.56%	2,699,941	69,088
City Manager - Admin	1010	% of Total Operating Budget	2.56%	1,841,509	47,107
City Manager - Public Affairs	1030	% of Total Operating Budget	2.56%	988,259	25,300
City Manager - Internal Audit	1050	% of Total Operating Budget	2.56%	101,360	2,595
Human Resources	1120	% of Authorized Headcount	2.92%	2,123,154	61,998
Labor Relations	1130	% of Authorized Headcount	2.92%	755,025	22,047
Development Services - Admin	1200	Bldg Div % of Development Serv. Budget	47.30%	948,287	448,927
Finance - Admin	3010	% of Total Operating Budget	2.56%	540,709	13,843
Finance - Collections	3020	% of Total Operating Revenue	4.13%	860,274	35,531
Finance - Reporting & Operations	3030	% of Total Operating Budget	2.56%	1,375,523	35,215
Finance - Management & Budget	3050	% of Total Operating Budget	2.56%	809,582	20,727
Information Technology	3200	% of Total Operating Budget	2.56%	6,202,067	240,656
Non-Departmental	7000	% of Authorized Headcount	2.92%	4,159,906	124,139
				<u>\$ 25,241,657</u>	<u>\$ 1,163,204</u>

FACTORS

Total Authorized Headcount	1,003.20
Building Division Headcount	29.25
Total Operating Budget (net of allocations)	170,710,637
Total Development Services Budget	9,251,563
Building Division Budget (pre-allocation)	4,375,691
Total Operating Revenue	154,730,706
Building Division Revenue	6,395,000
Building Division Non-Personnel Budget	492,667



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**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
1202	Asst Director for Planning & Zoning	1.00	1.00	1.00	1.00	\$ 142,100
1203	City Planner	1.00	1.00	1.00	1.00	82,053
1209	Principal Planner	2.00	2.00	2.00	2.00	143,122
8929	City Architect	1.00	1.00	1.00	1.00	99,188
1120	Zoning Administrator	1.00	1.00	1.00	1.00	110,769
1049	Assistant City Architect	-	-	1.00	1.00	75,767
3020	Landscaping Reviewer Inspector	-	-	1.00	1.00	59,010
1141	Zoning Reviewer Lead	-	1.00	1.00	1.00	89,019
1117	Zoning Reviewer	3.00	2.00	3.00	3.00	195,047
1138	Zoning Inspector	1.00	1.00	1.00	1.00	53,765
1111	Concurrency Administrator	1.00	1.00	-	0.00	-
1109	Plans Coordinator Assistant	4.00	4.00	4.00	4.00	207,710
0602	Administrative Assistant	1.00	1.00	1.00	1.00	68,390
TOTAL		16.00	16.00	18.00	18.00	\$ 1,325,940

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 938,249	\$ 979,766	\$ 1,290,317	\$ 1,325,940
1120 Stipend for Board Members	10,320	10,500	15,000	15,000
2000 Employee Benefits - See Other Cost Dist.	693,843	716,908	778,171	816,727
3190 Other Professional Services	27,853	129,474	272,950	97,000
3193 Other Professional Services - Reimbursable	48,732	(13,252)	-	-
4010 Travel Expense	-	243	-	-
4020 Central Garage Motor Pool Rent	17,964	17,128	9,950	11,987
	Replacement: 10,917			
	Oper. & Maint: 1,070			
4090 Other Transportation Expense	-	18,752	3,898	3,899
4410 Rental of Machinery and Equipment	12,630	12,375	13,650	13,650
4420 Public Facilities Cost - See Other Cost Dist.	82,033	85,238	88,359	90,295
4550 General Liability Insurance	42,763	69,269	63,653	62,299
4620 Repair and Maint. of Office Equipment	-	580	-	-
4710 Special Printed Forms	2,509	2,893	6,275	9,275
4720 Printing & Binding	311	-	-	-
4820 Advertising Expense	2,703	2,854	8,000	8,000
4910 Court Costs & Investigative Expense	-	30	-	-
4990 Other Miscellaneous Expense	2,432	1,404	2,000	2,000

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
5100	Office Supplies	6,041	6,318	9,000	9,000
5209	Protective Clothing	125	-	200	200
5400	Membership Dues and Subscriptions	3,696	2,718	3,704	5,104
5410	Employee Training	(134)	3,479	5,200	7,245
6440	Equipment Additions	1,125	-	-	-
	TOTAL	\$ 1,893,195	\$ 2,046,677	\$ 2,570,327	\$ 2,477,621

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
2116	Lead Field Supervisor of Code Enforcement	1.00	1.00	-	-	\$ -
1126	Code Enforcement Field Supr	1.00	1.00	2.00	2.00	141,977
1135	Code Enforcement Assistant	2.00	2.00	2.00	2.00	87,779
1102	Code Enforcement Officer	8.00	8.00	8.00	8.00	459,947
8888	Overtime	-	-	-	-	7,500
9999	Holiday Worked Pay	-	-	-	-	3,500
TOTAL FULL TIME HEADCOUNT		12.00	12.00	12.00	12.00	700,703
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	
1137	Code Enforcement Officer - P/T	2	-	-	1.50	66,080
TOTAL PART TIME FTE's		2	0.00	0.00	1.50	66,080
TOTAL		12.00	12.00	13.50	13.50	\$ 766,783

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 699,831	\$ 720,646	\$ 812,579	\$ 766,783
2000	Employee Benefits - See Other Cost Dist.	485,750	486,870	520,480	498,170
3190	Other Professional Services	3,696	6,003	15,251	15,251
3191	Lawn & Tree Service	20,750	18,425	28,000	28,000
3192	Red Light Camera Hearing Expenses	1,973	2,521	6,600	5,500
4020	Central Garage Motor Pool Rent	121,196	113,829	39,250	42,894
	Replacement: 23,317				
	Oper. & Maint: 19,577				
4410	Rental of Machinery and Equipment	5,380	5,341	5,605	5,605
4420	Public Facilities Cost - See Other Cost Dist.	22,925	23,821	24,693	25,234
4550	General Liability Insurance	25,273	39,631	40,085	36,027
4620	Repair and Maint. of Office Equipment	905	1,275	80	-
4910	Court Costs & Investigative Expense	2,255	1,813	3,500	3,000
5100	Office Supplies	5,172	4,904	5,920	6,000
5209	Protective Clothing	631	1,026	1,200	1,200
5214	Uniform Allowance	6,918	1,940	6,200	6,200
5215	Small Tools & Minor Equipment	252	47	-	-
5400	Membership Dues and Subscriptions	50	70	1,500	1,500
5410	Employee Training	3,171	3,622	9,945	8,600
TOTAL		\$ 1,406,128	\$ 1,431,784	\$ 1,520,888	\$ 1,449,964



Action Plan Worksheet 2020

Action Plan Owner: Suramy Cabrera, Development Services Director

Action Plan Name: 4.3-1 Electronic Permitting Implementation

Strategic plan alignment

- Goal 4 – Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources
 - Objective 4.3 – Increase the efficiency of key service processes

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

What must be done	By When	How will it be evident
Evaluate permits in old systems and close out permits that may be closed	04/30/19	Significant reduction in expired permits in old systems
Map existing processes for all divisions	07/31/19	Preliminary flowcharts.
New, simplified permit fee schedule	09/30/19	Commission adopts Resolution
Identify subject matter experts to develop permit fee schedule	10/01/19	Developed List
Manually transfer expired permits to new system and flag contractors with expired permits	10/01/19	Report noting all permits
Standardize and update forms and applications	12/01/19	Draft forms completed.
Validation and Migration of legacy data to new system.	02/01/20	Processes tracked in Energov
Validation of contact information	06/01/20	Validated e-mail address
Plan strategic workshops with community stakeholders	07/01/20	Sign-in sheets with e-mails
Soft “go-live” with electronic processing	02/28/21	Staff using Energov
Full electronic processing and plan review	10/01/22	Staff taking electronic plans

Resource requirements (what do we need to succeed?)

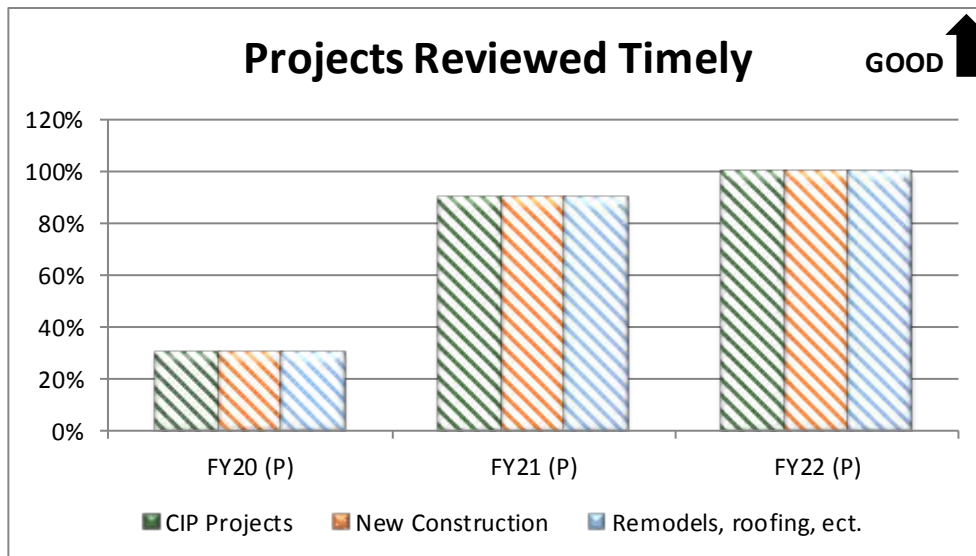
- 120 hours per staff member for three staff members to go through all permits in old systems and close permits per chiefs or leave expired to be migrated.
- Three months for each of:
 - three development services staff members to validate data,
 - two IT staffers and one director
- 24 hours per supervisor to attend strategic workshops with community stakeholders.
- Weekly, one hour long, status conference calls with Energov implementation team.
- 120 hours for supervisors to review and edit forms and applications.
- 40 hours – each for Director and Development Services Director to review draft forms and applications.
- 80 hours per staffer for initial training of all staff and 4 hours/year for each consecutive year “continuing education” thereafter.
- Eight hours/week for six months for each team trainers/leaders per new hire.



Action Plan Worksheet 2020

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

Measure	Target	Date
Processing time for capital improvement projects, after Board of Architects review	30% percent reviewed within 2 weeks	09/30/20
	90%	09/30/21
	100%	09/30/22
Processing time for new construction - After Board of Architects review	30% within 30 days	09/30/20
	90%	09/30/21
	100%	09/30/22
Processing time for, remodels, roofing, windows, small additions, and other permits, single trade, etc.- After Board of Architects review	30% within 10 days	09/30/20
	90% within 5 days	09/30/21
	100% within 5 days	09/30/22



Frequency & venue of review:

- Weekly status meetings with staff and consultants in Development Services Director's office.
- Monthly status meetings with City Manager, City Manager's Office.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Permit Applicants	On-line, 24-hour access to Development Service.	Learning new processes. Resistance from qualifiers refused permits due to expired permits.
Residents	On-line, 24-hour access to Development Service.	Learning of electronic process for minimal or single use of system.
Outside permitting agencies	Reduction in paper processing	Compatibility of electronic systems.



Action Plan Worksheet 2020

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

Stakeholder Group	Potential positive impact	Potential negative impact
Architects and Engineers	Electronic submittal of plans	Registering for electronic signature and sealing of plans and documents.
Staff	Enhanced coordination amongst staff, efficient workflow	Reluctance to learn new system. Change in workflow patterns and increased accountability.

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

Positive:

- Not applicable – Benefit correlates to a more efficient, accountable and transparent permitting experience.

Negative:

- Cost \$500,000 one-time, \$178,000/year ongoing thereafter (Initial cost is already in IT's budget. Ongoing maintenance will be added for subsequent years).



Action Plan Worksheet 2020

Action Plan Owner: Suramy Cabrera. Development Services Director

Action Plan Name: 4.3-2 Development Services Building - One Stop Shop!

Strategic plan alignment

- Goal 4 – Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources
 - Objective 4.3 – Increase the efficiency of key service processes

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

What must be done	By When	How will it be evident
Spatial planning of 427 Biltmore way for Development Services.	04/30/19	Approved by City Manager
Appropriation of funding for project	10/01/19	Budget Adoption
Design Development Documents	02/01/20	Approved by City Manager
Construction Documents	05/01/20	Approved by City Manager
Permitting	08/01/20	Permit Issuance
Staff Relocation -Logistics	08/01/20	Staff Relocated
Begin construction for Mobilization	08/16/21	Notice to proceed issued
Move staff into new building	09/01/22	C/O issued and staff in new building.

Resource requirements (what do we need to succeed?)

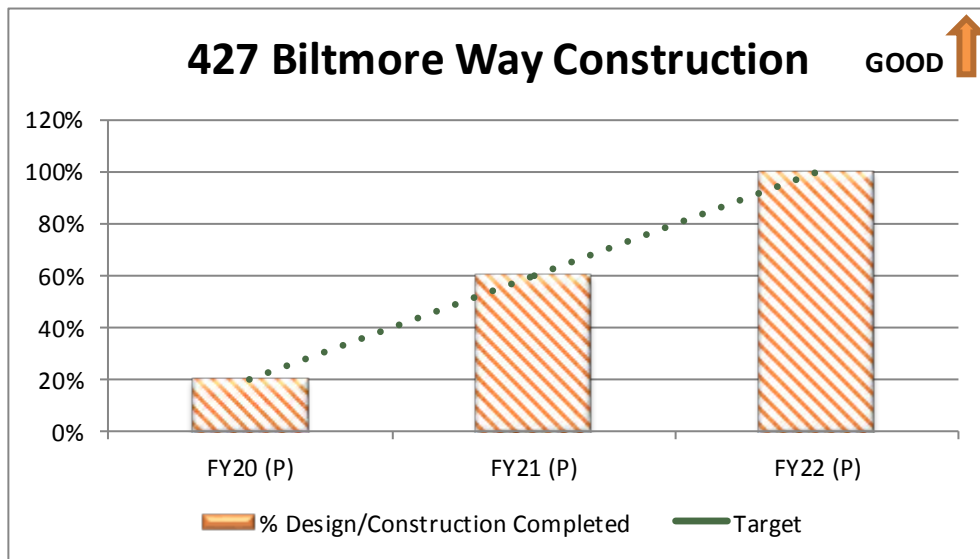
- Budget approval \$2.8 Million dollars for renovation of 427 Biltmore Way
- 4 hours/week/each for Director and Deputy Director for spatial planning coordination through completion of design development
- Consultant develops construction documents for spatial planning
- Two hours per week for project update with Director and consultant
- IT rewires and relocates hardware
- Economic Development researches location and negotiates lease for temporary relocation space
- Public Works for moving staff and project management
- Procurement to for contracting design consultant and builder



Action Plan Worksheet 2020

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

Measure	Target	Date
Progress of Design/Construction of 427 Biltmore Way	20%	09/30/20
	60%	09/30/21
	100%	09/30/22



Frequency & venue of review:

- Progress meetings with Consultant and Director every two weeks. Meetings in Development Directors office
- Quarterly updates with City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Permit Applicants	Reduced processing time. Improved customer service	Short term inconvenience of staff relocation
Residents	Reduced processing time. Improved customer service	Short term inconvenience of staff relocation

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

Positive:

- Not applicable – Benefit correlates to a more efficient and effective permitting experience

Negative:

- Construction Cost – \$2.8 Million
- Temporary Facilities – 3,500 square feet x \$35 per square foot = \$122,500 per year



Action Plan Worksheet 2020

Action Plan Owner: Suramy Cabrera, Development Services Director

Action Plan Name: 4.3-3 Develop Standards and Procedures Manual

Strategic plan alignment

- Goal 4 – Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources
 - Objective 4.3 – Increase the efficiency of key service processes

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

What must be done	By When	How will it be evident
Review current processes to identify efficiencies and deficiencies in processes	06/30/19	List of opportunities for improvement.
Research best practices	06/30/19	Obtain Documents
Develop written processes and procedures based on best practices and City specific needs	03/01/20	Manual created
Develop training and “continuing education” for existing staff on new processes.	05/01/20	Training course developed
Re-evaluate and modify job duties.	06/20/19	Draft job duties for manager approval
Enhance service and coordination with other City departments	10/31/20	Revised SOP’s
Train staff	10/31/20	All staff participated in training
Identify “team trainers/leaders/superusers” per division for training new hires.	06/01/19	List of team trainers/leaders

Resource requirements (what do we need to succeed?)

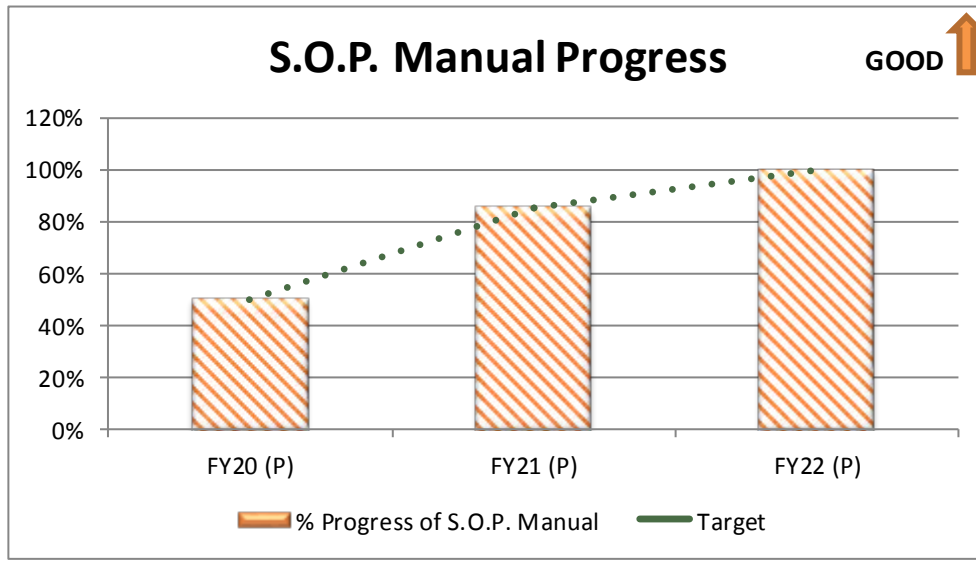
- \$125,000 for SOP and updates to City Zoning Code
- 40 hours for each “super users” to review current processes
- 40 hours for “super users” to identify efficiencies and deficiencies in current processes
- 10 days/year each for Director and Deputy Director to research best practices
- 80 hours for “super users” to develop written processes and procedures
- 40 hours for Director and Deputy Director to review written procedures



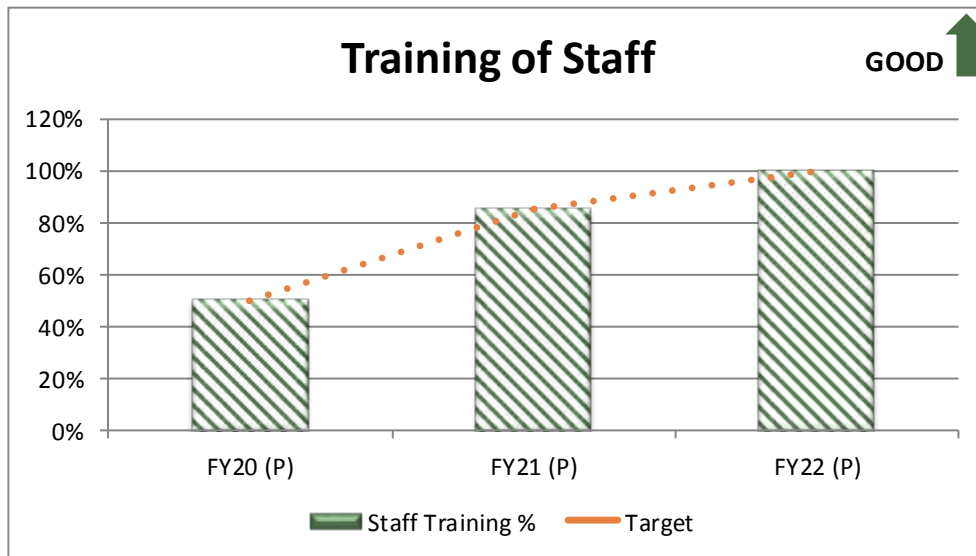
Action Plan Worksheet 2020

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

Measure	Target	Date
SOP manual % progress	50%	09/30/20
	85%	09/30/21
	100%	09/30/22



Measure	Target	Date
Staff Training %	50%	09/30/20
	85%	09/30/21
	100%	09/30/22



Frequency & venue of review:

- Every two weeks with consultants. Development Services Director's office.
- Every two weeks with staff. Development Services Director's office.
- Every two months with City Manager. City Manager's office.



Action Plan Worksheet 2020

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

Stakeholder Group	Potential positive impact	Potential negative impact
Elected Officials	Standardization of processes and roles	None
City Manager / Administration	Standardization of processes and roles	None
Staff	Standardization of processes and roles	Re-training and abandoning old systems and habits.

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

Positive:

- Not applicable – Benefit serves as a management tool for Development Services.

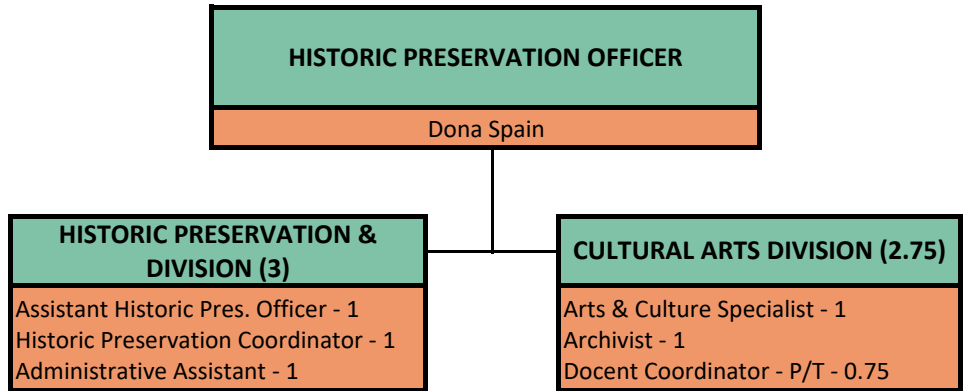
Negative:

- \$125,000 consultant costs

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

HISTORICAL RESOURCES & CULTURAL ARTS

ORGANIZATION CHART



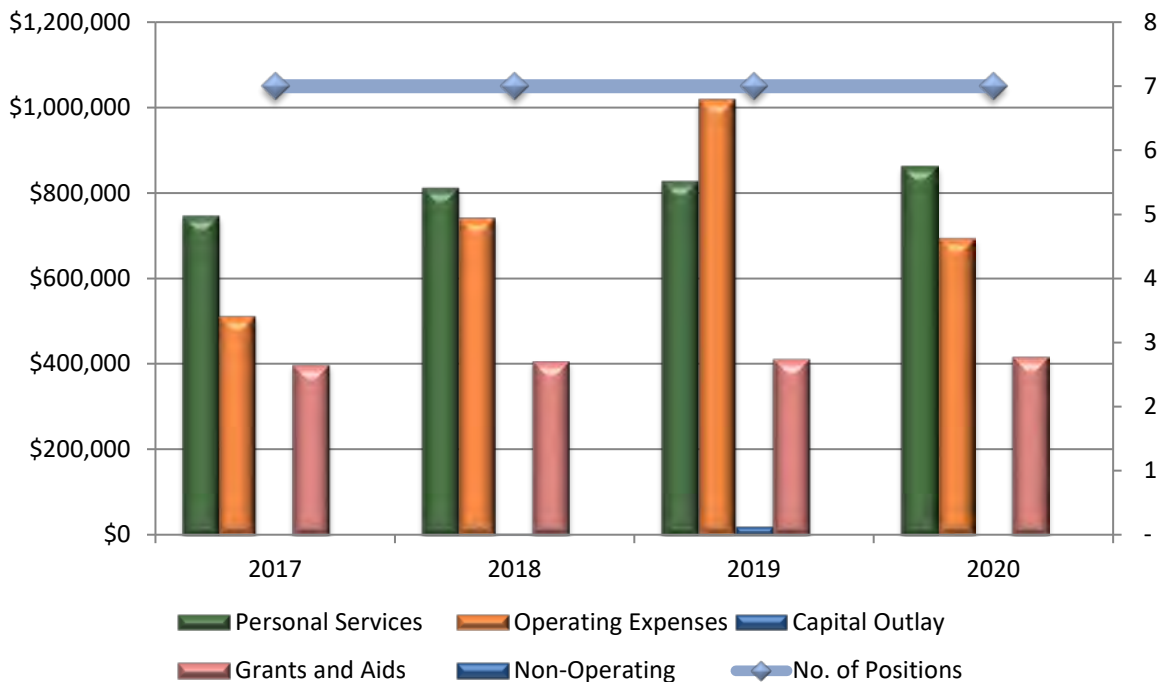
**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

	<u>2016-2017 ACTUAL</u>	<u>2017-2018 ACTUAL</u>	<u>2018-2019 BUDGET</u>	<u>2019-2020 BUDGET</u>
Salaries & Benefits	746,449	811,905	827,589	862,750
Operating Expenses	512,162	741,707	1,018,648	694,465
Capital Outlay	-	2,216	17,784	-
Grants and Aids	397,300	405,250	410,658 *	416,228
Non-Operating	-	-	-	-
Total	<u><u>1,655,911</u></u>	<u><u>1,961,078</u></u>	<u><u>2,274,679</u></u>	<u><u>1,973,443</u></u>
Full Time Headcount	6.00	6.00	6.00	6.00
Part Time FTE's	0.75	0.75	0.75	0.75
Total Headcount & FTE's	<u><u>6.75</u></u>	<u><u>6.75</u></u>	<u><u>6.75</u></u>	<u><u>6.75</u></u>

EXPENDITURE/PERSONNEL COMPARISONS



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

Historic Resources & Cultural Arts

Department Function:

The Historical Resources & Cultural Arts Department promotes the historic heritage of the City through local historic designation, the design review process of alterations to historic properties including the City owned historic properties, the review of demolition requests, and the maintenance of the City archives. The department also oversees the City's Cultural Grants and Art in Public Places programs and manages the Coral Gables Merrick House and Pinewood Cemetery. The department staffs five boards: Historic Preservation Board, Coral Gables Merrick House Governing Board, Pinewood Cemetery Board, Cultural Development Board, and the Arts Advisory Panel.

Department Goals:

1. To advocate for and educate about the importance of preserving historically significant properties and the benefits of art in public places.
2. To provide exceptional service to the owners of historic properties, to guide the preservation of City owned historic properties, and to enhance the public's cultural experience by reviewing the City's cultural grants and public art proposals and by providing tours of the Coral Gables Merrick House.
3. To provide adequate and complete protection for the historic fabric of the City, its archives, and its public art by providing proper maintenance techniques to the Public Works Department and using proper storage techniques for the City archives
4. To maximize opportunities for the City projects through effective budgeting and capitalizing on outside funding support and efficient use of available resources.

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

HISTORIC RESOURCES & CULTURAL ARTS

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS

- ✓ Administered Cultural Grants to 35 organizations.
- ✓ Ongoing refinement of grant application process.
- ✓ Ongoing processing and reviewing of Project Value Applications for Art in Public Places.
- ✓ Ongoing review of permits for Art in Public Places.
- ✓ Ongoing creation of sub-permits for Art in Public Places.
- ✓ Implemented Art Basel as a recognized public art exhibition featuring artist Hank Willis Thomas.
- ✓ Completed 3 temporary public art project installations: 4 artwork benches by Hank Willis Thomas, 22 artwork signs by Hank Willis Thomas and 33 artist-designed Venetian-style posts for “Venice in the Gables”.
- ✓ Completed 6 permanent public art installations: 2 sculptural projects by Sibylle Pasche and 4 pieces by Hank Willis Thomas.
- ✓ Issued RFQ & follow-up RFP for a permanent public art installation at the site of the new Public Safety Building.
- ✓ Issued Call for Art RFP for Giralda Sky public art installation.
- ✓ Completed Giralda Sky public art installation “Sun Stories” by Jessy Nite.
- ✓ Administered completion of a public art in a private development project “Sculptural Sofa” by R & R Studios.
- ✓ Reviewed & processed acceptance of 5 public art in private development projects: 2 sculptures by Blessing Hancock, 1 sculpture by Arturo Bernard, 1 sculptural door & façade by Michele Oka Doner, and 1 sculpture by Plensa.
- ✓ Processed 181 Standard Certificates of Appropriateness.
- ✓ Processed 26 Special Certificates of Appropriateness.
- ✓ Processed 3 AD Valorem.
- ✓ Processed 10 Historic Landmark Designations Including Coral Gables Historic City Plan.
- ✓ Performed 238 inspections on historic properties.
- ✓ Issued 39 Historical Significance Determinations.

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ Restored 2 wood frame historic homes in MacFarlane Homestead Historic District.
- ✓ Completed Special Category Grant from the State of Florida Department of Historical Resources for the restoration of the Coral Gables Merrick House.
- ✓ Coral Gables Library historic books, ephemera and bookcases processed organized and rehoused in the Raul E. Valdes-Fauli Archives.
- ✓ Processed City Clerk’s Office Commission Books 1925-1927 in archives.
- ✓ Completed fumigation of books from Coral Gables Merrick House.
- ✓ Fumigation of plans in Archives in progress.
- ✓ Digitation of 8mm film, records with Wolfson Moving Image Archives in progress.
- ✓ Completed Biltmore Hotel re-framing photo project for renovated hotel rooms.
- ✓ Roxcy Bolton estate donations processed.



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

HISTORICAL RESOURCES & CULTURAL ARTS

INDICATOR:	FY18			FY19		FY20
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Complete Certified Local Government Annual Report	1	1	●	-	-	-
Review permits for Historic Properties	N/A	-	-	N/A	-	N/A
Process and review Special Certificates of Appropriateness	N/A	26	-	N/A	7	N/A
Process and review Standard Certificates of Appropriateness	N/A	181	-	N/A	95	N/A
Process and review Ad Valorem Tax applications for historic properties	2	3	●	2	1	2
Implement local historic designations of individual properties	4	10	●	4	4	4
Implement local historic designations of districts	1	0	●	1	0	1
Process inventory of Valdes-Fauli Coral Gables Archives	Ongoing	Ongoing	●	Ongoing	Ongoing	Ongoing
Process new donations to the Valdes-Fauli Coral Gables Archives	Ongoing	Ongoing	●	Ongoing	Ongoing	Ongoing
Increase number of visitors to Coral Gables Merrick House	200	N/A	-	200	150	200

Legend

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



**CITY OF CORAL GABLES, FLORIDA
2019-2020 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				
		2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
2005	Historic Preservation Officer	1.00	1.00	1.00	1.00	\$ 168,639
2006	Asst Historic Preservation Officer	1.00	1.00	1.00	1.00	105,554
2007	Historic Preservation Coordinator	1.00	1.00	1.00	1.00	73,103
0602	Administrative Assistant	1.00	1.00	1.00	1.00	48,323
	TOTAL	4.00	4.00	4.00	4.00	\$ 395,619

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 328,978	\$ 388,944	\$ 381,040	\$ 395,619
2000 Employee Benefits - See Other Cost Dist.	188,329	225,542	227,682	237,983
3190 Other Professional Services	13,970	35,006	194,100	145,600
4010 Travel Expense	-	-	1,000	1,000
4020 Central Garage Motor Pool Rent	3,567	3,486	2,120	2,564
	Replacement: 2,376			
	Oper. & Maint: 188			
4090 Other Transportation Expense	5,400	19,027	12,994	12,995
4410 Rental of Machinery and Equipment	8,637	7,782	7,862	7,018
4420 Public Facilities Cost - See Other Cost Dist.	296,476	308,059	319,340	326,337
4550 General Liability Insurance	10,210	21,121	18,759	18,588
4620 Repair and Maint. of Office Equipment	1,600	6,925	3,115	800
4720 Printing & Binding	2,558	2,060	7,656	8,500
4803 Pinewood Cemetery Reserve Expenses	-	789	6,646	-
4804 Historic Preservation Reserve Expenses	5,740	-	19,929	-
4805 Art in Public Places - Educ & Outreach	23,320	187,288	209,103	-
4820 Advertising Expense	1,967	1,843	3,960	3,960
4990 Other Miscellaneous Expense	17,296	2,110	36,050	20,500
5100 Office Supplies	4,044	4,587	6,385	7,385
5400 Membership Dues and Subscriptions	1,014	1,061	900	900
5410 Employee Training	9,246	6,598	8,000	7,000
8200 Cultural Grants	172,300	-	-	-
TOTAL	\$ 1,094,652	\$ 1,222,228	\$ 1,466,641	\$ 1,196,749

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET SALARIES	
FULL TIME POSITIONS						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0043	Arts & Culture Specialist	1.00	1.00	1.00	1.00	\$ 61,826
2009	Archivist	1.00	1.00	1.00	1.00	57,588
TOTAL FULL TIME HEADCOUNT		2.00	2.00	2.00	2.00	119,414
PART TIME POSITIONS						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
0619	Docent Coordinator	1	0.75	0.75	0.75	22,682
TOTAL PART TIME FTE's		1	0.75	0.75	0.75	22,682
TOTAL		2.75	2.75	2.75	2.75	\$ 142,096

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
1000	Salaries	\$ 138,828	\$ 119,578	\$ 135,745	\$ 142,096
2000	Employee Benefits - See Other Cost Dist.	90,314	77,841	83,122	87,052
3190	Other Professional Services	4,465	20,862	3,707	5,400
4090	Other Transportation Expense	2,700	-	-	-
4420	Public Facilities Cost - See Other Cost Dist.	89,895	93,407	96,828	98,950
4550	General Liability Insurance	6,310	7,709	6,696	6,676
4720	Printing & Binding	-	-	4,000	4,000
4808	Merrick House Reserve Expenses	320	-	28,267	-
4811	Roxcy O'Neal Merrick House Reserve Exp	-	-	4,939	-
4820	Advertising Expense	-	-	750	750
4990	Other Miscellaneous Expense	2,070	8,474	8,547	7,923
5100	Office Supplies	490	503	2,800	2,800
5201	Agricultural Supplies	658	1,301	985	985
5202	Chemicals and Photographic Supplies	-	-	2,000	2,000
5215	Small Tools & Minor Equipment	-	-	300	300
5400	Membership Dues and Subscriptions	209	209	210	210
5410	Employee Training	-	1,500	700	1,324
6440	Equipment Additions	-	2,216	17,784	-
8200	Cultural Grants	-	180,250	185,658	191,228
8204	CG Museum Grant	225,000	225,000	225,000	225,000
TOTAL		\$ 561,259	\$ 738,850	\$ 808,038	\$ 776,694



Action Plan Worksheet 2020

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

Action Plan Name: 1-4-1-3Art in Public Places

Strategic plan alignment (Supports which Goals and Objectives)

- Goal 1 – Provide exceptional services that meet or exceed the requirements and expectations of our community.
 - Objective 1.4 – 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
The processes below (in bold) are to be followed (with cumulative projects) resulting in the overarching goal of a \$1,000,000.00 investment in public art in the downtown area		
Art in Public Places (AIPP) in Private Development:		
Advise developer of AIPP fee waiver in lieu of incorporating public art within development project	10/01/21	DRC memo
Receive, review and prepare materials for presentation of project proposals	10/15/21	Presentation materials
Arts Advisory Panel (AAP) reviews and makes recommendation of project proposals to the Cultural Development Board (CDB)	10/27/21	AAP minutes with motion to CDB
Cultural Development Board reviews project proposals and recommendations of AAP, and makes recommendation to the City Commission	11/02/21	CDB minutes with motion recommending proposal
City Manager reviews project proposal	11/15/21	Item placed on Commission agenda
City Commission approves project proposal	12/01/21	Resolution passed
Prepare restricted covenant for developer	12/31/21	Covenant signed
Permit entered for construction of artwork	06/01/22	Permit issued
Artwork constructed	12/01/22	Artwork installed
AIPP compliance confirmed	12/31/22	Final documents submitted
and/or		
Art in Public Places (AIPP) in Municipal Development:		
Review Building Permits and issue AIPP sub-permits for eligible municipal and commercial projects	04/01/20	Sub-permit fees collected and placed in Art Acquisition Fund
Update Public Art Master Plan (PAMP)	04/01/20	Public Art Master Plan
Location(s) proposed (identified in PAMP)	04/01/20	PAMP and/or Resolution



Action Plan Worksheet 2020

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

What must be done	By When	How will it be evident
Public Art Project(s) and goals identified by AAP, makes recommendation to the CDB	04/22/20	AAP minutes with motion to CDB
CDB reviews project recommendation(s) of AAP, makes motion to approve	05/05/20	CDB minutes with motion approving project
Presentations made to relevant Boards	06/01/20	Minutes of relevant Boards
City Commission approves project proposal	07/15/20	Resolution passed
Request for Qualification (RFQ) application prepared	08/01/20	RFQ issued
RFQ responses reviewed by staff	10/01/20	RFQ applications received
AAP reviews RFQ applications and makes recommendation(s) of artist(s) to the CDB	10/28/20	AAP minutes with motion to CDB
CDB reviews RFQ applications and recommendation(s) of AAP, makes recommendation(s) to the City Commission	11/03/20	CDB minutes with motion approving artist(s)
City Manager reviews project proposal	11/15/20	Item placed on Commission agenda
City Commission approves project proposal	11/30/20	Resolution passed
Request for Proposal (RFP) application prepared for short-list of artists	01/01/21	RFP issued
RFP responses reviewed by staff	04/30/21	RFP applications received
AAP reviews RFP applications and makes recommendation(s) of proposal to the CDB	05/26/21	AAP minutes with motion to CDB
CDB reviews RFP applications and recommendation(s) of AAP, makes recommendation(s) to the City Commission	06/01/21	CDB minutes with motion approving proposal(s)
City Manager reviews project proposal	06/15/21	Item placed on Commission agenda
City Commission approves artist submitted project proposal	07/31/21	Resolution passed
Agreement prepared	09/30/21	Agreement signed
Signed and sealed construction documents prepared	11/30/21	Plans submitted
Permit entered for construction of artwork	12/31/21	Permit issued
Marketing materials prepared	08/01/22	Press release issued
Event planned	09/01/22	Event invite
Artwork constructed	11/01/22	Artwork installed
AIPP compliance confirmed	12/31/22	Final documents submitted
Ribbon Cutting	12/31/22	Social media hits and photos taken



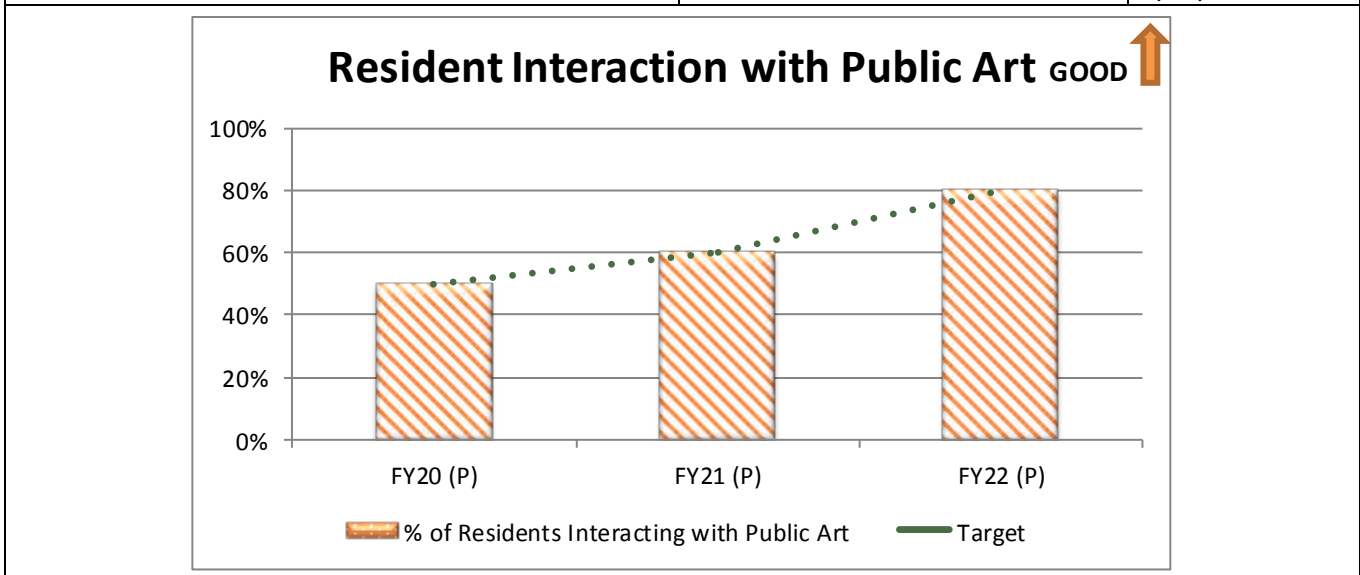
Action Plan Worksheet 2020

Resource requirements (what do we need to succeed?)

- Funds allocated from Art Acquisition Fund by Finance Department and approved by City Commission for municipal projects
- City Commission approval for private development projects
- \$7,000 towards grant software
- Annual maintenance (\$18,000) and marketing expenses (\$20,000 - \$50,000)
- Arts Advisory Panel members time to review and rank RFQ and RFP applications - 50 hours per member
- Cultural Development Board members time to review and rank RFQ and RFP applications - 50 hours per member
- Staff time for Catherine Cathers, Arts and Culture Specialist - 1,500 hours per year
- Staff time for Maria Rosa Higgins Fallon, Public Affairs Department to develop and distribute information on social media - 30 hours
- Staff time for Economic Development Department for related event and marketing support – 10 hours
- Staff time for IT Department to install and update software - 5 hours

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

Measure	Target	Date
Resident satisfaction with downtown experience	80%	09/30/22
Interaction of residents with public art (questionnaire)	50%	9/30/2020
	60%	9/30/2021
	80%	9/30/2022





Action Plan Worksheet 2020

Frequency & venue of review:

- Arts Advisory Panel monthly meetings
- Cultural Development Board monthly meetings
- Relevant Board meetings as needed – Parks and Recreation Advisory Board, Landscape Beautification Advisory Board, Communications Committee, Economic Development Board
- Relevant City department staff meetings as needed
- Commission review and approval yearly

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Commission	City as a cultural destination Positive feedback from residents	Resident dissatisfaction
Public	City as a cultural destination Civic Pride Photo opportunities	Dissatisfaction
Business Owners	Increased revenue	Dissatisfaction
Public Relations Department Economic Development Department	Increased press coverage Increased social media presence	Potential negative public relations – damage control
IT Department	Department recognition	Prioritizing resources

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

Positive:

- Increase frequency of visits to restaurants and businesses
- Free publicity via social media and word of mouth

Negative:

- \$1,000,000 spent by September 30, 2022
- Maintenance (\$18,000), marketing expenses (\$20,000 - \$50,000)



Action Plan Worksheet 2020

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

Action Plan Name: 5.1-1 Increase the number of diverse programs sponsored by the City to 38 by 2022

Strategic plan alignment (Supports which Goals and Objectives)

- Goal 5 – Preserve, celebrate, and enhance the Coral Gables hometown community ambience with a vibrant downtown, world-class neighborhoods, and rich culture and history
 - Objective 5.1 – Highlight the historical and cultural components in City-sponsored programs and the community’s satisfaction with access and the programs
 - 5.1-1 – Increase the number of diverse programs sponsored by the City to 38 by 2022
 - 5.1-2 – Increase participation rates with the historical and cultural components in programs offered by the city to the community by 20% by 2022

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

What must be done	By When	How will it be evident
Request 3% increase of grant funding in budget	04/05/19	Commission approval
Initiate Public Relations campaign targeted at non-profits	08/01/19	# attending workshop
Hold workshop	08/31/19	Sign in sheet
Accept applications	10/04/19	Applications received
Cultural Development Board reviews applications and makes recommendation to City Commission	12/03/19	Minutes of board
City Manager reviews recommendation	12/15/19	Item placed on Commission agenda
36 Cultural grants awarded	01/31/20	Commission resolution
Request 3% increase of grant funding in budget	04/05/20	Commission approval
Initiate Public Relations campaign targeted at non-profits	08/01/20	# attending workshop
Hold workshop	08/31/20	Sign in sheet
Accept applications	10/04/20	Applications received
Cultural Development Board reviews applications and makes recommendation to City Commission	12/03/20	Minutes of board
City Manager reviews recommendation	12/15/20	Item placed on Commission agenda
37 Cultural grants awarded	01/31/21	Commission resolution
Request 3% increase of grant funding in budget	04/05/21	Commission approval
Initiate Public Relations campaign targeted at non-profits	08/01/21	# attending workshop
Hold workshop	08/31/21	Sign in sheet
Accept applications	10/04/21	Applications received
Cultural Development Board reviews applications and makes recommendation to City Commission	12/03/21	Minutes of board
City Manager reviews recommendation	12/15/21	Item placed on Commission agenda
38 Cultural grants awarded	01/31/22	Commission resolution



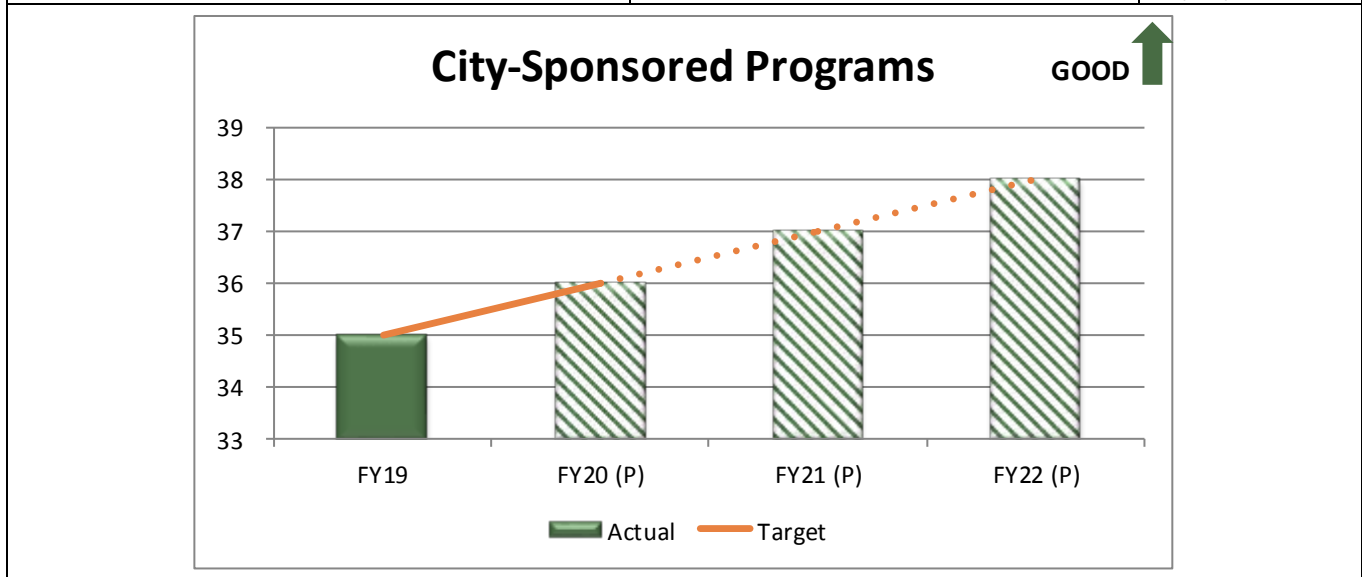
Action Plan Worksheet 2020

Resource requirements (what do we need to succeed?)

- Increase funding 3% per year from Finance Department approved by City Commission
- \$7,000 annually towards grant software update
- Cultural Development Board members time to review, score and rank applications - 40 hours per member
- Staff time for Catherine Cathers, Arts and Culture Specialist - 600 hours
- Staff time for Maria Rosa Higgins Fallon, Public Affairs Department to develop and distribute information on social media - 30 hours
- Staff time for IT Department to update software - 5 hours

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

Measure	Target	Date
# of qualified applicants	35	09/30/19
	36	09/30/20
	37	09/30/21
	38	09/30/22

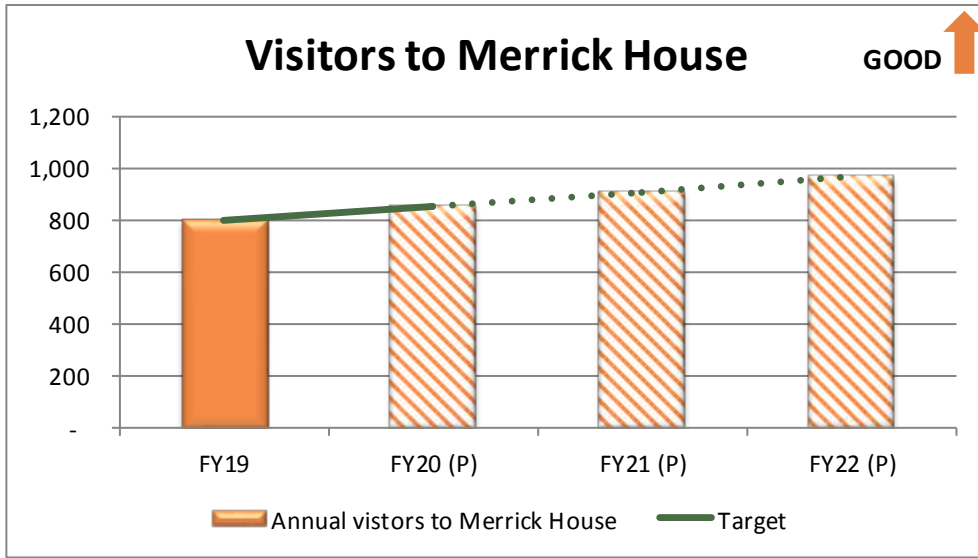




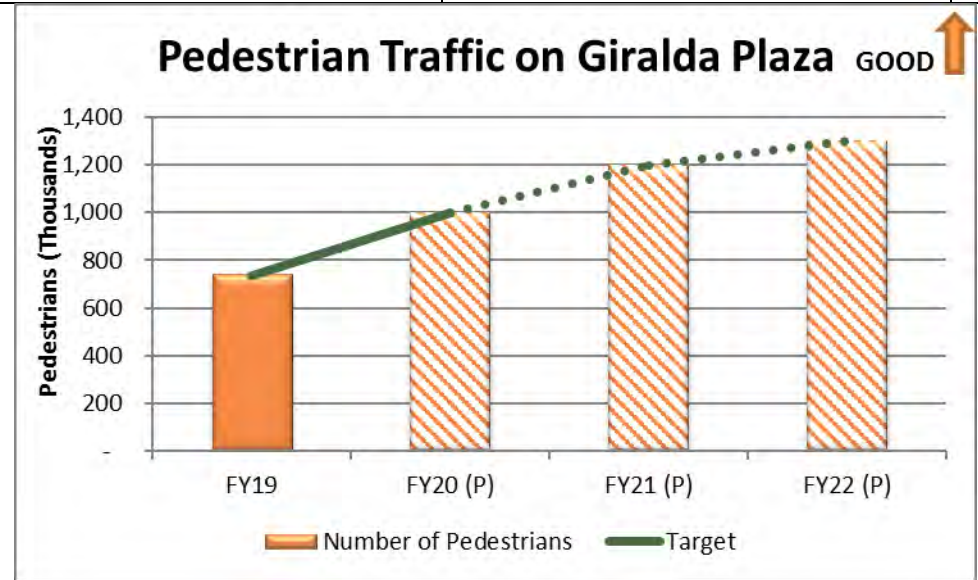
Action Plan Worksheet 2020

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

Measure	Target	Date
# of visitors to The Merrick House	800	09/30/19
	852	09/30/20
	907	09/30/21
	966	09/30/22



Measure	Target	Date
Pedestrian traffic on Giralda Plaza during art installations	1,000,000 annually	09/30/20
	1,200,000 annually	09/30/21
	1,300,000 annually	09/30/22





Action Plan Worksheet 2020

Frequency & venue of review:

- Cultural Development Board monthly meetings
- Grant applications reviewed and scored yearly
- City Manager reviews for agenda yearly
- Commission review and approval yearly
- Grantee final reports reviewed yearly

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Commission	Increased resident satisfaction with the City as a cultural destination	Resident dissatisfaction with controversial events/unfunded organizations
Public	Increased public satisfaction with the City as a cultural destination	Public dissatisfaction with controversial events/unfunded organizations
Non-profit	Satisfaction with Events funded	Dissatisfaction with events not funded
Public Relations Department	Promoting the City as a cultural destination	Increased workload and requirement for prioritizing promotion of programs and prioritizing resources
IT Department	Promoting the City as a cultural destination	Increased workload and requirement for prioritizing resources

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

Positive:

- Attendees of the events spend money in city.
- Maintain and increase number and quality of non-profit organizations presenting in the City
- Maintain and increase number and quality of cultural events and programs in the City

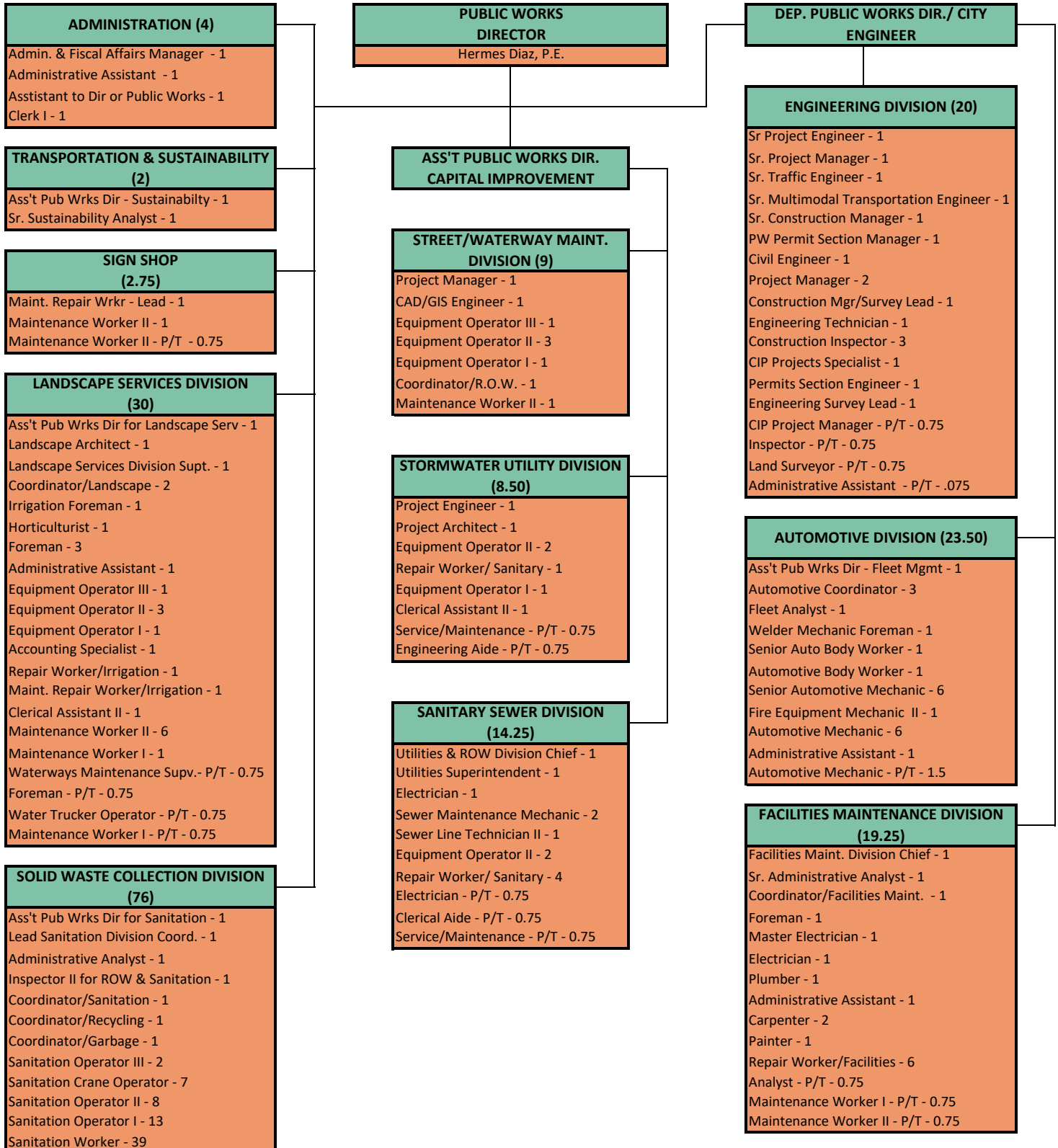
Negative:

- Impacts budget for cultural grants by 3% more each year (\$185,657 in 2018 to \$202,874 in 2022)

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

PUBLIC WORKS

ORGANIZATION CHART



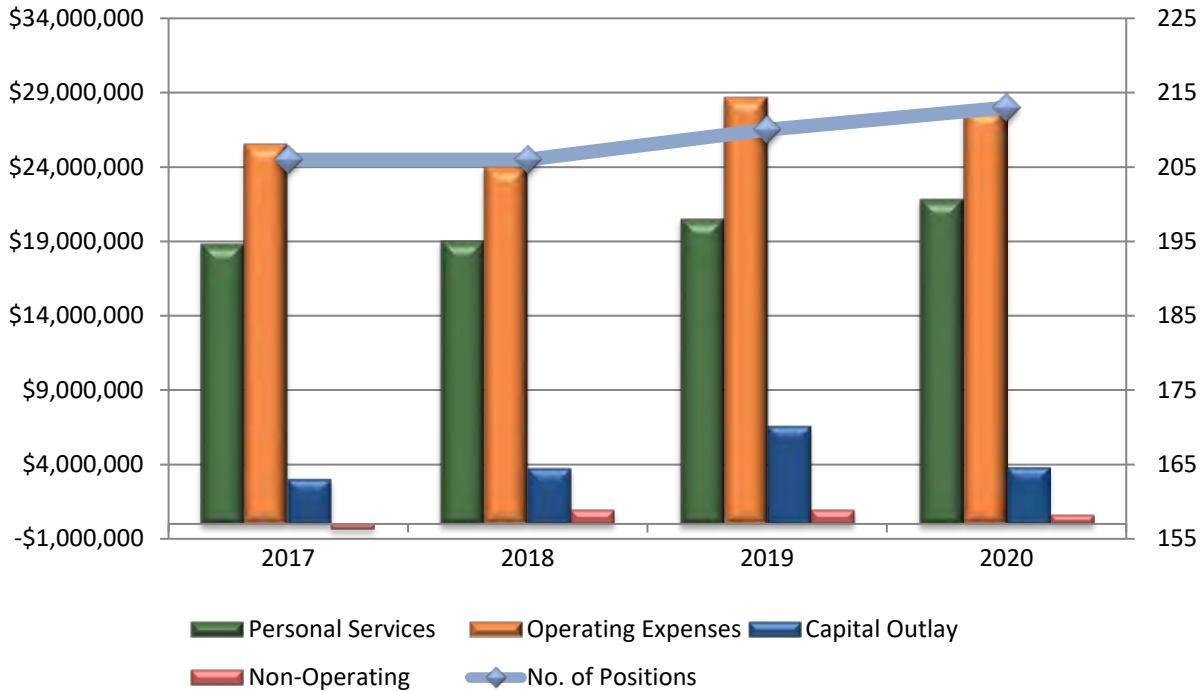
**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



**PUBLIC WORKS DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2016-2017 ACTUAL</u>	<u>2017-2018 ACTUAL</u>	<u>2018-2019 BUDGET</u>	<u>2019-2020 BUDGET</u>
Salaries & Benefits	18,864,751	19,064,720	20,528,211	21,853,970
Operating Expenses	25,532,266	24,011,387	28,677,837	27,874,005
Capital Outlay	3,067,640	3,751,515	6,589,334	3,825,162
Non-Operating	(303,705)	933,746	943,388	613,861
Total	<u>47,160,952</u>	<u>47,761,368</u>	<u>56,738,770</u>	<u>54,166,998</u>
Full Time Headcount	195.00	195.00	196.00	198.00
Part Time FTE's	11.25	11.25	14.25	15.00
Total Headcount & FTE's	<u>206.25</u>	<u>206.25</u>	<u>210.25</u>	<u>213.00</u>

EXPENDITURE/PERSONNEL COMPARISONS



Public Works

Department Function:

The Public Works Department is a large, full service, multi-disciplinary organization providing a vast array of infrastructure services, including: sanitary sewers; storm water control systems; transportation improvements; right-of-way maintenance; landscaping and tree succession planning; and sustainable resource management. The Department also provides various support services to all other City Departments.

The Department is represented by a multitude of professional and licensed/certified disciplines working in the following divisions:

The **Automotive Division** is responsible for the acquisition and maintenance of all City vehicles including those used by other departments and divisions.

The **Central Division** provides exceptional customer service to residents, visitors, and guests. The Division properly documents and routes communication and service requests to the respective Public Works division, external agencies, and other City departments for action and follow-up.

The **Engineering Division** provides design and construction services for the City using a combination of in-house personnel and outside consultants for various capital improvement projects (paving, drainage, sanitary sewers, traffic management, etc.). The Division also manages permitting and inspection of all construction activities along the public right-of-way.

The **Landscape Services Division** is responsible for the landscape maintenance programs for City properties, including selected public right-of-ways, parks, facilities, and parking lots. Landscape services are also responsible for the tree maintenance program, including trimming, irrigation repair, fertilization, and pest control.

The **Sanitation Division** provides recycling, garbage, and yard waste pickups for approximately 11,000 single-family homes. The Division provides backyard recycling services once a week, backyard garbage services twice a week, and curbside trash collection once a week.

The **Sustainable Public Infrastructure Division** is comprised of the City's transportation planning and engineering, sustainability, facilities, and sign shop sections. The Division is responsible for the development and implementation of the comprehensive, long-term multi-modal transportation plan and sustainability management plan for the City. The Facilities Section provides maintenance to all City-owned facilities, entrances, fountains, plazas, and street lights ensuring a clean, comfortable, and safe environment for residents and visitors. The Sign Shop provides maintenance and replacement of City-owned signs within the public right-of-way.

The **Right-of-Way Maintenance Division** provides essential services within the right of way such as maintenance of streets, roadways, alleys, and waterways. Right of way services include street sweeping, pressure cleaning, asphalt pothole repairs, sidewalk repairs, removal of seaweed from navigable channels, and City-owned bridge maintenance.

The **Utilities Division** includes sanitary sewer system and storm drainage system services. The sanitary sewer system services include capacity, management, operation, and maintenance as well as regulatory compliance for the City's sanitary sewer collection. The storm drainage system service provides operation and maintenance for the City's drainage systems under the National Pollutant Discharge Elimination System permit program.

Department Goals:

1. Provide essential services and superior customer service to City residents in a prompt, courteous, and effective manner.
2. Protect, maintain, and improve the City's natural and built infrastructure through sustainable design, construction, and operational planning.
3. Provide safe, sustainable, and aesthetically pleasing public facilities for residents and visitors.

CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET

PUBLIC WORKS

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS

- ✓ **Traffic Calming:** A coordinated, City-wide traffic calming plan is underway as part of the in-progress Multi-Modal Transportation Plan. New traffic calming measures are being implemented on many local residential streets to reduce automobile speeding and cut-through traffic problems. Funds have been allocated for design and construction of many of these traffic calming locations.

- ✓ **Crosswalks and Sidewalks:** Over 100 crosswalks and over 50 sidewalk extensions were installed totaling over a mile of pedestrian improvements throughout the City.

- ✓ **Right-of-Way Asset Inventory:** The assets in the City’s public right-of-way were inventoried which included: signs, ADA pedestrian ramps, sidewalks and cross slopes, storm drains, curb and gutters, manholes, street lights, utility poles, bus benches and shelters, trees, street name monuments, traffic circles, and crosswalks. A pavement analysis was also conducted which will assist in determining the streets that need to be resurfaced or repaired. The City expects to see cost savings and operational efficiencies by understanding exactly what assets the City has in the public right-of-way, where they are located, and the funding needed for proper maintenance.

- ✓ **Pedestrian/Bicycle Stress Assessment Study:** A comprehensive analysis of Coral Gables’ pedestrian and bike network was completed which will assess the comfort level of existing facilities and make recommendations for improving pedestrian and bicycle safety throughout the city.

- ✓ **Betsy Adams Park:** This new neighborhood park on Alhambra Circle will be completed by the end of fiscal year 2019. It includes play areas, pathways, seating and landscaping. This initiative began with the City’s acquisition of several different tracts of land with the goal of developing them into passive parks to create accessible “home-town” recreational opportunities in all areas of the City and to provide greater levels of service in accordance with the Land Use Comprehensive Plan.

CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ **Merrick House Improvements:** The restoration efforts are completed which included renovation of the interior and exterior of the main house, garage, and surrounding property. The renovations to the garden's existing irrigation system and landscaping were designed and installed in-house with Public Works staff.

- ✓ **Tree Planting and Landscape Improvements:** The Tree Succession Project and post-Irma tree planting is completed along with numerous landscape improvements throughout the City. Landscape Services has planted 1,000 new trees City-wide with minimal loss. Additionally, staff led the Arbor Day event and educated school children on the importance of trees and the history of Arbor Day.

- ✓ **LED Street Light Conversion:** Florida Power & Light (FPL) converted 270 high pressure sodium street lights in the Central Business District to LED street lights. The City will yield a significant cost savings while maximizing energy efficiency. This is part of an ongoing street light conversion project. Other locations throughout the City are being identified.

- ✓ **Sanitary Sewer Repairs:** Repairs to the City's sanitary sewer conveyance systems were made in order to reduce groundwater inflow and storm water infiltration. These repairs are required on an on-going basis to ensure compliance with Miami-Dade County. The City realized a 76% reduction of inflow and infiltration from entering the sanitary sewer system. This allows for additional capacity to be available in the county's wastewater system at a cost savings to the City.

- ✓ **Coral Gables Green Business Certification Program:** The City, in collaboration with the Chamber of Commerce and the Coral Gables Sustainability Advisory Board, developed a Green Business Certification Program which aims to recognize and reward the local businesses for all of their sustainability initiatives. It also provides an opportunity to educate local businesses on additional sustainability actions they can implement. The program focuses on Solid Waste Reduction and Recycling, Energy Conservation, Water Conservation, Pollution Prevention, Transportation Alternatives, and General Environmental Policy and Education.

CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS – (Continued)

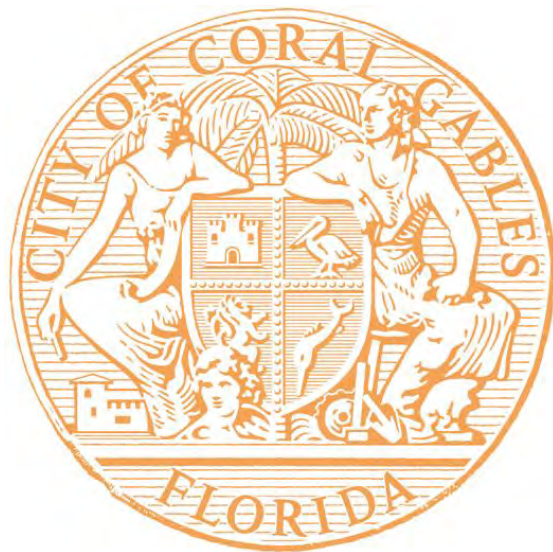
- ✓ **Electric Vehicle Fleet and Charging Stations:** The City has added an additional 16 electric vehicles, totaling 51 in the City Fleet. The City has the largest electric vehicle fleet in the State of Florida. The City has also installed 16 charging stations with 22 charging points throughout the City.
- ✓ **Straw Free:** In January 2019, the City passed an ordinance prohibiting single-use plastic straws and stirrers in City Facilities, by City contractors and vendors, and by special events permittees. The City is also encouraging businesses and customers to use sustainable alternatives and practices such as, “Skipping the Straw,” Sugar Cane, Metal, Bamboo and/or Paper straws.
- ✓ **Solar Benches:** The City installed 11 solar-powered benches in its parks. Residents and visitors can now charge their electronic devices year around, especially in times following a natural disaster when power may be lost from the grid. The benches are installed at Ponce Circle Park, Coral Bay Park, Phillips Park, William H. Kerdyk & Family Park, Salvador Park, Jaycee Park, Rotary Park, War Memorial Youth Center, and Pittman Park.
- ✓ **Swale Restoration:** City swale restorations are on-going due to aging infrastructure and a large volume of shade trees in the swales. Public Works implements the swale improvement permits and assists residents with the proper design and construction of swale landscape improvements.
- ✓ **Million Orchid Project:** The propagation and planting of 250,000 native orchids in City trees is in progress with Fairchild Tropical Botanical Garden in order to reforest lost resources and enhance the beauty of the urban tree canopy City-wide.
- ✓ **5 Passive Parks:** The Landscape Services Division played a vital role with the coordination between design consultants and Parks and Recreation staff through all phases of procurement, permitting, and design.
- ✓ **Florida Department of Transportation Projects:** The Public Works engineers and landscape services staff have coordinated with FDOT on the US-1 realignment project during design, tree relocation/removals, and new construction of the landscape.

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ **Granada Golf Course:** Public Works led the team to permit and demolish three hazardous structures on the golf course and will continue to coordinate the design of new shelters with Parks and Recreation, Historic Preservation, and Planning staff.
- ✓ **Water conservation:** Landscape Services' staff are implementing best practices and researching new technology to optimize irrigation water usage and improve water quality.





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

PUBLIC WORKS

INDICATOR:	FY18			FY19		FY20
	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%	96%		95%	97%	95%
% of GovQA public records request completed within 5 days	95%	98%		95%	96%	95%
Number of permits issued	700	665		600	602	625
Number of plan reviews completed	2,100	2,155		2,200	2,492	2,300
% of inspections conducted within 24 hours of request	95%	100%		95%	98%	95%
Number of trees trimmed	4,300	4,452		4,400	3,670	4,400
Number of trees planted	700	117		800	898	900
Miles of complete street sweeping	6,950	7,032		7,000	7,089	7,050
% of canals inspected and cleaned requests completed within 2 days	95%	100%		95%	100%	95%
% of graffiti removal requests completed within 2 days	95%	100%		95%	98%	95%
% of street potholes repaired within 2 days	95%	98%		95%	97%	95%
Tons of recycling	2,000	2,089		2,100	2,281	2,200
% of garbage collection on the scheduled day	100%	99.99%		100%	99.91%	100%
% of trash collection on the scheduled day	100%	99.96%		100%	99.93%	100%
% of recycling collection on the scheduled day	100%	99.98%		100%	99.96%	100%
Reduce City's electricity use 15% below 2013 levels by 2019	-5.7%	-4.0%		-7.4%	0.2%	-2.0%
Reduce City's water use 8% below 2013 levels by 2019 in City buildings, parks, and irrigation	-10.4%	-3.2%		-17.6%	-0.8%	-4.0%
% of smart irrigation installed on applicable Citywide systems	15%	15%		15%	15%	15%
Total miles of dedicated bicycle facilities provided	5	0		5	0	0.50
Total miles of pedestrian facilities (new sidewalks, extensions, replacements)	2	1.61		1	1.52	6.67
Total miles of crosswalk and intersection improvements	0.60	0.62		0.70	0.74	0.80
Linear feet of new curb ramps installed along City streets	1,300	1,311		1,300	1,488	1,400
Number of pedestrian-vehicle and bicycle-vehicle crashes	33	28		29	24	25
Number of pedestrian-vehicle and bicycle-vehicle fatality crashes	0	0		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
2019-2020 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				
		2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
1025	Public Works Director	1.00	1.00	1.00	1.00	\$ 161,733
0067	Public Works Deputy Dir/City Engineer	1.00	1.00	1.00	1.00	148,170
0813	Administrative & Fiscal Affairs Manager	-	-	1.00	1.00	97,076
1029	Office Manager	1.00	1.00	-	0.00	-
0107	Asst to the Dir of Public Works	-	-	1.00	1.00	55,102
0602	Administrative Assistant	1.00	1.00	1.00	1.00	44,241
0105	Clerk I	1.00	1.00	1.00	1.00	46,062
TOTAL		5.00	5.00	6.00	6.00	\$ 552,384

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 448,016	\$ 407,807	\$ 472,545	\$ 552,384
2000	Employee Benefits - See Other Cost Dist.	333,379	323,167	287,855	349,033
2610	Employee Awards	110	-	300	300
3190	Other Professional Services	14,277	-	35,818	1,000
4020	Central Garage Motor Pool Rent	4,142	3,966	20,248	23,993
	Replacement:	20,407			
	Oper. & Maint:	3,586			
4090	Other Transportation Expense	9,900	10,270	13,544	14,944
4091	Cell Phone Allowance	-	500	1,200	1,200
4410	Rental of Machinery and Equipment	13,338	11,622	12,200	12,200
4420	Public Facilities Cost - See Other Cost Dist.	20,843	21,657	22,450	22,942
4550	General Liability Insurance	20,675	32,724	23,311	25,954
4620	Repair and Maint. of Office Equipment	-	-	200	200
4630	Repair/Maint. of Machinery & Equipment	-	-	300	300
4710	Special Printed Forms	174	92	600	600
4720	Printing & Binding	405	25	250	250
4990	Other Miscellaneous Expense	1,368	53	1,200	700
5100	Office Supplies	5,662	6,116	8,000	8,000
5203	Drugs and Medical Supplies	-	-	50	50
5214	Uniform Allowance	-	258	-	-
5215	Small Tools & Minor Equipment	-	-	400	400
5400	Membership Dues and Subscriptions	264	382	700	700

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
5410	Employee Training	99	1,235	2,000	2,000
6430	Equipment Repair/Replacement	-	4,267	-	-
9010	Intradepartmental Credits	(303,705)	(274,686)	(303,748)	(356,003)
	TOTAL	\$ 568,947	\$ 549,455	\$ 599,423	\$ 661,147

Public Works Administrative Services

Distributed to Utilities

<u>Div. Code/Account</u>	<u>%</u>	<u>Amount</u>
Storm Water - 1535-31-70	10%	\$ 101,715
Sanitary Sewer - 1540-31-70	25%	254,288
	35%	\$ 356,003



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**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
1036	Ass't Pub Wrks Dir - Sustainability	1.00	1.00	1.00	1.00	\$ 144,900
0811	Sr. Sustainability Analyst	1.00	1.00	1.00	1.00	79,890
	TOTAL	2.00	2.00	2.00	2.00	\$ 224,790

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 211,167	\$ 222,779	\$ 214,187	\$ 224,790
2000 Employee Benefits - See Other Cost Dist.	122,739	127,379	130,254	136,901
3190 Other Professional Services	-	-	20,000	-
4090 Other Transportation Expense	5,400	6,047	6,497	6,498
4410 Rental of Machinery and Equipment	249	1,672	3,584	3,584
4420 Public Facilities Cost - See Other Cost Dist.	5,266	5,472	5,672	5,796
4550 General Liability Insurance	7,259	11,721	10,566	10,562
4720 Printing & Binding	1,556	505	2,000	2,000
4990 Other Miscellaneous Expense	3,450	2,468	10,125	4,125
5206 Food for Human Consumption	422	535	1,500	1,500
5400 Membership Dues and Subscriptions	502	1,823	2,000	2,000
5410 Employee Training	1,275	7,672	3,000	3,000
6440 Equipment Additions	-	-	-	10,000
TOTAL	\$ 359,285	\$ 388,073	\$ 409,385	\$ 410,756

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET SALARIES	
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
1026	Ass't Pub Wrks Dir - Capital Improvement	1.00	1.00	1.00	1.00	\$ 128,219
1042	PW Permit Section Manager	-	1.00	1.00	1.00	104,545
1046	Sr. Project Manager	-	-	1.00	1.00	95,736
1035	Sr Project Engineer	1.00	1.00	1.00	1.00	100,468
1037	Sr. Traffic Engineer	1.00	1.00	1.00	1.00	116,304
1038	Sr. Multimodal Transportation Engineer	1.00	1.00	1.00	1.00	97,542
1000	Sr. Construction Manager	-	1.00	1.00	1.00	86,534
1015	Project Engineer	1.00	1.00	-	-	-
1017	Civil Engineer	2.00	1.00	1.00	1.00	71,430
1031	Project Manager	-	-	-	2.00	159,356
1043	Construction Mgr/Survey Lead	-	1.00	1.00	1.00	90,868
1047	PW Permit Section Engineer	-	-	1.00	1.00	63,115
1004	Engineering Technician	1.00	1.00	1.00	1.00	80,741
1012	Construction Inspector	2.00	2.00	3.00	3.00	188,008
1005	CIP Projects Specialist	1.00	1.00	1.00	1.00	53,250
1003	Engineering Technician Asst	1.00	1.00	-	-	-
1014	Construction Inspector Assistant	1.00	1.00	-	-	-
1002	Engineering Survey Lead	1.00	1.00	1.00	1.00	67,260
1013	Construction Manager	2.00	-	-	-	-
8888	Overtime	-	-	-	-	15,000
TOTAL FULL TIME HEADCOUNT		16.00	16.00	16.00	18.00	1,518,376
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	FTE's
3200	CIP Project Manager	1	0.75	0.75	0.75	120,548
1048	Service Coordinator - P/T	1	0.00	0.00	0.75	72,384
1139	Inspector - P/T	1	0.75	0.75	0.75	52,647
1044	Land Surveyor - P/T	1	0.75	0.75	0.75	59,581
6101	Administrative Assistant - P/T	1	-	-	0.75	30,654
TOTAL PART TIME FTE's		5	2.25	2.25	3.75	335,814
TOTAL			18.25	18.25	19.75	\$ 1,854,190

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,167,354	\$ 1,276,008	\$ 1,391,292	\$ 1,854,190
2000	Employee Benefits - See Other Cost Dist.	747,821	774,913	826,719	980,517
3110	Engineering & Architect Services	244,702	134,820	230,662	164,162
3190	Other Professional Services	490	52,939	218,835	268,378
4020	Central Garage Motor Pool Rent	111,902	104,798	24,349	26,085
	Replacement:	12,109			
	Oper. & Maint:	13,976			
4090	Other Transportation Expense	5,400	1,301	6,497	6,498
4091	Cell Phone Allowance	-	400	1,200	-
4410	Rental of Machinery and Equipment	1,053	2,098	2,500	2,500

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
4420 Public Facilities Cost - See Other Cost Dist.	55,860	58,043	60,169	61,487
4550 General Liability Insurance	45,199	80,417	74,617	87,119
4630 Repair/Maint. of Machinery & Equipment	-	400	-	500
4710 Special Printed Forms	439	663	1,200	1,200
4720 Printing & Binding	457	56	1,000	1,000
4990 Other Miscellaneous Expense	250	329	1,000	1,000
5100 Office Supplies	4,993	4,470	6,500	8,000
5208 Household & Institutional Supplies	-	-	500	500
5209 Protective Clothing	632	487	1,000	1,000
5211 Building Materials and Supplies	-	589	500	500
5213 Purchase/Rental - Employee Uniforms	1,088	784	1,500	1,500
5215 Small Tools & Minor Equipment	-	-	1,117	1,117
5400 Membership Dues and Subscriptions	369	942	3,870	3,870
5410 Employee Training	99	10,505	2,425	8,425
6450 Office Equipment Replacement	-	-	500	500
TOTAL	\$ 2,388,108	\$ 2,504,962	\$ 2,857,952	\$ 3,480,048

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



530 PUBLIC FACILITIES FUND
PUBLIC WORKS DEPARTMENT
1520 FACILITIES OPERATIONS DIVISION - STAFF
 590 INTERNAL SERVICES

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
1033	Facilities Maintenance Division Chief	1.00	1.00	1.00	1.00	\$ 103,353
0809	Sr. Administrative Analyst	1.00	1.00	1.00	1.00	65,052
3015	Coordinator/Facilities Maint.	1.00	1.00	1.00	1.00	77,489
3010	Foreman	1.00	1.00	1.00	1.00	65,744
3110	Master Electrician	1.00	1.00	-	-	-
3109	Electrician	1.00	1.00	1.00	1.00	68,053
3114	Plumber	1.00	1.00	1.00	1.00	51,641
0602	Administrative Assistant	1.00	1.00	1.00	1.00	57,617
3106	Carpenter	2.00	2.00	3.00	3.00	163,073
3112	Painter	1.00	1.00	1.00	1.00	44,457
3129	Repair Worker/Facilities	6.00	6.00	6.00	6.00	264,877
8888	Overtime	-	-	-	-	51,243
TOTAL FULL TIME HEADCOUNT		17.00	17.00	17.00	17.00	1,012,599
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	
0812	Analyst - P/T	1	0.75	0.75	0.75	55,464
9018	Maintenance Worker I - P/T	1	0.75	0.75	0.75	21,308
9020	Maintenance Worker II - P/T	1	0.75	0.75	0.75	23,480
TOTAL PART TIME FTE's		3	2.25	2.25	2.25	100,252
TOTAL		19.25	19.25	19.25	19.25	\$ 1,112,851

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 944,106	\$ 936,483	\$ 1,047,359	\$ 1,112,851
2000 Employee Benefits - See Other Cost Dist.	700,211	632,377	667,932	684,741
3190 Other Professional Services	3,221	-	10,500	10,500
4040 Central Garage Miscellaneous Charges	-	-	1,000	1,000
4090 Other Transportation Expense	-	3,898	-	-
4410 Rental of Machinery and Equipment	3,281	3,855	3,500	4,200
4550 General Liability Insurance	35,475	57,156	51,667	52,287
4613 Repair/Maint. - Miracle Theater	8,750	16,962	50,000	50,000
4630 Repair/Maint. of Machinery & Equipment	-	-	1,000	1,000
4990 Other Miscellaneous Expense	2,047	4,685	3,700	4,800
5100 Office Supplies	2,057	1,395	2,000	2,100
5202 Chemicals and Photographic Supplies	-	-	1,000	500

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



530 PUBLIC FACILITIES FUND
PUBLIC WORKS DEPARTMENT
1520 FACILITIES OPERATIONS DIVISION - STAFF
 590 INTERNAL SERVICES

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
5203	Drugs and Medical Supplies	-	-	200	200
5209	Protective Clothing	1,778	1,204	2,500	2,500
5211	Building Materials and Supplies	28	960	3,000	3,000
5213	Purchase/Rental - Employee Uniforms	4,195	2,939	5,000	5,000
5215	Small Tools & Minor Equipment	-	-	6,000	4,910
5217	Operating Equipment Repair Parts	-	-	500	500
5400	Membership Dues and Subscriptions	-	-	785	475
5401	Software Subscriptions & Maintenance	4,399	4,399	4,400	4,400
5410	Employee Training	-	-	2,000	2,000
TOTAL		\$ 1,709,548	\$ 1,666,313	\$ 1,864,043	\$ 1,946,964

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



530 PUBLIC FACILITIES FUND
PUBLIC WORKS DEPARTMENT
2000 FACILITIES OPERATIONS DIVISION - OPERATING
590 INTERNAL SERVICES

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
3190	Other Professional Services	\$ -	\$ -	\$ -	\$ 100,000
3410	Laundry & Sanitation Services	15,067	19,218	21,965	21,965
3420	Custodial & Janitorial Services	1,240,566	1,217,601	1,366,935	1,366,935
4310	Electric Utility Service	1,689,163	1,701,260	1,940,271	2,040,271
4330	Heating & Cooking Fuel	15,031	17,004	17,640	17,640
4350	Water & Sewer Utility Service	612,308	745,980	780,000	780,000
4410	Rental of Machinery and Equipment	484	16,443	10,881	5,000
4610	Repair/Maint. of Bldgs & Improvements	1,509,583	1,372,728	1,519,560	1,385,060
4630	Repair/Maint. of Machinery & Equipment	-	-	1,000	1,000
4940	Taxes & License Fees Paid	-	750	4,000	4,000
5211	Building Materials and Supplies	115,930	141,789	296,119	322,000
5218	Installed Building Equipt. Repair Parts	16,203	30,654	55,400	75,400
6430	Equipment Repair/Replacement	-	-	22,000	22,000
6435	Fire Hydrant Replacements	16,911	47,759	40,000	40,000
TOTAL		\$ 5,231,246	\$ 5,311,186	\$ 6,075,771	\$ 6,181,271



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**CITY OF CORAL GABLES, FLORIDA
2019-2020 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				
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET SALARIES	
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
1015	Project Engineer	1.00	1.00	1.00	1.00	\$ 101,023
1030	Project Architect	1.00	1.00	1.00	1.00	86,838
3204	Equipment Operator II/Sanitary	2.00	2.00	2.00	2.00	108,095
3126	Repair Worker/Sanitary	1.00	1.00	1.00	1.00	53,324
3201	Equipment Operator I	1.00	1.00	1.00	1.00	38,043
0012	Clerical Assistant II	1.00	1.00	1.00	1.00	40,601
8888	Overtime	-	-	-	-	30,000
TOTAL FULL TIME HEADCOUNT		7.00	7.00	7.00	7.00	457,924
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
9008	Service/Maintenance - P/T	1	0.75	0.75	0.75	19,812
9003	Engineering Aide - P/T	1	0.75	0.75	0.75	23,418
TOTAL PART TIME FTE's		2	1.50	1.50	1.50	43,230
TOTAL			8.50	8.50	8.50	\$ 501,154

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 430,684	\$ 456,445	\$ 512,133	\$ 501,154
2000	Employee Benefits - See Other Cost Dist.	350,084	302,685	309,898	307,488
3110	Engineering & Architect Services	95,057	150,090	171,382	110,000
3170	Mgmt & Staff Interdept'l Charge	391,769	384,659	391,785	406,715
3190	Other Professional Services	-	100,967	59,808	50,000
3200	Accounting & Auditing Services	52,834	56,157	50,000	50,000
4020	Central Garage Motor Pool Rent	128,386	128,749	128,749	128,749
	Replacement:	60,500			
	Oper. & Maint:	68,249			
4370	Waste Disposal Service	1,422	1,608	7,000	6,000
4420	Public Facilities Cost - See Other Cost Dist.	36,151	37,563	38,939	39,792
4550	General Liability Insurance	17,112	27,203	25,264	23,547
4610	Repair/Maint. of Bldgs & Improvements	85,989	77,901	264,563	213,995
4630	Repair/Maint. of Machinery & Equipment	500	485	500	500
4940	Taxes & License Fees Paid	7,789	7,844	10,000	10,000
4990	Other Miscellaneous Expense	4,128	4,922	4,600	5,600
5100	Office Supplies	260	1,199	1,000	1,000
5202	Chemicals and Photographic Supplies	4,242	-	4,500	4,500

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5204 Cleaning & Janitorial Supplies	-	-	200	200
5207 Motor Fuel and Lubricants	-	-	200	200
5209 Protective Clothing	1,762	490	2,000	2,000
5211 Building Materials and Supplies	-	2,626	3,000	3,000
5213 Purchase/Rental - Employee Uniforms	524	711	2,200	2,200
5215 Small Tools & Minor Equipment	258	-	2,500	2,500
5217 Operating Equipment Repair Parts	629	-	500	500
5400 Membership Dues and Subscriptions	950	1,549	1,800	1,800
5410 Employee Training	966	736	1,300	1,300
9901 Return on Investment	-	251,600	254,640	196,800
TOTAL	<u>\$ 1,611,496</u>	<u>\$ 1,996,189</u>	<u>\$ 2,248,461</u>	<u>\$ 2,069,540</u>

**CITY OF CORAL GABLES, FLORIDA
2019-2020 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				
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
FULL TIME POSITIONS						
3122	Utilities & ROW Division Chief	1.00	1.00	1.00	1.00	\$ 131,431
3124	Utilities Superintendent	1.00	1.00	1.00	1.00	80,855
3109	Electrician	1.00	1.00	1.00	1.00	61,696
3118	Sewer Maintenance Mechanic	2.00	2.00	2.00	2.00	130,129
3121	Sewer Line Technician II	1.00	1.00	1.00	1.00	49,978
3204	Equipment Operator II/Sanitary	2.00	2.00	2.00	2.00	123,759
3126	Repair Worker/Sanitary	4.00	4.00	4.00	4.00	169,948
8888	Overtime	-	-	-	-	76,000
TOTAL FULL TIME HEADCOUNT		12.00	12.00	12.00	12.00	823,796
PART TIME POSITIONS						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
3113	Electrician - P/T	1	-	-	-	0.75
9008	Service/Maintenance - P/T	1	0.75	0.75	0.75	19,812
9006	Clerical Aide - P/T	1	0.75	0.75	0.75	23,518
TOTAL PART TIME FTE's		3	1.50	1.50	1.50	118,730
TOTAL		13.50	13.50	13.50	14.25	\$ 942,526

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 667,036	\$ 798,315	\$ 834,413	\$ 942,526
2000	Employee Benefits - See Other Cost Dist.	520,236	506,874	494,125	520,702
3110	Engineering & Architect Services	24,770	24,830	30,000	30,000
3170	Mgmt & Staff Interdept'l Charge	901,937	880,028	901,963	939,288
3190	Other Professional Services	19,883	19,070	33,031	30,000
3200	Accounting & Auditing Services	69,106	70,723	67,000	67,000
4010	Travel Expense	2,873	-	2,500	2,500
4020	Central Garage Motor Pool Rent	321,233	305,602	305,602	305,602
	Replacement:	129,503			
	Oper. & Maint:	176,099			
4090	Other Transportation Expense	-	3,897	4,000	3,898
4091	Cell Phone Allowance	-	-	1,200	1,200
4350	Water & Sewer Utility Service	1,753	1,594	1,735	2,000
4370	Waste Disposal Service	4,836,315	2,616,913	4,024,059	3,004,996
4410	Rental of Machinery and Equipment	-	-	2,000	2,000
4420	Public Facilities Cost - See Other Cost Dist.	360,006	374,072	387,770	396,266
4550	General Liability Insurance	26,593	44,005	41,163	44,284

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
4610	Repair/Maint. of Bldgs & Improvements	13,005	8,497	15,000	45,000
4630	Repair/Maint. of Machinery & Equipment	20,199	35,061	28,000	28,000
4720	Printing & Binding	46	488	1,500	1,500
4940	Taxes & License Fees Paid	1,733	1,010	3,000	3,000
4990	Other Miscellaneous Expense	6,225	11,175	11,300	17,500
5100	Office Supplies	522	1,170	1,200	1,200
5202	Chemicals and Photographic Supplies	18,469	5,809	16,000	20,000
5204	Cleaning & Janitorial Supplies	-	-	1,000	1,000
5207	Motor Fuel and Lubricants	4,462	3,805	9,500	7,000
5209	Protective Clothing	4,492	5,118	6,000	6,000
5211	Building Materials and Supplies	5,758	9,712	13,000	13,000
5213	Purchase/Rental - Employee Uniforms	2,837	3,834	3,300	4,000
5215	Small Tools & Minor Equipment	389	873	8,000	7,500
5216	Motor Equipment Repair Parts	-	-	2,000	2,000
5217	Operating Equipment Repair Parts	44,816	82,008	50,000	60,000
5218	Installed Building Equipt. Repair Parts	-	4,994	6,000	6,000
5400	Membership Dues and Subscriptions	876	516	925	925
5410	Employee Training	4,999	4,558	5,000	6,000
7100	Debt Service - Principal	(345,000)	(355,000)	-	-
9901	Return on Investment	-	956,832	992,496	773,064
TOTAL		\$ 7,535,569	\$ 6,426,383	\$ 8,303,782	\$ 7,294,951

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND

PUBLIC WORKS DEPARTMENT

1550 R.O.W. ENFORCEMENT & MAINT DIVISION

541 ROAD & STREET MAINTENANCE

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
FULL TIME POSITIONS						
1046	Sr. Project Manager	-	-	1.00	1.00	\$ 95,000
1017	Civil Engineer	1.00	1.00	-	0.00	-
1018	CAD/GIS Engineer	1.00	1.00	1.00	1.00	81,808
3016	Coordinator - R.O.W.	1.00	1.00	1.00	1.00	73,255
3205	Equipment Operator III	1.00	1.00	1.00	1.00	55,233
3203	Equipment Operator II	3.00	3.00	3.00	3.00	169,820
3201	Equipment Operator I	1.00	1.00	1.00	1.00	40,938
3006	Maintenance Worker II - PW R.O.W.	1.00	1.00	1.00	1.00	35,769
8888	Overtime	-	-	-	-	17,000
TOTAL		9.00	9.00	9.00	9.00	\$ 568,823

EXPENDITURE DETAIL

		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
1000	Salaries	\$ 448,783	\$ 530,220	\$ 545,111	\$ 568,823
2000	Employee Benefits - See Other Cost Dist.	382,473	375,167	389,230	405,148
3190	Other Professional Services	875	-	167,300	44,250
4020	Central Garage Motor Pool Rent	572,313	537,204	837,668	831,813
	Replacement: 122,000				
	Oper. & Maint: 709,813				
4040	Central Garage Miscellaneous Charges	-	-	1,000	1,000
4370	Waste Disposal Service	2,581	2,084	7,000	7,000
4420	Public Facilities Cost - See Other Cost Dist.	1,597,796	1,660,219	1,721,014	1,758,723
4550	General Liability Insurance	18,623	27,626	26,891	26,726
4610	Repair/Maint. of Bldgs & Improvements	23,752	21,469	25,000	25,000
4630	Repair/Maint. of Machinery & Equipment	194	-	1,000	1,000
4710	Special Printed Forms	-	-	300	300
4720	Printing & Binding	-	-	300	300
5100	Office Supplies	992	959	1,000	1,000
5202	Chemicals and Photographic Supplies	762	-	1,500	1,500
5207	Motor Fuel and Lubricants	-	20	400	400
5209	Protective Clothing	1,684	2,492	3,000	3,000
5211	Building Materials and Supplies	14,315	20,548	28,000	28,000
5213	Purchase/Rental - Employee Uniforms	2,800	2,997	4,000	4,000
5215	Small Tools & Minor Equipment	933	876	2,000	2,000

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND

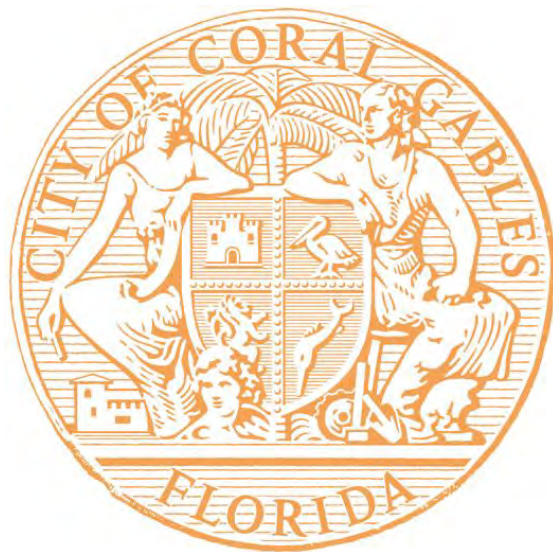
PUBLIC WORKS DEPARTMENT

1550 R.O.W. ENFORCEMENT & MAINT DIVISION

541 ROAD & STREET MAINTENANCE

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
5216 Motor Equipment Repair Parts	-	-	2,500	2,500
5217 Operating Equipment Repair Parts	-	3,325	2,000	42,000
5218 Installed Building Equipt. Repair Parts	-	-	1,562	1,562
5219 Other Repair & Maintenance Supplies	1,339	851	1,500	1,500
6440 Equipment Additions	-	-	-	4,052
TOTAL	\$ 3,070,215	\$ 3,186,057	\$ 3,769,276	\$ 3,761,597



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**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
1555 SIGN SHOP
545 ROAD & STREET MAINTENANCE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				SALARIES
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET	
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
3102	Maint. Repair Wrkr - Lead	1.00	1.00	1.00	1.00	\$ 69,790
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	43,650
TOTAL FULL TIME HEADCOUNT		2.00	2.00	2.00	2.00	113,440
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	
9017	Maintenance Worker II - Sign Shop - P/T	1	0.75	0.75	0.75	22,945
TOTAL PART TIME FTE's		1	0.75	0.75	0.75	22,945
TOTAL		2.75	2.75	2.75	2.75	\$ 136,385

EXPENDITURE DETAIL

		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
1000	Salaries	\$ 148,907	\$ 122,912	\$ 128,629	\$ 136,385
2000	Employee Benefits - See Other Cost Dist.	132,996	110,603	85,025	87,112
3190	Other Professional Services	-	-	2,242	2,242
4020	Central Garage Motor Pool Rent	27,856	26,062	21,869	22,136
	Replacement: 5,070				
	Oper. & Maint: 17,066				
4410	Rental of Machinery and Equipment	-	-	250	250
4420	Public Facilities Cost - See Other Cost Dist.	40,668	42,257	43,804	44,764
4550	General Liability Insurance	5,710	9,183	6,345	6,408
4630	Repair/Maint. of Machinery & Equipment	339	-	600	400
5100	Office Supplies	200	200	200	200
5204	Cleaning & Janitorial Supplies	924	800	600	800
5209	Protective Clothing	274	450	450	450
5211	Building Materials and Supplies	9,288	6,667	19,250	19,250
5213	Purchase/Rental - Employee Uniforms	498	1,000	1,000	1,000
5215	Small Tools & Minor Equipment	1,172	1,301	1,500	1,500
5217	Operating Equipment Repair Parts	1,500	-	1,500	1,500
TOTAL		\$ 370,332	\$ 321,435	\$ 313,264	\$ 324,397

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
4020	Asst Public Works Dir for Fleet Mgmt	1.00	1.00	1.00	1.00	\$ 142,128
0327	Automotive Coordinator - Trolley	1.00	1.00	1.00	1.00	68,547
4018	Automotive Coordinator	2.00	2.00	2.00	2.00	174,319
4017	Fleet Analyst	1.00	1.00	1.00	1.00	54,353
4016	Welder Mechanic Foreman	1.00	1.00	1.00	1.00	51,555
4015	Welder Mechanic II	1.00	-	-	-	-
4012	Sr. Auto Body Worker	1.00	1.00	1.00	1.00	73,241
4011	Automotive Body Worker	1.00	1.00	1.00	1.00	63,284
4005	Sr. Automotive Mechanic - Trolley	-	-	2.00	2.00	135,444
4007	Senior Automotive Mechanic	6.00	6.00	4.00	4.00	251,166
4008	Fire Equipment Mechanic II	1.00	1.00	1.00	1.00	59,222
4006	Automotive Mechanic	5.00	6.00	6.00	6.00	320,838
0602	Administrative Assistant	1.00	1.00	1.00	1.00	49,698
8888	Overtime	-	-	-	-	15,000
TOTAL FULL TIME HEADCOUNT		22.00	22.00	22.00	22.00	1,458,795
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	
4001	Automotive Mechanic - P/T	2	1.50	1.50	1.50	68,503
TOTAL PART TIME FTE's		2	1.50	1.50	1.50	68,503
TOTAL		23.50	23.50	23.50	23.50	\$ 1,527,298

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,364,007	\$ 1,329,557	\$ 1,456,894	\$ 1,527,298
2000	Employee Benefits - See Other Cost Dist.	928,444	851,397	928,853	969,466
3190	Other Professional Services	-	-	61,000	77,525
4090	Other Transportation Expense	5,400	6,047	6,497	6,497
4091	Cell Phone Allowance	-	1,000	-	-
4370	Waste Disposal Service	6,679	5,139	9,000	7,000
4410	Rental of Machinery and Equipment	6,221	7,445	14,255	14,400
4450	Lease Equipment	79,200	58,736	80,000	93,200
4550	General Liability Insurance	49,404	78,712	71,870	71,760
4620	Repair and Maint. of Office Equipment	-	-	500	500
4630	Repair/Maint. of Machinery & Equipment	11,675	28,171	7,100	9,000
4691	Commercial Garages	145,358	165,100	154,000	145,500
4710	Special Printed Forms	1,069	381	1,200	1,200

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
4940 Taxes & License Fees Paid	13,192	14,747	15,000	16,000
4990 Other Miscellaneous Expense	6,478	7,961	4,000	4,000
5100 Office Supplies	315	4,165	7,000	5,000
5207 Motor Fuel and Lubricants	1,059,288	1,251,817	1,268,131	1,259,696
5208 Household & Institutional Supplies	-	-	500	-
5209 Protective Clothing	2,025	2,523	4,000	3,000
5213 Purchase/Rental - Employee Uniforms	8,929	7,640	7,000	8,500
5214 Uniform Allowance	-	47	500	500
5215 Small Tools & Minor Equipment	8,795	8,512	15,700	14,000
5216 Motor Equipment Repair Parts	1,267,026	1,172,883	1,050,000	1,075,000
5219 Other Repair & Maintenance Supplies	8,000	9,710	9,000	10,000
5220 Motor Oil and Other Lubricants	30,167	25,885	37,000	30,000
5400 Membership Dues and Subscriptions	1,148	998	2,020	2,000
5410 Employee Training	5,898	5,187	10,585	10,795
6410 Motor Equipment Replacements in Fleet	2,684,273	3,552,275	5,495,051	3,668,910
6430 Equipment Repair/Replacement	-	-	15,100	15,100
6440 Equipment Additions	17,640	116,097	434,600	27,400
6450 Office Equipment Replacement	-	-	800	1,200
6470 Other Equipment Replacements	279,907	31,117	81,283	-
6480 Other Equipment Additions	68,909	-	-	-
TOTAL	\$ 8,059,447	\$ 8,743,249	\$ 11,248,439	\$ 9,074,447

**CITY OF CORAL GABLES, FLORIDA
2019-2020 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				
		2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0633	Ass't Pub Wrks Dir for Sanitation	1.00	1.00	1.00	1.00	\$ 133,236
2115	Lead Sanitation Division Coord.	1.00	1.00	1.00	1.00	77,149
0810	Administrative Analyst	-	-	1.00	1.00	62,840
0999	PW Inspector II for ROW & Sanitation	-	-	1.00	1.00	79,146
2107	Sanitation Coordinator	3.00	3.00	3.00	3.00	213,717
2106	Sanitation Operator III	2.00	2.00	2.00	2.00	117,842
2112	Sanitation Crane Operator	7.00	7.00	7.00	7.00	405,030
2105	Sanitation Operator II	8.00	8.00	8.00	8.00	449,435
2104	Sanitation Operator I	14.00	14.00	13.00	13.00	711,498
2101	Sanitation Worker	40.00	40.00	39.00	39.00	1,612,381
8888	Overtime	-	-	-	-	25,000
9999	Holiday Pay	-	-	-	-	120,000
TOTAL		76.00	76.00	76.00	76.00	\$ 4,007,274

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 3,378,893	\$ 3,459,431	\$ 3,848,537	\$ 4,007,274
2000	Employee Benefits - See Other Cost Dist.	3,013,111	2,940,231	3,108,578	3,076,595
3190	Other Professional Services	-	9,151	113,940	3,940
4020	Central Garage Motor Pool Rent	1,993,215	1,871,280	2,409,040	2,452,982
	Replacement: 623,902				
	Oper. & Maint: 1,829,080				
4090	Other Transportation Expense	-	-	-	6,498
4370	Waste Disposal Service	1,946,375	1,972,802	2,246,371	2,094,853
4420	Public Facilities Cost - See Other Cost Dist.	27,621	28,701	29,752	30,404
4550	General Liability Insurance	123,146	196,447	187,502	188,279
4630	Repair/Maint. of Machinery & Equipment	-	-	500	500
5100	Office Supplies	1,029	1,033	1,035	3,000
5204	Cleaning & Janitorial Supplies	322	251	400	400
5208	Household & Institutional Supplies	3,146	2,847	3,000	6,800
5209	Protective Clothing	19,647	21,110	27,500	39,800
5211	Building Materials and Supplies	11,618	6,869	14,356	-
5213	Purchase/Rental - Employee Uniforms	27,058	25,035	27,276	30,000
5214	Uniform Allowance	-	-	100	-
5215	Small Tools & Minor Equipment	20,478	20,617	18,000	36,000
5217	Operating Equipment Repair Parts	-	7,304	7,615	3,000

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
5400	Membership Dues and Subscriptions	131	-	900	2,100
5410	Employee Training	-	-	3,000	5,100
6430	Equipment Repair/Replacement	-	-	430,000	-
6440	Equipment Additions	-	-	70,000	-
TOTAL		\$ 10,565,790	\$ 10,563,109	\$ 12,547,402	\$ 11,987,525

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
2015	PW Asst Dir for Landscape Serv	1.00	1.00	1.00	1.00	\$ 139,391
3014	Landscape Architect	1.00	1.00	1.00	1.00	90,674
2012	Landscape Services Division Supt.	1.00	1.00	1.00	1.00	91,586
3012	Coordinator/Landscape	2.00	2.00	2.00	2.00	141,917
3009	Irrigation Foreman	1.00	1.00	1.00	1.00	74,181
2008	Horticulturist	-	1.00	1.00	1.00	51,080
3019	Foreman/Landscape	3.00	3.00	3.00	3.00	169,419
0602	Administrative Assistant	1.00	1.00	1.00	1.00	65,140
0106	Accounting Specialist	-	-	1.00	1.00	61,740
3205	Equipment Operator III	1.00	1.00	1.00	1.00	49,996
3203	Equipment Operator II	3.00	3.00	3.00	3.00	115,060
3201	Equipment Operator I	3.00	2.00	1.00	1.00	54,664
3128	Repair Worker/Irrigation	1.00	1.00	1.00	1.00	54,664
3100	Maint Repair Worker/Irrigation	-	-	1.00	1.00	34,518
0012	Clerical Assistant II	2.00	2.00	1.00	1.00	54,661
3005	Maintenance Worker II	6.00	6.00	6.00	6.00	224,701
3004	Maintenance Worker I	1.00	1.00	1.00	1.00	30,261
8888	Overtime	-	-	-	-	52,000
TOTAL FULL TIME HEADCOUNT		27.00	27.00	27.00	27.00	1,555,653
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
9018	Maintenance Worker I - P/T	2	1.50	1.50	-	-
3007	Water Truck Operator - P/T	1	-	-	0.75	0.75
9023	Waterways Maintenance Coord	1	-	-	0.75	0.75
2013	Foreman - P/T	1	-	-	0.75	0.75
9022	Maintenance Repair Worker - P/T	1	-	-	0.75	0.75
TOTAL PART TIME FTE's		6	1.50	1.50	3.00	3.00
TOTAL			28.50	28.50	30.00	\$ 1,743,795

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,356,856	\$ 1,479,359	\$ 1,714,291	\$ 1,743,795
2000	Employee Benefits - See Other Cost Dist.	1,067,448	1,100,611	1,134,351	1,164,797
3190	Other Professional Services	1,628,547	1,733,704	1,950,559	2,335,559
3196	Million Orchid Project	-	13,482	30,000	15,000
4020	Central Garage Motor Pool Rent	588,023	556,911	524,490	534,922
	Replacement: 139,721				
	Oper. & Maint: 395,201				
4090	Other Transportation Expense	2,700	3,673	3,898	3,899
4350	Water & Sewer Utility Service	2,073	1,469	3,500	3,500
4410	Rental of Machinery and Equipment	5,639	5,616	5,801	5,801
4420	Public Facilities Cost - See Other Cost Dist.	756,992	786,567	815,370	833,236

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



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

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
4550 General Liability Insurance	51,228	85,609	84,568	81,932
4610 Repair/Maint. of Bldgs & Improvements	10,696	-	17,780	-
4620 Repair and Maint. of Office Equipment	-	-	200	-
4630 Repair/Maint. of Machinery & Equipment	946	-	500	-
4990 Other Miscellaneous Expense	1,004	1,771	4,000	3,000
5100 Office Supplies	5,621	4,929	4,800	4,800
5201 Agricultural Supplies	141,839	221,270	135,164	136,914
5204 Cleaning & Janitorial Supplies	108	512	1,000	1,000
5208 Household & Institutional Supplies	2,083	2,828	3,700	2,650
5209 Protective Clothing	6,036	2,973	4,500	4,500
5211 Building Materials and Supplies	22,085	28,455	29,750	29,750
5213 Purchase/Rental - Employee Uniforms	10,940	9,175	9,355	9,355
5214 Uniform Allowance	-	-	50	-
5215 Small Tools & Minor Equipment	27,116	61,835	20,000	20,000
5400 Membership Dues and Subscriptions	2,086	1,630	2,445	2,445
5410 Employee Training	903	2,578	1,500	1,500
6440 Equipment Additions	-	-	-	36,000
TOTAL	\$ 5,690,969	\$ 6,104,957	\$ 6,501,572	\$ 6,974,355



Action Plan Worksheet 2020

Action Plan Owner: Hermes Diaz, Public Works Director

Action Plan Name: 4.2-2 Reduce usage rates of electricity, fuel, and water

Strategic plan alignment

- Goal 4 – Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources
 - Objective 4.2 – Increase the efficiency of key resource utilization processes
 - 4.2-2 Increase the efficiency rates of electricity by 6%, fuel by 13%, and water by 12% by 2022 from 2019 levels in accordance with the Sustainability Management Plan

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

What must be done	By When	How will it be evident
Purchase seven self-loading vehicles for trash collection	09/30/22	7 self-loaders will be put into service
Replace 15 gas/diesel vehicles with electric vehicles	09/30/22	60% of City administrative fleet will be comprised of electric vehicles
Develop and implement fuel efficiency SOP for operators for each vehicle type, as necessary	09/30/20	SOP distributed to all department directors
Replace existing light fixtures in facilities with LED	09/30/20	Project completion report
Convert city-owned street lights to LED	09/30/20	Project completion report
Convert FPL-owned lights to LED (phased approach based on cost savings)	09/30/22	Project completion report
Install Solar PV system on a City Facility (Youth Center and/or Public Works Maintenance Facility)	09/30/22	System is functioning and offsetting electricity use
Convert all city water meters to smart meters	09/30/22	All water accounts (295) viewable real time with notifications of break in line, etc.
Install low flow flushometers	09/30/22	Replaced as older equipment fails (ongoing)
Install low flow urinals	09/30/22	Replaced as older equipment fails (ongoing)
Install bottle refill drinking fountains	09/30/20	Installed in all facilities

Resource requirements (what do we need to succeed?)

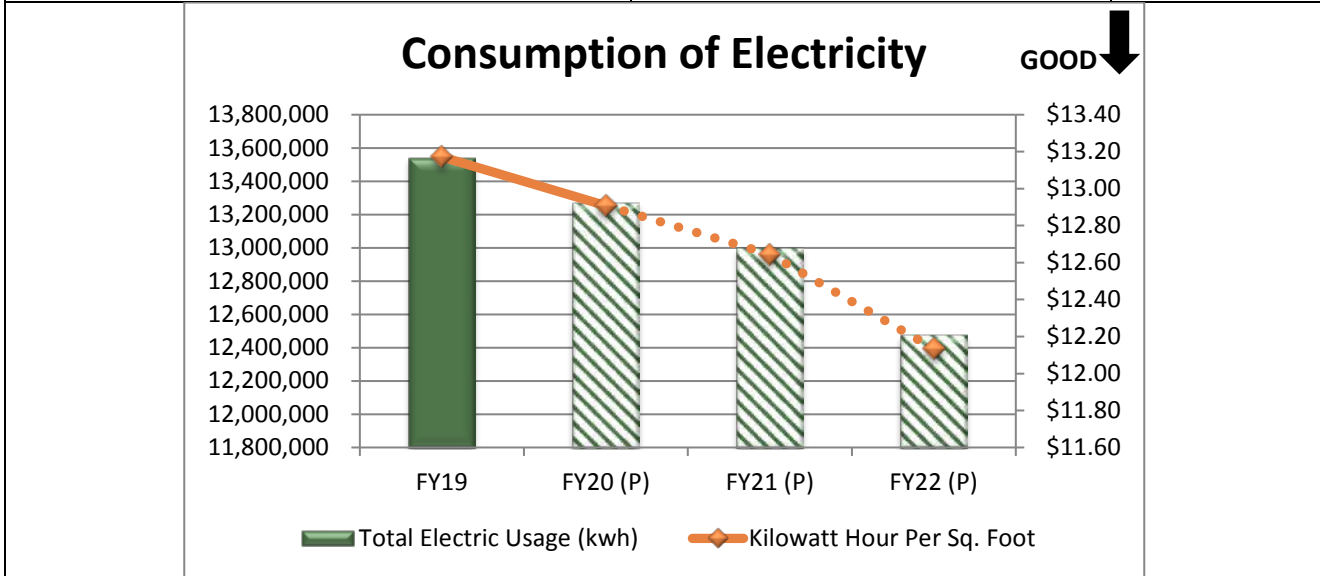
- \$100,000 to convert City water meters to smart meters – funded from existing CIP funds



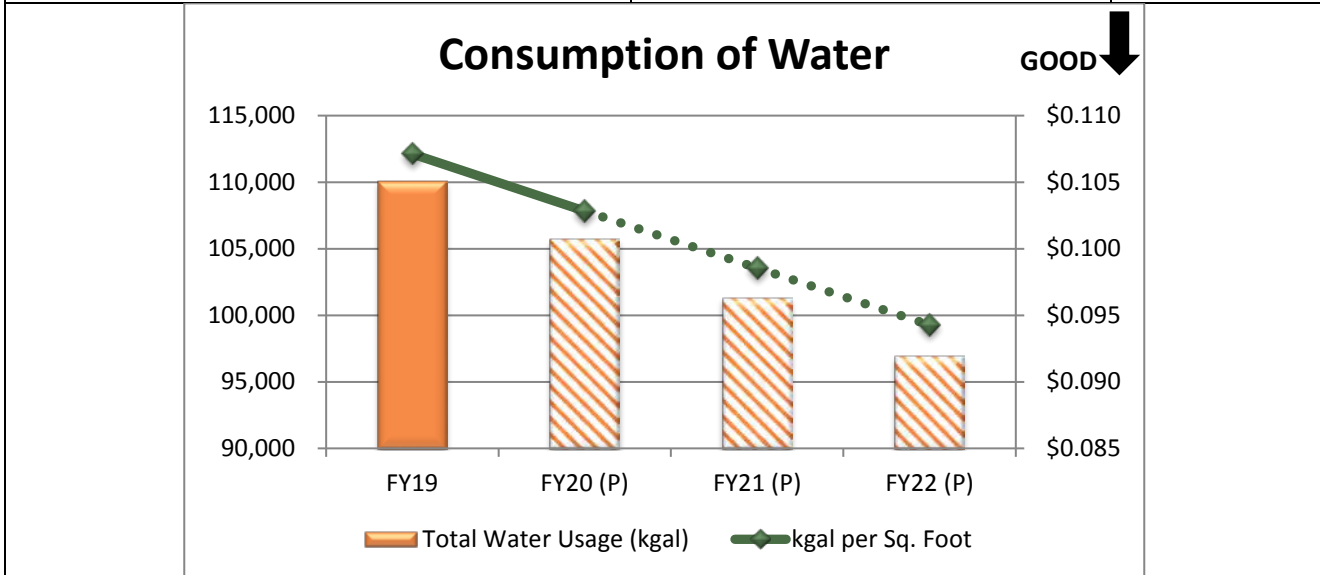
Action Plan Worksheet 2020

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

Measure	Target	Date
Electricity Consumption (kWh)	13,539,065 (kWh)	09/30/19
	2% below 2019 levels	09/30/20
	4% below 2019 levels	09/30/21
	6% below 2019 levels	09/30/22



Water Consumption (kgal)	110,105 (kgal)	09/30/19
	4% below 2019 levels	09/30/20
	8% below 2019 levels	09/30/21
	12% below 2019 levels	09/30/22

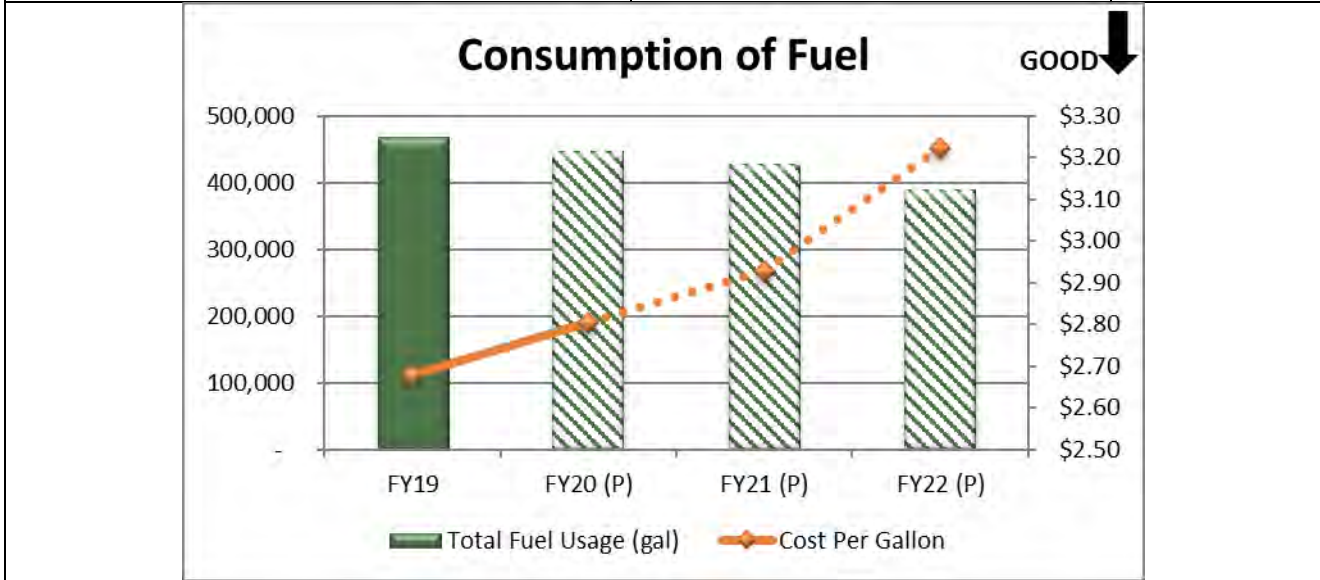




Action Plan Worksheet 2020

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

Measure	Target	Date
Fuel Consumption (gal)	467,375 (gal)	09/30/19
	4.5% below 2019 levels	09/30/20
	8.5% below 2019 levels	09/30/21
	13% below 2019 levels	09/30/22



Frequency & venue of review:

- Monthly review with Department Director
- Quarterly progress reports to the Assistant City Manager
- Annual review with City Manager and communication 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
Public Works	Reduction in maintenance costs and staff time	None
All City Facilities	Decreased Energy and Water Consumption	None
City Fleet	Decreased fuel Consumption	Higher acquisition cost, higher depreciation rate
City Commission	Decreased energy and utility cost means increased levels of funding available for other projects/programs	None
Residents (lighting)	Will feel safer in their neighborhood; promote physical activity after dark	None



Action Plan Worksheet 2020

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

Benefits

- Reduce the City's gasoline and diesel fuel use (implement electric vehicle fleet and charging stations; identify underutilized fleet; etc.). These projects are expected to produce about \$300,000 in discounted net benefits through 2025.
- Reduce electricity consumption (high efficiency lighting upgrades; renewable energy projects; utility management and controls; etc.). These projects are forecasted to yield a discounted net benefit of over \$2 million through 2025, while exceeding the energy reduction goal.
- Reduce water consumption (convert all city water meters to smart meters; evaluate rainwater harvesting/non-potable water irrigation source; install low flow fixtures, etc.). These projects are forecasted to net more than \$250,000 of savings through 2025, while exceeding the water reduction goal.

Costs:

- \$100,000 to convert City water meters to smart meters



Action Plan Worksheet 2020

Action Plan Owner: Hermes Diaz, Public Works Director

Action Plan Name: 5.3-1 Sidewalk and Bicycle Construction

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 5.3 – Increase active living opportunities within the city
 - 5.3-1 – Construct 20 miles of sidewalks and 5.25 miles of bicycle paths by 2022
- Goal 1 – Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Objective 1.1 – Attain world-class performance levels in providing personalized services that build relationships and create a sense of community by 2022
 - 1.1-3 – Increase the percentage of geographic areas served by parks, playgrounds, or facilities (accessible and safe walking distance) to 85 % by 2022
 - Objective 1.3 – Improve mobility, transportation safety, and the pedestrian experience throughout the city.
 - 1.3-2 – Decrease single occupancy vehicle (SOV) trips within the city by 4.75% by 2022
 - 1.3-4 – Decrease incidence of pedestrian accidents, injuries, and falls by 16% by 2022

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

What must be done	By When	How will it be evident
Conduct 9 community meetings for sidewalks	05/31/21	Meetings will be conducted with documented attendance
Conduct 8 community meetings for bike lanes	05/31/21	Meetings will be conducted with documented attendance
Develop 9 plans for sidewalk construction	10/30/21	Plans will be permitted
Develop plans for bike lane construction	10/30/21	Plans will be permitted
Construct sidewalks	10/30/22	Construction will be completed
Construct bike lanes	10/30/22	Construction will be completed
Develop maintenance plan for sidewalks in an effort to reduce pedestrian accidents	Annually	Report will be completed
Repair sidewalks	Annually	Construction will be completed

Resource requirements (what do we need to succeed?)

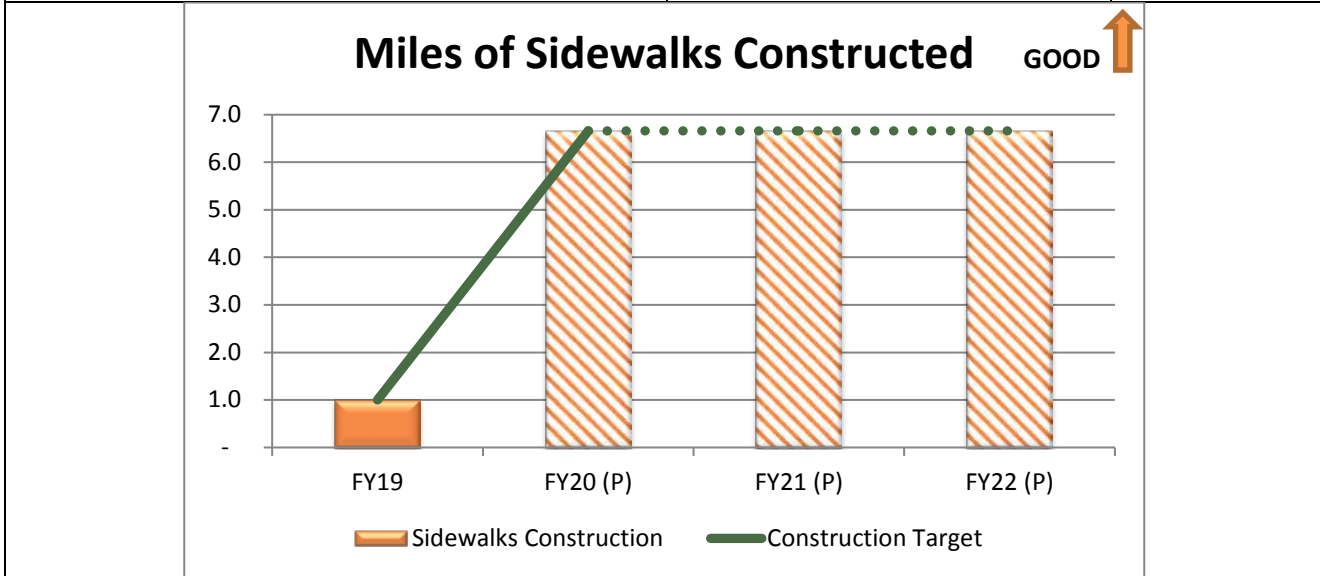
- \$3,560,000 in Capital Improvement Plan funding to design and construct sidewalks and bicycle infrastructure



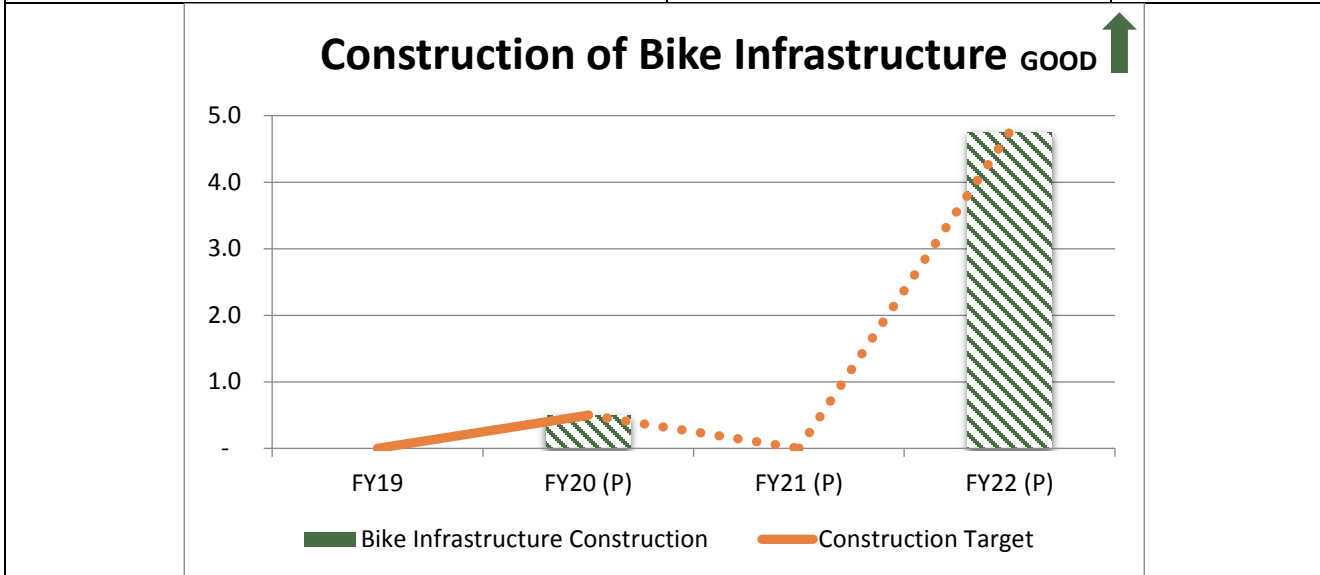
Action Plan Worksheet 2020

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

Measure	Target	Date
Construction of sidewalks	1 mile	09/30/19
	6.67 miles	09/30/20
	6.67 miles	09/30/21
	6.67 miles	09/30/22



Construction of bike infrastructure	0 miles	09/30/19
	0.5 miles	09/30/20
	0 miles	09/30/21
	4.75 miles	09/30/22



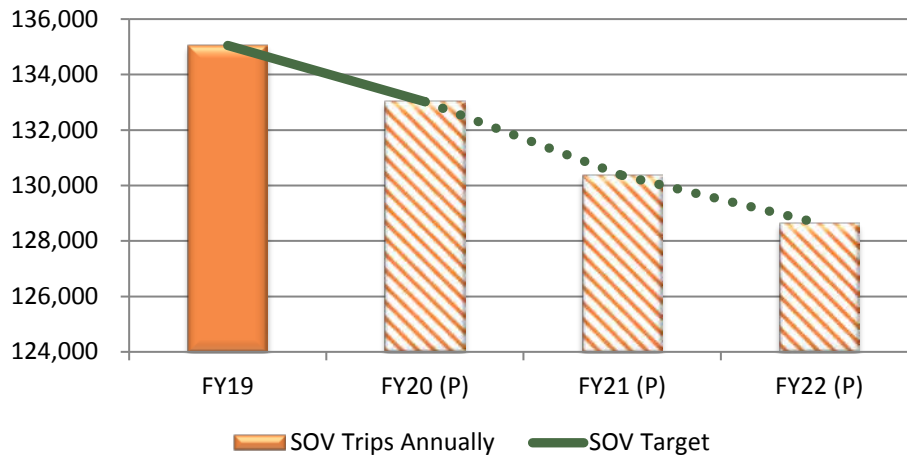


Action Plan Worksheet 2020

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

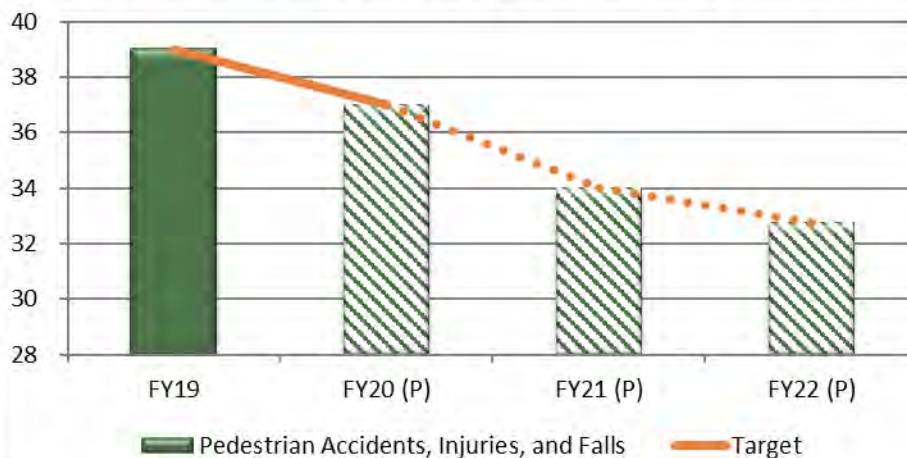
Measure	Target	Date
Decrease SOV trips within the city by 4.75% by 2022	135,050,000 annual trips Decrease FY 2019 by 4.75%	09/30/19 09/30/22

Single Occupancy Vehicle (SOV) Trips GOOD ↓



Decrease incidence of pedestrian accidents, injuries, and falls by 16% by 2022	39 incidents Decrease FY 2019 by 16%	09/30/19 09/30/22
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Pedestrian Accidents, Injuries & Falls GOOD ↓





Action Plan Worksheet 2020

Frequency & venue of review:

- Semi-Annual review with 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
Adjacent property owners	Safe accessible transportation options; increased physical activity, decreased traffic in neighborhoods, increased property values	Upset that people are walking and biking in front of houses; maintenance
Park users	Access to parks provided	N/A
Disabled community	Better access to parks	N/A

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

Benefits:

- None

Costs:

- \$3,560,000 to construct sidewalks and bicycle infrastructure over three years



Action Plan Worksheet 2020

Action Plan Owner: Hermes Diaz, Public Works Director

Action Plan Name: 6.1-2 – Fleet operational readiness

Strategic plan alignment

- Goal – Maintaining fleet operational availability rate of 90% based on type of vehicle.

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

What must be done	By When	How will it be evident
Develop with IT staff assistance, a template for monthly reporting of fleet readiness by equipment classification to user department heads	01/31/20	Report templates will be completed
Evaluation and adjustment of appropriate life-cycles for critical equipment prior to each year’s budget cycle for prioritizing annual fleet purchases with the objective of reducing the equipment downtime and the overall cradle to grave cost of the fleet	01/31/20	Evaluation report will be completed and budgeted as appropriate
Evaluation and adjustment of appropriate life-cycles for critical equipment prior to each year’s budget cycle for prioritizing annual fleet purchases with the objective of reducing the equipment downtime and the overall cradle to grave cost of the fleet	01/31/21	Evaluation report will be completed and budgeted as appropriate
Evaluation and adjustment of appropriate life-cycles for critical equipment prior to each year’s budget cycle for prioritizing annual fleet purchases with the objective of reducing the equipment downtime and the overall cradle to grave cost of the fleet	01/31/22	Evaluation report will be completed and budgeted as appropriate

Resource requirements (what do we need to succeed?)

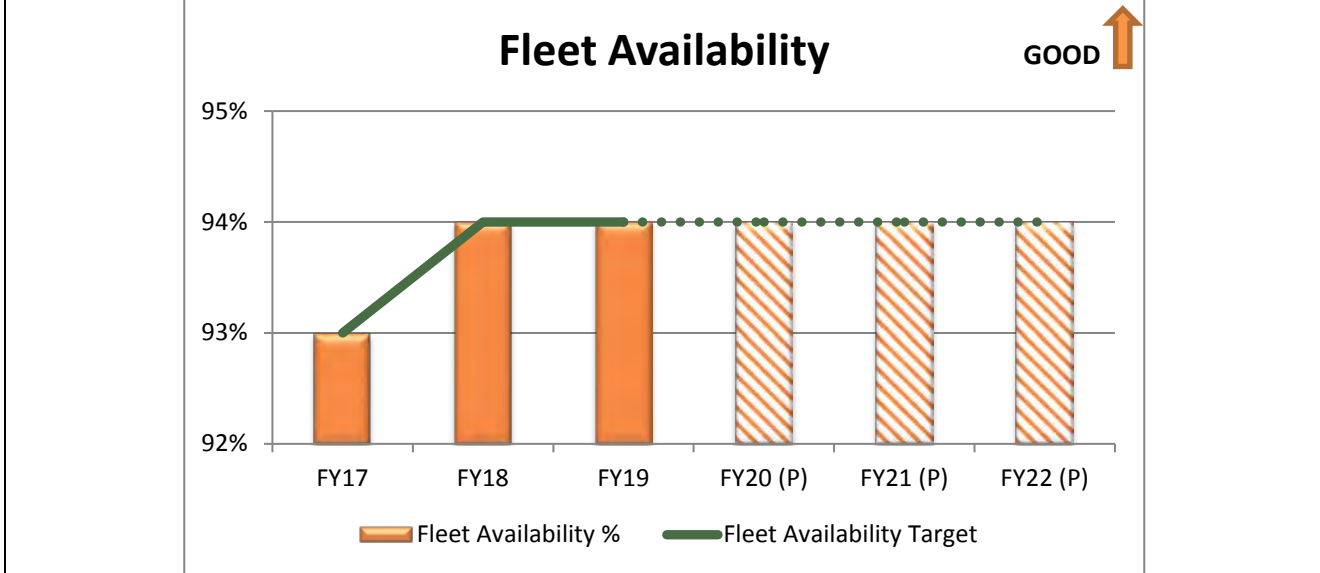
- \$9,814,748 of Capital Improvement Plan funding over 3 years
- Approximately 80 hours from IT staff to develop customized reports derived from the fleet management database and complete the implementation of Cartegraph



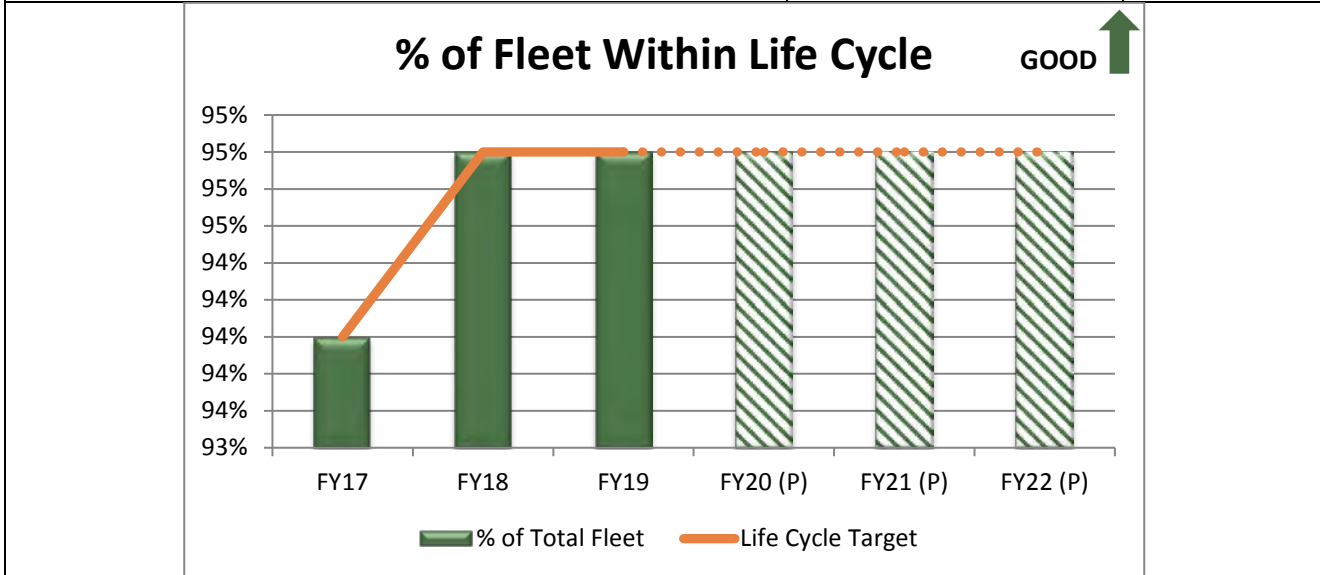
Action Plan Worksheet 2020

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

Measure	Target	Date
Fleet availability	94% Average	09/30/19
	94% Average	09/30/20
	94% Average	09/30/21
	94% Average	09/30/22



Percentage of fleet within an appropriate life cycle	94%	09/30/19
	95%	09/30/20
	95%	09/30/21
	95%	09/30/22





Action Plan Worksheet 2020

Frequency & venue of review:

- Monthly and annual reviews with the Public Works Director.
- Quarterly update to City Manager.

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

Stakeholder Group	Potential positive impact	Potential negative impact
All City Departments	Uninterrupted ability of the departments to perform their daily mission	None
City business and residents	Uninterrupted services	None

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

Benefits:

- Undetermined reduction in overall yearly labor and parts costs associated with operating and maintaining the fleet

Costs:

- \$9,814,748 in funding over three years for vehicle replacement



Action Plan Worksheet 2020

Action Plan Owner: Hermes Diaz, Public Works Director

Action Plan Name: 6.1-3 – Operational readiness of critical infrastructure and facilities

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 residents, businesses, and visitors.
 - Objective 6.1 – Increase the resiliency of the city. Maintain the planned operational readiness rate of 97% of the critical infrastructure of the city.
 - 6.1-3 – Maintain operational readiness rate of 97% of the critical infrastructure 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
Complete Comprehensive Waste Study by Kessler	07/30/19	Report
Review and update recovery or back-up plans in place for critical utility infrastructure	10/01/19	Report
Hire additional CIP project managers to implement needed improvements and maintenance to critical infrastructure	11/01/19	Projects managers hired
Implement code change to raise minimum seawall elevation as per the City’s vulnerability assessment by Hazen and Sawyer	01/01/20	Code change implemented by City Commission
Complete planned CIP projects for increasing resiliency of critical infrastructure citywide. Currently, PW has over 100 CIP projects in the pipeline, to be completed on schedule and on budget	10/01/22	Construction of planned CIP projects

Resource requirements (what do we need to succeed?)

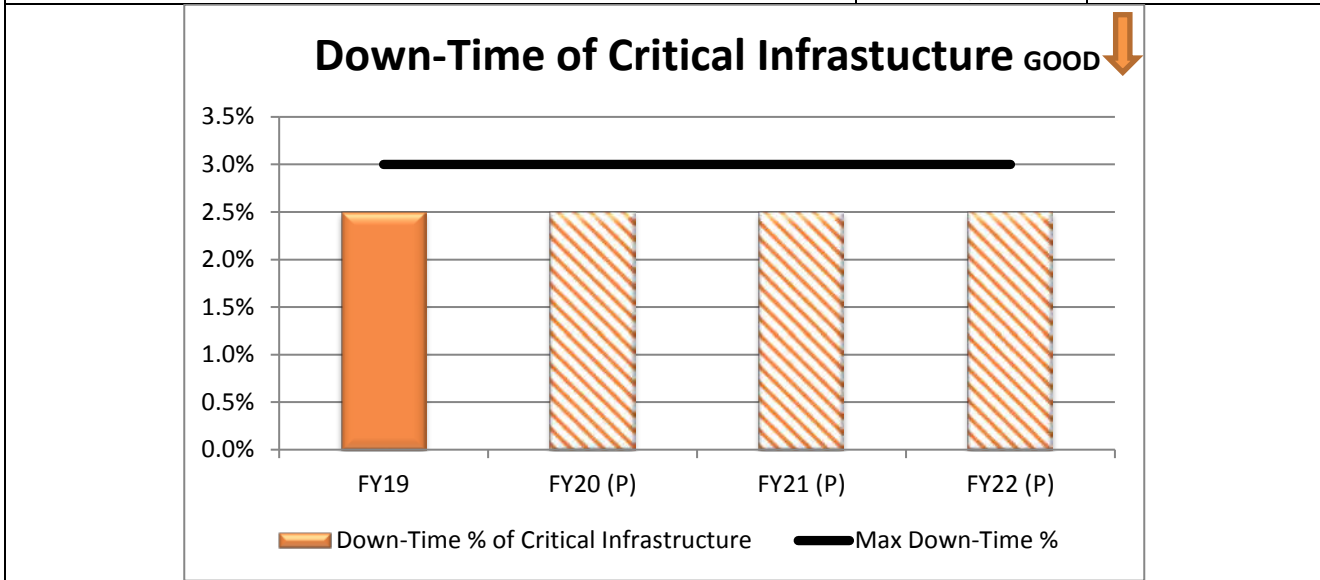
- \$164,320 to add two additional Project Managers to PW staff to manage increased CIP project load. More specifically, for added resiliency of critical infrastructure citywide.
- Reclassify upwards two existing vacant Public Works positions to facilitate the recruitment of new CIP staff.



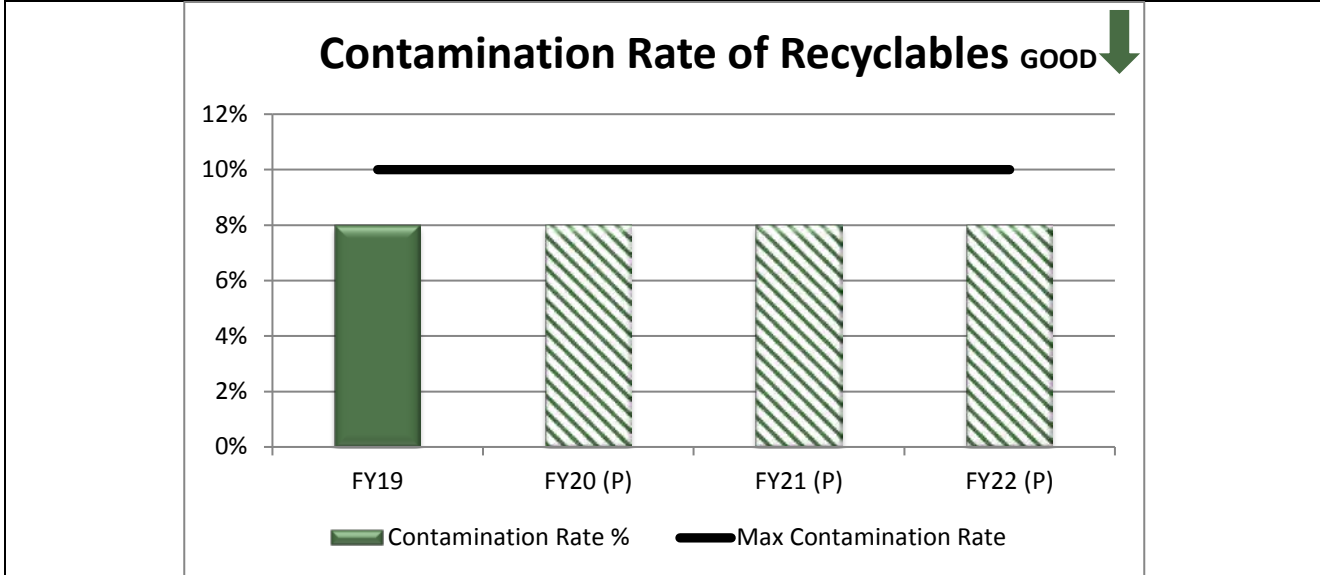
Action Plan Worksheet 2020

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

Measure	Target	Date
Document down-time due to failure of critical infrastructure	Less than 3% (currently less than 3%)	Monthly



Maintain low contamination rate for recyclable materials collected	< 10% (currently 8%)	Ongoing
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Frequency & venue of review:

- Bi-weekly at CIP Project Update Meeting
- Monthly reports for utility infrastructure, waste and recyclables
- Quarterly review with City Manager



Action Plan Worksheet 2020

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

Stakeholder Group	Potential positive impact	Potential negative impact
City residents, property and business owners	More resilient infrastructure	Additional expense to property owners. Disruption to residents during construction. Potential negative aesthetics due to raised or improved facilities being more visible
County	Reduction of sewer flow volumes for treatment	None
Public Works	Allows for successful implementation of Citywide CIP infrastructure improvements and maintenance. Maintain a cost-effective waste and recycling collection operation	Additional upfront costs

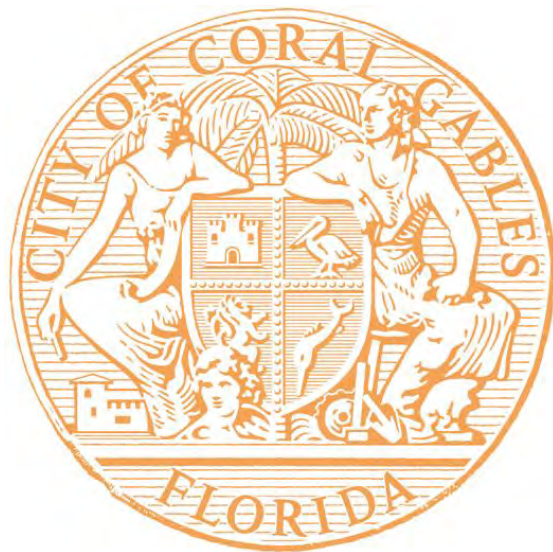
What are the financial impacts (costs / benefits and return on investment)?

Benefits:

- Improving and maintaining critical infrastructure at higher level will reduce the life-cycle maintenance costs of infrastructure, extend life-span of infrastructure, and reduce the cost and time for recovery after a storm or emergency event.
- Reduction of sewer fees paid to Miami-Dade County.
- Improved waste and recycling collection operations will limit future increases in the cost of waste and recycling collection.

Costs:

- CIP Budget - \$106.5 Million
- Two Additional CIP Project Management Staff - \$230,000

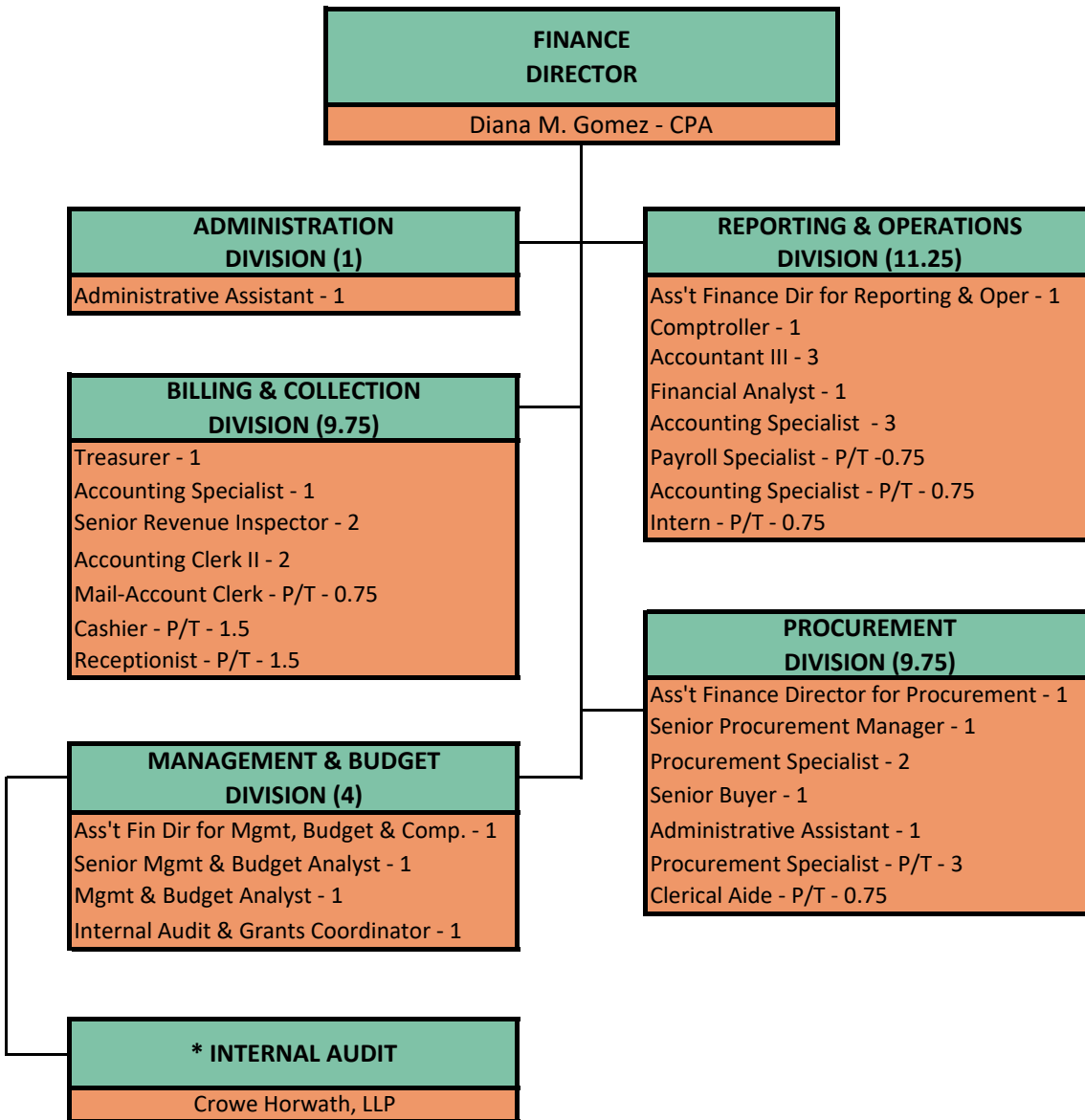


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**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

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, Budget & Compliance with a dotted line reporting relationship to the City Manager.

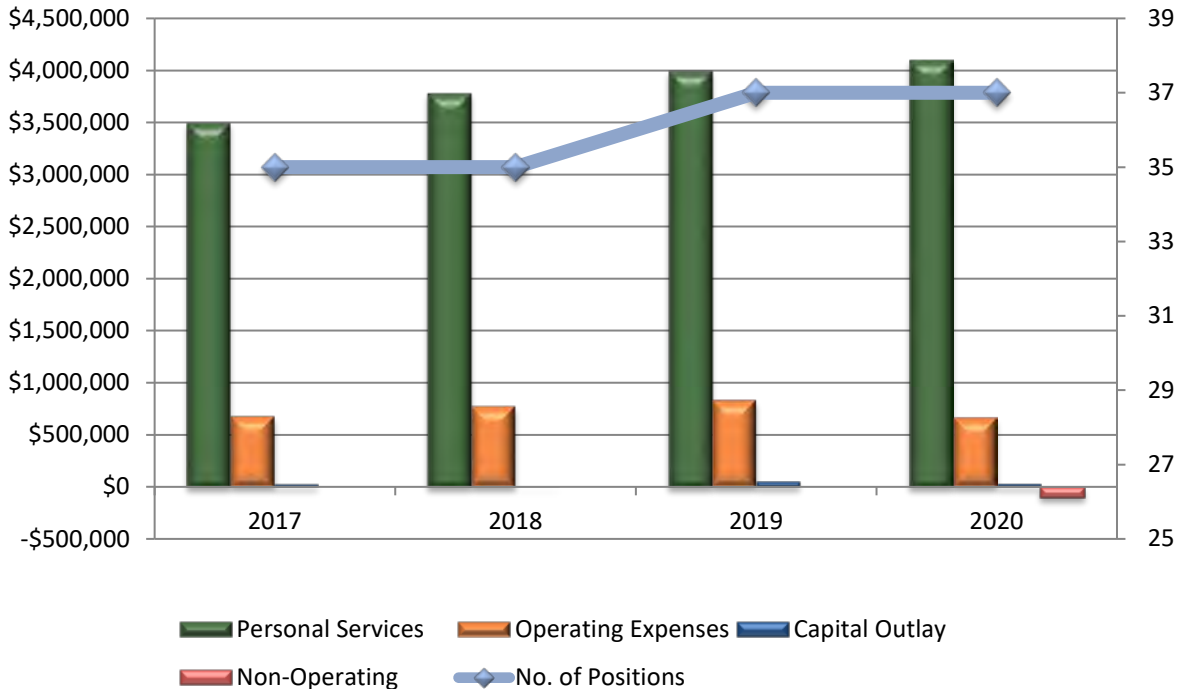
**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



**FINANCE DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
Salaries & Benefits	3,496,339	3,784,745	3,996,022	4,102,454
Operating Expenses	676,430	772,571	830,141	664,208
Capital Outlay	24,392	5,266	48,444	28,000
Non-Operating	-	-	-	(105,316)
Total	4,197,161	4,562,582	4,874,607	4,689,346
Full Time Headcount	27.00	27.00	27.00	27.00
Part Time FTE's	7.50	8.25	9.75	9.75
Total Headcount & FTE's	34.50	35.25	36.75	36.75

EXPENDITURE/PERSONNEL COMPARISONS



Finance

Department Function:

The Finance Department is responsible for centralized financial management, record keeping, budget preparation, payroll and procurement for all departments of the City. The Department issues business taxes, alarm permits, garbage and trash bills, other City billings, receipt of various payments from City residents and departments, and purchase of goods and services. The Department prepares quarterly Financial Reports, the Comprehensive Annual Financial Report, and the Single Audit Report. It also prepares the City's operating and capital budgets and monitors compliance with the adopted budget.

The Department's work program is divided among five separate divisions. The Administrative Division is responsible for the finance administration of the department and its divisions. The Collection Division is responsible for the investing of the City's surplus funds, billing, collection and processing of all taxes and fees (business taxes, special assessments, garbage and trash removal fees, alarm service charges, lease payments) and a city hall receptionist. The Accounting Division maintains the City's financial accounting records, prepares financial reports and is responsible for payroll. The Management and Budget Division develops in partnership with other departments the City's operating and capital budget, coordinates strategic planning, grants coordination, and internal/external audit oversight. The Procurement Division is responsible for providing City Departments with supplies, equipment and services necessary to perform city activities. This Division is charged with the responsibility of professional purchasing, including development and review of bid specifications, administration of the formal bid process, contract administration, and sale of fixed assets.

Department Goals:

1. Timely preparation of Comprehensive Annual Financial Report (CAFR).
2. Preparation of City's Operating and Capital Budget in compliance with City's charter and State of Florida laws.
3. Ethical and transparent financial management of the City's financial resources.
4. Maintaining AAA bond ratings from the three major rating agencies.
5. Courteous and professional services rendered to the City's residents and other internal/external customers.

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

FINANCE

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS

- ✓ Maintained AAA bond ratings with Moody's, Standard & Poor's, and Fitch Ratings.
- ✓ Developed standardized forms for emergency reporting of time and expenses.
- ✓ Finance, IT, and Police Department worked in conjunction to establish and implement process and procedure to process the Off-Duty Police Payroll as part of the City.
- ✓ Earned over \$2.5M in investment income revenue in the previous fiscal year.
- ✓ Finance assisted in the successful transition of the administration and management of nine (9) special taxing districts from Miami-Dade County to the City.
- ✓ Successfully solicited and awarded two major construction projects for the City (New Public Safety Building and Fire Station #2/Trolley Building).
- ✓ Accurately and timely processed over 5,000 p-card transactions valued at \$1.5M.
- ✓ Processed over 1,000 requisition requests valued at \$33M.
- ✓ Won Distinguished Budget Presentation Award.
- ✓ Spearheaded the development of the City's new Strategic Plan.



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

FINANCE

INDICATOR:	FY18			FY19		FY20
	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 FY17 CAFR by 3/31/18	FY17 CAFR completed by 3/30/18		Complete FY18 CAFR by 3/31/19	FY18 CAFR completed by 3/29/19	Complete FY19 CAFR by 3/31/20
Receive a "No Audit Findings" report from external auditors	Receive by March 2018	Received		Receive by March 2019	Received	Receive by March 2020
Complete and issue the Quarterly Financial Reports no later than 30 days after end of each quarter	100%	0%		100%	0%	100%
Percentage of employees with direct deposit account	97%	94%		97%	94%	97%
Distribute payroll notices electronically	25%	100%		100%	100%	100%
EPayable rebate from SunTrust	\$ 90,000	\$ 80,429		90,000	\$ 73,552	\$ 85,000
Increase vendor enrollment in the Suntrust Epayable System	115	102		115	102	115
Increase in accounts payable vendor invoices paid by wire/ACH	6,000	5,753		6,000	5,229	6,000
Increase in accounts payable vendor invoices paid by credit card	2,000	2,069		2,000	1,857	2,000
Decrease in accounts payable vendor invoices paid by check	12,500	15,156		12,500	12,639	12,500
Percentage of accounts with over 90 days old to total A/R	25%	86%		25%	90%	25%
General Obligation Bonds Ratings	AAA (S&P); Aaa (Moody's) AAA (Fitch)	AAA (S&P); Aaa (Moody's) AAA (Fitch)		AAA (S&P); Aaa (Moody's) AAA (Fitch)	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	90 business days	57 Business Days		80 Business Days	63 Business Days	80 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
2019-2020 BUDGET**



001 GENERAL FUND
FINANCE DEPARTMENT
3010 ADMINISTRATION DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0341	Finance Director	1.00	1.00	1.00	1.00	\$ 176,073
0602	Administrative Assistant	1.00	1.00	1.00	1.00	\$ 68,051
	TOTAL	2.00	2.00	2.00	2.00	\$ 244,124

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 673,391	\$ 243,758	\$ 228,144	\$ 244,124
2000 Employee Benefits - See Other Cost Dist.	366,694	135,912	138,616	147,915
3191 Financial Advisor	16,000	16,000	17,000	17,000
3192 Professional Grant Service	22,804	-	-	-
4090 Other Transportation Expense	13,500	6,047	6,497	6,498
4091 Cell Phone Allowance	-	-	-	1,200
4420 Public Facilities Cost - See Other Cost Dist.	53,052	55,125	57,144	58,396
4550 General Liability Insurance	22,445	12,454	11,255	11,470
4620 Repair and Maint. of Office Equipment	-	-	300	300
4720 Printing & Binding	2,991	1,883	5,000	4,200
4990 Other Miscellaneous Expense	11	78	200	1,000
5100 Office Supplies	6,159	3,401	6,356	6,356
5214 Uniform Allowance	217	38	-	-
5400 Membership Dues and Subscriptions	3,001	2,774	3,600	3,600
5410 Employee Training	5,818	8,735	12,600	10,650
6430 Equipment Repair/Replacement	17,507	5,266	48,444	28,000
6440 Equipment Additions	6,885	-	-	-
9010 1 Intradepartmental Credits	-	-	-	(13,843)
TOTAL	\$ 1,210,475	\$ 491,471	\$ 535,156	\$ 526,866

1 Apportioned administrative cost distributed to the Building Division (1210)

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
FINANCE DEPARTMENT
3020 BILLING & COLLECTIONS DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0337	City Treasurer	1.00	1.00	1.00	1.00	\$ 105,498
0106	Accounting Specialist	1.00	1.00	1.00	1.00	45,526
0323	Senior Revenue Inspector	1.00	1.00	2.00	2.00	109,002
0302	Accounting Clerk II	2.00	2.00	2.00	2.00	104,600
0050	Mail-Account Clerk	1.00	1.00	-	0.00	-
0105	Clerk I	1.00	-	-	-	-
TOTAL FULL TIME HEADCOUNT		7.00	6.00	6.00	6.00	364,626
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0101	Mail-Account Clerk - P/T	1	-	-	0.75	0.75
0078	Cashier - P/T	2	1.50	1.50	1.50	1.50
0063	Receptionist - P/T	2	1.50	1.50	1.50	1.50
TOTAL PART TIME FTE's		5	3.00	3.00	3.75	3.75
TOTAL			10.00	9.00	9.75	9.75
						\$ 500,123

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 439,008	\$ 416,512	\$ 461,874	\$ 500,123
2000	Employee Benefits - See Other Cost Dist.	283,458	236,297	255,231	232,558
4020	Central Garage Motor Pool Rent	19,666	18,694	26,230	27,478
	Replacement:	10,252			
	Oper. & Maint:	17,226			
4210	Messenger & Armored Car Service	25,398	26,673	29,500	29,500
4220	Postage	143,985	153,828	170,000	-
4410	Rental of Machinery and Equipment	7,644	8,281	7,700	7,700
4420	Public Facilities Cost - See Other Cost Dist.	38,686	16,125	16,716	17,082
4550	General Liability Insurance	18,790	24,946	22,785	23,498
4620	Repair and Maint. of Office Equipment	651	-	300	300
4710	Special Printed Forms	8,637	9,038	9,000	9,000
4910	Court Costs & Investigative Expense	811	966	1,540	1,240
5100	Office Supplies	6,086	2,773	5,295	4,995
5214	Uniform Allowance	1,119	197	1,300	1,600
5400	Membership Dues and Subscriptions	1,109	861	900	1,200
5410	Employee Training	1,975	1,160	4,000	4,000
9010	1 Intradepartmental Credits	-	-	-	(35,531)
TOTAL		\$ 997,023	\$ 916,351	\$ 1,012,371	\$ 824,743

1 Apportioned administrative cost distributed to the Building Division (1210)

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
FINANCE DEPARTMENT
3030 REPORTING & OPERATIONS DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0349	Assistant Finance Dir for Reporting & Oper	1.00	1.00	1.00	1.00	\$ 142,128
0350	Comptroller	1.00	1.00	1.00	1.00	95,853
0345	Accountant III	3.00	3.00	3.00	3.00	287,417
0329	Financial Analyst	-	-	1.00	1.00	55,102
0106	Accounting Specialist	1.00	2.00	3.00	3.00	147,921
0303	Payroll Specialist	1.00	1.00	-	0.00	-
0302	Accounting Clerk II	1.00	1.00	-	0.00	-
8888	Overtime	-	-	-	-	3,278
TOTAL FULL TIME HEADCOUNT		8.00	9.00	9.00	9.00	731,699
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0309	Payroll Specialist - P/T	1	0.75	0.75	0.75	52,780
0310	Accounting Specialist - P/T	1	0.75	0.75	0.75	38,480
0087	Intern - P/T	1	0.00	0.75	0.75	21,308
TOTAL PART TIME FTE's		3	1.50	2.25	2.25	112,568
TOTAL			9.50	11.25	11.25	\$ 844,267

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 607,525	\$ 748,508	\$ 880,401	\$ 844,267
2000	Employee Benefits - See Other Cost Dist.	409,873	441,946	497,089	441,678
3190	Other Professional Services	12,301	20,486	-	-
4090	Other Transportation Expense	-	3,673	3,898	3,899
4091	Cell Phone Allowance	-	200	-	1,200
4410	Rental of Machinery and Equipment	11,733	11,830	11,489	11,489
4420	Public Facilities Cost - See Other Cost Dist.	16,391	17,031	17,655	18,042
4550	General Liability Insurance	24,478	48,755	43,431	39,668
4620	Repair and Maint. of Office Equipment	224	-	300	300
4710	Special Printed Forms	898	1,084	1,300	1,300
4720	Printing & Binding	-	-	500	500
4990	Other Miscellaneous Expense	199	144	300	300
5100	Office Supplies	4,565	4,223	5,200	5,000
5214	Uniform Allowance	-	297	-	100
5400	Membership Dues and Subscriptions	335	420	2,000	1,850
5410	Employee Training	1,377	3,350	6,880	5,930
9010	1 Intradepartmental Credits	-	-	-	(35,215)
TOTAL		\$ 1,089,899	\$ 1,301,947	\$ 1,470,443	\$ 1,340,308

1 Apportioned administrative cost distributed to the Building Division (1210)

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
FINANCE DEPARTMENT
3040 PROCUREMENT DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
FULL TIME POSITIONS						
0046	Assistant Finance Dir for Procurement	1.00	1.00	1.00	1.00	\$ 137,988
0213	Senior Procurement Manager	1.00	1.00	1.00	1.00	105,498
0216	Procurement Specialist	2.00	2.00	2.00	2.00	133,422
0206	Senior Buyer	1.00	1.00	1.00	1.00	47,223
0602	Administrative Assistant	1.00	1.00	1.00	1.00	54,600
TOTAL FULL TIME HEADCOUNT		6.00	6.00	6.00	6.00	478,731
PART TIME POSITIONS						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
0217	Procurement Specialist - P/T	4	2.25	2.25	3.00	192,306
9006	Clerical Aide - P/T	1	0.75	0.75	0.75	38,424
TOTAL PART TIME FTE's		5	3.00	3.00	3.75	230,730
TOTAL		9.00	9.00	9.75	9.75	\$ 709,461

EXPENDITURE DETAIL

		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
1000	Salaries	\$ 464,013	\$ 621,816	\$ 640,937	\$ 709,461
2000	Employee Benefits - See Other Cost Dist.	252,377	302,909	262,147	279,250
3190	Other Professional Services	352	11,900	-	-
4020	Central Garage Motor Pool Rent	8,957	8,702	1,781	2,201
	Replacement: 2,201				
	Oper. & Maint: -				
4090	Other Transportation Expense	-	3,673	3,898	3,899
4410	Rental of Machinery and Equipment	4,701	4,701	5,500	5,500
4420	Public Facilities Cost - See Other Cost Dist.	138,209	143,608	148,867	152,129
4550	General Liability Insurance	20,817	34,648	31,618	33,334
4620	Repair and Maint. of Office Equipment	65	-	300	300
4710	Special Printed Forms	118	2,890	887	500
4990	Other Miscellaneous Expense	1,077	936	900	900
5100	Office Supplies	5,283	6,066	7,867	8,000
5214	Uniform Allowance	-	489	547	-
5400	Membership Dues and Subscriptions	1,735	3,097	3,700	3,700
5401	Software Subscriptions & Maintenance	2,000	1,440	2,853	2,400
5410	Employee Training	60	765	3,000	7,000
5415	Employee Workplace Improvements	-	305	5,574	-
TOTAL		\$ 899,764	\$ 1,147,945	\$ 1,120,376	\$ 1,208,574

1 Apportioned administrative cost distributed to the Building Division (1210)

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
FINANCE DEPARTMENT
3050 MANAGEMENT & BUDGET DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0343	Asst Fin Dir for Mgmt & Budget/Comp Officer	1.00	1.00	1.00	1.00	\$ 159,989
0346	Sr. Management & Budget Analyst	1.00	1.00	1.00	1.00	93,443
0351	Internal Audit & Grants Coordinator	1.00	1.00	1.00	1.00	113,500
0338	Management & Budget Analyst	1.00	1.00	1.00	1.00	71,622
TOTAL		4.00	4.00	4.00	4.00	\$ 438,554

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ -	\$ 405,903	\$ 391,773	\$ 438,554
2000 Employee Benefits - See Other Cost Dist.	-	231,184	239,810	264,524
3190 Professional Grant Service	-	15,427	50,000	50,000
4010 Travel Expense	-	-	100	100
4090 Other Transportation Expense	-	6,047	6,497	6,498
4420 Public Facilities Cost - See Other Cost Dist.	-	24,073	24,954	25,501
4550 General Liability Insurance	-	21,166	19,327	20,605
4620 Repair and Maint. of Office Equipment	-	977	1,000	1,000
5100 Office Supplies	-	-	600	600
5214 Uniform Allowance	-	91	200	200
5410 Employee Training	-	-	2,000	2,000
9010 1 Intradepartmental Credits	-	-	-	(20,727)
TOTAL	\$ -	\$ 704,868	\$ 736,261	\$ 788,855

1 Apportioned administrative cost distributed to the Building Division (1210)



Action Plan Worksheet 2020

Action Plan Owner: Diana Gomez, Finance Director

Action Plan Name: 3.1-1 Maintain AAA Bond Ratings from Moody's, Standard & Poor's, and Fitch

Strategic plan alignment

- 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 – Ensure the financial integrity and sustainability 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
Fund a minimum of an additional \$2 Million annually above the Actuarial Required Contribution (ARC) to help pay down the pension liability	09/30/19	As indicated in the annual budget document
Keep debt under 8% of total operating budget	09/30/19	Total debt service/total operating budget of FY 2020 Budget
Maintain 25% of General Fund unassigned reserve balance based on total operating budget plus debt service	09/30/19	Unassigned fund balance/total operating budget plus debt service of FY 2020 Budget
Fund a minimum of an additional \$2 Million annually above the Actuarial Required Contribution (ARC) to help pay down the pension liability	09/30/20	As indicated in the annual budget document
Keep debt under 8% of total operating budget	09/30/20	Total debt service/total operating budget of FY 2021 Budget
Maintain 25% of General Fund unassigned reserve balance based on total operating budget plus debt service	09/30/20	Unassigned fund balance/total operating budget plus debt service of FY 2020 Budget
Fund a minimum of an additional \$2 Million annually above the Actuarial Required Contribution (ARC) to help pay down the pension liability	09/30/21	As indicated in the annual budget document
Keep debt under 8% of total operating budget	09/30/21	Total debt service/total operating budget of FY 2021 Budget
Maintain 25% of General Fund unassigned reserve balance based on total operating budget plus debt service	09/30/21	Unassigned fund balance/total operating budget plus debt service of FY 2020 Budget

Resource requirements (what do we need to succeed?)

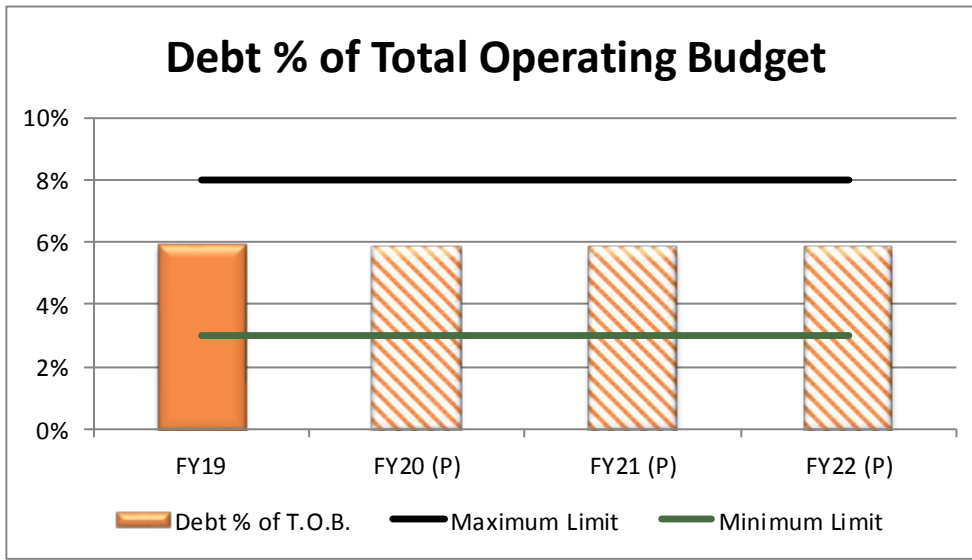
- \$1.0M to \$3.0M annually
- A minimum of \$2.0M required annually as an additional payment above the ARC



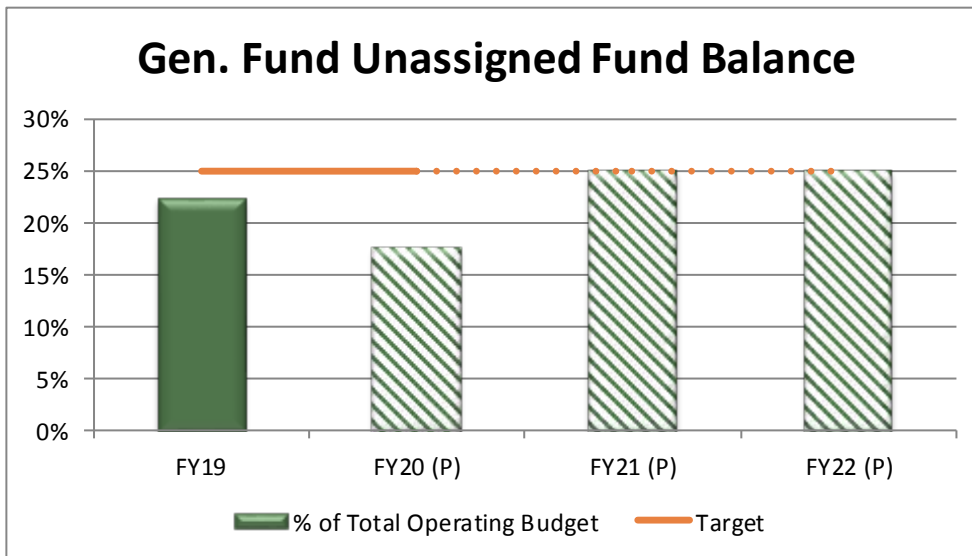
Action Plan Worksheet 2020

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

Measure	Target	Date
Debt % of total operating budget	Under 8%	10/01/19
	Under 8%	10/01/20
	Under 8%	10/01/21



General Fund unassigned reserve level	25%	10/01/19
	25%	10/01/20
	25%	10/01/21

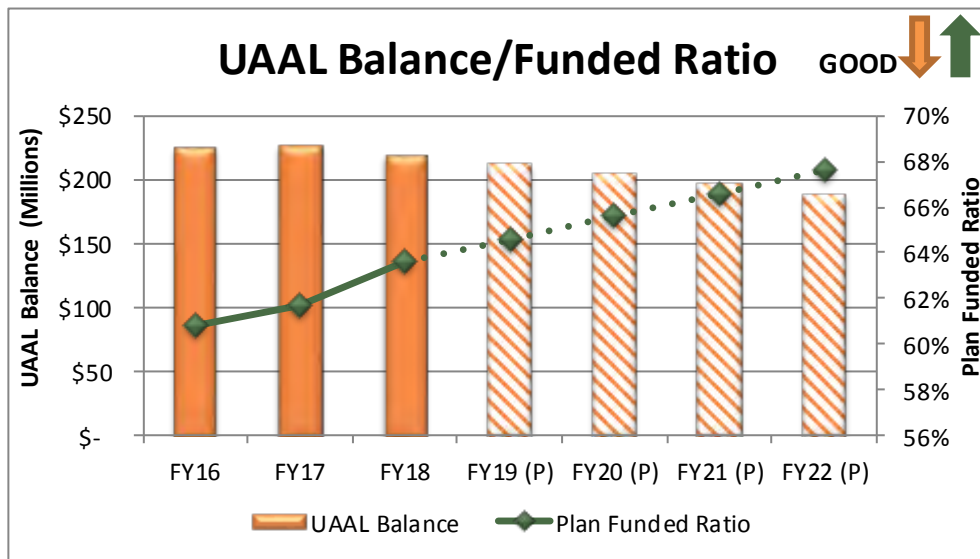




Action Plan Worksheet 2020

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

Measure	Target	Date
Unfunded Pension Liability	\$2.0M extra payment	10/01/19
	\$2.0M extra payment	10/01/20
	\$2.0M extra payment	10/01/21



Frequency & venue of review:

- Debt Ratio and Unfunded Pension Liability - at time of annual budget adoption
- General Fund Reserve % – at time of year-end closing process

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents, City Commission, Businesses	City Financial Stability, Prestige, Attracts quality businesses & developments	None

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

Positive:

- Lower borrowing cost for future investments/projects
- Attracts businesses and developments that will generate increased revenues

Negative:

- \$1.0M to \$3.0M/year opportunity cost of more immediate use of funds for current operating and capital needs
- \$2.0M to \$3.0M opportunity cost of more immediate use of 25% reserve funds for current operating and capital needs



Action Plan Worksheet 2020

Action Plan Owner: Diana Gomez, Finance Director

Action Plan Name: 3.1-2 Maintain General Fund Reserve balance of 25%

Strategic plan alignment

- 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 – Ensure the financial integrity and sustainability 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
Adjusting fund balance during fiscal year closeout process to meet 25% reserve requirement	09/30/19	Unassigned fund balance will equal 25% of the total operating budget + debt service as indicated in the annual financial statements
Adjusting fund balance during fiscal year closeout process to meet 25% reserve requirement	09/30/20	Unassigned fund balance will equal 25% of the total operating budget + debt service as indicated in the annual financial statements
Adjusting fund balance during fiscal year closeout process to meet 25% reserve requirement	09/30/21	Unassigned fund balance will equal 25% of the total operating budget + debt service as indicated in the annual financial statements

Resource requirements (what do we need to succeed?)

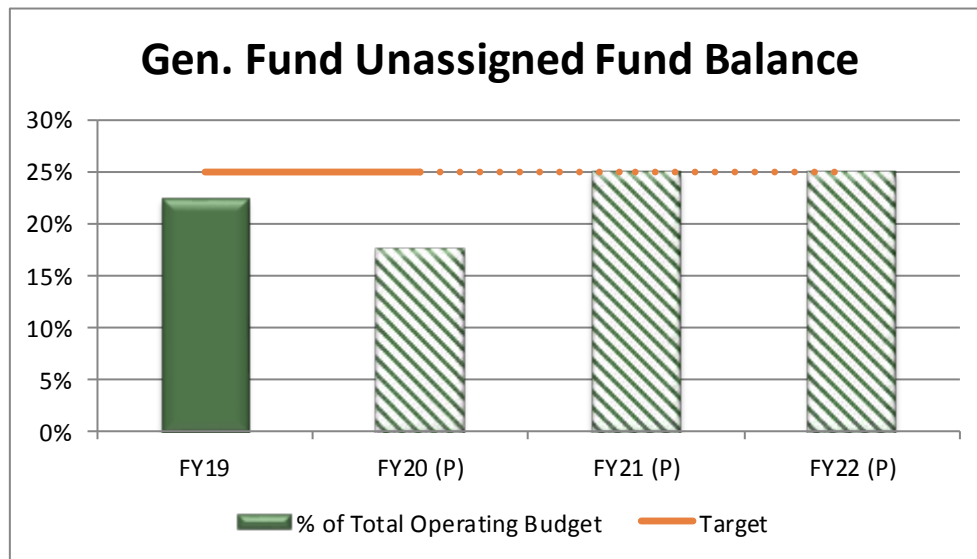
- \$1.0M to \$3.0M/year at close of fiscal year to adjust the General Fund reserve to 25% of the total operating budget plus debt



Action Plan Worksheet 2020

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

Measure	Target	Date
General Fund unassigned reserve level	25%	09/30/19
	25%	09/30/20
	25%	09/30/21



Frequency & venue of review:

- Annually, during the fiscal year-end closing process

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents and City Commission	The continuity of operations following an emergency declaration without incurring debt	Opportunity cost of more immediate use of funds for current operating and capital needs

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

Positive:

- Lower borrowing cost on future investments/projects

Negative:

- \$1.0M to \$3.0M/year opportunity cost of more immediate use of funds for current operating and capital needs



Action Plan Worksheet 2020

Action Plan Owner: Keith Kleiman, Assistant Finance Director for Management & Budget/Compliance Officer

Action Plan Name: 3.1-3 Operating Budget Financial Sustainability SOP

Strategic plan alignment

- 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 – Ensure the financial integrity and sustainability 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
Create a financial sustainability working group made up of staff from each operation department	10/31/19	Working group Created
Develop a list of operating items that could potentially be eliminated/reduced during an economic downturn	01/31/20	List created
Develop costs for list items	03/31/20	Costs created
Present concept to City Commission at a Commission or Sunshine meeting	05/31/20	Concept presented
Staff discussion of viability of list items and prioritize which items would be implemented first	03/31/21	Staff recommendation ready for presentation to the Commission
Presentation to Commission	05/31/21	Plan approved
Develop and publish SOP	06/30/21	SOP approved by City Manager

Resource requirements (what do we need to succeed?)

- Working group – develop list of items: 15 to 20 hours/group member
- Budget Staff – cost development: 80 to 120 hours
- Working group – select and prioritize items: 40 to 50 hours/group member

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

Measure	Target	Date
Milestones achieved	By due date	05/31/21

Frequency & venue of review:

- Full status review at each milestone deadline with Finance Director
- Quarterly with City Manager



Action Plan Worksheet 2020

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents and City Commission	Continuity of key resident services and funding for capital improvement projects during economic downturns	Opportunity cost of more immediate use of funds for current operating and capital needs
City Departments	The City will have a fully approved and viable financial plan in place in case of an economic downturn. The plan would enable the City to continue to provide essential resident services, in addition to maintaining funding for ongoing capital infrastructure improvements.	Opportunity cost of more immediate use of funds for current operating and capital needs

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

Positive:

- None

Negative:

- There are no direct costs associated with the implementation of this SOP



Action Plan Worksheet 2020

Action Plan Owner: Diana Gomez, Finance Director

Action Plan Name: 3.1.4 Funding Additional Pension Payment to Annual Required Contribution (ARC)

Strategic plan alignment

- 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 – Ensure the financial integrity and sustainability of the City

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

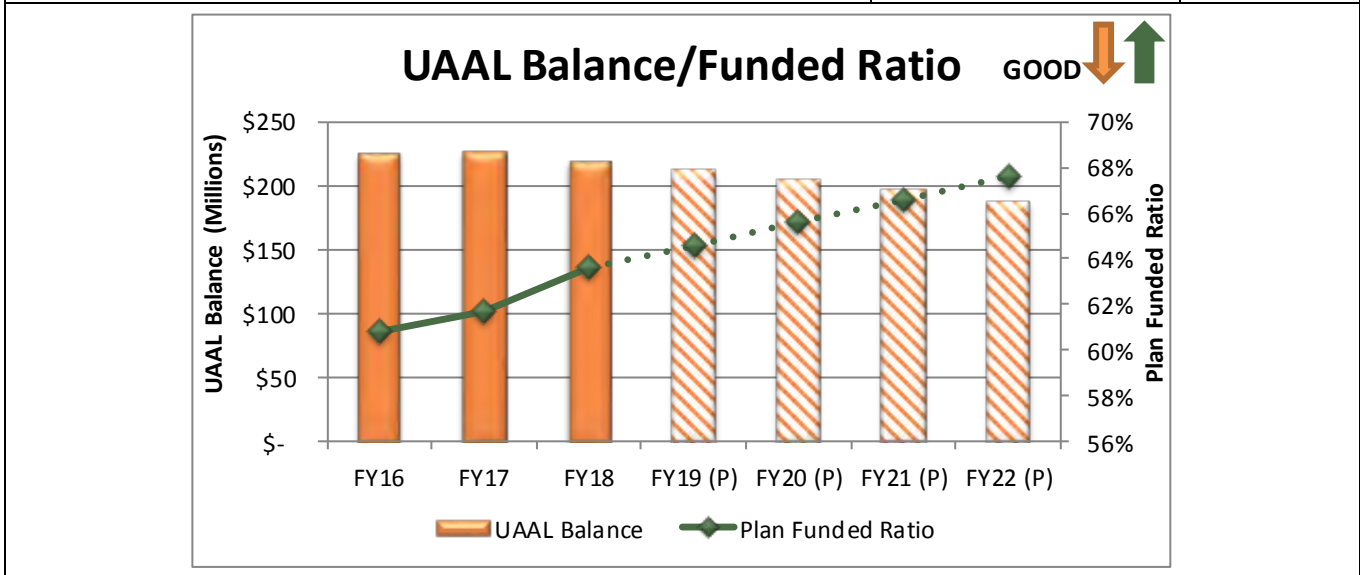
What must be done	By When	How will it be evident
Fund a minimum of an additional \$2 Million above the ARC	09/30/19	As indicated in the annual budget document
Fund a minimum of an additional \$2 Million above the ARC	09/30/20	As indicated in the annual budget document
Fund a minimum of an additional \$2 Million above the ARC	09/30/21	As indicated in the annual budget document

Resource requirements (what do we need to succeed?)

- Minimum of \$2.0M annually

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

Measure	Target	Date
Pension contribution amount - additional payment to fund Unfunded Actuarial Accrued Liability (UAAL))	\$2.0M	10/01/19
	\$2.0M	10/01/20
	\$2.0M	10/01/21



Frequency & venue of review:

- At time of annual budget adoption



Action Plan Worksheet 2020

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents, City Commission, & City Departments	Better City financial stability. Once unfunded liability is paid down, funds will be available for other operating and capital needs	Opportunity cost of more immediate use of \$2.0M for current operating and capital needs

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

Positive:

- Lower pension costs over time – estimated at \$20.0M to \$25.0M/year
- Ultimately the \$20.0M to \$25.0M will be available for other uses once the pension is fully funded

Negative:

- \$2.0M annually



Action Plan Worksheet 2020

Action Plan Owner: Keith Kleiman, Assistant Finance Director for Management & Budget/Compliance Officer

Action Plan Name: 3.1-5 \$25M Capital Improvement Financial Sustainability Reserve (CIFSR)

Strategic plan alignment

- 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 – Ensure the financial integrity and sustainability 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
During the fiscal year-end closing process, adjust the CIFSR balance by \$2.0M to \$3.0M	09/30/19	CIFSR reserve will go up incrementally each year as shown in the City’s year- end financial statements
During the fiscal year-end closing process, adjust the CIFSR balance by \$2.0M to \$3.0M	09/30/20	CIFSR reserve will go up incrementally each year as shown in the City’s year- end financial statements
During the fiscal year-end closing process, adjust the CIFSR balance by \$2.0M to \$3.0M	09/30/21	CIFSR reserve will go up incrementally each year as shown in the City’s year- end financial statements

Resource requirements (what do we need to succeed?)

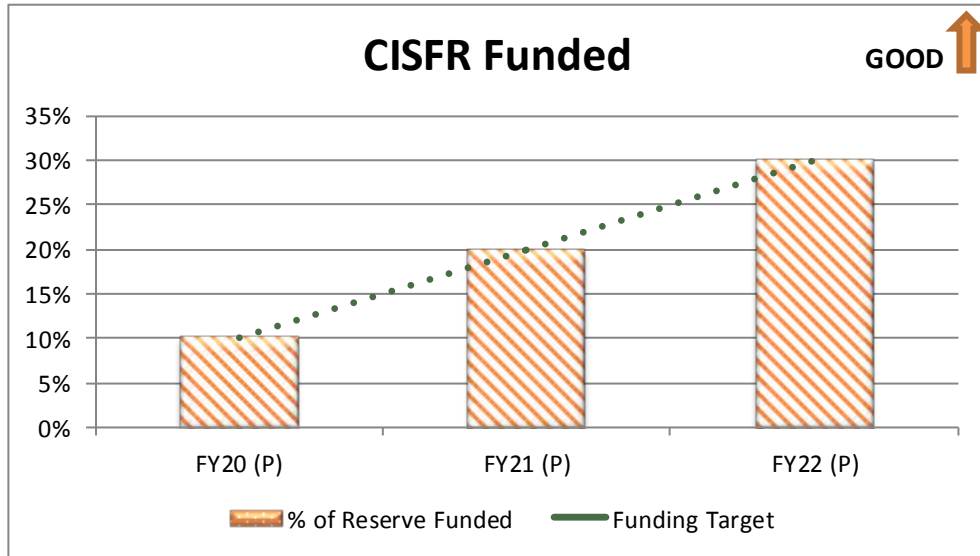
- \$2.0M to \$3.0M per year



Action Plan Worksheet 2020

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

Measure	Target	Date
% of reserve funded	10%	09/30/19
	20%	09/30/20
	30%	09/30/21



Frequency & venue of review:

- Annually, during the fiscal year-end closing process

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents, City Commission, City Departments	Continuity of resident services and funding for capital improvement projects during economic downturns	Opportunity cost of more immediate use of funds for current operating and capital needs

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

Positive:

- \$2.0M to \$3.0M/year added to reserve fund

Negative:

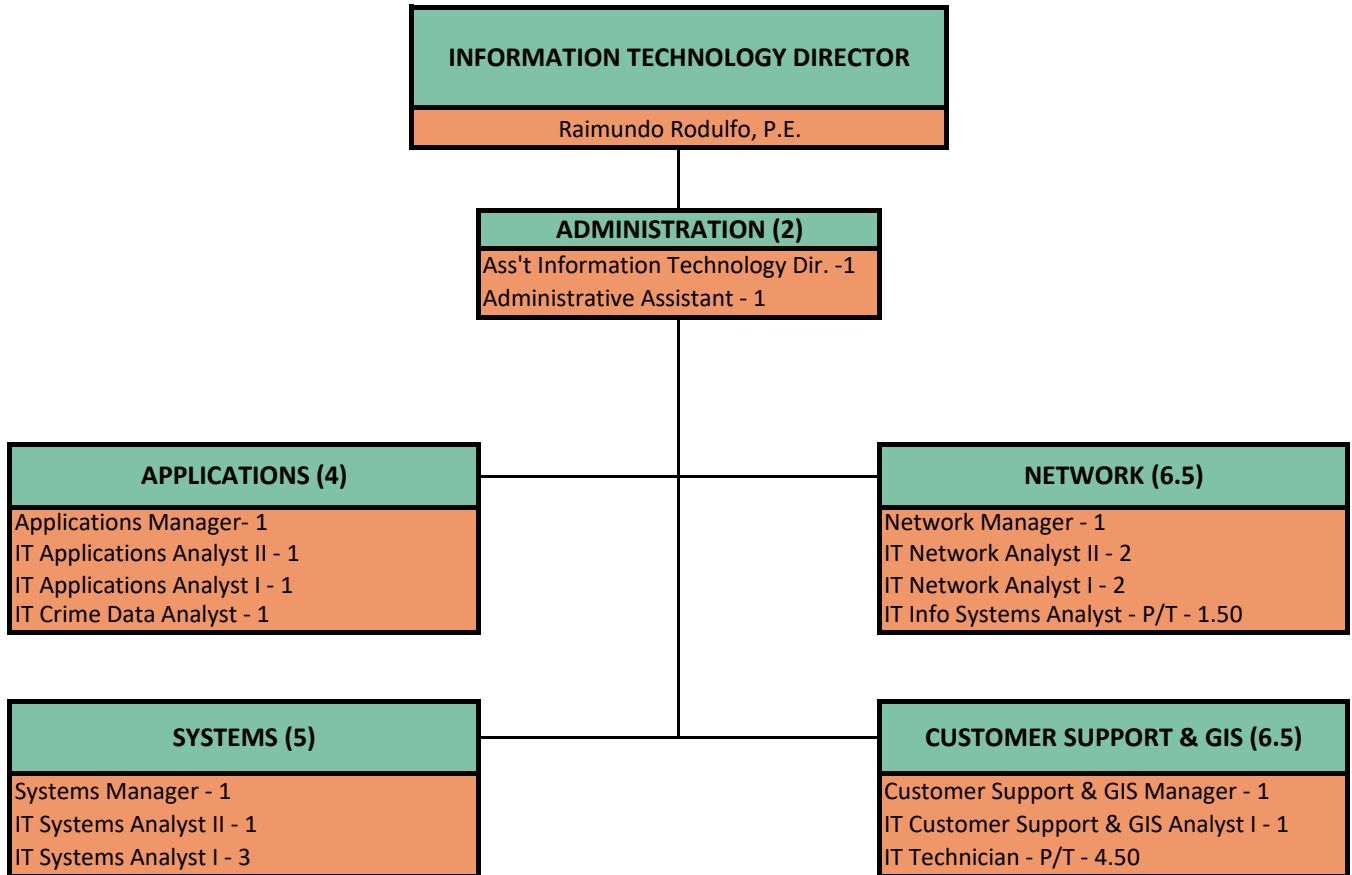
- None – funds are still available if needed



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CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET

INFORMATION TECHNOLOGY
ORGANIZATION CHART



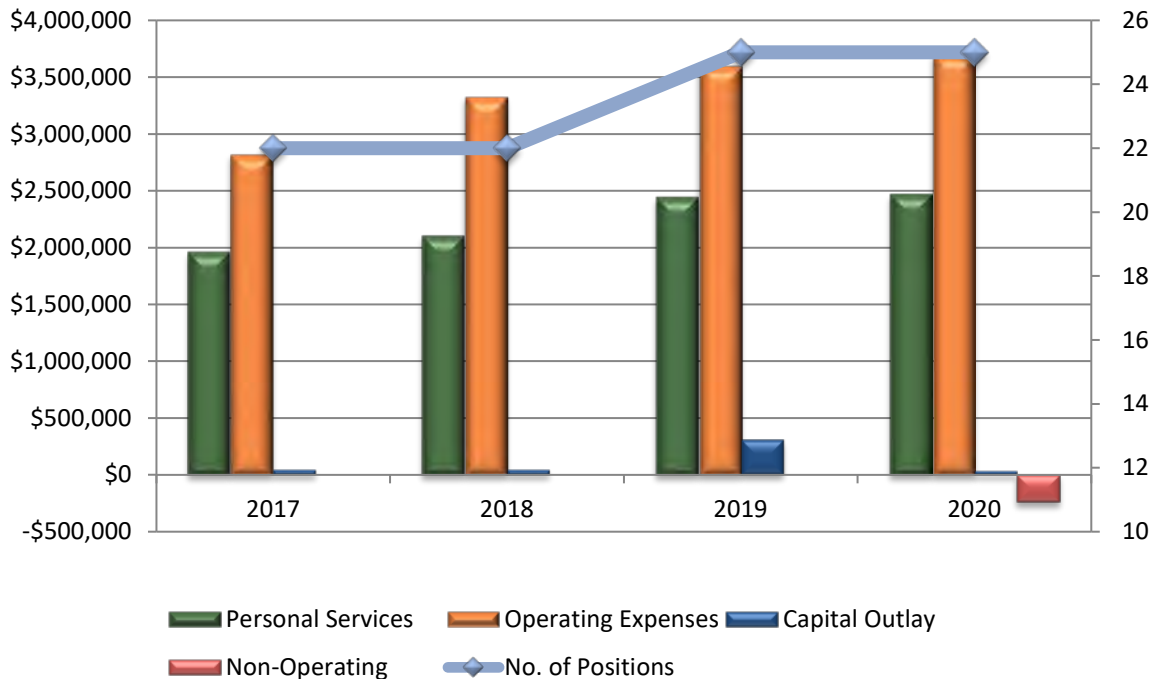
**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



**INFORMATION TECHNOLOGY
BUDGET AND POSITION SUMMARY**

	<u>2016-2017 ACTUAL</u>	<u>2017-2018 ACTUAL</u>	<u>2018-2019 BUDGET</u>	<u>2019-2020 BUDGET</u>
Salaries & Benefits	1,964,223	2,107,078	2,443,847	2,470,355
Operating Expenses	2,823,805	3,329,613	3,600,591	3,696,712
Capital Outlay	46,780	44,956	302,880	35,000
Non-Operating	-	-	-	(240,656)
TOTALS	<u>4,834,808</u>	<u>5,481,647</u>	<u>6,347,318</u>	<u>5,961,411</u>
Full Time Headcount	17.00	17.00	19.00	19.00
Part Time FTE's	5.25	5.25	6.00	6.00
Total Headcount & FTE's	<u>22.25</u>	<u>22.25</u>	<u>25.00</u>	<u>25.00</u>

EXPENDITURE/PERSONNEL COMPARISONS



Information Technology

Department Function:

The Information Technology Department (CGIT) works together with the city's leadership and departments as a key strategic partner bringing value, efficiencies, innovation and process improvements across organization through technology solutions, smart city initiatives and projects. CGIT also helps departments achieve accreditation and compliance with federal, state, county, city and industry standards and regulations. CGIT plays an important role in facilitating communication between employees, constituents and stakeholders; fostering innovation and collaboration, expediting tasks, increasing productivity and operational efficiencies, assessing and managing risks, and enhancing the delivery of citizen services. Smart technologies and innovation also help our City become more sustainable, resilient, and livable. CGIT is responsible for strategic planning, oversight, management, improvement and execution of citywide IT services, operations, infrastructure, and initiatives for the City's business needs. This includes, but is not limited to, service desk, internet services, business analysis, systems engineering, programming, data management and analytics, server and client computers, enterprise applications, wired and wireless telecommunications, cloud computing, cybersecurity, smart city technology, public safety technology, and compliance with government and industry standards and best practices.

Department Goals:

1. Provide a high quality of service for internal and external customers and stakeholders by pursuing a level of excellent customer service. Bring value to the City and its constituents by leveraging technology and creativity to achieve the City's vision and goals.
2. Provide the right technology solutions to ongoing and new requirements and challenges from internal and external customers and stakeholders. Provide adequate infrastructure resources and capacity for existing services and applications, and provision for planned enhancements, projected growth and demand forecast.
3. Save costs and cut waste in infrastructure, services operations, energy use, carbon footprint, and maintenance overhead. Drive continuous improvement of citywide operations, maintenance, research and development practices through standardization, innovation, automation, citywide lean six sigma process improvements, quality assurance, and optimization of I.T. processes and infrastructure.
4. Advance Smart City programs with sustainable use of resources, citizen engagement, excellent public safety services and smart technologies for advanced and responsive citizen services. Leverage existing and emerging innovative technologies and skillsets to increase efficiency for the entire City. Implement smart technologies to improve quality of life, sustainability, resilience and livability in our City.
5. Improve and guarantee resilience, security, quality assurance and high-availability of services during emergency events as well as during normal operations.
6. Facilitate compliance with federal, state, county, city and industry standards, best practices, rules, and regulations for information management, security and public safety, sustainability and environmental conservation, financial regulations, government controls, and any other applicable area of compliance.
7. Build and maintain a strong and cohesive team of I.T. professionals with high standards of responsiveness, integrity, dedication, competency, skillset, expertise, leadership, customer service, loyalty, innovation, accountability, collaboration and accessibility. A successful team that is focused on innovation, smart work, and exceptional customer service in a fiscally prudent manner. Enable those on the team we lead to reach and fulfill their own potential and goals.

CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET

INFORMATION TECHNOLOGY

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS

- ✓ Working with various City departments (Development Services, Public Works, Finance, and Community Recreation) completed the procurement, planning and assessment phases of the City's new Land Management, e-Permitting and Electronic Plan Review enterprise system project (EnerGov). This new system will provide a comprehensive civic services solution for planning, permitting, and licensing to asset management and citizen requests, with a platform that uses GIS to automate and connect critical processes, horizontally integrate city functions, streamline workflows, improve communication, and increase productivity from desk to field. The system is scheduled to go live in 2020. Also, completed a research study and evaluation process to start the acquisition of a new enterprise system for core financials and human resources, which will provide a service-oriented architecture, process automation, improved citizen services, data-driven and mobile features, and horizontal integration with the organization's functional areas.
- ✓ City of Coral Gables won first place nationwide in the 2018 Digital Cities Awards, in the category of <75K population. This is an annual recognition by the Center for Digital Government (CDG) in Silicon Valley, recognizing city performance and innovation in "using technology to align with city goals; promote citizen inclusion in important government processes and share government data with the public; proactively address citizen expectations; and boost cybersecurity and increase efficiency."
- ✓ Office 365 migration and Office 365 training completed for all City departments.
- ✓ The City joined Waze's Connected Citizens Program (CCP), a data-sharing partnership with Waze. Designed as a free, two-way data share of publicly available traffic information, the CCP promotes greater efficiency, deeper insights and safer roads for citizens of Coral Gables along with more than 850 other partners around the world. The CCP provides an unprecedented look at real-time road activity, empowering partners to harness real-time driver insights to improve congestion and make better informed planning decisions. Waze provides partners with real-time, anonymous, Waze-generated incident and slow-down information directly from the source: drivers themselves. In exchange, the City provides real-time government-reported construction, speed zones, turn restrictions, crash and road closure data to Waze to return one of the most succinct, thorough overviews of current road conditions. Leveraging this partnership, the I.T. department developed a new homegrown Situational Awareness dashboard that contains the new Coral Gables Waze traffic data dashboard, and launched it in the Smart City hub: <http://arcg.is/COnHL>. This new dashboard provides valuable and actionable information for first responders, traffic engineers, urban planners, and the public in general.

CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ Several upgrades to the City’s cyber infrastructure completed: i. Wi-Fi networks, including Balboa Plaza public Wi-Fi; Police Department, City Hall, 427 Biltmore Way and several other locations; ii. New Software-defined networks (SDN) and hyper-converged systems (HCIS) servers, storage and disaster recovery; iii. Improved and enhanced the City’s cybersecurity, network and telecommunication infrastructure; iv. Geographic Information Systems enterprise upgrade; v. Conducted a Payment Card Industry (PCI) compliance program.
- ✓ Working with the Fire Department, completed the implementation of the new Fire Scheduling System (Kronos TeleStaff). This system provides a better way to manage public safety schedules and communications with fairer and more accurate personnel scheduling; automatic, rules-based assignment of overtime; integrated communication; and better emergency response. Also, working with the Police Department and Finance, completed the implementation of the Police Off-Duty system (Jobs4Blue) electronic process and data integration, which improves the Police Off-Duty scheduling and administrative process.
- ✓ Presented the City’s smart city technology initiatives at professional events, creating important partnerships with experts in academia, government and industry professional organizations and increasing outreach and adoption of City technologies. Events included: Smart Cities Week conference in D.C.; FIU in D.C. roundtable “Constructing the future of urban technology”; NIST GCTC Smart and Secure Expo in D.C., Miami-Dade County League of Cities Best Practices Conference (MDCLC); Florida League of Cities annual conference; Southeast Florida Regional Climate Summit (SEFRCS); Smart Cities Connect, Defense TechConnect conference; Government Innovation Awards; Unbound Miami; Miami Tech Summit; Digital Cities Awards at National League of Cities annual conference; University of Miami Big Data Conference; University of Miami 2019 Smart Cities Conference; City of Coral Gables and University of Miami “Design your Coral Gables” Smart City Solutions Competition Launch event; GIS Expos; Connected Cities Tour Summit; Women in Technology International Summit; and Secure Miami Conference at FIU.
- ✓ Working with Public Works in their Right-of-Way Inventory project, supported with technical analysis and acquiring licenses and professional services to conduct a city-wide inventory of right-of-way assets using advanced LiDAR and CycloMedia 360 technology.
- ✓ Authored and submitted papers and articles to professional publications, including a smart city article for the Winter 2019 ArcNews GIS publication, an electrical engineering energy resilience research paper coauthored with researchers from the University of Miami (UM), and a data science research paper with researchers from UM. Also, several media published articles and case studies about the City’s technology, smart initiatives and network resilience, helping us receive feedback from experts and increasing citizen engagement: Forbes; Smart Cities Dive; GovTech 100, GovTech Magazine; ArcNews; Bloomberg Challenge Creative Cities Report; South Florida Business Journal; i360Gov Report; and CIO Applications Magazine among other media.

CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ Working with the Public Affairs Manager, implemented a new data analytics platform that leverages artificial intelligence and machine learning capabilities to generate actionable analytics about citizen engagement, public sentiment, marketing, public safety, incidents/anomalies, and important City topics to improve customer service, communications, situational awareness and response.
- ✓ Twelve new IoT traffic sensors were implemented in Downtown Gables, reporting vehicle and pedestrian traffic data in real time from several locations, including: Miracle Mile (all 4 blocks), Miracle Mile intersections at LeJeune, Salzedo, Ponce, Galiano, and Douglas; Giralda and Galiano; Merrick Way & Aragon. Multiple dashboards were added to the smart city hub platform at www.coralgables.com/smartcity, Internet of Things section, providing real-time open data and actionable information for traffic engineers, businesses, urban planners and researchers.
- ✓ Partnered with the University of Miami in organizing and launching the “Design Your Coral Gables” Smart City Solutions Competition, which invites participants to bring their ideas to life by prototyping technology solutions on one of five transportation and traffic challenges. Four team project proposals with high potential resulted from the competition, starting a conversation toward future pilots and prototypes.
- ✓ The City of Coral Gables Information Technology Department won 3rd place in the International Team Excellence Award (ITEA) case study storyboard competition at the American Society for Quality (ASQ) 2019 World Conference in Fort Worth, Texas. Also, Quality Progress Magazine included the City's I.T. Team in their June 2019 “Feats of Strength” story as one of ten top-performing teams from around the world that participated in the ITEA Award. Back in October 2018, the I.T. Department submitted a lean six sigma black belt project to the ASQ ITEA. ASQ included this project for a case study poster presentation at the 2019 World Conference on Quality and Improvement (WCQI). The City’s team project is titled “I.T. Department Productivity and Response Times Improvement” and employed quality engineering, lean six sigma, morphological analysis and operations research to improve I.T. balanced scorecard metrics for our organization, with measurable results obtained over three years in customer service and operational and cost efficiencies.



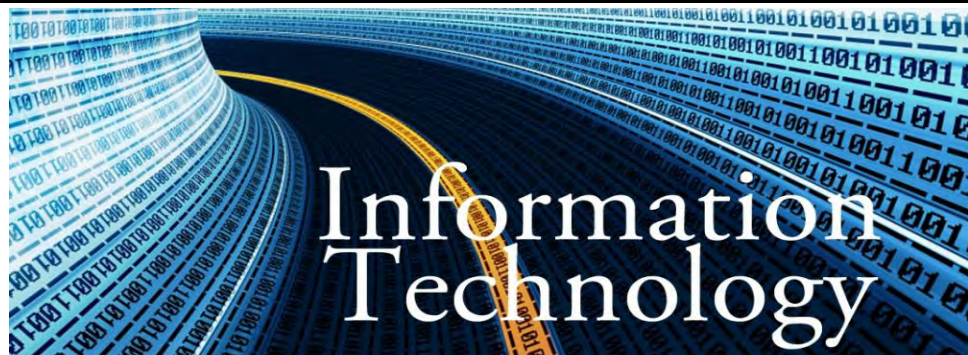
**CITY OF CORAL GABLES, FLORIDA
PERFORMANCE INDICATOR METRICS**

INFORMATION TECHNOLOGY

INDICATOR:	FY18			FY19		FY20
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Support tickets received	5,500	6,179	■	5,500	6,459	5,500
Support tickets closed	5,000	6,146	■	5,250	6,962	5,250
% of support tickets closed	90%	99%	■	95%	100.0%	95%
Number of projects implemented	80	66	■	60	52	60
Completed projects	40	38	■	36	37	36
CPU usage by City enterprise systems (<50%)	30%	35%	■	40%	37%	45%
Memory usage by City enterprise systems (<50%)	45%	53%	■	60%	50%	60%
System uptime on annual basis	99.90%	99.61%	■	99.90%	99.87%	99.90%
Number of servers citywide	37	37	■	37	32	37
Number of client devices (desktops, laptops, tablets, smartphones)	1,060	1,086	■	1,080	1,030	1,080
Number of network devices (routers/switches, firewalls/filters/gateways, wireless, phones, storage, audio/video, cameras, trailers)	945	937	■	940	1,143	940
Total number of applications supported	108	111	■	110	116	110
Home-grown applications	45	48	■	50	52	55
Off The Shelf (OTS) applications	63	63	■	60	64	65
IT Spending as a Percent of Operational Expense (<6.1% - 2018 gov't avg benchmark - Gartner Report)	6%	3.3%	■	6%	3.2%	6%
IT Spending Per Employee (<\$11,330 - 2018 gov't avg benchmark - Gartner Report)	\$9,000	\$4,756	■	\$9,000	\$6,086	\$9,000
IT Employees as a Percent of Total Employees (<5.4% - 2018 gov't avg benchmark - Gartner Report)	4%	2.1%	■	4%	2.4%	4%

Legend

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



**Information
Technology**

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
INFORMATION TECHNOLOGY
3200 INFORMATION TECHNOLOGY
 519 OTHER GENERAL GOVERNMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0112	Information Technology Director	1.00	1.00	1.00	1.00	\$ 166,953
0116	Ass't Information Technology Director	1.00	1.00	1.00	1.00	118,531
5034	IT Applications Division Manager	1.00	1.00	1.00	1.00	96,203
5038	IT Customer Support & GIS Division Mgr	1.00	1.00	1.00	1.00	91,177
5042	IT Network Division Mgr	1.00	1.00	1.00	1.00	78,144
5043	IT Systems Division Mgr	1.00	1.00	1.00	1.00	89,387
0127	IT Systems Analyst II	1.00	1.00	1.00	1.00	66,887
0128	IT Applications Analyst II	1.00	1.00	1.00	1.00	83,275
0129	IT Network Analyst II	2.00	2.00	2.00	2.00	133,137
0602	Administrative Assistant	-	-	1.00	1.00	41,761
0121	IT Applications Analyst I	1.00	1.00	1.00	1.00	54,227
0122	IT Customer Support & GIS Analyst I	1.00	1.00	1.00	1.00	47,015
0123	IT Network Analyst I	2.00	2.00	2.00	2.00	95,192
0124	IT Systems Analyst I	2.00	2.00	3.00	3.00	152,817
5036	IT Crime Data Analyst	1.00	1.00	1.00	1.00	52,680
8888	Overtime	-	-	-	-	28,000
TOTAL FULL TIME HEADCOUNT		17.00	17.00	19.00	19.00	1,395,386
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0130	IT Info Systems Analyst - P/T	2	1.50	1.50	1.50	78,627
0203	IT Technician - P/T	6	3.00	3.00	4.50	196,554
0063	Receptionist - P/T	-	0.75	0.75	-	-
TOTAL PART TIME FTE's		8	5.25	5.25	6.00	275,181
TOTAL			22.25	22.25	25.00	\$ 1,670,567

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 1,256,542	\$ 1,359,273	\$ 1,602,246	\$ 1,670,567
2000 Employee Benefits - See Other Cost Dist.	707,681	747,805	841,601	799,788
3190 Other Professional Services	363,728	452,380	485,034	483,500
3191 Other Professional Services - Reimbursable	(6,691)	(7,532)	10,418	-
4020 Central Garage Motor Pool Rent	38,471	37,055	49,736	51,012
Replacement:	14,535			
Oper. & Maint:	36,477			
4090 Other Transportation Expense	4,950	10,370	10,395	10,396
4110 Telecom Services	896,413	1,030,362	1,037,978	1,004,460
4111 Employee Cellular Payroll Deduction	(41,585)	(29,725)	(35,000)	(35,000)
4410 Rental of Machinery and Equipment	3,514	3,451	4,500	4,500
4420 Public Facilities Cost - See Other Cost Dist.	33,280	34,581	35,847	36,632
4550 General Liability Insurance	46,786	81,903	79,041	78,491

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
INFORMATION TECHNOLOGY
3200 INFORMATION TECHNOLOGY
 519 OTHER GENERAL GOVERNMENT

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
4630 Repair/Maint. of Machinery & Equipment	-	325	500	500
4710 Special Printed Forms	1,210	741	600	600
5100 Office Supplies	4,644	6,028	4,000	4,000
5214 Uniform Allowance	200	799	-	-
5215 Small Tools & Minor Equipment	18,910	21,695	27,000	20,000
5400 Membership Dues and Subscriptions	1,347	2,242	2,366	2,366
5401 Software Subscriptions & Maintenance	1,077,791	1,168,289	1,340,478	1,592,505
5402 Computer Hardware - Maintenance	303,484	462,669	490,025	375,050
5410 Employee Training	77,353	53,980	57,673	67,700
6431 Computer Hardware Replacement	46,780	779	25,000	25,000
6440 Equipment Additions	-	-	-	10,000
6441 Computer Hardware - Additions	-	-	12,000	-
6442 Computer Software - Additions	-	44,177	265,880	-
9010 1 Intradepartmental Credits	-	-	-	(240,656)
TOTAL	\$ 4,834,808	\$ 5,481,647	\$ 6,347,318	\$ 5,961,411

1 Apportioned administrative cost distributed to the Building Division (1210)



Action Plan Worksheet 2020

Action Plan Owner: Raimundo Rodulfo, Information Technology Director

Action Plan Name: 4.1-1 Citywide Horizontal Integration of Enterprise Systems and Dashboards

Strategic plan alignment

- Goal 4.1 – Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources
 - Objective 4.1-1 – Enhance the effectiveness of key City processes

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

What must be done	By When	How will it be evident
Elicit requirements and key metrics information from City department and officials for actionable data dashboards. Perform team meetings to analyze requirements and determine data parameters, thresholds and guidelines for triggers and visualization.	12/31/19	Business Analysis requirement sheets completed from interviews and questionnaires with department heads and city management
Mockup design and prototyping of dashboards for three layers: City Management, Departmental supervisors, and Hands-on/Field teams. Build the dashboards from relevant key metrics with actionable information.	03/31/20	Mockup design sheets and renderings
Develop project charter and scope of work. Stakeholder review and acceptance.	03/31/20	Accepted project charter document
Build an internal City Management Dashboard (CMD) platform on GIS	09/30/20	New CMD platform is accessible by authorized City users from any device connected to the Internet; and, GIS datasets can be accessed from the platform.
Procurement of Identity Management System, Cloud-based Electronic Document Management System, and integration professional services	09/30/20	Purchase orders issued
Role-based Identity and Access Management Integration Citywide	03/31/21	Single-sign-on with role-based authentication works effectively on main enterprise systems (ERP, EOS, Asset management, GIS, document management, public safety, etc.) and on the new CMD platform
Inter-cloud data replication (City Hybrid Cloud-Azure-AWS-ESRI-ERP)	03/31/21	Data is shared between cloud systems, for example: Cisco IoT and Azure exchange sensor data, Land Management & facility Management enterprise systems share data by location, etc.



Action Plan Worksheet 2020

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

What must be done	By When	How will it be evident
Connect and populate enterprise data sources into the City Management Dashboard and the Smart City Hub	09/30/21	Data is discoverable in the CMD GIS platform and the smart city hub
Implement and Integrate Cloud-based Enterprise Document Management platform	09/30/21	Records are shared between the document management and other enterprise systems (permits, land management, asset management, etc.)
Build customer-driven data visualization and business intelligence data analytics dashboards in the cloud	03/31/22	Real-time data dashboards are accessible in their cloud silos
Integrate all dashboards and analytics in the City Management dashboard (CMD) platform	06/30/22	Real-time data dashboards are accessible in the CMD platform from any device connected to the Internet
Testing and validation, Training Citi-wide, and go-live	09/30/22	Testing acceptance sheets from stakeholders and training attendance sheets. New CMD platform is accessible from any device connected to the Internet.

Resource requirements (what do we need to succeed?)

- \$100,000 of ongoing funding to acquire subscriptions from a cloud solutions broker, single sign-on & role-based identity management system
- \$70,000 of funding to acquire a cloud document management system
 - \$40,000 Cap-Ex for one-time implementation services
 - \$30,000 Op-Ex for 100 users and 25 administrator subscriptions
- \$30,000 of funding to purchase 200 hours of professional services of developing and integration
- 2 hours from each City department/office to assess and analyze data dashboard requirements (total 24 hours)
- 80 man-hours of IT network staff to implement single-sign-on integration
- 120 man-hours of IT GIS and applications staff to develop the City Management Dashboard (CMD) GIS platform
- 80 man-hours of IT systems staff to implement inter-cloud integration
- 80 man-hours of IT applications and systems staff to implement the cloud document management system
- 120 man-hours of IT applications staff to develop/program the data analytics and electronic dashboards
- 120 man-hours of IT management staff project management
- I.T. cyber-infrastructure and systems.

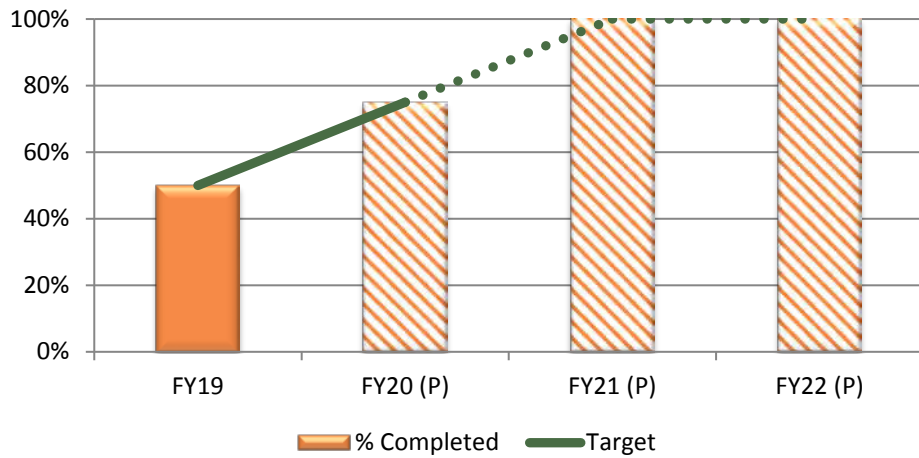


Action Plan Worksheet 2020

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

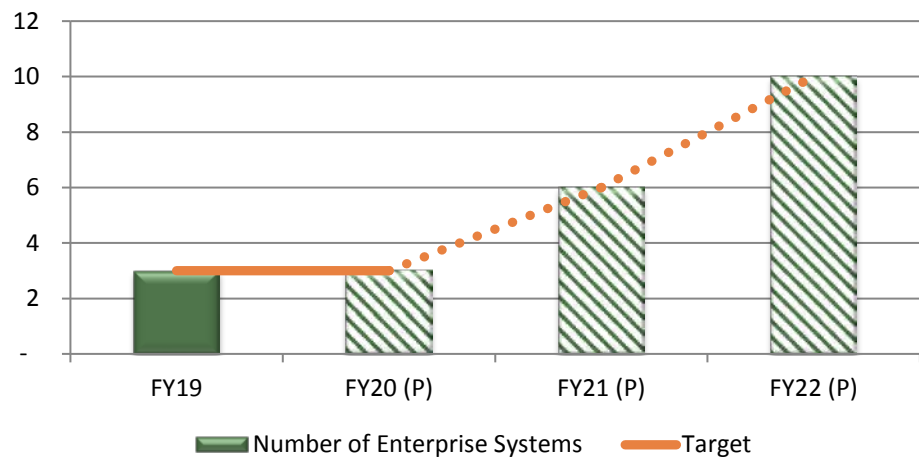
Measure	Target	Date
Internal customer (City departments) satisfaction.	95% satisfied/very satisfied	09/30/22
Percentage of department dashboard mockups designed and accepted	75%	09/30/20
	100%	09/30/21
	100%	09/30/22

Dashboards Designed & Accepted GOOD ↑



Number of enterprise systems with single-sign-on and inter-cloud data sharing	3	09/30/20
	6	09/30/21
	10	09/30/22

Single-Sign-On & Data Sharing GOOD ↑

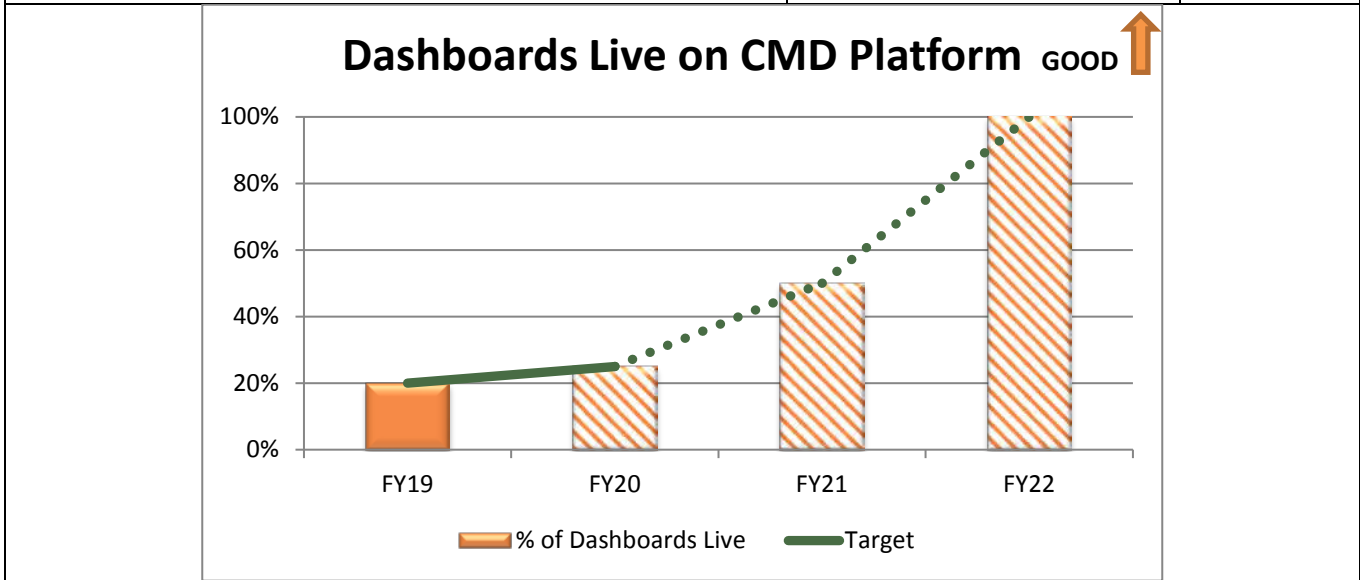




Action Plan Worksheet 2020

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

Measure	Target	Date
Percentage of department dashboards live on the CMD platform	25%	09/30/20
	50%	09/30/21
	100%	09/30/22



Frequency & venue of review:

- Monthly review with I.T. director, assistant director and division managers at the I.T. Department
- Quarterly review with City Manager, Assistant City Manager, and Directors at CMO Meetings.

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Manager, ACM, City Officials	Increased visibility into horizontally integrated location-aware data. Improved situational awareness and insight from real-time data to aid decision making, and resource allocation processes. Track quality of life and customer service performance levels (sustainability, resilience, livability).	Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards.
Department Heads and Supervisors	Ability to access inter-departmental data for easier project planning and solutions design. Increased operational efficiencies and effectiveness from real-time visibility over departmental metrics and customer satisfaction metrics.	Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards.



Action Plan Worksheet 2020

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

Stakeholder Group	Potential positive impact	Potential negative impact
Hands-on & Field Teams	Reduced manual data entry, reconciliation, and reporting processes. Improved workday planning.	Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards.
Public Safety	Improve visibility, situational awareness and decision-making historical and predictive analytics on public safety data such as crime analysis, real-time traffic, EMS, Fire, 911 PSAP, CAD & RMS, communications, EOC, CIC and others.	Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards.
Development Services, Economic Development, Public Engagement teams	Provide customer-driven reporting, actionable data and insight to manage permitting, inspections, plan review, developments, planning, concurrency impact, parcel properties, real estate, business licenses, business development, economic growth, marketing, public communications and other parameters. This data will help to promptly detect issues in operations and customer service and apply timely corrections.	Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards.
Public Works, Parks, Historical, Parking Infrastructure teams	Provide actionable data and insight to manage infrastructure and operations to improve maintenance, monitoring of performance and condition of buildings, equipment and ROW assets lifecycle, water and energy consumption, CIP, and other areas. This data will help to promptly detect issues in operations and status and condition of buildings, facilities and ROW assets, and apply timely corrections.	Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards.
Finance	Increased oversight, accountability and transparency on financial management and transactions with real-time visibility and business intelligence analytics over accounts, revenues, expenditures, for financial planning and decision making.	Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards.
Citizens	Increased data transparency, inclusion, accessibility and citizen engagement.	Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards.

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

Positive:

- Efficiencies and cost reductions from increased visibility and situational awareness for decision making, resource allocation planning and operations.
- Increased transparency and accountability
- \$25,000 reduction in annual IT costs reduction from eliminating the cost of legacy document management system.



Action Plan Worksheet 2020

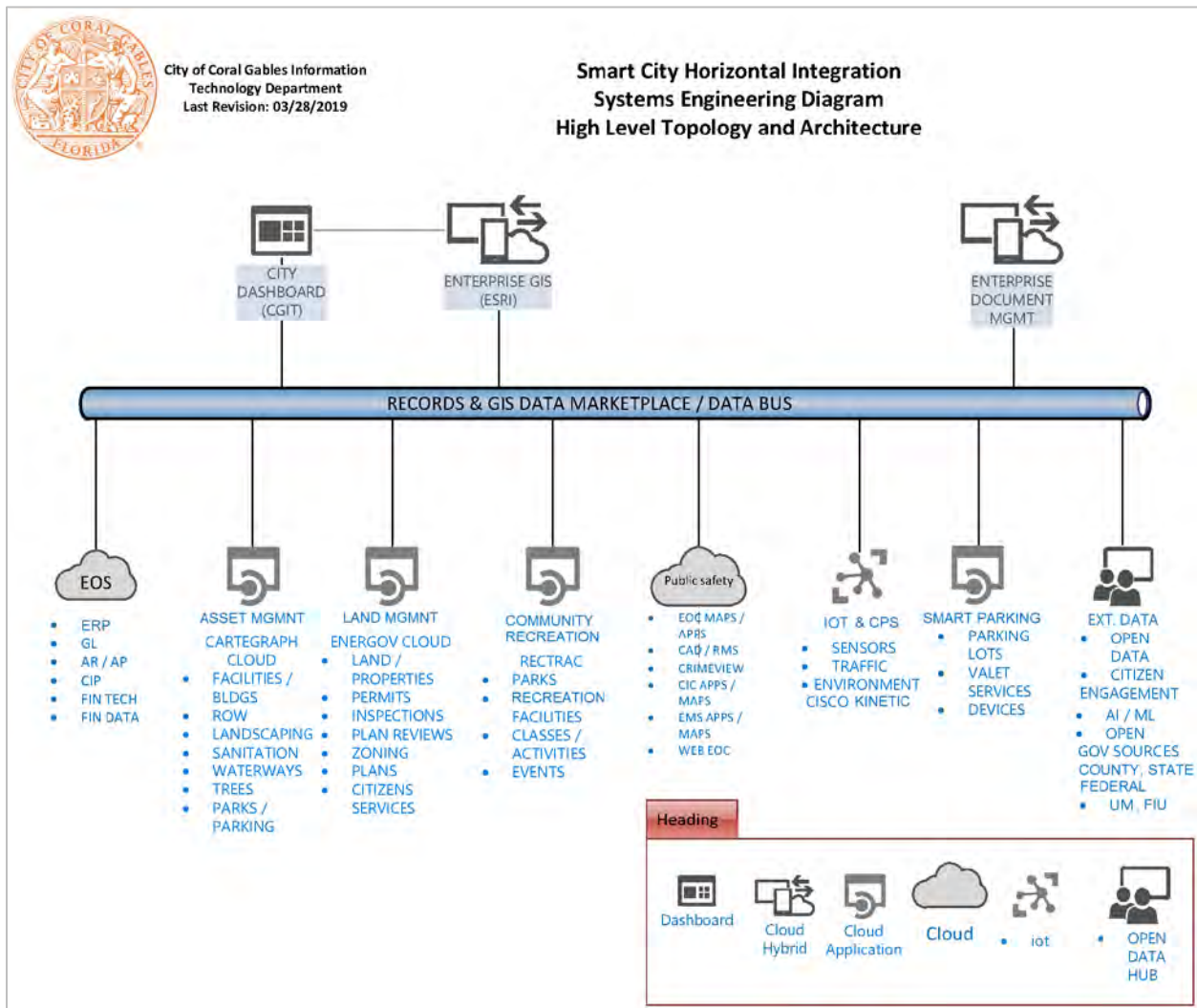
- Cyber-risk reduction and increased security posture from integrated identity management across City enterprise systems, clouds, and platforms. It helps with compliance, accreditation, and ratings.

Negative:

- New costs: \$130,000 annual costs to implement and support the new document management system and the new single sign-on system; \$70,000 one-time configuration costs.

APPENDIX

Smart City Horizontal Integration Systems Engineering Diagram, High-Level Design Topology and Architecture





Action Plan Worksheet 2020

Action Plan Owner: Raimundo Rodulfo, Information Technology Director

Action Plan Name: 4.2-1 Enterprise Standard Operating Procedure Library & System

Strategic plan alignment

- Goal 4 – Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources
 - Objective 4.2 – Increase the efficiency of key resource utilization processes
- 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 higher quality results.

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

What must be done	By When	How will it be evident
<ul style="list-style-type: none"> - Perform needs assessment. - Create scope of work. - Identify input & output requirements. - Define test acceptance document. - Identify necessary tools. - Create job cost estimate. - Create proposed schedule. - Procurement. 	10/01/19	PowerDMS System in place, and some departments SOPs already uploaded and accessible by City staff. Use of electronic SOP system by City staff. SOP system deployment schedule with work progress status.
Implementation: Public Safety - Police and Fire	10/31/19	All Police & Fire SOPs uploaded to PowerDMS, documentation accessible and in use by admin, officers & firefighters; admin, officers & firefighters trained.
Implementation: Information Technology	11/31/19	All I.T. SOPs uploaded to PowerDMS, and documentation accessible and in use by I.T. staff; all I.T. staff trained.
Implementation: Development Services and Public Works; business process review as part of the new e-Permitting, EPR & Land Management enterprise system implementation (EnerGov).	09/30/20	All DS & PW SOPs uploaded to PowerDMS, and documentation accessible and in use by DS & PW staff; all DS & PW staff trained.
Implementation: Community Recreation & Parking	03/31/21	All CR & Pkg SOPs uploaded to PowerDMS, and documentation accessible and in use by CR & Pkg staff; all CR & Pkg staff trained.
Implementation: Historical Resources, Economic Development, CMO, CAO, CCO	06/30/21	All Hist/ED/CMO/CAO/CCO SOPs uploaded to PowerDMS, and documentation accessible and in use by Hist/ED/CMO/CAO/CCO staff; all Hist/ED/CMO/CAO/CCO staff trained.



Action Plan Worksheet 2020

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

What must be done	By When	How will it be evident
Implementation: Finance, HR, Labor Relations; business process review as part of the new core financial & HR enterprise system implementation.	09/30/21	All Fin/HR/Labor SOPs uploaded to PowerDMS, and documentation accessible and in use by Fin/HR/Labor staff; all Fin/HR/Labor staff trained.
Systems Documentation and Maintenance Schedule	09/30/21	Documents and schedules

Resource requirements (what do we need to succeed?)

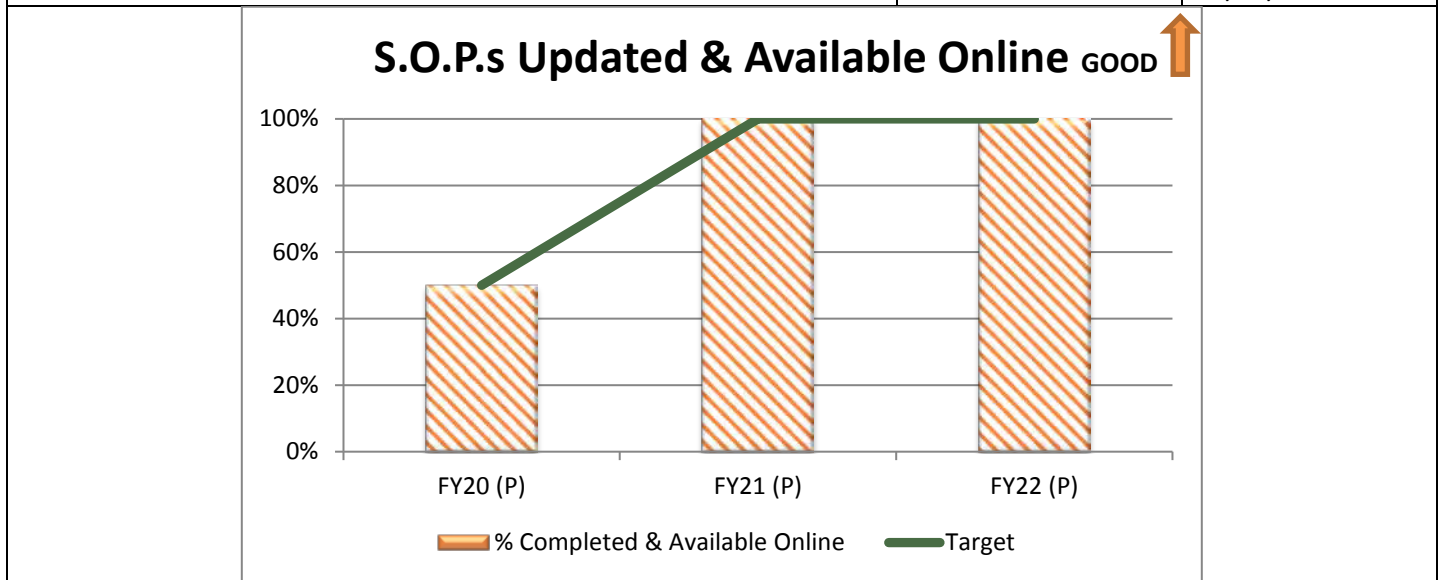
- \$18,000 for Software Subscription (already funded, purchased and implemented).
- \$7,000 for Network bandwidth (already funded and purchased and implemented).
- 80 man-hours of IT applications staff to implement the PowerDMS system configuration for all departments.
- 24 hours from each City department/office to inventory, analyze and document their processes, policies, procedures and SOPs (total 288 hours citywide).
- 80 man-hours of IT applications staff to format all departmental SOPs to conform with PowerDMS standardized format.
- 80 man-hours of IT applications staff to upload all departmental SOPs to the powerDMS system.
- 16 man-hours of IT applications staff and 8 hours of HR staff to create and implement the online training (SkillSoft LMS) on SOP access + PowerDMS user guide for all City employees.
- I.T. cyber-infrastructure and systems.



Action Plan Worksheet 2020

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

Measure	Target	Date
% of standard operating procedures updated and available online	50%	09/30/20
	100%	09/30/21
	100%	09/30/22



Frequency & venue of review:

- Monthly review with I.T. director, assistant director and division managers at the I.T. Department
- Quarterly review with City Manager, Assistant City Manager, and Directors at CMO Meetings.

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. Standardization and best practices.	Loss of productivity during training days. Cost for system, labor hours, training staff coordination, initial content population and staff time for ongoing maintenance life cycle.
Citizens	Increased satisfaction with City services due to increased efficiency of staff Increased transparency and accountability.	Funds, time and resources expended in support of this action plan will not be available for other projects.



Action Plan Worksheet 2020

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

Stakeholder Group	Potential positive impact	Potential negative impact
Hands-on & Field Teams	Improved efficiencies, quicker and easier access (web & mobile) to departmental and citywide SOPs, best practices and policies; a more systematic way of performing job duties and tasks.	Loss of productivity during training days.
Public Safety	Accreditation, compliance, best practices. Standardization and best practices.	Loss of productivity during training days.
Finance, HR, Labor	Accreditation, compliance, best practices. Standardization and best practices. Improved outreach, communication, accountability and accessibility of employee policies, rules, regulations, SOPs.	Loss of productivity during training days.

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

Positive:

- Efficiencies and cost reductions from use of standard operating procedures and best practices. Variable cost savings depending on each department.
- Cyber-risk reduction, increased security posture, and improved agency ratings in multiple City service metrics as a result of implementing SOPs and best practices that help achieve compliance, accreditation, and top ratings.

Negative:

- Previous one-time costs: \$25,000 to implement and support the PowerDMS system and its bandwidth requirements.
- Ongoing maintenance costs (already funded as part of I.T. Op-Ex): \$16,000/year.



Action Plan Worksheet 2020

Action Plan Owner: Raimundo Rodulfo, Information Technology Director

Action Plan Name: 6.1-1 Maintain information technology systems uptime rate of 99.9% SLA

Strategic plan alignment

- Goal 6– Goal: Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
 - Objective 6.1–Increase the resiliency of the city
 - 6.1-1 Maintain information technology systems uptime rate of 99.9%

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

What must be done	By When	How will it be evident
Auditing and assessment of network, security and systems back-end design, configuration and performance	09/30/20	As-builts. As-Is IDEF-0 and IDEF-1 systems engineering diagrams
Reengineering plan and design of proposed modifications and improvements	09/30/20	To-Be IDEF-0 and IDEF-1 systems engineering diagrams. Reengineering plan and scope of work.
Audit and cleanup of the auto-discovery and topology databases of the Network Management System (NMS), Log Event Manager (LEM), Hyper-converged/Virtualization/Software defined platforms (HCIS/VM/SDN) and other object reporting catalogs in the network	09/30/20	Clean NMS, LEM, HCIS/VM/SDN object databases and clean reports without decommissioned asset inventory objects
Review, retraining, and enforcement of the CGITOP I.T. Operations Plan based on ISO 9001 standard.	09/30/20	Staff retrained, CGITOP audits and signoffs (daily, weekly, biweekly, monthly, quarterly, annual recurring tasks)
Network, security and telecommunications optimization	09/30/21	Network NMS reports, functional tests, performance metrics
Systems and Applications optimization	09/30/21	Systems NMS reports, functional tests, performance metrics
Monitoring and Control, stress tests, customer experience feedback	09/30/22	Updated uptime metrics, uptime SLA improvements measurements, stress test result sheets, customer experience surveys
Documentation, maintenance plan, and internal training	09/30/22	As-builts, CGITOP revised plan, I.T. cross-training signing sheets

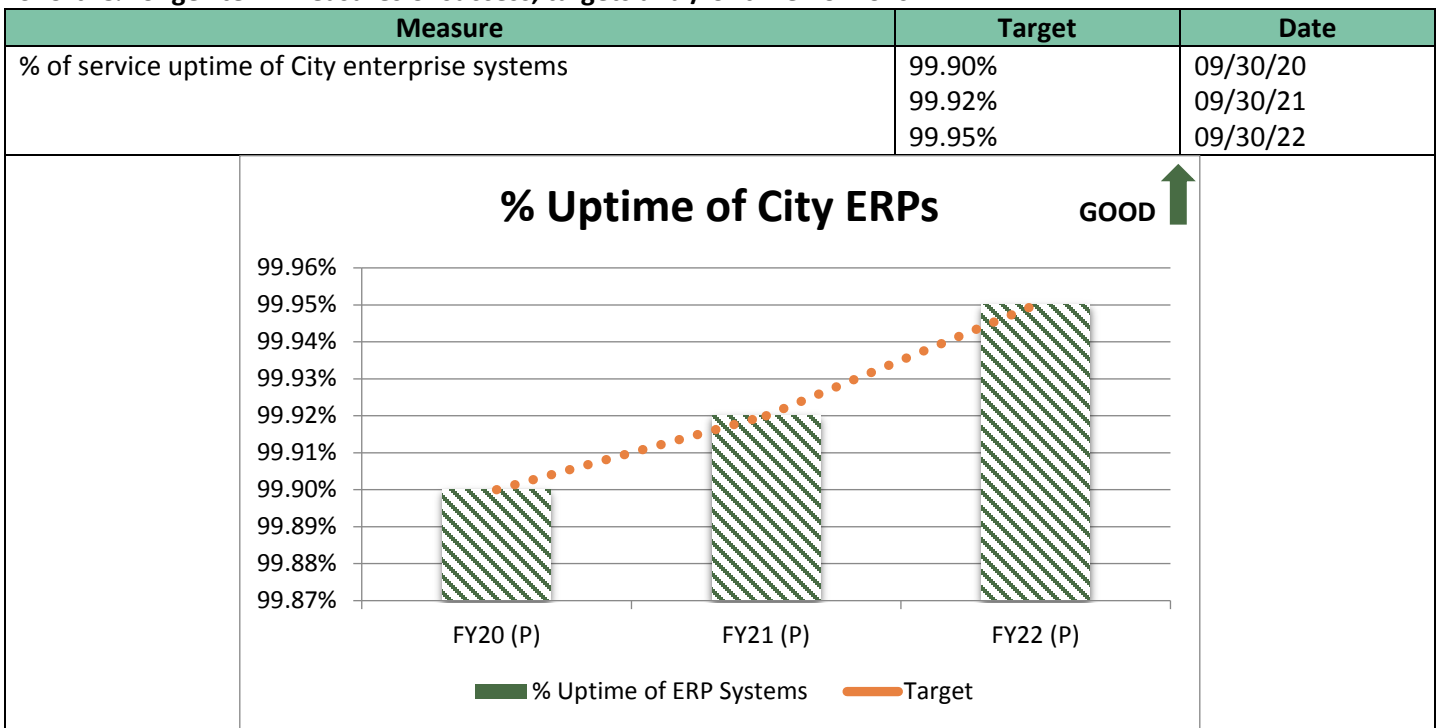


Action Plan Worksheet 2020

Resource requirements (what do we need to succeed?)

- \$100,000 in professional services for auditing and assessment of network and systems back-end design, configuration and performance; and cyberinfrastructure reengineering (already funded as part of the IT Op-Ex funds).
- 160 man-hours of IT network staff to analyze, reengineer, optimize and stress-test the topology and configuration of citywide network, telecommunications and cybersecurity infrastructure and its redundancy and DR mechanisms.
- 120 man-hours of IT systems staff to analyze, reengineer, optimize and stress-test the topology and configuration of citywide systems infrastructure and its redundancy and DR mechanisms.
- 120 man-hours of IT applications staff to analyze, optimize and stress-test the architecture and configuration of citywide applications and its redundancy and DR mechanisms.
- I.T. cyber-infrastructure and systems.

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



Frequency & venue of review:

- Monthly review with I.T. director, assistant director and division managers at the I.T. Department
- Quarterly review with City Manager, Assistant City Manager, and Directors at CMO Meetings



Action Plan Worksheet 2020

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

Stakeholder Group	Potential positive impact	Potential negative impact
All department directors	Increased reliability and availability of control systems and data reporting to manage and plan departmental operations. Increased efficiencies. Compliance with SLA-sensitive rules, requirements and regulations.	Less practice on failover procedures in the absence of digital services
Citizens	Increased reliability and availability of digital government services and applications for convenience, mobility, accessibility and engagement	Less awareness and practice on the use of alternative sources in the absence of digital services
Hands-on & Field Teams from all departments	Increased access, reliability and availability of technology tools to perform departmental operations and provide customer service	Less practice on failover procedures in the absence of digital services
Public Safety	Increase availability of critical communication systems. Accreditation and compliance with federal/state/county/local high-availability agency requirements	Less practice on failover procedures in the absence of digital services

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

Positive:

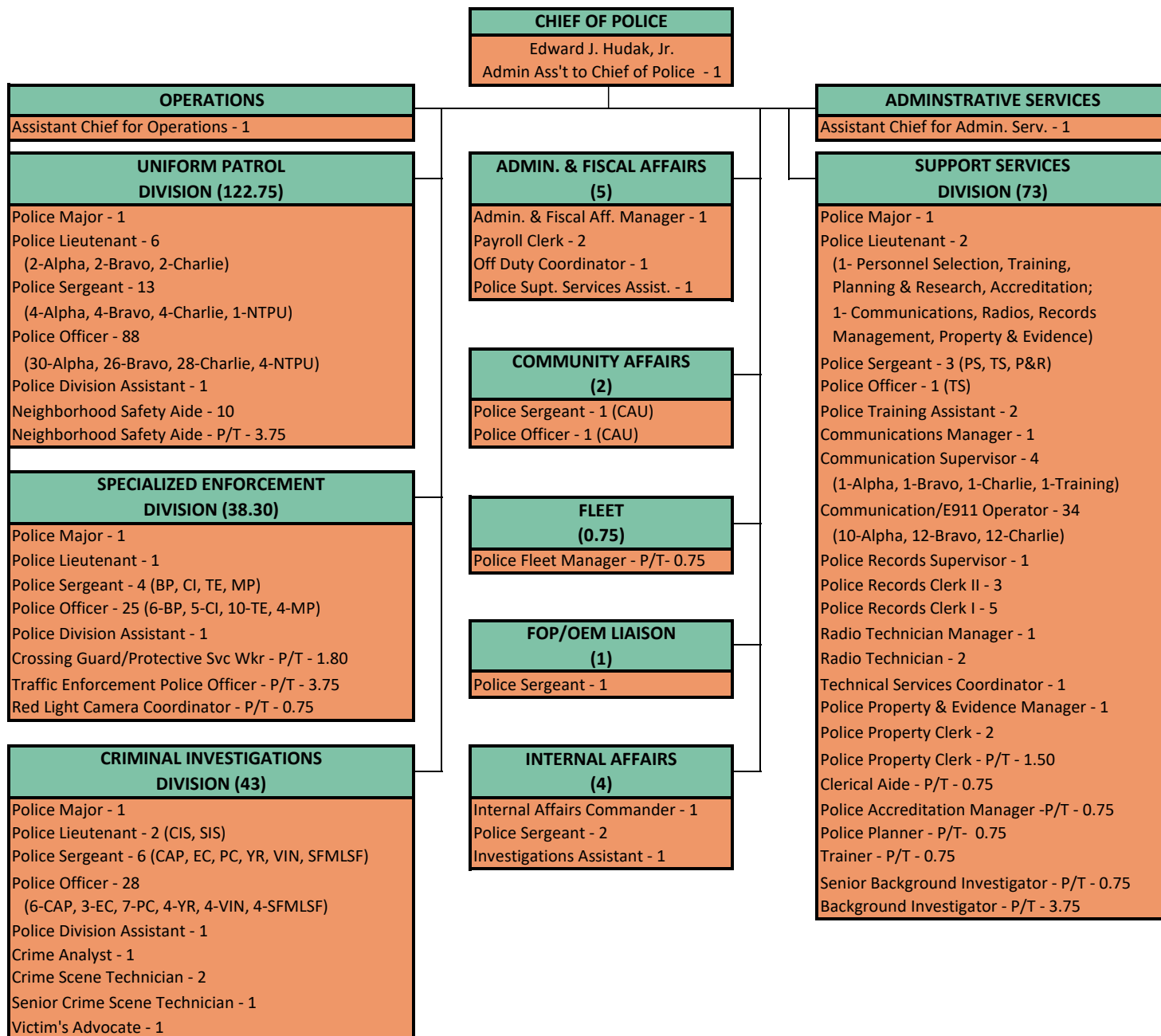
- Increased productivity, effectiveness and efficiencies from higher availability of services and business continuity. Variable productivity improvements and cost savings depending on each department.
- Increased customer satisfaction and City revenue from high-available services.
- Outage/downtime cost reductions, cyber-risk reduction, increased security posture, and improved agency ratings in multiple City service metrics as a result of optimizing systems configuration and increasing uptime of systems and services that help achieve compliance, accreditation, and top ratings.

Negative:

- One-time costs of \$100,000 to analyze, reengineer and optimize cyber infrastructure

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

**POLICE
ORGANIZATION CHART**



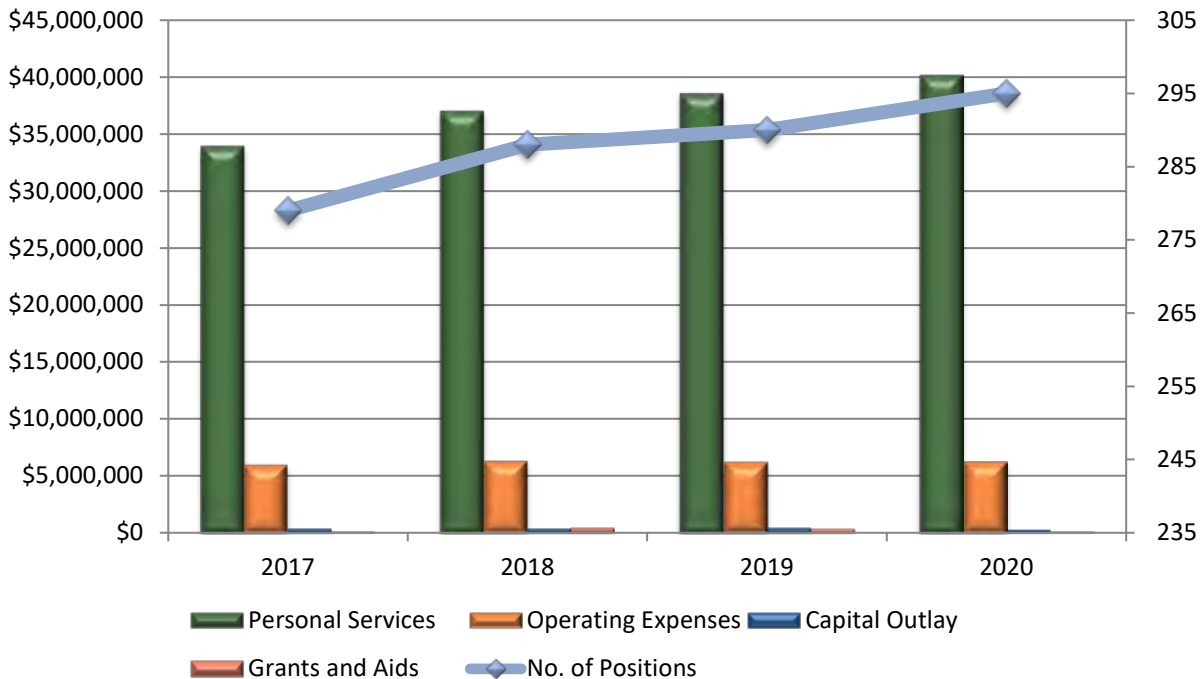
**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



**POLICE DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2016-2017 ACTUAL</u>	<u>2017-2018 ACTUAL</u>	<u>2018-2019 BUDGET</u>	<u>2019-2020 BUDGET</u>
Salaries & Benefits	33,996,134	37,043,691	38,609,655	40,194,132
Operating Expenses	5,978,241	6,322,334	6,246,737	6,281,507
Capital Outlay	305,112	299,989	372,627	231,232
Grants and Aids	119,444	375,054	293,469	123,178
Total	40,398,931	44,041,068	45,522,488	46,830,049
Full Time Headcount	267.00	272.00	272.00	275.00
Part Time FTE's	12.45	16.20	17.70	19.80
Total Headcount & FTE's	279.45	288.20	289.70	294.80

EXPENDITURE/PERSONNEL COMPARISONS



Police

Department Function:

The Police Department is responsible for the protection of life and property, and also provides a comprehensive range of law enforcement services and crime prevention programs. The Police Department is composed of the Office of the Chief of Police, three operational divisions and two support services divisions.

The **Office of the Chief of Police** includes top Police leadership, as well the Internal Affairs Section, Community Affairs Unit, Fleet, and Administrative & Fiscal Affairs Section. This office also prepares the annual Police Department proposed budget estimate and oversees all Police Department fiscal expenditure activity.

The **Uniform Patrol Division** provides the primary 24 hour a day police emergency and routine service response as well as uniform police patrol services. This division is responsible for the initial uniform police response to calls for service, uniform crime prevention patrol operations and crime suppression efforts including K9, and overall order maintenance duties.

The **Specialized Enforcement Division** provides the specialized police services of traffic enforcement, traffic crash investigation, bike patrol and marine patrol. The traffic units include motorcycle traffic enforcement and crash investigation units. The marine patrol unit patrols the waterways within the city and multi-jurisdictional bay areas. The bicycle patrol emphasizes patrol efforts in the high density environments throughout the city. Further, the division manages all special events, and addresses many quality of life concerns presented to the department.

The **Criminal Investigations Division** provides services that include criminal investigations, vice, intelligence, surveillance, dignitary protection, narcotic investigations, youth resource officer programs, crime analysis, polygraph examination, and crime scene investigation.

The **Technical Services Division** provides services that include the Communication Section, Records Management & Technology Section, Radio Shop, and Property & Evidence Section. It is responsible for all police and fire radio communications, 911 phone service, and dispatching of all calls for service 24 hours a day as well as for the secure storage of evidence. This Division maintains records and accurate statistics in a secured environment that assures integrity and quality controlled services.

The **Professional Standards Division** is responsible for recruitment, applicant background investigations, applicant testing, new recruit and in-service training, creation of job regulations, policies and procedures, and the Planning and Research Section.

Department Goals:

1. Provide exceptional Police services that exceed the requirements and expectations of the community, including residents, businesses and visitors.
2. Maintain efforts toward crime reduction – crime trends analysis, effective and efficient use of resources, community engagement, and enhanced Police presence.
3. Provide and foster a comprehensive training environment for all Police employees in order to prepare, support, empower and retain a quality workforce.
4. Enhance community, law enforcement and other partnerships to better combat crime and achieve a safer community.
5. Strengthen communication and awareness through innovative and integrative technology.

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

POLICE

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS

- ✓ Implemented the NC4 platform, which provides for enhanced officer awareness and communications to further assist in reducing crime.
- ✓ Transitioned to TASER 7 and initiated first phase of Bola Wrap equipment, both of which provide for added officer safety and a focus on de-escalation tactics.
- ✓ Completed the P25 Radio Network upgrade, a mission critical upgrade that provides life safety voice communications and interoperability for Police, Fire-Rescue, and Local Government entities citywide.
- ✓ Initiated SaferWatch and RING partnerships to further reduce crime and provide real-time local crime and safety information to the Coral Gables community.
- ✓ Expanded Neighborhood Safety Aide Program to foster greater partnerships with Coral Gables residents and the community.



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

POLICE

INDICATOR:	FY18			FY19		FY20
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Crime Watch programs hosted for neighborhoods and local businesses	10	8	●	15	12	20
Public service announcements (crime prevention tips/informational segments) created for publication (both print and Ch. 77)	5	1	●	5	5	24
Number of Crime Prevention Surveys (Residential & Commercial)	20	7	●	15	4	8
News releases distributed to the media	20	15	●	15	4	10
Police officers hired	10	11	●	14	4	6
Communications operators hired	6	3	●	9	5	3
Citizen complaints filed	8	4	●	10	1	8
Internal (employee) complaints/grievances filed	7	11	●	12	-	8
Number of commendations received	150	100	●	160	206	160
Number of CALEA accreditation standards	484	484	●	484	484	484
Training hours for sworn and non-sworn personnel	17,500	15,620	●	17,000	6,684	17,000
Calls For Service (CFS) processed	133,000	163,519	●	172,289	129,099	200,000
Phone calls processed	170,000	153,021	●	152,000	87,235	150,000
Number of I/I reports processed	9,160	8,851	●	8,825	5,073	8,825
Arrests processed	776	770	●	760	401	760
Citations processed	25,089	31,952	●	28,821	20,189	28,821
Crash reports processed	3,204	3,216	●	3,043	1,639	3,043

Legend

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



**CITY OF CORAL GABLES, FLORIDA
2019-2020 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				
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
FULL TIME POSITIONS						
5025	Police Chief	1.00	1.00	1.00	1.00	\$ 211,180
0072	Assistant Police Chief for Admin Serv.	1.00	1.00	1.00	1.00	150,594
5030	Assistant Police Chief for Operations	1.00	1.00	1.00	1.00	150,594
5039	Internal Affairs Commander	1.00	1.00	1.00	1.00	121,855
0813	Administrative & Fiscal Affairs Manager	1.00	1.00	1.00	1.00	77,609
5022	Police Lieutenant	2.00	2.00	-	-	-
5023	Police Lieutenant - FOP Office	-	-	-	1.00	130,000
5021	Police Sergeant	3.00	3.00	4.00	4.00	468,257
5020	Police Officer	1.00	1.00	1.00	1.00	90,684
0132	Admin Asst to Chief of Police	1.00	1.00	1.00	1.00	64,798
5024	Investigations Assistant	1.00	1.00	1.00	1.00	58,965
0305	Payroll Clerk	2.00	2.00	2.00	2.00	98,132
5014	Police Supt. Services Assistant	1.00	1.00	1.00	1.00	36,965
6104	Off Duty Coordinator	1.00	1.00	1.00	1.00	37,351
8888	Overtime	-	-	-	-	114,457
9999	Holiday Worked Pay	-	-	-	-	8,500
TOTAL FULL TIME HEADCOUNT		17.00	17.00	16.00	17.00	1,819,941
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	
4022	Police Fleet Manager - P/T	1	-	-	0.75	54,837
TOTAL PART TIME FTE's		1	0.00	0.00	0.75	54,837
TOTAL			17.00	17.00	16.75	\$ 1,874,778

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,062,234	\$ 1,222,209	\$ 1,558,239	\$ 1,874,778
2000	Employee Benefits - See Other Cost Dist.	844,343	896,231	984,093	1,125,364
3190	Other Professional Services	13,887	15,373	9,301	31,501
4010	Travel Expense	1,124	-	1,500	1,500
4020	Central Garage Motor Pool Rent	65,580	62,228	51,354	57,468
	Replacement:	36,562			
	Oper. & Maint:	20,906			
4410	Rental of Machinery and Equipment	-	-	500	67,460
4420	Public Facilities Cost - See Other Cost Dist.	130,232	135,321	140,276	143,350
4550	General Liability Insurance	44,625	75,380	75,488	88,086
4620	Repair and Maint. of Office Equipment	295	295	500	500
4630	Repair/Maint. of Machinery & Equipment	459	-	2,000	2,000
4710	Special Printed Forms	4,135	3,671	4,500	5,500
4910	Court Costs & Investigative Expense	6,501	5,061	6,080	6,080

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5000 ADMINISTRATIVE DIVISION
 521 LAW ENFORCEMENT

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
4990 Other Miscellaneous Expense	9,080	8,932	9,290	9,290
5100 Office Supplies	4,229	5,472	9,000	43,700
5202 Chemicals and Photographic Supplies	-	-	500	500
5206 Food for Human Consumption	3,335	3,393	3,500	3,500
5208 Household & Institutional Supplies	294	274	1,550	1,550
5214 Uniform Allowance	8,425	5,069	9,529	13,000
5215 Small Tools & Minor Equipment	199	-	-	-
5400 Membership Dues and Subscriptions	2,802	3,499	6,225	6,575
5410 Employee Training	17,631	20,746	13,000	13,000
5411 Special Police Education	3,593	10,959	65,470	10,000
6440 Equipment Additions	4,967	1,500	3,000	3,000
8200 City Grants to Outside Organizations	113,909	114,751	123,178	123,178
TOTAL	\$ 2,341,879	\$ 2,590,364	\$ 3,078,073	\$ 3,630,880

**CITY OF CORAL GABLES, FLORIDA
2019-2020 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				
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020	
					BUDGET	SALARIES
FULL TIME POSITIONS						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
5026	Police Major	1.00	1.00	1.00	1.00	\$ 159,415
5022	Police Lieutenant	4.00	4.00	6.00	6.00	762,524
5021	Police Sergeant	12.00	12.00	14.00	14.00	1,519,861
5020	Police Officer	86.00	86.00	88.00	88.00	6,478,366
5038	Neighborhood Safety Aide	6.00	10.00	10.00	10.00	344,821
0032	Police Division Assistant	-	-	1.00	1.00	60,060
0031	Secretary	1.00	1.00	0.00	0.00	-
8888	Overtime	-	-	-	-	297,258
9999	Holiday Worked Pay	-	-	-	-	210,000
TOTAL FULL TIME HEADCOUNT		110.00	114.00	120.00	120.00	9,832,305
PART TIME POSITIONS						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
9021	Neighborhood Safety Aide - P/T	5	0.00	3.75	3.75	3.75
TOTAL PART TIME FTE's		5	0.00	3.75	3.75	3.75
TOTAL			110.00	117.75	123.75	\$ 9,949,705

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
1000	Salaries	\$ 7,871,783	\$ 8,486,061	\$ 9,651,716	\$ 9,949,705
2000	Employee Benefits - See Other Cost Dist.	5,929,412	6,347,654	6,985,998	7,113,980
3190	Other Professional Services	430,960	419,521	681,920	681,520
4010	Travel Expense	2,921	3,978	4,000	4,000
4020	Central Garage Motor Pool Rent	1,555,778	1,455,714	1,063,233	1,155,445
	Replacement:	602,469			
	Oper. & Maint:	552,976			
4420	Public Facilities Cost - See Other Cost Dist.	172,556	179,298	185,864	189,936
4550	General Liability Insurance	283,007	487,908	478,202	467,485
4630	Repair/Maint. of Machinery & Equipment	999	954	1,000	1,000
4710	Special Printed Forms	493	1,478	3,200	3,200
5100	Office Supplies	7,910	7,793	7,977	7,977
5202	Chemicals and Photographic Supplies	81	720	800	800
5205	Expense for Animals	18,939	21,199	20,000	18,000
5206	Food for Human Consumption	422	581	600	600
5208	Household & Institutional Supplies	1,491	794	800	800
5212	Firearms Ammunition	34,188	32,951	46,278	39,669

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5020 UNIFORM PATROL DIVISION
 521 LAW ENFORCEMENT

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5213	Purchase/Rental - Employee Uniforms	17,392	13,527	20,237	20,237
5214	Uniform Allowance	82,713	52,282	73,678	84,440
5215	Small Tools & Minor Equipment	8,919	7,963	13,597	13,597
5400	Membership Dues and Subscriptions	1,820	1,584	2,175	2,175
5410	Employee Training	68,276	41,627	68,035	68,035
6430	Equipment Repair/Replacement	6,806	-	-	-
6440	Equipment Additions	50,372	44,097	91,634	50,384
TOTAL		<u><u>\$ 16,547,238</u></u>	<u><u>\$ 17,607,684</u></u>	<u><u>\$ 19,400,944</u></u>	<u><u>\$ 19,872,985</u></u>

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5030 CRIMINAL INVESTIGATIONS DIVISION
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
5026	Police Major	1.00	1.00	1.00	1.00	\$ 138,695
5022	Police Lieutenant	2.00	2.00	2.00	2.00	271,782
5021	Police Sergeant	6.00	6.00	6.00	6.00	690,334
5020	Police Officer	28.00	28.00	28.00	28.00	2,236,981
0031	Secretary	1.00	1.00	0.00	0.00	-
0032	Police Division Assistant	-	-	1.00	1.00	60,333
5033	Crime Analyst	1.00	1.00	1.00	1.00	50,944
5027	Crime Scene Technician	2.00	2.00	2.00	2.00	97,304
5031	Senior Crime Scene Tech.	1.00	1.00	1.00	1.00	74,636
5037	Victim's Advocate	1.00	1.00	1.00	1.00	69,415
8888	Overtime	-	-	-	-	363,241
9999	Holiday Pay	-	-	-	-	80,000
TOTAL		43.00	43.00	43.00	43.00	\$ 4,133,665

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 3,422,587	\$ 3,746,147	\$ 3,961,813	\$ 4,133,665
2000 Employee Benefits - See Other Cost Dist.	2,438,272	2,594,050	2,669,101	2,776,197
3190 Other Professional Services	345	767	1,500	4,500
4010 Travel Expense	287	94	500	500
4020 Central Garage Motor Pool Rent	356,199	336,509	279,906	292,642
	Replacement: 106,766			
	Oper. & Maint: 185,876			
4091 Cell Phone Allowance	-	200	-	1,200
4220 Postage	-	40	150	150
4410 Rental of Machinery and Equipment	2,968	-	6,000	6,000
4420 Public Facilities Cost - See Other Cost Dist.	139,450	144,898	150,204	153,495
4550 General Liability Insurance	130,916	216,228	195,441	194,219
4620 Repair and Maint. of Office Equipment	308	180	1,000	1,000
4630 Repair/Maint. of Machinery & Equipment	436	1,799	2,500	2,500
4710 Special Printed Forms	759	1,250	1,500	1,500
4910 Court Costs & Investigative Expense	128,567	115,916	131,000	131,000
4930 Information & Credit Investigation Service	36,359	32,722	42,575	42,575
4990 Other Miscellaneous Expense	652	1,437	2,500	2,500
5100 Office Supplies	9,908	9,620	20,093	15,100

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5030 CRIMINAL INVESTIGATIONS DIVISION
 521 LAW ENFORCEMENT

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
5202 Chemicals and Photographic Supplies	6,423	5,771	7,000	6,000
5207 Motor Fuel and Lubricants	517	918	2,000	1,000
5208 Household & Institutional Supplies	520	2,317	1,000	1,000
5214 Uniform Allowance	30,364	28,012	43,400	38,000
5215 Small Tools & Minor Equipment	4,231	4,843	5,550	5,550
5400 Membership Dues and Subscriptions	676	630	2,980	2,980
5401 Software Subscriptions & Maintenance	26,625	-	-	-
5410 Employee Training	13,204	14,611	27,520	27,520
8200 Federal Grants	-	260,303	169,697	-
TOTAL	\$ 6,750,573	\$ 7,519,262	\$ 7,724,930	\$ 7,840,793

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5040 TECHNICAL SERVICES DIVISION
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
5022	Police Lieutenant	1.00	1.00	1.00	1.00	\$ 136,058
5021	Police Sergeant	3.00	3.00	-	-	-
5005	Radio Technician Manager	1.00	1.00	1.00	1.00	94,230
5004	Radio Technician	2.00	2.00	2.00	2.00	143,283
5007	Police Records Supervisor	1.00	1.00	1.00	1.00	77,766
5013	Technical services Coordinator	1.00	1.00	1.00	1.00	94,752
6316	Communications Manager	-	1.00	1.00	1.00	99,500
5018	Communication Supervisor	5.00	4.00	4.00	4.00	347,836
5016	Communication Operator	32.00	32.00	32.00	34.00	1,944,199
5008	Police Property & Evidence Manager	1.00	1.00	1.00	1.00	71,564
5006	Police Property Clerk	1.00	2.00	2.00	2.00	77,196
5012	Police Records Clerk II	3.00	3.00	3.00	3.00	150,706
5011	Police Records Clerk I	5.00	5.00	5.00	5.00	189,027
8888	Overtime	-	-	-	-	300,000
9999	Holiday Pay	-	-	-	-	73,000
TOTAL FULL TIME HEADCOUNT		56.00	57.00	54.00	56.00	3,799,117
PART TIME POSITIONS						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
5041	Police Property Clerk - P/T	2	1.50	1.50	1.50	59,199
9006	Clerical Aide - P/T	1	0.75	0.75	0.75	20,014
TOTAL PART TIME FTE's		3	2.25	2.25	2.25	79,213
TOTAL		58.25	59.25	56.25	58.25	\$ 3,878,330

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 3,907,617	\$ 4,121,945	\$ 3,682,577	\$ 3,878,330
2000	Employee Benefits - See Other Cost Dist.	2,247,662	2,233,019	2,125,978	2,192,820
3190	Other Professional Services	-	2,318	6,350	6,350
4020	Central Garage Motor Pool Rent	111,444	106,242	56,009	60,922
	Replacement:	31,988			
	Oper. & Maint:	28,934			
4090	Other Transportation Expense	451	468	600	600
4420	Public Facilities Cost - See Other Cost Dist.	180,801	187,865	194,744	199,011
4550	General Liability Insurance	134,883	212,171	181,666	182,223
4620	Repair and Maint. of Office Equipment	550	1,543	1,500	1,500
4630	Repair/Maint. of Machinery & Equipment	12,481	17,326	21,800	21,000
4710	Special Printed Forms	2,899	4,092	5,100	4,800
4990	Other Miscellaneous Expense	-	9,518	800	900

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5040 TECHNICAL SERVICES DIVISION
 521 LAW ENFORCEMENT

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
5100 Office Supplies	12,411	13,641	16,600	16,600
5206 Food for Human Consumption	822	1,278	1,906	1,906
5208 Household & Institutional Supplies	3,269	3,005	3,025	3,025
5209 Protective Clothing	-	225	-	-
5214 Uniform Allowance	5,153	8,332	55,565	31,200
5215 Small Tools & Minor Equipment	3,639	4,084	4,675	4,675
5217 Operating Equipment Repair Parts	34,705	38,089	43,150	43,150
5400 Membership Dues and Subscriptions	962	1,945	3,265	3,715
5401 Software Subscriptions & Maintenance	101,793	104,105	158,782	114,104
5410 Employee Training	13,201	15,428	27,370	28,720
6430 Equipment Repair/Replacement	137,803	189,943	149,208	141,648
6440 Equipment Additions	66,185	15,422	84,910	21,200
TOTAL	\$ 6,978,731	\$ 7,292,004	\$ 6,825,580	\$ 6,958,399

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5060 PROFESSIONAL STANDARDS DIVISION
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
FULL TIME POSITIONS						
5026	Police Major	1.00	1.00	1.00	1.00	\$ 158,261
5022	Police Lieutenant	1.00	1.00	1.00	1.00	136,058
5021	Police Sergeant	2.00	2.00	2.00	2.00	198,810
5020	Police Officer	3.00	3.00	1.00	1.00	96,399
5001	Police Training Assistant	2.00	2.00	2.00	2.00	117,658
8888	Overtime	-	-	-	-	14,800
9999	Holiday Pay	-	-	-	-	6,500
TOTAL FULL TIME HEADCOUNT		9.00	9.00	7.00	7.00	728,486
PART TIME POSITIONS						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
0219	Accreditation Manager - P/T	1	-	-	0.75	0.75
9024	Police Planner - P/T	1	-	-	0.75	0.75
5028	Trainer - P/T	1	0.75	0.75	0.75	0.75
0102	Sr. Background Investigator - P/T	1	-	-	0.75	0.75
0075	Background Investigator - P/T	5	5.25	5.25	3.75	3.75
TOTAL PART TIME FTE's		9	6.00	6.00	6.75	6.75
TOTAL			15.00	15.00	13.75	13.75
						\$ 1,105,773

EXPENDITURE DETAIL

		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
1000	Salaries	\$ 1,295,104	\$ 1,465,856	\$ 1,146,488	\$ 1,105,773
2000	Employee Benefits - See Other Cost Dist.	683,714	782,334	533,352	529,401
3190	Other Professional Services	36,263	28,366	44,044	13,000
4020	Central Garage Motor Pool Rent	59,663	56,817	65,089	67,702
	Replacement:	23,258			
	Oper. & Maint:	44,444			
4220	Postage	1,263	900	2,500	2,500
4410	Rental of Machinery and Equipment	62,873	64,463	66,960	-
4420	Public Facilities Cost - See Other Cost Dist.	170,456	177,116	183,602	187,625
4550	General Liability Insurance	44,436	79,547	56,557	51,955
4620	Repair and Maint. of Office Equipment	300	2,599	300	300
4630	Repair/Maint. of Machinery & Equipment	24,861	25,577	21,891	21,296
4710	Special Printed Forms	1,422	635	1,500	500
4910	Court Costs & Investigative Expense	14,665	21,067	30,692	23,492
5100	Office Supplies	12,519	7,293	12,700	8,000
5208	Household & Institutional Supplies	58	-	1,120	1,120

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5060 PROFESSIONAL STANDARDS DIVISION
 521 LAW ENFORCEMENT

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5212 Firearms Ammunition	73,364	73,363	73,364	73,364
5213 Purchase/Rental - Employee Uniforms	21,829	21,300	22,000	22,000
5214 Uniform Allowance	113,763	89,492	89,157	82,400
5215 Small Tools & Minor Equipment	13,597	10,554	7,500	7,500
5217 Operating Equipment Repair Parts	19,781	18,145	20,000	20,000
5400 Membership Dues and Subscriptions	525	1,427	2,535	2,780
5410 Employee Training	111,829	133,845	77,175	64,175
6430 Equipment Repair/Replacement	-	9,937	28,875	-
6440 Equipment Additions	19,984	18,750	-	-
8200 Federal Grants	5,535	-	594	-
TOTAL	<u>\$ 2,787,804</u>	<u>\$ 3,089,383</u>	<u>\$ 2,487,995</u>	<u>\$ 2,284,883</u>

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5070 SPECIALIZED ENFORCEMENT DIVISION
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020		
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES	
FULL TIME POSITIONS							
5026	Police Major	1.00	1.00	1.00	1.00	\$ 155,193	
5022	Police Lieutenant	1.00	1.00	1.00	1.00	127,439	
5021	Police Sergeant	4.00	4.00	4.00	4.00	452,510	
5020	Police Officer	25.00	25.00	25.00	25.00	1,986,244	
0032	Police Division Assistant	-	-	1.00	1.00	64,699	
0031	Secretary	1.00	1.00	-	0.00	-	
8888	Overtime	-	-	-	-	141,072	
9999	Holiday Pay	-	-	-	-	70,000	
TOTAL FULL TIME HEADCOUNT		32.00	32.00	32.00	32.00	2,997,157	
PART TIME POSITIONS							
	TITLE	HC	FTE's	FTE's	FTE's	FTE's	
9004	Crossing Guard/Protective Svc Wkr - P/T	3	1.20	1.20	1.20	1.80	57,945
5220	Traffic Enforcement Police Officer	5	2.25	2.25	2.25	3.75	286,520
5000	Red Light Camera Coordinator - P?T	1	0.75	0.75	0.75	0.75	37,754
TOTAL PART TIME FTE's		9	4.20	4.20	4.20	6.30	382,219
TOTAL			36.20	36.20	36.20	38.30	\$ 3,379,376

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 2,454,620	\$ 3,110,842	\$ 3,221,907	\$ 3,379,376
2000	Employee Benefits - See Other Cost Dist.	1,838,786	2,037,343	2,088,393	2,134,743
3190	Other Professional Services	25	-	-	-
4010	Travel Expense	-	-	500	500
4020	Central Garage Motor Pool Rent	509,357	479,731	409,880	449,819
	Replacement:	251,981			
	Oper. & Maint:	197,838			
4550	General Liability Insurance	99,855	174,158	158,516	158,779
4630	Repair/Maint. of Machinery & Equipment	15,686	15,999	20,000	19,200
4710	Special Printed Forms	1,860	3,854	4,250	5,050
4910	Court Costs & Investigative Expense	129	642	1,200	1,200
4990	Other Miscellaneous Expense	1,600	9,554	4,817	4,817
5100	Office Supplies	2,738	2,046	3,500	3,500
5202	Chemicals and Photographic Supplies	292	441	600	600
5206	Food for Human Consumption	2,356	129	2,000	2,000
5213	Purchase/Rental - Employee Uniforms	4,278	21,486	5,611	-
5214	Uniform Allowance	31,309	36,519	39,792	38,525

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5070 SPECIALIZED ENFORCEMENT DIVISION
 521 LAW ENFORCEMENT

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
5215 Small Tools & Minor Equipment	3,651	9,693	8,000	8,000
5400 Membership Dues and Subscriptions	591	965	1,000	1,000
5401 Software Subscriptions & Maintenance	3,000	-	-	-
5410 Employee Training	3,578	18,413	20,000	20,000
5415 Employee Workplace Improvements	-	216	-	-
6430 Equipment Repair/Replacement	-	4,340	15,000	15,000
6440 Equipment Additions	18,995	16,000	-	-
TOTAL	\$ 4,992,706	\$ 5,942,371	\$ 6,004,966	\$ 6,242,109



Action Plan Worksheet 2020

Action Plan Owner: Ed Hudak, Chief of Police

Action Plan Name: AP 1.2-4 Safer Home-Town

Strategic plan alignment

- 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 2022
 - 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
CID / UPD / SED Information Sharing Platform	06/30/19	Clearance Rate Reports
New Training	12/31/19	Training records
Quality control follow-ups	12/31/19	Analysis of CFS vs. Complaints vs. Targeted 40% call-back
N.T.L. Program Expansion	12/31/19	Covered areas of Patrol Zones
Mobile / Patrol / App	12/31/19	Program Participants / Stats
Customer Survey and Victim Survey	12/31/19	Year to year analysis of reported data
Private / Public Partnership	01/01/20	Funding of Police foundation
PSA Programs	01/01/20	Officer Patrol / Response times / Time on calls
Real Time Crime Analysis of UCR comparative reports	01/31/20	Analysis complete
New Facilities	10/01/20	Move in of Operations (New PSB)
Staffing / Allotment	12/31/20	Full Staffing of budgeted positions
Body cameras	01/01/21	Cameras in Beta Testing, Analysis of feasibility comparison (Consultant)
Community Education	01/31/21	PSA’s Crime Tips / Crime Watches held / Number of people attended
CCTV Crime Center	03/31/21	Analysis of CCTV / Assist Rate / Completion of phase three cameras
Citywide Lighting Review and Implementation	12/31/22	Public Works progress reports by neighborhood



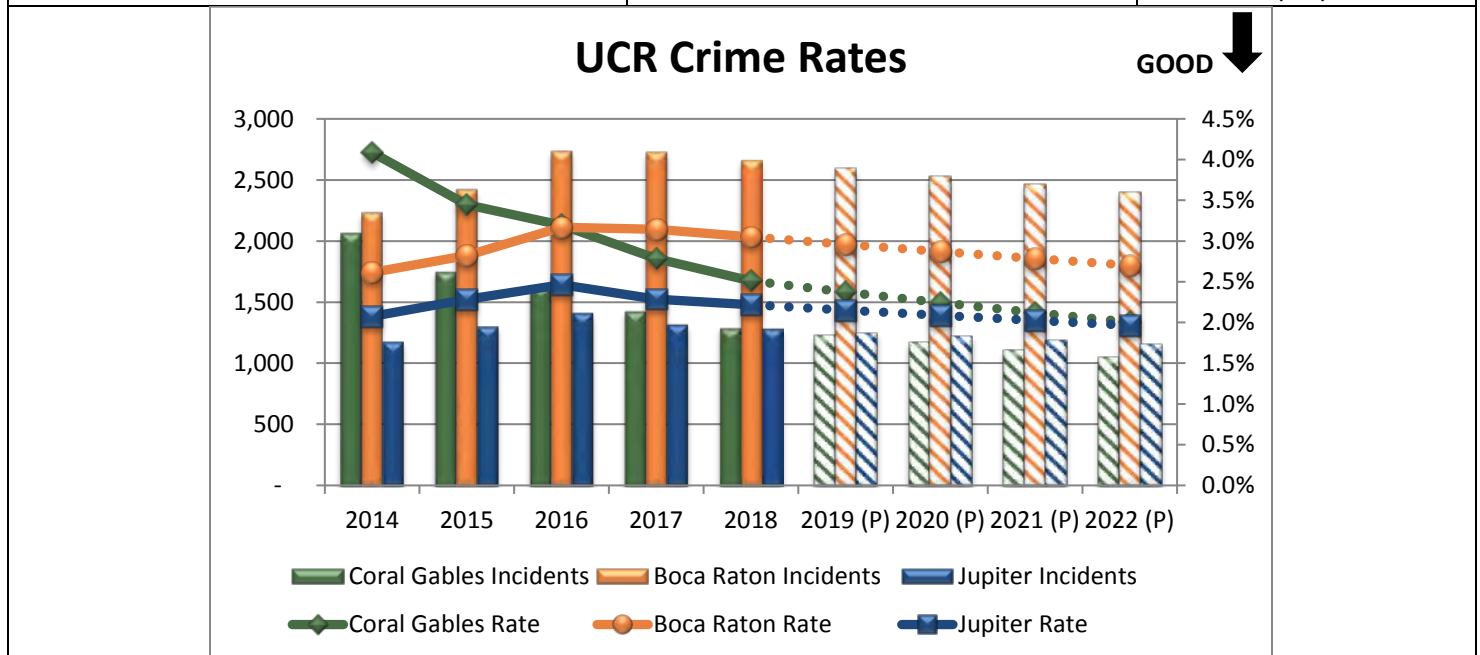
Action Plan Worksheet 2020

Resource requirements (what do we need to succeed?)

- 110 hours a week increased staffing hours required by March 2021, as the Police Department will be covering 24/7 monitoring of the CCTV system through 2 Civilian CCTV Monitors, 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]
- \$500,000 to purchase software, required by October 2020, as the Police Department will need additional software coverage for CCTV, information sharing, mobile operations, surveys and other program expansions added. (Fill Geofence gaps along boarder of the City, relocate Center to new PSB)
- \$90,000 to pay for 2 civilian monitors of CCTV, required by March 2021, as the Police Department expects to have the Civilian CCTV Monitor position filled by that date. (24/7 shift).
- \$100,000 Funding for specific projects required by December 2020, as the Police Department will be incorporating more strategic quality controls, training related to new programs and program expansions, and new facilities.
- \$80,000 (IT installation) required by December 2019, for new facilities Internal Affairs Office will be required to have an off-site location.
- \$100,000 to pay for body cameras and storage required by January 2021, as the Police Department will continue to test and analyze the feasibility of the camera program (hire Consultant)

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

Measure	Target	Date
UCR comparison crime rates	5-10% reduction annually	09/30/20 09/30/21 09/30/22





Action Plan Worksheet 2020



CITY OF CORAL GABLES UNIFORM CRIME REPORT 2001-2018 INTERNAL ANNUAL TREND ANALYSIS



CLASSIFICATION OF OFFENSES	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
TOTAL OFFENSES (REPORTED UCR OFFENSES)	2,838	2,863	2,802	2,646	2,354	2,248	2,315	2,308	2,200	2,046	2,389	2,356	2,298	2,063	1,748	1,629	1,427	1,293
TOTAL NON-VIOLENT	2,587	2,679	2,644	2,485	2,207	2,130	2,184	2,192	2,100	1,953	2,297	2,277	2,214	1,987	1,673	1,550	1,353	1,225
TOTAL VIOLENT (EXCLUDING MANSLAUGHTER)	251	184	158	161	147	118	131	116	100	93	92	79	84	76	75	79	74	68

MOLENT CRIMES

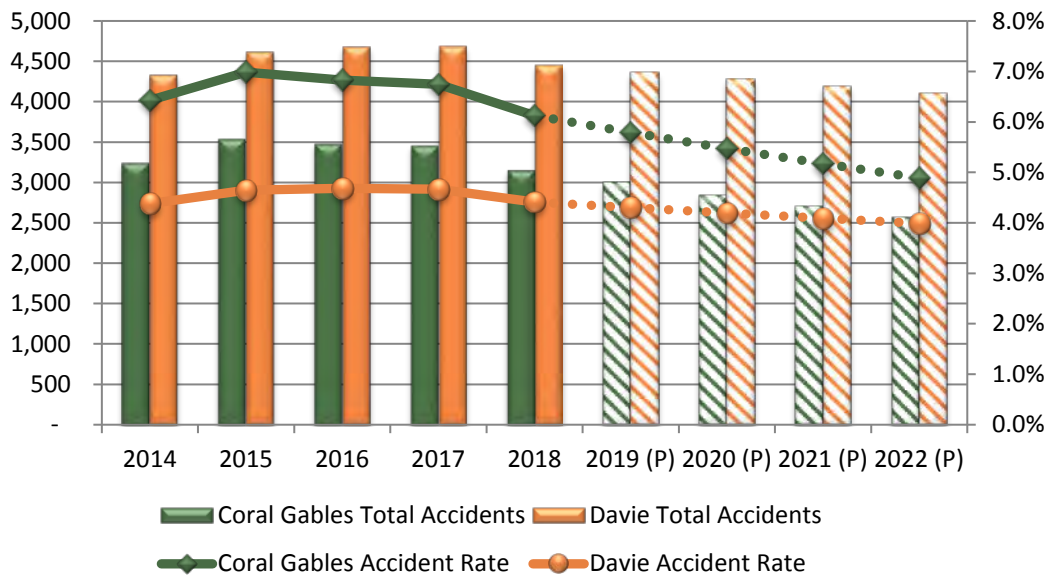
Reduce and slow cut-through traffic

5% reduction of traffic accidents annually

09/30/20
09/30/21
09/30/22

Traffic Accident Rates

GOOD ↓

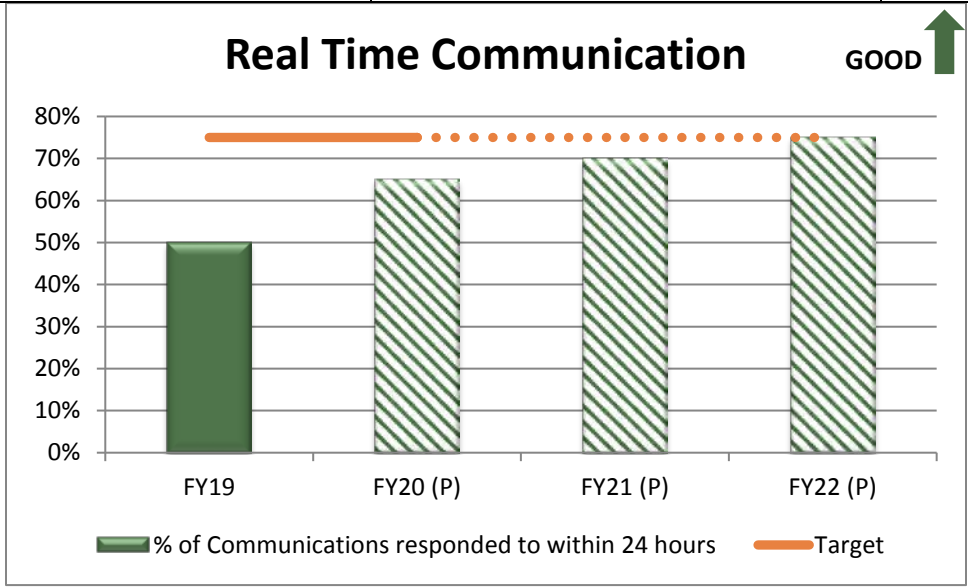




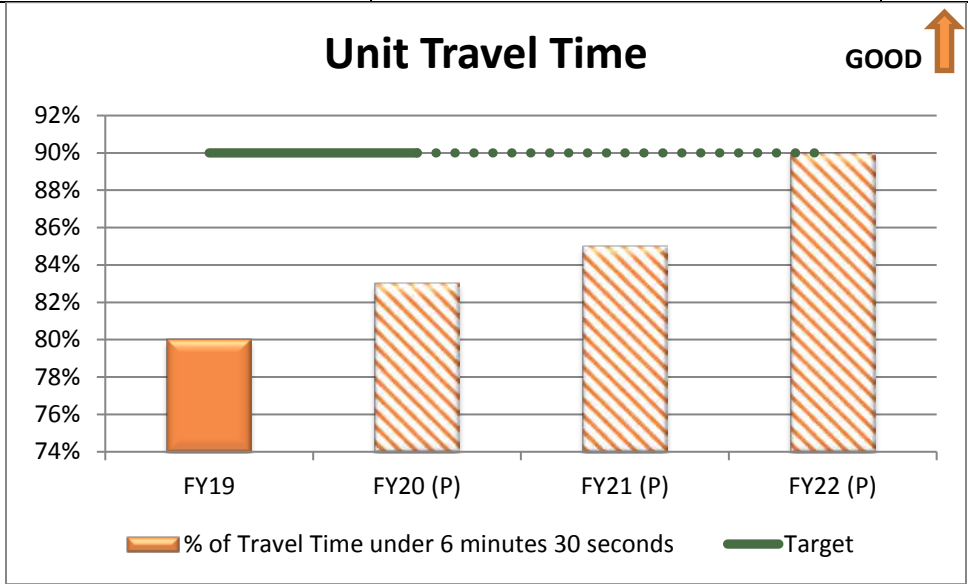
Action Plan Worksheet 2020

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

Measure	Target	Date
Real time community communications with police	75% of Social media platforms communications responded to within 24-hour timeframe	9/30/2020 9/30/2021 9/30/2022



Unit travel time	6 minutes and 30 seconds or less 90% of the time	09/30/20 09/30/21 09/30/22
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Action Plan Worksheet 2020

Frequency & venue of review

- Monthly with City Manager, and at PSI meetings quarterly with all Department Heads and internal stakeholders

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
- \$500,000 cost of software- (Relocation to New PSB)
- \$35,000 increase annually training budget
- \$15,000 annually cost of hardware
- \$100,000 approx. startup / \$15,000 annual cost of cameras / body cameras / Consultant fees
- \$95,000 cost of additional salaries (CCTV Staff for 24-hour staffing of the New CIC)
- \$85,000 IT cost for transfer installation of service to new IA new facilities



Action Plan Worksheet 2020

Action Plan Owner: Ed Hudak, Chief of Police

Action Plan Name: 1.2-5 Reduce Crash Rate

Strategic plan alignment

- 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 2022
 - Objective 1.2 – 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
Implement operational plan for US-1 enhanced enforcement strategies	12/31/19	Reports
Increase citation/warning ratio from 70/30 to 80/20	12/31/19	Citation records
Continue participation in multi-agencies meetings/conferences for best practice sharing	Ongoing	Meeting minutes/attendance rosters
Participate in the FDOT Law Enforcement Liaison Challenge program	Ongoing	Monthly Reports
Conduct social media blasts	12/31/19	Social media materials
Conduct monthly analysis of crash sites – develop action plans	Monthly	Analysis
Conduct DUI saturation details and checkpoints	Monthly	Reports
Conduct three educational campaigns/presentations at high schools on crash-related topics such as bicycle, seatbelt click-it or ticket, DUI, etc.	Annually	Presentation minutes/Power Points
Increase red light cameras from 10 to 20	10/01/20	Cameras installed
Conduct traffic safety and enforcement training and obtain appropriate certifications (crash and other investigation training, radar, breath testing/certification, etc.) for 15 traffic officers	12/31/21	Training records and certifications

Resource requirements (what do we need to succeed?)

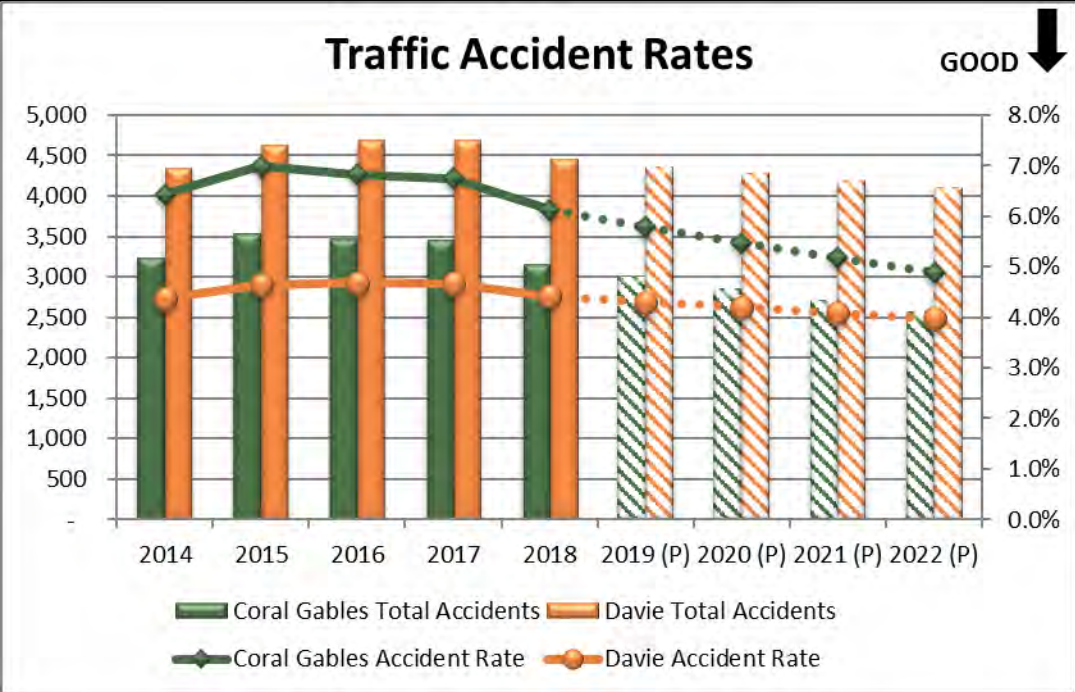
- \$75,000 for traffic safety and enforcement training and to obtain appropriate certifications (crash and other investigation training, radar, breath testing/certification, etc.) for 15 traffic officers
- 600 hours (40 per traffic officer) for traffic safety and enforcement training
- 20 hours of officer time to plan and coordinate with Red light camera consultant
- 24 hours of officer time to plan and present three educational campaigns/presentations annually
- 8 hours of IT time to coordinate social media blasts
- 600 hours of officer (40 hours per 15 officers) time annually to participate in the FDOT Law Enforcement Liaison Challenge program



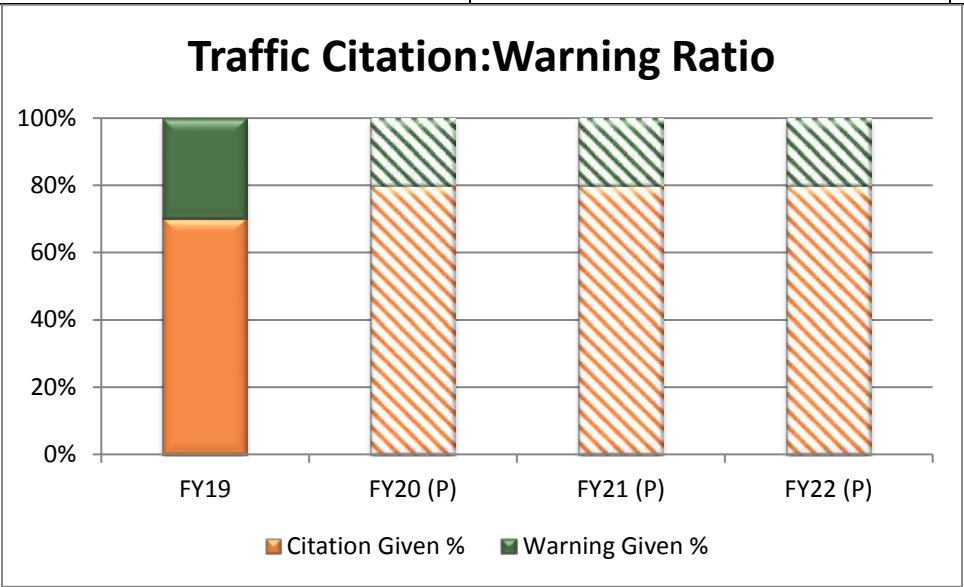
Action Plan Worksheet 2020

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

Measure	Target	Date
Crash rates (segmented data including DUI, youth, and pedestrian involved)	5% reduction annually	09/30/20 09/30/21 09/30/22



Traffic citation : warning ratio	70% : 30% 80% : 20%	09/30/19 09/30/22
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Action Plan Worksheet 2020

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

Measure	Target	Date
% of officers trained/certified in traffic safety and enforcement	50%	09/30/20
	75%	09/30/21
	100%	09/30/22

Traffic Safety & Enforcement Training GOOD ↑

Fiscal Year	% of Officers Trained/Certified	Target
FY20 (P)	~50%	50%
FY21 (P)	~75%	~75%
FY22 (P)	100%	100%

Frequency & venue of review

- Quarterly with City Manager, and at Traffic PSI meetings quarterly with all Department Heads and internal stakeholders

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 enhanced training and certifications	Resources allocated to this effort will not be available to apply toward other priorities
Residents	Improved satisfaction with the safety of the City	Resources allocated to this effort will not be available to apply toward other priorities

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

Positive:

- Reduced exposure to dollar amount awards for civil suits

Negative:

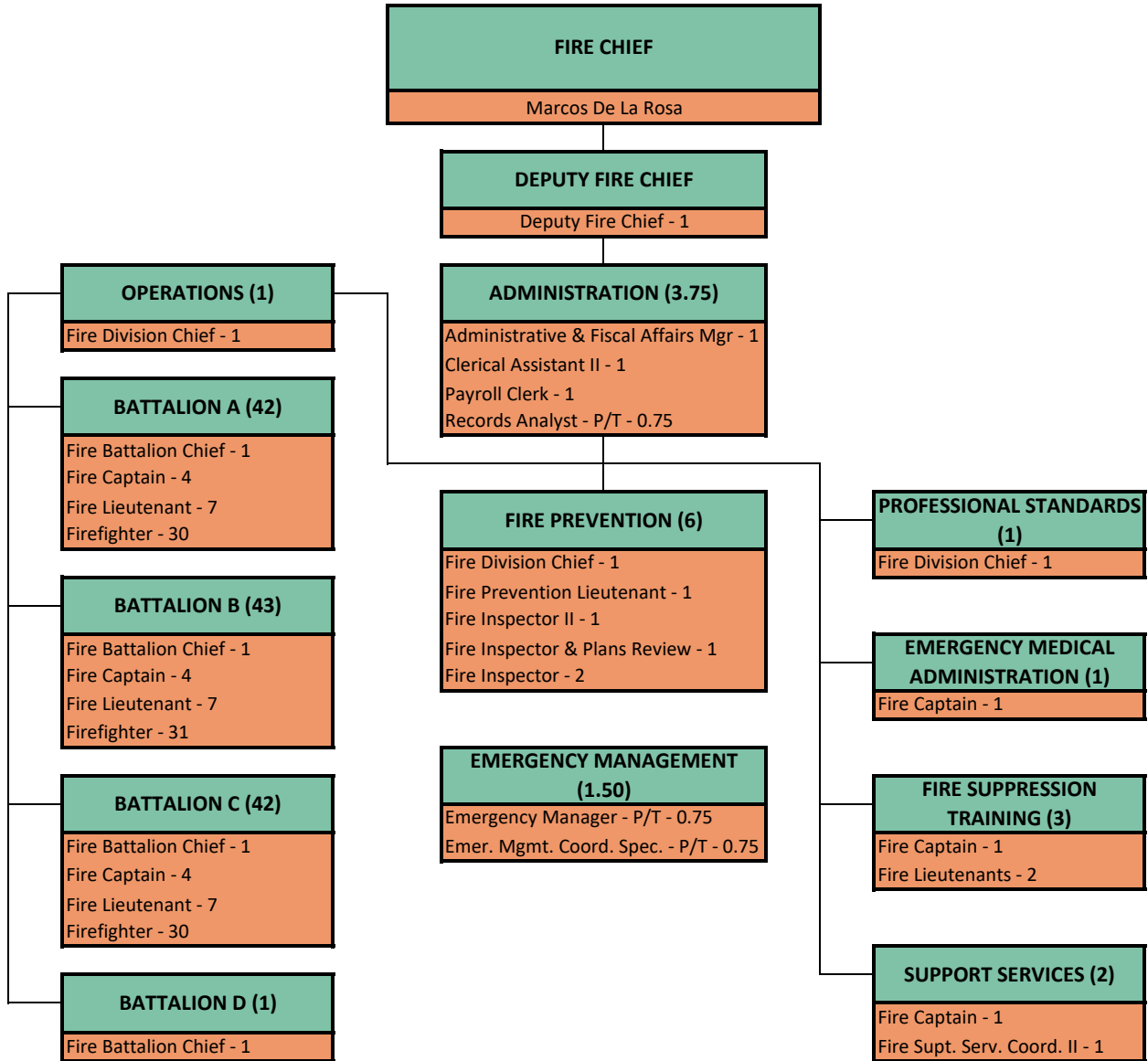
- \$75,000 for traffic safety and enforcement training and to obtain appropriate certifications



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**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

**FIRE
ORGANIZATION CHART**



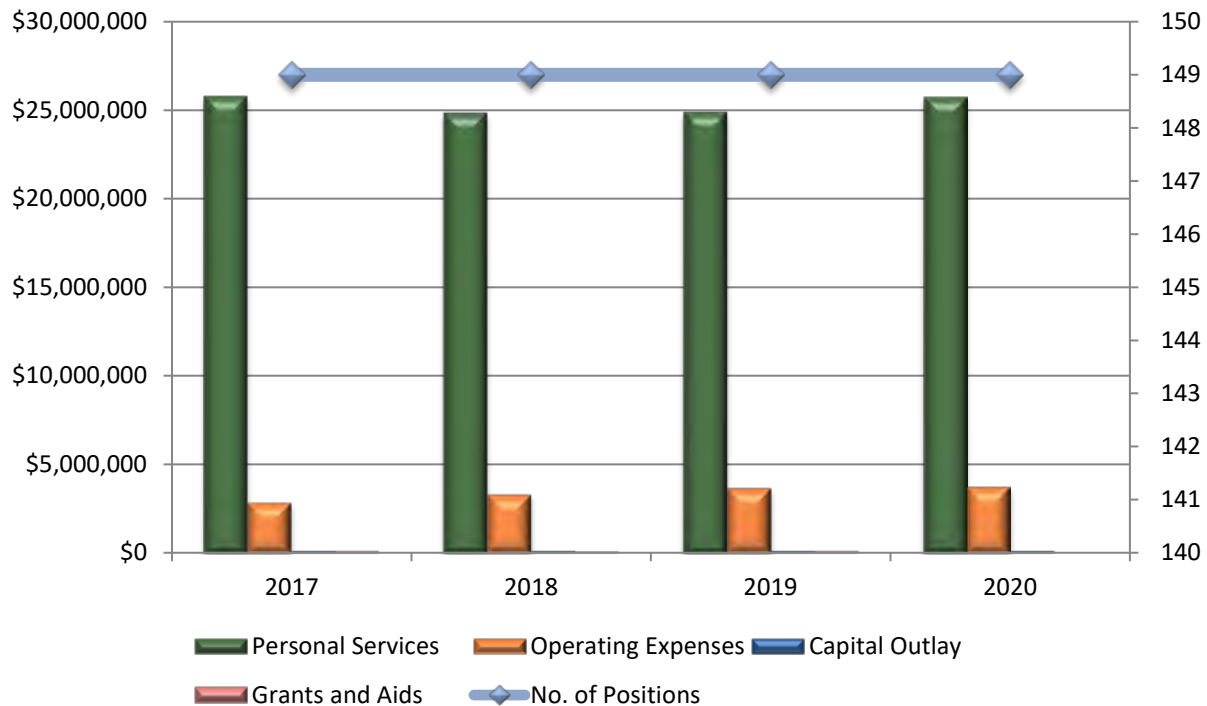
**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



**FIRE DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
Salaries & Benefits	25,765,875	24,835,264	24,876,507	25,718,557
Operating Expenses	2,836,284	3,291,739	3,661,059	3,731,523
Capital Outlay	75,705	81,310	74,695	74,195
Grants and Aids	64,828	63,718	65,028	-
Total	28,742,692	28,272,031	28,677,289	29,524,275
Full Time Headcount	147.00	147.00	147.00	147.00
Part Time FTE's	1.50	2.25	2.25	2.25
Total Headcount & FTE's	148.50	149.25	149.25	149.25

EXPENDITURE/PERSONNEL COMPARISONS



Fire

Department Function:

The Coral Gables Fire Department's principle objective is the protection and preservation of life and property. This is accomplished through two distinct functions.

Emergency Services

Emergency Services provides for the immediate response to any emergency that may occur in the City of Coral Gables. Primary Functions are fire suppression, emergency medical services, and specialized rescue.

Community Risk Reduction

Community Risk Reduction provides for programs, actions and services which prevent or preserve the loss of life and property through the identification and prioritization of specific risks to the community. Primary Functions are fire and life safety inspections, public education, fire code enforcement and plans review.

The Fire Department is comprised of the Office of the Fire Chief and three divisions. The Fire Chief is supported by a Deputy Fire Chief, Administrative staff, and a Medical Director. Emergency services and Department operations are under the direction of the Deputy Chief. The Deputy Chief coordinates all Division functions in conjunction with ensuring an effective and efficient emergency response.

The **Professional Standards Division** has the overall responsibility for training and development of all personnel. This division administers and coordinates the public education programs for the community, in conjunction with the Fire Prevention Division. The Professional Compliance Division is the coordinating point for ensuring compliance with Commission of Fire Accreditation International (CFAI) as well as Insurance Services Organization ISO Class 1 designation.

The **Fire Prevention Division** coordinates all Community Risk Reduction (CRR) programs. Amongst the CRR functions are fire and life safety inspections, code compliance, plans review, and public education programs. The Division oversees compliance with the insurance services office (ISO) requirements for our Class 1 Fire Department rating.

The **Operations Division** is responsible for the logistical support of all Fire Department operations. The Division manages and coordinates the maintenance and accountability of all Department assets. The Operations Division is the coordinating point for the procurement and inventory of capital and Department assets. The Division Chief or their designee serves as the project manager for all Department capital projects to include fire apparatus and facilities.

Department Goals:

1. Provide exceptional services that meet or exceeds the requirements and expectations of our community.
2. Ensure the financial ability to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
3. Develop a process driven organization through validated processes and procedures.
4. Provide for professional career paths through education and training programs for all stakeholders.
5. Develop and provide for robust Community Risk Reduction programs.
6. Identify innovative and progressive service delivery models and methodologies

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

FIRE

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS

- ✓ The Fire accomplished the American Heart Association “Mission Life Line” Gold Plus designation. This is the highest designation given by the American Heart Association to Fire Departments for their care of patients experiencing heart attacks or out of the hospital cardiac arrest. The designation evaluates emergency providers proficiency in recognizing life threatening cardiac conditions, response times, as well as the coordination with receiving specialized facility, that reduces the time that the patient receives comprehensive advanced treatment such as cardiac catheterization.
- ✓ The development of a SWAT Tactical Paramedic program. In conjunction with the Coral Gables Police Department, Fire Department Paramedics obtained specialized tactical law enforcement training that enables them to respond with the SWAT Team into hostile situations. This enhancement to the SWAT Team allows for access to advanced medical care of victims involved in hostile events such as Active Shooters. The program enables access to emergency medical care in the most hostile environments as well as highlight the collaboration between the Coral Gables Fire and Police Departments to protect our community from Active Shooter and Hostile Events.
- ✓ All of the Department’s Standard Operating Procedures were evaluated and revised to reflect industry best practices which allow the Fire Department to continue to provide state of the art emergency services.
- ✓ The Fire Department welcomed the largest Fire Recruit Class in the last 30 Years. During this Fiscal Year we welcomed 14 Firefighters in February of 2019 along with an additional six (6) Firefighters in August of 2019. All Firefighters hired were dually certified as Paramedics.
- ✓ The Coral Gables Fire Department’s commitment to delivering the best in emergency services was evident as the Department achieved an overall customer satisfaction rating of over 95%. This rating places the Fire Department in the top 10 percentile of the Country in patient satisfaction.



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

FIRE

INDICATOR:	FY18			FY19		FY20
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Perform water system maintenance and testing yearly for 1,325 hydrants citywide	1,325	1,325	●	1,325	664	1,325
Complete the Department's Annual Compliance Report for maintaining Accredited Agency status for CFAI and Class 1 ISO rating	Complete	Completed	●	Complete	Pending	Complete
Process and review construction renovation plans	100%	100%	●	100%	100%	100%
Inspections for new construction occupancies	100%	100%	●	100%	100%	100%
Provide patient care to the STEMI patients within 60 minutes (Door to Catherization Lab) 100% of the time	N/A	N/A		100%	85%	100%
Perform pre-fire plans tacticals on all commercial occupancies	650	858	●	850	131	850
Conduct fire & life safety presentations at various locations	100	N/A		100	57	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%	Pending	90%
Provide ISO, OSHA, NFPA, State Fire Marshal, and DOD/HS training for each firefighter annually	100%	100%	●	100%	100%	100%
Provide required HRS training to all Emergency Medical Technicians and Paramedics annually	100%	100%	●	100%	100%	100%

Legend

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



**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
FIRE DEPARTMENT
5500 FIRE DEPARTMENT
522 FIRE CONTROL

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020	
					BUDGET	SALARIES
FULL TIME POSITIONS						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
5130	Fire Chief	1.00	1.00	1.00	1.00	\$ 179,047
5129	Deputy Fire Chief	1.00	1.00	1.00	1.00	167,418
5125	Fire Division Chief	3.00	3.00	3.00	3.00	433,655
5120	Fire Battalion Chief	3.00	3.00	4.00	4.00	587,300
5118	Fire Captain	15.00	15.00	15.00	15.00	2,035,265
5114	Fire Lieutenant	24.00	24.00	24.00	24.00	2,872,025
0813	Administrative & Fiscal Affairs Manager	-	1.00	1.00	1.00	77,812
0810	Administrative Analyst	1.00	-	-	-	-
5113	Fire Inspector II	1.00	1.00	1.00	1.00	76,364
5111	Fire Inspector & Plans Review	-	1.00	1.00	1.00	50,985
5112	Fire Inspector	3.00	2.00	2.00	2.00	127,134
0012	Clerical Assistant II	-	1.00	1.00	1.00	35,415
0602	Administrative Assistant	1.00	-	-	0.00	-
0306	Payroll Clerk - Fire	1.00	1.00	1.00	1.00	44,834
5107	Fire Supt. Serv. Coord. II	1.00	1.00	1.00	1.00	66,422
5105	Firefighter	92.00	92.00	91.00	91.00	8,133,455
8888	Overtime	-	-	-	-	743,060
9999	Holiday Pay	-	-	-	-	583,000
TOTAL FULL TIME HEADCOUNT		147.00	147.00	147.00	147.00	16,213,191
PART TIME POSITIONS						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
0815	Records Analyst - Fire - P/T	1	0.75	0.75	0.75	30,595
0077	Emergency Mgmt Coord Specialist - P/T	1	0.75	0.75	0.75	36,418
0099	Emergency Manager - P/T	1	-	0.75	0.75	76,487
TOTAL PART TIME FTE's		3	1.50	2.25	2.25	143,500
TOTAL			148.50	149.25	149.25	\$ 16,356,691

EXPENDITURE DETAIL

		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
1000	Salaries	\$ 16,176,984	\$ 15,472,095	\$ 15,643,041	\$ 16,356,691
2000	Employee Benefits - See Other Cost Dist.	9,588,891	9,363,169	9,233,466	9,361,866
3130	Special Medical Services	66,000	66,000	66,000	66,000
3190	Other Professional Services	11,972	17,837	129,400	101,650
3410	Laundry & Sanitation Services	4,028	2,799	5,146	5,500
4020	Central Garage Motor Pool Rent	1,108,480	1,084,978	1,288,049	1,403,702
	Replacement:	747,575			
	Oper. & Maint:	656,127			
4040	Central Garage Miscellaneous Charges	2,163	2,657	3,000	3,000
4091	Cell Phone Allowance	-	2,100	-	3,600
4410	Rental of Machinery and Equipment	15,610	15,491	31,154	30,800
4420	Public Facilities Cost - See Other Cost Dist.	644,014	669,176	693,680	708,879
4550	General Liability Insurance	502,636	852,771	773,906	768,516

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
FIRE DEPARTMENT
5500 FIRE DEPARTMENT
 522 FIRE CONTROL

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
4620 Repair and Maint. of Office Equipment	17	-	-	-
4630 Repair/Maint. of Machinery & Equipment	35,916	40,192	39,700	46,852
4710 Special Printed Forms	3,381	2,514	3,000	3,000
4804 Historic Preservation Reserve Expenses	3,218	-	-	-
4940 Taxes & License Fees Paid	9,048	1,500	15,330	9,330
4990 Other Miscellaneous Expense	5,491	8,152	8,900	5,900
5100 Office Supplies	9,682	10,217	17,000	17,000
5202 Chemicals and Photographic Supplies	295	-	-	-
5203 Drugs and Medical Supplies	90,309	106,378	130,000	107,000
5204 Cleaning & Janitorial Supplies	12,160	11,147	10,000	10,000
5206 Food for Human Consumption	633	1,005	48,539	48,039
5208 Household & Institutional Supplies	5,095	4,889	5,000	7,000
5209 Protective Clothing	84,706	107,805	106,620	101,620
5211 Building Materials and Supplies	996	1,495	1,500	1,500
5214 Uniform Allowance	121,343	117,999	142,000	121,100
5215 Small Tools & Minor Equipment	14,421	24,537	15,860	21,260
5217 Operating Equipment Repair Parts	17,495	11,124	15,000	18,000
5220 Motor Oil and Other Lubricants	654	500	500	500
5400 Membership Dues and Subscriptions	3,876	2,146	3,440	3,440
5410 Employee Training	62,645	126,330	108,335	118,335
6430 Equipment Repair/Replacement	41,092	52,720	52,700	52,200
6440 Equipment Additions	33,985	27,937	21,995	21,995
6441 Computer Hardware - Additions	628	653	-	-
8201 State Grants	1,948	3,827	1,800	-
8203 Urban Areas Security Initiative (UASI)	62,880	59,891	63,228	-
TOTAL	\$ 28,742,692	\$ 28,272,031	\$ 28,677,289	\$ 29,524,275



Action Plan Worksheet 2020

Action Plan Owner: Marcos De La Rosa, Fire Chief

Action Plan Name: 1.2-1 Maintaining Community Satisfaction with Fire Rescue Services

Strategic plan alignment (Supports which Goals and Objectives)

- Goal 1 - Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Objective 1.1 – Attain overall community satisfaction score of satisfied / very satisfied with fire rescue services of 95% by 2022
 - Objective 1.1.-1 – Attain world class performance levels in public safety

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

What must be done	By When	How will it be evident
Collect, review, analyze, and summarize survey results	Monthly	Analysis
Research customer satisfaction results & compare/benchmark with other comparable agencies	09/30/20	Analysis with recommended actions to take moving forward
Research customer satisfaction results & compare/benchmark with other comparable agencies	09/30/21	Analysis with recommended actions to take moving forward
Research customer satisfaction results & compare/benchmark with other comparable agencies	09/30/22	Analysis with recommended actions to take moving forward

Resource requirements (what do we need to succeed?)

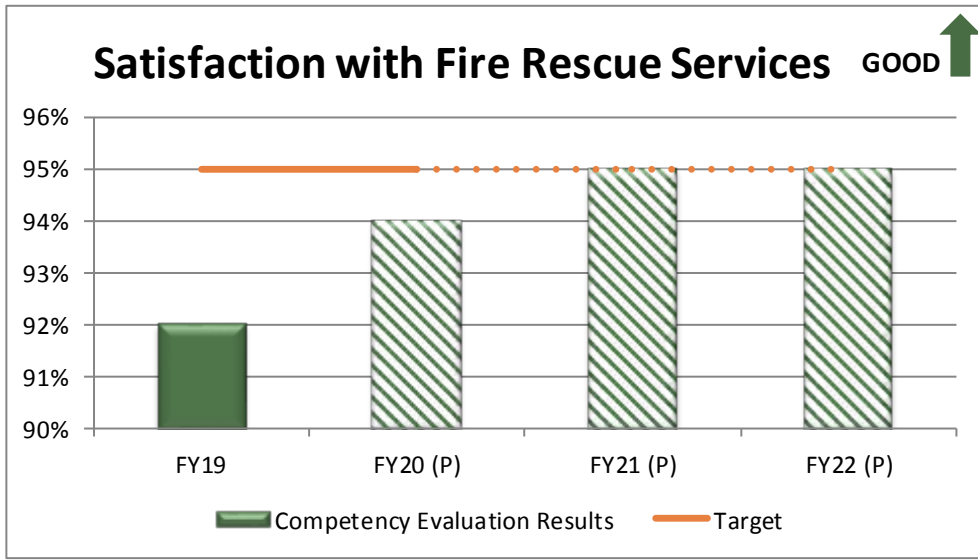
- 160 Hours of Staff research for benchmarking comparable agencies
- 80 Hours of Staff training of key results and areas of improvement



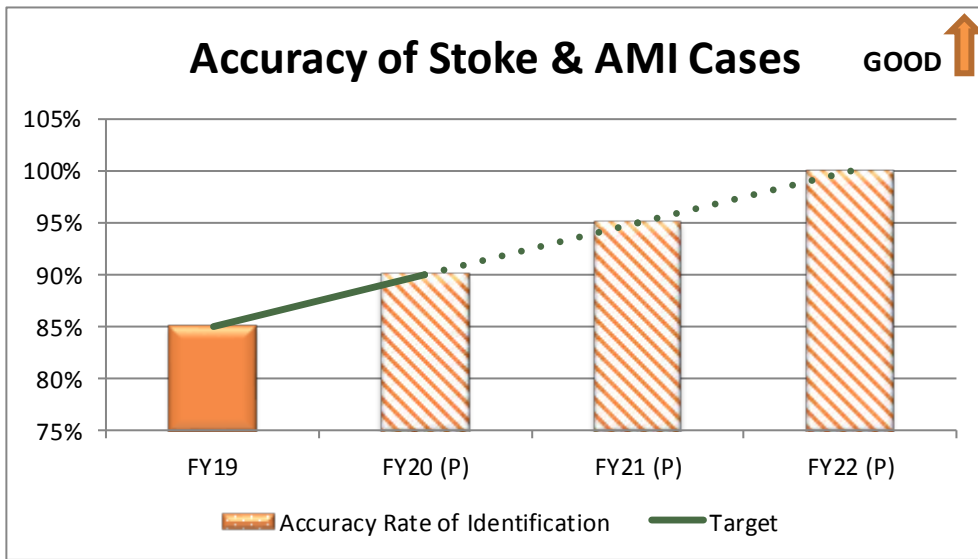
Action Plan Worksheet 2020

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

Measure	Target	Date
Community Satisfaction with Fire Rescue Services	95% and above	09/30/20 09/30/21 09/30/22



Stroke and AMI Identification	100% by 2022	09/30/22
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Action Plan Worksheet 2020

Frequency & venue of review:

- Monthly review with Policy Team
- Monthly review with Battalion Chief
- Monthly review with personnel
- Quarterly review with Policy Team
- Quarterly review with City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents	Increased quality of life and enhanced level of care	None
Fire Department Personnel	Raise morale satisfaction, and engagement	None
City Commission and Manager	Increased resident satisfaction with City Fire Department services	None

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

Positive:

- None

Negative:

- \$4,000 of in-house labor expenses to collect, review, analyze, and summarize survey results



Action Plan Worksheet 2020

Action Plan Owner: Marcos De La Rosa, Fire Chief

Action Plan Name: 1.2-2-1 Traffic Signal Pre-Emption System Implementation

Strategic plan alignment

- Goal 1: Provide exceptional services that meet or exceeds the requirements and expectations of our community.
 - Objective 1.2: Attain world-class performance levels in public safety services by 2022.
 - 1.2-1: Attain overall community satisfaction score of satisfied/very satisfied with fire rescue services of 95% by 2022.
 - 1.2-2: Maintain at least 90th percentile performance level for response time of fire/EMS
 - 1.2-5: Reduce crash rates by 5% annually
 - Objective 1.3: Improve mobility, transportation safety, and the pedestrian experience throughout the city.
 - 1.3-4 Decrease incidence of pedestrian accidents, injuries, and falls by 16% by 2022

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

What must be done	By When	How will it be evident
Establish implementation plan	04/30/19	Implementation plan approved
System installation	12/01/19	System Acceptance Evaluation – Phase 1 completed
Personnel training of system operation	11/30/19	Personnel credentialed
System data evaluation	06/30/20	Response data compiled
Phase 2 design	06/30/21	Corridors/Vehicles identified
Secure funding	10/01/21	Funding included in CIP
Establish implementation plan – Phase 2	12/01/21	Plan approved
System installed	06/01/22	System acceptance

Resource requirements (what do we need to succeed?)

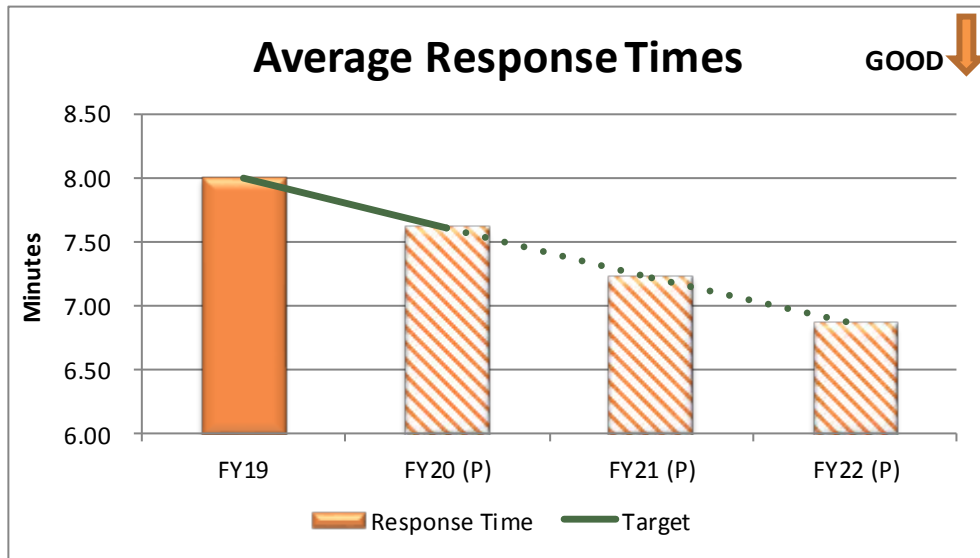
- Projected 110 hours from City Departments
- \$200,000 ongoing funding is allocated for system development and implementation of Phase 2



Action Plan Worksheet 2020

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

Measure	Target	Date
Percentage of Intersection installed	100% of Phase -1	12/01/19
Response Time	5% Reduction of response time 10% Reduction of response time 15% Reduction of response time	09/30/20 09/30/21 09/30/22



Frequency & venue of review:

- Bi-weekly meeting with project manager and implementation team
- Quarterly meeting of data review/ Quarterly updates to Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Fire Department personnel	Reduction in response related MVC	Potential dangers associated with reliance on system at intersection crossings
Residents/Visitors	Lives saved and increased satisfaction due to reduction in response related MVC. Enhanced traffic flow in principle traffic corridors in business district improving vehicle and pedestrian experience in the central business district.	Potential dangers associated with reliance on system at intersection crossings

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

Positive:

- Reduction of response related liability costs (Personnel, Citizens/Residents, equipment)

Negative:

- \$200,000 in annual funding from Capital Improvement Plan



Action Plan Worksheet 2020

Action Plan Owner: Marcos De La Rosa, Fire Chief

Action Plan Name: 1.2-2-2 Distribution of Emergency Response Resources (Fire Station 4)

Strategic plan alignment (Supports which Goals and Objectives)

- Goal 1 - Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Objective 1.1 – Attain world-class performance levels in providing personalized services that build relationships and create a sense of community by 2022
 - Objective 1.2 – Attain world class performance levels in public safety services by 2022
 - 1.2-2 – Maintain at least 90th percentile performance level for response time of fire/EMS
 - Objective 4.1 – Enhance the effectiveness of key City processes

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

What must be done	By When	How will it be evident
Identify a suitable site location for a Fire House	05/31/19	Location within target area identified
Negotiate and procure land acquisition	12/31/19	Commission approval
Develop Fire House design and scope of work process	06/01/20	Commission approval
Negotiate and award contract to build	10/01/20	Commission approval
Permitting	01/30/21	Development Services/Associated Dept.
Ground Breaking and Construction	03/01/21	Ground breaking ceremony
Facility operational	01/01/22	C.O. issued

Resource requirements (what do we need to succeed?)

- \$5.6 Million Dollars allocated for purchase and design of Fire Station funded in Capital Improvement Plan (CIP)
- \$220,000 in funding requested for furniture, fixtures, and equipment for Fire House
- Associated staff hours (Estimated 2,500 Staff Hours)
- Dedicated Project Manager (Estimated 12 Months)

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

Measure	Target	Date
Project completion %	100%	01/01/22

Frequency & venue of review:

- Monthly meetings to discuss progress of action item
- Quarterly updates to the Manger



Action Plan Worksheet 2020

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

Stakeholder Group	Potential positive impact	Potential negative impact
Fire Department Personnel	Improved response times	None
Visitors/Residents/Businesses	Improved response times	Potential impact to neighboring residential area adjacent to the facility.

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

Positive:

- Enhanced distribution of resources that increases efficiency and effectiveness of current resources

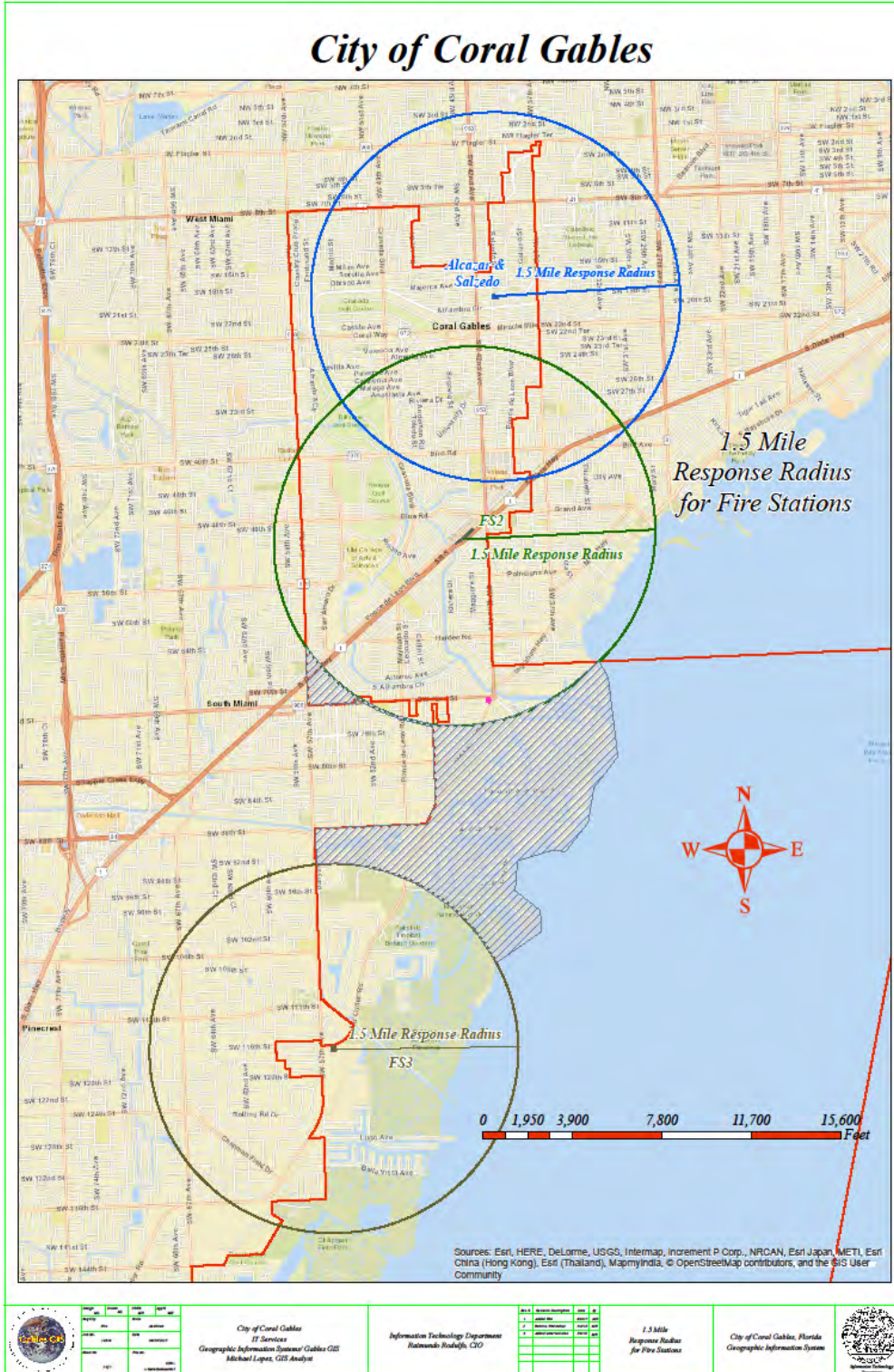
Negative:

- \$5.8 Million in acquisition, design and furniture costs
- Undetermined increased cost of supporting an additional city facility



Action Plan Worksheet 2020

Coverage Area Map of Current Fire Stations:



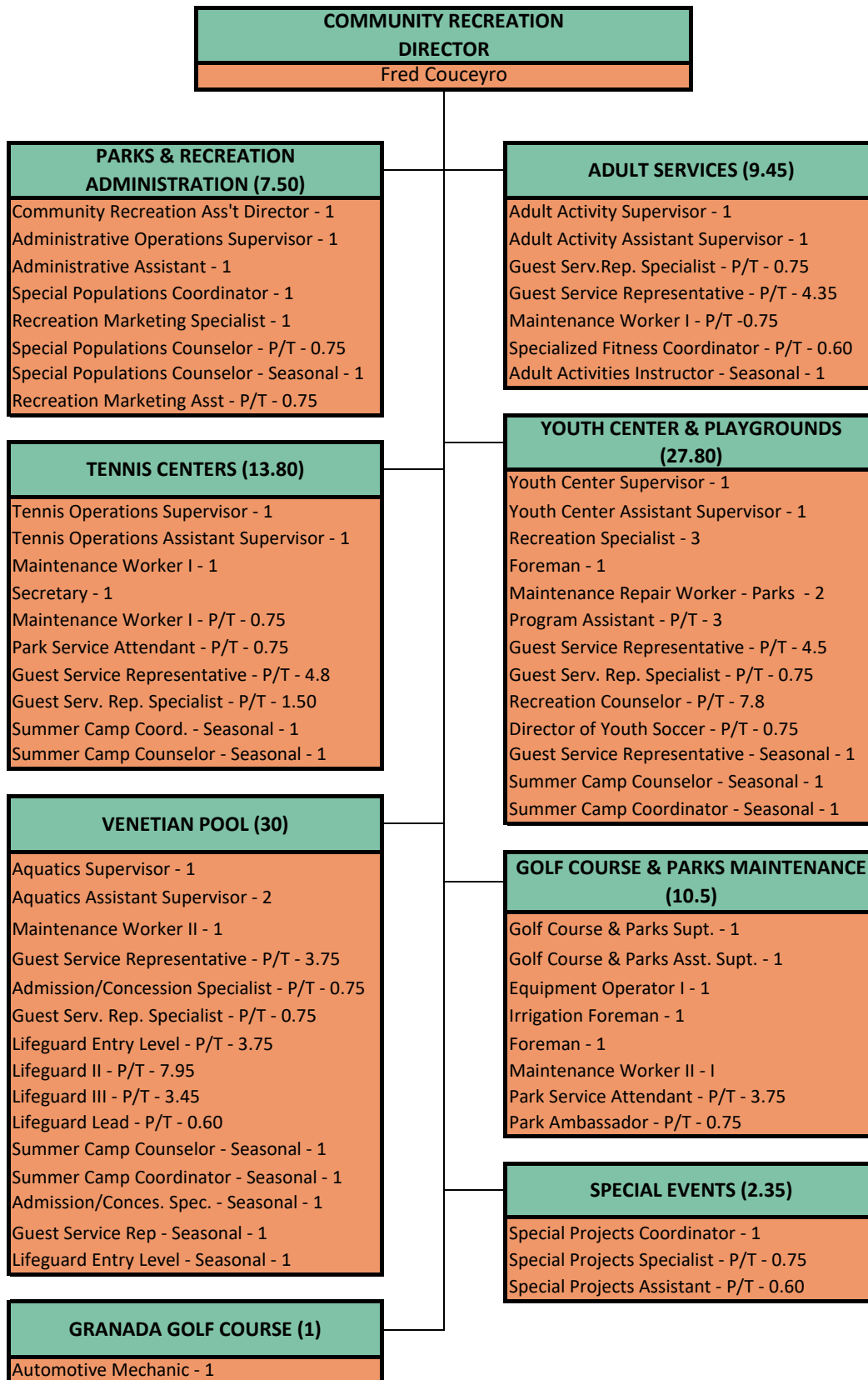


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**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

COMMUNITY RECREATION

ORGANIZATION CHART



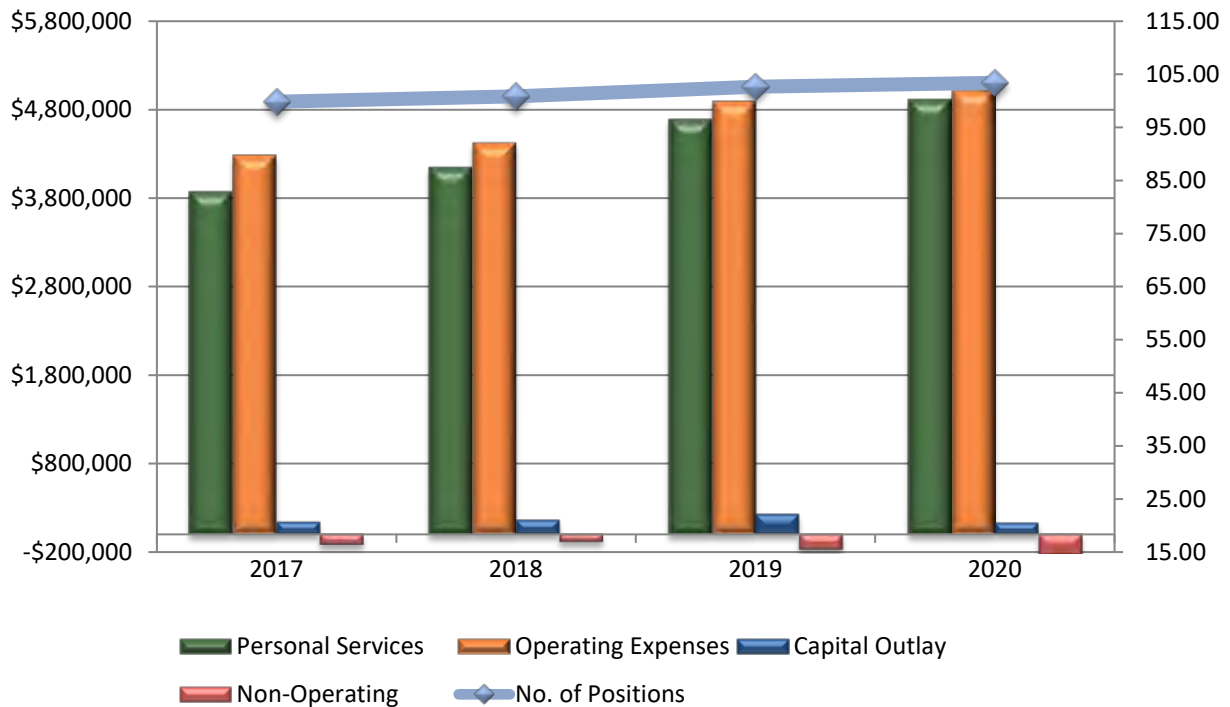
**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



**COMMUNITY RECREATION DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2016-2017 ACTUAL</u>	<u>2017-2018 ACTUAL</u>	<u>2018-2019 BUDGET</u>	<u>2019-2020 BUDGET</u>
Salaries & Benefits	3,875,976	4,150,729	4,693,628	4,918,498
Operating Expenses	4,289,844	4,427,222	4,896,521	5,020,726
Capital Outlay	143,563	162,378	229,747	131,110
Non-Operating	<u>(120,211)</u>	<u>(84,776)</u>	<u>(168,095)</u>	<u>(223,551)</u>
Total	<u>8,189,172</u>	<u>8,655,553</u>	<u>9,651,801</u>	<u>9,846,783</u>
Full Time Headcount	31.00	32.00	32.00	32.00
Part Time FTE's	<u>68.84</u>	<u>68.84</u>	<u>70.64</u>	<u>71.40</u>
Total Headcount & FTE's	<u>99.84</u>	<u>100.84</u>	<u>102.64</u>	<u>103.40</u>

EXPENDITURE/PERSONNEL COMPARISONS



Community Recreation

Department Function:

The Community Recreation Department's primary function is to provide the City of Coral Gables residents and guests of all ages, access to first class and an environmentally sensitive system of green and open space, facilities, programs and events to promote play, health and quality of life. The recreation system provides residents with neighborhood parks and open spaces that offer both passive and active recreation activities and facilities that are linked together with a network of sidewalks, pathways and bike lanes; and provide public/open spaces that serve as gathering places.

The Department manages, maintains and operates all parks and recreation facilities, including the War Memorial Youth Center, Venetian Pool, Salvadore and William H. Kerdyk Biltmore Tennis Centers, Adult Activity Center, Granada Golf Course and all active and passive parks; is responsible for the permitting of all special events and film permits, and coordinates a variety of special events including the Holiday Tree Lighting, Eggstreme Egg Hunt, 4th of July festivities, Farmers Market and many more; develops and implements programs for cultural and recreational activities and provides principles of inclusion to allow for accessibility; identifies geographical deficiencies in levels of service for walkable parks and coordinates improvements and acquisitions of land.

Department Goals:

1. To create recreational opportunities and services that promotes individual growth, socialization, safety, positive interactions and family involvement.
2. Committed to providing first class parks and facilities that fulfill community needs through safety, accessibility, convenience, manageability, and cleanliness, while preserving our historical character.
3. To positively impact the lives of residents and guests with exceptional care, attentiveness and proactive responses.
4. To inspire staff to perform beyond expectations and effectively implement Departmental values.
5. To provide cost-effective services through responsible budgeting and increased revenues, while maintaining viability in the marketplace.

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

COMMUNITY RECREATION

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS

- ✓ Continued the development of the Special Populations Initiative with inclusion services provided to participants, including an increase to 14% of the afterschool program. Additionally, there were new programs and initiatives developed: An annual event celebrating accessibility in October for Disability Awareness Month, Adventure Day for All, attended by approximately 500 people, American Sign Language Classes for teens and adults, Social Club for Adults, and monthly free Community Bocce Nights. An initiative to provide access to events was undertaken with the first result being the installation of accessible paths in the City's Holiday Park. Also enacted was a partnership with the Coral Gables Art Cinema to utilize a grant to provide free Sensory Friendly Movie Screenings for the public.
- ✓ Developed service innovations and resource additions that increased customer service, cost savings and quality of life goals. These innovations included: Development of Park Ambassador Program to improve service to residents utilizing our parks, Registration innovations such as gift card sales, group sales automation improvements, online ticket sales and a pager alert system for concession customers, Tennis program instituted the "USTA Next Generation" initiative to promote youth tennis with coaches' workshops, player tracking apps, lesson plans, and parent portals offered. Youth Center installation of AV infrastructure for video game programming and events, Adult Activity Center's One on One program developed to allow patrons to have a one on one session with a staff member to discuss any technological issues such as devices, apps and social media, Developed ADA accessibility improvements for the July 4th annual celebration, Added new parks crew to better serve the parks and athletic fields, and created a formalized dog waste initiative that included a public outreach campaign and email format that facilitated resident input and allowed for better service to neighborhoods.
- ✓ Implemented several program innovations that brought an ever-increasing diversity to the Department program profile: 10 new programs at the Adult Activity Center including Puccini and Pasta Night, Chair Tai Chi, First Fridays Art Series and Snag Golf for Adults. Coral Gables War Memorial Youth Center introduced new programs for teens including the City's first E-Sports tournament and the Teen Thanksgiving 3-on-3 basketball tournament. New programs and partnerships were also presented such as Yoga and Swim series at Venetian Pool, golf with Crystal Academy, Aging Mastery Program with the Alliance for Aging, Adult Tennis Series with City of Doral and Pumpkin Patch event with the City's Economic Development Department.

CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ Department received several accolades and recorded several recognitions this year including: Venetian Pool was awarded the Jeff Ellis and Associates Platinum Award for water safety, the Tennis High Performance program graduated five players to college on scholarships from schools such as Vanderbilt and Emory, Administration received a state grant totaling \$175,000 for an inclusive playground expansion of Salvadore Park, and Venetian pool received Trip Expert's Expert's Choice award. Department staff earned several awards including two full-time staff named City Employees of the Month, two part-time staff named City Part-time Employees of the Quarter and Assistant Pool Supervisor Sarah Espino named the City's Employee of the Year for 2018. Leadership staff continued to receive honors and accolades including: Director selected as a lead National Accreditation Visitor by the Commission of Accreditation Parks and Recreation Agencies, Assistant Director selected to participate on the FRPA State Committee for the Florida Recreation and Parks Association Strategic Plan, Director selected as guest presenter for Missouri Recreation and Parks Association Annual State Conference and Assistant Director graduated from the Joe Abrahams Leadership Academy for Parks and Recreation Professionals, Venetian Pool Supervisors attained the Certified Pool Operator Certification, Adult Activity Center Supervisor attained Certified Parks and Recreation Professional Certification, Youth Center Assistant Supervisor graduated from FRPA Emerging Leaders Training, and Tennis Supervisor appointed Coaches Commission Chair for USTA Florida Team USA for the next two years.
- ✓ Assisted in the development and renovation of several parks and facilities: assisted in process of Construction of new outdoor and indoor playgrounds at the War Memorial Youth Center, enhancement of fitness trail with new outdoor fitness equipment at the War Memorial Youth Center, Purchase and installation of equipment for state-of-the art Gymnastics Center at the War Memorial Youth Center, addition of perimeter fence and three tiered ADA and pet friendly water fountain at Betsy Adams and the Coral Gables Garden Club Park, Replacement of swings at Sunrise Harbor Park, Replacement of poured-in-place play surfacing at Salvadore Park, Replacement of Granada Pro Shop Roof, addition of free Wi-fi at several parks and facilities, including: Salvadore Park & Tennis Center, William H. Kerdyk Jr. & Family Park, and Venetian Pool, Renovation of two story building at William H. Kerdyk Biltmore Tennis Center to include locker rooms, activity room and wrap around viewing terrace, replacement of outdoor playground at William H. Kerdyk Jr. & Family Park, installation of new irrigation system at Granada Golf Course and development of five new passive parks to include Catalonia Park, Majorca Park, Marlin Park, Sarto Green, and Venetia Park.

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

COMMUNITY RECREATION

INDICATOR:	FY18			FY19		FY20
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Community Recreation Department Revenue	\$5M	\$5,011,519	■	\$5M	\$4.18M	\$5M
Number of Film Permits issued	110	111	■	110	133	110
Number of Special Event Permits issued	110	77	■	110	64	110
Number of Special Event Vendor Permits issued	90	84	■	90	86	90
Participation in Youth Center programs	10,000	9,426	■	10,000	8,779	10,000
Youth Center Guest passes	1,000	643	■	1,000	676	1,000
Youth Center & Park Rentals	230	153	■	230	112	230
Youth Center Active Memberships	2,000	1,872	■	2,000	1,899	2,000
Total revenue of Venetian Pool	\$1.1M	\$1,264,919	■	\$1.1M	\$1.27M	\$1.1M
Venetian Pool Gift Shop revenue	\$10,000	\$9,603	■	\$10,000	\$13,406	\$10,000
Number of paid admissions to the Venetian Pool	60,000	70,272	■	60,000	69,591	60,000
Adult Fitness Enrollment	2,000	3,566	■	2,500	2,699	3,000
Adult Arts & Leisure Enrollment	1,000	1,203	■	1,000	1,257	1,500
Participation in Tennis Programs	2,500	1,719	■	2,500	1,688	2,500
Tennis Active Annual Pass Holders	105	329	■	110	340	110
Tennis Court Rentals	14,000	9,234	■	14,000	6,956	14,000
Number of Private Tennis Lessons	9,000	8,420	■	9,000	9,194	9,000

Legend

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



**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6000 COMMUNITY RECREATION - ADMINISTRATION
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				SALARIES
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET	
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
6311	Community Recreation Director	1.00	1.00	1.00	1.00	\$ 153,767
6315	Parks & Recreation Director	1.00	1.00	-	-	-
6010	Community Recreation Asst. Director	1.00	1.00	1.00	1.00	116,923
0606	Administrative Operations Supervisor	-	-	1.00	1.00	57,270
0091	Special Populations Coordinator	-	1.00	1.00	1.00	56,088
6006	Recreation Marketing Specialist	1.00	1.00	1.00	1.00	65,080
0602	Administrative Assistant	1.00	1.00	1.00	1.00	41,126
8888	Overtime	-	-	-	-	500
9999	Holiday Pay	-	-	-	-	500
TOTAL FULL TIME HEADCOUNT		5.00	6.00	6.00	6.00	491,254
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0027	Special Populations Counselor - P/T	1	0.75	0.75	0.75	25,492
6003	Recreation Marketing Asst - P/T	1	0.75	0.75	0.75	19,821
0133	Spec Pop Couns - P/T - Seasonal	1	1.00	1.00	1.00	8,000
TOTAL PART TIME FTE's		3	2.50	2.50	2.50	53,313
TOTAL			7.50	8.50	8.50	\$ 544,567

EXPENDITURE DETAIL

		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
1000	Salaries	\$ 342,529	\$ 400,784	\$ 620,174	\$ 544,567
2000	Employee Benefits - See Other Cost Dist.	265,510	283,062	354,886	321,675
3190	Other Professional Services	-	-	18,425	17,925
4090	Other Transportation Expense	8,100	9,720	10,395	10,396
4410	Rental of Machinery and Equipment	5,984	5,886	6,000	6,000
4550	General Liability Insurance	16,694	30,434	30,594	25,586
4710	Special Printed Forms	-	-	30,000	30,000
5100	Office Supplies	3,234	3,790	3,600	3,100
5206	Food for Human Consumption	433	652	2,460	2,460
5208	Household & Institutional Supplies	-	-	9,000	9,000
5214	Uniform Allowance	-	1,000	1,000	1,500
5400	Membership Dues and Subscriptions	1,275	457	1,860	1,860
5410	Employee Training	2,537	4,059	6,000	6,000
TOTAL		\$ 646,296	\$ 739,844	\$ 1,094,394	\$ 980,069

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6010 TENNIS CENTERS
572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET SALARIES	
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
6108	Tennis Operations Assistant Supervisor	-	1.00	1.00	1.00	\$ 43,647
6304	Sports Shop Attendant	1.00	-	-	-	-
3004	Maintenance Worker I	1.00	1.00	1.00	1.00	46,992
6102	Prof. Tennis Oper. Supv.	1.00	1.00	1.00	1.00	37,171
0031	Secretary	1.00	1.00	1.00	1.00	57,390
6666	Tennis Pro Commission	-	-	-	-	120,000
8888	Overtime	-	-	-	-	200
9999	Holiday Pay	-	-	-	-	200
TOTAL FULL TIME HEADCOUNT		4.00	4.00	4.00	4.00	305,600
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	FTE's
9018	Maintenance Worker I - P/T	1	0.75	0.75	0.75	19,695
6004	Park Service Attendant - P/T	1	0.75	0.75	0.75	15,181
0024	Guest Service Representative - P/T	7	4.50	4.50	4.80	102,092
0093	Guest Service Representative Specialist - P,	2	0.75	0.75	0.75	40,049
6001	Summer Camp Coordinator - Seasonal	1	1.00	1.00	1.00	2,984
2308	Summer Camp Counselor - Seasonal	1	1.00	1.00	1.00	12,528
7777	Staff Hours Variance - P/T	-	-	-	-	(35,000)
TOTAL PART TIME FTE's		13	8.75	8.75	9.05	9.80
TOTAL			12.75	12.75	13.05	\$ 463,129

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 371,226	\$ 398,556	\$ 424,284	\$ 463,129
2000	Employee Benefits - See Other Cost Dist.	155,161	156,979	156,720	173,464
3190	Other Professional Services	218,687	215,200	205,000	205,000
4020	Central Garage Motor Pool Rent	1,909	1,922	-	-
4410	Rental of Machinery and Equipment	2,765	3,529	3,000	3,000
4420	Public Facilities Cost - See Other Cost Dist.	144,236	149,872	155,360	158,764
4550	General Liability Insurance	14,907	21,561	20,930	21,760
4610	Repair/Maint. of Bldgs & Improvements	-	-	-	6,540
4630	Repair/Maint. of Machinery & Equipment	348	334	445	445
4690	Special Maintenance Interdept'l Charges	11,636	12,716	15,595	26,300
4710	Special Printed Forms	-	-	520	520
5100	Office Supplies	164	2,093	2,000	2,000
5203	Drugs and Medical Supplies	-	-	500	500
5204	Cleaning & Janitorial Supplies	-	-	347	347

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6010 TENNIS CENTERS
 572 COMMUNITY RECREATION

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
5206	Food for Human Consumption	6,326	6,465	5,980	16,980
5208	Household & Institutional Supplies	27,984	29,104	17,000	15,000
5211	Building Materials and Supplies	-	-	16,611	16,611
5213	Purchase/Rental - Employee Uniforms	-	387	400	400
5214	Uniform Allowance	2,293	4,521	2,193	3,193
5215	Small Tools & Minor Equipment	62	70	100	100
5400	Membership Dues and Subscriptions	50	26	105	105
5410	Employee Training	-	-	565	565
6440	Equipment Additions	-	-	-	5,550
TOTAL		\$ 957,754	\$ 1,003,335	\$ 1,027,655	\$ 1,120,273

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



420 VENETIAN POOL FUND
COMMUNITY RECREATION DEPARTMENT
6020 VENETIAN POOL
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET SALARIES	
FULL TIME POSITIONS						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
6205	Aquatics Supervisor	1.00	1.00	1.00	1.00	\$ 62,866
6203	Aquatics Assistant Supervisor	2.00	2.00	2.00	2.00	100,993
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	37,390
9999	Holiday Pay	-	-	-	-	840
TOTAL FULL TIME HEADCOUNT		4.00	4.00	4.00	4.00	202,089
PART TIME POSITIONS						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
0024	Guest Service Representative - P/T	7	3.75	3.75	3.75	79,976
9011	Admission/Concession Specialist - P/T	1	0.60	0.60	0.60	17,491
0093	Guest Service Representative Specialist - P,	1	0.75	0.75	0.75	20,306
0021	Lifeguard Entry Level - P/T	6	2.35	2.35	2.35	77,692
0042	Lifeguard II - P/T	12	6.50	6.50	6.50	197,200
0082	Lifeguard III - P/T	5	3.65	3.65	3.65	93,595
0134	Lifeguard Lead - P/T	1	-	-	0.60	25,305
6001	Summer Camp Coordinator - Seasonal	1	1.00	1.00	1.00	7,000
2308	Summer Camp Counselor - Seasonal	1	1.00	1.00	1.00	25,000
6015	Admission/Concession Specialist - Seasona	1	1.00	1.00	1.00	4,025
0053	Guest Service Rep - Seasonal	1	1.00	1.00	1.00	23,500
0025	Lifeguard Entry Level - Seasonal	1	1.00	1.00	1.00	27,000
7777	Staff Hours Variance - P/T	-	-	-	-	(110,000)
TOTAL PART TIME FTE's		38	22.60	22.60	23.20	26.00
TOTAL			26.60	26.60	27.20	\$ 690,179

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 397,127	\$ 464,950	\$ 515,860	\$ 690,179
2000	Employee Benefits - See Other Cost Dist.	196,508	168,705	172,131	193,479
3180	Contracted Services	2,200	2,169	2,208	2,208
3190	Other Professional Services	15,760	18,793	31,188	31,288
4020	Central Garage Motor Pool Rent	-	-	7,069	7,030
	Replacement: 1,076				
	Oper. & Maint: 5,954				
4410	Rental of Machinery and Equipment	3,496	3,091	3,500	3,500
4420	Public Facilities Cost - See Other Cost Dist.	166,654	173,166	179,507	183,440
4550	General Liability Insurance	15,482	25,384	25,448	32,428
4620	Repair and Maint. of Office Equipment	-	156	400	400
4630	Repair/Maint. of Machinery & Equipment	1,544	1,832	2,300	3,300
4710	Special Printed Forms	997	1,483	1,500	1,500

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



420 VENETIAN POOL FUND
COMMUNITY RECREATION DEPARTMENT
6020 VENETIAN POOL
 572 COMMUNITY RECREATION

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
4940 Taxes & License Fees Paid	5,338	5,207	5,267	5,267
4990 Other Miscellaneous Expense	1,890	9,399	-	-
5100 Office Supplies	2,180	2,588	3,000	3,000
5201 Agricultural Supplies	4,081	4,154	4,500	4,500
5202 Chemicals and Photographic Supplies	21,151	28,686	30,000	30,000
5203 Drugs and Medical Supplies	1,160	1,701	3,000	3,000
5204 Cleaning & Janitorial Supplies	2,089	3,957	4,000	4,000
5206 Food for Human Consumption	82,817	65,941	104,760	104,760
5208 Household & Institutional Supplies	14,144	20,845	21,609	19,859
5209 Protective Clothing	5,429	5,691	6,300	6,300
5211 Building Materials and Supplies	72	111	150	150
5213 Purchase/Rental - Employee Uniforms	-	-	-	650
5214 Uniform Allowance	3,108	3,041	3,300	3,300
5215 Small Tools & Minor Equipment	2,398	2,120	2,500	2,500
5400 Membership Dues and Subscriptions	-	-	250	250
5410 Employee Training	236	700	800	800
6430 Equipment Repair/Replacement	5,461	-	-	-
6440 Equipment Additions	1,660	-	-	5,000
TOTAL	\$ 952,982	\$ 1,013,870	\$ 1,130,547	\$ 1,342,088

**CITY OF CORAL GABLES, FLORIDA
2019-2020 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	2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
4006	Automotive Mechanic	1.00	1.00	1.00	1.00	\$ 45,138
9999	Holiday Pay - Worked	-	-	-	-	1,000
TOTAL		1.00	1.00	1.00	1.00	\$ 46,138

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 147,602	\$ 42,144	\$ 44,397	\$ 46,138
2000 Employee Benefits - See Other Cost Dist.	108,698	31,674	32,894	34,079
3190 Other Professional Services	262,201	262,404	266,228	266,228
3191 Other Professional Services - Pro Shop	58,500	54,000	54,000	54,000
4020 Central Garage Motor Pool Rent	67,494	63,314	25,112	30,901
	Replacement: 30,448			
	Oper. & Maint: 453			
4420 Public Facilities Cost - See Other Cost Dist.	139,867	145,332	150,654	153,955
4450 Lease Equipment	44,655	156,027	107,505	107,505
4550 General Liability Insurance	5,567	2,500	2,190	2,168
4620 Repair and Maint. of Office Equipment	-	515	750	750
4630 Repair/Maint. of Machinery & Equipment	9,094	9,742	11,500	11,500
4690 Special Maintenance Interdept'l Charges	70,744	30,520	101,818	131,501
4710 Special Printed Forms	-	932	1,000	1,000
4820 Advertising Expense	-	914	1,000	1,000
4940 Taxes & License Fees Paid	615	-	-	-
4950 Collection Charges on Credit Card sales	14,123	5,673	9,892	9,892
4990 Other Miscellaneous Expense	1,341	6,314	-	-
5100 Office Supplies	945	691	1,000	1,000
5201 Agricultural Supplies	59,063	55,695	60,108	60,108
5203 Drugs and Medical Supplies	-	-	150	150
5204 Cleaning & Janitorial Supplies	2,229	-	3,332	3,332
5207 Motor Fuel and Lubricants	-	852	1,050	1,050
5208 Household & Institutional Supplies	8,891	8,832	7,500	7,500

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



430 GRANADA GOLF COURSE FUND
COMMUNITY RECREATION DEPARTMENT
6030 GRANADA GOLF COURSE
 572 COMMUNITY RECREATION

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
5209	Protective Clothing	-	310	775	775
5211	Building Materials and Supplies	1,151	2,641	2,900	2,900
5213	Purchase/Rental - Employee Uniforms	-	1,291	750	750
5214	Uniform Allowance	-	469	250	250
5215	Small Tools & Minor Equipment	1,773	1,703	1,950	1,950
5217	Operating Equipment Repair Parts	9,994	23,033	20,700	20,700
5400	Membership Dues and Subscriptions	656	974	990	990
5410	Employee Training	555	542	2,625	2,625
6430	Equipment Repair/Replacement	29,552	-	-	-
6440	Equipment Additions	-	107,469	-	-
TOTAL		\$ 1,045,310	\$ 1,016,507	\$ 913,020	\$ 954,697

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6050 YOUTH CTR/PLAYGROUNDS
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2016-2017	2017-2018	2018-2019	2019-2020		
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES	
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT		
6009	Youth Center Supervisor	1.00	1.00	1.00	1.00	\$ 74,348	
6011	Youth Center Ass't Supv.	1.00	1.00	1.00	1.00	57,541	
6005	Recreation Specialist	3.00	3.00	3.00	3.00	148,412	
3010	Foreman	1.00	1.00	1.00	1.00	56,116	
3103	Repair Worker - Parks	2.00	2.00	2.00	2.00	74,571	
8888	Overtime	-	-	-	-	5,000	
TOTAL FULL TIME HEADCOUNT		8.00	8.00	8.00	8.00	415,988	
PART TIME POSITIONS							
	TITLE	HC	FTE's	FTE's	FTE's	FTE's	
0019	Program Assistant - P/T	4	3.00	3.00	3.00	3.00	69,433
0024	Guest Service Representative - P/T	6	4.50	4.50	4.50	4.50	95,532
0093	Guest Service Representative Specialist - P/	1	0.75	0.75	0.75	0.75	20,730
0023	Recreation Counselor - P/T	11	6.30	6.30	6.30	7.80	164,231
6000	Director of Youth Soccer - P/T	1	0.75	0.75	0.75	0.75	31,869
0053	Guest Service Rep - Seasonal	1	0.32	0.32	0.32	1.00	7,000
2308	Summer Camp Counselor - Seasonal	1	6.15	6.15	6.15	1.00	118,784
6001	Summer Camp Coordinator - Seasonal	1	0.91	0.91	0.91	1.00	20,995
7777	Staff Hours Variance - P/T	-	-	-	-	-	(65,000)
TOTAL PART TIME FTE's		26	22.68	22.68	22.68	19.80	463,574
TOTAL			30.68	30.68	30.68	27.80	\$ 879,562

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 801,237	\$ 864,725	\$ 833,989	\$ 879,562
2000	Employee Benefits - See Other Cost Dist.	349,129	328,458	343,258	339,057
3180	Contracted Services	665,017	573,861	644,301	644,301
3190	Other Professional Services	53,616	55,248	69,560	69,560
4020	Central Garage Motor Pool Rent	33,386	31,454	12,457	13,687
	Replacement:	7,728			
	Oper. & Maint:	5,959			
4090	Other Transportation Expense	26,790	24,477	31,500	31,500
4410	Rental of Machinery and Equipment	4,432	4,385	5,000	5,000
4420	Public Facilities Cost - See Other Cost Dist.	794,980	826,041	856,289	875,051
4550	General Liability Insurance	31,867	44,190	41,142	41,326
4630	Repair/Maint. of Machinery & Equipment	4,075	-	5,000	5,000
4690	Special Maintenance Interdept'l Charges	37,830	41,540	50,682	65,750
4710	Special Printed Forms	21,459	19,822	740	740

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6050 YOUTH CTR/PLAYGROUNDS
 572 COMMUNITY RECREATION

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
4820 Advertising Expense	76	-	480	480
4990 Other Miscellaneous Expense	3,652	1,624	3,804	3,804
5100 Office Supplies	3,691	9,155	10,000	10,000
5201 Agricultural Supplies	35	-	20,000	20,000
5202 Chemicals and Photographic Supplies	-	-	1,000	1,000
5203 Drugs and Medical Supplies	80	16	1,000	1,000
5204 Cleaning & Janitorial Supplies	2,912	3,994	4,500	4,500
5206 Food for Human Consumption	28,041	30,127	41,000	41,000
5208 Household & Institutional Supplies	34,267	28,618	30,695	30,695
5209 Protective Clothing	127	91	375	375
5211 Building Materials and Supplies	2,679	742	3,000	3,000
5213 Purchase/Rental - Employee Uniforms	3,528	1,281	7,290	7,290
5214 Uniform Allowance	12,709	19,517	32,001	32,001
5215 Small Tools & Minor Equipment	1,023	1,049	1,000	1,000
5400 Membership Dues and Subscriptions	16,094	7,868	17,000	17,000
5410 Employee Training	1,303	1,976	350	350
6430 Equipment Repair/Replacement	51,861	5,718	90,401	42,660
6440 Equipment Additions	-	-	21,300	10,650
TOTAL	\$ 2,985,896	\$ 2,925,977	\$ 3,179,114	\$ 3,197,339

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6060 ADULT SERVICES DIVISION
573 COMMUNITY RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
6007	Adult Activity Supervisor	1.00	1.00	1.00	1.00	\$ 59,059
0634	Adult Activity Assistant Supervisor	1.00	1.00	1.00	1.00	56,696
8888	Overtime	-	-	-	-	500
9999	Holiday Pay	-	-	-	-	500
TOTAL FULL TIME HEADCOUNT		2.00	2.00	2.00	2.00	116,755
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	FTE's
0093	Guest Service Representative Specialist - P,	1	0.75	0.75	0.75	20,834
0024	Guest Service Representative - P/T	6	4.35	4.35	4.35	89,157
9018	Maintenance Worker I - P/T	1	0.75	0.75	0.75	19,280
0095	Specialized Fitness Coordinator - P/T	1	0.60	0.60	0.60	21,753
0100	Adult Activities Instructor - Seasonal	1	0.91	0.91	0.91	38,197
TOTAL PART TIME FTE's		10	7.36	7.36	7.36	189,221
TOTAL			9.36	9.36	9.36	\$ 305,976

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 201,554	\$ 160,956	\$ 298,290	\$ 305,976
2000 Employee Benefits - See Other Cost Dist.	75,606	73,578	93,483	101,624
3190 Other Professional Services	49,591	53,433	83,441	67,941
4090 Other Transportation Expense	-	-	600	6,600
4410 Rental of Machinery and Equipment	3,228	8,595	19,349	3,500
4550 General Liability Insurance	10,024	15,481	14,715	14,376
4630 Repair/Maint. of Machinery & Equipment	750	-	5,000	5,000
4710 Special Printed Forms	-	8,252	2,500	6,500
5100 Office Supplies	6,229	4,624	6,500	6,500
5202 Chemicals and Photographic Supplies	10	-	-	500
5203 Drugs and Medical Supplies	-	-	500	1,000
5204 Cleaning & Janitorial Supplies	-	-	-	1,000
5206 Food for Human Consumption	1,355	5,003	16,300	13,300
5208 Household & Institutional Supplies	30,070	19,063	13,153	17,153
5209 Protective Clothing	-	-	75	75
5211 Building Materials and Supplies	3,229	2,181	1,500	4,000

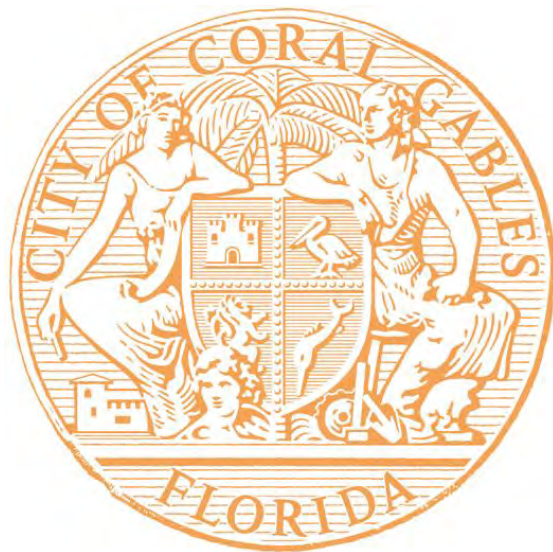
**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6060 ADULT SERVICES DIVISION
 573 COMMUNITY RECREATION

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
5213 Purchase/Rental - Employee Uniforms	477	1,196	3,310	3,310
5214 Uniform Allowance	-	-	500	500
5215 Small Tools & Minor Equipment	1,051	1,522	2,500	2,500
5400 Membership Dues and Subscriptions	-	-	1,234	1,234
5410 Employee Training	414	-	1,000	1,000
TOTAL	\$ 383,588	\$ 353,884	\$ 563,950	\$ 563,589



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2019-2020 BUDGET



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6065 SPECIAL EVENTS
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
FULL TIME POSITIONS						
0059	Special Projects Coordinator	1.00	1.00	1.00	1.00	\$ 75,231
TOTAL FULL TIME HEADCOUNT		1.00	1.00	1.00	1.00	75,231
PART TIME POSITIONS						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
0097	Special Projects Specialist - P/T	1	0.60	0.60	0.75	20,268
0086	Special Projects Assistant	1	0.60	0.60	0.60	14,122
TOTAL PART TIME FTE's		2	1.20	1.20	1.35	34,390
TOTAL		2.20	2.20	2.35	2.35	\$ 109,621

EXPENDITURE DETAIL

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
1000 Salaries	\$ 71,771	\$ 159,408	\$ 98,318	\$ 109,621
2000 Employee Benefits - See Other Cost Dist.	6,283	49,526	46,568	49,864
3190 Other Professional Services	127,329	224,877	195,780	195,780
4410 Rental of Machinery and Equipment	-	5,189	6,700	6,700
4550 General Liability Insurance	1,257	5,688	4,850	5,151
4710 Special Printed Forms	175	1,791	2,900	2,900
4802 July 4th Celebration	127,455	118,182	166,800	166,800
4820 Advertising Expense	1,125	1,017	1,250	1,250
4840 Farmers Market	5,672	11,514	12,000	12,000
5201 Agricultural Supplies	-	208	-	-
5202 Chemicals and Photographic Supplies	-	-	1,000	1,000
5206 Food for Human Consumption	810	676	800	800
5208 Household & Institutional Supplies	22,868	16,357	20,405	45,405
6440 Equipment Additions	-	-	7,500	-
TOTAL	\$ 364,745	\$ 594,433	\$ 564,871	\$ 597,271

**CITY OF CORAL GABLES, FLORIDA
2019-2020 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					
		2016-2017	2017-2018	2018-2019	2019-2020		
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES	
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT		
2309	Golf Course & Parks Supt.	1.00	1.00	1.00	1.00	\$ 73,491	
2310	Golf Course & Parks Maint. Asst. Supt.	1.00	1.00	1.00	1.00	63,997	
3201	Equipment Operator I	1.00	1.00	-	-	-	
3009	Irrigation Foreman	1.00	1.00	1.00	1.00	61,210	
3010	Foreman	1.00	1.00	2.00	2.00	124,070	
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	48,135	
8888	Overtime	-	-	-	-	473	
9999	Holiday Pay	-	-	-	-	200	
TOTAL FULL TIME HEADCOUNT		6.00	6.00	6.00	6.00	371,576	
PART TIME POSITIONS							
	TITLE	HC	FTE's	FTE's	FTE's	FTE's	
6004	Park Service Attendant - P/T	5	3.00	3.00	3.75	3.75	82,202
6107	Park Ambassador - P/T	1	0.75	0.75	0.75	0.75	19,613
TOTAL PART TIME FTE's		6	3.75	3.75	4.50	4.50	101,815
TOTAL			9.75	9.75	10.50	10.50	\$ 473,391

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 206,431	\$ 311,677	\$ 443,064	\$ 473,391
2000	Employee Benefits - See Other Cost Dist.	179,604	255,547	215,312	192,693
3190	Other Professional Services	250,181	227,733	372,120	372,120
4020	Central Garage Motor Pool Rent	95,290	92,640	34,578	40,849
	Replacement:	34,294			
	Oper. & Maint:	6,555			
4420	Public Facilities Cost - See Other Cost Dist.	46,623	48,444	50,218	51,318
4550	General Liability Insurance	11,198	23,180	21,857	22,242
4611	Repair/Maint. - Maint of Parks Equip	-	-	3,505	-
4630	Repair/Maint. of Machinery & Equipment	3,072	3,106	4,000	4,000
5100	Office Supplies	129	-	1,000	547
5201	Agricultural Supplies	58,027	30,439	30,273	29,273
5204	Cleaning & Janitorial Supplies	1,031	-	-	-
5207	Motor Fuel and Lubricants	470	348	550	550
5208	Household & Institutional Supplies	43,264	38,831	45,750	45,750
5209	Protective Clothing	1,008	145	1,000	1,000
5211	Building Materials and Supplies	1,741	1,843	1,900	900

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6070 GOLF COURSE/PARKS MAINT.
 590 INTERNAL SERVICES

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5213	Purchase/Rental - Employee Uniforms	3,242	1,881	2,547	5,000
5214	Uniform Allowance	-	980	-	250
5215	Small Tools & Minor Equipment	5,983	5,027	5,625	5,375
5217	Operating Equipment Repair Parts	10,489	1,467	2,500	2,500
6430	Equipment Repair/Replacement	35,264	40,969	64,000	42,250
6440	Equipment Additions	19,765	8,222	46,546	25,000
9010	Intradepartmental Credits	<u>(120,211)</u>	<u>(84,776)</u>	<u>(168,095)</u>	<u>(223,551)</u>
TOTAL		<u>\$ 852,601</u>	<u>\$ 1,007,703</u>	<u>\$ 1,178,250</u>	<u>\$ 1,091,457</u>

Maintenance Services Distributed to Facilities		Park	
<u>Dept Code/Account</u>	<u>%</u>	<u>Amount</u>	
Tennis Centers - 6010-46-90	2.0%	\$	26,300
Youth Center - 6050-46-90	5.0%	\$	65,750
Granada Golf - 6030-46-90	10.0%	\$	131,501
	<u>17.0%</u>		<u>223,551</u>



Action Plan Worksheet 2020

Action Plan Owner: Carolina Vester, Community Recreation Assistant Director

Action Plan Name: 1.1-1-1 Maintain Community Satisfaction in Community Recreation

Strategic plan alignment

- Goal 1 - Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community.
 - Objective 1.1 – Attain world-class performance levels in providing personalized services that build relationships and create a sense of community
 - 1.1.-1 Attain overall community satisfaction score of 90th percentile (satisfied / very satisfied by 2022)
 - 1.1-2 Attain 90th percentile on transactional surveys within Parks department by 2022

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

What must be done	By When	How will it be evident
Maintain quarterly/seasonal transactional surveys	Ongoing	Collect and summarize survey results at the completion of each season
Maintain 90 th percentile of customer satisfaction for programs	Ongoing	Collect and summarize survey results at the completion of each season
Designing customer satisfaction criteria for transactional surveys to be used at internal City events.	10/01/20	Develop key requirements to create survey criteria
Research customer satisfaction results & compare with Nationally Accredited P&R	10/01/21	Compile benchmark listing with satisfaction results of other Accredited Agencies
Implement customer service transactional surveys following each internal City event.	01/01/21	Distribute completed surveys
Maintain 90 th percentile of customer satisfaction for events	10/01/21	Collect and summarize survey results at the completion of each event type

Resource requirements (what do we need to succeed?)

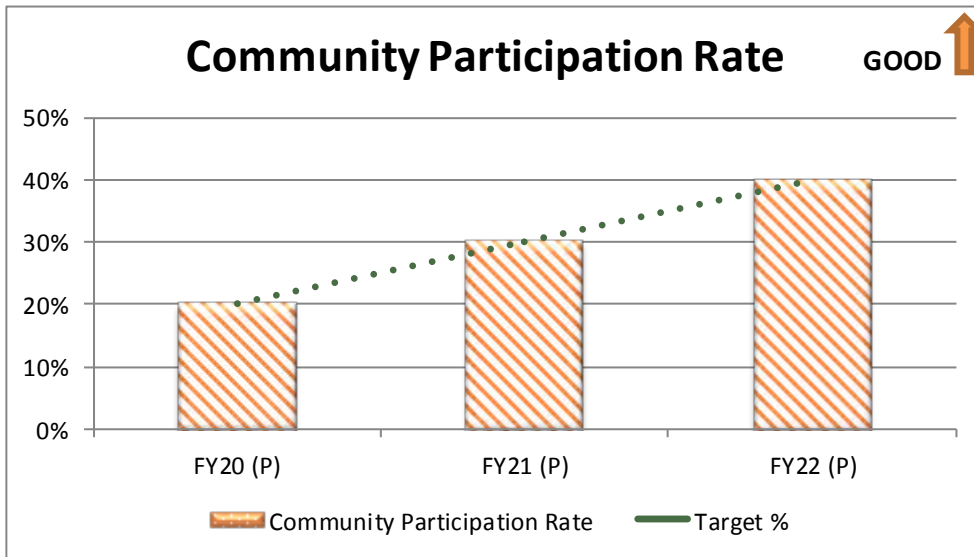
- \$2,500 to purchase tablets to gather data and survey results on site
- \$10,000 in funding for FY21 towards signage and promotional activities to attract survey participation at special events
- \$3,500 in consulting costs to input survey data three times each year for seasonal customer satisfaction transactional surveys
- 160 hours of staff resources to collect benchmarking for customer satisfaction
- 80 hours of staffing to identify key requirements for special event customer satisfaction surveys.
- Consulting costs to input data once a year for special event transactional customer satisfaction surveys



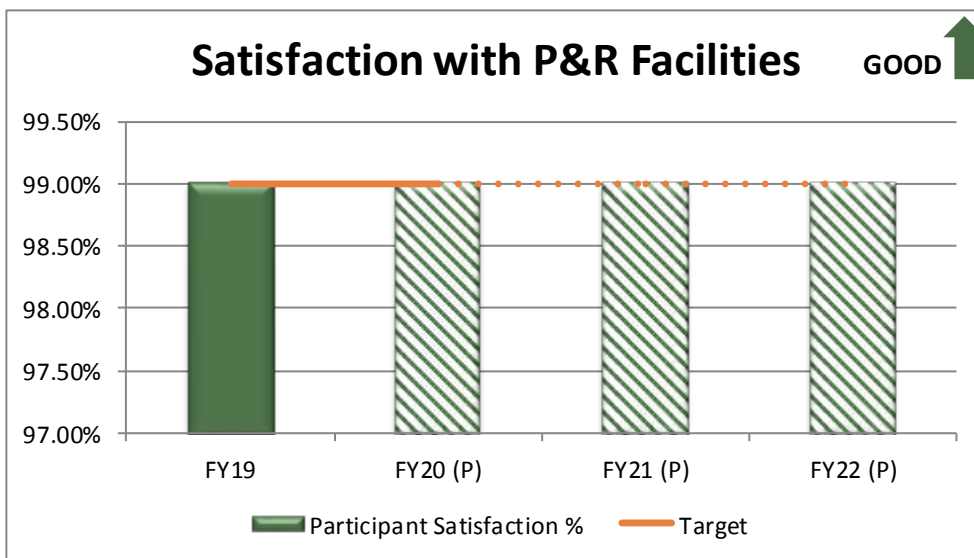
Action Plan Worksheet 2020

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

Measure	Target	Date
Participation rate in Annual Satisfaction Survey & Awareness Program	20%	09/30/20
	30%	09/30/21
	40%	09/30/22



Participant satisfaction with P&R facilities and programs	99%	09/30/19
	99%	09/30/20
	99%	09/30/21
	99%	09/30/22

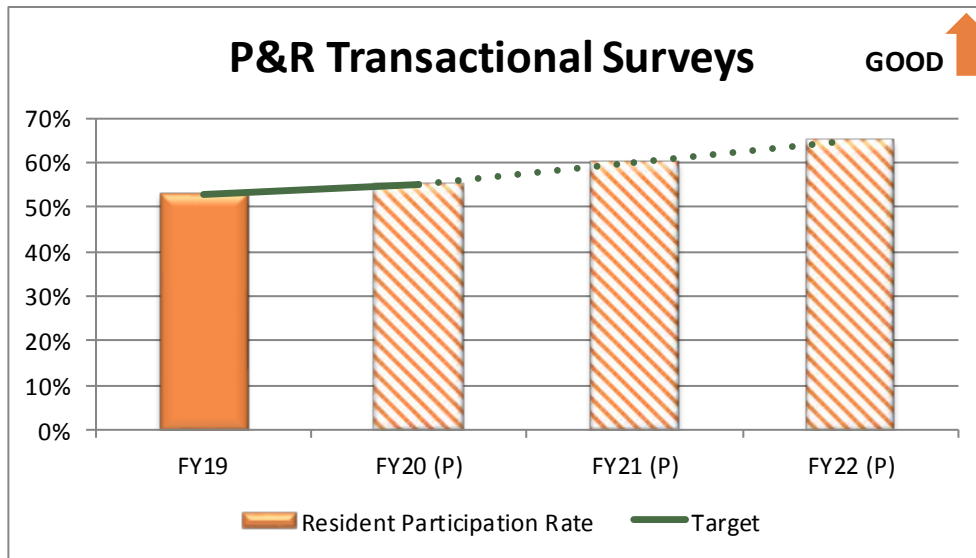




Action Plan Worksheet 2020

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

Measure	Target	Date
Resident participation with P&R transactional surveys	53%	09/30/19
	55%	09/30/20
	60%	09/30/21
	65%	09/30/22



Frequency & venue of review:

- Quarterly review with Director
- Annual 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 / Interruption of activity by completing quarterly surveys
Residents	Increase Property Value & Quality of Life	Funds allocated to this effort will not be available for other projects
Contractors	Increased attendance & revenues	None



Action Plan Worksheet 2020

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

Positive:

- + 5% increase resulting from increase in property values
- + 5% increase in revenues

Negative:

- \$3,500 required in funds for quarterly consultant fees
- \$12,500 required in funds for tablets and promotional activities



Action Plan Worksheet 2020

Action Plan Owner: Fred Couceyro, Community Recreation Director

Action Plan Name: 1.1-3 Increase Levels of Service (LOS) through land acquisition, development & increased pedestrian infrastructure to provide accessibility

Strategic plan alignment

- Goal 1 - Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Objective 1.1 – Attain world-class performance levels in providing personalized services that build relationships and create a sense of community
 - 1.1.-3 – Increase the percentage of geographic areas served by parks, playgrounds, or facilities (accessible and safe walking distance) to 85% by 2022

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

What must be done	By When	How will it be evident
Maintain LOS Maps with park & open space inventory to include major roadways	09/30/19	Current LOS map with annual review
Coordinate right-of way inventory assessment through PW	12/31/19	Complete inventory
Create a layer within the LOS maps that identifies safe and accessible pedestrian access to existing parks and open spaces	04/01/20	New map indicating pedestrian access infrastructure for parks and open spaces
Identify areas of needed improvement to increase pedestrian access and Levels of Service	12/31/20	Create an inventory of recommended improvements
Identify properties for acquisition and/or repurpose of existing properties for alternate park sites	10/31/21	Purchase or identify one existing property
Develop a cost estimate for pedestrian access improvements	12/31/21	Provide a cost estimate for all recommended improvements
Develop an implementation plan to include a phased funding plan	03/31/22	A phased implementation plan that aligns with the Budget

Resource requirements (what do we need to succeed?)

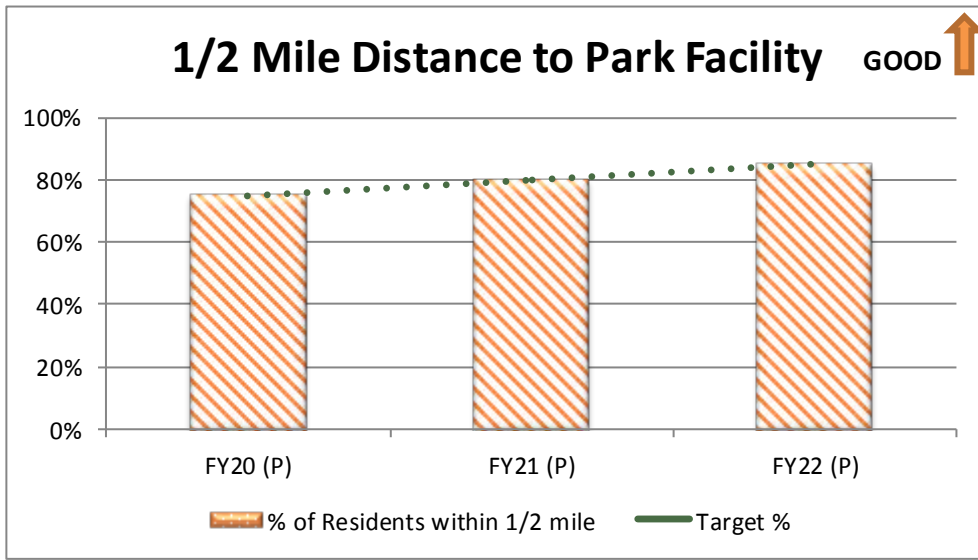
- \$500,000 in funding for land acquisition – funded as part of Capital Improvement Program (ongoing/annual)
- \$406,000 in funding for development of neighborhood parks (ongoing/annual)
- \$100,000 in FY21 funding for cost estimates of pedestrian access improvements 160 hours of staff resources & assistance from IT to map all parks (ongoing/annual)
- 160 hours of staffing from PW to identify improvements for pedestrian access



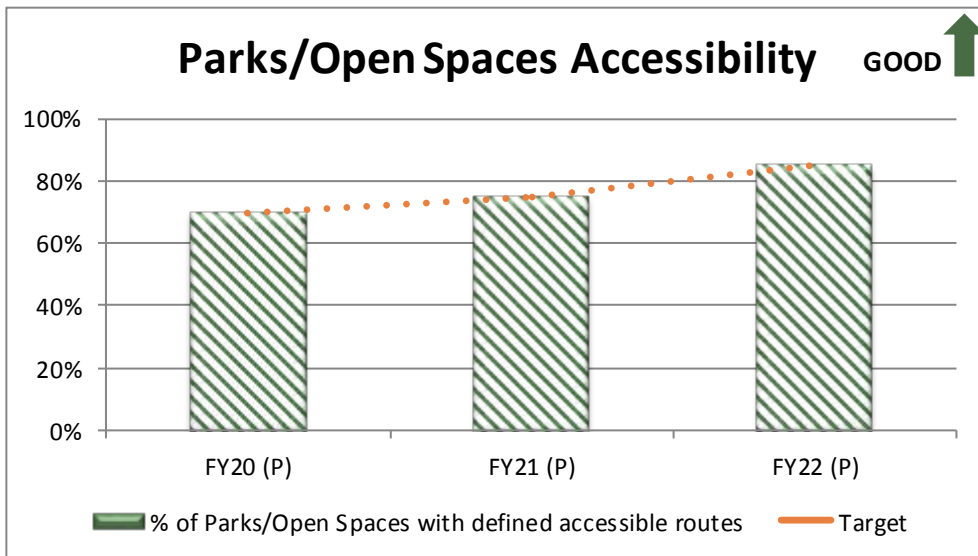
Action Plan Worksheet 2020

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)	75%	09/30/20
	80%	09/30/21
	85%	09/30/22



% of parks and open spaces with defined accessible routes and access	20%	09/30/20
	30%	09/30/21
	40%	09/30/22



Frequency & venue of review:

- Monthly review with Director
- Quarterly review of progress with City Manager



Action Plan Worksheet 2020

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 Walkable and accessible parks in their neighborhood	Funds allocated to this effort will not be available for other projects Accessibility improvements to bring in temporary disruption to the neighborhood
Contractors	Increased attendance & revenues	None

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

Positive:

- + 5% increase resulting from increase in property values
- + Increased asset portfolio to the City

Negative:

- \$906,000 increase in funds for land acquisition & repurpose



Action Plan Worksheet 2020

Action Plan Owner: Carolina Vester, Assistant Community Recreation Director

Action Plan Name: 5.1-2-1 – Include cultural and historical components in recreational programs and activities

Strategic plan alignment

- Goal 5 – Community-focused Excellence: 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 the historical and cultural components in City-sponsored programs and the community’s satisfaction with access and the programs
 - 5.1-2 – Increase participation rates with the historical and cultural components in programs offered by the city to the community by 20% by 2022

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

What must be done	By When	How will it be evident
Include the Merrick House tours as part of staff orientations and monthly-in-service trainings	11/30/19	Scheduled orientations – annual meeting
Include the Merrick House tours as a summer camp field trip location	06/01/20	Scheduled trip
Include the Coral Gables Museum as a summer camp field trip location	06/01/20	Scheduled trips
Partner with private cultural organizations in the City for recreational programming opportunities such as the Gables Art Cinema, Miracle Theater and Coral Gables Museum	03/01/20	MOU and active event series
Create a mobile self-facilitated scavenger hunt for parks that include historical components	03/01/21	Complete mobile app for scavenger hunt
Partner with Historical Preservation in the creation of a self-guided Centennial Walking Tour	10/01/21	Complete Centennial Tour
Create a cultural passport that incorporates all public art through QR codes and a phone application	10/01/22	Complete Cultural Passport

Resource requirements (what do we need to succeed?)

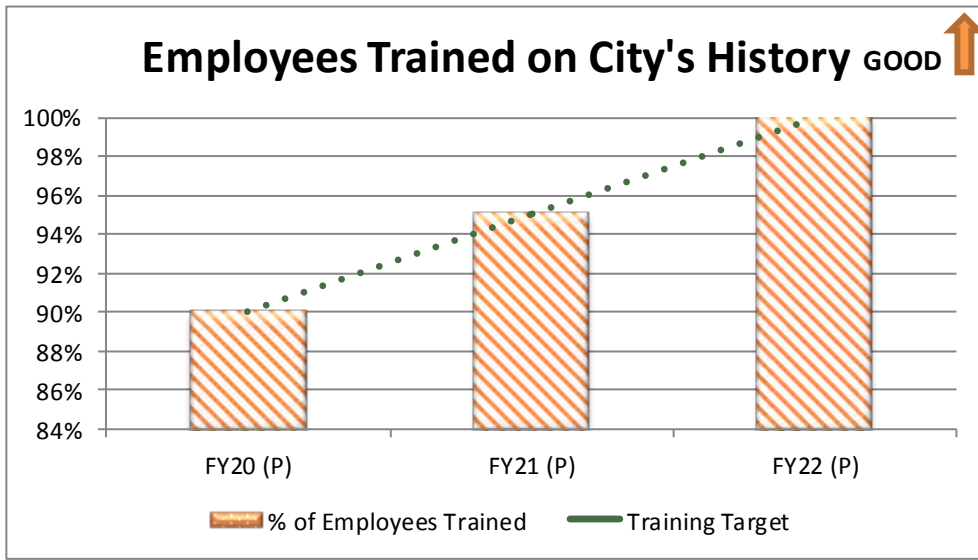
- \$30,000 for signage and materials for the Centennial Trail – will be requested in FY22
- \$5,000 for the design and implementation of the mobile app for the scavenger hunt – will be requested in FY21
- \$5,000 for incentives and publicity for the cultural passport 120 hours of staff resources & assistance from IT to create and maintain mobile app – will be requested in FY22
- 160 hours of staffing from Historic to create the Centennial self-guided walking tour
- 160 hours of staffing from Cultural Arts & Economic Development to create the Cultural Passport
- 160 hours of staffing from Special Events to assist in the implementation of the scavenger hunt, passport and Centennial trail.



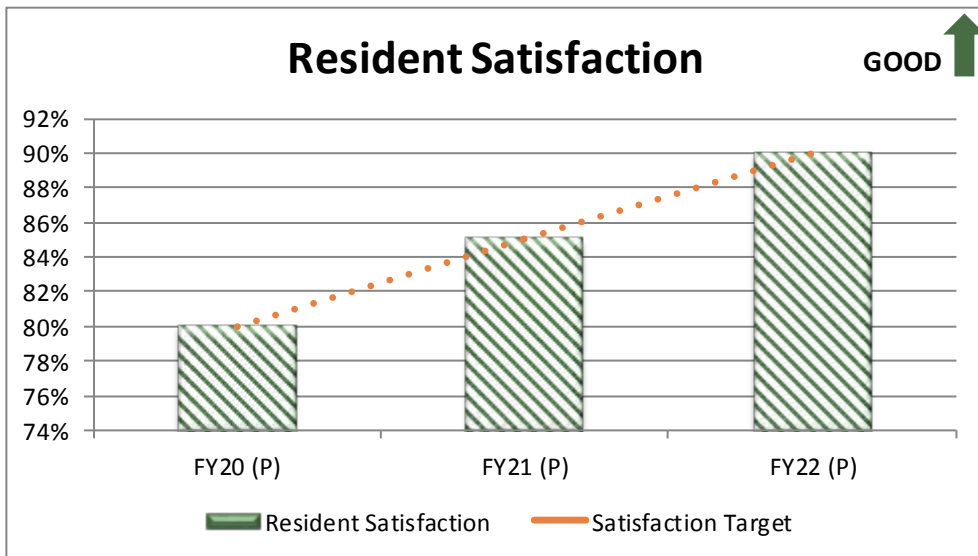
Action Plan Worksheet 2020

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

Measure	Target	Date
Employees trained on the history of Coral Gables	90%	09/30/20
	95%	09/30/21
	100%	09/30/22



Resident satisfaction with cultural and historic components in recreational programs and activities	80%	09/30/20
	85%	09/30/21
	90%	09/30/22



Frequency & venue of review:

- Monthly review with Director
- Quarterly review of progress with City Manager



Action Plan Worksheet 2020

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 Increase public awareness of the History of Coral Gables and Public Art	None
Residents	Increase property value & quality of life Increase public awareness of the History of Coral Gables and Public Art	Funds allocated to this effort will not be available for other projects
Contractors	Increased attendance & revenues	None

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

Positive:

- + \$8,000 in cost savings for programming utilizing these internal resources

Negative:

- \$20,000 increase in cost to support staff
- \$40,000 increase in funds for new programming

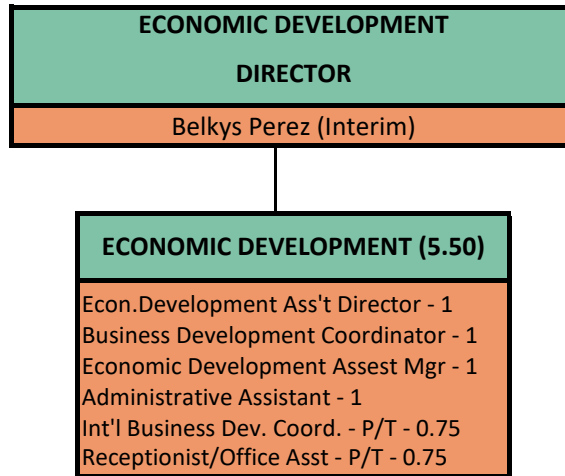


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**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

ECONOMIC DEVELOPMENT

ORGANIZATION CHART



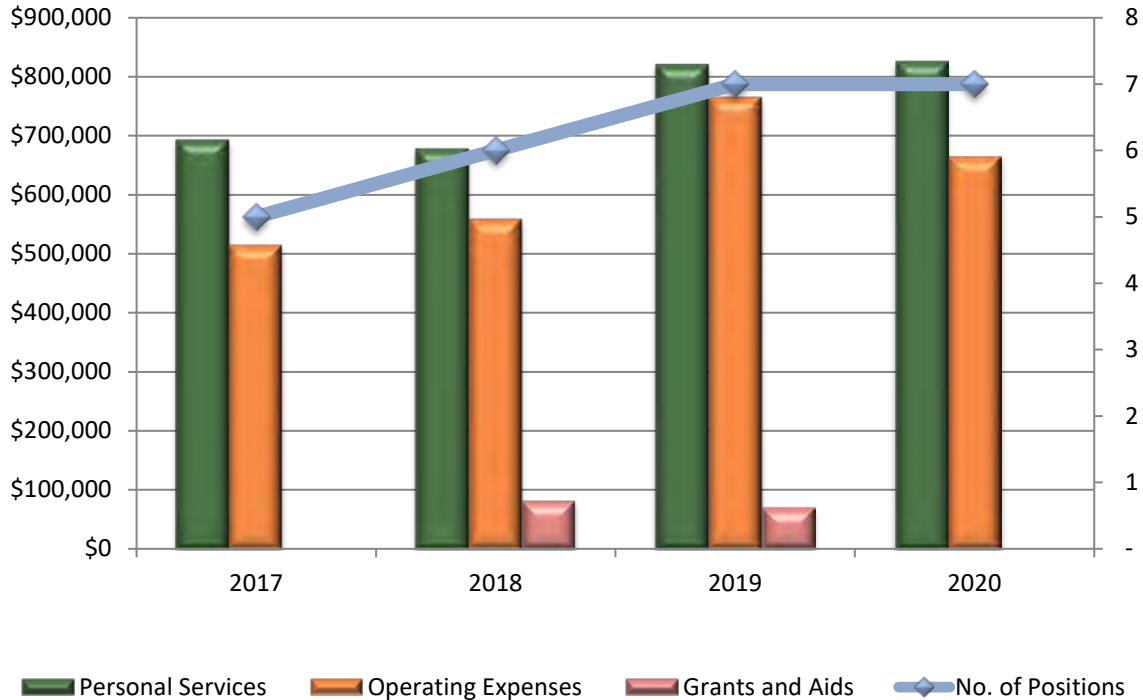
**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



**ECONOMIC DEVELOPMENT DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2016-2017</u> <u>ACTUAL</u>	<u>2017-2018</u> <u>ACTUAL</u>	<u>2018-2019</u> <u>BUDGET</u>	<u>2019-2020</u> <u>BUDGET</u>
Salaries & Benefits	693,200	678,103	820,791	825,862
Operating Expenses	514,397	558,668	764,337	663,616
Grants and Aids	-	80,866	69,563	-
Total	1,207,597	1,317,637	1,654,691	1,489,478
Full Time Headcount	5.00	5.00	5.00	5.00
Part Time FTE's	-	0.75	1.50	1.50
Total Headcount & FTE's	5.00	5.75	6.50	6.50

EXPENDITURE/PERSONNEL COMPARISONS



Economic Development

Department Function:

The Economic Department was created in 1989 to foster sound economic growth and quality of life in the City of Coral Gables. The Department has a two-pronged focus:

Economic Development

The Department helps to establish, maintain and fund exceptional economic development services that help reinforce and grow the City's image and meet the needs of the business community. This involves promoting programs to businesses (including events), supporting City development initiatives, and engaging in various marketing efforts. The Department also manages the Economic Development Board.

Property Administration

The Department assists in real estate acquisitions, dispositions, negotiating (including public/private ventures) and administrating agreements with regard to City property in order to obtain value for the City. The Department also manages the Property Advisory Board and the Library Advisory Board.

Department Goals:

1. To assist in City development initiatives: act as the liaison to the business community for City initiatives, negotiate development agreements that increase the community benefit related to new development projects, facilitate the implementation of right size development.
2. Promote new businesses to the City of Coral Gables: work with City partners (e.g., Enterprise Florida, The Miami-Dade Beacon Council, Endeavor Miami, Foreign Trade Commissions, Chambers of Commerce, BID) to recruit new businesses to the Gables, provide market data resources to the public on why to choose Coral Gables for their place of business, promote the Permitting Assistance Program (PAP) for large employers, recruit companies based on the City's Corporate and Retail Strategy.
3. Promote business retention and expansion: provide small business assistance, leverage marketing opportunities, work with City partners (e.g., Enterprise Florida, The Miami-Dade Beacon Council, Endeavor Miami, Foreign Trade Commissions, Chambers of Commerce, BID) to retain and promote existing businesses.
4. Promote business development through use of City-owned properties.
5. Administer contracts related to real estate transactions (e.g., leases, management agreements, sales, dispositions).
6. Identify and negotiate new projects.

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

ECONOMIC DEVELOPMENT

FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS

- ✓ Enhanced business outreach efforts to help support the expansion, retention and recruitment of businesses investing in the City of Coral Gables.
- ✓ Strengthened relations with local international business partners and Consular Corps community. This resulted in successfully supporting the establishment of the Vice-Consulate of Hungary in Coral Gables, Flag Raising Ceremony for the Consulate of St. Lucia and the Italian Film Festival held at Art Cinema organized by the Consulate General of Italy.
- ✓ Actively supported outreach in Spain, one of Miami-Dade County's foreign direct investment markets, by helping to support the establishment of a Sister Cities relationship with Sevilla, Spain.
- ✓ Held 5 workshops designed to inform local retailers, brokers and landlords on opportunities to do business in Coral Gables, understanding customer demographics, branding and marketing, tenant selection, lease terms and retail strategy.
- ✓ Distributed 5 Micro-Marketing Retail Grants to retailers to implement a marketing campaign following the social media recommendations of the workshops.
- ✓ Launched Street Art initiative, following success of Umbrella Sky, in Fall/Winter 2019, Sunlit Sky was installed on Giralda Plaza and in partnership with Cultural Affairs, a "Call to Artist" was made and this resulted in "Sun Stories" set to debut in Summer 2019.
- ✓ Aligned marketing efforts to help support key messaging about the City of Coral Gables. This includes an updated deck highlighting our City's assets, key points about the advantages of doing business in our community and an updated marketing brochure highlighting the City of Coral Gables Smart City infrastructure and key business assets.
- ✓ Supported the Department of Parking for the City of Coral Gables with marketing and branding of the expanded service of Freebee vehicles in Coral Gables.
- ✓ Led legislation, in partnership with the Business Improvement District and fellow City Departments including City Attorney and Development Services, that allows music and
- ✓ Extended hours of operation in the Business Improvement Overlay District, that enhances the vibrancy of Downtown Coral Gables.

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

ECONOMIC DEVELOPMENT

INDICATOR:	FY18			FY19		FY20
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Number of businesses helped via PAP	5	4	●	-	-	2
Visitation of existing business	-	-	-	-	-	25
Local Business Outreach Assistance (issues/concerns/questions)	-	-	-	-	-	15
Marketing material total audience reached	1M	143M	●	1M	62M	1M
Public workshops / Presentations	12	13	●	12	5	10
Assisted City departments with negotiations of purchase, sale, and lease of property.	-	-	-	-	-	10
Business contact database	6,000	6,705	●	7,000	7,518	8,000
Participation in Business Recruitment Efforts (not in the Gables/ Corporate & Commercial)	-	-	-	-	-	3

Legend

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



**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
ECONOMIC DEVELOPMENT DEPARTMENT
6900 ECONOMIC DEVELOPMENT
 552 INDUSTRY DEVELOPMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0639	Economic Development. Director	1.00	1.00	1.00	1.00	\$ 136,120
0644	Economic Development. Ass't Director	1.00	1.00	1.00	1.00	96,892
0642	Business Development Coordinator	1.00	1.00	1.00	1.00	82,597
0646	Economic Development Asset Manager	1.00	1.00	1.00	1.00	99,916
0602	Administrative Assistant	1.00	1.00	1.00	1.00	52,838
TOTAL FULL TIME HEADCOUNT		5.00	5.00	5.00	5.00	468,363
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
1150	Int'l Business Development Coord - P/T	1	-	0.75	0.75	49,784
9019	Receptionist/Office Asst - P/T	1	-	-	0.75	27,416
TOTAL PART TIME FTE's		2	0.00	0.75	1.50	77,200
TOTAL			5.00	5.75	6.50	\$ 545,563

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 475,467	\$ 469,449	\$ 544,560	\$ 545,563
2000	Employee Benefits - See Other Cost Dist.	217,733	208,654	276,231	280,299
3190	Other Professional Services	216,055	266,697	197,364	72,779
3193	Professional Services - Giralda Events	-	-	152,008	300,000
4010	Travel Expense	-	8,840	-	-
4020	Central Garage Motor Pool Rent	6,066	5,798	-	-
4090	Other Transportation Expense	8,100	5,930	10,395	10,396
4410	Rental of Machinery and Equipment	2,716	2,650	4,800	4,800
4430	Rental of Land and Buildings	58,552	59,661	63,126	63,126
4550	General Liability Insurance	15,728	29,250	26,845	25,633
4720	Printing & Binding	5,344	11,819	12,369	8,600
4810	Promotional Expense	98,734	79,983	93,208	28,500
4812	Promotional Expense - Citywide Marketing	3,375	7,084	126,896	35,000
4820	Advertising Expense	11,000	39,081	20,000	20,000
4830	Prospect Development Expense	18,515	18,269	20,389	51,614
4840	Farmers Market	50,706	4,351	4,500	15,600
4990	Other Miscellaneous Expense	569	727	2,644	2,000

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
ECONOMIC DEVELOPMENT DEPARTMENT
6900 ECONOMIC DEVELOPMENT
 552 INDUSTRY DEVELOPMENT

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
5100	Office Supplies	2,373	1,784	2,273	2,212
5400	Membership Dues and Subscriptions	11,444	15,328	20,945	16,781
5410	Employee Training	5,120	1,416	6,575	6,575
8000	City Grants to Outside Organizations	-	8,880	18,620	-
8300	Other Grants and Aids	-	71,986	50,943	-
TOTAL		\$ 1,207,597	\$ 1,317,637	\$ 1,654,691	\$ 1,489,478



Action Plan Worksheet 2020

Action Plan Owner: Belkys Perez, Interim Economic Development Director

Action Plan Name: 1.4.1-1 – Giralda Art Program

Strategic plan alignment

- Goal 1 – Provide exceptional services that meet or exceed the requirements and expectations of our community.
 - Objective 1.4 Enhance our position as a premier destination for arts, culture, dining and shopping
 - Achieve 80% of residents who are satisfied / very satisfied with the downtown experience by 2022.

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

What must be done	By When	How will it be evident
Develop two art installations per year (incl. marketing, communications and events) for Giralda Plaza: Summer and Winter	12/13/19	Programming, marketing and public relations
Gather quotes for art component and supporting infrastructure for Summer	02/07/20	Quotes submitted for budgeting
Hire artists and vendors for bi-annual installations	03/06/20	PSA with vendors
Hire marketing agency to support the public and media relations campaign associated with each project	04/03/20	PSA with agency
Actual summer installation	06/05/20	Art installed
Survey residents and other attendants for their satisfaction	08/01/20	Survey results
Gather quotes for art component and supporting infrastructure for Winter	07/26/20	Quotes submitted for budgeting
Hire artists and vendors for bi-annual installations	08/16/20	PSA with vendors
Hire marketing agency to support the public and media relations campaign associated with each project	10/01/20	PSA with agency
Actual winter installation	11/01/20	Art installed
Survey residents and other attendants for their satisfaction	12/01/20	Survey results

Resource requirements (what do we need to succeed?)

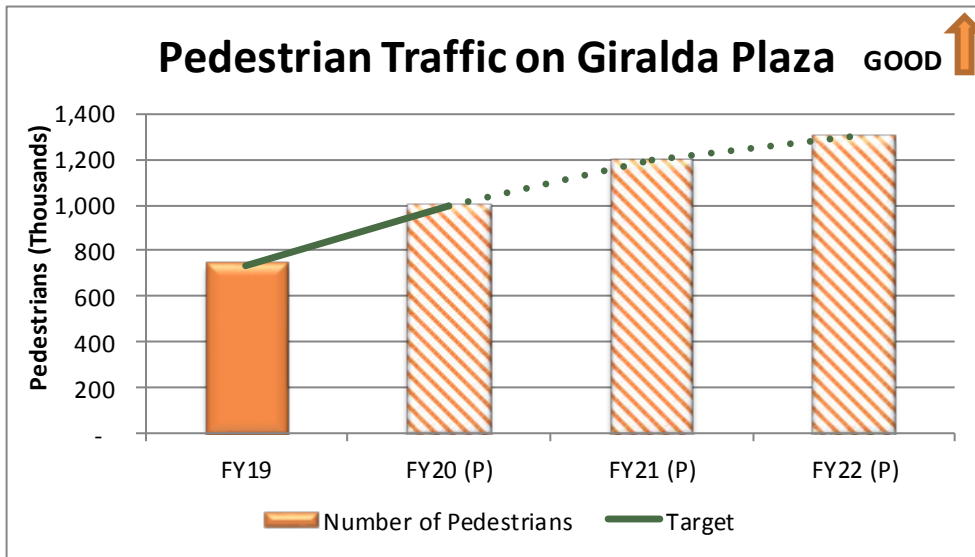
- \$300,000 per fiscal year (\$150,000 per installation)
- Reservation of the 100 block of Giralda Avenue for Summer (June – August) and Winter (November – January)
- Cross collaboration between Economic Development Department, Development Services, I.T., Parking, Historical Resources & Cultural Arts, Public Works and Public Affairs
 - 12 staff hours per installation from the Public Works Department for permitting and electricity requirements
- Strong collaboration with external partners – BID, CGCC, CGCF – for promotional support
- I.T. to provide a tablet to collect visitor satisfaction during event activations



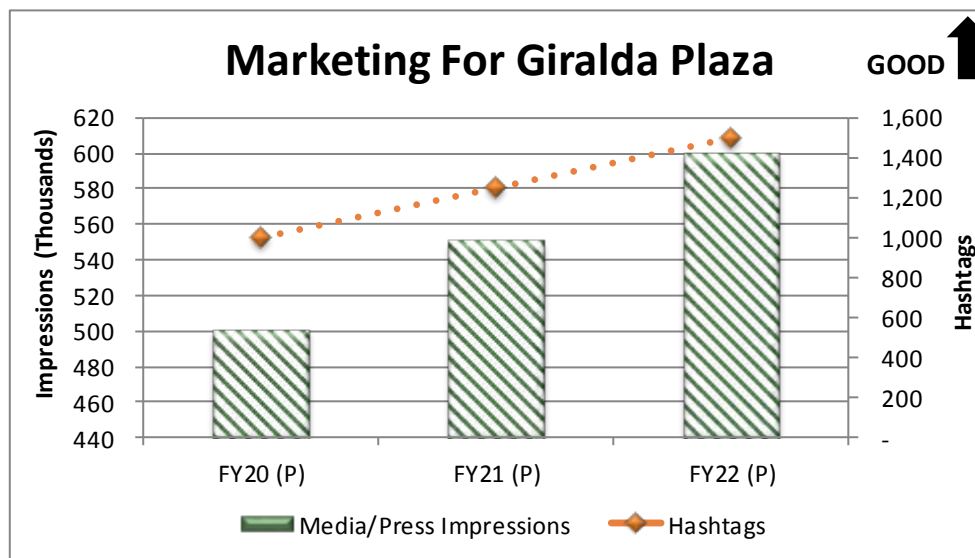
Action Plan Worksheet 2020

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

Measure	Target	Date
Pedestrian traffic on Giralda Plaza during art installations	1,000,000 annually	09/30/20
	1,200,000 annually	09/30/21
	1,300,000 annually	09/30/22



Marketing – social media engagement, media/press impressions and usage of hashtags	1,000 hashtag uses / 500,000 media impressions	09/30/20
	1,250 hashtag uses / 550,000 media impressions	09/30/21
	1,500 hashtag uses / 600,000 media impressions	09/30/22

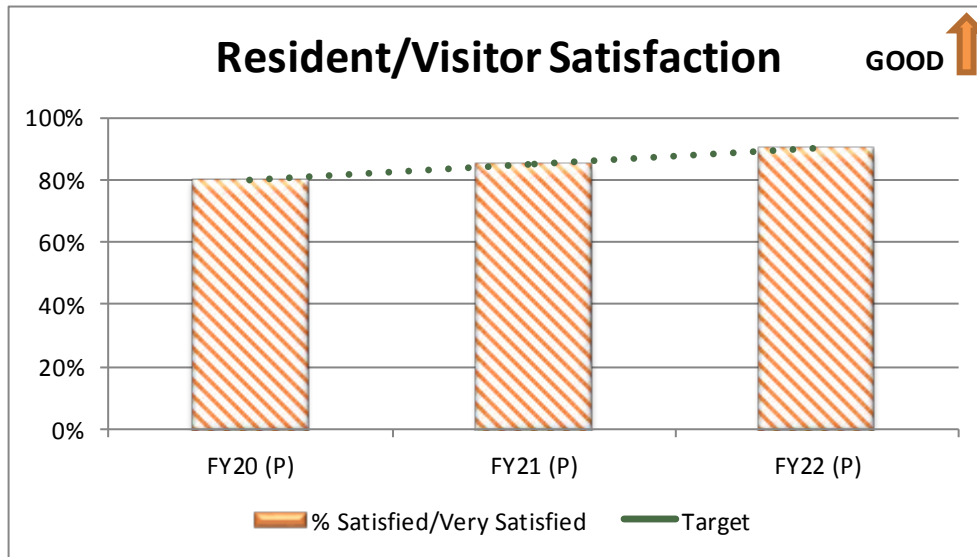




Action Plan Worksheet 2020

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

Measure	Target	Date
Satisfaction of resident / visitors to the Plaza/Downtown area annually	80% satisfied / very satisfied	09/30/20
	85% satisfied / very satisfied	09/30/21
	90% satisfied / very satisfied	09/30/22



Frequency & venue of review:

- Quarterly updates to Assistant City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Historical Resources & Cultural Arts Department	Increased recognition of the City's Arts in Public Places program	Staff resources needed to prepare and process call to artist / potentially attracting more attention to temporary art instead of permanent art
Business Improvement District	Being involved with a high-profile art installation within its boundaries	Cost associated with sponsoring a portion of the program
Merchants	Increased foot traffic and sales	Customers stay away due to traffic
Residents	Enjoying art, pride of place	Increased crowd / traffic

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

Positive:

- Increased property values in the surrounding areas of the installation
- Increase in revenue in municipal parking garages and lots in the vicinity of the installation
- Increased patronage of local businesses

Negative:

- Annual cost \$300,000



Action Plan Worksheet 2020

Action Plan Owner: Belkys Perez, Interim Economic Development Director

Action Plan Name: 1.4.1-2 – Paseo Art

Strategic plan alignment

- Goal 1 – Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Objective 1.4 - Enhance our position as a premier destination for arts, culture, dining, and shopping
 - Achieve 80 % of residents who are satisfied / very satisfied with the downtown experience by 2022

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

What must be done	By When	How will it be evident
Approval of budget for the art activation	09/30/20	New needs approved
Convene with stakeholders to discuss and create programming for art in the paseos	10/11/20	Program plan
Discuss program with paseo owners and draft lease agreements	01/06/21	Lease agreements drafted
Work with Historical Resources & Cultural Arts Department to find qualified artists and work with higher education institutions to implement art project into their curriculum	02/10/21	Agreements with artists/schools
Marketing efforts to create momentum for the project	03/27/21	Marketing materials (i.e., newsletter mention, brochure, social media posts)
Beautified paseos (changed yearly)	05/01/21	Artwork on paseos completed

Resource requirements (what do we need to succeed?)

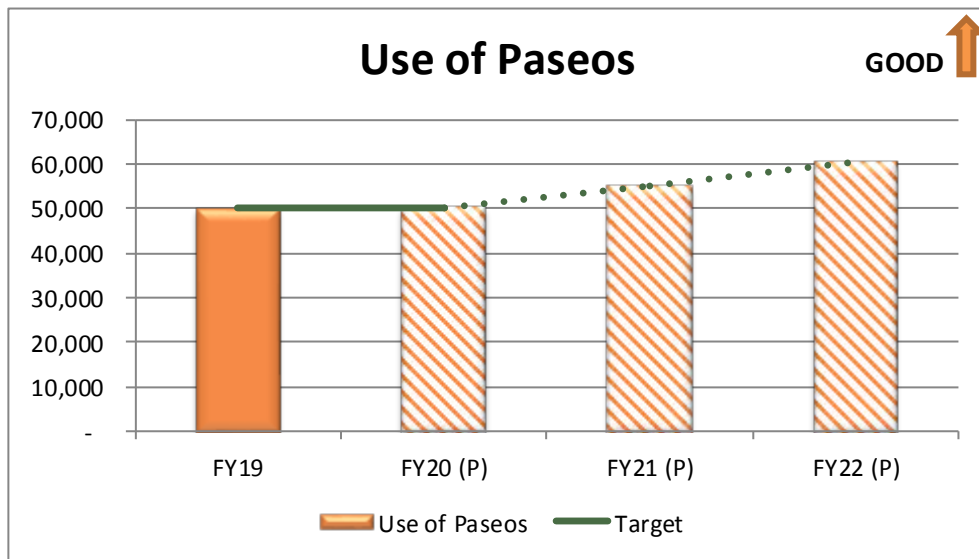
- \$50,000 each year beginning in FY21 to fund improvements of five paseos per year
- Cross collaboration between Economic Development Department, Historical Resources & Cultural Arts Department and the Business Improvement District for promotional purposes
- 20 hours of staff from City Attorney’s Office to draft lease agreements
- 10 hours from Risk Management to determine coverage for paseos
- 4 hours from I.T. after first 6 months to gather Wi-Fi data for pedestrian traffic
- 80 hours of Economic Development staff



Action Plan Worksheet 2020

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

Measure	Target	Date
Use of the paseos	10% increase over FY19 number of 50,000	09/30/20 09/30/21 09/30/22



Frequency & venue of review:

- Review results after a 6-month and 9-month period with Assistant City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Merchants on Miracle Mile	Increased sales	None
Residents	Enhancing the art creates pride of place / more usage of parking structures and paseos	Art may not appeal to individuals
Visitors	Attracts more visitors and shoppers	Art may not appeal to individuals

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

Positive:

- Increased investment by visitors in the city

Negative:

- Annual cost of \$50,000 to fund improvements of five paseos per year



Action Plan Worksheet 2020

Action Plan Owner: Belkys Perez, Interim Economic Development Director

Action Plan Name: 5.2-1 Increase the number of business tax licenses that complement the brand by 1.5% by 2022

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 5.2 – Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the City’s brand.
- Goal 1 – Provide exceptional services that meet or exceed the requirements and expectations of our community.
 - Objective 1.4 – Enhance our position as a premier destination for arts, culture, dining, and shopping.
 - Achieve 70 % occupancy rates downtown with the desired commercial and retail merchant mix by 2022

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

What must be done	By When	How will it be evident
Engage stakeholders and partners to start setting goals	06/30/20	List of stakeholders Meeting Schedule Agenda with key targets
Develop an outline of a corporate strategy – goals and targets	08/30/20	Draft outline
Retain an Economic Development consultant firm that can assist with the strategic plan	09/30/20	Consultant will be retained.
Catalyze community engagement – strategic focus group meetings [8 meetings for Planning Committees]	12/01/20	Meetings underway
Production of an Initial Strategic Report	03/01/21	Report will be produced
Mid-term Economic Development Report	05/30/21	Community-wide business event
Implementation of the Corporate Strategic Plan	09/30/21	Program Plans will be carried out

Resource requirements (what do we need to succeed?)

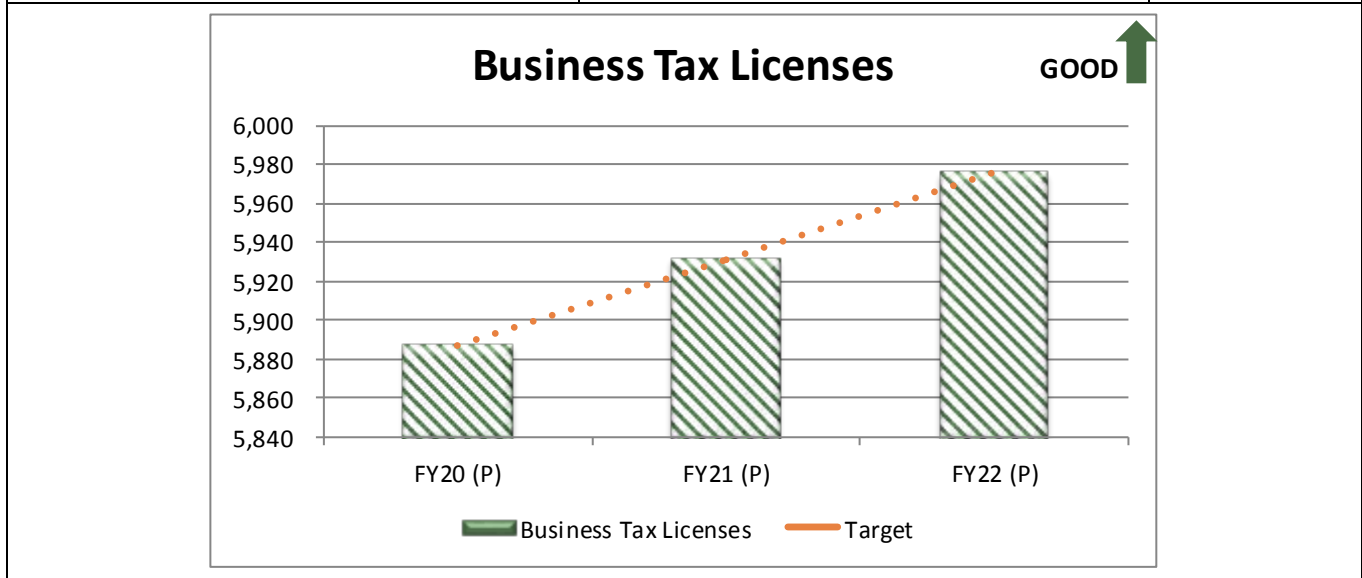
- \$100,000 commitment in first year and \$75,000 thereafter for professional consulting services – will request in FY21
- \$25,000 for meeting and community outreach activities – will request in FY21
- Staff alignment – Economic Development staff to help support these activities
- Cross collaboration between Economic Development, Public Affairs, Strategic Marketing Consultant, I.T. and Development Services
- Hosting meeting and outreach activities
- Staff-time including part-time staff that will help support these activities



Action Plan Worksheet 2020

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

Measure	Target	Date
Number of Business Tax Licenses	1.5% Growth Over 3 years	09/30/20 09/30/21 09/30/22



Frequency & venue of review:

- Economic Development Staff will review weekly.
- Working Committee will meet quarterly.
- Updates to the CM & ACM monthly.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Coral Gables based corporate community	Targeted corporate recruitment plan will help draw more businesses to the area.	Increased competition.
Coral Gables based retail community	Targeted marketing and research economic plan that will help support the retail sector.	Increased competition.
Coral Gables residents and visitors	Diverse base of retail and corporate community activities.	Increased congestion.
Coral Gables Chamber of Commerce, Business Improvement District and other economic development partners	Research that will help drive and support of programmatic activities	Makes them reassess their strategic plans. Resistance to change and negative feedback from established residents and corporate base.



Action Plan Worksheet 2020

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

Positive:

- Broaden and diversify the economic base of Coral Gables, under the input of an economic development blueprint plan that helps support sustained growth.
- Keeping residents and the local business base, local.
- Tax benefits, revenue base is encouraged to grow locally

Local business, local jobs

Negative:

- \$100,000 commitment for professional consulting services
- \$25,000 for meeting and community outreach activities



Action Plan Worksheet 2020

Action Plan Owner: Belkys Perez, Interim Economic Development Director

Action Plan Name: 5.2-2 New-to-Market Recruitment Missions

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 5.2 – Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the City’s brand.
 - Increase the number of business tax licenses that complement the brand by 1.5% by 2022

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

What must be done	By When	How will it be evident
Develop list of key economic development activities and missions with partners	04/30/20	Mission calendar
Develop Mission Protocol and Guidelines	04/30/20	Updated Guidelines will be developed
Active recruitment process	09/30/20	New prospects identified
Identify budgetary needs	04/30/21	Budget allocations will be made with recommendations
Mission reports that outline key deliverables, initial results	09/30/21	Ongoing reporting at the conclusion of each mission

Resource requirements (what do we need to succeed?)

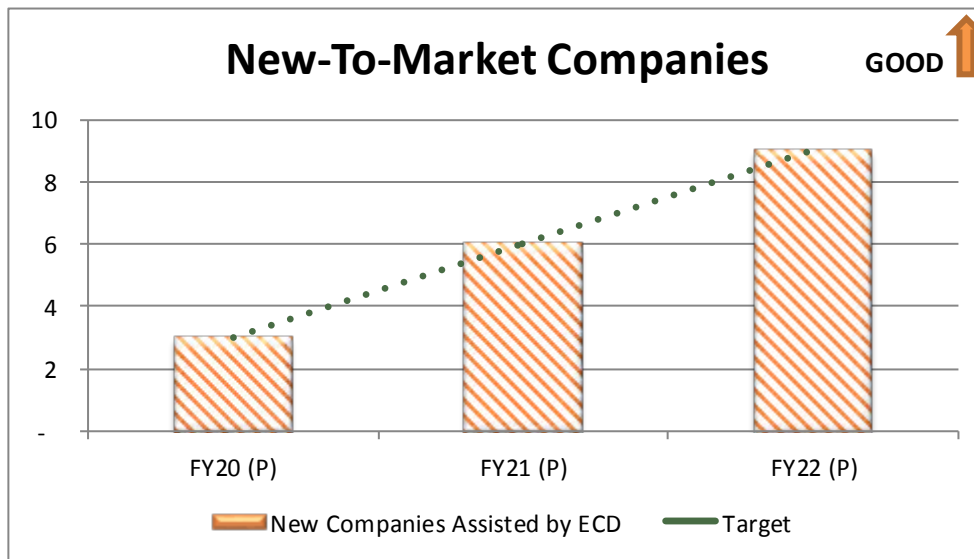
- \$40,000 annual commitment for Economic Development Missions – to be requested in FY21
- Align Department Performance Measures to include prospect development and participation in business economic development activities. This represents the development and identification of 10 new prospects in one year by Economic Development Team members.
- Marketing materials needed to brand the City of Coral Gables effectively
- Staff resources to follow-up on active prospects and projects



Action Plan Worksheet 2020

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

Measure	Target	Date
New-to-Market Companies In Coral Gables as assisted by Economic Development	3	09/30/20
	6	09/30/21
	9	09/30/22



Frequency & venue of review:

- Economic Development Staff will review per the Recruitment Mission calendar.
- Updates to the CM & ACM quarterly.
- Briefings at Economic Development Board, Property Advisory Board.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Coral Gables based corporate community	Targeted corporate recruitment plan will help draw more businesses to the area	Increased competition
Coral Gables based retail community	Targeted marketing and research economic plan that will help support the retail sector	Increased competition
Coral Gables residents	Diverse base of retail and corporate community activities	Increased congestion
Coral Gables Chamber of Commerce, Business Improvement District and other economic development partners	Research that will help drive and support of programmatic activities Positive impact to Coral Gables brand More businesses will invest in Coral Gables	Makes them reassess their strategic plans. Resistance to change and negative feedback from established residents and corporate base Direct results are gradual, not "instant grits"



Action Plan Worksheet 2020

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

Positive:

- Undetermined additional revenue to the City based on the attraction of job-generating, tax paying businesses

Negative:

- \$40,000 annually/one-time funding for Economic Development Missions



Action Plan Worksheet 2020

Action Plan Owner: Belkys Perez, Interim Economic Development Director

Action Plan Name: 5.2-3 Rebrand the former Industrial District of Coral Gables into a Design District

Strategic plan alignment

- Goal 1 – Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Objective 1.4.b. – Achieve 70% occupancy rates downtown with the desired commercial and retail merchant mix by 2022
- 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– 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
Conduct meeting to engage stakeholders and partners to start setting goals	06/30/20	List of stakeholders Meeting Schedule Agenda with key targets
Conduct an inventory of companies by industry	09/30/20	Draft outline
Form a Working Committee [Public and Private sector members]	09/30/20	Working List.
Catalyze community engagement – strategic focus group meetings	10/30/20	Meeting minutes
Production of an Initial Strategic Report with analysis of ideal retail mix and occupancy rates	04/01/21	Report
Implementation of the Branding Recommendations	09/30/21	Program Plans implemented
Develop action plans with key economic development partners	09/30/21	Action plans approved
Development of updated marketing material and branded	09/30/21	Digital newsletters, social media campaign, signs
Conduct business visitations in the District	09/30/21	Minutes of visits
Conduct internal and external planning meetings	Quarterly	Meeting minutes
Ongoing support of businesses that are expanding or new to the area	Ongoing	Minutes of visits
Reassess retail mix and occupancy rates	09/01/22	Consultant to issue report

Resource requirements (what do we need to succeed?)

- \$100,000 commitment annually for programming – to be requested in FY21
- \$25,000 in consultant fees – to be requested in FY21
- Staff alignment – Economic Development staff to help support these activities.
- 80 hours monthly by the Director / 40 hours by Assistant Director and 40 hours by Retail Business Development Representative and 58 hours by Administrative Support
- 12-15 month process



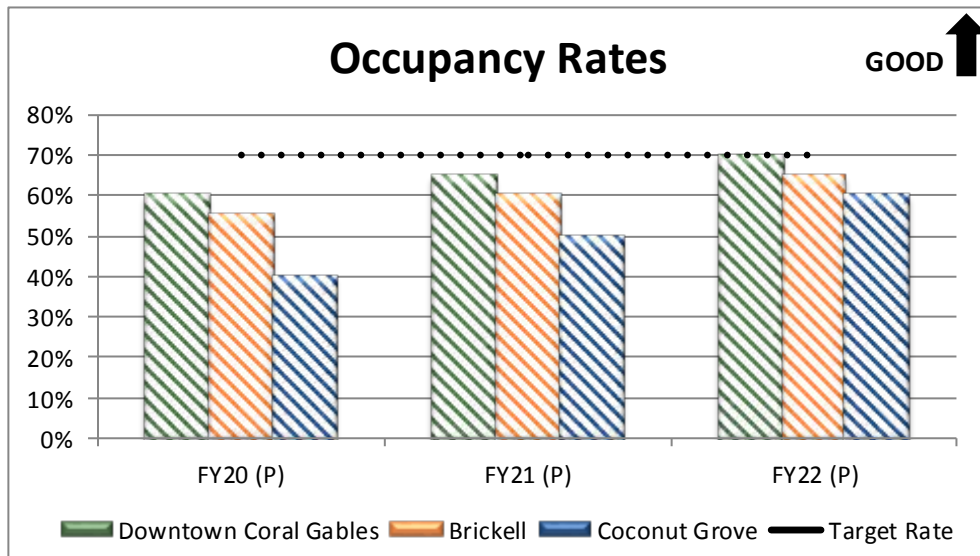
Action Plan Worksheet 2020

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

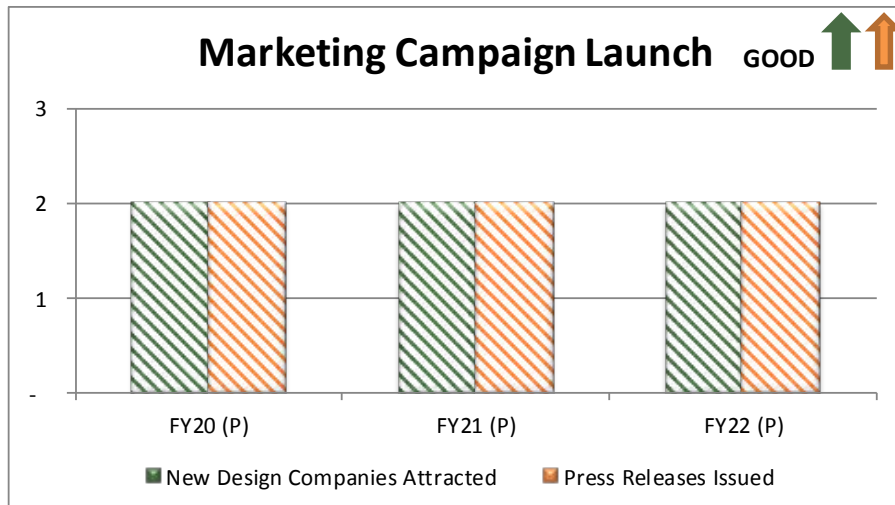
- Cross collaboration between Economic Development, Public Affairs, Cultural and Historic, I.T. and Development Services.
- Hosting meeting and outreach activities
- Staff-time including part-time staff that will help support these activities.

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

Measure	Target	Date
Commercial Occupancy Rates	70% occupancy rates in downtown area	09/30/20 09/30/21 09/30/22



Marketing Campaign Launch – Press Releases	2 Annually	Annually
Attract new design companies	2 Annually	Annually
Attract design programmed events	2 events over 3 years	Annually

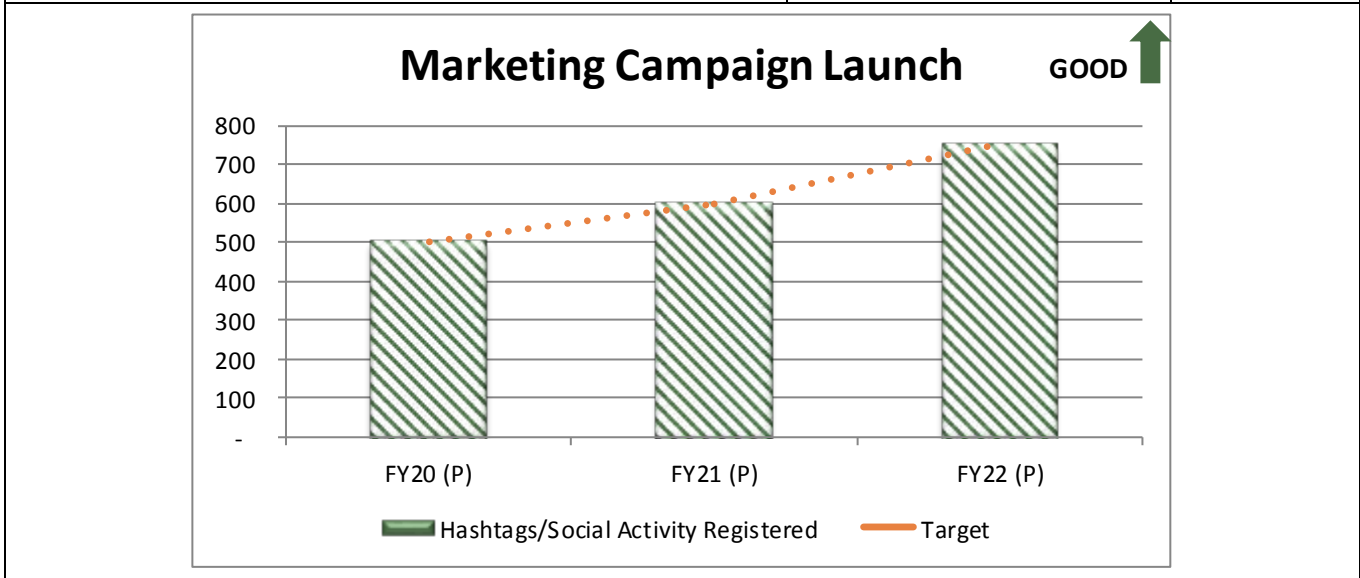




Action Plan Worksheet 2020

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

Measure	Target	Date
Marketing Campaign Launch – Social Media Hashtags/Activity	500	09/30/20
	600	09/30/21
	750	09/30/22



Frequency & venue of review:

- Economic Development Staff will review weekly.
- Working Committee will meet quarterly.
- Updates to the CM & ACM monthly.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Coral Gables based corporate community	Targeted corporate recruitment plan will help draw more businesses to the area.	Increased competition.
Coral Gables based retail community	Targeted marketing and research economic plan that will help support the retail sector.	Increased competition.
Coral Gables residents	Diverse base of retail and corporate community activities.	Increased congestion.
Coral Gables Chamber of Commerce, Business Improvement District and other economic development partners	Research that will help drive and support of programmatic activities	Makes them reassess their strategic plans. Resistance to change and negative feedback from established residents and corporate base.



Action Plan Worksheet 2020

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

Positive:

- Undetermined additional revenue to the City based on the attraction of job-generating, tax paying businesses

Negative:

- \$100,000 annually/or one-time in funding for programming
- \$25,000 annually/or one-time in funding for consulting fees



Action Plan Worksheet 2020

Action Plan Owner: Belkys Perez, Interim Economic Development Director

Action Plan Name: AP 5.2-4 Design and implement an economic research support process for the City

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 5.2 – 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
Conduct focus group meeting(s) to determine and understand key stakeholder requirements and expectations for economic research data and support from the City	12/01/20	Meeting minutes Meeting notices Database of key contacts
Using the information from above, design a process to provide economic research data and support, including listing of key customers, desired outputs, process steps, required process inputs, and identification of key types of suppliers to the process. Requirements will include integrating key economic data into general, targeted messaging. Data will include vacancy rates, both retail and commercial office space, cost comparisons between our City and other major metropolitan areas, unemployment rates and other important economic measures that will help the City effectively market and promote itself as a business destination.	02/01/21	Process approved by City Manager
Develop a scope of work for an Economic Development Research Firm to assist the City	03/01/21	Scope of Work
Production of an Initial Strategic Report	04/31/21	Report
Engage an Economic Development Research Firm to assist the City with research, analysis, and reports to meet the requirements and expectations of our key customer groups	06/30/21	Contract approved
Disseminating economic research information that will showcase the CG economy – corporate and retail, unemployment rates, real estate occupancy rates	09/30/21	Quarterly updates

Resource requirements (what do we need to succeed?)

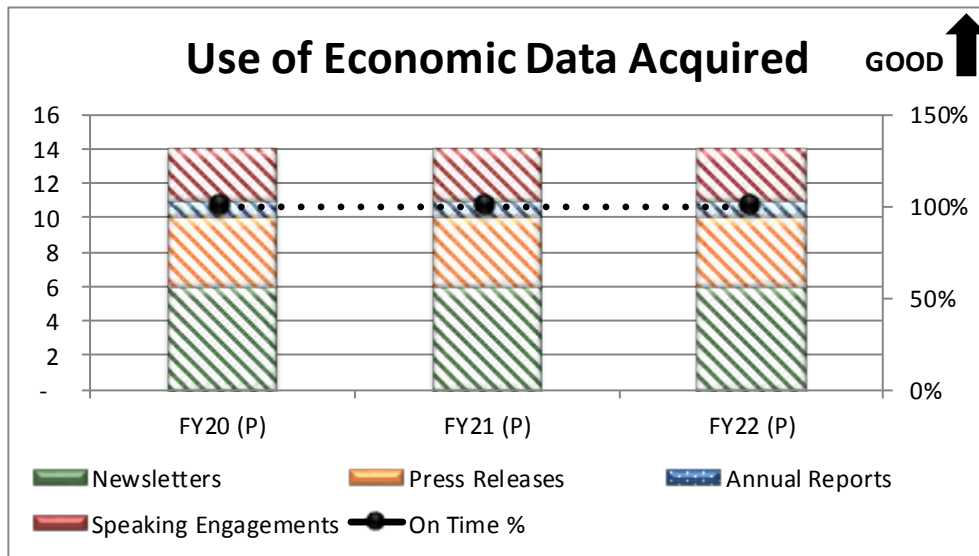
- \$20,000 annual commitment for programming – to be requested in FY21
- Cross collaboration between Economic Development, Public Affairs, Cultural and Historic, I.T. and Development Services
- Participation and collaboration from key customer groups



Action Plan Worksheet 2020

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

Measure	Target	Date
Incorporation of economic data into CG messaging – press releases, economic outlook	6 Newsletters annually with current and up-to-date research information	09/30/20 09/30/21 09/30/22
	4 press releases annually with economic highlights of the City of Coral Gables business climate / economic outlook	
Updated economic City of Coral Gables profile	1 annual report	09/30/20 09/30/21 09/30/22
Secure 3 speaking engagements at business programs and functions	3 annual speaking engagements	09/30/20 09/30/21 09/30/22



Frequency & venue of review:

- Economic Development Staff will review monthly.
- Updates to the CM & ACM monthly.
- Briefings at Economic Development Board, Property Advisory Board.
- Briefings to City Commission and Leadership



Action Plan Worksheet 2020

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

Stakeholder Group	Potential positive impact	Potential negative impact
Coral Gables based corporate and retail communities, including the Coral Gables Chamber of Commerce, Business Improvement District and other economic development partners	Economic research data and support may provide valuable assistance to the corporate community in their business planning efforts	None

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

Positive:

- Undetermined additional revenue to the City based on the improved ability of Coral Gables businesses to better plan based on the research data and support we will provide.
- This is positive because it will empower and arm the City of Coral Gables with economic data and facts that will help tell the story about our community's economic vitality and profile.

Negative:

- \$20,000 annual commitment for programming



Action Plan Worksheet 2020

Action Plan Owner: Belkys Perez, Interim Economic Development Director

Action Plan Name: AP 5.2-5 Storefront & Signage Guidelines including Façade Improvements

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 5.2 – 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
Request \$150,000 in “New Needs” for program costs in draft FY 19 – 20 Budget	04/30/20	Draft budget
Request \$100,000 in “New Needs” for accompanying storefront, signage and façade improvement grants	04/30/20	Draft budget
Develop RFP	06/30/20	RFP posted/advertised
Identify Façade & Signage Consultant	09/30/20	RFP Process
Budget request approved by City Commission	09/30/20	Budget line approved
Enter into Consultant contract	10/31/20	Conduct initial consultant visit
On board consultant and begin 24-week project Key meetings with stakeholders, three phases of program deliverables including visits to Coral Gables	11/30/20	Meeting minutes
Signage & Storefront Guidelines completed and approved by commission	05/31/21	Guidelines approved by Commission
Execute Guidelines	05/31/21	Guidelines and revised ordinances published; collateral materials shared
Develop Grant Program with key stakeholder input	04/30/21	Draft guidelines and application
Circulate Grant Application	05/31/21	Application distributed through traditional channels and partners
Create Grant Awards Committee collaborates with Development Services, Planning & Zoning and outside partners; BID and Chamber	05/31/21	Meeting minutes
Award Grants	07/30/21 (ongoing 5 years)	Awardees notified

Resource requirements (what do we need to succeed?)

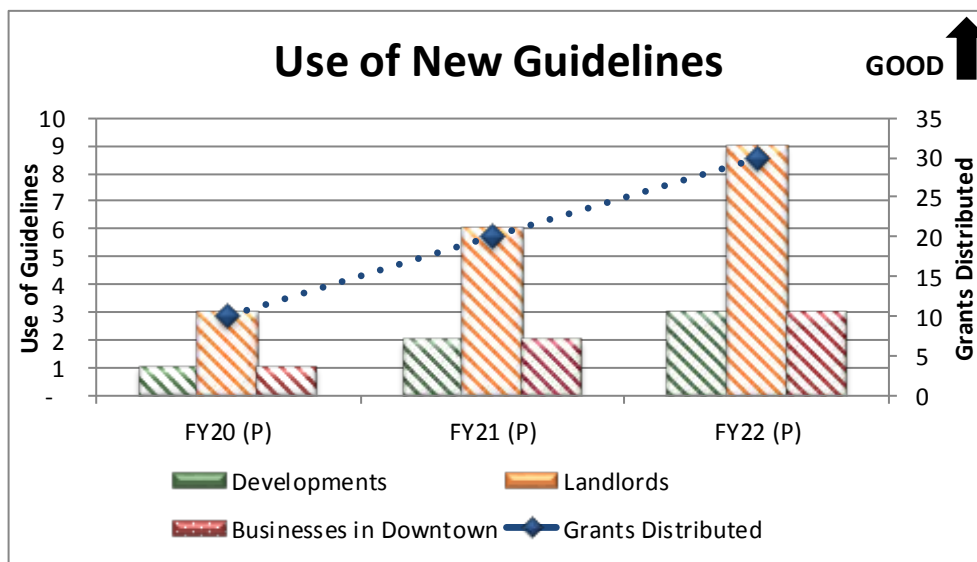
- \$250,000 (\$150,000 consultant fee, Downtown Storefront & Signage Guidelines Grant, \$100,000) – to be requested in FY21



Action Plan Worksheet 2020

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

Measure	Target	Date
Developments that utilize the new guidelines	1 per year	09/30/20 09/30/21 09/30/22
Single landlords that utilize new guidelines	3 per year	09/30/20 09/30/21 09/30/22
Grants Distributed	10 per year for 5 years	09/30/20 09/30/21 09/30/22
Increase number of target businesses in the downtown	1 per year	09/30/20 09/30/21 09/30/22

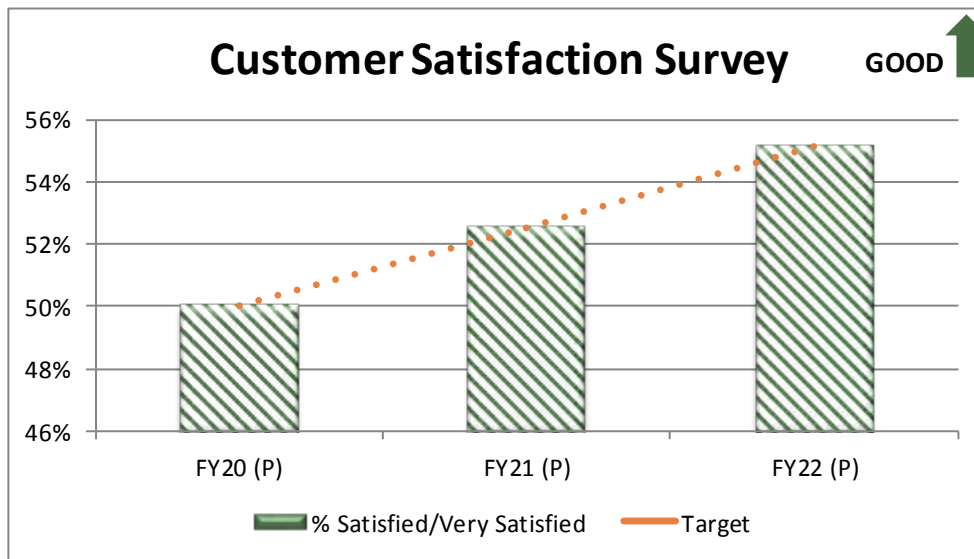




Action Plan Worksheet 2020

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

Measure	Target	Date
Customer Satisfaction Survey	5% increase in Customer satisfaction with Downtown experience	09/30/20 09/30/21 09/30/22



Frequency & venue of review:

- Consultant Contract – three phases of contract/three payment dates in FY 19-20
- Grant Funding – Annual allocation of \$100,000 for 5 years

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

Stakeholder Group	Potential positive impact	Potential negative impact
Property Owners	The program will allow for a beautified downtown with shoppable storefronts, better signage allocations and streamlined guidelines that will allow for a balanced downtown, of modern and traditional architecture and design. The grant money will ensure that not only major developers will implement the updated guidelines and will give the small property owner the help and ability to revitalize their buildings.	Higher taxes as a result of increased property values
Merchants	Better neighbors; Increased sales	Higher rents as demand increases; possible construction



Action Plan Worksheet 2020

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents	Better shopping/dining experience	May lose some legacy retailers and mom & pop shops as rents increase
Architects/Designers	Better design guidelines, easier permitting process	None
Downtown Workforce & Visitors	Better shopping/dining experience	May lose some legacy retailers and mom & pop shops as rents increase
BID	Enhanced Revenue	None
Chamber of Commerce	Enhanced membership opportunities Supports existing businesses	None
City of Coral Gables	Increased rent and 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 financial impacts (costs / benefits and return on investment)?

Positive:

- 5% increase to trend in property value

Negative:

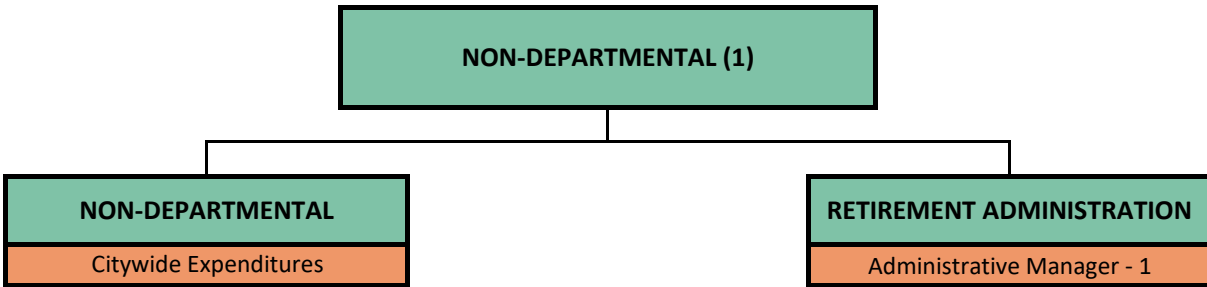
- \$250,000 (\$150,000 consultant fee, \$100,000 grant funding yearly)



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**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

**NON-DEPARTMENTAL
ORGANIZATION CHART**



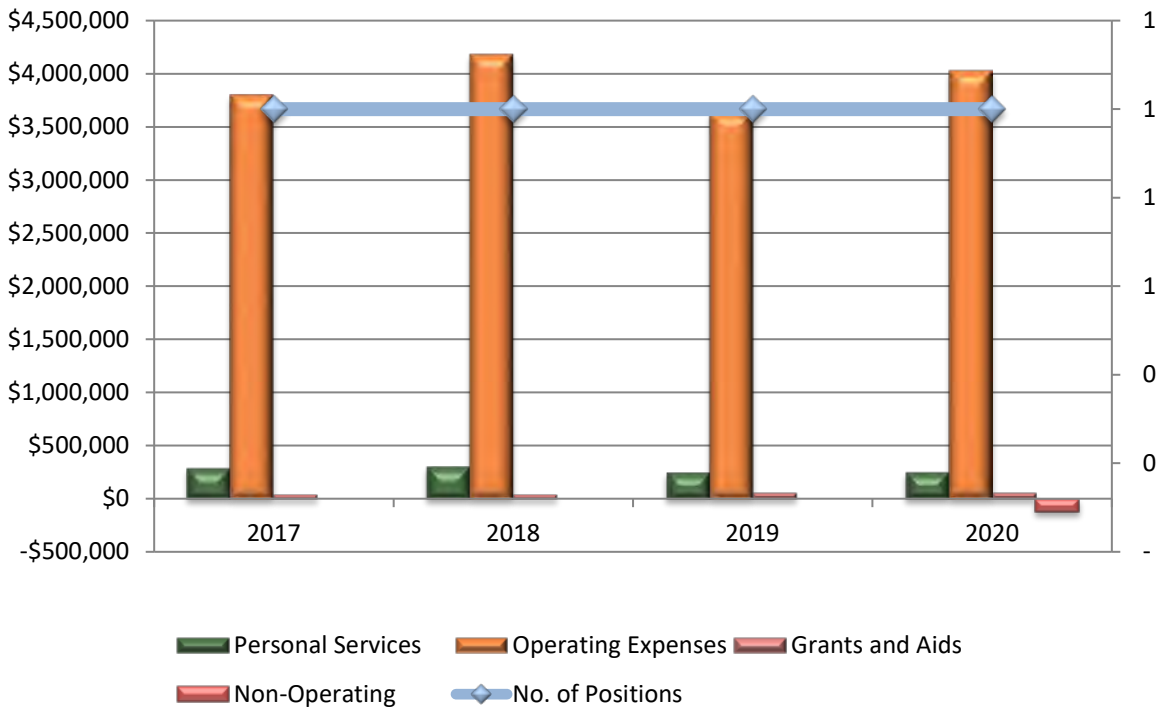
**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



**NON-DEPARTMENTAL EXPENSE
BUDGET AND POSITION SUMMARY**

	<u>2016-2017 ACTUAL</u>	<u>2017-2018 ACTUAL</u>	<u>2018-2019 BUDGET</u>	<u>2019-2020 BUDGET</u>
Salaries & Benefits	282,152	298,340	244,919	247,328
Operating Expenses	3,802,882	4,183,199	3,633,455	4,029,480
Grants and Aids	38,250	40,050	53,250	53,250
Non-Operating	-	-	-	(124,139)
Total	<u>4,123,284</u>	<u>4,521,589</u>	<u>3,931,624</u>	<u>4,205,919</u>
Full Time Headcount	1.00	1.00	1.00	1.00
Part Time FTE's	-	-	-	-
Total Headcount & FTE's	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

EXPENDITURE COMPARISONS



**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



001 GENERAL FUND
NON-DEPARTMENTAL EXPENSE
7000 NON-DEPARTMENTAL
519 OTHER GENERAL GOVERNMENT

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
2000	Employee Benefits - See Other Cost Dist.	\$ 94,965	\$ 141,655	\$ 94,000	\$ 86,000
3120	Special Legal Services	777,194	807,125	350,000	350,000
3190	Other Professional Services	358,486	521,147	683,952	600,000
3200	Accounting & Auditing Services	154,009	145,000	138,500	138,500
4220	Postage	-	-	-	170,000
4430	Rental of Land and Buildings	-	-	-	9,000
4720	Printing & Binding	-	13,592	-	-
4820	Advertising Expense	-	-	6,000	6,000
4920	Judgements and Damages	339,937	566,829	-	-
4990	Other Miscellaneous Expense	203,226	139,711	165,000	165,000
4991	Credit Card Charges	300,938	278,849	-	-
5100	Office Supplies	15,856	14,730	17,500	17,000
5210	Office Equipment - Non-Capital	-	820	-	-
5410	Employee Training	-	700	25,000	25,000
7191	Employee Sick/Annual Leave Payout	883,255	864,408	600,000	600,000
7192	Contingencies	-	-	1,288,765	1,590,156
7193	Employee Sale of Annual Leave	754,834	821,230	350,000	350,000
8300	Other Grants and Aids	5,000	6,800	20,000	20,000
8302	Aid to Junior Orange Bowl	33,250	33,250	33,250	33,250
9010	Intradepartmental Credits	-	-	-	(124,139)
TOTAL		\$ 3,920,950	\$ 4,355,846	\$ 3,771,967	\$ 4,035,767

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



620 GENERAL RETIREMENT SYSTEM FUND
NON-DEPARTMENTAL EXPENSE
7010 RETIREMENT PLAN ADMINISTRATION DIVISION
 513 OTHER GENERAL GOVERNMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0039	Administrative Manager	1.00	1.00	1.00	1.00	\$ 100,542
	TOTAL	1.00	1.00	1.00	1.00	\$ 100,542

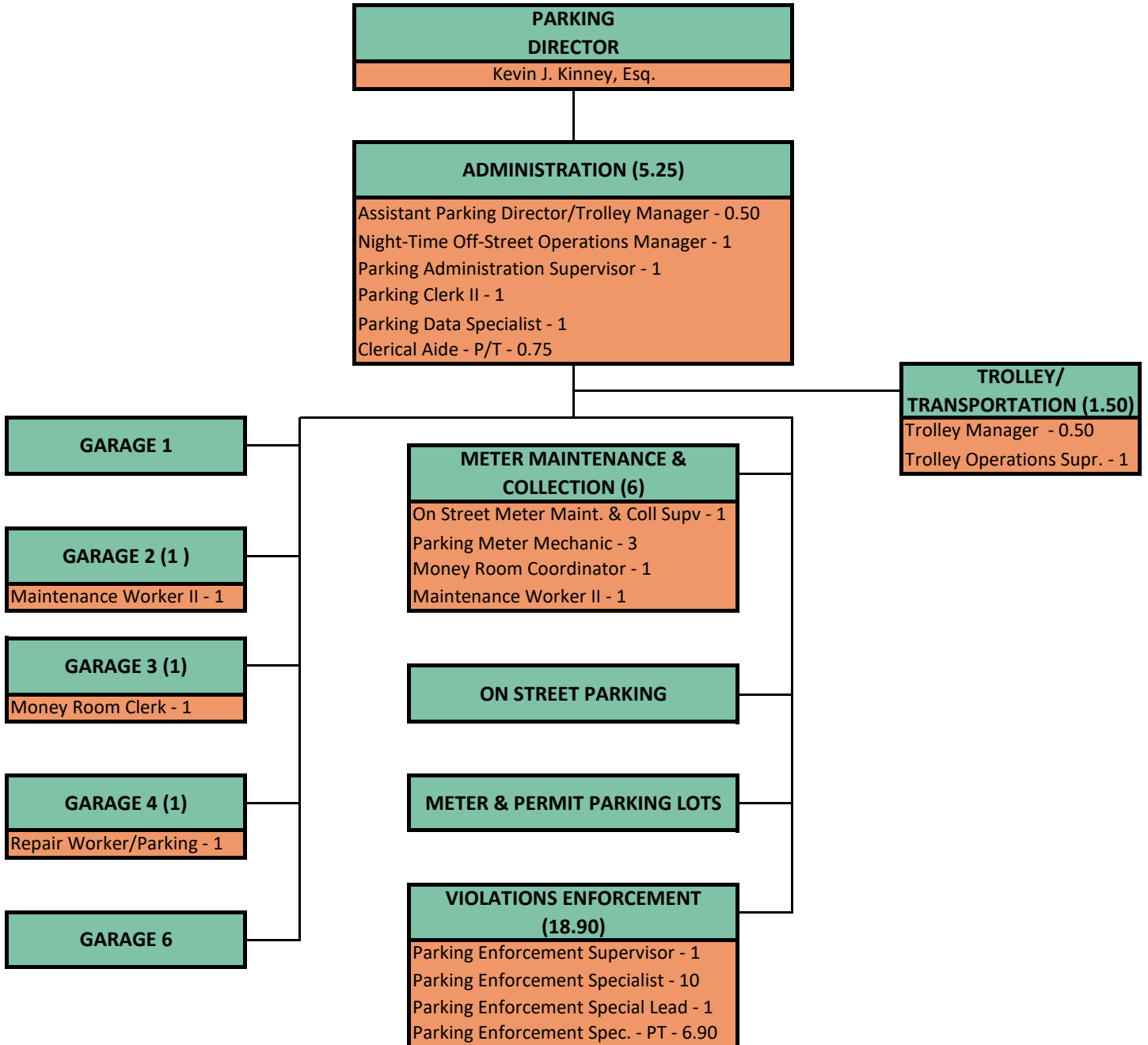
EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 125,778	\$ 101,700	\$ 94,018	\$ 100,542
2000	Employee Benefits - See Other Cost Dist.	61,409	54,985	56,901	60,786
3190	Other Professional Services	608	-	-	-
4410	Rental of Machinery and Equipment	2,899	2,709	2,500	2,500
4420	Public Facilities Cost - See Other Cost Dist.	6,681	-	-	-
4550	General Liability Insurance	3,943	5,075	4,638	4,724
4710	Special Printed Forms	447	532	600	600
5100	Office Supplies	569	742	1,000	1,000
	TOTAL	\$ 202,334	\$ 165,743	\$ 159,657	\$ 170,152

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

PARKING

ORGANIZATION CHART



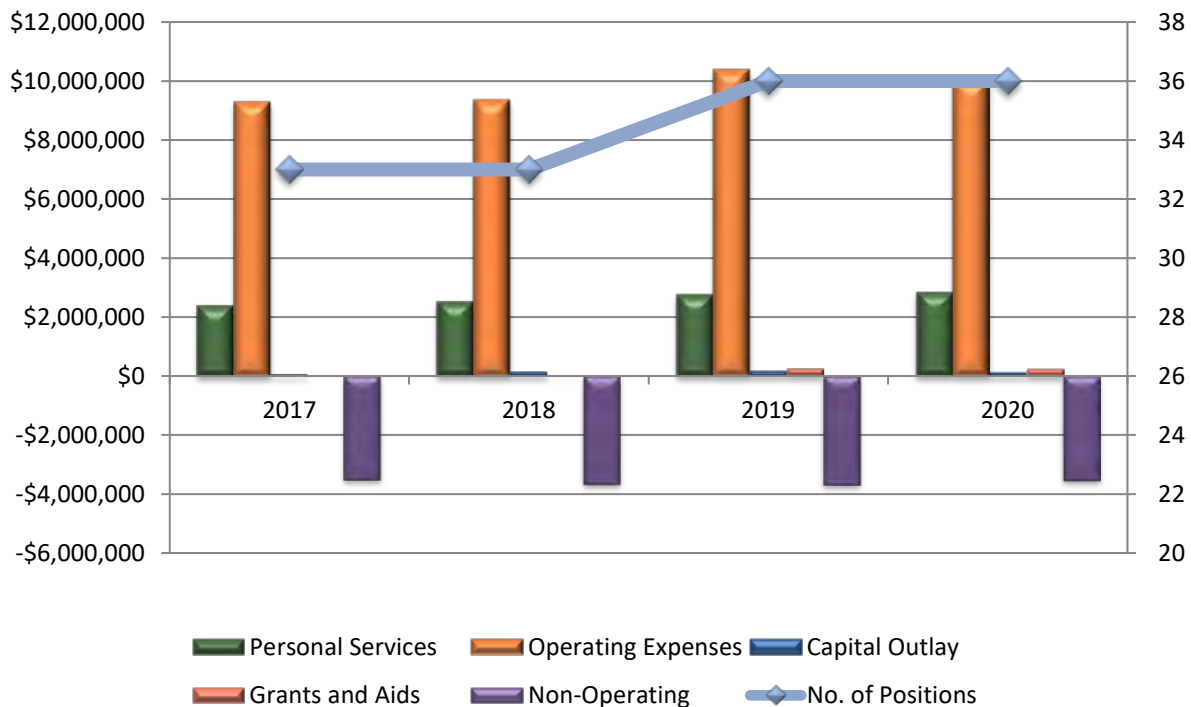
**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



**PARKING DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
Salaries & Benefits	2,414,290	2,539,329	2,783,172	2,854,937
Operating Expenses	9,302,061	9,365,719	10,399,583	10,004,525
Capital Outlay	70,819	141,474	167,136	115,365
Grants and Aids	-	3,256	222,736	209,733
Non-Operating	(3,490,004)	(3,644,453)	(3,662,754)	(3,513,984)
Total	8,297,166	8,405,325	9,909,873	9,670,576
Full Time Headcount	28.00	28.00	28.00	28.00
Part Time FTE's	4.50	4.50	7.65	7.65
Total Headcount & FTE's	32.50	32.50	35.65	35.65

EXPENDITURE/PERSONNEL COMPARISONS



Parking

Department Function:

The Parking Department is responsible for the operation and maintenance of the City's on-street and off-street parking facilities including: parking lots, garages and all managed on-street spaces. Management of the public parking system is accomplished through permit sales, parking enforcement, facility maintenance and revenue collection. Parking permits are sold for use in off-street facilities, residential parking zones, and for valet parking. Parking enforcement is provided to ensure the appropriate, safe and efficient use of the public parking resources. Maintenance is provided for all parking facilities to ensure they are clean and in good operating condition. In addition, as part of the overall maintenance program Parking oversees the cleaning and maintenance of Miracle Mile and Giralda Plaza. Revenue collection services are provided through cashiering, pay by phone, automated payment systems and a money room that provides accounting and deposit services for parking and other City departments. Finally, Parking has oversight of the City's public transportation system, including the daily trolley service and our new on-demand Freebee point to point service. Our goal is to ensure that these mobility systems provide the best service possible within existing budgetary constraints.

Department Goals:

1. Increase utilization of public parking spaces in garages.
 - Provide APPs and way-finding that show occupancy levels and price
 - Maintain a rate structure that encourages use of parking garages
 - Provide a validation program available for downtown merchants
 - Maintain clean, well-lit and safe garages
2. Reduce Vehicle Miles Traveled in Central Business District.
 - Provide micro transit, connector and last mile service to support regional transit
 - Use marketing, Apps and way-finding to reduce search times for parking
 - Notify customers where parking supply is available
3. Improve customer experience in City operated parking facilities.
 - Provide easy to use payment methods that allow multiple forms of payment
 - Maintain clean, well-lit and safe parking facilities
 - Enable customers to easily access parking system information
4. Support small scale and infill development consistent with City's development goals.
 - Develop additional public parking where needed
 - Manage existing public parking spaces efficiently for priority customers
 - Support alternative transportation
5. Increase Trolley and Transit Ridership.
 - Manage a rider interface that provides stop arrival information and tracks headways
 - Establish micro-transit and connector services to support Ponce circulator
 - Reduce headways and maintain high quality fleet vehicles

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**

PARKING









FISCAL YEAR 2019 MAJOR ACCOMPLISHMENTS

- ✓ Opening of four new public parking lots (Lot 5, Lot 6, Lot 9 and Lot 18) through acquisition, construction or parking management agreements. These facilities provide approximately 140 additional parking spaces to meet high demand in key locations downtown.
- ✓ Installation of forty-eight (48) new multi-space pay stations to replace older outdated models and two hundred (200) singled space meters providing for a more open and uncluttered pedestrian experience.
- ✓ Expansion of the Freebee micro transit service provided by the City with the support of a Strategic Miami Area Rapid Transit (SMART) demonstration project grant that provide 50% funding for three years. This project expands the service area for the Freebee point to point service and increases the fleet size from three vehicles to five vehicles. We anticipate between 8,000 and 10,000 passengers per month will utilize the service.
- ✓ Completion of parking and revenue control system (PARCs) upgrades in City owned garages. Project includes Installation of occupancy count displays at the entrance of each garage to notify customers of space availability. The new PARCs system will improve garage operations and reliability.
- ✓ Award of RFP and implementation of Centralized Valet Services within the Business Improvement District. This project was supported by the Economic Development Department, Parking Department, Business Improvement District and Chamber of Commerce.
- ✓ Recruitment, hiring and training of seven new part-time Parking Enforcement Specialists to ensure appropriate staffing levels are maintained throughout the day and on weekends. The additional staffing better enables parking enforcement to meet demands during school pick-up and drop-off, when residential parking zones are impacted and high traffic hours.
- ✓ Completion of design package for award of a design/build contract for a new parking garage at 250 Minorca next to the new Public Safety Building. The contract for design and construction is to be finalized before the end of FY 2019.
- ✓ Expansion of the on-line customer portal for parking permits. The portal now allows monthly permit parkers and residential permit holders to renew their permits electronically from home, improving convenience and efficiency for customer interaction with the Parking Department.






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

PARKING

INDICATOR:	FY18			FY19		FY20
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Percentage of meter revenue processed electronically	85%	85.7%		87.5%	89.7%	90.0%
Parking permit sales	27,500	27,897		28,000	25,697	28,000
Parking citations issued	100,000	81,277		95,000	90,066	95,000
Total parking revenue	\$14.20M	\$14.99M		\$14.80M	\$13.12M	\$15.65M
Increase Trolley ridership	1.35M	1.07M		1.2M	.90M	1.1M
Extension of current trolley route to service south end of Coral Gables (MacFarlane/Homestead area)	40,000	37,200		40,000	28,684	40,000
Freebee Passenger Trips	60,000	68,614		75,000	70,948	120,000
Reduction of current Trolley headways	8 - 9 Min	10 Min.		9 Min	9 Min.	9 Min

Legend

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



**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8300 ADMINISTRATIVE
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0720	Parking Director	1.00	1.00	1.00	1.00	\$ 162,582
0721	Ass't Parking Director/Trolley Manager	0.50	0.50	0.50	0.50	56,919
0716	Parking Admin. Supervisor	1.00	1.00	1.00	1.00	52,315
0718	Night-Time Off-Street Operations Manager	1.00	1.00	1.00	1.00	72,608
0708	Parking Data Specialist	1.00	1.00	1.00	1.00	53,065
0088	Parking Clerk II	1.00	1.00	1.00	1.00	33,951
TOTAL FULL TIME HEADCOUNT		5.50	5.50	5.50	5.50	431,440
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	
9006	Clerical Aide - P/T	1	0.75	0.75	0.75	15,388
TOTAL PART TIME FTE's		1	0.75	0.75	0.75	15,388
TOTAL		6.25	6.25	6.25	6.25	\$ 446,828

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 384,468	\$ 494,720	\$ 432,383	\$ 446,828
2000	Employee Benefits - See Other Cost Dist.	263,105	273,279	233,342	233,067
3170	Mgmt & Staff Interdept'l Charge	565,000	565,000	565,000	565,000
3190	Other Professional Services	12,271	54,711	50,000	25,000
4090	Other Transportation Expense	8,100	9,670	10,395	10,396
4410	Rental of Machinery and Equipment	3,406	3,394	4,215	4,215
4420	Public Facilities Cost - See Other Cost Dist.	19,576	20,340	21,085	21,547
4550	General Liability Insurance	15,420	23,496	20,915	20,994
4620	Repair and Maint. of Office Equipment	1,844	3,308	3,600	3,600
4710	Special Printed Forms	4,074	-	-	-
4720	Printing & Binding	-	7,312	8,000	8,000
4820	Advertising Expense	1,000	-	-	-
4960	Bad Debt Expense	-	34,567	-	-
4990	Other Miscellaneous Expense	926	5,610	10,000	10,000
4991	Credit Card Charges - Pay-By-Phone	1,031,778	963,019	1,000,000	1,000,000
5100	Office Supplies	2,449	4,686	5,500	5,500
5215	Small Tools & Minor Equipment	20,665	5,629	38,000	1,000

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8300 ADMINISTRATIVE
 545 PARKING FACILITIES

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
5400 Membership Dues and Subscriptions	595	-	1,100	1,100
5410 Employee Training	2,366	398	2,000	2,000
6430 Equipment Repair/Replacement	1,000	-	-	-
9010 Intradepartmental Credits	(2,338,043)	(2,469,139)	(2,405,535)	(2,358,247)
TOTAL	\$ -	\$ -	\$ -	\$ -

Dept Code/Account	Meters	2016-2017	2017-2018	2018-2019	2019-2020
8310-31-70	282	\$ 66,215	\$ 69,928	\$ 68,127	\$ 66,788
8320-31-70	589	138,301	146,055	142,293	139,496
8330-31-70	193	45,318	47,859	46,626	45,709
8340-31-70	344	80,773	85,302	83,105	81,471
8380-31-70	3,873	909,404	960,396	935,655	917,262
8390-31-70	1,737	407,858	430,727	419,632	411,383
8560-31-70	450	105,663	111,587	108,713	106,576
	7,468	1,753,532	1,851,854	1,804,151	1,768,685
8360-31-70	25%	584,511	617,285	601,384	589,562
		\$ 2,338,043	\$ 2,469,139	\$ 2,405,535	\$ 2,358,247

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8310 GARAGE NO. 1
 545 PARKING FACILITIES

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
3170	Mgmt & Staff Interdept'l Charge	\$ 66,215	\$ 69,928	\$ 68,127	\$ 66,788
3190	Other Professional Services	201,497	202,100	201,407	211,477
4420	Public Facilities Cost - See Other Cost Dist.	102,244	106,239	110,129	112,542
4630	Repair/Maint. of Machinery & Equipment	2,342	3,714	7,410	7,410
4690	Special Maintenance Interdept'l Charges	53,386	54,468	58,264	53,561
4710	Special Printed Forms	-	2,000	500	500
5100	Office Supplies	750	750	250	250
5204	Cleaning & Janitorial Supplies	200	200	200	600
5208	Household & Institutional Supplies	500	500	400	-
5211	Building Materials and Supplies	-	100	100	100
5215	Small Tools & Minor Equipment	57	145	-	-
6440	Equipment Additions	2,316	27,500	12,000	12,000
TOTAL		\$ 429,507	\$ 467,644	\$ 458,787	\$ 465,228

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8320 GARAGE NO. 2
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	\$ 52,398
	TOTAL	1.00	1.00	1.00	1.00	\$ 52,398

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ -	\$ 11,531	\$ 50,394	\$ 52,398
2000	Employee Benefits - See Other Cost Dist.	-	4,151	39,618	41,026
3170	Mgmt & Staff Interdept'l Charge	138,301	146,055	142,293	139,496
3190	Other Professional Services	195,910	195,961	195,944	205,741
4420	Public Facilities Cost - See Other Cost Dist.	170,179	176,828	183,303	187,319
4450	Lease Equipment	18,122	18,122	22,549	18,549
4550	General Liability Insurance	-	-	2,486	2,462
4610	Repair/Maint. of Bldgs & Improvements	11,700	11,700	5,000	11,700
4630	Repair/Maint. of Machinery & Equipment	2,835	11,403	31,150	25,000
4710	Special Printed Forms	3,049	2,999	2,000	2,000
5100	Office Supplies	92	750	750	750
5204	Cleaning & Janitorial Supplies	300	300	300	300
5208	Household & Institutional Supplies	400	400	400	400
5209	Protective Clothing	-	-	124	-
5211	Building Materials and Supplies	135	135	135	135
5215	Small Tools & Minor Equipment	177	100	100	100
6440	Equipment Additions	1,000	27,500	12,500	12,500
	TOTAL	\$ 542,200	\$ 607,935	\$ 689,046	\$ 699,876

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8330 GARAGE NO. 3
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0312	Money Room Clerk	-	-	1.00	1.00	\$ 38,368
0706	Parking Attendant	1.00	1.00	-	-	-
	TOTAL	1.00	1.00	1.00	1.00	\$ 38,368

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 31,440	\$ 579	\$ 20,985	\$ 38,368
2000 Employee Benefits - See Other Cost Dist.	38,212	20,522	26,359	28,842
3170 Mgmt & Staff Interdept'l Charge	45,318	47,859	46,626	45,709
3190 Other Professional Services	1,642	660	18,567	18,567
4420 Public Facilities Cost - See Other Cost Dist.	29,780	30,943	32,077	32,780
4550 General Liability Insurance	1,484	2,420	1,450	1,803
4690 Special Maintenance Interdept'l Charges	36,537	37,278	39,876	36,657
5204 Cleaning & Janitorial Supplies	192	200	200	200
5208 Household & Institutional Supplies	400	400	400	400
5211 Building Materials and Supplies	10	60	160	160
5214 Uniform Allowance	440	500	400	400
5215 Small Tools & Minor Equipment	42	60	60	60
TOTAL	\$ 185,497	\$ 141,481	\$ 187,160	\$ 203,946

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8340 GARAGE NO. 4
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
3127	Repair Worker/Parking	1.00	1.00	1.00	1.00	\$ 38,092
	TOTAL	1.00	1.00	1.00	1.00	\$ 38,092

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 40,738	\$ 38,193	\$ 36,606	\$ 38,092
2000	Employee Benefits - See Other Cost Dist.	30,120	28,745	29,236	30,246
3170	Mgmt & Staff Interdept'l Charge	80,773	85,302	83,105	81,471
3190	Other Professional Services	177,814	178,000	176,337	185,154
4420	Public Facilities Cost - See Other Cost Dist.	109,318	113,590	117,749	120,329
4550	General Liability Insurance	1,220	1,972	1,806	1,790
4630	Repair/Maint. of Machinery & Equipment	2,743	4,000	7,500	8,000
4710	Special Printed Forms	567	1,989	2,000	2,000
5100	Office Supplies	467	760	750	750
5204	Cleaning & Janitorial Supplies	300	300	300	300
5208	Household & Institutional Supplies	400	400	400	400
5211	Building Materials and Supplies	-	135	135	135
5214	Uniform Allowance	500	32	200	500
5215	Small Tools & Minor Equipment	-	60	60	60
6440	Equipment Additions	10,805	25,736	11,000	11,000
	TOTAL	\$ 455,765	\$ 479,214	\$ 467,184	\$ 480,227

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8360 METER MAINT & COLLECTION
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0713	On Street Meter Maint. & Coll Supv	1.00	1.00	1.00	1.00	\$ 55,670
0704	Parking Meter Mechanic - Lead	-	-	1.00	1.00	46,341
0712	Parking Meter Mechanic	2.00	3.00	2.00	2.00	98,195
0311	Money Room Coordinator	1.00	1.00	1.00	1.00	41,138
3005	Maintenance Worker II	2.00	1.00	1.00	1.00	35,149
TOTAL		6.00	6.00	6.00	6.00	\$ 276,493

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 253,931	\$ 256,903	\$ 287,772	\$ 276,493
2000	Employee Benefits - See Other Cost Dist.	248,099	208,858	213,697	212,851
3170	Mgmt & Staff Interdept'l Charge	584,511	617,285	601,384	589,562
4020	Central Garage Motor Pool Rent	33,543	31,484	42,563	42,915
	Replacement: 9,120				
	Oper. & Maint: 33,795				
4550	General Liability Insurance	9,977	15,294	14,196	12,991
4630	Repair/Maint. of Machinery & Equipment	34	-	725	725
5100	Office Supplies	2,000	2,000	1,500	1,500
5204	Cleaning & Janitorial Supplies	100	100	100	100
5209	Protective Clothing	849	282	776	900
5211	Building Materials and Supplies	7	200	200	200
5214	Uniform Allowance	2,426	-	-	3,000
5215	Small Tools & Minor Equipment	1,100	2,148	2,500	2,500
5217	Operating Equipment Repair Parts	15,384	40,760	91,806	12,000
9010	Intradepartmental Credits	(1,151,961)	(1,175,314)	(1,257,219)	(1,155,737)
TOTAL		\$ -	\$ -	\$ -	\$ -

Meter Maintenance & Collection Services Distribution to Parking System

Dept Code	Meters	2016-2017	2017-2018	2018-2019	2019-2020
8310-46-90	282	\$ 53,386	\$ 54,468	\$ 58,264	\$ 53,561
8330-46-90	193	36,537	37,278	39,876	36,657
8380-46-90	3,873	733,204	748,068	800,198	735,607
8390-46-90	1,737	328,834	335,500	358,881	329,912
	6,085	\$ 1,151,961	\$ 1,175,314	\$ 1,257,219	\$ 1,155,737

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8380 ON STREET PARKING
545 PARKING FACILITIES

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
3170	Mgmt & Staff Interdept'l Charge	\$ 909,404	\$ 960,396	\$ 935,655	\$ 917,262
3190	Other Professional Services	112,500	462,714	506,140	609,940
4110	Telecom Services	114,046	124,081	157,000	160,000
4450	Lease Equipment	125,884	15,482	24,519	-
4690	Special Maintenance Interdept'l Charges	733,204	748,068	800,198	735,607
4990	Other Miscellaneous Expense	64,875	-	-	-
5215	Small Tools & Minor Equipment	13,000	12,689	13,000	13,000
6430	Equipment Repair/Replacement	5,175	33,714	7,428	56,265
TOTAL		\$ 2,078,088	\$ 2,357,144	\$ 2,443,940	\$ 2,492,074

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8390 METER & PERMIT PARKING LOTS
545 PARKING FACILITIES

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
3170 Mgmt & Staff Interdept'l Charge	\$ 407,858	\$ 430,727	\$ 419,632	\$ 411,383
3190 Other Professional Services	2,724	-	-	-
4420 Public Facilities Cost - See Other Cost Dist.	59,560	61,887	64,153	65,559
4430 Rental of Land and Buildings	584,760	224,350	224,700	224,700
4610 Repair/Maint. of Bldgs & Improvements	20,070	7,856	421,972	100,000
4690 Special Maintenance Interdept'l Charges	328,834	335,500	358,881	329,912
5215 Small Tools & Minor Equipment	6,032	13,468	10,000	10,000
6430 Equipment Repair/Replacement	24,861	10,000	10,000	10,000
TOTAL	\$ 1,434,699	\$ 1,083,788	\$ 1,509,338	\$ 1,151,554

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



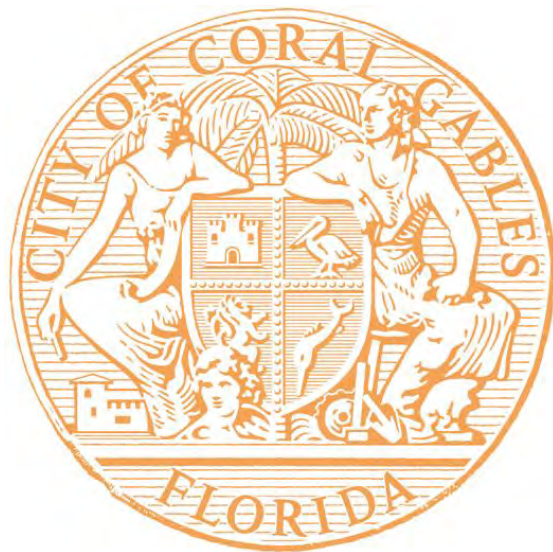
001 GENERAL FUND
PARKING DEPARTMENT
8400 VIOLATION ENFORCEMENT
 521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020	
					BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0711	Parking Enforcement Supervisor	1.00	1.00	1.00	1.00	\$ 74,656
0710	Parking Enforcement Specialist	10.00	10.00	10.00	10.00	455,887
0709	Parking Enforcement Special Lead	1.00	1.00	1.00	1.00	63,616
TOTAL FULL TIME HEADCOUNT		12.00	12.00	12.00	12.00	594,159
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	FTE's
0714	Parking Enforcement Specialist - PT	10	3.75	3.75	6.90	6.90
TOTAL PART TIME FTE's		10	3.75	3.75	6.90	6.90
TOTAL			15.75	15.75	18.90	\$ 839,073

EXPENDITURE DETAIL

		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
1000	Salaries	\$ 560,523	\$ 604,697	\$ 809,959	\$ 839,073
2000	Employee Benefits - See Other Cost Dist.	390,872	403,274	401,502	405,281
4020	Central Garage Motor Pool Rent	176,188	166,733	37,944	42,913
	Replacement:	29,048			
	Oper. & Maint:	13,865			
4550	General Liability Insurance	22,221	35,420	39,956	39,424
4620	Repair and Maint. of Office Equipment	180	-	120	120
5100	Office Supplies	1,100	966	1,100	1,100
5214	Uniform Allowance	7,216	2,626	7,500	7,500
5215	Small Tools & Minor Equipment	305	-	500	500
5410	Employee Training	1,200	630	2,000	2,000
6430	Equipment Repair/Replacement	500	-	500	500
6440	Equipment Additions	120	-	500	500
TOTAL		\$ 1,160,425	\$ 1,214,346	\$ 1,301,581	\$ 1,338,911



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**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8560 GARAGE NO. 6
545 PARKING FACILITIES

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
3170 Mgmt & Staff Interdept'l Charge	\$ 105,663	\$ 111,587	\$ 108,713	\$ 106,576
3190 Other Professional Services	162,660	183,000	183,196	192,357
4310 Electric Utility Service	24,289	-	60,000	60,000
4350 Water & Sewer Utility Service	(3,049)	(12,085)	5,000	5,000
4420 Public Facilities Cost - See Other Cost Dist.	43,571	-	-	-
4450 Lease Equipment	14,827	14,827	17,903	14,827
4610 Repair/Maint. of Bldgs & Improvements	11,428	11,700	11,700	11,700
4630 Repair/Maint. of Machinery & Equipment	15,150	15,150	31,150	25,000
4710 Special Printed Forms	1,385	2,000	2,000	2,000
5204 Cleaning & Janitorial Supplies	300	300	300	300
5208 Household & Institutional Supplies	300	300	300	300
5211 Building Materials and Supplies	100	55	100	100
5215 Small Tools & Minor Equipment	100	-	100	100
6440 Equipment Additions	1,000	6,500	32,500	11,500
TOTAL	\$ 377,724	\$ 333,334	\$ 452,962	\$ 429,760

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



360 TROLLEY/TRANSPORTATION FUND
PARKING DEPARTMENT
1580 TROLLEY/TRANSPORTATION
 544 TRANSIT SYSTEMS

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2016-2017	2017-2018	2018-2019	2019-2020	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0721	Ass't Parking Director/Trolley Manager	0.50	0.50	0.50	0.50	\$ 56,919
0009	Trolley Operations Supr	1.00	1.00	1.00	1.00	\$ 73,601
TOTAL		1.50	1.50	1.50	1.50	\$ 130,520

EXPENDITURE DETAIL

		2016-2017	2017-2018	2018-2019	2019-2020
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 114,356	\$ 122,071	\$ 124,114	\$ 130,520
2000	Employee Benefits - See Other Cost Dist.	58,426	71,806	77,205	81,852
3190	Other Professional Services	875,868	1,005,680	1,313,727	1,096,351
3191	Special Events - Reimbursable	13,711	18,311	-	-
3192	Professional Services - "Last Mile" Cart Service	-	-	-	305,640
4020	Central Garage Motor Pool Rent	394,414	349,086	349,086	349,086
	Replacement: 165,093				
	Oper. & Maint: 183,993				
4090	Other Transportation Expense	-	50	-	-
4310	Electric Utility Service	18,672	18,672	18,672	18,672
4410	Rental of Machinery and Equipment	2,469	2,469	3,000	3,000
4420	Public Facilities Cost - See Other Cost Dist.	102,135	106,126	110,012	112,422
4430	Rental of Land and Buildings	22,223	-	79,992	79,992
4550	General Liability Insurance	2,163	6,327	6,123	6,132
4720	Printing & Binding	905	376	2,000	2,000
4990	Other Miscellaneous Expense	1,063	1,310	1,000	1,000
5100	Office Supplies	479	841	2,000	2,000
5209	Protective Clothing	323	242	500	500
5213	Purchase/Rental - Employee Uniforms	375	2,417	3,000	3,000
5215	Small Tools & Minor Equipment	698	758	1,000	1,000
5219	Other Repair & Maintenance Supplies	104	117	1,000	1,000
5400	Membership Dues and Subscriptions	835	-	1,000	1,000
5410	Employee Training	-	-	3,000	3,000
6440	Equipment Additions	24,042	10,524	79,708	100

**CITY OF CORAL GABLES, FLORIDA
2019-2020 BUDGET**



360 TROLLEY/TRANSPORTATION FUND
PARKING DEPARTMENT
1580 TROLLEY/TRANSPORTATION
 544 TRANSIT SYSTEMS

EXPENDITURE DETAIL

	2016-2017	2017-2018	2018-2019	2019-2020
	ACTUAL	ACTUAL	BUDGET	BUDGET
6460 Other Equipment Additions	-	-	1,000	1,000
8120 State FDOT Trolley Route Expansion Grant	-	3,256	2,736	-
8200 Federal Grants	-	-	10,267	-
8201 State Grants	-	-	209,733	209,733
TOTAL	\$ 1,633,261	\$ 1,720,439	\$ 2,399,875	\$ 2,409,000



Action Plan Worksheet 2020

Action Plan Owner: Kevin Kinney, Parking Director

Action Plan Name: 1.3-5 Develop Wayfinding Program

Strategic plan alignment (Supports which Goals and Objectives)

- Goal 1 – Provide exceptional services that meet or exceed the requirements and expectations of our Community
 - Objective 1.3 – Improve mobility, transportation safety, and the pedestrian experience throughout the City
 - Objective 1.4 – Enhance our position as a premier destination for arts, culture, dining and shopping
 - Objective 1.1 – Attain world-class performance levels in providing personalized services that build relationships and create a sense of community by 2022.
 - Action Plan 1.1-1 Attain overall community satisfaction score of 87% satisfied / very satisfied by 2022
- Goal 5 – Preserve, celebrate and enhance the Coral Gables hometown community ambience with a vibrant downtown
 - Objective 2 - 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
Install occupancy displays at entrance to parking garages	10/31/19	Displays activated
Hire consultant to guide the City in developing a cohesive wayfinding plan	01/31/20	Signed contract
Obtain Commission approval of wayfinding proposal	06/30/20	Resolution approving wayfinding plan
Hire contractor to manufacture and install signage	09/30/20	Signed contract
Install signage	12/31/20	Signage installed

Resource requirements (what do we need to succeed?)

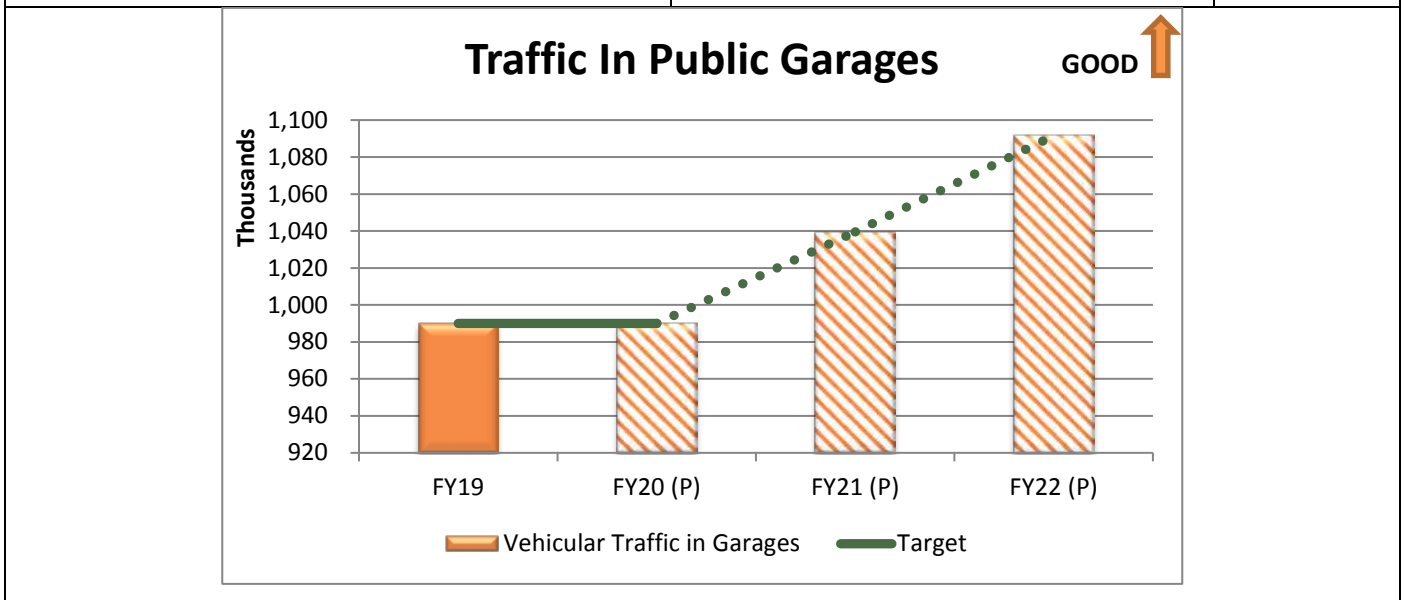
- \$680,000 in CIP Funding for signage and wayfinding improvements
- 100 hours Public Works Traffic Division
- 50 hours Economic Development
- 50 hours Information Technology
- 100 hours Parking Department



Action Plan Worksheet 2020

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

Measure	Target	Date
% of wayfinding signage installed	100%	12/31/20
Improved satisfaction with parking availability*	60% Satisfaction	09/30/21
Increased vehicular traffic in Public Garages	5% increase annually (50,000 increase in 2021). Estimated Traffic for FY2019 is 990,000 vehicles.	09/30/21 09/30/22



*Customer satisfaction is currently at 53.92% and 96% of residents see public parking as important. Public parking ranks #4 out of 28 on where City funds should be spent over the next 3 – 5 years

Frequency & venue of review:

- Develop project management team to include Public Works, Economic Development, Parking, Business Improvement District
- Reoccurring project meetings(bi-weekly/monthly)
- Monthly Review with City Manager’s Office

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents, businesses, and City Commission	Increased economic development - Satisfaction with parking availability above 60%	Dissatisfaction with parking availability
Customers and PW - Transportation	Efficient utilization of parking supply - Satisfaction with parking availability above 60%	Dissatisfaction with parking availability
BID	Efficient utilization of parking supply - Satisfaction with parking availability above 60%	Dissatisfaction with parking availability



Action Plan Worksheet 2020

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

Positive:

- Increased parking garage revenue by \$150,000 annually from additional garage traffic

Negative:

- \$680,000 in funding for signage and wayfinding improvements



Action Plan Worksheet 2020

Action Plan Owner: John Kowalchik, Assistant Parking Director/Trolley Manager

Action Plan Name: 1.3-6 Trolley/Freebee passengers' transactional survey and implementation plan to measure and improve rider satisfaction

Strategic plan alignment (Supports which Goals and Objectives)

- Goal 1 – Provide exceptional services that meet or exceed the requirements and expectations of our community.
- Objective 1.3-3 – Increase satisfaction with city transit services to 95% satisfied / very satisfied by 2022

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

What must be done	By When	How will it be evident
Develop questionnaire	04/30/20	Questionnaire approved by Parking Director and appropriate City staff
Perform ridership survey of existing passengers of the Trolley & Freebee systems.	06/30/20	Data from completed surveys.
Analyze survey results and prepare satisfaction improvement action plan	08/31/20	Plan approved
Implement plan	10/31/20	Action plan key tasks completed

Resource requirements (what do we need to succeed?)

- \$10,000 towards funding for the survey
- \$50,000 funding for automated passenger count system

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

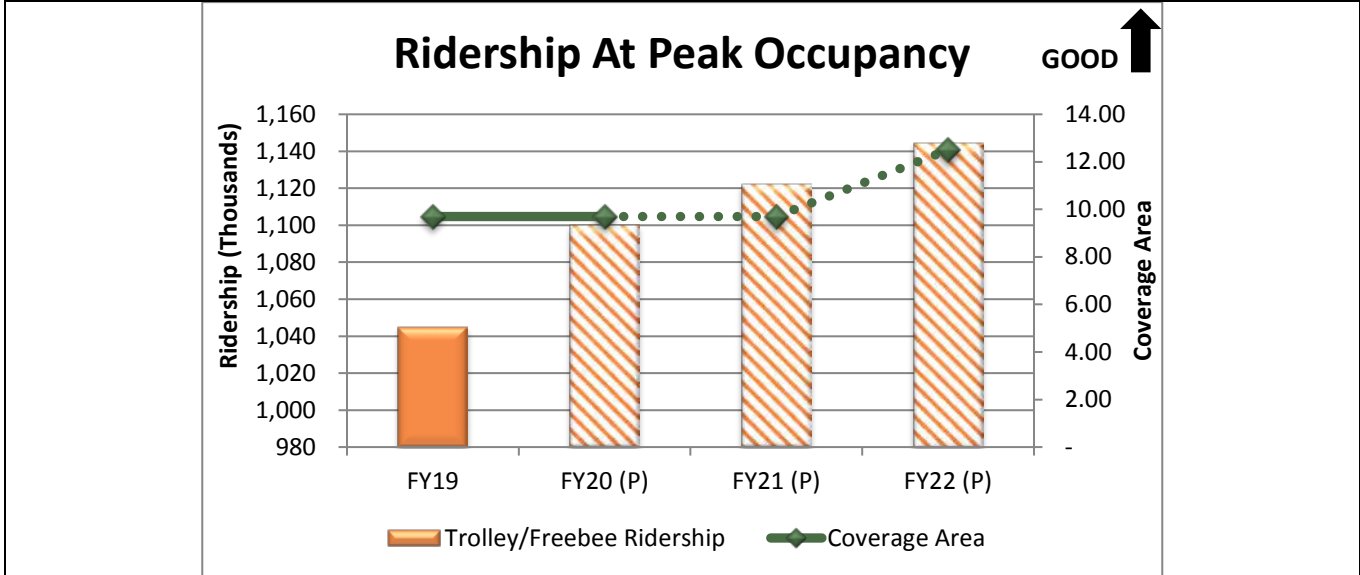
Measure	Target	Date
Rider satisfaction	5% increase over 2020 baseline	09/30/21
	5% increase over 2021	09/30/22



Action Plan Worksheet 2020

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

Measure	Target	Date
Ridership at peak occupancy	1,045,000 (5% over 2018 totals)	09/30/19
	1,100,000	09/30/20
	1,122,000	09/30/21
	1,144,440	09/30/22



Frequency & venue of review:

- Quarterly review with Parking Director
- Quarterly review with City Manager’s Office.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Mass Transit Users	Increased satisfaction Increased use of mobility modes	None
City IT Staff	Increased support to IT strategic objectives	Inability of resources to handle increased demand

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

Positive:

- Financial impact (cost) is revenue neutral due to the limited resources. This will be accomplished within the available funds provided from the County through the Citizens Independent Transportation Trust.

Negative:

- \$10,000 towards funding for the survey
- \$50,000 funding for automated passenger count system



Action Plan Worksheet 2020

Action Plan Owner: Kevin Kinney, Parking Director

Action Plan Name: 1.3-7 Improve and Integrate Parking Operations and Management Systems (Smart Parking)

Strategic plan alignment (Supports which Goals and Objectives)

- Goal 1 – Provide exceptional services that meet or exceed the requirements and expectations of our Community
 - Objective 3 – Improve mobility, transportation safety, and the pedestrian experience throughout the City
 - Objective 4 – Enhance our position as a premier destination for arts, culture, dining and shopping
- Goal 5 – Preserve, celebrate and enhance the Coral Gables hometown community ambience with a vibrant downtown
 - Objective 2 - 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
Establish performance-based pricing program	09/30/20	Commission resolution
Identify and implement Parking Enterprise System to aggregate parking management data	01/31/21	Procurement approval and implementation
Expand non-cash (frictionless) options for parking transactions (ongoing)	03/31/21	Rollout of new customer facing applications
Update Downtown Parking Master Plan	06/30/21	Commission resolution
Integration of new IoT developments into Parking Enterprise System (ongoing)	03/31/22	Rollout of new customer facing applications and management tools
Increase EV charging infrastructure (stations) to fifty (50) within City parking system	03/31/22	Goal achieved

Resource requirements (what do we need to succeed?)

- \$250,000 for Downtown Parking Master Plan in FY21
- \$200,000 Annually for PARCS Upgrades
- \$150,000 Implementation/Licensing Fees in FY21/22
- 200 hours from IT in support of technology review and implementation
- 200 hours of senior management time from Parking
- 50 hours of coordination time from PW-Transportation Division



Action Plan Worksheet 2020

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

Measure	Target	Date															
On-Street Occupancy Rates	90% or less at peak hour	09/30/21															
Vehicular traffic in Public Garages	5% increase annually (50,000 increase in 2021). Estimated Traffic for FY2019 is 990,000 vehicles.	09/30/21 09/30/22															
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 70%;"> <h3 style="margin: 0;">Traffic In Public Garages</h3> <table border="1" style="margin-top: 10px; width: 100%; border-collapse: collapse;"> <caption>Traffic In Public Garages (Thousands)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Vehicular Traffic (Thousands)</th> <th>Target (Thousands)</th> </tr> </thead> <tbody> <tr> <td>FY19</td> <td>~990</td> <td>~990</td> </tr> <tr> <td>FY20 (P)</td> <td>~990</td> <td>~990</td> </tr> <tr> <td>FY21 (P)</td> <td>~1,040</td> <td>~990</td> </tr> <tr> <td>FY22 (P)</td> <td>~1,090</td> <td>~990</td> </tr> </tbody> </table> </div> <div style="width: 25%; text-align: right;"> <p>GOOD ↑</p> </div> </div>			Fiscal Year	Vehicular Traffic (Thousands)	Target (Thousands)	FY19	~990	~990	FY20 (P)	~990	~990	FY21 (P)	~1,040	~990	FY22 (P)	~1,090	~990
Fiscal Year	Vehicular Traffic (Thousands)	Target (Thousands)															
FY19	~990	~990															
FY20 (P)	~990	~990															
FY21 (P)	~1,040	~990															
FY22 (P)	~1,090	~990															
Number of charging stations	50	03/31/22															

Frequency & venue of review:

- Quarterly meetings with IT to review progress on technology initiatives
- Quarterly meetings with ACM to provide update on Smart Parking initiatives
- Update Commission Action Items Before Each Commission Meeting

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

Stakeholder Group	Potential positive impact	Potential negative impact
Downtown Businesses, Employees, Visitors, Customers	Satisfaction with parking availability above 60%	Dissatisfaction with parking availability
Commission and Management	Satisfaction with parking availability above 60%	Dissatisfaction with parking availability

Customer satisfaction is currently at 53.92% and 96% of residents see public parking as important. Public parking ranks #4 out of 28 on where City funds should be spent over the next 3 – 5 years

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

Positive:

- Increased Parking Revenue through more efficient operations and utilization of parking supply \$1.25 million.

Negative:

- Increased cost of operations \$750,000



Action Plan Worksheet 2020

Action Plan Owner: John Kowalchik, Assistant Parking Director/Trolley Manager

Action Plan Name: 1.3-8 Increase Connectivity of Transit Services within Coral Gables

Strategic plan alignment (Supports which Goals and Objectives)

- Goal 1 – Provide exceptional services that meet or exceed the requirements and expectations of our community.
 - Objective 1.3 – Improve mobility, transportation safety, and the pedestrian experience throughout the city
 - 1.3-1 Increase utilization rate of non-privately-owned-vehicles modes of transportation by 6% by 2022

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

What must be done	By When	How will it be evident
Obtain consulting services	04/30/21	Contract with Consultant
Review required services with consultant and develop scope of services	05/31/21	Develop detailed scope of services
Update City Transit Master Plan	06/30/21	Updated plan approved by City Commission
Prepare action plan	09/30/21	Approve by City Manager
Implement action plan	Ongoing	Key tasks accomplished
Obtain development agreements	Ongoing	Signed agreement

Resource requirements (what do we need to succeed?)

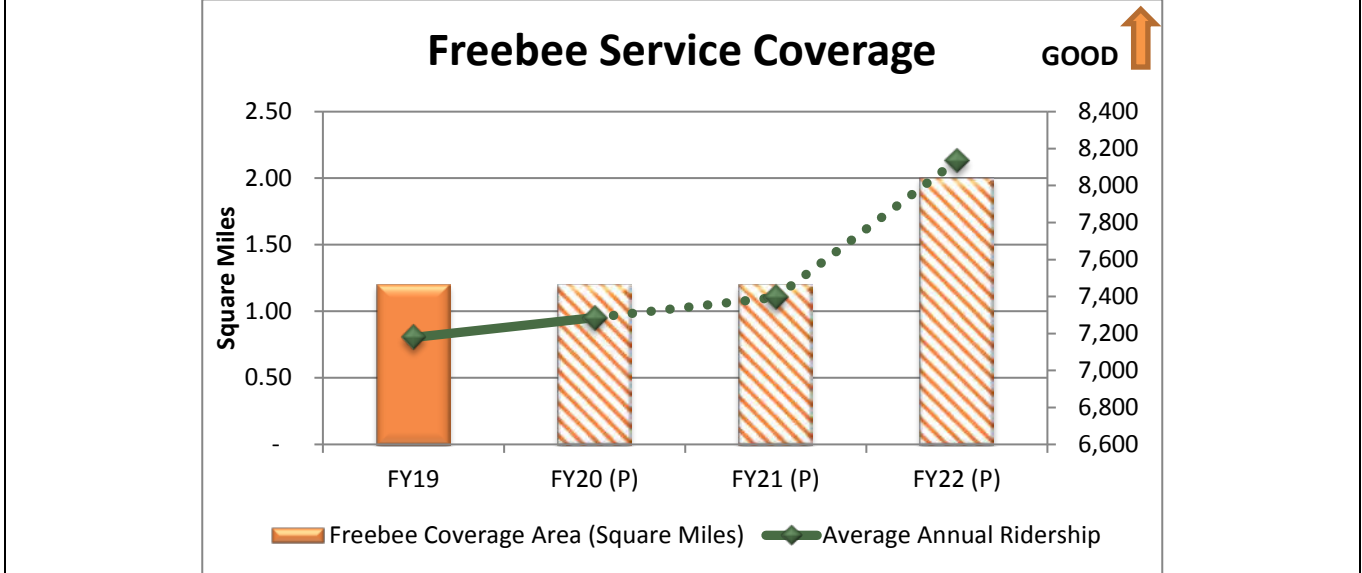
- \$100,000 in funding for Master Plan study – to be requested in FY21



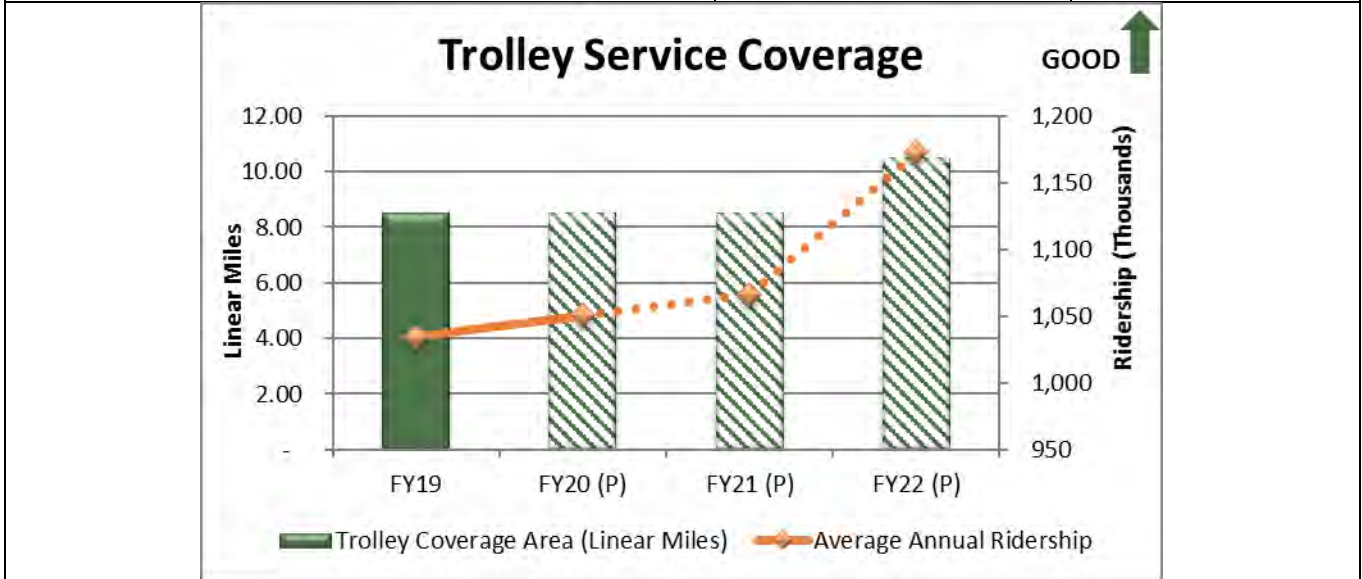
Action Plan Worksheet 2020

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

Measure	Target	Date
Square miles of Freebee service area (Map Attached)	1.20	09/30/19
	2.00	09/30/22
Ridership	7,200	09/30/19
	8,150	09/30/22



Linear miles of Trolley service area	8.50 10.50	09/30/19 09/30/22
Ridership	1,035,000 1,172,000	09/30/19 09/30/22





Action Plan Worksheet 2020

Frequency & venue of review:

- Quarterly review with Parking Director
- Quarterly review with City Manager
- Quarterly review with Planning & Development Services

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

Stakeholder Group	Potential positive impact	Potential negative impact
Riders & residents	Increased satisfaction due to expanded services	Dissatisfaction with potential inability of system to handle increased demand
Contractor (MV Transportation)	None	Additional workload
Fleet Services	None	Additional workload

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

Positive:

- This is primarily a quality of life item that will reduce VMT by single occupant vehicles. The impact on the local economy should be positive because it increases the mobility modes and opportunities to participate in local commerce.

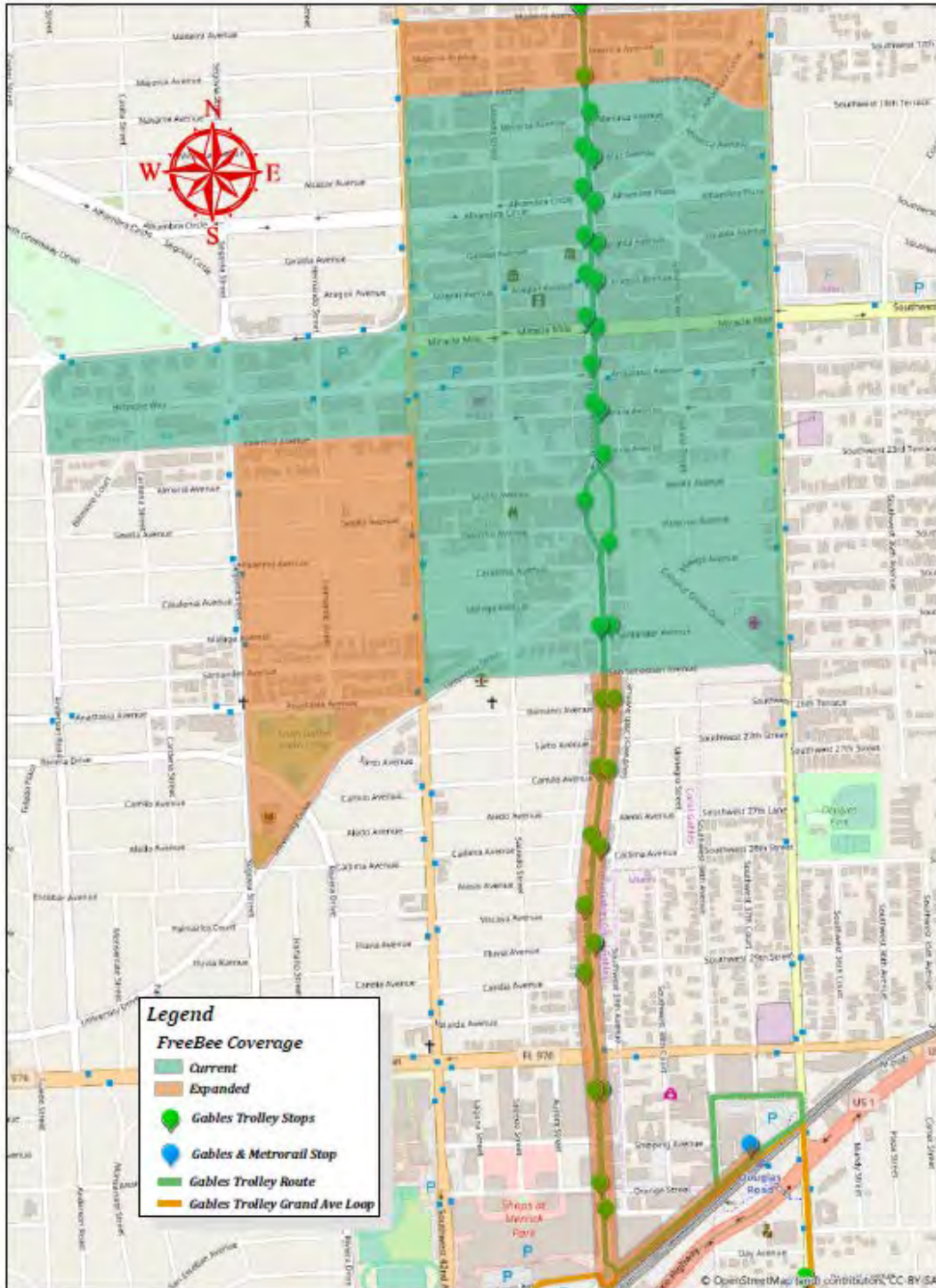
Negative:

- \$100,000 for Master Plan



Action Plan Worksheet 2020

FreeBee Service Coverage, Current and Expanded with Trolley Routes and Stops





Action Plan Worksheet 2020

Action Plan Owner: Kevin Kinney, Parking Director

Action Plan Name: AP 1.3-9 Construction of Garage 7

Strategic plan alignment (Supports which Goals and Objectives)

- Goal 1 – Provide exceptional services that meet or exceed the requirements and expectations of our Obj
 - Objective 1.3 – Improve mobility, transportation safety, and the pedestrian experience throughout the City
 - Objective 1.4 – Enhance our position as a premier destination for arts, culture, dining and shopping
- Goal 5 – Preserve, celebrate and enhance the Coral Gables hometown community ambience with a vibrant downtown
 - Objective 5.2 – 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
Develop design build documents for construction procurement	05/31/19	Bid packet submitted by consultant
Issue RFQ for design build	06/30/19	RFQ Issued
Confirm financing	07/31/19	Commission Approval
Sign Contract with developer for design build services	10/31/19	Executed contract
Finalize design	11/30/19	City Manager Approval and permits
Construction	09/30/20	Garage Completed

Resource requirements (what do we need to succeed?)

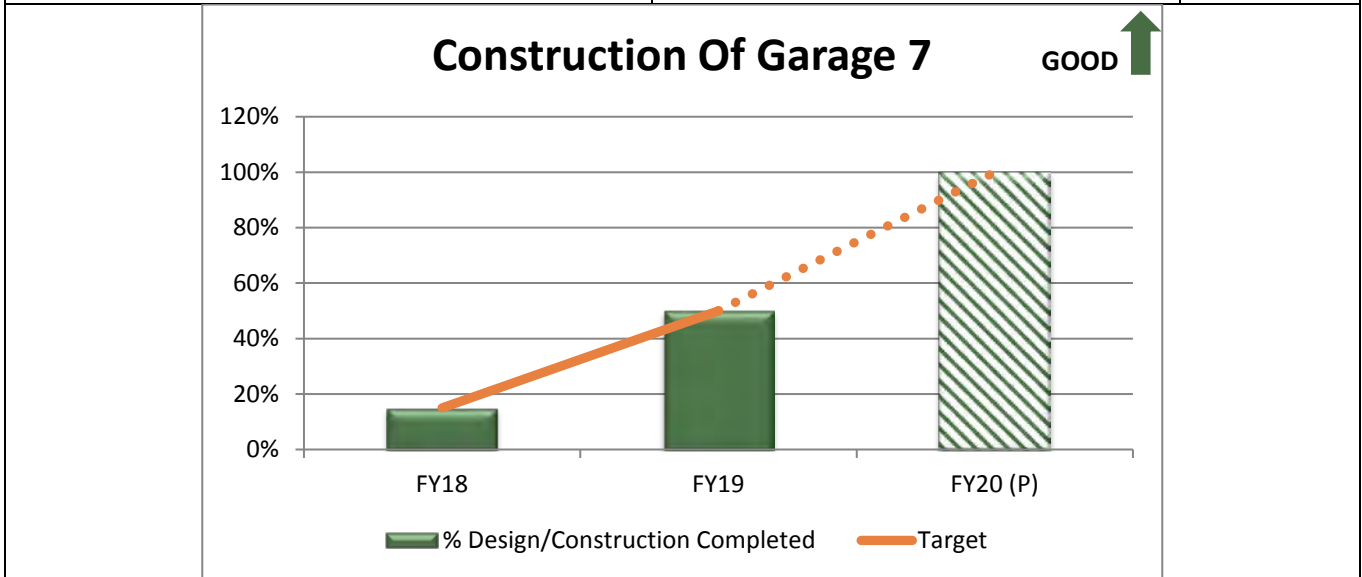
- Construction costs - \$14,958,000
- General conditions/Design - \$851,000
- Art in Public Places - \$225,000
- I.T. outfitting needs - \$400,000
- I.T. participation in design process 100 hours
- Hiring of new staff to manage garage - \$365,000 annually beginning in FY 2021
- Support from PW CIP/Construction services 100 hours per month
- Parking Staff 100 hours per month
- Temporary parking for district near construction



Action Plan Worksheet 2020

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

Measure	Target	Date
Parking revenue	Increase of \$750,000	Annually
Peak Occupancy in new Parking Facility Opening September 2020	50%	09/30/21
Customer Satisfaction with Parking Availability*	Above 60%	06/30/21
Design/Construction Progress	15%	09/30/18
	50%	09/30/19
	100%	09/30/20



*Customer satisfaction is currently at 53.92% and 96% of residents see public parking as important. Public parking ranks #4 out of 28 on where City funds should be spent over the next 3 – 5 years

Frequency & venue of review:

- Monthly review with consultants and PW Capital Projects Division
- By-weekly meetings during construction
- Monthly update with City Manager’s Office



Action Plan Worksheet 2020

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

Stakeholder Group	Potential positive impact	Potential negative impact
Businesses	Additional parking - improved satisfaction with parking availability (60%)	Dissatisfaction with inconvenience during construction
Commuters	Additional parking - improved satisfaction with parking availability (60%)	Dissatisfaction with inconvenience during construction
Customers, residents, diners and visitors	Additional parking - improved satisfaction with parking availability (60%)	Dissatisfaction with inconvenience during construction
Public Safety	Parking for EOC activation	None

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

Positive:

- Net Increase in Parking Revenue of \$750,000 Annually

Negative:

- Fully loaded cost of project - \$16,434,000
- Hiring additional staff to manage garage - \$365,000 beginning in FY 2021



Action Plan Worksheet 2020

Action Plan Owner: Kevin Kinney, Parking Director

Action Plan Name: 1.3-10 Replacement of Inefficient and Outdated Garage 1

Strategic plan alignment (Supports which Goals and Objectives)

- Goal 1 – Provide exceptional services that meet or exceed the requirements and expectations of our Community
 - Objective 1.3 – Improve mobility, traffic safety, and pedestrian experience throughout the City
 - Objective 1.4 – Enhance our position as a premier destination for arts, culture, dining and shopping
- Goal 5 – Preserve, celebrate and enhance the Coral Gables hometown community ambience with a vibrant downtown
 - Objective 5.2 – 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
Concept drawings for massing, circulation, traffic, layout	10/31/19	Approval by City Manager
Complete design build documents for construction procurement	03/31/20	Bid packet submitted by consultant
Issue RFQ for design build	05/31/20	RFQ Issued
Obtain construction financing	06/30/20	Commission approval
Contract with construction team for design build services	09/30/20	Executed contract
Finalize design for new Garage 1	12/31/20	City Manager approval and permits
Construction	03/31/21	Garage completed
Determine disposition of Garage 4	12/31/21	Commission approval

Resource requirements (what do we need to succeed?)

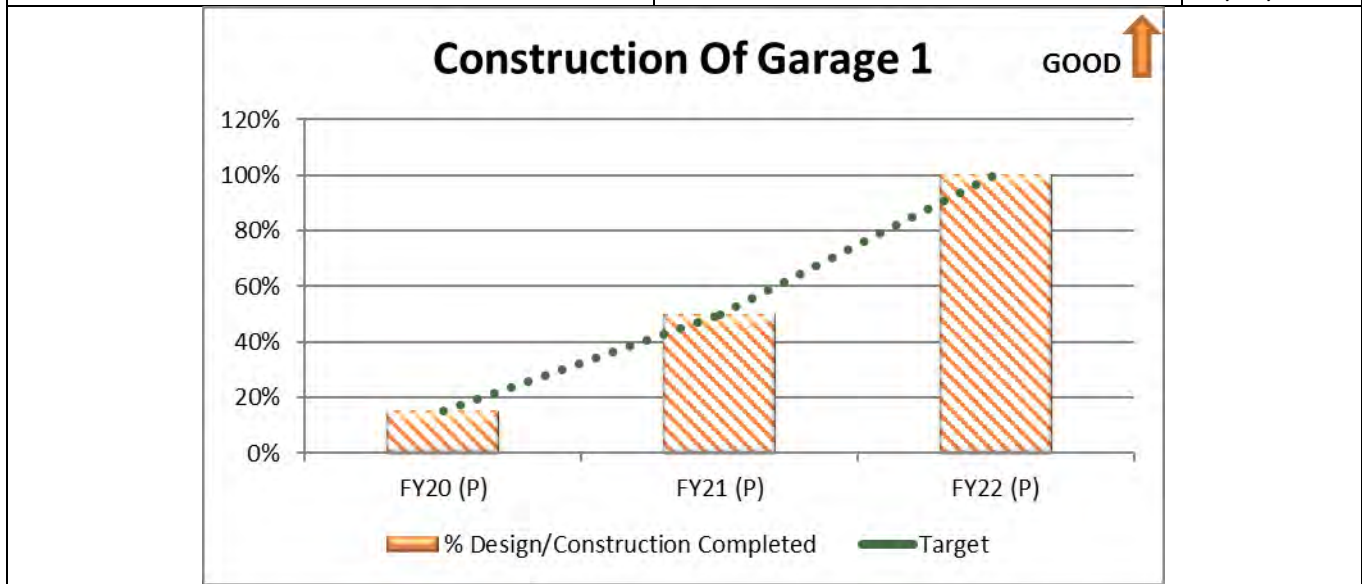
- Construction costs - \$28,958,000
- General conditions/Design - \$651,000
- Art in Public Places - \$451,350
- I.T. outfitting needs - \$400,000
- I.T. Participation in design 100 Hours
- Parking staff support 100 hours monthly
- Support from PW-Capital Projects/Construction Division 100 hours monthly



Action Plan Worksheet 2020

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

Measure	Target	Date
Parking Revenue	\$2,150,000	Annually
Customer satisfaction with parking availability*	Above 60%	09/30/22
Average Peak Occupancy	Year FY2022 (60%)	03/31/22
Design/Construction Progress	15%	09/30/20
	50%	09/30/21
	100%	09/30/22



*Customer satisfaction is currently at 53.92% and 96% of residents see public parking as important. More public parking ranks #4 out of 28 on where City funds should be spent over the next 3 – 5 years

Frequency & venue of review:

- Monthly/bi-weekly review with Director, consultants and PW Capital Projects/Construction Division
- Bi-weekly meetings contractor, owner’s representative and staff during construction
- Monthly review with City Manager’s Office

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

Stakeholder Group	Potential positive impact	Potential negative impact
Businesses	Additional parking - improved satisfaction with parking availability (60%)	Dissatisfaction with inconvenience during construction
Residents	Additional parking - improved satisfaction with parking availability (60%)	Dissatisfaction with inconvenience during construction
Commuters	Additional parking - improved satisfaction with parking availability (60%)	Dissatisfaction with inconvenience during construction



Action Plan Worksheet 2020

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

Stakeholder Group	Potential positive impact	Potential negative impact
Customers, diners and visitors	Additional parking - improved satisfaction with parking availability (60%)	Dissatisfaction with inconvenience during construction

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

Positive:

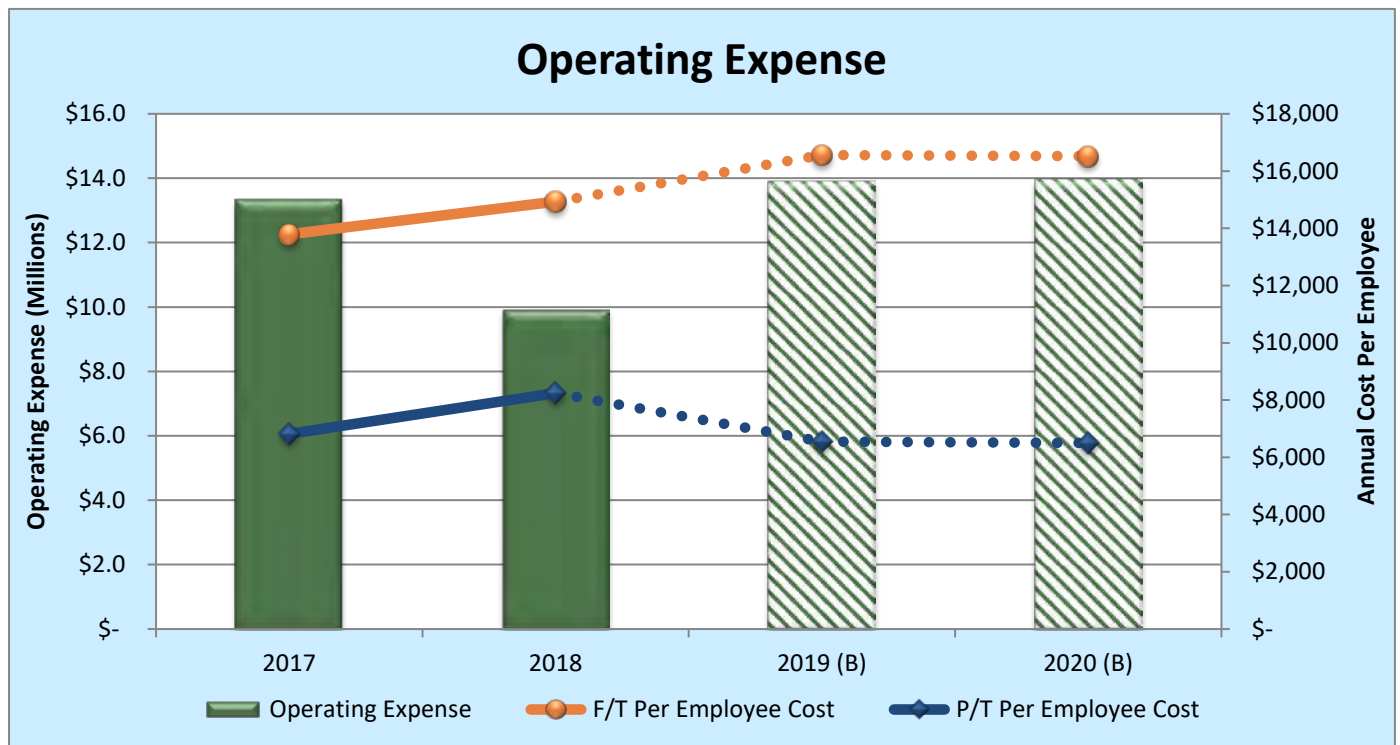
- Parking Revenue of \$2,150,000 annually
- Sale of Garage 4 to reduce Debt Service \$16,000,000
- Consolidation of G4/G1 Operations \$200,000

Negative:

- Fully loaded cost of Garage 1 construction of \$30,460,350

2019-2020 BUDGET INSURANCE FUND SUMMARY

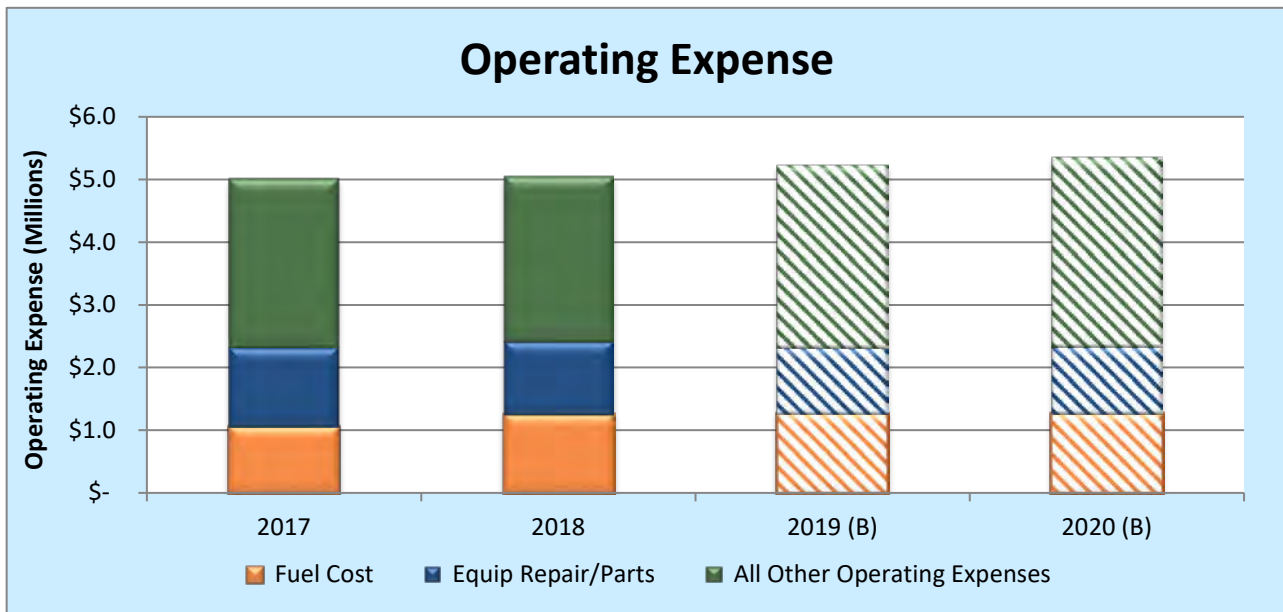
	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET
OPERATING REVENUES				
Charges to Departments for:				
Workers Compensation	\$ 2,895,093	\$ 2,596,989	\$ 2,000,000	\$ 2,000,000
General Liability Insurance	2,280,160	3,799,714	3,500,000	3,500,000
Group Health Insurance	5,795,946	5,595,183	8,410,311	8,475,973
Miscellaneous	488,909	503,153	-	-
TOTAL OPERATING REVENUES	\$ 11,460,108	\$ 12,495,039	\$ 13,910,311	\$ 13,975,973
OPERATING EXPENSES				
Group Health, Life & Dental Premiums	\$ 5,437,567	\$ 5,759,916	\$ 8,410,311	\$ 8,475,973
Worker's Comp. & Gen. Liab. Premiums	7,905,572	4,170,868	5,500,000	5,500,000
TOTAL OPERATING EXPENSES	\$ 13,343,139	\$ 9,930,784	\$ 13,910,311	\$ 13,975,973



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.

**2019-2020 BUDGET
MOTOR POOL FUND SUMMARY**

	<u>2016-2017 ACTUAL</u>	<u>2017-2018 ACTUAL</u>	<u>2018-2019 BUDGET</u>	<u>2019-2020 BUDGET</u>
OPERATING REVENUES				
Charges to Departments for use of Vehicles & Equipment	\$ 5,545,504	\$ 5,008,207	\$ 5,461,502	\$ 5,263,137
Replacement Cost Recovery	3,209,452	3,265,606	3,322,765	3,696,310
Miscellaneous	313,656	267,921	2,464,172	115,000
TOTAL OPERATING REVENUES	<u>\$ 9,068,612</u>	<u>\$ 8,541,734</u>	<u>\$ 11,248,439</u>	<u>\$ 9,074,447</u>
OPERATING EXPENSES				
		*		
Operating Expense	\$ 5,008,718	\$ 5,043,760	\$ 5,221,605	\$ 5,361,837
Capital Outlay	3,050,729	3,699,489	6,026,834	3,712,610
	<u>\$ 8,059,447</u>	<u>\$ 8,743,249</u>	<u>\$ 11,248,439</u>	<u>\$ 9,074,447</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.

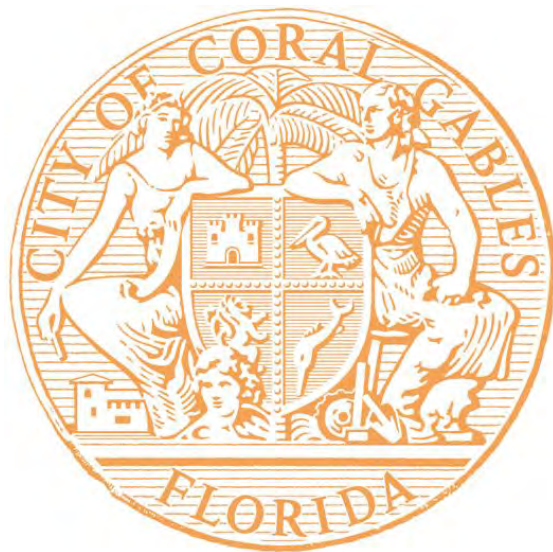
During the economic downturn, budget cuts were made to the annual fleet replacement budget to help balance the City's overall budget. Included in this budget document is a comprehensive plan to restore the annual fleet replacement budget to 100% of the amount needed to replace the City's vehicles in accordance with their useful life.

**2019-2020 BUDGET
MOTOR POOL FUND
VEHICLE AND EQUIPMENT PURCHASES**

<u>DEPARTMENT</u>	<u>DESCRIPTION</u>	<u>VEH ID#</u>	<u>REPLACEMENTS YEAR/MODEL</u>	<u>COST</u>	<u>ADDITIONS COST</u>	<u>TOTAL BUDGET</u>
City Manager						
1030	2000 Ford E450 Van	1386	Ford Transit Mid Height Cargo Van	\$ 35,000		\$ 35,000
Community Recreation						
6020	Ford F150	728	Nissan Frontier	22,000		22,000
Development Svcs						
1230	2005 Ford Escape	3069	Jeep Compass Latitude	22,000		22,000
Fire						
5500	2002 Ford Excursion	13	Ford Expedition 4X2, BU camera, blu tooth	37,000		
5500	2002 Ford Explorer	15	Ford Explorer, BU, blu tooth	30,000		
5500	2003 Ford Expedition	19	Ford Expedition 4X2 , BU camera, blu tooth	37,000		
5500	2007 Ford Crown Victoria	37	Ford Explorer, BU camera, blu tooth	30,000		
5500	Addition to Fleet		SWAT Medic Vehicle		32,000	
5500	Addition to Fleet		SWAT Medic Vehicle		32,000	
5500	Addition to Fleet		SWAT Medic Vehicle		32,000	
						230,000
Parking - Trolley						
1580	2002 FREIGHTLINER TROLLEY	5006	Hometown low floor trolley	360,000		
8400	Addition to Fleet		Chevy Bolt		33,000	
8400	Addition to Fleet		Chevy Bolt		33,000	
8400	Addition to Fleet		Chevy Bolt		33,000	
						459,000
Police						
5000	2008 Ford Edge	717	Make & Model TBD	30,000		
5000	2010 Ford Expediiton	744	Ford Expedition	37,000		
5020	2008 Ford Crown Victoria	259	Ford Interceptor SUV - Hybrid Option	37,000		
5020	2008 Ford F150	711	Ford F150	30,000		
5020	2008 Ford F150	712	Ford F150	30,000		
5020	2009 Ford Crown Victoria	285	Ford Interceptor SUV - Non Hybrid	34,500		
5020	2009 Ford Crown Victoria	293	Ford Interceptor SUV - Non Hybrid	34,500		
5020	2010 Ford Crown Victoria	325	Ford Interceptor SUV - Non Hybrid	34,500		
5020	2010 Ford Crown Victoria	326	Ford Interceptor SUV - Non Hybrid	34,500		
5020	2010 Ford Crown Victoria	328	Ford Interceptor SUV - Non Hybrid	34,500		
5020	2010 Ford Crown Victoria	330	Ford Interceptor SUV - Non Hybrid	34,500		
5020	2010 Ford Crown Victoria	331	Ford Interceptor SUV - Non Hybrid	34,500		
5020	2010 Ford Crown Victoria	333	Ford Interceptor SUV - Non Hybrid	34,500		
5020	2010 Ford Crown Victoria	334	Ford Interceptor SUV - Non Hybrid	34,500		
5020	2010 Ford Crown Victoria	335	Ford Interceptor SUV - Non Hybrid	34,500		
5020	2010 Ford Crown Victoria	336	Ford Interceptor SUV - Non Hybrid	34,500		
5020	2010 Ford Crown Victoria	337	Ford Interceptor SUV - Non Hybrid	34,500		
5020	2010 Ford Crown Victoria	338	Ford Interceptor SUV - Non Hybrid	34,500		
5020	2010 Ford Crown Victoria	340	Ford Interceptor SUV - Non Hybrid	34,500		
5020	2010 Ford Crown Victoria	341	Ford Interceptor SUV - Non Hybrid	34,500		
5020	2010 Ford Crown Victoria	342	Ford Interceptor SUV - Non Hybrid	34,500		
5020	2013 Ford Interceptor	356	Ford Interceptor SUV - Non Hybrid	34,500		
5030	2005 Ford Expedition	750	Ford Expedition	37,000		
5030	2007 Chevy Impala	828	Make & Model TBD	30,000		
5030	2007 Ford 500	844	Make & Model TBD	30,000		
5030	2007 Ford Fusion	822	Make & Model TBD	30,000		
5030	2014 Dodge Avenger	880	Make & Model TBD	30,000		
5070	2009 Ford Crown Victoria	276	Ford Interceptor SUV - Hybrid Option	37,000		
5070	2009 Ford Crown Victoria	278	Ford Interceptor SUV - Hybrid Option	37,000		
5070	2009 Ford Crown Victoria	279	Ford Interceptor SUV - Non Hybrid	34,500		
5070	2009 Ford Crown Victoria	283	Ford Interceptor SUV - Non Hybrid	34,500		
5070	2010 Ford Expediiton	747	Ford Expedition	37,000		
	Upfitting of Equipment for Police/Fire			215,410		
						1,302,910
Public Works						
6120	2007 INTERNATIONAL TRASH CRANE	1183	International Trash Truck Loader with Petersen TL3	150,000		
6120	2000 INTERNATIONAL TRASH CRANE	1189	International Trash Truck Loader with Petersen TL3	150,000		
6120	2006 STERLING PRENTICE LOADER	1600	International Trash Truck Loader with Petersen TL3	150,000		
6120	2005 Crane Carrier Refuse Truck	1806	Crane Carrier Refuse Truck	270,000		
6120	2006 Crane Carrier Refuse Truck	1808	Crane Carrier Refuse Truck	270,000		
6120	2006 Crane Carrier Refuse Truck	1810	Crane Carrier Refuse Truck	270,000		
1520	1998 Chevy 2500	1890	Ford F250, Reg Cab, Service Body, liftgate	40,000		
1520	1998 Chevy 2500	1892	Ford F250, Reg Cab, Service Body, liftgate	40,000		
6130	1999 John Bean Spray Trailer	631	Equivalent Spray Trailer	15,000		
6130	1998 Ditchwitch Root Cutter	520	Equivalent Root Cutter	20,000		
6130	1994 John Deere 710D Backhoe	1450	Equivalent Backhoe	130,000		
6130	DriveCam Cameras				27,400	
6130	Addition to Fleet		Mulch Blower		70,000	
6130	Addition to Fleet		Nissan Frontier		23,000	
						1,625,400
Total Vehicle Replacement/Additions Budget				\$ 3,380,910	\$ 315,400	\$ 3,696,310

2019-2020 BUDGET
MOTOR POOL COST DISTRIBUTION

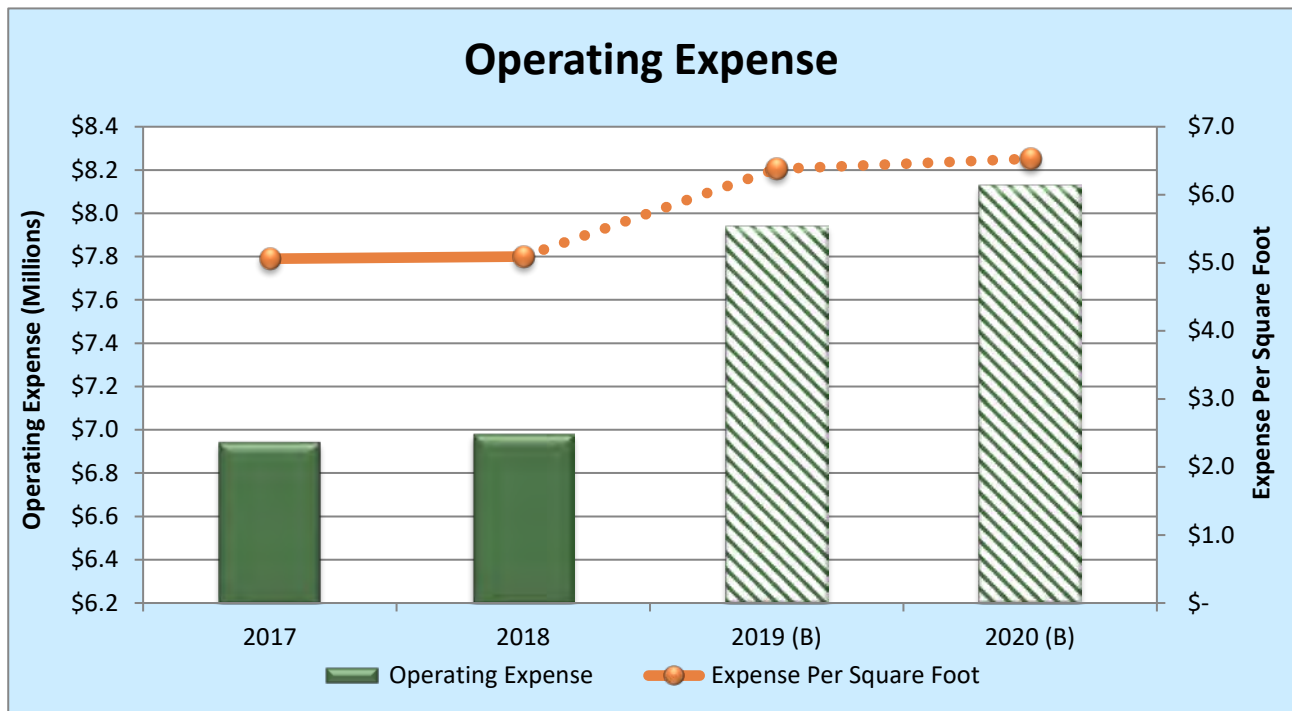
DEPT. NO.	DISTRIBUTION COST			DEPARTMENT
	REPL	MAINT	TOTAL	
1030	\$ 41,131	\$ 14,443	\$ 55,574	CITY MANAGER - PUBLIC AFFAIRS
1120	1,934	3,233	5,167	HUMAN RESOURCES
1130	1,941	138	2,079	LABOR RELATIONS & RISK MANAGEMENT
1210	29,688	20,040	49,728	DEVELOPMENT SERVICE - BUILDING
1220	10,917	1,070	11,987	DEVELOPMENT SERVICE - PLANNING
1230	23,317	19,577	42,894	DEVELOPMENT SERVICE - CODE
1320	2,376	188	2,564	HIST. RESOURCES & CULTURAL ARTS - PRESERVATION
1500	20,407	3,586	23,993	PUBLIC WORKS - ADMINISTRATIVE
1510	12,109	13,976	26,085	PUBLIC WORKS - ENGINEERING/CAPITAL IMPROVEMENT
1535	60,500	68,249	128,749	PUBLIC WORKS - STORMWATER MGMT
1540	129,503	176,099	305,602	PUBLIC WORKS - SANITARY SEWER
1550	122,000	709,813	831,813	PUBLIC WORKS - R.O.W. ENF & MAINT
1580	165,093	183,993	349,086	PARKING - TROLLEY/TRANS
3020	10,252	17,226	27,478	FINANCE - BILLING & COLLECTIONS
3040	2,201	-	2,201	FINANCE - PROCUREMENT
3200	14,535	36,477	51,012	INFORMATION TECHNOLOGY
5000	36,562	20,906	57,468	POLICE - ADMINISTRATIVE
5020	602,469	552,976	1,155,445	POLICE - UNIFORM PATROL
5030	106,766	185,876	292,642	POLICE - CRIMINAL INVESTIGATIONS
5040	31,988	28,934	60,922	POLICE - TECHNICAL SERVICES
5060	23,258	44,444	67,702	POLICE - PROFESSIONAL STANDARDS
5070	251,981	197,838	449,819	POLICE - SPECIALIZED ENFORCEMENT
5500	747,575	656,127	1,403,702	FIRE DEPARTMENT
6020	1,076	5,954	7,030	COMMUNITY RECREATION - VENETIAN POOL
6030	30,448	453	30,901	COMMUNITY RECREATION - GRANADA GOLF
6050	7,728	5,959	13,687	COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS
6070	34,294	6,555	40,849	COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE
6120	623,902	1,829,080	2,452,982	PUBLIC SERVICES - SOLID WASTE
6130	139,721	395,201	534,922	PUBLIC SERVICES - LANDSCAPE SERVICES
8360	9,120	33,795	42,915	PARKING - METER MAINT/COLLECTION
8400	29,048	13,865	42,913	PARKING - VIOLATION ENFORCEMENT
1555	5,070	17,066	22,136	PUBLIC WORKS - SIGN SHOP
	<u>\$ 3,328,910</u>	<u>\$ 5,263,137</u>	<u>\$ 8,592,047</u>	



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**2019-2020 BUDGET
PUBLIC FACILITIES FUND SUMMARY**

	<u>2016-2017 ACTUAL</u>	<u>2017-2018 ACTUAL</u>	<u>2018-2019 BUDGET</u>	<u>2019-2020 BUDGET</u>
OPERATING REVENUES				
Charges to Departments for use of Facilities	\$ 7,435,295	\$ 7,635,224	\$ 7,914,814	\$ 8,088,235
Miscellaneous	40,510	38,255	25,000	40,000
TOTAL OPERATING REVENUES	<u>\$ 7,475,805</u>	<u>\$ 7,673,479</u>	<u>\$ 7,939,814</u>	<u>\$ 8,128,235</u>
OPERATING EXPENSES				
Operating Expense	\$ 6,940,794	\$ 6,977,499	\$ 7,939,814	\$ 8,128,235
Capital Outlay	-	-	-	-
TOTAL OPERATING EXPENSES	<u>\$ 6,940,794</u>	<u>\$ 6,977,499</u>	<u>\$ 7,939,814</u>	<u>\$ 8,128,235</u>



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.

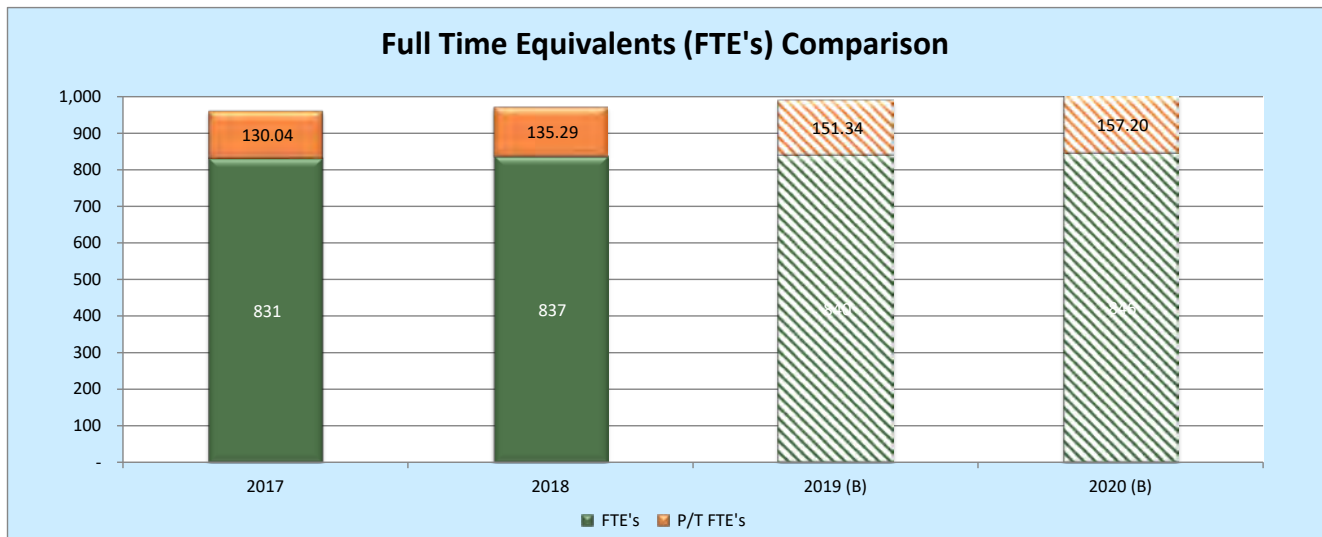
2019-2020 BUDGET
TOTAL PUBLIC FACILITIES COST DISTRIBUTION

DEPT. NO.	TOTAL COST DISTRIBUTION	DEPARTMENT
0100	\$ 58,077	CITY COMMISSION
0500	40,500	CITY ATTORNEY
0600	32,945	CITY CLERK - ADMIN
0601	35,252	CITY CLERK - SPEC REV EXP
1010	30,406	CITY MANAGER - ADMIN
1030	45,268	CITY MANAGER - PUBLIC AFFAIRS
1120	36,253	HUMAN RESOURCES
1130	17,626	LABOR RELATIONS & RISK MANAGEMENT
1200	28,487	DEVELOPMENT SERVICE - ADMIN
1210	64,091	DEVELOPMENT SERVICE - BUILDING
1220	90,295	DEVELOPMENT SERVICE - PLANNING
1230	25,234	DEVELOPMENT SERVICE - CODE
1320	326,337	HIST. RESOURCES & CULTURAL ARTS - PRESERVATION
1330	98,950	HIST. RESOURCES & CULTURAL ARTS - CULTURAL ARTS
1500	22,942	PUBLIC WORKS - ADMINISTRATIVE
1505	5,796	PUBLIC WORKS - TRANSPORTATION & SUSTAINABILITY
1510	61,487	PUBLIC WORKS - ENGINEERING/CAPITAL IMPROVEMENT
1535	39,792	PUBLIC WORKS - STORMWATER MGMT
1540	396,266	PUBLIC WORKS - SANITARY SEWER
1550	1,758,723	PUBLIC WORKS - R.O.W. ENF & MAINT
1555	44,764	PUBLIC WORKS - SIGN SHOP
3010	58,396	FINANCE - ADMINISTRATION
3020	17,082	FINANCE - BILLING & COLLECTIONS
3030	18,042	FINANCE - REPORTING & OPERATIONS
3040	152,129	FINANCE - PROCUREMENT
3050	25,501	FINANCE - MANAGEMENT & BUDGET
3200	36,632	INFORMATION TECHNOLOGY
5000	143,350	POLICE - ADMINISTRATIVE
5020	189,936	POLICE - UNIFORM PATROL
5030	153,495	POLICE - CRIMINAL INVESTIGATIONS
5040	199,011	POLICE - TECHNICAL SERVICES
5060	187,625	POLICE - PROFESSIONAL STANDARDS
5500	708,879	FIRE DEPARTMENT
6010	158,764	COMMUNITY RECREATION - TENNIS CENTERS
6020	183,440	COMMUNITY RECREATION - VENETIAN POOL
6030	153,955	COMMUNITY RECREATION - GRANADA GOLF
6050	875,051	COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS
6070	51,318	COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE
6120	30,404	PUBLIC SERVICES - SOLID WASTE
6130	833,236	PUBLIC SERVICES - LANDSCAPE SERVICES
8300	21,547	PARKING - ADMINISTRATIVE
8310	112,542	PARKING - GARAGE NO. 1
8320	187,319	PARKING - GARAGE NO. 2
8330	32,780	PARKING - GARAGE NO. 3
8340	120,329	PARKING - GARAGE NO. 4
8390	65,559	PARKING - METER/PERMIT PARKING LOTS
1580	112,422	PARKING - TROLLEY/TRANS
	\$ 8,088,235	

**CITY OF CORAL GABLES
2019-2020 BUDGET
POSITION SUMMARY**

FOUR YEAR COMPARISON OF FULL TIME EQUIVALENTS (FTE's)

DEPARTMENT	ACTUAL 2016-2017			ACTUAL 2017-2018			BUDGET 2018-2019			BUDGET 2019-2020		
	FT	P/T	Total	FT	P/T	Total	FT	P/T	Total	FT	P/T	Total
	FTE's	FTEs	FTE's	FTE's	FTEs	FTE's	FTE's	FTEs	FTE's	FTE's	FTEs	FTE's
City Commission	6.00	0.75	6.75	6.00	0.75	6.75	6.00	0.75	6.75	6.00	0.75	6.75
City Attorney	6.50	0.75	7.25	6.50	0.75	7.25	6.50	0.75	7.25	6.50	0.75	7.25
City Clerk	8.00	3.75	11.75	8.00	3.75	11.75	8.00	4.50	12.50	8.00	4.50	12.50
City Manager	10.50	6.75	17.25	10.50	6.75	17.25	10.50	8.10	18.60	10.50	8.10	18.60
Human Resources	10.00	3.00	13.00	10.00	2.25	12.25	10.00	2.25	12.25	10.00	4.50	14.50
Labor Relations & Risk Mgmt	4.00	0.75	4.75	4.00	0.75	4.75	4.00	0.75	4.75	4.00	0.75	4.75
Development Services	62.00	2.25	64.25	62.00	2.25	64.25	62.00	3.75	65.75	63.00	3.75	66.75
Historic Resources	6.00	0.75	6.75	6.00	0.75	6.75	6.00	0.75	6.75	6.00	0.75	6.75
Public Works	195.00	11.25	206.25	195.00	11.25	206.25	196.00	14.25	210.25	198.00	15.00	213.00
Finance	27.00	7.50	34.50	27.00	8.25	35.25	27.00	9.75	36.75	27.00	9.75	36.75
Information Technology	17.00	5.25	22.25	17.00	5.25	22.25	19.00	6.00	25.00	19.00	6.00	25.00
Police	267.00	12.45	279.45	272.00	16.20	288.20	272.00	17.70	289.70	275.00	19.80	294.80
Fire	147.00	1.50	148.50	147.00	2.25	149.25	147.00	2.25	149.25	147.00	2.25	149.25
Community Recreation	31.00	68.84	99.84	32.00	68.84	100.84	32.00	70.64	102.64	32.00	71.40	103.40
Economic Development	5.00	-	5.00	5.00	0.75	5.75	5.00	1.50	6.50	5.00	1.50	6.50
Non-Departmental	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Parking	28.00	4.50	32.50	28.00	4.50	32.50	28.00	7.65	35.65	28.00	7.65	35.65
Total	831.00	130.04	961.04	837.00	135.29	972.29	840.00	151.34	991.34	846.00	157.20	1,003.20



FOUR YEAR COMPARISON OF TOTAL HEADCOUNT (Number of Employees)

	ACTUAL 2016-2017			ACTUAL 2017-2018			BUDGET 2018-2019			BUDGET 2019-2020		
	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total
	Pos.	Pos.	Pos.	Pos.	Pos.	Pos.	Pos.	Pos.	Pos.	Pos.	Pos.	Pos.
Total Headcount	831	130	961	837	135	972	840	151	991	846	157	1,003

Please note that part time positions are counted as Full Time Equivalents (FTE's) for budgetary purposes. In other words, a part time employee who works 20 hours of a 40 hour work week counts as 0.50 FTE's. That same position would count as 1.00 for Headcount (HC) purposes.

**2019-2020 BUDGET
PAYROLL RELATED COST DISTRIBUTION**

DEPT	TOTAL FT HC & PT FTE's	TOTAL WAGES	PERSONNEL BENEFITS						TOTAL BENEFITS	GENERAL LIABILITY INSURANCE
			FICA TAX	RETIRE- MENT	WORKERS COMP	GROUP INSURANCE	POST EMPL HEALTH			
0100	6.75	\$ 252,182	\$ 19,292	\$ 108,328	\$ 1,086	\$ 62,223	\$ 950	\$ 191,879	\$ 11,849	
0500	7.25	791,762	54,065	209,584	1,041	77,245	7,050	348,985	37,201	
0600	5.75	443,949	33,388	155,080	803	57,549	4,050	250,870	20,859	
0601	6.75	345,490	26,430	63,903	482	28,702	3,100	122,617	16,233	
1010	10.60	1,056,321	66,368	335,094	1,786	86,258	7,750	497,256	49,631	
1030	8.00	488,005	37,332	84,395	3,219	24,001	2,150	151,097	22,929	
1120	14.50	964,202	71,006	301,159	2,339	100,551	10,000	485,055	45,303	
1130	4.75	410,828	29,544	108,349	2,307	43,146	4,050	187,396	19,303	
1200	6.00	497,283	34,411	85,269	2,506	60,070	4,300	186,556	23,365	
1210	29.25	2,374,375	181,639	875,051	31,689	296,001	10,450	1,394,830	111,560	
1220	18.00	1,325,940	100,685	520,499	12,799	174,894	7,850	816,727	62,299	
1230	13.50	766,783	58,660	290,917	17,348	129,345	1,900	498,170	36,027	
1320	4.00	395,619	27,869	166,873	643	38,298	4,300	237,983	18,588	
1330	2.75	142,096	10,870	50,369	443	24,420	950	87,052	6,676	
1500	6.00	552,384	39,162	232,996	4,048	67,577	5,250	349,033	25,954	
1505	2.00	224,790	16,273	94,817	1,863	21,798	2,150	136,901	10,562	
1510	21.75	1,854,190	141,845	615,390	32,801	179,781	10,700	980,517	87,119	
1520	19.25	1,112,851	85,133	392,129	35,705	168,674	3,100	684,741	52,287	
1535	8.50	501,154	38,337	180,500	19,783	66,968	1,900	307,488	23,547	
1540	14.25	942,526	72,014	293,716	29,755	123,067	2,150	520,702	44,284	
1550	9.00	568,823	43,515	232,759	40,871	86,103	1,900	405,148	26,726	
1555	2.75	136,385	10,433	47,849	7,055	21,775	-	87,112	6,408	
1580	1.50	130,520	9,984	55,053	1,863	14,352	600	81,852	6,132	
3010	2.00	244,124	15,819	102,972	321	26,653	2,150	147,915	11,470	
3020	9.75	500,123	38,260	122,813	4,690	64,895	1,900	232,558	23,498	
3030	11.25	844,267	63,835	273,527	1,446	94,070	8,800	441,678	39,668	
3040	9.75	709,461	53,779	153,384	964	66,123	5,000	279,250	33,334	
3050	4.00	438,554	31,690	184,981	643	43,160	4,050	264,524	20,605	
3200	25.00	1,670,567	125,508	458,575	2,287	206,268	7,150	799,788	78,491	
4700	23.50	1,527,298	116,087	590,856	38,282	220,191	4,050	969,466	71,760	
5000	17.75	1,874,778	135,834	775,106	25,219	178,605	10,600	1,125,364	88,086	
5020	123.75	9,949,705	758,286	4,704,976	286,888	1,291,480	72,350	7,113,980	467,485	
5030	43.00	4,133,665	314,955	1,877,048	98,403	460,241	25,550	2,776,197	194,219	
5040	58.25	3,878,330	296,319	1,302,908	15,870	574,223	3,500	2,192,820	182,223	
5060	13.75	1,105,773	82,465	354,886	12,369	75,881	3,800	529,401	51,955	
5070	38.30	3,379,376	256,959	1,436,422	74,854	344,858	21,650	2,134,743	158,779	
5500	149.25	16,356,691	278,415	7,360,515	396,850	1,191,836	134,250	9,361,866	768,516	
6000	8.50	544,567	40,186	206,789	7,171	62,279	5,250	321,675	25,586	
6010	13.80	463,129	35,428	78,117	10,062	47,957	1,900	173,464	21,760	
6020	30.00	690,179	52,799	84,887	12,041	40,902	2,850	193,479	32,428	
6030	1.00	46,138	3,530	19,039	1,947	9,563	-	34,079	2,168	
6050	27.80	879,562	67,288	173,355	19,995	76,519	1,900	339,057	41,326	
6060	9.45	305,976	23,407	48,825	4,459	23,983	950	101,624	14,376	
6065	2.35	109,621	8,386	31,732	176	9,570	-	49,864	5,151	
6070	10.50	473,391	36,214	67,628	26,138	60,813	1,900	192,693	22,242	
6120	76.00	4,007,274	306,354	1,471,923	531,228	763,040	4,050	3,076,595	188,279	
6130	30.00	1,743,795	132,818	634,241	122,356	270,382	5,000	1,164,797	81,932	
6900	6.50	545,563	41,356	178,967	803	53,923	5,250	280,299	25,633	
7010	1.00	100,542	7,691	42,409	161	9,575	950	60,786	4,724	
8300	6.25	446,828	32,161	144,494	964	52,698	2,750	233,067	20,994	
8320	1.00	52,398	4,008	22,101	5,352	9,565	-	41,026	2,462	
8330	1.00	38,368	2,935	16,184	161	9,562	-	28,842	1,803	
8340	1.00	38,092	2,914	16,067	1,703	9,562	-	30,246	1,790	
8360	6.00	276,493	21,151	116,626	15,048	60,026	-	212,851	12,991	
8400	18.90	839,073	64,188	197,407	28,914	114,772	-	405,281	39,424	
1,003.20	\$ 74,492,159	\$ 4,659,280	\$ 28,749,839	\$ 2,000,000	\$ 8,475,973	\$ 434,150	\$ 44,319,242	\$ 3,500,000		

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.

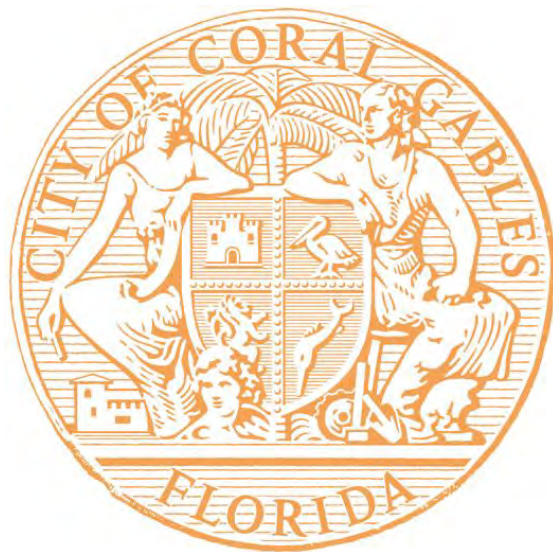
Resolution - A special or temporary legislative order requiring less legal formality than an ordinance/statute.

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.



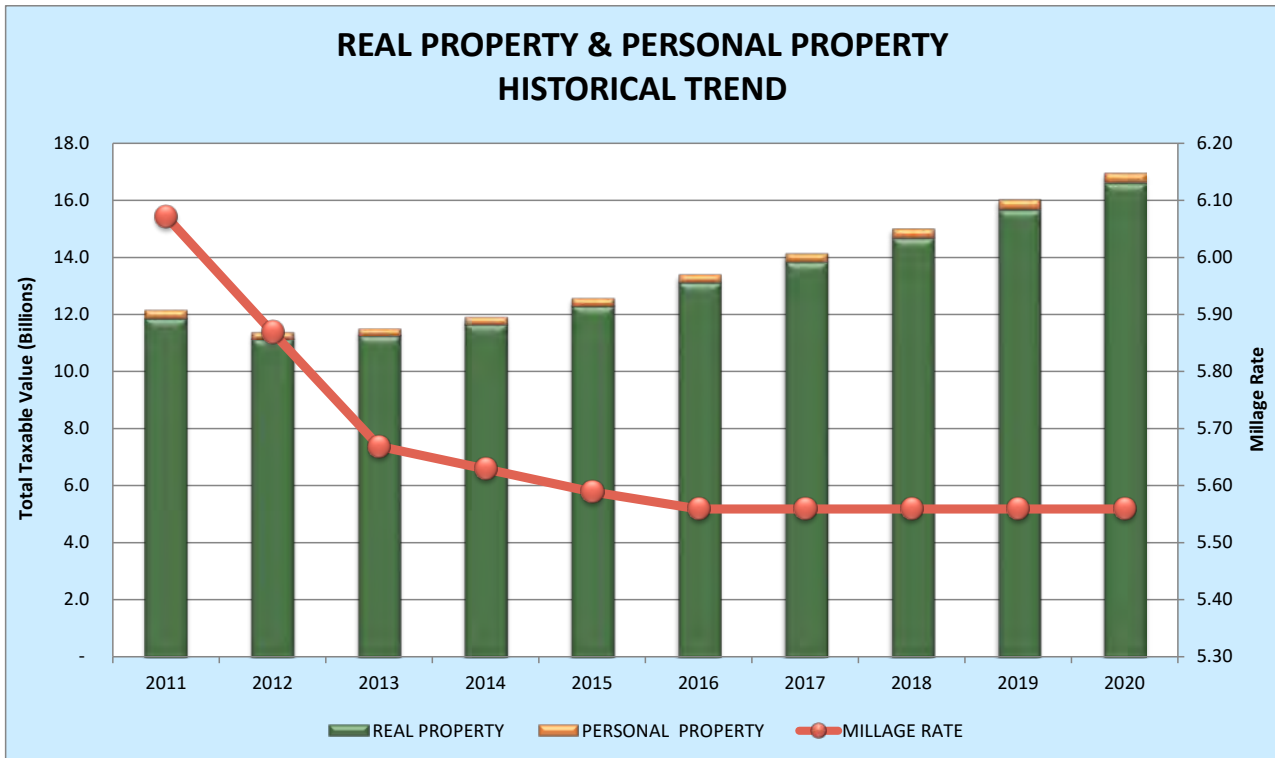
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**CITY OF CORAL GABLES
2019-2020 BUDGET
TAXABLE VALUES OF REAL & PERSONAL PROPERTY
TEN-YEAR TREND**

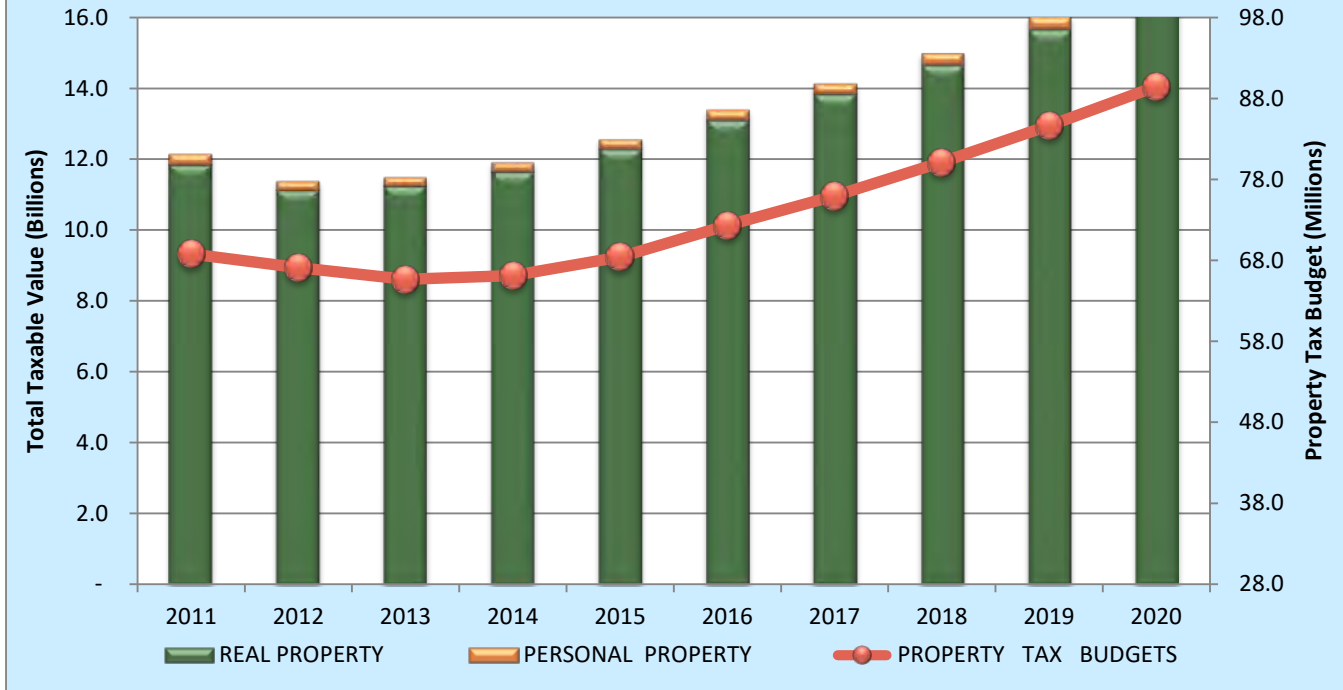
FISCAL YEAR	REAL PROPERTY	PERSONAL PROPERTY	TOTAL TAXABLE VALUE
2011	\$ 11,875,112,539	\$ 312,425,424	\$ 12,187,537,963
2012	11,150,104,798	273,567,777	11,423,672,575
2013	11,274,462,412	268,344,904	11,542,807,316
2014	11,670,308,166	278,612,834	11,948,921,000
2015	12,310,820,923	286,769,090	12,597,590,013
2016	13,122,550,945	297,133,073	13,419,684,018
2017	13,846,350,336	307,225,188	14,153,575,524
2018	14,674,791,829	331,873,747	15,006,665,576
2019	15,669,652,415	353,724,881	16,023,377,296
2020	16,595,199,135	341,167,483	16,936,366,618



FISCAL YEAR	CORAL GABLES TAX RATES			* COUNTY	* SCHOOL	* REGIONAL	TOTAL TAX MILLAGE RATE
	OPERATIONS	DEBT SERVICE	TOTAL				
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
2019	5.5590	-0-	5.5590	5.8568	6.7330	0.3256	18.4744
2020	5.5590	-0-	5.5590	5.8969	7.1480	0.3115	18.9154

**CITY OF CORAL GABLES
2019-2020 BUDGET**

**TAXABLE VALUES AND PROPERTY TAX BUDGETS
LAST TEN YEARS**



**PROPERTY TAX BUDGETS AND TAX COLLECTIONS
LAST TEN FISCAL YEARS**

FISCAL YEAR	PROPERTY TAX BUDGETS	COLLECTIONS		* TOTAL COLLECTIONS TO DATE	PERCENT OF LEVY COLLECTED TO DATE
		WITHIN THE YEAR OF THE LEVY	PRIOR YEARS' LATE COLLECTIONS		
2011	\$ 68,805,430	\$ 69,328,037	\$ 1,946,712	\$ 71,274,749	103.6%
2012	67,086,306	65,131,368	1,729,247	66,860,615	99.7%
2013	65,664,270	64,648,342	645,906	65,294,248	99.4%
2014	66,122,035	61,783,171	(583,264)	61,199,907	92.6%
2015	68,406,478	65,808,892	(633,813)	65,175,079	95.3%
2016	72,311,324	72,124,540	(677,399)	71,447,141	98.8%
2017	75,989,729	75,984,395	39,933	76,024,328	100.0%
2018	80,124,165	80,589,615	172,533	80,762,148	100.8%
2019	84,645,256	85,214,728	247,298	85,462,026	101.0%
2020	89,491,799	-	-	-	0.0%



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