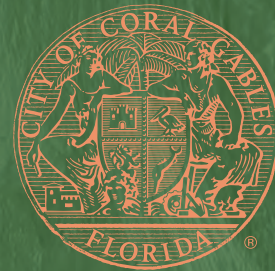


City of Coral Gables, Florida
2020-2021 BUDGET



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

**CORAL
GABLES**
THE CITY BEAUTIFUL

CITY OF CORAL GABLES



RAÚL VALDÉS-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

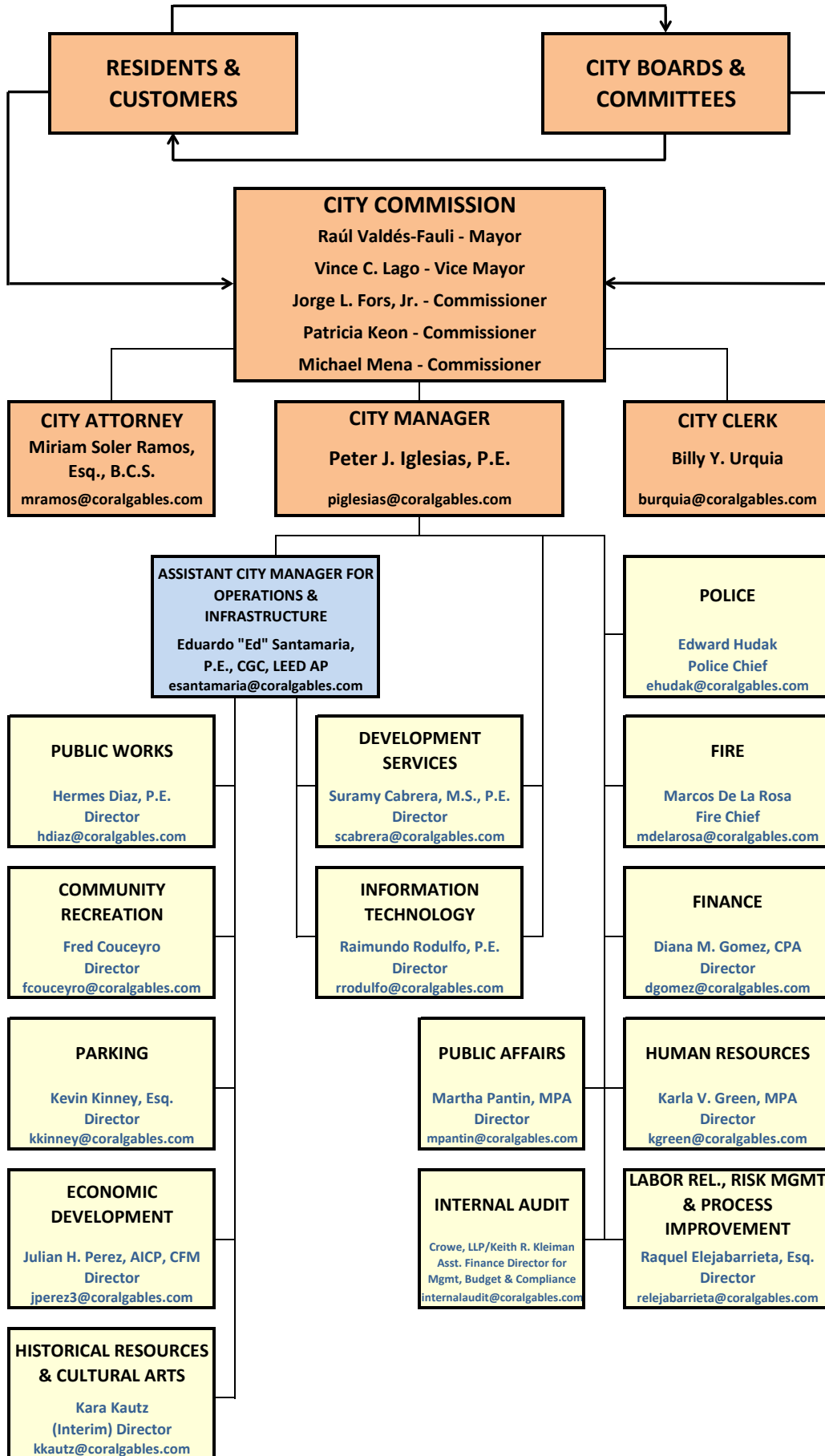
KEITH R. KLEIMAN
ASSISTANT FINANCE DIRECTOR – MANAGEMENT, BUDGET & COMPLIANCE

MITRANAND BHAGIRATHI
SR. MANAGEMENT & BUDGET ANALYST

PAULA RODRIGUEZ
MANAGEMENT & BUDGET ANALYST II

ELSY FUENTES
INTERNAL AUDIT & GRANTS COORDINATOR

**CITY OF CORAL GABLES, FLORIDA
ORGANIZATION CHART
2020-2021 BUDGET**



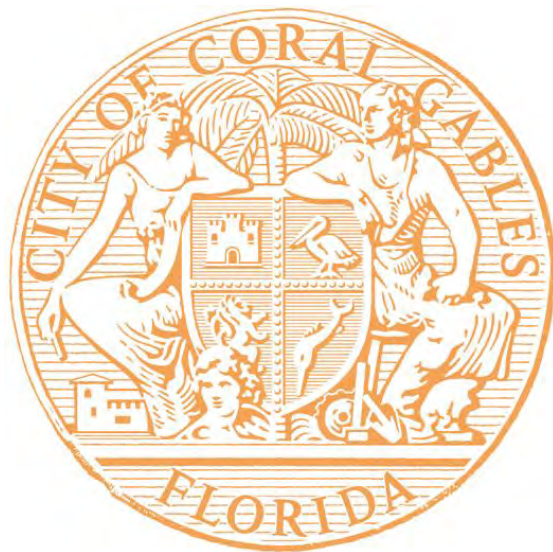


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2020-2021 BUDGET

TABLE OF CONTENTS

CITY ORGANIZATION CHART	3
CITY MANAGER’S BUDGET MESSAGE	7
CORAL GABLES 2020-2022 STRATEGIC PLAN	18
CORAL GABLES AT A GLANCE	22
CORAL GABLES – The City Beautiful	23
DISTINGUISHED BUDGET AWARD	44
BUDGET PREPARATION CALENDAR	46
A GUIDE TO THE BUDGET	46
FINANCIAL DATA	
Revenue Summaries	55
Expenditure Summaries	63
Capital and Enterprise Fund Summaries	72
Summary of Revenues, Expenditures and Changes in Fund Balance	74
Enterprise Funds Summaries – Four Year Comparison	75
Capital Projects	76
Capital Matrix Funding Program	84
Debt Service.....	91
Trend Analysis	94
Long Range Financial Plans.....	100
DEPARTMENTAL EXPENDITURE BUDGETS	
City Commission.....	105
City Attorney.....	107
City Clerk.....	113
City Manager.....	121
Human Resources.....	135
Labor Relations, Risk Management & Process Improvement	157
Development Services.....	171
Historic Resources & Cultural Arts.....	193
Public Works.....	209
Finance	259
Information Technology.....	281
Police	305
Fire	331
Community Recreation	347
Economic Development	381
Non-Departmental.....	413
Parking	417
OTHER COST DISTRIBUTIONS	
Insurance Fund.....	453
Motor Pool Fund	454
Public Facilities Fund.....	458
Full Time & Part Time Position Summary – Four Year Comparison	460
Payroll Related Cost Distribution.....	461
HISTORICAL DATA	
Assessed Values & Property Tax Rates - Ten-Year Trend.....	464
Property Tax Budgets - Last 10 years	465
GLOSSARY OF BUDGET TERMS	466



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THE CITY OF CORAL GABLES

OFFICE OF CITY MANAGER



The City Beautiful

CITY HALL 405 BILTMORE WAY
CORAL GABLES, FLORIDA 33134

October 1, 2020

Honorable Mayor and Members of the City Commission

City of Coral Gables

Coral Gables, Florida

Dear Mayor and Commissioners:

As COVID-19 has negatively impacted the health and livelihoods of many Coral Gables residents, so too has it affected our City's revenue streams. The economic repercussions of this pandemic forced us to focus carefully on gathering and analyzing data to identify revenue shortfalls, formulate a plan to balance the fiscal year 2020 budget, and evaluate the pandemic's longer-range impacts on FYs 2021 & 2022.

Our commitment to maintaining healthy general fund reserve levels, which earned our City AAA bond ratings from all three ratings agencies, and our detailed budget planning were crucial to our ability to offset budget shortfalls. It also allowed us the chance to provide marketing advice to our business partners and lease deferments to our City tenants. Strict expenditure cutbacks and monitoring levels allowed us to provide essential services to our residents and others without interruption, among them collecting trash and recyclables, providing maintenance to streets and green areas, running our trolleys and FreeBees and performing other essential services.

In order to be fiscally responsible, we enacted certain measures at the start of the pandemic that will be extended through the end of the 2021 fiscal year. These included a hiring freeze on vacant positions other than Police, Fire and Communications operators; a freeze on non-essential expenditures; and deferments of select capital projects.

To weather the current economic environment as well as withstand future market fluctuations, our City's pension plan is well diversified and strategically structured for the longer-term horizon. Several portfolio investments performed well despite the temporary market downturn in equity investments, and markets continue on their positive trajectory. Due to its long-term

nature, the pension plan averages investment gains and losses over a five-year period to minimize volatility.

While these have been challenging times for our City and the world, Coral Gables remains steadfast in its commitment to maintain the gold standard in services and infrastructure our residents and businesses expect. I strongly believe that the decisions taken to formulate the FY 2020- 2021 budget and the measures taken in Fiscal Year 2019-2020 reflects both of these priorities while faithfully adhering to the City’s Strategic Plan.

Regulatory

The FY 2020-2021 Budget beginning October 1, 2020 through September 30, 2021 was submitted on July 1, 2020 in accordance with the requirements of Article V of the City Charter. The Annual Budget is a financial plan and management tool that guides the City and each department for the upcoming fiscal year. The Budget contains projected as well as comparative financial information with budgets of previous years, and actual revenues and expenditures. The comparative data helps to analyze trends of the financial operations of the City. The Budget was presented at a Commission workshop on Wednesday, July 15, 2020 at 9:30 AM. As you know, state law requires that two public hearings be held in September to officially adopt the budget. The hearings were held on Thursday, September 10, 2020 and Tuesday, September 22, 2020; both at 5:01 PM.

Methodology for Addressing the Economic Downturn

Since the Great Recession, Coral Gables has experienced a steady recovery that has enabled the implementation of new or enhanced services and programming, as well as the much-needed development and implementation of a comprehensive capital improvement program. However, and more importantly, the losses that were experience during the recession as well as the growth since that event, inspired the City to plan ahead in case such an event should happen again. This approach we term “financial sustainability”. Financial sustainability gives the City resources and fallbacks to facilitate uninterrupted services to our residents as well as continued investment in capital infrastructure.

The current economic downturn is being addressed as a three-year event, i.e. revenue under-performance affecting FYs 2020, 2021 and 2022. The goal for Coral Gables is to keep revenue shortfalls contained to each individual year. Specifically, we must make sure to prevent one year’s revenue under-performance from affecting the subsequent year. To do this, we will address potential revenue shortages in each year and take all necessary measures to plan for the effects.

For FY 2019-2020, revenue under-performance started mid-March, most immediately with decreased parking revenues. From that point through to the writing of this message receipt activity has decreased in other revenues such as parking citations, building services, passport services, recreation programs and all revenues directly related to sales tax collections.

Overall, staff has projected a \$8.2M deficit for Fiscal Year 2020. To address this shortfall, the City has frozen all full and part time vacancies except for sworn Police and Fire ranks, Communications Operators and essential parks recreation staff. Additionally, all non-essential operating expenditures have been restricted and each department Director has reduced other operational spending down to a minimum. The City has also deferred funding to certain capital projects

For FY 2020-2021, staff projected revenues in a conservative manner, coming up with a projected \$12.6M shortfall. It is essential to note that in the year economic downturns start as well as in the year immediately following, there are a lack of reliable trends on which revenues can be confidently projected. With that said, to address possible projection unknowns, staff has implemented an innovative two-layer approach to balancing the budget, i.e. using conservative revenue projections based on immediately experienced revenue trends, but to also plan for additional shortfalls if adopted revenues under-perform. This methodology involves developing what we will refer to as hard and soft reductions to be applied to various segments of the budget.

Hard reductions are actual reductions to the expense and capital budgets in order to balance to FY 2020-2021 projected revenues. These include reductions in recurring expenditures/transfers out such as freezing vacancies (\$1.9M), reducing operating expense (\$2.2M), reducing the capital matrices transfer from the General Fund (\$4.6M), reducing the capital contingency in the General Fund (\$1.0M), reducing the debt service reserve (\$1.2M), adjusting the Annual/Sick Leave payout methodology (\$950K), reducing Fleet Replacement (\$495K), and adjusting the Health Insurance rate increase (\$280K).

Soft reductions are a second layer of items identified in the budget to be scheduled for reduction/elimination only if adopted revenues under-perform. These items are identified in most departments and held in a holding code within those departments until such time as the adopted revenue budget activity is confirmed. Revenue activity will be reviewed each month to determine if revenues are coming in as planned. If shortfalls occur, the soft reductions can be implemented to the extent required to rebalance the budget. Soft reductions built into the budget include operating expense contingency for budget reduction (\$5.4M), further reduction of the debt service reserve (\$600K), and pension stabilization (\$1.0M).

For FY 2021-2022 there is a growing consensus that although an economic recovery may be underway by that time, property values may decline compared to those included in the Fiscal Year 2020-2021 budget. Residential values are not necessarily the concern. However, commercial values are the concern due to business closings and the newly accepted work from

home culture. With that very real concern in mind, the soft reductions included in the FY 2020-2021 budget can be available as hard or soft reductions in the FY 2021-2022 to be implemented as necessary to balance the budget. Having the soft reductions remain in place for FY 2021-2022 the City will be prepared for a potential decline in property values without the need to make further adjustments.

Budgetary Overview

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.

Expenditures

The total operating, capital and debt service budget approved for FY 2020-2021 is \$205.6M, a net decrease of \$118.9M or 36.6% compared to the amended FY 2019-2020 annual budget of \$324.5M.

The majority of the change is a decrease of \$115M in capital improvement projects included in the FY 2019-2020 budget that are not repeated in the FY 2020-2021 Budget. If projects are not completed by the end of FY 2019-2020, 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 project, the Fire Station 2/Trolley Depot project, the construction of Garage 7, facility repairs/improvements, parks repairs/improvements and sanitary sewer/storm water improvements.

A comparison of expenditures for the FY 2019-2020 Amended Budget and the FY 2020-2021 Budget is shown below:

Budget Year	2019-2020	2020-2021	Increase (Decrease)
Operating	\$176,479,395	172,791,224	3,688,171
Capital	137,480,288	22,511,828	114,968,460
Debt Service	10,566,137	10,344,809	221,328
Total	<u>\$324,525,820</u>	<u>205,647,861</u>	<u>118,877,959</u>

Operating Expenditures

The decrease in operating expenses from the amended FY 2019-2020 Budget of \$176,479,395 to the FY 2020-2021 Budget of \$172,791,224 is \$3,688,171, or 2.1%.

The following table summarizes the changes from the FY 2019-2020 Amended Budget to the FY 2020-2021 Budget:

<u>Budget Item</u>	<u>Incr/Decr</u>	<u>Budget</u>
Salary	\$ (1,601,521)	\$ 70,123,287
Overtime	(179,924)	2,257,412
Retirement	674,625	29,424,464
FICA	(119,190)	4,544,100
Workers Comp	(2,763)	2,000,000
Health & OPEB	747,292	10,075,784
Preservation of Ben. Plan	(4,000)	82,000
Other Misc. Benefits	2,500	142,325
Professional Services	(1,588,005)	15,082,370
Repairs, Maint., Utilities & Misc. Services	464,335	19,405,169
Parts, Supplies & IT Maint.		
Subscriptions	(393,192)	8,275,439
Equipment Replacements	(1,112,423)	481,532
Equipment Additions	(866,334)	210,705
Debt, Empl Payouts & Contingencies	4,409,896	6,040,907
Grants	(488,077)	796,389
Non-Operating	(328,599)	912,928
Fleet Equip Replacement	(3,302,791)	2,936,413
	<u>\$ (3,688,171)</u>	<u>\$ 172,791,224</u>

Salary costs are decreasing \$1.6M in an effort to reduce the projected deficit. As indicated in the aforementioned budget reduction methodology, all non-essential full and part time vacancies are frozen through FY 2020-2021. If revenue performance is greater than expected, some frozen positions might be considered for recruitment. Professional Services is decreasing \$1.6M in an effort to reduce the projected deficit as well as to eliminate one-time items included in the FY 2019-2020 budget not repeating for FY 2020-2021.

Retirement costs are increasing \$674K due to the annual indexing to raise the additional pension payment of \$353K, Pension Board approved assumption changes included in the Actuarial Required Contribution (ARC) of \$239K, and new employees selecting the 401(b) plan instead of the pension of \$83K. Health Insurance is increasing \$747K to cover the cost of the recent

contract with Cigna. Though the contract was in place for FY2019-2020, Cigna offered the City a one-time credit for the first year of service that held the premiums to the previous year's rate. The Contingency accounts have increased a net amount of \$4.4M. A holding code has been created in the City's division pages for soft reductions called "Contingency to Reduce Budget".

Personnel Positions

For the FY 2020-2021 Budget full time headcount remains the same as FY 2019-2020 at 846. However, a full-time position was eliminated in the Public Affairs Division of the City Manager's Office in order to help reduce the deficit in the General Fund budget. A Project Manager position was created (albeit frozen until needed) in the Sanitary Sewer proprietary fund within Public Works to support the upcoming force main replacement project. For FY 2020-2021 part time positions have been reduced by two as part of a restructure of the Human Resources Department.

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.

FY 2020-2021 Additions to the Budget

Each fiscal year, the City must review its need to add incremental items to be budget to enhance essential resident services, parks and landscape services, public safety services. In addition, incremental additions also support ongoing information technology systems that are in this age an integral part of each department in the City. For FY 2020-2021 funds available for incremental additions are extremely limited. Though many well thought out initiatives were requested by staff, only the following items were funded:

<u>DEPARTMENT</u>	<u>REQUEST</u>	<u>ONE-TIME</u>	<u>ONGOING</u>	<u>TOTAL</u>
Community Recreation	Annual Acid Wash for Pool Bottom	\$ -	\$ 5,000	\$ 5,000
	Agricultural Supplies for additional parks	-	15,000	15,000
	PT Seasonal Special Populations Counselor	-	8,612	8,612
	Adult Activity Center Parking Vouchers	-	15,000	15,000
Development Services	Zoning Code Update Consultant	50,000	-	50,000
Economic Development	Retail Strategy Refresh	22,000	-	22,000
Public Works	Bee Hive Removal	-	20,000	20,000
	Add'l funds Fertilizer & Mulch 5 New Parks	-	8,000	8,000
	Police	Radio System Annual Software Maintenance	-	50,334
	Annual Maintenance of NC4 Software	-	40,000	40,000
	K9 Acquisitions and Expenses	34,000	-	34,000
		<u>\$ 106,000</u>	<u>\$ 161,946</u>	<u>\$ 267,946</u>

Employee Classification Ten-Year Comparison

<u>FISCAL YEAR</u>	<u>POLICE OFFICERS</u>	<u>FIRE- FIGHTERS</u>	<u>GENERAL EMPLOYEES</u>	<u>TOTAL</u>
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
2021	193	139	514	846

Bargaining Unit Agreements

The Fraternal Order of Police (FOP) contract was effective October 1, 2016 through September 30, 2019; FY 2018-2019 was the final year of the contract. The City's Labor Relations team is currently in negotiations with the FOP as of October 1, 2019. 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.

Capital Improvements

The Fiscal Year 2020-2021 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. Typically, the City transfers approximately \$5.0M from the General Fund to the Capital Improvement fund to supplement the planned use of available capital fund balance. However, due to the current financial environment, funding for FY 2020-2021 capital projects will be limited to just planned use of fund balance. Even with the financial limitation, staff is proud to say that this budget continues to address many of the City's ongoing capital infrastructure needs, as well as one-time funding for essential City Commission priorities.

The Fiscal Year 2020-2021 Budget provides for a capital improvement program totaling \$25.4M. Highlights include replacement of capital equipment of \$1.1M, facility repairs/ improvements of \$1.6M, historic facility repairs/restorations of \$2.7M, Motor Pool equipment replacement of \$2.9M, Parking System repairs/improvements of \$4.9M, Parks & Recreations improvements of \$1.4M, Public Safety Improvements of \$790K, transportation and roadway improvements of \$1.6M, and utility repairs/improvements of \$8.4M.

Debt Service

The total outstanding principal debt of the City is \$117.8M as of fiscal year ending September 30, 2020. This includes the recently issued debt for the construction of the new Public Safety Building project. The annual debt service budget of \$10.3M includes sufficient funds to cover all existing debt, as well as anticipated debt to be issued during FY21 to fund the replacement of Sanitary Sewer Force Mains along Alhambra Circle. The total existing and anticipated debt service amount represents 5.5% of the total operating and debt service budgets of \$183.1M. 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.

Revenues

For Fiscal Year 2020 – 2021 (Tax Year 2020), taxable values are once again the highest in the City's history, at a preliminary estimate of \$17.4B. As of July 1, 2020, the Property Appraiser estimates, the split between existing property and new construction at \$17.3B and \$152M, respectively. This represents a 3% increase over the tax year 2019 taxable values of \$16.9B. The difference between tax year 2019 and the year prior to that, 2018 was 5.7%. These percentages indicate a slowing of real estate market gains most directly related to the recent economic downturn. As mentioned earlier in this message, this budget contains soft budget reductions that not only anticipate possible revenue under-performance for FY 2020-2021 but also anticipates a possible further slowing of the real estate market for FY 2021-2022.

I am pleased to report that the FY 2020-2021 Budget includes a property tax rate of **5.559**, the same rate as Fiscal Year 2019-2020. 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>
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
2020-2021	5.559

Operating revenues for FY 2020-2021 (including property taxes based on the July 1 property value estimates) are projected to be \$186.4M. This represents a net decrease of \$15.9M, or 7.8% compared to the amended FY 2019-2020 budgeted revenues of \$202M.

Net increases in revenue from Fiscal Year 2019-2020 to Fiscal Year 2020-2021 come to \$4.4M made up of several components including an increase in property tax revenue. Applying the 5.559 millage rate to the aforementioned July 1, 2020 Property Appraiser taxable values of \$17.4B generates additional property tax revenue of \$2.7M. Other revenue increases include \$763K in Sanitary Sewer fees, \$545K in Stormwater utility fees, \$130K for public safety fees, \$97K for early payment of refuse collection fees, and \$78K in parking retail space rentals.

Net revenue decreases from Fiscal Year 2019-2020 to Fiscal Year 2020-2021 come to \$20.0M. Significant decreases include one-time items for intergovernmental revenues, miscellaneous revenues and Miami-Dade County Impact fees of \$(4.1M), \$(3.4M) and \$(1.6M), respectively included in FY 2019-2020 that do not repeat in FY 2020-2021, parking fees and permit fees of \$(3.6M) and \$(794K), respectively, both directly related to the pandemic-related economic downturn, investment earnings of \$(1.8M) due to the lowering of the prime interest rate by the Federal Reserve, and commercial waste administrative fees of \$(1.1M) due to the end of the current contract with Waste Management.

Reserves

A significant part of Standard & Poor's, Moody's, and Fitch's reaffirmation of the City's AAA bond ratings 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. Coral Gables has a Commission approved 25% reserve policy. 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 2018-2019, the City's certified financial statements indicate the General Fund reserve to be 16.8% of the Fiscal Year 2019-2020 total (all funds) operating budget. The 8.2% under funding is due to pending Hurricane Irma-related FEMA/State/Insurance reimbursements of \$14.9M outstanding as of the date of the financial statements. In FY 2019-2020, \$10.1M has been received from FEMA and insurance to date. An updated reserve percentage will be determined at the issuance of the FY 2019-2020 financial statements.

Cultural and Community Events

The FY 2020-2021 Budget includes allowances for cultural grants and events in the amount of \$191,228. 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 2020-2021 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, Paula Rodriguez, Management & Budget Analyst II, 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 **\$707,275**

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	0.99%
• Banyan St Gap Douglas	0.56%
• LG Coral Gables LLC	0.55%
• Prisa Ponce De Leon	0.52%
• Coral Gables Associates	0.43%
• PR11 355 Alhambra Cir	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 2021 Budget

• Total Budget	\$207,212,038
• Capital	\$25,448,241

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 was recently 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 more than 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.

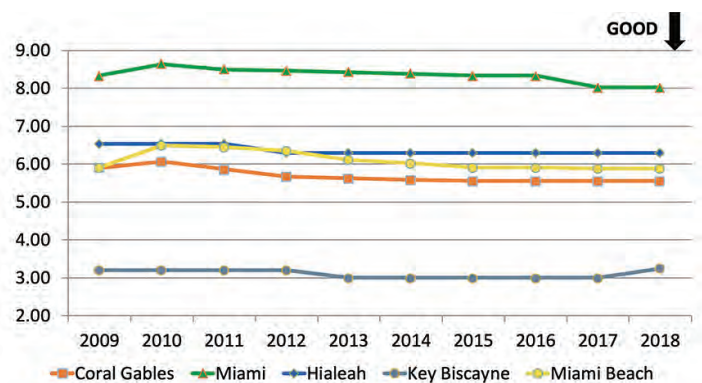


ECONOMIC OVERVIEW

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 more than 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. According to Zillow's home value index, the average just (market) value of a home in Coral Gables was \$881,683. There were an estimated 17,820 households in 2018 and median household income of \$100,000, compared to \$48,982 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



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 2019, MIA served 46 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 6.8 million passengers and 10.1 million tons of cargo in 2019. 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 65 percent of Coral Gables' residents 25 and older have a bachelor's degree, and approximately 25 percent also have a graduate or professional degree, about three times the countywide rate (7.2%). 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 17,331 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 of Ireland
Honorary Consulate of Portugal
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
Granada, Spain (Emeritus)
La Antigua, Guatemala
Pavia, Italy
Quito, Ecuador (Emeritus)
San Isidro, Argentina
Santa Tecla, El Salvador
Sevilla, Spain

FRIENDSHIP CITIES

Santa Maria, Spain



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.



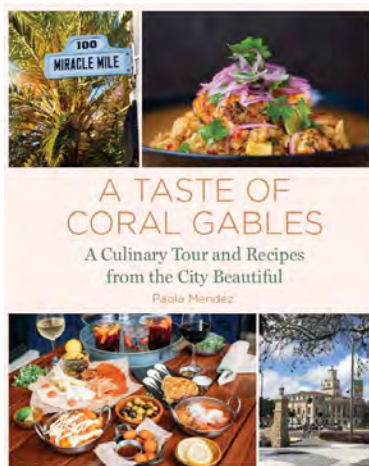
Alhambra Circle

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 Taste of Coral Gables Cookbook

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*.

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.
- Coral Gables continues to explore opportunities to activate the downtown area. The city has also partnered with the Business Improvement District to enhance the pedestrian experience on Miracle Mile.
- The City continues to host Pumpkin Patch at Pittman Park, with a large assortment of pumpkins, crafts and music for the entire family.



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 71 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.



AmericanAirlines Arena
(Copyright: Karel Miragaya)

- University of Miami Hurricanes NCAA athletic events.
- Miami Heat Basketball at AmericanAirlines 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's new hub, the Miami HEAT Sports Medicine Center, opened in October 2019. The four-story, 49,000-square-foot facility adjacent to Doctors Hospital houses most of the Institute's orthopedic specialties under one roof, including a fully dedicated orthopedic 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	Local Property Tax Rates	Total Just Value of Property in the City	Total Taxable Value of Property in the City
2021 Adopted Budget: \$207,212,038	Municipal Millage Rate: 5.559 Total Millage Rate: 18.9154	\$23.4 billion	\$17.4 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)	2.60	3.09
Median Household Income (2018)	\$96,887	\$49,930
Median Age Total Population	40.0	40.1
Income less than \$ 10,000 (2017)	5.3%	9.2%
Income \$10,000 - \$14,999 (2017)	3.2%	5.8%
Income \$15,000 - \$24,999 (2017)	6.0%	11.8%
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)	10.4%	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%	5.0%

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

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, 2019.

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, 2019

Christopher P. Morill

Executive Director

2020-2021 BUDGET

BUDGET PREPARATION CALENDAR

Budget Training	Feb 26 & 27
Base Budget Submission (100% Scenario)	Mar 3 - 13
Strategic Plan & Performance Metrics	Mar 2 – Mar 20
New Needs & Capital Project Requests	Mar 2 – Apr 3
All Scenarios Submission (100%, 97%, & 95%)	Mar 23 – Apr 3
Budget Review & Analysis	Apr 6 – May 15
Revenue Estimate Prepared	Apr 20 – May 1
City Commission 1 st Capital Workshop	May 13
Department Budget Meetings with the City Manager	May 27 - May 29
City Commission 2 nd Capital Workshop	June 17
Delivery of the City Manager’s Budget Estimate to the City Commission	July 1
City Commission 1 st Budget Workshop	July 15
Public Hearing – Tentative Budget for FY 2020-2021 adopted by ordinance (First Reading)	Sept 10
Public Hearing – Final Budget for FY 2020-2021 adopted by ordinance (Second Reading)	Sept 22

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, 2020 and ends September 30, 2021.

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

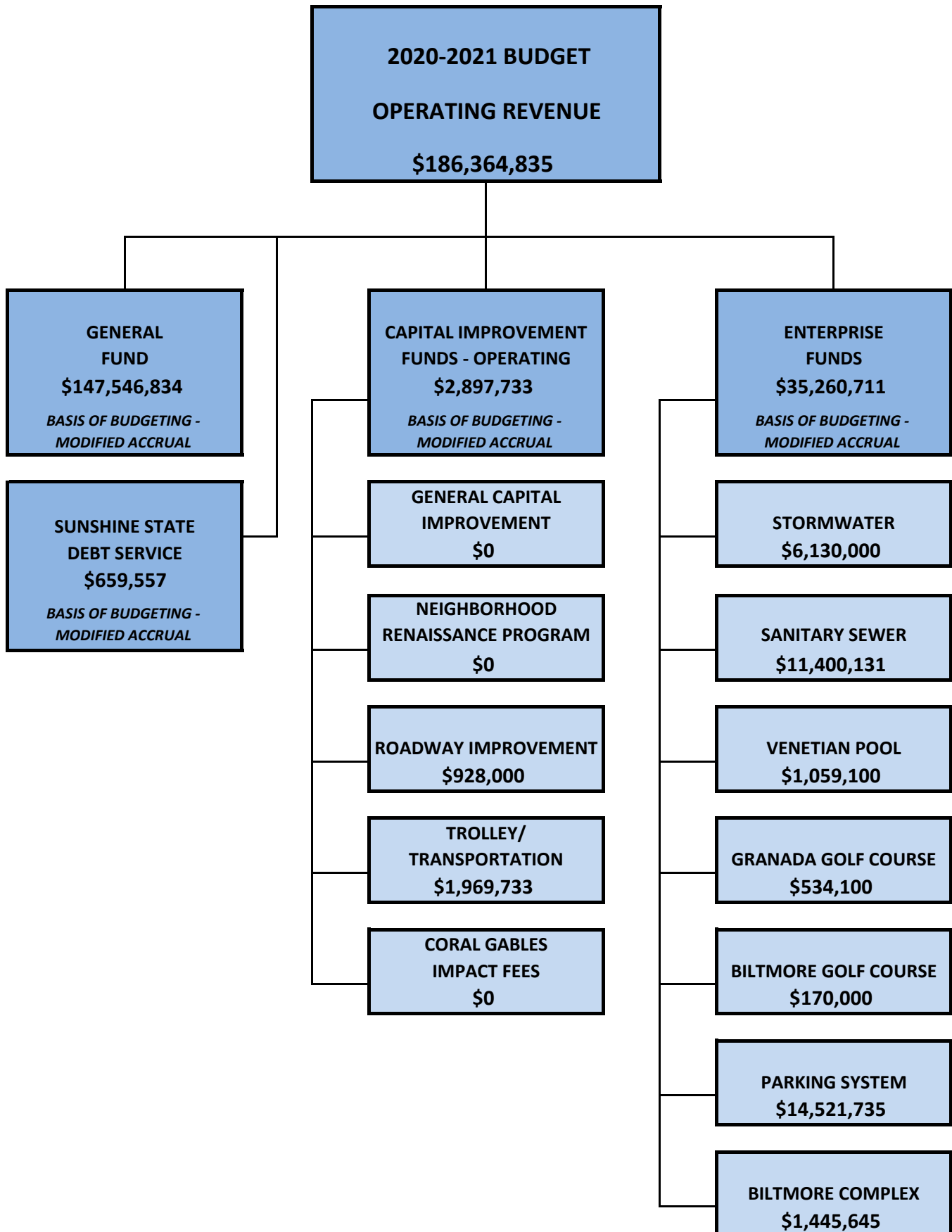
1. The City of Coral Gables will seek to maintain its three AAA bond ratings to minimize debt service costs and preserve access to credit markets.
2. Each bond issue will include an analysis of how the new issue and current debt impacts debt capacity.
3. Financing of projects will not exceed the useful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



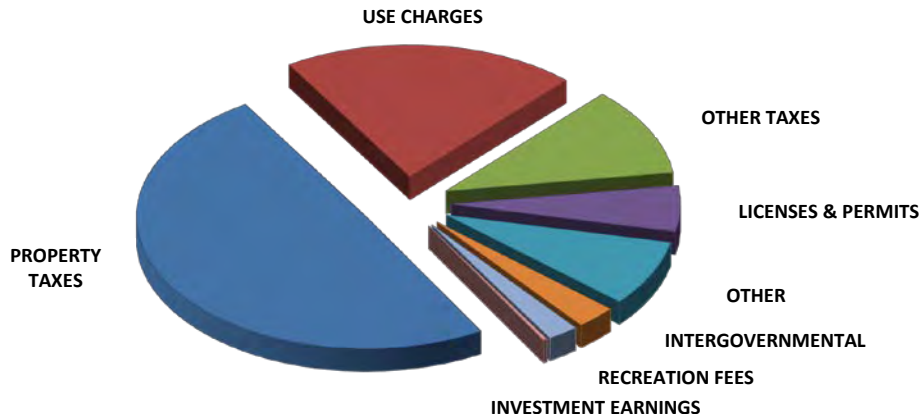
**2020-2021 BUDGET
REVENUES CLASSIFIED BY SOURCE**

REVENUE TYPE	2019-2020 BUDGET CATEGORY DETAIL	2019-2020 BUDGET CATEGORY TOTAL	2020-2021 BUDGET CATEGORY DETAIL	2020-2021 BUDGET CATEGORY TOTAL
Property Taxes	\$ 89,541,799	\$ 89,541,799	\$ 92,278,432	\$ 92,278,432
Other Taxes				
Sales Taxes (Gasoline)	3,380,000		2,688,000	
Franchise Fees	6,815,000		6,595,000	
Utility Service Taxes	11,294,000	21,489,000	10,870,000	20,153,000
Licenses & Permits				
Business Tax Receipts	3,533,500		3,415,000	
Permits	7,813,000	11,346,500	7,019,000	10,434,000
Intergovernmental Revenues				
Federal	344,548 *		-	
County	1,743,096 *		100,000 *	
State	8,896,323 *	10,983,967	5,144,733 *	5,244,733
Use Charges				
Refuse Collection Fees	8,703,000		8,724,500	
Commercial Waste Fees	1,063,594		-	
Sanitary Sewer Fees	10,637,000		11,400,131	
Stormwater Utility Fee	5,585,000		6,130,000	
Parking Fees	16,036,700	42,025,294	12,428,438	38,683,069
Recreation Fees				
Youth Center	1,792,000		1,564,500	
Tennis	719,500		716,000	
Swimming	1,191,000		1,059,100	
Golf	834,589	4,537,089	704,100	4,043,700
Investment Earnings				
General Fund	2,310,000		520,000	
Debt Service Fund	55,000		-	
Capital Project Funds	468,000		-	
Enterprise Funds	270,000	3,103,000	-	520,000
Other				
General Government Fees	2,570,000		2,405,000	
Public Safety Fees	3,696,500		3,826,500	
Fines & Forfeitures	2,452,833		2,470,833	
Rentals & Concessions	6,009,511		5,473,305	
Miscellaneous	4,208,434	18,937,278	832,263	15,007,901
Total Operating Revenues		\$ 201,963,927		\$ 186,364,835

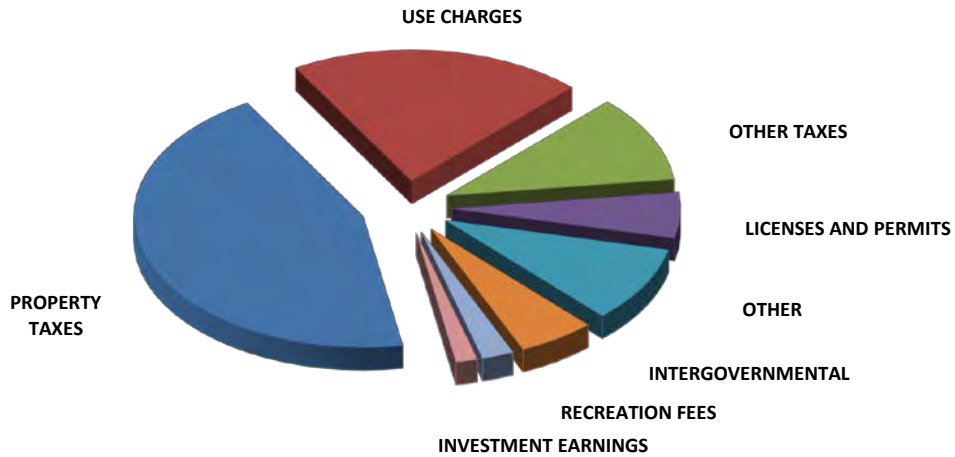
* Fiscal Year 2019-2020 includes one-time grants that do not repeat for Fiscal Year 2020-2021. If the grants have any unused balances at Fiscal Year 2019-2020 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2020-2021.

**2020-2021 BUDGET
REVENUES BY SOURCE**

2020-2021 - \$ 186,364,835



2019-2020 - \$ 201,963,927



	2019-2020		2020-2021	
	BUDGET	%	BUDGET	%
Property Taxes	\$ 89,541,799	44.5%	\$ 92,278,432	49.5%
Use Charges	42,025,294	20.8%	38,683,069	20.8%
Other Taxes	21,489,000	10.6%	20,153,000	10.8%
Licenses & Permits	11,346,500	5.6%	10,434,000	5.6%
Other	18,937,278	9.4%	15,007,901	8.1%
Intergovernmental Revenues	10,983,967	5.4%	5,244,733	2.8%
Recreation Fees	4,537,089	2.2%	4,043,700	2.2%
Investment Earnings	3,103,000	1.5%	520,000	0.3%
Total Revenues	\$ 201,963,927	100.0%	\$ 186,364,835	100.0%

2020-2021 BUDGET
SUMMARY OF TOTAL REVENUES AND TRANSFERS FROM RESERVES

REVENUE TYPE	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET
Taxes				
Property Tax	\$ 80,762,148	\$ 85,466,164	\$ 89,541,799	\$ 92,278,432
Local Option Gas Tax	1,184,269	1,203,129	1,180,000	928,000
Transportation Sales Tax	2,271,038	2,132,315	2,200,000	1,760,000
Franchise Fees	6,875,265	7,199,722	6,815,000	6,595,000
Utility Service Taxes	11,831,188	11,343,198	11,294,000	10,870,000
Business Tax Receipts	3,608,199	3,347,817	3,533,500	3,415,000
Permit Fees	11,747,692	8,493,360	7,813,000	7,019,000
Intergovernmental Revenues	6,320,530	6,817,952	9,340,871	5,244,733
General Government Fees	3,889,725	3,389,010	2,570,000	2,405,000
Public Safety Fees	3,585,090	4,126,677	3,696,500	3,826,500
Physical Environment Fees				
Refuse Collection Fees - Early Payment	6,101,725	6,145,530	6,115,000	6,212,000
Garbage Collection - Paid on Tax Bill	2,567,646	2,576,498	2,565,000	2,500,000
Commercial Waste Fees	1,027,029	1,063,131	1,063,594	-
Lot Mowing & Clearing	61,128	12,614	23,000	12,500
Sanitary Sewer Fees	10,458,102	9,979,697	10,637,000	11,400,131
Stormwater Utility Fee	4,827,246	5,380,272	5,585,000	6,130,000
Recreation Fees				
Youth Center	1,817,105	1,725,600	1,760,000	1,529,500
Tennis	747,988	733,575	719,500	716,000
Special Events	74,320	58,274	32,000	35,000
Swimming	1,264,945	1,297,112	1,191,000	1,059,100
Golf	943,106	1,064,552	834,589	704,100
Automobile Parking Fees	14,068,445	14,339,948	16,036,700	12,428,438
Fines & Forfeitures	2,087,400	2,146,810	2,452,833	2,470,833
Investment Earnings				
General Fund	1,456,054	2,812,780	2,310,000	520,000
Debt Service Fund	8,693	45,444	55,000	-
Capital Projects Funds	999,888	2,699,677	468,000	-
Enterprise Funds	114,393	581,176	270,000	-
Rentals & Concessions				
Parking	611,047	615,866	514,733	593,297
Biltmore Complex	1,818,153	1,725,936	1,848,839	1,445,645
General Fund	3,403,167	3,587,128	3,645,939	3,434,363
Capital Improvement Impact Fees	5,765,757	1,316,353	-	-
Assessment Lien Collections				
Sidewalks	543	-	-	-
Capital Projects	367,403	509,928	665,567	659,557
Sale of Recycled Trash	-	25,950	-	-
Miscellaneous Other	3,337,044	10,994,843	3,542,867	172,706
Building Better Communities Bond Program	15,005	2,246,172	4,649	-
Miami-Dade County Roadway Impact Fees	-	-	1,638,447	-
Debt Proceeds - Capital Projects	81,644,912	-	-	-
Total Operating Revenues	277,663,388	207,204,210	201,963,927	186,364,835
Prior Year Re-appropriations	14,960,941	35,664,965	89,849,947	-
Interfund Allocations/Contributions				
Storm Water Utility Fund	787,725	322,227	501,800	439,000
Sanitary Sewer Fund	1,941,843	1,643,051	1,458,064	1,232,206
Parking System Fund	565,000	565,000	565,000	565,000
Total Interfund Allocations/Contributions	3,294,568	2,530,278	2,524,864	2,236,206
Transfers from Reserves				
General Fund	-	-	15,445,729	2,106,000
General Fund - City Clerks Special Revenue	-	-	38,448	245,683
General Fund - Art In Public Places	-	-	7,000	16,000
General Capital Improvement Fund	-	-	5,373,046	11,939,000
Sunshine State Improvement Fund	-	(578,296)	-	-
Neighborhood Renaissance Program Fund	(184,421)	(13,588)	132,717	40,000
Roadway Improvement Fund	-	-	590,000	-
Trolley / Transportation Fund	-	-	711,404	600,000
CG Capital Improvement Impact Fee Fund	-	-	9,066,942	-
Stormwater Utility Fund	-	-	537,793	626,799
Sanitary Sewer Fund	-	-	-	1,862,193
Parking Fund	(69,909)	(914,239)	-	-
Automotive Fund	-	-	367,400	-
Retirement System Fund	-	-	170,152	175,322
Pension Stabilization Fund	-	-	-	1,000,000
Total Tranfers From Reserve Funds	(254,330)	(1,506,123)	32,440,631	18,610,997
Total Revenues	\$ 295,664,567	\$ 243,893,330	\$ 326,779,369	\$ 207,212,038

2020-2021 BUDGET
GENERAL FUND REVENUE SUMMARY

REVENUE TYPE	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET
<u>Property Taxes</u>				
Current Year	\$ 80,527,405	\$ 85,008,033	\$ 89,441,799	\$ 92,153,432
Delinquent with penalties & interest	172,533	247,011	50,000	50,000
Homestead Adjustment	62,210	211,120	50,000	75,000
Total - Property Taxes	80,762,148	85,466,164	89,541,799	92,278,432
<u>Franchise Fees</u>				
Electric	4,650,814	4,679,082	4,650,000	4,650,000
Gas	117,659	131,401	115,000	125,000
Refuse	2,106,792	2,389,239	2,050,000	1,820,000
Total - Franchise Fees	6,875,265	7,199,722	6,815,000	6,595,000
<u>Utilities Service Taxes</u>				
Electric	6,589,867	6,709,212	6,500,000	6,575,000
Telecommunications	3,544,736	2,947,173	3,194,000	2,630,000
Water	1,499,594	1,493,864	1,425,000	1,475,000
Gas	191,205	189,079	175,000	190,000
Fuel Oil	5,786	3,870	-	-
Total - Utilities Service Taxes	11,831,188	11,343,198	11,294,000	10,870,000
<u>Business Tax Receipts</u>				
City Business Tax Receipts	3,534,266	3,270,088	3,465,000	3,350,000
Late Penalties, City Business Tax Receipts	65,379	69,614	60,000	65,000
License Application Fees	8,554	8,115	8,500	-
Total - Business Tax Receipts	3,608,199	3,347,817	3,533,500	3,415,000
<u>Permit Fees</u>				
Document Preservation	264,914	279,618	250,000	250,000
Art in Public Places	765,333	1,426,410	-	-
Histori Public Art	(533)	-	-	-
Building Permits - B Series	1,902,076	985,187	1,650,000	1,400,000
Building Permits - M Series	19,485	12,525	20,000	10,000
40 yr. Recert. Fee	46,437	45,295	40,000	30,000
Zoning Permit-Paint	66,777	74,231	85,000	75,000
Zoning Reinspection	300	150	-	-
Building Residential - New	243,106	148,447	200,000	150,000
Building Residential - Additions	275,914	279,097	240,000	240,000
Building Commercial - New	3,759,022	686,893	1,300,000	1,000,000
Building Commercial - Additions	8,866	3,565	10,000	5,000
Building - Other	2,768,722	2,922,382	2,600,000	2,400,000
Building - Expedited Structural Review	8,250	17,000	1,000	-
Unsafe Structures Board Fee	-	120,962	-	-
Excavation Permits	594,588	367,566	500,000	500,000
Photo Permits	26,360	24,299	25,000	17,000
Alarm User Certificates	(2,361)	(3,827)	-	-
False Alarm Service Charge	122,696	160,047	85,000	85,000
Garage Sale Permits	7,111	6,901	7,000	7,000
False Alarm Penalty	25	-	-	-
Fire Inspection	592,050	573,747	575,000	575,000
Fire Prevention Bureau Permits	199,734	343,365	225,000	275,000
Tree Removal Mitigation Assessment Fee	78,820	19,500	-	-
Total - Permits Fees	11,747,692	8,493,360	7,813,000	7,019,000

**2020-2021 BUDGET
GENERAL FUND REVENUE SUMMARY**

REVENUE TYPE	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET
<u>Intergovernmental Revenue</u>				
Federal Grants	\$ 320,194	\$ 329,439	\$ 344,548	\$ -
State Grants	50,284	64,324	60,000	60,000
State Revenue Sharing	1,496,818	1,555,139	1,590,000	1,445,000
State Alcohol Beverage Tax	59,628	59,067	55,000	55,000
State Shared Sales Tax	3,900,528	3,960,725	4,075,000	3,375,000
County Grants	-	-	35,385	-
City Share of County Licenses	106,995	131,698	100,000	100,000
Total - Intergovernmental Revenue	5,934,447	6,100,392	6,259,933	5,035,000
<u>General Governmental Fees</u>				
Board of Adjustment Fees	23,560	29,225	25,000	25,000
Planning & Zoning Board Fees	173,541	207,011	125,000	125,000
Board of Architects	967,829	1,377,432	900,000	900,000
Development Review Committee	48,400	91,400	50,000	50,000
Tree Protection Appeals	150	-	-	-
Certificate of Use	282,290	291,848	280,000	250,000
Sale of Zoning Codes	5,894	7,885	5,000	-
Finance Collection Div. Fees	159,960	125,095	100,000	100,000
Zoning Inspection Fees	457	-	-	-
Concurrency Fees	1,184,278	141,667	200,000	200,000
Historic Preservation Fees	62,992	56,154	30,000	50,000
Passport Fees	-	70	-	-
Document Filing Fee	204,691	207,390	185,000	185,000
Research Fees	613	1,084	-	-
Passport Fees	600,413	696,865	525,000	400,000
Passport Photos	148,207	132,984	125,000	100,000
Lobbyists Registration Fees	26,450	21,500	20,000	20,000
City Election Candidate Qualifying Fees	-	1,400	-	-
Total - General Government Fees	3,889,725	3,389,010	2,570,000	2,405,000
<u>Public Safety Fees</u>				
Police Off-Duty Assignments	180,668	210,712	150,000	150,000
EMS Transport Fee	403,375	691,893	580,000	625,000
Fire Protection Fee	2,847,418	2,929,448	2,840,000	2,900,000
Police Accident Reports	1,357	1,397	1,500	1,500
Fingerprint Cards	20,250	21,305	20,000	20,000
Telephone Surcharge for E911	29,242	91,205	30,000	30,000
Wireless 911	102,780	180,717	75,000	100,000
Total - Public Safety Fees	3,585,090	4,126,677	3,696,500	3,826,500
<u>Physical Environment Fees</u>				
Refuse Collection Fees	6,101,725	6,145,530	6,115,000	6,212,000
Commercial Waste Fees	1,027,029	1,063,131	1,063,594	-
Garbage Collection Service Assessment	2,567,646	2,576,498	2,565,000	2,500,000
Lot Mowing/Clearing	61,128	12,614	23,000	12,500
Total - Physical Environment Fees	9,757,528	9,797,773	9,766,594	8,724,500
<u>Recreation Fees</u>				
Youth Center Fees	1,817,105	1,725,600	1,760,000	1,529,500
Youth Center - Youth Sports	218,974	179,666	220,000	180,000
Tennis Fees	747,988	733,575	719,500	716,000
Special Events	74,320	58,274	32,000	35,000
Total - Recreation Fees	2,639,413	2,517,449	2,511,500	2,280,500

2020-2021 BUDGET
GENERAL FUND REVENUE SUMMARY

REVENUE TYPE	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET
<u>Fines & Forfeitures</u>				
County Court, Traffic Fines	\$ 198,479	\$ 266,499	\$ 200,000	\$ 200,000
County Court, Parking Fines	856,390	1,023,960	1,500,000	-
School Crossing Guard Assessment	15,029	17,988	12,000	15,000
Police Education Surcharge	11,513	12,165	10,000	10,000
City Traffic Violations	171,825	65,367	60,833	35,833
Other Fines and Forfeits	77,243	329	-	-
Code Enforcement Board	416,576	410,447	335,000	370,000
Ticket Fines	340,345	350,055	335,000	340,000
Total - Fines & Forfeitures	2,087,400	2,146,810	2,452,833	970,833
<u>Investment Earnings</u>				
General Fund Investment Earnings	1,455,877	2,945,787	2,310,000	520,000
<u>Rental/Concessions Revenue</u>				
Coral Gables Country Club	326,522	312,448	304,020	313,140
Auto Pound	29,430	30,354	30,000	30,000
Metro Dade Transfer Station	420,109	431,480	440,110	446,511
Sprint Spectrum lease	60,251	62,661	65,168	67,774
Gables Grand Plaza	200,000	200,000	200,000	200,000
McCAW Communications	37,388	30,984	37,181	64,449
Junkanoo Rental	102,237	155,450	119,012	-
3501 Granada Blvd	109,050	54,600	109,200	-
Development Agreement Fee	550,000	550,000	550,000	550,000
Plummer Mangmnt Lease	11,440	11,880	11,880	11,880
Rouse Coll. Mrkt. Progrqm	35,000	35,000	35,000	35,000
Church Parking Lot	12,000	13,800	14,440	14,440
T Mobile	65,863	68,498	68,498	71,237
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	33,541
Supercuts, Inc.	26,522	-	-	-
Palace	171,666	336,210	345,144	360,083
Verizon	53,248	54,414	55,200	57,247
University of Miami - INET	4,380	4,380	4,380	4,380
Haagen Daz	30,116	46,553	47,482	48,431
Bloom Boutique	19,838	23,845	34,824	-
Starbucks	79,566	106,030	105,860	101,250
IKE Revenue Sharing	-	-	10,000	-
Total - Rental/Consession Revenue	3,323,601	3,481,098	3,540,079	3,434,363
<u>Miscellaneous Revenue</u>				
Sale of Land	-	10,400,000	-	-
Sale of Recycled Trash	-	25,950	-	-
July 4th Celebration	21,000	15,000	-	-
Other Miscellaneous Revenues	3,187,215	365,580	2,911,620	172,706
Total - Miscellaneous Revenue	3,208,215	10,806,530	2,911,620	172,706
Total Operating Revenue	150,705,788	161,161,787	155,016,358	147,546,834

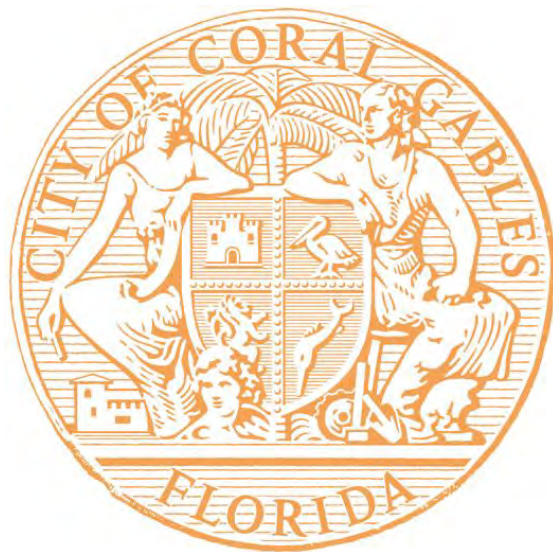
**2020-2021 BUDGET
GENERAL FUND REVENUE SUMMARY**

REVENUE TYPE	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET
<u>Prior Year Re-Appropriations</u>	\$ 2,743,421	\$ 2,211,852	\$ 3,423,326	\$ -
<u>Allocations/Contributions From Other Funds</u>				
Hurricane	-	10,000	-	-
Capital Projects	1,500	138,515	-	-
Stormwater Utility	787,725	322,227	501,800	439,000
Sanitary Sewer	1,941,843	1,643,051	1,458,064	1,232,206
Biltmore Golf Course	168,000	174,589	174,589	170,000
Parking System	7,600,000	8,780,151	8,363,806	6,119,244
Biltmore Complex	1,675,000	1,600,000	1,600,000	1,200,000
Automotive	443,737	367,264	-	-
Facilities	658,264	1,265,890	-	-
Insurance Fund - Gen Liab & Workers Comp	1,316,740	1,320,723	-	-
Insurance Fund - Health	100,000	-	-	-
Total - Contributions From Other Funds	14,592,809	15,622,410	12,098,259	10,160,450
<u>Transfers From Reserves</u>				
General Fund Reserve	-	-	13,005,097	2,106,000
General Fund - City Clerks Special Revenue	-	-	38,448	245,683
Art In Public Places Reserve	-	-	7,000	16,000
Total - Transfers From Reserves	-	-	13,050,545	2,367,683
Total General Fund Revenue	\$ 168,042,018	\$ 178,996,049	\$ 183,588,488	\$ 160,074,967

**FUND-DEPARTMENT MATRIX
2020-2021 BUDGET**

USE OF FUNDS BY OPERATING DEPARTMENT

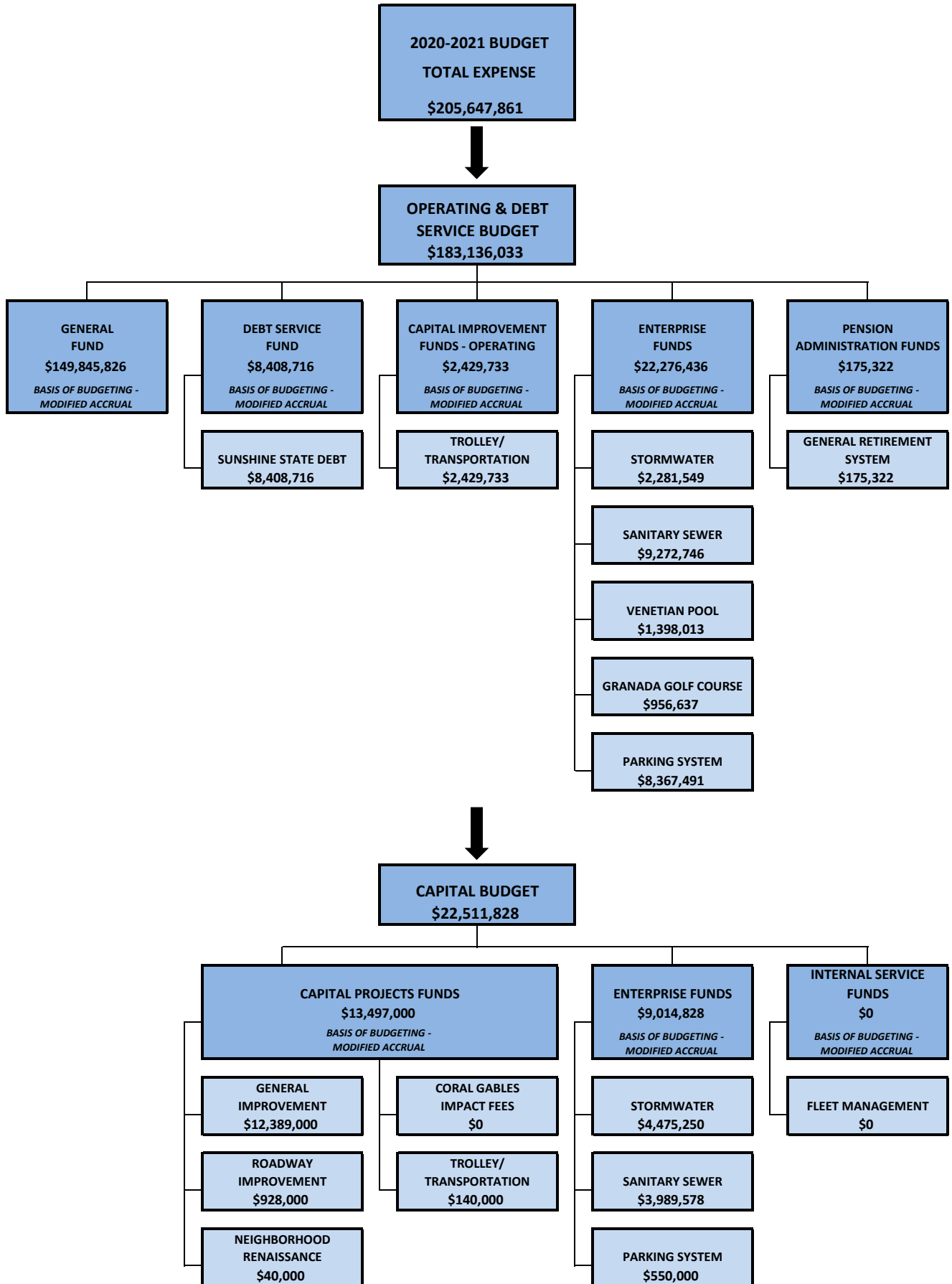
DEPARTMENT	GENERAL FUND	INTERNAL SERVICE FUNDS		CAPITAL	ENTERPRISE FUNDS				
		FACILITIES FUND	MOTOR POOL FUND	TROLLEY/ TRANS. FUND	GRANADA GOLF COURSE FUND	PARKING FUND	SANITARY SEWER FUND	STORM WATER FUND	VENETIAN POOL FUND
City Commission	✓								
City Attorney	✓								
City Clerk	✓								
City Manager	✓								
Human Resources	✓								
Labor Relations & Risk Management	✓								
Development Services	✓								
Historic Resources & Cultural Arts	✓								
Public Works	✓	✓	✓				✓	✓	
Finance	✓								
Information Technology	✓								
Police	✓								
Fire	✓								
Community Recreation	✓				✓				✓
Economic Development	✓								
Non-Departmental	✓								
Parking/Transportation				✓		✓			



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CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - EXPENSE



**2020-2021 BUDGET
EXPENDITURES CLASSIFIED BY FUNCTION**

DEPTS/DIVISIONS BY FUNCTION	2019-2020 BUDGET		2020-2021 BUDGET		DIFFERENCE		DETAIL ***
	DIV. AMT.	FUNC. TTL.	DIV. AMT.	FUNC. TTL.	VARIANCE	%	
GENERAL GOVERNMENT							
City Commission	\$ 631,456		\$ 620,171		\$ (11,285)	-1.8%	\$8K - Revised emp Sal & Ben; \$(20K) - FY20 Jim Barker Scholarship reapp.; \$5K - Admin Alloc to Bldg Div.
City Attorney	2,630,853		2,728,798		97,945	3.7%	\$78K - Revised emp Sal & Ben; \$17K - Admin Alloc to Bldg Div.
City Clerk	870,020		890,757		20,737	2.4%	\$19K - Revised emp Sal & Ben;
City Clerk - Special Revenue	893,448		925,683		32,235	3.6%	\$85K - Revised emp Sal & Ben; \$(14K) - One-time equip purchase in FY20; \$(36K) - Reduced Document Filing Fee
City Clerk - Elections	10,000		303,500		293,500	2935.0%	Election year
City Manager - Administration	1,794,402		1,590,682		(203,720)	-11.4%	\$(221K) - Revised emp Sal & Ben; \$(25K) - Prof Serv; \$16K - Admin Alloc to Bldg Div.
City Manager - Communications	962,959		1,029,525		66,566	6.9%	\$250K - Revised emp Sal & Ben & Convert contracted talent to part time; \$(196K) - Prof Serv - Convert contracted talent to Part time
City Manager - Internal Auditing	166,355		99,424		(66,931)	-40.2%	\$(66K) - FY20 Reappropriation
Human Resources	2,285,088		2,005,094		(279,994)	-12.3%	\$(39K) - Revised emp Sal & Ben; \$25K - Emp Training; \$(224K) - FY20 Reappropriation - Wellness reserve
Labor Relations & Risk Management	855,665		736,263		(119,402)	-14.0%	\$(117K) - FY20 Reappropriation - ADA reserve
Development Services - Administrative	499,560		532,549		32,989	6.6%	\$(17K) - Revised emp Sal & Ben; \$49K - Admin Alloc to Bldg Div.
Development Services - Building	5,617,155		4,520,823		(1,096,332)	-19.5%	\$(839K) - Revised emp Sal & Ben; \$(155K) - Admin Alloc from depts.; \$(75K) - FY20 reappropriation - Equip.
Development Services - Planning & Zoning	2,611,891		2,362,161		(249,730)	-9.6%	\$(138K) - Revised emp Sal & Ben; \$(111K) - FY20 reappropriation - Zoning code rewrite;
Development Services - Code Enforcement	1,452,317		1,427,336		(24,981)	-1.7%	\$(22K) - Revised emp Sal & Ben
Finance - Administration	526,866		513,688		(13,178)	-2.5%	\$(28K) - Reduce budget - equip.; \$4K - Admin Alloc to Bldg Div.
Finance - Collections	824,743		842,745		18,002	2.2%	\$24K - Revised Sal & Ben
Finance - Reporting & Operations	1,340,308		1,099,579		(240,729)	-18.0%	\$(246K) - Revised Sal & Ben
Finance - Procurement	1,216,145		1,121,971		(94,174)	-7.7%	\$(85K) - Revised Sal & Ben
Finance - Management & Budget	788,855		602,088		(186,767)	-23.7%	\$(147K) - Revised Sal & Ben; \$(45K) - Prof Serv - Grant Writing Serv; \$9K - Admin Alloc to Bldg Div.
Information Technology	6,450,510		5,930,718		(519,792)	-8.1%	\$85K - Revised Sal & Ben; \$(286K) - Prof Serv - FY20 Reappropriation & FY21 Budget Reduction.; \$(172K) - Telecom exp; \$171K - Add'l software maint.; \$30K - Add'l hardware maint.; \$(58K) - Employee Training; \$(288K) - FY20 Equip Reappropriation.; \$40K - Admin Alloc to Bldg Div.
Non Departmental	3,112,252		5,789,377		2,677,125	86.0%	\$(950K) - Elimination of budgeted Annual & Sick Leave Payouts (Will use Compensated Absences Reserve); \$400K - adj to contingency acct; \$2.4M - Contingency for Budget Reduction.
Retirement Plan Admin.	170,152		175,322		5,170	3.0%	Minor operational adjustments
Sunshine State Loan	1,635,953		1,352,910		(283,043)	-17.3%	Annual adj. per debt service schedule
Capital Projects	12,119,908		* 3,122,752		(8,997,156)	-74.2%	FY20 includes prior years' reapp'd balances
SUB TTL - GENERAL GOVERNMENT		49,466,861		40,323,916			
ECONOMIC ENVIRONMENT							
Economic Development	1,826,911		1,393,158		(433,753)	-23.7%	\$37k - Revised Sal & Ben; \$(100K) - FY20 Reappropriation of Prof. Serv.; \$(200K) - Reduction of events; \$(87K) - FY20 Onetime Reserves & Grants
Sunshine State Loan	1,554,970		1,550,220		(4,750)	-0.3%	Annual adj. per debt service schedule
Capital Projects	2,262,442		* -		(2,262,442)	-100.0%	FY20 includes prior years' reapp'd balances
SUB TTL - ECONOMIC ENVIRONMENT		5,644,323		2,943,378			
PUBLIC SAFETY							
Police - Administration	3,770,084		3,197,787		(572,297)	-15.2%	\$(558K) - Revised Sal & Ben;
Police - Patrol	19,933,514		19,485,689		(447,825)	-2.2%	\$(81K) - Motor pool allocation; \$(64K) - FY20 Reappropriation - Equip
Police - Criminal Investigations	8,065,019		7,993,792		(71,227)	-0.9%	\$162K - Revised Sal & Ben; \$(223K) - Federal Grants
Police - Tech. Services	7,047,567		7,221,579		174,012	2.5%	\$156K - Revised Sal & Ben; \$40 - Onetime software new need; \$(12K) - Equipment replacement
Police - Professional Standards	2,312,680		2,486,473		173,793	7.5%	\$139K - Revised Sal & Ben; \$(40K) - Employee training; \$(35K) - Onetime FY20 reappropriation
Police - Specialized Enforcement	6,264,154		6,459,543		195,389	3.1%	\$251K - Revised Sal & Ben; \$(34K) - Motor pool allocation
Fire	29,880,843		30,109,357		228,514	0.8%	\$476K - Revised Sal & Ben; \$(36K) - Onetime FY20 for Prof Serv.; \$(100K) - Motor Pool Allocation; \$(29K) - FY20 reappropriation - protective clothing

**2020-2021 BUDGET
EXPENDITURES CLASSIFIED BY FUNCTION**

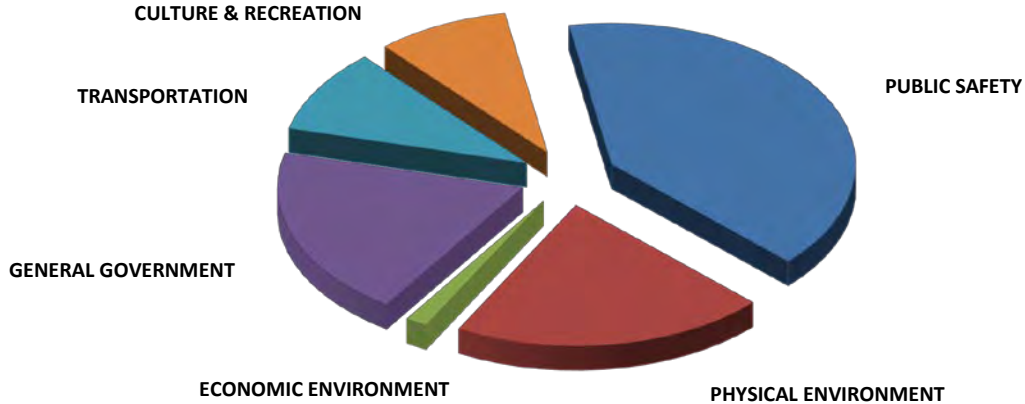
DEPTS/DIVISIONS BY FUNCTION	2019-2020 BUDGET		2020-2021 BUDGET		DIFFERENCE		DETAIL ***
	DIV. AMT.	FUNC. TTL.	DIV. AMT.	FUNC. TTL.	VARIANCE	%	
Parking - Violations Enforcement	1,341,799		1,417,214		75,415	5.6%	\$64K - Revised Sal & Ben
Public Safety Debt Service	2,735,786		2,920,774		184,988	6.8%	Annual adj. per debt service schedule
Capital Projects	59,789,496 *		790,806		(58,998,690)	-98.7%	FY20 includes prior years' reapp'd balances
SUB TTL - PUBLIC SAFETY		141,140,942		82,083,014			
PHYSICAL ENVIRONMENT							
Public Works - Admin.	670,121		781,595		111,474	16.6%	Minor operational adjustments
Public Works - Trans. & Sust.	425,155		884,924		459,769	108.1%	Minor operational adjustments
Public Works - CIP	3,608,847		1,176,912		(2,431,935)	-67.4%	\$(181K) - Revised Sal & Ben; \$(502K) - Prof Serv - Engineering - FY20 reappropriations & FY21 budget reduction; \$(1.43M) - No cost functional reorg
Public Works - Engineering	-		1,433,234		1,433,234		\$1.43M - No cost functional reorg
Public Works - Stormwater Utility	2,182,784		2,148,269		(34,515)	-1.6%	\$120K - Revised Sal & Ben; \$(56K) - Onetime repairs; \$(106K) - Prof Serv - Engineering - FY20 reappropriation; \$50K - Prof Serv - Gen; \$(63K) - FY21 reduction in ROI to Gen. Fd.
Public Works - Sanitary Sewers	8,044,951		8,452,575		407,624	5.1%	\$90K - Revised Sal & Ben; \$500K - Waste water disposal; \$(226K) - FY21 reduction of ROI to Gen Fd
Public Works - Solid Waste	12,924,740		11,673,412		(1,251,328)	-9.7%	\$51K - Revised Sal & Ben; \$(56K) - Prof Serv - FY20 reappropriation; \$(90K) Motor pool allocation; \$(323) - Waste disposal serv; \$(883K) - Equip replacement - FY20 reappropriation
Public Works - Landscape Services	6,956,135		6,720,918		(235,217)	-3.4%	\$21K - Revised Sal & Ben; \$(84K) - Prof. Serv. - landscaping serv - FY20 reappropriation.
Stormwater Debt Service	168,253		133,280		(34,973)	-20.8%	Annual adj. per debt service schedule
Sanitary Sewer Debt Service	434,266		820,171		385,905	88.9%	Annual adj. per debt service schedule
Capital Projects	19,349,645 *		8,509,828		(10,839,817)	-56.0%	FY20 includes prior years' reapp'd balances
SUB TTL - PHYSICAL ENVIRONMENT		54,764,897		42,735,118			
TRANSPORTATION							
Public Works - R.O.W./Maint.	3,798,769		3,413,371		(385,398)	-10.1%	\$36K - Revised Sal & Ben; \$(128K) - Prof Serv - FY20 reappropriation; \$(19K) - motorpool allocation
Public Works - Sign Shop	324,397		331,842		7,445	2.3%	Minor operational adjustments
Parking - Trolley / Trans.	2,467,125		2,429,733		(37,392)	-1.5%	Utility Serv.; \$(80K) - Elimination of Bldg Rental; \$33K - Equip Additions
Parking - Garage #1	553,418		479,941		(73,477)	-13.3%	\$(42K) - FY20 Reappropriation - Prof Serv; \$(32K) - FY20 Reappropriation - Equip repair
Parking - Garage #2	700,654		643,624		(57,030)	-8.1%	\$(39K) - Revised Sal & Ben; \$(41K) - FY20 Reappropriation - Prof Serv
Parking - Garage #3	206,380		122,264		(84,116)	-40.8%	\$(67K) - Revised Sal & Ben; \$(19K) - FY20 Reappropriation - Prof Serv;
Parking - Garage #4	480,682		495,865		15,183	3.2%	\$9K - Repair & Maintenance
Parking - On Street Parking	2,415,346		2,607,380		192,034	8.0%	\$17K - Adj to intradep't alloc; \$38K - Misc. Exp; \$57K - Equip Repair
Parking - Lots	1,581,694		1,200,685		(381,009)	-24.1%	\$(399K) - FY20 Reappropriation
Parking - Garage #6	441,435		417,876		(23,559)		\$(15K) - Lease Equip; \$(10K) - Equip Additions
Parking Debt Service	1,047,586		982,642		(64,944)	-6.2%	Annual adj. per debt service schedule
Capital Projects	29,375,390 *		6,496,442		(22,878,948)	-77.9%	FY20 includes prior years' reapp'd balances
SUB TTL - TRANSPORTATION		43,392,876		19,621,665			
CULTURE & RECREATION							
Hist. Res. & Cultural Arts - Preservation	1,770,972		1,068,858		(702,114)	-39.6%	\$(222K) - Revised Sal & Ben; \$(154K) - Prof Serv FY20 reappropriation; \$(449K) - FY20 AIPP reserve;
Hist. Res. & Cultural Arts - Cultural Arts	811,539		846,704		35,165	4.3%	\$24K - Revised Sal & Ben; \$45K - Prof Serv; \$(36K) - Onetime FY20 reserves
Comm. Rec. - Administration	980,069		1,055,286		75,217	7.7%	\$74K - Revised Sal & Ben
Comm. Rec. - Tennis Centers	1,120,273		1,118,714		(1,559)	-0.1%	Minor operational adjustments
Comm. Rec. - Venetian Pool	1,342,088		1,398,013		55,925	4.2%	\$52K - Revised Sal & Ben
Comm. Rec. - Granada Golf Course	954,697		956,637		1,940	0.2%	Minor operational adjustments
Comm. Rec. - Youth Center	3,266,889		3,176,103		(90,786)	-2.8%	\$(38K) - Revised Sal & Ben; \$(58K) - FY20 reappropriation - Equip;
Comm. Rec. - Adult Services	563,589		604,122		40,533	7.2%	\$(41K) - Revised Sal & Ben; \$25K - Prof Serv;
Comm. Rec. - Special Events	623,313		431,386		(191,927)	-30.8%	\$(192K) - Reduction of events
Comm. Rec. - Golf Course & Parks Maint.	1,109,762		1,108,135		(1,627)	-0.1%	Minor operational adjustments
Sunshine State Loan	2,989,323		2,584,812		(404,511)	-13.5%	Annual adj. per debt service schedule
Capital Projects	14,583,407 *		3,592,000		(10,991,407)	-75.4%	FY20 includes prior years' reapp'd balances
SUB TTL - CULTURE & RECREATION		30,115,921		17,940,770			
TOTAL EXPENDITURES		\$ 324,525,820 **		** \$ 205,647,861			\$ (118,877,959)

* Fiscal Year 2019-2020 includes one-time grants and reappropriated expenditures and capital projects that do not repeat for Fiscal Year 2020-2021. If any of these items have any unused balances at Fiscal Year 2019-2020 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2020-2021.

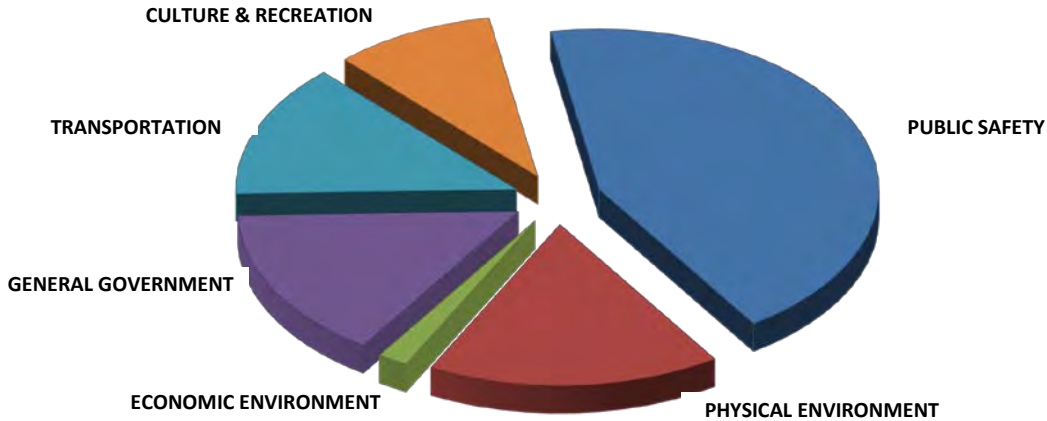
** Total Expenditures are net of transfers to reserves
*** () Indicates a decrease from prior year.

2020-2021 BUDGET EXPENDITURES BY FUNCTION

2020-2021
\$205,647,861 **



2019-2020
\$324,525,820 **



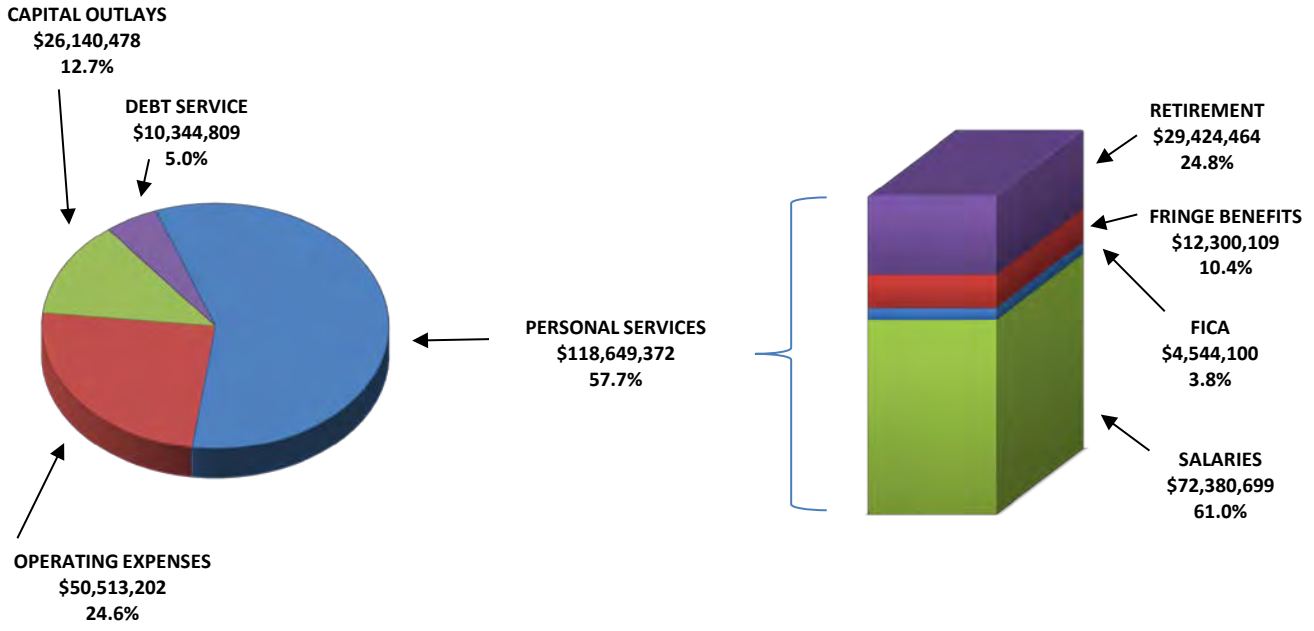
	2019-2020		2020-2021	
	BUDGET	%	BUDGET	%
PUBLIC SAFETY	\$ 141,140,942	43.5%	\$ 82,083,014	39.9%
PHYSICAL ENVIRONMENT	54,764,897	16.9%	42,735,118	20.8%
ECONOMIC ENVIRONMENT	5,644,323	1.7%	2,943,378	1.4%
GENERAL GOVERNMENT	49,466,861	15.2%	40,323,916	19.6%
TRANSPORTATION	43,392,876	13.4%	19,621,665	9.5%
CULTURE AND RECREATION	30,115,921	9.3%	17,940,770	8.7%
TOTAL EXPENDITURES	\$ 324,525,820 *	100.0%	\$ 205,647,861 *	100.0%

* Fiscal Year 2019-2020 includes one-time grants and reappropriated expenditures and capital projects that do not repeat for Fiscal Year 2020-2021. If any of these items have any unused balances at Fiscal Year 2019-2020 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2020-2021.

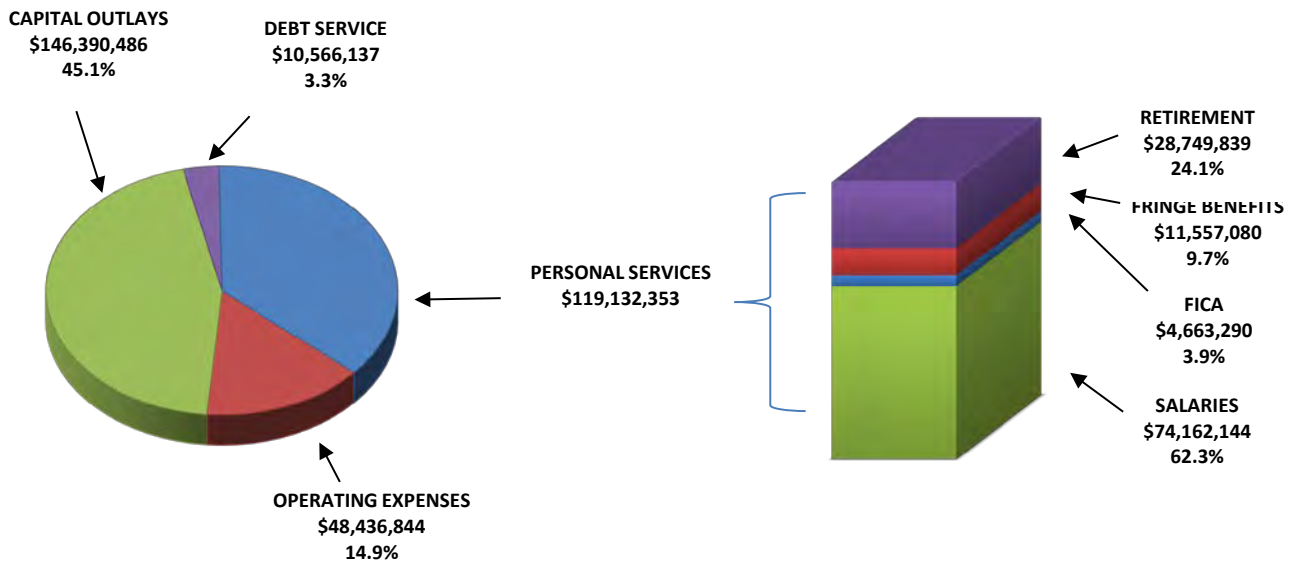
** Total Expenditures are net of transfers to reserves

2020-2021 BUDGET EXPENDITURES BY OBJECT OF EXPENSE

2020-2021 - \$ 205,647,861 *



2019-2020 - \$ 324,525,820 *



* Total Expenditures are net of transfers to reserves

2020-2021 BUDGET
SUMMARY OF TOTAL EXPENDITURES AND TRANSFERS TO RESERVES

EXPENDITURE CATEGORIES	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET
<u>Operating Expense</u>				
General Fund Divisions	\$ 137,819,473	\$ 143,438,414	\$ 153,596,190	\$ 149,845,826
Trolley / Transportation Fund Division	1,720,439	2,174,052	2,467,125	2,429,733
Storm Water Division	1,996,189	1,846,897	2,182,784	2,148,269
Sanitary Sewer Division	5,234,770	7,148,479	8,044,951	8,452,575
Venetian Pool	1,013,870	1,081,650	1,342,088	1,398,013
Granada Golf Course	1,016,507	844,753	954,697	956,637
Parking Fund Divisions	7,191,100	6,804,129	7,721,408	7,384,849
Pension Fund Division	165,743	162,549	170,152	175,322
Total Operating Expense	156,158,091	163,500,923	176,479,395	172,791,224
<u>Capital Improvements</u>				
General Improvements	13,090,691	30,967,418	96,003,988 *	12,389,000
Neighborhood Renaissance Program	434,749	822,361	596,078 *	40,000
Roadway Improvements	1,188,975	1,072,629	4,950,331 *	928,000
Trolley / Transportation Improvements	29,840	36,334	1,933,437	140,000
Miami-Dade Bond Improvements	634,581	1,647,547	4,649 *	-
Miami-Dade Roadway Impact Fee Improvements	1,850	-	1,652,395 *	-
Coral Gables Impact Fee Improvements				
Administrative Expense	6,631	9,655	-	-
Fire System Improvements	726,000	290,000	3,545,925	-
General Government System Improvements	-	-	80,908	-
Mobility System Improvements	-	-	4,854,191	-
Parks System Improvements	-	267,054	2,735,498 *	-
Police System Improvements	257,929	705,788	2,060,369	-
Total Impact Fee Improvements	990,560	1,272,497	13,276,891	-
Stormwater Utility Improvements	291,867	610,056	9,836,561	4,475,250
Sanitary Sewer Improvements	772,568	1,890,583	6,653,210	3,989,578
Parking System Improvements	847,871	416,743	2,205,348	550,000
Motorpool Improvements	-	-	367,400	-
Total Capital Improvements	18,283,552	38,736,168	137,480,288 *	22,511,828
Total Operating Exp. & Capital Improvements	174,441,643	202,237,091	313,959,683	195,303,052
<u>Debt Service</u>				
Sunshine State Debt Fund	7,605,669	9,285,900	8,916,032	8,408,716
Stormwater Fund	176,601	165,874	168,253	133,280
Sanitary Sewer Fund	431,879	434,707	434,266	820,171
Parking Fund	1,027,596	1,050,897	1,047,586	982,642
Total Debt Service	9,241,745	10,937,378	10,566,137	10,344,809
Total Expense and Debt Service	183,683,388	213,174,469	324,525,820	205,647,861
<u>Transfers to Reserves</u>				
General Fund Reserve	10,411,614	13,502,944	-	-
General Fund - Building Division Reserve	-	-	-	964,177
Sunshine State Debt Service Fund	29,235,328	-	1,855,000	600,000
General Capital Improvements Fund	60,858,294	10,515,139	-	-
Roadway Improvement Fund	1,043,694	1,816,804	-	-
Trolley / Transportation Fund	598,426	261,697	-	-
Coral gables Impact Fee Fund	4,813,503	300,453	-	-
Venetian Pool Fund	268,130	252,573	-	-
Stormwater Utility Fund	2,094,244	3,020,713	-	-
Sanitary Sewer Fund	2,657,946	1,048,538	85,091	-
Parking Fund	-	-	313,458	-
Total Transfers to Reserves	111,981,179	30,718,861	2,253,549	1,564,177
Total Expenditures & Transfers to Reserves	\$ 295,664,567	\$ 243,893,330	\$ 326,779,369	\$ 207,212,038

* Fiscal Year 2019-2020 includes one-time grants, and reappropriated expenditures and capital projects that do not repeat for Fiscal Year 2020-2021. If any of these items have any unused balances at Fiscal Year 2019-2020 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2020-2021.

2020-2021 BUDGET
SUMMARY OF TOTAL GENERAL FUND EXPENDITURES AND TRANSFERS TO RESERVES

DEPARTMENT	DIVISION	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET
City Commission	City Commission	\$ 550,733	\$ 538,469	\$ 631,456	\$ 620,171
City Attorney	City Attorney	2,538,277	2,705,234	2,630,853	2,728,798
City Clerk	Administrative	1,065,813	988,724	870,020	890,757
	Special Revenue Expenses	695,706	806,479	893,448	925,683
	Elections	-	262,134	10,000	303,500
City Manager	Administrative	1,714,312	1,469,157	1,794,402	1,590,682
	Communications	823,685	839,204	962,959	1,029,525
	Internal Auditing	145,180	66,745	166,355	99,424
Human Resources	Human Resources	1,767,428	1,967,694	2,285,088	2,005,094
Labor Relations & Risk Mgmt	Labor Relations & Risk Mgmt	602,246	728,149	855,665	736,263
Development Services	Administrative	1,101,980	959,033	499,560	532,549
	Building	3,825,864	3,704,139	5,617,155	4,520,823
	Planning & Zoning	2,046,677	2,158,898	2,611,891	2,362,161
	Code Enforcement	1,431,784	1,378,607	1,452,317	1,427,336
Historic Resources & Cultural Arts	Historic Preservation & Cultural Arts	1,222,228	1,393,154	1,770,972	1,068,858
	Museum	738,850	736,292	811,539	846,704
Public Works	Administrative	549,455	478,803	670,121	781,595
	Transportation & Sustainability	388,073	395,943	425,155	884,924
	Capital Improvement	2,504,962	2,631,451	3,608,847	1,176,912
	Engineering	-	-	-	1,433,234
	Streets	3,186,352	3,630,270	3,798,769	3,413,371
	Sign Shop	-	287,941	324,397	331,842
	Solid Waste	10,563,109	11,403,287	12,924,740	11,673,412
	Landscape Services	6,104,957	6,071,255	6,956,135	6,720,918
Finance	Administration	491,471	501,493	526,866	513,688
	Collections	916,351	955,946	824,743	842,745
	Reporting & Operations	1,301,947	1,250,771	1,340,308	1,099,579
	Procurement	1,147,945	1,095,283	1,216,145	1,121,971
	Management & Budget	704,868	729,203	788,855	602,088
Information Technology	Information Tecnology	5,481,647	5,631,655	6,450,510	5,930,718
Police	Administrative	2,579,405	2,801,877	3,770,084	3,197,787
	Uniform Patrol	17,607,684	18,988,407	19,933,514	19,485,689
	Criminal Investigations	7,519,262	7,885,621	8,065,019	7,993,792
	Technical Services	6,887,819	7,199,205	7,047,567	7,221,579
	Professional Standards	3,100,342	2,501,719	2,312,680	2,486,473
	Specialized Enforcement	5,942,371	5,781,488	6,264,154	6,459,543
Fire	Fire	28,272,031	29,760,824	29,880,843	30,109,357
Community Recreation	Administrative	739,844	836,864	980,069	1,055,286
	Tennis Centers	1,003,335	1,025,872	1,120,273	1,118,714
	Youth Center	2,925,977	3,038,024	3,266,889	3,176,103
	Adult Services	353,884	469,481	563,589	604,122
	Special Events	594,433	555,934	623,313	431,386
	Golf Course & Parks Maint.	1,007,703	1,103,907	1,109,762	1,108,135
Economic Development	Economic Development	1,317,637	1,469,055	1,826,911	1,393,158
Non Departmental	Non Departmental	4,355,846	4,254,723	3,112,252	5,789,377
Total General Fund Operating Expense		137,819,473	143,438,414	153,596,190	149,845,826
Transfer to General Fund Reserve		11,644,355	17,429,232	-	-
Transfer to Building Division Reserve		-	-	-	964,177
Transfer to Sunshine State Debt Service Fund		4,949,314	7,883,308	8,001,626	7,503,514
Transfer to Capital Improvement Fund		13,628,876	10,245,095	21,544,887	1,000,000
General Fund Subsidy of Venetian Swimming Pool		-	-	151,088	338,913
General Fund Subsidy of Granada Golf Course		-	-	294,697	422,537
Total General Fund		\$ 168,042,018	\$ 178,996,049	\$ 183,588,488	\$ 160,074,967

**CAPITAL AND ENTERPRISE FUND SUMMARIES
2020-2021 BUDGET**

CAPITAL IMPROVEMENT FUNDS

REVENUES vs EXPENDITURES	GENERAL CAPITAL IMPROVEMENTS	NEIGHBORHOOD RENAISSANCE PROGRAM	ROADWAY IMPROVEMENT PROGRAM	TROLLEY/ TRANS. PROGRAM	TOTAL
REVENUES					
Sales & Use Taxes	-	-	928,000	1,760,000	2,688,000
Intergovernmental Revenue	-	-	-	209,733	209,733
Transfers from Other Funds	1,000,000	-	-	-	1,000,000
Transfer from Fund Balance	11,939,000	40,000	-	600,000	12,579,000
	<u>12,939,000</u>	<u>40,000</u>	<u>928,000</u>	<u>2,569,733</u>	<u>16,476,733</u>
EXPENDITURES					
General Government	3,122,752	-	-	-	3,122,752
Public Safety	790,806	-	-	-	790,806
Physical Environment	45,000	-	-	-	45,000
Transportation	4,838,442	40,000	928,000	2,569,733	8,376,175
Culture & Recreation	3,592,000	-	-	-	3,592,000
Transfers/Contributions to Other Funds	550,000	-	-	-	550,000
	<u>12,939,000</u>	<u>40,000</u>	<u>928,000</u>	<u>2,569,733</u>	<u>16,476,733</u>

ENTERPRISE FUNDS

REVENUES vs EXPENDITURES	STORM WATER UTILITY	SANITARY SEWER	VENETIAN POOL	GRANADA GOLF COURSE	PARKING SYSTEM	BILTMORE COMPLEX & GOLF COURSE	TOTAL
REVENUES							
Charges for Services	6,130,000	11,400,131	923,100	508,500	12,428,438	170,000	31,560,169
Fines & Forfeitures	-	-	-	-	1,500,000	-	1,500,000
Miscellaneous Revenues	-	-	136,000	25,600	593,297	1,445,645	2,200,542
Transfers from Other Funds	-	-	338,913	422,537	550,000	-	1,311,450
Transfer from Fund Balance	626,799	1,862,193	-	-	-	-	2,488,992
	<u>6,756,799</u>	<u>13,262,324</u>	<u>1,398,013</u>	<u>956,637</u>	<u>15,071,735</u>	<u>1,615,645</u>	<u>39,061,153</u>
EXPENDITURES							
Physical Environment	6,184,519	11,209,947	-	-	-	-	17,394,466
Transportation	-	-	-	-	7,369,849	-	7,369,849
Culture & Recreation	-	-	1,398,013	956,637	-	170,000	2,524,650
Debt Service	133,280	820,171	-	-	982,642	245,645	2,181,738
Transfers/Contributions to Other Funds	439,000	1,232,206	-	-	6,719,244	1,200,000	9,590,450
	<u>6,756,799</u>	<u>13,262,324</u>	<u>1,398,013</u>	<u>956,637</u>	<u>15,071,735</u>	<u>1,615,645</u>	<u>39,061,153</u>



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CITY OF CORAL GABLES
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
2020-2021 BUDGET
(BUDGETED FUNDS ONLY)

<u>DETAIL</u>	<u>GENERAL FUND</u>	<u>DEBT SERVICE FUND</u>	<u>CAPITAL PROJECTS FUNDS</u>	<u>ENTERPRISE FUNDS</u>	<u>TOTAL</u>
Fund Balance @ 09/30/19 (Audited)	\$ 59,462,625	\$ 48,758	\$ 20,817,537	\$ 5,662,969	\$ 85,991,889
Fiscal Year 2019-2020 (Estimated)					
Revenues	167,114,617	10,771,032	125,132,211	50,274,142	353,292,002
Expenditures	183,588,488	8,916,032	120,418,196	50,413,386	363,336,102
FY 2020 Change in Fund Balance	(16,473,871)	1,855,000	4,714,015	(139,244)	(10,044,100)
Fund Balance @ 09/30/20 (Estimated)	42,988,754	1,903,758	25,531,552	5,523,725	75,947,789
Fiscal Year 2020-2021 Budget					
Revenues:					
Taxes	109,743,432	-	2,688,000	-	112,431,432
Licenses	3,415,000	-	-	-	3,415,000
Permits	7,019,000	-	-	-	7,019,000
Intergovernmental	5,035,000	-	209,733	-	5,244,733
General Government Fees	2,405,000	-	-	-	2,405,000
Public Safety Fees	3,826,500	-	-	-	3,826,500
Use Charges	8,724,500	-	-	29,958,569	38,683,069
Recreation Fees	2,280,500	-	-	1,601,600	3,882,100
Fines & Forfeitures	970,833	-	-	1,500,000	2,470,833
Investment Earnings	520,000	-	-	-	520,000
Rentals & Concessions	3,434,363	-	-	2,200,542	5,634,905
Miscellaneous Revenue	172,706	659,557	-	-	832,263
Transfers In	9,160,450	8,349,159	1,000,000	1,311,450	19,821,059
Total Revenues	156,707,284	9,008,716	3,897,733	36,572,161	206,185,894
Expenditures:					
General Government	35,672,932	-	3,122,752	-	38,795,684
Economic Environment	1,393,158	-	-	-	1,393,158
Public Safety	76,954,220	-	790,806	1,417,214	79,162,240
Physical Environment	22,670,995	-	45,000	19,065,672	41,781,667
Transportation	3,745,213	-	8,376,175	6,517,635	18,639,023
Culture & Recreation	9,409,308	-	3,592,000	2,354,650	15,355,958
Debt Service	-	8,408,716	-	1,936,093	10,344,809
Transfers Out	10,229,141	-	550,000	7,769,889	18,549,030
Total Expenditures	160,074,967	8,408,716	16,476,733	39,061,153	224,021,569
FY 2021 Change in Fund Balance	(3,367,683)	600,000	(12,579,000)	(2,488,992)	(17,835,675)
Fund Balance @ 09/30/21 Estimated	\$ 39,621,071	\$ 2,503,758	\$ 12,952,552	\$ 3,034,733	\$ 58,112,114

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

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

In the General Fund - For FY21 - Planned use of fund balance for one-time items or transfer to General Capital Improvement Fund.

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

In the Capital Projects Funds - For FY21 - Planned use of fund balance for capital projects.

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

In the Enterprise Funds - For FY21 - Planned use of fund balance for capital projects.

2020-2021 BUDGET
ENTERPRISE FUNDS OPERATIONS SUMMARY

DETAIL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET
STORMWATER UTILITY FUND (400)				
Operating Revenue	\$ 4,827,247	\$ 5,380,272	\$ 3,250,000	\$ 6,130,000
Operating Expense	(1,421,365)	(1,592,456)	(1,680,984)	(1,709,269)
Operating Income (Loss)	3,405,882	3,787,816	1,569,016	4,420,731
Investment Earnings	22,721	159,888	30,000	-
Miscellaneous Revenue	4,507	-	-	-
Capital Projects	(291,867)	(610,056)	(9,836,561)	(4,475,250)
Interest Expense	(54,123)	(39,149)	-	-
Debt Expense	-	-	(168,253)	(133,280)
Depreciation Expense	(110,455)	(110,455)	-	-
Net Income (Loss)	2,976,665	3,188,044	(2,370,993)	(187,799)
Transfers to (from) Reserve	2,188,940	2,452,622	(2,872,793)	(626,799)
Contribution to (from) General Fund	<u>\$ 787,725</u>	<u>\$ 735,422</u>	<u>\$ 501,800</u>	<u>\$ 439,000</u>
SANITARY SEWER FUND (410)				
Operating Revenue	\$ 10,473,689	\$ 9,979,697	\$ 10,637,000	\$ 11,400,131
Operating Expense	(3,893,699)	(5,394,581)	(6,586,887)	(7,220,369)
Operating Income (Loss)	6,579,990	4,585,116	4,050,113	4,179,762
Grant Revenue	-	-	81,658	-
Investment Earnings	42,076	243,987	100,000	-
Prior Year Reappropriations	-	-	4,398,860	-
Capital Projects	(772,568)	(1,890,583)	(6,653,210)	(3,989,578)
Interest Expense	(76,879)	(69,707)	-	-
Debt Expense	-	-	(434,266)	(820,171)
Depreciation Expense	(387,470)	(461,803)	-	-
Net Income (Loss)	5,385,149	2,407,010	1,543,155	(629,987)
Transfers to (from) Reserve	3,443,306	763,959	85,091	(1,862,193)
Contribution to (from) General Fund	<u>\$ 1,941,843</u>	<u>\$ 1,643,051</u>	<u>\$ 1,458,064</u>	<u>\$ 1,232,206</u>
VENETIAN POOL FUND (420)				
Operating Revenue	\$ 1,282,000	\$ 1,334,223	\$ 1,191,000	\$ 1,059,100
Operating Expense	(1,013,870)	(1,081,650)	(1,342,088)	(1,398,013)
Net Income (Loss)	268,130	252,573	(151,088)	(338,913)
Transfers to (from) Reserve	-	-	-	-
Contribution to (from) General Fund	<u>\$ 268,130</u>	<u>\$ 252,573</u>	<u>\$ 151,088</u>	<u>\$ 338,913</u>
GRANADA GOLF COURSE FUND (430)				
Operating Revenue	\$ 959,148	\$ 917,756	\$ 660,000	\$ 534,100
Operating Expense	(1,016,507)	(844,753)	(954,697)	(956,637)
Net Income (Loss)	(57,359)	73,003	(294,697)	(422,537)
Transfers to (from) Reserve	-	-	-	-
General Fund Subsidy	<u>\$ (57,359)</u>	<u>\$ 73,003</u>	<u>\$ (294,697)</u>	<u>\$ (422,537)</u>
PARKING SYSTEM FUND (460)				
Operating Revenue	\$ 15,115,800	\$ 14,949,334	\$ 16,551,433	\$ 14,521,735
Operating Expense	(4,317,961)	(4,237,221)	11,582	85,059
Operating Income (Loss)	10,797,839	10,712,113	16,563,015	14,606,794
Investment Earnings	21,295	121,314	140,000	-
Miscellaneous Revenue	46,692	(11,522)	-	-
Interest Expense	(242,540)	(246,027)	-	-
Prior Year Reappropriations	-	-	2,395,173	-
Capital Projects	(847,871)	(416,743)	(2,205,348)	(550,000)
Debt Expense	-	-	(1,047,586)	(982,642)
Depreciation Expense	(948,768)	(967,675)	-	-
Net Income (Loss)	8,826,647	9,191,460	15,845,254	13,074,152
Transfers to (from) Reserve	1,750,084	976,309	7,481,448	6,954,908
Contribution to (from) General Fund	<u>\$ 7,076,563</u>	<u>\$ 8,215,151</u>	<u>\$ 8,363,806</u>	<u>\$ 6,119,244</u>

**CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING
2020-2021 BUDGET**

CAPITAL PROJECT CATEGORIES	PRIOR YEAR AVAIL & ENCUMBRANCES	FY21 NEW FUNDING	FY21 TOTAL AVAILABLE FUNDS
Capital Equipment			
IT Data Systems Equipment Replacement/Upgrade	\$ 2,209,072	\$ 1,106,137	\$ 3,315,209
Total Capital Equipment	2,209,072	1,106,137	3,315,209
Facility Repairs/Improvements			
Roof Replacements Program - Citywide	1,173,838	278,385	1,452,223
HVAC Replacements Program - Citywide	541,357	100,000	641,357
Right of Way (ROW) & Utility Divisions' Employee Locker Room	12,377	135,000	147,377
ADA Remediation	200,000	100,000	300,000
Capital Project Contingency	-	962,064	962,064
Total Facility Projects	1,927,572	1,575,449	3,503,021
Historic Facility Repairs/Restorations			
City Hall Complex Repairs/Improvements	2,813,744	576,166	3,389,910
Fink Building Renovations	280,775	1,477,000	1,757,775
Biltmore Hotel Renovations	50,318	600,000	650,318
Merrick House Restoration of Exterior Rock Wall	617	84,000	84,617
Total Historic Facility Projects	3,145,454	2,737,166	5,882,620
Motor Pool Equipment Replacements/Additions *			
Motor Vehicle Replacements/Additions	3,051,658	2,936,413	5,988,071
Total Motor Pool Projects	3,051,658	2,936,413	5,988,071
* 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 the Motorpool new funding contained herein.			
Parking Repairs/Improvements			
North Ponce Garage Construction (Garage 7)	14,780,175	4,305,442	19,085,617
Garage 1 Construction	982,034	550,000	1,532,034
Total Parking Projects	15,762,209	4,855,442	20,617,651
Parks & Recreation Repairs/Improvements			
Parks & Recreation Major Repairs	4,316,301	856,000	5,172,301
Fred B. Hartnett/Ponce Circle Park Improvements	1,154,050	-	1,154,050
Phillips Park Renovation & Enhancement	365,211	575,000	940,211
Total Parks & Recreation Projects	5,835,562	1,431,000	7,266,562
Public Safety Improvements			
Fire Equipment Replacement Program	372,764	286,602	659,366
Moble Radio Replacement Program	153,403	491,516	644,919
Police Sniper Rifle Replacement Program	12,500	12,688	25,188
Total Public Safety Projects	538,667	790,806	1,329,473
Transportation & Right of Way Improvements			
Citywide Pedestrian Infrastructure Program	691,255	300,000	991,255
Citywide Street Resurfacing Program	642,763	290,000	932,763
Citywide Traffic Calming Program	1,235,193	518,000	1,753,193
Improvements North of SW 8th Street - Planning/Design	531,375	200,000	731,375
Street Tree Succession Plan	19,873	200,000	219,873
Miracle Mile Streetscape Improvements - Electrical & Irrigation	666,137	33,000	699,137
Monegro Crafts Section Street Ends	27,977	100,000	127,977
Total Transportation & Roadway Projects	3,814,573	1,641,000	5,455,573

**CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING
2020-2021 BUDGET**

CAPITAL PROJECT CATEGORIES	PRIOR YEAR AVAIL & ENCUMBRANCES	FY21 NEW FUNDING	FY21 TOTAL AVAILABLE FUNDS
Utility Repairs/Improvements			
Sanitary Sewer Major Repair	148,017	2,819,642	2,967,659
Sanitary Sewer Volume Ordinance	205,186	124,936	330,122
Station D Rehabilitation	168,882	1,000,000	1,168,882
Pump Station 1 Cocoplum Upgrade	2,195,992	(590,060)	1,605,932
Pump Station 1 Cocoplum Upgrade -Use of Sewer Capacity Fee	-	590,060	590,060
Storm Drainage Master Plan	-	250,000	250,000
Sea Level Rise Mitigation Program (Infrastructure Reserve)	6,861,430	2,780,000	9,641,430
Stormwater System Improvement Program	182,721	400,000	582,721
Cocoplum Drainage Improvements	748,271	300,000	1,048,271
Water Quality Studies/Evaluation	336,770	264,000	600,770
Cross-Connection Removal	177,079	200,000	377,079
Coral Gables Waterways Maintenance	-	236,250	236,250
Total Utility Repair/Improvement Projects	11,024,348	8,374,828	19,399,176
Total Projects	\$ 47,309,115	\$ 25,448,241	\$ 72,757,356

**CITY OF CORAL GABLES
FISCAL YEAR 2021-2025 FIVE YEAR CAPITAL IMPROVEMENT PLAN
PROJECT LISTING BY FISCAL YEAR**

PAGE #	PROJECT NAME	FIVE-YEAR ESTIMATE								FIVE-YEAR PROJECT TOTAL
		2 0 2 1				2022	2023	2024	2025	
		PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
CAPITAL EQUIPMENT PROJECTS										
15	Network Infrastructure Matrix	\$ 1,862,117	\$ 346,955	\$ 1,106,137	\$ 3,315,209	\$ 1,557,502	\$ 1,557,502	\$ 1,557,502	\$ 1,557,502	\$ 9,545,217
17	Emergency Generator Installation	334,389	52,438	-	386,827	350,000	350,000	350,000	350,000	1,786,827
19	CGTV Equipment Upgrade	115,000	-	-	115,000	-	-	-	-	115,000
21	Recycling Containers in Parks & ROW	140,474	-	-	140,474	-	-	-	-	140,474
22	Wi-Fi Capital Improvement Project	182,000	-	-	182,000	235,500	235,500	-	-	653,000
23	LPR/Speed Trailers	-	-	-	-	200,000	50,000	50,000	50,000	350,000
TOTAL CAPITAL EQUIPMENT PROJECTS		2,633,980	399,393	1,106,137	4,139,510	2,343,002	2,193,002	1,957,502	1,957,502	12,590,518
FACILITY REPAIRS/IMPROVEMENT PROJECTS										
27	Warehouse III Repairs	256,361	1,000	-	257,361	-	-	-	-	257,361
29	Citywide Roof Replacement Matrix	1,122,586	51,252	278,385	1,452,223	282,561	286,799	291,101	295,468	2,608,152
31	Citywide Environmental Remediation	75,610	11,022	-	86,632	240,000	240,000	240,000	240,000	1,046,632
33	HVAC Equipment Replacement Matrix	527,956	13,401	100,000	641,357	192,653	195,543	198,476	201,453	1,429,482
35	Citywide Elevator Replacement Matrix	686,196	168,531	-	854,727	272,029	118,748	314,569	130,098	1,690,171
36	Exterior Building Lighting	-	-	-	-	100,000	100,000	-	-	200,000
37	Optimize Energy And Water Efficiency At City Facilities	16,369	334,314	-	350,683	190,200	190,200	190,200	190,200	1,111,483
38	Hurricane Container Program	2,565	56,665	-	59,230	-	-	-	-	59,230
39	Public Works Building 6 Space Programming	-	-	-	-	120,000	200,000	-	-	320,000
40	Right of Way & Utility Divisions' Employee Locker Rooms	-	12,377	135,000	147,377	-	-	-	-	147,377
41	Renovation of 240 Aragon Avenue (Coral Gables Cinema)	175,000	-	-	175,000	175,000	-	-	-	350,000
42	ADA Remediation	200,000	-	100,000	300,000	200,000	200,000	200,000	200,000	1,100,000
43	Facilities Impact Glass Installation	-	-	-	-	337,278	455,000	-	-	792,278
44	Metal Canopy Structure for Public Works Fuel Station	-	-	-	-	18,000	218,844	-	-	236,844
45	Public Works Facility Exterior Painting	-	-	-	-	178,000	178,000	-	-	356,000
46	Solar PV at Public Works Facility	-	-	-	-	750,000	-	-	-	750,000
47	Capital Project Contingency	-	-	962,064	962,064	-	-	-	-	962,064
TOTAL FACILITY REPAIRS/IMPROVEMENT PROJECTS		3,062,643	648,562	1,575,449	5,286,654	3,055,721	2,383,134	1,434,346	1,257,219	13,417,074
HISTORIC FACILITY IMPROVEMENT PROJECTS										
51	Entrances & Fountains Refurbishment Matrix	102,532	-	-	102,532	152,250	154,534	156,852	159,205	725,373
53	Merrick House Repairs/Improv.	617	-	84,000	84,617	-	-	-	-	84,617
55	City Hall Complex Impr. Including 427 Biltmore Way	2,754,808	58,936	576,166	3,389,910	500,000	7,500,000	-	-	11,389,910
57	Jean Ward Sculptures	36,200	26,574	-	62,774	120,000	-	-	-	182,774
59	Gondola Building Restoration	20,045	-	-	20,045	250,000	-	-	-	270,045
61	Coral Gables Library Renovation	139,948	-	-	139,948	-	-	-	-	139,948
63	White Way Lights Restoration	314,314	46,770	-	361,084	125,000	125,000	120,000	-	731,084
65	Centennial Trail	-	-	-	-	80,000	30,000	30,000	30,000	170,000
67	Fink Building Renovations	226,151	54,624	1,477,000	1,757,775	-	-	-	-	1,757,775
69	Alhambra Water Tower Restoration	75,353	-	-	75,353	100,000	-	-	-	175,353
70	Biltmore Hotel Renovations	50,318	-	600,000	650,318	800,000	800,000	331,000	-	2,581,318
71	Artist Housing on Brooker Avenue	-	-	-	-	50,000	750,000	500,000	500,000	1,800,000
72	Girl Scout House Restoration	-	-	-	-	50,000	-	-	-	50,000
TOTAL HISTORIC FACILITY IMPROVEMENT PROJECTS		3,720,286	186,904	2,737,166	6,644,356	2,227,250	9,359,534	1,137,852	689,205	20,058,197
MOTOR POOL EQUIPMENT REPLACEMENTS/ADDITIONS PROJECTS										
75	Motor Vehicle Replacement/Additions	490,239	2,561,419	2,936,413	5,988,071	3,500,277	3,561,532	3,623,859	3,687,277	20,361,016
TOTAL MOTOR POOL PROJECTS		490,239	2,561,419	2,936,413	5,988,071	3,500,277	3,561,532	3,623,859	3,687,277	20,361,016
PARKING IMPROVEMENT PROJECTS										
79	Upgrades/Improvements To City Garages	80,569	182,776	-	263,345	200,000	200,000	200,000	200,000	1,063,345
81	Upgrades/Improvements To City Parking Lots	906,316	80,865	-	987,181	304,211	306,075	307,966	309,885	2,215,318
83	Installation of Multi-Space Pay Stations	4,470	149,550	-	154,020	150,000	150,000	150,000	150,000	754,020
85	Closed Circuit Television Security System	120,245	-	-	120,245	-	-	-	-	120,245
87	Lot 25 Park Development	14	-	-	14	350,000	350,000	-	-	700,014
89	Garage 1 Design and Construction	935,939	46,095	550,000	1,532,034	28,908,896	-	-	-	30,440,930
91	Garage 7 Design and Construction	14,776,611	3,564	4,305,442	19,085,617	-	-	-	-	19,085,617
TOTAL PARKING IMPROVEMENT PROJECTS		16,824,164	462,850	4,855,442	22,142,456	29,913,107	1,006,075	657,966	659,885	54,379,489
PARKS & RECREATION IMPROVEMENT PROJECTS										
94	Merrick Park Improvements	-	-	-	-	500,000	350,000	350,000	350,000	1,550,000
95	Purchase of Land	2,190,180	-	-	2,190,180	500,000	500,000	500,000	500,000	4,190,180
97	Fred B. Hartnett/Ponce Circle Park Improvements	783,250	370,800	-	1,154,050	1,800,000	-	-	-	2,954,050
99	Development of Neighborhood Parks	1,516,051	140,758	-	1,656,809	100,000	-	-	-	1,756,809
100	Cooper and Nellie B. Moore Park Enhancements	-	-	-	-	115,000	-	-	-	115,000
101	Orduna Park Enhancement	-	-	-	-	345,000	-	-	-	345,000
103	Toledo and Alava Neighborhood Park	-	-	-	-	525,000	-	-	-	525,000
105	W. H. Kerdyk/Bit Tennis Ctr Improv.	1,721	27,712	-	29,433	-	-	-	-	29,433
107	Parks & Recreation Major Repairs	3,885,949	430,352	856,000	5,172,301	1,250,000	1,500,000	1,750,000	1,961,726	11,634,027
110	Mar Street-Play Street	-	-	-	-	200,000	-	-	-	200,000
111	Manatee Overlook	-	-	-	-	200,000	-	-	-	200,000
112	Jaycee Park Enhancements	11,830	353,170	-	365,000	50,000	725,000	1,025,875	-	2,165,875
113	Splash Pad	-	-	-	-	300,000	850,000	880,000	-	2,030,000
114	Phillips Park Renovation and Enhancement	365,211	-	575,000	940,211	2,000,000	583,125	-	-	3,523,336
TOTAL PARKS & RECREATION IMPROVEMENT PROJECTS		8,754,192	1,322,792	1,431,000	11,507,984	7,885,000	4,508,125	4,505,875	2,811,726	31,218,710

CITY OF CORAL GABLES
FISCAL YEAR 2021-2025 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 1				2022	2023	2024	2025	
	PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
CAPITAL EQUIPMENT REPL/UPGRADES	\$ 2,633,980	\$ 399,393	\$ 1,106,137	\$ 4,139,510	\$ 2,343,002	\$ 2,193,002	\$ 1,957,502	\$ 1,957,502	\$ 12,590,518
FACILITY REPAIRS/IMPROVEMENTS	3,062,643	648,562	1,575,449	5,286,654	3,055,721	2,383,134	1,434,346	1,257,219	13,417,074
HISTORIC FACILITY RESTORATION	3,720,286	186,904	2,737,166	6,644,356	2,227,250	9,359,534	1,137,852	689,205	20,058,197
MOTOR POOL EQUIP REPL/ADDITIONS	490,239	2,561,419	2,936,413	5,988,071	3,500,277	3,561,532	3,623,859	3,687,277	20,361,016
PARKING IMPROVEMENTS	16,824,164	462,850	4,855,442	22,142,456	29,913,107	1,006,075	657,966	659,885	54,379,489
PARKS & RECREATION IMPROVEMENTS	8,754,192	1,322,792	1,431,000	11,507,984	7,885,000	4,508,125	4,505,875	2,811,726	31,218,710
PUBLIC SAFETY IMPROVEMENTS	4,768,359	14,745,293	790,806	20,304,458	3,828,716	3,801,101	566,996	575,501	29,076,772
TRANSPORTATION & RIGHT OF WAY	9,989,854	1,757,867	1,641,000	13,388,721	9,779,660	9,642,960	8,457,198	5,735,560	47,004,099
UTILITY REPAIR/IMPROVEMENTS	9,363,101	4,570,250	23,624,828	37,558,179	7,269,714	19,784,320	19,929,320	21,474,320	106,015,853
TOTAL	\$ 59,606,818	\$ 26,655,330	\$ 40,698,241	\$ 126,960,389	\$ 69,802,447	\$ 56,239,783	\$ 42,270,914	\$ 38,848,195	\$ 334,121,728

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	\$ 12,540,499	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,019	\$ -	\$ -	\$ -	\$ 12,590,518
FACILITY REPAIRS/IMPROVEMENTS	13,277,074	-	-	-	45,000	45,000	-	-	-	50,000	13,417,074
HISTORIC FACILITY RESTORATION	19,505,763	-	-	-	-	-	-	-	-	552,434	20,058,197
MOTOR POOL EQUIP REPL/ADDITIONS	-	-	-	-	-	-	20,361,016	-	-	-	20,361,016
PARKING IMPROVEMENTS	44,251,807	-	-	3,264,330	-	-	-	-	3,429,935	3,433,417	54,379,489
PARKS & RECREATION IMPROVEMENTS	26,548,534	470,233	-	1,527,824	-	-	-	-	-	2,672,119	31,218,710
PUBLIC SAFETY IMPROVEMENTS	14,618,479	-	101,258	3,142,750	200,000	-	-	-	-	11,014,285	29,076,772
TRANSPORTATION & RIGHT OF WAY	28,213,670	44,185	11,519,984	-	-	-	-	1,102,656	444,267	5,679,337	47,004,099
UTILITY REPAIR/IMPROVEMENTS	-	-	-	-	71,762,118	33,194,586	-	-	-	1,059,149	106,015,853
TOTAL	\$ 158,955,826	\$ 514,418	\$ 11,621,242	\$ 7,934,904	\$ 72,007,118	\$ 33,239,586	\$ 20,411,035	\$ 1,102,656	\$ 3,874,202	\$ 24,460,741	\$ 334,121,728

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	-	-	94,948	-	-	204,486	3,000	-	-	250,000	552,434
MOTOR POOL EQUIP REPL/ADDITIONS	-	-	-	-	-	-	-	-	-	-	-
PARKING IMPROVEMENTS	-	-	-	-	2,700,000	733,417	-	-	-	-	3,433,417
PARKS & RECREATION IMPROVEMENTS	-	-	-	-	2,000,000	115,567	281,552	-	-	275,000	2,672,119
PUBLIC SAFETY IMPROVEMENTS	-	-	-	-	3,029,900	279,866	-	7,704,519	-	-	11,014,285
TRANSPORTATION & RIGHT OF WAY	2,200,019	1,452,395	-	27,412	365,775	622,397	4,339	-	1,000,000	7,000	5,679,337
UTILITY REPAIR/IMPROVEMENTS	-	-	-	-	-	-	-	762,711	-	296,438	1,059,149
TOTAL	\$ 2,200,019	\$ 1,452,395	\$ 94,948	\$ 27,412	\$ 8,095,675	\$ 1,955,733	\$ 338,891	\$ 8,467,230	\$ 1,000,000	\$ 828,438	\$ 24,460,741

CITY OF CORAL GABLES
FISCAL YEAR 2021-2025 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
	2021	2022	2023	2024	2025	
CAPITAL EQUIPMENT REPL/UPGRADES	\$ 1,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 141,000
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	1,000	35,000	35,000	35,000	35,000	141,000
FACILITY REPAIRS/IMPROVEMENTS	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-
HISTORIC FACILITY RESTORATION	16,000	-	-	-	-	16,000
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	16,000	-	-	-	-	16,000
MOTOR POOL EQUIP REPL/ADDITIONS	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-
PARKING IMPROVEMENTS	-	442,923	452,746	462,814	473,135	1,831,618
PERSONNEL SERVICES	-	392,923	402,746	412,814	423,135	1,631,618
OTHER THAN PERSONNEL SERVICES	-	50,000	50,000	50,000	50,000	200,000
PARKS & RECREATION IMPROVEMENTS	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-
PUBLIC SAFETY IMPROVEMENTS	1,916	(2,590)	12,800	(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	25,000	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	\$ 43,916	\$ 500,333	\$ 525,546	\$ 520,224	\$ 532,675	\$ 2,122,694

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

PROJECT NAME	FIVE-YEAR ESTIMATE								FIVE-YEAR PROJECT TOTAL
	2 0 2 1				2022	2023	2024	2025	
	PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
Acorn LED Lights at Phillips Park ✓	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Artificial Turf Safety Surfacing Replacement & Additions	100,000	-	-	100,000	-	100,000	100,000	100,000	400,000
Blue Road Open Space Renovation	9	64,991	279,500	344,500	137,500	-	-	-	482,000
Cepero Park Improvements - Phase 2	-	-	-	-	-	125,000	-	-	125,000
Creation of Dog Park at Gables Station	340,619	21,000	-	361,619	-	-	-	-	361,619
Fitness Trails	28,371	6,000	-	34,371	-	-	-	-	34,371
Granada Golf Course Improvements	-	-	-	-	-	-	-	-	-
Granada Golf Course Irrigation	2	-	-	2	-	-	-	-	2
Granada Golf Course Groundwater Diversion	35,000	-	-	35,000	-	-	-	-	35,000
Granada Golf Course Pro Shop	597,779	52,980	-	650,759	-	-	-	-	650,759
Granada Golf Maintenance Shop Renovation	-	-	-	-	-	107,500	450,000	-	557,500
Granada Golf Course Shelter Improvements	-	60,332	-	60,332	495,179	-	-	-	555,511
Granada Golf Course Turf Vacuum	-	-	-	-	-	-	-	-	-
Holiday Tree Purchase	-	-	-	-	-	150,000	-	-	150,000
Kerdyk Family Park Playground Expansion ✓	-	12,116	-	12,116	-	-	-	-	12,116
Kerdyk Family Park Trail Renovation	113,000	-	84,000	197,000	-	-	-	-	197,000
Lightning Protection System for Facilities	36,000	-	-	36,000	-	-	-	-	36,000
P&R Facilities Surveillance Systems	59,854	118	42,500	102,472	42,500	42,500	42,000	42,500	271,972
Park Basketball and Tennis Court Renovations ✓	25	-	-	25	-	-	-	-	25
Park Furnishings	51,344	13,491	-	64,835	75,000	75,000	75,000	75,000	364,835
Parks & Recreation Master Plan	-	27,555	-	27,555	-	-	-	-	27,555
Pierce Park Renovation	385,000	-	50,000	435,000	-	-	-	-	435,000
Resurfacing of Clay Courts ✓	-	-	-	-	-	-	-	-	-
Rotary Park Improvements	-	-	-	-	-	-	385,000	-	385,000
Renovation	-	-	-	-	-	400,000	-	-	400,000
Salvadore Park Tennis Facility Renovation	-	-	-	-	-	-	-	1,000,000	1,000,000
Salvadore Park Playground Expansion	381,570	68,430	-	450,000	-	-	-	-	450,000
Replacement	375,000	-	400,000	775,000	-	-	-	-	775,000
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	400,000
Venetian Pool Improvements	41,603	9,828	-	51,431	-	-	-	-	51,431
Venetian Pool Phase 5	165,000	-	-	165,000	174,000	300,000	300,000	26,000	965,000
Venetian Pool Phase 6	44,000	-	-	44,000	-	-	298,000	593,000	935,000
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	-	-	-	-	-	-	-	-	-
Youth Center Courtyard Improvements	-	29,151	-	29,151	-	-	-	-	29,151
Youth Center Field Doors & Gates	-	-	-	-	-	100,000	-	-	100,000
Youth Center Fitness Center Renovation	77,581	-	-	77,581	-	-	-	-	77,581
Youth Center Intercom & P.A. Replacement	-	-	-	-	60,000	-	-	-	60,000
Youth Center Interior Renovations	10	46,915	-	46,925	-	-	-	-	46,925
Youth Center Master Plan	9,009	8,367	-	17,376	-	-	-	-	17,376
Youth Center Phase 1 Improvements ✓	24,142	-	-	24,142	-	-	-	-	24,142
Youth Center Structural Improvements ✓	48,989	4,336	-	53,325	-	-	-	-	53,325
Youth Center & Grounds Improvements ✓	83,296	3,560	-	86,856	-	-	-	-	86,856
Youth Center Field Resod & Irrigation ✓	100,100	1,182	-	101,282	-	-	-	-	101,282
Well Identification Program	25,000	-	-	25,000	-	-	-	25,000	50,000
Unassigned	10,857	-	-	10,857	821	-	-	226	11,904
TOTAL	\$ 3,885,949	\$ 430,352	\$ 856,000	\$ 5,172,301	\$ 1,250,000	\$ 1,500,000	\$ 1,750,000	\$ 1,961,726	\$ 11,634,027

✓ - 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.
Blue Road Open Space Park	Contracted a designer. Conceptual Design completed. Conceptual Plan in review by City staff.
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	Phase 1 - completed. Phase 2 - Irrigation system completed; Shelter design - completed; Pro Shop Renovation - design in progress. Awaiting community meeting input.
Kerdyk Family Park Playground Expansion	✓ - New playground installation has been completed.
Kerdyk Family Park Trail Renovation	Design change to trail surface and pathway completed. Construction to follow.
Lightning Protection System for Facilities	Site surveys completed for tennis and golf facilities. Estimate for systems options presented. Awaiting beginning of construction project.
Parks & Recreation Master Plan	Parks Master Plan is currently in progress, with projected completion in February 2021.
Park Basketball and Tennis Court Renovations	✓ - Court renovations for Youth Center completed. Jaycee Park courts were also completed.
P&R Facilities Surveillance Systems	Surveillance/alarm systems have been installed at the Youth Center, Venetian Pool, Adult Activity Center, Biltmore Tennis Center, and Granada Maintenance Shop. Granada Pro Shop will be the next facility to have cameras installed.
Park Furnishings	Furnishings purchased in FY20 include benches and trash receptacles. 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. New Park Enhancement project has been proposed for the park.
Pierce Park Renovation	Playground spring rockers and playground installation completed. Designer selected, currently in the design phase.
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 and Renovation	Grant for inclusion playground expansion was awarded to the City and Community meeting for the grants was completed. Projects are both in design phase awaiting community meeting input.
Salvadore Park Tennis Pro Shop Renovation	Project funds transferred to Salvadore tennis Center Shade project.
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 FY21. Permanent Vessel and pool bottom repairs to be completed in the future. Additional renovations will include concessions renovation, floor tile repairs/replacement, and rope chain fencing.
Youth Ctr Field Resod & Irrigation	✓ - Irrigation & drainage replaced and field resodded..
Youth Ctr & Grounds Improvements	✓ - Chain link perimeter fence for field, flat roof repairs, field complex exterior iron and concrete work have all been completed. Tile roof repairs have not yet commenced.
Youth Center Structural Improvemens	✓ - Indoor and outdoor Youth Center Playground completed.
Youth Center Amenities Improvements	Gymnastics room completed. Second phase to include renovations that will emanate out of Youth Center Master plan completion.
Youth Center Phase 1	✓ - First Phase of Pavilion repairs and lighting improvements.
Youth Center Master Plan	Currently in progress; projected completion by the February 2021.

✓ - 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	\$ 2,885,910	\$ 3,431,413
CPI Adjustment @ 1.75%	-	54,250	55,199	56,165	57,148	58,148	50,503	60,050
Adjusted Vehicle Replacement Requirements	\$ 3,100,000	\$ 3,154,250	\$ 3,209,449	\$ 3,265,614	\$ 3,606,762	\$ 3,696,310	\$ 2,936,413	\$ 3,491,463

ANNUAL CALCULATION OF INCREASE TO PRIOR YEAR REPLACEMENT BUDGET								
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Vehicle Replacement Budget - Base Distributed Cost <i>(From Prior Year Recurring Revenues)</i>	\$ 1,413,000	\$ 1,923,000	\$ 2,202,250	\$ 2,482,449	\$ 2,763,614	\$ 3,045,762	\$ 2,833,910	\$ 3,431,413
Increase to Base - <i>(By Elim. Lease Payments Budget)</i>	285,000	-	-	-	-	-	-	-
Incremental Increase to Base - <i>(From Oper. Rev.)</i>	225,000	225,000	225,000	225,000	225,000	225,000	52,000	-
CPI Adjustment @1.75% - <i>(From Oper. Rev.)</i>	-	54,250	55,199	56,165	57,148	58,148	50,503	60,050
Net Increase to Prior Year Distributed Cost	225,000	279,250	280,199	281,165	282,148	283,148	102,503	60,050
Net Replacement Cost From Operating Revenue	1,923,000	2,202,250	2,482,449	2,763,614	3,045,762	3,328,910	2,936,413	3,491,463
<i>% of Budget Funded by Operating Revenue</i>	<i>62%</i>	<i>70%</i>	<i>77%</i>	<i>85%</i>	<i>84%</i>	<i>90%</i>	<i>100%</i>	<i>100%</i>
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	\$ 2,936,413	\$ 3,491,463

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	\$ 1,106,137
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	\$ 1,106,137

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	\$ 1,000,000
Incremental Increase to Base - <i>(From Oper. Revenue)</i>	44,000	306,900	100,000	100,000	387,694	107,500	-
Net Replacement Cost From Operating Revenue	500,000	806,900	906,900	1,006,900	1,394,594	1,502,094	1,000,000
<i>% of Budget Funded by Operating Revenue</i>	56%	71%	72%	80%	90%	96%	100%
Use of Fund Balance **	400,000	325,000	355,408	255,408	155,408	55,408	-
Annual IT Equipment Replacement Budget	\$ 900,000	\$ 1,131,900	\$ 1,262,308	\$ 1,262,308	\$ 1,550,002	\$ 1,557,502	\$ 1,000,000

* 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	\$ 1,000,000	\$ 1,848,307
CPI Adjustment @1.5%	-	19,998	20,298	20,602	26,911	-	27,725
Adjusted P&R FAC & Equip Replacement Requirements	\$ 1,333,183	\$ 1,353,181	\$ 1,373,479	\$ 1,394,081	\$ 1,820,992	\$ 1,000,000	\$ 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	\$ 1,000,000	\$ 1,587,809
Incremental Increase to Base - <i>(From Oper. Revenue)</i>	-	200,000	200,000	200,000	350,000	-	233,183
CPI Adjustment @1.5% *	-	19,998	20,298	20,602	26,911	-	27,725
Net Replacement Cost From Operating Revenue	200,000	419,998	640,296	860,898	1,237,809	1,000,000	1,848,717
<i>% of Budget Funded by Operating Revenue</i>	15%	31%	47%	62%	68%	100%	99%
Use of Fund Balance *	1,133,183	933,183	733,183	533,183	583,183	-	27,315
Annual Parks & Rec. Fac. & Equip. Replacement Budget	\$ 1,333,183	\$ 1,353,181	\$ 1,373,479	\$ 1,394,081	\$ 1,820,992	\$ 1,000,000	\$ 1,876,032

* Total use of fund balance = \$3,943,230 over 7 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	\$ 100,000	\$ 189,806
CPI Adjustment @1.5%	-	2,250	2,284	-	2,764	-	2,847
Adjusted HVAC Replacement Requirements	\$ 150,000	\$ 152,250	\$ 154,534	\$ 184,237	\$ 187,001	\$ 100,000	\$ 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	\$ 100,000	\$ 163,103
Incremental Increase to Base - (From Oper. Revenue)		22,000	22,000	29,000	29,000	-	26,703
CPI Adjustment @1.5% - (From Oper. Rev.)	-	2,250	2,284	-	2,764	-	2,847
Net Replacement Cost From Operating Revenue	22,000	46,250	70,534	99,534	131,298	100,000	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>100%</i>	<i>100%</i>
Planned Use of Fund Balance *	128,000	106,000	81,716	84,703	55,703	-	-
Annual HVAC Replacement Budget	\$ 150,000	\$ 152,250	\$ 152,250	\$ 184,237	\$ 187,001	\$ 100,000	\$ 192,653

* Total planned use of fund balance = \$456,122 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	\$ 283,224	\$ 238,165	\$ 241,650
CPI Adjustment @ 1.5%	-	2,768	2,809	2,852	3,379	3,485	3,625
Adjusted Fire Equipment Replacement Requirements	\$ 184,529	\$ 187,297	\$ 190,106	\$ 225,238	\$ 286,603	\$ 241,650	\$ 245,275

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	65,275
CPI Adjustment @1.5% - (From Oper. Rev.)	-	2,768	2,809	2,852	3,379	3,485	3,625
Net Replacement Cost From Operating Revenue	30,000	60,000	90,000	120,000	150,000	180,000	245,275
<i>% of Budget Funded by Operating Revenue</i>	<i>16%</i>	<i>32%</i>	<i>47%</i>	<i>53%</i>	<i>52%</i>	<i>74%</i>	<i>100%</i>
Planned Use of Fund Balance *	154,529	127,297	100,106	105,238	136,603	61,650	-
Annual Fire Equipment Replacement Budget	\$ 184,529	\$ 187,297	\$ 190,106	\$ 225,238	\$ 286,603	\$ 241,650	\$ 245,275

* Total planned use of fund balance = \$685,423 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
CPI Adjustment @ 1.5%	-	1,755	1,782	1,809	-	1,836	1,863
Adjusted Parking Equipment Replacement Requirements	\$ 117,030	\$ 118,785	\$ 120,567	\$ 122,376	\$ -	\$ 124,212	\$ 126,075

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
Incremental Increase to Base - (From Oper. Revenue)	20,000	20,000	20,000	20,000	-	20,000	26,075
CPI Adjustment @1.5% - (From Oper. Rev.)	-	1,755	1,782	1,809	-	1,836	1,863
Net Replacement Cost From Operating Revenue	20,000	40,000	60,000	80,000	-	100,000	126,075
<i>% of Budget Funded by Operating Revenue</i>	<i>17%</i>	<i>34%</i>	<i>50%</i>	<i>65%</i>		<i>81%</i>	<i>100%</i>
Planned Use of Fund Balance *	97,030	78,785	60,567	42,376	-	24,212	-
Annual Parking Equipment Replacement Budget	\$ 117,030	\$ 118,785	\$ 120,567	\$ 122,376	\$ -	\$ 124,212	\$ 126,075

* Total planned use of fund balance = \$302,970 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	\$ -	\$ 82,215	\$ 85,818
One-Time funds to cover immediate need	-	-	375,670	158,000	-	158,000	158,000
CPI Adjustment @ 1.5%	-	1,725	1,751	6,714	-	3,603	3,657
Adjusted Elevator Equipment Replacement Requirements	\$ 115,000	\$ 116,725	\$ 447,621	\$ 236,665	\$ -	\$ 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	\$ -	\$ 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	-	3,603	3,657
Net Replacement Cost From Operating Revenue	20,000	41,725	63,476	78,665	-	85,818	89,475
% of Budget Funded by Operating Revenue	17%	36%	14%	100%	0%	100%	100%
Planned Use of Fund Balance *	95,000	75,000	384,145	158,000	-	158,000	158,000
Annual Elevator Equipment Replacement Budget	\$ 115,000	\$ 116,725	\$ 447,621	\$ 236,665	\$ -	\$ 243,818	\$ 247,475

* Total planned use of fund balance = \$1,028,145 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	\$ -	\$ 152,250	\$ 154,534	\$ 156,852	\$ 159,205	\$ 161,593
CPI Adjustment @ 1.5%	-	-	2,284	2,318	2,353	2,388	2,424
Adjusted Fountains & Entrances Replacement Requirements	\$ 150,000	\$ -	\$ 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)	\$ -	\$ -	\$ 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	-
CPI Adjustment @1.5% - (From Oper. Rev.)	-	-	2,284	2,318	2,353	2,388	2,424
Net Replacement Cost From Operating Revenue	25,000	-	79,534	106,852	134,205	161,593	164,017
% of Budget Funded by Operating Revenue	17%	0%	51%	68%	84%	100%	100%
Use of Fund Balance *	125,000	-	75,000	50,000	25,000	-	-
Annual Fountains & Entrances Replacement Budget	\$ 150,000	\$ -	\$ 154,534	\$ 156,852	\$ 159,205	\$ 161,593	\$ 164,017

* Total use of fund balance = \$275,000 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	\$ 488,504	\$ 506,100	\$ 510,473	\$ 518,130	\$ 525,902
CPI Adjustment @ 1.5%	-	1,511	3,012	4,373	7,658	7,772	7,889
Adjusted Radio Equipment Replacement Requirements	\$ 100,730	\$ 200,799	\$ 491,516	\$ 510,473	\$ 518,131	\$ 525,902	\$ 533,791

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	\$ 291,516	\$ 375,889	\$ 463,547	\$ 525,902
Incremental Increase to Base - (From Oper. Revenue)	100,730	98,558	87,705	80,000	80,000	54,583	-
Annual CPI Adjustment - (From Oper. Rev.)	-	1,511	3,012	4,373	7,658	7,772	7,889
Net Replacement Cost From Operating Revenue	100,730	200,799	291,516	375,889	463,547	525,902	533,791
% of Budget Funded by Operating Revenue	100%	100%	59%	74%	89%	100%	100%
Planned Use of Fund Balance *	-	-	200,000	134,584	54,584	-	-
Annual Radio Equipment Replacement Budget	\$ 100,730	\$ 200,799	\$ 491,516	\$ 510,473	\$ 518,131	\$ 525,902	\$ 533,791

* Total use of fund balance = \$389,169 over 3 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
% of Budget Funded by Operating Revenue	100%	100%	100%	100%	100%	100%	100%
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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2020-2021 BUDGET

DEBT ADMINISTRATION

As of October 1, 2020 the City will have \$117.8 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.

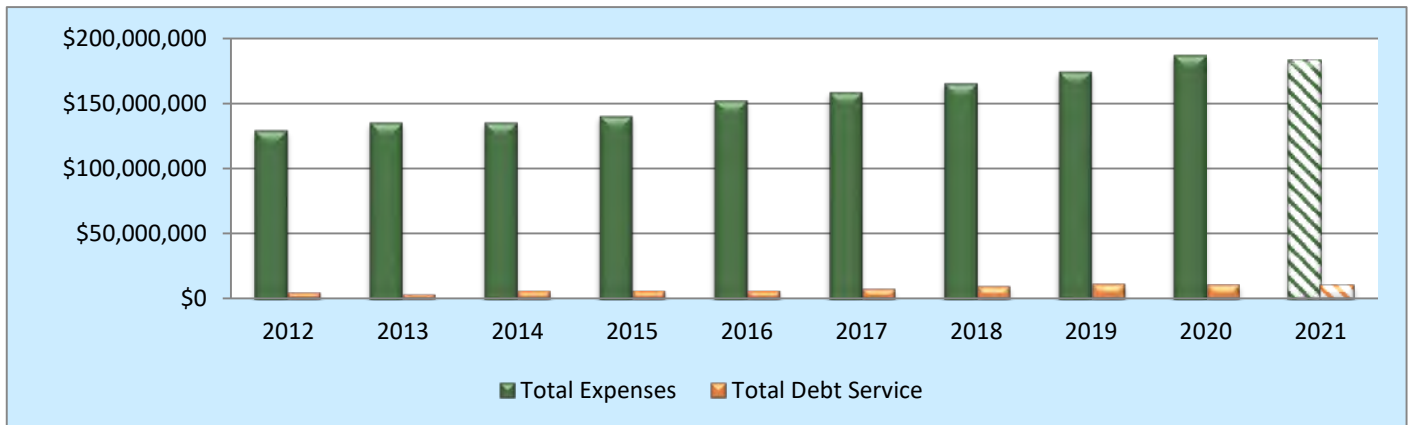
LEGAL DEBT MARGIN

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 **5.5%** 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	\$ 3,025,000	\$ 1,041,125	\$ 4,066,125
Series 2013A	10/01/28	11,055,000	1,236,420	12,291,420
Series 2013B	10/01/28	2,865,000	464,509	3,329,509
Series 2014	10/01/24	2,000,000	150,004	2,150,004
Series 2015B	10/01/30	4,595,000	656,036	5,251,036
Series 2016A	04/01/37	15,570,000	5,699,374	21,269,374
Series 2016B	04/01/37	3,950,000	1,172,824	5,122,824
Series 2018A	10/01/47	47,415,000	31,497,026	78,912,026
Series 2018B	10/01/31	27,300,000	7,016,700	34,316,700
Total Projects		\$ 117,775,000	\$ 48,934,018	\$ 166,709,018

DEBT SERVICE COMPARED TO TOTAL EXPENSES



<u>Fiscal Year</u>	<u>Total Expenses</u>	<u>Total Debt Service</u>	<u>% of Total Expenditures</u>
2012	\$ 129,584,898	\$ 4,736,973	3.7%
2013	135,296,925	3,346,225	2.5%
2014	135,428,911	5,793,260	4.3%
2015	140,578,821	5,793,260	4.1%
2016	152,321,180	5,793,260	3.8%
2017	158,799,935	7,346,680	4.6%
2018	165,399,836	9,241,745	5.6%
2019	174,438,301	10,937,378	6.3%
2020	187,045,532	10,566,137	5.6%
2021	183,136,033	10,344,809	5.6%

**2020-2021 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%	\$ 3,025,000
Series 2013A	02/28/13	Refunded Portion of Series 2004A (\$7.5M) - IT Equipment, EDEN Applications, Various Capital Projects. 'Refunded Portion of Series 2004 (\$9M) - Construction of Museum Parking Garage.	10/01/28	2.40%	11,055,000
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%	2,865,000
Series 2014	08/12/14	Sewer System Improvements	10/01/24	2.42%	2,000,000
Series 2015B	12/19/14	New radio system and replacement of the microwave relay system.	10/01/30	2.50%	4,595,000
Series 2016A	04/28/16	Miracle Mile Streetscape	04/01/37	2.92%	15,570,000
Series 2016B	04/28/16	Giralda Streetscape	04/01/37	3.05%	3,950,000
Series 2018A	04/28/16	Public Safety Building with attached garage	04/01/48	3.64%	47,415,000
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%	27,300,000
Grand Total					\$ 117,775,000

**CITY OF CORAL GABLES
DEBT SERVICE SCHEDULES
2020-2021 BUDGET**

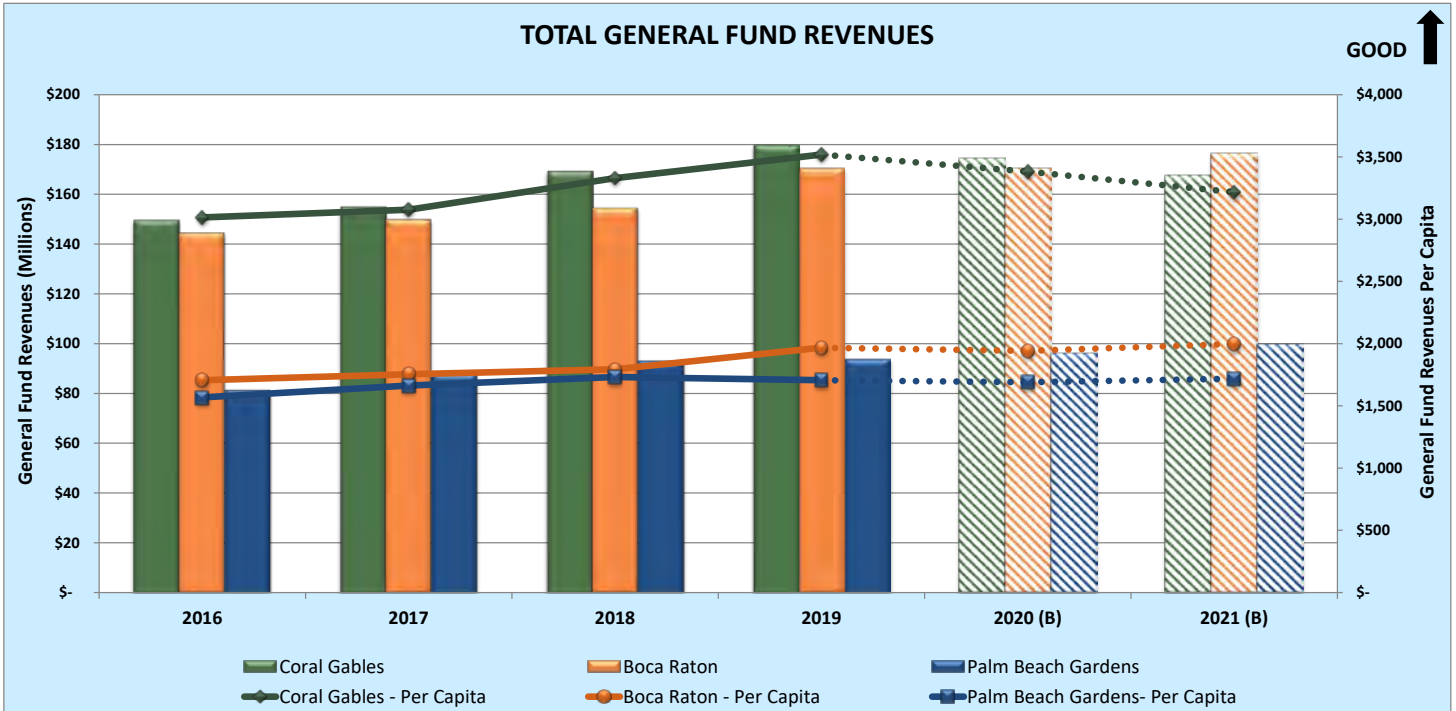
PAYMENT DUE	SERIES 2011C		SERIES 2013A		SERIES 2013B		SERIES 2014	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2020	\$ 190,000	\$ 146,500	\$ 1,115,000	\$ 251,940	\$ 275,000	\$ 93,554	\$ 380,000	\$ 53,236
10/1/2021	200,000	136,750	1,140,000	224,880	290,000	83,864	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>\$ 3,025,000</u>	<u>\$ 1,041,125</u>	<u>\$ 11,055,000</u>	<u>\$ 1,236,420</u>	<u>\$ 2,865,000</u>	<u>\$ 464,509</u>	<u>\$ 2,000,000</u>	<u>\$ 150,004</u>

PAYMENT DUE	SERIES 2015B		SERIES 2016A		SERIES 2016B		SERIES 2018A	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2020	\$ 410,000	\$ 115,012	\$ 660,000	\$ 591,238	\$ 180,000	\$ 118,982	\$ 500,000	\$ 1,895,762
10/1/2021	420,000	104,750	680,000	571,438	190,000	113,582	700,000	1,870,762
10/1/2022	430,000	94,236	700,000	551,038	195,000	107,882	900,000	1,835,762
10/1/2023	440,000	83,474	720,000	530,038	200,000	102,032	1,055,000	1,790,762
10/1/2024	455,000	72,462	740,000	508,438	205,000	96,032	1,110,000	1,738,012
10/1/2025	465,000	61,074	780,000	471,438	210,000	89,882	1,165,000	1,682,512
10/1/2026	475,000	49,434	820,000	432,437	220,000	83,584	1,225,000	1,624,262
10/1/2027	490,000	37,546	860,000	391,436	220,000	78,906	1,285,000	1,563,012
10/1/2028	500,000	25,280	905,000	348,438	230,000	73,682	1,350,000	1,498,762
10/1/2029	510,000	12,768	950,000	303,188	235,000	67,932	1,415,000	1,431,262
10/1/2030	-	-	995,000	255,688	240,000	61,468	1,490,000	1,360,512
10/1/2031	-	-	1,045,000	205,938	250,000	49,476	1,530,000	1,315,812
10/1/2032	-	-	1,075,000	174,591	260,000	41,968	1,580,000	1,269,914
10/1/2033	-	-	1,110,000	142,338	265,000	34,168	1,640,000	1,206,714
10/1/2034	-	-	1,145,000	109,036	275,000	26,218	1,695,000	1,155,464
10/1/2035	-	-	1,175,000	74,688	285,000	17,968	1,750,000	1,100,376
10/1/2036	-	-	1,210,000	37,968	290,000	9,062	1,820,000	1,030,376
10/1/2037	-	-	-	-	-	-	1,880,000	968,950
10/1/2038	-	-	-	-	-	-	1,945,000	903,150
10/1/2039	-	-	-	-	-	-	2,025,000	825,350
10/1/2040	-	-	-	-	-	-	2,105,000	744,350
10/1/2041	-	-	-	-	-	-	2,190,000	660,150
10/1/2042	-	-	-	-	-	-	2,275,000	572,550
10/1/2043	-	-	-	-	-	-	2,365,000	481,550
10/1/2044	-	-	-	-	-	-	2,460,000	386,950
10/1/2045	-	-	-	-	-	-	2,560,000	288,550
10/1/2046	-	-	-	-	-	-	2,650,000	195,750
10/1/2047	-	-	-	-	-	-	2,750,000	99,688
	<u>\$ 4,595,000</u>	<u>\$ 656,036</u>	<u>\$ 15,570,000</u>	<u>\$ 5,699,374</u>	<u>\$ 3,950,000</u>	<u>\$ 1,172,824</u>	<u>\$ 47,415,000</u>	<u>\$ 31,497,026</u>

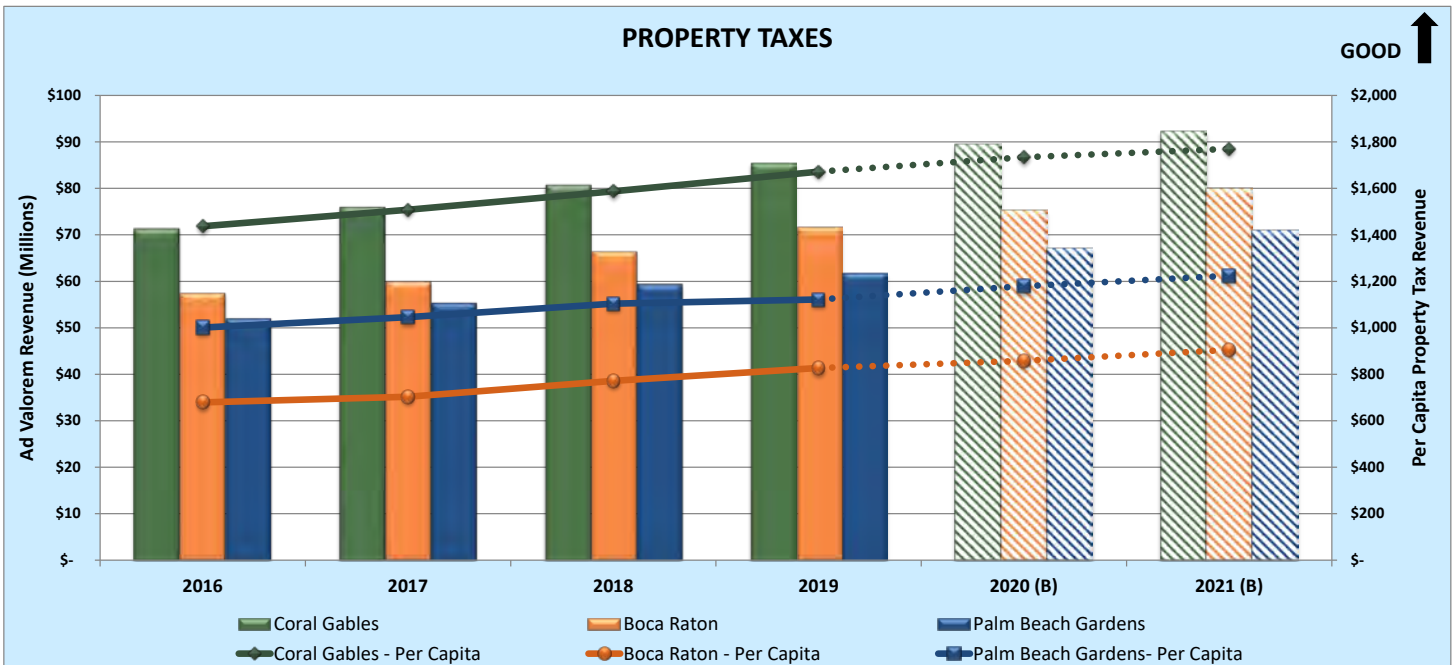
PAYMENT DUE	SERIES 2018B (REFUNDING)		TOTAL	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2020	\$ 1,810,000	\$ 1,171,650	\$ 5,520,000	\$ 4,437,874
10/1/2021	1,870,000	1,079,650	\$ 5,880,000	\$ 4,227,589
10/1/2022	2,145,000	979,275	\$ 6,445,000	\$ 3,996,018
10/1/2023	2,235,000	869,775	\$ 6,765,000	\$ 3,742,949
10/1/2024	2,325,000	755,775	\$ 7,015,000	\$ 3,475,044
10/1/2025	2,425,000	637,025	\$ 6,860,000	\$ 3,188,072
10/1/2026	2,530,000	513,150	\$ 7,125,000	\$ 2,895,537
10/1/2027	2,235,000	394,025	\$ 7,000,000	\$ 2,602,622
10/1/2028	2,320,000	280,150	\$ 7,275,000	\$ 2,307,332
10/1/2029	2,420,000	185,850	\$ 5,790,000	\$ 2,046,750
10/1/2030	2,465,000	112,575	\$ 5,460,000	\$ 1,822,743
10/1/2031	2,520,000	37,800	\$ 5,625,000	\$ 1,627,776
10/1/2032	-	-	\$ 3,150,000	\$ 1,492,348
10/1/2033	-	-	\$ 3,015,000	\$ 1,383,220
10/1/2034	-	-	\$ 3,115,000	\$ 1,290,718
10/1/2035	-	-	\$ 3,210,000	\$ 1,193,032
10/1/2036	-	-	\$ 3,320,000	\$ 1,077,406
10/1/2037	-	-	\$ 1,880,000	\$ 968,950
10/1/2038	-	-	\$ 1,945,000	\$ 903,150
10/1/2039	-	-	\$ 2,025,000	\$ 825,350
10/1/2040	-	-	\$ 2,105,000	\$ 744,350
10/1/2041	-	-	\$ 2,190,000	\$ 660,150
10/1/2042	-	-	\$ 2,275,000	\$ 572,550
10/1/2043	-	-	\$ 2,365,000	\$ 481,550
10/1/2044	-	-	\$ 2,460,000	\$ 386,950
10/1/2045	-	-	\$ 2,560,000	\$ 288,550
10/1/2046	-	-	\$ 2,650,000	\$ 195,750
10/1/2047	-	-	\$ 2,750,000	\$ 99,688
	<u>\$ 27,300,000</u>	<u>\$ 7,016,700</u>	<u>\$ 117,775,000</u>	<u>\$ 48,934,018</u>

Total outstanding principal as of October 1, 2020 is \$117,775,000 with related Fiscal Year 2020-2021 debt service of \$9,957,874. The City is anticipating the issuance of \$15,250,000 of additional debt during Fiscal Year 2020-2021 for the replacement of Sanitary Sewer Force Mains. Once the new debt is issued, the Fiscal Year 2020-2021 additional debt service is estimated to be \$386,935; representing one half of the annualized debt that will be in full effect for this principal starting in Fiscal Year 2021-2022. That said, Fiscal Year 2020-2021 total budgeted debt service is \$10,344,809.

**2020-2021 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**



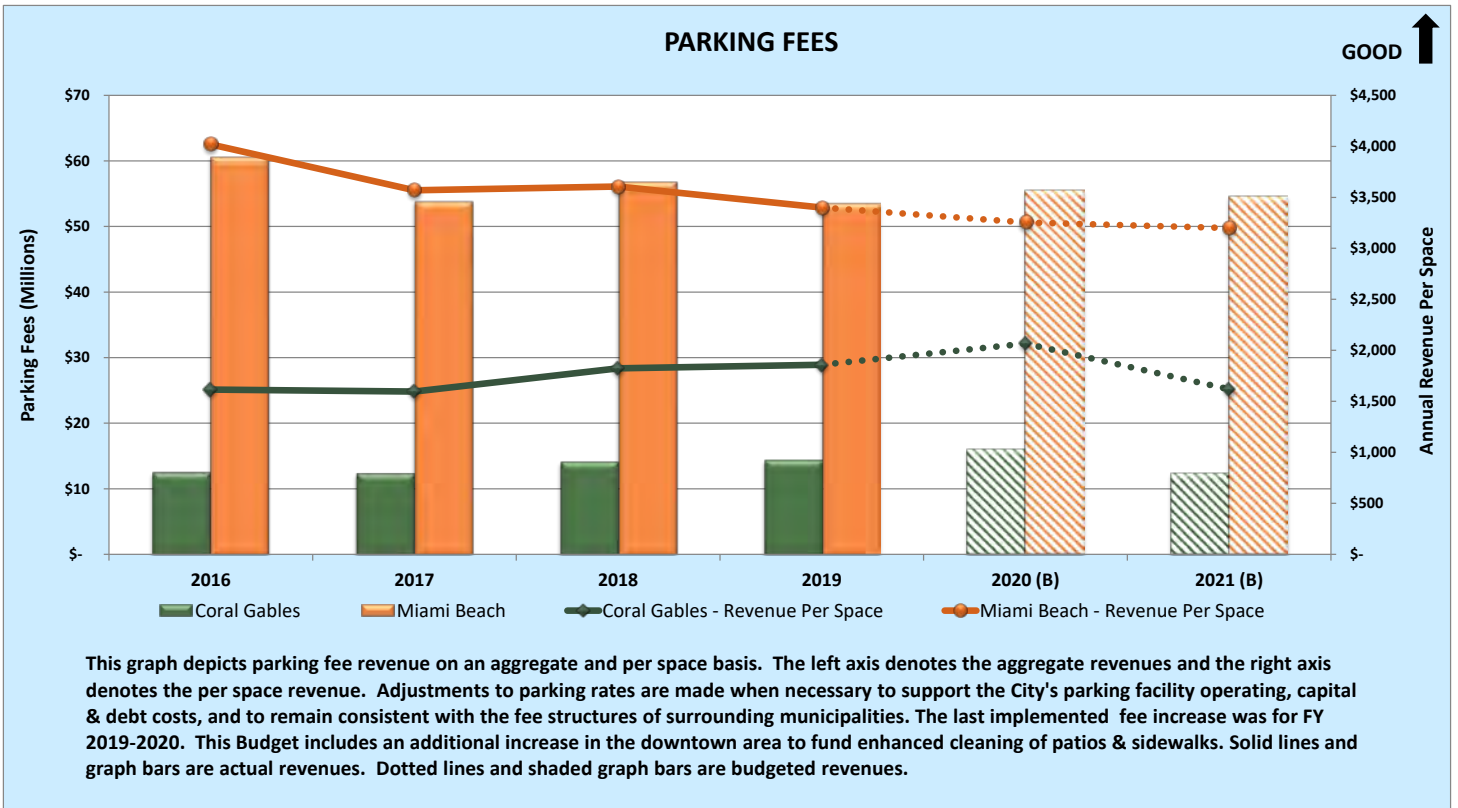
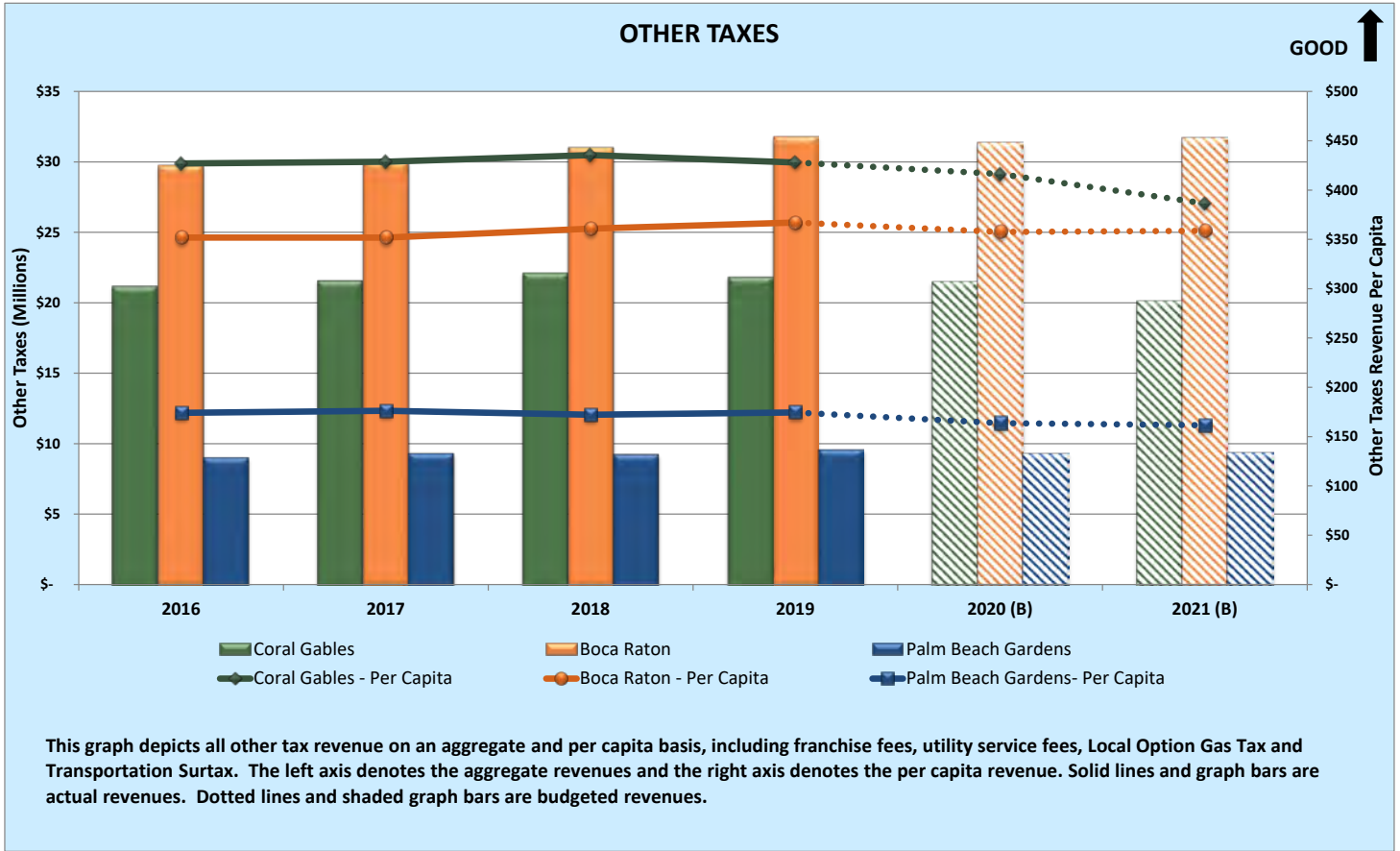
This graph depicts total General Fund revenues on an aggregate and per capita basis. The information is compared with Boca Raton and Palm Beach Gardens, the two other cities in Florida with excellent bond ratings. Please note that the left axis denotes the aggregate revenues and the right axis denotes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

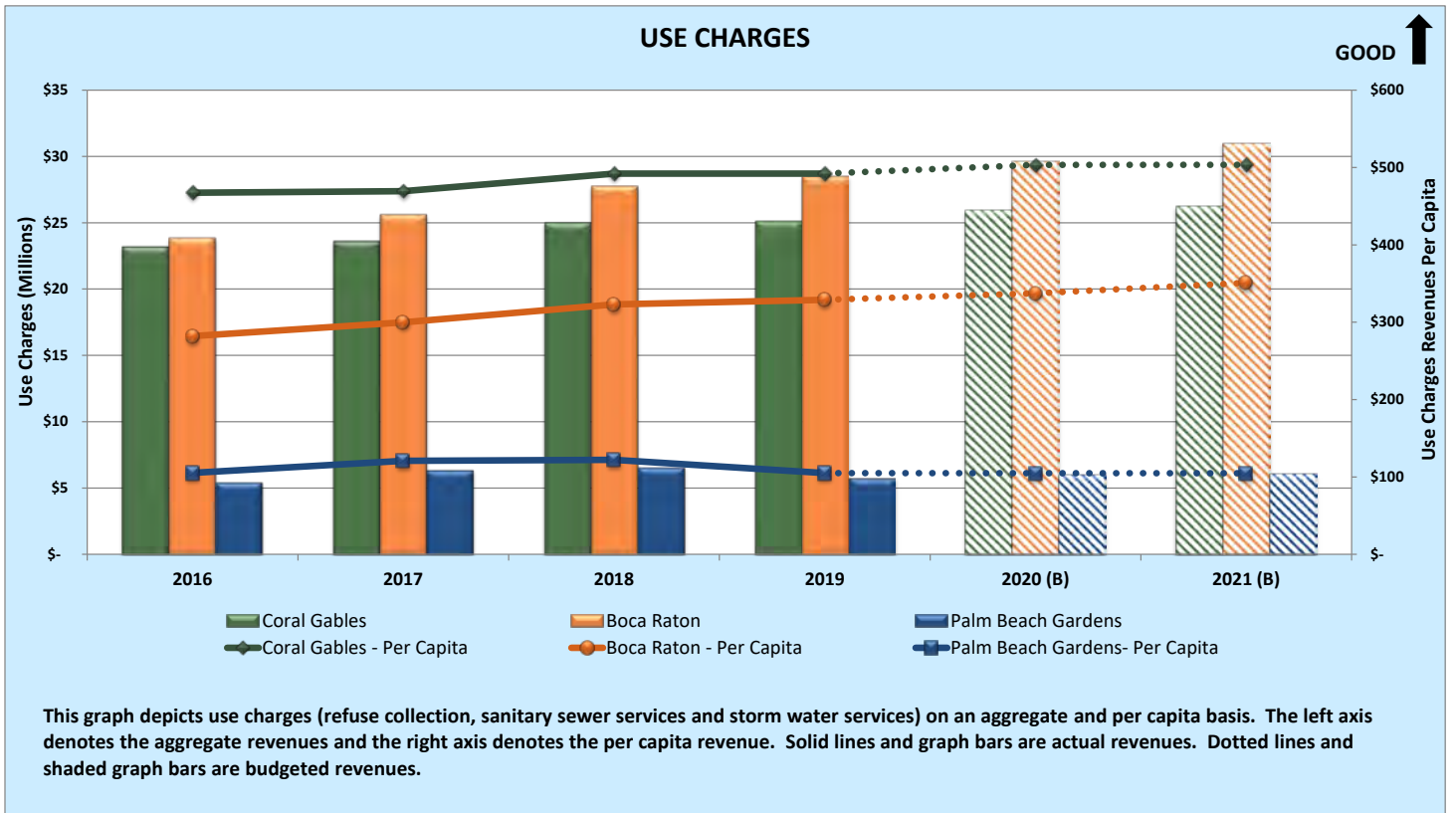
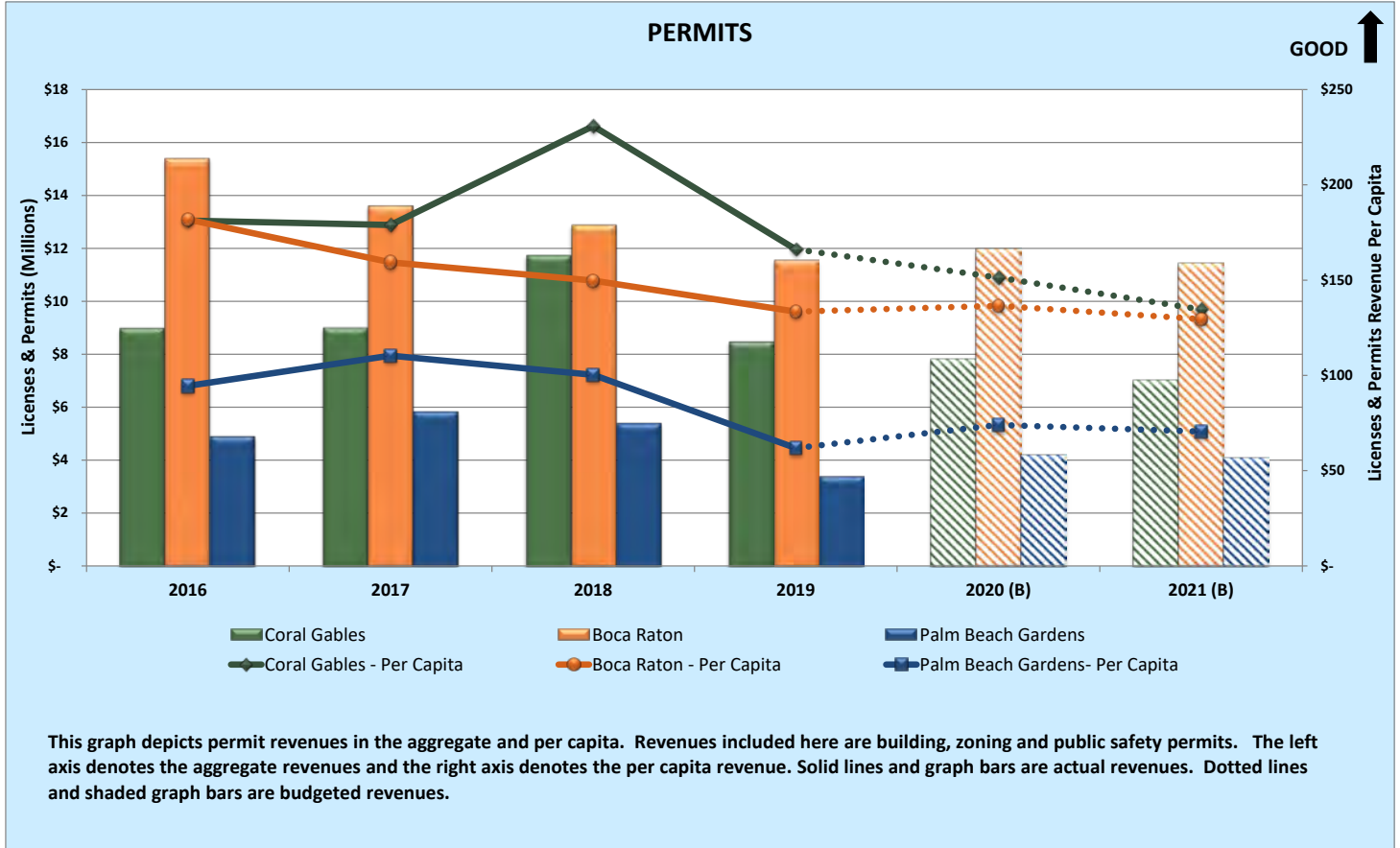
Note: (B) denotes budgeted figure, whereas other figures represent actuals

**2020-2021 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**



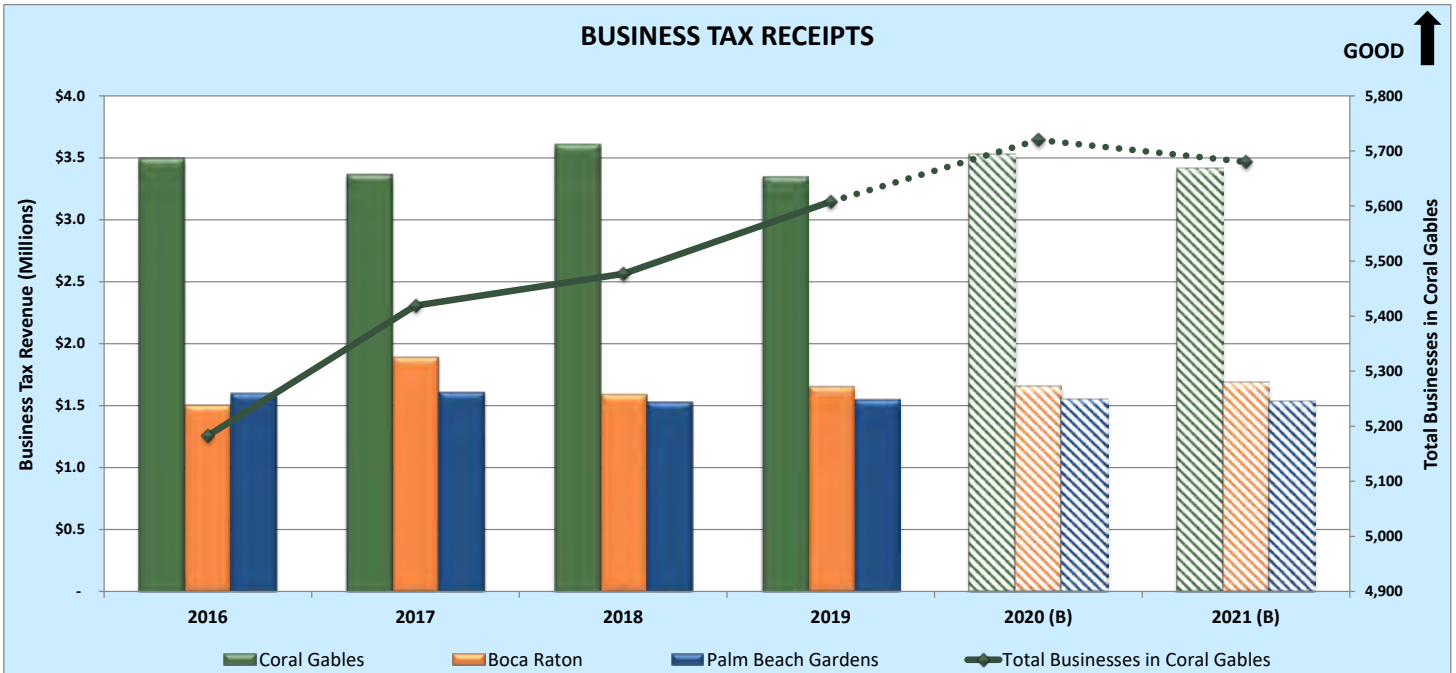
Note: (B) denotes budgeted figure, whereas other figures represent actuals

**2020-2021 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**

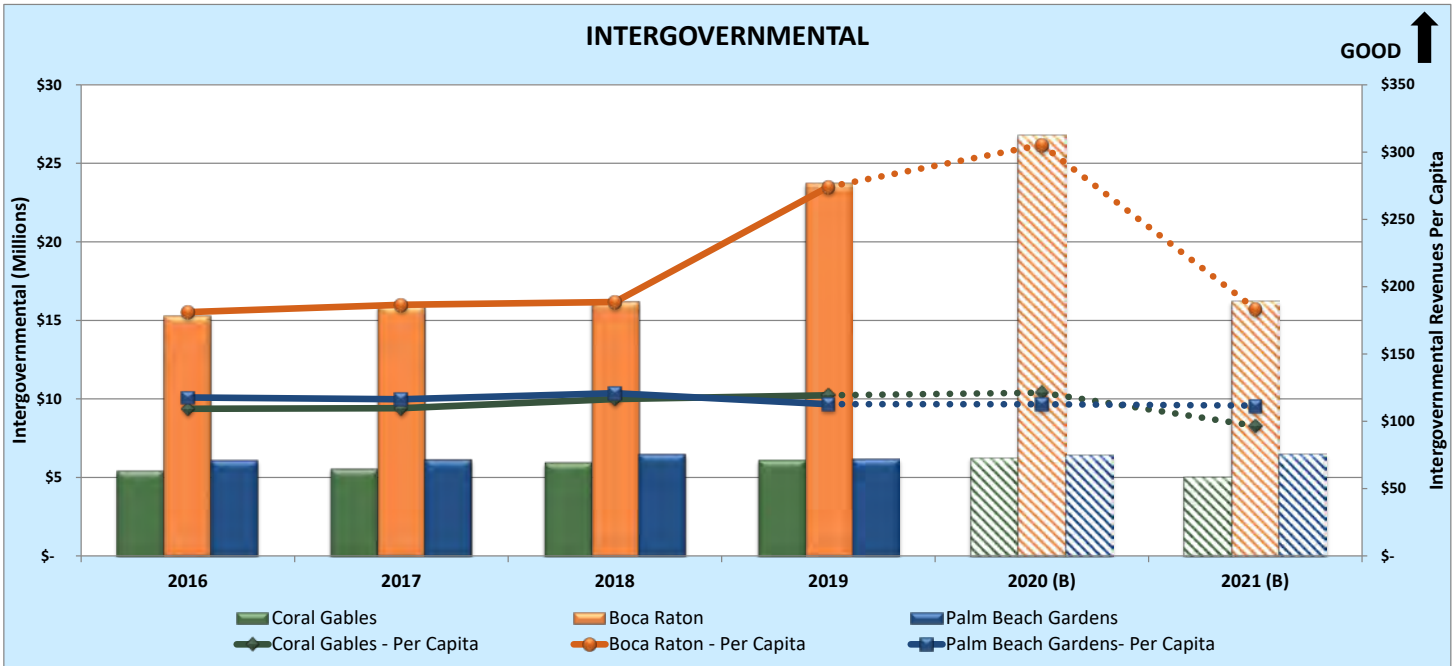


Note: (B) denotes budgeted figure, whereas other figures represent actuals

**2020-2021 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**



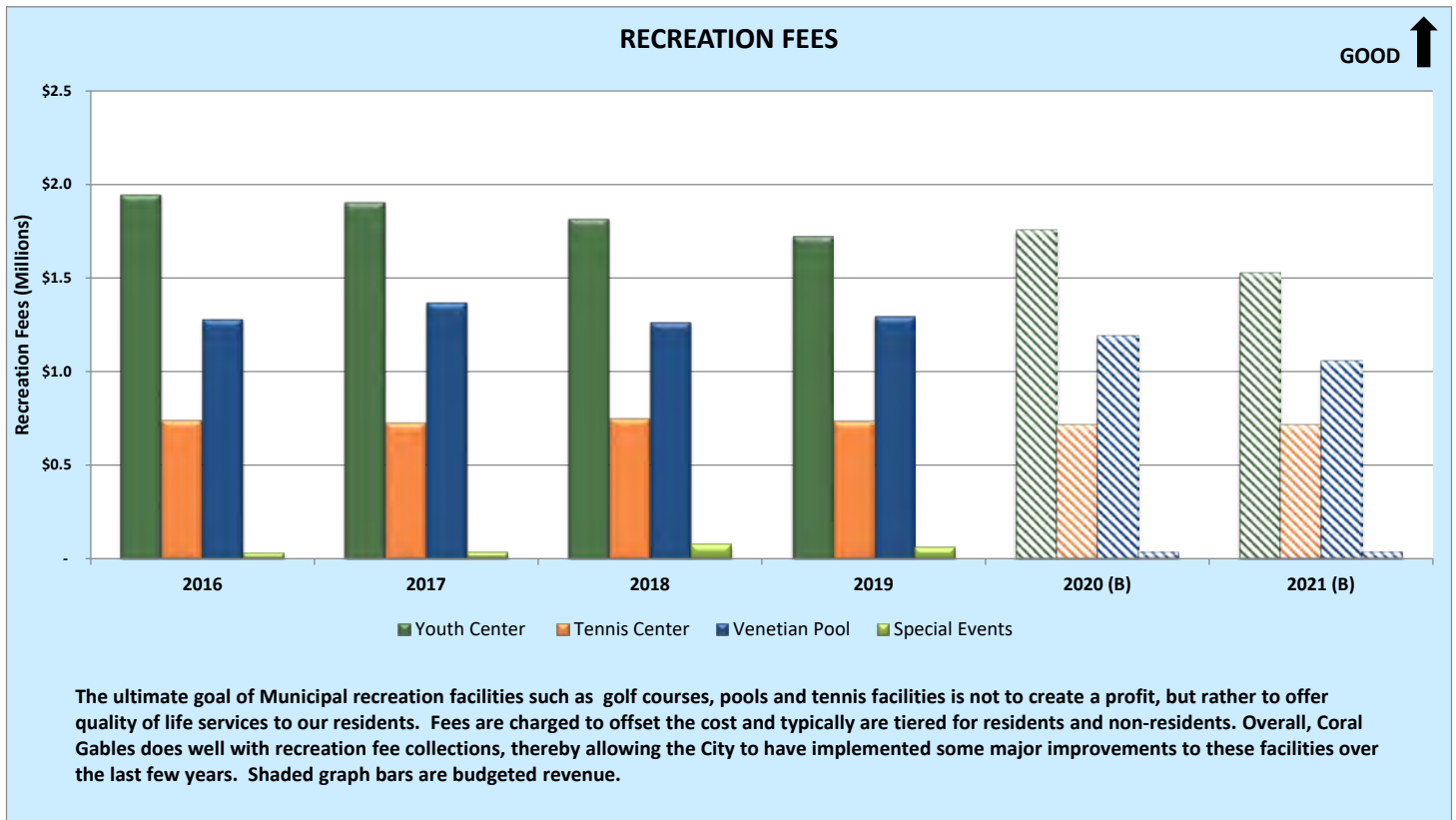
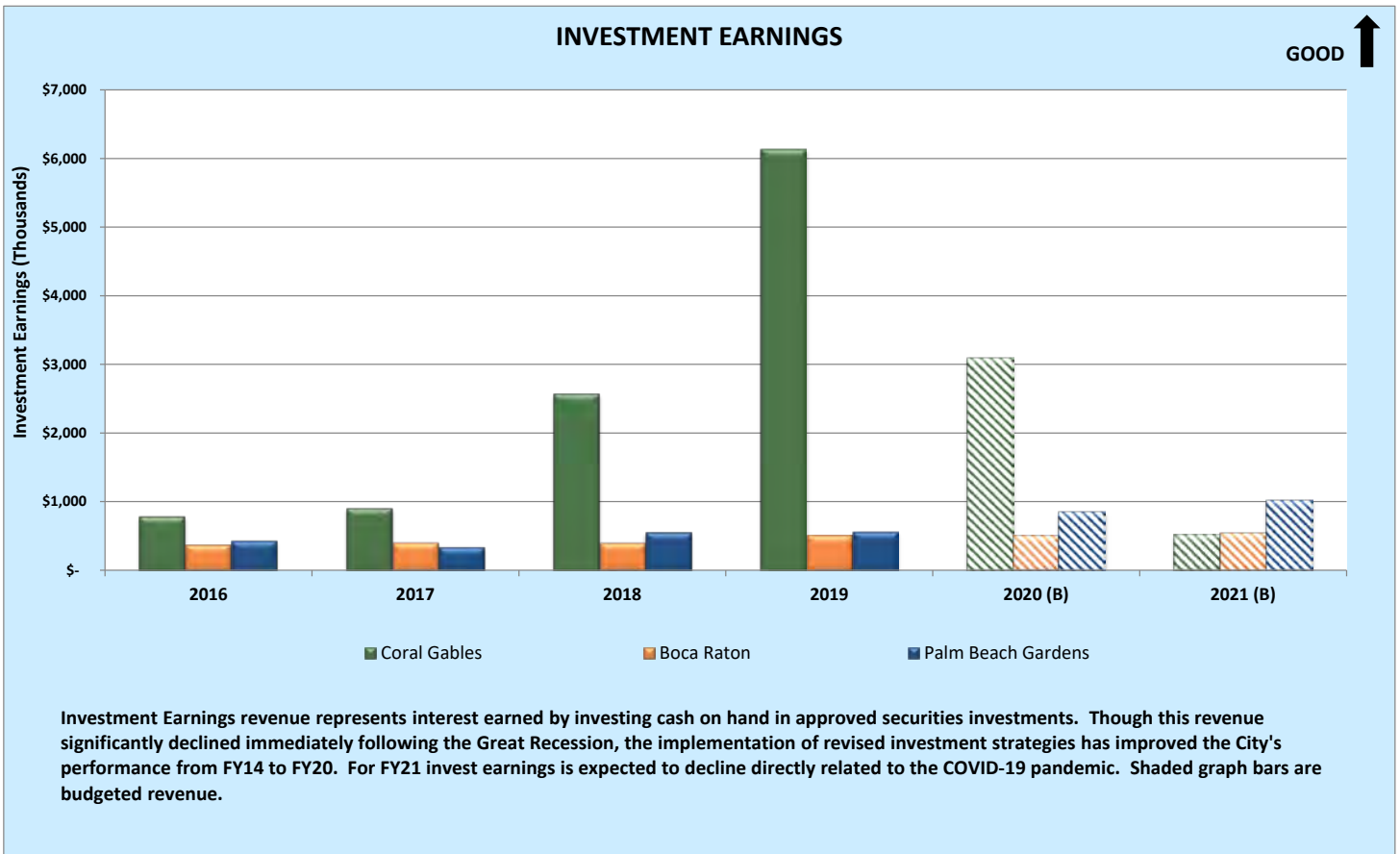
Business Tax Receipts are regulatory charges on businesses, professions and occupations located within the City. The State allows a 5% increase to these fees every two years. The 5% Increase is applied for 2020. This graph depicts total Business Tax Revenue revenue (left axis) and total number of businesses (right axis). 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. 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.

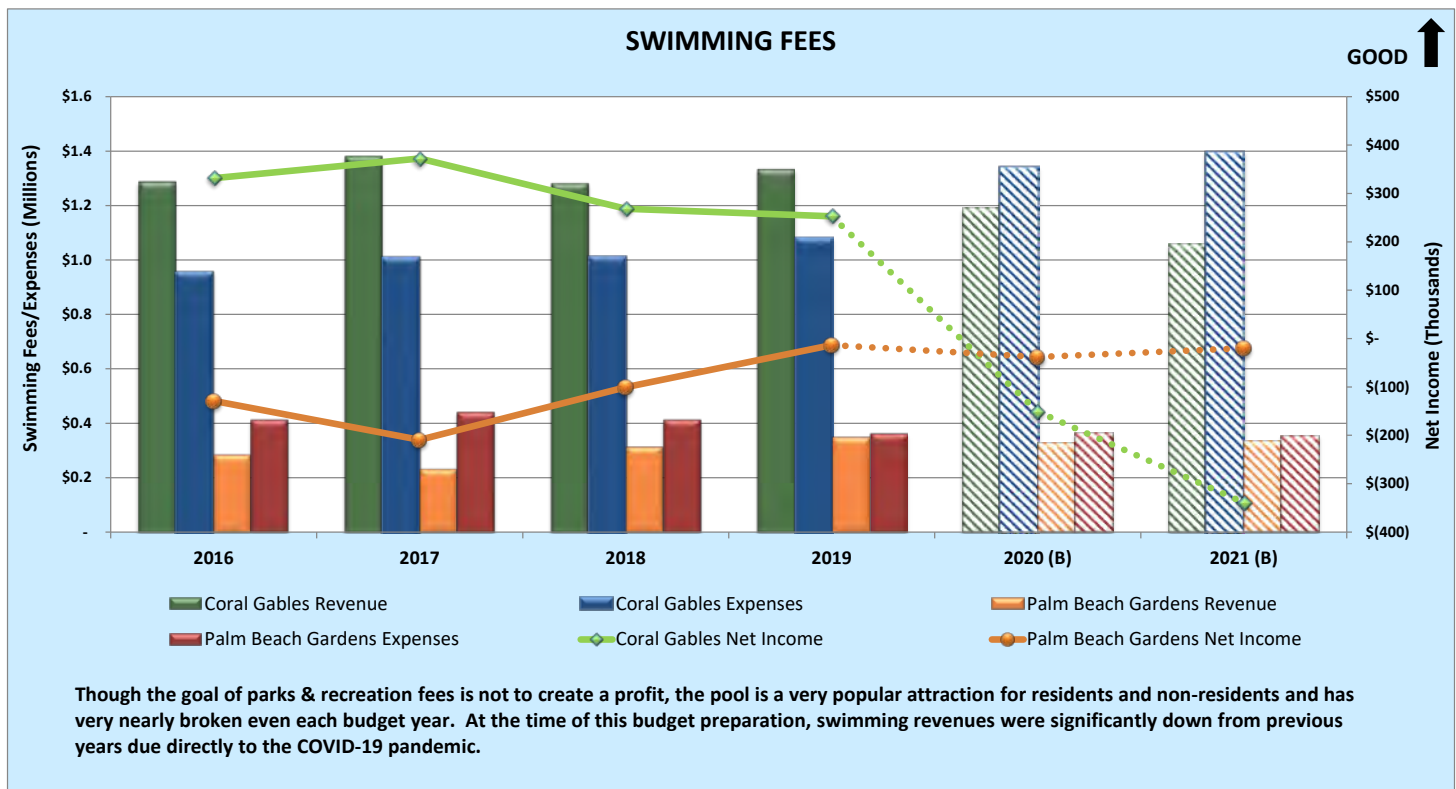
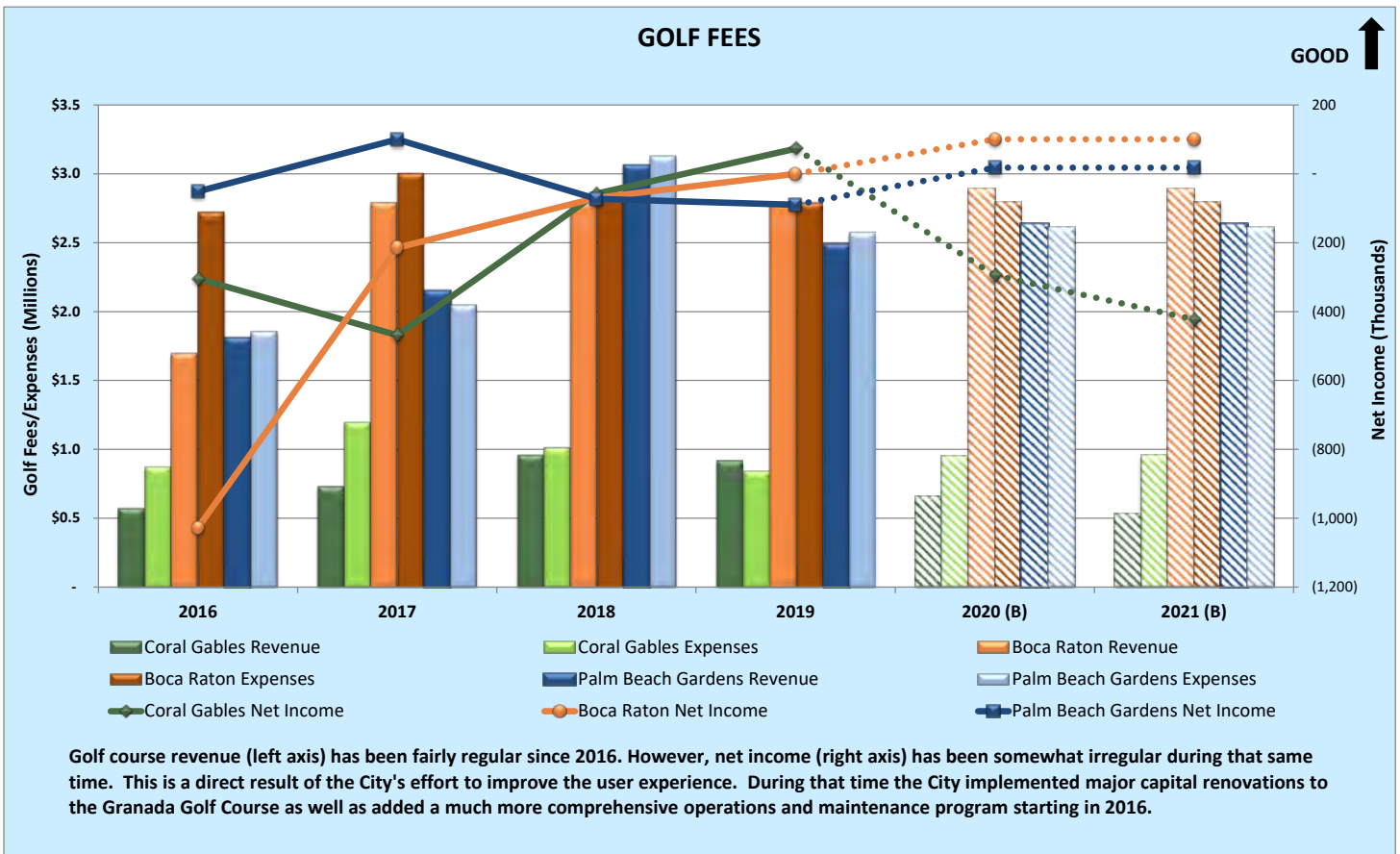
Note: (B) denotes budgeted figure, whereas other figures represent actuals

**2020-2021 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**



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

**2020-2021 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**



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

2020-2021 BUDGET

LONG RANGE FINANCIAL PLAN FOR THE GENERAL FUND

General Fund

(in \$ millions)

	2018	2019	2020	2021	2022	2023	2024	2025
	ACTUAL	ACTUAL	BUDGET	BUDGET	PROJ	PROJ	PROJ	PROJ
Revenues								
Property Taxes	\$ 80.76	\$ 85.47	\$ 89.54	\$ 92.28	\$ 89.97	\$ 92.67	\$ 95.45	\$ 98.31
Use Charges	9.76	9.80	9.77	8.72	8.50	8.67	8.84	9.02
Other Taxes	18.71	18.54	18.11	17.47	17.04	17.38	17.73	18.08
Licenses & Permits	15.36	11.84	11.34	10.44	10.17	10.48	10.62	10.94
Other Revenue	18.84	26.17	18.59	10.81	10.54	10.75	10.97	11.19
Intergovernmental Revenue	5.93	6.10	6.26	5.04	4.91	4.95	4.99	5.03
Recreation Fees	2.64	2.52	2.51	2.28	2.22	2.26	2.31	2.36
Investment Earnings	1.46	2.95	2.31	0.52	0.51	0.52	0.53	0.54
Contributions from Other Funds	14.59	15.62	12.10	10.16	9.91	10.11	10.31	10.52
Transfers In	-	-	13.05	2.37	2.42	2.42	2.42	2.42
Total Revenues	\$ 168.05	\$ 179.01	\$ 183.58	\$ 160.09	\$ 156.19	\$ 160.21	\$ 164.17	\$ 168.41
Expenditures by Type								
Personal Services	\$ 99.79	\$ 104.46	\$ 109.68	\$ 107.65	\$ 104.96	\$ 107.06	\$ 109.21	\$ 111.40
Operating Expenses	37.96	38.90	43.62	42.52	41.46	42.29	43.14	44.00
Capital Outlay	0.50	0.55	2.09	0.50	0.49	0.50	0.51	0.52
Grants and Aids	0.96	0.98	1.02	0.59	0.58	0.59	0.60	0.61
Non-Operating	(0.19)	(0.25)	(1.47)	(1.42)	(1.38)	(1.41)	(1.44)	(1.47)
Transfer Out	30.20	35.58	28.64	10.25	10.08	11.18	12.15	13.35
Total Expenditures by Type	\$ 169.22	\$ 180.22	\$ 183.58	\$ 160.09	\$ 156.19	\$ 160.21	\$ 164.17	\$ 168.41
Expenditures by Function								
General Government	\$ 32.71	\$ 32.98	\$ 35.54	\$ 35.69	\$ 34.91	\$ 35.52	\$ 36.23	\$ 36.95
Economic Environment	1.32	1.47	1.83	1.39	1.36	1.39	1.42	1.45
Public Safety	73.12	76.11	78.62	78.37	76.41	77.94	79.50	81.09
Physical Environment	19.72	20.87	24.48	20.68	20.16	20.56	20.97	21.39
Transportation	3.57	4.03	4.22	4.30	4.19	4.27	4.36	4.45
Culture & Recreation	8.59	9.16	10.25	9.41	9.17	9.35	9.54	9.73
Transfer Out	30.20	35.58	28.64	10.25	9.99	11.18	12.15	13.35
Total Expenditures by Function	\$ 169.23	\$ 180.20	\$ 183.58	\$ 160.09	\$ 156.19	\$ 160.21	\$ 164.17	\$ 168.41
Gain/(Loss)	\$ (1.17)	\$ (1.21)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unassigned Reserves								
FEMA/Ins. Reimbursements Rcv'd	-	-	6.15	-	-	-	-	-
FEMA/Ins. Outstanding	-	-	-	8.74	-	-	-	-
Transfers In/(Transfers Out)	-	(7.49)	-	-	-	-	-	-
Total Available	\$ 38.18	\$ 30.69	\$ 36.84	\$ 45.58	\$ 45.58	\$ 45.58	\$ 45.58	\$ 45.58

2020-2021 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.

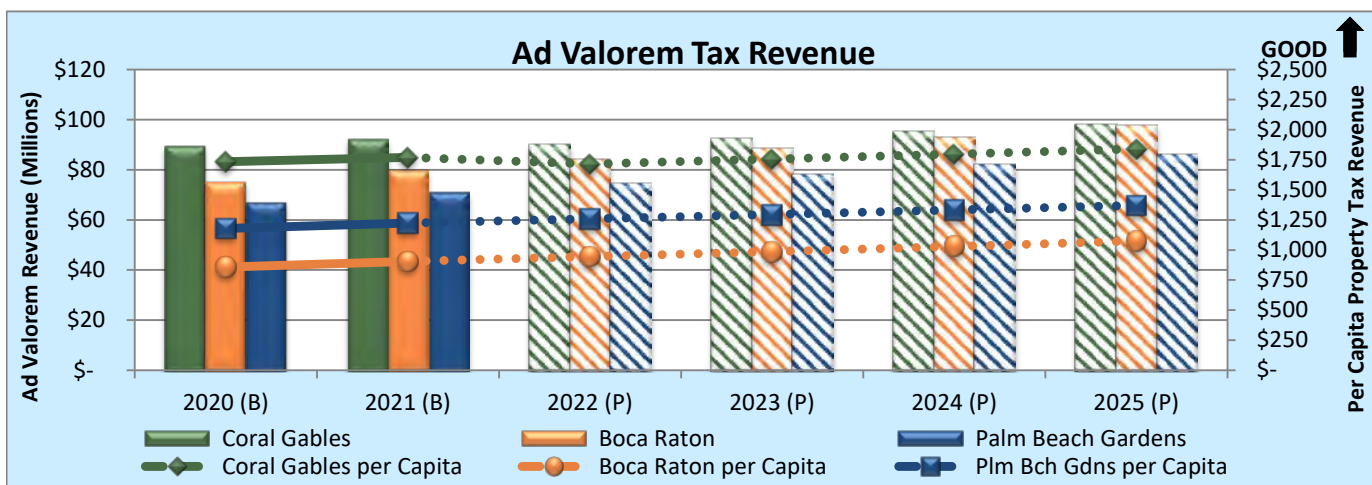
The Long Range Financial Plan uses trend analysis of historic revenue and expenditure patterns to make informed and targeted projections for the five year period FY21 to FY25. Economic indicators from the Congressional Budget Office (CBO), i.e., the Consumer Price Index (CPI) are also utilized in areas 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/charges. As with most municipalities in Florida, ad valorem property tax is by far the largest source of revenue, accounting for 57.4% of the Fund's budget. Ad valorem dollars have rebounded consistently since the financial downturn of 2007-2009. Though over the last several years the City's taxable values have experienced annual growth rates of 4.5% to 5%, most finance experts agree that there will be some degree of decline in property values due to the COVID-19 pandemic. This decline is expected to be felt by most cities during the implementation of the FY22 budget with lasting impacts that are yet unknown. Moving forward the City has projected a conservative growth model addressing the potential decline in FY22 and a gradual recovery of 2% to 3% after that. This type of conservative approach is consistent with the City's goal of financial sustainability.

In addition, Coral Gables is in high demand for commercial and residential development. The City Commission understands that development is an important way to grow the tax base and thereby generate new revenues. However, the City maintains a strict principle to be very selective with new development so as to not change the City's historic small-town feel.

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.

2020-2021 BUDGET

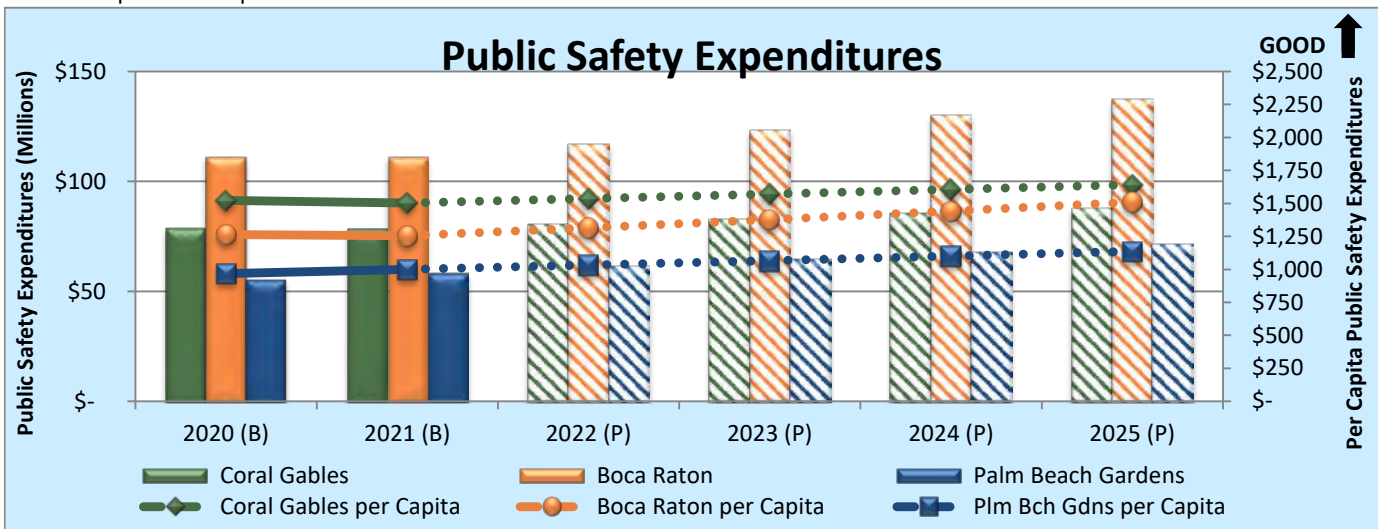
LONG RANGE FINANCIAL PLAN FOR THE GENERAL FUND

EXPENDITURE DISCUSSION

General Fund expenditures were projected using a similar methodology. Staffing 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 been carefully increased by 55 positions in an effort to enhance services to our residents and help the City reach its goal of world class status. In addition, over the past few years 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 market. It is anticipated that future personnel expense growth will level off following the implementation of the aforementioned collective bargaining agreements as well as the COVID-19 pandemic-related economic downturn.

To address the expected revenue decline in FY21, staffing costs have been reduced by freezing all unfilled positions except for certain positions in the public safety sector, i.e. sworn Fire and Police positions and Communication Operators. In addition, significant hard and soft reductions were made to all levels of operating expenditures that are considered non-essential. Please refer to the City Manager’s message for specific details of the City’s budget reduction methodology.

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 nearly 49% of the City's FY21 operating budget. The graph below depicts total and per capita public safety expenses for Coral Gables and other peer municipalities.



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.

2020-2021 BUDGET

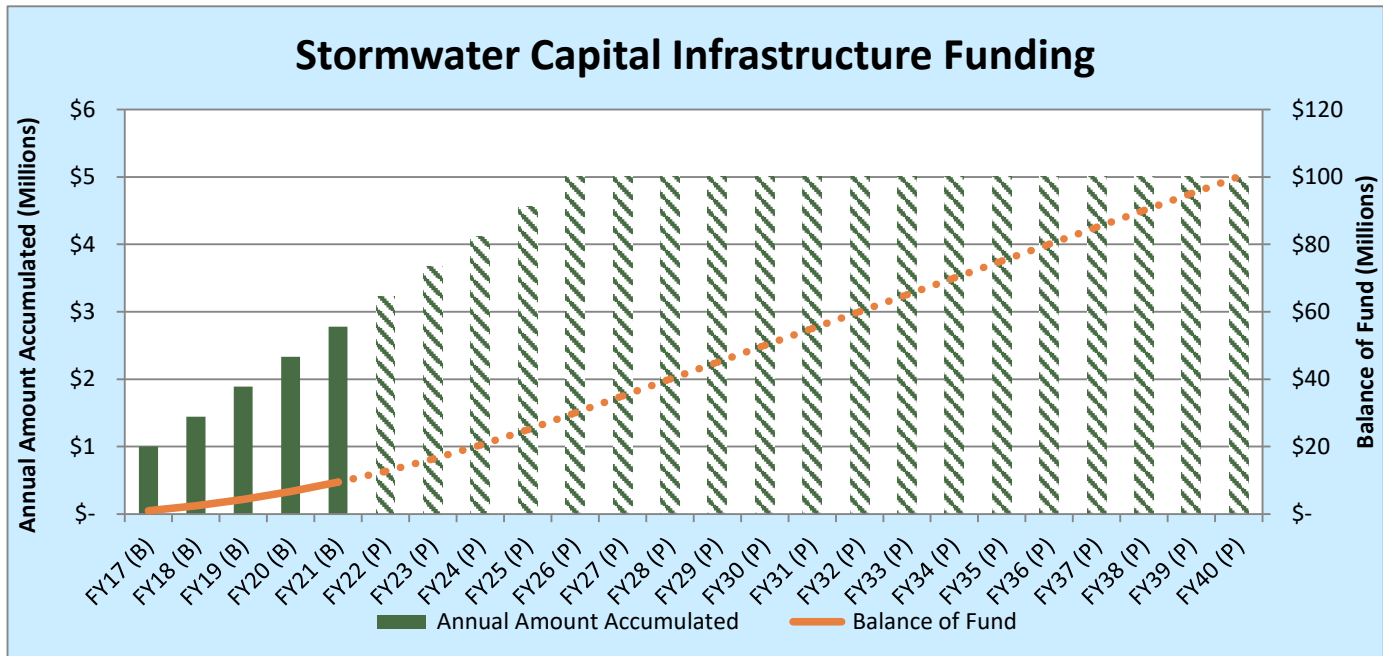
LONG RANGE FINANCIAL PLAN FOR SEA LEVEL RISE MITIGATION

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

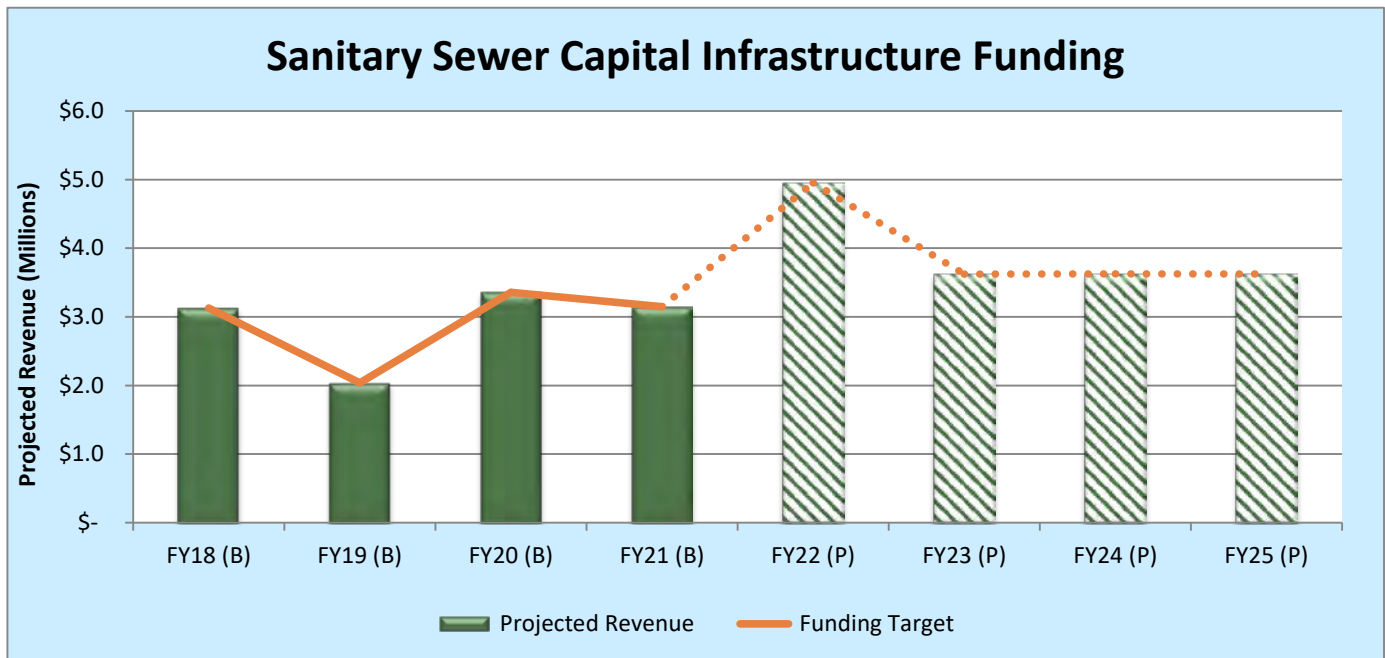
The City is also taking proactive steps to combat the impact sea level rise will have on its sanitary sewer system. As part of the capital planning process, the Public Works staff provided Finance with a comprehensive replacement cost estimate for the sanitary sewer infrastructure. The estimate includes 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 approximately \$2.5M to \$3.0M annually.

2020-2021 BUDGET

LONG RANGE FINANCIAL PLAN FOR SEA LEVEL RISE MITIGATION

On July 14, 2020 the City Commission reviewed a Sanitary Sewer fee structure change to help cover the cost of the Sanitary Sewer replacement program. The new fee structure will give the City the ability to address the replacement of a large section of force mains on Alhambra Circle. In addition, the increase will fund the estimated pass-through of next year's increase in Miami-Dade waste water treatment costs

It is essential to note that a Return on Investment (ROI) Elimination Program was initiated in FY19 to rescind the enabling legislation that originated an ROI payment from the Sanitary Sewer and Storm Water Funds to the General Fund. The Program eliminates the ROI over the five-year period from FY19 to FY23 by redirecting the ROI back to the Storm Water and Sanitary Sewer fund's respective capital replacement programs. For each fund, the ROI was reduced by 20% in FY19, 40% in FY20, etc. until the ROI is fully rescinded in FY23. Once the program is fully implemented in FY23, \$1.25M will be retained annually by the Sanitary Sewer Fund, and \$335K will be retained annually by the Storm Water Utility.



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.

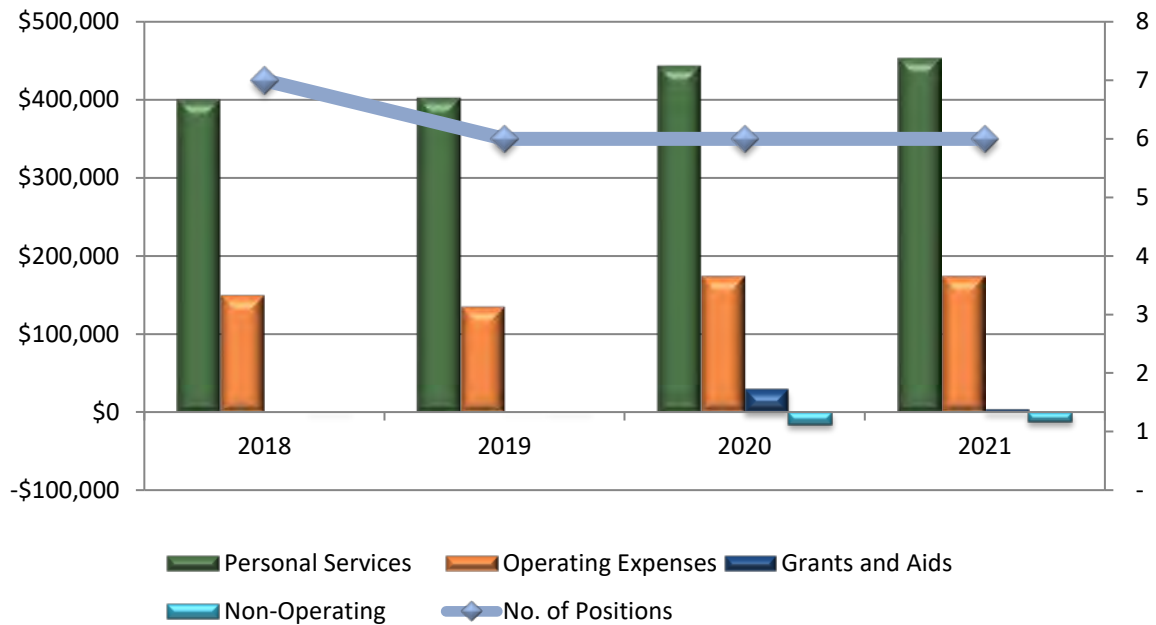
**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



**CITY COMMISSION
BUDGET AND POSITION SUMMARY**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET
Salaries & Benefits	400,855	403,080	444,061	453,557
Operating Expenses	149,878	134,923	174,426	174,606
Grants and Aids	-	466	29,000	4,000
Non-Operating	-	-	(16,031)	(11,992)
Total	550,733	538,469	631,456	620,171
Full Time Headcount	6.00	6.00	6.00	6.00
Part Time FTE's	1.00	-	-	-
Total Headcount & FTE's	7.00	6.00	6.00	6.00

EXPENDITURE/PERSONNEL COMPARISONS



**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
CITY COMMISSION
0100 CITY COMMISSION
511 LEGISLATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2017-2018	2018-2019	2019-2020	2020-2021		
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES	
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT		
8900	Mayor	1.00	1.00	1.00	1.00	\$ 40,096	
8910	Vice Mayor	1.00	1.00	1.00	1.00	35,078	
8920	City Commissioner	3.00	3.00	3.00	3.00	97,740	
0034	Admin. Assistant to the Mayor	1.00	1.00	1.00	1.00	56,021	
TOTAL FULL TIME HEADCOUNT		6.00	6.00	6.00	6.00	228,935	
PART TIME POSITIONS		TITLE	HC	FTE's	FTE's	FTE's	
0051	Office Clerk Intern - PT		1	0.75	0.75	0.75	23,610
TOTAL PART TIME FTE's			1	0.75	0.00	0.00	23,610
TOTAL				6.75	6.00	6.00	\$ 252,545

EXPENDITURE DETAIL

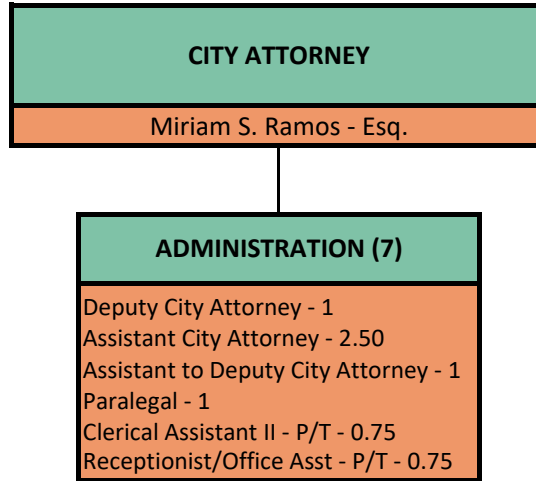
		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 241,877	\$ 239,546	\$ 252,182	\$ 252,545
2000	Employee Benefits - See Other Cost Dist.	158,978	163,534	191,879	201,012
3190	Other Professional Services	5,375	-	-	-
4010	Travel Expense	25,214	27,732	28,200	28,200
4011	Out-of-town Travel	508	-	6,000	6,000
4410	Rental of Machinery and Equipment	3,081	3,000	2,000	2,000
4420	Public Facilities Cost - See Other Cost Dist.	54,826	56,830	58,077	57,892
4550	General Liability Insurance	14,250	13,213	11,849	12,214
4710	Special Printed Forms	-	-	300	300
4990	Other Miscellaneous Expense	21,941	5,882	17,000	17,000
4991	Miscellaneous Expense - Mayor Valdes-Fauli	2,805	929	5,000	5,000
4992	Miscellaneous Expense - Vice Mayor Lago	2,725	4,231	5,000	5,000
4993	Miscellaneous Expense - Commissioner Fors	150	1,638	5,000	5,000
4994	Miscellaneous Expense - Commissioner Keon	1,332	500	5,000	5,000
4995	Miscellaneous Expense - Commissioner Mena	1,332	258	5,000	5,000
5100	Office Supplies	4,160	9,732	10,000	10,000
5400	Membership Dues and Subscriptions	10,371	10,978	11,000	11,000
5410	Employee Training	1,808	-	5,000	5,000
8100	1 Hopkins/Cooper Scholarship	-	-	25,000	-
8101	Sister Cities Grant	-	466	4,000	4,000
9010	Intradepartmental Credits	-	-	(16,031)	(11,992)
TOTAL		\$ 550,733	\$ 538,469	\$ 631,456	\$ 620,171

1 Hopkins/Cooper Scholarship transferred to Division 7000 (Non-Departmental)

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**

CITY ATTORNEY

ORGANIZATION CHART



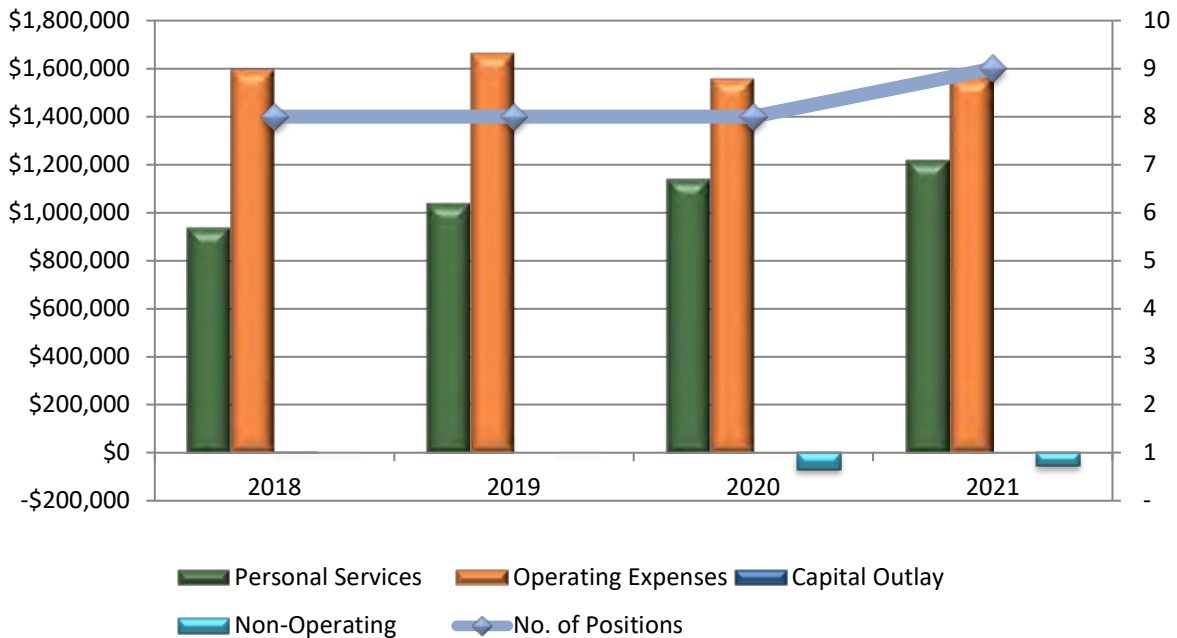
**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



**CITY ATTORNEY
BUDGET AND POSITION SUMMARY**

	<u>2017-2018 ACTUAL</u>	<u>2018-2019 ACTUAL</u>	<u>2019-2020 BUDGET</u>	<u>2020-2021 BUDGET</u>
Salaries & Benefits	938,529	1,039,825	1,140,747	1,219,487
Operating Expenses	1,597,084	1,665,409 *	1,558,194 *	1,561,915
Capital Outlay	2,664	-	1,000	500
Non-Operating	-	-	(69,088)	(53,104)
Total	<u><u>2,538,277</u></u>	<u><u>2,705,234</u></u>	<u><u>2,630,853</u></u>	<u><u>2,728,798</u></u>
Full Time Headcount	7.00	7.00	7.00	7.00
Part Time FTE's	0.75	0.75	0.75	1.50
Total Headcount & FTE's	<u><u>7.75</u></u>	<u><u>7.75</u></u>	<u><u>7.75</u></u>	<u><u>8.50</u></u>

EXPENDITURE/PERSONNEL COMPARISONS



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:

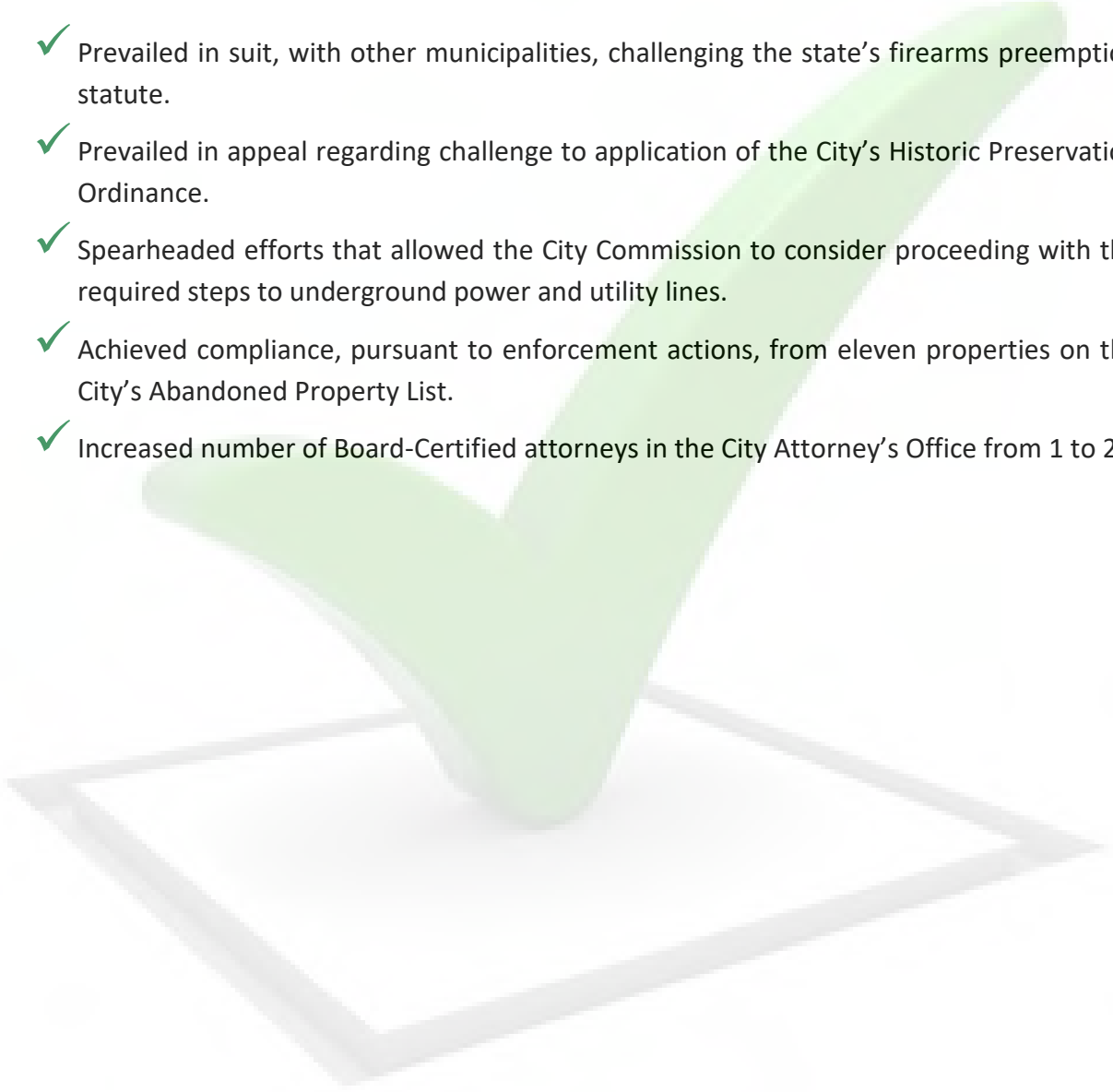
1. Providing effective and efficient legal representation to the City Commission, City Officials, and City Departments.
2. Working to protect Home Rule and to fight against State preemption.
3. Continuing to be an available resource for City businesses and residents.
4. Providing sound legal advice to 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
2020-2021 BUDGET**

CITY ATTORNEY

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS

- ✓ Prevailed in suit, with other municipalities, challenging the state's firearms preemption statute.
- ✓ Prevailed in appeal regarding challenge to application of the City's Historic Preservation Ordinance.
- ✓ Spearheaded efforts that allowed the City Commission to consider proceeding with the required steps to underground power and utility lines.
- ✓ Achieved compliance, pursuant to enforcement actions, from eleven properties on the City's Abandoned Property List.
- ✓ Increased number of Board-Certified attorneys in the City Attorney's Office from 1 to 2.



**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
CITY ATTORNEY
0500 CITY ATTORNEY
514 LEGAL COUNSEL

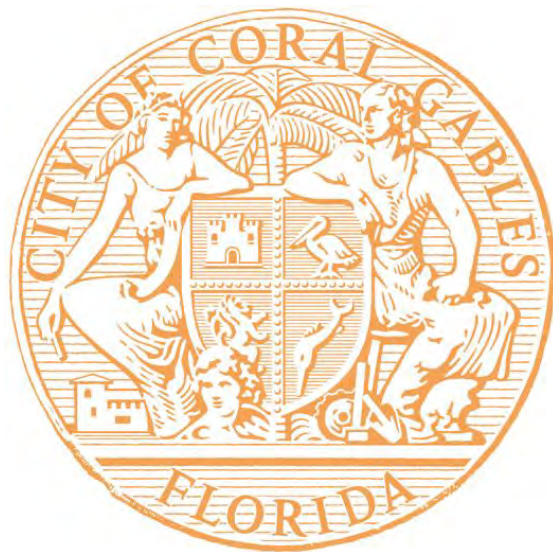
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET SALARIES	
FULL TIME POSITIONS						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
8930	City Attorney	1.00	1.00	1.00	1.00	\$ 206,320
0040	Deputy City Attorney	1.00	1.00	1.00	1.00	159,043
0080	Assistant City Attorney	2.00	2.00	2.00	2.00	221,496
0629	Asst City Attorney/Govt'l Affairs Manager	0.50	0.50	0.50	0.50	55,297
0070	Paralegal	1.00	1.00	1.00	1.00	83,887
0048	Ass't to Deputy City Attorney	1.00	1.00	1.00	1.00	58,756
8888	Overtime	-	-	-	-	8,000
TOTAL FULL TIME HEADCOUNT		6.50	6.50	6.50	6.50	792,799
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>
0083	Clerical Assistant II - P/T	1	-	-	-	0.75 27,514
9019	Receptionist/Office Asst - P/T	1	0.75	0.75	0.75	19,283
TOTAL PART TIME FTE's		2	0.75	0.75	0.75	1.50 46,797
TOTAL			7.25	7.25	7.25	8.00 \$ 839,596

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
1000	Salaries	\$ 694,496	\$ 740,082	\$ 791,762	\$ 839,595
2000	Employee Benefits - See Other Cost Dist.	244,033	299,743	348,985	379,892
3120	Special Legal Services	1,447,200	1,520,391	1,400,000	1,400,000
3190	Other Professional Services	77	70	-	-
4090	Other Transportation Expense	26,424	32,065	27,993	27,938
4091	Cell Phone Allowance	1,800	1,300	1,200	1,200
4410	Rental of Machinery and Equipment	8,305	7,117	8,200	8,200
4420	Public Facilities Cost - See Other Cost Dist.	38,232	39,632	40,500	40,370
4550	General Liability Insurance	41,043	34,974	37,201	40,607
4720	Printing & Binding	-	-	300	730
4910	Court Costs & Investigative Expense	325	125	600	1,870
4990	Other Miscellaneous Expense	509	187	700	2,000
5100	Office Supplies	6,341	2,679	6,500	10,500
5400	Membership Dues and Subscriptions	20,631	24,264	18,500	18,500
5410	Employee Training	6,197	2,605	16,500	10,000
6450	Office Equipment Replacement	2,664	-	1,000	500
9010	1 Intradepartmental Credits	-	-	(69,088)	(53,104)
TOTAL		\$ 2,538,277	\$ 2,705,234	\$ 2,630,853	\$ 2,728,798

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

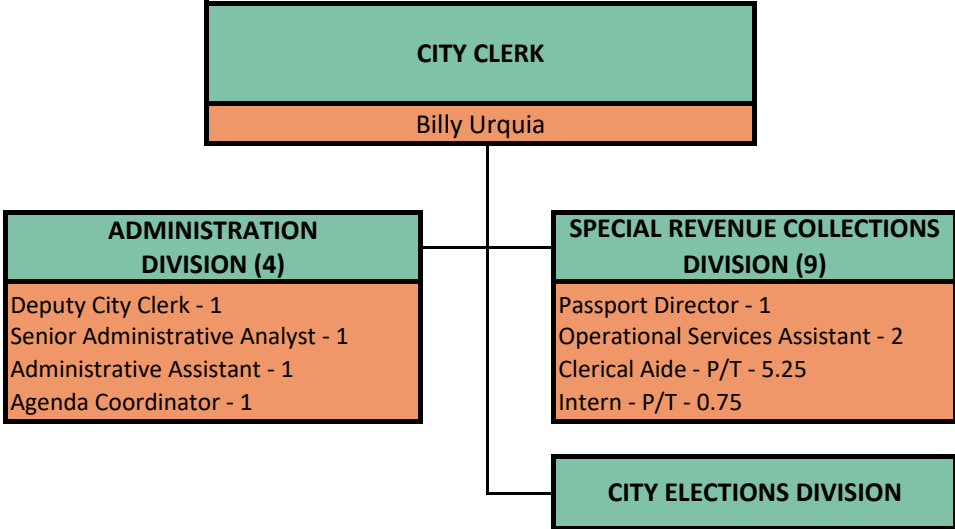


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**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**

CITY CLERK

ORGANIZATION CHART



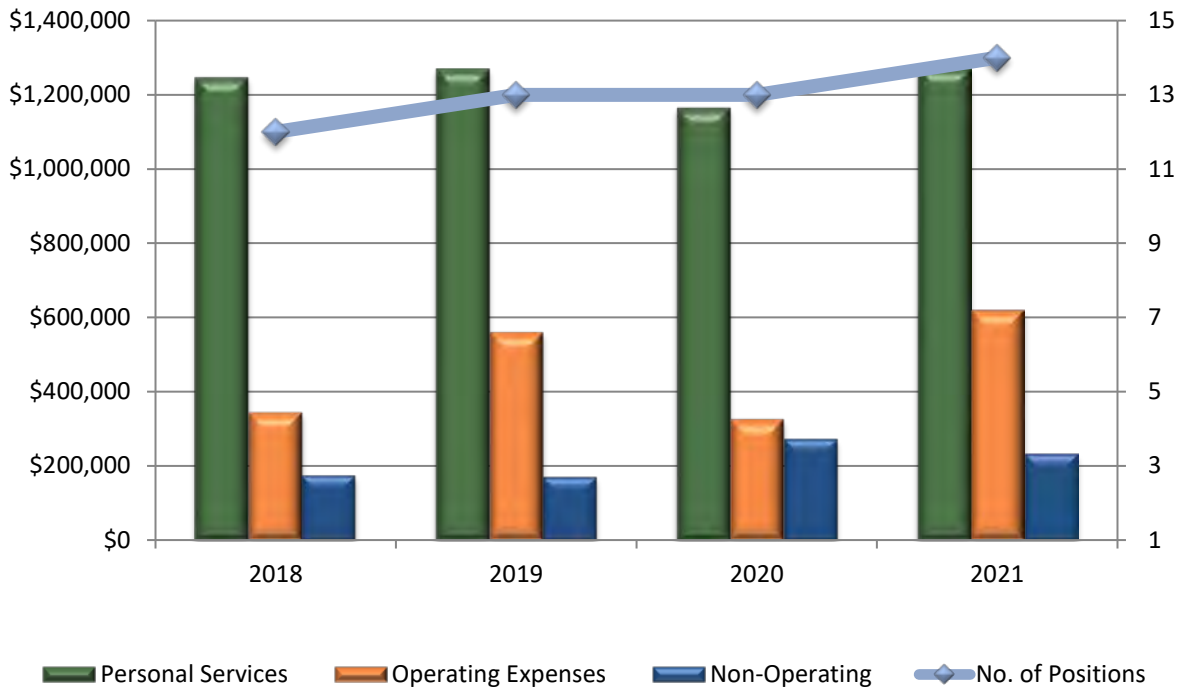
**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



**CITY CLERK
BUDGET AND POSITION SUMMARY**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET
Salaries & Benefits	1,244,479	1,268,332	1,162,926	1,269,680
Operating Expenses	342,772	558,512	324,584	618,538
Non-Operating	174,268	169,788	271,663	231,722
Total	<u>1,761,519</u>	<u>2,057,337</u>	<u>1,773,468</u>	<u>2,119,940</u>
Full Time Headcount	8.00	8.00	8.00	8.00
Part Time FTE's	3.75	4.50	4.50	6.00
Total Headcount & FTE's	11.75	12.50	12.50	14.00

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:

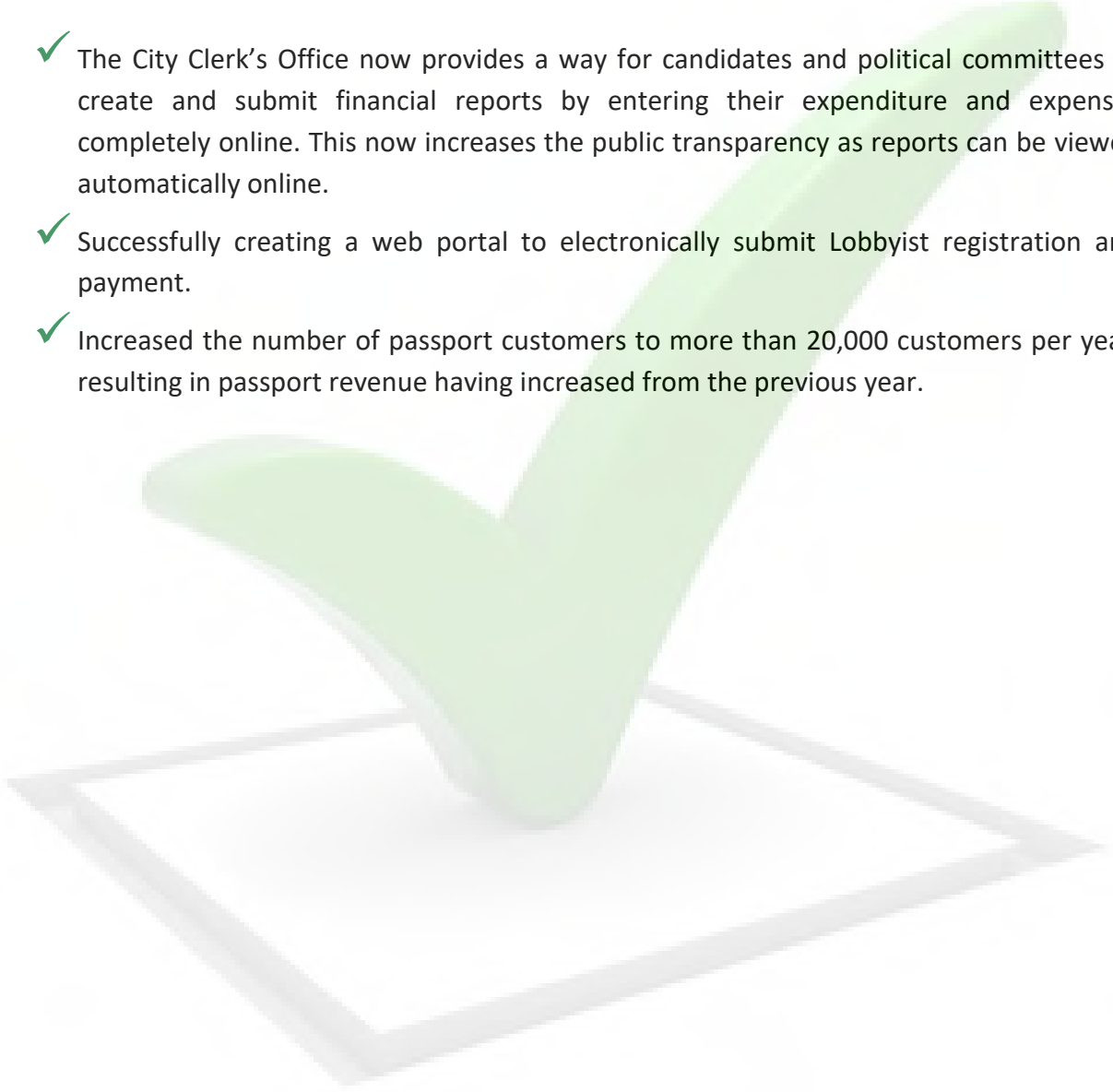
1. To provide professional supervision and management of all Municipal Elections, including but not limited to Charter amendment issues, municipal candidate, bond referendum and retirement board elections pursuant to the Florida Election Code, Miami-Dade County Charter and Code and City of Coral Gables 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.
9. Serves as the Records Management Liaison Officer (RMLO) with the State of Florida Department of State and oversee records management, retention, digitizing and destruction in accordance with state regulations.

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**

CITY CLERK

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS

- ✓ The City Clerk's Office now provides a way for candidates and political committees to create and submit financial reports by entering their expenditure and expenses completely online. This now increases the public transparency as reports can be viewed automatically online.
- ✓ Successfully creating a web portal to electronically submit Lobbyist registration and payment.
- ✓ Increased the number of passport customers to more than 20,000 customers per year, resulting in passport revenue having increased from the previous year.



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

CITY CLERK

INDICATOR:	FY19			FY20		FY21
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Passport applications processed	19,000	19,249	●	20,000	13,890	15,000
Photographic prints provided	-	13,298	-	11,000	7,510	8,000
Amount collected from Lobbyist Registration	8,000	21,500	●	20,000	19,250	10,000
Number of Principals registered ¹	80	86	●	80	77	40

Legend

- Target met or exceeded
- ▲ Target nearly met
- ◆ Target not met

Notes:

¹Denotes calendar year figures



**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
CITY CLERK
0600 CITY CLERK
511 LEGISLATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021	
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	SALARIES
8940	City Clerk	1.00	1.00	1.00	1.00	\$ 137,000
0600	Deputy City Clerk	1.00	1.00	1.00	1.00	103,578
0809	Sr. Administrative Analyst	1.00	1.00	1.00	1.00	73,870
0622	Contracts & Records Mgmt Coordinator	1.00	-	-	-	-
0602	Administrative Assistant	1.00	1.00	1.00	1.00	60,345
0035	Agenda Coordinator	1.00	1.00	1.00	1.00	65,808
TOTAL		6.00	5.00	5.00	5.00	\$ 440,601

EXPENDITURE DETAIL

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET
1000 Salaries	\$ 572,153	\$ 528,054	\$ 443,949	\$ 440,601
2000 Employee Benefits - See Other Cost Dist.	316,895	297,757	250,870	274,609
3190 Other Professional Services	55,839	47,754	62,000	61,453
4090 Other Transportation Expense	11,507	18,000	16,245	12,345
4091 Cell Phone Allowance	-	600	-	1,200
4410 Rental of Machinery and Equipment	8,435	8,143	6,840	8,200
4420 Public Facilities Cost - See Other Cost Dist.	31,100	32,239	32,945	32,839
4550 General Liability Insurance	29,448	23,361	20,859	21,310
4820 Advertising Expense	25,856	17,824	21,462	20,000
4990 Other Miscellaneous Expense	3,807	2,695	2,500	5,150
5100 Office Supplies	3,839	3,758	4,000	4,000
5400 Membership Dues and Subscriptions	2,052	1,690	2,150	1,650
5410 Employee Training	4,882	6,849	6,200	7,400
TOTAL	\$ 1,065,813	\$ 988,724	\$ 870,020	\$ 890,757

**CITY OF CORAL GABLES, FLORIDA
2020-2021 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				
		2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
FULL TIME POSITIONS						
0607	Passport Director	-	1.00	1.00	1.00	\$ 100,702
0605	Operational Services Coord.	1.00	-	-	-	-
0064	Operational Services Assistant	1.00	2.00	2.00	2.00	101,988
8888	Overtime	-	-	-	-	15,000
TOTAL FULL TIME HEADCOUNT		2.00	3.00	3.00	3.00	217,690
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0087	Intern - P/T	0	0.75	0.75	0.75	21,529
9006	Clerical Aide - P/T	5	3.00	3.75	3.75	155,764
TOTAL PART TIME FTE's		5	3.75	4.50	4.50	177,293
TOTAL			5.75	7.50	7.50	\$ 394,983

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 265,925	\$ 313,186	\$ 345,490	\$ 394,983
2000	Employee Benefits - See Other Cost Dist.	89,506	129,326	122,617	159,487
3190	Other Professional Services	84,379	58,043	62,000	62,100
4090	Other Transportation Expense	-	-	3,898	3,899
4410	Rental of Machinery and Equipment	-	3,301	4,500	4,750
4420	Public Facilities Cost - See Other Cost Dist.	33,277	34,496	35,252	35,138
4550	General Liability Insurance	13,390	14,822	16,233	19,104
4970	Passport Expense	20,004	15,640	7,500	7,500
5202	Chemicals and Photographic Supplies	14,957	7,172	10,000	7,000
6442	Computer Software - Additions	-	60,705	14,295	-
9001	Lobbyist Registration & Fees	-	5,150	7,322	3,722
9002	Document Filing Fee	174,268	164,638	264,341	228,000
TOTAL		\$ 695,706	\$ 806,479	\$ 893,448	\$ 925,683

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
CITY CLERK
0610 CITY ELECTIONS
511 LEGISLATIVE

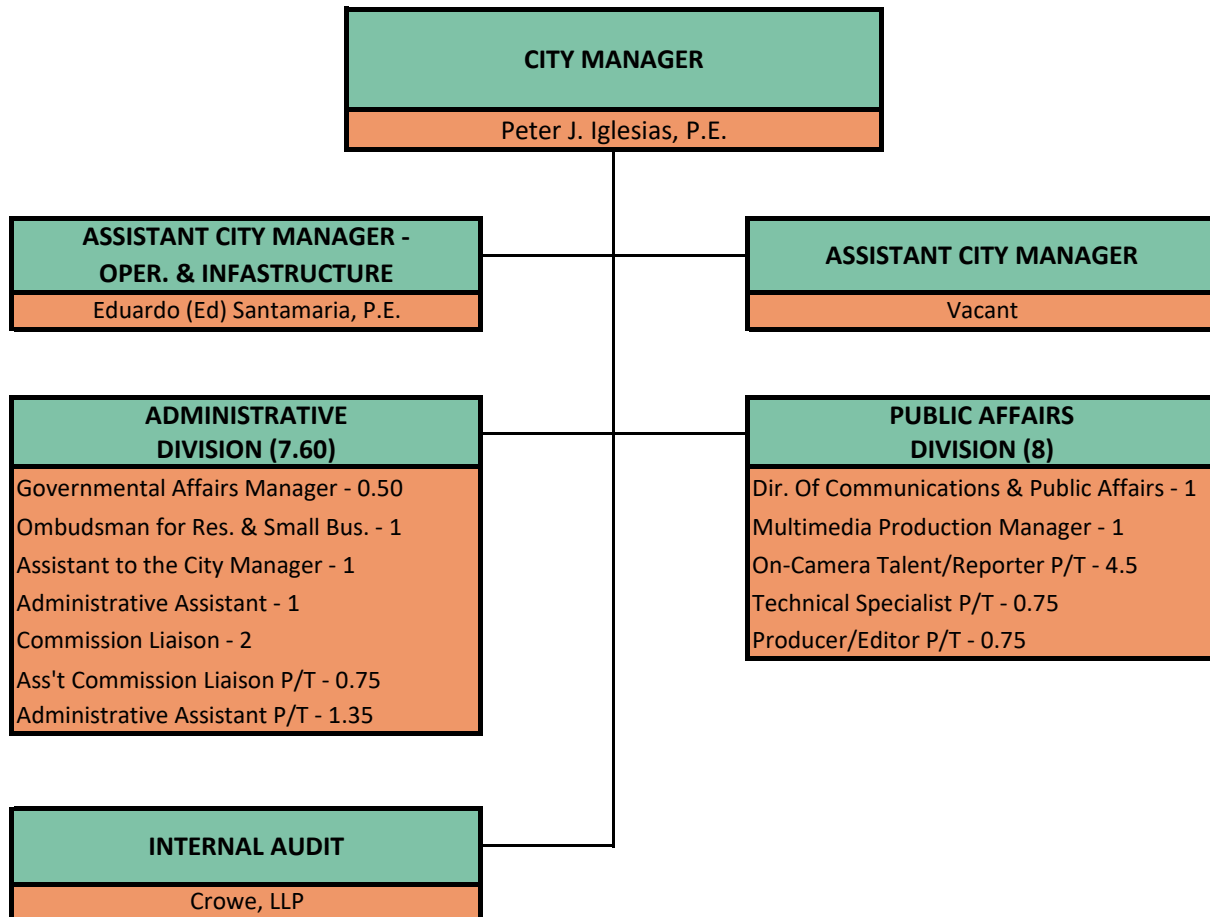
EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
3190	Other Professional Services	\$ -	\$ 211,925	\$ 5,000	\$ 242,000
4820	Advertising Expense	-	40,000	-	50,000
4990	Other Miscellaneous Expense	-	10,200	-	10,000
5100	Office Supplies	-	-	5,000	1,500
	TOTAL	\$ -	\$ 262,134	\$ 10,000	\$ 303,500

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**

CITY MANAGER

ORGANIZATION CHART



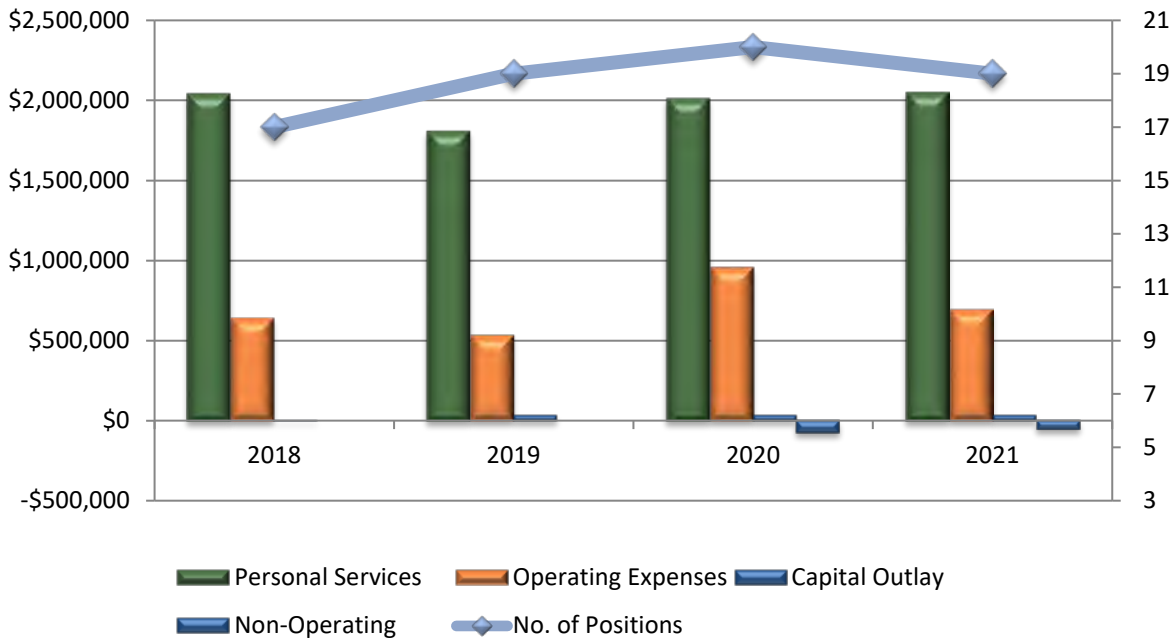
**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



**CITY MANAGER
BUDGET AND POSITION SUMMARY**

	<u>2017-2018 ACTUAL</u>	<u>2018-2019 ACTUAL</u>	<u>2019-2020 BUDGET</u>	<u>2020-2021 BUDGET</u>
Salaries & Benefits	2,037,960	1,804,221	2,008,152	2,047,691
Operating Expenses	640,949	535,148	955,566	692,297
Capital Outlay	4,268	35,737	35,000	35,000
Non-Operating	-	-	(75,002)	(55,357)
Total	<u><u>2,683,177</u></u>	<u><u>2,375,106</u></u>	<u><u>2,923,716</u></u>	<u><u>2,719,631</u></u>
Full Time Headcount	10.50	10.50	11.50	10.50
Part Time FTE's	6.75	8.10	8.10	8.10
Total Headcount & FTE's	<u><u>17.25</u></u>	<u><u>18.60</u></u>	<u><u>19.60</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
2020-2021 BUDGET**

CITY MANAGER'S OFFICE

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS

- ✓ 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. Project completion is scheduled for fall 2020.
- ✓ Provided executive-level oversight and leadership in the planning, design, negotiation and implementation for the additions/renovations of Fire Station 2 and the new Trolley Maintenance Facility, which is on schedule to be completed fall 2020.
- ✓ Successfully recruited additional top-tier talent in critical areas while creating fair and transparent talent management processes. This included successful filling of Director level positions in Economic Development and Communications and Public Affairs.
- ✓ Provided executive-level oversight and strategic leadership in the design drawing process of the 427 Biltmore Way building renovation. Currently completing the design drawings.
- ✓ Issued several Administrative Orders and Implementing Orders to establish clear best practice standards for future reference. This included an Implementing Order for Artificial Turfs and an Administrative Order for Non-Discrimination Policy for City Vendors among others.
- ✓ Provided executive-level oversight and strategic leadership in negotiating the purchase of land on Sunset Drive which will become the future Fire House 4.
- ✓ Successfully secured State of Florida grant funding for various projects.
- ✓ Championed several legislative goals to protect the City's interests at the State level. This included successfully opposing bills that would negatively impact the City related to the Bert Harris Act, Sovereign Immunity thresholds, short term vacation rentals and preemptions related to building design aesthetics.
- ✓ Worked closely with the Office of Emergency Management and the City's Senior Policy Team to lead Coral Gables COVID-19 response.
- ✓ Initiated design process for Parking Garage One.
- ✓ Negotiated and initiated the design build process for Parking Garage Seven.

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ Provided oversight and guidance in drafting numerous significant legislative items that were approved by the City Commission.

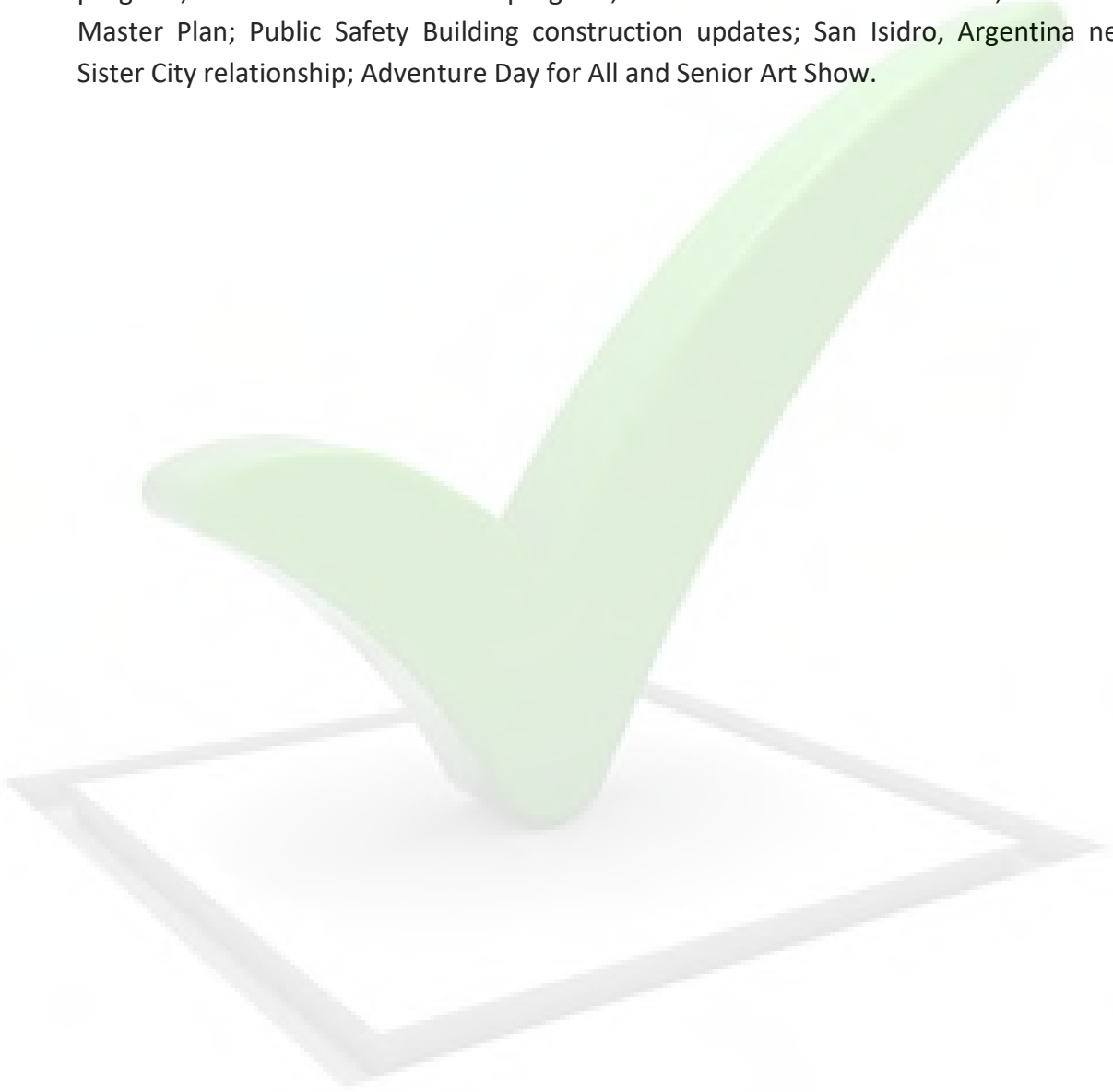
OFFICE OF COMMUNICATIONS AND PUBLIC AFFAIRS

- ✓ Coordinated public and media outreach efforts as part of Emergency Management's Joint Information Center response to COVID-19. Among items handled: distribution of public information via media outreach, social media, e-News, CGTV Channels and website.
- ✓ Promoted in conjunctions with the Community Recreation Department a series of virtual classes for audiences of the Adult Activity Center, Club Play, and other park facilities, which were available online through the City's social media platforms as part of the newly created 'Play Gables at Home' program in response to COVID-19.
- ✓ Reviewed social media sentiment and daily media coverage related to COVID-19 and has been proactively flagging potential issues.
- ✓ Created social media/television content to promote business with We are Coral Gables and Hot spots campaigns.
- ✓ Reviewed Zen City analysis of social media interactions on an ongoing basis. This year there have been 648,417 social media interactions related to Coral Gables. The sentiment is 74% neutral, 14% positive and 12% negative.
- ✓ Promoted the success of City programs including: Fire and Rescue Telemedicine; cardboard recycling new compliance; Art Basel and the Rafael Barrios exhibit; Coral Gables, top 10 places to live in South Florida; Super Coral Play campaign; Census 2020; Consumer Electronic Show 2020 participation; Farmers Market season; Tour of Kitchens 2020; Black Olive Staining treatment; the City's Tree Succession Plan; recycle your holiday tree; Why I Love Coral Gables podcast; Junior Orange Bowl Parade; visit by author Mario Vargas Llosa; new lobbyist online portal; the Easter Bunny home visits; Sister City Santa Tecla, El Salvador Mayor's visit;

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS – (Continued)

a City for All Award; FPL tree workshop; Ponce Circle Park redesign; Movies on the Move program, Hot Chocolate with Santa program; Dia de los Muertos celebration; Recreation Master Plan; Public Safety Building construction updates; San Isidro, Argentina new Sister City relationship; Adventure Day for All and Senior Art Show.



**CITY OF CORAL GABLES, FLORIDA
2020-2021 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				
		2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET SALARIES	
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
8950	City Manager	1.00	1.00	1.00	1.00	\$ 242,426
0630	Assistant City Mgr for Oper. & Infrastructure	1.00	1.00	1.00	1.00	194,134
0631	Assistant City Mgr	1.00	1.00	1.00	1.00	-
0629	Asst City Attorney/Gov't'l Affairs Manager	0.50	0.50	0.50	0.50	55,297
0810	Administrative Analyst	1.00	-	-	-	-
0076	Ombudsman for Res. & Small Bus.	1.00	1.00	1.00	1.00	86,783
0071	Assistant to the City Manager	-	1.00	1.00	1.00	59,897
0602	Administrative Assistant	1.00	1.00	1.00	1.00	45,730
0604	Commission Liaison	2.00	2.00	2.00	2.00	112,014
8888	Overtime	-	-	-	-	12,000
TOTAL FULL TIME HEADCOUNT		8.50	8.50	8.50	8.50	808,281
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	FTE's
0608	Asst Commission Liaison	1	-	0.75	0.75	29,748
6101	Administrative Assistant - P/T	1	0.75	1.35	1.35	55,212
TOTAL PART TIME FTE's		2	0.75	2.10	2.10	84,960
TOTAL		9.25	10.60	10.60	10.60	\$ 893,241

EXPENDITURE DETAIL

		2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET
1000	Salaries	\$ 1,053,014	\$ 923,162	\$ 1,056,321	\$ 893,241
2000	Employee Benefits - See Other Cost Dist.	440,270	369,031	497,256	448,763
3190	Other Professional Services	48,824	27,212	116,000	91,000
4011	Out-of-town Travel	6,986	7,891	9,930	12,000
4090	Other Transportation Expense	11,685	21,615	20,795	18,842
4091	Cell Phone Allowance	1,100	1,800	1,200	1,200
4410	Rental of Machinery and Equipment	6,263	4,079	6,500	6,500
4420	Public Facilities Cost - See Other Cost Dist.	28,703	29,754	30,406	30,308
4550	General Liability Insurance	59,986	50,852	49,631	43,202
4720	Printing & Binding	2,029	2,489	13,500	8,930
4990	Other Miscellaneous Expense	17,555	6,975	10,000	10,000
5100	Office Supplies	5,842	6,267	8,000	8,000
5213	Purchase/Rental - Employee Uniforms	-	-	1,000	1,400
5400	Membership Dues and Subscriptions	13,791	12,571	14,470	14,070
5410	Employee Training	7,105	5,459	6,500	9,000
7195	Contingency for Budget Reduction	-	-	-	25,000
9010	1 Intradepartmental Credits	-	-	(47,107)	(30,774)
TOTAL		\$ 1,714,312	\$ 1,469,157	\$ 1,794,402	\$ 1,590,682

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

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2017-2018	2018-2019	2019-2020	2020-2021		
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES	
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT		
0621	Director of Communications & Public Affairs	-	-	1.00	1.00	\$ 130,000	
0612	Public Affairs Manager	1.00	1.00	1.00	0.00	-	
0615	Multimedia Production Manager	1.00	1.00	1.00	1.00	88,750	
TOTAL FULL TIME HEADCOUNT		2.00	2.00	3.00	2.00	218,750	
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	FTE's	
0008	On-Camera Talent/Repr/Edit/Prodcr	6	4.50	4.50	4.50	4.50	241,194
9010	Technical Specialist - P/T	1	0.75	0.75	0.75	0.75	42,150
0017	Producer/Editor - P/T	1	0.75	0.75	0.75	0.75	33,040
TOTAL PART TIME FTE's		8	6.00	6.00	6.00	6.00	316,384
TOTAL			8.00	8.00	9.00	8.00	\$ 535,134

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 415,693	\$ 376,085	\$ 303,478	\$ 535,134
2000	Employee Benefits - See Other Cost Dist.	128,983	135,943	151,097	170,553
3190	Other Professional Services	55,674	93,682	260,611	58,084
4020	Central Garage Motor Pool Rent	73,691	48,324	55,574	50,095
	Replacement: 35,704				
	Oper. & Maint: 14,391				
4090	Other Transportation Expense	3,673	4,448	3,899	3,899
4410	Rental of Machinery and Equipment	6,666	5,375	6,900	6,900
4420	Public Facilities Cost - See Other Cost Dist.	42,732	44,297	45,268	45,122
4550	General Liability Insurance	24,265	22,080	22,929	25,882
4620	Repair and Maint. of Office Equipment	756	992	3,000	3,000
4630	Repair/Maint. of Machinery & Equipment	4,626	539	4,500	4,500
4720	Printing & Binding	16,290	16,186	19,000	9,000
4820	Advertising Expense	32,688	36,496	52,800	40,800
4940	Taxes & License Fees Paid	2,045	2,932	3,000	3,000
4990	Other Miscellaneous Expense	1,469	1,001	2,000	2,000
5100	Office Supplies	7,361	8,689	10,000	10,000
5214	Uniform Allowance	450	1,092	1,344	1,344
5215	Small Tools & Minor Equipment	200	2,924	3,159	3,159

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
5400 Membership Dues and Subscriptions	1,050	1,037	1,700	1,700
5410 Employee Training	1,105	1,345	3,000	3,000
6430 Equipment Repair/Replacement	4,268	26,064	25,000	25,000
6440 Equipment Additions	-	9,673	10,000	10,000
7195 Contingency for Budget Reduction	-	-	-	40,000
9010 1 Intradepartmental Credits	-	-	(25,300)	(22,647)
TOTAL	\$ 823,685	\$ 839,204	\$ 962,959	\$ 1,029,525

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

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
3190 Other Professional Services	\$ 145,180	\$ 66,745	\$ 168,950	\$ 76,360
7195 Contingency for Budget Reduction	-	-	-	25,000
9010 1 Intradepartmental Credits	-	-	(2,595)	(1,936)
TOTAL	\$ 145,180	\$ 66,745	\$ 166,355	\$ 99,424

1 *AppORTioned administrative cost distributed to the Building Division (1210)*



Action Plan Worksheet 2021

Action Plan Owner: Solanch Lopez, Assistant to the City 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	04/01/21	Professional Services Agreement with consultant
Develop survey	06/01/21	Survey instrument
Deploy survey and collect responses	09/01/21	Completed returned surveys
Analyze results against 2018 survey and community satisfaction levels of comparable cities	11/01/21	Analysis with recommendations for improvements
Develop follow up action plans as appropriate	02/01/22	Action plan documents
Repeat process in 2022 for community satisfaction survey 3.0 from April 1, 2022- November 1, 2022	11/01/23	Survey instrument, results and action plans

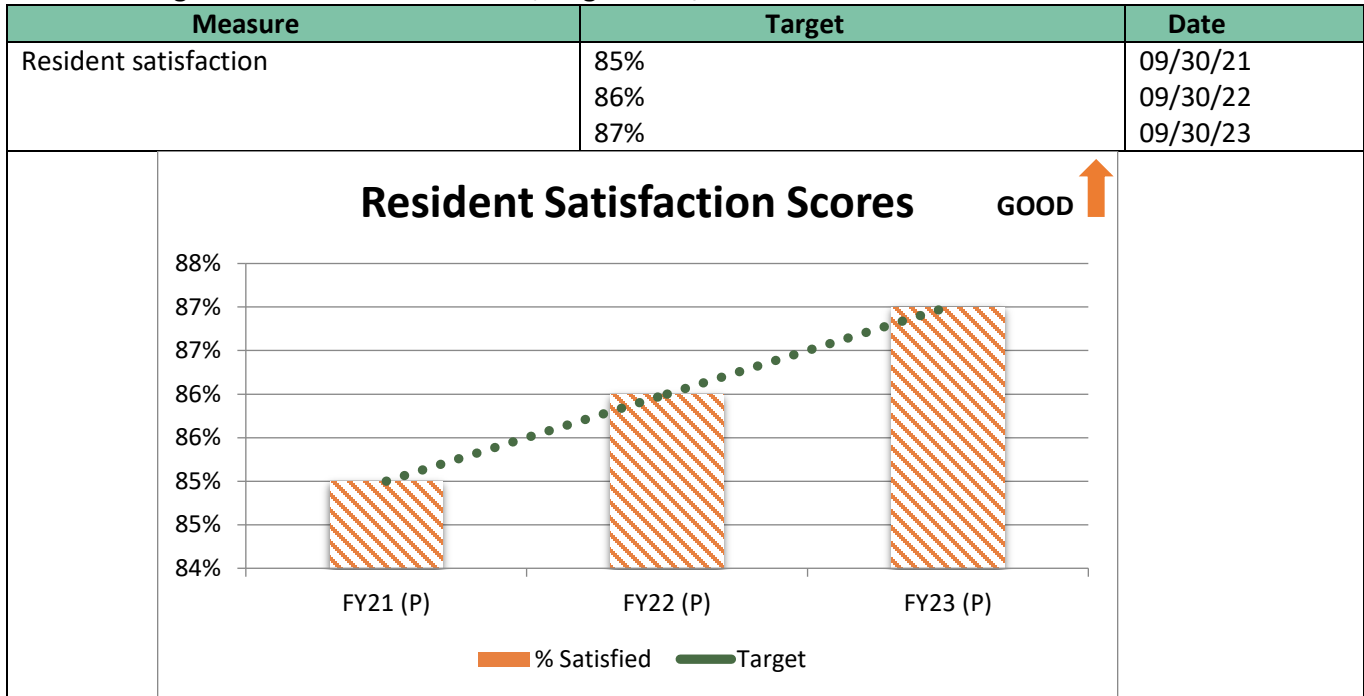
Resource requirements (what do we need to succeed?)

- \$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 2021

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



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 2021

Action Plan Owner: Solanch Lopez, Assistant to the City 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

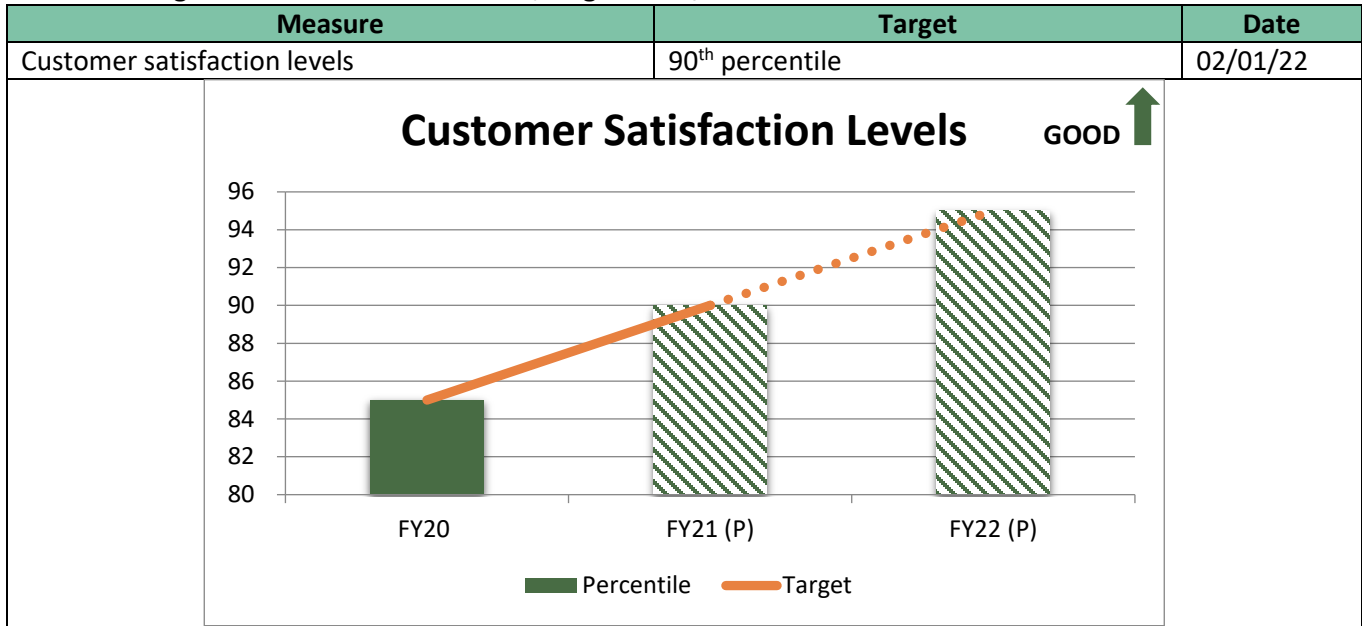
Resource requirements (what do we need to succeed?)

- \$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 2021

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.

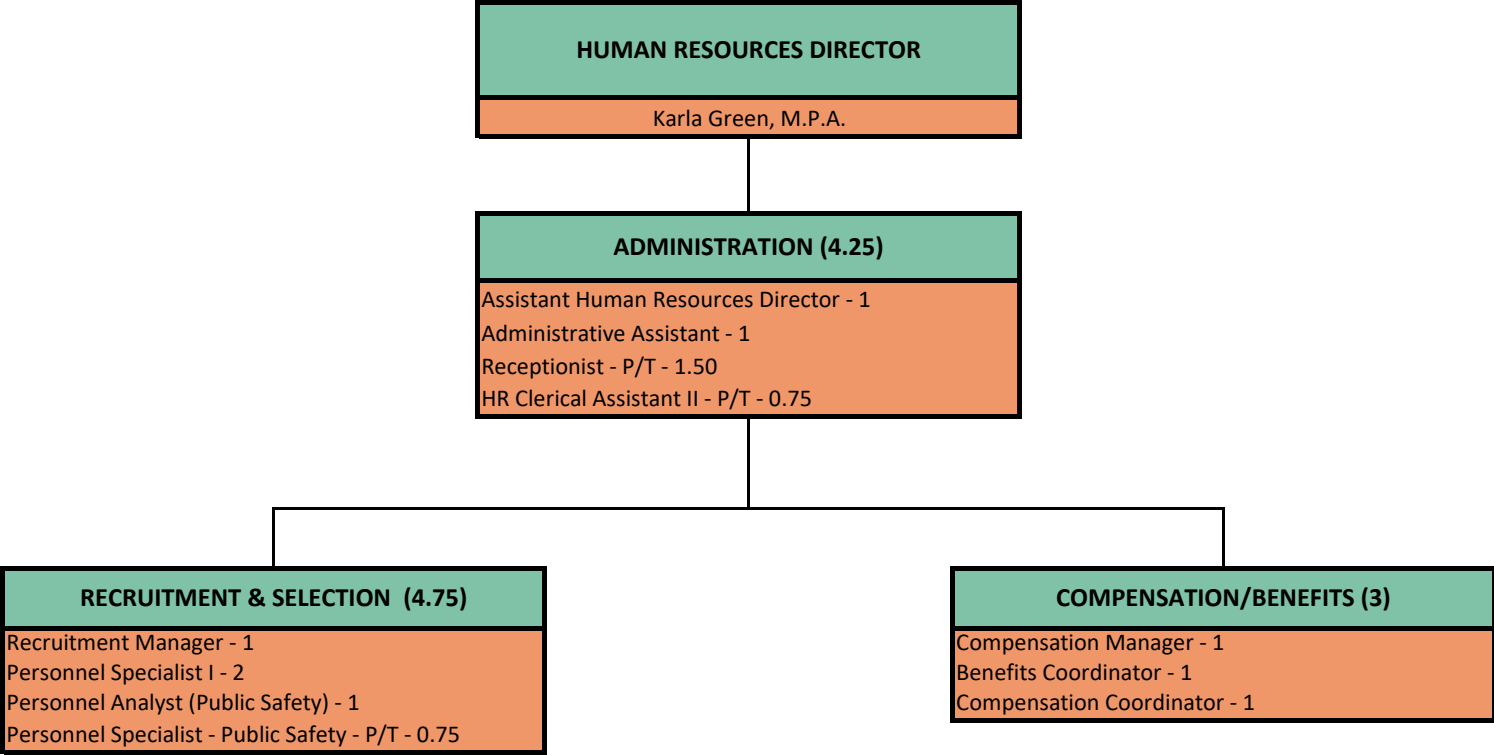
Negative:

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

CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET

HUMAN RESOURCES

ORGANIZATION CHART



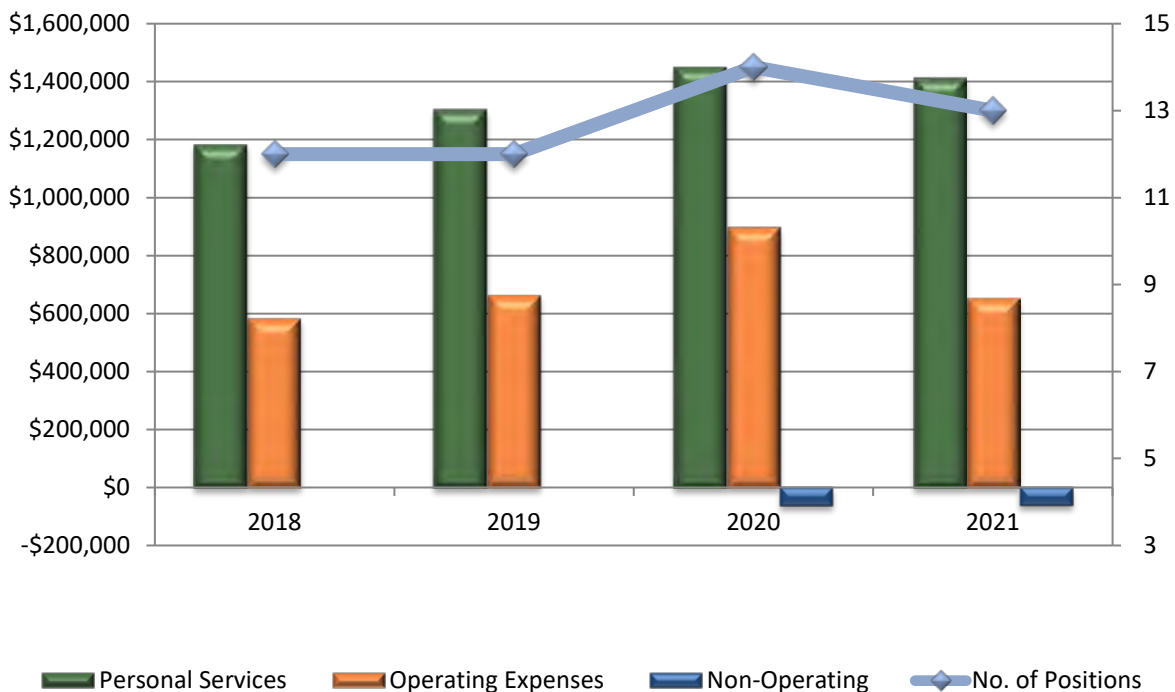
**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



**HUMAN RESOURCES DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2017-2018 ACTUAL</u>	<u>2018-2019 ACTUAL</u>	<u>2019-2020 BUDGET</u>	<u>2020-2021 BUDGET</u>
Salaries & Benefits	1,183,079	1,304,160	1,449,257	1,412,912
Operating Expenses	584,349	663,534	897,829	653,446
Non-Operating	-	-	(61,998)	(61,264)
Total	<u>1,767,428</u>	<u>1,967,694</u>	<u>2,285,088</u>	<u>2,005,094</u>
Full Time Headcount	10.00	10.00	10.00	10.00
Part Time FTE's	2.25	2.25	3.75	3.00
Total Headcount & FTE's	<u>12.25</u>	<u>12.25</u>	<u>13.75</u>	<u>13.00</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
2020-2021 BUDGET**

HUMAN RESOURCES

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS

- ✓ Hired 46 new full-time and 31 part-time employees to the organization, including an Assistant Police Chief and Economic Development Director.
- ✓ Continued Fire Department succession planning which allows the hiring/training of new firefighters 6 months prior to actual vacancies.
- ✓ Implemented a new promotional test/exam for new rank of Fire Driver Engineer.
- ✓ Implemented a new onboarding process which provides us with the capability to send new hires onboarding paperwork electronically via DocuSign and in turn streamlines the orientation process for greater efficiency.
- ✓ Developed and implemented new process changes for separations.
- ✓ As a direct result of an employee engagement survey, created employee engagement focus groups across the organization. Thereafter, identified the key development areas needed to improve engagement across the organization.
- ✓ Based on key development areas identified in employee engagement survey and focus groups, developed Leader Guides that outline critical actions which all leaders can implement to drive improvement in engagement.
- ✓ Conducted deep dive focus groups with department identified as having lowest engagement results and conducted leader sessions to address gaps and developed action plan.
- ✓ Migrated to an improved learning portal, launching to employees in May 2020, expanded available course from 100 to over 2,000 development and productivity training.
- ✓ New online learning portal includes Office 365 training modules, reducing the overall need and cost for outside training post launch of the new software platform across the City.
- ✓ Provided individual leadership coaching and development to several City leaders.
- ✓ Completed mediation conversations for ER related issues.
- ✓ Maintained the My Learning portal (user management and catalog management).

CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS - (Continued)

- ✓ Through RFP process, selected new Medical provider enhancing employee medical benefits.
- ✓ Conducted Open-Enrollment for Medical, Dental, Vision and Legal Plans.
- ✓ Completed an RFP process for the City's Insurance Consultant.
- ✓ Partnering with the City's medical provider Cigna, initiated new wellness incentives which established prize thresholds for employees who participate in wellness events and maintain a healthy lifestyle.
- ✓ Conducted a review of leading legal insurance carriers throughout Florida and through a selection process, obtained a new Legal Plan offering employee's a wider range of coverage options.
- ✓ In response to innovative Citywide wellness initiatives, the City was named one of the 2020 Healthiest Employers in South Florida.
- ✓ Held City-wide Health Challenges.
- ✓ Weight Watchers Program was reintroduced in February 2020 for all full-time and part-time employees. Program allows employees to participate online as well as attend weekly onsite sessions.
- ✓ Monthly Lunch and Learn sessions 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 established at two City locations.
- ✓ Weekly onsite lunchtime Yoga & Meditation classes offered to all employees.
- ✓ New Lunchtime Strength Training Workout sessions offered twice a week for all employees.
- ✓ Flu Shot Clinics offered at three separate locations citywide at no cost to the employee.
- ✓ Offer complimentary Yoga to all city employees.
- ✓ Held onsite mammography event to educate and encouraging participants to have annual mammograms.
- ✓ Interactive monthly Health Newsletter created and published.

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

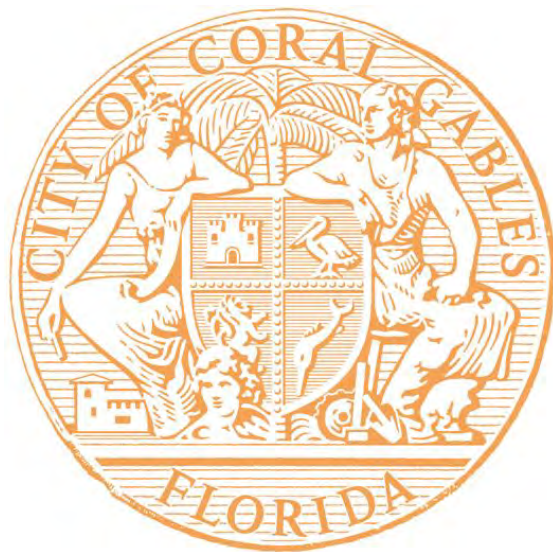
HUMAN RESOURCES

INDICATOR:	FY19			FY20		FY21
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Ensure all new hires attend orientation on their first day of employment	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%	0%	◆	100%	75%	100%
Conduct customer service trainings	100%	0%	◆	100%	0%	100%
Review forms/process to update	100%	85%	▲	100%	75%	75%
Send reminder notices to directors/managers on an annual basis	100%	100%	●	100%	100%	100%
Conduct 2 health screenings per year	50%	100%	●	100%	0%	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





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**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018	2018-2019	2019-2020	2020-2021	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0405	Human Resources Director	1.00	1.00	1.00	1.00	\$ 175,299
0503	Assistant Human Resources Dir.	1.00	1.00	1.00	1.00	136,226
0501	Compensation Manager	1.00	1.00	1.00	1.00	84,709
0514	Personnel Analyst - Public Safety	1.00	1.00	1.00	1.00	52,675
0508	Recruitment Manager	1.00	1.00	1.00	1.00	83,040
0407	Benefits Coordinator	1.00	1.00	1.00	1.00	49,979
0406	Compensation Coordinator	1.00	1.00	1.00	1.00	55,867
0510	Personnel Specialist I	2.00	2.00	2.00	2.00	86,539
0602	Administrative Assistant	1.00	1.00	1.00	1.00	57,546
8888	Overtime	-	-	-	-	800
TOTAL FULL TIME HEADCOUNT		10.00	10.00	10.00	10.00	782,680
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0089	Org Development & Training Specialist	1	0.75	0.75	0.75	0.00
0409	Wellness Coordinator - P/T	1	-	-	0.75	0.00
0515	Personnel Specialist - Public Safety - P/T	1	0.75	0.75	0.75	0.75
0135	HR Clerical Assistant II - P/T	1	-	-	0.75	0.75
0063	Receptionist - P/T	1	0.75	0.75	0.75	1.50
TOTAL PART TIME FTE's		5	2.25	2.25	3.75	3.00
TOTAL			12.25	12.25	13.75	\$ 883,567

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 736,587	\$ 861,674	\$ 964,202	\$ 883,567
2000	Employee Benefits - See Other Cost Dist.	446,492	442,486	485,055	529,345
2610	Employee Awards	17,491	21,437	22,525	25,025
2800	Tuition Reimbursement	106,326	129,218	115,000	115,000
3130	Special Medical Services	33,640	75,420	54,919	59,919
3190	Other Professional Services	207,836	231,643	280,147	186,947
4020	Central Garage Motor Pool Rent	11,938	4,930	5,167	4,902
	Replacement:	1,679			
	Oper. & Maint:	3,223			
4090	Other Transportation Expense	12,625	11,712	10,396	10,396
4091	Cell Phone Allowance	-	1,000	1,200	2,400
4410	Rental of Machinery and Equipment	9,965	9,595	4,000	4,000
4420	Public Facilities Cost - See Other Cost Dist.	34,222	35,476	36,253	36,136
4550	General Liability Insurance	47,790	40,984	45,303	42,734

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
4620 Repair and Maint. of Office Equipment	319	-	1,200	1,200
4710 Special Printed Forms	1,903	2,633	2,500	2,500
4810 Promotional Expense	4,126	1,080	6,500	6,500
4820 Advertising Expense	13,966	4,185	25,000	17,500
4990 Other Miscellaneous Expense	134	-	-	-
4991 Miscellaneous Expense - Wellness Program	50,608	52,832	223,932	-
5100 Office Supplies	15,581	15,122	12,500	10,500
5214 Uniform Allowance	979	118	1,160	2,660
5400 Membership Dues and Subscriptions	398	194	1,760	1,760
5410 Employee Training	14,502	25,955	48,367	73,367
7195 Contingency for Budget Reduction	-	-	-	50,000
9010 1 Intradepartmental Credits	-	-	(61,998)	(61,264)
TOTAL	\$ 1,767,428	\$ 1,967,694	\$ 2,285,088	\$ 2,005,094

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



Action Plan Worksheet 2021

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?)

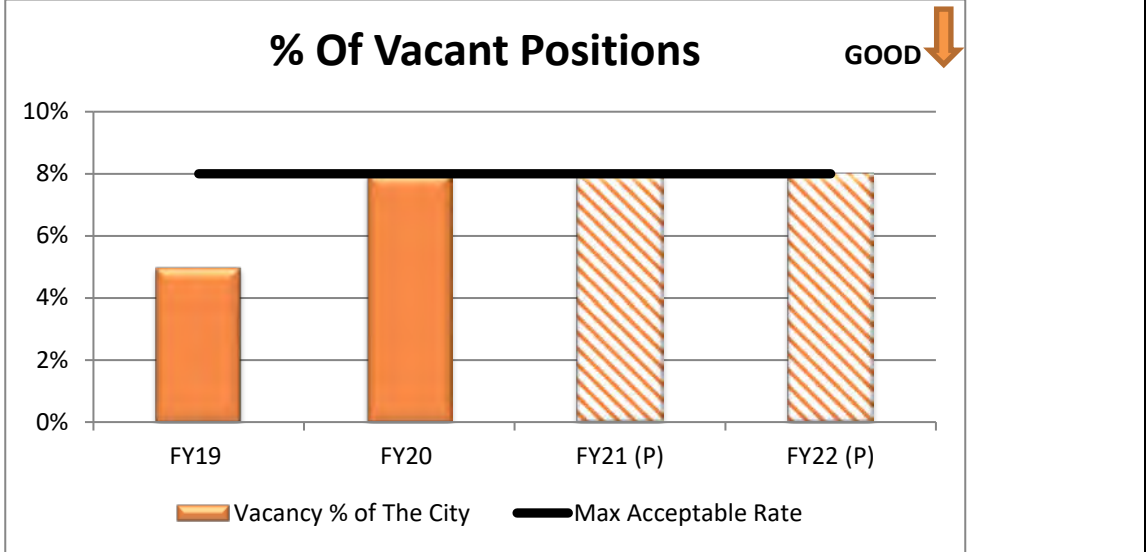
- \$2,500 increased budget for marketing, advertising job and sign-up to career fairs
- 200 hours budgeted for internal staff to attend career fairs and events
- Other City department staff hours attending career fairs with HR (including departments: Police, Parks, Fire)
- IT support to facilitate formulation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



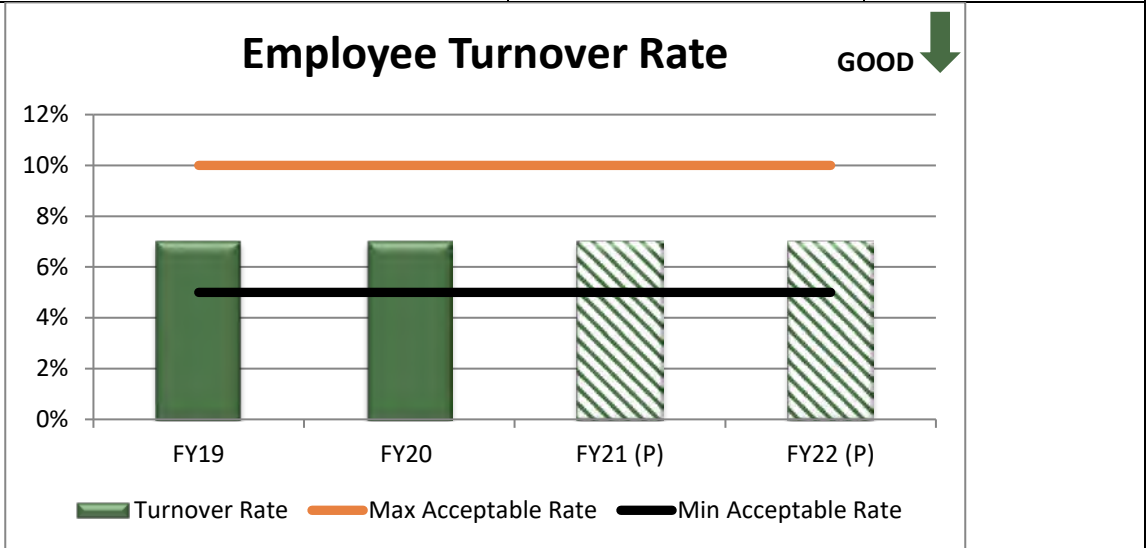
Action Plan Worksheet 2021

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

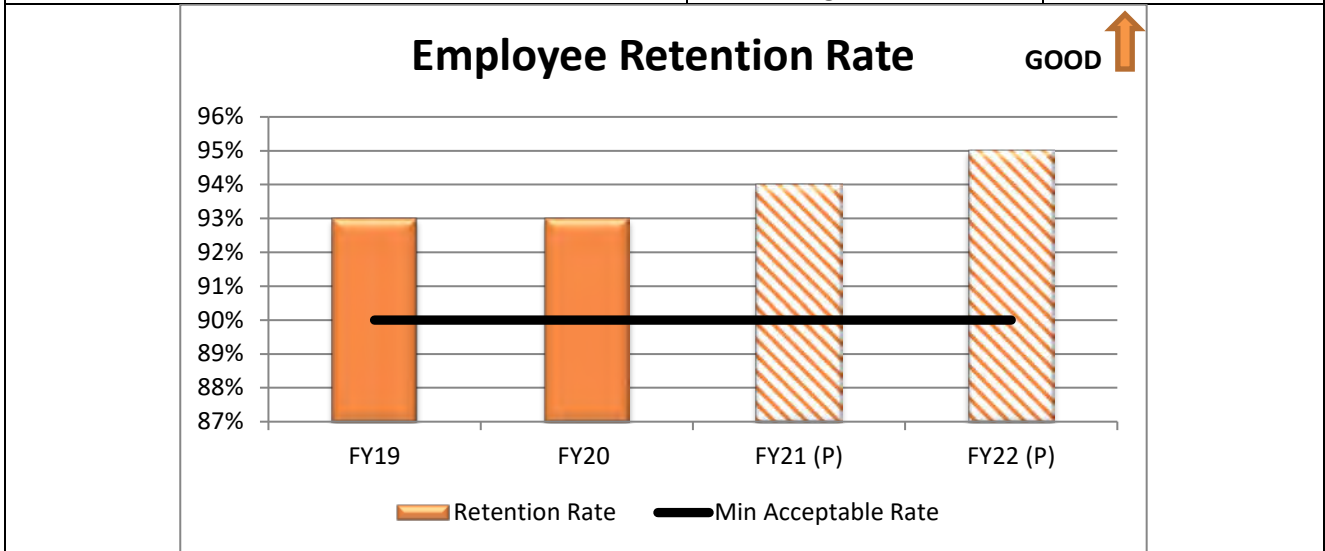




Action Plan Worksheet 2021

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 2021

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.	02/29/20	Analysis of findings
Develop and implement plans with leadership tailored to each department based upon survey results and deficiencies.	03/31/21	Employee engagement plan
Monitor progress of plan	09/30/22	Progress reports

Resource requirements (what do we need to succeed?)

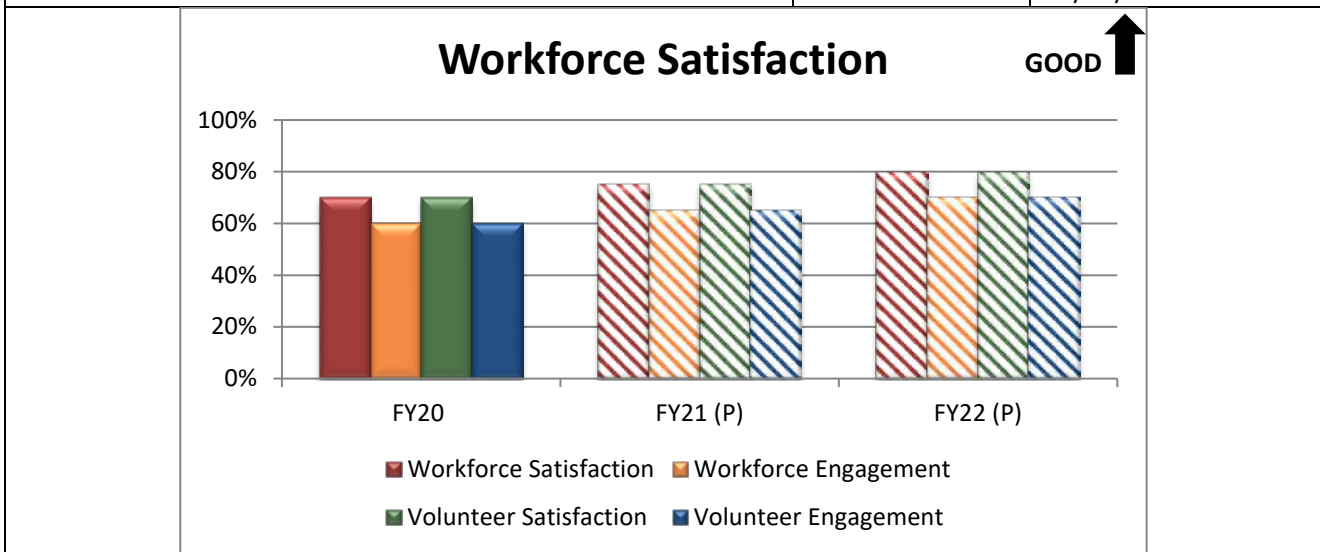
- Assistance from FIU to conduct survey and analyze data and provide results.
- 100 hours approximately of internal staff to meet with focus groups.
- 200 hours approximately of internal staff to address the gaps.



Action Plan Worksheet 2021

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

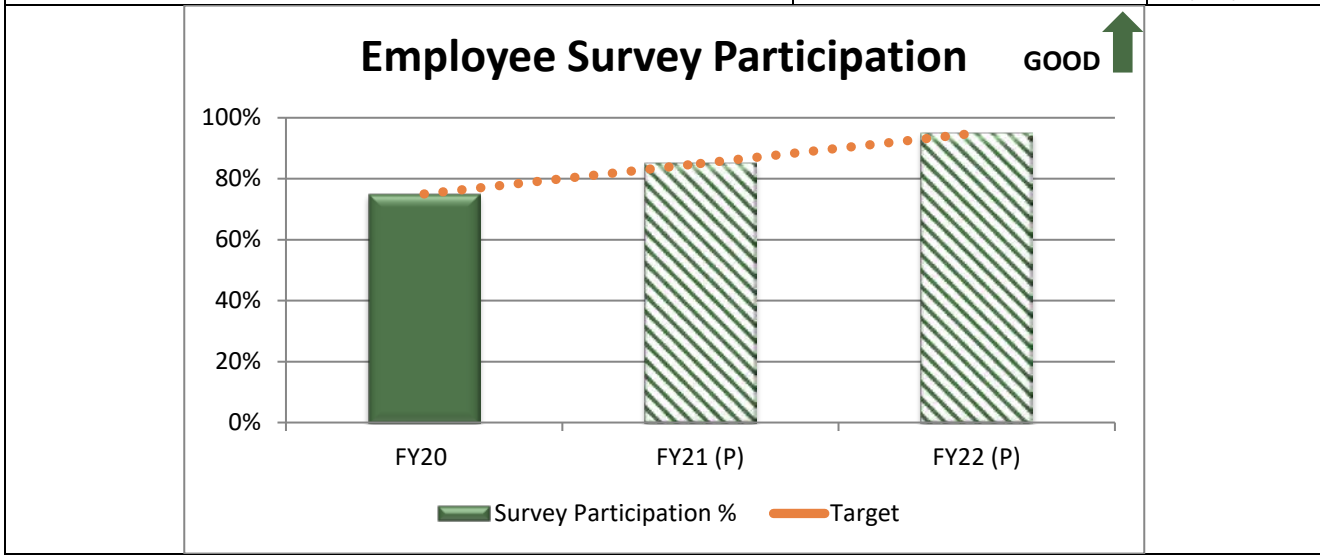




Action Plan Worksheet 2021

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

Measure	Target	Date
% Participation in survey	75%	09/30/20
	85%	09/30/21
	95%	09/30/22



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 2021

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
Identify training opportunities and goals for staff with each department head.	03/30/21	Matrix of trainings per department and job role specific
Consider internal qualified staff when leadership and management positions become available.	06/30/22	Talent management plan
Analyze matrix data and address deficiencies in training delivery and satisfaction with the Training Specialist	09/30/22	Score on matrix
HR will meet with department head to recommend list of job role specific trainings staff shall complete. Employees to meet required training goals by their evaluation dates	Ongoing	Recorded and reflected on employee’s annual evaluations

Resource requirements (what do we need to succeed?)

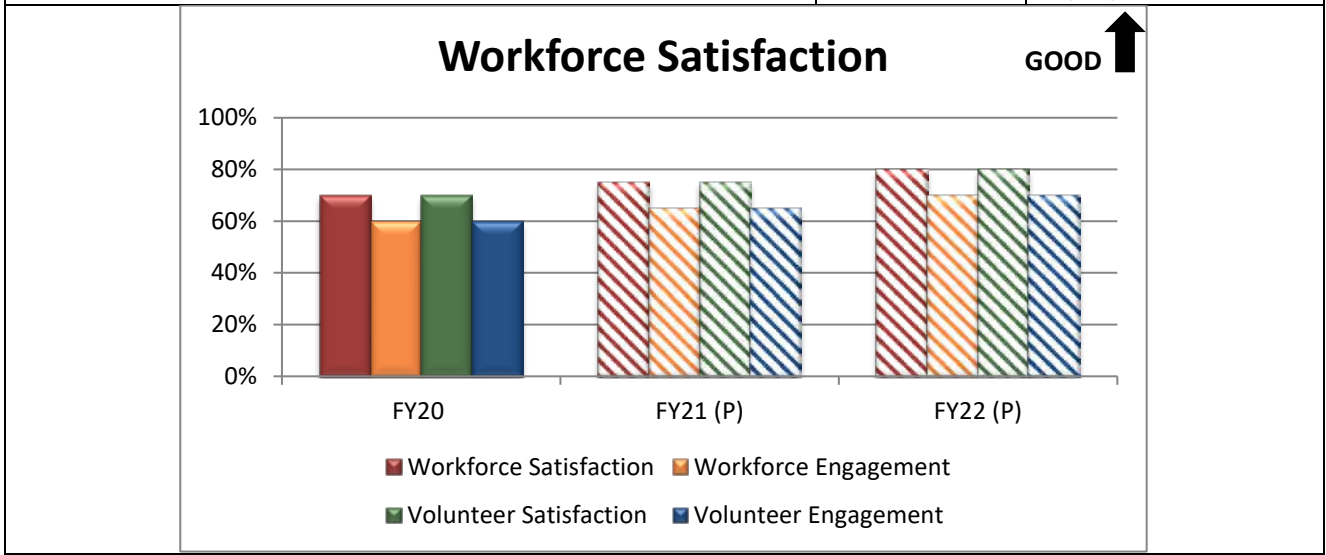
- Staff to complete a minimum of 20 hours per year
- Leaders to complete a minimum of 8 hours of mandatory trainings per year (Leadership and job-specific trainings)



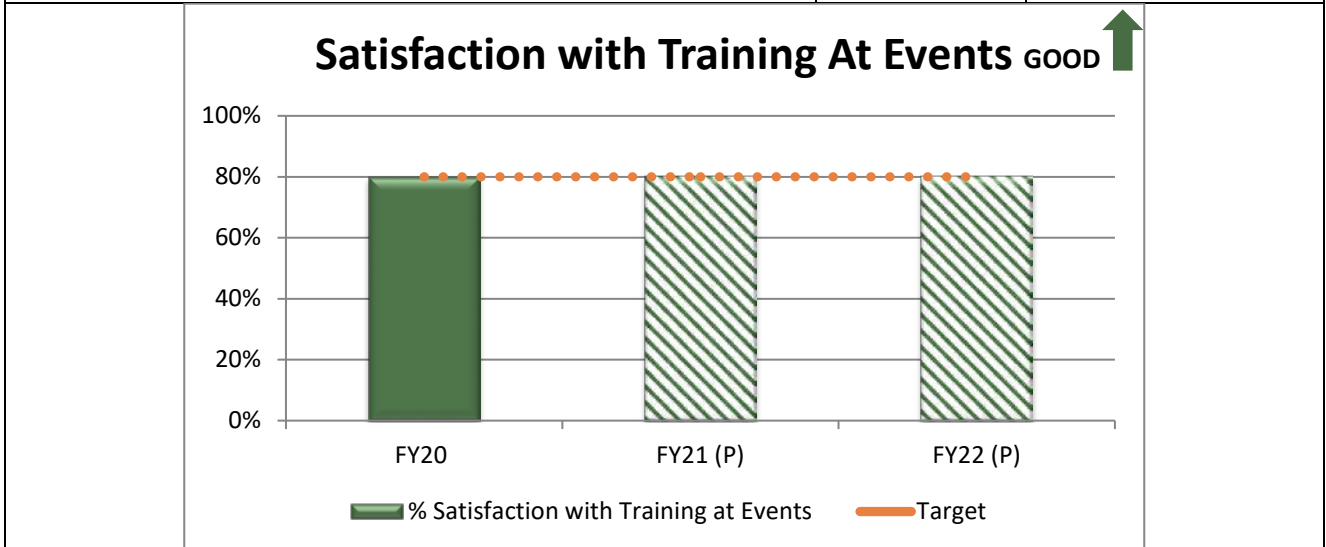
Action Plan Worksheet 2021

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

Measure	Target	Date
% of workforce satisfaction with training and development opportunities	70%	09/30/20
	75%	09/30/21
	80%	09/30/22



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

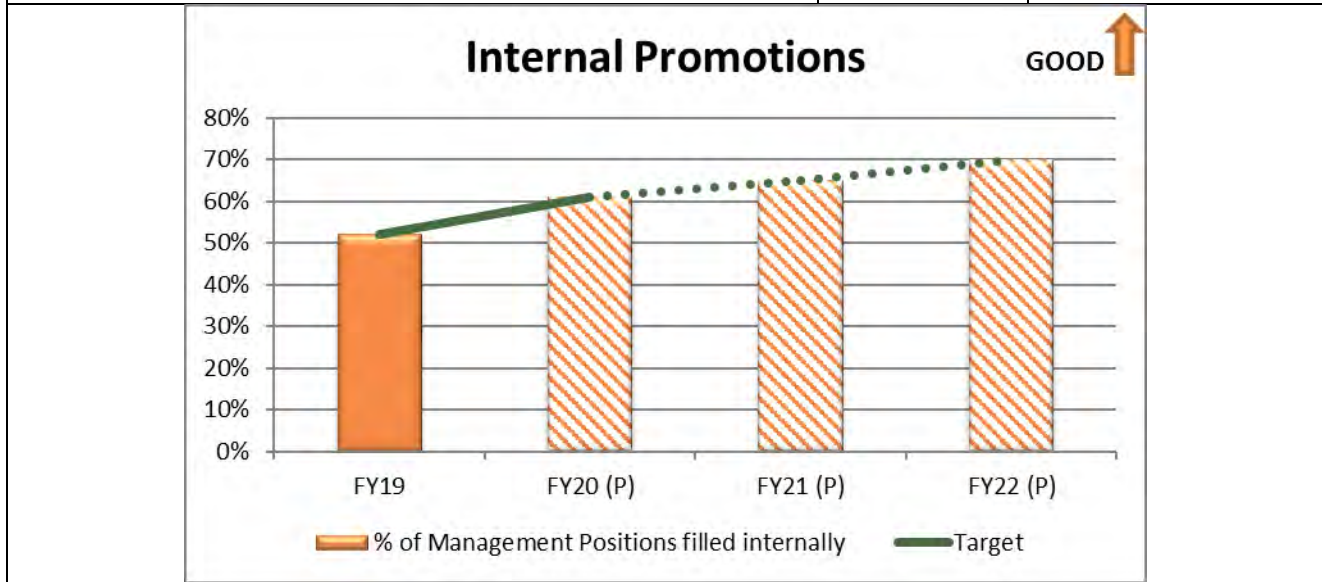




Action Plan Worksheet 2021

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)
- Ongoing yearly \$19,000 in maintenance of Mylearning platform (Skillsoft software).



Action Plan Worksheet 2021

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
Formulate wellness initiatives and yearly plans determined around wellness needs based on annual health plan review.	09/30/20	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 employee wellness needs driven by results of annual health plan reviews. 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?)

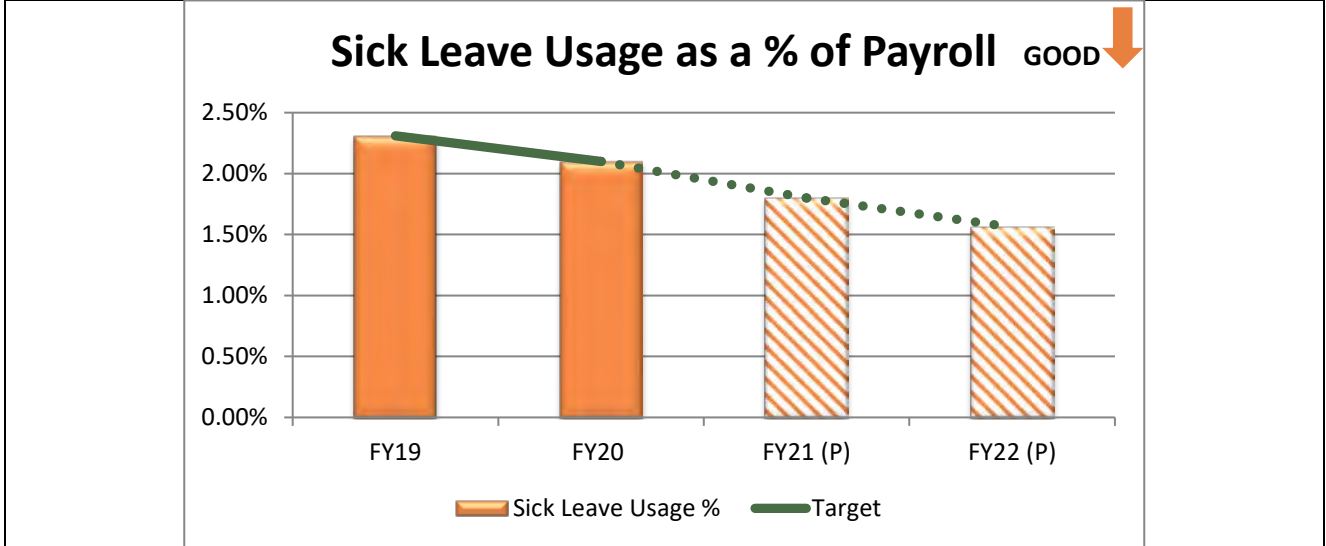
- Partner up with insurance provider to fund and assist the City to host events.
- Special assignment pay of 10% (approximately \$5,300) to Administrative Assistant to coordinate activities with healthcare provider and insurance consultant to drive the wellness initiatives for FY21/22
- IT support with integration of any future software utilized to track employee wellness activities, etc.



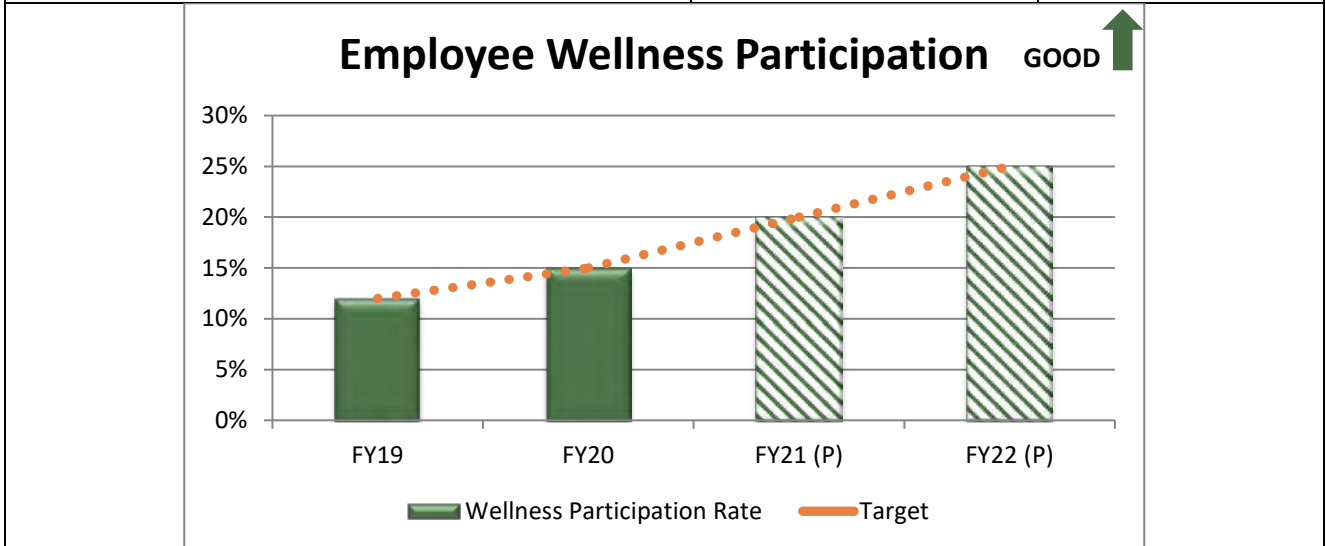
Action Plan Worksheet 2021

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 2021

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.
- Special assignment pay of 10% (approximately \$5,300) to Administrative Assistant

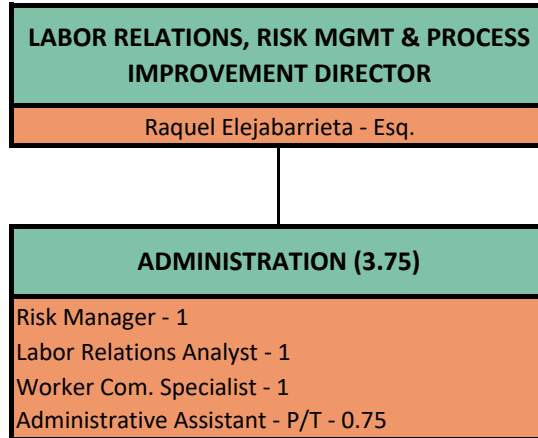


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**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**

LABOR RELATIONS & RISK MANAGEMENT

ORGANIZATION CHART



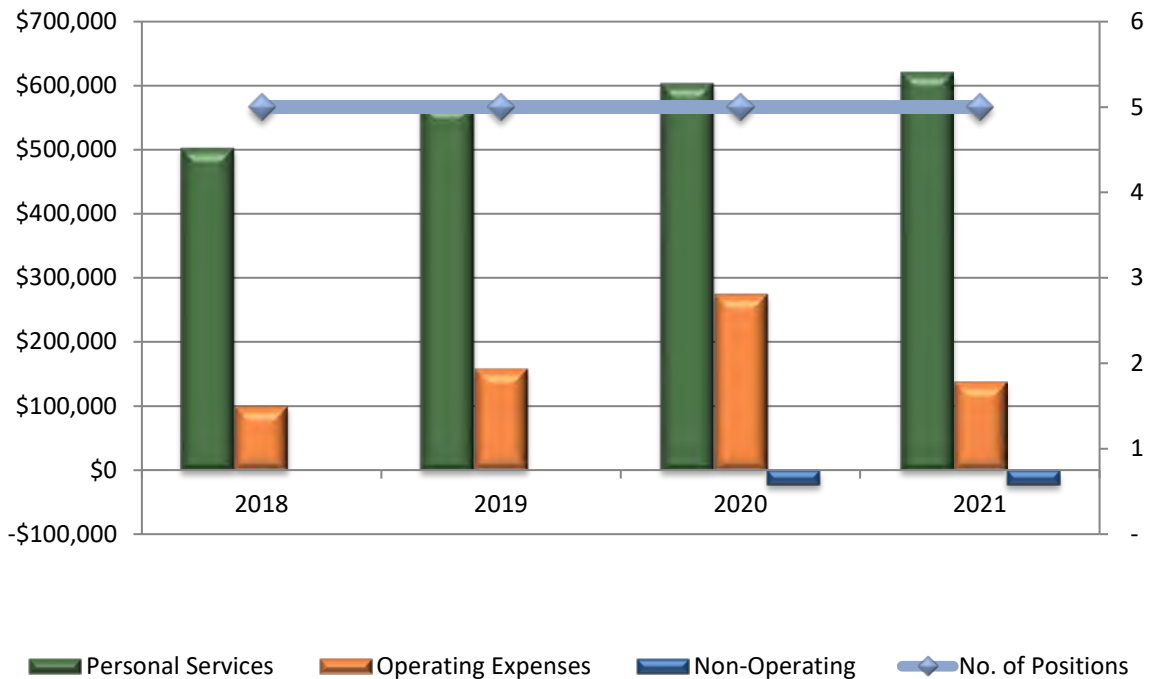
**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

	<u>2017-2018 ACTUAL</u>	<u>2018-2019 ACTUAL</u>	<u>2019-2020 BUDGET</u>	<u>2020-2021 BUDGET</u>
Salaries & Benefits	502,401	570,237	603,505	620,848
Operating Expenses	99,845	157,912	274,207	137,449
Non-Operating	-	-	(22,047)	(22,034)
Total	602,246	728,149	855,665	736,263
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 fair and sustainable collective bargaining agreements with all three unions representing the City employees.
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
2020-2021 BUDGET**

LABOR RELATIONS & RISK MANAGEMENT

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS

- ✓ Awarded the City's First Business Inclusion Award recognizing City businesses that exemplify inclusive and accessible practices.
- ✓ Conducted a detailed analysis of all workers compensation and general liability claims to address recurring incidents and implement appropriate training.
- ✓ Provided training to all supervisors and administrative personnel on processing workers' compensation claims.
- ✓ Began implementation of the City's ADA transition plan that is used to guide the planning and implementation of necessary accessibility improvements to the City's buildings, garages, parks, and trolley stops.
- ✓ Ensured all new documents posted on the City's website were accessible and made significant improvements to the City's website to address accessibility.
- ✓ Successfully renewed the City's property and liability insurance maintaining existing coverages.
- ✓ Reviewed approximately 2,500 certificates of insurance.
- ✓ Successfully completed a renewal contract with the Third-Party Administrator for workers' compensation and general liability claims via RFP.
- ✓ Implemented new training requirements for all City drivers and updated process for employee driver license verification.
- ✓ Implemented the Federal Motor Carrier Administration (FMCSA) Drug and Alcohol Clearinghouse for employees holding Commercial Driver's License (CDL).
- ✓ Continued conducting on-site risk assessments.

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

LABOR RELATIONS & RISK MANAGEMENT

INDICATOR:	FY19			FY20		FY21
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Reduce number of Workers' Compensation claims	90	91	▲	90	84*	90
Reduce number of General & Auto Liability claims	95	62	●	80	82	80
Annual Safety Training Classes offered	20	29	●	25	20	25
Labor Management Meetings	15	17	●	15	17	15
Certificates of Insurance evaluated within 72 hours of receipt	100%	100%	●	100%	100%	100%

*Does not include COVID-19 claims

Legend

- Target met or exceeded
- ▲ Target nearly met
- ◆ Target not met



**CITY OF CORAL GABLES, FLORIDA
2020-2021 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				
		2017-2018	2018-2019	2019-2020	2020-2021	
		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	\$ 164,412
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	53,343
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	386,609
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	0.75
TOTAL PART TIME FTE's		1	0.75	0.75	0.75	0.75
TOTAL			4.75	4.75	4.75	\$ 418,977

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 356,811	\$ 393,481	\$ 415,627	\$ 418,977
2000	Employee Benefits - See Other Cost Dist.	145,590	176,756	187,878	201,871
3130	Special Medical Services	16,845	12,605	22,000	22,000
3190	Other Professional Services	33,096	43,270	50,500	35,500
3191	Other Professional Services - ADA	1,500	22,517	117,406	-
4020	Central Garage Motor Pool Rent	-	1,714	2,079	1,823
	Replacement:	1,685			
	Oper. & Maint:	138			
4090	Other Transportation Expense	6,077	7,488	6,498	6,498
4091	Cell Phone Allowance	-	1,000	1,200	1,200
4410	Rental of Machinery and Equipment	1,752	1,022	4,900	4,900
4420	Public Facilities Cost - See Other Cost Dist.	16,639	17,248	17,626	17,569
4550	General Liability Insurance	18,862	20,029	19,303	20,264
4710	Special Printed Forms	6	409	1,500	1,500
5100	Office Supplies	1,972	2,092	5,000	3,000
5214	Uniform Allowance	236	-	-	-
5400	Membership Dues and Subscriptions	1,727	17,656	2,195	1,695
5410	Employee Training	1,133	10,862	24,000	5,000
7195	Contingency for Budget Reduction	-	-	-	16,500
9010	1 Intradepartmental Credits	-	-	(22,047)	(22,034)
TOTAL		\$ 602,246	\$ 728,149	\$ 855,665	\$ 736,263

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



Action Plan Worksheet 2021

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?)

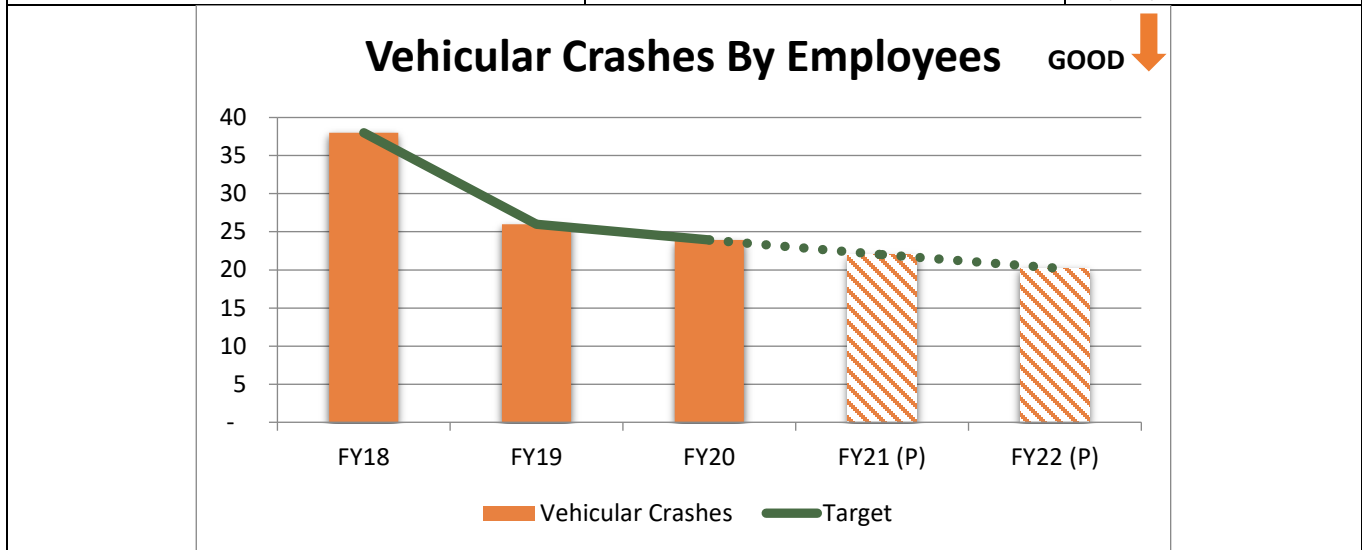
- 160 hours of staff resources
- 400 hours of employee training time
- 40 hours from IT staff



Action Plan Worksheet 2021

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 having employees in training instead of working.



Action Plan Worksheet 2021

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?)

- \$10,000 of funding for training in FY22
- 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



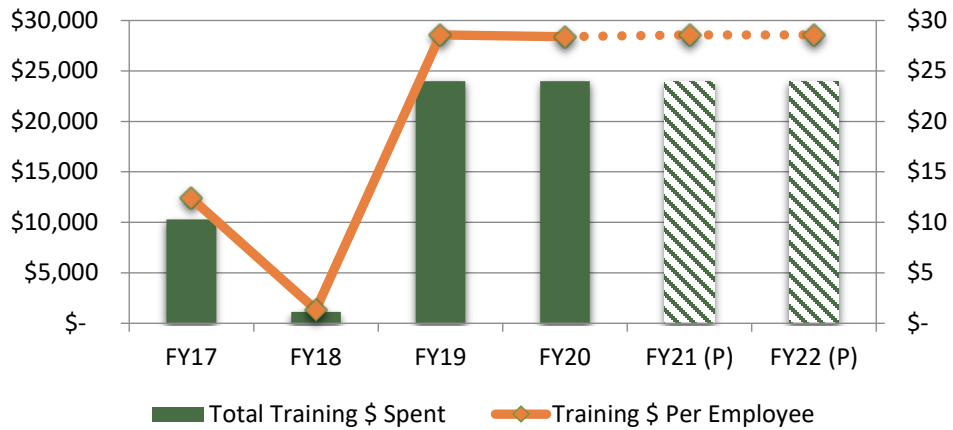
Action Plan Worksheet 2021

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



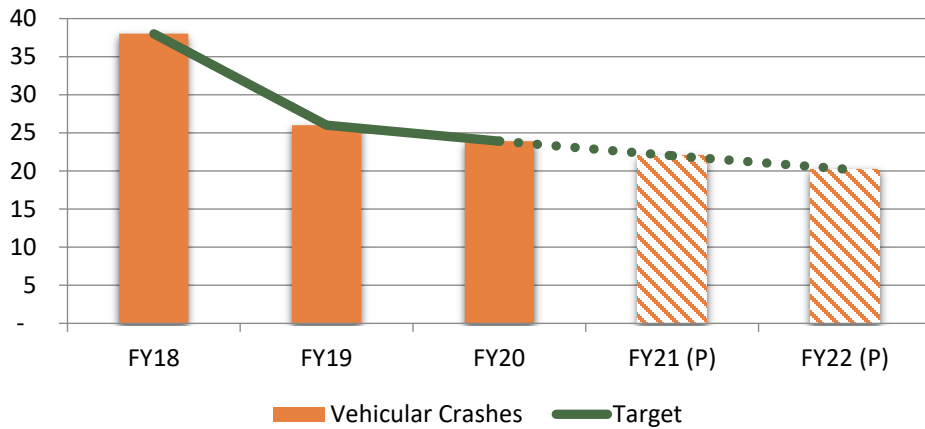
Number of accidents/Vehicle crashes

24
22
20

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

Vehicular Crashes By Employees

GOOD





Action Plan Worksheet 2021

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> <table border="1" style="margin-top: 10px; width: 100%; border-collapse: collapse;"> <caption>Workers' Compensation Claims Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Cost Per Each Full-Time Employee (\$)</th> <th>% of Claims Resulting in Lost Time</th> </tr> </thead> <tbody> <tr> <td>FY17</td> <td>~\$1,300</td> <td>~24.0%</td> </tr> <tr> <td>FY18</td> <td>~\$2,500</td> <td>~23.5%</td> </tr> <tr> <td>FY19</td> <td>~\$2,100</td> <td>~23.5%</td> </tr> <tr> <td>FY20</td> <td>~\$2,100</td> <td>~23.0%</td> </tr> <tr> <td>FY21 (P)</td> <td>~\$2,100</td> <td>~22.5%</td> </tr> <tr> <td>FY22 (P)</td> <td>~\$2,100</td> <td>~22.0%</td> </tr> </tbody> </table> </div> <div style="flex: 0 0 100px; text-align: right;"> <p>GOOD ↓</p> </div> </div>			Fiscal Year	Cost Per Each Full-Time Employee (\$)	% of Claims Resulting in Lost Time	FY17	~\$1,300	~24.0%	FY18	~\$2,500	~23.5%	FY19	~\$2,100	~23.5%	FY20	~\$2,100	~23.0%	FY21 (P)	~\$2,100	~22.5%	FY22 (P)	~\$2,100	~22.0%
Fiscal Year	Cost Per Each Full-Time Employee (\$)	% of Claims Resulting in Lost Time																					
FY17	~\$1,300	~24.0%																					
FY18	~\$2,500	~23.5%																					
FY19	~\$2,100	~23.5%																					
FY20	~\$2,100	~23.0%																					
FY21 (P)	~\$2,100	~22.5%																					
FY22 (P)	~\$2,100	~22.0%																					
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> <table border="1" style="margin-top: 10px; width: 100%; border-collapse: collapse;"> <caption>Days Away/Restricted Time (DART) Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>DART %</th> <th>Target %</th> </tr> </thead> <tbody> <tr> <td>FY18</td> <td>0.130%</td> <td>0.130%</td> </tr> <tr> <td>FY19</td> <td>0.130%</td> <td>0.130%</td> </tr> <tr> <td>FY20</td> <td>0.130%</td> <td>0.130%</td> </tr> <tr> <td>FY21 (P)</td> <td>~0.124%</td> <td>~0.124%</td> </tr> <tr> <td>FY22 (P)</td> <td>~0.120%</td> <td>~0.120%</td> </tr> </tbody> </table> </div> <div style="flex: 0 0 100px; text-align: right;"> <p>GOOD ↓</p> </div> </div>			Fiscal Year	DART %	Target %	FY18	0.130%	0.130%	FY19	0.130%	0.130%	FY20	0.130%	0.130%	FY21 (P)	~0.124%	~0.124%	FY22 (P)	~0.120%	~0.120%			
Fiscal Year	DART %	Target %																					
FY18	0.130%	0.130%																					
FY19	0.130%	0.130%																					
FY20	0.130%	0.130%																					
FY21 (P)	~0.124%	~0.124%																					
FY22 (P)	~0.120%	~0.120%																					

Frequency & venue of review:

- Internal monthly review of accidents.
- Quarterly with CM



Action Plan Worksheet 2021

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 2021

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?)

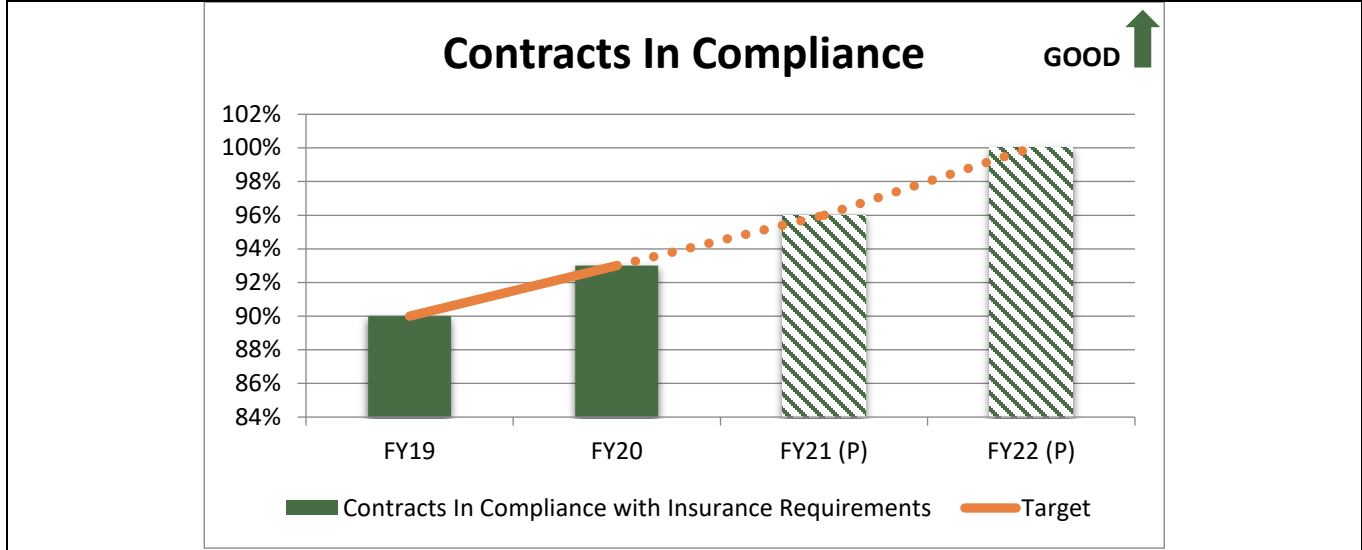
- 160-260 hours of staff resources
- 100 hours of employee hours to attend training



Action Plan Worksheet 2021

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

Measure	Target	Date
Number of City contracts in compliance with insurance requirements	90%	09/30/19
	93%	09/30/20
	96%	09/30/21
	100%	09/30/22



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

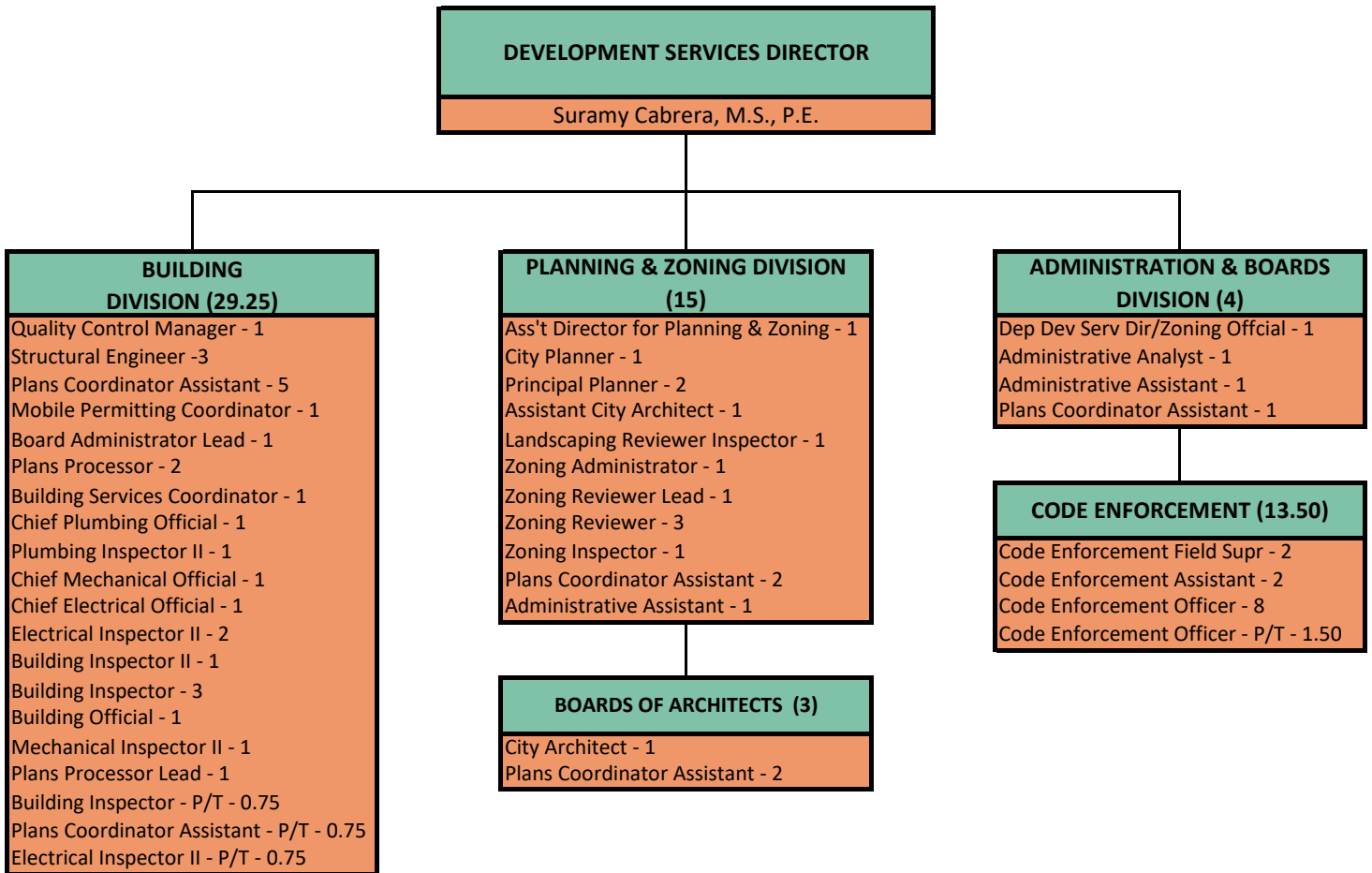
Negative:

- None

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**

DEVELOPMENT SERVICES

ORGANIZATION CHART



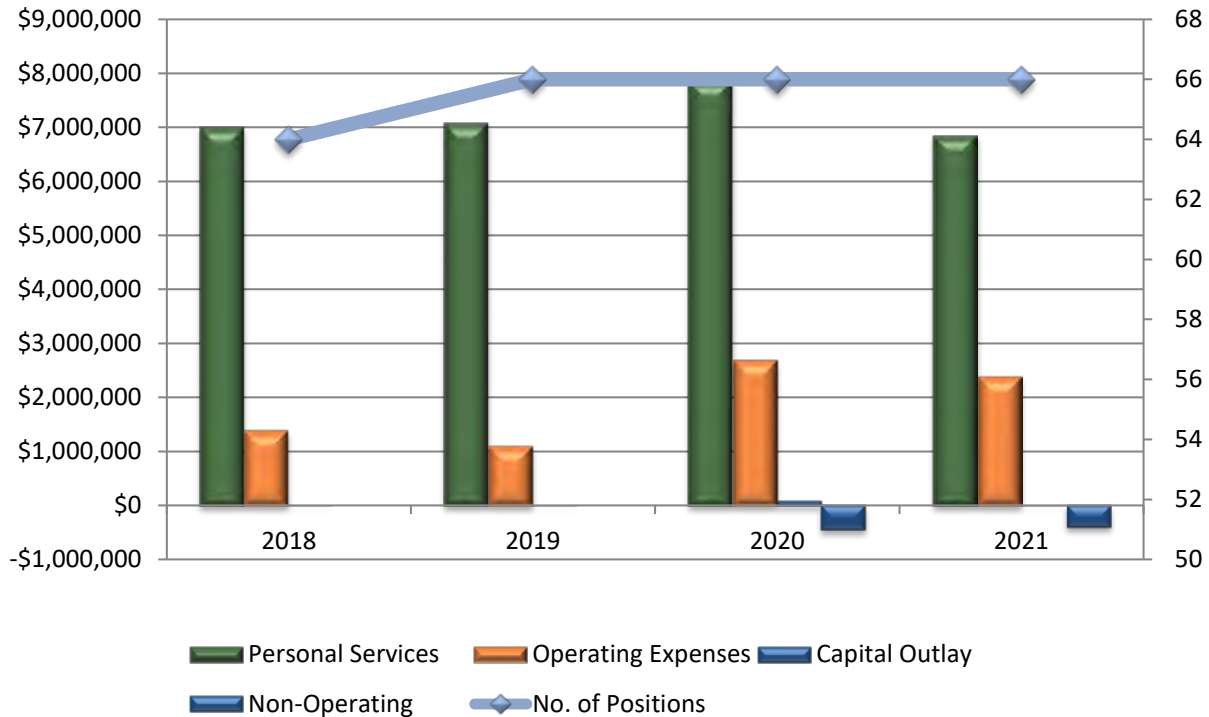
**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



**DEVELOPMENT SERVICES DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET
Salaries & Benefits	7,006,581	7,084,684	7,861,464	6,854,400
Operating Expenses	1,396,172	1,113,526	2,689,126	2,386,098
Capital Outlay	3,552	2,467	79,260	2,200
Non-Operating	-	-	(448,927)	(399,829)
Total	8,406,305	8,200,677	10,180,923	8,842,869
Full Time Headcount	62.00	62.00	62.00	62.00
Part Time FTE's	2.25	3.75	3.75	3.75
Total Headcount & FTE's	64.25	65.75	65.75	65.75

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
2020-2021 BUDGET**

DEVELOPMENT SERVICES

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS

- ✓ Commenced Flagler Section Community Vision and North Ponce Streetscape program planning.
- ✓ Preliminary EnerGov configuration for Development Services processes completed. Finalization of EnerGov business processes and preparation for deployment underway.
- ✓ Construction drawings for renovations to 427 Biltmore Way completed and submitted for permitting.
- ✓ Remapped Code Enforcement zones providing greater efficiency in routing of officers to facilitate enforcement of violations.
- ✓ Finalization of comprehensive update to Zoning Code for adoption by Commission underway.
- ✓ Conceptualization of new Design / Industrial District guidelines for potential implementation.
- ✓ Completed review, modification and standardization of all department job descriptions to meet present and future needs.
- ✓ Developed flowcharts for processes in Planning and Zoning, Building permitting and Code Enforcement to improve planning and analysis.
- ✓ Processed over 11,000 permits.
- ✓ Completed almost 40,000 inspections in multiple disciplines.
- ✓ Implemented new, simplified Building Permit Fee Structure

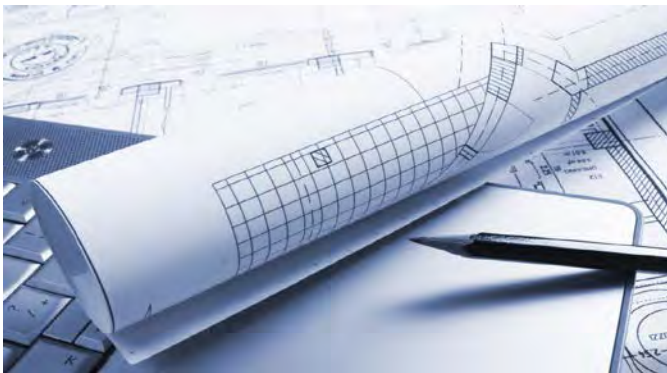
**CITY OF CORAL GABLES, FLORIDA
PERFORMANCE INDICATOR METRICS**

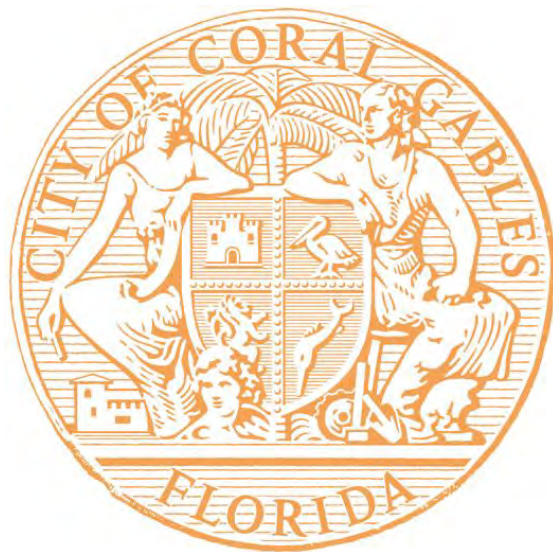
DEVELOPMENT SERVICES

INDICATOR:	FY19			FY20		FY21
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
90 percent of Board of Architects cases approved within two meetings	90%	85%	▲	90%	89%	90%
90 percent of Certificates of Use processed within five working days	90%	97%	●	90%	96%	90%
90 percent of inspections completed on requested date	90%	96%	●	90%	96%	90%
Average Service time is less than 5 minutes at Permit Counter	5:00 min.	4:37 min.	●	5:00 min.	6:24 min.	5:00 min.
90 percent of Zoning Verification Letters processed within five working days	90%	93%	●	90%	100%	90%
Overall Customer Satisfaction in rating strongly agree	90%	87%	▲	90%	93%	90%
Number of code violations on public rights-of-way corrected	N/A	2,274	N/A	N/A	2,089	N/A
Number of permits issued	N/A	8,581	N/A	N/A	9,971	N/A

Legend

- Target met or exceeded
- ▲ Target nearly met
- ◆ Target not met





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**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2017-2018	2018-2019	2019-2020	2020-2021	
		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	\$ 174,128
1123	Dep Dev Serv Dir/Zoning Official	1.00	1.00	1.00	1.00	154,005
1127	Ass't Dir for Admin & Quality Assurance	1.00	-	-	-	-
0810	Administrative Analyst	1.00	1.00	1.00	1.00	53,009
0602	Administrative Assistant	1.00	1.00	1.00	1.00	64,779
1109	Plans Coordinator Assistant	1.00	1.00	1.00	1.00	42,573
0060	Receptionist	1.00	1.00	-	-	-
0061	Cashier	1.00	-	-	-	-
TOTAL		8.00	6.00	5.00	5.00	\$ 488,494

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 533,890	\$ 453,558	\$ 497,283	\$ 488,494
2000	Employee Benefits - See Other Cost Dist.	319,798	231,204	186,556	178,067
3190	Other Professional Services	173,499	204,200	190,000	90,000
4090	Other Transportation Expense	13,177	13,894	10,396	10,396
4091	Cell Phone Allowance	-	-	1,200	2,400
4410	Rental of Machinery and Equipment	2,632	2,739	4,000	4,000
4420	Public Facilities Cost - See Other Cost Dist.	26,891	27,876	28,487	28,395
4550	General Liability Insurance	29,494	26,046	23,365	23,626
4710	Special Printed Forms	(866)	(2,606)	2,000	2,000
5100	Office Supplies	1,177	1,629	1,700	1,500
5400	Membership Dues and Subscriptions	304	374	500	500
5410	Employee Training	1,031	119	1,000	1,000
6451	Technology Fee/Equipment	953	-	2,000	2,000
7195	Contingency for Budget Reduction	-	-	-	100,000
9010	1 Intradepartmental Credits	-	-	(448,927)	(399,829)
TOTAL		\$ 1,101,980	\$ 959,033	\$ 499,560	\$ 532,549

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

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2017-2018	2018-2019	2019-2020	2020-2021	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
1125	Quality Control Manager	1.00	1.00	1.00	1.00	\$ -
1114	Structural Engineer	3.00	3.00	3.00	3.00	368,459
1109	Plans Coordinator Assistant	6.00	5.00	5.00	5.00	169,405
1151	Mobile Permitting Coordinator	1.00	1.00	1.00	1.00	80,741
1152	Board Administrator Lead	-	1.00	1.00	1.00	-
1108	Plans Processor	2.00	2.00	2.00	2.00	84,786
1132	Building Services Coordinator	1.00	1.00	1.00	1.00	101,024
1107	Chief Plumbing Official	1.00	1.00	1.00	1.00	104,091
1140	Plumbing Inspector II	1.00	1.00	1.00	1.00	92,468
1105	Chief Mechanical Official	1.00	1.00	1.00	1.00	-
1103	Chief Electrical Official	-	1.00	1.00	1.00	103,482
1104	Electrical Inspector	-	-	-	-	-
1133	Electrical Inspector II	2.00	1.00	2.00	2.00	88,296
1134	Building Inspector II	0.00	1.00	1.00	1.00	-
1101	Building Inspector	3.00	3.00	3.00	3.00	255,090
1100	Chief Building Inspector	1.00	-	-	-	-
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	67,927
TOTAL FULL TIME HEADCOUNT		26.00	26.00	27.00	27.00	1,735,396
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>
9007	Chief Electrical Official - P/T	-	0.75	-	-	-
1153	Electrical Inspector II - PT	1	-	0.75	0.75	46,483
1122	Building Inspector - P/T	1	0.75	0.75	0.75	47,169
1136	Plans Coordinator Assistant - P/T	1	0.75	0.75	0.75	27,461
TOTAL PART TIME FTE's		3	2.25	2.25	2.25	121,113
TOTAL			28.25	28.25	29.25	\$ 1,856,509

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 2,008,449	\$ 2,090,935	\$ 2,375,175	\$ 1,856,509
2000	Employee Benefits - See Other Cost Dist.	1,240,254	1,251,208	1,394,830	1,078,702
3170	1 Mgmt & Staff Interdept'l Charge	-	-	1,163,204	1,008,684
3190	Other Professional Services	53,741	3,038	177,600	78,400
3191	Private Sector Support - Plans Review/Insp.	167,535	96,449	147,000	147,000
3192	Expedited Structural Review - Fee Based	8,000	5,433	1,000	-
4020	Central Garage Motor Pool Rent	118,909	44,888	49,728	45,745
	Replacement:	25,770			
	Oper. & Maint:	19,975			
4090	Other Transportation Expense	6	-	3,600	-
4410	Rental of Machinery and Equipment	19,821	9,358	17,800	17,800

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
4420 Public Facilities Cost - See Other Cost Dist.	60,501	62,717	64,091	63,885
4550 General Liability Insurance	123,246	113,308	111,560	89,791
4620 Repair and Maint. of Office Equipment	179	-	1,000	1,000
4710 Special Printed Forms	911	5,479	7,000	7,000
5100 Office Supplies	15,452	11,040	12,997	12,997
5209 Protective Clothing	764	906	2,500	2,500
5215 Small Tools & Minor Equipment	67	-	-	-
5400 Membership Dues and Subscriptions	1,574	1,802	3,810	3,810
5410 Employee Training	3,856	5,111	7,000	6,800
6430 Equipment Repair/Replacement	204	80	-	200
6440 Equipment Additions	2,395	2,387	2,421	-
6450 Office Equipment Replacement	-	-	74,839	-
7195 Contingency for Budget Reduction	-	-	-	100,000
TOTAL	\$ 3,825,864	\$ 3,704,139	\$ 5,617,155	\$ 4,520,823

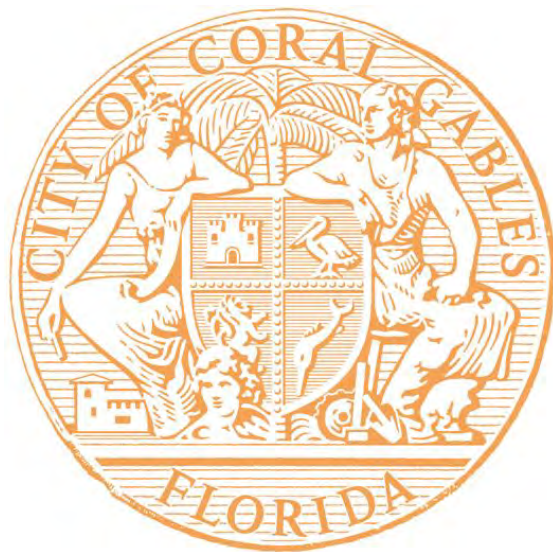
1 Apportioned administrative cost distributed to the Building Division (1210)

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	2.03%	\$ 628,214	\$	11,992
City Attorney	0500	% of Total Operating Budget	2.03%	2,781,902		53,104
City Manager - Admin	1010	% of Total Operating Budget	2.03%	1,621,456		30,774
City Manager - Public Affairs	1030	% of Total Operating Budget	2.03%	1,012,172		22,647
City Manager - Internal Audit	1050	% of Total Operating Budget	2.03%	101,360		1,936
Human Resources	1120	% of Authorized Headcount	2.91%	2,016,358		61,264
Labor Relations	1130	% of Authorized Headcount	2.91%	758,297		22,034
Development Services - Admin	1200	Bldg Div % of Development Serv. Budget	42.65%	932,378		399,829
Finance - Admin	3010	% of Total Operating Budget	2.03%	523,482		9,794
Finance - Collections	3020	% of Total Operating Revenue	3.77%	876,538		33,793
Finance - Reporting & Operations	3030	% of Total Operating Budget	2.03%	1,121,060		21,430
Finance - Management & Budget	3050	% of Total Operating Budget	2.03%	613,780		11,692
Information Technology	3200	% of Total Operating Budget	2.03%	6,120,353		199,635
Non-Departmental	7000	% of Authorized Headcount	2.91%	5,918,137		128,760
				\$ 26,147,458	\$	1,008,684

FACTORS

Total Authorized Headcount	1,004.46
Building Division Headcount	29.25
Total Operating Budget (net of allocations)	172,791,224
Total Development Services Budget	8,234,014
Building Division Budget (pre-allocation)	3,512,139
Total Operating Revenue	147,546,834
Building Division Revenue	5,560,000
Building Division Non-Personnel Budget	467,298



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**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
FULL TIME POSITIONS						
1202	Asst Director for Planning & Zoning	1.00	1.00	1.00	1.00	\$ 137,989
1203	City Planner	1.00	1.00	1.00	1.00	84,106
1209	Principal Planner	2.00	2.00	2.00	2.00	151,249
8929	City Architect	1.00	1.00	1.00	1.00	101,670
1120	Zoning Administrator	1.00	1.00	1.00	1.00	122,123
1049	Assistant City Architect	-	1.00	1.00	1.00	-
3020	Landscaping Reviewer Inspector	-	1.00	1.00	1.00	-
1141	Zoning Reviewer Lead	1.00	1.00	1.00	1.00	89,554
1117	Zoning Reviewer	2.00	3.00	3.00	3.00	194,524
1138	Zoning Inspector	1.00	1.00	1.00	1.00	56,481
1111	Concurrency Administrator	1.00	-	-	0.00	-
1109	Plans Coordinator Assistant	4.00	4.00	4.00	4.00	211,662
0602	Administrative Assistant	1.00	1.00	1.00	1.00	68,390
TOTAL		16.00	18.00	18.00	18.00	\$ 1,217,748

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 979,766	\$ 1,090,048	\$ 1,325,940	\$ 1,217,748
1120	Stipend for Board Members	10,500	11,070	15,000	15,000
2000	Employee Benefits - See Other Cost Dist.	716,908	728,077	816,727	789,595
3190	Other Professional Services	129,474	107,900	231,470	120,800
3193	Other Professional Services - Reimbursable	(13,252)	20,609	-	-
4010	Travel Expense	243	-	-	-
4020	Central Garage Motor Pool Rent	17,128	9,950	11,987	10,544
	Replacement: 9,477				
	Oper. & Maint: 1,067				
4090	Other Transportation Expense	18,752	7,047	3,899	3,899
4091	Cell Phone Allowance	-	800	-	1,200
4410	Rental of Machinery and Equipment	12,375	9,367	13,650	13,650
4420	Public Facilities Cost - See Other Cost Dist.	85,238	88,359	90,295	90,004
4550	General Liability Insurance	69,269	63,653	62,299	58,897
4620	Repair and Maint. of Office Equipment	580	-	-	-
4710	Special Printed Forms	2,893	2,535	9,275	9,275
4820	Advertising Expense	2,854	2,825	8,000	8,000
4910	Court Costs & Investigative Expense	30	39	-	-
4990	Other Miscellaneous Expense	1,404	90	2,000	2,000

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
5100 Office Supplies	6,318	6,659	8,800	9,000
5209 Protective Clothing	-	125	200	200
5400 Membership Dues and Subscriptions	2,718	3,068	5,104	5,104
5410 Employee Training	3,479	6,677	7,245	7,245
TOTAL	\$ 2,046,677	\$ 2,158,898	\$ 2,611,891	\$ 2,362,161

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2017-2018	2018-2019	2019-2020	2020-2021	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
2116	Lead Field Supervisor of Code Enforcement	1.00	-	-	-	\$ -
1126	Code Enforcement Field Supr	1.00	2.00	2.00	2.00	159,676
1135	Code Enforcement Assistant	2.00	2.00	2.00	2.00	88,881
1102	Code Enforcement Officer	8.00	8.00	8.00	8.00	424,675
8888	Overtime	-	-	-	-	7,500
9999	Holiday Worked Pay	-	-	-	-	3,500
TOTAL FULL TIME HEADCOUNT		12.00	12.00	12.00	12.00	684,232
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>
1137	Code Enforcement Officer - P/T	2	-	1.50	1.50	1.50
TOTAL PART TIME FTE's		2	0.00	1.50	1.50	1.50
TOTAL			12.00	13.50	13.50	\$ 750,312

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
1000	Salaries	\$ 720,646	\$ 736,692	\$ 766,783	\$ 750,312
2000	Employee Benefits - See Other Cost Dist.	486,870	502,962	498,170	494,973
3190	Other Professional Services	6,003	5,011	15,251	15,251
3191	Lawn & Tree Service	18,425	9,045	28,000	28,000
3192	Red Light Camera Hearing Expenses	2,521	3,062	5,500	5,500
4020	Central Garage Motor Pool Rent	113,829	39,250	42,894	39,753
	Replacement: 20,240				
	Oper. & Maint: 19,513				
4410	Rental of Machinery and Equipment	5,341	4,052	5,605	5,605
4420	Public Facilities Cost - See Other Cost Dist.	23,821	24,693	25,234	25,153
4550	General Liability Insurance	39,631	40,085	36,027	36,289
4620	Repair and Maint. of Office Equipment	1,275	-	-	-
4910	Court Costs & Investigative Expense	1,813	757	3,000	3,000
5100	Office Supplies	4,904	4,229	6,000	6,000
5209	Protective Clothing	1,026	904	1,200	1,200
5214	Uniform Allowance	1,940	3,516	8,553	6,200
5215	Small Tools & Minor Equipment	47	-	-	-
5400	Membership Dues and Subscriptions	70	860	1,500	1,500
5410	Employee Training	3,622	3,489	8,600	8,600
TOTAL		\$ 1,431,784	\$ 1,378,607	\$ 1,452,317	\$ 1,427,336



Action Plan Worksheet 2021

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.
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
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
Standardize and update forms and applications	09/30/20	Draft forms completed.
New, simplified permit fee schedule	09/30/20	Commission adopts Resolution
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?)

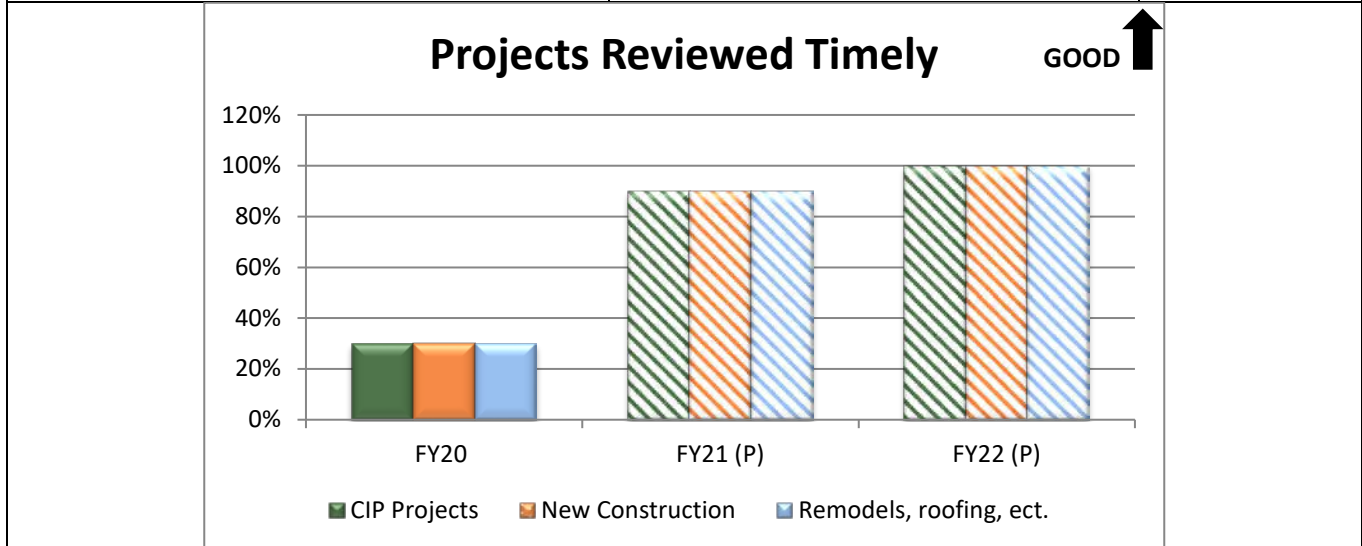
- 120 hours per staff member for three staff members to go through all permits in old systems and close permits per chiefs or leave expired to be migrated.
- Three months for each of:
 - three development services staff members to validate data,
 - two IT staffers and one director
- 24 hours per supervisor 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 2021

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.

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



Action Plan Worksheet 2021

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 2021

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	08/16/20	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?)

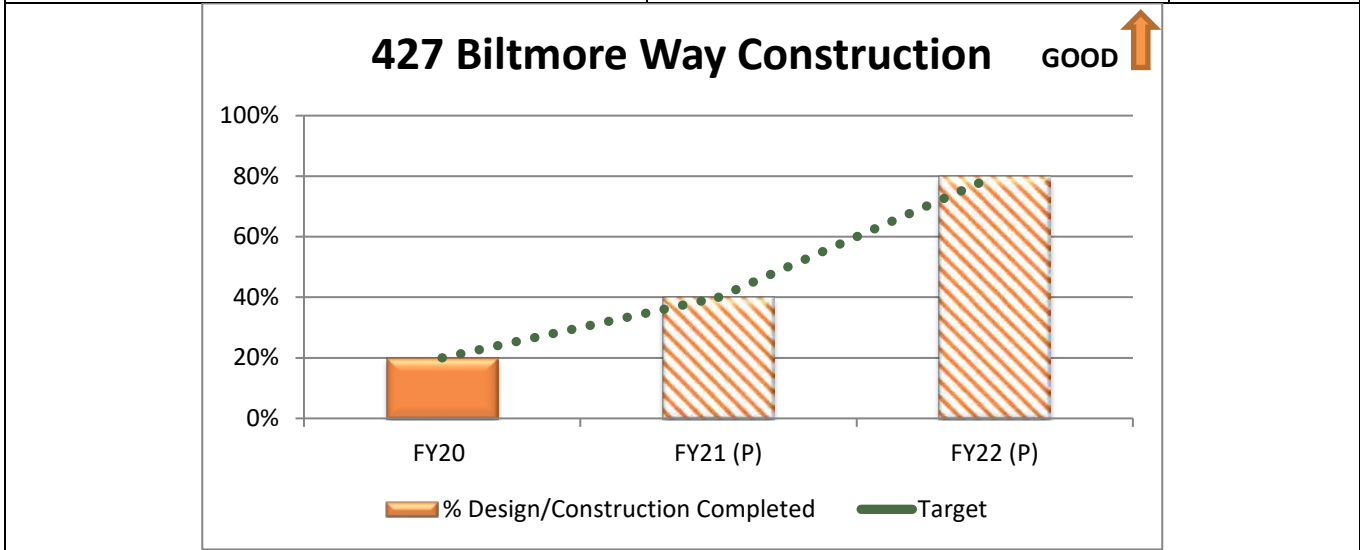
- Budget approval \$2.8 Million dollars for renovation of 427 Biltmore Way
- 4 hours/week/each for Director and Deputy Director for spatial planning coordination through completion of design development
- Consultant develops construction documents for spatial planning
- Two hours per week for project 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 2021

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
	40%	09/30/21
	80%	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 2021

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
Identify “team trainers/leaders/superusers” per division for training new hires.	06/01/19	List of team trainers/leaders
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
Re-evaluate and modify job duties	06/30/19	Draft job duties for manager approval
Develop training and “continuing education” for existing staff on new processes.	05/01/20	Training course developed
Develop written processes and procedures based on best practices and City specific needs	09/30/20	Manual created
Enhance service and coordination with other City departments	10/31/20	Revised SOP’s
Train staff	10/31/20	All staff participated in training

Resource requirements (what do we need to succeed?)

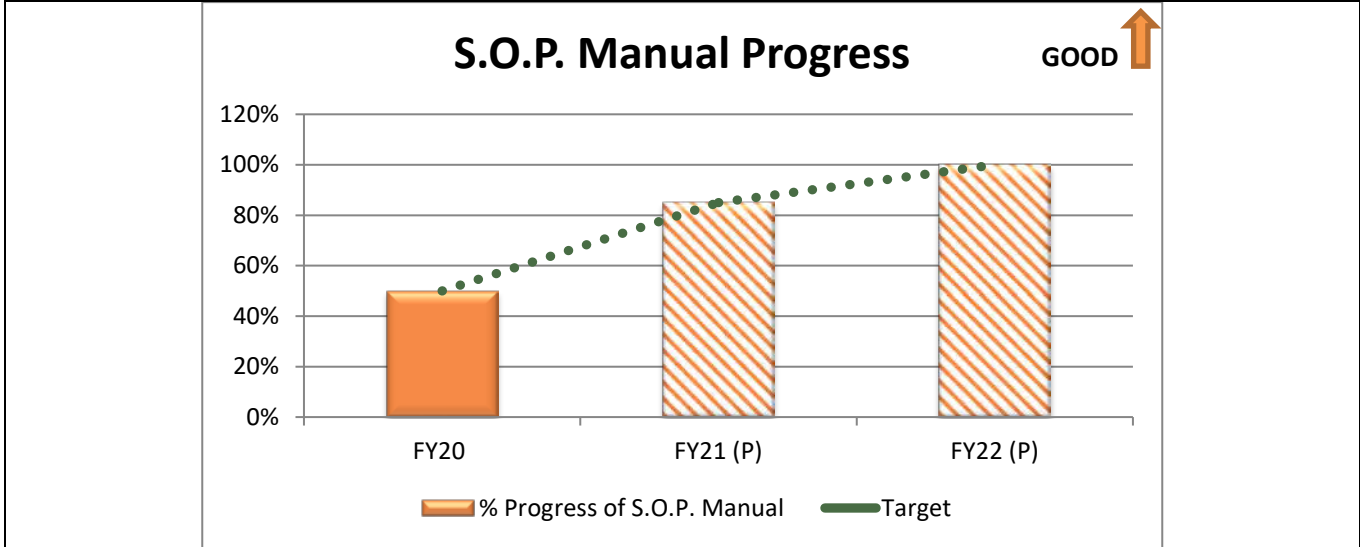
- \$125,000 for SOP and updates to City Zoning Code
- 40 hours for each “super users” to review current processes
- 40 hours for “super users” to identify efficiencies and deficiencies in current processes
- 10 days/year each for Director and Deputy Director to research best practices
- 80 hours for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



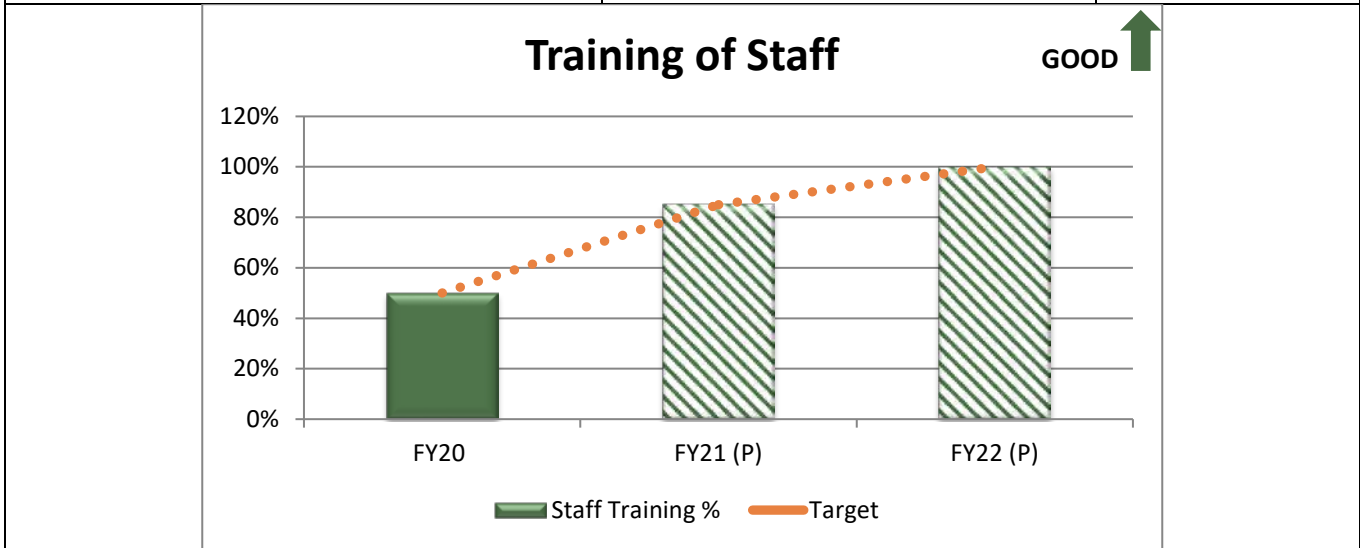
Action Plan Worksheet 2021

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



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.

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

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Action Plan Worksheet 2021

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:

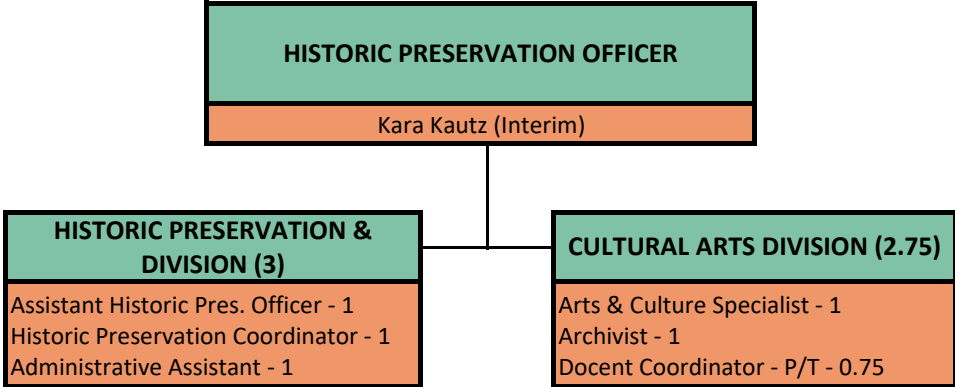
- Not applicable – Benefit serves as a management tool for Development Services.

Negative:

- \$125,000 consultant costs

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**

**HISTORICAL RESOURCES & CULTURAL ARTS
ORGANIZATION CHART**



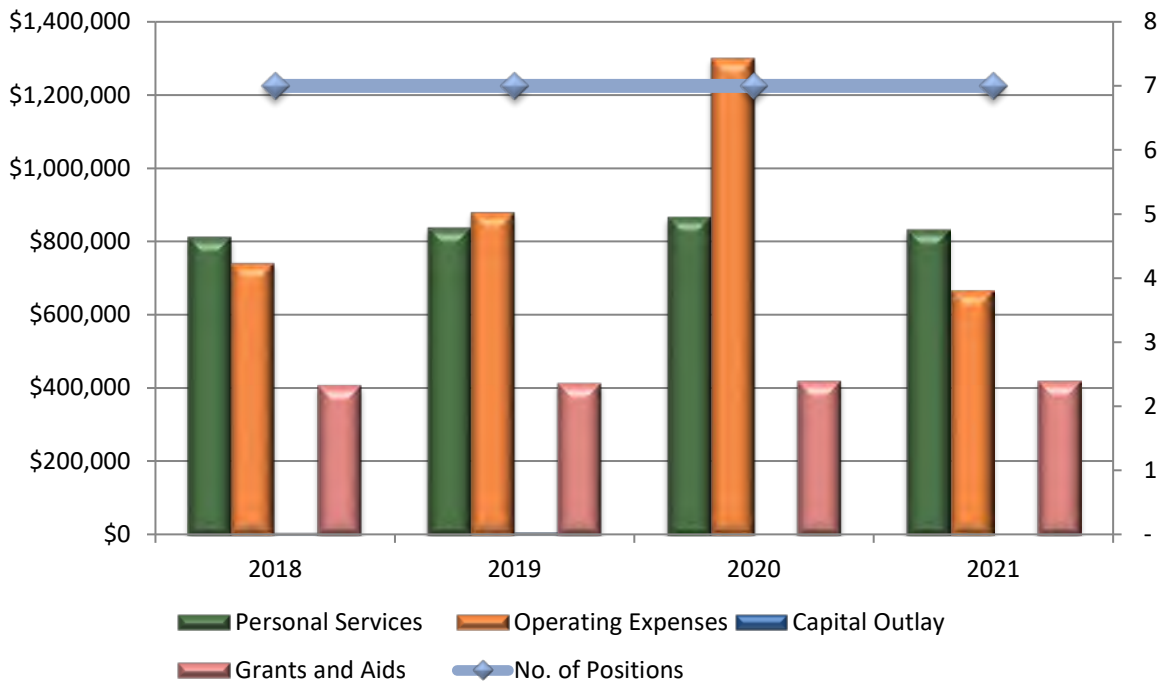
**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET
Salaries & Benefits	811,905	836,894	865,608	832,028
Operating Expenses	741,707	879,442	1,300,675	667,306
Capital Outlay	2,216	2,452	-	-
Grants and Aids	405,250	410,658	416,228 *	416,228
Total	1,961,078	2,129,446	2,582,511	1,915,562
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



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
2020-2021 BUDGET

HISTORIC RESOURCES & CULTURAL ARTS

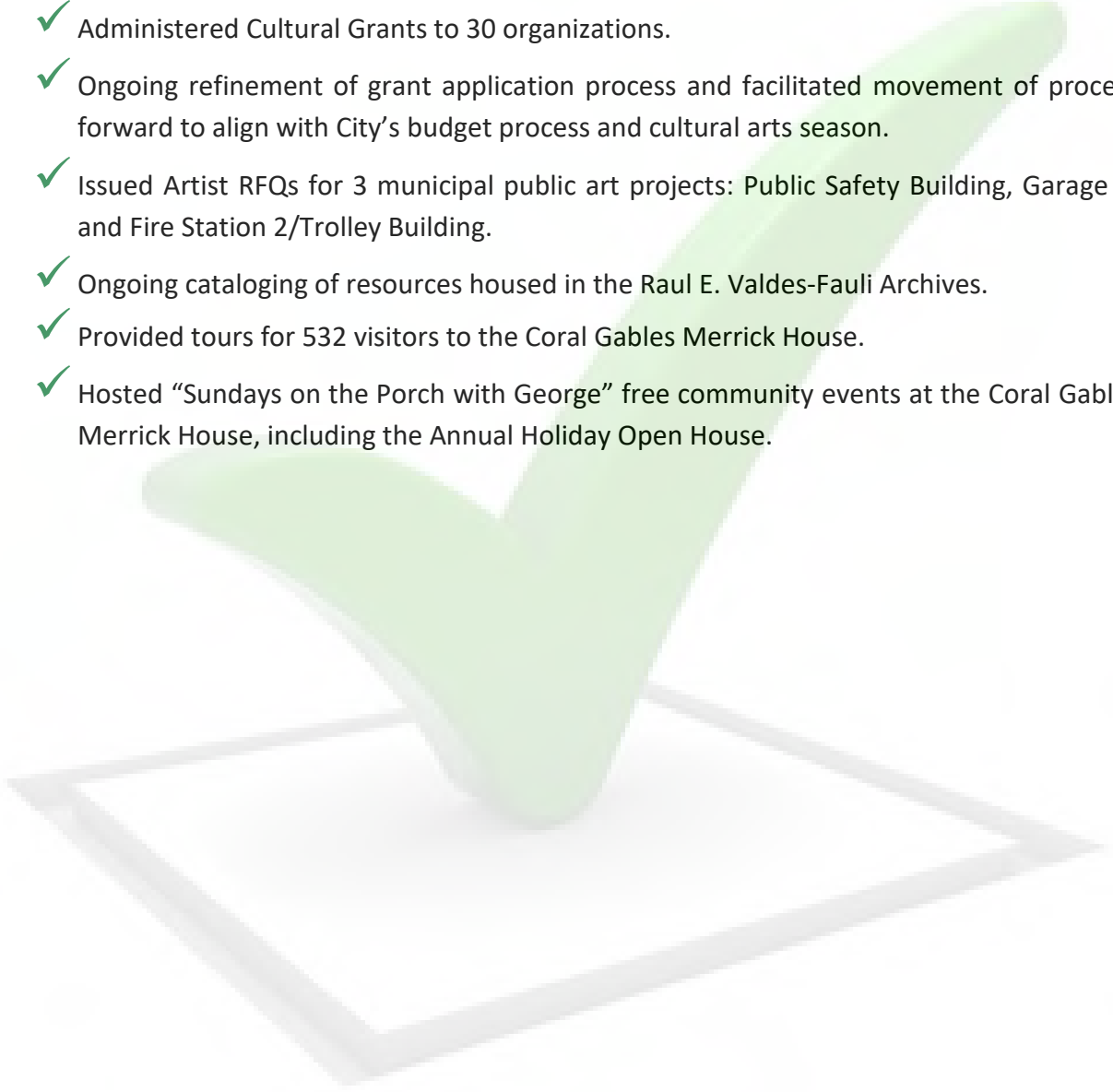
FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS

- ✓ Completed Building Better Communities General Obligation Bond Program Project from Miami-Dade County for the restoration of two wood frame historic homes in the MacFarlane Homestead Subdivision Historic District.
- ✓ Completed Building Assessment and Recommendations Report of the H. George Fink Studio.
- ✓ Received a 2020 Florida Preservation Award from the Florida Trust for Historic Preservation of the Restoration and Rehabilitation of the Coral Gables Merrick House.
- ✓ Applied for a Special Category Grant from the State of Florida Department of State Division of Historical Resources for the restoration of the Gondola Building on the grounds of the Biltmore Hotel and ranked for approval.
- ✓ Completed the installation of two Venetian poles in the Coral Gables Waterway.
- ✓ Completed Historic Assessment of the Historic White Way Lights.
- ✓ Processed 17 Special Certificates of Appropriateness and 155 Standard Certificates of Appropriateness.
- ✓ Processed 4 Ad Valorem tax abatement applications.
- ✓ Processed 3 Local Historic Landmark Designations including the Coral Gables Street Markers.
- ✓ Performed 223 inspections on historic properties.
- ✓ Issued 67 Historical Significance Determinations.
- ✓ Received Art Basel recognition for public art installation & event featuring artist Rafael Barrios.
- ✓ Completed temporary public art project installation: “Pause” by Rafael Barrios and curated and installed art exhibition: “Ontological Curiosity” by Rafael Barrios, featuring over 25 artworks and an artist talk.
- ✓ Curated and installed Art in Public Places photo exhibition on the second floor of City Hall.
- ✓ Received Florida Department of State Division of Cultural Affairs grant for the promotion of Hank Willis Thomas artworks.
- ✓ Administered completion of public art in a private development project: “Storm” by Jaime Plensa at the Paseo de la Riviera.

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ Reviewed & processed approval of public art in private development projects: 1 sculpture by R&R studios and the other sculpture by Tony Cragg.
- ✓ Administered Cultural Grants to 30 organizations.
- ✓ Ongoing refinement of grant application process and facilitated movement of process forward to align with City's budget process and cultural arts season.
- ✓ Issued Artist RFQs for 3 municipal public art projects: Public Safety Building, Garage 7, and Fire Station 2/Trolley Building.
- ✓ Ongoing cataloging of resources housed in the Raul E. Valdes-Fauli Archives.
- ✓ Provided tours for 532 visitors to the Coral Gables Merrick House.
- ✓ Hosted "Sundays on the Porch with George" free community events at the Coral Gables Merrick House, including the Annual Holiday Open House.



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

HISTORICAL RESOURCES & CULTURAL ARTS

INDICATOR:	FY19			FY20		FY21
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Complete Certified Local Government Annual Report	1	1	●	-	1	1
Review permits for Historic Properties	N/A	1,051	N/A	N/A	553	N/A
Process and review Special Certificates of Appropriateness	N/A	18	N/A	N/A	17	N/A
Process and review Standard Certificates of Appropriateness	N/A	163	N/A	N/A	155	N/A
Process and review Ad Valorem Tax applications for historic properties	2	2	●	2	4	2
Implement local historic designations of individual properties	4	10	●	4	3	4
Implement local historic designations of districts	1	0	◆	0	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	788	●	200	532	250

Legend

- Target met or exceeded
- ▲ Target nearly met
- ◆ Target not met



**CITY OF CORAL GABLES, FLORIDA
2020-2021 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				
		2017-2018	2018-2019	2019-2020	2020-2021	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	FULL TIME POSITIONS	HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
2005	Historic Preservation Officer	1.00	1.00	1.00	1.00	\$ 98,561
2006	Asst Historic Preservation Officer	1.00	1.00	1.00	1.00	117,882
2007	Historic Preservation Coordinator	1.00	1.00	1.00	1.00	84,295
0602	Administrative Assistant	1.00	1.00	1.00	1.00	46,194
	TOTAL	4.00	4.00	4.00	4.00	\$ 346,932

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 388,944	\$ 400,955	\$ 398,372	\$ 346,932
2000	Employee Benefits - See Other Cost Dist.	225,542	228,983	238,088	231,552
3190	Other Professional Services	35,006	28,483	225,600	47,400
4010	Travel Expense	-	-	1,000	-
4020	Central Garage Motor Pool Rent	3,486	2,120	2,564	2,250
	Replacement: 2,063				
	Oper. & Maint: 187				
4090	Other Transportation Expense	19,027	14,527	12,995	6,498
4091	Cell Phone Allowance	-	-	-	2,400
4410	Rental of Machinery and Equipment	7,782	4,400	7,018	7,018
4420	Public Facilities Cost - See Other Cost Dist.	308,059	319,340	326,337	325,286
4550	General Liability Insurance	21,121	18,759	18,588	16,780
4620	Repair and Maint. of Office Equipment	6,925	-	800	800
4720	Printing & Binding	2,060	3,422	8,500	8,500
4803	Pinewood Cemetery Reserve Expenses	789	-	6,671	-
4804	Historic Preservation Reserve Expenses	-	-	20,139	-
4805	Art in Public Places - Educ & Outreach	187,288	351,731	448,505	-
4820	Advertising Expense	1,843	2,016	3,960	3,960
4990	Other Miscellaneous Expense	2,110	2,974	36,550	19,194
5100	Office Supplies	4,587	4,285	7,385	7,385
5400	Membership Dues and Subscriptions	1,061	644	900	900
5410	Employee Training	6,598	10,515	7,000	1,000
7195	Contingency for Budget Reduction	-	-	-	41,003
	TOTAL	\$ 1,222,228	\$ 1,393,154	\$ 1,770,972	\$ 1,068,858

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2017-2018	2018-2019	2019-2020	2020-2021	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0043	Arts & Culture Specialist	1.00	1.00	1.00	1.00	\$ 64,953
2009	Archivist	1.00	1.00	1.00	1.00	58,760
TOTAL FULL TIME HEADCOUNT		2.00	2.00	2.00	2.00	123,713
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	
0619	Docent Coordinator	1	0.75	0.75	0.75	33,613
TOTAL PART TIME FTE's		1	0.75	0.75	0.75	33,613
TOTAL			2.75	2.75	2.75	\$ 157,326

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 119,578	\$ 126,381	\$ 142,096	\$ 157,326
2000	Employee Benefits - See Other Cost Dist.	77,841	80,575	87,052	96,218
3190	Other Professional Services	20,862	657	5,400	50,400
4090	Other Transportation Expense	-	225	-	-
4420	Public Facilities Cost - See Other Cost Dist.	93,407	96,828	98,950	98,631
4550	General Liability Insurance	7,709	6,696	6,676	7,609
4720	Printing & Binding	-	317	4,000	1,000
4808	Merrick House Reserve Expenses	-	-	30,906	-
4811	Roxcy O'Neal Merrick House Reserve Exp	-	-	4,939	-
4820	Advertising Expense	-	-	750	-
4990	Other Miscellaneous Expense	8,474	9,252	7,923	5,000
5100	Office Supplies	503	722	1,800	2,800
5201	Agricultural Supplies	1,301	306	985	985
5202	Chemicals and Photographic Supplies	-	-	2,000	1,000
5215	Small Tools & Minor Equipment	-	-	300	300
5400	Membership Dues and Subscriptions	209	-	210	210
5410	Employee Training	1,500	1,223	1,324	-
6440	Equipment Additions	2,216	2,452	-	-
7195	Contingency for Budget Reduction	-	-	-	8,997
8200	Cultural Grants	180,250	185,658	191,228	191,228
8204	CG Museum Grant	225,000	225,000	225,000	225,000
TOTAL		\$ 738,850	\$ 736,292	\$ 811,539	\$ 846,704



Action Plan Worksheet 2021

Action Plan Owner: Kara Kautz, Historical Resources and Cultural Arts Director (Interim)

Action Plan Name: 1-4-1-3 Art 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	Ongoing	DRC memo
Receive, review and prepare materials for presentation of project proposals	Ongoing	Presentation materials
Arts Advisory Panel (AAP) reviews and makes recommendation of project proposals to the Cultural Development Board (CDB)	Ongoing	AAP minutes with motion to CDB
Cultural Development Board reviews project proposals and recommendations of AAP, and makes recommendation to the City Commission	Ongoing	CDB minutes with motion recommending proposal
City Manager reviews project proposal	Ongoing	Item placed on Commission agenda
City Commission approves project proposal	Ongoing	Resolution passed
Prepare restricted covenant for developer	Ongoing	Covenant signed
Permit entered for construction of artwork	Ongoing	Permit issued
Artwork constructed	Ongoing	Artwork installed
AIPP compliance confirmed	Ongoing	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	Ongoing	Sub-permit fees collected and placed in Art Acquisition Fund
Update Public Art Master Plan (PAMP)	10/01/20	Public Art Master Plan
Location(s) proposed (identified in PAMP)	10/01/20	PAMP and/or Resolution



Action Plan Worksheet 2021

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



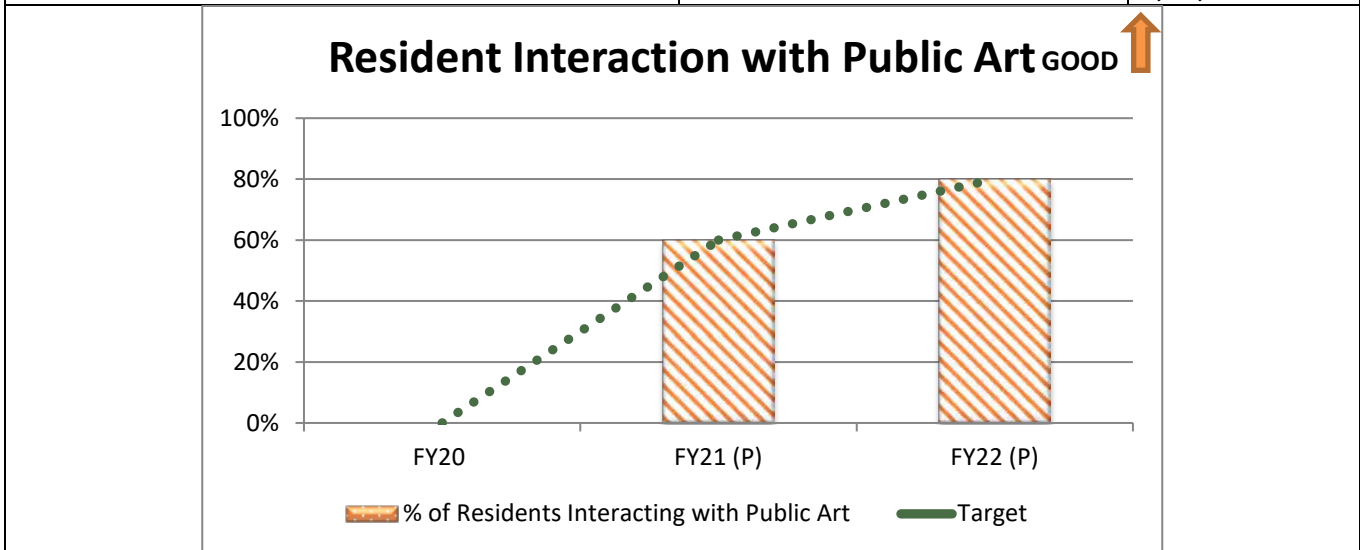
Action Plan Worksheet 2021

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 in FY22
- 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)	0%	9/30/2020
	60%	9/30/2021
	80%	9/30/2022





Action Plan Worksheet 2021

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 2021

Action Plan Owner: Kara Kautz, Historical Resources and Cultural Arts Director (Interim)

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
Hold workshop	04/07/20	Sign in sheet
Accept applications	05/15/20	Applications received
Cultural Development Board reviews applications and makes recommendation to City Commission	06/02/20	Minutes of board
City Manager reviews recommendation	07/14/20	Item placed on Commission agenda
Initiate Public Relations campaign targeted at non-profits	08/01/20	# attending workshop
37 Cultural grants awarded	10/01/20	Commission resolution
Initiate Public Relations campaign targeted at non-profits	03/01/21	# attending workshop
Request 3% increase of grant funding in budget	04/05/21	Commission approval
Hold workshop	04/07/21	Sign in sheet
Accept applications	05/15/21	Applications received
Cultural Development Board reviews applications and makes recommendation to City Commission	06/02/21	Minutes of board
City Manager reviews recommendation	07/14/21	Item placed on Commission agenda
38 Cultural grants awarded	10/01/21	Commission resolution



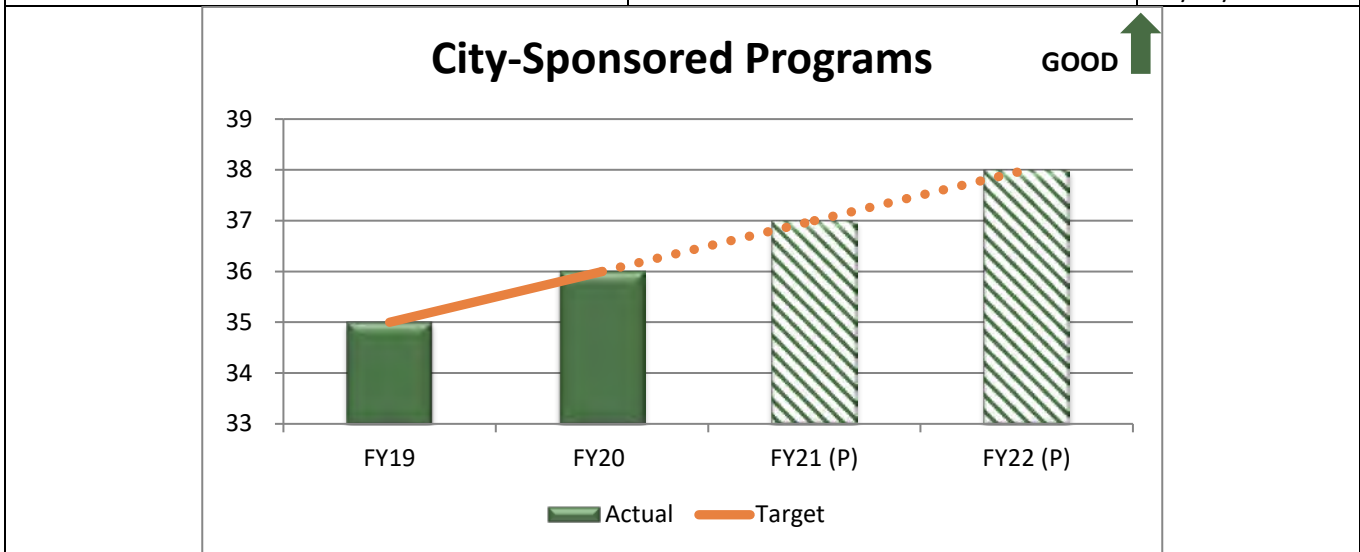
Action Plan Worksheet 2021

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 in FY22
- 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

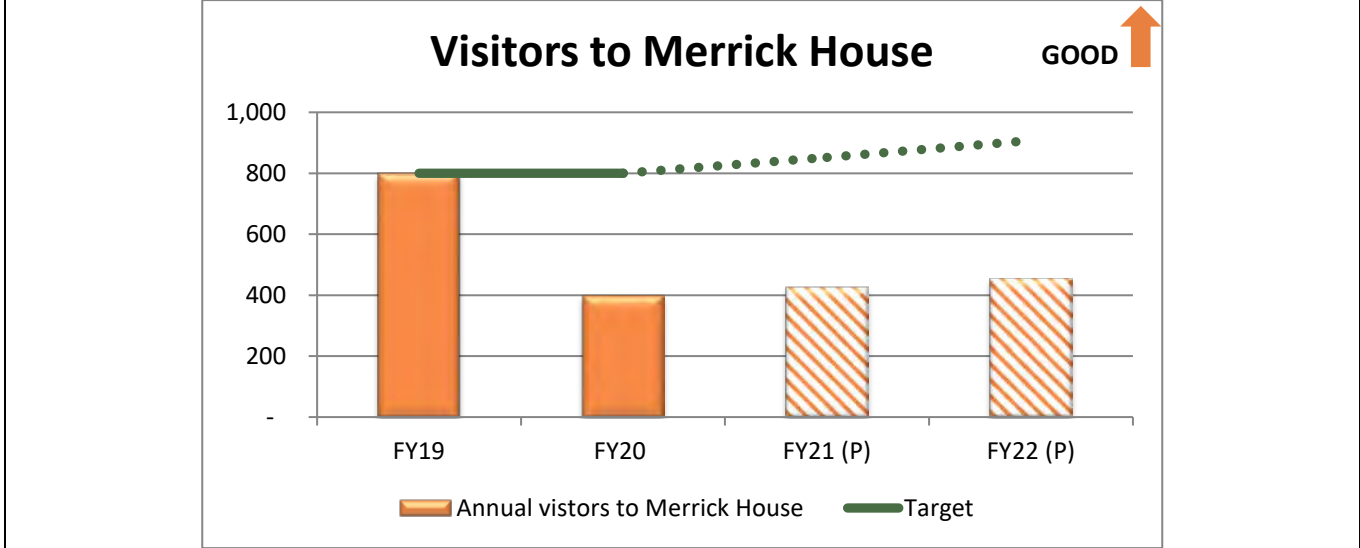




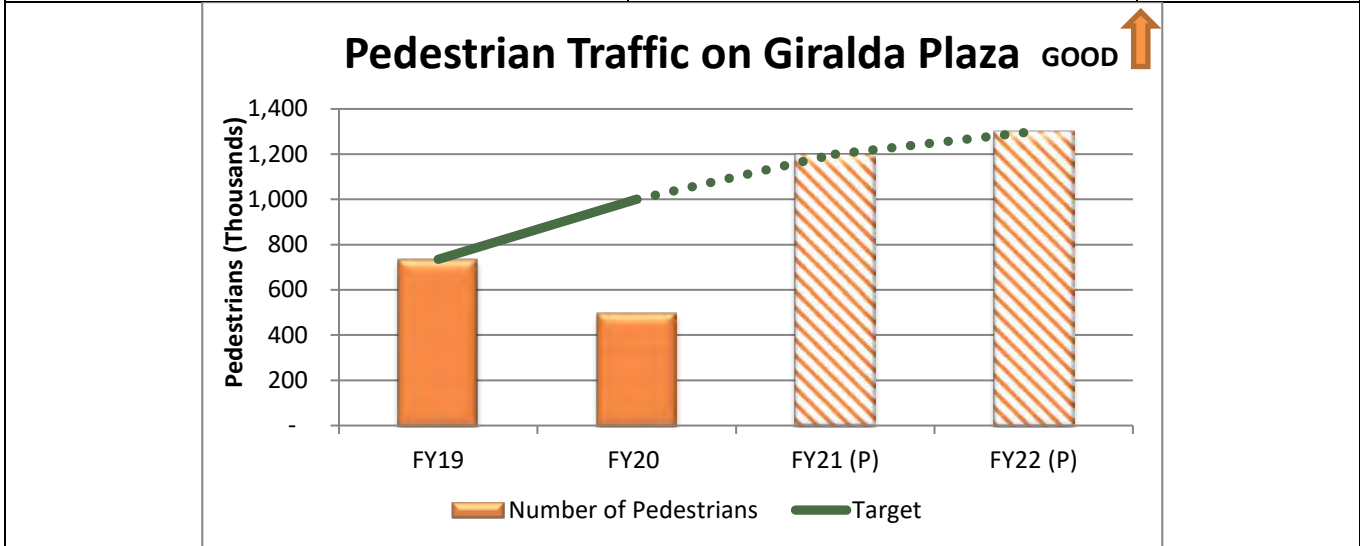
Action Plan Worksheet 2021

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



Frequency & venue of review:

- Cultural Development Board monthly meetings



Action Plan Worksheet 2021

- 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:

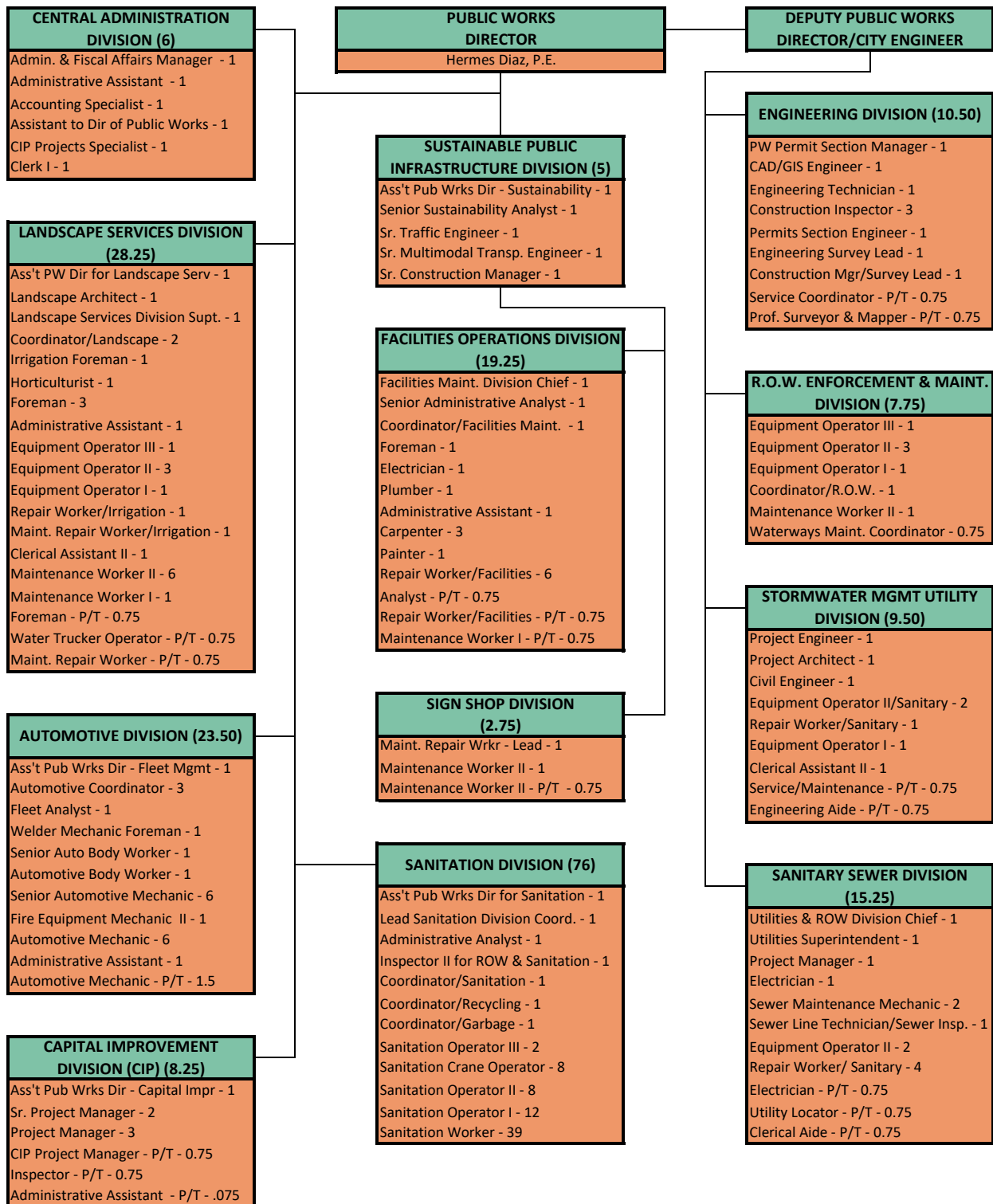
- Attendees of the events spend money in city.
- Maintain and increase number and quality of non-profit organizations presenting in the City
- Maintain and increase number and quality of cultural events and programs in the City

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
2020-2021 BUDGET**

**PUBLIC WORKS
ORGANIZATION CHART**



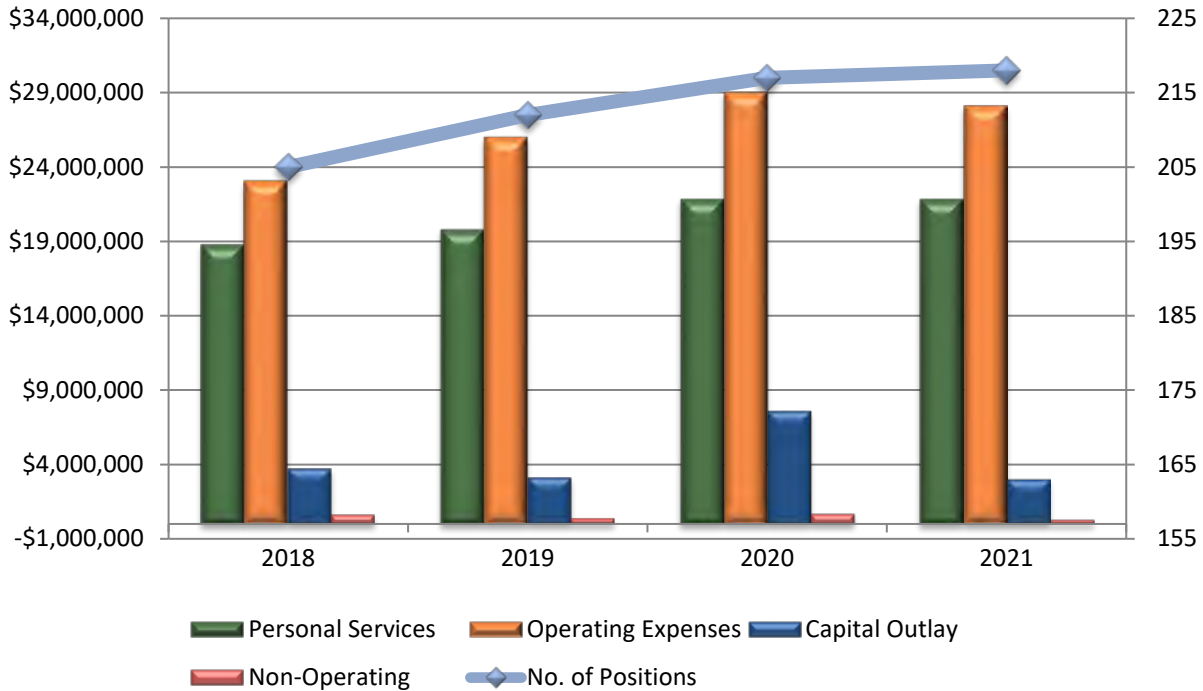
**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



**PUBLIC WORKS DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET
Salaries & Benefits	18,831,205	19,814,187	21,853,970	21,857,758
Operating Expenses	23,087,149	26,016,196	29,032,734	28,129,748
Capital Outlay	3,765,315	3,156,990	7,580,982	3,015,213
Non-Operating	578,746	352,461	613,861	260,348
Total	46,262,415	49,339,834	59,081,547	53,263,067
Full Time Headcount	194.00	198.00	202.00	203.00
Part Time FTE's	10.50	13.50	15.00	15.00
Total Headcount & FTE's	204.50	211.50	217.00	218.00

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, facilities operations, fleet 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, maintenance, and disposal of all City vehicles and heavy equipment. In addition, the Division provides fueling services to the City's fleet.

The **Central Division** receives and handles all customer service-related requests that are submitted via telephone, email, and in person by residents, visitors, other City departments and agencies. The Division routes requests to the proper divisions within the Public Works Department and/or other City departments, municipalities and agencies. Requests are documented through the GovQA web platform for proper follow-up and future reference. Further, the Division manages the department's payroll; responds to personnel related matters and other inquiries; manages operational budgets and processes operational and capital project requisitions and invoices; and supports the Department Director, Assistant Directors, Chiefs and Supervisors. The Central Division is the bridge between divisions and supports in consolidating all operations for uniformity.

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 (parking garage repairs, facility repairs and reroofing, parks improvements, 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** consisting of certified arborists, landscape architects, horticulturalists, and landscape professionals are responsible for the City's urban forest management, which includes the planting of new trees and ongoing pruning and maintenance of approximately 40,000 existing trees and palms on City properties and rights-of-way. The Division is also responsible for the landscape maintenance and meticulous beautification of approximately 370 green spaces, parks, parking lots, streetscape plazas, and open areas, concentrating on planting design and maintenance, irrigation repair, fertilization and pest control. The Division manages permitting for tree removals and replacements and coordinates tree removals and replacements with City arborists and contractors. The licensed landscape architects review plans for development and renovation of public and private properties within the City, working closely with the Planning Department, Parks Department, and Development Services to participate in public design review boards, community meetings, board of architects reviews, permitting, and construction inspection city-wide. The Division Director also serves as a liaison between the City and the Landscape Beautification Advisory Board, which consists of community members who actively contribute ideas for city-wide landscape planning and improvements. Additionally, the Division hosts the annual Arbor Day celebration held in schools located in the City to provide educational opportunities to children and the public about landscape benefits and environmental education.

The **Right-of-Way Maintenance Division** provides essential services within the City's right-of-way such as maintenance of streets, roadways, alleys, and waterways. Right-of-way services include street sweeping, pressure cleaning, graffiti removal, asphalt pothole repairs, sidewalk repairs, removal of debris and seaweed from navigable channels, and City-owned bridge maintenance. In addition, the Division manages the traffic equipment for special events and in-house construction and maintenance projects. The Division Director and engineers also serve as liaisons between the City and the Waterways Advisory Board, which consists of community members who actively contribute ideas for the planning and improvements to City canals.

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. Facilities Operations aims to provide "best in class" support- ensuring clean, comfortable, safe, and effective facilities are provided to meet the needs of residents and guests and the professional staff and support systems that serve them. Facilities Operations is comprised of administrative and trades personnel covering a wide variety of areas in support of the mission of the City of Coral Gables. The responsibility of this unit is to provide a physical environment that will enable our City to accomplish its broader goals and strategic plans. This environment consists of all City-owned buildings, plazas, entranceways, fountains and streetlights. This section initiates repair orders from internal and external community stakeholders and oversees all routine maintenance functions for buildings and structures. This division is also involved in the implementation of sustainability initiatives pertaining to energy and water conservation and assists in City sponsored special events and cultural arts installations. The Sign Shop provides maintenance and replacement of City-owned signs within the public right-of-way.

The **Utilities Division** staff consists of civil and environmental Professional Engineers, licensed electricians, certified Sanitary and Storm Pump Stations Mechanics, Wastewater Collection System Operators, Pipeline and Manhole Assessment technicians, CCTV operators, and Stormwater Operator technicians who are responsible for the City's sanitary sewer system and stormwater drainage system management, which includes sewer capacity, operation, and maintenance as well as the State and County's regulatory compliance. Through the City's sanitary gravity wastewater collection system, the Division manages a daily average of 3.5 million gallons of wastewater. Thirty-five (35) Sanitary Pump Stations service areas (basins), approximately 376,000 lineal feet (71 miles) of gravity sewer mains, and over 1,400 manholes on City properties and rights-of-way comprise the sanitary sewer system. The Division manages permitting for new and existing sanitary sewer services and extensions and coordinates the construction and repairs to sewer mains and lateral connections with Division Engineers, Construction Managers, and contractors. The Professional Engineers in the division review plans for development and renovation of public and private properties within the City, working closely with the planning and development services departments to participate in public design review boards, community meetings, board of architects reviews, permitting, and construction inspection City-wide. The Utilities Director and engineers of the division also serve as liaisons between the City and Miami-Dade County Environmental Resources Management (DERM) to implement monitoring, education, restoration and land management programs to protect water quality, drinking water supply, air quality and natural resources that are vital to the health and well-being of all City residents and visitors. The Division also operates, maintains, and manages the City's Storm Drainage systems under the National Pollutant Discharge Elimination System permit program. The City's drainage system includes: two (2) Storm Pumps Stations, approx. 2,662 Inlets/catch basins/grates, 105,600 lineal feet (20 miles) of pipes/culverts and 108 outfalls. The division's operators and technicians receive and resolve resident's emergency calls 24x7 (e.g. line obstructions, sewer back-ups, storm/flooding, etc).

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
2020-2021 BUDGET

PUBLIC WORKS

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS

- ✓ **COVID-19 Response.** The Public Works Department was able to maintain regular operations amidst the COVID-19 pandemic.
- ✓ **Garbage, Trash and Recycling.** The Sanitation Division completed garbage, trash, and recycling services on their scheduled day over 99 percent of the time.
- ✓ **Fleet Availability.** During FY20, the City had a combined average of 95% fleet availability for all equipment types.
- ✓ **Customer Service.** The Central Administrative Division received, generated, and processed over 12,000 customer service requests.
- ✓ **Plan Reviews.** The Plans Review Section reviewed over 2000 plans and issued over 600 permits.
- ✓ **Traffic Calming.** Since FY2019, the City constructed 24 new traffic calming devices, as part of the Citywide Multimodal Transportation Plan. The City began conducting community meetings for the 145 traffic calming devices proposed citywide.
- ✓ **Paving.** Paved approximately 3.06 lane miles of roadway throughout the City.
- ✓ **Crosswalks and Sidewalks.** Installed 90 new crosswalks, replaced nearly 2.5 miles of damaged sidewalks, and constructed nearly three quarters of a mile of new sidewalks. The City also installed 178 ADA detectable warning mats.
- ✓ **Household Hazardous Waste Disposal.** The City held one household hazardous waste collection event in FY20. The second event, which typically takes place in April, was postponed due to COVID. Over the last 4 years, the City has collected over 182,000 pounds of household hazardous and electronic waste shredded over 32,000 pounds of sensitive documents.
- ✓ **Energy Efficiency.** Through various energy efficiency measures (conversion of indoor/outdoor lighting to LED fixtures, installation of high efficiency HVAC, and Energy Star certified equipment, etc.), the City has lowered energy consumption in its facilities by 10% since 2013.

CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ **LED Street Light Conversion.** Public Works is continuing to move forward with LED streetlight conversions throughout the City. By September 2020, an additional 618 streetlights will be converted to LED fixtures. The City will also yield savings from lower utility costs, while maximizing energy efficiency.
- ✓ **Water Conservation.** The City partnered with Miami-Dade Water and Sewer Department to install AMI smart meters on all 220 irrigation accounts, at no cost to the City. These meters include sensors that assist with tracking and optimizing water use and thus allows for the implementation of large-scale water conservation measures. Additionally, all City fountains and entranceways are operational and are using low-flow pumps to minimize electricity and water consumption.
- ✓ **City Trees Planted.** Planted over 450 new trees citywide on City swales and public green spaces to provide additional shade and environmental benefits. This includes the North Ponce neighborhood where over 300 new shade trees have been planted and the Gables by the Sea Neighborhood where over 45 new shade trees have been planted.
- ✓ **Black Olive Treatment.** Treated over 2,000 Black Olive trees in the City's urban forest for pest control as part of the ongoing Black Olive Staining Study.
- ✓ **Tree Maintenance.** Professionally pruned approximately 8,000 trees in the City's urban forest during routine maintenance and emergency responses.
- ✓ **Historical Entrance Landscaping.** Completed landscaping improvements at 6 of the City's Historic entrances.
- ✓ **Historical Fountains.** Completed repairs and remediation of historical fountains at Country Club Prado and the Frank Button fountain.
- ✓ **Landscape Beautification Award.** The City was awarded a landscape beautification award for our design and installation of the garden renovations at The Merrick House, a historic and landmark City property.
- ✓ **Five New Neighborhood Parks.** Participated in the design and construction project management for the five new neighborhood parks, which were completed in 2020.

CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ **Water Quality.** Partnered with a team lead by Florida International University to perform a comprehensive water quality assessment of the Coral Gables Waterway. This assessment should help identify potential sources of pollution for a more effective implementation of water quality improvement measures.
- ✓ **Smoke Testing.** In compliance with Florida Department of Environmental Protection (FDEP) and Miami-Dade County Department of Regulatory and Environmental Resources (DERM), the Utilities Division conducted smoke testing to its entire gravity wastewater collection system. Approximately 360,000 linear feet of sanitary sewer mains and 1,400 manholes were evaluated.
- ✓ **Inflow & Infiltration.** The Utilities Division continues to improve/repair its wastewater pumping and transmission system to prevent stormwater and/or groundwater from infiltrating the sanitary sewer system. The Division rehabilitated over 25,000 linear feet of Sanitary Sewer Main Pipelines, recoated 12 manholes and replaced 3 manholes.
- ✓ **Sanitary Sewer Closed Circuit Television (CCTV) inspections.** The Utilities Division performed inspections of approximately 40,000 linear feet of main pipelines and approximately 1,500 linear feet of laterals.
- ✓ **City's Storm Drainage System Maintenance.** In compliance with the National Pollutant Discharge Elimination System (NPDES) permit, the Utilities Division inspected and cleaned 10,403 linear feet of pipes, culverts, and outfalls (approx. 20% of City's system). Of the City's storm drainage structures, 1,696 were inspected (approx. 64%) and 1,000 were cleaned and maintained (approx. 37.5%).
- ✓ **Sanitary Sewer Collection System.** The Utilities Division cleaned approximately 285,000 linear feet of sewer main pipelines and 2,350 linear feet of laterals. As part of Miami-Dade County's Fats, Oils, and Grease (FOG) Program, the City cleans 64 critical segments monthly, resulting in an additional 45,550 linear feet.
- ✓ **American Public Works Association APWX 2019.** The Utilities Division presented a paper on the Cocoplum Pump Station 1 and Force Main Rehabilitation project. This project is the first ENVISION certified project in the region.

CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ **Drainage Projects.** The Utilities Division performed over 47 flood assessments and completed 30 new drainage projects consisting of the installation of new catch basins, French drains, and the rehabilitation of existing pipes.
- ✓ **Pump Station Maintenance and Rehabilitation.** The Utilities Division intensified their Pump Station Maintenance program. Preventive maintenance visits have increased to 3 times per month, per station. This fiscal year the Division performed more than 1,200 routine visits.
- ✓ **Street Sweeping.** In compliance with the National Pollutant Discharge Elimination System (NPDES) permit, the Right of Way Division swept more than 9,800 miles of City's streets and alleyways and collected more than 1,250 cubic yards of debris and material.
- ✓ **Potholes.** The Right of Way Division responded to and repaired more than 700 potholes along City roads and alleys.
- ✓ **Seaweed.** With the acquisition of a new debris removal vessel, approximately 1,000 tons of debris and seaweed were collected and removed from City canals and waterways.
- ✓ **Coral Gables Green Business Certification Program.** The City has certified 6 businesses (University of Miami, Avion Auto Spa, Jelly Places, Barakat Law, Lovvett, and I Know Science) as part of the City's Green Business Certification Program.
- ✓ **Keep Coral Gables Beautiful:** The City created the Keep Coral Gables Beautiful Program and became an official affiliate of the Keep America Beautiful national program. The mission is to promote environmental sustainability and educate the community to act every day to reduce litter from our open spaces & waterways, improve recycling effort and keep our City Beautiful. The City's Sustainability Advisory Board serves as the board overseeing the program/initiatives.
- ✓ **Dredging Assessment.** Completed Dredging Assessment of Coral Gables Waterway.

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

PUBLIC WORKS

INDICATOR:	FY19			FY20		FY21
	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%	95%	95%
% of GovQA customer requests completed within 15 days	95%	97%	●	95%	12,208	12,200
% of GovQA public records request completed within 5 days	95%	96%	●	95%	96%	95%
Number of permits issued	600	602	●	600	604	600
Number of plan reviews completed	2,200	2,492	●	2,250	2,057	2,000
% of inspections conducted within 24 hours of request	95%	98%	●	95%	97%	95%
Number of trees trimmed	4,400	3,670	◆	4,400	7,800	10,000
Number of trees planted	600	898	●	650	453	500
Miles of complete street sweeping	7,000	7,089	●	9,000	9,800	11,000
% of canals inspected and cleaned requests completed within 2 days	95%	100%	●	95%	99%	95%
% of graffiti removal requests completed within 2 days	95%	98%	●	95%	98%	95%
% of street potholes repaired within 2 days	95%	97%	●	95%	96%	95%
Tons of recycling	2,100	2,281	●	2,200	2,572	2,300
% of garbage collection on the scheduled day	100%	99.91%	●	100%	99.89%	100%
% of trash collection on the scheduled day	100%	99.93%	●	100%	99.95%	100%
% of recycling collection on the scheduled day	100%	99.96%	●	100%	99.91%	100%
Reduce City's electricity use by 6% below 2019 levels by 2022 (Previous Strategic Plan Goal was 15% below 2013 levels by 2019)	-15.0%	-10.0%	◆	-2.0%	-3.7%	-2.0%
Reduce City's water use by 17% below 2019 levels by 2022 (Previous Strategic Plan Goal was 8% below 2013 levels by 2019)	-8.0%	7.5%	◆	-5.7%	1.0%	-5.7%
% of smart AMI water meters installed on applicable citywide systems	15%	50%	●	15%	24%	15%
Total miles of dedicated bicycle facilities provided	0	0	●	0.50	0	0
Total miles of pedestrian facilities (new sidewalks, extensions, replacements)	1	1.52	●	6.67	3.20	6.67
Total miles of crosswalk and intersection improvements	0.70	0.74	●	0.70	0.77	0.70
Number of pedestrian-vehicle crashes	18	33	◆	16	34	14
Number of bicycle-vehicle crashes	20	30	◆	18	21	16
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
2020-2021 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				
		2017-2018	2018-2019	2019-2020	2020-2021	
		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	\$ 166,333
0067	Public Works Deputy Dir/City Engineer	1.00	1.00	1.00	1.00	151,877
0813	Administrative & Fiscal Affairs Manager	-	1.00	1.00	1.00	104,586
1029	Office Manager	1.00	-	-	-	-
0107	Asst to the Dir of Public Works	-	1.00	1.00	1.00	56,700
1005	CIP Projects Specialist	1.00	1.00	1.00	1.00	54,583
0106	Accounting Specialist	-	1.00	1.00	1.00	61,741
0602	Administrative Assistant	1.00	1.00	1.00	1.00	45,347
0105	Clerk I	1.00	1.00	1.00	1.00	46,062
TOTAL		6.00	8.00	8.00	8.00	\$ 687,229

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 407,807	\$ 336,689	\$ 552,384	\$ 687,229
2000	Employee Benefits - See Other Cost Dist.	323,167	279,867	349,033	394,987
2610	Employee Awards	-	300	300	300
3190	Other Professional Services	-	25,844	9,974	1,000
4020	Central Garage Motor Pool Rent	3,966	20,248	23,993	21,288
	Replacement:	17,713			
	Oper. & Maint:	3,575			
4090	Other Transportation Expense	10,270	9,000	14,944	14,943
4091	Cell Phone Allowance	500	1,300	1,200	1,200
4410	Rental of Machinery and Equipment	11,622	9,858	12,200	12,200
4420	Public Facilities Cost - See Other Cost Dist.	21,657	22,450	22,942	22,868
4550	General Liability Insurance	32,724	23,311	25,954	33,238
4620	Repair and Maint. of Office Equipment	-	-	200	200
4630	Repair/Maint. of Machinery & Equipment	-	-	300	300
4710	Special Printed Forms	92	480	600	600
4720	Printing & Binding	25	-	250	250
4990	Other Miscellaneous Expense	53	669	700	700
5100	Office Supplies	6,116	6,194	8,000	8,000
5203	Drugs and Medical Supplies	-	-	50	50
5214	Uniform Allowance	258	-	-	-
5215	Small Tools & Minor Equipment	-	172	400	400
5400	Membership Dues and Subscriptions	382	39	700	700

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
5410	Employee Training	1,235	199	2,000	2,000
6430	Equipment Repair/Replacement	4,267	-	-	-
9010	Intradepartmental Credits	(274,686)	(257,817)	(356,003)	(420,858)
TOTAL		\$ 549,455	\$ 478,803	\$ 670,121	\$ 781,595

Public Works Administrative Services

Distributed to Utilities

<u>Div. Code/Account</u>	<u>%</u>	<u>Amount</u>
Storm Water - 1535-31-70	10%	\$ 120,245
Sanitary Sewer - 1540-31-70	25%	300,613
	35%	\$ 420,858



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**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
1505 SUSTAINABLE PUBLIC INFRASTRUCTURE DIVISION
 541 OTHER PHYSICAL ENVIRONMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2017-2018	2018-2019	2019-2020	2020-2021	
		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
1037	Sr. Traffic Engineer	1.00	1.00	1.00	1.00	94,921
1038	Sr. Multimodal Transportation Engineer	1.00	1.00	1.00	1.00	107,995
1000	Sr. Construction Manager	1.00	1.00	1.00	1.00	90,944
0811	Sr. Sustainability Analyst	1.00	1.00	1.00	1.00	83,616
TOTAL		5.00	5.00	5.00	5.00	\$ 522,376

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 222,779	\$ 226,706	\$ 224,790	\$ 522,376
2000 Employee Benefits - See Other Cost Dist.	127,379	130,579	136,901	311,599
3190 Other Professional Services	-	3,519	12,399	-
4090 Other Transportation Expense	6,047	7,488	6,498	6,498
4091 Cell Phone Allowance	-	-	-	1,200
4410 Rental of Machinery and Equipment	1,672	1,850	3,584	2,984
4420 Public Facilities Cost - See Other Cost Dist.	5,472	5,672	5,796	5,777
4550 General Liability Insurance	11,721	10,566	10,562	25,265
4720 Printing & Binding	505	828	2,000	1,600
4990 Other Miscellaneous Expense	2,468	3,895	4,125	2,125
5206 Food for Human Consumption	535	294	1,500	1,000
5400 Membership Dues and Subscriptions	1,823	1,211	2,000	2,000
5410 Employee Training	7,672	3,335	5,000	2,500
6440 Equipment Additions	-	-	10,000	-
TOTAL	\$ 388,073	\$ 395,943	\$ 425,155	\$ 884,924

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
1510 CAPITAL IMPROVEMENT (CIP) DIVISION
 539 OTHER PHYSICAL ENVIRONMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 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	\$ 131,428
1046	Sr. Project Manager	-	2.00	2.00	2.00	202,667
1035	Sr Project Engineer	1.00	1.00	0.00	0.00	-
1015	Project Engineer	1.00	-	-	-	-
1050	Project Manager	-	-	3.00	3.00	161,204
TOTAL FULL TIME HEADCOUNT		3.00	4.00	6.00	6.00	495,299
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
3200	CIP Project Manager	1	0.75	0.75	0.75	120,548
1139	Inspector - P/T	1	0.75	0.75	0.75	52,026
6101	Administrative Assistant - P/T	1	-	0.75	0.75	31,420
TOTAL PART TIME FTE's		3	1.50	2.25	2.25	203,994
TOTAL			4.50	6.25	8.25	\$ 699,293

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,276,008	\$ 1,398,433	\$ 1,854,190	\$ 714,293
2000	Employee Benefits - See Other Cost Dist.	774,913	784,045	980,517	267,521
3110	Engineering & Architect Services	134,820	82,194	256,395	-
3190	Other Professional Services	52,939	180,892	303,062	57,540
4020	Central Garage Motor Pool Rent	104,798	24,349	26,085	10,558
	Replacement:	4,541			
	Oper. & Maint:	6,017			
4090	Other Transportation Expense	1,301	2,599	6,498	6,498
4091	Cell Phone Allowance	400	800	-	1,200
4410	Rental of Machinery and Equipment	2,098	1,752	2,500	2,500
4420	Public Facilities Cost - See Other Cost Dist.	58,043	60,169	61,487	27,580
4550	General Liability Insurance	80,417	74,617	87,119	33,822
4630	Repair/Maint. of Machinery & Equipment	400	-	500	200
4710	Special Printed Forms	663	319	1,200	200
4720	Printing & Binding	56	118	1,000	200
4990	Other Miscellaneous Expense	329	216	1,000	200
5100	Office Supplies	4,470	6,387	8,000	2,000
5208	Household & Institutional Supplies	-	-	500	100
5209	Protective Clothing	487	360	1,000	-

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
1510 CAPITAL IMPROVEMENT (CIP) DIVISION
 539 OTHER PHYSICAL ENVIRONMENT

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
5211 Building Materials and Supplies	589	-	500	-
5213 Purchase/Rental - Employee Uniforms	784	788	1,500	-
5215 Small Tools & Minor Equipment	-	645	1,117	300
5400 Membership Dues and Subscriptions	942	1,213	3,870	800
5410 Employee Training	10,505	1,712	8,425	1,200
6450 Office Equipment Replacement	-	9,843	2,382	200
7195 Contingency for Budget Reduction	-	-	-	50,000
TOTAL	\$ 2,504,962	\$ 2,631,451	\$ 3,608,847	\$ 1,176,912

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
1515 ENGINEERING DIVISION
539 OTHER PHYSICAL ENVIRONMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET SALARIES	
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
1042	PW Permit Section Manager	1.00	1.00	1.00	1.00	\$ 105,498
1018	CAD/GIS Engineer	1.00	1.00	1.00	1.00	82,926
1043	Construction Mgr/Survey Lead	1.00	1.00	1.00	1.00	93,139
1047	PW Permit Section Engineer	-	1.00	1.00	1.00	64,693
1004	Engineering Technician	1.00	1.00	1.00	1.00	80,741
1012	Construction Inspector	2.00	3.00	3.00	3.00	193,735
1003	Engineering Technician Asst	1.00	-	-	-	-
1014	Construction Inspector Assistant	1.00	-	-	-	-
1002	Engineering Survey Lead	1.00	1.00	1.00	1.00	69,691
8888	Overtime	-	-	-	-	15,000
TOTAL FULL TIME HEADCOUNT		9.00	9.00	9.00	9.00	705,423
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	
1048	Service Coordinator - P/T		0.00	0.75	0.75	73,005
1044	Professional Surveyor & Mapper - P/T		0.75	0.75	0.75	60,631
TOTAL PART TIME FTE's		0	0.75	1.50	1.50	133,636
TOTAL			9.75	10.50	10.50	\$ 839,059

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ -	\$ -	\$ -	\$ 824,059
2000	Employee Benefits - See Other Cost Dist.	-	-	-	505,289
4020	Central Garage Motor Pool Rent	-	-	-	13,884
	Replacement:	5,970			
	Oper. & Maint:	7,914			
4420	Public Facilities Cost - See Other Cost Dist.	-	-	-	33,709
4550	General Liability Insurance	-	-	-	40,581
4630	Repair/Maint. of Machinery & Equipment	-	-	-	300
4710	Special Printed Forms	-	-	-	800
4720	Printing & Binding	-	-	-	500
4990	Other Miscellaneous Expense	-	-	-	600
5100	Office Supplies	-	-	-	6,000
5208	Household & Institutional Supplies	-	-	-	100
5209	Protective Clothing	-	-	-	1,000
5211	Building Materials and Supplies	-	-	-	500
5213	Purchase/Rental - Employee Uniforms	-	-	-	1,500
5215	Small Tools & Minor Equipment	-	-	-	817

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
1515 ENGINEERING DIVISION
 539 OTHER PHYSICAL ENVIRONMENT

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
5400	Membership Dues and Subscriptions	-	-	-	1,070
5410	Employee Training	-	-	-	2,225
6450	Office Equipment Replacement	-	-	-	300
TOTAL		\$ -	\$ -	\$ -	\$ 1,433,234

**CITY OF CORAL GABLES, FLORIDA
2020-2021 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	2017-2018	2018-2019	2019-2020	2020-2021	
		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	\$ 108,567
0809	Sr. Administrative Analyst	1.00	1.00	1.00	1.00	68,353
3015	Coordinator/Facilities Maint.	1.00	1.00	1.00	1.00	79,983
3010	Foreman	1.00	1.00	1.00	1.00	68,053
3110	Master Electrician	1.00	-	-	-	-
3109	Electrician	1.00	1.00	1.00	1.00	68,052
3114	Plumber	1.00	1.00	1.00	1.00	54,255
0602	Administrative Assistant	1.00	1.00	1.00	1.00	60,830
3106	Carpenter	2.00	3.00	3.00	3.00	164,512
3112	Painter	1.00	1.00	1.00	1.00	45,365
3129	Repair Worker/Facilities	6.00	6.00	6.00	6.00	269,357
8888	Overtime	-	-	-	-	51,243
TOTAL FULL TIME HEADCOUNT		17.00	17.00	17.00	17.00	1,038,570
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	
0812	Analyst - P/T	1	0.75	0.75	0.75	55,464
3130	Repair Worker/Facilities - P/T	1	-	-	0.75	-
9018	Maintenance Worker I - P/T	1	0.75	0.75	0.75	-
9020	Maintenance Worker II - P/T	1	0.75	0.75	-	-
TOTAL PART TIME FTE's		4	2.25	2.25	2.25	55,464
TOTAL		19.25	19.25	19.25	19.25	\$ 1,094,034

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 936,483	\$ 998,595	\$ 1,112,851	\$ 1,094,034
2000 Employee Benefits - See Other Cost Dist.	632,377	656,036	684,741	736,890
3190 Other Professional Services	-	2,379	10,500	10,500
4040 Central Garage Miscellaneous Charges	-	-	1,000	1,000
4090 Other Transportation Expense	3,898	1,949	-	-
4410 Rental of Machinery and Equipment	3,855	4,211	4,200	4,200
4550 General Liability Insurance	57,156	51,667	52,287	52,913
4610 Repair/Maint. of Bldgs & Improvements	-	1,625	-	-
4613 Repair/Maint. - Miracle Theater	16,962	135,072	50,000	50,000
4630 Repair/Maint. of Machinery & Equipment	-	-	1,000	1,000
4990 Other Miscellaneous Expense	4,685	4,221	4,800	4,800
5100 Office Supplies	1,395	928	2,100	2,100

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
5202	Chemicals and Photographic Supplies	-	-	500	500
5203	Drugs and Medical Supplies	-	-	200	200
5209	Protective Clothing	1,204	1,948	2,500	2,500
5211	Building Materials and Supplies	960	6	3,000	3,000
5213	Purchase/Rental - Employee Uniforms	2,939	2,983	5,000	5,000
5215	Small Tools & Minor Equipment	-	-	4,910	4,910
5217	Operating Equipment Repair Parts	-	-	500	500
5400	Membership Dues and Subscriptions	-	-	475	475
5401	Software Subscriptions & Maintenance	4,399	-	4,400	4,400
5410	Employee Training	-	-	2,000	2,000
TOTAL		\$ 1,666,313	\$ 1,861,620	\$ 1,946,964	\$ 1,980,922



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**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



**530 PUBLIC FACILITIES FUND
PUBLIC WORKS DEPARTMENT
2000 FACILITIES OPERATIONS DIVISION - REPAIRS & MAINT.
590 INTERNAL SERVICES**

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
3190 Other Professional Services	\$ -	\$ -	\$ 100,000	\$ -
3410 Laundry & Sanitation Services	19,218	15,253	21,965	21,965
3420 Custodial & Janitorial Services	1,217,601	1,307,756	1,366,935	1,366,935
4310 Electric Utility Service	1,701,260	1,644,533	2,040,271	2,000,000
4330 Heating & Cooking Fuel	17,004	14,666	17,640	18,000
4350 Water & Sewer Utility Service	745,980	741,476	780,000	780,000
4410 Rental of Machinery and Equipment	16,443	7,999	5,000	8,000
4610 Repair/Maint. of Bldgs & Improvements	1,372,728	1,477,042	213,184	323,371
4611 Repair/Maint. - Maint of Parks Equip	-	-	55,000	55,000
4612 HVAC Maintenance - Operating	-	-	350,000	350,000
4613 Repair/Maint. - Miracle Theater	-	-	220,000	200,000
4614 Painting/Waterproofing - Operating	-	-	42,000	42,000
4615 Fountain Maintenance - Operating	-	-	238,000	238,000
4616 Electrical Repairs - Operating	-	-	200,000	162,000
4617 Plumbing Repairs - Operating	-	-	60,000	60,000
4618 Mold Remediation - Operating	-	-	30,000	57,000
4619 Life Safety Systems - Operating	-	-	50,000	47,000
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	141,789	134,505	322,000	235,000
5218 Installed Building Equipt. Repair Parts	30,654	7,382	25,400	50,000
6430 Equipment Repair/Replacement	-	12,431	22,000	22,000
6435 Fire Hydrant Replacements	47,759	10,655	40,000	40,000
TOTAL	\$ 5,311,186	\$ 5,373,698	\$ 6,204,395	\$ 6,081,271

**CITY OF CORAL GABLES, FLORIDA
2020-2021 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				
		2017-2018	2018-2019	2019-2020	2020-2021	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
1015	Project Engineer	1.00	1.00	1.00	1.00	\$ 101,024
1030	Project Architect	1.00	1.00	1.00	1.00	88,949
1017	Civil Engineer	1.00	1.00	1.00	1.00	75,001
3204	Equipment Operator II/Sanitary	2.00	2.00	2.00	2.00	85,244
3126	Repair Worker/Sanitary	1.00	1.00	1.00	1.00	53,676
3201	Equipment Operator I	1.00	1.00	1.00	1.00	34,472
0012	Clerical Assistant II	1.00	1.00	1.00	1.00	41,616
8888	Overtime	-	-	-	-	30,000
TOTAL FULL TIME HEADCOUNT		8.00	8.00	8.00	8.00	509,982
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	FTE's
9003	Engineering Aide - P/T	1	0.75	0.75	0.75	23,419
9008	Service/Maintenance - P/T	1	0.75	0.75	0.75	21,308
TOTAL PART TIME FTE's		2	1.50	1.50	1.50	44,727
TOTAL			9.50	9.50	9.50	\$ 554,709

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 456,445	\$ 486,017	\$ 501,154	\$ 554,709
2000 Employee Benefits - See Other Cost Dist.	302,685	315,170	307,488	373,778
3110 Engineering & Architect Services	150,090	131,894	216,492	110,000
3170 Mgmt & Staff Interdept'l Charge - Pub Wks Admin	384,659	379,586	406,715	120,245
3180 Mgmt & Staff Interdept'l Charge - Gen Fd Admin	-	-	-	305,000
3190 Other Professional Services	100,967	35,626	-	50,000
3200 Accounting & Auditing Services	56,157	57,207	50,000	50,000
4020 Central Garage Motor Pool Rent	128,749	128,749	128,749	128,749
	Replacement: 60,500			
	Oper. & Maint: 68,249			
4370 Waste Disposal Service	1,608	1,520	6,000	5,000
4420 Public Facilities Cost - See Other Cost Dist.	37,563	38,939	39,792	39,664
4550 General Liability Insurance	27,203	25,264	23,547	26,829
4610 Repair/Maint. of Bldgs & Improvements	77,901	206,021	270,747	213,995
4630 Repair/Maint. of Machinery & Equipment	485	-	500	500
4940 Taxes & License Fees Paid	7,844	8,126	10,000	10,000
4990 Other Miscellaneous Expense	4,922	6,525	5,600	6,500
5100 Office Supplies	1,199	-	1,000	1,000

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5202 Chemicals and Photographic Supplies	-	-	4,500	4,500
5204 Cleaning & Janitorial Supplies	-	-	200	200
5207 Motor Fuel and Lubricants	-	-	200	200
5209 Protective Clothing	490	2,580	2,000	2,000
5211 Building Materials and Supplies	2,626	998	3,000	3,000
5213 Purchase/Rental - Employee Uniforms	711	1,125	2,200	2,200
5215 Small Tools & Minor Equipment	-	470	2,500	1,500
5217 Operating Equipment Repair Parts	-	120	500	500
5400 Membership Dues and Subscriptions	1,549	1,316	1,800	1,800
5410 Employee Training	736	2,417	1,300	2,400
9901 Return on Investment	251,600	17,227	196,800	134,000
TOTAL	<u><u>\$ 1,996,189</u></u>	<u><u>\$ 1,846,897</u></u>	<u><u>\$ 2,182,784</u></u>	<u><u>\$ 2,148,269</u></u>

**CITY OF CORAL GABLES, FLORIDA
2020-2021 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	2017-2018	2018-2019	2019-2020	2020-2021	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
3122	Utilities & ROW Division Chief	1.00	1.00	1.00	1.00	\$ 131,431
1050	Project Manager	-	-	-	1.00	-
3124	Utilities Superintendent	1.00	1.00	1.00	1.00	86,363
3109	Electrician	1.00	1.00	1.00	1.00	45,573
3118	Sewer Maintenance Mechanic	2.00	2.00	2.00	2.00	135,609
3121	Sewer Line Tech/Sewer Inspector	1.00	1.00	1.00	1.00	52,732
3204	Equipment Operator II/Sanitary	2.00	2.00	2.00	2.00	125,651
3126	Repair Worker/Sanitary	4.00	4.00	4.00	4.00	168,991
8888	Overtime	-	-	-	-	76,000
TOTAL FULL TIME HEADCOUNT		12.00	12.00	12.00	13.00	822,350
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>
3108	Electrician - P/T	1	-	-	0.75	0.75
9013	Utility Locator - P/T	1	-	-	-	0.75
9006	Clerical Aide - P/T	1	0.75	0.75	0.75	0.75
9008	Service/Maintenance - P/T	1	0.75	0.75	0.75	0.00
TOTAL PART TIME FTE's		4	1.50	1.50	2.25	2.25
TOTAL			13.50	13.50	14.25	15.25
						\$ 949,669

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
1000	Salaries	\$ 798,315	\$ 813,475	\$ 942,526	\$ 949,669
2000	Employee Benefits - See Other Cost Dist.	506,874	492,948	520,702	600,344
3110	Engineering & Architect Services	24,830	27,317	30,000	30,000
3170	Mgmt & Staff Interdept'l Charge - Pub Wks Admin	880,028	868,231	939,288	300,613
3180	Mgmt & Staff Interdept'l Charge - Gen Fd Admin	-	-	-	685,000
3190	Other Professional Services	19,070	44,380	30,000	30,000
3200	Accounting & Auditing Services	70,723	73,849	67,000	67,000
4010	Travel Expense	-	3,107	2,500	2,500
4020	Central Garage Motor Pool Rent	305,602	305,602	305,602	305,602
	Replacement:	129,503			
	Oper. & Maint:	176,099			
4090	Other Transportation Expense	3,897	4,223	3,898	3,899
4091	Cell Phone Allowance	-	1,200	1,200	1,200
4350	Water & Sewer Utility Service	1,594	2,390	2,000	3,500
4370	Waste Disposal Service	1,425,300	3,340,042	3,754,996	4,254,996
4410	Rental of Machinery and Equipment	-	-	2,000	2,000

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
4420 Public Facilities Cost - See Other Cost Dist.	374,072	387,770	396,266	394,990
4550 General Liability Insurance	44,005	41,163	44,284	45,931
4610 Repair/Maint. of Bldgs & Improvements	8,497	12,854	45,000	45,000
4630 Repair/Maint. of Machinery & Equipment	35,061	27,362	28,000	35,000
4720 Printing & Binding	488	10	1,500	500
4940 Taxes & License Fees Paid	1,010	891	3,000	2,000
4990 Other Miscellaneous Expense	11,175	9,490	17,500	10,000
5100 Office Supplies	1,170	985	1,200	1,200
5202 Chemicals and Photographic Supplies	5,809	8,721	20,000	20,000
5204 Cleaning & Janitorial Supplies	-	-	1,000	500
5207 Motor Fuel and Lubricants	3,805	8,680	7,000	8,000
5209 Protective Clothing	5,118	7,313	6,000	7,000
5211 Building Materials and Supplies	9,712	9,366	13,000	13,000
5213 Purchase/Rental - Employee Uniforms	3,834	3,261	4,000	4,500
5215 Small Tools & Minor Equipment	873	7,705	7,500	7,500
5216 Motor Equipment Repair Parts	-	-	2,000	1,000
5217 Operating Equipment Repair Parts	82,008	40,369	60,000	60,000
5218 Installed Building Equipmt. Repair Parts	4,994	5,700	6,000	6,000
5400 Membership Dues and Subscriptions	516	-	925	925
5410 Employee Training	4,558	7,024	6,000	6,000
9901 Return on Investment	956,832	958,051	773,064	547,206
9902 Principal Paid - Reduce Loan Balance	(355,000)	(365,000)	-	-
TOTAL	\$ 5,234,770	\$ 7,148,479	\$ 8,044,951	\$ 8,452,575

**CITY OF CORAL GABLES, FLORIDA
2020-2021 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	2017-2018	2018-2019	2019-2020	2020-2021	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
1046	Sr. Project Manager	-	2.00	2.00	2.00	\$ 202,667
1017	Civil Engineer	1.00	1.00	1.00	1.00	75,001
1018	CAD/GIS Engineer	1.00	1.00	1.00	1.00	82,926
3016	Coordinator - R.O.W.	1.00	1.00	1.00	1.00	76,921
3205	Equipment Operator III	1.00	1.00	1.00	1.00	56,983
3203	Equipment Operator II	3.00	3.00	3.00	3.00	157,394
3201	Equipment Operator I	1.00	1.00	1.00	1.00	34,472
3006	Maintenance Worker II - PW R.O.W.	1.00	1.00	1.00	1.00	35,770
8888	Overtime	-	-	-	-	15,000
TOTAL FULL TIME HEADCOUNT		9.00	11.00	11.00	11.00	737,134
PART TIME POSITIONS						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	
9023	Waterways Maintenance Coord	1	-	0.75	0.75	51,888
TOTAL PART TIME FTE's		1	0.00	0.75	0.75	51,888
TOTAL		9.00	11.75	11.75	11.75	\$ 789,022

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 530,220	\$ 551,144	\$ 568,823	\$ 436,042
2000 Employee Benefits - See Other Cost Dist.	375,167	393,716	405,148	317,716
3190 Other Professional Services	-	52,200	127,922	-
3191 Sidewalk Replacement Reimbursement	-	(1,800)	-	-
4020 Central Garage Motor Pool Rent	537,204	837,668	831,813	813,402
Replacement:	105,898			
Oper. & Maint:	707,504			
4040 Central Garage Miscellaneous Charges	-	-	1,000	1,000
4370 Waste Disposal Service	2,084	4,386	7,000	7,000
4420 Public Facilities Cost - See Other Cost Dist.	1,660,219	1,721,014	1,758,723	1,753,060
4550 General Liability Insurance	27,626	26,891	26,726	21,089
4610 Repair/Maint. of Bldgs & Improvements	21,469	13,187	18,500	20,000
4630 Repair/Maint. of Machinery & Equipment	-	1,278	1,300	1,000
4710 Special Printed Forms	-	-	300	300
4720 Printing & Binding	-	-	300	300
5100 Office Supplies	959	925	1,000	1,000
5201 Agricultural Supplies	295	-	-	-
5202 Chemicals and Photographic Supplies	-	-	1,000	-
5207 Motor Fuel and Lubricants	20	-	400	400

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
5208 Household & Institutional Supplies	-	-	-	-
5209 Protective Clothing	2,492	1,938	3,000	3,000
5211 Building Materials and Supplies	20,548	20,354	28,200	25,000
5213 Purchase/Rental - Employee Uniforms	2,997	3,305	4,000	4,000
5215 Small Tools & Minor Equipment	876	1,245	2,000	2,000
5216 Motor Equipment Repair Parts	-	-	2,500	2,500
5217 Operating Equipment Repair Parts	3,325	1,480	2,000	2,000
5218 Installed Building Equipt. Repair Parts	-	179	1,562	1,562
5219 Other Repair & Maintenance Supplies	851	1,160	1,500	1,000
6440 Equipment Additions	-	-	4,052	-
TOTAL	\$ 3,186,352	\$ 3,630,270	\$ 3,798,769	\$ 3,413,371



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**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				SALARIES	
		2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET		
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT		
3102	Maint. Repair Wrkr - Lead	-	1.00	1.00	1.00	\$ 69,784	
3005	Maintenance Worker II	-	1.00	1.00	1.00	46,423	
TOTAL FULL TIME HEADCOUNT		-	-	2.00	2.00	116,207	
PART TIME POSITIONS		TITLE	HC	FTE's	FTE's	FTE's	
9017	Maintenance Worker II - Sign Shop - P/T		1	-	0.75	0.75	22,969
TOTAL PART TIME FTE's			1	-	0.75	0.75	22,969
TOTAL			-	-	2.75	2.75	\$ 139,176

EXPENDITURE DETAIL

		2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET
1000	Salaries	\$ -	\$ 117,385	\$ 136,385	\$ 139,176
2000	Employee Benefits - See Other Cost Dist.	-	86,271	87,112	94,554
3190	Other Professional Services	-	-	2,242	-
4020	Central Garage Motor Pool Rent	-	21,869	22,136	21,411
	Replacement: 4,401				
	Oper. & Maint: 17,010				
4410	Rental of Machinery and Equipment	-	-	250	250
4420	Public Facilities Cost - See Other Cost Dist.	-	43,804	44,764	44,620
4550	General Liability Insurance	-	6,345	6,408	6,731
4630	Repair/Maint. of Machinery & Equipment	-	-	400	400
5100	Office Supplies	-	-	200	200
5204	Cleaning & Janitorial Supplies	-	-	800	800
5209	Protective Clothing	-	-	450	450
5211	Building Materials and Supplies	-	11,303	18,881	19,250
5213	Purchase/Rental - Employee Uniforms	-	964	1,000	1,000
5215	Small Tools & Minor Equipment	-	-	1,869	1,500
5217	Operating Equipment Repair Parts	-	-	1,500	1,500
TOTAL		\$ -	\$ 287,941	\$ 324,397	\$ 331,842

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



520 MOTOR POOL FUND
AUTOMOTIVE DEPARTMENT
4700 AUTOMOTIVE DIVISION
INTERNAL SERVICES

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2017-2018	2018-2019	2019-2020	2020-2021	
		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	72,661
4018	Automotive Coordinator	2.00	2.00	2.00	2.00	139,622
4017	Fleet Analyst	1.00	1.00	1.00	1.00	58,217
4016	Welder Mechanic Foreman	1.00	1.00	1.00	1.00	52,845
4015	Welder Mechanic II	-	-	-	-	-
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	2.00	135,400
4007	Senior Automotive Mechanic	6.00	4.00	4.00	4.00	245,657
4008	Fire Equipment Mechanic II	1.00	1.00	1.00	1.00	61,955
4006	Automotive Mechanic	6.00	6.00	6.00	6.00	233,024
0602	Administrative Assistant	1.00	1.00	1.00	1.00	52,213
8888	Overtime	-	-	-	-	15,000
TOTAL FULL TIME HEADCOUNT		22.00	22.00	22.00	22.00	1,345,247
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	
4001	Automotive Mechanic - P/T	2	1.50	1.50	1.50	70,213
TOTAL PART TIME FTE's		2	1.50	1.50	1.50	70,213
TOTAL		23.50	23.50	23.50	23.50	\$ 1,415,460

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 1,329,557	\$ 1,415,990	\$ 1,527,298	\$ 1,415,460
2000 Employee Benefits - See Other Cost Dist.	851,397	890,552	969,466	953,876
3190 Other Professional Services	-	35,557	77,525	72,825
4090 Other Transportation Expense	6,047	7,488	6,497	6,498
4091 Cell Phone Allowance	1,000	1,300	-	1,200
4220 Postage	-	2,866	-	-
4370 Waste Disposal Service	5,139	6,090	7,000	7,000
4410 Rental of Machinery and Equipment	7,445	2,759	14,400	14,400
4450 Lease Equipment	79,200	79,200	93,200	93,200
4451 Principal Paid-Reduce Loan Balance	(20,464)	(165,488)	-	-
4550 General Liability Insurance	78,712	71,870	71,760	68,459
4620 Repair and Maint. of Office Equipment	-	-	500	500
4630 Repair/Maint. of Machinery & Equipment	28,171	8,936	21,850	9,000

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
4691 Commercial Garages	165,100	160,566	145,500	147,500
4710 Special Printed Forms	381	428	1,200	1,200
4940 Taxes & License Fees Paid	14,747	19,423	16,000	16,000
4990 Other Miscellaneous Expense	7,961	5,631	3,500	4,000
5100 Office Supplies	4,165	4,251	5,500	5,500
5207 Motor Fuel and Lubricants	1,251,817	1,268,601	1,259,696	1,259,696
5209 Protective Clothing	2,523	2,747	3,000	3,000
5213 Purchase/Rental - Employee Uniforms	7,640	6,322	8,500	8,500
5214 Uniform Allowance	47	-	1,000	500
5215 Small Tools & Minor Equipment	8,512	9,946	14,000	14,000
5216 Motor Equipment Repair Parts	1,172,883	1,211,163	1,075,000	1,075,000
5219 Other Repair & Maintenance Supplies	9,710	10,210	10,000	11,000
5220 Motor Oil and Other Lubricants	25,885	23,893	30,000	30,000
5400 Membership Dues and Subscriptions	998	1,098	2,000	2,000
5410 Employee Training	5,187	4,730	10,795	10,795
6410 Motor Equipment Replacements in Fleet	3,552,275	2,960,341	6,239,204	2,936,413
6430 Equipment Repair/Replacement	44,917	64,262	44,620	15,100
6440 Equipment Additions	116,097	99,458	334,078	-
6450 Office Equipment Replacement	-	-	1,200	1,200
TOTAL	\$ 8,757,049	\$ 8,210,190	\$ 11,994,289	\$ 8,183,822

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
6120 SANITATION DIVISION
 534 GARBAGE & SOLID WASTE DISPOSAL

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2017-2018	2018-2019	2019-2020	2020-2021	
		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	\$ 137,963
2115	Lead Sanitation Division Coord.	1.00	1.00	1.00	1.00	81,058
0810	Administrative Analyst	-	1.00	1.00	1.00	54,976
0999	PW Inspector II for ROW & Sanitation	-	1.00	1.00	1.00	79,146
2107	Sanitation Coordinator	3.00	3.00	3.00	3.00	227,911
2106	Sanitation Operator III	2.00	2.00	2.00	2.00	120,492
2112	Sanitation Crane Operator	7.00	7.00	8.00	8.00	475,627
2105	Sanitation Operator II	8.00	8.00	8.00	8.00	455,258
2104	Sanitation Operator I	14.00	13.00	12.00	12.00	604,002
2101	Sanitation Worker	40.00	39.00	39.00	39.00	1,616,350
8888	Overtime	-	-	-	-	25,000
9999	Holiday Pay	-	-	-	-	120,000
TOTAL		76.00	76.00	76.00	76.00	\$ 3,997,783

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 3,459,431	\$ 3,827,138	\$ 4,007,274	\$ 3,997,783
2000	Employee Benefits - See Other Cost Dist.	2,940,231	3,054,057	3,076,595	3,179,090
2610	Employee Awards	-	-	2,000	2,000
3190	Other Professional Services	9,151	56,231	72,579	16,940
4010	Travel Expense	-	-	330	400
4020	Central Garage Motor Pool Rent	1,871,280	2,409,040	2,452,982	2,364,685
	Replacement:	541,556			
	Oper. & Maint:	1,823,129			
4090	Other Transportation Expense	-	7,580	6,498	6,498
4091	Cell Phone Allowance	-	-	-	1,200
4370	Waste Disposal Service	1,972,802	1,728,379	2,077,853	1,754,853
4420	Public Facilities Cost - See Other Cost Dist.	28,701	29,752	30,404	30,306
4550	General Liability Insurance	196,447	187,502	188,279	193,357
4630	Repair/Maint. of Machinery & Equipment	-	-	500	5,500
4720	Printing & Binding	-	2,109	-	-
5100	Office Supplies	1,033	1,032	3,000	3,000
5204	Cleaning & Janitorial Supplies	251	-	400	-
5208	Household & Institutional Supplies	2,847	2,735	6,800	11,800
5209	Protective Clothing	21,110	34,729	39,800	36,800
5211	Building Materials and Supplies	6,869	5,220	-	-

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
6120 SANITATION DIVISION
 534 GARBAGE & SOLID WASTE DISPOSAL

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
5213 Purchase/Rental - Employee Uniforms	25,035	25,698	30,000	30,000
5214 Uniform Allowance	-	100	-	-
5215 Small Tools & Minor Equipment	20,617	20,766	36,000	29,400
5217 Operating Equipment Repair Parts	7,304	7,505	3,000	3,000
5400 Membership Dues and Subscriptions	-	348	1,900	1,700
5410 Employee Training	-	3,366	5,100	5,100
6430 Equipment Repair/Replacement	-	-	813,446	-
6440 Equipment Additions	-	-	70,000	-
TOTAL	\$ 10,563,109	\$ 11,403,287	\$ 12,924,740	\$ 11,673,412

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018	2018-2019	2019-2020	2020-2021	
		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	\$ 142,692
3014	Landscape Architect	1.00	1.00	1.00	1.00	95,215
2012	Landscape Services Division Supt.	1.00	1.00	1.00	1.00	91,625
3012	Coordinator/Landscape	2.00	2.00	2.00	2.00	148,562
3009	Irrigation Foreman	1.00	1.00	1.00	1.00	77,873
2008	Horticulturist	1.00	1.00	1.00	1.00	54,341
3019	Foreman/Landscape	3.00	3.00	3.00	3.00	175,232
0602	Administrative Assistant	1.00	1.00	1.00	1.00	65,139
3205	Equipment Operator III	1.00	1.00	1.00	1.00	51,248
3203	Equipment Operator II	3.00	3.00	3.00	3.00	118,287
3201	Equipment Operator I	2.00	1.00	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	1.00	37,584
0012	Clerical Assistant II	2.00	1.00	1.00	1.00	54,661
3005	Maintenance Worker II	6.00	6.00	6.00	6.00	223,527
3004	Maintenance Worker I	1.00	1.00	1.00	1.00	-
8888	Overtime	-	-	-	-	33,030
TOTAL FULL TIME HEADCOUNT		27.00	26.00	26.00	26.00	1,478,344
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	
9018	Maintenance Worker I - P/T	2	1.50	-	-	-
3007	Water Truck Operator - P/T	1	-	0.75	0.75	43,732
2013	Foreman - P/T	1	-	0.75	0.75	51,307
9022	Maintenance Repair Worker - P/T	1	-	0.75	0.75	43,732
TOTAL PART TIME FTE's		5	1.50	2.25	2.25	138,771
TOTAL			28.50	28.25	28.25	\$ 1,617,115

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,479,359	\$ 1,495,736	\$ 1,743,795	\$ 1,617,115
2000	Employee Benefits - See Other Cost Dist.	1,100,611	1,063,638	1,164,797	1,170,169
3190	Other Professional Services	1,733,704	1,837,138	2,335,559	2,252,309
3196	Million Orchid Project	13,482	-	15,000	-
4020	Central Garage Motor Pool Rent	556,911	524,490	534,922	515,195
	Replacement:	121,279			
	Oper. & Maint:	393,916			
4090	Other Transportation Expense	3,673	4,448	3,899	3,899
4350	Water & Sewer Utility Service	1,469	1,808	3,500	3,500
4410	Rental of Machinery and Equipment	5,616	4,831	7,436	5,801
4420	Public Facilities Cost - See Other Cost Dist.	786,567	815,370	833,236	830,553
4550	General Liability Insurance	85,609	84,568	81,932	78,213
4610	Repair/Maint. of Bldgs & Improvements	-	-	17,780	-

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
4990	Other Miscellaneous Expense	1,771	3,892	3,000	3,000
5100	Office Supplies	4,929	4,084	4,800	3,000
5201	Agricultural Supplies	221,270	156,804	136,914	109,914
5204	Cleaning & Janitorial Supplies	512	-	200	410
5208	Household & Institutional Supplies	2,828	610	2,650	1,050
5209	Protective Clothing	2,973	3,228	4,500	3,500
5211	Building Materials and Supplies	28,455	28,439	29,750	27,250
5213	Purchase/Rental - Employee Uniforms	9,175	8,835	9,355	9,355
5214	Uniform Allowance	-	46	-	-
5215	Small Tools & Minor Equipment	61,835	18,508	19,165	20,000
5400	Membership Dues and Subscriptions	1,630	1,807	2,445	2,185
5410	Employee Training	2,578	12,975	1,500	14,500
7195	Contingency for Budget Reduction	-	-	-	50,000
TOTAL		\$ 6,104,957	\$ 6,071,255	\$ 6,956,135	\$ 6,720,918



Action Plan Worksheet 2021

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
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
Install bottle refill drinking fountains	09/30/20	Installed in all facilities
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
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)

Resource requirements (what do we need to succeed?)

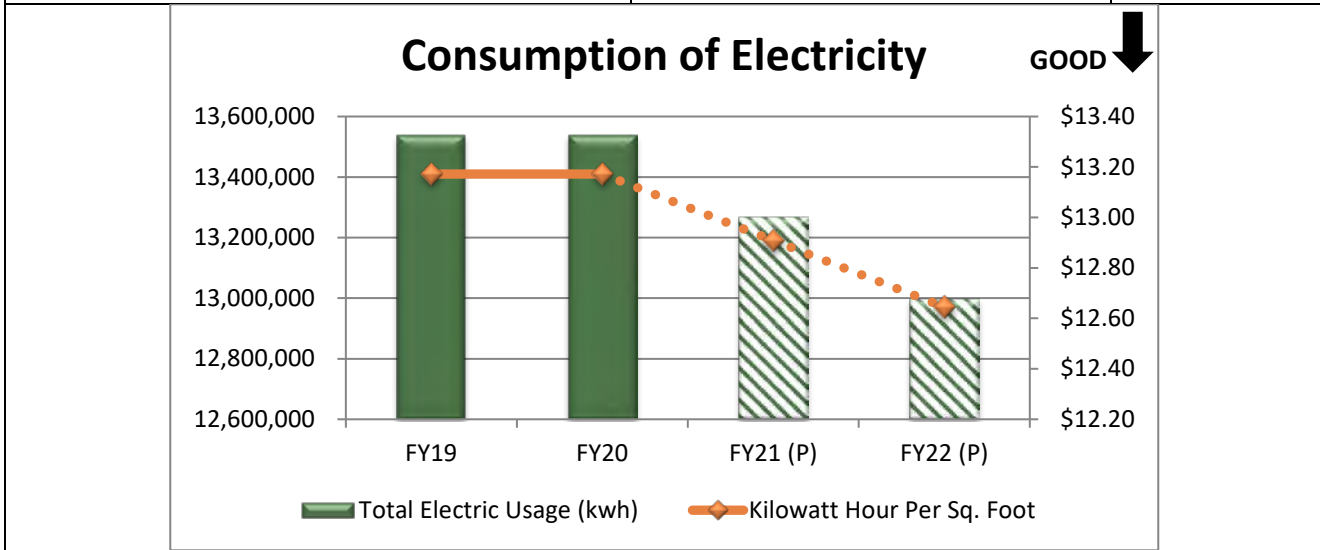
- \$100,000 to convert City water meters to smart meters – funded from existing CIP funds



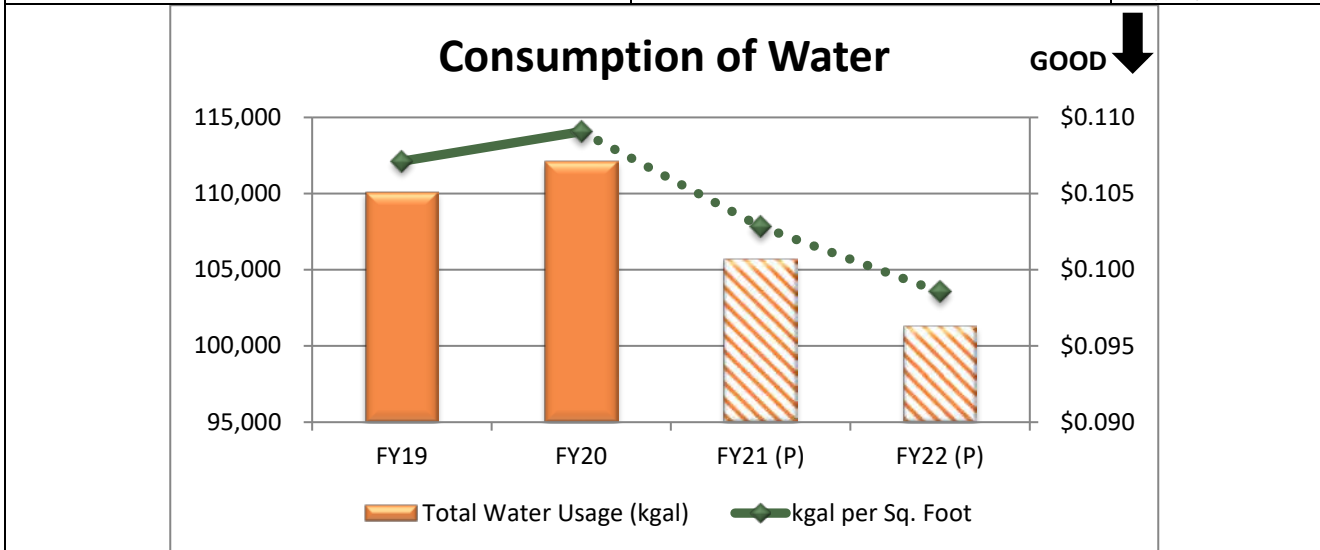
Action Plan Worksheet 2021

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

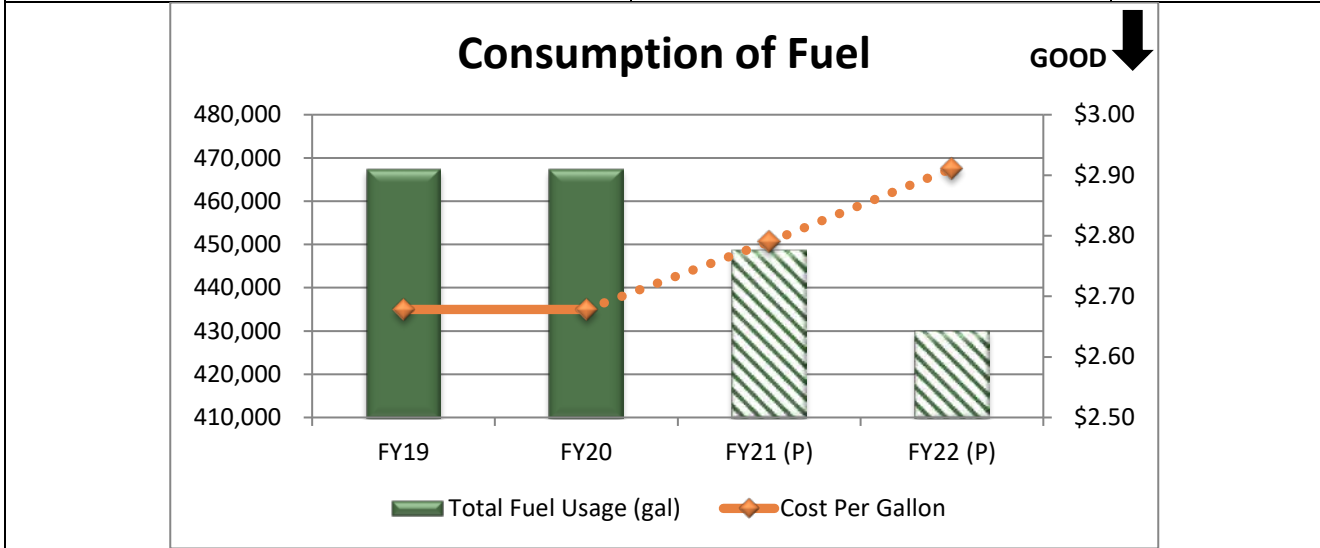




Action Plan Worksheet 2021

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 2021

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 2021

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 ambience 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?)

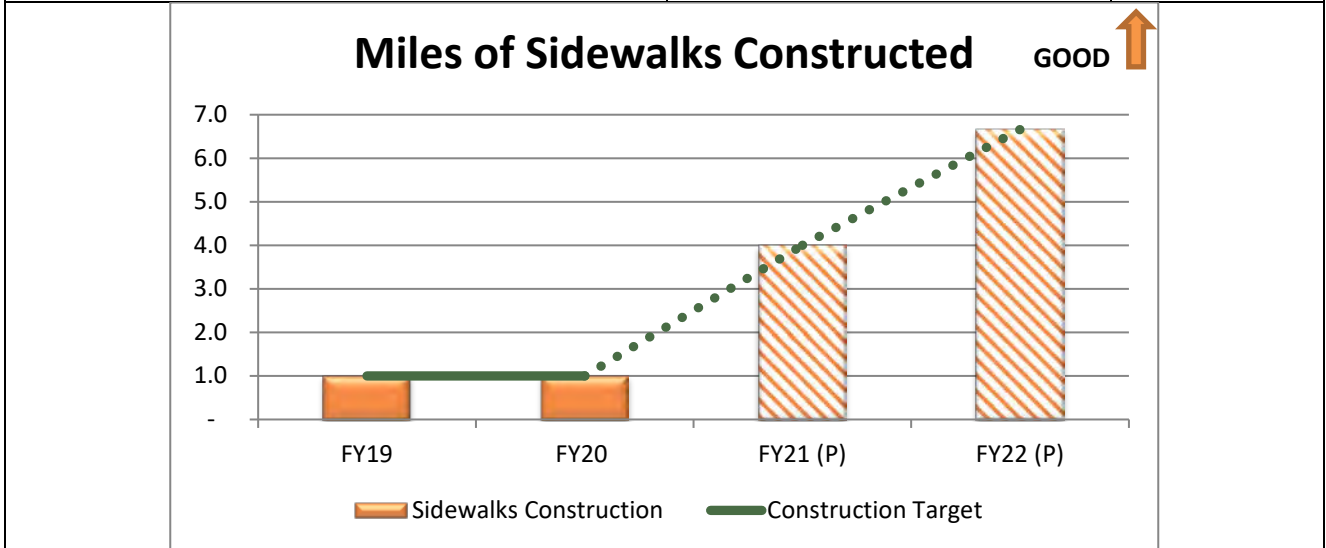
- \$2,960,000 in Capital Improvement Plan funding to design and construct sidewalks and bicycle infrastructure



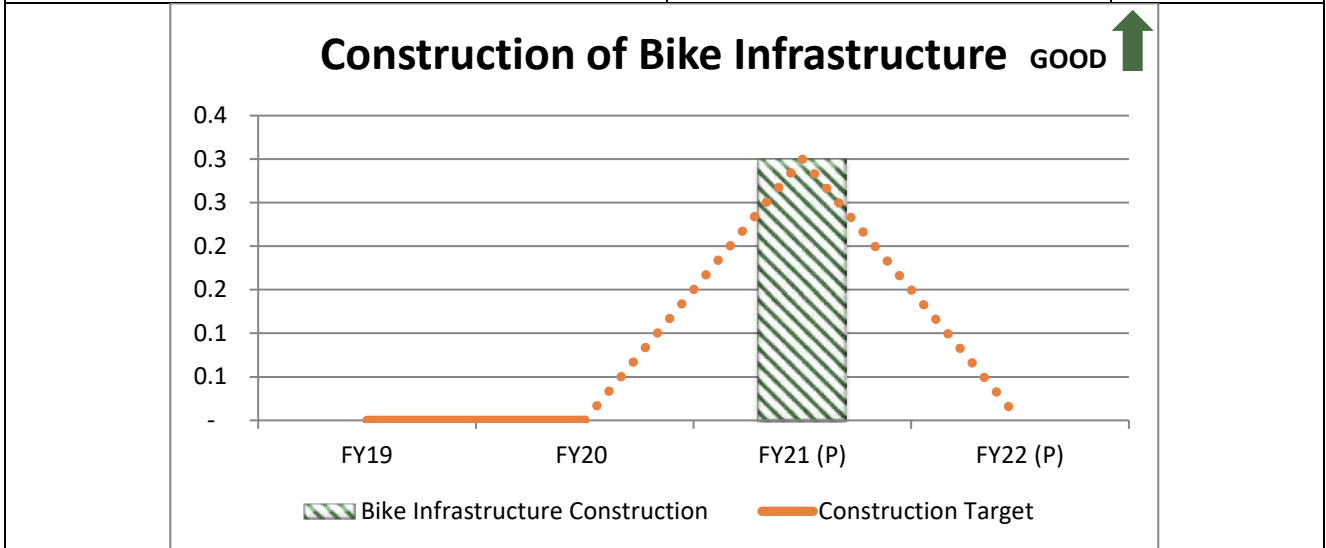
Action Plan Worksheet 2021

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

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



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





Action Plan Worksheet 2021

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															
<div style="display: flex; justify-content: space-between; align-items: center;"> <div> <h3>Single Occupancy Vehicle (SOV) Trips</h3> <table border="1" style="margin-top: 10px;"> <caption>SOV Trips Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>SOV Trips Annually</th> <th>SOV Target</th> </tr> </thead> <tbody> <tr> <td>FY19</td> <td>~135,000</td> <td>135,050,000</td> </tr> <tr> <td>FY20</td> <td>~90,000</td> <td>135,050,000</td> </tr> <tr> <td>FY21 (P)</td> <td>~130,000</td> <td>135,050,000</td> </tr> <tr> <td>FY22 (P)</td> <td>~130,000</td> <td>135,050,000</td> </tr> </tbody> </table> </div> <div style="text-align: right;"> <p>GOOD ↓</p> </div> </div>			Fiscal Year	SOV Trips Annually	SOV Target	FY19	~135,000	135,050,000	FY20	~90,000	135,050,000	FY21 (P)	~130,000	135,050,000	FY22 (P)	~130,000	135,050,000
Fiscal Year	SOV Trips Annually	SOV Target															
FY19	~135,000	135,050,000															
FY20	~90,000	135,050,000															
FY21 (P)	~130,000	135,050,000															
FY22 (P)	~130,000	135,050,000															
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															
<div style="display: flex; justify-content: space-between; align-items: center;"> <div> <h3>Pedestrian Accidents, Injuries & Falls</h3> <table border="1" style="margin-top: 10px;"> <caption>Pedestrian Accidents, Injuries, and Falls Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Pedestrian Accidents, Injuries, and Falls</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>FY19</td> <td>39</td> <td>39</td> </tr> <tr> <td>FY20</td> <td>~37</td> <td>39</td> </tr> <tr> <td>FY21 (P)</td> <td>~34</td> <td>39</td> </tr> <tr> <td>FY22 (P)</td> <td>~33</td> <td>39</td> </tr> </tbody> </table> </div> <div style="text-align: right;"> <p>GOOD ↓</p> </div> </div>			Fiscal Year	Pedestrian Accidents, Injuries, and Falls	Target	FY19	39	39	FY20	~37	39	FY21 (P)	~34	39	FY22 (P)	~33	39
Fiscal Year	Pedestrian Accidents, Injuries, and Falls	Target															
FY19	39	39															
FY20	~37	39															
FY21 (P)	~34	39															
FY22 (P)	~33	39															



Action Plan Worksheet 2021

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:

- \$2,960,000 to construct sidewalks and bicycle infrastructure over three years



Action Plan Worksheet 2021

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
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
Develop with IT staff assistance, a template for monthly reporting of fleet readiness by equipment classification to user department heads	03/31/20	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	01/31/21	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?)

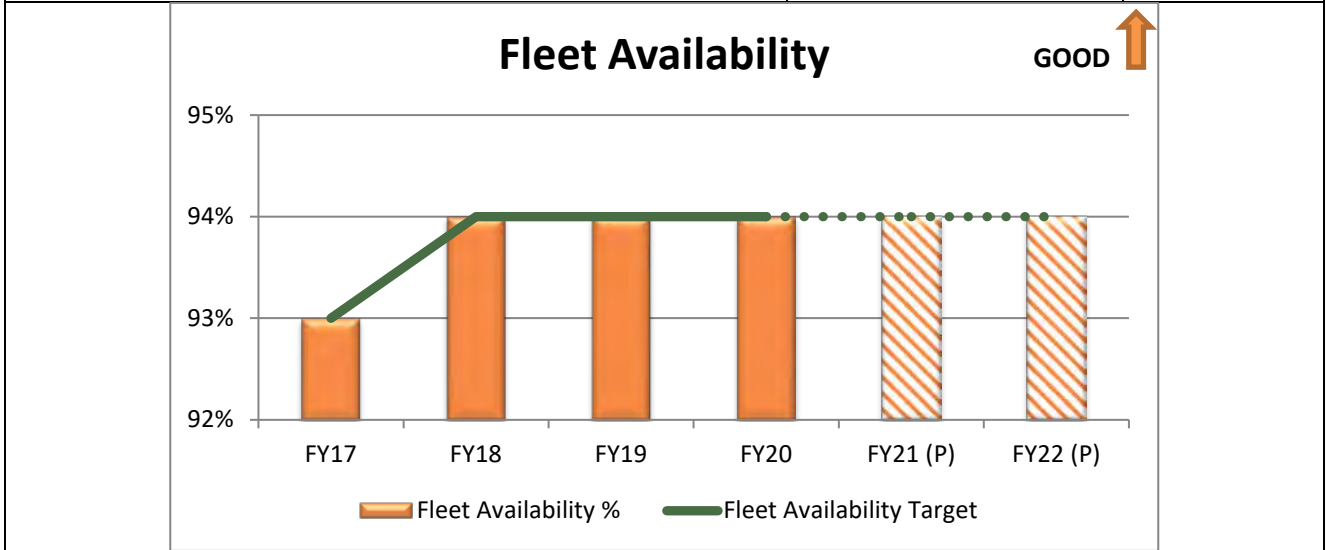
- \$9,814,748 of Capital Improvement Plan funding over 3 years
- Approximately 80 hours from IT staff to develop customized reports derived from the fleet management database and complete the implementation of Cartegraph



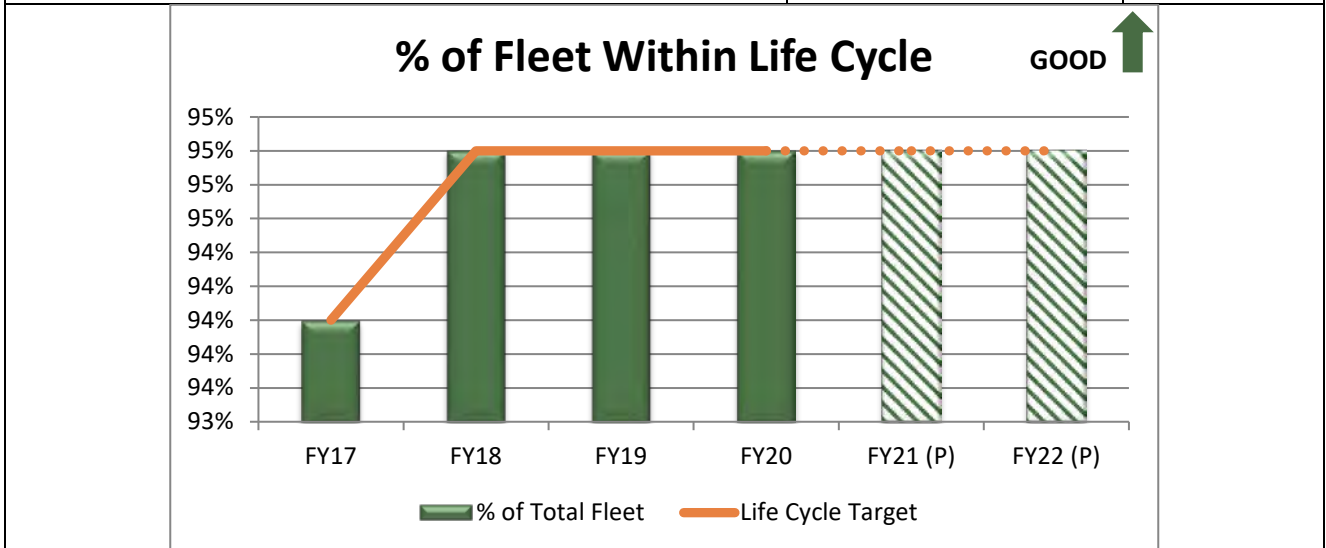
Action Plan Worksheet 2021

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 2021

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 2021

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 and 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 2021

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															
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="flex: 1;"> <h3 style="margin: 0;">Down-Time of Critical Infrastructure</h3> <table border="1" style="margin-top: 10px; width: 100%; text-align: center;"> <caption>Down-Time of Critical Infrastructure Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Down-Time %</th> <th>Max Down-Time %</th> </tr> </thead> <tbody> <tr> <td>FY19</td> <td>~2.4%</td> <td>3.0%</td> </tr> <tr> <td>FY20</td> <td>~2.4%</td> <td>3.0%</td> </tr> <tr> <td>FY21 (P)</td> <td>~2.4%</td> <td>3.0%</td> </tr> <tr> <td>FY22 (P)</td> <td>~2.4%</td> <td>3.0%</td> </tr> </tbody> </table> </div> <div style="flex: 0 0 100px; text-align: right;"> <p>GOOD ↓</p> </div> </div>			Fiscal Year	Down-Time %	Max Down-Time %	FY19	~2.4%	3.0%	FY20	~2.4%	3.0%	FY21 (P)	~2.4%	3.0%	FY22 (P)	~2.4%	3.0%
Fiscal Year	Down-Time %	Max Down-Time %															
FY19	~2.4%	3.0%															
FY20	~2.4%	3.0%															
FY21 (P)	~2.4%	3.0%															
FY22 (P)	~2.4%	3.0%															
Maintain low contamination rate for recyclable materials collected	< 10% (currently 8%)	Ongoing															
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="flex: 1;"> <h3 style="margin: 0;">Contamination Rate of Recyclables</h3> <table border="1" style="margin-top: 10px; width: 100%; text-align: center;"> <caption>Contamination Rate of Recyclables Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Contamination Rate %</th> <th>Max Contamination Rate</th> </tr> </thead> <tbody> <tr> <td>FY19</td> <td>8%</td> <td>10%</td> </tr> <tr> <td>FY20</td> <td>8%</td> <td>10%</td> </tr> <tr> <td>FY21 (P)</td> <td>8%</td> <td>10%</td> </tr> <tr> <td>FY22 (P)</td> <td>8%</td> <td>10%</td> </tr> </tbody> </table> </div> <div style="flex: 0 0 100px; text-align: right;"> <p>GOOD ↓</p> </div> </div>			Fiscal Year	Contamination Rate %	Max Contamination Rate	FY19	8%	10%	FY20	8%	10%	FY21 (P)	8%	10%	FY22 (P)	8%	10%
Fiscal Year	Contamination Rate %	Max Contamination Rate															
FY19	8%	10%															
FY20	8%	10%															
FY21 (P)	8%	10%															
FY22 (P)	8%	10%															

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 2021

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

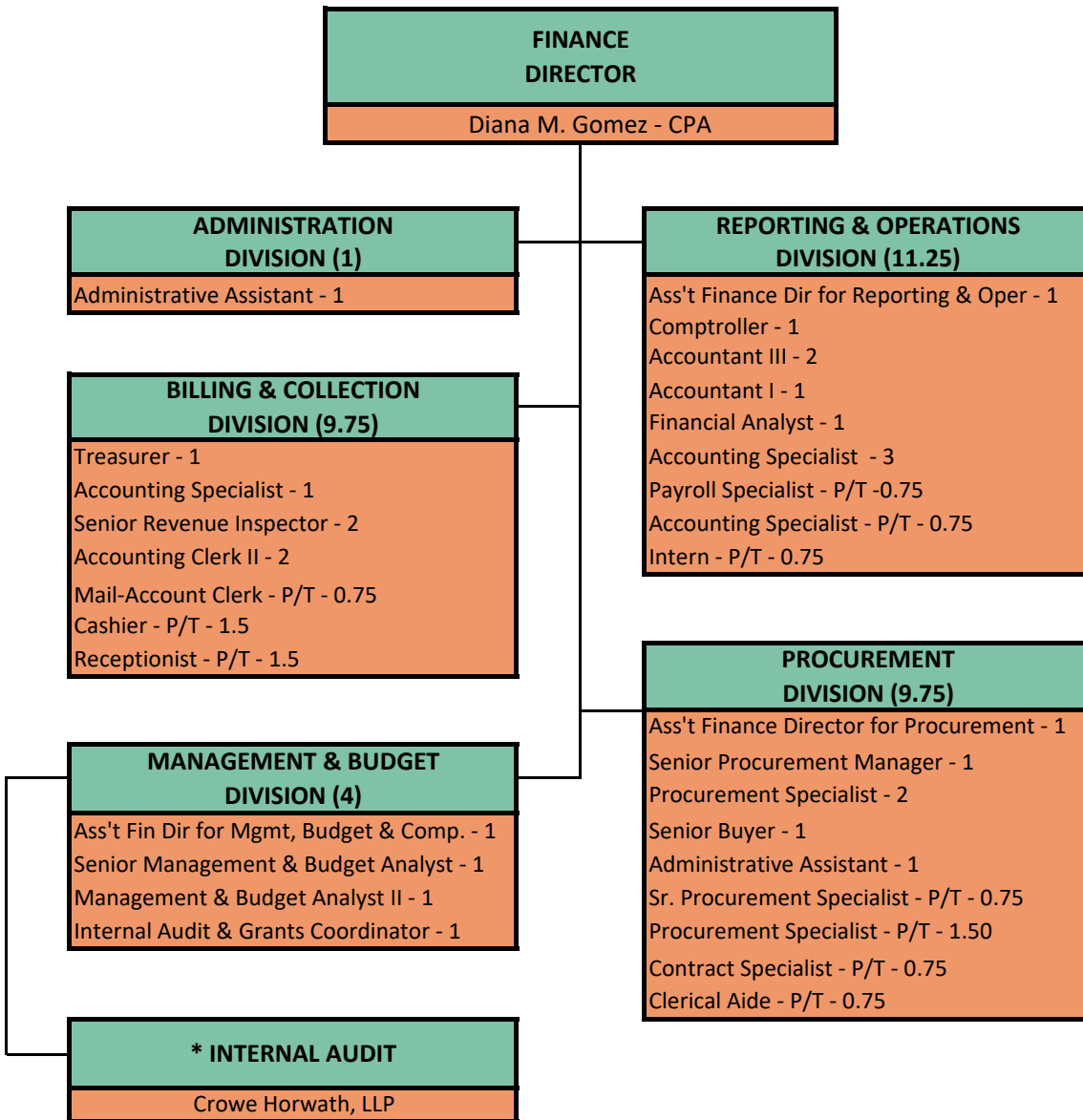


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**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**

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.

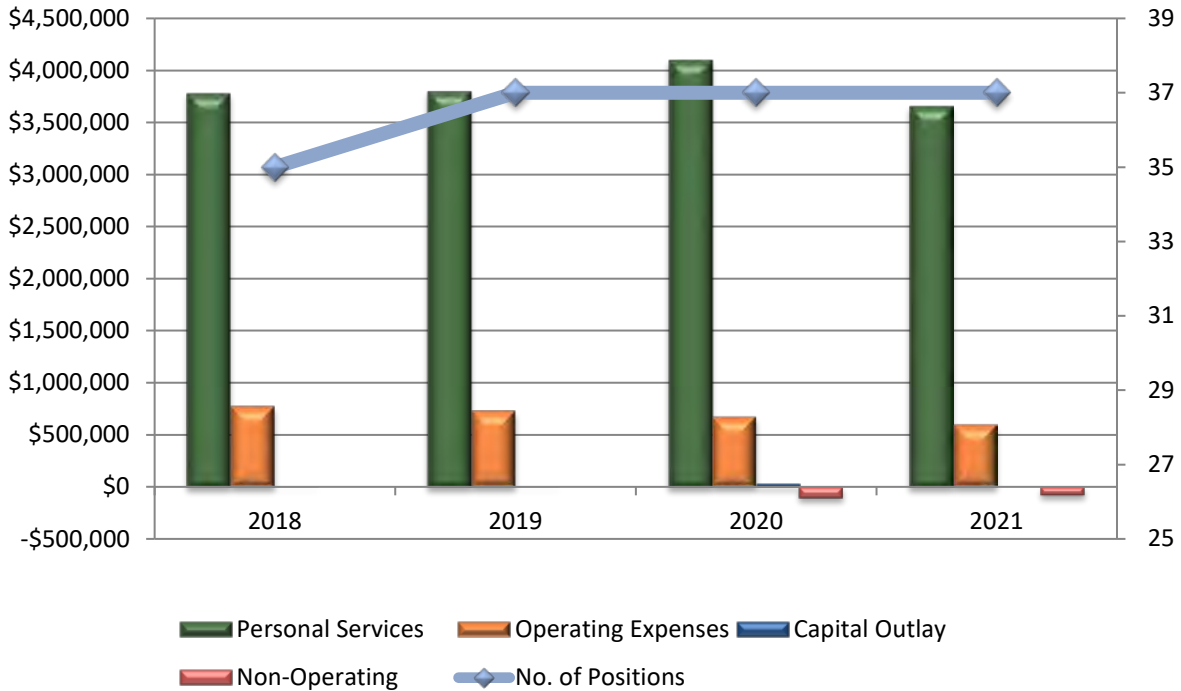
**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



**FINANCE DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET
Salaries & Benefits	3,784,745	3,800,910	4,102,454	3,659,215
Operating Expenses	772,571	729,220	671,779	597,565
Capital Outlay	5,266	2,566	28,000	-
Non-Operating	-	-	(105,316)	(76,709)
Total	4,562,582	4,532,696	4,696,917	4,180,071
Full Time Headcount	27.00	27.00	27.00	27.00
Part Time FTE's	8.25	9.75	9.75	9.75
Total Headcount & FTE's	35.25	36.75	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
2020-2021 BUDGET**

FINANCE

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS

- ✓ Maintained AAA bond ratings with Moody's, Standard & Poor's, and Fitch Ratings.
- ✓ Earned over \$6.1M in investment income revenue in the previous fiscal year.
- ✓ Received Certificate of Achievement for Excellence in Financial Reporting for CAFR FY2018 and received the highest rating of "Proficient" in all grading categories.
- ✓ FEMA obligated project worksheets of \$11.7 million.
 - Received a total of \$9.3M from FEMA (\$8.6M in FY20)
 - Received a total of \$2.3M from insurance (\$1.6M in FY20)
- ✓ Accurately and timely processed over 5,000 p-card transactions valued at \$1.35M.
- ✓ Processed over 1,434 requisition requests valued at \$57.1M.
- ✓ Achieved NIGP (National Institute of Governmental Purchasing) OA4 Accreditation as an Outstanding Agency.
- ✓ Won Distinguished Budget Presentation Award for FY2019-2020 Adopted Budget.
 - Awarded Outstanding in the following areas:
 - Overall as a Financial Plan
 - Overall as an Operations Guide
 - Introduction and Overview
 - Financial Structure, Policy, and Process
 - Financial Summaries
 - Capital & Debt
 - Departmental Information
 - Document-wide Criteria
 - Proficiency was achieved in all areas.
- ✓ Balanced the City's' budget during Covid-19 pandemic with little to no reduction in City services.
- ✓ Savings of \$398K on the Miracle Mile Streetscape Improvement Project resulting from Project Construction Audit.
- ✓ Created and implemented a 3-year budget reduction action plan to address the economic downturn associated with the COVID-19 Pandemic.
- ✓ Maintained a fully operational department during the pandemic with seamless transition of several divisions to telecommuting.

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

FINANCE

INDICATOR:	FY19			FY20		FY21
	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 FY18 CAFR by 3/31/19	FY18 CAFR completed by 3/31/19	●	Complete FY19 CAFR by 3/31/20	FY19 CAFR completed by 3/31/20	Complete FY20 CAFR by 3/31/21
Receive a "No Audit Findings" report from external auditors	Receive by March 2019	Received	●	Receive by March 2020	Received	Receive by March 2021
Complete and issue the Quarterly Financial Reports no later than 30 days after end of each quarter	100%	50%	◆	100%	75%	100%
Percentage of employees with direct deposit account	97%	94%	▲	97%	97%	97%
Distribute payroll notices electronically	100%	100%	●	100%	100%	100%
EPayable rebate from SunTrust	\$ 90,000	\$ 73,552	◆	\$ 85,000	\$ 67,090	\$ 80,000
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	5,229	▲	6,000	4,594	6,000
Increase in accounts payable vendor invoices paid by credit card	2,000	1,857	▲	2,000	1,817	2,000
Decrease in accounts payable vendor invoices paid by check	12,500	12,639	◆	12,500	10,984	12,000
Percentage of accounts with over 90 days old to total A/R	25%	90%	◆	25%	70%	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	80 Business Days	73 Business Days	●	80 Business Days	68 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
2020-2021 BUDGET**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2017-2018	2018-2019	2019-2020	2020-2021	
		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	\$ 176,086
0602	Administrative Assistant	1.00	1.00	1.00	1.00	68,054
	TOTAL	2.00	2.00	2.00	2.00	\$ 244,140

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 243,758	\$ 252,273	\$ 244,124	\$ 244,140
2000 Employee Benefits - See Other Cost Dist.	135,912	139,762	147,915	158,522
3191 Professional Services - Financial Advisor	16,000	16,000	17,000	18,000
4090 Other Transportation Expense	6,047	8,163	6,498	6,498
4091 Cell Phone Allowance	-	800	1,200	1,200
4420 Public Facilities Cost - See Other Cost Dist.	55,125	57,144	58,396	58,208
4550 General Liability Insurance	12,454	11,255	11,470	11,808
4620 Repair and Maint. of Office Equipment	-	-	300	100
4720 Printing & Binding	1,883	2,281	4,200	3,400
4990 Other Miscellaneous Expense	78	42	1,000	1,000
5100 Office Supplies	3,401	3,695	6,356	6,356
5214 Uniform Allowance	38	-	-	-
5400 Membership Dues and Subscriptions	2,774	3,379	3,600	3,600
5410 Employee Training	8,735	4,133	10,650	5,650
6430 Equipment Repair/Replacement	5,266	2,566	28,000	-
7195 Contingency for Budget Reduction	-	-	-	5,000
9010 1 Intradepartmental Credits	-	-	(13,843)	(9,794)
TOTAL	\$ 491,471	\$ 501,493	\$ 526,866	\$ 513,688

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

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2017-2018	2018-2019	2019-2020	2020-2021		
		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	46,664	
0323	Senior Revenue Inspector	1.00	2.00	2.00	2.00	111,158	
0302	Accounting Clerk II	2.00	2.00	2.00	2.00	107,028	
0050	Mail-Account Clerk	1.00	-	-	0.00	-	
TOTAL FULL TIME HEADCOUNT		6.00	6.00	6.00	6.00	370,348	
PART TIME POSITIONS		TITLE	HC	FTE's	FTE's	FTE's	
0101	Mail-Account Clerk - P/T		1	-	0.75	0.75	34,693
0078	Cashier - P/T		2	1.50	1.50	1.50	55,440
0063	Receptionist - P/T		2	1.50	1.50	1.50	46,070
TOTAL PART TIME FTE's			5	3.00	3.75	3.75	136,203
TOTAL				9.00	9.75	9.75	\$ 506,551

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 416,512	\$ 460,472	\$ 500,123	\$ 506,551
2000	Employee Benefits - See Other Cost Dist.	236,297	248,137	232,558	250,056
4020	Central Garage Motor Pool Rent	18,694	26,230	27,478	26,069
	Replacement:	8,900			
	Oper. & Maint:	17,169			
4210	Messenger & Armored Car Service	26,673	26,044	29,500	29,500
4220	Postage	153,828	134,871	-	-
4410	Rental of Machinery and Equipment	8,281	6,738	7,700	500
4420	Public Facilities Cost - See Other Cost Dist.	16,125	16,716	17,082	17,027
4550	General Liability Insurance	24,946	22,785	23,498	24,500
4620	Repair and Maint. of Office Equipment	-	198	300	300
4710	Special Printed Forms	9,038	5,286	9,000	9,000
4910	Court Costs & Investigative Expense	966	1,724	1,240	3,000
5100	Office Supplies	2,773	1,780	4,995	3,235
5214	Uniform Allowance	197	876	1,600	1,600
5400	Membership Dues and Subscriptions	861	1,236	1,200	1,200
5410	Employee Training	1,160	2,853	4,000	2,000
7195	Contingency for Budget Reduction	-	-	-	2,000
9010	1 Intradepartmental Credits	-	-	(35,531)	(33,793)
TOTAL		\$ 916,351	\$ 955,946	\$ 824,743	\$ 842,745

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

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018	2018-2019	2019-2020	2020-2021	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
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	100,702
0345	Accountant III	3.00	3.00	3.00	2.00	182,819
0329	Financial Analyst	-	1.00	1.00	1.00	-
0335	Accountant I	-	-	-	1.00	49,254
0106	Accounting Specialist	2.00	3.00	3.00	3.00	100,095
0303	Payroll Specialist	1.00	-	-	0.00	-
0302	Accounting Clerk II	1.00	-	-	0.00	-
8888	Overtime	-	-	-	-	3,278
TOTAL FULL TIME HEADCOUNT		9.00	9.00	9.00	9.00	578,276
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>
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	30,658
0087	Intern - P/T	1	0.75	0.75	0.75	28,093
TOTAL PART TIME FTE's		3	2.25	2.25	2.25	111,531
TOTAL		11.25	11.25	11.25	11.25	\$ 689,807

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
1000	Salaries	\$ 748,508	\$ 707,572	\$ 844,267	\$ 689,807
2000	Employee Benefits - See Other Cost Dist.	441,946	457,359	441,678	347,987
3190	Other Professional Services	20,486	-	-	-
4090	Other Transportation Expense	3,673	4,223	3,899	3,899
4091	Cell Phone Allowance	200	1,300	1,200	1,200
4410	Rental of Machinery and Equipment	11,830	10,049	11,489	11,489
4420	Public Facilities Cost - See Other Cost Dist.	17,031	17,655	18,042	17,984
4550	General Liability Insurance	48,755	43,431	39,668	33,363
4620	Repair and Maint. of Office Equipment	-	-	300	300
4710	Special Printed Forms	1,084	993	1,300	1,300
4720	Printing & Binding	-	-	500	500
4990	Other Miscellaneous Expense	144	364	300	300
5100	Office Supplies	4,223	3,515	5,000	5,000
5214	Uniform Allowance	297	-	100	100
5400	Membership Dues and Subscriptions	420	1,615	1,850	1,850
5410	Employee Training	3,350	2,695	5,930	2,930
7195	Contingency for Budget Reduction	-	-	-	3,000
9010	1 Intradepartmental Credits	-	-	(35,215)	(21,430)
TOTAL		\$ 1,301,947	\$ 1,250,771	\$ 1,340,308	\$ 1,099,579

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

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2017-2018	2018-2019	2019-2020	2020-2021	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0046	Assistant Finance Dir for Procurement	1.00	1.00	1.00	1.00	\$ 137,989
0213	Senior Procurement Manager	1.00	1.00	1.00	1.00	101,076
0216	Procurement Specialist	2.00	2.00	2.00	2.00	136,759
0206	Senior Buyer	1.00	1.00	1.00	1.00	48,403
0602	Administrative Assistant	1.00	1.00	1.00	1.00	55,965
TOTAL FULL TIME HEADCOUNT		6.00	6.00	6.00	6.00	480,192
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0222	Sr. Procurement Specialist - P/T	1	0.00	0.00	0.75	0.75
0217	Procurement Specialist - P/T	2	2.25	3.00	1.50	1.50
0223	Contract Specialist - P/T	1	0.00	0.00	0.75	0.75
9006	Clerical Aide - P/T	1	0.75	0.75	0.75	0.75
TOTAL PART TIME FTE's		5	3.00	3.75	3.75	3.75
TOTAL			9.00	9.75	9.75	\$ 611,529

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 621,816	\$ 628,191	\$ 709,461	\$ 611,529
2000	Employee Benefits - See Other Cost Dist.	302,909	258,833	279,250	293,917
3190	Other Professional Services	11,900	-	-	-
4010	Travel Expense	-	648	-	-
4020	Central Garage Motor Pool Rent	8,702	1,781	2,201	1,910
	Replacement: 1,910				
	Oper. & Maint: -				
4090	Other Transportation Expense	3,673	4,673	3,899	3,899
4091	Cell Phone Allowance	-	-	-	1,200
4410	Rental of Machinery and Equipment	4,701	3,539	5,500	5,500
4420	Public Facilities Cost - See Other Cost Dist.	143,608	148,867	152,129	151,639
4550	General Liability Insurance	34,648	31,618	33,334	29,577
4620	Repair and Maint. of Office Equipment	-	-	300	300
4710	Special Printed Forms	2,890	683	1,500	1,200
4990	Other Miscellaneous Expense	936	816	900	800
5100	Office Supplies	6,066	5,079	8,000	8,000
5214	Uniform Allowance	489	547	-	-
5400	Membership Dues and Subscriptions	3,097	2,596	2,225	4,100
5401	Software Subscriptions & Maintenance	1,440	328	1,400	1,400
5410	Employee Training	765	1,510	7,000	4,000
5415	Employee Workplace Improvements	305	5,574	9,046	-
7195	Contingency for Budget Reduction	-	-	-	3,000
TOTAL		\$ 1,147,945	\$ 1,095,283	\$ 1,216,145	\$ 1,121,971

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2017-2018	2018-2019	2019-2020	2020-2021	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	FULL TIME POSITIONS	HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0343	Asst Fin Dir for Mgmt & Budget/Comp Officer	1.00	1.00	1.00	1.00	\$ 164,086
0346	Sr. Management & Budget Analyst	1.00	1.00	1.00	1.00	95,777
0351	Internal Audit & Grants Coordinator	1.00	1.00	1.00	1.00	-
0352	Management & Budget Analyst II	-	1.00	1.00	1.00	76,265
0338	Management & Budget Analyst	1.00	-	-	-	-
	TOTAL	4.00	4.00	4.00	4.00	\$ 336,128

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 405,903	\$ 407,295	\$ 438,554	\$ 336,128
2000	Employee Benefits - See Other Cost Dist.	231,184	241,016	264,524	220,578
3190	Professional Services - Grant Writer	15,427	28,047	50,000	5,000
4010	Travel Expense	-	63	100	100
4090	Other Transportation Expense	6,047	7,038	6,498	6,498
4420	Public Facilities Cost - See Other Cost Dist.	24,073	24,954	25,501	25,419
4550	General Liability Insurance	21,166	19,327	20,605	16,257
4620	Repair and Maint. of Office Equipment	977	-	1,000	1,000
5100	Office Supplies	-	397	600	600
5214	Uniform Allowance	91	-	200	200
5410	Employee Training	-	1,066	2,000	1,000
7195	Contingency for Budget Reduction	-	-	-	1,000
9010	1 Intradepartmental Credits	-	-	(20,727)	(11,692)
	TOTAL	\$ 704,868	\$ 729,203	\$ 788,855	\$ 602,088

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



Action Plan Worksheet 2021

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?)

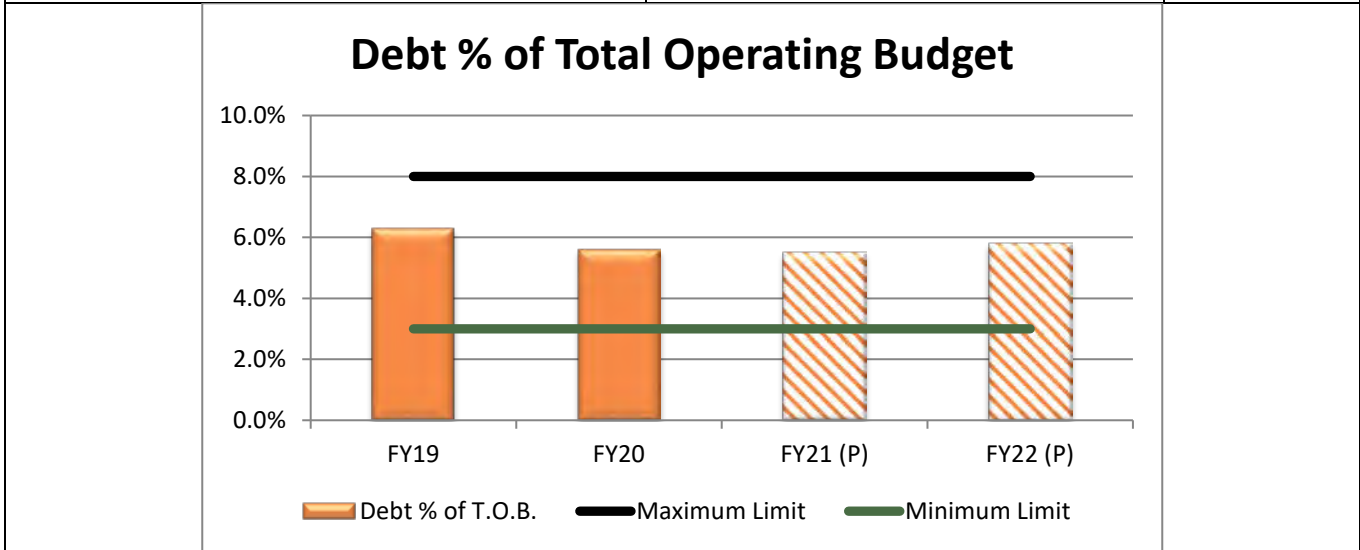
- \$1.0M to \$3.0M annually
- A minimum of \$2.0M required annually as an additional payment above the ARC



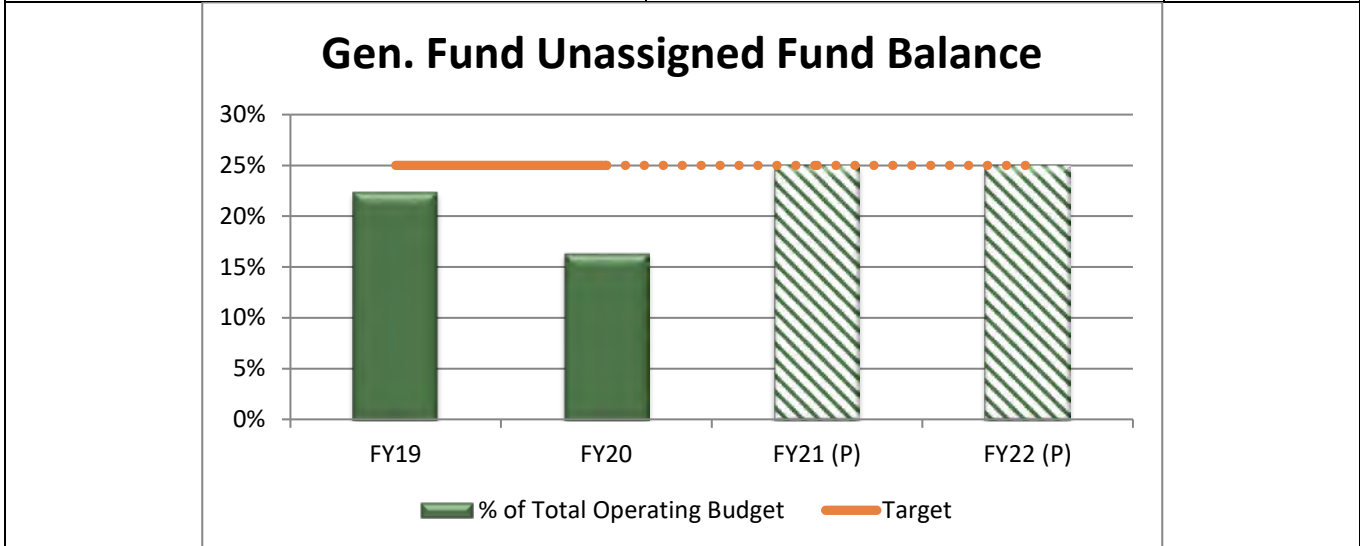
Action Plan Worksheet 2021

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 2021

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

UAAL Balance/Funded Ratio GOOD

Fiscal Year	UAAL Balance (Millions)	Plan Funded Ratio (%)
FY16	~225	~60
FY17	~225	~61
FY18	~220	~63
FY19	~210	~65
FY20 (P)	~200	~66
FY21 (P)	~195	~67
FY22 (P)	~185	~68

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 2021

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

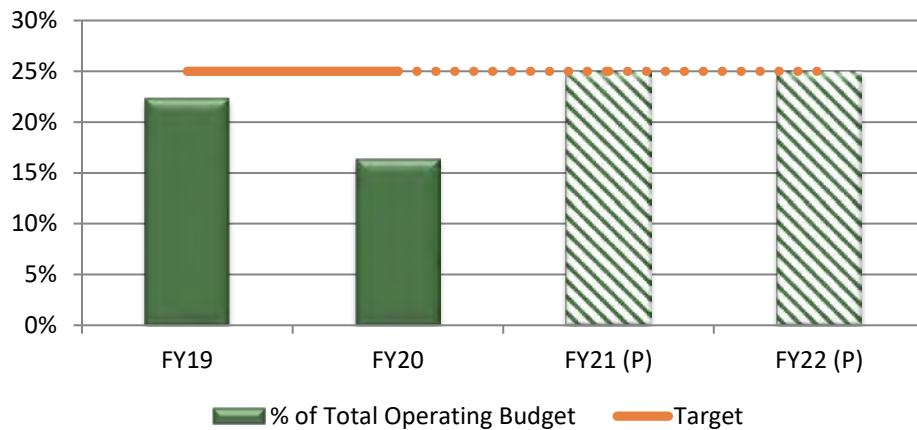


Action Plan Worksheet 2021

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

Gen. Fund Unassigned Fund Balance



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 2021

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
Meet with City Manager for preliminary discussion on the structure of the Financial Sustainability Plan	01/31/20	Meeting occurred with direction forward from the City Manager
Create a draft structure of the Plan	03/31/20	Draft Plan created
Meet with City Manager for his review, input and approval of the Draft Plan	04/30/20	Meeting occurred with Plan approval by City Manager
Share Plan structure with department directors via individual working meetings	07/31/20	Meetings occurred with Directors
Department directors prepare their respective list of cost reductions	10/31/20	Cost reductions submitted to Budget Office
Present department submissions to City Manager and work with department directors to fine tune	01/31/21	Submissions accepted/approved by City Manager
Finalize department submissions	03/31/21	Submissions finalized
Present to Commission	04/30/21	Plan approved
Develop and publish SOP	07/31/21	SOP approved by City Manager

Resource requirements (what do we need to succeed?)

- Budget Staff – cost development: 80 to 120 hours
- Department Directors – develop, select and prioritize items: 40 to 50 hours/director

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

Measure	Target	Date
Milestones achieved	By due date	07/31/21

Frequency & venue of review:

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



Action Plan Worksheet 2021

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 2021

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

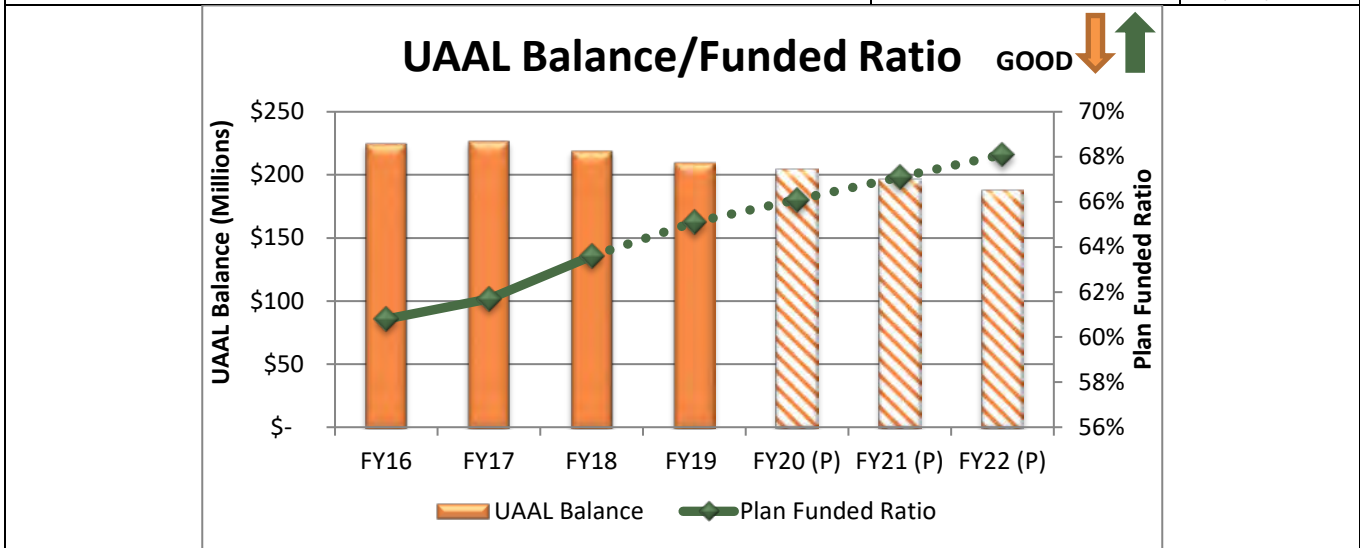
What must be done	By When	How will it be evident
Fund a minimum of an additional \$2 Million above the ARC	09/30/19	As indicated in the annual budget document
Fund a minimum of an additional \$2 Million above the ARC	09/30/20	As indicated in the annual budget document
Fund a minimum of an additional \$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 2021

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 2021

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	03/31/21	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	03/31/22	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	03/31/23	CIFSR reserve will go up incrementally each year as shown in the City’s year- end financial statements

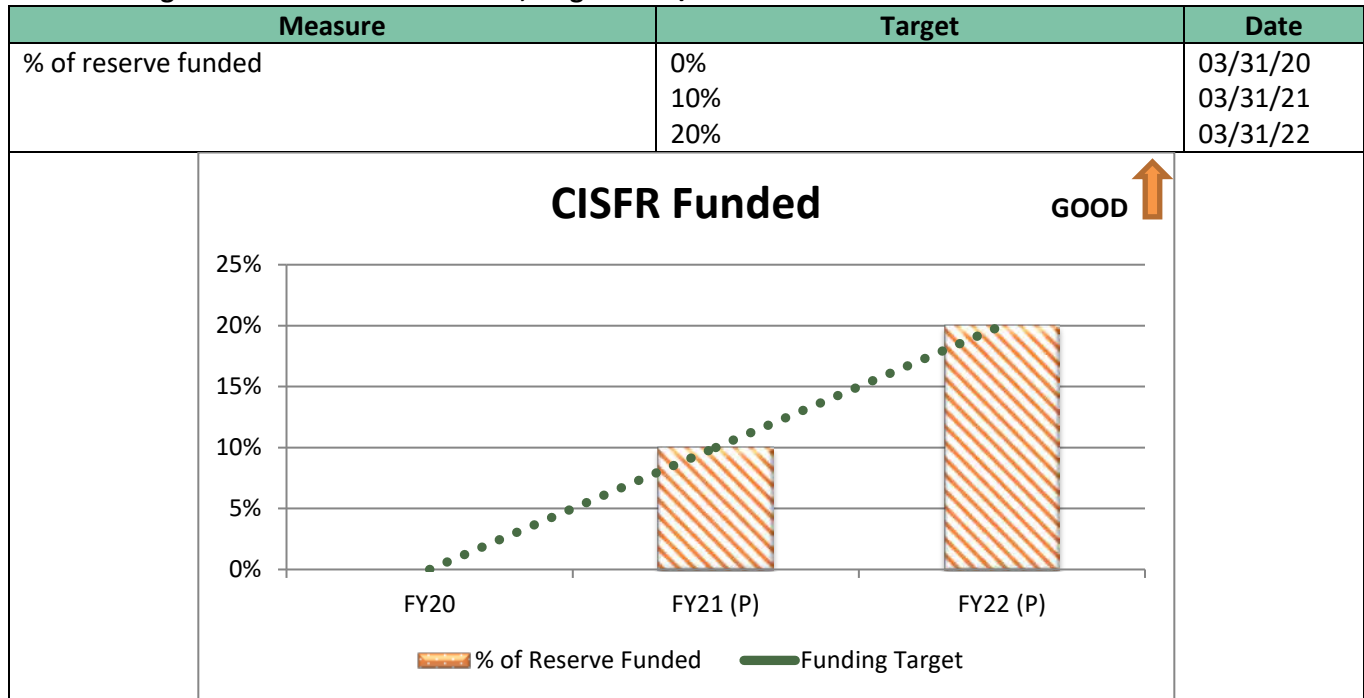
Resource requirements (what do we need to succeed?)

- \$2.0M to \$3.0M per year



Action Plan Worksheet 2021

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



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

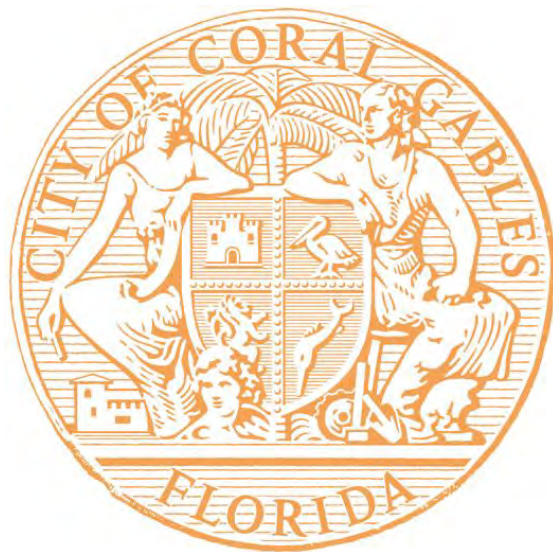
What are the financial impacts (costs / benefits and return on investment)?

Positive:

- \$2.0M to \$3.0M/year added to reserve fund

Negative:

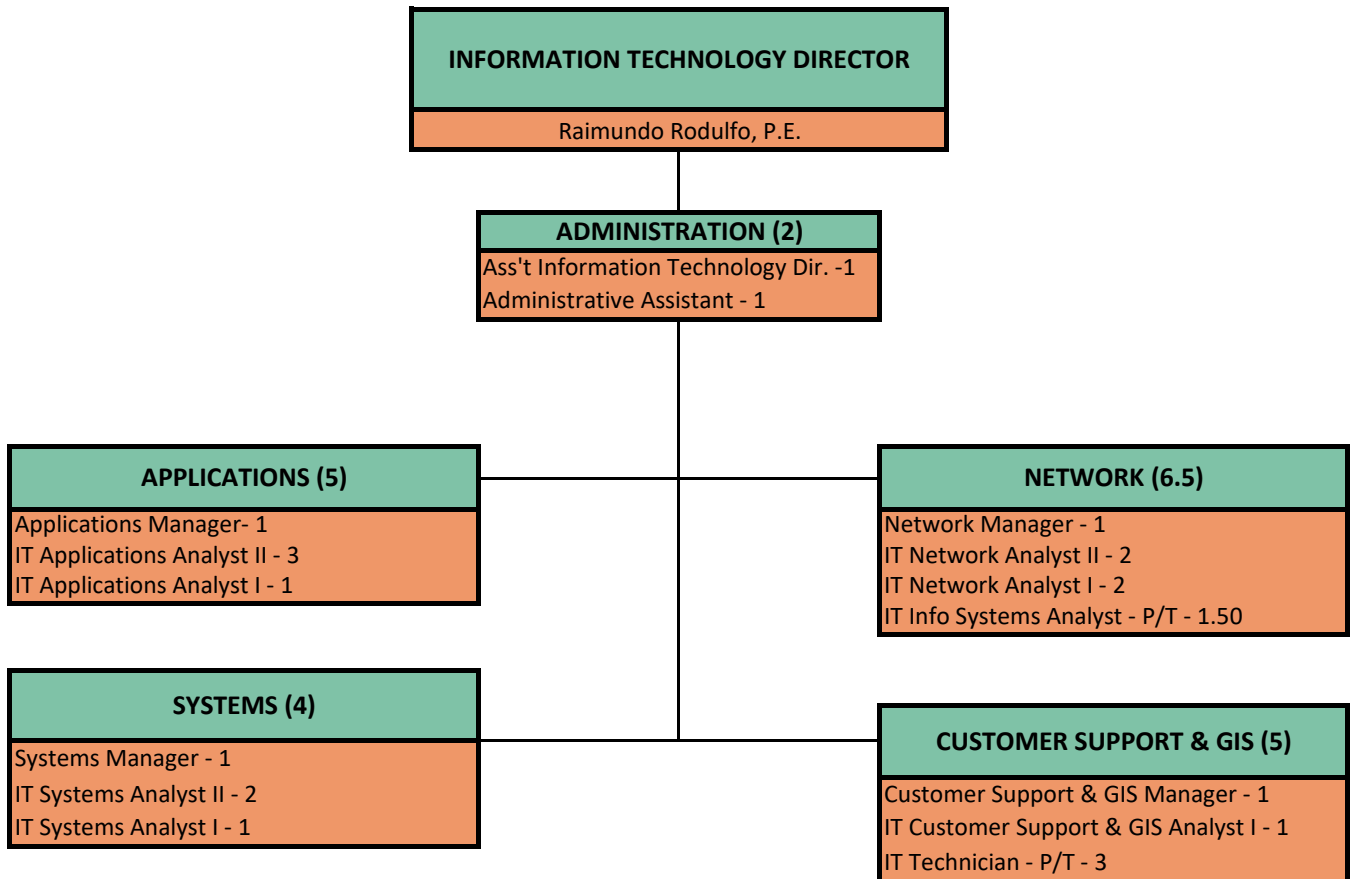
- None – funds are still available if needed



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CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET

INFORMATION TECHNOLOGY
ORGANIZATION CHART



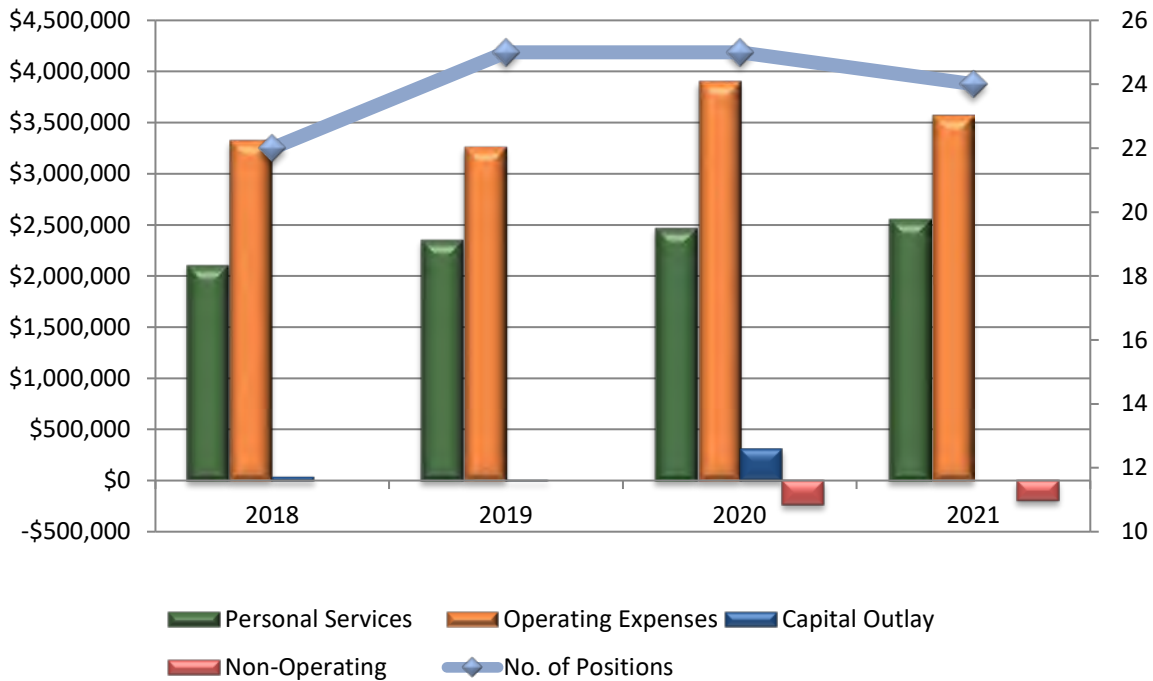
**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



**INFORMATION TECHNOLOGY
BUDGET AND POSITION SUMMARY**

	<u>2017-2018 ACTUAL</u>	<u>2018-2019 ACTUAL</u>	<u>2019-2020 BUDGET</u>	<u>2020-2021 BUDGET</u>
Salaries & Benefits	2,107,078	2,355,592	2,470,355	2,558,378
Operating Expenses	3,329,613	3,262,622	3,903,620	3,571,975
Capital Outlay	44,956	13,441	317,191	-
Non-Operating	-	-	(240,656)	(199,635)
TOTALS	<u>5,481,647</u>	<u>5,631,655</u>	<u>6,450,510</u>	<u>5,930,718</u>
Full Time Headcount	17.00	19.00	19.00	19.00
Part Time FTE's	5.25	6.00	6.00	4.50
Total Headcount & FTE's	<u>22.25</u>	<u>25.00</u>	<u>25.00</u>	<u>23.50</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, resilience, 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, emergency scenarios, 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, business continuity 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
2020-2021 BUDGET

INFORMATION TECHNOLOGY

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS

- ✓ Supported citywide technology needs during the Covid-19 pandemic emergency, including: deploying more than one hundred fifty additional computers and mobile devices for telework and remote access; expanding the network capacity and cloud computing capabilities to support enterprise telework services; enabling additional virtual workspaces for projects and collaboration; enhanced anywhere/anytime mobile access to applications and documents; facilitating the implementation and providing technical support for virtual commission meetings where citizens and officials participated from multiple locations; leveraged the functionalities of scalable, flexible and secure cloud-based platforms and enterprise systems to maintain operational capacity and business continuity; provide onsite and remote technical support to city employees and first responders; configure cashier computers to be able to accept payment remotely; assist citizens and businesses with technology-related needs; troubleshooting technical issues and systems outages; support citywide emergency management systems and technology services; provide quick technical solutions to multiple operational issues; collaborate with the economic development department and partnering organizations providing digital resources and assistance to businesses in the City; develop hyper-local data hubs and data portals for first responders, emergency managers, and Covid-19 testing registration and site operations; participate with University of Miami, Florida International University, Miami-Dade Beacon Council Technology Committee, NIST GCTC, Tech-CARES, local municipalities and other organizations in Covid-19 technology task forces sharing resources, case studies, lessons learned and insight; collaborate with several organizations in government, industry and academia to enhance data visualization and analytics for emergency operations; maintained critical communication platforms; and other support tasks during the emergency.
- ✓ Designed, procured, engineered, project-managed, and deployed network infrastructure and telecommunications for several construction projects, including: New Public Safety Building, New IT Primary Datacenter / Network Headquarters, Fire Station 2 renovation and new Trolley building, 911 PSAP upgrade, Backup 911 PSAP upgrade and relocation, Parking Garages, Parks, SCADA telemetry system upgrade; and other City projects. New technology infrastructure and project management for these projects included fiber optics corridors, datacenters, low voltage wiring, computer networks, audio and video systems, sensors and actuators, cybersecurity and physical security systems, new equipment, dispatch consoles, equipment moves; and other smart building provisioning.
- ✓ Upgraded the City's core and distribution computer network with faster, smarter, safer, and more resilient backend cyberinfrastructure and electronics, as part of the reengineering and rebuilding of the City's IT Primary Datacenter / Network Headquarters.

CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS - (Continued)

- ✓ City of Coral Gables has been named a recipient of the 2020 Smart 50 Award. The Coral Gables Smart Districts competed with innovative and transformative projects from around the world and received the award under the Urban Infrastructure category. This initiative had a positive impact in our City, improving quality of life and fostering economic growth. Excerpts from the announcement: “Smart 50 Awards, in partnership with Smart Cities Connect Foundation and US Ignite, annually recognize global smart cities projects, honoring the most innovative and influential work. This year, primary categories included community engagement, digital transformation, smart mobility, urban infrastructure, and urban operations.” “These municipal-scale projects exemplify innovation and concrete influence in their community or communities or implementation.”
- ✓ City of Coral Gables was named top-performing U.S. organization in the 2020 Open Cities Index (OCI), a data-driven government benchmark from the Public Sector Digest (PSD).
- ✓ City of Coral Gables received a recognition from StateTech Magazine as one of “8 Smart Cities to Watch.” StateTech also named the City’s IT Director / CIO to their list of “30 State and Local Government IT Influencers Worth a Follow in 2020.”
- ✓ Working with various City departments (Development Services, Public Works, Finance, and Community Recreation) completed the assessment and define phases of the City’s new Land Management, e-Permitting and Electronic Plan Review enterprise system project (EnerGov) and started the configuration and testing phase. 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 April 2021. Additionally, working with Development Services, kicked-off the implementation of the Gridics CodeHub and ZonelQ Planning and Zoning platforms.
- ✓ Developed several homegrown systems and applications, including a Lobbyist Registration System and a Commission Meeting Speaker Registration System for the City Clerk’s Office, a Special Taxing District payment portal for Finance, GIS hubs for Development Services and Public Works; Covid-19 data portals for first responders, emergency managers and Covid testing site registration; multiple GIS apps for various departments, Census 2020, Right-of-way, and other applications.
- ✓ Implemented several applications and electronic processes, including: i. DocuSign contract and HR electronic/paperless processes; ii. Landscaping division and Community Recreation department asset management system (Cartegraph) implementation; iii. Assisted the Historical Resources & Cultural Arts department implementing a new software platform (Submittable) to manage cultural grant applications; iv. Working with the Fire Department, completed the implementation of the new Fire Record Management and Emergency Management System (ESO RMS/EMS), an interface to the CAD system, and a new Fire Hydrant system module; v. Citywide roll out of multiple digital collaboration tools such as Office 365 SharePoint cloud, Teams, OneDrive, WebEx cloud, Jabber and Zoom.

CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET

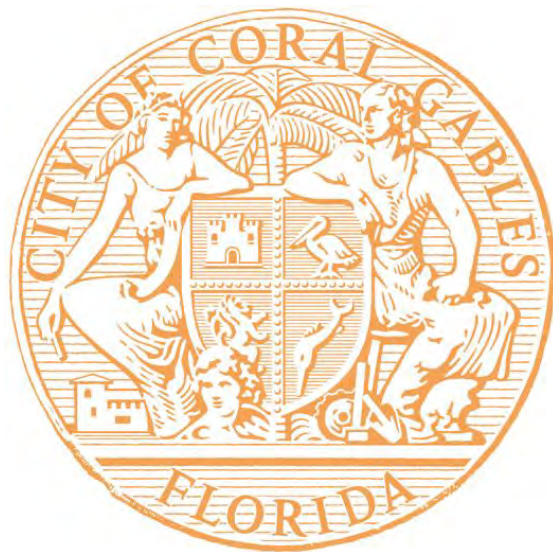
FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS - (Continued)

- ✓ Several upgrades to the City's cyberinfrastructure completed: i. e-Commerce, cashiering and points of sale upgrades; ii. Improved and enhanced the City's cybersecurity, network and telecommunication infrastructure; iii. Cloud, datacenter, systems integration, servers and client computers upgrades; iv. Wi-Fi networks, including Biltmore Tennis Center, Museum block, City buildings and other locations; v. Conducted a Payment Card Industry (PCI) compliance program and other network audits; vi. FirstNet implementation for the Police mobile fleet; vii. Waterway CCTV cameras; Smart CCTV lights at 8th Street, Pizarro and Lisbon, Monegro Street and Romano, Salzedo, and Cadima; and Geofence site at Granada and 8th Street; viii. Biometrics and virtual appliances; ix. "SIP trunking" telephony network upgrade; x. new encoders for CGTV; xi. emergency poles at Parking Garage 6 upgraded with video intercom units to provide visual to 911 operators in case of an emergency; and other improvements.
- ✓ Provided network and GIS support for the Super Bowl LIV Committee, Tree Lighting, Census 2020, Carnival on the Mile, and other events.
- ✓ Partnered with Friends of the Underline to assist in the development of an IT corridor along the length of the project.
- ✓ 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: Miami-Dade League of Cities Best Practices Conference, IT Expo, Smart City Event, .NEXT conference, IOT Evolution conference, CES 2020 innovation and smart city expo, Covid-19 Open Data event, Smart City Roadshow, MDBC-TC events, ASPA SoFL Best Practices Conference, GSX+ summit, FLGISA and FIU Cybersecurity events, Singularity University Artificial Intelligence event, Public Sector Innovation conference, Miami Tech Summit, and Connected Cities symposium at University of Miami.
- ✓ Authored and submitted papers and articles to professional publications, including smart city articles for Government CIO Outlook Magazine and CIO Review Magazine, engineering research papers for the Institute of Electrical and Electronics Engineers (IEEE) and the Institute of Industrial and Systems Engineers (IISE); Covid-19 technology papers for the National Institute of Standards and Technology (NIST) GCTC and CPAC think-tanks, and smart city articles for the launch of One Water Academy on Earth Day 2020 and the American Society of Public Administration (ASPA). 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: Innovate Miami book, StateTech Magazine, Broadband Communities Magazine, City Beautiful Magazine, Coral Gables Magazine, Microsoft tech blog, IOT News, Kurrent Insights, Consumer Technology Association, among other media.
- ✓ Conducted several research pilots, field test operations and demonstrated applications of exponential technologies including artificial intelligence, machine learning, drones, computer vision, and predictive analytics in emergency management, public safety, and digital services scenarios.

CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS - (Continued)

- ✓ Finalized the installations of 50 new smart lighting controllers on LED light poles on Miracle Mile in Downtown Coral Gables. These new controllers provide intelligent ON/OFF switching, dimming control, GPS, highly accurate power metering, analog and digital sensor inputs and constant status and health monitoring of the City's lighting fixtures. They also allow City staff to manage the lights either individually or as a group and apply business intelligence rules for energy and cost efficiencies, through a centralized management system that also runs reports on energy consumption, LED burn hours, and generate automatic alerts when there are issues affecting the light fixtures. Each pole is labelled and geolocated in the system with GPS coordinates to be easily identifiable and located for maintenance and troubleshooting purposes.
- ✓ Finalized the installation of more than 30 new Internet of Things (IOT) sensors in Downtown Coral Gables. These new sensors report vehicle and pedestrian traffic data in real time from several locations and in multiple directions, including: Miracle Mile (all 4 blocks), Miracle Mile intersections at LeJeune Rd, Salzedo St, Ponce de Leon Blvd, Galiano St, and Douglas Rd; Giralda Ave & Galiano St; Merrick Way & Aragon Ave. Also, new environmental sensors in Miracle Mile/Le Jeune Rd/Douglas Rd report air quality data including carbon emissions (CO₂, CO/CO₂) and air pollutants (PPM, VOC). Other IOT sensors in Downtown, currently in integration phase, are also measuring noise dBs and detecting occupied/available street parking spaces. The new IoT traffic sensors dashboards are available to the public on the Coral Gables smart city hub platform at www.coralgables.com/smartcity under the Internet of Things section of the menu. CGIT also Implemented a new IOT platform, smart parking sensors, energy consumption dashboards, and other smart city system enhancements.
- ✓ Several STEM research and education partnerships and data collaboration initiatives with University of Miami, Florida International University, National Institute of Standards and Technology, GCTC superclusters, City Innovate STIR Labs, DataGovs smart region collaborative (City of Miami, Miami-Dade County, Code for South Florida, Microsoft Philanthropies Office of Civic Innovation); NTIA, CTIA, IOTC, and other STEM collaborations. Also, collaborated with IEEE and NIST in the development of an engineering standard for smart cities planning, and a smart cities and community framework, respectively.
- ✓ City of Coral Gables was selected as one of the 17 public agencies to be part of the inaugural STIR Labs program funded by National Science Foundation (NSF). STIR Labs is a ground-breaking program transforming government-academic collaboration. Our City team will be part of a cohort that will work closely with prestigious academic institutions tackling research needs to address community issues surrounding AI-empowered decisions/solutions, transportation, emergency management, economic recovery, urban planning, housing, resilience and sustainability among others. Some of the Coral Gables research challenges will include artificial intelligence and machine learning applications for predictive analytics and other smart city solutions to improve citizen services and open data platforms for decisionmakers and first responders.
- ✓ Implementation of citywide Standard Operating Procedures (SOP) electronic platform, templates, systematic process, and best practices as per Baldrige criteria and benchmarks.



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

INFORMATION TECHNOLOGY

INDICATOR:	FY19			FY20		FY21
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Support tickets received	5,500	6,877	●	5,500	4,549	6,000
Support tickets closed	5,250	7,221	●	5,250	4,345	6,000
% of support tickets closed	95%	100%	●	95%	96.0%	100%
Number of projects implemented	60	56	●	60	42	60
Completed projects	36	41	●	36	33	36
CPU usage by City enterprise systems (<50%)	40%	32%	●	45%	35%	45%
Memory usage by City enterprise systems (<50%)	60%	39%	●	60%	40%	60%
System uptime on annual basis	99.90%	99.92%	●	99.90%	99.89%	99.90%
Number of servers citywide	37	32	●	37	38	37
Number of client devices (desktops, laptops, tablets, smartphones)	1,080	1,030	●	1,080	1,047	1,080
Number of network devices (routers/switches, firewalls/filters/gateways, wireless, phones, storage, audio/video, cameras, trailers)	940	1,143	●	940	947	940
Total number of applications supported	110	116	●	110	135	110
Home-grown applications	50	52	●	55	64	55
Off The Shelf (OTS) applications	60	64	●	65	71	65
IT Spending as a Percent of Operating Expense (<5.8% - 2019 gov't avg benchmark - Gartner Report)	6%	3.2%	●	6%	3.4%	6%
IT Spending Per Employee (<\$10,400 - 2019 gov't avg benchmark - Gartner Report)	\$9,000	\$6,086	●	\$9,000	\$6,253	\$9,000
IT FTE Employees as a Percent of Total Employees (<3.9% - 2019 gov't avg benchmark - Gartner Report)	4%	2.1%	●	4%	2.1%	4%

Legend

- Target met or exceeded
- ▲ Target nearly met
- ◆ Target not met



**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
INFORMATION TECHNOLOGY
3200 INFORMATION TECHNOLOGY
 519 OTHER GENERAL GOVERNMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2017-2018	2018-2019	2019-2020	2020-2021	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0112	Information Technology Director	1.00	1.00	1.00	1.00	\$ 166,951
0116	Ass't Information Technology Director	1.00	1.00	1.00	1.00	124,996
5034	IT Applications Division Manager	1.00	1.00	1.00	1.00	106,074
5038	IT Customer Support & GIS Division Mgr	1.00	1.00	1.00	1.00	101,542
5042	IT Network Division Mgr	1.00	1.00	1.00	1.00	88,110
5043	IT Systems Division Mgr	1.00	1.00	1.00	1.00	98,548
0127	IT Applications Analyst II	1.00	1.00	1.00	3.00	187,428
0128	IT Systems Analyst II	1.00	1.00	1.00	2.00	145,118
0129	IT Network Analyst II	2.00	2.00	2.00	2.00	137,624
0602	Administrative Assistant	-	1.00	1.00	1.00	42,804
0121	IT Applications Analyst I	1.00	1.00	1.00	0.00	-
0122	IT Customer Support & GIS Analyst I	1.00	1.00	1.00	1.00	48,189
0123	IT Network Analyst I	2.00	2.00	2.00	2.00	98,784
5044	IT Applications Analyst I	-	1.00	1.00	1.00	48,212
0124	IT Systems Analyst I	2.00	2.00	2.00	1.00	52,272
5036	IT Crime Data Analyst	1.00	1.00	1.00	-	-
8888	Overtime	-	-	-	-	28,000
TOTAL FULL TIME HEADCOUNT		17.00	19.00	19.00	19.00	1,474,652
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	79,608
0203	IT Technician - P/T	6	3.00	4.50	4.50	118,628
0063	Receptionist - P/T	-	0.75	-	-	-
TOTAL PART TIME FTE's		8	5.25	6.00	6.00	198,236
TOTAL		22.25	25.00	25.00	23.50	\$ 1,672,888

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 1,359,273	\$ 1,527,676	\$ 1,670,567	\$ 1,672,888
2000 Employee Benefits - See Other Cost Dist.	747,805	827,916	799,788	885,490
3190 Other Professional Services	452,380	360,640	534,755	248,500
3191 Other Professional Services - Reimbursable	(7,532)	(58)	10,418	-
4020 Central Garage Motor Pool Rent	37,055	49,736	51,012	48,974
Replacement:	12,616			
Oper. & Maint:	36,358			
4090 Other Transportation Expense	10,370	11,937	10,396	10,396
4110 Telecom Services	1,030,362	973,203	1,135,864	963,560
4111 Employee Cellular Payroll Deduction	(29,725)	(40,380)	(35,000)	(35,000)
4410 Rental of Machinery and Equipment	3,451	3,014	4,500	1,500
4420 Public Facilities Cost - See Other Cost Dist.	34,581	35,847	36,632	36,514

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
INFORMATION TECHNOLOGY
3200 INFORMATION TECHNOLOGY
 519 OTHER GENERAL GOVERNMENT

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
4550 General Liability Insurance	81,903	79,041	78,491	80,910
4630 Repair/Maint. of Machinery & Equipment	325	-	500	500
4710 Special Printed Forms	741	235	600	600
5100 Office Supplies	6,028	3,808	4,000	4,000
5214 Uniform Allowance	799	-	-	-
5215 Small Tools & Minor Equipment	21,695	24,770	20,000	7,500
5400 Membership Dues and Subscriptions	2,242	1,593	2,366	2,371
5401 Software Subscriptions & Maintenance	1,168,289	1,236,360	1,562,301	1,733,350
5402 Computer Hardware - Maintenance	462,669	441,381	419,085	449,300
5410 Employee Training	53,980	81,495	67,700	9,000
6431 Computer Hardware Replacement	779	13,441	29,311	-
6440 Equipment Additions	-	-	10,000	-
6441 Computer Hardware - Additions	-	-	12,000	-
6442 Computer Software - Additions	44,177	-	265,880	-
7195 Contingency for Budget Reduction	-	-	-	10,000
9010 1 Intradepartmental Credits	-	-	(240,656)	(199,635)
TOTAL	\$ 5,481,647	\$ 5,631,655	\$ 6,450,510	\$ 5,930,718

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



Action Plan Worksheet 2021

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.	03/31/20	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 2021

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?)

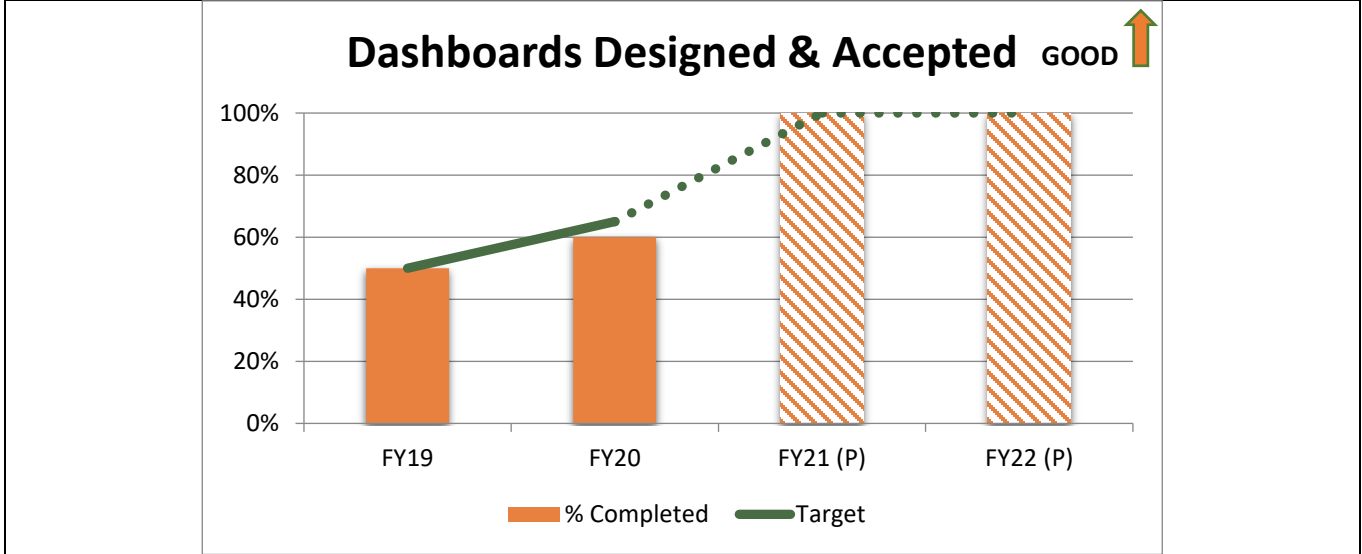
- \$100,000 of ongoing funding to acquire subscriptions from a cloud solutions broker, single sign-on & role-based identity management system
- \$70,000 of funding to acquire a cloud document management system
 - \$40,000 Cap-Ex for one-time implementation services
 - \$30,000 Op-Ex for 100 users and 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.



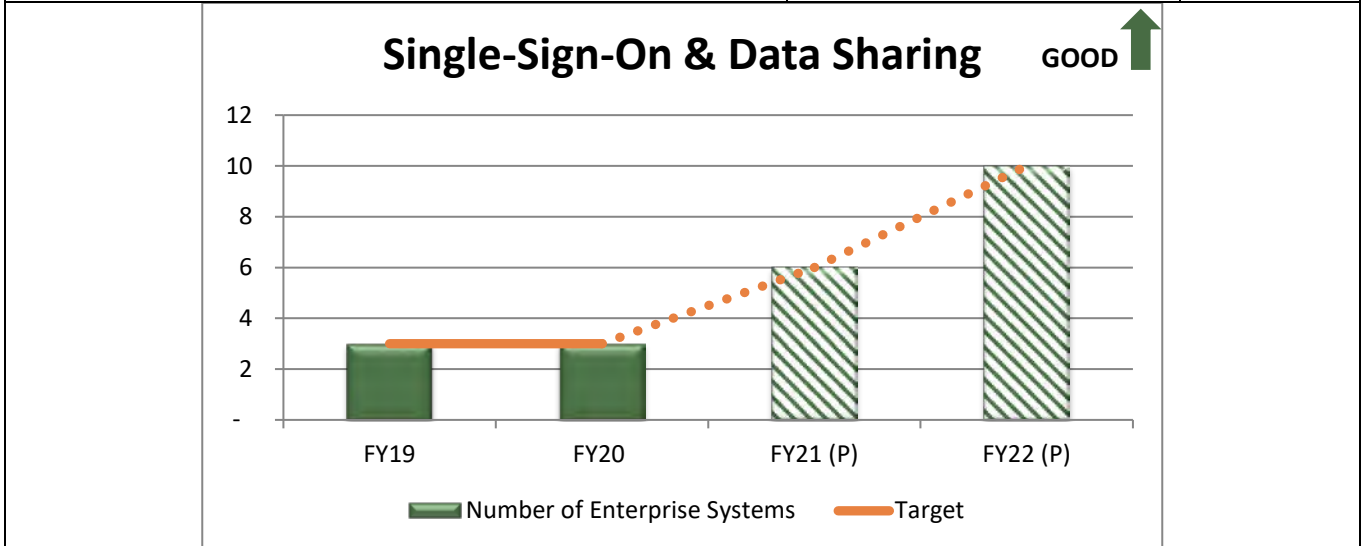
Action Plan Worksheet 2021

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



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





Action Plan Worksheet 2021

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

Dashboards Live on CMD Platform good

Fiscal Year	% of Dashboards Live	Target
FY19	20%	20%
FY20	25%	25%
FY21 (P)	50%	50%
FY22 (P)	100%	100%

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 2021

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 2021

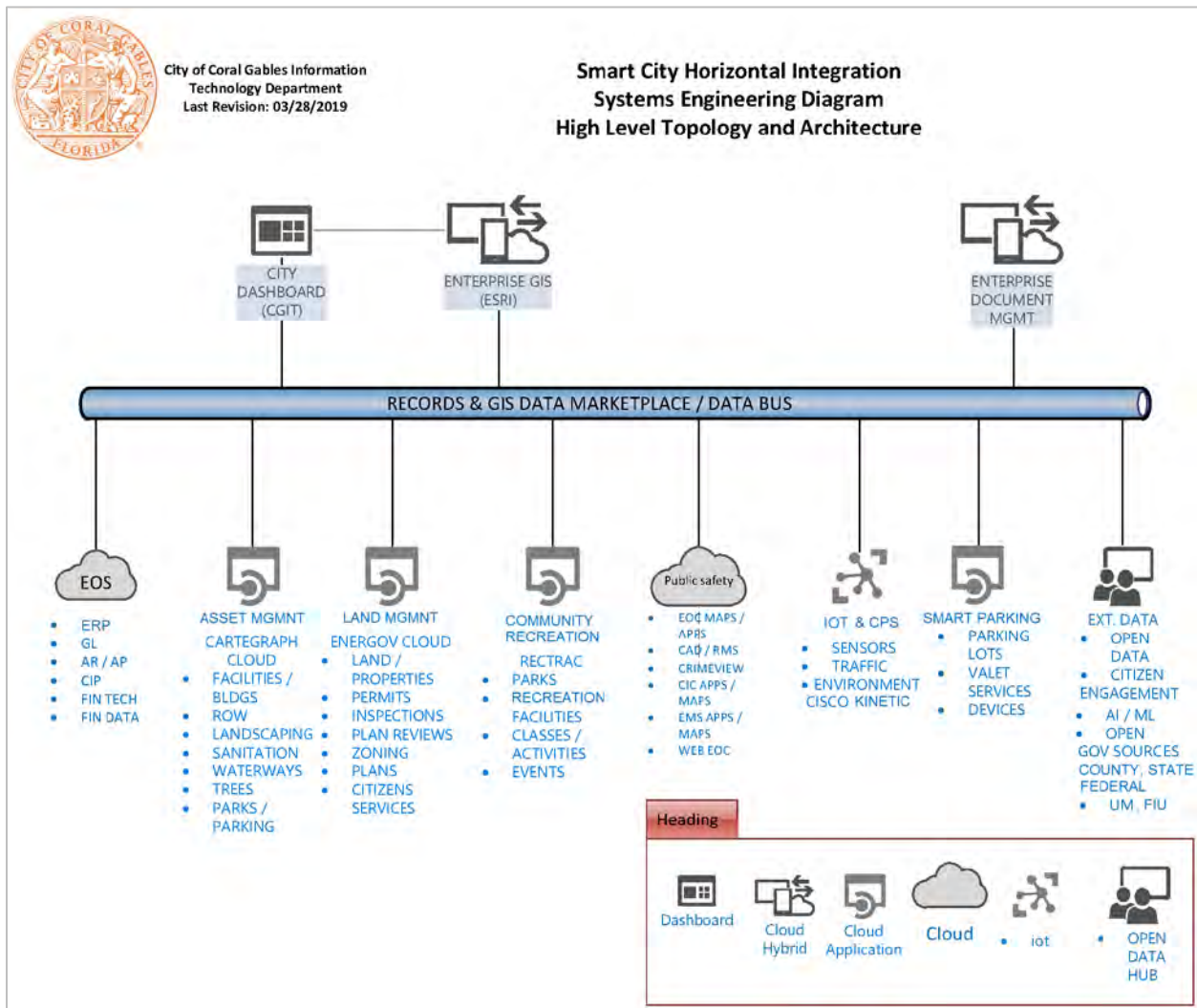
- Cyber-risk reduction and increased security posture from integrated identity management across City enterprise systems, clouds, and platforms. It helps with compliance, accreditation, and ratings.

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 2021

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 2021

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?)

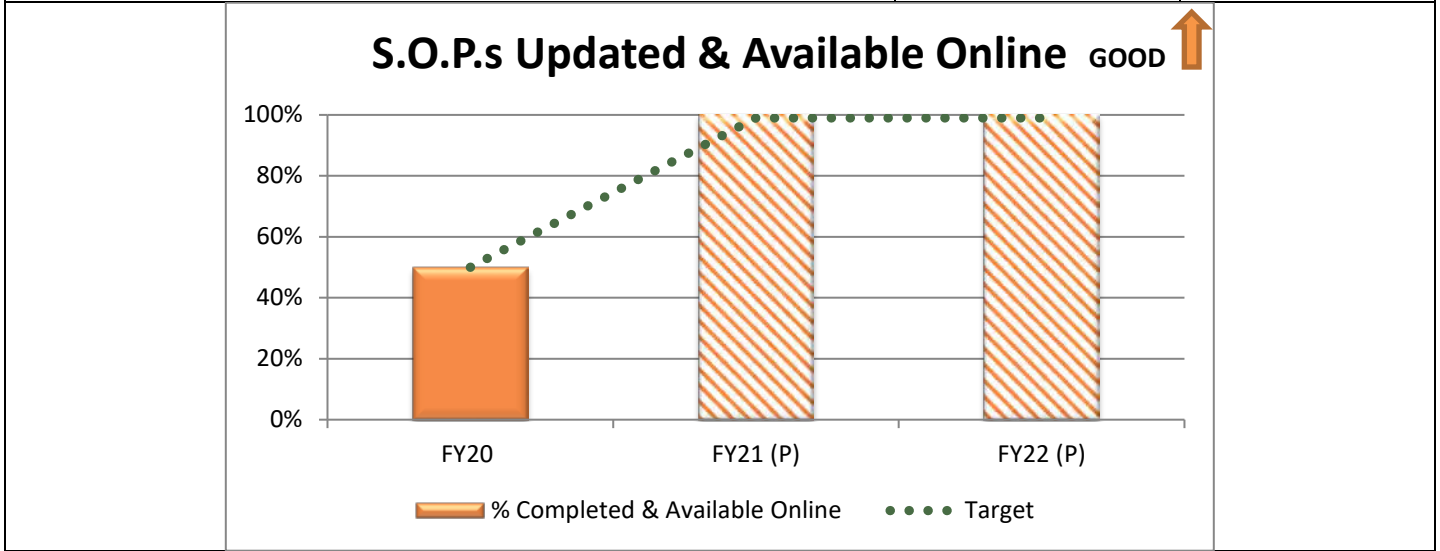
- \$18,000 for Software Subscription (already funded, purchased and implemented).
- \$7,000 for Network bandwidth (already funded and purchased and implemented).
- 80 man-hours of IT applications staff to implement the PowerDMS system configuration for all departments.
- 24 hours from each City department/office 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 2021

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 2021

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 2021

Action Plan Owner: Raimundo Rodulfo, Information Technology Director

Action Plan Name: 6.1-1 Maintain Enterprise 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



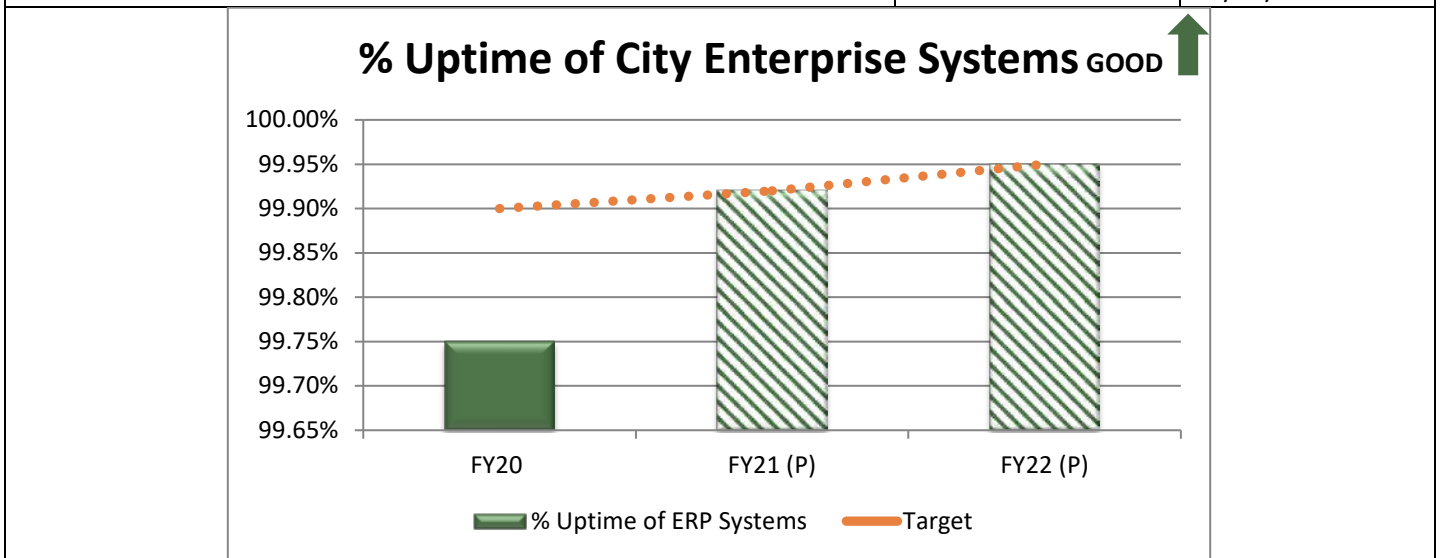
Action Plan Worksheet 2021

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

Measure	Target	Date
% of service uptime of City enterprise systems	99.90%	09/30/20
	99.92%	09/30/21
	99.95%	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



Action Plan Worksheet 2021

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:

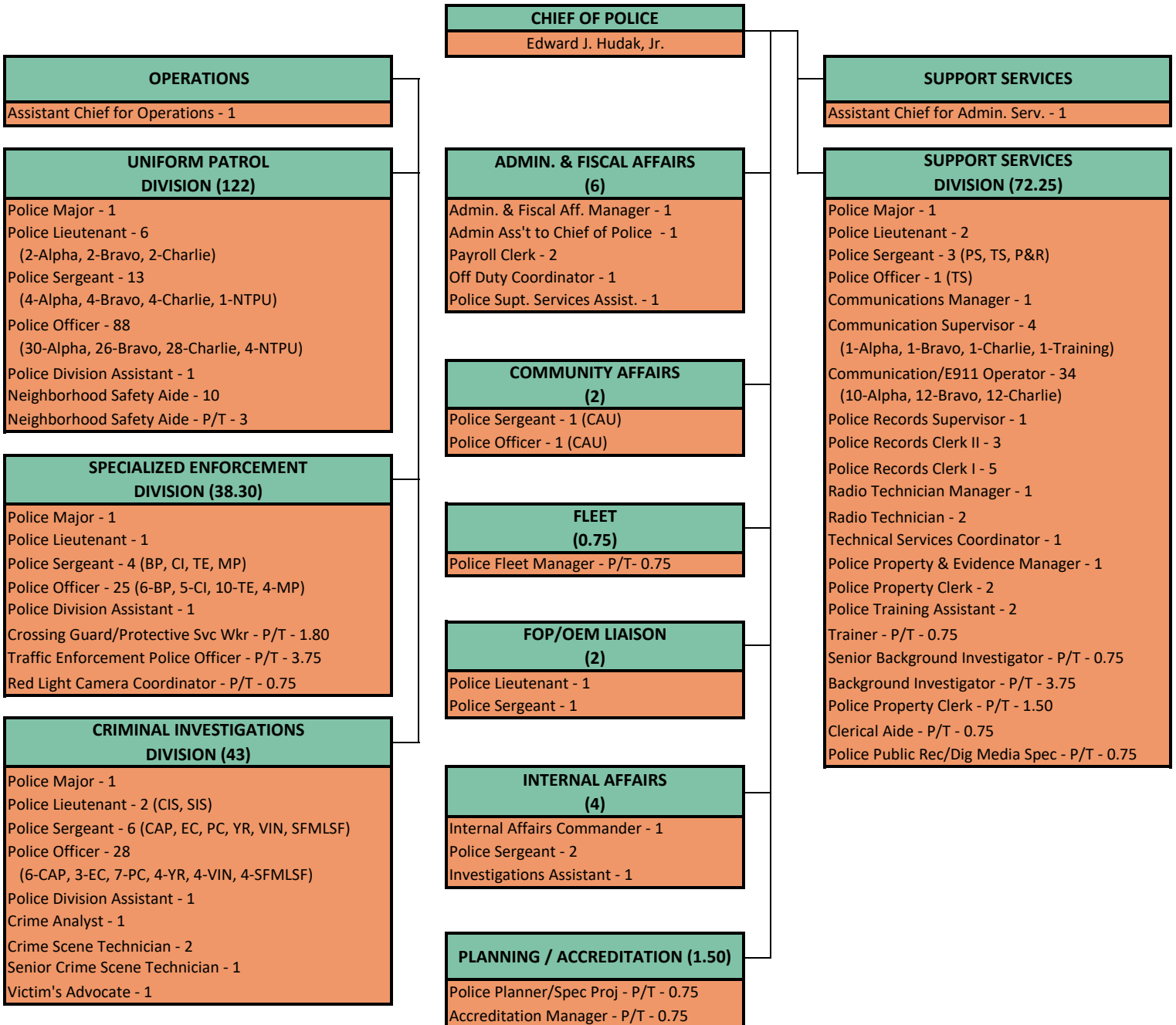
- Increased productivity, effectiveness and efficiencies from higher availability of services and business continuity. Variable productivity improvements and cost savings depending on each department.
- Increased customer satisfaction and City revenue from high-available services.
- Outage/downtime cost 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
2020-2021 BUDGET**

**POLICE
ORGANIZATION CHART**



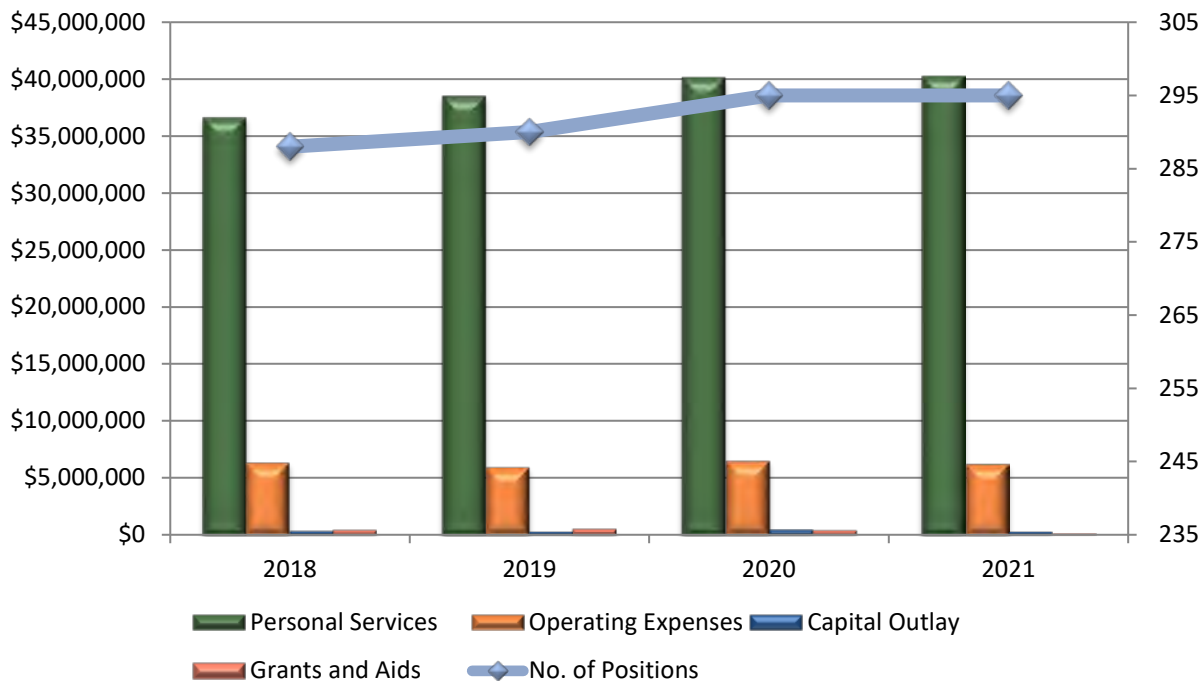
**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



**POLICE DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2017-2018 ACTUAL</u>	<u>2018-2019 ACTUAL</u>	<u>2019-2020 BUDGET</u>	<u>2020-2021 BUDGET</u>
Salaries & Benefits	36,650,009	38,539,959	40,174,118	40,284,442
Operating Expenses	6,311,831	5,904,032	6,459,004	6,179,011
Capital Outlay	299,989	256,718	413,112	263,232
Grants and Aids	375,054	457,608	346,784	118,178
Total	<u>43,636,883</u>	<u>45,158,317</u>	<u>47,393,018</u>	<u>46,844,863</u>
Full Time Headcount	272.00	272.00	275.00	275.00
Part Time FTE's	16.20	17.70	19.80	19.80
Total Headcount & FTE's	<u>288.20</u>	<u>289.70</u>	<u>294.80</u>	<u>294.80</u>

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, dispatching of all calls for service 24 hours a day, and 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.

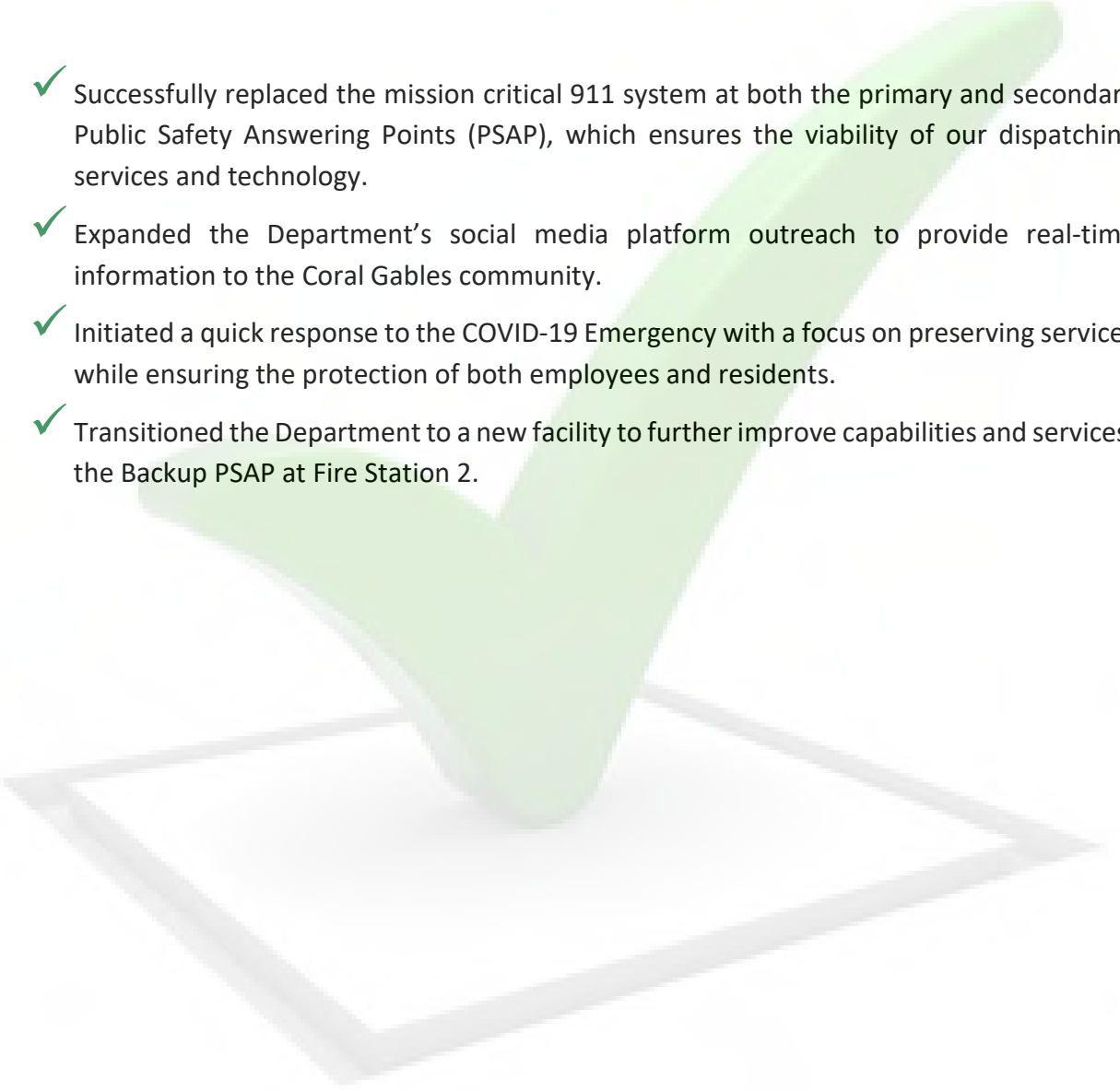
Department Goals:

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
2020-2021 BUDGET**

POLICE

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS

- 
- ✓ Successfully replaced the mission critical 911 system at both the primary and secondary Public Safety Answering Points (PSAP), which ensures the viability of our dispatching services and technology.
 - ✓ Expanded the Department's social media platform outreach to provide real-time information to the Coral Gables community.
 - ✓ Initiated a quick response to the COVID-19 Emergency with a focus on preserving services while ensuring the protection of both employees and residents.
 - ✓ Transitioned the Department to a new facility to further improve capabilities and services: the Backup PSAP at Fire Station 2.

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

POLICE

INDICATOR:	FY19			FY20		FY21
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Crime Watch programs hosted for neighborhoods and local businesses	15	12	▲	20	9	20
Public service announcements (crime prevention tips/informational segments) created for publication (both print and Ch. 77)	5	2	▲	24	8	10
Number of Crime Prevention Surveys (Residential & Commercial)	15	5	◆	8	3	10
News releases distributed to the media	15	13	▲	10	5	10
Social media posts and distributions	N/A	N/A	N/A	250	284	325
Police officers hired	14	9	◆	6	18	5
Communications operators hired	9	3	◆	3	14	5
Citizen complaints filed	10	4	●	8	9	12
Internal (employee) complaints/grievances filed	12	13	◆	8	11	12
Number of commendations received	160	351	●	160	319	340
Number of CALEA accreditation standards	484	484	●	484	484	484
Training hours for sworn and non-sworn personnel	17,000	21,307	●	17,000	11,102	17,000
Calls For Service (CFS) processed	172,289	216,603	●	200,000	193,015	230,000
Phone calls processed	152,000	199,443	●	150,000	157,166	230,000
Number of I/I reports processed	8,825	9,280	●	8,825	7,297	8,825
Arrests processed	760	778	●	760	540	684
Citations processed	28,821	37,757	●	28,821	18,437	30,000
Crash reports processed	3,043	3,110	●	3,043	2,101	3,000

Legend

- Target met or exceeded
- ▲ Target nearly met
- ◆ Target not met



**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5000 ADMINISTRATIVE DIVISION
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2017-2018	2018-2019	2019-2020	2020-2021	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
5025	Police Chief	1.00	1.00	1.00	1.00	\$ 210,497
0072	Assistant Police Chief for Admin Serv.	1.00	1.00	1.00	1.00	-
5030	Assistant Police Chief for Operations	1.00	1.00	1.00	1.00	150,345
5039	Internal Affairs Commander	1.00	1.00	1.00	1.00	123,175
0813	Administrative & Fiscal Affairs Manager	1.00	1.00	1.00	1.00	79,551
5022	Police Lieutenant	2.00	-	-	-	-
5045	Police Lieutenant - FOP Office	-	-	1.00	1.00	135,410
5021	Police Sergeant	3.00	4.00	4.00	4.00	348,523
5020	Police Officer	1.00	1.00	1.00	1.00	91,235
0132	Admin Asst to Chief of Police	1.00	1.00	1.00	1.00	65,139
5024	Investigations Assistant	1.00	1.00	1.00	1.00	77,769
0305	Payroll Clerk	2.00	2.00	2.00	2.00	100,109
5014	Police Supt. Services Assistant	1.00	1.00	1.00	1.00	37,889
6104	Off Duty Coordinator	1.00	1.00	1.00	1.00	38,286
8888	Overtime	-	-	-	-	54,457
9999	Holiday Worked Pay	-	-	-	-	8,500
TOTAL FULL TIME HEADCOUNT		17.00	16.00	17.00	17.00	1,520,885
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>
4022	Police Fleet Manager - P/T	1	-	0.75	0.75	54,838
0219	Accreditation Manager - P/T	1	-	0.75	0.75	61,774
9024	Police Planner/Spec Proj - P/T	1	-	0.75	0.75	41,142
TOTAL PART TIME FTE's		3	0.00	1.50	2.25	157,754
TOTAL		17.00	17.50	19.25	19.25	\$ 1,678,639

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,222,209	\$ 1,408,233	\$ 1,968,138	\$ 1,678,639
2000	Employee Benefits - See Other Cost Dist.	896,231	928,695	1,125,364	925,463
3190	Other Professional Services	15,373	9,551	31,251	31,001
4010	Travel Expense	-	105	2,750	3,500
4020	Central Garage Motor Pool Rent	62,228	51,354	57,468	52,575
	Replacement:	31,737			
	Oper. & Maint:	20,838			
4091	Cell Phone Allowance	-	-	-	1,200
4220	Postage	-	-	2,500	1,720
4410	Rental of Machinery and Equipment	-	-	67,460	67,460
4420	Public Facilities Cost - See Other Cost Dist.	135,321	140,276	143,350	142,888
4550	General Liability Insurance	75,380	75,488	88,086	81,188
4620	Repair and Maint. of Office Equipment	295	295	500	790
4630	Repair/Maint. of Machinery & Equipment	-	1,723	1,000	1,000

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5000 ADMINISTRATIVE DIVISION
 521 LAW ENFORCEMENT

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
4710 Special Printed Forms	3,671	4,498	5,500	6,220
4910 Court Costs & Investigative Expense	5,061	5,728	6,080	6,080
4990 Other Miscellaneous Expense	8,932	12,901	9,290	9,290
5100 Office Supplies	5,472	5,568	43,700	13,700
5202 Chemicals and Photographic Supplies	-	-	500	500
5206 Food for Human Consumption	3,393	3,629	3,500	3,500
5208 Household & Institutional Supplies	274	1,430	1,550	1,550
5214 Uniform Allowance	5,069	11,565	13,826	13,000
5400 Membership Dues and Subscriptions	3,499	5,157	6,575	7,345
5401 Software Subscriptions & Maintenance	-	-	16,288	-
5410 Employee Training	20,746	10,867	13,000	13,000
5411 Special Police Education	-	-	36,230	10,000
6440 Equipment Additions	1,500	1,721	3,000	3,000
7195 Contingency for Budget Reduction	-	-	-	5,000
8200 Federal Grants	114,751	123,093	123,178	118,178
TOTAL	\$ 2,579,405	\$ 2,801,877	\$ 3,770,084	\$ 3,197,787

**CITY OF CORAL GABLES, FLORIDA
2020-2021 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				
		2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
FULL TIME POSITIONS						
5026	Police Major	1.00	1.00	1.00	1.00	\$ 157,579
5022	Police Lieutenant	4.00	6.00	6.00	6.00	773,289
5021	Police Sergeant	12.00	14.00	13.00	13.00	1,393,222
5020	Police Officer	86.00	88.00	88.00	88.00	6,293,933
5038	Neighborhood Safety Aide	10.00	10.00	10.00	10.00	312,800
0032	Police Division Assistant	-	1.00	1.00	1.00	61,560
0031	Secretary	1.00	0.00	0.00	0.00	-
8888	Overtime	-	-	-	-	297,258
9999	Holiday Worked Pay	-	-	-	-	210,000
TOTAL FULL TIME HEADCOUNT		114.00	120.00	119.00	119.00	9,499,641
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	4	3.75	3.75	3.00	3.00
TOTAL PART TIME FTE's		4	3.75	3.75	3.00	3.00
TOTAL			117.75	123.75	122.00	\$ 9,499,641

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 8,486,061	\$ 9,356,032	\$ 9,859,101	\$ 9,499,641
2000	Employee Benefits - See Other Cost Dist.	6,347,654	7,080,267	7,107,773	7,233,206
3190	Other Professional Services	419,521	481,676	712,578	567,920
4010	Travel Expense	3,978	3,688	4,000	3,500
4020	Central Garage Motor Pool Rent	1,455,714	1,063,233	1,155,445	1,074,130
	Replacement:	522,952			
	Oper. & Maint:	551,178			
4420	Public Facilities Cost - See Other Cost Dist.	179,298	185,864	189,936	189,324
4550	General Liability Insurance	487,908	478,202	467,485	459,454
4630	Repair/Maint. of Machinery & Equipment	954	990	1,000	2,700
4710	Special Printed Forms	1,478	3,158	3,200	1,500
5100	Office Supplies	7,793	6,743	7,977	7,977
5202	Chemicals and Photographic Supplies	720	669	800	800
5205	Expense for Animals	21,199	20,068	18,000	18,000
5206	Food for Human Consumption	581	431	600	600
5208	Household & Institutional Supplies	794	432	800	800
5212	Firearms Ammunition	32,951	36,885	39,669	39,669
5213	Purchase/Rental - Employee Uniforms	13,527	14,099	20,237	20,237

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5020 UNIFORM PATROL DIVISION
 521 LAW ENFORCEMENT

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
5214	Uniform Allowance	52,282	145,056	86,722	90,040
5215	Small Tools & Minor Equipment	7,963	13,174	13,597	13,597
5400	Membership Dues and Subscriptions	1,584	2,188	2,175	2,175
5410	Employee Training	41,627	48,706	68,035	68,035
6430	Equipment Repair/Replacement	-	-	80,000	16,000
6440	Equipment Additions	44,097	46,846	94,384	66,384
7195	Contingency for Budget Reduction	-	-	-	110,000
TOTAL		\$ 17,607,684	\$ 18,988,407	\$ 19,933,514	\$ 19,485,689

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5030 CRIMINAL INVESTIGATIONS DIVISION
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
FULL TIME POSITIONS						
5026	Police Major	1.00	1.00	1.00	1.00	\$ 142,102
5022	Police Lieutenant	2.00	2.00	2.00	2.00	272,092
5021	Police Sergeant	6.00	6.00	6.00	6.00	689,842
5020	Police Officer	28.00	28.00	28.00	28.00	2,256,495
0032	Police Division Assistant	-	1.00	1.00	1.00	60,333
0031	Secretary	1.00	0.00	0.00	0.00	-
5033	Crime Analyst	1.00	1.00	1.00	1.00	50,945
5027	Crime Scene Technician	2.00	2.00	2.00	2.00	100,235
5031	Senior Crime Scene Tech.	1.00	1.00	1.00	1.00	72,195
5037	Victim's Advocate	1.00	1.00	1.00	1.00	55,461
8888	Overtime	-	-	-	-	363,241
9999	Holiday Pay	-	-	-	-	80,000
TOTAL		43.00	43.00	43.00	43.00	\$ 4,142,941

EXPENDITURE DETAIL

		2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET
1000	Salaries	\$ 3,746,147	\$ 3,949,346	\$ 4,133,665	\$ 4,142,941
2000	Employee Benefits - See Other Cost Dist.	2,594,050	2,695,572	2,776,197	2,929,205
3190	Other Professional Services	767	355	4,500	1,500
4010	Travel Expense	94	-	500	500
4020	Central Garage Motor Pool Rent	336,509	279,906	292,642	277,945
4091	Cell Phone Allowance	200	1,300	1,200	1,200
4220	Postage	40	-	150	150
4410	Rental of Machinery and Equipment	-	-	6,000	4,000
4420	Public Facilities Cost - See Other Cost Dist.	144,898	150,204	153,495	153,001
4550	General Liability Insurance	216,228	195,441	194,219	200,375
4620	Repair and Maint. of Office Equipment	180	555	1,000	1,000
4630	Repair/Maint. of Machinery & Equipment	1,799	2,039	2,500	2,500
4710	Special Printed Forms	1,250	1,425	1,500	1,500
4910	Court Costs & Investigative Expense	115,916	122,050	132,100	130,750
4930	Information & Credit Investigation Service	32,722	40,806	42,575	42,575
4990	Other Miscellaneous Expense	1,437	485	2,500	2,500
5100	Office Supplies	9,620	16,470	15,100	15,100
5202	Chemicals and Photographic Supplies	5,771	1,781	6,000	6,000
5207	Motor Fuel and Lubricants	918	90	1,000	1,000

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5030 CRIMINAL INVESTIGATIONS DIVISION
 521 LAW ENFORCEMENT

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
5208 Household & Institutional Supplies	2,317	1,156	1,000	1,000
5214 Uniform Allowance	28,012	55,261	36,474	38,000
5215 Small Tools & Minor Equipment	4,843	931	6,550	5,550
5400 Membership Dues and Subscriptions	630	1,882	2,980	2,980
5401 Software Subscriptions & Maintenance	-	7,380	640	-
5410 Employee Training	14,611	26,671	27,520	29,520
7195 Contingency for Budget Reduction	-	-	-	3,000
8200 Federal Grants	260,303	334,515	223,012	-
TOTAL	\$ 7,519,262	\$ 7,885,621	\$ 8,065,019	\$ 7,993,792

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5040 TECHNICAL SERVICES DIVISION
LAW ENFORCEMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2017-2018	2018-2019	2019-2020	2020-2021		
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES	
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT		
5022	Police Lieutenant	1.00	1.00	1.00	1.00	\$ 135,952	
5021	Police Sergeant	3.00	-	-	-	-	
5005	Radio Technician Manager	1.00	1.00	1.00	1.00	94,569	
5004	Radio Technician	2.00	2.00	2.00	2.00	144,483	
5007	Police Records Supervisor	1.00	1.00	1.00	1.00	80,669	
5013	Technical services Coordinator	1.00	1.00	1.00	1.00	61,587	
6316	Communications Manager	1.00	1.00	1.00	1.00	101,542	
5018	Communication Supervisor	4.00	4.00	4.00	4.00	338,716	
5016	Communication Operator	32.00	32.00	34.00	34.00	1,898,986	
5008	Police Property & Evidence Manager	1.00	1.00	1.00	1.00	75,188	
5006	Police Property Clerk	2.00	2.00	2.00	2.00	79,396	
5012	Police Records Clerk II	3.00	3.00	3.00	3.00	154,189	
5011	Police Records Clerk I	5.00	5.00	5.00	5.00	193,757	
8888	Overtime	-	-	-	-	300,000	
9999	Holiday Pay	-	-	-	-	73,000	
TOTAL FULL TIME HEADCOUNT		57.00	54.00	56.00	56.00	3,732,034	
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	FTE's	
5046	Public Records Digital Media Specialist - P/	1	-	-	0.75	0.75	42,938
5041	Police Property Clerk - P/T	2	1.50	1.50	1.50	1.50	60,678
9006	Clerical Aide - P/T	1	0.75	0.75	0.75	0.75	20,314
TOTAL PART TIME FTE's		4	2.25	2.25	3.00	3.00	123,930
TOTAL		59.25	56.25	59.00	59.00	\$ 3,855,964	

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 3,829,362	\$ 4,143,653	\$ 3,918,236	\$ 3,936,250
2000	Employee Benefits - See Other Cost Dist.	2,131,920	2,111,151	2,199,027	2,345,147
3190	Other Professional Services	2,318	6,268	6,350	2,500
4020	Central Garage Motor Pool Rent	106,242	56,009	60,922	56,606
	Replacement:	27,766			
	Oper. & Maint:	28,840			
4090	Other Transportation Expense	468	594	600	-
4420	Public Facilities Cost - See Other Cost Dist.	187,865	194,744	199,011	198,370
4550	General Liability Insurance	201,668	181,666	182,223	190,379
4620	Repair and Maint. of Office Equipment	1,543	1,488	1,500	1,500
4630	Repair/Maint. of Machinery & Equipment	17,326	17,459	21,000	21,000
4710	Special Printed Forms	4,092	3,060	4,800	4,800
4990	Other Miscellaneous Expense	9,518	799	900	900

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5040 TECHNICAL SERVICES DIVISION
 LAW ENFORCEMENT

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
5100	Office Supplies	13,641	18,105	16,600	16,600
5206	Food for Human Consumption	1,278	1,592	1,906	1,906
5208	Household & Institutional Supplies	3,005	3,020	3,025	3,025
5209	Protective Clothing	225	125	-	-
5214	Uniform Allowance	8,332	40,105	44,967	31,200
5215	Small Tools & Minor Equipment	4,084	4,641	4,675	4,675
5217	Operating Equipment Repair Parts	38,089	27,674	46,200	43,150
5400	Membership Dues and Subscriptions	1,945	3,264	3,715	3,715
5401	Software Subscriptions & Maintenance	104,105	146,152	124,328	164,438
5410	Employee Training	15,428	29,485	28,720	32,570
6430	Equipment Repair/Replacement	189,943	140,746	153,448	141,648
6440	Equipment Additions	15,422	67,405	25,414	21,200
TOTAL		\$ 6,887,819	\$ 7,199,205	\$ 7,047,567	\$ 7,221,579

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5060 PROFESSIONAL STANDARDS DIVISION
 521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018	2018-2019	2019-2020	2020-2021	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
5026	Police Major	1.00	1.00	1.00	1.00	\$ 173,961
5022	Police Lieutenant	1.00	1.00	1.00	1.00	135,350
5021	Police Sergeant	2.00	2.00	3.00	3.00	343,680
5020	Police Officer	3.00	1.00	1.00	1.00	96,969
5001	Police Training Assistant	2.00	2.00	2.00	2.00	97,746
9999	Holiday Pay	-	-	-	-	6,500
8888	Overtime	-	-	-	-	14,800
TOTAL FULL TIME HEADCOUNT		9.00	7.00	8.00	8.00	869,006
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>
9024	Police Planner/Spec Proj - P/T	1	-	0.75	-	0.00
5028	Trainer - P/T	1	0.75	0.75	0.75	42,192
0102	Sr. Background Investigator - P/T	1	-	0.75	0.75	62,798
0075	Background Investigator - P/T	5	5.25	3.75	3.75	209,751
TOTAL PART TIME FTE's		8	6.00	6.00	5.25	314,741
TOTAL		15.00	13.00	13.25	13.25	\$ 1,183,747

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,465,856	\$ 1,190,922	\$ 1,043,097	\$ 1,183,747
2000	Employee Benefits - See Other Cost Dist.	782,334	555,985	529,401	654,288
3190	Other Professional Services	28,366	27,756	13,000	13,000
4020	Central Garage Motor Pool Rent	56,817	65,089	67,702	64,488
	Replacement:	20,188			
	Oper. & Maint:	44,300			
4220	Postage	900	213	-	-
4410	Rental of Machinery and Equipment	64,463	53,633	-	-
4420	Public Facilities Cost - See Other Cost Dist.	177,116	183,602	187,625	187,021
4550	General Liability Insurance	79,547	56,557	51,955	57,252
4620	Repair and Maint. of Office Equipment	2,599	-	300	300
4630	Repair/Maint. of Machinery & Equipment	25,577	15,679	18,296	4,296
4710	Special Printed Forms	635	1,185	500	500
4910	Court Costs & Investigative Expense	21,067	24,059	23,492	23,242
5100	Office Supplies	7,293	10,531	8,000	8,000
5208	Household & Institutional Supplies	-	887	1,120	1,120

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5060 PROFESSIONAL STANDARDS DIVISION
 521 LAW ENFORCEMENT

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
5212	Firearms Ammunition	73,363	70,745	73,364	73,364
5213	Purchase/Rental - Employee Uniforms	21,300	33,369	22,000	22,000
5214	Uniform Allowance	89,492	67,153	107,764	82,400
5215	Small Tools & Minor Equipment	10,554	6,467	7,500	7,500
5217	Operating Equipment Repair Parts	18,145	8,497	24,540	13,000
5400	Membership Dues and Subscriptions	1,427	1,824	2,780	2,780
5410	Employee Training	133,845	88,326	100,775	60,175
5411	Special Police Education	10,959	39,240	-	-
6430	Equipment Repair/Replacement	9,937	-	28,875	-
6440	Equipment Additions	18,750	-	-	-
7195	Contingency for Budget Reduction	-	-	-	28,000
8200	Federal Grants	-	-	594	-
TOTAL		\$ 3,100,342	\$ 2,501,719	\$ 2,312,680	\$ 2,486,473

**CITY OF CORAL GABLES, FLORIDA
2020-2021 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				
		2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 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	\$ 156,988
5022	Police Lieutenant	1.00	1.00	1.00	1.00	137,770
5021	Police Sergeant	4.00	4.00	4.00	4.00	453,395
5020	Police Officer	25.00	25.00	25.00	25.00	2,024,615
0032	Police Division Assistant	-	1.00	1.00	1.00	66,335
0031	Secretary	1.00	-	-	-	-
8888	Overtime	-	-	-	-	141,072
9999	Holiday Pay	-	-	-	-	70,000
TOTAL FULL TIME HEADCOUNT		32.00	32.00	32.00	32.00	3,050,175
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>
9004	Crossing Guard/Protective Svc Wkr - P/T	3	1.20	1.20	1.80	1.80
5220	Traffic Enforcement Police Officer	5	2.25	2.25	3.75	3.75
5000	Red Light Camera Coordinator - P?T	1	0.75	0.75	0.75	0.75
TOTAL PART TIME FTE's		9	4.20	4.20	6.30	6.30
TOTAL			36.20	36.20	38.30	\$ 3,480,121

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 3,110,842	\$ 3,038,392	\$ 3,379,376	\$ 3,480,121
2000	Employee Benefits - See Other Cost Dist.	2,037,343	2,081,711	2,134,743	2,275,794
4010	Travel Expense	-	496	500	500
4020	Central Garage Motor Pool Rent	479,731	409,880	449,819	415,918
	Replacement:	218,724			
	Oper. & Maint:	197,194			
4550	General Liability Insurance	174,158	158,516	158,779	168,318
4630	Repair/Maint. of Machinery & Equipment	15,999	13,958	19,200	18,200
4710	Special Printed Forms	3,854	3,981	5,050	6,050
4910	Court Costs & Investigative Expense	642	-	1,550	1,200
4990	Other Miscellaneous Expense	9,554	3,927	12,277	4,817
5100	Office Supplies	2,046	3,322	3,500	3,500
5202	Chemicals and Photographic Supplies	441	713	600	600
5206	Food for Human Consumption	129	1,090	2,000	2,000
5213	Purchase/Rental - Employee Uniforms	21,486	842	-	-
5214	Uniform Allowance	36,519	43,251	39,769	38,525
5215	Small Tools & Minor Equipment	9,693	5,979	8,000	4,500
5400	Membership Dues and Subscriptions	965	1,646	1,000	1,000

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5070 SPECIALIZED ENFORCEMENT DIVISION
 521 LAW ENFORCEMENT

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
5410	Employee Training	18,413	13,761	20,000	20,000
5415	Employee Workplace Improvements	216	23	-	-
6430	Equipment Repair/Replacement	4,340	-	27,991	15,000
6440	Equipment Additions	16,000	-	-	-
7195	Contingency for Budget Reduction	-	-	-	3,500
TOTAL		\$ 5,942,371	\$ 5,781,488	\$ 6,264,154	\$ 6,459,543



Action Plan Worksheet 2021

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
Mobile / Patrol / App	12/31/19	Program Participants / Stats
Customer Survey and Victim Survey	12/31/19	Year to year analysis of reported data
PSA Programs	01/01/20	Officer Patrol / Response times / Time on calls
New Facilities	10/01/20	Move in of Operations (New PSB)
N.T.L. Program Expansion	12/31/20	Covered areas of Patrol Zones
Staffing / Allotment	12/31/20	Full Staffing of budgeted positions
Body cameras	01/31/21	Cameras in Beta Testing, Analysis of feasibility comparison (Consultant)
Real Time Crime Analysis of UCR comparative reports	01/31/21	Analysis complete
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
Private / Public Partnership	12/31/21	Funding of Police foundation
Citywide Lighting Review and Implementation	12/31/22	Public Works progress reports by neighborhood



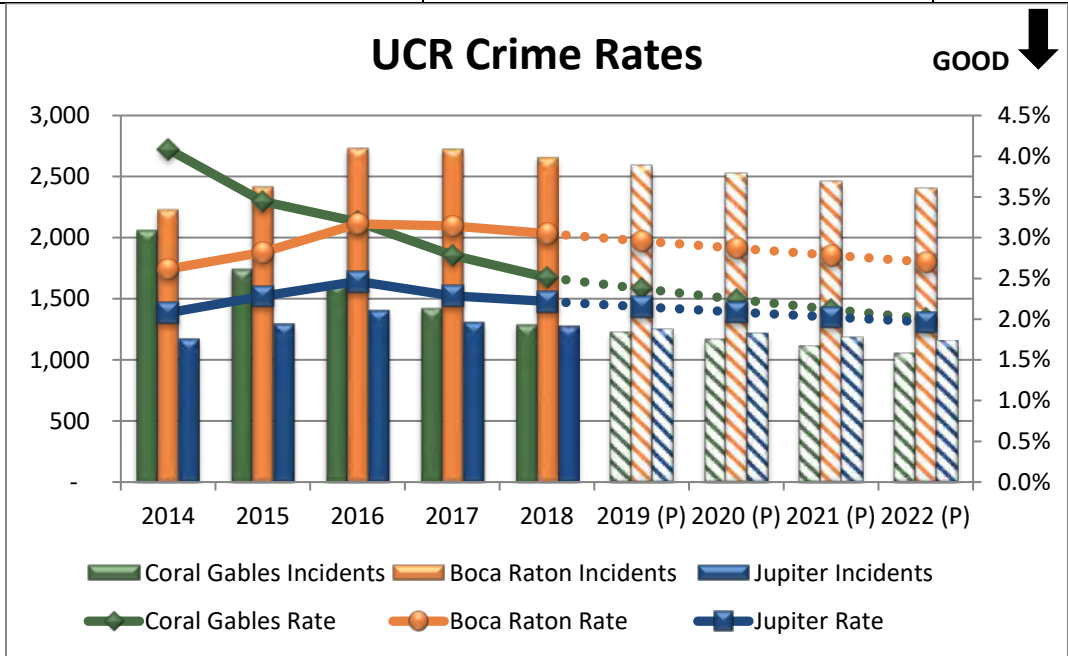
Action Plan Worksheet 2021

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 by FY22 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)
- \$106,310 by FY22 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 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) for new facilities Internal Affairs Office will be required to have an off-site location.
- \$100,000 by FY22 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.

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 2021



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

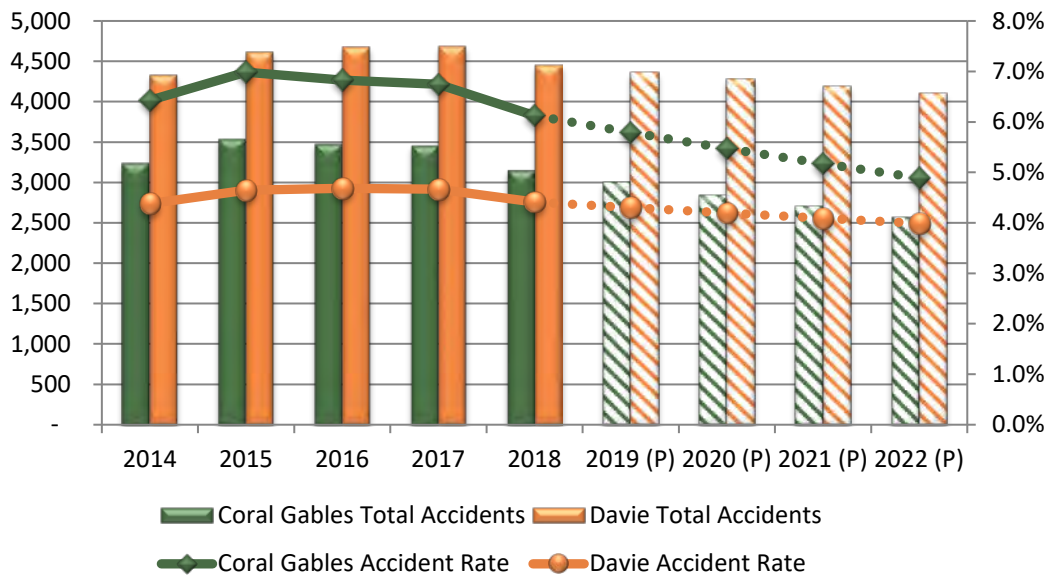
Reduce and slow cut-through traffic

5% reduction of traffic accidents annually

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

Traffic Accident Rates

GOOD ↓

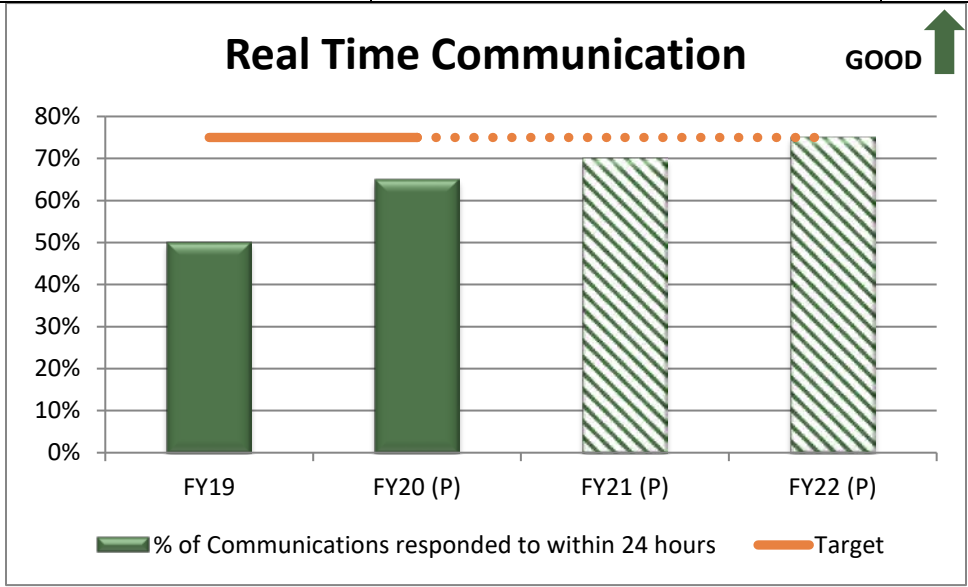




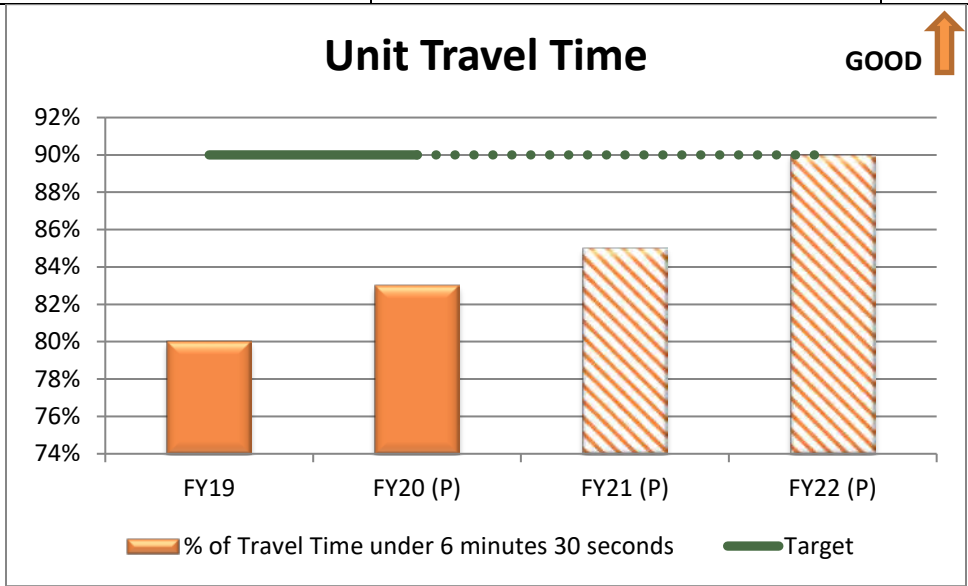
Action Plan Worksheet 2021

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 2021

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 2021

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	Ongoing	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?)

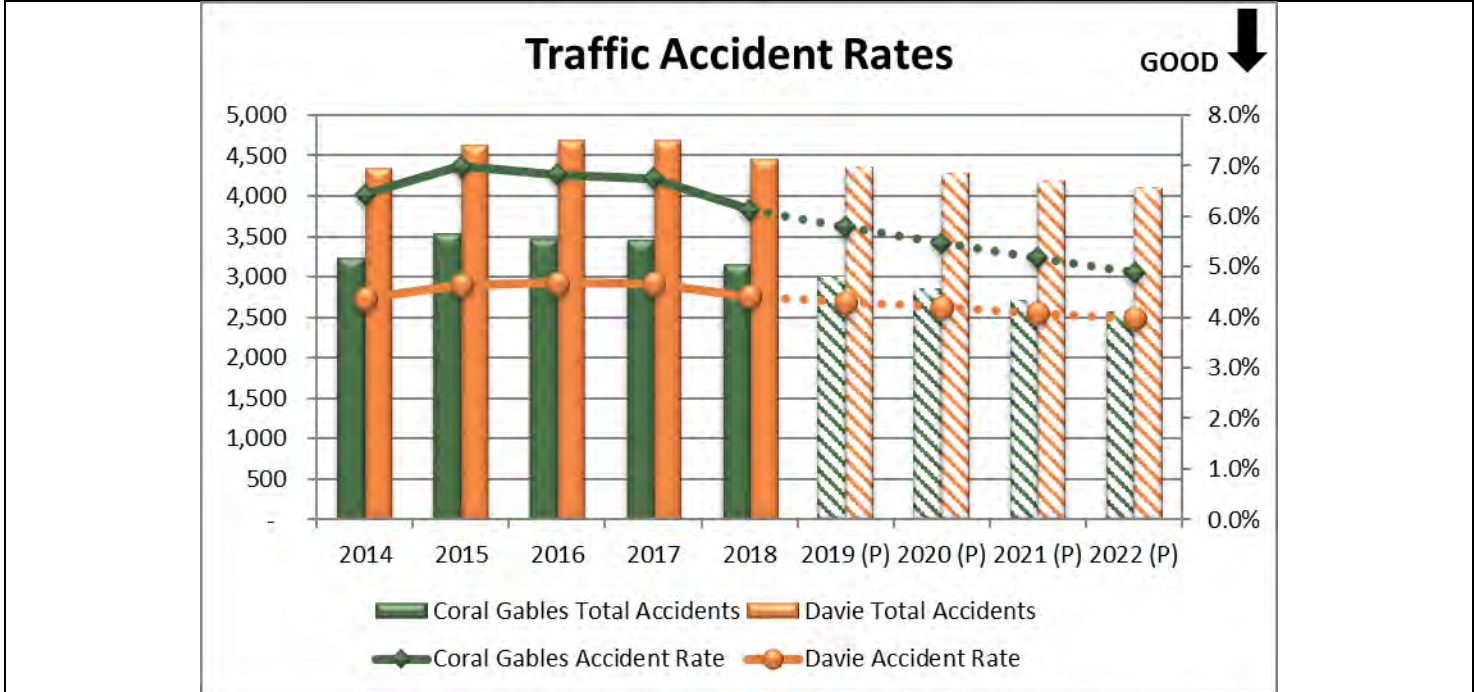
- \$75,000 by FY22 for traffic safety and enforcement training and to obtain appropriate certifications (crash and other investigation training, radar, breath testing/certification, etc.) for 15 traffic officers
- 600 hours (40 per traffic officer) for traffic safety and enforcement training
- 20 hours 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



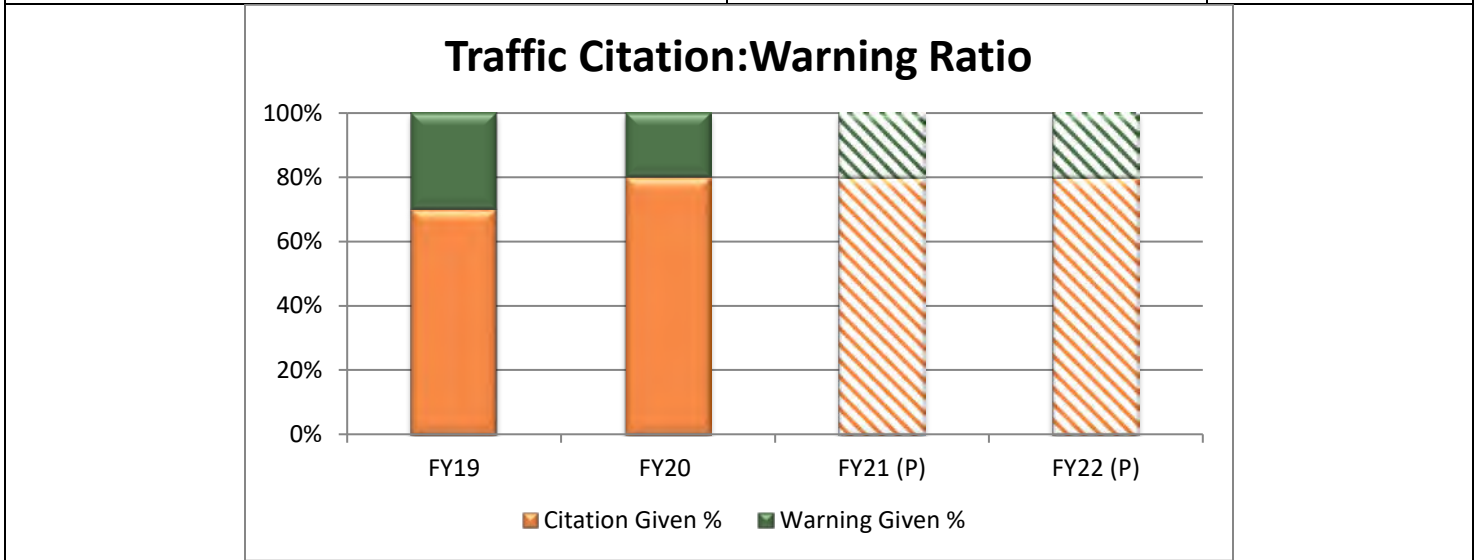
Action Plan Worksheet 2021

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 2021

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

Year	% of Officers Trained/Certified	Target
FY20	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:

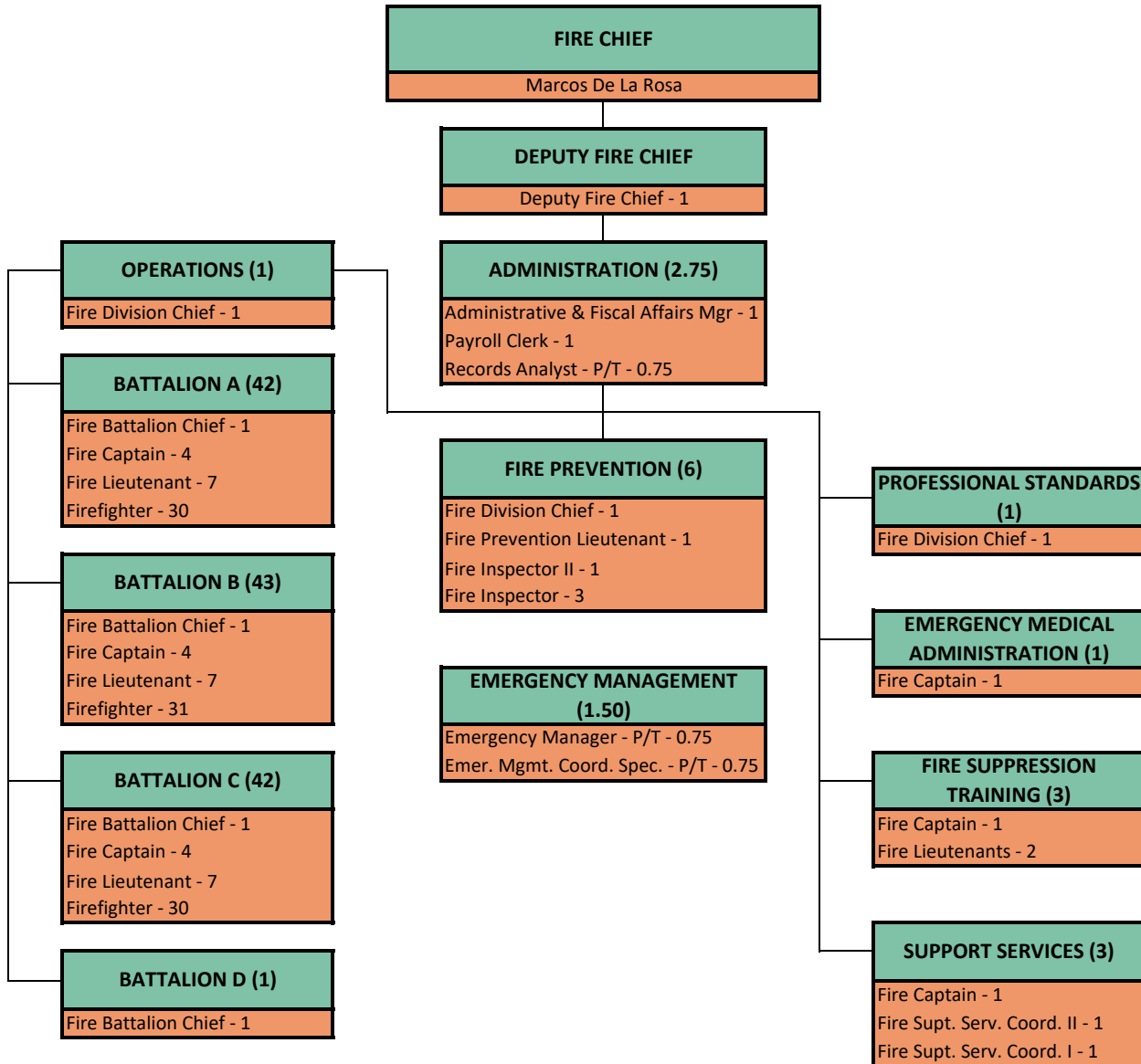
- \$75,000 for traffic safety and enforcement training and to obtain appropriate certifications



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**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**

**FIRE
ORGANIZATION CHART**



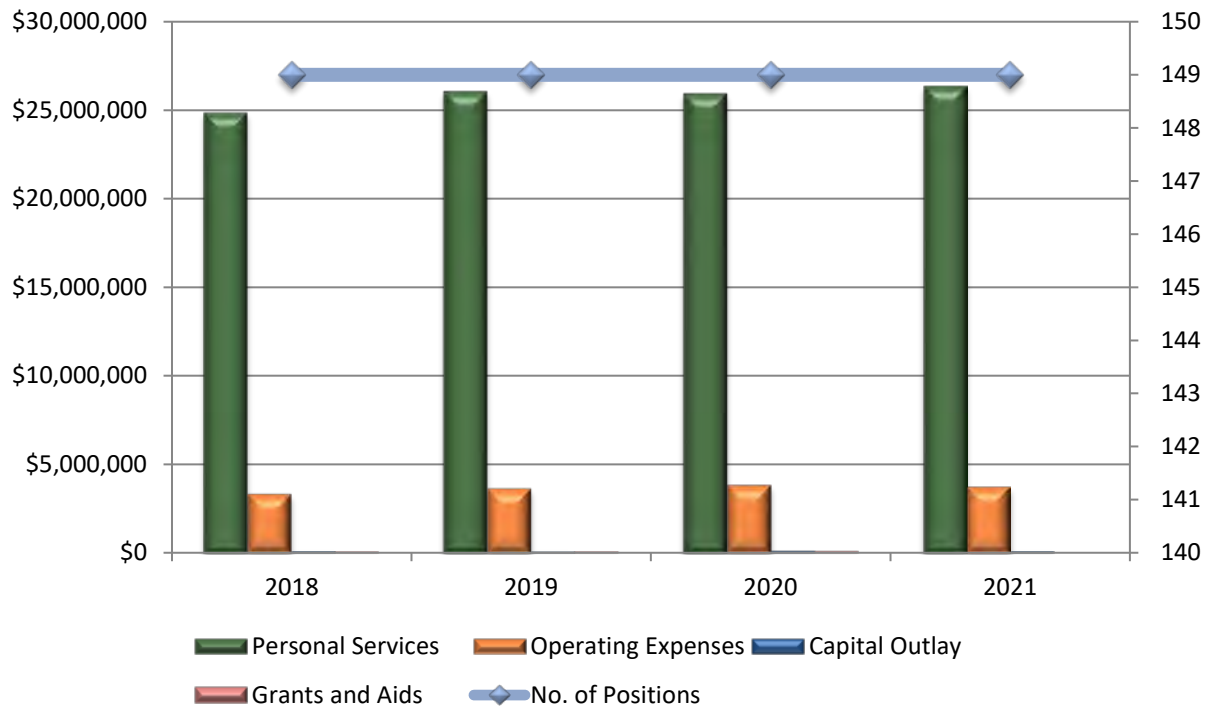
**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



**FIRE DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET
Salaries & Benefits	24,835,264	26,044,685	25,918,557	26,338,449
Operating Expenses	3,291,739	3,607,355	3,807,474	3,696,713
Capital Outlay	81,310	48,978	89,786	74,195
Grants and Aids	63,718	59,806	65,026	-
Total	28,272,031	29,760,824	29,880,843	30,109,357
Full Time Headcount	147.00	147.00	147.00	147.00
Part Time FTE's	2.25	2.25	2.25	2.25
Total Headcount & FTE's	149.25	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 **Logistics & Capital Planning Division (formally Operations)** 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.
7. Meet or exceed the City's mission, vision, core values and goals outlined in adopted Strategic Plan.
8. Prevent, prepare, protect, mitigate and respond to all hazards.

CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET

FIRE

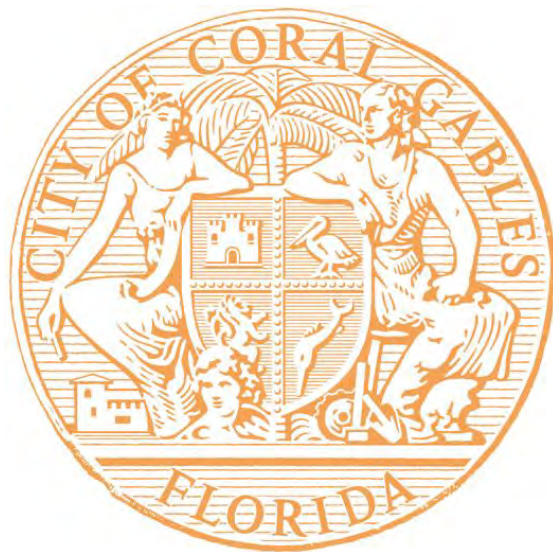
FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS

- ✓ **Telemedicine:** The Fire Department implemented telemedicine capability within our rescue units. The Coral Gables Fire Department was one of the first fire rescue agencies in Miami-Dade County to launch telemedicine. Developed by the Gordon Center for Simulation and Innovation in Medical Education at the University of Miami, this innovative program allows paramedics to consult directly to neurologists, or trauma surgeons when patients are experiencing life-threatening emergencies via a secured video system. This technology provides hospitals' medical professionals the ability to speak with and evaluate patients before arriving at the emergency room.
- ✓ **Renovation and New Construction of Fire Station 2:** The newly updated Coral Gables Fire Station 2 located at 525 South Dixie Highway will be completed by June of 2020. Station 2 underwent a complete renovation and an additional 11,860 sq. ft. two-story building was built to include four additional bays for vehicle storage and response. This facility houses our fire/EMS training classrooms, gym, and a state-of-the-art rescue training tower.
- ✓ **Fire House 4:** A site for Fire House 4 (5275 Sunset Drive) was agreed upon, and the purchase of this very important property has been finalized. With the addition of this firehouse, all Coral Gables residents will have a fire station within a two-mile radius of their homes. The Firehouse offers additional emergency response units to be located south of U.S. 1. This location fills the response gap between Fire Station 2 and Fire Station 3, and improves our current response times, by allowing ease of travel east to west. Enhancing response times is critical to effective mitigation of emergencies. Brain death commences 4-6 minutes after the loss of circulation. A cardiac arrest victim's chances of survival diminish by 10% every minute they remain without a heartbeat.
- ✓ **Top 5 in Customer Satisfaction:** The Coral Gables Fire Department was named one of the Top Five (5) Emergency Medical Services agencies with the highest Patient Satisfaction and Engagement results by the Baldrige Group. Baldrige Group is a national, full services, performance excellence consulting firm with over 30 years of experience successfully assisting all types of organizations dramatically improve their performance and achieve their most critical outcomes. The Department's performance was based on response times, paramedics interaction with patients, professionalism, and proficiency.

CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ **New Fire Engine-1 and Rescue-4:** The Fire Department enhanced its fire fleet by adding a new Fire Engine 1 and a Fire Rescue 4. These units were built with the customer in mind. These vehicles are the greatest example of Innovation, Quality, Ergonomics, Safety, and Serviceability. In the design of these vehicles, we reduced wasted space to maximize room for equipment, provided ergonomic access to medical supplies, pre-connected hoses, ladders, breathing apparatus, and equipment without sacrificing lifesaving capabilities. Mechanically we have designed vehicles that will minimize downtime for servicing, by giving easier access to the working service areas of the apparatus. The fit and finish of these vehicles are in direct alignment with our brand the City of Coral Gables “The City Beautiful.”
- ✓ **Special Response Vehicles (SRV1 and SRV2):** With the deployment of these Special Response vehicles we have increased maneuverability, enhanced our ability to access otherwise limited areas and improved the ability to transport response equipment and personnel to incident sites which may have limited or restricted access as a result of an emergency or disaster. Additionally, these vehicles will enhance the delivery of fire suppression and EMS services at planned events throughout the city such as Carnival on the Mile, Junior Orange Bowl, 4th of July Celebration and other large gatherings, as well as unplanned events such as Mass Casualty Incidents, Active Shooter events, and WMD events. These vehicles will enhance the current response to achieve the Fire Department’s mission goals to prepare, protect, mitigate, and respond to all hazards.
- ✓ **Mass Casualty Incident (MCI) trailer:** MCI trailer was put in service by the Fire Department. The MCI trailer is designed to respond and treat up to 50 patients for a large-scale incident that goes beyond the normal capacity of the in-service response units. The unit includes stop the bleed kits, airway management devices, and additional lifesaving equipment. Having the right supplies and quantity on hand in the event of a disaster is paramount to an effective response. A comprehensive selection of MCI equipment and supplies in a fully outfitted MCI trailer will aid CGFD responders in mitigating these events when disaster strikes.
- ✓ **Accreditation:** The Coral Gables Fire Department participated in the Assessment process by Center Fire Accreditation International. The external audit examined all aspects of the Fire Department benchmarking the Department’s policies, process, and performance against industry standards. The Department has participated in this process five (5) consecutive times, spanning 20 years.



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

FIRE

INDICATOR:	FY19			FY20		FY21
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Perform water system maintenance and testing yearly for 1,325 hydrants citywide	1,325	1,325	●	1,339	1,339	1,339
Complete the Department's Annual Compliance Report for maintaining Accredited Agency status for CFAI and Class 1 ISO rating	Complete	Completed	●	Complete	Complete	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	100%	100%	●	100%	100%	100%
Perform pre-fire plans tacticals on all commercial occupancies	850	867	●	850	630	850
Conduct fire & life safety presentations at various locations	100	107	●	100	74	100
Track and analyze emergency response times to ensure attainment of benchmarks in accordance with the Commission on Fire Accreditation International (CFAI) standards. First Unit arrival within 8 minutes, or less Total Response Time (TRT)	90%	90%	●	90%	90%	90%
Provide ISO, OSHA, NFPA, State Fire Marshal, and DOD/HS training for each firefighter annually	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
2020-2021 BUDGET**



001 GENERAL FUND
FIRE DEPARTMENT
5500 FIRE DEPARTMENT
522 FIRE CONTROL

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2017-2018	2018-2019	2019-2020	2020-2021	
		ACTUAL	ACTUAL	BUDGET	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	\$ 177,569
5129	Deputy Fire Chief	1.00	1.00	1.00	1.00	170,929
5125	Fire Division Chief	3.00	3.00	3.00	3.00	446,378
5120	Fire Battalion Chief	3.00	4.00	4.00	4.00	606,055
5118	Fire Captain	15.00	15.00	15.00	15.00	1,996,482
5114	Fire Lieutenant	24.00	24.00	24.00	24.00	2,768,877
0813	Administrative & Fiscal Affairs Manager	1.00	1.00	1.00	1.00	81,730
5113	Fire Inspector II	1.00	1.00	1.00	1.00	80,061
5111	Fire Inspector & Plans Review	1.00	1.00	-	-	-
5112	Fire Inspector	2.00	2.00	3.00	3.00	177,152
0012	Clerical Assistant II	1.00	1.00	-	-	-
0306	Payroll Clerk - Fire	1.00	1.00	1.00	1.00	44,833
5107	Fire Supp. Serv. Coord. II	1.00	1.00	1.00	1.00	41,369
5101	Fire Supp. Serv. Coord. I	-	-	1.00	1.00	43,180
5105	Firefighter	92.00	91.00	91.00	91.00	7,901,026
8888	Overtime	-	-	-	-	743,060
9999	Holiday Pay	-	-	-	-	583,000
TOTAL FULL TIME HEADCOUNT		147.00	147.00	147.00	147.00	15,861,701
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	-
0077	Emergency Mgmt Coord Specialist - P/T	1	0.75	0.75	0.75	-
0099	Emergency Manager - P/T	1	0.75	0.75	0.75	75,643
TOTAL PART TIME FTE's		3	2.25	2.25	2.25	75,643
TOTAL		149.25	149.25	149.25	149.25	\$ 15,937,344

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 15,472,095	\$ 16,354,640	\$ 16,138,322	\$ 15,937,344
2000	Employee Benefits - See Other Cost Dist.	9,363,169	9,690,045	9,780,235	10,401,105
3130	Special Medical Services	66,000	66,000	66,000	66,000
3190	Other Professional Services	17,837	61,023	118,229	81,650
3410	Laundry & Sanitation Services	2,799	3,749	5,500	10,813
4020	Central Garage Motor Pool Rent	1,084,978	1,288,049	1,403,702	1,302,900
	Replacement:	648,907			
	Oper. & Maint:	653,993			
4040	Central Garage Miscellaneous Charges	2,657	911	7,500	3,000
4091	Cell Phone Allowance	2,100	3,800	3,600	3,600
4410	Rental of Machinery and Equipment	15,491	15,192	30,800	30,800
4420	Public Facilities Cost - See Other Cost Dist.	669,176	693,680	708,879	706,597
4550	General Liability Insurance	852,771	773,906	768,516	770,817
4630	Repair/Maint. of Machinery & Equipment	40,192	43,045	46,852	46,852

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
FIRE DEPARTMENT
5500 FIRE DEPARTMENT
 522 FIRE CONTROL

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
4710 Special Printed Forms	2,514	1,344	3,000	3,000
4940 Taxes & License Fees Paid	1,500	8,225	3,430	10,560
4990 Other Miscellaneous Expense	8,152	10,190	9,900	5,900
5100 Office Supplies	10,217	10,230	22,772	16,000
5203 Drugs and Medical Supplies	106,378	127,122	107,000	105,500
5204 Cleaning & Janitorial Supplies	11,147	11,504	15,000	12,500
5206 Food for Human Consumption	1,005	1,166	44,939	48,039
5208 Household & Institutional Supplies	4,889	9,146	7,000	7,000
5209 Protective Clothing	107,805	80,253	101,620	73,307
5211 Building Materials and Supplies	1,495	3,063	1,500	1,500
5214 Uniform Allowance	117,999	245,223	174,700	176,700
5215 Small Tools & Minor Equipment	24,537	16,818	21,260	21,260
5217 Operating Equipment Repair Parts	11,124	14,852	13,500	18,000
5220 Motor Oil and Other Lubricants	500	-	500	500
5400 Membership Dues and Subscriptions	2,146	3,706	3,440	3,440
5410 Employee Training	126,330	115,158	118,335	90,105
6430 Equipment Repair/Replacement	52,720	36,852	67,791	52,200
6440 Equipment Additions	27,937	12,126	21,995	21,995
6441 Computer Hardware - Additions	653	-	-	-
7195 Contingency for Budget Reduction	-	-	-	80,373
8201 State Grants	3,827	-	1,799	-
8203 Urban Areas Security Initiative (UASI)	59,891	59,806	63,227	-
TOTAL	\$ 28,272,031	\$ 29,760,824	\$ 29,880,843	\$ 30,109,357



Action Plan Worksheet 2021

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

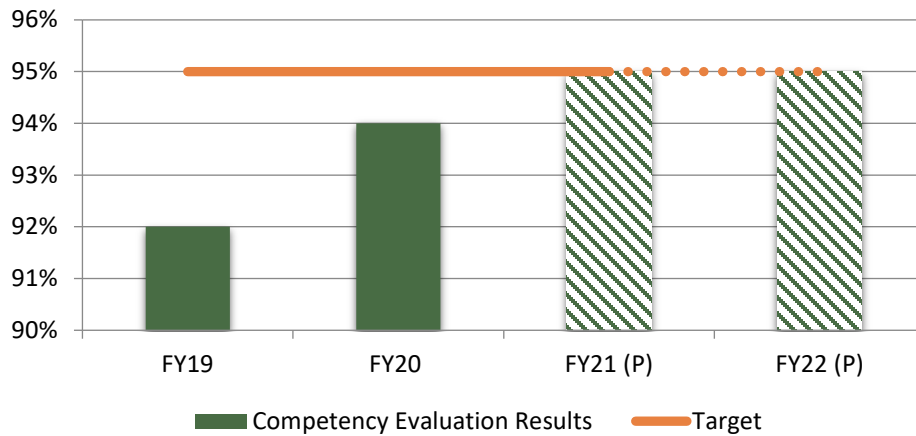


Action Plan Worksheet 2021

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

Satisfaction with Fire Rescue Services GOOD ↑

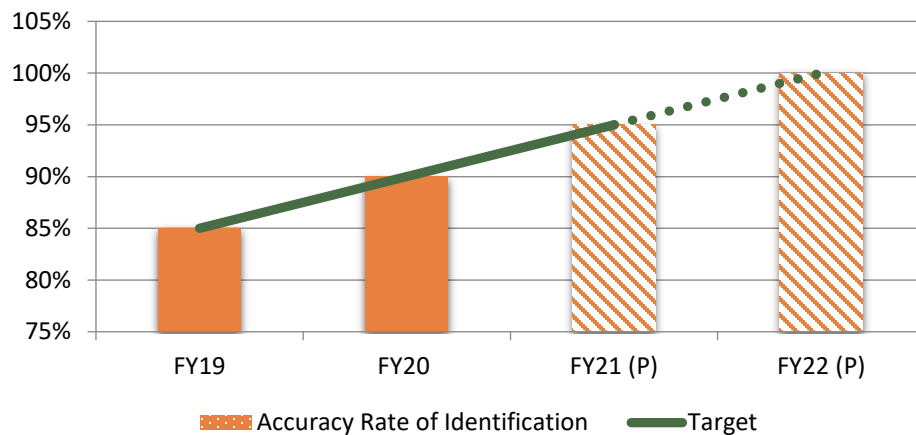


Stroke and AMI Identification

100% by 2022

09/30/22

Accuracy of Stoke & AMI Cases GOOD ↑





Action Plan Worksheet 2021

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 2021

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	01/28/20	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 2021

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

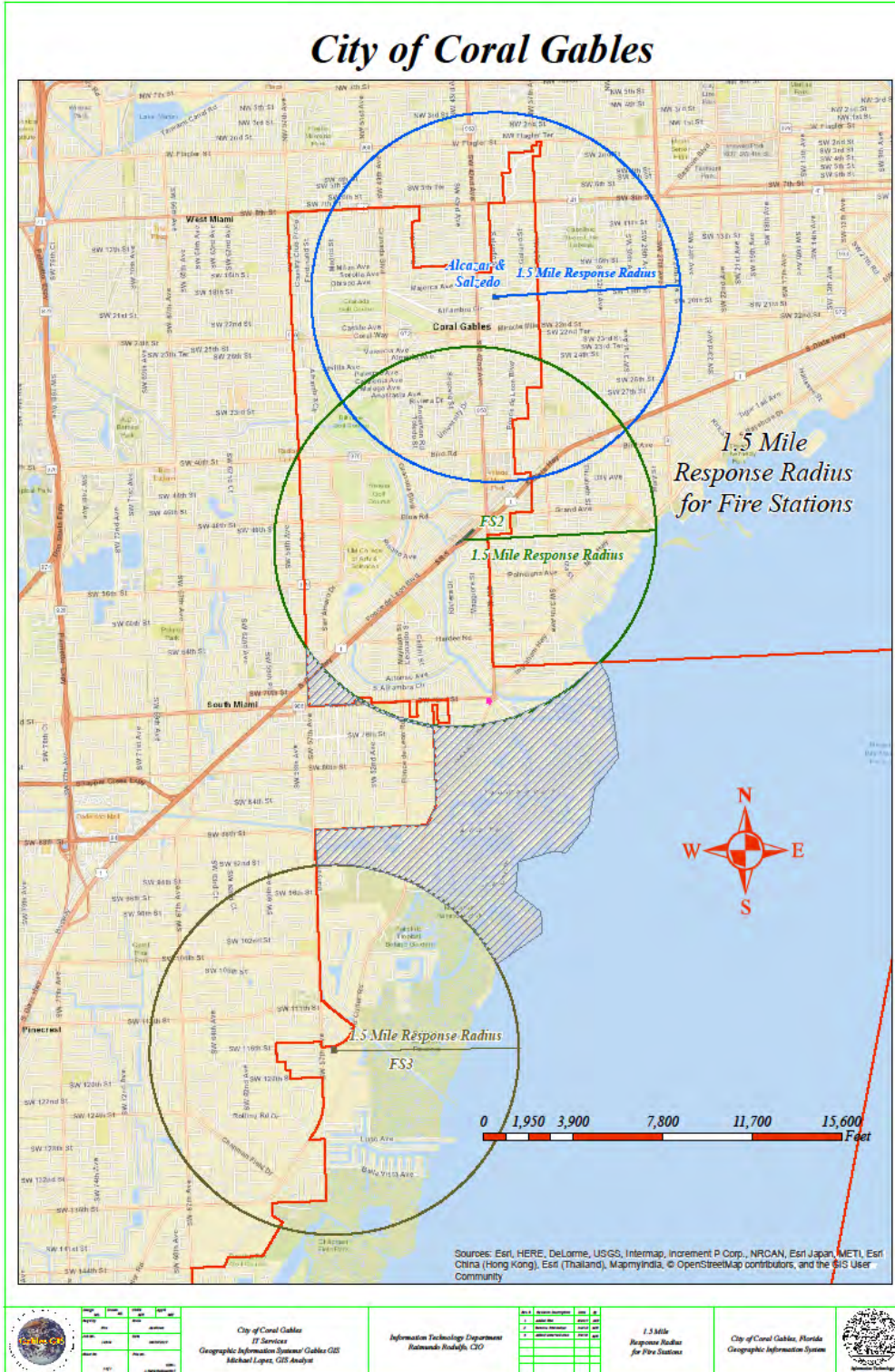
Negative:

- \$5.8 Million in acquisition, design and furniture costs
- Undetermined increased cost of supporting an additional city facility



Action Plan Worksheet 2021

Coverage Area Map of Current Fire Stations:



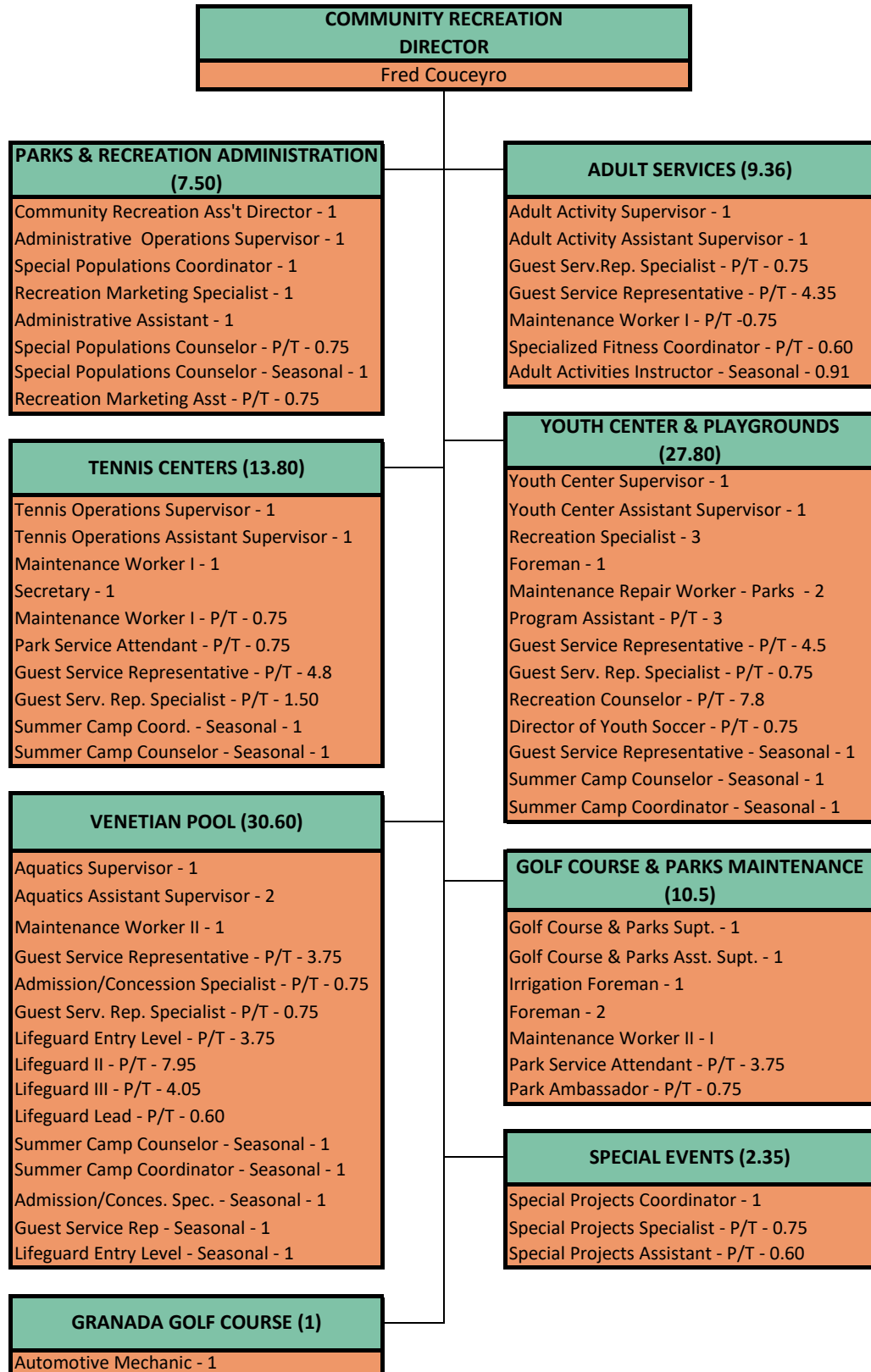


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**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**

COMMUNITY RECREATION

ORGANIZATION CHART



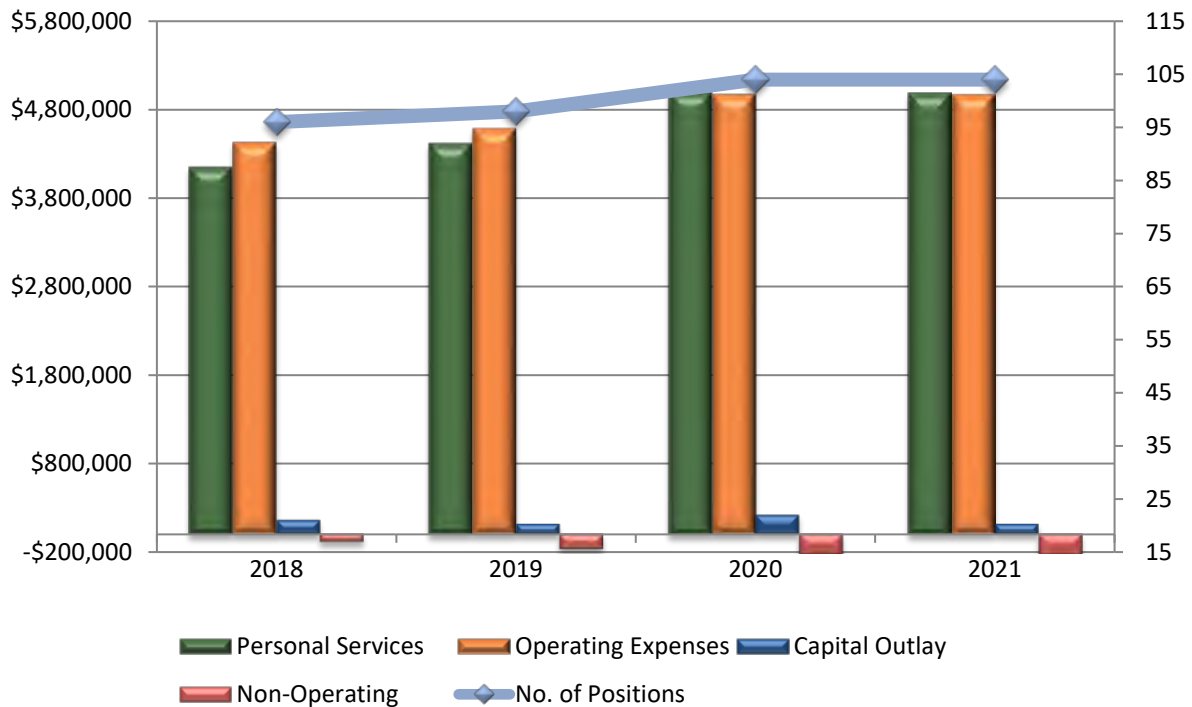
**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



**COMMUNITY RECREATION DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2017-2018 ACTUAL</u>	<u>2018-2019 ACTUAL</u>	<u>2019-2020 BUDGET</u>	<u>2020-2021 BUDGET</u>
Salaries & Benefits	4,150,729	4,418,641	4,994,227	4,988,063
Operating Expenses	4,427,222	4,583,182	4,968,744	4,966,740
Capital Outlay	162,378	118,594	221,260	120,560
Non-Operating	(84,776)	(163,932)	(223,551)	(226,967)
Total	<u><u>8,655,553</u></u>	<u><u>8,956,485</u></u>	<u><u>9,960,680</u></u>	<u><u>9,848,396</u></u>
Full Time Headcount	32.00	32.00	32.00	32.00
Part Time FTE's	64.46	66.26	71.91	71.91
Total Headcount & FTE's	<u><u>96.46</u></u>	<u><u>98.26</u></u>	<u><u>103.91</u></u>	<u><u>103.91</u></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 capital improvements and acquisitions of land.

Vision Statement:

"Enhancing your lifestyle by making leisure our passion."

Mission Statement:

"To enrich the quality of life for residents and guests through inclusive recreational opportunities, facilities, services, and events that create memorable life experiences."

Department Goals:

1. Provide leisure opportunities innovatively that elevate the customer experience while preserving our history.
2. Empower leisure professionals with the tools and guidance to provide excellent services.
3. Utilize financial resources efficiently and ensure sustainable cost recovery through responsible processes.
4. Ensure efficient and consistent processes by optimizing business practices.
5. Align with our Community's expectations by providing world-class facilities and services.
6. Protect and preserve the changing environment by identifying efficient, innovative and sustainable practices.

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**

COMMUNITY RECREATION

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS

- ✓ Continued the development of the Special Populations Initiative with inclusion services provided to participants. This year Department staff created new programs, innovations and initiatives such as:
 - Hosting of 23 students from Crystal Academy for an interactive field trip with staff introducing activities that were designed to promote inclusion and help build relationships between campers with and without disabilities.
 - Started an American Sign Language class that uses evidence-based strategies, games, humor and music to make language acquisition fun and memorable for students.
 - The special populations team participated in local workshops to improve inclusion training for staff, and techniques for building inclusivity into all programming. This included joining forces with other county and municipal programs in the area serving disability populations in order to provide greater resources to residents.
 - Staff also continued working on making all facets of the City more accessible including the addition of accessible documents on the City website and increasing the City's website accessibility score.
- ✓ Developed service innovations and resource additions that increased customer service, cost savings and quality of life goals.
 - Extended hours at the Adult Activity Center on Thursday evenings until 8:00pm.
 - Fitness Evaluations for Adult Activity Center patrons.
 - Effectively introducing the use of more enviro-friendly bio stimulants to our agronomic program, reducing our overall pesticide and fertilizer applications while still maintaining conditions.
 - Elimination of glyphosate use in our parks, athletic fields and golf course by conducting field trial experiments and effectively replacing it with an all-natural product.
 - Introduction of a new concession unit for operation at Holiday Park.

CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ Implemented several program innovations that brought an ever-increasing diversity to the Department program profile.
 - Movies on the Move series bringing outdoor movies to Miracle Mile.
 - Hot Chocolate with Santa providing a resident-only event in Holiday Park.
 - A collaborative tennis festival event with St. Phillips School with our professional tennis staff contributing programming.
 - Over 15 new programs and events at the Adult Activity Center including the Variety Talent Show, Western Round-up Dance Event and Pickleball Tournament.
 - Youth programming innovations included the inaugural Thanksgiving Hoop it Up Basketball Tournament and 3-point contest.
 - The first teen Super Smash Brothers video game tournament.
- ✓ During the Covid Pandemic, the Department introduced several program and service innovations to continue providing recreation to residents:
 - Visits for the Bunny - a curbside Easter egg drop off program initiated as a result of the Covid-19 Pandemic.
 - Magical Park – Introduced the first digital playground in the US with an interactive virtual reality experience featuring real time play in our parks.
 - Social interaction projects were created to assist public during the Covid-19 Pandemic. These projects included Virtual Farmers Market, weekly exercise and recreation video programs, water safety lessons, craft activities, activity questionnaires, home recipes, and safety videos.
 - Summer Camp – presented two different summer camps – Summer PLAY Care camp which presented a camp for children within an environment that was tailored for all of the safety guidelines for Covid-19, and Virtual Summer Camp which provided campers with take home activity kits that were partnered with staff on line supervision for the at-home activities
 - Virtual Study Hall – designed for children that were not able to stay home, children were able to access online school while supervised by City staff at the War Memorial Youth Center.
 - Action Bound Scavenger Hunts – an innovative app-based scavenger hunt that allows participants to use digital technology to find clues and treasures in our City parks.

CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ The Community Recreation Department received several accolades and recognitions this year including:
 - The Venetian Pool was awarded the Jeff Ellis and Associates Platinum Award for water safety.
 - The Adult Activity Center was recognized as member of the AARP and Miami-Dade Age Friendly Initiative.
 - Michael Machado of the Venetian Pool was named City's Part-time Employee of the Quarter.
 - Tennis Lead Coach Kevin Chow named USPTA Miami Professional of the month for February 2020.
 - Two tennis program graduates earning collegiate national championships.
 - Professional Tennis Operations Supervisor Robert Gomez selected to serve on the USTA Florida Elite Tournament Directors Task Force and on the USTA's National Youth Development Task Force.
 - Director Fred Couceyro selected as a lead National Accreditation Visitor by the Commission of Accreditation Parks and Recreation Agencies.
 - Assistant Director Carolina Vester selected to participate on FRPA Committee for the Florida Recreation Association Annual Plan.
 - Both the Director and Assistant Director were selected as presentation speakers for the Annual State Recreation Conference.

- ✓ Assisted in the development and renovation of parks and facilities.
 - Completion of Phase II of the William H. Kerdyk Biltmore Tennis Center which included a state of the art Tennis Pro Shop facility with new locker rooms, activity room, viewing terraces and offices.
 - Completion of five new neighborhood parks including Majorca Park, Venetia Park, Catalonia Park Marlin Park and Sarto Green – these parks addressed a need for small parks in neighborhoods without nearby park access. Features ranged from walking paths, playgrounds, swing bench, picnic areas, landscaping and various park furnishings.
 - Completion of a new renovated playground at William H. Kerdyk Jr. and Family Park which included two new playground structures and climbing wall.
 - Completion of a computerized irrigation upgrade enabling the City to be more efficient with its well water use at Granada Golf Course.
 - Purchase of a new property on the corner of Toledo and Alava Avenue for future development as a neighborhood park.



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

COMMUNITY RECREATION

INDICATOR:	FY19			FY20		FY21
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Community Recreation Department Revenue	\$5M	\$4.269M	▲	\$5M	\$1.351M	\$3M
Number of Film Permits issued	110	134	●	110	57	100
Number of Special Event Permits issued	110	64	▲	100	42	50
Number of Special Event Vendor Permits issued	90	158	●	90	475	400
Participation in Youth Center programs	10,000	9,847	▲	10,000	4,342	7,000
Youth Center Guest passes	1,000	692	▲	1,000	283	500
Youth Center & Park Rentals	230	116	▲	230	78	100
Youth Center Active Memberships	2,000	1,899	▲	2,000	1,881	2,000
Total revenue of Venetian Pool	\$1.1M	\$1.294M	●	\$1.1M	\$105,976	\$700,000
Venetian Pool Gift Shop revenue	\$10,000	\$11,235	●	\$10,000	\$3,456	\$6,000
Number of paid admissions to the Venetian Pool	60,000	71,248	●	60,000	7,013	40,000
Adult Fitness Enrollment	2,500	2,699	●	3,000	2,441	2,000
Adult Arts & Leisure Enrollment	1,000	1,257	●	1,500	2,815	2,000
Participation in Tennis Programs	2,500	2,342	▲	2,500	1,288	2,000
Tennis Active Annual Pass Holders	110	340	●	110	391	400
Tennis Court Rentals	14,000	7,189	▲	14,000	7,560	8,000
Number of Private Tennis Lessons	9,000	9,485	●	9,000	11,786	9,000

Legend

- Target met or exceeded
- ▲ Target nearly met
- ◆ Target not met



**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6000 ADMINISTRATIVE DIVISION
572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
FULL TIME POSITIONS						
6311	Community Recreation Director	1.00	1.00	1.00	1.00	\$ 150,981
6315	Parks & Recreation Director	1.00	-	-	-	-
6010	Community Recreation Asst. Director	1.00	1.00	1.00	1.00	121,221
0606	Administrative Operations Supervisor	-	1.00	1.00	1.00	57,675
0091	Special Populations Coordinator	1.00	1.00	1.00	1.00	58,914
6006	Recreation Marketing Specialist	1.00	1.00	1.00	1.00	73,142
0602	Administrative Assistant	1.00	1.00	1.00	1.00	56,738
8888	Overtime	-	-	-	-	500
9999	Holiday Pay	-	-	-	-	500
TOTAL FULL TIME HEADCOUNT		6.00	6.00	6.00	6.00	519,671
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	25,076
6003	Recreation Marketing Asst - P/T	1	0.75	0.75	0.75	20,317
0133	Spec Pop Couns - P/T - Seasonal	1	1.00	1.00	1.00	16,000
TOTAL PART TIME FTE's		3	2.50	2.50	2.50	61,393
TOTAL			8.50	8.50	8.50	\$ 581,064

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 400,784	\$ 412,819	\$ 544,567	\$ 581,064
2000	Employee Benefits - See Other Cost Dist.	283,062	322,552	321,675	360,525
3190	Other Professional Services	-	3,172	17,925	17,043
4090	Other Transportation Expense	9,720	11,937	10,396	10,396
4410	Rental of Machinery and Equipment	5,886	3,606	6,000	6,000
4550	General Liability Insurance	30,434	30,594	25,586	28,103
4710	Special Printed Forms	-	26,051	30,000	30,000
5100	Office Supplies	3,790	3,173	3,100	3,100
5201	Agricultural Supplies	-	14	-	-
5204	Cleaning & Janitorial Supplies	-	34	-	-
5206	Food for Human Consumption	652	3,587	2,460	2,460
5208	Household & Institutional Supplies	-	7,981	9,000	8,118
5214	Uniform Allowance	1,000	1,227	1,500	1,500
5400	Membership Dues and Subscriptions	457	2,295	1,860	1,860
5410	Employee Training	4,059	7,822	6,000	5,117
TOTAL		\$ 739,844	\$ 836,864	\$ 980,069	\$ 1,055,286

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6010 TENNIS CENTERS DIVISION
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET SALARIES	
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
6108	Tennis Operations Assistant Supervisor	1.00	1.00	1.00	1.00	\$ 45,951
6304	Sports Shop Attendant	-	-	-	-	-
3004	Maintenance Worker I	1.00	1.00	1.00	1.00	47,213
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	308,125
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	21,493
6004	Park Service Attendant - P/T	1	0.75	0.75	0.75	15,203
0024	Guest Service Representative - P/T	7	4.50	4.80	4.80	103,882
0093	Guest Service Representative Specialist - P	2	0.75	0.75	1.50	40,295
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	-	-	-	-	(55,000)
TOTAL PART TIME FTE's		13	8.75	9.05	9.80	141,385
TOTAL			12.75	13.05	13.80	\$ 449,510

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 398,556	\$ 439,322	\$ 463,129	\$ 449,510
2000	Employee Benefits - See Other Cost Dist.	156,979	151,053	173,464	184,155
3190	Other Professional Services	215,200	198,758	205,000	197,057
4020	Central Garage Motor Pool Rent	1,922	-	-	-
	Replacement:	-	-	-	-
	Oper. & Maint:	-	-	-	-
4410	Rental of Machinery and Equipment	3,529	1,548	3,000	3,000
4420	Public Facilities Cost - See Other Cost Dist.	149,872	155,360	158,764	158,253
4550	General Liability Insurance	21,561	20,930	21,760	21,741
4610	Repair/Maint. of Bldgs & Improvements	-	-	6,540	-
4630	Repair/Maint. of Machinery & Equipment	334	515	445	445
4690	Special Maintenance Interdept'l Charges	12,716	15,032	26,300	26,702
4710	Special Printed Forms	-	-	520	520
5100	Office Supplies	2,093	1,084	2,000	2,000
5203	Drugs and Medical Supplies	-	67	500	500

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6010 TENNIS CENTERS DIVISION
 572 COMMUNITY RECREATION

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
5204 Cleaning & Janitorial Supplies	-	287	347	347
5206 Food for Human Consumption	6,465	9,082	16,980	16,980
5208 Household & Institutional Supplies	29,104	17,627	15,000	17,000
5211 Building Materials and Supplies	-	11,284	16,611	14,611
5213 Purchase/Rental - Employee Uniforms	387	671	400	400
5214 Uniform Allowance	4,521	2,699	3,193	3,193
5215 Small Tools & Minor Equipment	70	106	100	100
5400 Membership Dues and Subscriptions	26	26	105	105
5410 Employee Training	-	421	565	565
6440 Equipment Additions	-	-	5,550	-
7195 Contingency for Budget Reduction	-	-	-	21,530
TOTAL	\$ 1,003,335	\$ 1,025,872	\$ 1,120,273	\$ 1,118,714

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



420 VENETIAN POOL FUND
COMMUNITY RECREATION DEPARTMENT
6020 VENETIAN POOL DIVISION
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 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	\$ 66,032
6203	Aquatics Assistant Supervisor	2.00	2.00	2.00	2.00	87,456
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	32,386
9999	Holiday Pay	-	-	-	-	840
TOTAL FULL TIME HEADCOUNT		4.00	4.00	4.00	4.00	186,714
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	73,574
9011	Admission/Concession Specialist - P/T	1	0.60	0.60	0.75	17,929
0093	Guest Service Representative Specialist - P,	1	0.75	0.75	0.75	20,002
0021	Lifeguard Entry Level - P/T	6	2.35	2.35	3.75	97,779
0042	Lifeguard II - P/T	12	6.50	6.50	7.95	210,986
0082	Lifeguard III - P/T	5	3.65	3.65	4.05	144,380
6206	Lifeguard Lead - P/T	1	-	0.60	0.60	25,176
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	23.20	26.60	566,351
TOTAL			26.60	27.20	30.60	\$ 753,065

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
1000	Salaries	\$ 464,950	\$ 492,446	\$ 690,179	\$ 753,065
2000	Employee Benefits - See Other Cost Dist.	168,705	170,741	193,479	183,277
3180	Professional Services - Contracted Staff	2,169	2,160	2,208	2,300
3190	Other Professional Services	18,793	17,689	31,288	35,796
4020	Central Garage Motor Pool Rent	-	7,069	7,030	6,868
	Replacement: 934				
	Oper. & Maint: 5,934				
4410	Rental of Machinery and Equipment	3,091	2,637	3,500	3,500
4420	Public Facilities Cost - See Other Cost Dist.	173,166	179,507	183,440	182,849
4550	General Liability Insurance	25,384	25,448	32,428	36,422
4620	Repair and Maint. of Office Equipment	156	-	400	400
4630	Repair/Maint. of Machinery & Equipment	1,832	2,250	3,300	3,300
4710	Special Printed Forms	1,483	1,365	1,500	1,500

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



420 VENETIAN POOL FUND
COMMUNITY RECREATION DEPARTMENT
6020 VENETIAN POOL DIVISION
 572 COMMUNITY RECREATION

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
4940	Taxes & License Fees Paid	5,207	6,343	5,267	5,667
4990	Other Miscellaneous Expense	9,399	15,387	-	-
5100	Office Supplies	2,588	2,660	3,000	3,000
5201	Agricultural Supplies	4,154	3,547	4,500	4,500
5202	Chemicals and Photographic Supplies	28,686	26,172	30,000	25,000
5203	Drugs and Medical Supplies	1,701	2,345	3,000	3,000
5204	Cleaning & Janitorial Supplies	3,957	3,900	4,000	4,000
5206	Food for Human Consumption	65,941	92,603	104,760	79,760
5208	Household & Institutional Supplies	20,845	15,853	19,859	9,859
5209	Protective Clothing	5,691	6,245	6,300	6,300
5211	Building Materials and Supplies	111	111	150	150
5213	Purchase/Rental - Employee Uniforms	-	-	650	650
5214	Uniform Allowance	3,041	2,628	3,300	3,300
5215	Small Tools & Minor Equipment	2,120	1,968	2,500	2,500
5400	Membership Dues and Subscriptions	-	-	250	250
5410	Employee Training	700	576	800	800
6440	Equipment Additions	-	-	5,000	-
7195	Contingency for Budget Reduction	-	-	-	40,000
TOTAL		\$ 1,013,870	\$ 1,081,650	\$ 1,342,088	\$ 1,398,013

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



430 GRANADA GOLF COURSE FUND
COMMUNITY RECREATION DEPARTMENT
6030 GRANADA GOLF COURSE DIVISION
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2017-2018	2018-2019	2019-2020	2020-2021	
		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	\$ 46,267
9999	Holiday Pay - Worked	-	-	-	-	1,000
TOTAL		1.00	1.00	1.00	1.00	\$ 47,267

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 42,144	\$ 44,551	\$ 46,138	\$ 47,267
2000	Employee Benefits - See Other Cost Dist.	31,674	32,724	34,079	37,280
3190	Other Professional Services	262,404	235,329	266,228	266,228
3191	Professional Services - Pro Shop Maintenance	54,000	54,000	54,000	54,000
4020	Central Garage Motor Pool Rent	63,314	25,112	30,901	26,880
	Replacement: 26,429				
	Oper. & Maint: 451				
4420	Public Facilities Cost - See Other Cost Dist.	145,332	150,654	153,955	153,459
4450	Lease Equipment	156,027	89,289	107,505	107,505
4550	General Liability Insurance	2,500	2,190	2,168	2,286
4620	Repair and Maint. of Office Equipment	515	-	750	750
4630	Repair/Maint. of Machinery & Equipment	9,742	2,994	11,500	11,500
4690	Special Maintenance Interdept'l Charges	30,520	98,119	131,501	133,510
4710	Special Printed Forms	932	770	1,000	1,000
4820	Advertising Expense	914	758	1,000	1,000
4950	Collection Charges on Credit Card sales	5,673	-	9,892	9,892
4990	Other Miscellaneous Expense	6,314	10,250	-	-
5100	Office Supplies	691	640	1,000	1,000
5201	Agricultural Supplies	55,695	58,836	60,108	60,108
5203	Drugs and Medical Supplies	-	-	150	150
5204	Cleaning & Janitorial Supplies	-	2,382	3,332	3,332
5207	Motor Fuel and Lubricants	852	1,071	1,050	1,050
5208	Household & Institutional Supplies	8,832	9,058	7,500	7,500
5209	Protective Clothing	310	-	775	775

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



430 GRANADA GOLF COURSE FUND
COMMUNITY RECREATION DEPARTMENT
6030 GRANADA GOLF COURSE DIVISION
 572 COMMUNITY RECREATION

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
5211	Building Materials and Supplies	2,641	346	2,900	2,900
5213	Purchase/Rental - Employee Uniforms	1,291	778	750	750
5214	Uniform Allowance	469	222	250	250
5215	Small Tools & Minor Equipment	1,703	1,451	1,950	1,950
5217	Operating Equipment Repair Parts	23,033	20,344	20,700	20,700
5400	Membership Dues and Subscriptions	974	540	990	990
5410	Employee Training	542	2,345	2,625	2,625
6440	Equipment Additions	107,469	-	-	-
TOTAL		\$ 1,016,507	\$ 844,753	\$ 954,697	\$ 956,637

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6050 YOUTH CTR/PLAYGROUNDS DIVISION
572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2017-2018	2018-2019	2019-2020	2020-2021		
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES	
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT		
6009	Youth Center Supervisor	1.00	1.00	1.00	1.00	\$ 78,614	
6011	Youth Center Ass't Supv.	1.00	1.00	1.00	1.00	46,988	
6005	Recreation Specialist	3.00	3.00	3.00	3.00	144,617	
3010	Foreman	1.00	1.00	1.00	1.00	58,935	
3103	Repair Worker - Parks	2.00	2.00	2.00	2.00	75,709	
8888	Overtime	-	-	-	-	5,000	
TOTAL FULL TIME HEADCOUNT		8.00	8.00	8.00	8.00	409,863	
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	52,838
0024	Guest Service Representative - P/T	6	4.50	4.50	4.50	4.50	98,198
0093	Guest Service Representative Specialist - P,	1	0.75	0.75	0.75	0.75	21,248
0023	Recreation Counselor - P/T	11	6.30	6.30	7.80	7.80	176,131
6000	Director of Youth Soccer - P/T	1	0.75	0.75	0.75	0.75	-
0053	Guest Service Rep - Seasonal	1	1.00	1.00	1.00	1.00	7,000
2308	Summer Camp Counselor - Seasonal	1	1.00	1.00	1.00	1.00	118,784
6001	Summer Camp Coordinator - Seasonal	1	1.00	1.00	1.00	1.00	20,995
7777	Staff Hours Variance - P/T	-	-	-	-	-	(65,000)
TOTAL PART TIME FTE's		26	18.30	18.30	19.80	19.80	430,194
TOTAL			26.30	26.30	27.80	27.80	\$ 840,057

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 864,725	\$ 829,017	\$ 879,562	\$ 840,057
2000	Employee Benefits - See Other Cost Dist.	328,458	343,985	339,057	342,054
3180	Professional Services - Contracted Staff	573,861	612,184	644,301	643,301
3190	Other Professional Services	55,248	70,270	69,560	60,731
4010	Travel Expense	-	-	-	33,500
4020	Central Garage Motor Pool Rent	31,454	12,457	13,687	12,647
	Replacement:	6,708			
	Oper. & Maint:	5,939			
4090	Other Transportation Expense	24,477	39,895	31,500	-
4410	Rental of Machinery and Equipment	4,385	3,951	5,000	5,000
4420	Public Facilities Cost - See Other Cost Dist.	826,041	856,289	875,051	872,234
4550	General Liability Insurance	44,190	41,142	41,326	40,630
4630	Repair/Maint. of Machinery & Equipment	-	4,481	5,000	5,000
4690	Special Maintenance Interdept'l Charges	41,540	50,781	65,750	66,755
4710	Special Printed Forms	19,822	-	740	740

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6050 YOUTH CTR/PLAYGROUNDS DIVISION
 572 COMMUNITY RECREATION

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
4820 Advertising Expense	-	140	480	480
4990 Other Miscellaneous Expense	1,624	3,484	3,804	3,804
5100 Office Supplies	9,155	5,280	10,000	7,671
5201 Agricultural Supplies	-	26,754	20,000	20,000
5202 Chemicals and Photographic Supplies	-	-	1,000	1,000
5203 Drugs and Medical Supplies	16	228	1,000	1,000
5204 Cleaning & Janitorial Supplies	3,994	4,415	4,500	4,500
5206 Food for Human Consumption	30,127	28,080	41,000	26,671
5208 Household & Institutional Supplies	28,618	30,616	30,695	25,695
5209 Protective Clothing	91	181	375	375
5211 Building Materials and Supplies	742	1,045	3,000	3,000
5213 Purchase/Rental - Employee Uniforms	1,281	1,383	7,290	7,290
5214 Uniform Allowance	19,517	17,506	32,001	32,001
5215 Small Tools & Minor Equipment	1,049	187	1,000	1,000
5400 Membership Dues and Subscriptions	7,868	12,856	17,000	17,000
5410 Employee Training	1,976	-	350	350
6430 Equipment Repair/Replacement	5,718	31,760	101,302	42,660
6440 Equipment Additions	-	9,657	21,558	10,650
7195 Contingency for Budget Reduction	-	-	-	48,307
TOTAL	\$ 2,925,977	\$ 3,038,024	\$ 3,266,889	\$ 3,176,103

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6060 ADULT SERVICES DIVISION
573 COMMUNITY RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
FULL TIME POSITIONS						
6007	Adult Activity Supervisor	1.00	1.00	1.00	1.00	\$ 60,995
0634	Adult Activiy Assistant Supervisor	1.00	1.00	1.00	1.00	59,561
8888	Overtime	-	-	-	-	500
9999	Holiday Pay	-	-	-	-	500
TOTAL FULL TIME HEADCOUNT		2.00	2.00	2.00	2.00	121,556
PART TIME POSITONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0093	Guest Service Representative Specialist - P,	1	0.75	0.75	0.75	0.75
0024	Guest Service Representative - P/T	6	4.35	4.35	4.35	4.35
9018	Maintenance Worker I - P/T	1	0.75	0.75	0.75	0.75
0095	Specialized Fitness Coordinator - P/T	1	0.60	0.60	0.60	0.60
0100	Adult Activities Instructor - Seasonal	1	0.91	0.91	0.91	0.91
TOTAL PART TIME FTE's		10	7.36	7.36	7.36	7.36
TOTAL			9.36	9.36	9.36	\$ 265,477

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 160,956	\$ 226,124	\$ 305,976	\$ 265,477
2000	Employee Benefits - See Other Cost Dist.	73,578	89,292	101,624	106,703
3190	Other Professional Services	53,433	94,226	67,941	92,941
4010	Travel Expense	-	-	-	5,184
4090	Other Transportation Expense	-	47	6,600	-
4410	Rental of Machinery and Equipment	8,595	13,260	3,500	3,500
4550	General Liability Insurance	15,481	14,715	14,376	12,840
4630	Repair/Maint. of Machinery & Equipment	-	489	5,000	3,584
4710	Special Printed Forms	8,252	-	6,500	5,084
5100	Office Supplies	4,624	5,328	6,500	6,500
5202	Chemicals and Photographic Supplies	-	-	500	500
5203	Drugs and Medical Supplies	-	106	1,000	1,000
5204	Cleaning & Janitorial Supplies	-	-	1,000	1,000
5206	Food for Human Consumption	5,003	7,593	13,300	13,300
5208	Household & Institutional Supplies	19,063	12,883	17,153	17,153
5209	Protective Clothing	-	-	75	75
5211	Building Materials and Supplies	2,181	1,431	4,000	4,000

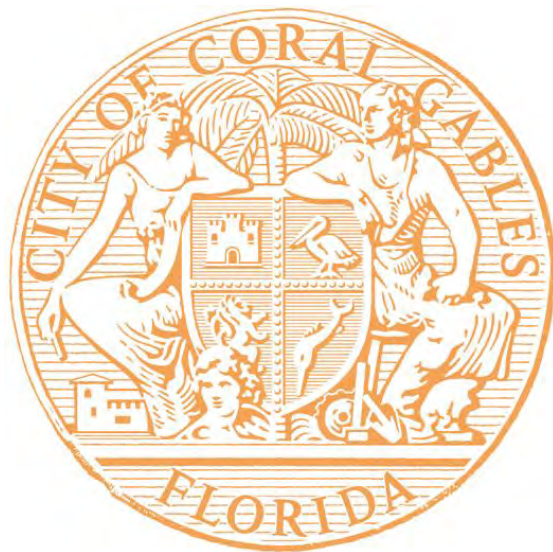
**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6060 ADULT SERVICES DIVISION
 573 COMMUNITY RECREATION

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
5213	Purchase/Rental - Employee Uniforms	1,196	1,160	3,310	3,060
5214	Uniform Allowance	-	-	500	750
5215	Small Tools & Minor Equipment	1,522	1,373	2,500	2,500
5400	Membership Dues and Subscriptions	-	540	1,234	1,234
5410	Employee Training	-	914	1,000	1,000
7195	Contingency for Budget Reduction	-	-	-	56,737
TOTAL		\$ 353,884	\$ 469,481	\$ 563,589	\$ 604,122



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**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6065 SPECIAL EVENTS DIVISION
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
FULL TIME POSITIONS						
0059	Special Projects Coordinator	1.00	1.00	1.00	1.00	\$ 79,216
TOTAL FULL TIME HEADCOUNT		1.00	1.00	1.00	1.00	79,216
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	0.75	0.75	19,624
0086	Special Projects Assistant	1	0.60	0.60	0.60	14,535
TOTAL PART TIME FTE's		2	1.20	1.35	1.35	34,159
TOTAL		2.20	2.35	2.35	2.35	\$ 113,375

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 159,408	\$ 179,731	\$ 179,164	\$ 113,375
2000	Employee Benefits - See Other Cost Dist.	49,526	53,356	56,050	55,463
3190	Other Professional Services	224,877	150,502	296,075	195,780
4410	Rental of Machinery and Equipment	5,189	-	22,355	5,096
4550	General Liability Insurance	5,688	4,850	5,151	5,483
4710	Special Printed Forms	1,791	2,975	5,854	2,900
4802	July 4th Celebration	118,182	123,876	-	-
4820	Advertising Expense	1,017	-	1,250	-
4840	Farmers Market	11,514	14,570	-	12,000
5201	Agricultural Supplies	208	-	-	-
5202	Chemicals and Photographic Supplies	-	-	2,188	1,000
5206	Food for Human Consumption	676	1,226	5,065	1,400
5208	Household & Institutional Supplies	16,357	23,116	44,361	5,589
5209	Protective Clothing	-	32	-	-
6440	Equipment Additions	-	1,700	5,800	-
7195	Contingency for Budget Reduction	-	-	-	33,300
TOTAL		\$ 594,433	\$ 555,934	\$ 623,313	\$ 431,386

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6070 GOLF COURSE/PARKS MAINT. DIVISION
 590 INTERNAL SERVICES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2017-2018	2018-2019	2019-2020	2020-2021		
		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	\$ 77,180	
2310	Golf Course & Parks Maint. Asst. Supt.	1.00	1.00	1.00	1.00	67,225	
3201	Equipment Operator I	1.00	-	-	-	-	
3009	Irrigation Foreman	1.00	1.00	1.00	1.00	62,739	
3010	Foreman	1.00	2.00	2.00	2.00	125,829	
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	48,944	
8888	Overtime	-	-	-	-	473	
9999	Holiday Pay	-	-	-	-	200	
TOTAL FULL TIME HEADCOUNT		6.00	6.00	6.00	6.00	382,590	
PART TIME POSITIONS							
	TITLE	HC	FTE's	FTE's	FTE's	FTE's	
6004	Park Service Attendant - P/T	5	3.00	3.75	3.75	3.75	61,409
6107	Park Ambassador - P/T	1	0.75	0.75	0.75	0.75	19,926
TOTAL PART TIME FTE's		6	3.75	4.50	4.50	4.50	81,335
TOTAL			9.75	10.50	10.50	10.50	\$ 463,925

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 311,677	\$ 409,139	\$ 473,391	\$ 463,925
2000	Employee Benefits - See Other Cost Dist.	255,547	221,789	192,693	204,866
3190	Other Professional Services	227,733	363,959	372,120	372,120
4020	Central Garage Motor Pool Rent	92,640	34,578	40,849	36,302
	Replacement:	29,768			
	Oper. & Maint:	6,534			
4420	Public Facilities Cost - See Other Cost Dist.	48,444	50,218	51,318	51,153
4550	General Liability Insurance	23,180	21,857	22,242	22,438
4611	Repair/Maint. - Maint of Parks Equip	-	-	3,505	-
4630	Repair/Maint. of Machinery & Equipment	3,106	384	4,000	4,000
5100	Office Supplies	-	1,866	547	547
5201	Agricultural Supplies	30,439	31,075	29,273	36,273
5207	Motor Fuel and Lubricants	348	451	550	550
5208	Household & Institutional Supplies	38,831	44,566	45,750	37,715
5209	Protective Clothing	145	998	1,000	1,000
5211	Building Materials and Supplies	1,843	744	900	900
5213	Purchase/Rental - Employee Uniforms	1,881	2,405	5,000	5,000
5214	Uniform Allowance	980	-	250	250

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6070 GOLF COURSE/PARKS MAINT. DIVISION
590 INTERNAL SERVICES

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5215	Small Tools & Minor Equipment	5,027	5,183	5,375	5,375
5217	Operating Equipment Repair Parts	1,467	3,150	2,500	2,500
6430	Equipment Repair/Replacement	40,969	44,298	42,250	42,250
6440	Equipment Additions	8,222	31,179	39,800	25,000
7195	Contingency for Budget Reduction	-	-	-	22,938
9010	Intradepartmental Credits	(84,776)	(163,932)	(223,551)	(226,967)
TOTAL		<u><u>\$ 1,007,703</u></u>	<u><u>\$ 1,103,907</u></u>	<u><u>\$ 1,109,762</u></u>	<u><u>\$ 1,108,135</u></u>



Action Plan Worksheet 2021

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?)

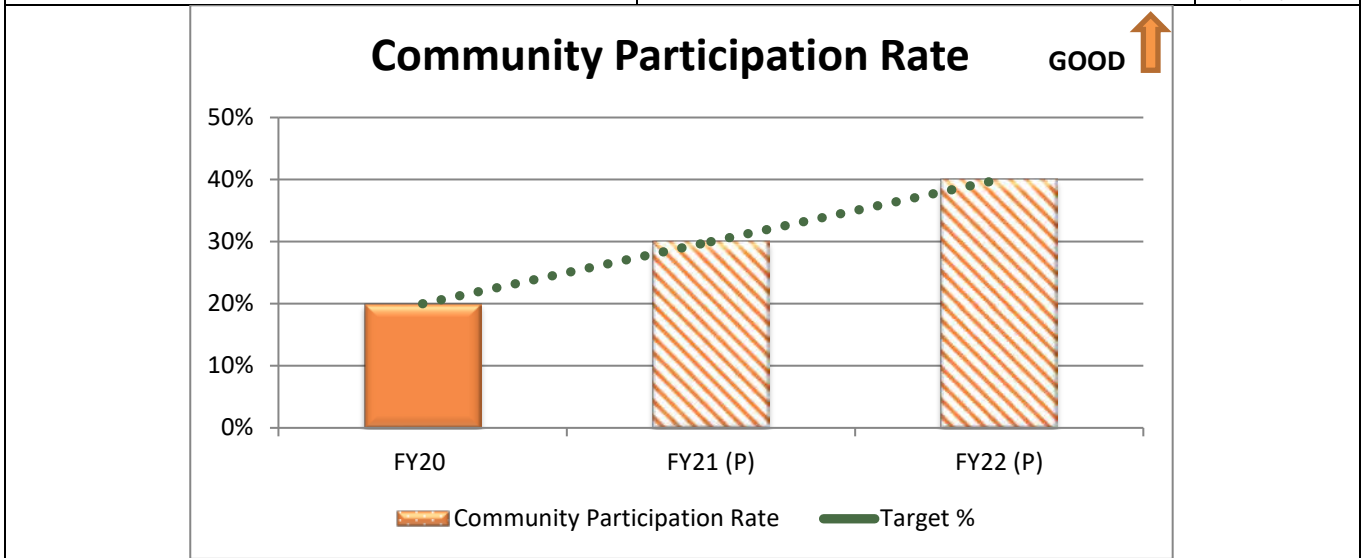
- \$2,500 to purchase tablets to gather data and survey results on site
- \$10,000 in funding for FY22 towards signage and promotional activities to attract survey participation at special events
- \$3,500 in consulting costs to input survey data three times each year for seasonal customer satisfaction 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



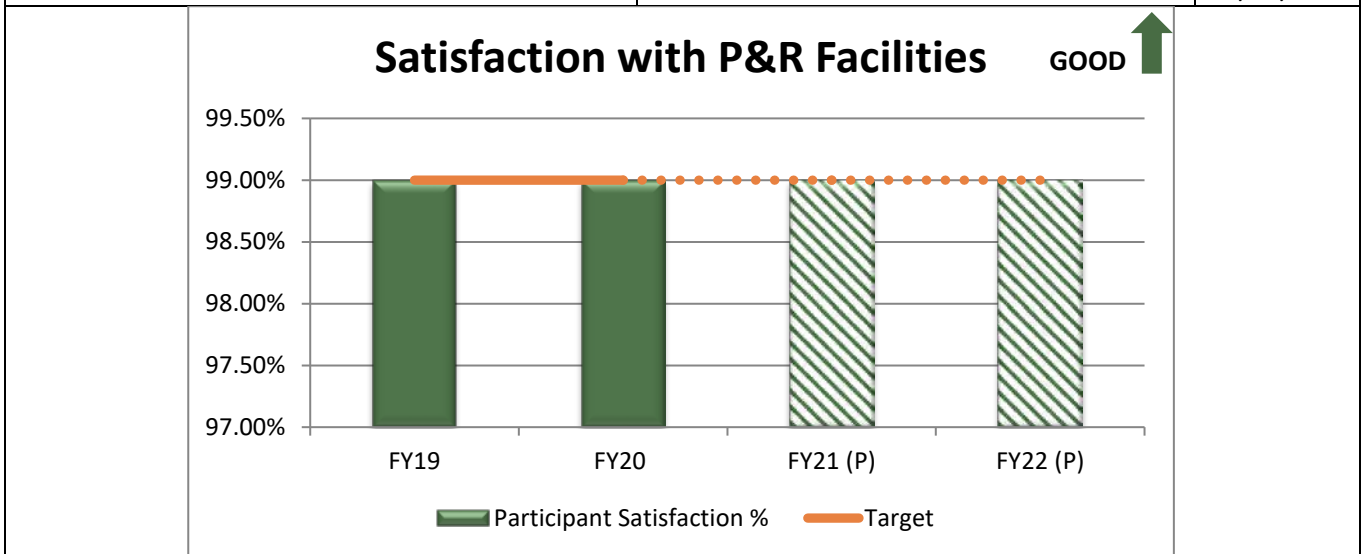
Action Plan Worksheet 2021

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

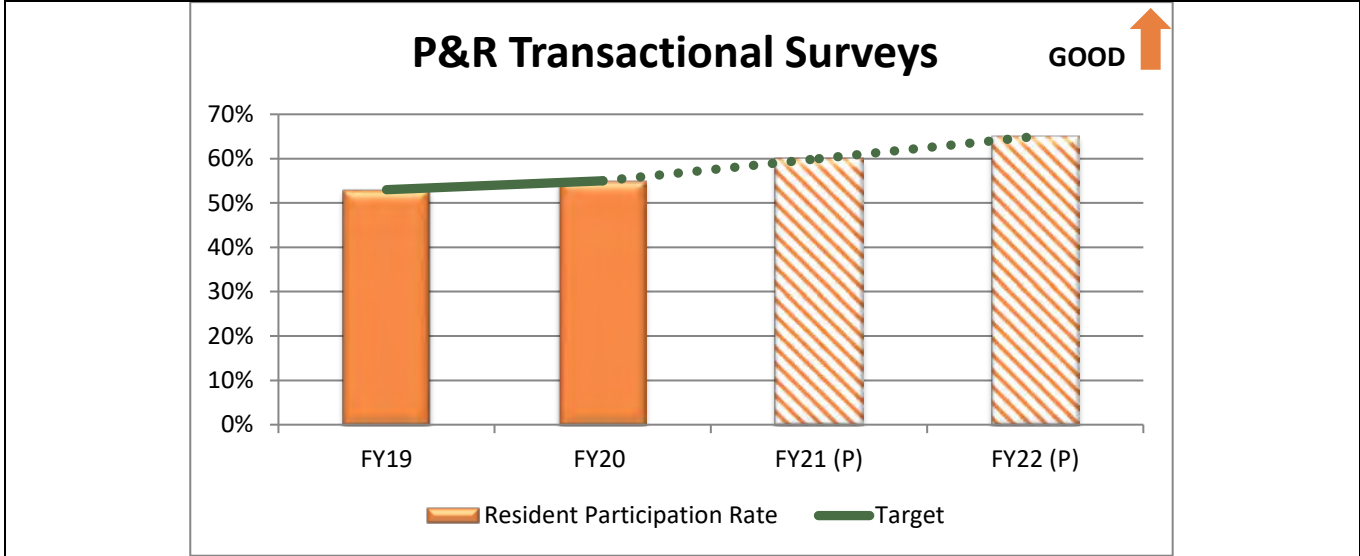




Action Plan Worksheet 2021

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 2021

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 2021

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 2021

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
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;"> <h3>1/2 Mile Distance to Park Facility</h3> <p>GOOD ↑</p> </div> </div>		
% of parks and open spaces with defined accessible routes and access	20%	09/30/20
	30%	09/30/21
	40%	09/30/22
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;"> <h3>Parks/Open Spaces Accessibility</h3> <p>GOOD ↑</p> </div> </div>		

Frequency & venue of review:

- Monthly review with Director
- Quarterly review of progress with City Manager



Action Plan Worksheet 2021

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 2021

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
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
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
Create a mobile self-facilitated scavenger hunt for parks that include historical components	03/01/21	Complete mobile app for scavenger hunt
Create a cultural passport that incorporates all public art through QR codes and a phone application	10/01/22	Complete Cultural Passport
Partner with Historical Preservation in the creation of a self-guided Centennial Walking Tour	10/01/23	Complete Centennial Tour

Resource requirements (what do we need to succeed?)

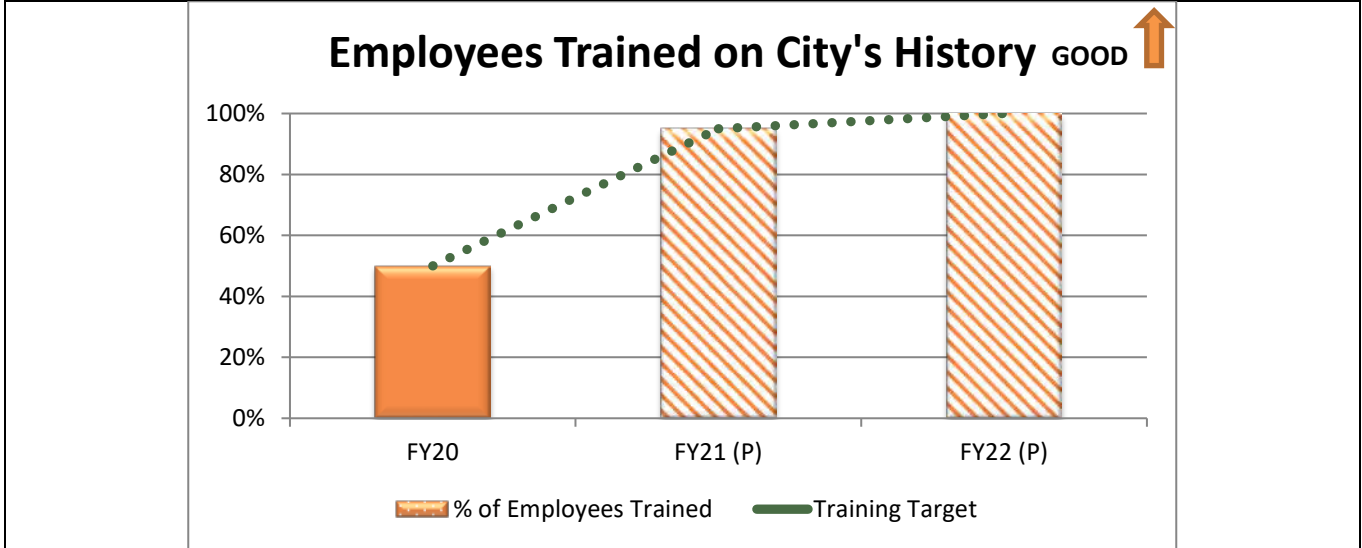
- \$30,000 for signage and materials for the Centennial Trail – will be requested in FY22
- \$5,000 for the design and implementation of the mobile app for the scavenger hunt – will be requested in FY22
- \$5,000 for incentives and publicity for the cultural passport 120 hours of staff resources & assistance 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.



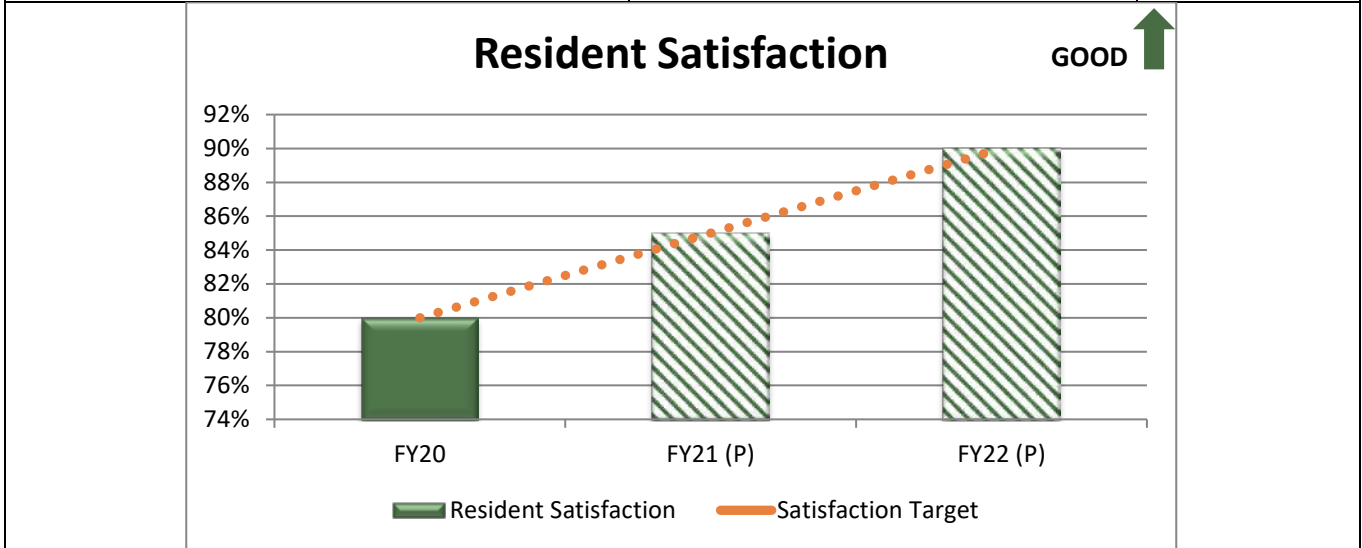
Action Plan Worksheet 2021

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

Measure	Target	Date
Employees trained on the history of Coral Gables	50%	09/30/20
	95%	09/30/21
	100%	09/30/22



Resident satisfaction with cultural and historic components in recreational programs and activities	80% 85% 90%	09/30/20 09/30/21 09/30/22
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Frequency & venue of review:

- Monthly review with Director
- Quarterly review of progress with City Manager



Action Plan Worksheet 2021

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

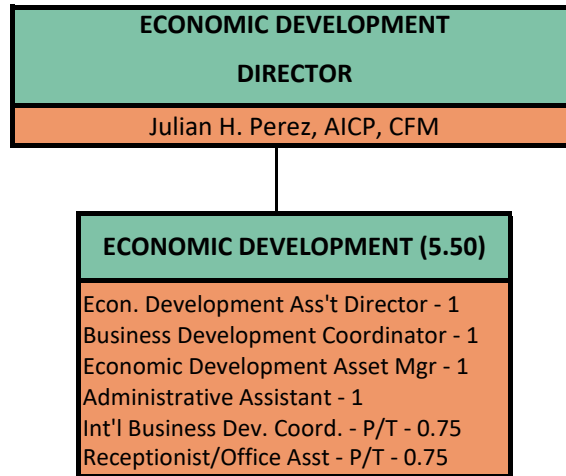


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**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**

ECONOMIC DEVELOPMENT

ORGANIZATION CHART



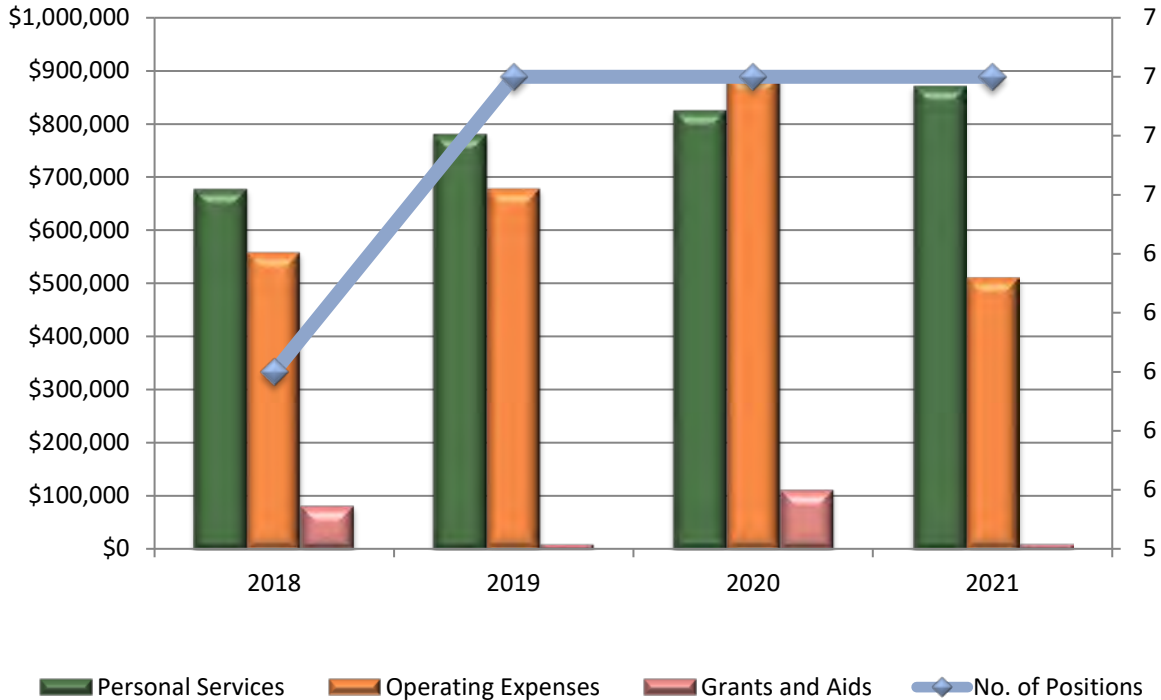
**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



**ECONOMIC DEVELOPMENT DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2017-2018</u> <u>ACTUAL</u>	<u>2018-2019</u> <u>ACTUAL</u>	<u>2019-2020</u> <u>BUDGET</u>	<u>2020-2021</u> <u>BUDGET</u>
Salaries & Benefits	678,103	780,914	825,862	871,712
Operating Expenses	558,668	678,713	889,954	511,446
Grants and Aids	80,866	9,428	111,095	10,000
Total	1,317,637	1,469,055	1,826,911	1,393,158
Full Time Headcount	5.00	5.00	5.00	5.00
Part Time FTE's	0.75	1.50	1.50	1.50
Total Headcount & FTE's	5.75	6.50	6.50	6.50

EXPENDITURE/PERSONNEL COMPARISONS



Economic Development

Department Function:

The Economic Development 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 is tasked with the responsibility of managing the city's economic development initiatives which are designed to support the needs of the business community. This involves promoting economic proposals, conducting city sponsored business events, developing economically viable development initiatives, and providing support for technical workshops and/or webinars to enhance the business community's competitive edge in a rapidly evolving business environment.

Property Administration

The department assists in real estate acquisitions, dispositions, negotiating (including public/private ventures) and administering 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:

The City of Coral Gables Economic Development Department has adopted the following goals to guide the operations of the organization in the utmost professional and cost-effective manner consistent with the City's economic development mission.

1. To create an integrated business-friendly environment guided by an experienced multi-disciplinary professional staff supportive of new business ideas including the application of smart city technology for small businesses to be more resilient during economic downturns or crisis.
2. Proactively participate as a technical resource during the preparation, negotiation and implementation of development agreements having positive economic impacts in the community, such as new development or redevelopment projects.
3. Proactively participate with the city's regional and local partners (e.g. Enterprise Florida, Miami-Dade Beacon Council, Endeavor Miami, Foreign Trade Commission, Chambers of Commerce, Business Improvement District of Coral Gables, Regional Planning Council, Foreign Consulates and Universities) to create new jobs and business opportunities in the city's core industries.
4. Develop a citywide economic study to support the implementation of the "City's Corporate Strategy" and further the implementation of the "City's Corporate and Retail Strategy."
5. To proactively work with local business associations and economic development agencies to retain and/or expand the operations of local businesses.
6. Fully integrate the City's Asset Management Program in the Economic Development Program to actively market City's properties to existing and potential new businesses interested in relocating to the City of Coral Gables.

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**

ECONOMIC DEVELOPMENT

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS

- ✓ Hired business outreach support to help aid 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 the successful support of our cultural exchange and outreach, expanded business opportunities, and promoted the economic vitality of the city.
- ✓ Proactively supported cultural exchanges and outreach with Spain, one of Miami-Dade County's foreign direct investment markets through the Sister Cities relationship with Sevilla, Spain.
- ✓ Sponsored workshops that informed local retailers, brokers and landlords on opportunities to conduct business in Coral Gables.
- ✓ Sponsored technological workshops and webinars with local business partners and universities that promoted innovative solutions to foster better communication with customers and suppliers.
- ✓ Sponsored a series of workshops that improved communication and provided direction on financial and capacity building strategies in the anticipation of the reopening of local economy post COVID-19.
- ✓ Recognized by Smart City Connect in the Urban Infrastructure category as one of the top 50 Smart Cities for the department's efforts to create a more sustainable and resilient downtown.
- ✓ Recognized by Moneyinc.com as one of the 'Top 10 Best Places to Live in South Florida' for the City's quality of life, amenities, and diverse community.
- ✓ The Miracle Mile and Giralda Plaza Streetscape project was awarded best infrastructure project by the Cuban-American Association of Civil Engineers.
- ✓ Department successfully assisted in the acquisition of property used to build a state-of-the-art fire house and park to better serve the needs of residential and commercial communities in the south end of the city.
- ✓ Department participated in renewing the leases for City-owned property such as: Graziano's Gourmet Market, No Boundaries, and Patio & Things.

CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ Department participated in the sale of the City-owned property located at 3501 Granada Blvd. Coral Gables, FL 33134.
- ✓ Successfully marketed the City of Coral Gables at the Consumer Electronics Show CES2020 by participating in direct business development meetings with foreign companies, government agencies, and senior corporate representatives. The City of Coral Gables was the only city in the nation represented at the show.
- ✓ Department led efforts to development Best Management Practices and measures to open the local economy post-COVID-19 economic crisis.
- ✓ Department actively participated with the EOC's joint-communication group to develop and disseminate public information during the COVID-19 pandemic.
- ✓ Department created and maintained a COVID-19 webpage.
- ✓ Developed and disseminated the Business Assessment Survey to measure the needs of the business community during the initial phase of COVID-19.
- ✓ Oversaw the review and approval of all communication to ensure consistency on all platforms.
- ✓ Prepared the City of Coral Gables' "Business Reopening Plan: A Phasing Program, Step-by-Step Safe, Responsible and Smart."
- ✓ Sponsored a series of technical webinars that assisted small businesses that experienced significant financial losses and business interruption due to the COVID-19 health crisis.
- ✓ Guided the work of the City of Coral Gables Business Recovery Task Force.
- ✓ Created a Rent Deferral Program for City Tenants that were adversely impacted by the local business closures enacted due to the COVID-19 health crisis.
- ✓ Established new international partnerships and cultivated close working relationships with organizations such as the Binational Chambers of Commerce: Italy, Spain, Germany, Mexico, Colombia, Brazil and France.
- ✓ Developed industry network across multiple industry segments including Government agencies, Chambers of Commerce, Multinational Corporations, Commercial Realtors.
- ✓ Established effective communication and excellent customer service in interactions with existent businesses and potential referral sources.



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

ECONOMIC DEVELOPMENT

INDICATOR:	FY19			FY20		FY21
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Number of businesses helped via PAP	-	2	-	2	4	2
Visitation of existing business	-	24	-	25	20	30
Local Business Outreach Assistance (issues/concerns/questions)	-	20	-	15	294	20
Marketing material total audience reached	1M	75M	●	1M	7.1M	1M
Public workshops / Presentations	12	13	●	10	23	10
Assisted City departments with negotiations of purchase, sale, and lease of property.	-	-	-	10	30	20
Business contact database	7,000	7,001	●	8,000	8,301	8,250
Participation in Business Recruitment Efforts (not in the Gables/ Corporate & Commercial)	-	-	-	3	11	3

Legend

- Target met or exceeded
- ▲ Target nearly met
- ◆ Target not met



**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
ECONOMIC DEVELOPMENT DEPARTMENT
6900 ECONOMIC DEVELOPMENT
 552 INDUSTRY DEVELOPMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018	2018-2019	2019-2020	2020-2021	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0639	Economic Development. Director	1.00	1.00	1.00	1.00	\$ 133,719
0644	Economic Development. Ass't Director	1.00	1.00	1.00	1.00	113,391
0642	Business Development Coordinator	1.00	1.00	1.00	1.00	82,550
0646	Economic Development Asset Manager	1.00	1.00	1.00	1.00	102,416
0602	Administrative Assistant	1.00	1.00	1.00	1.00	51,646
TOTAL FULL TIME HEADCOUNT		5.00	5.00	5.00	5.00	483,722
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	0.75	51,025
9019	Receptionist/Office Asst - P/T	1	-	0.75	0.75	27,417
TOTAL PART TIME FTE's		2	0.75	1.50	1.50	78,442
TOTAL			5.75	6.50	6.50	\$ 562,164

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 469,449	\$ 512,903	\$ 545,563	\$ 562,164
2000	Employee Benefits - See Other Cost Dist.	208,654	268,011	280,299	309,548
3190	Other Professional Services	266,697	96,563	173,072	72,779
3193	Professional Services - Special Events	-	305,096	300,696	-
4010	Travel Expense	8,840	2,233	10,000	-
4020	Central Garage Motor Pool Rent	5,798	-	-	-
4090	Other Transportation Expense	5,930	11,720	10,396	10,396
4091	Cell Phone Allowance	-	200	-	2,400
4410	Rental of Machinery and Equipment	2,650	2,676	4,800	4,800
4430	Rental of Land and Buildings	59,661	63,126	63,126	85,000
4550	General Liability Insurance	29,250	26,845	25,633	27,189
4720	Printing & Binding	11,819	8,338	8,600	9,600
4810	Promotional Expense	79,983	59,293	41,627	22,933
4812	Promotional Expense - Citywide Marketing	7,084	20,532	130,322	35,000
4820	Advertising Expense	39,081	20,141	20,000	20,000
4830	Prospect Development Expense	18,269	17,691	51,614	72,814
4840	Music Activations	4,351	15,600	15,600	15,600
4990	Other Miscellaneous Expense	727	1,823	2,000	2,000

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
ECONOMIC DEVELOPMENT DEPARTMENT
6900 ECONOMIC DEVELOPMENT
 552 INDUSTRY DEVELOPMENT

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
5100	Office Supplies	1,784	2,490	2,212	2,212
5400	Membership Dues and Subscriptions	15,328	21,251	23,681	22,148
5410	Employee Training	1,416	3,095	6,575	6,575
7195	Contingency for Budget Reduction	-	-	-	100,000
8000	City Grants to Outside Organizations	8,880	4,250	14,370	-
8300	TYPE IN A DESCRIPTION	71,986	5,178	96,725	10,000
TOTAL		\$ 1,317,637	\$ 1,469,055	\$ 1,826,911	\$ 1,393,158



Action Plan Worksheet 2021

Action Plan Owner: Julian Perez, 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	02/07/21	Quotes submitted for budgeting
Hire artists and vendors for bi-annual installations	03/06/21	PSA with vendors
Hire marketing agency to support the public and media relations campaign associated with each project	04/03/21	PSA with agency
Actual summer installation	06/05/21	Art installed
Gather quotes for art component and supporting infrastructure for Winter	07/26/21	Quotes submitted for budgeting
Survey residents and other attendants for their satisfaction	08/01/21	Survey results
Hire artists and vendors for bi-annual installations	08/16/21	PSA with vendors
Hire marketing agency to support the public and media relations campaign associated with each project	10/01/21	PSA with agency
Actual winter installation	11/01/21	Art installed
Survey residents and other attendants for their satisfaction	12/01/21	Survey results

Resource requirements (what do we need to succeed?)

- \$300,000 per fiscal year (\$150,000 per installation) – (Not funded in FY21 due to COVID-19)
- 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 2021

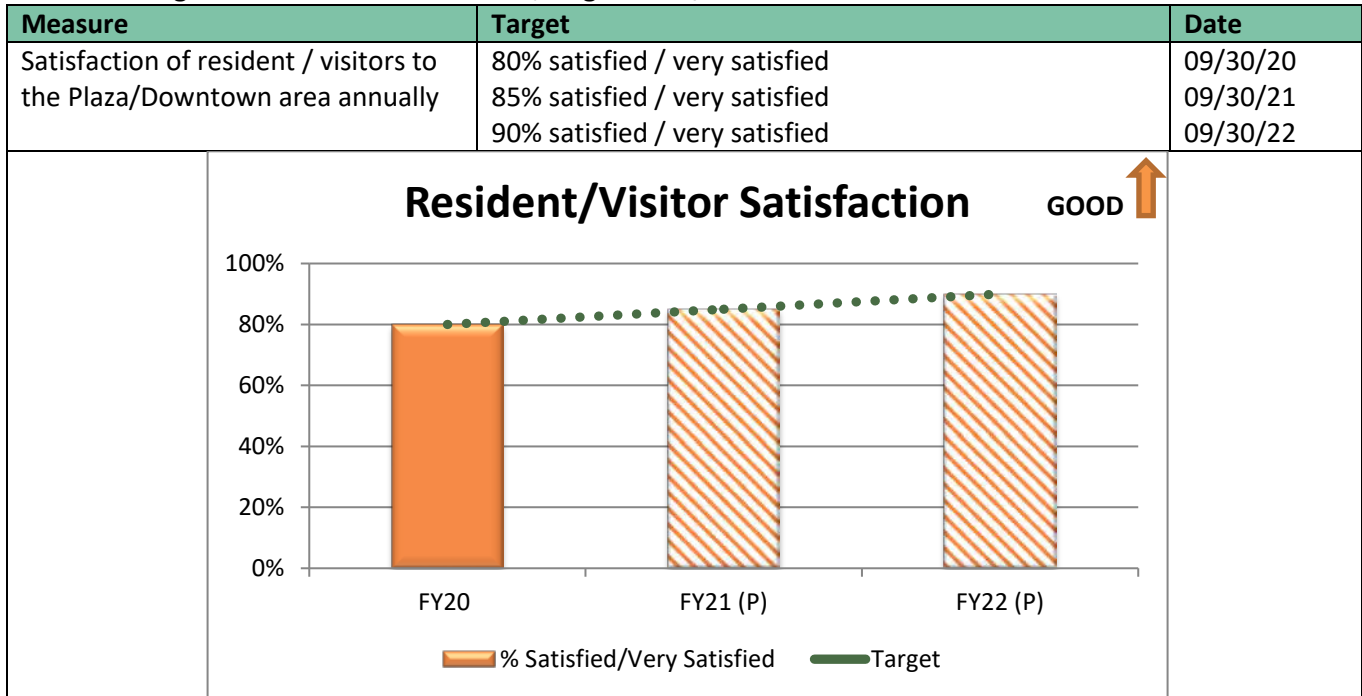
Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date															
Pedestrian traffic on Giralda Plaza during art installations	1,000,000 annually 1,200,000 annually 1,300,000 annually	09/30/20 09/30/21 09/30/22															
<h3>Pedestrian Traffic on Giralda Plaza</h3> <p style="text-align: right;">GOOD ↑</p> <table border="1" style="margin: 10px auto;"> <caption>Pedestrian Traffic Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Pedestrians (Thousands)</th> <th>Target (Thousands)</th> </tr> </thead> <tbody> <tr> <td>FY19</td> <td>~700</td> <td>~750</td> </tr> <tr> <td>FY20</td> <td>~500</td> <td>~1,000</td> </tr> <tr> <td>FY21 (P)</td> <td>~1,150</td> <td>~1,150</td> </tr> <tr> <td>FY22 (P)</td> <td>~1,250</td> <td>~1,250</td> </tr> </tbody> </table>			Fiscal Year	Number of Pedestrians (Thousands)	Target (Thousands)	FY19	~700	~750	FY20	~500	~1,000	FY21 (P)	~1,150	~1,150	FY22 (P)	~1,250	~1,250
Fiscal Year	Number of Pedestrians (Thousands)	Target (Thousands)															
FY19	~700	~750															
FY20	~500	~1,000															
FY21 (P)	~1,150	~1,150															
FY22 (P)	~1,250	~1,250															
Marketing – social media engagement, media/press impressions and usage of hashtags	200 hashtag uses / 250,000 media impressions 1,250 hashtag uses / 550,000 media impressions 1,500 hashtag uses / 600,000 media impressions	09/30/20 09/30/21 09/30/22															
<h3>Marketing For Giralda Plaza</h3> <p style="text-align: right;">GOOD ↑</p> <table border="1" style="margin: 10px auto;"> <caption>Marketing Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Media/Press Impressions (Thousands)</th> <th>Hashtags</th> </tr> </thead> <tbody> <tr> <td>FY20</td> <td>~250</td> <td>~200</td> </tr> <tr> <td>FY21 (P)</td> <td>~550</td> <td>~1,100</td> </tr> <tr> <td>FY22 (P)</td> <td>~600</td> <td>~1,500</td> </tr> </tbody> </table>			Fiscal Year	Media/Press Impressions (Thousands)	Hashtags	FY20	~250	~200	FY21 (P)	~550	~1,100	FY22 (P)	~600	~1,500			
Fiscal Year	Media/Press Impressions (Thousands)	Hashtags															
FY20	~250	~200															
FY21 (P)	~550	~1,100															
FY22 (P)	~600	~1,500															



Action Plan Worksheet 2021

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



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 2021

Action Plan Owner: Julian Perez, 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	09/30/22	New needs approved
Convene with stakeholders to discuss and create programming for art in the paseos	10/31/22	Program plan
Discuss program with paseo owners and draft lease agreements	01/31/23	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	02/28/23	Agreements with artists/schools
Beautified paseos (changed yearly)	05/31/23	Artwork on paseos completed

Resource requirements (what do we need to succeed?)

- \$50,000 each year beginning in FY22 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 2021

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

Use of Paseos GOOD

Fiscal Year	Use of Paseos	Target
FY19	50,000	50,000
FY20	50,000	50,000
FY21 (P)	~55,000	~55,000
FY22 (P)	~60,000	~60,000

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 2021

Action Plan Owner: Julian H. Perez, Economic Development Director

Action Plan Name: 5.2-1 Economic Development Strategic Plan

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
Identify/Engage stakeholders and partners to start setting goals	06/30/21	List of stakeholders Agenda with key targets
Retain an Economic Development consultant firm that can assist with the strategic plan	11/30/21	Consultant will be retained
Hold public engagement meetings (maximum of four meetings)	12/31/21	List of attendees/meetings held
Develop an outline of a corporate strategy – goals and targets	02/28/22	Draft outline
Catalyze community engagement – strategic focus group meetings	03/31/22	List of attendees/meetings held
Production of an Initial Strategic Report	03/31/22	Report will be produced
Mid-term Economic Development Report	05/31/22	Community-wide business event
Implementation of the Corporate Strategic Plan	09/30/22	Program Plans will be carried out

Resource requirements (what do we need to succeed?)

- \$50,000 ongoing commitment for economic development professional consulting services/community outreach activities – will request in FY22
- 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 2021

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

Measure	Target	Date												
Number of Business Tax Licenses	Study will determine actual % growth annually	09/30/21 09/30/22 09/30/23												
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;"> <h3 style="margin: 0;">Business Tax Licenses</h3> <table border="1" style="margin-top: 10px; width: 100%; border-collapse: collapse;"> <caption>Business Tax Licenses Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Business Tax Licenses</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>FY21 (P)</td> <td>~5,890</td> <td>~5,900</td> </tr> <tr> <td>FY22 (P)</td> <td>~5,930</td> <td>~5,940</td> </tr> <tr> <td>FY23 (P)</td> <td>~5,975</td> <td>~5,980</td> </tr> </tbody> </table> </div> <div style="text-align: right;"> <p style="margin: 0;">GOOD ↑</p> </div> </div>			Fiscal Year	Business Tax Licenses	Target	FY21 (P)	~5,890	~5,900	FY22 (P)	~5,930	~5,940	FY23 (P)	~5,975	~5,980
Fiscal Year	Business Tax Licenses	Target												
FY21 (P)	~5,890	~5,900												
FY22 (P)	~5,930	~5,940												
FY23 (P)	~5,975	~5,980												

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 business community	Development market data useful for strategic planning.	Public Information.
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 and business strategic planning.	Makes them reassess their strategic plans.



Action Plan Worksheet 2021

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

Positive:

- Provides market information to 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 community informed of the changing market trends that may impact our local economy.
- Identification of rapidly expanding business sectors and their respective contribution to the city's revenue base.

Negative:

- \$50,000 commitment for professional consulting services/community outreach activities



Action Plan Worksheet 2021

Action Plan Owner: Julian Perez, 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	04/30/21	Mission calendar
Develop Mission Protocol and Guidelines	04/30/21	Updated Guidelines will be developed
Active recruitment process	09/30/21	New prospects identified
Identify budgetary needs	04/30/22	Budget allocations will be made with recommendations
Mission reports that outline key deliverables, initial results	09/30/22	Ongoing reporting at the conclusion of each mission

Resource requirements (what do we need to succeed?)

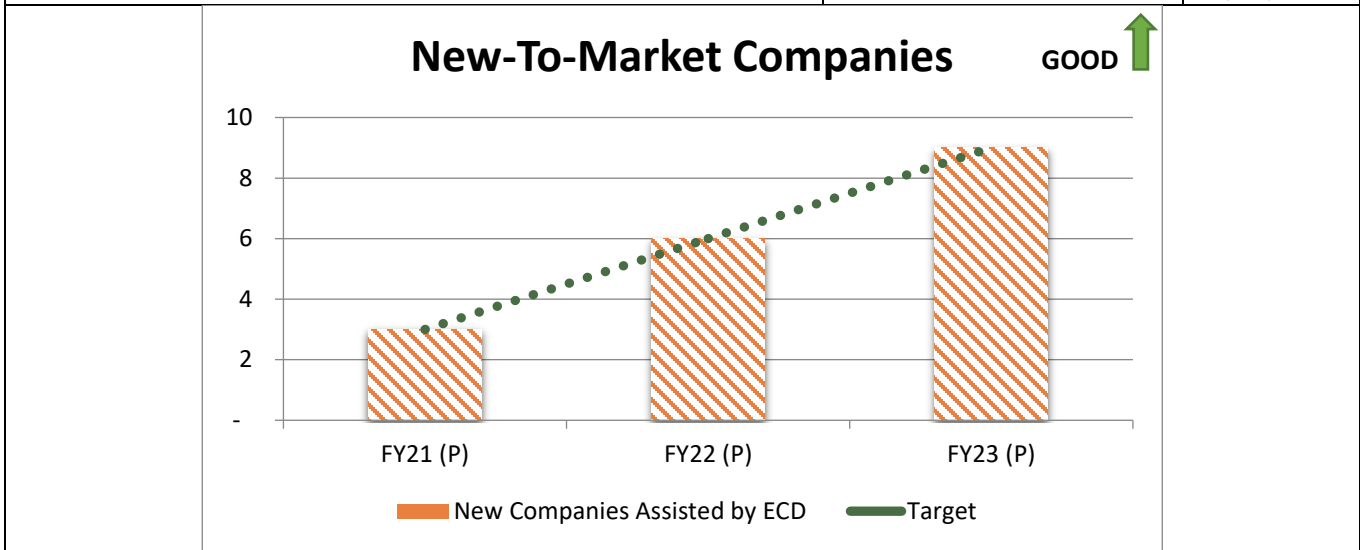
- \$40,000 annual commitment for Economic Development Missions – to be requested in FY22
- Align Department Performance Measures to include prospect development and participation in business economic development activities. This represents the development and identification of 10 new prospects in one 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 2021

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	09/30/21
	6	09/30/22
	9	09/30/23



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 2021

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 2021

Action Plan Owner: Julian Perez, Economic Development Director

Action Plan Name: 5.2-3 Innovative District Study for Former Industrial District of Coral Gables

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	06/30/21	List of stakeholders Meeting Schedule Agenda with key targets
Engage a planning firm to develop Innovative District Study	09/30/21	Study developed
Conduct an inventory of companies by industry	09/30/21	Draft outline
Form a Working Committee [Public and Private sector members]	09/30/21	Working List
Catalyze community engagement – strategic focus group meetings	10/30/21	Meeting minutes
Production of an Initial Strategic Report with analysis of ideal retail mix and occupancy rates	04/01/22	Report
Implementation of the Branding Recommendations	09/30/22	Program Plans implemented
Develop action plans with key economic development partners	09/30/22	Action plans approved
Development of updated marketing material and branded	09/30/22	Digital newsletters, social media campaign, signs
Conduct business visitations in the District	09/30/22	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	09/30/22	Consultant to issue report

Resource requirements (what do we need to succeed?)

- \$100,000 commitment annually for programming – to be requested in FY22
- \$25,000 in consultant fees – to be requested in FY22
- 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 2021

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.

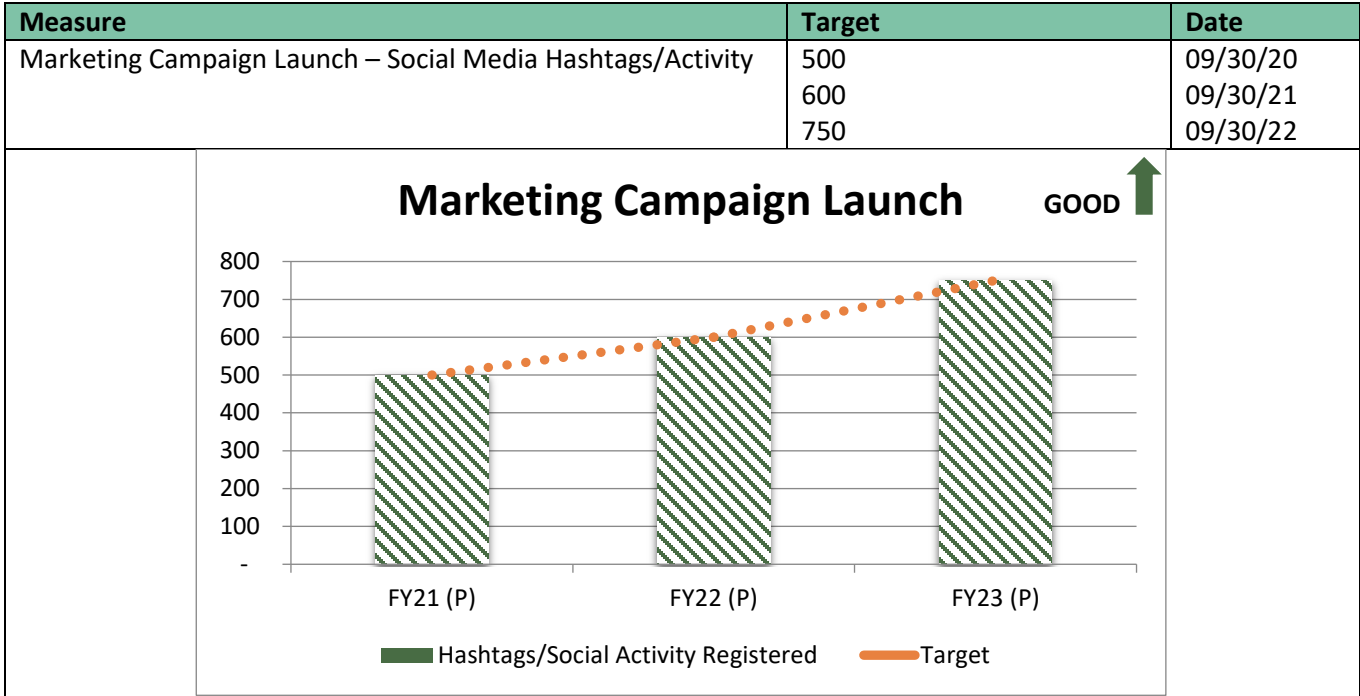
Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date																				
Commercial Occupancy Rates	70% occupancy rates in downtown area	09/30/21 09/30/22 09/30/23																				
<p>Occupancy Rates GOOD ↑</p> <table border="1"> <caption>Occupancy Rates Data</caption> <thead> <tr> <th>Year</th> <th>Downtown Coral Gables (%)</th> <th>Brickell (%)</th> <th>Coconut Grove (%)</th> <th>Target Rate (%)</th> </tr> </thead> <tbody> <tr> <td>FY21 (P)</td> <td>60</td> <td>55</td> <td>40</td> <td>70</td> </tr> <tr> <td>FY22 (P)</td> <td>65</td> <td>60</td> <td>50</td> <td>70</td> </tr> <tr> <td>FY23 (P)</td> <td>70</td> <td>65</td> <td>60</td> <td>70</td> </tr> </tbody> </table>			Year	Downtown Coral Gables (%)	Brickell (%)	Coconut Grove (%)	Target Rate (%)	FY21 (P)	60	55	40	70	FY22 (P)	65	60	50	70	FY23 (P)	70	65	60	70
Year	Downtown Coral Gables (%)	Brickell (%)	Coconut Grove (%)	Target Rate (%)																		
FY21 (P)	60	55	40	70																		
FY22 (P)	65	60	50	70																		
FY23 (P)	70	65	60	70																		
Marketing Campaign Launch – Press Releases Attract new design companies Attract design programmed events	2 Annually 2 Annually 2 events over 3 years	Annually Annually Annually																				
<p>Marketing Campaign Launch GOOD ↑↑</p> <table border="1"> <caption>Marketing Campaign Launch Data</caption> <thead> <tr> <th>Year</th> <th>New Design Companies Attracted</th> <th>Press Releases Issued</th> </tr> </thead> <tbody> <tr> <td>FY21 (P)</td> <td>2</td> <td>2</td> </tr> <tr> <td>FY22 (P)</td> <td>2</td> <td>2</td> </tr> <tr> <td>FY23 (P)</td> <td>2</td> <td>2</td> </tr> </tbody> </table>			Year	New Design Companies Attracted	Press Releases Issued	FY21 (P)	2	2	FY22 (P)	2	2	FY23 (P)	2	2								
Year	New Design Companies Attracted	Press Releases Issued																				
FY21 (P)	2	2																				
FY22 (P)	2	2																				
FY23 (P)	2	2																				



Action Plan Worksheet 2021

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



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 2021

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 2021

Action Plan Owner: Julian Perez, 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	12/01/21	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.	02/01/22	Process approved by City Manager
Develop a scope of work for an Economic Development Research Firm to assist the City	03/01/22	Scope of Work
Production of an Initial Strategic Report	04/31/22	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	06/30/22	Contract approved
Disseminating economic research information that will showcase the CG economy – corporate and retail, unemployment rates, real estate occupancy rates	09/30/22	Quarterly updates

Resource requirements (what do we need to succeed?)

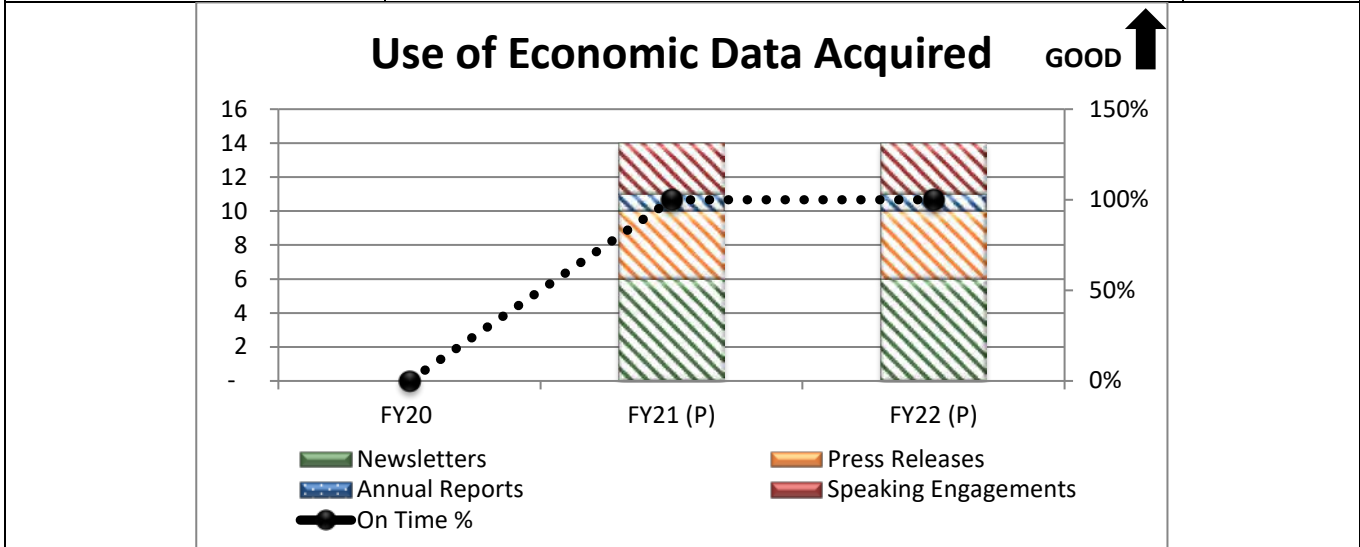
- \$20,000 annual commitment for programming – to be requested in FY22
- Cross collaboration between Economic Development, Public Affairs, Cultural and Historic, I.T. and Development Services
- Participation and collaboration from key customer groups



Action Plan Worksheet 2021

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 4 press releases annually with economic highlights of the City of Coral Gables business climate / economic outlook	09/30/20 09/30/21 09/30/22
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 2021

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 2021

Action Plan Owner: Julian Perez, 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	04/30/21	Draft budget
Request \$100,000 in “New Needs” for accompanying storefront, signage and façade improvement grants	04/30/21	Draft budget
Preliminary Draft Signage and Façade Improvement RFP	06/30/21	RFP drafted
Selection of Façade & Signage Consultant	09/30/21	Consultant selected
Budget request approved by City Commission	09/30/21	Budget line approved
Enter into Consultant contract	10/31/21	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	11/30/21	Meeting minutes
Signage & Storefront Guidelines completed and approved by commission	05/31/22	Guidelines approved by Commission
Execute Guidelines	05/31/22	Guidelines and revised ordinances published; collateral materials shared
Develop Grant Program with key stakeholder input	04/30/22	Draft guidelines and application
Circulate Grant Application	05/31/22	Application distributed through traditional channels and partners
Create Grant Awards Committee collaborates with Development Services, Planning & Zoning and outside partners; BID and Chamber	05/31/22	Meeting minutes
Award Grants (ongoing 5 years)	07/30/22	Awardees notified

Resource requirements (what do we need to succeed?)

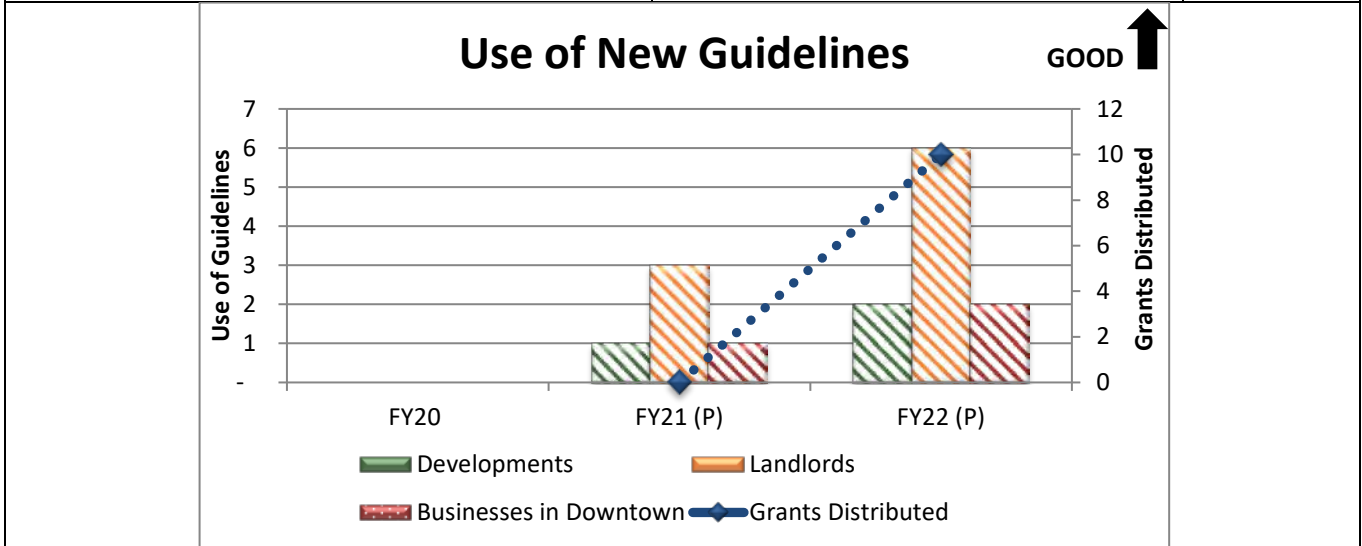
- \$225,000 (\$150,000 consultant fee, Downtown Storefront & Signage Guidelines Grant, \$75,000) – to be requested in FY22



Action Plan Worksheet 2021

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 2021

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



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 2021

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)

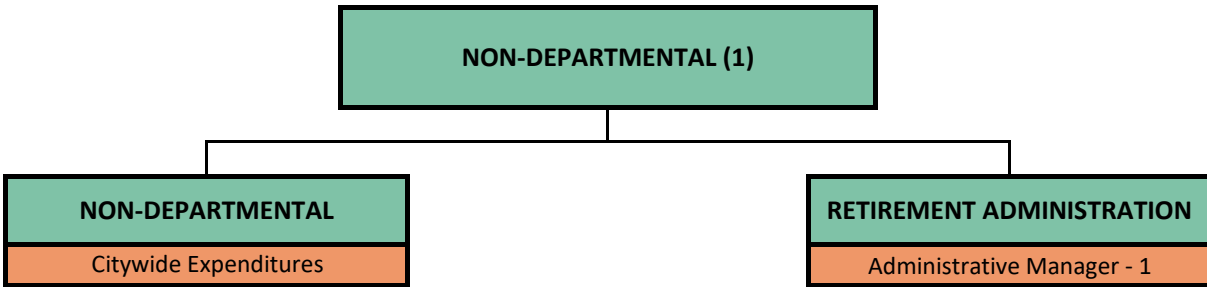


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**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**

NON-DEPARTMENTAL

ORGANIZATION CHART



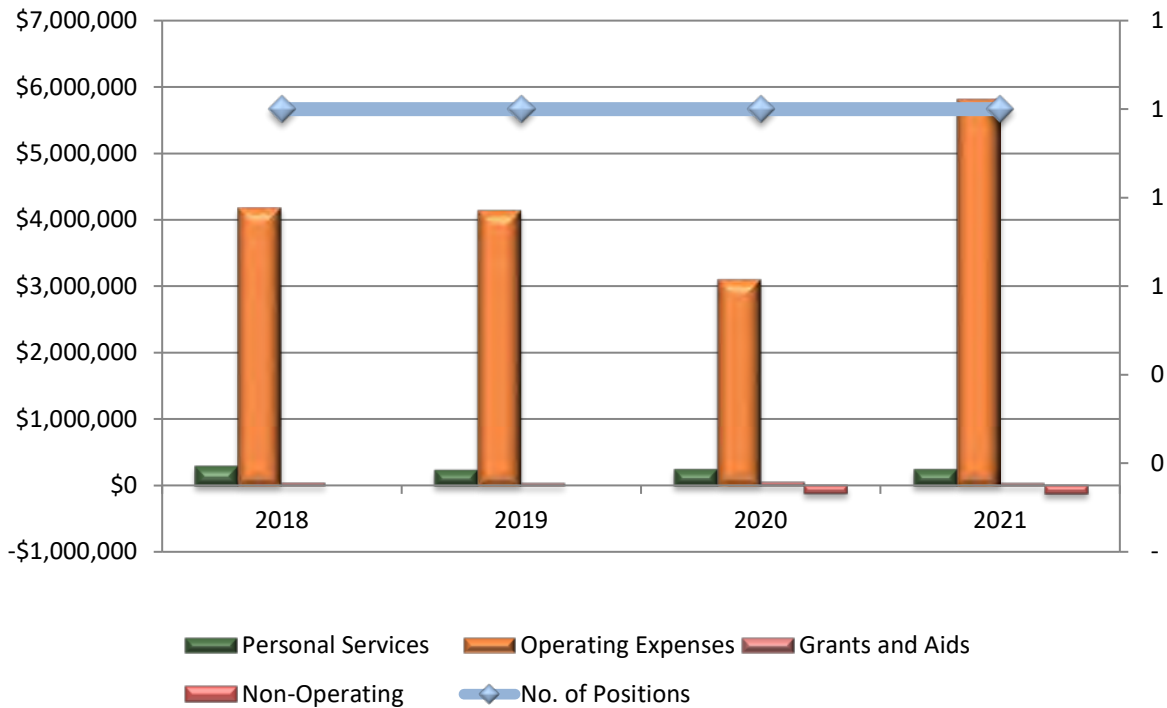
**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



**NON-DEPARTMENTAL EXPENSE
BUDGET AND POSITION SUMMARY**

	<u>2017-2018 ACTUAL</u>	<u>2018-2019 ACTUAL</u>	<u>2019-2020 BUDGET</u>	<u>2020-2021 BUDGET</u>
Salaries & Benefits	298,340	240,146	247,328	248,336
Operating Expenses	4,183,199	4,138,776	3,105,965	5,806,873
Grants and Aids	40,050	38,350	53,250	38,250
Non-Operating	-	-	(124,139)	(128,760)
Total	<u><u>4,521,589</u></u>	<u><u>4,417,272</u></u>	<u><u>3,282,404</u></u>	<u><u>5,964,699</u></u>
Full Time Headcount	1.00	1.00	1.00	1.00
Part Time FTE's	-	-	-	-
Total Headcount & FTE's	<u><u>1.00</u></u>	<u><u>1.00</u></u>	<u><u>1.00</u></u>	<u><u>1.00</u></u>

EXPENDITURE COMPARISONS



**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



001 GENERAL FUND
NON-DEPARTMENTAL EXPENSE
7000 NON-DEPARTMENTAL
 519 OTHER GENERAL GOVERNMENT

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
2000	Employee Benefits - See Other Cost Dist.	\$ 141,655	\$ 86,624	\$ 86,000	\$ 82,000
3120	Special Legal Services	807,125	1,039,703	350,000	350,000
3190	Other Professional Services	521,147	333,867	600,000	600,000
3200	Accounting & Auditing Services	145,000	136,500	138,500	154,000
4220	Postage	-	-	170,000	177,200
4430	Rental of Land and Buildings	-	5,000	9,000	7,000
4720	Printing & Binding	13,592	-	-	-
4820	Advertising Expense	-	-	6,000	5,000
4920	Judgements and Damages	566,829	82,071	-	-
4990	Other Miscellaneous Expense	139,711	59,392	165,000	162,500
4991	Credit Card Charges	278,849	291,427	-	-
5100	Office Supplies	14,730	13,576	17,000	15,000
5210	Office Equipment - Non-Capital	820	-	-	-
5410	Employee Training	700	2,185	25,000	-
7191	Employee Sick/Annual Leave Payout	864,408	1,313,281	600,000	-
7192	Contingencies	-	-	666,641	627,058
7193	Employee Sale of Annual Leave	821,230	852,747	350,000	-
7195	Contingency for Budget Reduction	-	-	-	3,700,129
8300	Hopkins/Cooper Scholarship	6,800	5,100	20,000	5,000
8302	Aid to Junior Orange Bowl	33,250	33,250	33,250	33,250
9010	1 Intradepartmental Credits	-	-	(124,139)	(128,760)
TOTAL		\$ 4,355,846	\$ 4,254,723	\$ 3,112,252	\$ 5,789,377

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

**CITY OF CORAL GABLES, FLORIDA
2020-2021 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	2017-2018	2018-2019	2019-2020	2020-2021	
		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	\$ 101,013
	TOTAL	1.00	1.00	1.00	1.00	\$ 101,013

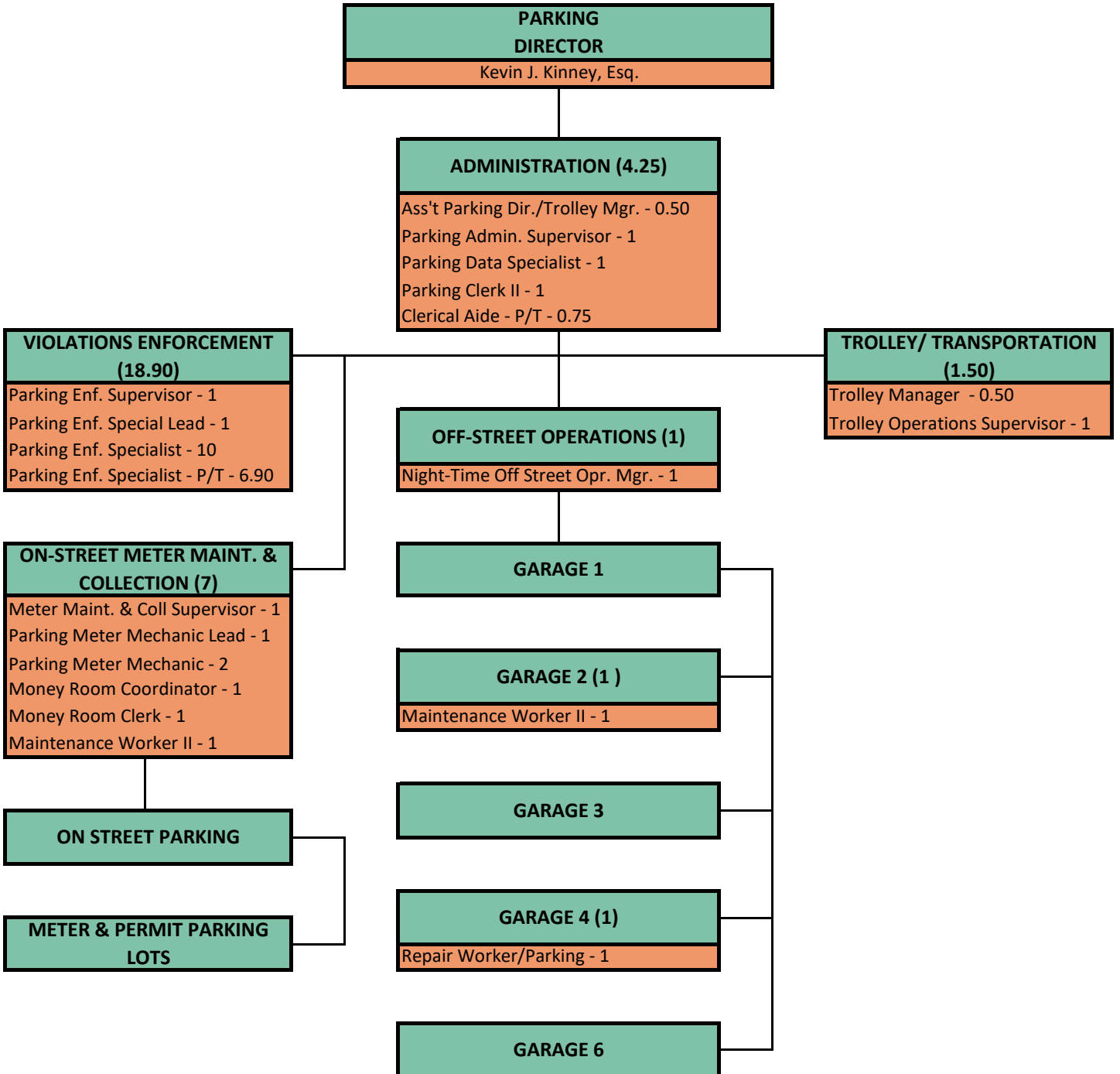
EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 101,700	\$ 96,334	\$ 100,542	\$ 101,013
2000	Employee Benefits - See Other Cost Dist.	54,985	57,188	60,786	65,323
4410	Rental of Machinery and Equipment	2,709	3,139	2,500	2,500
4550	General Liability Insurance	5,075	4,638	4,724	4,886
4710	Special Printed Forms	532	255	600	600
5100	Office Supplies	742	995	1,000	1,000
	TOTAL	\$ 165,743	\$ 162,549	\$ 170,152	\$ 175,322

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**

PARKING

ORGANIZATION CHART



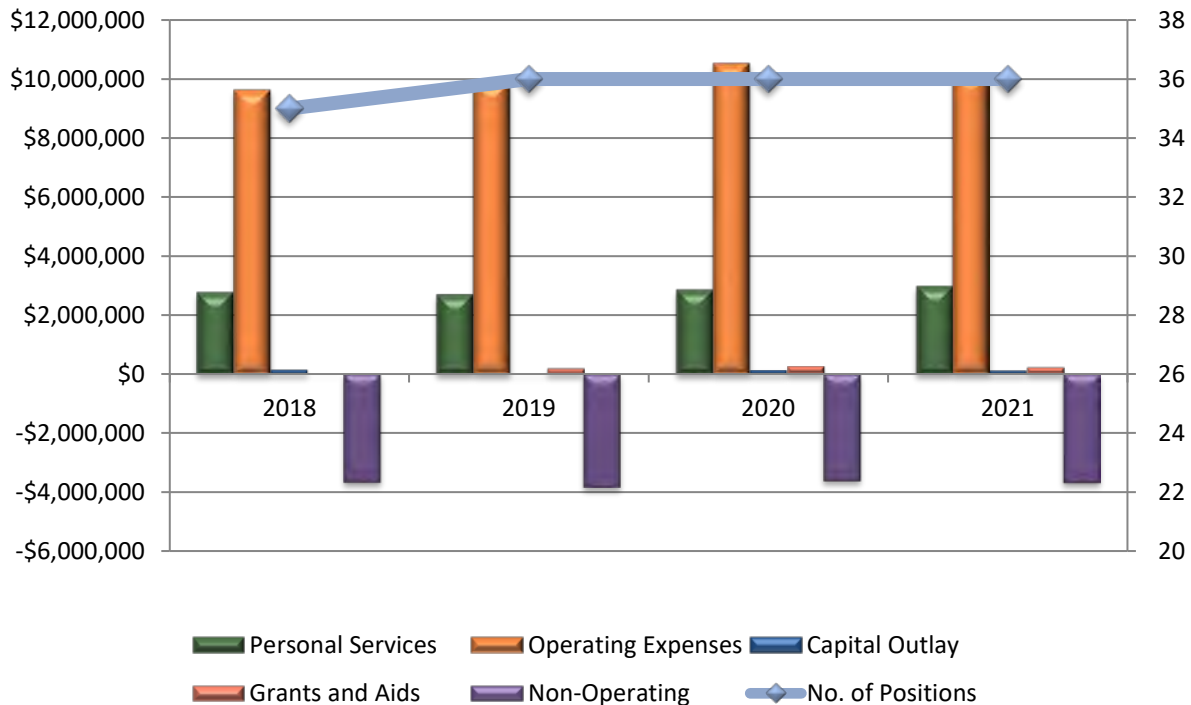
**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



**PARKING DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET
Salaries & Benefits	2,772,844	2,689,970	2,854,937	2,975,091
Operating Expenses	9,638,418	9,899,071	10,537,231	10,163,021
Capital Outlay	141,474	24,484	130,312	117,750
Grants and Aids	3,256	169,750	252,453	209,733
Non-Operating	(3,644,453)	(3,805,094)	(3,586,400)	(3,651,013)
Total	8,911,539	8,978,181	10,188,533	9,814,582
Full Time Headcount	30.00	28.00	28.00	28.00
Part Time FTE's	5.25	7.65	7.65	7.65
Total Headcount & FTE's	35.25	35.65	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. 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 parking facilities and public areas
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
 - Support the downtown streetscape and walkability
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
2020-2021 BUDGET

PARKING

FISCAL YEAR 2020 MAJOR ACCOMPLISHMENTS

- ✓ Installation of twenty-four (24) new multi-space pay stations to replace older outdated models and one hundred (100) single space meters providing for a more open and uncluttered sidewalk and improved pedestrian experience.
- ✓ Expansion of Centralized Valet Services to a new ramp on the north side of the 200 block of Andalusia Avenue to service nearby restaurants.
- ✓ Completion of the new Coral Gables Trolley Depot at 505 S. Dixie Highway. This facility will allow the Trolley system to be located near all existing routes and nearly eliminate the existing deadhead travel time required by our current Depot location. This new location will significantly improve the efficiency of daily Trolley operations.
- ✓ Extension of the City's contract with Block by Block for an additional three-years to provide Ambassadors (Custodians) in the Central Business District. Ambassadors are responsible for the following duties: sweeping, scrubbing sidewalks with a walk behind sweeper/scrubber, wiping down and emptying out trash cans, removing gum off sidewalks, collecting recycled materials, pressure washing, post-event cleanup etc. on Miracle Mile, Giralda Plaza, Lot 25 and Lot 3.
- ✓ Expansion of the City's Electronic Vehicle Charging Infrastructure. In FY20 eight (8) additional EV Charging ports were added in three locations: 2 at the Biltmore Tennis Center, 2 at the Passport Office and 4 in Municipal Garage 4.
- ✓ Upgrade of light system in Museum Garage (Garage 2). Lighting in Garage 2 was replaced with a new LED lighting system that improves the quality and efficiency of the light provided in this facility. The new lighting system will provide customers, approximately 400,000 annually, with a better experience when using this facility.
- ✓ Award of a design contract for the development of a new public parking garages at 250 Minorca Avenue next to the Public Safety Building. This will be a 450-space garage servicing North Ponce de Leon businesses and residents.
- ✓ Enhancement of the garage operating systems (WPS Equipment) to ensure compliance with Payment Card Industry standards. These upgrades will provide a secure platform for customers to use electronic payment systems when transacting business in the City parking garages.

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

PARKING

INDICATOR:	FY19			FY20		FY21
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Percentage of meter revenue processed electronically	87.5%	89.8%	●	90.0%	92.6%	94.0%
Parking permit sales	28,000	26,888	▲	28,000	24,141	26,500
Parking citations issued	95,000	98,149	●	95,000	58,425	92,000
Total parking revenue	\$14.80M	16.17M	●	\$15.65M	\$11.49M	\$13.0M
Increase Trolley ridership	1.2M	1.06M	▲	1.1M	.55M	.95M
Extension of current trolley route to service south end of Coral Gables (MacFarlane/Homestead area)	40,000	33,581	▲	40,000	16,480	25,000
Freebee Passenger Trips	75,000	84,027	●	120,000	53,038	88,000
Reduction of current Trolley headways	9 Min	9 Min	●	9 Min	12 Min	9 Min

Legend

- Target met or exceeded
- ▲ Target nearly met
- ◆ Target not met



**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8300 ADMINISTRATIVE DIVISION
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018	2018-2019	2019-2020	2020-2021	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0720	Parking Director	1.00	1.00	1.00	1.00	\$ 162,879
0721	Ass't Parking Director/Trolley Manager	0.50	0.50	0.50	0.50	61,589
0716	Parking Admin. Supervisor	1.00	1.00	1.00	1.00	73,550
0718	Night-Time Off-Street Operations Manager	1.00	1.00	1.00	1.00	53,621
0708	Parking Data Specialist	1.00	1.00	1.00	1.00	53,639
0088	Parking Clerk II	1.00	1.00	1.00	1.00	34,801
TOTAL FULL TIME HEADCOUNT		5.50	5.50	5.50	5.50	440,079
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	
9006	Clerical Aide - P/T	1	0.75	0.75	0.75	15,773
TOTAL PART TIME FTE's		1	0.75	0.75	0.75	15,773
TOTAL			6.25	6.25	6.25	\$ 455,852

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 494,720	\$ 455,316	\$ 446,828	\$ 455,852
2000	Employee Benefits - See Other Cost Dist.	273,279	251,974	233,067	266,055
3170	Mgmt & Staff Interdept'l Charge	565,000	565,000	565,000	-
3180	Mgmt & Staff Interdept'l Charge - Gen Fd Admin	-	-	-	565,000
3190	Other Professional Services	54,711	26,400	25,000	25,000
4090	Other Transportation Expense	9,670	11,937	10,396	10,396
4410	Rental of Machinery and Equipment	3,394	2,200	4,215	4,215
4420	Public Facilities Cost - See Other Cost Dist.	20,340	21,085	21,547	21,478
4550	General Liability Insurance	23,496	20,915	20,994	22,047
4620	Repair and Maint. of Office Equipment	3,308	-	3,600	3,600
4720	Printing & Binding	7,312	8,245	15,500	8,000
4960	Bad Debt Expense	34,567	-	-	-
4990	Other Miscellaneous Expense	5,610	5,387	10,000	7,500
4991	Credit Card Charges - Pay-By-Phone	963,019	1,155,236	1,000,000	1,000,000
5100	Office Supplies	4,686	1,957	5,500	5,500
5215	Small Tools & Minor Equipment	5,629	10,678	6,661	1,000
5400	Membership Dues and Subscriptions	-	-	1,100	1,100

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8300 ADMINISTRATIVE DIVISION
 545 PARKING FACILITIES

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
5410	Employee Training	398	2,000	2,000	4,500
9010	Intradepartmental Credits	(2,469,139)	(2,538,330)	(2,371,408)	(2,401,243)
TOTAL		\$ -	\$ -	\$ -	\$ -

Dept Code/Account	Meters	2017-2018	2018-2019	2019-2020	2020-2021
8310-31-70	282	\$ 69,928	\$ 71,888	\$ 67,160	\$ 68,005
8320-31-70	589	146,055	150,148	140,274	142,039
8330-31-70	193	47,859	49,200	45,964	46,543
8340-31-70	344	85,302	87,693	81,926	82,957
8380-31-70	3,873	960,396	987,307	922,382	933,986
8390-31-70	1,737	430,727	442,797	413,679	418,883
8560-31-70	450	111,587	114,714	107,171	108,519
	7,468	1,851,854	1,903,747	1,778,556	1,800,932
8360-31-70	25%	617,285	634,583	592,852	600,311
		\$ 2,469,139	\$ 2,538,330	\$ 2,371,408	\$ 2,401,243

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8310 GARAGE NO. 1 DIVISION
 545 PARKING FACILITIES

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
3170 Mgmt & Staff Interdept'l Charge	\$ 69,928	\$ 71,888	\$ 67,160	\$ 68,005
3190 Other Professional Services	202,100	201,407	211,477	169,277
4420 Public Facilities Cost - See Other Cost Dist.	106,239	110,129	112,542	112,180
4630 Repair/Maint. of Machinery & Equipment	3,714	8,180	48,012	16,410
4690 Special Maintenance Interdept'l Charges	54,468	58,706	56,307	57,919
4710 Special Printed Forms	2,000	500	500	500
5100 Office Supplies	750	250	250	250
5204 Cleaning & Janitorial Supplies	200	200	600	600
5208 Household & Institutional Supplies	500	400	-	-
5211 Building Materials and Supplies	100	100	100	100
5215 Small Tools & Minor Equipment	145	-	-	-
6440 Equipment Additions	27,500	-	56,470	-
7195 Contingency for Budget Reduction	-	-	-	54,700
TOTAL	\$ 467,644	\$ 451,760	\$ 553,418	\$ 479,941

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8320 GARAGE NO. 2 DIVISION
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018	2018-2019	2019-2020	2020-2021	
		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	\$ 33,073
	TOTAL	1.00	1.00	1.00	1.00	\$ 33,073

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 11,531	\$ 37,286	\$ 52,398	\$ 33,073
2000	Employee Benefits - See Other Cost Dist.	4,151	36,152	41,026	21,021
3170	Mgmt & Staff Interdept'l Charge	146,055	150,148	140,274	142,039
3190	Other Professional Services	195,961	195,944	205,741	164,541
4420	Public Facilities Cost - See Other Cost Dist.	176,828	183,303	187,319	186,716
4450	Lease Equipment	18,122	4,531	18,549	-
4550	General Liability Insurance	-	2,486	2,462	1,600
4610	Repair/Maint. of Bldgs & Improvements	11,700	3,193	11,700	11,700
4630	Repair/Maint. of Machinery & Equipment	11,403	18,651	25,000	25,000
4710	Special Printed Forms	2,999	1,167	2,000	2,000
5100	Office Supplies	750	750	750	750
5204	Cleaning & Janitorial Supplies	300	300	300	300
5208	Household & Institutional Supplies	400	400	400	400
5209	Protective Clothing	-	123	-	100
5211	Building Materials and Supplies	135	135	135	184
5214	Uniform Allowance	-	-	-	400
5215	Small Tools & Minor Equipment	100	100	100	100
6440	Equipment Additions	27,500	-	12,500	-
7195	Contingency for Budget Reduction	-	-	-	53,700
	TOTAL	\$ 607,935	\$ 634,669	\$ 700,654	\$ 643,624

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8330 GARAGE NO. 3 DIVISION
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2017-2018	2018-2019	2019-2020	2020-2021	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0706	Parking Attendant	1.00	-	-	-	\$ -
	TOTAL	1.00	0.00	0.00	0.00	\$ -

EXPENDITURE DETAIL

	2017-2018	2018-2019	2019-2020	2020-2021
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 579	\$ 25,119	\$ 38,368	\$ -
2000 Employee Benefits - See Other Cost Dist.	20,522	21,481	28,842	3,408
3170 Mgmt & Staff Interdept'l Charge	47,859	49,200	45,964	46,543
3190 Other Professional Services	660	-	18,567	-
4420 Public Facilities Cost - See Other Cost Dist.	30,943	32,077	32,780	32,674
4550 General Liability Insurance	2,420	1,450	1,803	-
4690 Special Maintenance Interdept'l Charges	37,278	40,178	38,536	39,639
5204 Cleaning & Janitorial Supplies	200	200	200	-
5208 Household & Institutional Supplies	400	400	400	-
5211 Building Materials and Supplies	60	160	160	-
5214 Uniform Allowance	500	550	700	-
5215 Small Tools & Minor Equipment	60	60	60	-
TOTAL	\$ 141,481	\$ 170,875	\$ 206,380	\$ 122,264

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8340 GARAGE NO. 4 DIVISION
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018	2018-2019	2019-2020	2020-2021	
		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	\$ 39,044
	TOTAL	1.00	1.00	1.00	1.00	\$ 39,044

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 38,193	\$ 38,552	\$ 38,092	\$ 39,044
2000	Employee Benefits - See Other Cost Dist.	28,745	29,172	30,246	33,130
3170	Mgmt & Staff Interdept'l Charge	85,302	87,693	81,926	82,957
3190	Other Professional Services	178,000	176,337	185,154	148,154
4420	Public Facilities Cost - See Other Cost Dist.	113,590	117,749	120,329	119,942
4550	General Liability Insurance	1,972	1,806	1,790	1,888
4630	Repair/Maint. of Machinery & Equipment	4,000	7,410	8,000	17,000
4710	Special Printed Forms	1,989	-	2,000	2,000
5100	Office Supplies	760	750	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	200
5214	Uniform Allowance	32	200	500	500
5215	Small Tools & Minor Equipment	60	60	60	100
6440	Equipment Additions	25,736	-	11,000	-
7195	Contingency for Budget Reduction	-	-	-	49,500
	TOTAL	\$ 479,214	\$ 460,564	\$ 480,682	\$ 495,865

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8360 ON-STREET METER MAINT & COLLECTION DIVISION
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018	2018-2019	2019-2020	2020-2021	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0713	On Street Meter Maint. & Coll Supv	1.00	1.00	1.00	1.00	\$ 56,990
0704	Parking Meter Mechanic - Lead	-	1.00	1.00	1.00	46,977
0712	Parking Meter Mechanic	3.00	2.00	2.00	2.00	100,127
0311	Money Room Coordinator	1.00	1.00	1.00	1.00	42,167
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	35,196
0312	Money Room Clerk	-	1.00	1.00	1.00	39,328
TOTAL		6.00	7.00	7.00	7.00	\$ 320,785

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 256,903	\$ 268,971	\$ 276,493	\$ 320,785
2000	Employee Benefits - See Other Cost Dist.	208,858	215,970	212,851	250,632
3170	Mgmt & Staff Interdept'l Charge	617,285	634,583	592,852	600,311
4020	Central Garage Motor Pool Rent	31,484	42,563	42,915	41,602
	Replacement: 7,917				
	Oper. & Maint: 33,685				
4550	General Liability Insurance	15,294	14,196	12,991	15,515
4630	Repair/Maint. of Machinery & Equipment	-	97	725	725
5100	Office Supplies	2,000	1,500	1,500	1,500
5204	Cleaning & Janitorial Supplies	100	100	100	100
5209	Protective Clothing	282	401	900	900
5211	Building Materials and Supplies	200	200	200	200
5214	Uniform Allowance	-	-	2,700	3,000
5215	Small Tools & Minor Equipment	2,148	2,118	2,500	2,500
5217	Operating Equipment Repair Parts	40,760	86,065	68,265	12,000
9010	Intradepartmental Credits	(1,175,314)	(1,266,764)	(1,214,992)	(1,249,770)
TOTAL		\$ -	\$ -	\$ -	\$ -

Meter Maintenance & Collection Services Distribution to Parking System

<u>Dept Code</u>	<u>Meters</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>
8310-46-90	282	\$ 54,468	\$ 58,706	\$ 56,307	\$ 57,919
8330-46-90	193	37,278	40,178	38,536	39,639
8380-46-90	3,873	748,068	806,275	773,322	795,458
8390-46-90	1,737	335,500	361,605	346,827	356,754
	6,085	\$ 1,175,314	\$ 1,266,764	\$ 1,214,992	\$ 1,249,770

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8380 ON-STREET PARKING DIVISION
 545 PARKING FACILITIES

		EXPENDITURE DETAIL			
		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
3170	Mgmt & Staff Interdept'l Charge	\$ 960,395	\$ 987,306	\$ 922,382	\$ 933,986
3190	Other Professional Services	462,714	468,657	539,690	509,940
4110	Telecom Services	124,081	150,695	160,000	160,000
4450	Lease Equipment	15,482	5,444	-	-
4690	Special Maintenance Interdept'l Charges	748,068	806,275	773,322	795,458
4990	Other Miscellaneous Expense	-	-	-	38,222
5215	Small Tools & Minor Equipment	12,689	110	19,952	13,000
6430	Equipment Repair/Replacement	33,714	4,831	-	56,774
7195	Contingency for Budget Reduction	-	-	-	100,000
TOTAL		\$ 2,357,143	\$ 2,423,318	\$ 2,415,346	\$ 2,607,380

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8390 METER & PERMIT PARKING LOTS DIVISION
545 PARKING FACILITIES

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
3170	Mgmt & Staff Interdept'l Charge	\$ 430,727	\$ 442,797	\$ 413,679	\$ 418,883
4420	Public Facilities Cost - See Other Cost Dist.	61,887	64,153	65,559	65,348
4430	Rental of Land and Buildings	224,350	224,699	267,700	224,700
4610	Repair/Maint. of Bldgs & Improvements	7,856	50,240	467,929	69,000
4690	Special Maintenance Interdept'l Charges	335,500	361,605	346,827	356,754
5215	Small Tools & Minor Equipment	13,468	4,994	10,000	10,000
6430	Equipment Repair/Replacement	10,000	-	10,000	10,000
7195	Contingency for Budget Reduction	-	-	-	46,000
TOTAL		\$ 1,083,788	\$ 1,148,488	\$ 1,581,694	\$ 1,200,685

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8400 VIOLATION ENFORCEMENT DIVISION
 521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
FULL TIME POSITIONS						
0711	Parking Enforcement Supervisor	1.00	1.00	1.00	1.00	\$ 76,896
0710	Parking Enforcement Specialist	10.00	10.00	10.00	10.00	463,468
0709	Parking Enforcement Special Lead	1.00	1.00	1.00	1.00	66,790
TOTAL FULL TIME HEADCOUNT		12.00	12.00	12.00	12.00	607,154
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>
0714	Parking Enforcement Specialist - PT	10	3.75	6.90	6.90	248,627
TOTAL PART TIME FTE's		10	3.75	6.90	6.90	248,627
TOTAL			15.75	18.90	18.90	\$ 855,781

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 604,697	\$ 726,117	\$ 839,073	\$ 855,781
2000	Employee Benefits - See Other Cost Dist.	403,274	386,239	405,281	468,787
4020	Central Garage Motor Pool Rent	166,733	37,944	42,913	39,036
	Replacement: 25,215				
	Oper. & Maint: 13,821				
4550	General Liability Insurance	35,420	39,956	39,424	41,390
4620	Repair and Maint. of Office Equipment	-	-	120	120
5100	Office Supplies	966	1,087	1,100	1,100
5214	Uniform Allowance	2,626	2,840	10,388	7,500
5215	Small Tools & Minor Equipment	-	-	500	500
5410	Employee Training	630	596	2,000	2,000
6430	Equipment Repair/Replacement	-	-	500	500
6440	Equipment Additions	-	-	500	500
TOTAL		\$ 1,214,346	\$ 1,194,779	\$ 1,341,799	\$ 1,417,214

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8500 SIGN SHOP
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
FULL TIME POSITIONS						
3102	Maint. Repair Wrkr - Lead	1.00	-	-	-	\$ -
3005	Maintenance Worker II	1.00	-	-	-	-
TOTAL FULL TIME HEADCOUNT		2.00	0.00	0.00	0.00	-
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>
9017	Maintenance Worker II - Sign Shop - P/T	1	0.75	-	-	-
TOTAL PART TIME FTE's		1	0.75	0.00	0.00	-
TOTAL		2.75	0.00	0.00	0.00	\$ -

Sign Shop Operations has been organizationally moved to the Public Works Department as of 10/1/2019 (Division 1555)

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 122,912	\$ (779)	\$ -	\$ -
2000	Employee Benefits - See Other Cost Dist.	110,603	-	-	-
3170	Mgmt & Staff Interdept'l Charge	212,919	-	-	-
4020	Central Garage Motor Pool Rent	26,062	-	-	-
4420	Public Facilities Cost - See Other Cost Dist.	42,257	-	-	-
4550	General Liability Insurance	9,183	-	-	-
5100	Office Supplies	200	-	-	-
5204	Cleaning & Janitorial Supplies	800	-	-	-
5209	Protective Clothing	450	-	-	-
5211	Building Materials and Supplies	6,667	-	-	-
5213	Purchase/Rental - Employee Uniforms	1,000	-	-	-
5215	Small Tools & Minor Equipment	1,301	-	-	-
TOTAL		\$ 534,354	\$ (779)	\$ -	\$ -

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8560 GARAGE NO. 6 DIVISION
545 PARKING FACILITIES

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
3170	Mgmt & Staff Interdept'l Charge	\$ 83,448	\$ 114,714	\$ 106,914	\$ 108,519
3190	Other Professional Services	183,000	153,687	192,357	153,957
4310	Electric Utility Service	-	37,466	60,000	60,000
4350	Water & Sewer Utility Service	(12,085)	(9,008)	5,000	5,000
4450	Lease Equipment	14,827	3,707	14,827	-
4610	Repair/Maint. of Bldgs & Improvements	11,700	810	11,700	11,700
4630	Repair/Maint. of Machinery & Equipment	15,150	15,000	25,000	25,000
4710	Special Printed Forms	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	55	96	100	100
5215	Small Tools & Minor Equipment	-	90	100	100
6440	Equipment Additions	6,500	3,293	22,837	-
7195	Contingency for Budget Reduction	-	-	-	50,900
TOTAL		\$ 305,195	\$ 320,455	\$ 441,435	\$ 417,876

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



360 TROLLEY/TRANSPORTATION FUND
PARKING DEPARTMENT
1580 TROLLEY/TRANSPORTATION DIVISION
 544 TRANSIT SYSTEMS

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2017-2018	2018-2019	2019-2020	2020-2021	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0721	Ass't Parking Director/Trolley Manager	0.50	0.50	0.50	0.50	\$ 61,589
0009	Trolley Operations Supr	1.00	1.00	1.00	1.00	75,023
	TOTAL	1.50	1.50	1.50	1.50	\$ 136,612

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 122,071	\$ 121,635	\$ 130,520	\$ 136,612
2000	Employee Benefits - See Other Cost Dist.	71,806	76,765	81,852	90,911
3190	Other Professional Services	1,005,680	1,239,309	1,096,351	875,773
3191	Special Events - Reimbursable	18,311	19,938	-	-
3192	Professional Services - "Last Mile" Cart Service	-	(16,250)	305,640	305,640
4020	Central Garage Motor Pool Rent	349,086	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	-
4410	Rental of Machinery and Equipment	2,469	2,584	3,000	3,000
4420	Public Facilities Cost - See Other Cost Dist.	106,126	110,012	112,422	112,060
4430	Rental of Land and Buildings	-	71,387	79,992	-
4550	General Liability Insurance	6,327	6,123	6,132	6,607
4720	Printing & Binding	376	348	2,000	2,000
4990	Other Miscellaneous Expense	1,310	1,354	1,000	1,000
5100	Office Supplies	841	476	2,000	2,000
5209	Protective Clothing	242	-	500	600
5213	Purchase/Rental - Employee Uniforms	2,417	2,885	3,000	3,000
5215	Small Tools & Minor Equipment	758	357	1,000	1,000
5219	Other Repair & Maintenance Supplies	117	343	1,000	1,000
5400	Membership Dues and Subscriptions	-	-	1,000	1,000
5410	Employee Training	-	1,590	3,000	3,000
6440	Equipment Additions	10,524	16,360	15,505	48,976

**CITY OF CORAL GABLES, FLORIDA
2020-2021 BUDGET**



360 TROLLEY/TRANSPORTATION FUND
PARKING DEPARTMENT
1580 TROLLEY/TRANSPORTATION DIVISION
 544 TRANSIT SYSTEMS

EXPENDITURE DETAIL

		2017-2018	2018-2019	2019-2020	2020-2021
		ACTUAL	ACTUAL	BUDGET	BUDGET
6460	Other Equipment Additions	-	-	1,000	1,000
7195	Contingency for Budget Reduction	-	-	-	275,735
8120	State FDOT Trolley Route Expansion Grant	3,256	-	2,736	-
8201	State Grants	-	169,750	249,717	209,733
TOTAL		\$ 1,720,439	\$ 2,174,052	\$ 2,467,125	\$ 2,429,733



Action Plan Worksheet 2021

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
Hire consultant to guide the City in developing a cohesive wayfinding plan	01/31/20	Signed contract
Install occupancy displays at entrance to parking garages	02/29/20	Displays activated
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?)

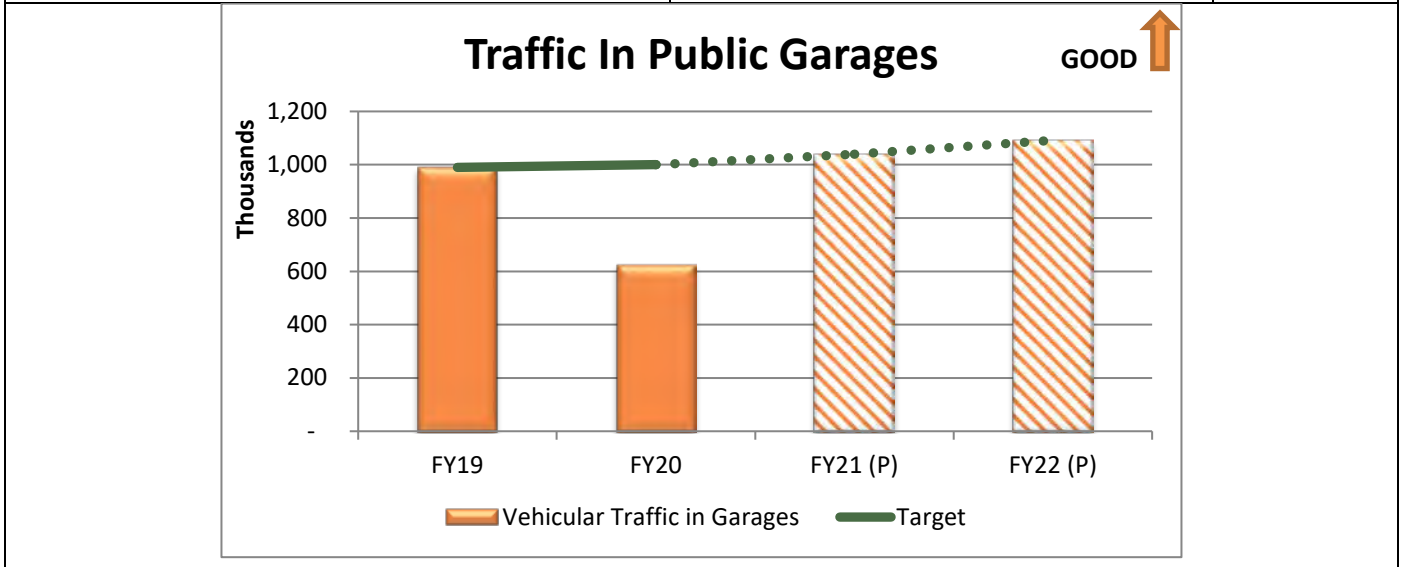
- \$680,000 in CIP Funding for signage and wayfinding improvements
- 100 hours Public Works Traffic Division
- 50 hours Economic Development
- 50 hours Information Technology
- 100 hours Parking Department



Action Plan Worksheet 2021

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 2021

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 2021

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	09/30/20	Questionnaire approved by Parking Director and appropriate City staff
Perform ridership survey of existing passengers of the Trolley & Freebee systems.	11/30/20	Data from completed surveys.
Analyze survey results and prepare satisfaction improvement action plan	02/28/21	Plan approved
Implement plan	05/31/21	Action plan key tasks completed

Resource requirements (what do we need to succeed?)

- \$10,000 towards funding for the survey in FY22
- \$50,000 funding for automated passenger count system in FY22

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

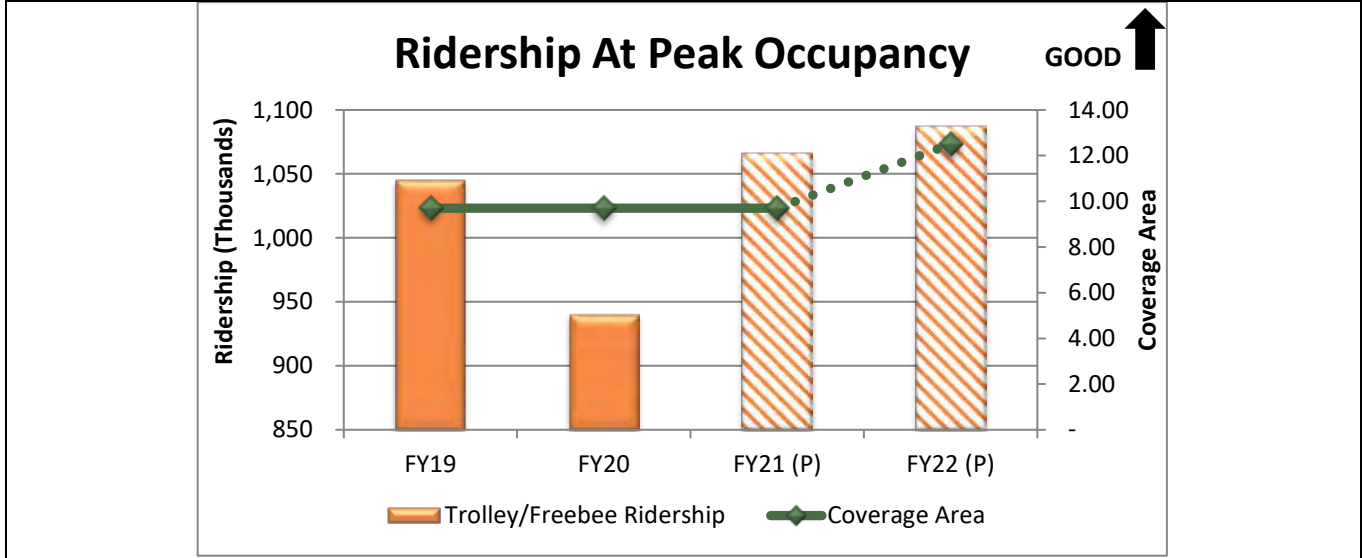
Measure	Target	Date
Rider satisfaction	5% increase over 2020 baseline	09/30/21
	5% increase over 2021	09/30/22



Action Plan Worksheet 2021

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
	672,000	09/30/20
	1,065,900	09/30/21
	1,087,220	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 (FY2022)
- \$50,000 funding for automated passenger count system (FY2022)



Action Plan Worksheet 2021

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	06/30/22	Commission resolution
Integration of new IoT developments into Parking Enterprise System (ongoing)	10/31/22	Rollout of new customer facing applications and management tools
Increase EV charging infrastructure (stations) to fifty (50) within City parking system	10/31/22	Goal achieved

Resource requirements (what do we need to succeed?)

- \$250,000 for Downtown Parking Master Plan in FY22
- \$200,000 Annually for PARCS Upgrades funded through existing budget
- \$150,000 Implementation/Licensing Fees in FY22
- 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 2021

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 (Adjusted FY21 for COVID-19). 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="text-align: center;"> <h3>Traffic In Public Garages</h3> <table border="1" style="margin-top: 10px;"> <caption>Traffic In Public Garages (Thousands)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Vehicular Traffic</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>FY19</td> <td>~990</td> <td>1,000</td> </tr> <tr> <td>FY20</td> <td>~600</td> <td>1,000</td> </tr> <tr> <td>FY21 (P)</td> <td>~1,000</td> <td>1,000</td> </tr> <tr> <td>FY22 (P)</td> <td>~1,050</td> <td>1,000</td> </tr> </tbody> </table> </div> <div style="text-align: right;"> <p>GOOD ↑</p> </div> </div>			Fiscal Year	Vehicular Traffic	Target	FY19	~990	1,000	FY20	~600	1,000	FY21 (P)	~1,000	1,000	FY22 (P)	~1,050	1,000
Fiscal Year	Vehicular Traffic	Target															
FY19	~990	1,000															
FY20	~600	1,000															
FY21 (P)	~1,000	1,000															
FY22 (P)	~1,050	1,000															
Number of charging stations	50	10/31/22															

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 2021

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	10/30/21	Contract with Consultant
Review required services with consultant and develop scope of services	12/31/21	Develop detailed scope of services
Update City Transit Master Plan	06/30/22	Updated plan approved by City Commission
Prepare action plan	09/30/22	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?)

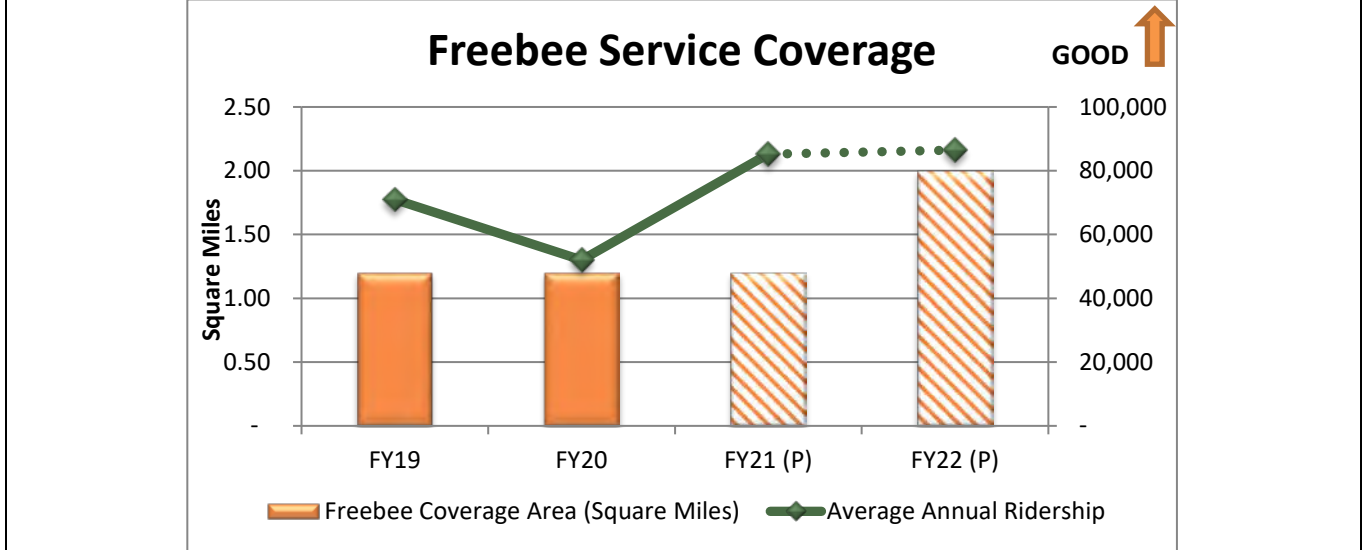
- \$100,000 in funding for Master Plan study – to be requested in FY22



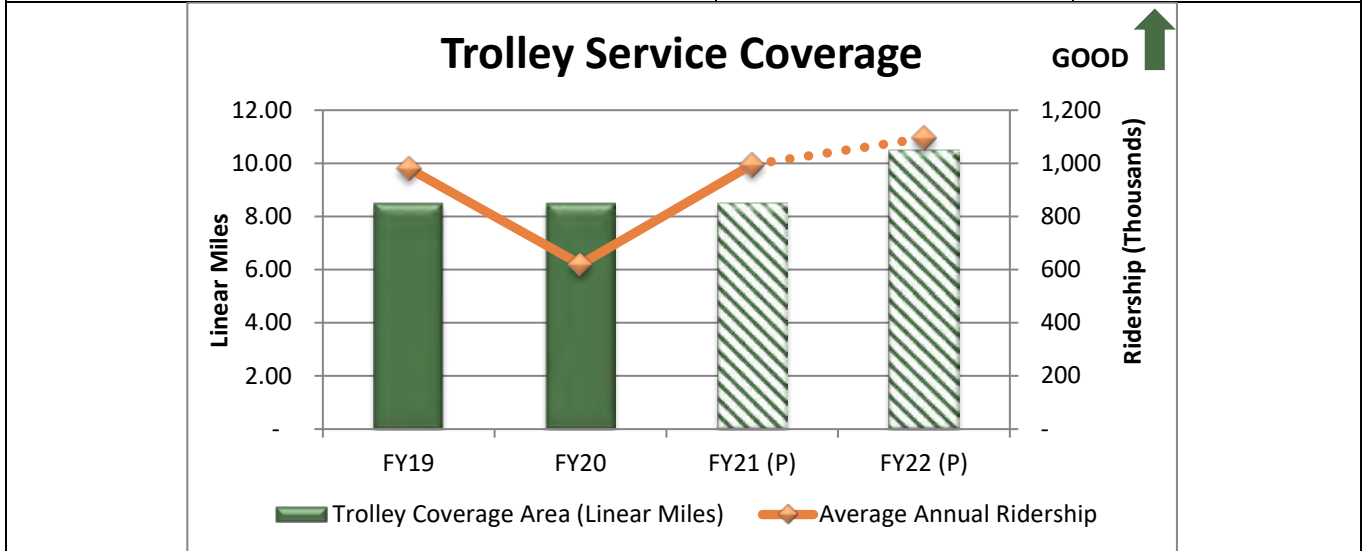
Action Plan Worksheet 2021

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	71,000	09/30/19
	86,500	09/30/22



Linear miles of Trolley service area	8.50	09/30/19
	10.50	09/30/22
Ridership	980,750	09/30/19
	1,095,000	09/30/22





Action Plan Worksheet 2021

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.

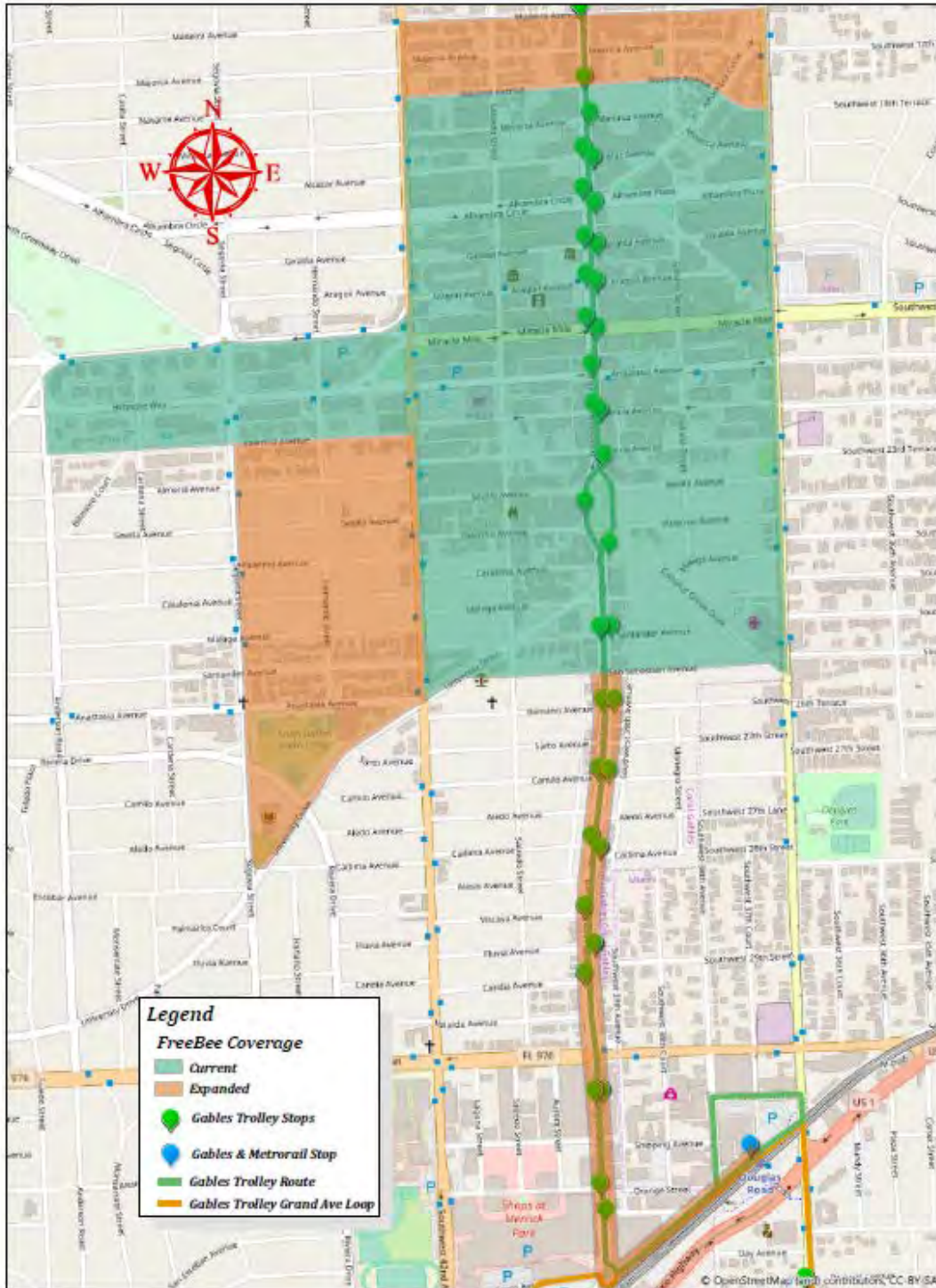
Negative:

- \$100,000 for Master Plan



Action Plan Worksheet 2021

FreeBee Service Coverage, Current and Expanded with Trolley Routes and Stops





Action Plan Worksheet 2021

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	11/30/20	City Manager Approval and permits
Construction	12/31/21	Garage Completed

Resource requirements (what do we need to succeed?)

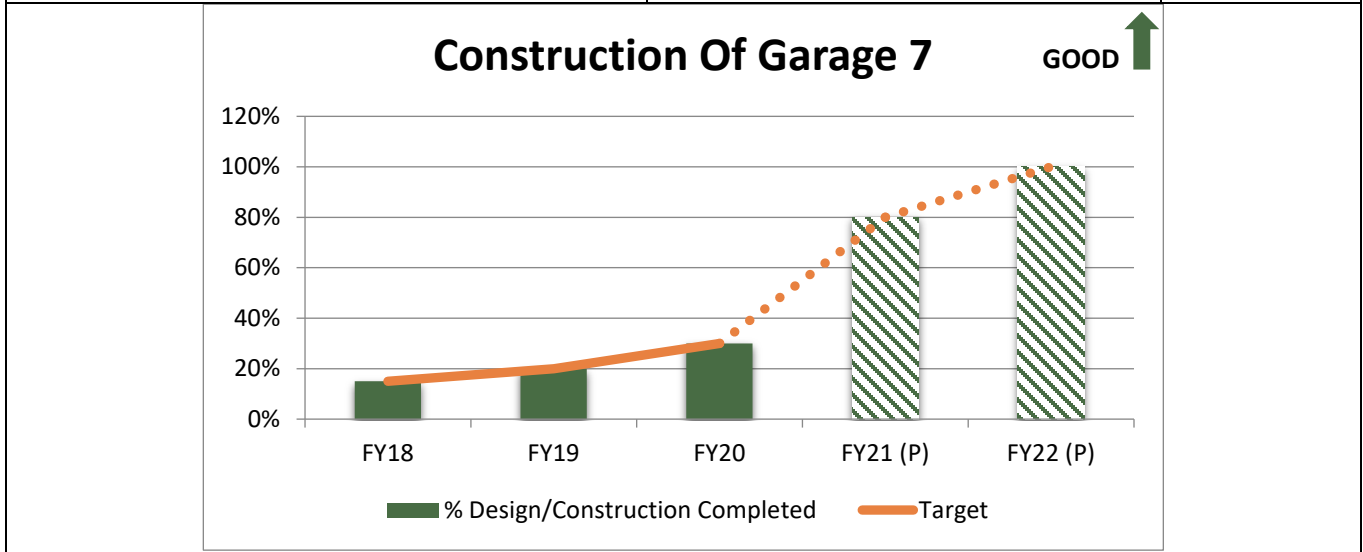
- Construction costs - \$17,270,511
- General conditions/Design - \$851,000
- Art in Public Places - \$282,053
- I.T. outfitting needs - \$400,000
- I.T. participation in design process 100 hours
- Hiring of new staff to manage garage - \$365,000 annually beginning in FY 2022
- Support from PW CIP/Construction services 100 hours per month
- Parking Staff 100 hours per month
- Temporary parking for district near construction



Action Plan Worksheet 2021

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 January 2022	50%	01/01/22
Customer Satisfaction with Parking Availability*	Above 60%	06/30/22
Design/Construction Progress	15%	09/30/18
	20%	09/30/19
	30%	09/30/20
	80%	09/30/21
	100%	12/31/21



*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 2021

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 2022



Action Plan Worksheet 2021

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?)

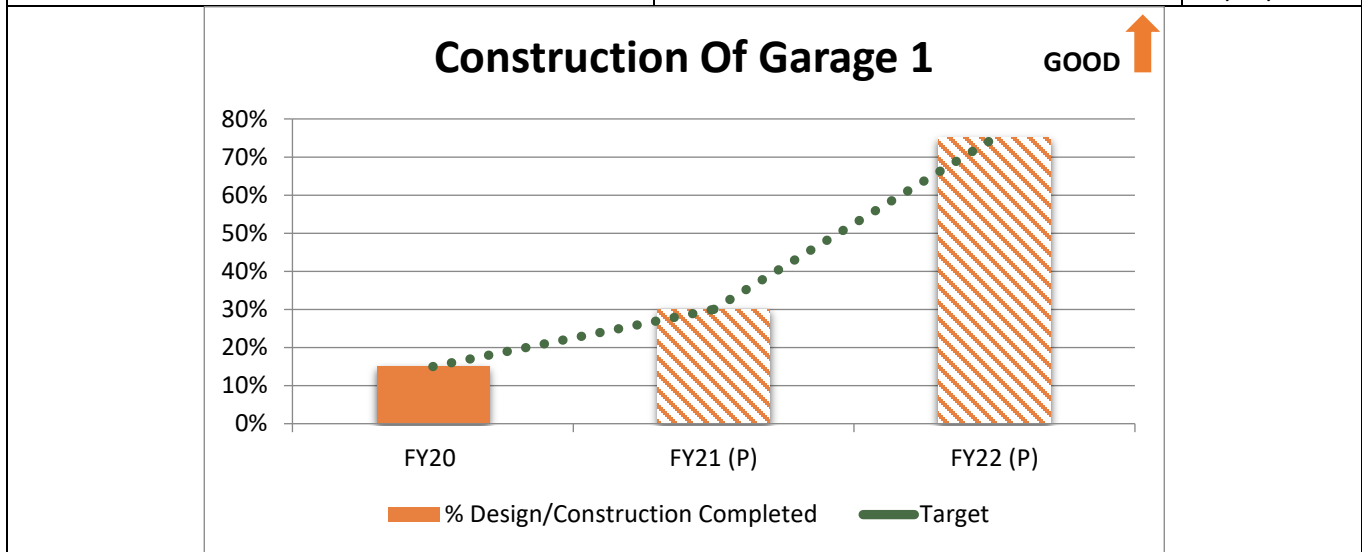
- Construction costs - \$28,958,000
- General conditions/Design - \$651,000
- Art in Public Places - \$451,350
- I.T. outfitting needs - \$400,000
- I.T. Participation in design 100 Hours
- Parking staff support 100 hours monthly
- Support from PW-Capital Projects/Construction Division 100 hours monthly



Action Plan Worksheet 2021

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
	30%	09/30/21
	75%	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 2021

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:

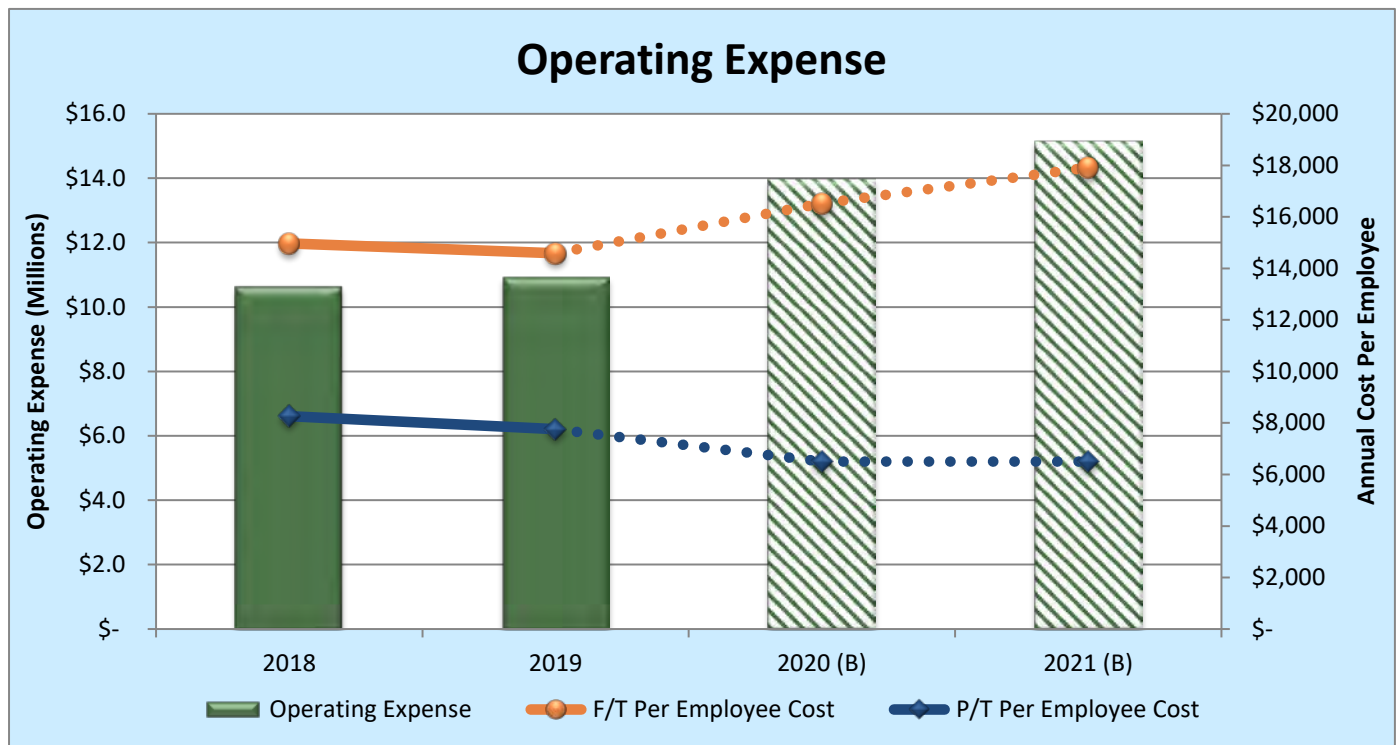
- Parking Revenue of \$2,150,000 annually
- Sale of Garage 4 to reduce Debt Service \$16,000,000
- Consolidation of G4/G1 Operations \$200,000

Negative:

- Fully loaded cost of Garage 1 construction of \$30,460,350

2020-2021 BUDGET INSURANCE FUND SUMMARY

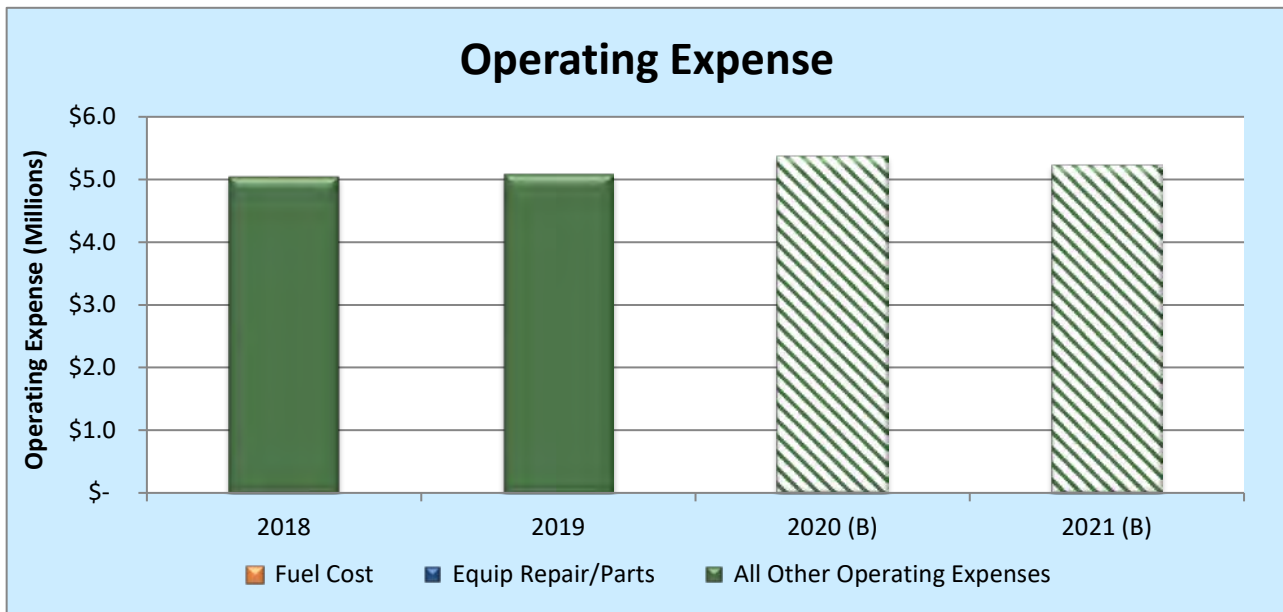
	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2020-2021 BUDGET
OPERATING REVENUES				
Charges to Departments for:				
Workers Compensation	\$ 2,596,989	\$ 2,104,287	\$ 2,000,000	\$ 2,000,000
General Liability Insurance	3,799,714	3,500,000	3,500,000	3,500,000
Group Health Insurance	5,595,183	5,740,366	8,475,973	9,653,484
Miscellaneous	503,153	908,580	-	-
TOTAL OPERATING REVENUES	\$ 12,495,039	\$ 12,253,233	\$ 13,975,973	\$ 15,153,484
OPERATING EXPENSES				
Group Health, Life & Dental Premiums	\$ 5,022,846	\$ 5,842,327	\$ 8,475,973	\$ 9,653,484
Worker's Comp. & Gen. Liab. Premiums	5,620,439	5,090,180	5,500,000	5,500,000
TOTAL OPERATING EXPENSES	\$ 10,643,285	\$ 10,932,507	\$ 13,975,973	\$ 15,153,484



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.

**2020-2021 BUDGET
MOTOR POOL FUND SUMMARY**

	<u>2017-2018 ACTUAL</u>	<u>2018-2019 ACTUAL</u>	<u>2019-2020 BUDGET</u>	<u>2020-2021 BUDGET</u>
OPERATING REVENUES				
Charges to Departments for use of Vehicles & Equipment	\$ 5,008,207	\$ 5,461,502	\$ 5,263,137	\$ 5,247,405
Replacement Cost Recovery	3,265,606	2,761,765	3,696,310	2,936,417
Miscellaneous	267,921	349,492	3,036,142	-
TOTAL OPERATING REVENUES	<u>\$ 8,541,734</u>	<u>\$ 8,572,759</u>	<u>\$ 11,995,589</u>	<u>\$ 8,183,822</u>
OPERATING EXPENSES				
Operating Expense	\$ 5,043,760	\$ 5,086,129	\$ 5,375,187	\$ 5,231,109
Capital Outlay	3,713,289	3,124,061	6,619,102	2,952,713
	<u>\$ 8,757,049</u>	<u>\$ 8,210,190</u>	<u>\$ 11,994,289</u>	<u>\$ 8,183,822</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.

2020-2021 BUDGET
MOTOR POOL COST DISTRIBUTION

DEPT. NO.	DISTRIBUTION COST			DEPARTMENT
	REPL	MAINT	TOTAL	
1030	\$ 35,704	\$ 14,391	\$ 50,095	CITY MANAGER - PUBLIC AFFAIRS
1120	1,679	3,223	4,902	HUMAN RESOURCES
1130	1,685	138	1,823	LABOR RELATIONS & RISK MANAGEMENT
1210	25,770	19,975	45,745	DEVELOPMENT SERVICE - BUILDING
1220	9,477	1,067	10,544	DEVELOPMENT SERVICE - PLANNING
1230	20,240	19,513	39,753	DEVELOPMENT SERVICE - CODE
1320	2,063	187	2,250	HIST. RESOURCES & CULTURAL ARTS - PRESERVATION
1500	17,713	3,575	21,288	PUBLIC WORKS - ADMINISTRATIVE
1510	4,541	6,017	10,558	PUBLIC WORKS - CAPITAL IMPROVEMENT
1515	5,970	7,914	13,884	PUBLIC WORKS - ENGINEERING
1535	60,500	68,249	128,749	PUBLIC WORKS - STORMWATER MGMT
1540	129,503	176,099	305,602	PUBLIC WORKS - SANITARY SEWER
1550	105,898	707,504	813,402	PUBLIC WORKS - R.O.W. ENF & MAINT
1580	165,093	183,993	349,086	PARKING - TROLLEY/TRANS
3020	8,900	17,169	26,069	FINANCE - BILLING & COLLECTIONS
3040	1,910	-	1,910	FINANCE - PROCUREMENT
3200	12,616	36,358	48,974	INFORMATION TECHNOLOGY
5000	31,737	20,838	52,575	POLICE - ADMINISTRATIVE
5020	522,952	551,178	1,074,130	POLICE - UNIFORM PATROL
5030	92,674	185,271	277,945	POLICE - CRIMINAL INVESTIGATIONS
5040	27,766	28,840	56,606	POLICE - TECHNICAL SERVICES
5060	20,188	44,300	64,488	POLICE - PROFESSIONAL STANDARDS
5070	218,724	197,194	415,918	POLICE - SPECIALIZED ENFORCEMENT
5500	648,907	653,993	1,302,900	FIRE DEPARTMENT
6020	934	5,934	6,868	COMMUNITY RECREATION - VENETIAN POOL
6030	26,429	451	26,880	COMMUNITY RECREATION - GRANADA GOLF
6050	6,708	5,939	12,647	COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS
6070	29,768	6,534	36,302	COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE
6120	541,556	1,823,129	2,364,685	PUBLIC WORKS - SANITATION
6130	121,279	393,916	515,195	PUBLIC WORKS - LANDSCAPE SERVICES
8360	7,917	33,685	41,602	PARKING - ON-STREET METER MAINT/COLLECTION
8400	25,215	13,821	39,036	PARKING - VIOLATION ENFORCEMENT
1555	4,401	17,010	21,411	PUBLIC WORKS - SIGN SHOP
	<u>\$ 2,936,417</u>	<u>\$ 5,247,405</u>	<u>\$ 8,183,822</u>	

**2020-2021 BUDGET
MOTOR POOL FUND
VEHICLE AND EQUIPMENT PURCHASES**

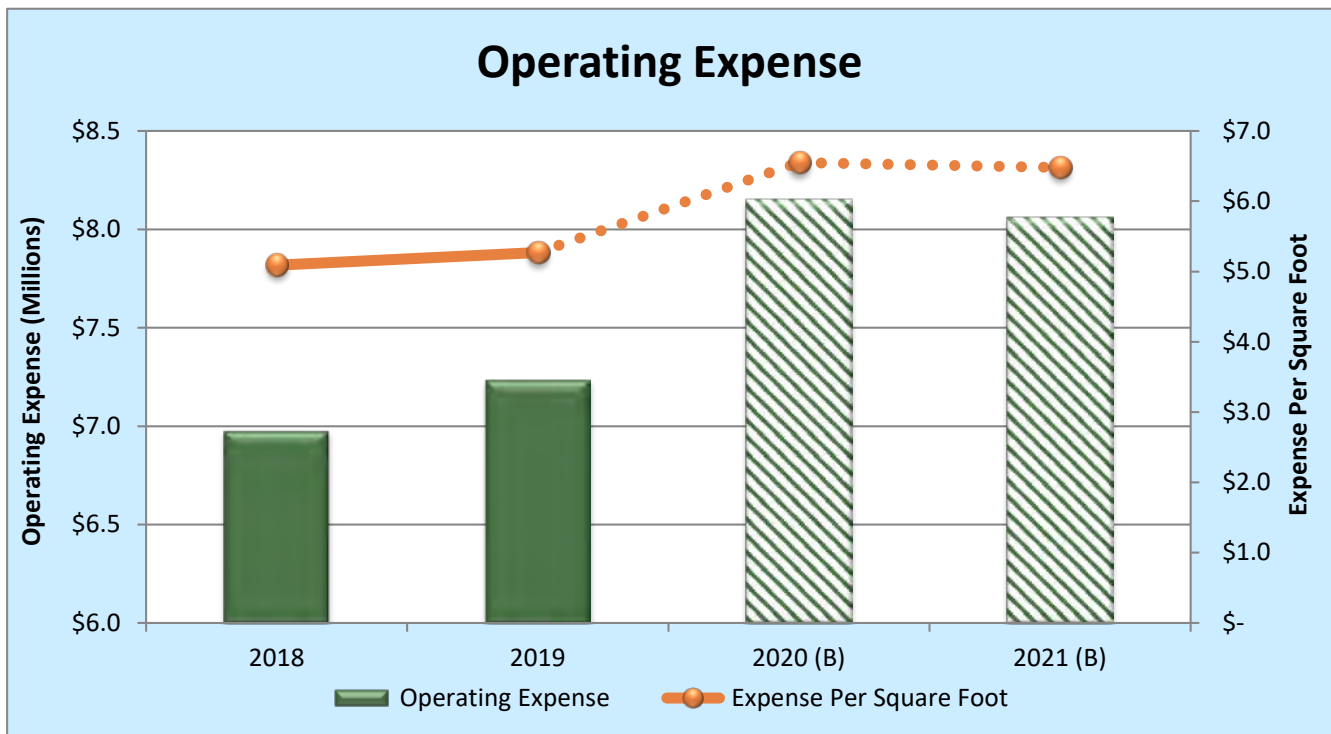
<u>DEPARTMENT</u>	<u>DESCRIPTION</u>	<u>VEH ID#</u>	<u>YEAR/MODEL</u>	<u>COST</u>	<u>TOTAL</u>
CITY MANAGER					
1030	2007 Ford Escape	3074	Ford Escape SUV	\$ 25,000	
SUBTOTAL - CITY MANAGER					\$ 25,000
COMMUNITY RECREATION					
6050	2007 Ford Fusion	817	Ford Ranger 4X2, bedliner.	25,000	
SUBTOTAL - COMMUNITY RECREATION					25,000
FIRE					
5500	1998 Pierce Pumper	71	Pierce Impel Pumper	780,000	
SUBTOTAL - FIRE					780,000
PARKING					
1580	2006 Bluebird Trolley	5007	Hometown Low Floor Trolley	360,000	
SUBTOTAL - PARKING					360,000
POLICE					
5000	2005 Ford 500	852	Chevy Tahoe	41,000	
5020	2009 Ford Crown Victoria	285	Ford Interceptor SUV (Marked) Hybrid	37,500	
5020	2009 Ford Crown Victoria	288	Ford Interceptor SUV (Marked) Hybrid	37,500	
5020	2011 Ford Crown Victoria	346	Ford Interceptor SUV (Marked) Hybrid	37,500	
5020	2011 Ford Crown Victoria	349	Ford Interceptor SUV (Marked) Hybrid	37,500	
5020	2011 Ford Crown Victoria	351	Ford Interceptor SUV (Marked) Hybrid	37,500	
5020	2011 Ford Crown Victoria	352	Ford Interceptor SUV (Marked) Hybrid	37,500	
5020	2011 Ford Crown Victoria	353	Ford Interceptor SUV (Marked) Hybrid	37,500	
5020	2011 Ford Crown Victoria	354	Ford Interceptor SUV (Marked) Hybrid	37,500	
5020	2011 Ford Crown Victoria	355	Ford Interceptor SUV (Marked) Hybrid	37,500	
5020	2010 Ford K-9 Expedition	759	Ford Interceptor SUV - K-9 (Marked) Hybrid	37,500	
5040	2002 Crown Victoria	457	Administrative Sedan - Model TBD	28,000	
5040	2007 Ford Explorer	743	Ford Ranger 4X4, Topper, Bed liner	32,000	
5060	2007 Ford Crown Victoria	247	Administrative Sedan - Model TBD	28,000	
5060	2007 Ford Crown Victoria	257	Administrative Sedan - Model TBD	28,000	
5060	2009 Ford Crown Victoria	291	Ford Interceptor SUV (Marked) Hybrid	37,500	
5060	2006 Chevrolet Impala	814	Administrative Sedan - Model TBD	28,000	
5060	2006 Chevrolet Impala	821	Administrative Sedan - Model TBD	28,000	
5070	2009 Ford Crown Victoria	274	Ford Interceptor SUV (Marked) Hybrid	37,500	
5070	2009 Ford Crown Victoria	277	Ford Interceptor SUV (Marked) Hybrid	37,500	
5070	2009 Ford Crown Victoria	281	Ford Interceptor SUV (Marked) Hybrid	37,500	
5070	2009 Boston Whaler	811	Yamaha Outboard Motors Replacement Only	40,000	
Various	Strobes-R-U's Up-fit of police/fire vehicles			120,413	
SUBTOTAL - POLICE					898,413
PUBLIC WORKS					
1510	2005 Ford 500	3035	Chevy Bolt	33,000	
1520	2000 Ford F250	1886	F250 Reg cab, service body, lift gate	40,000	
1520	2003 Chevrolet Silverado	1929	F250 Reg cab, service body, lift gate	40,000	
1540	2006 Ford Explorer	3062	Chevy Traverse	28,000	
1550	2006 Allianz Street Sweeper	1653	Elgin Broom Badger Sweeper	210,000	
1550	2000 Sterling Dump Truck	1457	Tandem Axel Dump Truck	150,000	
6120	2006 Intenational Crane Truck	1186	Self Loader Truck w/ TL3 & HARDOX	165,000	
6120	2008 Ford Crew Cab F350	1963	Ford F250, Crew Cab, bedliner, liftgate	35,000	
6120	2006 Ford Crown Victoria	868	Ford Ranger, Standard Cab, Bedliner	26,000	
6120	2006 Ford F350	1923	Ford Ranger, Standard Cab, Bedliner	26,000	
6130	1996 Ford F800 Flat Bed Dump Truck	1880	Mitsubishi FE160 Landscaping Truck	80,000	
6130	2000 Sterling Stake Body Truck	1285	Landscape trailer	15,000	
SUBTOTAL - PUBLIC WORKS					848,000
TOTAL VEHICLE REPLACEMENT BUDGET					\$ 2,936,413



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**2020-2021 BUDGET
PUBLIC FACILITIES FUND SUMMARY**

	<u>2017-2018 ACTUAL</u>	<u>2018-2019 ACTUAL</u>	<u>2019-2020 BUDGET</u>	<u>2020-2021 BUDGET</u>
OPERATING REVENUES				
Charges to Departments for use of Facilities	\$ 7,635,224	\$ 7,914,814	\$ 8,088,235	\$ 8,062,193
Miscellaneous	38,255	150,545	63,124	-
TOTAL OPERATING REVENUES	<u>\$ 7,673,479</u>	<u>\$ 8,065,359</u>	<u>\$ 8,151,359</u>	<u>\$ 8,062,193</u>
OPERATING EXPENSES				
Operating Expense	\$ 6,977,499	\$ 7,235,318	\$ 8,151,359	\$ 8,062,193
Capital Outlay	-	-	-	-
TOTAL OPERATING EXPENSES	<u>\$ 6,977,499</u>	<u>\$ 7,235,318</u>	<u>\$ 8,151,359</u>	<u>\$ 8,062,193</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.

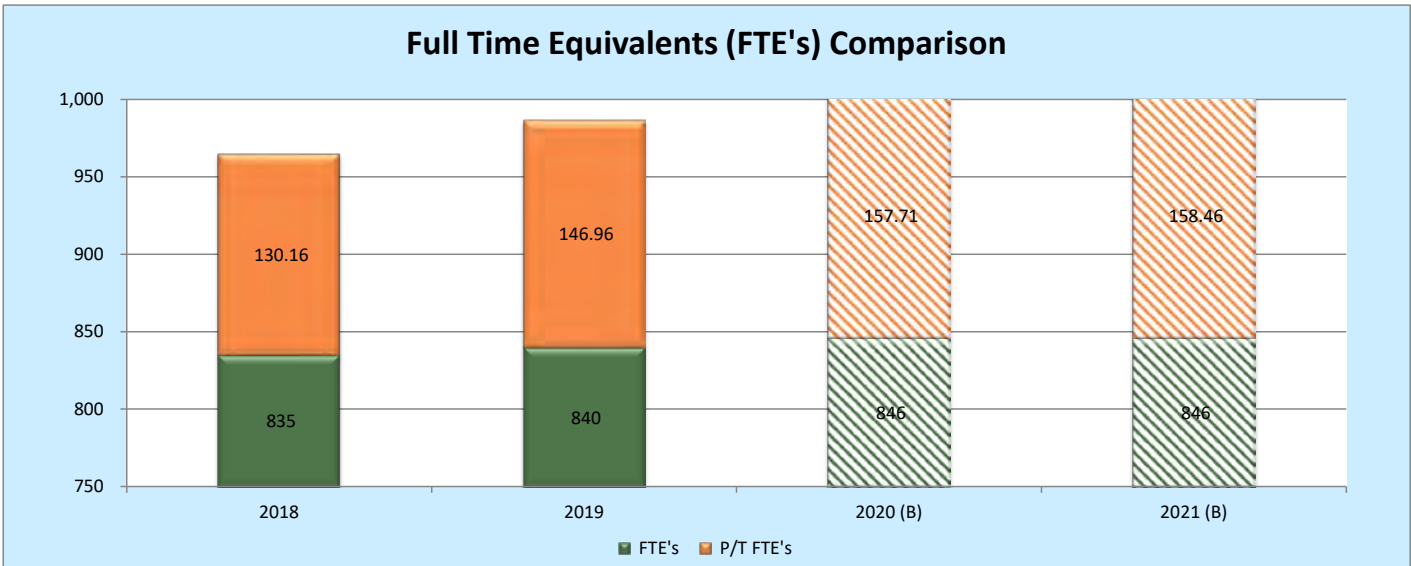
2020-2021 BUDGET
TOTAL PUBLIC FACILITIES COST DISTRIBUTION

DEPT. NO.	TOTAL COST DISTRIBUTION	DEPARTMENT
0100	\$ 57,892	CITY COMMISSION
0500	40,370	CITY ATTORNEY
0600	32,839	CITY CLERK - ADMIN
0601	35,138	CITY CLERK - SPEC REV EXP
1010	30,308	CITY MANAGER - ADMIN
1030	45,122	CITY MANAGER - PUBLIC AFFAIRS
1120	36,136	HUMAN RESOURCES
1130	17,569	LABOR RELATIONS & RISK MANAGEMENT
1200	28,395	DEVELOPMENT SERVICE - ADMIN
1210	63,885	DEVELOPMENT SERVICE - BUILDING
1220	90,004	DEVELOPMENT SERVICE - PLANNING
1230	25,153	DEVELOPMENT SERVICE - CODE
1320	325,286	HIST. RESOURCES & CULTURAL ARTS - PRESERVATION
1330	98,631	HIST. RESOURCES & CULTURAL ARTS - CULTURAL ARTS
1500	22,868	PUBLIC WORKS - ADMINISTRATIVE
1505	5,777	PUBLIC WORKS - SUSTAINABLE PUBLIC INFRASTRUCTURE
1510	27,580	PUBLIC WORKS - CAPITAL IMPROVEMENT
1515	33,709	PUBLIC WORKS - ENGINEERING
1535	39,664	PUBLIC WORKS - STORMWATER MGMT
1540	394,990	PUBLIC WORKS - SANITARY SEWER
1550	1,753,060	PUBLIC WORKS - R.O.W. ENF & MAINT
1555	44,620	PUBLIC WORKS - SIGN SHOP
3010	58,208	FINANCE - ADMINISTRATION
3020	17,027	FINANCE - BILLING & COLLECTIONS
3030	17,984	FINANCE - REPORTING & OPERATIONS
3040	151,639	FINANCE - PROCUREMENT
3050	25,419	FINANCE - MANAGEMENT & BUDGET
3200	36,514	INFORMATION TECHNOLOGY
5000	142,888	POLICE - ADMINISTRATIVE
5020	189,324	POLICE - UNIFORM PATROL
5030	153,001	POLICE - CRIMINAL INVESTIGATIONS
5040	198,370	POLICE - TECHNICAL SERVICES
5060	187,021	POLICE - PROFESSIONAL STANDARDS
5500	706,597	FIRE DEPARTMENT
6010	158,253	COMMUNITY RECREATION - TENNIS CENTERS
6020	182,849	COMMUNITY RECREATION - VENETIAN POOL
6030	153,459	COMMUNITY RECREATION - GRANADA GOLF
6050	872,234	COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS
6070	51,153	COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE
6120	30,306	PUBLIC WORKS - SANITATION
6130	830,553	PUBLIC WORKS - LANDSCAPE SERVICES
8300	21,478	PARKING - ADMINISTRATIVE
8310	112,180	PARKING - GARAGE NO. 1
8320	186,716	PARKING - GARAGE NO. 2
8330	32,674	PARKING - GARAGE NO. 3
8340	119,942	PARKING - GARAGE NO. 4
8390	65,348	PARKING - METER/PERMIT PARKING LOTS
1580	112,060	PARKING - TROLLEY/TRANS
	\$ 8,062,193	

**CITY OF CORAL GABLES
2020-2021 BUDGET
POSITION SUMMARY**

FOUR YEAR COMPARISON OF FULL TIME EQUIVALENTS (FTE's)

DEPARTMENT	ACTUAL 2017-2018			ACTUAL 2018-2019			BUDGET 2019-2020			BUDGET 2020-2021		
	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	1.50	8.00
City Clerk	8.00	3.75	11.75	8.00	4.50	12.50	8.00	4.50	12.50	8.00	6.00	14.00
City Manager	10.50	6.75	17.25	10.50	8.10	18.60	11.50	8.10	19.60	10.50	8.10	18.60
Human Resources	10.00	2.25	12.25	10.00	2.25	12.25	10.00	4.50	14.50	10.00	3.00	13.00
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	3.75	65.75	62.00	3.75	65.75	62.00	3.75	65.75
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	193.00	10.50	203.50	196.00	14.25	210.25	198.00	15.00	213.00	199.00	15.00	214.00
Finance	27.00	8.25	35.25	27.00	9.75	36.75	27.00	9.75	36.75	27.00	9.75	36.75
Information Technology	17.00	5.25	22.25	19.00	6.00	25.00	19.00	6.00	25.00	19.00	4.50	23.50
Police	272.00	16.20	288.20	272.00	17.70	289.70	275.00	19.80	294.80	275.00	21.30	296.30
Fire	147.00	2.25	149.25	147.00	2.25	149.25	147.00	2.25	149.25	147.00	2.25	149.25
Community Recreation	32.00	64.46	96.46	32.00	66.26	98.26	32.00	71.91	103.91	32.00	71.91	103.91
Economic Development	5.00	0.75	5.75	5.00	1.50	6.50	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	7.65	35.65	28.00	7.65	35.65	28.00	7.65	35.65
Total	835.00	130.16	965.16	840.00	146.96	986.96	846.00	157.71	1,003.71	846.00	158.46	1,004.46



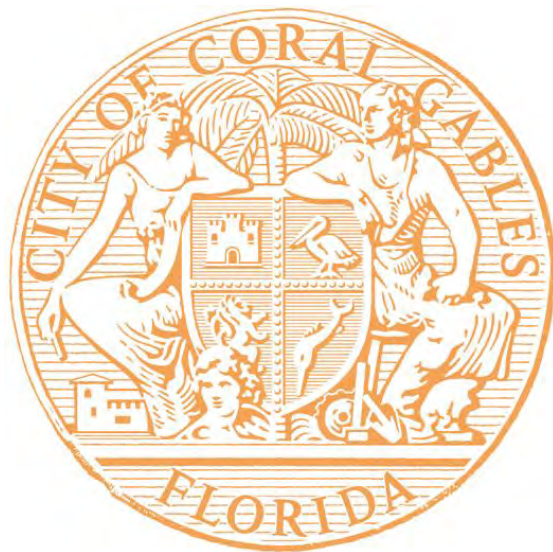
FOUR YEAR COMPARISON OF TOTAL HEADCOUNT (Number of Employees)

	ACTUAL 2017-2018			ACTUAL 2018-2019			BUDGET 2019-2020			BUDGET 2020-2021		
	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	835	189	1,024	840	206	1,046	846	216	1,062	846	213	1,059

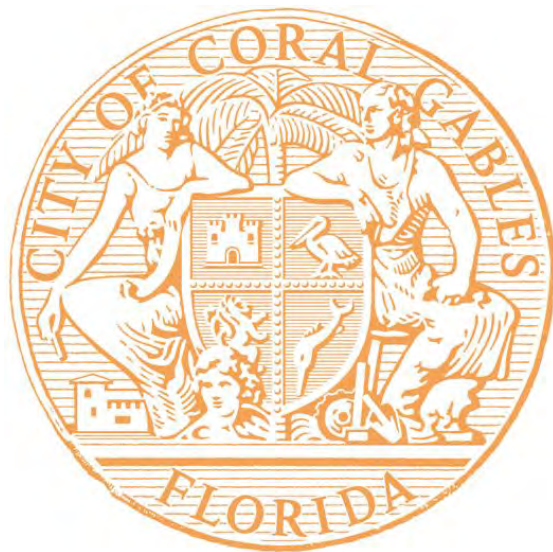
Please note that part time positions are counted as Full Time Equivalents (FTE's) for budgetary purposes. In other words, a part time employee who works 20 hours of a 40 hour work week counts as 0.50 FTE's. That same position would count as 1.00 for Headcount (HC) purposes.

**2020-2021 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	\$ 252,545	\$ 19,318	\$ 110,405	\$ 1,105	\$ 69,234	\$ 950	\$ 201,012	\$ 12,214
0500	8.00	839,596	59,060	226,178	2,759	84,845	7,050	379,892	40,607
0600	5.00	440,601	33,706	171,227	817	64,809	4,050	274,609	21,310
0601	9.00	394,983	30,217	91,778	490	34,852	2,150	159,487	19,104
1010	10.60	893,241	58,750	278,172	1,654	103,637	6,550	448,763	43,202
1030	8.00	535,134	40,937	99,050	3,276	26,340	950	170,553	25,882
1120	13.00	883,567	65,466	332,006	2,131	119,742	10,000	529,345	42,734
1130	4.75	418,977	30,601	117,052	2,347	47,821	4,050	201,871	20,264
1200	5.00	488,494	34,510	80,513	2,386	56,358	4,300	178,067	23,626
1210	29.25	1,856,509	142,022	655,278	24,825	248,977	7,600	1,078,702	89,791
1220	18.00	1,217,748	93,156	491,357	5,754	192,428	6,900	789,595	58,897
1230	13.50	750,312	57,399	286,673	15,920	133,081	1,900	494,973	36,289
1320	4.00	346,932	26,541	157,091	654	42,966	4,300	231,552	16,780
1330	2.75	157,326	12,035	56,018	451	26,764	950	96,218	7,609
1500	8.00	687,229	50,329	232,145	4,446	100,917	7,150	394,987	33,238
1505	5.00	522,376	39,720	201,718	7,094	59,017	4,050	311,599	25,265
1510	8.25	699,293	53,496	136,416	11,389	61,220	5,000	267,521	33,822
1515	10.50	839,059	64,189	312,623	16,626	109,001	2,850	505,289	40,581
1520	19.25	1,094,034	83,694	416,982	39,274	193,840	3,100	736,890	52,913
1535	9.50	554,709	42,436	217,336	21,863	89,293	2,850	373,778	26,829
1540	15.25	949,669	72,649	337,946	32,011	154,638	3,100	600,344	45,931
1550	7.75	436,042	33,357	166,248	38,124	79,987	-	317,716	21,089
1555	2.75	139,176	10,646	52,618	7,179	24,111	-	94,554	6,731
1580	1.50	136,612	10,451	61,857	1,896	16,107	600	90,911	6,607
3010	2.00	244,140	16,501	110,547	327	28,997	2,150	158,522	11,808
3020	9.75	506,551	38,751	132,716	4,773	71,916	1,900	250,056	24,500
3030	11.25	689,807	52,700	204,562	1,144	82,681	6,900	347,987	33,363
3040	9.75	611,529	46,780	164,609	981	76,547	5,000	293,917	29,577
3050	4.00	336,128	24,282	152,199	490	40,507	3,100	220,578	16,257
3200	23.50	1,672,888	126,368	521,194	2,282	228,496	7,150	885,490	80,910
4700	23.50	1,415,460	108,215	563,420	36,973	241,218	4,050	953,876	68,459
5000	19.25	1,678,639	123,527	604,633	20,758	167,795	8,750	925,463	81,188
5020	122.00	9,499,641	725,696	4,866,030	287,023	1,282,757	71,700	7,233,206	459,454
5030	43.00	4,142,941	316,867	2,015,984	100,131	470,673	25,550	2,929,205	200,375
5040	60.50	3,936,250	301,128	1,383,227	16,149	641,143	3,500	2,345,147	190,379
5060	13.25	1,183,747	88,512	459,888	15,038	86,400	4,450	654,288	57,252
5070	38.30	3,480,121	265,237	1,566,706	76,169	346,032	21,650	2,275,794	168,318
5500	149.25	15,937,344	267,470	7,719,420	403,820	1,876,145	134,250	10,401,105	770,817
6000	8.50	581,064	43,830	234,854	7,297	69,294	5,250	360,525	28,103
6010	13.80	449,510	34,386	85,002	10,239	52,628	1,900	184,155	21,741
6020	30.60	753,065	57,610	67,634	12,252	42,931	2,850	183,277	36,422
6030	1.00	47,267	3,616	20,950	1,981	10,733	-	37,280	2,286
6050	27.80	840,057	64,265	169,673	20,347	85,869	1,900	342,054	40,630
6060	9.36	265,477	20,308	54,588	4,537	26,320	950	106,703	12,840
6065	2.35	113,375	8,673	35,869	181	10,740	-	55,463	5,483
6070	10.50	463,925	35,490	73,054	26,597	67,825	1,900	204,866	22,438
6120	76.00	3,997,783	305,830	1,497,053	533,199	838,958	4,050	3,179,090	193,357
6130	28.25	1,617,115	123,601	640,577	118,804	283,137	4,050	1,170,169	78,213
6900	6.50	562,164	43,005	199,259	817	61,217	5,250	309,548	27,189
7010	1.00	101,013	7,727	45,739	163	10,744	950	65,323	4,886
8300	6.25	455,852	33,517	165,419	981	63,388	2,750	266,055	22,047
8320	1.00	33,073	2,530	2,315	5,446	10,730	-	21,021	1,600
8340	1.00	39,044	2,987	17,679	1,733	10,731	-	33,130	1,888
8360	7.00	320,785	24,540	130,196	15,476	80,420	-	250,632	15,515
8400	18.90	855,781	65,466	230,781	29,421	143,119	-	468,787	41,390
1,004.46	\$ 72,365,700	\$ 4,544,100	\$ 29,424,464	\$ 2,000,000	\$ 9,653,484	\$ 422,300	\$ 46,044,348	\$ 3,500,000	



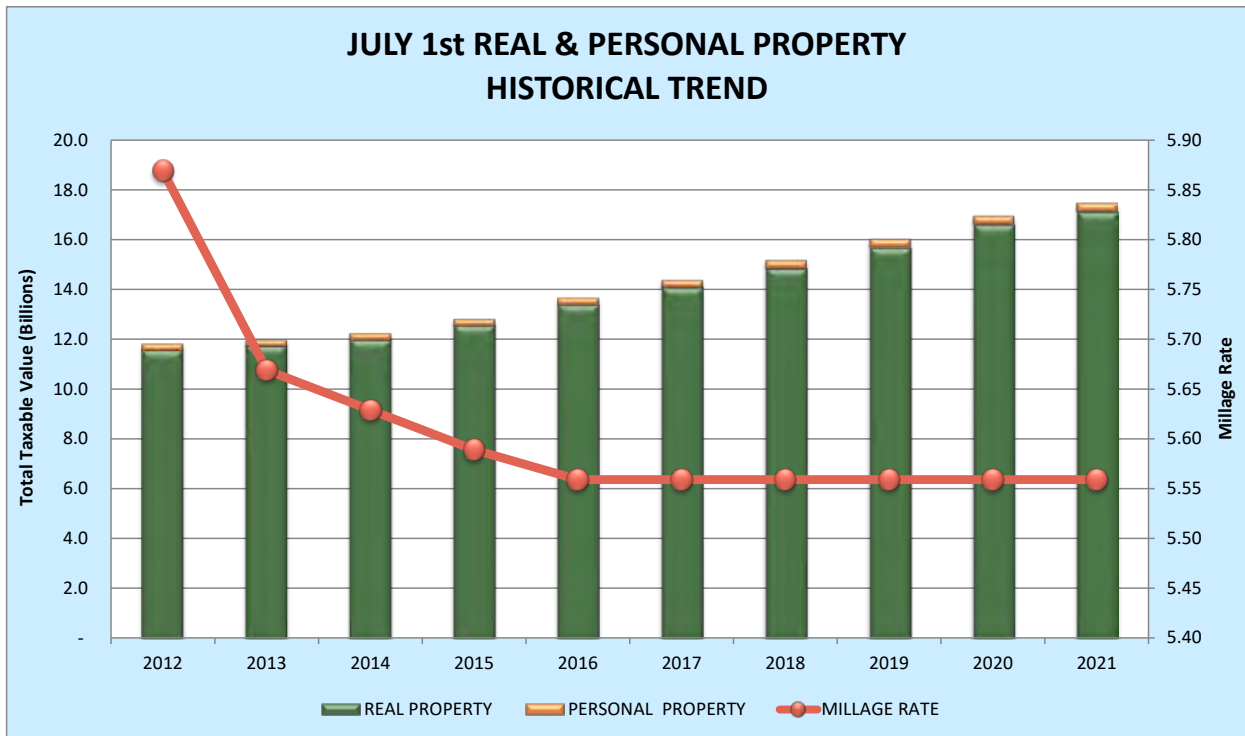
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**CITY OF CORAL GABLES
2020-2021 BUDGET
JULY 1st TAXABLE VALUES OF REAL & PERSONAL PROPERTY
TEN-YEAR TREND**

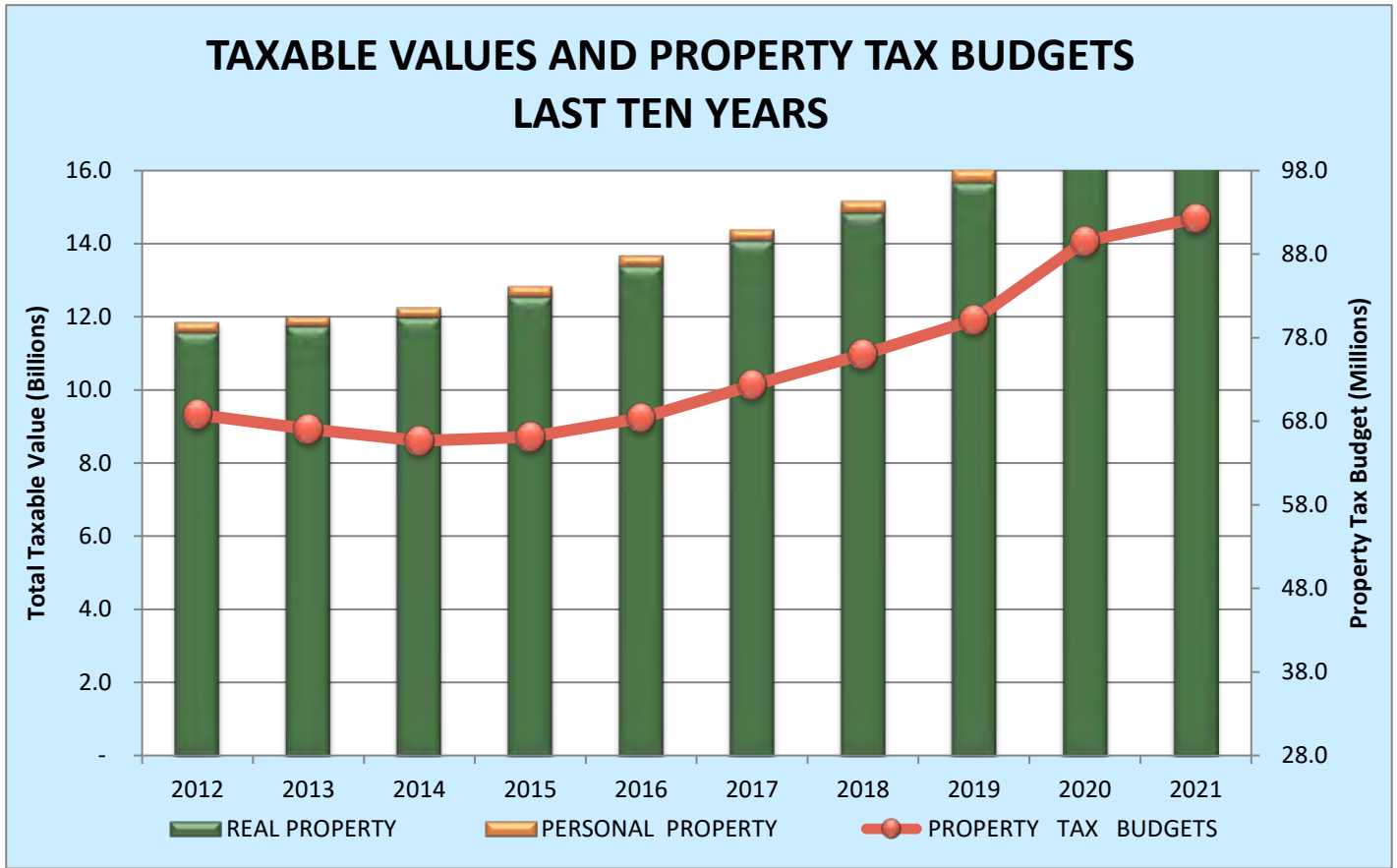
FISCAL YEAR	REAL PROPERTY	PERSONAL PROPERTY	TOTAL JULY 1st TAXABLE VALUE
2012	\$ 11,582,581,921	\$ 288,250,994	\$ 11,870,832,915
2013	11,752,319,227	273,243,675	12,025,562,902
2014	11,996,154,496	284,616,094	12,280,770,590
2015	12,563,996,934	291,419,796	12,855,416,730
2016	13,395,162,364	297,441,249	13,692,603,613
2017	14,091,791,819	297,340,793	14,389,132,612
2018	14,843,019,453	328,994,637	15,172,014,090
2019	15,669,652,415	353,724,881	16,023,377,296
2020	16,595,199,135	341,167,483	16,936,366,618
2021	17,093,184,916	356,646,565	17,449,831,481



FISCAL YEAR	CORAL GABLES TAX RATES			* COUNTY	* SCHOOL	* REGIONAL	TOTAL TAX MILLAGE RATE
	OPERATIONS	DEBT SERVICE	TOTAL				
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
2021	5.5590	-0-	5.5590	5.8796	7.1290	0.2995	18.8671

* County, School & Regional millages undetermined as of the date this book was printed.

**CITY OF CORAL GABLES
2020-2021 BUDGET**



**PROPERTY TAX BUDGETS AND TAX COLLECTIONS
LAST TEN FISCAL YEARS**

FISCAL YEAR	PROPERTY TAX BUDGETS	COLLECTIONS WITHIN THE YEAR OF THE LEVY	PRIOR YEARS' LATE COLLECTIONS	* TOTAL COLLECTIONS TO DATE	PERCENT OF LEVY COLLECTED TO DATE
2012	\$ 68,805,430	\$ 64,648,342	\$ 1,729,247	\$ 66,377,589	96.5%
2013	67,086,306	61,713,029	645,906	62,358,935	93.0%
2014	65,664,270	65,840,588	(583,264)	65,257,324	99.4%
2015	66,122,035	68,741,648	(633,813)	68,107,835	103.0%
2016	68,406,478	72,124,540	(677,399)	71,447,141	104.4%
2017	72,311,324	75,984,395	39,933	76,024,328	105.1%
2018	75,989,729	80,589,615	172,533	80,762,148	106.3%
2019	80,124,165	85,219,153	247,011	85,466,164	106.7%
2020	89,541,799	89,642,865	139,084	89,781,949	100.3%
2021	92,278,432	92,228,432	50,000	-	0.0%

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.

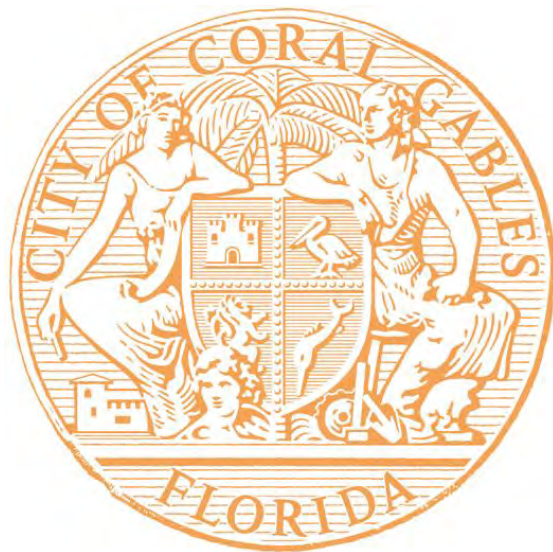
Resolution - A special or temporary legislative order requiring less legal formality than an ordinance/statute.

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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