

*City of Coral Gables, Florida*  
2021-2022 BUDGET



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

**CORAL  
GABLES**<sup>®</sup>  
THE CITY BEAUTIFUL



# CITY OF CORAL GABLES



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VICE MAYOR



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COMMISSIONER



JORGE L. FORS, JR.  
COMMISSIONER



KIRK R. MENENDEZ  
COMMISSIONER

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CITY MANAGER

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

BILLY Y. URQUIA  
CITY CLERK

VACANT  
ASSISTANT CITY MANAGER - OPERATIONS & INFRASTRUCTURE

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

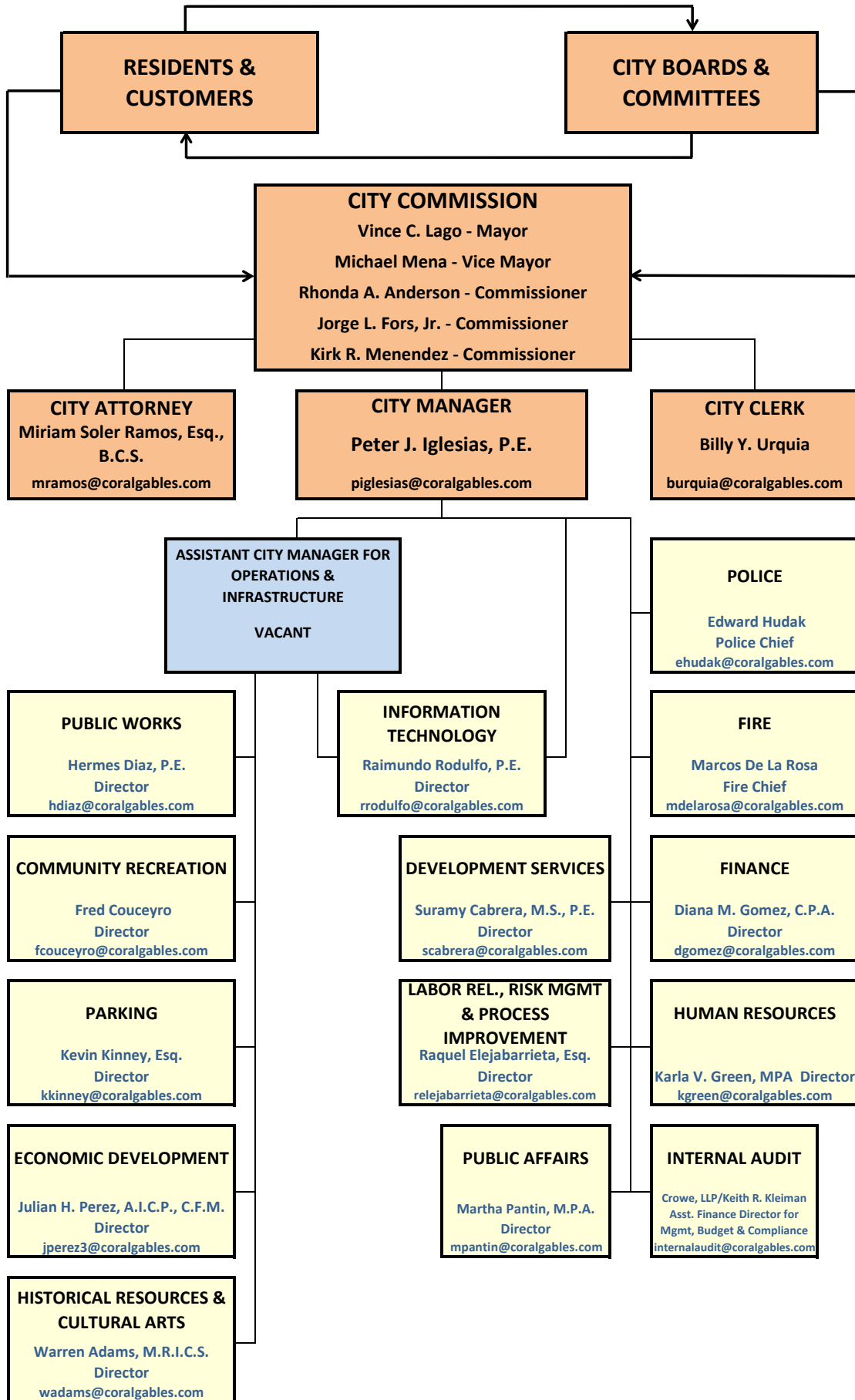
KEITH R. KLEIMAN  
ASSISTANT FINANCE DIRECTOR – MANAGEMENT, BUDGET & COMPLIANCE

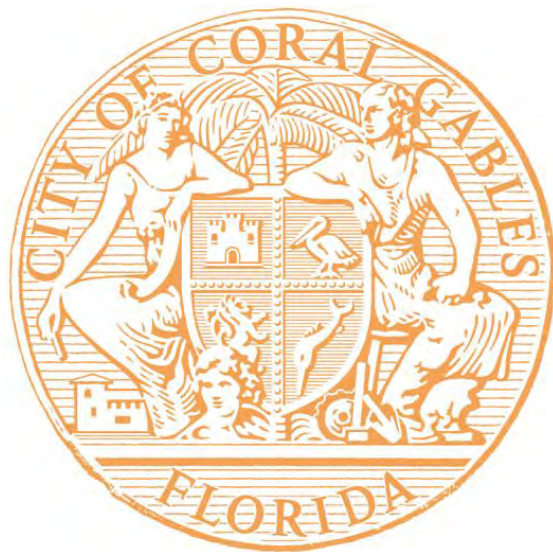
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INTERNAL AUDIT & GRANTS COORD.

**CITY OF CORAL GABLES, FLORIDA  
ORGANIZATION CHART  
2021-2022 BUDGET**





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# 2021-2022 BUDGET

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# THE CITY OF CORAL GABLES



OFFICE OF CITY MANAGER

CITY HALL 405 BILTMORE WAY  
CORAL GABLES, FLORIDA 33134

October 1, 2021

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

Dear Mayor and Commissioners:

The FY 2021-2022 annual budget is now adopted and in full effect. This budget marks the effectual culmination of a three-year pandemic event that has negatively affected economies on a global scale. Starting in March of FY 2019-2020, the pandemic has taken us through FY 2020-2021, and will (hopefully) terminate during FY 2021-2022. The economic effects are expected to follow the same three-year timeframe.

To date, the City's conservative budget reduction methodology has proven successful, as we can safely say that FY 2020-2021 revenues have performed as projected, if not slightly higher. We have continued this methodology in the FY 2021-2022 budget, albeit with revenue projections based on the latest rebounding trends.

On the expense side, we are maintaining many of the saving measures implemented during FY 2019-2020 & FY 2020-2021 including a hiring freeze on select vacant positions other than Police, Fire and Communications operators and the continued set aside of soft reductions in most departments. Strict expenditure limitations allowed us to provide uninterrupted, essential services to our residents even during the heart of the economic downturn. Services such as solid waste and recycling collections, maintenance to streets and green areas, and trolley and Freebee operations continued at the same world class, pre-pandemic levels. We pledge to continue this level of excellence into the new fiscal year while continuing the conservative management of our expenditures.

FY 2021-2022 will be a tremendous year for the City's investment in its capital infrastructure. We anticipate breaking ground on the Minorca Garage, the Mobility Hub and Fire House 4, as well as starting the assessment of the City Hall restoration, reconstructing the Venetian Pool bottom and implementing the right of way improvements at Ponce Circle Park. Construction on 427 Biltmore Way, the Fink Studio, City Hall Roof, the Coral Gables Country Club roof are under way and are scheduled for completion during FY 2021-2022.



The City's ability to take on projects such as these, as well as maintaining essential services is the direct result of conservative budgeting and a steadfast commitment to our residents, business owners and visitors.

### **Regulatory**

The FY 2021-2022 Budget beginning October 1, 2021, through September 30, 2022 was submitted on July 1, 2021 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 14, 2021, at 9:00 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 Monday, September 13, 2021, and Monday, September 27, 2021; 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 experienced 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 economic downturn brought on by the COVID-19 pandemic has been addressed as a three-year event, i.e., revenue under-performance affecting FYs 2020, 2021 and 2022. The goal for Coral Gables was to keep revenue shortfalls contained to each individual year. Specifically, we made sure to prevent one year's revenue under-performance from affecting the subsequent year. To do this, we addressed potential revenue shortages in each year and took 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 second quarter of FY 2020-2021 receipt activity underperformed previous fiscal years in other revenues such as parking citations, building services, passport services, recreation programs and all revenues directly related to State and County sales tax collections. However, starting toward the end of the March 2021, revenues have been rebounding on an a fairly upward trend, signaling a hopeful near end to the economic downturn.

For FY 2019-2020 staff projected an \$8.2M deficit in the General Fund. To address this shortfall, the City froze 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 were restricted with each department Director reducing 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 years immediately following, there is a lack of reliable trend information on which revenues can be confidently projected. With that said, to address possible projection unknowns, staff implemented an innovative two-layer approach to balancing the budget, i.e., using conservative revenue projections based on immediately experienced revenue trends, as well as a plan to cover 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 were actual reductions to the expense and capital budgets in order to balance to FY 2020-2021 projected revenues. These included 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 were a second layer of items identified in the budget to be scheduled for reduction/elimination only if adopted revenues under-perform. These items were identified in most departments and held in a holding code within those departments until such time as the adopted revenue budget activity was confirmed. Revenue activity was reviewed each month and we can safely report that collections performed as planned. If they had not and shortfalls had occurred, the soft reductions were there to be implemented to the extent required to rebalance the budget. Soft reductions built into the FY 2020-2021 budget included operating expense contingency for budget reduction (\$5.4M), further reduction of the debt service reserve (\$600K), and pension stabilization (\$1.0M).

When the FY 2020-2021 budget planning was under way in the spring of 2020 there was a growing consensus that although an economic recovery may occur during FY 2020-2021, property values might decline for that same period. Though residential values were not necessarily the concern, commercial values were the concern due to business closings and the newly adopted work from home culture. As the pandemic played out, we have all seen residential values soar nationwide as the workforce embraces working from home on a more permanent or hybrid basis. However, the long-term outlook for commercial values is still the unknown until the full fallout of the work from home culture plays out.

Coral Gables residential/commercial taxable property values are split approximately 72% and

\$28%, respectively. As of June 1, 2021, the Miami-Dade Property Appraiser distributed very preliminary taxable value information that indicated an overall increase of 3.64%. The July 1, 2021 projection adjusted that increase to 3.87%. For the short term, Property Appraiser projections are indicating that Coral Gables commercial values are keeping pace with residential values. With that said, we still feel it prudent to maintain the soft reductions in the FY 2021-2022 budget until such time that the commercial real estate picture is truly known. With that uncertainty in mind, some of the soft reductions that were included in the FY 2020-2021 budget are repeated as soft reductions in the FY 2021-2022 Budget. Having the soft reductions remain in place for FY 2021-2022 will prepare the City for a potential decline in commercial taxable values or collections without the need to make further adjustments.

**Budgetary Overview**

The City has had significant success in the accuracy of its revenue projections, as well as the enforcement of conservative (intelligent and informed) spending practices. These successes extend to the City’s collective bargaining negotiations for all three bargaining units as well as the continued implementation of the pension unfunded liability pay down program. On the capital side, 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 2021-2022 is \$268.1 million, a net decrease of \$22.2 million or 7.7% compared to the amended FY 2020-2021 annual budget of \$290.4 million.

The majority of the change is a decrease of \$20.1 million in capital improvement projects included in the FY 2020-2021 budget that are not repeated in the FY 2021-2022 Budget. If projects are not completed by the end of FY 2020-2021, 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 427 Biltmore Way, renovation of the Fink Building project, the construction of Minorca Garage (Garage 7), facility repairs/improvements, parks repairs/improvements and sanitary sewer/storm water improvements.

A comparison of expenditures for the FY 2020-2021 Amended Budget and the FY 2021-2022 Budget is shown below:

<b>Budget Year</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>Increase (Decrease)</b>
<b>Operating</b>	\$178,696,562	\$177,747,587	(\$948,975)
<b>Capital</b>	101,311,929	81,259,597	(20,052,332)
<b>Debt Service</b>	10,344,809	9,107,695	(1,237,114)
<b>Total</b>	<u>\$290,353,300</u>	<u>\$268,114,879</u>	<u>(\$22,238,421)</u>



## Operating Expenditures

The decrease in operating expenses from the amended FY 2020-2021 Budget of \$178,696,562 to the FY 2021-2022 Budget of \$177,747,587 is \$948,975, or 0.5%.

The following table summarizes the changes from the FY 2020-2021 Amended Budget to the FY 2021-2022 Budget:

Budget Item	Incr/Decr	Budget
Salary	1,356,185	71,767,956
Overtime	(35,610)	2,269,662
Retirement	911,103	30,335,567
FICA	118,617	4,681,597
Workers Comp	-	2,000,000
Health & OPEB	1,083,499	11,174,006
Preservation of Ben. Plan	-	82,000
Other Misc. Benefits	(2,020)	142,325
Professional Services	(395,142)	15,500,048
Repairs, Maint., Utilities & Misc. Services	181,993	20,745,938
Parts, Supplies & IT Maint. Subscriptions	361,007	8,728,473
Equipment Replacements	(755,950)	423,984
Equipment Additions	(250,847)	213,617
Debt, Emp Payouts & Contingencies	(1,257,527)	4,721,247
Grants	(441,003)	944,005
Non-Operating	(447,304)	578,730
Fleet Equip Replacement	(1,375,976)	3,438,432
	<b><u>(\$948,975)</u></b>	<b><u>\$177,747,587</u></b>

Net salary costs are increasing \$1.35M due to a combination of the finalization of the FOP collective bargaining agreement, merit/loyalty increases and the limited refunding of select frozen positions. As indicated in the aforementioned budget reduction methodology, non-essential full and part time vacancies will remain frozen through FY 2021-2022. If revenue performance is greater than expected, some frozen positions might be considered for recruitment during the fiscal year.

Retirement costs are increasing \$911K due to the annual 1.25% additional pension payment indexing of \$360K, the Pension Board approved assumption changes included in the Actuarial Required Contribution (ARC) of \$470K, and new employees selecting the 401(a) plan instead of the pension of \$81K. Health Insurance is increasing \$1.1 million to cover the cost of the projected increase in premiums.

The Contingency accounts have decreased a net amount of \$1.25 million as some of the soft reductions have been reimplemented into the active budget. A holding account called "Contingency to Reduce Budget" was created in the City's division pages in the FY 2020-2021 budget process to house soft reductions. These accounts will remain in use during FY 2021-2022.

Repairs, maintenance, utilities, parts, supplies and Information Technology (IT) maintenance have increased \$182K and \$361K, respectively due to contractual increases and the post implementation maintenance requirement for newly installed IT systems. Equipment replacements and additions, grants, non-operating and Fleet replacements have all decreased due to the elimination of one-time items that do not repeat for FY 2021-2022

### **Personnel Positions**

For the FY 2021-2022 Budget fulltime headcount remains the same as FY 2020-2021 at 846. Over the last several budget years, the City has enhanced services through the addition of parttime positions that not only fulfill departments' service requirements but just as importantly offer parttime hours to employees whose life requirements dictate a part-time job as opposed to a full-time job. Parttime positions are measured as fulltime equivalents (FTEs), i.e., as a percentage of one fulltime position. For FY 2021-2022 a parttime position has been added to the budget to support the increased workload of vertical capital projects. In addition, Community Recreation's soccer program has been enhanced with four additional soccer coaches, as well as increased hours for seasonal soccer staff. The parttime FTE count for FY 2021-2022 is 158.99. This translates to an approximate part-time headcount (number of bodies) of 226 employees. Fulltime headcount plus parttime FTEs comes to 1,004.99 FTEs. Whereas total headcount comes to 1,072.

### **FY 2021-2022 Additions to the Budget**

Each fiscal year, staff review requests to add new initiatives to the budget to enhance essential resident services including parks, greenspace management, public safety, etc. The new initiatives also support ongoing information technology requirements that are an integral part of each department, as well as a first line of defense from external penetration. Though many well thought out initiatives were requested, available funds limited the selection to the following items:

DEPARTMENT	DESCRIPTION	FUNDING TYPE		
		ONE-TIME	ONGOING	TOTAL
Community Recreation - Adult Services	Funding for Parking Vouchers	\$ -	\$ 26,000	\$ 26,000
Community Recreation - Granada Golf	ADA Golf Cart	7,000	-	7,000
Community Recreation - Parks/Golf Course Maint.	Agricultural supplies for Additional Parks	-	25,000	25,000
Community Recreation - Special Events	Fourth of July Annual Event	-	175,000	175,000
Community Recreation - Special Events	Gables Literacy Festival Annual Event	-	20,000	20,000
Community Recreation - Special Events	Pumpkin Patch Annual Event	-	12,000	12,000
Community Recreation - Special Events	Hot Chocolate with Santa	-	2,000	2,000
Community Recreation - Venetian Pool	Sling Scheduling Application	-	2,880	2,880
Community Recreation - Venetian Pool	VAC Appreciation Dinner Price Increase	-	500	500
Community Recreation - Youth Center	Soccer Staff Increase	-	70,570	70,570
Development Services - Building	Uniforms and Inspector Equipment	-	15,000	15,000
Economic Development	Economic Development Strategic Plan - Phase II	55,000	-	55,000
Economic Development	Miscellaneous Events	-	100,000	100,000
Finance - Billing/Collections	Overtime	-	807	807
Historic Resources	Police Overtime for Maintenance of Cruz-Diez Crosswalks	-	5,000	5,000
Historic Resources	Storage of Historic Items	3,840	-	3,840
Information Technology	New PSB A/V and Security Network Additional Support	-	150,000	150,000
Information Technology	COMCAST Circuits	-	125,000	125,000
Information Technology	AT&T Phone Circuits (SIP)	-	75,000	75,000
Information Technology	Smart Lighting, IoT Sensors, Poles Maintenance	-	50,000	50,000
Information Technology	Maintenance for New Fiber Corridor	-	50,000	50,000
Information Technology	Cartegraph Real Estate Property Management Module	-	36,000	36,000
Information Technology	Smarsh Year 2 Annual Support and Maintenance	-	33,000	33,000
Information Technology	Parking Administration Office and Internal Affairs	-	8,500	8,500
Parking - Trolley	On-Board Camera Replacement	95,000	-	95,000
Parking - Trolley	Restoration of Service Hours	-	243,085	243,085
Parking - Trolley	Saturday Service Pilot Program (City Match of Grant)	130,450	-	130,450
Parking - Trolley	Extended Hours Pilot Program (City Match of Grant)	170,229	-	170,229
Parking - Trolley	FreeBee Service	125,000	-	125,000
Parking - Trolley	Automated Passenger Count System	36,112	-	36,112
Police	Internal Affairs Office Association Fees	-	6,000	6,000
Police	LeadsOnline Ongoing Software Subscription	-	11,435	11,435
Police	Police Recruit Academy Expenses	28,000	-	28,000
Police	Defense Tactics Training - De-escalation & Low Impact Control	-	128,074	128,074
Police	Maintenance for Backup Power and Radio Coverage	-	46,837	46,837
Public Works - C.I.P.	P/T Project Manager - CIP Annex (Vertical Projects)	-	73,051	73,051
Public Works - General Services	Additional HVAC Services & Inspections at City Facilities	-	19,706	19,706
Public Works - General Services	Terminated Lease Inspection, Cleaning, & Debris Removal	-	10,000	10,000
Public Works - Greenspace Management	Invasive Plants Removal Along County Natural Areas	25,000	-	25,000
Public Works - Greenspace Management	Citywide Tree Trimming Contract Increase	-	75,781	75,781
Public Works - Greenspace Management	New Citywide Greenspace Management Contract	-	59,000	59,000
Public Works - Greenspace Management	Black Olive Staining Study Contract Increase	-	15,000	15,000
Public Works - Greenspace Management	Additional Agriculture Supplies for 2 New Parks, PSB, & FS2	-	5,000	5,000
Public Works - Solid Waste	Increase to Solid Waste Disposal Requirements	-	345,000	345,000
		\$ 675,631	\$ 2,020,226	\$ 2,695,857



**Full Time Employee Classification  
Ten-Year Comparison**

<b>FISCAL YEAR</b>	<b>POLICE OFFICERS</b>	<b>FIRE- FIGHTERS</b>	<b>GENERAL EMPLOYEES</b>	<b>TOTAL</b>
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
2022	193	139	514	846

**Bargaining Unit Agreements**

The City reached an agreement with the Fraternal Order of Police (FOP) for a collective bargaining agreement that will be in effect from October 1, 2020, through September 30, 2023. FY 2021-2022 will be the second year of the contract. The collective bargaining agreements with the International Association of Firefighters (IAFF), Local 1210 and the Teamsters, Local 769 expired on September 30, 2020, and September 30, 2021, respectively. The City is currently in negotiations with both groups and hopes to finalize new contracts during FY 2021-2022.

**Capital Improvements**

The Fiscal Year 2021-2022 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. General capital projects are typically funded with City dollars from two sources, Recurring revenues to cover the cost of the capital improvement matrices as well as planned onetime use of fund balances from both the General and Capital Improvement funds, i.e., one-time General Fund balances generated by operating surplus from two years prior, as well as identified surpluses from completed capital projects.

Up until the FY 2019-2020 adopted budget, the City had been steadily increasing the amount of recurring revenue transferred from the General Fund to the Capital Improvement fund. Of the \$5.0 million to \$6.0 million annual cost of the matrices, the annual amount covered by recurring revenue had risen to approximately \$3.7 million prior to the pandemic. Due to the COVID-19-related economic downturn, there were no recurring revenues available in the FY 2020-2021 budget to fund capital. Therefore, in that year capital project funding relied solely on prior year surplus.

FY 2021-2022 is seeing more of a return to normal as it relates to revenues. However, recurring revenues are not back to pre-pandemic levels. That said, the recurring revenue transfer to the Capital Improvement fund will be limited to \$2.4 million for FY 2021-2022. 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 Commission priorities.

The Fiscal Year 2021-2022 Budget provides for a capital improvement program totaling \$84.7 million (including Fleet). Highlights of the capital improvement plan include replacement of capital equipment of \$4.4 million, facility repairs/ improvements of \$2.3 million, historic facility repairs/restorations of \$3.7 million, Motor Pool equipment replacement of \$3.4 million, Parking System repairs/improvements of \$44.3 million, Parks & Recreations improvements of \$9.6 million, Public Safety Improvements of \$3.4 million, Transportation and Roadway Improvements of \$4.6 million, and utility repairs/improvements of \$9.1 million.

### **Debt Service**

The City's total outstanding principal debt as of fiscal year ending October 1, 2021 is \$123.4 million. This includes recently issued debt for the Sanitary Sewer Force Mains replacement as well as a refunding of older debt to take advantage of lower interest rates. The FY 2021-2022 debt service budget of \$9.1 million includes sufficient funds to cover all debt service due for the year.

The \$9.1 million debt service amount represents 4.9% of the total operating and debt service budgets of \$186.6 million. This amount is well below the City's administratively capped budgetary debt service limit of 8%.

### **Revenues**

For Fiscal Year 2021 – 2022 (Tax Year 2021), taxable values are once again the highest in the City's history, at a preliminary estimate of \$18.1 billion. As of July 1, 2021, the Property Appraiser estimates the split between existing property and new construction at \$17.85 billion and \$276 million, respectively. This represents a 3.87% increase over the tax year 2020 taxable values of \$17.4 billion. The difference between FY 2020-2021 (TY 2020) and FY 2019-2020 (TY 2019) was 3%.

I am pleased to report that the FY 2021-2022 Budget includes a property tax rate of **5.559**, the same rate as Fiscal Year 2020-2021. This will be the seventh 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>
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
2021-2022	5.559

Operating revenues for FY 2021-2022 (including property taxes based on the July 1 property value estimates) are projected to be \$240.8 million. This represents a net increase of \$43.4 million, or 22% compared to the amended FY 2020-2021 operating revenues of \$197.3 million.

Net increases in revenue from FY 2020-2021 to FY 2021-2022 come to \$51.9 million made up of several components including an increase in property tax revenue. Applying the 5.559 millage rate to the aforementioned July 1, 2021 Property Appraiser taxable values of \$18.1 billion generates additional property tax revenue of \$3.6 million.

The largest increase in revenue is \$42 million from debt proceeds that will be generated by the issuance of bonds to fund the construction of the Garage 1/Mobility Hub. Other revenue increases include \$2.9M in Parking Fees, \$595K in Stormwater utility fees, \$507K for permitting fees, 390K from Transportation sales tax, \$369K in golf fees and \$227K in swimming fees.

Net revenue decreases from FY 2020-2021 to FY 2021-2022 come to \$8.5 million. Significant revenue decreases for onetime items included in the FY 2020-2021 budget that don't repeat in FY 2021-2022 are the sale of land/buildings \$5.2 million, Miami-Dade County Impact fees of \$1.5 million, and developer's fees \$536K. One-time Intergovernmental revenue will decrease by \$394K. Investment earnings will decrease by \$409K directly related to the pandemic-related economic downturn.

## 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 if operating revenues are cut off.

At the close of FY 2019-2020, the City’s certified financial statements indicated the General Fund reserve to be approximately 22.2% of the FY 2020-2021 total (all funds) operating plus debt service budgets (\$183.1 million). The approximate 2.8% underfunding was due to pending \$5.1 million Hurricane Irma/COVID-19-related FEMA/State/Insurance/CARES reimbursements outstanding as of the date of the financial statements. However, taking into consideration reimbursements collected during FY 2020-2021, reimbursements outstanding are now approximately \$2.6 million. An updated reserve percentage balanced to the FY 2021-2022 adopted budget will be determined at the issuance of the FY 2020-2021 financial statements.

### **Cultural and Community Events**

The FY 2021-2022 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 2021-2022 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.

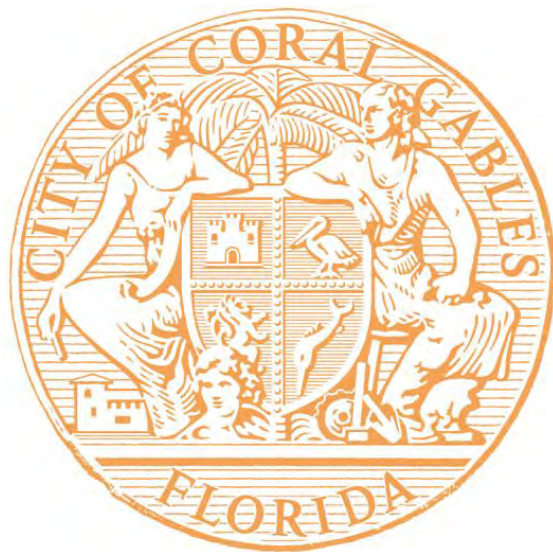
### **Acknowledgments**

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, and Ely Fuentes, Internal

Audit & Grants Coordinator. In addition, a special thank you goes to the Budget/Audit Advisory Board for their ongoing support in the review of this document: Frank Paredes (Chair), Carmen Sabater (Vice Chair) and members Javier Banos, John Holian and Mathew Martinez.

Respectfully submitted,

  
Peter J. Iglesias, P.E.  
City Manager



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# 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





**A**s 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
2020	50,999

**Median Age** **40.8**

**Median Just (Market) Value of a Home** **\$707,275**

**Average Household Income** **\$100,843**

## 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
• George W. Carver Elementary School	A
• Sunset Elementary School	A
• Henry S. West Laboratory School	A
• George W. Carver Middle School	A
• Int. Studies Preparatory Academy	A
• Ponce De Leon Middle School	B
• Coral Gables Senior High School	B
• David Fairchild 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 11.7 million sq. ft.  
Retail Space 3.9 million sq. ft.

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

• Merrick Park LLC	1.09%
• City of Coral Gables	0.87%
• Banyan St Gap Douglas	0.55%
• LG Coral Gables LLC	0.53%
• Prisa Ponce De Leon	0.51%
• DGE Alhambra LP	0.46%

## Property Tax Millage Rate

• City of Coral Gables	5.5590
• School Board	7.0090
• Miami-Dade County	5.9584
• Regional	0.2995

## Bond Ratings

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

## Fiscal Year 2022 Budget

• Total Budget	\$269,532,919
• Capital	\$84,698,029

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

## Solid Waste Fee

• Early Payment Option	\$770
• Paid on Tax Bill Option	\$902

**Storm Water Fee (per ERU) \$19.07**



# CORAL GABLES

THE CITY BEAUTIFUL

## A GUIDE TO 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 a Mediterranean architectural style; it's a rare pearl in South Florida.



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

The City's distinct tropical beauty is being enhanced by Fairchild Tropical Botanic Garden's Million Orchid Project, an ambitious initiative that is reintroducing 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 now complete. The City continues to invest in its green canopy. The Landscaping Division has planted more than 270 new trees citywide on City swales and public green spaces to provide additional shade and environmental benefits. This includes the North Ponce neighborhood where more than 70 new shade trees were planted, and the Gables by the Sea Neighborhood where more than 50 new shade trees were planted.





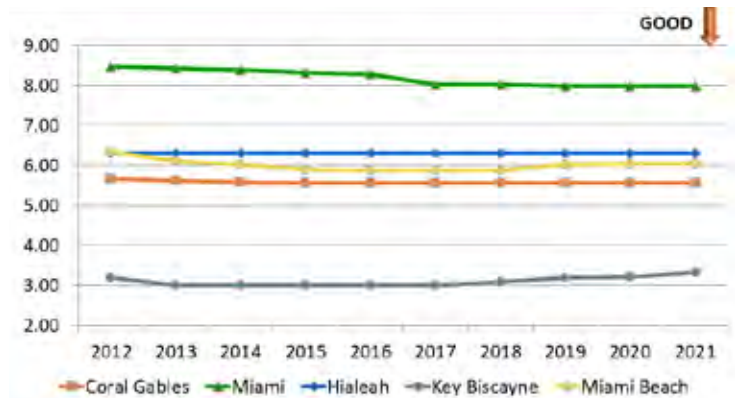
## ECONOMIC OVERVIEW

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 a short drive from Miami International Airport and PortMiami, two of the largest passenger and cargo hubs in the nation. In addition, the city is 35 miles from Ft. Lauderdale-Hollywood International Airport, and Port Everglades. A vintage-style trolley connects many of the commercial districts to Metrorail, the region's elevated rapid transit system that connects the city to Downtown Miami in just minutes.

Coral Gables is one of the premium office markets in South Florida with more than 11.5 million square feet of prime office space. The City's total tax-assessed value is \$18.1 billion. It is also an ideal place for corporate officers and employees to live and work. The City offers multiple venues to entertain clients, world-class restaurants, first-class hotels, rich cultural offerings and a broad range of retail establishments.

TEN-YEAR MUNICIPAL MILLAGE RATES FOR FULL-SERVICE CITIES BY TAX YEAR



# 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 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 recognized for its commitment to enhancing its business-friendly environment. The City was recently ranked the 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 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 one of only three cities in Florida - and the only one in Miami-Dade County - with three 'AAA' bond ratings from Fitch Ratings, Standard & Poor's, and Moody's. 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.

## REAL ESTATE MARKET

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 Realtor.com, the average market value of a home in Coral Gables is \$977,000. There were an estimated 17,921 households in 2019 and median household income of \$100,843, compared to \$51,347 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 Asset Management  
The Biltmore Hotel  
Cherry Bekaert  
The City of Coral Gables  
The Collection  
C3TS/Stantec  
Coral Gables Hospital  
Del Monte Fresh Produce  
Diageo  
Doctors Hospital  
Gables Engineering  
HBO Latin America  
Hotel Colonnade Coral Gables  
Hyatt Regency Coral Gables  
IBM  
Iberia Bank  
Infiniti of Coral Gables  
Kindred Hospital S. Fla. Coral Gables  
MasTec  
Mercedes-Benz of Coral Gables  
Miami-Dade County Public Schools  
Quirch Food  
Tenet Health  
University of Miami



# 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 80 air carriers serving 150 destinations. In 2020, MIA served 18 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 connected to an above-ground, automated people mover system that connects various modes of transportation. This facilitates travel between Miami, Palm Beach County, Fort Lauderdale and the Florida Keys, making regional travel convenient.



## 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 23 cruise lines, handled more than 6.8 million passengers in 2019 and 9.7 million tons of cargo in 2020. 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 third fastest imports port in the US by the Journal of Commerce.

## 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 also has a Grand Avenue loop servicing the MacFarlane Homestead section of the City.



## 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 10 a.m. to 10 p.m.





## INTELLECTUAL AND MULTILINGUAL WORKFORCE



A highly-skilled 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 of 7.2 percent. In addition, Coral Gables is home to many excellent academic institutions.

The internationally renowned University of Miami (UM), one of the country's leading research universities, has its main campus located on 239 acres in the City. UM's more than 17,800 students represent more than 119 countries. The University offers 135 bachelor and 212 masters and doctoral degree programs. UM leads in educational and research innovation with the new Frost Institutes for Science and Engineering, which include the Miami Institute for Data Science and Computing. The Lennar Foundation Medical Center on the 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, and allied health care professionals. Their Converge Miami is at the heart of an emerging innovation district and home to more than 140 companies and startups, including technology, biomedical and life sciences.

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."



## SAMPLE OF THE MULTINATIONAL COMPANIES IN CORAL GABLES

ACI Worldwide	Dell EMC	Marriott
ACS Infrastructure Development	Delta	MasTec
AECOM	Diageo	Mercon Coffee Group
AerSale	Dragados	Merrill Lynch
AMC Networks International	Egon Zehnder International	Mexbrit
Amerant Bank	Enterprise Florida	Millicom International Cellular S.A.
American Airlines	Esri	Mondelez International
Americas Market Intelligence	FICO	OBM International
Apple Latin America & Caribbean	Fidelity Investments	Ole Communications
ArX Solution	Fiduciary Trust International	Ogilvy & Mather, Latina
Auxadi USA Corp	Fox Latin America	One Sotheby's International
Avison Young	Friesland Campina	Pan American Life Insurance
Bacardi USA	FTI Consulting	PayCargo
Banco de Credito del Peru	Fyffes North America	Pedelta
Banco Internacional de Costa Rica	Garcia-Colinas Trading & Engineering	Perkins + Will
Bank of America	Grunenthal	ProTranslating
Becker & Poliakoff, P.A.	Grupo Uno International	Prudential Financial
Berlitz Language Center	Hazen & Sawyer	Raymond James & Associates
Brown & Caldwell	HBO Latin America	RE/MAX
Bunge Latin America	HKS Architects	Richemont L.A. & Caribbean
Cargill Financial Service Center	HLB Gravier	RTKL Associates
Caribbean Hotel & Tourism Assoc.	Heineken Americas	RWDI USA
Cartier Latin America & Caribbean	Hermés	S & K Worldwide Realty
Charles Schwab L.A. & Caribbean	Hill and Knowlton/SAMCOR	Società Dante Alighieri
Chestnut Hill Farms	Hinshaw & Culbertson	Spencer Stuart
Chopard	HSBC Bank	Steiner Management Services
Christie's Fine Art Auctioneers	Hyatt Hotels & Resorts	Swarovski
Citrix Systems	IBM	TD Ameritrade
Coldwell Banker	IMG Worldwide	T. Y. Lin International
Colliers International	IntelSat InterOrient Navigation	Tiffany & Co.
Comcast Spotlight	JLL	TMP Worldwide Directional Marketing
Cosentino North America	Jones Lang La Salle Hotels	UBS International
CPM	Kraft Heinz Foods Latin America	Univision/Katz
Crosswell International	Latin American Agribusiness Development	Walt Disney Television International
Crystal Lagoons	Lexmark International Latin America	Wells Fargo
Cyxtera Technologies	Lorina	William Grant & Sons Distillers
Datapro Inc.	LVMH Watch & Jewelry Carib. & L.A.	Zemania Global Group
Del Monte Fresh Produce		

# CENTER FOR FOREIGN CONSULATES AND RELATIONSHIPS

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

ACCÍÓ (Government of Catalonia Agency)  
Consulate General of Barbados  
Consulate General of Colombia  
Vice-Consulate of Hungary  
Consulate General of Italy  
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  
Province of Pisa, Italy (Emeritus)  
Puerto de Santa Maria, Spain (Emeritus)  
Quito, Ecuador (Emeritus)  
San Isidro, Argentina  
Santa Tecla, El Salvador  
Sevilla, Spain

## FRIENDSHIP CITIES

Andorra La Vella, Andorra



Colombian Delegation visits Coral Gables

# GLOBAL CONNECTIVITY

Coral Gables is a city rooted in history and focused on the future. Award-winning technology infrastructure sets the City apart. From a natural disaster to a health crisis, such as the COVID-19 pandemic, a robust and resilient infrastructure with high-speed communications is designed to keep the city constantly connected. 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. The City is proud to be a recipient of the 2020 Open Cities Index award. Coral Gables ranked in the top 10 of the Open Cities Index in North America. The Open Cities Index gauges the level of digital openness in cities across North America.

The City will continue expanding its fiber and broadband infrastructure to provide tech companies with access to secure and reliable communications furthering the City's goal to grow its reputation as a smart city.

## 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), four public elementary schools (David Fairchild Elementary School, Frances Tucker Elementary School, Sunset Elementary School, and George W. Carver 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 Middle 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 around the world. Currently, Carver and Ponce are the middle schools offering the IB 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 including 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](http://www.coralgables.com/schools).



# QUALITY OF LIFE



The Shops at Merrick Park



Outdoor dining on Miracle Mile



Kiki Smith, Blue Night at 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, more than 40 miles of waterways and coastline 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.

Walk, bike or drive around the City Beautiful and you will experience a vibrant, community which is proud of its past with a vision towards a modern future. 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 benefit for employees who use personal and professional services during lunch, or before and after work hours. The City's many cultural offerings are also 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



Miracle Mile



One of the many outdoor dining options in the Central Business District

## SHOPPING & DINING

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.experiencecoralgables.com](http://www.experiencecoralgables.com).

A culinary destination, Coral Gables boasts several highly acclaimed Zagat-rated and James Beard Foundation honored restaurants such as Palme d'Or, Christy's, and Pascal's on Ponce. New chef-driven restaurants are flocking to Coral Gables, enhancing the culinary scene. Among them, James Beard Foundation Semifinalist Chef Giorgio Ropicavoli of Luca Osteria, Michelin-starred Chefs Fabio Trabocchi from Fiola and Antonio Bachour from Bachour Bakery & Restaurant.

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, Carolina Herrera, and Gucci. For more information, visit [www.shopsatmerrickpark.com](http://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



Pumpkin Patch at Pittman Park

- Coral Gables offers three live theaters; they are Actors' Playhouse at the Miracle Theatre, GableStage at the historic Biltmore Hotel, and the Jerry Herman Ring Theatre at the University of Miami.
- The Coral Gables Art Cinema on Aragon Avenue, and the Cosford Cinema on the University of Miami campus, are top venues for foreign and independent films.
- Coral Gables Gallery Night, held the first Friday of the month, features approximately 12 private art galleries showcasing works by European and Latin American art masters and outstanding contemporary artists.
- The City continues to host Pumpkin Patch at Pittman Park, with a large assortment of pumpkins, crafts and music for the entire family.
- The Illuminate Coral Gables exhibition turned the streets, historic buildings and public spaces of Coral Gables into a brilliant outdoor museum. The fine-art exhibition brought together the art world's luminaries, as well as newly discovered talent, for a public experience that brightened our community in a safe, socially distant manner during the pandemic. Illuminate Coral Gables will return in January 2022 with an expanded palette of offerings, lighting up the Central Business District of Coral Gables.



Fireflies, pedicabs from Illuminate





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 Fairchild Tropical Botanic Garden.
- Coral Gables is widely known for its vibrant and high-quality music scene. Coral Gables is also a premiere stage for numerous chamber groups, and symphonic orchestras. UM'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 spectacular and theme park for children across City Hall are highlights of the holiday season.

During the local growing season from January through March, Coral Gables holds a 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. 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 1 percent of their budget for public artworks. The City also is home to the international cultural institution, the Società Dante Alighieri.

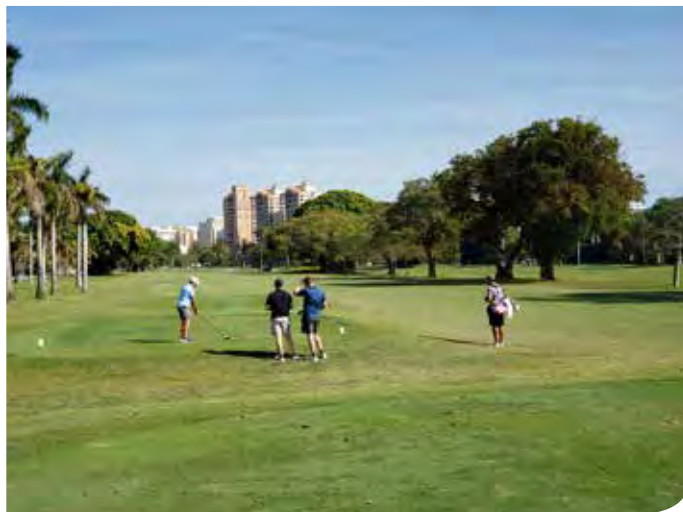
Coral Gables is widely recognized as one of the best places to live. These are some of the awards and accolades the City has received:

- 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.Verizon.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 courtesy of Kiko Ricote



Granada Golf Course



Adult Activity Center

With its majestic tree canopy and shaded streets, Coral Gables invites communing with nature. There are 62 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. Thirty parks are now dog friendly areas and the City is incorporating public art wherever 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 nine-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 more than 40 miles of waterways and coastline 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 for residents. The War Memorial Youth Center includes a fitness center, basketball gym, gymnastics center, theater and activity rooms to house hundreds of recreational programs annually. The Adult Activity Center is a program space specifically for adults 50 years of age and older with fitness programming, 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, 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



FTX Arena

- University of Miami Hurricanes NCAA athletic events.
- Miami HEAT Basketball at FTX Arena. (Approx. 15 minutes from Coral Gables)
- Miami Marlins Baseball at LoanDepot Park. (Approx. 15 minutes from Coral Gables)
- Miami Dolphins Football at 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 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)

The Coral Gables Police and Fire Departments are both fully-accredited. The City's Police Department is accredited by 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.

Another service that sets Coral Gables apart from other municipalities is the white-glove service the city provides for solid waste. The Public Works Department provides recycling, garbage, and yard waste pickups for approximately 11,000 single-family homes. Residents do not need to haul their garbage to the curb, City employees remove it from their side yards. The Division provides backyard recycling services once a week, backyard garbage services twice a week, and curbside trash collection once a week.



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's nationally and internationally recognized programs featuring innovative technologies and minimally invasive treatments. The Institute's new hub, the Miami HEAT Sports Medicine Center, opened in 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 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.



# 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. It 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.



Biltmore Hotel



Coral Gables City Hall



Venetian Pool



# COMMUNITY PROFILE 2021

City Budget and Taxes	Local Property Tax Rates	Total Just Value of Property in the City	Total Taxable Value of Property in the City
2022 Adopted Budget: \$269,532,919	Municipal Millage Rate: 5.559 Total Millage Rate: 18.9154	\$23.4 billion (as of July 1, 2021)	\$18.085 billion

## DEMOGRAPHIC COMPARISON

Population	Coral Gables	Miami-Dade County
Population estimates, July 1, 2019, (V2019)	50,226	2,716,940
Population estimates base, April 1, 2010, (V2019)	46,746	2,497,993
Population, percent change - April 1, 2010 (estimates base) to July 1, 2019, (V2019)	6.3%	8.8%
Population, Census, April 1, 2010	46,780	2,496,435
Age and Sex		
Persons under 5 years, percent	4.8%	5.8%
Persons under 18 years, percent	19.3%	20.2%
Persons 65 years and over, percent	18%	16.7%
Female persons, percent	52.3%	51.4%
Race and Hispanic Origin		
White alone, percent	91.9%	79%
Black or African American alone, percent	3.1%	17.7%
American Indian and Alaska Native alone, percent	0.00%	0.3%
Asian alone, percent	2.4%	1.6%
Native Hawaiian and Other Pacific Islander alone, percent	0.00%	
Two or More Races, percent	2%	1.3%
Hispanic or Latino, percent	60.3%	69.4%
White alone, not Hispanic or Latino, percent	33.5%	12.9%
Population Characteristics		
Veterans, 2015-2019	1,128	48,104
Foreign born persons, percent, 2015-2019	39.5%	53.7%

Data Source: Census.gov

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](mailto: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](http://www.coralgables.com/business)

**CORAL GABLES**  
THE CITY BEAUTIFUL

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, 2020.

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 01, 2020**

*Christopher P. Morill*

Executive Director

## 2021-2022 BUDGET

### BUDGET PREPARATION CALENDAR

Budget Training	Feb 25 & 26
Base Budget Submission (100% Scenario)	Mar 1 - 12
New Needs & Capital Project Requests	Mar 1 – Apr 2
All Scenarios Submission (100%, 97%, & 95%)	Mar 22 – Apr 2
Strategic Plan & Performance Metrics	Mar 22 – Apr 23
Budget Review & Analysis	Apr 5 – May 14
Revenue Estimate Prepared	Apr 19 – May 7
Capital Project Planning & Review	Apr 22
One on One Meetings with Commissioners to discuss their individual capital priorities	May 10 – May 14
Department Budget Meetings with the City Manager	May 26 - May 28
City Commission Capital Workshop	June 16
Delivery of the City Manager’s Budget Estimate to the City Commission	July 1
City Commission 1 <sup>st</sup> Budget Workshop	July 14
Public Hearing – Tentative Budget for FY 2021-2022 adopted by ordinance (First Reading)	Sept 13
Public Hearing – Final Budget for FY 2021-2022 adopted by ordinance (Second Reading)	Sept 27

## 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, 2021 and ends September 30, 2022.

#### ***What is Revenue?***

Revenue is funding 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.

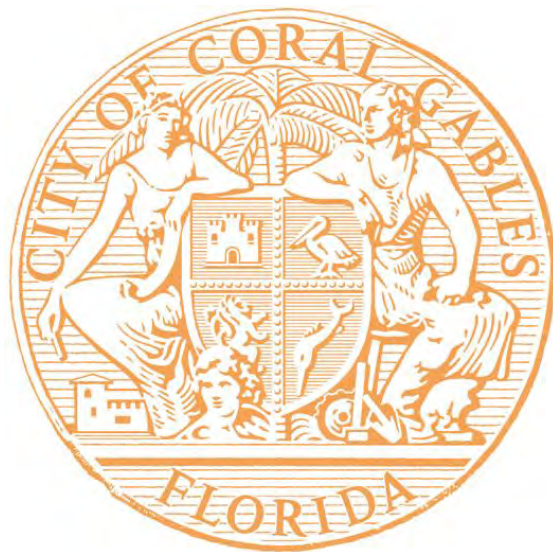


**FUND-DEPARTMENT MATRIX  
2021-2022 BUDGET**

**USE OF FUNDS BY OPERATING DEPARTMENT**

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



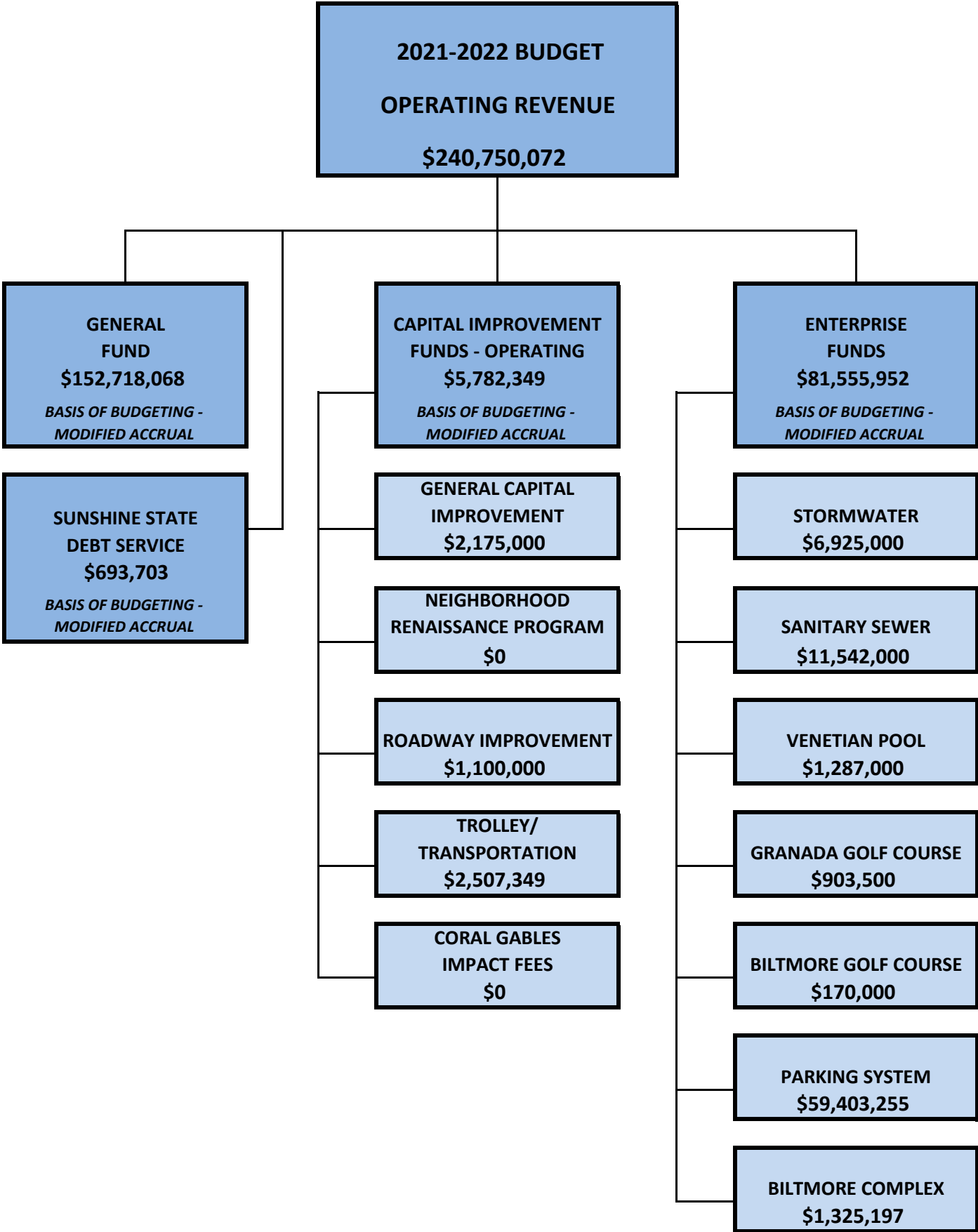


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**CITY OF CORAL GABLES**

**FUND STRUCTURE OVERVIEW - REVENUE**





**2021-2022 BUDGET  
REVENUES CLASSIFIED BY SOURCE**

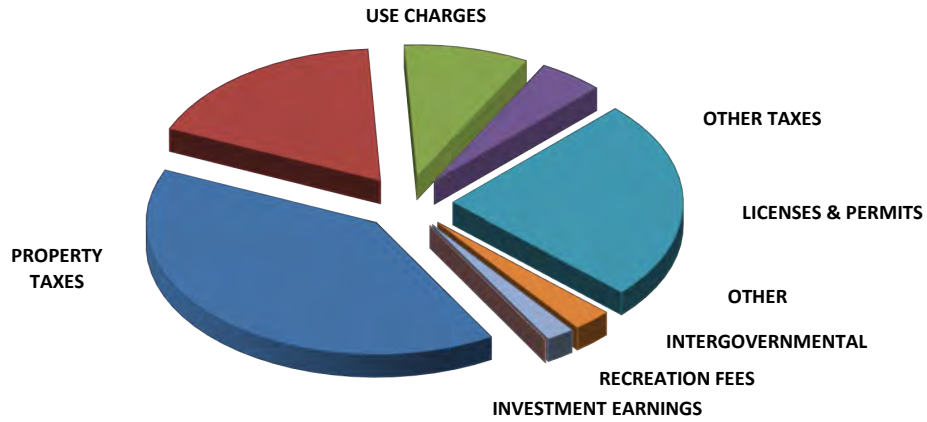
REVENUE TYPE	2020-2021 BUDGET CATEGORY DETAIL	2020-2021 BUDGET CATEGORY TOTAL	2021-2022 BUDGET CATEGORY DETAIL	2021-2022 BUDGET CATEGORY TOTAL
<b>Property Taxes</b>	\$ 92,278,432	\$ 92,278,432	\$ 95,894,690	\$ 95,894,690
<b>Other Taxes</b>				
Sales Taxes (Gasoline)	2,688,000		3,250,000	
Franchise Fees	6,595,000		6,835,000	
Utility Service Taxes	10,870,000	20,153,000	11,015,000	21,100,000
<b>Licenses &amp; Permits</b>				
Business Tax Receipts	3,415,000		3,482,500	
Permits	7,019,000	10,434,000	7,526,000	11,008,500
<b>Intergovernmental Revenues</b>				
Federal	365,434 *		-	
County	1,552,395 *		100,000 *	
State	6,481,132 *	8,398,961	6,452,349 *	6,552,349
<b>Use Charges</b>				
Refuse Collection Fees	8,724,500		8,873,000	
Commercial Waste Fees	12,000		-	
Sanitary Sewer Fees	11,400,131		11,542,000	
Stormwater Utility Fee	6,130,000		6,725,000	
Parking Fees	12,428,438	38,695,069	15,294,390	42,434,390
<b>Recreation Fees</b>				
Youth Center	1,564,500		1,685,900	
Tennis	716,000		687,000	
Swimming	1,059,100		1,287,000	
Golf	704,100	4,043,700	1,073,500	4,733,400
<b>Investment Earnings</b>				
General Fund	520,000		111,500	
Enterprise Funds	-	520,000	-	111,500
<b>Other</b>				
General Government Fees	2,405,000		2,700,000	
Public Safety Fees	3,826,500		3,825,000	
Fines & Forfeitures	2,470,833		2,470,000	
Rentals & Concessions	5,487,305		5,276,141	
Debt Proceeds - Capital Projects	-		42,000,000 *	
Miscellaneous	8,602,367	22,792,005	2,644,102	58,915,243
<b>Total Operating Revenues</b>		<b>\$ 197,315,167</b>		<b>\$ 240,750,072</b>

\* Fiscal Year 2020-2021 includes one-time grants that do not repeat for Fiscal Year 2021-2022. If the grants have any unused balances at Fiscal Year 2020-2021 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2021-2022.

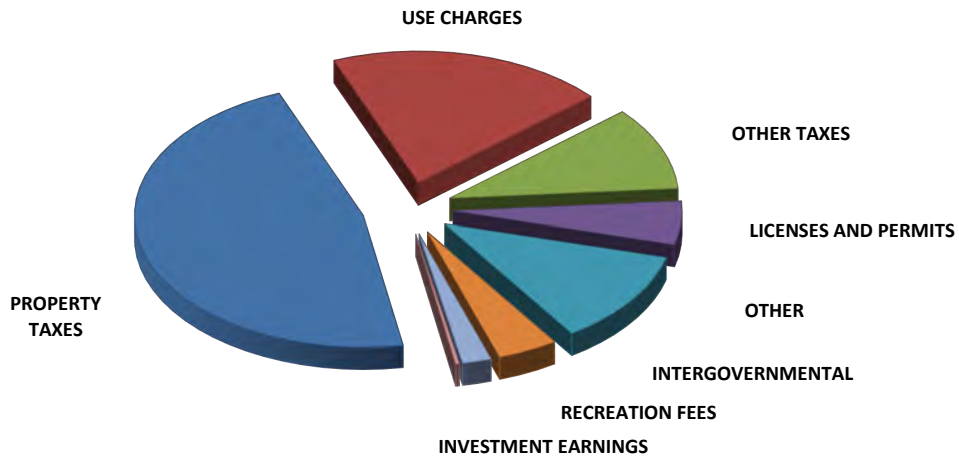


**2021-2022 BUDGET  
REVENUES BY SOURCE**

**2021-2022 - \$ 240,750,072**



**2020-2021 - \$ 197,315,167**



	2020-2021		2021-2022	
	BUDGET	%	BUDGET	%
Property Taxes	\$ 92,278,432	46.7%	\$ 95,894,690	39.8%
Use Charges	38,695,069	19.6%	42,434,390	17.6%
Other Taxes	20,153,000	10.2%	21,100,000	8.8%
Licenses & Permits	10,434,000	5.3%	11,008,500	4.6%
Other	22,792,005	11.6%	58,915,243	24.5%
Intergovernmental Revenues	8,398,961	4.3%	6,552,349	2.7%
Recreation Fees	4,043,700	2.0%	4,733,400	2.0%
Investment Earnings	520,000	0.3%	111,500	0.0%
<b>Total Revenues</b>	<b>\$ 197,315,167</b>	<b>100.0%</b>	<b>\$ 240,750,072</b>	<b>100.0%</b>

**2021-2022 BUDGET**  
**SUMMARY OF TOTAL REVENUES AND TRANSFERS FROM RESERVES**

REVENUE TYPE	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET
<b>Property Tax</b>	\$ 85,466,164	\$ 90,002,211	\$ 92,278,432	\$ 95,894,690
<b>Local Option Gas Tax</b>	1,203,129	1,055,149	928,000	1,100,000
<b>Transportation Sales Tax</b>	2,132,315	1,893,283	1,760,000	2,150,000
<b>Franchise Fees</b>	7,199,722	6,916,545	6,595,000	6,835,000
<b>Utility Service Taxes</b>	11,343,198	11,186,658	10,870,000	11,015,000
<b>Business Tax Receipts</b>	3,347,817	3,445,502	3,415,000	3,482,500
<b>Permit Fees</b>	8,493,360	9,924,817	7,019,000	7,526,000
<b>Intergovernmental Revenues</b>	6,345,024	7,233,265	6,946,566	6,552,349
<b>General Government Fees</b>	3,389,010	2,387,888	2,405,000	2,700,000
<b>Public Safety Fees</b>	4,126,677	4,092,139	3,826,500	3,825,000
<b>Physical Environment Fees</b>				
Refuse Collection Fees - Early Payment	6,145,530	6,280,197	6,212,000	6,332,000
Garbage Collection - Paid on Tax Bill	2,576,498	2,532,744	2,500,000	2,530,000
Commercial Waste Fees	1,063,131	1,086,653	12,000	-
Lot Mowing & Clearing	12,614	12,454	12,500	11,000
Sanitary Sewer Fees	9,979,697	9,611,630	11,400,131	11,542,000
Stormwater Utility Fee	5,380,272	5,749,559	6,130,000	6,725,000
<b>Recreation Fees</b>				
Youth Center	1,725,600	555,496	1,529,500	1,650,900
Tennis	733,575	548,615	716,000	687,000
Special Events	58,274	39,741	35,000	35,000
Swimming	1,297,112	1,079,952	1,059,100	1,287,000
Golf	1,064,552	943,063	704,100	1,073,500
<b>Automobile Parking Fees</b>	14,339,948	11,104,049	12,428,438	15,294,390
<b>Fines &amp; Forfeitures</b>	2,146,810	2,246,782	2,470,833	2,470,000
<b>Investment Earnings</b>				
General Fund	2,945,787	2,351,161	520,000	111,500
Debt Service Fund	45,444	45,098	-	-
Capital Projects Funds	2,697,650	1,454,999	-	-
Enterprise Funds	581,176	464,277	-	-
<b>Rentals &amp; Concessions</b>				
Parking	615,866	607,120	593,297	608,865
Biltmore Complex	1,725,936	1,642,067	1,445,645	1,325,197
General Fund	3,587,128	3,708,109	3,448,363	3,342,079
<b>Capital Improvement Impact Fees</b>	1,316,353	3,246,735	-	-
<b>Assessment Lien Collections</b>				
Capital Projects	509,928	630,474	659,557	693,703
<b>Sale of Recycled Trash</b>	25,950	-	-	-
<b>Miscellaneous Other</b>	10,994,843	2,683,707	7,942,810	1,950,399
<b>Building Better Communities Bond Program</b>	2,246,172	-	-	-
<b>Miami-Dade County Roadway Impact Fees</b>	-	-	1,452,395	-
<b>L.E.T.F. Repayment Settlement</b>	-	125,000	-	-
<b>Debt Proceeds - Capital Projects</b>	-	-	-	42,000,000
<b>Total Operating Revenues</b>	<b>206,862,262</b>	<b>195,915,139</b>	<b>197,315,167</b>	<b>240,750,072</b>
<b>Prior Year Re-appropriations</b>	35,102,704	55,693,927	78,123,733	-
<b>Interfund Allocations/Contributions</b>				
Storm Water Utility Fund	322,227	449,259	439,000	375,000
Sanitary Sewer Fund	1,643,051	1,422,754	1,232,206	962,008
Parking System Fund	565,000	565,000	565,000	565,000
<b>Total Interfund Allocations/Contributions</b>	<b>2,530,278</b>	<b>2,437,013</b>	<b>2,236,206</b>	<b>1,902,008</b>
<b>Transfers from Reserves</b>				
General Fund	-	6,690,920	2,037,221	6,000,000
General Fund - City Clerks Special Revenue	-	-	334,163	309,620
General Fund - Art In Public Places	-	-	44,169	867,724
General Fund - Tree Trust Fund	-	-	27,501	-
Sunshine State Debt Service Fund	578,296	-	-	-
General Capital Improvement Fund	-	-	6,739,000	15,026,078
Neighborhood Renaissance Program Fund	13,588	-	40,000	9,000
Roadway Improvement Fund	-	-	-	123,000
Trolley / Transportation Fund	-	-	600,000	484,000
CG Capital Improvement Impact Fee Fund	-	343,520	-	2,223,373
Stormwater Utility Fund	-	-	1,253,633	1,585,471
Sanitary Sewer Fund	-	357,331	1,862,193	75,838
Parking Fund	952,020	90,039	481,950	-
Retirement System Fund	162,549	179,755	175,322	176,735
Pension Stabilization Fund	-	-	1,000,000	-
<b>Total Tranfers From Reserve Funds</b>	<b>1,706,453</b>	<b>7,661,565</b>	<b>14,595,152</b>	<b>26,880,839</b>
<b>Total Revenues</b>	<b>\$ 246,201,697</b>	<b>\$ 261,707,644</b>	<b>\$ 292,270,258</b>	<b>\$ 269,532,919</b>



**2021-2022 BUDGET**  
**GENERAL FUND REVENUE SUMMARY**

REVENUE TYPE	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET
<b><u>Property Taxes</u></b>				
Current Year	\$ 85,008,033	\$ 89,692,558	\$ 92,153,432	\$ 95,719,690
Delinquent with penalties & interest	247,011	170,561	50,000	100,000
Homestead Adjustment	211,120	139,092	75,000	75,000
<b>Total - Property Taxes</b>	<b>85,466,164</b>	<b>90,002,211</b>	<b>92,278,432</b>	<b>95,894,690</b>
<b><u>Franchise Fees</u></b>				
Electric	4,679,082	4,539,657	4,650,000	4,600,000
Gas	131,401	137,095	125,000	125,000
Refuse	2,389,239	2,239,793	1,820,000	2,110,000
<b>Total - Franchise Fees</b>	<b>7,199,722</b>	<b>6,916,545</b>	<b>6,595,000</b>	<b>6,835,000</b>
<b><u>Utilities Service Taxes</u></b>				
Electric	6,709,212	6,716,413	6,575,000	6,700,000
Telecommunications	2,947,173	2,802,839	2,630,000	2,650,000
Water	1,493,864	1,480,312	1,475,000	1,475,000
Gas	189,079	185,158	190,000	190,000
Fuel Oil	3,870	1,936	-	-
<b>Total - Utilities Service Taxes</b>	<b>11,343,198</b>	<b>11,186,658</b>	<b>10,870,000</b>	<b>11,015,000</b>
<b><u>Business Tax Receipts</u></b>				
City Business Tax Receipts	3,270,088	3,380,139	3,350,000	3,412,500
Late Penalties, City Business Tax Receipts	69,614	60,513	65,000	65,000
License Application Fees	8,115	4,850	-	5,000
<b>Total - Business Tax Receipts</b>	<b>3,347,817</b>	<b>3,445,502</b>	<b>3,415,000</b>	<b>3,482,500</b>
<b><u>Permit Fees</u></b>				
Building Application Fee	-	5	-	-
Document Preservation	279,618	289,536	250,000	275,000
Art in Public Places	1,426,410	1,749,870	-	-
Building Permits - B Series	985,187	783,943	1,400,000	100,000
Building Permits - M Series	12,525	15,200	10,000	10,000
40 yr. Recert. Fee	45,295	28,547	30,000	35,000
Zoning Permit-Paint	74,231	125,768	75,000	80,000
Zoning Reinspection	150	-	-	-
Building Residential - New	148,447	226,601	150,000	1,500,000
Building Residential - Additions	279,097	209,359	240,000	40,000
Building Commercial - New	686,893	1,734,098	1,000,000	2,000,000
Building Commercial - Additions	3,565	4,791	5,000	5,000
Building - Other	2,922,382	3,079,212	2,400,000	2,000,000
Building - Expedited Structural Review	17,000	5,000	-	-
Unsafe Structures Board Fee	120,962	9,750	-	7,000
Excavation Permits	367,566	512,113	500,000	500,000
Photo Permits	24,299	12,456	17,000	20,000
Alarm User Certificates	(3,827)	698	-	-
False Alarm Service Charge	160,047	115,735	85,000	100,000
Garage Sale Permits	6,901	4,081	7,000	4,000
False Alarm Penalty	-	50	-	-
Fire Inspection	573,747	575,410	575,000	575,000
Fire Prevention Bureau Permits	343,365	298,567	275,000	275,000
Tree Removal Mitigation Assessment Fee	19,500	144,027	-	-
<b>Total - Permits Fees</b>	<b>8,493,360</b>	<b>9,924,817</b>	<b>7,019,000</b>	<b>7,526,000</b>

**2021-2022 BUDGET**  
**GENERAL FUND REVENUE SUMMARY**

REVENUE TYPE	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET
<b><u>Intergovernmental Revenue</u></b>				
Federal Grants	\$ 329,439	\$ 186,587	\$ 365,434	\$ -
State Grants	64,324	30,170	101,825	60,000
State Revenue Sharing	1,555,139	1,457,520	1,445,000	1,550,000
State Alcohol Beverage Tax	59,067	63,822	55,000	60,000
State Shared Sales Tax	3,960,725	3,451,961	3,375,000	3,850,000
County Grants	-	35,385	41,613	-
City Share of County Licenses	131,698	111,068	100,000	100,000
<b>Total - Intergovernmental Revenue</b>	<b>6,100,392</b>	<b>5,336,513</b>	<b>5,483,872</b>	<b>5,620,000</b>
<b><u>General Governmental Fees</u></b>				
Board of Adjustment Fees	29,225	21,159	25,000	25,000
Planning & Zoning Board Fees	207,011	137,381	125,000	130,000
Board of Architects	1,377,432	691,635	900,000	900,000
Development Review Committee	91,400	22,500	50,000	25,000
Certificate of Use	291,848	244,856	250,000	250,000
Sale of Zoning Codes	7,885	-	-	-
Lein Search Fees	125,095	137,702	100,000	175,000
Zoning Inspection Fees	-	457	-	-
Concurrency Fees	141,667	381,925	200,000	300,000
Historic Preservation Fees	56,154	55,890	50,000	50,000
Passport Fees	70	-	-	-
Document Filing Fee	207,390	212,277	185,000	200,000
Research Fees	1,084	1,243	-	-
Passport Fees	696,865	374,566	400,000	500,000
Passport Photos	132,984	86,787	100,000	125,000
Lobbyists Registration Fees	21,500	19,510	20,000	20,000
City Election Candidate Qualifying Fees	1,400	-	-	-
<b>Total - General Government Fees</b>	<b>3,389,010</b>	<b>2,387,888</b>	<b>2,405,000</b>	<b>2,700,000</b>
<b><u>Public Safety Fees</u></b>				
Police Off-Duty Assignments	210,712	155,087	150,000	150,000
EMS Transport Fee	691,893	716,400	625,000	625,000
Fire Protection Fee	2,929,448	2,965,631	2,900,000	2,900,000
Police Accident Reports	1,397	554	1,500	-
Fingerprint Cards	21,305	7,480	20,000	20,000
Telephone Surcharge for E911	91,205	78,851	30,000	30,000
Wireless 911	180,717	168,136	100,000	100,000
<b>Total - Public Safety Fees</b>	<b>4,126,677</b>	<b>4,092,139</b>	<b>3,826,500</b>	<b>3,825,000</b>
<b><u>Physical Environment Fees</u></b>				
Refuse Collection Fees	6,145,530	6,280,197	6,212,000	6,332,000
Commercial Waste Fees	1,063,131	1,086,653	12,000	-
Garbage Collection Service Assessment	2,576,498	2,532,744	2,500,000	2,530,000
Lot Mowing/Clearing	12,614	12,454	12,500	11,000
<b>Total - Physical Environment Fees</b>	<b>9,797,773</b>	<b>9,912,048</b>	<b>8,736,500</b>	<b>8,873,000</b>
<b><u>Recreation Fees</u></b>				
Youth Center Fees	1,725,600	555,496	1,529,500	1,650,900
Youth Center - Youth Sports	179,666	33,357	180,000	216,400
Tennis Fees	733,575	548,615	716,000	687,000
Special Events	58,274	39,741	35,000	35,000
<b>Total - Recreation Fees</b>	<b>2,517,449</b>	<b>1,143,852</b>	<b>2,280,500</b>	<b>2,372,900</b>



**2021-2022 BUDGET**  
**GENERAL FUND REVENUE SUMMARY**

REVENUE TYPE	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET
<b><u>Fines &amp; Forfeitures</u></b>				
County Court, Traffic Fines	\$ 266,499	\$ 217,381	\$ 200,000	\$ 200,000
County Court, Parking Fines	1,023,960	1,198,399	-	-
County Court, Other Fines	-	17	-	-
School Crossing Guard Assessment	17,988	10,645	15,000	15,000
Police Education Surcharge	12,165	8,223	10,000	10,000
City Traffic Violations	65,367	33,745	35,833	25,000
Other Fines and Forfeits	329	1,238	-	-
Code Enforcement Board	410,447	430,178	370,000	380,000
Ticket Fines	350,055	346,956	340,000	340,000
<b>Total - Fines &amp; Forfeitures</b>	<b>2,146,810</b>	<b>2,246,782</b>	<b>970,833</b>	<b>970,000</b>
<b><u>Investment Earnings</u></b>				
General Fund Investment Earnings	<b>2,945,787</b>	<b>2,351,161</b>	<b>520,000</b>	<b>111,500</b>
<b><u>Rental/Concessions Revenue</u></b>				
Coral Gables Country Club	312,448	294,263	313,140	156,570
Auto Pound	30,354	22,055	30,000	25,000
Metro Dade Transfer Station	431,480	436,227	446,511	443,034
Sprint Spectrum lease	62,661	65,168	67,774	70,486
Gables Grand Plaza	200,000	200,000	200,000	200,000
McCAW Communications	30,984	102,047	64,449	66,547
Junkanoo Rental	155,450	49,606	-	-
3501 Granada Blvd	54,600	-	-	-
Development Agrreemnt Fee	550,000	550,000	550,000	550,000
Plummer Mangmnt Lease	11,880	11,880	11,880	14,520
Rouse Coll. Mrkt. Progrqm	35,000	35,000	35,000	35,000
Church Parking Lot	13,800	14,400	14,440	14,400
T Mobile	68,498	71,237	71,237	74,087
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	33,541	33,541
Palace	336,210	562,349	360,083	410,583
Verizon	54,414	55,459	57,247	58,678
University of Miami - INET	4,380	4,380	4,380	4,380
Haagen Daz	46,553	47,483	48,431	49,403
Bloom Boutique	23,845	-	-	9,600
Starbucks	106,030	104,014	101,250	101,250
IKE Revenue Sharing	-	24,000	14,000	-
<b>Total - Rental/Concession Revenue</b>	<b>3,587,128</b>	<b>3,708,109</b>	<b>3,448,363</b>	<b>3,342,079</b>
<b><u>Miscellaneous Revenue</u></b>				
Sale of Land	10,400,000	-	5,198,576	-
Sale of Recycled Trash	25,950	-	-	-
July 4th Celebration	15,000	-	-	-
LEFT Repayment Settlement	-	125,000	-	-
Other Miscellaneous Revenues	365,580	263,102	180,206	150,399
<b>Total - Miscellaneous Revenue</b>	<b>10,806,530</b>	<b>388,102</b>	<b>5,378,782</b>	<b>150,399</b>
<b>Total Operating Revenue</b>	<b>161,267,817</b>	<b>153,042,327</b>	<b>153,227,782</b>	<b>152,718,068</b>

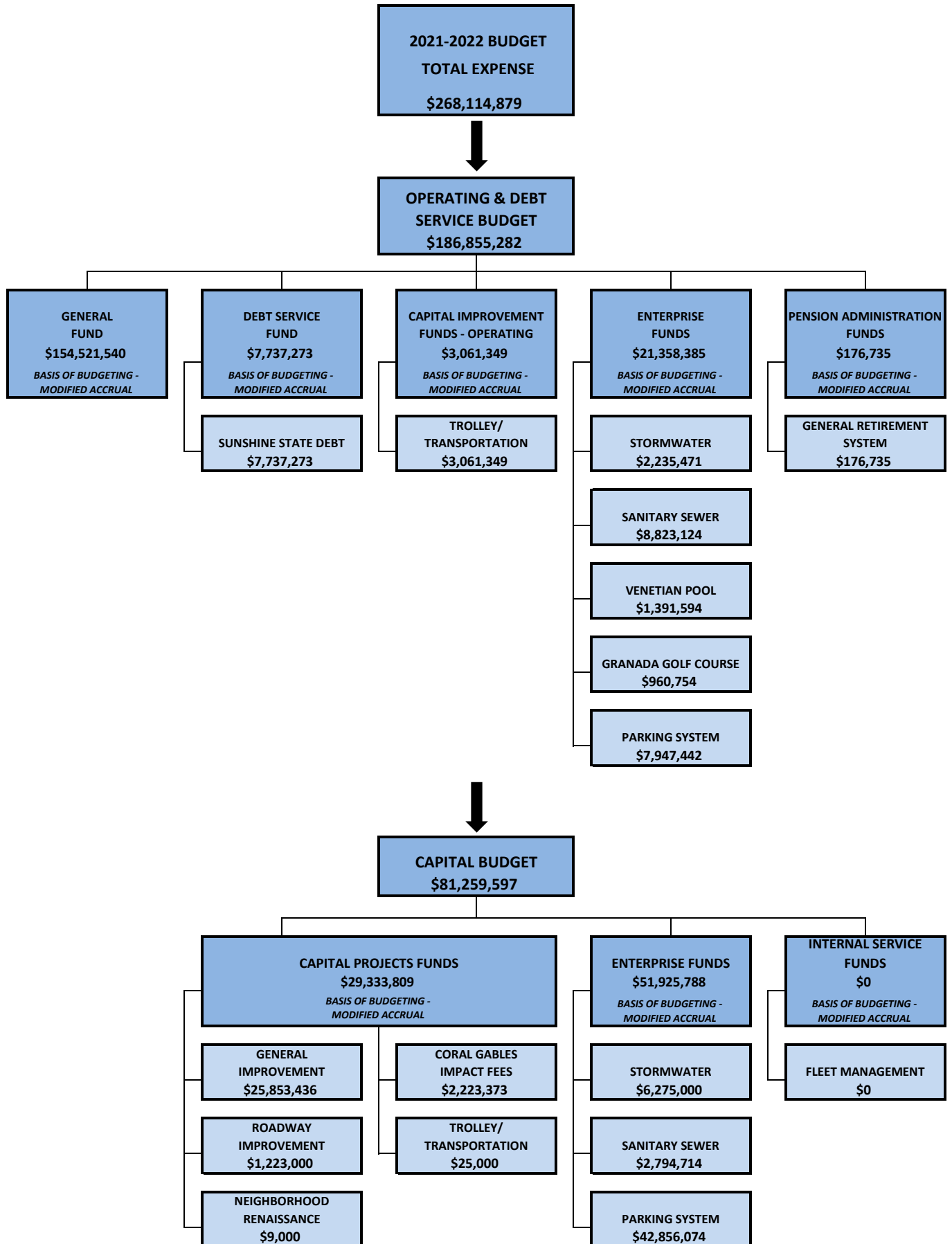
**2021-2022 BUDGET**  
**GENERAL FUND REVENUE SUMMARY**

REVENUE TYPE	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET
<b><u>Prior Year Re-Appropriations</u></b>	\$ 897,775	\$ 1,314,939	\$ 4,758,297	\$ -
<b><u>Allocations/Contributions From Other Funds</u></b>				
Hurricane	10,000	-	-	-
Capital Projects	138,515	-	-	-
Stormwater Utility	322,227	449,259	439,000	375,000
Sanitary Sewer	1,643,051	1,422,754	1,232,206	962,008
Biltmore Golf Course	174,589	174,589	170,000	170,000
Parking System	8,780,151	5,645,148	6,119,244	8,564,739
Biltmore Complex	1,600,000	1,600,000	1,200,000	1,200,000
Automotive	367,264	1,180,908	-	-
Facilities	1,265,890	1,117,658	-	-
Insurance Fund - Gen Liab & Workers Comp	1,320,723	1,169,326	-	-
Pension Contribution Stabilization Fund	-	-	1,000,000	-
<b>Total - Contributions From Other Funds</b>	<b>15,622,410</b>	<b>12,759,642</b>	<b>10,160,450</b>	<b>11,271,747</b>
<b><u>Transfers From Reserves</u></b>				
General Fund Reserve		5,545,876	2,017,520	6,000,000
General Fund - City Clerks Special Revenue	-	-	334,163	309,620
Art In Public Places Reserve	-	-	44,169	867,724
Tree Trust Fund	-	-	47,202	-
<b>Total - Transfers From Reserves</b>	<b>-</b>	<b>5,545,876</b>	<b>2,443,054</b>	<b>7,177,344</b>
<b>Total General Fund Revenue</b>	<b>\$ 177,788,002</b>	<b>\$ 172,662,784</b>	<b>\$ 170,589,583</b>	<b>\$ 171,167,159</b>



CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - EXPENSE



**2021-2022 BUDGET  
EXPENDITURES CLASSIFIED BY FUNCTION**

DEPTS/DIVISIONS BY FUNCTION	2020-2021 BUDGET		2021-2022 BUDGET		DIFFERENCE		
	DIV. AMT.	FUNC. TTL.	DIV. AMT.	FUNC. TTL.	VARIANCE	%	DETAIL ***
<b>GENERAL GOVERNMENT</b>							
City Commission	\$ 620,713		\$ 684,952		\$ 64,239	10.3%	\$55K - Revised emp Sal & Ben
City Attorney	2,729,176		2,841,162		111,986	4.1%	\$117K - Revised emp Sal & Ben; \$(10K) - Admin Alloc to Bldg Div.
City Clerk	891,064		933,052		41,988	4.7%	\$35K - Revised emp Sal & Ben;
City Clerk - Special Revenue	1,039,163		938,620		(100,543)	-9.7%	\$14K - Revised emp Sal & Ben; \$(109K) - Reduced Document Filing Fee
City Clerk - Elections	303,500		5,000		(298,500)	-98.4%	Election year
City Manager - Administration	1,608,466		1,907,703		299,237	18.6%	\$304K - Revised emp Sal & Ben; \$(18)K - Onetime Grant; \$(11K) - Admin Alloc to Bldg Div.
City Manager - Communications	1,041,907		946,614		(95,293)	-9.1%	\$74K - Revised emp Sal & Ben & Convert contracted talent to part time; \$24K - Prof Serv - Convert contracted talent to Part time
City Manager - Internal Auditing	118,032		99,090		(18,942)	-16.0%	\$(19K) - FY21 Reappropriation
Human Resources	2,224,746		2,003,649		(221,097)	-9.9%	\$22K - Revised emp Sal & Ben; \$(25K) - Prof Serv; \$(216K) - FY20 Reappropriation - Wellness reserve
Labor Relations & Risk Management	885,886		745,780		(140,106)	-15.8%	\$135K - FY20 Reappropriation - ADA reserve
Development Services - Administrative	572,213		590,626		18,413	3.2%	\$85K - Revised emp Sal & Ben; \$(56K) - Admin Alloc to Bldg Div.
Development Services - Building	4,951,717		5,146,960		195,243	3.9%	\$95K - Revised emp Sal & Ben; \$156K - Admin Alloc from depts.; \$(141K) - Prof Serv; \$15K - Uniform Allow; \$(75K) - FY21 reappropriation - Equip.
Development Services - Planning & Zoning	2,386,693		2,447,356		60,663	2.5%	\$175K - Revised emp Sal & Ben; \$(111K) - FY21 reappropriation - Zoning code rewrite;
Development Services - Code Enforcement	1,437,061		1,494,887		57,826	4.0%	\$68K - Revised emp Sal & Ben
Finance - Administration	516,783		493,186		(23,597)	-4.6%	\$(30K) - Revised emp Sal & Ben;
Finance - Collections	849,127		860,541		11,414	1.3%	\$(35K) - Revised Sal & Ben; \$(4K) - Motor pool allocation
Finance - Reporting & Operations	1,099,747		1,265,670		165,923	15.1%	\$149K - Revised Sal & Ben
Finance - Procurement	1,123,847		1,234,129		110,282	9.8%	\$109K - Revised Sal & Ben
Finance - Management & Budget	602,326		731,526		129,200	21.5%	\$133K - Revised Sal & Ben;
Information Technology	6,336,279		6,560,381		224,102	3.5%	\$96K - Revised Sal & Ben; \$(153K) - Prof Serv; \$95K - Telecom exp; \$204K - Add'l software & hardware maint.; \$15K - Hardware repl; \$(29K) - Admin Alloc to Bldg Div.
Non Departmental	5,781,824		5,319,070		(462,754)	-8.0%	\$300K - Budgeting for Credit Card Charges; \$(41K) - Admin Alloc to Bldg Div.
Retirement Plan Admin.	175,322		176,735		1,413	0.8%	Minor operational adjustments
Sunshine State Loan	1,352,910		1,180,333		(172,577)	-12.8%	Annual adj. per debt service schedule
Capital Projects	15,031,358		* 4,678,452		(10,352,906)	-68.9%	FY20 includes prior years' reapp'd balances
<b>SUB TTL - GENERAL GOVERNMENT</b>		53,679,860		43,285,474			
<b>ECONOMIC ENVIRONMENT</b>							
Economic Development	1,683,051		1,376,579		(306,472)	-18.2%	\$26K - Revised Sal & Ben; \$30K - Prof. Serv.; \$300K - Illuminate Event; \$(412K) - FY21 Onetime Items, Reserves & Grants; \$(64) - Office Rent;
Sunshine State Loan	1,550,220		1,554,555		4,335	0.3%	Annual adj. per debt service schedule
Capital Projects	1,584,211		* -		(1,584,211)	-100.0%	FY20 includes prior years' reapp'd balances
<b>SUB TTL - ECONOMIC ENVIRONMENT</b>		4,817,482		2,931,134			
<b>PUBLIC SAFETY</b>							
Police - Administration	3,321,535		2,788,832		(532,703)	-16.0%	\$(450K) - Revised Sal, Ben & Internal reorg; \$(35K) - Spec Pol Ed - FY21 Reappropriation;
Police - Patrol	19,850,673		20,011,918		161,245	0.8%	\$(53) - Prof Serv; \$(151K) - Motor pool allocation; \$(147K) - FY20 Reappropriation - Equip
Police - Criminal Investigations	8,368,433		8,184,366		(184,067)	-2.2%	\$(19K) - Revised Sal & Ben; \$(47K) - Motor pool allocation; \$(326K) - Onetime Federal Grants
Police - Tech. Services	7,388,319		7,497,088		108,769	1.5%	\$231K - Revised Sal & Ben; \$53K - Equip repair; \$(13K) - FY21 Equipment reappropriation
Police - Professional Standards	2,487,190		3,146,995		659,805	26.5%	\$438K - Revised Sal, Ben & Internal reorg; \$152 - Employee training;
Police - Specialized Enforcement	6,513,829		6,653,118		139,289	2.1%	\$44K - Revised Sal & Ben; \$(55K) - Motor pool allocation
Fire	30,499,444		30,420,731		(78,713)	-0.3%	\$204K - Revised Sal & Ben; \$(181K) - Motor Pool Allocation; \$(27K) - FY21 Equip reappropriation; \$(43K) - One Time Grants
Parking - Violations Enforcement	1,426,533		1,476,483		49,950	3.5%	\$57K - Revised Sal & Ben
Public Safety Debt Service	2,920,774		2,988,837		68,063	2.3%	Annual adj. per debt service schedule
Capital Projects	12,432,930		* 3,362,124		(9,070,806)	-73.0%	FY20 includes prior years' reapp'd balances
<b>SUB TTL - PUBLIC SAFETY</b>		95,209,660		86,530,492			



**2021-2022 BUDGET  
EXPENDITURES CLASSIFIED BY FUNCTION**

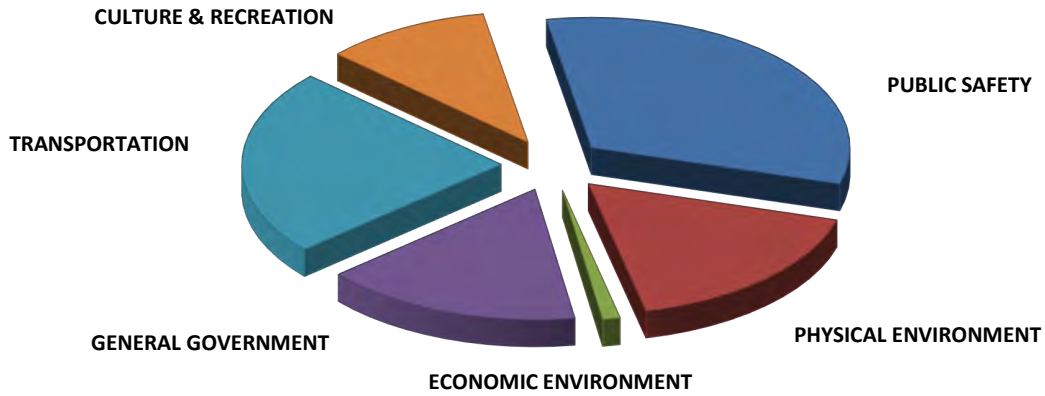
DEPTS/DIVISIONS BY FUNCTION	2020-2021 BUDGET		2021-2022 BUDGET		DIFFERENCE		DETAIL ***
	DIV. AMT.	FUNC. TTL.	DIV. AMT.	FUNC. TTL.	VARIANCE	%	
<b>PHYSICAL ENVIRONMENT</b>							
Public Works - Admin.	796,026		854,389		58,363	7.3%	\$108K - Revised Sal & Ben; \$(40K) - Utilities Adm Alloc
Public Works - Trans. & Sust.	977,668		888,757		(88,911)	-9.1%	\$(182K) - Revised Sal & Ben; \$(83K) - Prof Serv;
Public Works - CIP	1,237,684		1,235,086		(2,598)	-0.2%	Minor operational adjustments
Public Works - Engineering	1,451,762		1,499,540		47,778		\$34K - Revised Sal & Ben;
Public Works - Stormwater Utility	2,179,004		2,103,623		(75,381)	-3.5%	\$10K - Revised Sal & Ben; \$(56K) - Onetime repairs; \$22K - Prof Serv; \$(64K) - FY22 reduction in ROI to Gen. Fd.
Public Works - Sanitary Sewers	8,525,527		8,108,667		(416,860)	-4.9%	\$(98K) - Revised Sal & Ben; \$(270K) - FY21 reduction of ROI to Gen Fd
Public Works - Solid Waste	12,905,686		12,194,222		(711,464)	-5.5%	\$119K - Revised Sal & Ben; \$(43K) - Prof Serv - FY21 reappropriation; \$(447K) - Motor pool allocation; \$373K - Waste disposal serv; \$(619K) - Equip replacement - FY20 reappropriation
Public Works - Landscape Services	6,928,101		6,849,274		(78,827)	-1.1%	\$(25K) - Revised Sal & Ben; \$115K - Prof. Serv; \$(97K) - Motor Pool allocation
Stormwater Debt Service	133,280		131,848		(1,432)	-1.1%	Minor operational adjustments
Sanitary Sewer Debt Service	820,171		714,457		(105,714)	-12.9%	Annual adj. per debt service schedule
Capital Projects	24,084,315	*	10,855,802		(13,228,513)	-54.9%	FY20 includes prior years' reapp'd balances
<b>SUB TTL - PHYSICAL ENVIRONMENT</b>		<b>60,039,224</b>		<b>45,435,665</b>			
<b>TRANSPORTATION</b>							
Public Works - R.O.W./Maint.	3,623,943		3,421,268		(202,675)	-5.6%	\$(26K) - Revised Sal & Ben; \$(169K) - Motor Pool - FY21 reappropriation;
Public Works - Sign Shop	337,371		333,032		(4,339)	-1.3%	Minor operational adjustments
Parking - Trolley / Trans.	2,583,953		3,061,349		477,396	18.5%	\$15K - Revised Sal & Ben; \$385 - Prof Serv; \$(83K) - Motor pool allocation; \$(22K) - Misc. Exp; \$131K - Equip Add & Repl; \$51K - Grants
Parking - Garage #1	480,423		554,789		74,366	15.5%	\$78K - Revised Sal, Ben & Internal reorg;
Parking - Garage #2	643,423		640,186		(3,237)	-0.5%	Minor operational adjustments
Parking - Garage #3	122,594		176,305		53,711	43.8%	\$56K - Revised Sal, Ben & Internal reorg;
Parking - Garage #4	495,747		496,556		809	0.2%	Minor operational adjustments
Parking - On Street Parking	2,674,700		2,501,321		(173,379)	-6.5%	\$(88K) - Adj to intradep't'l alloc; \$(83K) - Prof Serv
Parking - Lots	1,238,956		1,163,658		(75,298)	-6.1%	\$(40K) - Adj to intradep't'l alloc; \$(35K) - Bldg Rent
Parking - Garage #6	382,422		414,027		31,605		\$35 - Prof Serv
Parking Debt Service	982,642		524,117		(458,525)	-46.7%	Annual adj. per debt service schedule
Capital Projects	34,717,710	*	48,844,615		14,126,905	40.7%	FY20 includes prior years' reapp'd balances
<b>SUB TTL - TRANSPORTATION</b>		<b>48,283,884</b>		<b>62,131,223</b>			
<b>CULTURE &amp; RECREATION</b>							
Hist. Res. & Cultural Arts - Preservation	1,203,763		1,038,592		(165,171)	-13.7%	\$(39K) - Revised Sal & Ben; \$(101K) - Prof Serv FY21 reappropriation; \$(27K) - FY21 Historic reserves;
Hist. Res. & Cultural Arts - Cultural Arts	1,208,055		855,602		(352,453)	-29.2%	\$9K - Revised Sal & Ben; \$(323K) - FY21 AIPP Proj; \$(37K) - FY21 Historic reserves
Comm. Rec. - Administration	1,055,286		1,180,487		125,201	11.9%	\$48K - Revised Sal & Ben
Comm. Rec. - Tennis Centers	1,120,195		1,127,988		7,793	0.7%	Minor operational adjustments
Comm. Rec. - Venetian Pool	1,399,653		1,391,594		(8,059)	-0.6%	Minor operational adjustments
Comm. Rec. - Granada Golf Course	963,054		960,754		(2,300)	-0.2%	Minor operational adjustments
Comm. Rec. - Youth Center	3,203,174		3,289,294		86,120	2.7%	\$98 - Revised Sal & Ben; \$(16K) - FY21 Equip Reappropriation
Comm. Rec. - Adult Services	604,122		643,783		39,661	6.6%	\$12K - Revised Sal & Ben; \$26K - Prof Serv;
Comm. Rec. - Special Events	398,886		633,515		234,629	58.8%	\$97K - Prof Serv - events; \$175K - July 4th Event; \$(28K) - Reduction of onetime FY21 Items
Comm. Rec. - Golf Course & Parks Maint.	1,120,785		1,147,130		26,345	2.4%	\$12K - Revised Sal & Ben; \$25K - Add'l Agric'l Supplies
Sunshine State Loan	2,584,812		2,013,548		(571,264)	-22.1%	Annual adj. per debt service schedule
Capital Projects	13,461,405	*	13,518,604		57,199	0.4%	FY20 includes prior years' reapp'd balances
<b>SUB TTL - CULTURE &amp; RECREATION</b>		<b>28,323,190</b>		<b>27,800,891</b>			
<b>TOTAL EXPENDITURES</b>		<b>\$ 290,353,300 **</b>		<b>** \$ 268,114,879</b>			<b>\$ (22,238,421)</b>

\* Fiscal Year 2020-2021 includes one-time grants, and reappropriated expenditures and capital projects that do not repeat for Fiscal Year 2021-2022. If any of these items have unused balances at Fiscal Year 2020-2021 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2021-2022.

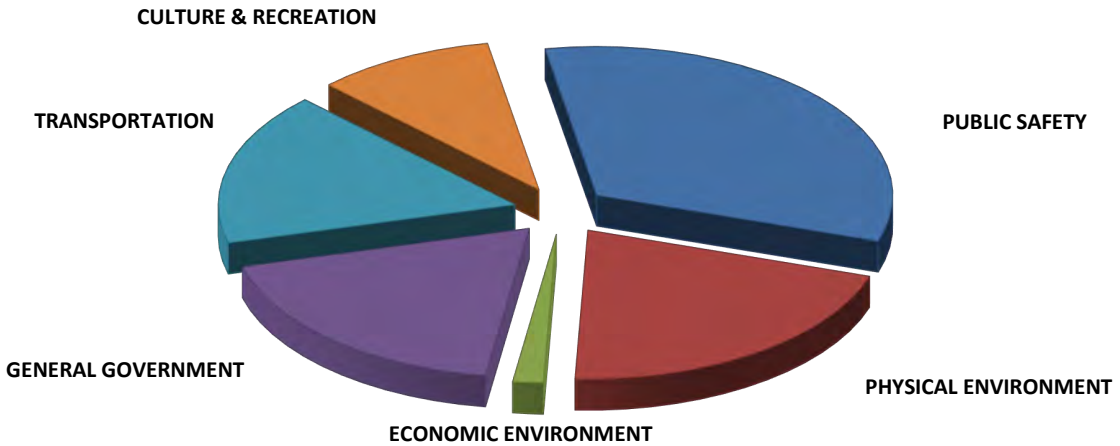
\*\* Total Expenditures are net of transfers to reserves  
\*\*\* ( ) Indicates a decrease from prior year.

## 2021-2022 BUDGET EXPENDITURES BY FUNCTION

**2021-2022**  
**\$268,114,879** \*\*



**2020-2021**  
**\$290,353,300** \*\*



	2020-2021		2021-2022	
	BUDGET	%	BUDGET	%
<b>PUBLIC SAFETY</b>	\$ 95,209,660	32.7%	\$ 86,530,492	32.3%
<b>PHYSICAL ENVIRONMENT</b>	60,039,224	20.7%	45,435,665	16.9%
<b>ECONOMIC ENVIRONMENT</b>	4,817,482	1.7%	2,931,134	1.1%
<b>GENERAL GOVERNMENT</b>	53,679,860	18.5%	43,285,474	16.1%
<b>TRANSPORTATION</b>	48,283,884	16.6%	62,131,223	23.2%
<b>CULTURE AND RECREATION</b>	28,323,190	9.8%	27,800,891	10.4%
<b>TOTAL EXPENDITURES</b>	<b>\$ 290,353,300 *</b>	<b>100.0%</b>	<b>\$ 268,114,879 *</b>	<b>100.0%</b>

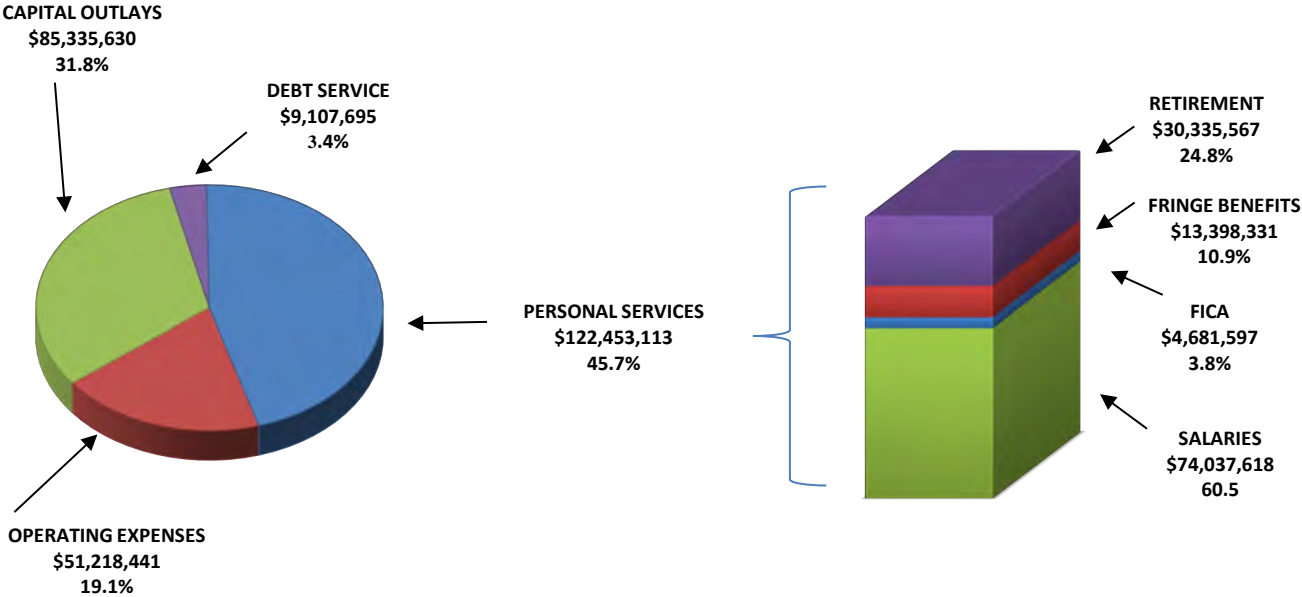
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\*\* Total Expenditures are net of transfers to reserves

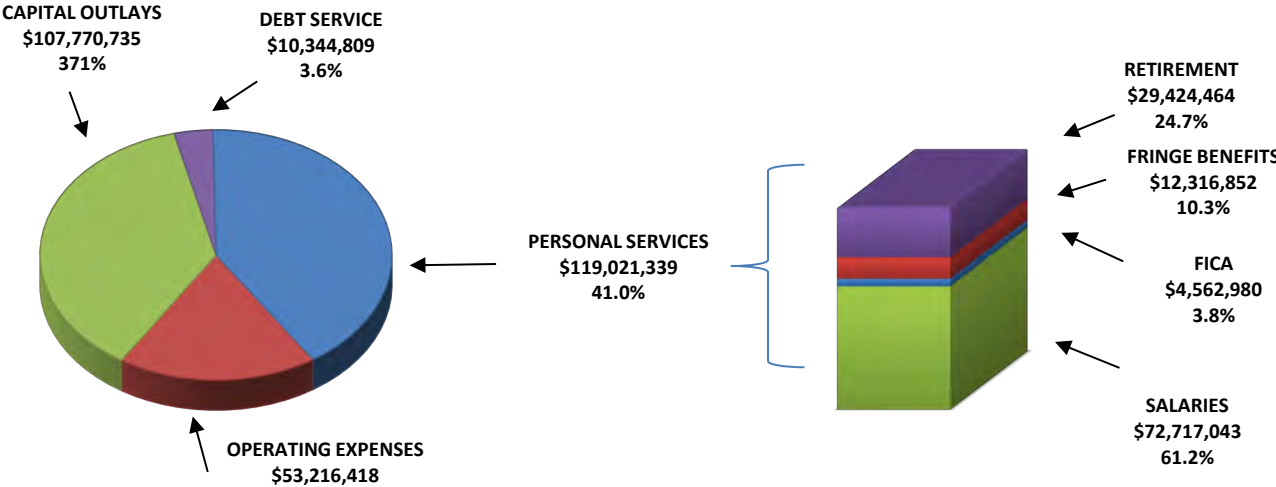


# 2021-2022 BUDGET EXPENDITURES BY OBJECT OF EXPENSE

**2021-2022 - \$ 268,114,879 \***



**2020-2021 - \$ 290,353,300 \***



\* Total Expenditures are net of transfers to reserves

**2021-2022 BUDGET**  
**SUMMARY OF TOTAL EXPENDITURES AND TRANSFERS TO RESERVES**

EXPENDITURE CATEGORIES	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET
<b><u>Operating Expense</u></b>				
General Fund Divisions	\$ 143,436,443	\$ 142,550,872	\$ 155,405,251	\$ 154,521,540
Trolley / Transportation Fund Division	2,174,052	2,199,145	2,583,953	3,061,349
Storm Water Division	1,846,897	1,997,629	2,179,004	2,103,623
Sanitary Sewer Division	7,148,479	8,700,018	8,525,527	8,108,667
Venetian Pool	1,081,650	685,435	1,399,653	1,391,594
Granada Golf Course	844,753	907,565	963,054	960,754
Parking Fund Divisions	6,804,909	5,988,530	7,464,798	7,423,325
Pension Fund Division	162,549	179,755	175,322	176,735
<b>Total Operating Expense</b>	<b>163,499,732</b>	<b>163,208,949</b>	<b>178,696,562</b>	<b>177,747,587</b>
<b><u>Capital Improvements</u></b>				
General Improvements	30,967,418	49,021,389	46,436,234 *	25,853,436
Neighborhood Renaissance Program	822,361	165,459	307,126 *	9,000
Roadway Improvements	1,072,629	1,922,191	3,765,194 *	1,223,000
Trolley / Transportation Improvements	36,334	136,309	1,420,434	25,000
Miami-Dade Bond Improvements	1,647,547	173	-	-
Miami-Dade Roadway Impact Fee Improvements	-	-	1,452,395 *	-
Coral Gables Impact Fee Improvements				
Administrative Expense	9,655	6,432	-	-
Fire System Improvements	290,000	159,851	1,967,371	321,169
Mobility System Improvements	-	-	3,678,908	-
Parks System Improvements	267,054	1,971,956	1,324,144 *	1,902,204
Police System Improvements	705,788	1,630,323	235,601	-
Total Impact Fee Improvements	1,272,497	3,768,562	7,206,024	2,223,373
Stormwater Utility Improvements	610,056	761,350	14,176,900	6,275,000
Sanitary Sewer Improvements	1,890,583	2,975,076	7,667,662	2,794,714
Parking System Improvements	416,743	716,201	18,879,960	42,856,074
<b>Total Capital Improvements</b>	<b>38,736,168</b>	<b>59,466,710</b>	<b>101,311,929 *</b>	<b>81,259,597</b>
<b>Total Operating Exp. &amp; Capital Improvements</b>	<b>202,235,900</b>	<b>222,675,659</b>	<b>280,008,491</b>	<b>259,007,184</b>
<b><u>Debt Service</u></b>				
General Fund Debt	9,034,050	8,525,730	8,163,071	7,612,076
Biltmore Hotel Debt	251,850	248,839	245,645	125,197
Stormwater Fund	165,874	145,913	133,280	131,848
Sanitary Sewer Fund	434,707	428,825	820,171	714,457
Parking Fund	1,050,897	1,014,844	982,642	524,117
<b>Total Debt Service</b>	<b>10,937,378</b>	<b>10,364,151</b>	<b>10,344,809</b>	<b>9,107,695</b>
<b>Total Expense and Debt Service</b>	<b>213,173,278</b>	<b>233,039,810</b>	<b>290,353,300</b>	<b>268,114,879</b>
<b><u>Transfers to Reserves</u></b>				
General Fund Reserve	15,740,560		783,675	-
General Fund - Building Division Reserve	-	-	533,283	818,040
Sunshine State Debt Service Fund	-	1	600,000	-
General Capital Improvements Fund	10,589,389	24,637,210	-	-
Roadway Improvement Fund	1,816,804	939,102	-	-
Trolley / Transportation Fund	259,389	15,111	-	-
Coral gables Impact Fee Fund	300,453	-	-	-
Venetian Pool Fund	252,573	-	-	-
Stormwater Utility Fund	3,020,713	3,068,732	-	-
Sanitary Sewer Fund	1,048,538	-	-	-
Parking Fund - Reserve for Capital Debt	-	-	-	600,000
<b>Total Transfers to Reserves</b>	<b>33,028,419</b>	<b>28,667,834</b>	<b>1,916,958</b>	<b>1,418,040</b>
<b>Total Expenditures &amp; Transfers to Reserves</b>	<b>\$ 246,201,697</b>	<b>\$ 261,707,644</b>	<b>\$ 292,270,258</b>	<b>\$ 269,532,919</b>

\* Fiscal Year 2020-2021 includes one-time grants, and reappropriated expenditures and capital projects that do not repeat for Fiscal Year 2021-2022. If any of these items have unused balances at Fiscal Year 2020-2021 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2021-2022.



**2021-2022 BUDGET**  
**SUMMARY OF TOTAL GENERAL FUND EXPENDITURES AND TRANSFERS TO RESERVES**

DEPARTMENT	DIVISION	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET
City Commission	City Commission	\$ 538,469	\$ 524,032	\$ 620,713	\$ 684,952
City Attorney	City Attorney	2,705,234	2,313,518	2,729,176	2,841,162
City Clerk	Administration	988,724	860,400	891,064	933,052
	Special Revenue Expenses	806,488	733,143	1,039,163	938,620
	Elections	262,125	2,894	303,500	5,000
City Manager	Administration	1,469,157	1,484,770	1,608,466	1,907,703
	Communications & Public Affairs	839,204	791,323	1,041,907	946,614
	Internal Auditing	66,745	84,548	118,032	99,090
Human Resources	Human Resources	1,967,694	1,720,685	2,224,746	2,003,649
Labor Relations & Risk Mgmt	Labor Relations & Risk Mgmt	728,148	703,484	885,886	745,780
Development Services	Administration	959,033	429,111	572,213	590,626
	Building	3,704,139	4,756,581	4,951,717	5,146,960
	Planning & Zoning	2,158,898	2,409,399	2,386,693	2,447,356
	Code Enforcement	1,378,607	1,315,564	1,437,061	1,494,887
Historic Resources & Cultural Arts	Historic Preservation	1,393,154	1,296,952	1,203,763	1,038,592
	Cultural Arts	736,292	738,496	1,208,055	855,602
Public Works	Administration	478,803	674,393	796,026	854,389
	Sustainable Public Infrastructure	394,750	418,811	977,668	888,757
	Capital Improvement	2,631,451	3,105,901	1,237,684	1,235,086
	Engineering	-	-	1,451,762	1,499,540
	ROW Enforcement & Maintenance	3,630,270	3,704,978	3,623,943	3,421,268
	Sign Shop	287,164	300,770	337,371	333,032
	Solid Waste	11,403,287	11,630,948	12,905,686	12,194,222
	Greenspace Management	6,071,255	6,701,579	6,928,101	6,849,274
Finance	Administration	501,493	487,413	516,783	493,186
	Collections	955,946	761,078	849,127	860,541
	Reporting & Operations	1,250,771	1,151,961	1,099,747	1,265,670
	Procurement	1,095,283	1,053,894	1,123,847	1,234,129
	Mgmt, Budget & Compliance	729,203	670,261	602,326	731,526
Information Technology	Information Tecnology	5,631,655	5,262,291	6,336,279	6,560,381
Police	Administration	2,801,877	3,240,377	3,321,535	2,788,832
	Uniform Patrol	18,988,407	19,202,805	19,850,673	20,011,918
	Criminal Investigations	7,885,621	8,012,090	8,368,433	8,184,366
	Technical Services	7,199,205	7,115,228	7,388,319	7,497,088
	Professional Standards	2,501,719	2,510,117	2,487,190	3,146,995
	Specialized Enforcement	5,781,488	5,984,669	6,513,829	6,653,118
Fire	Fire	29,760,824	29,663,989	30,499,444	30,420,731
Community Recreation	Administration	836,864	898,818	1,055,286	1,180,487
	Tennis Centers	1,025,872	947,222	1,120,195	1,127,988
	Youth Center	3,038,024	2,267,412	3,203,174	3,289,294
	Adult Services	469,481	343,243	604,122	643,783
	Special Events	555,934	392,220	398,886	633,515
	Golf Course & Parks Maint.	1,103,907	1,036,348	1,120,785	1,147,130
Economic Development	Economic Development	1,469,055	1,167,442	1,683,051	1,376,579
Non Departmental	Non Departmental	4,254,723	3,679,714	5,781,824	5,319,070
<b>Total General Fund Operating Expense</b>		<b>143,436,443</b>	<b>142,550,872</b>	<b>155,405,251</b>	<b>154,521,540</b>
Transfer to General Fund Reserve		16,223,156	-	227,358	-
Transfer to Building Division Reserve		-	-	533,283	818,040
Transfer to Sunshine State Debt Service Fund		7,883,308	7,860,965	7,503,514	6,918,373
Transfer to Capital Improvement Fund		10,245,095	21,540,890	6,158,727	8,652,358
Transfer to Trolley Fund		-	-	-	95,000
General Fund Subsidy of Venetian Pool		-	151,088	338,913	104,594
General Fund Subsidy of Granada Golf Course		-	294,697	422,537	57,254
Transfer to Automotive Fund		-	264,272	-	-
<b>Total General Fund</b>		<b>\$ 177,788,002</b>	<b>\$ 172,662,784</b>	<b>\$ 170,589,583</b>	<b>\$ 171,167,159</b>

**CAPITAL AND ENTERPRISE FUND SUMMARIES  
2021-2022 BUDGET**

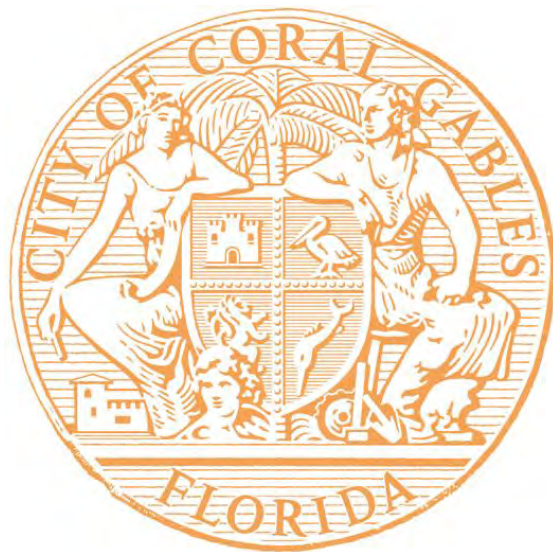
**CAPITAL IMPROVEMENT FUNDS**

<b>REVENUES vs EXPENDITURES</b>	<b>GENERAL CAPITAL IMPROVEMENTS</b>	<b>NEIGHBORHOOD RENAISSANCE PROGRAM</b>	<b>ROADWAY IMPROVEMENT PROGRAM</b>	<b>TROLLEY/ TRANS. PROGRAM</b>	<b>CORAL GABLES IMPACT FEES</b>	<b>TOTAL</b>
<b>REVENUES</b>						
Sales & Use Taxes	-	-	1,100,000	2,150,000	-	3,250,000
Intergovernmental Revenue	375,000	-	-	357,349	-	732,349
Developer Fees	1,800,000	-	-	-	-	1,800,000
Transfers from Other Funds	8,652,358	-	-	95,000	-	8,747,358
Transfer from Fund Balance	15,026,078	9,000	123,000	484,000	2,223,373	17,865,451
	<u>25,853,436</u>	<u>9,000</u>	<u>1,223,000</u>	<u>3,086,349</u>	<u>2,223,373</u>	<u>32,395,158</u>
<b>EXPENDITURES</b>						
General Government	4,678,452	-	-	-	-	4,678,452
Economic Environment	-	-	-	-	-	-
Public Safety	3,040,955	-	-	-	321,169	3,362,124
Physical Environment	1,786,088	-	-	-	-	1,786,088
Transportation	4,731,541	9,000	1,223,000	3,086,349	-	9,049,890
Culture & Recreation	11,616,400	-	-	-	1,902,204	13,518,604
	<u>25,853,436</u>	<u>9,000</u>	<u>1,223,000</u>	<u>3,086,349</u>	<u>2,223,373</u>	<u>32,395,158</u>

**ENTERPRISE FUNDS**

<b>REVENUES vs EXPENDITURES</b>	<b>STORM WATER UTILITY</b>	<b>SANITARY SEWER</b>	<b>VENETIAN POOL</b>	<b>GRANADA GOLF COURSE</b>	<b>PARKING SYSTEM</b>	<b>BILTMORE COMPLEX &amp; GOLF COURSE</b>	<b>TOTAL</b>
<b>REVENUES</b>							
Charges for Services	6,725,000	11,542,000	1,112,000	869,500	15,294,390	170,000	35,712,890
Intergovernmental Revenue	200,000	-	-	-	-	-	200,000
Fines & Forfeitures	-	-	-	-	1,500,000	-	1,500,000
Proceeds from Capital Debt	-	-	-	-	42,000,000	-	42,000,000
Miscellaneous Revenues	-	-	175,000	34,000	608,865	1,325,197	2,143,062
Transfers from Other Funds	-	-	104,594	57,254	-	-	161,848
Transfer from Fund Balance	1,585,471	75,838	-	-	-	-	1,661,309
	<u>8,510,471</u>	<u>11,617,838</u>	<u>1,391,594</u>	<u>960,754</u>	<u>59,403,255</u>	<u>1,495,197</u>	<u>83,379,109</u>
<b>EXPENDITURES</b>							
Physical Environment	8,003,623	9,941,373	-	-	-	-	17,944,996
Transportation	-	-	-	-	50,279,399	-	50,279,399
Culture & Recreation	-	-	1,391,594	960,754	-	170,000	2,522,348
Debt Service	131,848	714,457	-	-	524,117	125,197	1,495,619
Transfer to Fund Balance	-	-	-	-	600,000	-	600,000
Transfers/Contributions to Other Funds	375,000	962,008	-	-	7,999,739	1,200,000	10,536,747
	<u>8,510,471</u>	<u>11,617,838</u>	<u>1,391,594</u>	<u>960,754</u>	<u>59,403,255</u>	<u>1,495,197</u>	<u>83,379,109</u>





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**CITY OF CORAL GABLES**  
**SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**  
**2021-2022 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>
<b>Fund Balance @ 09/30/20 (Audited)</b>	\$ 59,898,930	\$ 48,758	\$ 12,585,703	\$ 5,333,288	\$ 77,866,679
Fiscal Year 2020-2021 (Estimated)					
Revenues	163,388,232	8,408,716	72,605,752	67,846,715	312,249,415
Expenditures	170,362,225	8,408,716	62,704,662	70,362,540	311,838,143
<b>FY 2021 Change in Fund Balance</b>	<b>(6,973,993)</b>	<b>-</b>	<b>9,901,090</b>	<b>(2,515,825)</b>	<b>411,272</b>
<b>Fund Balance @ 09/30/21(Estimated)</b>	<b>52,924,937</b>	<b>48,758</b>	<b>22,486,793</b>	<b>2,817,463</b>	<b>78,277,951</b>
Fiscal Year 2021-2022 Budget					
Revenues:					
Taxes	113,744,690	-	3,250,000	-	116,994,690
Licenses	3,482,500	-	-	-	3,482,500
Permits	7,526,000	-	-	-	7,526,000
Intergovernmental	5,620,000	-	732,349	200,000	6,552,349
General Government Fees	2,700,000	-	-	-	2,700,000
Public Safety Fees	3,825,000	-	-	-	3,825,000
Use Charges	8,873,000	-	-	33,561,390	42,434,390
Recreation Fees	2,372,900	-	-	2,151,500	4,524,400
Fines & Forfeitures	970,000	-	-	1,500,000	2,470,000
Investment Earnings	111,500	-	-	-	111,500
Rentals & Concessions	3,342,079	-	-	2,143,062	5,485,141
Miscellaneous Revenue	150,399	693,703	1,800,000	42,000,000	44,644,102
Transfers In	11,271,747	7,043,570	8,747,358	161,848	27,224,523
<b>Total Revenues</b>	<b>163,989,815</b>	<b>7,737,273</b>	<b>14,529,707</b>	<b>81,717,800</b>	<b>267,974,595</b>
Expenditures:					
General Government	37,249,954	-	4,678,452	-	41,928,406
Economic Environment	1,376,579	-	-	-	1,376,579
Public Safety	78,703,048	-	3,362,124	1,476,483	83,541,655
Physical Environment	23,521,268	-	1,786,088	19,282,004	44,589,360
Transportation	3,754,300	-	9,049,890	48,802,916	61,607,106
Culture & Recreation	9,916,391	-	13,518,604	2,352,348	25,787,343
Debt Service	-	7,737,273	-	1,370,422	9,107,695
Transfers Out	16,645,619	-	-	9,494,936	26,140,555
<b>Total Expenditures</b>	<b>171,167,159</b>	<b>7,737,273</b>	<b>32,395,158</b>	<b>82,779,109</b>	<b>294,078,699</b>
<b>FY 2022 Change in Fund Balance</b>	<b>(7,177,344)</b>	<b>-</b>	<b>(17,865,451)</b>	<b>(1,061,309)</b>	<b>(26,104,104)</b>
<b>Fund Balance @ 09/30/22 Estimated</b>	<b>\$ 45,747,593</b>	<b>\$ 48,758</b>	<b>\$ 4,621,342</b>	<b>\$ 1,756,154</b>	<b>\$ 52,173,847</b>

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

In the General Fund - For FY21 - Planned use of fund balance for one-time items or transfer to General Capital Improvement Fund.  
 In the General Fund - For FY22 - Planned use of fund balance for one-time items or transfer to General Capital Improvement Fund.

In the Capital Projects Funds - For FY21 - Planned use of fund balance for capital projects.  
 In the Capital Projects Funds - For FY22 - Planned use of fund balance for capital projects.

In the Enterprise Funds - For FY21 - Planned use of fund balance for capital projects.  
 In the Enterprise Funds - For FY22 - Planned use of fund balance for capital projects.



**2021-2022 BUDGET  
ENTERPRISE FUNDS OPERATIONS SUMMARY**

DETAIL	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET
<b>STORMWATER UTILITY FUND (400)</b>				
Operating Revenue	\$ 5,380,272	\$ 5,749,419	\$ 3,350,000	\$ 6,725,000
Operating Expense	(1,592,456)	(1,399,350)	(1,740,004)	(1,728,623)
Operating Income (Loss)	3,787,816	4,350,069	1,609,996	4,996,377
Investment Earnings	159,888	167,838	-	-
Miscellaneous Revenue	-	136	-	-
Prior Year Reappropriations	-	-	8,837,376	-
Capital Projects	(610,056)	(761,350)	(14,176,900)	(6,275,000)
Interest Expense	(39,149)	(34,833)	-	-
Debt Expense	-	-	(133,280)	(131,848)
Depreciation Expense	(110,455)	(110,455)	-	-
Net Income (Loss)	3,188,044	3,611,405	(3,594,633)	(1,410,471)
Transfers to (from) Reserve	2,452,622	2,961,440	(4,033,633)	(1,785,471)
Contribution to (from) General Fund	<u>\$ 735,422</u>	<u>\$ 649,965</u>	<u>\$ 439,000</u>	<u>\$ 375,000</u>
<b>SANITARY SEWER FUND (410)</b>				
Operating Revenue	\$ 9,979,697	\$ 10,246,589	\$ 11,400,131	\$ 11,542,000
Operating Expense	(5,394,581)	(6,456,309)	(7,293,321)	(7,146,659)
Operating Income (Loss)	4,585,116	3,790,280	4,106,810	4,395,341
Grant Revenue	-	-	16,562	200,000
Investment Earnings	243,987	167,383	-	-
Prior Year Reappropriations	-	-	3,734,474	-
Miscellaneous Revenue	-	251	-	-
Capital Projects	(1,890,583)	(2,975,076)	(7,667,662)	(2,794,714)
Interest Expense	(69,707)	(58,825)	-	-
Debt Expense	-	-	(820,171)	(714,457)
Depreciation Expense	(461,803)	(468,185)	-	-
Net Income (Loss)	2,407,010	455,828	(629,987)	1,086,170
Transfers to (from) Reserve	763,959	(966,926)	(1,862,193)	124,162
Contribution to (from) General Fund	<u>\$ 1,643,051</u>	<u>\$ 1,422,754</u>	<u>\$ 1,232,206</u>	<u>\$ 962,008</u>
<b>VENETIAN POOL FUND (420)</b>				
Operating Revenue	\$ 1,334,223	\$ 151,580	\$ 1,060,740	\$ 1,287,000
Operating Expense	(1,081,650)	(685,435)	(1,399,653)	(1,391,594)
Net Income (Loss)	252,573	(533,855)	(338,913)	(104,594)
Transfers to (from) Reserve	-	-	-	-
Contribution to (from) General Fund	<u>\$ 252,573</u>	<u>\$ (533,855)</u>	<u>\$ (338,913)</u>	<u>\$ (104,594)</u>
<b>GRANADA GOLF COURSE FUND (430)</b>				
Operating Revenue	\$ 917,756	\$ 796,857	\$ 540,517	\$ 903,500
Operating Expense	(844,753)	(907,565)	(963,054)	(960,754)
Net Income (Loss)	73,003	(110,708)	(422,537)	(57,254)
Transfers to (from) Reserve	-	-	-	-
General Fund Subsidy	<u>\$ 73,003</u>	<u>\$ (110,708)</u>	<u>\$ (422,537)</u>	<u>\$ (57,254)</u>
<b>PARKING SYSTEM FUND (460)</b>				
Operating Revenue	\$ 14,949,334	\$ 11,799,439	\$ 14,521,735	\$ 17,399,655
Operating Expense	(4,237,221)	(4,504,995)	(6,899,798)	(6,858,325)
Operating Income (Loss)	10,712,113	7,294,444	7,621,937	10,541,330
Investment Earnings	121,314	68,735	-	-
Miscellaneous Revenue/(Expense)	(11,522)	229	-	-
Interest Expense	(246,027)	(222,474)	-	-
Prior Year Reappropriations	-	-	2,220,884	-
Capital Projects	(416,743)	(716,201)	(18,879,960)	(42,856,074)
Debt Expense	-	-	(982,642)	(524,117)
Depreciation Expense	(967,675)	(960,497)	-	-
Net Income (Loss)	9,191,460	5,464,236	(10,019,781)	(32,838,861)
Transfers to (from) Reserve	2,114,897	(2,750,915)	(16,139,025)	(41,403,600)
Contribution to (from) General Fund	<u>\$ 7,076,563</u>	<u>\$ 8,215,151</u>	<u>\$ 6,119,244</u>	<u>\$ 8,564,739</u>

**CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING  
2021-2022 BUDGET**

CAPITAL PROJECT CATEGORIES	PRIOR YEAR AVAIL & ENCUMBRANCES	FY22 NEW FUNDING	FY22 TOTAL AVAILABLE FUNDS
<b>Capital Equipment</b>			
IT Data Systems Equipment Matrix	\$ 1,597,254	\$ 2,107,502	\$ 3,704,756
Public Art Restoration Matrix	-	159,150	159,150
Wi-Fi Improvement Program	232,000	235,500	467,500
Broadband Smart City Technology	-	1,862,750	1,862,750
<b>Total Capital Equipment</b>	<b>1,829,254</b>	<b>4,364,902</b>	<b>6,194,156</b>
<b>Facility Repairs/Improvements</b>			
Roof Replacements Matrix - Citywide	2,690,485	516,536	3,207,021
HVAC Replacements Matrix - Citywide	639,931	484,886	1,124,817
Elevator Repair/Replacement Matrix	551,204	113,514	664,718
Facility Environmental Remediation	59,527	283,902	343,429
Renovation of 240 Aragon Ave. (Cinema)	175,000	175,000	350,000
ADA Remediation	273,750	150,000	423,750
Energy & Water Efficiency Improvement Program	51,457	140,200	191,657
Facilities Impact Window Upgrade Program	-	387,250	387,250
Fuel Station Metal Canopy	-	7,500	7,500
<b>Total Facility Projects</b>	<b>4,441,354</b>	<b>2,258,788</b>	<b>6,700,142</b>
<b>Historic Facility Repairs/Restorations</b>			
Entrances & Fountains Matrix	102,532	-	102,532
City Hall Complex Repairs/Improvements	3,267,109	575,534	3,842,643
White Way Lights Restoration	376,574	687,574	1,064,148
Structural Preservation Assessment of City Facilities	-	112,652	112,652
Biltmore Hotel Renovations	312,593	600,000	912,593
Venetian Pool Structural & Pool Bottom Restoraton	-	1,735,650	1,735,650
<b>Total Historic Facility Projects</b>	<b>4,058,808</b>	<b>3,711,410</b>	<b>7,770,218</b>
<b>Motor Pool Equipment Replacements/Additions *</b>			
Motor Vehicle Replacements/Additions Matrix	1,297,402	3,438,432	4,735,834
<b>Total Motor Pool Projects</b>	<b>1,297,402</b>	<b>3,438,432</b>	<b>4,735,834</b>
* 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.			
<b>Parking Repairs/Improvements</b>			
Parking Lot/Garage Improvement Matrix	732,056	506,074	1,238,130
Installation of Multi-Space Pay Stations	4,470	150,000	154,470
Miracle Mile/Giralda Streetscape - Paver Maintenance Program	-	200,000	200,000
Garage 1 Construction	(11,000)	42,000,000	41,989,000
Minorca Garage Construction	19,876,257	1,433,541	21,309,798
<b>Total Parking Projects</b>	<b>20,601,783</b>	<b>44,289,615</b>	<b>64,891,398</b>
<b>Parks &amp; Recreation Repairs/Improvements</b>			
Purchase of Land	2,190,180	1,462,624	3,652,804
Parks & Recreation Major Repairs	4,000,297	1,876,302	5,876,599
Cooper & Moore Park Enhancements	-	652,425	652,425
Fred B. Hartnett/Ponce Circle Park Improvements	956,176	3,916,109	4,872,285
Phillips Park Renovation & Enhancement	728,210	1,740,584	2,468,794
<b>Total Parks &amp; Recreation Projects</b>	<b>7,874,863</b>	<b>9,648,044</b>	<b>17,522,907</b>



**CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING  
2021-2022 BUDGET**

CAPITAL PROJECT CATEGORIES	PRIOR YEAR AVAIL & ENCUMBRANCES	FY22 NEW FUNDING	FY22 TOTAL AVAILABLE FUNDS
<b>Public Safety Improvements</b>			
Fire Equipment Replacement Program	600,082	225,845	825,927
Construction of New Public Safety Building	1,451,583	50,000	1,501,583
Fire House 4 Construction	2,117,931	2,610,080	4,728,011
Fire Station 3 - Repairs & Improvements	-	40,000	40,000
Mobile Radio Replacement Program	552,486	423,321	975,807
Police Sniper Rifle Replacement Program	89,833	12,878	102,711
<b>Total Public Safety Projects</b>	<b>4,811,915</b>	<b>3,362,124</b>	<b>8,174,039</b>
<b>Transportation &amp; Right of Way Improvements</b>			
Citywide Pedestrian Infrastructure Program	450,517	1,200,000	1,650,517
Citywide Street Resurfacing Program	312,650	500,000	812,650
Citywide Alleyway Repaving Program	333,977	75,000	408,977
Channel Markers Upgrade & Maintenance Program	107,793	15,000	122,793
Citywide Traffic Calming Program	1,314,886	1,400,000	2,714,886
Street Tree Succession Plan	39,225	150,000	189,225
Cocoplum Street Lighting - Phase I	-	55,000	55,000
Miracle Mile Streetscape Improvements - Electrical & Irrigation	316,633	30,000	346,633
Granada Blvd & Coral Way Intersection Improvements	-	750,000	750,000
Bridge Repairs & Improvements	152,237	75,000	227,237
Last Mile Transit Stop Improvements	295,000	205,000	500,000
Street Ends Beautification	196,600	100,000	296,600
<b>Total Transportation &amp; Roadway Projects</b>	<b>3,519,518</b>	<b>4,555,000</b>	<b>8,074,518</b>
<b>Utility Repairs/Improvements</b>			
Sanitary Sewer Major Repair	1,094,149	1,589,714	2,683,863
Pump Station Remote Monitoring	612,913	400,000	1,012,913
Journey's End Pump Station and Force Main Replacement	269,416	700,000	969,416
Granada Golf/Tennis Conversion to Sewer	-	50,000	50,000
Electric Atlas Update & Model Calibration	45,523	50,000	95,523
Sewer Pipe Cameras	9,380	5,000	14,380
Sea Level Rise Mitigation Program (Infrastructure Reserve)	9,838,264	3,225,000	13,063,264
Stormwater System Improvement Program	594,043	400,000	994,043
Cross Connection Removal	267,946	200,000	467,946
Storm Drainage Infrastructure Verification	-	750,000	750,000
Coral Gables Waterways Maintenance	630,530	650,000	1,280,530
Storm Drainage Master Plan	250,000	500,000	750,000
Galiano St. & Madeira Ave. Storm Water Improvements	-	400,000	400,000
Downtown Drainage Improvements	-	150,000	150,000
<b>Total Utility Repair/Improvement Projects</b>	<b>13,612,164</b>	<b>9,069,714</b>	<b>22,681,878</b>
<b>Total Projects</b>	<b>\$ 62,047,061</b>	<b>\$ 84,698,029</b>	<b>\$ 146,745,090</b>

**CITY OF CORAL GABLES**  
**FISCAL YEAR 2022-2026 FIVE YEAR CAPITAL IMPROVEMENT PLAN**  
**PROJECT LISTING BY FISCAL YEAR**

PROJ #	PROJECT NAME	FIVE-YEAR ESTIMATE								FIVE-YEAR PROJECT TOTAL
		2022				2023	2024	2025	2026	
		PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
<b>CAPITAL EQUIPMENT PROJECTS</b>										
1	Network Infrastructure Matrix	\$ 1,165,821	\$ 431,433	\$ 2,107,502	\$ 3,704,756	\$ 1,777,937	\$ 1,777,937	\$ 1,777,937	\$ 1,777,937	\$ 10,816,504
2	Emergency Generator Installation	600,190	54,109	-	654,299	350,000	350,000	350,000	350,000	2,054,299
3	Recycling Containers in Parks & ROW	140,474	-	-	140,474	-	-	-	-	140,474
4	Wi-Fi Capital Improvement Project	187,030	44,970	2,098,250	2,330,250	822,750	-	-	-	3,153,000
5	LPR/Speed Trailers	-	-	-	-	100,000	50,000	50,000	50,000	250,000
6	Public Art Restoration Matrix	-	-	159,150	159,150	269,653	52,580	53,369	54,170	588,922
<b>TOTAL CAPITAL EQUIPMENT PROJECTS</b>		<b>2,093,515</b>	<b>530,512</b>	<b>4,364,902</b>	<b>6,988,929</b>	<b>3,320,340</b>	<b>2,230,517</b>	<b>2,231,306</b>	<b>2,232,107</b>	<b>17,003,199</b>
<b>FACILITY REPAIRS/IMPROVEMENT PROJECTS</b>										
7	Citywide Roof Replacement Matrix	319,099	2,371,386	516,536	3,207,021	524,284	532,148	540,131	548,232	5,351,816
8	Citywide Environmental Remediation	55,850	3,677	283,902	343,429	240,000	240,000	240,000	240,000	1,303,429
9	HVAC Equipment Replacement Matrix	624,839	15,092	484,886	1,124,817	490,450	494,900	353,946	359,255	2,823,368
10	Citywide Elevator Replacement Matrix	401,213	149,991	113,514	664,718	632,056	264,022	214,689	141,128	1,916,613
11	Exterior Building Lighting	-	-	-	-	100,000	100,000	-	-	200,000
12	Optimize Energy And Water Efficiency At City Facilities	32,192	19,265	140,200	191,657	190,200	190,200	190,200	190,200	952,457
13	Right of Way & Utility Divisions' Employee Locker Rooms	119,025	21,607	-	140,632	-	-	-	-	140,632
14	Renovation of 240 Aragon Avenue (Coral Gables Cinema)	175,000	-	175,000	350,000	-	-	-	-	350,000
15	ADA Remediation	270,745	3,005	150,000	423,750	200,000	200,000	200,000	200,000	1,223,750
16	Public Works Building 6 Space Programming	-	-	-	-	207,775	-	-	-	207,775
17	Facilities Impact Glass Installation	-	-	387,250	387,250	350,000	230,000	60,000	-	1,027,250
18	Metal Canopy Structure for Public Works Fuel Station	-	-	7,500	7,500	174,505	149,278	-	-	331,283
19	Public Works Facility Exterior Painting	-	-	-	-	178,000	178,000	-	-	356,000
20	Solar PV at Public Works Facility	-	-	-	-	250,000	250,000	250,000	-	750,000
21	Open Storage Structure at Public Works Facility	-	-	-	-	400,000	2,848,000	-	-	3,248,000
<b>TOTAL FACILITY REPAIRS/IMPROVEMENT PROJECTS</b>		<b>1,997,963</b>	<b>2,584,023</b>	<b>2,258,788</b>	<b>6,840,774</b>	<b>3,937,270</b>	<b>5,676,548</b>	<b>2,048,966</b>	<b>1,678,815</b>	<b>20,182,373</b>
<b>HISTORIC FACILITY IMPROVEMENT PROJECTS</b>										
22	Entrances & Fountains Refurbishment Matrix	39,408	63,124	-	102,532	152,250	154,534	156,818	159,205	725,339
23	Merrick House Repairs/Improvements	84,617	-	-	84,617	-	-	-	-	84,617
24	City Hall Complex Impr. Including 427 Biltmore Way	998,304	2,268,805	575,534	3,842,643	9,870,000	-	-	-	13,712,643
25	Jean Ward Sculptures	28,623	29,251	-	57,874	120,000	-	-	-	177,874
26	Gondola Building Restoration	20,045	-	-	20,045	250,000	-	-	-	270,045
27	White Way Lights Restoration	51,071	325,503	687,574	1,064,148	857,567	165,756	-	-	2,087,471
28	Coral Gables Country Club Repairs/Improvements	-	-	-	-	410,466	-	-	-	410,466
29	Centennial Trail	-	-	-	-	56,000	56,000	56,000	56,000	224,000
30	Fink Building Renovations	384,844	900,423	-	1,285,267	-	-	-	-	1,285,267
31	Alhambra Water Tower Restoration	46,353	29,000	-	75,353	245,000	245,000	191,261	-	756,614
32	Biltmore Hotel Renovations	312,593	-	600,000	912,593	800,000	800,000	131,000	-	2,643,593
33	Artist Housing on Brooker Avenue	-	-	-	-	50,000	750,000	500,000	500,000	1,800,000
34	Girl Scout House Restoration	-	-	-	-	50,000	-	-	-	50,000
35	Structural Preservation Assessment at City Facilities	-	-	112,652	112,652	-	-	-	-	112,652
36	Miracle Theater Restoration	-	-	-	-	200,000	500,000	3,055,500	-	3,755,500
<b>TOTAL HISTORIC FACILITY IMPROVEMENT PROJECTS</b>		<b>1,965,858</b>	<b>3,616,106</b>	<b>1,975,760</b>	<b>7,557,724</b>	<b>13,061,283</b>	<b>2,671,290</b>	<b>4,090,579</b>	<b>715,205</b>	<b>28,096,081</b>
<b>MOTOR POOL EQUIPMENT REPLACEMENTS/ADDITIONS PROJECTS</b>										
37	Motor Vehicle Replacement/Additions	1,010,149	287,253	3,438,432	4,735,834	3,491,482	3,552,583	3,614,753	3,678,011	19,072,663
<b>TOTAL MOTOR POOL PROJECTS</b>		<b>1,010,149</b>	<b>287,253</b>	<b>3,438,432</b>	<b>4,735,834</b>	<b>3,491,482</b>	<b>3,552,583</b>	<b>3,614,753</b>	<b>3,678,011</b>	<b>19,072,663</b>
<b>PARKING IMPROVEMENT PROJECTS</b>										
38	Upgrades/Improvements To City Garages	41,141	27,093	200,000	268,234	203,000	206,045	209,135	212,272	1,098,686
39	Upgrades/Improvements To City Parking Lots	157,616	506,206	306,074	969,896	310,665	315,325	320,055	324,856	2,240,797
40	Installation of Multi-Space Pay Stations	4,470	-	150,000	154,470	150,000	150,000	150,000	150,000	754,470
41	Closed Circuit Television Security System	120,245	-	-	120,245	-	-	-	-	120,245
42	Mobility Hub Design and Construction	(2,135,580)	2,124,580	42,000,000	41,989,000	-	-	-	-	41,989,000
43	Minorca Garage Design and Construction	19,599,397	276,860	1,433,541	21,309,798	-	-	-	-	21,309,798
44	Miracle Mile/Giralda Streetscape Paver Maintenance Progr	-	-	200,000	200,000	150,000	150,000	150,000	150,000	800,000
<b>TOTAL PARKING IMPROVEMENT PROJECTS</b>		<b>17,787,289</b>	<b>2,934,739</b>	<b>44,289,615</b>	<b>65,011,643</b>	<b>813,665</b>	<b>821,370</b>	<b>829,190</b>	<b>837,128</b>	<b>68,312,996</b>
<b>PARKS &amp; RECREATION IMPROVEMENT PROJECTS</b>										
45	Purchase of Land	2,190,180	-	1,462,624	3,652,804	500,000	500,000	500,000	500,000	5,652,804
46	Fred B. Hartnett/Ponce Circle Park Improvements	594,999	361,177	3,916,109	4,872,285	2,500,000	-	-	-	7,372,285
47	Development of Neighborhood Parks	100,625	1,919	-	102,544	-	-	-	-	102,544
48	Lamar Louise Curry Park Improvements	401,871	12,581	-	414,452	-	-	-	-	414,452
49	Maggiore Park Improvements	89,766	801,142	-	890,908	-	-	-	-	890,908
50	Solano Prado Park Improvements	146,207	21,413	-	167,620	-	-	-	-	167,620
51	Merrick Park Improvements	-	-	-	-	500,000	350,000	350,000	350,000	1,550,000
52	William A. Cooper and Nellie B. Moore Park Enhancements	-	-	652,425	652,425	-	-	-	-	652,425
53	Orduna Park Enhancement	-	-	-	-	345,000	-	-	-	345,000
54	Toledo and Alava Neighborhood Park	-	-	-	-	65,000	460,000	-	-	525,000
55	San Sebastian Avenue Open Space Improvements	-	-	-	-	35,000	-	-	-	35,000
56	Mar Street-Play Street	-	-	-	-	200,000	-	-	-	200,000
57	Manatee Overlook	-	-	-	-	200,000	-	-	-	200,000
58	Parks & Recreation Major Repairs	3,346,605	653,692	1,876,302	5,876,599	1,904,447	1,933,014	1,962,009	1,991,439	13,667,508
59	Jaycee Park Enhancements	-	26,934	-	26,934	50,000	725,000	1,025,875	-	1,827,809
60	Phillips Park Renovation and Enhancement	728,210	-	1,740,584	2,468,794	5,888,346	-	-	-	8,357,140
61	Salvadore Tennis Pro Shop Expansion	-	-	-	-	250,000	1,445,050	-	-	1,695,050
62	Venetian Pool Structural & Pool Bottom Renovation	-	-	1,735,650	1,735,650	-	-	-	-	1,735,650
<b>TOTAL PARKS &amp; RECREATION IMPROVEMENT PROJECTS</b>		<b>7,598,463</b>	<b>1,878,858</b>	<b>11,383,694</b>	<b>20,861,015</b>	<b>12,437,793</b>	<b>5,413,064</b>	<b>3,837,884</b>	<b>2,841,439</b>	<b>45,391,195</b>



**CITY OF CORAL GABLES  
FISCAL YEAR 2022-2026 FIVE YEAR CAPITAL IMPROVEMENT PLAN  
PROJECT LISTING BY FISCAL YEAR**

PROJ #	PROJECT NAME	FIVE-YEAR ESTIMATE								FIVE-YEAR PROJECT TOTAL
		2022				2023	2024	2025	2026	
		PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
<b>PUBLIC SAFETY IMPROVEMENT PROJECTS</b>										
63	Central & Mobile Radio System Replacement/Upgrade	44,781	19,949	-	64,730	-	-	-	-	64,730
64	Radio System Replacement Matrix	494,803	57,683	423,321	975,807	683,421	693,672	704,078	714,639	3,771,617
65	Fire Equipment Replacement Program	600,082	-	225,845	825,927	192,633	195,523	198,454	201,432	1,613,969
66	Construction of New Public Safety Building	1,254,684	196,899	50,000	1,501,583	-	-	-	-	1,501,583
67	Fire Station 2/Trolley Depot	74,027	225,270	-	299,297	-	-	-	-	299,297
68	Fire Station 3 - Repairs & Improvements	-	-	40,000	40,000	-	-	-	-	40,000
69	Closed Circuit Television Security System	28	119,991	-	120,019	-	-	-	-	120,019
70	Development of Fire House 4	1,744,873	373,058	2,610,080	4,728,011	151,099	-	-	-	4,879,110
71	Police Rifle Replacement Program	89,833	-	12,878	102,711	13,071	13,267	13,466	13,668	156,183
72	Warehouse 2 Repairs & Improvements	41,867	-	-	41,867	-	-	-	-	41,867
<b>TOTAL PUBLIC SAFETY IMPROVEMENT PROJECTS</b>		<b>4,344,978</b>	<b>992,850</b>	<b>3,362,124</b>	<b>8,699,952</b>	<b>1,040,224</b>	<b>902,462</b>	<b>915,998</b>	<b>929,739</b>	<b>12,488,375</b>
<b>TRANSPORTATION &amp; RIGHT OF WAY IMPROVEMENT PROJECTS</b>										
73	Granada & Columbus Plazas Transportation Improvements	-	-	750,000	750,000	-	750,000	-	-	1,500,000
74	Installation of Bike Infrastructure	688,088	3,406	-	691,494	-	-	-	-	691,494
75	Old Cutler Road Entry Feature	-	-	-	-	275,000	-	-	-	275,000
76	Citywide Alleyway Paving Improvements	169,312	164,665	75,000	408,977	200,000	200,000	200,000	200,000	1,208,977
77	Citywide Pedestrian Infrastructure Program	340,129	110,388	1,200,000	1,650,517	1,230,000	1,230,000	1,230,000	1,230,000	6,570,517
78	Citywide Street Resurfacing Program	157,181	155,469	500,000	812,650	500,000	500,000	500,000	500,000	2,812,650
79	Milling, Resurfacing, & Restriping of Public Works Facility	-	-	-	-	200,000	350,000	-	-	550,000
80	Channel Markers Upgrade & Maintenance Program	107,793	-	15,000	122,793	15,000	15,000	15,000	15,000	182,793
81	Citywide Traffic Calming Program	660,076	654,810	1,400,000	2,714,886	1,465,560	1,465,560	1,465,560	1,465,560	8,577,126
82	Bridge Repairs & Improvements	50,762	101,475	75,000	227,237	100,000	100,000	100,000	100,000	627,237
83	Biltmore Way Streetscape Improv.	289,591	17,339	-	306,930	1,000,000	1,000,000	1,200,000	1,200,000	4,706,930
84	Cartagena Circle Landscape Improv.	1,012	-	-	1,012	100,000	-	-	-	101,012
85	De Soto Fountain Traffic Circle	-	-	-	-	339,000	650,000	-	-	989,000
86	Miracle Mile Streetscape Improvements	274,760	41,873	30,000	346,633	-	-	-	-	346,633
87	Giralda Avenue Streetscape Improvements	20,000	-	-	20,000	217,600	-	-	-	237,600
88	Ponce de Leon Landscape - Phase III	1,861,248	153,472	-	2,014,720	-	-	-	-	2,014,720
89	Improvements North of SW 8th Street	682,890	25,187	-	708,077	298,652	2,500,000	1,491,042	-	4,997,771
90	Residential Waste Pit Restoration	1,897	146,322	-	148,219	75,000	75,000	75,000	75,000	448,219
91	Street Tree Succession Plan	14,186	25,039	150,000	189,225	200,000	200,000	200,000	200,000	989,225
92	Aragon Pedestrian Lighting Improvements	-	-	-	-	91,194	-	-	-	91,194
93	LED Street Lights Conversion	245,605	204,395	-	450,000	-	-	-	-	450,000
94	Monegro Crafts Section Street Ends	4,595	107,806	-	112,401	-	-	-	-	112,401
95	Wayfinding and Signage Program Improvements	1,039,269	-	-	1,039,269	150,000	150,000	150,000	150,000	1,639,269
96	Street Ends Beautification	196,600	-	100,000	296,600	100,000	100,000	100,000	100,000	696,600
97	North Ponce Streetscape	278,308	15,244	-	293,552	400,000	400,000	400,000	400,000	1,893,552
98	Last Mile Transit Stop Improvements	295,000	-	205,000	500,000	1,000,000	535,000	-	-	2,035,000
99	Alhambra Circle Streetscape	-	-	-	-	542,500	450,000	471,638	-	1,464,138
100	Ponce de Leon Park Improvements	-	-	-	-	427,000	500,000	500,000	-	1,427,000
101	Mangrove Trimming Along Waterways	-	-	-	-	100,000	50,000	50,000	50,000	250,000
102	Venera Neighborhood Master Planning	390,775	-	-	390,775	-	-	-	-	390,775
103	Cocoplum Street Lighting	-	-	55,000	55,000	110,000	-	-	-	165,000
104	Commodore Trail Rehabilitation	-	-	-	-	250,000	-	-	-	250,000
105	Pisano Avenue Improvements	-	-	-	-	115,000	-	-	-	115,000
<b>TOTAL TRANSPORTATION &amp; RIGHT OF WAY PROJECTS</b>		<b>7,769,077</b>	<b>1,926,890</b>	<b>4,555,000</b>	<b>14,250,967</b>	<b>9,501,506</b>	<b>11,220,560</b>	<b>8,148,240</b>	<b>5,685,560</b>	<b>48,806,833</b>
<b>UTILITY REPAIRS/IMPROVEMENTS PROJECTS</b>										
106	Sanitary Sewer Major Repairs	872,317	221,832	1,589,714	2,683,863	1,859,320	1,859,320	1,859,320	1,859,320	10,121,143
107	Sanitary Sewer Volume Ordinance	111,911	26,049	-	137,960	-	-	-	-	137,960
108	Force Main Replacement Program	15,177,850	72,150	-	15,250,000	-	-	-	-	15,250,000
109	Citywide Inflow & Infiltration Abatement	-	213,721	-	213,721	500,000	500,000	500,000	500,000	2,213,721
110	Station D Rehabilitation	1,119,132	39,950	-	1,159,082	-	-	-	-	1,159,082
111	Station E Rehabilitation	247	22,110	-	22,357	-	-	-	-	22,357
112	Station F Rehabilitation	-	529,666	-	529,666	-	-	-	-	529,666
113	Cocoplum Pump Station 1 Upgrade	-	123,739	-	123,739	-	-	-	-	123,739
114	Cocoplum Pump Station 3 Upgrade	615,548	11,964	-	627,512	-	-	-	-	627,512
115	City 2 Basin Gravity Sewer Improvement Phase II	443,904	9,250	-	453,154	-	-	-	-	453,154
116	Leucadendra 2 Pump Station Rehab.	1,492	51,254	-	52,746	-	-	-	-	52,746
117	Journey's End Pump Station and Force Main Replacement	269,416	-	700,000	969,416	-	-	-	-	969,416
118	Pump Station Remote Monitoring	387,381	225,532	400,000	1,012,913	-	-	-	-	1,012,913
119	Sanitary Sewer Electronic Atlas Update and Model Calibrat	44,516	1,007	50,000	95,523	50,000	50,000	50,000	50,000	295,523
120	Sewer Pipe Cameras	9,247	133	5,000	14,380	5,000	5,000	5,000	5,000	34,380
121	Granada Golf Tennis Facility Septic to Sewer Conversion	-	-	50,000	50,000	-	-	-	-	50,000
122	Stormwater System Improvement Program	322,597	271,446	400,000	994,043	400,000	400,000	400,000	400,000	2,594,043
123	Storm Drainage Master Plan	250,000	-	500,000	750,000	250,000	-	-	-	1,000,000
124	Storm Drainage Infrastructure Verification	-	-	750,000	750,000	50,000	50,000	50,000	50,000	950,000
125	Cross-Connection Removal	206,060	61,886	200,000	467,946	200,000	200,000	200,000	200,000	1,267,946
126	Cocoplum Drainage Improvements	945,111	51,054	-	996,165	-	-	-	-	996,165
127	Canal Bank Stabilization	565,577	46,797	-	612,374	-	-	-	-	612,374
128	Sea Level Rise Mitigation Program	9,838,264	-	3,225,000	13,063,264	3,670,000	4,115,000	4,560,000	5,005,000	30,413,264
129	Stormwater Outfall Baffles	110,000	-	-	110,000	-	-	-	-	110,000
130	Coral Gables Waterways Maintenance	413,487	217,043	650,000	1,280,530	150,000	150,000	-	-	1,580,530
131	Coruna Canal Salinity Berm Rehabilitation	60,000	-	-	60,000	-	-	-	-	60,000
132	Sunrise Harbor Drainage/Repair Assessment	56,970	60,363	-	117,333	260,000	-	-	-	377,333
133	Galiano Street & Madeira Avenue Stormwater Improvemen	-	-	400,000	400,000	-	-	-	-	400,000
134	Downtown Drainage Improvements	-	-	150,000	150,000	1,150,000	-	-	-	1,300,000
<b>TOTAL UTILITY REPAIRS/IMPROVEMENTS PROJECTS</b>		<b>31,821,027</b>	<b>2,256,946</b>	<b>9,069,714</b>	<b>43,147,687</b>	<b>8,544,320</b>	<b>7,329,320</b>	<b>7,624,320</b>	<b>8,069,320</b>	<b>74,714,967</b>
<b>TOTAL</b>		<b>\$ 76,388,319</b>	<b>\$ 17,008,177</b>	<b>\$ 84,698,029</b>	<b>\$ 178,094,525</b>	<b>\$ 56,147,883</b>	<b>\$ 39,817,714</b>	<b>\$ 33,341,236</b>	<b>\$ 26,667,324</b>	<b>\$ 334,068,682</b>

**CITY OF CORAL GABLES**  
**FISCAL YEAR 2022-2026 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
	2022				2023	2024	2025	2026	
	PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
CAPITAL EQUIPMENT REPL/UPGRADES	\$ 2,093,515	\$ 530,512	\$ 4,364,902	\$ 6,988,929	\$ 3,320,340	\$ 2,230,517	\$ 2,231,306	\$ 2,232,107	\$ 17,003,199
FACILITY REPAIRS/IMPROVEMENTS	1,997,963	2,584,023	2,258,788	6,840,774	3,937,270	5,676,548	2,048,966	1,678,815	20,182,373
HISTORIC FACILITY RESTORATION	1,965,858	3,616,106	1,975,760	7,557,724	13,061,283	2,671,290	4,090,579	715,205	28,096,081
MOTOR POOL EQUIP REPL/ADDITIONS	1,010,149	287,253	3,438,432	4,735,834	3,491,482	3,552,583	3,614,753	3,678,011	19,072,663
PARKING IMPROVEMENTS	17,787,289	2,934,739	44,289,615	65,011,643	813,665	821,370	829,190	837,128	68,312,996
PARKS & RECREATION IMPROVEMENTS	7,598,463	1,878,858	11,383,694	20,861,015	12,437,793	5,413,064	3,837,884	2,841,439	45,391,195
PUBLIC SAFETY IMPROVEMENTS	4,344,978	992,850	3,362,124	8,699,952	1,040,224	902,462	915,998	929,739	12,488,375
TRANSPORTATION & RIGHT OF WAY	7,769,077	1,926,890	4,555,000	14,250,967	9,501,506	11,220,560	8,148,240	5,685,560	48,806,833
UTILITY REPAIR/IMPROVEMENTS	31,821,027	2,256,946	9,069,714	43,147,687	8,544,320	7,329,320	7,624,320	8,069,320	74,714,967
<b>TOTAL</b>	<b>\$ 76,388,319</b>	<b>\$ 17,008,177</b>	<b>\$ 84,698,029</b>	<b>\$ 178,094,525</b>	<b>\$ 56,147,883</b>	<b>\$ 39,817,714</b>	<b>\$ 33,341,236</b>	<b>\$ 26,667,324</b>	<b>\$ 334,068,682</b>

**PROJECT TYPE SUMMARY BY FUNDING SOURCE**

PROJECT TYPE	GEN CAP IMPR	NRP	ROADWAY	CG IMP FEES	STORM WATER	SANI SEWER	MOTOR POOL	TROLLEY	PARKING SYSTEM	GRANT & OTHER	FIVE-YEAR PROJECT TOTAL
CAPITAL EQUIPMENT REPL/UPGRADES	\$ 13,728,133	\$ -	\$ -	\$ 81,605	\$ -	\$ -	\$ 190	\$ 541,599	\$ -	\$ 2,651,672	\$ 17,003,199
FACILITY REPAIRS/IMPROVEMENTS	19,705,123	-	-	-	45,000	45,000	-	-	-	387,250	20,182,373
HISTORIC FACILITY RESTORATION	26,773,633	-	-	-	-	-	-	-	-	1,322,448	28,096,081
MOTOR POOL EQUIP REPL/ADDITIONS	-	-	-	-	-	-	19,072,663	-	-	-	19,072,663
PARKING IMPROVEMENTS	52,348	-	-	3,925,843	-	-	-	-	22,334,805	42,000,000	68,312,996
PARKS & RECREATION IMPROVEMENTS	35,898,355	403,472	-	3,307,522	-	-	-	-	-	5,781,846	45,391,195
PUBLIC SAFETY IMPROVEMENTS	7,623,432	-	808	2,118,665	-	-	-	53,072	-	2,692,398	12,488,375
TRANSPORTATION & RIGHT OF WAY	31,366,604	49,000	9,820,650	-	-	-	-	861,024	444,267	6,265,288	48,806,833
UTILITY REPAIR/IMPROVEMENTS	310,000	-	-	-	39,929,952	17,748,368	-	-	-	16,726,647	74,714,967
<b>TOTAL</b>	<b>\$ 135,457,628</b>	<b>\$ 452,472</b>	<b>\$ 9,821,458</b>	<b>\$ 9,433,635</b>	<b>\$ 39,974,952</b>	<b>\$ 17,793,368</b>	<b>\$ 19,072,853</b>	<b>\$ 1,455,695</b>	<b>\$ 22,779,072</b>	<b>\$ 77,827,549</b>	<b>\$ 334,068,682</b>

**DETAIL OF GRANT & OTHER FUNDING SOURCES BY PROJECT TYPE**

PROJECT TYPE	SPEC ASSESS	M-D IMP FEE	MDC GRANT	DEVELOPER FEE	ART IN PUB. PLACES	PRIVATE GRANT	SUN STATE FINANCING	STATE GRANT	ARPA 2021	FIVE-YEAR PROJECT TOTAL
CAPITAL EQUIPMENT REPL/UPGRADES	\$ -	\$ -	\$ -	\$ -	\$ 588,922	\$ -	\$ -	\$ -	\$ 2,062,750	\$ 2,651,672
FACILITY REPAIRS/IMPROVEMENTS	-	-	-	-	-	-	-	-	387,250	387,250
HISTORIC FACILITY RESTORATION	-	-	-	-	1,069,448	3,000	-	250,000	-	1,322,448
MOTOR POOL EQUIP REPL/ADDITIONS	-	-	-	-	-	-	-	-	-	-
PARKING IMPROVEMENTS	-	-	-	-	-	-	42,000,000	-	-	42,000,000
PARKS & RECREATION IMPROVEMENTS	-	-	-	1,800,000	-	152,301	-	100,000	3,729,545	5,781,846
PUBLIC SAFETY IMPROVEMENTS	-	-	-	168,595	-	-	184,892	-	2,338,911	2,692,398
TRANSPORTATION & RIGHT OF WAY	2,315,000	1,640,645	277,412	390,775	266,456	-	-	1,375,000	-	6,265,288
UTILITY REPAIR/IMPROVEMENTS	-	-	-	-	-	-	15,303,124	1,423,523	-	16,726,647
<b>TOTAL</b>	<b>\$ 2,315,000</b>	<b>\$ 1,640,645</b>	<b>\$ 277,412</b>	<b>\$ 2,359,370</b>	<b>\$ 1,924,826</b>	<b>\$ 155,301</b>	<b>\$ 57,488,016</b>	<b>\$ 3,148,523</b>	<b>\$ 8,518,456</b>	<b>\$ 77,827,549</b>



**CITY OF CORAL GABLES**  
**FISCAL YEAR 2022-2026 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
	2022	2023	2024	2025	2026	
<b>CAPITAL EQUIPMENT REPL/UPGRADES</b>	\$ 25,500	\$ 40,500	\$ 40,500	\$ 40,500	\$ 40,500	\$ 187,500
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	25,500	40,500	40,500	40,500	40,500	187,500
<b>FACILITY REPAIRS/IMPROVEMENTS</b>	<b>203,000</b>	<b>203,000</b>	<b>203,000</b>	<b>203,000</b>	<b>203,000</b>	<b>1,015,000</b>
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	203,000	203,000	203,000	203,000	203,000	1,015,000
<b>HISTORIC FACILITY RESTORATION</b>	<b>253,000</b>	<b>237,000</b>	<b>237,000</b>	<b>237,000</b>	<b>237,000</b>	<b>1,201,000</b>
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	253,000	237,000	237,000	237,000	237,000	1,201,000
<b>MOTOR POOL EQUIP REPL/ADDITIONS</b>	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-
<b>PARKING IMPROVEMENTS</b>	-	<b>452,746</b>	<b>462,814</b>	<b>473,135</b>	<b>483,713</b>	<b>1,872,408</b>
PERSONNEL SERVICES	-	402,746	412,814	423,135	433,713	1,672,408
OTHER THAN PERSONNEL SERVICES	-	50,000	50,000	50,000	50,000	200,000
<b>PARKS &amp; RECREATION IMPROVEMENTS</b>	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-
<b>PUBLIC SAFETY IMPROVEMENTS</b>	<b>1,916</b>	<b>(2,590)</b>	<b>12,800</b>	<b>(2,590)</b>	<b>(460)</b>	<b>9,076</b>
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	1,916	(2,590)	12,800	(2,590)	(460)	9,076
<b>TRANSPORTATION &amp; RIGHT OF WAY</b>	<b>400,000</b>	<b>463,352</b>	<b>464,429</b>	<b>465,532</b>	<b>466,663</b>	<b>2,259,976</b>
PERSONNEL SERVICES	-	43,060	44,137	45,240	46,371	178,808
OTHER THAN PERSONNEL SERVICES	400,000	420,292	420,292	420,292	420,292	2,081,168
<b>UTILITY REPAIR/IMPROVEMENTS</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>125,000</b>
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	25,000	25,000	25,000	25,000	25,000	125,000
<b>TOTAL RELATED OPERATING COST</b>	<b>\$ 908,416</b>	<b>\$ 1,419,008</b>	<b>\$ 1,445,543</b>	<b>\$ 1,441,577</b>	<b>\$ 1,455,416</b>	<b>\$ 6,669,960</b>

**CITY OF CORAL GABLES**  
**COMMUNITY RECREATION MAJOR REPAIR PROJECTS BY YEAR**

PROJECT NAME	FIVE-YEAR ESTIMATE								FIVE-YEAR PROJECT TOTAL
	2022				2023	2024	2025	2026	
	PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
Artificial Turf Safety Surfacing Replacement & Additions	\$ 100,000	\$ -	\$ 100,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ 500,000
Blue Road Open Space Renovation	279,009	45,235	137,500	461,744	-	-	-	-	461,744
Cepero Park Improvements - Phase 2	-	-	100,000	100,000	125,000	-	-	-	225,000
Coral Bay Playground	-	-	-	-	-	-	-	750,000	750,000
Creation of Dog Park at Gables Station	340,619	21,000	100,000	461,619	-	-	-	-	461,619
Fitness Trails	28,371	6,000	-	34,371	-	-	-	-	34,371
Granada Golf Course Groundwater Diversion	35,000	-	-	35,000	-	-	-	-	35,000
Granada Golf Course Pro Shop	792,824	69,935	-	862,759	-	-	-	-	862,759
Granada Golf Maintenance Shop Renovation	-	-	-	-	461,622	587,500	-	-	1,049,122
Granada Golf Course Shelter Improvements	2,728	51,191	495,179	549,098	-	-	-	-	549,098
Holiday Tree Purchase	-	-	127,500	127,500	-	-	-	-	127,500
Ingraham Park Fitness Equipment	-	-	-	-	-	-	250,000	-	250,000
Kerdyk Family Park Playground Expansion	12,116	-	-	12,116	-	-	-	-	12,116
Kerdyk Family Park Trail Renovation	4,439	-	-	4,439	-	-	-	-	4,439
Lightning Protection System for Facilities	36,000	-	25,000	61,000	-	-	-	-	61,000
P&R Facilities Surveillance Systems	102,472	-	42,500	144,972	42,500	42,500	42,000	42,500	314,472
Park Basketball and Tennis Court Renovations	-	-	20,000	20,000	-	-	-	-	20,000
Park Furnishings	51,344	-	60,000	111,344	75,000	75,000	75,000	75,000	411,344
Parks & Recreation Master Plan	-	7,590	-	7,590	-	-	-	-	7,590
Pierce Park Renovation	386,510	26,757	-	413,267	-	-	-	-	413,267
Rotary Park Improvements	-	-	-	-	-	567,735	-	-	567,735
Ruth Bryan Owen Waterway Park Renovation	-	-	-	-	400,000	-	-	-	400,000
Salvadore Park Tennis Facility Renovation	-	-	-	-	-	-	1,000,000	-	1,000,000
Salvadore Park Playground Expansion	150,497	114,722	-	265,219	-	-	-	-	265,219
Salvadore Park Playground Replacement	3,623	110,500	-	114,123	-	-	-	-	114,123
Salvadore Park Tennis Pro Shop Renovation	1,000	-	-	1,000	-	-	-	-	1,000
Salvadore Park Tennis Shade Addition	43,000	-	-	43,000	-	-	-	-	43,000
Shade Structure Repairs & Additions	100,000	-	100,000	200,000	100,000	100,000	-	100,000	500,000
Sunrise Harbor Playground Replacement	-	-	-	-	-	-	369,000	881,000	1,250,000
Venetian Pool Improvements	24,990	18,296	-	43,286	-	300,000	100,000	100,000	543,286
Venetian Pool Phase 5	78,614	37,565	174,000	290,179	-	-	-	-	290,179
Venetian Pool Phase 6	51	4,468	100,000	104,519	-	-	-	-	104,519
Venetian Pool Pump & Utilities Renovation	151,685	57,727	265,000	474,412	600,000	-	-	-	1,074,412
Youth Center Amenities Improvements	105,000	-	-	105,000	-	-	-	-	105,000
Youth Center Courtyard Improvements	-	-	-	-	-	60,000	-	-	60,000
Youth Center Field Doors & Gates	-	-	-	-	-	100,000	-	-	100,000
Youth Center Fitness Center Renovation	44,831	1,980	-	46,811	-	-	-	-	46,811
Youth Center Intercom & P.A. Replacement	1,182	-	-	1,182	-	-	-	-	1,182
Youth Center Interior Renovations	606	-	-	606	-	-	-	-	606
Youth Center Master Plan	-	29,151	-	29,151	-	-	-	-	29,151
Youth Center Phase 1 Improvements	10	46,915	-	46,925	-	-	-	-	46,925
Youth Center Structural Improvements	155,596	-	-	155,596	-	-	-	-	155,596
Youth Center & Grounds Improvements	13,167	4,660	-	17,827	-	-	-	-	17,827
Youth Center Field Resod & Irrigation	45,000	-	-	45,000	-	-	-	-	45,000
Well Identification Program	25,000	-	-	25,000	-	-	25,000	25,000	75,000
Unassigned	10,857	-	29,623	40,480	325	279	1,009	17,939	60,032
<b>TOTAL</b>	<b>\$ 3,346,605</b>	<b>\$ 653,692</b>	<b>\$ 1,876,302</b>	<b>\$ 5,876,599</b>	<b>\$ 1,904,447</b>	<b>\$ 1,933,014</b>	<b>\$ 1,962,009</b>	<b>\$ 1,991,439</b>	<b>\$ 13,667,508</b>

✓ - Completed Project



**CITY OF CORAL GABLES**  
**COMMUNITY RECREATION ACTIVE MAJOR REPAIR PROJECTS**

PROJECT NAME	CURRENT STATUS
Blue Road Open Space Park	Re-Design commenced in 2021. improvements to waterfront detail to include a viewing deck and also possible child play equipment.
Cepero Park	Phase 1 - completed. Design for Phase 2 to commence in FY 2022-23.
Fitness Trails	Equipment for Youth Center has been installed and project has been completed. William H. Kerdyk Jr. and Family Park fitness trail project completed in August 2021.
Granada Golf Course Improvements	Phase 1 - completed. Phase 2 - Irrigation system completed; Golf Shelter Design completed and community input process underway. Pro Shop Design and public input design completed. Currently beginning permitting and procurement process.
Holiday Tree Purchase	Procurement process underway with expected purchase in 2021-2022.
Jaycee Park Playground	✔ - Playground completed in Spring of 2021.
Kerdyk Family Park Playground Expansion	✔ - New playground installation has been completed.
Kerdyk Family Park Trail Renovation	✔ - Construction completed.
Lightning Protection System for Facilities	Site surveys completed for tennis and golf facilities. Estimate for systems options presented. Awaiting beginning of installation in concert with larger projects.
Parks & Recreation Master Plan	Parks Master Plan is completed, awaiting Commission approval in late 2021.
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 with additional improvements proposed for Pierce Park.
Park Furnishings	Furnishings purchased in FY 2021 include benches and trash receptacles. Ongoing replacement matrix.
Phillips Park Renovation	Tennis 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. Additional improvements for basketball repairs have begun with estimated completion in late 2021.
Pierce Park Renovation	Design completed for project. Public input process completed for project. Construction to begin pending final approvals in late 2021-early 2022.
Creation of Dog Park at Gables Station	Dog Park design completed and public input process completed. Project will be completed by Miami-Dade County with City funding.
Salvadore Park Playground Expansion and Renovation	Construction on the Playground Expansion has been completed in Fall 2021. Playground Renovation project to begin construction in late 2021.
Salvadore Park Tennis Pro Shop Renovation	Large renovation project has begun phased funding.
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. Concession area renovation design completed and scheduled for construction in early 2022. A Pool Bottom and Structural Assessment has been completed and proposed funding has been requested. A repair project including an assessment of the Pool Pump and Utilities has been initiated with assessment completed by the end of 2021.
Youth Center Structural Improvements	✔ - 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 Master Plan	Master plan completed, awaiting Commission approval in late 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								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Vehicle Replacement Requirements	\$ 19,751,477	\$ 2,885,911	\$ 3,379,415	\$ 3,431,432	\$ 3,491,482	\$ 3,552,583	\$ 3,614,753	\$ 3,678,011
CPI Adjustment @ 1.75%	280,911	50,503	59,017	60,050	61,101	62,170	63,258	64,365
<b>Adjusted Vehicle Replacement Requirements</b>	<b>\$ 20,032,388</b>	<b>\$ 2,936,414</b>	<b>\$ 3,438,432</b>	<b>\$ 3,491,482</b>	<b>\$ 3,552,583</b>	<b>\$ 3,614,753</b>	<b>\$ 3,678,011</b>	<b>\$ 3,742,376</b>

ANNUAL CALCULATION OF INCREASE TO PRIOR YEAR REPLACEMENT BUDGET								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Vehicle Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ 13,830,077	\$ -	\$ 3,372,415	\$ 3,431,432	\$ 3,491,482	\$ 3,552,583	\$ 3,614,753	\$ 3,678,011
Increase to Base - (By Elim. Lease Payments Budget)	285,000	-	-	-	-	-	-	-
Incremental Increase to Base - (From Oper. Rev.)	1,350,000	-	-	-	-	-	-	-
CPI Adjustment @1.75% - (From Oper. Rev.)	280,911	-	59,017	60,050	61,101	62,170	63,258	64,365
Net Increase to Prior Year Distributed Cost	1,630,911	-	59,017	60,050	61,101	62,170	63,258	64,365
<b>Net Replacement Cost From Operating Revenue</b>	<b>15,745,988</b>	<b>-</b>	<b>3,431,432</b>	<b>3,491,482</b>	<b>3,552,583</b>	<b>3,614,753</b>	<b>3,678,011</b>	<b>3,742,376</b>
<b>% of Budget Funded by Operating Revenue</b>	<b>79%</b>	<b>0%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Planned Use of Motor Pool or General Fund Balance	4,286,400	2,936,414	7,000	-	-	-	-	-
<b>Annual Vehicle Replacement Budget</b>	<b>\$ 20,032,388</b>	<b>\$ 2,936,414</b>	<b>\$ 3,438,432</b>	<b>\$ 3,491,482</b>	<b>\$ 3,552,583</b>	<b>\$ 3,614,753</b>	<b>\$ 3,678,011</b>	<b>\$ 3,742,376</b>

**CITY OF CORAL GABLES**  
**PUBLIC ART RESTORATION BUDGET**  
Based on Current Public Art Restoration Value and Useful Life from 1 to 10 Years

ANNUAL PUBLIC ART RESTORATION REQUIREMENTS								
	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Public Art Restoration Requirements	\$ 30,150	\$ 21,333	\$ 51,803	\$ 52,580	\$ 53,369	\$ 54,170	\$ 54,983	\$ 55,808
One-Time Funds to Cover Immediate Need	129,000	248,000	-	-	-	-	-	-
CPI Adjustment @1.5%	-	320	777	789	801	813	825	837
<b>Adjusted Public Art Restoration Requirements</b>	<b>\$ 159,150</b>	<b>\$ 269,653</b>	<b>\$ 52,580</b>	<b>\$ 53,369</b>	<b>\$ 54,170</b>	<b>\$ 54,983</b>	<b>\$ 55,808</b>	<b>\$ 56,645</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET								
	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Public Art Restoration Budget - Base Budget (From Prior Year Recurring Revenues)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Incremental Increase to Base - (From Oper. Revenue)	-	-	-	-	-	-	-	-
<b>Net Replacement Cost From Operating Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% of Budget Funded by Operating Revenue</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
CPI Adjustment @1.5% - (From Art in Public Places Reserve)	-	320	777	789	801	813	825	837
Planned Use of Art in Public Places Reserve *	159,150	269,333	51,803	52,580	53,369	54,170	54,983	55,808
<b>Annual Public Art Restoration Budget</b>	<b>\$ 159,150</b>	<b>\$ 269,653</b>	<b>\$ 52,580</b>	<b>\$ 53,369</b>	<b>\$ 54,170</b>	<b>\$ 54,983</b>	<b>\$ 55,808</b>	<b>\$ 56,645</b>

\* Total planned use of fund balance = \$751,196 over 8 fiscal years



**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								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
IT Equipment Replacement Requirements	\$ 7,664,020	\$ 1,106,137	\$ 1,557,502	\$ 1,777,937	\$ 1,777,937	\$ 1,777,937	\$ 1,777,937	\$ 1,777,937
One-Time funds to cover immediate need			550,000					
CPI Adjustment @ 0.0% *	-	-	-	-	-	-	-	-
<b>Adjusted IT Equipment Replacement Requirements</b>	<b>\$ 7,664,020</b>	<b>\$ 1,106,137</b>	<b>\$ 2,107,502</b>	<b>\$ 1,777,937</b>	<b>\$ 1,777,937</b>	<b>\$ 1,777,937</b>	<b>\$ 1,777,937</b>	<b>\$ 1,777,937</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
IT Equipment Replacement Budget - Base Distributed Cost <i>(From Prior Year Recurring Revenues)</i>	\$ 5,071,294	\$ -	\$ 500,000	\$ 1,777,937	\$ 1,777,937	\$ 1,777,937	\$ 1,777,937	\$ 1,777,937
Incremental Increase to Base - <i>(From Oper. Revenue)</i>	1,046,094	-	-	-	-	-	-	-
<b>Net Replacement Cost From Operating Revenue</b>	<b>6,117,388</b>	<b>-</b>	<b>500,000</b>	<b>1,777,937</b>	<b>1,777,937</b>	<b>1,777,937</b>	<b>1,777,937</b>	<b>1,777,937</b>
<i>% of Budget Funded by Operating Revenue</i>	<i>80%</i>	<i>0%</i>	<i>24%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>
Use of Fund Balance **	1,546,632	1,106,137	1,607,502	-	-	-	-	-
<b>Annual IT Equipment Replacement Budget</b>	<b>\$ 7,664,020</b>	<b>\$ 1,106,137</b>	<b>\$ 2,107,502</b>	<b>\$ 1,777,937</b>	<b>\$ 1,777,937</b>	<b>\$ 1,777,937</b>	<b>\$ 1,777,937</b>	<b>\$ 1,777,937</b>

\* 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 = \$4,260,271 over 8 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								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
P&R FAC & Equipment Replacement Requirements	\$ 7,187,106	\$ 1,000,000	\$ 1,876,302	\$ 1,876,302	\$ 1,904,447	\$ 1,933,014	\$ 1,962,009	\$ 1,991,439
CPI Adjustment @1.5%	87,809	-	-	28,145	28,567	28,995	29,430	29,872
<b>Adjusted P&amp;R FAC &amp; Equip Replacement Requirements</b>	<b>\$ 7,274,915</b>	<b>\$ 1,000,000</b>	<b>\$ 1,876,302</b>	<b>\$ 1,904,447</b>	<b>\$ 1,933,014</b>	<b>\$ 1,962,009</b>	<b>\$ 1,991,439</b>	<b>\$ 2,021,311</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Parks & Rec. Facility & Equip. Replacement Budget - Base Budget <i>(From Prior Year Recurring Revenues)</i>	\$ 2,321,191	\$ -	\$ 722,271	\$ 1,876,302	\$ 1,904,447	\$ 1,933,014	\$ 1,962,009	\$ 1,991,439
Incremental Increase to Base - <i>(From Oper. Revenue)</i>	950,000	-	-	-	-	-	-	-
CPI Adjustment @1.5% *	87,809	-	-	28,145	28,567	28,995	29,430	29,872
<b>Net Replacement Cost From Operating Revenue</b>	<b>3,359,000</b>	<b>-</b>	<b>722,271</b>	<b>1,904,447</b>	<b>1,933,014</b>	<b>1,962,009</b>	<b>1,991,439</b>	<b>2,021,311</b>
<i>% of Budget Funded by Operating Revenue</i>	<i>46%</i>	<i>0%</i>	<i>38%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>
Use of Fund Balance *	3,915,915	1,000,000	1,154,031	-	-	-	-	-
<b>Annual Parks &amp; Rec. Fac. &amp; Equip. Replacement Budget</b>	<b>\$ 7,274,915</b>	<b>\$ 1,000,000</b>	<b>\$ 1,876,302</b>	<b>\$ 1,904,447</b>	<b>\$ 1,933,014</b>	<b>\$ 1,962,009</b>	<b>\$ 1,991,439</b>	<b>\$ 2,021,311</b>

\* Total use of fund balance = \$6,069,946 over 6 fiscal years

**CITY OF CORAL GABLES**  
**BUILDING THE FACILITY ROOF REPLACEMENT BUDGET**  
Based on Current Roof Replacement Value and Useful Life from 10 to 20 Years

ANNUAL ROOF EQUIPMENT REPLACEMENT REQUIREMENTS									
	Prior Fiscal								
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27	
Roof Equipment Replacement Requirements	\$	-	\$ 274,271	\$ 516,536	\$ 516,536	\$ 524,284	\$ 532,148	\$ 540,130	\$ 548,232
CPI Adjustment @1.5%		-	4,114	-	7,748	7,864	7,982	8,102	8,223
<b>Adjusted Roof Replacement Requirements</b>	<b>\$</b>	<b>-</b>	<b>\$ 278,385</b>	<b>\$ 516,536</b>	<b>\$ 524,284</b>	<b>\$ 532,148</b>	<b>\$ 540,130</b>	<b>\$ 548,232</b>	<b>\$ 556,455</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET									
	Prior Fiscal								
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27	
Roof Replacement Budget - Base Budget <i>(From Prior Year Recurring Revenues)</i>	\$	744,438	\$ -	\$ 516,536	\$ 516,536	\$ 524,284	\$ 532,148	\$ 540,130	\$ 548,232
Incremental Increase to Base - <i>(From Oper. Revenue)</i>		198,843	-	-	-	-	-	-	-
CPI Adjustment @1.5% - <i>(From Oper. Rev.)</i>		10,428	-	-	7,748	7,864	7,982	8,102	8,223
<b>Net Replacement Cost From Operating Revenue</b>		<b>953,709</b>	<b>-</b>	<b>516,536</b>	<b>524,284</b>	<b>532,148</b>	<b>540,130</b>	<b>548,232</b>	<b>556,455</b>
<i>% of Budget Funded by Operating Revenue</i>		<i>100%</i>	<i>0%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>
Planned Use of Fund Balance *		878,530	278,385	-	-	-	-	-	-
<b>Annual Roof Replacement Budget</b>	<b>\$</b>	<b>1,832,239</b>	<b>\$ 278,385</b>	<b>\$ 516,536</b>	<b>\$ 524,284</b>	<b>\$ 532,148</b>	<b>\$ 540,130</b>	<b>\$ 548,232</b>	<b>\$ 556,455</b>

\* Total planned use of fund balance = \$1,156,915 over 6 fiscal years

**CITY OF CORAL GABLES**  
**BUILDING THE HVAC REPLACEMENT BUDGET**  
Based on Current HVAC Replacement Value and Useful Life from 10 to 20 Years

ANNUAL HVAC REPLACEMENT REQUIREMENTS									
	Prior Fiscal								
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27	
HVAC Replacement Requirements	\$	820,724	\$ 187,001	\$ 292,233	\$ 292,233	\$ 296,616	\$ 301,065	\$ 353,945	\$ 359,254
One-Time funds to cover immediate need		-	-	192,653	193,834	193,835	48,364	-	-
CPI Adjustment @1.5%		5,014	2,805	-	4,383	4,449	4,516	5,309	5,389
<b>Adjusted HVAC Replacement Requirements</b>	<b>\$</b>	<b>825,738</b>	<b>\$ 189,806</b>	<b>\$ 484,886</b>	<b>\$ 490,450</b>	<b>\$ 494,900</b>	<b>\$ 353,945</b>	<b>\$ 359,254</b>	<b>\$ 364,643</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET									
	Prior Fiscal								
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27	
HVAC Replacement Budget - Base Budget <i>(From Prior Year Recurring Revenues)</i>	\$	260,318	\$ -	\$ 292,233	\$ 292,233	\$ 296,616	\$ 301,065	\$ 353,945	\$ 359,254
Incremental Increase to Base - <i>(From Oper. Revenue)</i>		104,283	-	-	-	-	-	-	-
CPI Adjustment @1.5% - <i>(From Oper. Rev.)</i>		5,014	-	-	4,383	4,449	4,516	5,309	5,389
<b>Net Replacement Cost From Operating Revenue</b>		<b>369,615</b>	<b>-</b>	<b>292,233</b>	<b>296,616</b>	<b>301,065</b>	<b>305,581</b>	<b>359,254</b>	<b>364,643</b>
<i>% of Budget Funded by Operating Revenue</i>		<i>45%</i>	<i>0%</i>	<i>60%</i>	<i>60%</i>	<i>61%</i>	<i>86%</i>	<i>100%</i>	<i>100%</i>
Planned Use of Fund Balance *		456,123	189,806	192,653	193,834	193,835	48,364	-	-
<b>Annual HVAC Replacement Budget</b>	<b>\$</b>	<b>825,738</b>	<b>\$ 189,806</b>	<b>\$ 484,886</b>	<b>\$ 490,450</b>	<b>\$ 494,900</b>	<b>\$ 353,945</b>	<b>\$ 359,254</b>	<b>\$ 364,643</b>

\* Total planned use of fund balance = \$1,274,615 over 10 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								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Fire Equipment Replacement Requirements	\$ 778,741	\$ 283,224	\$ 179,404	\$ 189,845	\$ 192,693	\$ 195,583	\$ 198,517	\$ 201,495
One-Time funds to cover immediate need	-	-	43,750	-	-	-	-	-
CPI Adjustment @ 1.5%	8,429	3,379	2,691	2,848	2,890	2,934	2,978	3,022
<b>Adjusted Fire Equipment Replacement Requirements</b>	<b>\$ 787,170</b>	<b>\$ 286,603</b>	<b>\$ 225,845</b>	<b>\$ 192,693</b>	<b>\$ 195,583</b>	<b>\$ 198,517</b>	<b>\$ 201,495</b>	<b>\$ 204,517</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Fire Equipment Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ 180,000	\$ -	\$ 179,404	\$ 189,845	\$ 192,693	\$ 195,583	\$ 198,517	\$ 201,495
Incremental Increase to Base - (From Oper. Revenue)	120,000	-	-	-	-	-	-	-
CPI Adjustment @1.5% - (From Oper. Rev.)	8,429	-	2,691	2,848	2,890	2,934	2,978	3,022
<b>Net Replacement Cost From Operating Revenue</b>	<b>308,429</b>	<b>-</b>	<b>182,095</b>	<b>192,693</b>	<b>195,583</b>	<b>198,517</b>	<b>201,495</b>	<b>204,517</b>
<b>% of Budget Funded by Operating Revenue</b>	<b>39%</b>	<b>0%</b>	<b>81%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Planned Use of Fund Balance *	478,741	286,603	43,750	-	-	-	-	-
<b>Annual Fire Equipment Replacement Budget</b>	<b>\$ 787,170</b>	<b>\$ 286,603</b>	<b>\$ 225,845</b>	<b>\$ 192,693</b>	<b>\$ 195,583</b>	<b>\$ 198,517</b>	<b>\$ 201,495</b>	<b>\$ 204,517</b>

\* Total planned use of fund balance = \$809,094 over 6 fiscal years

**CITY OF CORAL GABLES**  
**BUILDING THE PARKING LOT/GARAGE IMPROVEMENT BUDGET**  
Based on Current Parking Lot/Garage Improvement Replacement Value and Useful Life from 10 to 20 Years

ANNUAL PARKING LOT/GARAGE IMPROVEMENTS REQUIREMENTS								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Parking Lot/Garage Improvement Requirements	\$ 473,413	\$ -	\$ 504,211	\$ 506,074	\$ 513,665	\$ 521,370	\$ 529,191	\$ 537,129
CPI Adjustment @ 1.5%	5,346	-	1,863	7,591	7,705	7,821	7,938	8,057
<b>Adjusted Parking Lot/Garage Improvements Requirements</b>	<b>\$ 478,759</b>	<b>\$ -</b>	<b>\$ 506,074</b>	<b>\$ 513,665</b>	<b>\$ 521,370</b>	<b>\$ 529,191</b>	<b>\$ 537,129</b>	<b>\$ 545,186</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Parking Lot/Garage Improvement Requirements - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ 120,000	\$ -	\$ 504,211	\$ 506,074	\$ 513,665	\$ 521,370	\$ 529,191	\$ 537,129
Incremental Increase to Base - (From Oper. Revenue)	80,000	-	-	-	-	-	-	-
CPI Adjustment @1.5% - (From Oper. Rev.)	5,346	-	1,863	7,591	7,705	7,821	7,938	8,057
<b>Net Replacement Cost From Operating Revenue</b>	<b>205,346</b>	<b>-</b>	<b>506,074</b>	<b>513,665</b>	<b>521,370</b>	<b>529,191</b>	<b>537,129</b>	<b>545,186</b>
<b>% of Budget Funded by Operating Revenue</b>	<b>43%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Planned Use of Fund Balance *	273,413	-	-	-	-	-	-	-
<b>Annual Parking Lot/Garage Improvement Budget</b>	<b>\$ 478,759</b>	<b>\$ -</b>	<b>\$ 506,074</b>	<b>\$ 513,665</b>	<b>\$ 521,370</b>	<b>\$ 529,191</b>	<b>\$ 537,129</b>	<b>\$ 545,186</b>

\* Total planned use of fund balance = \$273,413 over 4 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								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Elevator Equipment Replacement Requirements	\$ 372,151	\$ -	\$ 111,836	\$ 113,356	\$ 130,071	\$ 133,930	\$ 139,042	\$ 141,128
One-Time funds to cover immediate need	533,670	-	-	517,000	132,000	78,750	-	198,000
CPI Adjustment @ 1.5%	10,190	-	1,678	1,700	1,951	2,009	2,086	2,117
<b>Adjusted Elevator Equipment Replacement Requirements</b>	<b>\$ 916,011</b>	<b>\$ -</b>	<b>\$ 113,514</b>	<b>\$ 632,056</b>	<b>\$ 264,022</b>	<b>\$ 214,689</b>	<b>\$ 141,128</b>	<b>\$ 341,245</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Elevator Equipment Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ 125,201	\$ -	\$ 111,836	\$ 113,356	\$ 130,071	\$ 133,930	\$ 139,042	\$ 141,128
Incremental Increase to Base - (From Oper. Revenue)	68,475	-	-	-	-	-	-	-
CPI Adjustment @1.5% - (From Oper. Rev.)	10,190	-	1,678	1,700	1,951	2,009	2,086	2,117
<b>Net Replacement Cost From Operating Revenue</b>	<b>203,866</b>	<b>-</b>	<b>113,514</b>	<b>115,056</b>	<b>132,022</b>	<b>135,939</b>	<b>141,128</b>	<b>143,245</b>
<b>% of Budget Funded by Operating Revenue</b>	<b>22%</b>	<b>-</b>	<b>100%</b>	<b>100%</b>	<b>0%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Planned Use of Fund Balance *	712,145	-	-	517,000	132,000	78,750	-	198,000
<b>Annual Elevator Equipment Replacement Budget</b>	<b>\$ 916,011</b>	<b>\$ -</b>	<b>\$ 113,514</b>	<b>\$ 632,056</b>	<b>\$ 264,022</b>	<b>\$ 214,689</b>	<b>\$ 141,128</b>	<b>\$ 341,245</b>

\* Total planned use of fund balance = \$1,637,895 over 10 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								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Fountains & Entrances Replacement Requirements	\$ 150,000	\$ -	\$ -	\$ 152,250	\$ 152,250	\$ 154,534	\$ 156,852	\$ 159,205
CPI Adjustment @ 1.5%	-	-	-	-	2,284	2,318	2,353	2,388
<b>Adjusted Fountains &amp; Entrances Replacement Requirements</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 152,250</b>	<b>\$ 154,534</b>	<b>\$ 156,852</b>	<b>\$ 159,205</b>	<b>\$ 161,593</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Fountains & Entrances Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ -	\$ -	\$ -	\$ 152,250	\$ 152,250	\$ 154,534	\$ 156,852	\$ 159,205
Incremental Increase to Base - (From Oper. Revenue)	25,000	-	-	-	-	-	-	-
CPI Adjustment @1.5% - (From Oper. Rev.)	-	-	-	-	2,284	2,318	2,353	2,388
<b>Net Replacement Cost From Operating Revenue</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>152,250</b>	<b>154,534</b>	<b>156,852</b>	<b>159,205</b>	<b>161,593</b>
<b>% of Budget Funded by Operating Revenue</b>	<b>17%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Use of Fund Balance *	125,000	-	-	-	-	-	-	-
<b>Annual Fountains &amp; Entrances Replacement Budget</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 152,250</b>	<b>\$ 154,534</b>	<b>\$ 156,852</b>	<b>\$ 159,205</b>	<b>\$ 161,593</b>

\* Total use of fund balance = \$125,000 over 3 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								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Radio Equipment Replacement Requirements	\$ 300,018	\$ 488,504	\$ 256,100	\$ 423,321	\$ 683,421	\$ 693,672	\$ 704,077	\$ 714,638
One-Time funds to cover immediate need	-	-	162,848	250,000	-	-	-	-
CPI Adjustment @ 1.5%	1,511	3,012	4,373	10,100	10,251	10,405	10,561	10,720
<b>Adjusted Radio Equipment Replacement Requirements</b>	<b>\$ 301,529</b>	<b>\$ 491,516</b>	<b>\$ 423,321</b>	<b>\$ 683,421</b>	<b>\$ 693,672</b>	<b>\$ 704,077</b>	<b>\$ 714,638</b>	<b>\$ 725,358</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Radio Equipment Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ 100,730	\$ -	\$ 256,100	\$ 673,321	\$ 683,421	\$ 693,672	\$ 704,077	\$ 714,638
Incremental Increase to Base - (From Oper. Revenue)	199,288	-	162,848	-	-	-	-	-
Annual CPI Adjustment - (From Oper. Rev.)	1,511	-	4,373	10,100	10,251	10,405	10,561	10,720
<b>Net Replacement Cost From Operating Revenue</b>	<b>301,529</b>	<b>-</b>	<b>423,321</b>	<b>683,421</b>	<b>693,672</b>	<b>704,077</b>	<b>714,638</b>	<b>725,358</b>
<b>% of Budget Funded by Operating Revenue</b>	<b>100%</b>	<b>0%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Planned Use of Fund Balance *	-	491,516	-	-	-	-	-	-
<b>Annual Radio Equipment Replacement Budget</b>	<b>\$ 301,529</b>	<b>\$ 491,516</b>	<b>\$ 423,321</b>	<b>\$ 683,421</b>	<b>\$ 693,672</b>	<b>\$ 704,077</b>	<b>\$ 714,638</b>	<b>\$ 725,358</b>

\* Total use of fund balance = \$491,516 over 1 fiscal year

**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								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Rifles & Scopes Replacement Requirements	\$ 12,500	\$ 12,500	\$ 12,688	\$ 12,878	\$ 13,071	\$ 13,267	\$ 13,466	\$ 13,668
CPI Adjustment @1.5%	-	188	190	193	196	199	202	205
<b>Adjusted Rifles &amp; Scopes Replacement Requirements</b>	<b>\$ 12,500</b>	<b>\$ 12,688</b>	<b>\$ 12,878</b>	<b>\$ 13,071</b>	<b>\$ 13,267</b>	<b>\$ 13,466</b>	<b>\$ 13,668</b>	<b>\$ 13,873</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
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	\$ 13,668
Incremental Increase to Base - (From Oper. Revenue)	-	-	-	-	-	-	-	-
CPI Adjustment @1.5% - (From Oper. Rev.)	-	188	190	193	196	199	202	205
<b>Net Replacement Cost From Operating Revenue</b>	<b>12,500</b>	<b>12,688</b>	<b>12,878</b>	<b>13,071</b>	<b>13,267</b>	<b>13,466</b>	<b>13,668</b>	<b>13,873</b>
<b>% of Budget Funded by Operating Revenue</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Planned Use of Fund Balance *	-	-	-	-	-	-	-	-
<b>Annual Rifles &amp; Scopes Replacement Budget</b>	<b>\$ 12,500</b>	<b>\$ 12,688</b>	<b>\$ 12,878</b>	<b>\$ 13,071</b>	<b>\$ 13,267</b>	<b>\$ 13,466</b>	<b>\$ 13,668</b>	<b>\$ 13,873</b>

\* Total planned use of fund balance = \$0



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## 2021-2022 BUDGET

### DEBT ADMINISTRATION

As of October 1, 2021 the City will have \$123.4 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.

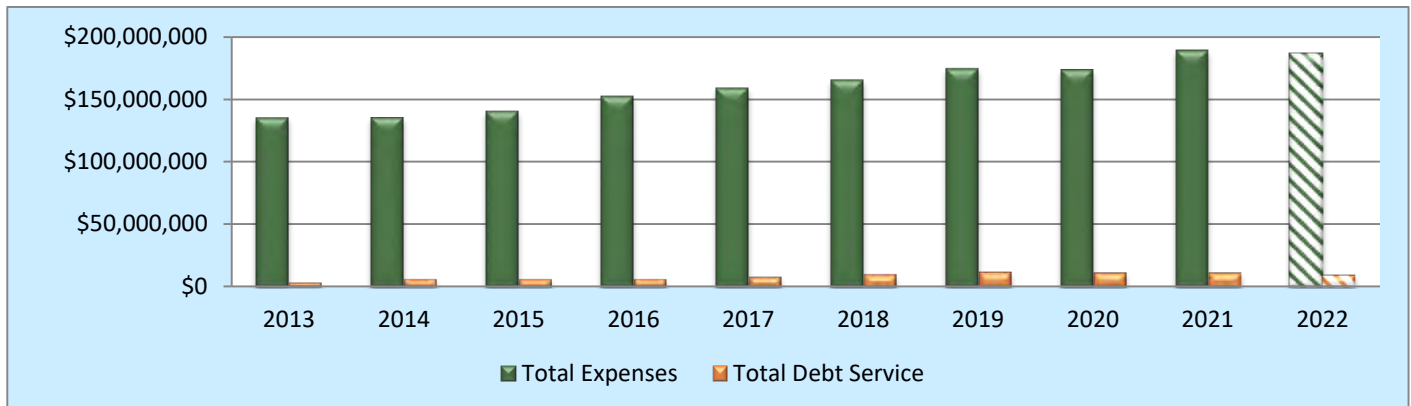
### LEGAL DEBT MARGIN

The City's budgetary policy is to keep bond debt service under 8% of total expenses. As of October 1, 2021 the City's net bond debt services is well within the policy debt limit. Debt service represents **4.9%** 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 2016A	10/01/37	\$ 14,900,000	\$ 5,101,188	\$ 20,001,188
Series 2016B	10/01/37	3,770,000	1,053,831	4,823,831
Series 2018A	10/01/48	46,915,000	29,601,263	76,516,263
Series 2018B	10/01/33	25,490,000	5,845,050	31,335,050
Series 2021A	10/01/33	5,258,000	543,811	5,801,811
Series 2021B	04/01/51	27,055,000	9,336,382	36,391,382
<b>Total Projects</b>		<b>\$ 123,388,000</b>	<b>\$ 51,481,525</b>	<b>\$ 174,869,525</b>

### DEBT SERVICE COMPARED TO TOTAL EXPENSES



<u>Fiscal Year</u>	<u>Total Expenses</u>	<u>Total Debt Service</u>	<u>% of Total Expenditures</u>
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	174,437,110	10,937,378	6.3%
2020	173,573,100	10,364,151	6.0%
2021	189,041,371	10,344,809	5.5%
2022	186,855,282	9,107,695	4.9%

**2021-2022 BUDGET  
DEBT ADMINISTRATION - PURPOSE OF BONDS/LOANS**

<b>SPECIAL REVENUE SERIES</b>	<b>ISSUE DATE</b>	<b>PURPOSE/USE</b>	<b>MATURITY DATE</b>	<b>INTEREST RATE</b>	<b>OUTSTANDING PRINCIPAL</b>
Series 2016A	04/28/16	Miracle Mile Streetscape	04/01/37	2.92%	14,900,000
Series 2016B	04/28/16	Giralda Streetscape	04/01/37	3.05%	3,770,000
Series 2018A	04/28/16	Public Safety Building with attached garage	04/01/48	3.64%	46,915,000
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%	25,490,000
Series 2021A	03/30/21	Refunded Series 2011C which was used to refund Bond Series 2006 (\$1.2M) - 427 Bldg. Improvements. Refunded Bond Series 2007 (\$3.2M) - Biltmore Golf Course Improvements. Refunded Series 2013B which was used to refund portion of Series 2004B (\$4.4M) - IT Equipment, EDEN Applications, Various Capital Projects, Country Club Renovations.	04/01/33	1.89%	5,258,000
Series 2021B	06/10/21	Replacement of Sanitary Sewer Force Mains - (\$14.425M) Refunded Series 2013A which was used to refund Series 2004A (\$7.5M) - IT Equipment, EDEN Applications, Various Capital Projects; Series 2004B (\$9M) - Construction of Museum Parking Garage. Refunded Series 2014 - Sanitary Sewer Improvements (\$3.7M). Refunded Series 2015B - New radio system and replacement of the microwave relay system (\$6.5M).	04/01/51	1.80%	27,055,000
<b>Grand Total</b>					<b>\$ 123,388,000</b>



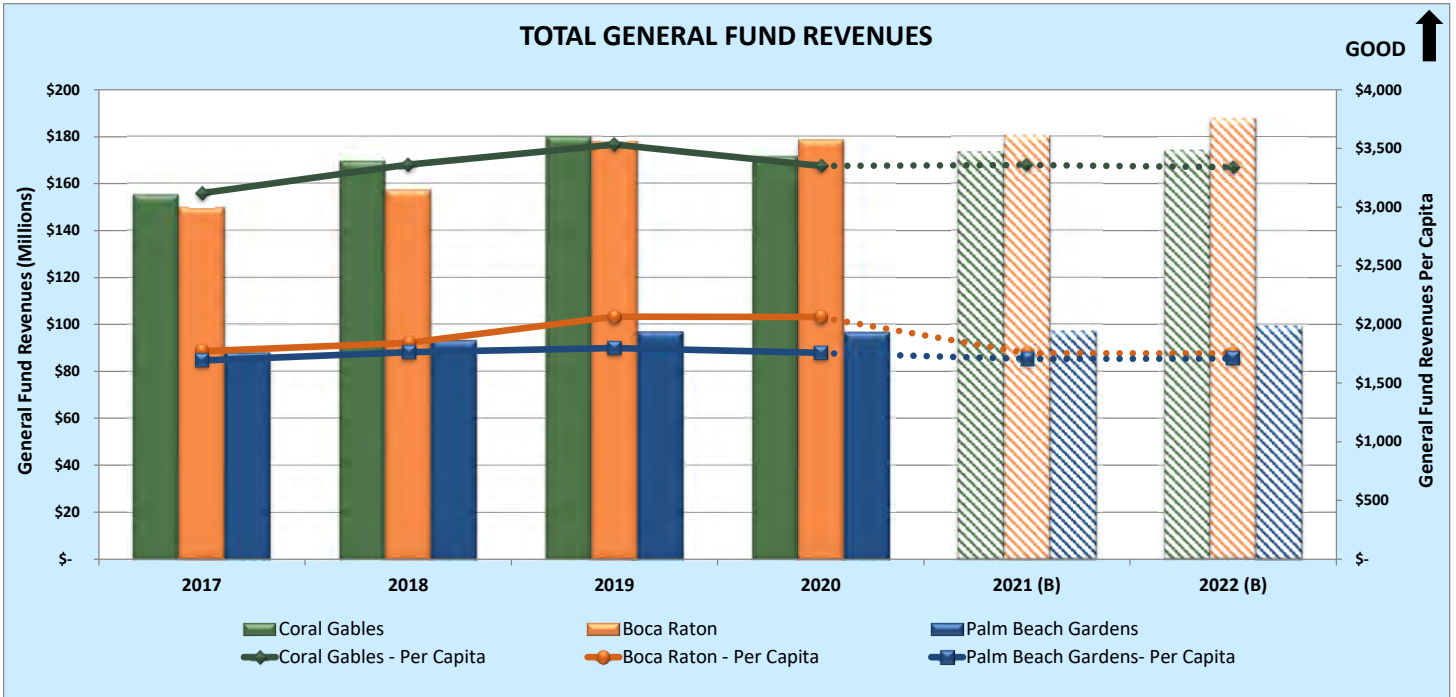
**CITY OF CORAL GABLES  
DEBT SERVICE SCHEDULES  
2021-2022 BUDGET**

PAYMENT DUE	SERIES 2016A		SERIES 2016B		SERIES 2018A		SERIES 2018B	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2022	\$ 680,000	\$ 570,975	\$ 190,000	\$ 113,581	\$ 700,000	\$ 1,870,763	\$ 1,870,000	\$ 1,079,650
10/1/2023	700,000	550,575	195,000	107,881	900,000	1,835,763	2,145,000	979,275
10/1/2024	720,000	529,575	200,000	102,031	1,055,000	1,790,763	2,235,000	869,775
10/1/2025	740,000	507,975	205,000	96,031	1,110,000	1,738,013	2,325,000	755,775
10/1/2026	780,000	470,975	210,000	89,881	1,165,000	1,682,513	2,425,000	637,025
10/1/2027	820,000	431,975	220,000	83,581	1,225,000	1,624,263	2,530,000	513,150
10/1/2028	860,000	390,975	220,000	78,906	1,285,000	1,563,013	2,235,000	394,025
10/1/2029	905,000	347,975	230,000	73,681	1,350,000	1,498,763	2,320,000	280,150
10/1/2030	950,000	302,725	235,000	67,931	1,415,000	1,431,263	2,420,000	185,850
10/1/2031	995,000	255,225	240,000	61,469	1,490,000	1,360,513	2,465,000	112,575
10/1/2032	1,045,000	205,475	250,000	49,469	1,530,000	1,315,813	2,520,000	37,800
10/1/2033	1,075,000	174,125	260,000	41,969	1,580,000	1,269,913	-	-
10/1/2034	1,110,000	141,875	265,000	34,169	1,640,000	1,206,713	-	-
10/1/2035	1,140,000	108,575	275,000	26,219	1,695,000	1,155,463	-	-
10/1/2036	1,170,000	74,375	285,000	17,969	1,750,000	1,100,375	-	-
10/1/2037	1,210,000	37,813	290,000	9,063	1,820,000	1,030,375	-	-
10/1/2038	-	-	-	-	1,880,000	968,950	-	-
10/1/2039	-	-	-	-	1,945,000	903,150	-	-
10/1/2040	-	-	-	-	2,025,000	825,350	-	-
10/1/2041	-	-	-	-	2,105,000	744,350	-	-
10/1/2042	-	-	-	-	2,190,000	660,150	-	-
10/1/2043	-	-	-	-	2,275,000	572,550	-	-
10/1/2044	-	-	-	-	2,365,000	481,550	-	-
10/1/2045	-	-	-	-	2,460,000	386,950	-	-
10/1/2046	-	-	-	-	2,560,000	288,550	-	-
10/1/2047	-	-	-	-	2,650,000	195,750	-	-
10/1/2048	-	-	-	-	2,750,000	99,688	-	-
	<b>\$ 14,900,000</b>	<b>\$ 5,101,188</b>	<b>\$ 3,770,000</b>	<b>\$ 1,053,831</b>	<b>\$ 46,915,000</b>	<b>\$ 29,601,263</b>	<b>\$ 25,490,000</b>	<b>\$ 5,845,050</b>

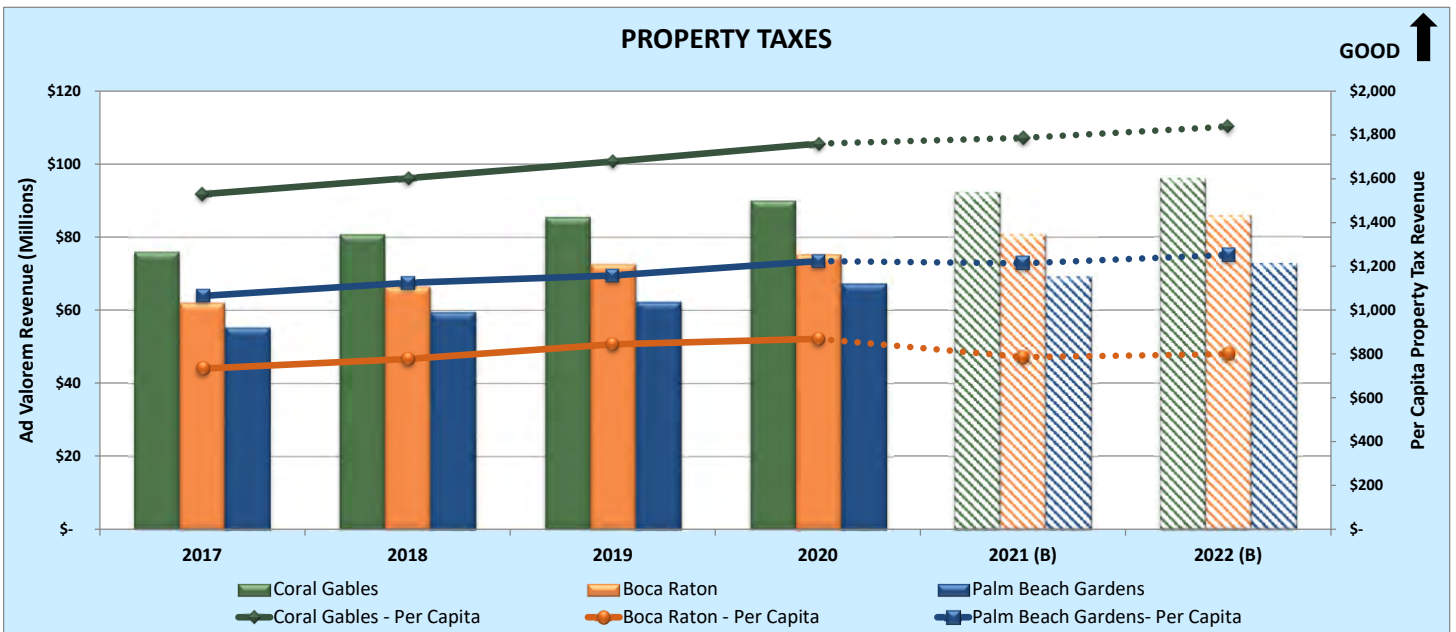
**(SERIES 2022) GARAGE 1**

PAYMENT DUE	SERIES 2021A		SERIES 2021B		DEBT TO BE DETERMINED		TOTAL	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2022	\$ 280,000	\$ 97,520	\$ 800,000	\$ 855,207	-	-	\$ 4,520,000	\$ 4,587,695
10/1/2023	530,000	89,547	1,920,000	1,017,988	-	-	6,390,000	4,581,028
10/1/2024	530,000	79,477	2,010,000	921,988	-	-	6,750,000	4,293,608
10/1/2025	550,000	69,217	2,120,000	821,488	-	-	7,050,000	3,988,498
10/1/2026	560,000	58,672	1,815,000	715,488	-	-	6,955,000	3,654,553
10/1/2027	575,000	47,890	1,890,000	624,738	-	-	7,260,000	3,325,596
10/1/2028	590,000	36,822	2,000,000	530,238	-	-	7,190,000	2,993,978
10/1/2029	605,000	25,470	2,100,000	430,238	-	-	7,510,000	2,656,276
10/1/2030	255,000	17,300	875,000	325,238	-	-	6,150,000	2,330,306
10/1/2031	265,000	12,360	415,000	281,488	-	-	5,870,000	2,083,628
10/1/2032	275,000	7,230	435,000	260,738	-	-	6,055,000	1,876,523
10/1/2033	243,000	2,309	450,000	247,688	-	-	3,608,000	1,736,002
10/1/2034	-	-	460,000	234,188	-	-	3,475,000	1,616,944
10/1/2035	-	-	475,000	220,388	-	-	3,585,000	1,510,644
10/1/2036	-	-	490,000	206,138	-	-	3,695,000	1,398,856
10/1/2037	-	-	505,000	191,438	-	-	3,825,000	1,268,688
10/1/2038	-	-	515,000	181,338	-	-	2,395,000	1,150,288
10/1/2039	-	-	525,000	171,038	-	-	2,470,000	1,074,188
10/1/2040	-	-	535,000	160,538	-	-	2,560,000	985,888
10/1/2041	-	-	545,000	149,838	-	-	2,650,000	894,188
10/1/2042	-	-	560,000	138,938	-	-	2,750,000	799,088
10/1/2043	-	-	570,000	126,338	-	-	2,845,000	698,888
10/1/2044	-	-	585,000	113,513	-	-	2,950,000	595,063
10/1/2045	-	-	595,000	100,350	-	-	3,055,000	487,300
10/1/2046	-	-	610,000	86,963	-	-	3,170,000	375,513
10/1/2047	-	-	625,000	73,238	-	-	3,275,000	268,988
10/1/2048	-	-	635,000	59,175	-	-	3,385,000	158,863
10/1/2049	-	-	650,000	44,888	-	-	650,000	44,888
10/1/2050	-	-	665,000	30,263	-	-	665,000	30,263
10/1/2051	-	-	680,000	15,300	-	-	680,000	15,300
	<b>\$ 5,258,000</b>	<b>\$ 543,811</b>	<b>\$ 27,055,000</b>	<b>\$ 9,336,382</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 123,388,000</b>	<b>\$ 51,481,525</b>

**2021-2022 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.

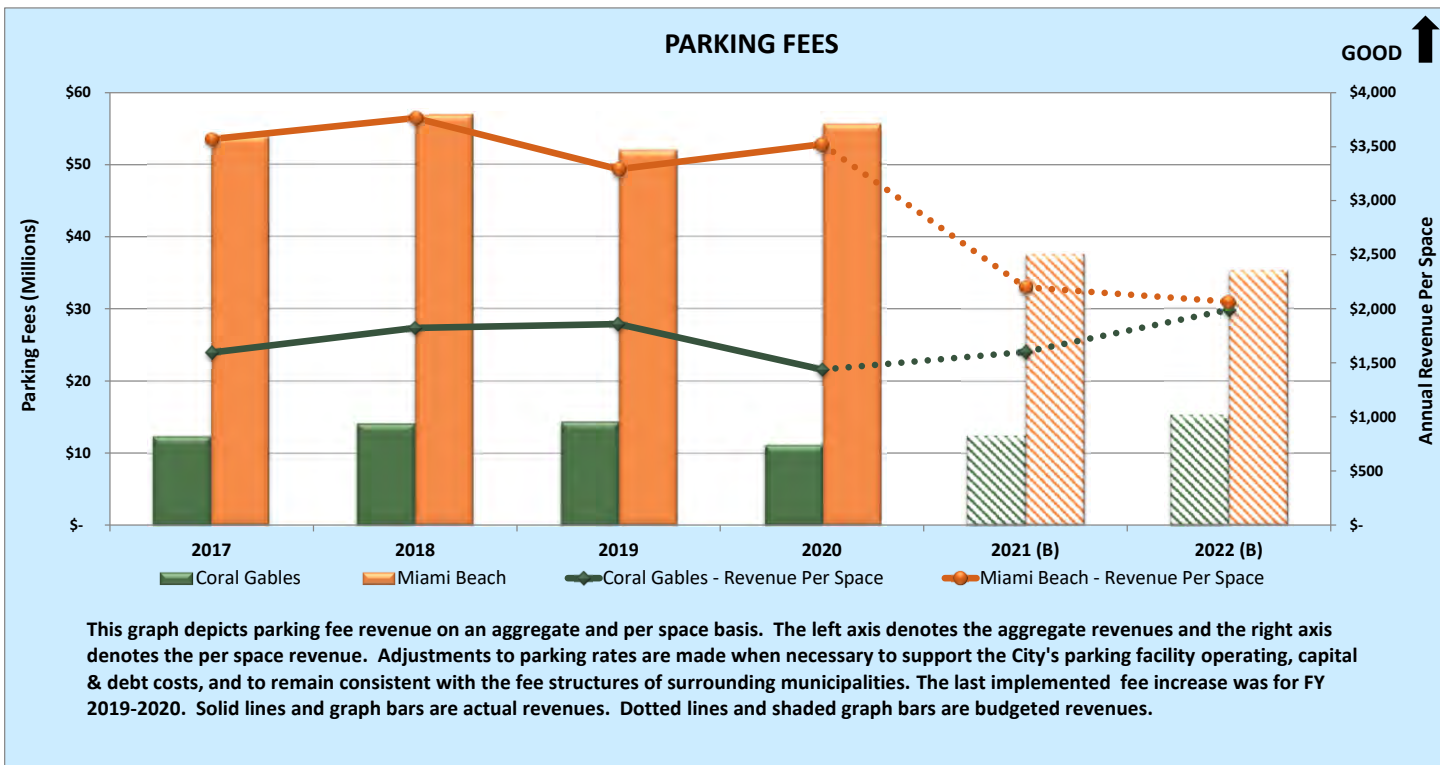
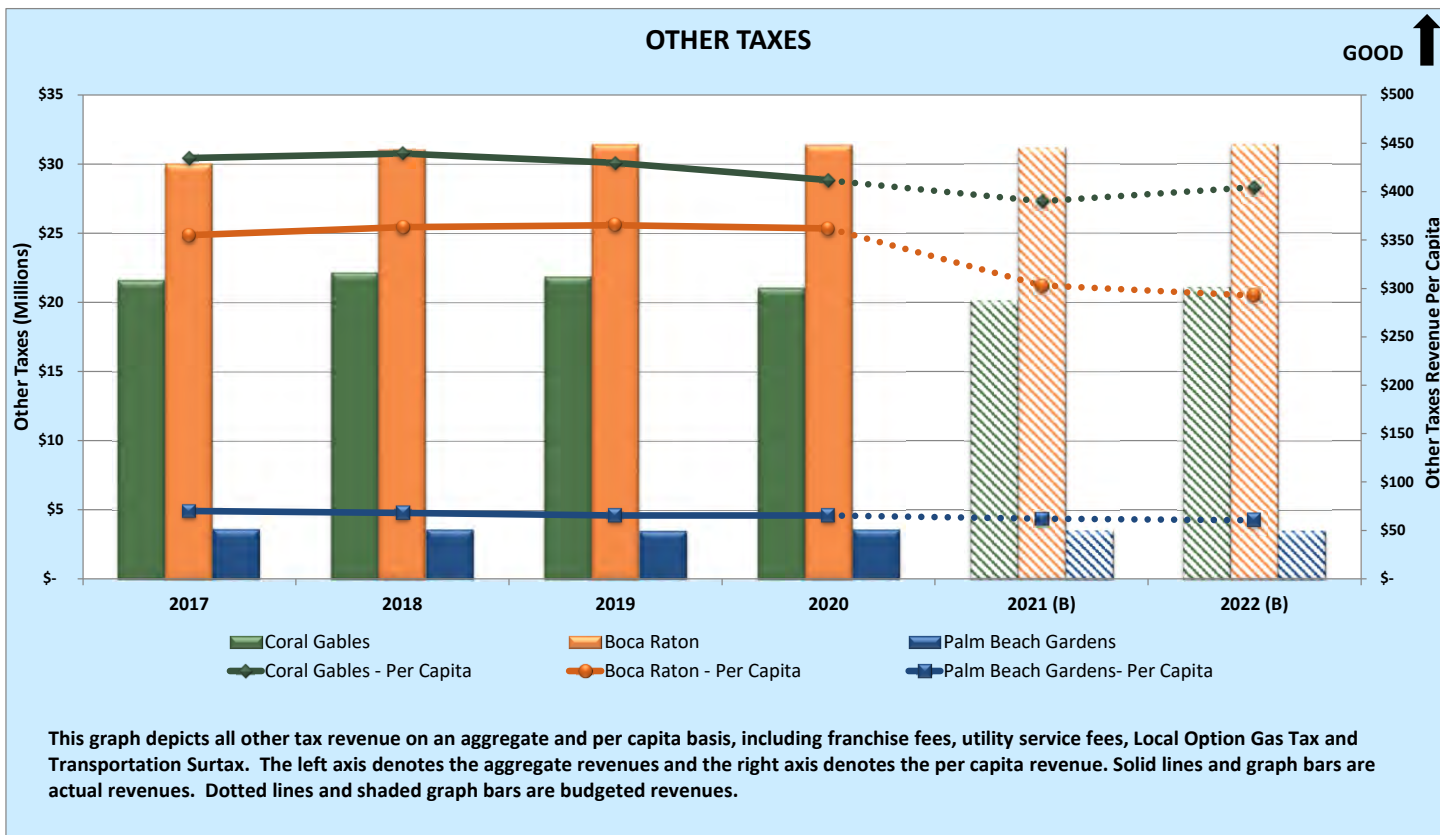


Ad Valorem Taxes are levied on all real property within the City in accordance with the State's Truth in Millage legislation (TRIM). This graph depicts Ad Valorem tax revenue on an aggregate and per capita basis for Coral Gables, Boca Raton and Palm Beach Gardens. The left axis denotes the aggregate 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.

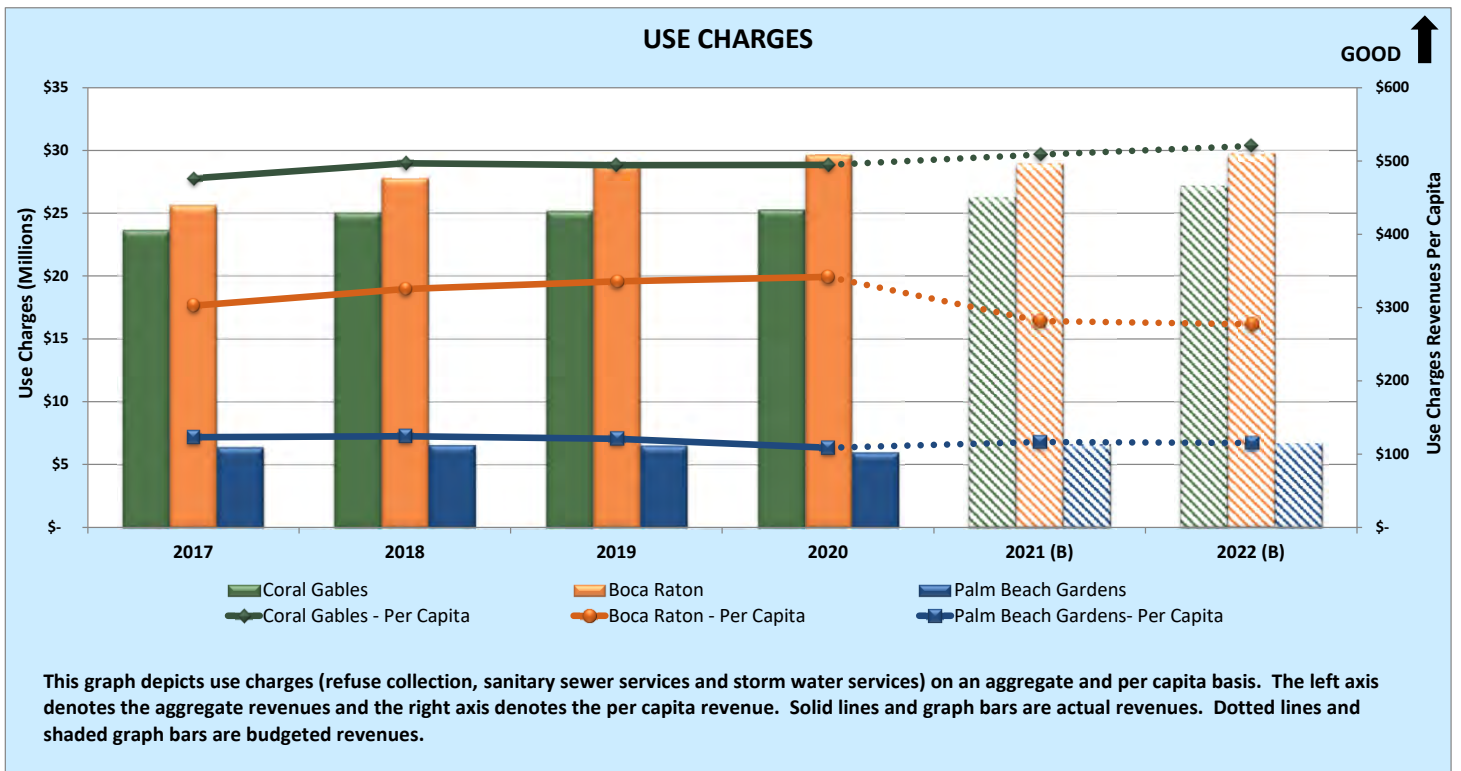
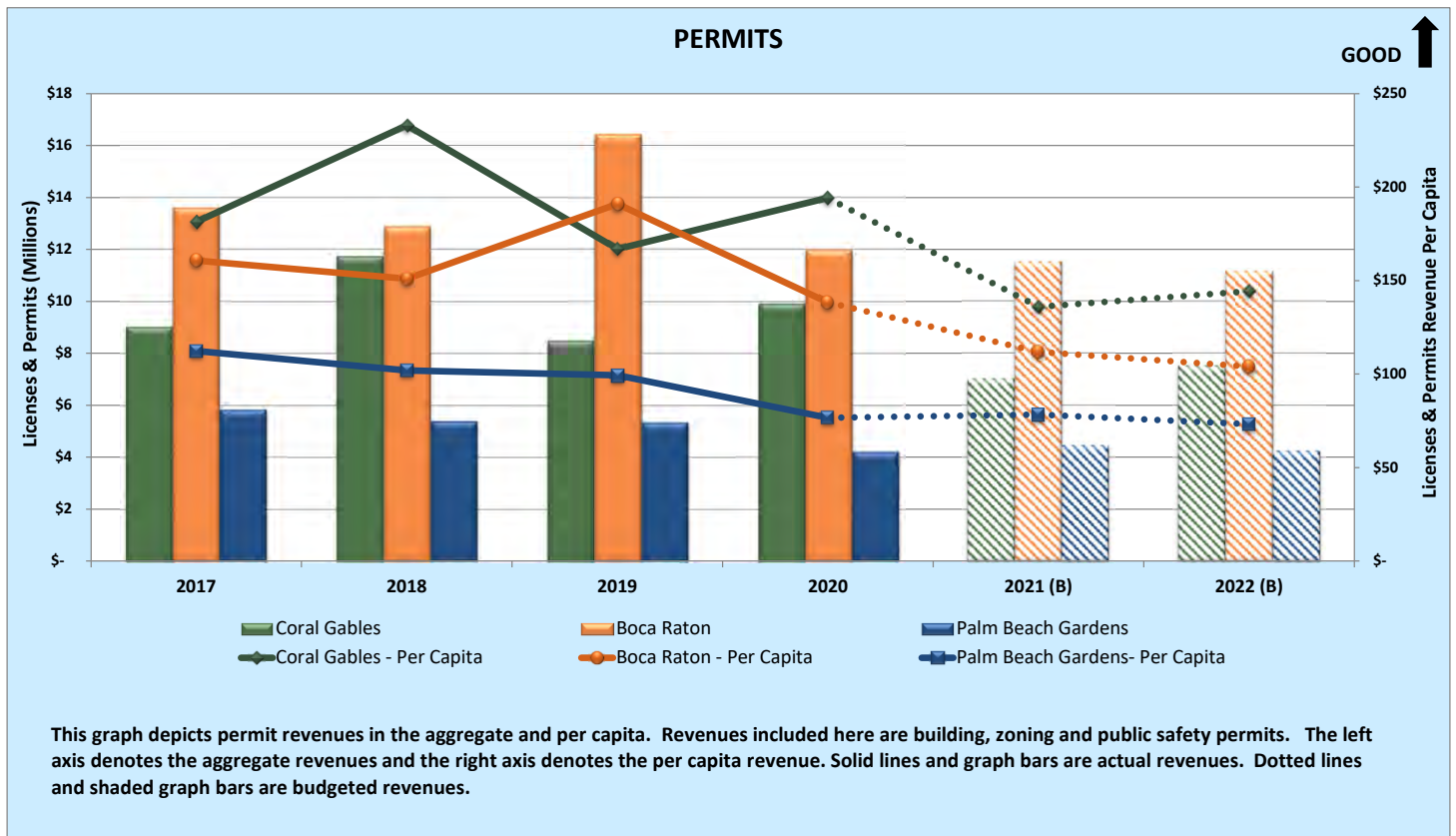
Note: (B) denotes budgeted figure, whereas other figures represent actuals



**2021-2022 BUDGET  
TREND ANALYSIS - MAJOR REVENUE STREAMS**



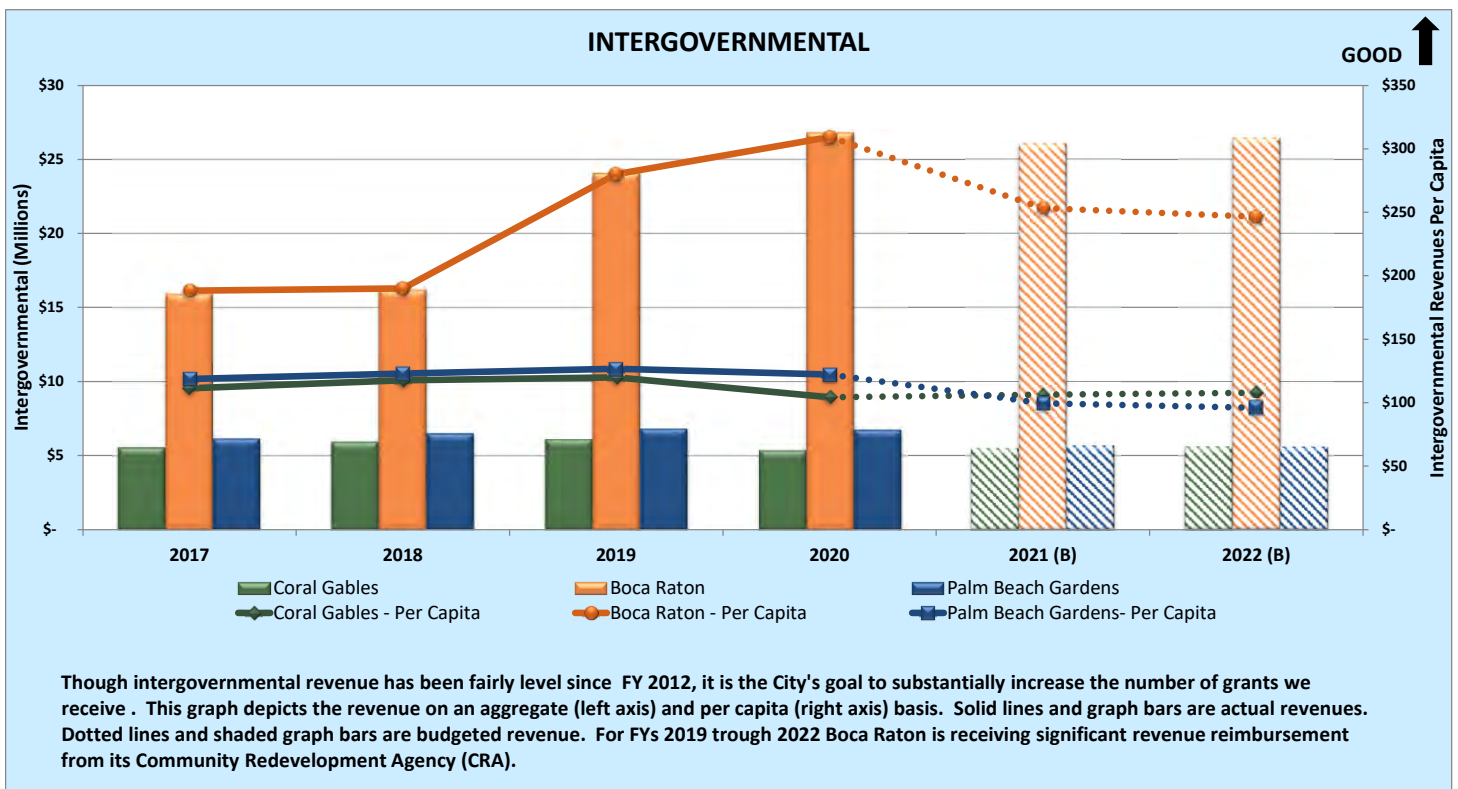
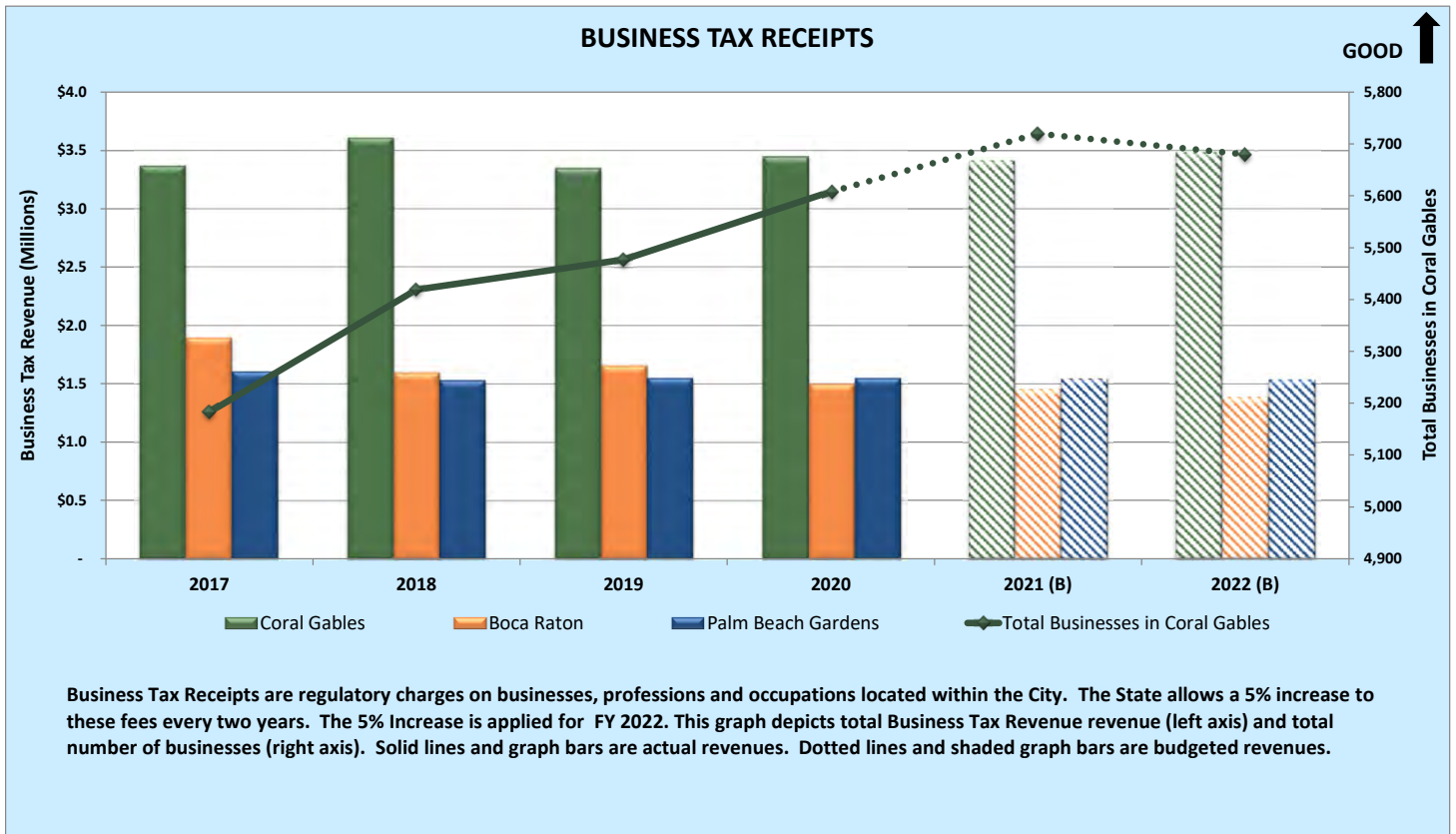
**2021-2022 BUDGET  
TREND ANALYSIS - MAJOR REVENUE STREAMS**



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

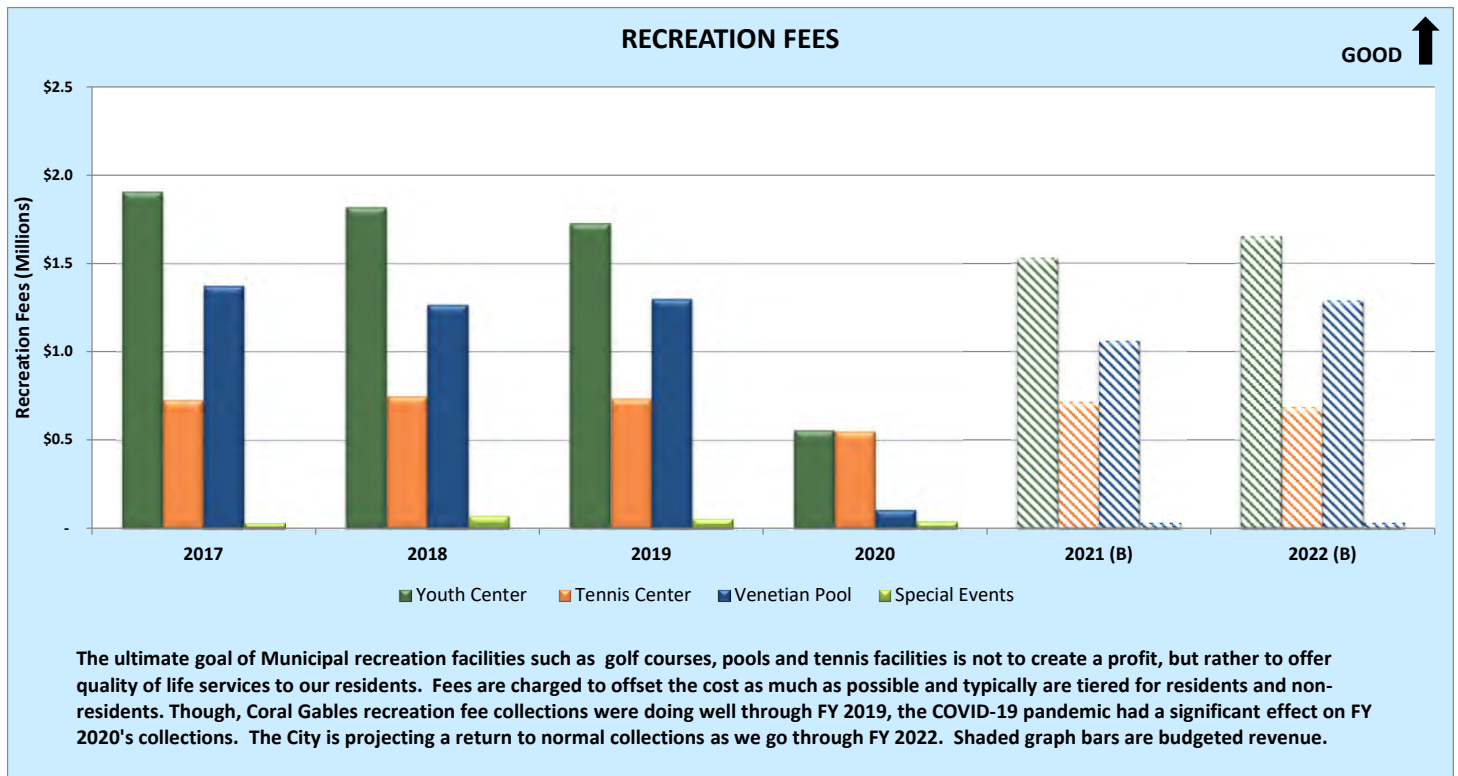
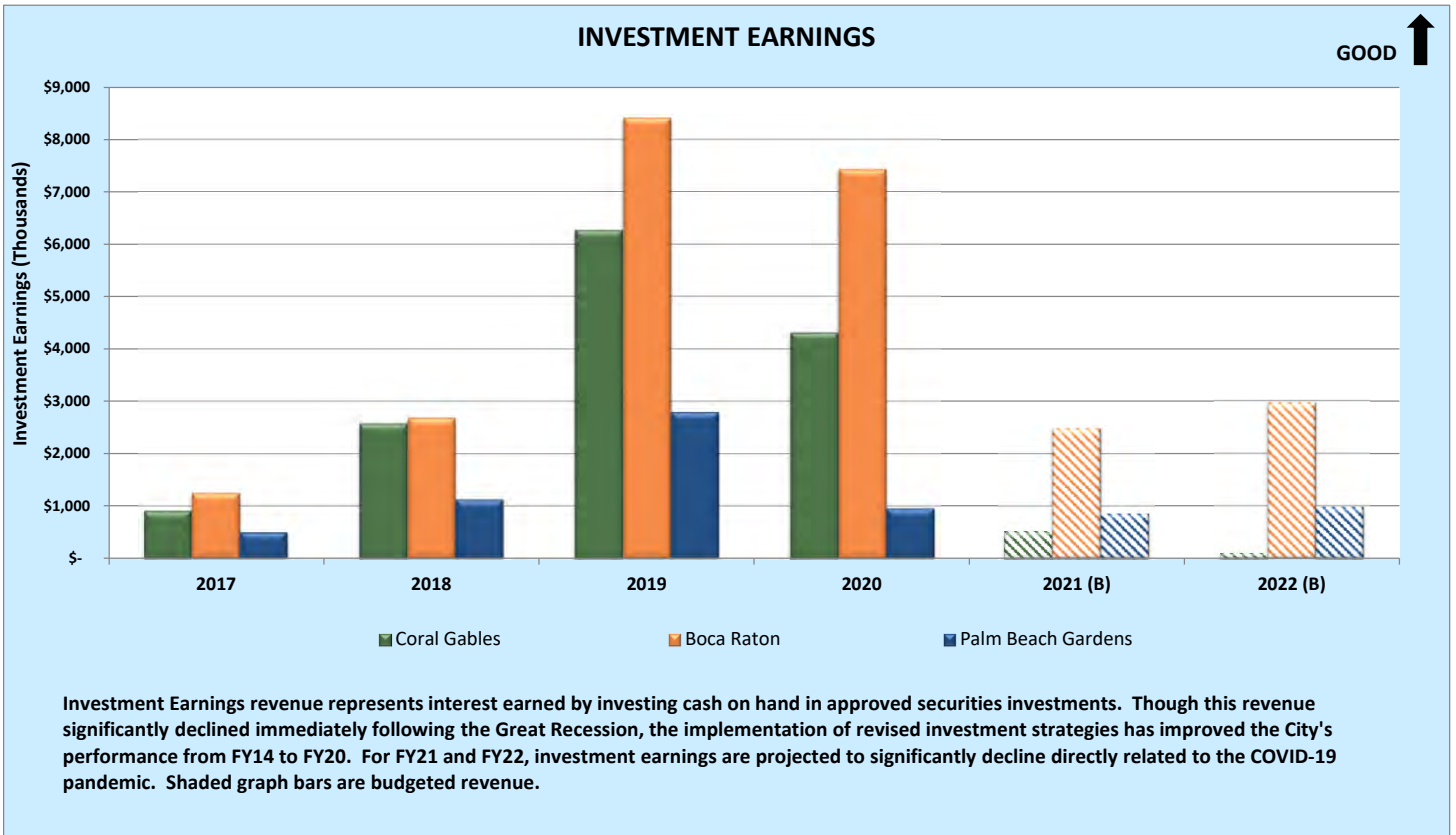


**2021-2022 BUDGET  
TREND ANALYSIS - MAJOR REVENUE STREAMS**



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

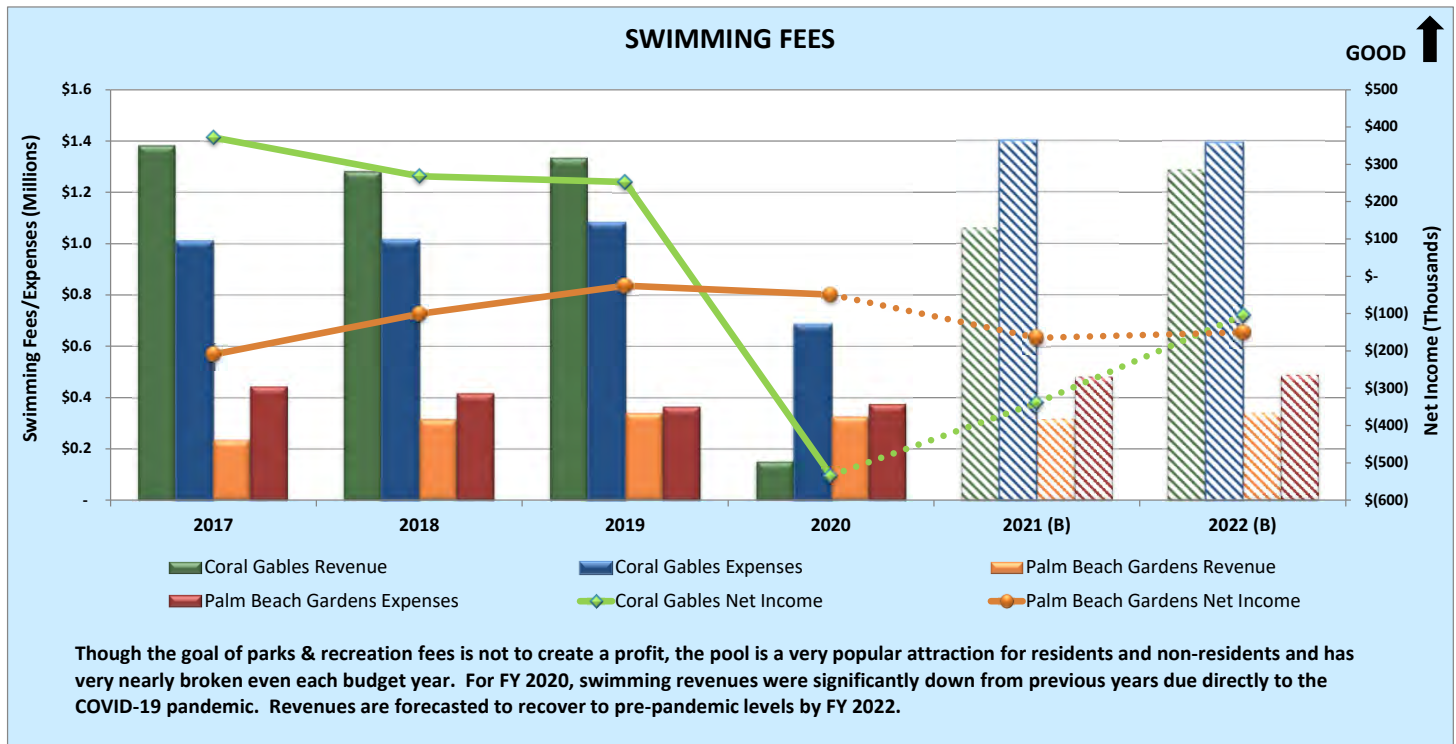
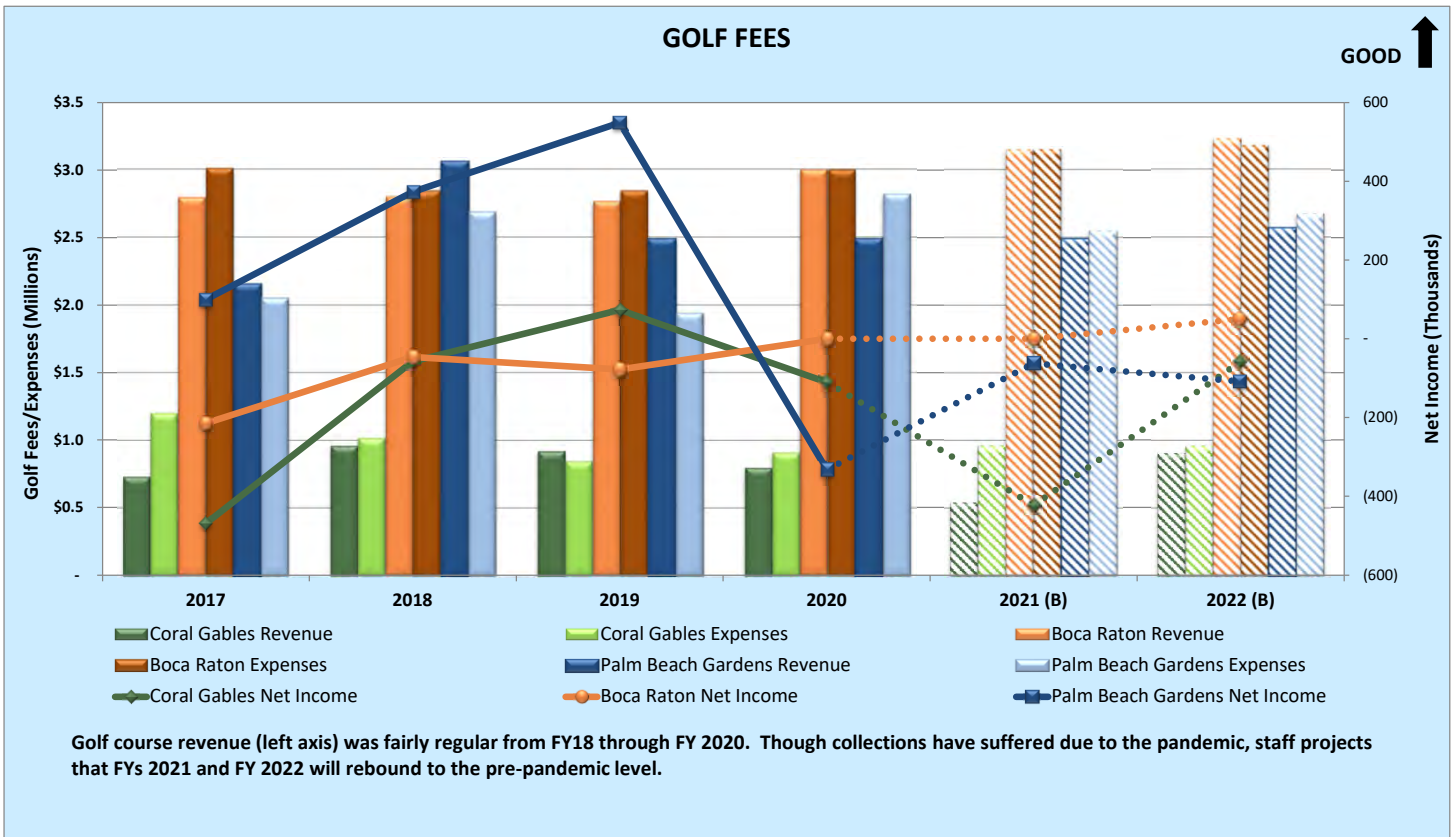
**2021-2022 BUDGET  
TREND ANALYSIS - MAJOR REVENUE STREAMS**



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



**2021-2022 BUDGET  
TREND ANALYSIS - MAJOR REVENUE STREAMS**



**2021-2022 BUDGET**  
**LONG RANGE FINANCIAL PLAN FOR THE GENERAL FUND**

**General Fund**

(in \$ millions)

	2019	2020	2021	2022	2023	2024	2025	2026
	ACTUAL	ACTUAL	BUDGET	BUDGET	PROJ	PROJ	PROJ	PROJ
<b>Revenues</b>								
Property Taxes	\$ 85.47	\$ 90.00	\$ 92.28	\$ 95.89	\$ 97.81	\$ 100.74	\$ 103.76	\$ 106.87
Use Charges	9.80	9.91	8.74	8.87	9.05	9.23	9.41	9.60
Other Taxes	18.54	18.11	17.47	17.86	18.22	18.58	18.95	19.33
Licenses & Permits	11.84	13.37	10.44	11.01	11.23	11.56	11.72	12.07
Other Revenue	24.97	14.14	20.80	10.99	11.21	11.44	11.67	11.90
Intergovernmental Revenue	6.10	5.34	5.48	5.62	5.73	5.77	5.81	5.85
Recreation Fees	2.52	1.14	2.28	2.37	2.42	2.47	2.52	2.57
Investment Earnings	2.95	2.35	0.52	0.11	0.11	0.11	0.11	0.11
Contributions from Other Funds	15.62	12.76	10.16	11.27	11.50	11.73	11.96	12.20
Transfers In	-	5.55	2.44	7.18	7.32	7.32	7.32	7.32
<b>Total Revenues</b>	<b>\$ 177.81</b>	<b>\$ 172.67</b>	<b>\$ 170.61</b>	<b>\$ 171.17</b>	<b>\$ 174.60</b>	<b>\$ 178.95</b>	<b>\$ 183.23</b>	<b>\$ 187.82</b>
<b>Expenditures by Type</b>								
Personal Services	\$ 104.46	\$ 106.05	\$ 107.99	\$ 111.45	\$ 113.68	\$ 115.95	\$ 118.28	\$ 120.66
Operating Expenses	38.90	37.85	46.18	43.80	44.68	45.57	46.48	47.41
Capital Outlay	0.55	0.56	1.39	0.30	0.31	0.32	0.33	0.34
Grants and Aids	0.98	0.99	1.14	0.59	0.60	0.61	0.62	0.63
Non-Operating	(0.25)	(1.60)	(1.31)	(1.64)	(1.67)	(1.70)	(1.73)	(1.76)
Transfer Out	34.33	30.13	15.22	16.67	17.00	18.20	19.25	20.54
<b>Total Expenditures by Type</b>	<b>\$ 178.97</b>	<b>\$ 173.98</b>	<b>\$ 170.61</b>	<b>\$ 171.17</b>	<b>\$ 174.60</b>	<b>\$ 178.95</b>	<b>\$ 183.23</b>	<b>\$ 187.82</b>
<b>Expenditures by Function</b>								
General Government	\$ 32.99	\$ 31.19	\$ 37.14	\$ 37.24	\$ 37.99	\$ 38.74	\$ 39.52	\$ 40.33
Economic Environment	1.47	1.17	1.68	1.38	1.41	1.44	1.47	1.50
Public Safety	76.11	77.03	79.86	80.18	81.78	83.42	85.09	86.79
Physical Environment	20.87	22.41	22.20	21.47	21.90	22.34	22.79	23.25
Transportation	4.03	4.12	4.60	4.31	4.40	4.49	4.58	4.67
Culture & Recreation	9.16	7.92	9.91	9.92	10.12	10.32	10.53	10.74
Transfer Out	34.33	30.13	15.22	16.67	17.00	18.20	19.25	20.54
<b>Total Expenditures by Function</b>	<b>\$ 178.96</b>	<b>\$ 173.97</b>	<b>\$ 170.61</b>	<b>\$ 171.17</b>	<b>\$ 174.60</b>	<b>\$ 178.95</b>	<b>\$ 183.23</b>	<b>\$ 187.82</b>
<b>Gain/(Loss)</b>	<b>\$ (1.16)</b>	<b>\$ (1.31)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Beginning Unassigned Reserves</b>								
FEMA/Ins. Reimbursements Rcv'd	1.15	10.11	-	-	-	-	-	-
FEMA/Ins. Outstanding	-	-	5.10	-	-	-	-	-
Transfers In/(Transfers Out)	-	(0.12)	-	-	-	-	-	-
<b>Total Available</b>	<b>\$ 30.69</b>	<b>\$ 40.68</b>	<b>\$ 45.78</b>	<b>\$ 45.78</b>	<b>\$ 45.78</b>	<b>\$ 45.78</b>	<b>\$ 45.78</b>	<b>\$ 45.78</b>



## 2021-2022 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.

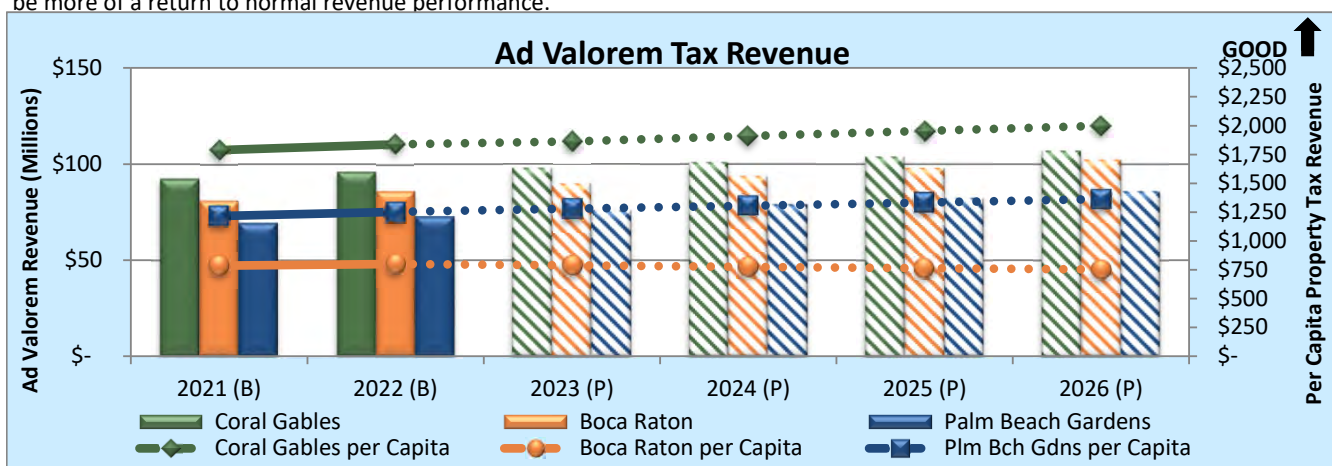
The Long Range Financial Plan uses trend analysis of historic revenue and expenditure patterns to make informed and targeted projections for the five year period FY22 to FY26. Economic indicators from the Congressional Budget Office (CBO), i.e., the Consumer Price Index (CPI) are also utilized in areas 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 56% of the Fund's operating revenue budget. Ad valorem dollars have rebounded consistently since the financial downturn of 2007-2009 with taxable values experiencing annual growth rates of 4.5% to 5%. Though, in the very early part of the COVID-19 pandemic taxable values were expected to decline, the opposite has occurred with values continuing to appreciate as the workforce transitions to a more work at home employment model. Moving forward the City is continuing to conservatively project a 2% to 3% increase in values in the immediate years ahead. This type of conservative approach is consistent with the City's goal of financial sustainability.

Coral Gables continues to be 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.

Though taxable values have continued to grow, the pandemic brought on an otherwise economic decline for most of the City's other revenue streams. Fiscal Year 2021 saw the greatest hit of just over \$12 million. However, Fiscal Year 2022 is projected to be more of a return to normal revenue performance.



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.

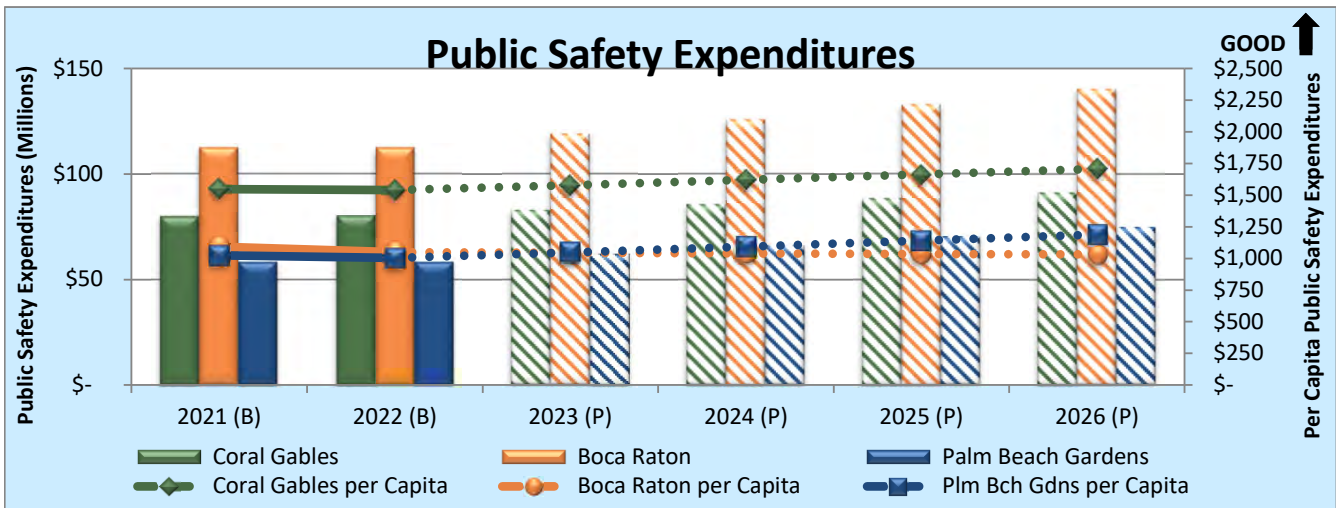
## 2021-2022 BUDGET LONG RANGE FINANCIAL PLAN FOR THE GENERAL FUND

### 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.

To address the aforementioned revenue decline in Fiscal Year 2021, staffing costs were reduced by freezing all unfilled positions except for those related to public safety or essential services, 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. For Fiscal Year 2022, the positions will remain frozen until revenue performance is evaluated.

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 46.8% of the City's Fiscal Year 2022 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.



During Fiscal Year 2016-2017, the City implemented a Sea Level Rise Program for its Storm Water Utility System. The plan implements modest annual fee increases that will generate \$100M (present value dollars) by the year 2040 to help fund future infrastructure hardening improvements. During each fiscal year the funds generated by the fee increase will be accumulated and set aside as restricted funds until the \$100M goal is reached; or utilized sooner if a more immediate sea level rise storm water mitigation need occurs. (See below for FY22 Fee change)

CITY OF CORAL GABLES

**FY22 STORMWATER FEE INCREASE - Sea Level Rise Capital Improvements**

		INCREMENTAL AMOUNT	CURRENT REVENUE	% OF REVENUE	CURRENT ERU	PROPOSED INCREASE	PROPOSED ERU	ANNUAL PLANNED ACCUMULATION	TOTAL PLANNED ACCUMULATION	ACTUAL ANNUAL RECEIPTS	ANNUAL INVESTMENT INT.	TOTAL TO-DATE ACCUMULATION
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 1 (FY17)	1,000,000	3,130,000	35.14%	\$ 8.80	\$ 3.09	\$ 11.89	1,000,000	1,000,000	990,724	28,135	1,018,859
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 2 (FY18)	445,000	4,130,000	11.85%	\$ 11.89	\$ 1.41	\$ 13.30	1,445,000	2,445,000	1,524,057	43,280	2,586,196
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 3 (FY19)	445,000	4,575,000	10.70%	\$ 13.30	\$ 1.42	\$ 14.73	1,890,000	4,335,000	2,013,211	57,171	4,656,578
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 4 (FY20)	445,000	5,020,000	9.75%	\$ 14.73	\$ 1.44	\$ 16.16	2,335,000	6,670,000	2,403,281	68,248	7,128,107
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 5 (FY21)	445,000	5,465,000	8.96%	\$ 16.16	\$ 1.45	\$ 17.61	2,780,000	9,450,000	FY21 revenue collections are currently being finalized.		
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 6 (FY22)	445,000	5,910,000	8.28%	\$ 17.61	\$ 1.46	\$ 19.07	3,225,000	12,675,000			
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 7 (FY23)	445,000	6,355,000	7.70%	\$ 19.07	\$ 1.47	\$ 20.54	3,670,000	16,345,000			
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 8 (FY24)	445,000	6,800,000	7.20%	\$ 20.54	\$ 1.48	\$ 22.01	4,115,000	20,460,000			
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 9 (FY25)	445,000	7,245,000	6.76%	\$ 22.01	\$ 1.49	\$ 23.50	4,560,000	25,020,000			
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 10 (FY26)	445,000	7,690,000	6.37%	\$ 23.50	\$ 1.50	\$ 25.00	5,005,000	30,025,000			
<b>Total Accumulation by Year 10 (FY26) (Present Value)</b>								<b>30,025,000</b>				
<b>Projected Accumulation from FY27 to FY40 (\$5,005,000 x 14 Yrs) (Present Value)</b>								<b>70,070,000</b>				
<b>Total Projected Accumulation by FY40 (Present Value)</b>								<b>100,095,000</b>				

## 2021-2022 BUDGET ESTIMATE

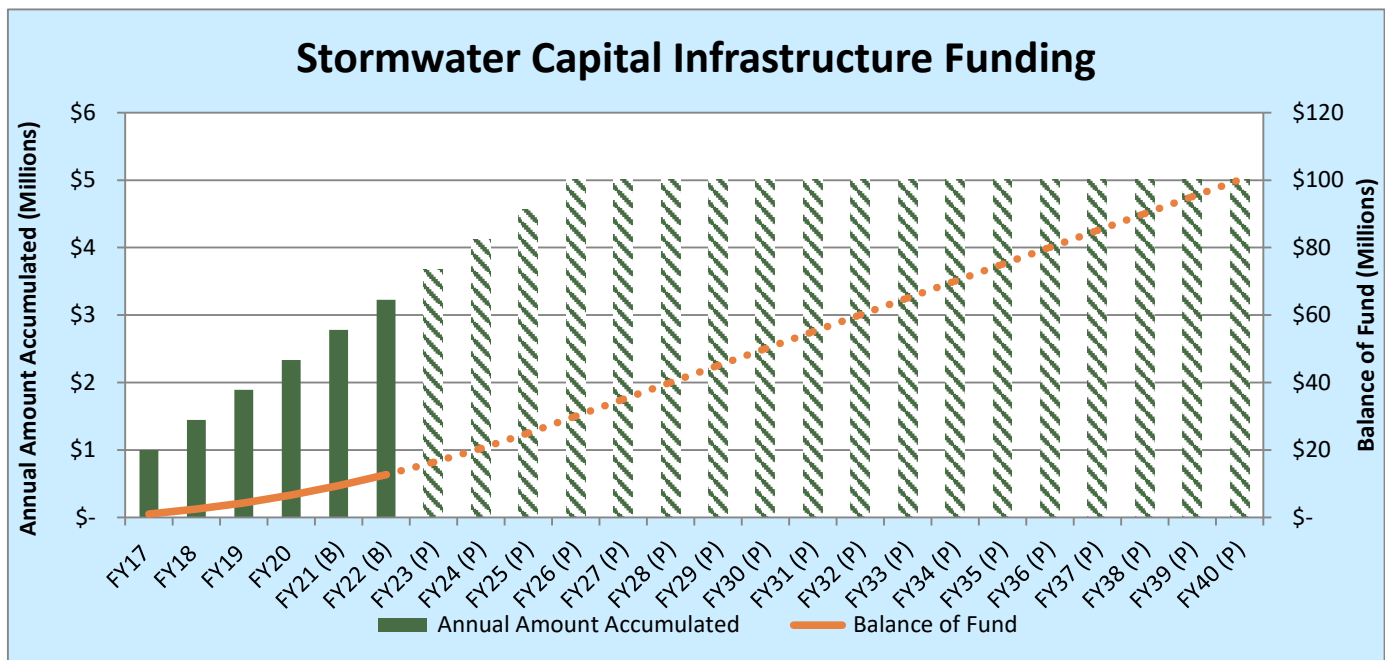
### LONG RANGE FINANCIAL PLAN FOR SEA LEVEL RISE MITIGATION

#### OVERVIEW

As numerous academic studies have suggested, climate change in the 21st century will impact coastal communities across the globe in devastating 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 currently enjoy. There are countless suggestions on how governments should mitigate this very real threat. Some are far-fetched 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 \$4.3M annually.

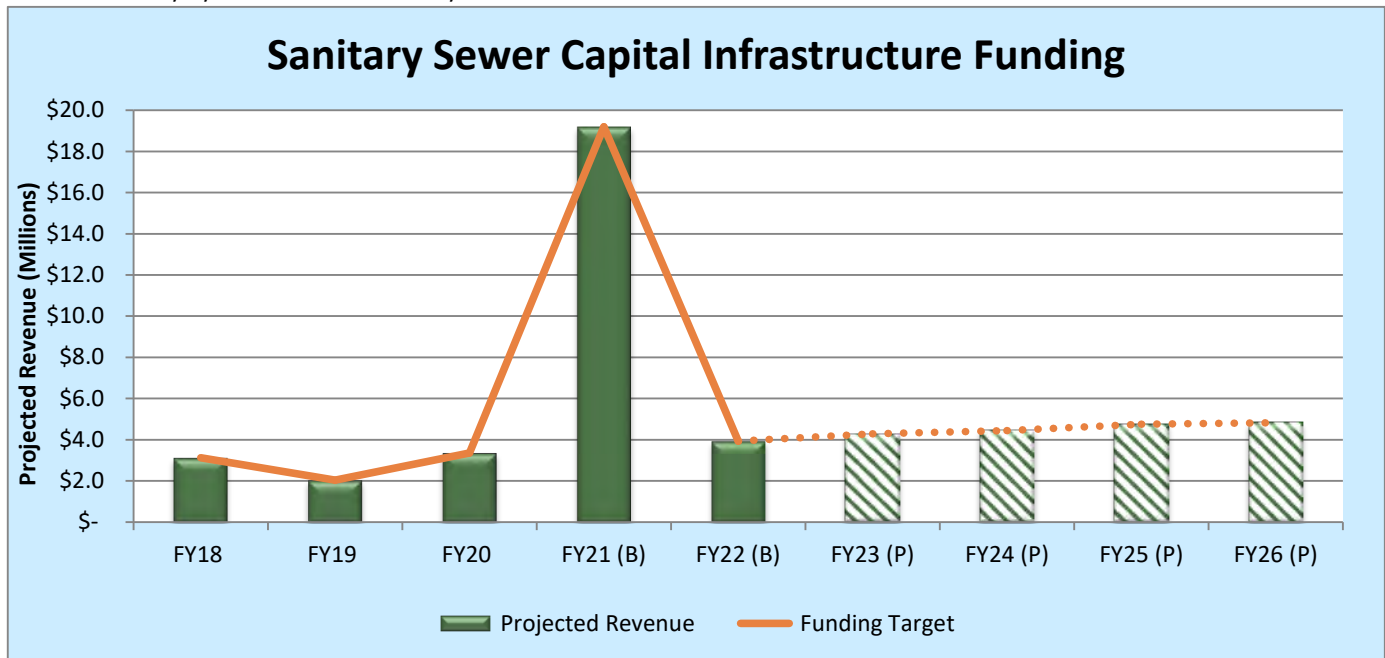


## 2021-2022 BUDGET ESTIMATE

### LONG RANGE FINANCIAL PLAN FOR SEA LEVEL RISE MITIGATION

On July 14, 2020 the City Commission approved 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/renovation of force mains, pump stations, and gravity systems. In addition, the annual increases will fund the estimated pass-through of each year's increase in Miami-Dade waste water treatment costs. Built into the fee structure are also debt service expenses. During the spring of 2021, the City received bond revenue of \$15.25M which will be utilized exclusively on force main replacements. The City is proactively engaging in a replacement program of the City's aging force mains system in order to avoid a potential sanitary sewer catastrophe - which other municipalities have endured.

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 (present value) 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.



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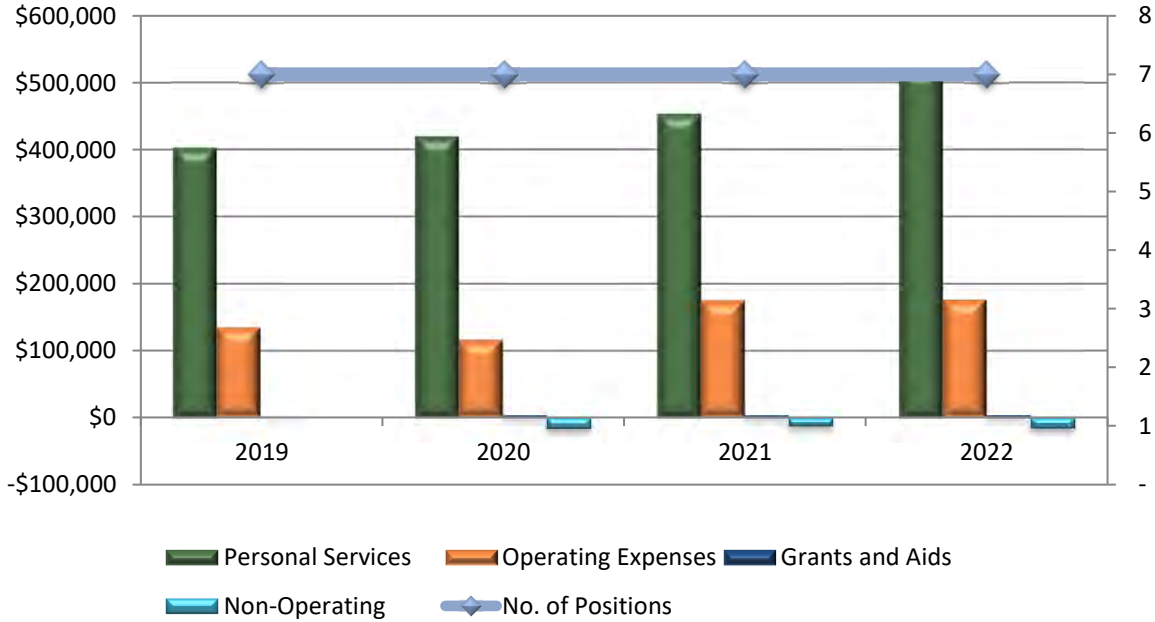
**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



**CITY COMMISSION  
BUDGET AND POSITION SUMMARY**

	<b>2018-2019 ACTUAL</b>	<b>2019-2020 ACTUAL</b>	<b>2020-2021 BUDGET</b>	<b>2021-2022 ESTIMATE</b>
Salaries & Benefits	403,080	419,898	453,557	520,149
Operating Expenses	134,923	116,222	175,148	176,497
Grants and Aids	466	3,943	4,000	4,000
Non-Operating	-	(16,031)	(11,992)	(15,694)
<b>Total</b>	<b>538,469</b>	<b>524,032</b>	<b>620,713</b>	<b>684,952</b>
Full Time Headcount	6.00	6.00	6.00	6.00
Part Time FTE's	0.75	0.75	0.75	0.75
<b>Total Headcount &amp; FTE's</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>

**EXPENDITURE/PERSONNEL COMPARISONS**





**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



001 GENERAL FUND  
CITY COMMISSION  
0100 CITY COMMISSION  
511 LEGISLATIVE

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
8900	Mayor	1.00	1.00	1.00	1.00	\$ 43,620
8910	Vice Mayor	1.00	1.00	1.00	1.00	38,161
8920	City Commissioner	3.00	3.00	3.00	3.00	106,335
0636	Chief Community Outreach & Policy Adv.	-	-	1.00	1.00	72,109
0034	Admin. Assistant to the Mayor	1.00	1.00	-	-	-
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>260,225</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
0517	Assistant to the Mayor - P/T	1	-	-	0.75	29,748
0051	Office Clerk Intern - PT	0	0.75	0.75	-	-
<b>TOTAL PART TIME FTE's</b>		<b>1</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>29,748</b>
<b>TOTAL</b>		<b>6.75</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>	<b>\$ 289,973</b>

**EXPENDITURE DETAIL**

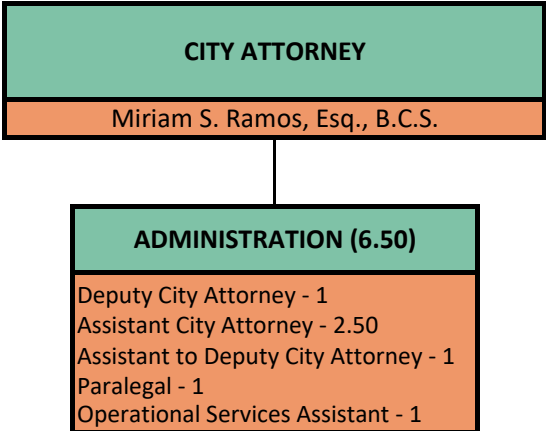
		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 239,546	\$ 251,557	\$ 252,545	\$ 289,973
2000	Employee Benefits - See Other Cost Dist.	163,534	168,341	201,012	230,176
4010	Travel Expense	27,732	25,223	28,200	28,200
4011	Out-of-town Travel	-	3,191	6,000	6,000
4410	Rental of Machinery and Equipment	3,000	2,787	2,904	2,000
4420	General Services Cost - See Other Cost Dist.	56,830	58,077	58,434	58,285
4550	General Liability Insurance	13,213	11,849	12,214	13,712
4710	Special Printed Forms	-	-	300	300
4990	Other Miscellaneous Expense	5,882	1,321	17,000	17,000
4991	Miscellaneous Expense - Group 1	929	400	5,000	5,000
4992	Miscellaneous Expense - Group 2	4,231	2,026	5,000	5,000
4993	Miscellaneous Expense - Group 3	1,638	969	5,000	5,000
4994	Miscellaneous Expense - Group 4	500	145	5,000	5,000
4995	Miscellaneous Expense - Group 5	258	-	5,000	5,000
5100	Office Supplies	9,732	2,942	10,000	10,000
5400	Membership Dues and Subscriptions	10,978	7,292	11,000	11,000
5410	Employee Training	-	-	4,096	5,000
8101	Sister Cities Grant	466	3,943	4,000	4,000
9010	1 Intradepartmental Credits	-	(16,031)	(11,992)	(15,694)
<b>TOTAL</b>		<b>\$ 538,469</b>	<b>\$ 524,032</b>	<b>\$ 620,713</b>	<b>\$ 684,952</b>

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

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**

**CITY ATTORNEY**

**ORGANIZATION CHART**



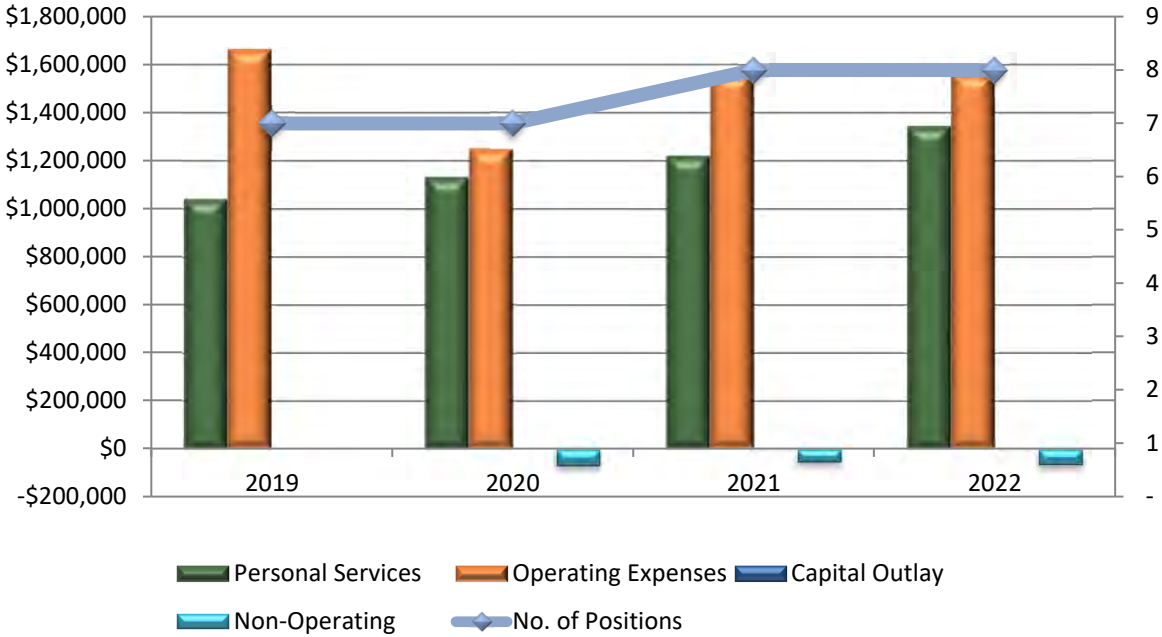
**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



**CITY ATTORNEY  
BUDGET AND POSITION SUMMARY**

	<u>2018-2019 ACTUAL</u>	<u>2019-2020 ACTUAL</u>	<u>2020-2021 BUDGET</u>	<u>2021-2022 ESTIMATE</u>
Salaries & Benefits	1,039,825	1,131,485	1,219,487	1,343,660
Operating Expenses	1,665,409	1,251,121 *	1,562,293 *	1,562,102
Capital Outlay	-	-	500	500
Non-Operating	-	(69,088)	(53,104)	(65,100)
<b>Total</b>	<b><u>2,705,234</u></b>	<b><u>2,313,518</u></b>	<b><u>2,729,176</u></b>	<b><u>2,841,162</u></b>
Full Time Headcount	6.50	6.50	7.50	7.50
Part Time FTE's	0.75	0.75	-	-
<b>Total Headcount &amp; FTE's</b>	<b><u>7.25</u></b>	<b><u>7.25</u></b>	<b><u>7.50</u></b>	<b><u>7.50</u></b>

**EXPENDITURE/PERSONNEL COMPARISONS**





# City Attorney

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## 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, assists with complex procurement items, works closely with the Human Resources Department on personnel matters, provides legal support for real estate matters and transactions, and drafts and/or 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 and advice 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. Growing its reputation as a nationally recognized City Attorney's Office.
5. Transitioning to a paperless office.

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**

**CITY ATTORNEY**

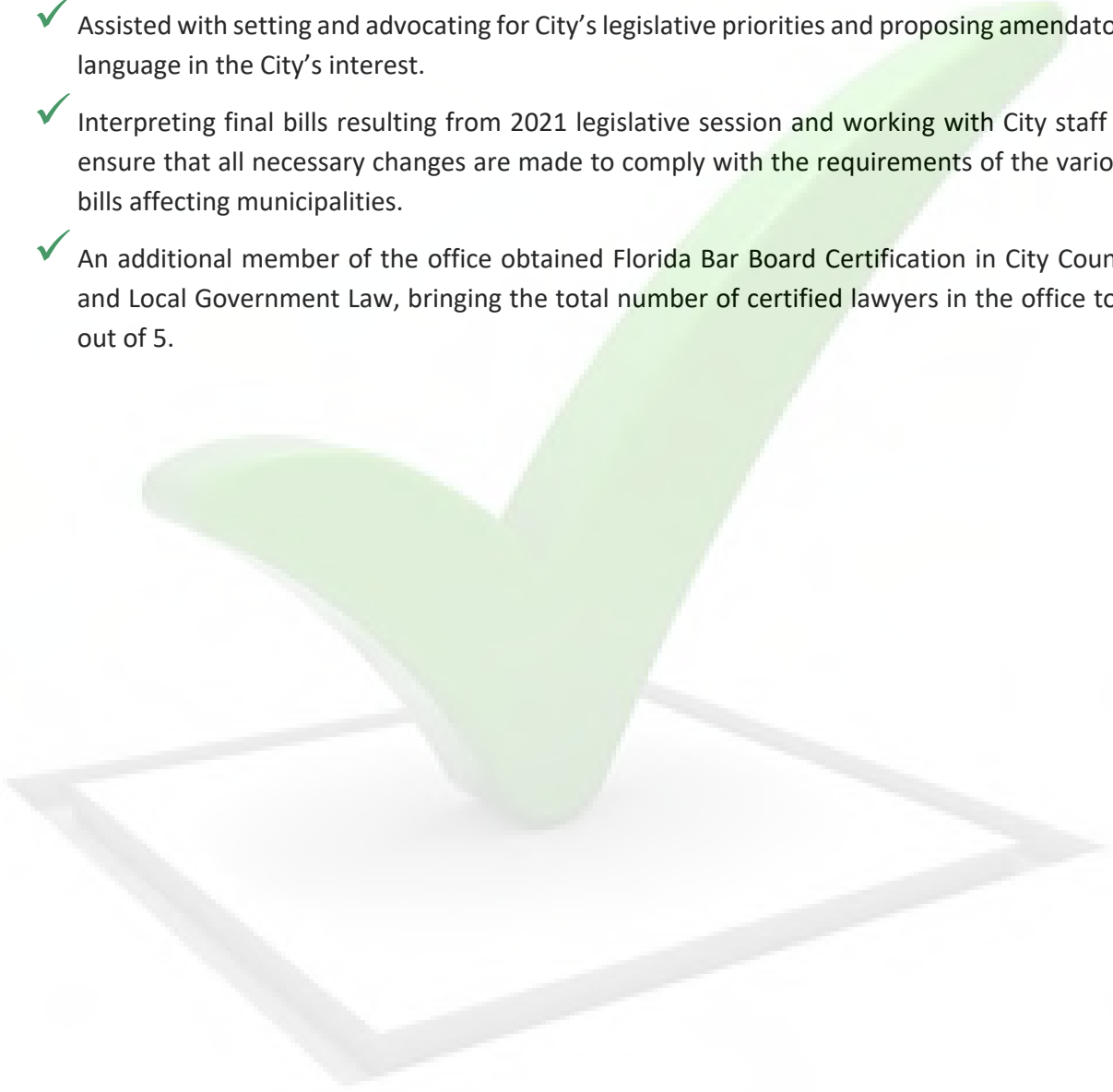
**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS**

- ✓ Prevailed in suit challenging the constitutionality of Automatic License Plate Recognition cameras; the first case of its kind in the State of Florida.
- ✓ Prevailed in suit that challenged the City's historic preservation board process, board appellate process, and virtual nature of board/Commission meetings. Importantly, in a case of first impression, the Court found that virtual meetings, during a global pandemic do not violate the due process rights of participants.
- ✓ Guided City through legal complexities relating to governing during a global pandemic which included drafting emergency orders, drafting emergency ordinances regarding the Manager's emergency powers, the Mayor's emergency orders, special events, and temporary use permits, providing advice to police and code enforcement on enforcement of various levels of orders, drafting lease amendments for City tenants affected by pandemic closures including the Biltmore, the Coral Gables Country Club, Burger Bobs and Fritz and Franz, and drafting Rules of Procedure for the City Commission and other boards to operate in a fully-virtual and then hybrid format.
- ✓ Provided advice and legal review of all aspects of CARES Act funding and the City's small business grant program.
- ✓ Guided City through complex real estate transaction allowing for the City to close on land swap involving old and new Public Safety Building.
- ✓ Prevailed in an arbitration upholding the transfer and eventual termination of a police officer who had engaged in acts of domestic violence.
- ✓ Achieved compliance, pursuant to enforcement actions, from 6 properties on the City's Abandoned Property List.
- ✓ Mediated Code Enforcement and Construction Regulation Board settlements which lead to \$72,000 in collections between October 2020 and June 2021.
- ✓ Drafted numerous ordinances including Ordinance amending bond requirements; Ordinance increasing penalties for illegal discharge into waterways and storm drains; Ordinance extending time for COVID-19 Emergency Business Recovery Special Events permits; Ordinance extending time for COVID-19 Emergency Business Recovery Temporary Use permits; Ordinance regulating the application of fertilizer.

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Assistance with resolutions and memorandums of understanding between the City, County, and the Underline regarding the portions of the Underline to be constructed in the City.
- ✓ Assisted with setting and advocating for City's legislative priorities and proposing amendatory language in the City's interest.
- ✓ Interpreting final bills resulting from 2021 legislative session and working with City staff to ensure that all necessary changes are made to comply with the requirements of the various bills affecting municipalities.
- ✓ An additional member of the office obtained Florida Bar Board Certification in City County and Local Government Law, bringing the total number of certified lawyers in the office to 3 out of 5.





**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



001 GENERAL FUND  
CITY ATTORNEY  
**0500 CITY ATTORNEY**  
514 LEGAL COUNSEL

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
8930	City Attorney	1.00	1.00	1.00	1.00	\$ 227,825
0040	Deputy City Attorney	1.00	1.00	1.00	1.00	167,095
0080	Assistant City Attorney	2.00	2.00	2.00	2.00	249,736
0629	Asst City Attorney/Govt'l Affairs Manager	0.50	0.50	0.50	0.50	62,347
0070	Paralegal	1.00	1.00	1.00	1.00	85,798
0048	Ass't to Deputy City Attorney	1.00	1.00	1.00	1.00	58,756
0064	Operational Services Assistant	-	-	1.00	1.00	42,789
8888	Overtime	-	-	-	-	8,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>6.50</b>	<b>6.50</b>	<b>7.50</b>	<b>7.50</b>	<b>902,346</b>
<b>PART TIME POSITIONS</b>						
	<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	0	-	-	-	-
9019	Receptionist/Office Asst - P/T	0	0.75	0.75	-	-
<b>TOTAL PART TIME FTE's</b>		<b>0</b>	<b>0.75</b>	<b>0.75</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>		<b>7.25</b>	<b>7.25</b>	<b>7.50</b>	<b>7.50</b>	<b>\$ 902,346</b>

**EXPENDITURE DETAIL**

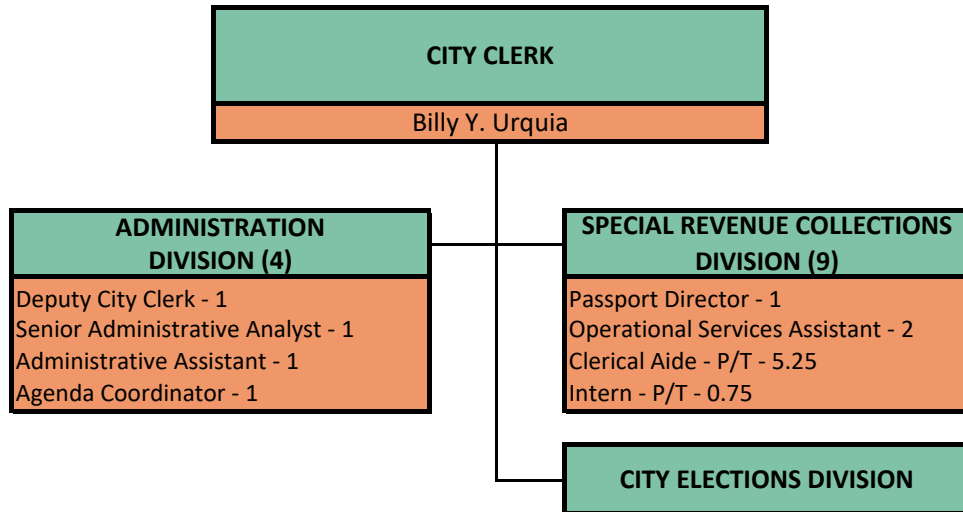
		2018-2019	2019-2020	2020-2021	2021-2022
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
1000	Salaries	\$ 740,082	\$ 785,864	\$ 839,595	\$ 902,346
2000	Employee Benefits - See Other Cost Dist.	299,743	345,621	379,892	441,314
3120	Special Legal Services	1,520,391	1,115,134	1,400,000	1,400,000
3190	Other Professional Services	70	-	-	-
4090	Other Transportation Expense	32,065	29,886	27,938	29,886
4091	Cell Phone Allowance	1,300	1,200	1,200	1,200
4410	Rental of Machinery and Equipment	7,117	6,840	8,200	8,200
4420	General Services Cost - See Other Cost Dist.	39,632	40,500	40,748	40,647
4550	General Liability Insurance	34,974	37,201	40,607	42,669
4720	Printing & Binding	-	-	1,275	730
4910	Court Costs & Investigative Expense	125	450	1,870	1,870
4990	Other Miscellaneous Expense	187	436	1,455	500
5100	Office Supplies	2,679	2,592	10,500	7,900
5400	Membership Dues and Subscriptions	24,264	15,772	18,500	18,500
5410	Employee Training	2,605	1,110	10,000	10,000
6450	Office Equipment Replacement	-	-	500	500
9010	1 Intradepartmental Credits	-	(69,088)	(53,104)	(65,100)
<b>TOTAL</b>		<b>\$ 2,705,234</b>	<b>\$ 2,313,518</b>	<b>\$ 2,729,176</b>	<b>\$ 2,841,162</b>

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

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**

**CITY CLERK**

**ORGANIZATION CHART**



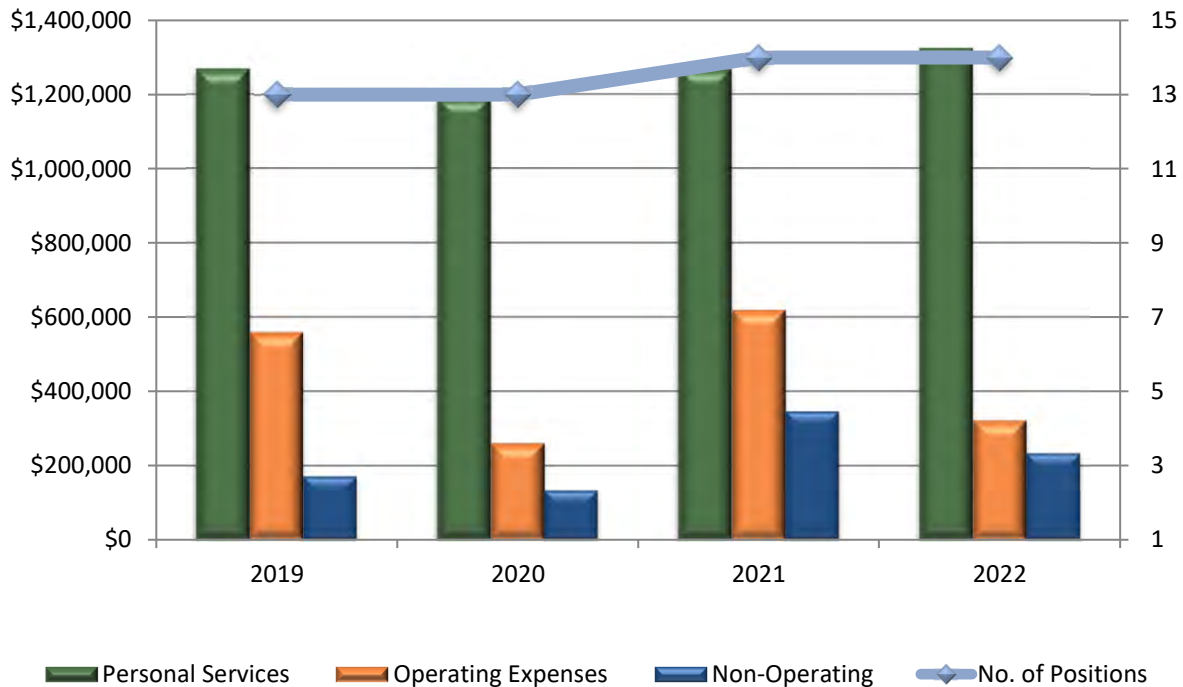
**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



**CITY CLERK  
BUDGET AND POSITION SUMMARY**

	<u>2018-2019 ACTUAL</u>	<u>2019-2020 ACTUAL</u>	<u>2020-2021 BUDGET</u>	<u>2021-2022 ESTIMATE</u>
Salaries & Benefits	1,268,332	1,189,775	1,269,680	1,323,901
Operating Expenses	558,512	260,359	619,219	321,049
Non-Operating	169,788	132,008	344,828	231,722
<b>Total</b>	<b>2,057,337</b>	<b>1,596,437</b>	<b>2,233,727</b>	<b>1,876,672</b>
Full Time Headcount	8.00	8.00	8.00	8.00
Part Time FTE's	4.50	4.50	6.00	6.00
<b>Total Headcount &amp; FTE's</b>	<b>12.50</b>	<b>12.50</b>	<b>14.00</b>	<b>14.00</b>

**EXPENDITURE/PERSONNEL COMPARISONS**





# City Clerk

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## 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 respond to Public Records Requests, distributing information to the public, city officials, department directors, other governments, and public agencies.
8. 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  
2021-2022 BUDGET**

**CITY CLERK**

**FISCAL YEAR 2021 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.
- ✓ Implemented a web portal which allows for electronic submittals of Lien Searches.
- ✓ Created an online appointment system for Passports which allowed uninterrupted services during the pandemic, ensuring safety for customers and employees and a more efficient application process.
- ✓ The City Clerk's Office implemented Laserfiche throughout several departments to simplify work by making content easily accessible and searchable. Departments are now able to share files more securely and centralize our content to one location.

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

**CITY CLERK**

INDICATOR:	FY20			FY21		FY22
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Passport applications processed	20,000	13,890	◆	15,000	19,935	15,000
Photographic prints provided	11,000	7,510	◆	8,000	12,663	8,000
Amount collected from Lobbyist Registration	20,000	19,250	▲	10,000	18,750	8,000
Number of Principals registered <sup>1</sup>	80	77	▲	40	75	30

**Legend**

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

**Notes:**

<sup>1</sup>Denotes calendar year figures





**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



001 GENERAL FUND  
CITY CLERK  
0600 CITY CLERK  
511 LEGISLATIVE

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<b>FULL TIME POSITIONS</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
8940	City Clerk	1.00	1.00	1.00	1.00	\$ 151,279
0600	Deputy City Clerk	1.00	1.00	1.00	1.00	108,077
0623	Assistant City Clerk	1.00	1.00	1.00	1.00	79,758
0602	Administrative Assistant	1.00	1.00	1.00	1.00	60,171
0035	Agenda Coordinator	1.00	1.00	1.00	1.00	67,003
	<b>TOTAL</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>\$ 466,288</b>

**EXPENDITURE DETAIL**

	2018-2019	2019-2020	2020-2021	2021-2022
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 528,054	\$ 473,867	\$ 440,601	\$ 466,288
2000 Employee Benefits - See Other Cost Dist.	297,757	253,930	274,609	290,253
3190 Other Professional Services	47,754	20,096	61,453	60,000
4090 Other Transportation Expense	18,000	13,969	12,345	12,344
4091 Cell Phone Allowance	600	1,200	1,200	1,200
4410 Rental of Machinery and Equipment	8,143	8,247	8,200	8,200
4420 General Services Cost - See Other Cost Dist.	32,239	32,945	33,146	33,065
4550 General Liability Insurance	23,361	20,859	21,310	22,049
4820 Advertising Expense	17,824	22,576	20,000	20,000
4990 Other Miscellaneous Expense	2,695	1,483	5,150	4,700
5100 Office Supplies	3,758	2,614	4,000	4,013
5400 Membership Dues and Subscriptions	1,690	2,834	1,650	2,190
5410 Employee Training	6,849	5,780	7,400	8,750
<b>TOTAL</b>	<b>\$ 988,724</b>	<b>\$ 860,400</b>	<b>\$ 891,064</b>	<b>\$ 933,052</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0607	Passport Director	1.00	1.00	1.00	1.00	\$ 103,220
0136	Public Records Coordinator	1.00	1.00	1.00	1.00	58,557
0064	Operational Services Assistant	1.00	1.00	1.00	1.00	48,329
8888	Overtime	-	-	-	-	15,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>225,106</b>
<b>PART TIME POSITIONS</b>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
9027	Passport Clerk - P/T	7	3.75	3.75	5.25	151,980
0087	Intern - P/T	0	0.75	0.75	0.75	22,802
<b>TOTAL PART TIME FTE's</b>		<b>7</b>	<b>4.50</b>	<b>4.50</b>	<b>6.00</b>	<b>174,782</b>
<b>TOTAL</b>		<b>7.50</b>	<b>7.50</b>	<b>9.00</b>	<b>9.00</b>	<b>\$ 399,888</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 313,186	\$ 334,952	\$ 394,983	\$ 399,888
2000	Employee Benefits - See Other Cost Dist.	129,335	127,026	159,487	167,472
3190	Other Professional Services	58,043	52,535	62,100	62,100
4090	Other Transportation Expense	-	2,274	3,899	3,898
4410	Rental of Machinery and Equipment	3,301	4,705	4,795	4,750
4420	General Services Cost - See Other Cost Dist.	34,496	35,252	35,467	35,380
4550	General Liability Insurance	14,822	16,233	19,104	18,910
4970	Passport Expense	15,640	5,852	7,500	7,500
5202	Chemicals and Photographic Supplies	7,172	8,011	7,000	7,000
6442	Computer Software - Additions	60,705	14,295	-	-
9001	Lobbyist Registration & Fees	5,150	4,000	3,677	-
9002	Document Filing Fee	164,638	128,008	341,151	231,722
<b>TOTAL</b>		<b>\$ 806,488</b>	<b>\$ 733,143</b>	<b>\$ 1,039,163</b>	<b>\$ 938,620</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



001 GENERAL FUND  
**CITY CLERK**  
**0610 CITY ELECTIONS**  
 511 LEGISLATIVE

**EXPENDITURE DETAIL**

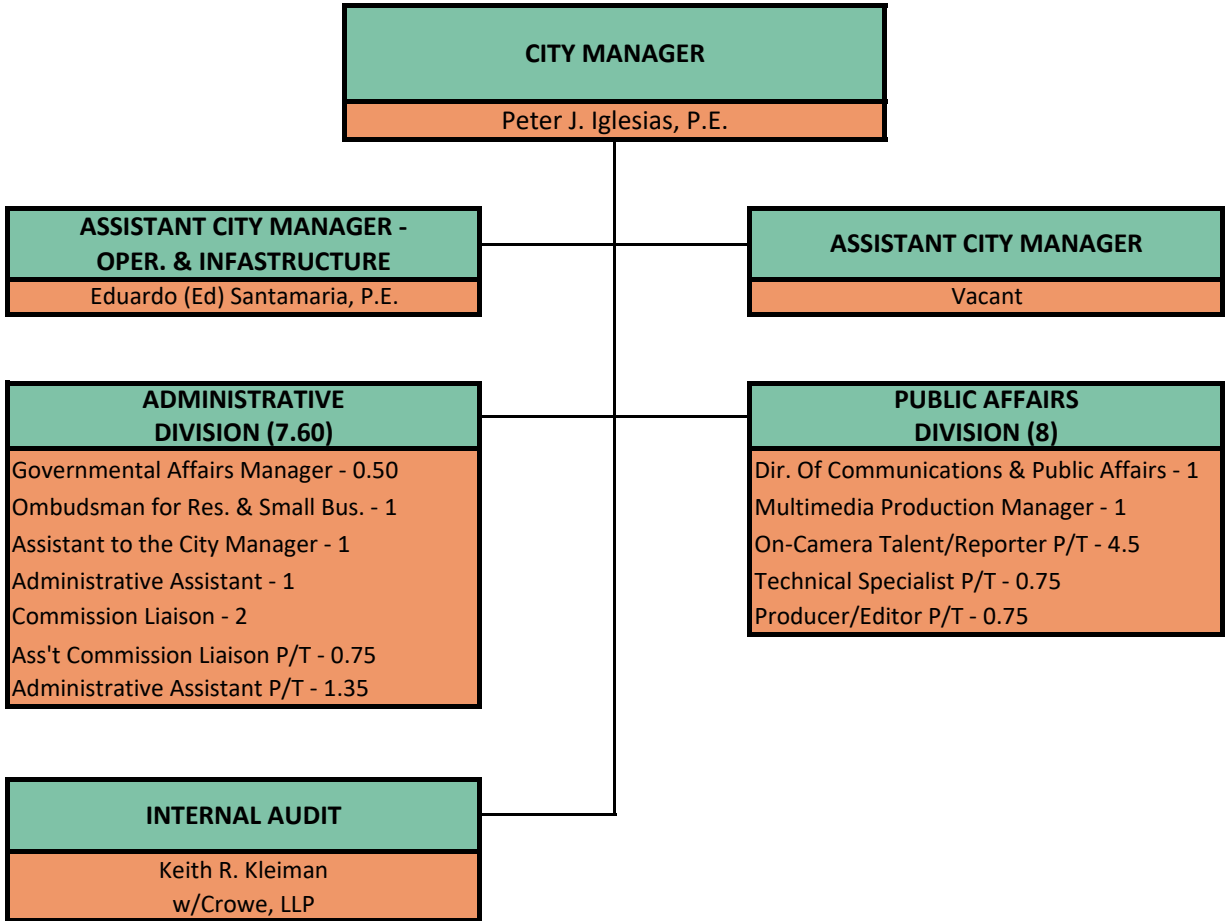
	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
3190 Other Professional Services	\$ 211,925	\$ 2,894	\$ 242,000	\$ 5,000
4820 Advertising Expense	40,000	-	50,000	-
4990 Other Miscellaneous Expense	10,200	-	10,000	-
5100 Office Supplies	-	-	1,500	-
<b>TOTAL</b>	<b>\$ 262,125</b>	<b>\$ 2,894</b>	<b>\$ 303,500</b>	<b>\$ 5,000</b>



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**

**CITY MANAGER**

**ORGANIZATION CHART**



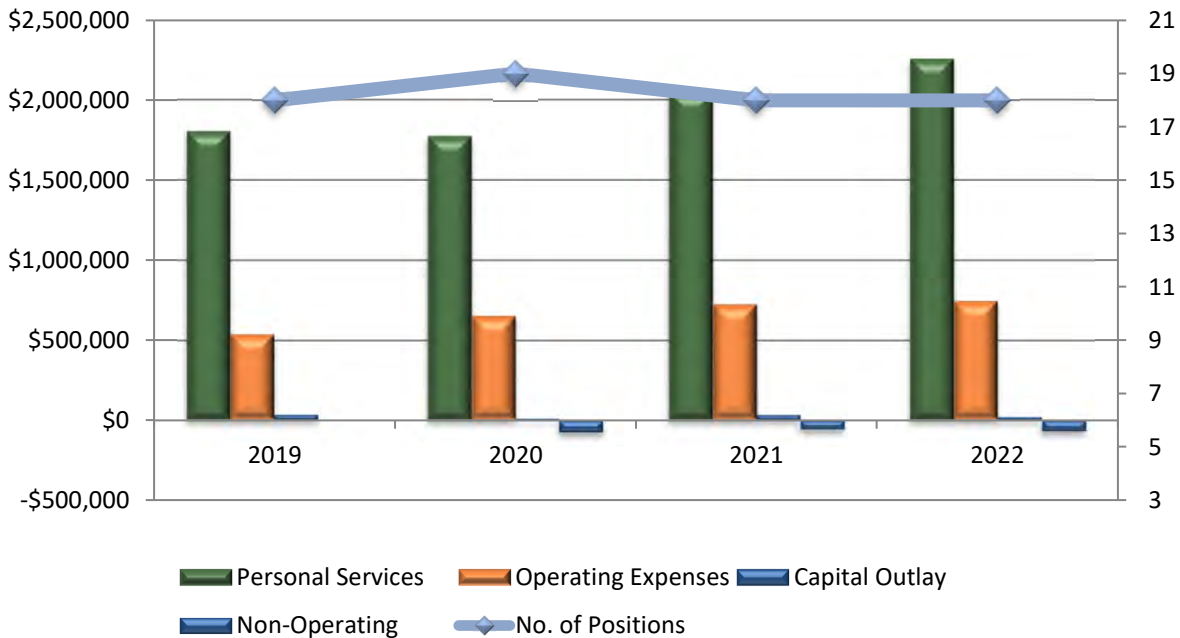
**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



**CITY MANAGER  
BUDGET AND POSITION SUMMARY**

	<u>2018-2019 ACTUAL</u>	<u>2019-2020 ACTUAL</u>	<u>2020-2021 BUDGET</u>	<u>2021-2022 ESTIMATE</u>
Salaries & Benefits	1,804,221	1,774,975	2,048,691	2,255,811
Operating Expenses	535,148	650,605	722,571	744,268
Capital Outlay	35,737	10,063	35,000	21,000
Non-Operating	-	(75,002)	(55,357)	(67,672)
<b>Total</b>	<b><u>2,375,106</u></b>	<b><u>2,360,641</u></b>	<b><u>2,768,405</u></b>	<b><u>2,953,407</u></b>
Full Time Headcount	10.00	11.00	11.00	11.00
Part Time FTE's	8.10	8.10	6.60	6.60
<b>Total Headcount &amp; FTE's</b>	<b><u>18.10</u></b>	<b><u>19.10</u></b>	<b><u>17.60</u></b>	<b><u>17.60</u></b>

**EXPENDITURE/PERSONNEL COMPARISONS**



# City Manager's Office

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## 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 of 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 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.
9. Provide executive-level administrative leadership in the planning and execution of vertical infrastructure projects.



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**

**CITY MANAGER'S OFFICE**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS**

- ✓ Completed construction of the new state-of-the-art Police and Fire Headquarters.
- ✓ Completed additions/renovations of Fire Station II and the new Trolley Depot.
- ✓ Recruited additional top-tier talent in critical areas while creating fair and transparent talent management processes. This included the recruitment of Warren Adams as Historical Resources and Cultural Arts Director.
- ✓ Optimized hiring process for Police officers, leading to a positive upturn in recruitment.
- ✓ Provided executive-level oversight and strategic leadership in the planning, design drawing process, and implementation of the 427 Biltmore Way building renovation. The new Development Services Center renovation broke ground and is scheduled for completion late 2021.
- ✓ Provided executive-level oversight and strategic leadership in the planning, design, and implementation of the Fink Studio building renovation. The new home of Economic Development, which will include a space accessible to the public, is scheduled for completion in the third quarter of FY21.
- ✓ Provided executive-level oversight and strategic leadership in the planning, design, and implementation of Parking Garage 7. Project completion is scheduled for the second quarter of FY22.
- ✓ Issued several Administrative Orders and Implementing Orders to establish clear best practice standards for future reference. These included Implementing Orders for COVID-19 Emergency Business Recovery Temporary Uses, Special Events, and Open-Air Dining Permits along with Administrative Orders for COVID-19 Business Tax Receipts and Certificate of Use Exemptions and Alternative Meeting Locations for Quasi-Judicial Boards, among others.
- ✓ Provided executive-level oversight and strategic leadership in the programming and design process of Fire House IV. The project is currently in the design phase with construction scheduled for FY22.
- ✓ Provided executive-level oversight and strategic leadership in the programming and design process of Parking Garage 1. The project is currently in the design phase with construction scheduled for FY22.

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Oversaw the procurement process and provided strategic guidance in the subsequent negotiations for the solid waste services contract awarded to the eventual successful bidder.
- ✓ Secured State of Florida grant funding for various projects.
- ✓ Assisted in the formulation of the City's 2021 legislative agenda and provided strategic leadership and oversight over the City's lobbying efforts at the State and Federal level.
- ✓ Continued to work closely with the Office of Emergency Management, the City's Senior Policy Team, and Business Recovery Task Force to lead the City's COVID-19 response and safe reopening.
- ✓ Worked with the Economic Development Department, actively participated in the Business Recovery Task Force.
- ✓ Provided executive level oversight and guidance in working with several city departments to ensure maximum reimbursement of the City's COVID related expenses by the Federal Government through Miami-Dade County.
- ✓ Provided executive level oversight and guidance in the City's participation in Illuminate Coral Gables. This art and light installation increased traffic in the Central Business District by 20% compared to pre-pandemic traffic during the same time period in 2020.
- ✓ Provided oversight and guidance in drafting numerous significant legislative items that were adopted by the City Commission including the Zoning Code update approved in March 2021.
- ✓ Finalized affiliation process for Keep Coral Gables Beautiful, securing Florida Department of Transportation grant to organize events and programs.

**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, and website.
- ✓ Established the City's Social Media Policy.

**CITY OF CORAL GABLES, FLORIDA**  
**2021-2022 BUDGET**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Increased frequency of e-News, the City’s electronic newsletter from bi-weekly to weekly and grew subscribers by 150 percent.
- ✓ Promoted voting for municipal elections resulting in the largest turnout in 20-years.
- ✓ Increased media outreach insuring that Coral Gables is included in coverage.
- ✓ Reviewed social media sentiment and daily media coverage flagging potential issues.
- ✓ Created social media content to promote businesses with Hot spots campaigns.
- ✓ Coordinated the grand opening of Fire Station 2 and Trolley Depot, and the Police and Fire Headquarters, the groundbreaking of the Development Services Center, the remodeling of the Fink Studio, the refurbishment of Arcadian lights and new Mayor and Commissioners induction ceremony.
- ✓ Reviewed Zen City analysis of social media interactions on an ongoing basis.
- ✓ Promoted City programs and projects including Fire and Rescue Telemedicine; Magical Park; Autism Awareness police vehicle the Farmers Market; Tour of Kitchens 2021; Black Olive and Staining treatment; recycle your holiday tree; the Santa Claus and Easter Bunny home visits; clear mask campaign and Keep Coral Gables Beautiful.
- ✓ Established new emergency notification program in conjunction with the Fire Department and the Office of Emergency Management which will expand reach to residents.
- ✓ Coordinated emergency notification for hurricane Eta including sending out three special e-News bulletins and outreach to neighborhood associations and created video posts to inform residents of steps to make necessary preparations in anticipation of the storm.
- ✓ Updated hurricane preparedness videos.
- ✓ Established AP standard in City communications.
- ✓ Highlighted team members in social media during Women’s History Month, Mother’s Day and Father’s Day, Labor Day as well as employees and/or departments receiving special awards and recognitions.
- ✓ Highlighted Proclamation recipients on LinkedIn.
- ✓ Publicized the appointment of a new Historical Resources and Cultural Arts Director and Assistant Public Works Director of Greenspace Management.



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



001 GENERAL FUND  
**CITY MANAGER**  
**1010 ADMINISTRATION DIVISION**  
512 EXECUTIVE

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
8950	City Manager	1.00	1.00	1.00	1.00	\$ 267,694
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	194,134
0629	Asst City Attorney/Govt'l Affairs Manager	0.50	0.50	0.50	0.50	62,347
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	1.00	61,081
0137	Executive Administrative Assistant	1.00	1.00	1.00	1.00	51,269
0604	Commission Liaison	2.00	2.00	2.00	2.00	92,189
8888	Overtime	-	-	-	-	12,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>1,021,631</b>
<b>PART TIME POSITIONS</b>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
6101	Administrative Assistant - P/T	2	1.35	1.35	1.35	43,748
0608	Asst Commission Liaison	1	0.75	0.75	0.75	29,376
<b>TOTAL PART TIME FTE's</b>		<b>3</b>	<b>2.10</b>	<b>2.10</b>	<b>2.10</b>	<b>73,124</b>
<b>TOTAL</b>		<b>10.60</b>	<b>10.60</b>	<b>10.60</b>	<b>10.60</b>	<b>\$ 1,094,755</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 923,162	\$ 852,110	\$ 893,241	\$ 1,094,755
2000	Employee Benefits - See Other Cost Dist.	369,031	478,850	448,763	568,435
3190	Other Professional Services	27,212	59,351	91,000	91,000
4011	Out-of-town Travel	7,891	7,785	12,000	12,000
4090	Other Transportation Expense	21,615	18,841	18,842	18,841
4091	Cell Phone Allowance	1,800	1,200	1,200	1,200
4410	Rental of Machinery and Equipment	4,079	3,265	6,500	6,500
4420	General Services Cost - See Other Cost Dist.	29,754	30,406	30,592	30,516
4550	General Liability Insurance	50,852	49,631	43,202	51,768
4720	Printing & Binding	2,489	3,297	8,930	8,930
4990	Other Miscellaneous Expense	6,975	6,964	10,000	10,000
5100	Office Supplies	6,267	3,834	8,000	8,000
5213	Purchase/Rental - Employee Uniforms	-	675	1,400	1,400
5400	Membership Dues and Subscriptions	12,571	13,658	14,070	14,070
5410	Employee Training	5,459	2,010	9,000	9,000
7195	Contingency for Budget Reduction	-	-	25,000	25,000
8300	Environmental Sustainability Grants	-	-	17,500	-
9010	1 Intradepartmental Credits	-	(47,107)	(30,774)	(43,712)
<b>TOTAL</b>		<b>\$ 1,469,157</b>	<b>\$ 1,484,770</b>	<b>\$ 1,608,466</b>	<b>\$ 1,907,703</b>

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

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
0621	Director of Communications & Public Affairs	-	1.00	1.00	1.00	\$ 128,634
0612	Public Affairs Manager	1.00	1.00	-	-	-
0615	Multimedia Production Pgm Coord	0.50	0.50	0.50	0.50	45,699
0624	Comm & Digital Media Coordinator	-	-	1.00	1.00	59,180
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>1.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>233,513</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
0110	Webmaster/Graphic Designer - P/T	1	-	0.75	0.75	52,750
0008	On-Camera Talent/Reporter - P/T	-	2.25	2.25	-	-
9010	Producer/Editor/videographer - P/T	3	2.25	1.50	1.50	60,622
5047	Communications Spec - P/T	2	1.50	2.25	2.25	108,745
<b>TOTAL PART TIME FTE's</b>		<b>6</b>	<b>6.00</b>	<b>4.50</b>	<b>4.50</b>	<b>222,117</b>
<b>TOTAL</b>			<b>7.50</b>	<b>8.50</b>	<b>7.00</b>	<b>\$ 455,630</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 376,085	\$ 304,624	\$ 536,134	\$ 455,630
2000	Employee Benefits - See Other Cost Dist.	135,943	139,391	170,553	136,991
3190	Other Professional Services	93,682	176,959	58,084	81,703
4020	Central Garage Motor Pool Rent	48,324	55,574	62,055	57,121
	Replacement: 42,646				
	Oper. & Maint: 14,475				
4090	Other Transportation Expense	4,448	3,898	3,899	3,898
4091	Cell Phone Allowance	-	100	-	1,200
4410	Rental of Machinery and Equipment	5,375	4,928	6,900	6,900
4420	General Services Cost - See Other Cost Dist.	44,297	45,268	45,544	45,432
4550	General Liability Insurance	22,080	22,929	25,882	21,545
4620	Repair and Maint. of Office Equipment	992	(105)	3,000	2,000
4630	Repair/Maint. of Machinery & Equipment	539	-	4,500	-
4720	Printing & Binding	16,186	3,469	9,000	17,050
4820	Advertising Expense	36,496	39,701	39,800	57,300
4940	Taxes & License Fees Paid	2,932	1,600	3,000	2,250
4990	Other Miscellaneous Expense	1,001	1,007	4,000	1,050
5100	Office Supplies	8,689	3,980	10,000	7,000
5206	Food for Human Consumption	-	-	-	4,030
5214	Uniform Allowance	1,092	-	1,344	1,344

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

		<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5215	Small Tools & Minor Equipment	2,924	-	3,159	1,000
5400	Membership Dues and Subscriptions	1,037	2,270	1,700	860
5410	Employee Training	1,345	967	1,000	3,000
6430	Equipment Repair/Replacement	26,064	4,823	25,000	15,000
6440	Equipment Additions	9,673	5,240	10,000	6,000
7195	Contingency for Budget Reduction	-	-	40,000	40,000
9010	<b>1</b> Intradepartmental Credits	-	(25,300)	(22,647)	(21,690)
<b>TOTAL</b>		<b>\$ 839,204</b>	<b>\$ 791,323</b>	<b>\$ 1,041,907</b>	<b>\$ 946,614</b>

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



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
3190 Other Professional Services	\$ 66,745	\$ 87,143	\$ 94,968	\$ -
3200 Accounting & Auditing Services	-	-	-	76,360
7195 Contingency for Budget Reduction	-	-	25,000	25,000
9010 <b>1</b> Intradepartmental Credits	-	(2,595)	(1,936)	(2,270)
<b>TOTAL</b>	<b>\$ 66,745</b>	<b>\$ 84,548</b>	<b>\$ 118,032</b>	<b>\$ 99,090</b>

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



## Action Plan Worksheet 2022

**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	05/01/21	Professional Services Agreement with consultant
Develop survey	08/01/21	Survey instrument
Deploy survey and collect responses	10/01/21	Completed returned surveys
Analyze results against 2018 survey and community satisfaction levels of comparable cities	12/01/21	Analysis with recommendations for improvements
Develop follow up action plans as appropriate	02/01/22	Action plan documents
Repeat process in 2023 for community satisfaction survey 3.0 from April 1, 2023- November 1, 2023	11/01/23	Survey instrument, results and action plans

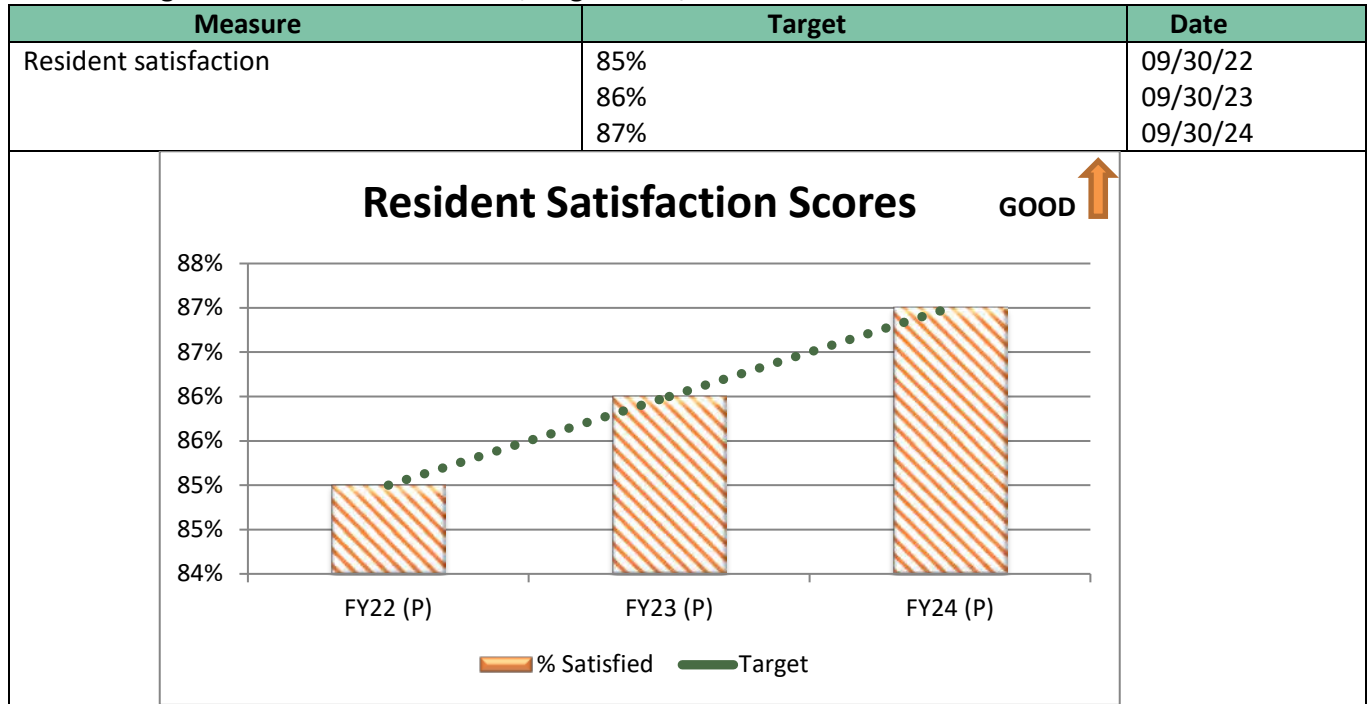
**Resource requirements (what do we need to succeed?)**

- \$25,100 for survey consultant
- Staff time to develop surveys, coordinate deployment, and analyze comparative data



## Action Plan Worksheet 2022

### 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 2022

**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)	04/01/21	Professional Services Agreement with consultant
Update/develop additional transaction surveys	07/01/21	Survey instruments
Launch updated and new transactional surveys	08/01/21	Completed returned surveys
Analyze results on a continuous basis	03/30/22	Data from survey results
Compare transactional survey results to other leading cities	08/01/22	Data from survey comparisons
Develop follow up action plans as appropriate	02/01/23	Action plans developed

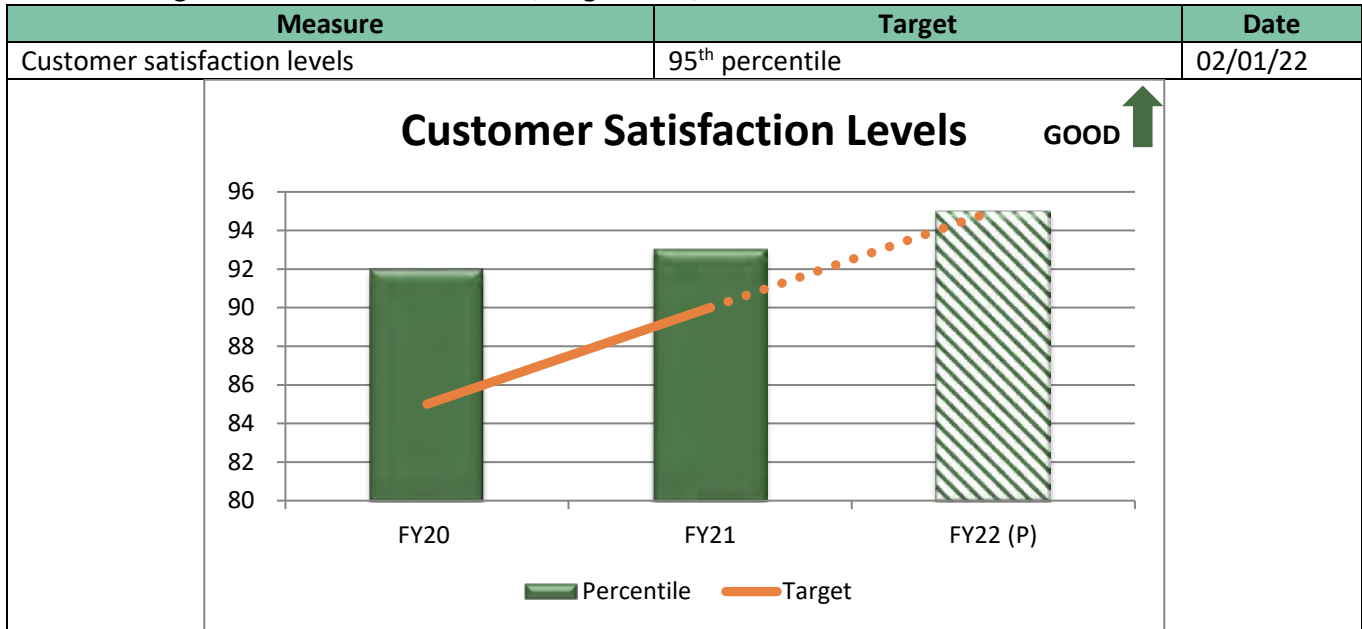
**Resource requirements (what do we need to succeed?)**

- \$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 2022

### 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.

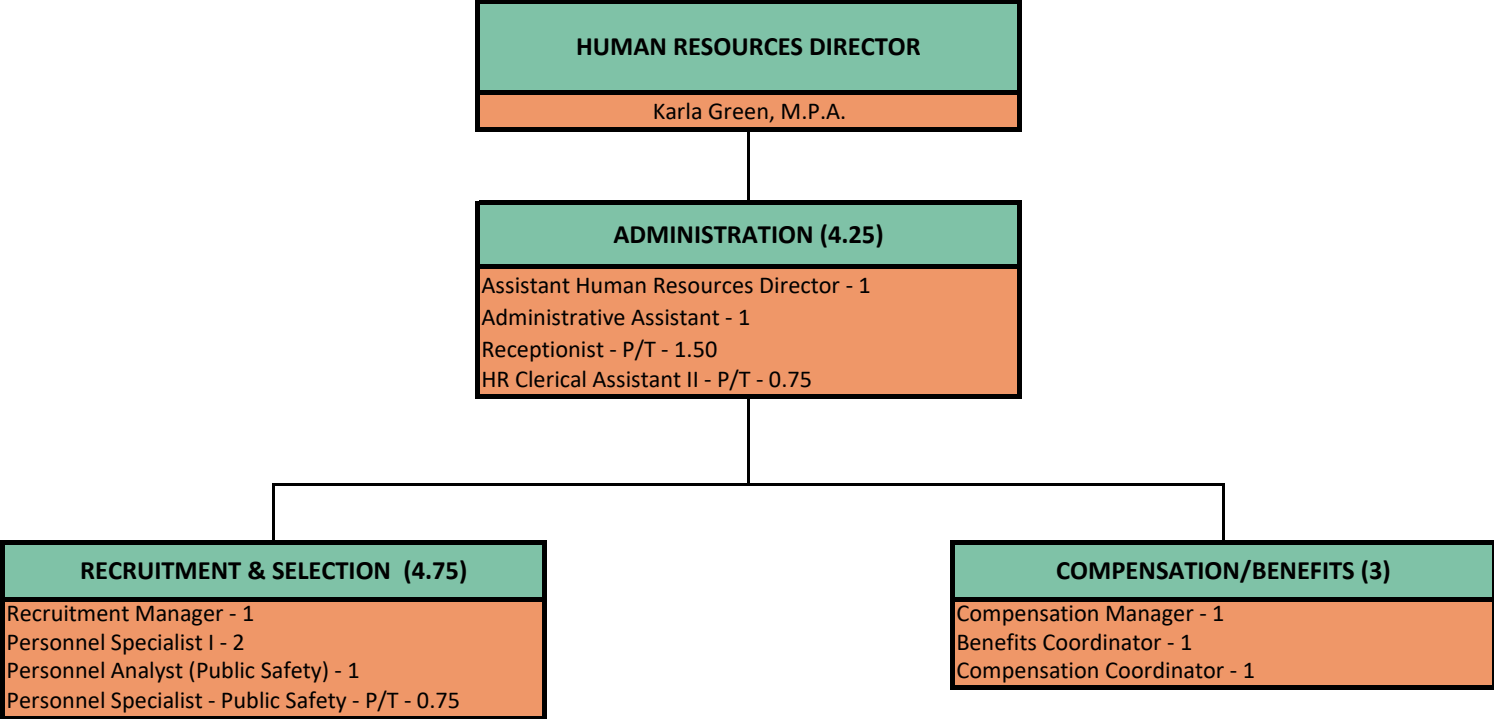
##### Negative:

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

CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET

HUMAN RESOURCES

ORGANIZATION CHART





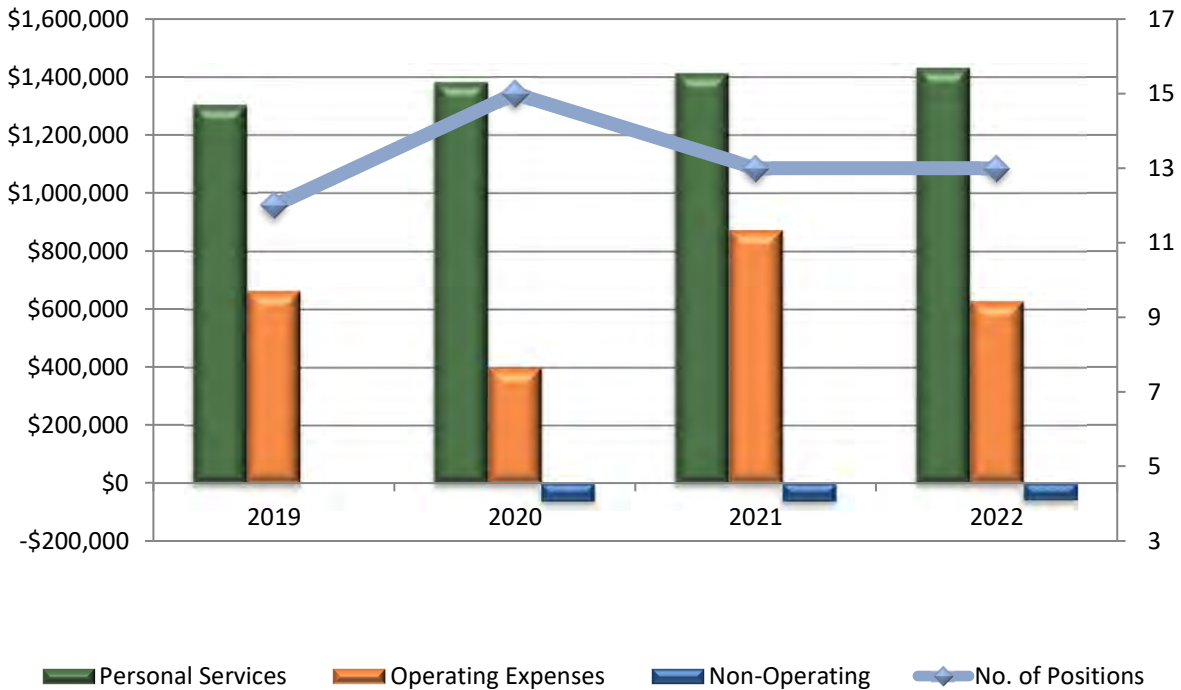
**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



**HUMAN RESOURCES DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2018-2019 ACTUAL</u>	<u>2019-2020 ACTUAL</u>	<u>2020-2021 BUDGET</u>	<u>2021-2022 ESTIMATE</u>
Salaries & Benefits	1,304,160	1,382,961	1,413,018	1,432,314
Operating Expenses	663,534	399,722	872,992	628,841
Non-Operating	-	(61,998)	(61,264)	(57,506)
<b>Total</b>	<b>1,967,694</b>	<b>1,720,685</b>	<b>2,224,746</b>	<b>2,003,649</b>
Full Time Headcount	10.00	10.00	10.00	10.00
Part Time FTE's	2.25	4.50	3.00	3.00
<b>Total Headcount &amp; FTE's</b>	<b>12.25</b>	<b>14.50</b>	<b>13.00</b>	<b>13.00</b>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Human Resources

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## Department Function:

The Human Resources Department has a total of ten budgeted full-time employees and three part-time employees that service 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 employees' benefits and wellness initiatives, employee recognition programs, development and training, classification, and compensation plans, including 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. The Human Resources Department is also tasked with the administration of the recruitment and onboarding processes. In addition, HR oversees the employees' promotional processes to meet the changing service demands of 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. Continue the use of strategic milestone planning to achieve succession planning, and attrition goals.
4. 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.
5. 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.
6. Promote and engage our workforce with comprehensive wellness initiatives.

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**

**HUMAN RESOURCES**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS**

- ✓ Implemented a virtual interviewing process that allowed for the continuation of the City's recruitment efforts, without compromising the safety of employees and candidates during the COVID-19 pandemic.
- ✓ Hired 68 Full time employees, which included:
  - 1 Economic Development Director
  - 1 Director of Communications & Public Affairs
  - 1 Assistant Chief of Police
  - 17 Police Officers
  - 7 Firefighters
  - 12 Communication Operator Trainees
- ✓ Fully staffed all budgeted sworn positions within the Police Department. Implemented a succession plan which allows the Police Department to hire new employees prior to the departure of upcoming vacancies. This plan will allow the Police Department to stay ahead of their attrition without incurring vacancies.
- ✓ Continued Fire Department succession planning which allows the hiring/training of new firefighters 6 months prior to actual vacancies.
- ✓ Completed and transitioned to a 100% electronic/paperless format for all personnel files, background files and HR related transactional forms.
- ✓ Enhanced the 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. In addition, nearing completion of a 100% transition to an online benefits software that will manage, administer and enhance the employee benefits enrollment process.
- ✓ Created and posted electronic versions of all HR forms on the City's intranet.
- ✓ Developed and implemented new process changes for separations.
- ✓ Successfully implemented the Percipio training platform which offers employees access to hundreds of web-based trainings.
- ✓ Conducted a Citywide training covering the topics of Workplace Diversity & Unconscious Bias Training with an 84% participation rate, representing over 800 employees.



**CITY OF CORAL GABLES, FLORIDA**  
**2021-2022 BUDGET**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Implemented a compliance training plan that requires employees to complete assigned trainings on a bi-annual basis. These trainings cover delicate employment topics such as harassment and violence prevention.
- ✓ Maintained the My Learning portal (user management and catalog management).
- ✓ Conducted electronic Open-Enrollment sessions via Zoom platform, for medical, dental, vision and legal plans.
- ✓ Partnering with the City's medical provider Cigna, implemented new wellness incentives which established prize thresholds for employees who participate in wellness events and who maintain a healthy lifestyle.
- ✓ To encourage fitness citywide, provided employees with free access to the Walkingspree app.
- ✓ Held citywide health challenges.
- ✓ To reduce stress, the City purchased annual membership for all employees to the Calm App.
- ✓ Held virtual sessions for employees regarding different topics, including but not limited: EAP and Stress in relation to COVID-19, topics concerning children and current virtual learning era issues, etc.
- ✓ Coordinated and provided employees with financial webinars.
- ✓ Weight Watchers Program was reintroduced in early 2021 for all full-time employees enrolled in Cigna Health. The program allows employees to participate online as well as attend weekly onsite sessions (once cleared to do so).
- ✓ Flu shot clinics offered at three separate locations citywide at no cost to the employee.
- ✓ Held onsite mammography event to educate and encouraging participants to have annual mammograms.
- ✓ Interactive monthly Health Newsletter created and published.
- ✓ Assisted Fire Department in coordinating the scheduling of employees interested in COVID-19 vaccines.
- ✓ In coordination with Labor Relations implemented and maintained COVID-19 illness and travel logs.
- ✓ Implemented new policies and forms related to new operational needs during COVID-19 crisis, such as: Work from Home and Return to Work Policies.

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

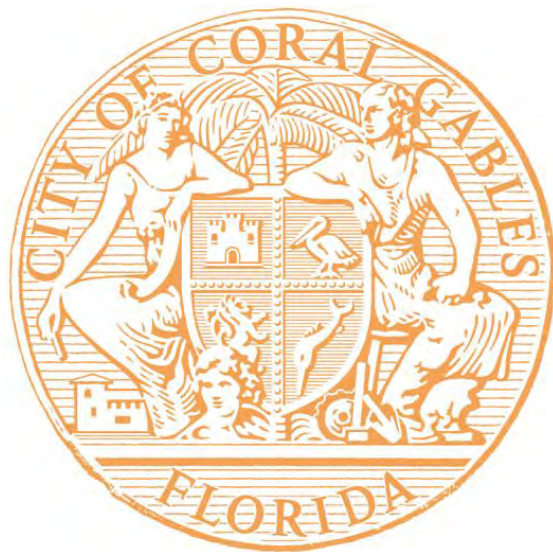
**HUMAN RESOURCES**

INDICATOR:	FY20			FY21		FY22
	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%	75%	◆	100%	100%	100%
Conduct customer service trainings	100%	0%	◆	100%	80%	100%
Review forms/process to update	100%	75%	◆	75%	80%	80%
Send reminder notices to directors/managers on an annual basis	100%	100%	●	100%	100%	100%
Conduct 2 health screenings per year	100%	0%	◆	100%	50%	100%
Provide wellness presentation/seminars on various health related topics (minimum of 6 per year)	100%	100%	●	100%	100%	100%

**Legend**

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





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**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
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	140,313
0501	Compensation & Benefits Manager	1.00	1.00	1.00	1.00	86,826
0514	Personnel Analyst - Public Safety	1.00	1.00	1.00	1.00	53,992
0508	Recruitment Manager	1.00	1.00	1.00	1.00	89,171
0407	Benefits Coordinator	1.00	1.00	1.00	1.00	51,229
0406	Compensation Coordinator	1.00	1.00	1.00	1.00	51,140
0510	Personnel Specialist I	2.00	2.00	2.00	2.00	87,603
0602	Administrative Assistant	1.00	1.00	1.00	1.00	58,985
8888	Overtime	-	-	-	-	800
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>795,358</b>
<b>PART TIME POSITIONS</b>						
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
0135	HR Clerical Assistant II - P/T	3	-	0.75	2.25	2.25
0515	Personnel Specialist - Public Safety - P/T	1	0.75	0.75	0.75	0.75
0089	Org Development & Training Specialist	-	0.75	0.75	-	0.00
0409	Wellness Coordinator - P/T	-	-	0.75	-	0.00
0063	Receptionist - P/T	-	0.75	1.50	-	-
<b>TOTAL PART TIME FTE's</b>		<b>4</b>	<b>2.25</b>	<b>4.50</b>	<b>3.00</b>	<b>3.00</b>
<b>TOTAL</b>			<b>12.25</b>	<b>14.50</b>	<b>13.00</b>	<b>13.00</b>
						<b>\$ 899,558</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 861,674	\$ 901,888	\$ 883,673	\$ 899,558
2000	Employee Benefits - See Other Cost Dist.	442,486	481,073	529,345	532,756
2610	Employee Awards	21,437	15,967	26,885	25,025
2800	Tuition Reimbursement	129,218	95,540	115,000	115,000
3130	Special Medical Services	75,420	33,084	59,919	59,919
3190	Other Professional Services	231,643	107,896	186,947	161,947
4020	Central Garage Motor Pool Rent	4,930	5,167	6,073	5,245
	Replacement: 2,005				
	Oper. & Maint: 3,240				
4090	Other Transportation Expense	11,712	10,395	10,396	10,395
4091	Cell Phone Allowance	1,000	2,000	2,400	2,400
4410	Rental of Machinery and Equipment	9,595	7,792	9,596	4,000
4420	General Services Cost - See Other Cost Dist.	35,476	36,253	36,474	36,385
4550	General Liability Insurance	40,984	45,303	42,734	42,538
4620	Repair and Maint. of Office Equipment	-	-	1,200	1,200

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

		EXPENDITURE DETAIL			
		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
4710	Special Printed Forms	2,633	-	2,500	2,500
4810	Promotional Expense	1,080	-	6,500	6,500
4820	Advertising Expense	4,185	1,809	11,798	17,500
4991	Miscellaneous Expense - Wellness Pgm	52,832	7,379	216,283	-
5100	Office Supplies	15,122	9,346	10,500	7,840
5214	Uniform Allowance	118	127	2,660	5,320
5400	Membership Dues and Subscriptions	194	1,153	1,760	1,760
5410	Employee Training	25,955	20,511	73,367	73,367
7195	Contingency for Budget Reduction	-	-	50,000	50,000
9010	<b>1</b> Intradepartmental Credits	-	(61,998)	(61,264)	(57,506)
<b>TOTAL</b>		<b>\$ 1,967,694</b>	<b>\$ 1,720,685</b>	<b>\$ 2,224,746</b>	<b>\$ 2,003,649</b>

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



## Action Plan Worksheet 2022

**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.

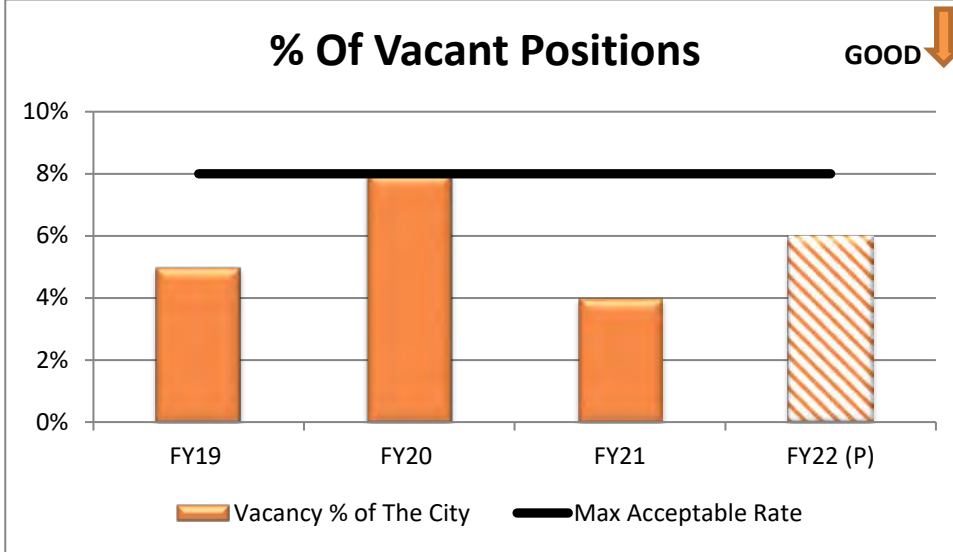




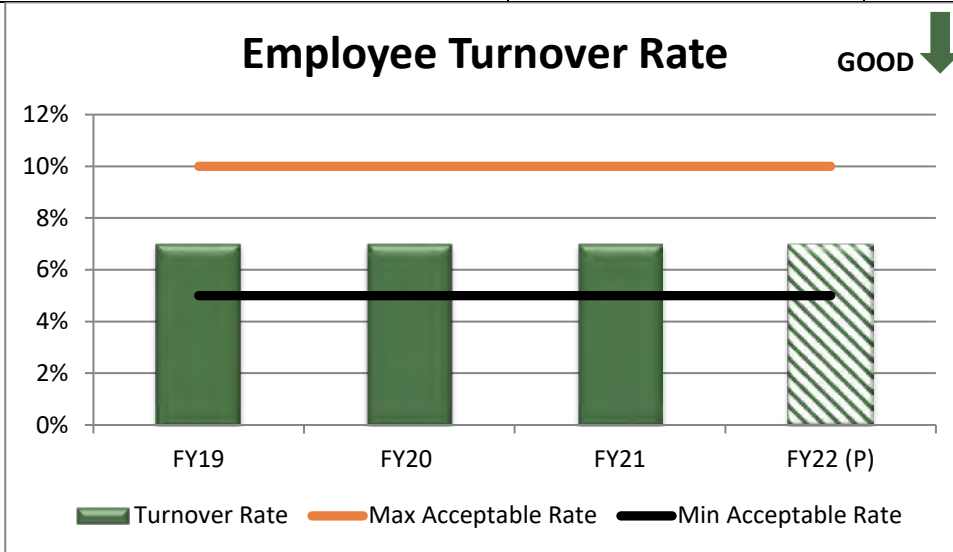
## Action Plan Worksheet 2022

### 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

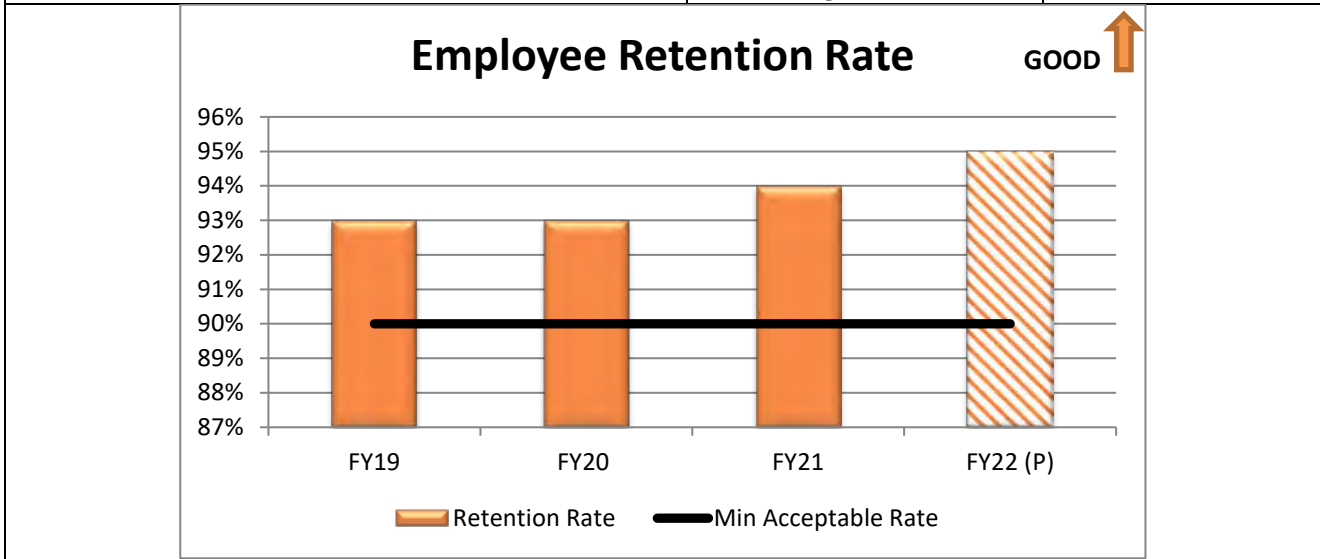




## Action Plan Worksheet 2022

### 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 2022

**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.
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.	04/30/21	Analysis of findings
Review the survey results and identify the departments with deficiencies. Deploy a short survey focused on areas identified needing improvement. Based on results develop plans of action and tailored trainings to improve any identified areas for improvement.	03/31/22	Employee engagement plan
Monitor progress of plan	09/30/23	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.

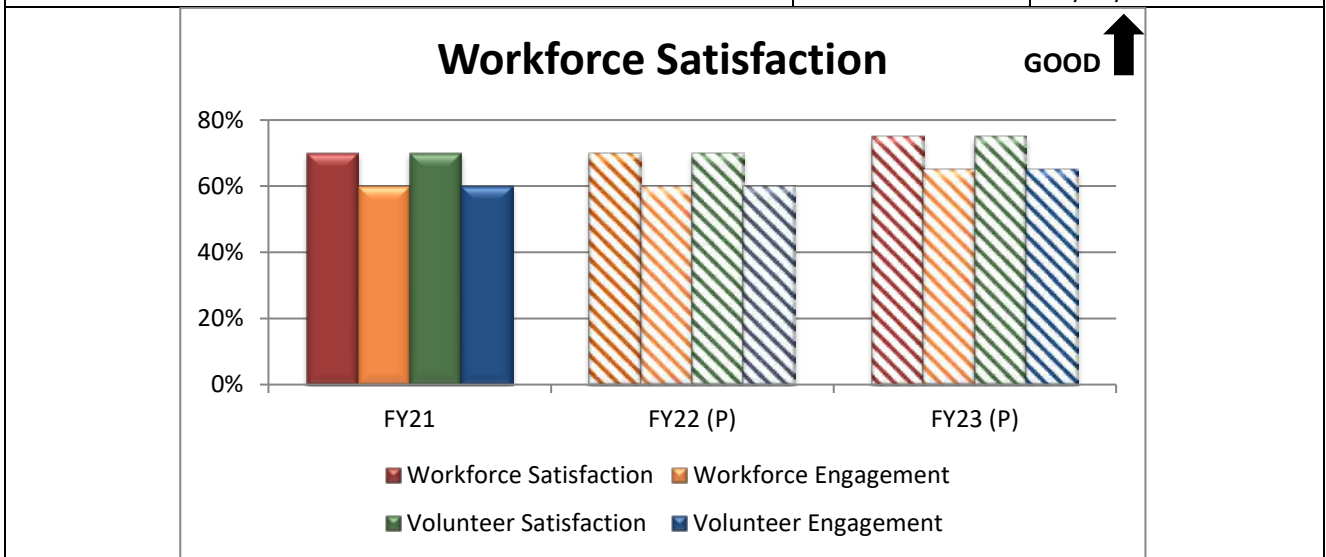




## Action Plan Worksheet 2022

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

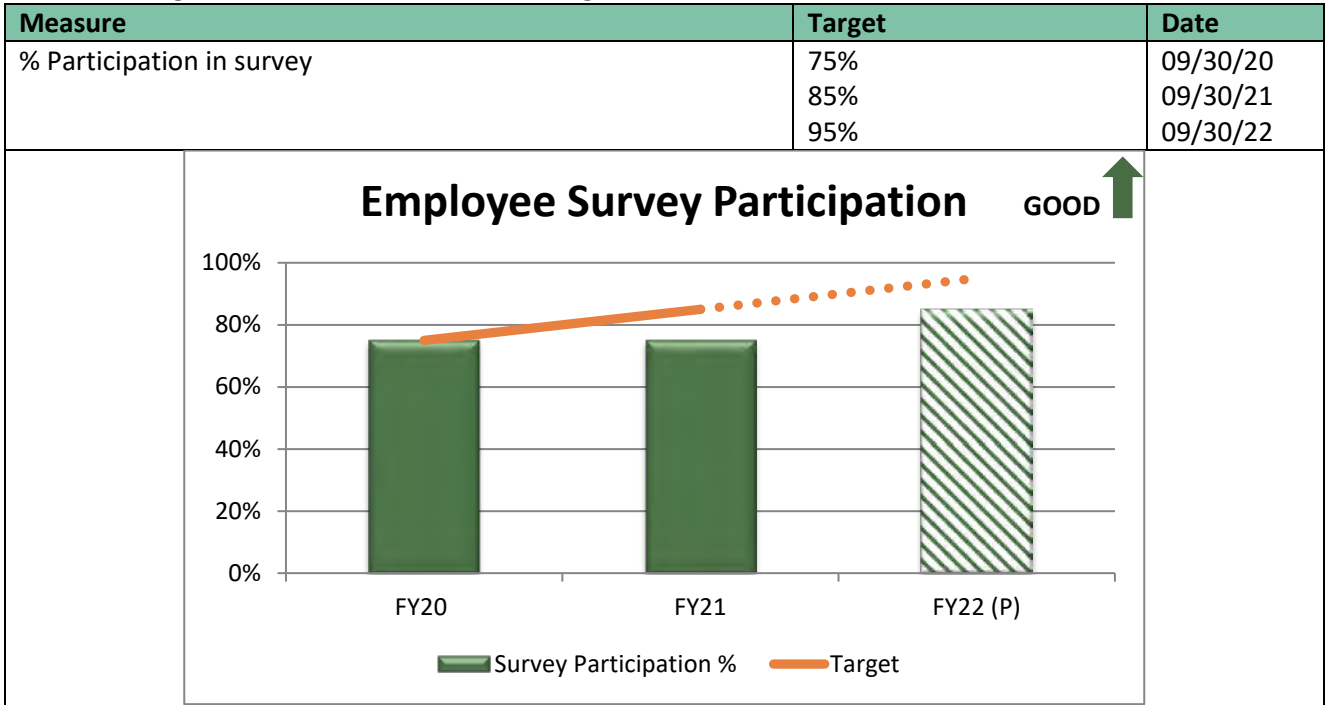
Measure	Target	Date
Workforce satisfaction regarding teamwork, work-life balance, work environment, and immediate supervisor	70%	09/30/21
	70%	09/30/22
	75%	09/30/23
Workforce engagement	60%	09/30/21
	60%	09/30/22
	65%	09/30/23
Volunteer Satisfaction	70%	09/30/21
	70%	09/30/22
	75%	09/30/23
Volunteer Engagement	60%	09/30/21
	60%	09/30/22
	65%	09/30/23





## Action Plan Worksheet 2022

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



**Frequency & venue of review:**

- Bi-annual meeting with Directors
- Annual 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 2022

**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.	09/30/20	Employee attendance/training completion
Design and implement short satisfaction surveys to capture employee training satisfaction.	01/31/21	Transaction evaluation scores
Identify training opportunities and goals for staff with each department head.	06/30/21	Matrix of trainings per department and job role specific
Create matrix to document key areas indicated in the survey that require improvement as it relates to delivery of training workshops	01/30/22	Matrix
Analyze matrix data and address deficiencies in training delivery and satisfaction with the Training Specialist	09/30/23	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
Consider internal qualified staff when leadership and management positions become available.	Ongoing	Talent management plan

**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)

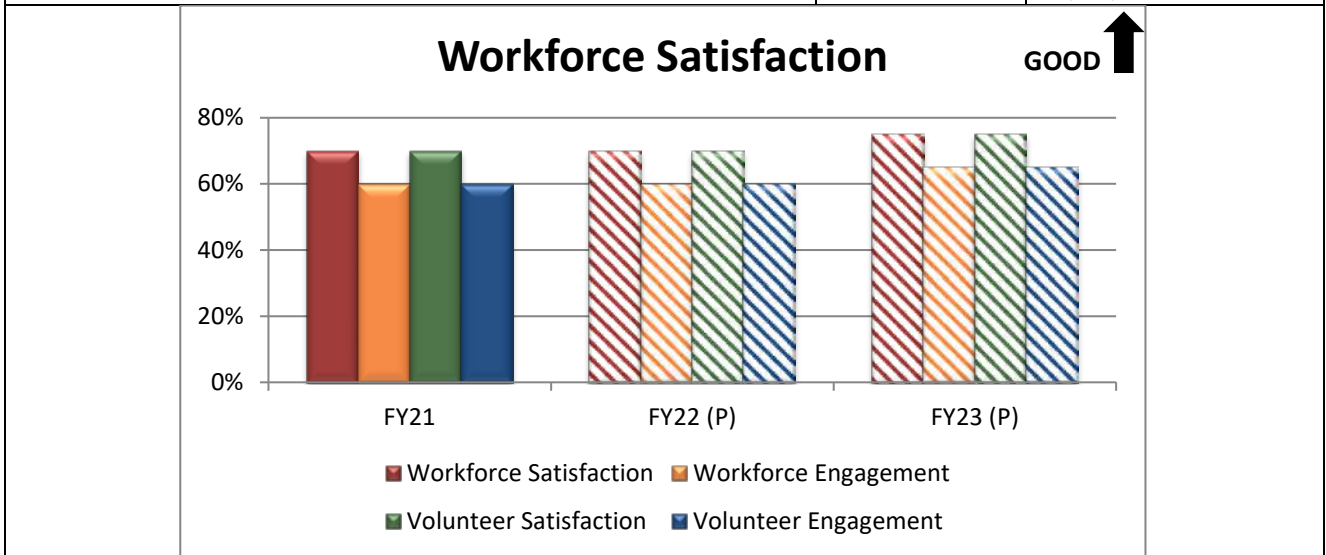




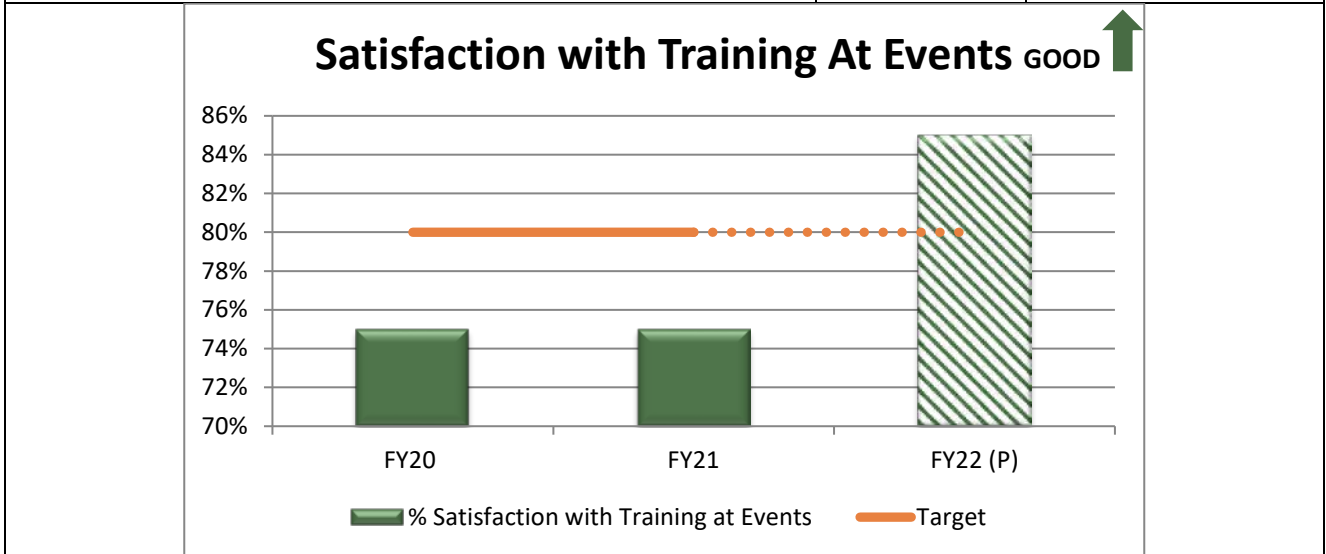
## Action Plan Worksheet 2022

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

Measure	Target	Date
% of workforce satisfaction with training and development opportunities	60%	09/30/21
	60%	09/30/22
	65%	09/30/23



% of satisfaction with training at events	80%	09/30/21
	80%	09/30/22
	80%	09/30/23





## Action Plan Worksheet 2022

### Frequency & venue of review:

- Annual review with City Manager
- Quarterly 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 2022

**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.	09/30/21	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 FY22/23
- IT support with integration of any future software utilized to track employee wellness activities, etc.

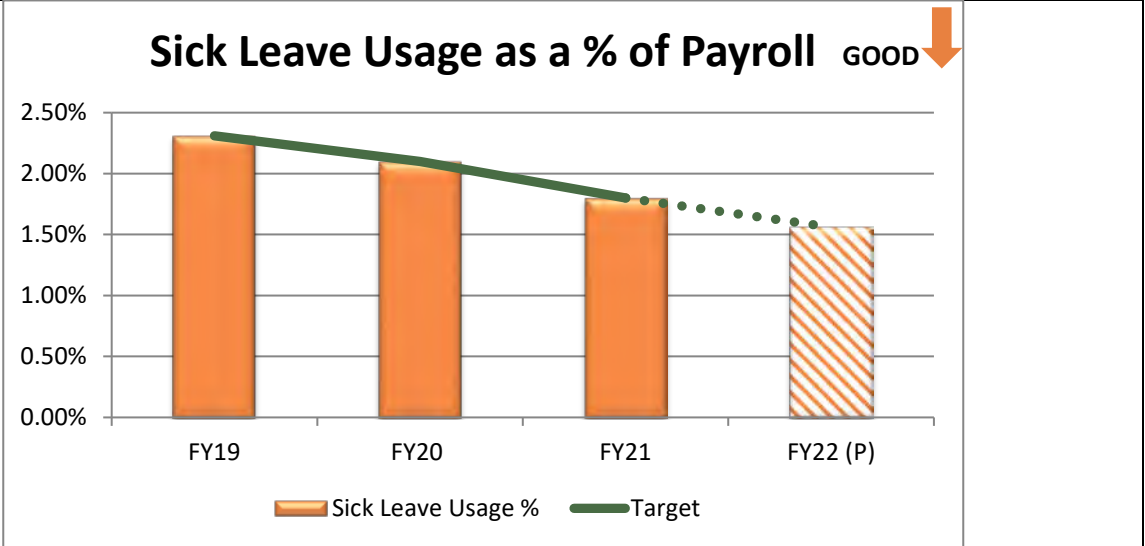




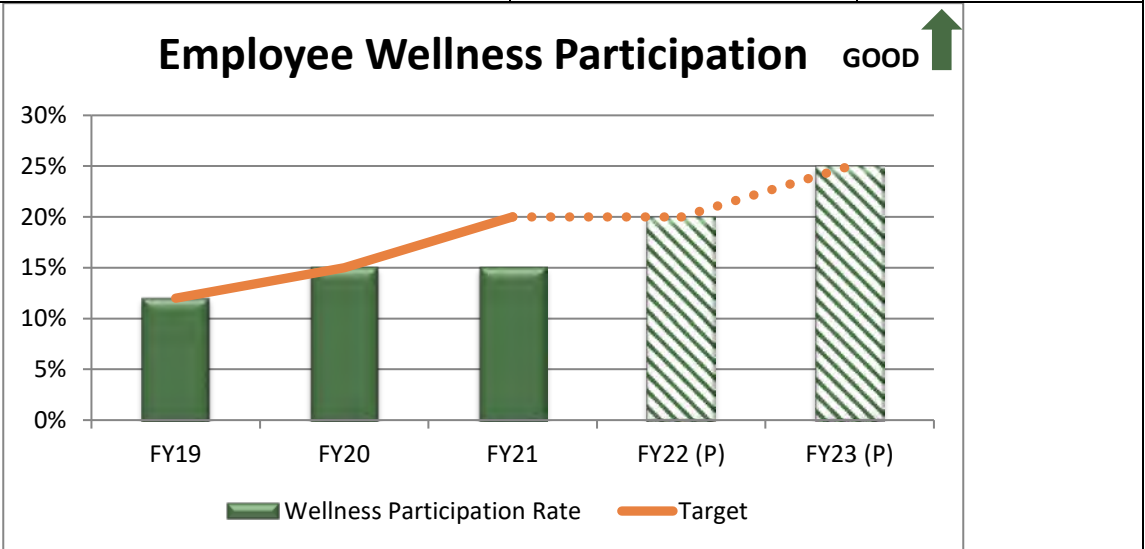
## Action Plan Worksheet 2022

### 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



Measure	Target	Date
% participants in wellness programs	12%	09/30/19
	15%	09/30/20
	15%	09/30/21
	20%	09/30/22
	25%	09/30/23





## Action Plan Worksheet 2022

### 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

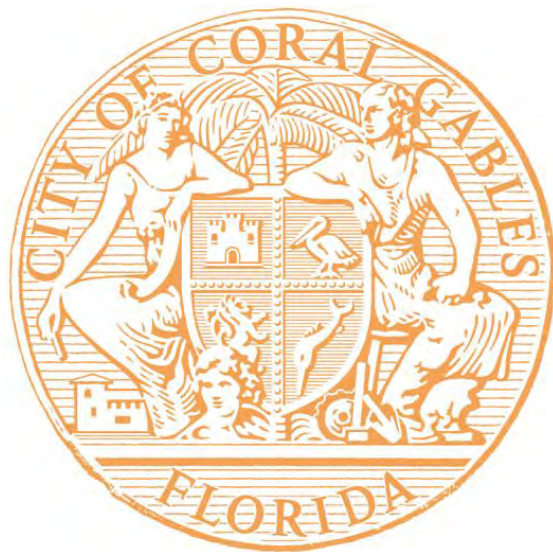
### What are the financial impacts (costs / benefits and return on investment)?

#### 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



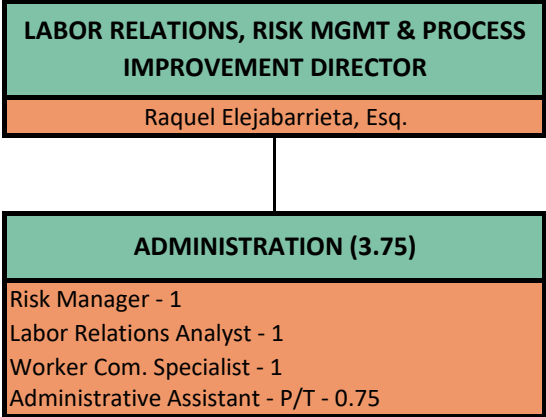
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**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**

**LABOR RELATIONS & RISK MANAGEMENT**

**ORGANIZATION CHART**



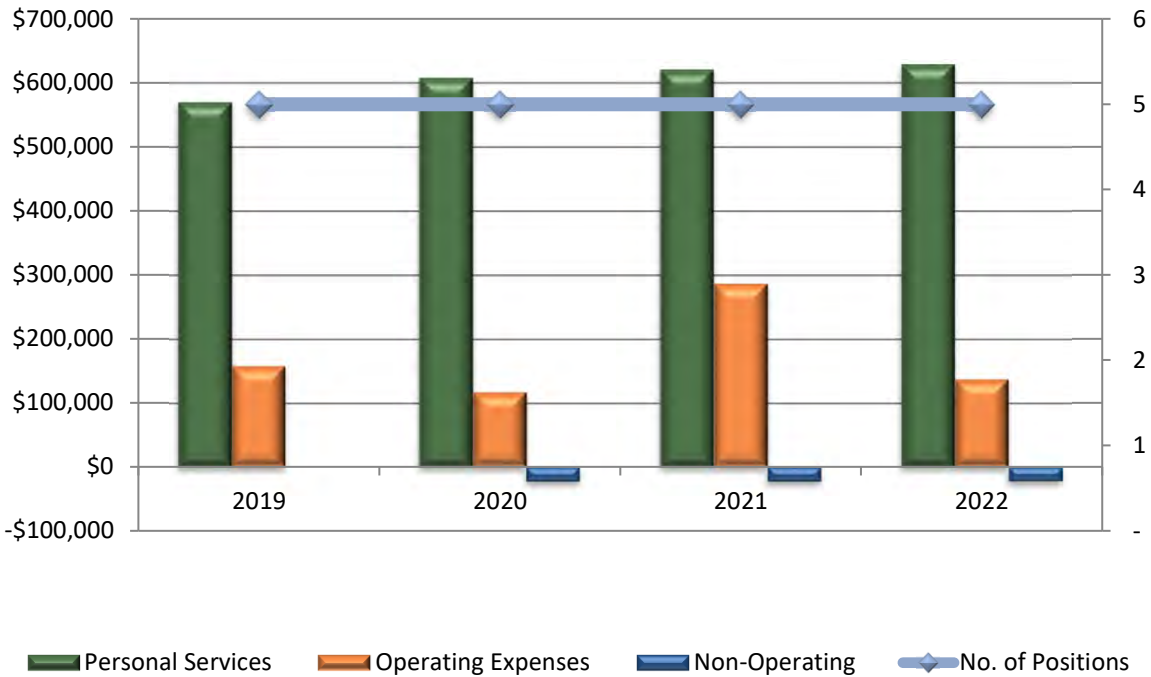
**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

	<u>2018-2019 ACTUAL</u>	<u>2019-2020 ACTUAL</u>	<u>2020-2021 BUDGET</u>	<u>2021-2022 ESTIMATE</u>
Salaries & Benefits	570,236	608,093	620,848	629,645
Operating Expenses	157,912	117,438	287,072	137,539
Non-Operating	-	(22,047)	(22,034)	(21,404)
<b>Total</b>	<b>728,148</b>	<b>703,484</b>	<b>885,886</b>	<b>745,780</b>
Full Time Headcount	4.00	4.00	4.00	4.00
Part Time FTE's	0.75	0.75	0.75	0.75
<b>Total Headcount &amp; FTE's</b>	<b>4.75</b>	<b>4.75</b>	<b>4.75</b>	<b>4.75</b>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Labor Relations & Risk Management

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## 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**  
**2021-2022 BUDGET**

**LABOR RELATIONS & RISK MANAGEMENT**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS**

- ✓ 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.
- ✓ Continued the 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.
- ✓ Updated the value of the City's buildings via re-indexing and physical appraisals.
- ✓ Continued conducting on-site risk assessments.
- ✓ Successfully negotiated a successor collective bargaining agreement with the Teamsters, Local 1201, that represents the City's general employees.
- ✓ Successfully negotiated a successor collective bargaining agreement with the Fraternal Order of Police, Lodge Number 7, that represents the City's police officers
- ✓ Ensured the City and employees complied with the CDC guidelines relating to COVID-19.
- ✓ Implemented GUIDE (Gables Unique Identification During Emergencies) a voluntary databased where residents provide information about themselves or a resident that they are registering that can be crucial to GUIDE the City's first responders to interact with that individual more effectively.
- ✓ Initiated the Clear Masks Are a Win for Communication campaign, in which the City presented City businesses with clear face masks to facilitate communication.
- ✓ Obtained a reduction in the number of general and auto liability claims.
- ✓ Continued providing City employees with all safety trainings for their position in accordance with the City's Safety Training Matrix.

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

**LABOR RELATIONS & RISK MANAGEMENT**

INDICATOR:	FY20			FY21		FY22
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Reduce number of Workers' Compensation claims	90	84*	●	90	48	88
Reduce number of General & Auto Liability claims	80	82	▲	80	32	78
Annual Safety Training Classes offered	25	20	▲	25	12	30
Labor Management Meetings	15	17	●	15	10	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  
2021-2022 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					
		2018-2019	2019-2020	2020-2021	2021-2022		
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES	
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
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	54,676	
0402	Workers Comp. Specialist	1.00	1.00	1.00	1.00	69,063	
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>388,619</b>	
<b>PART TIME POSITIONS</b>							
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
6101	Administrative Assistant - P/T	1	0.75	0.75	0.75	0.75	32,366
<b>TOTAL PART TIME FTE's</b>		<b>1</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>32,366</b>
<b>TOTAL</b>			<b>4.75</b>	<b>4.75</b>	<b>4.75</b>	<b>4.75</b>	<b>\$ 420,985</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 393,480	\$ 417,908	\$ 418,977	\$ 420,985
2000	Employee Benefits - See Other Cost Dist.	176,756	190,185	201,871	208,660
3130	Special Medical Services	12,605	10,480	22,000	22,000
3190	Other Professional Services	43,270	44,328	35,500	35,500
3191	Other Professional Services - ADA	22,517	7,470	135,572	-
4020	Central Garage Motor Pool Rent	1,714	2,079	2,258	2,150
	Replacement: 2,012				
	Oper. & Maint: 138				
4090	Other Transportation Expense	7,488	6,497	6,498	6,497
4091	Cell Phone Allowance	1,000	1,200	1,200	1,200
4410	Rental of Machinery and Equipment	1,022	1,348	4,900	4,900
4420	General Services Cost - See Other Cost Dist.	17,248	17,626	17,733	17,690
4550	General Liability Insurance	20,029	19,303	20,264	19,907
4710	Special Printed Forms	409	-	1,500	1,500
5100	Office Supplies	2,092	1,424	3,000	3,000
5215	Small Tools & Minor Equipment	17,656	-	13,452	-
5400	Membership Dues and Subscriptions	559	1,747	1,695	1,695
5410	Employee Training	10,303	3,936	5,000	5,000
7195	Contingency for Budget Reduction	-	-	16,500	16,500
9010 1	Intradepartmental Credits	-	(22,047)	(22,034)	(21,404)
<b>TOTAL</b>		<b>\$ 728,148</b>	<b>\$ 703,484</b>	<b>\$ 885,886</b>	<b>\$ 745,780</b>

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





## Action Plan Worksheet 2022

**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?)**

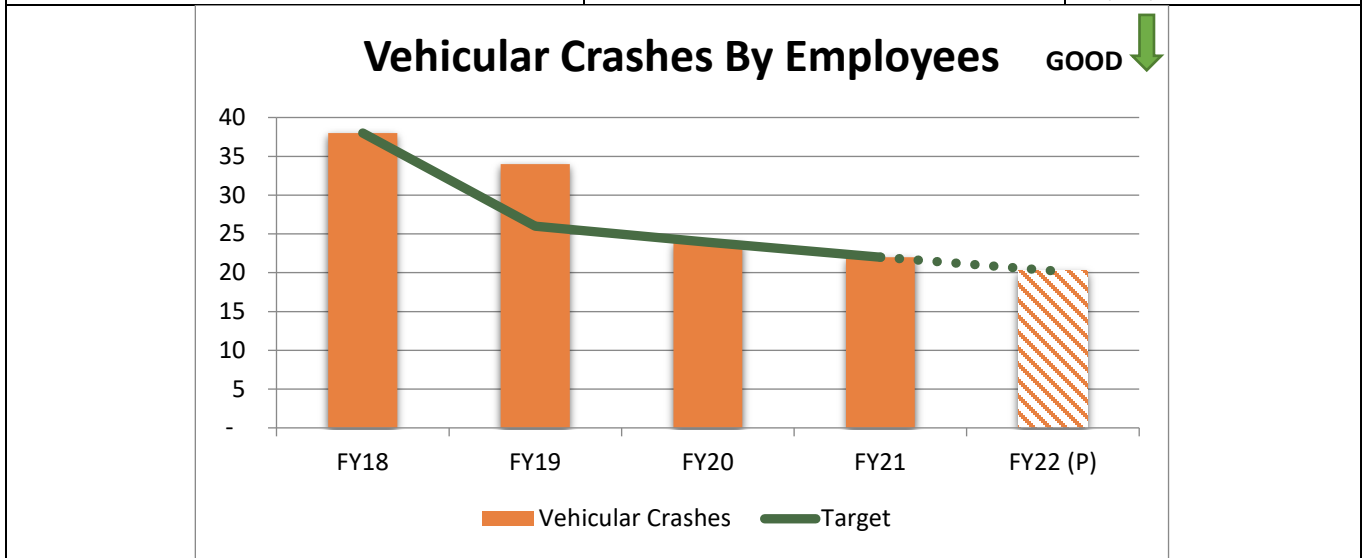
- 160 hours of staff resources
- 400 hours of employee training time
- 40 hours from IT staff



## Action Plan Worksheet 2022

### 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 the 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 2022

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

**Action Plan Name:** 2.4-1 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 2023
  - Objective 2.4.a – Reduce Days Away / Restricted Time (DART) rate to .12% by 2023

**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	06/01/22	PR Campaign
Roll out training program	10/01/22	Training Certificates
Conduct physical assessment of City facilities and operations to determine high risk	10/01/22	Physical assessment reports

**Resource requirements (what do we need to succeed?)**

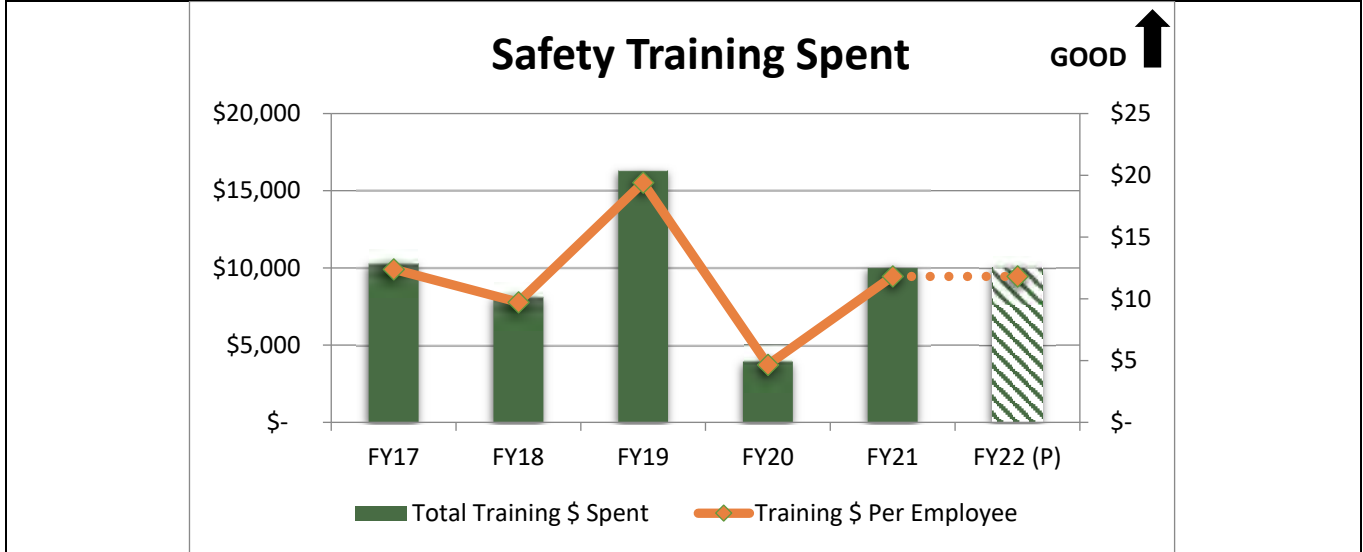
- \$10,000 of funding for training in FY23
- 160 hours of staff resources
- 400-600 hours of employee hours to attend training courses
- 40-60 hour of IT hours to create dashboards and automate some of the training and record keeping of training records



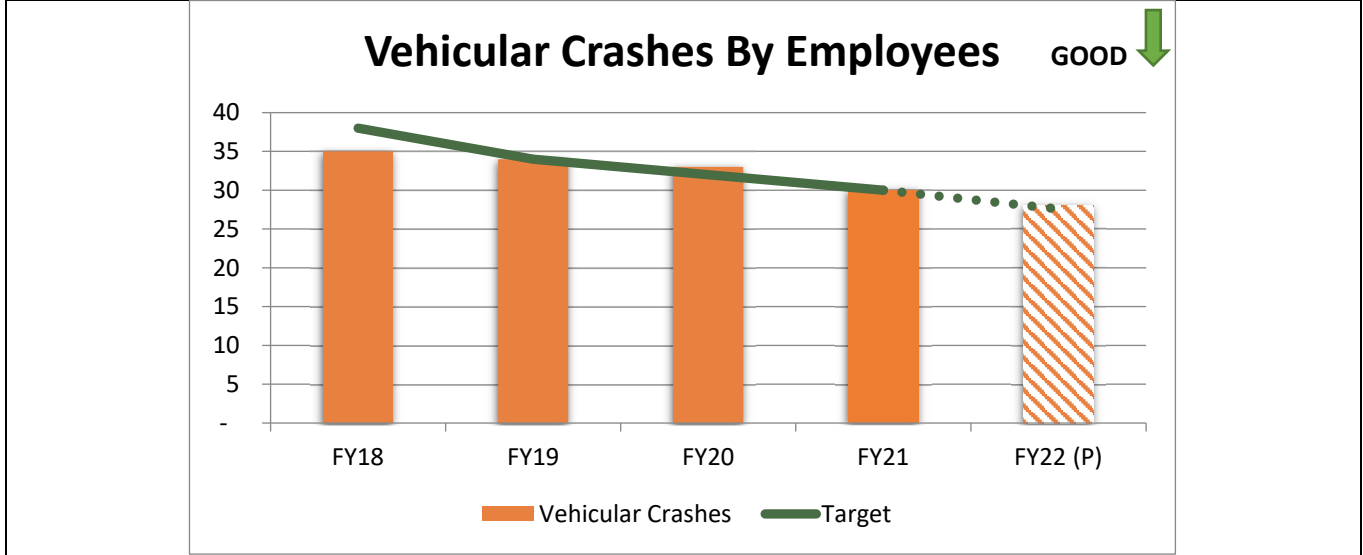
## Action Plan Worksheet 2022

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

Measure	Target	Date
Training dollars spent per employee	\$28	09/30/20
	\$12	09/30/21
	\$12	09/30/22



Number of accidents/Vehicle crashes	32	09/30/20
	30	09/30/21
	28	09/30/22







## Action Plan Worksheet 2022

### 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>~\$1,700</td> <td>~22.0%</td> </tr> <tr> <td>FY18</td> <td>~\$2,100</td> <td>~23.0%</td> </tr> <tr> <td>FY19</td> <td>~\$2,000</td> <td>~25.0%</td> </tr> <tr> <td>FY20</td> <td>~\$1,600</td> <td>~28.0%</td> </tr> <tr> <td>FY21</td> <td>~\$1,700</td> <td>~22.0%</td> </tr> <tr> <td>FY22 (P)</td> <td>~\$1,600</td> <td>~22.0%</td> </tr> </tbody> </table> </div> <div style="flex: 0 0 100px; text-align: right;"> <p><b>GOOD</b> ↓</p> </div> </div>			Fiscal Year	Cost Per Each Full-Time Employee	% of Claims Resulting in Lost Time	FY17	~\$1,700	~22.0%	FY18	~\$2,100	~23.0%	FY19	~\$2,000	~25.0%	FY20	~\$1,600	~28.0%	FY21	~\$1,700	~22.0%	FY22 (P)	~\$1,600	~22.0%
Fiscal Year	Cost Per Each Full-Time Employee	% of Claims Resulting in Lost Time																					
FY17	~\$1,700	~22.0%																					
FY18	~\$2,100	~23.0%																					
FY19	~\$2,000	~25.0%																					
FY20	~\$1,600	~28.0%																					
FY21	~\$1,700	~22.0%																					
FY22 (P)	~\$1,600	~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>~0.108%</td> <td>0.130%</td> </tr> <tr> <td>FY21</td> <td>~0.125%</td> <td>0.130%</td> </tr> <tr> <td>FY22 (P)</td> <td>~0.120%</td> <td>0.130%</td> </tr> </tbody> </table> </div> <div style="flex: 0 0 100px; text-align: right;"> <p><b>GOOD</b> ↓</p> </div> </div>			Fiscal Year	DART %	Target	FY18	~0.130%	0.130%	FY19	~0.130%	0.130%	FY20	~0.108%	0.130%	FY21	~0.125%	0.130%	FY22 (P)	~0.120%	0.130%			
Fiscal Year	DART %	Target																					
FY18	~0.130%	0.130%																					
FY19	~0.130%	0.130%																					
FY20	~0.108%	0.130%																					
FY21	~0.125%	0.130%																					
FY22 (P)	~0.120%	0.130%																					

**Frequency & venue of review:**

- Internal monthly review of accidents.
- Quarterly with CM



## Action Plan Worksheet 2022

### 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 2022

**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	09/30/21	Training Certificates
Implement new processes	09/30/21	Training Certificates

**Resource requirements (what do we need to succeed?)**

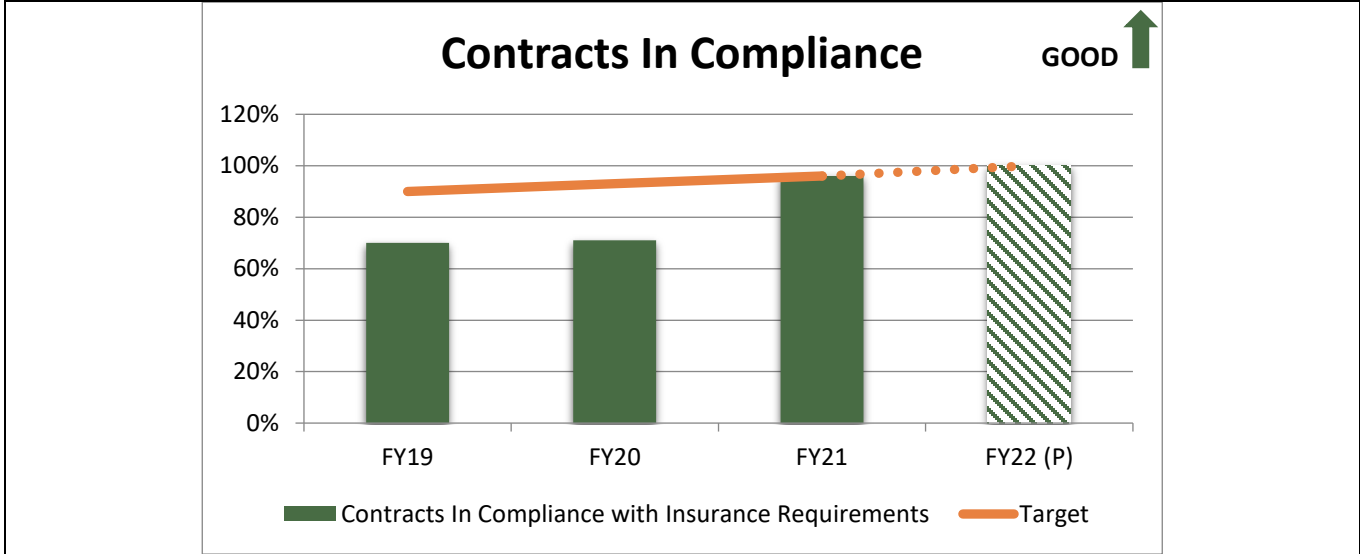
- 160-260 hours of staff resources
- 100 hours of employee hours to attend training



## Action Plan Worksheet 2022

### 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:

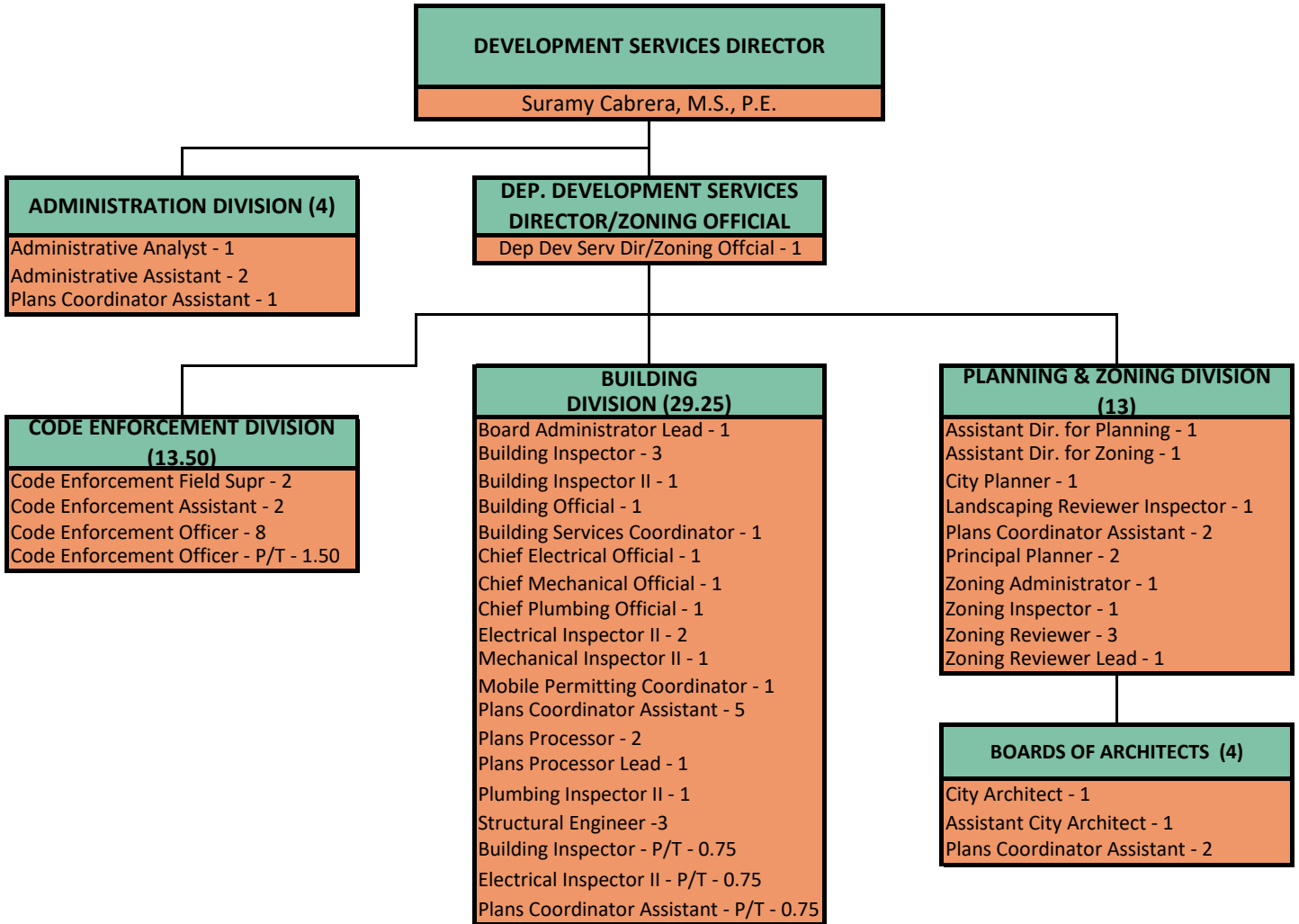
- None



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**

**DEVELOPMENT SERVICES**

**ORGANIZATION CHART**



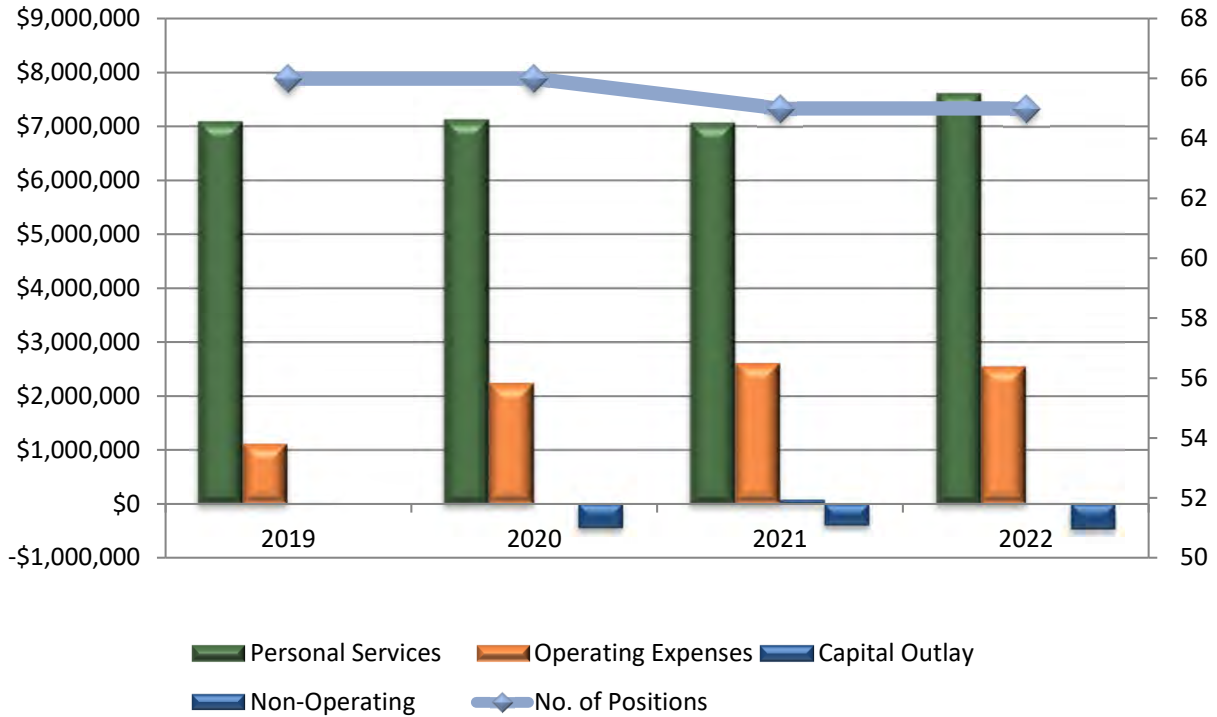
**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



**DEVELOPMENT SERVICES DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<b>2018-2019 ACTUAL</b>	<b>2019-2020 ACTUAL</b>	<b>2020-2021 BUDGET</b>	<b>2021-2022 ESTIMATE</b>
<b>Salaries &amp; Benefits</b>	7,084,684	7,121,391	7,057,936	7,603,107
<b>Operating Expenses</b>	1,113,526	2,238,191	2,612,538	2,543,505
<b>Capital Outlay</b>	2,467	-	77,039	2,200
<b>Non-Operating</b>	-	(448,927)	(399,829)	(468,983)
<b>Total</b>	<b>8,200,677</b>	<b>8,910,655</b>	<b>9,347,684</b>	<b>9,679,829</b>
<b>Full Time Headcount</b>	62.00	62.00	60.00	60.00
<b>Part Time FTE's</b>	3.75	3.75	4.50	4.50
<b>Total Headcount &amp; FTE's</b>	<b>65.75</b>	<b>65.75</b>	<b>64.50</b>	<b>64.50</b>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Development Services

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## 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  
2021-2022 BUDGET**

**DEVELOPMENT SERVICES**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS**

- ✓ Implementing the Flagler Section Community Vision and North Ponce Community Vision planning initiatives with the Public Works Department.
- ✓ Finalization of EnerGov business processes which include reduction of permit types to ten from the current 200 and reduction of inspection types to 50 from the current 900.
- ✓ Commencement of renovations to 427 Biltmore Way, working towards the vision of our “One Stop Shop” building solution for the department.
- ✓ Adopted the updated comprehensive Zoning Code, which enhances user-friendliness and aligns with the City’s Comprehensive Plan goals and objectives.
- ✓ Development and implementation of an online GIS compatible Code Hub for our Zoning Ordinance, Gridics, a comprehensive zoning code and map platform.
- ✓ Advancement of the Design & Innovation District Overlay policies with their inclusion in the Comprehensive Plan and Zoning Code Update.
- ✓ Developed standardized inspection manuals for all department inspectors.
- ✓ To date, the Department has processed over 8,500 permits and are in route to matching last Fiscal Year’s number of 11,000.
- ✓ To date, the Department has completed over 25,000 inspections and are in route to exceeding last year’s estimate of 40,000.
- ✓ Developed and implemented new, simplified building permit fee structure significantly improving process efficiency.
- ✓ Finalized and closed over 6,000 open permits in archival records.
- ✓ Distributed new hardware to code officers and inspectors to streamline workflows and prepare for adoption of EnerGov, the new enterprise system for department operations.



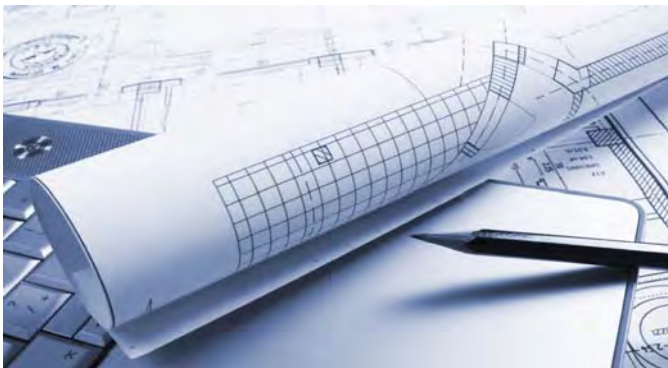
**CITY OF CORAL GABLES, FLORIDA  
PERFORMANCE INDICATOR METRICS**

**DEVELOPMENT SERVICES**

INDICATOR:	FY20			FY21		FY22
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
90 percent of Board of Architects cases approved within two meetings	90%	94%	●	90%	93%	90%
90 percent of Certificates of Use processed within five working days	90%	96%	●	90%	95%	90%
90 percent of inspections completed on requested date	90%	96%	●	90%	97%	90%
Average Service time is less than 5 minutes at Permit Counter	5:00 min.	6:32 min.	▲	5:00 min.	4:38 min.	5:00 min.
90 percent of Zoning Verification Letters processed within five working days	90%	100%	●	90%	100%	90%
Overall Customer Satisfaction in rating strongly agree	90%	92%	●	90%	N/A	90%
Number of code violations on public rights-of-way corrected	N/A	2,344	N/A	N/A	1,821	N/A
Number of permits issued	N/A	13,611	N/A	N/A	9,891	N/A

**Legend**

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





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**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019	2019-2020	2020-2021	2021-2022	
		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 Off.	1.00	1.00	1.00	1.00	\$ 174,344
1123	Deputy Development Services Director	1.00	1.00	1.00	1.00	144,888
0810	Administrative Analyst	1.00	1.00	1.00	1.00	55,701
0602	Administrative Assistant	2.00	2.00	2.00	2.00	133,169
1109	Plans Coordinator Assistant	1.00	1.00	1.00	1.00	44,712
0060	Receptionist	1.00	-	-	-	-
	<b>TOTAL</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>\$ 552,814</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 453,558	\$ 431,759	\$ 520,060	\$ 552,814
2000	Employee Benefits - See Other Cost Dist.	231,204	166,226	185,899	237,269
3190	Other Professional Services	204,200	212,014	90,000	150,000
4090	Other Transportation Expense	13,894	8,771	10,396	10,395
4091	Cell Phone Allowance	-	4,300	2,400	2,400
4410	Rental of Machinery and Equipment	2,739	3,506	4,000	4,000
4420	General Services Cost - See Other Cost Dist.	27,876	28,487	28,661	28,590
4550	General Liability Insurance	26,046	23,365	23,626	26,141
4710	Special Printed Forms	(2,606)	(1,428)	2,000	2,000
5100	Office Supplies	1,629	446	1,500	2,500
5400	Membership Dues and Subscriptions	374	250	500	500
5410	Employee Training	119	342	1,000	1,000
6451	Technology Fee/Equipment	-	-	2,000	2,000
7195	Contingency for Budget Reduction	-	-	100,000	40,000
9010	1 Intradepartmental Credits	-	(448,927)	(399,829)	(468,983)
	<b>TOTAL</b>	<b>\$ 959,033</b>	<b>\$ 429,111</b>	<b>\$ 572,213</b>	<b>\$ 590,626</b>

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

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
1125	Quality Control Manager	1.00	1.00	-	-	\$ -
1114	Structural Engineer	3.00	3.00	3.00	3.00	374,579
1109	Plans Coordinator Assistant	5.00	5.00	5.00	5.00	174,307
1151	Mobile Permitting Coordinator	1.00	1.00	1.00	1.00	80,741
1152	Board Administrator Lead	1.00	1.00	1.00	1.00	-
1108	Plans Processor	2.00	2.00	1.00	1.00	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	106,069
1140	Plumbing Inspector II	1.00	1.00	1.00	1.00	92,955
1105	Chief Mechanical Official	1.00	1.00	1.00	1.00	-
1103	Chief Electrical Official	1.00	1.00	1.00	1.00	103,482
1133	Electrical Inspector II	1.00	2.00	2.00	2.00	179,418
1134	Building Inspector II	1.00	1.00	1.00	1.00	80,071
1101	Building Inspector	3.00	3.00	3.00	3.00	260,622
1016	Deputy Building Official	1.00	1.00	1.00	1.00	122,103
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	70,502
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>26.00</b>	<b>27.00</b>	<b>25.00</b>	<b>25.00</b>	<b>1,923,614</b>
<b>PART TIME POSITIONS</b>						
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
1153	Electrical Inspector II - PT	1	0.75	0.75	0.75	70,001
1122	Building Inspector - P/T	1	0.75	0.75	0.75	60,228
1136	Plans Coordinator Assistant - P/T	1	0.75	0.75	0.75	27,455
1131	Plans Processor - P/T	1	-	-	0.75	47,184
<b>TOTAL PART TIME FTE's</b>		<b>4</b>	<b>2.25</b>	<b>2.25</b>	<b>3.00</b>	<b>204,868</b>
<b>TOTAL</b>		<b>28.25</b>	<b>29.25</b>	<b>28.00</b>	<b>28.00</b>	<b>\$ 2,128,482</b>

**EXPENDITURE DETAIL**

	2018-2019	2019-2020	2020-2021	2021-2022
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 2,090,935	\$ 1,977,704	\$ 2,035,633	\$ 2,128,482
2000 Employee Benefits - See Other Cost Dist.	1,251,208	1,305,494	1,103,114	1,235,344
3170 Mgmt & Staff Interdept'l Charge	-	1,163,204	1,008,684	1,174,789
3190 Other Professional Services	3,038	25,600	219,400	78,400
3191 Private Sector Support - Plans Review/Insp.	96,449	44,155	147,000	147,000
3192 Expedited Structural Review - Fee Based	5,433	-	-	-
4020 Central Garage Motor Pool Rent	44,888	49,728	56,666	50,864
Replacement:	30,782			
Oper. & Maint:	20,082			
4410 Rental of Machinery and Equipment	9,358	4,096	17,800	17,800
4420 General Services Cost - See Other Cost Dist.	62,717	64,091	64,483	64,324
4550 General Liability Insurance	113,308	111,560	89,791	100,650



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

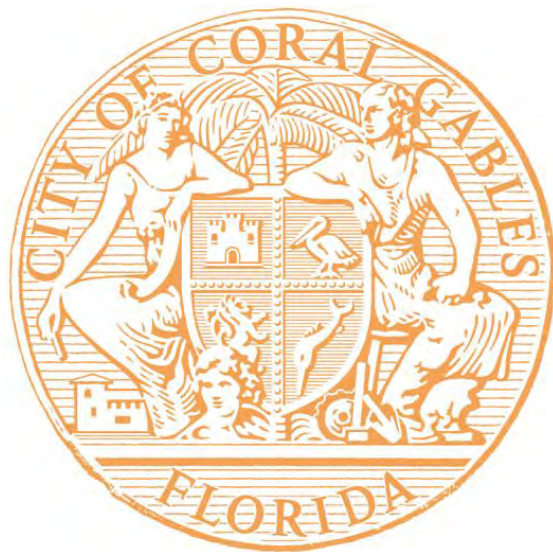
		<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
4620	Repair and Maint. of Office Equipment	-	-	1,000	1,000
4710	Special Printed Forms	5,479	2,127	7,000	7,000
5100	Office Supplies	11,040	6,919	12,997	12,997
5209	Protective Clothing	906	595	2,500	2,500
5214	Uniform Allowance	-	-	-	15,000
5400	Membership Dues and Subscriptions	1,802	394	3,310	3,810
5410	Employee Training	5,111	914	7,300	6,800
6430	Equipment Repair/Replacement	80	-	200	200
6440	Equipment Additions	2,387	-	74,839	-
7195	Contingency for Budget Reduction	-	-	100,000	100,000
<b>TOTAL</b>		<b>\$ 3,704,139</b>	<b>\$ 4,756,581</b>	<b>\$ 4,951,717</b>	<b>\$ 5,146,960</b>

**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	2.23%	\$ 700,646	\$	15,694
City Attorney	0500	% of Total Operating Budget	2.23%	2,906,262		65,100
City Manager - Admin	1010	% of Total Operating Budget	2.23%	1,951,415		43,712
City Manager - Public Affairs	1030	% of Total Operating Budget	2.23%	968,304		21,690
City Manager - Internal Audit	1050	% of Total Operating Budget	2.23%	101,360		2,270
Human Resources	1120	% of Authorized Headcount	2.79%	2,061,155		57,506
Labor Relations	1130	% of Authorized Headcount	2.79%	767,184		21,404
Development Services - Admin	1200	Bldg Div % of Development Serv. Budget	44.26%	1,059,609		468,983
Finance - Admin	3010	% of Total Operating Budget	2.23%	504,487		11,301
Finance - Collections	3020	% of Total Operating Revenue	3.96%	896,024		35,483
Finance - Reporting & Operations	3030	% of Total Operating Budget	2.23%	1,294,671		29,001
Finance - Management & Budget	3050	% of Total Operating Budget	2.23%	748,288		16,762
Information Technology	3200	% of Total Operating Budget	2.23%	6,794,457		234,076
Non-Departmental	7000	% of Authorized Headcount	2.79%	5,470,877		151,807
				<b>\$ 27,458,868</b>	<b>\$</b>	<b>1,174,789</b>

**FACTORS**

Total Authorized Headcount	1,004.99
Building Division Headcount	28.00
Total Operating Budget (net of allocations)	\$ 177,747,587
Total Development Services Budget	\$ 8,974,023
Building Division Budget (pre-allocation)	\$ 3,972,171
Total Operating Revenue	\$ 152,718,068
Building Division Revenue	\$ 6,045,000
Building Division Non-Personnel Budget	\$ 493,157



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**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				SALARIES
		2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
1202	Asst Director for Planning	1.00	1.00	1.00	1.00	\$ 138,691
1210	Ass't Director for Zoning	-	-	1.00	1.00	131,414
1203	City Planner	1.00	1.00	1.00	1.00	86,208
1209	Principal Planner	2.00	2.00	2.00	2.00	151,225
8929	City Architect	1.00	1.00	1.00	1.00	102,041
1120	Zoning Administrator	1.00	1.00	1.00	1.00	122,123
1049	Assistant City Architect	1.00	1.00	1.00	1.00	-
3020	Landscaping Reviewer Inspector	1.00	1.00	-	-	-
1141	Zoning Reviewer Lead	1.00	1.00	1.00	1.00	91,690
1117	Zoning Reviewer	3.00	3.00	3.00	3.00	201,956
1138	Zoning Inspector	1.00	1.00	1.00	1.00	56,444
1109	Plans Coordinator Assistant	4.00	4.00	4.00	4.00	217,703
<b>TOTAL</b>		<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>\$ 1,299,495</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,090,048	\$ 1,251,049	\$ 1,186,182	\$ 1,299,495
1120	Stipend for Board Members	11,070	5,520	15,000	15,000
2000	Employee Benefits - See Other Cost Dist.	728,077	803,781	781,763	839,225
3190	Other Professional Services	107,900	154,792	181,370	70,800
3193	Other Professional Services - Reimbursable	20,609	-	-	-
4020	Central Garage Motor Pool Rent	9,950	11,987	13,062	12,392
	Replacement: 11,319				
	Oper. & Maint: 1,073				
4090	Other Transportation Expense	7,047	5,522	3,899	3,898
4091	Cell Phone Allowance	800	500	1,200	-
4410	Rental of Machinery and Equipment	9,367	7,631	13,650	13,650
4420	General Services Cost - See Other Cost Dist.	88,359	90,295	90,846	90,623
4550	General Liability Insurance	63,653	62,299	58,897	61,449
4710	Special Printed Forms	2,535	3,396	9,275	9,275
4820	Advertising Expense	2,825	2,958	8,000	7,000
4910	Court Costs & Investigative Expense	39	-	-	-
4990	Other Miscellaneous Expense	90	656	2,000	3,000
5100	Office Supplies	6,659	4,759	9,000	9,000
5209	Protective Clothing	125	-	200	200
5400	Membership Dues and Subscriptions	3,068	3,536	5,104	5,104
5410	Employee Training	6,677	718	7,245	7,245
<b>TOTAL</b>		<b>\$ 2,158,898</b>	<b>\$ 2,409,399</b>	<b>\$ 2,386,693</b>	<b>\$ 2,447,356</b>



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
1126	Code Enforcement Field Supr	2.00	2.00	2.00	2.00	\$ 163,296
1135	Code Enforcement Assistant	2.00	2.00	2.00	2.00	92,251
1102	Code Enforcement Officer	8.00	8.00	8.00	8.00	482,752
8888	Overtime	-	-	-	-	7,500
9999	Holiday Worked Pay	-	-	-	-	3,500
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>749,299</b>
<b>PART TIME POSITIONS</b>						
	<u>TITLE</u>	<u>HC</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	-
<b>TOTAL PART TIME FTE's</b>		<b>2</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>-</b>
<b>TOTAL</b>		<b>13.50</b>	<b>13.50</b>	<b>13.50</b>	<b>13.50</b>	<b>\$ 749,299</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 736,692	\$ 690,311	\$ 746,312	\$ 749,299
2000	Employee Benefits - See Other Cost Dist.	502,962	495,067	498,973	561,179
3190	Other Professional Services	5,011	2,568	15,251	15,251
3191	Lawn & Tree Service	9,045	10,640	28,000	28,000
3192	Red Light Camera Hearing Expenses	3,062	555	5,500	4,500
4020	Central Garage Motor Pool Rent	39,250	42,894	49,243	43,795
	Replacement:	24,177			
	Oper. & Maint:	19,618			
4410	Rental of Machinery and Equipment	4,052	3,312	5,605	5,605
4420	General Services Cost - See Other Cost Dist.	24,693	25,234	25,388	25,326
4550	General Liability Insurance	40,085	36,027	36,289	35,432
4910	Court Costs & Investigative Expense	757	2,008	3,000	3,000
5100	Office Supplies	4,229	2,718	6,000	6,000
5209	Protective Clothing	904	758	1,200	1,200
5214	Uniform Allowance	3,516	2,188	6,200	6,200
5400	Membership Dues and Subscriptions	860	450	1,500	1,500
5410	Employee Training	3,489	834	8,600	8,600
<b>TOTAL</b>		<b>\$ 1,378,607</b>	<b>\$ 1,315,564</b>	<b>\$ 1,437,061</b>	<b>\$ 1,494,887</b>



## Action Plan Worksheet 2022

**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?)**

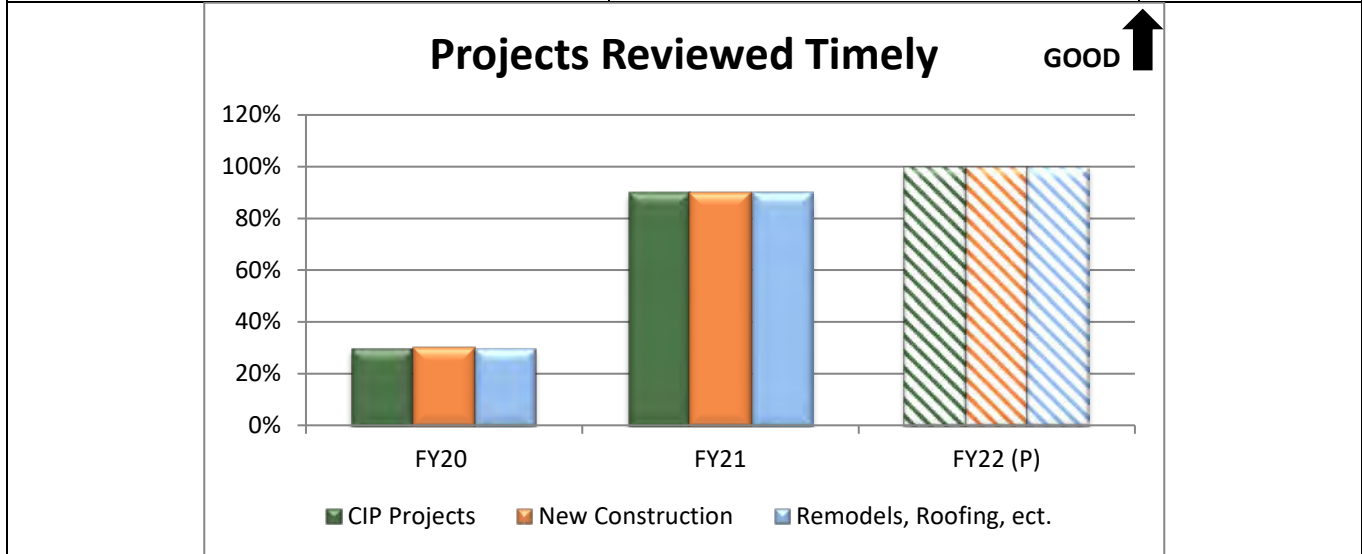
- 120 hours per staff member for three staff members to go through all permits in old systems and close permits per chiefs or leave expired to be migrated.
- Three months for each of:
  - three development services staff members to validate data,
  - two IT staffers and one director
- 24 hours per supervisor 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 2022

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

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



#### Frequency & venue of review:

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

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

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



## Action Plan Worksheet 2022

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

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

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

#### Positive:

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

#### Negative:

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





## Action Plan Worksheet 2022

**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	02/21/21	Permit Issuance
Staff Relocation -Logistics	02/21/21	Staff Relocated
Begin construction for Mobilization	08/16/21	Notice to proceed issued
Move staff into new building	09/01/22	C/O issued and staff in new building.

**Resource requirements (what do we need to succeed?)**

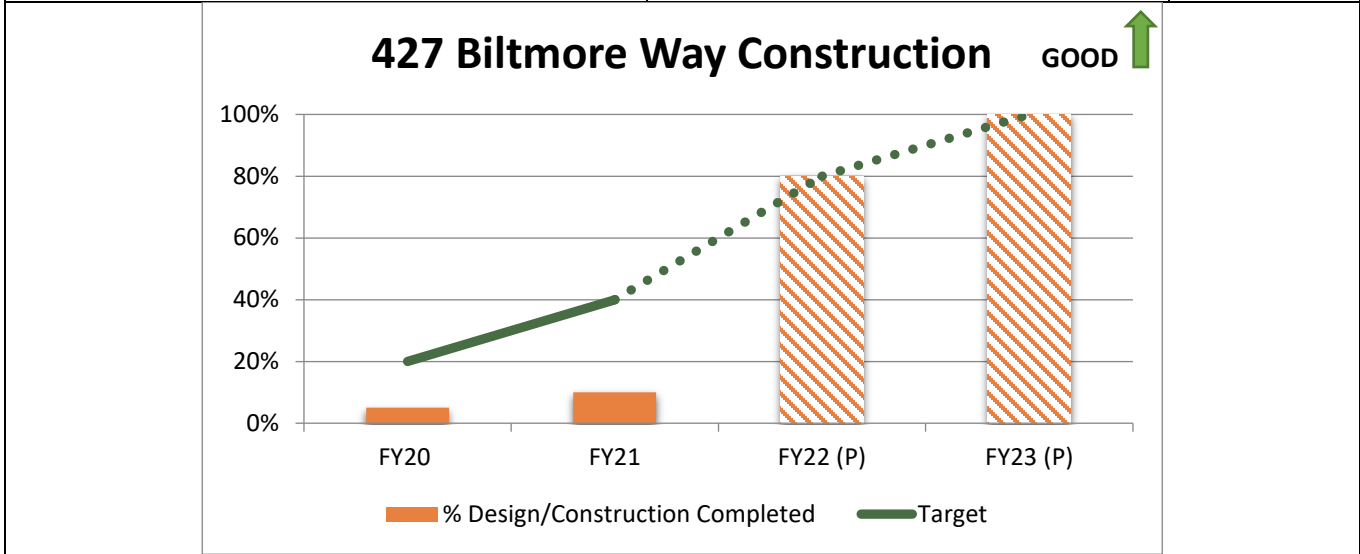
- Budget approval \$3.9 Million dollars for renovation of 427 Biltmore Way
- 4 hours/week/each for Director and Deputy Director for spatial planning coordination through completion of design development
- Consultant develops construction documents for spatial planning
- Two hours per week for project 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 2022

### 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
	100%	09/30/23



#### 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 – \$3.9 Million
- Temporary Facilities – 3,500 square feet x \$35 per square foot = \$122,500 per year



## Action Plan Worksheet 2022

**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 written processes and procedures based on best practices and City specific needs	03/01/21	Manual created
Develop training and “continuing education” for existing staff on new processes.	10/31/21	Training course developed
Enhance service and coordination with other City departments	10/31/21	Revised SOP’s
Train staff	10/31/21	All staff participated in training

**Resource requirements (what do we need to succeed?)**

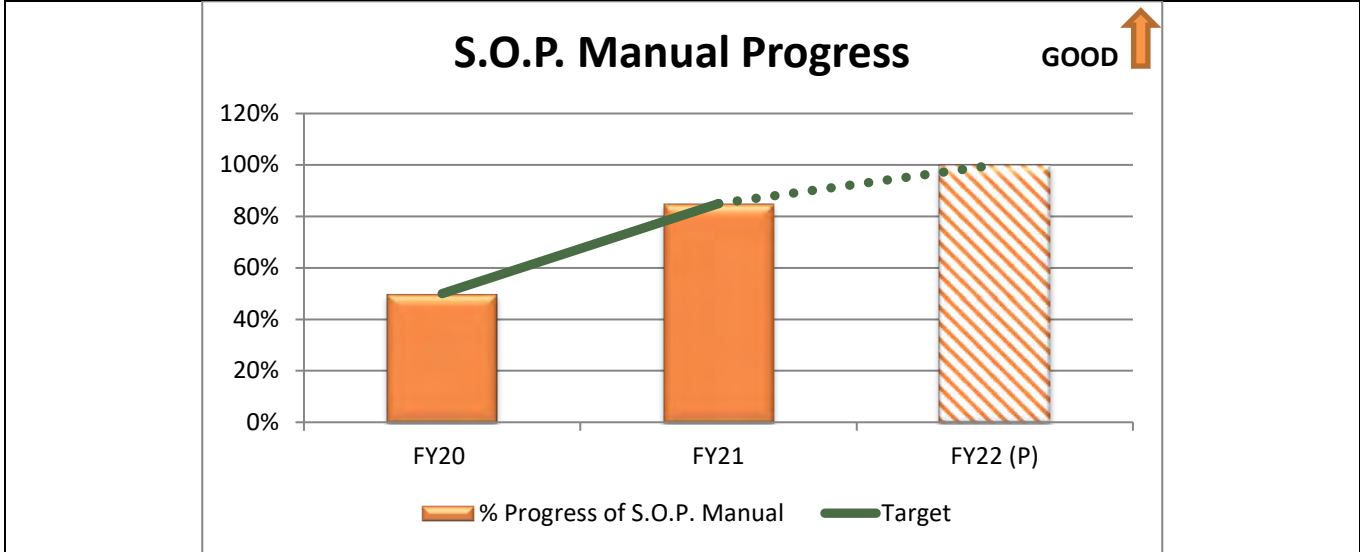
- \$125,000 for SOP and updates to City Zoning Code
- 40 hours for each “super users” to review current processes
- 40 hours for “super users” to identify efficiencies and deficiencies in current processes
- 10 days/year each for Director and Deputy Director to research best practices
- 80 hours for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



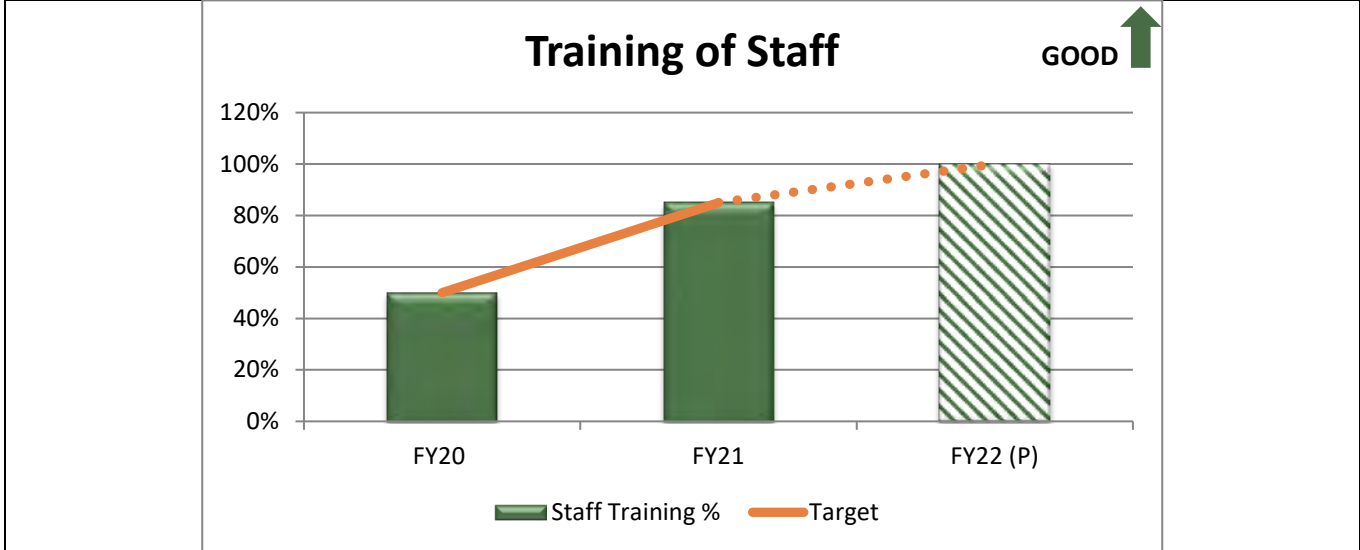
## Action Plan Worksheet 2022

### 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.





## Action Plan Worksheet 2022

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

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

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

#### Positive:

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

#### Negative:

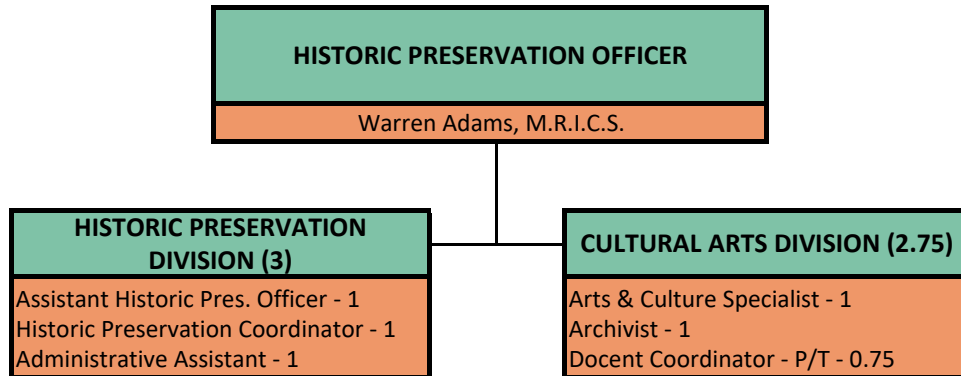
- \$125,000 consultant costs



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**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**

**HISTORICAL RESOURCES & CULTURAL ARTS  
ORGANIZATION CHART**



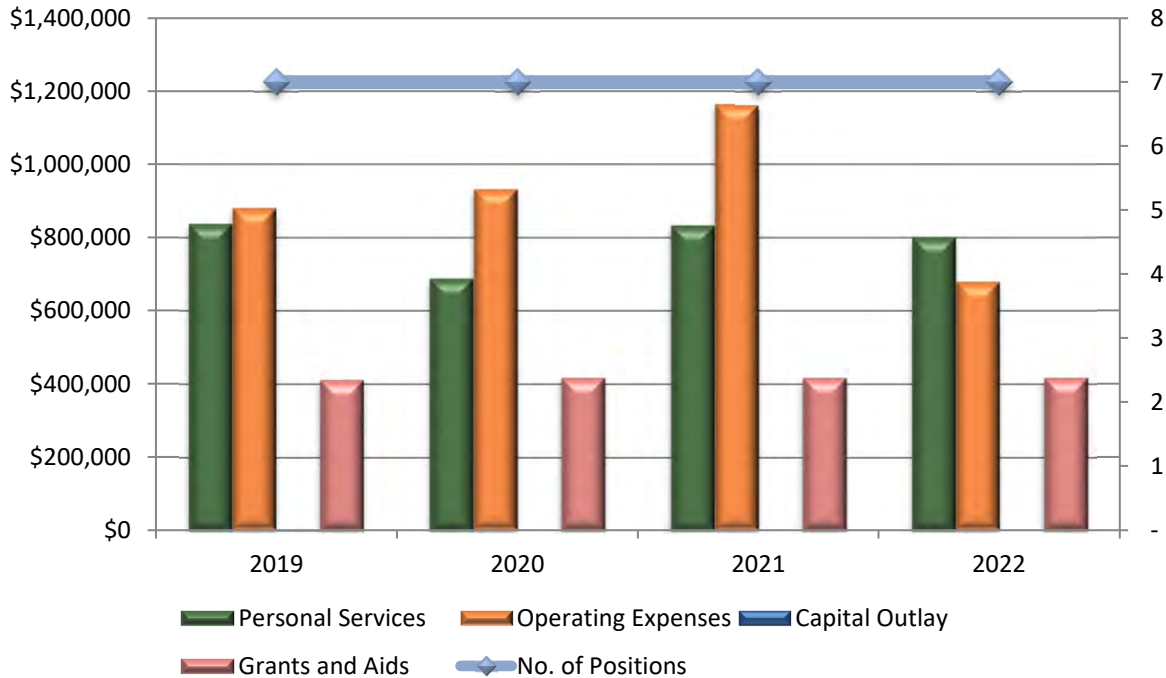
**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

	<b>2018-2019 ACTUAL</b>	<b>2019-2020 ACTUAL</b>	<b>2020-2021 BUDGET</b>	<b>2021-2022 ESTIMATE</b>
Salaries & Benefits	836,894	687,609	832,028	799,931
Operating Expenses	879,442	931,611	1,163,562	678,035
Capital Outlay	2,452	-	-	-
Grants and Aids	410,658	416,228	416,228 *	416,228
<b>Total</b>	<b>2,129,446</b>	<b>2,035,448</b>	<b>2,411,818</b>	<b>1,894,194</b>
Full Time Headcount	6.00	6.00	6.00	6.00
Part Time FTE's	0.75	0.75	0.75	0.75
<b>Total Headcount &amp; FTE's</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>

**EXPENDITURE/PERSONNEL COMPARISONS**





# Historic Resources & Cultural Arts

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## 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 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 City projects through effective budgeting and capitalizing on outside funding support and efficient use of available resources.

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**

**HISTORIC RESOURCES & CULTURAL ARTS**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS**

**HISTORIC PRESERVATION DIVISION**

- ✓ Processed 26 Special Certificates of Appropriateness and 128 Standard Certificates of Appropriateness.
- ✓ Processed 2 Ad Valorem tax abatement applications.
- ✓ Processed 10 Local Historic Landmark Designations.
- ✓ Performed 149 inspections on historic properties.
- ✓ Issued 108 Historical Significance Determinations.
- ✓ Assisted with the launch of the rehabilitation and restoration of the Fink Studio project.
- ✓ Assisted with the launch of the replication of the White Way Lights project.
- ✓ Assisted with re-roofing of City Hall in collaboration with the Capital Improvement Projects Division.
- ✓ In conjunction with the Sustainable Public Infrastructure Division, 138 lights and fixtures were converted to energy-saving LED lights at the Merrick House.
- ✓ Hurricane shutters for both Merrick House and the adjacent parking garage were redone to conform to new codes.
- ✓ A “Little Library” was installed in the picnic area of the Merrick House with a City Commission dedication in honor of local Historian Arva Moore Parks.
- ✓ In partnership with Coral Gables Garden Club and the Landscape Services Division, 17 botanical markers were installed at the Merrick House to create a self-guided outdoor tour, and the yards were transformed with plantings of hundreds of new plants with donations from the Garden Club, Tropical Rose Society, and Florida Boys Caladiums.
- ✓ 94 historical signs in Coral Gables, to include national, state, and city historical markers, have been catalogued and photographed to promote tracking of assets and associated maintenance.

**CITY OF CORAL GABLES, FLORIDA**  
**2021-2022 BUDGET**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Working with The Villagers' historic preservation organization, a shadow box display was restored and preserved at the Merrick House.
- ✓ Assisted in the adding of two docents with the Merrick House Docent Corps. A total of 13 volunteer docents now serve. The Department also updated the Docent Manual.
- ✓ Plans are being made for a City-wide event titled “Doc Dammers Day” to celebrate the 100th anniversary of the first lots being sold in Coral Gables.

**CULTURAL ARTS DIVISION**

- ✓ Reviewed, processed, and administered Cultural Grants to 33 (thirty-three) non-profit organizations.
- ✓ Facilitated ongoing professional development opportunities through the Arts & Business Council for Cultural Grantees.
- ✓ Ongoing refinement of Cultural Grant application process and implementation of early application and review to align with City’s budget process and cultural arts season.
- ✓ Facilitated implementation of citywide inaugural public art exhibition: Illuminate Coral Gables, including acting as ex-officio Board member, Curatorial team member, and City facilities liaison.
- ✓ Completed temporary public art project installation: “Blue Night” by Kiki Smith and received Art Basel recognition for augmented reality experience related to the artwork.
- ✓ Curated and installed temporary children’s art exhibition: “Face Sky” in collaboration with by the Business Improvement District, Illuminate Coral Gables, Miami-Dade County Public Schools, and artist Carlos Estevez, featuring approximately 60 (sixty) hand-made kites by children from 9 (nine) schools through Miami-Dade County.
- ✓ Applied for and received a Miami-Dade County, Miami-Dade Arts Support (MAS) COVID-19 Relief Fund grant of \$10,000 for mitigation expenses related to cultural programs.
- ✓ Applied for a Florida Department of State, Division of Cultural Affairs, Specific Cultural Project Grant for an annual public art exhibition. The application was favorably received and designated for approval to receive funding, pending the passing of the associated legislation.

**CITY OF CORAL GABLES, FLORIDA**  
**2021-2022 BUDGET**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Administered completion of public art in private development project: “Cabeza” by Arturo Berned at Gables Station.
- ✓ Administered completion of public art in private development project: sculptural artworks by Blessing Hancock at Gables Station.
- ✓ Administered and processed approval of public art in private development project: monumental bench, ritual ring, and lanterns by Michele Oka Doner for The Plaza.
- ✓ Administered and processed approval of public art in private development project: “Coral Fountains” by Jean Michel Othoniel for The Plaza.
- ✓ Administered, and processed approval of public art in private development project: “Lady” by Thomas Houseago for Villa Valencia.
- ✓ Administered, and processed approval of public art in private development project: “Floral Sky” by Michael Kalish for Sunrise Senior Living.
- ✓ Administered and processed approval of Art in Public Places City project: “Eternal Flame” by artist team Shane Albritton and Norman Lee for the new Public Safety Building.
- ✓ Issued follow-up Artist RFQ for Garage 7 Art in Public Places City project
- ✓ Administered and processed approval of Garage 7 Art in Public Places City project. Title and artist to be determined following submission of this report.
- ✓ Administered, processed, and completed installation of temporary public art sculpture: “Untitled” by artist William Barbosa, including facilitation to engineer and construct a universal foundation that may be used for future installations.
- ✓ Completed annual maintenance of major artworks “Passion/Passiflora Incarnation” by artist Alice Aycock and “Chromatic Induction, Coral Gables” by artist Carlos Cruz-Diez.
- ✓ Completed restoration and re-installation of 4 artwork benches by artist Hank Willis Thomas.
- ✓ Completed Public Art Maintenance Assessment for fourteen artworks in the City’s public art collection.
- ✓ Ongoing cataloging and processing of collections housed in the Raul E. Valdes-Fauli Archives.
- ✓ Completed the scanning of over 100 bound newspaper books from 1941 to 1977.



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

**HISTORICAL RESOURCES & CULTURAL ARTS**

INDICATOR:	FY20			FY21		FY22
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Complete Certified Local Government Annual Report	-	1	●	1	1	1
Review permits for Historic Properties	N/A	1,087	N/A	1,000	871	900
Process and review Special Certificates of Appropriateness	N/A	23	N/A	30	26	30
Process and review Standard Certificates of Appropriateness	N/A	160	N/A	200	214	220
Process and review Ad Valorem Tax applications for historic properties	2	4	●	4	2	4
Implement local historic designations of individual properties	4	2	◆	4	10	6
Implement local historic designations of districts	0	0	◆	1	0	1
Process inventory of Valdes-Fauli Coral Gables Archives	Ongoing	Ongoing	●	Ongoing	Ongoing	Ongoing
Process new donations to the Valdes-Fauli Coral Gables Archives	Ongoing	Ongoing	●	Ongoing	Ongoing	Ongoing
Increase number of visitors to Coral Gables Merrick House	200	532	●	200	255	300

**Legend**

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



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 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				
		2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
2005	Historic Preservation Officer	1.00	1.00	1.00	1.00	\$ 108,348
2006	Asst Historic Preservation Officer	1.00	1.00	1.00	1.00	108,720
2007	Historic Preservation Coordinator	1.00	1.00	1.00	1.00	76,804
0602	Administrative Assistant	1.00	1.00	1.00	1.00	48,533
<b>TOTAL</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>\$ 342,405</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 400,955	\$ 265,056	\$ 346,932	\$ 342,405
2000	Employee Benefits - See Other Cost Dist.	228,983	218,241	231,552	195,829
3190	Other Professional Services	28,483	36,671	148,510	47,400
4020	Central Garage Motor Pool Rent	2,120	2,564	2,788	2,652
	Replacement: 2,464				
	Oper. & Maint: 188				
4090	Other Transportation Expense	14,527	7,580	6,498	12,994
4091	Cell Phone Allowance	-	-	2,400	-
4410	Rental of Machinery and Equipment	4,400	3,402	7,018	7,018
4420	General Services Cost - See Other Cost Dist.	319,340	326,337	328,329	327,521
4430	Rental of Land and Buildings	-	-	3,324	3,840
4550	General Liability Insurance	18,759	18,588	16,780	16,191
4620	Repair and Maint. of Office Equipment	-	125	800	800
4720	Printing & Binding	3,422	2,158	8,500	8,500
4803	Pinewood Cemetery Reserve Expenses	-	-	6,751	-
4804	Historic Preservation Reserve Expenses	-	-	20,139	-
4805	Art in Public Places - Educ & Outreach	351,731	403,248	-	-
4820	Advertising Expense	2,016	1,941	3,960	3,960
4990	Other Miscellaneous Expense	2,974	1,328	19,194	19,194
5100	Office Supplies	4,285	3,803	7,385	7,385
5400	Membership Dues and Subscriptions	644	420	900	900
5410	Employee Training	10,515	5,490	1,000	1,000
7195	Contingency for Budget Reduction	-	-	41,003	41,003
<b>TOTAL</b>		<b>\$ 1,393,154</b>	<b>\$ 1,296,952</b>	<b>\$ 1,203,763</b>	<b>\$ 1,038,592</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022	
					BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
0043	Arts & Culture Specialist	1.00	1.00	1.00	1.00	\$ 64,956
2009	Archivist	1.00	1.00	1.00	1.00	58,756
8888	Overtime	-	-	-	-	5,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>128,712</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
0619	Docent Coordinator	1	0.75	0.75	0.75	33,607
<b>TOTAL PART TIME FTE's</b>		<b>1</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>33,607</b>
<b>TOTAL</b>		<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>\$ 162,319</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 126,381	\$ 120,685	\$ 157,326	\$ 162,319
2000	Employee Benefits - See Other Cost Dist.	80,575	83,627	96,218	99,378
3190	Other Professional Services	657	495	50,400	50,400
4090	Other Transportation Expense	225	-	-	-
4420	General Services Cost - See Other Cost Dist.	96,828	98,950	99,554	99,309
4550	General Liability Insurance	6,696	6,676	7,609	7,676
4720	Printing & Binding	317	2,914	1,000	1,000
4805	Art in Public Places - Educ & Outreach	-	-	323,427	-
4808	Merrick House Reserve Expenses	-	-	32,062	-
4811	Roxcy O'Neal Merrick House Reserve Exp	-	-	4,939	-
4990	Other Miscellaneous Expense	9,252	6,878	4,500	5,000
5100	Office Supplies	722	407	2,800	2,800
5201	Agricultural Supplies	306	687	985	985
5202	Chemicals and Photographic Supplies	-	-	1,000	1,000
5215	Small Tools & Minor Equipment	-	433	300	300
5400	Membership Dues and Subscriptions	-	70	210	210
5410	Employee Training	1,223	446	500	-
6440	Equipment Additions	2,452	-	-	-
7195	Contingency for Budget Reduction	-	-	8,997	8,997
8200	Cultural Grants	185,658	191,228	191,228	191,228
8204	CG Museum Grant	225,000	225,000	225,000	225,000
<b>TOTAL</b>		<b>\$ 736,292</b>	<b>\$ 738,496</b>	<b>\$ 1,208,055</b>	<b>\$ 855,602</b>



## Action Plan Worksheet 2022

**Action Plan Owner:** Warren Adams, Historical Resources and Cultural Arts Director

**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		
<b>Art in Public Places (AIPP) in Private Development:</b>		
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
<b>and/or</b>		
<b>Art in Public Places (AIPP) in Municipal Development:</b>		
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)	09/30/21	Public Art Master Plan
Location(s) proposed (identified in PAMP)	09/30/21	PAMP and/or Resolution





## Action Plan Worksheet 2022

### **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



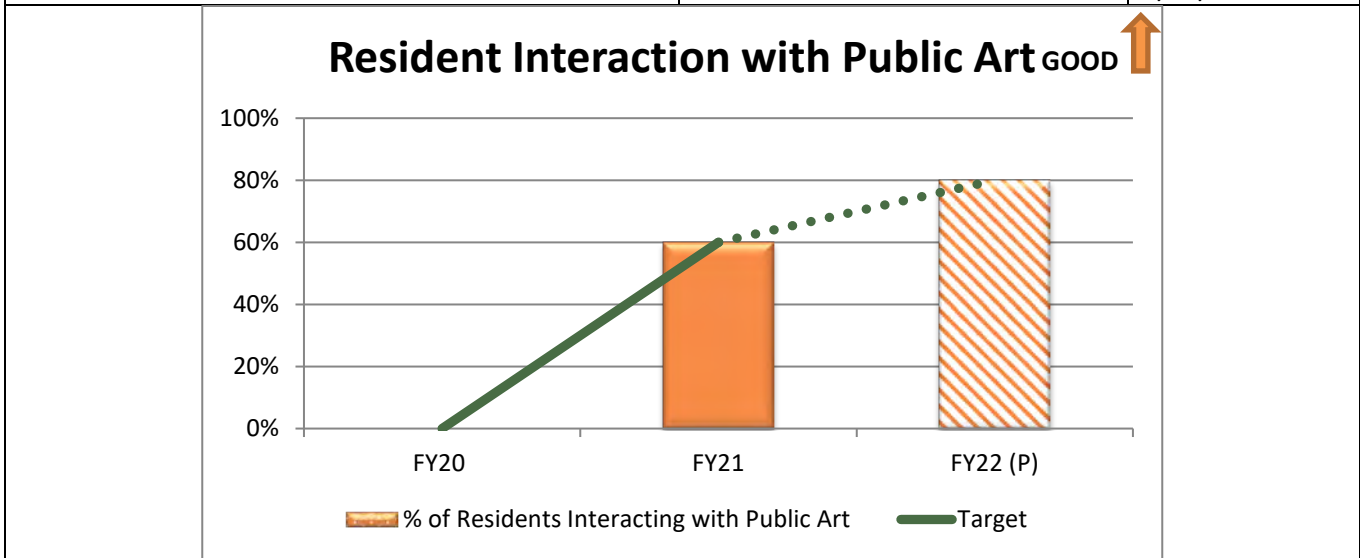
## Action Plan Worksheet 2022

### 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 2022

### 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 2022

**Action Plan Owner:** Warren Adams, Historical Resources and Cultural Arts Director

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

**Strategic plan alignment** (Supports which Goals and Objectives)

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

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

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





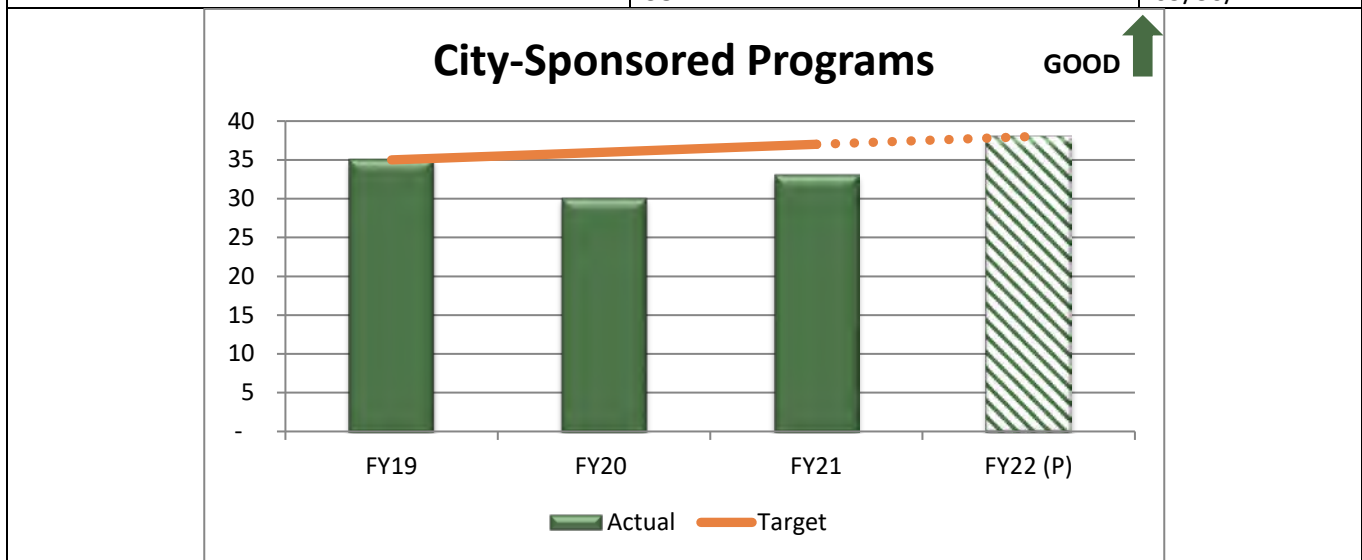
## Action Plan Worksheet 2022

### Resource requirements (what do we need to succeed?)

- Increase funding 3% per year from Finance Department approved by City Commission
- \$7,000 annually towards grant software update
- Cultural Development Board members time to review, score and rank applications - 40 hours per member
- Staff time for Catherine Cathers, Arts and Culture Specialist - 600 hours
- Staff time for Office of Communications 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

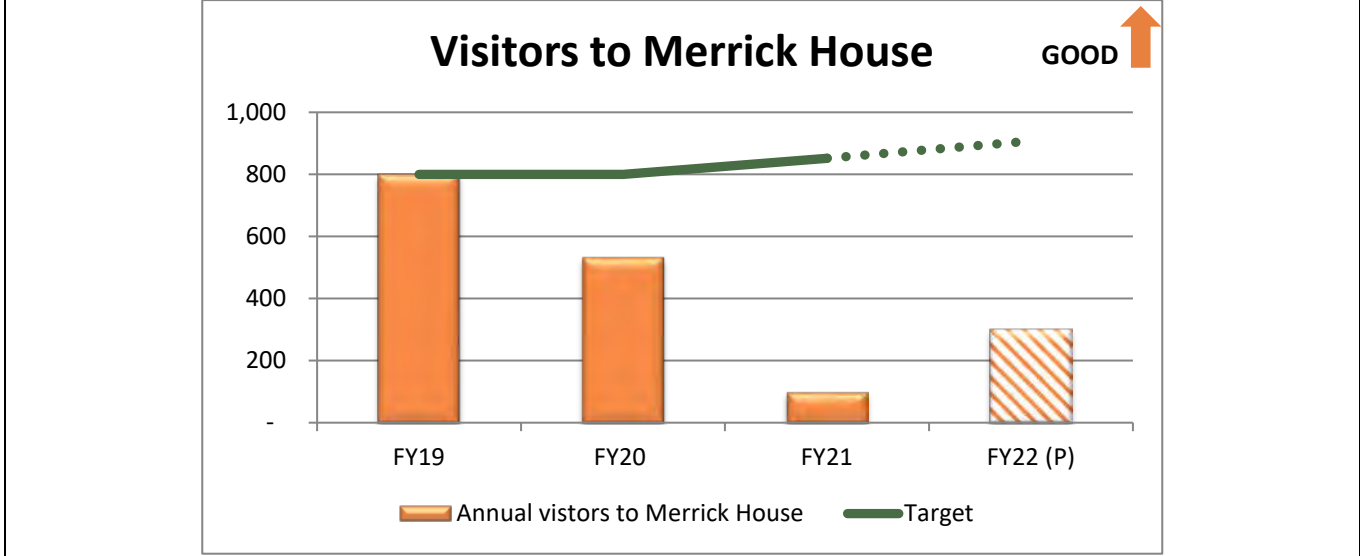




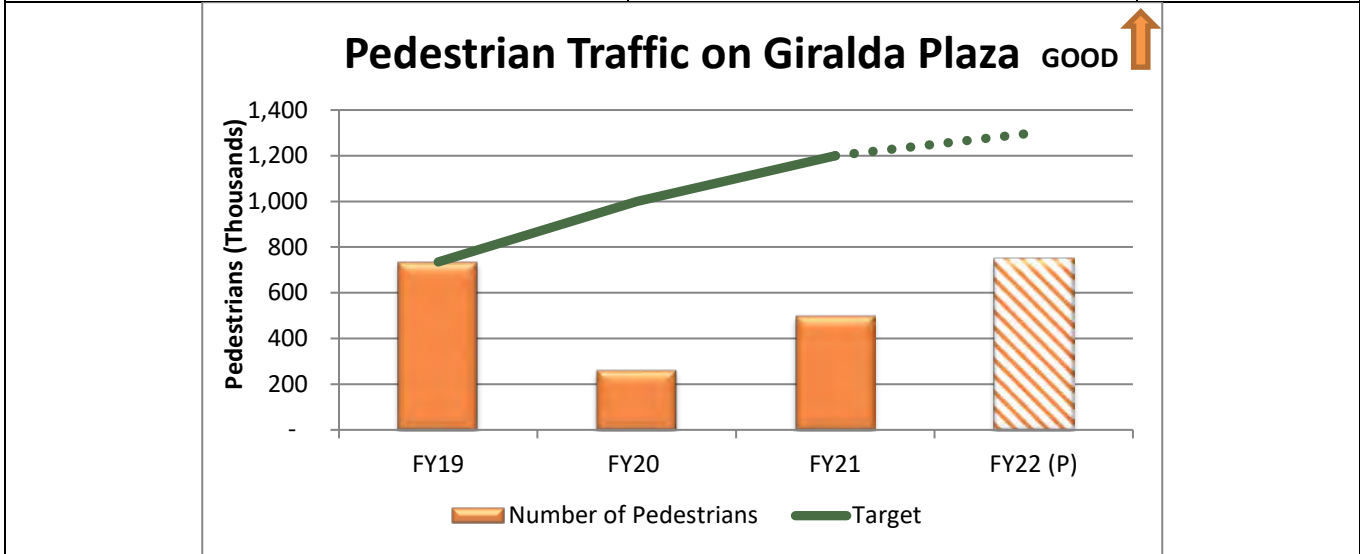
## Action Plan Worksheet 2022

### 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



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





## Action Plan Worksheet 2022

**Frequency & venue of review:**

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

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

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

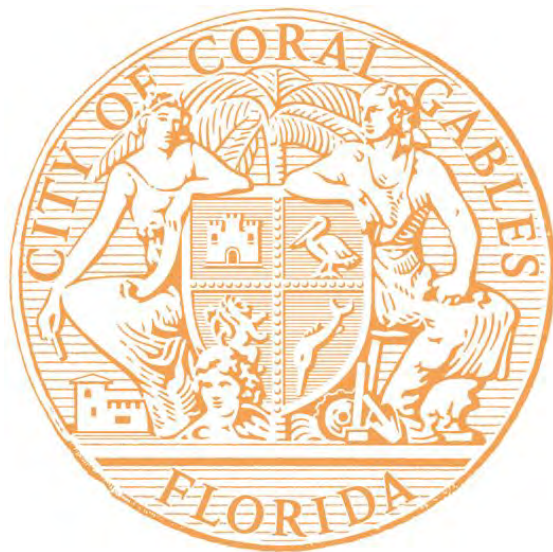
**What are the financial impacts (costs / benefits and return on investment)?**

**Positive:**

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

**Negative:**

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



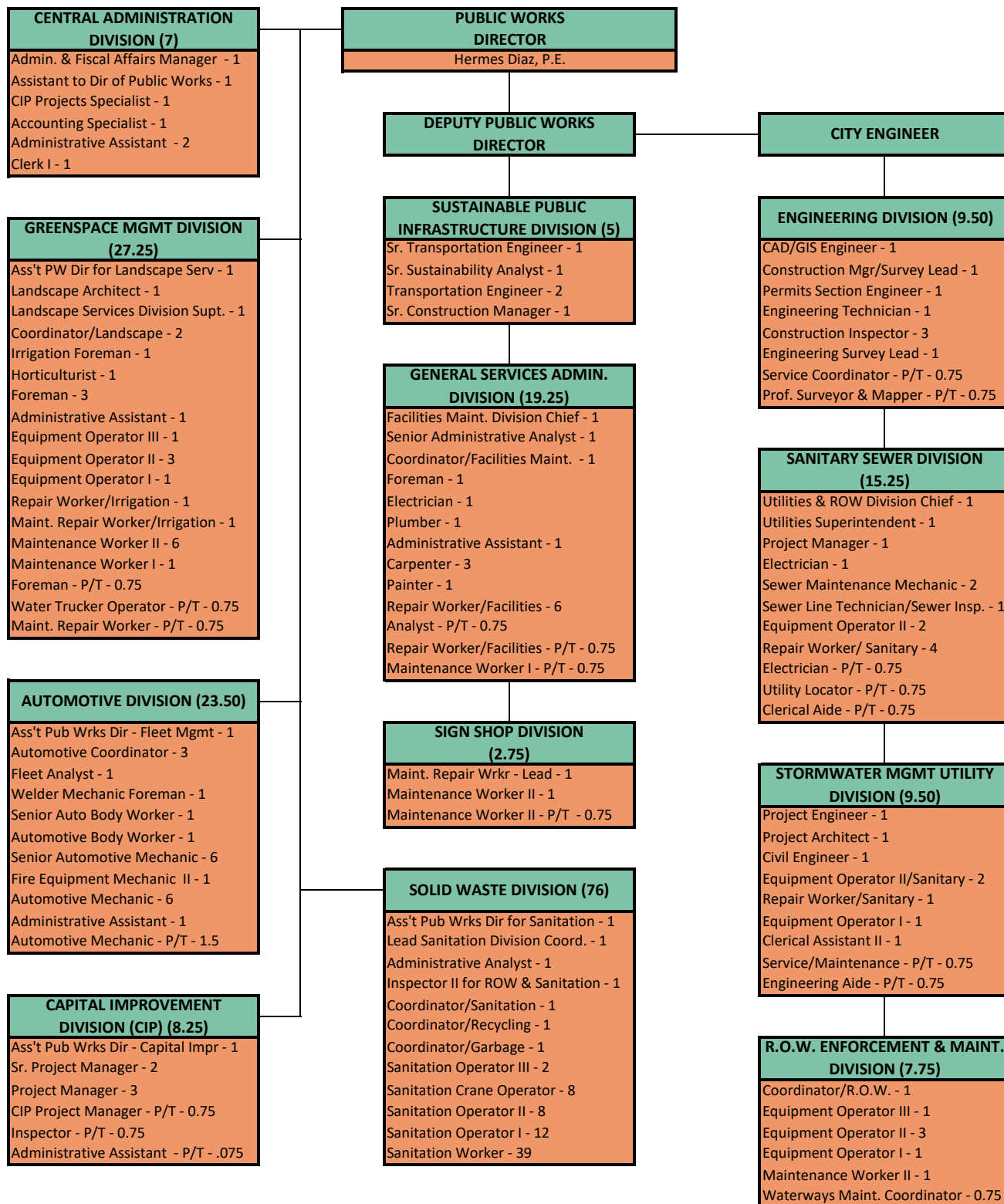
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**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**

**PUBLIC WORKS**

**ORGANIZATION CHART**



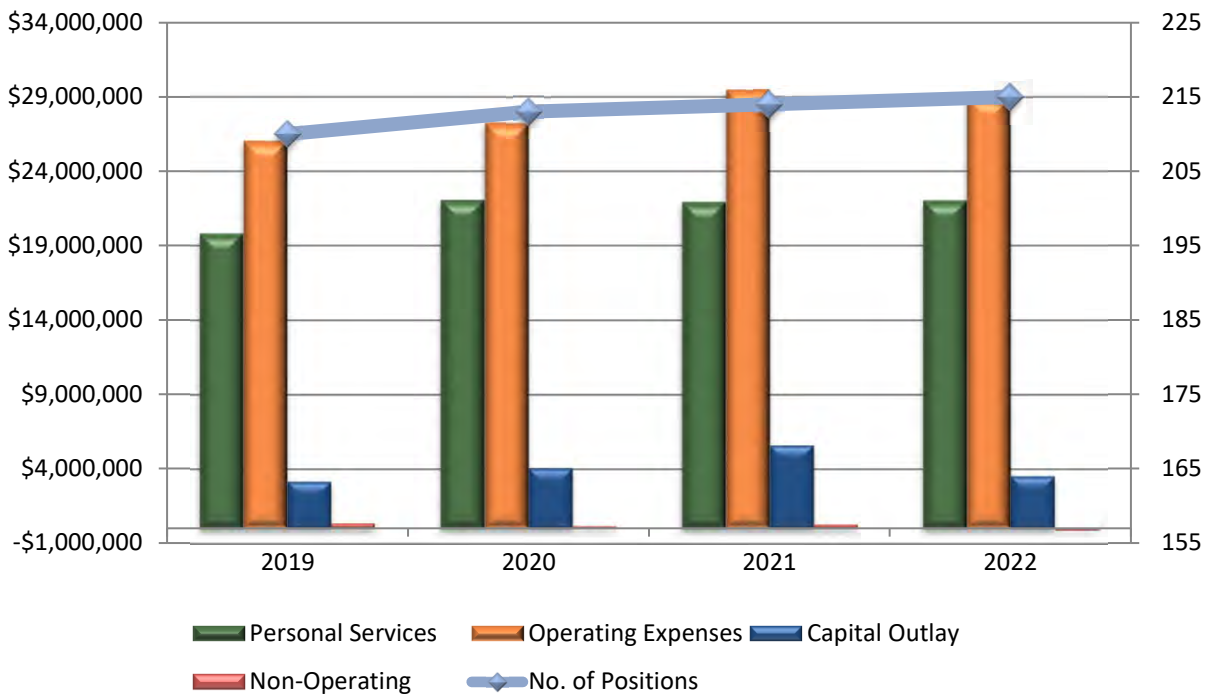
**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



**PUBLIC WORKS DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<b>2018-2019 ACTUAL</b>	<b>2019-2020 ACTUAL</b>	<b>2020-2021 BUDGET</b>	<b>2021-2022 ESTIMATE</b>
Salaries & Benefits	19,813,980	22,066,452	21,921,309	22,012,108
Operating Expenses	26,015,003	27,239,606	29,466,611	28,900,887
Capital Outlay	3,143,190	4,042,767	5,576,240	3,517,232
Non-Operating	352,461	155,602	260,348	(113,047)
<b>Total</b>	<b>49,324,634</b>	<b>53,504,427</b>	<b>57,224,508</b>	<b>54,317,180</b>
Full Time Headcount	196.00	198.00	199.00	199.00
Part Time FTE's	14.25	15.00	15.00	15.75
<b>Total Headcount &amp; FTE's</b>	<b>210.25</b>	<b>213.00</b>	<b>214.00</b>	<b>214.75</b>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Public Works

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## 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, general services 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. The Division also provides fueling services to the City's fleet.

The **Central Division** receives and manages all customer service-related requests that are submitted via telephone, email, and in-person by residents, visitors, other City departments, and outside 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 **Capital Improvement (CIP) Division** provides managerial functions in the development of the City's infrastructure projects. The Division is responsible for developing and revising comprehensive capital improvement projects, implementing short-and-long-range programs; coordinating projects with other City departments, contractors, government agencies, outside agencies, and the public as required, and assuring projects are completed in compliance with codes, specifications, and standards.

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 in the public right-of-way.

The **Greenspace Management Division** consists of certified arborists, landscape architects, horticulturalists, and landscape professionals who 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 public 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, which concentrate on planting design and maintenance, irrigation repair, fertilization, and pest control. The Division manages permitting for tree removals and replacements and coordinates those 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 & Recreation Department, and Development Services, to participate in public design review boards, community meetings, board of architects' reviews, permitting, and construction inspection City-wide.

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 Waterway Advisory Board, which consists of community members who actively contribute ideas for the planning and improvements to City canals.

The **Solid Waste 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, general services, 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. General Services Administration aims to provide "best in class" support- ensuring that 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. General Services Administration 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 station 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 City's 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, approximately 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  
2021-2022 BUDGET**

**PUBLIC WORKS**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS**

- ✓ **COVID-19 Response.** The Public Works Department sustained all operations during the COVID-19 pandemic.
- ✓ **General Services Administration Division.** The Division responded with electrostatic and deep cleanings and installed protective dividers in City facilities. The Division also completed over 3,400 work order requests.
- ✓ **Customer Service.** The Central Administrative Division received, generated, and processed over 12,400 customer service requests.
- ✓ **New Public Safety Building.** Under the oversight of the City Manager's Office, the City's new Public Safety Building, located at 2151 Salzedo Street, was completed in FY21. The building is 190,000 sq. ft., which includes 120,000 sq. ft. for the office building and 70,000 sq. ft. for the 163-space secured parking garage. This building will function as the City's Police Headquarters and Administration Department, Fire Department Headquarters and Administration Department, 911 Call Center and First Responders Dispatch Center, EOC Command and Operations, Fire Station 1, Human Resources Department, Labor Relations Department, and IT Department.
- ✓ **Fire Station 2 and Trolley Maintenance Building.** Under the oversight of the City Manager's Office, the City's Fire Station 2, located at 525 S. Dixie Highway, underwent a complete renovation. In addition to the renovations of the existing facility, a new 11,860 sq. ft. two-story building was completed to include four additional bays on the ground floor for fire trucks, training rooms and a gym for firefighters on the second floor, and a new rescue training tower. The project also includes new construction of a 12,600 sq. ft., eight-bay Trolley Maintenance Building to service the trolley fleet with corresponding administrative and support offices.
- ✓ **City Hall Roof Replacement.** The Capital Improvement Projects Division managed the installation of the tile and flat roof, maintaining its historical integrity.
- ✓ **Parking Lots 7, 20, and 30.** Management of design and reconstruction of multiple City parking lots to make them more efficient and visually pleasant.

**CITY OF CORAL GABLES, FLORIDA**  
**2021-2022 BUDGET**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ **Historic Arcadian Lights at Country Club.** Management of design and installation of two historic light poles and fixtures as well as landscape improvements at the south side of the Coral Gables Country Club.
- ✓ **Fink Studio.** Commenced restoration and renovation of both the interior and exterior of this City-owned historic building.
- ✓ **Traffic Calming.** As part of the ongoing traffic calming efforts, Public Works has constructed 35 new traffic calming devices. The City has continued conducting community meetings for the 136 new traffic calming devices proposed city-wide.
- ✓ **Crosswalks and Sidewalks.** Public Works restriped 44 crosswalks and replaced over 1.1 miles of damaged sidewalks. The City also installed 60 ADA detectable warning mats.
- ✓ **City-wide Landscaping Improvements.** During the first half of FY21, the Greenspace Management Division planted over 274 new trees on City swales and public green spaces to provide additional shade and environmental benefits. This includes the North Ponce neighborhood where over 70 new shade trees were planted and the Gables by the Sea neighborhood where over 50 new shade trees were planted. Added 4 flowering trees and 450 groundcovers and shrubs to the existing streetscape of Miracle Mile as part of routine maintenance. By the end of FY21, Greenspace Management will have planted approximately 450 new trees throughout the City.
- ✓ **Black Olive Treatment.** Treated over 1,800 Black Olive trees in the City's urban forest for pest control as part of the ongoing Black Olive Staining Study.
- ✓ **Kakouris Park.** Designed and installed a new ADA sidewalk and crushed stone path, site furniture, 5 native trees, and 300 groundcover plantings to enhance this neighborhood green space.
- ✓ **Site Maintenance.** Coordinated the landscape maintenance of over 365 City greenspaces. Implemented new mapping technology, Cartegraph, to accurately catalogue City assets on-site including trees, irrigation equipment, trash and recycling receptacles, furniture, and other amenities to streamline and organize internal maintenance work orders.

**CITY OF CORAL GABLES, FLORIDA**  
**2021-2022 BUDGET**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ **Tree Maintenance.** The Greenspace Management Division managed the professional pruning of approximately 8,100 trees in the City's urban forest during routine maintenance and emergency responses.
- ✓ **Household Hazardous Waste Disposal.** The City held two very successful household hazardous waste collection events in FY21 (November 14 and April 24). Over the last 6 years, the City has collected and diverted 290,000 pounds of household hazardous waste, electronic waste, and sensitive documents from entering the landfill and potentially the environment.
- ✓ **LED Street Light Conversion.** Public Works is continuing to advance LED streetlight conversions throughout the City. By September 2021, nearly 70% of the streetlights city-wide will be converted from high pressure sodium fixtures to LED fixtures. The new LED streetlights provide a more defined pattern of light which will increase visibility, reduce glare, and improve the overall safety of City streets. The City will yield savings from lower utility costs, while maximizing energy efficiency.
- ✓ **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.
- ✓ **Water Efficiency.** Through various water efficiency measures (installation of low flow toilets, faucets, etc.), the City has lowered water consumption in its facilities by 17% since 2013.
- ✓ **Fertilizer Ordinance.** In Feb 2021, the City passed a city-wide Fertilizer Ordinance that aims to reduce the impact of fertilizers and improve water quality in our local waterways and Biscayne Bay. The ordinance includes a blackout period (no application of fertilizers containing nitrogen or phosphorous from June 1-Sept 30. It also includes a 20-foot buffer zone from waterways and/or water bodies. It also established the Water Quality Trust Fund. Funds generated by penalties imposed shall be used to further water conservation, and nonpoint pollution prevention activities, water quality improvements, and marine and coastal ecosystems enhancements that protect the city's water resources and Biscayne Bay. The Public Works Department took a leadership role in the development of this ordinance.

**CITY OF CORAL GABLES, FLORIDA**  
**2021-2022 BUDGET**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ **Water Quality.** Florida International University continues to perform a comprehensive water quality assessment of the Coral Gables Waterway. This multi-year assessment will help identify potential sources of pollution for a more effective implementation of water quality improvement measures. Working with the Information Technology Department, a new online user interface for viewing tidal stage data has been completed.
- ✓ **Coral Gables Green Business Certification Program.** The City has certified 7 businesses (Andromeda District, 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.
- ✓ **Solid Waste Operations.** The Solid Waste Division completed garbage, trash, and recycling services on their scheduled day over 99 percent of the time. The Division accomplished this performance standard even with a 14% increase in trash tonnage and an 11% increase in garbage tonnage.
- ✓ **Commercial Waste Collection Contract.** Successfully procured and negotiated a new contract with Waste Management.
- ✓ **Fleet Availability.** Due to fleet modernization efforts, during FY21, the City had a combined average of 95% fleet availability for all equipment types.
- ✓ **Plan Reviews.** Public Works reviewed over 2,200 plans and issued over 600 permits.
- ✓ **Cocoplum 1 Pump Station.** The Cocoplum 1 Pump Station project, located at 157 Isla Dorada Boulevard, was completed in FY21. This project includes the demolition of existing facilities, removal and replacement of existing wet well, installation of precast valve boxes, construction of an elevated generator and electrical platform, gravity main installation, sheeting and shoring, pumping units and discharge piping, electrical and instrumentation, including a standby generator, landscaping, and site restoration.
- ✓ **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. In the current fiscal year, the Division rehabilitated over 20,000 linear feet of sanitary sewer main pipelines.



**CITY OF CORAL GABLES, FLORIDA**  
**2021-2022 BUDGET**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ **Sanitary Sewer Closed Circuit Television (CCTV) Inspections.** The Utilities Division performed inspections of approximately 25,000 linear feet of main pipelines and approximately 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 23,854 linear feet of pipes, culverts, and outfalls (approximately 40% of City's system). Of the City's storm drainage structures, 1,184 were inspected (approximately 44% of City's system) and 1,000 were cleaned and maintained (approximately 37.5% of City's system). We note that we are not only meeting standards, but exceeding them.
- ✓ **Sanitary Sewer Collection System.** The Utilities Division cleaned approximately 250,000 linear feet of sewer main pipelines and 2,000 linear feet of laterals. As part of Miami-Dade County's Fats, Oils, and Grease (FOG) Program, the City cleans 60 critical segments monthly, resulting in an additional 45,000 linear feet.
- ✓ **Drainage Projects.** The Utilities Division performed over 42 flood assessments and completed 12 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. Preventative maintenance visits have increased to 3 times per month, per station. In FY21, 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 10,100 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 500 potholes along City roads and alleys.
- ✓ **Seaweed.** Approximately 1,000 tons of debris and seaweed were collected and removed from City canals and waterways.

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

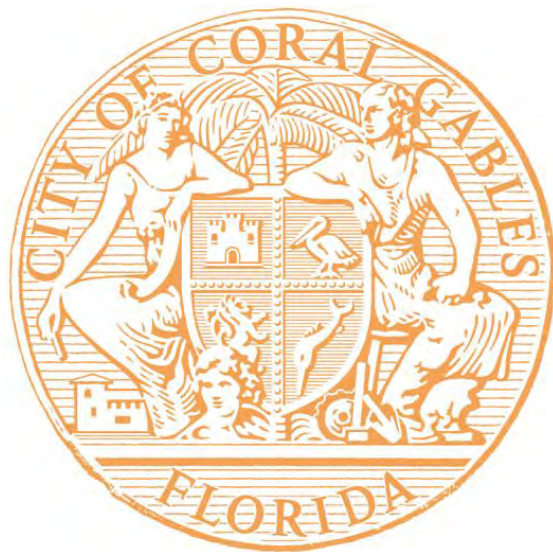
**PUBLIC WORKS**

INDICATOR:	FY20			FY21		FY22
	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%	95%	●	95%	95%	95%
GovQA customer requests successfully completed	12,100	12,208	●	12,200	12,413	12,300
% of GovQA public records request completed within 5 days	95%	96%	●	95%	97%	95%
Number of permits issued	600	604	●	600	638	600
Number of plan reviews completed	2,000	2,057	●	2,000	2,286	2,000
% of inspections conducted within 24 hours of request	95%	97%	●	95%	98%	95%
Number of trees trimmed	4,400	7,800	●	8,000	8,100	8,000
Number of trees planted	650	453	◆	500	460	400
Miles of complete street sweeping	9,000	9,061	●	9,000	10,183	9,000
% of canals inspected and cleaned requests completed within 2 days	95%	99%	●	95%	98%	95%
% of graffiti removal requests completed within 2 days	95%	98%	●	95%	98%	95%
% of street potholes repaired within 2 days	95%	96%	●	95%	97%	95%
Tons of recycling	2,200	2,652	●	2,300	2,480	2,400
% of garbage collection on the scheduled day	100%	99.93%	●	100%	99.87%	100%
% of trash collection on the scheduled day	100%	99.95%	●	100%	99.89%	100%
% of recycling collection on the scheduled day	100%	99.92%	●	100%	99.83%	100%
Reduce City's electricity use by 6% below 2019 levels by 2022 (Previous Strategic Plan Goal was 15% below 2013 levels by 2019)	-2.0%	-4.6%	●	-2.0%	0.37%	-5.63%
Reduce City's water use by 17% below 2019 levels by 2022 (Previous Strategic Plan Goal was 8% below 2013 levels by 2019)	-5.7%	0.3%	◆	-8.7%	-5.6%	-11.4%
% of smart AMI water meters installed on applicable citywide systems	15%	24%	●	15%	20%	15%
Total miles of dedicated bicycle facilities provided	1.75	0	◆	1.75	0	1.75
Total miles of pedestrian facilities (new sidewalks and extensions)	6.67	0.72	◆	6.67	0.11	6.67
Number of crosswalks striped	37	40	●	40	44	43
Number of pedestrian-vehicle crashes	25	22	●	22	20	19
Number of bicycle-vehicle crashes	27	24	●	24	15	21
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





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**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



001 GENERAL FUND  
**PUBLIC WORKS DEPARTMENT**  
**1500 ADMINISTRATION DIVISION**  
 539 OTHER PHYSICAL ENVIRONMENT

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				SALARIES
		2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	
	<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	\$ 170,491
0067	Public Works Deputy Dir/City Engineer	1.00	1.00	1.00	1.00	155,578
0813	Administrative & Fiscal Affairs Manager	1.00	1.00	1.00	1.00	103,499
0107	Asst to the Dir of Public Works	1.00	1.00	1.00	1.00	58,118
1005	CIP Projects Specialist	1.00	1.00	1.00	1.00	55,948
0106	Accounting Specialist	1.00	1.00	1.00	1.00	62,207
0602	Administrative Assistant	1.00	1.00	2.00	2.00	86,999
0105	Clerk I	1.00	1.00	1.00	1.00	47,278
<b>TOTAL</b>		<b>8.00</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>	<b>\$ 740,118</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 336,689	\$ 558,866	\$ 687,229	\$ 740,118
2000	Employee Benefits - See Other Cost Dist.	279,867	366,018	394,987	447,508
2610	Employee Awards	300	193	460	300
3190	Other Professional Services	25,844	-	9,974	1,000
4020	Central Garage Motor Pool Rent	20,248	23,993	26,371	24,752
	Replacement:	21,158			
	Oper. & Maint:	3,594			
4090	Other Transportation Expense	9,000	14,943	14,943	14,943
4091	Cell Phone Allowance	1,300	1,700	1,200	2,400
4410	Rental of Machinery and Equipment	9,858	9,060	12,200	12,200
4420	General Services Cost - See Other Cost Dist.	22,450	22,942	23,082	23,025
4550	General Liability Insurance	23,311	25,954	33,238	34,998
4620	Repair and Maint. of Office Equipment	-	-	200	200
4630	Repair/Maint. of Machinery & Equipment	-	-	300	300
4710	Special Printed Forms	480	100	600	600
4720	Printing & Binding	-	227	250	250
4990	Other Miscellaneous Expense	669	230	700	700
5100	Office Supplies	6,194	6,335	8,000	8,000
5203	Drugs and Medical Supplies	-	-	50	50
5215	Small Tools & Minor Equipment	172	-	400	400
5400	Membership Dues and Subscriptions	39	109	700	700



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



001 GENERAL FUND  
**PUBLIC WORKS DEPARTMENT**  
**1500 ADMINISTRATION DIVISION**  
 539 OTHER PHYSICAL ENVIRONMENT

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5410	Employee Training	199	134	2,000	2,000
9010	Intradepartmental Credits	(257,817)	(356,411)	(420,858)	(460,055)
<b>TOTAL</b>		<b><u>\$ 478,803</u></b>	<b><u>\$ 674,393</u></b>	<b><u>\$ 796,026</u></b>	<b><u>\$ 854,389</u></b>

**Public Works Administrative Services**

**Distributed to Utilities**

<u>Div. Code/Account</u>	<u>%</u>	<u>Amount</u>
Storm Water - 1535-31-70	10%	\$ 131,444
Sanitary Sewer - 1540-31-70	25%	328,611
	<b><u>35%</u></b>	<b><u>\$ 460,055</u></b>



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**CITY OF CORAL GABLES, FLORIDA  
2021-2022 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	2018-2019	2019-2020	2020-2021	2021-2022	
		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	-	-	\$ -
1051	Sr. Transportation Engineer	-	-	1.00	1.00	121,233
1039	Transportation Engineer	-	-	2.00	2.00	200,330
1037	Sr. Traffic Engineer	1.00	1.00	-	-	-
1038	Sr. Multimodal Transportation Engineer	1.00	1.00	-	-	-
1000	Sr. Construction Manager	1.00	1.00	1.00	1.00	91,132
0811	Sr. Sustainability Analyst	1.00	1.00	1.00	1.00	82,654
<b>TOTAL</b>		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>\$ 495,349</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 226,706	\$ 226,642	\$ 522,376	\$ 495,349
2000	Employee Benefits - See Other Cost Dist.	130,579	138,084	311,599	345,461
3190	Other Professional Services	3,519	28,980	82,690	-
3191	Other Prof Services - Traf Study Reimb	-	(5,296)	-	-
4090	Other Transportation Expense	7,488	6,497	6,498	6,497
4091	Cell Phone Allowance	-	-	1,200	-
4410	Rental of Machinery and Equipment	657	1,167	2,984	2,984
4420	General Services Cost - See Other Cost Dist.	5,672	5,796	5,831	5,817
4550	General Liability Insurance	10,566	10,562	25,265	23,424
4720	Printing & Binding	828	388	1,600	1,600
4990	Other Miscellaneous Expense	3,895	1,065	2,125	2,125
5206	Food for Human Consumption	294	-	1,000	1,000
5400	Membership Dues and Subscriptions	1,211	1,014	2,000	2,000
5410	Employee Training	3,335	3,912	2,500	2,500
6440	Equipment Additions	-	-	10,000	-
<b>TOTAL</b>		<b>\$ 394,750</b>	<b>\$ 418,811</b>	<b>\$ 977,668</b>	<b>\$ 888,757</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 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				
		2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET SALARIES	
<b>FULL TIME POSITIONS</b>						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
1026	Ass't Pub Wrks Dir - Capital Improvement	1.00	1.00	1.00	1.00	\$ 134,713
1046	Sr. Project Manager	2.00	2.00	2.00	2.00	206,033
1035	Sr Project Engineer	1.00	0.00	0.00	0.00	-
1050	Project Manager	-	3.00	3.00	3.00	169,364
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>4.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>510,110</b>
<b>PART TIME POSITIONS</b>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
3200	CIP Project Manager - P/T	1	0.75	0.75	0.75	120,553
3202	Project Manager - P/T	1	-	-	-	67,860
1139	Inspector - P/T	1	0.75	0.75	0.75	52,026
6101	Administrative Assistant - P/T	1	0.75	0.75	0.75	31,413
<b>TOTAL PART TIME FTE's</b>		<b>4</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>271,852</b>
<b>TOTAL</b>			<b>6.25</b>	<b>8.25</b>	<b>8.25</b>	<b>\$ 781,962</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,398,433	\$ 1,734,092	\$ 767,153	\$ 781,962
2000	Employee Benefits - See Other Cost Dist.	784,045	984,616	272,712	253,768
3110	Engineering & Architect Services	82,194	97,905	-	-
3190	Other Professional Services	180,892	90,495	57,540	57,540
4020	Central Garage Motor Pool Rent	24,349	26,085	13,079	11,473
	Replacement: 5,424				
	Oper. & Maint: 6,049				
4090	Other Transportation Expense	2,599	8,663	6,498	6,497
4091	Cell Phone Allowance	800	700	1,200	1,200
4410	Rental of Machinery and Equipment	1,752	2,085	2,500	2,500
4420	General Services Cost - See Other Cost Dist.	60,169	61,487	27,838	27,769
4550	General Liability Insurance	74,617	87,119	33,822	36,977
4630	Repair/Maint. of Machinery & Equipment	-	-	200	200
4710	Special Printed Forms	319	521	200	200
4720	Printing & Binding	118	33	200	200
4940	Taxes & License Fees Paid	-	8	-	-
4990	Other Miscellaneous Expense	216	1,298	54	200
5100	Office Supplies	6,387	5,564	2,000	2,000
5208	Household & Institutional Supplies	-	-	100	100
5209	Protective Clothing	360	628	88	-



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5213 Purchase/Rental - Employee Uniforms	788	1,021	-	-
5215 Small Tools & Minor Equipment	645	1,094	300	300
5400 Membership Dues and Subscriptions	1,213	386	800	800
5410 Employee Training	1,712	-	1,200	1,200
6450 Office Equipment Replacement	9,843	2,101	200	200
7195 Contingency for Budget Reduction	-	-	50,000	50,000
<b>TOTAL</b>	<b>\$ 2,631,451</b>	<b>\$ 3,105,901</b>	<b>\$ 1,237,684</b>	<b>\$ 1,235,086</b>



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**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
1042	City Engineer & Permit Section Manager	1.00	1.00	1.00	1.00	\$ 117,804
1018	CAD/GIS Engineer	1.00	1.00	1.00	1.00	82,567
1043	Construction Mgr/Survey Lead	1.00	1.00	1.00	1.00	97,694
1047	PW Permit Section Engineer	1.00	1.00	1.00	1.00	67,964
1004	Engineering Technician	1.00	1.00	1.00	1.00	80,741
1012	Construction Inspector	3.00	3.00	3.00	3.00	197,864
1002	Engineering Survey Lead	1.00	1.00	1.00	1.00	71,433
8888	Overtime	-	-	-	-	15,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>731,067</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
1048	Service Coordinator - P/T	1	0.75	0.75	0.75	73,005
1044	Professional Surveyor & Mapper - P/T	1	0.75	0.75	0.75	60,599
<b>TOTAL PART TIME FTE's</b>		<b>2</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>133,604</b>
<b>TOTAL</b>		<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	<b>\$ 864,671</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ -	\$ -	\$ 839,059	\$ 864,671
2000	Employee Benefits - See Other Cost Dist.	-	-	505,289	529,241
4020	Central Garage Motor Pool Rent	-	-	17,199	15,087
	Replacement: 7,131				
	Oper. & Maint: 7,956				
4420	General Services Cost - See Other Cost Dist.	-	-	34,024	33,941
4550	General Liability Insurance	-	-	40,581	40,888
4630	Repair/Maint. of Machinery & Equipment	-	-	300	300
4710	Special Printed Forms	-	-	800	800
4720	Printing & Binding	-	-	500	200
4990	Other Miscellaneous Expense	-	-	586	600
5100	Office Supplies	-	-	6,000	6,000
5208	Household & Institutional Supplies	-	-	100	100
5209	Protective Clothing	-	-	912	1,000
5211	Building Materials and Supplies	-	-	500	500
5213	Purchase/Rental - Employee Uniforms	-	-	1,500	1,500
5215	Small Tools & Minor Equipment	-	-	817	942
5400	Membership Dues and Subscriptions	-	-	1,070	1,070
5410	Employee Training	-	-	2,225	2,400
6450	Office Equipment Replacement	-	-	300	300
<b>TOTAL</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,451,762</b>	<b>\$ 1,499,540</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



530 GENERAL SERVICES FUND  
**PUBLIC WORKS DEPARTMENT**  
**1520 GENERAL SERVICES - ADMINISTRATION**  
 590 INTERNAL SERVICES

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2018-2019	2019-2020	2020-2021	2021-2022		
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES	
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
1033	Facilities Maintenance Division Chief	1.00	1.00	1.00	1.00	\$ 108,588	
0809	Sr. Administrative Analyst	1.00	1.00	1.00	1.00	66,680	
3015	Coordinator/Facilities Maint.	1.00	1.00	1.00	1.00	59,681	
3010	Foreman	1.00	1.00	1.00	1.00	72,922	
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	62,351	
3106	Carpenter	3.00	3.00	3.00	3.00	169,315	
3112	Painter	1.00	1.00	1.00	1.00	47,662	
3129	Repair Worker/Facilities	6.00	6.00	6.00	6.00	277,857	
8888	Overtime	-	-	-	-	51,243	
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>1,038,606</b>	
<b>PART TIME POSITIONS</b>		<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
0812	Analyst - P/T	1	0.75	0.75	0.75	55,464	
3130	Repair Worker/Facilities - P/T	1	-	0.75	0.75	-	
9018	Maintenance Worker I - P/T	1	0.75	0.75	0.75	-	
9020	Maintenance Worker II - P/T	1	0.75	-	-	-	
<b>TOTAL PART TIME FTE's</b>		<b>4</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>55,464</b>	
<b>TOTAL</b>		<b>19.25</b>	<b>19.25</b>	<b>19.25</b>	<b>19.25</b>	<b>\$ 1,094,070</b>	

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 998,595	\$ 1,036,322	\$ 1,094,034	\$ 1,094,070
2000	Employee Benefits - See Other Cost Dist.	656,036	988,671	736,890	763,711
3190	Other Professional Services	2,379	1,940	10,500	10,500
4040	Central Garage Miscellaneous Charges	-	-	1,000	1,000
4090	Other Transportation Expense	1,949	-	-	-
4410	Rental of Machinery and Equipment	4,211	3,522	4,200	4,200
4550	General Liability Insurance	51,667	52,287	52,913	51,735
4610	Repair/Maint. of Bldgs & Improvements	1,625	-	-	-
4613	Repair/Maint. - Miracle Theater	135,072	39,164	50,000	50,000
4630	Repair/Maint. of Machinery & Equipment	-	-	1,000	1,000
4990	Other Miscellaneous Expense	4,221	3,007	4,800	4,800
5100	Office Supplies	928	1,097	2,100	2,100
5202	Chemicals and Photographic Supplies	-	-	500	500



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



530 GENERAL SERVICES FUND  
**PUBLIC WORKS DEPARTMENT**  
**1520 GENERAL SERVICES - ADMINISTRATION**  
 590 INTERNAL SERVICES

**EXPENDITURE DETAIL**

	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5203 Drugs and Medical Supplies	-	-	200	200
5209 Protective Clothing	1,948	3,154	2,500	2,500
5211 Building Materials and Supplies	6	18	3,000	3,000
5213 Purchase/Rental - Employee Uniforms	2,983	3,621	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	-	-	4,400	4,400
5410 Employee Training	-	-	2,000	2,000
<b>TOTAL</b>	<b><u>\$ 1,861,620</u></b>	<b><u>\$ 2,132,803</u></b>	<b><u>\$ 1,980,922</u></b>	<b><u>\$ 2,006,601</u></b>



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**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



530 GENERAL SERVICES FUND  
**PUBLIC WORKS DEPARTMENT**  
**2000 GENERAL SERVICES - OPERATIONS**  
 590 INTERNAL SERVICES

**EXPENDITURE DETAIL**

		<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
3410	Laundry & Sanitation Services	\$ 15,253	\$ 15,456	\$ 21,965	\$ 21,965
3420	Custodial & Janitorial Services	1,307,756	1,121,242	1,429,068	1,116,935
4310	Electric Utility Service	1,644,533	1,551,109	1,690,000	1,830,000
4330	Heating & Cooking Fuel	14,666	9,500	28,000	18,000
4350	Water & Sewer Utility Service	741,476	913,420	950,000	950,000
4410	Rental of Machinery and Equipment	7,999	-	8,000	8,000
4610	Repair/Maint. of Bldgs & Improvements	1,477,042	195,084	323,371	333,371
4611	Repair/Maint. - Maint of Parks Equip	-	11,974	45,000	55,000
4612	HVAC Maintenance - Operating	-	396,967	490,000	619,706
4613	Repair/Maint. - Miracle Theater	-	160,774	200,000	200,000
4614	Painting/Waterproofing - Operating	-	-	42,000	42,000
4615	Fountain Maintenance - Operating	-	114,257	238,000	238,000
4616	Electrical Repairs - Operating	-	178,854	162,000	162,000
4617	Plumbing Repairs - Operating	-	51,818	80,000	60,000
4618	Mold Remediation - Operating	-	28,092	57,000	57,000
4619	Life Safety Systems - Operating	-	44,894	47,000	47,000
4630	Repair/Maint. of Machinery & Equipment	-	-	1,000	1,000
4940	Taxes & License Fees Paid	-	-	4,000	4,000
5211	Building Materials and Supplies	134,505	99,512	215,000	235,000
5218	Installed Building Equipt. Repair Parts	7,382	5,926	50,000	50,000
6430	Equipment Repair/Replacement	12,431	-	22,000	22,000
6435	Fire Hydrant Replacements	10,655	32,694	40,000	40,000
<b>TOTAL</b>		<b>\$ 5,373,698</b>	<b>\$ 4,931,573</b>	<b>\$ 6,143,404</b>	<b>\$ 6,110,977</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 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				
		2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
1015	Project Engineer	1.00	1.00	1.00	1.00	\$ 101,024
1030	Project Architect	1.00	1.00	1.00	1.00	89,444
1017	Civil Engineer	1.00	1.00	1.00	1.00	73,223
3204	Equipment Operator II/Sanitary	2.00	2.00	2.00	2.00	88,465
3126	Repair Worker/Sanitary	1.00	1.00	1.00	1.00	54,924
3201	Equipment Operator I	1.00	1.00	1.00	1.00	34,474
0012	Clerical Assistant II	1.00	1.00	1.00	1.00	42,656
8888	Overtime	-	-	-	-	30,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>514,210</b>
<b>PART TIME POSITIONS</b>						
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
9008	Service/Maintenance - P/T	1	0.75	0.75	0.75	21,308
9003	Engineering Aide - P/T	1	0.75	0.75	0.75	24,004
<b>TOTAL PART TIME FTE's</b>		<b>2</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>45,312</b>
<b>TOTAL</b>			<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>\$ 559,522</b>

**EXPENDITURE DETAIL**

	2018-2019	2019-2020	2020-2021	2021-2022
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 486,017	\$ 402,608	\$ 554,709	\$ 559,522
2000 Employee Benefits - See Other Cost Dist.	315,170	432,612	373,778	377,219
3110 Engineering & Architect Services	131,894	209,725	91,130	110,000
3170 Mgmt & Staff Interdept'l Charge	379,586	408,359	120,245	131,444
3180 Mgmt & Staff Interdept'l Charge - Gen Fd Adm	-	-	305,000	305,000
3190 Other Professional Services	35,626	-	46,565	50,000
3200 Accounting & Auditing Services	57,207	63,528	50,000	50,000
4020 Central Garage Motor Pool Rent	128,749	128,749	159,484	128,749
Replacement:	60,500			
Oper. & Maint:	68,249			
4370 Waste Disposal Service	1,520	290	5,000	5,000
4420 General Services Cost - See Other Cost Dist.	38,939	39,792	39,664	39,936
4550 General Liability Insurance	25,264	23,547	26,829	26,458
4610 Repair/Maint. of Bldgs & Improvements	206,021	124,226	236,300	220,095
4630 Repair/Maint. of Machinery & Equipment	-	-	500	500
4940 Taxes & License Fees Paid	8,126	6,812	10,000	9,000
4990 Other Miscellaneous Expense	6,525	7,735	297	7,000
5100 Office Supplies	-	210	1,000	1,000



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5202 Chemicals and Photographic Supplies	-	-	4,500	500
5204 Cleaning & Janitorial Supplies	-	-	200	200
5207 Motor Fuel and Lubricants	-	-	200	200
5209 Protective Clothing	2,580	1,845	2,000	2,000
5211 Building Materials and Supplies	998	-	3,000	2,600
5213 Purchase/Rental - Employee Uniforms	1,125	718	2,200	1,500
5215 Small Tools & Minor Equipment	470	260	1,500	1,000
5216 Motor Equipment Repair Parts	-	-	6,203	-
5217 Operating Equipment Repair Parts	120	-	500	500
5400 Membership Dues and Subscriptions	1,316	1,447	1,800	1,800
5410 Employee Training	2,417	907	2,400	2,400
9901 Return on Investment	17,227	144,259	134,000	70,000
<b>TOTAL</b>	<b>\$ 1,846,897</b>	<b>\$ 1,997,629</b>	<b>\$ 2,179,004</b>	<b>\$ 2,103,623</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
3122	Utilities & ROW Division Chief	1.00	1.00	1.00	1.00	\$ 131,431
3124	Utilities Superintendent	1.00	1.00	1.00	1.00	67,757
1050	Project Manager	-	-	1.00	1.00	-
3109	Electrician	1.00	1.00	1.00	1.00	51,457
3118	Sewer Maintenance Mechanic	2.00	2.00	2.00	2.00	124,368
3121	Sewer Line Tech/Sewer Inspector	1.00	1.00	1.00	1.00	55,409
3204	Equipment Operator II/Sanitary	2.00	2.00	1.00	1.00	66,421
3203	Equipment Operator II	-	-	1.00	1.00	37,482
3126	Repair Worker/Sanitary	4.00	4.00	4.00	4.00	150,026
8888	Overtime	-	-	-	-	76,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>12.00</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>	<b>760,351</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
3108	Electrician - P/T	1	-	0.75	0.75	77,216
3119	Utility Locator - P/T	1	-	-	0.75	27,366
9006	Clerical Aide - P/T	1	0.75	0.75	0.75	22,364
9008	Service/Maintenance - P/T	-	0.75	0.75	-	-
<b>TOTAL PART TIME FTE's</b>		<b>3</b>	<b>1.50</b>	<b>2.25</b>	<b>2.25</b>	<b>126,946</b>
<b>TOTAL</b>			<b>13.50</b>	<b>14.25</b>	<b>15.25</b>	<b>\$ 887,297</b>

**EXPENDITURE DETAIL**

	2018-2019	2019-2020	2020-2021	2021-2022
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 813,475	\$ 874,763	\$ 949,669	\$ 887,297
2000 Employee Benefits - See Other Cost Dist.	492,948	873,995	600,344	562,268
3110 Engineering & Architect Services	27,317	24,800	30,000	30,000
3170 Mgmt & Staff Interdept'l Charge	868,231	938,052	300,613	328,611
3180 Mgmt & Staff Interdept'l Charge - Gen Fd Adm	-	-	685,000	685,000
3190 Other Professional Services	44,380	35,200	30,000	36,000
3200 Accounting & Auditing Services	73,849	77,069	67,000	67,000
4010 Travel Expense	3,107	-	2,500	2,500
4020 Central Garage Motor Pool Rent	305,602	305,602	378,554	305,602
Replacement:	129,503			
Oper. & Maint:	176,099			
4090 Other Transportation Expense	4,223	3,898	3,899	3,898
4091 Cell Phone Allowance	1,200	1,200	1,200	1,200
4350 Water & Sewer Utility Service	2,390	1,679	3,500	3,500
4370 Waste Disposal Service	3,340,042	4,553,664	4,254,996	4,254,996
4410 Rental of Machinery and Equipment	-	5,106	2,000	2,000

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
4420 General Services Cost - See Other Cost Dist.	387,770	396,266	394,990	397,704
4550 General Liability Insurance	41,163	44,284	45,931	41,958
4610 Repair/Maint. of Bldgs & Improvements	12,854	48,522	45,000	45,000
4630 Repair/Maint. of Machinery & Equipment	27,362	24,605	35,000	35,000
4720 Printing & Binding	10	-	500	500
4940 Taxes & License Fees Paid	891	323	2,000	2,000
4990 Other Miscellaneous Expense	9,490	31,119	10,000	11,000
5100 Office Supplies	985	480	1,200	1,200
5202 Chemicals and Photographic Supplies	8,721	5,710	20,000	13,000
5204 Cleaning & Janitorial Supplies	-	-	500	500
5207 Motor Fuel and Lubricants	8,680	2,582	8,000	8,000
5209 Protective Clothing	7,313	5,258	7,000	7,000
5211 Building Materials and Supplies	9,366	9,695	13,000	13,000
5213 Purchase/Rental - Employee Uniforms	3,261	3,733	4,500	4,500
5215 Small Tools & Minor Equipment	7,705	1,227	7,500	7,500
5216 Motor Equipment Repair Parts	-	162	1,000	1,000
5217 Operating Equipment Repair Parts	40,369	56,858	60,000	60,000
5218 Installed Building Equipt. Repair Parts	5,700	4,922	6,000	6,000
5400 Membership Dues and Subscriptions	-	950	925	925
5410 Employee Training	7,024	540	6,000	6,000
9901 Return on Investment	958,051	737,754	547,206	277,008
9902 Principal Paid - Reduce Loan Balance	(365,000)	(370,000)	-	-
<b>TOTAL</b>	<b>\$ 7,148,479</b>	<b>\$ 8,700,018</b>	<b>\$ 8,525,527</b>	<b>\$ 8,108,667</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 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	2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
3016	Coordinator - R.O.W.	1.00	1.00	1.00	1.00	\$ 75,087
3205	Equipment Operator III	1.00	1.00	1.00	1.00	58,408
3203	Equipment Operator II	3.00	3.00	3.00	3.00	134,269
3201	Equipment Operator I	1.00	1.00	1.00	1.00	42,050
3006	Maintenance Worker II - PW R.O.W.	1.00	1.00	1.00	1.00	36,664
8888	Overtime	-	-	-	-	17,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>363,478</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
9023	Waterways Maintenance Coord	1	0.75	0.75	0.75	51,879
<b>TOTAL PART TIME FTE's</b>		<b>1</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>51,879</b>
<b>TOTAL</b>		<b>7.75</b>	<b>7.75</b>	<b>7.75</b>	<b>7.75</b>	<b>\$ 415,357</b>

**EXPENDITURE DETAIL**

	2018-2019	2019-2020	2020-2021	2021-2022
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 551,144	\$ 522,869	\$ 436,042	\$ 415,357
2000 Employee Benefits - See Other Cost Dist.	393,716	404,274	317,716	311,306
3190 Other Professional Services	52,200	127,737	-	-
3191 Sidewalk Replacement Reimbursement	(1,800)	(1,741)	-	-
4020 Central Garage Motor Pool Rent	837,668	831,813	1,007,572	837,799
Replacement:	126,493			
Oper. & Maint:	711,306			
4040 Central Garage Miscellaneous Charges	-	-	1,000	1,000
4370 Waste Disposal Service	4,386	2,812	7,000	7,000
4420 General Services Cost - See Other Cost Dist.	1,721,014	1,758,723	1,769,462	1,765,103
4550 General Liability Insurance	26,891	26,726	21,089	19,641
4610 Repair/Maint. of Bldgs & Improvements	13,187	11,876	20,000	20,000
4630 Repair/Maint. of Machinery & Equipment	1,278	-	1,000	1,300
4710 Special Printed Forms	-	-	300	300
4720 Printing & Binding	-	-	300	300
5100 Office Supplies	925	-	1,000	1,000
5207 Motor Fuel and Lubricants	-	-	400	400
5209 Protective Clothing	1,938	723	3,000	3,000
5211 Building Materials and Supplies	20,354	15,561	25,000	25,000
5213 Purchase/Rental - Employee Uniforms	3,305	2,810	4,000	4,000
5215 Small Tools & Minor Equipment	1,245	438	2,000	2,000



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5216 Motor Equipment Repair Parts	-	-	2,500	2,200
5217 Operating Equipment Repair Parts	1,480	-	2,000	2,000
5218 Installed Building Equipt. Repair Parts	179	192	1,562	1,562
5219 Other Repair & Maintenance Supplies	1,160	-	1,000	1,000
5400 Membership Dues and Subscriptions	-	165	-	-
<b>TOTAL</b>	<b>\$ 3,630,270</b>	<b>\$ 3,704,978</b>	<b>\$ 3,623,943</b>	<b>\$ 3,421,268</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

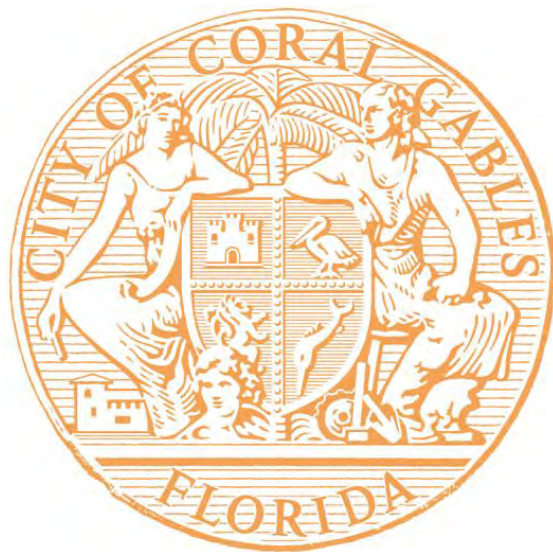
**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
3102	Maint. Repair Wrkr - Lead	1.00	1.00	1.00	1.00	\$ 69,771
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	46,428
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>116,199</b>
<b>PART TIME POSITIONS</b>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	
9017	Maintenance Worker II - Sign Shop - P/T	1	0.75	0.75	0.75	22,963
<b>TOTAL PART TIME FTE's</b>		<b>1</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>22,963</b>
<b>TOTAL</b>			<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>\$ 139,162</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
1000	Salaries	\$ 116,608	\$ 126,697	\$ 139,176	\$ 139,162
2000	Employee Benefits - See Other Cost Dist.	86,271	86,643	94,554	94,656
4020	Central Garage Motor Pool Rent	21,869	22,136	26,523	22,357
	Replacement: 5,256				
	Oper. & Maint: 17,101				
4410	Rental of Machinery and Equipment	-	-	250	250
4420	General Services Cost - See Other Cost Dist.	43,804	44,764	45,037	44,926
4550	General Liability Insurance	6,345	6,408	6,731	6,581
4630	Repair/Maint. of Machinery & Equipment	-	-	400	400
5100	Office Supplies	-	55	200	200
5204	Cleaning & Janitorial Supplies	-	-	800	800
5209	Protective Clothing	-	88	450	500
5211	Building Materials and Supplies	11,303	10,535	17,750	19,000
5213	Purchase/Rental - Employee Uniforms	964	994	1,000	1,000
5215	Small Tools & Minor Equipment	-	1,869	3,000	2,000
5217	Operating Equipment Repair Parts	-	581	1,500	1,200
<b>TOTAL</b>		<b>\$ 287,164</b>	<b>\$ 300,770</b>	<b>\$ 337,371</b>	<b>\$ 333,032</b>



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**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
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	73,986
4018	Automotive Coordinator	2.00	2.00	2.00	2.00	142,881
4017	Fleet Analyst	1.00	1.00	1.00	1.00	58,817
4016	Senior Welder Mechanic	1.00	1.00	1.00	1.00	52,845
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	2.00	135,400
4007	Senior Automotive Mechanic	4.00	4.00	4.00	4.00	248,188
4008	Fire Equipment Mechanic II	1.00	1.00	1.00	1.00	62,089
4006	Automotive Mechanic	6.00	6.00	6.00	6.00	231,504
0602	Administrative Assistant	1.00	1.00	1.00	1.00	52,213
8888	Overtime	-	-	-	-	15,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>1,351,576</b>
<b>PART TIME POSITIONS</b>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	
4001	Automotive Mechanic - P/T	2	1.50	1.50	1.50	70,196
<b>TOTAL PART TIME FTE's</b>		<b>2</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>70,196</b>
<b>TOTAL</b>		<b>23.50</b>	<b>23.50</b>	<b>23.50</b>	<b>23.50</b>	<b>\$ 1,421,772</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,416,560	\$ 1,348,643	\$ 1,422,460	\$ 1,421,772
2000	Employee Benefits - See Other Cost Dist.	890,552	1,158,222	953,876	975,195
3190	Other Professional Services	35,557	38,088	72,825	72,825
4090	Other Transportation Expense	7,488	6,497	6,498	6,497
4091	Cell Phone Allowance	1,300	1,200	1,200	1,200
4220	Postage	2,866	-	-	-
4370	Waste Disposal Service	6,090	5,940	7,000	7,000
4410	Rental of Machinery and Equipment	2,759	6,531	14,400	14,400
4450	Lease Equipment	79,200	80,985	104,615	93,200
4451	Principal Paid-Reduce Loan Balance	(165,488)	(63,168)	-	-
4550	General Liability Insurance	71,870	71,760	68,459	67,232
4620	Repair and Maint. of Office Equipment	-	300	500	500
4630	Repair/Maint. of Machinery & Equipment	8,936	6,592	9,000	9,000
4691	Commercial Garages	160,566	190,207	157,820	151,000
4710	Special Printed Forms	428	647	1,200	1,200



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
4940 Taxes & License Fees Paid	19,423	16,617	16,000	16,000
4990 Other Miscellaneous Expense	5,631	3,751	4,000	4,000
5100 Office Supplies	4,251	4,073	5,500	5,500
5207 Motor Fuel and Lubricants	1,268,601	1,016,971	1,252,696	1,259,696
5209 Protective Clothing	2,747	2,578	3,000	3,000
5213 Purchase/Rental - Employee Uniforms	6,322	9,133	8,500	8,500
5214 Uniform Allowance	-	-	500	500
5215 Small Tools & Minor Equipment	9,946	8,410	14,000	14,000
5216 Motor Equipment Repair Parts	1,211,163	1,246,849	1,075,000	1,075,000
5219 Other Repair & Maintenance Supplies	10,210	10,328	11,000	7,000
5220 Motor Oil and Other Lubricants	23,893	24,749	30,000	30,000
5400 Membership Dues and Subscriptions	1,098	499	2,000	2,000
5410 Employee Training	4,730	650	10,795	10,795
6410 Motor Equipment Replacements in Fleet	2,960,341	4,005,482	4,814,408	3,438,432
6430 Equipment Repair/Replacement	50,462	2,490	68,768	15,100
6440 Equipment Additions	99,458	-	190	-
6450 Office Equipment Replacement	-	-	1,200	1,200
<b>TOTAL</b>	<b>\$ 8,196,960</b>	<b>\$ 9,205,024</b>	<b>\$ 10,137,410</b>	<b>\$ 8,711,744</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<b>FULL TIME POSITIONS</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
0633	Ass't Pub Wrks Dir for Solid Waste	1.00	1.00	1.00	1.00	\$ 137,989
2115	Lead Solid Waste Division Coord.	1.00	1.00	1.00	1.00	76,772
0810	Administrative Analyst	1.00	1.00	1.00	1.00	56,350
0999	PW Inspector II for ROW & Solid Waste	1.00	1.00	1.00	1.00	81,520
2107	Solid Waste Coordinator	3.00	3.00	3.00	3.00	231,518
2106	Solid Waste Operator III	2.00	2.00	2.00	2.00	120,492
2112	Solid Waste Crane Operator	7.00	8.00	10.00	10.00	570,259
2105	Solid Waste Operator II	8.00	8.00	8.00	8.00	443,468
2104	Solid Waste Operator I	13.00	12.00	10.00	10.00	467,462
2101	Solid Waste Worker	39.00	39.00	39.00	39.00	1,630,496
8888	Overtime	-	-	-	-	25,000
9999	Holiday Pay	-	-	-	-	120,000
<b>TOTAL</b>		<b>76.00</b>	<b>76.00</b>	<b>76.00</b>	<b>76.00</b>	<b>\$ 3,961,326</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 3,827,138	\$ 3,998,353	\$ 3,981,283	\$ 3,961,326
2000	Employee Benefits - See Other Cost Dist.	3,054,057	3,036,452	3,179,090	3,282,060
2610	Employee Awards	-	1,551	2,000	2,000
3190	Other Professional Services	56,231	59,354	71,282	27,940
4010	Travel Expense	-	499	1,400	400
4020	Central Garage Motor Pool Rent	2,409,040	2,452,982	2,929,159	2,479,809
	Replacement: 646,880				
	Oper. & Maint: 1,832,929				
4090	Other Transportation Expense	7,580	6,497	6,498	6,497
4091	Cell Phone Allowance	-	2,400	1,200	1,200
4370	Waste Disposal Service	1,728,379	1,760,972	1,766,853	2,099,853
4420	General Services Cost - See Other Cost Dist.	29,752	30,404	30,590	30,514
4550	General Liability Insurance	187,502	188,279	193,357	187,323
4630	Repair/Maint. of Machinery & Equipment	-	-	5,500	1,500
4720	Printing & Binding	2,109	-	-	-
5100	Office Supplies	1,032	1,370	3,000	3,000
5204	Cleaning & Janitorial Supplies	-	(143)	-	-
5208	Household & Institutional Supplies	2,735	5,333	11,800	11,800
5209	Protective Clothing	34,729	24,380	36,800	34,800
5211	Building Materials and Supplies	5,220	-	-	-
5213	Purchase/Rental - Employee Uniforms	25,698	24,957	30,000	30,000

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5214 Uniform Allowance	100	-	-	-
5215 Small Tools & Minor Equipment	20,766	31,639	28,400	24,400
5217 Operating Equipment Repair Parts	7,505	2,961	3,000	3,000
5400 Membership Dues and Subscriptions	348	983	1,700	1,700
5410 Employee Training	3,366	1,725	3,600	5,100
6430 Equipment Repair/Replacement	-	-	549,174	-
6440 Equipment Additions	-	-	70,000	-
<b>TOTAL</b>	<b>\$ 11,403,287</b>	<b>\$ 11,630,948</b>	<b>\$ 12,905,686</b>	<b>\$ 12,194,222</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



001 GENERAL FUND  
**PUBLIC WORKS DEPARTMENT**  
**6130 GREENSPACE MANAGEMENT DIVISION**  
 539 OTHER PHYSICAL ENVIRONMENT

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
2015	PW Asst Dir for Greenspace Mgmt	1.00	1.00	1.00	1.00	\$ 126,663
3014	Greenspace Mgmt Architect	1.00	1.00	1.00	1.00	80,387
2012	Greenspace Mgmt Supt.	1.00	1.00	1.00	1.00	59,899
3012	Coordinator/Greenspace Mgmt	2.00	2.00	2.00	2.00	163,422
3009	Irrigation Foreman	1.00	1.00	1.00	1.00	81,695
2008	Horticulturist	1.00	1.00	1.00	1.00	62,562
3019	Foreman/Greenspace	3.00	3.00	3.00	3.00	184,051
0602	Administrative Assistant	1.00	1.00	1.00	1.00	65,132
3205	Equipment Operator III	1.00	1.00	1.00	1.00	53,826
3203	Equipment Operator II	3.00	3.00	3.00	3.00	124,243
3201	Equipment Operator I	1.00	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	1.00	39,487
0012	Clerical Assistant II	1.00	1.00	-	-	-
3005	Maintenance Worker II	6.00	6.00	6.00	6.00	232,970
3004	Maintenance Worker I	1.00	1.00	1.00	1.00	-
8888	Overtime	-	-	-	-	33,030
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>26.00</b>	<b>26.00</b>	<b>25.00</b>	<b>25.00</b>	<b>1,416,695</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
9018	Maintenance Worker I - P/T	2	-	-	-	-
3007	Water Truck Operator - P/T	1	0.75	0.75	0.75	43,732
2013	Foreman - P/T	1	0.75	0.75	0.75	51,307
9022	Maintenance Repair Worker - P/T	1	0.75	0.75	0.75	43,732
<b>TOTAL PART TIME FTE's</b>		<b>5</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>138,771</b>
<b>TOTAL</b>			<b>28.25</b>	<b>28.25</b>	<b>27.25</b>	<b>\$ 1,555,466</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,495,736	\$ 1,630,365	\$ 1,617,115	\$ 1,555,466
2000	Employee Benefits - See Other Cost Dist.	1,063,638	1,136,645	1,170,169	1,153,643
3190	Other Professional Services	1,837,138	2,238,965	2,297,309	2,427,090
3196	Million Orchid Project	-	-	15,000	-
4020	Central Garage Motor Pool Rent	524,490	534,922	638,179	540,899
	Replacement:	144,866			
	Oper. & Maint:	396,033			
4090	Other Transportation Expense	4,448	3,898	3,899	3,898
4350	Water & Sewer Utility Service	1,808	2,332	3,500	3,500
4410	Rental of Machinery and Equipment	4,831	5,204	5,801	5,801
4420	General Services Cost - See Other Cost Dist.	815,370	833,236	838,322	836,259
4550	General Liability Insurance	84,568	81,932	78,213	73,554
4610	Repair/Maint. of Bldgs & Improvements	-	1,350	16,430	-
4990	Other Miscellaneous Expense	3,892	2,216	3,000	3,000



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



001 GENERAL FUND  
**PUBLIC WORKS DEPARTMENT**  
**6130 GREENSPACE MANAGEMENT DIVISION**  
 539 OTHER PHYSICAL ENVIRONMENT

**EXPENDITURE DETAIL**

		<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5100	Office Supplies	4,084	2,875	3,000	3,000
5201	Agricultural Supplies	156,804	166,407	109,914	119,934
5204	Cleaning & Janitorial Supplies	-	-	410	410
5208	Household & Institutional Supplies	610	1,349	1,050	1,050
5209	Protective Clothing	3,228	4,129	3,500	3,500
5211	Building Materials and Supplies	28,439	26,159	27,250	27,250
5213	Purchase/Rental - Employee Uniforms	8,835	8,105	9,355	9,355
5214	Uniform Allowance	46	-	-	-
5215	Small Tools & Minor Equipment	18,508	17,327	20,000	20,000
5400	Membership Dues and Subscriptions	1,807	2,718	2,185	2,165
5410	Employee Training	12,975	1,445	14,500	9,500
7195	Contingency for Budget Reduction	-	-	50,000	50,000
<b>TOTAL</b>		<u><u>\$ 6,071,255</u></u>	<u><u>\$ 6,701,579</u></u>	<u><u>\$ 6,928,101</u></u>	<u><u>\$ 6,849,274</u></u>



## Action Plan Worksheet 2022

**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	01/31/21	SOP distributed to all department directors
Convert city-owned street lights to LED	09/30/21	Project completion report
Replace existing light fixtures in facilities with LED	09/30/22	Project completion report
Install bottle refill drinking fountains	09/30/22	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?)**

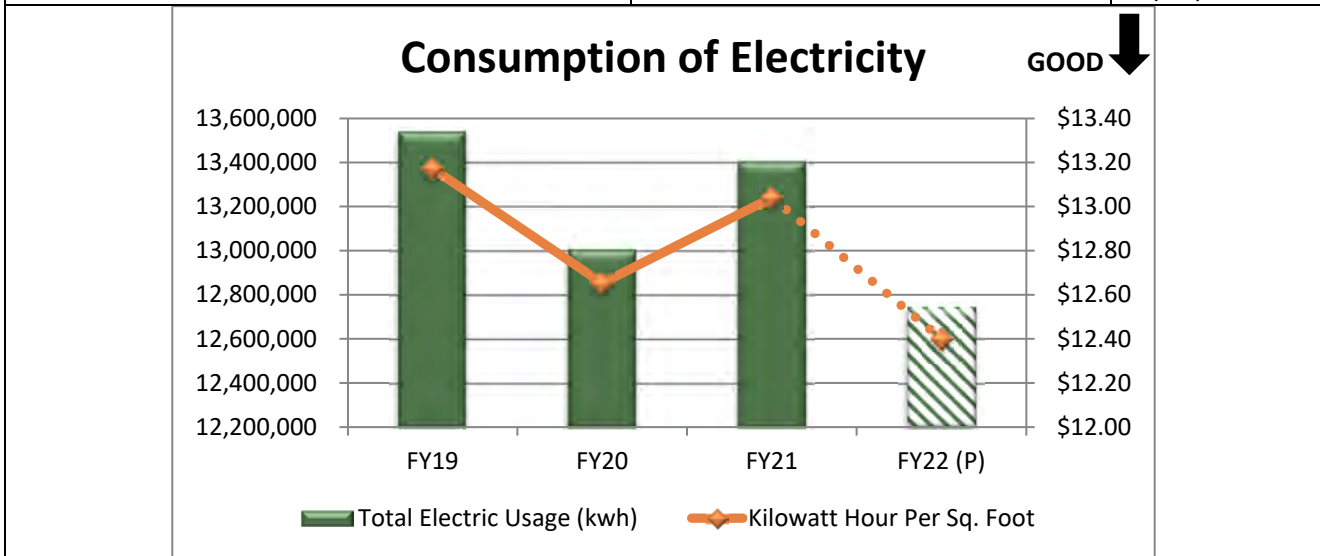
- \$100,000 to convert City water meters to smart meters – funded from existing CIP funds



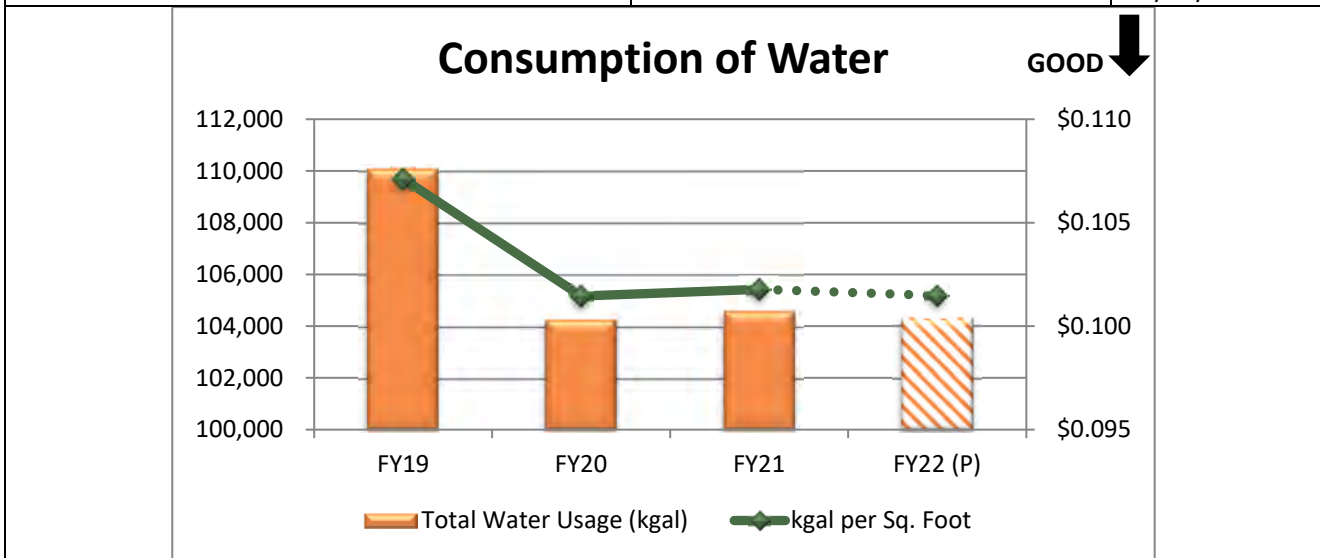
## Action Plan Worksheet 2022

### 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



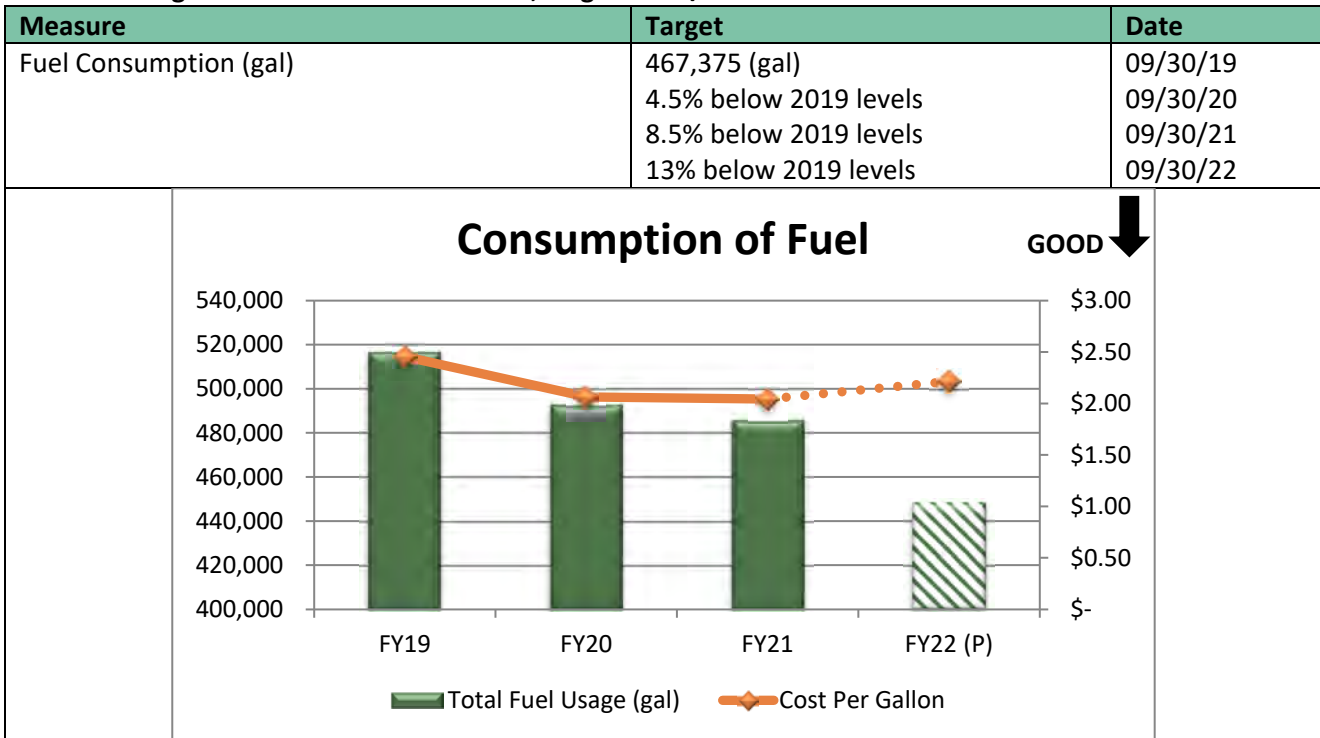
Water Consumption (kgal)	110,105 (kgal)	09/30/19
	4% below 2019 levels	09/30/20
	8% below 2019 levels	09/30/21
	12% below 2019 levels	09/30/22





## Action Plan Worksheet 2022

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



#### 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 2022

**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 2022

**Action Plan Owner:** Hermes Diaz, Public Works Director

**Action Plan Name:** 5.3-1 Sidewalk and Bicycle Construction

### Strategic plan alignment

- Goal 5 – Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history
  - Objective 5.3 – Increase active living opportunities within the city
    - 5.3-1 – Construct 20 miles of sidewalks and 5.25 miles of bicycle paths by 2022
- Goal 1 – Provide exceptional services that meet or exceed the requirements and expectations of our community
  - Objective 1.1 – Attain world-class performance levels in providing personalized services that build relationships and create a sense of community by 2022
    - 1.1-3 – Increase the percentage of geographic areas served by parks, playgrounds, or facilities (accessible and safe walking distance) to 85 % by 2022
  - Objective 1.3 – Improve mobility, transportation safety, and the pedestrian experience throughout the city.
    - 1.3-2 – Decrease single occupancy vehicle (SOV) trips within the city by 4.75% by 2022
    - 1.3-4 – Decrease incidence of pedestrian accidents, injuries, and falls by 16% by 2022

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

What must be done	By When	How will it be evident
Conduct 9 community meetings for sidewalks	12/31/22	Meetings will be conducted with documented attendance
Conduct 8 community meetings for bike lanes	12/31/22	Meetings will be conducted with documented attendance
Develop 9 plans for sidewalk construction	12/31/22	Plans will be permitted
Develop plans for bike lane construction	12/31/23	Plans will be permitted
Construct sidewalks	12/31/23	Construction will be completed
Construct bike lanes	12/31/23	Construction will be completed
Develop maintenance plan for sidewalks to reduce pedestrian accidents	Annually	Report will be completed
Repair sidewalks	Annually	Construction will be completed

### Resource requirements (what do we need to succeed?)

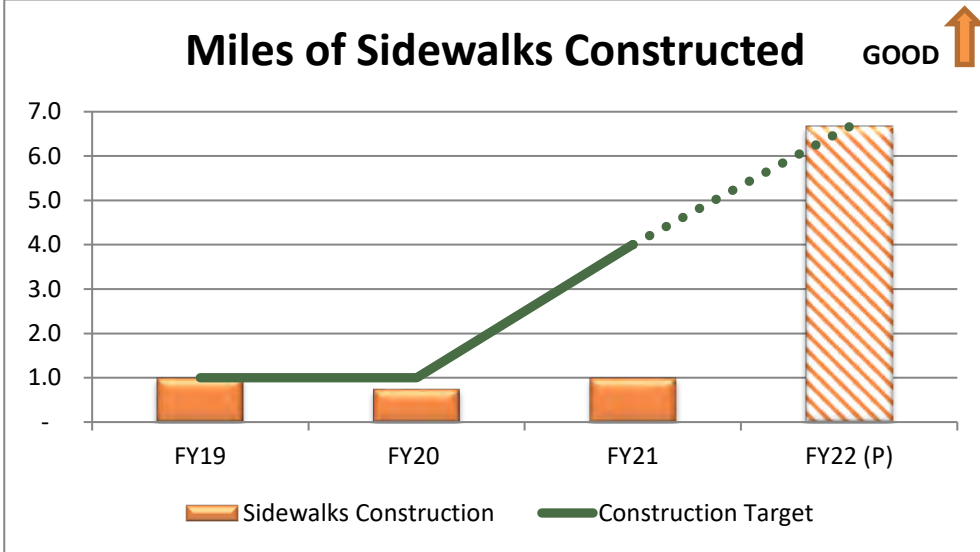
- \$2,342,011 in Capital Improvement Plan funding to design and construct sidewalks and bicycle infrastructure



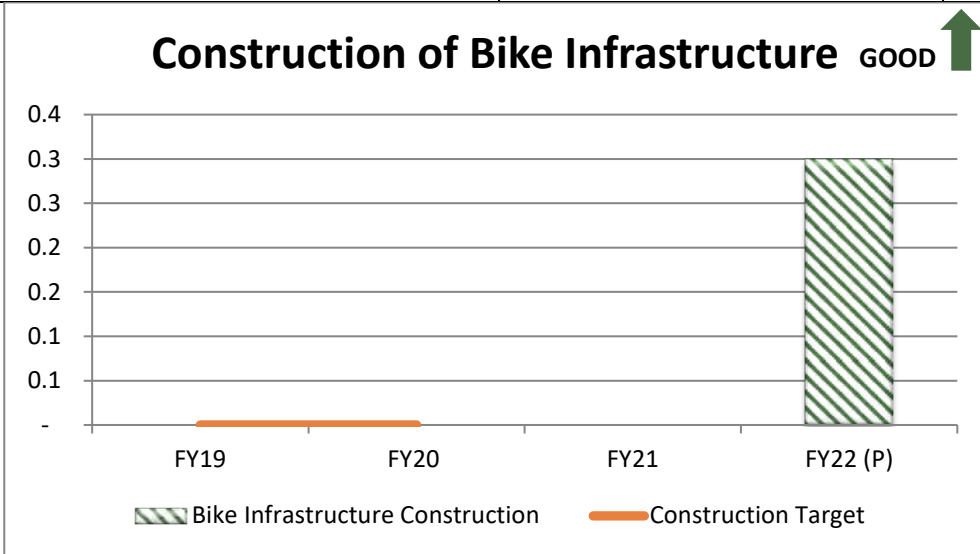
## Action Plan Worksheet 2022

### 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 miles	09/30/21
	0.3 miles	09/30/22

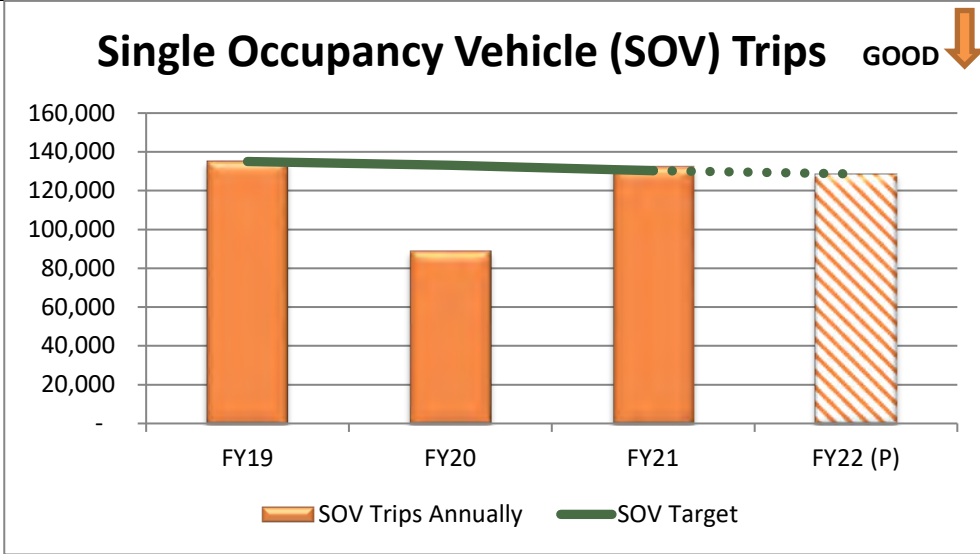




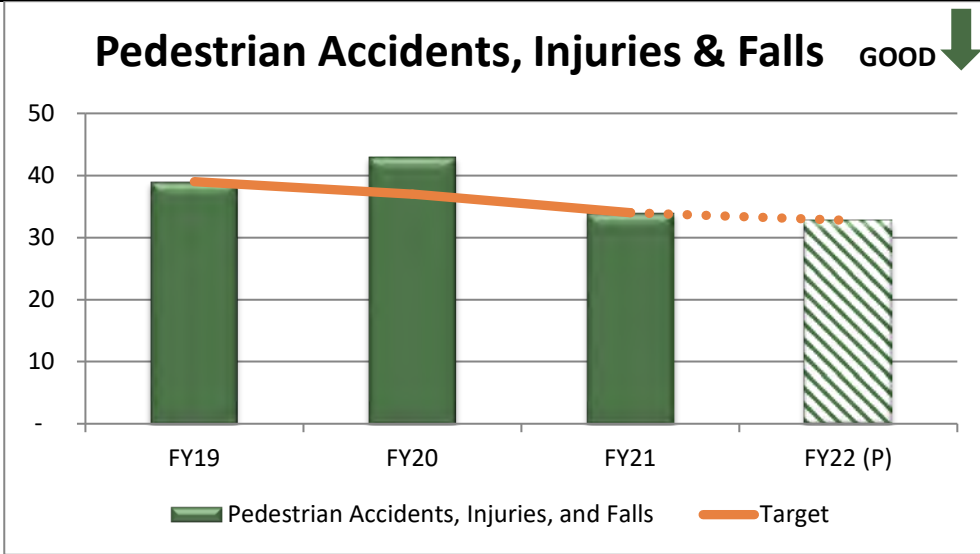
## Action Plan Worksheet 2022

### 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



Decrease incidence of pedestrian accidents, injuries, and falls by 16% by 2022	39 incidents Decrease FY 2019 by 16%	09/30/19 09/30/22
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## Action Plan Worksheet 2022

**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:**

- \$2,342,011 to construct sidewalks and bicycle infrastructure over three years



## Action Plan Worksheet 2022

**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



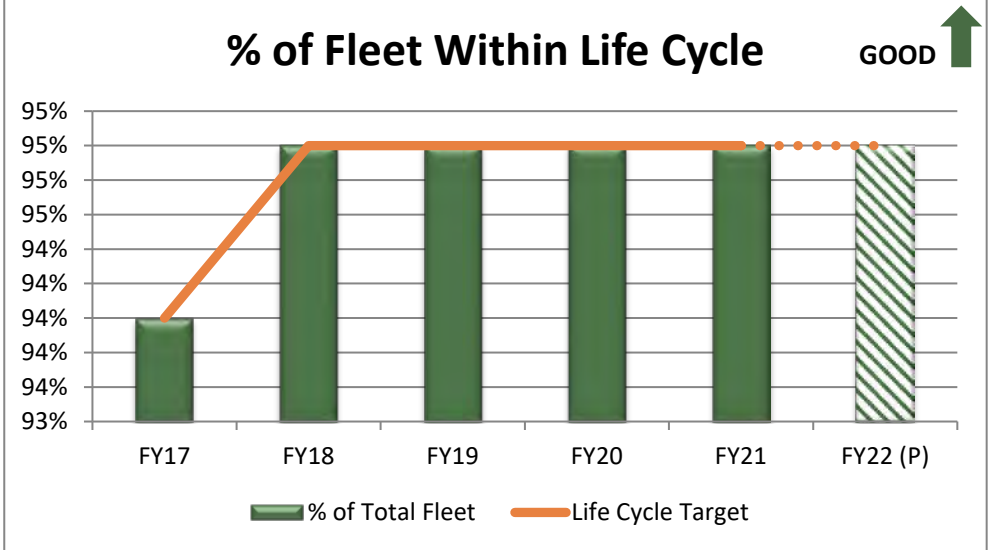
## Action Plan Worksheet 2022

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

Measure	Target	Date
Fleet availability	94% Average	09/30/19
	95% Average	09/30/20
	95% Average	09/30/21
	95% 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 2022

### 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 2022

**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	07/30/21	Report
Review and update recovery or back-up plans in place for critical utility infrastructure	Annually	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	06/30/21	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 2022

### 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> <p style="margin: 0; color: green; font-weight: bold;">GOOD ↓</p> <table border="1" style="margin-top: 10px; width: 100%; border-collapse: collapse;"> <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>2.5%</td> <td>3.0%</td> </tr> <tr> <td>FY20</td> <td>2.5%</td> <td>3.0%</td> </tr> <tr> <td>FY21</td> <td>2.5%</td> <td>3.0%</td> </tr> <tr> <td>FY22 (P)</td> <td>2.5%</td> <td>3.0%</td> </tr> </tbody> </table> </div> </div>			Fiscal Year	Down-Time %	Max Down-Time %	FY19	2.5%	3.0%	FY20	2.5%	3.0%	FY21	2.5%	3.0%	FY22 (P)	2.5%	3.0%
Fiscal Year	Down-Time %	Max Down-Time %															
FY19	2.5%	3.0%															
FY20	2.5%	3.0%															
FY21	2.5%	3.0%															
FY22 (P)	2.5%	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> <p style="margin: 0; color: green; font-weight: bold;">GOOD ↓</p> <table border="1" style="margin-top: 10px; width: 100%; border-collapse: collapse;"> <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</td> <td>8%</td> <td>10%</td> </tr> <tr> <td>FY22 (P)</td> <td>8%</td> <td>10%</td> </tr> </tbody> </table> </div> </div>			Fiscal Year	Contamination Rate %	Max Contamination Rate	FY19	8%	10%	FY20	8%	10%	FY21	8%	10%	FY22 (P)	8%	10%
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FY19	8%	10%															
FY20	8%	10%															
FY21	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 2022

### 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

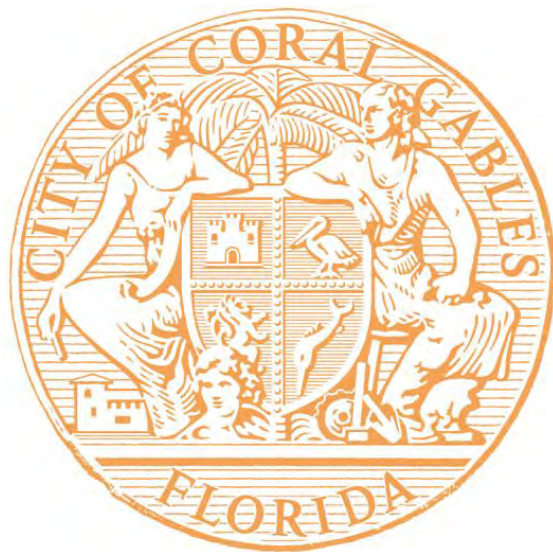
### What are the financial impacts (costs / benefits and return on investment)?

#### 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

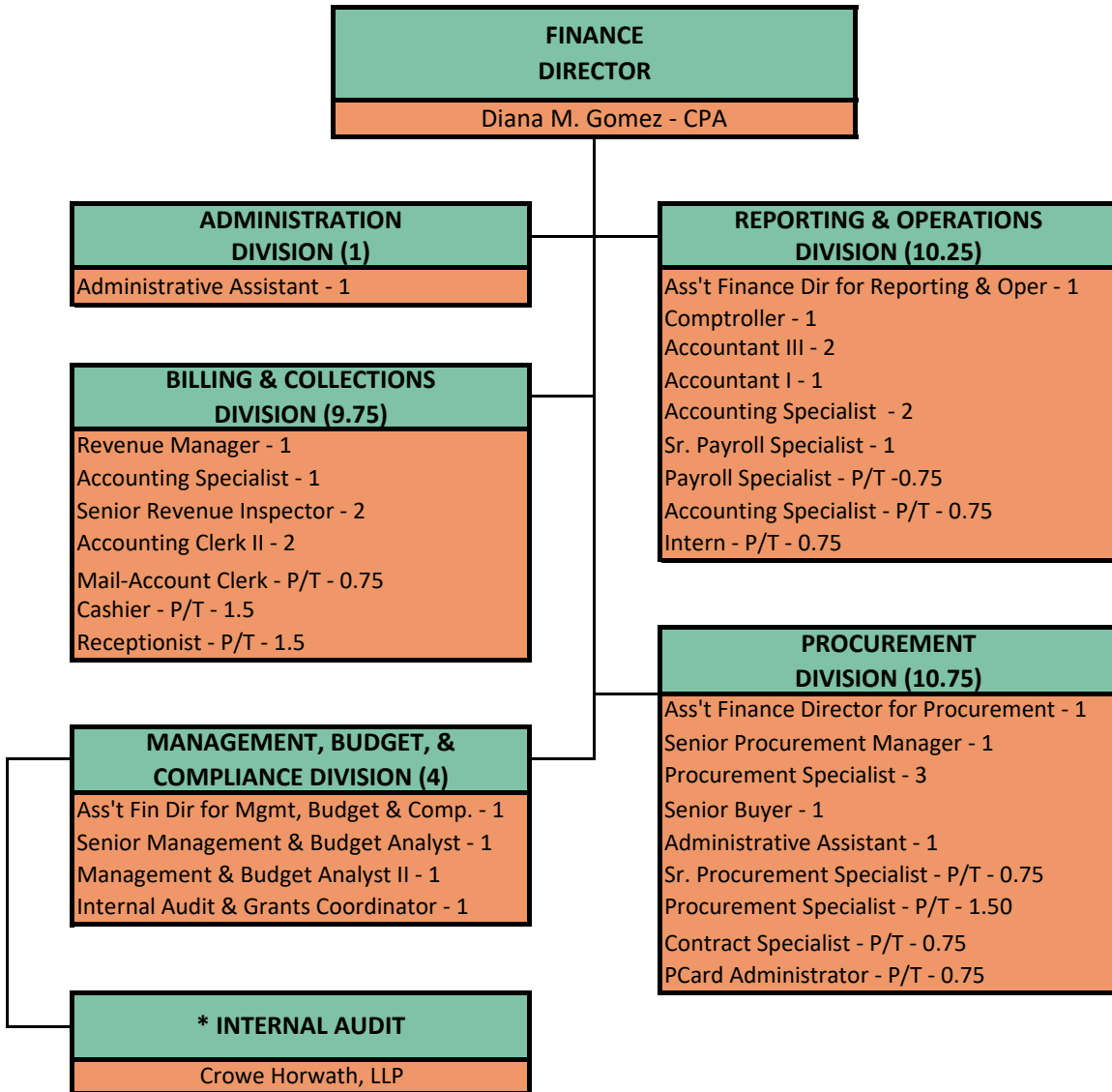


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**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**

**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.

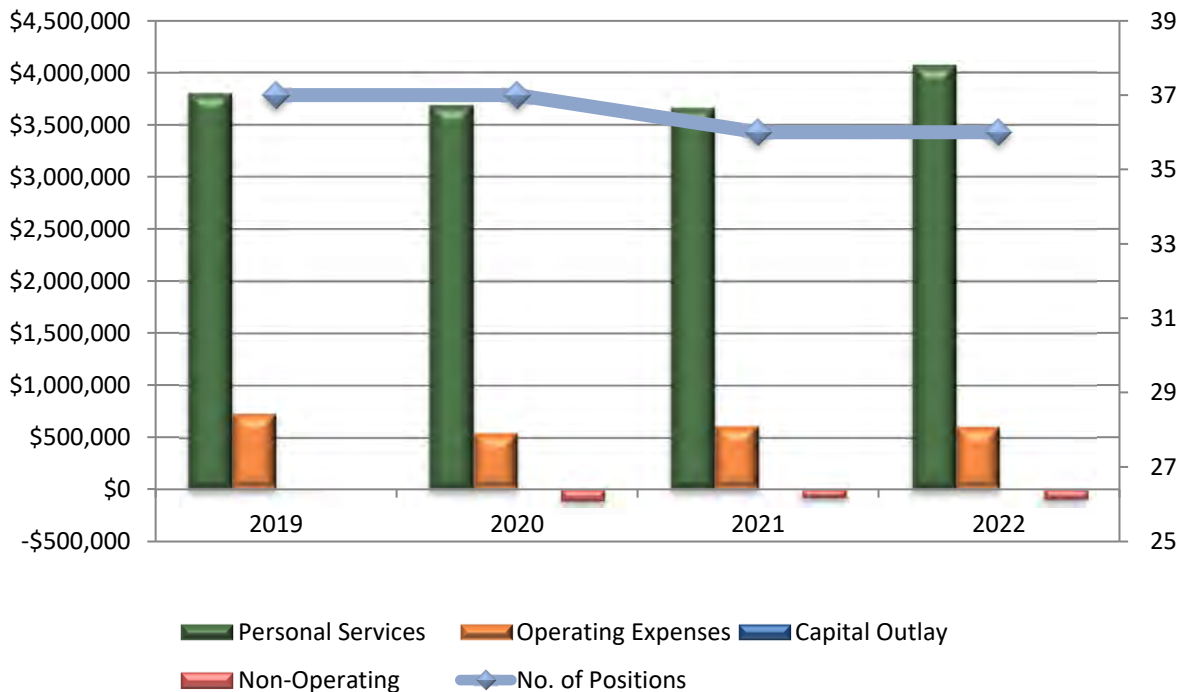
**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



**FINANCE DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<b>2018-2019 ACTUAL</b>	<b>2019-2020 ACTUAL</b>	<b>2020-2021 BUDGET</b>	<b>2021-2022 ESTIMATE</b>
Salaries & Benefits	3,800,910	3,686,362	3,659,215	4,073,194
Operating Expenses	729,220	543,561	609,324	604,405
Capital Outlay	2,566	-	-	-
Non-Operating	-	(105,316)	(76,709)	(92,547)
<b>Total</b>	<b>4,532,696</b>	<b>4,124,607</b>	<b>4,191,830</b>	<b>4,585,052</b>
Full Time Headcount	27.00	27.00	27.00	27.00
Part Time FTE's	9.75	9.75	9.35	9.35
<b>Total Headcount &amp; FTE's</b>	<b>36.75</b>	<b>36.75</b>	<b>36.35</b>	<b>36.35</b>

**EXPENDITURE/PERSONNEL COMPARISONS**





# Finance

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## 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 Annual Comprehensive 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 Annual Comprehensive Financial Report (ACFR).
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**  
**2021-2022 BUDGET**

**FINANCE**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS**

- ✓ Maintained AAA bond ratings with Moody's, Standard & Poor's, and Fitch Ratings.
- ✓ Earned over \$3.7M in investment income revenue in the previous fiscal year.
- ✓ Received Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report for FY2019 and received the highest rating of "Proficient" in all grading categories.
- ✓ FEMA obligated project worksheets for Hurricane Irma of \$18.4M.
- ✓ Received a total of \$15.3M from FEMA for Hurricane Irma
- ✓ Accurately and timely processed over 5,000 p-card transactions valued at \$1.9M.
- ✓ Processed over 1,064 requisition requests valued at \$25.2M.
- ✓ Achieved FAPPO (Florida Association of Public Procurement Officials) Awards for:
  - Excellence in Public Procurement
  - Innovation in the Procurement Process
- ✓ Implemented an electronic Request for Proposal (RFP) Evaluation Application
- ✓ Won Distinguished Budget Presentation Award for FY2019-2020 Adopted Budget.
  - Awarded Outstanding in the following areas:
    - Overall, as a Communication Device
    - 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 and no reliance on emergency reserves. This was made possible by the implementation of a novel 3-Year Budget Reduction Methodology that identified hard reductions in FY20, hard and soft reductions in FY21, and potential soft reductions for FY22 if warranted.
- ✓ Maintained a fully operational department during the pandemic with seamless transition of several divisions to telecommuting.

**CITY OF CORAL GABLES, FLORIDA**  
**2021-2022 BUDGET**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ The City issued the following revenue bonds in 2021 as direct issuance instead of using the Sunshine State Government Financing Commission (SSGFC) as a conduit.
- Series 2021A – Taxable Capital Improvement Refunding Revenue Bond with par value of \$5.25M which allowed the City to consolidate an outstanding bond with a variable rate with a fixed rate into single fixed rate loan. With the refunding, the City was able to achieve approximately \$180K of aggregate net present value debt service savings.
  - Series 2021B - Capital Improvement Revenue and Refunding Bonds with par value of \$27.055M which provided \$14.42M to finance capital improvements related to the City’s sewer system and \$12.63M for refunding of several outstanding bonds. With the refunding, the City was able to achieve approximately \$600K of aggregate net present value debt service savings. As part of the issuance process, the City completed a rating review and rating agencies; S&P and Moody’s both reaffirmed an overall underlying Triple-A rating.

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

**FINANCE**

INDICATOR:	FY20			FY21		FY22
	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 FY19 CAFR by 3/31/20	FY19 CAFR completed by 3/31/20	●	Complete FY20 CAFR by 3/31/21	Complete FY20 CAFR by 3/31/21	Complete FY21 CAFR by 3/31/22
Receive a "No Audit Findings" report from external auditors	Receive by March 2020	Received	●	Receive by March 2021	Received	Receive by March 2022
Complete and issue the Quarterly Financial Reports no later than 30 days after end of each quarter	100%	75%	▲	100%	100%	100%
Percentage of employees with direct deposit account	97%	97%	●	97%	97%	97%
Distribute payroll notices electronically	100%	100%	●	100%	100%	100%
EPayable rebate from SunTrust	\$ 85,000	\$ 67,090	◆	\$ 80,000	\$ 54,897	\$ 75,000
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	4,594	▲	6,000	4,366	6,000
Increase in accounts payable vendor invoices paid by credit card	2,000	1,817	▲	2,000	1,855	2,000
Decrease in accounts payable vendor invoices paid by check	12,500	10,984	●	12,000	10,542	11,000
Percentage of accounts with over 90 days old to total A/R	25%	70%	◆	25%	86%	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%	22%	▲	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	88 Business Days	▲	80 Business Days	65 Business Days	80 Business Days
Percentage of Uncontested Formal Solicitations	100%	100%	●	100%	100%	100%
Number of Formal Solicitations Issued	25	40	●	25	38	25

**Legend**

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



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2018-2019	2019-2020	2020-2021	2021-2022	
		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	\$ 181,157
0602	Administrative Assistant	1.00	1.00	1.00	1.00	50,229
	<b>TOTAL</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>\$ 231,386</b>

**EXPENDITURE DETAIL**

	2018-2019	2019-2020	2020-2021	2021-2022
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 252,273	\$ 252,427	\$ 244,140	\$ 231,386
2000 Employee Benefits - See Other Cost Dist.	139,762	150,005	158,522	154,848
3191 Other Prof Services - Financial Advisor	16,000	16,000	18,000	18,000
4090 Other Transportation Expense	8,163	6,497	6,498	6,497
4091 Cell Phone Allowance	800	1,200	1,200	1,200
4420 General Services Cost - See Other Cost Dist.	57,144	58,396	58,753	58,608
4550 General Liability Insurance	11,255	11,470	11,808	10,942
4620 Repair and Maint. of Office Equipment	-	-	100	100
4720 Printing & Binding	2,281	336	3,400	3,400
4990 Other Miscellaneous Expense	42	83	1,000	1,000
5100 Office Supplies	3,695	2,220	6,356	4,356
5214 Uniform Allowance	-	-	-	500
5400 Membership Dues and Subscriptions	3,379	1,450	3,600	3,000
5410 Employee Training	4,133	1,172	8,200	5,650
6430 Equipment Repair/Replacement	2,566	-	-	-
7195 Contingency for Budget Reduction	-	-	5,000	5,000
9010 1 Intradepartmental Credits	-	(13,843)	(9,794)	(11,301)
<b>TOTAL</b>	<b>\$ 501,493</b>	<b>\$ 487,413</b>	<b>\$ 516,783</b>	<b>\$ 493,186</b>

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



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2018-2019	2019-2020	2020-2021	2021-2022		
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES	
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
0337	City Treasurer	1.00	1.00	-	-	\$ -	
0322	Revenue Manager	-	-	1.00	1.00	80,482	
0106	Accounting Specialist	1.00	1.00	1.00	1.00	47,831	
0323	Senior Revenue Inspector	2.00	2.00	2.00	2.00	112,276	
0302	Accounting Clerk II	2.00	2.00	2.00	2.00	107,931	
8888	Overtime	-	-	-	-	750	
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>349,270</b>	
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
0353	Investment Manager - P/T	1	0.00	0.00	0.35	0.35	36,000
0101	Mail-Account Clerk - P/T	1	0.75	0.75	0.75	0.75	34,689
0078	Cashier - P/T	2	1.50	1.50	1.50	1.50	55,076
0063	Receptionist - P/T	2	1.50	1.50	1.50	1.50	45,699
<b>TOTAL PART TIME FTE's</b>		<b>6</b>	<b>3.75</b>	<b>3.75</b>	<b>4.10</b>	<b>4.10</b>	<b>171,464</b>
<b>TOTAL</b>			<b>9.75</b>	<b>9.75</b>	<b>10.10</b>	<b>10.10</b>	<b>\$ 520,734</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 460,472	\$ 483,452	\$ 506,551	\$ 520,734
2000	Employee Benefits - See Other Cost Dist.	248,137	215,136	250,056	256,469
4020	Central Garage Motor Pool Rent	26,230	27,478	32,292	27,892
	Replacement:	10,630			
	Oper. & Maint:	17,262			
4210	Messenger & Armored Car Service	26,044	15,986	29,500	27,750
4220	Postage	134,871	(4,101)	-	-
4410	Rental of Machinery and Equipment	6,738	7,240	500	500
4420	General Services Cost - See Other Cost Dist.	16,716	17,082	17,186	17,144
4550	General Liability Insurance	22,785	23,498	24,500	24,624
4620	Repair and Maint. of Office Equipment	198	-	300	300
4710	Special Printed Forms	5,286	6,618	9,000	9,000
4910	Court Costs & Investigative Expense	1,724	859	3,000	2,011
5100	Office Supplies	1,780	2,092	3,235	2,800
5214	Uniform Allowance	876	434	1,600	1,600
5400	Membership Dues and Subscriptions	1,236	835	1,200	1,200
5410	Employee Training	2,853	-	2,000	2,000
7195	Contingency for Budget Reduction	-	-	2,000	2,000
9010	1 Intradepartmental Credits	-	(35,531)	(33,793)	(35,483)
<b>TOTAL</b>		<b>\$ 955,946</b>	<b>\$ 761,078</b>	<b>\$ 849,127</b>	<b>\$ 860,541</b>

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

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
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	103,220
0345	Accountant III	3.00	3.00	2.00	2.00	184,984
0329	Financial Analyst	1.00	1.00	-	-	-
0335	Accountant I	-	-	1.00	1.00	58,151
0313	Senior Payroll Specialist	-	-	1.00	1.00	75,058
0106	Accounting Specialist	3.00	3.00	2.00	2.00	107,192
8888	Overtime	-	-	-	-	2,278
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>9.00</b>	<b>9.00</b>	<b>8.00</b>	<b>8.00</b>	<b>673,011</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
0309	Payroll Specialist - P/T	1	0.75	0.75	0.75	52,780
0310	Accounting Specialist - P/T	2	0.75	0.75	1.50	61,805
0087	Intern - P/T	1	0.75	0.75	-	6,785
<b>TOTAL PART TIME FTE's</b>		<b>4</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>121,370</b>
<b>TOTAL</b>		<b>11.25</b>	<b>11.25</b>	<b>10.25</b>	<b>10.25</b>	<b>\$ 794,381</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 707,572	\$ 695,558	\$ 689,807	\$ 794,381
2000	Employee Benefits - See Other Cost Dist.	457,359	411,879	347,987	413,723
4090	Other Transportation Expense	4,223	3,898	3,899	3,898
4091	Cell Phone Allowance	1,300	1,200	1,200	1,200
4410	Rental of Machinery and Equipment	10,049	9,195	11,489	11,489
4420	General Services Cost - See Other Cost Dist.	17,655	18,042	18,152	18,107
4550	General Liability Insurance	43,431	39,668	33,363	37,243
4620	Repair and Maint. of Office Equipment	-	-	300	300
4710	Special Printed Forms	993	1,262	1,300	1,300
4720	Printing & Binding	-	-	500	500
4990	Other Miscellaneous Expense	364	1,093	300	1,000
5100	Office Supplies	3,515	3,230	5,000	3,500
5214	Uniform Allowance	-	-	100	250
5400	Membership Dues and Subscriptions	1,615	1,665	1,850	1,850
5410	Employee Training	2,695	486	2,930	2,930
7195	Contingency for Budget Reduction	-	-	3,000	3,000
9010	1 Intradepartmental Credits	-	(35,215)	(21,430)	(29,001)
<b>TOTAL</b>		<b>\$ 1,250,771</b>	<b>\$ 1,151,961</b>	<b>\$ 1,099,747</b>	<b>\$ 1,265,670</b>

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

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET SALARIES	
<b>FULL TIME POSITIONS</b>						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
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	90,865
0216	Procurement Specialist	2.00	2.00	3.00	3.00	197,191
0206	Senior Buyer	1.00	1.00	1.00	1.00	49,614
0602	Administrative Assistant	1.00	1.00	1.00	1.00	57,364
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>533,023</b>
<b>PART TIME POSITIONS</b>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
0222	Sr. Procurement Specialist - P/T	1	0.00	0.75	0.75	46,483
0217	Procurement Specialist - P/T	2	3.00	1.50	0.75	56,174
0223	Contract Specialist - P/T	1	0.00	0.75	0.75	37,535
9026	Pcard Administrator/Admin Asst	1	0.75	0.75	0.75	29,376
<b>TOTAL PART TIME FTE's</b>		<b>5</b>	<b>3.75</b>	<b>3.75</b>	<b>3.00</b>	<b>169,568</b>
<b>TOTAL</b>			<b>9.75</b>	<b>9.75</b>	<b>10.00</b>	<b>\$ 702,591</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
1000	Salaries	\$ 628,191	\$ 567,952	\$ 611,529	\$ 702,591
2000	Employee Benefits - See Other Cost Dist.	258,833	272,154	293,917	311,153
4010	Travel Expense	648	-	-	-
4020	Central Garage Motor Pool Rent	1,781	2,201	2,367	2,282
	Replacement: 2,282				
	Oper. & Maint: -				
4090	Other Transportation Expense	4,673	3,898	3,899	3,898
4091	Cell Phone Allowance	-	-	1,200	-
4410	Rental of Machinery and Equipment	3,539	3,361	5,500	5,500
4420	General Services Cost - See Other Cost Dist.	148,867	152,129	153,058	152,681
4550	General Liability Insurance	31,618	33,334	29,577	33,224
4620	Repair and Maint. of Office Equipment	-	-	300	300
4710	Special Printed Forms	683	1,420	1,200	900
4990	Other Miscellaneous Expense	816	541	800	630
5100	Office Supplies	5,079	4,424	8,000	6,400
5214	Uniform Allowance	547	-	-	-
5400	Membership Dues and Subscriptions	2,596	2,886	4,100	5,570
5401	Software Subscriptions & Maintenance	328	-	1,400	1,000
5410	Employee Training	1,510	549	4,000	5,000
5415	Employee Workplace Improvements	5,574	9,045	-	-
7195	Contingency for Budget Reduction	-	-	3,000	3,000
<b>TOTAL</b>		<b>\$ 1,095,283</b>	<b>\$ 1,053,894</b>	<b>\$ 1,123,847</b>	<b>\$ 1,234,129</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0343	Asst Fin Dir for Mgmt, Budget & Comp.	1.00	1.00	1.00	1.00	\$ 164,086
0346	Sr. Management & Budget Analyst	1.00	1.00	1.00	1.00	100,012
0351	Internal Audit & Grants Coordinator	1.00	1.00	1.00	1.00	65,978
0352	Management & Budget Analyst II	1.00	1.00	1.00	1.00	79,938
<b>TOTAL</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>\$ 410,014</b>

**EXPENDITURE DETAIL**

	2018-2019	2019-2020	2020-2021	2021-2022
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 407,295	\$ 388,030	\$ 336,128	\$ 410,014
2000 Employee Benefits - See Other Cost Dist.	241,016	249,769	220,578	277,895
3190 Other Professional Services	28,047	-	5,000	5,000
4010 Travel Expense	63	-	100	100
4090 Other Transportation Expense	7,038	6,497	6,498	6,497
4420 General Services Cost - See Other Cost Dist.	24,954	25,501	25,657	25,594
4550 General Liability Insurance	19,327	20,605	16,257	19,388
4620 Repair and Maint. of Office Equipment	-	-	1,000	1,000
5100 Office Supplies	397	46	600	600
5214 Uniform Allowance	-	-	200	200
5410 Employee Training	1,066	540	1,000	1,000
7195 Contingency for Budget Reduction	-	-	1,000	1,000
9010 <sup>1</sup> Intradepartmental Credits	-	(20,727)	(11,692)	(16,762)
<b>TOTAL</b>	<b>\$ 729,203</b>	<b>\$ 670,261</b>	<b>\$ 602,326</b>	<b>\$ 731,526</b>

<sup>1</sup> Apportioned administrative cost distributed to the Building Division (1210)



## Action Plan Worksheet 2022

**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

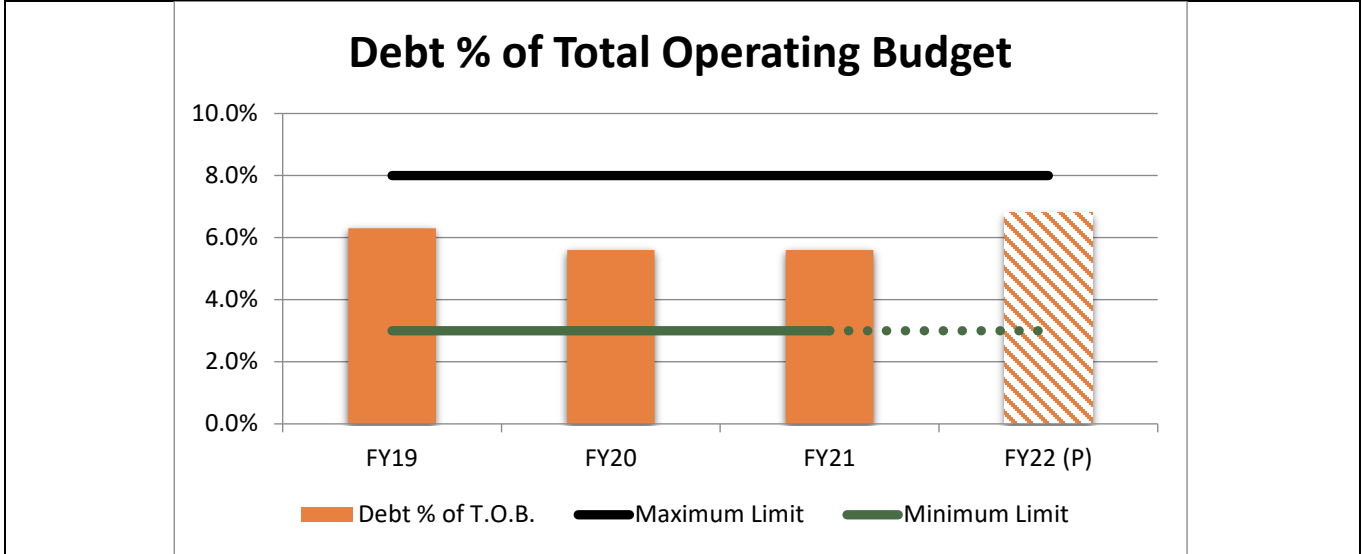




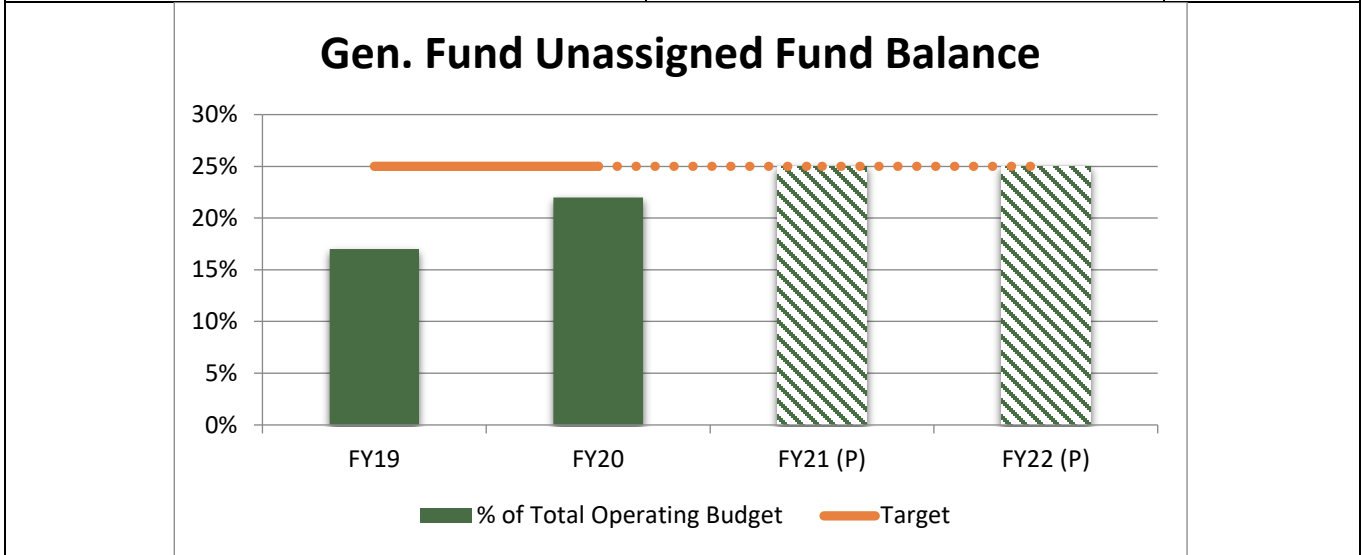
## Action Plan Worksheet 2022

### 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 2022

### 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 2022

**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?)**

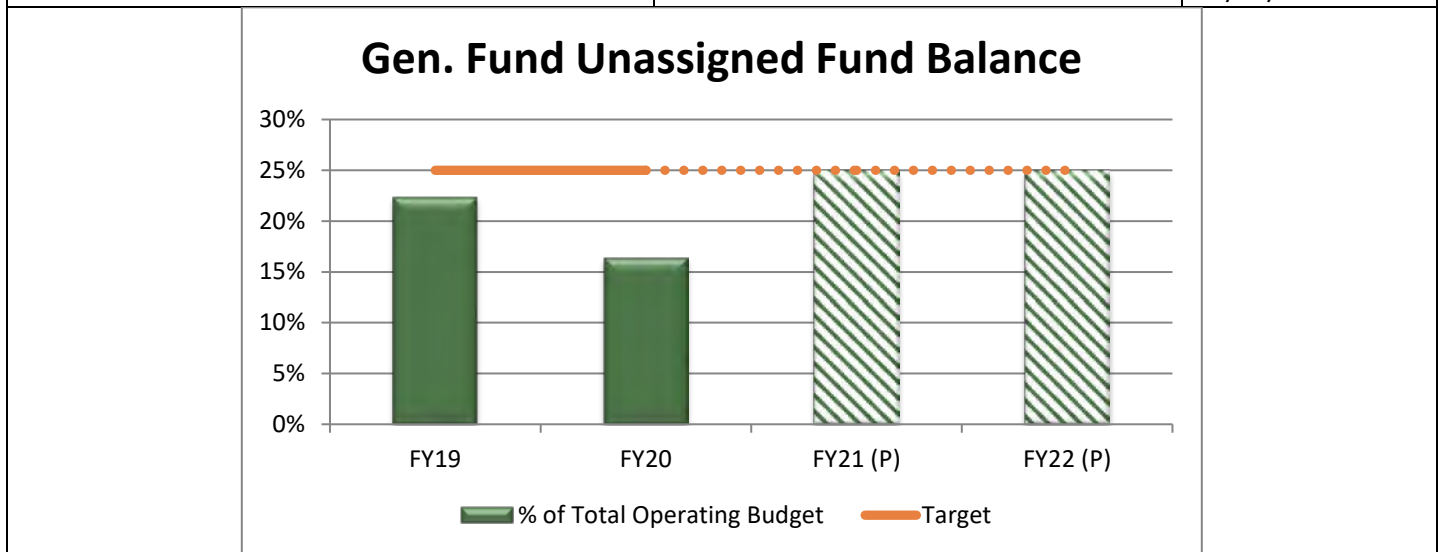
- \$1.0M to \$3.0M/year at close of fiscal year to adjust the General Fund reserve to 25% of the total operating budget plus debt



## Action Plan Worksheet 2022

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

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



#### Frequency & venue of review:

- Annually, during the fiscal year-end closing process

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

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

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

##### Positive:

- Lower borrowing cost on future investments/projects

##### Negative:

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



## Action Plan Worksheet 2022

**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 2022

### 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 2022

**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**

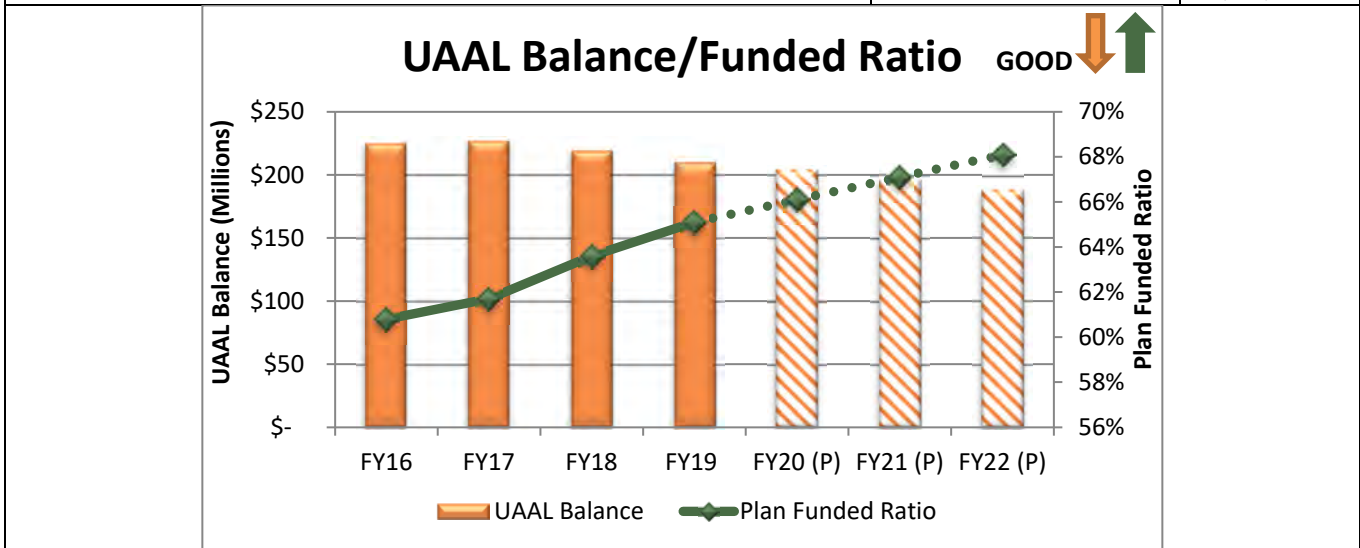
What must be done	By When	How will it be evident
Fund a minimum of an additional \$2 Million above the ARC	09/30/19	As indicated in the annual budget document
Fund a minimum of an additional \$2 Million above the ARC	09/30/20	As indicated in the annual budget document
Fund a minimum of an additional \$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 2022

### 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 2022

**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

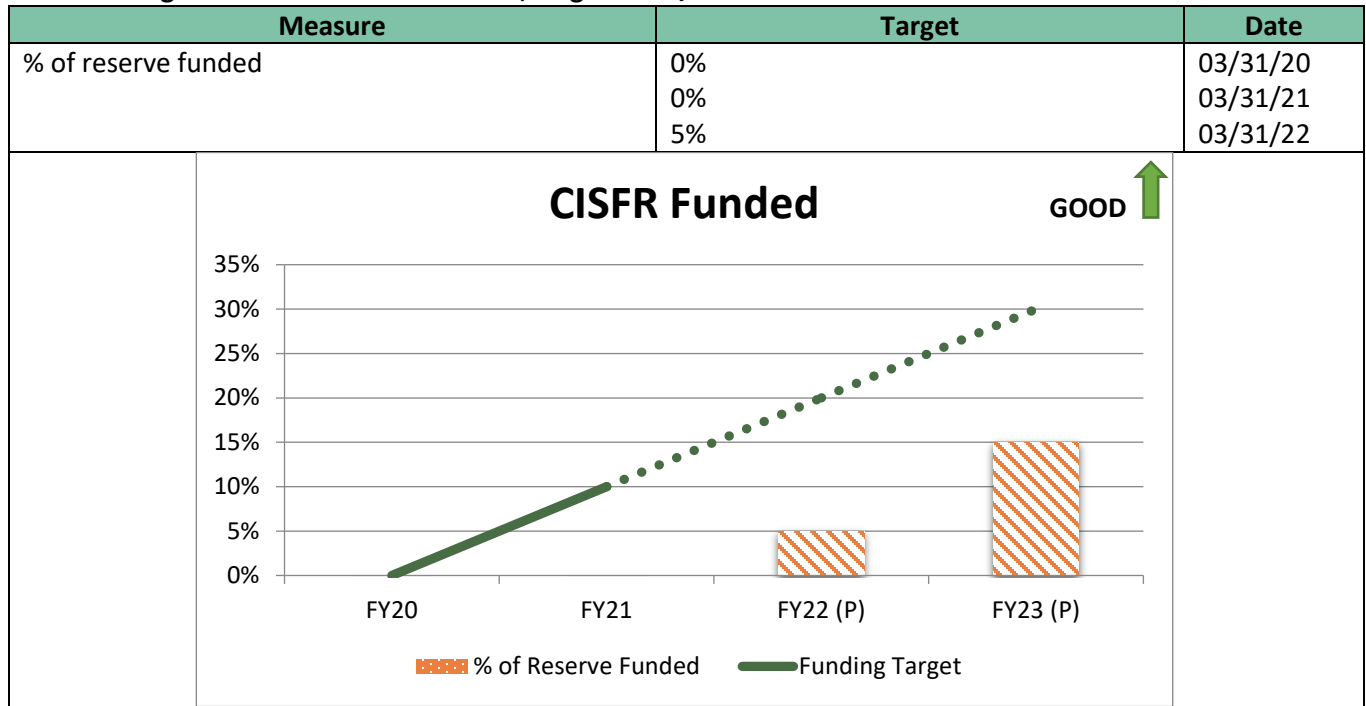
**Resource requirements (what do we need to succeed?)**

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



## Action Plan Worksheet 2022

### 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

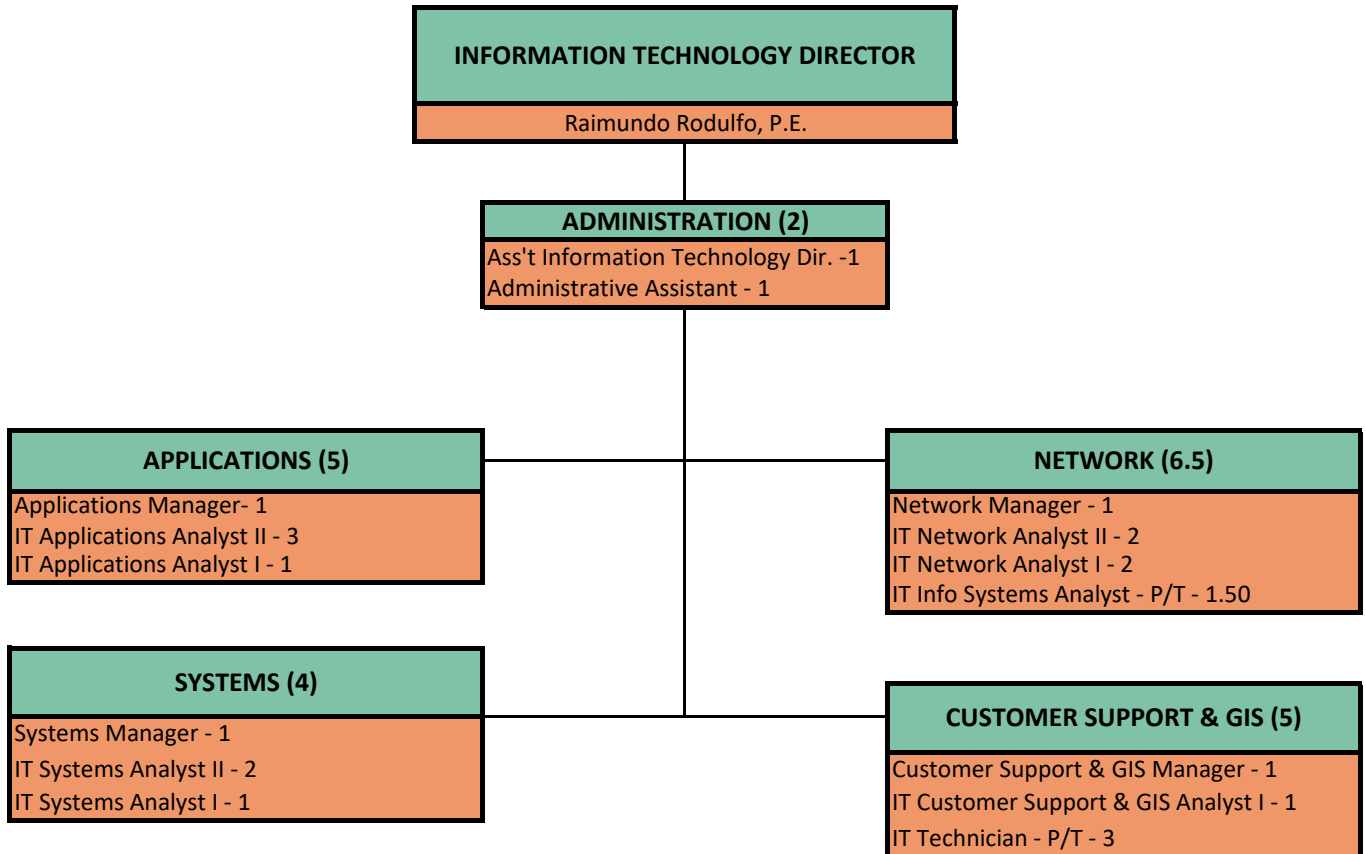
##### Negative:

- None – funds are still available if needed



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**

**INFORMATION TECHNOLOGY  
ORGANIZATION CHART**



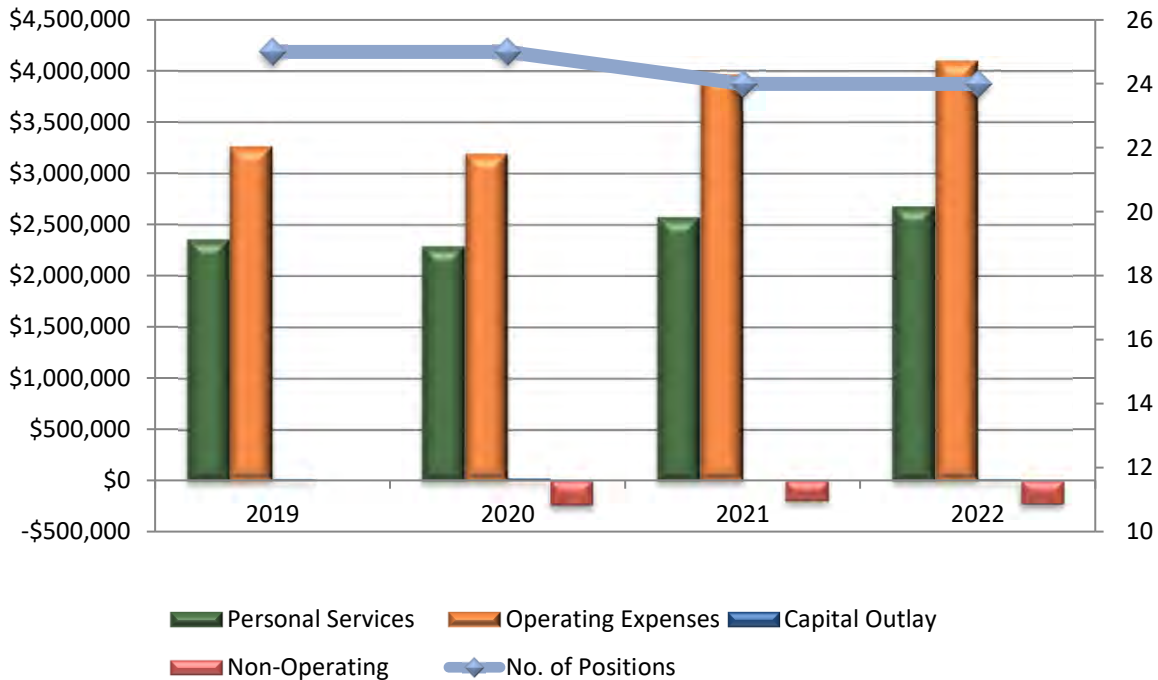
**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



**INFORMATION TECHNOLOGY  
BUDGET AND POSITION SUMMARY**

	<u>2018-2019 ACTUAL</u>	<u>2019-2020 ACTUAL</u>	<u>2020-2021 BUDGET</u>	<u>2021-2022 ESTIMATE</u>
Salaries & Benefits	2,355,592	2,287,786	2,572,378	2,676,928
Operating Expenses	3,262,622	3,192,316	3,963,536	4,102,429
Capital Outlay	13,441	22,845	-	15,100
Non-Operating	-	(240,656)	(199,635)	(234,076)
<b>TOTALS</b>	<b><u>5,631,655</u></b>	<b><u>5,262,291</u></b>	<b><u>6,336,279</u></b>	<b><u>6,560,381</u></b>
Full Time Headcount	19.00	19.00	19.00	19.00
Part Time FTE's	6.00	6.00	4.50	4.50
<b>Total Headcount &amp; FTE's</b>	<b><u>25.00</u></b>	<b><u>25.00</u></b>	<b><u>23.50</u></b>	<b><u>23.50</u></b>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Information Technology

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## 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, digital transformation and innovation also help our City become more sustainable, resilient, and livable; improve quality of life and foster economic growth. 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, digital 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 and infrastructure, public safety technologies, 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**  
**2021-2022 BUDGET**

**INFORMATION TECHNOLOGY**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS**

- ✓ Completed the implementation and go-live of technology infrastructure and telecommunications for several construction projects, including: new state-of-the-art Police and Fire Headquarters (including Police, Fire, Emergency Operations Center: EOC, Community Intelligence Center: CIC, 911 Communications Center, Communications Department, I.T. Department); new IT Primary Datacenter / Network Headquarters; Fire Station 2 renovation and new Trolley building; 911 PSAP upgrade, Backup 911 PSAP upgrade and relocation; Parking offices, and other City projects.
- ✓ Completed the implementation and go-live of 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.
- ✓ Completed the construction and go-live of new fiber optics corridors connecting Regions Bank node, Coral Gables Museum, Parking Garage 4, parking Garage 1, Miracle Mile, City Hall, Alhambra Cir, and the new IT network headquarters located at the New Public Safety Building.
- ✓ Continued supporting citywide technology needs during the Covid-19 pandemic crisis.
- ✓ For second year in a row, City of Coral Gables was named top-performing U.S. organization in the Open Cities Index (OCI), a data-driven government benchmark from the Public Sector Digest (PSD). Per the award organization: "The City of Coral Gables scored the highest out of all US participants. Ranking 1st overall in Readiness and 3rd overall in Impact, they are constantly striving to make government data accessible."
- ✓ Completed the installation of the city's first Ekin smart city pole at a pilot location, on the Financial corridor in Downtown Coral Gables. This innovative pole was specifically engineered for Coral Gables, and it is the first one installed in the U.S. Some of the services that will be consolidated in this pole are: public free Wi-Fi, CCTV, traffic and safety sensors, and environmental sensors.
- ✓ Working with various City departments (Development Services, Public Works, Finance, Historical Resources, and Community Recreation) completed the implementation and go-live of the City's new Land Management, e-Permitting and Electronic Plan Review enterprise system project (EnerGov), in its first phase (permits and inspections). This new system provides a comprehensive civic services solution for planning, permitting, licensing, asset management and citizen requests, with a platform that uses GIS to automate and connect critical processes, integrate city functions, streamline workflows, improve communication, and increase productivity from desk to field.
- ✓ Worked with Development Services completing the implementation of the Gridics CodeHub and ZonelQ Planning and Zoning GIS 3D platforms.
- ✓ Conducted a citywide assessment of process gaps related to the use of printers and paper and implemented several paperless solutions in conjunction with all city departments.

**CITY OF CORAL GABLES, FLORIDA**  
**2021-2022 BUDGET**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Working with various City departments (Finance, Human Resources, Executive Steering Team and Working Groups), completed the Planning/Inception implementation phase of the City's new Core Financial and HR Enterprise System (Infor CloudSuite). This enterprise business capabilities (EBC) advanced system will complete the transition to paperless processes and digital efficiencies citywide, integrating with several other enterprise systems recently implemented in key areas such as infrastructure services, community recreation, document management, permitting and land management.
- ✓ Developed several homegrown systems and applications, including a Passport fee sheet application, a Police TSD Dashboard, a Police Video Request App, a Procurement Evaluation App, a Police IMR report automation system, a FEMA FIRM flood hazard display and analysis application, Public Works and Zoning GIS Hubs, EOC Camera Dashboards, and other applications.
- ✓ Working with the Director of Communications and the City Clerk, began the implementation of a new Digital Experience Platform (DXP) city website. Website go-live scheduled for February 2022.
- ✓ Several upgrades to the City's cyberinfrastructure completed: i. Improved and enhanced the City's cybersecurity, network, and telecommunication infrastructure; ii. Wi-Fi network expansions; iii. Payment Card Industry (PCI) annual compliance program and other network audits; iv. Provisioning of smart lights (CCTV, IoT, public announcements) at multiple street-ends in the Monegro corridor; v. Kerdyk Tennis Center Access control upgrade; and other upgrades.
- ✓ Worked with the Fire Department implementing the National Fire Operations Reporting System (NFORS) with intelligent platform and real-time analytics.
- ✓ Worked with the HR Department in the implementation and data migration of a new Benefits Management Software system (Bentek); and worked with the Finance department in the implementation and data migration of a new Retirement software system.
- ✓ Completed the Cartegraph Asset Management enterprise system rollout for Landscaping, Community Recreations, and Public Works Utilities Division.
- ✓ Implemented a new Urban Services Analytics Artificial Intelligence Platform (Quantela, HQ in Silicon Valley), to enhance the City's Internet of Things (IoT) sensor data dashboards and help our team implement a smart city horizontal integration model. The new public dashboards of this system are published in the Smart City Hub public platform ([www.coralgablesmart.city](http://www.coralgablesmart.city)) and are currently showing real-time vehicle and pedestrian traffic data.
- ✓ As one of the public agencies selected to participate in the inaugural STIR Labs program funded by National Science Foundation (NSF), collaborated with researchers at West Virginia University, MIT, UC Berkeley, and Stanford in the development of an Artificial Intelligence Digital Assistant (AIDA) to help citizens and users navigate the Coral Gables Smart City Hub public platform and easily find tools, apps, data, and other resources.



**CITY OF CORAL GABLES, FLORIDA**  
**2021-2022 BUDGET**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Working with the Economic Development Department, implemented the City's new interactive business / community data reporting system (GIS Planning ZoomProspector).
- ✓ Working with the Economic Development Department, started the implementation of the City's new Property Portfolio and Real Estate Management System (Cartograph PPM).
- ✓ Worked with the Economic Development Department and Google coaches providing Grow with Google free workshops to the Coral Gables business community, to help small businesses enhance their digital skills and grow their bottom lines.
- ✓ Implementation of citywide Standard Operating Procedures (SOP) electronic platform, templates, systematic process, and best practices as per Baldrige criteria and benchmarks. Phase 1/2/4 department SOPs completed.
- ✓ Information Technology Department staff received several awards and recognitions, including Employee of the Month, 2021 Digital Disruptors Globant Award in the Transformation Catalyst category, and a Smart Disruptor recognition from the Smart City Expo Miami.
- ✓ Presented the City's smart city technology initiatives at professional events, creating productive partnerships with experts in academia, government and industry professional organizations and increasing outreach and adoption of City technologies.
- ✓ Authored and submitted papers and articles to professional publications, including a smart city cybersecurity article for Gov CIO Outlook Magazine, and two engineering research papers for the Institute of Electrical and Electronics Engineers (IEEE) and the NIST GCTC smart city superclusters.
- ✓ Several STEM research and education partnerships and collaboration initiatives with University of Miami, Florida International University, West Virginia University, UC Berkeley, Georgia Tech, Stanford University, Treehacks, National Institute of Standards and Technology (NIST), City Innovate STIR Labs, World Business Angel Investment Forum (WBAF) Smart City Commission, Strata.AI (Data Science and AI education MOU), and other organizations. Also, collaborated with IEEE and NIST in the development of engineering standards and frameworks for smart cities.
- ✓ Worked with the Economic Development Department on the U.S. Census The Opportunity Project (TOP) sprint 2021. In collaboration with the Census Open Innovation Lab (COIL), the Minority Business Development Agency (MBDA), and multiple technology teams and user advocates from the local business community, our TOP team developed practical solutions to help small businesses in Coral Gables leverage data and technology tools to connect with their customers, develop resilience, improve workforce digital literacy, and thrive in the digital economy.

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

**INFORMATION TECHNOLOGY**

INDICATOR:	FY20			FY21		FY22
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Support tickets received	5,500	4,549	●	6,000	3,309	5,000
Support tickets closed	5,250	4,345	●	6,000	3,047	5,000
% of support tickets closed	95%	96.0%	●	100%	92.1%	100%
Number of projects implemented	60	42	●	60	76	62
Completed projects	36	33	●	36	64	38
CPU usage by City enterprise systems (<50%)	45%	35%	●	45%	35%	30%
Memory usage by City enterprise systems (<50%)	60%	40%	●	60%	49%	60%
System uptime on annual basis	99.90%	99.89%	●	99.90%	99.93%	99.90%
Number of servers citywide	37	38	●	37	42	45
Number of client devices (desktops, laptops, tablets, smartphones)	1,080	1,047	●	1,080	1,520	1,550
Number of network devices (routers/switches, firewalls/filters/gateways, wireless, phones, storage, audio/video, cameras, trailers)	940	947	●	940	1,311	1,310
Total number of applications supported	110	135	●	120	142	145
Home-grown applications	55	64	●	55	68	70
Off The Shelf (OTS) applications	65	71	●	65	74	75
E-Waste Processed/Disposed/Recycled (pounds) - 5 year cumulated metric (2016-2021)			●	28500	28500	34000
IT Spending as a Percent of Operating Expense (<6.5% - 2021 gov't avg benchmark - Gartner Report)	6%	3.4%	●	6%	3.7%	6%
IT Spending Per Employee (<\$8,900 - 2021 gov't avg benchmark - Gartner Report)	\$9,000	\$6,253	●	\$8,900	\$5,932	\$8,900
IT FTE Employees as a Percent of Total Employees (<4.5% - 2021 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  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
0112	Information Technology Director	1.00	1.00	1.00	1.00	\$ 182,746
0116	Ass't Information Technology Director	1.00	1.00	1.00	1.00	134,684
5034	IT Applications Division Manager	1.00	1.00	1.00	1.00	109,271
5038	IT Customer Support & GIS Division Mgr	1.00	1.00	1.00	1.00	103,563
5042	IT Network Division Mgr	1.00	1.00	1.00	1.00	90,313
5043	IT Systems Division Mgr	1.00	1.00	1.00	1.00	101,293
0127	IT Applications Analyst II	1.00	1.00	3.00	3.00	195,189
0128	IT Systems Analyst II	1.00	1.00	2.00	2.00	146,626
0129	IT Network Analyst II	2.00	2.00	3.00	3.00	201,897
0602	Administrative Assistant	1.00	1.00	1.00	1.00	44,971
0121	IT Applications Analyst I	1.00	1.00	1.00	1.00	48,748
0122	IT Customer Support & GIS Analyst I	1.00	1.00	1.00	1.00	50,628
0123	IT Network Analyst I	2.00	2.00	1.00	1.00	49,673
5044	IT Applications Analyst I	1.00	1.00	-	-	-
0124	IT Systems Analyst I	2.00	2.00	1.00	1.00	53,579
5036	IT Crime Data Analyst	1.00	1.00	-	-	-
8888	Overtime	-	-	-	-	28,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>1,541,181</b>
<b>PART TIME POSITIONS</b>						
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
0130	IT Info Systems Analyst - P/T	2	1.50	1.50	1.50	1.50
0203	IT Technician - P/T	4	4.50	4.50	3.00	3.00
<b>TOTAL PART TIME FTE's</b>		<b>6</b>	<b>6.00</b>	<b>6.00</b>	<b>4.50</b>	<b>4.50</b>
<b>TOTAL</b>			<b>25.00</b>	<b>25.00</b>	<b>23.50</b>	<b>\$ 1,737,561</b>

**EXPENDITURE DETAIL**

	2018-2019	2019-2020	2020-2021	2021-2022
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 1,527,676	\$ 1,505,756	\$ 1,686,888	\$ 1,737,561
2000 Employee Benefits - See Other Cost Dist.	827,916	782,030	885,490	939,367
3190 Other Professional Services	360,640	225,484	365,012	211,575
3191 Other Professional Services - Reimbursable	(58)	(1,342)	7,134	-
4020 Central Garage Motor Pool Rent	49,736	51,012	60,665	51,624
Replacement:	15,070			
Oper. & Maint:	36,554			
4090 Other Transportation Expense	11,937	10,395	10,396	10,395
4091 Cell Phone Allowance	-	-	-	2,400
4110 Telecom Services	973,203	860,107	1,140,466	1,247,160
4111 Employee Cellular Payroll Deduction	(40,380)	(35,060)	(35,000)	(35,000)
4410 Rental of Machinery and Equipment	3,014	2,914	3,000	3,000
4420 General Services Cost - See Other Cost Dist.	35,847	36,632	36,856	36,765
4550 General Liability Insurance	79,041	78,491	80,910	82,164

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

		<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
4710	Special Printed Forms	235	600	600	500
5100	Office Supplies	3,808	2,321	4,000	5,500
5215	Small Tools & Minor Equipment	24,770	8,685	7,500	7,500
5400	Membership Dues and Subscriptions	1,593	839	2,371	2,471
5401	Software Subscriptions & Maintenance	1,236,360	1,532,259	1,740,258	1,807,575
5402	Computer Hardware - Maintenance	441,381	380,594	512,893	649,300
5410	Employee Training	81,495	38,385	15,975	9,000
6431	Computer Hardware Replacement	13,441	22,845	-	15,100
7195	Contingency for Budget Reduction	-	-	10,000	10,000
9010	<b>1</b> Intradepartmental Credits	-	(240,656)	(199,635)	(234,076)
<b>TOTAL</b>		<b><u>\$ 5,631,655</u></b>	<b><u>\$ 5,262,291</u></b>	<b><u>\$ 6,336,279</u></b>	<b><u>\$ 6,560,381</u></b>

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



## Action Plan Worksheet 2022

**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 2022

### 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?)

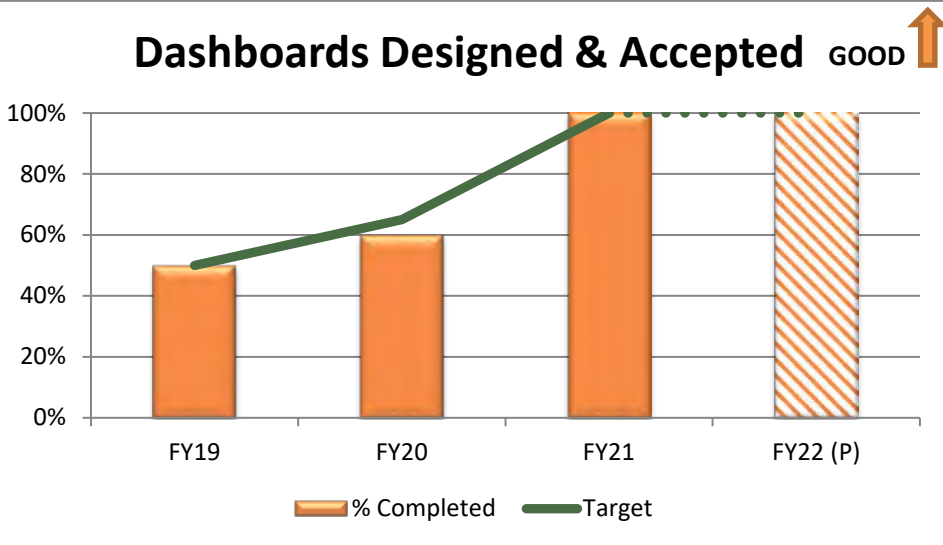
- \$100,000 of ongoing funding to acquire subscriptions from a cloud solutions broker, single sign-on & role-based identity management system
- \$70,000 of funding to acquire a cloud document management system
  - \$40,000 Cap-Ex for one-time implementation services
  - \$30,000 Op-Ex for 100 users and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



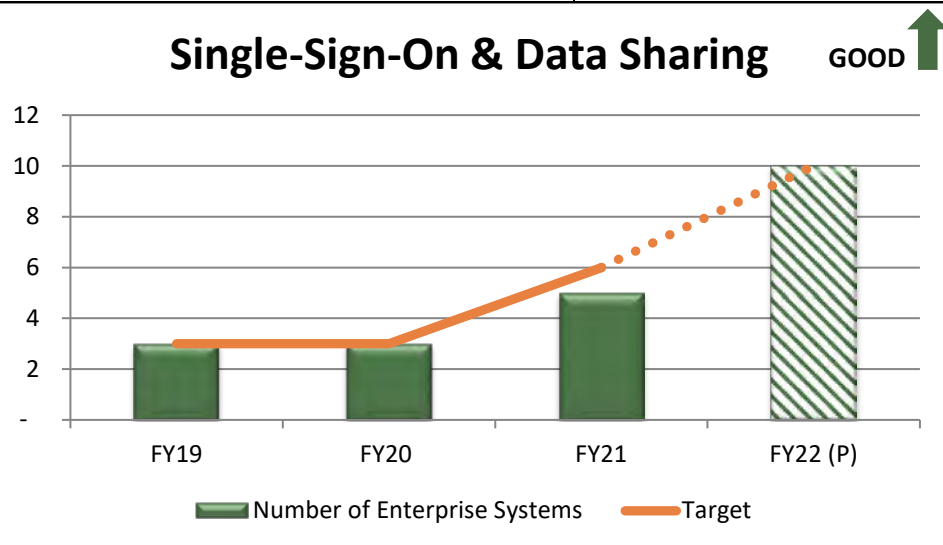
## Action Plan Worksheet 2022

### 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

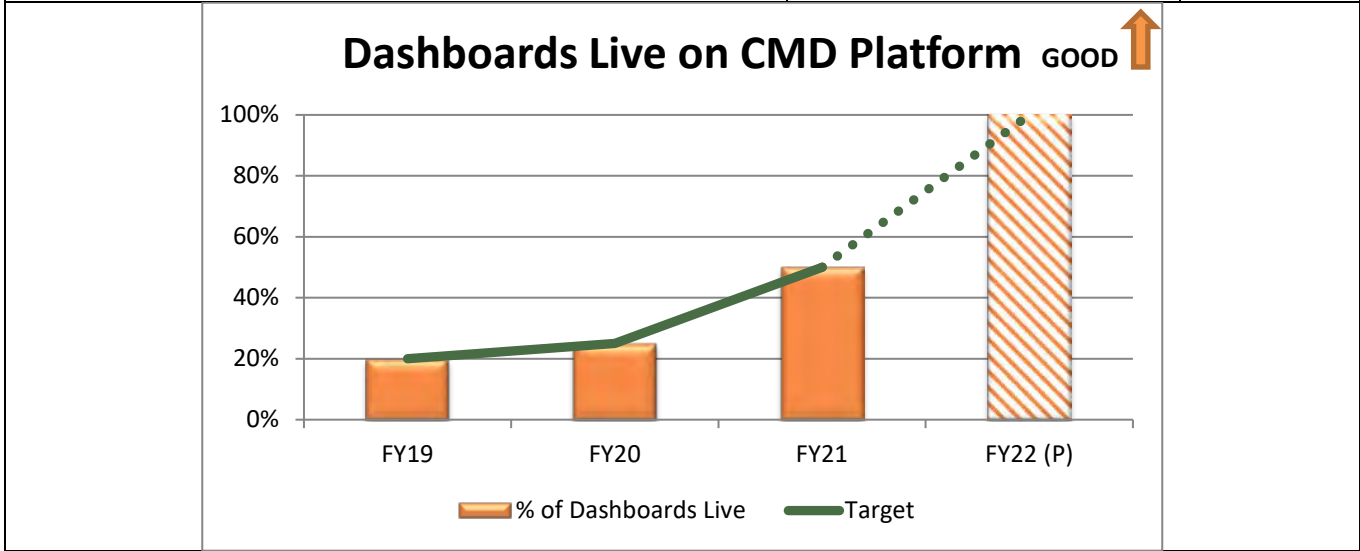




## Action Plan Worksheet 2022

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

Measure	Target	Date
Percentage of department dashboards live on the CMD platform	25%	09/30/20
	50%	09/30/21
	100%	09/30/22



#### Frequency & venue of review:

- Monthly review with I.T. director, assistant director and division managers at the I.T. Department
- Quarterly review with City Manager, Assistant City Manager, and Directors at CMO Meetings.

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Manager, ACM, City Officials	Increased visibility into horizontally integrated location-aware data. Improved situational awareness and insight from real-time data to aid decision making, and resource allocation processes. Track quality of life and customer service performance levels (sustainability, resilience, livability).	Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards.
Department Heads and Supervisors	Ability to access inter-departmental data for easier project planning and solutions design. Increased operational efficiencies and effectiveness from real-time visibility over departmental metrics and customer satisfaction metrics.	Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards.



## Action Plan Worksheet 2022

### 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 2022

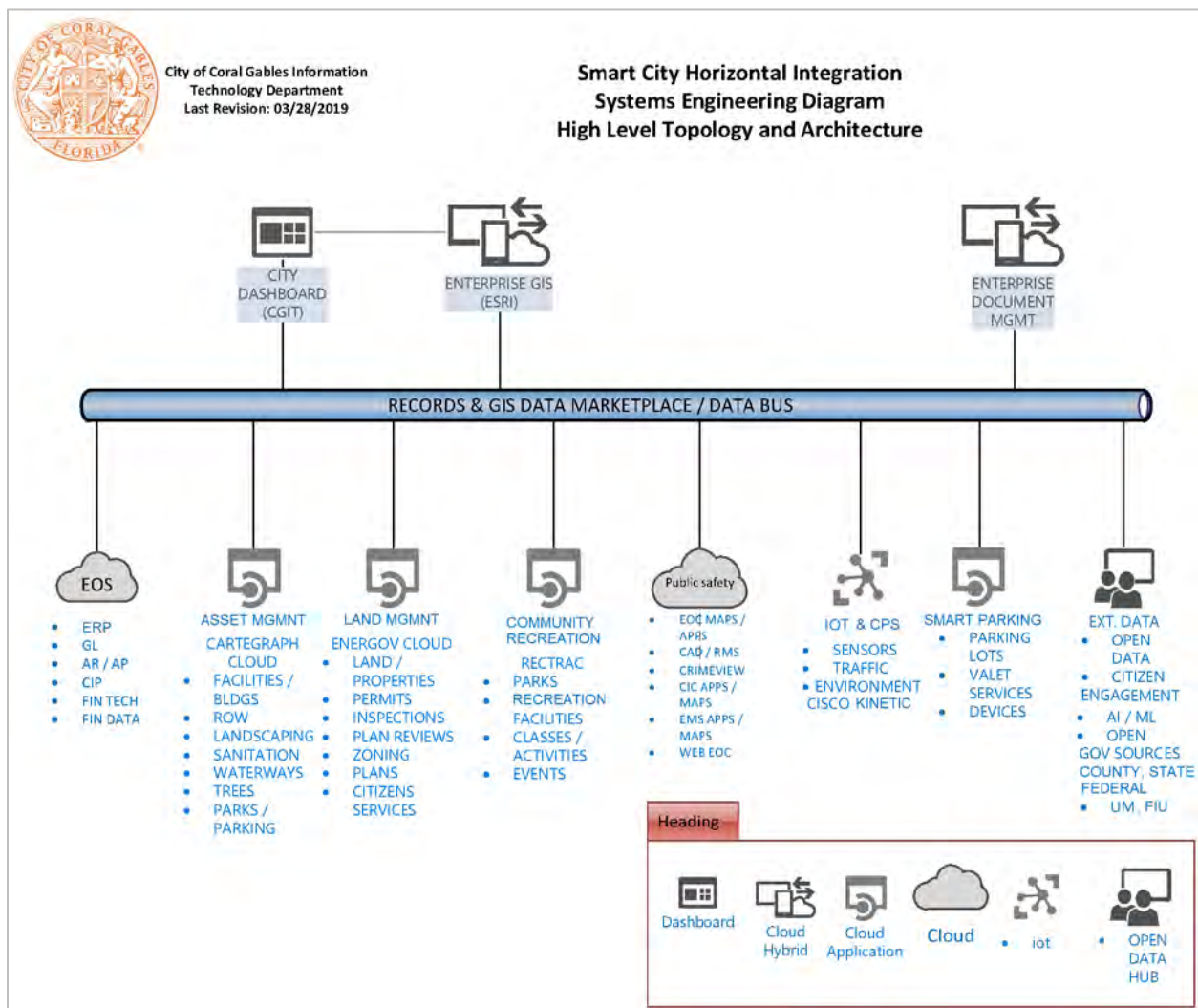
- Cyber-risk reduction and increased security posture from integrated identity management across City enterprise systems, clouds, and platforms. It helps with compliance, accreditation, and ratings

**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 2022

**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"> <li>- Perform needs assessment.</li> <li>- Create scope of work.</li> <li>- Identify input &amp; output requirements.</li> <li>- Define test acceptance document.</li> <li>- Identify necessary tools.</li> <li>- Create job cost estimate.</li> <li>- Create proposed schedule.</li> <li>- Procurement.</li> </ul>	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 2022

### **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?)**

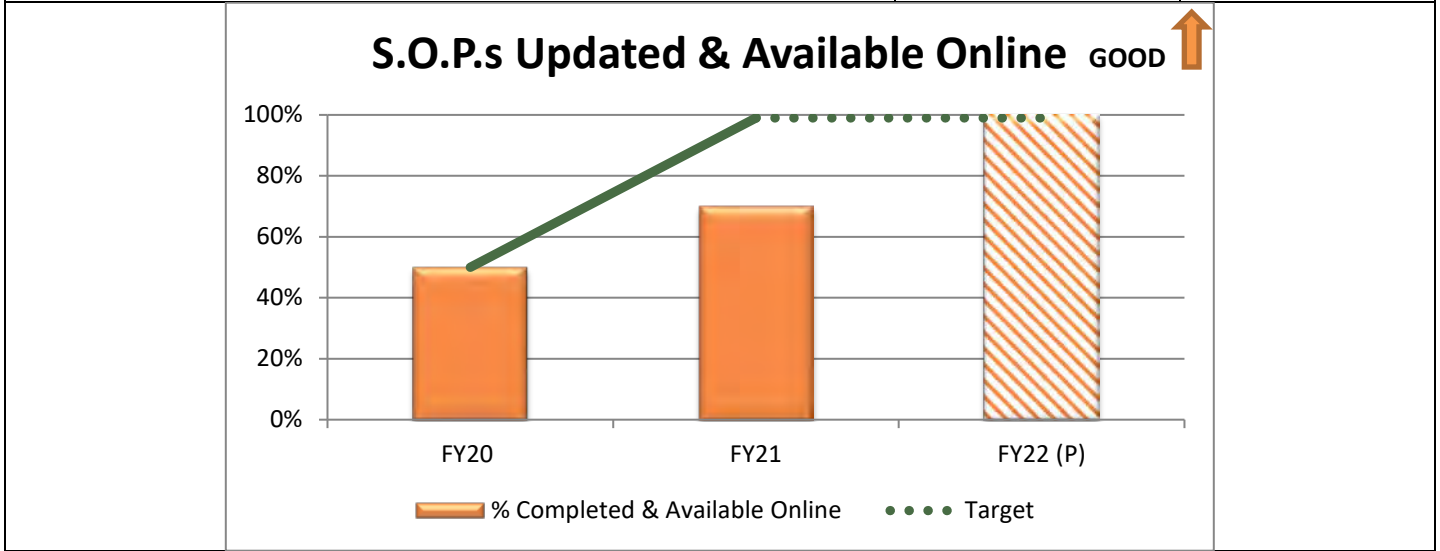
- \$18,000 for Software Subscription (already funded, purchased and implemented).
- \$7,000 for Network bandwidth (already funded and purchased and implemented).
- 80 man-hours of IT applications staff to implement the PowerDMS system configuration for all departments.
- 24 hours from each City department/office 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 2022

### 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 2022

### 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 2022

**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





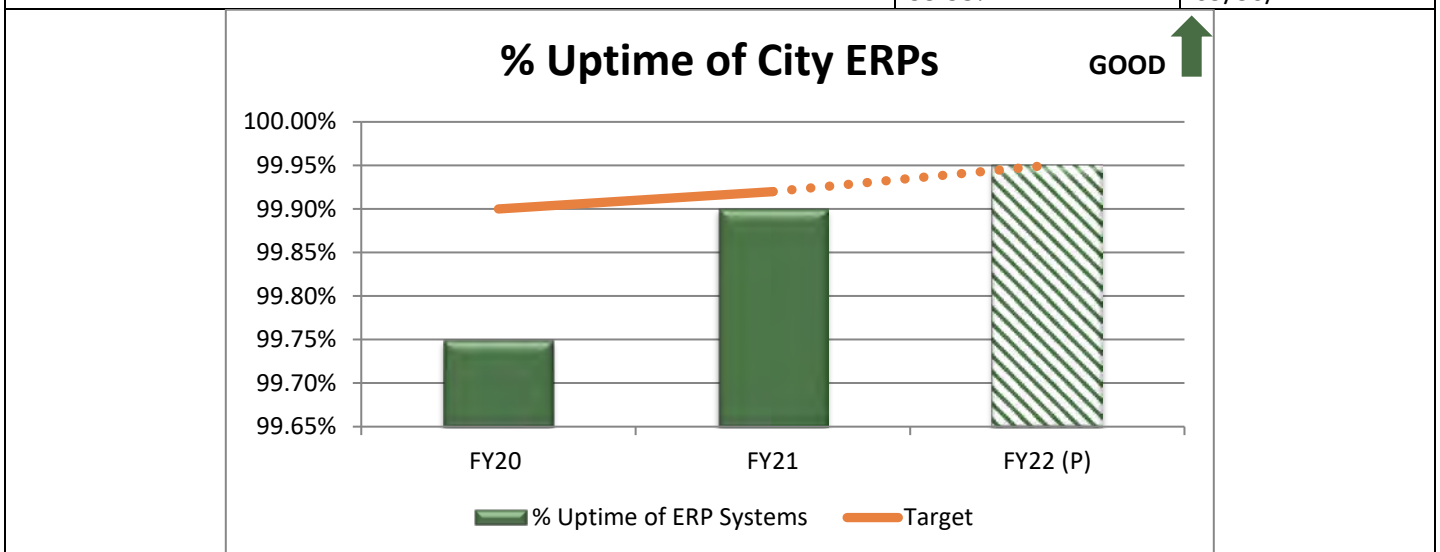
## Action Plan Worksheet 2022

### 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 2022

### 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:

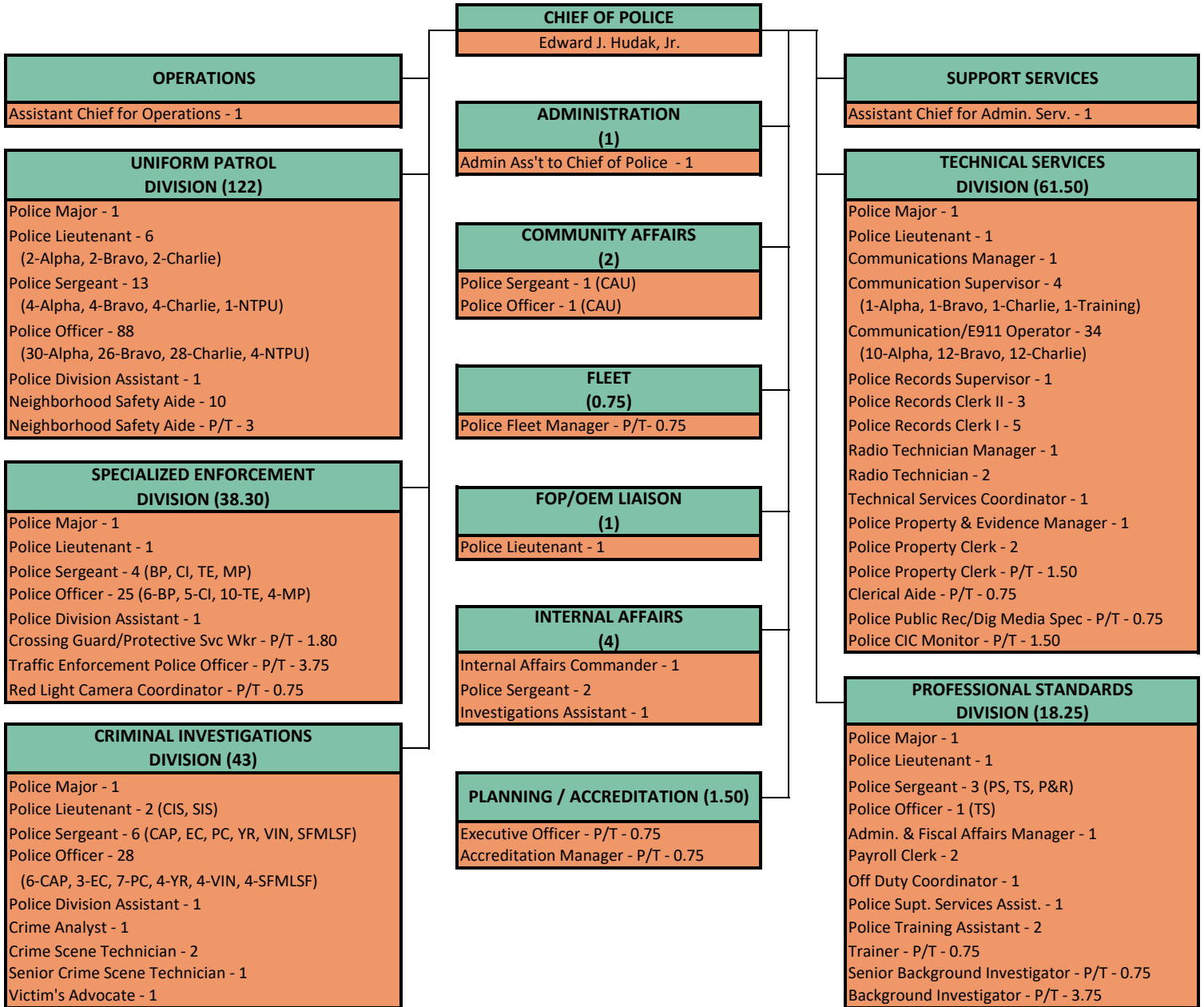
- Increased productivity, effectiveness and efficiencies from higher availability of services and business continuity with variable productivity improvements and cost savings depending on each department
- Increased customer satisfaction and City revenue from high-available services
- Outage/downtime 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  
2021-2022 BUDGET**

**POLICE  
ORGANIZATION CHART**



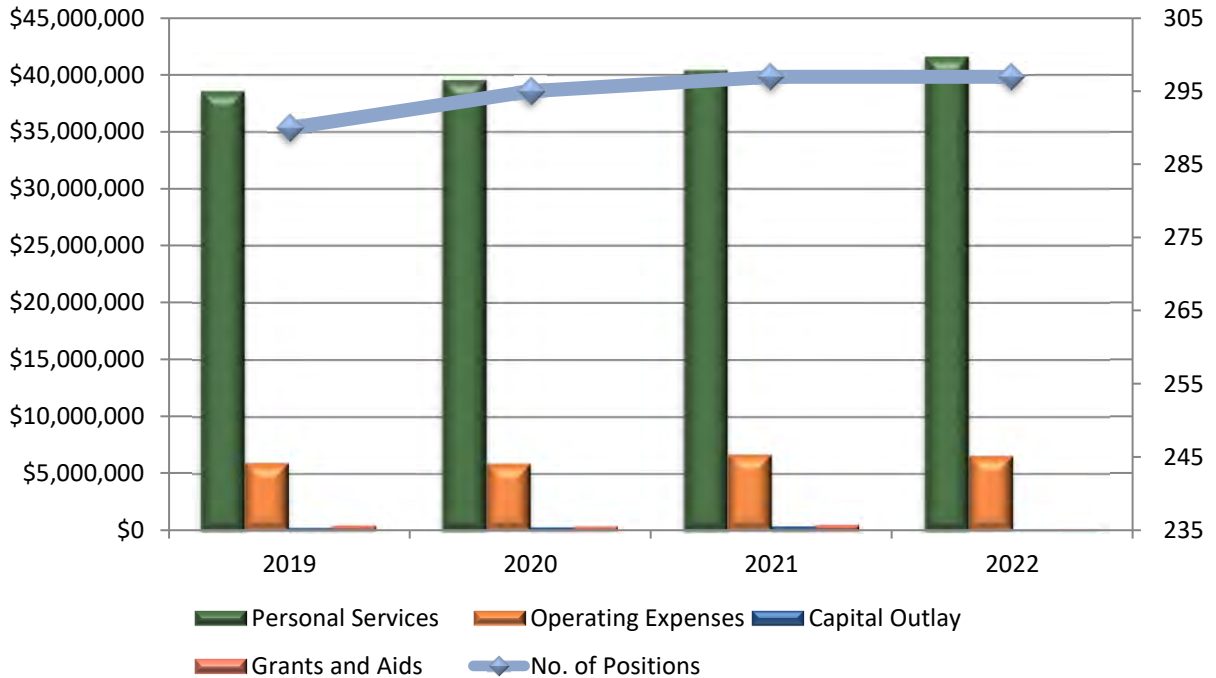
**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



**POLICE DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2018-2019 ACTUAL</u>	<u>2019-2020 ACTUAL</u>	<u>2020-2021 BUDGET</u>	<u>2021-2022 ESTIMATE</u>
Salaries & Benefits	38,539,959	39,521,385	40,372,196	41,565,475
Operating Expenses	5,904,032	5,852,546	6,659,620	6,530,280
Capital Outlay	256,718	313,857	398,407	68,384
Grants and Aids	457,608	377,498	499,756	118,178
<b>Total</b>	<b><u>45,158,317</u></b>	<b><u>46,065,286</u></b>	<b><u>47,929,979</u></b>	<b><u>48,282,317</u></b>
Full Time Headcount	272.00	275.00	275.00	275.00
Part Time FTE's	17.70	19.80	22.05	22.05
<b>Total Headcount &amp; FTE's</b>	<b><u>289.70</u></b>	<b><u>294.80</u></b>	<b><u>297.05</u></b>	<b><u>297.05</u></b>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Police

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## Department Function:

The Police Department is responsible for the protection of life and property and 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, Accreditation and Special Projects sections.

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. Also, this division oversees the security guard services offered city-wide.

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, recruit and in-service training, creation of job regulations, policies and procedures, the Planning and Research Section, and the Administrative & Fiscal Affairs Section. This division also prepares the annual Police Department proposed budget estimate and oversees all Police Department fiscal expenditure activity.

## 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 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  
2021-2022 BUDGET**

**POLICE**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS**

- ✓ Transitioned the Department to new Police & Fire Headquarters Building which will further improve capabilities and services.
- ✓ Effectively hired 10 Police Officers, bringing Police Officer vacancies to zero.
- ✓ Successfully completed the digitization of all Police archive and active incident report records going back to the 1970s.
- ✓ Initiated a quick response to relocate 1,251 packages, thereby preventing multiple package thefts during the Holiday season.
- ✓ Successfully implemented a comprehensive Departmental response to COVID-19 in order to maintain the safety of employees and mitigate exposure. Safety measures included distancing workspaces, performing temperature and symptom screenings; providing protective equipment, cleaning and safety supplies; holding virtual and outdoor meetings; and facilitating vaccines through partnerships with local hospitals.
- ✓ Continued the Department's COVID-19 response by providing additional personnel around the City to assist with the re-opening transition, as well as collaborating with local hospitals to facilitate vaccine distributions.

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

**POLICE**

INDICATOR:	FY20			FY21		FY22
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Crime Watch programs hosted for neighborhoods and local businesses	20	9	▲	20	6	12
Public service announcements (crime prevention tips/informational segments) created for publication (both print and Ch. 77)	24	8	▲	10	4	10
Number of Crime Prevention Surveys (Residential & Commercial)	8	3	◆	8	5	7
News releases distributed to the media	10	5	▲	10	6	12
Social media posts and distributions	250	284	●	325	550	350
Police officers hired	6	18	●	5	14	5
Communications operators hired	3	14	●	5	9	5
Citizen complaints filed	8	9	◆	12	10	12
Internal (employee) complaints/grievances filed	8	11	◆	12	6	12
Number of commendations received	160	353	●	340	74	300
Number of CALEA accreditation standards	484	484	●	484	484	484
Training hours for sworn and non-sworn personnel	17,000	11,102	◆	17,000	5,342	12,000
Calls For Service (CFS) processed	200,000	197,456	▲	230,000	149,173	200,000
Phone calls processed	150,000	157,166	●	230,000	153,504	165,000
Number of I/I reports processed	8,825	7,435	◆	7,122	6,605	7,205
Arrests processed	760	552	◆	444	435	474
Citations processed	28,821	18,827	◆	20,340	22,330	24,360
Crash reports processed	3,043	2,168	◆	1,902	1,917	2,091

**Legend**

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



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



001 GENERAL FUND  
**POLICE DEPARTMENT**  
**5000 ADMINISTRATION DIVISION**  
521 LAW ENFORCEMENT

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
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	150,595
5039	Internal Affairs Commander	1.00	1.00	1.00	1.00	123,175
5045	Police Lieutenant - FOP Office	-	1.00	1.00	1.00	140,880
5021	Police Sergeant	4.00	4.00	3.00	3.00	365,210
5020	Police Officer	1.00	1.00	1.00	1.00	94,505
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	63,284
8888	Overtime	-	-	-	-	44,257
9999	Holiday Worked Pay	-	-	-	-	8,500
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>11.00</b>	<b>12.00</b>	<b>11.00</b>	<b>11.00</b>	<b>1,266,042</b>
<b>PART TIME POSITIONS</b>						
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
4022	Police Fleet Manager - P/T	1	0.75	0.75	0.75	56,209
0219	Accreditation Manager - P/T	1	0.75	0.75	0.75	61,778
9024	Executive Officer	1	0.75	0.75	0.75	41,139
<b>TOTAL PART TIME FTE's</b>		<b>3</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>159,126</b>
<b>TOTAL</b>		<b>13.25</b>	<b>14.25</b>	<b>13.25</b>	<b>13.25</b>	<b>\$ 1,425,168</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,408,233	\$ 1,627,359	\$ 1,700,393	\$ 1,425,168
2000	Employee Benefits - See Other Cost Dist.	928,695	1,082,709	925,463	780,838
3190	Other Professional Services	9,551	32,153	31,001	31,001
4010	Travel Expense	105	3,581	3,500	3,500
4020	Central Garage Motor Pool Rent	51,354	57,468	65,125	58,860
	Replacement:	37,909			
	Oper. & Maint:	20,951			
4091	Cell Phone Allowance	-	1,400	1,200	1,200
4220	Postage	-	157	1,720	1,720
4410	Rental of Machinery and Equipment	-	52,431	67,460	67,460
4420	General Services Cost - See Other Cost Dist.	140,276	143,350	144,225	143,870
4550	General Liability Insurance	75,488	88,086	81,188	67,392
4620	Repair and Maint. of Office Equipment	295	500	790	790
4630	Repair/Maint. of Machinery & Equipment	1,723	-	1,000	1,000
4710	Special Printed Forms	4,498	3,558	6,220	5,220
4910	Court Costs & Investigative Expense	5,728	568	11,330	6,080
4930	Information & Credit Investigation Service	-	-	-	-

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



001 GENERAL FUND  
**POLICE DEPARTMENT**  
**5000 ADMINISTRATION DIVISION**  
 521 LAW ENFORCEMENT

**EXPENDITURE DETAIL**

	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
4940 Taxes & License Fees Paid	-	-	-	-
4950 Collection Charges on Credit Card sales	-	-	-	-
4960 Bad Debt Expense	-	-	-	-
4970 Passport Expense	-	-	-	-
4990 Other Miscellaneous Expense	12,901	7,341	9,290	9,290
5100 Office Supplies	5,568	32,069	16,192	9,000
5202 Chemicals and Photographic Supplies	-	-	500	500
5206 Food for Human Consumption	3,629	2,491	3,500	3,500
5208 Household & Institutional Supplies	1,430	-	1,550	1,550
5214 Uniform Allowance	11,565	9,230	13,000	9,000
5400 Membership Dues and Subscriptions	5,157	3,195	7,345	6,715
5401 Software Subscriptions & Maintenance	-	-	16,195	-
5410 Employee Training	10,867	11,486	12,000	13,000
5411 Special Police Education	-	746	45,484	10,000
6440 Equipment Additions	1,721	999	3,000	3,000
7195 Contingency for Budget Reduction	-	-	5,000	5,000
8200 Grant to Camillus House	123,093	79,500	147,864	118,178
<b>TOTAL</b>	<b>\$ 2,801,877</b>	<b>\$ 3,240,377</b>	<b>\$ 3,321,535</b>	<b>\$ 2,788,832</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
5026	Police Major	1.00	1.00	1.00	1.00	\$ 149,524
5022	Police Lieutenant	6.00	6.00	6.00	6.00	805,779
5021	Police Sergeant	14.00	13.00	13.00	13.00	1,444,914
5020	Police Officer	88.00	88.00	88.00	88.00	6,457,387
5038	Neighborhood Safety Aide	10.00	10.00	10.00	10.00	319,113
0032	Police Division Assistant	1.00	1.00	1.00	1.00	61,736
8888	Overtime	-	-	-	-	297,258
9999	Holiday Worked Pay	-	-	-	-	210,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>120.00</b>	<b>119.00</b>	<b>119.00</b>	<b>119.00</b>	<b>9,745,711</b>
<b>PART TIME POSITIONS</b>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	
9021	Neighborhood Safety Aide - P/T	4	3.75	3.00	3.00	-
<b>TOTAL PART TIME FTE's</b>		<b>4</b>	<b>3.75</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>
<b>TOTAL</b>		<b>123.75</b>	<b>122.00</b>	<b>122.00</b>	<b>122.00</b>	<b>\$ 9,745,711</b>

**EXPENDITURE DETAIL**

	2018-2019	2019-2020	2020-2021	2021-2022
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 9,356,032	\$ 9,419,337	\$ 9,499,641	\$ 9,745,711
2000 Employee Benefits - See Other Cost Dist.	7,080,267	7,130,198	7,233,206	7,491,584
3190 Other Professional Services	481,676	560,781	567,920	515,140
4010 Travel Expense	3,688	1,158	7,500	3,500
4020 Central Garage Motor Pool Rent	1,063,233	1,155,445	1,330,539	1,178,797
Replacement:	624,657			
Oper. & Maint:	554,140			
4091 Cell Phone Allowance	-	-	-	1,200
4420 General Services Cost - See Other Cost Dist.	185,864	189,936	191,095	190,625
4550 General Liability Insurance	478,202	467,485	459,454	460,847
4630 Repair/Maint. of Machinery & Equipment	990	532	2,700	2,700
4710 Special Printed Forms	3,158	683	1,500	1,500
5100 Office Supplies	6,743	5,660	7,977	7,977
5202 Chemicals and Photographic Supplies	669	605	800	800
5205 Expense for Animals	20,068	31,254	18,000	18,000
5206 Food for Human Consumption	431	177	600	600
5208 Household & Institutional Supplies	432	118	800	800
5212 Firearms Ammunition	36,885	37,860	39,669	39,669
5213 Purchase/Rental - Employee Uniforms	14,099	2,654	20,237	20,237
5214 Uniform Allowance	145,056	102,284	90,040	88,040



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

		<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5215	Small Tools & Minor Equipment	13,174	8,427	13,597	13,597
5400	Membership Dues and Subscriptions	2,188	1,935	2,175	2,175
5410	Employee Training	48,706	27,044	56,035	68,035
6430	Equipment Repair/Replacement	-	15,000	81,000	-
6440	Equipment Additions	46,846	44,232	116,188	50,384
7195	Contingency for Budget Reduction	-	-	110,000	110,000
<b>TOTAL</b>		<b>\$ 18,988,407</b>	<b>\$ 19,202,805</b>	<b>\$ 19,850,673</b>	<b>\$ 20,011,918</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
5026	Police Major	1.00	1.00	1.00	1.00	\$ 173,961
5022	Police Lieutenant	2.00	2.00	2.00	2.00	266,620
5021	Police Sergeant	6.00	6.00	6.00	6.00	707,469
5020	Police Officer	28.00	28.00	28.00	28.00	2,300,612
0032	Police Division Assistant	1.00	1.00	1.00	1.00	61,741
5033	Crime Analyst	1.00	1.00	1.00	1.00	52,219
5027	Crime Scene Technician	2.00	2.00	2.00	2.00	105,493
5031	Senior Crime Scene Tech.	1.00	1.00	1.00	1.00	45,573
5037	Victim's Advocate	1.00	1.00	1.00	1.00	58,553
8888	Overtime	-	-	-	-	363,241
9999	Holiday Pay	-	-	-	-	80,000
<b>TOTAL</b>		<b>43.00</b>	<b>43.00</b>	<b>43.00</b>	<b>43.00</b>	<b>\$ 4,215,482</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 3,949,346	\$ 4,050,112	\$ 4,142,941	\$ 4,215,482
2000	Employee Benefits - See Other Cost Dist.	2,695,572	2,795,973	2,929,205	3,017,970
3190	Other Professional Services	355	2,090	1,500	1,500
4010	Travel Expense	-	(54)	1,400	500
4020	Central Garage Motor Pool Rent	279,906	292,642	344,295	296,964
	Replacement:	110,697			
	Oper. & Maint:	186,267			
4091	Cell Phone Allowance	1,300	1,200	1,200	-
4220	Postage	-	-	150	150
4410	Rental of Machinery and Equipment	-	4,711	4,000	4,000
4420	General Services Cost - See Other Cost Dist.	150,204	153,495	154,433	154,052
4550	General Liability Insurance	195,441	194,219	200,375	199,338
4620	Repair and Maint. of Office Equipment	555	895	1,000	1,000
4630	Repair/Maint. of Machinery & Equipment	2,039	301	500	2,380
4710	Special Printed Forms	1,425	523	1,500	1,500
4910	Court Costs & Investigative Expense	122,050	121,462	117,290	130,750
4930	Information & Credit Investigation Service	40,806	37,825	42,575	42,575
4990	Other Miscellaneous Expense	485	911	2,500	2,000
5100	Office Supplies	16,470	7,862	15,660	15,100
5202	Chemicals and Photographic Supplies	1,781	1,789	6,000	6,000
5207	Motor Fuel and Lubricants	90	-	1,000	1,000
5208	Household & Institutional Supplies	1,156	2,834	1,000	1,000

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5214 Uniform Allowance	55,261	34,169	38,000	38,620
5215 Small Tools & Minor Equipment	931	2,224	5,550	5,550
5400 Membership Dues and Subscriptions	1,882	1,555	2,980	2,980
5401 Software Subscriptions & Maintenance	7,380	-	-	11,435
5410 Employee Training	26,671	7,354	24,520	29,520
7195 Contingency for Budget Reduction	-	-	3,000	3,000
8200 Federal Grants	334,515	297,998	325,859	-
<b>TOTAL</b>	<b>\$ 7,885,621</b>	<b>\$ 8,012,090</b>	<b>\$ 8,368,433</b>	<b>\$ 8,184,366</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



001 GENERAL FUND  
**POLICE DEPARTMENT**  
**5040 TECHNICAL SERVICES DIVISION**  
521 LAW ENFORCEMENT

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET SALARIES	
<b>FULL TIME POSITIONS</b>						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
5026	Police Major	-	-	1.00	1.00	\$ 153,398
5022	Police Lieutenant	1.00	1.00	1.00	1.00	141,962
5005	Radio Technician Manager	1.00	1.00	1.00	1.00	96,974
5004	Radio Technician	2.00	2.00	2.00	2.00	146,855
5007	Police Records Supervisor	1.00	1.00	1.00	1.00	80,723
5013	Technical services/CIC Coordinator	1.00	1.00	1.00	1.00	70,066
6316	Communications Manager	1.00	1.00	1.00	1.00	104,081
5018	Communication Supervisor	4.00	4.00	4.00	4.00	360,839
5049	Communication Operator III	11.00	11.00	11.00	11.00	741,649
5016	Communication Operator II	11.00	13.00	13.00	13.00	732,736
5015	Communication Operator I	10.00	10.00	10.00	10.00	426,918
5008	Police Property & Evidence Supervisor	1.00	1.00	1.00	1.00	77,068
5006	Police Property Clerk	2.00	2.00	2.00	2.00	74,075
5012	Police Records Clerk II	3.00	3.00	3.00	3.00	147,185
5011	Police Records Clerk I	5.00	5.00	5.00	5.00	198,602
8888	Overtime	-	-	-	-	300,000
9999	Holiday Pay	-	-	-	-	73,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>54.00</b>	<b>56.00</b>	<b>57.00</b>	<b>57.00</b>	<b>3,926,131</b>
<b>PART TIME POSITIONS</b>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	
5046	Public Records Digital Media Specialist - P/T	1	-	0.75	0.75	42,930
5048	Police CIC Monitor - P/T	2	-	-	1.50	80,286
5041	Police Property Clerk - P/T	2	1.50	1.50	1.50	60,672
9006	Clerical Aide - P/T	1	0.75	0.75	0.75	20,514
<b>TOTAL PART TIME FTE's</b>		<b>6</b>	<b>2.25</b>	<b>3.00</b>	<b>4.50</b>	<b>204,402</b>
<b>TOTAL</b>			<b>56.25</b>	<b>59.00</b>	<b>61.50</b>	<b>\$ 4,130,533</b>

**EXPENDITURE DETAIL**

		2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET
1000	Salaries	\$ 4,143,653	\$ 4,249,979	\$ 4,086,250	\$ 4,130,533
2000	Employee Benefits - See Other Cost Dist.	2,111,151	2,156,238	2,345,147	2,530,524
3190	Other Professional Services	6,268	2,493	2,500	2,500
4020	Central Garage Motor Pool Rent	56,009	60,922	70,119	62,161
	Replacement:	33,166			
	Oper. & Maint:	28,995			
4090	Other Transportation Expense	594	-	-	-
4420	General Services Cost - See Other Cost Dist.	194,744	199,011	200,226	199,733
4450	Lease Equipment	-	8,500	-	-
4550	General Liability Insurance	181,666	182,223	190,379	195,321
4620	Repair and Maint. of Office Equipment	1,488	-	1,500	1,500
4630	Repair/Maint. of Machinery & Equipment	17,459	10,933	14,000	66,837

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



001 GENERAL FUND  
**POLICE DEPARTMENT**  
**5040 TECHNICAL SERVICES DIVISION**  
 521 LAW ENFORCEMENT

**EXPENDITURE DETAIL**

	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
4710 Special Printed Forms	3,060	1,219	4,800	4,800
4990 Other Miscellaneous Expense	799	475	900	900
5100 Office Supplies	18,105	9,565	16,600	16,600
5206 Food for Human Consumption	1,592	550	1,906	2,906
5208 Household & Institutional Supplies	3,020	1,479	3,025	3,025
5209 Protective Clothing	125	125	-	-
5214 Uniform Allowance	40,105	9,604	31,200	31,200
5215 Small Tools & Minor Equipment	4,641	4,185	4,675	4,675
5217 Operating Equipment Repair Parts	27,674	27,300	43,150	43,150
5400 Membership Dues and Subscriptions	3,264	3,386	3,715	3,715
5401 Software Subscriptions & Maintenance	146,152	15,078	154,438	164,438
5410 Employee Training	29,485	16,463	30,570	32,570
6430 Equipment Repair/Replacement	140,746	143,797	149,208	-
6440 Equipment Additions	67,405	11,703	34,011	-
<b>TOTAL</b>	<b>\$ 7,199,205</b>	<b>\$ 7,115,228</b>	<b>\$ 7,388,319</b>	<b>\$ 7,497,088</b>



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2018-2019	2019-2020	2020-2021	2021-2022		
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES	
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
5026	Police Major	1.00	1.00	1.00	1.00	\$ 157,579	
5022	Police Lieutenant	1.00	1.00	1.00	1.00	139,881	
0813	Administrative & Fiscal Affairs Manager	1.00	1.00	1.00	1.00	81,540	
5021	Police Sergeant	2.00	3.00	3.00	3.00	354,752	
5020	Police Officer	1.00	1.00	1.00	1.00	81,527	
0305	Payroll Clerk	2.00	2.00	2.00	2.00	101,143	
5001	Police Training Assistant	2.00	2.00	2.00	2.00	107,650	
5014	Police Supt. Services Assistant	1.00	1.00	1.00	1.00	38,836	
6104	Off Duty Coordinator	1.00	1.00	1.00	1.00	39,243	
8888	Overtime	-	-	-	-	32,500	
9999	Holiday Pay	-	-	-	-	6,500	
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>12.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>1,141,151</b>	
<b>PART TIME POSITIONS</b>							
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
0224	Police Training Officer - P/T	1	-	-	0.75	0.75	51,651
5028	Trainer - P/T	1	0.75	0.75	0.75	0.75	43,247
0102	Sr. Background Investigator - P/T	1	0.75	0.75	0.75	0.75	63,228
0075	Background Investigator - P/T	5	3.75	3.75	3.75	3.75	208,095
<b>TOTAL PART TIME FTE's</b>		<b>8</b>	<b>5.25</b>	<b>5.25</b>	<b>6.00</b>	<b>6.00</b>	<b>366,221</b>
<b>TOTAL</b>			<b>17.25</b>	<b>18.25</b>	<b>19.00</b>	<b>19.00</b>	<b>\$ 1,507,372</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,190,922	\$ 1,212,279	\$ 1,144,747	\$ 1,507,372
2000	Employee Benefits - See Other Cost Dist.	555,985	534,055	654,288	813,379
3190	Other Professional Services	27,756	-	13,000	13,000
4020	Central Garage Motor Pool Rent	65,089	67,702	79,882	68,652
	Replacement:	24,114			
	Oper. & Maint:	44,538			
4220	Postage	213	-	-	-
4410	Rental of Machinery and Equipment	53,633	4,904	-	-
4420	General Services Cost - See Other Cost Dist.	183,602	187,625	188,771	188,306
4550	General Liability Insurance	56,557	51,955	57,252	71,279
4620	Repair and Maint. of Office Equipment	-	92	300	300
4630	Repair/Maint. of Machinery & Equipment	15,679	11,396	4,296	4,296
4710	Special Printed Forms	1,185	195	500	1,500
4910	Court Costs & Investigative Expense	24,059	17,186	23,242	23,242
5100	Office Supplies	10,531	6,062	8,000	12,700
5208	Household & Institutional Supplies	887	-	1,120	1,120

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5212 Firearms Ammunition	70,745	73,362	73,364	73,364
5213 Purchase/Rental - Employee Uniforms	33,369	22,000	22,000	22,000
5214 Uniform Allowance	67,153	95,128	82,400	90,000
5215 Small Tools & Minor Equipment	6,467	7,500	7,500	7,500
5217 Operating Equipment Repair Parts	8,497	19,857	17,540	13,000
5400 Membership Dues and Subscriptions	1,824	2,434	2,780	3,410
5410 Employee Training	88,326	132,110	52,175	204,575
5411 Special Police Education	39,240	-	-	-
6430 Equipment Repair/Replacement	-	28,875	-	-
6440 Equipment Additions	-	35,400	-	-
7195 Contingency for Budget Reduction	-	-	28,000	28,000
8200 Federal Grants	-	-	26,033	-
<b>TOTAL</b>	<b>\$ 2,501,719</b>	<b>\$ 2,510,117</b>	<b>\$ 2,487,190</b>	<b>\$ 3,146,995</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 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				SALARIES	
		2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET		
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
5026	Police Major	1.00	1.00	1.00	1.00	\$ 134,277	
5022	Police Lieutenant	1.00	1.00	1.00	1.00	134,249	
5021	Police Sergeant	4.00	4.00	4.00	4.00	478,007	
5020	Police Officer	25.00	25.00	25.00	25.00	2,129,111	
0032	Police Division Assistant	1.00	1.00	1.00	1.00	66,448	
8888	Overtime	-	-	-	-	141,072	
9999	Holiday Pay	-	-	-	-	70,000	
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b>3,153,164</b>	
<b>PART TIME POSITIONS</b>		<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
9004	Crossing Guard/Protective Svc Wkr - P/T	3	1.20	1.80	1.80	1.80	58,520
5220	Traffic Enforcement Police Officer	5	2.25	3.75	3.75	3.75	286,520
5000	Red Light Camera Coordinator - P?T	1	0.75	0.75	0.75	0.75	39,666
<b>TOTAL PART TIME FTE's</b>		<b>9</b>	<b>4.20</b>	<b>6.30</b>	<b>6.30</b>	<b>6.30</b>	<b>384,706</b>
<b>TOTAL</b>			<b>36.20</b>	<b>38.30</b>	<b>38.30</b>	<b>38.30</b>	<b>\$ 3,537,870</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 3,038,392	\$ 3,146,188	\$ 3,435,121	\$ 3,537,870
2000	Employee Benefits - See Other Cost Dist.	2,081,711	2,116,958	2,275,794	2,369,044
4010	Travel Expense	496	330	500	500
4020	Central Garage Motor Pool Rent	409,880	449,819	515,204	459,516
	Replacement: 261,262				
	Oper. & Maint: 198,254				
4550	General Liability Insurance	158,516	158,779	168,318	167,296
4630	Repair/Maint. of Machinery & Equipment	13,958	14,975	18,200	18,200
4710	Special Printed Forms	3,981	101	6,050	6,050
4910	Court Costs & Investigative Expense	-	350	1,200	1,200
4990	Other Miscellaneous Expense	3,927	11,384	4,817	4,817
5100	Office Supplies	3,322	2,723	3,500	3,500
5202	Chemicals and Photographic Supplies	713	289	600	600
5206	Food for Human Consumption	1,090	10	2,000	2,000
5213	Purchase/Rental - Employee Uniforms	842	-	-	-
5214	Uniform Allowance	43,251	33,799	40,525	38,525
5215	Small Tools & Minor Equipment	5,979	6,097	4,500	4,500
5400	Membership Dues and Subscriptions	1,646	731	1,000	1,000
5410	Employee Training	13,761	8,285	18,000	20,000

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5415 Employee Workplace Improvements	23	-	-	-
6430 Equipment Repair/Replacement	-	33,851	15,000	15,000
7195 Contingency for Budget Reduction	-	-	3,500	3,500
<b>TOTAL</b>	<b>\$ 5,781,488</b>	<b>\$ 5,984,669</b>	<b>\$ 6,513,829</b>	<b>\$ 6,653,118</b>



## Action Plan Worksheet 2022

**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
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
Staffing / Allotment	11/30/21	Full Staffing of budgeted positions
Body cameras	11/30/21	Cameras in Beta Testing, Analysis of feasibility comparison (Consultant)
Private / Public Partnership	12/31/21	Funding of Police foundation
Citywide Lighting Review and Implementation	12/31/22	Public Works progress reports by neighborhood





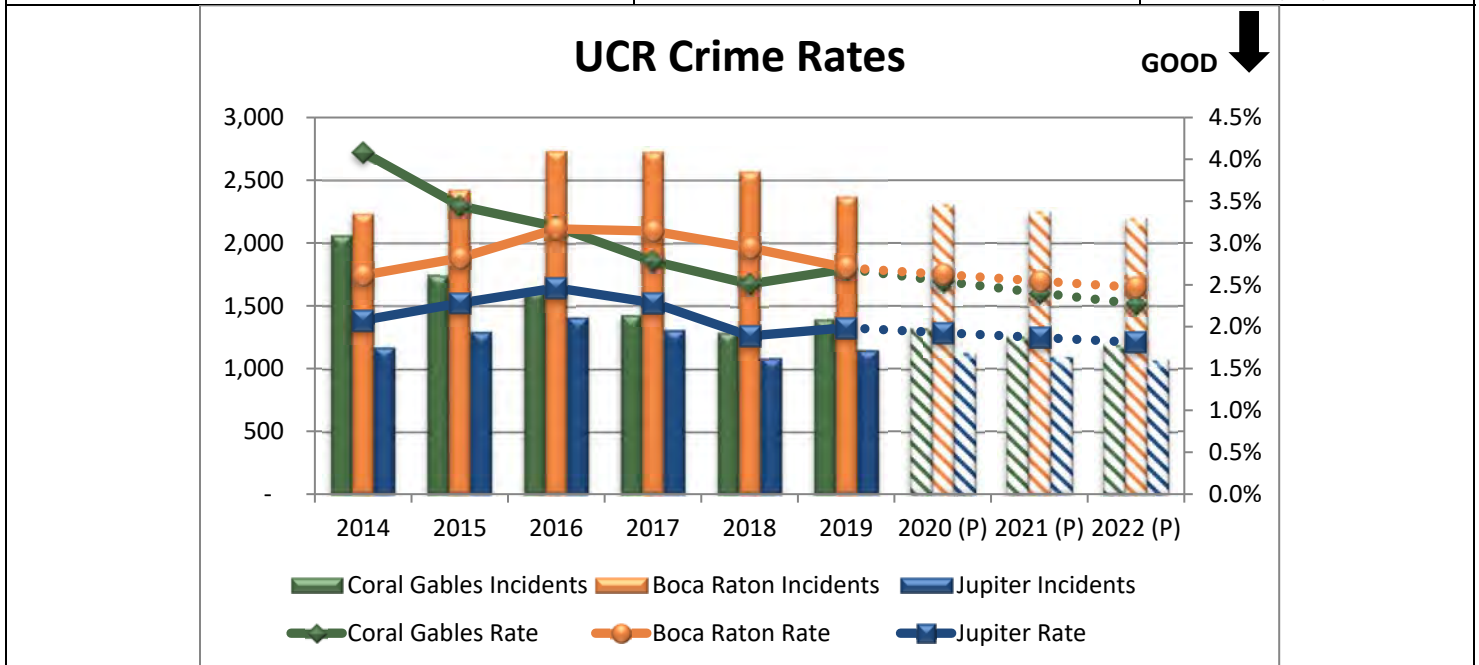
## Action Plan Worksheet 2022

### 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 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
- \$263,071 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 2022



## CITY OF CORAL GABLES UNIFORM CRIME REPORT 2001-2019 INTERNAL ANNUAL TREND ANALYSIS

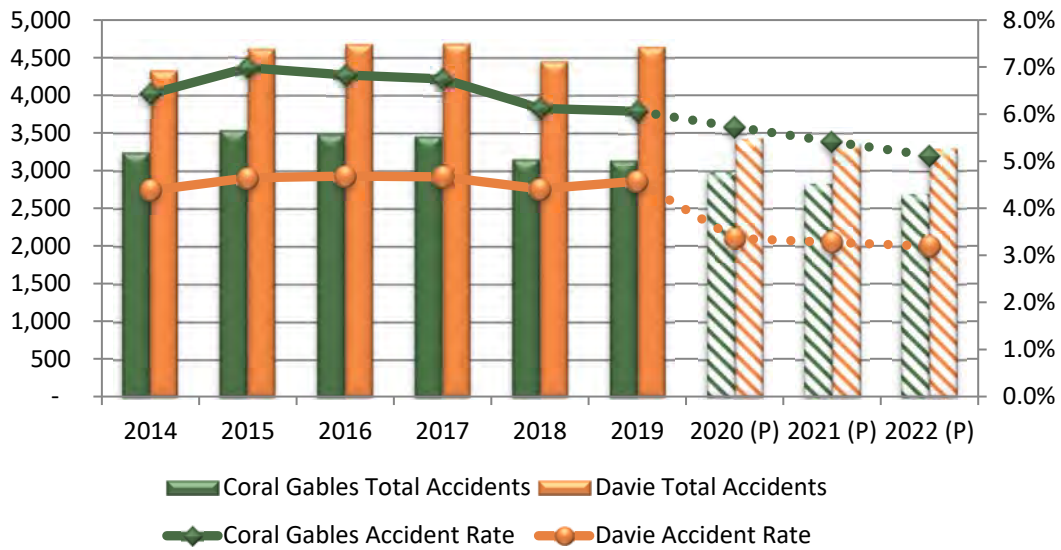


CLASSIFICATION OF OFFENSES	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
TOTAL OFFENSES (REPORTED UCR OFFENSES)	2,838	2,863	2,802	2,646	2,354	2,248	2,315	2,308	2,200	2,046	2,389	2,356	2,298	2,063	1,748	1,629	1,427	1,293	1,393
TOTAL NON-VIOLENT	2,587	2,679	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	1,343
TOTAL VIOLENT (EXCLUDING MANSLAUGHTER)	251	184	158	161	147	118	131	116	100	93	92	79	84	76	75	79	74	68	50

Reduce and slow cut-through traffic	5% reduction of traffic accidents annually	09/30/20 09/30/21 09/30/22
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### Traffic Accident Rates

GOOD ↓

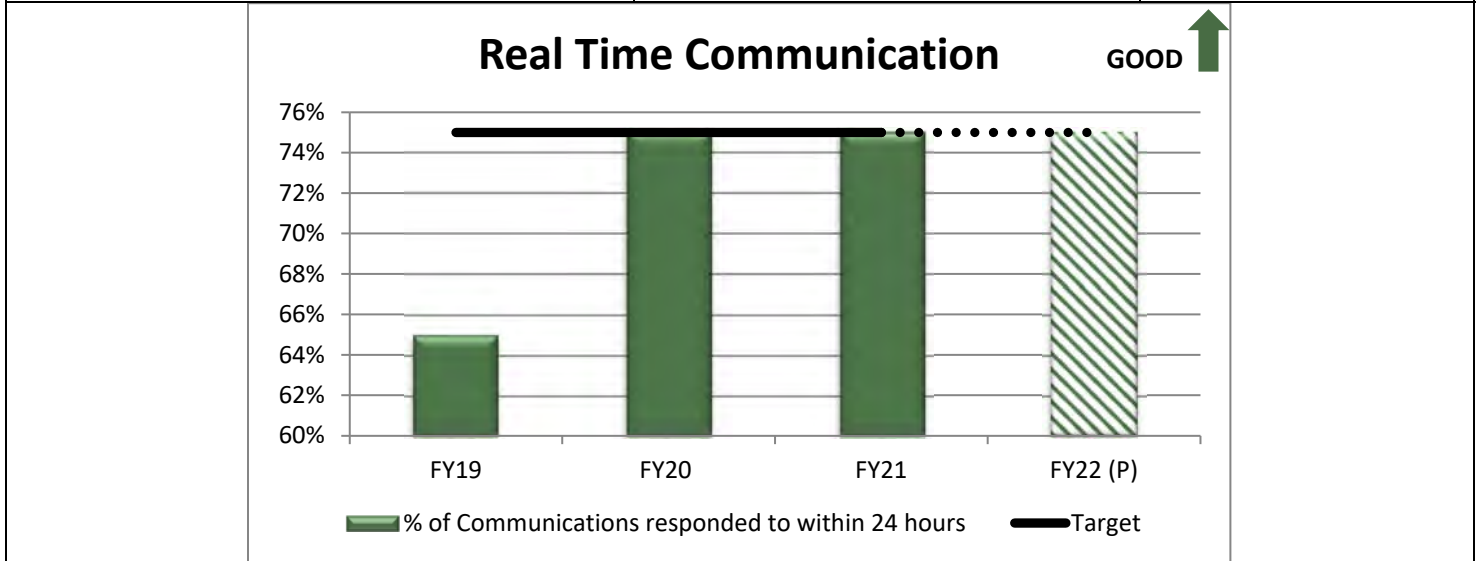




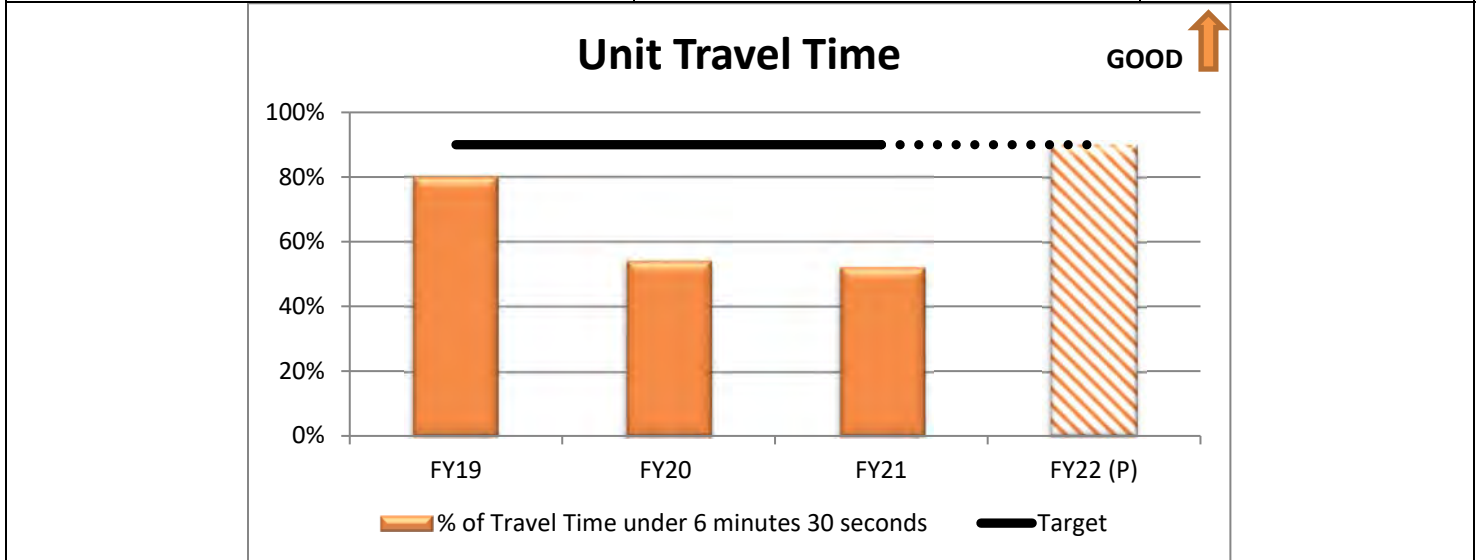
## Action Plan Worksheet 2022

### 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 2022

### 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 2022

**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
Conduct traffic safety and enforcement training and obtain appropriate certifications (crash and other investigation training, radar, breath testing/certification, etc.) for 15 traffic officers	12/31/22	Training records and certifications
Increase red light cameras from 10 to 20	1/31/22	Cameras installed

**Resource requirements (what do we need to succeed?)**

- \$75,000 by FY23 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

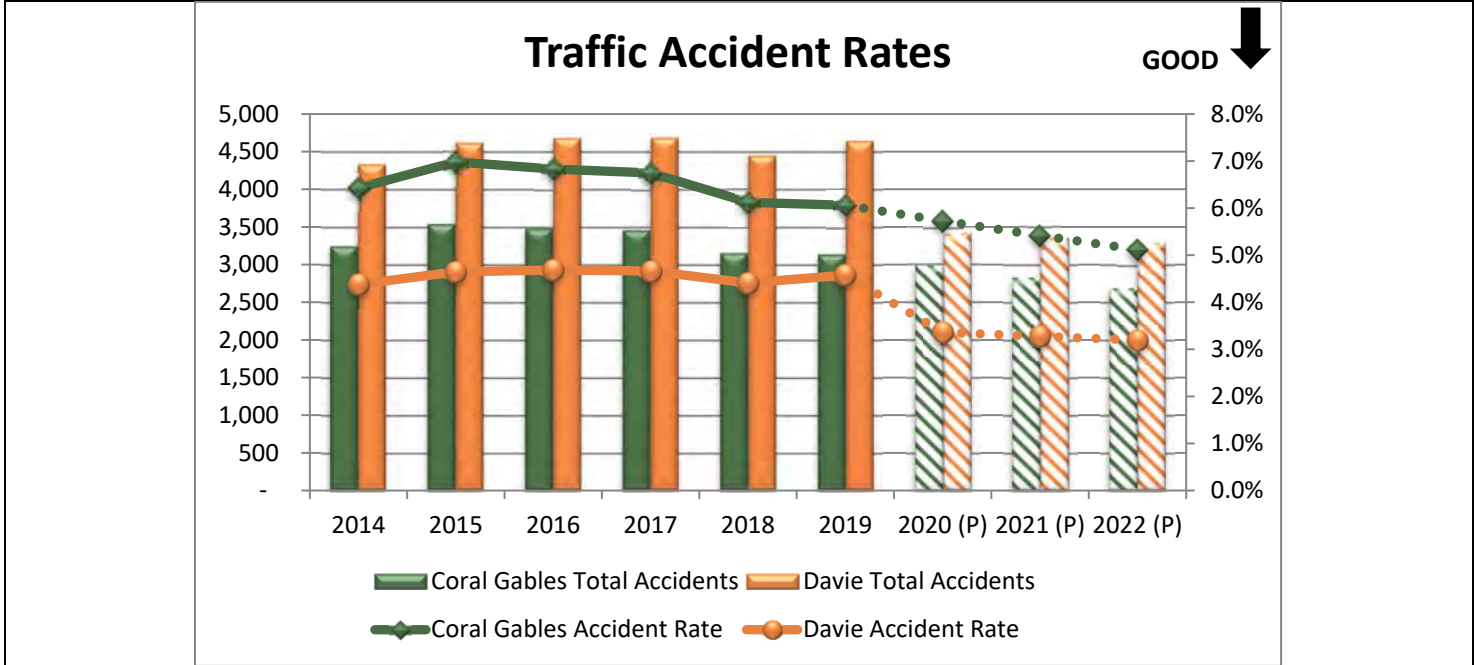




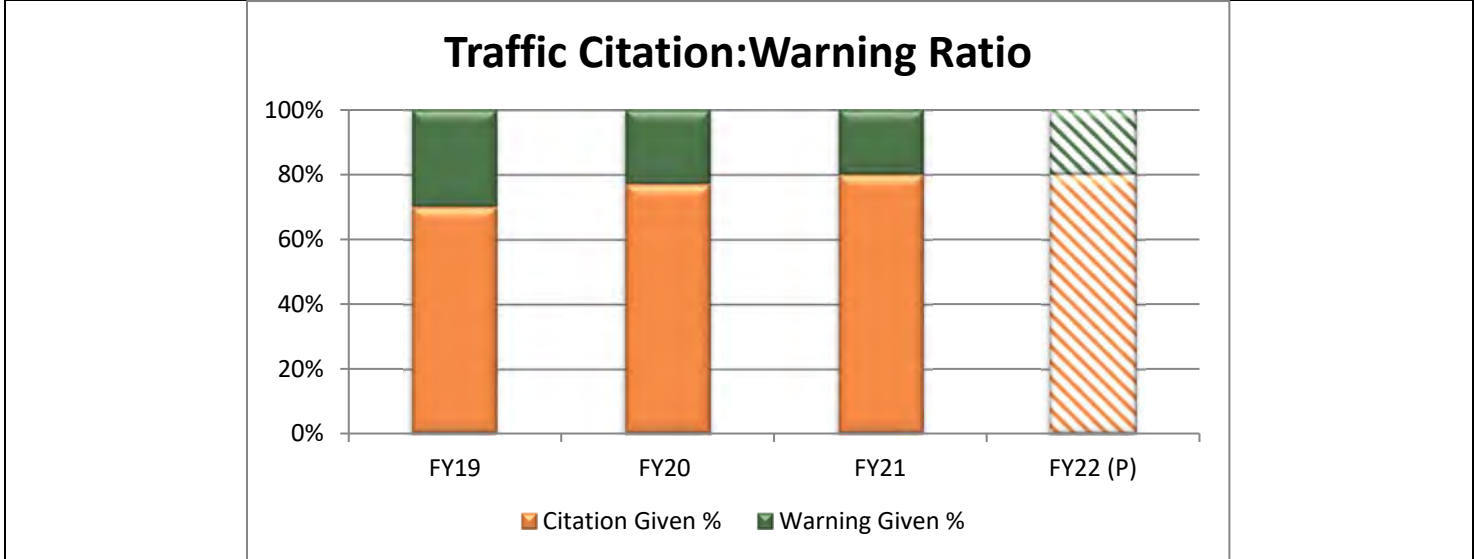
## Action Plan Worksheet 2022

### 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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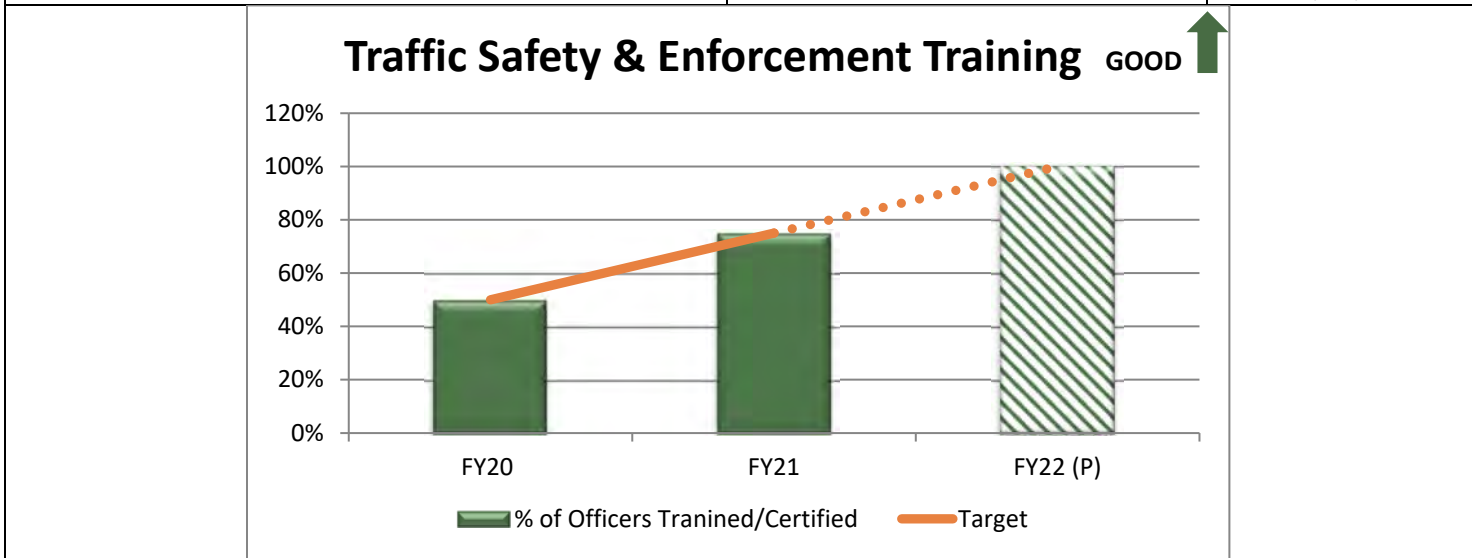




## Action Plan Worksheet 2022

### 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



#### 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

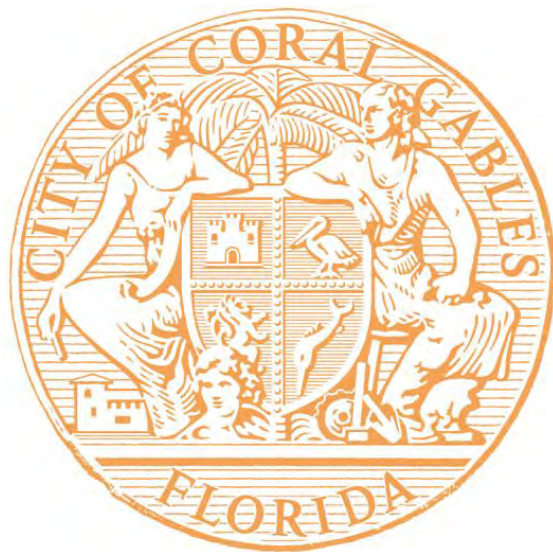
#### What are the positive and negative financial impacts (costs / benefits and return on investment)?

##### Positive:

- Reduced exposure to dollar amount awards for civil suits

##### Negative:

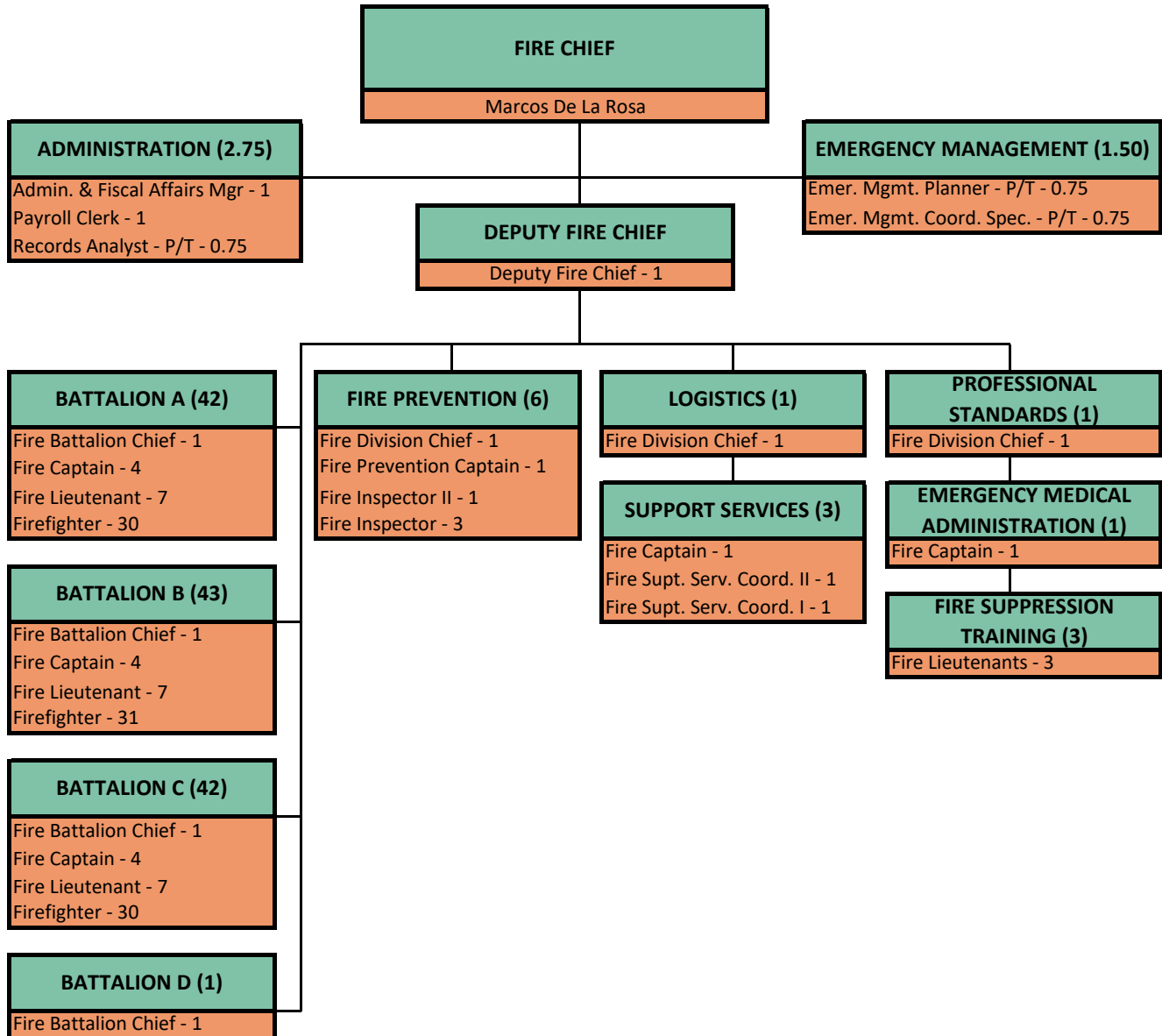
- \$75,000 for traffic safety and enforcement training and to obtain appropriate certifications



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**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**

**FIRE  
ORGANIZATION CHART**



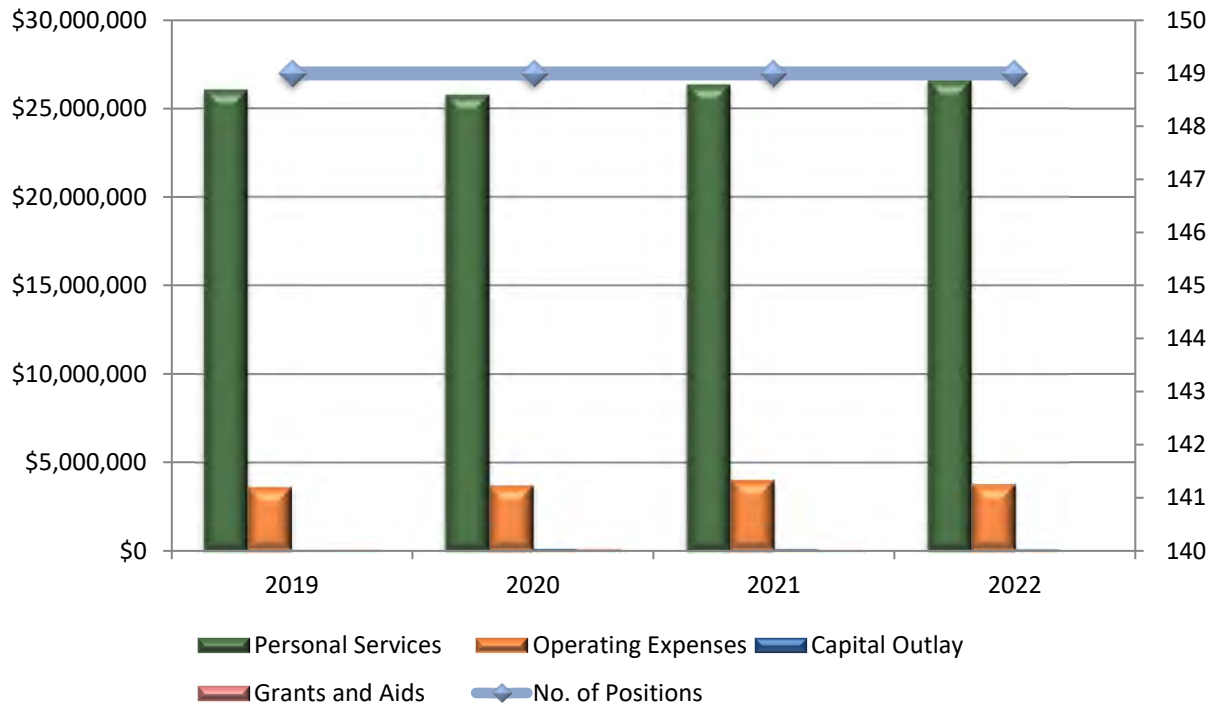
**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



**FIRE DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<b>2018-2019 ACTUAL</b>	<b>2019-2020 ACTUAL</b>	<b>2020-2021 BUDGET</b>	<b>2021-2022 ESTIMATE</b>
Salaries & Benefits	26,044,685	25,760,414	26,338,449	26,580,683
Operating Expenses	3,607,355	3,697,555	4,016,835	3,765,853
Capital Outlay	48,978	112,543	101,400	74,195
Grants and Aids	59,806	93,477	42,760	-
<b>Total</b>	<b>29,760,824</b>	<b>29,663,989</b>	<b>30,499,444</b>	<b>30,420,731</b>
Full Time Headcount	147.00	147.00	147.00	147.00
Part Time FTE's	2.25	2.25	2.25	2.25
<b>Total Headcount &amp; FTE's</b>	<b>149.25</b>	<b>149.25</b>	<b>149.25</b>	<b>149.25</b>

**EXPENDITURE/PERSONNEL COMPARISONS**





# Fire

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## 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  
2021-2022 BUDGET**

**FIRE**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS**

- ✓ **New Construction of Police and Fire Department Headquarters (PFDHQ):** The inauguration of the New Police and Fire Headquarters unveiled this state-of-the-art facility that now serves as the public safety building. The 200,000 square foot, five-story structure located at 2151 Salzedo Street houses Fire Station 1 and the 33 front line Firefighters that now call it their home as well as the Police Department, 911 Call Center Dispatch Center, Emergency Operations Command Center, and the Communications and Information Technology (IT) Departments.
- ✓ **COVID-19 Response:** The Fire Department provided direction for both city-wide and department response to the world-wide pandemic COVID-19 that impacted the community. The response included policy development, allocation, and acquisition of personal protective equipment, establishing testing site, personnel risk profile and community vaccination initiative.
- ✓ **Statewide Vaccination Mission:** The Coral Gables Fire Department participated in the Florida's Department of Emergency Management Statewide Vaccination Mission. Together with Fire-Rescue Departments from Palm Beach, Broward and Miami-Dade, Coral Gables Firefighter Paramedics vaccinated 3,000 Holocaust survivors and approximately 200 Bay of Pigs survivors.
- ✓ **Gold Plus Standard:** The Coral Gables Fire Department obtained American Heart Association's Gold Plus Standard Mission Lifeline Award. This recognition is a program designed to showcase Emergency Medical Service organizations across the nation for excellent STEMI care. Prehospital personnel are the first providers of care to patients suffering from cardiac emergencies. The role of EMS in the system-of-care for these patients is crucial and often sets the course for the patient's outcome.
- ✓ **Surfside Collapse:** The Coral Gables Fire Department was one of multiple Fire Departments that assisted at the collapse of the Champlain Towers in Surfside.

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

**FIRE**

INDICATOR:	FY20			FY21		FY22
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Perform water system maintenance and testing yearly for 1,325 hydrants citywide	1,339	1,339	●	1,400	1,400	1,400
Complete the Department's Annual Compliance Report for maintaining Accredited Agency status for CFAI and Class 1 ISO rating	Completed	Completed	●	Completed	Completed	Completed
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	630	◆	900	356	900
Conduct fire & life safety presentations at various locations	100	80	▲	100	35	100
Track and analyze emergency response times to ensure attainment of benchmarks in accordance with the Commission on Fire Accreditation International (CFAI) standards. First Unit arrival within 8 minutes, or less Total Response Time (TRT)	90%	90%	●	90%	Pending	90%
Provide ISO, OSHA, NFPA, State Fire Marshal, and DOD/HS training for each firefighter annually	100%	100%	●	100%	100%	100%
Provide required HRS training to all Emergency Medical Technicians and Paramedics annually	100%	100%	●	100%	100%	100%

**Legend**

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



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



001 GENERAL FUND  
FIRE DEPARTMENT  
5500 FIRE DEPARTMENT  
522 FIRE CONTROL

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET SALARIES	
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
5130	Fire Chief	1.00	1.00	1.00	1.00	\$ 177,776
5129	Deputy Fire Chief	1.00	1.00	1.00	1.00	179,149
5125	Fire Division Chief	3.00	3.00	3.00	3.00	454,668
5120	Fire Battalion Chief	4.00	4.00	4.00	4.00	604,377
5118	Fire Captain	15.00	15.00	15.00	15.00	1,999,569
5114	Fire Lieutenant	24.00	24.00	24.00	24.00	2,739,208
0813	Administrative & Fiscal Affairs Manager	1.00	1.00	1.00	1.00	79,760
5113	Fire Inspector II	1.00	1.00	1.00	1.00	78,133
5111	Fire Inspector & Plans Review	1.00	-	-	-	-
5112	Fire Inspector	2.00	3.00	3.00	3.00	158,169
0012	Clerical Assistant II	1.00	-	-	-	-
0306	Payroll Clerk - Fire	1.00	1.00	1.00	1.00	45,954
5107	Fire Supp. Serv. Coord. II	1.00	1.00	1.00	1.00	44,228
5101	Fire Supp. Serv. Coord. I	-	1.00	1.00	1.00	45,366
5105	Firefighter	91.00	91.00	91.00	91.00	7,673,569
8888	Overtime	-	-	-	-	743,060
9999	Holiday Pay	-	-	-	-	583,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>147.00</b>	<b>147.00</b>	<b>147.00</b>	<b>147.00</b>	<b>15,605,986</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
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	36,418
0099	Emergency Manager - P/T	1	0.75	0.75	0.75	78,382
<b>TOTAL PART TIME FTE's</b>		<b>3</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>114,800</b>
<b>TOTAL</b>		<b>149.25</b>	<b>149.25</b>	<b>149.25</b>	<b>149.25</b>	<b>\$ 15,720,786</b>

**EXPENDITURE DETAIL**

	EXPENDITURE DETAIL			
	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET
1000 Salaries	\$ 16,354,640	\$ 15,914,742	\$ 15,937,344	\$ 15,720,786
2000 Employee Benefits - See Other Cost Dist.	9,690,045	9,845,672	10,401,105	10,859,897
3130 Special Medical Services	66,000	66,000	66,000	66,000
3190 Other Professional Services	61,023	144,598	81,650	81,650
3410 Laundry & Sanitation Services	3,749	3,809	10,813	10,813
4020 Central Garage Motor Pool Rent	1,288,049	1,403,702	1,613,911	1,432,615
Replacement:	775,107			
Oper. & Maint:	657,508			
4040 Central Garage Miscellaneous Charges	911	6,399	3,000	5,500
4091 Cell Phone Allowance	3,800	4,300	3,600	4,800
4410 Rental of Machinery and Equipment	15,192	15,113	30,800	30,800
4420 General Services Cost - See Other Cost Dist.	693,680	708,879	713,208	711,451
4550 General Liability Insurance	773,906	768,516	770,817	743,392
4630 Repair/Maint. of Machinery & Equipment	43,045	46,115	46,852	46,852
4710 Special Printed Forms	1,344	1,133	3,000	3,000

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



001 GENERAL FUND  
**FIRE DEPARTMENT**  
**5500 FIRE DEPARTMENT**  
 522 FIRE CONTROL

**EXPENDITURE DETAIL**

	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
4940 Taxes & License Fees Paid	8,225	25	10,560	7,705
4990 Other Miscellaneous Expense	10,190	17,588	8,400	5,900
5100 Office Supplies	10,230	15,202	16,000	16,000
5203 Drugs and Medical Supplies	127,122	102,596	105,500	105,500
5204 Cleaning & Janitorial Supplies	11,504	11,294	12,500	12,500
5206 Food for Human Consumption	1,166	864	48,039	48,039
5208 Household & Institutional Supplies	9,146	6,863	7,000	7,000
5209 Protective Clothing	80,253	67,199	73,307	73,307
5211 Building Materials and Supplies	3,063	1,498	1,500	1,500
5214 Uniform Allowance	245,223	171,561	176,700	176,700
5215 Small Tools & Minor Equipment	16,818	21,260	21,260	19,260
5217 Operating Equipment Repair Parts	14,852	11,674	18,000	18,000
5220 Motor Oil and Other Lubricants	-	24	500	-
5400 Membership Dues and Subscriptions	3,706	2,919	3,440	6,295
5410 Employee Training	115,158	98,424	90,105	90,105
6430 Equipment Repair/Replacement	36,852	65,649	59,310	52,200
6440 Equipment Additions	12,126	46,894	42,090	21,995
7195 Contingency for Budget Reduction	-	-	80,373	41,169
8201 State Grants	-	-	3,185	-
8203 Urban Areas Security Initiative (UASI)	59,806	93,477	39,575	-
<b>TOTAL</b>	<b>\$ 29,760,824</b>	<b>\$ 29,663,989</b>	<b>\$ 30,499,444</b>	<b>\$ 30,420,731</b>





## Action Plan Worksheet 2022

**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

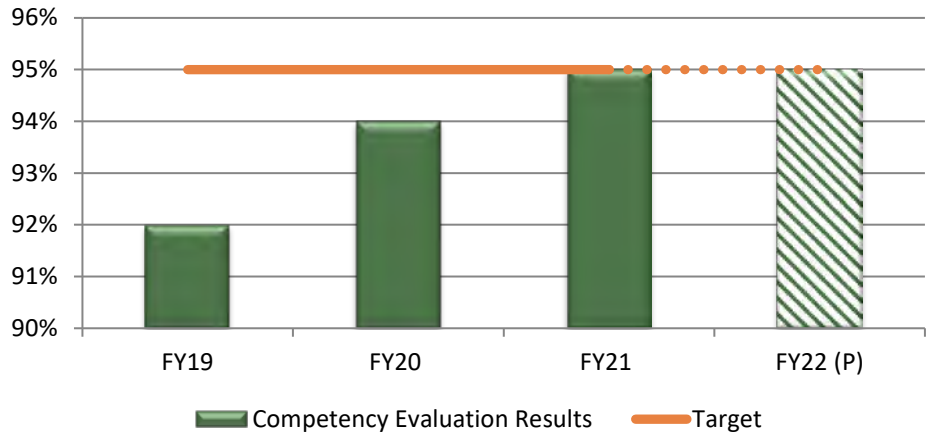


## Action Plan Worksheet 2022

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

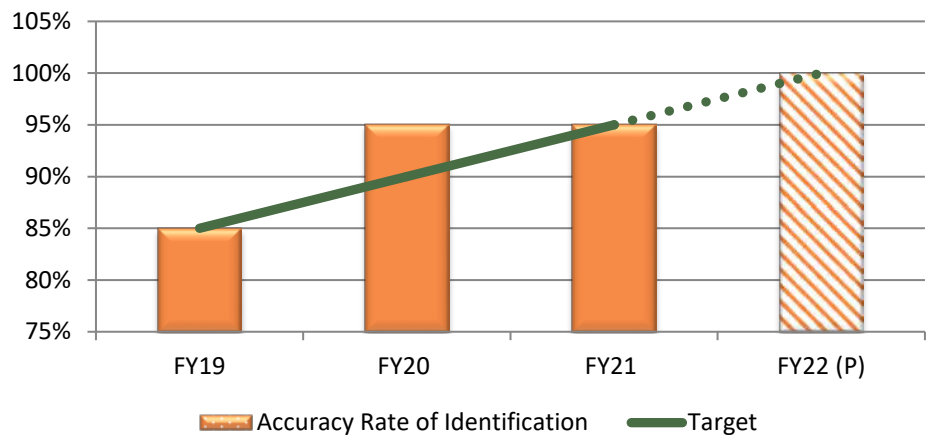
Measure	Target	Date
Community Satisfaction with Fire Rescue Services	95% and above	09/30/20 09/30/21 09/30/22

### Satisfaction with Fire Rescue Services GOOD ↑



Stroke and AMI Identification	100% by 2022	09/30/22
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### Accuracy of Stroke & AMI Cases GOOD ↑





## Action Plan Worksheet 2022

### 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 2022

**Action Plan Owner:** Marcos De La Rosa, Fire Chief

**Action Plan Name:** 1.2-2-2 Distribution of Emergency Response Resources (Fire Houe 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 90<sup>th</sup> 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	01/31/21	Commission approval
Negotiate and award contract to build	03/31/21	Commission approval
Permitting	04/30/21	Development Services/Associated Dept.
Ground Breaking and Construction	06/30/21	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 2022

### 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:

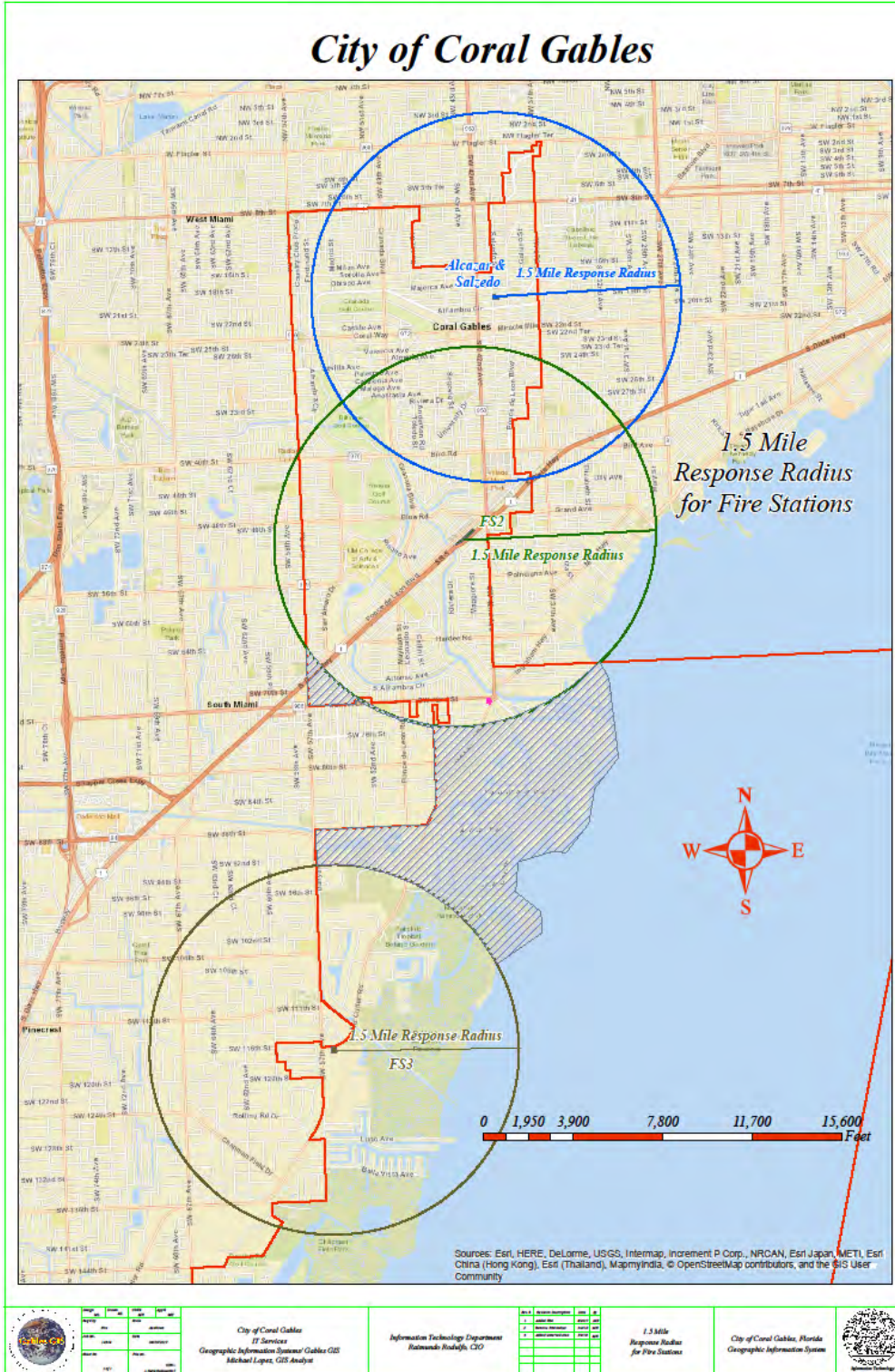
- \$5.8 Million in acquisition, design and furniture costs
- Undetermined increased cost of supporting an additional city facility





# Action Plan Worksheet 2022

## Coverage Area Map of Current Fire Stations:



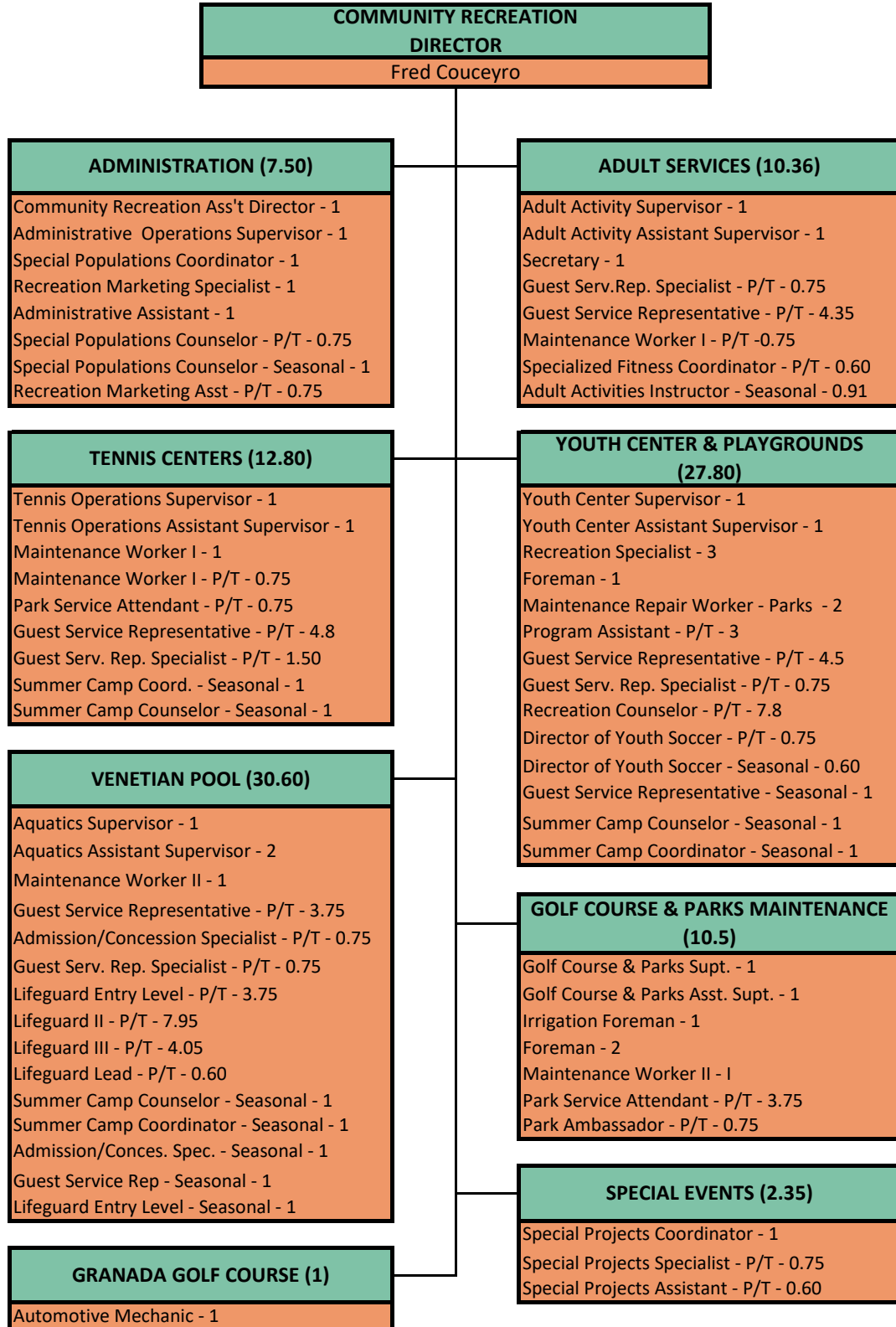


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**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**

**COMMUNITY RECREATION**

**ORGANIZATION CHART**



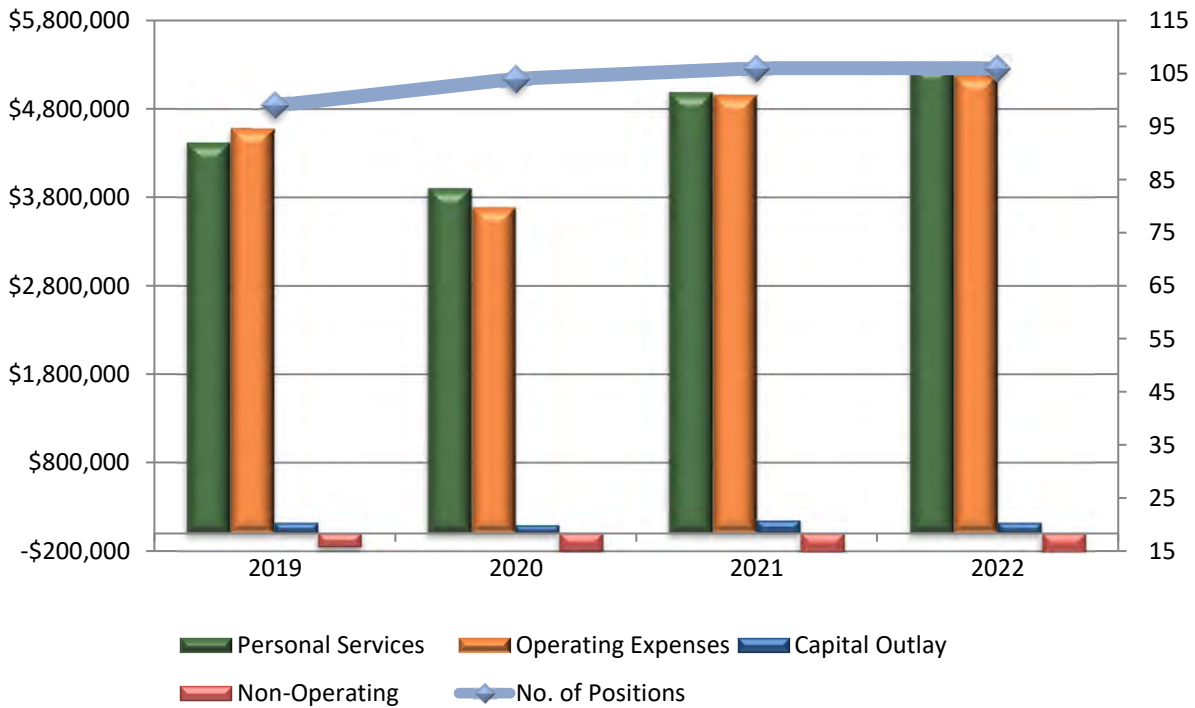
**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



**COMMUNITY RECREATION DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<b>2018-2019 ACTUAL</b>	<b>2019-2020 ACTUAL</b>	<b>2020-2021 BUDGET</b>	<b>2021-2022 ESTIMATE</b>
Salaries & Benefits	4,418,641	3,907,253	4,988,063	5,304,289
Operating Expenses	4,583,182	3,690,228	4,960,109	5,184,651
Capital Outlay	118,594	89,856	143,950	120,560
Non-Operating	(163,932)	(209,074)	(226,967)	(234,955)
<b>Total</b>	<b>8,956,485</b>	<b>7,478,263</b>	<b>9,865,155</b>	<b>10,374,545</b>
Full Time Headcount	32.50	32.50	32.50	32.50
Part Time FTE's	66.26	71.91	73.74	73.74
<b>Total Headcount &amp; FTE's</b>	<b>98.76</b>	<b>104.41</b>	<b>106.24</b>	<b>106.24</b>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Community Recreation

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## Department Function:

The Community Recreation Department's primary function is to provide its residents and guests of all ages, access to a first-class and environmentally sensitive system of green and open space, facilities, programs, and events that promote play, health and quality of life.

The recreation system consists of neighborhood parks and open spaces that offer both passive and active recreation activities as well as facilities that are linked through 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**  
**2021-2022 BUDGET**

**COMMUNITY RECREATION**

**FISCAL YEAR 2021 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:
  - Providing programming in a variety of digital and augmented reality games in open spaces to provide safe social distanced recreational opportunities in parks.
  - Hosted students from Crystal Academy for interactive field trips with staff introducing activities that were designed to promote inclusion and help build relationships for campers with and without disabilities. Events included Holiday Park visits and Magical Park Digital Park Grand Opening Preview.
  - Started new programming including a new inclusive dance class and the conversion of Homework Club to a virtual format due to the restrictions during the pandemic. In response to community requests, staff also created a Zoom sign language class specifically for families of children with hearing loss.
  - The special populations staff team participated in local workshops to improve inclusion training for staff, and techniques for building inclusivity into all programming. Some of the accomplishments included Staff obtaining Spectrum Dance Certification and Braille Certification.
  - Staff also continued inclusion support for participants with disabilities, including nearly 50% of the virtual school camp participants at the beginning of the school year. 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.
  - Developed new parks maintenance standards including the disinfecting of playgrounds daily.
  - Installation of new ugmso soil sensors that resulted in decreased water usage on the youth Center field and saved the City over \$3,000.
  - Installed 30 new dog waste stations to bring the total of dog waste stations maintained by the Department to over 110.
  - Introduction of new employee training techniques with new virtual lifeguard courses and monthly in-service safety courses.

**CITY OF CORAL GABLES, FLORIDA**  
**2021-2022 BUDGET**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Implemented several program innovations during the pandemic that brought an ever-increasing diversity to the Department program profile.
  - Fitness in the Park Senior Fitness class presented in several different outdoor venues throughout the City.
  - Movies on the Move, an outdoor movie series presented in different parks throughout the City.
  - The Coral Gables Tennis Classic, a USTA youth ranking event featuring top junior players throughout the area.
  - Over 15 new programs and events at the Adult Activity Center including the virtual zoom fitness class of all types, the 1<sup>st</sup> National Senior Citizen’s Day, Senior Scam Prevention Class and Stay Healthy for the Holidays Zoom Sessions.
  - Youth programming innovations included new recreational soccer programming, virtual cooking classes, virtual arts and crafts classes, virtual basketball skills training and new gymnastics programming provider.
- ✓ During the COVID-19 Pandemic, the Department introduced events specifically to meet restrictions:
  - Express Santa Visits - a curbside Santa photo opportunity initiated as a result of the COVID-19 Pandemic.
  - Trick or Treat Caravan – a drive through Halloween event including an outdoor haunted house and trick or treat area.
  - Pumpkin Patch Express – a drive through Pumpkin Patch with photo stations and pumpkin selection stations.
  - Holiday Tree Lighting – a crowd-controlled Tree Lighting event featuring entertainment, gift packs for participants and fun activities.
- ✓ Assisted in the development and renovation of parks and facilities.
  - Completion of the Jaycee Park playground through in-house project management. Playground included two new playground structures and rope climbing apparatus two swingsets and shade structures over play equipment.
  - 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.
  - Began construction process on three new projects slated to be completed by the end of the year including the replacement of the Salvadore Playground, the Salvadore ADA Playground Expansion and the Kerdyk Park Fitness Trail Renovation.
  - Installed a new pollinator patch at the newly purchased new property on the corner of Toledo and Alava Avenue for future development as a neighborhood park.

**CITY OF CORAL GABLES, FLORIDA**  
**2021-2022 BUDGET**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ The Community Recreation Department received several accolades and recognitions this year including:
- The Department was awarded National Reaccreditation by the Commission of Accredited Parks and Recreation Agencies for the fifth time. For the first time the Department achieved a 100% compliance with all standards met.
  - The Venetian Pool was awarded the Jeff Ellis and Associates Platinum Award for water safety.
  - Tennis Coaches Kevin Chow and Zoran Radosevic named USTA Miami Professionals of the month in 2021.
  - One tennis program graduates earning collegiate national championships.
  - Professional Tennis Operations Supervisor Robert Gomez named USPTA Miami Professional of the Year and he was 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.
  - Employees Yanessa Rodriguez and Maria Fleitas named Employee of the month and Part-time Employee of the Quarter, respectively, in the past year.

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

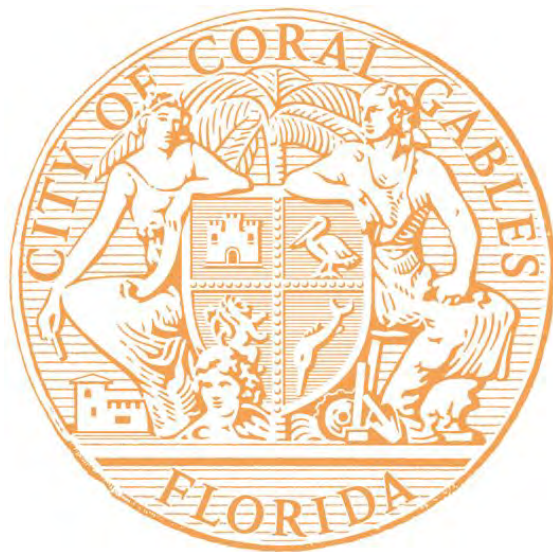
**COMMUNITY RECREATION**

INDICATOR:	FY20			FY21		FY22
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Community Recreation Department Revenue	\$5M	\$1.351M	◆	\$3M	\$2.79M	\$5M
Number of Film Permits issued	110	57	◆	100	114	100
Number of Special Event Permits issued	100	42	◆	50	38	50
Number of Special Event Vendor Permits issued	90	475	●	400	537	500
Participation in Youth Center programs	10,000	4,342	◆	7,000	4,906	10,000
Youth Center Guest passes	1,000	283	◆	500	19	300
Youth Center & Park Rentals	230	78	◆	100	83	200
Youth Center Active Memberships	2,000	1,881	▲	2,000	946	2,000
Total revenue of Venetian Pool	\$1.1M	\$105,976	◆	\$700,000	\$1.07M	\$1.1M
Venetian Pool Gift Shop revenue	\$10,000	\$3,456	◆	\$6,000	\$11,493	\$10,000
Number of paid admissions to the Venetian Pool	60,000	7,013	◆	40,000	34,633	60,000
Adult Fitness Enrollment	3,000	2,441	◆	2,000	1,106	2,000
Adult Arts & Leisure Enrollment	1,500	2,815	●	2,000	302	1,500
Participation in Tennis Programs	2,500	1,288	◆	2,000	988	2,000
Tennis Active Annual Pass Holders	110	391	●	400	476	400
Tennis Court Rentals	14,000	7,560	◆	8,000	18,934	14,000
Number of Private Tennis Lessons	9,000	11,786	●	9,000	13,565	9,000

**Legend**

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





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**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



001 GENERAL FUND  
**COMMUNITY RECREATION DEPARTMENT**  
**6000 ADMINISTRATION DIVISION**  
572 COMMUNITY RECREATION

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
6311	Community Recreation Director	1.00	1.00	1.00	1.00	\$ 162,342
6010	Community Recreation Asst. Director	1.00	1.00	1.00	1.00	129,553
0615	Multimedia Production Pgm Coord	0.50	0.50	0.50	0.50	45,699
0606	Administrative Operations Supervisor	1.00	1.00	1.00	1.00	60,595
0091	Special Populations Coordinator	1.00	1.00	1.00	1.00	58,930
6006	Recreation Marketing Specialist	1.00	1.00	1.00	1.00	73,222
0602	Administrative Assistant	1.00	1.00	1.00	1.00	58,052
8888	Overtime	-	-	-	-	500
9999	Holiday Pay	-	-	-	-	500
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>589,393</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
0027	Special Populations Counselor - P/T	1	0.75	0.75	0.75	25,452
6016	Marketing Assistant - P/T	1	0.75	0.75	0.75	20,310
0133	Spec Pop Couns - P/T - Seasonal	1	1.00	1.00	1.00	16,000
<b>TOTAL PART TIME FTE's</b>		<b>3</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>61,762</b>
<b>TOTAL</b>		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>\$ 651,155</b>

**EXPENDITURE DETAIL**

	2018-2019	2019-2020	2020-2021	2021-2022
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 412,819	\$ 512,438	\$ 581,064	\$ 651,155
2000 Employee Benefits - See Other Cost Dist.	322,552	314,097	360,525	412,948
3190 Other Professional Services	3,172	236	17,043	17,043
4090 Other Transportation Expense	11,937	10,395	10,396	10,395
4410 Rental of Machinery and Equipment	3,606	2,931	6,000	6,000
4550 General Liability Insurance	30,594	25,586	28,103	30,791
4710 Special Printed Forms	26,051	20,165	30,000	30,000
5100 Office Supplies	3,173	3,772	3,100	3,100
5201 Agricultural Supplies	14	-	-	-
5204 Cleaning & Janitorial Supplies	34	-	-	-
5206 Food for Human Consumption	3,587	1,857	2,460	2,460
5208 Household & Institutional Supplies	7,981	4,036	8,118	8,118
5214 Uniform Allowance	1,227	980	1,500	1,500
5400 Membership Dues and Subscriptions	2,295	1,925	1,860	1,860
5410 Employee Training	7,822	400	5,117	5,117
<b>TOTAL</b>	<b>\$ 836,864</b>	<b>\$ 898,818</b>	<b>\$ 1,055,286</b>	<b>\$ 1,180,487</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 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				
		2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET SALARIES	
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
6108	Tennis Operations Assistant Supervisor	1.00	1.00	1.00	1.00	\$ 45,951
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	38,286
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
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>309,240</b>
<b>PART TIME POSITIONS</b>						
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
9018	Maintenance Worker I - P/T	1	0.75	0.75	0.75	19,672
6004	Park Service Attendant - P/T	1	0.75	0.75	0.75	15,202
0024	Guest Service Representative - P/T	7	4.80	4.80	4.80	110,628
0093	Guest Service Representative Specialist - P/	2	0.75	1.50	1.50	38,914
6001	Summer Camp Coordinator - Seasonal	1	1.00	1.00	1.00	-
2308	Spring Break Camp Counselor - Seasonal	1	1.00	1.00	1.00	12,528
7777	Staff Hours Variance - P/T	-	-	-	-	(55,000)
<b>TOTAL PART TIME FTE's</b>		<b>13</b>	<b>9.05</b>	<b>9.80</b>	<b>9.80</b>	<b>141,944</b>
<b>TOTAL</b>			<b>13.05</b>	<b>13.80</b>	<b>13.80</b>	<b>\$ 451,184</b>

**EXPENDITURE DETAIL**

		2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET
1000	Salaries	\$ 439,322	\$ 420,101	\$ 449,510	\$ 451,184
2000	Employee Benefits - See Other Cost Dist.	151,053	169,685	184,155	190,134
3190	Other Professional Services	198,758	102,257	197,057	197,057
4410	Rental of Machinery and Equipment	1,548	2,203	3,000	3,000
4420	General Services Cost - See Other Cost Dist.	155,360	158,764	159,734	159,340
4550	General Liability Insurance	20,930	21,760	21,741	21,335
4610	Repair/Maint. of Bldgs & Improvements	-	5,389	-	-
4630	Repair/Maint. of Machinery & Equipment	515	334	445	445
4690	Special Maintenance Interdept'l Charges	15,032	24,608	26,702	27,642
4710	Special Printed Forms	-	-	520	520
5100	Office Supplies	1,084	962	2,000	2,000
5203	Drugs and Medical Supplies	67	353	500	500
5204	Cleaning & Janitorial Supplies	287	74	347	347
5206	Food for Human Consumption	9,082	6,425	16,980	16,980
5208	Household & Institutional Supplies	17,627	16,709	17,000	17,000
5211	Building Materials and Supplies	11,284	11,716	14,611	14,611

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5213 Purchase/Rental - Employee Uniforms	671	-	400	400
5214 Uniform Allowance	2,699	229	3,193	3,193
5215 Small Tools & Minor Equipment	106	158	100	100
5400 Membership Dues and Subscriptions	26	-	105	105
5410 Employee Training	421	-	565	565
6440 Equipment Additions	-	5,495	-	-
7195 Contingency for Budget Reduction	-	-	21,530	21,530
<b>TOTAL</b>	<b>\$ 1,025,872</b>	<b>\$ 947,222</b>	<b>\$ 1,120,195</b>	<b>\$ 1,127,988</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
6205	Aquatics Supervisor	1.00	1.00	1.00	1.00	\$ 64,440
6203	Aquatics Assistant Supervisor	2.00	2.00	2.00	2.00	90,749
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	33,684
9999	Holiday Pay	-	-	-	-	840
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>189,713</b>
<b>PART TIME POSITIONS</b>						
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
0024	Guest Service Representative - P/T	7	3.75	3.75	3.75	83,384
9011	Admission/Concession Specialist - P/T	1	0.60	0.75	0.75	20,293
0093	Guest Service Representative Specialist - P/	1	0.75	0.75	0.75	19,999
0021	Lifeguard Entry Level - P/T	6	2.35	3.75	3.75	97,991
0042	Lifeguard II - P/T	12	6.50	7.95	7.95	204,774
0082	Lifeguard III - P/T	6	3.65	4.05	4.05	132,396
6206	Lifeguard Lead - P/T	1	0.60	0.60	0.60	25,176
6001	Summer Camp Coordinator - Seasonal	1	1.00	1.00	1.00	7,000
2308	Spring Break 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)
<b>TOTAL PART TIME FTE's</b>		<b>39</b>	<b>23.20</b>	<b>26.60</b>	<b>26.60</b>	<b>560,538</b>
<b>TOTAL</b>			<b>27.20</b>	<b>30.60</b>	<b>30.60</b>	<b>\$ 750,251</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 492,446	\$ 232,188	\$ 753,065	\$ 750,251
2000	Employee Benefits - See Other Cost Dist.	170,741	156,500	183,277	175,768
3180	Professional Services - Contracted Staff	2,160	834	2,300	2,800
3190	Other Professional Services	17,689	8,913	35,796	35,796
4020	Central Garage Motor Pool Rent	7,069	7,030	8,508	7,081
	Replacement:	1,115			
	Oper. & Maint:	5,966			
4410	Rental of Machinery and Equipment	2,637	2,595	3,500	3,500
4420	General Services Cost - See Other Cost Dist.	179,507	183,440	182,849	184,105
4550	General Liability Insurance	25,448	32,428	36,422	35,477
4620	Repair and Maint. of Office Equipment	-	175	400	400
4630	Repair/Maint. of Machinery & Equipment	2,250	3,042	3,300	3,300
4710	Special Printed Forms	1,365	724	1,500	1,500
4940	Taxes & License Fees Paid	6,343	3,962	5,667	5,667

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
4990 Other Miscellaneous Expense	15,387	8,462	-	-
5100 Office Supplies	2,660	1,052	3,000	3,000
5201 Agricultural Supplies	3,547	1,980	4,500	4,500
5202 Chemicals and Photographic Supplies	26,172	6,825	25,000	25,000
5203 Drugs and Medical Supplies	2,345	2,253	3,000	3,000
5204 Cleaning & Janitorial Supplies	3,900	1,188	4,000	4,000
5206 Food for Human Consumption	92,603	12,770	79,760	79,760
5208 Household & Institutional Supplies	15,853	7,222	9,859	9,859
5209 Protective Clothing	6,245	3,549	6,300	6,300
5211 Building Materials and Supplies	111	-	150	150
5213 Purchase/Rental - Employee Uniforms	-	292	650	650
5214 Uniform Allowance	2,628	1,831	3,300	3,300
5215 Small Tools & Minor Equipment	1,968	1,466	2,500	2,500
5400 Membership Dues and Subscriptions	-	-	250	250
5401 Software Subscriptions & Maintenance	-	-	-	2,880
5410 Employee Training	576	585	800	800
6440 Equipment Additions	-	4,129	-	-
7195 Contingency for Budget Reduction	-	-	40,000	40,000
<b>TOTAL</b>	<b>\$ 1,081,650</b>	<b>\$ 685,435</b>	<b>\$ 1,399,653</b>	<b>\$ 1,391,594</b>



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019	2019-2020	2020-2021	2021-2022	
		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	\$ 47,424
9999	Holiday Pay - Worked	-	-	-	-	1,000
<b>TOTAL</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>\$ 48,424</b>

**EXPENDITURE DETAIL**

	2018-2019	2019-2020	2020-2021	2021-2022
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 44,551	\$ 45,481	\$ 47,267	\$ 48,424
2000 Employee Benefits - See Other Cost Dist.	32,724	34,208	37,280	39,231
3190 Other Professional Services	235,329	267,015	266,228	266,228
3191 Prof Services - Pro Shop Maintenance	54,000	47,250	54,000	54,000
4020 Central Garage Motor Pool Rent	25,112	30,901	33,297	32,023
Replacement:	31,570			
Oper. & Maint:	453			
4420 General Services Cost - See Other Cost Dist.	150,654	153,955	153,459	154,514
4450 Lease Equipment	89,289	89,289	107,505	107,505
4550 General Liability Insurance	2,190	2,168	2,286	2,290
4620 Repair and Maint. of Office Equipment	-	-	750	750
4630 Repair/Maint. of Machinery & Equipment	2,994	4,330	11,500	11,500
4690 Special Maintenance Interdept'l Charges	98,119	122,977	133,510	138,209
4710 Special Printed Forms	770	1,474	1,000	1,000
4820 Advertising Expense	758	-	1,000	1,000
4940 Taxes & License Fees Paid	-	308	-	-
4950 Collection Charges on Credit Card sales	-	-	9,892	-
4990 Other Miscellaneous Expense	10,250	6,062	-	-
5100 Office Supplies	640	-	1,000	1,000
5201 Agricultural Supplies	58,836	63,192	60,108	60,108
5203 Drugs and Medical Supplies	-	-	150	150
5204 Cleaning & Janitorial Supplies	2,382	2,033	3,332	3,332
5207 Motor Fuel and Lubricants	1,071	1,090	1,050	1,050
5208 Household & Institutional Supplies	9,058	7,503	7,500	7,500
5209 Protective Clothing	-	557	775	775
5211 Building Materials and Supplies	346	2,149	2,900	2,900

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5213 Purchase/Rental - Employee Uniforms	778	-	750	750
5214 Uniform Allowance	222	211	250	250
5215 Small Tools & Minor Equipment	1,451	1,785	1,950	1,950
5217 Operating Equipment Repair Parts	20,344	20,524	20,700	20,700
5400 Membership Dues and Subscriptions	540	888	990	990
5410 Employee Training	2,345	2,215	2,625	2,625
<b>TOTAL</b>	<u><u>\$ 844,753</u></u>	<u><u>\$ 907,565</u></u>	<u><u>\$ 963,054</u></u>	<u><u>\$ 960,754</u></u>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 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				
		2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
6009	Youth Center Supervisor	1.00	1.00	1.00	1.00	\$ 80,456
6011	Youth Center Ass't Supv.	1.00	1.00	1.00	1.00	49,367
6005	Recreation Specialist	3.00	3.00	3.00	3.00	146,553
3010	Foreman	1.00	1.00	1.00	1.00	58,956
3103	Repair Worker - Parks	2.00	2.00	2.00	2.00	77,601
8888	Overtime	-	-	-	-	5,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>417,933</b>
<b>PART TIME POSITIONS</b>						
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
0019	Program Assistant - P/T	4	3.00	3.00	3.00	53,389
0024	Guest Service Representative - P/T	6	4.50	4.50	4.50	101,710
0093	Guest Service Representative Specialist - P/	1	0.75	0.75	0.75	21,246
0023	Recreation Counselor - P/T	11	6.30	7.80	7.80	179,626
6000	Director of Youth Soccer - P/T	1	0.75	0.75	0.75	45,547
6017	High Perf Athletic Coach - P/T	4	-	-	1.40	33,852
6018	High Perf Athletic Coach - P/T - Seasonal	3	-	-	0.43	13,500
0053	Guest Service Rep - Seasonal	1	1.00	1.00	1.00	7,000
2308	Spring Break Camp Counselor - Seasonal	1	1.00	1.00	1.00	118,784
6001	Summer Camp Coordinator - Seasonal	1	1.00	1.00	1.00	20,995
7777	Staff Hours Variance - P/T	-	-	-	-	(65,000)
<b>TOTAL PART TIME FTE's</b>		<b>33</b>	<b>18.30</b>	<b>19.80</b>	<b>21.63</b>	<b>530,649</b>
<b>TOTAL</b>			<b>26.30</b>	<b>27.80</b>	<b>29.63</b>	<b>\$ 948,582</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 829,017	\$ 583,956	\$ 840,057	\$ 948,582
2000	Employee Benefits - See Other Cost Dist.	343,985	327,415	342,054	364,358
3180	Professional Services - Contracted Staff	612,184	218,988	643,301	643,301
3190	Other Professional Services	70,270	21,415	60,731	60,731
4010	Travel Expense	-	-	33,500	33,500
4020	Central Garage Motor Pool Rent	12,457	13,687	15,667	13,984
	Replacement: 8,013				
	Oper. & Maint: 5,971				
4090	Other Transportation Expense	39,895	-	-	-
4410	Rental of Machinery and Equipment	3,951	2,775	5,000	5,000
4420	General Services Cost - See Other Cost Dist.	856,289	875,051	880,395	878,226
4550	General Liability Insurance	41,142	41,326	40,630	44,856
4630	Repair/Maint. of Machinery & Equipment	4,481	1,600	5,000	5,000
4690	Special Maintenance Interdept'l Charges	50,781	61,489	66,755	69,104

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

		<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
4710	Special Printed Forms	-	-	740	740
4820	Advertising Expense	140	-	480	480
4990	Other Miscellaneous Expense	3,484	503	3,804	3,804
5100	Office Supplies	5,280	2,320	7,671	7,671
5201	Agricultural Supplies	26,754	20,908	20,000	20,000
5202	Chemicals and Photographic Supplies	-	-	1,000	1,000
5203	Drugs and Medical Supplies	228	-	1,000	1,000
5204	Cleaning & Janitorial Supplies	4,415	3,883	4,500	4,500
5206	Food for Human Consumption	28,080	10,321	26,671	26,671
5208	Household & Institutional Supplies	30,616	21,750	25,695	25,695
5209	Protective Clothing	181	169	375	375
5211	Building Materials and Supplies	1,045	162	3,000	3,000
5213	Purchase/Rental - Employee Uniforms	1,383	845	7,290	7,290
5214	Uniform Allowance	17,506	8,707	32,001	32,001
5215	Small Tools & Minor Equipment	187	307	1,000	1,000
5400	Membership Dues and Subscriptions	12,856	6,202	17,000	17,000
5410	Employee Training	-	-	350	350
6430	Equipment Repair/Replacement	31,760	36,081	58,550	42,660
6440	Equipment Additions	9,657	7,552	10,650	10,650
7195	Contingency for Budget Reduction	-	-	48,307	16,765
<b>TOTAL</b>		<b>\$ 3,038,024</b>	<b>\$ 2,267,412</b>	<b>\$ 3,203,174</b>	<b>\$ 3,289,294</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
6007	Adult Activity Supervisor	1.00	1.00	1.00	1.00	\$ 62,520
0634	Adult Activity Assistant Supervisor	1.00	1.00	1.00	1.00	59,567
8888	Overtime	-	-	-	-	500
9999	Holiday Pay	-	-	-	-	500
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>123,087</b>
<b>PART TIME POSITIONS</b>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
0093	Guest Service Representative Specialist - P/	1	0.75	0.75	0.75	21,353
0024	Guest Service Representative - P/T	6	4.35	4.35	4.35	83,543
9018	Maintenance Worker I - P/T	1	0.75	0.75	0.75	20,257
0095	Specialized Fitness Coordinator - P/T	1	0.60	0.60	0.60	24,960
0100	Adult Activities Instructor - Seasonal	1	0.91	0.91	0.91	38,197
7777	Staff Hours Variance - P/T	0	0.00	0.00	0.00	-
<b>TOTAL PART TIME FTE's</b>		<b>10</b>	<b>7.36</b>	<b>7.36</b>	<b>7.36</b>	<b>188,310</b>
<b>TOTAL</b>			<b>9.36</b>	<b>9.36</b>	<b>9.36</b>	<b>\$ 311,397</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 226,124	\$ 181,115	\$ 265,477	\$ 311,397
2000	Employee Benefits - See Other Cost Dist.	89,292	94,516	106,703	113,678
3190	Other Professional Services	94,226	35,497	92,941	118,941
4010	Travel Expense	-	-	5,184	5,184
4090	Other Transportation Expense	47	-	-	-
4410	Rental of Machinery and Equipment	13,260	2,629	3,500	3,500
4550	General Liability Insurance	14,715	14,376	12,840	14,725
4630	Repair/Maint. of Machinery & Equipment	489	620	3,584	3,584
4710	Special Printed Forms	-	168	5,084	5,084
5100	Office Supplies	5,328	2,040	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	7,593	4,237	13,300	13,300
5208	Household & Institutional Supplies	12,883	4,212	17,153	17,153
5209	Protective Clothing	-	-	75	75
5211	Building Materials and Supplies	1,431	2,835	4,000	4,000
5213	Purchase/Rental - Employee Uniforms	1,160	-	3,060	3,060



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5214 Uniform Allowance	-	230	750	750
5215 Small Tools & Minor Equipment	1,373	246	2,500	2,500
5400 Membership Dues and Subscriptions	540	522	1,234	1,234
5410 Employee Training	914	-	1,000	1,000
7195 Contingency for Budget Reduction	-	-	56,737	15,618
<b>TOTAL</b>	<b>\$ 469,481</b>	<b>\$ 343,243</b>	<b>\$ 604,122</b>	<b>\$ 643,783</b>



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**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET SALARIES	
<b>FULL TIME POSITIONS</b>						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0059	Special Projects Coordinator	1.00	1.00	1.00	1.00	\$ 75,541
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>75,541</b>
<b>PART TIME POSITIONS</b>						
	<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	0.75	0.75	0.75	19,530
0086	Special Projects Assistant	1	0.60	0.60	0.60	12,502
7777	Staff Hours Variance - P/T	0	0.00	0.00	0.00	-
<b>TOTAL PART TIME FTE's</b>		<b>2</b>	<b>1.35</b>	<b>1.35</b>	<b>1.35</b>	<b>32,032</b>
<b>TOTAL</b>			<b>2.35</b>	<b>2.35</b>	<b>2.35</b>	<b>\$ 107,573</b>

**EXPENDITURE DETAIL**

		2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET
1000	Salaries	\$ 179,731	\$ 141,842	\$ 113,375	\$ 107,573
2000	Employee Benefits - See Other Cost Dist.	53,356	56,828	55,463	54,790
3190	Other Professional Services	150,502	148,772	144,780	241,780
4410	Rental of Machinery and Equipment	-	16,161	15,096	5,096
4550	General Liability Insurance	4,850	5,151	5,483	5,087
4710	Special Printed Forms	2,975	2,961	12,900	2,900
4802	July 4th Celebration	123,876	-	-	175,000
4820	Advertising Expense	-	750	-	-
4840	Farmers Market	14,570	70	-	-
5202	Chemicals and Photographic Supplies	-	1,187	1,000	1,000
5206	Food for Human Consumption	1,226	2,055	1,900	1,400
5208	Household & Institutional Supplies	23,116	16,393	8,089	5,589
5209	Protective Clothing	32	-	-	-
5400	Membership Dues and Subscriptions	-	50	-	-
6440	Equipment Additions	1,700	-	7,500	-
7195	Contingency for Budget Reduction	-	-	33,300	33,300
<b>TOTAL</b>		<b>\$ 555,934</b>	<b>\$ 392,220</b>	<b>\$ 398,886</b>	<b>\$ 633,515</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 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				
		2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
<b>FULL TIME POSITIONS</b>						
2309	Golf Course & Parks Supt.	1.00	1.00	1.00	1.00	\$ 75,327
2310	Golf Course & Parks Maint. Asst. Supt.	1.00	1.00	1.00	1.00	67,237
3009	Irrigation Foreman	1.00	1.00	1.00	1.00	64,307
3010	Foreman	2.00	2.00	2.00	2.00	131,013
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	49,579
8888	Overtime	-	-	-	-	473
9999	Holiday Pay	-	-	-	-	200
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>388,136</b>
<b>PART TIME POSITIONS</b>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
6004	Park Service Attendant - P/T	5	3.75	3.75	3.75	61,359
6107	Park Ambassador - P/T	1	0.75	0.75	0.75	20,424
<b>TOTAL PART TIME FTE's</b>		<b>6</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>81,783</b>
<b>TOTAL</b>			<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	<b>\$ 469,919</b>

**EXPENDITURE DETAIL**

		2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET
1000	Salaries	\$ 409,139	\$ 444,362	\$ 463,925	\$ 469,919
2000	Employee Benefits - See Other Cost Dist.	221,789	192,521	204,866	214,897
3190	Other Professional Services	363,959	372,688	372,120	372,120
4020	Central Garage Motor Pool Rent	34,578	40,849	44,968	42,126
	Replacement:	35,557			
	Oper. & Maint:	6,569			
4420	General Services Cost - See Other Cost Dist.	50,218	51,318	51,632	51,504
4550	General Liability Insurance	21,857	22,242	22,438	22,221
4611	Repair/Maint. - Maint of Parks Equip	-	-	3,505	-
4630	Repair/Maint. of Machinery & Equipment	384	856	4,000	4,000
5100	Office Supplies	1,866	966	547	547
5201	Agricultural Supplies	31,075	28,799	36,273	61,273
5207	Motor Fuel and Lubricants	451	482	550	550
5208	Household & Institutional Supplies	44,566	43,644	37,715	37,715
5209	Protective Clothing	998	(868)	1,000	1,000
5211	Building Materials and Supplies	744	972	900	900
5213	Purchase/Rental - Employee Uniforms	2,405	4,404	5,000	5,000
5214	Uniform Allowance	-	-	250	250
5215	Small Tools & Minor Equipment	5,183	3,507	5,375	5,375







## Action Plan Worksheet 2022

**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 90<sup>th</sup> percentile (satisfied / very satisfied by 2022
    - 1.1-2 Attain 90<sup>th</sup> 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 <sup>th</sup> percentile of customer satisfaction for programs	Ongoing at completion of each fiscal year	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	Ongoing	Compile benchmark listing with satisfaction results of other Accredited Agencies
Implement customer service transactional surveys following each internal City event.	Ongoing	Distribute completed surveys
Maintain 90 <sup>th</sup> percentile of customer satisfaction for events	Ongoing	Collect and summarize survey results at the completion of each event type

**Resource requirements (what do we need to succeed?)**

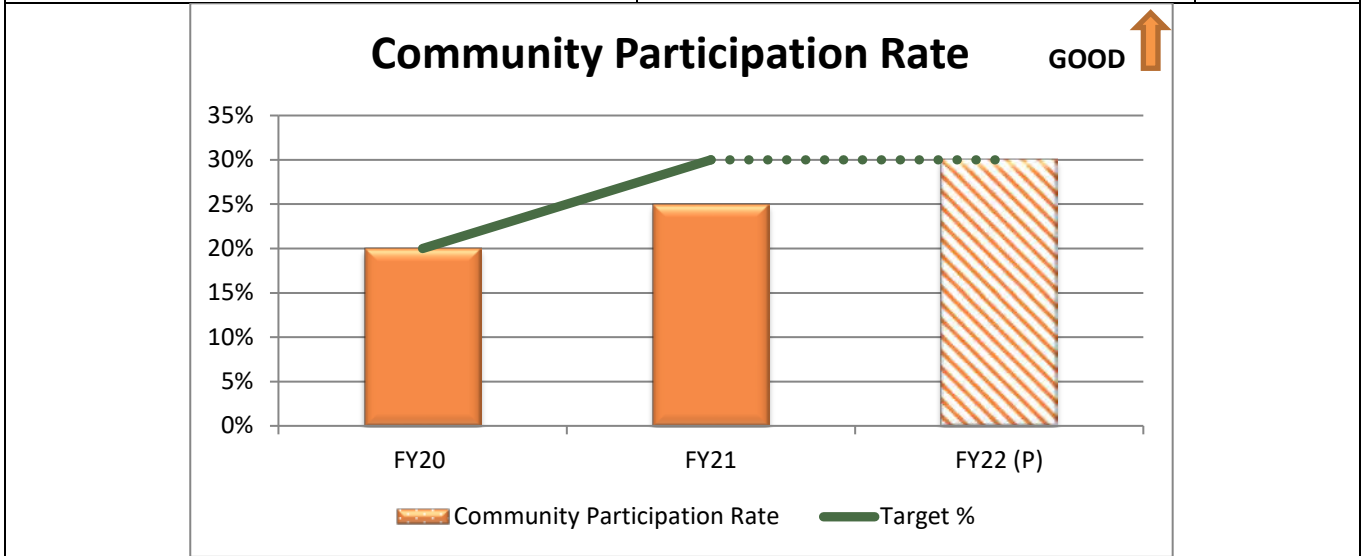
- \$2,500 to purchase tablets to gather data and survey results on site
- \$3,500 in consulting costs to input survey data three times each year for seasonal customer satisfaction transactional surveys
- 160 hours of staff resources to collect benchmarking for customer satisfaction
- 80 hours of staffing 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



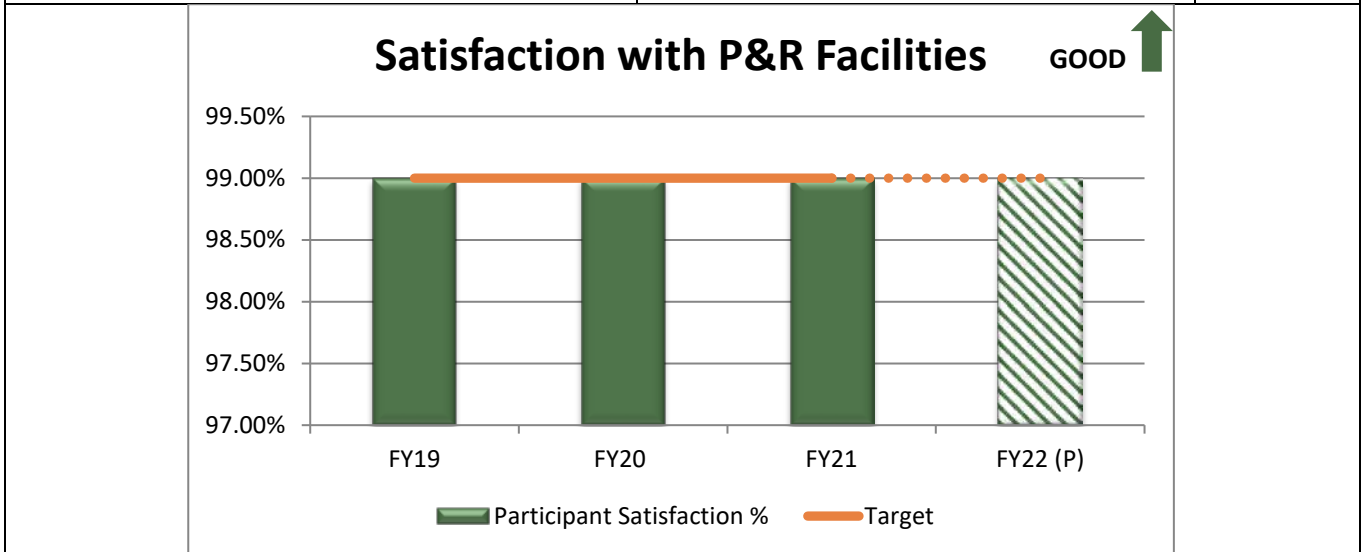
## Action Plan Worksheet 2022

### 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
	30%	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

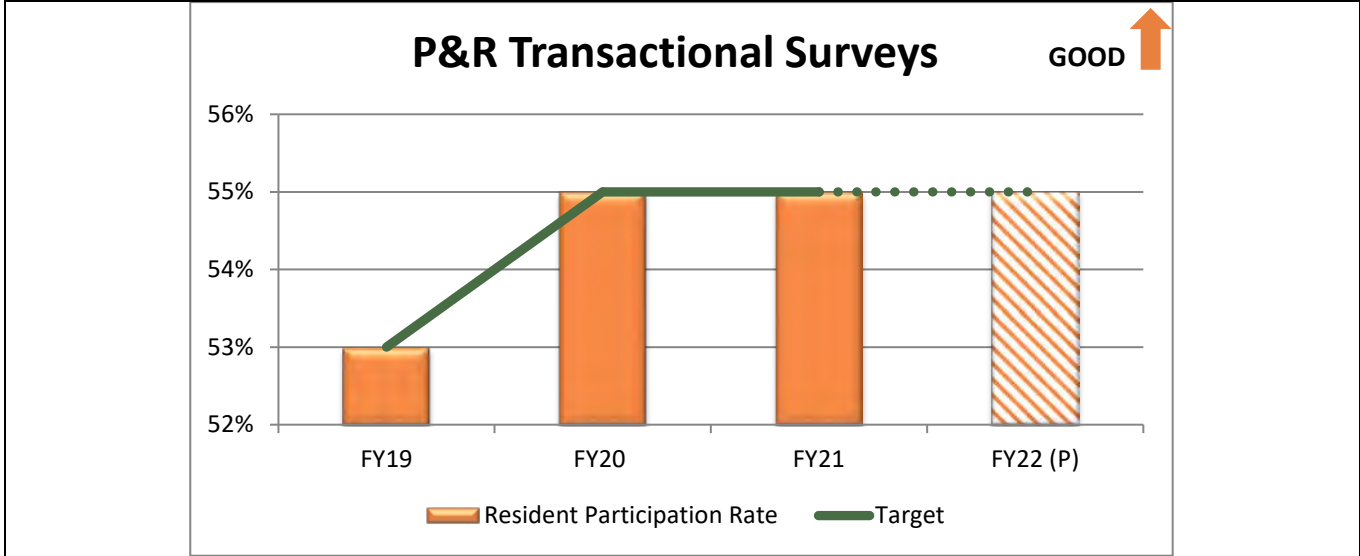




## Action Plan Worksheet 2022

### 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
	55%	09/30/21
	55%	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 2022

**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 2022

**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	04/01/22	Complete inventory
Create a layer within the LOS maps that identifies safe and accessible pedestrian access to existing parks and open spaces	04/01/23	New map indicating pedestrian access infrastructure for parks and open spaces
Identify areas of needed improvement to increase pedestrian access and Levels of Service	04/01/23	Create an inventory of recommended improvements
Identify properties for acquisition and/or repurpose of existing properties for alternate park sites	Ongoing	Purchase or identify existing property
Develop a cost estimate for pedestrian access improvements	12/31/23	Provide a cost estimate for all recommended improvements
Develop an implementation plan to include a phased funding plan	03/31/24	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 FY23 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 2022

### 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
	80%	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><b>GOOD</b> ↑</p> </div> </div>		
% of parks and open spaces with defined accessible routes and access	70%	09/30/20
	75%	09/30/21
	75%	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><b>GOOD</b> ↑</p> </div> </div>		

#### Frequency & venue of review:

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



## Action Plan Worksheet 2022

### 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 2022

**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 Coral Gables history training as part of staff orientations and monthly-in-service trainings	Ongoing	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	Ongoing	Active event series
Create a new cultural pilot event: Gables Family Literacy Festival	Completed	Create event
Include the Merrick House tours as a summer camp field trip location	06/01/22	Scheduled trip
Include the Coral Gables Museum as a summer camp field trip location	06/01/22	Scheduled trips
Create a mobile self-facilitated scavenger hunt for parks that include historical components	03/01/22	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?)

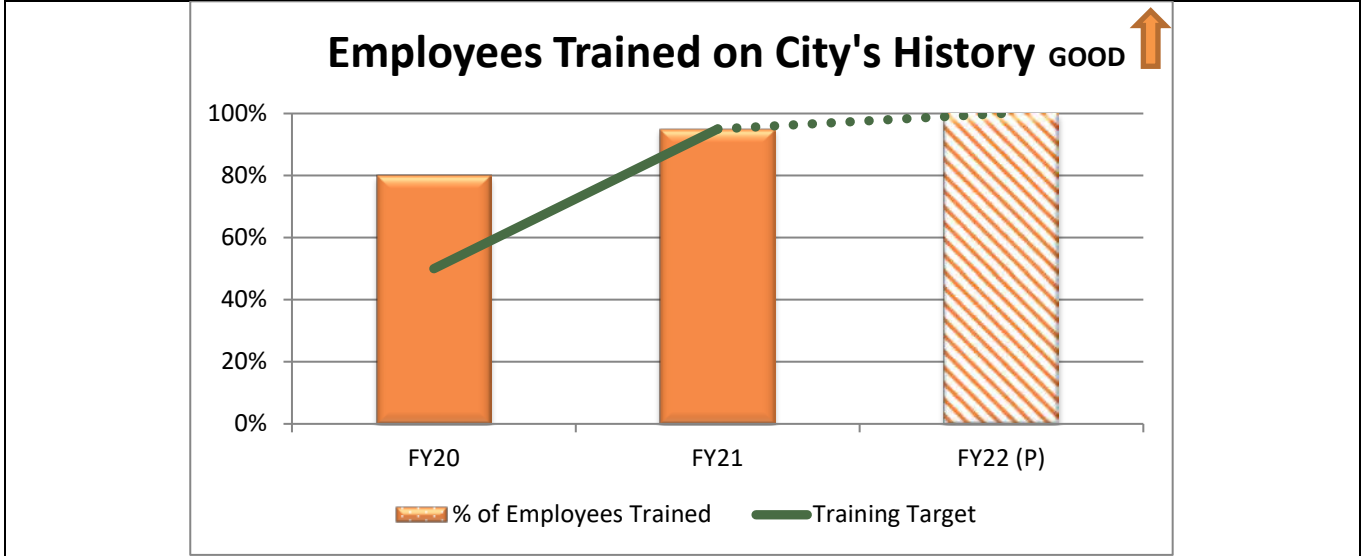
- \$30,000 for signage and materials for the Centennial Trail – will be requested in FY23
- \$50,000 for the design and implementation of the mobile app for the scavenger hunt – will be requested in FY23
- \$20,000 for ongoing Gables Family literacy Festival – approved for FY22
- \$5,000 for incentives and publicity for the cultural passport 120 hours of staff resources & assistance from IT to create and maintain mobile app – will be requested in FY23
- 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.



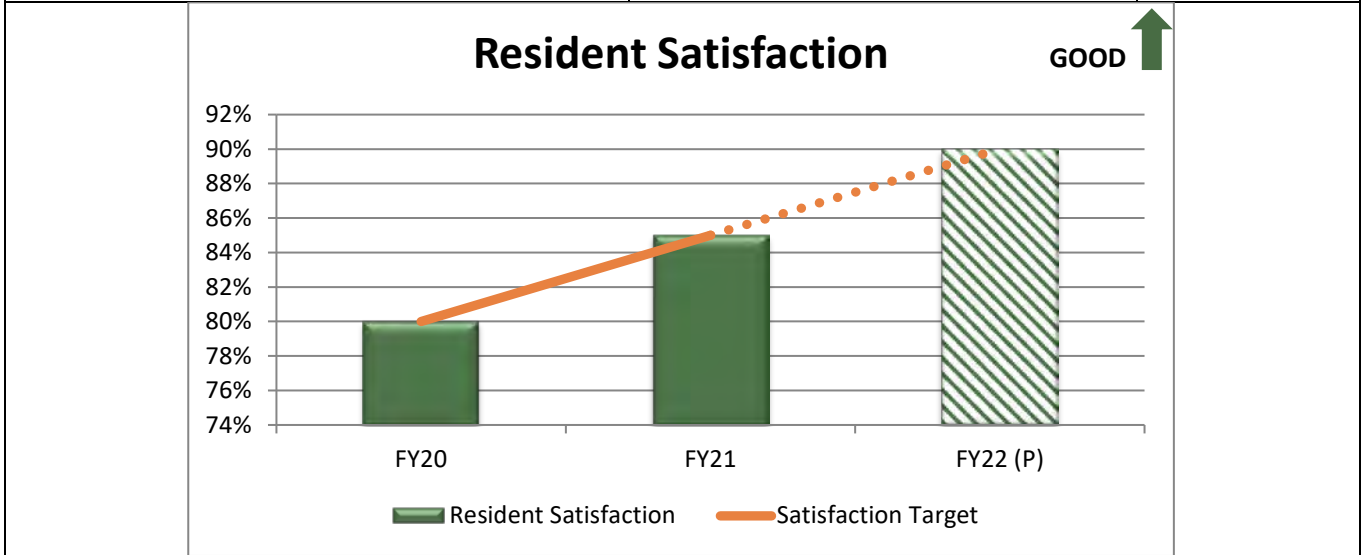
## Action Plan Worksheet 2022

### 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%	09/30/20
	85%	09/30/21
	90%	09/30/22



#### Frequency & venue of review:

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



## Action Plan Worksheet 2022

### 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)?

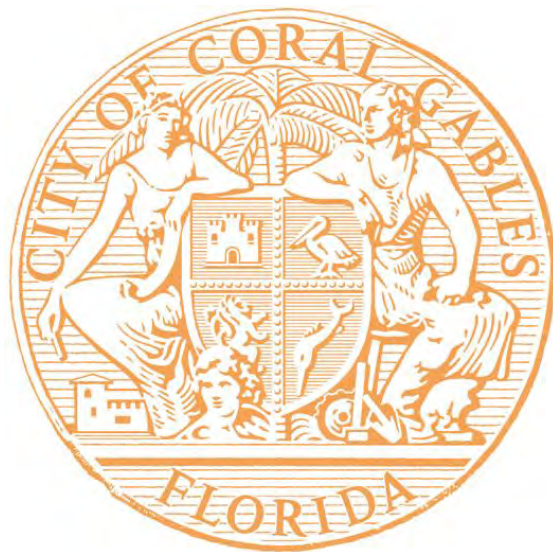
#### Positive:

- + \$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



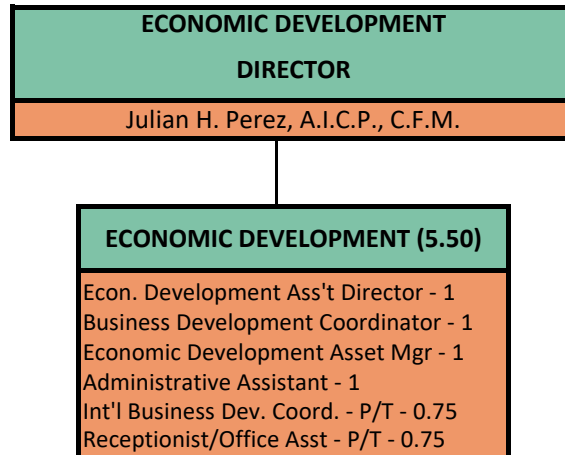


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**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**

**ECONOMIC DEVELOPMENT**

**ORGANIZATION CHART**



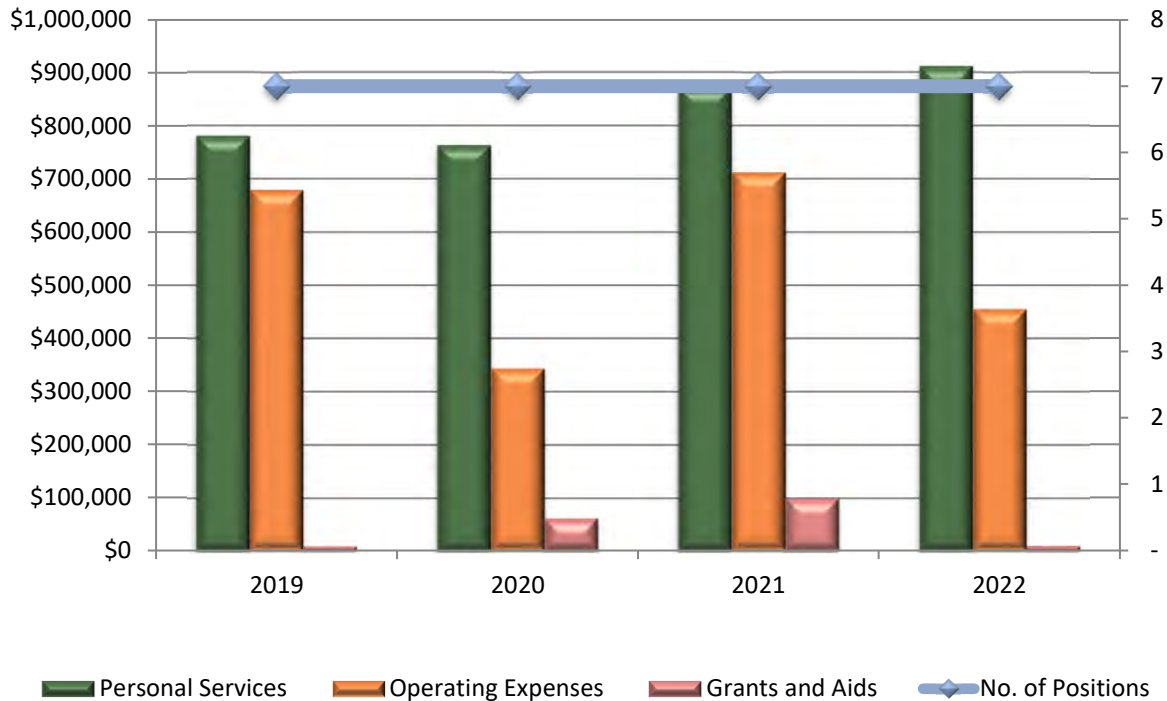
**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



**ECONOMIC DEVELOPMENT DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2018-2019 ACTUAL</u>	<u>2019-2020 ACTUAL</u>	<u>2020-2021 BUDGET</u>	<u>2021-2022 ESTIMATE</u>
Salaries & Benefits	780,914	763,048	871,712	911,808
Operating Expenses	678,713	342,764	712,204	454,771
Grants and Aids	9,428	61,630	99,135	10,000
<b>Total</b>	<b>1,469,055</b>	<b>1,167,442</b>	<b>1,683,051</b>	<b>1,376,579</b>
Full Time Headcount	5.00	5.00	5.00	5.00
Part Time FTE's	1.50	1.50	1.50	1.50
<b>Total Headcount &amp; FTE's</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Economic Development

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## 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**  
**2021-2022 BUDGET**

**ECONOMIC DEVELOPMENT**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS**

- ✓ Developed and strengthened new and existing international partnerships and working relationships with local organizations to support cultural exchange and expand business opportunities and economic growth in the city.
- ✓ Continue to sponsor workshops to inform local retailers, brokers, and landlords on opportunities to do business in Coral Gables.
- ✓ Continue to sponsor technology workshops and webinars with local business partners and universities to assist small business adopt a digital strategy to communicate with customers and suppliers.
- ✓ The Department played an integral role in developing and implementing guidelines and programs to mitigate the effects of COVID-19 and recover in a post COVID environment. Some of the Department's actions include:
  - Developed Best Management Practices and measures to open the local economy post-COVID-19 economic crisis
  - led the effort to secure funds from the Coronavirus Relief Fund to support the implementation of the Business Recovery Grant in which 60 small businesses received up to \$15,000 in rent-assistance
  - implemented the Rent Deferral Program for City tenants adversely impacted by the local business closures enacted due to the COVID-19 health crisis
  - prepared the City of Coral Gables "Business Reopening Plan: A Phasing Program, Step-by-Step Safe, Responsible and Smart." (2 Edition)
  - created a Covid-19 Business Survey to help us identify and meet the needs of all City of Coral Gables businesses
  - guided the work of the City of Coral Gables Business Recovery Task Force
  - participated with the EOC's joint-communication group to develop and disseminate public information during the COVID-19 pandemic
  - sponsored a series of technical webinars to assist small businesses who experience significant financial losses and business interruption due to the COVID-19 health crisis
  - managed the grant process for awarding 19 CommentSold licenses to small retail businesses in the City to fully integrate the skillset they learned through the technology workshops into a platform that successfully allows businesses to sell their products throughout all their social media and digital channels.



**CITY OF CORAL GABLES, FLORIDA**  
**2021-2022 BUDGET**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ The Department participated in the development and implementation of the ordinances to promote Temporary Outdoor Dining, Temporary Use and Special Use programs. The Department assisted over 80% of the Temporary Outdoor Dining applicants complete the application process.
- ✓ Developed industry networks across multiple industry segments including Government agencies, Chambers of Commerce, Multinational Corporations, Commercial Realtors.
- ✓ The Department was an integral part of the planning and implementation of Illuminate Coral Gables, the City's first illuminated fine art exhibit and continues to be an integral partner in planning the 2022 exhibit.
- ✓ The Department participated in the development and implementation of the City's floodplain management ordinance.
- ✓ The Department participated in the City's Community Rating System (CRS) Annual Recertification.
- ✓ The Department is participating with IT to develop an on-line user friendly GIS program for residences and interested stakeholders to determine in a time-sensitive manner the FEMA's proposed preliminary flood risk maps impacts on their flood insurance policy.
- ✓ The Department is working with local organizations (i.e., Coral Gables Chamber of Commerce), FEMA and the community to address questions and/or concerns they may have regarding FEMA's preliminary flood risk maps.
- ✓ The Department is developing the City's Comprehensive Economic Strategic Plan.
- ✓ Continue developing and establishing effective communication and excellent customer service to both new and existing businesses.
- ✓ Effectively updated a list of 140 international companies located in the City of Coral Gables.
- ✓ Successfully assisted in the coordination of the EDO virtual presentation and booth participation of the Miami Live 2020: Why Miami – an online Business Tour and networking organized by the French American Chamber of Commerce.
- ✓ Assisted with the coordination and effective participation of the taping of Consular Corps members in the "We are Coral Gables Campaign".
- ✓ Created a social media grant to fund the social media advertising activities of small businesses.

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Partnered with the Business Improvement District of Coral Gables to bring the first outdoor murals project, Murals on the Mile, to the City of Coral Gables.
- ✓ Successfully marketed City retail space to bring in concepts in line with the City's retail strategy, including an art pop up and receiving Letter of Interests (LOI) from chef-driven restaurant concepts for existing restaurant space.
- ✓ Negotiated and executed lease renewals for several City tenants.
- ✓ Negotiated and executed lease renewals for the Parking Department with public and/or private entities for additional public parking.
- ✓ Assisted the Public Works Department in securing vacant land to be used as a hurricane debris processing site.
- ✓ Identified locations and implemented agreements to assist City Staff with departmental relocations.
- ✓ Ensured compliance of City lease requirements such as payments, financial reporting, insurance coverage, and tenant maintenance responsibilities.
- ✓ The Department is an active participant in the Community of Excellence initiative with the Coral Gables Chamber of Commerce and Baptist Health.
- ✓ The Department and IT are participating with the US Department of Commerce, Minority Business Development Agency in the US Census Opportunity Program to develop a program or software to improve the technological capacity of small businesses in the City of Coral Gables.

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

**ECONOMIC DEVELOPMENT**

INDICATOR:	FY20			FY21		FY22
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Number of businesses helped via PAP	2	4	●	2	3	2
Visitation of existing business	25	20	◆	30	38	25
Local Business Outreach Assistance (issues/concerns/questions)	15	294	●	20	113	25
Marketing material total audience reached	1M	7.1M	●	1M	1.9M	1M
Public workshops / Presentations	10	23	●	10	46	10
Assisted City departments with negotiations of purchase, sale, and lease of property.	10	30	●	20	53	20
Business contact database	8,000	8,301	●	8,250	8,574	8,500
Participation in Business Recruitment Efforts (not in the Gables/ Corporate & Commercial)	3	11	●	3	22	3

**Legend**

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



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
0639	Economic Development. Director	1.00	1.00	1.00	1.00	\$ 137,928
0644	Economic Development. Ass't Director	1.00	1.00	1.00	1.00	118,188
0642	Business Development Coordinator	1.00	1.00	1.00	1.00	82,654
0646	Economic Development Asset Manager	1.00	1.00	1.00	1.00	115,117
0602	Administrative Assistant	1.00	1.00	1.00	1.00	52,537
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>506,424</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
1150	Int'l Business Development Coord - P/T	1	0.75	0.75	0.75	52,026
9019	Receptionist/Office Asst - P/T	1	0.75	0.75	0.75	22,364
<b>TOTAL PART TIME FTE's</b>		<b>2</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>74,390</b>
<b>TOTAL</b>			<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>\$ 580,814</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 512,903	\$ 497,446	\$ 562,164	\$ 580,814
2000	Employee Benefits - See Other Cost Dist.	268,011	265,602	309,548	330,994
3190	Other Professional Services	96,563	51,462	72,779	102,779
3193	Professional Services - Events	305,096	100,019	-	100,000
4010	Travel Expense	2,233	1,780	36,220	-
4090	Other Transportation Expense	11,720	7,688	10,396	10,395
4091	Cell Phone Allowance	200	1,900	2,400	1,200
4410	Rental of Machinery and Equipment	2,676	2,664	4,800	4,800
4430	Rental of Land and Buildings	63,126	63,842	85,000	21,250
4550	General Liability Insurance	26,845	25,633	27,189	27,465
4720	Printing & Binding	8,338	6,532	9,600	9,600
4810	Promotional Expense	59,293	26,128	37,933	22,933
4812	Promotional Expense - Citywide Marketing	20,532	2,500	162,822	35,000
4820	Advertising Expense	20,141	13,234	26,766	20,000
4830	Prospect Development Expense	17,691	13,464	87,764	50,814
4840	Farmers Market	15,600	-	15,600	15,600
4990	Other Miscellaneous Expense	1,823	788	2,000	2,000
5100	Office Supplies	2,490	559	2,212	2,212
5400	Membership Dues and Subscriptions	21,251	23,358	22,148	22,148

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5410 Employee Training	3,095	1,213	6,575	6,575
7195 Contingency for Budget Reduction	-	-	100,000	-
8000 City Grants to Outside Organizations	4,250	2,881	11,489	-
8300 Christmas Lighting (Funded Through FY22)	5,178	58,749	87,646	10,000
<b>TOTAL</b>	<b>\$ 1,469,055</b>	<b>\$ 1,167,442</b>	<b>\$ 1,683,051</b>	<b>\$ 1,376,579</b>





## Action Plan Worksheet 2022

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

**Action Plan Name:** 5.2-4 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
    - Design and implement an economic research support process for the City.

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

What must be done	By When	How will it be evident
Retain an Economic Development consultant firm that can assist with the strategic plan	5/1/2021	Consultant will be retained
Market Analysis and Competitive Assessment Study (Phase I)	9/1/2021	Consultant to deliver Market Analysis and Competitive Assessment Report
Economic Development Roundtables with stakeholders (Phase II)	12/1/2021	Meetings held/Results will inform the formulation of the Economic Development Strategic Plan
Economic Development Strategic Plan (Phase II)	2/1/2022	Strategic Plan and Report produced

**Resource requirements (what do we need to succeed?)**

- Phase I: \$50,000 commitment for economic development professional consulting services/community outreach activities – funded in FY21 via savings identified by the Economic Development Department
- Phase II: \$55,000 – commitment for economic development professional consulting services/community outreach activities – will be funded for FY22
- Staff alignment – Economic Development staff to help support these activities
- Cross collaboration between Economic Development, Strategic Marketing Consultant, I.T., Development Services and external stakeholders (Coral Gables Chamber of Commerce, BID, etc.)
- Hosting meeting and outreach activities

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

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



## Action Plan Worksheet 2022

**Frequency & venue of review:**

- Economic Development Staff will review the progress of the plan weekly
- Updates will be provided to the City Manager and Assistant City Manager 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

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

**Positive:**

- Provides economic / financial 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
- Provides the information and foundation needed to develop a marketing strategic plan

**Negative:**

- \$105,000 commitment for professional consulting services/community outreach activities



## Action Plan Worksheet 2022

**Action Plan Owner:** Julian Perez, Economic Development Director

**Action Plan Name:** AP 5.2-5 Storefront & Signage 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.

**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	04/2/22	Draft budget
Preliminary Draft RFP for Storefront & Signage Plan	10/31/22	RFP drafted
Selection of Storefront & Signage Consultant	12/30/22	Consultant selected
Budget request approved by City Commission	1/30/23	Budget line approved
Enter into Consultant contract	2/1/23	Executed Scope of Work and PSA
Project kick-off and coordination with consultant and stakeholders	2/14/23	Meeting minutes
Signage & Storefront Plan completed and approved by Commission	08/31/23	Plan approved by Commission
Plan implementation	08/31/23	Plan, recommended guidelines and revised ordinances published; collateral materials shared; and outreach to landlords.

**Resource requirements (what do we need to succeed?)**

- \$150,000 consultant fee, Downtown Storefront & Signage Plan in FY23

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

Measure	Target	Date
Milestones achieved	By due date	

**Frequency & venue of review:**

- Consultant Contract – payments to consultant will be determined based on the phasing program outlined in the project schedule.



## Action Plan Worksheet 2022

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

Stakeholder Group	Potential positive impact	Potential negative impact
Property Owners / Developers	(1) The Plan will provide a series of guidelines for implementing a sign program that is consistent with existing laws and will enhance the aesthetic value of the businesses located in the Central Business District. (2) Guidelines will promote signs that will further the traditional architectural value and design of the area for new and redeveloped projects.	Higher taxes as a result of increased property values
Merchants	(1) Providing an effective and modern sign program that provides pedestrian and drivers visibility in a safe and effective manner. (2) Increased sales	Higher cost for new signs; potential increase in property value and/or rent.
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	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:

- It is anticipated that property values in the Commercial Business District (CBD) will increase with the adoption of this plan and corresponding guidelines.

#### Negative:

- \$150,000 consultant fee



## Action Plan Worksheet 2022

**Action Plan Owner:** Julian Perez, Economic Development Director

**Action Plan Name:** AP 5.2-5 Façade Improvement Grants

**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**

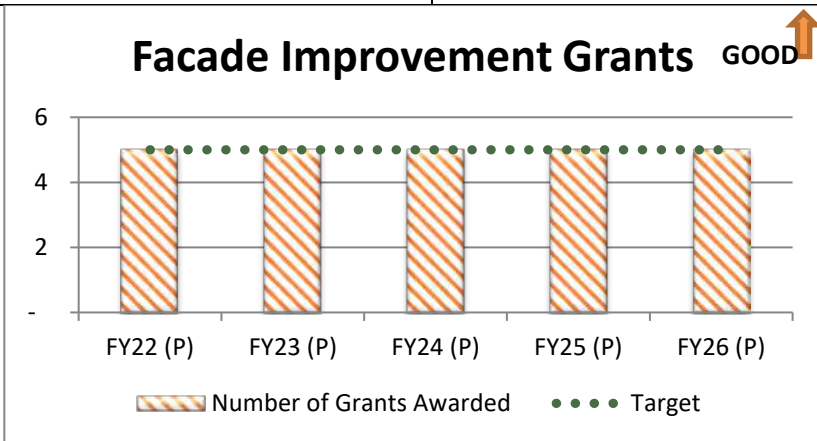
What must be done	By When	How will it be evident
Request \$75,000 in New Needs for façade improvement grants	04/2/22	Draft budget
Budget request approved by City Commission	10/1/22	Budget approved
Develop Grant Program with key stakeholder input	12/1/22	Draft guidelines and application
Circulate Grant Application	01/10/23	Application distributed through traditional channels and partners
Create Grant Awards Committee: collaborate with Development Services, Planning & Zoning and outside partners; BID and Chamber	02/15/23	Meeting minutes
Award Grants	03/1/23	Awardees notified

**Resource requirements (what do we need to succeed?)**

- \$75,000 per year for four years, beginning in FY23 and ending in FY26.

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

Measure	Target	Date
Award five (5) grants per year, in a competitive basis, in the amount of \$15,000 to successful applicants to improve their storefronts.	5 per year	09/30/23 09/30/24 09/30/25 09/30/26 09/30/27







## Action Plan Worksheet 2022

### Frequency & venue of review:

- Grant Funding – Annual allocation of \$75,000 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 but will also 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; potential closures as a result of property improvements
Residents, Downtown Workforce & Visitors	Better shopping/dining experience	Increase in prices, may lose some legacy retailers, and rent increase that may impact the most the mom & pop shops.
Architects/Designers	Better design guidelines, easier permitting process	None
BID	Enhanced Revenue	None
Chamber of Commerce	Enhanced membership opportunities	None
City of Coral Gables	Increased property values, increased tax revenue, and enhance 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:

- The projects benefiting from this grant program will experience and increase in property value as a result of the improvements.

#### Negative:

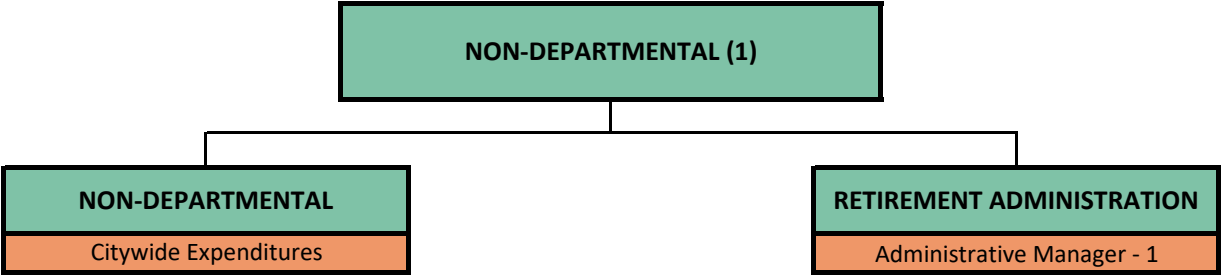
- \$75,000 grant funding yearly for four (4) years with a total investment of \$300,000.



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**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**

**NON-DEPARTMENTAL  
ORGANIZATION CHART**



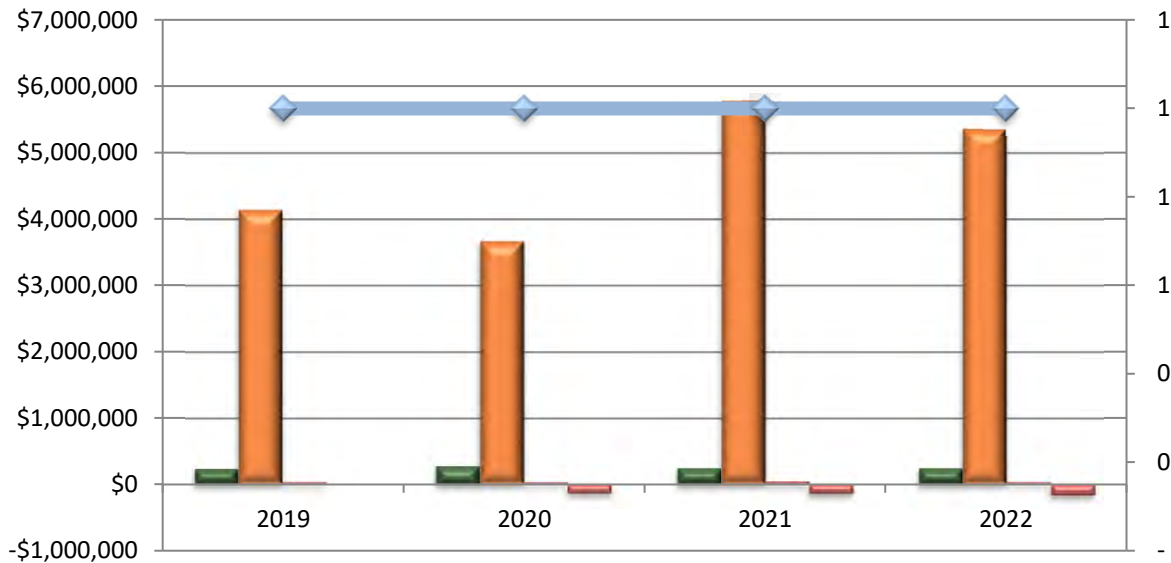
**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

	<u>2018-2019 ACTUAL</u>	<u>2019-2020 ACTUAL</u>	<u>2020-2021 BUDGET</u>	<u>2021-2022 ESTIMATE</u>
Salaries & Benefits	240,146	282,369	248,336	249,858
Operating Expenses	4,138,776	3,665,489	5,781,820	5,359,504
Grants and Aids	38,350	35,750	55,750	38,250
Non-Operating	-	(124,139)	(128,760)	(151,807)
<b>Total</b>	<b><u>4,417,272</u></b>	<b><u>3,859,469</u></b>	<b><u>5,957,146</u></b>	<b><u>5,495,805</u></b>
Full Time Headcount	1.00	1.00	1.00	1.00
Part Time FTE's	-	-	-	-
<b>Total Headcount &amp; FTE's</b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>

**EXPENDITURE COMPARISONS**



■ Personal Services    
 ■ Operating Expenses    
 ■ Grants and Aids  
■ Non-Operating    
 ◆ No. of Positions

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

		<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
1000	Salaries	\$ -	\$ 28,278	\$ -	\$ -
2000	Employee Benefits - See Other Cost Dist.	86,624	83,698	82,000	82,000
3120	Special Legal Services	1,039,703	701,961	350,000	350,000
3190	Other Professional Services	333,867	238,971	612,080	600,000
3200	Accounting & Auditing Services	136,500	154,500	154,000	154,000
4220	Postage	-	93,070	202,200	200,000
4430	Rental of Land and Buildings	5,000	7,000	7,000	9,000
4820	Advertising Expense	-	-	5,000	5,000
4920	Judgements & Damages	82,071	45,474	-	-
4990	Other Miscellaneous Expense	59,392	49,350	162,500	162,500
4991	Credit Card Charges	291,427	319,764	-	300,000
5100	Office Supplies	13,576	6,766	15,000	15,000
5410	Employee Training	2,185	1,425	-	-
7191	Employee Sick/Annual Leave Payout	1,313,281	1,039,595	-	-
7192	Contingencies	-	-	564,925	3,555,127
7193	Employee Sale of Annual Leave	852,747	998,251	-	-
7195	Contingency for Budget Reduction	-	-	3,700,129	-
8300	Hopkins/Cooper Scholarship	5,100	2,500	22,500	5,000
8302	Aid to Junior Orange Bowl	33,250	33,250	33,250	33,250
9010	Intradepartmental Credits	-	(124,139)	(128,760)	(151,807)
<b>TOTAL</b>		<b>\$ 4,254,723</b>	<b>\$ 3,679,714</b>	<b>\$ 5,781,824</b>	<b>\$ 5,319,070</b>



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



620 GENERAL RETIREMENT SYSTEM FUND  
**NON-DEPARTMENTAL EXPENSE**  
**7010 RETIREMENT PLAN ADMINISTRATION DIVISION**  
 518 PENSION BENEFITS

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019	2019-2020	2020-2021	2021-2022	
		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
	<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>\$ 101,013</b>

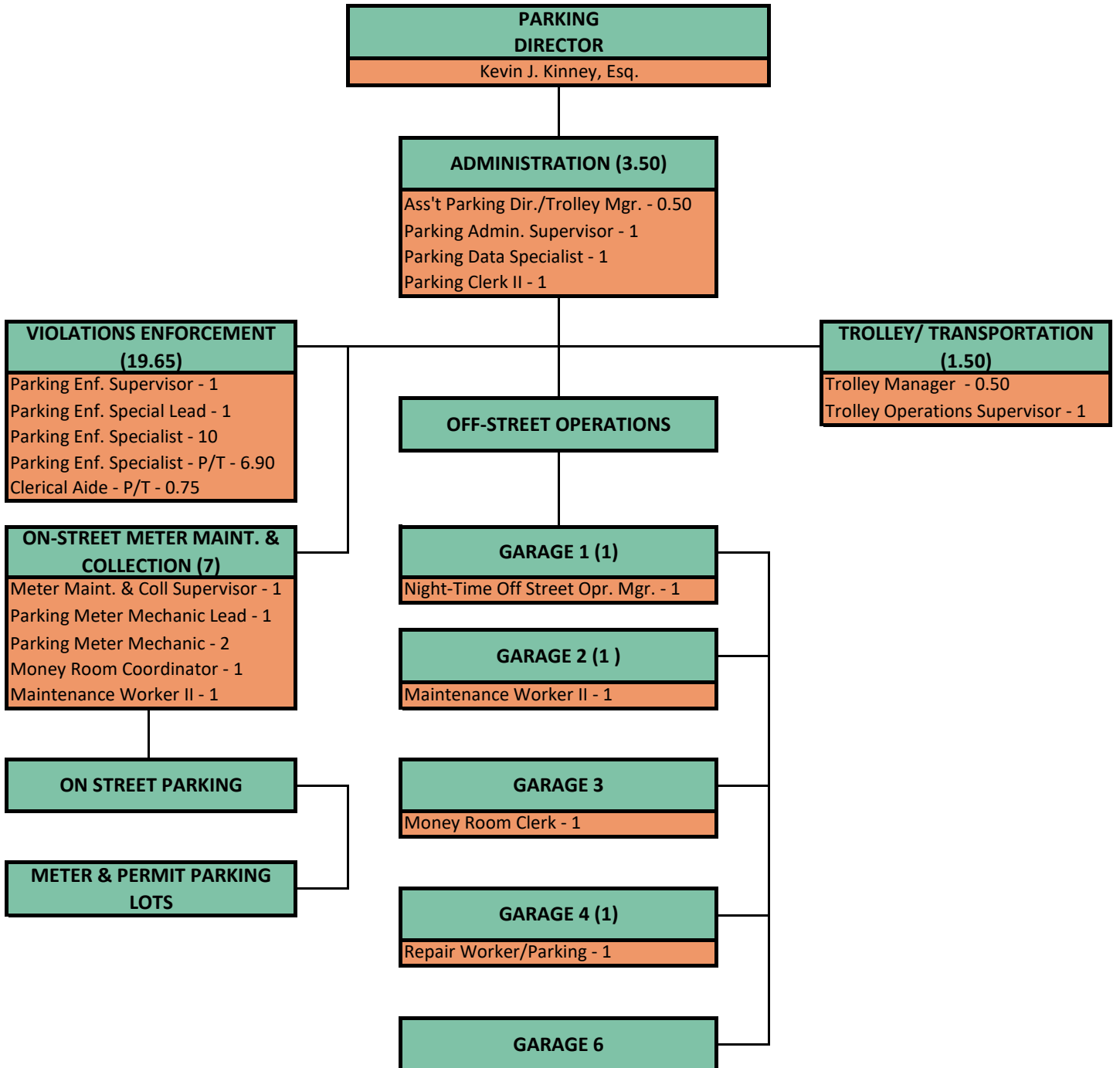
**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 96,334	\$ 108,390	\$ 101,013	\$ 101,013
2000	Employee Benefits - See Other Cost Dist.	57,188	62,003	65,323	66,845
4410	Rental of Machinery and Equipment	3,139	3,531	2,678	2,500
4550	General Liability Insurance	4,638	4,724	4,886	4,777
4710	Special Printed Forms	255	233	443	600
5100	Office Supplies	995	874	979	1,000
	<b>TOTAL</b>	<b>\$ 162,549</b>	<b>\$ 179,755</b>	<b>\$ 175,322</b>	<b>\$ 176,735</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**

**PARKING**

**ORGANIZATION CHART**



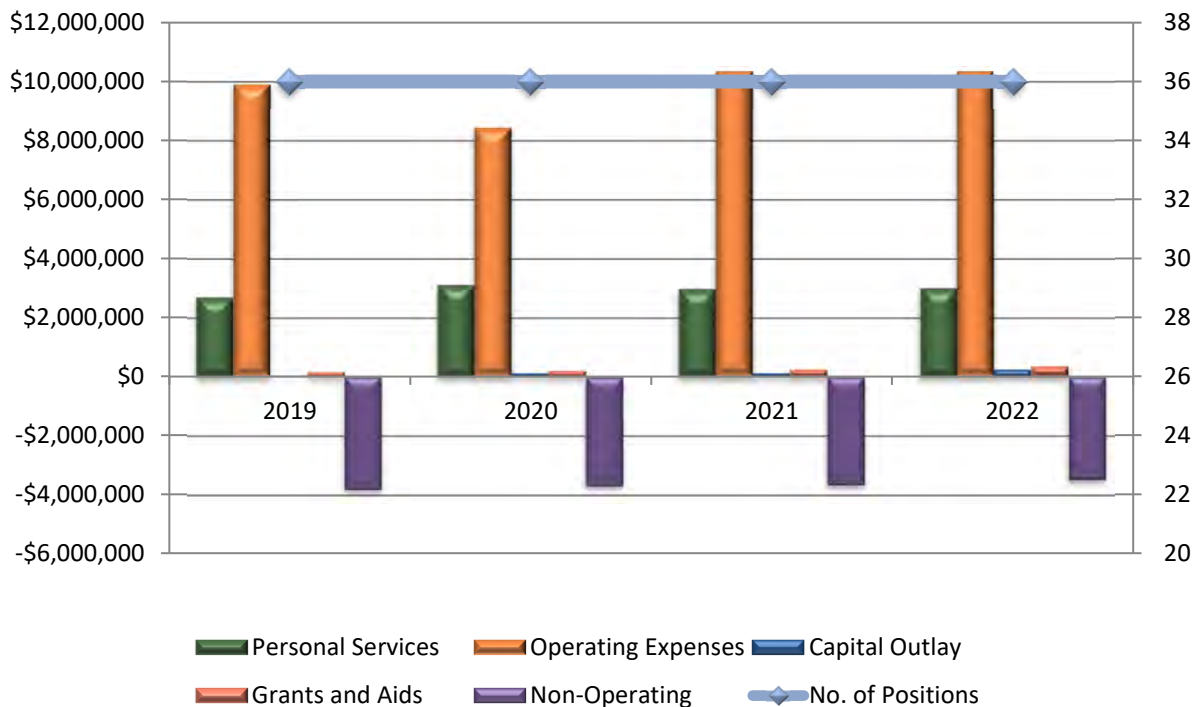
**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



**PARKING DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<b>2018-2019 ACTUAL</b>	<b>2019-2020 ACTUAL</b>	<b>2020-2021 BUDGET</b>	<b>2021-2022 ESTIMATE</b>
Salaries & Benefits	2,690,749	3,112,749	2,975,091	3,012,927
Operating Expenses	9,899,072	8,436,426	10,357,603	10,344,143
Capital Outlay	24,484	119,691	126,270	256,862
Grants and Aids	169,750	209,571	249,879	357,349
Non-Operating	<u>(3,805,094)</u>	<u>(3,690,762)</u>	<u>(3,660,092)</u>	<u>(3,486,607)</u>
<b>Total</b>	<b><u>8,978,961</u></b>	<b><u>8,187,675</u></b>	<b><u>10,048,751</u></b>	<b><u>10,484,674</u></b>
Full Time Headcount	28.00	28.00	28.00	28.00
Part Time FTE's	<u>7.50</u>	<u>7.50</u>	<u>7.50</u>	<u>7.50</u>
<b>Total Headcount &amp; FTE's</b>	<b><u>35.50</u></b>	<b><u>35.50</u></b>	<b><u>35.50</u></b>	<b><u>35.50</u></b>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Parking

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## 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 circulator, micro transit, and last mile service to support regional transit
  - Use marketing, Apps, and wayfinding to reduce search times for transit rides and 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  
2021-2022 BUDGET**

**PARKING**

**FISCAL YEAR 2021 MAJOR ACCOMPLISHMENTS**

- ✓ Design and installation of new Pay-by-Phone signage throughout Coral Gables to support the use of the smart parking application.
- ✓ Completion of paver, street furniture, and crosswalk repairs for Miracle Mile and Giralda Plaza streetscape improvements.
- ✓ Commencement of design process for the Mobility Hub project that will replace the outdated Garage 1 facility at 245 Andalusia Avenue.
- ✓ Removal of two hundred (200) single space meters providing for a more open and uncluttered sidewalk and improved pedestrian experience.
- ✓ Parking, Trolley and Freebee remained 100% operational during the Covid-19 Pandemic providing the community with necessary parking and transportation services.
- ✓ Acceptance of four (4) FDOT service development grants to include additional Trolley Service on Saturdays and later in the evening. These grants will be used to enhance existing trolley services.
- ✓ Renovation of Parking Lots 7, 20 and 30. These renovations include new lighting, landscaping, pavement, eight EV charging ports and ADA parking spaces.
- ✓ Award of construction contract for 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.
- ✓ Upgrade of the garage operating systems to a new credit card processing service that will significantly reduce credit card processing fees.
- ✓ Installation of new elevators in the Merrick Garage (Garage 6) and the Museum Garage (Garage 2) to provide better service to our customers.
- ✓ Completions of a restoration project at the Merrick Garage (Garage 6) that included new lighting, painting, pressure washing, new trash receptacles, and upgrades to the plaza.



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

**PARKING**

INDICATOR:	FY20			FY21		FY22
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Percentage of meter revenue processed electronically	90.0%	92.7%	●	94.0%	95.4%	96.0%
Parking permit sales	28,000	24,141	▲	22,500	20,054	24,000
Parking citations issued	95,000	58,425	●	72,000	73,795	90,000
Total parking revenue	\$15.65M	\$12.64M	●	\$14.53M	\$15.09M	\$16.25M
Increase Trolley ridership	1.1M	.56M	▲	.65M	.51M	.95M
Extension of current trolley route to service south end of Coral Gables (MacFarlane/Homestead area)	40,000	16,480	▲	15,000	10,250	12,000
Freebee Passenger Trips	120,000	53,038	▲	48,000	43,638	60,000
Reduction of current Trolley headways	9 Min	12 Min	▲	12 Min	11 Min	10 Min

**Legend**

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



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8300 ADMINISTRATION DIVISION**  
545 PARKING FACILITIES

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0720	Parking Director	1.00	1.00	1.00	1.00	\$ 165,958
0721	Ass't Parking Director/Trolley Manager	0.50	0.50	0.50	0.50	64,663
0716	Parking Admin. Supervisor	1.00	1.00	1.00	1.00	73,550
0708	Parking Data Specialist	1.00	1.00	1.00	1.00	38,281
0088	Parking Clerk II	1.00	1.00	1.00	1.00	32,386
<b>TOTAL</b>		<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>\$ 374,838</b>

**EXPENDITURE DETAIL**

	2018-2019	2019-2020	2020-2021	2021-2022
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 455,316	\$ 460,556	\$ 455,852	\$ 374,838
2000 Employee Benefits - See Other Cost Dist.	251,974	528,291	262,647	243,578
3180 Mgmt & Staff Administration Charge	565,000	565,000	565,000	565,000
3190 Other Professional Services	26,400	25,000	25,000	25,000
4090 Other Transportation Expense	11,937	10,395	10,396	10,395
4410 Rental of Machinery and Equipment	2,200	1,862	4,215	4,215
4420 General Services Cost - See Other Cost Dist.	21,085	21,547	21,478	21,625
4550 General Liability Insurance	20,915	20,994	22,047	17,725
4620 Repair and Maint. of Office Equipment	-	3,600	3,600	3,500
4720 Printing & Binding	8,245	11,583	8,000	8,000
4990 Other Miscellaneous Expense	5,387	3,886	7,500	30,000
4991 Parking Credit Card Charges	1,155,236	818,925	1,000,000	1,000,000
5100 Office Supplies	1,957	2,506	5,500	5,500
5215 Small Tools & Minor Equipment	10,678	6,134	1,000	2,000
5400 Membership Dues and Subscriptions	-	-	1,100	1,200
5410 Employee Training	2,000	1,178	4,500	3,500
9010 Intradepartmental Credits	(2,538,330)	(2,481,457)	(2,397,835)	(2,316,076)
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<u>Dept Code/Account</u>	<u>Meters</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>
8310-31-70	282	\$ 71,888	\$ 70,277	\$ 67,909	\$ 65,593
8320-31-70	589	150,148	146,784	141,838	137,001
8330-31-70	193	49,200	48,097	46,477	44,892
8340-31-70	344	87,693	85,728	82,839	80,014
8380-31-70	3,873	987,307	965,187	932,659	900,861
8390-31-70	1,737	442,797	432,876	418,289	404,026
8560-31-70	450	114,714	112,144	108,365	104,670
	<b>7,468</b>	<b>1,903,747</b>	<b>1,861,093</b>	<b>1,798,376</b>	<b>1,737,057</b>
8360-31-70	25%	634,583	620,364	599,459	579,019
		<b>\$ 2,538,330</b>	<b>\$ 2,481,457</b>	<b>\$ 2,397,835</b>	<b>\$ 2,316,076</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8310 MOBILITY HUB**  
 545 PARKING FACILITIES

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022	
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>BUDGET</u>	<u>SALARIES</u>
	<u>FULL TIME POSITIONS</u>				<u>HEADCOUNT</u>	
0718	Night-Time Off-Street Operations Manager	1	1	1	1	\$ 56,238
	<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 56,238</b>

**EXPENDITURE DETAIL**

		2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET
1000	Salaries	\$ -	\$ -	\$ -	\$ 56,238
2000	Employee Benefits - See Other Cost Dist.	-	-	-	21,266
3170	Mgmt & Staff Interdept'l Charge	71,888	70,277	67,909	65,593
3190	Other Professional Services	201,407	171,659	169,277	170,687
4420	General Services Cost - See Other Cost Dist.	110,129	112,542	112,180	112,950
4550	General Liability Insurance	-	-	-	2,659
4610	Repair/Maint. of Bldgs & Improvements	-	11,055	-	-
4630	Repair/Maint. of Machinery & Equipment	8,180	45,008	16,410	15,000
4690	Special Maintenance Interdept'l Charges	58,706	56,043	58,497	54,246
4710	Special Printed Forms	500	561	500	500
5100	Office Supplies	250	250	250	250
5204	Cleaning & Janitorial Supplies	200	600	600	600
5208	Household & Institutional Supplies	400	-	-	-
5211	Building Materials and Supplies	100	100	100	100
6440	Equipment Additions	-	56,470	-	-
7195	Contingency for Budget Reduction	-	-	54,700	54,700
	<b>TOTAL</b>	<b>\$ 451,760</b>	<b>\$ 524,565</b>	<b>\$ 480,423</b>	<b>\$ 554,789</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8320 MUSEUM GARAGE**  
 545 PARKING FACILITIES

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019	2019-2020	2020-2021	2021-2022	
		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	\$ 32,386
	<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>\$ 32,386</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 37,286	\$ 29,517	\$ 33,073	\$ 32,386
2000	Employee Benefits - See Other Cost Dist.	36,152	39,840	21,021	22,094
3170	Mgmt & Staff Interdept'l Charge	150,148	146,784	141,838	137,001
3190	Other Professional Services	195,944	181,529	164,541	164,541
4420	General Services Cost - See Other Cost Dist.	183,303	187,319	186,716	187,999
4450	Lease Equipment	4,531	(792,370)	-	-
4550	General Liability Insurance	2,486	2,462	1,600	1,531
4610	Repair/Maint. of Bldgs & Improvements	3,193	2,922	11,700	11,700
4630	Repair/Maint. of Machinery & Equipment	18,651	24,890	25,000	25,200
4710	Special Printed Forms	1,167	1,997	2,000	1,800
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	100
5211	Building Materials and Supplies	135	135	184	184
5214	Uniform Allowance	-	-	400	400
5215	Small Tools & Minor Equipment	100	100	100	100
6440	Equipment Additions	-	12,500	-	-
7195	Contingency for Budget Reduction	-	-	53,700	53,700
	<b>TOTAL</b>	<b>\$ 634,669</b>	<b>\$ (160,925)</b>	<b>\$ 643,423</b>	<b>\$ 640,186</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8330 MINORCA GARAGE**  
 545 PARKING FACILITIES

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019	2019-2020	2020-2021	2021-2022	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0312	Money Room Clerk	1.00	1.00	1.00	1.00	\$ 41,309
	<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>\$ 41,309</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 25,119	\$ 38,519	\$ -	\$ 41,309
2000	Employee Benefits - See Other Cost Dist.	21,481	34,934	3,408	18,126
3170	Mgmt & Staff Interdept'l Charge	49,200	48,097	46,477	44,892
3190	Other Professional Services	-	944	-	-
4420	General Services Cost - See Other Cost Dist.	32,077	32,780	32,674	32,899
4550	General Liability Insurance	1,450	1,803	-	1,953
4690	Special Maintenance Interdept'l Charges	40,178	38,356	40,035	37,126
5204	Cleaning & Janitorial Supplies	200	200	-	-
5208	Household & Institutional Supplies	400	400	-	-
5211	Building Materials and Supplies	160	156	-	-
5214	Uniform Allowance	550	690	-	-
5215	Small Tools & Minor Equipment	60	60	-	-
	<b>TOTAL</b>	<b>\$ 170,875</b>	<b>\$ 196,939</b>	<b>\$ 122,594</b>	<b>\$ 176,305</b>



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8340 ANDALUSIA GARAGE**  
 545 PARKING FACILITIES

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>					
3127	Repair Worker/Parking	1.00	1.00	1.00	1.00	\$ 40,020
	<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>\$ 40,020</b>

**EXPENDITURE DETAIL**

		2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET
1000	Salaries	\$ 38,552	\$ 40,296	\$ 39,044	\$ 40,020
2000	Employee Benefits - See Other Cost Dist.	29,172	30,587	33,130	34,960
3170	Mgmt & Staff Interdept'l Charge	87,693	85,728	82,839	80,014
3190	Other Professional Services	176,337	160,495	148,154	151,154
4420	General Services Cost - See Other Cost Dist.	117,749	120,329	119,942	120,766
4550	General Liability Insurance	1,806	1,790	1,888	1,892
4630	Repair/Maint. of Machinery & Equipment	7,410	8,000	17,000	14,000
4710	Special Printed Forms	-	172	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
5211	Building Materials and Supplies	135	135	200	200
5214	Uniform Allowance	200	186	500	500
5215	Small Tools & Minor Equipment	60	60	100	100
6440	Equipment Additions	-	11,000	-	-
7195	Contingency for Budget Reduction	-	-	49,500	49,500
	<b>TOTAL</b>	<b>\$ 460,564</b>	<b>\$ 460,228</b>	<b>\$ 495,747</b>	<b>\$ 496,556</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 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				
		2018-2019	2019-2020	2020-2021	2021-2022	
		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	\$ 60,246
0704	Parking Meter Mechanic - Lead	1.00	1.00	1.00	1.00	48,594
0712	Parking Meter Mechanic	2.00	2.00	2.00	2.00	77,213
0311	Money Room Coordinator	1.00	1.00	1.00	1.00	60,220
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	36,076
<b>TOTAL</b>		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>\$ 282,349</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 268,971	\$ 277,233	\$ 320,785	\$ 282,349
2000	Employee Benefits - See Other Cost Dist.	215,970	218,075	254,040	231,565
3170	Mgmt & Staff Interdept'l Charge	634,583	620,364	599,459	579,019
4020	Central Garage Motor Pool Rent	42,563	42,915	51,533	43,322
	Replacement:	9,456			
	Oper. & Maint:	33,866			
4550	General Liability Insurance	14,196	12,991	15,515	13,351
4630	Repair/Maint. of Machinery & Equipment	97	145	725	725
5100	Office Supplies	1,500	1,402	1,500	1,500
5204	Cleaning & Janitorial Supplies	100	100	100	100
5209	Protective Clothing	401	197	900	900
5211	Building Materials and Supplies	200	200	200	200
5214	Uniform Allowance	-	1,644	3,000	3,000
5215	Small Tools & Minor Equipment	2,118	2,249	2,500	2,500
5217	Operating Equipment Repair Parts	86,065	31,790	12,000	12,000
9010	Intradepartmental Credits	(1,266,764)	(1,209,305)	(1,262,257)	(1,170,531)
<b>TOTAL</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Meter Maintenance & Collection Services Distribution to Parking System**

<u>Dept Code</u>	<u>Meters</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>
8310-46-90	282	\$ 58,706	\$ 56,043	\$ 58,497	\$ 54,246
8330-46-90	193	40,178	38,356	40,035	37,126
8380-46-90	3,873	806,274	769,702	803,405	745,024
8390-46-90	1,737	361,605	345,203	360,319	334,135
	<b>6,085</b>	<b>\$ 1,266,763</b>	<b>\$ 1,209,304</b>	<b>\$ 1,262,256</b>	<b>\$ 1,170,531</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
3170 Mgmt & Staff Interdept'l Charge	\$ 987,308	\$ 965,186	\$ 932,659	\$ 900,861
3190 Other Professional Services	468,657	332,363	570,640	487,440
4110 Telecom Services	150,695	159,596	160,000	160,000
4450 Lease Equipment	5,444	-	-	-
4690 Special Maintenance Interdept'l Charges	806,274	769,702	803,405	745,024
4990 Other Miscellaneous Expense	-	22,222	38,222	38,222
5215 Small Tools & Minor Equipment	110	19,052	13,000	13,000
6430 Equipment Repair/Replacement	4,831	-	56,774	56,774
7195 Contingency for Budget Reduction	-	-	100,000	100,000
<b>TOTAL</b>	<b>\$ 2,423,319</b>	<b>\$ 2,268,121</b>	<b>\$ 2,674,700</b>	<b>\$ 2,501,321</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

		<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
3170	Mgmt & Staff Interdept'l Charge	\$ 442,797	\$ 432,876	\$ 418,289	\$ 404,026
4420	General Services Cost - See Other Cost Dist.	64,153	65,559	65,348	65,797
4430	Rental of Land and Buildings	224,699	247,670	260,000	224,700
4610	Repair/Maint. of Bldgs & Improvements	50,240	8,752	69,000	69,000
4690	Special Maintenance Interdept'l Charges	361,605	345,203	360,319	334,135
5215	Small Tools & Minor Equipment	4,994	11,434	10,000	10,000
6430	Equipment Repair/Replacement	-	10,000	10,000	10,000
7195	Contingency for Budget Reduction	-	-	46,000	46,000
<b>TOTAL</b>		<b>\$ 1,148,488</b>	<b>\$ 1,121,494</b>	<b>\$ 1,238,956</b>	<b>\$ 1,163,658</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET SALARIES	
<b>FULL TIME POSITIONS</b>						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
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	472,008
0709	Parking Enforcement Special Lead	1.00	1.00	1.00	1.00	67,680
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>616,584</b>
<b>PART TIME POSITIONS</b>						
	<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	6.90	6.90	6.90	242,666
9006	Clerical Aide - P/T	1	0.60	0.60	0.60	15,772
<b>TOTAL PART TIME FTE's</b>		<b>11</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>258,438</b>
<b>TOTAL</b>			<b>19.50</b>	<b>19.50</b>	<b>19.50</b>	<b>\$ 875,022</b>

**EXPENDITURE DETAIL**

		2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 BUDGET
1000	Salaries	\$ 726,117	\$ 797,494	\$ 855,781	\$ 875,022
2000	Employee Benefits - See Other Cost Dist.	386,239	412,758	468,787	503,851
4020	Central Garage Motor Pool Rent	37,944	42,913	48,355	44,013
	Replacement: 30,118				
	Oper. & Maint: 13,895				
4550	General Liability Insurance	39,956	39,424	41,390	41,377
4620	Repair and Maint. of Office Equipment	-	52	120	120
5100	Office Supplies	1,087	1,032	1,100	1,100
5214	Uniform Allowance	2,840	5,508	7,500	7,500
5215	Small Tools & Minor Equipment	-	28	500	500
5410	Employee Training	596	499	2,000	2,000
6430	Equipment Repair/Replacement	-	-	500	500
6440	Equipment Additions	-	-	500	500
<b>TOTAL</b>		<b>\$ 1,194,779</b>	<b>\$ 1,299,708</b>	<b>\$ 1,426,533</b>	<b>\$ 1,476,483</b>



**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8560 MERRICK PLACE GARAGE**  
 545 PARKING FACILITIES

**EXPENDITURE DETAIL**

		<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
3170	Mgmt & Staff Interdept'l Charge	\$ 114,714	\$ 112,144	\$ 108,365	\$ 104,670
3190	Other Professional Services	153,687	91,953	118,657	153,957
4310	Electric Utility Service	37,466	33,439	60,000	60,000
4350	Water & Sewer Utility Service	(9,008)	(7,772)	5,000	5,000
4450	Lease Equipment	3,707	-	-	-
4610	Repair/Maint. of Bldgs & Improvements	810	-	11,700	11,700
4630	Repair/Maint. of Machinery & Equipment	15,000	25,000	25,000	25,200
4710	Special Printed Forms	-	-	2,000	1,800
5204	Cleaning & Janitorial Supplies	300	300	300	300
5208	Household & Institutional Supplies	300	300	300	300
5211	Building Materials and Supplies	96	100	100	100
5215	Small Tools & Minor Equipment	90	100	100	100
6440	Equipment Additions	3,293	22,836	-	-
7195	Contingency for Budget Reduction	-	-	50,900	50,900
<b>TOTAL</b>		<b>\$ 320,455</b>	<b>\$ 278,400</b>	<b>\$ 382,422</b>	<b>\$ 414,027</b>

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2018-2019	2019-2020	2020-2021	2021-2022	
		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	\$ 64,663
0009	Trolley Operations Supr	1.00	1.00	1.00	1.00	75,583
	<b>TOTAL PART TIME FTE's</b>	<b>0</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	-
	<b>TOTAL</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>\$ 140,246</b>

**EXPENDITURE DETAIL**

		2018-2019	2019-2020	2020-2021	2021-2022
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 121,635	\$ 121,568	\$ 136,612	\$ 140,246
1120	Stipend for Board Members	-	-	-	-
2000	Employee Benefits - See Other Cost Dist.	76,765	83,081	90,911	95,079
3190	Other Professional Services	1,239,309	904,514	875,773	1,362,799
3191	Special Events - Reimbursable	19,938	12,906	-	-
3192	"Last Mile" Cart Service	(16,250)	241,812	305,640	430,640
4020	Central Garage Motor Pool Rent	349,086	349,086	432,418	349,086
	Replacement:	165,093			
	Oper. & Maint:	183,993			
4410	Rental of Machinery and Equipment	2,584	2,633	3,000	3,000
4420	General Services Cost - See Other Cost Dist.	110,012	112,422	112,060	112,830
4430	Rental of Land and Buildings	71,387	145,706	-	-
4550	General Liability Insurance	6,123	6,132	6,607	6,632
4720	Printing & Binding	348	383	2,000	2,000
4990	Other Miscellaneous Expense	1,354	1,173	23,222	1,000
5100	Office Supplies	476	-	2,000	2,000
5209	Protective Clothing	-	486	600	600
5213	Purchase/Rental - Employee Uniforms	2,885	-	3,000	3,000
5215	Small Tools & Minor Equipment	357	648	1,000	1,000
5219	Other Repair & Maintenance Supplies	343	139	1,000	1,000
5400	Membership Dues and Subscriptions	-	-	1,000	1,000
5410	Employee Training	1,590	-	3,000	3,000
6430	Equipment Repair/Replacement	-	-	-	95,000
6440	Equipment Additions	16,360	6,885	57,496	93,088
6460	Other Equipment Additions	-	-	1,000	1,000

**CITY OF CORAL GABLES, FLORIDA  
2021-2022 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
7195 Contingency for Budget Reduction	-	-	275,735	-
8201 State Grants	169,750	209,571	249,879	357,349
<b>TOTAL</b>	<b>\$ 2,174,052</b>	<b>\$ 2,199,145</b>	<b>\$ 2,583,953</b>	<b>\$ 3,061,349</b>



## Action Plan Worksheet 2022

**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	03/31/21	Signed contract
Install occupancy displays at entrance to parking garages	02/29/20	Displays activated
Obtain Commission approval of wayfinding proposal	12/31/21	Resolution approving wayfinding plan
Hire contractor to manufacture and install signage	03/31/22	Signed contract
Install signage	09/30/22	Signage installed

**Resource requirements (what do we need to succeed?)**

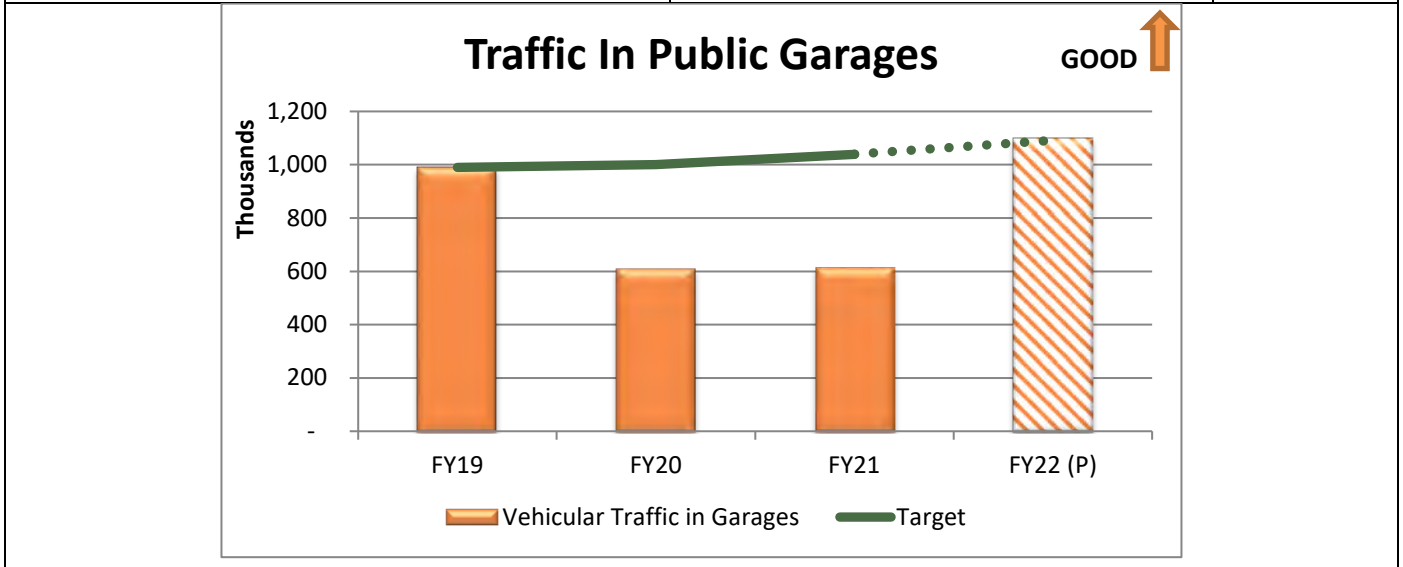
- \$680,000 in CIP Funding for signage and wayfinding improvements
- 100 hours Public Works Traffic Division
- 50 hours Economic Development
- 50 hours Information Technology
- 100 hours Parking Department



## Action Plan Worksheet 2022

### 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 2022

**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 2022

**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	12/31/21	Questionnaire approved by Parking Director and appropriate City staff
Perform ridership survey of existing passengers of the Trolley & Freebee systems.	03/31/22	Data from completed surveys.
Analyze survey results and prepare satisfaction improvement action plan	05/31/22	Plan approved
Implement plan	07/31/22	Action plan key tasks completed

**Resource requirements (what do we need to succeed?)**

- \$10,000 towards funding for the survey
- \$36,112 funding for automated passenger count system

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

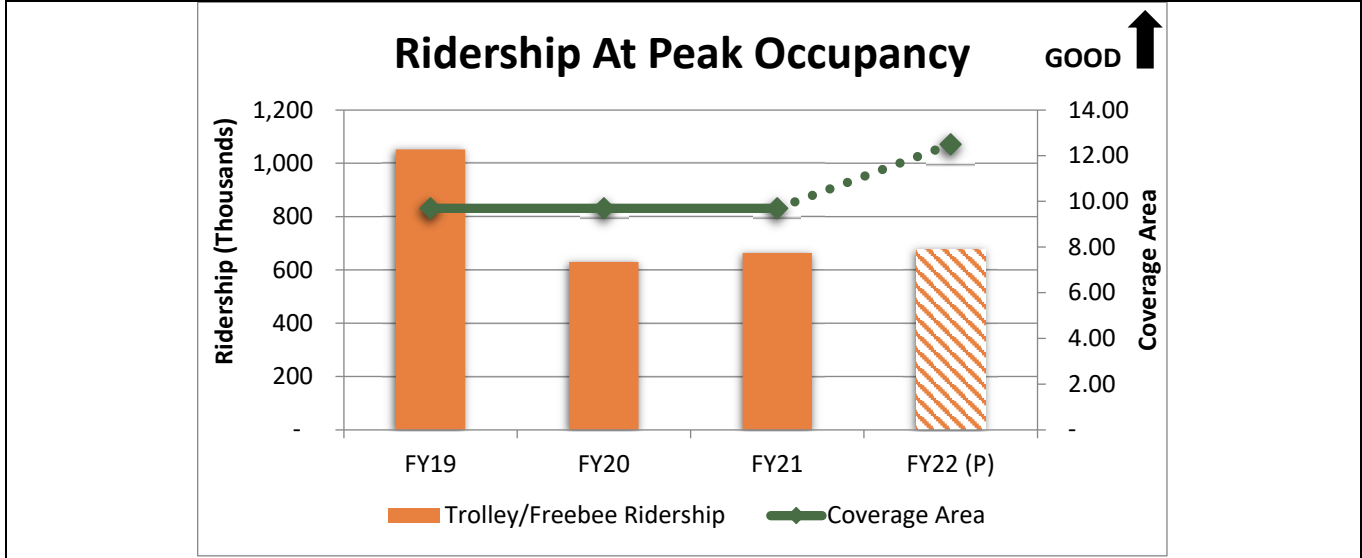
Measure	Target	Date
Rider satisfaction	5% increase over 2020 baseline	09/30/21
	5% increase over 2021	09/30/22



## Action Plan Worksheet 2022

### 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 (accomplished within the available funds provided from the County through the Citizens Independent Transportation Trust)

**Negative:**

- \$10,000 towards funding for the survey
- \$36,112 funding for automated passenger count system



## Action Plan Worksheet 2022

**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
- \$200,000 Annually for PARCS Upgrades funded through existing budget
- \$150,000 Implementation/Licensing Fees in FY23
- 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 2022

### 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	09/30/21 09/30/22															
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 80%;"> <h3 style="text-align: center;">Traffic In Public Garages</h3> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Traffic In Public Garages (Thousands)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Vehicular Traffic (Thousands)</th> <th>Target (Thousands)</th> </tr> </thead> <tbody> <tr> <td>FY19</td> <td>~980</td> <td>~1000</td> </tr> <tr> <td>FY20</td> <td>~600</td> <td>~1000</td> </tr> <tr> <td>FY21</td> <td>~600</td> <td>~1050</td> </tr> <tr> <td>FY22 (P)</td> <td>~1100</td> <td>~1100</td> </tr> </tbody> </table> </div> <div style="width: 15%; text-align: right;"> <p><b>GOOD</b> ↑</p> </div> </div>			Fiscal Year	Vehicular Traffic (Thousands)	Target (Thousands)	FY19	~980	~1000	FY20	~600	~1000	FY21	~600	~1050	FY22 (P)	~1100	~1100
Fiscal Year	Vehicular Traffic (Thousands)	Target (Thousands)															
FY19	~980	~1000															
FY20	~600	~1000															
FY21	~600	~1050															
FY22 (P)	~1100	~1100															
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 2022

**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?)**

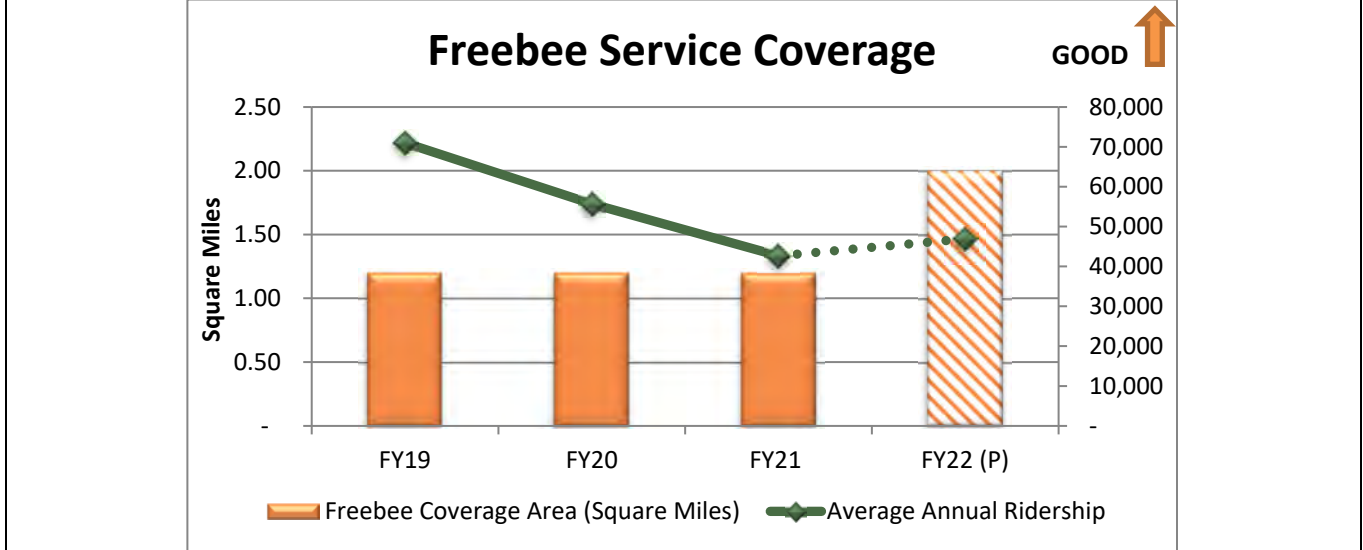
- \$100,000 in funding for Master Plan study



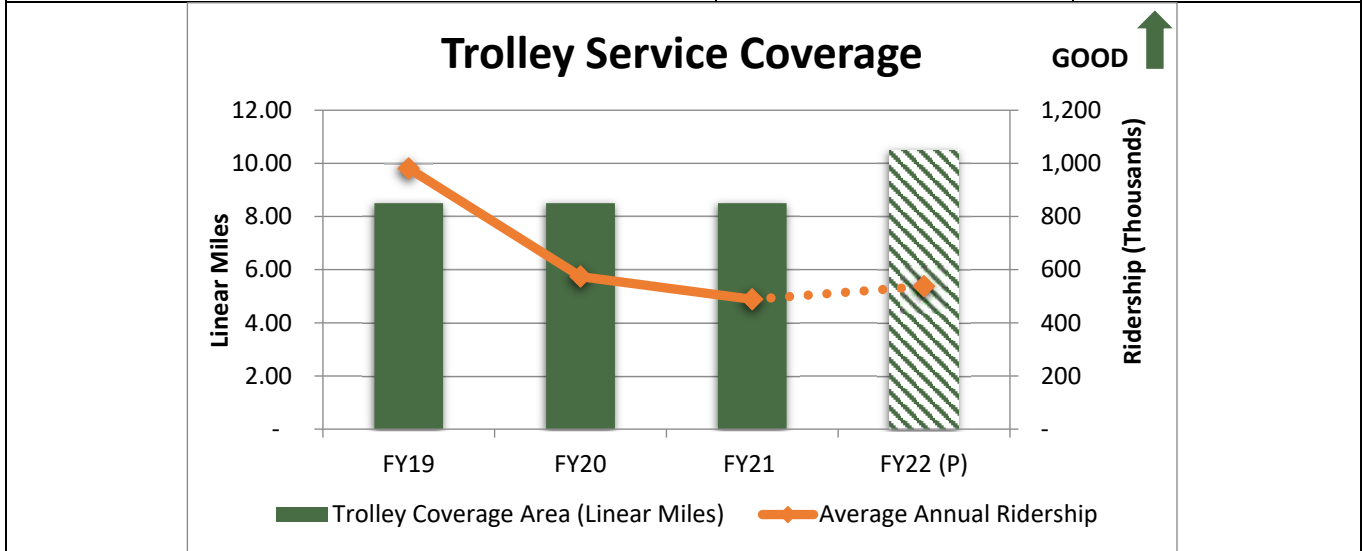
## Action Plan Worksheet 2022

### 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 2022

### Frequency & venue of review:

- Quarterly review with Parking Director
- Quarterly review with City Manager
- Quarterly review with 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 2022

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





## Action Plan Worksheet 2022

**Action Plan Owner:** Kevin Kinney, Parking Director

**Action Plan Name:** AP 1.3-9 Construction of Minorca Garage

**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	01/31/21	City Manager Approval and permits
Construction	12/31/21	Garage Completed

**Resource requirements (what do we need to succeed?)**

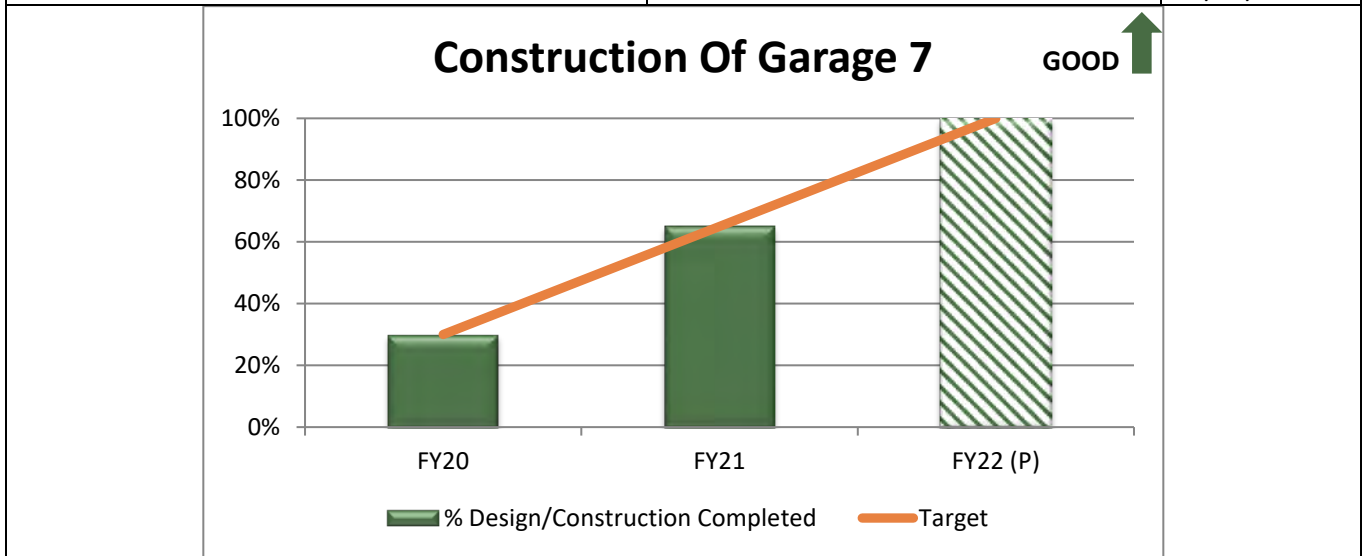
- Construction costs - \$20,317,248
- General conditions/Design - \$925,611
- Art in Public Places - \$327,031
- I.T. outfitting needs - \$400,000
- Furniture/Fixtures - \$159,184
- I.T. participation in design process 100 hours
- Hiring of new staff to manage garage - \$365,000 beginning in FY 2023
- 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 2022

### 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% 20% 30% 80% 100%	09/30/18 09/30/19 09/30/20 09/30/21 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 2022

### 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 - \$22,129,074
- Hiring additional staff to manage garage - \$365,000 beginning in FY 2023



## Action Plan Worksheet 2022

**Action Plan Owner:** Kevin Kinney, Parking Director

**Action Plan Name:** 1.3-10 Replacement of Inefficient and Outdated Garage 1 (Mobility Hub)

**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
Contract with construction team for design build services	02/28/21	Executed contract
Obtain construction financing	10/31/21	Commission approval
Finalize design for new Garage 1	06/30/22	City Manager approval and permits
Construction	09/30/22	Garage completed
Determine disposition of Garage 4	10/31/22	Commission approval

**Resource requirements (what do we need to succeed?)**

- Construction costs - \$36,838,000
- General conditions/Design - \$2,887,000
- Art in Public Places - \$604,875
- I.T. outfitting needs - \$600,000
- I.T. Participation in design 100 Hours
- Parking staff support 100 hours monthly
- Support from PW-Capital Projects/Construction Division 100 hours monthly

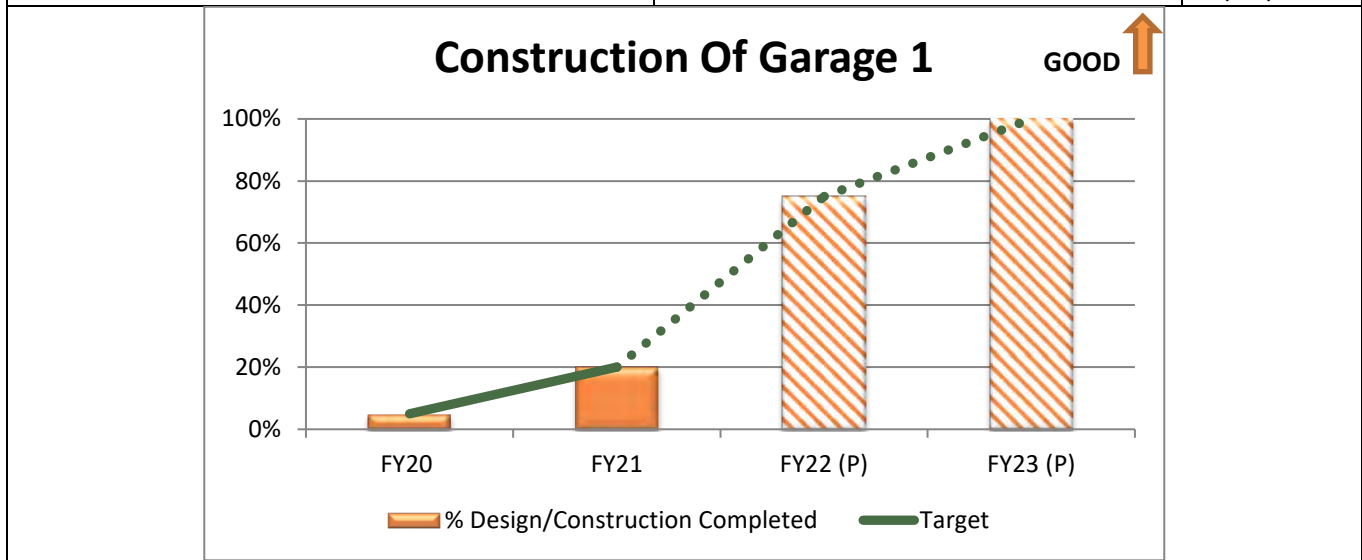




## Action Plan Worksheet 2022

### 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 2022

### 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:

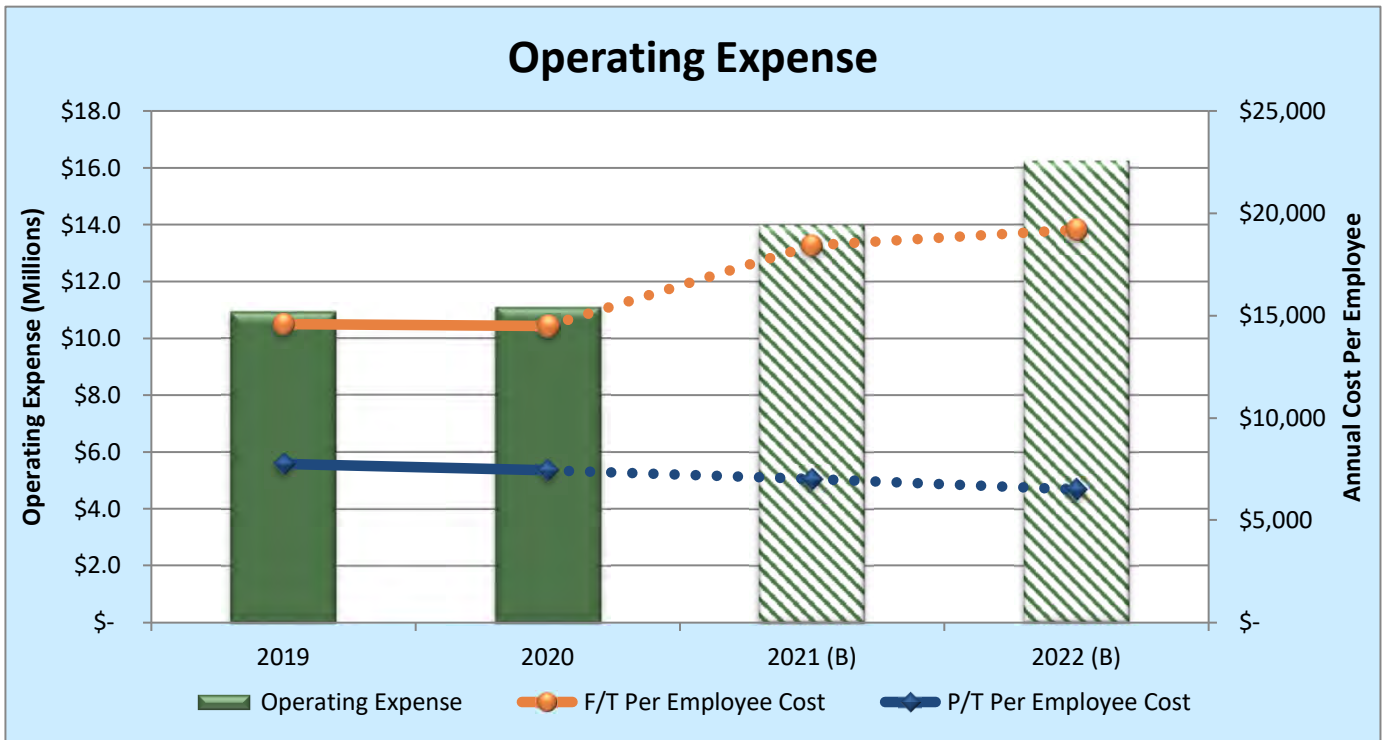
- Parking Revenue of \$2,150,000 annually
- Sale of Garage 4 to reduce Debt Service \$16,000,000
- Consolidation of G4/G1 Operations \$200,000

#### Negative:

- Fully loaded cost of Garage 1 construction of \$40,929,875

**2021-2022 BUDGET  
INSURANCE FUND SUMMARY**

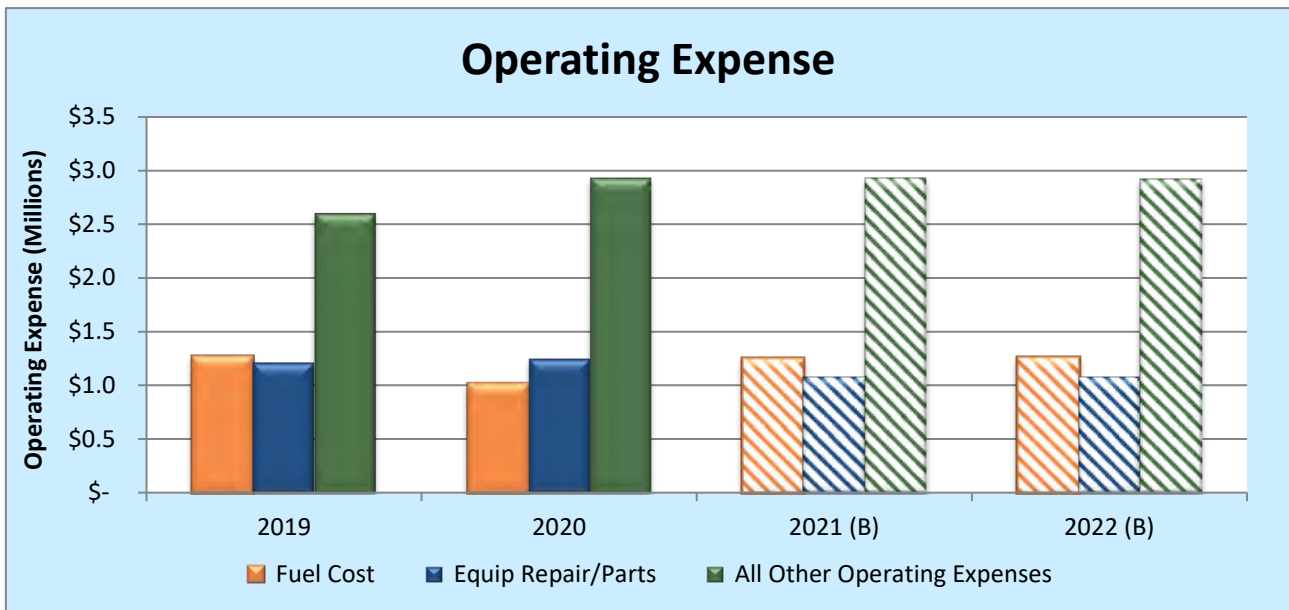
	<u>2018-2019 ACTUAL</u>	<u>2019-2020 ACTUAL</u>	<u>2020-2021 BUDGET</u>	<u>2021-2022 BUDGET</u>
<b>OPERATING REVENUES</b>				
Charges to Departments for:				
Workers Compensation	\$ 2,104,287	\$ 1,970,143	\$ 2,000,000	\$ 2,000,000
General Liability Insurance	3,500,000	3,500,001	3,500,000	3,500,000
Group Health Insurance	5,740,366	5,963,601	9,653,484	10,741,706
Miscellaneous	908,580	824,693	434,600	-
<b>TOTAL OPERATING REVENUES</b>	<b><u>\$ 12,253,233</u></b>	<b><u>\$ 12,258,438</u></b>	<b><u>\$ 15,588,084</u></b>	<b><u>\$ 16,241,706</u></b>
<b>OPERATING EXPENSES</b>				
Group Health, Life & Dental Premiums	\$ 5,842,327	\$ 5,992,149	\$ 8,475,973	\$ 10,741,706
Worker's Comp. & Gen. Liab. Premiums	5,090,180	5,096,968	5,500,000	5,500,000
<b>TOTAL OPERATING EXPENSES</b>	<b><u>\$ 10,932,507</u></b>	<b><u>\$ 11,089,117</u></b>	<b><u>\$ 13,975,973</u></b>	<b><u>\$ 16,241,706</u></b>



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.

**2021-2022 BUDGET  
MOTOR POOL FUND SUMMARY**

	<u>2018-2019 ACTUAL</u>	<u>2019-2020 ACTUAL</u>	<u>2020-2021 BUDGET</u>	<u>2021-2022 BUDGET</u>
<b>OPERATING REVENUES</b>				
Charges to Departments for use of Vehicles & Equipment	\$ 5,461,502	\$ 5,263,137	\$ 5,247,405	\$ 5,273,312
Replacement Cost Recovery	2,761,765	3,328,910	2,936,417	3,438,432
Miscellaneous	349,492	546,053	1,953,588	-
<b>TOTAL OPERATING REVENUES</b>	<b><u>\$ 8,572,759</u></b>	<b><u>\$ 9,138,100</u></b>	<b><u>\$ 10,137,410</u></b>	<b><u>\$ 8,711,744</u></b>
<b>OPERATING EXPENSES</b>				
Operating Expense	\$ 5,086,699	\$ 5,197,052	\$ 5,252,844	\$ 5,257,012
Capital Outlay	3,110,261	4,007,972	4,884,566	3,454,732
	<b><u>\$ 8,196,960</u></b>	<b><u>\$ 9,205,024</u></b>	<b><u>\$ 10,137,410</u></b>	<b><u>\$ 8,711,744</u></b>



*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.*

**2021-2022 BUDGET**  
**MOTOR POOL COST DISTRIBUTION**

DEPT. NO.	DISTRIBUTION COST			DEPARTMENT
	REPL	MAINT	TOTAL	
1030	\$ 42,646	\$ 14,475	\$ 57,121	CITY MANAGER - COMMUNICATIONS & PUBLIC AFFAIRS
1120	2,005	3,240	5,245	HUMAN RESOURCES
1130	2,012	138	2,150	LABOR RELATIONS & RISK MANAGEMENT
1210	30,782	20,082	50,864	DEVELOPMENT SERVICE - BUILDING
1220	11,319	1,073	12,392	DEVELOPMENT SERVICE - PLANNING
1230	24,177	19,618	43,795	DEVELOPMENT SERVICE - CODE ENFORCEMENT
1320	2,464	188	2,652	HIST. RESOURCES & CULTURAL ARTS - PRESERVATION
1500	21,158	3,594	24,752	PUBLIC WORKS - ADMINISTRATION
1510	5,424	6,049	11,473	PUBLIC WORKS - CAPITAL IMPROVEMENT
1515	7,131	7,956	15,087	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	126,493	711,306	837,799	PUBLIC WORKS - R.O.W. ENF & MAINT
1580	165,093	183,993	349,086	PARKING - TROLLEY/TRANS
3020	10,630	17,262	27,892	FINANCE - BILLING & COLLECTIONS
3040	2,282	-	2,282	FINANCE - PROCUREMENT
3200	15,070	36,554	51,624	INFORMATION TECHNOLOGY
5000	37,909	20,951	58,860	POLICE - ADMINISTRATION
5020	624,657	554,140	1,178,797	POLICE - UNIFORM PATROL
5030	110,697	186,267	296,964	POLICE - CRIMINAL INVESTIGATIONS
5040	33,166	28,995	62,161	POLICE - TECHNICAL SERVICES
5060	24,114	44,538	68,652	POLICE - PROFESSIONAL STANDARDS
5070	261,262	198,254	459,516	POLICE - SPECIALIZED ENFORCEMENT
5500	775,107	657,508	1,432,615	FIRE DEPARTMENT
6020	1,115	5,966	7,081	COMMUNITY RECREATION - VENETIAN POOL
6030	31,570	453	32,023	COMMUNITY RECREATION - GRANADA GOLF
6050	8,013	5,971	13,984	COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS
6070	35,557	6,569	42,126	COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE
6120	646,880	1,832,929	2,479,809	PUBLIC WORKS - SOLID WASTE
6130	144,866	396,033	540,899	PUBLIC WORKS - GREENSPACE MANAGEMENT
8360	9,456	33,866	43,322	PARKING - ON-STREET METER MAINT/COLLECTION
8400	30,118	13,895	44,013	PARKING - VIOLATION ENFORCEMENT
1555	5,256	17,101	22,357	PUBLIC WORKS - SIGN SHOP
	<u>\$ 3,438,432</u>	<u>\$ 5,273,312</u>	<u>\$ 8,711,744</u>	

**2021-2022 BUDGET ESTIMATE  
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>
<b>FINANCE</b>					
3020	2007 Chevrolet Impala	1745	Chevy Bolt	\$ 30,000	
<b>SUBTOTAL - FINANCE</b>					<b>\$ 30,000</b>
<b>COMMUNITY RECREATION</b>					
6030	New Addition	New	ADA Golf Cart	7,000	
6050	2005 Ford 500	852	Ford Ranger	27,000	
<b>SUBTOTAL - COMMUNITY RECREATION</b>					<b>34,000</b>
<b>FIRE</b>					
5500	1990 GMC Van	18	Pierce LTRT Light Technical Rescue Truck	630,000	
5500	2003 3/4 ton van	29	Chevy Tahoe	45,000	
<b>SUBTOTAL - FIRE</b>					<b>675,000</b>
<b>INFORMATION TECHNOLOGY</b>					
3200	2006 Ford Escape	3070	Ford Transit Van, Cargo, Low Roof	32,000	
<b>SUBTOTAL - INFORMATION TECHNOLOGY</b>					<b>32,000</b>
<b>PARKING</b>					
8360	2007 Ford Ranger	1962	Ford Ranger	27,000	
8400	2010 Smart Coupe	2500	Chevy Bolt	30,000	
8400	2010 Smart Coupe	2501	Chevy Bolt	30,000	
8400	2007 Chevy Malibu	3031	TBD Mid Size Sedan	25,000	
<b>SUBTOTAL - PARKING</b>					<b>112,000</b>
<b>POLICE</b>					
5020	2008 Ford Crown Victoria	270	Ford Interceptor SUV Hybrid	37,000	
5070	2010 Ford Crown Victoria	342	Ford Interceptor SUV Hybrid	37,000	
5020	2011 Ford Crown Victoria	347	Ford Interceptor SUV Hybrid	37,000	
5070	2011 Ford Crown Victoria	348	Ford Interceptor SUV Hybrid	37,000	
5020	2013 Ford Interceptor	357	Ford Interceptor SUV Hybrid	37,000	
5020	2013 Ford Interceptor	358	Ford Interceptor SUV Hybrid	37,000	
5020	2013 Ford Interceptor	360	Ford Interceptor SUV Hybrid	37,000	
5020	2013 Ford Interceptor	361	Ford Interceptor SUV Hybrid	37,000	
5020	2014 Ford Interceptor	362	Ford Interceptor SUV Hybrid	37,000	
5020	2014 Ford Interceptor	363	Ford Interceptor SUV Hybrid	37,000	
5020	2014 Ford Interceptor	364	Ford Interceptor SUV Hybrid	37,000	
5020	2014 Ford Interceptor	365	Ford Interceptor SUV Hybrid	37,000	
5020	2015 Ford SUV Interceptor	367	Ford Interceptor SUV Hybrid	37,000	
5070	2015 Ford SUV Interceptor	368	Ford Interceptor SUV Hybrid	37,000	
5020	2015 Ford SUV Interceptor	369	Ford Interceptor SUV Hybrid	37,000	
5020	2915 Ford SUV Interceptor	372	Ford Interceptor SUV Hybrid	37,000	
5020	2015 Ford SUV Interceptor	373	Ford Interceptor SUV Hybrid	37,000	
5020	2015 Ford SUV Interceptor	374	Ford Interceptor SUV Hybrid	37,000	
5020	2015 Ford SUV Interceptor	377	Ford Interceptor SUV Hybrid	37,000	
5020	2015 Ford SUV Interceptor	378	Ford Interceptor SUV Hybrid	37,000	
5020	2015 Ford SUV Interceptor	380	Ford Interceptor SUV Hybrid	37,000	
5020	2016 Ford SUV Interceptor	391	Ford Interceptor SUV Hybrid	37,000	
5070	2006 Ford F350 Crew Cab	727	F250 Crew Cab	40,000	
5070	2010 Ford Expedition	748	Ford F150, Crew Cab, Bedliner, Bed Cover, 5.0 L	35,000	
5070	2013 Ford SUV Interceptor	762	Ford Interceptor SUV Hybrid	37,000	
5020	2014 Ford SUV Interceptor	767	Ford Interceptor SUV Hybrid	37,000	
5020	2016 GEM TRUCKSTER	200	GEM E-4 TRUCKSTER	32,000	
5020	2016 GEM TRUCKSTER	201	GEM E-4 TRUCKSTER	32,000	
5020	2016 GEM TRUCKSTER	202	GEM E-4 TRUCKSTER	32,000	
5020	2016 GEM TRUCKSTER	203	GEM E-4 TRUCKSTER	32,000	
5020	2016 GEM TRUCKSTER	204	GEM E-4 TRUCKSTER	32,000	
			Strobes-R-Us Upfitting	210,432	
<b>SUBTOTAL - POLICE</b>					<b>1,333,432</b>

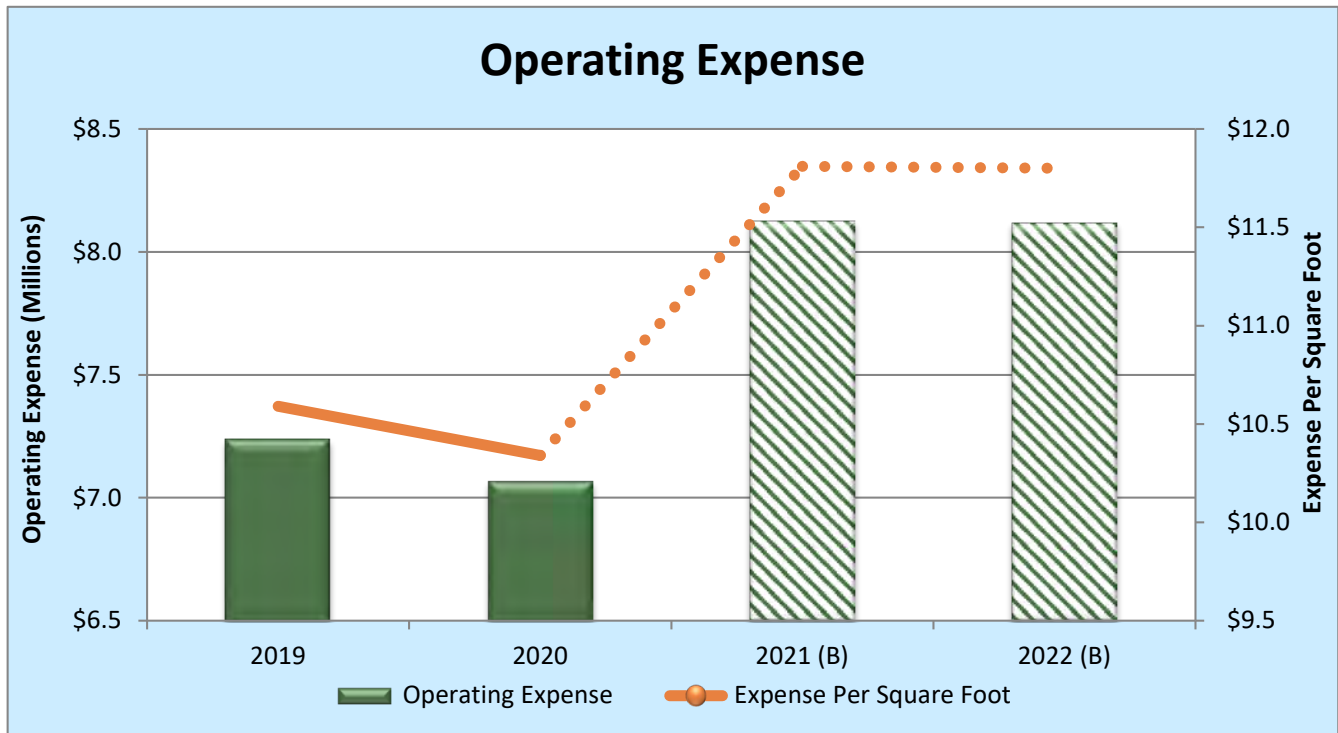


**2021-2022 BUDGET ESTIMATE  
MOTOR POOL FUND  
VEHICLE AND EQUIPMENT PURCHASES**

<u>DEPARTMENT</u>	<u>DESCRIPTION</u>	<u>VEH ID#</u>	<u>YEAR/MODEL</u>	<u>COST</u>	<u>TOTAL</u>
<b>PUBLIC WORKS</b>					
1500	2017 Nissan Leaf (accident - total loss)	1007	Chevy Bolt	30,000	
1510	2007 Chevrolet Malibu	3032	Chevy Malibu	25,000	
1510	2003 Chevy Astro Van	1829	Ford Ranger	28,000	
1505	2004 Ford Ranger	1903	Ford F250	40,000	
6120	2006 Trash Crane	1185	Petersen Loader	165,000	
6120	2006 Trash Crane	1186	Petersen Loader	165,000	
6120	2006 Crane Carrier GARBG/PAKR	1809	CRANE CARRIER GARBG/PAKR	264,000	
6120	2013 Ford F-250 3/4T	1918	F250/Crew Cab/Dump body	45,000	
1520	2005 Ford E250	1832	Ford F250	40,000	
1520	2006 Ford F250	1907	Ford F250	40,000	
1520	2006 Ford F250	1916	Ford F250	40,000	
6130	2008 Ford F250	1920	Ford F250	35,000	
6130	2000 Ford F250	1889	Ford F250	30,000	
6130	2006 Ford F250	1909	Ford F250	40,000	
1550	2004 Ford F350	1912	Ford F350	45,000	
1550	2008 Ford F350	1896	Ford F250	35,000	
1540	2004 Ford F450	1914	Ford F450	120,000	
1535	2008 Ford F350	1930	Ford F250	35,000	
	<b>SUBTOTAL - PUBLIC WORKS</b>				<u>1,222,000</u>
	<b>TOTAL VEHICLE REPLACEMENT BUDGET</b>				<u><u>\$ 3,438,432</u></u>

**2021-2022 BUDGET  
GENERAL SERVICES FUND SUMMARY**

	<u>2018-2019 ACTUAL</u>	<u>2019-2020 ACTUAL</u>	<u>2020-2021 BUDGET</u>	<u>2021-2022 BUDGET</u>
<b>OPERATING REVENUES</b>				
Charges to Departments for use of Facilities	\$ 7,914,814	\$ 8,088,235	\$ 8,124,326	\$ 8,117,578
Miscellaneous	150,545	85,164	-	-
<b>TOTAL OPERATING REVENUES</b>	<b><u>\$ 8,065,359</u></b>	<b><u>\$ 8,173,399</u></b>	<b><u>\$ 8,124,326</u></b>	<b><u>\$ 8,117,578</u></b>
<b>OPERATING EXPENSES</b>				
Operating Expense	\$ 7,235,318	\$ 7,064,376	\$ 8,124,326	\$ 8,117,578
Capital Outlay	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b><u>\$ 7,235,318</u></b>	<b><u>\$ 7,064,376</u></b>	<b><u>\$ 8,124,326</u></b>	<b><u>\$ 8,117,578</u></b>



*The General Services 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.*

**2021-2022 BUDGET**  
**TOTAL GENERAL SERVICES COST DISTRIBUTION**

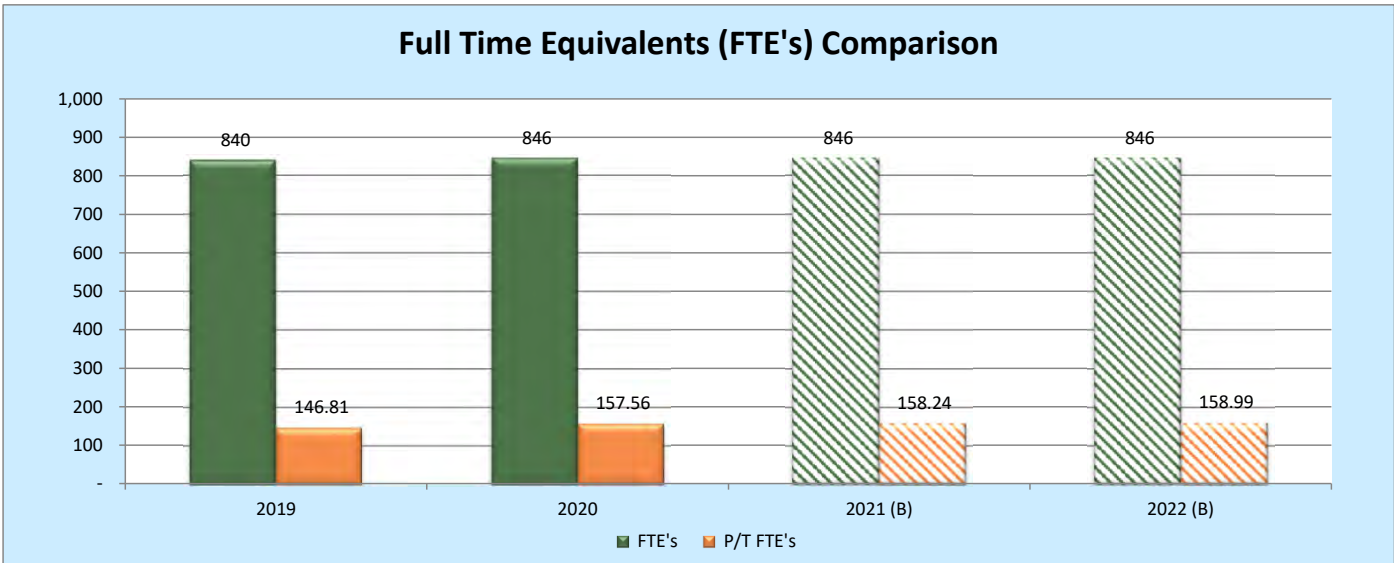
DEPT. NO.	TOTAL COST DISTRIBUTION	DEPARTMENT
0100	\$ 58,285	CITY COMMISSION
0500	40,647	CITY ATTORNEY
0600	33,065	CITY CLERK - ADMIN
0601	35,380	CITY CLERK - SPEC REV EXP
1010	30,516	CITY MANAGER - ADMIN
1030	45,432	CITY MANAGER - COMMUNICATIONS & PUBLIC AFFAIRS
1120	36,385	HUMAN RESOURCES
1130	17,690	LABOR RELATIONS & RISK MANAGEMENT
1200	28,590	DEVELOPMENT SERVICE - ADMIN
1210	64,324	DEVELOPMENT SERVICE - BUILDING
1220	90,623	DEVELOPMENT SERVICE - PLANNING
1230	25,326	DEVELOPMENT SERVICE - CODE ENFORCEMENT
1320	327,521	HIST. RESOURCES & CULTURAL ARTS - PRESERVATION
1330	99,309	HIST. RESOURCES & CULTURAL ARTS - CULTURAL ARTS
1500	23,025	PUBLIC WORKS - ADMINISTRATION
1505	5,817	PUBLIC WORKS - SUSTAINABLE PUBLIC INFRASTRUCTURE
1510	27,769	PUBLIC WORKS - CAPITAL IMPROVEMENT
1515	33,941	PUBLIC WORKS - ENGINEERING
1535	39,936	PUBLIC WORKS - STORMWATER MGMT
1540	397,704	PUBLIC WORKS - SANITARY SEWER
1550	1,765,103	PUBLIC WORKS - R.O.W. ENF & MAINT
1555	44,926	PUBLIC WORKS - SIGN SHOP
3010	58,608	FINANCE - ADMINISTRATION
3020	17,144	FINANCE - BILLING & COLLECTIONS
3030	18,107	FINANCE - REPORTING & OPERATIONS
3040	152,681	FINANCE - PROCUREMENT
3050	25,594	FINANCE - MANAGEMENT & BUDGET
3200	36,765	INFORMATION TECHNOLOGY
5000	143,870	POLICE - ADMINISTRATION
5020	190,625	POLICE - UNIFORM PATROL
5030	154,052	POLICE - CRIMINAL INVESTIGATIONS
5040	199,733	POLICE - TECHNICAL SERVICES
5060	188,306	POLICE - PROFESSIONAL STANDARDS
5500	711,451	FIRE DEPARTMENT
6010	159,340	COMMUNITY RECREATION - TENNIS CENTERS
6020	184,105	COMMUNITY RECREATION - VENETIAN POOL
6030	154,514	COMMUNITY RECREATION - GRANADA GOLF
6050	878,226	COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS
6070	51,504	COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE
6120	30,514	PUBLIC WORKS - SOLID WASTE
6130	836,259	PUBLIC WORKS - GREENSPACE MANAGEMENT
8300	21,625	PARKING - ADMINISTRATION
8310	112,950	PARKING - MOBILITY HUB
8320	187,999	PARKING - MUSEUM GARAGE
8330	32,899	PARKING - MINORCA GARAGE
8340	120,766	PARKING - ANDALUSIA GARAGE
8390	65,797	PARKING - METER/PERMIT PARKING LOTS
1580	112,830	PARKING - TROLLEY/TRANS
	\$ 8,117,578	

**CITY OF CORAL GABLES  
2021-2022 BUDGET**

**POSITION SUMMARY**

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

DEPARTMENT	ACTUAL 2018-2019			ACTUAL 2019-2020			BUDGET 2020-2021			BUDGET 2021-2022		
	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	7.50	-	7.50	7.50	-	7.50
City Clerk	8.00	4.50	12.50	8.00	4.50	12.50	8.00	6.00	14.00	8.00	6.00	14.00
City Manager	10.00	8.10	18.10	11.00	8.10	19.10	11.00	6.60	17.60	11.00	6.60	17.60
Human Resources	10.00	2.25	12.25	10.00	4.50	14.50	10.00	3.00	13.00	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	3.75	65.75	62.00	3.75	65.75	60.00	4.50	64.50	60.00	4.50	64.50
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	196.00	14.25	210.25	198.00	15.00	213.00	199.00	15.00	214.00	199.00	15.75	214.75
Finance	27.00	9.75	36.75	27.00	9.75	36.75	27.00	9.35	36.35	27.00	9.35	36.35
Information Technology	19.00	6.00	25.00	19.00	6.00	25.00	19.00	4.50	23.50	19.00	4.50	23.50
Police	272.00	17.70	289.70	275.00	19.80	294.80	275.00	22.05	297.05	275.00	22.05	297.05
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	32.50	66.26	98.76	32.50	71.91	104.41	32.50	73.74	106.24	32.50	73.74	106.24
Economic Development	5.00	1.50	6.50	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	7.50	34.50	28.00	7.50	34.50	28.00	7.50	34.50	28.00	7.50	35.50
<b>Total</b>	<b>840.00</b>	<b>146.81</b>	<b>985.81</b>	<b>846.00</b>	<b>157.56</b>	<b>1,002.56</b>	<b>846.00</b>	<b>158.24</b>	<b>1,003.24</b>	<b>846.00</b>	<b>158.99</b>	<b>1,004.99</b>



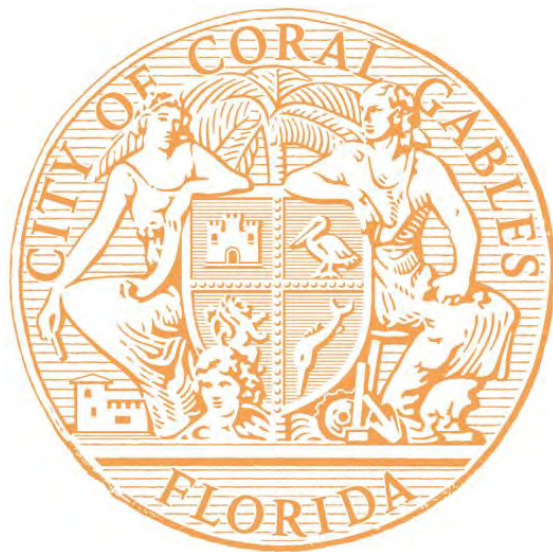
**FOUR YEAR COMPARISON OF TOTAL HEADCOUNT (Number of Employees)**

Total Headcount	ACTUAL 2018-2019			ACTUAL 2019-2020			BUDGET 2020-2021			ESTIMATE 2021-2022		
	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.
	<b>840</b>	<b>214</b>	<b>1,054</b>	<b>846</b>	<b>214</b>	<b>1,060</b>	<b>846</b>	<b>216</b>	<b>1,062</b>	<b>846</b>	<b>226</b>	<b>1,072</b>

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.

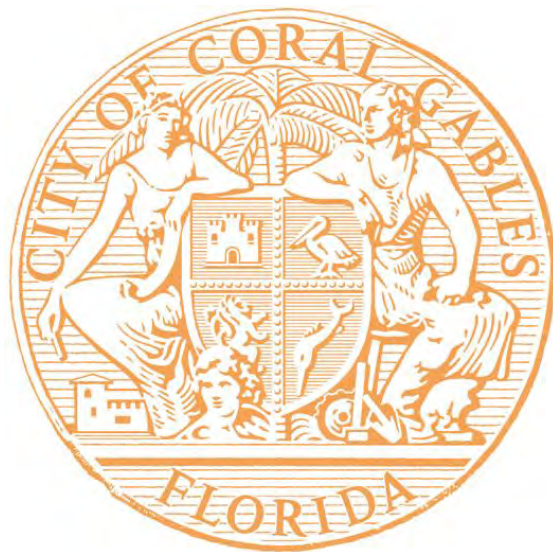
**2021-2022 BUDGET  
PAYROLL RELATED COST DISTRIBUTION**

DEPT	TOTAL FT HC & PT FTE's	TOTAL WAGES	PERSONNEL BENEFITS					GENERAL LIABILITY INSURANCE	
			FICA TAX	RETIRE- MENT	WORKERS COMP	GROUP INSURANCE	POST EMPL HEALTH		TOTAL BENEFITS
0100	6.75	\$ 289,973	\$ 22,184	\$ 129,625	\$ 1,104	\$ 76,313	\$ 950	\$ 230,176	\$ 13,712
0500	7.50	902,346	62,524	265,259	1,097	104,434	8,000	441,314	42,669
0600	5.00	466,288	35,282	181,918	816	67,937	4,300	290,253	22,049
0601	9.00	399,888	30,591	95,851	490	38,390	2,150	167,472	18,910
1010	10.60	1,094,755	70,051	371,880	1,816	116,938	7,750	568,435	51,768
1030	7.00	455,630	34,857	60,709	1,933	38,067	1,425	136,991	21,545
1120	13.00	899,558	66,937	319,948	2,129	133,742	10,000	532,756	42,538
1130	4.75	420,985	31,002	118,725	2,345	52,538	4,050	208,660	19,907
1200	6.00	552,814	40,471	112,625	2,547	76,376	5,250	237,269	26,141
1210	28.00	2,128,482	162,826	746,182	28,383	290,353	7,600	1,235,344	100,650
1220	17.00	1,299,495	99,411	507,591	5,747	219,576	6,900	839,225	61,449
1230	13.50	749,299	57,321	318,859	17,633	165,466	1,900	561,179	35,432
1320	4.00	342,405	26,195	114,361	653	50,320	4,300	195,829	16,191
1330	2.75	162,319	12,418	56,437	451	29,122	950	99,378	7,676
1500	9.00	740,118	54,384	255,949	4,604	124,471	8,100	447,508	34,998
1505	5.00	495,349	37,895	225,977	7,086	69,753	4,750	345,461	23,424
1510	9.00	781,962	59,820	109,155	12,676	67,117	5,000	253,768	36,977
1515	10.50	864,671	66,149	326,670	16,608	116,964	2,850	529,241	40,888
1520	19.25	1,094,070	83,698	418,953	39,231	218,729	3,100	763,711	51,735
1535	9.50	559,522	42,803	207,582	21,839	102,145	2,850	377,219	26,458
1540	15.25	887,297	67,876	312,202	30,244	149,796	2,150	562,268	41,958
1550	7.75	415,357	31,775	158,063	38,081	83,387	-	311,306	19,641
1555	2.75	139,162	10,646	53,010	7,171	23,829	-	94,656	6,581
1580	1.50	140,246	10,729	63,980	1,894	17,876	600	95,079	6,632
3010	2.00	231,386	15,460	105,558	327	31,353	2,150	154,848	10,942
3020	10.10	520,734	39,836	122,824	4,931	86,028	2,850	256,469	24,624
3030	10.25	787,596	60,252	243,666	1,306	100,649	7,850	413,723	37,243
3040	10.00	702,591	53,745	154,781	1,143	95,534	5,950	311,153	33,224
3050	4.00	410,014	30,182	187,048	653	55,962	4,050	277,895	19,388
3200	23.50	1,737,561	130,584	548,445	2,279	250,909	7,150	939,367	82,164
4700	23.50	1,421,772	108,767	553,852	36,932	271,594	4,050	975,195	67,232
5000	13.25	1,425,168	104,618	525,067	19,919	123,434	7,800	780,838	67,392
5020	122.00	9,745,711	745,269	4,963,717	286,702	1,424,196	71,700	7,491,584	460,847
5030	43.00	4,215,482	320,689	2,049,554	100,019	522,158	25,550	3,017,970	199,338
5040	61.50	4,130,533	315,466	1,469,577	18,580	722,201	4,700	2,530,524	195,321
5060	19.00	1,507,372	114,533	522,086	15,837	155,523	5,400	813,379	71,279
5070	38.30	3,537,870	270,647	1,616,231	76,084	384,432	21,650	2,369,044	167,296
5500	149.25	15,720,786	265,678	8,024,062	403,369	2,032,538	134,250	10,859,897	743,392
6000	9.00	651,155	48,738	268,424	7,732	82,329	5,725	412,948	30,791
6010	13.80	451,184	34,514	86,149	10,227	57,344	1,900	190,134	21,335
6020	30.60	750,251	57,394	55,636	12,239	47,649	2,850	175,768	35,477
6030	1.00	48,424	3,705	21,635	1,979	11,912	-	39,231	2,290
6050	29.63	948,582	72,566	174,265	20,324	95,303	1,900	364,358	44,856
6060	9.36	311,397	23,822	55,696	4,532	28,678	950	113,678	14,725
6065	2.35	107,573	8,229	34,462	181	11,918	-	54,790	5,087
6070	10.50	469,919	35,947	75,581	26,567	74,902	1,900	214,897	22,221
6120	76.00	3,961,326	303,040	1,522,257	532,603	920,110	4,050	3,282,060	187,323
6130	27.25	1,555,466	118,996	617,570	114,981	298,046	4,050	1,153,643	73,554
6900	6.50	580,814	44,431	210,741	816	69,756	5,250	330,994	27,465
7010	1.00	101,013	7,727	46,082	163	11,923	950	66,845	4,777
8300	4.50	374,838	27,376	156,217	816	57,369	1,800	243,578	17,725
8310	1.00	56,238	4,302	3,937	163	11,914	950	21,266	2,659
8320	1.00	32,386	2,478	2,267	5,440	11,909	-	22,094	1,531
8330	1.00	41,309	3,160	2,892	163	11,911	-	18,126	1,953
8340	1.00	40,020	3,062	18,257	1,731	11,910	-	34,960	1,892
8360	6.00	282,349	21,599	114,499	15,295	80,172	-	231,565	13,351
8400	19.50	875,022	66,940	251,021	29,389	156,501	-	503,851	41,377
<b>1,004.99</b>	<b>\$ 74,015,833</b>	<b>\$ 4,681,597</b>	<b>\$ 30,335,567</b>	<b>\$ 2,000,000</b>	<b>\$ 10,741,706</b>	<b>\$ 432,300</b>	<b>\$ 48,191,170</b>	<b>\$ 3,500,000</b>	



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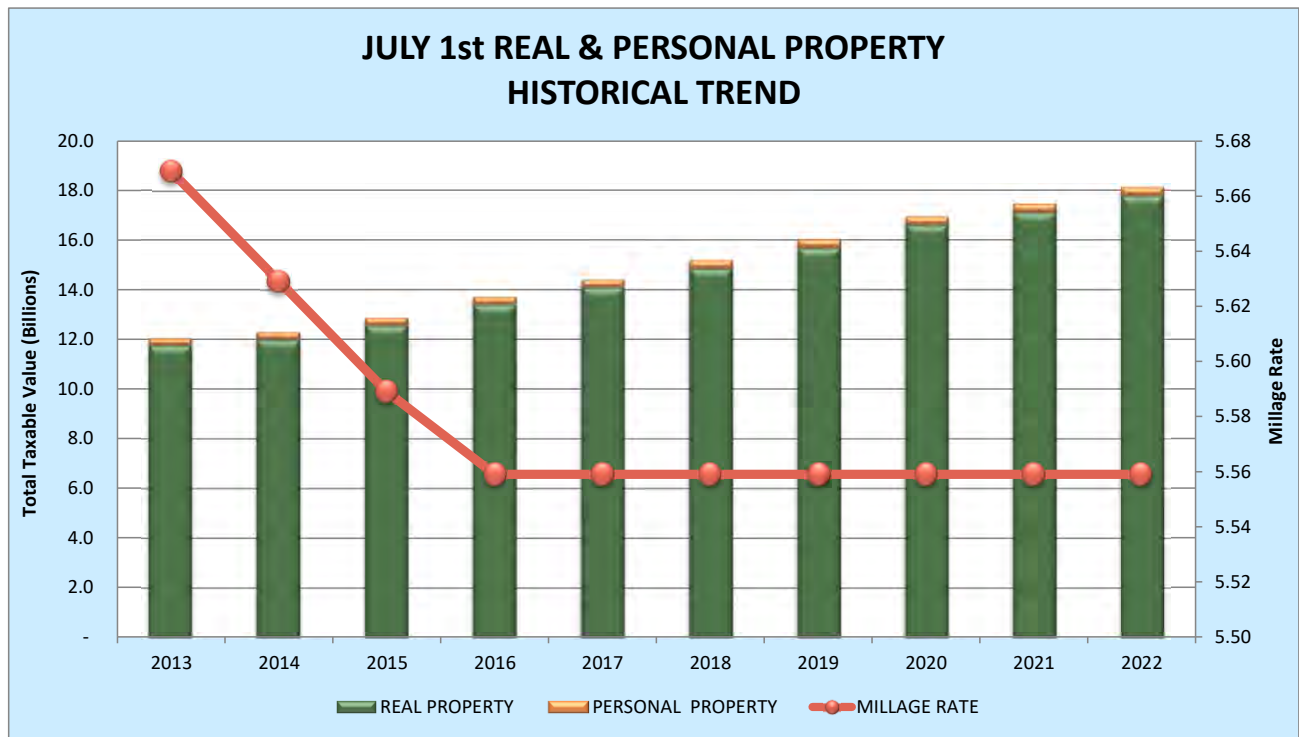




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**CITY OF CORAL GABLES  
2021-2022 BUDGET  
JULY 1st TAXABLE VALUES OF REAL & PERSONAL PROPERTY  
TEN-YEAR TREND**

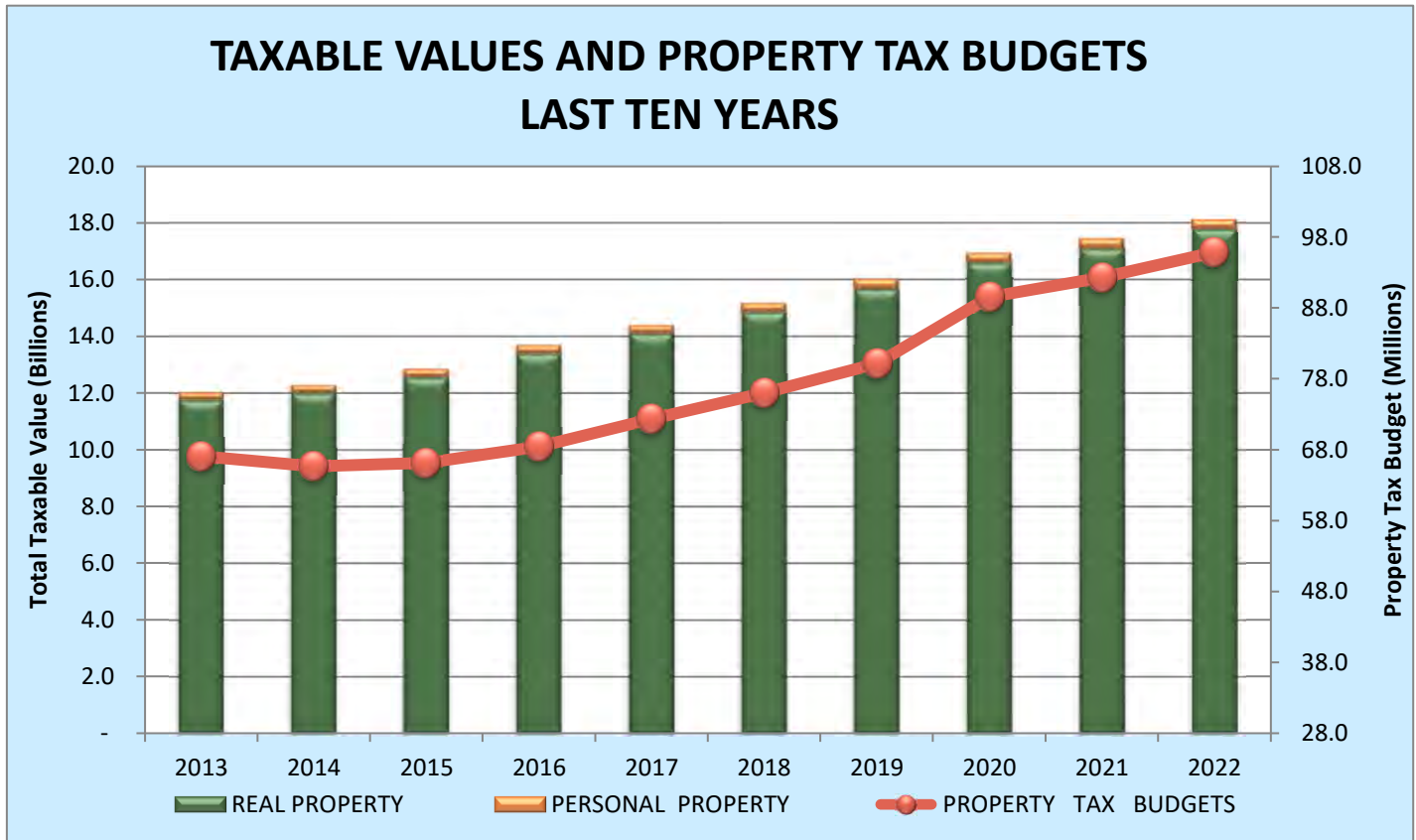
FISCAL YEAR	REAL PROPERTY	PERSONAL PROPERTY	TOTAL JULY 1st TAXABLE VALUE
2013	\$ 11,752,319,227	\$ 273,243,675	\$ 12,025,562,902
2014	11,996,154,496	284,616,094	12,280,770,590
2015	12,563,996,934	291,419,796	12,855,416,730
2016	13,395,162,364	297,441,249	13,692,603,613
2017	14,091,791,819	297,340,793	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
2022	17,774,827,280	350,297,460	18,125,124,740



FISCAL YEAR	CORAL GABLES TAX RATES			* COUNTY	* SCHOOL	* REGIONAL	TOTAL TAX MILLAGE RATE
	OPERATIONS	DEBT SERVICE	TOTAL				
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
2022	5.5590	-0-	5.5590	5.9584	7.0090	0.2995	18.8259

\* FY22 County, School & Regional millages are proposed as of the date this book was printed.

**CITY OF CORAL GABLES  
2021-2022 BUDGET**



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

<b>FISCAL YEAR</b>	<b>PROPERTY TAX BUDGETS</b>	<b>COLLECTIONS WITHIN THE YEAR OF THE LEVY</b>	<b>PRIOR YEARS' LATE COLLECTIONS</b>	<b>* TOTAL COLLECTIONS TO DATE</b>	<b>PERCENT OF LEVY COLLECTED TO DATE</b>
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	89,831,650	170,561	90,002,211	100.5%
2021	92,278,432	92,507,444	201,568	92,709,012	100.5%
2022	95,894,690	95,794,690	100,000	-	0.0%

\* Fiscal Year 2021 collection data is partial year information, i.e. 11.5 months.

## **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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