



**CITY OF CORAL GABLES
2012-2013 BUDGET**



2012-2013 BUDGET

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The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Coral Gables, Florida for its annual budget for the fiscal year beginning October 1, 2011.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

The award is valid for a period of one year only. The City administration believes the current budget continues to conform to program requirements, and is submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Coral Gables
Florida**

For the Fiscal Year Beginning

October 1, 2011

Linda C. Dawson Jeffrey R. Egan

President

Executive Director



THE CITY OF CORAL GABLES



OFFICE OF CITY MANAGER

CITY HALL 405 BILTMORE WAY
CORAL GABLES, FLORIDA 33134

October 1, 2012

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

Dear Mayor and Commissioners:

The financial outlook for the City, while improved from a year ago, is expected in the near term to remain a challenging environment in which to navigate. The economic recovery is proving to be a long and winding road, held back by the difficulties in the housing market, the need for financial institutions to bolster their capital in the wake of the financial crisis of 2008 and the efforts of consumers to reduce their debt burdens. The Federal Reserve Bank is expected to hold short-term interest rates close to 0% at least until 2014 in an effort to provide support for the U.S. economy. In Europe, heavy debt loads and financial challenges for governments in Greece, Portugal, Spain and Italy will hold back economic growth in that region of the world. Further east, the Chinese and Indian economies have slowed from their breakneck speed of recent years as well. All these factors combine to indicate the economy is likely to be sluggish in the near term.

Locally, we have seen a stabilization in the City's taxable value, but we anticipate that property values overall will grow only minimally in the next few years, continuing to put pressure on our budget. Amendment 4, providing for a 5% cap on the increase in assessed values of all non-homesteaded properties and generous first-time home buyer tax breaks, will further temper increases in taxable values if it is passed on November 6.

While we still face headwinds from the Great Recession, we continue to work towards laying a foundation for our financial future. We continue to squeeze efficiencies from operations and look for savings where it is prudent and does not negatively impact the delivery of services. These ongoing efforts to contain costs are indicative of the steps we are taking to improve our long-term financial health while remaining focused on providing a high level of basic, core services.

We must continue to be proactive in order to ultimately achieve the level of financial stability we desire. Not only must we continue to focus on improving the effective and efficient delivery of municipal services, but we also need to expand the tax base with sustainable development and continue to make strategic investments throughout the City to remain competitive in attracting such development. This long-term focus will ensure that Coral Gables will continue to be known as the City Beautiful.

The FY 2012-2013 Annual Budget covering the twelve months from October 1, 2012 through September 30, 2013 is submitted in accordance with the requirements of Article V of the City Charter. The Annual Budget is a financial plan and management tool that guides the City and each department for the upcoming fiscal year. The Budget contains projected as well as comparative financial information with budgets of previous years and actual revenues and expenditures. The comparative data helps to analyze trends in the financial operations of the City. The Annual Budget was presented to the City Commission at a budget workshop on Wednesday, July 25, 2012 and subsequently adopted at two public hearings held on September 13, 2012 and September 25, 2012. An ad valorem property tax millage of 5.669 was adopted by Ordinance No. 2012-12 and the annual budget of estimated revenues and expenditures was adopted by Ordinance No 2012-13.

Expenditures

The total operating, capital and debt service expenditures for FY 2012-2013 is budgeted at \$142,029,515, a decrease of \$43,364,902, or 23.4%, compared to the FY 2011-2012 annual budget. The main reason for the decrease is \$43,606,329 of prior year capital improvement projects included in the FY 2011-2012 budget that are not repeated for FY2012-2013. These capital projects include such projects as the Neighborhood Renaissance Program, Miami-Dade Building Better Communities Bond Improvements and Sanitary Sewer Improvements.

A comparison of expenditures for the FY 2010-2012 Budget and the adopted FY 2012-2013 Budget is shown below:

<u>Budget Year</u>	<u>2011-2012</u>	<u>2012-2013</u>	<u>Increase (Decrease)</u>
Operating Expenses	\$131,760,277	\$132,001,704	\$ 241,427
Capital Expenditures	46,686,329	3,080,000	43,606,329)
Debt Service Requirements	6,947,811	6,947,811	-
Total	\$185,394,417	\$142,029,515	\$(43,364,902)

Operating Expenditures

The increase in operating expenses from the FY 2011-2012 Budget of \$131,760,277 to the FY 2012-2013 Budget of \$132,001,704 is only \$241,427, or 0.2%.

The following table summarizes the changes from the current budget to the FY 2012-2013 Budget:

<u>Items</u>	<u>Increase (Decrease)</u>	<u>Total Budget</u>
Salary (Longevity, Merit)	\$ 77,414	\$ 57,175,529
Overtime	19,604	1,681,928
Employee Benefits		
Retirement	(151,188)	23,746,812
FICA	26,789	3,602,234
Workers Compensation	-	5,816,000
Health Insurance	278,478	6,035,923
Equipment Replacement	(355,462)	1,847,379
Equipment Additions	(213,843)	92,982
Other Operating Costs	(190,393)	29,409,917
Fleet Equipment Replacement	750,028	2,593,000
Net Change to Operating Budget	\$ 241,427	
Total Operating Budget		\$132,001,704

Overall, the personal services costs associated with employees (salary, overtime and benefits) is flat, only increasing 0.3%. There is no cost of living adjustment proposed for employees in the FY2012-2013 Budget. The most significant factor driving this modest rise is an increase of 6% in health insurance premiums.

Capital Improvements

The FY 2012-2013 Budget provides for a capital improvement program totaling \$3,080,000. The program includes funding for fire station repairs/improvements, public safety building repairs/improvements, playground equipment at Coral Bay Park, Museum capital improvements and funds for the purchase of land. The Roadway Improvement Program will provide approximately the same funding as in the FY2011-2012 Budget to resurface and rebuild City streets as well as make related improvements. When we have completed the 30 lane miles of resurfacing this year, gas tax monies will be sufficient to maintain the City's road network on an ongoing basis. This program is funded through the proceeds of the local option gasoline tax. Other capital improvements that are budgeted include upgrades for sanitary sewer lift stations and the replacement of some sanitary sewer force mains and pipes. In addition, there is an increase of 25% in funding from the FY2011-2012 Budget for storm water drainage improvements.

Debt Service

The total outstanding principal debt of the City is \$78,340,000 as of October 1, 2012. The City has no General Obligation Bond debt. The annual budget amount for debt payment on loans from the Sunshine State Governmental Financing Commission is \$6,947,811 and represents 5.0% of the total operating and debt service budget of \$138,959,515, and is below our goal for debt service to be under 8% of total operating and debt service cost.

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

The City has used Sunshine State since 1987 as its principle source for financing the acquisition and construction of City facilities such as Fire Station No. 3, the Youth Center, the Miracle Theater, the Merrick Parking Garage and Shops, the City Maintenance and Storage Facility located at S.W. 72nd Avenue, the Museum Parking Garage, the 427 Biltmore Way building, and for a comprehensive Capital Improvement Program including traffic calming circles, sidewalks, alleys, Biltmore and Granada golf course renovations, parks, entrances and plazas, information technology equipment, the Conference Center of the Americas located at the Biltmore Hotel, the Country Club of Coral Gables, the construction of the Coral Gables Museum Building, dredging of the Coral Gables Canal and funding the Neighborhood Renaissance Program.

Revenues

The revenues for FY 2012-2013 are projected to be \$143,718,375, a net decrease of \$7,800,428, or 5.1%, compared to projected revenues of \$151,518,803 for FY 2011-2012. The overall decrease is mainly due to a reduction in property tax revenues as well as the absence of a number of one-time revenue sources in FY2011-2012 that are not repeated in FY2012-2013. Property tax revenues are expected to decline by \$1,422,152 as the result of lowering the millage rate. The most significant of these one-time revenue sources are \$3.1 million in bond proceeds from Miami-Dade County and \$2.9 million in grants that the City received from a variety of federal and state agencies, along with other reductions. Finally, the decrease reflects a decline in one-time donations.

The most significant revenue increases for FY2012-2013 include almost \$320,000 in rental and concessions revenue as well as \$300,000 in business tax receipts due to an increase in the number of business licenses issued.

Personnel Positions

The total number of full-time employee positions in the FY 2012-2013 Budget remains at 791, the same total number of full-time employees as in the FY 2011-2012 Budget. That's fewer employees than the City has had in at least the past two decades.

Ad-Valorem Property Tax Millage Rate

The impact of the economic decline on the real estate market has caused the City's property values from tax year 2008 of \$13.4 billion to a decrease in 2009 to \$12.7 billion and a continued decrease in 2010 to \$11.8 billion. The 2011 tax year showed a negligible increase in values to \$11.9 billion, with another negligible increase in values to \$12.0 billion for the 2012 tax year.

I am pleased to report that the FY 2012-2013 Budget includes a property tax rate of **5.669**, a **reduction** in the property tax millage rate from **5.869** this fiscal year. This results in a **decrease of \$1,422,152 in property tax revenue**. In reviewing property tax revenue, the following shows a **decrease in property tax revenue** over the past **three consecutive years**:

<u>Fiscal Year</u>	<u>Property Tax Revenue</u>	<u>Increase (Decrease)</u>
2009-2010	\$71,201,646	
2010-2011	68,205,430	\$(2,996,216)
2011-2012	66,186,422	(2,019,008)
2012-2013	64,764,270	(1,422,152)

As I reported to you in last year's budget document, it's been at least 25 years since the City has reduced property tax revenue for two consecutive years. A review of the last **35** years indicates no **three-year period** in which property tax revenues were **reduced**.

The table below shows the City's millage rate for the past nine fiscal years as well as the proposed rate for FY2012-2013.

City Ad-Valorem Tax Rates

<u>Fiscal Year</u>	<u>Adopted Rate</u>
2003-2004	5.990
2004-2005	5.990
2005-2006	6.150
2006-2007	6.150
2007-2008	5.250
2008-2009	5.250
2009-2010	5.895
2010-2011	6.072
2011-2012	5.869
2012-2013	5.669

Bargaining Unit Agreements

The City imposed a labor contract with the Fraternal Order of Police, Lodge No. 7 on September 11, 2012. We are currently in negotiations with the International Association of Firefighters, Local 1210, whose Collective Bargaining Agreement expired on September 30, 2011. We are also in negotiations with the Teamsters, Local 769 whose Collective Bargaining Agreement expired September 30, 2012.

Cultural and Community Events

The FY 2012-2013 Budget includes grant funding of \$135,000 for cultural events. The Cultural Affairs Advisory Board will review and recommend cultural and community organizations to receive direct or matching grant funds from these budgeted monies.

Conclusion

As we look toward tomorrow, we must continue to find ways to focus on creating a future that will be brighter and more prosperous for Coral Gables. We seek to strengthen existing partnerships within the community as well as to reach out to forge new bonds in our effort to position our city for the future. We remain focused on attracting quality businesses and directing resources to increase our property values as well as to improve our quality of life.

I continue to be enthusiastic about the City's future. You have my ongoing personal commitment that we will make the community proud of how our continued dedication to the heritage and tradition of Coral Gables adds value to our citizens; that we are an organization you can trust and believe in and one you can admire for the good that we do and the future direction towards which we steer.

This past year has seen a number of new beginnings in Coral Gables. While we have made considerable progress, we still have considerable challenges ahead. John Quincy Adams once wrote, "Courage and perseverance have a magical talisman, before which difficulties disappear and obstacles vanish into air." I look forward to working together to meet the challenges of the coming year.

Acknowledgments

The preparation of this annual budget of the City is a joint effort among the management team. 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, Budget Administrator; and Yvette Companioni, Administrative Assistant to the Finance Director.

Respectfully submitted,



Patrick Salerno
City Manager





Our Past

Coral Gables' unique past is evident today, not only in the preservation of its architecture and landmarks, but in the spirit of its residents and the philosophy that guides its government.

George Merrick drew from the Garden City and City Beautiful movements of the 19th and early 20th centuries to create in 1925 one of the nation's first fully-planned communities. Incorporating secluded residential enclaves and commercial areas inspired by the architectural style of the Mediterranean, Merrick envisioned a City that would offer every amenity to its residents and at the same time would become a center for international business. In every respect, Merrick's dream has come true.

The same principles that made Coral Gables a success at its inception guide the City's current policies. The Community's and the City's emphasis on protecting the residential sectors, preserving the natural environment and maintaining an international flavor are all long-standing traditions.

In addition, in 1973 Coral Gables was one of the first cities in Florida to adopt a Historic Preservation Ordinance, creating a Historic Preservation Board and establishing a procedure for local landmark designations. Since then, the past has also been preserved in the form of buildings; significant either because of their architecture or because of the historic events or individuals associated with them.

Today, Coral Gables boasts one of only three National Landmarks in Miami-Dade County: The Biltmore Hotel, designated in 1996. There are also nine properties listed on the National Register of Historic Places, including Coral Gables Merrick House, Venetian Pool and Coral Gables City Hall, as well as more than 300 locally designated properties.

Our Present

Coral Gables is among the most livable communities in the United States, providing residents and visitors first-rate municipal services in a culturally rich and diverse environment. Known for its quiet and safe residential neighborhoods, the City Beautiful also has a thriving business sector and vibrant downtown, making Coral Gables the perfect place to live, work and play.

In the past three decades, the City has experienced healthy growth, which has bolstered the economic base. Today, Coral Gables is home to many multinationals, 17 consulates and 8 foreign trade/tourism offices and a number of fine art galleries. It is also known as the Fine Dining Capital of South Florida and has the highest concentration of live theater in Miami-Dade County. Growth in the commercial sector has brought a wealth of new activities for residents, including nighttime entertainment, live music, casual and fine dining, and new retail options. It has also helped maintain low property taxes. At the same time, the residential areas have remained protected from commercial intrusion.

The City supports both the residential and business sectors with excellent City services, having attained the highest possible standards in every field. In fact, Coral Gables is the only City in the State of Florida and one of only two cities nationwide to have a Class 1 Fire Department, a fully-accredited Police

Department, and an "Aa1" credit and "Aa2" bond rating from Moody's and "AA" from Standard and Poor's. In addition, Coral Gables has been named a "Tree City USA" for 26 consecutive years and offers one of the most comprehensive Parks and Recreation programs in the state.

Our Future

As Coral Gables looks to the future, it will continue to strive for innovation and growth while remaining true to its founder's original intention: to create a first-class City providing the highest quality of life for residents and visitors.

The City will seek to continually enhance community life, both on a city-wide and neighborhood level. Ongoing goals include the creation and renovation of neighborhood parks, the enhancement of special events, and the protection of essential neighborhood services. Another important objective will be the use of emerging technology to ensure two-way communication between residents and government identify and address concerns.

In addition, the City will continue to work with the private sector to bring exciting new developments to Coral Gables. The next few years will see the completion of projects that will continue the revitalization of the City's commercial districts, bringing new retail and entertainment options to residents and creating new housing options for a wider range of demographics. Public/private partnerships will also add to the tax base, easing the burden on the City's residents and ensuring the City's ability to continue delivering the highest level of services.

As the City evolves, it will be mindful of the past, preserving its traditions, its monuments and its spirit.

"The Building of Coral Gables has not been a thing of the moment, but a wonderful monument that will as solidly endure as does the everlasting coral upon which it is founded." George Merrick, 1926.

Education

- Attainment Level: Over 60% of Coral Gables residents 25 and older have a college degree; 30% have a graduate or professional degree.
- University of Miami: The largest private research university in the southeastern U.S. has a 225-acre main campus with approximately 15,500 students; 114 undergraduate programs and 161 graduate programs. U.M.'s Rosenstiel School of Marine and Atmospheric Science ranks among the world's top institutes for marine research and graduate training; U.M.'s School of Medicine is the State's oldest and largest medical school, and no other medical school in the country has a public hospital as its primary teaching facility. U.M. is in the top 3% of colleges and universities in terms of federal commitments.
- Grades K-12 (i.e., International, High Tech, Bio-Tech): Coral Gables Elementary and G.W. Carver Middle Schools are both designated as Blue Ribbon Schools of Excellence and produce graduates with diplomas recognized worldwide. Coral Gables Elementary has a home-based gifted program and in 1993 was the recipient of the Little Red Schoolhouse Award sponsored by The Florida Elementary School Principals Association (listed on the National Register of Historic Places). Coral Gables Senior High (a 3-time Top Merit School) and Gulliver Preparatory School have an International Baccalaureate Program.
- Contact the Economic Sustainability Department for a list entitled "Coral Gables Public and Private Schools" for full listing of schools and curricula.

Financial Institutions

More than 40 banking institutions have offices in Coral Gables. Dade County is an international banking center with 23 foreign bank agencies (local offices of foreign banks licensed by the State of Florida) and 5 Edge Act banks (federally subsidiaries of foreign or U.S. domestic bank holding companies authorized for international transactions only).

Transportation

Air

Miami International Airport (MIA): 94 airlines serve 135 cities throughout the world. In 2010, MIA handled 35.7 million passengers and over 1.99 million tons of domestic and international cargo, becoming the nation's second busiest international passenger airport and the busiest international cargo airport. Downtown Coral Gables is located only 4 miles from MIA.

Ocean

Port of Miami, 6 miles from downtown Coral Gables and recognized as the "Cruise Capital of the World," is home to 8 passenger cruise lines and handled approximately 4.15 million cruise passengers and 7.4 million tons of cargo during the 2010 fiscal year.

Public Transportation Services

Metro-Dade Transit Agency buses (305-891-3131) serve Coral Gables and the Miami district.

Two Metrorail stations (305-891-3131) serve Coral Gables: the Douglas Station and the University Station.

Tri-Rail (1-800-874-7245) operates a commuter train along a 67- mile track from Miami International Airport to West Palm Beach, This train connects to the Metrorail at Miami International Airport.

The new vintage style, hybrid electric Coral Gables trolleys are a convenient and scenic way to move about the business, shopping, and entertainment destinations in downtown Coral Gables.

Highways Serving the City

Interstate:

Near 1-95, SR-826 and SR-836 (one mile to the nearest interstate)

Federal:

US-1 (South Dixie Highway)

State:

Red Road (S.W. 57 Ave.), Coral Way (S.W. 24 St.), Lejeune Road (S.W. 42 Ave.), Bird Road (S.W. 40 St.)

Government in the Gables

Type of Government

Mayor

Vice-Mayor

Commissioners:

City Manager

City Attorney

City Commission and City Manager

Jim Cason

William H. Kerdyk, Jr.

Rafael Cabrera, Jr.

Maria Elena Anderson

Frank C. Quesada

Patrick Salerno

Craig E. Leen

Government in the Gables – Continued

City Clerk	Walter Foeman
Year Incorporated	1925
Budget Estimate (FY 2013)	\$144,828,602
Number of City Employees	791
Number of Residents	46,780
Daytime Employment	43,611
Bond Ratings	•Moody's: Aa1 (Credit), Aa2 (Bond) •Standard and Poor's: AA
2012 Local Property Taxes	
▪Proposed Millage Rate: 5.669	
▪Total Assessed Value for All Commercial & Residential Property within Coral Gables: 2012 - \$12,019,000,000	

Demographics

Residential Demographics

- Total population in 14 square miles is 46,780
- Total number of households is 17,946; average household size is 2.35
- Average household income exceeds \$133,000
- Median home values exceed \$560,000
- More than 60% of residents have a college degree; 30% have a graduate or professional degree
- More than 50% of the households have incomes above \$83,000
- **Business Profile**
- 10 million square feet of office space city-wide
- 3,800 businesses have a combined sales figure of \$98 billion
- 40,000-strong white-collar employee base with median per capita incomes in excess of \$60,000
- Home to many multinationals, most of which are regional headquarters for Latin-America
- 17 consulates and 8 foreign trade/tourism offices
- 1,184 hotel rooms, 50% of which have luxury or first-class status

Recreation Areas

- Number of parks: 29, Playgrounds: 9, Open urban spaces: 49
- Number of Tennis Courts: 33 (public)

- Number of Golf Courses: 2 public; 1 private. (The Biltmore Golf Course is a Donald Ross, 18 hole, par 71 public course and The Granada Golf Course is a 9 hole public course, that is the oldest operating golf course in Florida)
- Country Clubs available: 2 (one public; one private)
- Other Recreational Amenities: Bike paths, Fairchild Tropical Botanic Garden (largest tropical botanical garden in the continental U.S.), Matheson Hammock Park and Marina (walking trails, bike paths, beach, and picnic shelters)

Facilities and Cultural Amenities

Hotels/Motels: 8 (total rooms: 1,184)

- Shopping: A downtown street setting with over \$1.4 billion in retail sales yearly (exclusive of gasoline and automobile sales)
- Public Libraries: 1
- Museums: 3
- Private art galleries: 22
- Restaurant capital of South Florida, with more than 150 cafes & restaurants
- Theaters: Actor’s Playhouse at the Miracle Theater, New Theater, Gable Stage, Jerry Herman Ring Theatre on the University of Miami campus
- Additional Cultural Amenities:
The University of Miami offers outstanding cultural programs such as live performances at Gusman Concert Hall, international exhibits at the Lowe Art Museum, and an annual music festival. Other available cultural amenities include the Coral Gables Chamber Symphony and Opera, and the Mainly Mozart Festival.

Medical & Health Services

	No. Within City	No. of Beds
Hospitals & Health Centers	11	579 Approx.
Nursing Homes	1	20
Doctors	362	
Dentist	125	

SERVICE STATISTICS

Police Protection

- Uniform Strength: 183
- Misdemeanor & Felony arrests: 930

• **Fire Protection**

- Uniform strength: 139
- Number of fire stations: 3
- Target Fire & life safety related Responses: * 2,200
- Target Emergency medical services: * 4,500
- Target Average emergency response time: * 8 min., 12 sec or less, 90% of the time.

• **Public Works**

- Streetlights Inspected: *4,200
- Miles of waterways maintained: *47
- Miles of streets swept nightly: *50

• **Public Service**

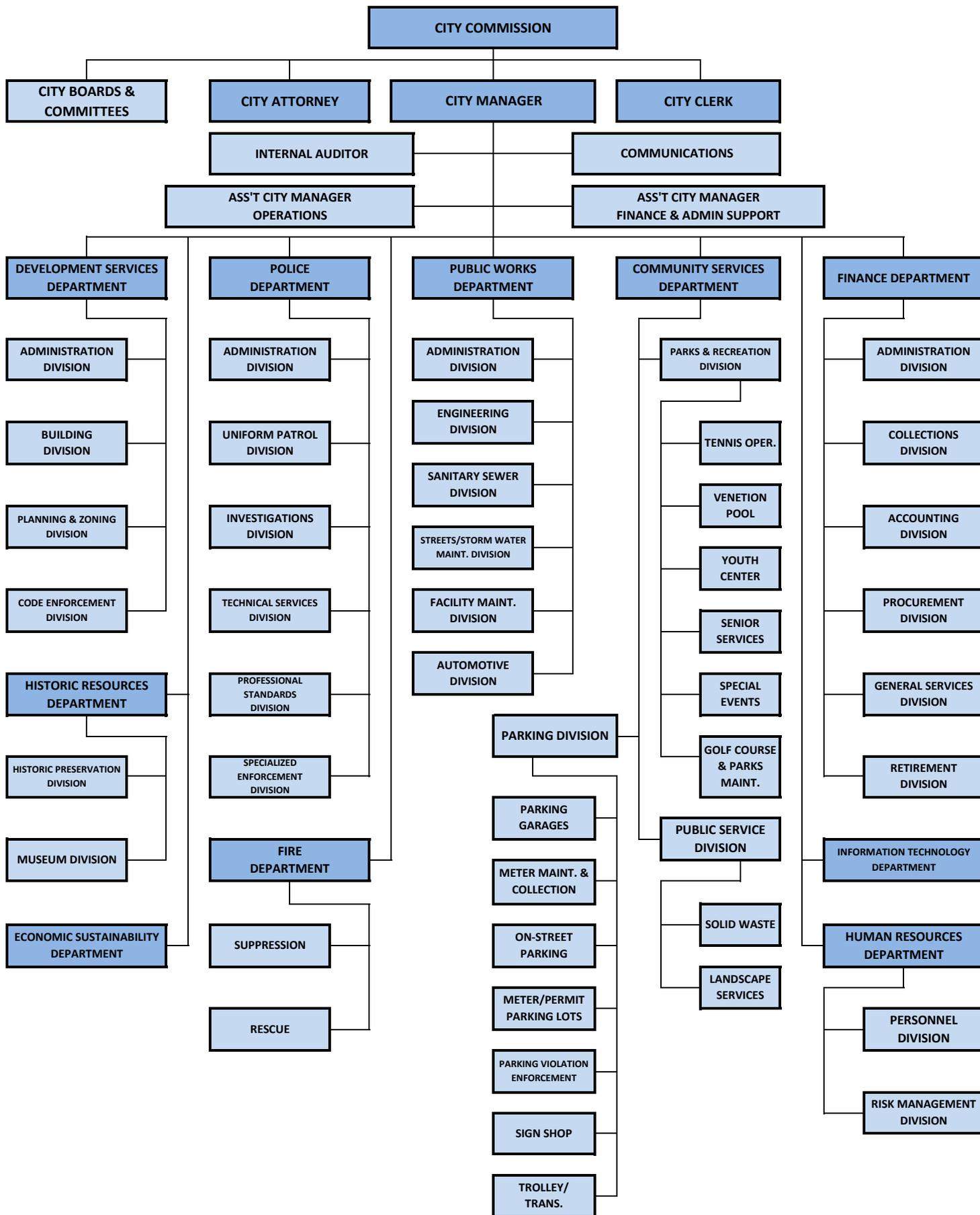
- Trim or removal of trees: *7,756
- New trees planted: *400

* Based on departmental projections for 2012-2013

CITY OF CORAL GABLES, FLORIDA

2012-2013 BUDGET

ORGANIZATION CHART





A GUIDE TO THE BUDGET

BUDGET PREPARATION CALENDAR

Budget Training	Feb 1 - 3
Base Budget Submission (100% Scenario)	Feb 6 – 22
Submission of All Scenarios (Base, 97%, 95% & 90%)	Mar 1 – 16
Capital Project Requests	Feb 6 – Mar 16
New Needs Requests	Feb 6 – Mar 16
Budget Review & Analysis	Mar 19 – Apr 13
Department Budget Meetings with the City Manager	May 23 - 25
Revenue Estimate Prepared	June 4 - 15
Delivery of the City Manager’s Budget Estimate to the City Commission	July 1
City Commission Budget Workshop	July 25
Public Hearing – Tentative Budget for FY 2012-2013 adopted by ordinance (First Reading)	Sept 13
Public Hearing – Final Budget for FY 2012-2013 adopted by ordinance (Second Reading)	Sept 25

BUDGETS & LEGAL COMPLIANCE

On July 1 of each year the City Manager submits to the City Commission a proposed operating budget for the ensuing fiscal year. The proposed budget is prepared by funds, function and activity and includes information on the past two years, current year estimates and requested 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 proposed 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, 2011 and ends September 30, 2012.

What is Revenue?

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

What is an 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.

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. **Stormwater 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, which 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 is 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 \$150,000 and the millage rate used to determine your taxes is 4.258, then your taxes would be \$639. The calculation is performed by taking the taxable value (\$150,000), dividing by 1,000 and multiplying by the millage rate (4.258).

$$\frac{\$150,000}{1,000} = \$150$$
$$\$150 \times 4.258 = \$639$$

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

Method of Accounting - 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 accounted for using the accrual basis of accounting for both budgeting and accounting purposes. Agency Funds are adjusted to market value without any revenue or expenditure recognition. Under the accrual basis of accounting, revenues are recognized when earned and expenses are recognized when incurred.

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

Requests to change the total appropriation, personnel structure, project, capital request or contract change orders must be submitted to the City Manager's office. If the change is accepted by this office, a resolution is prepared and submitted to the City Clerk for inclusion on the City Commission Agenda. The resolution is then discussed by the City

Commission where it must receive a 3/5 majority vote for passage. Upon passage the Budget is legally amended.

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

Each year the CIP is prepared from project requests submitted by the various departments and boards of the city. After the requests are compiled, the projects are reviewed and ranked by the Capital Improvement Committee, i.e., composed of five administrative members from various city departments. Recommendations from the CIP Committee are reviewed by the City Commission in conjunction with their review of the annual operating budget. At the final public hearing the Capital Improvement Program is legally adopted through passage of a resolution. The Capital Improvement Committee can make adjustments to current year projects during the budget year but cannot exceed the total capital appropriations for the current year without Commission approval.

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

FINANCIAL POLICIES

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

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

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

Operating Management Policies

1. All departments share in the responsibility for meeting management and service delivery goals and ensuring long-term financial stability. Operating budgets and management plans will be

developed using current resources available.

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 programs will be requested only if necessary to maintain existing service levels due to expansion of service areas or service levels previously approved by the City Commission.
4. As required by City Charter the budget will be balanced. Current expenditures will be funded by using current revenue sources and revenue growth will be planned in a conservative, prudent manner. Use of fund balance in any fund to balance the current year budget must be approved by the City Commission.
5. User fees and charges for services will be reviewed annually to ensure that they cover the cost of the program at the rate determined to be responsible, competitive with other local communities and non-burdensome to program participants. Fees will be adjusted as needed based on this analysis.
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.

Debt Management Policies

1. The City of Coral Gables will seek to maintain and if possible improve our bond rating to minimize debt service costs and preserve access to credit markets.
2. Each bond issue will include an analysis of how the new issue and current debt impacts debt capacity.
3. Financing of projects will not exceed the useful life of the infrastructure improvement or capital acquisition.
4. The City will limit the amount of debt issued and planned in any planning period to the amount that can be supported by revenues projected to be available on a prudent and conservative basis. The generally accept debt limit is fifteen percent (15%) of total operating and debt service cost. The City's goal is to keep the debt service under eight percent (8%).
5. All fund designations and reserves will be evaluated annually for long-term adequacy and availability in accordance with policies developed and approved by the City Commission.
6. The General fund balance will be maintained at a level which will adequately cover an emergency in the future.
7. Fund balances will be used prudently and conservatively to fund one time expenditures and stabilize the property tax rate.

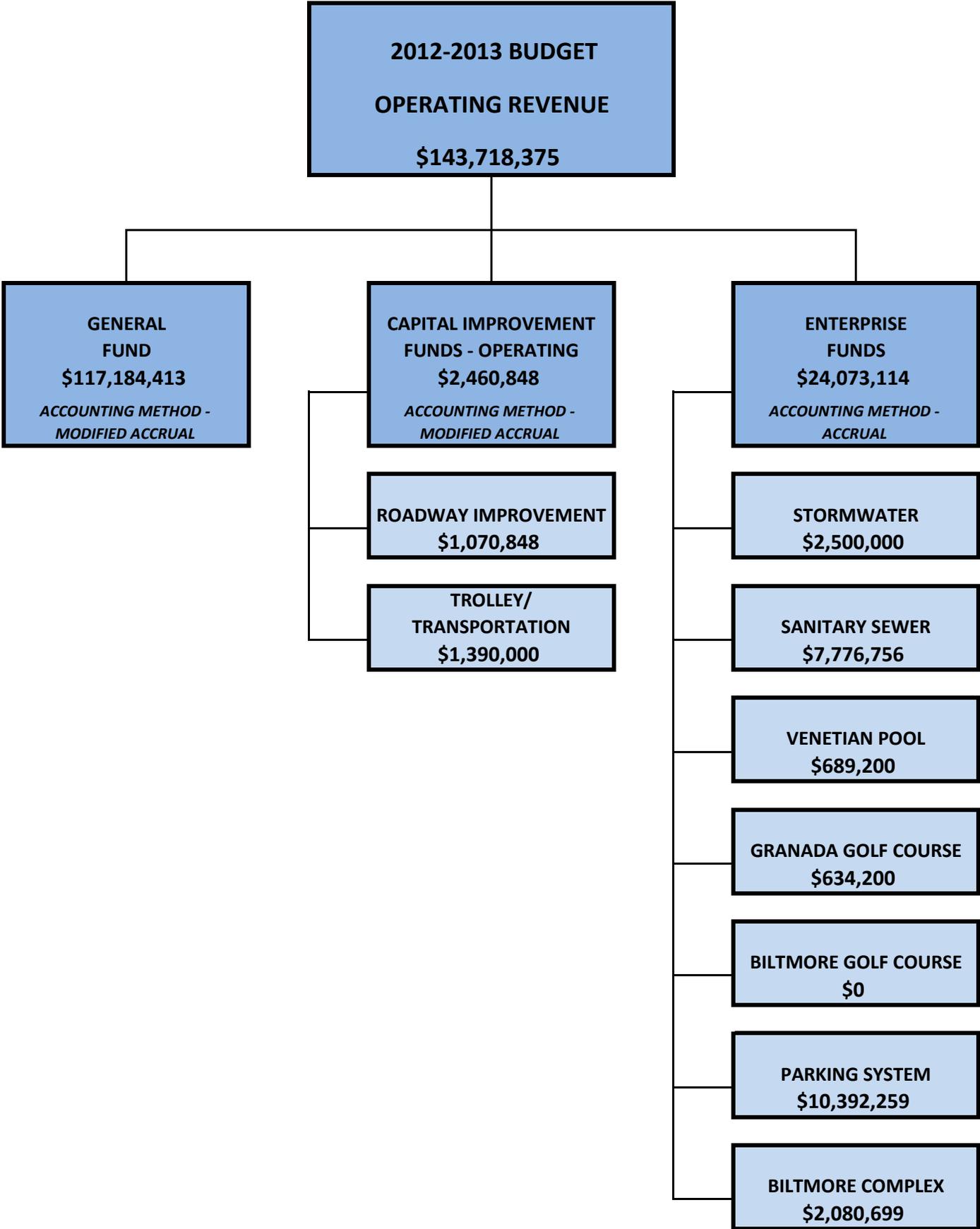
Financial Reporting Policies

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



CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - REVENUE

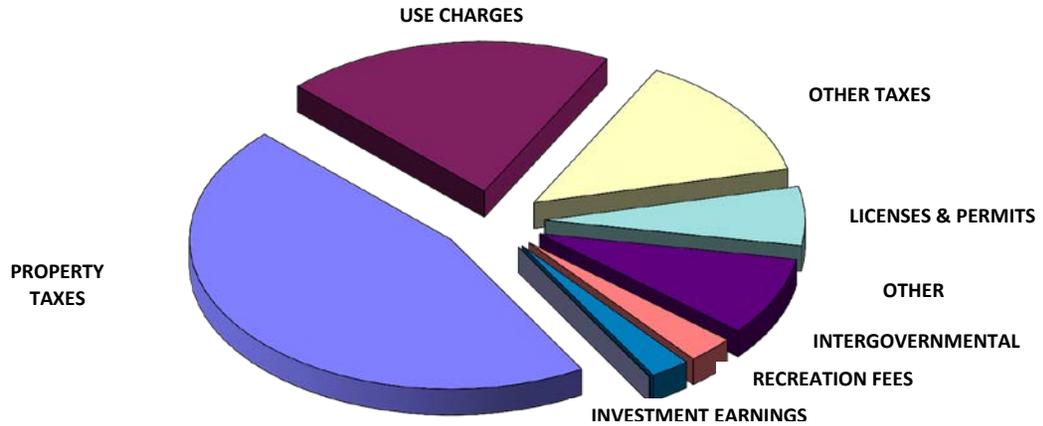


**2012-2013 BUDGET
REVENUES CLASSIFIED BY SOURCE**

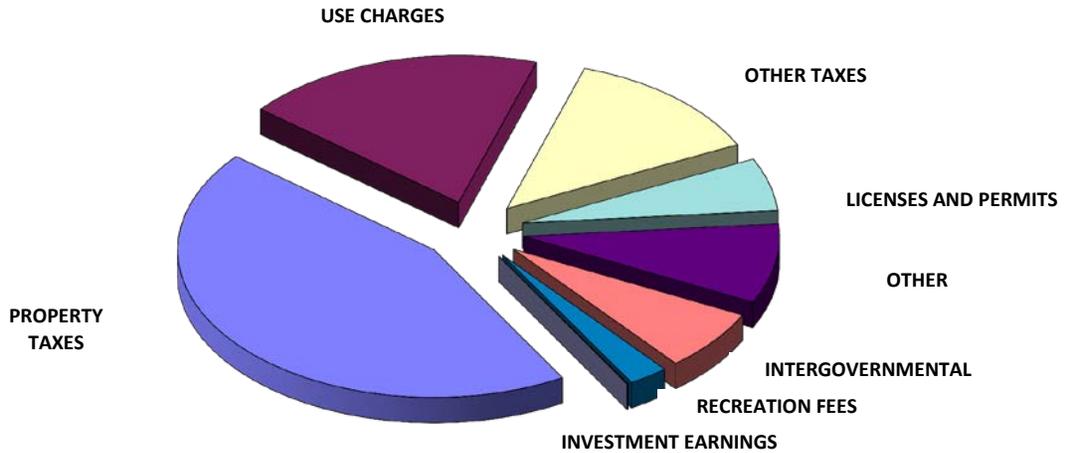
	2011-2012 BUDGET		2012-2013 BUDGET	
Property Taxes	\$ 67,086,306	\$ 67,086,306	\$ 65,664,270	\$ 65,664,270
Other Taxes				
Sales Taxes (Gasoline)	2,439,713		2,460,848	
Franchise Fees	6,357,520		6,349,520	
Utility Service Taxes	<u>10,811,000</u>	19,608,233	<u>10,741,000</u>	19,551,368
Licenses & Permits				
Business Tax Receipts	3,190,000		3,489,500	
Permits	<u>5,595,400</u>	8,785,400	<u>5,631,625</u>	9,121,125
Intergovernmental Revenues				
Federal	381,436		-	
County	3,180,673		61,000	
State	<u>6,597,955</u>	10,160,064	<u>4,120,000</u>	4,181,000
Use Charges				
Refuse Collection Fees	8,155,600		8,145,000	
Commercial Waste Fees	895,008		943,759	
Sanitary Sewer Fees	7,058,200		7,771,756	
Stormwater Utility Fee	2,350,000		2,500,000	
Parking Fees	<u>10,274,980</u>	28,733,788	<u>9,990,400</u>	29,350,915
Recreation Fees				
Youth Center	1,739,000		1,662,458	
Tennis	565,400		563,000	
Swimming	641,500		689,200	
Golf	<u>884,741</u>	3,830,641	<u>634,200</u>	3,548,858
Investment Earnings				
General Fund	75,000		50,000	
Enterprise Funds	<u>10,000</u>	85,000	<u>5,000</u>	55,000
Other				
General Government Fees	1,023,000		1,238,000	
Public Safety Fees	2,977,000		3,086,000	
Fines & Forfeitures	3,341,000		2,811,088	
Rentals & Concessions	4,787,523		4,720,383	
Sale of Recycled Trash	45,000		55,000	
Miscellaneous	<u>1,055,848</u>	13,229,371	<u>335,368</u>	12,245,839
Total Operating Revenues		<u>\$ 151,518,803</u>		<u>\$ 143,718,375</u>

**2012-2013 BUDGET
REVENUES BY SOURCE**

2012-2013 - \$ 143,718,375



2011-2012 - \$ 151,518,803



	2011-2012		2012-2013	
	BUDGET	%	BUDGET	%
Property Taxes	\$ 67,086,306	44.2%	\$ 65,664,270	45.7%
Use Charges	28,733,788	19.0%	29,350,915	20.4%
Other Taxes	19,608,233	12.9%	19,551,368	13.6%
Licenses & Permits	8,785,400	5.8%	9,121,125	6.3%
Other	13,229,371	8.7%	12,245,839	8.5%
Intergovernmental Revenues	10,160,064	6.8%	4,181,000	2.9%
Recreation Fees	3,830,641	2.5%	3,548,858	2.4%
Investment Earnings	85,000	0.1%	55,000	0.0%
Total Revenues	\$ 151,518,803	100.0%	\$ 143,718,375	100.0%

2012-2013 BUDGET
SUMMARY OF TOTAL REVENUES AND TRANSFERS FROM RESERVES

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
Taxes				
Property Tax	\$ 70,277,262	\$ 67,078,084	\$ 67,086,306	\$ 65,664,270
Local Option Gas Tax	1,052,198	1,123,299	1,049,713	1,070,848
Transportation Sales Tax	1,346,817	1,429,343	1,390,000	1,390,000
Franchise Fees	6,276,301	6,335,532	6,357,520	6,349,520
Utility Service Taxes	11,219,861	10,953,661	10,811,000	10,741,000
Business Tax Receipts	3,086,382	3,052,875	3,190,000	3,489,500
Permit Fees	4,191,268	8,568,709	5,595,400	5,631,625
Intergovernmental Revenues	5,323,573	6,917,760	7,043,391	4,181,000
General Government Fees	1,361,611	3,659,607	1,023,000	1,238,000
Public Safety Fees	2,823,282	3,181,745	2,977,000	3,086,000
Physical Environment Fees				
Refuse Collection Fees	8,177,970	7,956,768	8,114,600	8,118,000
Commercial Waste Fees	-	812,509	895,008	943,759
Lot Mowing & Clearing	60,978	8,809	41,000	27,000
Sanitary Sewer Fees	7,109,919	7,164,070	7,058,200	7,771,756
Stormwater Utility Fee	2,340,830	2,417,095	2,350,000	2,500,000
Recreation Fees				
Youth Center	1,713,659	1,708,626	1,734,000	1,657,458
Tennis	531,946	607,340	565,400	563,000
Special Events	(550)	5,600	5,000	5,000
Swimming	649,779	752,734	641,500	689,200
Golf *	508,507	1,366,738	884,741	634,200
Automobile Parking Fees	8,893,144	9,845,226	10,274,980	9,990,400
Fines & Forfeitures	3,134,825	3,224,794	3,341,000	2,811,088
Investment Earnings				
General Fund	51,057	49,550	75,000	50,000
Debt Service Funds	2,560	2,548	-	-
Capital Projects Funds	20,084	5,364	-	-
Enterprise Funds	10,643	10,467	10,000	5,000
Rentals & Concessions				
Parking	334,583	308,976	298,688	401,859
Biltmore Complex *	801,566	4,798,355	2,467,541	2,080,699
Other	1,640,594	1,932,512	2,021,294	2,237,825
Capital Improvement Impact Fees	452,456	1,852,263	-	-
Assessment Lien Collections				
General	54	40	-	-
Sidewalks	32,621	10,491	-	-
Capital Projects	267,620	3,319	103,403	-
Sale of Recycled Trash	53,246	116,423	45,000	55,000
Miscellaneous Other	719,501	1,049,843	952,445	335,368
Debt Proceeds - Lease/Purchases	559,338	454,850	-	-
Building Better Communities Bond Program	1,142,574	1,217,169	3,116,673	-
L.E.T.F. Repayment Settlement	-	150,000	-	-
Debt Proceeds - Capital Projects	143,592	22,155,000	-	-
Total Operating Revenues	146,311,651	182,288,094	151,518,803	143,718,375
Prior Year Re-appropriations	-	-	32,839,815	-
Transfers from Reserves				
General Fund	-	-	-	-
General Fund - Fee Reserve	-	-	100,000	136,009
General Fund - e911 Reserve	-	-	-	300,000
General Improvement Fund	1,302,786	-	-	-
Sunshine State Improvement Fund	-	-	-	-
Neighborhood Renaissance Program Fund	-	-	-	-
Roadway Improvement Fund	169,167	-	-	-
Trolley / Transportation Fund	-	-	-	-
General Obligation Bond Fund	482,067	-	-	-
Stormwater Utility Fund	-	52,459	-	-
Sanitary Sewer Fund	-	259,327	5,114,696	-
Parking Fund	-	-	-	-
Retirement System Fund	138,220	130,452	125,794	124,218
Pension Stabilization Fund	-	-	-	550,000
Total Transfers From Reserve Funds	2,092,240	442,238	5,340,490	1,110,227
Total Revenues	\$ 148,403,891	\$ 182,730,332	\$ 189,699,108	\$ 144,828,602

2012-2013 BUDGET
GENERAL FUND REVENUE SUMMARY

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
<u>Property Taxes</u>				
Current Year	\$ 69,328,037	\$ 65,131,368	\$ 66,186,422	\$ 64,764,270
Delinquent with penalties & interest	949,225	1,946,716	899,884	900,000
Total - Property Taxes	70,277,262	67,078,084	67,086,306	65,664,270
<u>Franchise Fees</u>				
Electric	4,682,462	4,498,854	4,550,000	4,550,000
Gas	98,157	107,611	107,000	107,965
Cable TV	505,004	200,780	153,000	200,000
Refuse	990,678	1,528,287	1,547,520	1,491,555
Total - Franchise Fees	6,276,301	6,335,532	6,357,520	6,349,520
<u>Utilities Service Taxes</u>				
Electric	5,351,951	5,365,817	5,320,000	5,320,000
Telecommunications	4,812,602	4,456,678	4,440,000	4,350,000
Water	930,350	990,556	930,000	950,000
Gas	123,990	139,597	120,000	120,000
Fuel Oil	968	1,013	1,000	1,000
Total - Utilities Service Taxes	11,219,861	10,953,661	10,811,000	10,741,000
<u>Business Tax Receipts</u>				
City Business Tax Receipts	2,934,266	2,911,298	3,035,000	3,350,000
Late Penalties, City Business Tax Receipts	83,380	68,352	80,000	70,000
License Application Fees	13,140	15,726	15,000	14,500
Municipal Contractors Licenses	55,596	57,499	60,000	55,000
Total - Business Licenses Fees	3,086,382	3,052,875	3,190,000	3,489,500
<u>Permit Fees</u>				
Building Application Fee	163,341	47,953	44,000	50,339
Document Preservation	123,682	183,719	150,000	195,000
Threshold Bldg. Fee	61,256	258,519	55,000	68,786
Building Information Technology Fee	93,608	-	-	-
Art in Public Places	257,750	239,155	-	-
Histori Public Art	3,537	83,410	-	-
Building Permits - B Series	1,432,192	-	-	-
Building Permits - M Series	12,600	14,445	-	-
40 yr. Recert. Fee	16,500	25,813	-	16,500
Mechanical Permits	188,278	-	-	-
Electrical Permits	257,543	-	-	-
Plumbing Permits	161,163	-	-	-
Reinspection Fees	(3,027)	-	-	-
Zoning Permit-Paint	186,888	235,014	206,000	225,000
Zoning Reinspection	-	500	-	-
Reinspection Fee - Refund	(281,500)	(201,725)	-	(200,000)
Building Residential - New	3,662	186,548	170,000	180,000
Building Residential - Additions	21,647	179,582	190,000	190,000
Building Commercial - New	-	2,694,201	850,000	500,000
Building Commercial - Additions	-	2,551	5,400	10,000
Building - Other	510,873	3,378,866	2,600,000	3,100,000
Excavation Permits	303,177	297,576	240,000	300,000
Photo Permits	24,479	30,516	24,000	30,000
Alarm User Certificates	204,341	169,807	200,000	200,000
False Alarm Service Charge	85,994	80,645	120,000	120,000
Garage Sale Permits	11,429	11,520	11,000	11,000
False Alarm Penalty	15,690	13,725	10,000	15,000
Fire Inspection	133,762	352,241	450,000	350,000
Fire Prevention Bureau Permits	198,278	284,128	270,000	270,000
Fire Reinspection Fee	525	-	-	-
Mitigation Fee	3,600	-	-	-
Total - Permits Fees	4,191,268	8,568,709	5,595,400	5,631,625

2012-2013 BUDGET
GENERAL FUND REVENUE SUMMARY

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
<u>Intergovernmental Revenue</u>				
Federal Grants	\$ 119,469	\$ 75,529	\$ 239,186	\$ -
State Grants	74,254	107,969	192,247	-
State Revenue Sharing	1,073,890	1,130,261	1,115,000	1,115,000
State Alcohol Beverage Tax	58,825	55,539	55,000	55,000
State Shared Sales Tax	2,508,521	2,804,500	2,944,000	2,950,000
County Grants	4,760	-	-	-
City Share of County Licenses	110,502	60,505	64,000	61,000
Total - Intergovernmental Revenue	3,950,221	4,234,303	4,609,433	4,181,000
<u>General Governmental Fees</u>				
Board of Adjustment Fees	22,355	44,828	31,000	35,000
Planning & Zoning Board Fees	193,088	81,586	75,000	75,000
Board of Architects	313,506	689,428	260,000	350,000
Development Review Committee	47,033	43,620	29,000	30,000
Tree Protection Appeals	150	-	-	-
Certificate of Use	233,420	285,216	240,000	250,000
Sale of Zoning Codes	26,139	985	1,000	1,000
Finance Collection Div. Fees	189,395	86,938	110,000	85,000
Zoning Inspection Fees	150	-	-	-
Research & Zoning Letter Fee	400	-	-	-
Concurrency Fees	94,509	567,455	100,000	140,000
B. & Z. Microfilm Fees	36,667	(991)	-	5,000
Historic Preservation Fees	13,069	8,689	7,000	8,000
City Clerk's Fees	600	(627)	-	-
Document Filing Fee	130,384	140,087	120,000	135,000
Research Fees	-	352	-	-
Digital Recording System	-	120	-	-
Passport Fees	37,284	83,155	30,000	95,000
Passport Photos	11,460	13,991	8,000	17,000
Lobbyists Registration Fees	11,700	11,075	12,000	12,000
City Election Candidate Qualifying Fees	-	2,200	-	-
Delinquency Fees for Campaign Treasury Reports	302	-	-	-
Election Qualifying Fees	170	210	-	-
Total - General Governmental Fees	1,361,781	2,058,317	1,023,000	1,238,000
<u>Public Safety Fees</u>				
Police Off-Duty Assignments	117,112	156,865	130,000	130,000
EMS Transport Fee	630,878	717,827	545,000	630,000
Fire Protection Fee	1,742,478	1,920,124	1,950,000	1,950,000
Police Accident Reports	1,633	3,475	2,000	2,000
Stor/Tow Impounded Vehicle Fees	-	59	-	-
Fingerprint Cards	34,628	33,994	34,000	34,000
Telephone Surcharge for E911	231,839	218,315	230,000	210,000
Wireless 911	64,714	131,086	86,000	130,000
Total - Public Safety Fees	2,823,282	3,181,745	2,977,000	3,086,000
<u>Physical Environment Fees</u>				
Refuse Collection Fees	8,037,144	7,794,006	8,004,600	8,000,000
Commercial Waste Fees	-	812,509	895,008	943,759
Interest on Delinquent Refuse Fees	121,472	149,165	90,000	105,000
Excess Trash Removal Fees	19,354	13,597	20,000	13,000
Lot Mowing/Clearing	60,978	8,809	41,000	27,000
Total - Physical Environment Fees	8,238,948	8,778,086	9,050,608	9,088,759
<u>Recreation Fees</u>				
Youth Center Fees	1,713,659	1,708,626	1,734,000	1,657,458
Tennis Fees	531,946	607,128	565,400	563,000
Special Events	(550)	5,600	5,000	5,000
Total - Recreation Fees	2,245,055	2,321,354	2,304,400	2,225,458

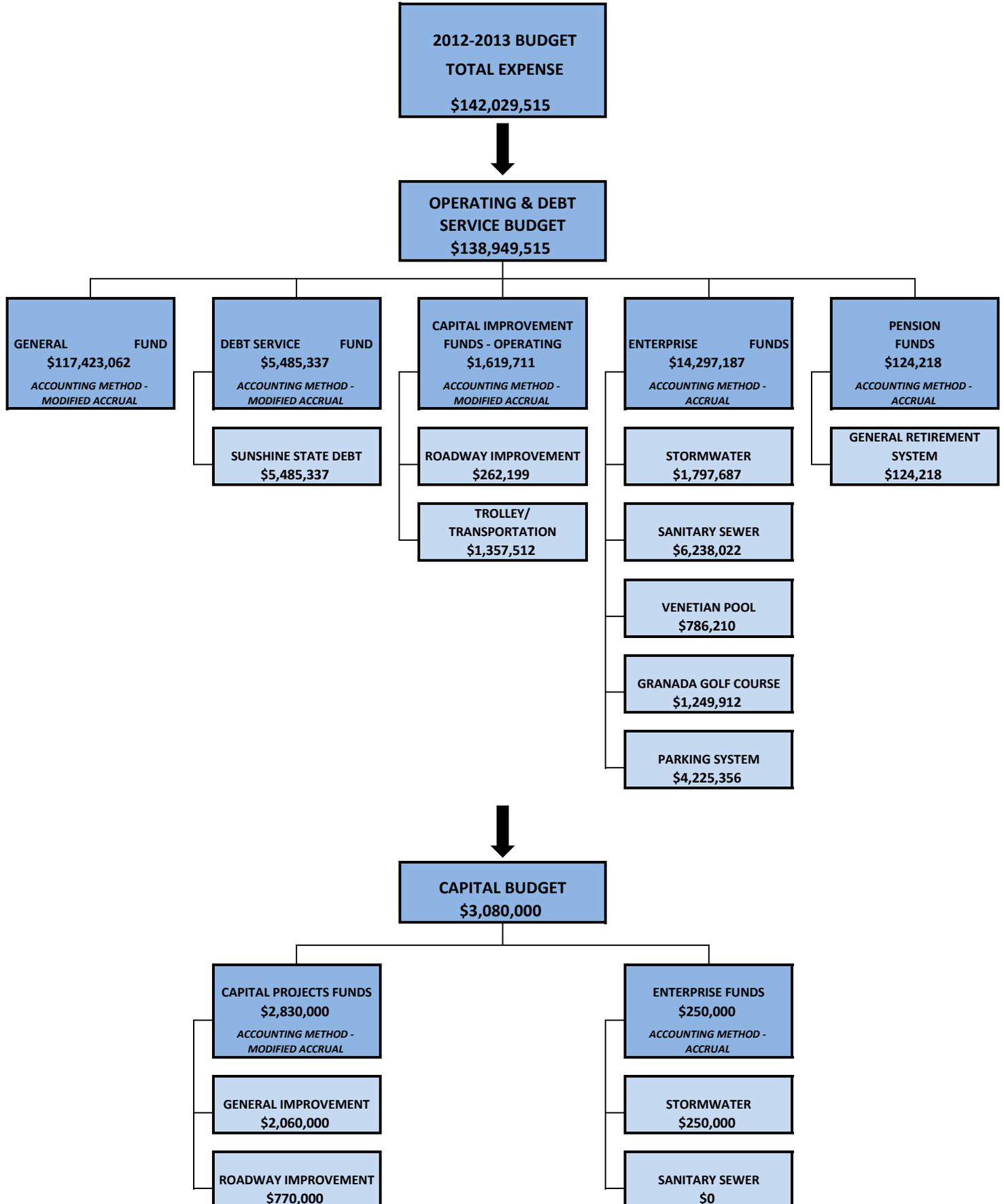
**2012-2013 BUDGET
GENERAL FUND REVENUE SUMMARY**

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
<u>Fines & Forfeitures</u>				
County Court, Traffic Fines	295,444	284,136	300,000	290,000
County Court, Parking Fines	1,287,862	1,540,736	1,300,000	1,300,000
County Court, Other Fines	(20)	(40)	-	-
School Crossing Guard Assessment	23,205	19,643	25,000	20,000
Police Education Surcharge	17,079	17,554	18,000	17,000
City Traffic Violations	925,587	374,242	1,115,000	393,000
Other Fines and Forfeits	1,193	1,253	2,000	1,200
Code Enforcement Board	201,108	524,380	200,000	409,388
Ticket Fines P/ W	3,400	400	1,000	500
Ticket Fines	379,967	462,490	380,000	380,000
Total - Fines & Forfeitures	3,134,825	3,224,794	3,341,000	2,811,088
Note: 2011-2012 Fines & Forfeitures budget included amounts to be remitted to the State of Florida.				
<u>Investment Earnings</u>				
General Fund Investment Earnings	51,057	49,550	75,000	50,000
<u>Rental/Concessions Revenue</u>				
Coral Gables Country Club	-	45,000	240,000	247,200
Florida Drivers License Office	65,124	-	-	-
Auto Pound	39,217	36,226	40,000	40,649
Community Television Studio	738	245	400	200
Metro Dade Transfer Station	370,261	373,594	375,000	375,000
Sprint Spectrum lease	38,425	39,962	41,560	42,391
Gables Grand Plaza	235,227	253,732	245,000	260,000
McCAW Communications	15,096	15,648	15,400	16,001
Junkanoo Rental	45,000	50,164	45,000	87,087
3501 Granada Blvd	58,400	67,200	67,200	78,000
Development Agrrement Fee	450,000	450,000	450,000	500,000
Plummer Mangmnt Lease	10,447	12,240	12,240	12,240
Rouse Coll. Mrkt. Progrqm	30,050	(318)	35,000	35,000
Church Parking Lot	13,000	12,000	12,000	12,000
T Mobile	-	50,000	40,000	50,000
427 Biltmore Way	40,943	41,376	40,950	43,954
TL Star Parking Lot	27,720	27,720	27,720	30,492
Supercuts, Inc.	78,700	81,205	82,500	82,512
Stanleigh's	23,400	24,333	24,000	26,001
Palace	11,400	253,500	125,400	195,542
Dulce LLC-Lease	42,263	43,530	44,780	44,558
Verizon	40,908	41,440	42,000	43,854
Riviera Day School	4,380	4,380	4,380	4,380
Late Penalties on City Leases	(105)	-	-	-
University of Miami - INET	-	4,015	4,380	4,380
Fairchild Tropical Gardens - INET	-	5,320	6,384	6,384
Total - Rental/Concession Revenue	1,640,594	1,932,512	2,021,294	2,237,825
<u>Assessment Lien Collections</u>				
Interest	54	40	-	-
Total - Assessment Lien Collections	54	40	-	-
<u>Miscellaneous Revenue</u>				
Sale of Recycled Trash	53,246	116,423	45,000	55,000
LEFT Repayment Settlement	-	150,000	-	-
Other Miscellaneous Revenues	174,111	1,555,778	688,311	335,368
Proceeds From Debt	559,338	454,850	-	-
Total - Miscellaneous Revenue	786,695	2,277,051	733,311	390,368
Total Operating Revenue	119,283,586	124,046,613	119,175,272	117,184,413

2012-2013 BUDGET
GENERAL FUND REVENUE SUMMARY

	2009-2010	2010-2011	2011-2012	2012-2013
	ACTUAL	ACTUAL	BUDGET	BUDGET
<u>Prior Year Re-Appropriations</u>	\$ -	\$ -	\$ 831,399	\$ -
<u>Contributions From Other Funds</u>				
Stormwater Utility	384,160	376,709	135,000	135,000
Sanitary Sewer	1,538,938	1,549,177	685,000	685,000
Biltmore Golf Course	382,000	380,000	376,041	-
Parking System	4,586,248	4,881,987	4,882,000	5,960,000
Biltmore Complex	1,530,000	1,530,000	1,530,000	1,270,699
Pension Contribution Stabilization Fund	-	500,000	500,000	550,000
Total - Contributions From Other Funds	8,421,346	9,217,873	8,108,041	8,600,699
<u>Transfers From Reserves</u>				
General Fund Reserve	-	-	-	-
E-911 Reserve	-	-	-	300,000
Fee Reserve	-	-	100,000	136,009
Total - Transfers From Reserves	-	-	100,000	436,009
Total General Fund Revenue	\$ 127,704,932	\$ 133,264,486	\$ 128,214,712	\$ 126,221,121

CITY OF CORAL GABLES
FUND STRUCTURE OVERVIEW - EXPENSE

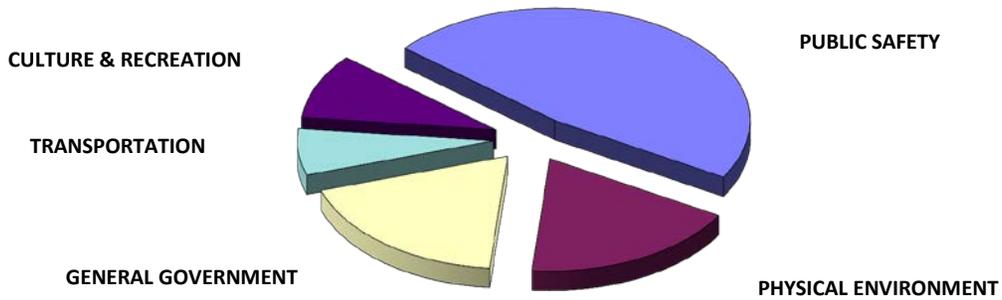


2012-2013 BUDGET
EXPENDITURES CLASSIFIED BY FUNCTION

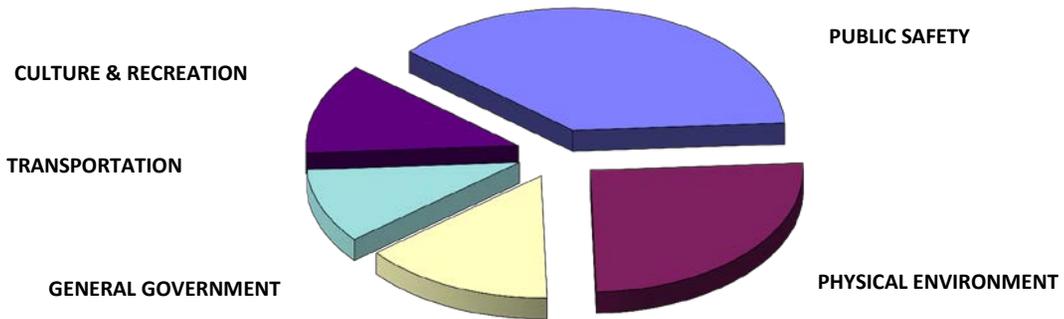
	<u>2011-2012 BUDGET</u>		<u>2012-2013 BUDGET</u>	
GENERAL GOVERNMENT				
0100 City Commission	\$ 527,655		\$ 525,538	
0500 City Attorney	727,039		765,227	
0600 City Clerk	647,894		645,526	
0601 City Clerk - Special Revenue	74,703		295,009	
0610 City Clerk - Elections	2,000		128,425	
1010 City Manager - Administration	1,091,353		1,141,267	
1050 City Manager - Internal Auditing	299,595		353,703	
1110 Human Resources - Insurance & Safety	451,144		446,880	
1120 Human Resources - Personnel Admin.	1,001,561		1,062,239	
1200 Development Services - Administrative	759,909		831,539	
1210 Development Services - Building	4,087,136		4,065,056	
1220 Development Services - Planning & Zoning	1,983,534		1,960,821	
1230 Development Services - Code Enforcement	1,487,595		1,497,835	
3010 Finance - Administration	1,111,446		1,093,405	
3020 Finance - Collections	625,004		678,131	
3030 Finance - Accounting	994,162		999,552	
3040 Finance - Procurement	779,771		777,709	
3050 Finance - Communication	316,758		317,169	
3061 Finance - Retirement Plan Admin.	125,794		124,218	
3200 Information Technology	4,527,158		4,048,446	
6900 Economic Sustainability	760,807		839,383	
7000 Non Departmental	1,969,005		2,702,450	
Sunshine State Note	1,250,012		1,149,339	
Capital Projects	1,355,686		-	
	\$ 26,956,721		\$ 26,448,867	
PUBLIC SAFETY				
5000 Police - Administration	1,997,798		1,965,861	
5020 Police - Patrol	14,685,858		14,138,117	
5030 Police - Criminal Investigations	6,625,540		6,396,197	
5040 Police - Tech. Services	6,487,781		6,453,985	
5041 Police - E911 Service	382,755		374,216	
5042 Police - Police Education	15,000		15,000	
5050 Police - School Guards	46,601		46,695	
5060 Police - Professional Standards	2,706,205		2,318,520	
5070 Police - Specialized Enforcement	5,040,076		4,615,205	
5500 Fire	26,694,605		27,994,526	
8400 Parking Enforcement	1,331,962		1,300,086	
Capital Projects	4,372,319		1,600,000	
	70,386,500		67,218,408	
PHYSICAL ENVIRONMENT				
1500 Public Works - Admin.	380,828		376,140	
1510 Public Works - Engineering	1,892,106		1,805,971	
1535 Public Works - Stormwater Utility	1,420,336		1,470,724	
1540 Public Works - Sanitary Sewers	5,958,451		6,238,022	
6100 Community Services - Public Service - Admin.	498,328		498,404	
6120 Community Services - Public Service - Solid Waste Collection	9,884,985		9,673,468	
6130 Community Services - Public Service - Landscape Services	5,103,685		4,953,794	
Stormwater Debt Service	326,963		326,963	
Capital Projects	21,807,005		250,000	
	47,272,687		25,593,486	
TRANSPORTATION				
1550 Public Works - Streets	2,850,953		2,879,379	
1552 Public Works - Roadway Improv Admin.	280,791		262,199	
1580 Community Services - Trolley / Transportation	1,814,444		1,357,512	
8310 Community Services - Parking Garage #1	230,027		236,494	
8320 Community Services - Parking Garage #2	283,689		325,681	
8330 Community Services - Parking Garage #3	141,136		134,774	
8340 Community Services - Parking Garage #4	242,437		248,940	
8350 Community Services - Parking Garage #5	-		-	
8380 Community Services - On Street Parking	1,158,196		1,152,813	
8390 Community Services - Parking Lots	382,055		364,477	
8500 Community Services - Parking Sign Shop	414,580		399,712	
8560 Community Services - Parking Garage #6	200,383		226,954	
Sunshine State Note	154,600		-	
Parking Debt Service	2,144,320		1,135,511	
Capital Projects - Roadway & Parking	8,107,142		770,000	
	18,404,753		9,494,446	
CULTURE & RECREATION				
1030 City Manager - Communications	759,937		760,679	
1320 Historic Resources - Historic Preservation	742,800		675,740	
1330 Historic Resources - Museum	366,585		308,886	
6000 Community Services - Administration	296,784		200,538	
6005 Community Services - Parks & Rec Administration	260,317		353,252	
6010 Community Services - Parks & Rec - Tennis Centers	673,036		808,799	
6020 Community Services - Parks & Rec - Venetian Pool	722,326		786,210	
6030 Community Services - Parks & Rec - Granada Golf Course	1,148,553		1,249,912	
6050 Community Services - Parks & Rec - Youth Center	2,741,874		2,725,780	
6051 Community Services - Parks & Rec - Youth Center Snack Bar	52,659		52,763	
6060 Community Services - Parks & Rec - Senior Services	198,330		228,728	
6065 Community Services - Parks & Rec - Special Events	131,449		136,990	
6070 Community Services - Parks & Rec - Golf Course & Parks Maint.	163,013		190,033	
Sunshine State Note	3,071,916		4,335,998	
Capital Projects	11,044,177		460,000	
	22,373,756		13,274,308	
Total Expenditures	\$ 185,394,417		\$ 142,029,515	

**2012-2013 BUDGET
EXPENDITURES BY FUNCTION**

**2012-2013
\$142,029,515**



**2011-2012
\$185,394,417**

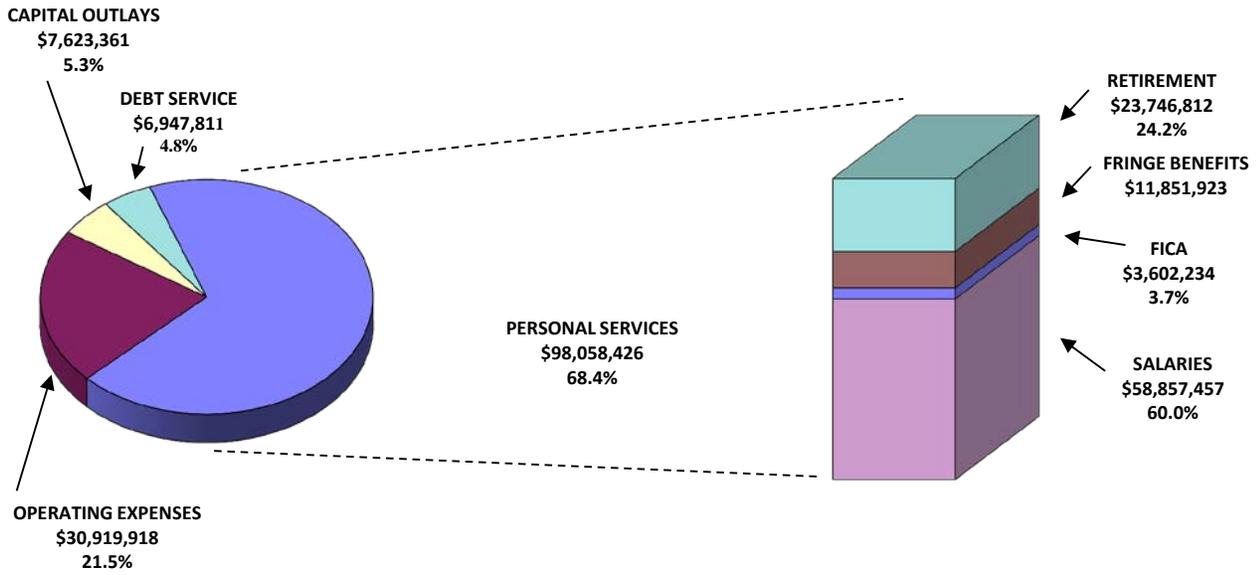


	2011-2012		2012-2013	
	BUDGET	%	BUDGET	%
PUBLIC SAFETY	\$ 70,386,500	38.0%	\$ 67,218,408	47.4%
PHYSICAL ENVIRONMENT	47,272,687	25.5%	25,593,486	18.0%
GENERAL GOVERNMENT	26,956,721	14.5%	26,448,867	18.6%
TRANSPORTATION	18,404,753	9.9%	9,494,446	6.7%
CULTURE AND RECREATION	22,373,756	12.1%	13,274,308	9.2%
TOTAL EXPENDITURES	\$ 185,394,417	100.0%	\$ 142,029,515	100.0%

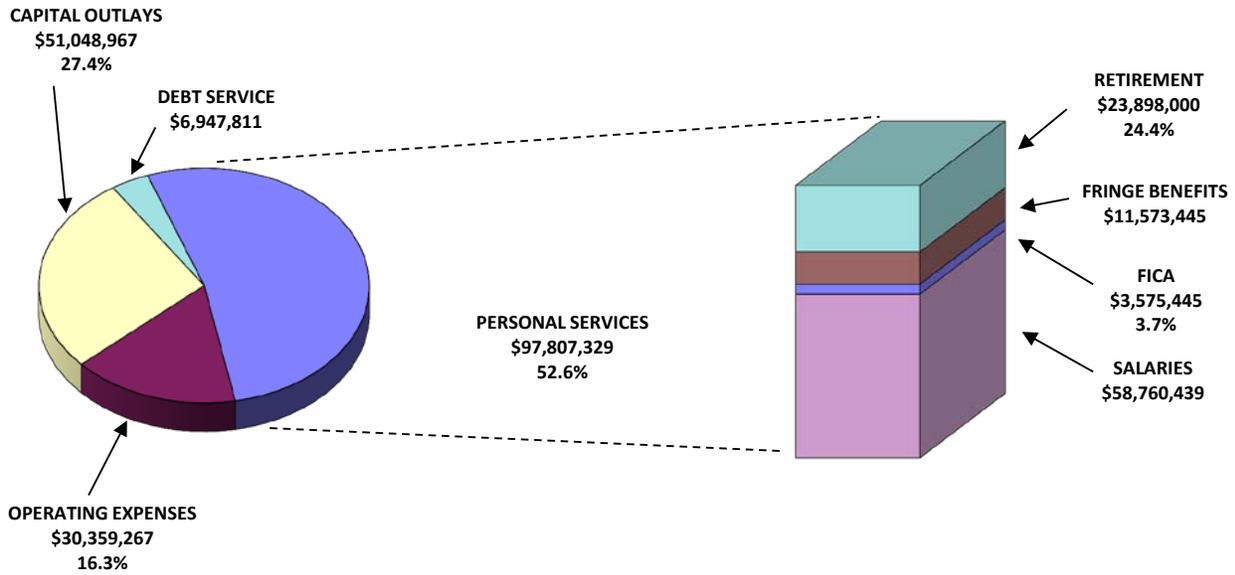


2012-2013 BUDGET EXPENDITURES BY OBJECT OF EXPENSE

2012-2013 - \$ 142,029,515



2011-2012 - \$ 185,394,417



2012-2013 BUDGET
SUMMARY OF TOTAL EXPENDITURES AND TRANSFERS TO RESERVES

	2009-2010	2010-2011	2011-2012	2012-2013
	ACTUAL	ACTUAL	BUDGET	BUDGET
<u>Operating Expense</u>				
General Fund Departments	\$ 117,503,545	\$ 112,210,817	\$ 117,237,079	\$ 117,423,062
Roadway Improvement Fund Dept.	292,554	276,547	280,791	262,199
Trolley / Transportation Fund	1,341,576	1,103,762	1,814,444	1,357,512
Enterprise Fund Departments	9,893,729	10,113,691	12,302,169	12,834,713
Pension Fund Departments	138,220	130,452	125,794	124,218
Total Operating Expense	129,169,624	123,835,269	131,760,277	132,001,704
<u>Capital Expense</u>				
General Improvements	4,769,587	2,344,929	6,835,223	2,060,000
Neighborhood Renaissance Program	-	471,047	21,683,953	-
Roadway Improvements	1,207,882	1,308,837	1,275,127	770,000
Trolley / Transportation Improvements	-	-	-	-
Miami-Dade Bond Improvements	1,624,641	105,646	3,116,673	-
Impact Fee Improvements	-	-	-	-
Stormwater Utility Improvements	839,602	2,598,639	1,490,294	250,000
Sanitary Sewer Improvements	1,107,652	1,938,971	10,993,658	-
Parking System Improvements	126,654	82,356	1,291,401	-
Total Capital Expense	9,676,018	8,850,425	46,686,329	3,080,000
Total Operating and Capital Expense	138,845,642	132,685,694	178,446,606	135,081,704
Debt Service	4,380,859	4,736,973	6,947,811	6,947,811
Total Expense and Debt Service	143,226,501	137,422,667	185,394,417	142,029,515
<u>Transfers to Reserves</u>				
General Fund Reserve	2,495,010	6,619,749	978,536	-
Capital Projects Fund	-	6,667,003	-	-
Neighborhood Renaissance Program Fund	-	21,683,953	-	-
Roadway Improvement Fund	-	1,767,302	1,060	38,649
Trolley / Transportation Fund	220,862	1,091,351	56,837	32,488
General Obligation Bond Fund	-	1,516,795	-	-
Capital Improvement Impact Fund	452,456	1,852,263	-	-
Stormwater Utility Fund	119,250	-	269,013	317,313
Sanitary Sewer Fund	465,479	-	-	853,734
Parking Fund	1,424,333	1,609,249	499,245	206,903
Motor Pool Fund	-	-	-	1,350,000
Pension Contribution Stabilization Fund	-	2,500,000	2,500,000	-
Total Transfers to Reserves	5,177,390	45,307,665	4,304,691	2,799,087
Total Expenditures & Transfers to Reserves	\$ 148,403,891	\$ 182,730,332	\$ 189,699,108	\$ 144,828,602

2012-2013 BUDGET
SUMMARY OF TOTAL GENERAL FUND EXPENDITURES AND TRANSFERS TO RESERVES

DEPARTMENT	DIVISION	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
City Commission	City Commission	\$ 515,015	\$ 537,061	\$ 527,655	\$ 525,538
City Attorney	City Attorney	831,903	765,640	727,039	765,227
City Clerk	Administrative	657,256	661,816	647,894	645,526
	Special Revenue Expenses	125,289	112,264	74,703	295,009
	Elections	-	16,326	2,000	128,425
City Manager	Administrative	1,138,230	1,032,463	1,091,353	1,141,267
	Cable TV	673,185	649,830	759,937	760,679
	Internal Auditing	303,567	221,581	299,595	353,703
Human Resources	Risk Management	433,072	452,306	451,144	446,880
	Personnel	1,029,140	983,851	1,001,561	1,062,239
Development Services	Administrative	-	468,382	759,909	831,539
	Building	-	3,992,545	4,087,136	4,065,056
	Planning & Zoning	-	1,789,470	1,983,534	1,960,821
	Code Enforcement	-	1,463,350	1,487,595	1,497,835
Building & Zoning (old)	Administrative	816,163	-	-	-
	Zoning	1,350,589	-	-	-
	Permitting	1,049,740	-	-	-
	Inspections	2,772,232	-	-	-
	Code Enforcement	1,611,844	-	-	-
Planning (old)	Urban Planning	756,442	-	-	-
Historic Resources	Historic Preservation	601,898	775,968	742,800	675,740
	Museum	130,642	222,591	366,585	308,886
Public Works	Administrative	782,217	698,103	380,828	376,140
	Engineering	2,470,241	2,006,097	1,892,106	1,805,971
	Streets	2,932,869	2,818,497	2,850,953	2,879,379
	Architectural	11,044	-	-	-
Finance	Administrative and Budget	792,532	802,179	1,111,446	1,093,405
	Collection	640,598	584,792	625,004	678,131
	Accounting	1,043,699	1,115,619	994,162	999,552
	Procurement	773,295	682,655	779,771	777,709
	General Services	342,060	316,128	316,758	317,169
Information Technology	Information Tecnology	4,511,672	4,376,350	4,527,158	4,048,446
Police	Administrative	1,809,515	1,917,855	1,997,798	1,965,861
	Uniform Patrol	14,890,186	13,836,312	14,685,858	14,138,117
	Criminal Investigations	7,008,947	6,681,790	6,625,540	6,396,197
	Technical Services	6,751,378	6,130,689	6,487,781	6,453,985
	E911 Service	448,167	409,287	382,755	374,216
	Police Education	1,728	14,952	15,000	15,000
	School Crossing Guard	45,045	42,276	46,601	46,695
	Professional Standards	2,854,374	2,351,694	2,706,205	2,318,520
	Specialized Enforcement	4,612,827	4,361,807	5,040,076	4,615,205
Fire	Fire	25,515,820	26,201,794	26,694,605	27,994,526
Community Services	Administrative	495,143	419,329	296,784	200,538
Parks & Recreation	Administrative	-	3,294	260,317	353,252
	Tennis Centers	813,189	816,607	673,036	808,799
	Youth Center	2,789,129	2,696,802	2,741,874	2,725,780
	Youth Center Snack Bar	52,798	41,052	52,659	52,763
	Senior Services	251,652	151,498	198,330	228,728
	Special Events	127,199	104,140	131,449	136,990
	Golf Course & Parks Maint.	167,584	236,840	163,013	190,033
Public Service	Administration	571,770	485,420	498,328	498,404
	Solid Waste	10,055,877	9,073,753	9,884,985	9,673,468
	Landscape Services	5,382,163	4,871,079	5,103,685	4,953,794
Parking	Violation Enforcement	1,226,637	1,240,449	1,331,962	1,300,086
Economic Sustainability	Economic Sustainability	681,766	558,176	760,807	839,383
Non Departmental	Non Departmental	1,854,217	2,018,058	1,969,005	2,702,450
Total General Fund Operating Expense		117,503,545	112,210,817	117,237,079	117,423,062
	Transfer to General Fund Reserve	3,843,313	7,813,056	978,536	-
	Transfer to Sunshine State Note Debt Service	3,523,085	3,552,277	3,538,987	4,675,337
	Transfer to Capital Improvement Fund	1,792,000	3,743,622	2,739,464	2,060,000
	Transfer to Roadway Fund	-	266,639	-	-
	Transfer to Trolley Fund	200,439	764,965	-	-
	Transfer to General Obligation Bond Fund	-	380,032	-	-
	General Fund Subsidy of Venetian Swimming Pool	185,711	81,476	80,826	97,010
	General Fund Subsidy of Granada Golf	656,839	451,602	639,820	615,712
	Transfer to Automotive Fund	-	1,000,000	-	1,350,000
	Pension Contribution Stabilization Fund	-	3,000,000	3,000,000	-
Total General Fund		\$ 127,704,932	\$ 133,264,486	\$ 128,214,712	\$ 126,221,121

CITY OF CORAL GABLES
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
2012-2013 BUDGET
(BUDGETED FUNDS ONLY)

	<u>GENERAL</u>	<u>DEBT</u>	<u>CAPITAL PROJECTS</u>	<u>ENTERPRISE</u>	<u>TOTAL</u>
Fund Balance @ 10/01/11 (Unrestricted)	\$ 12,363,979	\$ 1,371,680	\$ 29,796,378	\$ 8,831,142	\$ 52,363,179
Fiscal Year 2011-2012 (Estimated)					
Revenues	128,114,712	4,476,528	6,580,749	25,912,386	165,084,375
Expenditures	127,236,176	4,476,528	32,142,038	28,974,733	192,829,475
FY 2012 Change in Fund Balance	878,536	-	(25,561,289)	(3,062,347)	(27,745,100)
Fund Balance @ 09/30/12 (Unrestricted - Estimated)	13,242,515	1,371,680	4,235,089	5,768,795	24,618,079
Fiscal Year 2012-2013 Budget					
Revenues:					
Taxes	82,754,790	-	2,460,848	-	85,215,638
Licenses	3,489,500	-	-	-	3,489,500
Permits	5,631,625	-	-	3,000	5,634,625
Fines & Forfeitures	2,811,088	-	-	-	2,811,088
Intergovernmental	4,181,000	-	-	-	4,181,000
Use Charges	9,088,759	-	-	20,262,156	29,350,915
Recreation Fees	2,225,458	-	-	1,170,200	3,395,658
Rentals & Concessions	2,237,825	-	-	2,632,758	4,870,583
Investment Earnings	50,000	-	-	5,000	55,000
Other	4,714,368	-	-	-	4,714,368
Transfers In	8,600,699	5,485,337	2,060,000	712,722	16,858,758
Total Revenues	125,785,112	5,485,337	4,520,848	24,785,836	160,577,133
Expenditures:					
General Government	25,175,310	-	-	-	25,175,310
Public Safety	65,618,408	-	1,600,000	-	67,218,408
Physical Environment	17,307,777	-	-	7,958,746	25,266,523
Transportation	2,879,379	-	2,389,711	3,089,845	8,358,935
Culture & Recreation	6,442,188	-	460,000	2,036,122	8,938,310
Debt Service	-	5,485,337	-	1,462,474	6,947,811
Transfers Out	8,798,059	-	-	8,860,699	17,658,758
Total Expenditures	126,221,121	5,485,337	4,449,711	23,407,886	159,564,055
Net Change in Fund Balance	(436,009)	-	71,137	1,377,950	1,013,078
Fund Balance @ 09/30/13 (Unrestricted)	\$ 12,806,506	\$ 1,371,680	\$ 4,306,226	\$ 7,146,745	\$ 25,631,157

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

In the Capital Projects Funds - For FY12 - Planned Project costs re-appropriated from prior year.

In the Enterprise Funds - For FY12 - Planned Project costs re-appropriated from prior year..

In the Enterprise Funds - For FY13 - Reserves created to fund future capital projects.

**2012-2013 BUDGET
ENTERPRISE FUNDS OPERATIONS SUMMARY**

	<u>2009-2010 ACTUAL</u>	<u>2010-2011 ACTUAL</u>	<u>2011-2012 BUDGET</u>	<u>2012-2013 BUDGET</u>
STORMWATER UTILITY FUND (400)				
Operating Revenue	\$ 2,340,480	\$ 2,416,836	\$ 2,350,000	\$ 2,500,000
Operating Expense	<u>(1,022,511)</u>	<u>(1,003,891)</u>	<u>(1,420,336)</u>	<u>(1,470,724)</u>
Operating Income (Loss)	1,317,969	1,412,945	929,664	1,029,276
Grant Revenue	130,830	1,606,542	617,173	-
Investment Earnings	775	717	-	-
Prior Year Reappropriations	-	-	674,433	-
Capital Projects	-	(2,343,915)	(1,491,140)	(250,000)
Interest Expense	(106,912)	(97,574)	-	-
Debt Expense	-	-	(326,117)	(326,963)
Depreciation Expense	<u>(77,070)</u>	<u>(91,204)</u>	-	-
Net Income (Loss)	1,265,592	487,511	404,013	452,313
Transfers to (from) Reserve	881,432	110,802	269,013	317,313
Contribution to (from) General Fund	<u>\$ 384,160</u>	<u>\$ 376,709</u>	<u>\$ 135,000</u>	<u>\$ 135,000</u>
SANITARY SEWER FUND (410)				
Operating Revenue	\$ 7,109,919	\$ 7,525,920	\$ 7,058,200	\$ 7,771,756
Operating Expense	<u>(4,111,851)</u>	<u>(4,303,463)</u>	<u>(5,782,896)</u>	<u>(6,238,022)</u>
Operating Income (Loss)	2,998,068	3,222,457	1,275,304	1,533,734
Grant Revenue	107,767	324,445	660,555	-
Investment Earnings	6,213	6,364	10,000	5,000
Miscellaneous Revenue	21	11,520	-	-
Prior Year Reappropriations	-	-	4,793,658	-
Capital Projects	-	-	(11,169,213)	-
Depreciation Expense	<u>(229,987)</u>	<u>(272,676)</u>	-	-
Net Income (Loss)	2,882,082	3,292,110	(4,429,696)	1,538,734
Transfers to (from) Reserve	1,343,144	1,742,933	(5,114,696)	853,734
Contribution to (from) General Fund	<u>\$ 1,538,938</u>	<u>\$ 1,549,177</u>	<u>\$ 685,000</u>	<u>\$ 685,000</u>
VENETIAN POOL FUND (420)				
Operating Revenue	\$ 649,779	\$ 752,734	\$ 641,500	\$ 689,200
Operating Expense	<u>(730,929)</u>	<u>(748,530)</u>	<u>(722,326)</u>	<u>(786,210)</u>
Operating Income (Loss)	(81,150)	4,204	(80,826)	(97,010)
Investment Earnings	320	328	-	-
Net Income (Loss)	(80,830)	4,532	(80,826)	(97,010)
Transfers to (from) Reserve	-	-	-	-
Contribution to (from) General Fund	<u>\$ (80,830)</u>	<u>\$ 4,532</u>	<u>\$ (80,826)</u>	<u>\$ (97,010)</u>
GRANADA GOLF COURSE FUND (430)				
Operating Revenue	\$ 589,398	\$ 769,747	\$ 508,733	\$ 634,200
Operating Expense	<u>(1,388,782)</u>	<u>(921,205)</u>	<u>(1,148,553)</u>	<u>(1,249,912)</u>
Operating Income (Loss)	(799,384)	(151,458)	(639,820)	(615,712)
Investment Earnings	320	328	-	-
Miscellaneous Revenue	-	60	-	-
Net Income (Loss)	(799,064)	(151,070)	(639,820)	(615,712)
Transfers to (from) Reserve	-	-	-	-
Contribution to (from) General Fund	<u>\$ (799,064)</u>	<u>\$ (151,070)</u>	<u>\$ (639,820)</u>	<u>\$ (615,712)</u>
PARKING SYSTEM FUND (460)				
Operating Revenue	\$ 9,227,727	\$ 10,154,202	\$ 10,573,668	\$ 10,392,259
Operating Expense	<u>(2,639,656)</u>	<u>(3,136,602)</u>	<u>(3,052,503)</u>	<u>(3,089,845)</u>
Operating Income (Loss)	6,588,071	7,017,600	7,521,165	7,302,414
Grant Revenue	12,470	-	187,630	-
Investment Earnings	2,141	2,185	-	-
Miscellaneous Revenue	525	52,767	-	-
Interest Expense	(465,972)	(501,468)	-	-
Prior Year Reappropriations	-	-	1,108,171	-
Capital Projects	-	-	(1,291,401)	-
Debt Expense	-	-	(2,144,320)	(1,135,511)
Depreciation Expense	<u>(706,397)</u>	<u>(690,928)</u>	-	-
Net Income (Loss)	5,430,838	5,880,156	5,381,245	6,166,903
Transfers to (from) Reserve	844,590	998,169	499,245	206,903
Contribution to (from) General Fund	<u>\$ 4,586,248</u>	<u>\$ 4,881,987</u>	<u>\$ 4,882,000</u>	<u>\$ 5,960,000</u>

**CAPITAL PROJECTS
2012-2013 BUDGET**

<u>PROJECTS</u>	2012-2013 <u>BUDGET</u>
Public Safety Building - Repairs/Improvements	\$ 200,000
Fire Stations - Repairs/Improvements	1,400,000
Museum Exterior Gates	30,000
Coral Bay Park - Replacement Playground Equipment	130,000
Purchase of Land	<u>300,000</u>
Total General Capital Improvement Projects	<u>2,060,000</u>
Roadway Improvements	770,000
Stormwater Improvements	<u>250,000</u>
Total Projects	<u>\$ 3,080,000</u>

CITY OF CORAL GABLES
FISCAL YEAR 2013 TO 2017 FIVE-YEAR CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan is a compilation of projects/programs categorized by project type. The projects included in each category have been selected based on the critical need to meet regulatory mandates, remedy conditions for the improvement of public health, safety and welfare, and provide for the essential maintenance of the City's facilities. The project categories and category totals are as follows:

Bridge Improvements	\$ 503,000
Facility Improvements	13,714,435
Historical Entrances & Plazas	400,000
Historical Facility Restoration	484,265
Park Improvements	14,455,000
Parking Improvements	45,000
Roadway Improvements	9,130,429
Sanitary Sewer Improvements	14,560,025
Stormwater Improvements	2,801,259
Street Lighting Improvements	1,000,000
Streetscape Improvements	23,477,464
Total Projects	\$ 80,570,877

The Five-Year Plan is comprised of the following funding levels:

Prior Fiscal Years Expenditures	\$ 13,096,427
Prior Fiscal Years Balance Forward	34,696,046
Fiscal Year 2012-2013 Budget Estimate	3,080,000
Grants Awarded (Fiscal Years 2013-2017)	4,930,814
Grants Applied for (Fiscal Years 2013-2017)	885,000
Other Funding Sources	4,981,590
Unfunded (Fiscal Years 2014-2017)	18,901,000
Total Funding	\$ 80,570,877

The Fiscal Year 2013-2017 Capital Improvement Plan is available under separate cover for further information.

2012-2013 BUDGET

DEBT ADMINISTRATION

As of October 1, 2011 the City will have \$78.34 million of special obligation debt outstanding. The City has a non-ad-valorem "Aa2" from Moody's Investors Service and a "AA" underlying rating from Standard & Poor's Corporation. A review of the City's debt position is required to provide a five-year capital financing plan for infrastructure and other improvements. Both financing resources and City capital needs drive the City's debt issuance program. Decisions regarding the use of debt is based upon a number of factors including the long-term needs of the City and the amount of resources available to repay the debt.

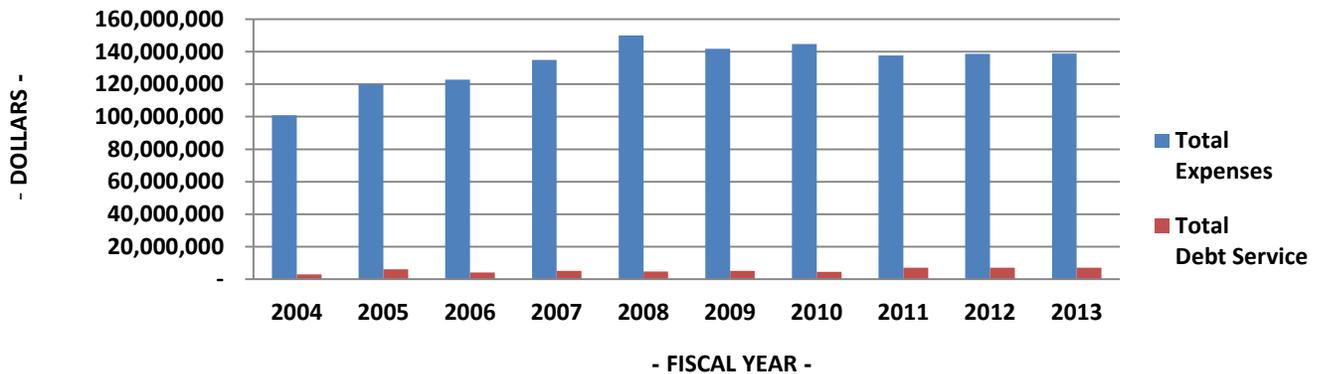
LEGAL DEBT MARGIN

The City's general obligation bond debt service is subject to a legal limitation based on 15 percent of total expenses. As of October 1, 2012 the City's net general obligation bond debt services is well below the legal debt limit. Debt service represents 5.0 percent of total expenses.

SUMMARY OF OUTSTANDING DEBT

<u>SERIES</u>	<u>MATURES</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
Series 2012	10/01/31	\$ 49,350,000	\$ 13,151,797	\$ 62,501,797
Series 2011B	10/01/16	2,440,000	225,150	2,665,150
Series 2011C	10/01/32	4,365,000	2,638,750	7,003,750
Series 2004A	10/01/28	17,670,000	7,874,610	25,544,610
Series 2004B	10/01/28	4,515,000	2,653,249	7,168,249
Total Projects		\$ 78,340,000	\$ 26,543,556	\$ 104,883,556

DEBT SERVICE COMPARED TO TOTAL EXPENSES



<u>Fiscal Year</u>	<u>Total Expenses</u>	<u>Total Debt Service</u>	<u>% of Total Expenditures</u>
2004	\$ 100,826,524	\$ 2,953,583	2.9%
2005	119,920,823	5,940,797	5.0%
2006	122,899,435	4,008,805	3.3%
2007	135,007,594	4,980,748	3.7%
2008	150,074,158	4,626,144	3.1%
2009	141,891,535	5,155,728	3.6%
2010	144,839,523	4,526,673	3.1%
2011	137,734,736	6,947,811	5.0%
2012	138,708,088	6,947,811	5.0%
2013	\$ 138,949,515	\$ 6,947,811	5.0%

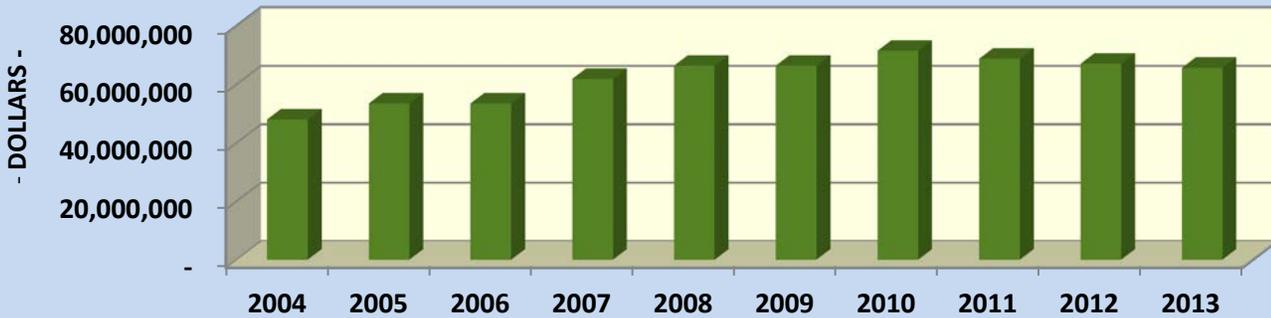
**CITY OF CORAL GABLES
DEBT SERVICE SCHEDULES
2012-2013 BUDGET**

PAYMENT DUE	SERIES 2012 (RE-FUNDING)		SERIES 2011B		SERIES 2011C	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2012	\$ 2,370,000	\$ 1,051,758	\$ 450,000	\$ 73,200	\$ 150,000	\$ 218,250
10/1/2013	2,200,000	1,224,996	470,000	59,700	155,000	210,750
10/1/2014	2,235,000	1,165,789	490,000	45,600	160,000	203,000
10/1/2015	2,240,000	1,106,048	505,000	30,900	165,000	195,000
10/1/2016	2,280,000	1,045,706	525,000	15,750	170,000	186,750
10/1/2017	2,740,000	978,689	-	-	175,000	178,250
10/1/2018	2,790,000	904,863	-	-	180,000	169,500
10/1/2019	2,860,000	829,435	-	-	185,000	160,500
10/1/2020	2,155,000	762,485	-	-	190,000	151,250
10/1/2021	2,195,000	704,413	-	-	200,000	141,750
10/1/2022	2,450,000	642,402	-	-	205,000	131,750
10/1/2023	2,510,000	576,186	-	-	210,000	121,500
10/1/2024	2,570,000	508,368	-	-	220,000	111,000
10/1/2025	2,635,000	438,881	-	-	225,000	100,000
10/1/2026	2,705,000	367,592	-	-	235,000	88,750
10/1/2027	2,370,000	299,841	-	-	245,000	77,000
10/1/2028	2,420,000	235,895	-	-	250,000	64,750
10/1/2029	2,485,000	170,413	-	-	260,000	52,250
10/1/2030	2,540,000	103,329	-	-	270,000	39,250
10/1/2031	2,600,000	34,710	-	-	280,000	25,750
10/1/2032	-	-	-	-	235,000	11,750
	<u>\$ 49,350,000</u>	<u>\$ 13,151,799</u>	<u>\$ 2,440,000</u>	<u>\$ 225,150</u>	<u>\$ 4,365,000</u>	<u>\$ 2,638,750</u>

PAYMENT DUE	SERIES 2004A		SERIES 2004B	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2012	\$ 660,000	\$ 739,920	\$ 170,000	\$ 251,631
10/1/2013	675,000	718,800	180,000	243,131
10/1/2014	700,000	696,019	185,000	234,131
10/1/2015	730,000	671,519	200,000	224,881
10/1/2016	755,000	645,056	205,000	214,881
10/1/2017	930,000	616,744	220,000	204,426
10/1/2018	965,000	579,544	230,000	192,986
10/1/2019	1,005,000	540,944	240,000	180,624
10/1/2020	1,045,000	499,488	255,000	167,664
10/1/2021	1,090,000	455,075	270,000	153,639
10/1/2022	1,140,000	408,750	285,000	137,979
10/1/2023	1,185,000	358,875	295,000	121,449
10/1/2024	1,240,000	305,550	315,000	104,339
10/1/2025	1,300,000	249,750	335,000	86,069
10/1/2026	1,350,000	191,250	355,000	66,388
10/1/2027	1,415,000	130,500	375,000	45,531
10/1/2028	1,485,000	66,825	400,000	23,500
10/1/2029	-	-	-	-
10/1/2030	-	-	-	-
10/1/2031	-	-	-	-
10/1/2032	-	-	-	-
	<u>\$ 17,670,000</u>	<u>\$ 7,874,609</u>	<u>\$ 4,515,000</u>	<u>\$ 2,653,249</u>

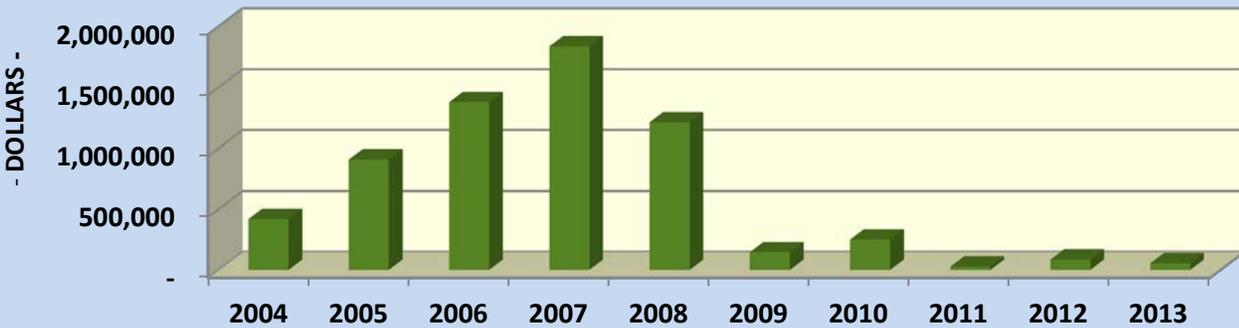
**2012-2013 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**

PROPERTY TAXES



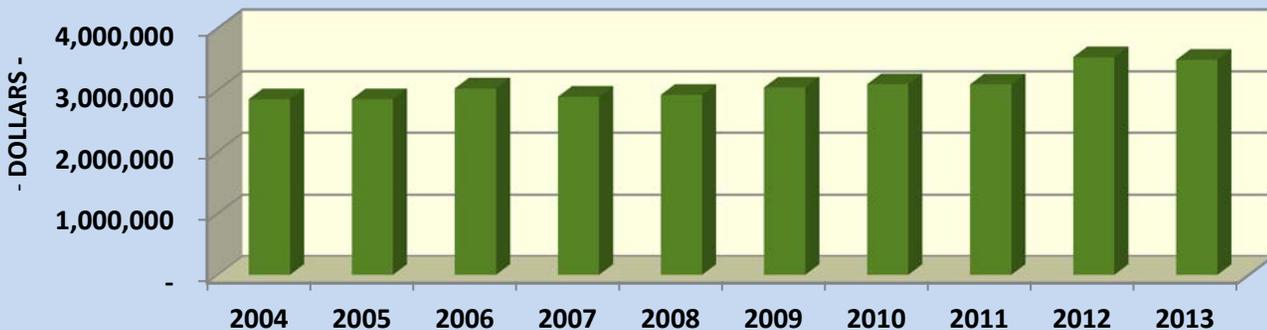
Ad Valorem Taxes are levied on all real property within the City in accordance with the State's Truth in Millage legislation (TRIM). The City's tax rate (millage) is based on the County Property Appraiser's certification of taxable values. The County collects the taxes and remits them to the City.

INVESTMENT EARNINGS



Investment Earnings revenue represents interest earned by investing cash on hand in approved securities investments. This revenue has seen a large decline in the past few years directly attributable to poor rates of return as well as decreased cash balances available for investing.

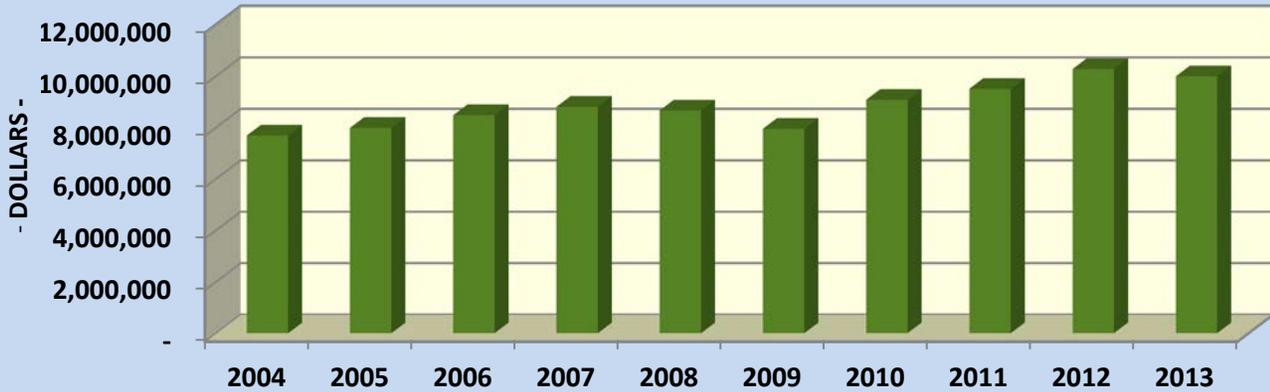
BUSINESS TAX RECEIPTS



Business Tax Receipts are regulatory charges on businesses, professions and occupations located within the City. The State allows a 5% increase to these fees every two years.

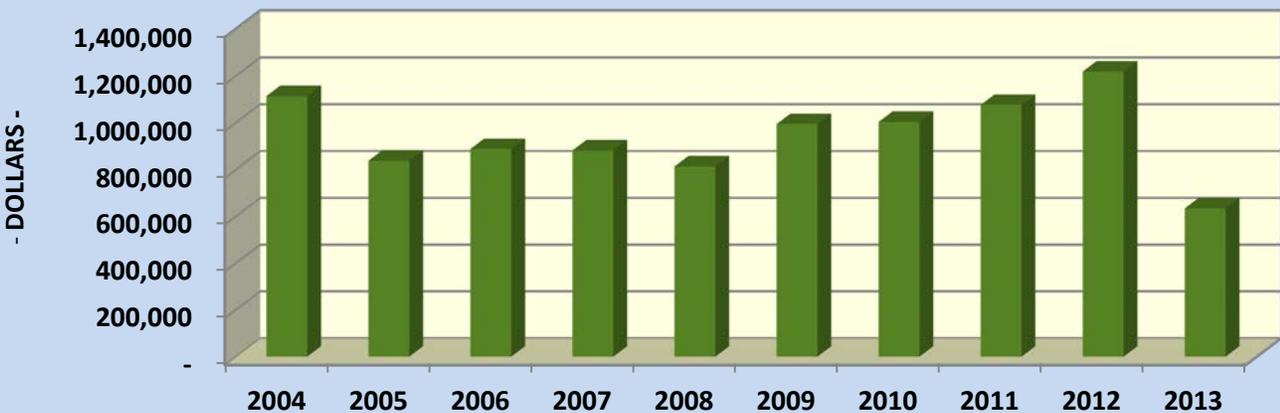
**2012-2013 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**

PARKING FEES



Parking revenue has remained relatively steady. Adjustments to parking rates are made when necessary to remain in line with the City's parking facility operating costs, and to remain consistent with the fee structures of surrounding municipalities.

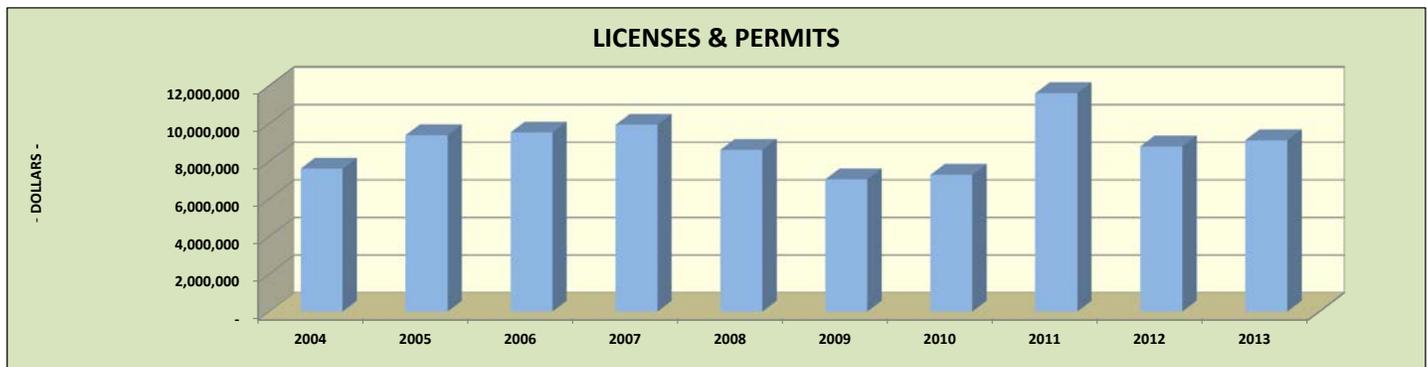
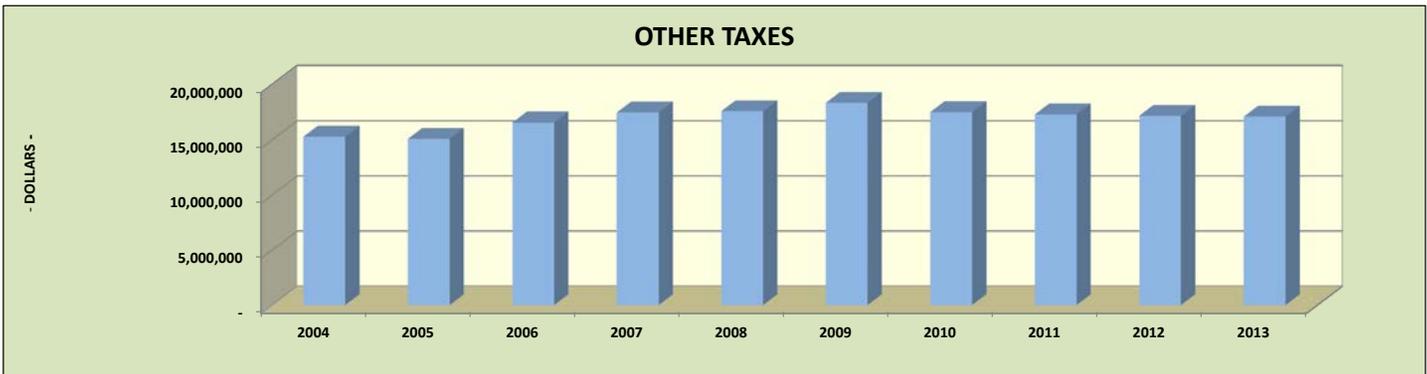
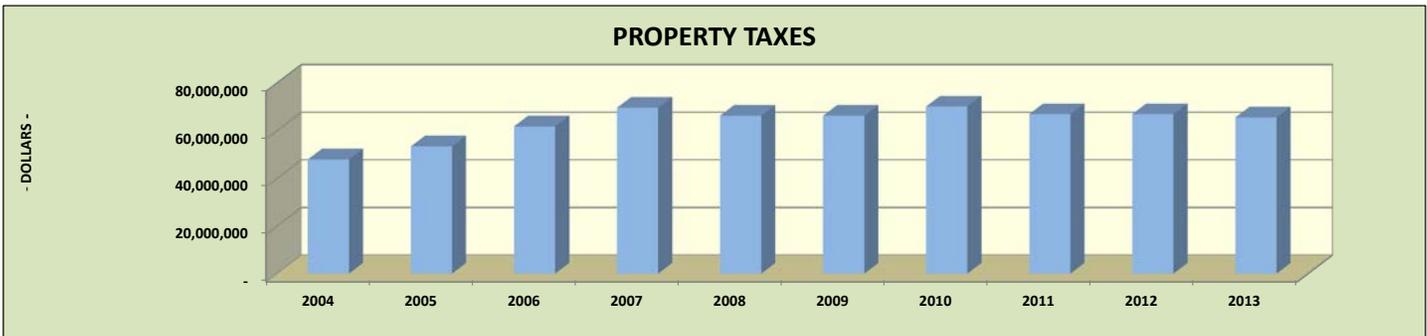
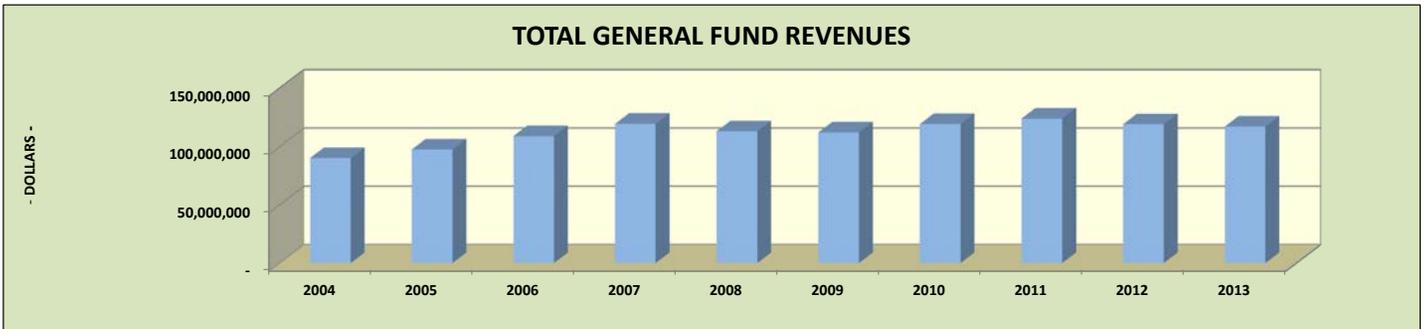
GOLF FEES



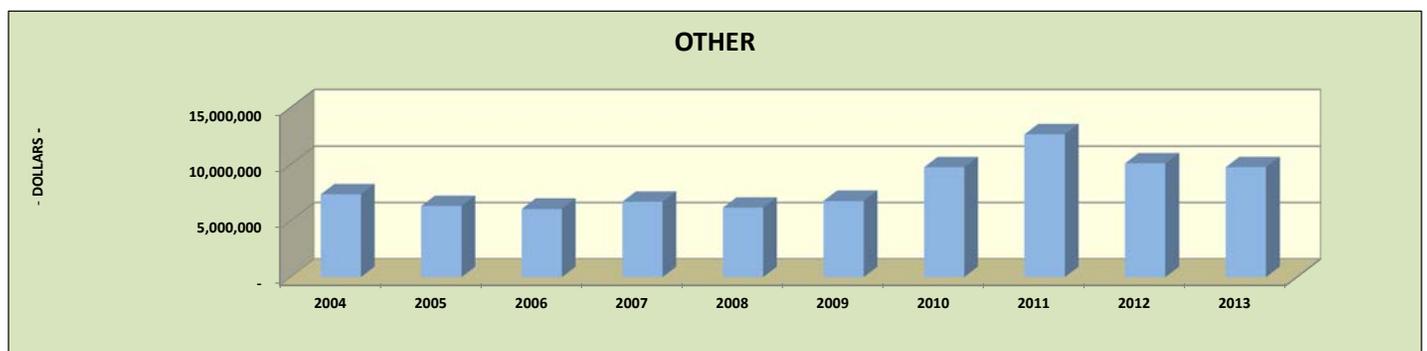
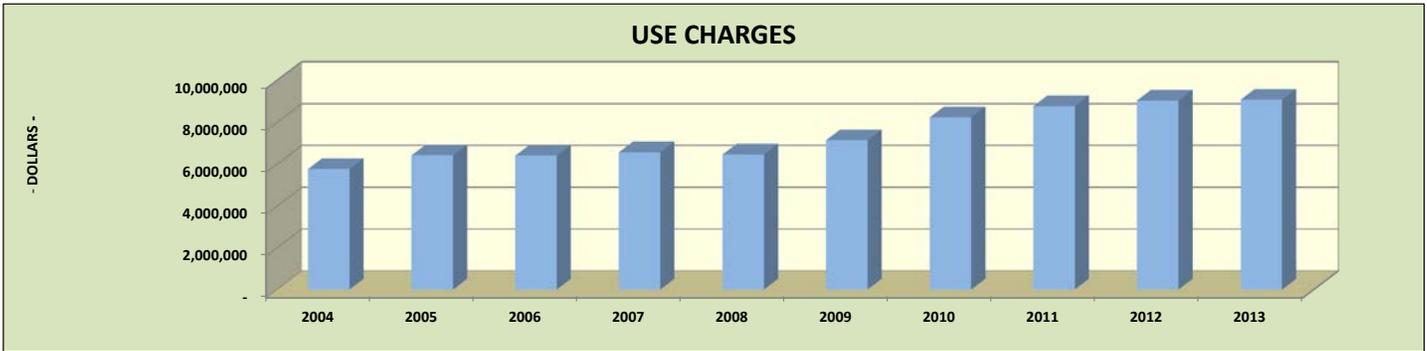
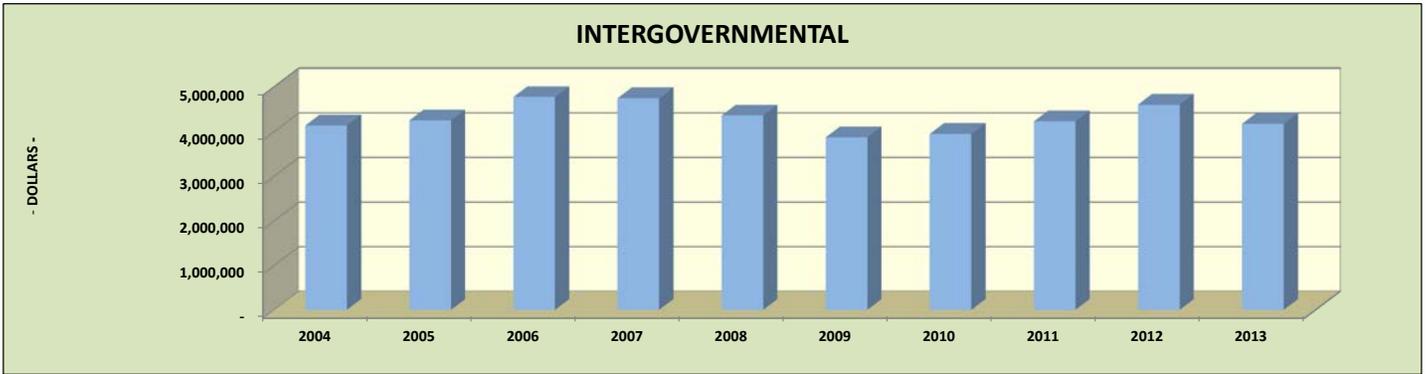
Golf revenue fluctuations are directly related to the economy. As the economy recovers so does golf revenue. FY 2013 revenue for Granada Golf Course is projected to continue the upward trend. In keeping with the revised Biltmore Golf Course agreement, there is no revenue anticipated for FY 2013 only.

**2012-2013 BUDGET
TREND ANALYSIS - GENERAL FUND REVENUES**

REVENUE TYPE	FISCAL YEAR									
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Property Taxes	\$ 47,969,473	\$ 53,466,648	\$ 61,868,946	\$ 69,730,264	\$ 66,388,634	\$ 66,397,191	\$ 70,277,262	\$ 67,078,084	\$ 67,086,306	\$ 65,664,270
Other Taxes	15,286,667	15,081,070	16,555,146	17,470,367	17,584,207	18,343,014	17,496,162	17,289,193	17,168,520	17,090,520
Licenses & Permits	7,607,928	9,385,206	9,529,164	9,944,458	8,609,111	7,043,215	7,277,650	11,621,584	8,785,400	9,121,125
Intergovernmental	4,140,239	4,253,769	4,779,256	4,751,281	4,365,725	3,875,593	3,950,221	4,234,303	4,609,433	4,181,000
Use Charges	5,765,680	6,423,751	6,404,742	6,565,411	6,461,167	7,145,852	8,238,948	8,778,086	9,050,608	9,088,759
Recreation Fees	1,576,171	1,575,101	2,310,636	2,463,399	2,326,265	2,342,360	2,245,055	2,321,354	2,304,400	2,225,458
Investment Earnings	419,584	909,669	1,377,388	1,838,154	1,212,073	145,769	51,057	49,550	75,000	50,000
Other	7,348,552	6,314,904	6,055,564	6,697,619	6,162,157	6,765,854	9,747,231	12,674,459	10,095,605	9,763,281
TOTAL REVENUE	\$ 90,114,294	\$ 97,410,118	\$ 108,880,842	\$ 119,460,953	\$ 113,109,339	\$ 112,058,848	\$ 119,283,586	\$ 124,046,613	\$ 119,175,272	\$ 117,184,413



**2012-2013 BUDGET
TREND ANALYSIS - GENERAL FUND REVENUES**





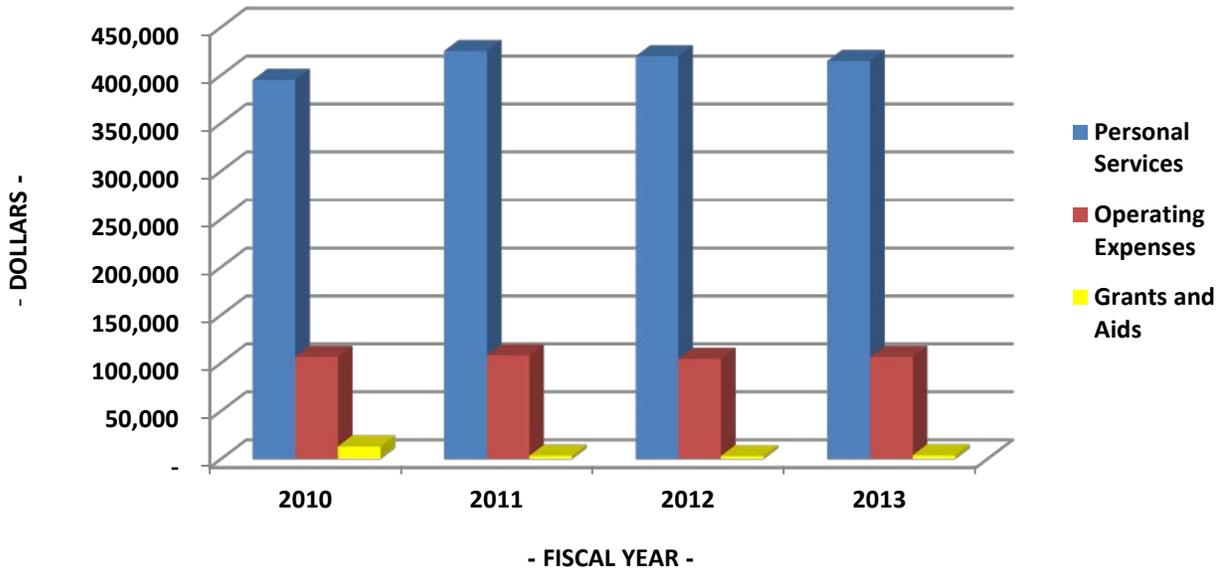
**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



**CITY COMMISSION
BUDGET AND POSITION SUMMARY**

	<u>2009-2010 ACTUAL</u>	<u>2010-2011 ACTUAL</u>	<u>2011-2012 BUDGET</u>	<u>2012-2013 BUDGET</u>
Personal Services	395,135	425,466	419,921	414,980
Operating Expenses	106,588	108,043	104,484	106,558
Grants and Aids	13,292	3,552	3,250	4,000
TOTALS	515,015	537,061	527,655	525,538
No. of Positions	7	7	7	7

EXPENDITURE COMPARISONS





**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
CITY COMMISSION
0100 CITY COMMISSION
 511 LEGISLATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
8900	Mayor	1	1	1	\$ 34,736
8910	Vice Mayor	1	1	1	\$ 30,389
8920	City Commissioner	3	3	3	\$ 84,678
0034	Admin. Ass't to Mayor	1	1	1	\$ 57,824
0031	Secretary	1	1	1	\$ 50,253
TOTAL		7	7	7	\$ 257,880

EXPENDITURE DETAIL

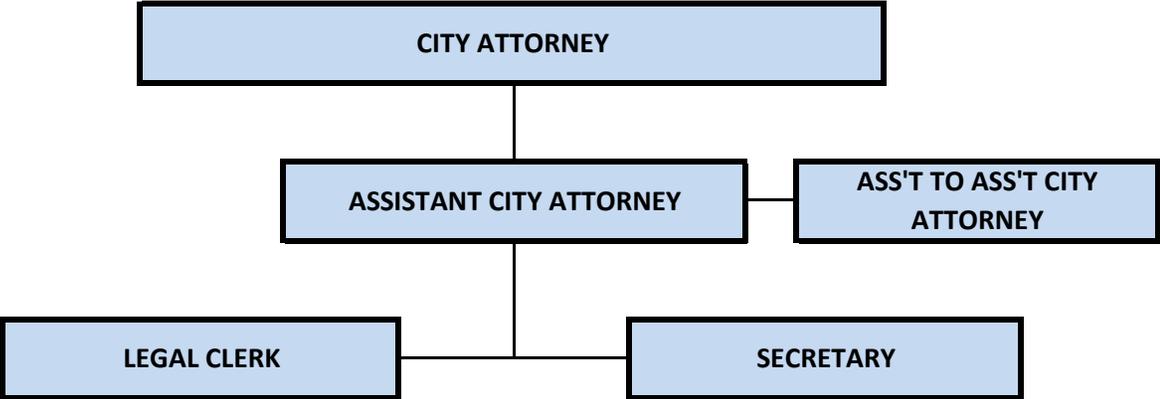
		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 270,767	\$ 259,800	\$ 256,469	\$ 257,880
2000	Employee Benefits - See Other Cost Dist.	124,368	165,666	163,452	157,100
4010	Expense Allowance	23,740	26,668	25,200	25,200
4410	Rental of Machinery and Equipment	4,386	3,930	4,278	2,500
4420	Public Facilities Cost - See Other Cost Dist.	45,969	42,614	40,080	41,545
4550	General Liability Insurance	13,742	14,196	14,016	15,375
4990	Other Miscellaneous Expense	2,717	1,176	1,910	1,160
5100	Office Supplies	2,968	6,881	5,000	6,778
5400	Membership Dues and Subscriptions	13,066	12,578	14,000	14,000
	Dade League of Cities				
	Florida League of Cities				
	National League of Cities				
8101	Sister Cities	13,292	3,552	3,250	4,000
TOTAL		\$ 515,015	\$ 537,061	\$ 527,655	\$ 525,538



**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**

DEPARTMENT: CITY ATTORNEY

ORGANIZATION CHART





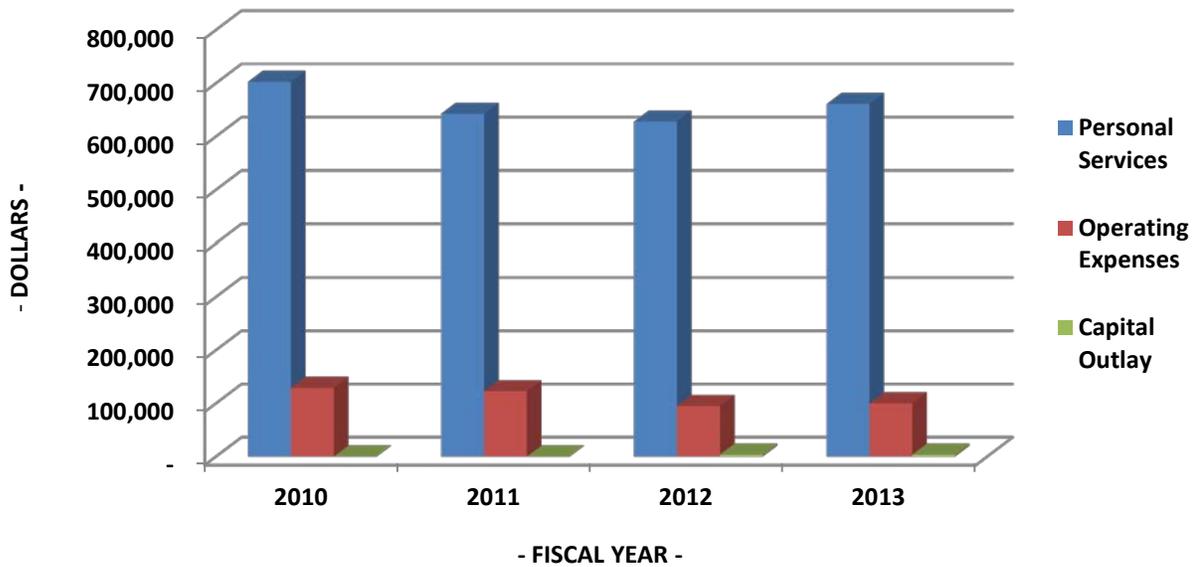
**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



**CITY ATTORNEY
BUDGET AND POSITION SUMMARY**

	<u>2009-2010 ACTUAL</u>	<u>2010-2011 ACTUAL</u>	<u>2011-2012 BUDGET</u>	<u>2012-2013 BUDGET</u>
Personal Services	702,728	642,718	628,152	661,199
Operating Expenses	129,175	122,922	95,232	100,373
Capital Outlay	-	-	3,655	3,655
TOTALS	831,903	765,640	727,039	765,227
No. of Positions	5	5	5	5

EXPENDITURE COMPARISONS



**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
CITY ATTORNEY
0500 CITY ATTORNEY
514 LEGAL COUNSEL

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
8930	City Attorney	1	1	1	1
0040	Deputy City Attorney	1	1	1	1
0041	Legal Assistant	1	1	-	-
0048	Ass't to Ass't City Attorney	1	1	1	1
0032	Secretary	1	1	1	1
0070	Legal Clerk	-	-	1	1
TOTAL		5	5	5	5
					\$ 447,773

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 455,386	\$ 416,006	\$ 413,247	\$ 447,773
2000	Employee Benefits - See Other Cost Dist.	247,342	226,712	214,905	213,426
3190	Other Professional Services	6,697	24,956	-	-
4090	Other Transportation Expense	4,950	4,725	5,400	5,400
4410	Rental of Machinery and Equipment	8,187	7,697	8,200	8,200
4420	Public Facilities Cost - See Other Cost Dist.	32,066	29,759	27,951	28,973
4550	General Liability Insurance	24,937	24,501	22,581	26,700
4720	Printing & Binding	-	-	300	300
4910	Court Costs & Investigative Expense	1,273	2,290	3,800	3,800
4990	Other Miscellaneous Expense	35	33	-	-
5100	Office Supplies	13,100	6,237	5,000	5,000
5400	Membership Dues and Subscriptions	35,028	15,680	12,000	12,000
5410	Employee Training	2,902	7,044	10,000	10,000
6450	Office Equipment Replacement	-	-	3,655	3,655
TOTAL		\$ 831,903	\$ 765,640	\$ 727,039	\$ 765,227

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: CITY ATTORNEY**

DEPARTMENTAL FUNCTION

The City Attorney, appointed by the City Commission, is the City's chief legal officer and provides legal opinions and guidance to the Commission and City Administration. The City Attorney represents the City in all litigation matters and is responsible for providing specialized legal counsel when required. The City Attorney's office reviews and approves as to form and legal sufficiency all resolutions and ordinances authorized by the City Commission. The City Attorney prepares and approves all contracts and agreements executed by the City. The office also executes and records all legal documents pertaining to unity of titles, restrictive covenants, liens, etc.

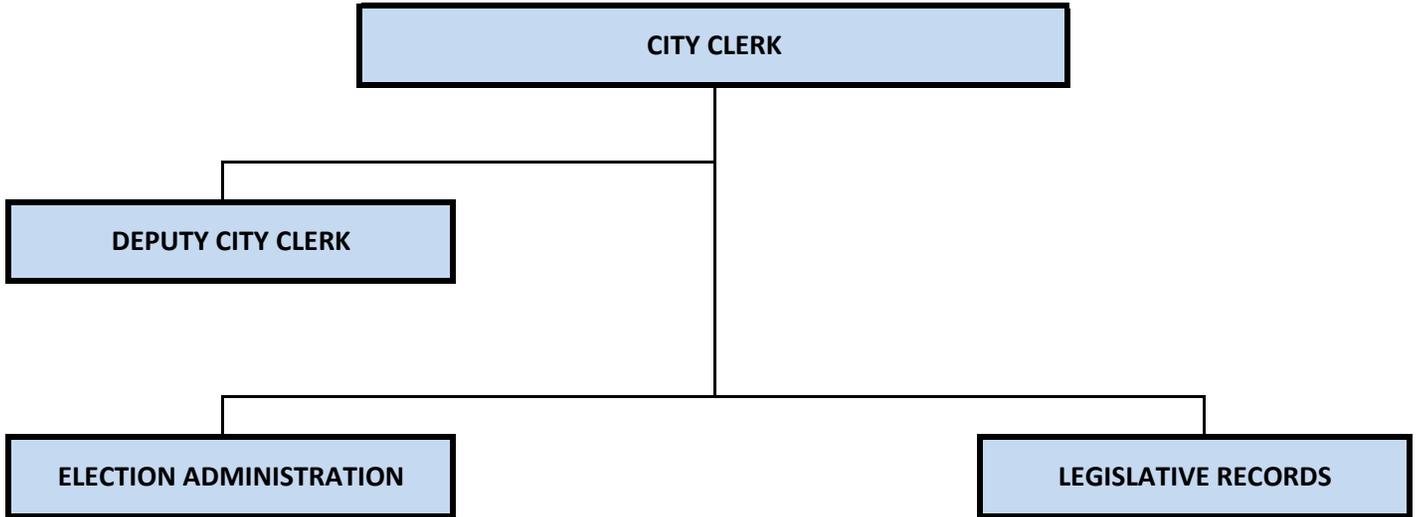
In addition to advising all City boards and committees on legal matters, the City Attorney provides special legal assistance to the Code Enforcement Board, Construction Regulation Board and Planning and Zoning Board.



**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**

DEPARTMENT: CITY CLERK

ORGANIZATION CHART





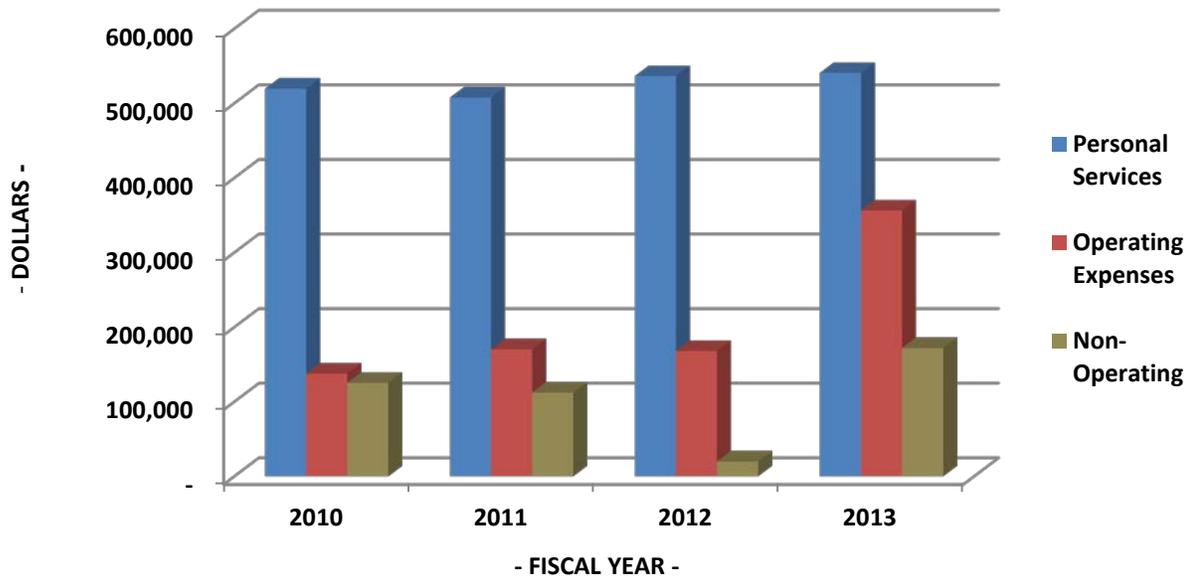
**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



**CITY CLERK
BUDGET AND POSITION SUMMARY**

	<u>2009-2010 ACTUAL</u>	<u>2010-2011 ACTUAL</u>	<u>2011-2012 BUDGET</u>	<u>2012-2013 BUDGET</u>
Personal Services	519,595	507,726	536,507	540,626
Operating Expenses	137,661	170,416	168,090	356,334
Non-Operating	125,289	112,264	20,000	172,000
TOTALS	782,545	790,406	724,597	1,068,960
No. of Positions	5	5	5	5

EXPENDITURE COMPARISONS



**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
CITY CLERK
0600 CITY CLERK
 511 LEGISLATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2009-2010	2010-2011	2011-2012	2012-2013	
		ACTUAL	ACTUAL	BUDGET	BUDGET	
8940	City Clerk	1	1	1	1	\$ 108,093
0600	Deputy City Clerk	1	1	1	1	68,078
0605	Operational Services Coord.	1	1	1	1	65,978
0064	Operational Services Ass't	1	1	1	1	44,054
0032	Secretary	1	1	1	1	40,352
TOTAL		5	5	5	5	\$ 326,555

EXPENDITURE DETAIL

		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 333,402	\$ 334,979	\$ 322,790	\$ 326,555
2000	Employee Benefits - See Other Cost Dist.	186,193	172,747	180,578	171,780
3190	Other Professional Services	57,853	61,438	55,000	58,924
4090	Other Transportation Expense	7,425	8,438	8,100	8,100
4410	Rental of Machinery and Equipment	10,032	8,714	9,924	6,000
4420	Public Facilities Cost - See Other Cost Dist.	26,197	24,206	22,736	23,567
4550	General Liability Insurance	16,794	17,482	17,638	19,472
4820	Advertising Expense	6,732	21,737	20,000	20,000
4910	Court Costs & Investigative Expense	-	-	150	150
4920	TYPE IN A DESCRIPTION	-	-	1,000	1,000
4970	Passport Expense	2,726	3,476	-	-
4990	Other Miscellaneous Expense	1,169	3,292	2,278	2,278
5100	Office Supplies	4,099	3,236	3,900	3,900
5400	Membership Dues and Subscriptions	1,671	1,015	1,000	1,000
5410	Employee Training	2,963	1,056	2,800	2,800
TOTAL		\$ 657,256	\$ 661,816	\$ 647,894	\$ 645,526

CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET



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

PERSONNEL SCHEDULE

NO. OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
9006	Part-time Employees	-	-	-	\$ 39,936
TOTAL		-	-	-	\$ 6

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ -	\$ -	\$ 30,784	\$ 39,936
2000	Employee Benefits - See Other Cost Dist.	-	-	2,355	2,355
4550	General Liability Insurance	-	-	1,682	1,836
4970	Passport Expense	-	-	19,882	78,882
9002	Document Filing Fee	125,289	112,264	20,000	172,000
TOTAL		\$ 125,289	\$ 112,264	\$ 74,703	\$ 295,009

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
CITY CLERK
0610 CITY ELECTIONS
 511 LEGISLATIVE

EXPENDITURE DETAIL

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
3190 Other Professional Services	-	20	2,000	98,425
4550 General Liability Insurance	-	3,093	-	-
4820 Advertising Expense	-	-	-	20,000
4990 Other Miscellaneous Expense	-	13,213	-	10,000
TOTAL	\$ -	\$ 16,326	\$ 2,000	\$ 128,425

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
OFFICE OF THE CITY CLERK**

MISSION STATEMENT

“To capture and make accessible the public record, as quickly and as broadly as possible, through work process reengineering and through the application of technology.”

VISION STATEMENT

The primary vision of the Office of the City Clerk is to become a learning laboratory, an official resource center and the premier records custodian, utilizing technology where it may be advantageous to do so to safeguard a vital part of our City’s Heritage.

DEPARTMENT FUNCTION STATEMENT

As the Corporate Secretary, the City Clerk’s Office is the keeper of the official Commission minutes, legislation, lobbyist registration, bid openings, original contracts between the City and third parties, keeping meeting schedules, minutes and attendance records for all City boards and committees and also attends bond validations proceedings as needed. The elections function entails the administration, supervision and certification of Municipal, Business/Improvement District and Retirement Board elections, any charter amendment, special or referenda (including Bond Elections), and straw ballot issues. In furtherance of our Records Management Program, this sets guidelines and standards for all City Records, incorporates management technologies, and established a repository for inactive, archival and vital records. Special projects include collaborative projects and cost sharing approaches for archival preservation, public access as it pertains to our legislative workflow and document management application (i.e. Legistar), our public meeting process (i.e. Granicus), our enterprise content management process (i.e. TRIM), as well as our reporting process in furtherance of accountability, transparency, and reportability (Dashboards). Direct services include: research in response to public informational requests via letters, phone, over the counter and the internet, (excluding records production pursuant to subpoena duces tecum), notarization, certification, attestation, passport application form processing, photographic services, etc. Public notices regarding meetings of the Commission, advisory boards, elections, etc., are also prepared. The City Clerk’s Office has been designated as a Passport Acceptance Facility.

DEPARTMENT GOALS

Elections

To provide professional supervision and management in connection with the supervision and conduct of all Municipal Elections, including but not limited to Charter amendment issues, municipal candidate, bond referendum, straw ballot issues 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.

Records Management

Pursuant to State law, Florida Administrative Code, our City Code, and through the implementation of our records plan, to ensure document accessibility, public records management, thus encompassing the cycle of the document from creation to final disposition.

Passport Services

To provide professional passport acceptance facility competency, through public partnership with the U.S. Department of State, Bureau of Consular Affairs, in reviewing all necessary documents attesting to the citizenship and identity of the holder, collecting the necessary fees, and administration of an oath, while realizing a revenue source from same, in connection with our U.S. government travel document.

Administration

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.

Research/Special Projects**Public Informational Request**

To serve as a clearinghouse for information, regarding our City's governmental operations, thus providing information from our City's records, handling requests either directly or through referral to the appropriate offices within our governing structure enabled to address same, ensuring the continuity between past and present day City Hall, promoting the highest type of public relations, yet protecting the City's interests and rights.

Business Process Management

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, while concomitantly providing those essential service applications desired by our internal and external stakeholders.

OFFICE OF THE CITY CLERK
FISCAL YEAR 2012-2013 GOALS AND OBJECTIVES

<p>I. GOAL – RECORDS MANAGEMENT Pursuant to State law, Florida Administrative Code, our City Code, and through the implementation of our records plan, to ensure document accessibility, public records management, thus encompassing the cycle of the document from creation to final disposition.</p>				
<p>A. OBJECTIVE Amend records plan, revise legislation, along with our internal policies (i.e. destruction) as court opinion, retention schedule standard practice and/or new data is collected</p>				
Action Plan	Assigned	Completion Date	Status	
<p>Establish guidelines and standards for all City records; establish repository for inactive, archival and vital records. How?</p> <ol style="list-style-type: none"> 1. Maintain our current contract with FAU (Florida Atlantic University) Institute of Government (Records Consultant: Steve Lewis/subcontractor) for continuous records management services. 2. Prepare Disposition List (i.e. No. 15) for those records that are eligible for destruction as of October 1st, 2012 submitted for signature by the City Clerk, Finance Director and Internal Auditor for forwarding to the Bureau of Archives/Records Management Governor and State Legislature. 3. Document any those request to extend those records beyond required retention due to administrative, fiscal, legal, and historic value. 4. Determine Disposition Lists for media conversions as conversions are completed. 5. Identify vital records as individual departments to include in our vital records master list. 6. Identify our City’s essential records. 7. Analyze and prioritize records assessing specific risks and identify protection strategies. 8. Establish procedures for access to and security of essential records. 9. Outline an essential records plan for inclusion in the continuity of operations plan. 10. Plan, develop, analyze and test a records emergency test action plan to records. 11. Assess the damage to records after an emergency for purpose of implementing a response. 12. Identify federal, state and local resources and the availability of inter-governmental personnel and support to assist during a disaster. 13. Continue implementation of automated file code indexing system, procure open lateral filing system, prepare the necessary ordering of supplies for Public Works in connection with same. 	<p>Walter Foeman Steve Lewis (Records Consultant) W. Foeman/Y. Davis Dept. Directors</p>	<p>July 2013</p>	<p>Pending</p>	
		<p>S. Lewis/W. Foeman</p>	<p>T.B.A.</p>	<p>Pending</p>
		<p>S. Lewis/Y. Davis S. Lewis/Y. Davis</p>	<p>T.B.A.</p>	<p>Pending</p>
		<p>S. Lewis/W. Foeman S. Lewis/W. Foeman/Y. Davis</p>	<p>T.B.A.</p>	<p>Pending</p>
		<p>Yolande Davis</p>	<p>September 2012</p>	<p>Done</p>
			<p>T.B.A.</p>	
			<p>September 30, 2013</p>	<p>Pending</p>
		<p>Walter Foeman Yolande Davis/ Steve Lewis</p>	<p>January 2012</p>	<p>Pending</p>
		<p>Walter Foeman</p>	<p>August 2013</p>	<p>Pending</p>
		<p>Yolande Davis File Coordinator</p>	<p>Ongoing through FY 2013 December of each</p>	<p>As needed, on an on-going basis As needed</p>

14. Prepare records training manual and handouts for departmental records coordinators (2) and executive management training sessions (2). 15. Conduct workshop (1) on Disposition Schedules, Record Policies (i.e. Inactive Storage, Collections, Updates to the Records, Plans, etc.). 16. Identify those records eligible for records destruction (i.e. warehouse location; mezzanine, etc.). 17. Prepare annual disposition compliance letter for submission to the Florida Department of State. 18. Continue to index boxed records using MS application. 19. Forward all inactive and semi-inactive records to our storage facility in accordance with our contractual relationship with our inactive records storage vendor (CRM). 20. Develop options for the Dispositioning of City Network Data. 21. Populate CRM Total Recall with City amended Retention Schedules and accessioned dates to produce a purge list.	(TBA) Records Consultant Steve Lewis/ Walter Foeman	calendar year On-going	Work in Progress Work in Progress
	Walter Foeman	On-going	Work in Progress
	Yolande Davis Departmental Records Liaison	On-going December 31, 2012	Work in Progress Pending
	Records Consultant Steve Lewis	On-going	Work in Progress
	Records Consultant Steve Lewis	On-going	Work in Progress
		On-going	Pending
		Pending Cost Estimate	

II. GOAL – RECORDS MANAGEMENT			
Pursuant to State law, Florida Administrative Code, our City Code, and through the implementation of our records plan, to ensure document accessibility, public records management, thus encompassing the cycle of the document from creation to final disposition.			
B. OBJECTIVE			
To seek collaborative projects and cost sharing approaches for archival preservation (Digital Library Project)			
Action Plan	Assigned To	Completion Date	Status
Continue the development of the Digital Library Project (Coral Gables Memory), a collaborative partnership between FIU Green Library, Digital Collections Center and the Florida Center for Library Automation access system which offers users certain finding aids (i.e. historical information) in a digital format that is organized, selected and managed, as part of PALMM (Publication of Archival Library Museum Materials). Current Digital Photographic Project: “Virtual Historic City” SCOPE OF WORK The scope of work is comprised of the following tasks for the duration of the next 3 years, starting from October 2011:	Walter Foeman/ Jamie Rogers Jennifer Fu	April 2011 August 2010	Pending (Ongoing) Done

Task 1: Construction of Geo-spatial Database and Web publishing of a Spatial Historical City of Coral Gables

- 1) Identify, compile historical maps and imagery into GIS layers; Digitize, scan, geo-reference, and geo-trace selected historical maps and imagery files to serve as the base of a historical city and reflect the both human and natural landscape change over time. Table 1 provide a list of potential data sources for the GIS layers

Table 1: List of Potential Historical GIS Layers

Name	Description	Potential Source
Historical Aerial Photographs	1920's – 2010 at 25 years intervals	FIU: http://palmm.fcla.edu/mile/
		http://historymiamiarchives.org/guides/
		UF: http://ufdc.ufl.edu/aerials
		Miami Dade County GIS
Sanborn Maps	1899 - 1924 Property Parcels, Streets, Building Outlines	UF: http://ufdc.ufl.edu/?c=SANBORN
Historical Maps (with Streets and Landmarks)	1880-1920 Landmarks and Streets	FIU: http://specialcollections.fiu.edu/
		http://palmm.fcla.edu/map/mapfl.shtml
		UF: http://ufdc.ufl.edu/mapfl
		http://historymiamiarchives.org/guides/
		Coral Gables 1920's Plat Book
	Coral Gables Historical Resources, Archives and Public Works Departments	
Vegetation	1820's – Vegetation	Everglades Foundation: http://www.evergladesfoundation.org/
		State Archives: http://dliis.dos.state.fl.us/barm/rediscovery/default.asp?IDCFile=/fsa/DETAILSS.IDC.SPECIFIC=574101.DA TABASE=SERIES
Census	Census	Virginia: http://mapserver.lib.virginia.edu/

Jamie Rogers FIU/Green PALMM Library	September 30, 2010	Done
	September 30, 2010 " "	Done " "
" "	November 2010	" "
	" "	" "
	" "	" "
" "	March 2011 " "	Done
Jamie Rogers	December 2010 (1sr interview posts) " "	Work in Progress (Add-ons)
	" "	Done
" "	March 2011	" "
		" "
		" "
		" "
		" "
		" "
" "	February 2011	Done
" "	March 2011	" "
	April 2011	" "
	June 2011	

Historical/Municipal Boundaries and Census Boundaries	Places; Census Tracts from 1970 On		Walter Foeman Jamie Rogers	June 2011 Ongoing	Work-in progress Work-in Progress																											
Historical Hurricane	1926 -	http://www.nhc.noaa.gov/HAW2/english/history.shtml																														
<p>2) Geo-code addresses of 5000+ historical homes of Coral Gables and create a GIS point data layer for historical homes and landmarks.</p> <p>3) Extract and export from existing digital libraries and collections the metadata records of historical documents, recordings, oral histories, photographs, and other materials and register, if relevant , the exact geo-spatial location into a GIS database; Table 2 Shows a sample listing of historical content of documents, photographs, and other materials:</p> <p>Table 2: Sample Listing of Historical Content of Coral Gables</p> <table border="1"> <thead> <tr> <th>Collection</th> <th>Media</th> <th>Scope/Description</th> <th>Time Period</th> <th># of Items</th> </tr> </thead> <tbody> <tr> <td rowspan="4">Coral Gables Memory</td> <td>Photographs</td> <td>Coral Gables Homes</td> <td>1940s – 1950s</td> <td>5,000+</td> </tr> <tr> <td>Photographs</td> <td>Historical People/Places/Events</td> <td>1920s –</td> <td>180+</td> </tr> <tr> <td>Ephemera</td> <td>Postcards, Booklets, Advertisements</td> <td>1920s –</td> <td>10+</td> </tr> <tr> <td>Texts</td> <td>Minute Books and other</td> <td>1925 – 1952</td> <td>20+</td> </tr> <tr> <td>Miami Metropolitan Archive</td> <td>Texts</td> <td>Zoning, Development, Advertising, Housing</td> <td>1930s –</td> <td>6</td> </tr> </tbody> </table> <p>4) Create descriptive data attributes as well as metadata for each GIS Layers;</p> <p>5) Import and store the 3D models created in Phase III into the geo-spatial database</p> <p>6) Published the GIS layers and 3D models in Web Map Service (WMS) and integrate the layers with Google Earth and Google Maps. Figure 1 shows the conceptual flow of the Spatial Historical City:</p>			Collection	Media	Scope/Description	Time Period	# of Items	Coral Gables Memory	Photographs	Coral Gables Homes	1940s – 1950s	5,000+	Photographs	Historical People/Places/Events	1920s –	180+	Ephemera	Postcards, Booklets, Advertisements	1920s –	10+	Texts	Minute Books and other	1925 – 1952	20+	Miami Metropolitan Archive	Texts	Zoning, Development, Advertising, Housing	1930s –	6	Vicki Siegal Jamie Rogers Walter Foeman	TBA	
Collection	Media	Scope/Description	Time Period	# of Items																												
Coral Gables Memory	Photographs	Coral Gables Homes	1940s – 1950s	5,000+																												
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Miami Metropolitan Archive	Texts	Zoning, Development, Advertising, Housing	1930s –	6																												

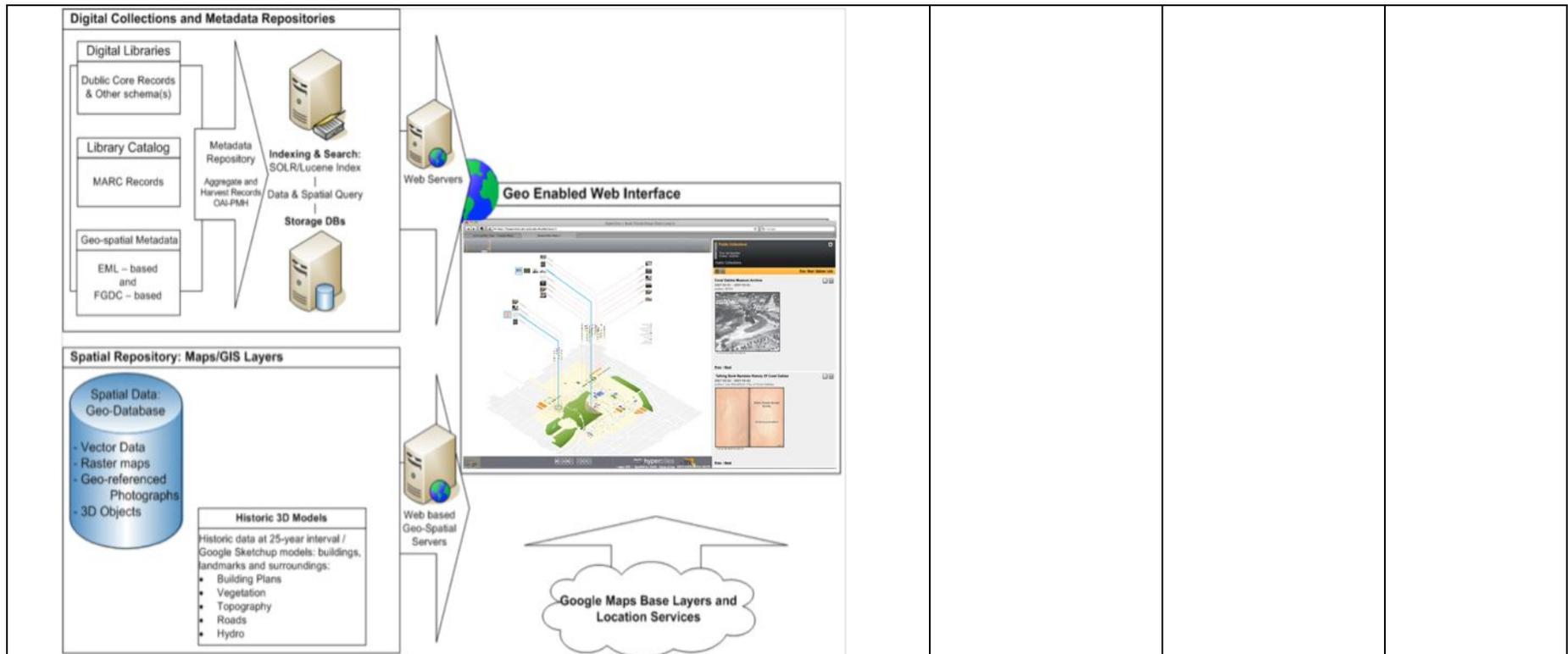


Figure 1: Conceptual Flow of Spatial Historical City of Cora Gables

Task 2: Create a Virtual Walking Tour of City of Coral Gables

- 1) Work primarily with the F.I.U. GIS Center of Digital Collections Center and the other City Departments (i.e. Historic Resources Department) and organizations of Coral Gables to

<p>identify a set of significant landmarks and a logical route for a Virtual Walking Tour;</p> <ol style="list-style-type: none"> 2) Select, and create if necessary a set of photographs of the selected historical landmarks; 3) Adapt content from the talking book of Coral Gables, modify the narrative and record the audio scripts for each landmarks selected 4) Integrate photographs, audio recording in a geo-spatial database 5) Create a Web Map Service file for guided walking tour, an example of such a tour can be viewed at: http://maps.cs.fiu.edu/pilot/pilot.htm?autopilot=script&url=http://www.cs.fiu.edu/~gallery/autopilot/fiu/fiu.xml 6) Integrate the walking tour with Google Earth API and Flickr images of Coral Gables to invite public contribution of photo content <p>TASK 3: 3D simulation of significant historical buildings and landscape</p> <ol style="list-style-type: none"> 1. Simulate 2D and 3D diagrams and models of buildings and landscapes of the City of Coral Gables. In order to be efficient, we will select four critical time intervals (e.g.1925, 1950, 1975 and 2000) that clearly represent significant moments in the evolution of the site and its historical context. For each interval, we will generate bases with 2D and 3D information in Adobe Creative Suite, Google Sketchup and GIS, using Illustrator files that contains layers which will allow comparative analysis of the following via a graphically intuitive interface: <ol style="list-style-type: none"> a. -buildings b. -plots and road alignments c. -hydrology d. -vegetation cover and type e. -land use (including agriculture, if applicable) f. -topography 2. Incorporate 2D and 3D model simulation to be incorporated in GIS map layers and stored in a geo-database 3. Publish the resulting 3D models into the Google Earth 3D display, where the models and diagrams can be retrieved and visualized via the same interface as photographs, documents, and sound and video recordings. 			
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<p>26.0021) and Electronic Images (Florida Administrative Code Section IB 26.003) are consistent with those established for State and local agencies.</p> <p>3. To continue with the deployment of our Source One e-mail archiving system solution, in accordance with the City's disposition policy for retention, as more particularly described:</p> <ul style="list-style-type: none"> ➤ Administrator e-mail records (10 years) ➤ Duplicate e-mails (1 year) ➤ All other City e-mails (5 years) <p>4. Collaborate with Information Technology Department to ensure the appropriate procurement strategy for back-up to Disc and data de-duplication in order to streamline records management and data back-up process.</p> <p>5. Update our training video that addresses the business rules governing e-mail management.</p> <p>6. To continue to expand departmental usage of e-Recording solution wherein all documents needing to be recorded by Miami-Dade County will be done electronically, hereby decreasing the handling time from 3 (three) weeks to 24 hours.</p> <p>7. Create additional linkages for iPad to facilitate access by the City Commission, City Manager and City Clerk regarding Elections Activity Timeline, Marked Up Agenda/Actions (i.e. Advertising Directives and Special Items).</p>	<p>Walter Foeman Yolande Davis Steve Lewis</p> <p>Steve Lewis, Records Consultant/Walter Foeman/Billy Urquia/ Ayanes Apolinar/ Raimundo Rudolfo</p>	<p>Restrictive Covenants Ordinances Resolutions Contracts Minutes</p> <p>On-going</p> <p>Pending Deeds And Leases</p> <p>May 2012</p>	<p>Complete</p> <p>Done</p> <p>Pending</p>
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<p>GOAL – RECORDS MANAGEMENT</p>			
<p>Pursuant to State law, Florida Administrative Code, our City Code, and through the implementation of our records plan, to ensure document accessibility, public records management, thus encompassing the cycle of the document from creation to final disposition.</p>			
<p>D. OBJECTIVE</p>			
<p>Design, develop, implement, amend and update ongoing policies for various areas of records management practice (i.e. e-mail; destruction; archival management; inactive box storage, file arrangement, archival presentation etc.)</p>			
Action Plan	Assigned to	Completion Date	Status
<p>How?</p> <ol style="list-style-type: none"> 1. Distribute annually, to all departmental executive management and records coordinators a records management training manual. 2. Disseminate, review any new, revised administrative policies and standard operating procedures. 3. Monitor any changes occurring within our state legislature, and subsequent revisions to our general records schedule and within case law on records management related matters and prepare any appropriate responses to same (i.e. including but not limited to legislative changes resulting from state legislative action), utilizing our legislative consultants as well as the appropriate organizational vehicle (i.e. Miami-Dade League 	<p>Steve Lewis (Consultant) Walter Foeman " "</p> <p>" "</p>	<p>November 2011</p> <p>April 2013</p> <p>" "</p>	<p>As needed on a quarterly basis</p> <p>April 2013</p>

<p>of Cities; Florida League of Cities, etc.).</p> <p>4. Transfer to Coral Gables Archives or a compatible museum facility to assume custodial responsibility for historic bound Legislative/Meeting Minute books, presently existing in office of the City Clerk's vault.</p>	Walter Foeman	T.B.A.	Pending
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III. GOAL – PASSPORT SERVICES			
B. OBJECTIVE			
Seek to provide the most effective and efficient method staffing during peak passport season (March through September).			
Action Plan	Assigned to	Completion Date	Status
<p>Continue developing a system to recruit volunteers (i.e. including retirees, student interns for academic credit, recruits from technical agencies that need on the job certification for training purposes)</p> <p>How?</p> <ol style="list-style-type: none"> 1. Encourage interdepartmental resource sharing: monthly on location processing of passports during Naturalization ceremonies at the Federal Courthouse 2. Creative business opportunities (cadre of trained City workers to voluntarily provide community wide services for Passport application processing on location during naturalization ceremonies through federal court system, special events and in the City Clerk's Office. 	<p>Walter Foeman Imelys Sansores Federal Court Admin. Building, Bureau of Consular Affairs (Miami Region)</p> <p>“ ”</p>	<p>2013</p> <p>T.B.A.</p> <p>T.B.A.</p>	<p>Pending</p> <p>Pending</p> <p>Pending</p>

III. GOAL – PASSPORT SERVICES			
C. OBJECTIVE			
Implement strategies to maximize revenue generation.			
Action Plan	Assigned to	Completion Date	Status
<p>Conduct a cost analysis</p> <p>How?</p> <ol style="list-style-type: none"> 1. Create a quarterly fiscal review session with the Executive Director of the Miami Region Bureau of Consular Affairs (Passport Services) regarding forthcoming federal initiatives 2. Utilize our Dashboard/EARS (Employee Application Recording System) application and Lobbyist Registration; including the addition of 2 new Dashboards (i.e. for public information requests via our Citizen Request system), utilizing EDEN as our data source), and Boards/Committee Compliance Tracking (utilizing Insight as our data source) to provide metrics regarding the following: <ol style="list-style-type: none"> a) Time expensed per employee on passport activity b) Analyze and determine distribution of workload by functionality c) Analyze summary of revenue generated from photos/applications by month, quarter d) Analyze summary of mailing costs (including percentage of said revenue that goes back to the General Fund) e) Analyze demographic data: number of applicants, by zip code, including percentage of Coral Gables residents/non-residents. f) Update metrics to our operational plan using Six Sigma Management (DMAIC methodology) to better evaluate quality management standards, as more particularly outlined in the herein below referenced steps: <ul style="list-style-type: none"> • Define • Measure • Analyze • Improve • Continuous Testing 	<p>Walter Foeman Imelys Sansores Billy Urquia</p> <p>Billy Urquia</p> <p>Imelys Sansores</p> <p>Info Technology/Billy Urquia/Imelys Sansores</p> <p>Walter Foeman</p>	<p>Quarterly</p> <p>On-going</p>	<p>Work-in Progress</p> <p>Work-in Progress</p>

III. GOAL – PASSPORT SERVICES			
C. OBJECTIVE			
Update our passport business plan and marketing strategy.			
Action Plan	Assigned to	Completion Date	Status
<p>Update the City Clerk’s Office five year business plan. How?</p> <ol style="list-style-type: none"> 1. Executive Summary 2. Description of Service 3. Competitive Advantage 4. Marketing Strategy (Incorporate above referenced) <p>a) Multi-media Marketing Plan: Public Information</p> <ol style="list-style-type: none"> i. Public Service Ads ii. Press Releases iii. Public Service Programs iv. Organizational Bulletin Boards v. Community Newspaper Stories vi. Electronic Bulletin Boards vii. Citywide mailouts from Finance Department <p>b) Organizational and Institutional Networking</p> <ol style="list-style-type: none"> i. Chambers of Commerce and related events associated therewith ii. Consulate Offices iii. International Trade Coord. Committee Website iv. Schools/Universities v. Clubs/Associations vi. Churches <p>c) Distribute flyer materials through our solid waste billing cycle. d) Seek opportunities for flyer distribution through exit interviews, prior to naturalization ceremonies. e) Coordinate an event calendar to target specific community events wherein Passport applications can be targeted on special event days.</p> <ol style="list-style-type: none"> 5. Financial Statements <ol style="list-style-type: none"> a) Proposed Balance Sheet b) Revenue, Expenses and Changes in Retained Earnings c) Depreciation Schedule d) Proposed Revenue and Expense Statement e) Proposed Cash Flow 	<p>Walter Foeman Imelys Sansores Billy Urquia</p>	<p>March 2012 April 2012 May 2012 June 2012 July 2012</p>	<p>Pending</p>

IV. GOAL – BUSINESS PROCESS MANAGEMENT

To promote and encourage the applicability of those technological applications which link application to process, to people, thus supporting our core functions and user needs, while concomitantly providing service applications desired by our external stakeholders.

C. OBJECTIVE

Build and maintain external relationships (i.e. stakeholders; professional peers – Municipal Clerks).

Action Plan	Assigned to	Completion Date	Status
<p>1. Continue those innovative partnerships which will build the infrastructure for our new operational data management systems, which will serve as data sources for our Dashboard Intelligent Internet Solution Process</p> <ul style="list-style-type: none"> a) Legistar (legislative workflow/document management application) <ul style="list-style-type: none"> i. Insite (Web Module) Legistar/external users to access application via Internet b) TRIM Context (industry leading enterprise content management application on a single platform which is designed to manage and secure corporate assets for the duration of the document’s life cycle (i.e. records management, process management, document management, subpoena decus tecum, redaction, etc.) c) Digital Library Electronic Archival Website established through a PALMM Partnership (Publication of Archival Library Museum Materials); Agreement with the Florida Center for Library Automation and FIU given PALMM Library/Digital Collections Center, and the City of Coral Gables – in furtherance of unique digital collections d) Continue with our usage of Granicus (Digital Court Recording System)/Upgrade incorporating internet word and internet streaming: which will enable you to add a meeting via book marks; click on a hot button, which links it to the audio or video; to publish same over the web, one would take a word document and merge it as a webpage file, which will allow the public to click to the webpage e) Provide training to those advisory boards in utilizing our Business Information Systems portable digital recording system in furtherance of capturing all meeting coverage into a single data source <ul style="list-style-type: none"> i. Establish standardization of Board Minutes (Quasi-Judicial/Advisory Boards) a Project Management Team for standardization of Agenda/Minute Project ii. Submit worksheets to all Advisory Boards iii. Establish a workplan for the project iv. Review data and workflow for the two body types, namely quasi- 	<p>Jamie Rogers F.I.U./Green PALMM Library/ Digital Collections Center Jade Coldren Walter Foeman Billy Urquia Maria H. Fallon Billy Urquia</p> <p>Billy Urquia</p> <p>Billy Urquia Info Technology Vendor’s Project Team</p>	<p>Done</p> <p>Two Digital Projects Completed</p> <p>Completed Done 2013</p> <p>On-going</p> <p>Training provided upon request by a designated Committee or Board</p>	<p>Done</p> <p>Completed digital photo collection from the 1940’s and “Talking Book”. Work-in Progress</p> <p>Work-in Progress Pending</p>

<p>judicial board and purely advisory boards (31 Advisory Boards and Committees)</p> <ul style="list-style-type: none"> v. Completion of the worksheets and return of same to consultant vi. Establishment of administrative tables for bodies and board membership vii. Review of Agenda Reports, determine which will be used; set up default report options viii. Creation of minutes and agendas by Project Team ix. Review and completion of the workflow option tables and the vote/attendance settings x. Determine Minute Reports to be used; set up default report options; review of the system security tables xi. Training re all detailed information to create a legislative file, including drafting text, adding sponsors, attachments, etc. <p>f) Employee Application Recording System (EARS): utilization of our internal application system to track, update and provide the appropriate data analysis; linking individual production to departmental goals; finalizing process flows, adding time values to same; creating hyper links between process flows to our EARS application; using said data source along with business intelligence tools to establish an internal reporting tracking system.</p>	<p>“ ”</p> <p>Billy Urquia Info Technology Staff</p>	<p>“ ”</p> <p>Work-in Progress</p>	<p>Pending</p> <p>Work on-going</p>
<p>1.Citizen Participation: Expand citizen participation from the traditional method of singular and private in-hall in person visits, written letters, telephone calls to citizen sourcing which includes providing methods of not only getting ideas, gaining direct feedback (i.e. on-line system for collecting ideas without a presence being the only option available); establish a reporting tool to prioritize citizen ideas or issues, etc.) module to allow for the collection of feedback from citizens on items tied to upcoming meetings;</p> <ul style="list-style-type: none"> ➤ Further provide online comment form with related documents ➤ Website Integration ➤ Obtain text and video comments on agenda items ➤ Build and distribute a consolidated report ➤ Agenda Integration <p>2.Voting System: Record legislative votes automatically from the City Commission into the City Clerk’s minutes further displaying said votes as a projected image or through traditional methods</p>	<p>Billy Urquia IT staff</p> <p>Billy Urquia IT staff</p>	<p>June 2013</p> <p>June 2013</p>	<p>Pending</p>

V. GOAL - ADMINISTRATION
 To provide professional leadership and knowledge consistent with the functional requirements of the appointed positions, defined under both, State law, County and City Code, long practiced local rules and customs.

A. OBJECTIVE
 To attract, train a competent and cohesive staff team in the City Clerk's Office.

Action Plan	Assigned to	Completion Date	Status
<p>How?</p> <ol style="list-style-type: none"> 1. Implement a Professional/Personal Growth Assessment/Training Module for each employee <ol style="list-style-type: none"> a) Conduct training and development needs assessment in the following areas: <ol style="list-style-type: none"> i. Management and supervisory skills development ii. Leadership and executive development iii. Career development and Planning iv. Safety and/or wellness education v. Continuous improvement and performance management vi. Personal development vii. Self-study or experience-based opportunities viii. Specific skills you would like to learn or develop ix. Succession Planning (see attached chart of skills targeted) x. Professional Certification 2. Sponsorship of one Miami-Dade County Clerk's Association Monthly Luncheon Meeting 	<p>W. Foeman Y. Davis I. Sansores Dr. Nadine Medlin</p> <p>Walter Foeman</p>	<p>T.B.A.</p> <p>April 2013</p>	<p>Confirmed meeting with Dr. Medlin, Training Consultant (subject to funding availability)</p> <p>3 additional staff people will have achieved Certified Municipal Clerk status by October 2011, thereby bringing to total number of employees trained to 4 during my tenure</p> <p>Ongoing; training to be provided contingent upon funding availability</p>

V. GOAL - ADMINISTRATION To provide professional leadership and knowledge consistent with the functional requirements of the appointed positions, defined under both, State law, County and City Code, long practiced local rules and customs.			
B. OBJECTIVE To promote team building workshop and incorporate same into Performance Management Plan.			
Action Plan	Assigned to	Completion Date	Status
Establish an annual office retreat How: <ul style="list-style-type: none"> a) Identify a facilitator b) Engage staff to go through a mind mapping exercise pinpointing key areas of conflict, challenge c) Work with facilitator and collaborative university partner in preparing an outline and syllabus for office retreat d) Identify and articulate expected deliverables at the end of session e) Confirm a suitable location for said session (2 days) f) Identify and confirm key participants to said two day strategic session 	Walter Foeman	August 27, 2013 Annual Event	Pending





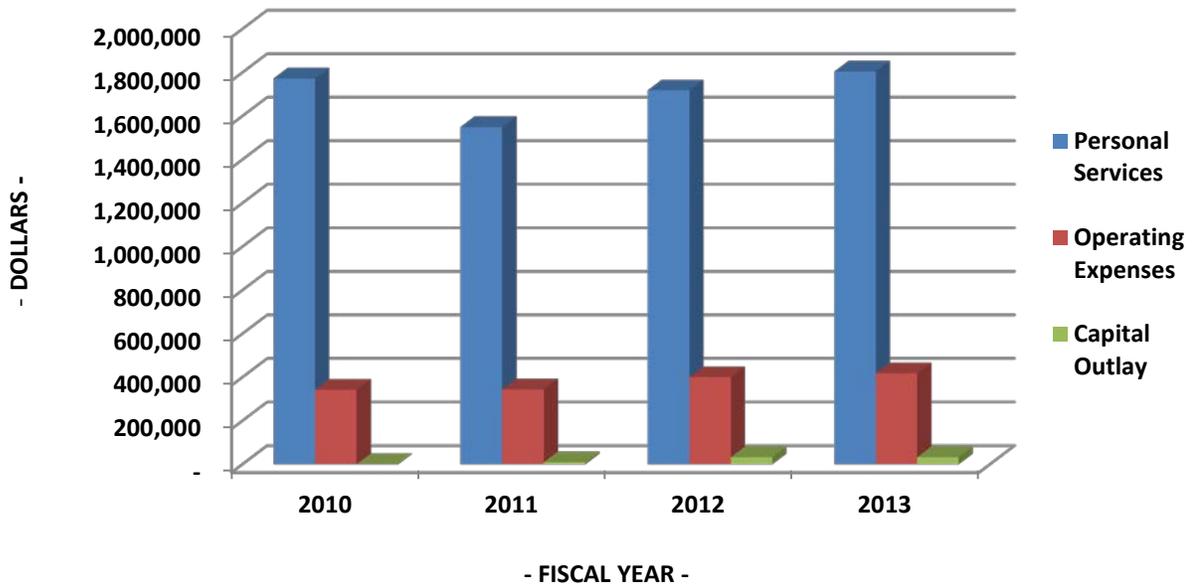
**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



**CITY MANAGER
BUDGET AND POSITION SUMMARY**

	<u>2009-2010 ACTUAL</u>	<u>2010-2011 ACTUAL</u>	<u>2011-2012 BUDGET</u>	<u>2012-2013 BUDGET</u>
Personal Services	1,772,386	1,549,845	1,717,835	1,804,718
Operating Expenses	342,151	344,533	400,412	418,293
Capital Outlay	445	9,496	32,638	32,638
TOTALS	<u>2,114,982</u>	<u>1,903,874</u>	<u>2,150,885</u>	<u>2,255,649</u>
No. of Positions	10	10	11	11

EXPENDITURE COMPARISONS



**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
CITY MANAGER
1010 ADMINISTRATIVE DIVISION
 512 EXECUTIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
8950	City Manager	1	1	1	1
0632	Ass't City Manager	2	-	-	-
0631	Ass't City Mgr for Fin. & Admin	-	1	1	1
0630	Ass't City Mgr for Operations	-	1	1	1
0633	Ass't to the City Manager	-	-	1	1
0036	Executive Secretary	1	1	1	1
0035	Exec. Ass't to City Manager	1	1	1	1
9002	Part-time Employees	-	-	-	-
TOTAL		5	5	6	6
					\$ 190,008
					-
					131,352
					140,546
					78,500
					59,883
					76,357
					21,986
					\$ 698,632

EXPENDITURE DETAIL

		2009-2010			2010-2011			2011-2012			2012-2013		
		ACTUAL	ACTUAL	BUDGET	ACTUAL	ACTUAL	BUDGET	ACTUAL	ACTUAL	BUDGET	ACTUAL	ACTUAL	BUDGET
1000	Salaries	\$ 691,865	\$ 596,548	\$ 661,646							\$ 698,632		
2000	Employee Benefits - See Other Cost Dist.	345,370	330,467	323,449							330,180		
4010	Expense Allowance	5,500	6,250	4,406							6,206		
4020	Central Garage Motor Pool Rent	7,169	6,636	6,889							6,815		
	Replacement:	1,253											
	Oper. & Maint:	5,562											
4090	Other Transportation Expense	9,900	8,775	10,800							10,800		
4410	Rental of Machinery and Equipment	12,201	10,841	10,000							6,000		
4420	Public Facilities Cost - See Other Cost Dist.	24,101	22,341	20,984							21,751		
4550	General Liability Insurance	25,808	37,256	36,154							41,658		
4620	Repair and Maint. of Office Equipment	-	-	475							475		
4720	Printing & Binding	-	-	400							400		
4990	Other Miscellaneous Expense	1,375	89	4,750							4,750		
5100	Office Supplies	9,272	6,102	5,700							6,500		
5400	Membership Dues and Subscriptions	5,669	5,159	3,800							5,200		
5410	Employee Training	-	1,999	1,900							1,900		
TOTAL		\$ 1,138,230	\$ 1,032,463	\$ 1,091,353							\$ 1,141,267		

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
CITY MANAGER
1030 COMMUNICATIONS DIVISION
573 CULTURE SERVICES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
0612	Public Affairs Manager	1	1	1	1
0615	Video Production Manager	1	1	1	1
0616	Public Affairs Specialist	1	1	1	1
9006	Part-time Employees	-	-	-	-
TOTAL		3	3	3	3

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 350,566	\$ 329,249	\$ 357,645	\$ 361,170
2000	Employee Benefits - See Other Cost Dist.	131,942	117,280	125,365	120,257
3190	Other Professional Services	26,998	27,912	28,500	28,500
4020	Central Garage Motor Pool Rent	68,562	63,874	66,299	65,550
	Replacement:	12,034			
	Oper. & Maint:	53,516			
4410	Rental of Machinery and Equipment	7,425	6,765	4,000	4,000
4420	Public Facilities Cost - See Other Cost Dist.	33,921	33,261	31,241	32,383
4550	General Liability Insurance	20,082	19,796	19,543	21,536
4620	Repair and Maint. of Office Equipment	3,537	-	5,644	5,644
4630	Repair/Maint. of Machinery & Equipment	9,096	9,611	10,300	10,300
4710	Special Printed Forms	3,829	5,863	18,315	18,315
4720	Printing & Binding	4,326	6,768	10,000	10,000
4940	Taxes & License Fees Paid	2,642	1,703	4,000	4,000
4990	Other Miscellaneous Expense	1,436	889	2,000	2,000
5100	Office Supplies	2,884	3,275	4,500	4,500
5202	Chemicals and Photographic Supplies	-	-	5,000	5,000
5208	Household & Institutional Supplies	3,622	7,005	22,000	22,000
5214	Uniform Allowance	-	-	1,344	1,344
5215	Small Tools & Minor Equipment	995	6,616	7,003	7,003
5400	Membership Dues and Subscriptions	877	467	1,700	1,700
5410	Employee Training	-	-	2,900	2,839
6430	Equipment Repair/Replacement	445	9,231	29,638	29,638
6440	Equipment Additions	-	265	3,000	3,000
TOTAL		\$ 673,185	\$ 649,830	\$ 759,937	\$ 760,679

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
0333	Chief Compliance Officer	1	1	1	1
0010	Senior Auditor	-	-	1	1
0331	Auditor	1	1	-	-
TOTAL		2	2	2	2
					\$ 195,894

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 153,326	\$ 89,144	\$ 159,274	\$ 195,894
2000	Employee Benefits - See Other Cost Dist.	99,317	87,157	90,456	98,585
4020	Central Garage Motor Pool Rent	4,977	4,590	4,764	4,710
	Replacement:	865			
	Oper. & Maint:	3,845			
4090	Other Transportation Expense	-	-	-	5,400
4410	Rental of Machinery and Equipment	-	-	-	2,200
4420	Public Facilities Cost - See Other Cost Dist.	31,213	30,151	28,320	29,355
4550	General Liability Insurance	8,195	8,756	8,703	11,681
5100	Office Supplies	2,440	1,643	2,504	2,504
5400	Membership Dues and Subscriptions	455	140	750	750
5410	Employee Training	3,644	-	4,824	2,624
TOTAL		\$ 303,567	\$ 221,581	\$ 299,595	\$ 353,703

2012-2013 BUDGET ESTIMATE

DEPARTMENT: CITY MANAGER

DEPARTMENTAL FUNCTION

The City Manager's office is responsible for supervision and coordination of all activities and services provided by Departments. The City Manager, appointed by the City Commission, is assigned the power and authority to appoint, remove or promote City employees and to inform and advise the City Commission on all municipal affairs. The City Manager and Assistant City Managers direct and supervise the activities of the City Departments and the divisions of this office (Public Affairs and Internal Audit); advise the City Commission; make recommendations to the City Commission; prepare the annual city budget and emergency operations plan. The City Manager's Office also provides staff support to the Budget and Audit Advisory Committee.

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PLAN**

COMMUNICATIONS DIVISION

MISSION STATEMENT OF COMMUNICATIONS DIVISION:

“To provide accurate and timely information about the exceptional services and programs offered by the City of Coral Gables and to showcase the uniqueness of the City Beautiful.”

Goal: Maximize External and Internal Communications

Objective 1: Maintain essential external communication vehicles

Performance indicators	Assigned	Completion Date	Status
Produce biweekly <i>e-News</i>	M.R.	Biweekly	Funded
Print <i>Golden Gables</i>	B.P.	Quarterly	Funded
Print various departmental publications	M.R.	As needed	Departmental funding

Objective 2: Maintain standard of all Coral Gables publications

Performance indicators	Assigned	Completion Date	Status
Produce External Forms	M.R.	As requested	
Produce Internal Forms & Guides	M.R.	As requested	
Produce Letterhead & Business Cards	M.R.	As requested	

Objective 3: Enhance communications among employees

Performance indicators	Assigned	Completion Date	Status
Produce on-line Xchange newsletter	B.P.	Quarterly	Funded
Promote employees’ success stories through communication vehicles	B.P.	As requested	

Goal: To Better Promote City Services & Programs

Objective 1: Enhance relationship with the media

Performance indicators	Assigned	Completion Date	Status
Cultivate media relationships	M.R.	Ongoing	

Objective 2: Publicize special events, services and programs

Performance indicators	Assigned	Completion Date	Status
Publicize Emergency Preparedness	M.R.	Summer	On schedule
Showcase City successes	M.R.	Ongoing	On schedule
Disseminate press releases	M.R.	Ongoing	On schedule
Cross-promote city-wide events	M.R.	Ongoing	On schedule
Enter recognized national and regional awards	M.R.	Ongoing	On schedule

Objective 3: Promote a sense of civic pride among the business community

Performance indicators	Assigned	Completion Date	Status
Continue the dialogue with BID, Chamber and UM for future projects	M.R.	Ongoing	On schedule

Objective 4: Promote the City to regional and national audiences

Performance indicators	Assigned	Completion Date	Status
Write special stories for regional and national publications	M.R./B.P.	Ongoing	On schedule

Goal: Enhance services of cable and electronic media

Objective 1: Continue quality Coral Gables Television programming

Performance indicators	Assigned	Completion Date	Status
Produce <i>Newsdesk</i>	Rocha	After Commission meeting	Ongoing
Produce monthly <i>Coral Gables Now</i>	Rocha/B.P.	Monthly	On schedule
Produce <i>What's Happening Coral Gables</i>	Rocha	Weekly	On schedule
Produce <i>Golden Gables</i>	Rocha	Monthly	On schedule
Enter regional and national television awards	M.R.	Ongoing	On schedule

Objective 2: Upgrade on-air technology and efficiencies

Performance indicators	Assigned	Completion Date	Status
Upgrade equipment on production truck	Rocha		
Upgrade CGTV editing equipment	Rocha		

Objective 3: Enhance content, look, usability and functionality of www.coralgables.com

Performance indicators	Assigned	Completion Date	Status
Review copy content of links and update information	M.R.	Ongoing	On schedule

M.R.= Maria Rosa Higgins Fallon
 B.P.= Belkys Perez
 Rocha = Michael Rocha





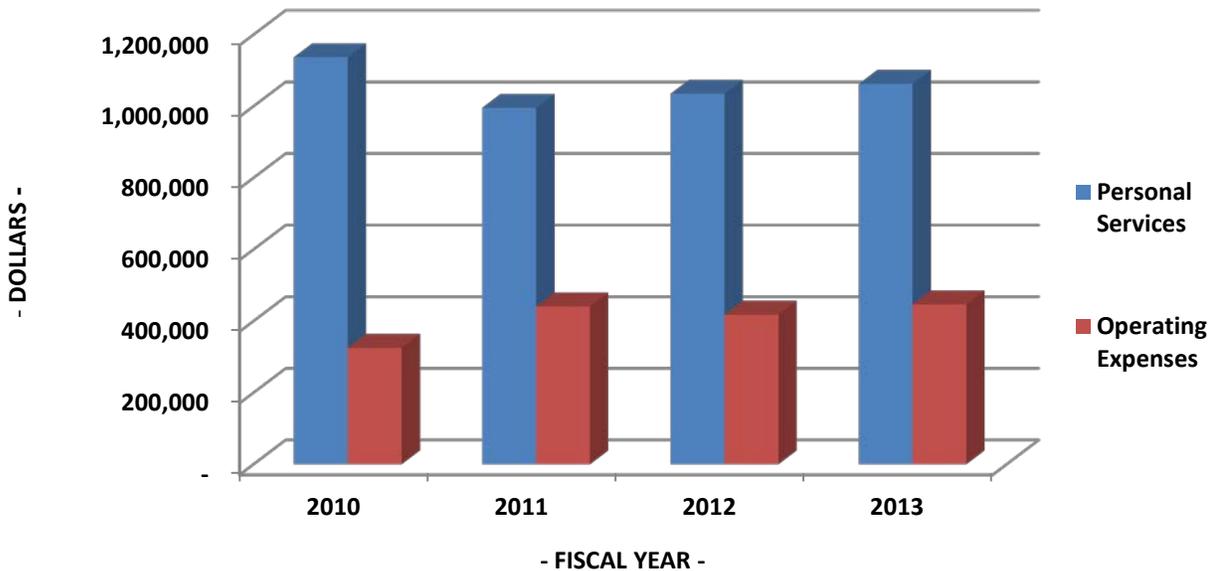
**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



**HUMAN RESOURCES DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2009-2010 ACTUAL</u>	<u>2010-2011 ACTUAL</u>	<u>2011-2012 BUDGET</u>	<u>2012-2013 BUDGET</u>
Personal Services	1,136,713	995,642	1,034,978	1,062,354
Operating Expenses	325,499	440,515	417,727	446,765
TOTALS	<u><u>1,462,212</u></u>	<u><u>1,436,157</u></u>	<u><u>1,452,705</u></u>	<u><u>1,509,119</u></u>
 No. of Positions	 10	 10	 10	 10

EXPENDITURE COMPARISONS



**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
HUMAN RESOURCES DEPARTMENT
1110 RISK MANAGEMENT DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
0406	Benefits Specialist	1	1	1	\$ 67,600
0403	Risk Management Admin.	1	1	1	\$ 74,547
0402	Insurance Specialist	1	1	1	\$ 57,034
TOTAL		3	3	3	\$ 199,181

EXPENDITURE DETAIL

		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 201,793	\$ 198,794	\$ 198,855	\$ 199,181
2000	Employee Benefits - See Other Cost Dist.	127,383	115,957	115,905	109,700
2610	Employee Awards	-	-	1,300	1,300
3130	Special Medical Services	20,460	23,723	16,999	20,499
3190	Other Professional Services	38,923	67,532	72,000	70,000
4020	Central Garage Motor Pool Rent	5,267	4,858	5,042	4,985
	Replacement: 915				
	Oper. & Maint: 4,070				
4410	Rental of Machinery and Equipment	4,893	4,216	2,000	2,000
4420	Public Facilities Cost - See Other Cost Dist.	18,712	19,261	18,092	18,753
4550	General Liability Insurance	10,553	10,884	10,866	11,877
4620	Repair and Maint. of Office Equipment	-	-	1,000	1,000
5100	Office Supplies	4,198	4,672	5,000	5,000
5209	Protective Clothing	-	-	300	300
5400	Membership Dues and Subscriptions	890	1,070	785	785
5410	Employee Training	-	1,339	3,000	1,500
TOTAL		\$ 433,072	\$ 452,306	\$ 451,144	\$ 446,880

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
0405	Human Resources Director	1	1	1	\$ 137,218
0503	Ass't Human Resources Dir.	1	1	1	80,995
0504	Human Resources Admin.	1	-	-	-
0501	Payroll Administrator	-	1	1	69,056
0512	Personnel Analyst	1	1	1	43,971
0510	Personnel Specialist I	1	1	1	39,270
0602	Administrative Assistant	1	1	1	47,528
0049	Personnel Assistant	1	1	1	60,133
9006	Part-time Employees	-	-	-	25,000
TOTAL		7	7	7	\$ 503,171

EXPENDITURE DETAIL

		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 498,833	\$ 431,738	\$ 462,595	\$ 503,171
2000	Employee Benefits - See Other Cost Dist.	308,704	249,153	257,623	250,302
2610	Employee Awards	9,478	17,694	13,000	13,000
2800	Tuition Reimbursement	93,807	99,630	60,000	90,000
3130	Special Medical Services	8,310	16,996	9,702	15,000
3190	Other Professional Services	30,806	75,431	89,107	84,474
4090	Other Transportation Expense	5,265	8,798	8,100	8,100
4410	Rental of Machinery and Equipment	4,893	4,216	2,000	2,000
4420	Public Facilities Cost - See Other Cost Dist.	19,747	20,325	19,091	19,789
4550	General Liability Insurance	27,911	27,239	25,278	30,003
4620	Repair and Maint. of Office Equipment	505	299	1,200	1,200
4710	Special Printed Forms	2,328	704	5,000	3,000
4810	Promotional Expense	-	201	6,000	3,000
4820	Advertising Expense	10,468	15,423	18,200	18,200
4990	Other Miscellaneous Expense	2,641	-	-	-
5100	Office Supplies	3,994	11,137	4,000	4,000
5400	Membership Dues and Subscriptions	916	1,667	2,380	2,000
5410	Employee Training	534	3,200	18,285	15,000
TOTAL		\$ 1,029,140	\$ 983,851	\$ 1,001,561	\$ 1,062,239

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: HUMAN RESOURCES**

October 1, 2012 – September 30, 2013

MISSION STATEMENT

“Dedicated to providing excellence in the Human Resources profession.”

VISION STATEMENT

“Your partner in success”

HUMAN RESOURCES DEPARTMENT GOALS

Recruitment and Retention

To ensure the continued employment of highly qualified employees.

Compensation

To ensure the City provides a fair and competitive compensation plan.

Risk Management

To minimize the adverse effects of accidental losses and resolve them at a reasonable cost to the City.

Policies and Procedures

To provide the City departments with up to date policies and procedures.

Employee Growth and Development

To provide City employees with continued in-service programs for enhanced professional growth.

Recruitment and Retention

Goal: To ensure the continued employment of highly qualified employees.

Objective: To efficiently employ qualified individuals.			
Action Plan	Assigned To	Completion Date	Status
Develop recruitment plan and update annually: <ol style="list-style-type: none"> 1. Identify opportunities for enhancement. 2. Review and revise all applications (e.g., Volunteers, Regular Application, and Police Application). 	HR Director Assist. HR Director Staff	On-going	In Process
Ensure the timeliness and accuracy of correspondence with applicants and new hires.	Assist. HR Director Staff	On-going	In Process
Maintain new hire orientation process to provide important information on a timely basis: <ol style="list-style-type: none"> 1. Ensure all new hires attend orientation on their first day of employment. 2. Ensure all new hire forms are filled out correctly and completely. 	Assist. HR Director Benefits Specialist Staff	On-going	Orientation takes place on the employees' first day at work.

Compensation

Goal: To ensure the City provides a fair and competitive compensation plan.

Objective: Retain employees by offering competitive compensation and benefits based on market.			
Action Plan	Assigned To	Completion Date	Status
Review benefits for cost effectiveness & competitiveness.	HR Director Assist. HR Director Benefits Specialist	Annually	In Process
<ol style="list-style-type: none"> 1. Review best practices in classification and compensation. 2. Participation in on-going electronic salary Surveys. 3. Conduct salary surveys citywide. 4. Create separate Salary Schedules for all Collective Bargaining Agreements (CBAs), Excluded groups and post on-line. 	Assist. HR Director Staff	On-going	In Process - <ol style="list-style-type: none"> 1. Classification & Pay Plan revised according to each Collective Bargaining Agreement, and Excluded classes. 2. On-going salary surveys are conducted for special positions as requested.
<ol style="list-style-type: none"> 1. Update job descriptions to ensure accurate description of duties for all jobs. 2. Ensure all job descriptions are available electronically. 	Assist. HR Director Staff	On-going	In Process

Risk Management

Goal: To minimize the adverse effects of accidental losses and resolve them at a reasonable cost to the City

Objective: Through various risk transfer, risk financing, and risk control measures before a loss and effective claims management after a loss.			
Action Plan	Assigned To	Completion Date	Status
In coordination with the City Attorney's Office, continue to develop and update standardized forms, check lists, application packages, contracts, and permits to assure that the appropriate hold harmless/indemnification language and insurance requirements are contained in these types of documents Citywide.	Risk Management Admin.	On-going	Current focus is developing a standardized contract matrix, revamping current standard construction contract, and all agreements (lease, use, revenue sharing, etc.).
Increase the utilization of the intranet and internet to provide access to forms, checklists, and application packages to provide increased customer satisfaction and reduced completion time.	Risk Management Admin.	On-going	As forms, checklists and application packages are developed and/or updated, they are submitted to the City Attorney's Office for final approval and then posted for use to the intranet and/or internet.
Continue to update, improve, automate and expand the use of the newly developed system to verify the compliance of the insurance requirements contained in all City contracts, agreements, leases and permits.	Risk Management Admin.	On-going	Through communications with the Procurement Division of the Finance Department, vendors providing products or services that went through the procurement process are being added to the system upon the execution of the intent to award letter.
Continue to conduct random drug testing for all safety sensitive positions pursuant to the Florida Drug Free Workplace Program & CDL positions pursuant to US DOT regulations.	Insurance Specialist II	On-going	Continue abiding by the Florida Drug Free Workplace Program and USDOT regulations.
Conduct City-wide Accident Review Board (excluding Police ARB)	Risk Management Admin.	On-going	Scheduled to meet quarterly. Possibly need to update Administrative Regulations. Working with our Safety Consultant from AJG.
Established and develop a Citywide safety matrix.	Risk Management Admin.	Sept. 30, 2013	In Process
Conduct three internal general safety trainings.	Risk Management Admin.	Sept. 30, 2013	In Process
Reduce medical only workers compensation claims by 10% and lost time injury claims by 5%: <ol style="list-style-type: none"> 1. Identify current percentage of injuries. 2. Identify root cause of injuries. 3. Determine effectiveness of current 	Insurance Specialist II Risk Management Admin.	On-going	Overall injuries down 11%; Indemnity/Medical Only Ratio is stable. Working with AJG Risk Consulting Group on the development of a Safety Training Matrix and with Johns Eastern to develop Ad Hoc Reports that will show root causes

Objective: Through various risk transfer, risk financing, and risk control measures before a loss and effective claims management after a loss.			
Action Plan	Assigned To	Completion Date	Status
training programs through implementation of a Safety Training Matrix.			of injuries. Ad Hoc Reports will drive the Safety Training Matrix.
Develop City-wide Safety incentive program.	Risk Management Admin.	Sept. 30, 2013	Approximate start date October 1, 2012
Eden Contract Management Module Project.	Risk Management Admin.	On-going	Project parameters are being developed with Stakeholders (IT, Procurement, City Attorney, City Clerk, Internal Audit, Public Works, etc.). On track.
Insure that Property, Casualty, Excess Worker's Comp and ancillary coverage are well-designed to protect and meet the needs of the City and timely renewed at fair price.	HR Director Risk Management Admin.	Annually	Renewals approved by City Commission.
Analyze liability claim counts for trends.	Assist. HR Director Risk Management Admin.	On-going	Current trends are slightly down or flat depending on the type of liability claim.

Policies and Procedures

Goal: To provide the City departments with up to date policies and procedures.

Objective: Consistency of processes throughout the City.			
Action Plan	Assigned To	Completion Date	Status
Maintain Personnel Rules & Regulations and update.	HR Director Staff	On-going	Continue to review and update Rules and Regulations.
Create/Update Human Resources Procedures Manual.	HR Director Assist. HR Director Staff	On-going	In Process
To be in compliance with EEO, review and correct EEO codes in Eden to reflect appropriate class and function.	Assist. HR Director Staff	On-going	Run a report to identify what positions need to be corrected.

Employee Growth and Development

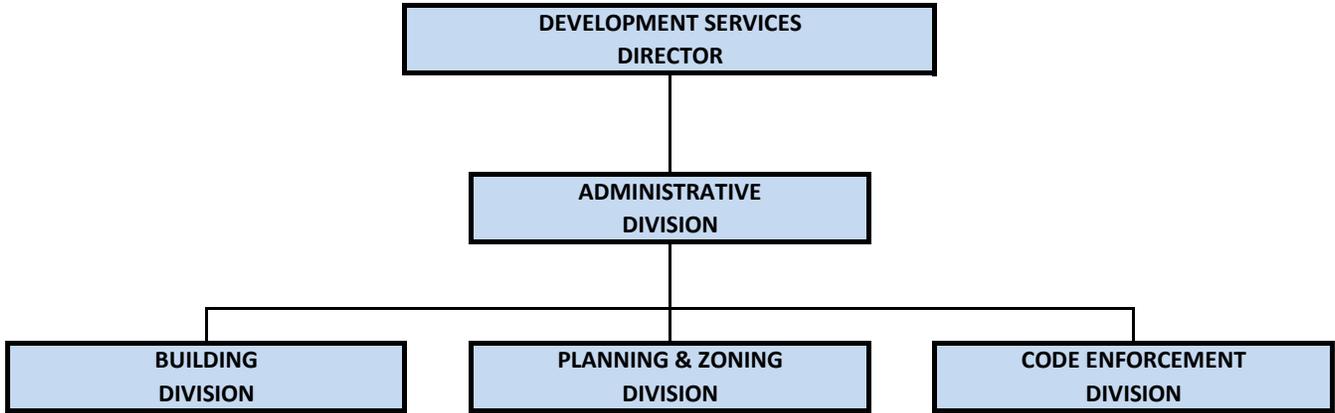
Goal: To provide City employees with continued in-service programs for enhanced professional growth.

Objective: Measure employee performance and ensure minimum standards are being met.			
Action Plan	Assigned To	Completion Date	Status
Written performance evaluations for all employees to be completed annually: <ol style="list-style-type: none"> 1. Review forms/process to update. 2. Forms on line for easy access. 3. Send reminder notices to directors/managers. 	Assist. HR Director Staff	On-going	In Process
Review all personnel forms and update accordingly	HR Director Staff	On-going	In Process
Maintain Record Disposition List	Assist. HR Director Staff	On-going	In Process

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**

DEPARTMENT: DEVELOPMENT SERVICES

ORGANIZATION CHART





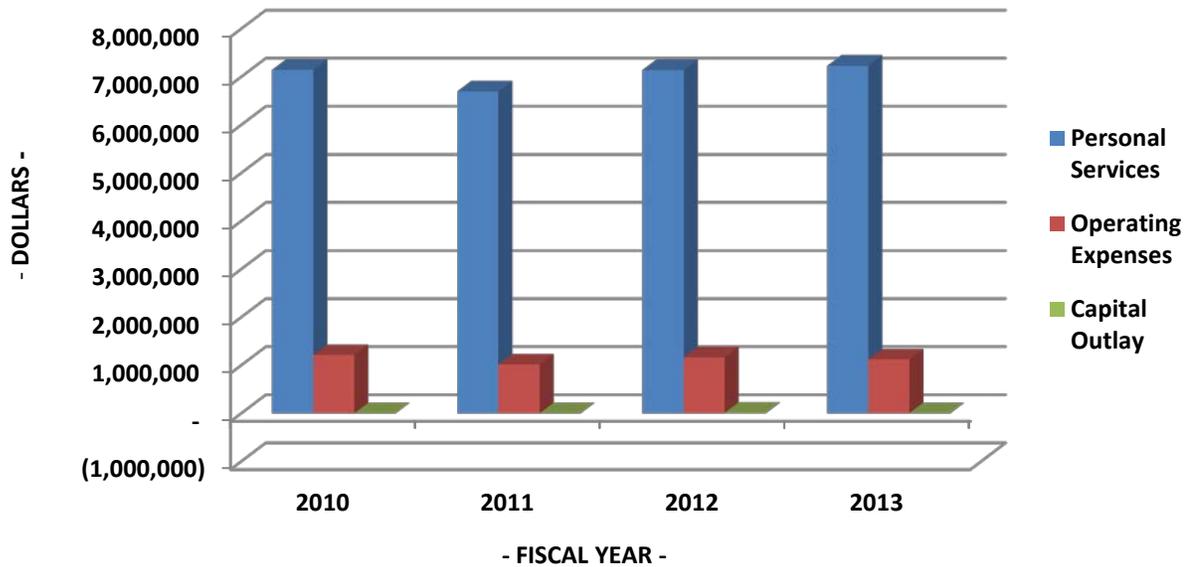
**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



**DEVELOPMENT SERVICES DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2009-2010 ACTUAL</u>	<u>2010-2011 ACTUAL</u>	<u>2011-2012 BUDGET</u>	<u>2012-2013 BUDGET</u>
Personal Services	7,145,247	6,696,384	7,141,554	7,229,712
Operating Expenses	1,214,192	1,017,299	1,166,262	1,122,834
Capital Outlay	(2,429)	64	10,358	2,705
TOTALS	8,357,010	7,713,747	8,318,174	8,355,251
No. of Positions	62	63	64	64

EXPENDITURE COMPARISONS





**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2009-2010	2010-2011	2011-2012	2012-2013	
		ACTUAL	ACTUAL	BUDGET	BUDGET	
1129	Development Services Director	-	1	1	1	\$ 139,922
1127	Ass't Dev. Services Director	-	1	1	1	133,869
0602	Administrative Assistant	-	1	1	1	38,584
0063	Receptionist	-	1	1	1	27,955
0061	Cashier	-	1	1	1	40,186
TOTAL		-	5	5	5	\$ 380,516

EXPENDITURE DETAIL

		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ -	\$ 66,852	\$ 319,707	\$ 380,516
2000	Employee Benefits - See Other Cost Dist.	-	170,619	189,794	198,055
3190	Other Professional Services	-	172,666	176,600	176,600
4090	Other Transportation Expense	-	225	5,400	10,800
4410	Rental of Machinery and Equipment	-	2,611	2,800	-
4420	Public Facilities Cost - See Other Cost Dist.	-	20,932	19,660	20,379
4430	Rental of Land and Buildings	-	-	4,320	-
4550	General Liability Insurance	-	19,538	17,888	22,689
4620	Repair and Maint. of Office Equipment	-	-	1,900	500
4710	Special Printed Forms	-	8,843	953	9,000
5100	Office Supplies	-	6,096	10,384	7,000
5400	Membership Dues and Subscriptions	-	-	850	1,000
5410	Employee Training	-	-	-	3,000
6440	Equipment Additions	-	-	7,653	-
6451	Technology Fee/Equipment	-	-	2,000	2,000
TOTAL		\$ -	\$ 468,382	\$ 759,909	\$ 831,539

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1125	Building Director	-	1	1	1
1114	Structural Engineer	-	2	2	2
1016	Building Official	-	1	1	1
1132	Building Services Coordinator	-	-	1	1
1107	Chief Plumbing Official	-	1	1	1
1105	Chief Mechanical Official	-	1	1	1
1103	Chief Electrical Official	-	1	1	1
1118	Plans Processor Lead	-	1	1	1
0810	Administrative Analyst	-	-	1	1
1100	Chief Building Inspector	-	1	1	1
1101	Building Inspector	-	4	4	4
1104	Electrical Inspector	-	2	2	2
1106	Plumbing Inspector	-	1	1	1
3111	Mechanical Inspector	-	1	1	1
1112	Code Compliance Specialist	-	1	1	1
1108	Plans Processor	-	4	3	3
0602	Administrative Assistant	-	1	1	1
1109	Plans Coordinator Assistant	-	8	7	7
9006	Part-time Employees	-	-	-	-
TOTAL		-	31	31	31
					\$ 2,342,283

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ -	\$ 2,220,345	\$ 2,236,242	\$ 2,342,283
2000	Employee Benefits - See Other Cost Dist.	-	1,334,059	1,281,030	1,222,399
3190	Other Professional Services	-	26,113	60,185	58,800
4010	Travel Expense	-	-	1,250	-
4020	Central Garage Motor Pool Rent	-	217,668	225,931	223,379
	Replacement:	41,009			
	Oper. & Maint:	182,370			
4090	Other Transportation Expense	-	5,625	5,400	5,400
4410	Rental of Machinery and Equipment	-	3,930	4,200	4,500
4420	Public Facilities Cost - See Other Cost Dist.	-	47,091	44,231	45,848
4430	Rental of Land and Buildings	-	-	75,830	-
4550	General Liability Insurance	-	123,179	122,195	139,665
4620	Repair and Maint. of Office Equipment	-	556	1,000	1,000
4710	Special Printed Forms	-	-	4,500	1,000
4910	Court Costs & Investigative Expense	-	99	780	100
4930	Information & Credit Investigation Service	-	-	800	-
5100	Office Supplies	-	10,709	12,182	12,182
5209	Protective Clothing	-	414	850	500

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

		EXPENDITURE DETAIL			
		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
5215	Small Tools & Minor Equipment	-	26	680	500
5400	Membership Dues and Subscriptions	-	793	6,350	4,000
5410	Employee Training	-	1,874	2,795	2,795
6430	Equipment Repair/Replacement	-	64	705	705
TOTAL		\$ -	\$ 3,992,545	\$ 4,087,136	\$ 4,065,056

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1205	Planning & Zoning Director	-	1	1	1
1203	City Planner	-	1	1	1
1204	Assistant City Planner	-	-	1	1
1209	Principal Planner	-	1	1	1
8929	City Architect	-	1	1	1
1123	Zoning Official	-	1	1	1
1116	Zoning Technician Lead	-	1	1	1
1117	Zoning Technician	-	3	3	3
1111	Concurrency Administrator	-	1	1	1
1109	Plans Coordinator Assistant	-	2	2	2
0602	Administrative Assistant	-	1	1	1
0031	Secretary	-	1	-	-
0061	Cashier	-	-	1	1
TOTAL		-	14	15	15

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ -	\$ 1,013,783	\$ 1,138,516	\$ 1,146,298
2000	Employee Benefits - See Other Cost Dist.	-	562,133	617,365	583,894
3190	Other Professional Services	-	33,551	30,196	32,828
4010	Travel Expense	-	204	1,000	500
4020	Central Garage Motor Pool Rent	-	9,617	9,982	9,869
	Replacement:	1,812			
	Oper. & Maint:	8,057			
4090	Other Transportation Expense	-	8,438	8,100	8,438
4410	Rental of Machinery and Equipment	-	17,014	19,320	9,000
4420	Public Facilities Cost - See Other Cost Dist.	-	66,344	62,315	64,593
4550	General Liability Insurance	-	57,285	62,212	68,351
4620	Repair and Maint. of Office Equipment	-	623	1,250	1,250
4710	Special Printed Forms	-	-	-	8,000
4720	Printing & Binding	-	687	3,500	2,000
4820	Advertising Expense	-	8,570	6,600	9,000
4910	Court Costs & Investigative Expense	-	-	1,500	300
4990	Other Miscellaneous Expense	-	1,281	3,987	3,500
5100	Office Supplies	-	7,623	13,380	9,000
5400	Membership Dues and Subscriptions	-	1,857	3,511	2,000
5410	Employee Training	-	460	800	2,000
TOTAL		\$ -	\$ 1,789,470	\$ 1,983,534	\$ 1,960,821

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1128	Code Enforcement Director	-	1	1	1
1126	Field Supervisor	-	1	1	1
1109	Plans Coordinator Assistant	-	2	2	2
1102	Code Enforcement Officer	-	9	9	9
TOTAL		-	13	13	13

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ -	\$ 766,680	\$ 843,351	\$ 861,079
1120	Allowances for Board Members	-	-	200	-
2000	Employee Benefits - See Other Cost Dist.	-	561,913	515,549	495,188
3190	Other Professional Services	-	15,700	14,400	16,000
3191	Lot Clearing	-	26,680	16,000	28,000
3192	Red Light Camera Hearings	-	8,000	-	-
4410	Rental of Machinery and Equipment	-	2,611	2,800	3,200
4420	Public Facilities Cost - See Other Cost Dist.	-	18,541	17,415	18,052
4550	General Liability Insurance	-	47,028	46,083	51,344
4620	Repair and Maint. of Office Equipment	-	1,275	1,000	1,275
4910	Court Costs & Investigative Expense	-	3,217	6,500	3,500
4930	Information & Credit Investigation Service	-	-	3,800	-
5100	Office Supplies	-	5,101	7,000	5,600
5202	Chemicals and Photographic Supplies	-	287	3,800	-
5209	Protective Clothing	-	694	1,500	700
5214	Uniform Allowance	-	5,173	6,500	6,000
5215	Small Tools & Minor Equipment	-	276	600	300
5400	Membership Dues and Subscriptions	-	174	400	200
5410	Employee Training	-	-	697	7,397
TOTAL		\$ -	\$ 1,463,350	\$ 1,487,595	\$ 1,497,835

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
BUILDING & ZONING DEPARTMENT
1240 ADMINISTRATIVE DIVISION
 515 COMPREHENSIVE PLANNING

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1125 *	Building & Zoning Director	1	-	-	\$ -
1109	Plans Coordinator Assistant	1	-	-	-
0602	Administrative Assistant	1	-	-	-
0063	Receptionist	1	-	-	-
0061	Cashier	1	-	-	-
TOTAL		5	-	-	\$ -

This department has been merged into the new Development Services Department.

* This position may continue for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 265,342	\$ -	\$ -	\$ -
2000	Employee Benefits - See Other Cost Dist.	195,992	-	-	-
3190	Other Professional Services	290,627	-	-	-
4090	Other Transportation Expense	2,700	-	-	-
4410	Rental of Machinery and Equipment	2,978	-	-	-
4420	Public Facilities Cost - See Other Cost Dist.	22,581	-	-	-
4550	General Liability Insurance	18,371	-	-	-
4710	Special Printed Forms	10,760	-	-	-
5100	Office Supplies	9,027	-	-	-
5400	Membership Dues and Subscriptions	214	-	-	-
6451	Technology Fee/Equipment	(2,429)	-	-	-
TOTAL		\$ 816,163	\$ -	\$ -	\$ -

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
BUILDING & ZONING DEPARTMENT
1250 ZONING DIVISION
 515 COMPREHENSIVE PLANNING

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1123	Zoning Official	1	-	-	\$ -
1117	Zoning Technician	5	-	-	-
1111	Concurrency Administrator	1	-	-	-
1109	Plans Coordinator Assistant	3	-	-	-
8929	City Architect	1	-	-	-
0031	Secretary	1	-	-	-
TOTAL		12	-	-	\$ -

This department has been merged into the new Development Services Department.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 785,552	\$ -	\$ -	\$ -
2000	Employee Benefits - See Other Cost Dist.	466,977	-	-	-
3190	Other Professional Services	1,672	-	-	-
4410	Rental of Machinery and Equipment	4,386	-	-	-
4420	Public Facilities Cost - See Other Cost Dist.	44,127	-	-	-
4550	General Liability Insurance	43,545	-	-	-
4620	Repair and Maint. of Office Equipment	365	-	-	-
4820	Advertising Expense	1,483	-	-	-
4990	Other Miscellaneous Expense	404	-	-	-
5100	Office Supplies	1,294	-	-	-
5400	Membership Dues and Subscriptions	784	-	-	-
TOTAL		\$ 1,350,589	\$ -	\$ -	\$ -

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
BUILDING & ZONING DEPARTMENT
1260 PERMITTING DIVISION
 515 COMPREHENSIVE PLANNING

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
1112	Code Compliance Specialist	1	-	-	\$ -
1118	Plans Processor Lead	1	-	-	\$ -
1109	Plans Coordinator Assistant	5	-	-	\$ -
1108	Plans Processor	3	-	-	\$ -
TOTAL		10	-	-	\$ -

This department has been merged into the new Development Services Department.

EXPENDITURE DETAIL

		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 611,873	\$ -	\$ -	\$ -
2000	Employee Benefits - See Other Cost Dist.	335,118	-	-	-
4020	Central Garage Motor Pool Rent	45,557	-	-	-
4410	Rental of Machinery and Equipment	4,386	-	-	-
4420	Public Facilities Cost - See Other Cost Dist.	16,769	-	-	-
4550	General Liability Insurance	30,619	-	-	-
4620	Repair and Maint. of Office Equipment	365	-	-	-
5100	Office Supplies	4,808	-	-	-
5410	Employee Training	245	-	-	-
TOTAL		\$ 1,049,740	\$ -	\$ -	\$ -

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
BUILDING & ZONING DEPARTMENT
1270 INSPECTIONS DIVISION
524 PROTECTIVE INSPECTIONS

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1114	Structural Engineer	2	-	-	\$ -
1109	Plans Coordinator Assistant	2	-	-	-
1108	Plans Processor	1	-	-	-
1107	Chief Plumbing Official	1	-	-	-
1106	Plumbing Inspector	1	-	-	-
1105	Chief Mechanical Official	1	-	-	-
1104	Electrical Inspector	2	-	-	-
1103	Chief Electrical Official	1	-	-	-
1101	Building Inspector	4	-	-	-
1100	Chief Building Inspector	1	-	-	-
1016	Building Official	1	-	-	-
3111	Mechanical Inspector	1	-	-	-
TOTAL		18	-	-	\$ -

This department has been merged into the new Development Services Department.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 1,450,358	\$ -	\$ -	\$ -
2000	Employee Benefits - See Other Cost Dist.	961,036	-	-	-
3190	Other Professional Services	52,414	-	-	-
4020	Central Garage Motor Pool Rent	188,032	-	-	-
4090	Other Transportation Expense	72	-	-	-
4420	Public Facilities Cost - See Other Cost Dist.	34,029	-	-	-
4550	General Liability Insurance	74,367	-	-	-
5100	Office Supplies	3,426	-	-	-
5209	Protective Clothing	440	-	-	-
5214	Uniform Allowance	6,500	-	-	-
5215	Small Tools & Minor Equipment	8	-	-	-
5400	Membership Dues and Subscriptions	645	-	-	-
5410	Employee Training	905	-	-	-
TOTAL		\$ 2,772,232	\$ -	\$ -	\$ -

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
BUILDING & ZONING DEPARTMENT
1280 CODE ENFORCEMENT DIVISION
 524 PROTECTIVE INSPECTIONS

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1119 *	Code Enforcement Lead	1	-	-	\$ -
1109	Plans Coordinator Assistant	2	-	-	\$ -
1102	Code Enforcement Officer	10	-	-	\$ -
TOTAL		13	-	-	\$ -

This department has been merged into the new Development Services Department.

* This position may continue for such time as deemed appropriate to implement the reorganization.

		EXPENDITURE DETAIL			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 819,840	\$ -	\$ -	\$ -
1120	Allowances for Board Members	600	-	-	-
2000	Employee Benefits - See Other Cost Dist.	648,077	-	-	-
3190	Other Professional Services	11,160	-	-	-
3191	TYPE IN A DESCRIPTION	35,510	-	-	-
3192	TYPE IN A DESCRIPTION	8,075	-	-	-
4410	Rental of Machinery and Equipment	2,978	-	-	-
4420	Public Facilities Cost - See Other Cost Dist.	19,933	-	-	-
4550	General Liability Insurance	46,325	-	-	-
4910	Court Costs & Investigative Expense	5,698	-	-	-
5100	Office Supplies	5,716	-	-	-
5202	Chemicals and Photographic Supplies	993	-	-	-
5209	Protective Clothing	90	-	-	-
5214	Uniform Allowance	6,500	-	-	-
5215	Small Tools & Minor Equipment	349	-	-	-
TOTAL		\$ 1,611,844	\$ -	\$ -	\$ -

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
PLANNING DEPARTMENT
1300 PLANNING DIVISION
 515 COMPREHENSIVE PLANNING

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1205 *	Planning Director	1	-	-	\$ -
1201 *	Ass't Planning Director	1	-	-	-
1209	Principal Planner	-	-	-	-
1208	Planner	1	-	-	-
0602	Administrative Assistant	1	-	-	-
TOTAL		4	-	-	\$ -

This department has been merged into the new Development Services Department.

* These positions may continue for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 392,567	\$ -	\$ -	\$ -
2000	Employee Benefits - See Other Cost Dist.	212,515	-	-	-
3190	Other Professional Services	45,247	-	-	-
4020	Central Garage Motor Pool Rent	10,446	-	-	-
4090	Other Transportation Expense	7,425	-	-	-
4410	Rental of Machinery and Equipment	13,863	-	-	-
4420	Public Facilities Cost - See Other Cost Dist.	27,249	-	-	-
4550	General Liability Insurance	19,550	-	-	-
4720	Printing & Binding	374	-	-	-
4820	Advertising Expense	21,121	-	-	-
4990	Other Miscellaneous Expense	353	-	-	-
5100	Office Supplies	4,470	-	-	-
5400	Membership Dues and Subscriptions	1,262	-	-	-
TOTAL		\$ 756,442	\$ -	\$ -	\$ -

**2012 - 2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: DEVELOPMENT SERVICES**

Mission Statement

“To ensure the health, welfare and safety of our citizens through the consistent enforcement of the Florida Building Code, Zoning Code and City Code and through the development and implementation of land use, transportation, and housing policies, plans and programs.”

Departmental Functions

The Development Services Department consists of three divisions: Building, Code Enforcement, and Planning & Zoning. The department is managed by a director, an assistant director, and managers in each of the three divisions. The department serves both in a policy-making assistance and an enforcement capacity. The Planning & Zoning division assists with the development of goals, objectives and recommendations to guide the future development of the City. The Building and Code Enforcement divisions are responsible for enforcing the Florida Building Code and municipal regulations that ensure the aesthetics of the community, and the health, welfare and safety of our residents.

Goals

Fiscal Management

To provide services and manage responsibilities in a cost effective manner.

Customer Service

To provide efficient, informative and helpful assistance to all customers.

Operations

To operate in the most efficient and effective manner possible.

Human Resources

To develop an environment where well-trained staff work efficiently and cooperatively to serve the residents and customers of the department and continually strive to improve that service.

**2012 - 2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: DEVELOPMENT SERVICES**

Finances

To provide services and manage responsibilities in a cost effective manner.

Objective: Create reports and procedures to monitor department revenue and expenditures.			
Action Plan:	Assigned To:	Completion Date:	Status:
Create monthly financial report(s) to monitor budget.	Assistant Director/Administrative Analyst	December 2011	Completed
Create and implement process for auditing invoicing and collections.	Assistant Director/Administrative Analyst	December 2012	In process
Develop and implement Standard Operating Procedures for Cashier.	Assistant Director/Administrative Analyst	July 2012	In process
Review department fees and recommend revisions as appropriate.	Director/Assistant Director	Annually in January	In process
Review up-front payment/deposit schedule to ensure staff review time is covered.	Director/Assistant Director	December 2012	Not started

Objective: Develop procedures to ensure Code Enforcement liens are properly recorded			
Action Plan:	Assigned To:	Completion Date:	Status:
Review old (pre-Eden) Code Enforcement cases to determine if liens weren't recorded.	Code Enforcement Director	October 2012	In process
Where feasible, record liens for old Code Enforcement cases.	Code Enforcement Director	April 2013	In process
Create or acquire a system for tracking liens (including the date, reason, amount, and release).	Code Enforcement Director	April 2013	Not started

Customer Service

To provide efficient, informative and helpful assistance to all customers.

Objective: Reduce the review time for building and zoning permits			
Action Plan:	Assigned To:	Completion Date:	Status:
Procure expertise and resources for conducting process improvement assessment.	Director/Assistant Director/	December 2012	Not started
Conduct process improvement assessment of entire review process.	Director/Assistant Director/Planning & Zoning Director/Building Director	April 2013	Not started
Implement recommended changes.	To Be Determined	October 2013	Not started

Objective: Provide clear and helpful communication to both internal and external customers			
Action Plan:	Assigned To:	Completion Date:	Status:
Develop and implement a Suggestion Box or similar tool by which customers can provide suggestions, comments, etc.	Administrative Assistants/Administrative Analyst	December 2012	In process
Review and revise as necessary all handouts.	Administrative Assistants	On-going (annual basis)	In process
Implement schedule of regular meetings, both department-wide and of various staff groups.	Director/Assistant Director/division directors	On-going	In process

Objective: Create Neighborhood Action Plans for four neighborhoods.			
Action Plan:	Assigned To:	Completion Date:	Status:
Create process for development of the Neighborhood Action Plans (NAP)	Planning & Zoning Division	Summer 2012	In process
Obtain City Commission's approval of process	Director	Summer 2012	In process
Complete four NAP using the approved process	Planning & Zoning Division	September 2013	Not started

Operations

To operate in the most efficient and effective manner possible.

Objective: Relocate Zoning Staff to 427 Biltmore Way and maintain a smooth and efficient work flow between department divisions.			
Action Plan:	Assigned To:	Completion Date:	Status:
Hire consultant to develop optimal plan for lay-out and sequencing of relocations.	Director/Assistant Director	August 2012	In process
Prepare renovation plans	Assistant Director	November 2012	Not started
Complete Construction	Assistant Director	May 2013	Not started
Complete relocation of staff	Assistant Director	June 2013	Not started
Review operations on a regular basis with affected staff to ensure transfer of plans and plan reviews continues to operate smoothly	Assistant Director	Fall 2013	Not started

Objective: Redesign Building Division workspace to provide a more efficient workflow and accommodate additional staff.			
Action Plan:	Assigned To:	Completion Date:	Status:
Hire consultant to develop optimal plan for lay-out and sequencing of events.	Director/Assistant Director	August 2012	In process
Prepare renovation plans	Assistant Director	November 2012	Not started
Complete Construction	Assistant Director	To Be Determined	Not started
Complete relocation of staff	Assistant Director	To Be Determined	Not started

Objective: Purchase and implement electronic building plan review software			
Action Plan:	Assigned To:	Completion Date:	Status:
Create Task Force to oversee the project	Building Director	January 2013	Not started
Research available software.	Building Director	March 2013	Not started
Develop criteria for software and create bid package or Request for Proposals (RFP)	Building Director	May 2013	Not started
Solicit bids or responses to RFP	Building Director	July 2013	Not started
Select software and negotiate purchase agreement	Building Director	September 2013	Not started
Implement software and train users	Building Director	To Be Determined	Not started

Objective: Acquire new Permitting and Land Management Software			
Action Plan:	Assigned To:	Completion Date:	Status:
Create Task Force to oversee the project	Building Director	January 2013	Not started
Research available software.	Building Director	March 2013	Not started
Develop criteria for software and create bid package or Request for Proposals (RFP)	Building Director	May 2013	Not started
Solicit bids or responses to RFP	Building Director	July 2013	Not started
Select software and negotiate purchase agreement	Building Director	September 2013	Not started
Implement software and train users	Building Director	To Be Determined	Not started

Objective: Update the Concurrency Management System to match the current comprehensive plan and reflect the new demand schedule			
Action Plan:	Assigned To:	Completion Date:	Status:
Define Scope of Service with software provider	Assistant Director/Planning & Zoning Division	July 2012	In process
Execute Purchase Agreement with software provider	Assistant Director/Planning & Zoning Division	September 2012	Not started
Assist software provider with new data	Assistant Director/Planning & Zoning Division	To Be Determined	Not started
Assist with implementation of new system and training of users	Assistant Director/Planning & Zoning Division	To Be Determined	Not started

Objective: Create efficient development approval processes			
Action Plan:	Assigned To:	Completion Date:	Status:
Analyze the effectiveness of the Development Review Committee, including what types of cases should be reviewed and make recommendations for changes.	Director/Assistant Director/To Be Determined (would require assistant from other departments)	April 2013	Not started

Human Resources

To develop an environment where all staff promote cooperation, teamwork and harmonious working environment which in turn benefits the department user.”

Objective: To provide the training and knowledge department personnel need to deliver effective and efficient service.			
Action Plan:	Assigned To:	Completion Date:	Status:
Provide the necessary information technology training for Dashboard, Trim, Trapeze and Eden and other computer programs.	Supervisors	On-going	On-going
Provide necessary training so that staff maintains their licenses and certifications.	Supervisors	On-going	On-going
Review with Human Resources and provide appropriate training opportunities (e.g., customer service, ethics, etc.).	Director/Assistant Director/supervisors	April 2013	Not started

Objective: Create systems for monitoring activity volume and allocating staff resources.			
Action Plan:	Assigned To:	Completion Date:	Status:
Develop and Implement the use of Activity Logs	Supervisors	December 2012	In process
Identify performance measurements for each division	Division Directors	January 2013	Not started
Implement system for quantifying performance	Division Directors	May 2013	Not started

Objective: Foster a positive employee attitude			
Action Plan:	Assigned To:	Completion Date:	Status:
Create an employee recognition program	Supervisors/Director	Annual	In process
Implement employee recognition program	Supervisors	Annual	In process
Plan and hold an annual department activity, such as a Corporate Run	Administrative Assistants	Annual	In process
Objective: Consolidate Planning and Zoning functions into one cohesive division.			
Action Plan:	Assigned To:	Completion Date:	Status:
Reassess organizational structure.	Planning & Zoning Director	January 2013	Not started
Implement changes identified in reassessment of organizational structure	Planning & Zoning Director/Department Director	To Be Determined	Not started

Objective: Ensure that operational tasks and functions can be performed.			
Action Plan:	Assigned To:	Completion Date:	Status:
Create a Support Services Group to consolidate resources in one group across the department and more efficiently allocate resources.	Director/Assistant Director	On-going	In process
Prepare plan for cross-training appropriate personnel	October 2012	Annual	In process
Complete cross-training of appropriate personnel	Supervisors	Annual	In process
Identify positions that should have Work Manuals and have employees in those positions prepare them.	Assistant Director	April 2013	Not started

Objective: Ensure that the City's Human Resources rules and policies are implemented and enforced consistently through-out the department			
Action Plan:	Assigned To:	Completion Date:	Status:
Review rules and policies with division directors	Assistant Director	December 2012	In process
Implement changes to division practices to bring them into compliance, if necessary	Assistant Director/division directors	February 2012	In process

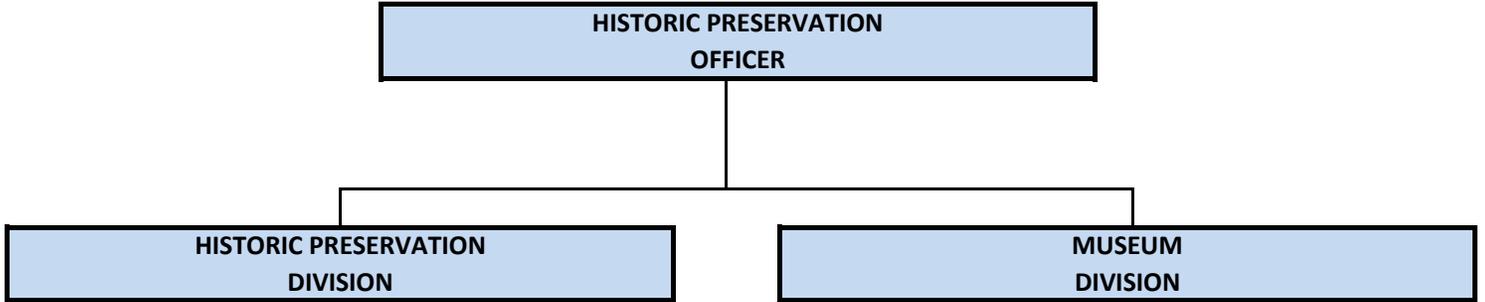
Objective: Define priorities and goals for the department			
Action Plan:	Assigned To:	Completion Date:	Status:
Organize Retreat to gather ideas for improving the department	Director/Assistant Director	February 2013	Not started
Assign Initiatives	Director	February 2013	Not started
Implement initiatives	Supervisors	To Be Determined	Not started
Follow up on progress	Director	August 2013	Not started



**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**

DEPARTMENT: **HISTORIC RESOURCES**

ORGANIZATION CHART





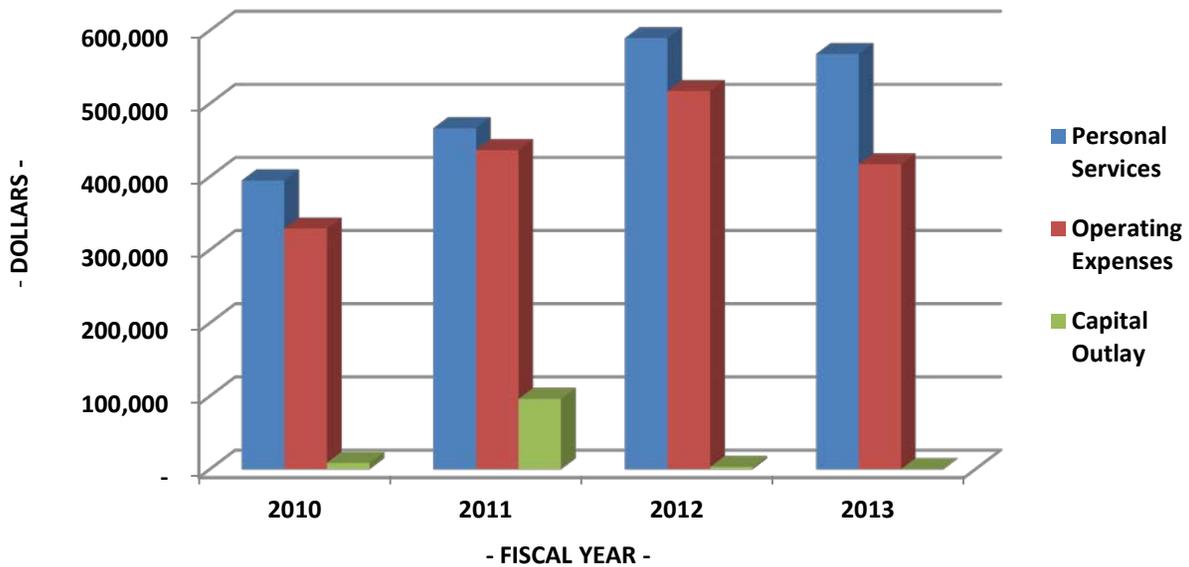
**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



**HISTORICAL RESOURCES DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
Personal Services	394,738	466,157	589,307	567,716
Operating Expenses	329,043	436,368	517,178	416,910
Capital Outlay	8,759	96,034	2,900	-
TOTALS	732,540	998,559	1,109,385	984,626
No. of Positions	4	4	4	4

EXPENDITURE COMPARISONS



**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

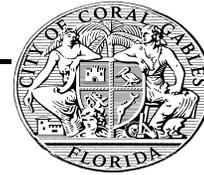
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
2005	Historic Preservation Officer	1	1	1	1
0618	Historic Preservation Admin.	1	1	-	-
2007	Historic Preservationist	-	-	1	1
0602	Administrative Assistant	1	1	1	1
TOTAL		3	3	3	3
					\$ 247,171

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 219,221	\$ 246,926	\$ 251,731	\$ 247,171
2000	Employee Benefits - See Other Cost Dist.	140,785	132,154	132,047	121,844
3190	Other Professional Services	11,557	9,788	14,600	14,600
4010	Travel Expense	-	-	1,000	1,000
4020	Central Garage Motor Pool Rent	-	4,590	4,764	4,710
	Replacement:	865			
	Oper. & Maint:	3,845			
4090	Other Transportation Expense	8,100	5,625	5,400	5,400
4410	Rental of Machinery and Equipment	12,050	10,963	12,603	7,603
4420	Public Facilities Cost - See Other Cost Dist.	175,002	239,777	225,215	233,448
4550	General Liability Insurance	11,235	11,741	13,755	14,738
4620	Repair and Maint. of Office Equipment	-	-	800	800
4720	Printing & Binding	1,650	3,599	5,266	5,266
4803	Pinewood Cemetary Reserve Expenses	-	4,358	5,739	-
4804	Historic Preservation Reserve Expenses	-	-	39,820	-
4820	Advertising Expense	1,279	1,795	3,960	3,960
4990	Other Miscellaneous Expense	6,766	9,230	13,000	5,000
5100	Office Supplies	4,599	3,826	6,300	6,300
5202	Chemicals and Photographic Supplies	-	1,770	1,000	1,000
5400	Membership Dues and Subscriptions	435	355	900	900
5410	Employee Training	460	1,694	2,000	2,000
6460	Other Equipment Additions	8,759	87,777	2,900	-
TOTAL		\$ 601,898	\$ 775,968	\$ 742,800	\$ 675,740

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
HISTORICAL RESOURCES DEPARTMENT
1330 MUSEUM DIVISION
 573 CULTURAL SERVICES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
2006	Ass't Historic Pres. Officer	1	1	1	1
9006	Part-time Employees	-	-	-	\$ 94,162
TOTAL		1	1	1	\$ 148,522

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 414	\$ 44,858	\$ 151,129	\$ 148,522
2000	Employee Benefits - See Other Cost Dist.	34,318	42,219	54,400	50,179
3190	Other Professional Services	3,974	2,704	8,600	5,400
4010	Travel Expense	-	97	-	-
4090	Other Transportation Expense	-	2,475	5,400	5,400
4420	Public Facilities Cost - See Other Cost Dist.	79,091	72,703	68,288	70,784
4550	General Liability Insurance	3,738	6,873	8,245	8,856
4720	Printing & Binding	2,070	1,780	4,000	4,000
4808	Merrick House Reserve Expenses	-	24,658	41,316	-
4811	Roxcy O'Neal Merrick House Reserve Exp	-	-	1,700	-
4820	Advertising Expense	-	-	750	750
4990	Other Miscellaneous Expense	3,631	10,133	15,762	8,000
5100	Office Supplies	2,044	3,677	2,800	2,800
5201	Agricultural Supplies	716	384	985	985
5202	Chemicals and Photographic Supplies	536	1,673	2,000	2,000
5215	Small Tools & Minor Equipment	-	-	300	300
5400	Membership Dues and Subscriptions	110	100	210	210
5410	Employee Training	-	-	700	700
6460	Other Equipment Additions	-	8,257	-	-
TOTAL		\$ 130,642	\$ 222,591	\$ 366,585	\$ 308,886

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: HISTORICAL RESOURCES**

MISSION STATEMENT

“To promote the historic heritage of the City through the local historic designation and design review process with educational programs and publications, to manage City-owned historic properties, to maintain the archives and collections related to the original development; and to celebrate the past, present and future of the City through the Museum Division.”

VISION STATEMENT

“Preserving and presenting the heritage of the City”

HISTORIC RESOURCES DEPARTMENT GOAL AREAS

Education

To advocate for, and educate about, the preservation and museum programs of the Historical Resources Department, the benefits of historic preservation and the promotion of the historical and cultural resources of the City of Coral Gables. To innovatively and creatively develop and present museum programming and exhibits.

Programs and Services

To provide professional and excellent customer service through efficient access to the programs and services offered by the Department.

Protection

To provide adequate and complete protection for, and ongoing maintenance of, the historic fabric of the City of Coral Gables and its historic material.

Finances

To maximize opportunities for Department programs through effective budgeting, capitalizing on outside funding and support and efficient use of available resources.

Human Resources

To maximize human resources by evaluating and providing training, motivation and guidance to form a cohesive team on a continual basis.

Education

Goal: To advocate for, and educate about, the preservation and museum programs of the Historical Resources Department, the benefits of historic preservation and the promotion of the historical and cultural resources of the City of Coral Gables.

To innovatively and creatively develop and present museum programming and exhibits.

Objective: To increase awareness of Local Historic Designation / Ad Valorem programs and benefits across City Departments.			
Action Plan:	Assigned To	Completion Date	Status
Create document (poster / brochure) outlining qualifications for and benefits of Department programs and provide to Building & Zoning Department.	Staff w/Public Affairs	December 2013	In queue
Include need for Letter of Historic Significance on Demolition Permit Checklist at Building & Zoning	Kara Kautz w/B&Z	Done	On list.

Objective: To utilize trolleys as teaching device and informational tool about historic preservation.			
Action Plan:	Assigned To	Completion Date	Status
Explore options available on trolleys. (i.e. brochures or informational "panels" or on-board T.V. "ads")	Staff w/Public Works	T.B.D.	On hold.

Objective: Increase educational focus of Coral Gables Merrick House.			
Action Plan:	Assigned To	Completion Date	Status
Explore programs at Merrick House that promote educational growth. (i.e. lectures, concerts, art instruction)	Staff	On-going	On-going
Develop educational materials targeted at specific ages / levels.	Staff	On-going	On-going
Open second floor to tours.	Staff	November 2010	Complete – second floor included on House tours.
Explore option of providing audio tours as supplement to docent-led tours.	Staff	T.B.D.	On hold
Create three new brochures for Merrick House visitors (Garden, Collections, and General brochure.	Staff/ Merrick House Board	Partially completed	First brochure printed in November 2010. Others to follow.

Goal: To advocate for, and educate about, the preservation and museum programs of the Historical Resources Department, the benefits of historic preservation and the promotion of the historical and cultural resources of the City of Coral Gables.

To innovatively and creatively develop and present museum programming and exhibits.

Objective: To increase public awareness of Department programs through media outlets.			
Action Plan:	Assigned To	Completion Date	Status
Identify available outlets and supply them with necessary information.	Staff	On-going	On-going

Objective: To educate local Realtors and real estate professionals about Historic Preservation.			
Action Plan:	Assigned To	Completion Date	Status
Develop and hold Realtor workshops to inform real estate professionals about Historic Preservation programs, rules and	Staff	On-going	Pending hire of additional staff

regulations.			member.
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Programs and Services

Goal: To provide professional and excellent customer service through efficient access to the programs and services offered by the Department.

Objective: Increase efficiency and accuracy of Department website.			
Action Plan:	Assigned To	Completion Date	Status
Update website and make more user-friendly. <i>How:</i> <ol style="list-style-type: none"> 1. <i>Include more useful information: All department forms online in PDF format. Update links to helpful sites and other departments. Post Board schedules, deadlines and minutes in PDF format.</i> 2. <i>Include more information about Department programs and projects.</i> 3. <i>Include information about existing designated properties: Upload pictures, designation reports and maps.</i> 	Staff w/IT	On-going	Partially complete. Item #3 still outstanding. Pending hire of additional staff member.

Objective: Maximize efficiency of day-to-day office operations.			
Action Plan:	Assigned To	Completion Date	Status
Explore implementation of “walk-through” days and hours to correspond with Building & Zoning.	Kara Kautz	DONE	Certain days targeted as “drop-off only” days

Protection

Goal: To provide adequate and complete protection and ongoing maintenance for the historic fabric of the City of Coral Gables and its historic material.

Objective: To proactively expand inventory of City’s historic fabric.			
Action Plan:	Assigned To	Completion Date	Status
Increase number of Local Historically Designated properties. <i>How:</i> <ol style="list-style-type: none"> 1. <i>Identify eligible properties.</i> 2. <i>Create a priority list of properties.</i> 3. <i>Allocate resources toward designation.</i> 4. <i>Draft designation report.</i> 5. <i>Submit report for Board approval.</i> 	Staff	On-going (at least six individual local historic designations per year)	In Process (Four designations processed in 2011-2012)
Increase number of Local Historically Designated Districts. <i>How:</i> <ol style="list-style-type: none"> 1. <i>Identify eligible properties.</i> 2. <i>Create a priority list of properties.</i> 3. <i>Allocate resources toward designation.</i> 4. <i>Draft designation report.</i> 5. <i>Submit report for Board approval.</i> 	Staff	On-going (at least one per two-year period)	In Process- Two district designations undergoing Staff evaluation. Pending hire of additional staff member.

Protection (con't.)

Objective: To add additional layer of prestige / protection to Local Historically Designated Properties and Districts.			
Action Plan:	Assigned To	Completion Date	Status
Increase number of Nationally Historically Designated properties and / or districts. <i>How:</i> <ol style="list-style-type: none"> 1. Identify eligible properties. 2. Create a priority list of properties. 3. Allocate resources toward designation. 4. Draft designation report. 5. Submit report for Board approval. 6. Submit to State and to National Park Service. 	Staff	On-going (at least 1 designated per two-year period)	In Process Pending hire of additional staff member.

Goal: To provide adequate and complete protection and ongoing maintenance for the historic fabric of the City of Coral Gables and its historic material.

Objective: Maximize Ad Valorem Tax Abatement Program as tool to protect historic fabric.			
Action Plan:	Assigned To	Completion Date	Status
Develop new incentives and add incentives for historic commercial and multi-family properties. <i>How:</i> <ol style="list-style-type: none"> 1. Revisit policies for commercial and multi-family properties 2. Research other cities' programs for similarities / differences. 3. Coordinate efforts with other City departments (i.e. Planning) as necessary. 4. Draft new ordinances to supplement existing. Work with City Attorney's office 	Dona, Spain and Kara Kautz w/City Attorney	T.B.D. – on hold	On hold.

Objective: To protect the archives of the City.			
Action Plan:	Assigned To	Completion Date	Status
Actively protect the Archives of the City, Merrick House and Coral Gables Museum to the standards of the American Association of Museums through Collection Policies / Plans. <i>How:</i> <ol style="list-style-type: none"> 1. Write official Collection Policy for each archive division. 2. Implement Collection Policies through City Commission. 3. Sort and professionally catalogue existing collections. 4. Provide proper storage and / or display for existing archives. 5. Maintain archives in consistent manner. 	Staff Archivist	TBD depending on date of hire of Archivist.	Pending hire of Archivist to fill open position.
Actively protect the Archives of the City, Merrick House and Coral Gables Museum to the standards of the American Association of Museums through Collection Management plans. <i>How:</i> <ol style="list-style-type: none"> 1. Create written Collection Management plan for each archive division. 2. Implement Collection Management plans. 	Staff Archivist	TBD depending on date of hire of archivist.	Pending hire of Archivist to fill open position.

Protection (con't.)

Goal: To provide adequate and complete protection and ongoing maintenance for the historic fabric of the City of Coral Gables and its historic material.

Objective: To adequately and proactively maintain and repair / restore City-owned historic fabric.			
Action Plan:	Assigned To	Completion Date	Status
Complete restoration of Old Police and Fire Station for use as Coral Gables Museum.	Kara Kautz as Project Manager, Staff and City	January 2011	Completed. Final Certificate of Occupancy achieved on January 14, 2011.
Complete restoration of Merrick House second floor. <i>Coordinate with Public Service and Public Works.</i>	Staff and City	December 2009	Second Floor restoration completed. Refurnishing completed by November 2010.
Perform a complete assessment of restoration/repair needs at Merrick House	Staff (Historical Resources and Public Works) working with outside Historic Preservation consultant	January 2013	Pending funding of assessment.
Complete relocation of Historical Resources Department to 285 Aragon Avenue.	Department Staff coordinating with Public Works, I.T., and Parking Depts.	August 2011	Department relocated to new offices April 2011.
Complete consolidation of all stored archival material to 285 Aragon Avenue.	Department Staff coordinating w/Public Works Department	May 2013	Archive material being moved in phases from various storage locations.

Finances

Goal: To maximize opportunities for Department programs through effective budgeting, capitalizing on outside funding and support and efficient use of available resources.

Objective: To adequately fund programs and projects.			
Action Plan:	Assigned To	Completion Date	Status
Explore and seek grant funding as available and necessary. <i>How:</i> <ol style="list-style-type: none"> 1. <i>Identify funding opportunities.</i> 2. <i>Identify project needs for alternative funding.</i> 3. <i>Seek funding as necessary.</i> 	Dona Spain and Staff	Annual	On-going

Objective: To seek outside support for Department projects			
Action Plan:	Assigned To	Completion Date	Status
Implement annual internship program. <i>How:</i> <ol style="list-style-type: none"> 1. <i>Work with local universities to increase awareness and implement program.</i> 2. <i>Explore option of one-class credit for summer internship with universities (possibly in lieu of payment).</i> 	Dona Spain	On-going / Annual	In Process. Internship initiated in Fall 2006.
Seek outside volunteers for Department projects. <i>How:</i> <ol style="list-style-type: none"> 1. <i>Work with local universities.</i> 2. <i>Propose Department projects to professors for class work assignments.</i> 	Staff	On-going / Annual	In Process.

Human Resources

Goal: To maximize human resources by evaluating and providing training, motivation and guidance to form a cohesive team on a continual basis.

Objective: Create a comprehensive staff evaluation program.			
Action Plan:	Assigned To	Completion Date	Status
Evaluate every employee on a regular basis regardless of merit status.	Dona Spain	Annual	On-going

Objective: Strengthen docent program for Merrick House and Coral Gables Museum.			
Action Plan:	Assigned To	Completion Date	Status
Increase number of docents in Merrick House program. <i>How:</i> <ol style="list-style-type: none"> 1. <i>Identify alternate sources from which to recruit.</i> 2. <i>Approach sources for volunteers.</i> 3. <i>Retain current docents.</i> 4. <i>Identify reciprocity opportunities between Merrick House and Coral Gables Museum.</i> 	Staff & Merrick House Board	On-going	Begun April 2006.





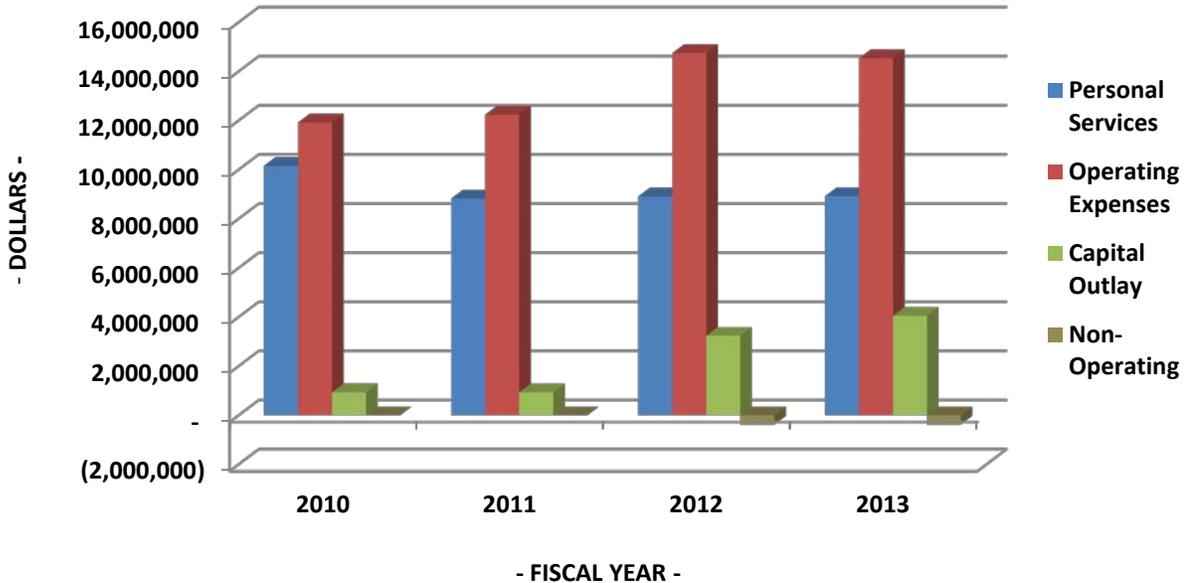
**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



**PUBLIC WORKS DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2009-2010 ACTUAL</u>	<u>2010-2011 ACTUAL</u>	<u>2011-2012 BUDGET</u>	<u>2012-2013 BUDGET</u>
Personal Services	10,163,258	8,825,811	8,915,384	8,925,610
Operating Expenses	11,925,454	12,244,192	14,748,055	14,541,588
Capital Outlay	939,764	937,762	3,240,958	4,052,400
Non-Operating	-	-	(380,828)	(376,108)
TOTALS	<u>23,028,476</u>	<u>22,488,424</u>	<u>26,699,124</u>	<u>27,143,490</u>
 No. of Positions	 90	 86	 84	 84

EXPENDITURE COMPARISONS





**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1025	Public Works Director	1	1	1	1
1026	Ass't Pub Wrks Dir - Operations	1	1	1	1
0067	Ass't Pub Wrks Dir - Cap Impr.	-	1	1	1
1029	Central Division Supervisor	1	1	1	1
0012	Clerical Assistant II	1	1	1	1
TOTAL		4	5	5	5

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 425,878	\$ 326,011	\$ 429,444	\$ 432,266
2000	Employee Benefits - See Other Cost Dist.	271,607	282,700	239,861	226,729
2610	Employee Awards	-	25	300	300
3190	Other Professional Services	-	-	1,000	1,000
4020	Central Garage Motor Pool Rent	12,146	11,226	11,652	11,520
	Replacement:	2,115			
	Oper. & Maint:	9,405			
4090	Other Transportation Expense	5,400	8,438	10,800	10,800
4410	Rental of Machinery and Equipment	9,473	9,217	9,000	9,000
4420	Public Facilities Cost - See Other Cost Dist.	21,860	21,116	19,833	20,558
4550	General Liability Insurance	22,536	27,100	23,466	25,775
4620	Repair and Maint. of Office Equipment	50	-	1,000	1,000
4630	Repair/Maint. of Machinery & Equipment	-	6	350	350
4710	Special Printed Forms	92	380	600	600
4720	Printing & Binding	-	500	500	500
4820	Advertising Expense	-	-	300	300
4990	Other Miscellaneous Expense	18	172	300	300
5100	Office Supplies	11,810	9,798	7,000	8,000
5202	Chemicals and Photographic Supplies	-	-	500	-
5203	Drugs and Medical Supplies	-	-	50	50
5213	Rental of Uniforms for Employees	-	-	500	-
5215	Small Tools & Minor Equipment	473	186	1,000	500
5400	Membership Dues and Subscriptions	838	-	700	700
5410	Employee Training	36	1,228	3,500	2,000
9010	Intradepartmental Credits	-	-	(380,828)	(376,108)
TOTAL		\$ 782,217	\$ 698,103	\$ 380,828	\$ 376,140

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
1032	City Engineer	-	-	1	\$ 95,139
1020	Engineering Division Supervisor	1	1	-	-
1017	Civil Engineer	3	3	5	379,100
1012	Construction Inspector	2	2	2	159,370
1010	Survey Party Chief	1	-	-	-
1008	Land Surveyor	1	1	-	-
1004	Engineering Technician	1	1	1	59,592
1003	Engineering Technician Ass't	1	1	1	56,638
1002	Engineering Aide II	2	1	1	51,480
3005	Maintenance Worker II	1	-	-	-
1013	Construction Manager	1	2	2	142,875
1102	Code Enforcement Officer	1	1	1	59,467
0055	Grants Administrator	1	1	-	-
1021	Architect	1	1	-	-
9003	Part-time Employees	-	-	-	3,000
8888	Overtime	-	-	-	1,000
TOTAL		17	15	14	\$ 1,007,661

EXPENDITURE DETAIL

		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,319,608	\$ 1,109,961	\$ 1,023,011	\$ 1,007,661
2000	Employee Benefits - See Other Cost Dist.	928,873	687,914	607,572	569,274
3190	Other Professional Services	523	1,904	39,345	10,000
4020	Central Garage Motor Pool Rent	86,254	87,598	90,923	89,896
	Replacement:	16,503			
	Oper. & Maint:	73,393			
4410	Rental of Machinery and Equipment	3,041	-	5,000	3,000
4420	Public Facilities Cost - See Other Cost Dist.	46,770	45,178	42,434	43,985
4550	General Liability Insurance	69,580	57,334	55,901	60,085
4620	Repair and Maint. of Office Equipment	-	-	3,000	1,500
4630	Repair/Maint. of Machinery & Equipment	-	-	1,100	500
4710	Special Printed Forms	102	976	1,000	1,000
4720	Printing & Binding	1,328	1,501	3,000	2,000
4820	Advertising Expense	-	-	500	-
4990	Other Miscellaneous Expense	459	558	1,000	1,000
5100	Office Supplies	8,366	6,726	5,000	6,000
5202	Chemicals and Photographic Supplies	-	-	200	-
5208	Household & Institutional Supplies	-	11	1,000	500
5209	Protective Clothing	1,124	(33)	1,550	1,000

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

EXPENDITURE DETAIL

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
5211 Building Materials and Supplies	-	384	1,000	500
5213 Rental of Uniforms for Employees	731	975	2,000	1,000
5215 Small Tools & Minor Equipment	1,905	2,597	3,500	3,000
5400 Membership Dues and Subscriptions	222	1,172	1,720	1,720
5410 Employee Training	355	1,341	1,350	1,350
6450 Office Equipment Replacement	1,000	-	1,000	1,000
TOTAL	\$ 2,470,241	\$ 2,006,097	\$ 1,892,106	\$ 1,805,971

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
3124	Facilities Director	-	-	1	\$ 90,626
3125	Maintenance Supv	1	1	1	86,112
3115	Master Refrigeration Mechanic	1	1	1	74,152
3110	Master Electrician	1	1	1	72,426
3109	Electrician	1	1	1	52,208
3106	Carpenter	1	1	1	59,592
3101	Maintenance Repair Worker	5	5	5	223,476
3011	Senior Foreman	1	1	1	43,389
3004	Maintenance Worker I	1	1	-	-
1007	Facilities Analyst	1	1	1	68,973
0016	City Dispatcher	1	1	1	51,376
9419	Part-time Employees	-	-	-	114,504
8888	Overtime	-	-	-	18,600
TOTAL		14	14	14	\$ 955,434

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 893,052	\$ 730,296	\$ 851,111	\$ 955,434
2000	Employee Benefits - See Other Cost Dist.	619,804	557,468	569,137	568,253
3190	Other Professional Services	2,248	652	13,000	13,000
4020	Central Garage Motor Pool Rent	165,819	154,128	159,588	-
4040	Central Garage Miscellaneous Charges	-	702	10,000	10,000
4410	Rental of Machinery and Equipment	3,128	2,857	3,000	3,000
4420	Public Facilities Cost - See Other Cost Dist.	56,309	54,025	53,972	-
4550	General Liability Insurance	45,892	48,094	46,507	56,971
4610	Repair/Maint. of Bldgs & Improvements	550	-	-	-
4630	Repair/Maint. of Machinery & Equipment	-	-	200	200
4990	Other Miscellaneous Expense	(52,759)	-	-	-
5100	Office Supplies	967	1,150	2,000	2,000
5202	Chemicals and Photographic Supplies	587	143	1,000	1,000
5203	Drugs and Medical Supplies	-	-	200	200
5209	Protective Clothing	1,519	2,672	2,200	2,200
5211	Building Materials and Supplies	120	812	1,000	1,000
5213	Rental of Uniforms for Employees	3,641	3,427	5,000	5,000
5215	Small Tools & Minor Equipment	378	1,302	3,000	3,000
5217	Operating Equipment Repair Parts	-	-	500	500
5400	Membership Dues and Subscriptions	1,048	600	1,060	1,060

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

EXPENDITURE DETAIL

	<u>2009-2010 ACTUAL</u>	<u>2010-2011 ACTUAL</u>	<u>2011-2012 BUDGET</u>	<u>2012-2013 BUDGET</u>
5401 Software Subscriptions & Maintenance	-	-	-	-
5410 Employee Training	523	225	525	525
6440 Equipment Additions	-	338	-	-
TOTAL	<u>\$ 1,742,826</u>	<u>\$ 1,558,891</u>	<u>\$ 1,723,000</u>	<u>\$ 1,623,343</u>

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2009-2010	2010-2011	2011-2012	2012-2013	
		ACTUAL	ACTUAL	BUDGET	BUDGET	
3203	Equipment Operator II	3	2	2	2	\$ 102,492
3101	Maintenance Repair Worker	1	1	1	1	43,701
3201	Equipment Operator I	-	1	1	1	39,354
1030	Construction Project Coordinator	1	1	1	1	64,022
1015	Project Engineer	1	1	1	1	86,299
1005	Project Coordinator Assistant	1	1	1	1	49,026
1018	CAD/GIS Engineer	1	1	1	1	72,259
9006	Part-time Employees	-	-	-	-	41,200
8888	Overtime	-	-	-	-	30,000
TOTAL		8	8	8	8	\$ 528,353

EXPENDITURE DETAIL

		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 526,004	\$ 531,887	\$ 527,063	\$ 528,353
2000	Employee Benefits - See Other Cost Dist.	389,125	347,957	355,312	341,646
3110	Engineering & Architect Services	-	-	10,000	10,000
3170	Mgmt & Staff Interdept'l Charge	-	-	190,413	188,054
3190	Other Professional Services	1,451	1,451	10,000	10,000
3200	Accounting & Auditing Services	39,964	40,034	30,000	41,000
4370	Waste Disposal Service	5,325	4,224	15,000	8,000
4410	Rental of Machinery and Equipment	1,654	3,308	3,000	-
4420	Public Facilities Cost - See Other Cost Dist.	27,878	27,484	27,462	28,466
4550	General Liability Insurance	29,005	28,968	28,800	31,505
4610	Repair/Maint. of Bldgs & Improvements	-	-	10,000	5,000
4630	Repair/Maint. of Machinery & Equipment	-	525	500	500
4940	Taxes & License Fees Paid	-	-	12,000	159,000
4990	Other Miscellaneous Expense	(28,594)	-	1,000	1,000
5100	Office Supplies	1,069	771	1,000	1,000
5202	Chemicals and Photographic Supplies	1,542	1,040	1,500	1,500
5204	Cleaning & Janitorial Supplies	-	280	500	500
5207	Motor Fuel and Lubricants	802	129	1,000	500
5209	Protective Clothing	3,232	2,245	2,000	3,000
5211	Building Materials and Supplies	4,216	23	5,000	4,000
5213	Rental of Uniforms for Employees	1,454	1,734	2,200	2,200
5215	Small Tools & Minor Equipment	2,891	3,630	2,000	4,000

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

EXPENDITURE DETAIL

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
5216 Motor Equipment Repair Parts	-	-	2,000	-
5217 Operating Equipment Repair Parts	485	-	2,000	1,000
5410 Employee Training	526	-	1,000	500
6430 Equipment Repair/Replacement	14,482	8,201	179,586	100,000
TOTAL	\$ 1,022,511	\$ 1,003,891	\$ 1,420,336	\$ 1,470,724

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
3122	Sanitary Sewer Director	1	1	1	\$ 74,547
3203	Equipment Operator II	2	2	2	91,063
3201	Equipment Operator I	1	1	1	37,801
3121	Sewer Line Technician II	1	1	1	59,467
3118	Sewer Maintenance Mechanic	1	1	1	59,467
3109	Electrician	1	1	1	75,875
3101	Maintenance Repair Worker	3	3	3	161,081
3011	Senior Foreman	1	1	1	43,389
9008	Part-time Employees	-	-	-	43,415
8888	Overtime	-	-	-	35,000
TOTAL		11	11	11	\$ 681,105

EXPENDITURE DETAIL

		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 651,208	\$ 608,197	\$ 661,148	\$ 681,105
2000	Employee Benefits - See Other Cost Dist.	493,788	441,702	446,995	433,519
3110	Engineering & Architect Services	-	-	30,000	30,000
3170	Mgmt & Staff Interdept'l Charge	-	-	190,413	188,054
3190	Other Professional Services	318	3,050	25,000	25,000
3200	Accounting & Auditing Services	48,456	48,752	70,000	70,000
4010	Travel Expense	-	-	1,500	1,500
4020	Central Garage Motor Pool Rent	248,679	231,523	240,312	237,598
	Replacement:	43,619			
	Oper. & Maint:	193,979			
4040	Central Garage Miscellaneous Charges	-	3,050	-	-
4350	Water & Sewer Utility Service	-	-	1,200	435
4370	Waste Disposal Service	2,225,369	2,049,191	2,494,000	2,759,000
4410	Rental of Machinery and Equipment	920	1,916	2,000	2,000
4420	Public Facilities Cost - See Other Cost Dist.	277,344	273,694	273,476	283,473
4550	General Liability Insurance	37,014	37,821	36,127	40,613
4610	Repair/Maint. of Bldgs & Improvements	3,675	506	23,000	23,000
4630	Repair/Maint. of Machinery & Equipment	2,655	14,085	25,000	25,000
4720	Printing & Binding	-	34	1,500	1,500
4940	Taxes & License Fees Paid	-	-	14,000	14,000
4990	Other Miscellaneous Expense	(26,065)	3,193	15,000	15,000
5100	Office Supplies	1,717	83	1,200	1,200
5202	Chemicals and Photographic Supplies	2,028	2,678	3,000	3,000

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

EXPENDITURE DETAIL

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
5204 Cleaning & Janitorial Supplies	-	-	600	600
5207 Motor Fuel and Lubricants	3,513	4,403	4,000	4,000
5209 Protective Clothing	2,756	1,379	6,300	6,300
5211 Building Materials and Supplies	4,638	231	8,000	8,000
5213 Rental of Uniforms for Employees	2,368	2,924	3,300	3,300
5215 Small Tools & Minor Equipment	4,561	4,589	7,500	7,500
5216 Motor Equipment Repair Parts	1,260	-	5,000	5,000
5217 Operating Equipment Repair Parts	5,628	5,049	80,000	80,000
5218 Installed Building Equipt. Repair Parts	2,250	1,113	10,000	10,000
5400 Membership Dues and Subscriptions	-	-	425	425
5410 Employee Training	-	340	2,900	2,900
6430 Equipment Repair/Replacement	117,381	83,301	1,100,000	1,275,000
6440 Equipment Additions	390	-	-	-
8200 Dep Grant - 3 Pump Station	-	480,659	175,555	-
TOTAL	\$ 4,111,851	\$ 4,303,463	\$ 5,958,451	\$ 6,238,022

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
3205	Equipment Operator III	1	1	1	\$ 62,421
3203	Equipment Operator II	3	3	3	128,108
3201	Equipment Operator I	1	1	1	36,067
3011	Senior Foreman	1	1	1	68,806
3005	Maintenance Worker II	2	2	2	73,860
8888	Overtime	-	-	-	7,000
TOTAL		8	8	8	\$ 376,262

EXPENDITURE DETAIL

		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 404,273	\$ 338,536	\$ 373,530	\$ 376,262
2000	Employee Benefits - See Other Cost Dist.	328,140	305,684	344,402	335,788
4020	Central Garage Motor Pool Rent	805,652	757,093	785,833	776,958
	Replacement:	142,637			
	Oper. & Maint:	634,321			
4040	Central Garage Miscellaneous Charges	2,100	2,092	2,100	2,100
4370	Waste Disposal Service	8,582	8,205	7,900	7,900
4410	Rental of Machinery and Equipment	1,211	2,418	2,000	-
4420	Public Facilities Cost - See Other Cost Dist.	1,312,446	1,318,131	1,238,077	1,283,335
4550	General Liability Insurance	20,021	20,535	20,411	22,436
4610	Repair/Maint. of Bldgs & Improvements	8,632	21,943	25,000	25,000
4630	Repair/Maint. of Machinery & Equipment	671	860	1,000	1,000
4710	Special Printed Forms	-	-	1,000	1,000
4720	Printing & Binding	-	-	700	700
5100	Office Supplies	1,020	961	1,000	1,000
5202	Chemicals and Photographic Supplies	508	352	1,000	1,000
5203	Drugs and Medical Supplies	-	-	300	-
5204	Cleaning & Janitorial Supplies	-	-	300	-
5207	Motor Fuel and Lubricants	399	398	400	400
5209	Protective Clothing	2,923	1,953	3,000	3,000
5211	Building Materials and Supplies	24,730	26,651	28,000	28,000
5213	Rental of Uniforms for Employees	3,533	2,838	5,500	4,000
5215	Small Tools & Minor Equipment	1,151	3,379	1,500	1,500
5216	Motor Equipment Repair Parts	3,416	2,189	2,500	2,500
5217	Operating Equipment Repair Parts	1,962	1,984	2,000	2,000

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

EXPENDITURE DETAIL

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
5218 Installed Building Equipt. Repair Parts	-	2,000	2,000	2,000
5219 Other Repair & Maintenance Supplies	1,499	295	1,500	1,500
TOTAL	\$ 2,932,869	\$ 2,818,497	\$ 2,850,953	\$ 2,879,379

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1017	Civil Engineer	1	1	1	1
1018	CAD/GIS Engineer	1	1	1	1
TOTAL		2	2	2	2

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 171,830	\$ 159,753	\$ 158,383	\$ 148,678
2000	Employee Benefits - See Other Cost Dist.	113,095	107,114	110,956	101,859
4550	General Liability Insurance	8,385	8,823	8,655	8,865
4820	Advertising Expense	-	-	797	797
4990	Other Miscellaneous Expense	(756)	-	-	-
5100	Office Supplies	-	857	2,000	2,000
TOTAL		\$ 292,554	\$ 276,547	\$ 280,791	\$ 262,199

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
1560 ARCHITECTURAL DIVISION
 539 OTHER PHYSICAL ENVIRONMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1028	Architectural Div. Supervisor	-	-	-	\$ -
1021	Architect	-	-	-	\$ -
9003	Part-time Employees	-	-	-	\$ -
TOTAL		-	-	-	\$ -

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 7,551	\$ -	\$ -	\$ -
2000	Employee Benefits - See Other Cost Dist.	3,493	-	-	-
TOTAL		\$ 11,044	\$ -	\$ -	\$ -



**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

EXPENDITURE DETAIL

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
3190 Other Professional Services	\$ 99,036	\$ 131,490	\$ 144,000	\$ 144,000
3410 Laundry & Sanitation Services	12,725	11,340	21,965	21,965
3420 Custodial & Janitorial Services	373,039	390,909	426,000	426,000
4020 Central Garage Motor Pool Rent	6,472	5,786	5,991	-
4310 Electric Utility Service	1,745,451	1,616,436	2,250,000	2,140,000
4330 Heating & Cooking Fuel	14,817	14,718	17,640	17,640
4350 Water & Sewer Utility Service	396,335	426,109	364,600	469,600
4410 Rental of Machinery and Equipment	838	2,021	5,000	5,000
4610 Repair/Maint. of Bldgs & Improvements	557,098	667,030	747,359	747,359
4630 Repair/Maint. of Machinery & Equipment	-	-	1,000	1,000
5204 Cleaning & Janitorial Supplies	-	-	6,910	6,910
5211 Building Materials and Supplies	66,846	77,121	62,600	62,600
5218 Installed Building Equipt. Repair Parts	53,063	65,358	62,400	62,400
6190 Electric Utility Control	-	-	25,000	25,000
6300 Improvements Other Than Buildings	6,802	-	10,000	10,000
6430 Equipment Repair/Replacement	6,618	10,363	17,500	17,500
6431 Special Replacements	-	-	20,000	20,000
6435 Fire Hydrant Replacements	19,084	20,016	15,000	20,000
TOTAL	\$ 3,358,224	\$ 3,438,697	\$ 4,202,965	\$ 4,196,974

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
4020	Automotive Director	1	1	1	\$ 121,410
4018	Automotive Supervisor	3	3	3	196,487
4017	Service Writer	1	1	1	39,395
4016	Welder Mechanic Foreman	1	1	1	67,226
4015	Welder Mechanic II	1	1	1	54,038
4012	Auto Body Worker Foreman	1	1	1	62,546
4011	Automotive Body Worker II	2	1	1	55,390
4009	Senior Fire Equip. Mechanic	1	-	-	-
4007	Senior Automotive Mechanic	6	6	6	359,208
4006	Automotive Mechanic	8	7	6	329,122
0602	Administrative Assistant	1	1	1	61,214
4001	Automotive Mechanic - PT	-	-	-	41,184
8888	Overtime	-	-	-	7,500
TOTAL		26	23	22	\$ 1,394,720

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 1,533,642	\$ 1,420,766	\$ 1,363,948	\$ 1,394,720
2000	Employee Benefits - See Other Cost Dist.	1,082,287	869,865	853,511	824,063
3190	Other Professional Services	-	-	1,000	1,000
4020	Central Garage Motor Pool Rent	149,031	143,991	143,991	-
4090	Other Transportation Expense	4,950	5,625	5,400	5,400
4370	Waste Disposal Service	8,742	5,775	12,000	9,000
4410	Rental of Machinery and Equipment	5,155	4,602	4,255	4,255
4420	Public Facilities Cost - See Other Cost Dist.	264,325	255,331	255,127	-
4450	Lease Equipment	55,825	57,482	285,000	285,000
4550	General Liability Insurance	83,774	78,220	72,280	83,164
4610	Repair/Maint. of Bldgs & Improvements	-	-	2,000	1,000
4620	Repair and Maint. of Office Equipment	426	-	500	500
4630	Repair/Maint. of Machinery & Equipment	5,479	11,715	7,100	7,100
4691	Commercial Garages	134,364	127,092	150,000	139,000
4710	Special Printed Forms	480	1,197	1,200	1,200
4940	Taxes & License Fees Paid	7,645	9,210	15,000	12,000
4990	Other Miscellaneous Expense	(38,008)	-	-	-
5100	Office Supplies	6,885	6,889	5,250	7,000
5203	Drugs and Medical Supplies	163	-	-	-
5204	Cleaning & Janitorial Supplies	-	107	-	-

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

EXPENDITURE DETAIL

	<u>2009-2010 ACTUAL</u>	<u>2010-2011 ACTUAL</u>	<u>2011-2012 BUDGET</u>	<u>2012-2013 BUDGET</u>
5207 Motor Fuel and Lubricants	1,235,483	1,498,313	1,900,000	1,900,000
5208 Household & Institutional Supplies	-	-	700	500
5209 Protective Clothing	1,835	2,848	5,700	4,000
5211 Building Materials and Supplies	-	-	300	300
5213 Rental of Uniforms for Employees	4,849	4,786	7,000	6,000
5214 Uniform Allowance	478	101	1,510	1,510
5215 Small Tools & Minor Equipment	12,715	24,667	15,700	15,700
5216 Motor Equipment Repair Parts	834,405	918,306	837,671	911,821
5217 Operating Equipment Repair Parts	-	114	-	-
5219 Other Repair & Maintenance Supplies	7,155	7,387	8,000	8,000
5220 Motor Oil and Other Lubricants	37,128	43,690	43,000	37,000
5400 Membership Dues and Subscriptions	1,451	1,440	2,020	2,020
5410 Employee Training	12,782	6,262	10,585	10,585
6410 Motor Equipment Replacements in Fleet	766,360	764,921	1,842,972	2,593,000
6430 Equipment Repair/Replacement	7,108	50,622	54,100	15,100
6450 Office Equipment Replacement	539	-	800	800
7260 Capital Leases - Interest	-	21,367	-	-
TOTAL	\$ 6,227,453	\$ 6,342,691	\$ 7,907,620	\$ 8,280,738

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



520 MOTOR POOL FUND
PUBLIC WORKS DEPARTMENT
4710 CAR POOL DIVISION
 590 INTERNAL SERVICES

EXPENDITURE DETAIL

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
4020 Central Garage Motor Pool Rent	\$ 72,071	\$ 62,074	\$ 62,074	\$ -
4410 Rental of Machinery and Equipment	4,615	840	20,000	10,000
TOTAL	\$ 76,686	\$ 62,914	\$ 82,074	\$ 10,000

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS**

I. **DEPARTMENTAL MISSION/FUNCTION STATEMENTS**

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

- Mission Statement: Public Works Department’s mission is to deliver infrastructure services to the City of Coral Gables’ citizens and business community. The mission is to strive in all efforts to deliver these services in a responsive and proactive manner. The Department is dedicated to the preservation of both the historic and upscale nature of the City, while utilizing the most modern management practices that employ the latest technologies. The Department’s intent is to continue to take a creative approach to the delivery of services that is consistently efficient, accountable and reliable. The mission is summarized in the Public Works Department’s motto: *“Keeping the City Beautiful Yesterday, Today and Tomorrow.”*

- Function Statement:
Central Administration Division
The Central Administration staff consists of a Department Management team as well as clerical support staff. The *Department Management* structure consists of the Director, who has the overall responsibility of the Department that consists of several funding sources including the general fund, sanitary sewer fund, storm water utility fund, capital improvement fund and the gas tax funds for road improvements. The Department administers an annual operating budget of approximately \$19,400,000. The *Director* manages through two *Assistant Directors* and *Division Supervisors* with specified areas of responsibility. The *Assistant Directors* oversee the Capital Improvement Program. Working with staff as well as outside consultants, the Assistant Directors coordinate the efforts involving the major Capital projects. These projects range from remodeling, renovation projects, park improvement projects, road improvements and construction of new buildings. The *Assistant Directors* also oversee the operational functions of the Department. Some examples of the operational functions are the preparation and administration of the budget, procurement administration, overseeing accounting and compliance programs, and on-going management of each of the operations which include personnel administration for Department employees. The Assistant Directors directly manage the Utilities, Facilities Maintenance and R.O.W. Enforcement & Maintenance Divisions. Besides these areas, there are other specialized operations and/or projects such as telecommunications, computer networks, emergency/disaster response, conservation programs, employee training and development and facility security.

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS**

DEPARTMENTAL MISSION/FUNCTION STATEMENTS

The *Assistant Directors* are also responsible for the administration of special City events and historic preservation of facilities. *The Central Administration Division* routes all voice and written communications (via phone, fax, e-mail, letters, memo's, etc.) as well as the preparation of City Commission agenda items. The Central Division maintains a central filing system, which includes a vast quantity and variety of public documents. This division responds to all requests and inquiries and directs them for the appropriate response, documenting the process through the EDEN Customer Request Module. Amongst a vast amount of other duties, the division is in charge of up-keeping personnel files, payroll, departmental office supplies, requisitions/purchase orders, invoice processing, updating Standard Operating Procedures manuals, providing various reports and other miscellaneous special projects.

Engineering Division

The division provides engineering and architectural services for the City using a combination of in-house personnel and outside consultants. The range of services provided include paving, drainage, pump stations, sanitary sewers, force mains, sidewalk repairs, traffic, irrigation, landscaping, public and private construction inspections on the right-of-way, project management, surveying and mapping, construction layout and associated work. The division maintains the City's specifications and standards for work within the public right-of-way. This includes the review of plans, issuance of permits and the inspection of construction in the public right-of-way, which consists of roadways, waterways and easements. The division also designs and builds traffic calming improvements.

Facilities Maintenance Division

The division maintains all City-owned facilities including buildings, parks, lift stations, fountains, plazas, entrances, parking lots, parking garages and streetlights. This division is also responsible for providing remodeling, routine maintenance, capital improvements and maintenance of emergency backup generators. The division oversees the support services provided by service contractors that range from janitorial, security, and elevator maintenance. The division has qualifiers who hold master licenses in General Contractor, Electrical, HVAC, and Plumbing, Indoor Air Quality, Journeyman Electrical, Journeyman Plumbing as well as First Responders for Disasters and Hazardous Materials. The division is also involved in Special Events. Special projects such as the international flags that line Ponce de Leon Boulevard are also the responsibility of this division.

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS**

DEPARTMENTAL MISSION/FUNCTION STATEMENTS

Utilities Division

The division provides Sanitary Sewer and Stormwater Sewer services. The Sanitary Sewer Utility maintains 35 sewer pumping stations that collect sewage from approximately 93 miles of gravity sewers. The pumping stations pump the sewage that is collected through approximately 27 miles of force main piping in a network of interlacing pipelines to the Virginia Key Sewage Treatment Plant. The stormwater utility maintains all stormwater catch basins and associated piping to collect rainwater from the right-of-way throughout the City of Coral Gables. This collected rainwater is disbursed into various treatment systems ranging from drainage trenches and french drains to pumping stations and the automated flood gate. There are in excess of 2,500 drainage structures that are maintained by the utility. Both utilities are on-call for emergencies (24) hours a day to ensure the health and safety of the citizens of the City of Coral Gables.

Right-of-Way Enforcement and Maintenance Division

The division provides essential services to the City of Coral Gables consisting of street sweeping, roadway repairs, pressure cleaning, root cutting, canal maintenance and code enforcement on the public right-of-way. The division also supervises outside contracts for road closure gates services, roadway re-paving, graffiti removal, drainage and bridge maintenance and repair. This division also provides barricades and other services for special events in the City of Coral Gables each year and is on-call (24) hours a day for police and fire departments in case of emergencies.

Support Services

The Department provides technical knowledge, staffing, equipment and a variety of resources to support advisory boards and specialized committees.

Advisory Boards – The Department supports City advisory boards by providing staff support. These boards consist of the Board on Disability Affairs, Traffic Advisory Board and Green Task Force.

Specialized Committees – The Department actively supports several specialized committees, by providing technical knowledge, staff support, and funding. The committees are Emergency Management, Special Holiday Events, Security, Capital Improvement Planning, Consultant Selection, Energy Management, Risk Management and Safety.

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS**

II. REPORT ON DEPARTMENTAL OBJECTIVES

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **COMMUNICATION/COOPERATION**

To provide improved communication in order to continue and maintain cooperation and good relationships with the public and other departments in order to improve response.

OBJECTIVES:

- Improve inter-departmental communication
- Continue to use EDEN modules

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **GROWTH AND DEVELOPMENT**

To provide governmental services and maintain infrastructure that enhances our citizens' pride in their community.

OBJECTIVES:

- Continue the Roadway Improvement Program to upgrade rights-of-way
- Complete approved design and construction of capital projects
- Continue Stormwater Management Program
- Pursue grant funding for projects
- Continue the implementation of park and open spaces master plan
- Improve the right-of-way management and code compliance program
- Continue the General Obligation Bond (GOB) projects

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **SERVICES OFFERED**

To provide essential services that are needed to ensure a high quality of life, health, safety, and welfare to the residential and business communities while preserving the historical heritage as the "City Beautiful", through maintenance and rehabilitation of existing and new facilities.

OBJECTIVES:

- Continue the Preventive Maintenance Program that emphasizes the reduction of funds spent on equipment replacement
- Exceed federal requirements for quality control of stormwater discharges into open bodies of water
- Create partnerships with the private sector and achieve a more cost-effective means of providing quality service

- Continue to address traffic management through installation of traffic calming devices
- Increase Paving Program

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **EFFICIENCY**

To provide cost effective services that efficiently utilize City resources.

OBJECTIVES:

- Continue to improve Energy Management through the City’s Green Building Program
- Reduce water consumption
- Continue standardization of building equipment and products city wide

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **HUMAN RESOURCES**

To attract, train, motivate, and retain a competent and cohesive work force that delivers effective and efficient services.

OBJECTIVES:

- Cross-train employees to improve staff efficiency
- Utilize non-cost training opportunities offered by professional associations for staff training

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS**

III. **REPORT ON WORKLOAD INDICATORS**

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **COMMUNICATION/COOPERATION**

2012-2013 Projected

- **WORKLOAD INDICATORS**

(From 2011-2012)

Produce specific status reports for public and internal information	24 reports
Provide support for special events	60 events
Support of City boards and committees	7

- **NEW WORKLOAD INDICATORS (if applicable)**

(For 2012-2013)

Produce specific status reports for public and internal information	24 reports
Provide support for special events	60 events
Support of City boards and committees	7

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **GROWTH AND DEVELOPMENT**

2012-2013 Projected

- **WORKLOAD INDICATORS**

(From 2011-2012)

Number of plans reviewed/processed per day	25
Number of street lights installed per year:	15
Number of right-of-way and code enforcement inspections per year	4,200
Number of right-of-way permits issued per year	800
Permitted remodeling & new construction projects	0
Number of capital improvement projects	6
Number of certified ticket agents for right-of-way code enforcement	8
Number of right-of-way code violations issued	50
Verification of budget balances through department audits and EDEN	12 audits

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS**

REPORT ON WORKLOAD INDICATORS

GROWTH AND DEVELOPMENT Cont'd

- **NEW WORKLOAD INDICATORS (if applicable)**
(For 2012-2013)

Number of plans reviewed/processed per day	25
Number of street lights installed per year:	15
Number of right-of-way and code enforcement inspections per year	4,200
Number of right-of-way permits issued per year	800
Permitted remodeling & new construction projects	0
Number of capital improvement projects	6
Number of certified ticket agents for right-of-way code enforcement	8
Number of right-of-way code violations issued	50
Verification of budget balances through department audits and EDEN	12 audits

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **SERVICES OFFERED**

2012-2013 Projected

- **WORKLOAD INDICATORS**
(From 2011-2012)

Inspect and grout Sanitary Sewer mains throughout the City (in feet)	68,500 ft.
Number of Sanitary Sewers cleaned (in feet)	45,000 ft.
Miles of waterways maintained	47 miles
Number of street lights inspected	4,000
Miles of streets swept nightly	50 miles
Miles of roads paved per year	3 miles
Feet of drainage constructed per year	2,000 ft.
Number of drainage improvements projects	10 streets (120 blks)
Amount of seaweed disposal in tons	800 tons
Number of alleys restored per year	2
Traffic calming areas addressed	15
Indoor air quality duct cleaning program # of facilities	3 facilities
New remodeling and renovation retrofit projects in City facilities including historical	0
Total, in feet, of sewer relining	3,200 ft. (47 lateral)
Maintenance of facilities (24), parking garages (6), parking lots (29), entrances & fountains (16), parks (23)	98 facilities

- **NEW WORKLOAD INDICATORS (if applicable)**
(For 2012-2013)

Inspect and grout Sanitary Sewer mains throughout the City (in feet)	68,500 ft.
Number of Sanitary Sewers cleaned (in feet)	45,000 ft.
Miles of waterways maintained	47 miles
Number of street lights inspected	4,000
Miles of streets swept nightly	50 miles
Miles of roads paved per year	3 miles
Feet of drainage constructed per year	2,000 ft.
Number of drainage improvements projects	10 streets (120 blks)
Amount of seaweed disposal in tons	800 tons
Number of alleys restored per year	2
Traffic calming areas addressed	15
Indoor air quality duct cleaning program # of facilities	3 facilities
New remodeling and renovation retrofit projects in City facilities including historical	0
Total, in feet, of sewer relining	3,200 ft. (47 lateral)
Maintenance of facilities (24), parking garages (6), parking lots (29), entrances & fountains (16), parks (23)	98 facilities

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **EFFICIENCY**
2012-2013 Projected

- **WORKLOAD INDICATORS**
(From 2011-2012)

Reduce amount of inflow and infiltration entering the sanitary sewer system (in thousands of gallons per day)	160,000
Process citizens' service requests and other requests	1,500
Water reduction	5% - 10%
Analyze results of Auditing and Management Programs to incorporate improvements	12 audits
Implement records management program	1
Increase energy management plan	10%

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS**

- **NEW WORKLOAD INDICATORS (if applicable)**
(For 2012-2013)

Reduce amount of inflow and infiltration entering the sanitary sewer system (in thousands of gallons per day)	160,000
Process citizens' service requests and other requests through EDEN Customer Request Module	1,500
Water reduction	5% - 10%
Analyze results of Auditing and Management Programs to incorporate improvements	12 audits
Continue records management program	1
Increase energy management plan	10%

REPORT ON WORKLOAD INDICATORS

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **HUMAN RESOURCES**

2011-2012 Projected

- **WORKLOAD INDICATORS**
(From 2011-2012)

Attendance to professional association / meetings / conferences	10 meetings
Mandatory continuing education for license professionals	15 classes

- **NEW WORKLOAD INDICATORS (if applicable)**
(For 2012-2013)

Attendance to professional association / meetings / conferences	12 meetings
Mandatory continuing education for license professionals	18 classes

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS**

IV. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **COMMUNICATION/COOPERATION**

- Automated requests and work order system documents progress through quarterly reports
- Inner phase EDEN Customer Place system with operations work order system
- Continue quarterly and annual department project status reports
- Expand internal tracking and auditing programs to perform compliance check and balance

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **GROWTH AND DEVELOPMENT**

- Permit volume determined by number of permit applications which are addressed 100%
- Number of contractors registered 100% of permits issued
- Maintain reporting procedure for status of work performed

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **SERVICES OFFERED**

- Work plans are programmed into automated work order system and progress status reviewed, weekly, monthly and quarterly
- Utilizes specific programs that audit and monitor work in progress

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS**

PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **EFFICIENCY**

- Cost analyst reports are monitored by both staff and consultants.
- EDEN Customer Requests directed to specific responsible party(ies) and status is tracked via phone, fax, email and web site.
- The following Auditing and Management Programs are utilized to analyze and determine deficiencies to develop improvements in both, cost effectiveness and service delivery:
 1. Construction project management
 2. Utilities consumption tracking and audit
 3. Payroll tracking and audit
 4. Requisition tracking/budget audit
 5. Permits/Contractor certification tracking
 6. EDEN Customer Requests Module tracking and follow-up
 7. Utility billing audit storm water and sanitary sewer

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **HUMAN RESOURCES**

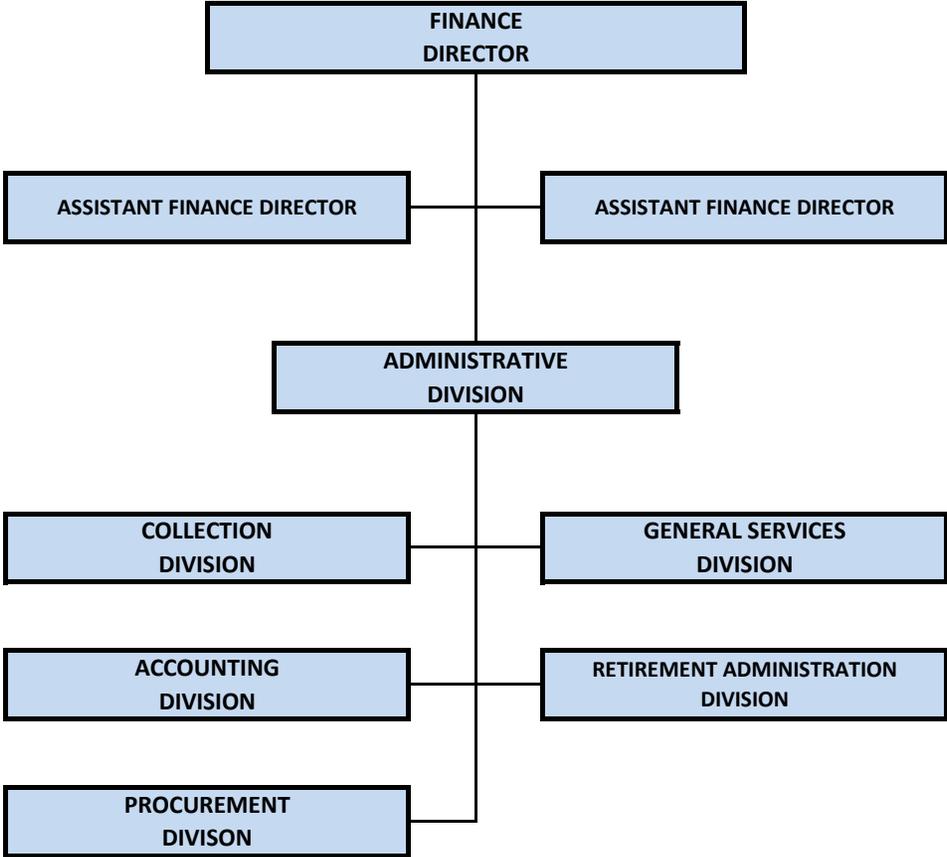
- Increase training of employees on computer efficiency
- Expand cross-training programs for all employee levels



CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET

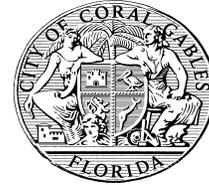
DEPARTMENT: FINANCE

ORGANIZATION CHART





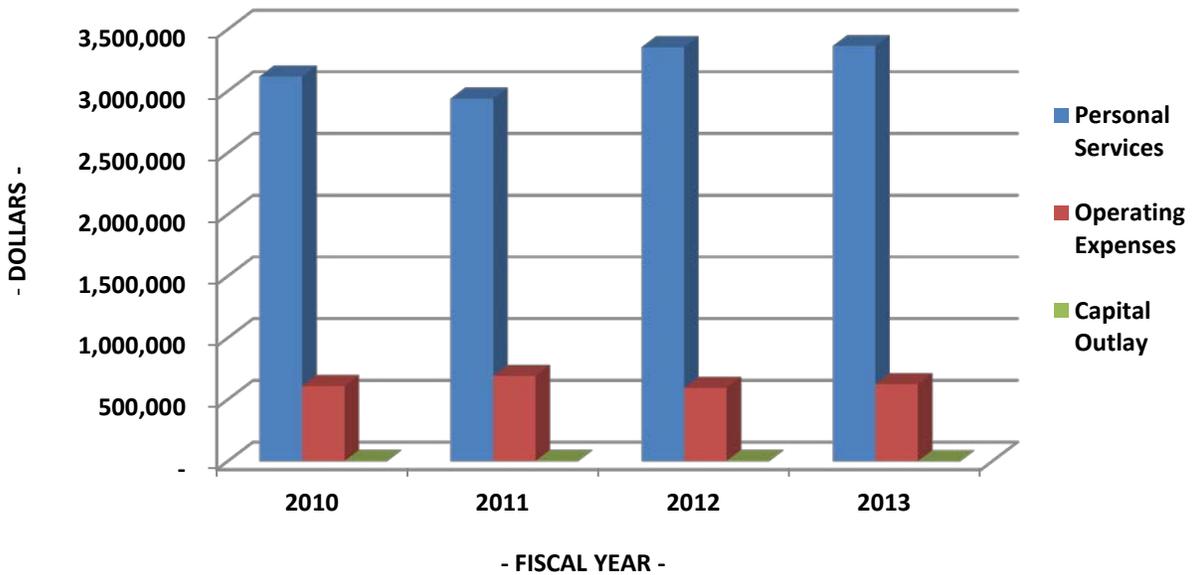
**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



**FINANCE DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2009-2010 ACTUAL</u>	<u>2010-2011 ACTUAL</u>	<u>2011-2012 BUDGET</u>	<u>2012-2013 BUDGET</u>
Personal Services	3,118,199	2,938,697	3,356,027	3,364,666
Operating Expenses	610,464	690,758	594,538	625,518
Capital Outlay	1,741	2,370	2,370	-
TOTALS	<u>3,730,404</u>	<u>3,631,825</u>	<u>3,952,935</u>	<u>3,990,184</u>
No. of Positions	31	31	33	33

EXPENDITURE COMPARISONS



**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
0341	Finance Director	1	1	1	\$ 133,869
0340	Ass't Finance Director	1	1	2	219,907
0339	Budget Administrator	1	1	1	90,397
0338	Management & Budget Analyst	1	1	1	74,547
0055	Grants Administrator	-	-	1	86,112
0602	Administrative Assistant	1	1	1	52,998
TOTAL		5	5	7	\$ 657,830

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 457,537	\$ 483,473	\$ 664,019	\$ 657,830
2000	Employee Benefits - See Other Cost Dist.	246,688	224,752	344,022	319,551
4010	Travel Expense	604	2,082	750	-
4090	Other Transportation Expense	7,425	8,438	11,100	10,800
4420	Public Facilities Cost - See Other Cost Dist.	46,286	42,907	40,301	41,774
4550	General Liability Insurance	24,521	25,917	36,284	39,225
4620	Repair and Maint. of Office Equipment	130	-	300	300
4720	Printing & Binding	-	-	-	7,500
4990	Other Miscellaneous Expense	1,103	1,955	1,000	1,500
5100	Office Supplies	6,245	5,669	5,000	4,500
5400	Membership Dues and Subscriptions	1,775	1,241	1,300	2,615
5410	Employee Training	218	3,375	5,000	7,810
6450	Office Equipment Replacement	-	2,370	2,370	-
TOTAL		\$ 792,532	\$ 802,179	\$ 1,111,446	\$ 1,093,405

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
0337	City Treasurer	-	-	1	1
0325	Chief Collector	1	1	-	-
0323	Deputy Collector	2	2	2	2
0302	Accounting Clerk II	4	4	4	4
TOTAL		7	7	7	7

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 324,491	\$ 300,968	\$ 353,602	\$ 393,536
2000	Employee Benefits - See Other Cost Dist.	251,495	227,209	215,121	222,376
4020	Central Garage Motor Pool Rent	9,954	9,181	9,530	9,422
	Replacement:	1,730			
	Oper. & Maint:	7,692			
4420	Public Facilities Cost - See Other Cost Dist.	13,538	12,551	11,789	12,220
4550	General Liability Insurance	19,300	19,472	19,322	23,466
4620	Repair and Maint. of Office Equipment	-	-	300	300
4710	Special Printed Forms	6,480	7,497	4,200	4,595
4930	Information & Credit Investigation Service	1,500	1,750	1,500	1,500
5100	Office Supplies	10,383	4,525	7,180	7,500
5214	Uniform Allowance	1,000	1,000	1,000	1,000
5400	Membership Dues and Subscriptions	716	639	460	686
5410	Employee Training	-	-	1,000	1,530
6460	Other Equipment Additions	1,741	-	-	-
TOTAL		\$ 640,598	\$ 584,792	\$ 625,004	\$ 678,131

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
FINANCE DEPARTMENT
3030 ACCOUNTING DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
0324	Chief Accountant	-	-	1	\$ 79,331
0336	Accountant II	4	4	3	216,569
0304	Senior Accounting Clerk	1	1	1	51,730
0303	Payroll Specialist	2	2	2	93,122
0302	Accounting Clerk II	3	3	3	152,942
TOTAL		10	10	10	\$ 593,694

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 608,280	\$ 614,222	\$ 579,906	\$ 593,694
2000	Employee Benefits - See Other Cost Dist.	359,648	312,161	329,875	317,277
4210	Messenger & Armored Car Service	8,047	10,130	8,958	10,000
4410	Rental of Machinery and Equipment	-	9,030	10,464	7,500
4420	Public Facilities Cost - See Other Cost Dist.	14,299	13,256	12,451	12,906
4550	General Liability Insurance	32,651	32,028	31,688	35,401
4620	Repair and Maint. of Office Equipment	190	300	300	300
4710	Special Printed Forms	2,230	2,796	2,280	3,089
4720	Printing & Binding	7,845	7,900	7,000	7,000
4990	Other Miscellaneous Expense	202	102,410	300	300
5100	Office Supplies	9,057	9,763	9,000	9,600
5400	Membership Dues and Subscriptions	880	1,030	880	1,425
5410	Employee Training	370	593	1,060	1,060
TOTAL		\$ 1,043,699	\$ 1,115,619	\$ 994,162	\$ 999,552

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
0046	Chief Procurement Officer	1	1	1	1
0213	Ass't Chief Proc. Officer	1	1	1	1
0210	Procurement Specialist	-	-	1	1
0209	Contract Specialist	2	2	1	1
0206	Buyer	1	1	1	1
0602	Administrative Assistant	1	1	1	1
TOTAL		6	6	6	6
					\$ 401,958

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 355,491	\$ 320,345	\$ 398,223	\$ 401,958
2000	Employee Benefits - See Other Cost Dist.	241,445	198,594	219,813	209,481
4020	Central Garage Motor Pool Rent	12,436	11,494	11,930	11,795
	Replacement:	2,165			
	Oper. & Maint:	9,630			
4040	Central Garage Miscellaneous Charges	-	44	-	-
4090	Other Transportation Expense	1,350	-	-	-
4410	Rental of Machinery and Equipment	9,710	8,392	8,356	4,440
4420	Public Facilities Cost - See Other Cost Dist.	115,715	111,777	104,989	108,827
4550	General Liability Insurance	23,265	21,938	21,760	23,968
4620	Repair and Maint. of Office Equipment	58	-	300	300
4710	Special Printed Forms	807	155	800	800
4990	Other Miscellaneous Expense	(1,333)	(703)	900	900
5100	Office Supplies	8,167	5,268	9,000	8,450
5400	Membership Dues and Subscriptions	2,033	1,466	700	1,135
5410	Employee Training	4,151	3,885	3,000	5,655
TOTAL		\$ 773,295	\$ 682,655	\$ 779,771	\$ 777,709

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
FINANCE DEPARTMENT
3050 GENERAL SERVICES DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
0050	Mail Clerk - Driver	1	1	1	1
0060	Receptionist	1	1	1	\$ 34,757
TOTAL		2	2	2	\$ 86,133

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 91,954	\$ 89,405	\$ 84,454	\$ 86,133
2000	Employee Benefits - See Other Cost Dist.	53,920	48,391	51,768	50,029
4020	Central Garage Motor Pool Rent	5,267	4,858	5,042	4,985
	Replacement: 915				
	Oper. & Maint: 4,070				
4220	Postage	140,139	132,793	136,000	136,000
4410	Rental of Machinery and Equipment	24,591	15,160	15,180	14,544
4420	Public Facilities Cost - See Other Cost Dist.	20,564	18,737	17,599	18,242
4550	General Liability Insurance	4,432	4,614	4,615	5,136
5100	Office Supplies	693	1,670	1,600	1,600
5214	Uniform Allowance	500	500	500	500
TOTAL		\$ 342,060	\$ 316,128	\$ 316,758	\$ 317,169

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



620 GENERAL RETIREMENT SYSTEM FUND
FINANCE DEPARTMENT
3061 RETIREMENT PLAN ADMINISTRATION DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
0039	Retirement System Admin.	1	1	1	1
TOTAL		1	1	1	\$ 74,568

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 84,018	\$ 79,840	\$ 74,552	\$ 74,568
2000	Employee Benefits - See Other Cost Dist.	43,232	39,337	40,672	38,233
4420	Public Facilities Cost - See Other Cost Dist.	5,179	4,895	4,796	4,971
4550	General Liability Insurance	4,021	4,021	4,074	4,446
4710	Special Printed Forms	625	817	300	600
5100	Office Supplies	1,145	1,542	1,400	1,400
TOTAL		\$ 138,220	\$ 130,452	\$ 125,794	\$ 124,218

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: FINANCE**

MISSION STATEMENT

The Finance Department safeguards the fiscal integrity of the City; reports accurate and timely financial information to the City Commission, the City Manager and the public; provides financial management, record-keeping and procurement support to all City Departments to enable them to carry out their duties efficiently.

VISION STATEMENT

An exceptional internal control structure to ensure that the assets of the City are protected and financial stability is maintained for the future.

DEPARTMENTAL FUNCTION

The Finance Department is responsible for centralized financial management, record keeping, payroll and procurement for all departments of the City. The Department issues business taxes, alarm permits, garbage and trash bills, other City billings, and purchase of goods and services. It also provides administrative support in preparation of the City's operating and capital budgets and monitors compliance with the adopted budget. Additionally, the Department coordinates the administration of the Retirement Board.

The Department's work program is divided among six separate divisions. The Administrative Division is responsible for the finance administration of the department and its divisions. The Collection Division is responsible for the collection of all taxes and fees (business taxes, special assessments, garbage and trash removal fees, alarm service charges). The Accounting Division maintains the City's financial accounting records, prepares financial reports and is responsible for payroll. The General Services Division is responsible for providing mail services to all departments and a city hall receptionist. The Retirement Administration Division provides administrative and record keeping functions for the City's retirement system. 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.

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: FINANCE**

DEPARTMENT GOALS

Objective: Ensure businesses are in compliance with license regulation.			
Action Plan:	Assigned To:	Completion Date:	Status:
To provide businesses a means to use a web-based system to apply for a business tax on-line.	IT	Ongoing basis	Awaiting software enhancement

Objective: Implement strategy to streamline staff time devoted to mailing bills and processing payments.			
Action Plan:	Assigned To:	Completion Date:	Status:
Setup equipment in connection with Eden Software to take advantage of eliminating copies, self-mailing invoices and reducing postage and costs.	IT	Ongoing basis	Awaiting software enhancement
Adopt software design that uses bar-coding as an efficient method to record payments.	IT	Ongoing basis	Awaiting software enhancement
Eliminate redundant process by using statement format that includes schedule of penalties.	IT	Ongoing basis	Awaiting software enhancement
Utilize EDEN Software to process alarm registration renewals, billing and collection of fees.	IT	Ongoing basis	Awaiting software conversion

Objective: To develop a comprehensive approach for follow-up notices and penalty enforcement.			
Action Plan:	Assigned To:	Completion Date:	Status:
Utilize Eden Software to control late notices and different penalties used in accordance with agreements and/or ordinances.	IT	Ongoing basis	Awaiting software enhancement

Objective: Strengthen relations between the community and City Government.			
Action Plan:	Assigned To:	Completion Date:	Status:
Increase department's ability to respond to customer requests.	Accounting Staff	Ongoing basis	Annual Process
Provide employee training opportunities to keep with new reporting requirements.	Accounting Staff	Ongoing basis	Attending Accounting Seminar

Objective: To enhance the timeliness of financial reports.			
Action Plan:	Assigned To:	Completion Date:	Status:
Develop an annual work plan to inform all participating departments on necessary deadlines that are needed to be followed to guarantee a smooth year end closing process.	Accounting	Ongoing basis	Annual process
Implement software upgrades (Eden), which will streamline the flow of accurate and timely reports.	IT & Accounting	Ongoing	80% complete
Streamline certificate of use.	Bldg & Zoning	Ongoing	Awaiting software enhancement
Implementation of GASB 34 updated financial software.	Accounting	Ongoing	Awaiting training

Objective: Ensure efficient and effective allocations to meet the needs of the citizens.			
Action Plan:	Assigned To:	Completion Date:	Status:
Update and revise financial policies and procedures that strengthen the long range financial stability of the City.	Finance Administration	Ongoing basis	Budget process
Implement new requirements of Governmental Accounting Standards Board and monitor new pronouncements to determine their impact on the City.	Accounting	Ongoing basis	Attending accounting seminars
Evaluate software upgrades to project the performance of short-term and long-term investments opportunities.	Accounting	Ongoing basis	Awaiting software enhancement

Objective: Enhancing City information through the City Web.			
Action Plan:	Assigned To:	Completion Date:	Status:
Incorporate prior years adopted Budget and Annual Reports (CAFR) in the City's Web.	Accounting	Ongoing basis	Annual Process
Incorporate prior years Single Audit Reports.	Accounting	Ongoing basis	Annual Process

Objective: To provide and/or report information to the required outside agencies we work with in the most accurate and timely manner.			
Action Plan:	Assigned To:	Completion Date:	Status:
Automate and enhance City's Budget preparation and Comprehensive Annual financial Report.	Budget and Accounting	Ongoing basis	Train Departments

Objective: Monitor the City's Portfolio Composition.			
Action Plan:	Assigned To:	Completion Date:	Status:
Achieve an average rate of return on City funds that is competitive with average rate of return for the State's industry benchmark (six month average on 180 day Treasury Bills).	Finance Director	Ongoing basis	Evaluation of available market opportunities.
Objective: Expedite payment of invoices			
Action Plan:	Assigned To:	Completion Date:	Status:
Increase percentages of invoices processed, and implement the usage of Automatic Clearing House (ACH) payments in order to pay vendors expeditiously.	Accounts Payable	Ongoing	Annual Process

Objective: Monitor, track and promote on-line services and payment activities.			
Action Plan:	Assigned To:	Completion Date:	Status:
Enhance customer service by enabling customers to pay their business tax, alarm registrations, waste bills, etc. by telephone via electronic check or credit card.	IT	Ongoing basis	66% complete
Objective: Monitor City's fiscal operations.			
Action Plan:	Assigned To:	Completion Date:	Status:
Provide support functions to City operations through fiscal and accounting control over resources and related appropriations. Satisfy legal and mandated requirements including the Comprehensive Annual Financial Report (CAFR), Annual State Controller's Report, and Annual Single Audit Report. Administer state laws, local ordinances, and policies pertaining to collection of business tax, waste fee, excise utility tax, improvement liens.	Accounting	Ongoing basis	Ongoing process
Invest surplus funds in compliance with Florida Statutes, local ordinances; maintains sufficient cash balances to honor obligations of the City.	Finance Director	Ongoing basis	Monitor City's cash flow needs.
Maintain financial stability.	Finance Director	Ongoing basis	Matching the costs of services to available resources.

Objective: Deliver Administrative Services.			
Action Plan:	Assigned To:	Completion Date:	Status:
Provide departments with information and analytical review of departmental budget to actual expenditures.	Budget	Ongoing basis	Ongoing software enhancements
Streamline and improve the procurement process.	Procurement Staff	Ongoing	Ongoing process
Scanning documents directly to server for future research.	Accounting	September 2013	Awaiting hardware

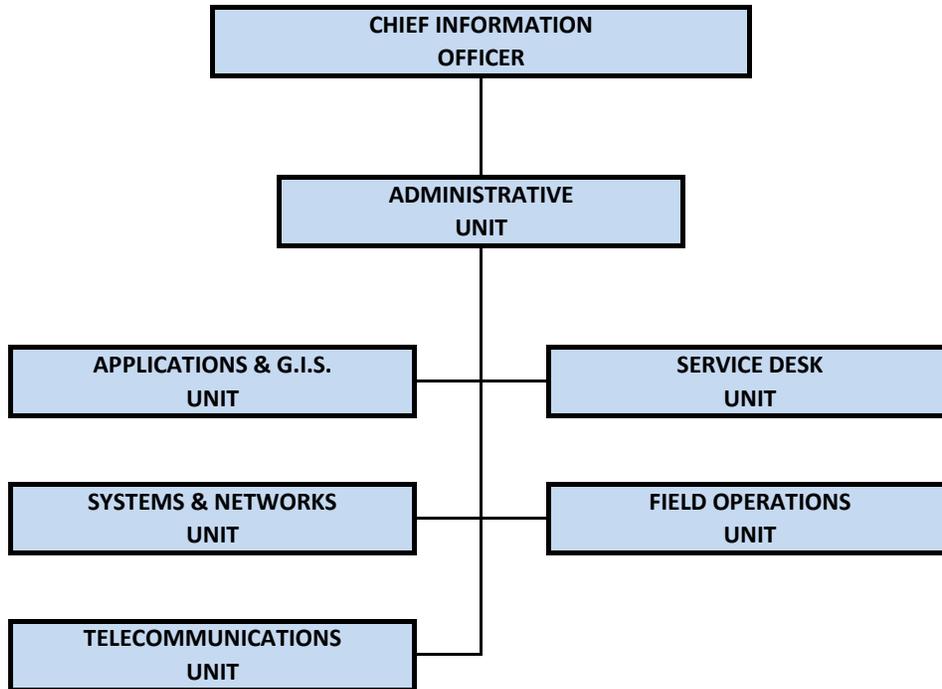
Objective: Provide and maintain continued communication to City retirees regarding the status of the Retirement System.			
Action Plan:	Assigned To:	Completion Date:	Status:
Provide current news and information to be included in City Newsletter by working with the Communications Division.	Retirement	Ongoing basis	Annual process

Objective: Provide and maintain continued communication to City employees.			
Action Plan:	Assigned To:	Completion Date:	Status:
Update new Summary Plan Description.	Retirement	Ongoing	Annual Process
Update new Employee Annual Retirement Benefit Statement.	Retirement	Ongoing	Annual Process

CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET

DEPARTMENT: INFORMATION TECHNOLOGY

ORGANIZATION CHART





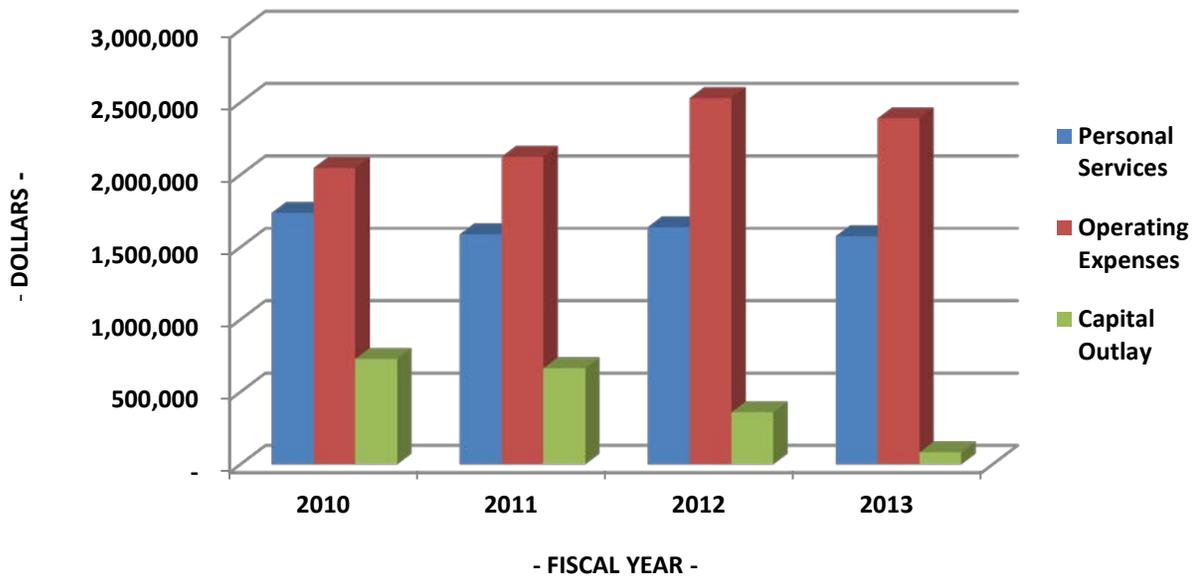
**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



**INFORMATION TECHNOLOGY
BUDGET AND POSITION SUMMARY**

	<u>2009-2010 ACTUAL</u>	<u>2010-2011 ACTUAL</u>	<u>2011-2012 BUDGET</u>	<u>2012-2013 BUDGET</u>
Personal Services	1,736,882	1,588,634	1,638,512	1,576,322
Operating Expenses	2,046,505	2,124,328	2,529,509	2,389,624
Capital Outlay	728,285	663,388	359,137	82,500
TOTALS	4,511,672	4,376,350	4,527,158	4,048,446
No. of Positions	16	15	15	15

EXPENDITURE COMPARISONS



**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
0112	Chief Information Officer	1	1	1	1
5034	Senior Info. Tech. Analyst	3	3	3	3
0111	Information Systems Analyst	5	5	5	5
0109	Information Systems Specialist	6	6	6	6
0602	Administrative Assistant	1	-	-	-
9003	Part-time Employees	-	-	-	-
8888	Overtime	-	-	-	-
TOTAL		16	15	15	15
					\$ 1,060,908

EXPENDITURE DETAIL

		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,066,732	\$ 1,040,410	\$ 1,088,757	\$ 1,060,908
2000	Employee Benefits - See Other Cost Dist.	670,150	548,224	549,755	515,414
3190	Other Professional Services	37,458	63,081	115,736	43,565
4020	Central Garage Motor Pool Rent	56,601	57,456	59,637	58,963
	Replacement:	10,825			
	Oper. & Maint:	48,138			
4090	Other Transportation Expense	4,950	5,625	5,400	5,400
4110	Telephone Expense	883,194	925,362	990,084	968,692
4111	Employee Cellular Payroll Deduction	(50,875)	(63,980)	-	-
4410	Rental of Machinery and Equipment	8,478	7,159	8,484	5,000
4420	Public Facilities Cost - See Other Cost Dist.	26,941	26,915	25,281	26,205
4450	Lease Equipment	147,331	179,171	236,582	261,582
4550	General Liability Insurance	61,633	57,473	59,493	63,260
4620	Repair and Maint. of Office Equipment	798,818	792,313	754,720	-
4630	Repair/Maint. of Machinery & Equipment	609	587	850	850
4710	Special Printed Forms	314	-	600	600
5100	Office Supplies	3,813	4,516	6,294	5,120
5215	Small Tools & Minor Equipment	12,190	26,178	20,795	8,500
5400	Membership Dues and Subscriptions	788	624	923	923
5401	Software Subscriptions & Maintenance	-	-	209,420	930,964
5410	Employee Training	54,262	41,848	35,210	10,000
6430	Equipment Repair/Replacement	168,947	499,340	299,426	82,500
6440	Equipment Additions	-	164,048	59,711	-
6450	Office Equipment Replacement	559,338	-	-	-
TOTAL		\$ 4,511,672	\$ 4,376,350	\$ 4,527,158	\$ 4,048,446

**2012-2013 ANNUAL BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: INFORMATION TECHNOLOGY**

I. **DEPARTMENTAL MISSION/FUNCTION STATEMENTS**

DEPARTMENT: INFORMATION TECHNOLOGY _____

- Departmental Mission Statement

To provide accessible and automated services through the use of innovative technological solutions to the City of Coral Gables.

- Departmental Function Statement:

To build, improve and maintain the technological infrastructure for the City's communication and information needs. Continue to provide practical and effective services to departments through the use of technical and dedicated staff, and best practice. This commitment better enables the City to exceed the expectations of our citizens.

**2012-2013 ANNUAL BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: INFORMATION TECHNOLOGY**

II. REPORT ON DEPARTMENTAL OBJECTIVES

- List below the objectives for your Department for inclusion in 2013 Budget Documents (these can be existing, revised, or new objectives).

1. Goal: To adequately fund and provide essential technology infrastructure services for staff and citizen needs.

Objective:

To continue to provide essential technology services that increase value to stakeholders; offering value from leveraged technologies, and continuing to upgrade client hardware and software.

Objective:

Improve cost savings in IT operations and maintenance through consolidation, efficiency and pricing.

Objective:

Analyze new and existing requirements and challenges identified by internal and external users; and, provide adequate technology solutions.

Objective:

Research, develop and take advantage of existing and new technology that will increase efficiency for the entire City.

2. Goal: Improve internal and external services and communications of the City.

Objective:

Increase IT quality of service for internal and external users by enhancing 24 hour, on-call, helpdesk and support of City operations and services.

Objective:

To effectively provide information by continuing to enhance the web portals with more interactive components and online services and multimedia content.

Objective:

Improve external communication by ensuring that all staff members have the mobility they require: proper software, mobile computing and wireless devices.

3. Goal: To improve enterprise network and system services to our users.

Objective:

Plan and provide resources and capacity to accommodate projected growth and enhancements.

Objective:

To support department functions and services by improving the network backbone infrastructure for key Coral Gables facilities and sites.

Objective:

To improve network hardware and capabilities by converting old network cabling within City facilities to new media and standards, and add additional network & system security solutions and intelligence.

4. Goal: To provide technical training for staff members in their continuing education in order to maintain effectiveness and efficiency.

Objective:

To utilize and strengthen the training and knowledge of department personnel to deliver effective and efficient service based on industry standards and best practices.

5. Goal: To continue to improve the operations and use of EDEN by holding ongoing business process reviews with all departments.

Objective:

To improve the business operations and application setup of EDEN; and to provide user training or re-training as necessary.

6. Goal: To provide Disaster Recovery and high-availability solutions.

Objective:

Improve resiliency and high-availability of services during disasters and emergency events.

Objective:

Replicate critical City data to an off-site co-location datacenter with the ability to recover critical services and applications in case of an emergency.

7. Goal: Finalize server and application virtualization and cloud computing.

Objective:

To reduce number of physical servers, client computer requirements, and software licenses.

8. Goal: Finalize and enforce the City's enterprise IT security policies.

Objective:

To establish and enforce a set of IT standards and policies that will improve the security of information for the City based on industry standards and government rules.

9. Goal: To adopt and maintain government and industry standards and regulations.

Objective:

To continue to enhance the Public Safety systems used to comply with Police and Fire departmental standards and regulations.

Objective:

Conform with industry, federal, state, county, and city standards, best practices, rules, and regulations.

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

GOAL 1. To adequately fund and provide essential technology infrastructure services for staff and citizen needs.

- List Performance Effectiveness Measurement (Use one page for each Performance Effectiveness Measurement. Review the measurements listed in the 2012 Budget for continued use, change or add a new measurement.

1. Enterprise asset inventory

2. Budget analysis for enterprise services

- Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided Department; if available, please indicate any data already collected for this measurement; indicate if this measurement needs to be revised or substituted for by another performance measurement.

By obtaining the enterprise asset inventory of hardware, software, circuits and cabling infrastructure, a budget analysis can be performed to assess the efficiency and productivity of the department.

GOAL 2: Improve internal and external services and communications of the City.

- List Performance Effectiveness Measurement (Use one page for each Performance Effectiveness Measurement. Review the measurements listed in the 2012 Budget for continued use, change or add a new measurement.

Customer survey, web analytics and service requests statistics.

- Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided Department; if available, please indicate any data already collected for this measurement; indicate if this measurement needs to be revised or substituted for by another performance measurement.

Monitoring customer surveys and tracking service tickets provides a reliable source of user communication that reflects the City's responsiveness.

Web traffic analytics provides an understanding of the effectiveness of communication strategies and web-visitor behaviors.

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

GOAL 3: To improve enterprise network and system services to our users.

- List Performance Effectiveness Measurement (Use one page for each Performance Effectiveness Measurement. Review the measurements listed in the 2012 Budget for continued use, change or add a new measurement.

1. Usage statistics from systems and applications.
2. Network access statistics.
3. Number of network nodes and end points.

- Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided Department; if available, please indicate any data already collected for this measurement; indicate if this measurement needs to be revised or substituted for by another performance measurement.

Improved network connectivity and security expands productivity and service deliveries.

GOAL 4: To provide technical training for staff members in their continuing education in order to maintain effectiveness and efficiency

- List Performance Effectiveness Measurement (Use one page for each Performance Effectiveness Measurement. Review the measurements listed in the 2012 Budget for continued use, change or add a new measurement.

Number of training hours – CEU (Continuing Education Units)
Certifications Attained and Examinations Passed

- Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided Department; if available, please indicate any data already collected for this measurement; indicate if this measurement needs to be revised or substituted for by another performance measurement.

Improved technical skills and knowledge increases productivity and efficiency.

GOAL 5: To finalize the implementation of EDEN and conduct business process reviews with all departments.

- List Performance Effectiveness Measurement (Use one page for each Performance Effectiveness Measurement. Review the measurements listed in the 2012 Budget for continued use, change or add a new measurement.

1. Requested customizations by the users departments and approved by the City that have been implemented.
2. Continual review of business processes.
3. Number of user training hours.
4. Number of ERP service request tickets completed.

- Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided Department; if available, please indicate any data already collected for this measurement; indicate if this measurement needs to be revised or substituted for by another performance measurement.

The ERP provides automation and accountability in different business areas of the City. It enables departments to provide reports and communicate with management, citizens and all stakeholders, while expediting and improving service delivery and customer satisfaction.

This is made possible through the re-training of the user departments and the optimization of their business processes. The city will improve in productivity and efficiency. It can also lead to cost savings in the future.

GOAL 6: To provide Disaster Recovery and high-availability solutions

- List Performance Effectiveness Measurement (Use one page for each Performance Effectiveness Measurement. Review the measurements listed in the 2012 Budget for continued use, change or add a new measurement.

1. Recovery time for critical applications (test-simulation runs)

- Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided Department; if available, please indicate any data already collected for this measurement; indicate if this measurement needs to be revised or substituted for by another performance measurement.

The high availability of IT infrastructure and services ensures that the impact of emergency and disaster situations is minimized for the City operations and delivery of services, which has a direct relation with efficiency, compliance, and quality of service.

GOAL 7: Finalize server and application virtualization and cloud computing

- List Performance Effectiveness Measurement (Use one page for each Performance Effectiveness Measurement. Review the measurements listed in the 2012 Budget for continued use, change or add a new measurement.

1. Number of servers, systems, and applications that have been virtualized and converted.
2. Total cost savings derived from the above metrics.

- Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided Department; if available, please indicate any data already collected for this measurement; indicate if this measurement needs to be revised or substituted for by another performance measurement.

Consolidating and centralizing servers, systems, and applications reduces the economic and environmental impact of those tools, therefore increasing efficiency, productivity, and customer satisfaction.

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT: INFORMATION TECHNOLOGY

GOAL 8: Finalize and enforce the City's enterprise IT security policies

- List Performance Effectiveness Measurement (Use one page for each Performance Effectiveness Measurement. Review the measurements listed in the 2012 Budget for continued use, change or add a new measurement.

Audit's results

- Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided Department; if available, please indicate any data already collected for this measurement; indicate if this measurement needs to be revised or substituted for by another performance measurement.

Standardization and compliance with rules and regulations in the use of Information Technology improves efficiency, accountability, security and procedures for all City functions.

GOAL 9: To adopt and maintain government and industry standards and regulations.

- List Performance Effectiveness Measurement (Use one page for each Performance Effectiveness Measurement. Review the measurements listed in the 2012 Budget for continued use, change or add a new measurement.

1. Certifications and compliance audits.
2. Number of completed Public Safety projects.
3. Performance and communications metrics.
4. Number of upgraded hardware and software.

- Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided Department; if available, please indicate any data already collected for this measurement; indicate if this measurement needs to be revised or substituted for by another performance measurement.

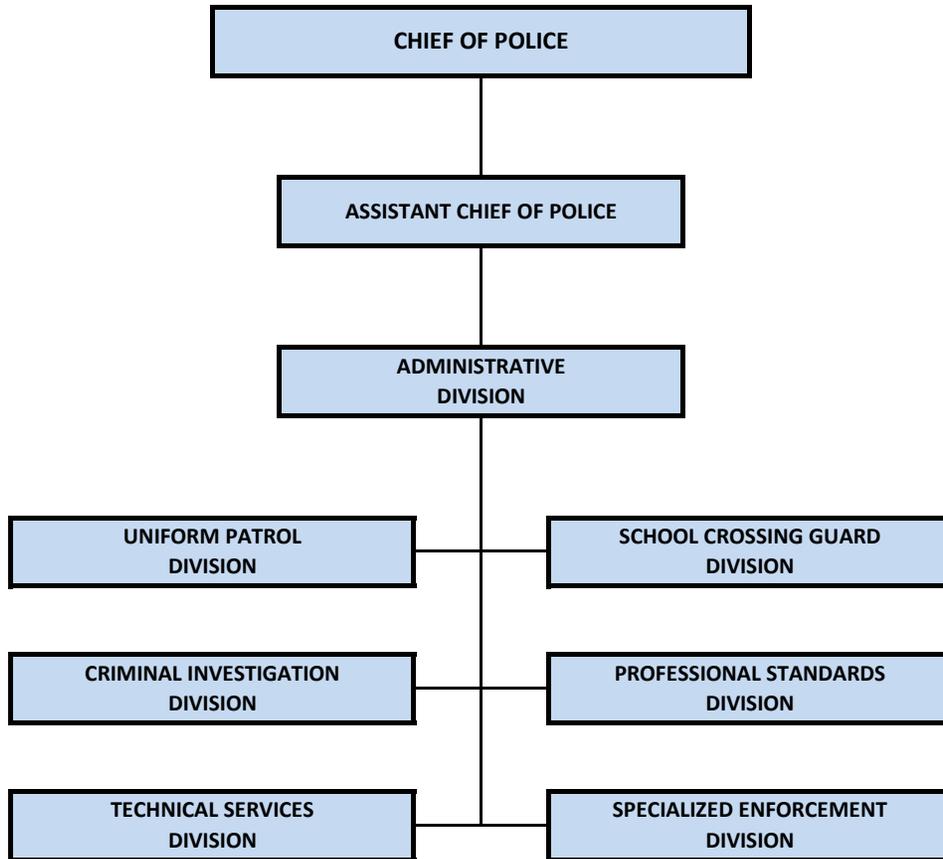
Adopting best practices reduces inefficiencies and errors in business processes.

Improved quality of life and the satisfaction of the residents and stakeholders as well as improving economic development.

CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET

DEPARTMENT: POLICE

ORGANIZATION CHART





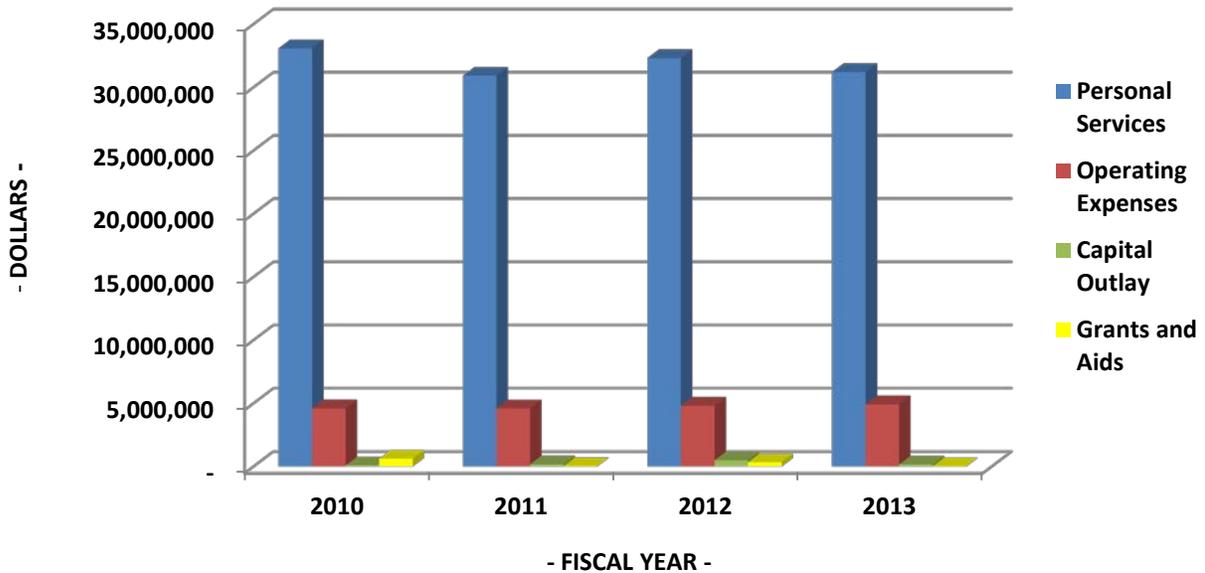
**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



**POLICE DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2009-2010 ACTUAL</u>	<u>2010-2011 ACTUAL</u>	<u>2011-2012 BUDGET</u>	<u>2012-2013 BUDGET</u>
Personal Services	33,088,635	30,927,756	32,321,466	31,211,705
Operating Expenses	4,614,514	4,603,430	4,820,357	4,921,591
Capital Outlay	93,014	178,614	499,902	169,000
Grants and Aids	626,004	36,862	345,889	21,500
TOTALS	<u>38,422,167</u>	<u>35,746,662</u>	<u>37,987,614</u>	<u>36,323,796</u>
No. of Positions	257	255	255	255

EXPENDITURE COMPARISONS



**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5000 ADMINISTRATIVE DIVISION
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
5025	Police Chief	1	1	1	\$ 140,783
5032	Community Affairs Assistant	1	-	-	-
5024	Investigations Assistant	1	1	1	53,789
5030	Assistant Police Chief	1	1	1	110,056
5021	Police Sergeant	3	3	3	266,893
5022	Police Lieutenant	2	2	2	217,122
5020	Police Officer	1	1	1	66,182
0602	Administrative Assistant	1	1	1	55,640
9999	Holiday Worked Pay	-	-	-	1,003
8888	Overtime	-	-	-	44,257
5555	Salary Reimbursement	-	-	-	(11,000)
4444	Overtime Reimbursement	-	-	-	(11,000)
TOTAL		11	10	10	\$ 933,725

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 777,715	\$ 927,988	\$ 959,707	\$ 933,725
2000	Employee Benefits - See Other Cost Dist.	658,023	578,189	614,928	632,681
3190	Other Professional Services	-	6,026	12,300	14,500
4010	Travel Expense	706	396	5,000	1,500
4020	Central Garage Motor Pool Rent	155,857	137,188	142,396	140,788
	Replacement:	25,846			
	Oper. & Maint:	114,942			
4040	Central Garage Miscellaneous Charges	5	15,121	-	-
4410	Rental of Machinery and Equipment	-	-	500	500
4420	Public Facilities Cost - See Other Cost Dist.	102,327	105,327	98,930	102,546
4550	General Liability Insurance	55,381	53,477	51,075	55,676
4620	Repair and Maint. of Office Equipment	260	433	500	500
4630	Repair/Maint. of Machinery & Equipment	487	279	3,000	2,000
4710	Special Printed Forms	3,757	2,482	8,403	4,000
4910	Court Costs & Investigative Expense	1,270	5,427	5,000	5,000
4990	Other Miscellaneous Expense	8,626	19,900	8,640	9,790
5100	Office Supplies	12,184	8,826	14,095	9,000
5202	Chemicals and Photographic Supplies	197	-	1,000	500
5206	Food for Human Consumption	689	1,546	4,443	3,500
5208	Household & Institutional Supplies	1,424	894	1,900	1,900
5214	Uniform Allowance	6,986	8,559	8,000	9,000

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5000 ADMINISTRATIVE DIVISION
 521 LAW ENFORCEMENT

EXPENDITURE DETAIL

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
5215 Small Tools & Minor Equipment	40	746	-	-
5400 Membership Dues and Subscriptions	9,231	2,449	5,535	4,000
5410 Employee Training	5,539	22,391	15,600	10,255
5430 CALEA Accreditation	2,278	4,383	1,446	-
6430 Equipment Repair/Replacement	-	3,083	8,300	-
6440 Equipment Additions	-	1,720	5,600	3,000
8200 Aid To Private Organizations	6,533	11,025	21,500	21,500
TOTAL	\$ 1,809,515	\$ 1,917,855	\$ 1,997,798	\$ 1,965,861

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
5026	Police Major	1	1	1	\$ 126,532
5022	Police Lieutenant	4	4	4	403,373
5021	Police Sergeant	12	12	12	1,063,774
5020	Police Officer	79	79	79	4,947,995
0031	Secretary	1	1	1	49,026
9999	Holiday Worked Pay	-	-	-	166,205
8888	Overtime	-	-	-	297,258
5555	Salary Reimbursement	-	-	-	(7,000)
4444	Overtime Reimbursement	-	-	-	(7,000)
TOTAL		97	97	97	\$ 7,040,163

EXPENDITURE DETAIL

		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 7,715,337	\$ 7,175,371	\$ 7,477,923	\$ 7,040,163
2000	Employee Benefits - See Other Cost Dist.	5,309,116	4,865,623	5,306,375	5,262,981
3190	Other Professional Services	985	800	1,500	500
4010	Travel Expense	-	2,579	2,000	300
4020	Central Garage Motor Pool Rent	1,191,423	1,073,040	1,113,774	1,101,195
	Replacement:	202,162			
	Oper. & Maint:	899,033			
4040	Central Garage Miscellaneous Charges	-	863	-	-
4420	Public Facilities Cost - See Other Cost Dist.	135,907	139,556	131,081	135,873
4550	General Liability Insurance	397,216	412,902	408,617	419,790
4620	Repair and Maint. of Office Equipment	-	-	200	-
4630	Repair/Maint. of Machinery & Equipment	-	2,700	5,647	3,400
4710	Special Printed Forms	120	724	1,650	1,250
4910	Court Costs & Investigative Expense	-	-	250	30
5100	Office Supplies	5,062	6,261	5,375	6,000
5202	Chemicals and Photographic Supplies	-	-	-	500
5205	Expense for Animals	19,269	18,840	32,254	20,000
5206	Food for Human Consumption	-	45	250	500
5208	Household & Institutional Supplies	1,482	-	5,050	1,000
5212	Firearms Ammunition	11,795	-	18,515	10,000
5214	Uniform Allowance	70,244	80,185	86,626	74,935
5215	Small Tools & Minor Equipment	13,631	12,657	27,860	13,000
5400	Membership Dues and Subscriptions	425	520	1,010	750

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

EXPENDITURE DETAIL

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
5410 Employee Training	5,392	11,957	26,000	25,450
6430 Equipment Repair/Replacement	-	23,900	-	-
6440 Equipment Additions	12,782	7,789	23,901	19,500
6450 Office Equipment Replacement	-	-	-	1,000
8202 USDOJ 2012 Robotic Tact JAGD-Dade-6-125	-	-	10,000	-
TOTAL	\$ 14,890,186	\$ 13,836,312	\$ 14,685,858	\$ 14,138,117

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
5026	Police Major	1	1	1	\$ 115,778
5022	Police Lieutenant	2	2	2	198,788
5021	Police Sergeant	6	6	6	549,942
5020	Police Officer	27	27	27	1,815,688
5037	Victim's Advocate	1	1	1	64,286
5033	Crime Analyst	1	1	1	56,742
5031	Senior Crime Scene Tech.	1	1	1	62,546
5027	Crime Scene Technician	2	2	2	99,948
0031	Secretary	1	1	1	45,656
9999	Holiday Pay	-	-	-	20,059
8888	Overtime	-	-	-	363,241
5555	Salary Reimbursement	-	-	-	(95,000)
4444	Overtime Reimbursement	-	-	-	(95,000)
TOTAL		42	42	42	\$ 3,202,674

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 3,710,194	\$ 3,564,600	\$ 3,385,871	\$ 3,202,674
2000	Employee Benefits - See Other Cost Dist.	2,397,400	2,200,356	2,352,586	2,306,244
3190	Other Professional Services	-	-	1,000	1,000
4010	Travel Expense	298	974	1,000	1,000
4020	Central Garage Motor Pool Rent	366,757	333,978	346,656	342,741
	Replacement:	62,922			
	Oper. & Maint:	279,819			
4040	Central Garage Miscellaneous Charges	1,483	1,838	-	-
4220	Postage	-	28	1,000	250
4410	Rental of Machinery and Equipment	2,842	2,352	3,770	3,000
4420	Public Facilities Cost - See Other Cost Dist.	109,569	112,781	105,932	109,804
4550	General Liability Insurance	183,511	190,254	185,015	190,969
4620	Repair and Maint. of Office Equipment	844	1,943	2,530	2,000
4630	Repair/Maint. of Machinery & Equipment	2,336	119	2,710	2,500
4710	Special Printed Forms	(60)	394	620	500
4910	Court Costs & Investigative Expense	106,821	116,648	96,140	100,000
4930	Information & Credit Investigation Service	28,800	29,664	29,175	29,175
4990	Other Miscellaneous Expense	(760)	2,003	2,600	2,000
5100	Office Supplies	10,018	14,379	13,000	13,000
5202	Chemicals and Photographic Supplies	9,534	6,407	10,000	9,000

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

EXPENDITURE DETAIL

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
5205 Expense for Animals	-	-	-	2,500
5207 Motor Fuel and Lubricants	16,340	26,420	27,000	20,000
5208 Household & Institutional Supplies	4,613	6,017	7,095	6,000
5214 Uniform Allowance	36,550	38,510	38,000	38,000
5215 Small Tools & Minor Equipment	5,324	5,476	5,550	5,550
5400 Membership Dues and Subscriptions	2,952	2,750	2,980	2,980
5410 Employee Training	6,314	15,401	5,310	5,310
6440 Equipment Additions	5,283	8,498	-	-
8203 Electronic Crimes Task Force	1,984	-	-	-
TOTAL	\$ 7,008,947	\$ 6,681,790	\$ 6,625,540	\$ 6,396,197

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

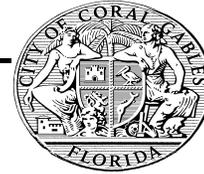
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
5026	Police Major	1	1	1	\$ 114,213
5022	Police Lieutenant	1	1	1	104,147
5021	Police Sergeant	3	3	3	256,226
5018	Communication Supervisor	5	5	5	324,665
5016	Communication Operator	32	32	32	1,688,092
5013	Technical services Coordinator	1	1	1	76,147
5012	Police Records Clerk II	3	3	3	124,591
5011	Police Records Clerk I	3	3	3	123,053
5007	Police Records Manager	1	1	1	62,566
5006	Police Property Clerk	2	2	2	93,038
5005	Radio Technician Supervisor	1	1	1	80,276
5004	Radio Technician	2	2	2	107,411
5003	Radio Shop Coordinator	1	-	-	-
0060	Receptionist	1	1	1	46,590
9004	Part-time Employees	-	-	-	31,500
9999	Holiday Pay	-	-	-	64,000
8888	Overtime	-	-	-	250,000
TOTAL		57	56	56	\$ 3,546,515

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 3,684,587	\$ 3,457,269	\$ 3,613,921	\$ 3,546,515
2000	Employee Benefits - See Other Cost Dist.	2,333,809	1,924,572	1,973,149	1,867,676
3190	Other Professional Services	863	8,877	8,989	7,500
4020	Central Garage Motor Pool Rent	152,819	130,790	135,755	134,222
	Replacement:	24,641			
	Oper. & Maint:	109,581			
4090	Other Transportation Expense	100	100	150	150
4220	Postage	-	9	-	-
4410	Rental of Machinery and Equipment	-	-	580	-
4420	Public Facilities Cost - See Other Cost Dist.	142,385	146,225	137,344	142,365
4450	Lease Equipment	-	-	-	265,200
4550	General Liability Insurance	211,447	193,348	197,476	211,471
4620	Repair and Maint. of Office Equipment	3,132	1,962	2,092	2,000
4630	Repair/Maint. of Machinery & Equipment	24,928	27,338	33,144	31,540
4710	Special Printed Forms	2,767	2,703	4,650	3,500
4930	Information & Credit Investigation Service	1,194	89	960	960
4990	Other Miscellaneous Expense	7	-	-	-
5100	Office Supplies	21,918	23,268	18,470	17,216
5206	Food for Human Consumption	260	362	1,496	500

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

EXPENDITURE DETAIL

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
5208 Household & Institutional Supplies	1,283	167	4,587	2,500
5214 Uniform Allowance	29,969	29,310	32,440	30,000
5215 Small Tools & Minor Equipment	5,216	5,264	16,782	10,000
5217 Operating Equipment Repair Parts	56,289	45,714	40,000	40,000
5400 Membership Dues and Subscriptions	1,947	2,029	2,170	2,170
5410 Employee Training	9,785	16,176	20,445	18,000
6430 Equipment Repair/Replacement	47,811	80,252	175,368	115,500
6440 Equipment Additions	18,862	34,865	67,813	5,000
TOTAL	\$ 6,751,378	\$ 6,130,689	\$ 6,487,781	\$ 6,453,985

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5041 E911 SERVICE
 521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
5016	Communication Operator	3	3	3	3
9999	Holiday Pay	-	-	-	\$ 9,000
8888	Overtime	-	-	-	50,000
TOTAL		3	3	3	\$ 251,053

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 280,178	\$ 258,716	\$ 253,289	\$ 251,053
2000	Employee Benefits - See Other Cost Dist.	151,239	133,791	114,125	106,693
4550	General Liability Insurance	14,750	15,280	13,841	14,970
5214	Uniform Allowance	2,000	1,500	1,500	1,500
TOTAL		\$ 448,167	\$ 409,287	\$ 382,755	\$ 374,216

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5042 POLICE EDUCATION
 521 LAW ENFORCEMENT

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
5410	Employee Training	1,728	14,952	15,000	15,000
	TOTAL	\$ 1,728	\$ 14,952	\$ 15,000	\$ 15,000



**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5050 CROSSING GUARDS
 521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
9004	Part-time Employees	-	-	-	\$ 18,800
TOTAL		-	-	-	\$ 18,800

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 19,421	\$ 15,601	\$ 18,800	\$ 18,800
2000	Employee Benefits - See Other Cost Dist.	24,310	25,630	25,874	25,874
4550	General Liability Insurance	1,014	1,045	1,027	1,121
5214	Uniform Allowance	300	-	900	900
TOTAL		\$ 45,045	\$ 42,276	\$ 46,601	\$ 46,695

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
5026	Police Major	1	1	1	\$ 128,674
5022	Police Lieutenant	1	1	1	107,205
5021	Police Sergeant	2	2	2	185,786
5020	Police Officer	3	3	3	223,990
5014	Police Supt. Services Assistant	1	1	1	56,638
6104	Off Duty Coordinator	1	1	1	50,253
5035	Police Planner	1	1	1	45,573
5001	Police Training Assistant	2	2	2	101,608
0602	Administrative Assistant	1	1	1	38,584
0305	Payroll Clerk	2	2	2	93,663
8888	Overtime	-	-	-	25,000
TOTAL		15	15	15	\$ 1,056,974

EXPENDITURE DETAIL

		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 966,182	\$ 1,071,173	\$ 1,050,263	\$ 1,056,974
2000	Employee Benefits - See Other Cost Dist.	724,837	659,111	664,720	668,214
3190	Other Professional Services	22,571	17,864	50,000	25,000
4020	Central Garage Motor Pool Rent	97,673	85,787	89,044	88,038
	Replacement:	16,162			
	Oper. & Maint:	71,876			
4220	Postage	3,101	1,724	3,000	2,500
4410	Rental of Machinery and Equipment	73,923	66,652	75,000	40,000
4420	Public Facilities Cost - See Other Cost Dist.	133,933	137,859	129,486	134,219
4550	General Liability Insurance	61,031	62,900	57,390	63,025
4620	Repair and Maint. of Office Equipment	385	50	300	300
4630	Repair/Maint. of Machinery & Equipment	4,299	6,604	18,128	15,000
4710	Special Printed Forms	32	69	600	500
4910	Court Costs & Investigative Expense	16,325	54,943	55,000	55,400
5100	Office Supplies	12,682	14,449	12,100	13,000
5202	Chemicals and Photographic Supplies	-	-	550	-
5207	Motor Fuel and Lubricants	15	54	200	200
5208	Household & Institutional Supplies	890	253	500	500
5212	Firearms Ammunition	52,868	54,923	53,900	53,900
5214	Uniform Allowance	35,511	50,609	59,900	53,400
5215	Small Tools & Minor Equipment	3,038	5,576	5,950	5,000
5217	Operating Equipment Repair Parts	14,699	13,423	12,409	17,000

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

EXPENDITURE DETAIL

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
5400 Membership Dues and Subscriptions	694	254	1,350	1,350
5410 Employee Training	9,213	21,580	25,000	25,000
6430 Equipment Repair/Replacement	2,985	-	2,800	-
6440 Equipment Additions	-	-	24,226	-
TOTAL	\$ 2,854,374	\$ 2,351,694	\$ 2,706,205	\$ 2,318,520

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
5026	Police Major	1	1	1	\$ 120,058
5022	Police Lieutenant	1	1	1	105,729
5021	Police Sergeant	4	4	4	357,944
5020	Police Officer	25	25	25	1,634,431
0031	Secretary	1	1	1	51,480
9004	Part-time Employees	-	-	-	42,000
9999	Holiday Pay	-	-	-	45,133
8888	Overtime	-	-	-	141,072
TOTAL		32	32	32	\$ 2,497,847

EXPENDITURE DETAIL

		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 2,516,288	\$ 2,460,530	\$ 2,663,708	\$ 2,497,847
2000	Employee Benefits - See Other Cost Dist.	1,819,999	1,609,236	1,846,227	1,793,591
3190	Other Professional Services	-	-	500	500
4010	Travel Expense	-	785	1,000	500
4020	Central Garage Motor Pool Rent	76,183	69,039	71,660	70,851
	Replacement:	13,007			
	Oper. & Maint:	57,844			
4430	Rental of Land and Buildings	-	-	75	75
4550	General Liability Insurance	139,669	137,978	146,920	148,941
4620	Repair and Maint. of Office Equipment	-	-	100	100
4630	Repair/Maint. of Machinery & Equipment	12,268	15,592	30,188	20,000
4710	Special Printed Forms	189	613	1,200	750
4910	Court Costs & Investigative Expense	1,162	491	3,000	1,200
4990	Other Miscellaneous Expense	481	291	-	-
5100	Office Supplies	873	4,008	3,000	3,000
5202	Chemicals and Photographic Supplies	767	377	1,880	600
5206	Food for Human Consumption	461	384	500	500
5208	Household & Institutional Supplies	-	17	1,000	750
5214	Uniform Allowance	29,930	30,934	47,699	35,000
5215	Small Tools & Minor Equipment	4,427	7,629	10,000	8,000
5217	Operating Equipment Repair Parts	-	(230)	-	-
5400	Membership Dues and Subscriptions	520	420	4,005	1,000
5410	Employee Training	4,319	5,206	15,520	7,000

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

EXPENDITURE DETAIL

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
6430 Equipment Repair/Replacement	2,134	2,764	146,983	25,000
6440 Equipment Additions	3,157	15,743	44,911	-
TOTAL	\$ 4,612,827	\$ 4,361,807	\$ 5,040,076	\$ 4,615,205

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE**

Mission & Objectives

Mission: The City of Coral Gables strives to enhance its position as a visionary Global City and a premier international, residential and business community by protecting the City's historic heritage and providing superior environmental, safety and recreational services.

Objectives:

- To provide governmental service and physical infrastructure that enhances our citizens' pride in their community and helps the City of Coral Gables maintain its position as a visionary Global City.
- To adequately fund and provide essential services that are needed to ensure a high quality of life, health, safety, and welfare to the residential and business communities while preserving the historical heritage of the "City Beautiful."
- To provide cost-effective services that efficiently utilize City resources.
- To attract, train, motivate, and retain a competent and cohesive work force.
- To provide open and candid internal and external communication in order to develop and maintain cooperative relationships with the public and within the work place.

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE**

II. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT **POLICE**

GOAL AREA **COMMUNICATIONS / COOPERATION**

List the objectives for your Department for inclusion in **2012-13** Budget Document (these can be existing, revised, or new objectives).

1. To educate and increase awareness of residents and businesses within the City of Coral Gables with current methods available to safeguard lives and property through the Community Affairs Unit and their public programs.
2. Through the Office of the Chief of Police and Community Affairs Unit, expand contacts with community groups and leaders by regularly soliciting their views and ideas regarding the delivery of police services.
3. Recognize Police employees regularly with ceremonies and events.
4. Actively promote the Coral Gables Police Department and its employees through the use of media and other outlets.
5. Maintain good working relationships with media outlets in the South Florida area.

II. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT **POLICE**

GOAL AREA **COMMUNICATION / COOPERATION**

List performance effectiveness measurement indicators below (use one page for **each** performance effectiveness measurement indicated listed for your Department in the **2012-13** Budget Document.)

Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided by the Department; if available, please indicate any data already collected for this measurement; indicate if this measurement needs to be revised or substituted for by another performance measurement.

1. Continue to produce crime prevention material that will be used to educate the City's residents in personal safety and crime prevention techniques. Maintain the Department's website which greatly enhances the dissemination of information to the media and the public.

The Department continues to utilize the Forfeited Funds account, when available, under the provisions and mandates of the State of Florida concerning this type of revenue, and in house production of materials to promote crime prevention and dissemination to the public. State and Federal grants when available are researched and reviewed to augment different crime prevention methods and strategies throughout the Department. The Department currently works in conjunction with the City's Public Affairs Office to produce informative public service announcements for public safety and educational purposes.

II. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT **POLICE**

GOAL AREA **COMMUNICATION / COOPERATION**

List performance effectiveness measurement indicators (use one page for **each** performance effectiveness measurement indicator listed for your Department in the **2012-13** Budget Document.)

Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided by the Department; if available, please indicate any data already collected for this measurement; indicate if this measurement needs to be revised or substituted for by another performance measurement.

1. Continue to reduce the cost of conducting Public forums and Crime Prevention programs by utilizing city buildings and various donated facilities.
2. There have been no costs incurred for the public meetings that have been conducted during this budget year. There is every intention to increase the number of public forums, yet have no increase in costs.

II. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT **POLICE**

GOAL AREA **COMMUNICATIONS / COOPERATION**

List performance effectiveness measurement indicators (use one page for **each** performance effectiveness measurement indicator listed for your Department in the **2012-13** Budget Document.)

Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided by the Department; if available, please indicate any data

already collected for this measurement; indicate if this measurement needs to be revised or substituted for by another performance measurement.

1. Maintain citizen feedback on a daily basis by the utilization of the CGPD T.E.A.M. Survey through Survey Monkey.com.
2. This will enable us to gather facts that will be used to measure citizen satisfaction for police services and concerns for current criminal trends. Additional technological venues will be used to augment the feedback process. Our survey will be ongoing.

III. REPORT ON WORKLOAD INDICATORS

DEPARTMENT	<u>POLICE</u>	GOAL AREA	<u>COMMUNICATION/COOPERATION</u>		
			2010-11 Actual	2011-12 Mid 6 Month	2012-13 Year Projected 12 Month Total
<u>WORKLOAD INDICATORS</u>					
	• Improve police / community relations by hosting public forums where citizens can directly talk to police personnel on crime trends through Crime Watch programs hosted for local businesses and neighborhoods.		27	20	35
	• Production of Crime tips and informational segments regarding the operations of the department for Channel 77		4	4	10
	• Participation in City sponsored events. (Farmer’s Market, Tree Lighting Ceremony, Scout Day etc.)		6	6	6
	• SAFE (Self-Defense and Awareness Familiarization Exchange) and RAD self-protection classes for women and children		31	35	65
	• Maintain Emergency Operations Center		12	6	12
	• Crime Prevention Surveys (Residential & Commercial)		11	15	40
	• Prepare and Distribute News Releases to the Media concerning newsworthy, critical events and community events that involve CGPD		46	12	45
	• Represent the CGPD at meetings (Crime Watch Board, Kiwanis etc.)		43	10	20
	• Conduct and prepare News Conferences		1	3	6
	• Meet regularly with media representatives		153	252	452
	• Prepare and hold award & recognition ceremonies		31	6	10
	• Conduct training for the Community Affairs Office		26	12	30
	• Special Enforcement Unit (SEU)– vehicle tows		7	3	4
	• Special Enforcement Unit (SEU)– vehicle checks		160	74	148
	• Special enforcement – house (Residential Security Checks)		337	358	716

II. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT **POLICE**

GOAL AREA **EFFICIENCY**

List the objectives for your Department for inclusion in 2012-13 Budget Document (these can be existing, revised, or new objectives).

1. Improve the availability of public records and statistical information (case clearance rates, property damage, accidents and injuries, and criminal reports) to the general public and to police personnel. This can be accomplished by evaluating and improving work flow processes to address accuracy and efficiency issues in the Records Management and Technology Section.
2. Complete the digital transition of all reports in the Records Management and Technology Section. This transition will provide a fast and efficient method of providing report requests from the general public and to police personnel. This can be accomplished by evaluating and purchasing software to improve the efficiency of creating and providing digitized records. Continue to upgrade and enhance the current P2C web based police records access to the public.
3. Improve the re-accreditation process and implement CALEA updates in order to stay current with the latest standards and maintain accreditation compliance.
4. Transition the accreditation process to an all digital paperless solution using Power Standards software. This will allow for paperless file maintenance, increasing efficiency in the collection and filing of policies and proofs of compliance documentation. This will allow a digital on-site assessment in August 2014, while systematically maintaining an electronic method of accountability for all proofs of compliance and related policies. Electronic files will also allow for automatic back-up of the accreditation files.
5. To increase overall efficiency and professionalism of the Police Department by following CALEA Accredited standards and conducting staff inspections of every department component.
6. Continued monthly training of all sworn police officers to ensure compliance with CALEA, OSHA, Standard Operating Procedures, the Criminal Justice Standards and Training Commission and the Florida Department of Law Enforcement standards.

II. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT **POLICE**

GOAL AREA **EFFICIENCY**

List performance effectiveness measurement indicators (use one page for each performance effectiveness measurement indicator listed for your Department in the 2012-13 Budget Document.)

Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided Department; if available, please indicate any data already collected for this measurement; indicate if this measurement needs to be revised or substituted for by another performance measurement.

1. Expedite the processing of statistical information solicited by the Public and Business sectors and the Criminal Justice system by 25% through the efficient use of the computerized Records Management System and training of Clerks and Administrative Assistants from the various divisions. Implement digital imaging to store all reports electronically. Continue to improve and enhance the user experience with the departments Police-to-Citizen (P2C) program. The program is an Internet-based solution implemented for efficiency that enables citizens to perform simple searches and download police related reports online at www.P2C.coralgables.com. This will decrease the workload as it relates to citizen requests for police reports.

2. The Records Section continues to update and maintain all information through computerization, thus reducing research time to obtain statistical reports. This transition will allow a more efficient response to citizen requests. Personnel are being trained and tasked with the handling of such requests as they pertain to their respective divisions, allowing Records Clerks to better utilize their time for requests received. Digital imaging will improve efficiency in the delivery of reports to the Public and Business sectors. The P2C seamlessly integrates with the OSSI Records Management System allowing citizens to retrieve and print accident reports and incident reports without any interaction from the agency's resources. The P2C provides citizens with convenient access to public information further enhancing the efficiency of accessing reports while providing citizen satisfaction.

II. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT **POLICE**

GOAL AREA **EFFICIENCY**

List performance effectiveness measurement indicators (use one page for each performance effectiveness measurement indicator listed for your Department in the 2012-13 Budget Document.)

Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided by the Department; if available, please indicate any data already collected for this measurement; indicate if this measurement needs to be revised or substituted for by another performance measurement.

1. Continue to increase the Uniform Patrol Division's directed patrol efforts by continued use of daily Area Check, Residential Security Check, Watch Order Check and Selective Traffic Enforcement assignments given to line officers by their supervisors.

2. The Uniform Patrol Division's directed patrol efforts are further enhanced by review of crime analysis data provided by the Criminal Investigations Division. The UPD will respond by creating a temporary task force within the division to address the crime patterns identified by the crime analysis.

3. The increase of time devoted exclusively to directed patrol will allow the patrol officer to further acquaint themselves with all the areas within the City's jurisdictional boundaries and provide a high profile to deter "opportunity" crimes.

4. The crime data provided on a daily, weekly, and monthly basis, allows the Uniform Patrol Division officers and supervisors to direct their efforts to the locations and areas where high visibility patrol efforts are most beneficial.

III. REPORT ON WORKLOAD INDICATORS

DEPARTMENT	<u>POLICE</u>	GOAL AREA	EFFICIENCY		
			2010-11 Actual	2011-12 Mid 6 Month	2012-13 Year Projected 12 Month Total
<ul style="list-style-type: none"> • <u>WORKLOAD INDICATORS</u> 					
*	Hire and train personnel for assignment to the Police / Fire Communications Center		0	2	3
*	Hire, train, and swear in new police officers		6	8	9
*	Total citizen complaints filed		3	3	7
*	Total employee (internal) complaints filed		5	2	7
*	Total citizen commendations received for Police Personnel		56	29	65

- **NEW WORKLOAD INDICATORS (if applicable)**
- Recruit, retain and train volunteers to augment Police workforce

II. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT POLICE

GOAL AREA GROWTH AND DEVELOPMENT

List the objectives for your Department for inclusion in 2012-13 Budget Document (these can be existing, revised, or new objectives).

1. Provide training courses that develop management and leadership abilities to all ranks of police personnel.
2. To implement updates and upgrade the current OSSI CAD operating system to the new .NET Version which will continue to enhance the computer aided dispatch, records management system, within the Police Department. To continually upgrade the Positron Viper 911 system to the latest version in programming software. This provides greater statistical information and efficiency in answering 911 calls and calls for service.
3. Follow the City & Departmental 5 Year Strategic Plan for growth and development.
4. Implementation of computer hardware and software technologies that will further automate administrative, enforcement, investigative and supervisory procedures and tasks.

5. Integrate the Inmotion mobile network router system into Uniform Patrol Vehicles to enhance telemetry capabilities of the CAD system.
6. Implement Data Asset Management software to store and safeguard all digital media for criminal justice purposes.
7. Utilize the "Tipsoft" software to augment the ability of the public to contact the police department via text messages.
8. Endorse the usage of a lobby kiosk report retrieval stand that allows the public to retrieve and print reports.
9. Secure Night Vision units for Uniform Patrol, SWAT, and Marine Patrol use via the U.S Navy Warfare Surplus program
10. Continue to work with the LESSO program to secure surplus items for the department.
11. Implement the RTSD (Robotic Tactical Suppression Device) program with SWAT and hostage negotiations team via grant acquisition.
12. Implement CID interview room enhanced video recording system via grant acquisition.
13. Improve the re-accreditation process and implement CALEA updates in order to stay current with the latest standards and maintain accreditation compliance.
14. Transition the accreditation process to an all-digital paperless solution using Power Standards software. This will allow for paperless file maintenance, increasing efficiency in the collection and filing of policies and proofs of compliance documentation.
15. Prepare for fully digital on-site for August 2014, while systematically maintaining an electronic method of accountability for all proofs of compliance and related policies. Electronic files will also allow for automatic full back-up of the accreditation files.
16. To increase overall efficiency and professionalism of the Police Department by following CALEA Accredited standards and conducting staff inspections of every department component.

II. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT **POLICE**

GOAL AREA **GROWTH AND DEVELOPMENT**

List performance effectiveness measurement indicators (use one page for each performance effectiveness measurement indicator listed for your Department in the 2012-13 Budget Document.)

Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided Department; if available, please indicate any data already collected for this measurement; indicate if this measurement needs to be revised or substituted for by another performance measurement.

1. Provide the CALEA Accreditation training video, through Power DMS, for all newly hired Police Department personnel.
2. The video will provide a brief history of accreditation and define the purpose of being an accredited agency.
3. The purpose of CALEA's Accreditation Program is to improve the delivery of public safety services, primarily by: maintaining a body of standards, developed by public safety practitioners, covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence.
4. Understanding the concept of accreditation and the importance of living by the letter and spirit of the standards will assist in the improvement of productivity and efficiency.

III. REPORT ON WORKLOAD INDICATORS

DEPARTMENT	<u>POLICE</u>	GOAL AREA	<u>GROWTH & DEVELOPMENT</u>		
			20010-11 Actual	2011-12 Mid Year 6 Month	2012-13 Projected 12 Month Total
• <u>WORKLOAD INDICATORS</u>					
*	Attend Florida Accreditation conferences (FLA - PAC)		2	1	2
*	Attend International Accreditation conferences (CALEA)		2	1	2
*	Compliance with CALEA accreditation standards		480	480	480
*	No. of citizens participating in the CGPD T.E.A.M.S. Survey		0	0	0
*	Federal Grants received		1	1	1
*	State Grants received		3	3	3
*	Private/ Foundation Grants received		0	0	2
*	Regional Grants Management Training Seminar		3	0	2
*	Bureau of Justice Assistance Workshop/Training Seminar		1	1	1
• NEW WORKLOAD INDICATORS (if applicable)					

II. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT POLICE

GOAL AREA HUMAN RESOURCES

List the objectives for your Department for inclusion in 2012-13 Budget Document (these can be existing, revised, or new objectives).

1. To increase the level of training within the Police Department for all sworn and civilian personnel by fulfilling Florida Department of Law Enforcement and CALEA standards as well as continuing employee development training for personnel.

2. Maintain recruitment efforts, as necessary, in order to provide a pool of qualified applicants. This will help ensure that all authorized and budgeted positions are filled in a timely manner.

II. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT POLICE

GOAL AREA HUMAN RESOURCES

List performance effectiveness measurement indicators (use one page for each performance effectiveness measurement listed for your Department in the 2012-13 Budget Document.)

1. Implement Professional Development Program.
2. Implement new internal supervisory training class for newly promoted supervisors in all areas of responsibilities.
3. Provide electronic access to all administrative and operational forms and data to employees via internal systems and CGPD network.

III. REPORT ON WORKLOAD INDICATORS

DEPARTMENT POLICE

GOAL AREA

HUMAN RESOURCES

2010-2011 Actual	2011-12 Mid Year 6 Month	2012-13 Projected 12 Month Total
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- **WORKLOAD INDICATORS**

* Average number of training hours for sworn & non sworn employees	10,811	6754	13,513
* Number of police applicants set up for backgrounds.	120	42	120
* Hired officers	6	8	9

- **NEW WORKLOAD INDICATORS (if applicable)**

II. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT POLICE

GOAL AREA SERVICES OFFERED

List performance effectiveness measurement indicators (use one page for each performance effectiveness measurement indicator listed for your Department in the 2012-13 Budget Document).

Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided Department; if available, please indicate any data already collected for this measurement; indicate if this measurement needs to be revised or substituted for by another performance measurement.

1. The percentage of case clearances by the Criminal Investigations Division will be 30% or greater.
2. Improve documentation of crime scenes by maintaining the percentage of scene's photographed to a minimum of 80%.
3. For the period of October 1, 2011 through March 31, 2012, the Criminal Investigation Division has a 31% clearance rate of the 728 assigned cases. The Case Management File was used as the source for this information. Clearance rates are impacted by the allocation of resources, personnel, victim cooperation, the criminal justice system and the particular crime.

II. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT POLICE

GOAL AREA SERVICES OFFERED

List the objectives for your Department for inclusion in 2012-13 Budget Document (these can be existing, revised, or new objectives).

1. Prevention and reduction of criminal activity with directed police patrol strategies.
2. Expand and enhance directed patrol activities and police presence that target known trouble locations. (i.e., with Problem Solving Team, bike patrols, saturation patrols).
3. Implement stationary license plate recognition cameras throughout different geographical locations of the city to enhance the already existing mobile unit.
4. Conduct traffic resources management through enforcement, planning, directing and coordinating of police resources at locations known to produce accidents, traffic flow concerns, or numerous traffic law violations (i.e., Click It or Ticket and the Selective Traffic Enforcement Programs, waterway safety is managed by the Marine Patrol Unit).
5. Maintain current and accurate statistics of criminal activity, arrests, and case closures.

6. Continue and enhance public education programs that provide information on crime prevention techniques, to include security surveys on both residential and commercial.
7. Continue to enhance and expand RAD and RAD Kids Self Defense Programs.
8. Continue to enhance and expand the citizen's patrol unit and police civilian volunteers.
9. Ensure the safety of Coral Gables waterways and boaters by conducting area checks and providing boating education programs through homeowners associations.

III. REPORT ON WORKLOAD INDICATORS

DEPARTMENT	<u>POLICE</u>	GOAL AREA	<u>SERVICES OFFERED</u>		
			2010-11 Actual	2011-12 Mid Year 6 Month	2012-13 Projected 12 Month Total
• WORKLOAD INDICATORS					
*	Number of Calls For Service (CFS) Processed		110,269	48,407	96,814
*	Number of Phone Calls Processed		205,156	106,066	212,132
*	Number of I/I Reports Processed		10,012	5253	10,506
*	Number of Arrests Processed		879	429	858
*	Number of Citations Processed		14786	9825	19,650
*	Number of Crash Reports Processed		3234	1594	3188
• NEW WORKLOAD INDICATORS (if applicable)					





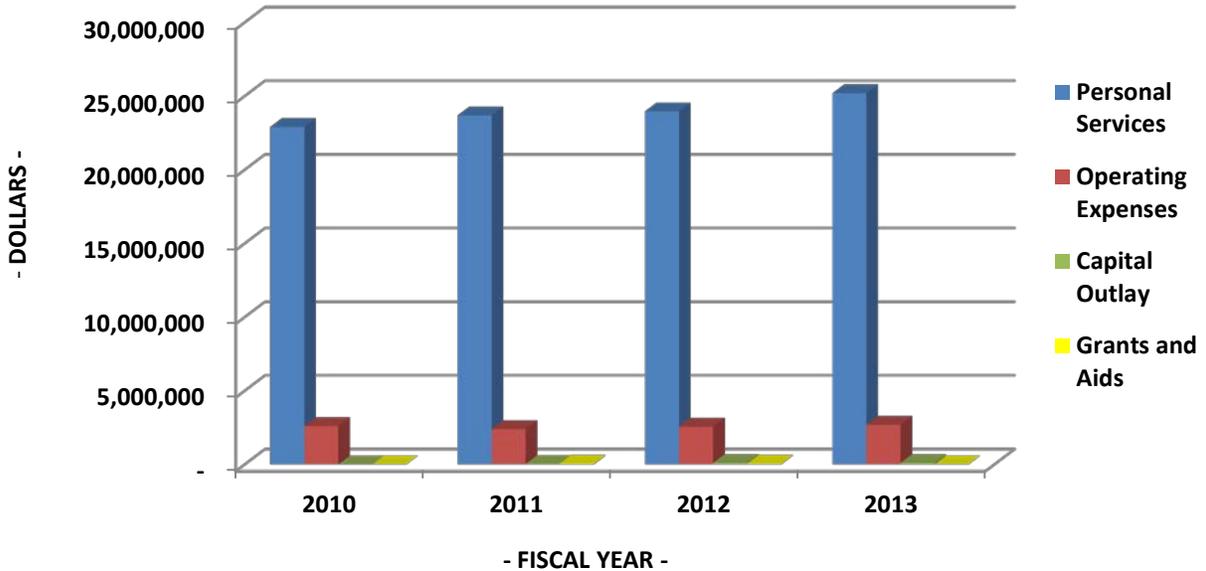
**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



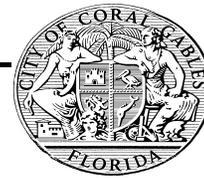
**FIRE DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2009-2010 ACTUAL</u>	<u>2010-2011 ACTUAL</u>	<u>2011-2012 BUDGET</u>	<u>2012-2013 BUDGET</u>
Personal Services	22,908,588	23,693,500	23,968,247	25,194,427
Operating Expenses	2,606,235	2,407,737	2,575,173	2,699,396
Capital Outlay	487	35,623	104,719	100,703
Grants and Aids	510	64,934	46,466	-
TOTALS	<u><u>25,515,820</u></u>	<u><u>26,201,794</u></u>	<u><u>26,694,605</u></u>	<u><u>27,994,526</u></u>
 No. of Positions	 147	 147	 147	 147

EXPENDITURE COMPARISONS



**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
FIRE DEPARTMENT
5500 FIRE DEPARTMENT
522 FIRE CONTROL

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET	
5130	Fire Chief	1	1	1	1	\$ 157,768
5129	Deputy Fire Chief	1	1	1	1	155,360
5125	Fire Division Chief	3	3	3	3	416,870
5120	Fire Battalion Chief	3	3	3	3	413,804
5118	Fire Captain	15	15	15	15	1,926,716
5114	Fire Lieutenant	24	24	24	24	2,724,530
5113	Fire Inspector II	1	1	1	1	74,235
5112	Fire Inspector	2	2	2	2	109,678
5108	Fire Administrative Supervisor	2	2	2	2	131,872
5107	Fire Supt. Serv. Coord. II	1	1	1	1	59,571
5105	Firefighter	92	92	92	92	7,420,681
5103	Fire Public Education Specialist	1	1	1	1	56,742
0031	Secretary	1	1	1	1	49,026
9999	Holiday Pay	-	-	-	-	527,000
8888	Overtime	-	-	-	-	350,000
5555	Overtime Reimbursement	-	-	-	-	(79,000)
4444	Salary Reimbursement	-	-	-	-	(56,000)
TOTAL		147	147	147	147	\$ 14,438,853

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 14,564,991	\$ 14,850,387	\$ 14,176,923	\$ 14,438,853
2000	Employee Benefits - See Other Cost Dist.	8,343,597	8,843,113	9,791,324	10,755,574
3130	Special Medical Services	141,846	66,000	66,000	66,000
3190	Other Professional Services	915	750	2,000	1,500
3410	Laundry & Sanitation Services	2,230	2,190	2,800	2,800
4020	Central Garage Motor Pool Rent	840,204	760,656	789,531	780,614
	Replacement:	143,308			
	Oper. & Maint:	637,306			
4040	Central Garage Miscellaneous Charges	600	1,661	5,000	3,000
4410	Rental of Machinery and Equipment	13,318	11,788	13,000	13,000
4420	Public Facilities Cost - See Other Cost Dist.	527,711	520,853	489,220	507,104
4450	Lease Equipment	-	-	-	67,600
4550	General Liability Insurance	735,234	762,231	774,672	860,958
4620	Repair and Maint. of Office Equipment	2,151	-	2,000	2,000
4630	Repair/Maint. of Machinery & Equipment	28,428	26,906	34,600	31,600
4710	Special Printed Forms	3,988	1,426	1,500	1,500
4940	Taxes & License Fees Paid	325	7,190	340	8,135
4990	Other Miscellaneous Expense	1,012	833	3,500	3,000
5100	Office Supplies	12,415	10,349	15,000	13,000
5202	Chemicals and Photographic Supplies	-	-	300	300

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
FIRE DEPARTMENT
5500 FIRE DEPARTMENT
 522 FIRE CONTROL

EXPENDITURE DETAIL

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
5203 Drugs and Medical Supplies	94,332	79,580	102,100	100,000
5204 Cleaning & Janitorial Supplies	10,226	13,064	10,500	10,500
5206 Food for Human Consumption	-	-	2,500	2,500
5208 Household & Institutional Supplies	5,023	4,367	5,000	5,000
5209 Protective Clothing	35,532	13,724	19,266	45,320
5211 Building Materials and Supplies	1,136	1,465	2,000	2,000
5214 Uniform Allowance	103,302	98,723	133,000	108,650
5215 Small Tools & Minor Equipment	11,902	7,361	29,000	18,000
5217 Operating Equipment Repair Parts	9,195	4,866	20,345	14,700
5220 Motor Oil and Other Lubricants	817	476	1,000	1,000
5400 Membership Dues and Subscriptions	2,808	3,419	3,034	3,380
5410 Employee Training	21,585	7,859	47,965	26,235
6430 Equipment Repair/Replacement	-	3,381	88,159	85,871
6440 Equipment Additions	-	27,482	1,800	1,800
6441 Equipment - State Grants	-	-	10,000	10,000
6442 EMS County Grants	487	4,760	4,760	3,032
8209 Tenet Health Care Foundation Grant	510	-	-	-
8326 Fed 08 UASI Grant	-	64,934	46,466	-
TOTAL	\$ 25,515,820	\$ 26,201,794	\$ 26,694,605	\$ 27,994,526

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: FIRE**

MISSION STATEMENT

“To provide protection for life and property in a proactive and professional manner that enhances the City of Coral Gables’ position as a premier international, residential, and business community.”

VISION STATEMENT

“To set the standards of excellence, guided by principles of trust, integrity, honesty, loyalty, and respect for all.”

DEPARTMENT FUNCTION STATEMENT

The Fire Department is responsible for protection and preservation of life and property. This is best accomplished by providing our community with preventative training involving health, fire, and life safety procedures. This is achieved through local safety fairs, awareness training, school tours, and CPR training coordinated through our Public Education Specialist. The department also provides 24-hour emergency fire and medical services via 3 battalions, rotating on a 24-hour on-duty schedule and providing around the clock coverage.

The Fire Department is comprised of the Office of the Fire Chief and three divisions. The Fire Chief is supported with a Deputy Fire Chief, an Administrative Assistant, a Medical Director, and a Public Information Officer. The Divisions are commanded by Division Chiefs.

The **Professional Standards Division** has the overall responsibility for training of all emergency medical, fire suppression, driver engineers, officers, and recruit personnel. This division administers and coordinates the public fire and life safety education programs for the entire community, as well as coordinates and maintains the department’s accreditation process. The **Fire Prevention Division** is responsible for fire and life safety inspections, code compliance, new construction & remodel plans review, and inspections. The **Operations Division** is responsible for emergency responses, hydrant maintenance, fire drills, and life safety inspections. This division also maintains all incident and patient care records. Battalion fire safety inspectors perform occupational license inspections, while simultaneously completing tactical and pre-fire planning. Although emergency responses are unpredictable, daily activities are accomplished in a coordinated, efficient, and effective manner. Support Services completes the Operations Division and offers all logistical support that includes equipment and supplies for vehicle and station maintenance needs as well as emergency response necessities for the Fire Department.

DEPARTMENT GOALS

GROWTH AND DEVELOPMENT

To provide governmental services and physical infrastructure which will enhance our citizens pride in their community and assist the City of Coral Gables in becoming a visionary global city.

SERVICES OFFERED

To adequately fund and provide essential services that are needed to ensure a high quality of life, health, safety, and welfare to the residential and business communities while preserving the historical heritage of the “City Beautiful.”

EFFICIENCY

To provide cost effective services that efficiently utilize City resources.

HUMAN RESOURCES

To attract, train, motivate, and retain a competent and cohesive work force that delivers effective and efficient services.

COMMUNICATION/COOPERATION

Provide open and candid communications within the work place in order to develop and maintain cooperation and a good working relationship with the public and all City entities.

HEALTH AND SAFETY

Provide the best possible environment for the safety and well-being of fire department personnel.

GROWTH AND DEVELOPMENT

Goal: To provide governmental services and physical infrastructure which will enhance our citizens' pride in their community and which will assist the City of Coral Gables in becoming a visionary global city.

Objective: Assure that the water supply system for fire protection is inspected, tested, and receives maintenance two (2) times annually.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Perform water system maintenance and testing twice yearly for 1,262 hydrants.	Fire Prevention & Operations Divisions	2,524	FY 2010-2011	2,524 Completed
			FY 2011-2012 (as of 3/31/12)	1,262 Completed

Objective: Provide increased educational opportunities to all fire department personnel.			
Action Plan:	Assigned to	Completion Date	Status
Increase the number of personnel trained on the CFAI Accreditation process.	Professional Standards Division	9/30/13	On-going (4 personnel trained to date)
Increase the number of personnel trained in fire cause and origin to assist on fire investigations.	Professional Standards & Fire Prevention Divisions	9/30/13	On-going (2 personnel trained to date)
Provide advanced educational opportunities to all fire department personnel.	Professional Standards Division	FY 2010-2011	63
		FY 2011-2012 (as of 3/31/12)	32

Objective: Evaluate future Fire-Rescue stations for the central and southern districts of the City.			
Action Plan:	Assigned to	Completion Date	Status
Explore land acquisition and funding sources in concert with neighboring governments.	Office of the Fire Chief	9/30/13	On-going

GROWTH AND DEVELOPMENT (continued)

Objective: Rebuild Fire Station 2 and training facility.			
Action Plan:	Assigned to	Completion Date	Status
Research funding sources to rebuild/remodel Fire Station 2.	Policy Team	9/30/13	Pending
Explore options to improve parking facilities for station personnel and visitors.	Policy Team	9/30/13	Pending

Objective: Repair and maintain Fire Station 3.			
Action Plan:	Assigned to	Completion Date	Status
Complete necessary repairs to ensure that the station is maintained to support fire and emergency medical operations and response.	Policy Team	9/30/13	Pending

Objective: Maintain the Department's current status as a nationally accredited fire rescue department from the Commission on Fire Accreditation International (CFAI) and Class-1 rating from the Insurance Services Office (ISO).			
Action Plan:	Assigned to	Completion Date	Status
Monitor and communicate with the Center for Public Safety Excellence (CPSE)/Commission on Fire Accreditation International (CFAI) on completing the Department's Annual Compliance Report and maintaining Accredited Agency status.	Office of the Fire Chief and Professional Standards Division	7/16/12	On-going
		7/13/13	Pending
Prepare and analyze the Fire Chief's annual report to maintain the Department's Class 1 ISO rating.	All Divisions	3/1/13	On-going
Communicate Accreditation and ISO changes, along with department updated goals, to maintain open communications with fire department personnel.	Office of the Fire Chief	Semi-Annually	Pending

SERVICES OFFERED

Goal: To adequately fund and provide essential services that are needed to ensure a high quality of life, health, safety, and welfare for the residential and business communities while preserving the historical heritage of the "City Beautiful."

Objective: Provide an increased quality of emergency fire and medical service to all areas of the City, 365 days per year.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Monitor and provide fire and life safety related responses.	Operations Division	calls for service 2,200	FY 2010-2011	2,032 calls for service
			FY 2011-2012 (as of 3/31/12)	1,100 calls for service
Monitor and provide Emergency Medical Services.	Operations Division	calls for service 4,500	FY 2010-2011	4,192 calls for service
			FY 2011-2012 (as of 3/31/12)	2,241 calls for service

Objective: Provide quality fire prevention and life safety programs to all commercial buildings in the City.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Process and review construction renovation plans.	Fire Prevention Division	1,500	FY 2010-2011	1,345
			FY 2011-2012 (as of 3/31/12)	786
Perform commercial property inspections/pre-plans.	Fire Prevention and Operations Divisions	9,000	FY 2010-2011	9,000
			FY 2011-2012 (as of 3/31/12)	4,489

Objective: Update and consolidate all fire department records management systems/programs (i.e. ECPR/Zoll, CAD, FireHouse, MobilEyes, etc.)				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Identify funding sources to change and update fire department RMS programs.	Policy Team	On-going	Open	On-going

Objective: Conduct educational programs for children and adults concerning the importance of fire and life safety.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Conduct fire & life safety presentations at various locations.	Professional Standards Division	400	FY 2010-2011	399
			FY 2011-2012 (as of 3/31/12)	291
Monitor the number of audiences reached by fire & life safety presentations.	Professional Standards Division	35,000	FY 2010-2011	29,194
			FY 2011-2012 (as of 3/31/12)	33,365

Objective: Provide preparation and training for Homeland Security and Emergency Management Operations.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Pursue grant opportunities for funding of equipment and training.	Policy Team	Annually	FY 2010-2011	On-going
Maintain participation in the Regional Domestic Security Task Force.	Operations Division	Quarterly	FY 2011-2012	4
Train personnel on use of Weapons of Mass Destruction (WMD) equipment and scenarios.	Professional Standards Division	9 classes	FY 2010-2011	12
			FY 2011-2012 (as of 3/31/12)	3
Train personnel on Hazardous Materials (HazMat) spills and containment.	Professional Standards Division	3 classes	FY 2010-2011	3
			FY 2011-2012 (as of 3/31/12)	1
Work and train with other City departments in emergency operation functions.	Policy Team	2 classes	9/30/13	Pending

EFFICIENCY

Goal: To provide cost effective services that efficiently utilize City resources.

Objective: Provide fire protection for commercial, residential and personnel property to minimize the average loss per building response.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Monitor monthly emergency fire response times to insure efficiency and effectiveness.	Operations Division	12 meetings annually with each battalion officer	9/30/11	12
			FY 2011-2012 (as of 3/31/12)	6
Track and analyze emergency response times to ensure attainment of benchmarks in accordance with Commission on Fire Accreditation International (CFAI) standards.	Operations and Professional Standards Divisions	Respond within 8 minutes, 12 seconds or less total response time (TRT) , 90% of the time	as of 12/31/11	89.4%
			(as of 3/31/2012)	90.9%
Monitor average loss per fire response.	Operations Division	≤ \$5,000	FY 2010-2011	\$5,485
			FY 2011-2012 (as of 3/31/12)	\$2,526

Objective: Remain proactive in providing the public with new services, skills, and equipment.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Maintain active participation in industry related organizations and education.	Policy Team	12 Annually	FY 2010-2011	Completed
			FY 2011-2012 (as of 3/31/12)	On-going
Seek community input on current services rendered, new services desired through the Citizen Survey Program.	Professional Standards Division	2,400 Annually	FY 2010-2011	2,409
			FY 2011-2012 (as of 3/31/12)	1,158

Objective: Maintain high employee morale.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Maintain and promote employee recognition programs.	Policy Team	Monthly (with each Battalion)	FY 2010-2011	Completed
			FY 2011-2012 (as of 3/31/12)	24
Expand communications through bi-weekly teleconference sessions.	Fire Chief's Office	72 Annually	9/30/13	On-going

EFFICIENCY (continued)

Objective: Dedicate staffing to upkeep and maintain Fire Department apparatus, equipment, and stations.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Maintain fire department facilities annually.	Professional Standards and Operations Divisions	12,000 hours	FY 2010-2011	10,880 hours
			FY 2011-2012 (as of 3/31/12)	6,039 hours
Maintain fire department vehicles and testing annually.	Operations Division	13,440 hours	FY 2010-2011	12,045 hours
			FY 2011-2012 (as of 3/31/12)	6,122 hours
Maintain fire hose upkeep and testing annually.	Operations Division	780 hours	FY 2010-2011	768 hours
			FY 2011-2012 (as of 3/31/12)	779 hours
Work with the Public Works Department on upgrading pump testing facilities for annual testing of all fire department apparatus.	Operations Division	ISO Compliance	Pending	Pending

Objective: Maintain close interaction and cooperation with the Development Services Department to oversee and monitor growth and development.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Interact with Development Services management and field personnel to ensure safety and compliance for all new and existing structures within the City.	Fire Prevention Division	104 Annually	FY 2010-2011	104
			FY 2011-2012 (as of 3/31/12)	55

Objective: Research and recommend a replacement of the current Records Management System (RMS) to a system that allows for the integration of various information and data gathering points within the department.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Research and then identify funding sources to replace and/or update fire department RMS programs.	Policy Team	9/30/13	Open	On-going

HUMAN RESOURCES

Goal: To attract, train, motivate, and retain a competent and cohesive work force that delivers effective and efficient services.

Objective: Provide training for each employee annually to meet the requirements of the:				
1. Insurance Services Office (ISO) 2. Health and Rehabilitative Services (HRS) 3. Florida Department of Labor and Security – Safety Division (OSHA) 4. National Fire Protection Association (NFPA) 5. Florida State Fire Marshal – Bureau of Fire Standards 6. Commission on Fire Accreditation International (CFAI) 7. Department of Defense/Homeland Security 8. National Incident Management System (NIMS)				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Provide ISO, OSHA, NFPA, State Fire Marshal, and DOD/HS training for each firefighter annually.	Professional Standards Division	50,000 hours	FY 2010-2011	54,909 hours
			FY 2011-2012 (as of 3/31/12)	30,179 hours
Provide required HRS training to all Emergency Medical Technicians and Paramedics annually.	Professional Standards Division	2,500 hours	FY 2010-2011	4,587 hours
			FY 2011-2012 (as of 3/31/12)	1,047 hours

Objective: Develop supervisors and managers to assure quality work product results, and personnel management.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Provide all fire officers with supervisory / management training annually.	Professional Standards Division	2,500 hours	FY 2010-2011	3,496 hours
			FY 2011-2012 (as of 3/31/12)	1,750 hours
Establish and implement an Executive Development & Mentoring Program that will provide a seamless transition for future management teams.	Policy Team	30 Personnel	9/30/13	On-going

Objective: Develop a comprehensive mentoring and retention plan to attract and maintain a diverse pool of qualified officers and employees.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Develop and implement a mentoring program for the enhancement of personnel retention and officer development.	Professional Standards and Operations Divisions	All fire department personnel	9/30/13	On-going

HUMAN RESOURCES (continued)

Objective: Increase the percentage of certified paramedics on the Fire Department toward the ultimate goal of 100%.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Increase the percentage of certified paramedics on the Fire Department through hiring practices and/or encouraging current employees to enroll in a paramedic training program.	Professional Standards Division	89%	FY 2010-2011	89%
		90%	FY 2011-2012 (as of 3/31/12)	89%

Objective: Increase the percentage of certified Fire Inspectors on the Fire Department.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Increase the percentage of certified fire inspectors on the Fire Department through hiring practices and/or encouraging current employees to enroll in the Fire Inspector Certification Program.	Professional Standards and Fire Prevention Divisions	All fire department personnel	9/30/13	On-going

COMMUNICATION/COOPERATION

Goal: Provide open and candid communications within the work place in order to develop and maintain cooperation and a good working relationship with the public and all City entities.

Objective: Communicate the need and value of strategic goals and objectives to all fire department personnel.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Meet with all department personnel to communicate the Fire Department's goals and achievements.	Office of the Fire Chief	Quarterly	FY 2010-2011	4
			FY 2011-2012 (as of 3/31/12)	2
Meet with senior staff to communicate significant information within the Department.	Office of the Fire Chief	Weekly	FY 2010-2011	50
			FY 2011-2012 (as of 3/31/12)	27
Continue Labor/Management meetings to discuss concerns and improve operations.	Policy Team	Quarterly	FY 2010-2011	6
			FY 2011-2012 (as of 3/31/12)	2
Maintain a Strategic Planning process designed to guide the Department in creating and meeting goals and objectives.	Policy Team	Annually	FY 2010-2011	Completed
			FY 2011-2012 (as of 5/17/12)	Completed

COMMUNICATION/COOPERATION (continued)

Objective: Enhance relationships with industry related organizations at all levels.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Enhance relationships with neighboring jurisdictions and agencies to promote regional cooperation and collaboration through FOAM-D organization committees.	Policy Team	60	FY 2010-2011	64
			FY 2011-2012 (as of 3/31/12)	35
Maintain a presence and continue to provide input at regional and state levels.	Policy Team	10	FY 2010-2011	15
			FY 2011-2012 (as of 3/31/12)	6

Objective: Improve and utilize new computer technology on all emergency response vehicles.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Continue to improve IT communications for fire and rescue apparatus.	Professional Standards and Operations Divisions	Upgrade all on-board computers with new technologies	Open	In progress
Ensure all administrative offices, stations and facilities obtain the necessary communications equipment and software needed to ensure effective and efficient communications and service.	Professional Standards and Operations Divisions	All facilities	Open	In progress
Work with I.T. to provide computer training to select department personnel on necessary information technology programs used by the City for communications (i.e. HEAT, Eden, CAD)	Professional Standards and Operations Divisions	Select personnel	Open	In progress

Objective: Provide method for input from citizens concerning quality of service.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Mail citizen surveys to calls for service.	Professional Standards Division	3,000 Annually	FY 2010-2011	2,409
			FY 2011-2012 (as of 3/31/12)	1,158
Research, develop, and convert the current Citizen Survey Program to electronic format.	Professional Standards Division	9/30/13	9/30/13	Pending
Review citizen notes and letters.	Office of the Fire Chief and Professional Standards Division	200 Annually	FY 2010-2011	202
			FY 2011-2012 (as of 3/31/12)	102
Continue to participate in community forums that provide the public the opportunity to express their expectations of fire department services.	Office of the Fire Chief and Fire Department Staff	50 Annually	FY 2010-2011	50
			FY 2011-2012 (as of 3/31/12)	24

COMMUNICATION/COOPERATION (continued)

Objective: Provide a quarterly newsletter to all department and retired personnel communicating department goals, objectives, and activities.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Publish the "05 Report" for all department and retired personnel.	Professional Standards Division	Quarterly	FY 2010-2011	4
			FY 2011-2012 (as of 3/31/12)	2

HEALTH AND SAFETY

Goal: Provide the best possible environment for the safety and well-being of Fire Department personnel.

Objective: Improve the health and safety of all department members which result in a decrease in work hours lost.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Systematically review and evaluate firefighting gear and personal protective equipment.	Professional Standards and Operations Divisions	Quarterly	Open	On-going
Establish and train Safety Officers who will provide department accident, injury & exposure review and investigations to produce recommendations in a timely fashion.	Professional Standards and Operations Divisions	6	12/31/12	In progress
Utilize the "Near Miss" National Reporting System and encourage all fire department members to actively participate in reporting.	Professional Standards and Operations Divisions	All Fire Department Personnel	Open	On-going
Maintain the "Courage to be Safe...So That Everyone Goes Home" Program.	Professional Standards and Operations Division	All Fire Department Personnel	Open	On-going
Encourage personnel to take an active role in a voluntary health, fitness and safety regimen.	Professional Standards and Operations Divisions	All Fire Department Personnel	Open	On-going

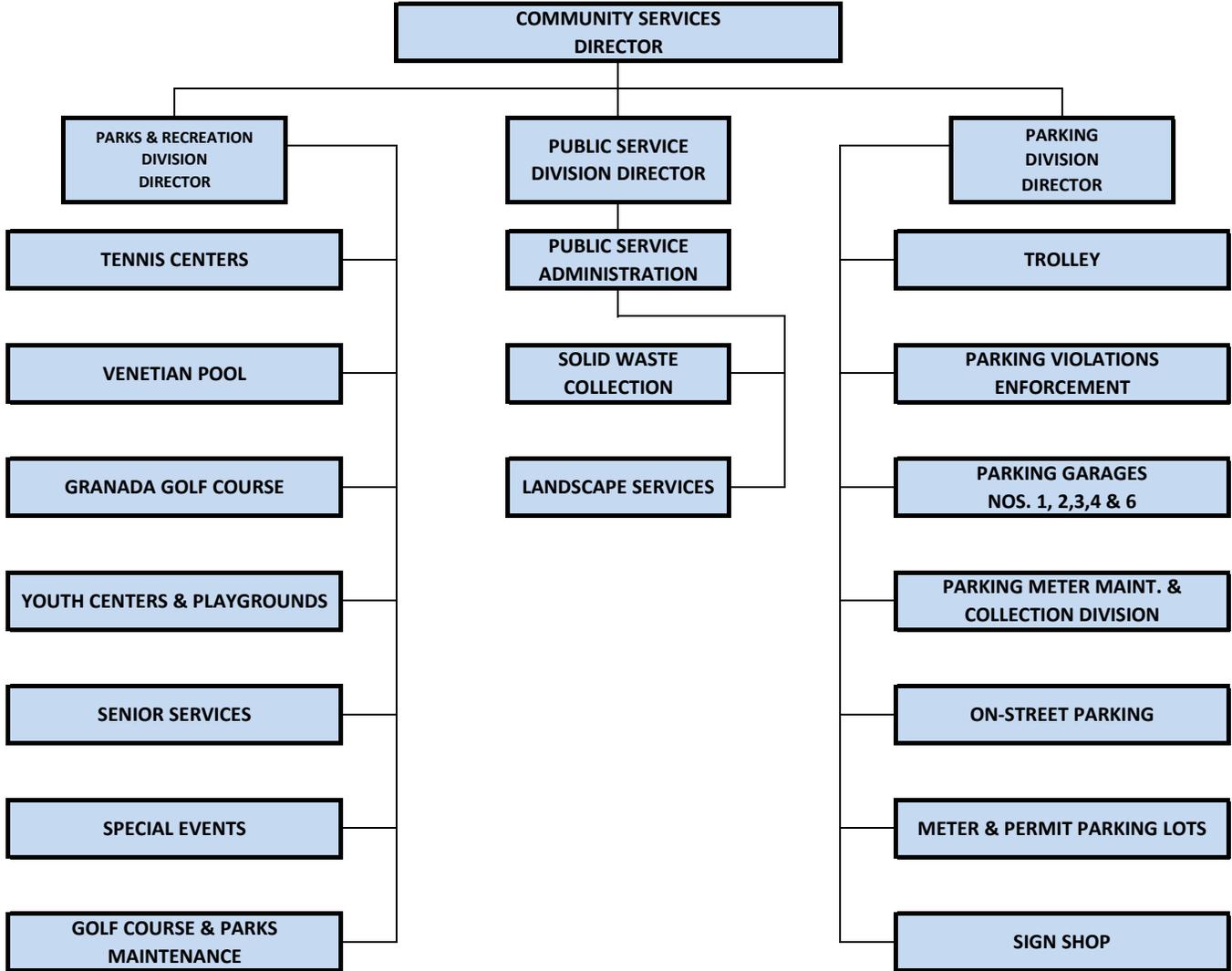
Objective: Maintain facilities in accordance with industry acceptable standards to ensure that all safety measures are in compliance.				
Action Plan:	Assigned to	Target 2012-2013	Completion Date	Status
Work with Human Resources (Risk Management) to develop and implement a formalized facility inspection program.	Professional Standards Division & Human Resources Department	3/31/13	Open	In progress



CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET

DEPARTMENT: COMMUNITY SERVICES

ORGANIZATION CHART





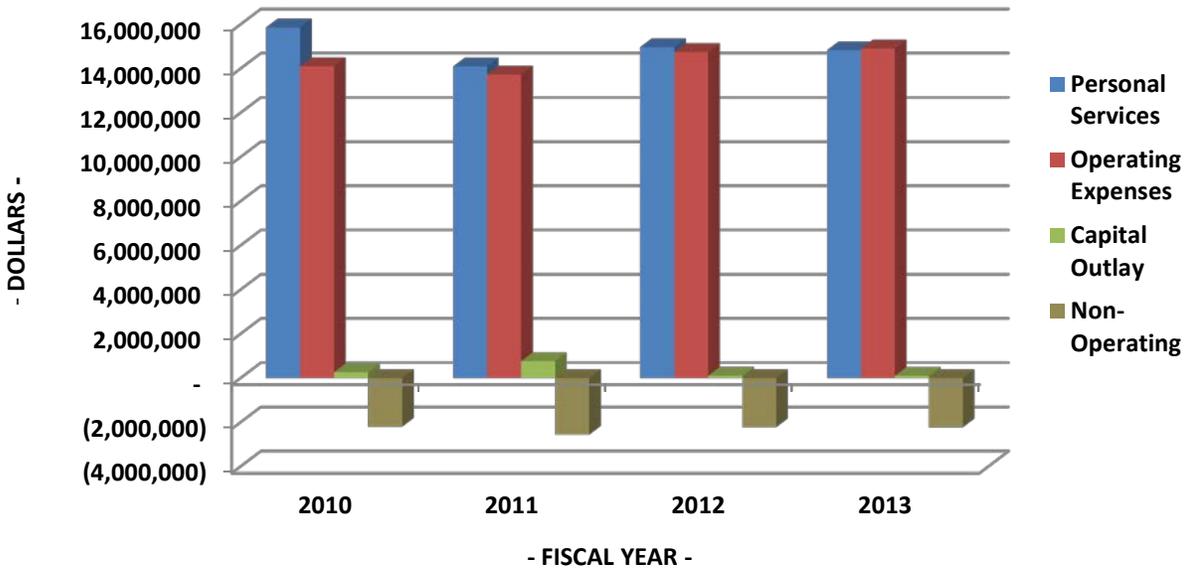
**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



**COMMUNITY SERVICES DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2009-2010 ACTUAL</u>	<u>2010-2011 ACTUAL</u>	<u>2011-2012 BUDGET</u>	<u>2012-2013 BUDGET</u>
Personal Services	15,861,817	14,092,957	14,969,541	14,831,223
Operating Expenses	14,108,919	13,733,947	14,750,906	14,901,954
Capital Outlay	264,647	763,803	106,001	99,760
Non-Operating	(2,201,299)	(2,561,128)	(2,222,341)	(2,226,823)
TOTALS	<u><u>28,034,084</u></u>	<u><u>26,050,362</u></u>	<u><u>28,074,248</u></u>	<u><u>27,606,114</u></u>
No. of Positions	158	149	146	146

EXPENDITURE COMPARISONS





**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
6000 COMMUNITY SERVICES - ADMINISTRATION
 572 PARKS & RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
6315	Recreation Director	1	1	-	\$ -
6310	Community Services Director	-	-	1	128,045
6010	Assistant Recreation Director	1	1	-	-
0602	Administrative Assistant	1	1	-	-
0031	Secretary	1	1	-	-
TOTAL		4	4	1	\$ 128,045

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 244,596	\$ 196,063	\$ 179,160	\$ 128,045
2000	Employee Benefits - See Other Cost Dist.	221,171	187,229	92,198	57,208
3190	Other Professional Services	-	4,614	3,925	-
4090	Other Transportation Expense	6,075	5,400	675	5,400
4410	Rental of Machinery and Equipment	-	1,560	5,676	-
4550	General Liability Insurance	20,051	19,847	9,790	7,635
5100	Office Supplies	1,805	2,955	2,600	1,000
5206	Food for Human Consumption	66	-	200	-
5208	Household & Institutional Supplies	179	10	-	-
5214	Uniform Allowance	-	671	1,000	250
5400	Membership Dues and Subscriptions	1,200	980	1,060	1,000
5410	Employee Training	-	-	500	-
TOTAL		\$ 495,143	\$ 419,329	\$ 296,784	\$ 200,538

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
6005 PARKS & RECREATION DIVISION - ADMINISTRATIVE
 572 PARKS & RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
6315	Recreation Director	-	-	1	1
0059	Special Projects Coordinator	-	-	1	1
0602	Administrative Assistant	-	-	1	1
TOTAL		-	-	3	3

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ -	\$ 3,069	\$ 156,971	\$ 215,176
2000	Employee Benefits - See Other Cost Dist.	-	-	89,369	108,511
3190	Other Professional Services	-	-	-	3,925
4090	Other Transportation Expense	-	225	5,400	5,400
4410	Rental of Machinery and Equipment	-	-	-	2,500
4550	General Liability Insurance	-	-	8,577	12,830
5100	Office Supplies	-	-	-	2,600
5206	Food for Human Consumption	-	-	-	200
5214	Uniform Allowance	-	-	-	750
5400	Membership Dues and Subscriptions	-	-	-	860
5410	Employee Training	-	-	-	500
TOTAL		\$ -	\$ 3,294	\$ 260,317	\$ 353,252

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
6010 PARKS & RECREATION DIVISION - TENNIS CNTRS
 572 PARKS & RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
6304	Sports Shop Attendant	1	1	1	1
6102	Prof. Tennis Oper. Supv.	1	1	1	1
3004	Maintenance Worker I	1	1	1	1
0031	Secretary	1	1	1	1
9005	Part-time Employees	-	-	-	-
6666	-	-	-	-	-
TOTAL		4	4	4	4
					\$ 350,549

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 364,265	\$ 346,021	\$ 246,387	\$ 350,549
2000	Employee Benefits - See Other Cost Dist.	153,583	146,387	133,805	138,634
3190	Other Professional Services	107,487	137,799	106,169	120,000
4020	Central Garage Motor Pool Rent	5,425	8,366	8,684	8,586
	Replacement:	1,576			
	Oper. & Maint:	7,010			
4040	Central Garage Miscellaneous Charges	44	-	-	-
4420	Public Facilities Cost - See Other Cost Dist.	126,787	116,653	109,568	113,573
4550	General Liability Insurance	13,726	13,918	13,463	20,902
4630	Repair/Maint. of Machinery & Equipment	44	92	500	500
4690	Special Maintenance Interdept'l Charges	11,778	8,220	11,004	12,599
4710	Special Printed Forms	1,135	1,398	2,920	2,920
5100	Office Supplies	2,303	1,934	1,200	1,200
5203	Drugs and Medical Supplies	3	11	110	110
5204	Cleaning & Janitorial Supplies	395	90	1,147	1,147
5206	Food for Human Consumption	2,584	3,036	1,595	1,595
5208	Household & Institutional Supplies	23,221	30,219	32,791	32,791
5213	Rental of Uniforms for Employees	-	-	395	395
5214	Uniform Allowance	224	2,454	2,583	2,583
5215	Small Tools & Minor Equipment	-	9	100	100
5217	Operating Equipment Repair Parts	115	-	-	-
5400	Membership Dues and Subscriptions	70	-	50	50
5410	Employee Training	-	-	565	565
TOTAL		\$ 813,189	\$ 816,607	\$ 673,036	\$ 808,799

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



420 VENETIAN POOL FUND
COMMUNITY SERVICES DEPARTMENT
6020 PARKS & RECREATION DIVISION - VENETIAN POOL
 572 PARKS & RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
6205	Venetian Pool Supervisor	1	1	1	1
6203	Venetian Pool Ass't Supv.	1	1	1	\$ 43,867
3004	Maintenance Worker I	1	1	1	38,438
9004	Part-time Employees	-	-	-	176,492
9999	Holiday Pay	-	-	-	2,760
TOTAL		3	3	3	\$ 322,896

EXPENDITURE DETAIL

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000 Salaries	\$ 304,197	\$ 313,332	\$ 310,663	\$ 322,896
2000 Employee Benefits - See Other Cost Dist.	184,448	167,189	171,945	172,890
3180 Contracted Services	1,230	-	6,580	5,680
3190 Other Professional Services	4,463	4,710	5,100	6,000
4040 Central Garage Miscellaneous Charges	75	-	-	-
4410 Rental of Machinery and Equipment	-	1,028	800	2,000
4420 Public Facilities Cost - See Other Cost Dist.	135,861	126,699	126,598	131,226
4550 General Liability Insurance	18,017	17,017	16,976	19,254
4620 Repair and Maint. of Office Equipment	78	(2)	400	400
4630 Repair/Maint. of Machinery & Equipment	234	1,257	1,300	1,300
4710 Special Printed Forms	616	686	1,500	1,500
4940 Taxes & License Fees Paid	3,261	2,876	4,500	3,300
4990 Other Miscellaneous Expense	(8,806)	-	-	-
5100 Office Supplies	1,873	898	2,000	2,000
5201 Agricultural Supplies	34	101	500	500
5202 Chemicals and Photographic Supplies	14,010	27,235	12,700	27,000
5203 Drugs and Medical Supplies	239	402	1,000	1,000
5204 Cleaning & Janitorial Supplies	3,166	2,936	3,500	3,500
5206 Food for Human Consumption	60,703	69,713	44,760	69,760
5208 Household & Institutional Supplies	3,927	5,826	4,914	9,414
5209 Protective Clothing	-	200	200	200
5211 Building Materials and Supplies	-	77	150	150
5214 Uniform Allowance	2,216	2,636	2,690	2,690

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**

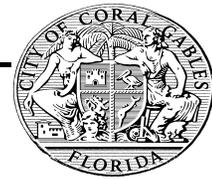


420 VENETIAN POOL FUND
COMMUNITY SERVICES DEPARTMENT
6020 PARKS & RECREATION DIVISION - VENETIAN POOL
 572 PARKS & RECREATION

EXPENDITURE DETAIL

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
5215 Small Tools & Minor Equipment	1,135	2,491	2,500	2,500
5400 Membership Dues and Subscriptions	140	140	250	250
5410 Employee Training	(188)	1,083	800	800
TOTAL	\$ 730,929	\$ 748,530	\$ 722,326	\$ 786,210

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



430 GRANADA GOLF COURSE FUND
COMMUNITY SERVICES DEPARTMENT
6030 PARKS & RECREATION DIV. - GRANADA GOLF CRSE
 572 PARKS & RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
9999	Holiday Pay - Worked	-	-	-	-
TOTAL		-	-	-	\$ 4,000

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ -	\$ -	\$ 4,000	\$ 4,000
2000	Employee Benefits - See Other Cost Dist.	1,546	1,311	1,741	1,588
3190	Other Professional Services	258,987	236,639	233,988	233,988
4040	Central Garage Miscellaneous Charges	-	166	-	-
4550	General Liability Insurance	216	222	219	239
4620	Repair and Maint. of Office Equipment	-	-	750	750
4630	Repair/Maint. of Machinery & Equipment	12,609	4,361	11,500	11,500
4690	Special Maintenance Interdept'l Charges	786,917	527,354	704,247	806,329
4710	Special Printed Forms	742	875	1,000	1,000
4820	Advertising Expense	-	748	3,140	1,500
4950	Collection Charges on Credit Card sales	9,892	13,844	9,892	9,892
4990	Other Miscellaneous Expense	14,492	-	-	-
5100	Office Supplies	765	665	1,000	1,000
5201	Agricultural Supplies	41,541	32,686	57,108	57,108
5203	Drugs and Medical Supplies	-	-	50	50
5204	Cleaning & Janitorial Supplies	1,966	3,365	2,000	3,332
5207	Motor Fuel and Lubricants	-	1,290	1,550	1,550
5208	Household & Institutional Supplies	6,183	1,640	7,000	7,000
5209	Protective Clothing	31	-	775	775
5211	Building Materials and Supplies	1,685	2,122	2,900	2,900
5213	Rental of Uniforms for Employees	565	655	442	750
5214	Uniform Allowance	-	-	250	250
5215	Small Tools & Minor Equipment	1,745	-	1,950	1,950
5217	Operating Equipment Repair Parts	17,559	14,831	16,533	16,500
5400	Membership Dues and Subscriptions	308	1,425	590	590

CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET



430 GRANADA GOLF COURSE FUND
COMMUNITY SERVICES DEPARTMENT
6030 PARKS & RECREATION DIV. - GRANADA GOLF CRSE
 572 PARKS & RECREATION

EXPENDITURE DETAIL

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
5401 Software Subscriptions & Maintenance	-	-	-	-
5410 Employee Training	-	48	625	625
TOTAL	\$ 1,157,749	\$ 844,247	\$ 1,063,250	\$ 1,165,166



**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



430 GRANADA GOLF COURSE FUND
COMMUNITY SERVICES DEPARTMENT
6031 PARKS & RECREATION DIV-GRANADA GOLF CARTS
 572 PARKS & RECREATION

EXPENDITURE DETAIL

			2009-2010	2010-2011	2011-2012	2012-2013
			ACTUAL	ACTUAL	BUDGET	BUDGET
4020	Central Garage Motor Pool Rent		\$ 53,200	\$ 47,500	\$ 49,303	\$ 48,746
	Replacement:	8,949				
	Oper. & Maint:	39,797				
4450	Lease Equipment		29,385	29,458	28,800	29,800
5217	Operating Equipment Repair Parts		4,856	-	7,200	6,200
6410	Motor Equipment Replacements in Fleet		143,592	-	-	-
TOTAL			\$ 231,033	\$ 76,958	\$ 85,303	\$ 84,746

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
6050 PARKS & RECREATION DIV-YOUTH CTR/PLAYGRNDS
 572 PARKS & RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
6009	Youth Center Supervisor	1	1	1	\$ 44,034
6011	Youth Center Ass't Supv.	1	1	1	55,890
6006	Recreation Marketing Spec.	1	1	1	50,669
6005	Recreation Specialist	3	3	3	161,387
3010	Foreman	1	1	1	56,763
3004	Maintenance Worker I	2	2	2	66,622
9005	Part-time Employees	-	-	-	394,114
9999	Holiday Pay	-	-	-	6,400
TOTAL		9	9	9	\$ 835,879

EXPENDITURE DETAIL

		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 786,473	\$ 793,846	\$ 826,975	\$ 835,879
2000	Employee Benefits - See Other Cost Dist.	608,550	468,867	369,439	361,068
3180	Contracted Services	511,311	475,827	477,902	477,901
3190	Other Professional Services	47,722	47,988	66,120	58,500
4020	Central Garage Motor Pool Rent	27,222	25,241	26,199	25,903
	Replacement:	4,755			
	Oper. & Maint:	21,148			
4040	Central Garage Miscellaneous Charges	-	72	-	-
4090	Other Transportation Expense	20,185	22,235	49,500	42,250
4410	Rental of Machinery and Equipment	11,749	7,884	8,544	3,500
4420	Public Facilities Cost - See Other Cost Dist.	590,510	642,948	603,900	625,976
4550	General Liability Insurance	48,567	42,472	45,189	49,842
4630	Repair/Maint. of Machinery & Equipment	4,083	1,996	7,200	5,000
4690	Special Maintenance Interdept'l Charges	41,415	26,780	35,763	40,946
4710	Special Printed Forms	9,236	12,530	27,905	17,000
4820	Advertising Expense	-	362	480	480
4990	Other Miscellaneous Expense	3,032	3,994	3,804	3,804
5100	Office Supplies	4,490	6,208	10,000	10,000
5202	Chemicals and Photographic Supplies	1,895	298	1,600	1,000
5203	Drugs and Medical Supplies	-	71	500	500
5204	Cleaning & Janitorial Supplies	4,891	2,863	6,500	6,500
5206	Food for Human Consumption	13,558	9,126	25,000	20,000
5208	Household & Institutional Supplies	20,361	30,919	37,483	33,000

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
6050 PARKS & RECREATION DIV-YOUTH CTR/PLAYGRNDS
 572 PARKS & RECREATION

EXPENDITURE DETAIL

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
5209 Protective Clothing	264	-	330	330
5211 Building Materials and Supplies	2,656	2,738	3,000	3,000
5213 Rental of Uniforms for Employees	3,153	517	790	790
5214 Uniform Allowance	18,415	30,005	35,000	32,001
5215 Small Tools & Minor Equipment	358	386	1,000	1,000
5400 Membership Dues and Subscriptions	9,033	10,070	15,800	17,000
5410 Employee Training	-	-	250	250
6430 Equipment Repair/Replacement	-	23,428	35,701	32,360
6440 Equipment Additions	-	7,131	20,000	20,000
TOTAL	\$ 2,789,129	\$ 2,696,802	\$ 2,741,874	\$ 2,725,780

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
6051 PARKS & RECREATION DIV-YOUTH CTR SNACK BAR
 572 PARKS & RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
9008	Part-time Employees	-	-	-	\$ 20,879
TOTAL		-	-	-	\$ 20,879

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 21,051	\$ 15,445	\$ 20,879	\$ 20,879
2000	Employee Benefits - See Other Cost Dist.	1,610	1,182	1,597	1,597
4550	General Liability Insurance	1,126	1,161	1,141	1,245
5204	Cleaning & Janitorial Supplies	-	55	250	250
5206	Food for Human Consumption	27,174	22,705	27,000	27,000
5208	Household & Institutional Supplies	1,575	242	742	742
5400	Membership Dues and Subscriptions	262	262	-	-
5410	Employee Training	-	-	100	100
6430	Equipment Repair/Replacement	-	-	300	300
6440	Equipment Additions	-	-	650	650
TOTAL		\$ 52,798	\$ 41,052	\$ 52,659	\$ 52,763

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
6060 PARKS & RECREATION DIV. - SENIOR SERVICES
 573 CULTURE SERVICES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
6007	Senior Services Coordinator	-	-	1	\$ 65,686
6005	Recreation Specialist	1	1	-	-
9005	Part-time Employees	-	-	-	25,456
TOTAL		1	1	1	\$ 91,142

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 125,991	\$ 75,844	\$ 70,309	\$ 91,142
2000	Employee Benefits - See Other Cost Dist.	88,404	45,342	35,024	42,996
3190	Other Professional Services	13,833	17,288	51,941	51,941
4090	Other Transportation Expense	1,806	846	6,600	6,600
4550	General Liability Insurance	7,238	4,103	3,842	5,435
4710	Special Printed Forms	1,930	2,563	5,500	5,500
5100	Office Supplies	625	304	500	500
5206	Food for Human Consumption	11,423	4,018	20,800	20,800
5208	Household & Institutional Supplies	402	690	3,270	3,270
5214	Uniform Allowance	-	290	310	310
5400	Membership Dues and Subscriptions	-	210	234	234
TOTAL		\$ 251,652	\$ 151,498	\$ 198,330	\$ 228,728

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
6065 PARKS & RECREATION DIV. - SPECIAL EVENTS
 572 PARKS & RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
9283	Part-time Employees	-	-	-	\$ 8,300
TOTAL		-	-	-	\$ 8,300

EXPENDITURE DETAIL

		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 3,373	\$ 7,427	\$ 8,300	\$ 8,300
2000	Employee Benefits - See Other Cost Dist.	258	317	635	635
3190	Other Professional Services	112,682	82,145	98,280	98,280
4410	Rental of Machinery and Equipment	640	807	1,200	6,700
4550	General Liability Insurance	961	461	454	495
4710	Special Printed Forms	2,821	877	2,900	2,900
4820	Advertising Expense	5	20	250	250
4840	Farmers Market	-	4,808	4,850	4,850
5202	Chemicals and Photographic Supplies	831	1,196	900	1,200
5206	Food for Human Consumption	486	285	400	400
5208	Household & Institutional Supplies	5,142	5,797	13,280	12,980
TOTAL		\$ 127,199	\$ 104,140	\$ 131,449	\$ 136,990

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
6070 PARKS & RECREATION DIV-GOLF CRSE/PARKS MAINT.
 590 INTERNAL SERVICES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
2309	Golf Course & Parks Supt	-	-	1	100,626
2308	Superintendent of Greens	1	1	-	-
4006	Automotive Mechanic	1	1	1	65,678
3201	Equipment Operator I	1	1	1	35,651
3010	Foreman	2	1	1	55,411
3004	Maintenance Worker I	1	1	1	33,654
TOTAL		6	5	5	\$ 291,020

EXPENDITURE DETAIL

		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 343,505	\$ 193,389	\$ 238,331	\$ 291,020
2000	Employee Benefits - See Other Cost Dist.	259,510	190,831	200,608	214,960
3190	Other Professional Services	104,648	123,857	136,160	196,480
4020	Central Garage Motor Pool Rent	85,848	84,391	87,595	86,606
	Replacement:	15,899			
	Oper. & Maint:	70,707			
4420	Public Facilities Cost - See Other Cost Dist.	160,139	150,825	141,665	146,844
4550	General Liability Insurance	17,362	13,306	13,023	17,353
4630	Repair/Maint. of Machinery & Equipment	1,914	-	4,000	4,000
5201	Agricultural Supplies	11,006	10,388	30,273	30,273
5204	Cleaning & Janitorial Supplies	11	994	-	-
5207	Motor Fuel and Lubricants	25	5	550	550
5208	Household & Institutional Supplies	15,031	1,798	14,000	14,000
5209	Protective Clothing	46	-	1,000	1,000
5211	Building Materials and Supplies	819	176	1,900	1,900
5213	Rental of Uniforms for Employees	1,501	1,087	1,547	1,547
5215	Small Tools & Minor Equipment	5,091	-	5,625	5,625
5217	Operating Equipment Repair Parts	783	659	2,500	2,500
6430	Equipment Repair/Replacement	(1,475)	3,644	10,250	10,250
6440	Equipment Additions	-	23,864	25,000	25,000
9010	Intradepartmental Credits	(838,180)	(562,374)	(751,014)	(859,875)
TOTAL		\$ 167,584	\$ 236,840	\$ 163,013	\$ 190,033

**Administrative Services Distributed to
Park Facilities**

<u>Dept Code</u>	<u>%</u>	<u>Amount</u>
Tennis Centers - 6010	1.2	\$ 12,599
Youth Center - 6050	3.9	40,946
Granada Golf Course - 6030	76.8	806,329
	81.9	\$ 859,874



**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
6100 PUBLIC SERVICE DIVISION- ADMINISTRATIVE
 539 OTHER PHYSICAL ENVIRONMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
2015	Public Service Director	1	1	1	1
0602	Administrative Assistant	1	1	1	\$ 38,584
0012	Clerical Assistant II	2	2	2	106,717
8888	Overtime	-	-	-	2,000
TOTAL		4	4	4	\$ 287,535

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 324,765	\$ 250,996	\$ 282,395	\$ 287,535
2000	Employee Benefits - See Other Cost Dist.	185,509	161,079	155,799	148,800
4020	Central Garage Motor Pool Rent	8,214	7,657	7,948	7,858
	Replacement:	1,443			
	Oper. & Maint:	6,415			
4040	Central Garage Miscellaneous Charges	-	13,175	-	-
4090	Other Transportation Expense	4,950	5,625	5,400	5,400
4410	Rental of Machinery and Equipment	2,977	2,611	3,051	3,051
4420	Public Facilities Cost - See Other Cost Dist.	25,056	24,204	24,204	23,565
4550	General Liability Insurance	16,403	16,757	15,431	17,145
4620	Repair and Maint. of Office Equipment	180	50	200	200
4990	Other Miscellaneous Expense	487	384	500	1,350
5100	Office Supplies	2,790	2,654	3,000	3,000
5400	Membership Dues and Subscriptions	439	228	400	500
TOTAL		\$ 571,770	\$ 485,420	\$ 498,328	\$ 498,404

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
6120 PUBLIC SERVICE DIVISION - SOLID WASTE COLLECTION
 534 GARBAGE & SOLID WASTE DISPOSAL

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
2115	Sanitation Div. Supt	1	1	1	\$ 80,226
2112	Sanitation Crane Operator	4	4	4	177,716
2107	Sanitation Division Coord.	1	1	1	56,867
2106	Sanitation Operator III	3	3	3	154,565
2105	Sanitation Operator II	7	7	7	368,555
2104	Sanitation Operator I	14	14	14	693,387
2101	Sanitation Worker	31	31	29	1,193,712
3205	Equipment Operator III	2	2	2	124,842
3011	Senior Foreman	2	2	2	125,175
8888	Overtime	-	-	-	25,000
9999	Holiday Pay	-	-	-	115,000
TOTAL		65	65	63	\$ 3,115,045

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 3,171,657	\$ 3,082,588	\$ 3,191,390	\$ 3,115,045
2000	Employee Benefits - See Other Cost Dist.	2,951,865	2,797,691	3,197,680	3,054,308
3190	Other Professional Services	102,540	145,445	243,152	217,010
4020	Central Garage Motor Pool Rent	1,330,377	1,188,432	1,233,546	1,219,615
	Replacement: 223,902				
	Oper. & Maint: 995,713				
4040	Central Garage Miscellaneous Charges	-	6	-	-
4370	Waste Disposal Service	2,231,777	1,602,717	1,707,671	1,707,671
4420	Public Facilities Cost - See Other Cost Dist.	23,125	22,339	22,339	21,749
4550	General Liability Insurance	175,892	177,879	174,388	185,744
4630	Repair/Maint. of Machinery & Equipment	-	265	298	500
5100	Office Supplies	333	461	800	1,035
5204	Cleaning & Janitorial Supplies	-	-	400	400
5208	Household & Institutional Supplies	4,649	5,513	6,000	7,000
5209	Protective Clothing	10,016	5,794	10,000	12,000
5211	Building Materials and Supplies	14,629	13,490	50,004	68,500
5213	Rental of Uniforms for Employees	13,547	12,417	14,376	14,376
5214	Uniform Allowance	-	(16)	-	-
5215	Small Tools & Minor Equipment	18,026	18,511	25,000	40,000
5217	Operating Equipment Repair Parts	7,328	-	7,615	7,615
5400	Membership Dues and Subscriptions	-	221	326	900

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
6120 PUBLIC SERVICE DIVISION - SOLID WASTE COLLECTION
 534 GARBAGE & SOLID WASTE DISPOSAL

EXPENDITURE DETAIL

		<u>2009-2010</u>	<u>2010-2011</u>	<u>2011-2012</u>	<u>2012-2013</u>
		ACTUAL	ACTUAL	BUDGET	BUDGET
5410	Employee Training	116	-	-	-
	TOTAL	\$ 10,055,877	\$ 9,073,753	\$ 9,884,985	\$ 9,673,468

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
6130 PUBLIC SERVICE DIVISION - LANDSCAPE SERVICES
 539 OTHER PHYSICAL ENVIRONMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
2012	Landscape Services Div. Supt.	1	1	1	\$ 86,112
3205	Equipment Operator III	1	1	1	58,157
3203	Equipment Operator II	3	3	3	167,336
3201	Equipment Operator I	3	3	3	151,778
3101	Maintenance Repair Worker	1	1	1	48,402
3012	Landscape Foreman	1	1	1	64,106
3011	Senior Foreman	1	1	1	68,806
3009	Irrigation Foreman	0	1	1	54,059
3010	Foreman	5	3	3	161,886
3005	Maintenance Worker II	9	7	6	248,811
3004	Maintenance Worker I	3	1	1	34,798
2003	Spray Service Worker	1	1	1	57,616
8888	Overtime	-	-	-	25,000
TOTAL		29	24	23	\$1,226,867

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 1,440,861	\$ 1,271,097	\$ 1,250,337	\$1,226,867
2000	Employee Benefits - See Other Cost Dist.	1,357,772	964,887	1,075,913	1,005,446
3190	Other Professional Services	1,122,830	1,200,130	1,406,345	1,292,351
4020	Central Garage Motor Pool Rent	576,456	536,987	557,372	551,077
	Replacement: 101,169				
	Oper. & Maint: 449,908				
4040	Central Garage Miscellaneous Charges	722	2,431	-	-
4350	Water & Sewer Utility Service	1,200	2,431	3,500	3,500
4410	Rental of Machinery and Equipment	-	-	100	500
4420	Public Facilities Cost - See Other Cost Dist.	647,746	588,020	552,308	572,498
4550	General Liability Insurance	88,356	69,672	68,322	73,155
4630	Repair/Maint. of Machinery & Equipment	-	-	100	500
5100	Office Supplies	1,315	1,751	1,800	1,800
5201	Agricultural Supplies	101,299	170,005	129,926	175,625
5204	Cleaning & Janitorial Supplies	737	442	800	1,000
5208	Household & Institutional Supplies	2,273	883	3,200	3,200
5209	Protective Clothing	2,546	3,955	6,230	4,500
5211	Building Materials and Supplies	17,193	16,379	17,000	20,000
5213	Rental of Uniforms for Employees	6,794	6,131	7,752	6,055
5215	Small Tools & Minor Equipment	6,506	14,529	22,160	15,000

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
6130 PUBLIC SERVICE DIVISION - LANDSCAPE SERVICES
 539 OTHER PHYSICAL ENVIRONMENT

EXPENDITURE DETAIL

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
5400 Membership Dues and Subscriptions	457	566	520	720
6440 Equipment Additions	7,100	-	-	-
8100 Sunrise Harbour Subdivision Irrigation	-	3,240	-	-
8101 FDACS 2010 Young Tree Pruning 16010	-	17,543	-	-
TOTAL	\$ 5,382,163	\$ 4,871,079	\$ 5,103,685	\$ 4,953,794

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



460 PARKING SYSTEM FUND
COMMUNITY SERVICES DEPARTMENT
8300 PARKING DIVISION - ADMINISTRATIVE
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
0720	Parking Director	1	1	1	1
0717	Assistant Parking Director	1	1	1	1
0716	Parking Admin. Supervisor	1	1	1	1
0105	Clerk I	1	1	1	1
0708	Parking Data Specialist	1	1	1	1
TOTAL		5	5	5	5

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 288,360	\$ 296,671	\$ 357,973	\$ 352,249
2000	Employee Benefits - See Other Cost Dist.	243,748	208,510	194,566	180,636
4020	Central Garage Motor Pool Rent	5,267	-	-	-
4090	Other Transportation Expense	4,950	6,188	8,100	8,100
4410	Rental of Machinery and Equipment	3,110	2,655	2,800	2,800
4420	Public Facilities Cost - See Other Cost Dist.	14,457	14,882	14,870	15,414
4550	General Liability Insurance	18,867	19,457	19,561	21,004
4620	Repair and Maint. of Office Equipment	3,126	4,186	4,500	4,500
4710	Special Printed Forms	3,827	2,069	4,500	4,500
4820	Advertising Expense	-	-	500	500
4990	Other Miscellaneous Expense	(36,395)	-	51,000	-
5100	Office Supplies	3,588	6,139	7,500	7,500
5215	Small Tools & Minor Equipment	4,914	23,120	25,000	15,000
5400	Membership Dues and Subscriptions	520	595	950	950
5410	Employee Training	690	312	1,000	1,000
6430	Equipment Repair/Replacement	1,165	396	1,200	1,200
9010	Intradepartmental Credits	(560,194)	(585,180)	(694,020)	(615,353)
TOTAL		\$ -	\$ -	\$ -	\$ -

**Administrative Services Distributed to
Parking System**

Dept Code	Meters	Amount
8310	282	\$ 15,104
8320	589	31,546
8330	193	10,337
8340	344	18,424
8380	3873	207,435
8390	1737	93,032
8560 (8350)	450	24,101
	7468	399,979
25% for Admin Services to Div. 8360		153,838
10% for Admin Services to Div. 8500		61,535
		\$ 615,352

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
0707	Parking Cashier	1	-	-	\$ -
TOTAL		1	-	-	\$ -

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 32,119	\$ 1,410	\$ -	\$ -
2000	Employee Benefits - See Other Cost Dist.	22,613	1,926	-	-
3170	Mgmt & Staff Interdept'l Charge	15,406	15,996	17,035	15,104
3190	Other Professional Services	57,662	96,119	69,750	99,500
4420	Public Facilities Cost - See Other Cost Dist.	67,660	77,731	77,669	80,508
4450	Lease Equipment	-	-	22,500	-
4550	General Liability Insurance	1,778	147	-	-
4630	Repair/Maint. of Machinery & Equipment	2,700	2,700	2,900	2,900
4690	Special Maintenance Interdept'l Charges	12,332	43,606	36,023	34,832
4710	Special Printed Forms	1,952	-	2,000	2,000
5100	Office Supplies	205	668	750	750
5204	Cleaning & Janitorial Supplies	200	191	200	200
5208	Household & Institutional Supplies	489	500	500	500
5211	Building Materials and Supplies	-	-	100	100
5214	Uniform Allowance	500	-	500	-
5215	Small Tools & Minor Equipment	-	-	100	100
TOTAL		\$ 215,616	\$ 240,994	\$ 230,027	\$ 236,494

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
0707	Parking Cashier	1	-	-	-
TOTAL		1	-	-	-

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 33,647	\$ 847	\$ -	\$ -
2000	Employee Benefits - See Other Cost Dist.	22,534	2,003	-	-
3170	Mgmt & Staff Interdept'l Charge	-	1,664	35,579	31,546
3190	Other Professional Services	74,455	105,952	89,250	95,000
4420	Public Facilities Cost - See Other Cost Dist.	116,216	129,378	129,275	134,001
4450	Lease Equipment	-	-	22,500	58,549
4550	General Liability Insurance	1,754	154	-	-
4630	Repair/Maint. of Machinery & Equipment	2,700	2,712	2,900	2,900
4710	Special Printed Forms	1,464	882	2,000	2,000
5100	Office Supplies	556	625	750	750
5204	Cleaning & Janitorial Supplies	300	300	300	300
5208	Household & Institutional Supplies	395	399	400	400
5211	Building Materials and Supplies	31	36	135	135
5214	Uniform Allowance	500	-	500	-
5215	Small Tools & Minor Equipment	-	-	100	100
TOTAL		\$ 254,552	\$ 244,952	\$ 283,689	\$ 325,681

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
0706	Parking Attendant	1	1	1	1 \$ 41,309
TOTAL		1	1	1	1 \$ 41,309

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 43,579	\$ 40,793	\$ 40,360	\$ 41,309
2000	Employee Benefits - See Other Cost Dist.	30,376	27,888	32,917	32,157
3170	Mgmt & Staff Interdept'l Charge	10,532	10,936	11,658	10,337
3190	Other Professional Services	3,707	-	5,500	-
4420	Public Facilities Cost - See Other Cost Dist.	25,472	22,640	22,622	23,449
4550	General Liability Insurance	2,177	2,243	2,205	2,463
4690	Special Maintenance Interdept'l Charges	1,927	24,083	24,654	23,839
5204	Cleaning & Janitorial Supplies	200	200	200	200
5208	Household & Institutional Supplies	400	397	400	400
5211	Building Materials and Supplies	-	-	60	60
5214	Uniform Allowance	500	500	500	500
5215	Small Tools & Minor Equipment	-	-	60	60
TOTAL		\$ 118,870	\$ 129,680	\$ 141,136	\$ 134,774

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
0706	Parking Attendant	1	1	1	1
TOTAL		1	1	1	\$ 29,099

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 16,598	\$ 31,063	\$ 29,009	\$ 29,099
2000	Employee Benefits - See Other Cost Dist.	29,159	22,462	27,975	27,308
3170	Mgmt & Staff Interdept'l Charge	18,767	19,488	20,780	18,424
3190	Other Professional Services	61,839	72,826	50,500	79,250
4420	Public Facilities Cost - See Other Cost Dist.	71,958	83,109	83,043	86,079
4450	Lease Equipment	-	-	22,500	-
4550	General Liability Insurance	2,279	1,481	1,585	1,735
4630	Repair/Maint. of Machinery & Equipment	2,700	2,700	2,900	2,900
4710	Special Printed Forms	1,708	-	2,000	2,000
5100	Office Supplies	206	53	750	750
5204	Cleaning & Janitorial Supplies	300	300	300	300
5208	Household & Institutional Supplies	135	362	400	400
5211	Building Materials and Supplies	-	-	135	135
5214	Uniform Allowance	375	500	500	500
5215	Small Tools & Minor Equipment	-	-	60	60
TOTAL		\$ 206,024	\$ 234,344	\$ 242,437	\$ 248,940

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



460 PARKING SYSTEM FUND
COMMUNITY SERVICES DEPARTMENT
8350 PARKING DIVISION - GARAGE NO. 5
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
0706	Parking Attendant	1	-	-	\$ -
TOTAL		1	-	-	\$ -

EXPENDITURE DETAIL

		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 21,926	\$ (1,070)	\$ -	\$ -
2000	Employee Benefits - See Other Cost Dist.	23,419	-	-	-
3170	Mgmt & Staff Interdept'l Charge	13,053	12,879	-	-
4420	Public Facilities Cost - See Other Cost Dist.	48,238	-	-	-
4550	General Liability Insurance	2,177	-	-	-
5214	Uniform Allowance	500	-	-	-
TOTAL		\$ 109,313	\$ 11,809	\$ -	\$ -

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



460 PARKING SYSTEM FUND
COMMUNITY SERVICES DEPARTMENT
8360 PARKING DIVISION - METER MAINT & COLLECTION
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
0713	Meter Maint. Collection Supv.	1	1	1	1
0712	Parking Meter Mechanic	2	2	2	2
0311	Money Room Coordinator	1	1	1	1
3005	Maintenance Worker II	2	2	2	2
TOTAL		6	6	6	6

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 317,655	\$ 305,916	\$ 300,463	\$ 303,430
2000	Employee Benefits - See Other Cost Dist.	242,857	201,516	236,230	228,356
3170	Mgmt & Staff Interdept'l Charge	140,048	138,183	173,505	153,838
4020	Central Garage Motor Pool Rent	29,084	26,702	27,716	27,403
	Replacement: 5,031				
	Oper. & Maint: 22,372				
4550	General Liability Insurance	15,667	16,501	16,418	18,093
4630	Repair/Maint. of Machinery & Equipment	-	4,771	225	225
5100	Office Supplies	1,073	1,739	2,000	2,000
5204	Cleaning & Janitorial Supplies	9	34	100	100
5209	Protective Clothing	340	387	450	450
5211	Building Materials and Supplies	298	197	200	200
5214	Uniform Allowance	2,785	2,534	3,000	3,000
5215	Small Tools & Minor Equipment	8,195	7,366	8,000	8,000
5217	Operating Equipment Repair Parts	1,814	5,728	9,000	6,500
6430	Equipment Repair/Replacement	43,100	-	-	-
6440	Equipment Additions	-	702,000	-	-
9010	Intradepartmental Credits	(802,925)	(1,413,574)	(777,307)	(751,595)
TOTAL		\$ -	\$ -	\$ -	\$ -

**Meter Maintenance & Collection Services Distributed
to Parking System**

<u>Dept Code</u>	<u>Meters</u>	<u>Amount</u>
8310	282	\$ 34,832
8330	193	23,839
8380	3873	478,378
8390	1737	214,547
	6085	\$ 751,596

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

EXPENDITURE DETAIL

		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
3170	Mgmt & Staff Interdept'l Charge	\$ 211,529	\$ 219,649	\$ 233,953	\$ 207,435
4110	Telephone Expense	540	4,086	134,000	134,000
4450	Lease Equipment	-	-	262,500	300,000
4690	Special Maintenance Interdept'l Charges	612,504	989,130	494,743	478,378
5215	Small Tools & Minor Equipment	2,618	14,832	19,248	33,000
5401	Software Subscriptions & Maintenance	-	-	13,752	-
	TOTAL	\$ 827,191	\$ 1,227,697	\$ 1,158,196	\$ 1,152,813

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

		EXPENDITURE DETAIL			
		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
3170	Mgmt & Staff Interdept'l Charge	\$ 94,842	\$ 98,483	\$ 104,924	\$ 93,032
4420	Public Facilities Cost - See Other Cost Dist.	47,760	45,280	45,244	46,898
4690	Special Maintenance Interdept'l Charges	176,162	356,755	221,887	214,547
6430	Equipment Repair/Replacement	-	3,340	10,000	10,000
TOTAL		\$ 318,764	\$ 503,858	\$ 382,055	\$ 364,477

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
8400 PARKING DIVISION - VIOLATION ENFORCEMENT
 521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
0711	Parking Enforcement Supervisor	1	1	1	1
0710	Parking Enforcement Specialist	10	10	10	10
0709	Parking Enforcement Spec. Lead	1	1	1	1
0714	Parking Enforcement Specialist - PT	-	-	-	-
TOTAL		12	12	12	12
					\$ 576,615

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 495,489	\$ 547,133	\$ 587,485	\$ 576,615
2000	Employee Benefits - See Other Cost Dist.	388,063	363,852	399,817	381,307
4020	Central Garage Motor Pool Rent	307,959	288,005	298,938	295,562
	Replacement: 54,260				
	Oper. & Maint: 241,302				
4040	Central Garage Miscellaneous Charges	-	1,116	-	-
4550	General Liability Insurance	27,228	28,989	32,102	34,382
4620	Repair and Maint. of Office Equipment	-	209	220	220
5100	Office Supplies	644	1,857	1,500	1,500
5214	Uniform Allowance	6,000	7,606	8,500	8,500
5215	Small Tools & Minor Equipment	-	182	500	500
5410	Employee Training	89	1,500	1,500	1,500
6440	Equipment Additions	1,165	-	1,400	-
TOTAL		\$ 1,226,637	\$ 1,240,449	\$ 1,331,962	\$ 1,300,086

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



460 PARKING SYSTEM FUND
COMMUNITY SERVICES DEPARTMENT
8500 PARKING DIVISION - SIGN SHOP
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
3101	Maintenance Repair Worker	1	1	1	-
3102	Maint. Repair Wrkr - Lead	-	-	-	1
3005	Maintenance Worker II	2	2	2	2
TOTAL		3	3	3	\$ 130,541

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 131,269	\$ 127,083	\$ 128,751	\$ 130,541
2000	Employee Benefits - See Other Cost Dist.	151,268	114,212	120,980	117,986
3170	Mgmt & Staff Interdept'l Charge	56,019	55,273	69,402	61,535
4020	Central Garage Motor Pool Rent	25,266	23,430	24,319	24,044
	Replacement:	4,414			
	Oper. & Maint:	19,630			
4410	Rental of Machinery and Equipment	-	194	250	250
4420	Public Facilities Cost - See Other Cost Dist.	32,007	30,918	30,893	32,022
4550	General Liability Insurance	10,296	6,964	7,035	7,784
4630	Repair/Maint. of Machinery & Equipment	36	385	400	400
5100	Office Supplies	24	126	200	200
5204	Cleaning & Janitorial Supplies	1,546	542	950	950
5209	Protective Clothing	230	524	500	500
5211	Building Materials and Supplies	8,475	17,997	22,000	18,500
5214	Uniform Allowance	2,000	1,500	2,000	2,000
5215	Small Tools & Minor Equipment	1,338	853	1,500	1,500
5217	Operating Equipment Repair Parts	787	1,275	5,400	1,500
TOTAL		\$ 420,561	\$ 381,276	\$ 414,580	\$ 399,712

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

		EXPENDITURE DETAIL			
		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
3170	Mgmt & Staff Interdept'l Charge	\$ -	\$ -	\$ 27,183	\$ 24,101
3190	Other Professional Services	84,977	94,389	79,250	84,250
4310	Electric Utility Service	59,541	60,685	65,000	65,000
4350	Water & Sewer Utility Service	1,443	2,952	-	-
4450	Lease Equipment	-	-	22,500	47,903
4630	Repair/Maint. of Machinery & Equipment	2,700	2,700	2,900	2,900
4710	Special Printed Forms	1,750	-	2,000	2,000
5100	Office Supplies	454	560	750	-
5204	Cleaning & Janitorial Supplies	300	300	300	300
5208	Household & Institutional Supplies	300	300	300	300
5211	Building Materials and Supplies	-	17	100	100
5215	Small Tools & Minor Equipment	17,300	89	100	100
TOTAL		\$ 168,765	\$ 161,992	\$ 200,383	\$ 226,954

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1019	Trolley Manager	1	1	1	1
0009	Trolley Operations Supr	1	1	1	1
TOTAL		2	2	2	2

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
1000	Salaries	\$ 97,681	\$ 48,724	\$ 120,126	\$ 139,360
2000	Employee Benefits - See Other Cost Dist.	84,497	70,589	81,039	84,896
3110	Engineering & Architect Services	-	-	-	15,000
3190	Other Professional Services	666,688	620,481	718,500	721,000
4020	Central Garage Motor Pool Rent	403,628	283,583	294,348	291,024
	Replacement:	53,427			
	Oper. & Maint:	237,597			
4040	Central Garage Miscellaneous Charges	-	55	-	-
4410	Rental of Machinery and Equipment	-	-	5,000	-
4420	Public Facilities Cost - See Other Cost Dist.	84,018	77,648	77,586	80,422
4550	General Liability Insurance	6,957	6,651	6,564	8,310
4620	Repair and Maint. of Office Equipment	-	1,000	1,500	1,500
4630	Repair/Maint. of Machinery & Equipment	(69,538)	4,982	20,000	10,000
4720	Printing & Binding	-	-	200	200
4820	Advertising Expense	-	-	200	200
4940	Taxes & License Fees Paid	492	-	1,500	-
4990	Other Miscellaneous Expense	(3,913)	(11,155)	11,140	-
5100	Office Supplies	554	476	1,000	1,500
5209	Protective Clothing	257	-	350	350
5211	Building Materials and Supplies	68	-	1,500	-
5213	Rental of Uniforms for Employees	-	257	1,000	-
5215	Small Tools & Minor Equipment	179	471	500	500
5219	Other Repair & Maintenance Supplies	-	-	250	1,750
5400	Membership Dues and Subscriptions	-	-	-	1,000
5410	Employee Training	8	-	500	500
6410	Motor Equipment Replacements in Fleet	70,000	-	-	-

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

EXPENDITURE DETAIL

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
6440 Equipment Additions	-	-	1,500	-
8110 State FDOT Trolley Purchase Grant	-	-	377,641	-
8120 State FDOT Trolley Route Expansion Grant	-	-	92,500	-
TOTAL	\$ 1,341,576	\$ 1,103,762	\$ 1,814,444	\$ 1,357,512

**2012-2013 BUDGET
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES**

DIVISION: PARKS AND RECREATION

MISSION STATEMENT

“To enhance the quality of life for residents and guests of all ages through recreational opportunities and facilities that create memorable life experiences.”

VISION STATEMENT

“Creating an Optimal Experience by Maximizing Our Resources”

VALUES

<i>Passion</i>	<i>Fun</i>	
<i>Dedication</i>	<i>Honesty</i>	
<i>Professionalism</i>	<i>Safety</i>	<i>Family</i>

PARKS AND RECREATION DEPARTMENT GOALS

Programming

To create recreational opportunities and services that promotes individual growth, socialization, safety, positive interactions and family involvement.

Facilities

Committed to providing first class parks and facilities that fulfill community needs through safety, accessibility, convenience, manageability, and cleanliness, while preserving our historical character.

Customer Service

To positively impact the lives of residents and guests with exceptional care, attentiveness and proactive responses.

Leadership

To inspire staff to perform beyond expectations and effectively implement Departmental values.

Fiscal Management

To provide cost-effective services through responsible budgeting and increased revenues, while maintaining viability in the marketplace.

Programming

Goal: To create recreational opportunities and services that promotes individual growth, socialization, safety, positive interactions and family involvement

Objective: Utilize the needs assessment results.			
Action Plan:	Assigned To	Completion Date	Status
Determine plan of action based on evaluated results <ol style="list-style-type: none"> 1. Comparison of data with established programming 2. Analysis of current programming 3. Programming recommendations 4. Facility operations recommendations 5. Service delivery modifications 6. Implementation and timeline 	YC Assist. Supervisor	January 2013	Analysis of current programming completed. Recreation Program Plan components created.
Execute the plan of action	Supervisors	September 2013	In Queue
Evaluation of plan implementation	Supervisors	September 2014	In Queue

Objective: Utilize partners to deliver programs that share our values			
Action Plan:	Assigned To	Completion Date	Status
Define partnership and parameters/criteria for a partnership Identify current partners Identify partnership needs	Administration TOS	Ongoing	Partnerships achieved with YMCA, Key Biscayne, Miami-Dade County for athletics programs. Working on partnership with Coral Gables Museum.
Identify partnership opportunities	TOS-Lead	Annually	Ongoing process – MOU's with Miami-Dade Public Schools completed. Work continues on additional MOU's. MOU with Key Biscayne Fitness completed.
Create a process to develop and implement the opportunities <ol style="list-style-type: none"> 1. Training Program 2. Templates for MOU 3. Documentation procedures 4. Evaluation of partnership 	TOS Director	Annually	MOU template used for Miami Dade county Public Schools MOU and fitness MOU.

Objective: Expand recreational facility usage and availability through partnerships			
Action Plan:	Assigned To	Completion Date	Status
Evaluate surrounding agencies and county facilities for shared use opportunities. <ol style="list-style-type: none"> 1. Include evaluation in annual report 	YC Supervisor Golf and Parks Maintenance Superintendent Supervisors	Ongoing	Miami-Dade schools partnership for Coral Gables High School usage.
Create shared/joint use agreements based on mutual value	Administration	Ongoing	Three MOU's currently active with City.

Objective: Create and implement program and service innovations.			
Action Plan:	Assigned To	Completion Date	Status
Implement two (2) new programs, services, or innovations per division per year.	Supervisors	Annual/ongoing every fiscal year.	New programs and innovations include: Basketball tournament league, specialized gymnastics fitness, spanish book club, salsa class, fun in sun program, national tennis program, new construction of kid's tees on Granada Golf Course.

Facilities

Goal: Committed to providing first class parks and facilities that fulfill community needs through safety, accessibility, convenience, manageability, and cleanliness while preserving our historical character.

Objective: Develop and well maintain all recreational facilities.			
Action Plan:	Assigned To	Completion Date	Status
Identify needs and prioritize based on goal for capitol improvement	Director	Ongoing	Capital requests and analysis completed.
Identify need and prioritize based on goals for land acquisition			
Establish and enforce safety standards for all facilities. <ol style="list-style-type: none"> 1. Form Safety Committee 2. Address Security Plans for each building 3. Create procedures 	VP Supervisor- Lead Recreation Specialist Youth Center Foreman	Ongoing	Security Plans completed for accreditation. Procedures under review.
Establish cleanliness standards for facilities and parks.	Division Supervisors	Ongoing	Maintenance Plan established. Revision to plans forthcoming.
Objective: Maintain our historical character in all facilities.			
Action Plan:	Assigned To	Completion Date	Status
Identify the historical aspects of all parks and facilities <ol style="list-style-type: none"> 1. Train staff to use TRIM software 2. Use TRIM to research historical data 3. Cross reference information with Coral Gables history book 	VP Supervisor Asst. Venetian Pool Supervisor	Ongoing	Historical inventory complete for Agency creation, Venetian Pool and Youth Center. Historical research continues for Tennis and Golf.
Create a method to educate the public <ol style="list-style-type: none"> 1. Integrate historical data into website 2. Integrate historical data into facility inventory 3. Implement history components into programs 4. Staff training on history 	Marketing Specialist VP Asst. Supervisor	ongoing	Historical data integrated into Venetian Pool programming and staff training. Youth Center staff training next in queue.

Create a plan to designate each park and facility through signage, exhibits, and educational materials	Marketing Specialist Park Superintendent	ongoing	Design plan created. Implementation to begin with 2012-2013 budget.
Objective: Create and implement a maintenance plan for all parks and facilities.			
Implement recycling program with compliance for all parks	VP Supervisor	July 2013	Completed for facilities. Program is to be integrated into parks.
Update standard facility maintenance plan. 1. Evaluate each existing facility plan and revise	Division Supervisors	Ongoing	Maintenance Standards revised. Next step is incorporation into maintenance plan.
Implement standard facility maintenance program. 1. Create worksheets for each facility.	Division Supervisors	September 2013	Preliminary worksheet template designed. Customization for each facility needed.

Objective: Continue to evaluate opportunities to expand on the City's open spaces and recreational spaces			
Action Plan:	Assigned To	Completion Date	Status
Use Land Use Comprehensive Plan Recreation Element to manage all community recreation facility and park needs.	Administration	Ongoing	Review of available land for acquisition ongoing.
Objective: Establish and maintain a marketing plan that meets specific facilities needs			
Action Plan:	Assigned To	Completion Date	Status
Create park and facility signage standards 1. Handicap accessible signage 2. Park name signage 3. Age Appropriate signage 4. Park rules and regulation signage	Marketing Specialist	March 2013	Preliminary standards completed. Sign design completed. Implementation to follow.

Customer Service

Goal: To positively impact the lives of residents and guests with exceptional care, attentiveness and proactive responses.

Objective: Provide exceptional care			
Action Plan:	Assigned To	Completion Date	Status
Develop Customer Service Training 1. Include in staff training 2. Create staff training for full-time employees 3. Create staff recognition program 4. Create volunteer of the Month program	Supervisors VP Assist. Supervisor Administration	Ongoing	Integrating into orientation. Established recognition meeting at Pool, with progression slated for rest of Department.

Objective: Address customer needs and/or concerns proactively			
Action Plan:	Assigned To	Completion Date	Status
Evaluate registration process and make recommendations for changes	Senior Services Specialist YC Assistant Supervisor VP Assistant Supervisor	Ongoing	Recommendations Accumulated. Implementation to occur throughout the year including on-line registration support and meeting scheduler.
Objective: Respond to customers with respectful attention			
Action Plan:	Assigned To	Completion Date	Status
Develop and implement a customer service training tool/program 1. Create a "secret shopper" program	Marketing Specialist TOS	ongoing	Program to be implemented into parks quality assurance program.
Utilize on-line processes to present customer satisfaction program	Marketing Specialist Administrative Assistant	ongoing	Beginning process for suggestion box, and new website strategies for information.

Objective: Provide membership programs that meet customer needs			
Action Plan:	Assigned To	Completion Date	Status
Utilize data to revise membership programs 1. Analyze existing membership plans 2. Make recommendations for plan changes 3. Set new fees 4. Adopt new fees and plans through resolution	Division Supervisors Asst. Youth Center Supervisor-lead	June 2013	Youth Center sign in desk established. Membership renewal process reviewed.

Leadership

Goal: To inspire staff to perform beyond expectations and effectively implement Departmental values.

Objective: Create an atmosphere of fun into daily operations			
Action Plan:	Assigned To	Completion Date	Status
Create and implement a bi-annual teambuilding training program for leadership staff. 1. Establish a guest speaker schedule for training	TOS Asst. VP Supervisor-lead	Ongoing	Awaiting schedule for the upcoming year.
Plan and implement 2 group and teambuilding activities per year	Asst. YC Supervisor TOS	Annually	Ongoing
Plan and hold an annual departmental activity	Administration	Annually	Annual meeting took place in November.

Objective: Incorporate history of Coral Gables into operations.			
Action Plan:	Assigned To	Completion Date	Status
Develop and implement history training and/or orientation opportunities for employees.	VP Supervisor	ongoing	Full-time training tool created. History training took place at annual meeting.
Incorporate historic elements into programming 1. Partner with Coral Gables Museum for additional services	Supervisors	ongoing	Museum to host Annual Senior Art Show

Objective: Seek to provide the most effective and efficient method of staffing.			
Action Plan:	Assigned To	Completion Date	Status
Complete a system to share existing employees across divisions. 1. Develop training manual 2. Implement training manual through orientation 4. Standardize processes and procedures 5. Identify available opportunities	Assistant Director Venetian Pool Assistant Supervisor YC Assistant Supervisor	ongoing	Standardized part-time positions have been created. Over 33 employees have worked across divisions to conserve resources.

Objective: To provide professional leadership and direction to staff to create future leaders in Parks and Recreation			
Action Plan:	Assigned To	Completion Date	Status
Re-develop and implement a formalized staff mentorship program. 1. Establish type of mentorship program 2. Identify who will participate. (i.e. Instructors, staff etc.) 3. Identify information to communicate Setup the program and materials	Administration	Ongoing	Program Established Training schedule implemented.
Have administration be more visible at facilities and programs. 1. Division Supervisors will invite the Director/Assistant Director to notable events/programs via Outlook calendar 2. Administration will visit each facility once every week	Administration	Ongoing	Schedule established and interaction with all scopes of program vastly improved.

Fiscal Management

To provide cost-effective services through responsible budgeting and increased revenues, while maintaining viability in the marketplace.

Objective: Implement strategies to maximize revenue generation and fund programs and services			
Action Plan:	Assigned To	Completion Date	Status
Conduct a cost analysis 1. Create a policy and model for cost analysis	Each Division Supervisor for	Ongoing	Policy created and template created. Initial analysis created for Youth Center programs.

<ol style="list-style-type: none"> 2. Identify all consumables for each program and costs with each program. 3. Break out shared expenses 4. Analyze and determine cost per unit 5. Determine break even point 6. Review of cost analysis template 7. Pre-program implementation 	analysis		Review of process and implementation into all divisions in queue.
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Objective: To identify and secure alternate funding.			
Action Plan:	Assigned To	Completion Date	Status
Explore and seek grant funding as available and necessary <ol style="list-style-type: none"> 1. Identify funding opportunities 2. Identify project needs for alternative funding 3. Seek funding as necessary 4. Include efforts in monthly reports 	Supervisors	Ongoing	Division received USTA grant. Division looking to receive Teens Outside grant, and working on Kaboom grants.

Objective: To assess the market, provide quality services and competitive prices			
Action Plan:	Assigned To	Completion Date	Status
Perform a market assessment <ol style="list-style-type: none"> 1. Obtain demographics 2. Obtain competing provider information 3. Trends Analysis 4. Comparative study with existing programs 5. Implement program and fee changes 6. Perform assessment evaluation 	Marketing Specialist Supervisors	Ongoing	Demographics obtained, Trends analysis and community competitor survey completed.

**2012 -2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES**

DIVISION: PUBLIC SERVICE

MISSION STATEMENT

To provide effective and efficient high quality services that ensures that the public receives excellent waste collection service and maintenance of landscaped areas.

DEPARTMENTAL FUNCTION

The Public Service Division of the Community Services Department is responsible for two major functions of City operations: The collection and disposal (or recycling) of trash and garbage in residential areas and the landscape maintenance and landscape improvement of a select inventory of public rights of way, parks, City buildings and parking lots.

The Solid Waste Collection Division provides carry-out service for residential garbage collection twice weekly and trash collection from the street once each week. The Division is responsible for the once a week collection of waste recyclable products including newspapers, aluminum cans, glass, plastic containers, and steel cans. The Division also manages the collection of litter from litter containers city wide.

The Landscape Services Division is responsible for the landscape maintenance programs for many City properties, including selected public rights of way, parks, City buildings and parking lots. The Division is also responsible for landscape installation and Tree maintenance programs for the City. Tree trimming, irrigation maintenance/repair, fertilization, pest control, and landscape plant and tree installation, is either performed by or managed by this Division. Private contractors are used where appropriate to provide these services under the strict supervision of Division personnel. Inspections for the City's tree removal permitting process are also made by the Landscape Services Division.

The Division provides staff support for the City's Landscape Beautification Advisory Board, Tree Preservation Agency and Library Advisory Board.

DEPARTMENTAL GOALS

Finances

To provide professional financial management through effective budgeting, effective personnel management and revenue generation.

Landscaping and Public Area Aesthetics

To provide, maintain and adequately fund high quality landscape maintenance services and aesthetic improvements to public areas.

Urban Forestry Management

To manage the municipal forest of Coral Gables in a cost effective manner by providing to the taxpayer innovative and effective leadership and services aimed at improving the health, composition and structure of the urban forest.

Public Relations

To promote full understanding of the services provided by the Department and to provide excellent customer service through personal interactions, marketing and promotional materials, and positive relations with the media.

Human Resources

To maximize human resources by evaluating and providing training, motivation and guidance to form a cohesive team on a continual basis.

Finances

Goal: To provide professional financial management through effective budgeting, efficient personnel and revenue generation.

Objective: To control cost of disposal of Trash.			
Action Plan:	Assigned To	Completion Date	Status
Expand the existing comprehensive disposal cost tracking system for the Solid Waste Collection Division.	Ayliin Hernandez Dan Keys	Continuous	Ongoing – Complexity is added as the need arises. In 2012, the spreadsheet that we use to assist us with predicting future tipping fee expenditures was updated monthly and we continue to test its accuracy against actual expenditures. Efforts have permitted us to more accurately budget for this expenditure in FY2012-13
Establish a lowest possible cost per ton bench mark for disposing of trash.	Solid Waste Collection Division	Continuous	Ongoing – Current data indicates that the Department is maximizing the use of the lowest cost final dump location for each waste material. Collection fleet condition has caused the use of higher cost disposal options as older vehicles are not able to navigate to the tipping floor of some facilities. Data has supported the targeted replacement of operational vehicles

			in FY 2011-12 and as proposed for FY 2012-13.
Compare actual costs for disposing of Trash to the bench mark and evaluate reasons for discrepancies.	Solid Waste Collection Division	Continuous	Ongoing – Discrepancies are very small.

Objective: Control overtime costs to those anticipated in the budget document.			
Action Plan:	Assigned To	Completion Date	Status
Study and strategize methods for eliminating OT costs that are in excess of budgeted allocation and expenditures in the future.	Administration	September 30, each year.	OT costs have been difficult to control based on unanticipated needs related to watering newly planted trees. Within the confines of the proposed funding levels, we will resume our efforts related to this action plan.

Landscaping and Public Area Aesthetics

Goal: To provide, maintain and fund high quality landscape maintenance services and aesthetic improvements to public areas.

Objective: Raise maintenance of all areas to baseline level of quality.			
Action Plan:	Assigned To	Completion Date	Status
Produce a "Quality Landscape Characteristic Manual", identifying baseline characteristics of a well maintained landscape.	Landscape Services Division	October 2013	The Department has not been able to begin the process of documenting the baseline characteristics. A redoubled effort will be made again this FY.
Evaluate all maintained areas against the baseline requirements; listing the improvements necessary.	Landscape Services Division	October 2013	Throughout 2013

Objective: Manage downtown litter abatement program.			
Action Plan:	Assigned To	Completion Date	Status
Continue infill of litter containers proposed for the Ponce de Leon corridor as new buildings come on line	Solid Waste Division	Ongoing	Ongoing when necessary and as funding permits. Phase III of Ponce De Leon median installation will add cans at all 4 corners of the affected corridor as was the case for phase II now completed.
Evaluate current litter can service needs in light of increasing can set out.	Solid Waste Division	October 2013	Ongoing – current program sufficient.
Evaluate current litter removal activities in light of changing downtown conditions.	Landscape Services Division	October 2013	Ongoing – current program sufficient and properly directed. Collection volume data shows benefit to weekend coverage during Christmas/New Year holiday season.

Landscaping and Public Area Aesthetics (cont.)

Goal: To provide, maintain and fund high quality landscape maintenance services and aesthetic improvements to public areas.

Objective: Improve appearance of trash deposition areas of the City.			
Action Plan:	Assigned To	Completion Date	Status
Implement a trash pit restoration initiative.	Solid Waste Division and Administration	Open	Procurement process for selected High Density Polyethylene Plastic covers is in progress. Test installations in the field have performed well. Installation process expected to begin late summer of 2012.
Fund implementation of City wide program.	Administration	Ongoing	Funding is in place for 2012 and proposed for second phase in 2013.

Objective: Continue implementation of the Downtown Streetscape Master Plan			
Action Plan:	Assigned To	Completion Date	Status
Work with Public Works on refining implementation details of plan at specific development sites.	Administration.	Ongoing	Ongoing – several large projects are implementing the plan in accordance with detail specifications developed through actual conditions on each project.
Work with Public Works to identify, refine and document standard implementation strategies.	Administration.	Ongoing	Ongoing – CAD files for the plan have been procured and they will be updated with detail drawings of various real word installations in order to streamline future implementation.
Work with developers on individual projects in order to define costs and effective installation strategies.	Administration.	Ongoing	Ongoing for each project.
Work with Public Works to identify and pursue funding partnerships and other funding sources for City infill projects.	Administration.	Ongoing	Ongoing – Phase III of the Ponce de Leon median development is in the planning stages and will complete this corridor wide improvement when funding becomes available.

Urban Forestry Management

Goal: To manage the municipal forest of Coral Gables in a cost effective manner by providing to the taxpayers innovative and effective leadership and services aimed at improving the health, composition and structure of the urban forest.

Objective: Perpetuate the City's Urban Forest.			
Action Plan:	Assigned To	Completion Date	Status
Provide new and replacement tree plantings so as to create a net increase of 400 trees to the City's tree population.	Landscape Services Division	February 28 every year.	In anticipation of a Citywide evaluation of tree planting needs in preparation for a comprehensive planting program, planting was suspended. Tree and stump removal efforts continued throughout FY 2011-12.

Objective: Maintain the health and "people friendliness" of the Urban Forest.			
Action Plan:	Assigned To	Completion Date	Status
Routinely prune trees through use of the City's contract tree maintenance service provider with attention to tree health issues and issues that directly impact residents, such that a minimum of 5000 trees are trimmed and or removed each year.	Landscape Services Division	February 28 every year.	Complete – 7539 trees trimmed between March 1, 2011 – February 28, 2012.
Manage Rugose Spiraling Whitefly infestations.	Landscape Services Division	February 28 every year	The City treated 10,287 trees for this newly introduced insect pest. Continued management efforts will be based on the impact of the insect on the health of trees and on the control that may become evident through the build up in the environment of natural control elements such as predator and parasitic organisms.

Objective: Maintain a safe Urban Forest.			
Action Plan:	Assigned To	Completion Date	Status
Remove all dead and dying trees that become evident during any FY.	Landscape Services Division	February 28 every year.	Ongoing – 200 trees were removed - March 1, 2011 – February 28, 2012.
Remove Ficus benjamina trees as necessary in order to maintain a healthy population.	Landscape Services Division	February 28 every year.	17 trees were removed – 3.1.2011 – 2.28.2012.

Public Relations

Goal: To promote full understanding of the services provided by the Department and to provide excellent customer service through personal interactions, marketing and promotional materials, and through positive relations with the media.

Objective: Create a culture of timely, appropriate and definitive response to resident concerns.			
Action Plan:	Assigned To	Completion Date	Status
Manage and increase Web Page content so as to provide pertinent information to residents.	Administration	Ongoing	Transition to new citywide web page was completed and in the process Public Service pages and documents were updated. New waste information documents in English and Spanish were loaded to the site.

Human Resources

Goal: To maximize human resources by evaluating and providing training, motivation and guidance to form a cohesive team on a continual basis.

Objective: Foster professional development of staff.			
Action Plan:	Assigned To	Completion Date	Status
Investigate industry certification opportunities for Solid Waste and Landscape Services employees.	Landscape Services and Solid Waste Division Superintendents	October 2013	New completion October 2013 – some opportunities identified for Landscape Services employees. Dissemination of program requirements is occurring. Three Landscape Services Division employees maintain International Society of Arboriculture - Certified Arborist certification. Four employees maintain certification for use of Restricted use pesticides and for the Limited Certification pesticide category inclusive of Right of Way applications.
Implement any portions of industry certification programs that are possible within current funding levels and seek funding for additional requirements.	Administration, Landscape Services and Solid Waste Division Superintendents	October 2013	Ongoing – reductions in the funding for training will hinder future efforts.

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES**

DIVISION: PARKING

II. REPORT ON DEPARTMENTAL OBJECTIVES

DEPARTMENT PARKING

GOAL AREA OPERATIONS

- List below the objectives for your Department for inclusion in 2012-2013 Budget Documents (these can be existing, revised, or new objectives).
 1. Improve cleanliness and appearance of parking facilities by identifying environmentally appropriate method of pressure washing the parking decks.
 2. Provide quick, courteous, and friendly service to all patrons entering and exiting our parking facilities.
 3. Improve preventative maintenance program to enhance the longevity of parking facilities and ensure a clean and safe parking environment.
 4. Upgrade garage operating system to provide for automated and cashiered parking to create a closed system to improve customer convenience management information.

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES**

DIVISION: PARKING

II. REPORT ON DEPARTMENTAL OBJECTIVES

DEPARTMENT PARKING

GOAL AREA TROLLEY

- List below the objectives for your Department for inclusion in 2012-2013 Budget Documents (these can be existing, revised, or new objectives).
 5. Improve cleanliness and appearance of trolleys by providing for regular custodial service for the trolley fleet.
 6. Provide reliable, frequent, courteous, and friendly service on the trolley circulator route all patrons using the Coral Gables Trolley.
 7. Improve the Coral Gables Trolley Circulator system by expanding the existing circulator route from SW 8th Street to Flagler. This will enable the system to provide service to residents along North Ponce and the new Publix's Supermarket.
 8. Create a five-year master plan for the Coral Gables Trolley.

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES**

DIVISION: PARKING

III. REPORT ON WORKLOAD INDICATORS

DEPARTMENT PARKING

GOAL AREA ADMINISTRATION

est. 2012-2013
2011-2012 Projected

- **WORKLOAD INDICATORS**
(From 2010-2011)

<u>Parking Advisory Board Meetings</u>	8	11
<u>Director's Staff Meetings</u>	25	30
<u>Meeting with Related City Boards and Committees</u>	30	25
<u>Attendance at Professional Conferences and Training</u>	2	2

- **NEW WORKLOAD INDICATORS (if applicable)**

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES**

DIVISION: PARKING

III. REPORT ON WORKLOAD INDICATORS

DEPARTMENT PARKING

GOAL AREA CUSTOMER SERVICE

	2011-2012	2012-2013 Projected
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• **WORKLOAD INDICATORS**

<u>AVERAGE MONTHLY PERMITS SOLD</u>	2,150	2,250
<u>ENFORCEMENT SESSIONS</u>	8	10
<u>CUSTOMER SERVICE TRAINING SESSIONS</u>	1	1

• **NEW WORKLOAD INDICATORS (if applicable)**

<u>AMBASSADOR MEETINGS</u>	4	6
<u> </u>		
<u> </u>		

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES**

DIVISION: PARKING

III. REPORT ON WORKLOAD INDICATORS

DEPARTMENT PARKING

GOAL AREA EMPLOYEE RELATIONS

2011-2012	2012-2013 Projected
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- **WORKLOAD INDICATORS**

(From 2010-2011)

<u>Line Staff Meetings</u>	8	10
<u>Rate of Turnover</u>	3%	3%
<u>Supervisor Meetings</u>	12	12

- **NEW WORKLOAD INDICATORS (if applicable)**

<u>Ambassador Meetings</u>	4	6
<u> </u>		

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES**

DIVISION: PARKING

III. REPORT ON WORKLOAD INDICATORS

DEPARTMENT PARKING GOAL AREA FINANCE

est. 2012-2013
2011-2012 Projected

• **WORKLOAD INDICATORS**

<u>Meter Collection Checks (Internal)</u>	12	15
<u>Revenue Processed Through the Counting Room</u>	\$41,000,000	\$42,000,000

• **NEW WORKLOAD INDICATORS (if applicable)**

<u>Weekly Credit Card Transaction Processing</u>	\$25,000	\$35,000
<hr/>		

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES**

DIVISION: PARKING

III. REPORT ON WORKLOAD INDICATORS

DEPARTMENT <u> PARKING </u>	GOAL AREA	<u>OPERATIONS</u>
	2011-2012	2012-2013 Projected
• WORKLOAD INDICATORS		
<u>PARKING VIOLATIONS ISSUED</u>	150,000	160,000
<u>PERMITS SOLD</u>	26,000	27,000
<u>GARAGE CASHIER REVENUE</u>	\$1,100,000	\$1,200,000
<u>METER/SIGN POSTS INSTALLED/REMOVED</u>	1,500	1,500
<u>MONUMENT MARKERS REFURBISHED</u>	500	660
<u>PARKING STALLS PAINTED</u>	500	500
• NEW WORKLOAD INDICATORS (if applicable)		
<u>NUMBER OF COLLECTIONS DONE ANNUALLY</u>	280,000	200,000

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES**

DIVISION: PARKING

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT PARKING

GOAL AREA ADMINISTRATION

- List Performance Effectiveness Measurement (Use one page for each Performance Effectiveness Measurement. Review the measurements listed in the 2011-2012 Budget for continued use, change or add a new measurement.

Identify appropriate technology and operating systems that will improve parking system efficiency, customer service, revenue controls and revenue generation capabilities.

- Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided Department; if available, please indicate any data already collected for this measurement; indicate if this measurement needs to be revised or substituted for by another performance measurement.

We currently monitor several operational programs including: validations, cash keys, pay by cell phone and valet. By looking at other management/revenue control systems and their application to these operations, we can appropriately evaluate new systems for use in Coral Gables.

Currently, validations are less than 1% of our parking revenue, pay-by-cell is less than 4%, and cash key is approximately 10%. The parking system needs to look at credit card payment systems to further reduce cash transactions and improve revenue control.

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES**

DIVISION: PARKING

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT PARKING

GOAL AREA CUSTOMER SERVICE

- List Performance Effectiveness Measurement (Use one page for each Performance Effectiveness Measurement. Review the measurements listed in the 2011-2012 Budget for continued use, change or add a new measurement.

Survey a minimum of 150 customers using our on-street parking facilities to identify areas of improvement within parking operations.

- Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided Department; if available, please indicate any data already collected for this measurement; indicate if this measurement needs to be revised or substituted for by another performance measurement.

Survey results provide information from users concerning what operations areas have the most significant impact on their experience and that need improvement.

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES**

DIVISION: PARKING

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT PARKING

GOAL AREA FINANCE

- List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement. Review the measurements listed in the 2011-2012 Budget for continued use, change or add a new measurement.

Monitor annual revenue by revenue control method, zone and facility to evaluate performance by location and system wide.

- Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided Department; if available, please indicate any data already collected for this measurement; indicate if this measurement needs to be revised or substituted for by another performance measurement.

By monitoring revenues by zone and facility we can more appropriately evaluate how efficiently we are using the existing supply of parking spaces within the system.

This information combined with occupancy data will better enable management to set appropriate rates and operational standards for each facility or meter zone. In addition, it will identify those areas that should be prioritized in upgrades to the revenue control system.

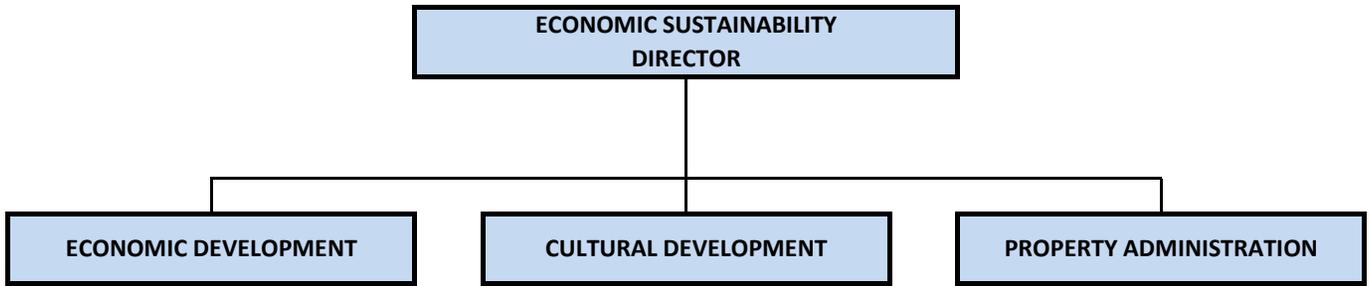
Currently, we monitor gross revenue for the system and by facility. However, more detailed information is necessary to evaluate performance and prepare for performance based pricing.



**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**

DEPARTMENT: ECONOMIC SUSTAINABILITY

ORGANIZATION CHART



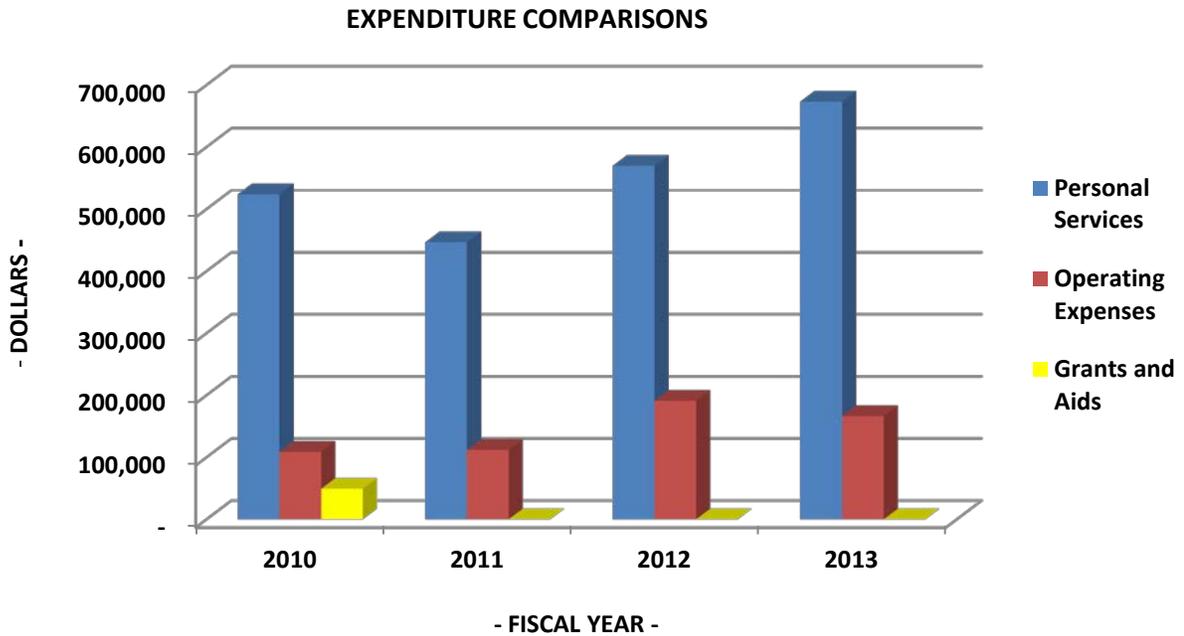


**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



**ECONOMIC SUSTAINABILITY DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2009-2010 ACTUAL</u>	<u>2010-2011 ACTUAL</u>	<u>2011-2012 BUDGET</u>	<u>2012-2013 BUDGET</u>
Personal Services	523,892	446,400	569,698	673,168
Operating Expenses	108,745	111,776	191,109	166,215
Grants and Aids	49,129	-	-	-
TOTALS	681,766	558,176	760,807	839,383
No. of Positions	5	4	5	5



**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS			
		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
0640	Econ. Sustainability Director	1	1	1	\$ 132,371
0644	Ass't Econ Sust Dir/Asset Mgr	1	1	1	108,264
0645	Marketing Coordinator	-	-	1	83,200
0642	Business Dev. Analyst	-	-	1	62,000
0646	Business Dev. Administrator	1	-	-	-
0059	Special Projects Coordinator	1	1	-	-
0602	Administrative Assistant	-	-	1	65,915
0043	Arts & Culture Specialist	1	1	-	-
TOTAL		5	4	5	\$ 451,750

EXPENDITURE DETAIL

		2009-2010	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 297,676	\$ 270,537	\$ 374,438	\$ 451,750
2000	Employee Benefits - See Other Cost Dist.	226,216	175,863	195,260	221,418
3190	Other Professional Services	4,024	8,886	7,500	3,500
4020	Central Garage Motor Pool Rent	4,977	4,590	4,764	4,710
	Replacement:	865			
	Oper. & Maint:	3,845			
4090	Other Transportation Expense	4,950	6,413	8,100	8,100
4410	Rental of Machinery and Equipment	4,386	3,930	4,800	4,800
4420	Public Facilities Cost - See Other Cost Dist.	8,788	-	-	-
4430	Rental of Land and Buildings	39,910	42,510	42,510	43,785
4550	General Liability Insurance	21,176	18,854	20,460	26,937
4720	Printing & Binding	1,346	1,528	5,357	5,357
4810	Promotional Expense	3,606	6,565	7,600	6,600
4812	Promotional Expense - Citywide Marketing	-	-	2,757	35,000
4820	Advertising Expense	1,600	1,038	1,600	1,600
4830	Prospect Development Expense	8,759	11,646	9,225	14,225
4840	Farmers Market	(871)	-	-	-
4990	Other Miscellaneous Expense	285	340	500	500
4991	Astor Development Land Swap Fees	-	-	50,000	-
4992	Century Laguna Land Swap Fees	-	-	15,000	-
5100	Office Supplies	2,704	2,330	2,273	2,273
5400	Membership Dues and Subscriptions	3,105	1,944	2,088	2,253
5410	Employee Training	-	1,202	6,575	6,575

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



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

		EXPENDITURE DETAIL			
		-	2010-2011	2011-2012	2012-2013
		ACTUAL	ACTUAL	BUDGET	-
8206	Dade Cultural Committee Grant - City	24,577	-	-	-
8207	Dade Cultural Committee Grant - State	24,552	-	-	-
TOTAL		\$ 681,766	\$ 558,176	\$ 760,807	\$ 839,383

**2012-2013 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: ECONOMIC SUSTAINABILITY**

I. **DEPARTMENTAL MISSION/FUNCTION STATEMENTS**

DEPARTMENT ECONOMIC SUSTAINABILITY

MISSION STATEMENT

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

DEPARTMENTAL FUNCTION STATEMENT

The Economic Sustainability Department, formerly the 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 three pronged focus: 1) economic development, including marketing, enhancement of quality of life, creation of public/private partnerships, supporting existing businesses and bringing new businesses to the City; 2) cultural development; and 3) negotiation and administration of certain City property agreements.

Economic Development

The Department helps to establish, maintain, and fund exceptional economic development services that help reinforce and grow the City's image and meet the needs of the business community. This involves promoting programs to businesses, City development initiatives and engaging in various marketing efforts. The department also serves as staff to the Economic Development Board.

Cultural Development

The Department helps to support and grow the cultural base and offerings of the City for the benefit of residents, businesses, and visitors. This involves grant administration, administration of the Art in Public Places program, as well as cultural or community initiatives. The Department also serves as staff to the Cultural Development Board and the Arts Advisory Panel.

Property Administration

The Department assists with finding, negotiating (including public/private ventures), and administrating agreements with others with regard to City Property in order to obtain value for the City. The Department also serves as staff to the Property Advisory Board.

II. REPORT ON DEPARTMENTAL OBJECTIVES

DEPARTMENT ECONOMIC SUSTAINABILITY

- List below the objectives for your Department for inclusion in 2012-2013 Budget Documents (these can be existing, revised, or new objectives).

GOAL AREA: ECONOMIC DEVELOPMENT

To continue to work with the Chamber of Commerce and the BID to identify new local, national and international business opportunities and to connect with the business community
Identify and communicate with prospective local, national and international businesses
To assist in City development initiatives
To facilitate the implementation of the Miracle Mile and Giralda Streetscape Program
To assist with the Neighborhood Renaissance Program
To support the Diamond awards
To support the GMCVB Fall Mixer
To work with realtors, the Beacon Council and Enterprise Florida
To maintain statistical data on the website and in other publications current
To assist commercial developers with new projects
To update statistics and marketing materials
To analyze market trends
To provide a small business assistance
To provide materials for businesses doing business in Coral Gables
To provide gifts as needed for marketing purposes
To welcome new businesses to the City
To assist with Sponsorship opportunities
To engage in other initiatives or marketing opportunities as they arise
To act as staff to the Economic Development Board

GOAL AREA: CULTURAL DEVELOPMENT

To administrate the annual grant program
To implement the goals of the public art master plan
To monitor construction projects that are subject to the Public Art ordinance, and provide input to developers as needed.
To provide new initiatives to strengthen the quality of life for the City
To support workshops for art organizations
To act as staff to the Cultural Development Board and the Art Advisory Board
To promote Jazz in the Gables and Gallery Night Live
To promote art and cultural offerings in the Community, including Gallery Night
To support cultural tourism initiatives

GOAL AREA: PROPERTY ADMINISTRATION

- To continue to move as many leases on to the form lease as possible
- To create appropriate reporting and tracking reports
- To work with Finance on creating a general ledger for tenants
- To renew leases as they come due or find new tenants.
- To assess the highest and best use of City property
- To audit leases to determine whether Tenants are in compliance
- To identify and negotiate new projects
- To monitor the condition of City properties leased to others
- To act as staff to the Property Advisory Board

GOAL AREA: GENERAL ADMINISTRATION

- To maintain accurate records
- To maintain inventory of marketing materials
- To administer our budget in accordance with the approved budget
- To assess staff requirements and train as needed to meet departmental needs
- Provide regular website updates
- To continue to manage an image database for marketing materials and track copyright rights

III. **REPORT ON WORKLOAD INDICATORS**

DEPARTMENT ECONOMIC SUSTAINABILITY

GOAL AREA ECONOMIC DEVELOPMENT
2012-2013

- **PREVIOUS WORKLOAD INDICATORS**
From (2011-2012)

Attend Chamber Events and Meetings	Director, Asst Director, Marketing Coordinator
Keep in Communication with other development groups and realtors, including public speaking engagements	Director, Asst. Director, Marketing Coordinator
Provide support to local small businesses and new businesses	Asst. Director
Update, create and distribute marketing materials	Director, Marketing Coordinator
Assist with major developments	Director, Asst. Director
Update and distribute demographics and statistics	Marketing Coordinator
Send welcome packages and, or notes to new businesses	Marketing Coordinator
Staff to Economic Development Board – prepare notices, agendas and minutes	Director, Special Project Coordinator
Obtain updated images for marketing use	Department
Review and analyze market trends	Asst Director, Marketing Coordinator
Identify new business opportunities, and approach potential new businesses to market	Director, Asst. Director
Build department webpages	Department

- **NEW WORKLOAD INDICATORS (if applicable)**

Attend Chamber Events and Meetings	Director, Asst. Director, Marketing Coordinator, Business Develop. Analyst
Keep in Communication with other development groups and realtors, including public speaking engagements	Director, Asst. Director
Provide support to local small businesses and new businesses	Asst. Director, Business Develop. Analyst
Update, create and distribute marketing materials	Marketing Coordinator, Business Develop. Analyst
Assist with major developments	Director, Asst. Director
Update and distribute demographics and statistics	Asst. Director, Marketing Coordinator, Business Develop. Analyst
Send welcome packages and, or notes to new businesses	Marketing Coordinator, Special Projects Coordinator, Business Develop. Analyst
Staff to Economic Development Board – prepare notices, agendas and minutes	Director, Asst. Director, Special Project Coordinator
Obtain updated images for marketing use	Marketing Coordinator, Business Develop. Analyst
Review and analyze market trends	Asst Director, Business Develop. Analyst
Identify new business opportunities, and approach potential new businesses to market	Director, Asst. Director, Marketing Coordinator, Business Develop. Analyst.
Maintain and Update department webpage	Marketing Coordinator, Business Develop. Analyst
Assist with public, private partnerships	Director, Asst Director
Assist with Streetscape Project and Neighborhood Renaissance Program projects	Director, Asst. Director, Marketing Coordinator
Create marketing materials for local, national and international business prospects	Director, Marketing, Business Develop. Analyst
Develop other marketing strategies	Director, Marketing, Business Develop. Analyst

DEPARTMENT ECONOMIC SUSTAINABILITY

GOAL AREA CULTURAL DEVELOPMENT
2012-2013

- **PREVIOUS WORKLOAD INDICATORS**
(From 2011-2012)

Administrate annual grant program including providing workshops	Marketing Coordinator
Staff to Cultural Development Board – prepare notices, agendas and minutes	Director, Marketing Coordinator
Attend DRC and Board of Architect meetings, and run reports in Eden to track projects subject to Public Art Ordinance	Marketing Coordinator
Support local art community with workshop opportunities and materials.	Marketing Coordinator
Implement goals of the public art master plan	Director, Marketing Coordinator
New initiatives, Cultural Tourism	Director, Marketing Coordinator
Administration of any grants received by City for culture	Marketing Coordinator
Administration of Jazz in the Gables	Marketing Coordinator
Administration of Gallery Night Trolley	Marketing Coordinator
Administrate annual grant program including providing workshops	Marketing Coordinator

- **NEW WORKLOAD INDICATORS (if applicable)**

Administrate annual grant program including providing workshops	Director, Special Project Coordinator
Staff to Cultural Development Board – prepare notices, agendas and minutes	Director, Special Project Coordinator
Attend DRC and run reports in Eden to track projects subject to Public Art Ordinance	Director, Special Project Coordinator
Support local art community with workshop opportunities and materials.	Director
Implement goals of the public art master plan	Director, Marketing Coordinator
New initiatives, Cultural Tourism	Director, Marketing Coordinator
Administration of any grants received by City for culture	Director
Administration of Jazz in the Gables	Asst. Director
Administration of Gallery Night Trolley	Asst. Director
Administration of Gallery Night Live	Asst. Director

DEPARTMENT ECONOMIC SUSTAINABILITY

GOAL AREA PROPERTY ADMINISTRATION
2012-2013

- **PREVIOUS WORKLOAD INDICATORS**
(From 2011-2012)

Negotiate and prepare Leases	Director, Asst. Director
Show available space	Asst. Director, Special Project Coordinator
Create and maintain rent rolls, aged receivables, sales reports, and other financial tracking reports as needed	Director, Asst. Director
Staff to Property Advisory Board – prepare notices, agendas and minutes	Director, Asst. Director, Special Project Coordinator
Abstract leases	Director, Asst. Director
Find new tenants as needed	Director, Asst. Director
Work with tenants who are delinquent or have not been billed to obtain payment to the City	Director, Asst. Director
Audit leases to determine whether tenants are in compliance	Asst. Director
Provide guidance and assistance to tenants and developers leasing City Property	Director, Asst. Director
Assess highest and best use of City property	Director, Asst. Director
Provide financial modeling as needed	Asst. Director
Identify new projects	Director, Asst. Director
Support construction process for the Palace Senior Housing Project	Director, Asst. Director
Provide information on property within the City to prospective developers and businesses	Director, Asst. Director

- **NEW WORKLOAD INDICATORS (if applicable)**

Negotiate and prepare Leases	Director, Asst. Director
Show available space	Asst. Director, Special Project Coordinator
Create and maintain rent rolls, aged receivables, sales reports, and other financial tracking reports as needed	Asst. Director
Staff to Property Advisory Board – prepare notices, agendas and minutes	Director, Asst. Director, Special Project Coordinator
Abstract leases	Director, Asst. Director
Find new tenants as needed	Director, Asst. Director
Work with tenants who are delinquent or have not been billed to obtain payment to the City	Director, Asst. Director
Audit leases to determine whether tenants are in compliance	Asst. Director
Provide guidance and assistance to tenants and developers leasing City Property	Director, Asst. Director
Assess highest and best use of City property	Director, Asst. Director
Provide financial modeling as needed	Asst. Director
Identify new projects	Director, Asst. Director
Provide information on property within the City to prospective developers and businesses	Director, Asst. Director
Oversight of City-owned leased properties condition	Asst. Director

DEPARTMENT ECONOMIC SUSTAINABILITY

GOAL AREA GENERAL ADMINISTRATION

2012-2013

- **PREVIOUS WORKLOAD INDICATORS**

(From 2011-2012)

Organize and maintain department files – hardcopy and electronic	Special Projects Coordinator
Answer phones, manage calendar, set up meeting, filing, copying, typing, inventory and ordering of office supplies	Special Projects Coordinator
Process invoices	Special Projects Coordinator
Manage departmental rolodex	Special Projects Coordinator
Maintain inventory of marketing materials and gifts	Marketing Coordinator, Special Projects Coordinator
Assess staff requirements and train as needed	Director, Asst. Director, Marketing Coordinator
Provide regular website updates	Department
Manage budget	Director, Asst. Director, Marketing Coordinator
Manage image database and copyright rights	Director, Marketing Coordinator
Continuing Education for licensed professionals	Director, Asst. Director
Attendance at professional associations, meetings, conferences	Director, Asst. Director

- **NEW WORKLOAD INDICATORS (if applicable)**

Organize and maintain department files – hardcopy and electronic	Special Projects Coordinator
Answer phones, manage calendar, set up meeting, filing, copying, typing, inventory and ordering of office supplies	Special Projects Coordinator
Process invoices	Special Projects Coordinator
Manage departmental rolodex	Special Projects Coordinator
Maintain inventory of marketing materials and gifts	Marketing Coordinator, Special Projects Coordinator
Assess staff requirements and train as needed	Director, Asst. Director, Marketing Coordinator
Manage budget	Director, Asst. Director, Marketing Coordinator
Manage image database and copyright rights	Director, Marketing Coordinator
Continuing Education for licensed professionals	Director, Asst. Director
Attendance at professional associations, meetings, conferences	Director, Asst. Director, Marketing Coordinator

**CITY OF CORAL GABLES, FLORIDA
2012-2013 BUDGET**



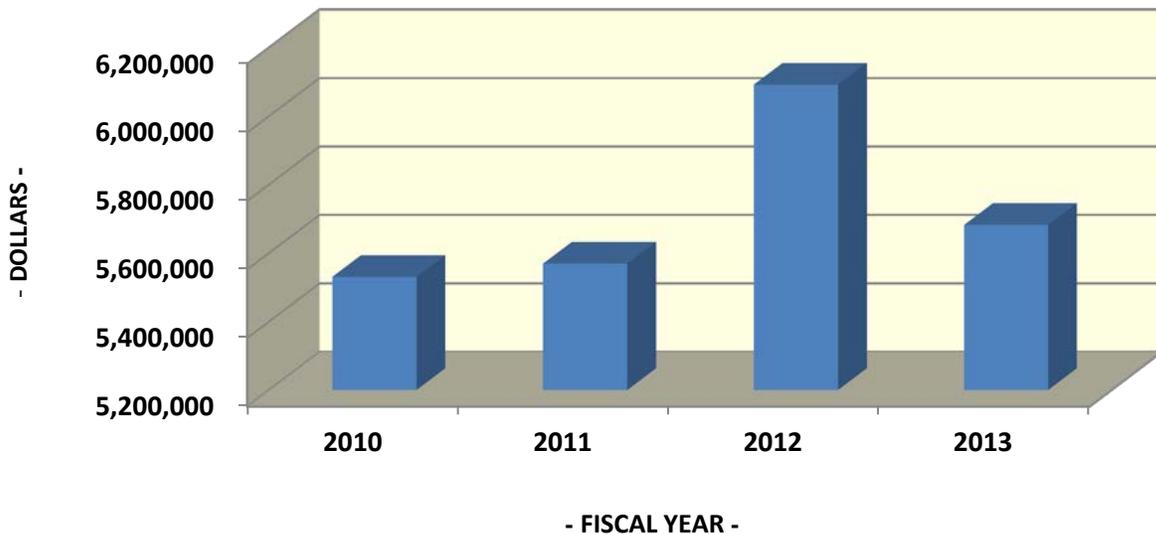
**001 GENERAL FUND
NON-DEPARTMENTAL EXPENSE
7000 NON-DEPARTMENTAL
519 OTHER GENERAL GOVERNMENT**

		EXPENDITURE DETAIL			
		2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
3120	Special Legal Services	\$ 849,373	\$ 1,272,225	\$ 795,000	\$ 995,000
3190	Other Professional Services	173,894	235,660	247,500	275,000
3194	Collective Marketing Program	9,600	-	-	-
3200	Accounting & Auditing Services	153,469	105,000	115,000	115,000
4370	Waste Disposal Service	699	-	-	-
4450	Lease Equipment	-	-	-	187,200
4920	Lobbyist Records	24,500	7,500	-	-
4960	Bad Debt Expense	-	148	-	-
4990	Other Miscellaneous Expense	459,271	275,030	25,000	285,000
5100	Office Supplies	266	-	16,000	17,000
5410	Employee Training	(105)	-	-	-
7191	Employee Sick/Annual Leave Payout	-	-	355,000	400,000
7192	Contingencies	-	-	287,255	240,000
8200	Cultural Events	150,000	74,500	75,000	135,000
8202	USDOJ 2012 Robotic Tact JAGD-Dade-6-125	-	-	-	-
8203	Electronic Crimes Task Force	-	-	-	-
8206	Dade Cultural Committee Grant - City	-	-	-	-
8207	Dade Cultural Committee Grant - State	-	-	-	-
8209	Tenet Health Care Foundation Grant	-	-	-	-
8300	Other Grants and Aids	(2,500)	14,733	20,000	20,000
8302	Aid to Junior Orange Bowl	33,250	33,250	33,250	33,250
8304	Historic Preservation Match	2,500	-	-	-
8309	Sister City Match	-	12	-	-
TOTAL		\$ 1,854,217	\$ 2,018,058	\$ 1,969,005	\$ 2,702,450

**2012-2013 BUDGET
MOTOR POOL FUND SUMMARY**

	<u>2009-2010 ACTUAL</u>	<u>2010-2011 ACTUAL</u>	<u>2011-2012 BUDGET</u>	<u>2012-2013 BUDGET</u>
OPERATING REVENUES				
Charges to Departments for use of Vehicles & Equipment	\$ 4,444,050	\$ 4,092,570	\$ 5,976,722	\$ 5,527,738
Replacement Cost Recovery	3,260,181	2,871,033	1,842,972	1,243,000
Miscellaneous	343,547	1,143,223	170,000	1,520,000
TOTAL OPERATING REVENUES	<u>\$ 8,047,778</u>	<u>\$ 8,106,826</u>	<u>\$ 7,989,694</u>	<u>\$ 8,290,738</u>
OPERATING EXPENSES				
Operating Expense	5,530,132	5,568,695	6,091,822	5,681,838
Capital Outlay	774,007	815,543	1,897,872	2,608,900
TOTAL OPERATING EXPENSES	<u>\$ 6,304,139</u>	<u>\$ 6,384,238</u>	<u>\$ 7,989,694</u>	<u>\$ 8,290,738</u>

Operating Expense



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.

**2012-2013 BUDGET
MOTOR POOL FUND
VEHICLE AND EQUIPMENT PURCHASES**

<u>DEPARTMENT</u>	<u>DESCRIPTION</u>	<u>REPLACEMENTS</u>		<u>ADDITIONS</u>
		<u>MODEL YEAR</u>	<u>REPL. COST</u>	<u>COST</u>
Public Works	Genie Lift		\$ 17,000	\$ -
	Cargo Van	1989	27,000	-
	Street Sweeper		150,000	-
Comm Serv - Parks	Terra Topper	1994	9,000	-
Comm Serv - Pub Serv	Ford 3/4 Ton Pickup Truck	1993	30,000	-
	Ford F250	1996	25,000	-
	Ford F250	1997	45,000	-
	Chevy 2500	1998	45,000	-
	Sterling Trash Crane	2000	160,000	-
Police	Unmarked Police Cruiser (5)	2006	150,000	-
	Ford Crown Vic Police Veh (21)	2006	735,000	-
Fire	Ladder Truck		1,200,000	-
			\$ 2,593,000	\$ -

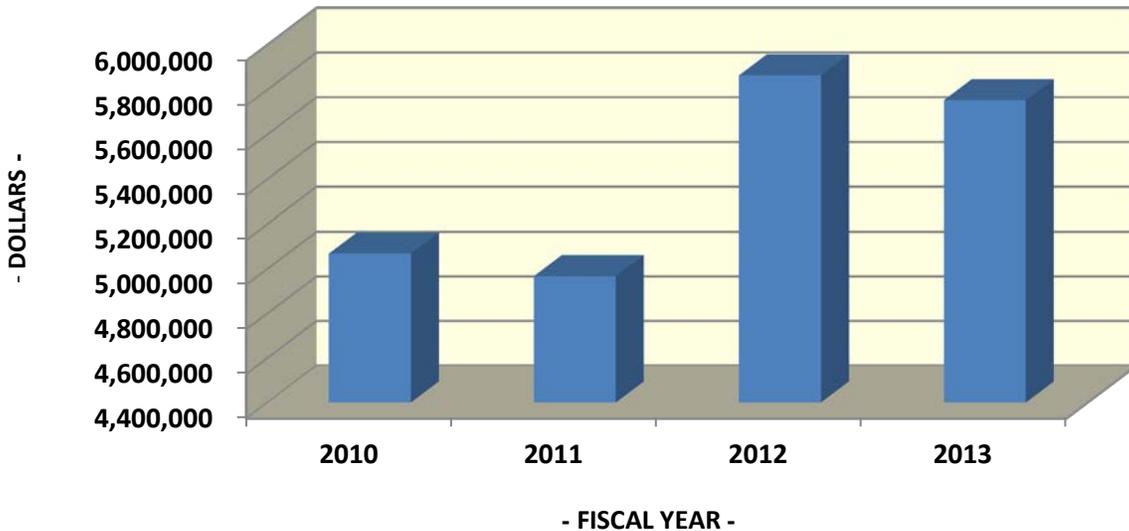
2012-2013 BUDGET
MOTOR POOL COST DISTRIBUTION

DEPT. NO.	FY11 DISTRIBUTION COST			DEPARTMENT
	REPL	MAINT	TOTAL	
1010	\$ 1,253	\$ 5,562	\$ 6,815	CITY MANAGER - ADMIN
1030	12,034	53,516	65,550	CITY MANAGER - COMMUNICATIONS
1050	865	3,845	4,710	CITY MANAGER - INTERNAL AUDIT
1110	915	4,070	4,985	HUMAN RESOURCES - RISK MGMT
1210	41,009	182,370	223,379	DEVELOPMENT SERVICE - BUILDING
1220	1,812	8,057	9,869	DEVELOPMENT SERVICE - PLANNING
1320	865	3,845	4,710	HISTORICAL RESOURCES - PRESERVATION
1500	2,115	9,405	11,520	PUBLIC WORKS - ADMINISTRATIVE
1510	16,503	73,393	89,896	PUBLIC WORKS - ENGINEERING
1520				PUBLIC WORKS - MAINTENANCE
1540	43,619	193,979	237,598	PUBLIC WORKS - SANITARY SEWER
1550	142,637	634,321	776,958	PUBLIC WORKS - R.O.W. ENF & MAINT
1580	53,427	237,597	291,024	COMM SERV - PARKING - TROLLEY/TRANS
2000				FACILITIES DIVISION
3020	1,730	7,692	9,422	FINANCE - COLLECTIONS
3040	2,165	9,630	11,795	FINANCE - PROCUREMENT
3050	915	4,070	4,985	FINANCE - GENERAL SERVICES
3200	10,825	48,138	58,963	INFORMATION TECHNOLOGY
4700				PUBLIC WORKS - AUTOMOTIVE
4710				PUBLIC WORKS - CAR POOL
5000	25,846	114,942	140,788	POLICE - ADMINISTRATIVE
5020	202,162	899,033	1,101,195	POLICE - UNIFORM PATROL
5030	62,922	279,819	342,741	POLICE - CRIMINAL INVESTIGATIONS
5040	24,641	109,581	134,222	POLICE - TECHNICAL SERVICES
5060	16,162	71,876	88,038	POLICE - PROFESSIONAL STANDARDS
5070	13,007	57,844	70,851	POLICE - SPECIALIZED ENFORCEMENT
5500	143,308	637,306	780,614	FIRE DEPARTMENT
6010	1,576	7,010	8,586	COMM SERV - PARKS & REC - TENNIS CENTERS
6031	8,949	39,797	48,746	COMM SERV - PARKS & REC - GRAN GOLF ELEC CARS
6050	4,755	21,148	25,903	COMM SERV - PARKS & REC - YOUTH CTR/PLAYGRNDS
6070	15,899	70,707	86,606	COMM SERV - PARKS & REC - GOLF/PARKS MAINT
6100	1,443	6,415	7,858	COMM SERV - PUBLIC SERV - ADMINISTRATIVE
6120	223,902	995,713	1,219,615	COMM SERV - PUBLIC SERV - SOLID WASTE
6130	101,169	449,908	551,077	COMM SERV - PUBLIC SERV - LANDSCAPE SERVICES
6900	865	3,845	4,710	ECONOMIC SUSTAINABILITY
8360	5,031	22,372	27,403	COMM SERV - PARKING - METER MAINT/COLLECTION
8400	54,260	241,302	295,562	COMM SERV - PARKING - VIOLATION ENFORCEMENT
8500	4,414	19,630	24,044	COMM SERV - PARKING - SIGN SHOP
	<u>\$ 1,243,000</u>	<u>\$ 5,527,738</u>	<u>\$ 6,770,738</u>	

**2012-2013 BUDGET
PUBLIC FACILITIES FUND SUMMARY**

	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 BUDGET	2012-2013 BUDGET
OPERATING REVENUES				
Charges to Departments for use of Facilities	\$ 6,275,886	\$ 6,233,883	\$ 5,924,166	\$ 5,820,317
Miscellaneous	2	13,517	1,799	-
TOTAL OPERATING REVENUES	\$ 6,275,888	\$ 6,247,400	\$ 5,925,965	\$ 5,820,317
OPERATING EXPENSES				
Operating Expense	\$ 5,068,546	\$ 4,967,209	\$ 5,863,465	\$ 5,752,817
Capital Outlay	32,504	30,379	62,500	67,500
TOTAL OPERATING EXPENSES	\$ 5,101,050	\$ 4,997,588	\$ 5,925,965	\$ 5,820,317

Operating Expense



The Public Facilities Fund is used to account for the costs of providing building maintenance, utilities and general housekeeping services for all city property. Financing is provided by charging the user departments an annual rental fee based on the facilities occupied.

2012-2013 BUDGET
TOTAL PUBLIC FACILITIES COST DISTRIBUTION

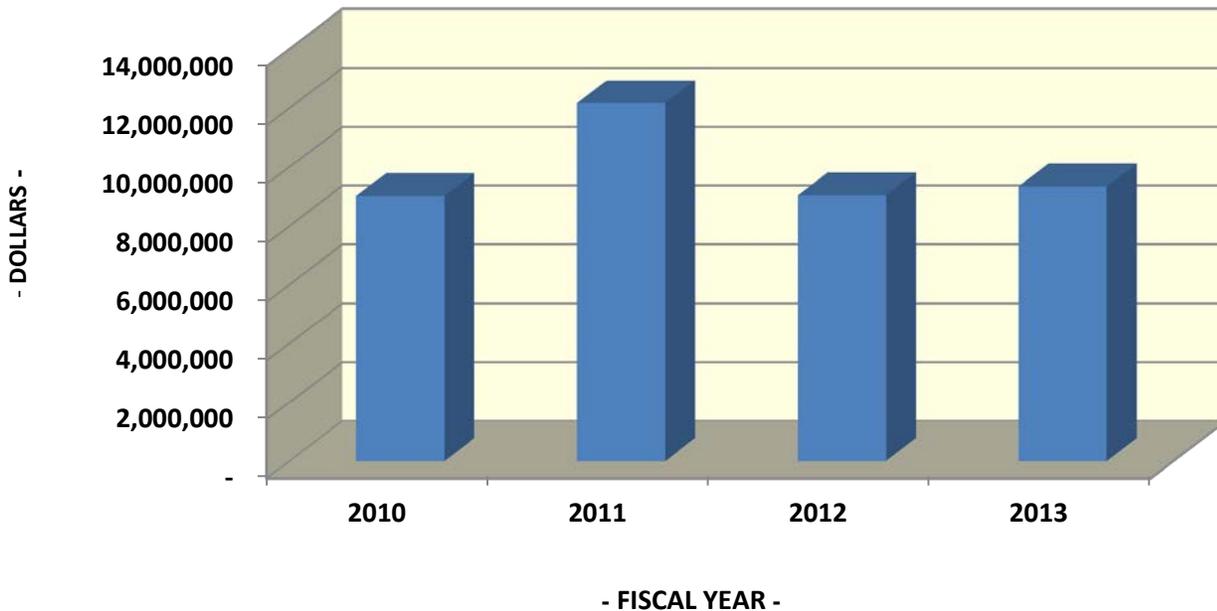
DEPT. NO.	TOTAL COST DISTRIBUTION	DEPARTMENT
0100	\$ 41,545	CITY COMMISSION
0500	28,973	CITY ATTORNEY
0600	23,567	CITY CLERK - ADMIN
1010	21,751	CITY MANAGER - ADMIN
1030	32,383	CITY MANAGER - COMMUNICATIONS
1050	29,355	CITY MANAGER - INTERNAL AUDIT
1110	18,753	HUMAN RESOURCES - RISK MGMT
1120	19,789	HUMAN RESOURCES - PERSONNEL
1200	20,379	DEVELOPMENT SERVICE - ADMIN
1210	45,848	DEVELOPMENT SERVICE - BUILDING
1220	64,593	DEVELOPMENT SERVICE - PLANNING
1230	18,052	DEVELOPMENT SERVICE - CODE
1320	233,448	HISTORICAL RESOURCES - PRESERVATION
1330	70,784	HISTORICAL RESOURCES - MUSEUM
1500	20,558	PUBLIC WORKS - ADMINISTRATIVE
1510	43,985	PUBLIC WORKS - ENGINEERING
1535	28,466	PUBLIC WORKS - STORMWATER MGMT
1540	283,473	PUBLIC WORKS - SANITARY SEWER
1550	1,283,335	PUBLIC WORKS - R.O.W. ENF & MAINT
3010	41,774	FINANCE - ADMINISTRATIVE & BUDGET
3020	12,220	FINANCE - COLLECTIONS
3030	12,906	FINANCE - ACCOUNTING
3040	108,827	FINANCE - PROCUREMENT
3050	18,242	FINANCE - GENERAL SERVICES
3061	4,971	FINANCE - RETIREMENT ADMIN
3200	26,205	INFORMATION TECHNOLOGY
5000	102,546	POLICE - ADMINISTRATIVE
5020	135,873	POLICE - UNIFORM PATROL
5030	109,804	POLICE - CRIMINAL INVESTIGATIONS
5040	142,365	POLICE - TECHNICAL SERVICES
5060	134,219	POLICE - PROFESSIONAL STANDARDS
5500	507,104	FIRE DEPARTMENT
6010	113,573	COMM SERV - PARKS & REC - TENNIS CENTERS
6020	131,226	COMM SERV - PARKS & REC - VENETIAN POOL
6050	625,976	COMM SERV - PARKS & REC - YOUTH CTR/PLAYGRNDS
6070	146,844	COMM SERV - PARKS & REC - GOLF/PARKS MAINT
6100	23,565	COMM SERV - PUBLIC SERV - ADMINISTRATIVE
6120	21,749	COMM SERV - PUBLIC SERV - SOLID WASTE
6130	572,498	COMM SERV - PUBLIC SERV - LANDSCAPE SERVICES
8300	15,414	COMM SERV - PARKING - ADMINISTRATIVE
8310	80,508	COMM SERV - PARKING - GARAGE NO. 1
8320	134,001	COMM SERV - PARKING - GARAGE NO. 2
8330	23,449	COMM SERV - PARKING - GARAGE NO. 3
8340	86,079	COMM SERV - PARKING - GARAGE NO. 4
8390	46,898	COMM SERV - PARKING - METER/PERMIT PARKING LOTS
8500	32,022	COMM SERV - PARKING - SIGN SHOP
1580	80,422	COMM SERV - PARKING - TROLLEY/TRANS
	\$ 5,820,317	



**2012-2013 BUDGET
INSURANCE FUND SUMMARY**

	<u>2009-2010 ACTUAL</u>	<u>2010-2011 ACTUAL</u>	<u>2011-2012 BUDGET</u>	<u>2012-2013 BUDGET</u>
OPERATING REVENUES				
Charges to Departments for:				
Workers Compensation	\$ 5,628,120	\$ 5,974,309	\$ 5,816,000	\$ 5,816,000
General Liability Insurance	3,209,512	3,208,877	3,209,000	3,509,000
Group Health Insurance	4,414,171	4,791,420	-	-
Miscellaneous	3,971,862	542,445	-	-
TOTAL OPERATING REVENUES	<u>\$ 17,223,665</u>	<u>\$ 14,517,051</u>	<u>\$ 9,025,000</u>	<u>\$ 9,325,000</u>
OPERATING EXPENSES				
Benefit Payments	\$ 6,493,635	\$ 5,136,796	\$ 5,816,000	\$ 5,816,000
Insurance	2,510,233	7,022,728	3,209,000	3,509,000
TOTAL OPERATING EXPENSES	<u>\$ 9,003,868</u>	<u>\$ 12,159,524</u>	<u>\$ 9,025,000</u>	<u>\$ 9,325,000</u>

Operating Expense

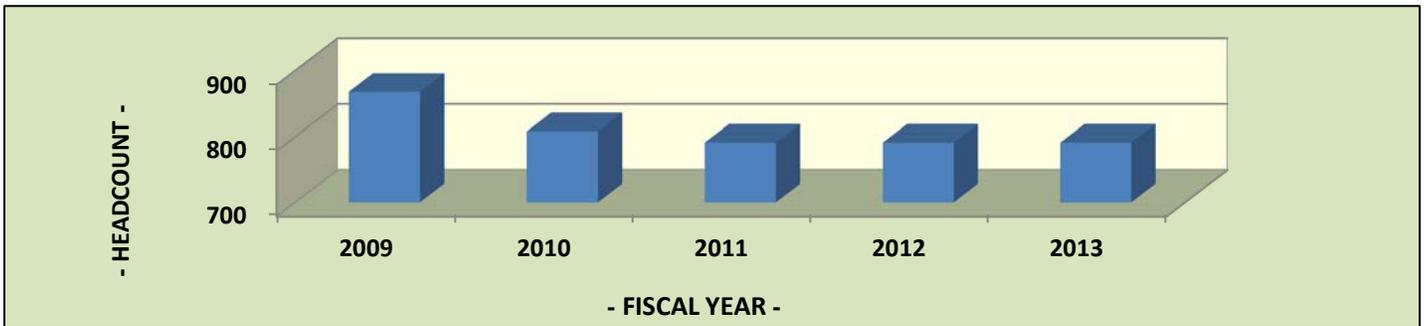


The Insurance Fund is used to account for the cost of employee health care benefits as well as the City's self-insured liability and worker's compensation program. The latter being administered by a third party professional insurance service. Financing is provided by insurance premium charges to the user departments and investment earnings on accumulated reserves. Note: In compliance with the Government Accounting Standards Board Statment No. 10, the recording of liabilities retained for losses under the worker's compensation, general liability and automobile liability programs resulted in the deficit ending fund balance in some reported years.

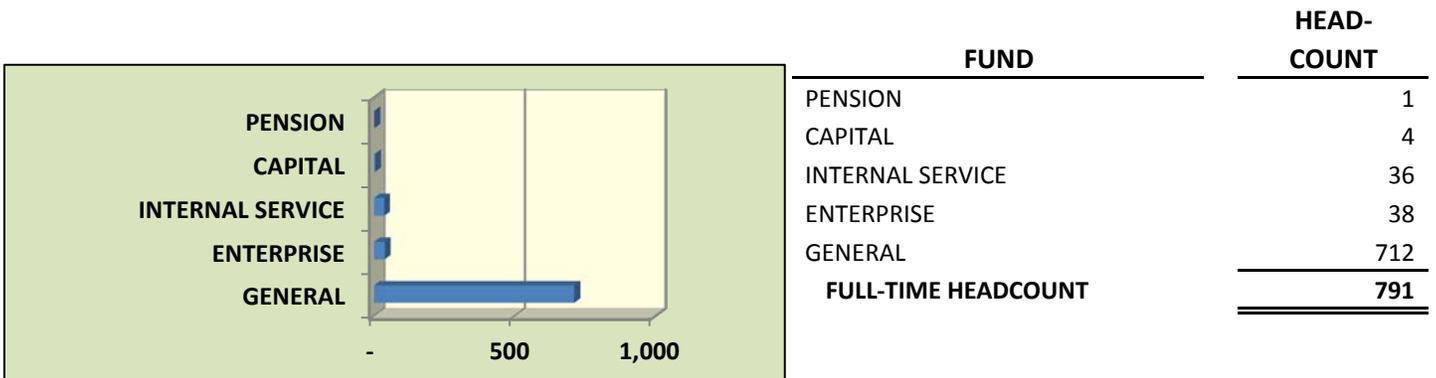
**CITY OF CORAL GABLES
2012-2013 BUDGET**

**FULL TIME POSITION SUMMARY
FIVE YEAR COMPARISON**

<u>DEPARTMENT</u>	<u>ACTUAL 2008-2009</u>	<u>ACTUAL 2009-2010</u>	<u>ACTUAL 2010-2011</u>	<u>BUDGET 2011-2012</u>	<u>BUDGET 2012-2013</u>
City Commission	7	7	7	7	7
City Attorney	5	5	5	5	5
City Clerk	5	5	5	5	5
City Manager	11	10	10	11	11
Human Resources	12	10	10	10	10
Development Services	68	62	63	64	64
Historic Resources	5	4	4	4	4
Public Works	106	91	86	84	84
Finance	31	31	31	33	33
Information Technology	19	16	15	15	15
Police	264	257	255	255	255
Fire	149	147	147	147	147
Community Services	182	158	149	146	146
Economic Sustainability	4	5	4	5	5
Total	868	808	791	791	791



FULL-TIME HEADCOUNT BY FUND



**2012-2013 BUDGET
PAYROLL RELATED COST DISTRIBUTION**

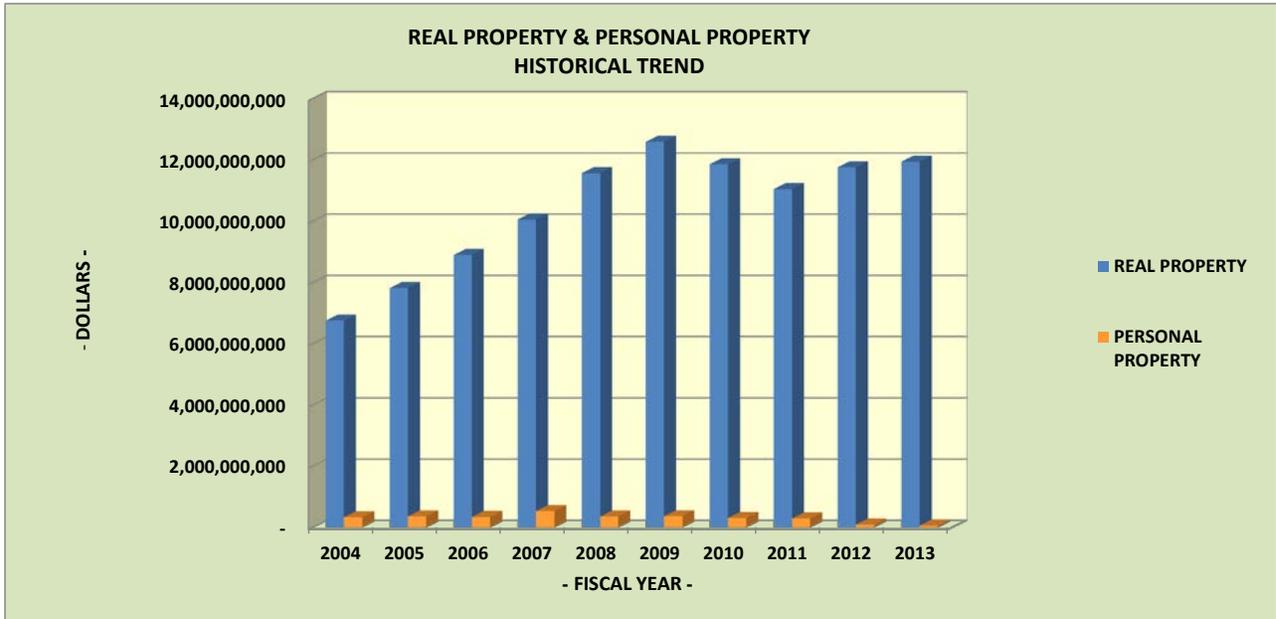
DEPT	PERSONNEL BENEFITS								TOTAL BENEFITS	GENERAL LIABILITY INSURANCE
	TOTAL EMP	TOTAL WAGES	FICA TAX	RETIRE-MENT	WORKERS COMP	GROUP INSURANCE	POST EMPL HEALTH			
0100	7	\$ 257,880	\$ 19,727	\$ 82,641	\$ 3,440	\$ 50,342	\$ 950	\$ 157,100	\$ 15,375	
0500	5	447,773	28,309	143,473	1,830	36,014	3,800	213,426	26,700	
0600	5	326,555	24,901	104,631	2,460	35,988	3,800	171,780	19,472	
0601	-	30,784	2,355	-	-	-	-	2,355	1,836	
1010	6	698,632	44,672	216,806	2,952	61,000	4,750	330,180	41,658	
1030	3	361,170	27,629	65,860	2,322	21,596	2,850	120,257	21,536	
1050	2	195,894	13,802	62,767	5,707	14,409	1,900	98,585	11,681	
1110	3	199,181	15,237	63,820	6,199	21,594	2,850	109,700	11,877	
1120	7	503,171	36,607	153,212	3,444	50,389	6,650	250,302	30,003	
1200	5	380,516	25,378	121,922	11,906	35,999	2,850	198,055	22,689	
1210	31	2,342,283	176,013	720,992	90,819	223,175	11,400	1,222,399	139,665	
1220	15	1,146,298	85,132	367,288	16,826	107,998	6,650	583,894	68,351	
1230	13	861,079	65,471	275,897	58,348	93,572	1,900	495,188	51,344	
1320	3	247,171	16,152	79,196	1,476	22,170	2,850	121,844	14,738	
1330	1	148,522	11,362	30,171	492	7,204	950	50,179	8,856	
1500	5	432,266	31,786	138,503	16,629	36,011	3,800	226,729	25,775	
1510	14	1,007,661	77,635	321,586	63,563	100,790	5,700	569,274	60,085	
1520	14	955,434	73,092	263,483	129,029	100,749	1,900	568,253	56,971	
1535	8	528,353	40,420	146,476	96,233	57,567	950	341,646	31,505	
1540	11	681,105	52,104	193,108	108,208	79,149	950	433,519	40,613	
1550	8	376,262	28,784	118,315	131,141	57,548	-	335,788	22,436	
1552	2	148,678	11,374	47,638	27,498	14,399	950	101,859	8,865	
1580	2	139,360	10,661	44,652	14,236	14,397	950	84,896	8,310	
3010	7	657,830	48,255	210,776	3,444	50,426	6,650	319,551	39,225	
3020	7	393,536	30,105	126,093	14,858	50,370	950	222,376	23,466	
3030	10	593,694	45,417	190,225	4,920	71,965	4,750	317,277	35,401	
3040	6	401,958	30,749	128,792	2,952	43,188	3,800	209,481	23,968	
3050	2	86,133	6,589	27,598	1,456	14,386	-	50,029	5,136	
3061	1	74,568	5,704	23,892	487	7,200	950	38,233	4,446	
3200	15	1,060,908	80,065	318,266	5,313	107,970	3,800	515,414	63,260	
4700	22	1,394,720	105,793	431,286	123,904	158,330	4,750	824,063	83,164	
5000	10	933,725	68,902	424,976	60,021	72,032	6,750	632,681	55,676	
5020	97	7,040,163	577,693	3,264,360	684,500	673,728	62,700	5,262,981	419,790	
5030	42	3,202,674	258,946	1,437,845	294,004	291,749	23,700	2,306,244	190,969	
5040	56	3,546,515	270,848	1,114,141	76,158	402,979	3,550	1,867,676	211,471	
5041	3	251,053	19,205	64,419	1,476	21,593	-	106,693	14,970	
5050	-	18,800	1,438	-	24,436	-	-	25,874	1,121	
5060	15	1,056,974	79,476	423,156	55,593	104,189	5,800	668,214	63,025	
5070	32	2,497,847	190,261	1,131,342	229,260	222,278	20,450	1,793,591	148,941	
5500	147	14,438,853	199,228	8,152,736	1,210,730	1,058,930	133,950	10,755,574	860,958	
6000	1	128,045	8,478	41,027	492	7,211	-	57,208	7,635	
6005	3	215,176	15,542	68,946	1,476	21,597	950	108,511	12,830	
6010	4	350,549	26,816	54,310	27,787	28,771	950	138,634	20,902	
6020	3	322,896	24,702	46,910	78,746	21,582	950	172,890	19,254	
6030	-	4,000	306	1,282	-	-	-	1,588	239	
6050	9	835,879	63,946	139,498	90,976	64,748	1,900	361,068	49,842	
6051	-	20,879	1,597	-	-	-	-	1,597	1,245	
6060	1	91,142	6,972	21,047	6,829	7,198	950	42,996	5,435	
6065	-	8,300	635	-	-	-	-	635	495	
6070	5	291,020	22,263	93,246	62,520	35,981	950	214,960	17,353	
6100	4	287,535	19,924	91,489	6,691	28,796	1,900	148,800	17,145	
6120	63	3,115,045	238,298	990,083	1,371,763	453,214	950	3,054,308	185,744	
6130	23	1,226,867	93,857	385,090	360,066	165,483	950	1,005,446	73,155	
6900	5	451,750	32,882	144,746	2,460	36,580	4,750	221,418	26,937	
8300	5	352,249	26,042	112,864	2,887	35,993	2,850	180,636	21,004	
8330	1	41,309	3,160	13,236	8,568	7,193	-	32,157	2,463	
8340	1	29,099	2,226	9,324	8,568	7,190	-	27,308	1,735	
8360	6	303,430	23,212	97,222	64,753	43,169	-	228,356	18,093	
8400	12	576,615	44,112	162,325	88,555	86,315	-	381,307	34,382	
8500	3	130,541	9,987	41,827	44,593	21,579	-	117,986	7,784	
791	\$	58,848,305	\$ 3,602,234	\$ 23,746,812	\$ 5,816,000	\$ 5,665,973	\$ 369,950	\$ 39,200,969	\$ 3,509,000	





**CITY OF CORAL GABLES
ASSESSED VALUES OF TAXABLE PROPERTY
TEN-YEAR TREND**

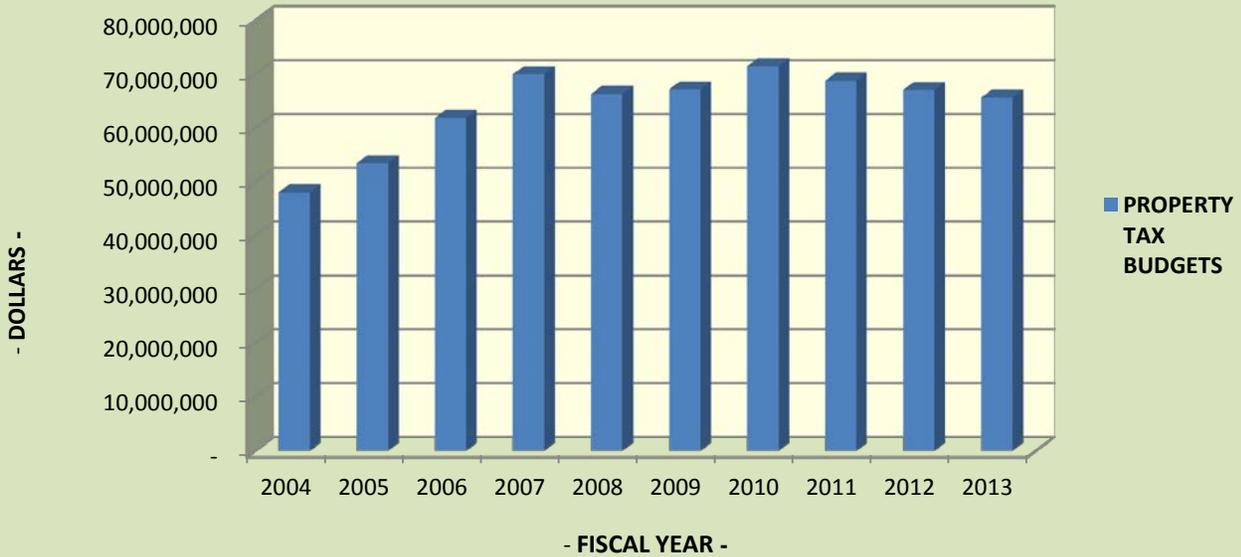
FISCAL YEAR	REAL PROPERTY	PERSONAL PROPERTY	TOTAL ASSESSED VALUE
2004	\$ 6,769,267,008	\$ 336,684,311	\$ 7,105,951,319
2005	7,834,696,998	363,954,901	8,198,651,899
2006	8,911,902,974	346,181,099	9,258,084,073
2007	10,072,262,531	537,053,435	10,609,315,966
2008	11,583,673,283	358,647,741	11,942,321,024
2009	12,608,566,150	368,490,172	12,977,056,322
2010	11,875,112,539	312,425,424	12,187,537,963
2011	11,069,459,141	297,254,234	11,366,713,375
2012	11,775,083,871	95,749,044	11,870,832,915
2013	11,960,755,291	64,807,611	12,025,562,902



FISCAL YEAR	CITY TAX RATES			COUNTY	SCHOOL DISTRICT	SPECIAL TAXING DISTRICTS	TOTAL TAX RATE FOR ALL OVERLAPPING GOVERNMENTS
	OPERATIONS	DEBT SERVICE	TOTAL				
2004	5.9900	-0-	5.9900	6.7650	9.2520	0.7360	22.7430
2005	5.9900	-0-	5.9900	7.1840	8.6870	0.7350	22.5960
2006	6.1500	-0-	6.1500	7.0690	8.4380	0.7350	22.3920
2007	6.1500	-0-	6.1500	6.8080	8.1050	0.7350	21.7980
2008	5.2500	-0-	5.2500	5.6700	7.9480	0.6590	19.5270
2009	5.2500	-0-	5.2500	5.9260	7.7970	0.6590	19.6320
2010	5.8950	-0-	5.8950	6.0050	7.9950	0.6590	20.5540
2011	6.0720	-0-	6.0720	6.6565	8.2490	0.6585	21.6360
2012	5.8690	-0-	5.8690	5.7695	8.0050	0.4708	20.1143
2013	5.6690	-0-	5.6690	5.1610	7.9980	0.4634	19.2914

CITY OF CORAL GABLES

**PROPERTY TAX BUDGETS
LAST TEN YEARS**



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

<u>FISCAL YEAR</u>	<u>PROPERTY TAX BUDGETS</u>	<u>* COLLECTIONS WITHIN THE YEAR OF THE LEVY</u>	<u>* PRIOR YEARS' LATE COLLECTIONS</u>	<u>TOTAL COLLECTIONS TO DATE</u>	<u>PERCENT OF LEVY COLLECTED TO DATE</u>
2004	48,072,063	\$ 47,798,782	\$ 170,691	\$ 47,969,473	99.8%
2005	53,466,648	53,235,436	231,212	53,466,648	100.0%
2006	61,868,946	61,536,367	332,579	61,868,946	100.0%
2007	70,004,604	69,634,307	95,957	69,730,264	99.6%
2008	66,335,000	65,791,821	596,813	66,388,634	100.1%
2009	67,181,542	65,609,457	787,734	66,397,191	98.8%
2010	71,501,646	69,328,037	949,225	70,277,262	98.3%
2011	68,805,430	65,131,368	1,946,716	67,078,084	97.5%
2012	67,086,306	64,648,642	1,729,247	66,377,889	98.9%
2013	65,664,270	-	-	-	0.0%

* Fiscal Year 2012 collections and prior years late collections are partial year information, i.e. 11 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 just or fair market 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.

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 net taxable assessed value of property in the City.

Property Taxes - Taxes paid on the assessed 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.

