City of Coral Gables
2013-2014 Budget

CITY COMMISSION

JIM C. CASON, MAYOR

WILLIAM H. KERDYK, JR., Vice Mayor

PATRICIA KEON, Commissioner

VINCE C. LAGO, Commissioner

FRANK C. QUESADA, Commissioner

CITY MANAGER

PATRICK G. SALERNO

FINANCE DIRECTOR

DIANA M. GOMEZ, C.P.A.

MANAGEMENT & BUDGET DIRECTOR

KEITH R. KLEIMAN

2013-2014 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, 2012.

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, 2012

President

Executive Director

THE CITY OF CORAL GABLES

OFFICE OF CITY MANAGER

The City Beautiful

CITY HALL 405 BILTMORE WAY
CORAL GABLES, FLORIDA 33134

October 1, 2013

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

Dear Mayor and Commissioners:

Although we have experienced a recovery in some sectors of the economy, the immediate future is still uncertain. We must continue thoughtful management of City resources, looking for efficiencies in operations and prudent savings that do not negatively impact the delivery of quality services. In this past year we continued to make strategic investments throughout the City in order to improve the quality of life for residents as well as our competitive position with regard to attracting quality businesses and development. One example of the City's investments is shown on the cover of the budget. Majestic Medjool palm trees and Bismarck palm trees beautify the major commercial boulevard of Alhambra Circle, presenting a proper front door to large office buildings lining this corridor, and making the Gables an even more desirable address. Well thought out investment like this, aimed at maintaining and improving the City's physical assets has been deliberate and continuous. The Neighborhood Renaissance Program and the other capital improvement initiatives over the last four years add value to the community and lay the groundwork for a brighter, more prosperous Coral Gables.

In addition to weathering the storm of the economic downturn, during the past four years we have made significant strides toward addressing various reforms, improving the accuracy of the City's revenue projections, and establishing thoughtful spending practices. Though reserve policies differ from city to city, we remain focused on reaching General Fund reserves of $25 million. Reserves are maintained for various financial purposes, including protecting against economic tsunamis like the one from which we are slowly emerging. We must continue our thoughtful management of the City's resources so that Coral Gables' future is bright.

The FY 2013-2014 Annual Budget beginning October 1, 2013 through September 30, 2014 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 24, 2013 and subsequently at two public hearings held on September 12, 2013 and September 24, 2013. An ad valorem property tax millage of 5.629 was adopted by Ordinance No. 2013-13 and the annual budget of revenues and expenditures was adopted by Ordinance No. 2013-14.

P.O. BOX 141549 CORAL GABLES, FLORIDA 33114-1549 (305) 460-5201

Expenditures

The total operating, capital and debt service expenditures budget approved for FY 2013-2014 is $163,067,484, a decrease of $17,626,120, or 9.75%, compared to the FY 2012-2013 annual budget. The main reason for the decrease is $20,418,385 of prior year capital improvement projects included in the FY 2012-2013 budget that are not included in the FY2013-2014 Adopted Budget. These capital projects (some of which will be re-appropriated in FY 2013-2014 after the start of the fiscal year) include such items as the Neighborhood Renaissance Program, Miami-Dade Building Better Communities Bond Improvements and Sanitary Sewer Improvements.

A comparison of expenditures for the FY 2012-2013 Budget and the FY 2013-2014 Budget is shown below:

Budget Year	2012-2013	2013-2014	Increase (Decrease)
Operating Expenses	$ 133,596,253	$ 136,388,518	$ 2,792,265
Capital Expenditures	40,149,540	19,731,155	(20,418,385)
Debt Service Requirements	6,947,811	6,947,811	-
Total	$ 180,693,604	$163,067,484	$ (17,626,120)

Operating Expenditures

The increase in operating expenses from the FY 2012-2013 Budget of $133,596,253 to the FY 2013-2014 Budget of $136,388,518 is $2,792,265, or 2.1%.

The following table summarizes the changes from the FY 2012-2013 Budget to the FY 2013-2014 Budget:

Items	Increase (Decrease)	Total Budget
Salary (Longevity, Merit)	$ 1,051,570	$ 58,166,826
Overtime	25,417	1,727,912
Employee Benefits		
Retirement	2,922,905	26,669,717
FICA	70,870	3,673,104
Workers Compensation	(2,053,216)	3,762,784
Health Insurance	754,658	6,790,581
Equipment Replacement	3,687,799	5,528,545
Equipment Additions	(18,497)	127,950
Other Operating Costs	(2,030,887)	28,528,099
Fleet Equipment Replacement	(1,618,354)	1,413,000
Net Change to Operating Budget	$ 2,792,265	
Total Operating Budget		$136,388,518

The personal service costs associated with employees (salary, overtime and benefits) is increasing 2.8% from the prior year. Significant factors driving this modest rise include the proactive addition of seven new police officer positions for the field, an increase in the pension contribution, and a 6.9% increase in health insurance costs. Other than contractual increases, there are no cost of living adjustments included in the FY 2013-2014 Budget. A decrease in the City's budget is indicated in Other Operating Costs mostly due to a reduction in general liability expense. The decrease in Fleet Equipment Replacement is due to the inclusion of several large one-time items budgeted in FY 2012-2013, i.e., the replacement of a ladder truck, street sweeper and other equipment.

Capital Improvements

The FY 2013-2014 Budget provides for a capital improvement program totaling $19,731,155 as well as much needed capital facility upgrades and equipment/fleet replacement totaling $6,303,174 included within the operating budget. The program and upgrades include ongoing and additional funding for repairs/improvements to city facilities as well as for the continued purchase of land. New funding has been added for garage interior painting and common area improvements, streetscape improvements along the median of Ponce de Leon Boulevard from SW 8th Street to Flagler Street, landscaping/hardscape improvements to the Kings Bay area, and landscape improvements for the final phase of the Ponce de Leon streetscape project (Phase 3), from Salamanca Avenue to Antiquera Avenue. Other new projects include Merrick House restoration, Youth Center field sodding and irrigation improvements and various capital equipment upgrades citywide.

By the end of FY 2012-2013, phases I and II of the Neighborhood Renaissance Program's street resurfacing (55 lane miles) will have been completed. The City's ongoing Roadway Improvement Program funded by the Local Option Gas Tax monies will provide approximately $750,000 for maintenance of City streets and related improvements. This level of funding will be sufficient to maintain the City's road network on an ongoing basis. Other capital improvements that are budgeted include upgrades for sanitary sewer lift stations and the replacement of some sanitary sewer force mains and pipes.

Debt Service

The total outstanding principal debt of the City is $75,185,000 as of October 1, 2013. The City has no General Obligation Bond debt. The annual amount budgeted for debt payments is $6,947,811 and represents 4.8% of the total operating and debt service budget of $143,336,329, and is below our goal for debt service to be under 8%.

The City has used Sunshine State Governmental Financing Commission (Sunshine State Commission) since 1987 as its principle source for financing the acquisition and construction of City facilities such as Fire Station No. 3, the Youth Center, the Miracle Theater, the Merrick Parking Garage and Shops, the City Maintenance and Storage Facility located at S.W. 72nd

Avenue, the Museum Parking Garage, the 427 Biltmore Way building, and for other capital improvement program projects including the Biltmore and Granada golf course renovations, parks, entrances and plazas, information technology equipment, the Conference Center located at the Biltmore Hotel, the Country Club of Coral Gables, the construction of the Coral Gables Museum Building, dredging of the Coral Gables Canal and funding for the Neighborhood Renaissance Program. Today, all of the City's current long term debt was financed through the Sunshine State.

The Sunshine State Commission 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.

Revenues

The FY 2013-2014 Annual Budget includes projected revenues of $158,266,152, a net increase of $9,900,871, or 6.7%, compared to revenues of $148,365,281 for FY 2012-2013. The overall increase is mainly due to the inclusion of $8,350,000 from debt proceeds that will be used to fund a new central and mobile radio system, a citywide inflow and infiltration abatement program and the environmental remediation of a City facility.

Other significant revenue increases include $1,500,000 from Miami-Dade Roadway Impact Fees that will cover the majority of the cost of the Ponce de Leon Streetscape (Phase 3), $830,000 in Sanitary Sewer charges, $790,000 in Public Safety Fees, $558,000 in Storm Water fees, $460,000 in Automobile Parking Fees (without any increase in parking rates), $456,000 in building permit fees, $267,000 in rental and concessions revenue, $255,000 in Solid Waste Collection charges, $208,000 in Transportation Sales Tax allocated to the City by the County, $154,000 in business tax receipts, $119,000 in golf fees and $81,000 in other recreation fees.

Significant revenue decreases include $2.0 million in Miami-Dade General Obligation Bond proceeds, $1.4 million in grants that the City received from a variety of federal and state agencies, $747,000 in capital improvement project revenue, the completion of Mr. Fewell's pledged donations towards the Coral Gables Museum, and other revenue reductions.

Personnel Positions

The total number of full-time employee positions in the FY 2013-2014 Budget is 800, an increase of eight positions from the 792 full-time employees in the FY 2012-2013 Budget. Seven of the positions are for new police officers and one new position for Finance. Though a modest and strategic increase, the FY 2013-2014 Budget still has fewer employees than it did two decades ago.

Ad-Valorem Property Tax Millage Rate

The impact of the economic decline on the real estate market caused the City's property values to decrease from a high of $13.4 billion in tax year 2008, to $12.7 billion in 2009 and a continued decrease in 2010 to $11.8 billion. For tax years 2011, 2012 and 2013 property values increased negligibly to $11.9 billion, $12.0 billion and $12.27 billion, respectively, which is still not back to the 2008 tax roll levels.

I am pleased to report that the FY 2013-2014 Budget includes a property tax rate of **5.629**, a **reduction** in the property tax millage rate from **5.669** this fiscal year. This is the third consecutive year the City has decreased its millage rate.

The table below shows the City's millage rate for the past nine fiscal years as well as the proposed rate for FY 2013-2014.

City Ad-Valorem Tax Rates

Fiscal Year	Adopted Rate
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
2013-2014	5.629

Bargaining Unit Agreements

The City imposed a labor contract with the Teamsters, Local Union 769 on September 4, 2013. We are currently in negotiations with the Fraternal Order of Police, Lodge No. 7 and we reached an agreement with the International Association of Fire Fighters, Local 1210 on September 25, 2013 that will go through September 30, 2014.

Cultural and Community Events

The FY 2013-2014 Budget includes grant funding of $150,000 for cultural events. This represents a $15,000 increase in funding from FY 2012-2013. The Cultural Affairs Advisory Board will review and recommend cultural and community organizations to receive direct or matching grant funds from these budgeted funds.

Conclusion

The proactive measures and choices made in the last four years have led us to where we are today. Many difficult decisions have been made, and the investments we are making now will add value to the community for years to come, continuing our commitment to making Coral Gables the best it can be. Winston Churchill once said, "The pessimist sees difficulty in every opportunity. The optimist sees the opportunity in every difficulty." Coral Gables certainly has had many opportunities in the last four years to put itself back on the right path going forward. It is our mutual goal that Coral Gables be the City of choice for businesses, residents, and visitors. While it is evident we have made considerable progress, we still have considerable challenges and opportunities ahead. 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: Keith R. Kleiman, Management & Budget Director; and Yvette M. Diaz, Administrative Assistant to the Finance Director.

Respectfully submitted,

Diana M. Gomez
Finance Director

Patrick Salerno
City Manager

COMMUNITY PROFILE

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, 21 foreign consulates and government 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): 80 airlines serve 150 destinations throughout the world. In 2011, MIA handled 38.3 million passengers and over 2 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, 15 minutes from downtown Coral Gables and recognized as the "Cruise Capital of the World," is home to 12 passenger cruise lines and handled approximately 4.15 million cruise passengers and 7.4 million tons of cargo during the 2011 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	City Commission and City Manager
Mayor	Jim Cason
Vice-Mayor	William H. Kerdyk, Jr.
Commissioners:	Patricia Keon
	Vince C. Lago
	Frank C. Quesada
City Manager	Patrick Salerno
City Attorney	Craig E. Leen

Government in the Gables – Continued

City Clerk	Walter Foeman
Year Incorporated	1925
Budget Estimate (FY 2013)	$164,602,525
Number of City Employees	800
Number of Residents	47,885
Bond Ratings	Moody's: Aa1 (Credit), Aa2 (Bond) Standard and Poor's: AA

2013 Local Property Taxes
Municipal Millage Rate: 5.629
Total Millage Rate: 19.8495
Total estimated assessed value for all commercial & residential property: $12,280,770,590

Demographics

Residential Demographics

- Total population in 14 square miles is 47,885
- Total number of households is 18,189; average household size is 2.36
- Average household income exceeds $125,000
- Average homesteaded single family home taxable value is $588,000
- More than 60% of residents have a college degree; 30% have a graduate or professional degree
- Nearly 25% of the households have incomes above $75,000

Business Profile

- Almost 11 million square feet of office space city-wide
- 3,800 businesses have a combined sales figure of $98 billion
- Home to many multinationals, most of which are regional headquarters for Latin-America
- 21 foreign consulates and government 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

- Shopping: A downtown street setting with over $1.4 billion in retail sales yearly (exclusive of gasoline and automobile sales)
- Public Libraries: 1
- Hotels/Motels: 8 (total rooms: 1,184)
- 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: 191
- Misdemeanor & Felony arrests: 930

Fire Protection

- Uniform strength: 139
- Number of fire stations: 3
- Target Fire & life safety related Responses: * 2,700
- Target Emergency medical services: * 5,300
- Target Average emergency response time: * 8 min., 12 sec or less, 90% of the time.

Public Works

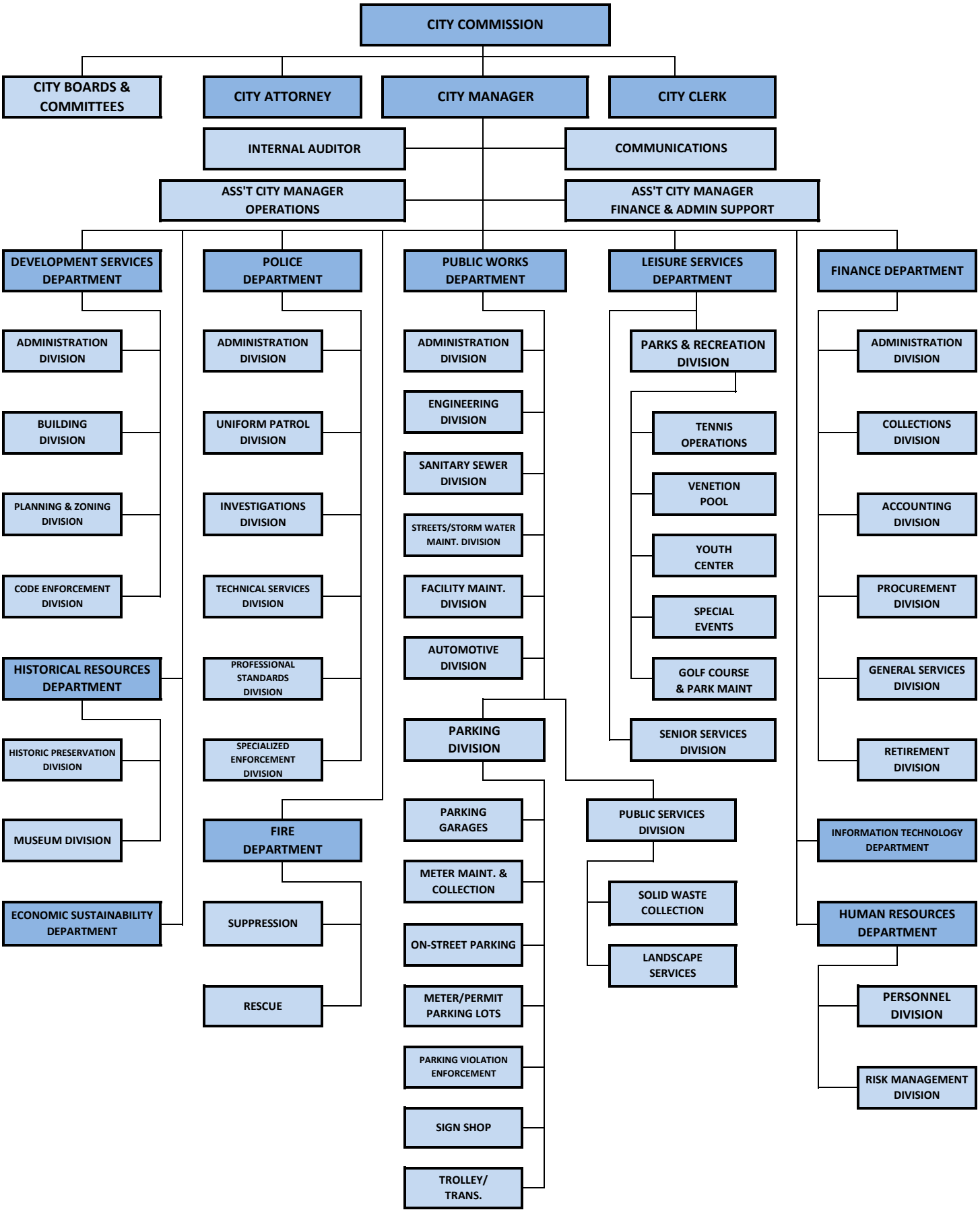
- Streetlights Inspected: *4,000
- Miles of waterways maintained: *47
- Miles of streets swept nightly: *50

Public Service

- Trees trimmed: *5,000

* Based on departmental projections for 2013-2014

CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET
ORGANIZATION CHART



2013-2014 BUDGET

A GUIDE TO THE BUDGET

BUDGET PREPARATION CALENDAR

Budget Training	Mar 5 – 7
Base Budget Submission (100% Scenario)	Mar 11 – 22
Capital Project Requests	Mar 11 – Apr 12
New Needs Requests	Mar 11 – Apr 12
Submission of All Scenarios (Base, 97%, 95% & 90%)	Apr 1 – 16
Budget Review & Analysis	Apr 15 – May 10
Department Budget Meetings with the City Manager	May 29 - 31
Revenue Estimate Prepared	June 3 - 14
Delivery of the City Manager's Budget Estimate to the City Commission	July 1
City Commission Budget Workshop	July 24
Public Hearing – Tentative Budget for FY 2012-2013 adopted by ordinance (First Reading)	Sept 12
Public Hearing – Final Budget for FY 2012-2013 adopted by ordinance (Second Reading)	Sept 24

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:

2013-2014 BUDGET

- **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.

2013-2014 BUDGET

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 though 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.

2013-2014 BUDGET

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.

2013-2014 BUDGET

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).

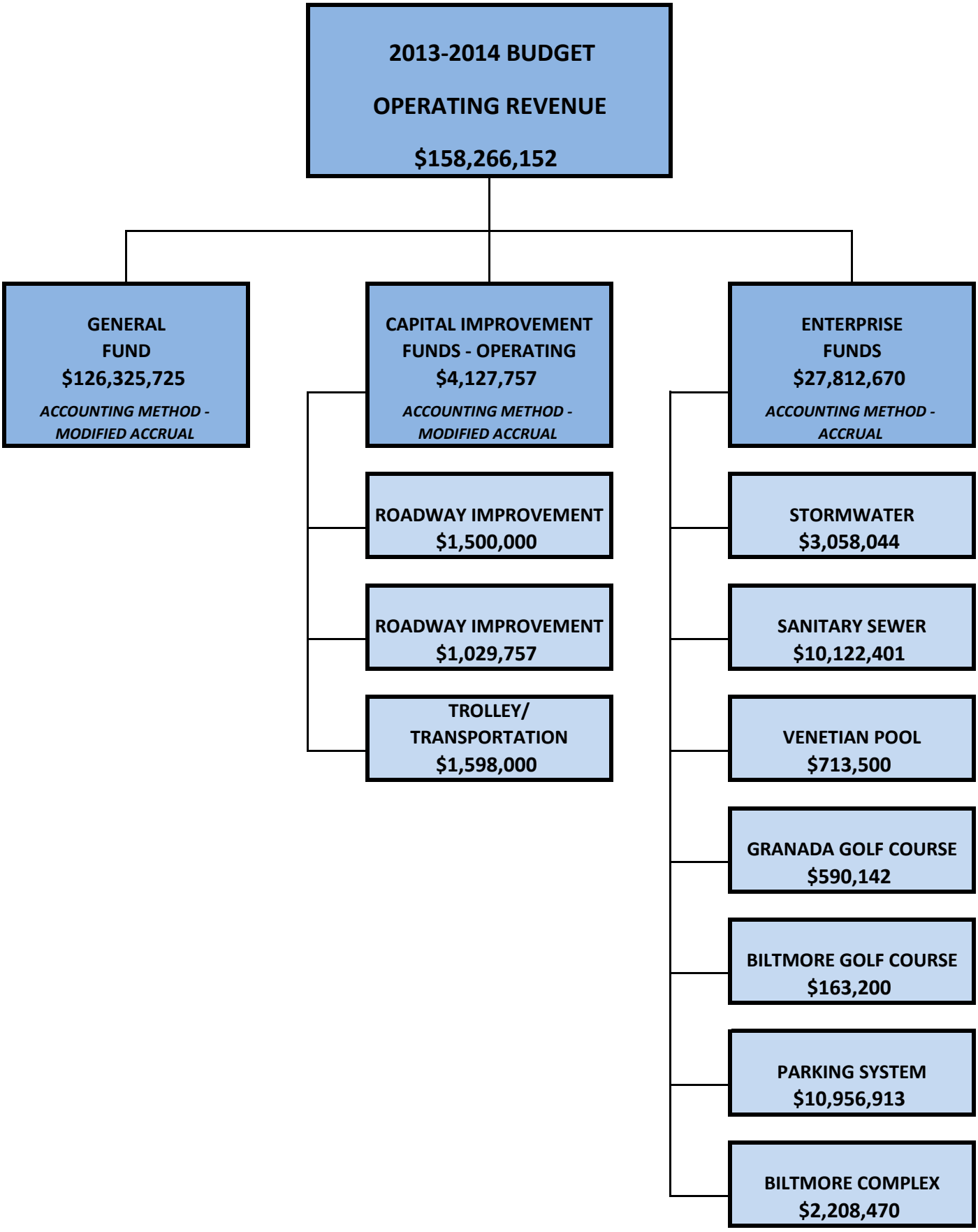
2. An annual audit will be performed by an independent public accounting firm and a CAFR will be published.

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

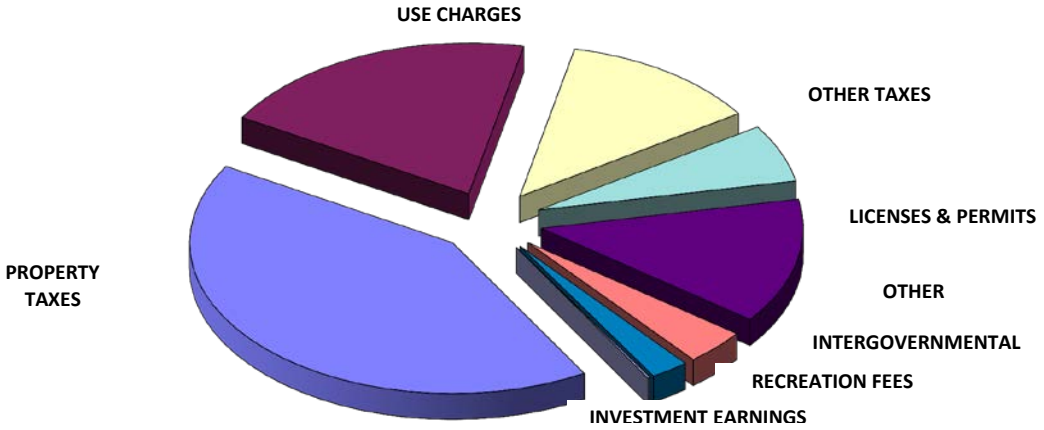


2013-2014 BUDGET
REVENUES CLASSIFIED BY SOURCE

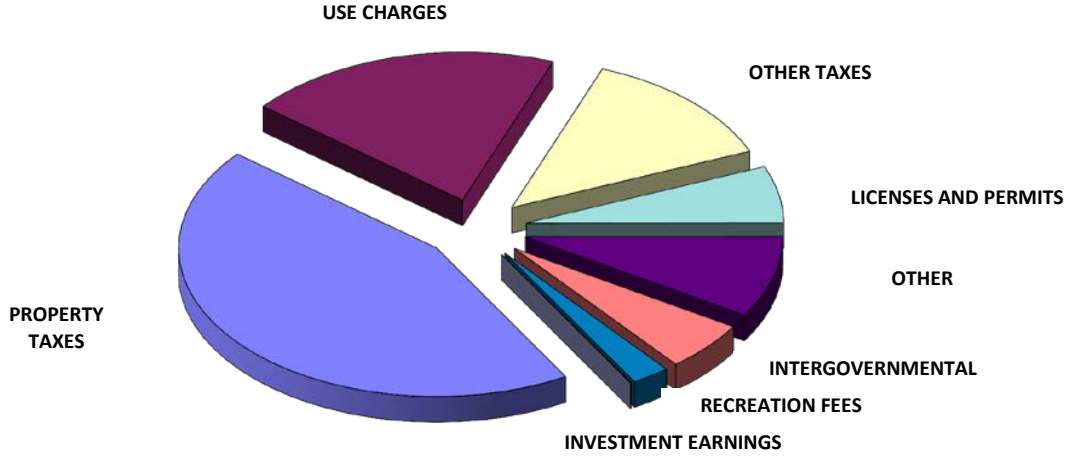
	2012-2013 BUDGET		2013-2014 BUDGET	
Property Taxes	$ 65,664,270	**$ 65,664,270**	$ 66,122,035	**$ 66,122,035**
Other Taxes				
Sales Taxes (Gasoline)	2,460,848		2,627,757	
Franchise Fees	6,184,520		6,198,000	
Utility Service Taxes	10,741,000	**19,386,368**	10,761,000	**19,586,757**
Licenses & Permits				
Business Tax Receipts	3,174,500		3,328,750	
Permits	5,991,625	**9,166,125**	6,448,000	**9,776,750**
Intergovernmental Revenues				
Federal	625,566		-	
County	2,091,586		1,561,000	
State	5,283,910	**8,001,062**	4,465,000	**6,026,000**
Use Charges				
Refuse Collection Fees	8,165,000		8,436,000	
Commercial Waste Fees	943,759		966,414	
Sanitary Sewer Fees	7,771,756		8,602,401	
Stormwater Utility Fee	2,500,000		3,058,044	
Parking Fees	9,990,400	**29,370,915**	10,451,000	**31,513,859**
Recreation Fees				
Youth Center	1,662,458		1,665,000	
Tennis	563,000		613,000	
Swimming	689,200		713,500	
Golf	634,200	**3,548,858**	753,342	**3,744,842**
Investment Earnings				
General Fund	50,000		200,000	
Enterprise Funds	5,000	**55,000**	30,000	**230,000**
Other				
General Government Fees	1,338,000		1,487,000	
Public Safety Fees	3,041,000		3,833,022	
Fines & Forfeitures	2,856,088		2,506,000	
Rentals & Concessions	4,720,383		4,987,750	
Sale of Recycled Trash	55,000		28,000	
Miscellaneous	1,162,212	**13,172,683**	8,424,137	**21,265,909**
Total Operating Revenues		**$ 148,365,281**		**$ 158,266,152**

2013-2014 BUDGET
REVENUES BY SOURCE

2013-2014 - $ 158,266,152



2012-2013 - $ 148,365,281



	2012-2013		2013-2014	
	BUDGET	%	BUDGET	%
Property Taxes	$ 65,664,270	44.2%	$ 66,122,035	41.8%
Use Charges	29,370,915	19.7%	31,513,859	19.9%
Other Taxes	19,386,368	13.1%	19,586,757	12.4%
Licenses & Permits	9,166,125	6.2%	9,776,750	6.2%
Other	13,172,683	8.9%	21,265,909	13.4%
Intergovernmental Revenues	8,001,062	5.5%	6,026,000	3.8%
Recreation Fees	3,548,858	2.4%	3,744,842	2.3%
Investment Earnings	55,000	0.0%	230,000	0.1%
Total Revenues	**$ 148,365,281**	**100.0%**	**$ 158,266,152**	**100.0%**

2013-2014 BUDGET
SUMMARY OF TOTAL REVENUES AND TRANSFERS FROM RESERVES

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
Taxes				
Property Tax	$ 67,078,084	$ 66,377,589	$ 65,664,270	$ 66,122,035
Local Option Gas Tax	1,123,299	1,115,066	1,070,848	1,029,757
Transportation Sales Tax	1,429,343	1,587,452	1,390,000	1,598,000
Franchise Fees	**6,335,532**	**6,763,530**	**6,184,520**	**6,198,000**
Utility Service Taxes	**10,953,661**	**10,897,549**	**10,741,000**	**10,761,000**
Business Tax Receipts	**3,052,875**	**3,148,148**	**3,174,500**	**3,328,750**
Permit Fees	**8,568,709**	**7,935,003**	**5,991,625**	**6,448,000**
Intergovernmental Revenues	**6,917,760**	**6,330,472**	**5,970,476**	**4,526,000**
General Government Fees	**3,659,817**	**3,136,226**	**1,338,000**	**1,487,000**
Public Safety Fees	**3,181,745**	**3,305,048**	**3,041,000**	**3,833,022**
Physical Environment Fees				
Refuse Collection Fees	7,956,768	7,925,028	8,138,000	8,393,000
Commercial Waste Fees	812,509	929,812	943,759	966,414
Lot Mowing & Clearing	8,809	45,080	27,000	43,000
Sanitary Sewer Fees	7,201,475	7,605,599	7,771,756	8,602,401
Stormwater Utility Fee	2,417,095	2,524,565	2,500,000	3,058,044
Recreation Fees				
Youth Center	1,708,626	1,692,805	1,657,458	1,653,000
Tennis	607,340	673,271	563,000	613,000
Special Events	5,600	12,302	5,000	12,000
Swimming	752,734	739,462	689,200	713,500
Golf *	1,366,738	492,686	634,200	753,342
Automobile Parking Fees	**9,845,226**	**9,977,363**	**9,990,400**	**10,451,000**
Fines & Forfeitures	**3,224,794**	**3,104,502**	**2,856,088**	**2,506,000**
Investment Earnings				
General Fund	49,550	55,367	50,000	200,000
Debt Service Funds	2,548	2,196	-	-
Capital Projects Funds	5,473	42,333	-	-
Enterprise Funds	9,750	12,937	5,000	30,000
Rentals & Concessions				
Parking	308,976	353,176	401,859	495,913
Biltmore Complex	4,798,355	1,425,223	2,080,699	2,208,470
Other	1,932,512	2,134,983	2,237,825	2,283,367
Capital Improvement Impact Fees	1,852,263	443,223	-	-
General	40	54	-	-
Sidewalks	10,491	100	-	-
Capital Projects	3,319	159,383	-	-
Sale of Recycled Trash	**116,423**	**67,651**	**55,000**	**28,000**
Miscellaneous Other	**1,049,783**	**1,529,898**	**1,162,212**	**74,137**
Debt Proceeds - Lease/Purchases	**454,850**	**-**	**-**	**-**
Building Better Communities Bond Program	**1,217,169**	**1,367,444**	**2,030,586**	**-**
Miami-Dade County Roadway Impact Fees	**-**	**-**	**-**	**1,500,000**
L.E.T.F. Repayment Settlement	**150,000**	**200,000**	**-**	**-**
Debt Proceeds - Capital Projects	**22,155,000**	**-**	**-**	**8,350,000**
Total Operating Revenues	**182,325,041**	**154,112,526**	**148,365,281**	**158,266,152**
Prior Year Re-appropriations	12,959,077	29,819,997	32,299,363	-
Transfers from Reserves				
General Fund	-		755,200	-
General Fund - Fee Reserve	100,000	100,000	136,009	100,000
General Fund - e911 Reserve	-	-	300,000	300,000
General Capital Improvement Fund	-	-	871,620	509,674
General Obligation Bond Fund	-	18,292	-	-
Capital Improvement Impact Fund	-	-	-	4,491,155
Stormwater Utility Fund	-	-	-	356,487
Retirement System Fund	127,591	126,550	124,218	129,057
Pension Stabilization Fund	-	-	550,000	450,000
Total Tranfers From Reserve Funds	**227,591**	**244,842**	**2,828,047**	**6,336,373**
Total Revenues	**$ 195,511,709**	**$ 184,177,365**	**$ 183,492,691**	**$ 164,602,525**

2013-2014 BUDGET
GENERAL FUND REVENUE SUMMARY

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
Property Taxes				
Current Year	$ 65,131,368	$ 64,648,342	$ 64,764,270	$ 65,672,035
Delinquent with penalties & interest	1,946,716	1,729,247	900,000	450,000
Total - Property Taxes	**67,078,084**	**66,377,589**	**65,664,270**	**66,122,035**
Franchise Fees				
Electric	4,498,854	4,606,645	4,550,000	4,550,000
Gas	107,611	104,413	107,965	108,000
Cable TV	200,780	455,412	5,000	-
Refuse	1,528,287	1,597,060	1,521,555	1,540,000
Total - Franchise Fees	**6,335,532**	**6,763,530**	**6,184,520**	**6,198,000**
Utilities Service Taxes				
Electric	5,365,817	5,487,578	5,320,000	5,320,000
Telecommunications	4,456,678	4,251,156	4,350,000	4,350,000
Water	990,556	988,096	950,000	950,000
Gas	139,597	169,780	120,000	140,000
Fuel Oil	1,013	939	1,000	1,000
Total - Utilities Service Taxes	**10,953,661**	**10,897,549**	**10,741,000**	**10,761,000**
Business Tax Receipts				
City Business Tax Receipts	2,911,298	3,045,030	3,035,000	3,186,750
Late Penalties, City Business Tax Receipts	68,352	74,788	70,000	70,000
License Application Fees	15,726	16,220	14,500	15,000
Municipal Contractors Licenses	57,499	12,110	55,000	57,000
Total - Business Tax Receipts	**3,052,875**	**3,148,148**	**3,174,500**	**3,328,750**
Permit Fees				
Building Application Fee	47,953	48,842	50,339	45,000
Document Preservation	183,719	207,549	195,000	195,000
Threshold Bldg. Fee	258,519	94,607	68,786	70,000
Art in Public Places	239,155	264,668	-	-
Histori Public Art	83,410	22,881	-	-
Building Permits - B Series	-	(784)	-	-
Building Permits - M Series	14,445	17,920	-	15,000
40 yr. Recert. Fee	25,813	32,535	16,500	17,000
Reinspection Fees	-	7,200	-	-
Zoning Permit-Paint	235,014	328,383	255,000	260,000
Zoning Reinspection	500	1,900	-	-
Reinspection Fee - Refund	(201,725)	(12,100)	(5,000)	(5,000)
Building Residential - New	186,548	205,959	180,000	190,000
Building Residential - Additions	179,582	234,988	190,000	225,000
Building Commercial - New	2,694,201	689,244	635,000	650,000
Building Commercial - Additions	2,551	285,081	10,000	10,000
Building - Other	3,378,866	3,745,325	3,100,000	3,375,000
Excavation Permits	297,576	567,612	300,000	300,000
Photo Permits	30,516	62,706	30,000	40,000
Alarm User Certificates	169,807	174,821	200,000	175,000
False Alarm Service Charge	80,645	136,761	120,000	120,000
Garage Sale Permits	11,520	12,000	11,000	11,000
False Alarm Penalty	13,725	18,255	15,000	15,000
Fire Inspection	352,241	540,182	350,000	500,000
Fire Prevention Bureau Permits	284,128	248,468	270,000	240,000
Total - Permits Fees	**8,568,709**	**7,935,003**	**5,991,625**	**6,448,000**

2013-2014 BUDGET
GENERAL FUND REVENUE SUMMARY

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
Intergovernmental Revenue				
Federal Grants	$ 75,529	$ 434,321	$ 625,566	$ -
State Grants	107,969	53,715	-	60,000
State Revenue Sharing	1,130,261	1,164,833	1,115,000	1,200,000
State Alcohol Beverage Tax	55,539	52,636	55,000	55,000
State Shared Sales Tax	2,804,500	3,037,524	2,950,000	3,150,000
County Grants	-	1,635	2,095	-
City Share of County Licenses	60,505	106,286	61,000	61,000
Total - Intergovernemental Revenue	**4,234,303**	**4,850,950**	**4,808,661**	**4,526,000**
General Governmental Fees				
Board of Adjustment Fees	44,828	58,140	35,000	35,000
Planning & Zoning Board Fees	81,586	52,629	75,000	55,000
Board of Architects	689,428	581,856	450,000	475,000
Development Review Committee	43,620	34,300	30,000	31,000
Tree Protection Appeals	-	300	-	-
Certificate of Use	285,216	290,866	250,000	280,000
Sale of Zoning Codes	985	23,589	1,000	1,000
Finance Collection Div. Fees	86,938	80,008	85,000	100,000
Concurrency Fees	567,455	147,132	140,000	160,000
B. & Z. Microfilm Fees	(991)	2,072	5,000	5,000
Historic Preservation Fees	8,689	7,626	8,000	8,000
City Clerk's Fees	(627)	-	-	-
Document Filing Fee	140,087	163,181	135,000	150,000
Research Fees	352	-	-	-
Digital Recording System	120	35	-	-
Passport Fees	83,155	153,225	95,000	150,000
Passport Photos	13,991	30,767	17,000	27,000
Lobbyists Registration Fees	11,075	10,500	12,000	10,000
City Election Candidate Qualifying Fees	2,200	-	-	-
Election Qualifying Fees	210	-	-	-
Total - General Government Fees	**2,058,317**	**1,636,226**	**1,338,000**	**1,487,000**
Public Safety Fees				
Police Off-Duty Assignments	156,865	131,824	130,000	130,000
EMS Transport Fee	717,827	584,917	630,000	600,000
Fire Protection Fee	1,920,124	2,259,791	1,950,000	2,788,022
Police Accident Reports	3,475	3,608	2,000	3,000
Stor/Tow Impounded Vehicle Fees	59	-	-	-
Fingerprint Cards	33,994	13,369	34,000	17,000
Telephone Surcharge for E911	218,315	223,523	210,000	210,000
Wireless 911	131,086	88,016	85,000	85,000
Total - Public Safety Fees	**3,181,745**	**3,305,048**	**3,041,000**	**3,833,022**
Physical Environment Fees				
Refuse Collection Fees	7,956,768	7,925,028	8,138,000	8,393,000
Commercial Waste Fees	812,509	929,812	943,759	966,414
Lot Mowing/Clearing	8,809	45,080	27,000	43,000
Total - Physical Environment Fees	**8,778,086**	**8,899,920**	**9,108,759**	**9,402,414**
Recreation Fees				
Youth Center Fees	1,708,626	1,692,805	1,657,458	1,653,000
Tennis Fees	607,128	672,556	563,000	613,000
Special Events	5,600	12,302	5,000	12,000
Total - Recreation Fees	**2,321,354**	**2,377,663**	**2,225,458**	**2,278,000**

2013-2014 BUDGET
GENERAL FUND REVENUE SUMMARY

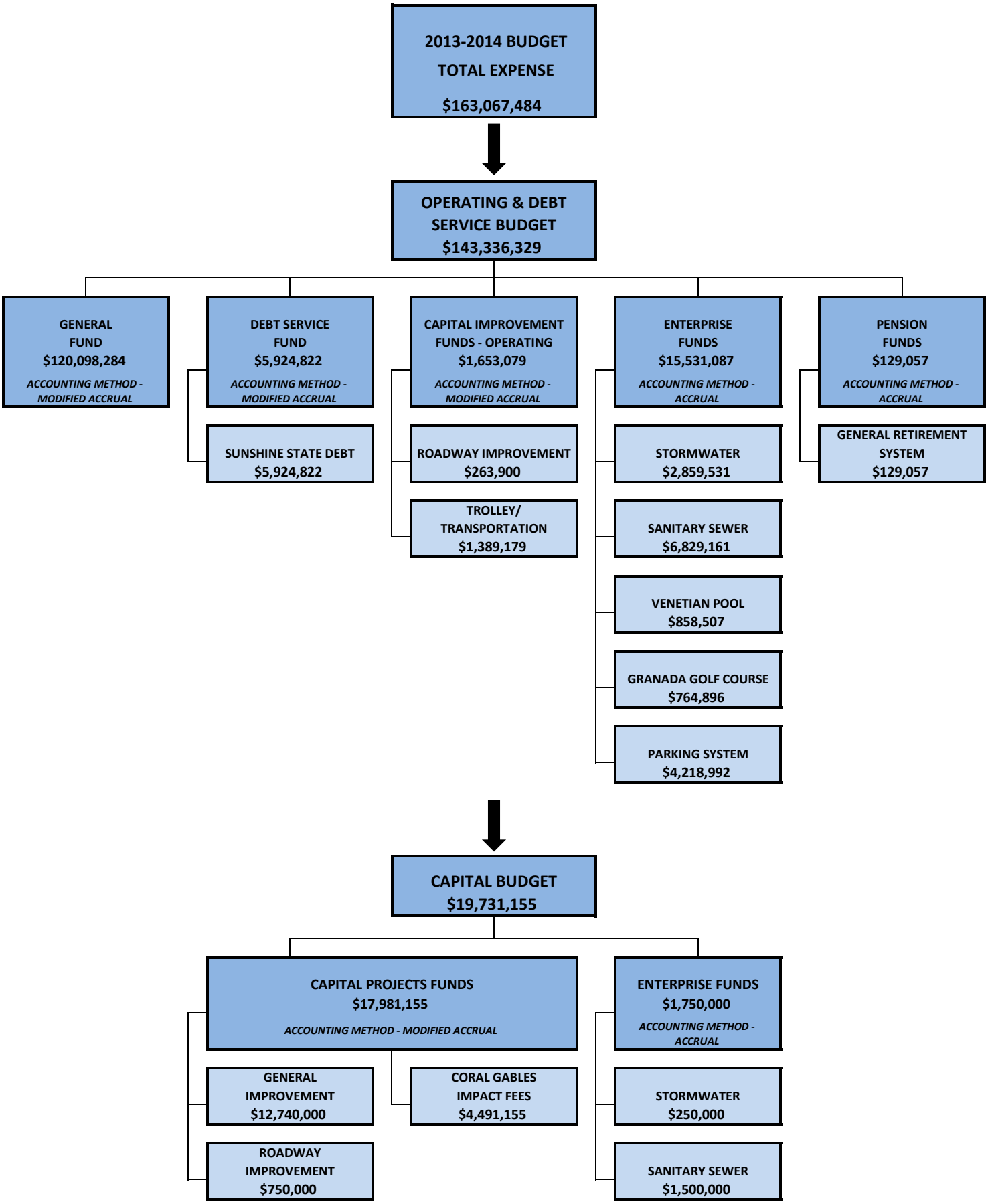
	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
Fines & Forfeitures				
County Court, Traffic Fines	284,136	327,165	290,000	210,000
County Court, Parking Fines	1,540,736	1,501,154	1,300,000	1,300,000
County Court, Other Fines	(40)	(20)	-	-
School Crossing Guard Assessment	19,643	20,188	20,000	20,000
Police Education Surcharge	17,554	19,549	17,000	17,000
City Traffic Violations	374,242	265,119	393,000	175,000
Other Fines and Forfeits	1,253	1,209	1,200	1,000
Code Enforcement Board	524,380	571,759	454,388	440,000
Ticket Fines	462,890	398,379	380,500	343,000
Total - Fines & Forfeitures	**3,224,794**	**3,104,502**	**2,856,088**	**2,506,000**
Investment Earnings				
General Fund Investment Earnings	49,550	55,367	50,000	200,000
Rental/Concessions Revenue				
Coral Gables Country Club	45,000	240,000	247,200	254,616
Auto Pound	36,226	39,494	40,649	40,000
Azul and Company, INC. - Lease	-	-	-	76,265
Community Television Studio	245	140	200	-
Metro Dade Transfer Station	373,594	387,790	375,000	400,811
Sprint Spectrum lease	39,962	41,560	42,391	44,951
Gables Grand Plaza	253,732	271,531	260,000	299,363
McCAW Communications	15,648	16,070	16,001	22,959
Junkanoo Rental	50,164	90,949	87,087	72,422
3501 Granada Blvd	67,200	73,263	78,000	71,492
Development Agrrement Fee	450,000	450,000	500,000	500,000
Plummer Mangmnt Lease	12,240	12,240	12,240	12,240
Rouse Coll. Mrkt. Progrqm	(318)	35,000	35,000	35,000
Church Parking Lot	12,000	12,000	12,000	12,000
T Mobile	50,000	64,441	50,000	50,000
427 Biltmore Way	41,376	43,101	43,954	53,530
TL Star Parking Lot	27,720	30,030	30,492	33,541
Supercuts, Inc.	81,205	82,508	82,512	84,570
Stanleigh's	24,333	26,001	26,001	26,781
Palace	253,500	121,000	195,542	120,000
Dulce LLC-Lease	43,530	35,335	44,558	-
Verizon	41,440	42,994	43,854	49,294
Riviera Day School	4,380	2,920	4,380	-
University of Miami - INET	4,015	4,380	4,380	4,380
Fairchild Tropical Gardens - INET	5,320	6,384	6,384	6,384
Saint Thomas Episcopal Parish - Inet	-	3,192	-	6,384
Saint Theresa Catholic School - Inet	-	2,660	-	6,384
Total - Rental/Consession Revenue	**1,932,512**	**2,134,983**	**2,237,825**	**2,283,367**
Assessment Lien Collections				
Interest	40	54	-	-
Total - Assessment Lien Collections	**40**	**54**	**-**	**-**
Miscellaneous Revenue				
Sale of Recycled Trash	116,423	67,651	55,000	28,000
July 4th Celebration	-	94,000	-	-
LEFT Repayment Settlement	150,000	200,000	-	-
Other Miscellaneous Revenues	1,555,778	1,003,755	335,368	74,137
Proceeds From Debt	454,850	-	-	6,850,000
Total - Miscellaneous Revenue	**2,277,051**	**1,365,406**	**390,368**	**6,952,137**
Total Operating Revenue	**124,046,613**	**122,851,938**	**117,812,074**	**126,325,725**

2013-2014 BUDGET
GENERAL FUND REVENUE SUMMARY

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
Prior Year Re-Appropriations	$ 251,892	$ 747,384	$ 477,468	$ -
Contributions From Other Funds				
Stormwater Utility	376,709	387,457	135,000	305,000
Sanitary Sewer	1,549,177	685,000	685,000	685,000
Biltmore Golf Course	380,000	47,177	-	163,200
Parking System	4,881,987	4,882,000	5,840,000	6,595,472
Biltmore Complex	1,530,000	1,258,181	1,270,699	1,421,651
Pension Contribution Stabilization Fund	-	-	550,000	450,000
Total - Contributions From Other Funds	**8,717,873**	**7,259,815**	**8,480,699**	**9,620,323**
Transfers From Reserves				
General Fund Reserve	-		755,200	-
E-911 Reserve	-		300,000	300,000
Fee Reserve	-		136,009	100,000
Total - Transfers From Reserves	**-**	**-**	**1,191,209**	**400,000**
Total General Fund Revenue	**$ 133,016,378**	**$ 130,859,137**	**$ 127,961,450**	**$ 136,346,048**

CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - EXPENSE

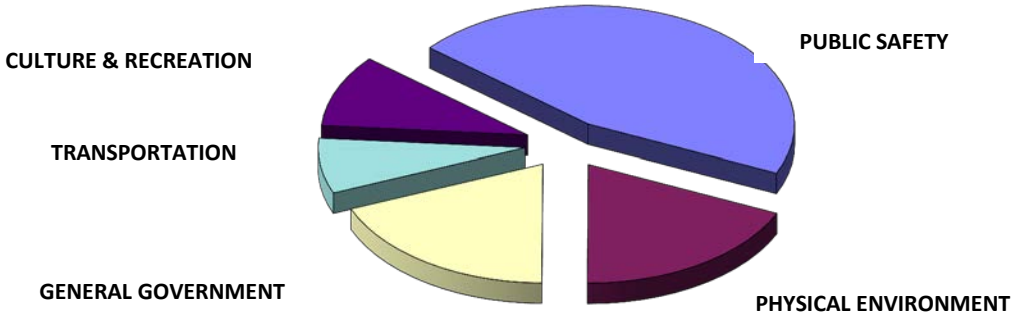


2013-2014 BUDGET
EXPENDITURES CLASSIFIED BY FUNCTION

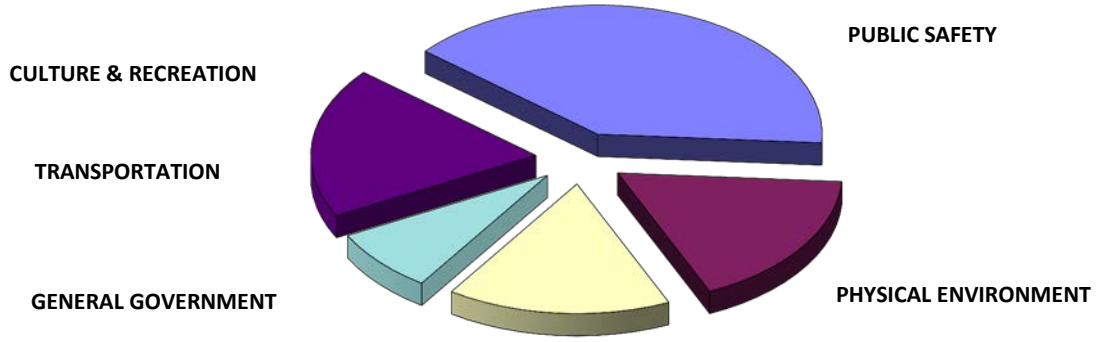
	2012-2013 BUDGET		2013-2014 BUDGET	
GENERAL GOVERNMENT				
0100 City Commission	$ 528,978		$ 522,867	
0500 City Attorney	770,822		798,760	
0600 City Clerk	645,526		669,292	
0601 City Clerk - Special Revenue	295,009		337,000	
0610 City Clerk - Elections	128,425		2,500	
1010 City Manager - Administration	1,141,267		1,208,753	
1050 City Manager - Internal Auditing	353,703		364,902	
1110 Human Resources - Insurance & Safety	434,080		420,757	
1120 Human Resources - Personnel Admin.	1,075,039		1,154,070	
1200 Development Services - Administrative	828,539		845,097	
1210 Development Services - Building	4,065,056		4,151,177	
1220 Development Services - Planning & Zoning	1,963,821		2,026,010	
1230 Development Services - Code Enforcement	1,497,835		1,570,171	
3010 Finance - Administration	1,067,875		1,342,242	
3020 Finance - Collections	682,661		770,765	
3030 Finance - Accounting	1,020,552		951,637	
3040 Finance - Procurement	777,209		806,406	
3050 Finance - Communication	317,669		327,815	
3061 Finance - Retirement Plan Admin.	124,218		129,057	
3200 Information Technology	4,225,410		4,087,356	
6900 Economic Sustainability	842,378		930,588	
7000 Non Departmental	2,663,652		2,991,950	
Sunshine State Note	1,149,339		1,388,650	
Capital Projects	2,465,631	**$ 29,064,694**	2,790,914	**$ 30,588,736**
PUBLIC SAFETY				
5000 Police - Administration	1,991,228		1,878,981	
5020 Police - Patrol	14,128,415		15,286,744	
5030 Police - Criminal Investigations	6,396,197		6,811,366	
5040 Police - Tech. Services	6,213,643		6,333,238	
5041 Police - E911 Service	674,216		588,881	
5042 Police - Police Education	15,000		17,000	
5050 Police - School Guards	46,695		46,227	
5060 Police - Professional Standards	2,380,409		2,446,801	
5070 Police - Specialized Enforcement	4,645,853		5,041,295	
5500 Fire	28,590,566		26,837,439	
8400 Public Works - Parking Enforcement	1,300,086		1,191,764	
Capital Projects	5,818,514	**72,200,822**	7,938,424	**74,418,160**
PHYSICAL ENVIRONMENT				
1500 Public Works - Admin.	377,140		569,360	
1510 Public Works - Engineering	1,811,354		1,859,135	
1535 Public Works - Stormwater Utility	1,481,009		2,705,406	
1540 Public Works - Sanitary Sewers	6,247,381		6,829,161	
6100 Public Works - Public Service - Admin.	499,104		484,326	
6120 Public Works - Public Service - Solid Waste Collection	9,673,468		9,881,346	
6130 Public Works - Public Service - Landscape Services	4,954,294		4,807,222	
Stormwater Debt Service	326,963		154,125	
Capital Projects	5,792,628	**31,163,341**	2,600,000	**29,890,081**
TRANSPORTATION				
1550 Public Works - Streets	2,879,379		2,533,528	
1552 Public Works - Roadway Improv Admin.	262,199		263,900	
1580 Public Works - Trolley / Transportation	1,762,157		1,389,179	
8310 Public Works - Parking Garage #1	241,204		245,261	
8320 Public Works - Parking Garage #2	324,718		339,314	
8330 Public Works - Parking Garage #3	137,998		145,173	
8340 Public Works - Parking Garage #4	252,758		262,669	
8380 Public Works - On Street Parking	1,250,016		1,242,532	
8390 Public Works - Parking Lots	393,493		405,376	
8500 Public Works - Parking Sign Shop	412,462		475,324	
8560 Public Works - Parking Garage #6	231,948		234,479	
Parking Debt Service	1,135,511		868,864	
Capital Projects - Roadway & Parking	5,020,479	**14,304,322**	3,715,000	**12,120,599**
CULTURE & RECREATION				
1030 City Manager - Communications	761,218		729,978	
1320 Historic Resources - Historic Preservation	729,784		719,015	
1330 Historic Resources - Museum	344,791		341,164	
6000 Leisure Services - Administration	200,538		210,890	
6005 Leisure Services - Parks & Rec Administration	353,252		386,036	
6010 Leisure Services - Parks & Rec - Tennis Centers	808,799		856,865	
6020 Leisure Services - Parks & Rec - Venetian Pool	786,210		858,507	
6030 Leisure Services - Parks & Rec - Granada Golf Course	1,249,912		764,896	
6050 Leisure Services - Parks & Rec - Youth Center	2,729,121		2,746,121	
6051 Leisure Services - Parks & Rec - Youth Center Snack Bar	52,763		52,243	
6065 Leisure Services - Parks & Rec - Special Events	136,990		176,577	
6070 Leisure Services - Parks & Rec - Golf Course & Parks Maint.	190,033		742,676	
6060 Leisure Services - Senior Services	228,728		241,951	
Sunshine State Note	4,335,998		4,536,172	
Capital Projects	21,052,288	**33,960,425**	2,686,817	**16,049,908**
Total Expenditures		**$ 180,693,604**		**$ 163,067,484**

2013-2014 BUDGET
EXPENDITURES BY FUNCTION

2013-2014
$163,067,484



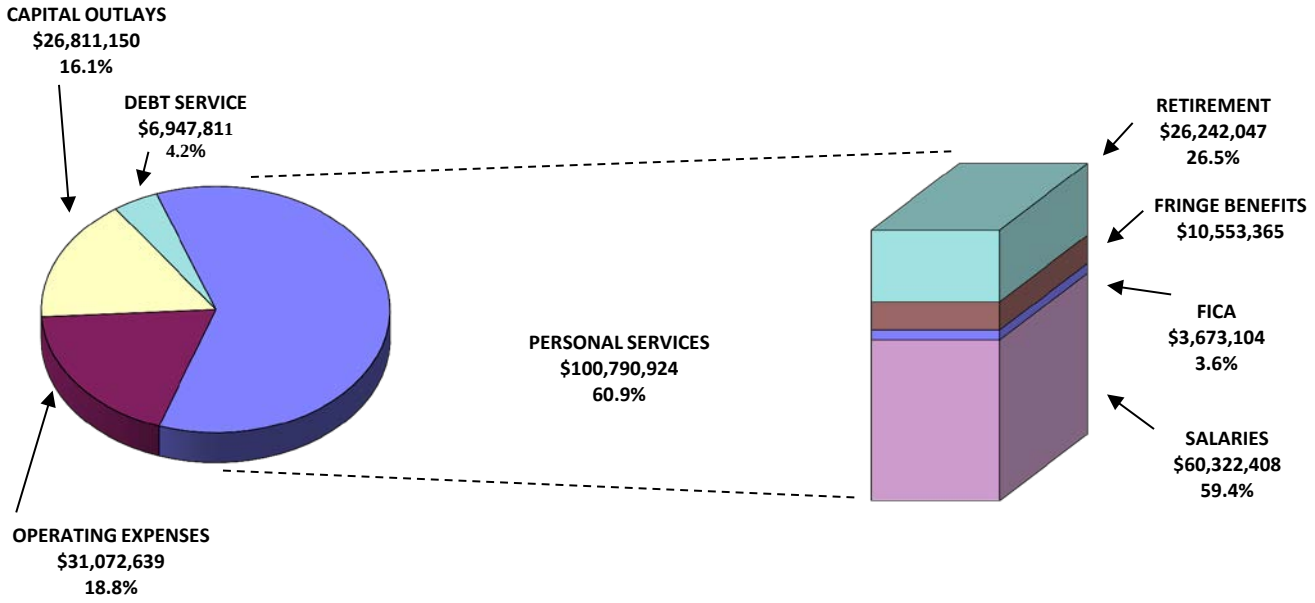
2012-2013
$180,693,604



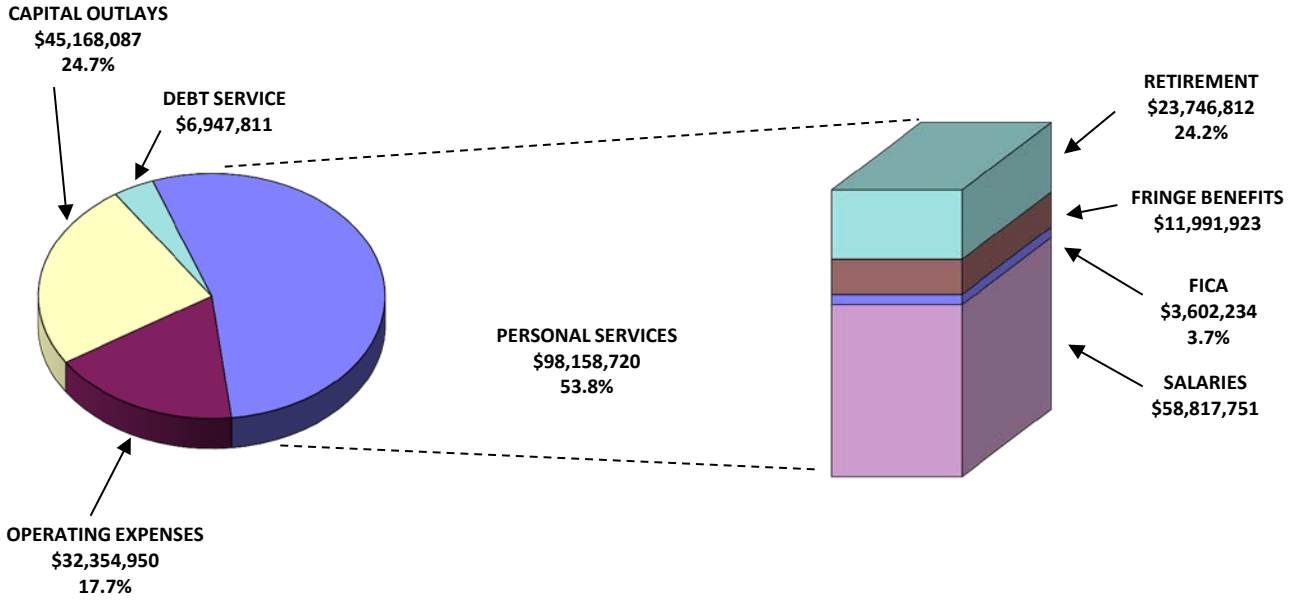
	2012-2013		2013-2014	
	BUDGET	%	BUDGET	%
PUBLIC SAFETY	$ 72,200,822	40.0%	$ 74,418,160	45.7%
PHYSICAL ENVIRONMENT	31,163,341	17.2%	29,890,081	18.3%
GENERAL GOVERNMENT	29,064,694	16.1%	30,588,736	18.8%
TRANSPORTATION	14,304,322	7.9%	12,120,599	7.4%
CULTURE AND RECREATION	33,960,425	18.8%	16,049,908	9.7%
TOTAL EXPENDITURES	**$ 180,693,604**	**100.0%**	**$ 163,067,484**	**100.0%**

2013-2014 BUDGET
EXPENDITURES BY OBJECT OF EXPENSE

2013-2014 - $ 163,067,484



2012-2013 - $ 180,693,604



2013-2014 BUDGET
SUMMARY OF TOTAL EXPENDITURES AND TRANSFERS TO RESERVES

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
Operating Expense				
General Fund Departments	$ 112,226,061	$ 113,481,788	$ 118,438,570	$ 120,098,284
Roadway Improvement Fund Dept.	1,009,258	1,210,503	262,199	263,900
Trolley / Transportation Fund	1,103,761	1,326,864	1,762,157	1,389,179
Enterprise Fund Departments	15,456,863	16,179,221	13,009,109	14,508,098
Pension Fund Departments	127,591	126,550	124,218	129,057
Total Operating Expense	**129,923,534**	**132,324,926**	**133,596,253**	**136,388,518**
Capital Improvements				
General Improvements	2,344,929	817,753	10,707,314	11,240,000
Neighborhood Renaissance Program	471,047	1,094,066	20,417,013	-
Roadway Improvements	1,308,837	586,760	1,505,767	750,000
Trolley / Transportation Improvements	-	-	-	-
Miami-Dade Bond Improvements	105,646	1,386,109	2,030,586	-
Miami-Dade Roadway Impact Fee Improvements	-	-	-	1,500,000
Impact Fee Improvements				
Fire System Improvements	-	-	-	1,337,715
General Government System Improvements	-	-	-	1,005,914
Parks System Improvements	-	-	-	1,546,817
Police System Improvements	-	-	-	600,709
Total Impact Fee Improvements	-	-	-	4,491,155
Stormwater Utility Improvements	2,598,639	1,473,130	276,495	250,000
Sanitary Sewer Improvements	1,938,971	4,049,183	5,175,133	1,500,000
Parking System Improvements	82,356	238,987	37,232	-
Total Capital Improvements	**8,850,425**	**9,645,988**	**40,149,540**	**19,731,155**
Total Operating Exp. & Capital Improvements	**138,773,959**	**141,970,914**	**173,745,793**	**156,119,673**
Debt Service	**4,736,973**	**3,346,225**	**6,947,811**	**6,947,811**
Total Expense and Debt Service	**143,510,932**	**145,317,139**	**180,693,604**	**163,067,484**
Transfers to Reserves				
General Fund Reserve	7,901,936	4,556,672		-
General Capital Improvements Fund	5,048,056	6,545,833	-	-
Neighborhood Renaissance Program Fund	21,684,062	20,625,560	-	-
Roadway Improvement Fund	1,767,302	2,057,031	38,649	15,857
Trolley / Transportation Fund	1,091,352	274,741	32,488	208,821
General Obligation Bond Fund	1,516,795	-	-	-
Capital Improvement Impact Fund	1,852,263	443,223	-	-
Stormwater Utility Fund	4,440,895	674,211	317,313	-
Sanitary Sewer Fund	5,116,649	256,325	853,734	1,108,240
Parking Fund	1,581,467	3,426,630	206,903	142,449
Motor Pool Fund	-	-	1,350,000	-
Public Facilities Fund	-	-	-	59,674
Pension Contribution Stabilization Fund	-	-	-	-
Total Transfers to Reserves	**52,000,777**	**38,860,226**	**2,799,087**	**1,535,041**
Total Expenditures & Transfers to Reserves	**$ 195,511,709**	**$ 184,177,365**	**$ 183,492,691**	**$ 164,602,525**

2013-2014 BUDGET

SUMMARY OF TOTAL GENERAL FUND EXPENDITURES AND TRANSFERS TO RESERVES

DEPARTMENT	DIVISION	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
City Commission	City Commission	$ 537,060	$ 514,077	$ 528,978	$ 522,867
City Attorney	City Attorney	765,638	720,612	770,822	798,760
City Clerk	Administrative	661,816	654,592	645,526	669,292
	Special Revenue Expenses	112,264	118,470	295,009	337,000
	Elections	16,326	60	128,425	2,500
City Manager	Administrative	1,032,463	1,020,263	1,141,267	1,208,753
	Cable TV	649,830	681,425	761,218	729,978
	Internal Auditing	221,581	201,152	353,703	364,902
Human Resources	Risk Management	452,306	426,543	434,080	420,757
	Personnel	983,851	1,012,848	1,075,039	1,154,070
Development Services	Administrative	468,382	672,017	828,539	845,097
	Building	3,992,545	3,774,804	4,065,056	4,151,177
	Planning & Zoning	1,789,469	1,845,209	1,963,821	2,026,010
	Code Enforcement	1,455,350	1,367,956	1,497,835	1,570,171
Historic Resources	Historic Preservation	775,967	604,842	729,784	719,015
	Museum	222,591	286,014	344,791	341,164
Public Works	Administrative	698,103	308,639	377,140	569,360
	Engineering	2,006,097	1,788,879	1,811,354	1,859,135
	Streets	2,818,496	2,750,431	2,879,379	2,533,528
	Public Service - Administration	485,420	452,752	499,104	484,326
	Public Service - Solid Waste	9,073,752	9,391,269	9,673,468	9,881,346
	Public Service - Landscape Services	4,868,650	4,867,887	4,954,294	4,807,222
	Parking - Violation Enforcement	1,240,448	1,268,800	1,300,086	1,191,764
Finance	Administrative and Budget	802,179	1,014,494	1,067,875	1,342,242
	Collection	584,792	552,201	682,661	770,765
	Accounting	1,115,617	1,048,206	1,020,552	951,637
	Procurement	682,654	663,363	777,209	806,406
	General Services	316,128	314,079	317,669	327,815
Information Technology	Information Tecnology	4,376,349	4,056,253	4,225,410	4,087,356
Police	Administrative	1,917,855	1,679,480	1,991,228	1,878,981
	Uniform Patrol	13,836,310	14,544,455	14,128,415	15,286,744
	Criminal Investigations	6,681,790	6,542,817	6,396,197	6,811,366
	Technical Services	6,130,687	6,237,439	6,213,643	6,333,238
	E911 Service	409,286	404,746	674,216	588,881
	Police Education	14,952	14,778	15,000	17,000
	School Crossing Guard	42,276	39,985	46,695	46,227
	Professional Standards	2,351,691	2,745,351	2,380,409	2,446,801
	Specialized Enforcement	4,361,806	4,685,482	4,645,853	5,041,295
Fire	Fire	26,201,793	27,118,887	28,590,566	26,837,439
Leisure Services	Administrative	419,328	203,949	200,538	210,890
	Parks & Rec - Administrative	3,294	221,459	353,252	386,036
	Parks & Rec - Tennis Centers	816,606	839,982	808,799	856,865
	Parks & Rec - Youth Center	2,696,802	2,651,164	2,729,121	2,746,121
	Parks & Rec - Youth Center Snack Bar	41,052	40,792	52,763	52,243
	Parks & Rec - Special Events	104,140	218,548	136,990	176,577
	Parks & Rec - Golf Course & Parks Main	236,840	145,119	190,033	742,676
	Senior Services	151,498	108,177	228,728	241,951
Economic Sustainability	Economic Sustainability	558,174	753,151	842,378	930,588
Non Departmental	Non Departmental	2,043,757	1,907,890	2,663,652	2,991,950
Total General Fund Operating Expense		**112,226,061**	**113,481,788**	**118,438,570**	**120,098,284**
Transfer to General Fund Reserve		6,399,251	10,155,752	-	-
Transfer to Hurricane Fund		1,150,453	-	-	-
Transfer to Sunshine State Note Debt Service		3,552,277	3,538,987	4,675,337	5,138,003
Transfer to Capital Improvement Fund		3,743,622	2,961,964	2,784,821	10,790,000
Tansfer to Roadway Fund		266,639	-	-	-
Transfer to Trolley Fund		764,965	-	-	-
Transfer to General Obligation Bond Fund		380,032	-	-	-
General Fund Subsidy of Venetian Swimming Pool		81,476	80,826	97,010	145,007
General Fund Subsidy of Granada Golf		451,602	639,820	615,712	174,754
Transfer to Automotive Fund		1,000,000	-	1,350,000	-
Pension Contribution Stabilization Fund		3,000,000	-	-	-
Total General Fund		**$ 133,016,378**	**$ 130,859,137**	**$ 127,961,450**	**$ 136,346,048**

CITY OF CORAL GABLES

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

2013-2014 BUDGET

(BUDGETED FUNDS ONLY)

	GENERAL	DEBT	CAPITAL PROJECTS	ENTERPRISE	TOTAL
Fund Balance @ 10/01/12 (Unrestricted)	**$ 21,111,908**	**$ 2,485,639**	**$ 19,934,167**	**$ 11,359,473**	**$ 54,891,187**
Fiscal Year 2012-2013 (Estimated)					
Revenues	127,206,250	5,485,337	34,825,632	30,079,092	197,596,311
Expenditures	127,961,450	5,485,337	34,392,251	28,701,142	196,540,180
FY 2013 Change in Fund Balance	**(755,200)**	**-**	**433,381**	**1,377,950**	**1,056,131**
Fund Balance @ 09/30/13 (Unrestricted - Estimated)	**20,356,708**	**2,485,639**	**20,367,548**	**12,737,423**	**55,947,318**
Fiscal Year 2013-2014 Budget					
Revenues:					
Taxes	83,081,035	-	2,627,757	-	85,708,792
Licenses	3,328,750	-	-	-	3,328,750
Permits	6,448,000	-	-	3,500	6,451,500
Fines & Forfeitures	2,506,000	-	-	-	2,506,000
Intergovernmental	4,526,000	-	1,500,000	-	6,026,000
Use Charges	9,402,414	-	-	22,111,445	31,513,859
Recreation Fees	2,278,000	-	-	1,301,700	3,579,700
Rentals & Concessions	2,283,367	-	-	2,866,025	5,149,392
Investment Earnings	200,000	-	-	30,000	230,000
Other	12,272,159	-	-	1,500,000	13,772,159
Transfers In	10,020,323	5,924,822	10,790,000	319,761	27,054,906
Total Revenues	136,346,048	5,924,822	14,917,757	28,132,431	185,321,058
Expenditures:					
General Government	26,280,115	-	2,790,914	-	29,071,029
Public Safety	66,479,736	-	7,938,424	-	74,418,160
Physical Environment	17,601,389	-	850,000	11,284,567	29,735,956
Transportation	2,533,528	-	5,368,079	3,350,128	11,251,735
Culture & Recreation	7,203,516	-	2,686,817	1,623,403	11,513,736
Debt Service	-	5,924,822	-	1,022,989	6,947,811
Transfers Out	16,247,764	-	59,674	9,957,142	26,264,580
Total Expenditures	136,346,048	5,924,822	19,693,908	27,238,229	189,203,007
Net Change in Fund Balance	**-**	**-**	**(4,776,151)**	**894,202**	**(3,881,949)**
Fund Balance @ 09/30/14 (Unrestricted)	**$ 20,356,708**	**$ 2,485,639**	**$ 15,591,397**	**$ 13,631,625**	**$ 52,065,369**

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

In the General Fund - For FY12 - Planned Project Costs.

In the Capital Projects Funds - For FY12 - Planned Project costs.

In the Capital Projects Funds - For FY13 - Planned Project costs.

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

2013-2014 BUDGET
ENTERPRISE FUNDS OPERATIONS SUMMARY

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
STORMWATER UTILITY FUND (400)				
Operating Revenue	$ 2,417,095	$ 2,524,565	$ 2,500,000	$ 3,058,044
Operating Expense	(1,263,981)	(1,439,955)	(1,481,009)	(2,705,406)
Operating Income (Loss)	1,153,114	1,084,610	1,018,991	352,638
Grant Revenue	1,606,542	594,495	-	-
Investment Earnings	717	1,623	-	-
Prior Year Reappropriations			36,780	-
Capital Projects	(2,343,915)	(1,188,989)	(276,495)	(250,000)
Interest Expense	(97,574)	(81,825)	-	-
Debt Expense	-	-	(326,117)	(154,125)
Depreciation Expense	(91,204)	(91,204)	-	-
Net Income (Loss)	227,680	318,710	453,159	(51,487)
Transfers to (from) Reserve	(149,029)	(68,747)	318,159	(356,487)
Contribution to (from) General Fund	$ 376,709	$ 387,457	$ 135,000	$ 305,000
SANITARY SEWER FUND (410)				
Operating Revenue	$ 7,201,475	$ 7,605,600	$ 7,771,756	$ 8,602,401
Operating Expense	(4,080,141)	(4,851,008)	(6,247,381)	(6,829,161)
Operating Income (Loss)	3,121,334	2,754,592	1,524,375	1,773,240
Grant Revenue	324,445	175,555	485,000	-
Investment Earnings	6,364	8,566	5,000	20,000
Miscellaneous Revenue	-	878,584	-	1,500,000
Prior Year Reappropriations	-	-	4,699,492	-
Capital Projects	-	-	(5,175,133)	(1,500,000)
Depreciation Expense	(295,699)	(295,852)	-	-
Net Income (Loss)	3,156,444	3,521,445	1,538,734	1,793,240
Transfers to (from) Reserve	1,607,267	2,836,445	853,734	1,108,240
Contribution to (from) General Fund	$ 1,549,177	$ 685,000	$ 685,000	$ 685,000
VENETIAN POOL FUND (420)				
Operating Revenue	$ 752,734	$ 739,462	$ 689,200	$ 713,500
Operating Expense	(748,530)	(734,050)	(786,210)	(858,507)
Operating Income (Loss)	4,204	5,412	(97,010)	(145,007)
Investment Earnings	328	641	-	-
Net Income (Loss)	4,532	6,053	(97,010)	(145,007)
Transfers to (from) Reserve	-	86,879	-	-
Contribution to (from) General Fund	$ 4,532	$ (80,826)	$ (97,010)	$ (145,007)
GRANADA GOLF COURSE FUND (430)				
Operating Revenue	$ 769,747	$ 445,509	$ 634,200	$ 590,142
Operating Expense	(921,205)	(1,015,773)	(1,249,912)	(764,896)
Operating Income (Loss)	(151,458)	(570,264)	(615,712)	(174,754)
Investment Earnings	328	1,233	-	-
Miscellaneous Revenue	60	-	-	
Net Income (Loss)	(151,070)	(569,031)	(615,712)	(174,754)
Transfers to (from) Reserve	-	70,789	-	-
Contribution to (from) General Fund	$ (151,070)	$ (639,820)	$ (615,712)	$ (174,754)
PARKING SYSTEM FUND (460)				
Operating Revenue	$ 10,154,202	$ 10,330,540	$ 10,392,259	$ 10,956,913
Operating Expense	(3,136,602)	(2,834,660)	(3,244,597)	(3,350,128)
Operating Income (Loss)	7,017,600	7,495,880	7,147,662	7,606,785
Grant Revenue	-	150,398	37,232	-
Investment Earnings	2,185	6,481	-	-
Miscellaneous Revenue	52,767	31,163	-	-
Interest Expense	(501,468)	(432,568)	-	-
Prior Year Reappropriations	-	-	34,752	-
Capital Projects	-	-	(37,232)	-
Debt Expense	-	-	(1,135,511)	(868,864)
Depreciation Expense	(690,928)	(798,524)	-	-
Net Income (Loss)	5,880,156	6,452,830	6,046,903	6,737,921
Transfers to (from) Reserve	998,169	1,452,752	206,903	142,449
Contribution to (from) General Fund	$ 4,881,987	$ 5,000,078	$ 5,840,000	$ 6,595,472

CAPITAL PROJECTS
2013-2014 BUDGET

PROJECTS	2013-2014 BUDGET
General Capital Improvement Fund	
City Hall - Repairs/Improvements	$ 400,000
Various Capital Equipment Upgrades	285,000
Garage Interior Painting & Common Area Improvement	350,000
Ponce de Leon Median Streetscape Improvements - SW 8th St. to Flagler St.	300,000
Ponce de Leon Phase 3 Landscaping Improvements	1,800,000
Youth Center Field - Re-Sod & Irrigation Improvements	390,000
Merrick House - Repairs/Improvements	450,000
Purchase of Land	300,000
Old Cutler Road Entrance Feature	65,000
Kings Bay Streetscape Improvements	450,000
Central & Mobile Radio System Replacement/Upgrade	6,000,000
Facility Environmental Remediation	850,000
Public Safety Building - Repairs/Improvements	1,100,000
Total General Capital Improvement Projects	**12,740,000**
Coral Gables Impact Fee Fund	
Fire System Improvements	1,337,715
General Government System Improvements	1,005,914
Parks System Improvements	1,546,817
Police System Improvements	600,709
Total Coral Gables Impact Fee Projects	**4,491,155**
Storm Water Fund	
Storm Water Improvements	350,000
Cross-Connection Removal	107,500
Cocoplum Drainage Improvements	750,000
Total Storm Water Projects	**1,207,500**
Sanitary Sewer Fund	
Sanitary Sewer Improvements	1,100,000
Cross-Connection Removal	165,000
Inflow & Infiltration Abatement	1,500,000
Total Sanitary Sewer Projects	**2,765,000**
Public Facilities Fund	
427 Biltmore Way - Interior Renovations	165,000
City Hall 3rd Floor - Interior Renovations	150,000
A.D.A. Renovations	104,674
Venetian Pool Improvements	558,000
Miracle Theater - Exterior Renovations	165,000
Youth Center & Grounds Improvements	925,000
Granada Golf Course Improvements	600,000
Total Public Facilities Projects	**2,667,674**
Roadway Fund - Roadway Improvements	**750,000**
Motor Pool Fund - Motor Vehicle Replacements/Additions	**1,413,000**
Total Projects	**$ 26,034,329**

CITY OF CORAL GABLES
FISCAL YEAR 2014 TO 2018 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 in order to improve the public health, safety and welfare for residents, visitors and employees, and provide for the essential maintenance of City facilities. The project categories and category totals are as follows:

Bridge Improvements	$	503,000
Equipment Replacement/Upgrades		7,698,000
Coral Gables Impact Fees - System Improv.		4,491,155
Facility Improvements		13,990,044
Historical Entrances & Plazas		400,000
Historical Facility Restoration		1,743,448
Park Improvements		16,370,000
Parking Improvements		395,000
Roadway Improvements		10,095,397
Sanitary Sewer Improvements		15,437,618
Stormwater Improvements		4,484,895
Street Lighting Improvements		1,000,000
Streetscape Improvements		24,646,020
Total Projects	**$**	**101,254,577**

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

Prior Fiscal Years Expenditures	$	14,814,937
Prior Fiscal Years Balance Forward		28,424,736
Fiscal Year 2013-2014 Budget		5,390,000
Grants Awarded (Fiscal Years 2014-2018)		6,601,672
Other Funding Sources		18,728,864
Unfunded (Fiscal Years 2014-2018)		27,294,328
Total Funding	**$**	**101,254,537**

The following schedule lists all of the projects in the Fiscal Year 2014-2018 Capital Improvement Plan. Project detail and funding are available under separate cover.

2013-2014 BUDGET

DEBT ADMINISTRATION

As of October 1, 2013 the City will have $75.19 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.

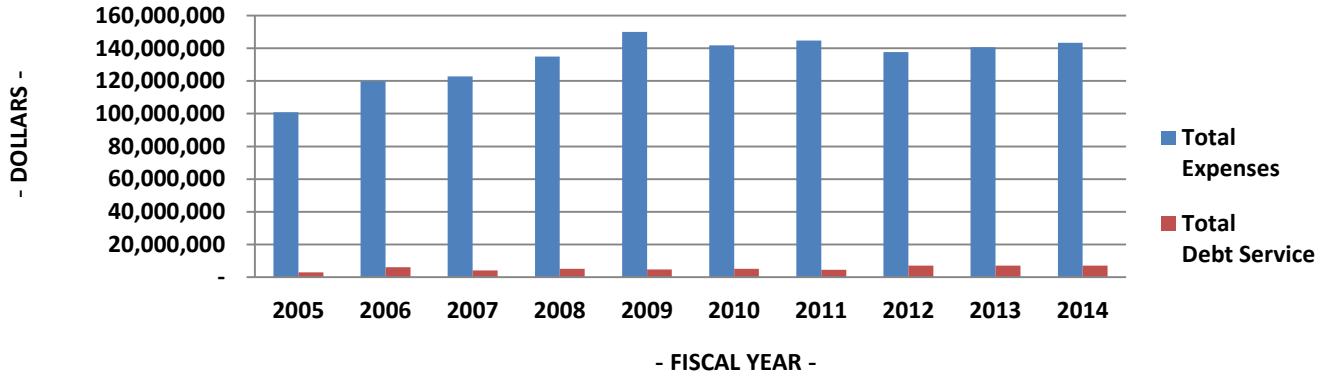
LEGAL DEBT MARGIN

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, 2013 the City's net general obligation bond debt services is well below the legal debt limit. Debt service represents 4.9 percent of total expenses.

SUMMARY OF OUTSTANDING DEBT

SERIES	MATURES	PRINCIPAL	INTEREST	TOTAL
Series 2012	10/01/31	$ 46,980,000	$ 12,100,041	$ 59,080,041
Series 2011B	10/01/16	1,990,000	151,950	2,141,950
Series 2011C	10/01/32	4,215,000	2,420,500	6,635,500
Series 2013A	10/01/28	17,470,000	3,684,411	21,154,411
Series 2013B	10/01/28	4,530,000	1,365,354	5,895,354
Total Projects		**$ 75,185,000**	**$ 19,722,256**	**$ 94,907,256**

DEBT SERVICE COMPARED TO TOTAL EXPENSES



Fiscal Year	Total Expenses	Total Debt Service	% of Total Expenditures
2005	$ 100,826,524	$ 2,953,583	2.9%
2006	119,920,823	5,940,797	5.0%
2007	122,899,435	4,008,805	3.3%
2008	135,007,594	4,980,748	3.7%
2009	150,074,158	4,626,144	3.1%
2010	141,891,535	5,155,728	3.6%
2011	144,839,523	4,526,673	3.1%
2012	137,734,736	6,947,811	5.0%
2013	140,544,064	6,947,811	4.9%
2014	143,336,329	6,947,811	4.8%

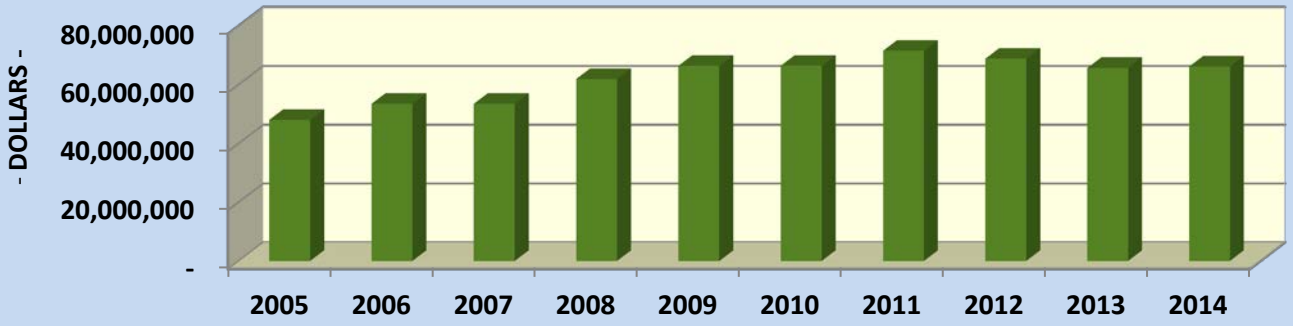
CITY OF CORAL GABLES
DEBT SERVICE SCHEDULES
2013-2014 BUDGET

PAYMENT	SERIES 2012 (RE-FUNDING)		SERIES 2011B		SERIES 2011C	
DUE	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
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
	$ 46,980,000	$ 12,100,041	$ 1,990,000	$ 151,950	$ 4,215,000	$ 2,420,500

PAYMENT	SERIES 2013A		SERIES 2013B	
DUE	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2013	675,000	414,471	180,000	153,705
10/1/2014	825,000	393,180	225,000	145,346
10/1/2015	855,000	373,020	240,000	137,372
10/1/2016	870,000	352,320	240,000	129,140
10/1/2017	1,040,000	329,400	255,000	120,650
10/1/2018	1,060,000	304,200	260,000	111,818
10/1/2019	1,090,000	278,400	265,000	102,814
10/1/2020	1,115,000	251,940	275,000	93,553
10/1/2021	1,140,000	224,880	290,000	83,864
10/1/2022	1,170,000	197,160	300,000	73,745
10/1/2023	1,195,000	168,780	300,000	63,455
10/1/2024	1,225,000	142,740	315,000	52,908
10/1/2025	1,260,000	109,920	330,000	41,846
10/1/2026	1,280,000	79,440	340,000	30,356
10/1/2027	1,315,000	48,300	350,000	18,522
10/1/2028	1,355,000	16,260	365,000	6,260
10/1/2029	-	-	-	-
10/1/2030	-	-	-	-
10/1/2031	-	-	-	-
10/1/2032	-	-	-	-
	$ 17,470,000	$ 3,684,411	$ 4,530,000	$ 1,365,354

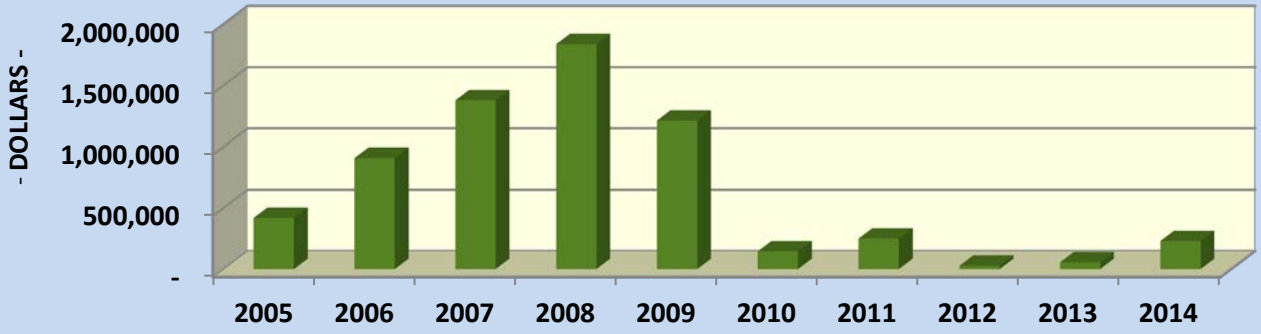
2013-2014 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS

PROPERTY TAXES



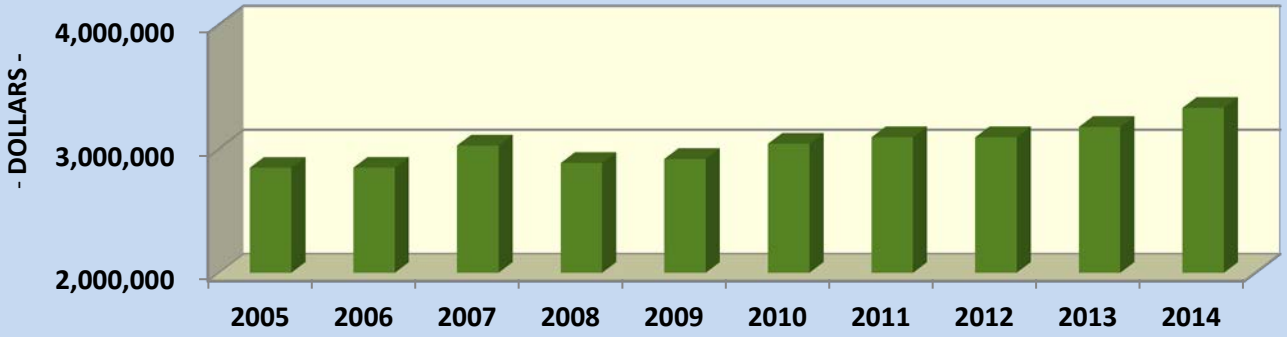
Ad Valorem Taxes are levied on all real property within the City in accordance with the State's Truth in Millage legislation (TRIM). The City's tax rate (millage) is based on the County Property Appraiser's certification of taxable values. The County collects the taxes and remits them to the City.

INVESTMENT EARNINGS



Investment Earnings revenue represents interest earned by investing cash on hand in approved securities investments. Though this revenue has seen a large decline in the past few years, the implementation of revised investment strategies is allowing higher projections for FY 2014

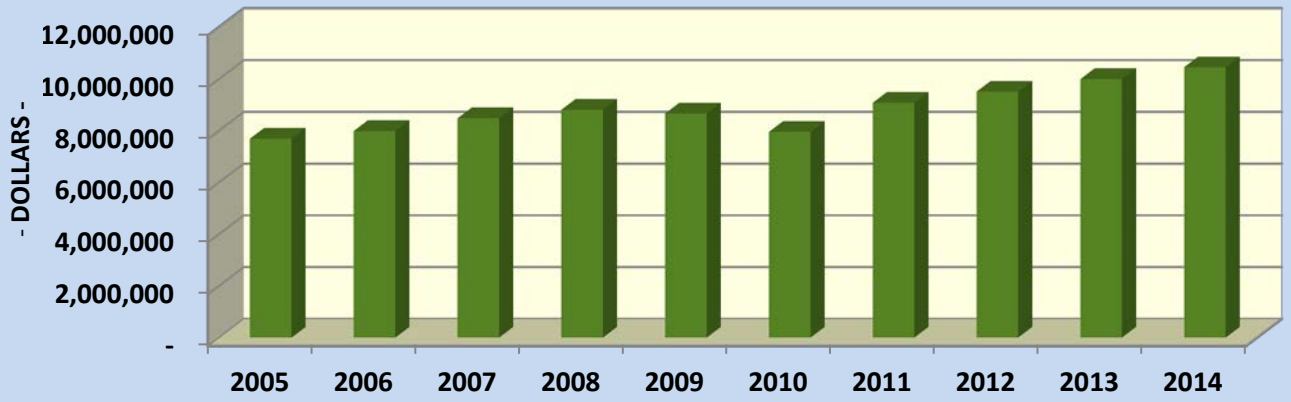
BUSINESS TAX RECEIPTS



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.

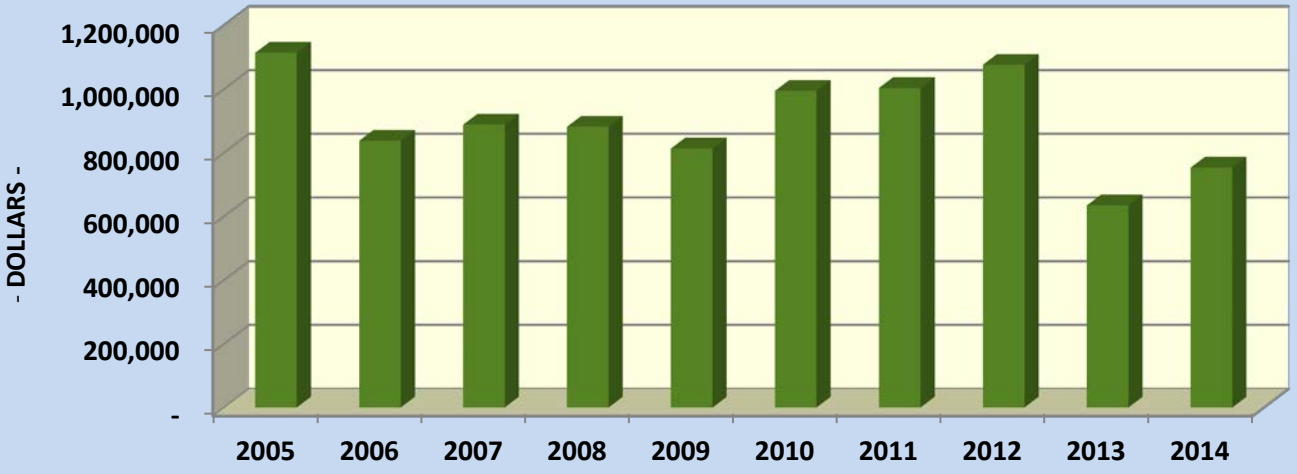
2013-2014 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS

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.

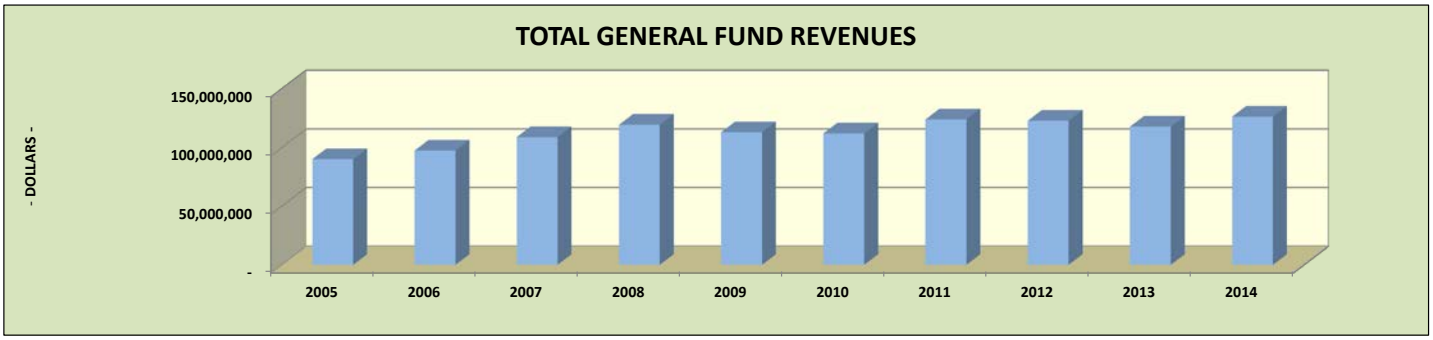
GOLF FEES

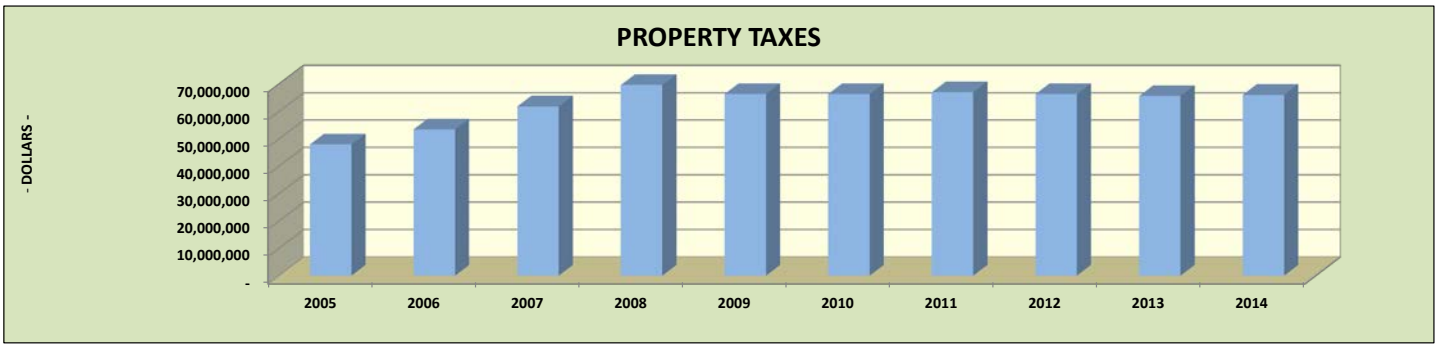


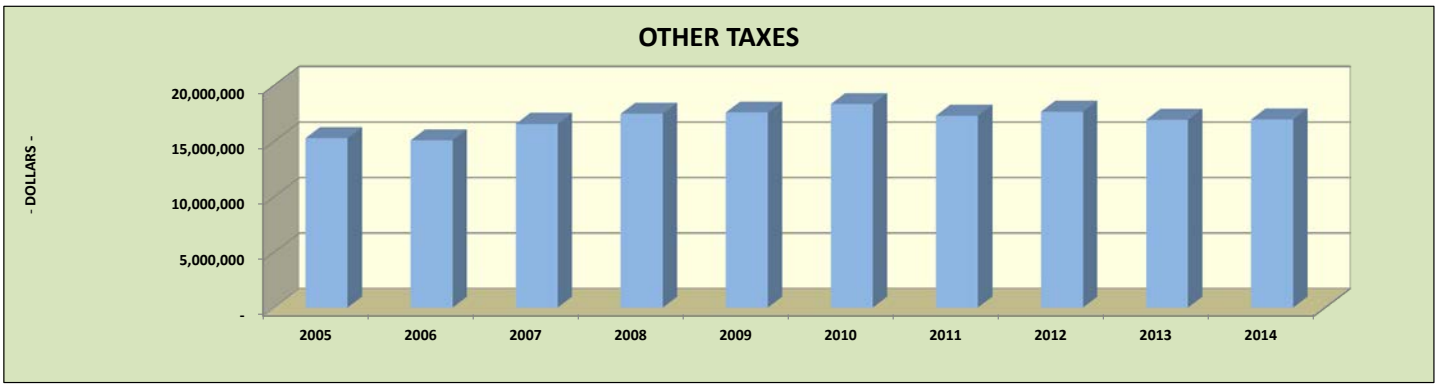
Golf revenue fluctuations are directly related to the economy. As the economy recovers so does golf revenue. FY 2014 revenue for Granada Golf Course is projected to continue the upward trend. In keeping with the revised Biltmore Golf Course agreement, revenue projections FY 2013 included $0.0 and for FY2014, $163,200.

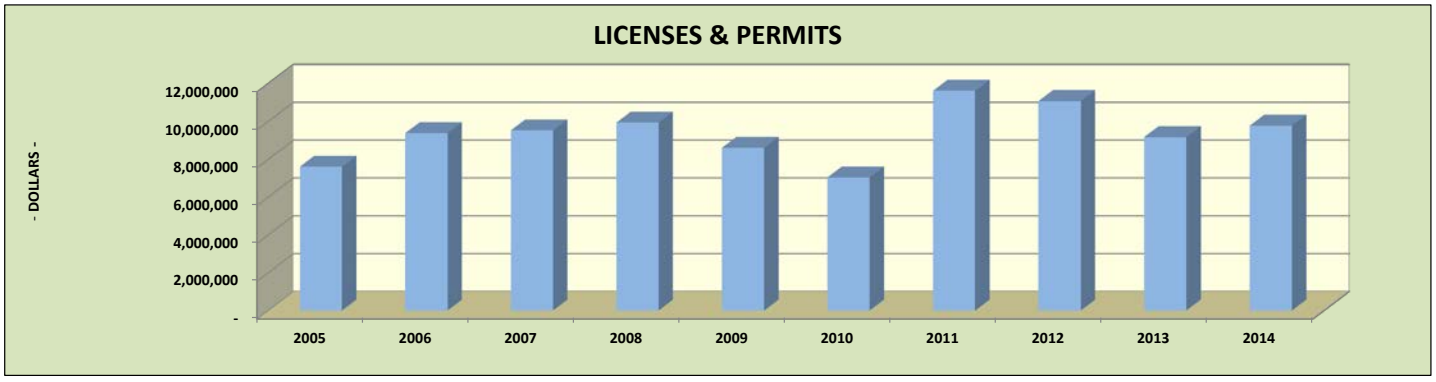
2013-2014 BUDGET
TREND ANALYSIS - GENERAL FUND REVENUES

REVENUE TYPE	FISCAL YEAR									
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Property Taxes	$ 47,969,473	$ 53,466,648	$ 61,868,946	$ 69,730,264	$ 66,388,634	$ 66,397,191	$ 67,078,084	$ 66,377,589	$ 65,664,270	$ 66,122,035
Other Taxes	15,286,667	15,081,070	16,555,146	17,470,367	17,584,207	18,343,014	17,289,193	17,661,079	16,925,520	16,959,000
Licenses & Permits	7,607,928	9,385,206	9,529,164	9,944,458	8,609,111	7,043,215	11,621,584	11,083,151	9,166,125	9,776,750
Intergovernmental	4,140,239	4,253,769	4,779,256	4,751,281	4,365,725	3,875,593	4,234,303	4,850,950	4,808,661	4,526,000
Use Charges	5,765,680	6,423,751	6,404,742	6,565,411	6,461,167	7,145,852	8,778,086	8,899,920	9,108,759	9,402,414
Recreation Fees	1,576,171	1,575,101	2,310,636	2,463,399	2,326,265	2,342,360	2,321,354	2,377,663	2,225,458	2,278,000
Investment Earnings	419,584	909,669	1,377,388	1,838,154	1,212,073	145,769	49,550	55,367	50,000	200,000
Other	7,348,552	6,314,904	6,055,564	6,697,619	6,162,157	6,765,854	12,674,459	11,546,219	9,863,281	17,061,526
TOTAL REVENUE	$ 90,114,294	$ 97,410,118	$ 108,880,842	$ 119,460,953	$ 113,109,339	$ 112,058,848	$ 124,046,613	$ 122,851,938	$ 117,812,074	$ 126,325,725

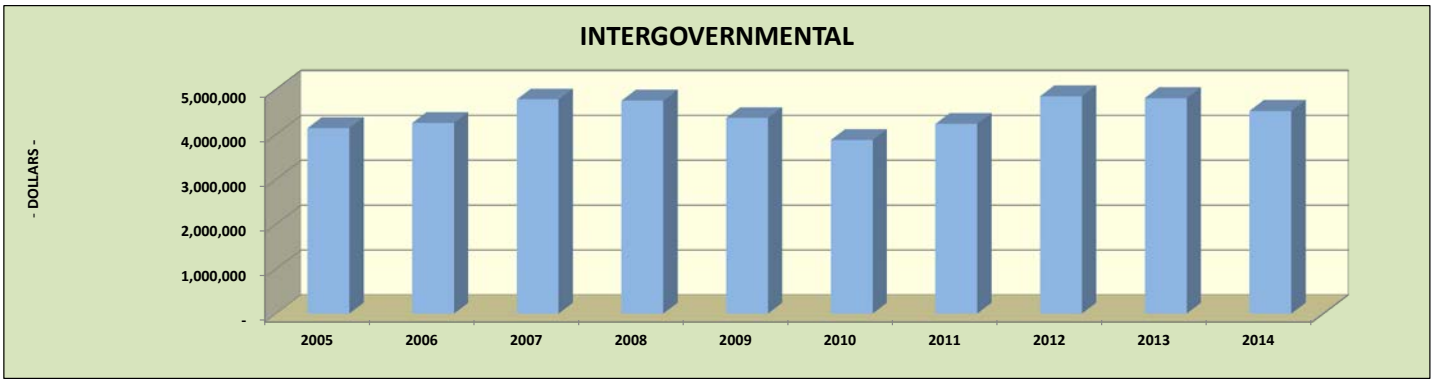


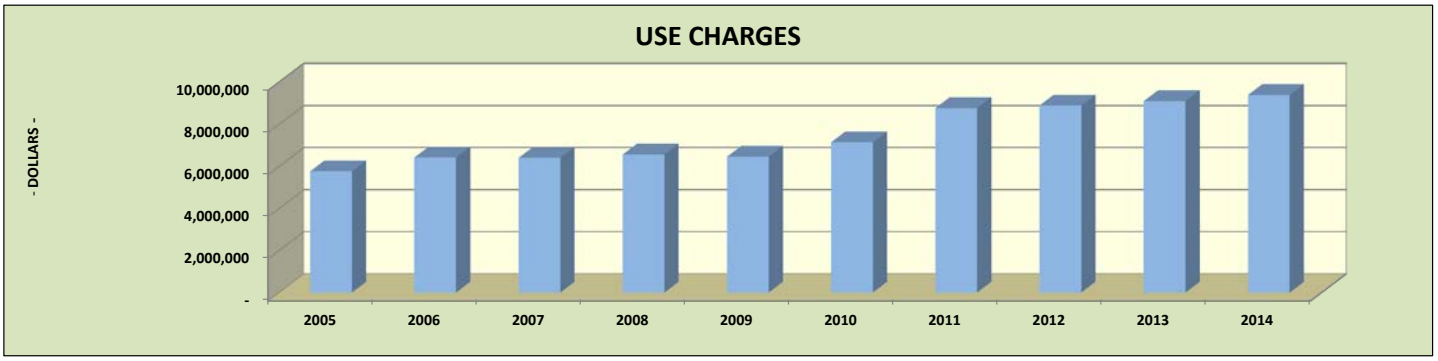






2013-2014 BUDGET
TREND ANALYSIS - GENERAL FUND REVENUES



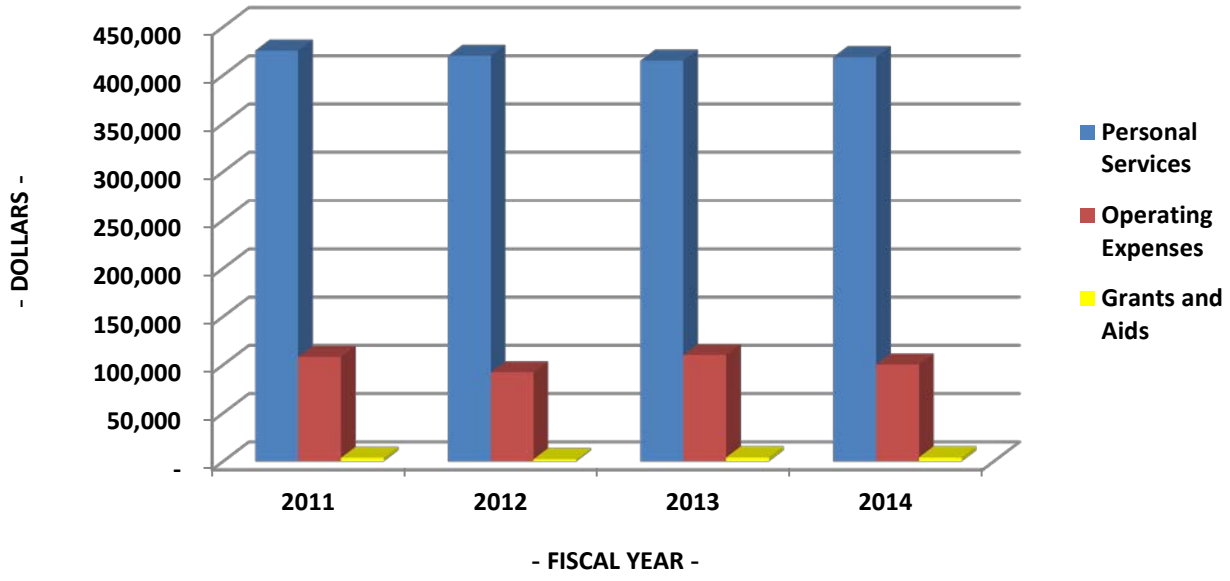


CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

CITY COMMISSION
BUDGET AND POSITION SUMMARY

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
Personal Services	425,465	419,924	414,980	418,586
Operating Expenses	108,043	92,028	109,998	100,281
Grants and Aids	3,552	2,125	4,000	4,000
TOTALS	537,060	514,077	528,978	522,867
No. of Positions	7	7	7	7

EXPENDITURE COMPARISONS



001 GENERAL FUND
CITY COMMISSION
0100 CITY COMMISSION
511 LEGISLATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
8900	Mayor	1	1	1	1	$ 34,736
8910	Vice Mayor	1	1	1	1	30,389
8920	City Commissioner	3	3	3	3	84,678
0034	Admin. Ass't to Mayor	1	1	1	1	60,757
0031	Secretary	1	1	1	1	35,714
	TOTAL	**7**	**7**	**7**	**7**	**$ 246,274**

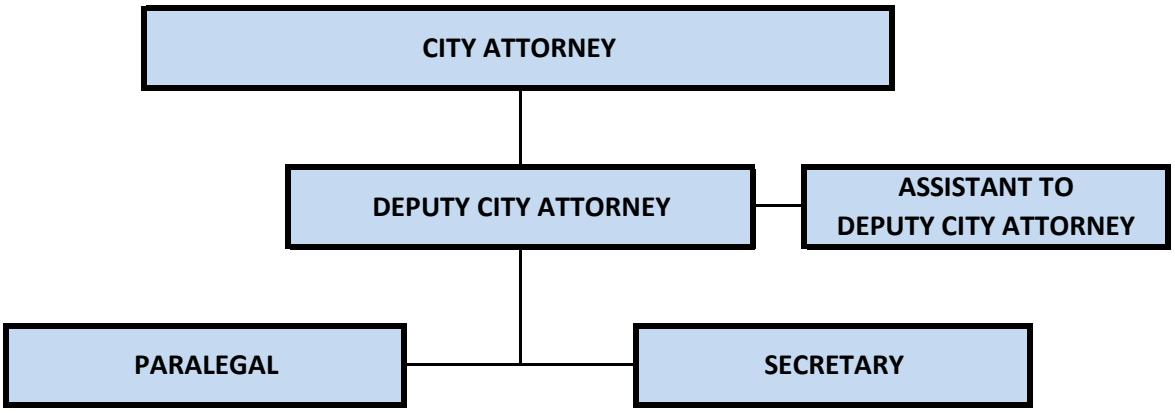
EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 259,800	$ 258,696	$ 257,880	$ 246,274
2000	Employee Benefits - See Other Cost Dist.	165,665	161,228	157,100	172,312
4010	Expense Allowance	26,668	24,000	25,200	25,200
4410	Rental of Machinery and Equipment	3,930	794	2,500	2,000
4420	Public Facilities Cost - See Other Cost Dist.	42,614	40,080	41,545	42,131
4550	General Liability Insurance	14,196	14,016	15,375	8,512
4710	Special Printed Forms	-	-	1,000	-
4990	Other Miscellaneous Expense	1,176	1,065	1,460	1,160
5100	Office Supplies	6,881	4,135	9,918	7,278
5400	Membership Dues and Subscriptions	12,578	7,898	13,000	14,000
	Dade League of Cities Florida League of Cities National League of Cities				
5410	Employee Training	-	40	-	-
8101	Sister Cities	3,552	2,125	4,000	4,000
	TOTAL	**$ 537,060**	**$ 514,077**	**$ 528,978**	**$ 522,867**

CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

DEPARTMENT: **CITY ATTORNEY**

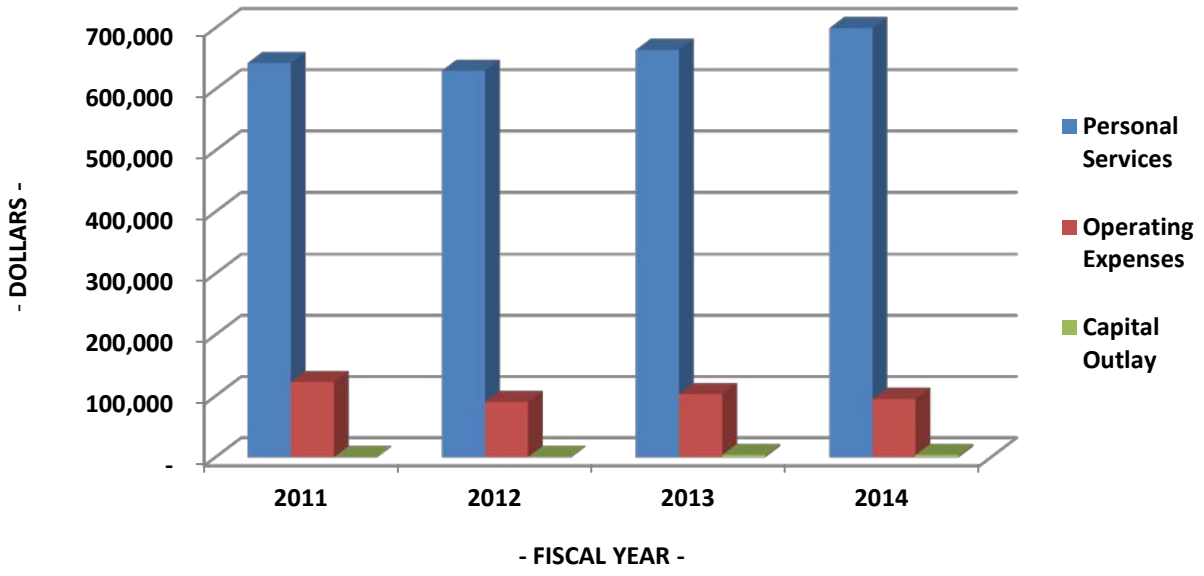
ORGANIZATION CHART



CITY ATTORNEY
BUDGET AND POSITION SUMMARY

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
Personal Services	642,718	629,960	664,199	699,832
Operating Expenses	122,920	90,252	102,968	95,273
Capital Outlay	-	400	3,655	3,655
TOTALS	765,638	720,612	770,822	798,760
No. of Positions	5	5	5	5

EXPENDITURE COMPARISONS



001 GENERAL FUND
CITY ATTORNEY
0500 CITY ATTORNEY
514 LEGAL COUNSEL

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
8930	City Attorney	1	1	1	1	$ 179,500
0040	Deputy City Attorney	1	1	1	1	133,744
0048	Ass't to Deputy City Attorney	1	1	1	1	58,427
0032	Secretary	1	1	1	1	50,544
0070	Paralegal	-	1	1	1	32,635
0041	Legal Assistant	1	-	-	-	-
	TOTAL	**5**	**5**	**5**	**5**	**$ 454,850**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 416,006	$ 396,025	$ 450,773	$ 454,850
2000	Employee Benefits - See Other Cost Dist.	226,712	233,935	213,426	244,982
3190	Other Professional Services	24,955	-	-	-
4090	Other Transportation Expense	4,725	6,525	5,400	10,800
4410	Rental of Machinery and Equipment	7,697	3,191	8,200	8,200
4420	Public Facilities Cost - See Other Cost Dist.	29,759	27,951	28,973	29,381
4550	General Liability Insurance	24,501	22,581	26,700	15,792
4720	Printing & Binding	-	113	300	300
4910	Court Costs & Investigative Expense	2,290	733	3,800	3,800
4990	Other Miscellaneous Expense	33	(10)	-	-
5100	Office Supplies	6,236	9,501	8,000	5,000
5400	Membership Dues and Subscriptions	15,680	14,780	13,000	12,000
5410	Employee Training	7,044	4,887	8,595	10,000
6450	Office Equipment Replacement	-	400	3,655	3,655
	TOTAL	**$ 765,638**	**$ 720,612**	**$ 770,822**	**$ 798,760**

2013-2014 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: CITY ATTORNEY

DEPARTMENTAL FUNCTION

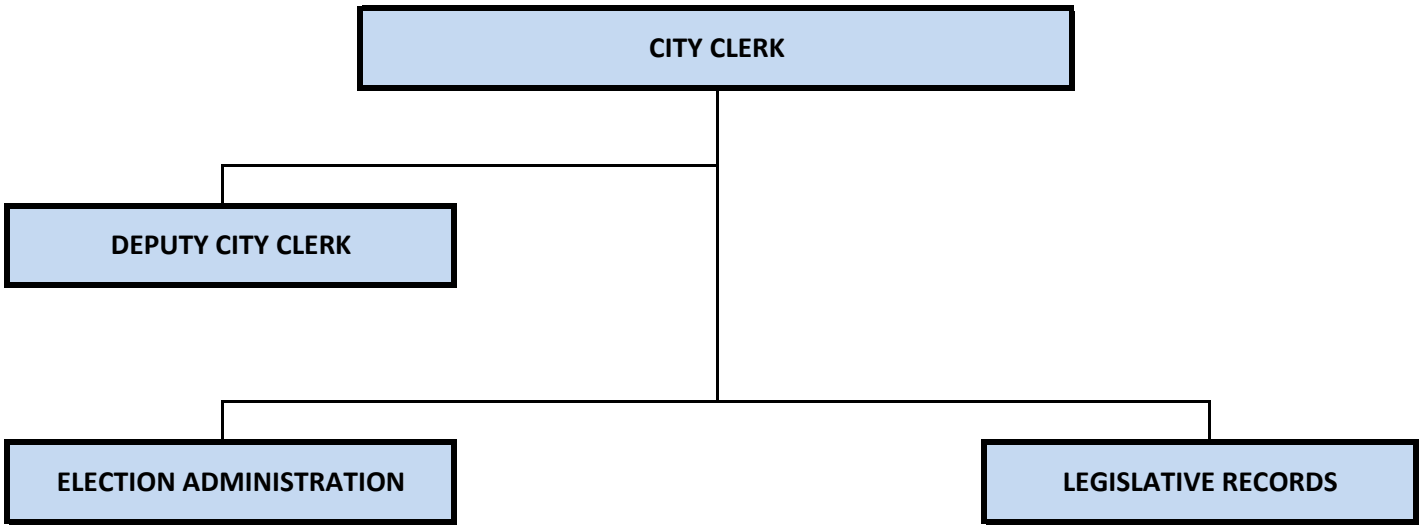
The City Attorney, appointed by the City Commission, is the City's chief legal officer and provides legal opinions and guidance to the Commission and City Administration. The City Attorney represents the City in all litigation matters and is responsible for providing specialized legal counsel when required. 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
2013-2014 BUDGET

DEPARTMENT: **CITY CLERK**

ORGANIZATION CHART

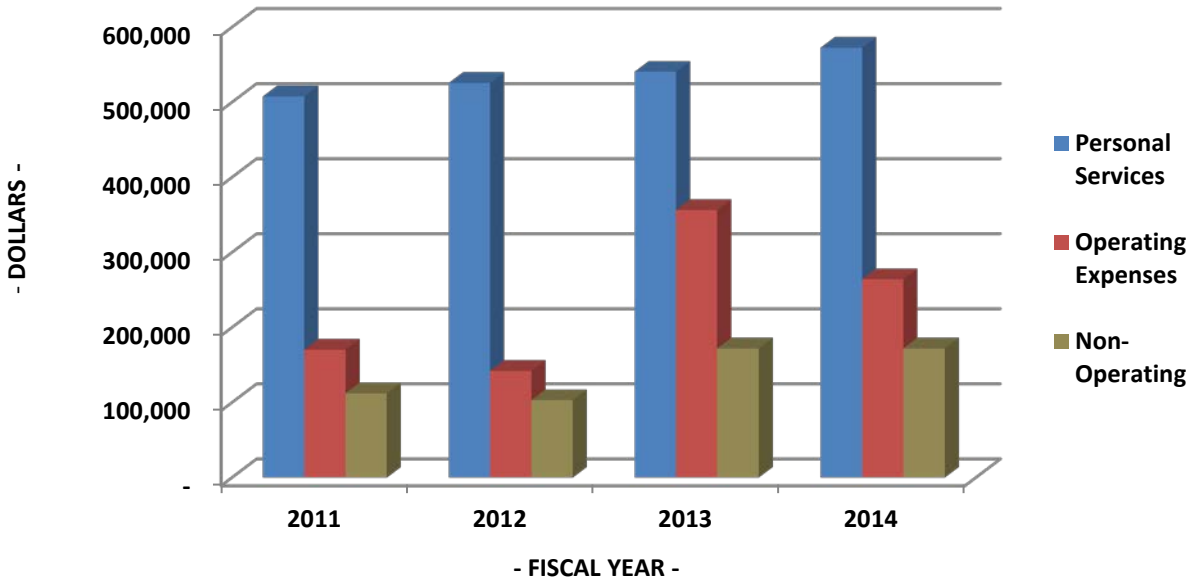


CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

CITY CLERK
BUDGET AND POSITION SUMMARY

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
Personal Services	507,726	525,647	540,626	572,646
Operating Expenses	170,416	142,005	356,334	264,146
Non-Operating	112,264	103,112	172,000	172,000
TOTALS	790,406	773,122	1,068,960	1,008,792
No. of Positions	5	5	5	5

EXPENDITURE COMPARISONS



001 GENERAL FUND
CITY CLERK
0600 CITY CLERK
511 LEGISLATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
8940	City Clerk	1	1	1	1	108,093
0600	Deputy City Clerk	1	1	1	1	69,784
0605	Operational Services Coord.	1	1	1	1	67,226
0064	Operational Services Ass't	1	1	1	1	45,178
0602	Administrative Assistant	-	-	1	1	43,430
0032	Secretary	1	1	-	-	-
	TOTAL	**5**	**5**	**5**	**5**	**$ 333,711**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 334,979	$ 353,299	$ 326,555	$ 333,711
2000	Employee Benefits - See Other Cost Dist.	172,747	172,348	171,780	195,944
3190	Other Professional Services	61,438	51,459	58,924	58,924
4090	Other Transportation Expense	8,438	8,100	8,100	8,100
4410	Rental of Machinery and Equipment	8,714	2,447	6,000	6,000
4420	Public Facilities Cost - See Other Cost Dist.	24,206	22,736	23,567	23,899
4550	General Liability Insurance	17,482	17,638	19,472	11,586
4820	Advertising Expense	21,737	15,837	20,000	20,000
4910	Court Costs & Investigative Expense	-	-	150	150
4920	Lobbyist Records	-	-	1,000	1,000
4970	Passport Expense	3,476	953	-	-
4990	Other Miscellaneous Expense	3,292	2,184	2,278	2,278
5100	Office Supplies	3,236	3,999	3,900	3,900
5400	Membership Dues and Subscriptions	1,015	984	1,000	1,000
5410	Employee Training	1,056	250	2,800	2,800
6460	Other Equipment Additions	-	2,358	-	-
	TOTAL	**$ 661,816**	**$ 654,592**	**$ 645,526**	**$ 669,292**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
9006	Part-time Employees	-	-	-	-	39,936
	TOTAL	**-**	**-**	**-**	**-**	**$ 39,936**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ -	$ -	$ 39,936	$ 39,936
2000	Employee Benefits - See Other Cost Dist.	-	-	2,355	3,055
4550	General Liability Insurance	-	1,682	1,836	1,387
4970	Passport Expense	-	13,676	78,882	120,622
9002	Document Filing Fee	112,264	103,112	172,000	172,000
	TOTAL	**$ 112,264**	**$ 118,470**	**$ 295,009**	**$ 337,000**

001 GENERAL FUND
CITY CLERK
0610 CITY ELECTIONS
511 LEGISLATIVE

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
3190	Other Professional Services	$ 20	$ 60	$ 98,425	$ 2,500
4550	General Liability Insurance	3,093	-	-	-
4820	Advertising Expense	-	-	20,000	-
4990	Other Miscellaneous Expense	13,213	-	10,000	-
	TOTAL	**$ 16,326**	**$ 60**	**$ 128,425**	**$ 2,500**

2013-2014 BUDGET
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. Advertise second reading ordinances, post 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.

2013-2014 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: CITY CLERK

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.			
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			
Action Plan	Assigned	Completion Date	Status
Establish guidelines and standards for all City records; establish repository for inactive, archival and vital records. How?	Walter Foeman	July 2013	Pending
1. Maintain our current contract with FAU (Florida Atlantic University) Institute of Government (Records Consultant: Steve Lewis/subcontractor) for continuous records management services.	Steve Lewis (Records Consultant)		
2. Prepare Disposition List (i.e. No. 16) for those records that are eligible for destruction as of October 1st, 2013 submitted for signature by the City Clerk, Finance Director and Internal Auditor and compliance statement for forwarding to the Bureau of Archives/Records Management Governor and State Legislature.	W. Foeman/Y. Davis Dept. Directors S. Lewis/W. Foeman	T.B.A. T.B.A. T.B.A.	Pending Pending
3. Document any of those request to extend records beyond required retention, due to administrative, fiscal, legal, and historic value.		T.B.A.	Pending
4. Determine Disposition Lists for media conversions as conversions are completed.	S. Lewis/Y. Davis S. Lewis/Y. Davis	September 2012	
5. Identify vital records by individual departments to include in our vital records master list.	S. Lewis/W. Foeman	T.B.A.	Done

6. Identify our City's permanent records.	S. Lewis/W. Foeman/Y. Davis	September 30, 2013	Pending
7. Analyze and prioritize records assessing specific risks and identify protection strategies.	Yolande Davis	January 2012	Pending
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.	Walter Foeman	August 2013	Pending
10. Plan, develop, analyze and test a records emergency test action plan to records.	Yolande Davis/ Steve Lewis	Ongoing through FY 2013	As needed, on an on-going basis
11. Assess the damage to records after an emergency for purpose of implementing a response.	Walter Foeman	December of each calendar year	As needed
12. Identify federal, state and local resources and the availability of inter-governmental personnel and support to assist during a disaster.			Work in Progress
13. Continue implementation of automated file code indexing system, procure open lateral filing system, prepare the necessary ordering of supplies for departments expressing an interest willing to operate in this project.	Yolande Davis File Coordinator (TBA)	On-going	Work in Progress
14. Prepare records training manual and handouts for departmental records coordinators (1) and executive management training sessions (1).	Records Consultant Steve Lewis/	On-going	Work in Progress
15. Conduct workshop (1) on Disposition Schedules, Record Policies (i.e. Inactive Storage, Collections, Updates to the Records, Plans, etc.).	Walter Foeman	On-going	Work in Progress
16. Identify those records eligible for records destruction (i.e. warehouse location; mezzanine, etc.).	Walter Foeman	December 31, 2012	Pending
17. Prepare annual disposition compliance letter for submission to the Florida Department of State.	Yolande Davis	On-going	Work in Progress
18. Continue to index boxed records using MS application.	Departmental Records Liaison	On-going	Work in Progress
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).	Records Consultant Steve Lewis	On-going	Pending
20. Develop options for the Dispositioning of City Network Data.	Records Consultant	Pending Cost Estimate	
21. Populate CRM Total Recall with City amended Retention Schedules and accessioned dates to produce a purge list.	Steve Lewis		

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
INTRODUCTION Florida International University (FIU) Library's GIS Center and Digital Collection Center (DCC) will team up with FIU's Department of Landscape Architecture to create a Coral Gables Virtual History in a geospatially enabled web environment. A geo-database is constructed to host digitized and rectified historical building prints, property parcels, aerial photographs, boundaries, streets, vegetation, landscape and architectural landmarks of the City of Coral Gables. A virtual walking tour of Coral Gables will be created with photographs, audio narration of history, and auto-pilot navigation tools. 3D simulation of significant landmarks will provide the façade of the historical buildings and landscape. A navigation and retrieval system is built upon Google Earth and Google Maps APIs to deliver the most intuitive, familiar interface and graphically intuitive diagrams. Over 8,000 existing digitized historical documents, photographs, oral histories, and maps will be spatially registered to their relevant locations and time. The document will report the completion status of this three-year project for the time period of Oct. 2011 to March 31st, 2014. Majority of the web development, databases, and functionalities are completed during total 1.5-year period. A functioning website for this project can be view at: http://hexa.fiu.edu/cgm/ (Please note the final URL for the public will be different from this)	Roberto Rovira, Landscape Architect-FIU/ Jamie Rogers Digital Archivist-FIU/ Jennifer Fu G.I.S. Director		On-going
MAJOR TASKS: The FIU team was awarded by the City a total of $154,000 to complete the following tasks of the project for the duration of 3 years starting from Oct. 2011. The percentage of completion of each task and its associated objectives are as follow:	" "		" "

Task 1: Construction of Geo-spatial Database and Web publishing of a Spatial Historical City of Coral Gables – Completion Status: 70%

The contractor will:

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.
   Completion Status: 70%
   Table 1 provides a list of potential data sources for the GIS layers

Table 1: List of Potential Historical GIS Layers

Name	Description	Potential Source	Status and notes
Historical Aerial Photographs	1920's – 2010 at 25 years intervals	FIU: http://palmm.fcla.edu/mile/	Downloaded and in the process of rectifying
		http://historymiamiarchives.org/guides/	Researched and there are limited access
		UF: http://ufdc.ufl.edu/aerials	Downloaded and in the process of rectifying
		Miami Dade County GIS	Selected and Incorporated
Sanborn Maps	1899 - 1924 Property Parcels, Streets, Building Outlines	UF: http://ufdc.ufl.edu/?c=SANBORN	Selected and Downloaded
Historical Maps (with Streets and Landmarks)	1880-1920 Landmarks and Streets	FIU: http://specialcollections.fiu.edu/	Completed
		http://palmm.fcla.edu/map/mapfl.shtml	Research work completed and in the process of selection
		UF: http://ufdc.ufl.edu/mapfl	Selected printed maps from University of Miami; completed scanning, rectifying and web-publishing

Roberto Rovira, Landscape Architect-FIU/ Jamie Rogers Digital Archivist-FIU/ Jennifer Fu G.I.S. Director

" "

On-going

" "

		http://historymiamiarchives.org/guides/	Researched and there are limited access	
		Coral Gables 1920's Plat Book	Research work completed and in the process of selection	
		Coral Gables Historical Resources, Archives and Public Works Departments	Collected all available GIS layers and scanned maps from the City	
Vegetation	1820's – Vegetation	Everglades Foundation: http://www.evergladesfoundation.org/	Collected in GIS format and used in 3D modeling creation process	Roberto Rovira, Landscape Architect-FIU/ Jamie Rogers Digital Archivist-FIU/ Jennifer Fu G.I.S. Director
		State Archives: http://dlis.dos.state.fl.us/barm/rediscovery/default.asp?IDCFile=/fsa/DETAILSS.IDC,SPECIFIC=574101,DATABASE=SERIES,	Research work completed and didn't find relevant GIS layers or maps	
Census Historical/Municipal Boundaries and Census Boundaries	Census Places; Census Tracts from 1970 On	Virginia: http://mapserver.lib.virginia.edu/	Completed	
Historical Hurricane	1926 -	http://www.nhc.noaa.gov/HAW2/english/history.shtml	Investigated and identified that there are little relevance to this project.	

1) Geo-code addresses of 5000+ historical homes of Coral Gables and create a GIS point data layer for historical homes and landmarks. Completion Status: 100%
2) 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; Completion Status: 60%

Table 2 Shows a sample listing of historical content of documents, photographs, and other materials

Table 2: Sample listing

Collection	Media	Scope/Description	Time Period	# of Items Completed
Coral Gables Memory	Photographs	Coral Gables Homes	1940s – 1950s	5,000
	Photographs	Historical People/Places/Events	1920s –	876
	Ephemera	Postcards, Booklets, Advertisements	1920s –	30
	Texts	Minute Books and other	1925 – 1952	20
Miami Metropolitan Archive	Texts	Zoning, Development, Advertising, Housing	1930s –	6

3) Create descriptive data attributes as well as metadata for each GIS Layers; Completion Status: 30%
4) Import and store the 3D models created in Phase III into the geo-spatial database Completions Status: 56%
5) Published the GIS layers and 3D models in Web Map Service (WMS) and integrate the layers with Google Earth and Google Maps. Completion Status: 70%

“ ”

Roberto Rovira, Landscape Architect-FIU/ Jamie Rogers Digital Archivist-FIU/ Jennifer Fu G.I.S. Director

Figure 1 shows the Web user interface for Coral Gables Historical Digital Collections:

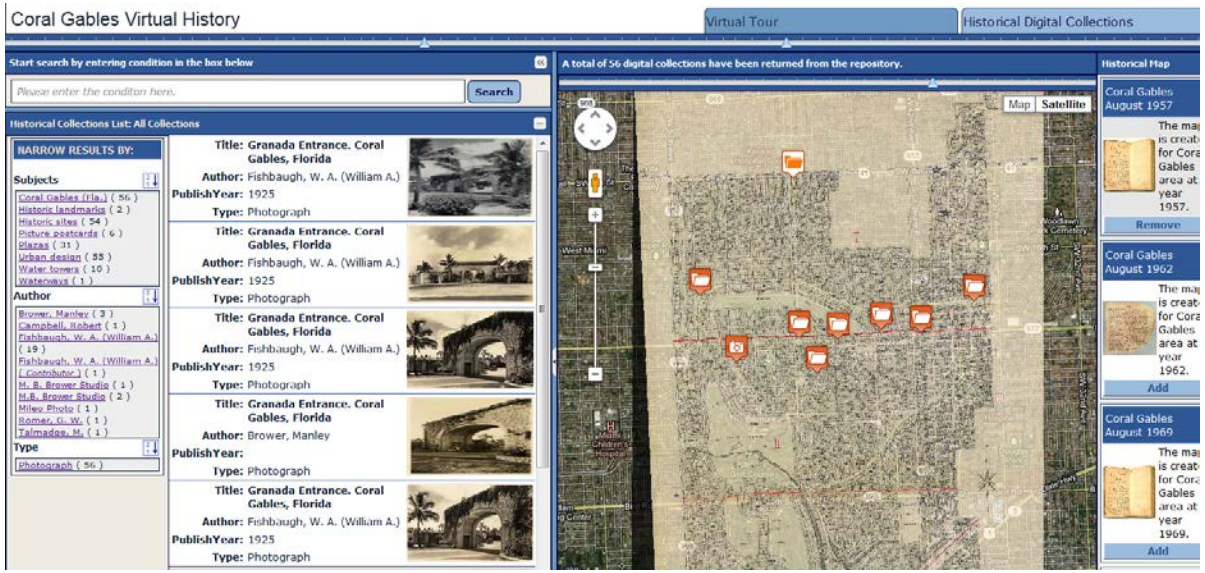


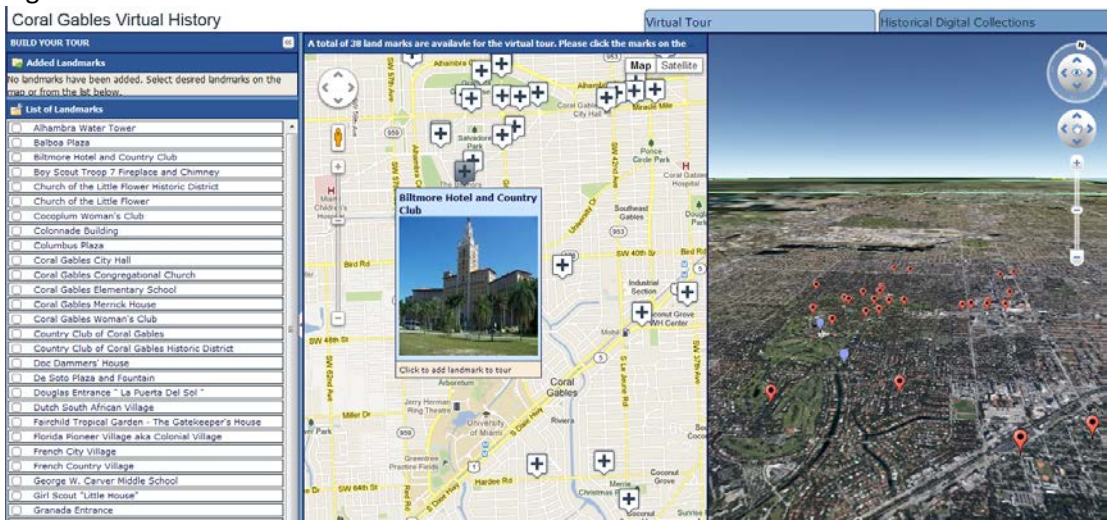
Figure 1 The Web User Interface for Coral Gables Historical Digital Collections:

Four major functions were fully developed:

1) Sliding time bar to visually assist the user to modify their search scope by time period
2) Geo-locator to visualize what historical documents are available where
3) Map Overlay to allow users to drag a scanned historical map or imagery on top of the present Google maps or satellite to see changes over time
4) Faceted Search to allow users to further explore and discover the content available. All objects made available are either in full text format, or high resolution scanned images (of photos or maps)

(See also: http://maps.fiu.edu/CoralGablesVT/portal.htm?mode=collections)

“ ”

Task 2: Create a Virtual Walking Tour of City of Coral Gables – Completion Status: 100% The contractor will: 1) Work with the City Clerk and the Historical Preservation Dept. to identify a set of significant landmarks and a logical route for a Virtual Walking Tour; Completion Status: 100% 2) Select, and create if necessary a set of photographs of the selected historical landmarks; Completion Status: 100% 3) Adapt content from the talking book of Coral Gables, modify the narrative and record the audio scripts for each landmarks selected ; Completion Status: 100% 4) Integrate photographs, audio recording in a geo-spatial database; Completion Status: 100% 5) Create a Web Map Service file for guided walking tour: Completion Status: 100% 6) Integrate the walking tour with Google Earth API and Flickr images of Coral Gables to invite public contribution of photo content; Completion Status: 100% (See also http://maps.fiu.edu/CoralGablesVT/portal.htm?mode=tour) Figure 2 shows the web user interface for the Coral Gables' Virtual Tour: 	Walter Foeman, City Clerk/ Kara Kautz, Historic Preservation Roberto Rovira, Landscape Architect-FIU/ Jamie Rogers Digital Archivist-FIU/ Jennifer Fu G.I.S. Director		

TASK 3: 3D simulation of significant historical buildings and landscape -- Completion Status: 55.6% The contractor will: 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: a. -buildings b. -plots and road alignments c. -hydrology d. -vegetation cover and type e. -land use (including agriculture, if applicable) f. –topography Completion Status: 55.6% 2. Incorporate 2D and 3D model simulation to be incorporated in GIS map layers and stored in a geo-database; Completion Status: 55.6% 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; Completion Status: 55.6% **Budget and Completion:** Completed $107,250, out of the total $154,000, which is equal to 69.6% of the total budget of $154,000.	“ ” Roberto Rovira, Landscape Architect-FIU/ Jamie Rogers Digital Archivist-FIU/ Jennifer Fu G.I.S. Director		

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.

C. OBJECTIVE

Continue implementation of innovative records management applications, prompt public access to records, in furtherance of legal and regulatory compliance.

Action Plan	Assigned to	Completion Date	Status
1. Continue conversion of certain categories of records (i.e. including on-site conversion of deed documents located in the Law Department from annual conversion of those preceding fiscal year of Resolutions, Ordinances, Minutes, Restrictive Covenants, Contracts, those Deeds that are maintained in the City Clerk's Office, etc.) to intelligent PDF files, and archival microfilm.	Public Works/ B & Z/Planning Raimundo		On-going
a) Conversion standards for microfilm (Florida Administrative Code Section IB 26.0021) and Electronic Images (Florida Administrative Code Section IB 26.003) are consistent with those established for State and local agencies.	Rodulfo/Records Consultant/Billy Urquia	April 2013	Pending
2. 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:	Ayanes Apolinar Steve Lewis	Restrictive Covenants Ordinances Resolutions Contracts	
➢ Administrator e-mail records (10 years)			
➢ Duplicate e-mails (1 year)			
➢ All other City e-mails (5 years)	Walter Foeman	Minutes	Complete
3. Continue colloboration with Information Technology Department to ensure back-up and data de-duplication to streamline records management and data back-up process.	Raimundo Rodolfo Steve Lewis,	On-going	Done
4. Update our training video that addresses the business rules governing e-mail management.	Records Consultant		
5. 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 and any out-of-pocket expenses and inconveniences associated with having to drive downtown to have said documents recorded.	Billy Urquia	On-going	On-going
6. Create additional linkages for iPad to facilitate access by the City Commission, City Attorney and City Clerk.	Billy Urquia	On-going	On-going

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.			
D. OBJECTIVE 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.)			
Action Plan	Assigned to	Completion Date	Status
How? 1. Distribute annually, to all departmental executive management and records coordinators a records management training manual. 2. Disseminate, review any new, revised records management 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 any legislative changes resulting from state legislative action).	Steve Lewis (Consultant) Walter Foeman “ ” “ ”	June 2013 April 2013 “ ”	Annually, as needed On-going On-going

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
Continue developing a system to recruit volunteers (i.e. graduate school interns, student interns for academic credit, implementation of certain functional initiatives in the office of the City Clerk. How? 1. Use UM graduate school students for volunteer internship projects (i.e. academic credit) for office related projects. 2. Seek satellite location, as part of a collaborative effort with the State of Florida Dept. of Motor Vehicles, in providing an array of services (i.e. passport applications, e-recording, etc.), along with driver license application processing.	Walter Foeman Imelys Sansores “ ”	2013 June 2013 T.B.A.	Pending Done Pending

III. GOAL – PASSPORT SERVICES			
C. OBJECTIVE Implement strategies to maximize revenue generation.			
Action Plan	Assigned to	Completion Date	Status
Conduct a cost analysis How?			
1. Create a quarterly fiscal review session with the Regional Director of Customer Services for the Miami Region Bureau of Consular Affairs (Passport Services) regarding forthcoming federal initiatives	Walter Foeman Imelys Sansores Billy Urquia	Quarterly	Work-in Progress
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:	Billy Urquia Imelys Sansores	On-going	Work-in Progress
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: • Define • Measure • Analyze • Improve • Continuous Testing	Info Technology/Billy Urquia/Imelys Sansores Walter Foeman		

III. GOAL – PASSPORT SERVICES			
C. OBJECTIVE Update our passport business plan and marketing strategy.			
Action Plan	Assigned to	Completion Date	Status
Update the City Clerk's Office five year business plan. How? 1. Executive Summary 2. Description of Service 3. Competitive Advantage 4. Marketing Strategy (Incorporate above referenced) a) **Multi-media Marketing Plan: Public Information** 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 b) **Organizational and Institutional Networking** 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 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. 5. Financial Statements 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	Walter Foeman Imelys Sansores Billy Urquia	On-going	Pending

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
1. Continue our operational data management systems, which will serve as data sources for our Dashboard Intelligent Internet Solution Process, thereby allowing the public to access performance data from the following areas of our office:		On-going	On-going
a) Lobbyist			
b) EARS		On-going	
c) Passport Acceptance Facility			
2. To continue to utilize the following applications in furtherance of public research and access to public documents:			
a) Legistar (legislative workflow/document management application)		On-going	
i. Insite (Web Module) Legistar/external users to access application via Internet	Jamie Rogers		Completed digital photo collection from the 1940's and "Talking Book". Work-in Progress
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.)	F.I.U./Green PALMM Library/ Digital Collections Center Chris Vorhtes Walter Foeman	On-going	
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	Billy Urquia Maria H. Fallon Billy Urquia Billy Urquia/	Training provided	Work-in Progress
d) Continue with our usage of Granicus (along with our Digital Court	Raimundo Rodolfo	upon request by a	

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	Billy Urquia/ Raimundo Rodolfo Info Technology Vendor's Project Team Walter Foeman	designated Committee or Board	Pending On-going
3. To provide access remotely to Boards and Committees data via our digital recording applications: a) 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 b) 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.			

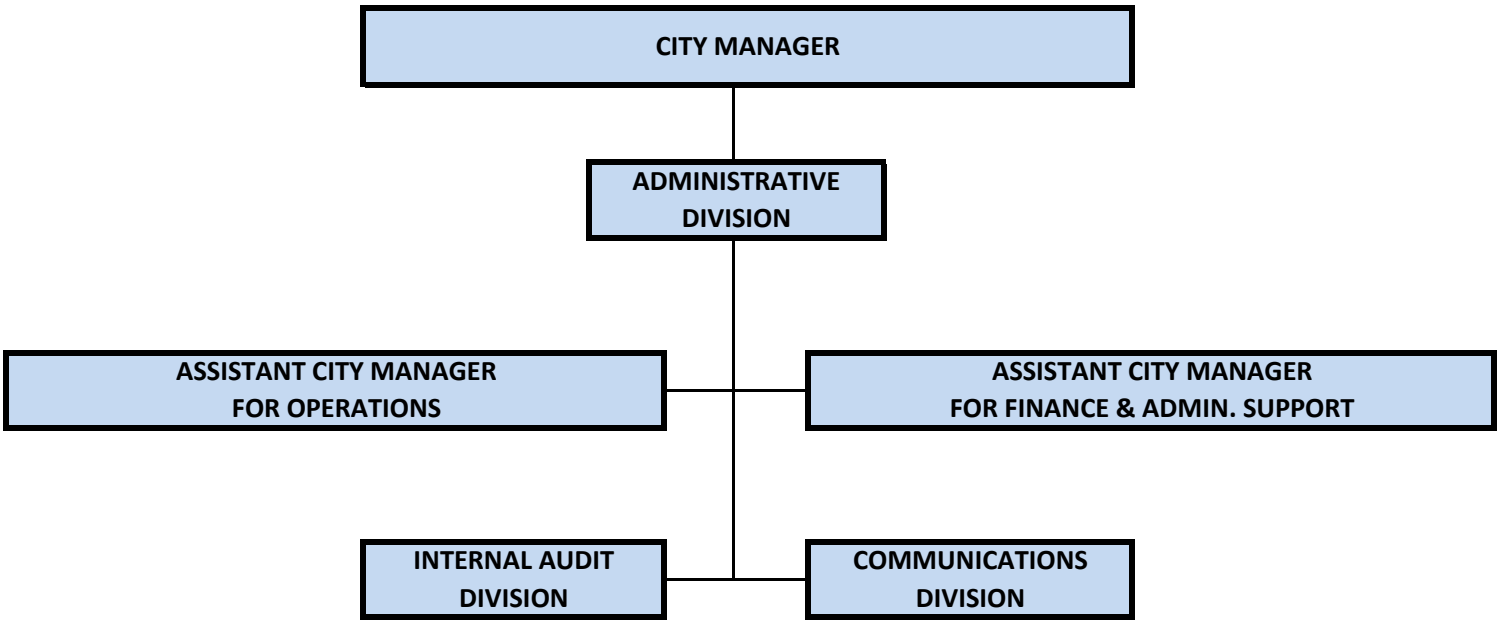
V. GOAL - ADMINISTRATION To provide professional leadership and knowledge consistent with the functional requirements of the appointed positions, defined under both, State law, County and City Code, long practiced local rules and customs.			
A. OBJECTIVE To attract, train a competent and cohesive staff team in the City Clerk's Office.			
Action Plan	Assigned to	Completion Date	Status
How? 1. Implement a Professional/Personal Growth Assessment/Training Module for each employee a) Conduct training and development needs assessment in the following areas: 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	W. Foeman Y. Davis I. Sansores Dr. Nadine Medlin	T.B.A.	Confirmed meeting with Dr. Medlin, Training Consultant (subject to funding availability)
2. Sponsorship of one Miami-Dade County Clerk's Association Monthly Luncheon Meeting	Walter Foeman	April 2014	4 additional staff people will have achieved Certified Municipal Clerk status by October 2014, thereby bringing to total number of employees trained to 4 during my tenure Ongoing; training to be provided contingent upon funding availability

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: 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 2014 Annual Event	Pending

CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

DEPARTMENT: CITY MANAGER

ORGANIZATION CHART

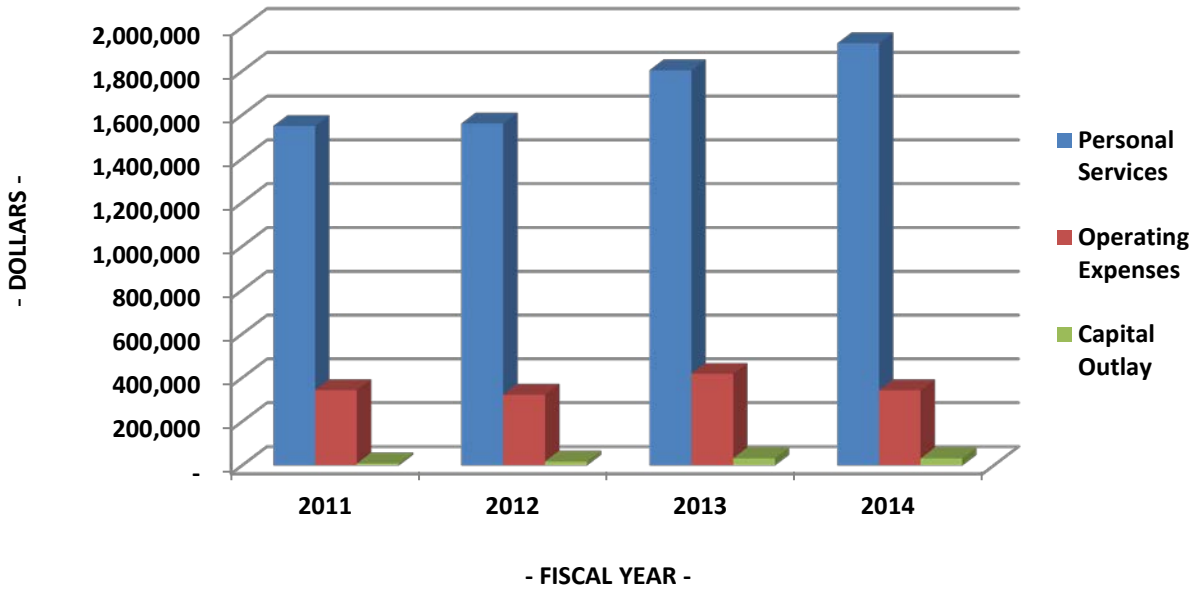


CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

CITY MANAGER
BUDGET AND POSITION SUMMARY

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
Personal Services	1,549,845	1,561,556	1,804,718	1,927,614
Operating Expenses	344,533	322,841	418,293	343,381
Capital Outlay	9,496	18,443	33,177	32,638
TOTALS	1,903,874	1,902,840	2,256,188	2,303,633
No. of Positions	11	11	11	11

EXPENDITURE COMPARISONS



001 GENERAL FUND
CITY MANAGER
1010 ADMINISTRATIVE DIVISION
512 EXECUTIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
8950	City Manager	1	1	1	1	$ 190,008
0630	Ass't City Mgr for Operations	-	1	1	1	144,352
0631	Ass't City Mgr for Fin. & Admin	-	1	1	1	142,597
0632	Ass't City Manager	2	-	-	-	-
0629	Ass't to the City Manager	1	1	1	1	80,226
0035	Exec. Ass't to City Manager	1	1	1	2	141,240
0036	* Executive Secretary	1	1	1	-	-
9002	Part-time Employees	-	-	-	-	21,986
8888	Overtime	-	-	-	-	12,000
	TOTAL	**6**	**6**	**6**	**6**	**$ 732,409**

*** This position will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 596,548	$ 582,021	$ 698,632	$ 732,409
2000	Employee Benefits - See Other Cost Dist.	330,467	342,028	330,180	380,775
4010	Expense Allowance	6,250	6,000	6,206	6,000
4020	Central Garage Motor Pool Rent Replacement: 1,845 Oper. & Maint: 7,088	6,636	6,889	6,815	8,933
4090	Other Transportation Expense	8,775	5,625	10,800	10,800
4410	Rental of Machinery and Equipment	10,841	2,692	6,000	6,000
4420	Public Facilities Cost - See Other Cost Dist.	22,341	20,984	21,751	22,058
4550	General Liability Insurance	37,256	36,154	41,658	25,428
4620	Repair and Maint. of Office Equipment	-	-	475	-
4720	Printing & Binding	-	-	400	-
4990	Other Miscellaneous Expense	89	69	4,750	2,750
5100	Office Supplies	6,102	7,532	6,500	6,500
5400	Membership Dues and Subscriptions	5,159	9,437	5,200	5,200
5410	Employee Training	1,999	832	1,900	1,900
	TOTAL	**$ 1,032,463**	**$ 1,020,263**	**$ 1,141,267**	**$ 1,208,753**

001 GENERAL FUND
CITY MANAGER
1030 COMMUNICATIONS DIVISION
573 CULTURE SERVICES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
0612	Public Affairs Manager	1	1	1	1	$ 76,419
0615	Video Production Manager	1	1	1	1	64,397
0616	Public Affairs Specialist	1	1	1	1	69,852
9006	Part-time Employees	-	-	-	-	155,624
	TOTAL	**3**	**3**	**3**	**3**	**$ 366,292**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 329,249	$ 359,840	$ 361,170	$ 366,292
2000	Employee Benefits - See Other Cost Dist.	117,280	121,727	120,257	135,260
3190	Other Professional Services	27,912	28,387	28,500	28,500
4020	Central Garage Motor Pool Rent Replacement: 26,292 Oper. & Maint: 5,714	63,874	66,299	65,550	32,006
4410	Rental of Machinery and Equipment	6,765	2,023	4,000	4,000
4420	Public Facilities Cost - See Other Cost Dist.	33,261	31,241	32,383	32,839
4550	General Liability Insurance	19,796	19,543	21,536	12,717
4620	Repair and Maint. of Office Equipment	-	336	5,644	3,644
4630	Repair/Maint. of Machinery & Equipment	9,611	8,109	10,300	10,300
4710	Special Printed Forms	5,863	12,993	18,315	13,000
4720	Printing & Binding	6,768	-	10,000	10,000
4940	Taxes & License Fees Paid	1,703	3,829	4,000	4,000
4990	Other Miscellaneous Expense	889	1,173	2,000	2,000
5100	Office Supplies	3,275	3,133	4,500	4,500
5202	Chemicals and Photographic Supplies	-	1,072	5,000	3,396
5208	Household & Institutional Supplies	7,005	2,163	22,000	22,000
5214	Uniform Allowance	-	-	1,344	1,344
5215	Small Tools & Minor Equipment	6,616	-	7,003	7,003
5400	Membership Dues and Subscriptions	467	1,114	1,700	1,700
5410	Employee Training	-	-	2,839	2,839
6430	Equipment Repair/Replacement	9,231	16,515	30,177	29,638
6440	Equipment Additions	265	1,928	3,000	3,000
	TOTAL	**$ 649,830**	**$ 681,425**	**$ 761,218**	**$ 729,978**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
0333	Chief Compliance Officer	1	1	1	1	$ 130,811
0010	Senior Auditor	-	1	1	1	70,797
0331	Auditor	1	-	-	-	-
	TOTAL	**2**	**2**	**2**	**2**	**$ 201,608**

EXPENDITURE DETAIL

			2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries		$ 89,144	$ 80,666	$ 195,894	$ 201,608
2000	Employee Benefits - See Other Cost Dist.		87,157	75,274	98,585	111,270
4020	Central Garage Motor Pool Rent		4,590	4,764	4,710	1,777
	Replacement:	838				
	Oper. & Maint:	939				
4090	Other Transportation Expense		-	1,125	5,400	5,400
4410	Rental of Machinery and Equipment		-	-	2,200	2,200
4420	Public Facilities Cost - See Other Cost Dist.		30,151	28,320	29,355	29,769
4550	General Liability Insurance		8,756	8,703	11,681	7,000
5100	Office Supplies		1,643	2,005	2,504	2,504
5400	Membership Dues and Subscriptions		140	120	750	750
5410	Employee Training		-	175	2,624	2,624
	TOTAL		**$ 221,581**	**$ 201,152**	**$ 353,703**	**$ 364,902**

2013-2014 BUDGET
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.

2013-2014 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: CITY MANAGER
DIVISION: COMMUNICATIONS

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 *e-News*	M.R.	Biweekly	Funded
Print *Golden Gables*	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 *Newsdesk*	Rocha	After Commission meeting	Ongoing
Produce monthly *Coral Gables Now*	Rocha/B.P.	Monthly	On schedule
Produce *What's Happening Coral Gables*	Rocha	Weekly	On schedule
Produce *Golden Gables*	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

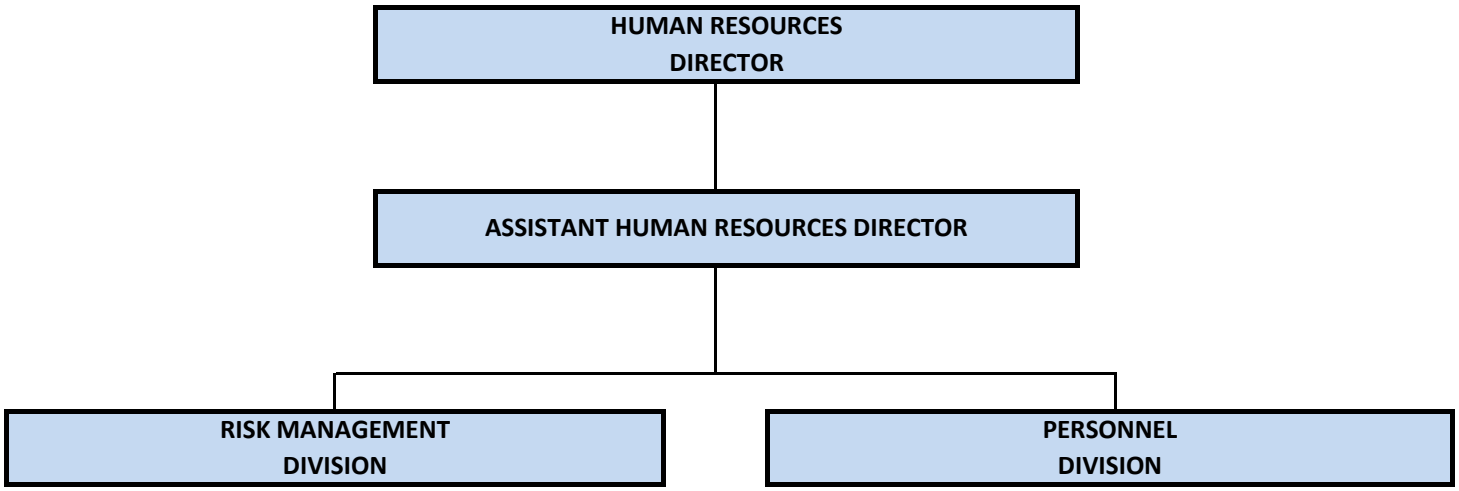
Performance indicators	Assigned	Completion Date	Status
Review copy content of links and update information	M.R.	Ongoing	On schedule

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

CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

DEPARTMENT: HUMAN RESOURCES

ORGANIZATION CHART

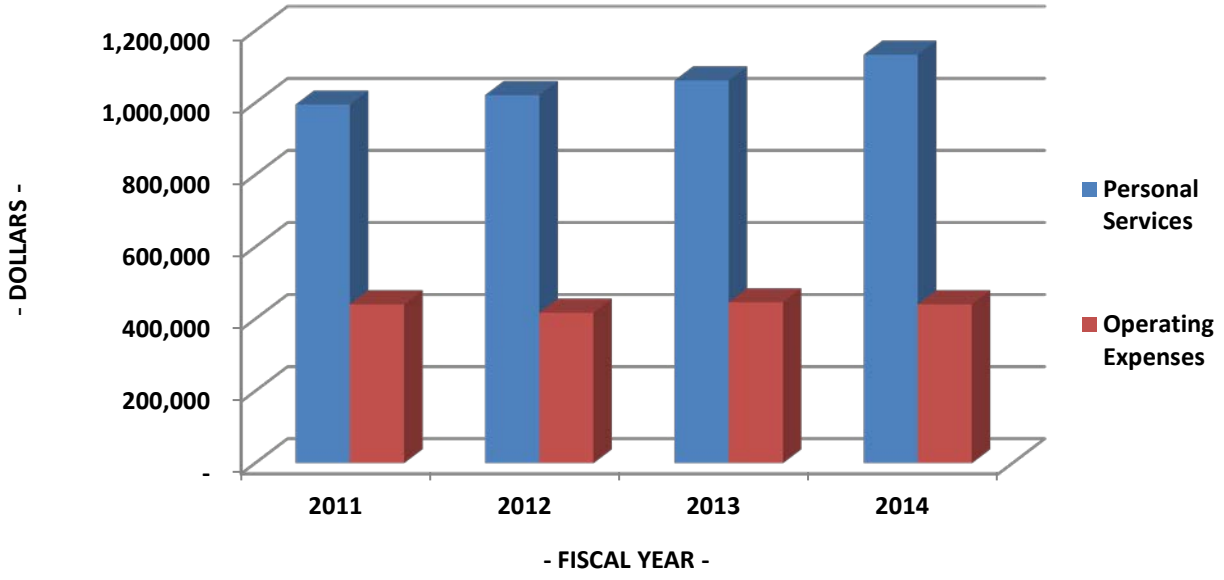


CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

HUMAN RESOURCES DEPARTMENT
BUDGET AND POSITION SUMMARY

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
Personal Services	995,642	1,021,635	1,062,404	1,133,704
Operating Expenses	440,515	417,756	446,715	441,123
TOTALS	1,436,157	1,439,391	1,509,119	1,574,827
No. of Positions	10	10	10	10

EXPENDITURE COMPARISONS



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
0403	Risk Management Admin.	1	1	1	1	$ 74,547
0402	Workers Comp. Specialist	1	1	1	1	57,034
0406	Personnel/Benefits Specialist	1	1	1	1	45,219
	TOTAL	**3**	**3**	**3**	**3**	**$ 176,800**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 198,794	$ 197,175	$ 199,181	$ 176,800
2000	Employee Benefits - See Other Cost Dist.	115,957	111,350	109,700	110,348
3130	Special Medical Services	23,723	23,215	25,100	20,499
3190	Other Professional Services	67,532	52,661	59,899	74,200
4020	Central Garage Motor Pool Rent Replacement: 2,290 Oper. & Maint: 6,879	4,858	5,042	4,985	9,169
4410	Rental of Machinery and Equipment	4,216	720	2,000	2,000
4420	Public Facilities Cost - See Other Cost Dist.	19,261	18,092	18,753	19,018
4550	General Liability Insurance	10,884	10,866	11,877	6,138
5100	Office Supplies	4,672	5,192	-	-
5209	Protective Clothing	-	-	300	300
5400	Membership Dues and Subscriptions	1,070	575	785	785
5410	Employee Training	1,339	1,655	1,500	1,500
	TOTAL	**$ 452,306**	**$ 426,543**	**$ 434,080**	**$ 420,757**

001 GENERAL FUND

HUMAN RESOURCES DEPARTMENT

1120 PERSONNEL DIVISION

513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
0405	Human Resources Director	1	1	1	1	$ 140,546
0503	Ass't Human Resources Dir.	1	1	1	1	83,013
0504	Human Resources Admin.	1	-	-	-	-
0501	Payroll Administrator	-	1	1	1	74,318
0512	Personnel Analyst	1	1	1	1	72,571
0510	Personnel Specialist I	1	1	1	1	40,269
0602	Administrative Assistant	1	1	1	1	48,714
0049	Personnel Assistant	1	1	1	1	61,214
9006	Part-time Employees	-	-	-	-	25,000
8888	Overtime	-	-	-	-	800
	TOTAL	**7**	**7**	**7**	**7**	**$ 546,445**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 431,738	$ 465,816	$ 503,221	$ 546,445
2000	Employee Benefits - See Other Cost Dist.	249,153	247,294	250,302	300,111
2610	Employee Awards	17,694	8,303	13,300	13,000
2800	Tuition Reimbursement	99,630	98,300	90,000	90,000
3130	Special Medical Services	16,996	28,704	26,500	15,000
3190	Other Professional Services	75,431	50,970	80,624	87,474
4090	Other Transportation Expense	8,798	8,100	8,100	8,100
4410	Rental of Machinery and Equipment	4,216	1,546	2,000	2,000
4420	Public Facilities Cost - See Other Cost Dist.	20,325	19,091	19,789	20,068
4550	General Liability Insurance	27,239	25,278	30,003	18,972
4620	Repair and Maint. of Office Equipment	299	-	-	1,200
4710	Special Printed Forms	704	1,294	3,000	2,500
4810	Promotional Expense	201	-	3,000	3,000
4820	Advertising Expense	15,423	22,223	14,200	18,200
5100	Office Supplies	11,137	20,467	11,000	11,000
5400	Membership Dues and Subscriptions	1,667	2,871	2,000	2,000
5410	Employee Training	3,200	12,591	18,000	15,000
	TOTAL	**$ 983,851**	**$ 1,012,848**	**$ 1,075,039**	**$ 1,154,070**

2013-2014 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: HUMAN RESOURCES

MISSION STATEMENT

"Dedicated to providing excellence in the Human Resources profession."

VISION STATEMENT

"Succeeding together"

HUMAN RESOURCES DEPARTMENT GOALS

Recruitment and Retention
To ensure the continued employment of highly qualified employees.

Compensation
To ensure the City provides a competitive compensation plan.

Risk Management
To minimize accidental losses and ensure a safe working environment.

Policies and Procedures
To maintain updated policies and procedures.

Employee Growth and Development
To continue to offer training opportunities for 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: 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. Applications were updated and revised. Online application process implemented through Neogov.
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: 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 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.
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 - 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.
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. Job descriptions incorporated into Neogov.

Risk Management

Goal: To minimize accidental losses and ensure a safe working environment.

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%: 1. Identify current percentage of injuries. 2. Identify root cause of injuries.	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

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**
3. Determine effectiveness of current training programs through implementation of a Safety Training Matrix.			Training Matrix and with Johns Eastern to develop Ad Hoc Reports that will show root causes 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.
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 maintain updated 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. 2013 report has been completed. Next report date is July 2015.

Employee Growth and Development

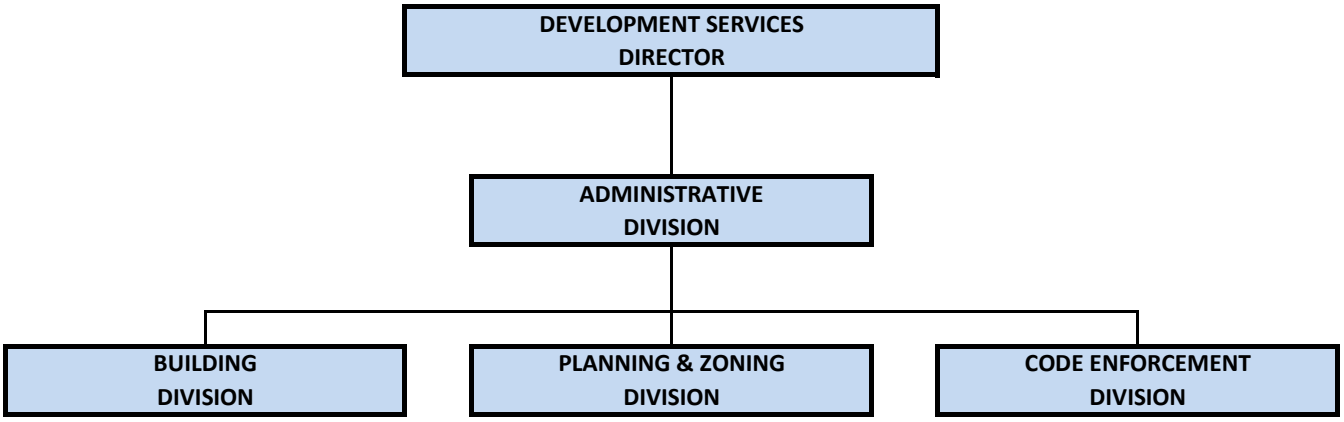
Goal: To continue to offer training opportunities for professional growth.

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: 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
2013-2014 BUDGET

DEPARTMENT: DEVELOPMENT SERVICES

ORGANIZATION CHART

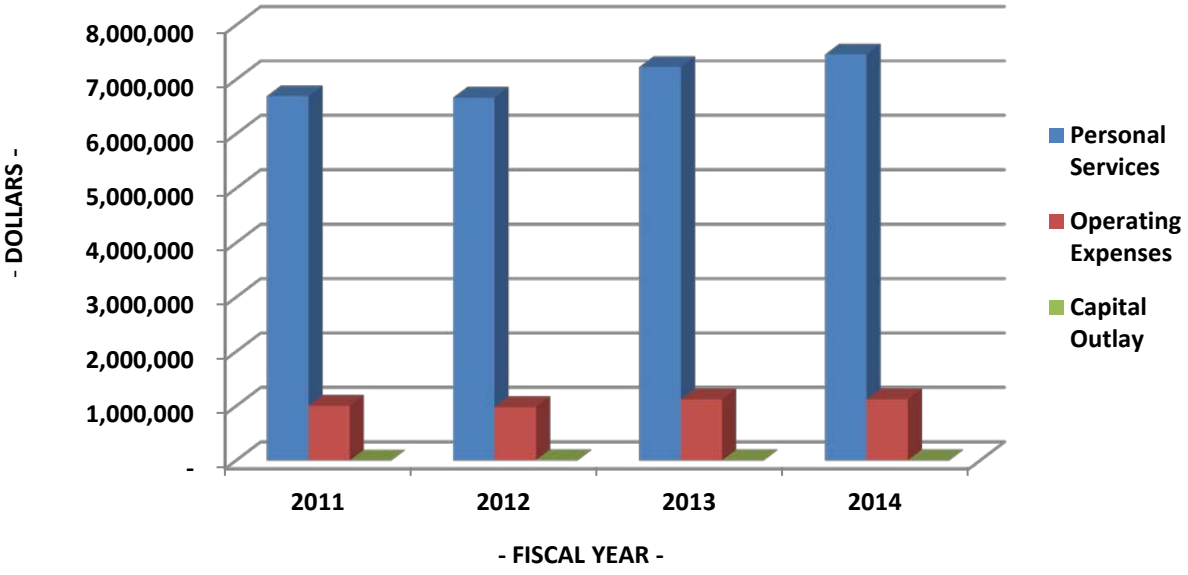


CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

DEVELOPMENT SERVICES DEPARTMENT
BUDGET AND POSITION SUMMARY

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
Personal Services	6,696,384	6,667,696	7,230,056	7,462,911
Operating Expenses	1,009,298	983,262	1,122,490	1,126,839
Capital Outlay	64	9,028	2,705	2,705
TOTALS	7,705,746	7,659,986	8,355,251	8,592,455
No. of Positions	63	64	64	64

EXPENDITURE COMPARISONS



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
1129	Development Services Director	1	1	1	1	$ 139,922
1127	Ass't Dev. Services Director	1	1	1	1	133,869
0602	Administrative Assistant	1	1	1	1	38,584
0060	Receptionist	1	1	1	1	28,246
0061	Cashier	1	1	1	1	41,205
	TOTAL	**5**	**5**	**5**	**5**	**$ 381,826**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 66,852	$ 280,567	$ 380,516	$ 381,826
2000	Employee Benefits - See Other Cost Dist.	170,619	160,827	198,055	219,448
3190	Other Professional Services	172,666	165,696	176,600	176,600
4090	Other Transportation Expense	225	9,225	7,800	10,800
4410	Rental of Machinery and Equipment	2,611	200	-	-
4420	Public Facilities Cost - See Other Cost Dist.	20,932	19,660	20,379	20,666
4550	General Liability Insurance	19,538	17,888	22,689	13,257
4620	Repair and Maint. of Office Equipment	-	-	500	500
4710	Special Printed Forms	8,843	2,237	9,000	9,000
5100	Office Supplies	6,096	5,804	7,000	7,000
5400	Membership Dues and Subscriptions	-	885	1,000	1,000
5410	Employee Training	-	-	3,000	3,000
6440	Equipment Additions	-	7,653	-	-
6451	Technology Fee/Equipment	-	1,375	2,000	2,000
	TOTAL	**$ 468,382**	**$ 672,017**	**$ 828,539**	**$ 845,097**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
1125	Building Director	1	1	1	1	$ 127,483
0602	Administrative Assistant	1	1	1	1	54,330
1114	Structural Engineer	2	2	2	2	239,795
1109	Plans Coordinator Assistant	8	7	7	7	369,721
0810	Administrative Analyst	-	1	1	1	56,950
1108	Plans Processor	4	3	3	3	213,491
1132	Building Services Coordinator	-	1	1	1	82,181
1107	Chief Plumbing Official	1	1	1	1	90,418
1106	Plumbing Inspector	1	1	1	1	65,686
1105	Chief Mechanical Official	1	1	1	1	78,270
1104	Electrical Inspector	2	2	2	2	131,394
1103	Chief Electrical Official	1	1	1	1	78,270
1101	Building Inspector	4	4	4	4	249,850
1100	Chief Building Inspector	1	1	1	1	80,142
1016	Building Official	1	1	1	1	136,872
3111	Mechanical Inspector	1	1	1	1	65,686
1112	Code Compliance Specialist	1	1	1	1	68,973
1118	Plans Processor Lead	1	1	1	1	76,419
9006	Part-time Employees	-	-	-	-	92,084
	TOTAL	**31**	**31**	**31**	**31**	**$ 2,358,015**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 2,220,345	$ 2,094,111	$ 2,342,283	$ 2,358,015
2000	Employee Benefits - See Other Cost Dist.	1,334,059	1,220,835	1,222,399	1,340,221
3190	Other Professional Services	26,113	41,232	58,800	188,800
4010	Travel Expense	-	434	-	-
4020	Central Garage Motor Pool Rent Replacement: 15,733 Oper. & Maint: 88,549	217,668	225,931	223,379	104,282
4090	Other Transportation Expense	5,625	1,575	5,400	5,400
4410	Rental of Machinery and Equipment	3,930	980	4,500	4,500
4420	Public Facilities Cost - See Other Cost Dist.	47,091	44,231	45,848	46,494
4550	General Liability Insurance	123,179	122,195	139,665	81,868
4620	Repair and Maint. of Office Equipment	556	757	1,000	1,000
4710	Special Printed Forms	-	4,470	1,000	1,000
4910	Court Costs & Investigative Expense	99	-	100	100
5100	Office Supplies	10,709	12,356	12,182	12,182
5209	Protective Clothing	414	530	500	500
5215	Small Tools & Minor Equipment	26	5	500	500
5400	Membership Dues and Subscriptions	793	1,228	4,000	2,815
5410	Employee Training	1,874	3,934	2,795	2,795
6430	Equipment Repair/Replacement	64	-	705	705
	TOTAL	**$ 3,992,545**	**$ 3,774,804**	**$ 4,065,056**	**$ 4,151,177**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
1205	Planning & Zoning Director	1	1	1	1	$ 123,573
1203	City Planner	1	1	1	1	133,857
1204	Assistant City Planner	-	1	1	1	109,932
1209	Principal Planner	1	1	1	1	63,981
8929	City Architect	1	1	1	1	78,270
1123	Zoning Official	1	1	1	1	120,640
1116	Zoning Technician Lead	1	1	1	1	72,259
1117	Zoning Technician	3	3	3	3	188,678
1111	Concurrency Administrator	1	1	1	1	75,878
1109	Plans Coordinator Assistant	2	2	2	2	98,197
0602	Administrative Assistant	1	1	1	1	59,821
0061	Cashier	-	1	1	1	33,114
0031	Secretary	1	-	-	-	-
	TOTAL	**14**	**15**	**15**	**15**	**$ 1,158,200**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 1,013,783	$ 1,065,632	$ 1,146,298	$ 1,158,200
2000	Employee Benefits - See Other Cost Dist.	562,133	588,049	583,894	657,344
3190	Other Professional Services	33,550	20,898	32,828	32,828
4010	Travel Expense	204	-	500	500
4020	Central Garage Motor Pool Rent Replacement: 2,905 Oper. & Maint: 10,846	9,617	9,982	9,869	13,751
4090	Other Transportation Expense	8,438	8,100	8,438	8,438
4410	Rental of Machinery and Equipment	17,014	4,826	9,000	9,000
4420	Public Facilities Cost - See Other Cost Dist.	66,344	62,315	64,593	65,503
4550	General Liability Insurance	57,285	62,212	68,351	40,211
4620	Repair and Maint. of Office Equipment	623	372	1,250	1,250
4710	Special Printed Forms	-	-	12,000	8,000
4720	Printing & Binding	687	1,928	1,000	2,000
4820	Advertising Expense	8,570	7,322	9,000	9,000
4910	Court Costs & Investigative Expense	-	-	300	300
4990	Other Miscellaneous Expense	1,281	198	2,500	2,500
5100	Office Supplies	7,623	10,173	9,000	9,000
5400	Membership Dues and Subscriptions	1,857	3,202	3,000	4,185
5410	Employee Training	460	-	2,000	4,000
	TOTAL	**$ 1,789,469**	**$ 1,845,209**	**$ 1,963,821**	**$ 2,026,010**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
1128	Code Enforcement Director	1	1	1	1	$ 82,430
1126	Code Enforcement Field Supr	1	1	1	1	49,254
1135	Code Enforcement Assistant	-	-	2	2	108,119
1109	Plans Coordinator Assistant	2	2	-	-	-
1102	Code Enforcement Officer	9	9	9	9	589,660
8888	Overtime	-	-	-	-	3,184
	TOTAL	**13**	**13**	**13**	**13**	**$ 832,647**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 766,680	$ 771,682	$ 861,423	$ 832,647
2000	Employee Benefits - See Other Cost Dist.	561,913	485,993	495,188	515,210
3190	Other Professional Services	15,700	13,983	16,000	16,000
3191	Lot Clearing	26,680	18,289	28,000	28,000
4020	Central Garage Motor Pool Rent Replacement: 13,489 Oper. & Maint: 89,438	-	-	-	102,927
4410	Rental of Machinery and Equipment	2,611	1,484	3,200	3,200
4420	Public Facilities Cost - See Other Cost Dist.	18,541	17,415	18,052	18,306
4550	General Liability Insurance	47,028	46,083	51,344	28,909
4620	Repair and Maint. of Office Equipment	1,275	(1,118)	931	1,275
4910	Court Costs & Investigative Expense	3,217	4,733	3,500	3,500
4930	Information & Credit Investigation Service	-	248	-	-
5100	Office Supplies	5,101	3,644	5,600	5,600
5202	Chemicals and Photographic Supplies	287	99	-	-
5209	Protective Clothing	694	408	700	700
5214	Uniform Allowance	5,173	5,000	6,000	6,000
5215	Small Tools & Minor Equipment	276	13	300	300
5400	Membership Dues and Subscriptions	174	-	200	200
5410	Employee Training	-	-	7,397	7,397
	TOTAL	**$ 1,455,350**	**$ 1,367,956**	**$ 1,497,835**	**$ 1,570,171**

2013 - 2014 BUDGET
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 assists with policy-making and serves in 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.

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:**
Periodically audit building permit fee calculations.	Assistant Director/Administrative Analyst	December 2013	In process
Develop and implement Standard Operating Procedures for Cashier.	Assistant Director/Administrative Analyst	July 2012	Completed
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/Administrative Analyst	September 2013	In process

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	Completed
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	Completed

Customer Service

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

Objective: Prepare educational or informational materials to assist applicants through the design review process.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Develop checklists of action items and submittal requirements for different types of projects and permits.	Planning & Zoning Director/Building Director	January 2014	In process
Prepare educational materials about Coral Gables Mediterranean Style Design.	Planning & Zoning Director	January 2014	In process

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 so customers can provide suggestions, comments, etc.	Administrative Assistants/Administrative Analyst	September 2013	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 2013	In process
Obtain City Commission's approval of process	Director	Summer 2013	In process
Complete four NAP using the approved process	Planning & Zoning Division	September 2014	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	Completed Fall 2012
Prepare renovation plans	Assistant Director	November 2012	Currently undergoing plan review through Building Division
Complete Construction	Planning & Zoning Director	December 2013	Not started
Complete relocation of staff	Planning & Zoning Director	December 2013	Not started
Review operations on a regular basis with affected staff to ensure transfer of plans and plan reviews continues to operate smoothly	Planning & Zoning 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/Building Director	August 2012	Action completed by staff August 2012
Prepare renovation plans	Building Director	November 2013	Not started
Complete Construction	Building Director	To Be Determined	Not started
Complete relocation of staff	Building 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 2014	Not started
Research available software.	Building Director	March 2014	Not started
Develop criteria for software and create bid package or Request for Proposals (RFP)	Building Director	May 2014	Not started
Solicit bids or responses to RFP	Building Director	July 2014	Not started
Select software and negotiate purchase agreement	Building Director	September 2014	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 2014	Not started
Research available software.	Building Director	March 2014	Not started
Develop criteria for software and create bid package or Request for Proposals (RFP)	Building Director	May 2014	Not started
Solicit bids or responses to RFP	Building Director	July 2014	Not started
Select software and negotiate purchase agreement	Building Director	September 2014	Not started
Implement software and train users	Building Director	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.	Planning & Zoning Director/To Be Determined (would require assistance from other departments)	December 2013	In process

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.	Division Directors	On-going	On-going
Provide necessary training so that staff maintains their licenses and certifications.	Division Directors	On-going	On-going
Review with Human Resources and provide appropriate training opportunities (e.g., customer service, ethics, etc.).	Director/Assistant Director/Division Directors	On-going	On-going
Prepare plan for cross-training appropriate personnel	Division Directors	Annual	In process
Complete cross-training of appropriate personnel	Division Directors/Supervisors	Annual	In process
Identify positions that should have Work Manuals and have employees in those positions prepare them.	Assistant Director	December 2013	In process

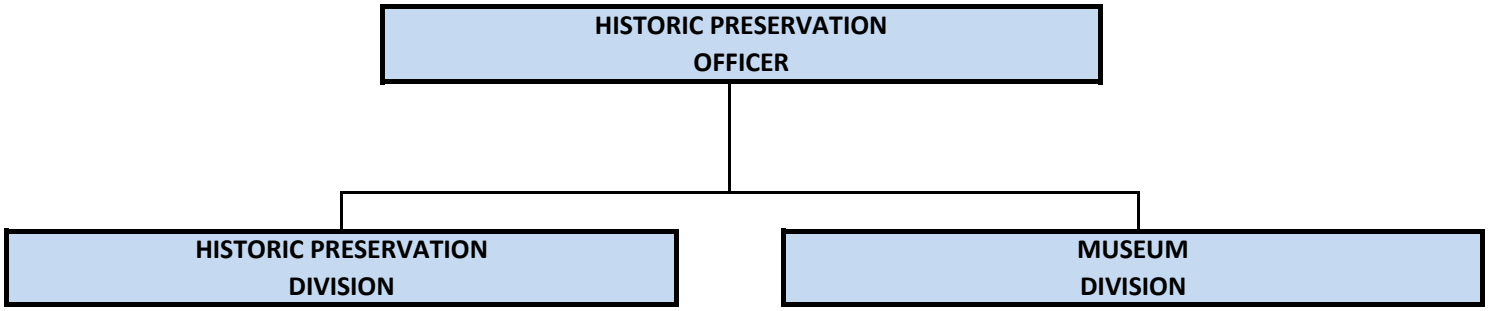
Objective: Create systems for monitoring activity volume and allocating staff resources.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Develop and Implement the use of Activity Logs	Division Directors	December 2013	In process
Identify performance measurements for each division	Division Directors	January 2014	Not started
Implement system for quantifying performance	Division Directors	May 2014	Not started

Objective: Foster a positive employee attitude			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Create an employee recognition program	Director/Division Directors	Annual	In process
Implement employee recognition program	Director/Division Directors	Annual	In process
Plan and hold an annual department activity, such as a Corporate Run	Administrative Assistants	Annual	In process

CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

DEPARTMENT: HISTORICAL RESOURCES

ORGANIZATION CHART

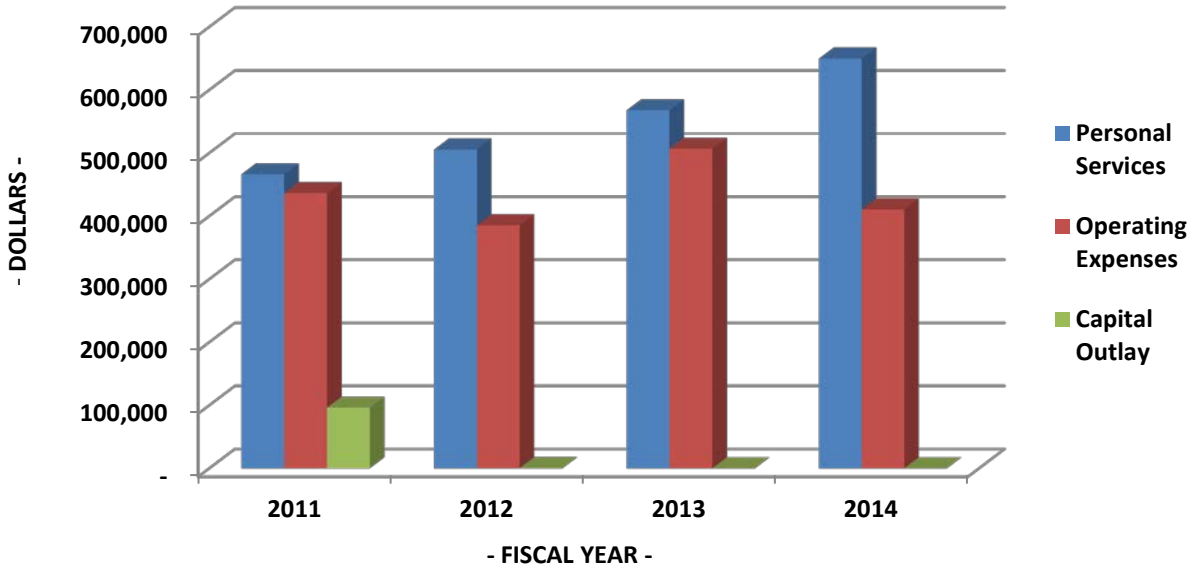


CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

HISTORICAL RESOURCES DEPARTMENT
BUDGET AND POSITION SUMMARY

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
Personal Services	466,157	505,252	567,716	649,627
Operating Expenses	436,367	385,273	506,859	410,552
Capital Outlay	96,034	331	-	-
TOTALS	998,558	890,856	1,074,575	1,060,179
No. of Positions	4	4	4	4

EXPENDITURE COMPARISONS



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
2005	Historic Preservation Officer	1	1	1	1	$ 151,258
2007	Historic Preservationist	-	1	1	1	58,198
0618	Historic Preservation Admin.	1	-	-	-	-
0602	Administrative Assistant	1	1	1	1	59,821
	TOTAL	**3**	**3**	**3**	**3**	**$ 269,277**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 246,926	$ 208,412	$ 247,171	$ 269,277
2000	Employee Benefits - See Other Cost Dist.	132,154	118,442	121,844	147,571
3190	Other Professional Services	9,788	16,234	14,600	14,600
4010	Travel Expense	-	-	1,000	1,000
4020	Central Garage Motor Pool Rent Replacement: 890 Oper. & Maint: 1,362	4,590	4,764	4,710	2,252
4090	Other Transportation Expense	5,625	5,400	5,400	5,400
4410	Rental of Machinery and Equipment	10,962	3,403	7,603	7,603
4420	Public Facilities Cost - See Other Cost Dist.	239,777	225,215	233,448	236,737
4550	General Liability Insurance	11,741	13,755	14,738	9,349
4620	Repair and Maint. of Office Equipment	-	-	13,800	800
4720	Printing & Binding	3,599	349	5,266	5,266
4803	Pinewood Cemetery Reserve Expenses	4,358	125	6,209	-
4804	Historic Preservation Reserve Expenses	-	-	34,835	-
4820	Advertising Expense	1,795	925	3,960	3,960
4990	Other Miscellaneous Expense	9,230	1,119	5,000	5,000
5100	Office Supplies	3,826	5,262	6,300	6,300
5202	Chemicals and Photographic Supplies	1,770	756	1,000	1,000
5400	Membership Dues and Subscriptions	355	350	900	900
5410	Employee Training	1,694	-	2,000	2,000
6460	Other Equipment Additions	87,777	331	-	-
	TOTAL	**$ 775,967**	**$ 604,842**	**$ 729,784**	**$ 719,015**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
2006	Ass't Historic Pres. Officer	1	1	1	1	$ 95,139
9006	Part-time Employees	-	-	-	-	79,360
	TOTAL	**1**	**1**	**1**	**1**	**$ 174,499**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 44,858	$ 128,910	$ 148,522	$ 174,499
2000	Employee Benefits - See Other Cost Dist.	42,219	49,488	50,179	58,280
3190	Other Professional Services	2,704	3,791	5,400	5,400
4010	Travel Expense	97	-	-	-
4090	Other Transportation Expense	2,475	4,388	5,400	5,400
4420	Public Facilities Cost - See Other Cost Dist.	72,703	68,288	70,784	71,782
4550	General Liability Insurance	6,873	8,245	8,856	6,058
4720	Printing & Binding	1,780	173	4,000	4,000
4808	Merrick House Reserve Expenses	24,658	10,278	31,066	-
4811	Roxcy O'Neal Merrick House Reserve Exp	-	-	4,839	-
4820	Advertising Expense	-	-	750	750
4990	Other Miscellaneous Expense	10,133	9,659	8,000	8,000
5100	Office Supplies	3,677	1,096	2,800	2,800
5201	Agricultural Supplies	384	498	985	985
5202	Chemicals and Photographic Supplies	1,673	1,000	2,000	2,000
5215	Small Tools & Minor Equipment	-	-	300	300
5400	Membership Dues and Subscriptions	100	200	210	210
5410	Employee Training	-	-	700	700
6460	Other Equipment Additions	8,257	-	-	-
	TOTAL	**$ 222,591**	**$ 286,014**	**$ 344,791**	**$ 341,164**

2013-2014 BUDGET
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 regulations.	Staff	On-going	On-going

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. *How:* 1. *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.* 2. *Include more information about Department programs and projects.* 3. *Include information about existing designated properties:* *Upload pictures, designation reports and maps.*	Staff w/IT	On-going	On-going

Objective: Maximize efficiency of day-to-day office operations.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Attend Board of Architects every week	Staff	DONE	On-going
Pick up pending plans from Building Dept. on a daily basis	Staff	DONE	On-going
Complete Historic inspections in a timely fashion	Staff	DONE	On-going

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. *How:* 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.*	Staff	On-going (at least six individual local historic designations per year)	In Process (Five designations processed in 2012-2013)
Increase number of Local Historically Designated Districts. *How:* 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.*	Staff	On-going (at least one per two-year period)	In Process- Two district designations undergoing Staff evaluation. One ready for submittal to Board

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. *How:* 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

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. *How:* 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*	Staff 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. *How:* 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	In process	On-going
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. *How:* 1. *Create written Collection Management plan for each archive division.* 2. *Implement Collection Management plans.*	Staff Archivist	In process	On-going

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**
Perform a complete assessment of restoration/repair needs at Merrick House	Staff (Historical Resources and Public Works) working with outside consultant	January 2014	Pending funding of assessment.
Identify source of damage to wood flooring in second floor of Merrick House *Coordinate with Public Works*	Staff	December 2014	Pending assessment
Complete consolidation of all stored archival material to 2327 Salzedo Street	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. *How:* 1. *Identify funding opportunities.* 2. *Identify project needs for alternative funding.* 3. *Seek funding as necessary.*	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. *How:* 1. *Work with local universities to increase awareness and implement program.* 2. *Explore option of one-class credit for summer internship with universities (possibly in lieu of payment).*	Dona Spain	On-going / Annual	In Process.
Seek outside volunteers for Department projects. *How:* 1. *Work with local universities.* 2. *Propose Department projects to professors for class work assignments.*	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.

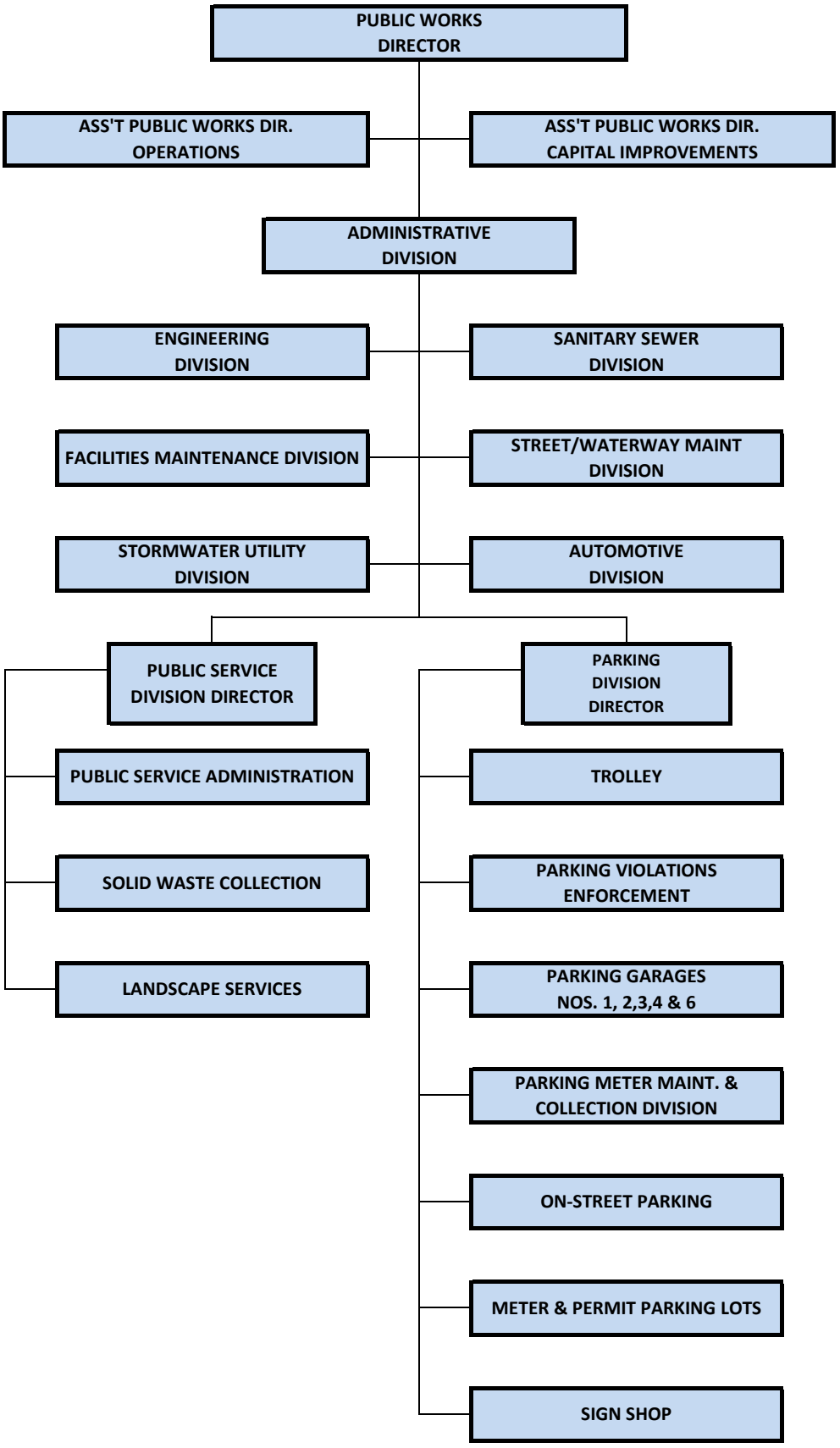
Objective: Create a comprehensive staff evaluation program.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Evaluate every employee on a regular basis regardless of merit status.	Dona Spain	Annual	On-going

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. *How:* 1. *Identify alternate sources from which to recruit.* 2. *Approach sources for volunteers.* 3. *Retain current docents.* 4. *Identify reciprocity opportunities between Merrick House and Coral Gables Museum.*	Staff & Merrick House Board in coordination with Coral Gables Museum	On-going	On-going First group of docents jointly trained with museum in September 2012

CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

DEPARTMENT: PUBLIC WORKS

ORGANIZATION CHART



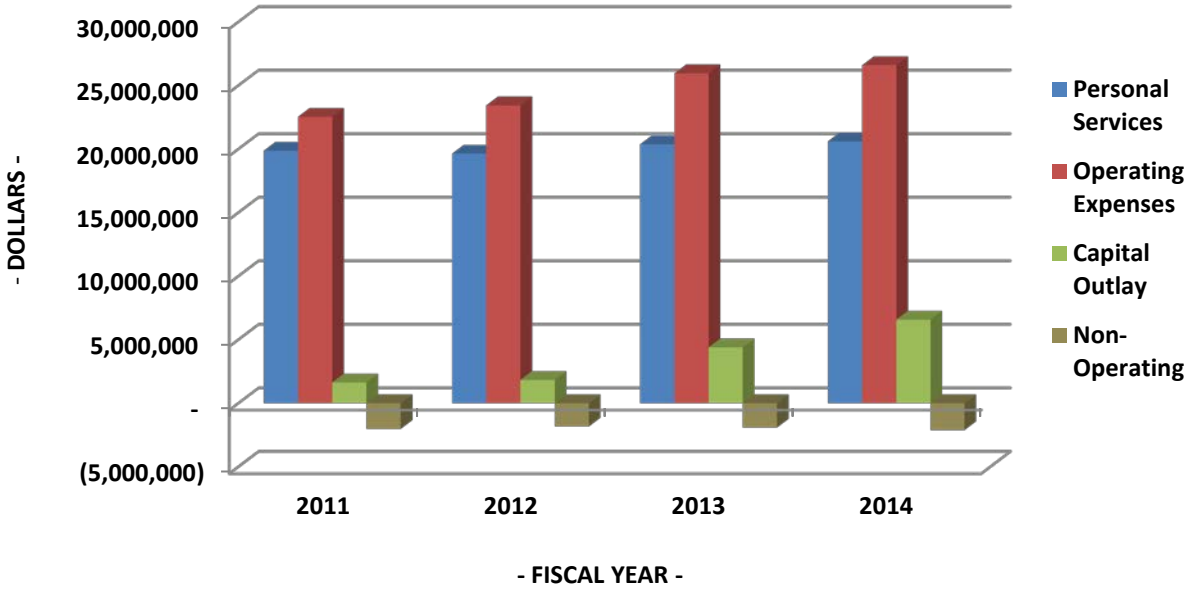
CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

PUBLIC WORKS DEPARTMENT
BUDGET AND POSITION SUMMARY

	* 2010-2011 ACTUAL	* 2011-2012 ACTUAL	* 2012-2013 BUDGET	2013-2014 BUDGET
Personal Services	19,878,722	19,637,175	20,384,360	20,624,395
Operating Expenses	22,547,347	23,442,141	25,962,010	26,601,412
Capital Outlay	1,643,496	1,844,333	4,407,397	6,588,042
Non-Operating	(2,009,711)	(1,813,942)	(1,904,676)	(2,104,619)
TOTALS	42,561,296	43,401,448	49,218,736	51,709,230
No. of Positions	209	204	204	204

* Includes actual expenditures for Fiscal Years 2011 & 2012 and budget information for Fiscal Year 2013 for divisions formerly in the Community Services Department.

EXPENDITURE COMPARISONS



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	SALARIES
1025	Public Works Director	1	1	1	1	$ 140,546
0067	Ass't Pub Wrks Dir - Cap Impr. & Fac.	1	1	1	1	113,246
1026	Ass't Pub Wrks Dir - Operations	1	1	1	1	115,627
0811	Admin Analyst/Environmental Spec.	-	-	1	1	74,547
1029	Office Manager	1	1	1	1	65,562
0012	Clerical Assistant II	1	1	1	1	45,573
	TOTAL	**5**	**5**	**6**	**6**	**$ 555,101**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 326,011	$ 385,929	$ 432,266	$ 555,101
2000	Employee Benefits - See Other Cost Dist.	282,700	226,834	226,729	311,797
2610	Employee Awards	25	-	300	300
3190	Other Professional Services	-	-	2,000	1,000
4020	Central Garage Motor Pool Rent Replacement: 706 Oper. & Maint: 2,344	11,226	11,652	11,520	3,050
4090	Other Transportation Expense	8,438	8,663	10,800	10,800
4410	Rental of Machinery and Equipment	9,217	5,808	9,000	9,000
4420	Public Facilities Cost - See Other Cost Dist.	21,116	19,833	20,558	20,848
4550	General Liability Insurance	27,100	23,466	25,775	19,272
4620	Repair and Maint. of Office Equipment	-	-	1,000	1,000
4630	Repair/Maint. of Machinery & Equipment	6	-	350	350
4710	Special Printed Forms	380	34	600	600
4720	Printing & Binding	500	-	500	500
4820	Advertising Expense	-	-	300	300
4990	Other Miscellaneous Expense	172	828	300	300
5100	Office Supplies	9,798	5,121	8,000	8,000
5203	Drugs and Medical Supplies	-	-	50	50
5215	Small Tools & Minor Equipment	186	150	500	500
5400	Membership Dues and Subscriptions	-	75	700	700
5410	Employee Training	1,228	1,074	2,000	2,000
9010	Intradepartmental Credits	-	(380,828)	(376,108)	(376,108)
	TOTAL	**$ 698,103**	**$ 308,639**	**$ 377,140**	**$ 569,360**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
1020	Engineering Division Supervisor	1	-	-	-	$ -
1032	City Engineer	-	1	1	1	104,894
1017	Civil Engineer	3	5	5	5	376,188
1012	Construction Inspector	2	2	2	2	159,370
1010	Survey Party Chief	-	-	-	-	-
1008	Land Surveyor	1	-	-	-	-
1004	Engineering Technician	1	1	1	1	61,090
1003	Engineering Technician Ass't	1	1	1	1	56,638
1002	Engineering Aide II	1	1	1	1	51,480
3005	Maintenance Worker II	-	-	-	-	-
1013	Construction Manager	2	2	2	2	150,122
1102	Code Enforcement Officer	1	1	1	1	60,923
0055	Grants Administrator	1	-	-	-	-
1021	Architect	1	-	-	-	-
9003	Part-time Employees	-	-	-	-	3,000
8888	Overtime	-	-	-	-	6,000
	TOTAL	**15**	**14**	**14**	**14**	**$ 1,029,705**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 1,109,961	$ 974,916	$ 1,003,161	$ 1,029,705
2000	Employee Benefits - See Other Cost Dist.	687,914	569,530	569,274	617,488
3190	Other Professional Services	1,904	35,383	11,858	15,000
3195	Administrative Expense	-	5,310	3,525	-
4020	Central Garage Motor Pool Rent Replacement: 11,487 Oper. & Maint: 85,413	87,598	90,923	89,896	96,900
4410	Rental of Machinery and Equipment	-	547	3,000	3,000
4420	Public Facilities Cost - See Other Cost Dist.	45,178	42,434	43,985	44,605
4550	General Liability Insurance	57,334	55,901	60,085	35,750
4610	Repair/Maint. of Bldgs & Improvements	-	750	-	-
4620	Repair and Maint. of Office Equipment	-	-	1,500	-
4630	Repair/Maint. of Machinery & Equipment	-	-	-	500
4710	Special Printed Forms	976	603	1,000	1,000
4720	Printing & Binding	1,501	786	2,000	1,000
4820	Advertising Expense	-	70	-	-
4990	Other Miscellaneous Expense	558	757	7,000	1,000
5100	Office Supplies	6,726	5,045	6,000	6,000
5208	Household & Institutional Supplies	11	-	-	500

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

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
5209	Protective Clothing	(33)	474	1,000	500
5211	Building Materials and Supplies	384	786	1,300	500
5213	Purchase/Rental - Employee Uniforms	975	1,406	1,550	1,000
5215	Small Tools & Minor Equipment	2,597	2,217	3,000	1,617
5400	Membership Dues and Subscriptions	1,172	-	1,720	1,220
5410	Employee Training	1,341	1,041	500	1,350
6450	Office Equipment Replacement	-	-	-	500
	TOTAL	**$ 2,006,097**	**$ 1,788,879**	**$ 1,811,354**	**$ 1,859,135**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
1033	Facilities Maintenance Director	-	1	1	1	$ 90,626
3125	Maintenance Supv	1	1	1	1	86,112
3115	Master Refrigeration Mechanic	1	1	1	1	74,152
3110	Master Electrician	1	1	1	1	72,426
3109	Electrician	1	1	1	1	53,498
3106	Carpenter	1	1	1	1	59,592
3101	Maintenance Repair Worker	5	5	5	5	231,434
3011	Senior Foreman	1	1	1	1	43,389
3004	Maintenance Worker I	1	-	-	-	-
0810	Administrative Analyst	1	1	1	1	75,816
0016	City Dispatcher	1	1	1	1	51,376
9419	Part-time Employees	-	-	-	-	114,504
8888	Overtime	-	-	-	-	18,600
	TOTAL	**14**	**14**	**14**	**14**	**$ 971,525**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 843,346	$ 766,077	$ 955,434	$ 971,525
2000	Employee Benefits - See Other Cost Dist.	557,468	536,760	568,253	632,634
3190	Other Professional Services	652	2,537	13,000	13,000
4020	Central Garage Motor Pool Rent	154,128	159,588	-	-
4040	Central Garage Miscellaneous Charges	702	339	10,000	10,000
4410	Rental of Machinery and Equipment	2,857	800	3,000	3,000
4420	Public Facilities Cost - See Other Cost Dist.	54,025	53,982	-	-
4550	General Liability Insurance	48,094	46,507	56,971	56,514
4630	Repair/Maint. of Machinery & Equipment	-	-	200	200
4990	Other Miscellaneous Expense	1,321	16,554	-	6,000
5100	Office Supplies	1,149	1,441	2,000	2,000
5202	Chemicals and Photographic Supplies	143	51	1,000	1,000
5203	Drugs and Medical Supplies	-	-	200	200
5209	Protective Clothing	2,672	1,134	2,200	2,200
5211	Building Materials and Supplies	812	1,967	1,000	1,000
5213	Purchase/Rental - Employee Uniforms	3,427	2,780	5,000	5,000
5215	Small Tools & Minor Equipment	1,302	3,738	3,000	3,000
5217	Operating Equipment Repair Parts	-	-	500	500
5400	Membership Dues and Subscriptions	600	697	1,060	1,060
5410	Employee Training	225	593	525	525
6440	Equipment Additions	338	-	-	-
	TOTAL	**$ 1,673,261**	**$ 1,595,545**	**$ 1,623,343**	**$ 1,709,358**

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 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
1015	Project Engineer	1	1	1	1	$ 88,462
1030	Construction Project Coordinator	1	1	1	1	70,699
1005	Project Coordinator Assistant	1	1	1	1	50,253
3203	Equipment Operator II	2	2	2	2	92,352
3101	Maintenance Repair Worker	1	1	1	1	44,782
3201	Equipment Operator I	1	1	1	1	40,331
1018	CAD/GIS Engineer	1	1	-	-	-
0012	Clerical Assistant II	-	-	1	1	32,386
9006	Part-time Employees	-	-	-	-	41,200
8888	Overtime	-	-	-	-	30,000
	TOTAL	**8**	**8**	**8**	**8**	**$ 490,465**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 531,887	$ 538,308	$ 528,353	$ 490,465
2000	Employee Benefits - See Other Cost Dist.	347,957	350,837	341,646	355,921
3110	Engineering & Architect Services	-	-	16,601	172,500
3170	Mgmt & Staff Interdept'l Charge	-	190,414	188,054	188,054
3190	Other Professional Services	1,451	5,264	13,684	59,000
3200	Accounting & Auditing Services	40,034	42,033	41,000	41,000
4020	Central Garage Motor Pool Rent Replacement: 60,500 Oper. & Maint: 67,773	-	-	-	128,273
4370	Waste Disposal Service	4,224	3,040	8,000	8,000
4410	Rental of Machinery and Equipment	3,308	276	-	-
4420	Public Facilities Cost - See Other Cost Dist.	27,484	27,462	28,466	28,867
4550	General Liability Insurance	28,968	28,800	31,505	28,531
4610	Repair/Maint. of Bldgs & Improvements	-	-	5,000	213,995
4630	Repair/Maint. of Machinery & Equipment	525	-	500	500
4940	Taxes & License Fees Paid	-	-	159,000	10,000
4990	Other Miscellaneous Expense	5,368	10,697	1,000	4,600
5100	Office Supplies	771	1,193	1,000	1,000
5202	Chemicals and Photographic Supplies	1,040	2,675	1,500	1,500
5204	Cleaning & Janitorial Supplies	280	-	500	500
5207	Motor Fuel and Lubricants	129	-	500	500
5209	Protective Clothing	2,245	1,579	3,000	3,000

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

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
5211	Building Materials and Supplies	23	1,054	4,000	4,000
5213	Purchase/Rental - Employee Uniforms	1,734	1,730	2,200	2,200
5215	Small Tools & Minor Equipment	3,630	2,166	4,000	4,000
5217	Operating Equipment Repair Parts	-	1,663	1,000	1,000
5410	Employee Training	-	-	500	500
6300	Improvements Other Than Buildings	-	-	-	857,500
6430	Equipment Repair/Replacement	8,200	1,312	100,000	100,000
	TOTAL	**$ 1,009,258**	**$ 1,210,503**	**$ 1,481,009**	**$ 2,705,406**

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 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
3122	Utility Director	1	1	1	1	$ 99,902
3109	Electrician	1	1	1	1	75,875
3118	Sewer Maintenance Mechanic	1	1	1	1	59,467
3121	Sewer Line Technician II	1	1	1	1	59,467
3203	Equipment Operator II	2	2	2	2	96,040
3201	Equipment Operator I	1	1	-	-	-
3101	Maintenance Repair Worker	3	3	4	4	184,167
3011	Senior Foreman	1	1	1	1	43,389
9008	Part-time Employees	-	-	-	-	43,415
8888	Overtime	-	-	-	-	35,000
	TOTAL	**11**	**11**	**11**	**11**	**$ 696,722**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 608,197	$ 533,072	$ 681,105	$ 696,722
2000	Employee Benefits - See Other Cost Dist.	441,702	410,890	433,519	482,324
3110	Engineering & Architect Services	-	7,072	33,100	30,000
3170	Mgmt & Staff Interdept'l Charge	-	190,414	188,054	188,054
3190	Other Professional Services	3,050	14,280	94,816	25,000
3200	Accounting & Auditing Services	48,752	51,427	70,000	70,000
4010	Travel Expense	-	-	1,500	1,500
4020	Central Garage Motor Pool Rent Replacement: 49,663 Oper. & Maint: 200,242	231,523	240,312	237,598	249,905
4040	Central Garage Miscellaneous Charges	3,050	7,325	-	-
4350	Water & Sewer Utility Service	-	-	435	435
4370	Waste Disposal Service	2,049,191	2,330,843	2,759,000	3,102,000
4410	Rental of Machinery and Equipment	1,916	1,413	2,000	2,000
4420	Public Facilities Cost - See Other Cost Dist.	273,694	273,476	283,473	287,467
4550	General Liability Insurance	37,821	36,127	40,613	40,529
4610	Repair/Maint. of Bldgs & Improvements	506	5,962	23,000	23,000
4630	Repair/Maint. of Machinery & Equipment	14,085	20,363	25,000	25,000
4720	Printing & Binding	34	85	1,500	1,500
4940	Taxes & License Fees Paid	-	-	14,000	14,000
4990	Other Miscellaneous Expense	(2,717)	25,787	15,000	17,500
5100	Office Supplies	83	888	1,200	1,200

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

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
5202	Chemicals and Photographic Supplies	2,678	2,807	33,000	3,000
5204	Cleaning & Janitorial Supplies	-	15	600	600
5207	Motor Fuel and Lubricants	4,403	453	4,000	4,000
5209	Protective Clothing	1,378	6,302	6,300	6,300
5211	Building Materials and Supplies	231	7,991	8,000	8,000
5213	Purchase/Rental - Employee Uniforms	2,924	2,421	3,300	3,300
5215	Small Tools & Minor Equipment	4,589	7,129	7,500	7,500
5216	Motor Equipment Repair Parts	-	-	5,000	5,000
5217	Operating Equipment Repair Parts	5,049	50,889	80,000	80,000
5218	Installed Building Equipt. Repair Parts	1,113	4,719	10,000	10,000
5400	Membership Dues and Subscriptions	-	-	425	425
5410	Employee Training	340	737	2,900	2,900
6430	Equipment Repair/Replacement	83,301	67,930	1,181,443	1,440,000
8200	Federal Grants	480,659	291,741	-	-
	TOTAL	**$ 4,297,552**	**$ 4,592,870**	**$ 6,247,381**	**$ 6,829,161**

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 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
3011	Senior Foreman	1	1	1	1	$ 68,806
3205	Equipment Operator III	1	1	1	1	62,421
3203	Equipment Operator II	3	3	3	3	131,955
3201	Equipment Operator I	1	1	1	1	37,898
3005	Maintenance Worker II	2	2	2	2	74,921
8888	Overtime	-	-	-	-	7,000
	TOTAL	**8**	**8**	**8**	**8**	**$ 383,001**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 338,535	$ 322,190	$ 376,262	$ 383,001
2000	Employee Benefits - See Other Cost Dist.	305,684	323,871	335,788	311,892
4020	Central Garage Motor Pool Rent Replacement: 47,739 Oper. & Maint: 375,150	757,093	785,833	776,958	422,889
4040	Central Garage Miscellaneous Charges	2,092	8,039	2,100	2,100
4370	Waste Disposal Service	8,205	9,866	7,900	7,900
4410	Rental of Machinery and Equipment	2,418	719	-	-
4420	Public Facilities Cost - See Other Cost Dist.	1,318,131	1,238,077	1,283,335	1,301,419
4550	General Liability Insurance	20,535	20,411	22,436	13,297
4610	Repair/Maint. of Bldgs & Improvements	21,943	9,193	25,000	25,000
4630	Repair/Maint. of Machinery & Equipment	860	981	1,000	1,000
4710	Special Printed Forms	-	34	50	1,000
4720	Printing & Binding	-	-	50	700
5100	Office Supplies	961	1,084	1,000	1,000
5202	Chemicals and Photographic Supplies	352	-	1,000	1,000
5204	Cleaning & Janitorial Supplies	-	(80)	-	-
5207	Motor Fuel and Lubricants	398	396	400	400
5209	Protective Clothing	1,953	1,527	3,000	3,000
5211	Building Materials and Supplies	26,651	19,774	28,000	28,000
5213	Purchase/Rental - Employee Uniforms	2,838	3,773	4,000	4,000
5215	Small Tools & Minor Equipment	3,379	1,526	2,450	17,930
5216	Motor Equipment Repair Parts	2,189	1,082	2,500	2,500
5217	Operating Equipment Repair Parts	1,984	2,050	2,000	2,000

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

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
5218	Installed Building Equipt. Repair Parts	2,000	(1,415)	2,000	2,000
5219	Other Repair & Maintenance Supplies	295	1,500	2,150	1,500
	TOTAL	**$ 2,818,496**	**$ 2,750,431**	**$ 2,879,379**	**$ 2,533,528**

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 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
1017	Civil Engineer	1	1	1	1	$ 86,112
1018	CAD/GIS Engineer	1	1	1	1	52,458
	TOTAL	**2**	**2**	**2**	**2**	**$ 138,570**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 159,753	$ 153,879	$ 148,678	$ 138,570
2000	Employee Benefits - See Other Cost Dist.	107,114	102,541	101,859	107,972
4550	General Liability Insurance	8,823	8,655	8,865	8,061
4820	Advertising Expense	-	-	797	797
4990	Other Miscellaneous Expense	-	2,438	-	6,500
5100	Office Supplies	857	1,386	2,000	2,000
	TOTAL	**$ 276,547**	**$ 268,899**	**$ 262,199**	**$ 263,900**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
3190	Other Professional Services	$ 139,448	$ 124,618	$ 152,204	$ 144,000
3410	Laundry & Sanitation Services	11,340	13,171	21,965	21,965
3420	Custodial & Janitorial Services	390,909	397,707	426,000	426,000
4020	Central Garage Motor Pool Rent	5,786	5,991	-	-
4310	Electric Utility Service	1,616,436	1,600,325	2,140,000	1,987,369
4330	Heating & Cooking Fuel	14,718	18,678	17,640	17,640
4350	Water & Sewer Utility Service	426,109	464,731	469,600	509,600
4410	Rental of Machinery and Equipment	2,021	1,588	5,000	5,000
4610	Repair/Maint. of Bldgs & Improvements	677,714	871,372	784,930	900,000
4630	Repair/Maint. of Machinery & Equipment	-	-	1,000	1,000
4940	Taxes & License Fees Paid	-	-	1,500	-
5204	Cleaning & Janitorial Supplies	-	-	6,910	-
5211	Building Materials and Supplies	77,243	53,049	62,600	80,000
5218	Installed Building Equipt. Repair Parts	65,358	60,498	62,400	62,400
6190	Electric Utility Control	-	-	25,000	-
6200	Building Improvements & Upgrades	-	-	-	2,667,674
6300	Improvements Other Than Buildings	-	-	10,000	10,000
6430	Equipment Repair/Replacement	10,363	-	17,500	12,000
6431	Computer Hardware Replacement	-	-	20,000	-
6435	Fire Hydrant Replacements	20,016	66,432	20,000	20,000
	TOTAL	**$ 3,457,461**	**$ 3,678,160**	**$ 4,244,249**	**$ 6,864,648**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
4020	Automotive Director	1	1	1	1	$ 121,410
4018	Automotive Supervisor	3	3	3	3	205,723
4017	Fleet Analyst	1	1	1	1	40,373
4016	Welder Mechanic Foreman	1	1	1	1	67,226
4015	Welder Mechanic II	1	1	1	1	54,038
4012	Auto Body Worker Foreman	1	1	1	1	64,106
4011	Automotive Body Worker II	1	1	1	1	55,390
4008	Fire Equipment Mechanic	-	-	1	1	55,490
4007	Senior Automotive Mechanic	6	6	6	6	364,818
4006	Automotive Mechanic	7	6	5	5	281,372
0602	Administrative Assistant	1	1	1	1	61,214
4001	Automotive Mechanic - PT	-	-	-	-	69,836
8888	Overtime	-	-	-	-	7,500
	TOTAL	**23**	**22**	**22**	**22**	**$ 1,448,496**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 1,420,766	$ 1,368,255	$ 1,394,720	$ 1,448,496
2000	Employee Benefits - See Other Cost Dist.	869,865	791,520	824,063	929,222
3190	Other Professional Services	-	-	1,000	1,000
4020	Central Garage Motor Pool Rent	143,991	143,991	-	-
4090	Other Transportation Expense	5,625	5,400	5,400	5,400
4370	Waste Disposal Service	5,774	6,410	9,000	9,000
4410	Rental of Machinery and Equipment	4,602	2,177	4,255	4,255
4420	Public Facilities Cost - See Other Cost Dist.	255,331	255,127	-	-
4450	Lease Equipment	57,482	57,750	390,050	285,000
4550	General Liability Insurance	78,220	72,280	83,164	84,260
4610	Repair/Maint. of Bldgs & Improvements	-	-	1,000	-
4620	Repair and Maint. of Office Equipment	-	-	500	500
4630	Repair/Maint. of Machinery & Equipment	11,715	8,877	7,100	7,100
4691	Commercial Garages	127,092	122,849	171,332	139,000
4710	Special Printed Forms	1,197	-	1,200	1,200
4940	Taxes & License Fees Paid	9,210	13,343	12,000	12,000
4990	Other Miscellaneous Expense	3,870	(96,762)	-	4,000
5100	Office Supplies	6,889	6,598	7,000	7,000
5204	Cleaning & Janitorial Supplies	107	-	-	-
5207	Motor Fuel and Lubricants	1,498,313	1,639,131	1,890,000	1,760,131

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

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
5208	Household & Institutional Supplies	-	-	500	500
5209	Protective Clothing	2,848	4,013	4,000	4,000
5211	Building Materials and Supplies	-	-	300	-
5213	Purchase/Rental - Employee Uniforms	4,786	4,817	6,000	6,000
5214	Uniform Allowance	101	348	1,510	500
5215	Small Tools & Minor Equipment	24,667	20,823	18,202	15,700
5216	Motor Equipment Repair Parts	918,306	1,033,847	911,821	1,050,000
5217	Operating Equipment Repair Parts	114	-	-	-
5219	Other Repair & Maintenance Supplies	7,387	6,382	8,000	8,000
5220	Motor Oil and Other Lubricants	43,690	37,608	37,000	37,000
5400	Membership Dues and Subscriptions	1,440	2,002	2,020	2,020
5410	Employee Training	6,262	10,409	10,585	10,585
6410	Motor Equipment Replacements in Fleet	764,920	1,605,280	3,031,354	1,413,000
6430	Equipment Repair/Replacement	50,622	51,546	15,100	15,100
6450	Office Equipment Replacement	-	-	800	800
7260	Capital Leases - Interest	21,367	26,768	-	-
	TOTAL	**$ 6,346,559**	**$ 7,200,789**	**$ 8,848,976**	**$ 7,260,769**

520 MOTOR POOL FUND

PUBLIC WORKS DEPARTMENT

4710 CAR POOL DIVISION

590 INTERNAL SERVICES

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
4020	Central Garage Motor Pool Rent	$ 62,074	$ 62,074	$ -	$ -
4410	Rental of Machinery and Equipment	840	1,344	10,000	10,000
	TOTAL	**$ 62,914**	**$ 63,418**	**$ 10,000**	**$ 10,000**

001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
6100 PUBLIC SERVICE DIVISION- ADMINISTRATIVE
539 OTHER PHYSICAL ENVIRONMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
2015	Public Service Director	1	1	1	1	$ 121,410
0602	Administrative Assistant	1	1	1	1	38,584
0012	Clerical Assistant II	2	2	2	2	106,717
8888	Overtime	-	-	-	-	2,000
	TOTAL	**4**	**4**	**4**	**4**	**$ 268,711**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

			2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries		$ 250,996	$ 254,091	$ 287,535	$ 268,711
2000	Employee Benefits - See Other Cost Dist.		161,079	142,174	148,800	157,970
4020	Central Garage Motor Pool Rent		7,657	7,948	7,858	10,418
	Replacement:	955				
	Oper. & Maint:	9,463				
4040	Central Garage Miscellaneous Charges		13,175	-	-	-
4090	Other Transportation Expense		5,625	5,400	5,400	5,400
4410	Rental of Machinery and Equipment		2,611	1,300	3,051	3,551
4420	Public Facilities Cost - See Other Cost Dist.		24,204	22,734	23,565	23,897
4550	General Liability Insurance		16,757	15,431	17,145	9,329
4620	Repair and Maint. of Office Equipment		50	-	200	200
4990	Other Miscellaneous Expense		384	394	1,350	1,350
5100	Office Supplies		2,654	2,882	3,000	3,000
5400	Membership Dues and Subscriptions		228	398	500	500
5410	Employee Training		-	-	700	-
	TOTAL		**$ 485,420**	**$ 452,752**	**$ 499,104**	**$ 484,326**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
2115	Sanitation Div. Supt	1	1	1	1	$ 80,226
2112	Sanitation Crane Operator	4	4	5	5	246,854
2107	Sanitation Division Coord.	1	1	1	1	59,758
2106	Sanitation Operator III	3	3	3	3	158,163
2105	Sanitation Operator II	7	7	7	7	371,986
2104	Sanitation Operator I	14	14	14	14	682,592
2101	Sanitation Worker	31	29	28	28	1,139,364
3205	Equipment Operator III	2	2	1	1	62,421
3011	Senior Foreman	2	2	2	2	125,175
9999	Holiday Pay	-	-	-	-	120,000
8888	Overtime	-	-	-	-	25,000
	TOTAL	**65**	**63**	**62**	**62**	**$ 3,071,539**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 3,082,588	$ 2,970,951	$ 3,115,045	$ 3,071,539
2000	Employee Benefits - See Other Cost Dist.	2,797,690	3,100,692	3,054,308	2,676,361
3190	Other Professional Services	145,444	180,430	217,010	217,010
4020	Central Garage Motor Pool Rent Replacement: 215,433 Oper. & Maint: 1,477,811	1,188,432	1,233,546	1,219,615	1,693,244
4040	Central Garage Miscellaneous Charges	6	-	-	-
4370	Waste Disposal Service	1,602,717	1,639,003	1,707,671	1,947,671
4420	Public Facilities Cost - See Other Cost Dist.	22,339	20,982	21,749	22,055
4550	General Liability Insurance	177,880	174,388	185,744	106,640
4630	Repair/Maint. of Machinery & Equipment	265	-	500	500
5100	Office Supplies	461	437	1,035	1,035
5204	Cleaning & Janitorial Supplies	-	40	400	400
5208	Household & Institutional Supplies	5,513	5,469	8,000	8,000
5209	Protective Clothing	5,794	13,214	12,000	15,000
5211	Building Materials and Supplies	13,490	6,368	67,500	68,000
5213	Purchase/Rental - Employee Uniforms	12,417	12,279	14,376	14,376
5214	Uniform Allowance	(16)	-	-	-
5215	Small Tools & Minor Equipment	18,511	20,927	40,000	31,000
5217	Operating Equipment Repair Parts	-	346	7,615	7,615
5400	Membership Dues and Subscriptions	221	287	900	900
6430	Equipment Repair/Replacement	-	11,910	-	-
	TOTAL	**$ 9,073,752**	**$ 9,391,269**	**$ 9,673,468**	**$ 9,881,346**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
2012	Landscape Services Div. Supt.	1	1	1	1	$ 86,112
3205	Equipment Operator III	1	1	1	1	58,157
3203	Equipment Operator II	3	3	3	3	167,336
3201	Equipment Operator I	3	3	3	3	151,778
3101	Maintenance Repair Worker	1	1	1	1	50,253
3012	Landscape Foreman	1	1	1	1	64,106
3011	Senior Foreman	1	1	1	1	68,806
3010	Foreman	3	3	3	3	162,947
3009	Irrigation Foreman	1	1	1	1	55,411
3005	Maintenance Worker II	7	6	6	6	244,360
3004	Maintenance Worker I	1	1	1	1	34,798
2003	Spray Service Worker	1	1	1	1	58,115
8888	Overtime	-	-	-	-	50,000
	TOTAL	**24**	**23**	**23**	**23**	**$ 1,252,179**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

			2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries		$ 1,271,098	$ 1,249,233	$ 1,226,867	$ 1,252,179
2000	Employee Benefits - See Other Cost Dist.		964,887	1,047,566	1,005,446	944,629
3190	Other Professional Services		1,200,130	1,229,863	1,292,351	1,297,034
4020	Central Garage Motor Pool Rent		536,987	557,372	551,077	464,124
	Replacement:	83,187				
	Oper. & Maint:	380,937				
4040	Central Garage Miscellaneous Charges		-	2,390	-	-
4350	Water & Sewer Utility Service		2,431	3,464	3,500	3,500
4410	Rental of Machinery and Equipment		-	78	500	500
4420	Public Facilities Cost - See Other Cost Dist.		588,020	552,308	572,498	580,565
4550	General Liability Insurance		69,672	68,322	73,155	43,474
4630	Repair/Maint. of Machinery & Equipment		-	-	500	500
5100	Office Supplies		1,751	1,628	1,800	1,800
5201	Agricultural Supplies		170,005	117,637	169,425	162,242
5204	Cleaning & Janitorial Supplies		442	246	1,000	1,000
5208	Household & Institutional Supplies		883	3,602	3,200	3,700
5209	Protective Clothing		3,956	2,152	4,500	4,500
5211	Building Materials and Supplies		16,379	16,018	26,000	25,000
5213	Purchase/Rental - Employee Uniforms		6,131	5,130	6,055	6,055
5215	Small Tools & Minor Equipment		14,529	10,375	15,000	15,000

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

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
5400	Membership Dues and Subscriptions	566	503	720	720
5410	Employee Training	-	-	700	700
8100	Sunrise Harbour Subdivision Irrigation	3,240	-	-	-
8101	FDACS 2010 Young Tree Pruning Grant	17,543	-	-	-
	TOTAL	**$ 4,868,650**	**$ 4,867,887**	**$ 4,954,294**	**$ 4,807,222**

460 PARKING SYSTEM FUND
PUBLIC WORKS DEPARTMENT
8300 PARKING DIVISION - ADMINISTRATIVE
545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
0720	Parking Director	1	1	1	1	$ 121,410
0717	Assistant Parking Director	1	1	1	1	79,123
0716	Parking Admin. Supervisor	1	1	1	1	43,139
0105	Clerk I	1	1	1	1	43,410
0708	Parking Data Specialist	1	1	1	1	49,379
0714	Parking Enforcement Specialist - PT	-	-	-	-	12,500
	TOTAL	**5**	**5**	**5**	**5**	**$ 348,961**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 296,671	$ 377,258	$ 352,249	$ 348,961
2000	Employee Benefits - See Other Cost Dist.	208,509	188,283	180,636	198,145
3190	Other Professional Services	-	-	7,500	-
4090	Other Transportation Expense	6,188	8,100	8,100	8,100
4410	Rental of Machinery and Equipment	2,655	730	2,800	2,800
4420	Public Facilities Cost - See Other Cost Dist.	14,882	14,870	15,414	15,631
4550	General Liability Insurance	19,457	19,561	21,004	20,299
4620	Repair and Maint. of Office Equipment	4,186	3,165	4,500	4,500
4710	Special Printed Forms	2,069	4,465	4,500	4,500
4820	Advertising Expense	-	-	500	1,000
4990	Other Miscellaneous Expense	2,277	20,076	-	10,000
4991	Credit Card Charges	-	-	120,000	240,000
5100	Office Supplies	6,139	5,704	7,500	7,500
5215	Small Tools & Minor Equipment	23,120	24,240	14,266	15,000
5400	Membership Dues and Subscriptions	595	920	-	1,100
5410	Employee Training	312	877	2,684	2,500
6430	Equipment Repair/Replacement	396	-	1,200	1,468
9010	Intradepartmental Credits	(587,456)	(668,249)	(742,853)	(881,504)
	TOTAL	**$ -**	**$ -**	**$ -**	**$ -**

460 PARKING SYSTEM FUND

PUBLIC WORKS DEPARTMENT

8300 PARKING DIVISION - ADMINISTRATIVE

545 PARKING FACILITIES

Administrative Services Distributed to Parking System

Dept Code	Meters	Amount
8310	282	$ 21,636
8320	589	45,191
8330	193	14,808
8340	344	26,393
8380	3873	297,154
8390	1737	133,270
8560 (8350)	450	34,526
	7468	**572,978**
25% for Admin Services to Div. 8360		220,376
10% for Admin Services to Div. 8500		88,150
		$ 881,504

460 PARKING SYSTEM FUND

PUBLIC WORKS DEPARTMENT

8310 PARKING DIVISION - GARAGE NO. 1

545 PARKING FACILITIES

	TOTAL	**0**	**0**	**0**	**0**	**$ -**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 1,410	$ -	$ -	$ -
2000	Employee Benefits - See Other Cost Dist.	1,926	-	-	-
3170	Mgmt & Staff Interdept'l Charge	14,419	16,402	18,233	21,636
3190	Other Professional Services	96,119	106,415	99,500	99,500
4420	Public Facilities Cost - See Other Cost Dist.	77,731	77,669	80,508	81,643
4550	General Liability Insurance	147	-	-	-
4630	Repair/Maint. of Machinery & Equipment	2,700	2,900	2,900	4,000
4690	Special Maintenance Interdept'l Charges	65,912	35,446	36,413	34,832
4710	Special Printed Forms	-	2,223	2,000	2,000
5100	Office Supplies	668	298	750	750
5204	Cleaning & Janitorial Supplies	191	197	200	200
5208	Household & Institutional Supplies	500	497	500	500
5211	Building Materials and Supplies	-	-	100	100
5214	Uniform Allowance	-	36	-	-
5215	Small Tools & Minor Equipment	-	28	100	100
	TOTAL	**$ 261,723**	**$ 242,111**	**$ 241,204**	**$ 245,261**

460 PARKING SYSTEM FUND

PUBLIC WORKS DEPARTMENT

8320 PARKING DIVISION - GARAGE NO. 2

545 PARKING FACILITIES

TOTAL	**0**	**0**	**0**	**0**	**$ -**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 847	$ -	$ -	$ -
2000	Employee Benefits - See Other Cost Dist.	2,003	-	-	-
3170	Mgmt & Staff Interdept'l Charge	30,116	34,258	38,083	45,191
3190	Other Professional Services	105,952	105,379	87,500	95,000
4420	Public Facilities Cost - See Other Cost Dist.	129,378	129,275	134,001	135,889
4450	Lease Equipment	-	-	58,549	58,549
4550	General Liability Insurance	154	-	-	-
4630	Repair/Maint. of Machinery & Equipment	2,712	2,900	2,900	-
4710	Special Printed Forms	882	1,803	2,000	3,000
5100	Office Supplies	625	365	750	750
5204	Cleaning & Janitorial Supplies	300	299	300	300
5208	Household & Institutional Supplies	399	398	400	400
5211	Building Materials and Supplies	36	-	135	135
5214	Uniform Allowance	-	36	-	-
5215	Small Tools & Minor Equipment	-	-	100	100
	TOTAL	**$ 273,404**	**$ 274,713**	**$ 324,718**	**$ 339,314**

460 PARKING SYSTEM FUND

PUBLIC WORKS DEPARTMENT

8330 PARKING DIVISION - GARAGE NO. 3

545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
0706	Parking Attendant	1	1	1	1	$ 41,309
	TOTAL	**1**	**1**	**1**	**1**	**$ 41,309**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 40,793	$ 41,864	$ 41,309	$ 41,309
2000	Employee Benefits - See Other Cost Dist.	27,888	32,693	32,157	35,215
3170	Mgmt & Staff Interdept'l Charge	9,868	11,225	12,479	14,808
3190	Other Professional Services	-	497	-	2,600
4420	Public Facilities Cost - See Other Cost Dist.	22,640	22,622	23,449	23,779
4550	General Liability Insurance	2,243	2,205	2,463	2,403
4690	Special Maintenance Interdept'l Charges	45,110	24,259	24,921	23,839
5204	Cleaning & Janitorial Supplies	200	199	200	200
5208	Household & Institutional Supplies	397	400	400	400
5211	Building Materials and Supplies	-	40	60	60
5214	Uniform Allowance	500	500	500	500
5215	Small Tools & Minor Equipment	-	-	60	60
	TOTAL	**$ 149,639**	**$ 136,504**	**$ 137,998**	**$ 145,173**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
0706	Parking Attendant	1	1	1	1	$ 29,827
	TOTAL	**1**	**1**	**1**	**1**	**$ 29,827**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 31,063	$ 30,016	$ 29,099	$ 29,827
2000	Employee Benefits - See Other Cost Dist.	22,462	27,793	27,308	30,027
3170	Mgmt & Staff Interdept'l Charge	17,589	20,008	22,242	26,393
3190	Other Professional Services	72,826	87,000	79,250	79,250
4420	Public Facilities Cost - See Other Cost Dist.	83,109	83,043	86,079	87,292
4550	General Liability Insurance	1,481	1,585	1,735	1,735
4630	Repair/Maint. of Machinery & Equipment	2,700	2,900	2,900	4,000
4710	Special Printed Forms	-	1,938	2,000	2,000
5100	Office Supplies	53	162	750	750
5204	Cleaning & Janitorial Supplies	300	296	300	300
5208	Household & Institutional Supplies	362	400	400	400
5211	Building Materials and Supplies	-	-	135	135
5214	Uniform Allowance	500	500	500	500
5215	Small Tools & Minor Equipment	-	-	60	60
	TOTAL	**$ 232,445**	**$ 255,641**	**$ 252,758**	**$ 262,669**

460 PARKING SYSTEM FUND

PUBLIC WORKS DEPARTMENT

8350 PARKING DIVISION - GARAGE NO. 5

545 PARKING FACILITIES

TOTAL	**0**	**0**	**0**	**0**	**$ -**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ (1,070)	$ -	$ -	$ -
3170	Mgmt & Staff Interdept'l Charge	12,879	-	-	-
	TOTAL	**$ 11,809**	**$ -**	**$ -**	**$ -**

460 PARKING SYSTEM FUND

PUBLIC WORKS DEPARTMENT

8360 PARKING DIVISION - METER MAINT & COLLECTION

545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
0713	Meter Maint. Collection Supv.	1	1	1	1	$ 60,986
0712	Parking Meter Mechanic	2	2	2	2	104,520
0311	Money Room Coordinator	1	1	1	1	56,638
3005	Maintenance Worker II	2	2	2	2	85,800
	TOTAL	**6**	**6**	**6**	**6**	**$ 307,944**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

			2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries		$ 305,916	$ 301,442	$ 303,430	$ 307,944
2000	Employee Benefits - See Other Cost Dist.		201,516	234,338	228,356	251,783
3170	Mgmt & Staff Interdept'l Charge		146,864	167,062	185,713	220,376
4020	Central Garage Motor Pool Rent		26,702	27,716	27,403	28,516
	Replacement:	3,587				
	Oper. & Maint:	24,929				
4550	General Liability Insurance		16,501	16,418	18,093	17,913
4630	Repair/Maint. of Machinery & Equipment		4,771	-	387	225
5100	Office Supplies		1,739	2,801	1,838	2,000
5204	Cleaning & Janitorial Supplies		34	34	100	100
5209	Protective Clothing		387	448	450	450
5211	Building Materials and Supplies		197	192	200	200
5214	Uniform Allowance		2,534	2,612	3,000	3,000
5215	Small Tools & Minor Equipment		7,366	7,596	8,000	8,000
5217	Operating Equipment Repair Parts		5,728	4,206	8,745	6,500
6440	Equipment Additions		702,000	-	-	-
9010	Intradepartmental Credits		(1,422,255)	(764,865)	(785,715)	(847,007)
	TOTAL		**$ -**	**$ -**	**$ -**	**$ -**

Meter Maintenance & Collection Services Distributed to Parking System

Dept Code	Meters	Amount
8310	282	$ 39,253
8330	193	26,865
8380	3873	539,106
8390	1737	241,783
	6085	**$ 847,007**

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

	TOTAL	**0**	**0**	**0**	**0**	**$ -**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
3170	Mgmt & Staff Interdept'l Charge	$ 198,031	$ 225,266	$ 250,415	$ 297,154
4110	Telephone Expense	4,086	62,666	134,000	134,000
4450	Lease Equipment	-	-	321,300	300,000
4690	Special Maintenance Interdept'l Charges	905,242	486,825	500,094	478,378
5215	Small Tools & Minor Equipment	14,832	4,796	33,000	33,000
5401	Software Subscriptions & Maintenance	-	2,725	11,207	-
6440	Equipment Additions	-	29,933	-	-
	TOTAL	**$ 1,122,191**	**$ 812,211**	**$ 1,250,016**	**$ 1,242,532**

460 PARKING SYSTEM FUND

PUBLIC WORKS DEPARTMENT

8390 PARKING DIVISION - METER & PERMIT PARKING LOTS

545 PARKING FACILITIES

	TOTAL	**0**	**0**	**0**	**0**	**$ -**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
3170	Mgmt & Staff Interdept'l Charge	$ 88,814	$ 101,030	$ 112,308	$ 133,270
4420	Public Facilities Cost - See Other Cost Dist.	45,280	45,244	46,898	47,559
4690	Special Maintenance Interdept'l Charges	405,991	218,335	224,287	214,547
6430	Equipment Repair/Replacement	3,340	9,990	10,000	10,000
	TOTAL	**$ 543,425**	**$ 374,599**	**$ 393,493**	**$ 405,376**

001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
8400 PARKING DIVISION - VIOLATION ENFORCEMENT
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
0711	Parking Enforcement Supervisor	1	1	1	1	$ 72,259
0710	Parking Enforcement Specialist	10	10	10	10	388,539
0709	Parking Enforcement Spec. Lead	1	1	1	1	47,947
0714	Parking Enforcement Specialist - PT	-	-	-	-	120,000
	TOTAL	**12**	**12**	**12**	**12**	**$ 628,745**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

			2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries		$ 547,132	$ 547,622	$ 576,615	$ 628,745
2000	Employee Benefits - See Other Cost Dist.		363,852	380,696	381,307	387,240
4020	Central Garage Motor Pool Rent		288,005	298,938	295,562	141,730
	Replacement:	23,619				
	Oper. & Maint:	118,111				
4040	Central Garage Miscellaneous Charges		1,116	2,363	-	-
4550	General Liability Insurance		28,989	32,102	34,382	21,829
4620	Repair and Maint. of Office Equipment		209	-	220	220
5100	Office Supplies		1,857	310	1,500	1,500
5214	Uniform Allowance		7,606	6,769	8,500	8,500
5215	Small Tools & Minor Equipment		182	-	500	500
5410	Employee Training		1,500	-	1,500	1,500
	TOTAL		**$ 1,240,448**	**$ 1,268,800**	**$ 1,300,086**	**$ 1,191,764**

460 PARKING SYSTEM FUND
PUBLIC WORKS DEPARTMENT
8500 PARKING DIVISION - SIGN SHOP
545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
3101	Maintenance Repair Worker	1	-	-	-	$ -
3102	Maint. Repair Wrkr - Lead	-	1	1	1	54,059
3005	Maintenance Worker II	2	2	2	2	77,314
9005	Part-time Employees	-	-	-	-	25,000
	TOTAL	**3**	**3**	**3**	**3**	**$ 156,373**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 127,082	$ 116,390	$ 130,541	$ 156,373
2000	Employee Benefits - See Other Cost Dist.	114,212	119,970	117,986	139,194
3170	Mgmt & Staff Interdept'l Charge	58,746	66,825	74,285	88,150
4020	Central Garage Motor Pool Rent	23,430	24,319	24,044	24,237
	Replacement: 2,716				
	Oper. & Maint: 21,521				
4410	Rental of Machinery and Equipment	194	76	250	250
4420	Public Facilities Cost - See Other Cost Dist.	30,918	30,893	32,022	32,474
4550	General Liability Insurance	6,964	7,035	7,784	9,096
4630	Repair/Maint. of Machinery & Equipment	385	110	400	400
5100	Office Supplies	126	137	200	200
5204	Cleaning & Janitorial Supplies	542	93	950	950
5209	Protective Clothing	524	299	500	500
5211	Building Materials and Supplies	17,997	21,328	18,500	18,500
5214	Uniform Allowance	1,500	1,500	2,000	2,000
5215	Small Tools & Minor Equipment	853	1,404	1,500	1,500
5217	Operating Equipment Repair Parts	1,275	5,011	1,500	1,500
	TOTAL	**$ 384,748**	**$ 395,390**	**$ 412,462**	**$ 475,324**

460 PARKING SYSTEM FUND

PUBLIC WORKS DEPARTMENT

8560 PARKING DIVISION - GARAGE NO. 6

545 PARKING FACILITIES

TOTAL	**0**	**0**	**0**	**0**	**$ -**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
3170	Mgmt & Staff Interdept'l Charge	$ 23,009	$ 26,173	$ 29,095	$ 34,526
3190	Other Professional Services	94,389	87,024	84,250	84,250
4310	Electric Utility Service	60,685	51,239	65,000	63,000
4350	Water & Sewer Utility Service	2,952	1,015	-	2,000
4450	Lease Equipment	-	-	47,903	47,903
4630	Repair/Maint. of Machinery & Equipment	2,700	2,900	2,900	-
4710	Special Printed Forms	-	1,433	2,000	2,000
5100	Office Supplies	560	945	-	-
5204	Cleaning & Janitorial Supplies	300	299	300	300
5208	Household & Institutional Supplies	300	296	300	300
5211	Building Materials and Supplies	16	-	100	100
5215	Small Tools & Minor Equipment	89	18	100	100
	TOTAL	**$ 185,000**	**$ 171,342**	**$ 231,948**	**$ 234,479**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
1019	Tolley Manager	1	1	1	1	$ 86,299
0009	Trolley Operations Supr	1	1	1	1	54,392
	TOTAL	**2**	**2**	**2**	**2**	**$ 140,691**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 48,723	$ 52,442	$ 139,360	$ 140,691
2000	Employee Benefits - See Other Cost Dist.	70,589	66,252	84,896	94,717
3110	Engineering & Architect Services	-	-	50,000	-
3190	Other Professional Services	620,481	682,323	721,000	694,000
4020	Central Garage Motor Pool Rent Replacement: 61,501 Oper. & Maint: 249,031	283,583	294,348	291,024	310,532
4040	Central Garage Miscellaneous Charges	55	-	-	-
4420	Public Facilities Cost - See Other Cost Dist.	77,648	77,586	80,422	81,555
4550	General Liability Insurance	6,651	6,564	8,310	8,184
4620	Repair and Maint. of Office Equipment	1,000	-	1,500	-
4630	Repair/Maint. of Machinery & Equipment	4,982	145,121	10,000	10,000
4720	Printing & Binding	-	200	200	500
4820	Advertising Expense	-	175	200	500
4940	Taxes & License Fees Paid	-	1,500	-	2,000
4990	Other Miscellaneous Expense	(11,155)	(2,886)	(13)	-
5100	Office Supplies	476	930	1,500	1,500
5209	Protective Clothing	-	271	-	350
5211	Building Materials and Supplies	-	6	-	-
5213	Purchase/Rental - Employee Uniforms	257	1,000	363	1,000
5215	Small Tools & Minor Equipment	471	404	500	500
5219	Other Repair & Maintenance Supplies	-	250	1,750	1,750
5400	Membership Dues and Subscriptions	-	-	1,000	500
5410	Employee Training	-	378	500	900
6440	Equipment Additions	-	-	-	40,000
8110	State FDOT Trolley Purchase Grant	-	-	369,645	-
	TOTAL	**$ 1,103,761**	**$ 1,326,864**	**$ 1,762,157**	**$ 1,389,179**

2013-2014 BUDGET
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.

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, processing requisitions and payment applications, 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 for various projects. The range of services provided include improvements to facilities, bridges, historical entrances and fountains, parking, streetscapes, parks, drainage, pump stations, sanitary sewers, storm sewers, traffic, irrigation, landscaping. The division performs inspections on the right-of-way, project management, surveying and mapping, construction layout and associated work which include the review of plans, issuance of permits and the inspection of construction in the public right-of-way (roadways, waterways and easements). The Engineering Division also maintains the City's specifications and standards for work within the public right-of-way.

Facilities Maintenance Division

The division maintains all City-owned facilities including buildings, parks, 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 HAVC, 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.

Utilities Division

The division provides Sanitary Sewer and Storm Water Sewer services. The Sanitary Sewer Utility maintains 35 sewer pumping stations that collect sewage from approximately 64 miles of gravity mains. 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 Miami-Dade collection system for treatment at the Central District Wastewater Treatment Plant at Virginia Key. The storm water utility maintains all storm water structures and associated piping to collect rainwater from the right-of-way throughout the City of Coral Gables. This collected rainwater is disbursed into various drainage systems ranging from catch basins, trenches and French drains to pumping stations and the automated flood gate. There are in excess of 8,500 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, 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.

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 Storm water 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 storm water 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

III. REPORT ON WORKLOAD INDICATORS

DEPARTMENT **PUBLIC WORKS DEPARTMENT** GOAL AREA **COMMUNICATION/COOPERATION**

- **WORKLOAD INDICATORS**
  (From 2012-2013)

	2013-2014 Projected
Produce specific status reports for public and internal information	24 reports
Provide support for special events	60 events
Support of City boards and committees: Traffic Advisory Board, Disability Affairs Board, Green Task Force, Special Events Committee, Departmental Review Committee, Staging Committee	7

- **NEW WORKLOAD INDICATORS (if applicable)**
  (For 2013-2014)

Produce specific status reports for public and internal information	24 reports
Provide support for special events	60 events
Support of City boards and committees: Traffic Advisory Board, Disability Affairs Board, Green Task Force, Special Events Committee, Departmental Review Committee, Staging Review Committee	7

DEPARTMENT **PUBLIC WORKS DEPARTMENT** GOAL AREA **GROWTH AND DEVELOPMENT**

2013-2014 Projected

- **WORKLOAD INDICATORS**
  (From 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

- **NEW WORKLOAD INDICATORS (if applicable)**
  (For 2013-2014)

Percent of work days to review/process plans within (5) days	95%
Turn-around time to report Citizen's Requests (internal or external)	Same day
Turn-around time to follow-up with citizen on requests status	2 days
Street light outs (LO) repair/replace by City (time frame)	72 hrs
Street light outs (LO) repair/replace by FPL (time frame)	5 working days
Percent of right-of-way and code enforcement inspections completed within (24) or (48) hours	95%
Percent of right-of-way permits reviewed within (5) days	95%
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 resolved	50
Verification of budget balances through department audits and EDEN	12 audits

DEPARTMENT **PUBLIC WORKS DEPARTMENT** GOAL AREA **SERVICES OFFERED**

2013-2014 Projected

- **WORKLOAD INDICATORS**
  (From 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

- **NEW WORKLOAD INDICATORS (if applicable)**
  (For 2013-2014)

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**

2013-2014 Projected

- **WORKLOAD INDICATORS**
  (From 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	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%

- **NEW WORKLOAD INDICATORS (if applicable)**
  (For 2013-2014)

Reduce amount of inflow and infiltration entering the sanitary sewer system (in gpd per inch mile)	5,000 gpd/inch mile
Percent of citizens' service requests and other requests processed within (48) hours	95%
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**

2013-2014

Projected

- **WORKLOAD INDICATORS**
  (From 2012-2013)

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

- **NEW WORKLOAD INDICATORS (if applicable)**
  (For 2013-2014)

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

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

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

2013-2014 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: PUBLIC WORKS
DIVISION: AUTOMOTIVE

MISSION STATEMENT

To provide the employees and citizens of Coral Gables with an efficient, well maintained, and cost effective fleet that is competitive with the private sector. We will achieve our mission through the application of sound business practices with emphasis on fiscal discipline. Finally, we will live-up to our division's motto of: Spend the budget like its coming out of your own pocket.

VISION STATEMENT

To be known throughout the public sector fleet industry as one of the best managed fleets in North America. To become the standard bearer for efficient fleet management that is a model for all others to follow.

DEPARTMENTAL FUNCTION STATEMENT

The Automotive Division is responsible for the acquisition, maintenance, life cycle analysis, and disposal of all city-owned vehicles and motorized equipment. We develop equipment specifications designed to meet the needs and performance demands of our user departments. Our division supports these responsibilities through a comprehensive program of preventative maintenance repairs and services. The Automotive Division is also responsible for the acquisition of the city's petroleum needs, which includes the maintenance and certification of city-owned bulk fuel storage sites. Lastly, we provide "value added" services such as: welding, fabrication, and repairs to non-fleet equipment that is in support of all other city-wide departments.

DEPARTMENTAL GOALS

Finances:
To provide professional fiscal management through the application of performance based budgeting, staffing, vehicle/equipment acquisition, maintenance, and disposal.

Inter Department Relations:
To provide 95% of appropriate vehicles and equipment requirements for all user department at all times.

Fleet Services:
To monitor vehicle/equipment costs, availability, usage, and composition. To right type and right size the fleet in accordance with the best needs of the city.

Human Resources:
To increase the staff's efficiency and effectiveness by providing training, guidance, motivation, and counseling.

Administration:
To provide professional and principled leadership, planning, and direction to the Automotive Division's staff. To consult and aide all other city departments to accurately assess their vehicle and equipment needs. To demonstrate consistent and unwavering honor and integrity in everything we do.

ADMINISTRATION

Goal: To provide professional and competent leadership within the Automotive Department.			
Objective: Provide professional leadership, planning and guidance.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Supervisors to meet daily to discuss job plans and schedules with Director observing and counseling. **2. Director to meet with staff members at least weekly for informal discussions, guidance, and counseling.**	Steve Riley Supervisors	Daily-Weekly	On Going
Objective: Provide guidance to Departments on most suitable vehicle and equipment.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Discuss with Department Directors on their projected equipment needs and replacements for the next budget year.	Steve Riley	April - Annually	Completed
2. Provide operator training of new equipment.	Supervisors	Before equipment is placed into service	On Going
3. Review vehicle and equipment usage and recommend possible additional use.	Steve Riley Supervisors	Quarterly	On Going
Objective: To maintain a clean, safe, and healthy work environment.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. To keep oils, grease and parts off shop floor.	Technicians	Daily	In Progress
2. To return city-owned equipment back to secure storage immediately after use.	Technicians Supervisors	Daily	In Progress
3. To clean shop floor daily.	Contractor	Daily	In Progress
4. To brief staff in safe job practices during morning meetings.	Supervisors	Daily	In Progress
Objective: Environmental (DERM) compliance.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. To store and arrange disposal of hazardous waste in accordance with DERM regulations. **2. Complete weekly underground storage tank monitoring wells checks and maintain appropriate documentation.**	Supervisors	Monthly & Weekly	On Going

FINANCES

Goal: To provide professional fiscal management through the application of performance based budgeting, staffing, vehicle/equipment acquisition, maintenance, and disposal.			
Objective: To continuously track expenditures and compare against budgeted targets.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Developed excel based form designed to track actual invoice totals for each month. 2. Enter all projected costs and invoices paid at the end of each month. 3. Determine remaining budget and impact on daily maintenance operations.	Steve Riley Patty Arocha	15th of each month for previous months' expenses.	On Going
1. Brief supervisory staff on the status of expenditures and remaining budget. 2. Determine impact on daily maintenance operations. 3. If necessary, seek additional reductions in expenditures to meet the yearly budget allocation.	Steve Riley Supervisors Patty Arocha	Monthly	On Going
1. Involve supervisory staff in the yearly budget preparation process.	Steve Riley Supervisors Patty Arocha	April - Annually	Completed
1. Recover insurance funds for damaged vehicles. 2. Work closely with Risk Management to ensure all third party (at fault) claims are properly subrogated.	Patty Arocha	Monthly	On Going
Objective: To fund department functions and vehicle replacement.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Meet with all user departments to determine their vehicle and equipment needs. 2. Determine appropriate fleet replacements for the next Fiscal Year. 3. Prepare unique equipment specifications and/or research existing Local, State, and the Florida Sheriffs Associations bid specifications for appropriate designs. 4. Work with the Procurement Office for the proper review and submission of equipment purchase orders.	Steve Riley Dept. Directors	April - Annually	Completed

FLEET SERVICES

Goal: To monitor vehicle/equipment costs, availability, usage, and composition.			
Objective: Conduct a complete utilization study to determine the appropriate size of the fleet. (Right Sizing)			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Determine total fleet utilization based on miles driven and daily use of each vehicle. 2. Meet with the user departments to understand their equipment requirements. 3. Set appropriate utilization standards for all city vehicles. 4. Determine possible implementation of automated loan pools of vehicles at various city locations. 5. Draft equipment replacement policy. 6. Draft policy to justify increasing fleet size. 7. Determine possible reassignment of underutilized vehicles to other departments with greater need. 8. Compile findings and make recommendations to the City Manager.	Steve Riley	September - Annually	In Progress
Objective: Create a vehicle allocation plan based on employee job requirements and organizational staffing. (Right Typing)			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Determine vehicle types based on departmental job requirements. 2. Receive organizational charts from all user departments. 3. Determine appropriateness of the current fleet. 4. Draft vehicle "Right Typing" policy and send to City Manager for approval. 5. Implement "Right Typing" for future purchases.	Steve Riley	12/31/2013	In progress

Objective: Re-align the Fleet Management Information System to accurately report vehicle availability and service intervals.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Determine availability requirements based on equipment class and the needs of the user department. 2. Setup the Fleet Management Information System to accurately depict the user departments operating criteria. 3. Re-align Preventative Maintenance service intervals based on equipment classification and use. 4. Modify existing reports to properly reflect equipment availability.	Steve Riley Supervisors Patty Arocha	12/31/2013	In progress
Objective: Re-align all task codes in the Fleet Management Information System to accurately report work performed.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Reconfigure all task codes via VMRS to accurately depict work performed. 2. Update the Fleet Management System with the new code structure.	Steve Riley Supervisors Patty Arocha	12/31/2013	In progress
Objective: Purchase & setup technician workstations linked directly to the Fleet Management Information System to improve performance and work order tracking.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Purchase sufficient technician workstations. 2. Conduct staff training on the use of the equipment.	Steve Riley	12/31/2013	In progress
Objective: Setup "job rates" to determine mechanic productivity and efficiency.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Determine appropriate maintenance task that can be accurately measured and defined as targeted work. 2. Use industry standard references to apply appropriate time constraints to targeted maintenance tasks. 3. Brief employees on the new method of performance measurement. 4. Design custom reports to determine efficiency. 5. Brief employees monthly on their performance data.	Steve Riley Supervisors	12/31/2013	In progress

HUMAN RESOURCES

Goal: To increase staffs efficiency and effectiveness by providing training, guidance, motivation and counseling.			
Objective: Promote teamwork and cooperation at all levels.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. To cross-train supervisors on fleet management methodologies to ensure a consistent level of procedural standardization. 2. Meet with entire staff to discuss problems and develop solutions.	Steve Riley Supervisors	1st of each month	On Going
Objective: Improve communications between staff and supervisors.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Conduct meetings to manage workflow. 2. Highlight the Director's open door policy.	Steve Riley Supervisors	Daily - As Needed	On Going
Objective: Increase the technical competence of the technician staff.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Promote ASE & EVT certifications. 2. Provide appropriate training for the technicians based upon employee input and productivity data. 3. Provide leadership and managerial training for administrative staff and supervisors.	Steve Riley Supervisors	Daily - As Needed	On Going
Objective: Make staff evaluations more meaningful and relevant to their job.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Coach supervisors on performance evaluation techniques. 2. Conduct evaluation debriefs and emphasize expectations of professional growth along with both positive and negative performance issues. 3. Ensure evaluations are not only used to highlight past performance issues, but also as a motivational tool.	Steve Riley Supervisors	Monthly	On Going
Objective: Rewrite job classifications to give the Director and Supervisors more flexibility with Automotive Technicians.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Rewrite certain job classifications that will provide automotive supervisors additional flexibility to assign daily work.	Steve Riley	12/1/2013	Pending

INTERDEPARTMENTAL RELATIONS

Goal: To consistently provide 95% of appropriate vehicles and equipment requirements for all user departments.			
Objective: To coordinate, schedule and perform preventative maintenance on all vehicles.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Prepare monthly PM schedules for all user departments. 2. Increase PM On-Time compliance to 85%. 3. To implement fully automated PM scheduling using our Fleet Management Information System.	Otto Cordova	1st of each month	On Going
Objective: To timely notify the user departments when their equipment is ready for use.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Post vehicles and equipment that are ready for service on the city's intranet.	Otto Cordova Patty Arocha Supervisors	Daily - As Needed	On Going
Objective: To provide 24 hour fueling for all city-owned vehicles.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Maintain automated & computerized fueling facilities. 2. Update automated tank gauge sensor system at the Station 2 fuel site to remotely display daily fuel levels at our 72nd Avenue Fleet Facility 3. Maintain bulk fuel storage facilities in accordance with DERM regulations.	Otto Cordova Patty Arocha Supervisors	Daily - As Needed	On Going
Objective: To conduct user department monthly meetings.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Meet with the user department's fleet representative to determine and solve potential equipment issues.	Steve Riley Supervisors	Monthly	On Going

2013 -2014 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: PUBLIC WORKS
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.

DIVISION 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 2013, 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 FY2013-14
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 2012-13 and as proposed for FY 2013-14.
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 2014	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 2014	Throughout 2014

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 2014	Ongoing – current program sufficient.
Evaluate current litter removal activities in light of changing downtown conditions.	Landscape Services Division	October 2014	Ongoing – current program sufficient and properly directed. Collection volume data for the second year 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 2013.
Fund implementation of City wide program.	Administration	Ongoing	Funding is in place for 2013 and proposed for second phase in 2014.

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 2012-13.

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 – 5456 trees trimmed between March 1, 2011 – February 28, 2012.
Manage Rugose Spiraling Whitefly infestations.	Landscape Services Division	February 28 every year	The City treated 4268 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 – 211 trees were removed - March 1, 2012 – February 28, 2013.
Remove Ficus benjamina trees as necessary in order to maintain a healthy population.	Landscape Services Division	February 28 every year.	21 trees were removed – 3.1.2012 – 2.28.2013.

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	Public Service web pages were comprehensively updated. A new page related to the activities of the Library Advisory Board was placed on the Web.

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 2014	New completion October 2014 – 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 2014	Ongoing – reductions in the funding for training will hinder future efforts.

2013-2014 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: PUBLIC WORKS
DIVISION: PARKING

I. DIVISIONAL MISSION/FUNCTION STATEMENTS

DIVISION: PARKING

- Divisional Mission Statement

"To provide safe, high-quality, customer focused trolley and public parking services by managing public resources in a fair and efficient manner for the benefit of businesses and residents."

- Divisional Function Statement:

The Parking Division is responsible for the operation and maintenance of the City's on-street and off-street parking facilities including: parking lots, garages and all managed on-street spaces. Management of the public parking system is accomplished through permit sales, parking enforcement, facility maintenance and revenue collection. Parking permits are sold for use in off-street facilities, residential parking zones, and for valet parking. Parking enforcement is provided to ensure the appropriate, safe and efficient use of the public parking resources. Maintenance is provided by the sign shop and maintenance department to ensure that all facilities, meters, street markers, regulatory signs, and parking stalls are in good operating condition. Revenue collection services are provided through cashiering, automated payment systems and a counting room that provides counting services for all City departments that generate revenue. In addition, the Division is responsible for oversight of the City's daily trolley service and ensuring that this circulator system provides the best service possible within existing budgetary constraints.

II. REPORT ON DIVISIONAL OBJECTIVES

DIVISION: PARKING
GOAL AREA: ADMINISTRATION

- Objectives:

1. Maintain morale and professionalism within the Division by ensuring Supervisors know their responsibilities in carrying out the Division mission and are provided necessary resources.

2. Develop management and systems operations information for decision makers and the public to appropriately evaluate the public parking system.

3. Develop and maintain ongoing working relationships with city Divisions, community groups, and citizen's that are stakeholders in the public parking system.

4. Review parking operations for opportunities to provide more efficient movement and storage of vehicles as part of a Transportation Demand Management plan to reduce VMT.

5. Evaluate future parking demands to identify necessary parking development and potential locations.

6. Review organizational structure for opportunities to manage functions and staff more efficiently.

7. Identify systems and equipment that will allow the parking system to operate more efficiently and with more convenience for customers.

II. REPORT ON DIVISIONAL OBJECTIVES

DIVISION: PARKING
GOAL AREA: CUSTOMER SERVICE

- Objectives:

1. Make it easier for our monthly and large-contract customers to transact business with the Parking Division by obtaining a permit management system with e-commerce capabilities.

2. Ensure that parking patrons can obtain timely information and answers about citations, permit and short term parking.

3. Provide staff that has frequent customer contact with customer service and conflict resolution training.

4. Continue conversion of on-street system to new technology allowing customers the option to use multiple forms of payment.

II. REPORT ON DIVISIONAL OBJECTIVES

DIVISION: PARKING
GOAL AREA: EMPLOYEE RELATIONS

- Objectives:

1. Provide annual training on customer service and conflict resolution for employees with frequent customer contact.

2. Provide regular staff meetings for each division to discuss operational and management issues with staff.

3. Provide timely evaluations and frequent communications from management to all parking Division employees.

II. REPORT ON DIVISIONAL OBJECTIVES

DIVISION: PARKING
GOAL AREA: FINANCE

- Objectives:

1. Improve operational efficiency by enhancing annual parking revenues and maintaining operational expenses at 40% of gross revenue or less.

2. Create a Capital Budget strategy for maintaining parking facilities and equipment that includes a preventative maintenance program and schedule for major renovations and repairs.

3. Improve revenue control systems by creating appropriate management information reports and upgrading existing operational systems.

4. Expand Credit Card capabilities to include short-term garage parking, in parking lots and on-street applications.

II. REPORT ON DIVISIONAL OBJECTIVES

DIVISION: PARKING
GOAL AREA: OPERATIONS

- 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.

II. REPORT ON DIVISIONAL OBJECTIVES

DIVISION: PARKING
GOAL AREA: TROLLEY

- Objectives:

1. Improve cleanliness and appearance of trolleys by providing for regular custodial service for the trolley fleet.

2. Provide reliable, frequent, courteous, and friendly service on the trolley circulator route all patrons using the Coral Gables Trolley.

3. 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.

III. REPORT ON WORKLOAD INDICATORS

DIVISION: PARKING
GOAL AREA: ADMINISTRATION

- WORKLOAD INDICATORS:
(From 2010-2011)

	est. 2012-2013	2013-2014 Projected
Parking Advisory Board Meetings	8	11
Director's Staff Meetings	20	26
Meeting with Related City Boards and Committees	30	25
Attendance at Professional Conferences and Training	2	2

III. **REPORT ON WORKLOAD INDICATORS**

DIVISION: PARKING
GOAL AREA: CUSTOMER SERVICE

	2012-2013	2013-2014 Projected
• WORKLOAD INDICATORS:		
AVERAGE MONTHLY PERMITS SOLD	2,100	2,200
ENFORCEMENT SESSIONS	9	12
CUSTOMER SERVICE TRAINING SESSIONS	1	1
• NEW WORKLOAD INDICATORS:		
MONTHLY AMBASSADOR MEETINGS	12	12

III. **REPORT ON WORKLOAD INDICATORS**

DIVISION: PARKING
GOAL AREA: EMPLOYEE RELATIONS

	2012-2013	2013-2014 Projected
• WORKLOAD INDICATORS: (From 2012-2013)		
Line Staff Meetings	8	10
Rate of Turnover	3%	3%
Supervisor Meetings	14	16
• NEW WORKLOAD INDICATORS:		
Ambassador Meetings	12	12

III. **REPORT ON WORKLOAD INDICATORS**

DIVISION: PARKING
GOAL AREA: FINANCE

	2012-2013 est.	2013-2014 Projected
• WORKLOAD INDICATORS:		
Meter Collection Checks (Internal)	9	12
Revenue Processed Through the Counting Room	$43,000,000	$50,000,000
• NEW WORKLOAD INDICATORS:		
Daily Credit Card Transaction Processing	$3,500	$11,000

III. **REPORT ON WORKLOAD INDICATORS**

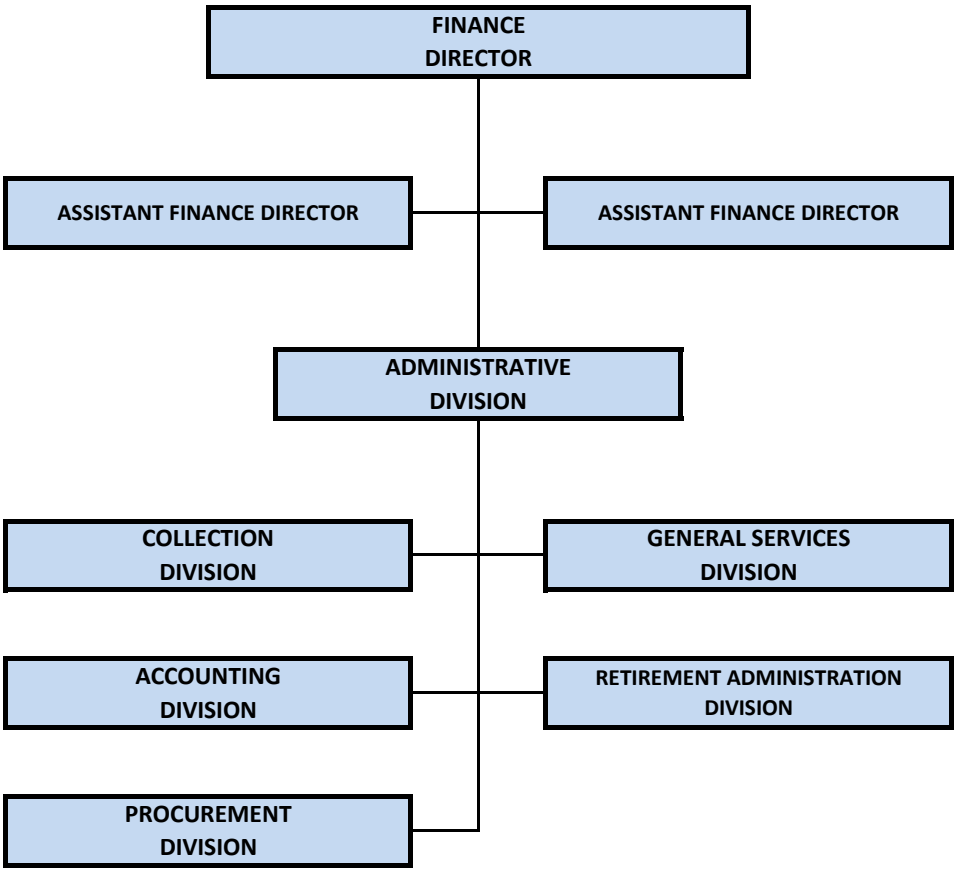
DIVISION: PARKING
GOAL AREA: OPERATIONS

	2012-2013	2013-2014 Projected
• WORKLOAD INDICATORS:		
PARKING VIOLATIONS ISSUED	130,000	150,000
PERMITS SOLD	25,000	26,000
GARAGE CASHIER REVENUE	$1,100,000	$1,300,000
METER/SIGN POSTS INSTALLED/REMOVED	1,500	1,500
MONUMENT MARKERS REFURBISHED	450	600
PARKING STALLS PAINTED	400	500
• NEW WORKLOAD INDICATORS:		
NUMBER OF COLLECTIONS DONE ANNUALLY	220,000	200,000

CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

DEPARTMENT: FINANCE

ORGANIZATION CHART

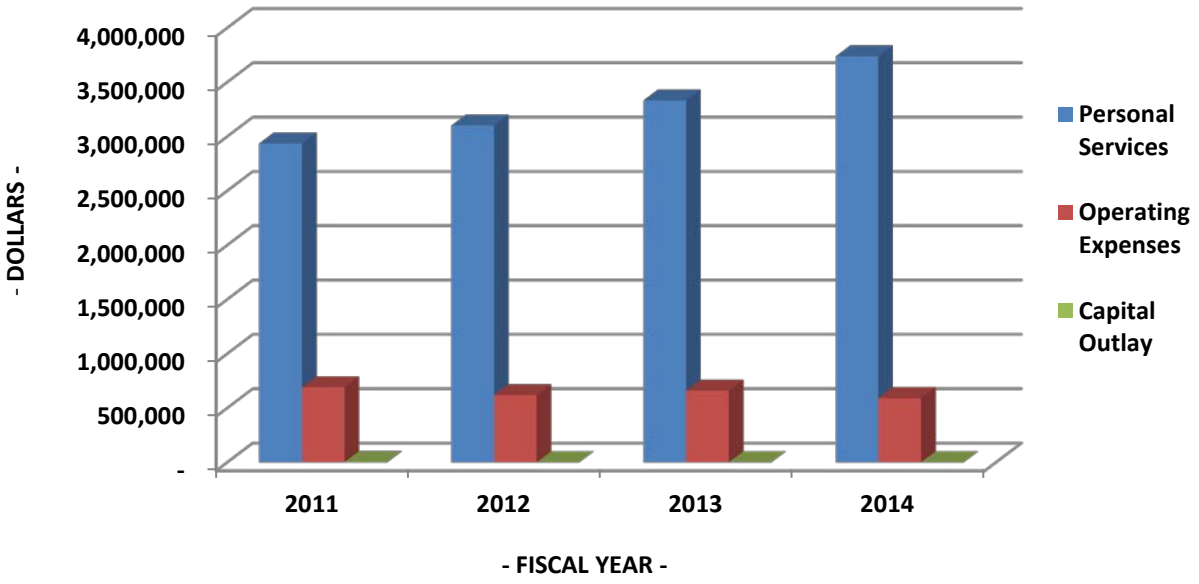


CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

FINANCE DEPARTMENT
BUDGET AND POSITION SUMMARY

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
Personal Services	2,935,834	3,100,806	3,331,566	3,736,934
Operating Expenses	690,757	618,087	658,618	590,988
Capital Outlay	2,370	-	-	-
TOTALS	3,628,961	3,718,893	3,990,184	4,327,922
No. of Positions	31	33	33	34

EXPENDITURE COMPARISONS



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
0341	Finance Director	1	1	1	1	$ 140,400
0343	Management & Budget Director	-	-	1	1	126,006
0340	Ass't Finance Director	1	2	2	2	212,493
0342	Fiscal & Policy Analyst	-	-	-	1	110,000
0339	Budget Administrator	1	1	-	-	-
0055	Grants Administrator	-	1	1	1	86,112
0338	Management & Budget Analyst	1	1	1	1	69,555
0602	Administrative Assistant	1	1	1	1	54,330
	TOTAL	**5**	**7**	**7**	**8**	**$ 798,896**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 483,473	$ 568,556	$ 632,300	$ 798,896
2000	Employee Benefits - See Other Cost Dist.	224,752	308,638	319,551	432,321
4010	Travel Expense	2,082	6	100	-
4090	Other Transportation Expense	8,438	8,550	10,800	16,200
4420	Public Facilities Cost - See Other Cost Dist.	42,907	40,301	41,774	42,363
4550	General Liability Insurance	25,917	36,284	39,225	27,737
4620	Repair and Maint. of Office Equipment	-	50	300	300
4710	Special Printed Forms	-	33	-	-
4720	Printing & Binding	-	-	7,400	7,500
4990	Other Miscellaneous Expense	1,955	2,267	1,500	1,500
4992	Century Laguna Land Swap Fees	-	35,136	-	-
5100	Office Supplies	5,669	8,197	5,100	5,000
5400	Membership Dues and Subscriptions	1,241	3,384	2,615	2,615
5410	Employee Training	3,375	3,092	7,210	7,810
6450	Office Equipment Replacement	2,370	-	-	-
	TOTAL	**$ 802,179**	**$ 1,014,494**	**$ 1,067,875**	**$ 1,342,242**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
0337	City Treasurer	-	1	1	1	$ 84,510
0325	Chief Collector	1	-	-	-	-
0323	Deputy Collector	2	2	2	2	114,878
0302	Accounting Clerk II	4	4	5	5	239,553
	TOTAL	**7**	**7**	**8**	**8**	**$ 438,941**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 300,968	$ 302,046	$ 397,066	$ 438,941
2000	Employee Benefits - See Other Cost Dist.	227,209	191,561	222,376	272,216
4020	Central Garage Motor Pool Rent	9,181	9,530	9,422	4,865
	Replacement: 1,679				
	Oper. & Maint: 3,186				
4420	Public Facilities Cost - See Other Cost Dist.	12,551	11,789	12,220	12,392
4550	General Liability Insurance	19,472	19,322	23,466	15,240
4620	Repair and Maint. of Office Equipment	-	-	300	300
4710	Special Printed Forms	7,497	9,699	4,595	4,595
4910	Court Costs & Investigative Expense	-	1,210	2,400	11,500
4930	Information & Credit Investigation Service	1,750	2	100	-
5100	Office Supplies	4,525	5,107	8,500	7,500
5214	Uniform Allowance	1,000	1,000	1,000	1,000
5400	Membership Dues and Subscriptions	639	639	686	686
5410	Employee Training	-	296	530	1,530
	TOTAL	**$ 584,792**	**$ 552,201**	**$ 682,661**	**$ 770,765**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
0324	Chief Accountant	-	1	1	1	$ 82,181
0336	Accountant II	4	3	3	3	219,231
0304	Senior Accounting Clerk	1	1	1	1	51,730
0303	Payroll Specialist	2	2	2	2	96,616
0302	Accounting Clerk II	3	3	2	2	101,566
	TOTAL	**10**	**10**	**9**	**9**	**$ 551,324**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 614,222	$ 640,321	$ 597,694	$ 551,324
2000	Employee Benefits - See Other Cost Dist.	312,160	326,339	317,277	328,310
3190	Other Professional Services	-	669	17,000	-
4210	Messenger & Armored Car Service	10,130	10,487	10,000	10,000
4410	Rental of Machinery and Equipment	9,030	3,181	7,500	7,500
4420	Public Facilities Cost - See Other Cost Dist.	13,256	12,451	12,906	13,088
4550	General Liability Insurance	32,028	31,688	35,401	19,141
4620	Repair and Maint. of Office Equipment	300	50	300	300
4710	Special Printed Forms	2,796	3,687	3,089	3,089
4720	Printing & Binding	7,900	5,028	7,000	6,500
4990	Other Miscellaneous Expense	102,410	64	300	300
5100	Office Supplies	9,763	12,629	9,600	9,600
5400	Membership Dues and Subscriptions	1,030	1,612	1,425	1,425
5410	Employee Training	592	-	1,060	1,060
	TOTAL	**$ 1,115,617**	**$ 1,048,206**	**$ 1,020,552**	**$ 951,637**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	SALARIES
0046	Chief Procurement Officer	1	1	1	1	$ 98,405
0213	Ass't Chief Proc. Officer	1	1	1	1	89,357
0216	Procurement Specialist	-	1	1	1	55,430
0209	Contract Specialist	2	1	1	1	54,038
0206	Buyer	1	1	1	1	59,467
0602	Administrative Assistant	1	1	1	1	57,034
	TOTAL	**6**	**6**	**6**	**6**	**$ 413,731**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 320,344	$ 307,296	$ 386,758	$ 413,731
2000	Employee Benefits - See Other Cost Dist.	198,594	199,323	209,481	240,373
3190	Other Professional Services	-	4,015	15,200	-
4010	Travel Expense	-	-	18	-
4020	Central Garage Motor Pool Rent Replacement: 2,015 Oper. & Maint: 3,883	11,494	11,930	11,795	5,898
4040	Central Garage Miscellaneous Charges	44	184	-	-
4410	Rental of Machinery and Equipment	8,392	1,749	4,440	4,440
4420	Public Facilities Cost - See Other Cost Dist.	111,777	104,989	108,827	110,360
4550	General Liability Insurance	21,938	21,760	23,968	14,364
4620	Repair and Maint. of Office Equipment	-	-	282	300
4710	Special Printed Forms	155	495	800	800
4990	Other Miscellaneous Expense	(703)	960	900	900
5100	Office Supplies	5,268	5,979	8,450	8,450
5400	Membership Dues and Subscriptions	1,466	2,048	1,135	1,135
5410	Employee Training	3,885	2,635	5,155	5,655
	TOTAL	**$ 682,654**	**$ 663,363**	**$ 777,209**	**$ 806,406**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
0050	Mail Clerk - Driver	1	1	1	1	$ 51,376
0060	Receptionist	1	1	1	1	35,630
	TOTAL	**2**	**2**	**2**	**2**	**$ 87,006**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 89,405	$ 89,966	$ 86,233	$ 87,006
2000	Employee Benefits - See Other Cost Dist.	48,391	50,731	50,029	56,138
4020	Central Garage Motor Pool Rent	4,858	5,042	4,985	10,507
	Replacement: 1,308				
	Oper. & Maint: 9,199				
4220	Postage	132,793	129,803	136,000	136,000
4410	Rental of Machinery and Equipment	15,160	14,537	14,544	14,544
4420	Public Facilities Cost - See Other Cost Dist.	18,737	17,599	18,242	18,499
4550	General Liability Insurance	4,614	4,615	5,136	3,021
4620	Repair and Maint. of Office Equipment	-	125	-	-
5100	Office Supplies	1,670	1,161	2,000	1,600
5214	Uniform Allowance	500	500	500	500
	TOTAL	**$ 316,128**	**$ 314,079**	**$ 317,669**	**$ 327,815**

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 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
0039	Retirement System Admin.	1	1	1	1	$ 74,568
	TOTAL	**1**	**1**	**1**	**1**	**$ 74,568**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 76,979	$ 76,236	$ 74,568	$ 74,568
2000	Employee Benefits - See Other Cost Dist.	39,337	39,793	38,233	43,110
4420	Public Facilities Cost - See Other Cost Dist.	4,895	4,796	4,971	5,041
4550	General Liability Insurance	4,021	4,074	4,446	4,338
4710	Special Printed Forms	817	767	600	600
5100	Office Supplies	1,542	884	1,400	1,400
	TOTAL	**$ 127,591**	**$ 126,550**	**$ 124,218**	**$ 129,057**

2013-2014 BUDGET
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.

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

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) on the City's Website	Accounting	Ongoing basis	Annual Process
Incorporate prior years Single Audit Reports on the City's Website.	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).	City Treasurer	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.	City Treasurer	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.	Management & 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	Ongoing	Ongoing process

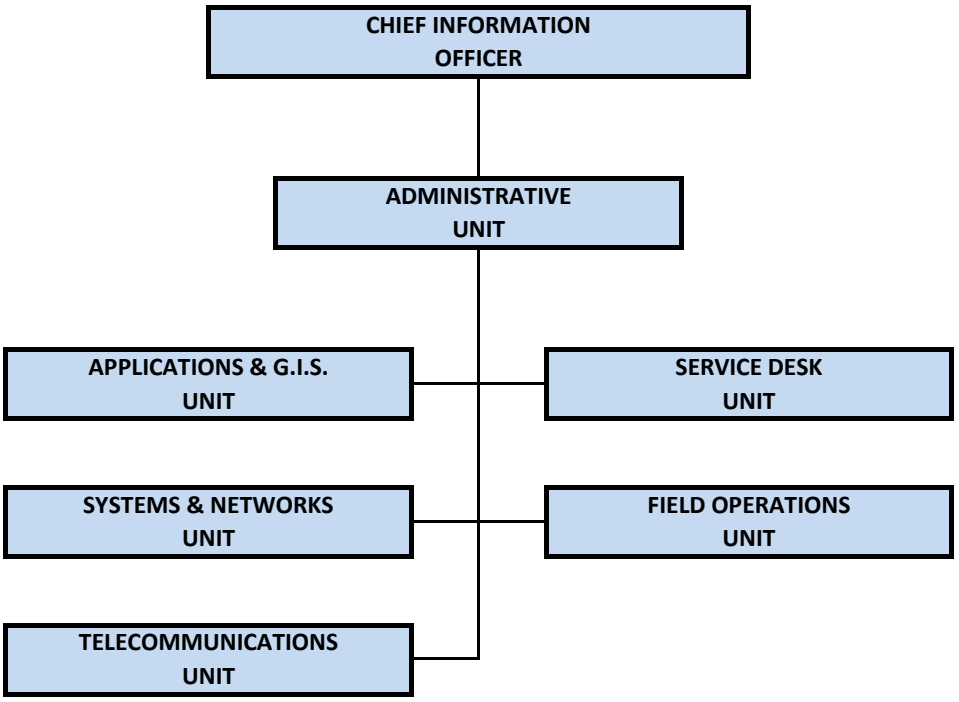
Objective: Provide and maintain continued communication to City retirees regarding the status of the Retirement System.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Provide current news and information to be included on the City's Website.	Retirement	Ongoing basis	Ongoing process

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
2013-2014 BUDGET

DEPARTMENT: INFORMATION TECHNOLOGY

ORGANIZATION CHART

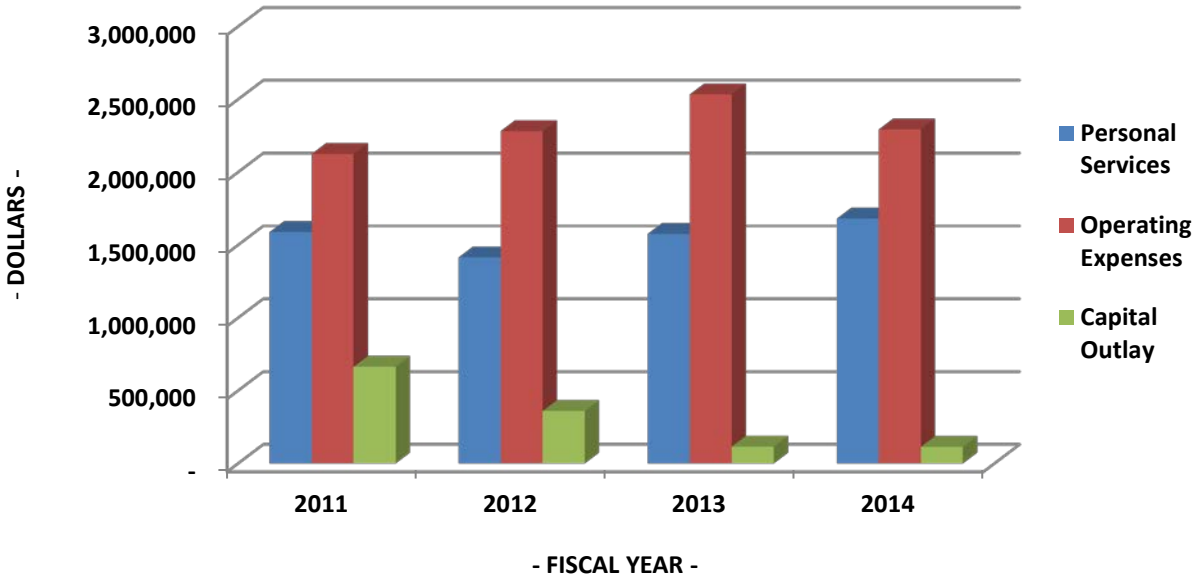


CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

INFORMATION TECHNOLOGY
BUDGET AND POSITION SUMMARY

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
Personal Services	1,588,634	1,414,699	1,576,322	1,680,388
Operating Expenses	2,124,327	2,281,765	2,533,288	2,293,328
Capital Outlay	663,388	359,789	115,800	113,640
TOTALS	4,376,349	4,056,253	4,225,410	4,087,356
No. of Positions	15	15	15	15

EXPENDITURE COMPARISONS



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
0112	Chief Information Officer	1	1	1	1	$ 124,446
0116	Ass't Chief Information Officer	-	-	1	1	83,179
5034	Senior Info. Tech. Analyst	3	3	2	2	163,259
0111	Information Systems Analyst	5	5	5	5	346,758
0109	Information Systems Specialist	6	6	6	6	302,869
0602	Administrative Assistant	-	-	-	-	-
9003	Part-time Employees	-	-	-	-	57,606
8888	Overtime	-	-	-	-	10,000
	TOTAL	**15**	**15**	**15**	**15**	**$ 1,088,117**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 1,040,410	$ 912,493	$ 1,060,908	$ 1,088,117
2000	Employee Benefits - See Other Cost Dist.	548,224	502,206	515,414	592,271
3190	Other Professional Services	63,081	92,322	97,006	55,795
4020	Central Garage Motor Pool Rent Replacement: 7,585 Oper. & Maint: 19,685	57,456	59,637	58,963	27,270
4090	Other Transportation Expense	5,625	5,400	5,400	5,400
4110	Telephone Expense	925,362	867,618	990,592	935,036
4111	Employee Cellular Payroll Deduction	(63,980)	(35,750)	-	(35,000)
4410	Rental of Machinery and Equipment	7,159	1,906	5,000	5,000
4420	Public Facilities Cost - See Other Cost Dist.	26,915	25,281	26,205	26,574
4450	Lease Equipment	179,171	230,669	261,582	236,582
4550	General Liability Insurance	57,473	59,493	63,260	37,778
4620	Repair and Maint. of Office Equipment	792,313	751,718	-	-
4630	Repair/Maint. of Machinery & Equipment	587	1,412	850	850
4710	Special Printed Forms	-	-	600	600
5100	Office Supplies	4,516	5,786	5,120	5,120
5215	Small Tools & Minor Equipment	26,177	20,586	8,500	7,000
5400	Membership Dues and Subscriptions	624	905	923	923
5401	Software Subscriptions & Maintenance	-	137,617	998,387	716,675
5402	Computer Hardware - Maintenance	-	-	-	257,725
5410	Employee Training	41,848	57,165	10,900	10,000
6430	Equipment Repair/Replacement	499,340	302,398	85,300	-
6431	Computer Hardware Replacement	-	-	-	103,140
6440	Equipment Additions	164,048	57,391	30,500	-
6442	Computer Software - Additions	-	-	-	10,500
	TOTAL	**$ 4,376,349**	**$ 4,056,253**	**$ 4,225,410**	**$ 4,087,356**

2013-2014 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: INFORMATION TECHNOLOGY

I. DEPARTMENTAL MISSION/FUNCTION STATEMENTS

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.

II. REPORT ON DEPARTMENTAL 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 cost effectively replace aging 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, online services, mobility 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.

Objective:
To adopt Cloud and Software as a Service technologies for efficiencies and cost savings.

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 the EDEN ERP and other IT resources 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.

Objective:
Replace manual, duplicate and obsolete processes with more effective technology driven solutions.

Objective:
Improve and replace inadequate application or processes.

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

Objective:
Improve resilience, high-availability of services, and business continuity during emergency events and normal business operations.

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, and implement backup-to-disk technology with data de-duplication.

7. Goal: Train and educate City's staff on IT security policies.

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

8. 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 to industry, federal, state, county, and city standards, best practices, rules, and regulations.

9. Goal: To improve IT facilities physical environment.

Objective:
To provide industry standard cooling and humidity control systems.

Objective:
To improve electrical circuits, cabling and capacity.

Objective:
Secure and repair buildings against exposure to outside elements. (Rain, water, gas, dirt, etc.)

10. Goal: To improve Data Loss Prevention and Data Management.

Objective:
Conduct security vulnerability assessment to strengthen network safeguards.

Objective:
Implement new Data Loss Prevention systems.

Objective:
Improve data analytics, business intelligence, data processing and data storage capability to cope with Big Data impact.

11. Goal: To finalize Voice over IP and Unified Communications deployment.

Objective:
Replace obsolete TDM phones with VoIP equipment and UC functions to improve quality of telephony services.

III. REPORT ON WORKLOAD INDICATORS

DEPARTMENT INFORMATION TECHNOLOGY
GOAL: Applicable to all goals listed in document II

- **WORKLOAD INDICATORS**
  (From 2013)

  IT Service Requests (Help Desk)

  Level II Service Escalation (Network Operations Center)

  Planned Preventative Maintenance (PM)

Unplanned or Unexpected Service Outages

Project Milestones and Completion Status (dashboards)

Third-Party Organization Support Operations

Number of ERP modules implemented.

Number of ERP customizations approved and implemented.

Number of departmental Business Process Reviews (BPR) completed.

Number of users trained.

Number of online user transactions.

Test simulation of recovery time for critical applications.

Cost savings analysis.

Policy and Security compliance.

Audits results.

Networks and systems performance metrics.

Number of upgraded hardware and software.

Number of network users, applications, servers, sites, nodes, and devices.

Customer surveys.

Number of in-house developed applications.

Number of pilots and demos

Number new applications implemented

Number of new applications supported and maintained

Number of in-house developed applications

Number of audits and accreditations support from departments

Grant writing

Internal and external training demand

- **NEW WORKLOAD INDICATORS**

Number of strategic goals and objectives met.

IT degrees, credentials and certifications acquired by department staff.

Awards and recognitions obtained by department and staff.

Revenues and Expenditures Financial metrics.

Number of public record searches.

Uptime and performance metrics from the Network Management Systems.

Uptime and performance metrics from the Application Management Systems

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT: INFORMATION TECHNOLOGY

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

- Performance Effectiveness Measurements:

    1. Enterprise asset inventory

    2. Budget analysis for enterprise services

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

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT: INFORMATION TECHNOLOGY

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

- Performance Effectiveness Measurements:

  Customer surveys, web analytics and service requests statistics.

- 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

DEPARTMENT: INFORMATION TECHNOLOGY

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

- Performance Effectiveness Measurements:

  1. Usage statistics from systems and applications.

  2. Network access statistics.

  3. Number of network nodes and end points.

- Improved network connectivity and security expands productivity and service deliveries.

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT: INFORMATION TECHNOLOGY

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

- Performance Effectiveness Measurements:

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

- Improved technical skills and knowledge increases productivity and efficiency.

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT: INFORMATION TECHNOLOGY

GOAL 5: To continue to improve the operations and use of the EDEN ERP and other IT resources by holding ongoing business process reviews with all departments.

- Performance Effectiveness Measurements:

  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.
  5. Application compliance metrics.

- The ERP and other IT services provide automation and accountability in different business areas of the City. These enable departments to provide reports and communicate with management, citizens and all stakeholders, while expediting and improving service delivery and customer satisfaction.

  Ensuring application compliance provides business continuity and streamline processes.

  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.

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT: INFORMATION TECHNOLOGY

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

- Performance Effectiveness Measurements:

1. Recovery time for critical applications (test-simulation runs)
2. Business continuity metrics.

- 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.

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT: INFORMATION TECHNOLOGY

GOAL 7: Train and educate City's staff on IT security policies.

- Performance Effectiveness Measurements:

  Audit's results
  Number of awareness training hours
  Number of users trained.

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

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT: INFORMATION TECHNOLOGY

GOAL 8: To adopt and maintain government and industry standards and regulations.

- Performance Effectiveness Measurements:

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

- 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.

IV. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT: INFORMATION TECHNOLOGY

GOAL 9: To improve IT facilities environmental.

- Performance Effectiveness Measurements:

  Temperature monitoring.
  Humidity monitoring.
  Network monitoring on environmental related events.
  Physical security audit results.

- IT facilities will offer safe conditions for business continuity, mission critical operations, adequate system, equipment and security performance.

IV. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT: INFORMATION TECHNOLOGY

GOAL 10: To improve Data Loss Prevention and Data Management.

- Performance Effectiveness Measurements:

  Data security and performance metrics

- Information resources and data are valuable assets for the organization requiring adequate security and performance.

IV. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT: INFORMATION TECHNOLOGY

GOAL 11: Goal: To finalize Voice over IP and Unified Communications deployment.

- Performance Effectiveness Measurements:

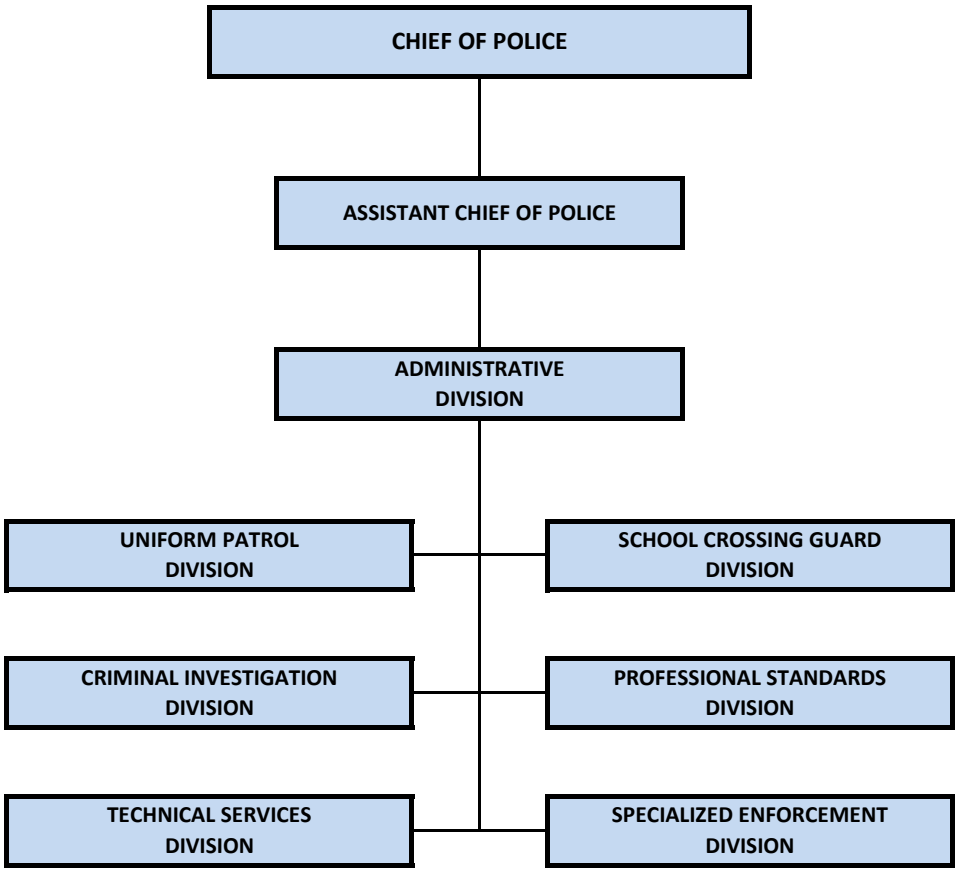
  Number of IP handsets deployed.

- Improve the City of Coral Gables quality of telephony and communication services for internal and external users.

CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

DEPARTMENT: POLICE

ORGANIZATION CHART

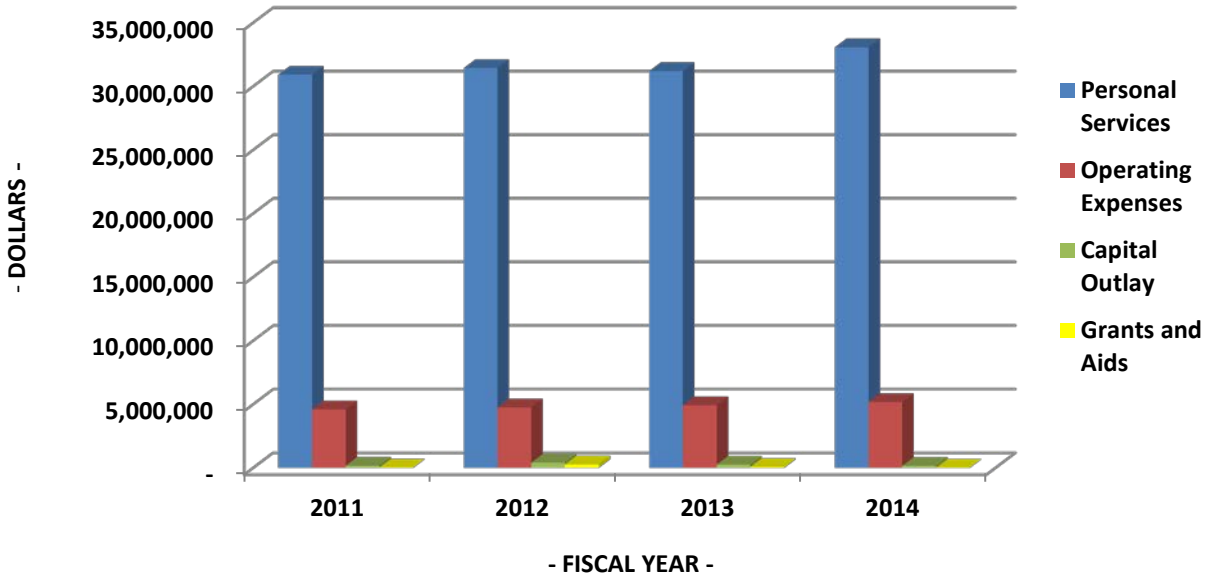


CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

POLICE DEPARTMENT
BUDGET AND POSITION SUMMARY

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
Personal Services	30,927,753	31,444,627	31,211,705	33,075,633
Operating Expenses	4,603,425	4,764,152	4,930,210	5,184,400
Capital Outlay	178,614	411,226	266,241	169,000
Grants and Aids	36,861	274,528	83,500	21,500
TOTALS	35,746,653	36,894,533	36,491,656	38,450,533
No. of Positions	255	255	256	263

EXPENDITURE COMPARISONS



001 GENERAL FUND
POLICE DEPARTMENT
5000 ADMINISTRATIVE DIVISION
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
5025	Police Chief	1	1	1	1	$ 139,522
5030	Assistant Police Chief	1	1	1	1	109,991
5022	Police Lieutenant	2	2	2	2	198,425
5021	Police Sergeant	3	3	3	3	259,461
5020	Police Officer	1	1	1	1	65,788
5024	Investigations Assistant	1	1	1	1	54,038
0602	Administrative Assistant	1	1	1	1	57,034
8888	Overtime	-	-	-	-	44,257
5555	Salary Reimbursement	-	-	-	-	(11,000)
4444	Ovetime Reimbursement	-	-	-	-	(11,000)
9999	Holiday Worked Pay	-	-	-	-	8,500
	TOTAL	**10**	**10**	**10**	**10**	**$ 915,016**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 927,988	$ 730,708	$ 944,725	$ 915,016
2000	Employee Benefits - See Other Cost Dist.	578,189	559,927	632,681	676,070
3190	Other Professional Services	6,026	9,926	25,864	14,501
4010	Travel Expense	396	3,229	1,500	1,500
4020	Central Garage Motor Pool Rent Replacement: 9,277 Oper. & Maint: 42,413	137,188	142,396	140,788	51,690
4040	Central Garage Miscellaneous Charges	15,121	-	-	-
4410	Rental of Machinery and Equipment	-	-	500	500
4420	Public Facilities Cost - See Other Cost Dist.	105,327	98,930	102,546	103,991
4550	General Liability Insurance	53,477	51,075	55,676	31,768
4620	Repair and Maint. of Office Equipment	433	323	500	500
4630	Repair/Maint. of Machinery & Equipment	279	1,366	2,000	2,000
4710	Special Printed Forms	2,482	5,278	4,000	4,500
4910	Court Costs & Investigative Expense	5,427	4,656	5,000	5,000
4990	Other Miscellaneous Expense	19,900	6,310	9,790	9,290
5100	Office Supplies	8,826	15,343	9,000	9,000
5202	Chemicals and Photographic Supplies	-	-	500	500
5206	Food for Human Consumption	1,546	3,115	3,500	3,500
5208	Household & Institutional Supplies	894	1,570	1,900	1,900
5214	Uniform Allowance	8,559	7,770	9,000	9,000
5215	Small Tools & Minor Equipment	746	-	-	-

001 GENERAL FUND
POLICE DEPARTMENT
5000 ADMINISTRATIVE DIVISION
521 LAW ENFORCEMENT

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
5400	Membership Dues and Subscriptions	2,449	3,947	4,000	4,000
5401	Software Subscriptions & Maintenance	-	1,061	-	-
5410	Employee Training	22,391	15,532	13,258	10,255
5430	CALEA Accreditation	4,383	1,446	-	-
6430	Equipment Repair/Replacement	3,083	8,300	-	-
6440	Equipment Additions	1,720	-	3,000	3,000
8200	Aid to Private Organizations	11,025	7,272	21,500	21,500
	TOTAL	**$ 1,917,855**	**$ 1,679,480**	**$ 1,991,228**	**$ 1,878,981**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
5026	Police Major	1	1	1	1	$ 121,266
5022	Police Lieutenant	4	4	4	4	409,072
5021	Police Sergeant	12	12	12	12	1,034,922
5020	Police Officer	79	79	79	86	5,215,153
0031	Secretary	1	1	1	1	49,026
8888	Overtime	-	-	-	-	297,258
5555	Salary Reimbursement	-	-	-	-	(7,000)
4444	Ovetime Reimbursement	-	-	-	-	(7,000)
9999	Holiday Worked Pay	-	-	-	-	210,000
	TOTAL	**97**	**97**	**97**	**104**	**$ 7,322,697**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 7,175,370	$ 7,469,781	$ 7,030,461	$ 7,322,697
2000	Employee Benefits - See Other Cost Dist.	4,865,623	5,177,626	5,262,981	5,793,694
3190	Other Professional Services	800	244	500	500
4010	Travel Expense	2,579	1,699	300	300
4020	Central Garage Motor Pool Rent Replacement: 318,741 Oper. & Maint: 1,199,396	1,073,040	1,113,774	1,101,195	1,518,137
4040	Central Garage Miscellaneous Charges	863	-	-	-
4420	Public Facilities Cost - See Other Cost Dist.	139,556	131,081	135,873	137,787
4550	General Liability Insurance	412,902	408,617	419,790	254,236
4630	Repair/Maint. of Machinery & Equipment	2,700	3,594	3,400	3,400
4710	Special Printed Forms	724	512	1,250	1,250
4910	Court Costs & Investigative Expense	-	-	30	30
5100	Office Supplies	6,261	5,704	6,000	6,000
5202	Chemicals and Photographic Supplies	-	72	500	500
5205	Expense for Animals	18,840	36,750	27,500	20,000
5206	Food for Human Consumption	45	-	500	500
5208	Household & Institutional Supplies	-	6,323	1,000	1,000
5212	Firearms Ammunition	-	17,763	10,000	41,769
5213	Purchase/Rental - Employee Uniforms	-	-	-	50,309
5214	Uniform Allowance	80,185	89,117	74,935	74,935
5215	Small Tools & Minor Equipment	12,657	24,837	13,000	13,000
5217	Operating Equipment Repair Parts	-	421	-	-

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

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
5400	Membership Dues and Subscriptions	520	604	750	750
5410	Employee Training	11,956	28,214	17,869	25,450
6430	Equipment Repair/Replacement	23,900	404	81	-
6440	Equipment Additions	7,789	17,332	19,500	19,500
6450	Office Equipment Replacement	-	-	1,000	1,000
8202	USDOJ 2012 Robotic Tact JAGD-Dade-6-125	-	9,986	-	-
	TOTAL	**$ 13,836,310**	**$ 14,544,455**	**$ 14,128,415**	**$ 15,286,744**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
5026	Police Major	1	1	1	1	$ 113,548
5022	Police Lieutenant	2	2	2	2	204,062
5021	Police Sergeant	6	6	6	6	563,490
5020	Police Officer	27	27	28	28	1,974,167
0031	Secretary	1	1	1	1	46,800
5033	Crime Analyst	1	1	1	1	58,157
5027	Crime Scene Technician	2	2	2	2	100,830
5031	Senior Crime Scene Tech.	1	1	1	1	64,106
5037	Victim's Advocate	1	1	1	1	64,126
8888	Overtime	-	-	-	-	363,241
5555	Salary Reimbursement	-	-	-	-	(95,000)
4444	Ovetime Reimbursement	-	-	-	-	(95,000)
9999	Holiday Pay	-	-	-	-	80,000
	TOTAL	**42**	**42**	**43**	**43**	**$ 3,442,527**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 3,564,600	$ 3,368,223	$ 3,202,674	$ 3,442,527
2000	Employee Benefits - See Other Cost Dist.	2,200,356	2,265,852	2,306,244	2,579,487
3190	Other Professional Services	-	2,633	1,000	1,000
4010	Travel Expense	974	326	1,000	1,000
4020	Central Garage Motor Pool Rent Replacement: 45,449 Oper. & Maint: 244,265	333,978	346,656	342,741	289,714
4040	Central Garage Miscellaneous Charges	1,838	-	-	-
4220	Postage	28	142	250	250
4410	Rental of Machinery and Equipment	2,352	3,871	3,000	3,800
4420	Public Facilities Cost - See Other Cost Dist.	112,781	105,932	109,804	111,352
4550	General Liability Insurance	190,254	185,015	190,969	119,521
4620	Repair and Maint. of Office Equipment	1,943	185	2,000	2,000
4630	Repair/Maint. of Machinery & Equipment	119	6,290	2,500	2,500
4710	Special Printed Forms	394	1,213	1,500	500
4910	Court Costs & Investigative Expense	116,648	88,242	92,944	128,000
4930	Information & Credit Investigation Service	29,664	29,664	30,564	29,175
4990	Other Miscellaneous Expense	2,003	1,119	2,000	2,000
5100	Office Supplies	14,379	13,318	13,000	13,000
5202	Chemicals and Photographic Supplies	6,407	4,875	8,000	8,200
5205	Expense for Animals	-	-	2,500	2,500

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

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
5207	Motor Fuel and Lubricants	26,420	53,724	20,000	9,000
5208	Household & Institutional Supplies	6,017	2,498	6,000	3,000
5214	Uniform Allowance	38,510	35,672	38,000	38,000
5215	Small Tools & Minor Equipment	5,476	2,209	5,550	5,550
5400	Membership Dues and Subscriptions	2,750	3,535	2,980	2,980
5410	Employee Training	15,401	15,158	5,310	16,310
6430	Equipment Repair/Replacement	-	6,465	1,190	-
6440	Equipment Additions	8,498	-	4,477	-
	TOTAL	**$ 6,681,790**	**$ 6,542,817**	**$ 6,396,197**	**$ 6,811,366**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
5026	Police Major	1	1	1	1	$ 122,455
5022	Police Lieutenant	1	1	1	1	104,402
5021	Police Sergeant	3	3	3	3	264,535
5018	Communication Supervisor	5	5	5	5	334,433
5016	Communication Operator	32	32	29	29	1,536,169
5013	Technical services Coordinator	1	1	1	1	78,258
5012	Police Records Clerk II	3	3	3	3	126,443
5011	Police Records Clerk I	3	3	3	3	124,010
5007	Police Records Manager	1	1	1	1	62,566
5006	Police Property Clerk	2	2	2	2	95,389
5005	Radio Technician Supervisor	1	1	1	1	80,276
5004	Radio Technician	2	2	2	2	108,909
0060	Receptionist	1	1	1	1	46,590
9004	Part-time Employees	-	-	-	-	31,500
8888	Overtime	-	-	-	-	250,000
9999	Holiday Pay	-	-	-	-	64,000
	TOTAL	**56**	**56**	**53**	**53**	**$ 3,429,935**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 3,457,269	$ 3,514,388	$ 3,356,315	$ 3,429,935
2000	Employee Benefits - See Other Cost Dist.	1,924,572	1,890,706	1,774,376	2,002,819
3190	Other Professional Services	8,876	23,660	7,500	7,500
4020	Central Garage Motor Pool Rent	130,790	135,755	134,222	85,294
	Replacement: 17,901				
	Oper. & Maint: 67,393				
4090	Other Transportation Expense	100	119	150	150
4220	Postage	9	-	-	-
4420	Public Facilities Cost - See Other Cost Dist.	146,225	137,344	142,365	144,371
4450	Lease Equipment	-	-	265,200	265,200
4550	General Liability Insurance	193,348	197,476	196,471	119,083
4620	Repair and Maint. of Office Equipment	1,962	1,883	2,000	2,000
4630	Repair/Maint. of Machinery & Equipment	27,338	25,997	31,540	30,540
4710	Special Printed Forms	2,703	4,524	3,500	3,500
4930	Information & Credit Investigation Service	89	-	960	1,560
5100	Office Supplies	23,268	18,036	17,216	16,616
5206	Food for Human Consumption	362	695	500	500
5208	Household & Institutional Supplies	167	2,495	2,500	2,500
5214	Uniform Allowance	29,310	29,699	28,500	30,000
5215	Small Tools & Minor Equipment	5,264	14,558	10,000	10,000

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

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
5217	Operating Equipment Repair Parts	45,714	39,909	40,000	40,000
5400	Membership Dues and Subscriptions	2,028	2,198	2,170	2,170
5410	Employee Training	16,176	25,544	18,000	19,000
6430	Equipment Repair/Replacement	80,252	109,031	175,158	115,500
6440	Equipment Additions	34,865	63,422	5,000	5,000
	TOTAL	**$ 6,130,687**	**$ 6,237,439**	**$ 6,213,643**	**$ 6,333,238**

001 GENERAL FUND
POLICE DEPARTMENT
5041 E911 SERVICE
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
5016	Communication Operator	3	3	6	6	$ 315,363
8888	Overtime	-	-	-	-	50,000
9999	Holiday Pay	-	-	-	-	9,000
	TOTAL	**3**	**3**	**6**	**6**	**$ 374,363**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 258,716	$ 273,216	$ 441,253	$ 374,363
2000	Employee Benefits - See Other Cost Dist.	133,790	116,189	199,993	200,021
4550	General Liability Insurance	15,280	13,841	29,970	12,997
5214	Uniform Allowance	1,500	1,500	3,000	1,500
	TOTAL	**$ 409,286**	**$ 404,746**	**$ 674,216**	**$ 588,881**

001 GENERAL FUND
POLICE DEPARTMENT
5042 POLICE EDUCATION
521 LAW ENFORCEMENT

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
5410	Employee Training	$ 14,952	$ 14,778	$ 15,000	$ 17,000
	TOTAL	**$ 14,952**	**$ 14,778**	**$ 15,000**	**$ 17,000**

001 GENERAL FUND
POLICE DEPARTMENT
5050 CROSSING GUARDS
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
9004	Part-time Employees	-	-	-	-	$ 18,800
	TOTAL	**-**	**-**	**-**	**-**	**$ 18,800**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 15,601	$ 12,767	$ 18,800	$ 18,800
2000	Employee Benefits - See Other Cost Dist.	25,630	25,413	25,874	25,874
4550	General Liability Insurance	1,045	1,027	1,121	653
5214	Uniform Allowance	-	778	900	900
	TOTAL	**$ 42,276**	**$ 39,985**	**$ 46,695**	**$ 46,227**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	SALARIES
0072	Administrative Services Director	-	-	1	1	$ 121,410
5026	Police Major	1	1	-	-	-
5022	Police Lieutenant	1	1	1	1	116,038
5021	Police Sergeant	2	2	2	2	189,800
5020	Police Officer	3	3	3	3	234,254
5014	Police Supt. Services Assistant	1	1	1	1	56,638
5001	Police Training Assistant	2	2	2	2	104,957
0810	Administrative Analyst	-	-	1	1	70,990
0602	Administrative Assistant	1	1	-	-	-
0305	Payroll Clerk	2	2	2	2	95,722
6104	Off Duty Coordinator	1	1	1	1	50,253
5035	Police Planner	1	1	1	1	45,573
9999	Holiday Pay	-	-	-	-	6,500
8888	Overtime	-	-	-	-	25,000
	TOTAL	**15**	**15**	**15**	**15**	**$ 1,117,135**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 1,071,173	$ 1,194,971	$ 1,056,863	$ 1,117,135
2000	Employee Benefits - See Other Cost Dist.	659,111	625,482	668,214	750,439
3190	Other Professional Services	17,864	31,647	26,200	25,081
4020	Central Garage Motor Pool Rent Replacement: 9,118 Oper. & Maint: 36,629	85,787	89,044	88,038	45,747
4090	Other Transportation Expense	-	-	-	5,400
4220	Postage	1,724	1,011	1,300	2,500
4410	Rental of Machinery and Equipment	66,652	19,879	40,000	40,000
4420	Public Facilities Cost - See Other Cost Dist.	137,859	129,486	134,219	136,111
4550	General Liability Insurance	62,900	57,390	63,025	38,786
4620	Repair and Maint. of Office Equipment	50	-	300	300
4630	Repair/Maint. of Machinery & Equipment	6,604	14,319	20,000	27,906
4710	Special Printed Forms	69	1,134	519	500
4910	Court Costs & Investigative Expense	54,943	57,025	55,400	54,672
4990	Other Miscellaneous Expense	-	5	-	-
5100	Office Supplies	14,449	14,393	8,000	10,374
5207	Motor Fuel and Lubricants	54	-	200	-
5208	Household & Institutional Supplies	252	151	481	1,120
5212	Firearms Ammunition	54,923	56,790	55,840	73,364

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

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
5213	Purchase/Rental - Employee Uniforms	-	-	-	7,000
5214	Uniform Allowance	50,609	96,949	53,400	53,324
5215	Small Tools & Minor Equipment	5,576	23,386	7,500	7,500
5217	Operating Equipment Repair Parts	13,422	12,862	17,000	27,442
5400	Membership Dues and Subscriptions	254	665	1,350	1,350
5410	Employee Training	21,580	29,636	20,560	20,750
6430	Equipment Repair/Replacement	-	7,630	-	-
6440	Equipment Additions	-	24,226	-	-
8200	Federal Grants	-	-	26,995	-
8314	Record Improvement Grant	8,670	-	-	-
8320	09 Jag Grant - Fed- Graffiti $13,767	37	6,045	-	-
8321	07 Urban Area Security Initiative - Fed	1,265	-	-	-
8324	DOT Pedestrian Grant PS-10/08/10	(1,688)	-	-	-
8326	Fed 08 UASI Grant	17,552	75,067	-	-
8327	DOJ-JAG 2011 Interior Room Enhancement	-	6,450	-	-
8328	Fed 09 UASI Grant	-	169,708	35,005	-
	TOTAL	**$ 2,351,691**	**$ 2,745,351**	**$ 2,380,409**	**$ 2,446,801**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	SALARIES
5026	Police Major	1	1	1	1	$ 115,089
5022	Police Lieutenant	1	1	1	1	106,364
5021	Police Sergeant	4	4	4	4	357,452
5020	Police Officer	25	25	25	25	1,643,863
0031	Secretary	1	1	1	1	52,770
9004	Part-time Employees	-	-	-	-	42,000
9999	Holiday Pay	-	-	-	-	70,000
8888	Overtime	-	-	-	-	141,072
	TOTAL	**32**	**32**	**32**	**32**	**$ 2,528,610**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 2,460,529	$ 2,451,847	$ 2,496,660	$ 2,528,610
2000	Employee Benefits - See Other Cost Dist.	1,609,236	1,767,531	1,793,591	1,898,146
3190	Other Professional Services	-	-	500	-
4010	Travel Expense	785	82	500	500
4020	Central Garage Motor Pool Rent Replacement: 59,515 Oper. & Maint: 363,259	69,039	71,660	70,851	422,774
4430	Rental of Land and Buildings	-	-	75	-
4550	General Liability Insurance	137,978	146,920	148,941	87,790
4620	Repair and Maint. of Office Equipment	-	-	100	-
4630	Repair/Maint. of Machinery & Equipment	15,592	20,353	20,000	20,000
4710	Special Printed Forms	613	911	750	750
4910	Court Costs & Investigative Expense	491	574	1,200	1,200
4990	Other Miscellaneous Expense	291	-	-	-
5100	Office Supplies	4,008	3,028	3,000	3,000
5202	Chemicals and Photographic Supplies	377	572	600	600
5206	Food for Human Consumption	384	1,409	500	500
5208	Household & Institutional Supplies	17	-	750	-
5214	Uniform Allowance	30,934	31,251	35,000	36,425
5215	Small Tools & Minor Equipment	7,629	8,038	8,000	8,000
5217	Operating Equipment Repair Parts	(230)	-	-	-
5400	Membership Dues and Subscriptions	420	595	1,000	1,000
5410	Employee Training	5,206	6,295	7,000	7,000

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

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
6430	Equipment Repair/Replacement	2,764	130,850	33,315	25,000
6440	Equipment Additions	15,743	43,566	23,520	-
	TOTAL	**$ 4,361,806**	**$ 4,685,482**	**$ 4,645,853**	**$ 5,041,295**

2013-2014 BUDGET
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.

2013-2014 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: POLICE

I. POLICEDEPARTMENTAL MISSION, VISION AND FUNCTION STATEMENTS

MISSION STATEMENT

"To provide police services with honor and excellence in partnership with the people we serve."

VISION STATEMENT

"To be a recognized model of excellence in the delivery of police services."

DEPARTMENTAL FUNCTIONS

The Police Department is responsible for the protection of life and property, and also provides a comprehensive range of law enforcement services and crime prevention programs. The Police Department is composed of the Office of the Chief of Police, three operational divisions and two support services divisions.

The Office of the Chief of Police includes the position of Assistant Chief of Police, Accreditation, Internal Affairs, and Community Affairs Sections. The Community Affairs Section provides the Media Relations/Public Information and Crime Prevention functions as well as coordination of Departmental volunteer programs including the Citizens on Patrol program. The Community Affairs Section also partners with the Coral Gables Citizens Crime Watch organization to facilitate crime prevention programs.

Operations Bureau

The Uniform Patrol Division provides the primary 24 hour a day police emergency and routine service response as well as uniform police patrol services. This division is responsible for the initial uniform police response to calls for service, uniform crime prevention patrol operations and crime suppression efforts including K9, and overall order maintenance duties.

The Specialized Enforcement Division provides the specialized police services of traffic enforcement, traffic crash investigation, bike patrol and marine patrol. The traffic units include motorcycle traffic enforcement and crash investigation units. The marine patrol unit patrols the waterways within the city and multi-jurisdictional bay areas. The bicycle patrol emphasizes

patrol efforts in the high density environments throughout the city. Further, the division manages all special events, and addresses many quality of life concerns presented to the department.

The Criminal Investigations Division provides services that include criminal investigations, vice, intelligence, surveillance, dignitary protection, narcotic investigations, youth resource officer programs, crime analysis, polygraph examination, and crime scene investigation.

Support Services Bureau

The Technical Services Division provides services that include the Communication Section, Records Management & Technology Section, Radio Shop, and Property & Evidence Section. It is responsible for all police and fire radio communications, 911 phone service, and dispatching of all calls for service 24 hours a day as well as for the secure storage of evidence. This Division maintains records and accurate statistics in a secured environment that assures integrity and quality controlled services.

The Professional Standards Division is responsible for recruitment, applicant background investigations, applicant testing, new recruit and in-service training, creation of job regulations, policies and procedures, grant administration, Planning and Research Section, and payroll. It also prepares the annual Police Department proposed budget estimate and oversees all Police Department fiscal expenditure activity.

II. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT **POLICE**

GOAL AREA **COMMUNICATIONS / COOPERATION**

List the objectives for your Department for inclusion in **2013-14** 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 **EFFICIENCY**

List the objectives for your Department for inclusion in **2013-14** 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 **GROWTH AND DEVELOPMENT**

List below the objectives for your Department for inclusion in **2013-14** 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 DOT 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. Complete the phase out of the Data 911 mobile terminals in both the Police and Fire vehicle fleet and replace with the latest version of the CAD facilitated Laptops.

6. Implement Data Asset Management software to store and safeguard all digital media for criminal justice purposes.

II. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT **POLICE**

GOAL AREA **HUMAN RESOURCES**

List below the objectives for your Department for inclusion in **2013-14** Budget Document (these can be existing, revised, or new objectives).

1. To improve the level of training within the Police Department for all sworn and civilian personnel by fulfilling Florida Department of Law Enforcement and CALEA standards.

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 **SERVICES OFFERED**

List below the objectives for your Department for inclusion in **2013-14** 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 area patrol and bike patrol conducting Area Checks, Residential Security, Saturation Patrols and Watch Order Checks.) (Conducted by both UPD and SED.)

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 the exploration of a 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 homeowner associations.

III. REPORT ON WORKLOAD INDICATORS

DEPARTMENT POLICE **GOAL AREA COMMUNICATION/COOPERATION**

WORKLOAD INDICATORS	2011-12 Actual	2012-13 Mid Year 6 Month	2012-13 Projected 12 Month Total
• 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 regarding the operations of the department for Channel 77	6	5	10
• Participation in City sponsored events. (Farmer's Market, Tree Lighting Ceremony, Scout Day etc.)	5	3	6
• SAFE (Self-Defense and Awareness Familiarization Exchange) and RAD self-protection classes for women and children	6	2	7
• Maintain Emergency Operations Center	1	2	4
• Crime Prevention Surveys (Residential & Commercial)	16	19	35
• Prepare and Distribute News Releases to the Media concerning newsworthy, critical events and community events that involve CGPD	32	9	30
• Represent the CGPD at meetings (Crime Watch Board, Kiwanis etc.)	22	8	20
• Conduct and prepare News Conferences	1	0	2
• Meet regularly with media representatives	50	15	28
• Prepare and hold award & recognition ceremonies	12	6	12
• Conduct training for the Community Affairs Office	12	1	10
• Special Enforcement Unit (SEU) Vehicle Tows	7	3	4

III. REPORT ON WORKLOAD INDICATORS

DEPARTMENT POLICE **GOAL AREA EFFICIENCY**

• WORKLOAD INDICATORS	2011-12 Actual	2012-13 Mid Year 6 Month	2012-13 Projected 12 Month Total
* Hire and train personnel for assignment to the Police / Fire Communications Center	6	2	4
* Hire, train, and swear in new police officers	15	4	6
* Total citizen complaints filed	8	1	5
* Total employee (internal) complaints filed	6	1	5
* Total citizen commendations received for Police Personnel	46	28	56

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

• Recruit, train and retain volunteers to augment Police workforce

III. REPORT ON WORKLOAD INDICATORS

DEPARTMENT POLICE **GOAL AREA GROWTH & DEVELOPMENT**

• WORKLOAD INDICATORS	2011-12 Actual	2012-13 Mid Year 6 Month	2012-13 Projected 12 Month Total
* Attend Florida Accreditation conferences (FLA - PAC)	2	1	2
* Attend International Accreditation conferences (CALEA)	2	1	2
* Compliance withCALEA accreditation standards	480	480	480
* No. of citizens participating in the CGPD T.E.A.M.S. Survey	0	0	0
* Federal Grants received	4	4	4
* State Grants received	3	3	3
* Private/ Foundation Grants received	0	0	2
* Regional Grants Management Training Seminar	2	1	2
* Bureau of Justice Assistance Workshop/Training Seminar	1	0	0

III. REPORT ON WORKLOAD INDICATORS

DEPARTMENT POLICE **GOAL AREA HUMAN RESOURCES**

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

III. REPORT ON WORKLOAD INDICATORS

DEPARTMENT POLICE **GOAL AREA** **SERVICES OFFERED**

• WORKLOAD INDICATORS	2011-12 Actual	2012-13 Mid Year 6 Month	2012-13 Projected 12 Month Total
* Number of Calls For Service (CFS) Processed	129,057	36,052	96,814
* Number of Phone Calls Processed	208,249	97,193	208,250
* Number of I/I Reports Processed	10,306	5,069	10,300
* Number of Arrests Processed	847	360	850
* Number of Citations Processed	20,465	8,553	21,400
* Number of Crash Reports Processed	3,071	1,585	2,990

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT **POLICE**

GOAL AREA **COMMUNICATION / COOPERATION**

List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement listed for your Department in the **2013-14** Budget document.)

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.

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.

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.

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT **POLICE**

GOAL AREA **COMMUNICATION / COOPERATION**

List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement listed for your Department in the **2013-14** Budget document.)

Continue to reduce the cost of conducting Public forums and Crime Prevention programs by utilizing city buildings and various donated facilities.

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.

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.

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT **POLICE**

GOAL AREA **COMMUNICATIONS / COOPERATION**

List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement listed for your Department in the **2013-14** Budget document.)

Maintain citizen feedback on a daily basis by the utilization of the CGPD T.E.A.M. Survey through Survey Monkey.com.

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.

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.

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT **POLICE**

GOAL AREA **EFFICIENCY**

List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement listed for your Department in the **2013-14** Budget document.)

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.

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 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.

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT **POLICE**

GOAL AREA **EFFICIENCY**

List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement listed for your Department in the **2013-14** Budget document.)

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.

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

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.

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.

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.

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT **POLICE**

GOAL AREA **GROWTH AND DEVELOPMENT**

List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement listed for your Department in the **2013-14** Budget document.)

Provide the CALEA Accreditation training video, through Power DMS, for all newly hired Police Department personnel.

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 video will provide a brief history of accreditation and define the purpose of being an accredited agency.

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.

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.

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT **POLICE**

GOAL AREA **GROWTH AND DEVELOPMENT**

List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement listed for your Department in the **2013-14** Budget Document.)

Maintain the CALEA Accreditation Compliance Express – Law Enforcement (CACE-L) Program, a tracking system for reports received from all divisions, to ensure 100% compliance with Accreditation standards.

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 CACE-L Program assists the Police Department's Accreditation Manager in tracking all CALEA related documentation including time sensitive reports required from each Division. The CACE-L Software ensures the Department's compliance with CALEA standards by maintaining the status of completion for each standard. This organized approach provides a higher level of accuracy and efficiency. By effectively using this software program, the department is better prepared for the upcoming August 2013 CALEA onsite assessment.

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT **POLICE**

GOAL AREA **HUMAN RESOURCES**

List Performance Effectiveness Measurement (Use one page for each Performance Effectiveness Measurement listed for your Department in the 2013-14 Budget Document.)

Maintain the average number of training hours for sworn and civilian personnel.

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.

Maintaining specialized training ensures that the Coral Gables Police Officer is one of the best-trained police officers in South Florida concerning knowledge, skills, and attitudes needed to perform their tasks.

Non-sworn personnel that obtain additional training in specialized areas of law enforcement and human diversity guarantees a higher level of understanding and cooperation with the sworn personnel of the Department and the public.

IV. PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT **POLICE**

GOAL AREA **SERVICES OFFERED**

List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement in listed for your Department in the **2013-14** Budget Document).

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%.**

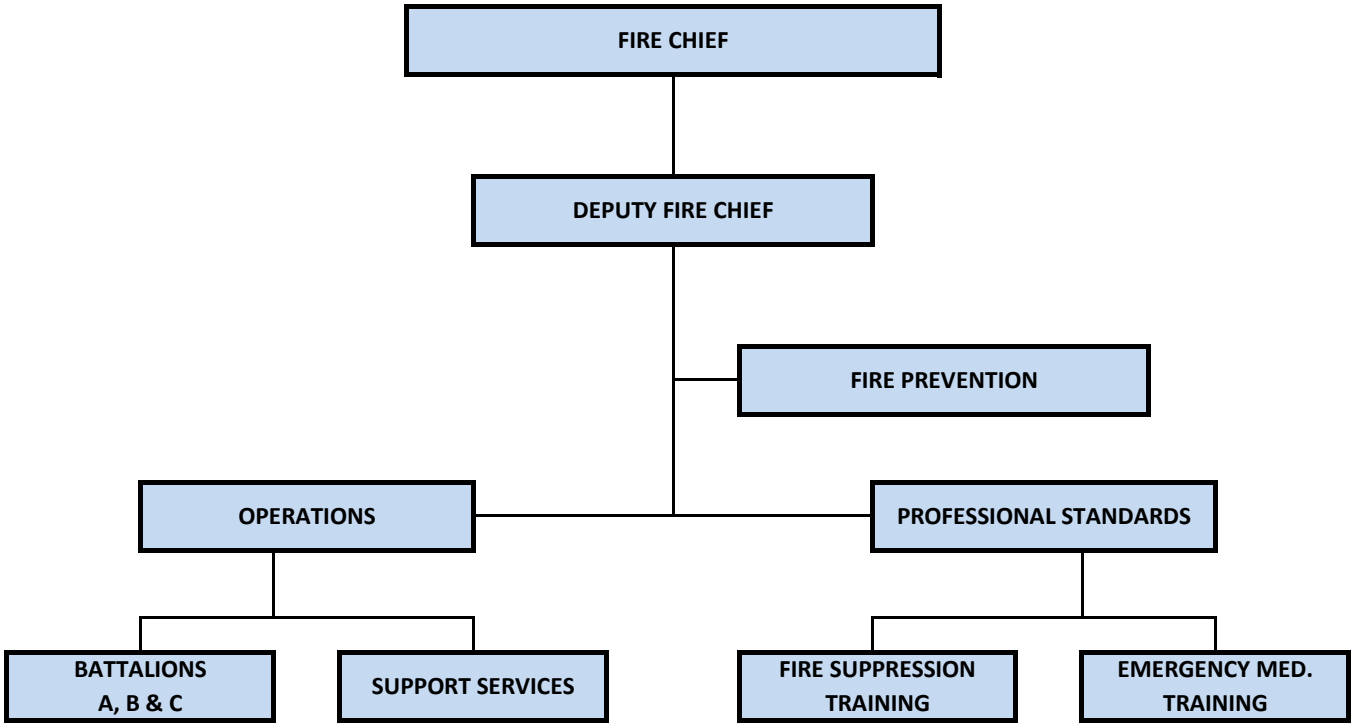
Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided Department; if available, please indicate any data already collected for this measurement; indicate if this measurement needs to be revised or substituted for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

For the period of October 1, 2012 through March 31, 2013, the Criminal Investigation Division had a 23.3% clearance rate of the 716 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.

CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

DEPARTMENT: FIRE

ORGANIZATION CHART

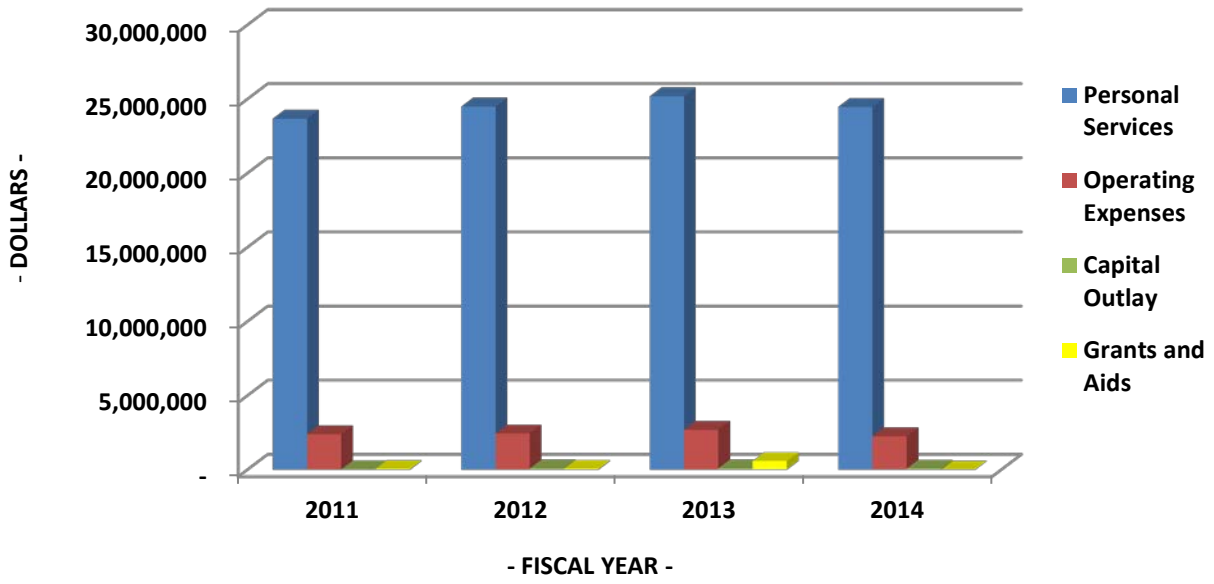


CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

FIRE DEPARTMENT
BUDGET AND POSITION SUMMARY

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
Personal Services	23,689,748	24,501,305	25,194,427	24,481,161
Operating Expenses	2,407,736	2,451,313	2,702,428	2,272,428
Capital Outlay	35,623	93,633	97,671	81,755
Grants and Aids	68,686	72,636	596,040	2,095
TOTALS	26,201,793	27,118,887	28,590,566	26,837,439
No. of Positions	147	147	147	147

EXPENDITURE COMPARISONS



001 GENERAL FUND
FIRE DEPARTMENT
5500 FIRE DEPARTMENT
522 FIRE CONTROL

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
5130	Fire Chief	1	1	1	1	$ 157,552
5129	Deputy Fire Chief	1	1	1	1	155,533
5125	Fire Division Chief	3	3	3	3	426,295
5120	Fire Battalion Chief	3	3	3	3	415,922
5118	Fire Captain	15	15	15	15	1,933,493
5114	Fire Lieutenant	24	24	24	24	2,738,247
5113	Fire Inspector II	1	1	1	1	74,235
5112	Fire Inspector	2	2	2	2	112,424
5108	Fire Administrative Supervisor	2	2	1	1	64,397
5107	Fire Supt. Serv. Coord. II	1	1	1	1	60,986
5105	Firefighter	92	92	92	92	7,516,024
5103	Fire Public Education Specialist	1	1	1	1	53,518
0306	Payroll Clerk - Fire	-	-	1	1	35,714
0031	Secretary	1	1	1	1	35,818
9999	Holiday Pay	-	-	-	-	583,000
8888	Overtime	-	-	-	-	350,000
5555	Overtime Reimbursement	-	-	-	-	(79,000)
4444	Salary Reimbursement	-	-	-	-	(56,000)
	TOTAL	**147**	**147**	**147**	**147**	**$ 14,578,158**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 14,850,497	$ 14,943,110	$ 14,438,853	$ 14,578,158
2000	Employee Benefits - See Other Cost Dist.	8,839,251	9,558,195	10,755,574	9,903,003
3130	Special Medical Services	66,000	66,000	66,000	66,000
3190	Other Professional Services	750	1,823	2,420	2,000
3410	Laundry & Sanitation Services	2,190	1,666	2,800	3,800
4020	Central Garage Motor Pool Rent Replacement: 280,235 Oper. & Maint: 404,237	760,656	789,531	780,614	684,472
4040	Central Garage Miscellaneous Charges	1,661	3,431	3,000	3,000
4410	Rental of Machinery and Equipment	11,788	5,910	13,000	13,000
4420	Public Facilities Cost - See Other Cost Dist.	520,853	489,220	507,104	514,249
4450	Lease Equipment	-	-	67,600	67,600
4550	General Liability Insurance	762,231	774,672	860,958	506,137
4620	Repair and Maint. of Office Equipment	-	212	2,000	500
4630	Repair/Maint. of Machinery & Equipment	26,906	27,730	31,600	35,700
4710	Special Printed Forms	1,426	1,121	1,500	2,000
4940	Taxes & License Fees Paid	7,190	-	8,135	1,965
4990	Other Miscellaneous Expense	832	2,431	3,000	3,700
5100	Office Supplies	10,349	15,189	16,032	13,000
5202	Chemicals and Photographic Supplies	-	-	300	300

001 GENERAL FUND
FIRE DEPARTMENT
5500 FIRE DEPARTMENT
522 FIRE CONTROL

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
5203	Drugs and Medical Supplies	79,580	71,703	100,000	100,000
5204	Cleaning & Janitorial Supplies	13,064	10,053	10,500	12,275
5206	Food for Human Consumption	-	-	2,500	2,500
5208	Household & Institutional Supplies	4,367	4,325	5,000	5,000
5209	Protective Clothing	13,724	4,028	45,320	62,320
5211	Building Materials and Supplies	1,465	1,839	2,000	1,000
5214	Uniform Allowance	98,723	109,633	108,650	108,650
5215	Small Tools & Minor Equipment	7,361	21,582	18,000	18,000
5217	Operating Equipment Repair Parts	4,866	10,530	14,700	14,700
5220	Motor Oil and Other Lubricants	476	30	1,000	1,000
5400	Membership Dues and Subscriptions	3,419	2,944	3,380	3,325
5410	Employee Training	7,859	35,710	25,315	26,235
6430	Equipment Repair/Replacement	3,381	88,897	85,871	69,955
6440	Equipment Additions	27,482	1,704	1,800	1,800
6441	Computer Hardware - Additions	-	-	10,000	10,000
6442	Computer Software - Additions	4,760	3,032	-	-
8200	Federal Grants	-	-	303,790	-
8201	State Grants	-	-	2,095	2,095
8203	Electronic Crimes Task Force	-	30,985	290,155	-
8326	Fed 08 UASI Grant	68,686	41,651	-	-
	TOTAL	**$ 26,201,793**	**$ 27,118,887**	**$ 28,590,566**	**$ 26,837,439**

2013-2014 BUDGET
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 standard of excellence, guided by principles of trust, integrity, honesty, loyalty, and respect for all."

DEPARTMENT FUNCTION STATEMENT

The Fire Department is responsible for the 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 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 department is also responsible for the coordination of the Emergency Operations Center (EOC) during natural and manmade disasters.

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

The **Professional Standards Division** has the overall responsibility for training all emergency medical personnel, fire suppression personnel, driver engineers, officers, recruit personnel, and civilian staff. This division administers and coordinates the public fire and life safety education programs for the 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 & remodeling, plans review, maintenance of water supplies, and for maintaining compliance with the Insurance Services Office (ISO) requirements for our Class 1 Fire Department rating.

The **Operations Division** is responsible for emergency responses, hydrant maintenance, fire drills, and life safety inspections. Battalion fire safety inspectors perform occupational license inspections, while simultaneously completing tactical and pre-fire planning. This division also maintains all incident and patient care records. 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

To 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

To 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: To assure that the water supply system for fire protection is inspected, tested, and receives maintenance two (2) times annually.				
Action Plan:	Assigned to	Target 2013-2014	Completion Date	Status
Perform water system maintenance and testing twice yearly for 1,294 hydrants.	Fire Prevention & Operations Divisions	2,524	FY 2011-2012	2,524 Completed
		2,588	FY 2012-2013 (as of 3/31/13)	1,254 Completed

Objective: To 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	9/30/14	On-going (4 personnel trained to date)
Increase the number of personnel trained in Fire Cause and Origin to assist in fire investigations.	Professional Standards & Fire Prevention Divisions	9/30/15	On-going (3 personnel trained to date)
Provide advanced educational opportunities to fire department personnel.	Professional Standards Division	FY 2011-2012	41 Classes
		FY 2012-2013 (as of 3/31/13)	24 Classes

Objective: To evaluate future Fire-Rescue stations for the central and southern districts of the City.			
Action Plan:	Assigned to	Completion Date	Status
Explore land acquisitions and funding sources in concert with neighboring governments.	Office of the Fire Chief	9/30/14	On-going

Objective: To renovate Fire Station 1, Fire Station 2, and Fire Station 3.			
Action Plan:	Assigned to	Completion Date	Status
Complete repairs and renovations to ensure that fire stations and training facilities are maintained to support fire and emergency medical operations and response.	Policy Team	9/30/14	Pending

GROWTH AND DEVELOPMENT (continued)

Objective: To 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) to complete the Department's Annual Compliance Report for maintaining Accredited Agency status.	Office of the Fire Chief and Professional Standards Division	July 2013	Pending
		July 2014	On-going
Prepare and analyze the Fire Chief's annual report to maintain the Department's Class 1 ISO rating.	All Divisions	3/1/14	On-going
Communicate Accreditation and ISO changes, along with department updated goals, to fire department personnel.	Office of the Fire Chief	FY 2011-2012	2
		FY 2012-2013 (as of 3/31/13)	1

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: To provide an increased quality of emergency fire and medical services to all areas of the City, 365 days per year.				
Action Plan:	Assigned to	Target 2013-2014	Completion Date	Status
Monitor and provide fire and life safety related responses.	Operations Division	Actual Calls for Service	FY 2011-2012	2,702 Calls for Service
			FY 2012-2013 (as of 3/31/13)	1,242 Calls for Service
Monitor and provide Emergency Medical Services.	Operations Division	Actual Calls for Service	FY 2011-2012	5,140 Calls for Service
			FY 2012-2013 (as of 3/31/13)	2,665 Calls for Service

SERVICES OFFERED (continued)

Objective: To provide quality fire prevention and life safety programs to all commercial buildings in the City.				
Action Plan:	Assigned to	Target 2013-2014	Completion Date	Status
Process and review construction renovation plans.	Fire Prevention Division	1,500	FY 2011-2012	1,696
			FY 2012-2013 (as of 3/31/13)	532
Perform inspections for new construction occupancies.	Fire Prevention Division	1,500	FY 2011-2012	1,431
			FY 2012-2013 (as of 3/31/13)	677
Perform inspections on all commercial occupancies.	Fire Prevention and Operations Divisions	5,408	FY 2011-2012	5,408
			FY 2012-2013 (as of 3/31/13)	2,497
Perform compliance re-inspections of commercial occupancies.	Fire Prevention Division	1,000	FY 2011-2012	974
			FY 2012-2013 (as of 3/31/13)	398
Perform pre-fire plans tacticals on all commercial occupancies.	Fire Prevention and Operations Divisions	3,680	FY 2011 - 2012	3,480
			FY 2012-2013 (as of 3/31/13)	1,052

Objective: To conduct educational programs for children and adults concerning the importance of fire and life safety.				
Action Plan:	Assigned to	Target 2013-2014	Completion Date	Status
Conduct fire & life safety presentations at various locations.	Professional Standards Division	400	FY 2011-2012	316
			FY 2012-2013 (as of 3/31/13)	56
Monitor the number of people reached through fire & life safety presentations.	Professional Standards Division	25,000	FY 2011-2012	23,828
			FY 2012-2013 (as of 3/31/13)	8,218

SERVICES OFFERED (continued)

Objective: To provide preparation and training for Homeland Security and Emergency Management Operations.				
Action Plan:	Assigned to	Target 2013-2014	Completion Date	Status
Pursue grant opportunities for funding of equipment and training.	Policy Team	Annually	On-going	On-going
Maintain participation in the Regional Domestic Security Task Force.	Operations and Professional Standards Divisions	Quarterly	FY 2011-2012	4
			FY 2012 - 2013 (as of 3/31/13	2
Train personnel on Hazardous Materials Spills & Weapons of Mass Destruction (WMD) equipment, scenarios and containment.	Professional Standards Division	27 Classes	FY 2011-2012	30
			FY 2012-2013 (as of 3/31/13)	Pending
Work and train with other City departments in emergency operations functions.	Policy Team	5 Classes	FY 2011-2012	5 Classes
			FY 2012-2013 (as of 3/31/13)	Pending

Objective: To update and consolidate all fire department records management systems/programs (i.e. EPCR/Zoll, CAD, FireHouse, MobilEyes, etc.)				
Action Plan:	Assigned to	Target 2013-2014	Completion Date	Status
Identify funding sources to change and update fire department RMS programs.	Policy Team	On-going	Open	On-going

EFFICIENCY

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

Objective: To provide fire protection for commercial, residential and personal property to minimize the average loss per building response.				
Action Plan:	Assigned to	Target 2013-2014	Completion Date	Status
Monitor monthly emergency fire response times to insure efficiency and effectiveness.	Operations Division	12 meetings annually with each battalion officer	FY 2011-2012	12
			FY 2012-2013 (as of 3/31/13)	6
Track and analyze emergency response times to ensure attainment of benchmarks in accordance with the Commission on Fire Accreditation International (CFAI) standards.	Operations and Professional Standards Divisions	Respond within 8 minutes, or less Total Response Time (TRT) , 90% of the time	12/31/12	90.8%
			(as of 3/31/2013)	91.3%

Objective: To remain proactive in providing the public with new services, skills, and equipment.				
Action Plan:	Assigned to	Target 2013-2014	Completion Date	Status
Maintain active participation in industry related organizations and education.	Policy Team	12 Annually	FY 2011-2012	12
			FY 2012-2013 (as of 3/31/13)	6
Seek community input on current services rendered and new services desired through the Citizen Survey Program.	Professional Standards Division	2,400 Annually	FY 2011-2012	1,233
			FY 2012-2013 (as of 3/31/13)	On-going

Objective: To maintain high employee morale.				
Action Plan:	Assigned to	Target 2013-2014	Completion Date	Status
Maintain and promote employee recognition programs.	Policy Team	48 Annually	FY 2011-2012	Completed
			FY 2012-2013 (as of 3/31/13)	24
Expand communications through quarterly teleconference sessions.	Fire Chief's Office	Quarterly	FY 2011-2012	Completed
			FY 2012-2013 (as of 3/31/13)	2

EFFICIENCY (continued)

Objective: To maintain close interaction and cooperation with the Development Services Department to oversee and monitor growth and development.				
Action Plan:	Assigned to	Target 2013-2014	Completion Date	Status
Interact with Development Services Department management and field personnel to ensure safety and compliance for all new and existing structures within the City.	Fire Prevention Division	Annually	FY 2011-2012	104 Times
			FY 2012-2013 (as of 3/31/13)	55 Times

Objective: To dedicate staffing to upkeep and maintain Fire Department apparatus, equipment, and stations.				
Action Plan:	Assigned to	Target 2013-2014	Completion Date	Status
Maintain fire department facilities.	Operations Division	Daily	FY 2011-2012	Completed
			FY 2012-2013 (as of 3/31/13)	On-going
Maintain fire department vehicles and testing.	Operations Division	Daily	FY 2011-2012	Completed
			FY 2012-2013 (as of 3/31/13)	On-going
Maintain fire hose upkeep and testing.	Operations Division	Annually	FY 2011-2012	Completed
			FY 2012-2013 (as of 3/31/13)	On-going
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

HUMAN RESOURCES

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

Objective: To develop supervisors and managers to assure quality work product results and personnel management.				
Action Plan:	Assigned to	Target 2013-2014	Completion Date	Status
Provide all fire officers with supervisory / management training annually.	Professional Standards Division	2,500 Hours	FY 2011-2012	3,825 Hours
			FY 2012-2013 (as of 3/31/13)	1,946 Hours
Establish and implement an Executive Development & Mentoring Program that will provide a seamless transition for future management teams.	Policy Team	21 Personnel	9/30/14	On-going

Objective: To develop a comprehensive mentoring and retention plan to attract and maintain a diverse pool of qualified officers and employees.				
Action Plan:	Assigned to	Target 2013-2014	Completion Date	Status
Develop and implement a mentoring program for the enhancement of personnel retention and officer development.	Professional Standards and Operations Divisions	All Promotional Candidates	9/30/14	11 Candidates

Objective: To increase the percentage of certified paramedics in the Fire Department toward the ultimate goal of 100%.				
Action Plan:	Assigned to	Target 2013-2014	Completion Date	Status
Increase the percentage of certified paramedics in the Fire Department through hiring practices and/or encouraging current employees to enroll in a paramedic training program.	Professional Standards Division	89%	FY 2011-2012	89%
		90%	FY 2012-2013 (as of 3/31/13)	89%

HUMAN RESOURCES (continued)

Objective: To increase the number of certified Fire Inspectors in the Fire Department.				
Action Plan:	Assigned to	Target 2013-2014	Completion Date	Status
Increase the number of certified Fire Inspectors in the Fire Department.	Professional Standards and Fire Prevention Divisions	All Fire Department Personnel	9/30/14	50 Certified Personnel

Objective: To 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 2013-2014	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 2011-2012	57,479 Hours
			FY 2012-2013 (as of 3/31/13)	29,574 Hours
Provide required HRS training to all Emergency Medical Technicians and Paramedics annually.	Professional Standards Division	2,500 Hours	FY 2011-2012	3,305 Hours
			FY 2012-2013 (as of 3/31/13)	588 Hours

COMMUNICATION/COOPERATION

Goal: To 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: To provide method for input from citizens concerning quality of service.				
Action Plan:	Assigned to	Target 2013-2014	Completion Date	Status
Mail citizen surveys for input on calls for service.	Professional Standards Division	2,400 Annually	FY 2011-2012	1,891
			FY 2012-2013 (as of 3/31/13)	On-going
Research, develop, and convert the current Citizen Survey Program to electronic format.	Professional Standards Division	9/30/14	9/30/14	Pending
Review citizen notes and letters.	Office of the Fire Chief and Professional Standards Division	Daily	9/30/14	On-going
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 2011-2012	50
			FY 2012-2013 (as of 3/31/13)	24

COMMUNICATION/COOPERATION (continued)

Objective: To communicate the need and value of strategic goals and objectives to all fire department personnel.				
Action Plan:	Assigned to	Target 2013-2014	Completion Date	Status
Meet with all department personnel to communicate the Fire Department's vision, goals, and achievements.	Office of the Fire Chief	Quarterly	FY 2011-2012	Completed
			FY 2012-2013 (as of 3/31/13)	2
Meet with senior staff to communicate significant information within the Department (at Policy Team meetings).	Office of the Fire Chief	Weekly	FY 2011-2012	50
			FY 2012-2013 (as of 3/31/13)	24
Continue Labor/Management meetings to discuss concerns and improve operations.	Policy Team	Quarterly	FY 2011-2012	6
			FY 2012-2013 (as of 3/31/13)	3
Maintain a Strategic Planning process designed to guide the Department in creating and meeting goals and objectives.	Policy Team	Semi-Annually	FY 2011-2012	Completed
			FY 2012-2013 (as of 3/31/13)	Completed

Objective: To provide a quarterly newsletter to all department and retired personnel communicating department goals, objectives, and activities.				
Action Plan:	Assigned to	Target 2013-2014	Completion Date	Status
Publish the "05 Report" for all department and retired personnel.	Professional Standards Division	Quarterly	FY 2011-2012	4
			FY 2012-2013 (as of 3/31/13)	1

Objective: To enhance relationships with industry related organizations at all levels.				
Action Plan:	Assigned to	Target 2013-2014	Completion Date	Status
Enhance relationships with neighboring jurisdictions and agencies to promote regional cooperation and collaboration through FOAM-D organization committees.	Policy Team	60 Meetings	FY 2011-2012	64 Meetings
			FY 2012-2013 (as of 3/31/13)	36 Meetings
Maintain a presence and continue to provide input at regional and state levels.	Policy Team	14 Meetings	FY 2011-2012	14 Meetings
			FY 2012-2013 (as of 3/31/13)	6 Meetings

HEALTH AND SAFETY

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

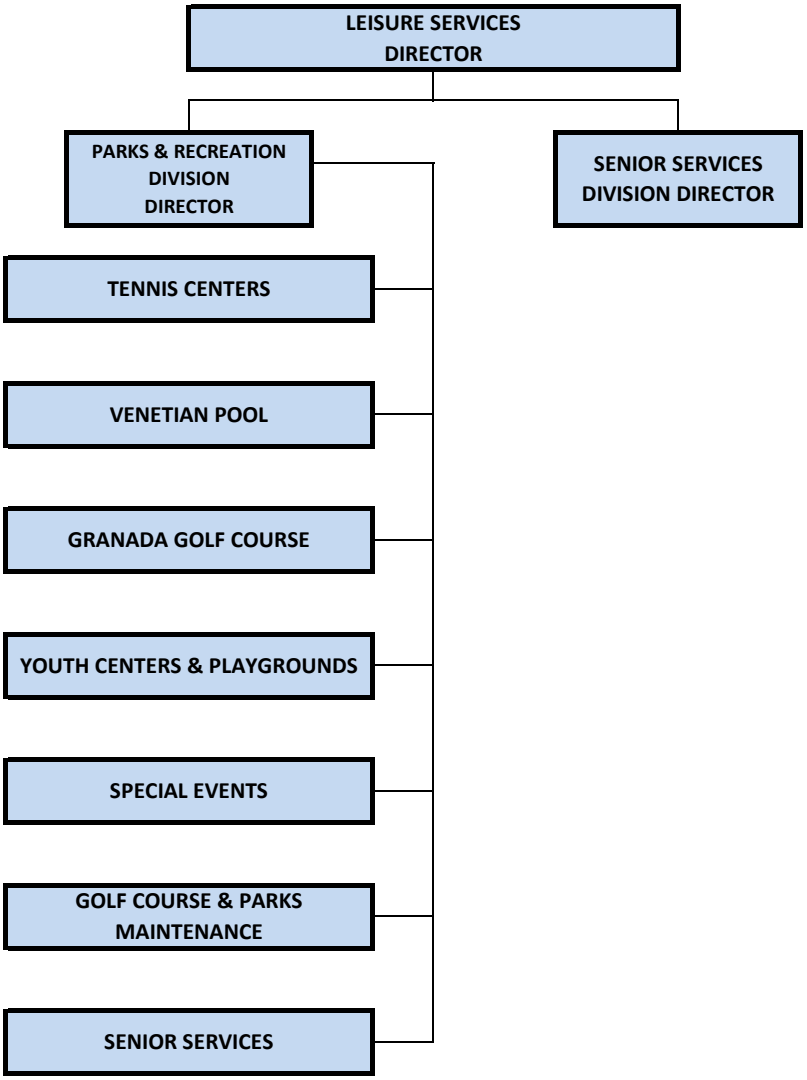
Objective: To improve the health and safety of all department members in order to decrease work hours lost.				
Action Plan:	Assigned to	Target 2013-2014	Completion Date	Status
Systematically review and evaluate firefighting gear and personal protective equipment.	Professional Standards and Operations Divisions	Quarterly	Open	2
Establish and train Safety Officers to provide department accident, injury & exposure review and recommendations.	Professional Standards and Operations Divisions	6 Personnel	FY 2012 - 2013 (as of 3/31/13)	10 Personnel
			FY 2013-2014	Pending
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
Conduct monthly Safety Committee Meetings.	Safety Committee	12 Meetings	FY 2012 – 2013 (as of 3/31/13)	3 Meetings

Objective: To maintain facilities in accordance with industry acceptable standards to ensure that all safety measures are in compliance.				
Action Plan:	Assigned to	Target 2013-2014	Completion Date	Status
Develop and implement a formalized facility inspection program.	Safety Committee	9/30/14	Open	On-going

CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

DEPARTMENT: LEISURE SERVICES

ORGANIZATION CHART

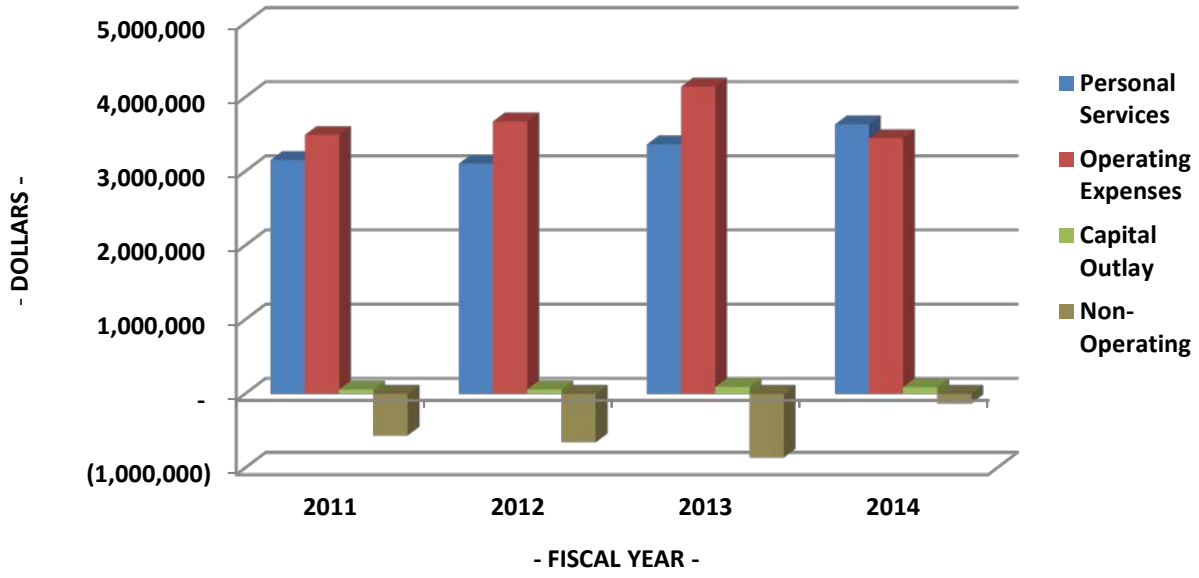


CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

LEISURE SERVICES DEPARTMENT
BUDGET AND POSITION SUMMARY

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
Personal Services	3,153,091	3,101,909	3,362,473	3,630,807
Operating Expenses	3,490,511	3,672,613	4,141,847	3,446,933
Capital Outlay	58,067	58,484	91,901	88,560
Non-Operating	(562,374)	(653,997)	(859,875)	(129,538)
TOTALS	6,139,295	6,179,009	6,736,346	7,036,762
No. of Positions	26	26	26	26

EXPENDITURE COMPARISONS



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
6311	Leisure Services Director	-	-	-	1	$ 131,248
6310	* Community Services Director	-	1	1	-	-
6315	Parks & Recreation Director	1	-	-	-	-
6010	Assistant Recreation Director	1	-	-	-	-
0602	Administrative Assistant	1	-	-	-	-
0031	Secretary	1	-	-	-	-
	TOTAL	**4**	**1**	**1**	**1**	**$ 131,248**

*** This position will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 196,063	$ 100,025	$ 128,045	$ 131,248
2000	Employee Benefits - See Other Cost Dist.	187,229	85,497	57,208	67,435
3190	Other Professional Services	4,614	1,397	-	-
4040	Central Garage Miscellaneous Charges	-	218	-	-
4090	Other Transportation Expense	5,400	2,025	5,400	5,400
4410	Rental of Machinery and Equipment	1,559	1,783	-	-
4550	General Liability Insurance	19,847	9,790	7,635	4,557
5100	Office Supplies	2,955	1,277	1,000	1,000
5208	Household & Institutional Supplies	10	-	-	-
5214	Uniform Allowance	671	722	250	250
5400	Membership Dues and Subscriptions	980	1,215	1,000	1,000
	TOTAL	**$ 419,328**	**$ 203,949**	**$ 200,538**	**$ 210,890**

001 GENERAL FUND

LEISURE SERVICES DEPARTMENT

6005 PARKS & RECREATION DIVISION - ADMINISTRATIVE

572 PARKS & RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
6315	Parks & Recreation Director	-	1	1	1	$ 130,874
0059	Special Projects Coordinator	-	1	1	1	55,640
0602	Administrative Assistant	-	1	1	1	41,496
0031	Secretary	-	-	-	-	-
	TOTAL	**-**	**3**	**3**	**3**	**$ 228,010**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 3,069	$ 172,607	$ 215,176	$ 228,010
2000	Employee Benefits - See Other Cost Dist.	-	34,875	108,511	133,375
3190	Other Professional Services	-	-	3,925	3,925
4090	Other Transportation Expense	225	5,400	5,400	5,400
4410	Rental of Machinery and Equipment	-	-	2,500	2,500
4550	General Liability Insurance	-	8,577	12,830	7,916
5100	Office Supplies	-	-	2,600	2,600
5206	Food for Human Consumption	-	-	200	200
5214	Uniform Allowance	-	-	750	750
5400	Membership Dues and Subscriptions	-	-	860	860
5410	Employee Training	-	-	500	500
	TOTAL	**$ 3,294**	**$ 221,459**	**$ 353,252**	**$ 386,036**

001 GENERAL FUND
LEISURE SERVICES DEPARTMENT
6010 PARKS & RECREATION DIVISION - TENNIS CENTERS
572 PARKS & RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
6304	Sports Shop Attendant	1	1	1	1	$ 50,190
6102	Prof. Tennis Oper. Supv.	1	1	1	1	31,325
3004	Maintenance Worker I	1	1	1	1	38,438
0031	Secretary	1	1	1	1	52,770
6666	Tennis Pro Commission	-	-	-	-	110,000
9005	Part-time Employees	-	-	-	-	81,050
	TOTAL	**4**	**4**	**4**	**4**	**$ 363,773**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

			2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries		$ 346,021	$ 353,120	$ 350,549	$ 363,773
2000	Employee Benefits - See Other Cost Dist.		146,387	141,234	138,634	141,980
3190	Other Professional Services		137,799	159,232	120,000	165,000
4020	Central Garage Motor Pool Rent		8,366	8,684	8,586	885
	Replacement:	693				
	Oper. & Maint:	192				
4040	Central Garage Miscellaneous Charges		-	130	-	-
4420	Public Facilities Cost - See Other Cost Dist.		116,653	109,568	113,573	115,174
4550	General Liability Insurance		13,918	13,463	20,902	12,630
4630	Repair/Maint. of Machinery & Equipment		92	264	500	445
4690	Special Maintenance Interdept'l Charges		8,220	9,582	12,599	10,467
4710	Special Printed Forms		1,398	1,936	2,920	1,920
5100	Office Supplies		1,934	1,778	1,200	2,000
5203	Drugs and Medical Supplies		11	21	110	110
5204	Cleaning & Janitorial Supplies		89	16	1,147	347
5206	Food for Human Consumption		3,036	6,405	6,095	5,980
5208	Household & Institutional Supplies		30,219	33,302	28,291	32,791
5213	Purchase/Rental - Employee Uniforms		-	-	395	10
5214	Uniform Allowance		2,454	1,142	2,583	2,583
5215	Small Tools & Minor Equipment		9	-	100	100
5400	Membership Dues and Subscriptions		-	105	50	105
5410	Employee Training		-	-	565	565
	TOTAL		**$ 816,606**	**$ 839,982**	**$ 808,799**	**$ 856,865**

420 VENETIAN POOL FUND

LEISURE SERVICES DEPARTMENT

6020 PARKS & RECREATION DIVISION - VENETIAN POOL

572 PARKS & RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
6205	Aquatics Supervisor	1	1	1	1	$ 49,213
6203	Aquatics Assistant Supervisor	1	1	1	1	50,024
3004	Maintenance Worker I	1	1	1	1	39,395
9004	Part-time Employees	-	-	-	-	226,492
9999	Holiday Pay	-	-	-	-	2,760
	TOTAL	**3**	**3**	**3**	**3**	**$ 367,884**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 313,332	$ 301,113	$ 321,396	$ 367,884
2000	Employee Benefits - See Other Cost Dist.	167,189	166,222	172,890	185,804
3180	Contracted Services	-	1,200	5,280	2,208
3190	Other Professional Services	4,710	6,000	7,900	6,500
4040	Central Garage Miscellaneous Charges	-	109	-	-
4410	Rental of Machinery and Equipment	1,028	773	2,000	2,000
4420	Public Facilities Cost - See Other Cost Dist.	126,699	126,598	131,226	133,075
4550	General Liability Insurance	17,017	16,976	19,254	21,400
4620	Repair and Maint. of Office Equipment	(2)	400	400	400
4630	Repair/Maint. of Machinery & Equipment	1,257	1,314	1,300	1,300
4710	Special Printed Forms	686	1,086	1,500	1,500
4940	Taxes & License Fees Paid	2,876	4,483	3,300	5,062
4990	Other Miscellaneous Expense	-	234	-	-
5100	Office Supplies	898	2,983	2,000	2,000
5201	Agricultural Supplies	101	194	500	5,500
5202	Chemicals and Photographic Supplies	27,235	19,432	27,000	26,000
5203	Drugs and Medical Supplies	402	1,446	1,000	2,000
5204	Cleaning & Janitorial Supplies	2,936	3,774	3,500	4,000
5206	Food for Human Consumption	69,713	67,109	69,760	69,760
5208	Household & Institutional Supplies	5,826	5,876	9,414	14,814
5209	Protective Clothing	200	325	200	300
5211	Building Materials and Supplies	77	150	150	150
5214	Uniform Allowance	2,636	3,457	2,690	3,300

420 VENETIAN POOL FUND

LEISURE SERVICES DEPARTMENT

6020 PARKS & RECREATION DIVISION - VENETIAN POOL

572 PARKS & RECREATION

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
5215	Small Tools & Minor Equipment	2,491	2,500	2,500	2,500
5400	Membership Dues and Subscriptions	140	-	250	250
5410	Employee Training	1,083	292	800	800
	TOTAL	**$ 748,530**	**$ 734,046**	**$ 786,210**	**$ 858,507**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	SALARIES
4006	Automotive Mechanic	-	-	1	1	$ 67,093
9999	Holiday Pay - Worked	-	-	-	-	4,000
	TOTAL	**0**	**0**	**1**	**1**	**$ 71,093**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ -	$ -	$ -	$ 71,093
2000	Employee Benefits - See Other Cost Dist.	1,311	1,381	1,588	46,002
3190	Other Professional Services	236,639	221,796	233,988	233,988
4020	Central Garage Motor Pool Rent Replacement: 7,410 Oper. & Maint: 50,505	-	-	-	57,915
4040	Central Garage Miscellaneous Charges	166	1,303	-	-
4420	Public Facilities Cost - See Other Cost Dist.	-	-	-	111,685
4550	General Liability Insurance	222	219	239	4,136
4620	Repair and Maint. of Office Equipment	-	-	750	750
4630	Repair/Maint. of Machinery & Equipment	4,361	14,470	8,200	11,500
4690	Special Maintenance Interdept'l Charges	527,354	613,272	806,329	85,055
4710	Special Printed Forms	875	1,502	1,000	1,000
4820	Advertising Expense	748	-	1,500	1,500
4950	Collection Charges on Credit Card sales	13,844	9,130	9,892	9,892
4990	Other Miscellaneous Expense	-	485	-	-
5100	Office Supplies	665	648	1,000	1,000
5201	Agricultural Supplies	32,686	43,367	57,108	57,108
5203	Drugs and Medical Supplies	-	-	50	50
5204	Cleaning & Janitorial Supplies	3,365	624	3,332	3,332
5207	Motor Fuel and Lubricants	1,290	18	1,550	1,550
5208	Household & Institutional Supplies	1,640	5,554	7,000	7,000
5209	Protective Clothing	-	-	775	775
5211	Building Materials and Supplies	2,122	989	2,900	2,900
5213	Purchase/Rental - Employee Uniforms	655	654	750	750

430 GRANADA GOLF COURSE FUND

LEISURE SERVICES DEPARTMENT

6030 PARKS & RECREATION DIV. - GRANADA GOLF COURSE

572 PARKS & RECREATION

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
5214	Uniform Allowance	-	195	250	250
5215	Small Tools & Minor Equipment	-	919	1,950	1,950
5217	Operating Equipment Repair Parts	14,831	22,363	16,800	16,500
5400	Membership Dues and Subscriptions	1,425	578	590	590
5410	Employee Training	48	-	625	625
	TOTAL	**$ 844,247**	**$ 939,467**	**$ 1,158,166**	**$ 728,896**

430 GRANADA GOLF COURSE FUND

LEISURE SERVICES DEPARTMENT

6031 PARKS & RECREATION DIV-GRANADA GOLF CARTS

572 PARKS & RECREATION

	TOTAL	**0**	**0**	**0**	**0**	**$ -**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
4020	Central Garage Motor Pool Rent	$ 47,500	$ 49,303	$ 48,746	$ -
4450	Lease Equipment	29,458	27,003	29,800	29,800
5217	Operating Equipment Repair Parts	-	-	13,200	6,200
	TOTAL	**$ 76,958**	**$ 76,306**	**$ 91,746**	**$ 36,000**

001 GENERAL FUND
LEISURE SERVICES DEPARTMENT
6050 PARKS & RECREATION DIV-YOUTH CTR/PLAYGROUNDS
572 PARKS & RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
6009	Youth Center Supervisor	1	1	1	1	$ 45,115
6011	Youth Center Ass't Supv.	1	1	1	1	57,304
6006	Recreation Marketing Spec.	1	1	1	1	51,480
6005	Recreation Specialist	3	3	3	3	162,905
3010	Foreman	1	1	1	1	56,763
3004	Maintenance Worker I	2	2	2	2	67,329
9005	Part-time Employees	-	-	-	-	419,114
9999	Holiday Pay	-	-	-	-	6,400
	TOTAL	**9**	**9**	**9**	**9**	**$ 866,410**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 793,846	$ 843,853	$ 835,879	$ 866,410
2000	Employee Benefits - See Other Cost Dist.	468,867	419,841	361,068	359,340
3180	Contracted Services	475,827	441,665	477,901	477,901
3190	Other Professional Services	47,988	47,171	58,500	58,500
4020	Central Garage Motor Pool Rent Replacement: 4,065 Oper. & Maint: 23,747	25,241	26,199	25,903	27,812
4040	Central Garage Miscellaneous Charges	72	115	-	-
4090	Other Transportation Expense	22,235	19,476	42,250	42,250
4410	Rental of Machinery and Equipment	7,884	1,082	3,500	3,500
4420	Public Facilities Cost - See Other Cost Dist.	642,948	603,900	625,976	634,796
4550	General Liability Insurance	42,472	45,189	49,842	30,081
4630	Repair/Maint. of Machinery & Equipment	1,996	2,469	5,000	5,000
4690	Special Maintenance Interdept'l Charges	26,780	31,143	40,946	34,016
4710	Special Printed Forms	12,530	10,153	17,000	17,000
4820	Advertising Expense	362	181	480	480
4940	Taxes & License Fees Paid	-	52	-	-
4990	Other Miscellaneous Expense	3,994	3,555	3,804	3,804
5100	Office Supplies	6,208	6,161	10,000	10,000
5202	Chemicals and Photographic Supplies	298	1,307	1,000	1,000
5203	Drugs and Medical Supplies	71	302	500	500
5204	Cleaning & Janitorial Supplies	2,863	3,712	6,500	6,500
5206	Food for Human Consumption	9,126	6,953	20,000	20,000

001 GENERAL FUND
LEISURE SERVICES DEPARTMENT
6050 PARKS & RECREATION DIV-YOUTH CTR/PLAYGROUNDS
572 PARKS & RECREATION

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
5208	Household & Institutional Supplies	30,919	36,762	33,000	33,000
5209	Protective Clothing	-	85	330	330
5211	Building Materials and Supplies	2,738	3,092	3,000	3,000
5213	Purchase/Rental - Employee Uniforms	517	541	790	8,290
5214	Uniform Allowance	30,005	31,123	32,001	32,001
5215	Small Tools & Minor Equipment	386	261	1,000	1,000
5400	Membership Dues and Subscriptions	10,070	22,394	17,000	17,000
5410	Employee Training	-	156	250	250
6430	Equipment Repair/Replacement	23,428	32,101	35,701	32,360
6440	Equipment Additions	7,131	10,170	20,000	20,000
	TOTAL	**$ 2,696,802**	**$ 2,651,164**	**$ 2,729,121**	**$ 2,746,121**

001 GENERAL FUND
LEISURE SERVICES DEPARTMENT
6051 PARKS & RECREATION DIV-YOUTH CTR SNACK BAR
572 PARKS & RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
9008	Part-time Employees	-	-	-	-	$ 20,879
	TOTAL	**0**	**0**	**0**	**0**	**$ 20,879**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 15,445	$ 5,170	$ 20,879	$ 20,879
2000	Employee Benefits - See Other Cost Dist.	1,182	396	1,597	1,597
4550	General Liability Insurance	1,161	1,141	1,245	725
5204	Cleaning & Janitorial Supplies	55	371	250	250
5206	Food for Human Consumption	22,705	33,356	27,000	27,000
5208	Household & Institutional Supplies	242	96	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	**$ 41,052**	**$ 40,792**	**$ 52,763**	**$ 52,243**

001 GENERAL FUND
LEISURE SERVICES DEPARTMENT
6060 SENIOR SERVICES DIVISION
573 CULTURE SERVICES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
6008	Senior Services Director	-	-	-	-	$ -
6007	Adult Activity Coordinator	-	1	1	1	65,686
6005	Recreation Specialist	1	-	-	-	-
9005	Part-time Employees	-	-	-	-	37,956
	TOTAL	**1**	**1**	**1**	**1**	**$ 103,642**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 75,844	$ 54,598	$ 91,142	$ 103,642
2000	Employee Benefits - See Other Cost Dist.	45,342	31,552	42,996	45,556
3190	Other Professional Services	17,288	13,260	51,941	51,941
4090	Other Transportation Expense	846	2,031	6,600	6,600
4550	General Liability Insurance	4,103	3,842	5,435	3,598
4710	Special Printed Forms	2,563	2,447	5,500	5,500
5100	Office Supplies	304	174	500	500
5206	Food for Human Consumption	4,018	100	20,800	20,800
5208	Household & Institutional Supplies	690	28	3,270	3,270
5214	Uniform Allowance	290	-	310	310
5400	Membership Dues and Subscriptions	210	145	234	234
	TOTAL	**$ 151,498**	**$ 108,177**	**$ 228,728**	**$ 241,951**

001 GENERAL FUND
LEISURE SERVICES DEPARTMENT
6065 PARKS & RECREATION DIV. - SPECIAL EVENTS
572 PARKS & RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
9283	Part-time Employees	-	-	-	-	$ 24,965
	TOTAL	**-**	**-**	**-**	**-**	**$ 24,965**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 7,427	$ 9,511	$ 8,300	$ 24,965
2000	Employee Benefits - See Other Cost Dist.	317	1,521	635	1,910
3190	Other Professional Services	82,145	88,991	98,280	104,280
4410	Rental of Machinery and Equipment	807	750	6,700	6,700
4550	General Liability Insurance	461	454	495	867
4710	Special Printed Forms	877	1,033	2,900	2,900
4802	July 4th Celebration	-	92,270	-	-
4820	Advertising Expense	20	-	250	750
4840	Farmers Market	4,808	9,912	4,850	12,000
5201	Agricultural Supplies	-	106	-	-
5202	Chemicals and Photographic Supplies	1,196	1,149	1,200	1,200
5206	Food for Human Consumption	285	412	600	400
5208	Household & Institutional Supplies	5,797	12,439	12,780	20,605
	TOTAL	**$ 104,140**	**$ 218,548**	**$ 136,990**	**$ 176,577**

001 GENERAL FUND
LEISURE SERVICES DEPARTMENT
6070 PARKS & RECREATION DIV-GOLF COURSE/PARKS MAINT.
590 INTERNAL SERVICES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
2309	Golf Course & Parks Supt	-	1	1	1	$ 100,626
2308	Superindendent of Greens	1	-	-	-	-
4006	Automotive Mechanic	1	1	-	-	-
3201	Equipment Operator I	1	1	1	1	37,440
3010	Foreman	1	1	1	1	55,411
3004	Maintenance Worker I	1	1	1	1	34,486
9005	Part-time Employees	-	-	-	-	50,000
	TOTAL	**5**	**5**	**4**	**4**	**$ 277,963**

This division will continue to operate as it currently does for such time as deemed appropriate to implement the reorganization.

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 193,389	$ 191,908	$ 291,020	$ 277,963
2000	Employee Benefits - See Other Cost Dist.	190,831	187,485	214,960	191,941
3190	Other Professional Services	123,857	129,992	196,480	196,480
4020	Central Garage Motor Pool Rent Replacement: 21,597 Oper. & Maint: 40,709	84,391	87,595	86,606	62,306
4420	Public Facilities Cost - See Other Cost Dist.	150,825	141,665	146,844	37,228
4550	General Liability Insurance	13,306	13,023	17,353	9,651
4630	Repair/Maint. of Machinery & Equipment	-	831	4,000	4,000
5201	Agricultural Supplies	10,388	21,178	30,273	30,273
5204	Cleaning & Janitorial Supplies	994	-	-	-
5207	Motor Fuel and Lubricants	5	143	550	550
5208	Household & Institutional Supplies	1,798	3,426	14,000	14,000
5209	Protective Clothing	-	945	1,000	1,000
5211	Building Materials and Supplies	176	-	1,900	1,900
5213	Purchase/Rental - Employee Uniforms	1,087	1,054	1,547	1,547
5215	Small Tools & Minor Equipment	-	2,384	5,625	5,625
5217	Operating Equipment Repair Parts	659	1,236	2,500	2,500
5400	Membership Dues and Subscriptions	-	38	-	-
6430	Equipment Repair/Replacement	3,644	8,055	10,250	10,250
6440	Equipment Additions	23,864	8,158	25,000	25,000
9010	Intradepartmental Credits	(562,374)	(653,997)	(859,875)	(129,538)
	TOTAL	**$ 236,840**	**$ 145,119**	**$ 190,033**	**$ 742,676**

001 GENERAL FUND
LEISURE SERVICES DEPARTMENT
6070 PARKS & RECREATION DIV-GOLF COURSE/PARKS MAINT.
590 INTERNAL SERVICES

Maintenance Services Distributed to Park Facilities

Dept Code	%	Amount
Tennis Centers - 6010	1.2	$ 10,467
Youth Center - 6050	3.9	$ 34,016
	5.1	**$ 44,483**
Granada Golf Course		
Supt		**85,055**
		$ 129,538

2013-2014 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: LEISURE 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

Passion *Fun*
Dedication *Honesty*
Professionalism *Safety* *Family*

PARKS AND RECREATION DIVISION 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**
Execute the assessment plan of action	Supervisors	September 2014	In Queue
Evaluation of plan implementation	Supervisors	September 2015	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	Partners such as Gables Museum, The Palace, Doctor's Hospital, Miami-Dade Schools identified
Identify partnership opportunities	TOS-Lead	Annually	Palace events partnerships ongoing, school partnership ongoing, health fair partnership with Doctor's Hospital ongoing
Create a process to develop and implement the opportunities 1. Training Program 2. Templates for MOU 3. Documentation procedures 4. Evaluation of partnership	TOS Director	Annually	MOU template used for partnerships with Biscayne Fitness, Alliance for Aging and Miami-Dade Schools

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.	YC Supervisor Golf and Parks Maintenance Superintendent Supervisors	Ongoing	Miami-Dade schools partnership for Coral Gables High School usage, looking to expand usage to middle schools. Other municipalities used for interleague play include Miami Shores, Key Biscayne, and South Miami.
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: Mommy and Me Tennis, Tennis Fitness, Spanish Book Club for Seniors, Seniors Support group, Adult Swim lessons, Pool Guard Start program, MVP Basketball instruction, Tourney Basketball League, Big Toy Extravaganza, Helicopter Egg Drop, City-wide signage program for construction projects, trolley brochure.

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 capital improvement Identify need and prioritize based on goals for land acquisition	Director	Ongoing	Capital requests and analysis completed.
Establish and enforce safety standards for all facilities. 1. Form Safety Committee	VP Supervisor-Lead Recreation Specialist Youth Center Foreman	Ongoing	Security Plans completed for accreditation. Procedures completed. Committee plan in process.
Establish cleanliness standards for facilities and parks. 1. Schedule Quarterly Cleanliness meetings with Supervisors. 2. Create new Facility Handbook and SOP Guide for each facility.	Division Supervisors	Ongoing	Maintenance Plan annual review underway, maintenance work logs to be revised. Quarterly Schedule established.
Objective: Maintain our historical character in all facilities.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Identify the historical aspects of all parks and facilities	VP Supervisor Asst. Venetian Pool Supervisor	Ongoing	Historical research complete for Agency creation, Venetian Pool and Youth Center. Historical research continues for Tennis and Golf.
Create a method to educate the public 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. Staff training completed. Website and publication integration next in que.
Create a plan to designate each park and facility through signage, exhibits, and educational materials	Marketing Specialist Park Superintendent	ongoing	Design plan created. Implementation plan next in que.

Objective: Create and implement a maintenance plan for all parks and facilities.			
Implement recycling program with compliance for all parks	VP Supervisor	ongoing	Completed for facilities. Program to be integrated into parks.
Update standard facility maintenance plan. 1. Evaluate each existing facility plan and revise	Division Supervisors	Ongoing	Facility Maintenance plans evaluated.
Implement standard facility maintenance program. 1. Create worksheets for each facility.	Division Supervisors	Ongoing	Preliminary worksheet template designed. Customization for each facility in que.
Create and implement cross-facility inspections plan by Division Supervisors 1. Establish inspection plan to include goals for inspections and evaluation model. 2. Schedule inspections and assign inspectors.	Administration Division Supervisors	Ongoing	In queue
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	ongoing	Preliminary standards completed. Sign design completed. Implementation and budgeting to follow.
Revise existing Park Inventory 1. Implement Dynamic Park Mapping on inventory webpage.	Marketing Specialist	ongoing	In que.

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 biannually 1. Create part-time training 2. Create staff training for full-time employees 3. Create staff recognition program 4. Create volunteer of the Month program 5. Establish in-service training intervals 6. Develop a customer service training tool	Supervisors VP Assist. Supervisor Administration	Ongoing	Revision of employee rules and regulation to incorporate customer service. Use of survey, and integration of staff recognition program with use of the survey underway.

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. Changes this past year included elimination of doctor form for registration and change in birth certificate requirement for registration. E-mail component also added to registration with intent to incorporate more e-mail communication with registrants.

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 program and facility audit program a. Create an audit form	Marketing Specialist TOS	ongoing	In queue
Utilize processes to present customer satisfaction program 1. Suggestion box implementation at facilities 2. Evaluation surveys	Marketing Specialist Administrative Assistant	ongoing	Suggestion boxes implemented, and assistance through City online survey site underway.
Establish an e-mail communication model to allow for added interaction with customers.	Marketing Specialist Division Supervisors	ongoing	In queue

Objective: Provide membership programs that meet customer needs			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Utilize data to revise membership programs 1. Master list compilation of all memberships with all benefits. 2. Review list and make sure offerings are consistent throughout Division. 3. Conduct best practices survey of similar communities and agencies. 4. Establish strategies to increase membership participation. 5. Review fees and propose new pricing proposals. 6. Establish protocols for membership cards.	Marketing Specialist Administration Division Supervisors Division Supervisors Administration Division Supervisors	ongoing	In que.
Review of feasibility of social media use in Division and establish protocols 1. Establish registration with Google and Bing search engines for added internet exposure.	Marketing Specialist	ongoing	In que.

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. Implement Trends Analysis into program.	Administration	Ongoing	Program to be initiated with Annual Meeting, and staff orientation.
Plan and implement 2 group and teambuilding activities per year	Asst. YC Supervisor TOS	Annually	Activities this year included staff thank you lunch, staff athletic activities.
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 hosted 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. Revision of training manual is underway.

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 3. Create shadow program where Director "shadows" Supervisor in each division biannually.	Administration	Ongoing	Schedule established and interaction with all scopes of program vastly improved. Shadow program pilot visit as Venetian pool completed.
Establish a training committee to review Division training manuals, training opportunities, and to create a plan for training throughout the Division.	Asst. YC Supervisor, Special Projects Coordinator, Pool Supervisors – lead	Ongoing	In Que.
Establish a strategic plan committee to monitor progress on strategic plan initiatives and to provide leadership for completion of initiatives. 1. Committee to meet on a quarterly basis	YC Supervisor - lead, Superintendent, TOS, Marketing Specialist	Ongoing	In Que.

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 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 breakeven point 6. Review of cost analysis template 7. Pre-program implementation	Each Division Supervisor for analysis	Ongoing	Policy created and template created. Analysis underway for targeted programs.

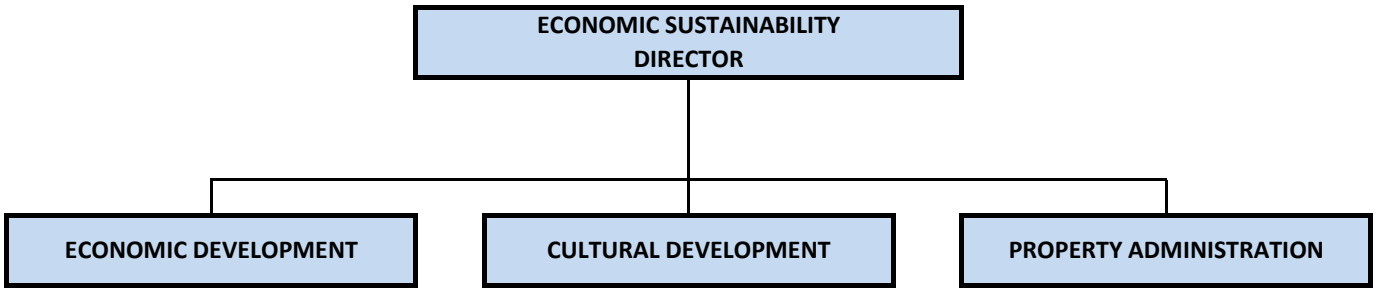
Objective: To identify and secure alternate funding.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Explore and seek grant funding as available and necessary 1. Identify funding opportunities 2. Identify project needs for alternative funding 3. Seek funding as necessary 4. Include efforts in monthly reports	Supervisors	Ongoing	Division received USTA grants. Division received grant for 100 communities award. Process underway for Playful City USA grant.

Objective: To assess the market, provide quality services and competitive prices			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Perform a market assessment 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.

CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

DEPARTMENT: ECONOMIC SUSTAINABILITY

ORGANIZATION CHART

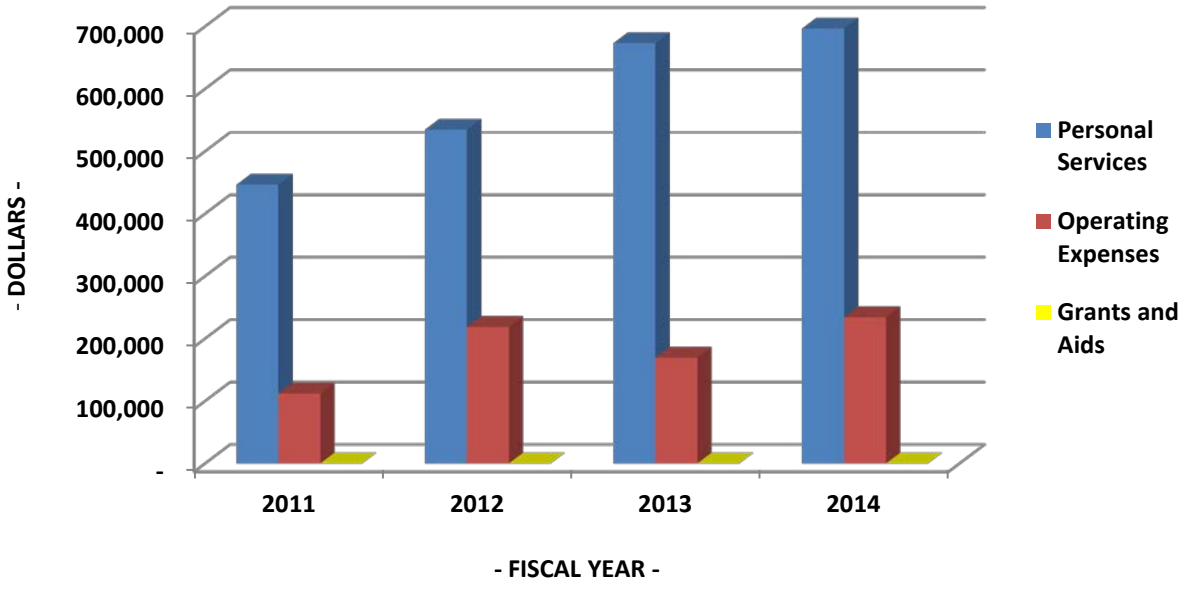


CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

ECONOMIC SUSTAINABILITY DEPARTMENT
BUDGET AND POSITION SUMMARY

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
Personal Services	446,400	534,609	673,168	696,686
Operating Expenses	111,774	218,542	169,210	233,902
Grants and Aids	-	-	-	-
TOTALS	558,174	753,151	842,378	930,588
No. of Positions	4	5	5	5

EXPENDITURE COMPARISONS



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
0640	Econ. Sustainability Director	1	1	1	1	$ 142,480
0644	Ass't Econ Sust Dir/Asset Mgr	1	1	1	1	110,136
0642	Business Dev. Analyst	-	1	1	1	67,621
0645	Marketing Coordinator	-	1	1	1	83,200
0043	Arts & Culture Specialist	1	-	-	-	-
0074	Spec. Projects & Cultural Coord	-	-	1	1	50,627
0602	Administrative Assistant	-	1	-	-	-
0059	Special Projects Coordinator	1	-	-	-	-
	TOTAL	**4**	**5**	**5**	**5**	**$ 454,064**

EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ 270,537	$ 351,604	$ 451,750	$ 454,064
2000	Employee Benefits - See Other Cost Dist.	175,863	183,005	221,418	242,622
3190	Other Professional Services	8,886	11,532	3,500	49,000
4020	Central Garage Motor Pool Rent Replacement: 1,037 Oper. & Maint: 3,531	4,590	4,764	4,710	4,568
4090	Other Transportation Expense	6,413	8,100	8,100	8,100
4410	Rental of Machinery and Equipment	3,930	1,697	4,800	4,800
4430	Rental of Land and Buildings	42,510	42,510	43,785	43,786
4550	General Liability Insurance	18,854	20,460	26,937	15,765
4720	Printing & Binding	1,528	1,327	5,357	5,357
4810	Promotional Expense	6,565	7,690	6,600	6,600
4812	Promotional Expense - Citywide Marketing	-	37,623	37,995	35,000
4820	Advertising Expense	1,037	495	1,600	6,000
4830	Prospect Development Expense	11,646	8,101	14,225	36,215
4990	Other Miscellaneous Expense	340	328	500	4,600
4991	Astor Development Land Swap Fees	-	45,127	-	-
4992	Century Laguna Land Swap Fees	-	21,331	-	-
5100	Office Supplies	2,329	1,628	2,273	2,273
5400	Membership Dues and Subscriptions	1,944	1,858	2,253	5,263
5410	Employee Training	1,202	3,971	6,575	6,575
	TOTAL	**$ 558,174**	**$ 753,151**	**$ 842,378**	**$ 930,588**

2013-2014 BUDGET
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 City's cultural base and offerings 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

GOAL AREA: ECONOMIC DEVELOPMENT

Identify and communicate with prospective local, national and international businesses and connect with the business community
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, Enterprise Florida, the Chamber of Commerce, the BID, the GMCVB and various consulates
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 and diplomatic exchanges
To welcome new businesses to the City
To assist with Sponsorship opportunities
To leverage marketing opportunities
To assist with articles, press releases and other coverage
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 public art program
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
To encourage cultural programming in the City
To work with the Galleries to elevate awareness of our visual art scene

GOAL AREA: PROPERTY ADMINISTRATION

To administer a form lease
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 obtain appraisals as necessary
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
To look for grant and award opportunities

III. **REPORT ON WORKLOAD INDICATORS**

DEPARTMENT: ECONOMIC SUSTAINABILITY
GOAL AREA: ECONOMIC DEVELOPMENT 2013-2014

- **PREVIOUS WORKLOAD INDICATORS**
  From (2012-2013)

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

- **<u>NEW WORKLOAD INDICATORS</u>:** ECONOMIC DEVELOPMENT

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	Department
Update, create and distribute marketing materials	Marketing Coordinator, Business Develop. Analyst, Special Projects & Cultural Coordinator
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 & Cultural Coordinator, Business Develop. Analyst
Staff to Economic Development Board – prepare notices, agendas and minutes	Director, Special Projects & Cultural Coordinator
Obtain updated images for marketing use	Marketing Coordinator, Business Develop. Analyst
Review and analyze market trends	Marketing Coordinator, 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, Special Projects & Cultural Coordinator
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, Special Projects & Cultural Coordinator
Develop other marketing strategies	Director, Marketing, Business Develop. Analyst

DEPARTMENT: ECONOMIC SUSTAINABILITY
GOAL AREA: CULTURAL DEVELOPMENT 2013-2014

- **PREVIOUS WORKLOAD INDICATORS**
  (From 2012-2013)

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

- **NEW WORKLOAD INDICATORS:** CULTURAL DEVELOPMENT

Administrate annual grant program including providing workshops	Director, SPCC
Staff to Cultural Development Board – prepare notices, agendas and minutes	Director, SPCC
Attend DRC and run reports in Eden to track projects subject to Public Art Ordinance	Director, Asst. Director, SPCC
Support local art community with workshop opportunities and materials.	Director, SPCC
Implement goals of the public art master plan	Director, Marketing Coordinator, SPCC
New initiatives, Cultural Tourism	Director, Marketing Coordinator, SPCC
Administration of any grants received by City for culture	Director, SPCC
Administration of Jazz in the Gables	Asst. Director, Business Develop. Analyst, SPCC
Administration of Gallery Night Trolley	Asst. Director, Business Develop. Analyst, SPCC
Administration of Gallery Night Live	Asst. Director, Business Develop. Analyst, SPCC
Various Gallery and cultural initiatives	Department

DEPARTMENT: ECONOMIC SUSTAINABILITY
GOAL AREA: PROPERTY ADMINISTRATION 2013-2014

- **PREVIOUS WORKLOAD INDICATORS**
  (From 2012-2013)

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

- **NEW WORKLOAD INDICATORS:** PROPERTY ADMINISTRATION

Negotiate and prepare Leases	Director, Asst. Director
Show available space	Asst. Director
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, SPCC
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
Obtain and analyze appraisals	Director, Asst. Director

DEPARTMENT: ECONOMIC SUSTAINABILITY
GOAL AREA: GENERAL ADMINISTRATION 2013-2014

- **PREVIOUS WORKLOAD INDICATORS**
  (From 2012-2013)

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:** GENERAL ADMINISTRATION

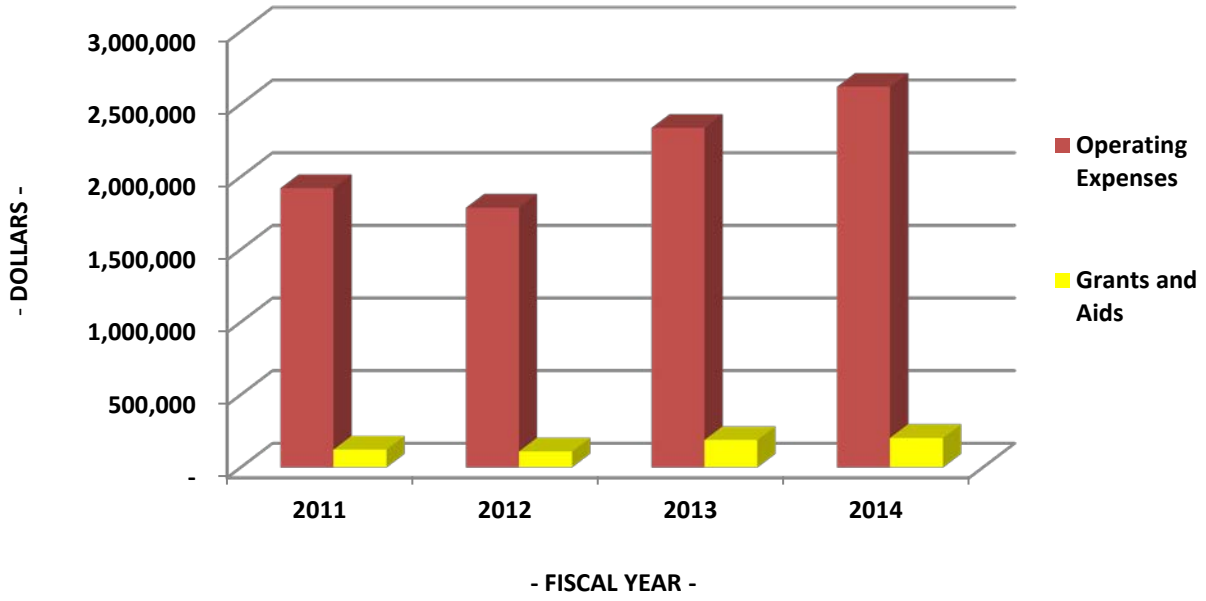
Organize and maintain department files – hardcopy and electronic	SPCC
Answer phones, manage calendar, set up meeting, filing, copying, typing, inventory and ordering of office supplies	SPCC
Process invoices	SPCC
Manage departmental rolodex	SPCC
Maintain inventory of marketing materials and gifts	Marketing Coordinator, Business Develop. Analyst, SPCC
Assess staff requirements and train as needed	Director, Asst. Director, Marketing Coordinator
Manage budget	Director, Asst. Director, SPCC
Manage image database and copyright rights	Director, Marketing Coordinator, Business Develop. Analyst, SPCC
Continuing Education for licensed professionals	Director, Asst. Director
Attendance at professional associations, meetings, conferences	Director, Asst. Director, Marketing Coordinator, Business Develop. Analyst

CITY OF CORAL GABLES, FLORIDA
2013-2014 BUDGET

NON-DEPARTMENTAL EXPENSE
BUDGET AND POSITION SUMMARY

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
Operating Expenses	1,921,262	1,786,453	2,335,402	2,618,700
Grants and Aids	122,495	109,750	188,250	203,250
TOTALS	2,043,757	1,907,890	2,663,652	2,991,950
No. of Positions	-	-	-	-

EXPENDITURE COMPARISONS



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2013-2014 SALARIES
7777	Salary Savings	-	-	-	-	$ (427,670)
	TOTAL	**-**	**-**	**-**	**-**	**$ (427,670)**

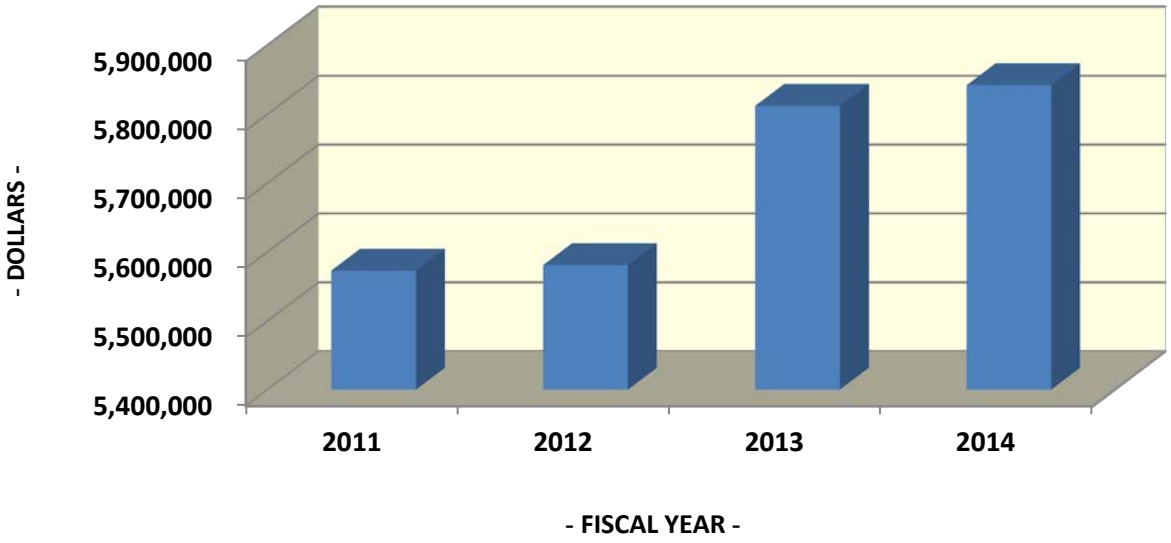
EXPENDITURE DETAIL

		2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
1000	Salaries	$ -	$ -	$ -	$ (427,670)
2000	Employee Benefits - See Other Cost Dist.	-	11,687	140,000	597,670
3120	Special Legal Services	1,297,924	1,086,581	855,000	945,000
3190	Other Professional Services	235,660	320,397	359,642	375,000
3200	Accounting & Auditing Services	105,000	124,500	115,000	129,500
4450	Lease Equipment	-	-	187,200	187,200
4820	Advertising Expense	-	-	5,700	-
4920	Lobbyist Records	7,500	31,477	-	-
4960	Bad Debt Expense	148	-	-	-
4990	Other Miscellaneous Expense	275,030	207,662	159,300	165,000
5100	Office Supplies	-	15,115	17,000	17,000
5206	Food for Human Consumption	-	721	-	-
7191	Employee Sick/Annual Leave Payout	-	-	400,000	400,000
7192	Contingencies	-	-	236,560	400,000
8200	Cultural Events	74,500	75,000	135,000	150,000
8300	Other Grants and Aids	14,733	1,500	20,000	20,000
8302	Aid to Junior Orange Bowl	33,250	33,250	33,250	33,250
8309	Sister City Match	12	-	-	-
	TOTAL	**$ 2,043,757**	**$ 1,907,890**	**$ 2,663,652**	**$ 2,991,950**

2013-2014 BUDGET
MOTOR POOL FUND SUMMARY

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
OPERATING REVENUES				
Charges to Departments for use of Vehicles & Equipment	$ 4,092,570	$ 5,976,722	$ 5,527,738	$ 5,735,769
Replacement Cost Recovery	2,871,033	1,243,000	2,593,000	1,413,000
Miscellaneous	1,185,418	3,217,020	738,238	122,000
TOTAL OPERATING REVENUES	**$ 8,149,021**	**$ 10,436,742**	**$ 8,858,976**	**$ 7,270,769**
OPERATING EXPENSES				
Operating Expense	5,572,564	5,580,613	5,811,722	5,841,869
Capital Outlay	815,542	1,656,826	3,047,254	1,428,900
TOTAL OPERATING EXPENSES	**$ 6,388,106**	**$ 7,237,439**	**$ 8,858,976**	**$ 7,270,769**

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.

2013-2014 BUDGET
MOTOR POOL FUND
VEHICLE AND EQUIPMENT PURCHASES

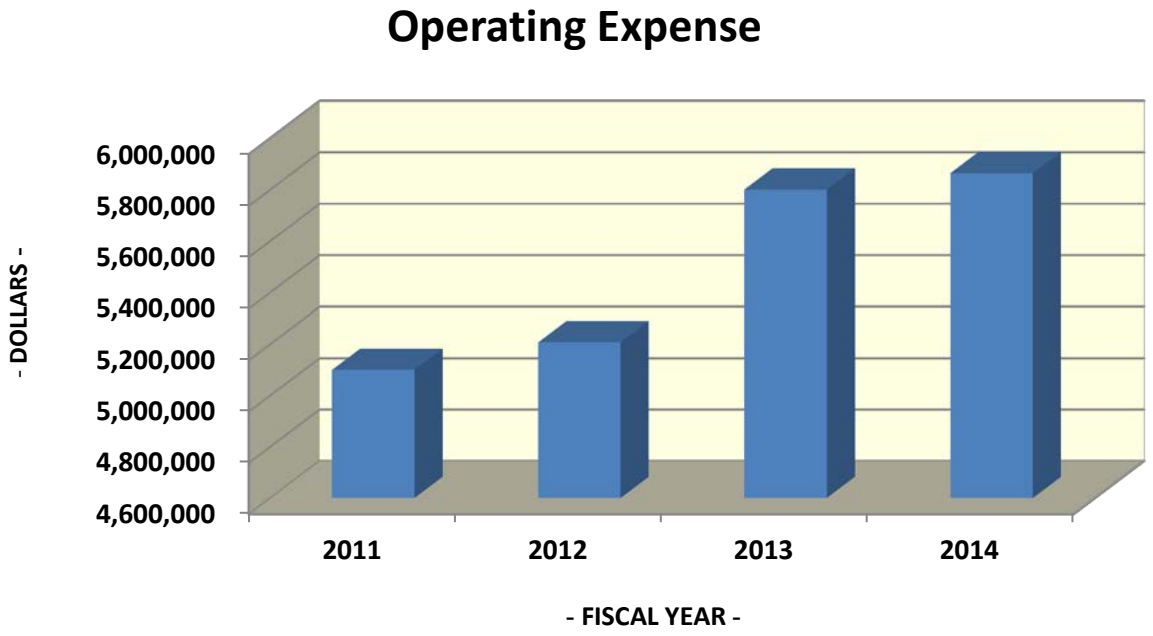
		REPLACEMENTS			ADDITIONS	TOTAL
DEPARTMENT	DESCRIPTION	VEH ID#	YEAR	COST	COST	BUDGET
Comm Serv - Parks	F250 Reg Cab w/Lift Gate	1956	1998	$ 23,000	$ -	$ 23,000
	E350 Econoline Van	1837	1996	25,000		25,000
Comm Serv - Pub Serv	Water Truck - 4,000 Gallon	-	-	-	136,700	136,700
Dev Serv - Bldg Insp	Ford Escape	1758	1995	20,000	-	20,000
	Ford Escape	1760	1995	20,000	-	20,000
	Ford Escape	1949	1997	20,000	-	20,000
Dev Serv - Code Enf	Ford Escape	1761	1995	20,000	-	20,000
	Ford Escape	1948	1997	20,000	-	20,000
Fire	Smart Car	43	1998	16,500	-	16,500
	Smart Car	49	2001	16,500	-	16,500
	Rescue Unit	63	1999	240,000	-	240,000
Police - Unif Patrol	Ford Police Interceptor Sedan	2003	460	34,000	-	34,000
	Ford Police Interceptor Sedan	2003	468	34,000	-	34,000
	Ford Police Interceptor Sedan	2003	470	34,000	-	34,000
	Ford Police Interceptor Sedan	2003	473	34,000	-	34,000
	Ford Police Interceptor Sedan	2003	476	34,000	-	34,000
	Ford Police Interceptor Sedan	2003	479	34,000	-	34,000
	Ford Police Interceptor Sedan	2003	480	34,000	-	34,000
	Ford Police Interceptor Sedan	2003	482	34,000	-	34,000
	Ford Police Interceptor Sedan	2004	485	34,000	-	34,000
	Ford Police Interceptor Sedan	2004	487	34,000	-	34,000
	Ford Police Interceptor Sedan	2004	488	34,000	-	34,000
	Ford Police Interceptor Sedan	2004	498	34,000	-	34,000
	Ford Police Interceptor Sedan	2004	490	34,000	-	34,000
	F350 4x4 (Boat Towing)	2003	732	42,000	-	42,000
	Ford Police Interceptor w/Limited Equip	2008	849	28,300	-	28,300
	Ford Police Interceptor Sedan	-	-	-	34,000	34,000
	Ford Police Interceptor Sedan	-	-	-	34,000	34,000
	Ford Police Interceptor Sedan	-	-	-	34,000	34,000
	Ford Police Interceptor Sedan	-	-	-	34,000	34,000
	Ford Police Interceptor Sedan	-	-	-	34,000	34,000
	Ford Police Interceptor Sedan	-	-	-	34,000	34,000
	Ford Police Interceptor Sedan	-	-	-	34,000	34,000
Public Works - R.O.W.	Pressure Washer - w/Trailer	-	-	-	25,000	25,000
Public Works - Sani Swr.	Ford F450 w/6t Autocrane	1958	1998	80,000	-	80,000
				$ 1,013,300	**$ 399,700**	**$ 1,413,000**

2013-2014 BUDGET
MOTOR POOL COST DISTRIBUTION

DEPT.	DISTRIBUTION COST			
NO.	REPL	MAINT	TOTAL	DEPARTMENT
1010	$ 1,845	$ 7,088	$ 8,933	CITY MANAGER - ADMIN
1030	26,292	5,714	32,006	CITY MANAGER - COMMUNICATIONS
1050	838	939	1,777	CITY MANAGER - INTERNAL AUDIT
1110	2,290	6,879	9,169	HUMAN RESOURCES - RISK MGMT
1210	15,733	88,549	104,282	DEVELOPMENT SERVICE - BUILDING
1220	2,905	10,846	13,751	DEVELOPMENT SERVICE - PLANNING
1230	13,489	89,438	102,927	DEVELOPMENT SERVICE - CODE
1320	890	1,362	2,252	HISTORICAL RESOURCES - PRESERVATION
1500	706	2,344	3,050	PUBLIC WORKS - ADMINISTRATIVE
1510	11,487	85,413	96,900	PUBLIC WORKS - ENGINEERING
1535	60,500	67,773	128,273	PUBLIC WORKS - STORMWATER MGMT
1540	49,663	200,242	249,905	PUBLIC WORKS - SANITARY SEWER
1550	47,739	375,150	422,889	PUBLIC WORKS - R.O.W. ENF & MAINT
1580	61,501	249,031	310,532	PUBLIC WORKS - PARKING - TROLLEY/TRANS
3020	1,679	3,186	4,865	FINANCE - COLLECTIONS
3040	2,015	3,883	5,898	FINANCE - PROCUREMENT
3050	1,308	9,199	10,507	FINANCE - GENERAL SERVICES
3200	7,585	19,685	27,270	INFORMATION TECHNOLOGY
5000	9,277	42,413	51,690	POLICE - ADMINISTRATIVE
5020	318,741	1,199,396	1,518,137	POLICE - UNIFORM PATROL
5030	45,449	244,265	289,714	POLICE - CRIMINAL INVESTIGATIONS
5040	17,901	67,393	85,294	POLICE - TECHNICAL SERVICES
5060	9,118	36,629	45,747	POLICE - PROFESSIONAL STANDARDS
5070	59,515	363,259	422,774	POLICE - SPECIALIZED ENFORCEMENT
5500	280,235	404,237	684,472	FIRE DEPARTMENT
6010	693	192	885	LEISURE SERV - PARKS & REC - TENNIS CENTERS
6030	7,410	50,505	57,915	LEISURE SERV - PARKS & REC - GRANADA GOLF
6050	4,065	23,747	27,812	LEISURE SERV - PARKS & REC - YOUTH CTR/PLAYGRNDS
6070	21,597	40,709	62,306	LEISURE SERV - PARKS & REC - GOLF/PARKS MAINT
6100	955	9,463	10,418	PUBLIC WORKS - PUBLIC SERV - ADMINISTRATIVE
6120	215,433	1,477,811	1,693,244	PUBLIC WORKS - PUBLIC SERV - SOLID WASTE
6130	83,187	380,937	464,124	PUBLIC WORKS - PUBLIC SERV - LANDSCAPE SERVICES
6900	1,037	3,531	4,568	ECONOMIC SUSTAINABILITY
8360	3,587	24,929	28,516	PUBLIC WORKS - PARKING - METER MAINT/COLLECTION
8400	23,619	118,111	141,730	PUBLIC WORKS - PARKING - VIOLATION ENFORCEMENT
8500	2,716	21,521	24,237	PUBLIC WORKS - PARKING - SIGN SHOP
	$ 1,413,000	$ 5,735,769	$ 7,148,769	

2013-2014 BUDGET
PUBLIC FACILITIES FUND SUMMARY

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
OPERATING REVENUES				
Charges to Departments for use of Facilities	$ 6,233,883	$ 5,924,168	$ 5,820,317	$ 5,902,332
Miscellaneous	13,517	19,277	47,275	2,671,674
TOTAL OPERATING REVENUES	**$ 6,247,400**	**$ 5,943,445**	**$ 5,867,592**	**$ 8,574,006**
OPERATING EXPENSES				
Operating Expense	$ 5,100,005	$ 5,207,273	$ 5,800,092	$ 5,864,332
Capital Outlay	30,717	66,432	67,500	2,709,674
TOTAL OPERATING EXPENSES	**$ 5,130,722**	**$ 5,273,705**	**$ 5,867,592**	**$ 8,574,006**



The Public Facilities Fund is used to account for the costs of providing building maintenance, utilities and general housekeeping services for all city propety. Financing is provided by charging the user departments an annual rental fee based on the facilities occupied.

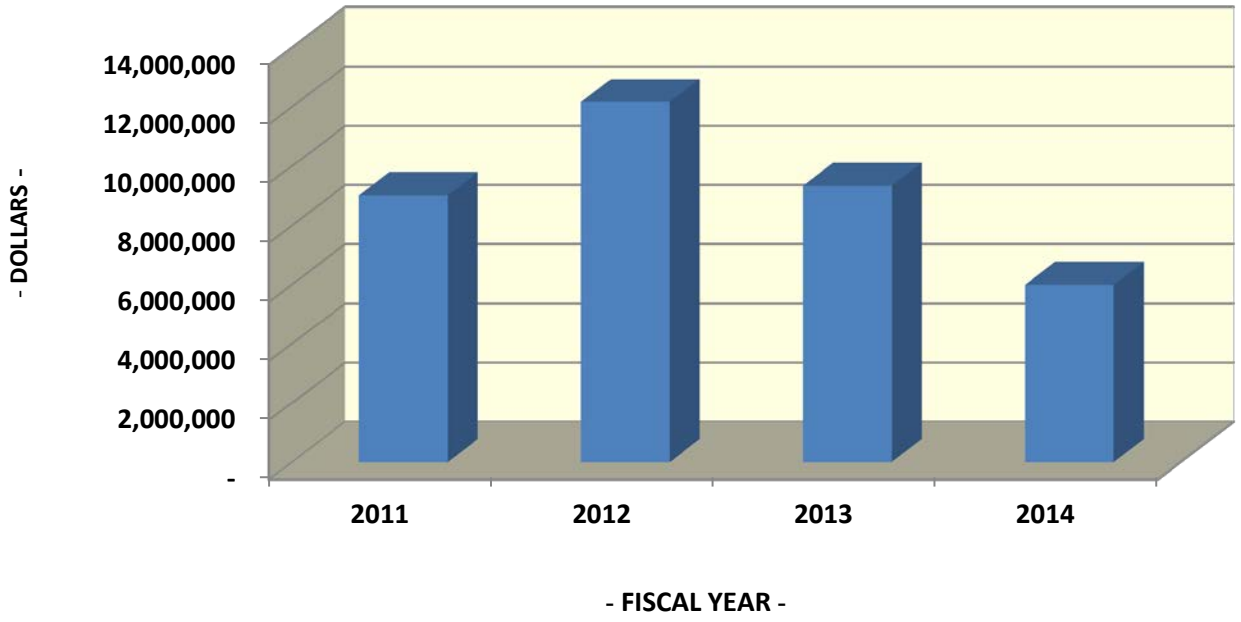
2013-2014 BUDGET
TOTAL PUBLIC FACILITIES COST DISTRIBUTION

DEPT. NO.	TOTAL COST DISTRIBUTION	DEPARTMENT
0100	$ 42,131	CITY COMMISSION
0500	29,381	CITY ATTORNEY
0600	23,899	CITY CLERK - ADMIN
1010	22,058	CITY MANAGER - ADMIN
1030	32,839	CITY MANAGER - COMMUNICATIONS
1050	29,769	CITY MANAGER - INTERNAL AUDIT
1110	19,018	HUMAN RESOURCES - RISK MGMT
1120	20,068	HUMAN RESOURCES - PERSONNEL
1200	20,666	DEVELOPMENT SERVICE - ADMIN
1210	46,494	DEVELOPMENT SERVICE - BUILDING
1220	65,503	DEVELOPMENT SERVICE - PLANNING
1230	18,306	DEVELOPMENT SERVICE - CODE
1320	236,737	HISTORICAL RESOURCES - PRESERVATION
1330	71,782	HISTORICAL RESOURCES - MUSEUM
1500	20,848	PUBLIC WORKS - ADMINISTRATIVE
1510	44,605	PUBLIC WORKS - ENGINEERING
1535	28,867	PUBLIC WORKS - STORMWATER MGMT
1540	287,467	PUBLIC WORKS - SANITARY SEWER
1550	1,301,419	PUBLIC WORKS - R.O.W. ENF & MAINT
3010	42,363	FINANCE - ADMINISTRATIVE & BUDGET
3020	12,392	FINANCE - COLLECTIONS
3030	13,088	FINANCE - ACCOUNTING
3040	110,360	FINANCE - PROCUREMENT
3050	18,499	FINANCE - GENERAL SERVICES
3061	5,041	FINANCE - RETIREMENT ADMIN
3200	26,574	INFORMATION TECHNOLOGY
5000	103,991	POLICE - ADMINISTRATIVE
5020	137,787	POLICE - UNIFORM PATROL
5030	111,352	POLICE - CRIMINAL INVESTIGATIONS
5040	144,371	POLICE - TECHNICAL SERVICES
5060	136,111	POLICE - PROFESSIONAL STANDARDS
5500	514,249	FIRE DEPARTMENT
6010	115,174	LEISURE SERV - PARKS & REC - TENNIS CENTERS
6020	133,075	LEISURE SERV - PARKS & REC - VENETIAN POOL
6030	111,685	LEISURE SERV - PARKS & REC - GRANADA GOLF
6050	634,796	LEISURE SERV - PARKS & REC - YOUTH CTR/PLAYGRNDS
6070	37,228	LEISURE SERV - PARKS & REC - GOLF/PARKS MAINT
6100	23,897	PUBLIC WORKS - PUBLIC SERV - ADMINISTRATIVE
6120	22,055	PUBLIC WORKS - PUBLIC SERV - SOLID WASTE
6130	580,565	PUBLIC WORKS - PUBLIC SERV - LANDSCAPE SERVICES
8300	15,631	PUBLIC WORKS - PARKING - ADMINISTRATIVE
8310	81,643	PUBLIC WORKS - PARKING - GARAGE NO. 1
8320	135,889	PUBLIC WORKS - PARKING - GARAGE NO. 2
8330	23,779	PUBLIC WORKS - PARKING - GARAGE NO. 3
8340	87,292	PUBLIC WORKS - PARKING - GARAGE NO. 4
8390	47,559	PUBLIC WORKS - PARKING - METER/PERMIT PARKING LOTS
8500	32,474	PUBLIC WORKS - PARKING - SIGN SHOP
1580	81,555	PUBLIC WORKS - PARKING - TROLLEY/TRANS
	$ 5,902,332	

2013-2014 BUDGET
INSURANCE FUND SUMMARY

	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET
OPERATING REVENUES				
Charges to Departments for:				
Workers Compensation	$ 5,974,309	$ 5,816,000	$ 5,816,000	$ 3,762,784
General Liability Insurance	3,208,877	3,208,999	3,509,000	2,218,216
Group Health Insurance	4,791,420	4,184,728	-	-
Miscellaneous	542,445	969,364	-	-
TOTAL OPERATING REVENUES	**$ 14,517,051**	**$ 14,179,091**	**$ 9,325,000**	**$ 5,981,000**
OPERATING EXPENSES				
Benefit Payments	$ 6,493,635	$ 5,136,796	$ 5,816,000	$ 3,762,784
Insurance	2,510,233	7,022,728	3,509,000	2,218,216
TOTAL OPERATING EXPENSES	**$ 9,003,868**	**$ 12,159,524**	**$ 9,325,000**	**$ 5,981,000**

Operating Expense

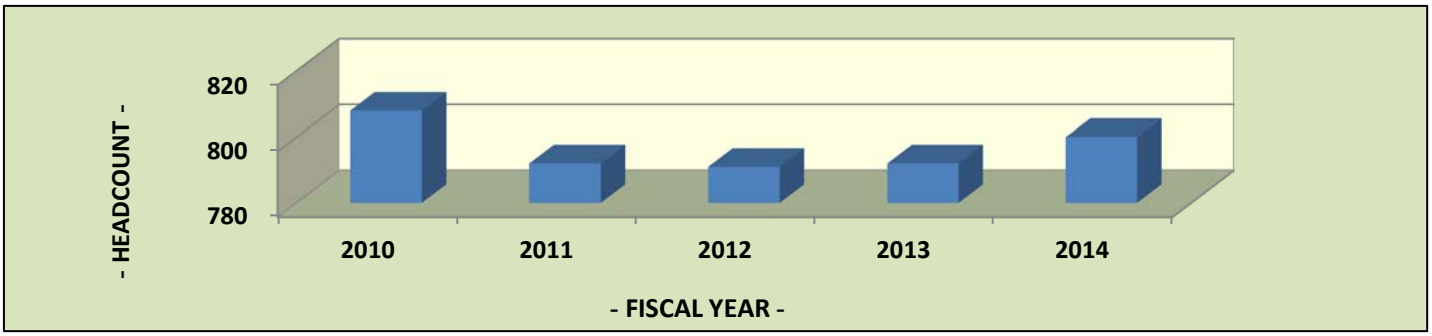


The Insurance Fund is used to account for the cost of employee health care benefits as well as the City's self-insured liability and worker's compensation program. The latter being administered by a third party professional insurance service. Financing is provided by insurance premium charges to the 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.

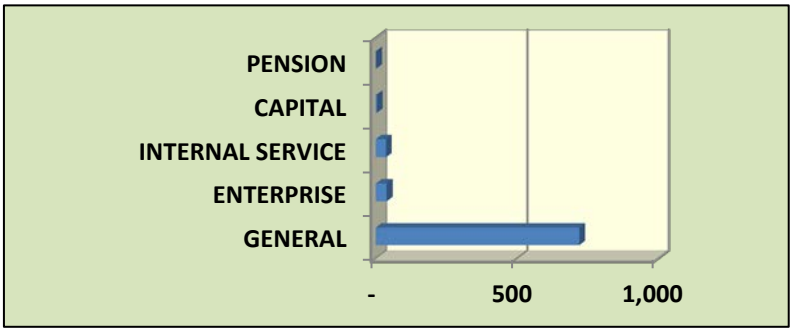
CITY OF CORAL GABLES
2013-2014 BUDGET

FULL TIME POSITION SUMMARY
FIVE YEAR COMPARISON

DEPARTMENT	ACTUAL 2009-2010	ACTUAL 2010-2011	ACTUAL 2011-2012	BUDGET 2012-2013	BUDGET 2013-2014
City Commission	7	7	7	7	7
City Attorney	5	5	5	5	5
City Clerk	5	5	5	5	5
City Manager	10	11	11	11	11
Human Resources	10	10	10	10	10
Development Services	62	63	64	64	64
Historic Resources	4	4	4	4	4
Public Works	222	209	204	204	204
Finance	31	31	33	33	34
Information Technology	16	15	15	15	15
Police	257	255	255	256	263
Fire	147	147	147	147	147
Leisure Services	27	26	26	26	26
Economic Sustainability	5	4	5	5	5
Total	**808**	**792**	**791**	**792**	**800**



FULL-TIME HEADCOUNT BY FUND



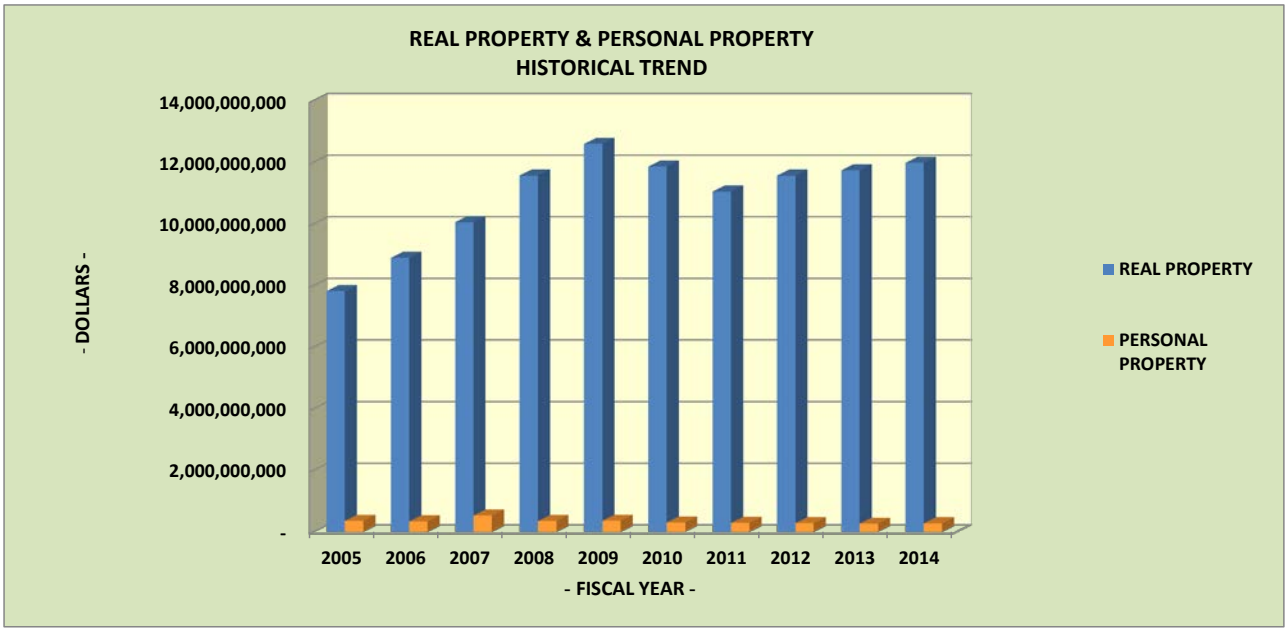
FUND	HEAD-COUNT
PENSION	1
CAPITAL	4
INTERNAL SERVICE	36
ENTERPRISE	39
GENERAL	720
FULL-TIME HEADCOUNT	**800**

2013-2014 BUDGET
PAYROLL RELATED COST DISTRIBUTION

			PERSONNEL BENEFITS						GENERAL
DEPT	TOTAL EMP	TOTAL WAGES	FICA TAX	RETIRE-MENT	WORKERS COMP	GROUP INSURANCE	POST EMPL HEALTH	TOTAL BENEFITS	LIABILITY INSURANCE
0100	7	$ 246,274	$ 18,839	$ 94,552	$ 2,039	$ 55,932	$ 950	$ 172,312	$ 8,512
0500	5	454,850	29,475	170,613	1,083	40,011	3,800	244,982	15,792
0600	5	333,711	25,528	125,175	1,456	39,985	3,800	195,944	11,586
0601	-	39,936	3,055	-	-	-	-	3,055	1,387
1010	6	732,409	47,297	261,979	1,747	65,002	4,750	380,775	25,428
1030	3	366,292	28,021	79,021	1,374	23,994	2,850	135,260	12,717
1050	2	201,608	14,362	75,623	3,377	16,008	1,900	111,270	7,000
1110	3	176,800	13,525	66,318	3,669	23,986	2,850	110,348	6,138
1120	7	546,445	40,139	195,294	2,038	55,990	6,650	300,111	18,972
1200	5	381,826	26,334	143,223	7,046	39,995	2,850	219,448	13,257
1210	31	2,358,015	177,176	849,950	53,747	247,948	11,400	1,340,221	81,868
1220	15	1,158,200	86,311	434,439	9,958	119,986	6,650	657,344	40,211
1230	13	832,647	63,698	311,129	34,531	103,952	1,900	515,210	28,909
1320	3	269,277	18,271	101,006	873	24,571	2,850	147,571	9,349
1330	1	174,499	13,349	35,687	291	8,003	950	58,280	6,058
1500	6	555,101	40,680	208,219	10,132	48,016	4,750	311,797	19,272
1510	14	1,029,705	79,323	382,868	37,617	111,980	5,700	617,488	35,750
1520	14	971,525	74,324	314,493	129,029	111,938	2,850	632,634	56,514
1535	8	490,465	37,520	157,266	96,233	63,952	950	355,921	28,531
1540	11	696,722	53,298	231,926	108,208	87,942	950	482,324	40,529
1550	8	383,001	29,299	141,039	77,610	63,944	-	311,892	13,297
1552	2	138,570	10,601	51,978	27,498	15,995	1,900	107,972	8,061
1580	2	140,691	10,763	52,773	14,236	15,995	950	94,717	8,184
3010	8	798,896	58,696	299,666	2,329	64,030	7,600	432,321	27,737
3020	8	438,941	33,578	164,648	9,084	63,956	950	272,216	15,240
3030	9	551,324	42,176	206,801	2,620	71,963	4,750	328,310	19,141
3040	6	413,731	31,650	155,191	1,747	47,985	3,800	240,373	14,364
3050	2	87,006	6,656	32,636	862	15,984	-	56,138	3,021
3061	1	74,568	5,704	27,970	487	7,999	950	43,110	4,338
3200	15	1,088,117	82,574	382,793	3,144	119,960	3,800	592,271	37,778
4700	22	1,448,496	110,332	514,322	123,904	175,914	4,750	929,222	84,260
5000	10	915,016	68,395	485,387	35,521	80,017	6,750	676,070	31,768
5020	104	7,322,697	560,792	3,908,302	425,690	831,660	67,250	5,793,694	254,236
5030	43	3,442,527	277,888	1,754,948	178,362	343,939	24,350	2,579,487	119,521
5040	53	3,429,935	261,850	1,269,481	44,197	423,741	3,550	2,002,819	119,083
5041	6	374,363	28,640	121,670	1,747	47,964	-	200,021	12,997
5050	-	18,800	1,438	-	24,436	-	-	25,874	653
5060	15	1,117,135	84,838	506,927	32,901	119,973	5,800	750,439	38,786
5070	32	2,528,610	193,354	1,292,734	135,678	255,930	20,450	1,898,146	87,790
5500	147	14,578,158	198,561	7,678,522	716,522	1,176,398	133,000	9,903,003	506,137
6000	1	131,248	8,952	49,231	291	8,011	950	67,435	4,557
6005	3	228,010	16,377	85,527	4,624	23,997	2,850	133,375	7,916
6010	4	363,773	27,829	64,788	16,444	31,969	950	141,980	12,630
6020	3	367,884	28,144	53,036	78,746	23,978	1,900	185,804	21,400
6030	1	71,093	5,439	26,667	5,899	7,997	-	46,002	4,136
6050	9	866,410	66,280	165,381	53,840	71,939	1,900	359,340	30,081
6051	-	20,879	1,597	-	-	-	-	1,597	725
6060	1	103,642	7,929	24,639	4,041	7,997	950	45,556	3,598
6065	-	24,965	1,910	-	-	-	-	1,910	867
6070	4	277,963	21,264	104,265	33,471	31,991	950	191,941	9,651
6100	4	268,711	20,079	100,043	3,960	31,988	1,900	157,970	9,329
6120	62	3,071,539	234,973	1,142,758	802,121	495,559	950	2,676,361	106,640
6130	23	1,252,179	95,791	450,937	213,091	183,860	950	944,629	43,474
6900	5	454,064	32,951	170,319	1,456	33,146	4,750	242,622	15,765
7000	-	(427,670)	-	427,670	-	-	-	427,670	-
8300	5	348,961	26,217	126,206	2,887	39,985	2,850	198,145	20,299
8330	1	41,309	3,160	15,495	8,568	7,992	-	35,215	2,403
8340	1	29,827	2,282	11,188	8,568	7,989	-	30,027	1,735
8360	6	307,944	23,557	115,510	64,753	47,963	-	251,783	17,913
8400	12	628,745	48,099	190,832	52,408	95,901	-	387,240	21,829
8500	3	156,373	11,964	58,656	44,593	23,981	-	139,194	9,096
	800	**$ 59,894,738**	**$ 3,673,104**	**$ 26,669,717**	**$ 3,762,784**	**$ 6,408,781**	**$ 381,800**	**$ 40,896,186**	**$ 2,218,216**

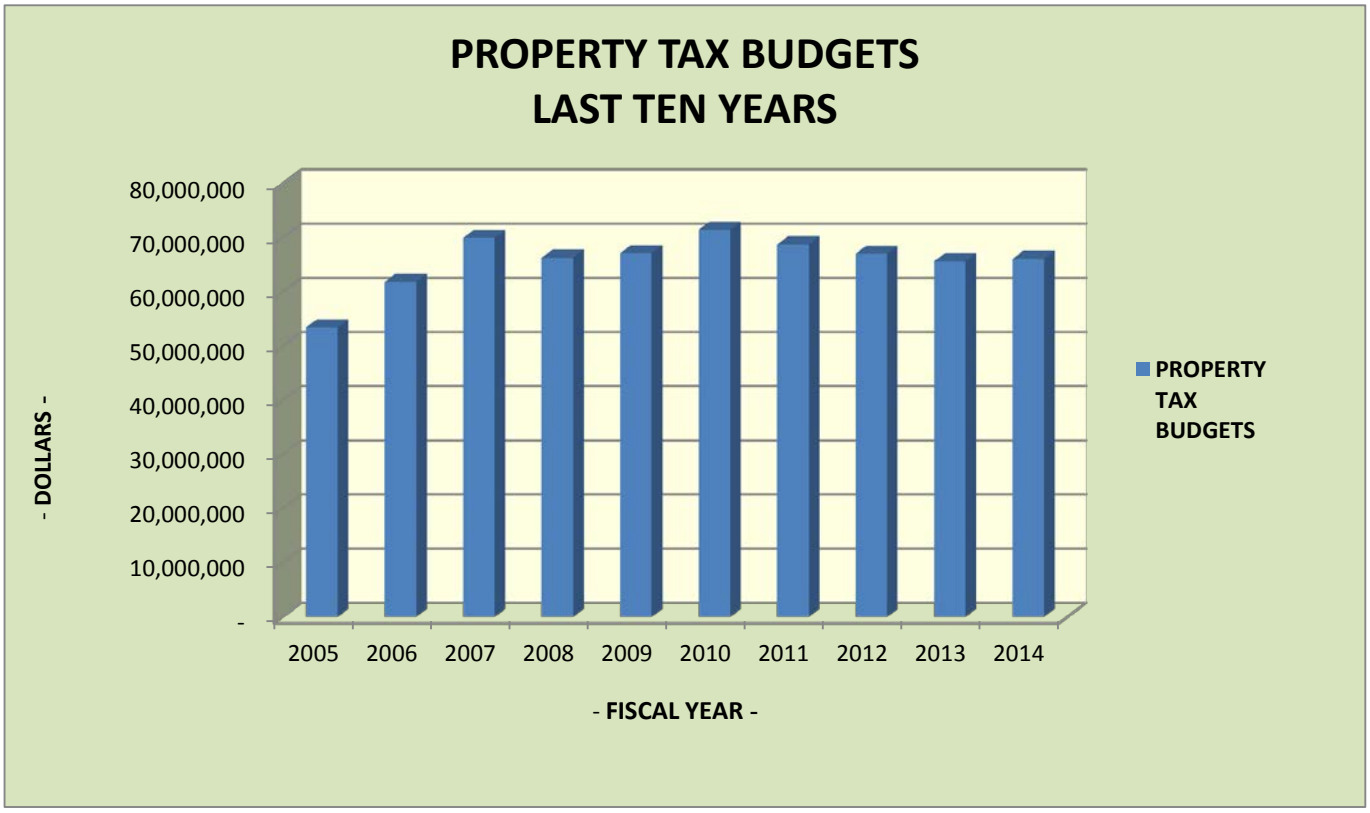
CITY OF CORAL GABLES
TAXABLE VALUES OF REAL & PERSONAL PROPERTY
TEN-YEAR TREND

FISCAL YEAR	REAL PROPERTY	PERSONAL PROPERTY	TOTAL ASSESSED VALUE
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	11,582,581,921	288,250,994	11,870,832,915
2013	11,752,319,227	273,243,675	12,025,562,902
2014	11,996,154,496	284,616,094	12,280,770,590



FISCAL YEAR	CITY TAX RATES OPERATIONS	CITY TAX RATES DEBT SERVICE	CITY TAX RATES TOTAL	COUNTY	SCHOOL DISTRICT	SPECIAL TAXING DISTRICTS	TOTAL TAX RATE FOR ALL OVERLAPPING GOVERNMENTS
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
2014	5.6290	-0-	5.6290	5.7980	7.9770	0.4455	19.8495

CITY OF CORAL GABLES



PROPERTY TAX BUDGETS AND TAX COLLECTIONS
LAST TEN FISCAL YEARS

FISCAL YEAR	PROPERTY TAX BUDGETS	* COLLECTIONS WITHIN THE YEAR OF THE LEVY	* PRIOR YEARS' LATE COLLECTIONS	TOTAL COLLECTIONS TO DATE	PERCENT OF LEVY COLLECTED TO DATE
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	64,648,342	1,729,247	66,377,589	98.9%
2013	65,664,270	61,711,408	645,906	62,357,314	95.0%
2014	66,122,035	-	-	-	0.0%

* Fiscal Year 2013 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.