



CORAL GABLES  
THE CITY BEAUTIFUL

# 2015-2016 BUDGET

*Celebrating 90 years  
of a dream realized*



*Celebrate*

# CITY OF CORAL GABLES



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MAYOR



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VICE MAYOR



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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, 2014.

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, 2014**

Executive Director



# THE CITY OF CORAL GABLES



OFFICE OF CITY MANAGER

CITY HALL 405 BILTMORE WAY  
CORAL GABLES, FLORIDA 33134

*The City Beautiful*

October 1, 2015

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

Dear Mayor and Commissioners:

As the City of Coral Gables moves through its 90<sup>th</sup> year since incorporation, our primary attentions must be focused on the City's future and our unwavering commitment to deliver unparalleled service to our residents in a reliable and cost-efficient manner. The nation and South Florida are slowly rebounding from one of the most dramatic economic downturns in U.S. history. The strategic and progressive financial actions exercised in the recent past - combined with the fortitude and commitment of our commercial and residential communities and our dedicated employees - allowed Coral Gables to survive. While it is imperative that the newly acquired financial footing be protected, it is equally important that the City enhances quality of service and quality of life as they are key predictors in community success and resident satisfaction. Therefore, the City remains committed to delivering essential municipal services (including Public Safety, Sanitation, and Parks & Recreation) in an exceptional way with new technology and old fashioned customer service, combined with best practices, performance standards, and accountability at all levels of the organization and in every operation. The Fiscal Year 2015-2016 Budget will ensure that prior commitments are fulfilled, Public Safety is a priority, our aging facilities and infrastructure needs are addressed, our residents are better informed, their quality of life preserved, and our employees' quality of work life improved.

## Fulfilling Commitments

Bold initiatives were announced in recent years that remain unfinished and their accompanying recommendations await implementation. For example, the Bike Master Plan, the Sustainability Master Plan, the Parks and Recreation Master Plan, and the multi-million dollar Neighborhood Renaissance Plan are awaiting finalization and implementation. Several high-profile physical improvements must also be finalized including the completion of the Granada Golf Course, the Adult Activity Center, the Miracle Mile and Giralda Streetscape projects, the Tree Succession Plan, and the Sidewalk Replacement Program. Furthermore, new visions for the North Gables and U.S.1 corridors are emerging that will need to be fulfilled and codified into built reality. For the Commission and the public to have confidence in these and future initiatives, their recommendations and work programs must be seen through implementation, and ongoing

maintenance identified. Encumbered monies for these initiatives will be carried over into the Fiscal Year 2015-2016 Budget, both for capital and operations.

### **Protecting the Public**

Aggressive and uncompromising Public Safety recruitment to fill current and anticipated vacancies, along with strong training and readiness modules, are top funded priorities. Additional Public Safety staffing, CCTV and additional License Plate Reader technology are also being proposed to establish an “Omni-presence” as crime deterrents are installed while attentive and regular traffic enforcement is introduced. A program to establish citywide neighborhood street lights that add both ambiance and lighting will be developed utilizing LED lighting. A comprehensive approach to traffic calming, along with the protection against commercial intrusion in the quiet residential areas, has been included for Fiscal Year 2015-2016.

### **Maintaining the Infrastructure**

In an effort to stretch operating dollars, infrastructure renovations (built and environmental), along with routine maintenance, were postponed over the years resulting in mounting and expensive renovation costs. New processes have been incorporated into the Fiscal Year 2015-2016 work program for planned renovation and ongoing maintenance for our built infrastructure and our recreational open spaces. An additional facilities maintenance crew, tree trimming crews, and more dollars for janitorial services are being recommended to ensure proper care, appearance, and storm-readiness of City facilities and our tree-lined canopy.

### **Engaging the Community**

Fiscal Year 2015-2016 will bring with it new and enhanced communication tools to inform the public on items affecting their neighborhoods (such as temporary road closures, sidewalk and tree installations, and service interruptions) while also engaging them in discussions related to proposed developments, desired recreational offerings, and resident satisfaction surveys. By maximizing the use of the existing Coral Gables App, e-News, and the Leisure Guide (which will now be reformatted to include important regulatory, cultural, and operational information from the City), our public will be better informed of programs. New opportunities will be made available to foster increased access and citizen engagement.

### **Empowering the Employee**

Succession planning, supervisory and problem-solving workshops, ongoing customer service training, and improved processes in selection and employee evaluations, combined with competitive yet sustainable benefits, and new employee recognition programs have been incorporated in the Fiscal Year 2015-2016 Budget. These additions will help resolve issues quickly and proactively while improving the quality of our work life.

In addition to completing a full and exciting list of prior commitments, the Fiscal Year 2015-2016 Budget focuses on the details that define a great City. Coral Gables deserves to be known as “a City that does it right” and this new budget brings the City closer to that reality.

### Regulatory

The FY 2015-2016 Budget beginning October 1, 2015 through September 30, 2016 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 Budget was presented to the Commission at a budget workshop on Wednesday, July 8, 2015. As you know, state law requires that two public hearings be held in September before the budget is adopted. These hearings were held on Tuesday, September 8, 2015 and Monday, September 21, 2015; both at 5:01 PM.

### Budgetary Review

I am pleased to report that the City is continuing to make strides toward pension reform and the resolution of collective bargaining issues, improving the accuracy of the City's revenue projections, and enforcing conservative (intelligent and informed) spending practices. Well thought out investment aimed at maintaining and improving the City's capital infrastructure has been deliberate and steady. Toward that goal, this budget includes significant funding for capital improvements and facility maintenance.

### Total Expenditures

The total operating, capital and debt service expenditures budget for FY 2015-2016 is \$178,240,884, a decrease of \$41,823,660 or 19% compared to the FY 2014-2015 annual budget of \$220,064,544. The majority of the decrease is \$46,707,897 for capital improvement projects included in the FY 2014-2015 budget that are not repeated in the FY 2015-2016 budget. If these projects are not completed by the end of FY 2014-2015, their respective balances will be re-appropriated during the first quarter of the new Fiscal Year. These projects include such items as the Miracle Mile/Giralda Avenue Streetscape project, Neighborhood Renaissance Program, Facility repairs/improvements, Miami-Dade Building Better Communities Bond Improvements, Sanitary Sewer Improvements, and the replacement of the City's radio system.

A comparison of expenditures for the FY 2014-2015 Budget and the FY 2015-2016 Budget is shown below:

<u>Budget Year</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>Increase (Decrease)</u>
Operating Expenses	\$145,388,813	\$149,223,173	\$3,834,360
Capital Expenditures	67,727,920	21,020,023	(46,707,897)
Debt Service Requirements	6,947,811	7,997,688	1,049,877
<b>Total</b>	<u>\$220,064,544</u>	<u>\$178,240,884</u>	<u>(\$41,823,660)</u>

### Operating Expenditures

The increase in operating expenses from the FY 2014-2015 Budget of \$145,388,813 to the FY 2015-2016 Budget of \$149,223,173 is \$3,834,360, or 2.6%.

The following table summarizes the changes from the FY 2014-2015 budget to the FY 2015-2016 budget:

Items	Increase (Decrease)	Total Budget
Salary (New positions, Loyalty, Merits)	814,148	61,875,651
Overtime	177,742	1,897,749
Employee Benefits		
Retirement	(630)	26,174,488
FICA	89,712	3,903,902
Workers Compensation	-	3,765,000
Post-Employment Health Benefit	-	170,000
Health Insurance	900,229	8,056,991
Professional Services	1,702,084	10,549,764
Repairs, Maintenance, Utilities & Misc. Services	503,357	17,660,663
Parts, Supplies & IT Maintenance Costs	630,267	7,640,612
Equipment Replacement	279,789	1,051,078
Equipment Additions	258,185	474,460
Debt, Employee Payouts & Contingencies	(104,995)	2,337,637
Grants	(410,658)	510,928
Fleet Equipment Replacement	<u>(1,004,870)</u>	<u>3,154,250</u>
Net Change to Operating Budget	\$3,834,360	
Total Operating Budget		<u><u>\$149,223,173</u></u>

The personal service costs associated with employees (salary, overtime and benefits) is increasing 1.9% from the prior year. Significant factors driving this rise include the cost of fourteen (14) additional positions for Fiscal Year 2015-2016, the ongoing implementation of the collective bargaining agreements, as well as a 7% increase in health insurance costs included for Fiscal Year 2015-2016 and the addition of a healthcare supplement for family coverage in the amount of \$348,000.

The significant increase in Professional Services and Repairs and Maintenance represents the City's renewed commitment to address resident services issues and facility/landscape maintenance. Parts, supplies and IT Maintenance costs are increasing due to the much needed support for the City's Public Safety technology systems.

A decrease in the City's budget is indicated in Grants and Fleet Equipment Replacement due to one-time grants and fleet reappropriations included in FY 2014-2015 that are not repeating in FY 2015-2016. If the one-time grants are not completed by the end of FY 2014-2015, the available balances will be re-appropriated in the first quarter of FY 2015-2016. In addition, as is done each fiscal year, City staff will pursue new grant opportunities as funding programs become available.

### Personnel Positions

The total number of full-time positions in the FY 2015-2016 Budget is 829; the increase in headcount from 815 in the FY 2014-2015 Amended Budget to 829 in the FY 2015-2016 Budget is due to the addition of fourteen (14) positions as described below.

#### **Employee Classification Ten-Year Comparison**

<u>FISCAL YEAR</u>	<u>POLICE OFFICERS</u>	<u>FIRE- FIGHTERS</u>	<u>GENERAL EMPLOYEES</u>	<u>TOTAL</u>
2007	186	139	546	871
2008	186	139	539	864
2009	184	139	545	868
2010	183	139	486	808
2011	183	139	469	791
2012	183	139	469	791
2013	184	139	469	792
2014	191	139	470	800
2015	191	139	485	815
2016	192	139	498	829

**Operational Services Assistant (1)** – to support the new Passport Operations Office.

**Facilities Maintenance Team (4)** – to enhance the City’s facility maintenance programs.

**Recreation Specialist (1)** – to support the new Adult Activity Center.

**Neighborhood Safety Aides (4)** – a new initiative to enhance Police presence in the City’s neighborhoods.

**Internal Affairs Commander (1)** – to manage/review Police operations and policies.

**Crime Analyst (1)** – to enhance the Criminal Investigations Division’s ability to resolve cases.

**Golf Course & Parks Assistant Supt. (1)** – to enhance the management and maintenance of the Granada Golf Course.

**Irrigation Foreman (1)** – to enhance the maintenance and appearance of the Granada Golf Course turf, greens and landscape.

### Bargaining Unit Agreements

The City reached an agreement with the Fraternal Order of Police, Lodge No. 7 that was ratified by the members on July 25, 2014 and approved by the Commission on August 4, 2014. The October 1, 2011 to September 30, 2014 agreement with the International Association of Firefighters, Local 1210 remains in effect pending the outcome of current collective bargaining negotiations. The City is also currently in negotiations with the Teamsters, Local 769.

### Capital Improvements

I am proud to say that this budget includes a full complement of capital projects and improvements that addresses nearly 100% of the City Commission's infrastructure priorities discussed at the May 26, 2015 budget workshop.

The FY 2015-2016 Budget provides for a capital improvement program totaling \$25,104,273 (see pages 66 - 67). Highlights include Facility Repairs/Improvements of \$2,451,905, Historic Facility Repairs/Restorations of \$3,210,000, Motor Pool Equipment Replacement of \$3,584,250, Parking System Repairs/Improvements of \$2,414,200, Parks & Recreations Amenity Improvements of \$3,798,378, Public Safety Improvements of \$1,809,125, Transportation and Roadway Improvements of \$4,349,515, Utility Repairs/Improvements of \$2,355,000 and Information Technology Equipment Replacement of \$1,131,900.

A goal for Fiscal Year 2015-2016 was to increase the available funds for the City's Roadway Improvement Program. The Program has been funded by Local Option Gas Tax monies of which approximately \$750,000 was made available for maintenance of City streets and related improvements. The remainder of the Local Option Gas Tax funds historically covered the cost of two staff members that oversee the program. For Fiscal Year 2015-2016, these positions have been transferred to the General Fund thereby making the entire Local Option Gas Tax allocation available for roadway improvements. The Fiscal Year 2015-2016 allocation of \$1,074,515 has been distributed as follows: \$724,515 for roadway resurfacing and \$350,000 for traffic calming.

### Debt Service

The total outstanding principal debt of the City is \$77,840,000 as of October 1, 2015. The City has no General Obligation Bond debt. At the start of Fiscal Year 2015-2016 the City is anticipating issuing new debt to put towards the upcoming Miracle Mile/Giralda Avenue Streetscape Improvement Project. The annual budget for debt service of \$7,997,688 includes sufficient funds to cover the Project debt. The total debt service amount represents 5.1% of the total operating and debt service budget of \$157,220,861. This amount is well below the City's budgetary goal for debt service which has been administratively capped at 8%.

The City has used Sunshine State Governmental Financing Commission (Sunshine State Commission) since 1987 as its principal 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. 72<sup>nd</sup> 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 Commission.

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.

**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 2012, 2013, and 2014 property values increased modestly to \$12.0 billion, \$12.28 billion and \$12.85 billion, respectively. For tax year 2015 the City’s property values have fully rebounded to a new high of \$13.7 billion.

I am pleased to report that the FY 2015-2016 Budget includes a property tax rate of 5.559, a **reduction** in the property tax millage rate from 5.589 this fiscal year. This will be the fifth consecutive year the City will have decreased its millage rate.

The table below shows the City’s millage rate for ten years including FY 2006-2007 to FY 2015-2016.

**City Ad-Valorem Tax Rates**

<u>Fiscal Year</u>	<u>Adopted Rate</u>
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
2014-2015	5.589
2015-2016	5.559

**Revenues**

The estimated revenues for FY 2015-2016 are projected to be \$161,796,619, a net decrease of \$8,930,522, or 5.2%, compared to estimated revenues of \$170,727,141 for FY 2014-2015. Similar to the aforementioned decrease in estimated expenditures between Fiscal Years 2014-2015 and 2015-2016, the main reason for the significant decrease in revenues is the one-time inclusion in the FY 2014-2015 budget of \$9,560,000 in planned financing for the replacement of the citywide radio system, the inflow and infiltration repairs to the sanitary sewer system and the environmental remediation of an incinerator site at the City’s 72<sup>nd</sup> Avenue facility. To date, the radio system and the inflow and infiltration repairs have been implemented. Any unfinished components of these projects along with the environmental remediation project will be reappropriated during the first quarter of Fiscal Year 2015-2016.

Other significant revenue decreases include \$6,280,138 for one-time grants included in Fiscal Year 2014-2015 that are not repeated in Fiscal Year 2015-2016. These include \$3,050,200 for Building Better Communities Bond Program, \$1,700,000 for Miami-Dade Roadway Impact Fees and \$1,529,938 for miscellaneous grants. Any unused grant balances will be reappropriated during the first quarter of Fiscal Year 2015-2016.

Using the reduced recommended millage rate of 5.559 there will be an increase in property tax revenue of \$3,904,846 due to the upward trend in taxable property values. Other significant revenue increases include \$603,252 from parking fees, \$584,500 from permits, \$449,000 from General Government Fees, \$380,000 from utility service taxes, \$335,000 from franchise fees, \$150,000 from Transportation Sales Taxes and \$126,200 from swimming fees.

### **Reserves**

A significant part of the City's recent recovery was restoring reserves (fund balance) to responsible levels. Though reserve policies differ from city to city, it is generally accepted to maintain reserves of 20% to 25% of a city's operating budget. Those reserves are maintained for "a rainy day" or more importantly, a catastrophic event. On the surface, a 25% reserve sounds like a fairly large amount to set aside. However, in reality 25% represents just three months of maintaining important City services. The City's current General Fund reserve represents 25% of the Fiscal Year 2014-2015 total operating budget.

### **Cultural and Community Events**

The FY 2015-2016 Budget includes funding for cultural grants and events of \$150,000. The Cultural Development Board will review and recommend cultural and community organizations to receive direct or matching grant funds from these budgeted funds. New to Fiscal Year 2014-2015 and continued in Fiscal Year 2015-2016 is the inclusion of a \$200,000 grant to support operating expenditures of the Coral Gables Museum.

### **Conclusion**

We are pleased to present to you this year's budget. This is a balanced budget that adequately provides for the operational needs of the City while allowing us to fund a number of significant capital improvement projects focused on improving infrastructure and quality of life. A sustainable organization is one that maintains its own viability by using techniques that allow for continued success. In developing this budget, I and my staff strove to impart this philosophy into every aspect of our budgetary planning. The end result, the goal for us all, was and always is to create a more beautiful, livable and sustainable Coral Gables.

### Acknowledgments

The preparation of the City's annual budget is a joint effort that includes the Assistant City Managers, department directors and supporting staff. The personal efforts of the following individuals are specifically acknowledged for their commitment to the budget process and the preparation of this budget: Diana M. Gomez, Finance Director; Keith R. Kleiman, Management & Budget Director; Mitranand Bhagirathi, Senior Management & Budget Analyst, Kenneth Ingersoll, Management & Budget Assistant and Yvette Diaz, Administrative Assistant to the Finance Director.

Respectfully submitted,



Cathy Swanson-Rivenbark  
City Manager



# CORAL GABLES

THE CITY BEAUTIFUL



*Celebrating 90 Years*



CORAL GABLES  
THE CITY BEAUTIFUL



Coral Gables City Hall



## Economic Overview

The Coral Gables economy is comprised of local and international businesses, but unlike other parts of Florida, it is not influenced by seasonal shifts. Because of its strong municipal services, high quality of life, convenient access, responsible growth and a diversified economy, Coral Gables continues to be a highly desirable location for domestic and international investment.

The City of 50,000 residents is also centrally located with easy access to key destinations. Coral Gables is just a short drive from Miami International Airport and PortMiami, two of the largest passenger and cargo hubs in the nation, 35 miles from Ft. Lauderdale-Hollywood International Airport, and just minutes from downtown Miami. A vintage-style trolley connects many of the commercial districts to Metrorail, the region's elevated rapid transit system.

Coral Gables is considered one of the premium office markets in South Florida with approximately 11 million square feet of prime office space. The City's total tax-assessed value is \$12.9 billion. It is also an ideal place for corporate officers and employees to live and work. The City offers multiple venues to entertain clients, world-class restaurants, first-class hotels, rich cultural offerings and a broad range of retail establishments.

## Corporate Capital of the Americas

In 1925, Coral Gables founder George Merrick predicted the City would "serve as a gateway to Latin America." Today, Coral Gables is home to more than 150 multinational corporations in such varied fields as telecommunications and technology, international finance, health care, biomedical research, import and export, transportation, spirits, travel and tourism, news information services and real estate. Regional offices are heavy purchasers of professional services, particularly in the areas of international law, accounting and global marketing, making Coral Gables an ideal location for such businesses. Many of the multinational companies have located in Coral Gables to serve South and Central America, and several of the offices have expanded their reach to include other parts of the globe due to the ease of international travel, reliable telecommunications and a multilingual and multicultural professional workforce. In fact, more than 100 countries are served from corporate addresses in the City Beautiful.



# Sampling of Largest Employers

AECOM  
American Airlines  
Bacardi U.S.A.  
Baptist Health South Florida HQ  
Bayview Financial Trading Group  
The Biltmore Hotel  
Cable & Wireless Communications  
Cherry Bekaert  
The Collection  
C3TS/Stantec  
Coral Gables Hospital  
Del Monte Fresh Produce  
Diageo  
Doctors Hospital  
Esslinger-Wooten-Maxwell  
Gables Engineering  
Gibraltar Bank  
HBO Latin America  
Hyatt Regency Coral Gables  
Kindred Hospital S. Fla. Coral Gables  
Mercantil Commerce Bank, N.A.  
Mercedes-Benz of Coral Gables  
Odebrecht Corporation  
Richemont Latin America & Caribbean  
T.Y. Lin International  
The Westin Colonnade Hotel  
University of Miami  
Univision Radio Florida  
Zubi Advertising Services



# Access to Air and Sea

The Greater Miami region attracts more than 4 million visitors a year, and many are drawn to Coral Gables for its diversity of offerings.



## Airport (MIA)

Coral Gables is just 5 minutes from Miami International Airport, the nation's second-busiest airport for international passengers with 101 air carriers serving 149 destinations. In 2014, MIA served 41 million passengers – or a weekly average of 775,000 – and handled more than 2.2 million tons of domestic and international cargo, making it the top U.S. airport for international freight. The airport has opened a 400,000-square-foot international arrivals facility for quick access from any of North Terminal's 50 gates and an above-ground, automated people mover system that connects various modes of transportation between Miami, Palm Beach County, Fort Lauderdale and the Florida Keys, making regional travel easier for residents and visitors.

## Coral Gables Trolley

Transportation through Coral Gables is free and convenient on the City's vintage-style trolley, which connects many of the City's commercial districts to Metrorail, the region's elevated rapid transit system. The trolley carries 1.1 million passengers a year along Ponce de Leon Boulevard from the Douglas Metrorail Station to Flagler Street, making stops every 10 to 15 minutes.



## Port (PortMiami)

Only 15 minutes away from Coral Gables, PortMiami is recognized as the "Cruise Capital of the World" and "Cargo Gateway of the Americas." The Port, which is home to 13 cruise lines, handled more than 4 million passengers and 8 million tons of cargo in 2014. Additionally, bold plans are underway to accommodate the expansion of the Panama Canal, which is expected to double the amount of cargo as trade with Asia increases. As the nearest U.S. port to the Panama Canal, PortMiami will be the first port of call for fully laden post-Panamax vessels. To take full advantage of bigger ships and shifts in trade, the Port is investing more than \$2 billion in infrastructure improvements. The PortMiami Tunnel project completed in 2014 will double the current capacity of truck and cargo movement, while PortMiami's Rail project completed in 2013 links rail service from the port directly to the national rail network, allowing goods to reach 70 percent of the US population within one to four days.



## Intellectual and Multilingual Workforce



Student Activities Center

Employers in Coral Gables have the opportunity to draw from a highly educated and talented multilingual workforce. More than half of Coral Gables residents are fluent in another language. Approximately 60 percent of Coral Gables' residents 25 and older have a bachelor's degree, and approximately 30 percent also have a graduate or professional degree, about three times the countywide rate. In addition, Coral Gables is home to many excellent academic institutions.

The world-renowned University of Miami, one of the country's leading research universities, has its main campus located on 239 acres in the City. UM's student population of 16,774 includes students from more than 120 nations. The University offers 115 undergraduate and 167 masters and doctoral degree programs, as well as 59 research/scholarship programs. It was among the 50 top universities in the U.S. News & World Report rankings of "America's Best Colleges."

UM is accelerating its progress in all key areas, and in particular in the biomedical and life sciences. In 2011, UM launched the first phase of its Life Science & Technology Park with the grand opening of the 252,000-square-foot R+D Building One. The facility is near the University's Miller School of Medicine campus, which is home to the acclaimed Interdisciplinary Stem Cell Institute and the John P. Hussman Institute for Human Genomics.

Also located in the City is Northwestern University's prestigious Kellogg School of Management Executive MBA program. Kellogg is ranked #3 in the U.S. News & World Report's current list of "America's Best Business Schools."

# International Hub

## Sample of the Multinational Companies in Coral Gables

ABC News  
ACS Infrastructure Development  
Adobe Systems  
AECOM  
Alvarez & Marsal  
AmericaEconomia Group  
American Airlines  
ANSAC  
Apple  
Arcor USA  
Arthur Murray International  
AstraZeneca Latin America  
AT&T  
Bacardi USA  
Banacol Marketing Corporation  
Banco de Credito del Peru  
Banco Internacional de Costa Rica  
Bank of America  
Batanga  
Becker & Poliakoff, P.A.  
Berlitz Language Center  
Bunge Latin America  
Burns & McDonnell Engineering  
C3TS/Stantec  
Cable & Wireless  
Campbell Soup Company  
Cargill  
Caribbean Hotel & Tourism Assoc.  
CC1 Companies  
Century 21  
CH2M Hill Inc.  
Charles Schwab L.A. & Caribbean  
Chattem  
Cherry, Bekaert and Holland  
Christie's Fine Art Auctioneers  
Chopard  
Cisco Systems  
Cisneros  
Citrix Systems  
Coldwell Banker  
Colemont  
Colliers International  
Crosswell International  
Dabrein  
Danone Foods  
Del Monte Fresh Produce  
Diageo  
ED&F Man  
Egon Zehnder International  
EMC Corporation  
Enterprise Florida  
ESPA International  
ESPN International  
Esri  
Fabio Perini Latin America  
FAG Interamericana  
Fidelity Investments  
Fleishman Hillard  
Fowler, Rodriguez, Valdes-Fauli  
Fox Latin America  
Fragomen, Del Rey, Bernsen & Loewy  
FTI Consulting  
Fuji Industries  
Fyffes  
Garcia-Colinas Trading and Engineering  
Gettys Miami  
Global Life Insurance  
Grupo Kettal  
Grupo Uno International  
H.J. Heinz Co.- Latin America  
HBO Latin America  
Heery International  
Hill and Knowlton/SAMCOR  
Hyatt Hotels & Resorts  
Iberica International Corporation  
Infante Zumpano  
Inlingua Language Center  
IntelSat  
InterOrient Navigation  
IOS Partners  
Jones Lang La Salle Hotels  
JP Morgan Chase  
Kraft Foods Latin America  
La Perla  
Latin American Agribusiness Dev.  
Lexmark International Latin America  
Lorina  
LVMH Watch & Jewelry Carib. & L.A.  
Lynch Sales Company  
Maccaferri  
Marriott  
MasTec  
Merrill Lynch  
MetLife  
Mexbrit  
Mercantil Commercebank  
MGM Networks Latin America  
Millicom International Cellular S.A.  
MoneyGram Latin America  
Movado Group  
OBM International  
Odebrecht Construction  
Ogilvy & Mather, Latina  
Pedelta  
Perkins + Will  
Prudential Financial  
Ravenscroft Ship Management  
Raymond James & Associates  
RE/MAX  
Richemont L.A. & Caribbean  
Robert Half International  
RTKL Associates  
S & K Worldwide Realty  
Società Dante Alighieri  
Spencer Stuart  
Starbucks Latin America  
Starcom Group  
Steiner Management Services  
Swarovski  
T. Y. Lin International  
Telemundo Internacional  
Terra Networks  
The Princeton Review  
Tiffany & Co.  
Time Warner  
TMP Worldwide Directional Marketing  
Towers Watson  
Turbana Corporation  
UBS International  
Unilever  
Univision Radio  
Venevision International  
VR Business Brokers  
Walt Disney Latin America  
Warner Brothers Entertainment  
Wells Fargo  
William Grant & Sons Distillers  
Wrigley Sales Company  
Yahoo!

# Center for Foreign Consulates and Relationships

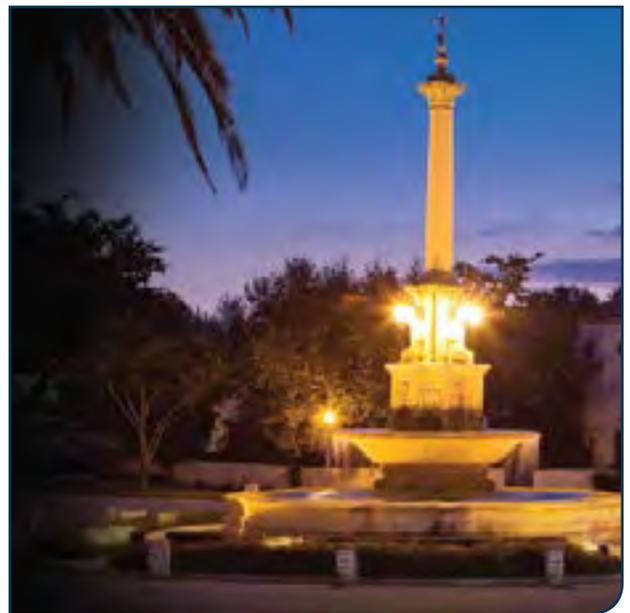
A significant number of foreign government offices have chosen a Coral Gables address:

ACC1Ó (Government of Catalonia Agency)  
Consulate General of Barbados  
Consulate General of Colombia  
Consulate General of El Salvador  
Consulate General of Italy  
Italian Trade Commission  
Consulate General of Norway  
Consulate General of St. Lucia  
Consulate General of the Principality of Monaco  
Consulate General of Spain  
Spanish Trade Commission  
Spanish Office of Education  
Tourist Office of Spain  
Honorary Consulate of Australia  
Honorary Consulate of Belize  
Honorary Consulate of Hungary  
Honorary Consulate General of St. Kitts & Nevis  
Honorary Consulate General of Thailand  
U.S. Office of Foreign Missions  
Taipei Economic & Cultural Office

To further establish international ties, the City has forged relationships with its Sister Cities:

Aix-en Provence, France  
Cartagena, Colombia  
Curitiba, Brazil \*  
Granada, Spain  
La Antigua, Guatemala  
Pavia, Italy \*  
Province of Pisa, Italy (Emeritus)  
Quito, Ecuador (Emeritus)  
Quebec, Canada \*

\*Pending



Historic De Soto Fountain

# Global Connectivity

Coral Gables enjoys close proximity to Terremark's Network Access Point (NAP) flagship facility located in Downtown Miami. The Tier-IV facility was the first purpose-built, carrier-neutral NAP and is the only facility of its kind specifically designed to link Latin America with the rest of the world. Terremark's NAP of the Americas makes Miami the only City in the U.S. where Optical, Ethernet, MPLS, Voice and Internet traffic come together in one location, and this massive connectivity allows for faster network services. In addition, the facility offers business hosting services for equipment and technology and provides a secure colocation option designed to protect critical information and infrastructure.



## Schools



Riviera Day School student

Coral Gables schools are considered by many to be the best in Miami Dade County. Seven of the nine public schools that serve the City have been given A ratings by the Florida Department of Education, and the other two received B ratings. Coral Gables Preparatory Academy, George Washington Carver Middle School and Sunset Elementary are designated as Blue Ribbon Schools of Excellence by the US Department of Education, the highest honor awarded to an American school. Several Coral Gables schools are known for their foreign language curricula. G.W. Carver Middle also holds the additional distinction of being recognized by the French, German, Spanish and Italian governments. Graduates of the prestigious International Baccalaureate programs at Coral Gables Senior High receive diplomas recognized by colleges and universities throughout the United States and the world. The International Studies Preparatory Academy, a high school focusing on international studies and foreign languages, is the result of a pioneering collaboration between the City, Miami-Dade County Public Schools and the Spanish, Italian and French education ministries. Coral Gables also boasts seven highly rated private schools that include Gulliver Academy and nearby Gulliver Preparatory School, as well as half a dozen day schools.

# Quality of Life



The Shops at Merrick Park



Concepts for Downtown Streetscape Initiative



## Community and Convenience

South Florida's first planned community, Coral Gables is a green oasis in the heart of one of the nation's largest metropolitan areas. The 13-square-mile City is well known for its lush, elegant surroundings, 47 miles of winding waterways and stable residential neighborhoods. Its climate is mostly sunny year-round with temperatures ranging from an average annual high of 81 degrees Fahrenheit to a low of 60.

A walk through town makes it clear why the Wall Street Journal named Coral Gables "the sixth most walkable suburb in the United States." Night and day, the city's Downtown is bustling with pedestrians who have easy access to hundreds of restaurants and an abundance of shops, many within walking distance of the downtown business district. The variety and convenience of these amenities is a significant benefit for employees who use personal and professional services during lunch, or before and after work hours. The City's many cultural offerings are also proving attractive to a growing creative class. Rand McNally and USA Today ranked Coral Gables as one of the six most beautiful towns in America, and in 2013, LivCom ranked Coral Gables among the five most livable communities of its size in the world.

One of the City's most exciting current initiatives is an investment of more than \$20 million to make Miracle Mile, the City's main street and one of its central shopping and dining areas, vibrant pedestrian destination. The initiative, which also includes "restaurant row" on adjacent Giralda Avenue, is expected to include widening the public spaces to create areas for al fresco dining and creating a more engaging retail experience. The award-winning New York firm Cooper Robertson and Partners is currently engaged in an artful approach to redesigning both Miracle Mile and part of Giralda Avenue. The design team is exploring curb-less environments, shaded sidewalks, and open piazza spaces that are intimately tied to the history, character and climate of Coral Gables to promote a more vibrant and eventful Downtown."The initiative should be completed in 2016.



Tiffany & Co., Shops at Merrick Park



Shops at Merrick Park

## Shopping

Coral Gables is synonymous with good taste. The famed Miracle Mile and its surrounding downtown streets with their European-style outdoor cafes and many specialty stores, provide an enjoyable tropical shopping experience.

Just a few minutes away, fashion and style come to life in the city at the Village of Merrick Park, a shopping and lifestyle center anchored by luxury retailers Neiman Marcus and Nordstrom's. The outdoor shopping venue also features such designer brands as Tiffany & Co., Hugo Boss, Jimmy Choo, Longchamp, Burberry, Diane Von Furstenberg, Carlo Pazolini and Gucci.

Coral Gables has become one of the most vibrant centers for the arts in South Florida, with countless cultural offerings located both in the heart of the City or just minutes away.



Vizcaya Museum and Gardens

- Vizcaya Museum & Gardens, a National Historic Landmark built by agricultural industrialist James Deering in 1916, is a beautiful museum and stunning retreat minutes from Coral Gables.
- Coral Gables offers four live theaters, the most of any city in South Florida. They are Actors' Playhouse at the Miracle Theater, GableStage at the historic Biltmore Hotel, Area Stage on US 1 and the Jerry Herman Ring Theatre at the University of Miami.



Adrienne Arsht Center for the Performing Arts

- The Cosford Cinema on the University of Miami campus and the Coral Gables Art Cinema on Aragon Avenue are top venues for foreign and independent films.
- Coral Gables Gallery Night, held every Friday of the month, features more than a dozen private art galleries showcasing works by European and Latin American art masters and outstanding contemporary artists. A free Gallery Night Trolley winds its way through the City, making stops at the exhibits and at the Coral Gables Museum plaza, where live music, art and wine come together.
- Adrienne Arsht Center for the Performing Arts, Florida's largest performing arts center, is located just 15 minutes from Coral Gables in downtown Miami. The Florida Grand Opera, Miami City Ballet and New World Symphony are conveniently located nearby.



Coral Gables Museum

- There are three museums in the City -- the Coral Gables Museum in the heart of Downtown, the Lowe Art Museum on the UM campus and Merrick House, the boyhood home of City founder George Merrick.
- Coral Gables is widely known for its vibrant and high-quality music scene. Every week from January to April, the City presents the Jazz in the Gables lunchtime concert series. Coral Gables also is a premiere stage for numerous chamber groups, symphonic orchestras and an annual Baroque Music Festival. The University of Miami's renowned Frost School of Music is a popular venue for a wide array of musical offerings.



- Coral Gables is home to Books & Books, one of the nation's top independent bookstores. The store has become a major cultural center and each year hosts more than 500 different readings and events. Former presidents and world-renowned authors have presented at the popular venue.



Chihuly art at Fairchild Gardens

## Quality of Life: Cultural Amenities *continued*

Coral Gables celebrates its strong sense of community with events that have become local traditions throughout the year. The annual Junior Orange Bowl Parade has been marching through Downtown Coral Gables for 66 years, the July 4th fireworks celebration draws more than 25,000 people to the grounds of the historic Biltmore Hotel and the annual Christmas tree lighting ceremony and theme park for children at City Hall are highlights of the holiday season.

During the local growing season from January through March, Coral Gables holds its Farmers Market in front of City Hall. The popular European-style green market offers farm-fresh produce, baked goods, juices, honey, herbs, jams and jellies, gourmet specialty foods, and a variety of plants for the home or garden.



Nationally-recognized as a garden city, Coral Gables offers two world-renowned gardens. Montgomery Tropical Botanic Garden is a global center for scientific research, boasting the largest palm tree and cycad collections in the world, while the 83-acre Fairchild Garden has become a resource of world significance. Its “Wings of the Tropics” conservatory has 3,000 butterflies on display every day.

Coral Gables is strongly committed to arts and culture. In addition to its many offerings, the City has a Cultural Grants Program to support non-profit organizations and an Art in Public Places Program that requires all commercial developments of more than \$1 million to assign one percent of their budget for public artworks. The City also is home to two international cultural institutions, the Societa’ Dante Alighieri and the Centro Cultural Brasil-USA.

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

- *Top 5 Most Beautiful Small Cities in America (Rand McNally / USA Today)*
- *Most Walkable Suburbs in the Country (Wall Street Journal)*
- *Top 10 City to Live Well in America (Forbes)*
- *Tree City for the past 30 years (The Arbor Day Foundation)*
- *Best Places to Retire in America (NBC Today Show)*
- *Playful City USA (KaBOOM!)*
- *100 Best Communities for Young People (America’s Promise Alliance)*
- *Top 10 Romantic City in the U.S. (Livability.com)*
- *Top 10 Dreamiest Places to Live in the United States (HGTV’s FrontDoor.com)*
- *Protector of the Climate Award (Audubon Society)*
- *Top 10 Cities for Books (Livability.com)*
- *Top 5 Most Livable Communities in the World (United Nations-backed LivCom International)*

## Quality of Life *continued*



Deering Bay Golf Course



Venetian Pool

## Recreational Amenities

With its majestic tree canopy and shaded streets, Coral Gables invites communing with nature. There are 42 public parks and green spaces in the City Beautiful, providing perfect places to stroll, picnic, play or relax. Residents and visitors can tee off at two public golf courses – the Biltmore Golf Course, a Donald Ross, 18-hole, par-71 course, and the Granada, the oldest operating 9-hole course in Florida. There are also two private courses, the Riviera Country Club and the Deering Bay Country Club. Coral Gables also offers access to 46 tennis courts and 47 miles of waterways that invite boating, paddleboarding and kiteboarding. Other activities include hiking and cycling along one of the City’s many bike paths.

Residents can also swim in the City’s historic natural freshwater Venetian Pool, which was voted one of the world’s coolest pools by “Travel and Leisure” magazine. For boat owners, there are several private marinas nearby that include Grove Harbour Marina, Snapper Creek Marina, Deering Bay Yacht Club and Cocoplum Yacht Club.

## Quality of Life *continued*



Marlins Ballpark



American Airlines Center  
(Photo Courtesy of the American Airlines Center)

## Sports

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

- University of Miami Hurricanes NCAA athletic events.
- Miami Heat Basketball at American Airlines Arena. (Approx. 15 minutes from Coral Gables)
- Miami Marlins Baseball at the newly constructed Marlins Park. (Approx. 15 minutes from Coral Gables)
- Miami Dolphins Football at Sun Life Stadium. (Approx. 25 minutes from Coral Gables)
- Florida Panthers Hockey at BB&T Center. (Approx. 40 minutes from Coral Gables)
- Sony Open Tennis at Key Biscayne. (Approx. 20 minutes from Coral Gables)
- NASCAR races at Homestead-Miami Speedway, features the annual Ford Championship weekend. (Approx. 40 minutes from Coral Gables)

# Quality of Life *continued*

## Municipal Services

The Coral Gables Police and Fire Departments are both fully-accredited. In fact, in 2014, the City's Police Department earned its seventh reaccreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA), the international gold standard in public safety. The City's Fire Department is one of only a handful of fire departments nationally to hold the distinction of Class 1 status for providing exemplary fire protection to the community. In addition, in 1993, Coral Gables became the first municipality ever to receive the National Emergency Management Award.

Coral Gables provides services tailored for those of all ages—from the very young, to the elderly. Its Youth Center offers recreational programming for children, adults and seniors, while the Coral Gables Museum offers education programs and camps for families and children.

Seniors, who make up a quarter of the City's population, can choose for a wide range of services. The City's Senior Services program offers language classes, investment discussions and an annual Health Fair, and its Pilates, aerobics and Tai Chi sessions all quickly fill up. To meet the demand, the City is building a new Senior Center that will serve this growing population.



## Health Services

Coral Gables residents have access to a variety of world-class healthcare services. Baptist Health South Florida ranks as one of the best hospital systems in the nation for clinical quality. Headquartered in Coral Gables, the \$2.5 billion organization is composed of seven hospitals and more than two dozen outpatient facilities. Baptist Health Doctors Hospital, located in the heart of historic Coral Gables, has provided high-quality medical care since 1949 and been a leader in neurological care since 1993, serving patients from all

over the world. Its nationally recognized Sports Medicine program serves, among others, the Florida Panthers and the Miami Heat, and its Gamma Knife program was the first of its kind in Florida.

The University of Miami Health System delivers South Florida's most advanced medical care by some of the region's best doctors. South Florida's only university system, UHealth is powered by the groundbreaking research and medical education of the University of Miami Leonard M. Miller School of Medicine.

The community-based Coral Gables Hospital offers a broad range of services, from primary care to surgery. The specialty programs offered at the 245-bed facility in the heart of the City include Orthopedics, Urology, Comprehensive Diagnostics Services, Emergency care and Outpatient Rehabilitation.

# Community Profile

City Budget and Taxes	2015 Local Property Taxes	Total Assessed Value of Property in the City	Total Taxable Value of Property in the City
2014-2015 Fiscal City Budget: \$159,837,657	Municipal Millage Rate: 5.589 Total Millage Rate: 19.8826	\$14.569 billion	\$12.855 billion

## Demographic Comparison: 2015 Estimates

	Coral Gables	Miami-Dade
Population	49,104	2,666,776
Households	18,935	928,604
Population Growth Projection (2015-20)	5.00%	6.57%
Average Household Size	2.35	2.83
Median Household Income	\$68,115	\$42,148
Average Household Income	\$120,672	\$63,419
Median Age Total Population	39.7	39.3
Income less than \$ 15,000	13.01%	18.09%
Income \$ 15,000 - 24,999	9.28%	13.62%
Income \$ 25,000 - 34,999	8.37%	11.62%
Income \$ 35,000 - 49,999	10.20%	14.01%
Income \$ 50,000 - 74,999	12.63%	16.16%
Income \$ 75,000 - 99,999	7.97%	9.56%
Income \$ 100,000 - 124,999	8.11%	6.40%
Income \$ 125,000 - 149,999	4.98%	3.03%
Income \$ 150,000 - 199,999	7.34%	3.26%
Income \$ 200,000 - 499,999	3.60%	1.26%
Income \$ 250,000 - 499,999	8.46%	2.04%
Income \$ 500,000 and more	6.06%	0.95%

Data Source: Nielsen



## Historical Landmarks

Coral Gables is committed to maintaining its rich heritage. More than 1,450 properties have been designated local landmarks, including typical Mediterranean style cottages. Nine properties have been listed on the National Register of Historic Places. They include:

- The Biltmore Hotel: The City's tallest building – with its magnificent spire that pays homage to Spain's Giralda tower – has hosted royalty, presidents and movie stars since it opened in 1926.
- City Hall: The richly ornamented Mediterranean Revival-style building is made largely of coral rock and features original artwork that is an integral part of its structure—from the relief of the City seal the graces the front façade to the paintings on its domed ceiling.
- Venetian Pool: Created in 1923 from a coral rock quarry, the natural freshwater pool is the only pool to be listed on the National Register of Historic Places.

Other properties listed on the National Register are the Coral Gables Congregational Church, Coral Gables Elementary School, the Merrick House, the Coral Gables Museum, the Coral Gables Woman's Club, the Coco Plum Woman's Club, the Douglas Entrance, the MacFarlane Homestead Historic District and Coral Gables Wayside Park.

These are exciting times for Coral Gables, as the City marks its 90th anniversary. Walk, bike or drive around the City Beautiful and you will notice the kind of vibrant, international community often found only in large cities. We hope you will visit us soon and think you will agree. Welcome to Coral Gables.

## Residential Market

High quality schools, responsive municipal services and the thoughtful integration of the built and natural landscape make the City Beautiful a much-sought-after address. In 2015, the estimated median value of a home in Coral Gables was \$664,333. There were an estimated 18,935 households in 2015 and an average family household income of \$120,672, compared to \$63,419 countywide. Homes in Coral Gables range from quaint historic cottages to waterfront estates valued upwards of \$35 million.

## Mediterranean Design

Coral Gables has set itself apart from other South Florida cities thanks in large part to the old-world charm evoked by its buildings, the discerning taste of its residents and its strict zoning laws and high architectural standards. This architectural heritage has been enhanced by the adoption of a Mediterranean Style Design Bonus that provides incentives to developers building or renovating in the Mediterranean style.

We are dedicated to positioning Coral Gables for sustainable, long-term economic vitality that enhances the quality of life of residents and strengthens the business environment.

Phone: 305-460-5311

Fax: 305-445-9623

City of Coral Gables

Economic and Cultural Development

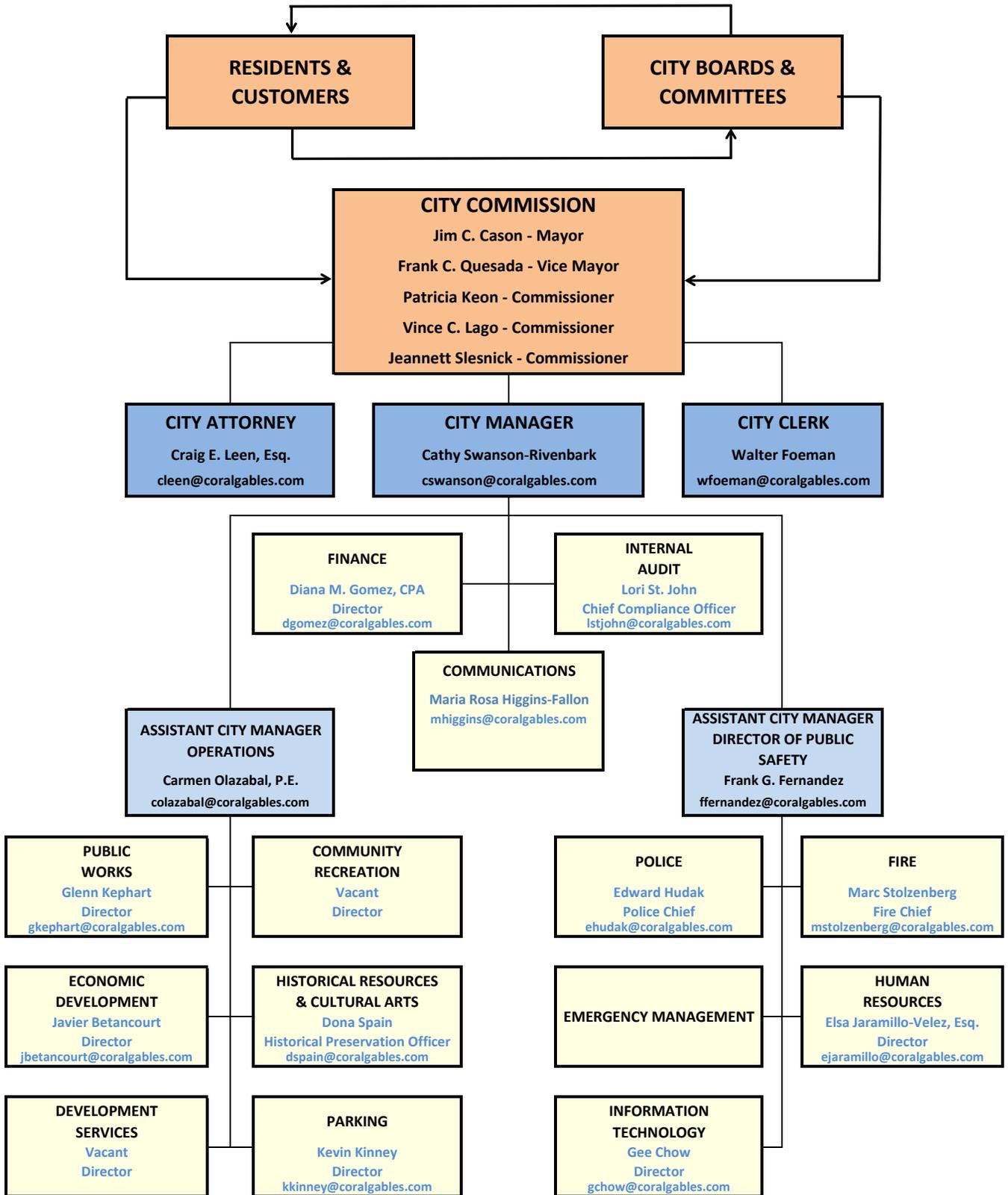
1 Alhambra Plaza, Suite 617

Coral Gables, FL 33134

[www.coralgables.com](http://www.coralgables.com)



**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET  
ORGANIZATION CHART**





## A GUIDE TO THE BUDGET

### BUDGET PREPARATION CALENDAR

Budget Training	Feb 25 - 27
Base Budget Submission (100% Scenario)	Mar 2 – 20
New Needs & Capital Project Requests	Mar 9 – Apr 10
Strategic Plan & Performance Metrics	Mar 23 – Apr 24
Submission of All Scenarios (Base, 97%, & 95%)	Mar 30 – Apr 10
Budget Review & Analysis	Apr 13 – May 22
Revenue Estimate Prepared	Apr 27 – May 15
Department Budget Meetings with the City Manager	Jun 1 - 4
Delivery of the City Manager’s Budget Estimate to the City Commission	July 1
City Commission Budget Workshop	July 8
Public Hearing – Tentative Budget for FY 2015-2016 adopted by ordinance (First Reading)	Sept 8
Public Hearing – Final Budget for FY 2015-2016 adopted by ordinance (Second Reading)	Sept 21

### BUDGETS & LEGAL COMPLIANCE

On July 1 of each year the City Manager submits to the City Commission a recommended operating budget for the ensuing fiscal year. The recommended budget is prepared by funds, function and activity and includes information on the past two years, current year estimates and recommended appropriations for the next fiscal year. During September of each year the City Commission holds two public hearings

and may add to, subtract from or change the recommended budget.

The annual budget is a financial, operating and capital plan for the coming fiscal year. It is an estimate of proposed spending and the means of paying for the spending. However, a budget is more than just a spending plan. The budget serves four basic purposes:

- **Information:** The budget is a primary way for the City to present to the public what the Administration intends to do with the revenues that are collected. Through the budget, residents and interested parties can see how and where their tax dollars and other revenues raised by the City will be spent.
- **Accountability:** The budget is a tool for legalizing public expenditures and to

account for and control the use of public resources.

- **Evaluation:** The budget is used to help tell how well the City is doing its job through workload and performance measures.
- **Planning:** The budget is the basic way for the management of the City to plan, coordinate and schedule programs.

### THE BUDGET PROCESS

Budgets are adopted on a basis consistent with generally accepted accounting principles. Annual appropriated budgets are adopted for the general and debt service funds. All annual appropriations lapse at fiscal year end. Project length financial plans are adopted for all capital projects funds.

#### ***What is a Fiscal Year?***

A fiscal year is a twelve month cycle that comprises a budget and reporting period. The City's fiscal year for this budget starts October 1, 2015 and ends September 30, 2016.

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

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

#### ***What is an Expenditure?***

An expenditure is a disbursement of revenue for goods and services. Expenditures include

such things as employee salaries, materials purchases, utility costs and debt service payments. Expenditures may not legally exceed total budgeted appropriations for all activities.

#### ***What is a Capital Expenditure?***

A capital expenditure is incurred when funds are spent to either buy fixed assets or add to the value of an existing fixed asset. The new asset or the added value to an existing asset must have a useful value greater than twelve months.

#### ***What is an Encumbrance?***

An encumbrance is a commitment of funds for contracts for goods or services. Encumbrance accounting entails using purchase orders to reserve (set aside) a portion of a government unit's appropriation to cover the cost of a particular service or good. Encumbrances outstanding at year end are reported as reservations of fund balances and do not constitute expenditures or liabilities because the commitments will be honored during the subsequent year.

## THE BUDGET STRUCTURE

Like other local governments, the City budget structure complies with Generally Accepted Accounting Principles (GAAP), State law and the City Charter. As required by these sources, the City's budget is divided into funds and sub-funds, i.e. departments and divisions. Each fund is individually balanced, with its respective revenues and expenditures appropriated and monitored.

### ***What is a Fund?***

A fund is a separate accounting entity within the City that receives revenues from a specific source and spends them on specific activities. Think of a fund as a separate checking account where specific funds are deposited and then checks written to pay for designated services or goods related to the purpose of the account.

The City has three major fund types. These are shown below with the funds that fall under each of the major fund categories.

### **Governmental Funds**

Governmental Funds are those funds through which most governmental functions typically are financed. The acquisition, use, and balances of the government's expendable financial resources and the related current liabilities except those accounted for in proprietary funds are accounted for through governmental funds (general, debt service, and capital projects funds). The difference between governmental fund types and most others is based on the sources, uses and balances of financial resources rather than on net income determination. For proprietary fund types the emphasis is on net income and

capital maintenance, similar to the private sector.

1. **General Fund** - Used to account for the general operations of the city and all transactions that are not accounted for in other funds or account groups.
2. **Debt Service Funds** - Used to account for the payment of principal and interest on all outstanding long-term obligations except those payable from Enterprise Funds.
  - a. **Sunshine State** - used to accumulate monies for the repayment of notes issued for various capital projects. Financing is provided by a general pledge of resources other than property taxes, and the amount needed is transferred from other funds.
3. **Capital Project Funds** - Used to account for organizations and activities segregated for the acquisition or construction of designated fixed assets (except those financed by Enterprise Funds).
  - a. **Capital Improvement Fund** - used to account for all resources used for the acquisition of various major capital improvements (except those financed by Enterprise funds). Money is transferred to this fund from other funds for major capital projects.
  - b. **Sunshine State Improvement Fund** - used to account for to the acquisition or construction of capital improvement projects funded from

the proceeds of notes issued by the Sunshine State Governmental Financing Commission.

- c. **Roadway Improvement Fund** - used to account for the construction costs of resurfacing and rebuilding streets and the related curbs, gutters, drainage and lighting. These projects are funded by the Local Option Gasoline Tax and, where applicable, the proceeds from special assessment collections for roadway improvements.
- d. **Trolley / Transportation Fund** – used to account for the operation of the City-wide trolley transportation system funded by the Half-Cent Transportation Surtax.

### Enterprise (Proprietary) Funds

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

1. **Storm water Utility Fund** – used to account for the operation, maintenance, financing and capital improvement costs of a storm water collection system providing services to all residents of the City, and all commercial properties.

2. **Sanitary Sewer Fund** - used to account for the operation, maintenance and capital improvement costs of a sanitary sewer collection system providing services to certain residents of the City, the University of Miami and certain non-resident sewer connections in areas adjacent to the City.

3. **Venetian Swimming Pool Fund** - used to account for the operation and maintenance costs of the municipal swimming pool. The swimming pool provides facilities where those persons interested in this outdoor recreation sport can participate.

4. **Granada Golf Course Fund** - used to account for the operation and maintenance costs of the nine-hole municipal golf course. The golf course provides a facility where those persons interested in this outdoor recreational sport can participate.

5. **Parking System Fund** - used to account for the operation, maintenance, financing and capital improvement costs of on-street and off-street automobile parking facilities. These facilities, which include five parking garages, provide a variety of parking options to the residents, merchants, and visitors of the City.

### Internal Service Funds

Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost-reimbursement basis.

1. **Motor Pool Fund** - is used to account for the costs of operating a maintenance

facility for automotive and other various types of equipment used by other City departments. The operating and maintenance costs are allocated to the user departments by charging a flat rate annual rental fee for the equipment. Rental fees are updated annually based on detail maintenance operating cost records kept for each item of equipment provided. The equipment itself is acquired by the Motor Pool Fund and financing is provided by charging the user departments an annual replacement charge based upon the estimated life of the equipment.

2. **Public Facilities Fund** - is used to account for the costs of providing building maintenance, utilities and general housekeeping services for all city property. Financing is provided by charging the user departments an annual rental fee based upon actual costs.
3. **Insurance Fund** - is used to account for the cost to provide liability and worker's compensation self insurance administered by an outside professional insurance service, and the cost to provide health care. Financing is provided by insurance premium charges to the user departments and investment earnings on accumulated reserves.

### **Pension Trust (Fiduciary) Funds**

Fiduciary Funds are used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds.

Pension trust funds are accounted for in essentially the same manner as proprietary funds.

1. **Coral Gables Retirement System** - used to account for the accumulation of resources held to fund the retirement annuities of all employees. Resources are provided by employer contributions determined by an actuarial study, investment earnings and employee contributions calculated at an annually determined fixed rate.
2. **Police Officer's and Fire Fighter's Pension Fund** - used to account for the accumulation of resources held to fund the retirement benefits for police officers and fire fighters. Resources are provided by annual employer contributions determined by an actuarial study, investment earnings and employee contributions based on a fixed rate.

### **Agency Funds**

Agency funds are purely custodial (assets equal liabilities) and thus do not involve measurement of results of operations.

1. **Law Enforcement Trust Fund** - used to account for resources provided as a result of certain police investigations, seizures and forfeitures.
2. **Deferred Compensation Fund** - used to account for compensation deferred by employees in accordance with internal Revenue Code Section 457 and compensation earned but unused paid leave, the payment of which is deferred until the employee's retirement.

## PROPERTY TAX

### ***What is a Property Tax?***

A property tax is a tax based on the value of the property. It is also called an ad valorem tax. The tax is determined by multiplying the taxable value of the property by the millage rate and then dividing the result by one thousand. The County is responsible under state law to collect all taxes imposed within the county.

### ***What is a Millage Rate?***

The millage rate (also known as the property tax rate) is the rate of taxation adopted by the City and County Commissions and the School Board that is applied to property values to generate property tax revenue that in addition to the other revenue sources will be used to pay for City services.

### ***What is a Mill of Tax?***

A mill is a rate of tax equal to \$1 for each \$1,000 of assessed property value. So if your house has a taxable value of \$100,000 and the millage rate is 1, then you would pay \$100 in taxes, and if the millage rate is 10, then you would pay \$1000 in taxes.

### ***How are Property Taxes Calculated?***

There are three factors for calculating the amount of property tax assessed on your

house (or other property): the value of the property, the amount of value that is not subject to taxes (e.g., the homestead exemption), and the tax or millage rate.

According to State legislation, the County Property Appraiser calculates the value of each property in Dade County as of January 1 each year. The appropriate exemptions are then applied to reach the final taxable value. The final taxable value is multiplied by the millage rates, i.e. City, County and School Board, to determine the amount of property taxes to be included in the November property tax bill. For example if your taxable value after taking all exemptions is \$500,000 and the millage rate used to determine your taxes is 5.559, then the City portion of your taxes would be \$2,780. The calculation is performed by taking the taxable value (\$500,000), dividing by 1,000 and multiplying by the millage rate (5.559).

$$\frac{\$500,000}{1,000} = \$500$$
$$\$500 \times 5.559 = \$2,780$$

### ***What is Rolled - Back Millage Rate?***

The rolled-back millage rate is the millage rate that, when applied to the tax roll excluding new construction, would provide the same property tax revenue in the proposed budget year as in the current year. It represents the millage level of no tax increase.

## BUDGET POLICY

***Basis of Budgeting*** - The modified accrual basis of accounting is followed by all governmental fund types for both budgeting and accounting purposes. Under the modified accrual basis

expenditures other than interest on general long-term debt are recorded when the liability is incurred. However, certain expenditures such as compensated absences are not

recognized for budgetary purposes but are accrued for financial reporting purposes. Similarly, revenues are recognized when received in cash, and in very limited cases, by accrual only when the accrued resource is measurable and available to finance the City's operations.

All Proprietary Funds and Pension Trust Funds are budgeted for using the modified accrual basis and accounted for using the full accrual basis of accounting. Under the accrual basis of accounting, revenues are recognized when earned and expenses are recognized when incurred.

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

Requests to change the total appropriation, personnel structure, project, capital request or contract change orders must be submitted to the City Manager's office. If the change is accepted by this office, a resolution is prepared and submitted to the City Clerk for inclusion on the City Commission Agenda. The resolution is then discussed by the City Commission where it must receive a 3/5

majority vote for passage. Upon passage the Budget is legally amended.

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

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

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

## FINANCIAL POLICIES

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

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

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

### **Operating Management Policies**

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

developed using current resources available.

2. The budget process is intended to allocate limited resources among competing programs based on policy priorities, efficiency and effectiveness of services and availability of resources.
3. Additional personnel and programs will be requested only if necessary to maintain existing service levels due to expansion of service areas or service levels previously approved by the City Commission.
4. As required by City Charter and State Law the budget must 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 City's goal is to keep the debt service under eight percent (8%) of the sum of total operating costs plus total debt service.
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 reserves will be maintained at a level which will adequately cover an emergency in the future. The accepted target for this purpose is 25% of the General Fund annual operating budget.
7. Fund balances will be used prudently and conservatively to fund one time expenditures and stabilize the property tax rate.

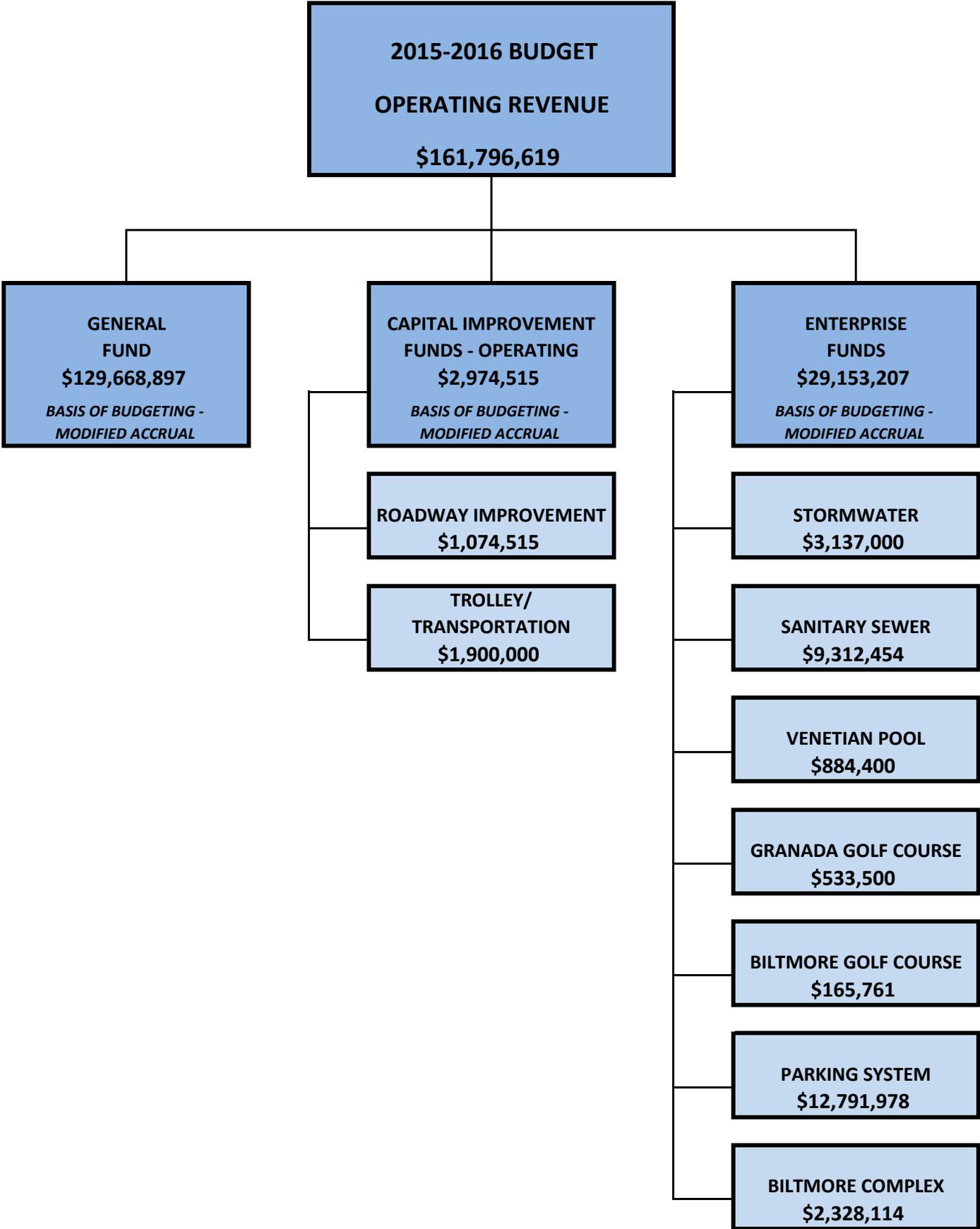
## **Financial Reporting Policies**

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



**2015-2016 BUDGET  
REVENUES CLASSIFIED BY SOURCE**

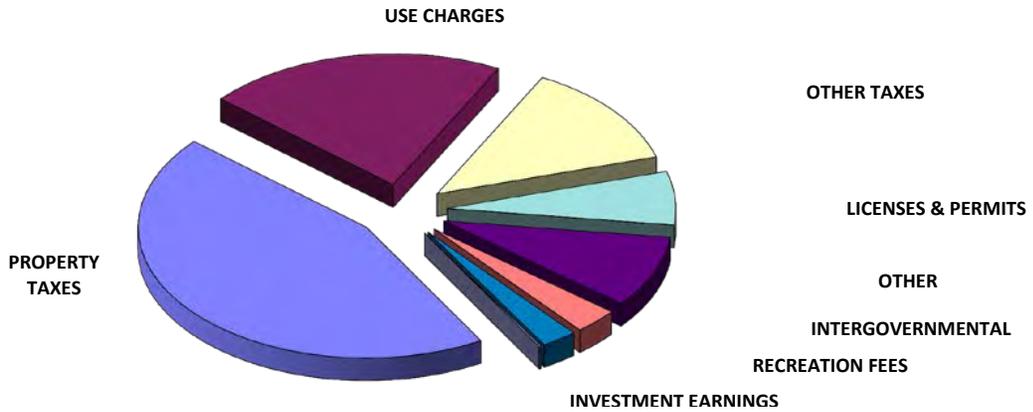
	<u>2014-2015 BUDGET</u>		<u>2015-2016 BUDGET</u>	
<b>Property Taxes</b>	\$ 68,406,478	\$ 68,406,478	\$ 72,311,324	\$ 72,311,324
<b>Other Taxes</b>				
Sales Taxes (Gasoline)	2,782,010		2,974,515	
Franchise Fees	6,265,000		6,600,000	
Utility Service Taxes	<u>10,790,000</u>	<u>19,837,010</u>	<u>11,170,000</u>	<u>20,744,515</u>
<b>Licenses &amp; Permits</b>				
Business Tax Receipts	3,280,000		3,346,000	
Permits	<u>6,730,000</u>	<u>10,010,000</u>	<u>7,314,500</u>	<u>10,660,500</u>
<b>Intergovernmental Revenues</b>				
Federal	136,950 *		-	*
County	4,868,200 *		100,000 *	
State	<u>6,339,988 *</u>	<u>11,345,138</u>	<u>4,965,000 *</u>	<u>5,065,000</u>
<b>Use Charges</b>				
Refuse Collection Fees	8,679,000		8,769,000	
Commercial Waste Fees	966,000		998,400	
Sanitary Sewer Fees	9,208,300		9,292,454	
Stormwater Utility Fee	3,220,000		3,130,000	
Parking Fees	<u>11,604,548</u>	<u>33,677,848</u>	<u>12,207,800</u>	<u>34,397,654</u>
<b>Recreation Fees</b>				
Youth Center	1,663,000		1,766,000	
Tennis	750,000		703,000	
Swimming	758,200		884,400	
Golf	<u>740,648</u>	<u>3,911,848</u>	<u>699,261</u>	<u>4,052,661</u>
<b>Investment Earnings</b>				
General Fund	160,000		192,857	
Enterprise Funds	<u>40,000</u>	<u>200,000</u>	<u>44,000</u>	<u>236,857</u>
<b>Other</b>				
General Government Fees	1,644,000		2,093,000	
Public Safety Fees	3,763,000		3,882,000	
Fines & Forfeitures	1,976,000		1,958,000	
Rentals & Concessions	6,127,786		6,236,027	
Debt Proceeds - Lease/Purchases	9,560,000 **		-	**
Miscellaneous	<u>268,033</u>	<u>23,338,819</u>	<u>159,081</u>	<u>14,328,108</u>
<b>Total Operating Revenues</b>		<u><u>\$ 170,727,141</u></u>		<u><u>\$ 161,796,619</u></u>

\* Fiscal Year 2014-2015 includes one-time grants that do not repeat for Fiscal Year 2015-2016. If the grants have any unused balances at Fiscal Year 2014-2015 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2015-2016.

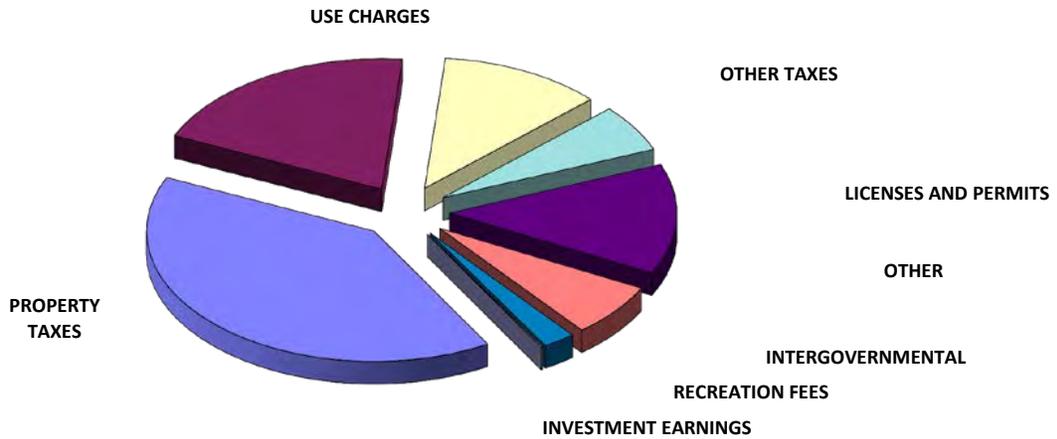
\*\*Fiscal Year 2014-2015 includes one-time proceeds from debt that do not repeat for Fiscal Year 2015-2016. The projects funded through this debt include the replacement of the citywide radio system, an environmental remediation project and a sanitary sewer inflow and infiltration project. As of July 1, 2015 the citywide radio system and the sanitary sewer inflow and infiltration project debt have been issued and the revenue received. If the environmental remediation project is not implemented by September 30, 2015, the issuance of the debt and the revenue proceeds will be reappropriated early in the first quarter of Fiscal Year 2015-2016.

**2015-2016 BUDGET  
REVENUES BY SOURCE**

**2015-2016 - \$ 161,796,619**



**2014-2015 - \$ 170,727,141**



	2014-2015		2015-2016	
	BUDGET	%	BUDGET	%
Property Taxes	\$ 68,406,478	40.1%	\$ 72,311,324	44.7%
Use Charges	33,677,848	19.7%	34,397,654	21.3%
Other Taxes	19,837,010	11.6%	20,744,515	12.8%
Licenses & Permits	10,010,000	5.9%	10,660,500	6.6%
Other	23,338,819	13.7%	14,328,108	8.9%
Intergovernmental Revenues	11,345,138	6.6%	5,065,000	3.1%
Recreation Fees	3,911,848	2.3%	4,052,661	2.5%
Investment Earnings	200,000	0.1%	236,857	0.1%
<b>Total Revenues</b>	<b>\$ 170,727,141</b>	<b>100.0%</b>	<b>\$ 161,796,619</b>	<b>100.0%</b>

**2015-2016 BUDGET**  
**SUMMARY OF TOTAL REVENUES AND TRANSFERS FROM RESERVES**

	<b>2012-2013 ACTUAL</b>	<b>2013-2014 ACTUAL</b>	<b>2014-2015 BUDGET</b>	<b>2015-2016 BUDGET</b>
<b>Taxes</b>				
Property Tax	\$ 62,358,935	\$ 65,257,324	\$ 68,406,478	\$ 72,311,324
Local Option Gas Tax	1,098,511	1,127,704	1,032,010	1,074,515
Transportation Sales Tax	1,685,507	1,781,041	1,750,000	1,900,000
<b>Franchise Fees</b>	6,392,689	6,850,950	6,265,000	6,600,000
<b>Utility Service Taxes</b>	11,316,446	11,861,649	10,790,000	11,170,000
<b>Business Tax Receipts</b>	3,253,589	3,318,725	3,280,000	3,346,000
<b>Permit Fees</b>	7,696,578	8,160,393	6,730,000	7,314,500
<b>Intergovernmental Revenues</b>	5,487,539	6,053,609	6,594,938	5,065,000
<b>General Government Fees</b>	1,773,767	2,748,364	1,644,000	2,093,000
<b>Public Safety Fees</b>	3,042,497	4,063,800	3,763,000	3,882,000
<b>Physical Environment Fees</b>				
Refuse Collection Fees	8,372,136	8,635,302	8,646,000	8,740,000
Commercial Waste Fees	948,256	982,762	966,000	998,400
Lot Mowing & Clearing	37,461	29,505	33,000	29,000
Sanitary Sewer Fees	7,725,590	8,683,241	9,208,300	9,292,454
Stormwater Utility Fee	2,399,023	2,930,268	3,220,000	3,130,000
<b>Recreation Fees</b>				
Youth Center	1,730,121	1,833,480	1,651,000	1,754,000
Tennis	769,554	795,194	750,000	703,000
Special Events	16,235	28,057	12,000	12,000
Swimming	825,130	1,066,205	758,200	884,400
Golf	915,389	680,794	740,648	699,261
<b>Automobile Parking Fees</b>	10,427,840	11,106,330	11,604,548	12,207,800
<b>Fines &amp; Forfeitures</b>	2,479,843	2,114,360	1,976,000	1,958,000
<b>Investment Earnings</b>				
General Fund	(60,602)	240,289	160,000	192,857
Debt Service Funds	1,827	8,214	-	-
Capital Projects Funds	70,213	185,209	-	-
Enterprise Funds	24,824	90,098	40,000	44,000
<b>Rentals &amp; Concessions</b>				
Parking	433,310	519,378	512,988	567,178
Biltmore Complex	1,958,126	2,161,243	2,315,320	2,328,114
Other	3,647,142	3,447,885	3,299,478	3,340,735
<b>Capital Improvement Impact Fees</b>	976,027	206,463	-	-
<b>Assessment Lien Collections</b>				
Sidewalks	700	2,050	-	-
Capital Projects	527,145	8,580	23,154	-
<b>Sale of Recycled Trash</b>	8,318	7,026	-	-
<b>Miscellaneous Other</b>	917,451	491,659	244,879	159,081
<b>Building Better Communities Bond Program</b>	186,384	-	3,050,200	-
<b>Miami-Dade County Roadway Impact Fees</b>	-	-	1,700,000	-
<b>L.E.T.F. Repayment Settlement</b>	310,794	-	-	-
<b>Debt Proceeds - Lease/Purchases</b>	-	126,144	-	-
<b>Debt Proceeds - Capital Projects</b>	-	-	9,560,000	-
<b>Total Operating Revenues</b>	<b>149,754,295</b>	<b>157,603,295</b>	<b>170,727,141</b>	<b>161,796,619</b>
<b>Prior Year Re-appropriations</b>	8,142,910	4,613,067	40,520,270	-
<b>Interfund Allocations/Contributions</b>				
Storm Water Utility Fund	2,214,645	1,646,813	547,025	539,750
Sanitary Sewer Fund	685,000	685,000	1,515,187	1,521,321
Parking System Fund	-	565,000	565,000	565,000
<b>Total Interfund Allocations/Contributions</b>	<b>2,899,645</b>	<b>2,896,813</b>	<b>2,627,212</b>	<b>2,626,071</b>
<b>Transfers from Reserves</b>				
General Fund	-	-	2,349,800	-
General Fund - Fee Reserve	136,009	100,000	-	63,171
General Fund - e911 Reserve	300,000	300,000	300,000	-
General Capital Improvement Fund	-	-	1,475,000	3,370,393
Neighborhood Renaissance Program Fund	-	-	-	4,709,839
Roadway Improvement Fund	-	-	1,250,000	750,000
Trolley / Transportation Fund	-	-	950,000	429,714
General Obligation Bond Fund	-	31	-	-
CG Capital Improvement Impact Fee Fund	-	-	1,172,387	201,975
Stormwater Utility Fund	1,367,334	1,071,665	-	-
Sanitary Sewer Fund	-	-	732,150	400,000
Parking Fund	-	-	-	2,814,200
Public Facilities Fund	-	-	-	1,822,201
Insurance Fund	-	-	-	274,175
Retirement System Fund	125,538	137,083	171,067	174,601
Pension Stabilization Fund	550,000	-	-	-
<b>Total Transfers From Reserve Funds</b>	<b>2,478,881</b>	<b>1,608,779</b>	<b>8,400,404</b>	<b>15,010,269</b>
<b>Total Revenues</b>	<b>\$ 163,275,731</b>	<b>\$ 166,721,954</b>	<b>\$ 222,275,027</b>	<b>\$ 179,432,959</b>

**2015-2016 BUDGET  
GENERAL FUND REVENUE SUMMARY**

	<b>2012-2013 ACTUAL</b>	<b>2013-2014 ACTUAL</b>	<b>2014-2015 BUDGET</b>	<b>2015-2016 BUDGET</b>
<b><u>Property Taxes</u></b>				
Current Year	\$ 61,713,029	\$ 65,770,446	\$ 68,256,478	\$ 72,881,324
Delinquent with penalties & interest	645,906	(583,264)	150,000	(600,000)
Homestead Adjustment	-	70,142	-	30,000
<b>Total - Property Taxes</b>	<b>62,358,935</b>	<b>65,257,324</b>	<b>68,406,478</b>	<b>72,311,324</b>
<b><u>Franchise Fees</u></b>				
Electric	4,546,595	4,924,276	4,550,000	4,700,000
Telephone	-	-	-	-
Gas	110,808	128,646	115,000	150,000
Cable TV	5,301	-	-	-
Refuse	1,729,985	1,798,028	1,600,000	1,750,000
<b>Total - Franchise Fees</b>	<b>6,392,689</b>	<b>6,850,950</b>	<b>6,265,000</b>	<b>6,600,000</b>
<b><u>Utilities Service Taxes</u></b>				
Electric	5,862,360	6,407,592	5,700,000	5,900,000
Telecommunications	4,314,184	4,116,699	4,000,000	4,050,000
Water	970,976	1,185,858	950,000	1,070,000
Gas	167,884	150,619	140,000	150,000
Fuel Oil	1,042	881	-	-
<b>Total - Utilities Service Taxes</b>	<b>11,316,446</b>	<b>11,861,649</b>	<b>10,790,000</b>	<b>11,170,000</b>
<b><u>Business Tax Receipts</u></b>				
City Business Tax Receipts	3,088,340	3,242,347	3,200,000	3,264,000
Late Penalties, City Business Tax Receipts	74,611	65,172	70,000	72,000
License Application Fees	16,432	11,206	10,000	10,000
Municipal Contractors Licenses	74,206	-	-	-
<b>Total - Business Tax Receipts</b>	<b>3,253,589</b>	<b>3,318,725</b>	<b>3,280,000</b>	<b>3,346,000</b>
<b><u>Permit Fees</u></b>				
Building Application Fee	45,462	45,579	45,000	45,000
Document Preservation	232,902	245,627	205,000	225,000
Threshold Bldg. Fee	63,814	-	60,000	60,000
Art in Public Places	256,363	198,680	-	-
Histori Public Art	67,143	56,565	-	-
Building Permits - M Series	18,815	19,045	15,000	17,000
40 yr. Recert. Fee	27,768	33,876	20,000	25,000
Zoning Permit-Paint	272,689	286,270	260,000	275,000
Zoning Reinspection	1,100	1,800	-	-
Reinspection Fee - Refund	(9,750)	(4,960)	(10,000)	(7,500)
Building Residential - New	281,421	383,921	270,000	330,000
Building Residential - Additions	280,572	209,211	235,000	210,000
Building Commercial - New	796,239	193,656	550,000	750,000
Building Commercial - Additions	65,690	16,856	12,000	25,000
Building - Other	3,650,804	4,754,555	3,600,000	3,900,000
Excavation Permits	299,855	281,435	300,000	300,000
Photo Permits	44,800	41,012	40,000	40,000
Alarm User Certificates	283,157	222,881	200,000	200,000
False Alarm Service Charge	165,921	110,161	130,000	110,000
Garage Sale Permits	12,160	12,390	11,000	11,000
False Alarm Penalty	15,495	9,101	7,000	9,000
Fire Inspection	585,638	581,393	540,000	550,000
Fire Prevention Bureau Permits	238,520	461,339	240,000	240,000
<b>Total - Permits Fees</b>	<b>7,696,578</b>	<b>8,160,393</b>	<b>6,730,000</b>	<b>7,314,500</b>

**2015-2016 BUDGET  
GENERAL FUND REVENUE SUMMARY**

	<b>2012-2013 ACTUAL</b>	<b>2013-2014 ACTUAL</b>	<b>2014-2015 BUDGET</b>	<b>2015-2016 BUDGET</b>
<b><u>Intergovernmental Revenue</u></b>				
Federal Grants	\$ 524,044	\$ 421,989	\$ 136,950	\$ -
State Grants	263,305	(51,419)	69,203	60,000
State Revenue Sharing	1,175,283	1,254,219	1,225,000	1,250,000
State Alcohol Beverage Tax	59,002	56,626	55,000	55,000
State Shared Sales Tax	3,226,719	3,425,089	3,435,000	3,600,000
County Grants	2,095	-	320,795	-
City Share of County Licenses	64,513	99,792	118,000	100,000
<b>Total - Intergovernmental Revenue</b>	<b>5,314,961</b>	<b>5,206,296</b>	<b>5,359,948</b>	<b>5,065,000</b>
<b><u>General Governmental Fees</u></b>				
Board of Adjustment Fees	26,693	46,573	35,000	25,000
Planning & Zoning Board Fees	73,457	318,406	70,000	200,000
Board of Architects	541,311	1,323,115	550,000	800,000
Development Review Committee	58,117	114,925	50,000	60,000
Tree Protection Appeals	450	150	-	-
Certificate of Use	300,643	287,589	280,000	280,000
Sale of Zoning Codes	1,626	250	-	-
Finance Collection Div. Fees	145,404	115,322	100,000	107,000
Zoning Inspection Fees	218	-	-	-
Concurrency Fees	187,270	37,843	160,000	160,000
B. & Z. Microfilm Fees	8,530	11,597	7,000	8,000
Historic Preservation Fees	14,300	17,903	10,000	13,000
Passport Fees	31	-	-	-
Passport Photos	(100)	-	-	-
Document Filing Fee	182,779	187,859	170,000	185,000
Research Fees	-	41	-	-
Passport Fees	189,272	227,839	170,000	210,000
Passport Photos	32,196	41,252	30,000	30,000
Lobbyists Registration Fees	9,300	17,700	12,000	15,000
City Election Candidate Qualifying Fees	2,000	-	-	-
Election Qualifying Fees	270	-	-	-
<b>Total - General Government Fees</b>	<b>1,773,767</b>	<b>2,748,364</b>	<b>1,644,000</b>	<b>2,093,000</b>
<b><u>Public Safety Fees</u></b>				
Police Off-Duty Assignments	134,561	159,392	130,000	130,000
EMS Transport Fee	671,232	787,166	595,000	668,000
Fire Protection Fee	1,966,025	2,829,559	2,788,000	2,825,000
Police Accident Reports	3,566	2,593	3,000	2,000
Stor/Tow Impounded Vehicle Fees	3	150	-	-
Fingerprint Cards	18,149	17,711	17,000	17,000
Telephone Surcharge for E911	180,756	206,388	160,000	180,000
Wireless 911	68,205	60,841	70,000	60,000
<b>Total - Public Safety Fees</b>	<b>3,042,497</b>	<b>4,063,800</b>	<b>3,763,000</b>	<b>3,882,000</b>
<b><u>Physical Environment Fees</u></b>				
Refuse Collection Fees	8,372,136	8,635,302	8,646,000	8,740,000
Commercial Waste Fees	948,256	982,762	966,000	998,400
Lot Mowing/Clearing	37,461	29,505	33,000	29,000
<b>Total - Physical Environment Fees</b>	<b>9,357,853</b>	<b>9,647,569</b>	<b>9,645,000</b>	<b>9,767,400</b>
<b><u>Recreation Fees</u></b>				
Youth Center Fees	1,730,121	1,833,480	1,651,000	1,754,000
Tennis Fees	769,554	795,194	750,000	703,000
Special Events	16,235	28,057	12,000	12,000
<b>Total - Recreation Fees</b>	<b>2,515,910</b>	<b>2,656,731</b>	<b>2,413,000</b>	<b>2,469,000</b>

**2015-2016 BUDGET**  
**GENERAL FUND REVENUE SUMMARY**

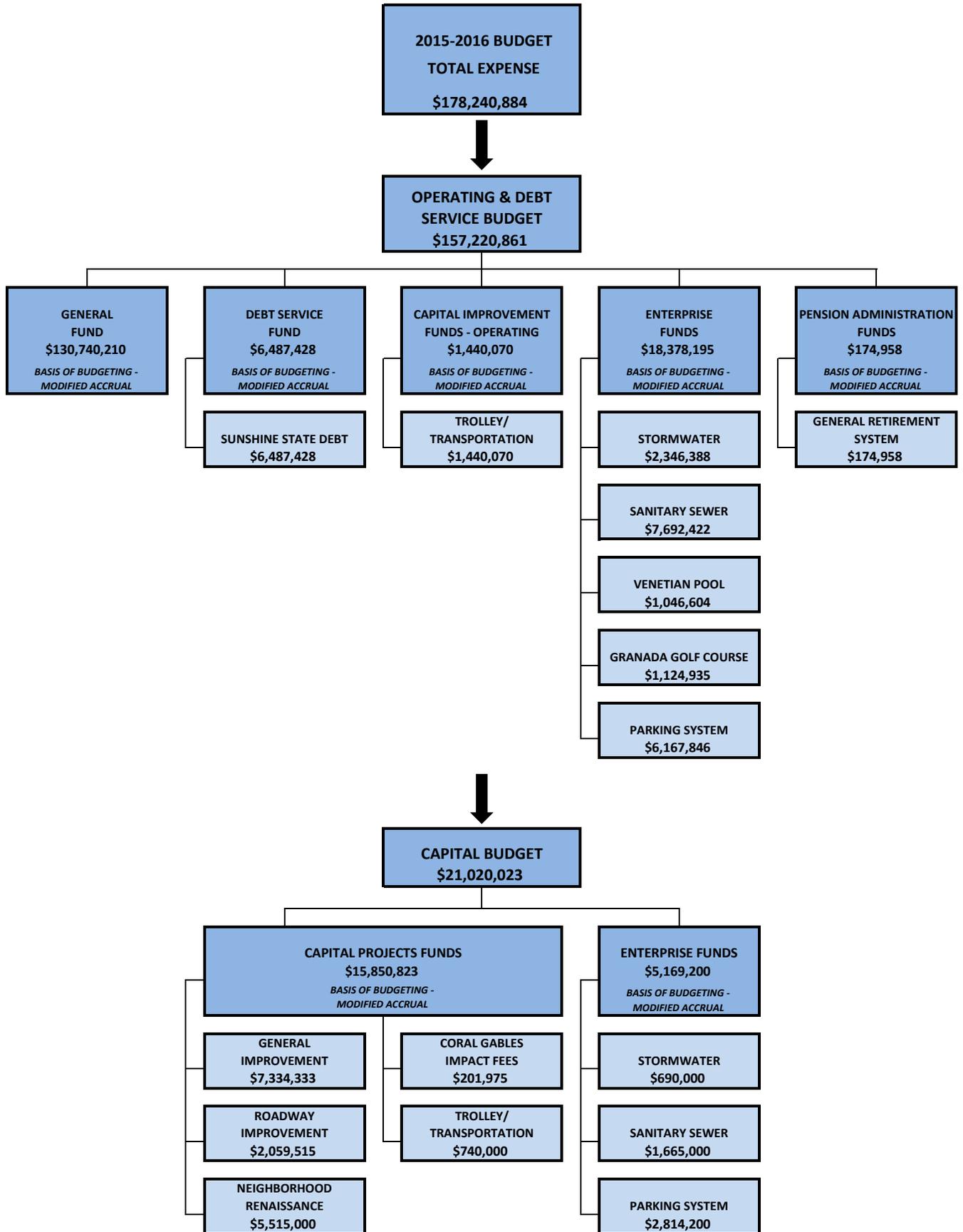
	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b><u>Fines &amp; Forfeitures</u></b>				
County Court, Traffic Fines	\$ 204,801	\$ 185,934	\$ 150,000	\$ 165,000
County Court, Parking Fines	1,111,117	1,043,259	1,000,000	1,000,000
County Court, Other Fines	(20)	-	-	-
School Crossing Guard Assessment	18,116	17,685	17,000	17,000
Police Education Surcharge	23,042	16,017	19,000	16,000
City Traffic Violations	194,028	95,218	125,000	25,000
Other Fines and Forfeits	2,343	(4,601)	-	-
Code Enforcement Board	528,575	433,722	350,000	410,000
Ticket Fines	397,841	327,126	315,000	325,000
CALEA-Accreditation	-	-	-	-
<b>Total - Fines &amp; Forfeitures</b>	<b>2,479,843</b>	<b>2,114,360</b>	<b>1,976,000</b>	<b>1,958,000</b>
<b><u>Investment Earnings</u></b>				
General Fund Investment Earnings	(61,773)	237,293	160,000	192,857
<b><u>Rental/Concessions Revenue</u></b>				
Coral Gables Country Club	247,200	256,101	262,254	270,122
Auto Pound	35,472	40,030	-	-
Azul and Company, INC. - Lease	24,144	76,265	80,381	82,793
Community Television Studio	175	35	-	-
Metro Dade Transfer Station	394,305	401,639	406,581	414,882
Sprint Spectrum lease	43,222	53,851	46,581	-
Gables Grand Plaza	302,615	326,700	308,866	340,000
McCAW Communications	23,288	23,064	23,015	23,244
Junkanoo Rental	99,138	80,214	74,794	76,756
3501 Granada Blvd	32,496	96,170	106,200	106,200
Development Agrrement Fee	500,000	500,000	500,000	500,000
Plummer Mangmnt Lease	12,240	11,900	12,240	11,220
Rouse Coll. Mrkt. Progrqm	35,000	35,000	35,000	35,000
Church Parking Lot	12,000	12,000	12,000	12,000
T Mobile	98,512	56,300	60,890	63,330
Development Fee - U of M	1,400,000	1,100,000	1,025,000	1,025,000
427 Biltmore Way	44,283	50,060	32,702	33,866
TL Star Parking Lot	30,492	30,492	30,492	30,492
Jewels	-	-	-	-
Supercuts, Inc.	83,354	84,570	84,983	28,328
Stanleigh's	26,001	21,667	-	31,872
Palace	120,000	133,334	141,666	151,666
Dulce LLC-Lease	-	(836)	-	47,496
Verizon	52,757	50,693	51,453	52,088
University of Miami - INET	4,380	4,380	4,380	4,380
Fairchild Tropical Gardens - INET	15,960	4,256	-	-
Saint Thomas Episcopal Parish - Inet	6,384	-	-	-
Saint Theresa Catholic School - Inet	3,724	-	-	-
<b>Total - Rental/Consession Revenue</b>	<b>3,647,142</b>	<b>3,447,885</b>	<b>3,299,478</b>	<b>3,340,735</b>
<b><u>Miscellaneous Revenue</u></b>				
Sale of Recycled Trash	8,318	7,026	-	-
July 4th Celebration	49,250	41,250	-	-
LEFT Repayment Settlement	310,794	-	-	-
Other Miscellaneous Revenues	446,322	294,819	178,552	159,081
Proceeds From Debt	-	126,144	-	-
<b>Total - Miscellaneous Revenue</b>	<b>814,684</b>	<b>469,239</b>	<b>178,552</b>	<b>159,081</b>
<b>Total Operating Revenue</b>	<b>119,903,121</b>	<b>126,040,578</b>	<b>123,910,456</b>	<b>129,668,897</b>

**2015-2016 BUDGET  
GENERAL FUND REVENUE SUMMARY**

	<b>2012-2013 ACTUAL</b>	<b>2013-2014 ACTUAL</b>	<b>2014-2015 BUDGET</b>	<b>2015-2016 BUDGET</b>
<b><u>Prior Year Re-Appropriations</u></b>	\$ 100	\$ -	\$ 1,117,584	\$ -
<b><u>Allocations/Contributions From Other Funds</u></b>				
Capital Projects	-	-	150,000	-
Stormwater Utility	2,214,645	1,646,813	547,025	539,750
Sanitary Sewer	685,000	685,000	1,515,187	1,521,321
Biltmore Golf Course	-	163,200	165,648	165,761
Parking System	5,840,000	6,595,472	6,350,000	7,185,000
Biltmore Complex	1,270,699	1,421,651	1,525,000	1,540,000
Insurance Fund	-	-	-	261,163
<b>Total - Contributions From Other Funds</b>	<b>10,010,344</b>	<b>10,512,136</b>	<b>10,252,860</b>	<b>11,212,995</b>
<b><u>Transfers From Reserves</u></b>				
General Fund Reserve	-	-	2,349,800	-
E-911 Reserve	300,000	300,000	300,000	-
Fee Reserve	136,009	100,000	-	63,171
<b>Total - Transfers From Reserves</b>	<b>436,009</b>	<b>400,000</b>	<b>2,649,800</b>	<b>63,171</b>
<b>Total General Fund Revenue</b>	<b>\$ 130,349,574</b>	<b>\$ 136,952,714</b>	<b>\$ 137,930,700</b>	<b>\$ 140,945,063</b>

CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - EXPENSE



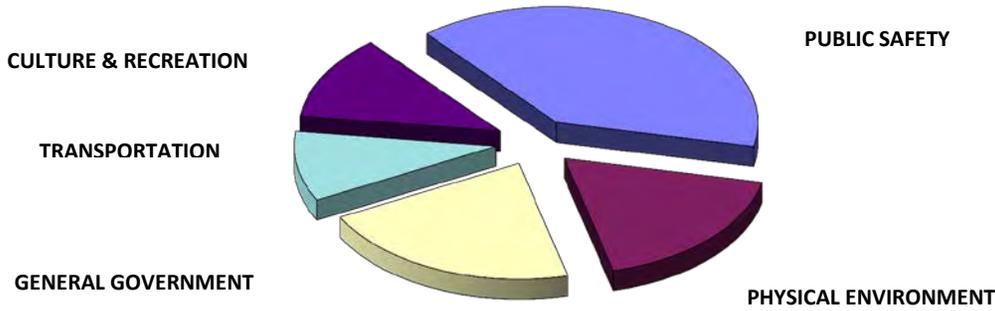
**2015-2016 BUDGET  
EXPENDITURES CLASSIFIED BY FUNCTION**

	<u>2014-2015 BUDGET</u>	<u>2015-2016 BUDGET</u>
<b><u>GENERAL GOVERNMENT</u></b>		
City Commission	\$ 475,007	\$ 501,643
City Attorney	933,958	2,141,458
City Clerk	888,726	1,045,165
City Clerk - Special Revenue	338,508	462,134
City Clerk - Elections	122,000	122,000
City Manager - Administration	1,286,655	1,366,336
City Manager - Communications	682,016	995,216
City Manager - Internal Auditing	261,189	265,391
Human Resources	1,853,257	1,843,501
Development Services - Administrative	1,057,810	1,108,013
Development Services - Building	3,867,910	3,893,494
Development Services - Planning & Zoning	2,298,973	2,044,496
Development Services - Code Enforcement	1,408,422	1,379,812
Finance - Administration & Budget	1,616,452	1,444,850
Finance - Collections	713,232	637,945
Finance - Accounting	962,073	992,880
Finance - Procurement	823,660	993,730
Finance - General Services	345,407	403,898
Finance - Retirement Plan Admin.	171,067	174,958
Information Technology	4,712,009	4,992,447
Economic Development	1,135,707	974,430
Non Departmental	4,211,941	4,731,444
Sunshine State Loan	1,490,066	1,470,863
Capital Projects	4,138,516	3,803,805
	<b>\$ 35,794,561</b>	<b>\$ 37,789,909</b>
<b><u>PUBLIC SAFETY</u></b>		
Police - Administration	2,226,833	2,531,729
Police - Patrol	16,121,635	15,654,499
Police - Criminal Investigations	7,044,869	7,197,054
Police - Tech. Services	6,547,172	6,634,546
Police - E911 Service	630,572	260,581
Police - Police Education	17,000	17,000
Police - School Guards	46,384	45,135
Police - Professional Standards	2,807,931	2,281,762
Police - Specialized Enforcement	5,358,216	5,427,132
Fire	26,603,406	26,763,717
Parking - Violations Enforcement	1,177,370	1,206,959
Public Safety Debt Service	-	527,696
Capital Projects	13,395,359 *	1,766,625
	<b>81,976,747 *</b>	<b>70,314,435</b>
<b><u>PHYSICAL ENVIRONMENT</u></b>		
Public Works - Admin.	935,723	574,267
Public Works - Transportation & Sustainability	-	348,383
Public Works - Engineering	2,023,730	2,403,030
Public Works - Stormwater Utility	2,529,699	2,195,816
Public Works - Sanitary Sewers	7,704,668	7,270,241
Public Works - Public Service - Solid Waste Collection	10,058,130	10,331,267
Public Works - Public Service - Landscape Services	5,357,057	5,628,142
Stormwater Debt Service	153,036	150,572
Sanitary Sewer Debt Service	-	422,181
Capital Projects	11,868,270 *	2,355,000
	<b>40,630,313 *</b>	<b>31,678,899</b>
<b><u>TRANSPORTATION</u></b>		
Public Works - Streets	2,596,974	3,042,480
Public Works - Roadway Improv Admin.	300,195	-
Parking - Trolley / Transportation	1,898,716	1,440,070
Parking - Garage #1	325,216	397,306
Parking - Garage #2	425,398	526,599
Parking - Garage #3	169,969	177,472
Parking - Garage #4	328,238	408,010
Parking - On Street Parking	1,696,003	1,805,852
Parking - Lots	602,264	966,663
Parking - Sign Shop	544,744	566,033
Parking - Garage #6	301,082	382,404
Parking Debt Service	936,683	937,507
Capital Projects - Roadway & Parking	10,430,421 *	6,763,715
	<b>20,555,903 *</b>	<b>17,414,111</b>
<b><u>CULTURE &amp; RECREATION</u></b>		
Historic Resources & Cultural Arts - Preservation & Cultural Arts	763,176	911,537
Historic Resources & Cultural Arts - Museum	413,739	408,435
Community Recreation - Administration	868,324	735,095
Community Recreation - Parks & Rec - Tennis Centers	976,824	974,088
Community Recreation - Parks & Rec - Venetian Pool	962,059	1,046,604
Community Recreation - Parks & Rec - Granada Golf Course	776,310	1,124,935
Community Recreation - Parks & Rec - Youth Center	2,815,120	3,071,405
Community Recreation - Parks & Rec - Youth Center Snack Bar	52,275	52,265
Community Recreation - Parks & Rec - Special Events	176,614	376,193
Community Recreation - Parks & Rec - Golf Course & Parks Maint.	785,870	808,604
Community Recreation - Adult Services	253,329	714,622
Sunshine State Loan	4,368,026	4,488,869
Capital Projects	27,895,354 *	6,330,878
	<b>41,107,020 *</b>	<b>21,043,530</b>
<b>Total Expenditures</b>	<b>\$ 220,064,544</b>	<b>\$ 178,240,884</b>

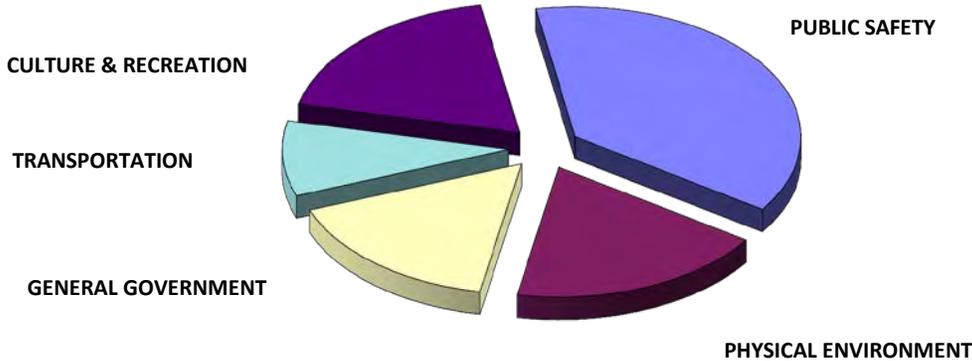
\* Fiscal Year 2014-2015 includes one-time grants and reappropriated expenditures and capital projects that do not repeat for Fiscal Year 2015-2016. If any of these items have any unused balances at Fiscal Year 2014-2015 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2015-2016.

**2015-2016 BUDGET  
EXPENDITURES BY FUNCTION**

**2015-2016  
\$178,240,884**



**2014-2015  
\$220,064,544**



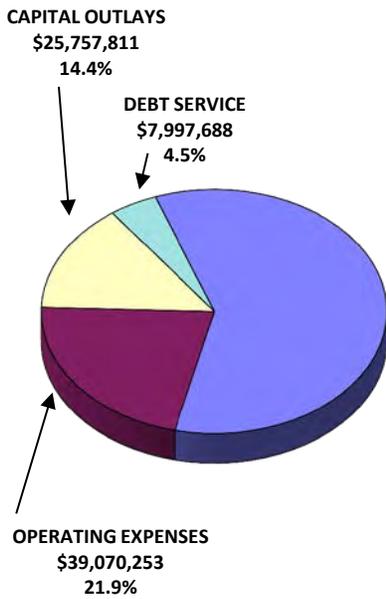
	2014-2015		2015-2016	
	BUDGET	%	BUDGET	%
PUBLIC SAFETY	\$ 81,976,747	37.2%	\$ 70,314,435	39.4%
PHYSICAL ENVIRONMENT	40,630,313	18.5%	31,678,899	17.8%
GENERAL GOVERNMENT	35,794,561	16.3%	37,789,909	21.2%
TRANSPORTATION	20,555,903	9.3%	17,414,111	9.8%
CULTURE AND RECREATION	41,107,020	18.7%	21,043,530	11.8%
<b>TOTAL EXPENDITURES</b>	<b>\$ 220,064,544 *</b>	<b>100.0%</b>	<b>\$ 178,240,884 *</b>	<b>100.0%</b>

\* Fiscal Year 2014-2015 includes one-time capital projects that do not repeat in Fiscal Year 2015-2016. Any capital projects that have not been completed during Fiscal Year 2014-2015 will be reappropriated in the first quarter of Fiscal Year 2015-2016.

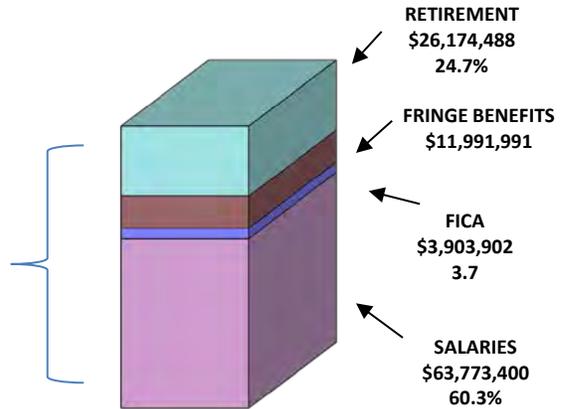


## 2015-2016 BUDGET EXPENDITURES BY OBJECT OF EXPENSE

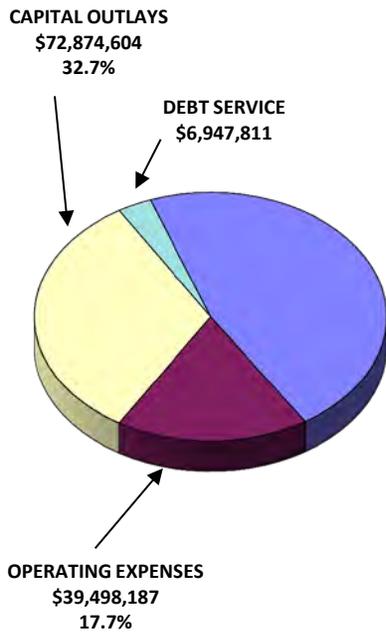
**2015-2016 - \$ 178,240,884**



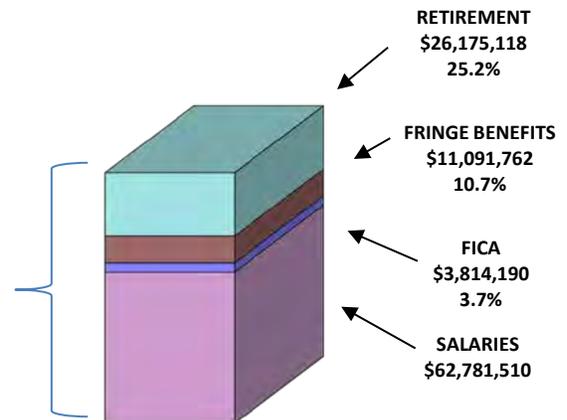
PERSONAL SERVICES  
\$105,843,781  
59.2%



**2014-2015 - \$ 220,064,544**



PERSONAL SERVICES  
\$103,862,580  
46.5%



**2015-2016 BUDGET**  
**SUMMARY OF TOTAL EXPENDITURES AND TRANSFERS TO RESERVES**

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET
<b><u>Operating Expense</u></b>				
General Fund Divisions	\$ 115,033,491	\$ 115,426,863	\$ 126,653,185	\$ 130,740,210
Roadway Improvement Fund Division	228,696	254,004	300,195	-
Trolley / Transportation Fund Division	1,304,119	1,300,684	1,898,716	1,440,070
Enterprise Fund Divisions	12,811,821	14,218,529	16,365,650	16,867,935
Pension Fund Division	125,538	137,083	171,067	174,958
<b>Total Operating Expense</b>	<b>129,503,665</b>	<b>131,337,163</b>	<b>145,388,813</b>	<b>149,223,173</b>
<b><u>Capital Improvements</u></b>				
General Improvements	2,498,554	2,162,073	30,642,978 *	7,334,333
Neighborhood Renaissance Program	3,005,124	436,780	16,960,812 *	5,515,000
Roadway Improvements	849,685	672,446	2,947,971 *	2,059,515
Trolley / Transportation Improvements	-	-	750,000	740,000
Miami-Dade Bond Improvements	148,884	-	3,050,200 *	-
Miami-Dade Roadway Impact Fee Improvements	-	-	1,500,000 *	-
Impact Fee Improvements				
Fire System Improvements	-	-	32,907	61,474
General Government System Improvements	-	-	30,893	33,405
Parks System Improvements	-	-	1,099,720 *	82,695
Police System Improvements	-	-	8,867	24,401
Total Impact Fee Improvements	-	-	1,172,387	201,975
Stormwater Utility Improvements	209,935	391,221	1,475,543	690,000
Sanitary Sewer Improvements	1,543,984	950,547	9,228,029	1,665,000
Parking System Improvements	35,528	-	-	2,814,200
<b>Total Capital Improvements</b>	<b>8,291,694</b>	<b>4,613,067</b>	<b>67,727,920 *</b>	<b>21,020,023</b>
<b>Total Operating Exp. &amp; Capital Improvements</b>	<b>137,795,359</b>	<b>135,950,230</b>	<b>213,116,733</b>	<b>170,243,196</b>
<b><u>Debt Service</u></b>				
<b>Debt Service</b>	<b>5,793,260</b>	<b>5,561,394</b>	<b>6,947,811</b>	<b>7,997,688</b>
<b>Total Expense and Debt Service</b>	<b>143,588,619</b>	<b>141,511,624</b>	<b>220,064,544</b>	<b>178,240,884</b>
<b><u>Transfers to Reserves</u></b>				
General Fund Reserve	3,734,793	15,764,837	47,571	570,000
General Capital Improvements Fund	11,360,674	4,543,800	-	-
Neighborhood Renaissance Program Fund	47,446	79,186	-	-
Roadway Improvement Fund	928,894	1,346,714	4,815	-
Trolley / Transportation Fund	509,116	674,331	86,744	150,000
General Obligation Bond Fund	186,279	-	-	-
Capital Improvement Impact Fund	976,027	206,463	-	-
Stormwater Utility Fund	-	-	260,249	103,464
Sanitary Sewer Fund	679,621	1,849,572	291,164	358,954
Parking Fund	1,264,262	745,427	1,019,940	9,657
Pension Contribution Stabilization Fund	-	-	500,000	-
<b>Total Transfers to Reserves</b>	<b>19,687,112</b>	<b>25,210,330</b>	<b>2,210,483</b>	<b>1,192,075</b>
<b>Total Expenditures &amp; Transfers to Reserves</b>	<b>\$ 163,275,731</b>	<b>\$ 166,721,954</b>	<b>\$ 222,275,027</b>	<b>\$ 179,432,959</b>

\* Fiscal Year 2014-2015 includes one-time grants and reappropriated expenditures and capital projects that do not repeat for Fiscal Year 2015-2016. If any of these items have any unused balances at Fiscal Year 2014-2015 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2015-2016.

**2015-2016 BUDGET**  
**SUMMARY OF TOTAL GENERAL FUND EXPENDITURES AND TRANSFERS TO RESERVES**

DEPARTMENT	DIVISION	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET
City Commission	City Commission	\$ 510,283	\$ 510,664	\$ 475,007	\$ 501,643
City Attorney	City Attorney	816,335	841,037	933,958	2,141,458
City Clerk	Administrative	628,538	709,137	888,726	1,045,165
	Special Revenue Expenses	176,527	281,127	338,508	462,134
	Elections	142,121	20	122,000	122,000
City Manager	Administrative	1,008,506	1,138,683	1,286,655	1,366,336
	Cable TV	704,858	652,403	682,016	995,216
	Internal Auditing	234,335	270,093	261,189	265,391
Human Resources	Human Resources	1,486,847	1,565,599	1,853,257	1,843,501
Development Services	Administrative	630,189	728,166	1,057,810	1,108,013
	Building	3,615,379	3,726,800	3,867,910	3,893,494
	Planning & Zoning	1,912,966	1,847,811	2,298,973	2,044,496
	Code Enforcement	1,363,088	1,414,683	1,408,422	1,379,812
Historic Resources & Cultural Arts	Historic Preservation & Cultural Arts	659,389	661,420	763,176	911,537
	Museum	298,930	309,219	413,739	408,435
Public Works	Administrative	325,808	426,144	935,723	574,267
	Transportation & Sustainability	-	-	-	348,383
	Engineering	1,644,272	1,714,574	2,023,730	2,403,030
	Streets	2,864,087	2,434,677	2,596,974	3,042,480
	Solid Waste	9,318,172	9,480,618	10,058,130	10,331,267
	Landscape Services	5,240,276	4,907,573	5,357,057	5,628,142
Finance	Administration & Budget	1,034,830	1,239,196	1,616,452	1,444,850
	Collection	694,946	724,963	713,232	637,945
	Accounting	937,994	876,864	962,073	992,880
	Procurement	746,832	767,345	823,660	993,730
	General Services	308,947	344,629	345,407	403,898
Information Technology	Information Tecnology	3,863,967	3,881,009	4,712,009	4,992,447
Police	Administrative	1,626,625	1,766,956	2,226,833	2,531,729
	Uniform Patrol	13,952,415	14,699,160	16,121,635	15,654,499
	Criminal Investigations	6,436,807	6,333,615	7,044,869	7,197,054
	Technical Services	5,770,695	5,598,888	6,547,172	6,634,546
	E911 Service	591,763	634,827	630,572	260,581
	Police Education	2,780	-	17,000	17,000
	School Crossing Guard	44,773	45,832	46,384	45,135
	Professional Standards	2,268,744	2,602,725	2,807,931	2,281,762
	Specialized Enforcement	4,334,108	4,699,520	5,358,216	5,427,132
Fire	Fire	28,912,112	25,593,415	26,603,406	26,763,717
Parks & Recreation	Administrative	563,112	552,635	868,324	735,095
	Tennis Centers	878,591	966,656	976,824	974,088
	Youth Center	2,585,819	2,688,869	2,815,120	3,071,405
	Youth Center Snack Bar	37,159	25,386	52,275	52,265
	Senior Services	61,749	124,237	253,329	714,622
	Special Events	222,032	246,106	176,614	376,193
	Golf Course & Parks Maint.	117,953	628,527	785,870	808,604
Economic Development	Economic Development	773,879	851,438	1,135,707	974,430
Non Departmental	Non Departmental	3,407,832	4,837,290	4,211,941	4,731,444
Parking	Violations Enforcement	1,276,121	1,076,327	1,177,370	1,206,959
<b>Total General Fund Operating Expense</b>		<b>115,033,491</b>	<b>115,426,863</b>	<b>126,653,185</b>	<b>130,740,210</b>
	Transfer to General Fund Reserve	5,793,203	13,245,458	47,571	570,000
	Transfer to Sunshine State Note Debt Service	4,675,337	3,850,632	5,067,772	5,699,314
	Transfer to Capital Improvement Fund	2,784,821	4,110,000	5,268,380	3,181,900
	General Fund Subsidy of Venetian Swimming Pool	97,010	145,007	203,859	162,204
	General Fund Subsidy of Granada Golf	615,712	174,754	189,933	591,435
	Transfer to Automotive Fund	1,350,000	-	-	-
	Pension Contribution Stabilization Fund	-	-	500,000	-
<b>Total General Fund</b>		<b>\$ 130,349,574</b>	<b>\$ 136,952,714</b>	<b>\$ 137,930,700</b>	<b>\$ 140,945,063</b>

**CITY OF CORAL GABLES**  
**SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**  
**2015-2016 BUDGET**  
**(BUDGETED FUNDS ONLY)**

	<u>GENERAL</u>	<u>CAPITAL PROJECTS</u>	<u>ENTERPRISE</u>	<u>TOTAL</u>
<b>Fund Balance @ 10/01/14 (Unrestricted)</b>	\$ 37,438,411	\$ 17,506,057	\$ 13,856,073	\$ 71,899,714
Fiscal Year 2014-2015 (Estimated)				
Revenues	137,930,700	52,280,620	37,996,261	234,065,673
Expenditures	137,883,129	50,440,832	36,424,909	230,606,962
<b>FY 2015 Change in Fund Balance</b>	<u>47,571</u>	<u>1,839,788</u>	<u>1,571,352</u>	<u>3,458,711</u>
<b>Fund Balance @ 09/30/15 (Unrestricted - Estimated )</b>	<b>37,485,982</b>	<b>19,345,845</b>	<b>15,427,425</b>	<b>75,358,425</b>
Fiscal Year 2015-2016 Budget				
Revenues:				
Taxes	90,081,324	2,974,515	-	93,055,839
Licenses	3,346,000	-	-	3,346,000
Permits	7,314,500	-	7,000	7,321,500
Fines & Forfeitures	1,958,000	-	-	1,958,000
Intergovernmental	5,065,000	-	-	5,065,000
Use Charges	9,767,400	-	24,630,254	34,397,654
Recreation Fees	2,469,000	-	1,381,661	3,850,661
Rentals & Concessions	3,340,735	-	3,090,292	6,431,027
Investment Earnings	192,857	-	44,000	236,857
Other	6,134,081	-	-	6,134,081
Transfers In	11,276,166	6,246,593	765,938	24,776,125
Total Revenues	<u>140,945,063</u>	<u>9,221,108</u>	<u>29,919,145</u>	<u>186,572,744</u>
Expenditures:				
General Government	32,340,283	3,803,805	-	36,144,088
Public Safety	68,020,114	1,366,625	-	69,386,739
Physical Environment	19,285,089	-	12,243,238	31,528,327
Transportation	3,042,480	5,789,585	8,044,539	16,876,604
Culture & Recreation	8,052,244	6,330,878	2,171,539	16,554,661
Debt Service	-	-	1,088,079	7,575,507
Transfers Out	9,634,853	1,040,161	9,113,875	19,788,889
Total Expenditures	<u>140,375,063</u>	<u>18,331,054</u>	<u>32,661,270</u>	<u>197,854,815</u>
<b>Net Change in Fund Balance</b>	<u>570,000</u>	<u>(9,109,946)</u>	<u>(2,742,125)</u>	<u>(11,282,071)</u>
<b>Fund Balance @ 09/30/16 (Unrestricted)</b>	<u>\$ 38,055,982</u>	<u>\$ 10,235,899</u>	<u>\$ 12,685,300</u>	<u>\$ 64,076,354</u>

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

- In the Capital Projects Funds - For FY15 - Planned Project costs.
- In the Capital Projects Funds - For FY16 - Planned Project costs.
- In the Enterprise Funds - For FY15 - Reserves created to fund future capital projects.
- In the Enterprise Funds - For FY16 - Planned Project costs.

**2015-2016 BUDGET  
ENTERPRISE FUNDS OPERATIONS SUMMARY**

	<b>2012-2013 ACTUAL</b>	<b>2013-2014 ACTUAL</b>	<b>2014-2015 BUDGET</b>	<b>2015-2016 BUDGET</b>
<b>STORMWATER UTILITY FUND (400)</b>				
Operating Revenue	\$ 2,399,023	\$ 2,930,270	\$ 3,220,000	\$ 3,132,852
Operating Expense	(1,136,240)	(1,489,033)	(1,982,674)	(1,656,066)
Operating Income (Loss)	1,262,783	1,441,237	1,237,326	1,476,786
Grant Revenue	-	-	200,000	-
Investment Earnings	4,851	13,478	7,000	7,000
Prior Year Reappropriations	-	-	991,527	-
Capital Projects	(209,935)	(391,221)	(1,475,543)	(690,000)
Interest Expense	(56,010)	(53,388)	-	-
Debt Expense	-	-	(153,036)	(150,572)
Depreciation Expense	(91,204)	(91,204)	-	-
Net Income (Loss)	910,485	918,902	807,274	643,214
Transfers to (from) Reserve	535,583	320,875	260,249	103,464
Contribution to (from) General Fund	\$ 374,902	\$ 598,027	\$ 547,025	\$ 539,750
<b>SANITARY SEWER FUND (410)</b>				
Operating Revenue	\$ 7,725,590	\$ 8,739,881	\$ 9,208,300	\$ 9,292,454
Operating Expense	(4,374,746)	(3,984,729)	(6,189,481)	(5,748,920)
Operating Income (Loss)	3,350,844	4,755,152	3,018,819	3,543,534
Proceeds from Debt	-	-	2,210,000	-
Grant Revenue	-	-	885,000	-
Investment Earnings	6,231	29,606	16,000	20,000
Prior Year Reappropriations	-	-	4,172,411	-
Miscellaneous Revenue	253,021	-	-	3,922
Capital Projects	(1,543,984)	(950,547)	(9,228,029)	(1,665,000)
Interest Expense	-	(12,418)	-	-
Debt Expense	-	-	-	(422,181)
Depreciation Expense	(333,809)	(291,469)	-	-
Net Income (Loss)	1,732,303	3,530,324	1,074,201	1,480,275
Transfers to (from) Reserve	(792,440)	1,796,538	(440,986)	(41,046)
Contribution to (from) General Fund	\$ 2,524,743	\$ 1,733,786	\$ 1,515,187	\$ 1,521,321
<b>VENETIAN POOL FUND (420)</b>				
Operating Revenue	\$ 826,718	\$ 1,071,302	\$ 758,200	\$ 884,400
Operating Expense	(759,979)	(860,045)	(962,059)	(1,046,604)
Net Income (Loss)	66,739	211,257	(203,859)	(162,204)
Transfers to (from) Reserve	-	-	-	-
Contribution to (from) General Fund	\$ 66,739	\$ 211,257	\$ (203,859)	\$ (162,204)
<b>GRANADA GOLF COURSE FUND (430)</b>				
Operating Revenue	\$ 917,586	\$ 684,825	\$ 586,377	\$ 533,500
Operating Expense	(1,094,512)	(876,201)	(776,310)	(1,124,935)
Net Income (Loss)	(176,926)	(191,376)	(189,933)	(591,435)
Transfers to (from) Reserve	-	-	-	-
General Fund Subsidy	\$ (176,926)	\$ (191,376)	\$ (189,933)	\$ (591,435)
<b>PARKING SYSTEM FUND (460)</b>				
Operating Revenue	\$ 10,830,461	\$ 11,625,585	\$ 12,117,536	\$ 12,774,978
Operating Expense	(2,811,175)	(3,282,673)	(3,827,914)	(4,665,339)
Operating Income (Loss)	8,019,286	8,342,912	8,289,622	8,109,639
Grant Revenue	37,222	-	-	-
Investment Earnings	9,513	30,614	17,000	17,000
Miscellaneous Revenue	30,688	125	-	5,525
Interest Expense	(360,934)	(309,794)	-	-
Prior Year Reappropriations	-	-	-	-
Capital Projects	(35,528)	-	-	(2,814,200)
Debt Expense	-	-	(936,683)	(937,507)
Depreciation Expense	(816,057)	(886,997)	-	-
Net Income (Loss)	6,884,190	7,176,860	7,369,939	4,380,457
Transfers to (from) Reserve	943,440	539,458	1,019,939	(2,804,543)
Contribution to (from) General Fund	\$ 5,940,750	\$ 6,637,402	\$ 6,350,000	\$ 7,185,000

**CAPITAL PROJECTS  
2015-2016 BUDGET**

**Capital Equipment**

IT Data Systems Equipment Replacement/Upgrade	\$ 1,131,900
<b>Total Capital Equipment</b>	<b><u>1,131,900</u></b>

**Facility Repairs/Improvements**

427 Biltmore Way Repairs/Improvements	323,500
Roof Replacements Program - Citywide	425,000
HVAC Replacements Program - Citywide	150,000
Elevator Repair/Replacement Program - Citywide	300,000
Youth Center Structural Improvements	520,000
Youth Center Amenities Improvements	200,000
General Government System Improvements	33,405
Emergency Generator Installation	500,000
<b>Total Facility Projects</b>	<b><u>2,451,905</u></b>

**Historic Facility Repairs/Restorations**

City Hall - Repairs/Improvements	1,230,000
City Hall Cottage - Repairs/Improvements	210,000
Gondola Building Restoration Assessment	50,000
Merrick House - Repairs/Improvements	300,000
Venetian Pool Improvements	570,000
Historic Fountains and Entrances	850,000
<b>Total Historic Facility Projects</b>	<b><u>3,210,000</u></b>

**Motor Pool Equipment Replacements/Additions**

Motor Vehicle Replacements/Additions	3,154,250
Fuel System Upgrade	280,000
Truck Washer Replacement	150,000
<b>Total Motor Pool Projects</b>	<b><u>3,584,250</u></b>

**Parking Repairs/Improvements**

Garages 2 & 6 Repairs/Improvements	1,154,200
Garages 2 & 6 Roof Fencing	350,000
Aragon Parking Improvements	180,000
Parking Lot Lighting	180,000
Citywide Signage Program	250,000
Installation/Replacement of Multi-Space Pay Stations	300,000
<b>Total Parking Projects</b>	<b><u>2,414,200</u></b>

## **Parks & Recreation Amenity Improvements**

Purchase of Land	\$ 300,000
Granada Golf Course Improvements	100,000
Park Basketball and Tennis Court Renovations	30,000
Kerdyk Family Park Trail Renovation	90,000
Parks and Recreation Facilities Major Repairs	80,683
Coral Gables Adult Activity Center	800,000
Lot 22 Park Development	1,000,000
William H. Kerdyk Biltmore Tennis Center - Phase 2	715,000
Development of Enrique "Henry" Cepero Park	600,000
Parks System Improvements	82,695
<b>Total Parks &amp; Recreation Projects</b>	<b><u>3,798,378</u></b>

## **Public Safety Improvements**

Parks & Recreation Facilities Surveillance Systems	42,500
CCTV Security System - Roadways	1,000,000
CCTV Security System - Parking Facilities	400,000
Cardiac Monitor Replacement	256,687
Automated External Defibrillators	5,313
Extrication Equipment	18,750
Fire System Improvements	61,474
Police System Improvements	24,401
<b>Total Public Safety Projects</b>	<b><u>1,809,125</u></b>

## **Transportation & Roadway Improvements**

Installation of Decorative Streetlights	750,000
Aragon Ave. Pedestrian Lighting & Bike Amenity Improvements	800,000
Roadway Resurfacing	724,515
Traffic Calming	350,000
Old Cutler Road Entry Feature	235,000
Citywide Alleyway Paving Improvements	250,000
Citywide Sidewalk Extensions	250,000
Citywide Sidewalk Repair/Replacement	200,000
Multimodal Transportation Plan	300,000
Citywide Bike Path Installation	200,000
Channel Marker Replacement	50,000
Emergency Vehicle Intersection Preemption System	240,000
<b>Total Transportation &amp; Roadway Projects</b>	<b><u>4,349,515</u></b>

## **Utility Repairs/Improvements**

Storm Water Improvements	392,500
Cross-Connection Removal - Storm Water	107,500
Sea Level Rise Assessment	190,000
Sanitary Sewer Improvements	1,100,000
Sewer Pipe Cameras	100,000
Pump Station 1 Cocoplum Upgrade	250,000
Grease Trap Assessment	50,000
Cross-Connection Removal - Sanitary Sewer	165,000
<b>Total Utility Repair/Improvement Projects</b>	<b><u>2,355,000</u></b>

**Total Projects** **\$ 25,104,273**

**CITY OF CORAL GABLES**  
**FISCAL YEAR 2016-2020 FIVE YEAR CAPITAL IMPROVEMENT PLAN**  
**PROJECT TYPE SUMMARY BY YEAR & FUNDING SOURCE & RELATED OPERATING COST**

**PROJECT TYPE SUMMARY BY YEAR**

PROJECT NAME	PRIOR YEARS EXP	2015 PROJ'D EXP	FIVE-YEAR ESTIMATE								PROJECT TOTAL
			2 0 1 6				2017	2018	2019	2020	
			PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
BRIDGE IMPROVEMENTS	\$ -	\$ -	\$ 226,324	\$ 15,210	\$ -	\$ 241,534	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 641,534
CAPITAL EQUIPMENT REPL/UPGRADES	-	8,377,802	1,249,965	1,747,038	5,236,900	8,233,903	5,470,112	4,822,848	4,766,882	4,825,931	36,497,478
CORAL GABLES IMPACT FEE - SYS. IMPR.	-	-	-	-	201,975	201,975	194,000	194,000	194,000	194,000	977,975
FACILITY IMPROVEMENTS	450,049	303,183	6,673,542	1,578,576	1,698,500	9,950,618	2,070,615	10,714,189	715,637	724,646	24,928,937
HISTORIC FACILITY RESTORATION	243,706	912,660	2,397,322	142,070	3,210,000	5,749,392	250,000	-	-	-	7,155,758
PARK IMPROVEMENTS	247,992	3,897,279	8,059,113	1,859,887	4,478,183	14,397,183	3,368,681	2,115,979	1,736,581	1,714,992	27,478,687
PARKING IMPROVEMENTS	-	41,510	340,851	12,639	2,814,200	3,167,690	680,000	680,000	680,000	680,000	5,929,200
ROADWAY IMPROVEMENTS	3,735,190	2,520,714	1,533,838	597,970	4,309,515	6,441,323	2,904,515	2,404,515	2,154,515	1,654,515	21,815,287
SANITARY SEWER IMPROVEMENTS	1,585,546	133,065	4,409,748	301,147	1,665,000	6,375,895	1,265,000	1,265,000	1,265,000	1,265,000	13,154,506
STORMWATER IMPROVEMENTS	465,762	138,235	958,766	134,152	690,000	1,782,918	500,000	500,000	500,000	500,000	4,386,915
STREETSCAPE IMPROVEMENTS	258,639	1,857,125	8,915,710	3,742,061	19,243,504	31,901,275	330,000	1,060,000	-	-	35,407,039
<b>TOTAL</b>	<b>\$ 6,986,884</b>	<b>\$ 18,181,573</b>	<b>\$ 34,765,179</b>	<b>\$ 10,130,750</b>	<b>\$ 43,547,777</b>	<b>\$ 88,443,706</b>	<b>\$ 17,132,923</b>	<b>\$ 23,856,531</b>	<b>\$ 12,112,615</b>	<b>\$ 11,659,084</b>	<b>\$ 178,373,316</b>

**PROJECT TYPE SUMMARY BY FUNDING SOURCE**

PROJECT TYPE	GEN CAP IMPR	NRP	ROADWAY	GOB	GC IMP FEES	STORM WATER	SANI SEWER	MOTOR POOL	TROLLEY	PARKING SYSTEM	GRANT & OTHER	PROJECT TOTAL
BRIDGE IMPROVEMENTS	\$ 641,534	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 641,534
CAPITAL EQUIPMENT REPL/UPGRADES	14,526,915	-	-	-	-	-	-	20,895,561	1,075,000	-	-	36,497,476
CORAL GABLES IMPACT FEE - SYS. IMPR.	-	-	-	-	977,975	-	-	-	-	-	-	977,975
FACILITY IMPROVEMENTS	7,760,829	-	-	4,960,678	2,407,429	-	-	500,000	3,900,000	-	5,400,000	24,928,936
HISTORIC FACILITY RESTORATION	5,660,758	1,389,999	-	-	-	-	-	-	-	-	105,000	7,155,757
PARK IMPROVEMENTS	12,766,498	13,316,782	-	419,417	921,491	-	-	-	-	-	54,500	27,478,688
PARKING IMPROVEMENTS	745,000	-	-	-	-	-	-	-	-	5,184,200	-	5,929,200
ROADWAY IMPROVEMENTS	2,965,000	5,034,590	10,771,697	-	-	-	-	-	2,150,000	-	894,000	21,815,287
SANITARY SEWER IMPROVEMENTS	-	-	-	-	-	-	9,044,505	-	-	-	4,110,000	13,154,505
STORMWATER IMPROVEMENTS	-	-	-	-	-	4,186,915	-	-	-	-	200,000	4,386,915
STREETSCAPE IMPROVEMENTS	6,696,841	4,057,642	-	1,168,919	171,200	-	-	-	-	-	23,312,437	35,407,039
<b>TOTAL</b>	<b>\$ 51,763,375</b>	<b>\$ 23,799,013</b>	<b>\$ 10,771,697</b>	<b>\$ 6,549,014</b>	<b>\$ 4,478,095</b>	<b>\$ 4,186,915</b>	<b>\$ 9,044,505</b>	<b>\$ 21,395,561</b>	<b>\$ 7,125,000</b>	<b>\$ 5,184,200</b>	<b>\$ 34,075,937</b>	<b>\$ 178,373,312</b>

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

PROJECT TYPE	SPEC ASSESS	M-D IMP FEE	MPD GRANT	LAW ENF. TRUST FUND	ART IN PUB. PLACES	NAT'L END FOR THE ARTS	SUN STATE FINANCING	STATE GRANT	TOTAL
BRIDGE IMPROVEMENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL EQUIPMENT REPL/UPGRADES	-	-	-	-	-	-	-	-	-
CORAL GABLES IMPACT FEE - SYS. IMPR.	-	-	-	-	-	-	-	-	-
FACILITY IMPROVEMENTS	-	-	-	-	-	-	5,400,000	-	5,400,000
HISTORIC FACILITY RESTORATION	-	-	-	-	55,000	-	-	50,000	105,000
PARK IMPROVEMENTS	-	-	-	-	54,500	-	-	-	54,500
PARKING IMPROVEMENTS	-	-	-	-	-	-	-	-	-
ROADWAY IMPROVEMENTS	500,000	-	44,000	350,000	-	-	-	-	894,000
SANITARY SEWER IMPROVEMENTS	-	-	-	-	-	-	3,710,000	400,000	4,110,000
STORMWATER IMPROVEMENTS	-	-	-	-	-	-	-	200,000	200,000
STREETSCAPE IMPROVEMENTS	-	2,590,000	-	-	-	40,000	20,682,437	-	23,312,437
<b>TOTAL</b>	<b>\$ 500,000</b>	<b>\$ 2,590,000</b>	<b>\$ 44,000</b>	<b>\$ 350,000</b>	<b>\$ 109,500</b>	<b>\$ 40,000</b>	<b>\$ 29,792,437</b>	<b>\$ 650,000</b>	<b>\$ 34,075,937</b>

**TOTAL RELATED OPERATING COST**

EXPENSE TYPE	FIVE-YEAR ESTIMATE								PROJECT TOTAL
	2 0 1 6			2017	2018	2019	2020		
PRIOR	NEW	TOTAL							
BRIDGE IMPROVEMENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL EQUIPMENT REPL/UPGRADES	-	(4,590)	(4,590)	642,010	270,790	272,123	273,488	1,453,821	
CORAL GABLES IMPACT FEE - SYS. IMPR.	-	-	-	-	-	-	-	-	-
FACILITY IMPROVEMENTS	100,000	100,000	200,000	200,000	200,000	200,000	200,000	1,000,000	
HISTORIC FACILITY RESTORATION	-	-	-	-	-	-	-	-	-
PARK IMPROVEMENTS	-	799,450	799,450	608,450	608,450	608,450	608,450	3,233,250	
PARKING IMPROVEMENTS	-	-	-	-	-	-	-	-	-
ROADWAY IMPROVEMENTS	-	-	-	-	-	-	-	-	-
SANITARY SEWER IMPROVEMENTS	-	-	-	15,000	15,000	15,000	15,000	60,000	
STORMWATER IMPROVEMENTS	-	-	-	-	-	-	-	-	-
STREETSCAPE IMPROVEMENTS	-	-	-	-	-	-	-	-	-
<b>TOTAL RELATED OPERATING COST</b>	<b>\$ 100,000</b>	<b>\$ 894,860</b>	<b>\$ 994,860</b>	<b>\$ 1,465,460</b>	<b>\$ 1,094,240</b>	<b>\$ 1,095,573</b>	<b>\$ 1,096,938</b>	<b>\$ 5,747,071</b>	

**CITY OF CORAL GABLES  
FISCAL YEAR 2016-2020 FIVE YEAR CAPITAL IMPROVEMENT PLAN  
PROJECT TYPE SUMMARY BY RELATED OPERATING COST**

**TOTAL RELATED OPERATING COST**

EXPENSE TYPE	FIVE-YEAR ESTIMATE							PROJECT TOTAL
	2 0 1 6			2017	2018	2019	2020	
	PRIOR	NEW	TOTAL					
BRIDGE IMPROVEMENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT REPL/UPGRADES	-	(4,590)	(4,590)	642,010	270,790	272,123	273,488	1,453,821
PERSONNEL SERVICES	-	-	-	52,000	53,300	54,633	55,998	215,931
OTHER THAN PERSONNEL SERVICES	-	(4,590)	(4,590)	590,010	217,490	217,490	217,490	1,237,890
CORAL GABLES IMPACT FEE - SYS. IMPR.	-	-	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-	-	-
FACILITY IMPROVEMENTS	100,000	100,000	200,000	200,000	200,000	200,000	200,000	1,000,000
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	100,000	100,000	200,000	200,000	200,000	200,000	200,000	1,000,000
HISTORIC FACILITY RESTORATION	-	-	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-	-	-
PARK IMPROVEMENTS	-	799,450	799,450	608,450	608,450	608,450	608,450	3,233,250
PERSONNEL SERVICES	-	403,450	403,450	403,450	403,450	403,450	403,450	2,017,250
OTHER THAN PERSONNEL SERVICES	-	396,000	396,000	205,000	205,000	205,000	205,000	1,216,000
PARKING IMPROVEMENTS	-	-	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-	-	-
ROADWAY IMPROVEMENTS	-	-	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-	-	-
SANITARY SEWER IMPROVEMENTS	-	-	-	15,000	15,000	15,000	15,000	60,000
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	15,000	15,000	15,000	15,000	60,000
STORMWATER IMPROVEMENTS	-	-	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-	-	-
STREETSCAPE IMPROVEMENTS	-	-	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-	-	-
<b>TOTAL RELATED OPERATING COST</b>	<b>\$ 100,000</b>	<b>\$ 894,860</b>	<b>\$ 994,860</b>	<b>\$ 1,465,460</b>	<b>\$ 1,094,240</b>	<b>\$ 1,095,573</b>	<b>\$ 1,096,938</b>	<b>\$ 5,747,071</b>

**CITY OF CORAL GABLES**  
**FISCAL YEAR 2016-2020 FIVE YEAR CAPITAL IMPROVEMENT PLAN**  
**PROJECT LISTING BY FISCAL YEAR**

Proj #	PROJECT NAME	PRIOR YEARS EXP	2015 PROJ'D EXP	FIVE-YEAR ESTIMATE								PROJECT TOTAL
				2 0 1 6				2017	2018	2019	2020	
				PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
<b>BRIDGE PROJECTS</b>												
1	Bridges & Waterway Repairs/Impr.	\$ -	\$ -	\$ 76,324	\$ 15,210	\$ -	\$ 91,534	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 491,534
2	Bridge Painting Program	-	-	150,000	-	-	150,000	-	-	-	-	150,000
<b>TOTAL BRIDGE PROJECTS</b>		-	-	<b>226,324</b>	<b>15,210</b>	-	<b>241,534</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>641,534</b>
<b>CAPITAL EQUIPMENT PROJECTS</b>												
3	Cntrl/Mobile Radio Sys Repl/Upgrade	-	4,779,771	642,097	1,078,132	-	1,720,229	-	-	-	-	6,500,000
4	Motor Vehicle - Repl & Additions	-	3,050,751	267,296	610,324	3,154,250	4,031,870	3,259,179	3,316,215	3,374,249	3,433,298	20,465,562
5	Automated External Defibrillators	-	37,569	3,506	360	5,313	9,179	5,313	5,313	5,313	5,313	68,000
6	Extrication Equipment	-	88,614	1,387	-	18,750	20,137	18,750	18,750	18,750	18,750	183,751
7	Network Infrastructure	-	421,098	335,680	58,222	1,131,900	1,525,802	1,131,900	1,131,900	1,131,900	1,131,900	6,474,500
8	CGTV Equipment Upgrade	-	-	-	-	-	-	245,000	114,000	-	-	359,000
9	Cardiac Monitors	-	-	-	-	256,687	256,687	36,670	36,670	36,670	36,670	403,367
10	Emergency Vehicle Response Intersection Preemption System	-	-	-	-	240,000	240,000	235,000	200,000	200,000	200,000	1,075,000
11	Wi-Fi Capital Improvement Project	-	-	-	-	-	-	538,300	-	-	-	538,300
12	Truck Washer Rehabilitation/Replacement	-	-	-	-	150,000	150,000	-	-	-	-	150,000
13	Fuel System Upgrade	-	-	-	-	280,000	280,000	-	-	-	-	280,000
<b>TOTAL CAPITAL EQUIPMENT PROJECTS</b>		-	<b>8,377,803</b>	<b>1,249,966</b>	<b>1,747,038</b>	<b>5,236,900</b>	<b>8,233,904</b>	<b>5,470,112</b>	<b>4,822,848</b>	<b>4,766,882</b>	<b>4,825,931</b>	<b>36,497,480</b>
<b>CG IMPACT FEE PROJECTS</b>												
14	Fire System Improvements	-	-	-	-	61,474	61,474	60,000	60,000	60,000	60,000	301,474
15	Gen Govt System Improvements	-	-	-	-	33,405	33,405	30,000	30,000	30,000	30,000	153,405
16	Parks System Improvements	-	-	-	-	82,695	82,695	80,000	80,000	80,000	80,000	402,695
17	Police System Improvements	-	-	-	-	24,401	24,401	24,000	24,000	24,000	24,000	120,401
<b>TOTAL CG IMPACT FEE PROJECTS</b>		-	-	-	-	<b>201,975</b>	<b>201,975</b>	<b>194,000</b>	<b>194,000</b>	<b>194,000</b>	<b>194,000</b>	<b>977,975</b>
<b>FACILITY IMPROVEMENT PROJECTS</b>												
18	CG Country Club Renovations	39,938	6,419	11,573	-	-	11,573	-	-	-	-	57,930
19	Public Safety Building Repairs	161,852	129,782	4,902,796	317,434	-	5,220,230	-	-	-	-	5,511,864
20	Warehouse III Repairs	-	-	33,250	-	-	33,250	-	-	-	-	33,250
21	Fire Station 3 Improvements	138,835	18,872	269,554	1,149,045	-	1,418,599	-	-	-	-	1,576,306
22	Fire Station 2/Trolley Depot	-	-	-	-	-	-	242,600	10,007,429	-	-	10,250,029
23	Citywide Roof Repairs	-	34,575	376,550	13,875	425,000	815,425	430,765	437,226	443,785	450,441	2,612,217
24	Facility Environmental Remediation	-	-	850,000	-	-	850,000	850,000	-	-	-	1,700,000
25	City Hall 3rd Floor - Interior Renov.	-	-	150,000	-	-	150,000	-	-	-	-	150,000
26	HVAC	-	26,992	33,317	89,690	150,000	273,007	152,250	154,534	156,852	159,205	922,840
27	427 Biltmore Way - Repairs/Improvements	109,425	86,543	1,501	8,531	323,500	333,532	-	-	-	-	529,500
28	Public Works Maintenance Facility Assessment	-	-	-	-	-	-	30,000	-	-	-	30,000
29	Citywide Elevator Improvements	-	-	45,000	-	300,000	345,000	115,000	115,000	115,000	115,000	805,000
30	Code Enforcement Division's Interior Improvements	-	-	-	-	-	-	250,000	-	-	-	250,000
31	Emergency Generator Installation	-	-	-	-	500,000	500,000	-	-	-	-	500,000
<b>TOTAL FACILITY IMPROVEMENT PROJECTS</b>		<b>450,050</b>	<b>303,183</b>	<b>6,673,541</b>	<b>1,578,575</b>	<b>1,698,500</b>	<b>9,950,616</b>	<b>2,070,615</b>	<b>10,714,189</b>	<b>715,637</b>	<b>724,646</b>	<b>24,928,936</b>
<b>HISTORIC FACILITY IMPROVEMENT PROJECTS</b>												
32	Entrances & Fountains	118,521	-	195,891	30,587	850,000	1,076,478	250,000	-	-	-	1,444,999
33	Merrick House Repairs/Improv.	16,150	55,890	814,780	31,460	300,000	1,146,240	-	-	-	-	1,218,280
34	Venetian Pool Improvements	56,770	754,926	100,839	45,269	570,000	716,108	-	-	-	-	1,527,804
35	City Hall Repairs/Improvements	52,266	101,844	1,280,111	453	1,230,000	2,510,564	-	-	-	-	2,664,674
36	City Hall Cottage Improvements	-	-	5,700	34,300	210,000	250,000	-	-	-	-	250,000
37	Gondola Building Restoration Assessment	-	-	-	-	50,000	50,000	-	-	-	-	50,000
<b>TOTAL HISTORIC FACILITY IMPROVEMENT PROJECTS</b>		<b>243,707</b>	<b>912,660</b>	<b>2,397,321</b>	<b>142,069</b>	<b>3,210,000</b>	<b>5,749,390</b>	<b>250,000</b>	-	-	-	<b>7,155,757</b>
<b>PARKS &amp; RECREATION IMPROVEMENT PROJECTS</b>												
38	Downtown Civic Plaza & Garden	-	-	2,000,000	-	-	2,000,000	-	-	-	-	2,000,000
39	Purchase of Land	-	-	900,000	-	300,000	1,200,000	300,000	300,000	300,000	300,000	2,400,000
40	Fred B. Hartnett/Ponce Circle Park Improvements	-	-	2,000,000	-	-	2,000,000	-	-	-	-	2,000,000
41	Youth Ctr Field Resod & Irrigation	-	-	390,000	-	-	390,000	-	-	-	-	390,000
42	Youth Ctr & Grounds Improvements	3,696	5,120	466,184	-	-	466,184	-	-	-	-	475,000
43	Granada Golf Course Improvements	14,722	549,481	244,247	101,550	100,000	445,797	-	-	-	-	1,010,000
44	Parks & Recreation Master Plan	-	-	100,000	-	-	100,000	-	-	-	-	100,000
45	Youth Center Master Plan	-	-	50,000	-	-	50,000	-	-	-	-	50,000
46	Jean Ward Sculptures	-	-	7,000	47,500	-	54,500	-	-	-	-	54,500
47	Development of Passive Parks	32,187	37,378	1,085,777	7,931	600,000	1,693,708	-	-	-	-	1,763,273
48	W.H. Kerdyk/Bilt Tennis Ctr Improv.	158,582	198,977	398,154	1,655,786	715,000	2,768,940	-	-	-	-	3,126,499
49	Park Basketball and Tennis Court Renovations	-	-	-	-	30,000	30,000	90,000	-	-	-	120,000
50	Phillips Park Renovation	-	-	-	-	-	-	385,000	-	-	-	385,000
51	Pierce Park Renovation	-	-	-	-	-	-	-	400,000	-	-	400,000
52	Resurfacing of Clay Courts	-	-	-	-	-	-	130,000	-	-	-	130,000
53	Kerdyk Family Park Playground Expansion	-	-	-	-	-	-	185,000	-	-	-	185,000
54	Kerdyk Family Park Trail Renovation	-	-	-	-	90,000	90,000	-	-	-	-	90,000
55	Lot 22 Park Development	-	-	-	-	1,000,000	1,000,000	600,000	-	-	-	1,600,000
56	Adult Activity/Multipurpose Center	-	3,083,534	392,134	24,332	800,000	1,216,466	-	-	-	-	4,300,000
57	P&R Facilities Surveillance Systems	38,806	22,788	25,618	22,788	42,500	90,906	42,500	42,500	42,500	42,500	280,000
58	Youth Center Structural Improv.	-	-	-	-	520,000	520,000	20,000	-	-	-	540,000
59	Youth Center Amenities Improv.	-	-	-	-	200,000	200,000	263,000	-	-	-	463,000
60	Parks & Recreation Major Repairs	-	-	-	-	80,683	80,683	1,353,181	1,373,479	1,394,081	1,414,992	5,616,416
<b>TOTAL PARKS &amp; RECREATION IMPROVEMENT PROJECTS</b>		<b>247,993</b>	<b>3,897,278</b>	<b>8,059,114</b>	<b>1,859,887</b>	<b>4,478,183</b>	<b>14,397,184</b>	<b>3,368,681</b>	<b>2,115,979</b>	<b>1,736,581</b>	<b>1,714,992</b>	<b>27,478,688</b>

**CITY OF CORAL GABLES**  
**FISCAL YEAR 2016-2020 FIVE YEAR CAPITAL IMPROVEMENT PLAN**  
**PROJECT LISTING BY FISCAL YEAR**

Proj #	PROJECT NAME	PRIOR YEARS EXP	2015 PROJ'D EXP	FIVE-YEAR ESTIMATE								PROJECT TOTAL
				2 0 1 6				2017	2018	2019	2020	
				PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
<b>PARKING IMPROVEMENT PROJECTS</b>												
61	Garage Interior Painting & Common Area Improvements	-	41,510	295,851	12,639	-	308,490	-	-	-	-	350,000
62	Garage 2 Improvements	-	-	-	-	634,810	634,810	-	-	-	-	634,810
63	Garage 6 Improvements	-	-	45,000	-	519,390	564,390	-	-	-	-	564,390
64	Parking Garages 2 & 6 Roof Fencing	-	-	-	-	350,000	350,000	-	-	-	-	350,000
65	Aragon Parking Improvements	-	-	-	-	180,000	180,000	-	-	-	-	180,000
66	Parking Lot Lighting	-	-	-	-	180,000	180,000	180,000	180,000	180,000	180,000	900,000
67	Signage Program Improvements	-	-	-	-	250,000	250,000	200,000	200,000	200,000	200,000	1,050,000
68	Installation of Multi-Space Pay Stations	-	-	-	-	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
69	Closed Circuit Television Security System	-	-	-	-	400,000	400,000	-	-	-	-	400,000
<b>TOTAL PARKING IMPROVEMENT PROJECTS</b>		-	41,510	340,851	12,639	2,814,200	3,167,690	680,000	680,000	680,000	680,000	5,929,200
<b>ROADWAY IMPROVEMENT PROJECTS</b>												
70	Beautification of Granada & Columbus Circles	24,773	-	278,502	21,725	-	300,227	-	-	-	-	325,000
71	Installation of Bike Paths	55,000	-	466,665	122,330	200,000	788,995	200,000	200,000	200,000	200,000	1,643,995
72	Citywide Installation of Bicycle Racks	-	-	10,000	-	-	10,000	-	-	-	-	10,000
73	Old Cutler Bay ROW Entrance Impv	-	-	230,000	-	-	230,000	-	-	-	-	230,000
74	Decorative Street Lights	-	-	250,000	-	750,000	1,000,000	500,000	-	-	-	1,500,000
75	Multimodal Transportation Plan	-	-	-	-	300,000	300,000	-	-	-	-	300,000
76	Old Cutler Road Entry Feature	-	-	32,500	32,500	235,000	300,000	-	-	-	-	300,000
77	Citywide Alleyway Paving Improvements	-	-	-	-	250,000	250,000	165,000	165,000	165,000	165,000	910,000
78	Citywide Sidewalk Repair/Replacement Program	-	1,539,989	41,171	418,841	200,000	660,012	200,000	200,000	200,000	200,000	3,000,001
79	Citywide Street Resurfacing Program	3,655,417	980,725	125,000	2,575	724,515	852,090	724,515	724,515	724,515	724,515	8,386,292
80	Channel Markers Upgrade & Maintenance Program	-	-	-	-	50,000	50,000	15,000	15,000	15,000	15,000	110,000
81	Sidewalk Extensions	-	-	-	-	250,000	250,000	250,000	250,000	-	-	750,000
82	Closed Circuit Television Security System	-	-	100,000	-	1,000,000	1,100,000	500,000	500,000	500,000	-	2,600,000
83	Citywide Traffic Calming Program	-	-	-	-	350,000	350,000	350,000	350,000	350,000	350,000	1,750,000
<b>TOTAL ROADWAY IMPROVEMENT PROJECTS</b>		3,735,190	2,520,714	1,533,838	597,971	4,309,515	6,441,324	2,904,515	2,404,515	2,154,515	1,654,515	21,815,288
<b>SANITARY SEWER PROJECTS</b>												
84	Station F Rehabilitation	-	10,424	167,551	-	-	167,551	-	-	-	-	177,975
85	Sanitary Sewer Major Repair	912,927	-	336,113	-	1,100,000	1,436,113	1,100,000	1,100,000	1,100,000	1,100,000	6,749,040
86	Citywide Inflow & Infiltr. Abatement	516,613	29,050	1,880,530	2,298	-	1,882,828	-	-	-	-	2,428,491
87	Cross-Connection Removal	156,005	82,538	555	124,902	165,000	290,457	165,000	165,000	165,000	165,000	1,189,000
88	Sanitary Sewer Volume Ordinance	-	11,053	2,025,000	173,947	-	2,198,947	-	-	-	-	2,210,000
89	Sewer Pipe Cameras	-	-	-	-	100,000	100,000	-	-	-	-	100,000
90	Pump Station 1 Cocoplum Upgrade	-	-	-	-	250,000	250,000	-	-	-	-	250,000
91	Grease Traps Assessment	-	-	-	-	50,000	50,000	-	-	-	-	50,000
<b>TOTAL SANITARY SEWER PROJECTS</b>		1,585,545	133,065	4,409,749	301,147	1,665,000	6,375,896	1,265,000	1,265,000	1,265,000	1,265,000	13,154,506
<b>STORM WATER PROJECTS</b>												
92	Storm Water System Improv. Pgm	367,489	-	136,826	-	392,500	529,326	392,500	392,500	392,500	392,500	2,466,815
93	Cross-Connection Removal	63,603	76,570	-	74,827	107,500	182,327	107,500	107,500	107,500	107,500	752,500
94	Cocoplum Drainage Improvements	34,670	56,445	627,160	59,325	-	686,485	-	-	-	-	777,600
95	Canal Bank Stabilization	-	5,220	194,780	-	-	194,780	-	-	-	-	200,000
96	Citywide Sea Level Rise Assessment	-	-	-	-	190,000	190,000	-	-	-	-	190,000
<b>TOTAL STORM WATER PROJECTS</b>		465,762	138,235	958,766	134,152	690,000	1,782,918	500,000	500,000	500,000	500,000	4,386,915
<b>STREETSCAPE IMPROVEMENT PROJECTS</b>												
97	Biltmore Way Street Scape Improv.	-	-	-	-	-	-	80,000	810,000	-	-	890,000
98	Cartegena Circle Landscape Improv.	1,227	-	123,773	-	-	123,773	-	-	-	-	125,000
99	CC Prado Landscape Improv.	41,094	7,907	345,706	5,293	-	350,999	-	-	-	-	400,000
100	Citywide Landscaping	129,031	514,045	-	12,515	-	12,515	-	-	-	-	655,591
101	De Soto Fountain Traffic Circle	-	6,815	539,000	4,185	-	543,185	-	-	-	-	550,000
102	Kings Bay Streetscape Improv.	10,535	49,115	556,700	9,850	-	566,550	-	-	-	-	626,200
103	Miracle Mile Streetscape Improv.	-	855,181	3,189,974	677,596	15,090,875	18,958,445	-	-	-	-	19,813,626
104	Giralda Ave. Streetscape Improv.	-	335,508	301,644	-	3,352,629	3,654,273	-	-	-	-	3,989,781
105	Ponce de Leon Landscape - Phase III	-	-	1,800,000	-	-	1,800,000	-	-	-	-	1,800,000
106	Ponce Median - 8th St to Flagler St	13,500	2,750	281,250	2,500	-	283,750	-	-	-	-	300,000
107	Residential Waste Pit Restoration	-	-	222,000	28,000	-	250,000	250,000	250,000	-	-	750,000
108	Segovia Circles Civic Monuments with Fountains	25,000	45,000	995,000	-	-	995,000	-	-	-	-	1,065,000
109	Street Tree Succession Plan	38,251	40,804	560,664	3,002,122	-	3,562,786	-	-	-	-	3,641,841
110	Aragon Pedestrian Lighting and Bike Amenity Improvement	-	-	-	-	800,000	800,000	-	-	-	-	800,000
<b>TOTAL STREETSCAPE IMPROVEMENT PROJECTS</b>		258,638	1,857,125	8,915,711	3,742,061	19,243,504	31,901,276	330,000	1,060,000	-	-	35,407,039
<b>TOTAL</b>		\$ 6,986,885	\$ 18,181,573	\$ 34,765,181	\$ 10,130,749	\$ 43,547,777	\$ 88,443,707	\$ 17,132,923	\$ 23,856,531	\$ 12,112,615	\$ 11,659,084	\$ 178,373,318

## 2015-2016 BUDGET

### DEBT ADMINISTRATION

As of October 1, 2015 the City will have \$77.8 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.

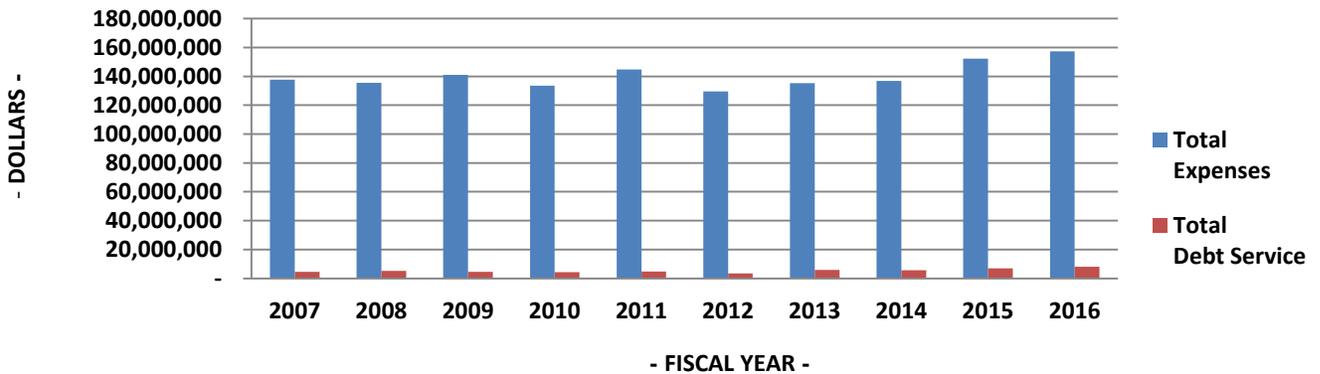
### LEGAL DEBT MARGIN

The City's budgetary policy is to keep bond debt service under 8% of total expenses. As of October 1, 2015 the City's net bond debt services is well within the policy debt limit. Debt service represents **5.1%** percent of total expenses.

### SUMMARY OF OUTSTANDING DEBT

<u>SERIES</u>	<u>MATURES</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
Series 2012	10/01/31	\$ 42,545,000	\$ 9,709,256	\$ 52,254,256
Series 2011B	10/01/16	1,030,000	46,650	1,076,650
Series 2011C	10/01/32	3,900,000	2,006,750	5,906,750
Series 2013A	10/01/28	15,970,000	2,876,760	18,846,760
Series 2013B	10/01/28	4,125,000	1,066,303	5,191,303
Series 2014	10/01/24	3,770,000	474,685	4,244,685
Series 2015B	10/01/30	6,500,000	1,376,400	7,876,400
<b>Total Projects</b>		<b>\$ 77,840,000</b>	<b>\$ 17,556,804</b>	<b>\$ 95,396,804</b>

### DEBT SERVICE COMPARED TO TOTAL EXPENSES



<u>Fiscal Year</u>	<u>Total Expenses</u>	<u>Total Debt Service</u>	<u>% of Total Expenditures</u>
2007	\$ 137,677,396	\$ 4,626,144	3.4%
2008	135,447,872	5,155,728	3.8%
2009	140,890,099	4,540,163	3.2%
2010	133,525,948	4,380,857	3.3%
<b>2011</b>	<b>144,839,523</b>	<b>4,736,973</b>	<b>3.3%</b>
2012	129,584,898	3,346,225	2.6%
2013	135,296,925	5,793,260	4.3%
2014	136,898,557	5,561,394	4.1%
2015	152,336,624	6,947,811	4.6%
<b>2016</b>	<b>157,220,861</b>	<b>7,997,688</b>	<b>5.1%</b>

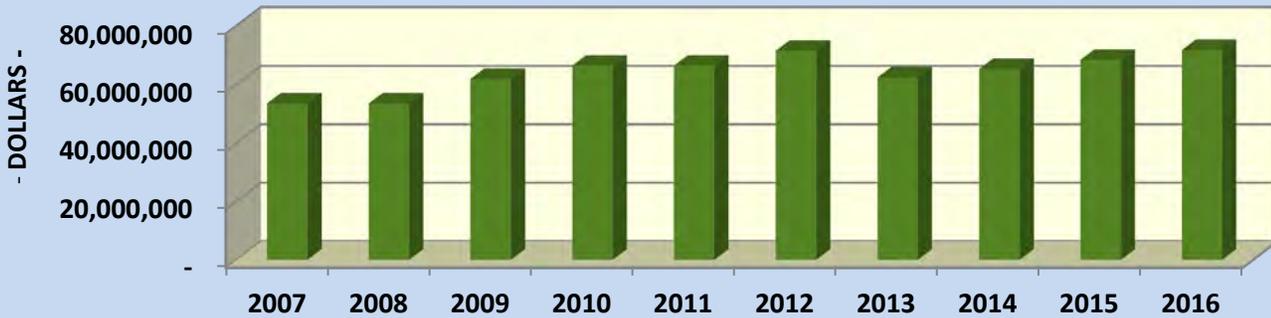
**CITY OF CORAL GABLES  
DEBT SERVICE SCHEDULES  
2015-2016 BUDGET ESTIMATE**

PAYMENT DUE	SERIES 2012 (RE-FUNDING)		SERIES 2011B		SERIES 2011C		SERIES 2013A	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2015	\$ 2,240,000	\$ 1,106,048	\$ 505,000	\$ 30,900	\$ 165,000	\$ 195,000	\$ 855,000	\$ 373,020
10/1/2016	2,280,000	1,045,706	525,000	15,750	170,000	186,750	870,000	352,320
10/1/2017	2,740,000	978,689	-	-	175,000	178,250	1,040,000	329,400
10/1/2018	2,790,000	904,863	-	-	180,000	169,500	1,060,000	304,200
10/1/2019	2,860,000	829,435	-	-	185,000	160,500	1,090,000	278,400
10/1/2020	2,155,000	762,485	-	-	190,000	151,250	1,115,000	251,940
10/1/2021	2,195,000	704,413	-	-	200,000	141,750	1,140,000	224,880
10/1/2022	2,450,000	642,402	-	-	205,000	131,750	1,170,000	197,160
10/1/2023	2,510,000	576,186	-	-	210,000	121,500	1,195,000	168,780
10/1/2024	2,570,000	508,368	-	-	220,000	111,000	1,225,000	142,740
10/1/2025	2,635,000	438,881	-	-	225,000	100,000	1,260,000	109,920
10/1/2026	2,705,000	367,592	-	-	235,000	88,750	1,280,000	79,440
10/1/2027	2,370,000	299,841	-	-	245,000	77,000	1,315,000	48,300
10/1/2028	2,420,000	235,895	-	-	250,000	64,750	1,355,000	16,260
10/1/2029	2,485,000	170,413	-	-	260,000	52,250	-	-
10/1/2030	2,540,000	103,329	-	-	270,000	39,250	-	-
10/1/2031	2,600,000	34,710	-	-	280,000	25,750	-	-
10/1/2032	-	-	-	-	235,000	11,750	-	-
	<u>\$ 42,545,000</u>	<u>\$ 9,709,256</u>	<u>\$ 1,030,000</u>	<u>\$ 46,650</u>	<u>\$ 3,900,000</u>	<u>\$ 2,006,750</u>	<u>\$ 15,970,000</u>	<u>\$ 2,876,760</u>

PAYMENT DUE	SERIES 2013B		SERIES 2014		SERIES 2015B		TOTAL	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2015	\$ 240,000	\$ 137,372	\$ 335,000	\$ 87,181	\$ 365,000	\$ 162,696	\$ 4,705,000	\$ 2,092,217
10/1/2016	240,000	129,140	345,000	78,953	370,000	153,560	4,800,000	1,962,179
10/1/2017	255,000	120,650	355,000	70,483	380,000	144,298	4,945,000	1,821,770
10/1/2018	260,000	111,818	365,000	61,771	390,000	134,786	5,045,000	1,686,938
10/1/2019	265,000	102,814	370,000	52,877	400,000	125,024	5,170,000	1,549,050
10/1/2020	275,000	93,553	380,000	43,802	410,000	115,012	4,525,000	1,418,042
10/1/2021	290,000	83,864	390,000	34,485	420,000	104,750	4,635,000	1,294,142
10/1/2022	300,000	73,745	400,000	24,926	430,000	94,236	4,955,000	1,164,219
10/1/2023	300,000	63,455	410,000	15,125	440,000	83,474	5,065,000	1,028,520
10/1/2024	315,000	52,908	420,000	5,082	455,000	72,462	5,205,000	892,560
10/1/2025	330,000	41,846	-	-	465,000	61,074	4,915,000	751,721
10/1/2026	340,000	30,356	-	-	475,000	49,434	5,035,000	615,572
10/1/2027	350,000	18,522	-	-	490,000	37,546	4,770,000	481,209
10/1/2028	365,000	6,260	-	-	500,000	25,280	4,890,000	348,445
10/1/2029	-	-	-	-	510,000	12,768	3,255,000	235,431
10/1/2030	-	-	-	-	-	-	2,810,000	142,579
10/1/2031	-	-	-	-	-	-	2,880,000	60,460
10/1/2032	-	-	-	-	-	-	235,000	11,750
	<u>\$ 4,125,000</u>	<u>\$ 1,066,303</u>	<u>\$ 3,770,000</u>	<u>\$ 474,685</u>	<u>\$ 6,500,000</u>	<u>\$ 1,376,400</u>	<u>\$ 77,840,000</u>	<u>\$ 17,556,804</u>

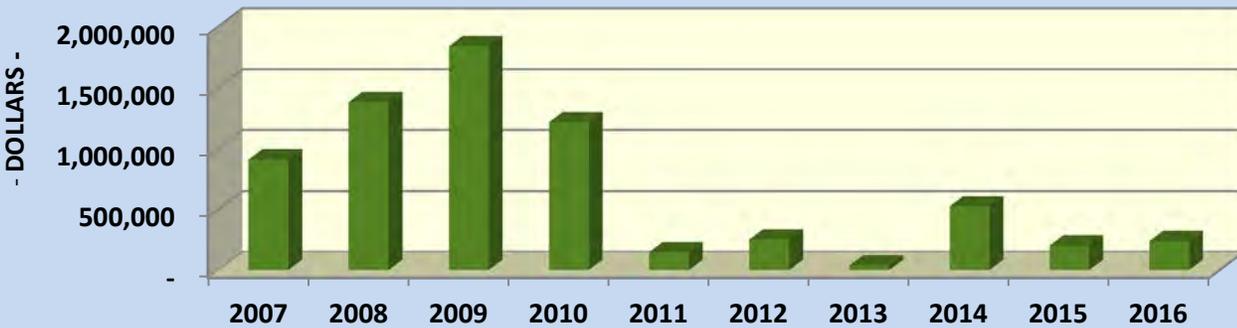
**2015-2016 BUDGET  
TREND ANALYSIS - MAJOR REVENUE STREAMS**

**PROPERTY TAXES**



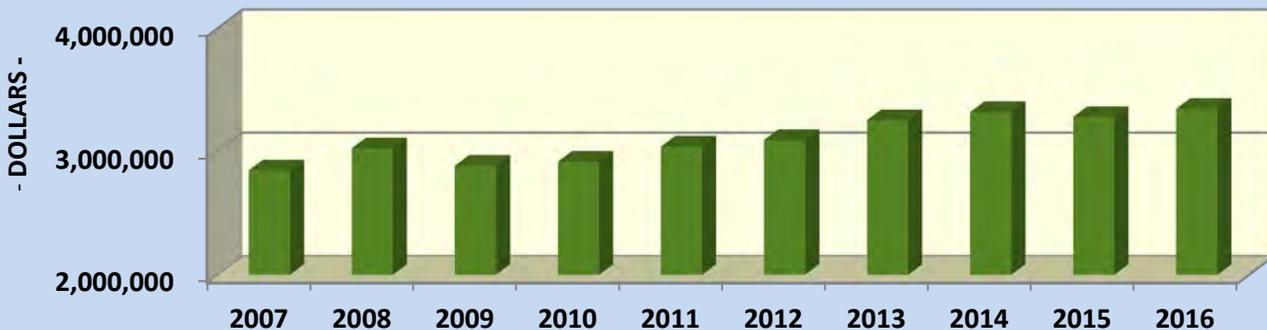
Ad Valorem Taxes are levied on all real property within the City in accordance with the State's Truth in Millage legislation (TRIM). The City's tax rate (millage) is based on the County Property Appraiser's certification of taxable values. The County collects the taxes and remits them to the City.

**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 from FY09 to FY13, the implementation of revised investment strategies has allowed for moderately higher projections for 2015 & 2016

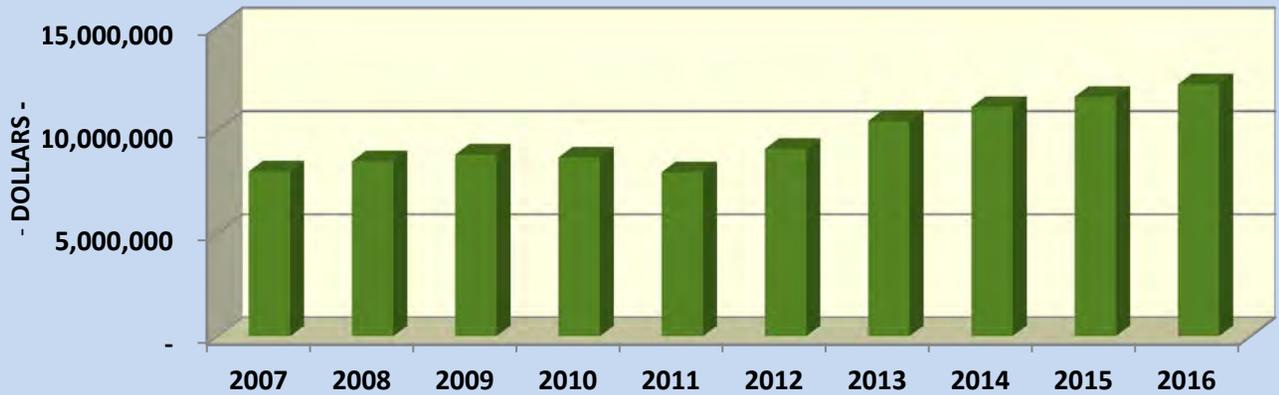
**BUSINESS TAX RECEIPTS**



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. The 5% increase is applied for 2016

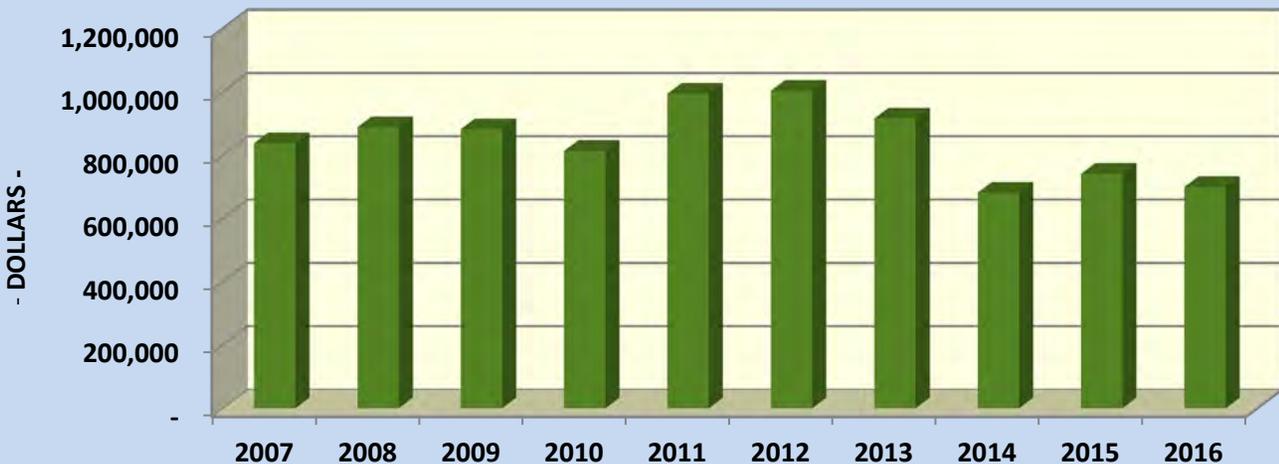
**2015-2016 BUDGET  
TREND ANALYSIS - MAJOR REVENUE STREAMS**

**PARKING FEES**



Parking revenue is projected to be higher in 2016 due to the 2015 increase in parking rates. Adjustments to parking rates are made when necessary to support the City's parking facility operating costs, and to remain consistent with the fee structures of surrounding municipalities.

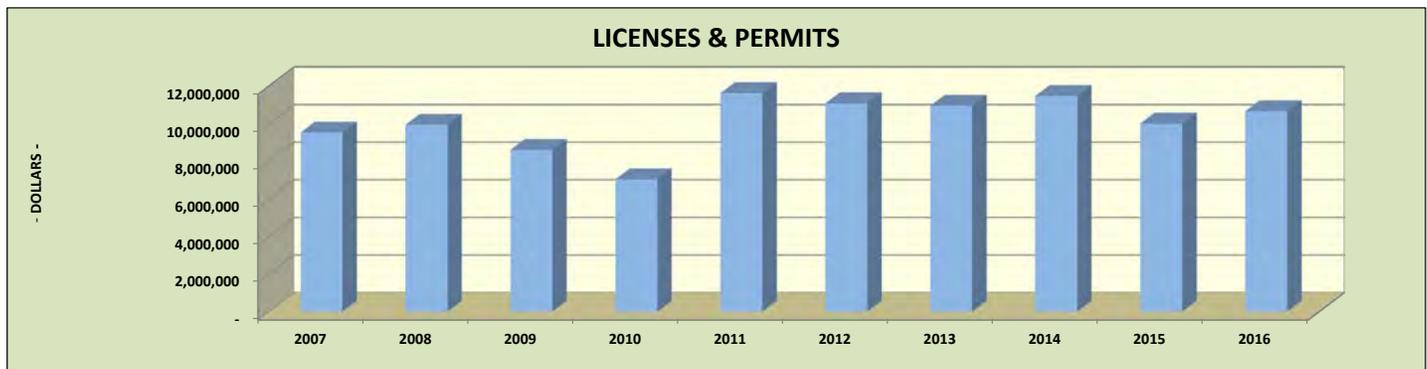
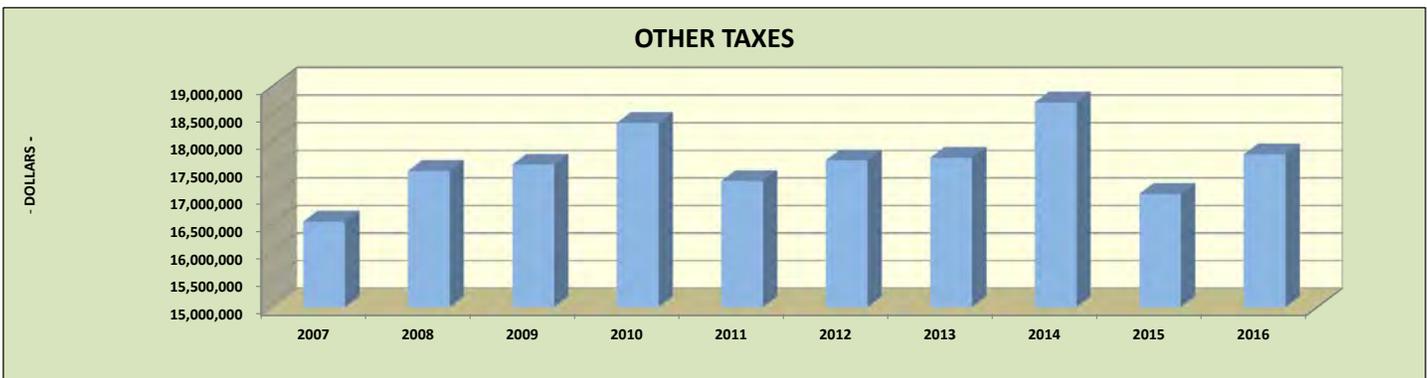
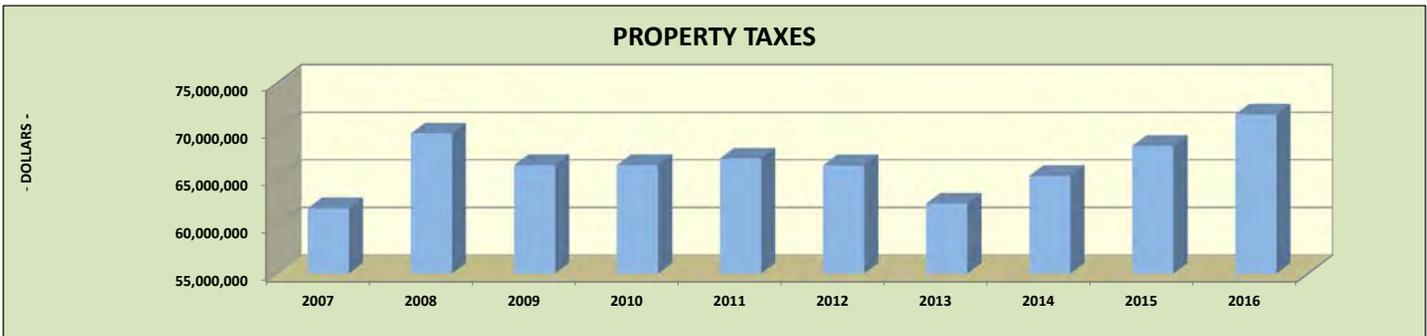
**GOLF FEES**



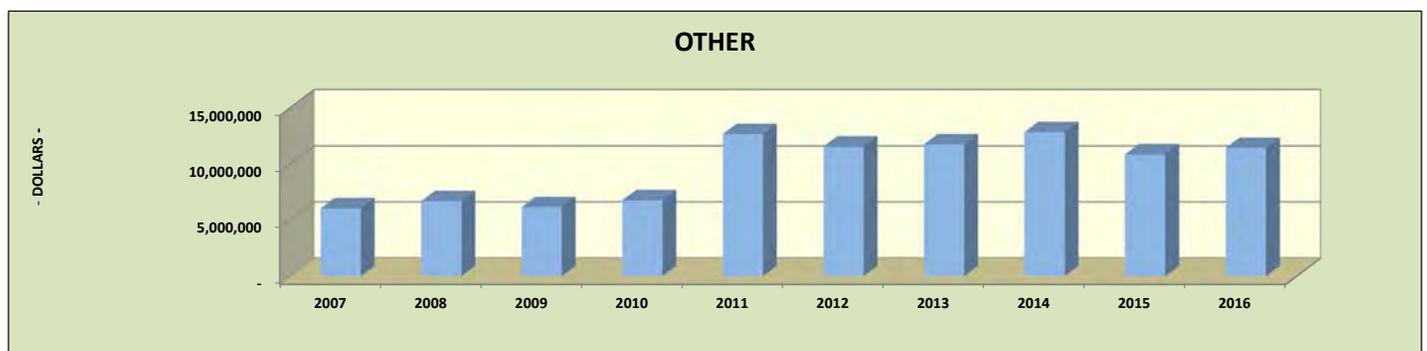
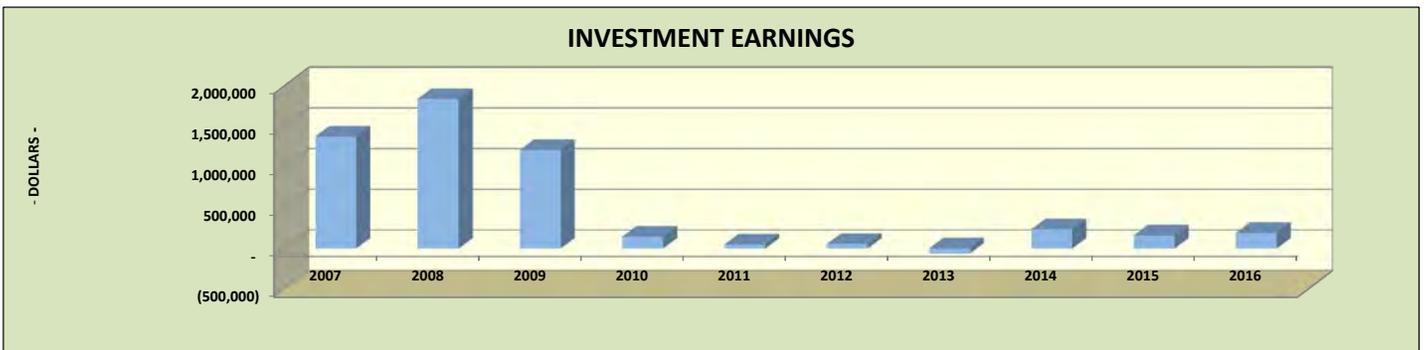
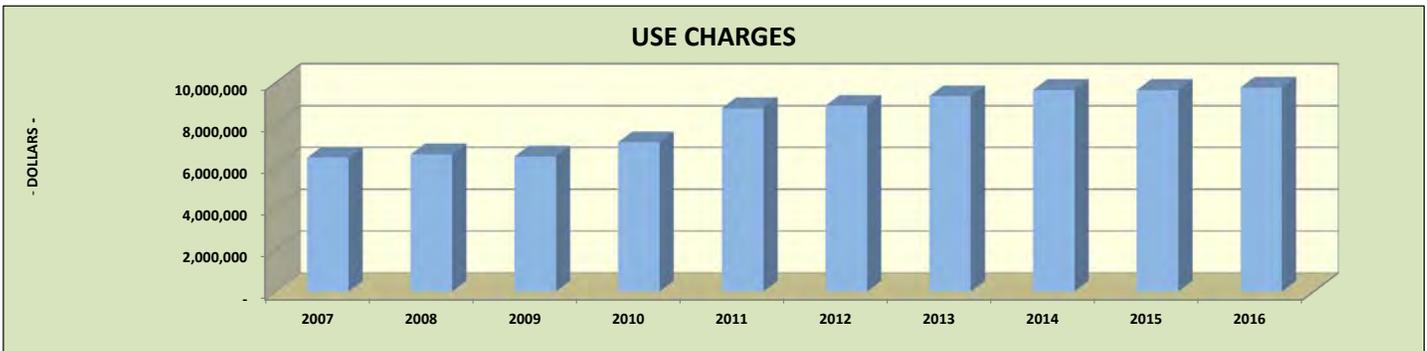
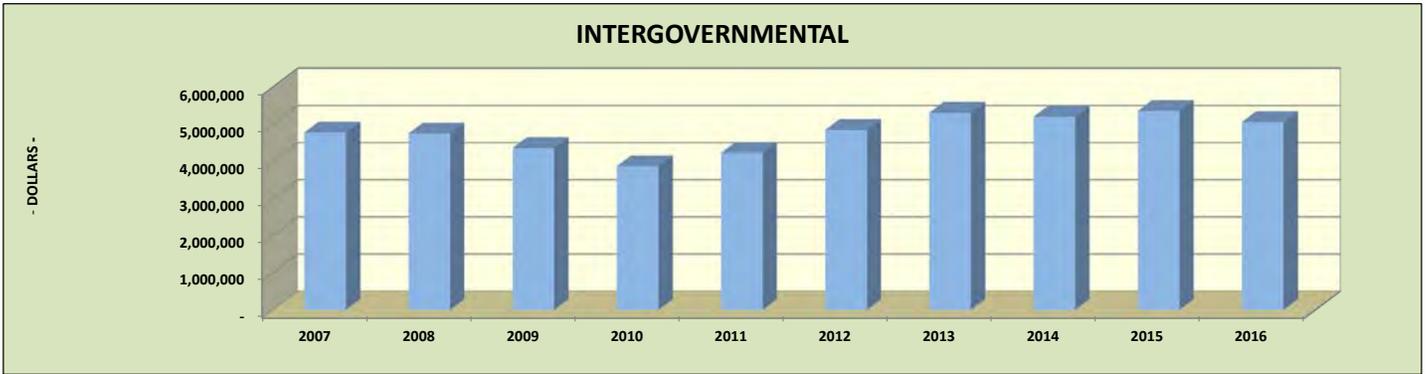
Golf revenue was at a an historical high in 2012, but has decreased fairly steadily since then. The City is addressing this by implementing major capital renovations to the Granada Golf Course. Moreover, a much more comprehensive operations and maintenance program is being implemented in 2016.

**2015-2016 BUDGET  
TREND ANALYSIS - GENERAL FUND REVENUES**

REVENUE TYPE	FISCAL YEAR									
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Property Taxes	\$ 61,868,946	\$ 69,730,264	\$ 66,388,634	\$ 66,397,191	\$ 67,078,084	\$ 66,377,589	\$ 62,358,935	\$ 65,257,324	\$ 68,406,478	\$ 71,741,324
Other Taxes	16,555,146	17,470,367	17,584,207	18,343,014	17,289,193	17,661,079	17,709,135	18,712,599	17,055,000	17,770,000
Licenses & Permits	9,529,164	9,944,458	8,609,111	7,043,215	11,621,584	11,083,151	10,950,167	11,479,118	10,010,000	10,660,500
Intergovernmental	4,779,256	4,751,281	4,365,725	3,875,593	4,234,303	4,850,950	5,314,961	5,206,296	5,359,948	5,065,000
Use Charges	6,404,742	6,565,411	6,461,167	7,145,852	8,778,086	8,899,920	9,357,853	9,647,569	9,645,000	9,767,400
Recreation Fees	2,310,636	2,463,399	2,326,265	2,342,360	2,321,354	2,377,663	2,515,910	2,656,731	2,413,000	2,469,000
Investment Earnings	1,377,388	1,838,154	1,212,073	145,769	49,550	55,367	(61,773)	237,293	160,000	192,857
Other	6,055,564	6,697,619	6,162,157	6,765,854	12,674,459	11,546,219	11,757,933	12,843,648	10,861,030	11,432,816
<b>TOTAL REVENUE</b>	<b>\$ 108,880,842</b>	<b>\$ 119,460,953</b>	<b>\$ 113,109,339</b>	<b>\$ 112,058,848</b>	<b>\$ 124,046,613</b>	<b>\$ 122,851,938</b>	<b>\$ 119,903,121</b>	<b>\$ 126,040,578</b>	<b>\$ 123,910,456</b>	<b>\$ 129,098,897</b>



**2015-2016 BUDGET  
TREND ANALYSIS - GENERAL FUND REVENUES**





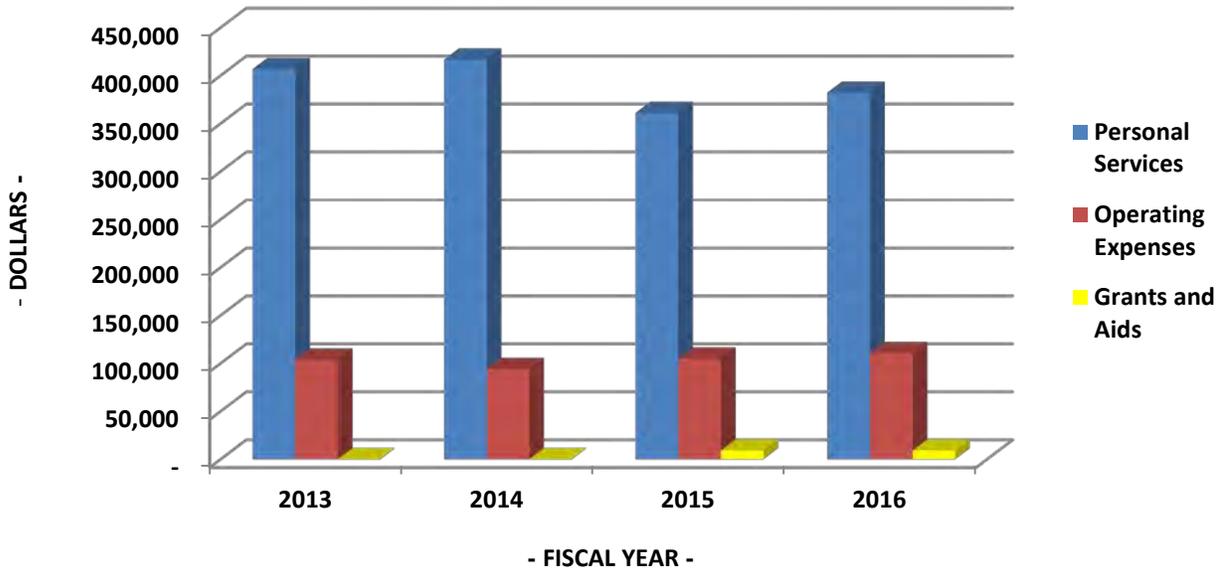
**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



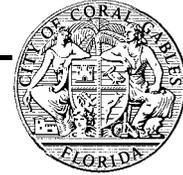
**CITY COMMISSION  
BUDGET AND POSITION SUMMARY**

	<u>2012-2013 ACTUAL</u>	<u>2013-2014 ACTUAL</u>	<u>2014-2015 BUDGET</u>	<u>2015-2016 BUDGET</u>
Personal Services	406,548	416,480	360,985	381,963
Operating Expenses	103,735	94,184	105,022	110,680
Grants and Aids	-	-	9,000	9,000
<b>TOTALS</b>	<b>510,283</b>	<b>510,664</b>	<b>475,007</b>	<b>501,643</b>
No. of Positions	7	6	6	6

**EXPENDITURE COMPARISONS**



**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



001 GENERAL FUND  
CITY COMMISSION  
0100 CITY COMMISSION  
511 LEGISLATIVE

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
8900	Mayor	1	1	1	1	\$ 38,028
8910	Vice Mayor	1	1	1	1	33,269
8920	City Commissioner	3	3	3	3	92,700
0034	Admin. Assistant to the Mayor	1	1	1	1	61,352
0031	Secretary	1	-	-	-	-
<b>TOTAL</b>		<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>\$ 225,349</b>

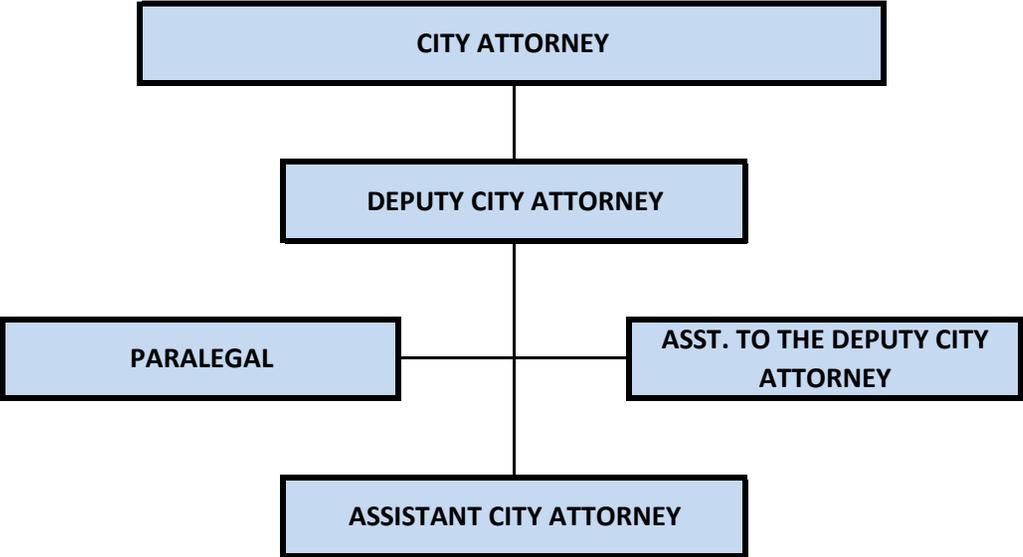
**EXPENDITURE DETAIL**

	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 247,154	\$ 232,341	\$ 215,340	\$ 225,349
2000 Employee Benefits - See Other Cost Dist.	159,394	184,139	145,645	156,614
4010 Expense Allowance	25,560	24,593	28,200	28,200
4410 Rental of Machinery and Equipment	1,866	1,894	4,029	2,000
4420 Public Facilities Cost - See Other Cost Dist.	41,545	42,131	44,022	49,426
4550 General Liability Insurance	15,375	8,512	7,800	8,054
4710 Special Printed Forms	362	-	-	-
4990 Other Miscellaneous Expense	955	3,835	2,000	2,000
5100 Office Supplies	9,092	3,991	10,000	10,000
5400 Membership Dues and Subscriptions	8,980	8,983	8,971	11,000
Dade League of Cities				
Florida League of Cities				
National League of Cities				
5410 Employee Training	-	245	-	-
8100 Jim Barker Scholarship	-	-	5,000	5,000
8101 Sister Cities	-	-	4,000	4,000
<b>TOTAL</b>	<b>\$ 510,283</b>	<b>\$ 510,664</b>	<b>\$ 475,007</b>	<b>\$ 501,643</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**

**DEPARTMENT: CITY ATTORNEY**

**ORGANIZATION CHART**





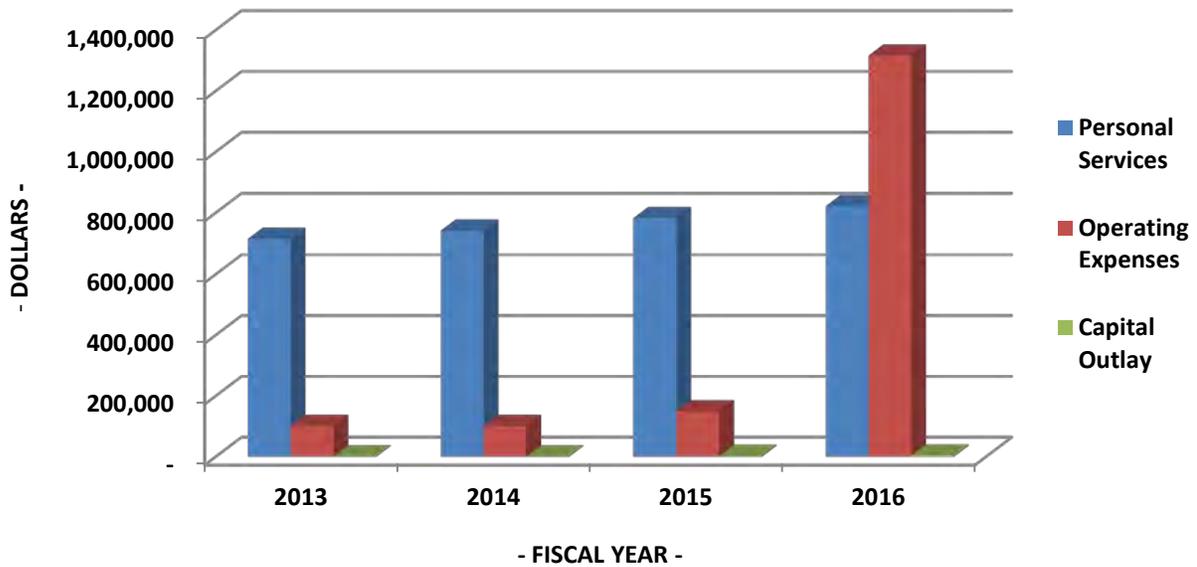
**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



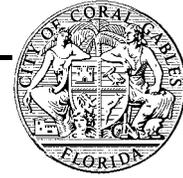
**CITY ATTORNEY  
BUDGET AND POSITION SUMMARY**

	<u>2012-2013 ACTUAL</u>	<u>2013-2014 ACTUAL</u>	<u>2014-2015 BUDGET</u>	<u>2015-2016 BUDGET</u>
Personal Services	714,064	740,602	782,286	821,784
Operating Expenses	101,617	100,435	149,517	1,316,019
Capital Outlay	654	-	2,155	3,655
<b>TOTALS</b>	<b>816,335</b>	<b>841,037</b>	<b>933,958</b>	<b>2,141,458</b>
No. of Positions	5	5	5	5

**EXPENDITURE COMPARISONS**



**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



001 GENERAL FUND  
CITY ATTORNEY  
0500 CITY ATTORNEY  
514 LEGAL COUNSEL

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
8930	City Attorney	1	1	1	1	\$ 196,510
0040	Deputy City Attorney	1	1	1	1	136,640
0080	Assistant City Attorney	-	1	1	1	72,907
0070	Paralegal	1	1	1	1	70,990
0048	Ass't to Deputy City Attorney	1	-	-	1	52,998
0032	Secretary	1	1	1	-	-
9006	Part-time Employees	-	-	-	-	22,620
<b>TOTAL</b>		<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>\$ 552,665</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 460,094	\$ 450,337	\$ 506,599	\$ 552,665
2000	Employee Benefits - See Other Cost Dist.	253,970	290,265	275,687	269,119
3120	Special Legal Services	-	-	-	1,200,000
3190	Other Professional Services	-	8,186	37,797	-
4090	Other Transportation Expense	10,358	12,600	13,500	13,500
4410	Rental of Machinery and Equipment	8,370	7,719	8,236	8,200
4420	Public Facilities Cost - See Other Cost Dist.	28,973	29,381	30,700	34,467
4550	General Liability Insurance	26,700	15,792	19,720	19,752
4720	Printing & Binding	-	-	300	300
4910	Court Costs & Investigative Expense	157	906	3,764	1,800
5100	Office Supplies	6,380	6,453	15,500	6,000
5400	Membership Dues and Subscriptions	16,862	15,777	16,000	18,500
5410	Employee Training	3,817	3,621	4,000	13,500
6450	Office Equipment Replacement	654	-	2,155	3,655
<b>TOTAL</b>		<b>\$ 816,335</b>	<b>\$ 841,037</b>	<b>\$ 933,958</b>	<b>\$ 2,141,458</b>

**2015-2016 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.

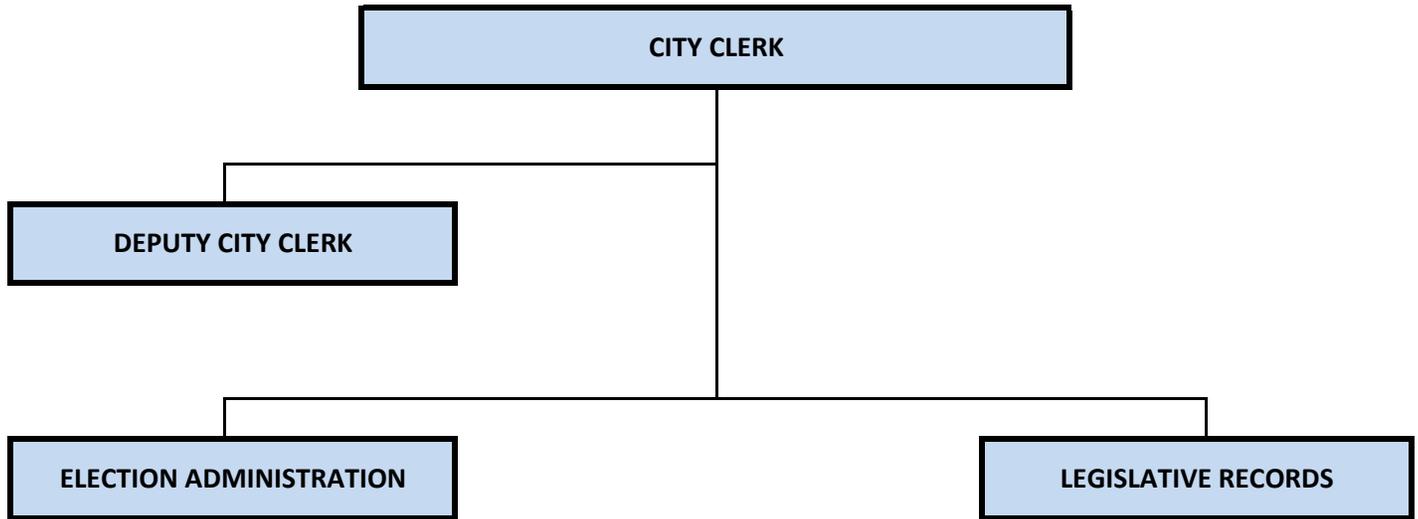
In addition to advising all City boards and committees on legal matters, the City Attorney provides special legal assistance to the Code Enforcement Board, Construction Regulation Board and Planning and Zoning Board.



**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**

**DEPARTMENT: CITY CLERK**

**ORGANIZATION CHART**



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



**CITY CLERK**

INDICATOR:	FY14			FY15		FY16
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Passport applications processed	3,500	9,762		9,762	8,023	10,250
Photographic prints provided	700	3,437		3,437	1,390	3,608
Number of Lobbyists registered	82	90		82	54	90
Number of Principals registered	100	118		118	100	100
Lobbyist-related Issues registered	90	90		90	78	120
New digital archival collections identified for PALMM Partnership with FIU and FCLA	1	1		1	1	-
Financial disclosure documents filed annually to meet county compliance <sup>1</sup>	200	225		225	35	225
Financial disclosure documents filed annually to meet state compliance <sup>1</sup>	70	70		70	76	70
Letters forwarded to board members <sup>1</sup>	250	295		295	240	295
Number of Proclamations <sup>1</sup>	60	60		60	34	60
Number of Certificates of Appreciation and Recognition <sup>1</sup>	45	45		45	8	50
Number of Commendations <sup>1</sup>	10	10		10	-	15
Ordinances executed <sup>1</sup>	65	37		37	9	47
Resolutions executed <sup>1</sup>	340	283		283	90	293

**Legend**

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

**Notes:**

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

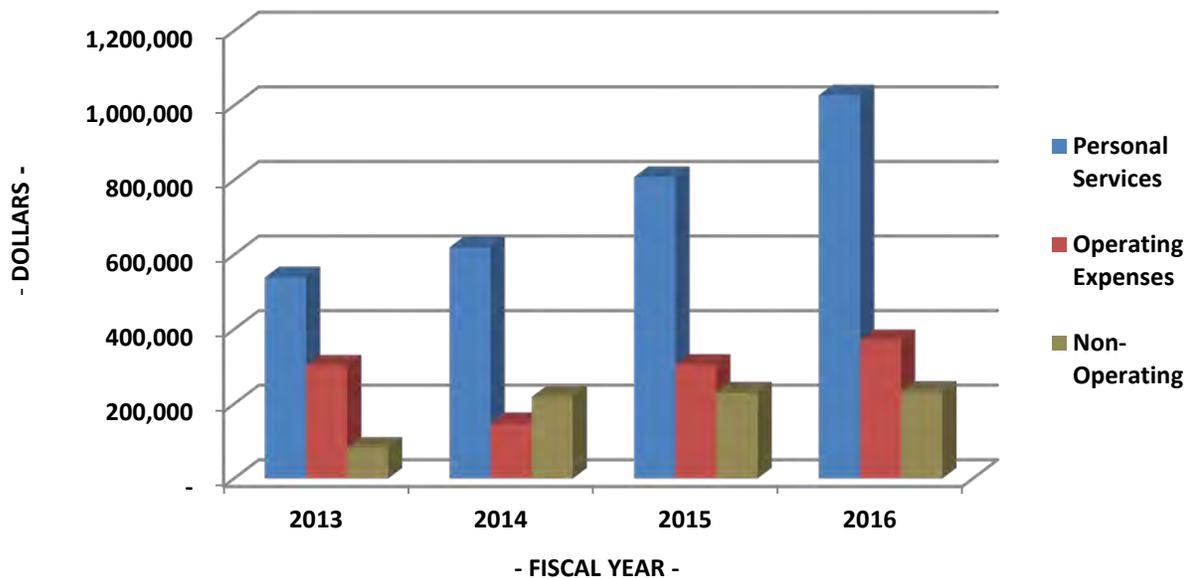
**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



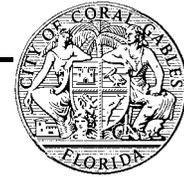
**CITY CLERK  
BUDGET AND POSITION SUMMARY**

	<u>2012-2013 ACTUAL</u>	<u>2013-2014 ACTUAL</u>	<u>2014-2015 BUDGET</u>	<u>2015-2016 BUDGET</u>
Personal Services	538,527	619,257	807,659	1,026,836
Operating Expenses	302,111	147,464	304,209	370,463
Non-Operating	81,897	217,827	230,000	232,000
<b>TOTALS</b>	<b>947,186</b>	<b>990,284</b>	<b>1,349,234</b>	<b>1,629,299</b>
No. of Positions	6	7	8	9

**EXPENDITURE COMPARISONS**



**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



001 GENERAL FUND  
CITY CLERK  
0600 CITY CLERK  
511 LEGISLATIVE

**PERSONNEL SCHEDULE**

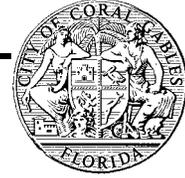
**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET SALARIES	
8940	City Clerk	1	1	1	1	\$ 140,232
0600	Deputy City Clerk/Passport Director	1	1	1	1	78,900
0605	Operational Services Coord.	1	1	1	1	70,664
0064	Operational Services Assistant	1	1	1	1	48,642
0602	Administrative Assistant	1	1	1	1	45,560
0035	Agenda Coordinator	1	1	1	1	76,416
0604	Commission Aide	-	1	2	2	90,702
<b>TOTAL</b>		<b>6</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>\$ 551,116</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 335,417	\$ 377,159	\$ 465,372	\$ 551,116
2000	Employee Benefits - See Other Cost Dist.	165,744	201,150	276,086	342,163
3190	Other Professional Services	46,640	54,987	58,924	58,924
4090	Other Transportation Expense	7,763	8,100	8,100	8,100
4410	Rental of Machinery and Equipment	5,178	5,075	7,287	6,000
4420	Public Facilities Cost - See Other Cost Dist.	23,567	23,899	24,972	28,037
4550	General Liability Insurance	19,472	11,586	16,857	19,697
4820	Advertising Expense	15,463	19,990	20,000	20,000
4910	Court Costs & Investigative Expense	-	-	150	150
4920	Lobbyist Records	-	-	1,000	1,000
4990	Other Miscellaneous Expense	1,637	2,257	2,278	2,278
5100	Office Supplies	4,736	3,544	3,900	3,900
5400	Membership Dues and Subscriptions	1,690	915	1,000	1,000
5410	Employee Training	1,231	475	2,800	2,800
<b>TOTAL</b>		<b>\$ 628,538</b>	<b>\$ 709,137</b>	<b>\$ 888,726</b>	<b>\$ 1,045,165</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

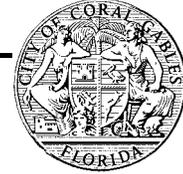
**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS					
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016		
				BUDGET	SALARIES		
0064	Operational Services Assistant	-	-	-	1	\$	38,584
9006	Part-time Employees	-	-	-	-		46,936
8888	Overtime	-	-	-	-		14,560
<b>TOTAL</b>		-	-	-	<b>1</b>	\$	<b>100,080</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 35,060	\$ 38,167	\$ 61,496	\$ 100,080
2000	Employee Benefits - See Other Cost Dist.	2,306	2,781	4,705	33,477
3190	Other Professional Services	-	-	-	46,000
4550	General Liability Insurance	1,836	1,387	2,228	3,577
4970	Passport Expense	30,777	15,229	32,713	47,000
6430	Equipment Repair/Replacement	24,651	5,736	7,366	-
9002	Document Filing Fee	81,897	217,827	230,000	232,000
<b>TOTAL</b>		<b>\$ 176,527</b>	<b>\$ 281,127</b>	<b>\$ 338,508</b>	<b>\$ 462,134</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**EXPENDITURE DETAIL**

		<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
3190	Other Professional Services	\$ 121,947	\$ 20	\$ 97,000	\$ 97,000
4820	Advertising Expense	20,000	-	22,000	22,000
4990	Other Miscellaneous Expense	174	-	3,000	3,000
<b>TOTAL</b>		<b>\$ 142,121</b>	<b>\$ 20</b>	<b>\$ 122,000</b>	<b>\$ 122,000</b>

**CITY OF CORAL GABLES  
2015-2016 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 office 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 (i.e. Talking Book and Virtual Historic City projects), public access as it pertains to our legislative workflow and document management application (i.e. Legistar), our Boards and Committees 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.

**OFFICE OF THE CITY CLERK**  
**DEPARTMENT GOALS**

**Elections**

To provide professional supervision and management in connection with the supervision and conduct of all Municipal Elections, including but not limited to Charter amendment issues, municipal candidate, bond referendum, straw ballot issues and retirement board elections pursuant to the Florida Election Code, Miami-Dade County Charter and Code and City of Coral Gables Charter and Code authority.

**Records Management**

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

**Passport Services**

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

**Administration**

To provide professional leadership and knowledge consistent with the functional requirements of the appointed position (City Clerk), as defined under both State law, County and City Code, the Florida Administrative Code, as well as those long practiced local rules and customs.

**Research/Special Projects**

**Public Informational Request**

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

**Business Process Management**

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

**OFFICE OF THE CITY CLERK**  
**FISCAL YEAR 2015-2016 GOALS AND OBJECTIVES**

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? <ol style="list-style-type: none"> <li>1. Maintain our current contract management with FAU (Florida Atlantic University) Institute of Government (Records Consultant: Steve Lewis/subcontractor) for continuous records management services.</li> <li>2. Prepare Disposition List (i.e. No. 17) for those records that are eligible for destruction submitted for signature by the City Clerk to the City Manager, and the compliance statement for forwarding to the Bureau of Archives/Records Management, to the Governor and State Legislature.</li> <li>3. Document any of those request to extend records series beyond required retention, due to administrative, fiscal, legal, and historic value.</li> <li>4. Determine Disposition Lists for media conversions as conversions are completed.</li> <li>5. Identify vital records by individual departments to include in our vital records master list.</li> <li>6. Update our list of the City’s permanent records.</li> <li>7. Analyze and prioritize and update records assessing specific risks and identify protection strategies.</li> <li>8. Establish procedures for access to and security of essential records.</li> <li>9. Outline an essential records plan for inclusion in the continuity of operations plan.</li> <li>10. Plan, develop, analyze and test a records emergency test action plan to records.</li> <li>11. Assess the damage to records if there is an emergency for purpose of implementing a response.</li> <li>12. Identify federal, state and local resources and the availability of inter-governmental personnel and support to assist during a disaster.</li> <li>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.</li> <li>14. Prepare records training manual and handouts for departmental records coordinators (1) and executive management training sessions (1).</li> </ol>	Walter Foeman Steve Lewis (Records Consultant) W. Foeman/Y. Davis	July 2016	Pending	
		Dept. Directors	T.B.A.	Pending
		S. Lewis/W. Foeman		Pending
			T.B.A.	Pending
		S. Lewis/Y. Davis S. Lewis/Y. Davis S. Lewis/W. Foeman		Done
		S. Lewis/W. Foeman/Y. Davis	T.B.A.	Pending
		Yolande Davis Walter Foeman Yolande Davis/ Steve Lewis	September 2016	Pending
			T.B.A. T.B.A.	
			September 30,2016	
		Steve Lewis/ Walter Foeman	January 2015	Work in Progress
			August 2015	
		Steve Lewis	Ongoing through FY 2015	Work in Progress
		File Coordinator Ken Ingersoll	December of each calendar year	Work in Progress
		(TBA) 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.).	Steve Lewis	On-going	Work in Progress
16. Identify those records eligible for records destruction (i.e. warehouse location; mezzanine, etc.).	Walter Foeman/ Steve Lewis	On-going	Pending
17. Prepare annual disposition compliance letter for submission to the Florida Department of State.	Walter Foeman Yolande Davis	On-going	Work in Progress
18. Continue to index boxed records using MS application.	Yolande Davis	December 31, 2015	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).	Yolande Davis Records Liaison	On-going	Work in Progress
20. Develop options for the Dispositioning of City Network Data.	Raimundo Rodulfo; Ayanes Apolinar Steve Lewis	On-going	Work in Progress
21. Populate CRM Total Recall with City amended Retention Schedules and accessioned dates to produce a purge list. Update any new, revised records management policies and standard operating procedures.	Raimundo Rodulfo Ayanes Apolinar	On-going	Work in Progress
22. Monitor any changes occurring within our state legislature, along with subsequent revisions to our general records schedule and within case law on records management related matters.	Steve Lewis Records Consultant	Pending Cost Estimate	Pending

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 presentation (Digital Library Project)			
Action Plan	Assigned To	Completion Date	Status
Florida International University (FIU) Library’s GIS Center and Digital Collection Center (DCC) have successfully developed and implemented a geo-spatially enabled digital library systems to host local historical materials including photographs, historical documents and maps, and a 3-D virtual talking tour for the City of Coral Gables. A working URL is available at <a href="http://maps.fiu.edu/cgm/">http://maps.fiu.edu/cgm/</a> . In Phase I of this project, the deliverables included:	Walter Foeman Jennifer Fu Jamie Rogers	April 2014	Completed
<b>A Virtual Tour</b> created with photographs, audio narration of history, and auto-pilot navigation tools. 3-D simulation of significant landmarks will provide the façade of the historical buildings and landscape.		August 2014	Completed
<b>A Historical Collections Repository</b> where over 10,000 digitized historical documents, photographs, oral histories, and maps will be spatially registered to their relevant locations and time, and can be discovered through a faceted search engine or visual through Google Maps interface.	Jennifer Fu (GIS Center, FIU) Jamie Rogers FIU/Green PALMM Library	September 2014	Completed
“Virtual Historic City”			
SCOPE OF WORK			
Building on the success of the City of Coral Gables Virtual History (CGVH) Phase I, the collaborative partnership during Phase II, will plan to further enhance the web tool to include the following functions:	""	""	
1) Build upon the MPO funded BIKE route planner and Miami-Dade Bike 305 initiative, we plan to integrate a bicycle route planner for user to plan eco tours and cultural tours in Coral Gables referencing the City of Coral Gables’ Master Bike Plan. Using the Google Maps like environment, the user may plan their bicycle friendly routes from any selected origin and destination, access the rich historical contents in the form of documents, descriptions (written and/or recording); historical photographs in addition to other information that Google Maps provides.		April 2016 (Beta Version)	Pending
2) Create a set of crowd-sourcing tools and community sourcing to invite both FIU students (from FIU Department of Arts and Sciences as well as Coral Gables citizens) to participate in creating historical, cultural, ecological contents in the Virtual History platform – linking historical buildings and locations to arts, people, and happenings that once upon a time, made it to history;	Jennifer Fu (GIS Center, FIU) Jamie Rogers FIU/Green PALMM Library	October 2017 (Final Version)	Pending
3) Initiate the process of incorporating history of property records and drawings. Much of the content may still rely upon the availability of historical property records, and citizen participation of land and property records;	""	""	
4) Create an animated 3-D display of how buildings in the City grow over the years;		April 2016 (Beta Version)	Pending
5) Develop a mobile version of Coral Gables Virtual History web interface, to facilitate discovery and navigation on the go.		October 2017 (Final Version)	

<p>The end product will be a state-of-the-art geo-spatial enabled, interactive, and public participatory web and mobile interface, hosting tens of thousands of digitized hidden treasures of Coral Gables’ history, where the business community such as tourism, as well as the historical and educational communities can all profoundly benefit from the rich cultural, ecological, and historical assets of Coral Gables.</p>	<p>Jennifer Fu (GIS Center, FIU) Jamie Rogers FIU/Green PALMM Library</p>		
<p><b>MAJOR TASKS:</b></p>			
<p><b>Task 1: Incorporation of a Bicycle Route planner along the Cultural/Eco Tour of Coral Gables</b></p>	<p>Jennifer Fu (GIS Center, FIU) Jamie Rogers FIU/Green PALMM Library</p>	<p>April 2016 (Beta Version)</p>	
<p>1) Identify, compile bicycle friendly network data and incorporate into NAVTAQ street network using the BIKE Master Plan, BIKE 305 initiative and MPO;</p>	<p>"" ""</p>	<p>October 2017 (Final Version)</p>	
<p>2) Incorporate the BIKE route planner into the Coral Gables’ Virtual History Discovery Interface;</p>	<p>"" ""</p>		
<p>3) Develop a function which allow users to visualize the historical photographs, historical maps, and other historical content (e.g. records) along any user selected eco route or cultural route (proposed design mock up in Figure 1).</p>	<p>"" ""</p>		
<p>4) Develop a filter that compiles ecological or cultural relevant historical materials which user can chose to view or read along the virtual route, prior to their trip (proposed design mock up in Figure 1).</p>	<p>"" ""</p>		
<p><b>Task 2: Create a crowd-sourcing tool set to invite students and citizen participation in creation of historical, artful content.</b></p>	<p>Jennifer Fu (GIS Center, FIU) Jamie Rogers FIU/Green PALMM Library</p>	<p>April 2016 (Beta Version)</p>	
<p>1) Form an CGVH advisory group which serves as a quality control board for content contributed by the public;</p>	<p>"" ""</p>	<p>October 2017 (Final Version)</p>	
<p>2) Develop a series of tools which allow user to document a digital object (e.g. metadata), upload the object and publish it onto CGVH after semi-automated, streamed screening;</p>	<p>"" ""</p>		
<p>3) Reach out to FIU Arts and Sciences department to recruit students work on historical or creative projects within the geographic boundaries of Coral Gables. Students would use the same crowd-sourcing tools to publish their research results and creation of content after the professors’ screening;</p>	<p>"" ""</p>		
<p>4) Select and incorporate quality content from the crowd-sourced means into the dPanther digital repository for long-term dissemination and preservation.</p>	<p>"" ""</p>		
<p>5) Create a mobile application of CGVH to facilitate public participation of historical, cultural and ecological content contribution.</p>			
<p><b>Task 3: Create an animated 3-D display of how the City grew over time.</b></p>	<p>Jennifer Fu (GIS Center, FIU) Jamie Rogers FIU/Green PALMM Library</p>	<p>April 2016 (Beta Version)</p>	
<p>1) Collect the City’s historical property records, e.g. year built and incorporate the records into a geo-database;</p>	<p>"" ""</p>	<p>October 2017 (Final Version)</p>	
<p>2) Generate a 3-D model of all properties of the City of Coral Gables</p>			

<p>using the property parcel data; draping the aerial photographs to create a more realistic impression;</p> <ol style="list-style-type: none"> <li>3) Slice the 3-D model by every 5 years starting from the 1920s;</li> <li>4) Create a time series of building built in every 5 year interval;</li> <li>5) Design the user interface;</li> <li>6) Create an animated movie that shows the 3-D buildings (proposed design mock up in Figure 2)</li> </ol> <p><b>Task 4: Create a base of historical property and land records for public to contribute scanned documents, floor plans, etc. relating to private or public properties.</b></p> <ol style="list-style-type: none"> <li>1) Create a web interface for map display and search of properties;</li> <li>2) Create a data collection tool where attribute and description of the property can be modified, created, and deleted;</li> <li>3) Create a uploading function for digital objects (e.g. scanned documents, floor plans);</li> <li>4) Create a 3-tier authentication method from FIU Library dPanther Digital Repository framework.</li> </ol>	<p>Jennifer Fu (GIS Center, FIU)          Jamie Rogers          FIU/Green PALMM Library</p>	<p>April 2016 (Beta Version)          October 2017 (Final Version)</p>	
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**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
<p>1. Continue conversion of certain categories of records (i.e. including on-site conversion of deed documents located in the Law Department and the Department of Economic Sustainability 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.</p>	<p>Steve Lewis Matthew Dougherty (Consultants)</p>		<p>Pending</p>
<p>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.</p>	<p>Rodulfo/Records Consultant/Billy Urquia</p>	<p>April 2015</p>	<p>Pending</p>
<p>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:</p> <ul style="list-style-type: none"> <li>➢ Administrator e-mail records (10 years)</li> <li>➢ Duplicate e-mails (1 year)</li> <li>➢ All other City e-mails (5 years)</li> </ul>	<p>Walter Foeman Steve Lewis</p>		
<p>3. Continue collaboration with Information Technology Department to ensure back-up and data de-duplication to streamline records management and data back-up process.</p>	<p>Billy Urquia Steve Lewis, Walter Foeman/Billy Urquia/</p>	<p>On-going</p>	<p>Complete</p>
<p>4. Update our training video that addresses the business rules governing e-mail management.</p>	<p>Ayanes Apolinar/ Raimundo Rudolfo</p>	<p>May 2015</p>	<p>Pending</p>
<p>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, through utilization of our Simplifile electronic Recordation application 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.</p>	<p>Juan Rosa Chris Voorhes (Consultants) Billy Urquia</p>	<p>Pending</p>	<p>Pending</p>
<p>6. Create additional linkages for iPad to facilitate access by the City Commission, City Manager and City Clerk.</p>			

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. Encourage interdepartmental resource sharing: monthly on location processing of passports during Naturalization ceremonies at the Federal Courthouse. 2. Seek collaborative efforts with other agencies in providing an array of services (i.e. passport applications, passport flyer distribution on Exit Interviews prior to Naturalization Ceremonies e-recording, money order processing). Department of Homeland Security to use alternative sites several times annually for Naturalization Ceremonies (i.e. UM Convocation Center). 3. Coordinate with the Florida Department of Motor Vehicles for driver’s license processing via the Passport Acceptance Facility.	Walter Foeman	2015	Pending
	Imelys Sansores		
	“ ”	T.B.A.	Pending
		T.B.A.	Pending



III. GOAL – PASSPORT SERVICES			
C. OBJECTIVE			
Update our passport business plan and marketing strategy.			
Action Plan	Assigned to	Completion Date	Status
<p>Update the City Clerk’s Office five year business plan. How?</p> <ol style="list-style-type: none"> <li>1. Executive Summary</li> <li>2. Description of Service</li> <li>3. Competitive Advantage</li> <li>4. Marketing Strategy (Incorporate above referenced)</li> </ol> <p>a) <b>Multi-media Marketing Plan: Public Information re our DMV Location</b></p> <ol style="list-style-type: none"> <li>i. Public Service Ads</li> <li>ii. Press Releases</li> <li>iii. Public Service Programs</li> <li>iv. Organizational Bulletin Boards</li> <li>v. Community Newspaper Stories</li> <li>vi. Electronic Bulletin Boards</li> <li>vii. Citywide mailouts from Finance Department</li> </ol> <p>b) <b>Organizational and Institutional Networking</b></p> <ol style="list-style-type: none"> <li>i. Chambers of Commerce and related events associated therewith</li> <li>ii. Consulate Offices</li> <li>iii. International Trade Coord. Committee Website</li> <li>iv. Schools/Universities</li> <li>v. Clubs/Associations</li> <li>vi. Churches</li> </ol> <p>c) Distribute flyer materials throughout our Commercial District. d) Seek opportunities for flyer distribution through exit interviews, prior to naturalization ceremonies. e) Coordinate an event calendar to target specific community events wherein Passport applications can be targeted on special event days.</p> <ol style="list-style-type: none"> <li>5. Financial Statements <ol style="list-style-type: none"> <li>a) Proposed Balance Sheet</li> <li>b) Revenue, Expenses and Changes in Retained Earnings</li> <li>c) Depreciation Schedule</li> <li>d) Proposed Revenue and Expense Statement</li> <li>e) Proposed Cash Flow</li> </ol> </li> </ol>	<p>Walter Foeman Imelys Sansores Billy Urquia</p>	<p>May 2015 July 2015 August 2015 October 2015 November 2015</p>	<p>Pending</p>

IV. GOAL – BUSINESS PROCESS MANAGEMENT

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

C. OBJECTIVE

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

Action Plan	Assigned to	Completion Date	Status
<p>1. Continue our operational data management systems, which will serve as data sources for our Dashboard Intelligent Internet Solution Process</p> <p>a) Legistar (legislative workflow/document management application)</p> <p>i. Insite (Web Module) Legistar/external users to access application via Internet</p> <p>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.)</p> <p>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</p> <p>d) Continue with our usage of Granicus (Legistar)/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</p> <p>e) Provide training to those advisory boards in utilizing our Business Information Systems portable digital recording system, along with Boards</p>	<p>Jamie Rogers F.I.U./Green PALMM Library/Digital Collections Center</p> <p>Walter Foeman Billy Urquia Maria H. Fallon</p> <p>Billy Urquia</p>	<p>Done</p> <p>Two Digital Projects Completed</p> <p>Completed Done 2013</p> <p>On-going</p> <p>Training provided</p>	<p>Done</p> <p>Completed digital photo collection from the 1940’s and “Talking Book”. Work-in Progress</p> <p>Work-in Progress Pending</p>

<p>&amp; Committees Application and Electronic Agenda and iPad voting method, in furtherance of capturing all meeting coverage into a single data source</p> <p>i. Develop Compliance</p> <p>f) Employee Application Recording System (EARS): utilization of our internal application system to track, update and provide the appropriate data analysis; linking individual production to departmental goals; finalizing process flows, adding time values to same; creating hyper links between process flows to our EARS application; using said data source along with business intelligence tools to establish an internal reporting tracking system.</p> <p>g) Lobbyist Registration; including the addition of new Dashboards (i.e. for public information requests via our Citizen Request system), utilizing EDEN as our data source), Election Voter Turnout Tracking, utilizing Miami-Dade County Elections Departments Database as our data source to compare our City's date with that of other Municipalities and Boards/Committee Compliance Tracking (utilizing Legistar/Granicus application as our data source) to provide metrics regarding the following:</p>	<p>Raimundo Rodolfo Billy Urquia</p>	<p>upon request by a designated Committee or Board</p> <p>October 2015</p>	
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V. GOAL - ADMINISTRATION

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

A. OBJECTIVE

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

Action Plan	Assigned to	Completion Date	Status
<p>How?</p> <ol style="list-style-type: none"> <li>1. Implement a Professional/Personal Growth Assessment/Training Module for each employee               <ol style="list-style-type: none"> <li>a) Conduct training and development needs assessment in the following areas:                   <ol style="list-style-type: none"> <li>i. Management and supervisory skills development</li> <li>ii. Leadership and executive development</li> <li>iii. Career development and Planning</li> <li>iv. Safety and/or wellness education</li> <li>v. Continuous improvement and performance management</li> <li>vi. Personal development</li> <li>vii. Self-study or experience-based opportunities</li> <li>viii. Specific skills you would like to learn or develop</li> <li>ix. Succession Planning (see attached chart of skills targeted)</li> <li>x. Professional Certification</li> </ol> </li> </ol> </li> </ol>	<p>W. Foeman Dr. Nadine Medlin</p>	<p>T.B.A.</p>	<p>Confirmed meeting with Training Consultant (subject to funding availability)</p> <p>1 additional staff person will have achieved Certified Municipal Clerk status by October 2015, thereby bringing to total number of employees trained to 4 during my tenure</p> <p>Ongoing; training to be provided contingent upon funding availability</p>

V. GOAL - ADMINISTRATION

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

B. OBJECTIVE

To promote team building workshop and incorporate same into Performance Management Plan.

Action Plan	Assigned to	Completion Date	Status
Establish an annual office retreat How: 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 2015 Annual Event	Pending





## **2015-2016 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.

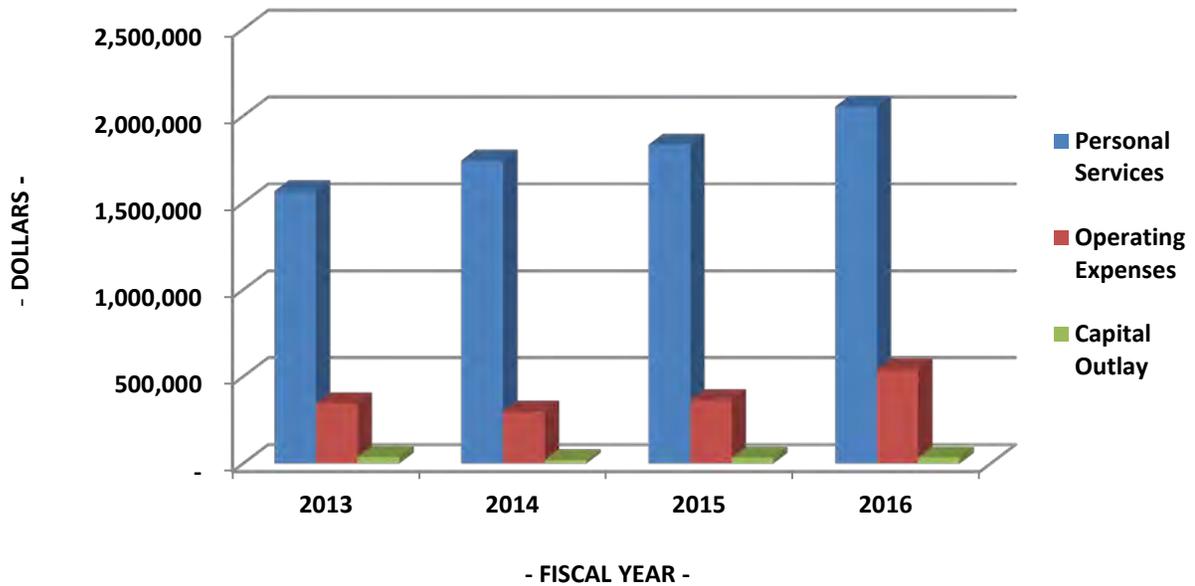
**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



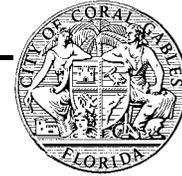
**CITY MANAGER  
BUDGET AND POSITION SUMMARY**

	<u>2012-2013 ACTUAL</u>	<u>2013-2014 ACTUAL</u>	<u>2014-2015 BUDGET</u>	<u>2015-2016 BUDGET</u>
Personal Services	1,566,152	1,743,467	1,833,276	2,053,054
Operating Expenses	344,673	298,422	363,140	538,889
Capital Outlay	36,874	19,290	33,444	35,000
<b>TOTALS</b>	<b>1,947,699</b>	<b>2,061,179</b>	<b>2,229,860</b>	<b>2,626,943</b>
No. of Positions	11	10	10	10

**EXPENDITURE COMPARISONS**



**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



001 GENERAL FUND  
CITY MANAGER  
1010 ADMINISTRATIVE DIVISION  
512 EXECUTIVE

**PERSONNEL SCHEDULE**

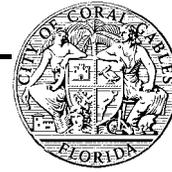
**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
8950	City Manager	1	1	1	1	\$ 205,000
0631	Assistant City Mgr/Dir of Public Safety	1	1	1	1	171,906
0630	Assistant City Mgr for Operations	1	1	1	1	158,299
0629	Governmental Affairs Manager	1	1	1	1	81,910
0076	Ombudsman for Res. & Small Bus.	-	-	1	1	73,477
0036	Executive Secretary	1	-	-	1	56,218
0071	Executive Ass't to City Manager	-	1	1	-	-
9002	Part-time Employees	-	-	-	-	21,986
8888	Overtime	-	-	-	-	12,000
<b>TOTAL</b>		<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>\$ 780,796</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 526,228	\$ 584,785	\$ 780,032	\$ 780,796
2000	Employee Benefits - See Other Cost Dist.	384,088	460,201	388,825	401,301
3190	Other Professional Services	-	2,274	-	75,000
4010	Expense Allowance	6,050	5,700	5	-
4020	Central Garage Motor Pool Rent	6,815	8,933	9,545	9,907
	Replacement:	4,749			
	Oper. & Maint:	5,158			
4090	Other Transportation Expense	3,600	9,450	8,550	5,400
4410	Rental of Machinery and Equipment	5,392	4,389	6,995	6,000
4420	Public Facilities Cost - See Other Cost Dist.	21,751	22,058	23,048	25,876
4550	General Liability Insurance	41,658	25,428	28,255	27,906
4990	Other Miscellaneous Expense	49	1,473	7,250	6,250
5100	Office Supplies	4,211	6,054	11,250	8,000
5400	Membership Dues and Subscriptions	8,539	4,874	12,000	10,000
5410	Employee Training	125	78	10,094	9,900
6430	Equipment Repair/Replacement	-	2,986	806	-
<b>TOTAL</b>		<b>\$ 1,008,506</b>	<b>\$ 1,138,683</b>	<b>\$ 1,286,655</b>	<b>\$ 1,366,336</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0612	Public Affairs Manager	1	1	1	1	\$ 90,396
0645	Marketing & Brand Manager	1	1	1	1	91,731
0615	Multimedia Production Manager	1	1	1	1	74,060
0616	Public Affairs Specialist	1	-	-	-	-
9006	Part-time Employees	-	-	-	-	234,484
<b>TOTAL</b>		<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>\$ 490,671</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 359,269	\$ 344,303	\$ 353,287	\$ 490,671
2000	Employee Benefits - See Other Cost Dist.	118,153	131,950	101,649	170,872
3190	Other Professional Services	27,256	26,778	50,697	85,500
4020	Central Garage Motor Pool Rent	65,550	32,006	45,766	70,409
	Replacement:	66,278			
	Oper. & Maint:	4,131			
4410	Rental of Machinery and Equipment	4,432	4,356	4,000	4,000
4420	Public Facilities Cost - See Other Cost Dist.	32,383	32,839	34,314	38,524
4550	General Liability Insurance	21,536	12,717	12,797	17,537
4620	Repair and Maint. of Office Equipment	385	-	804	3,000
4630	Repair/Maint. of Machinery & Equipment	4,037	6,531	6,478	4,500
4710	Special Printed Forms	16,124	9,481	13,000	-
4720	Printing & Binding	3,394	7,682	643	20,000
4820	Advertising Expense	-	-	-	32,000
4940	Taxes & License Fees Paid	2,721	1,965	4,000	3,000
4990	Other Miscellaneous Expense	1,720	1,184	2,000	2,000
5100	Office Supplies	2,793	4,045	4,500	10,000
5202	Chemicals and Photographic Supplies	297	1,821	3,396	-
5208	Household & Institutional Supplies	5,782	15,484	2,000	-
5214	Uniform Allowance	-	969	1,344	1,344
5215	Small Tools & Minor Equipment	625	-	5,003	3,159
5400	Membership Dues and Subscriptions	1,377	1,633	1,700	1,700
5410	Employee Training	150	355	2,000	2,000
6430	Equipment Repair/Replacement	35,231	13,304	29,638	25,000
6440	Equipment Additions	1,643	3,000	3,000	10,000
<b>TOTAL</b>		<b>\$ 704,858</b>	<b>\$ 652,403</b>	<b>\$ 682,016</b>	<b>\$ 995,216</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET SALARIES	
0333	Chief Compliance Officer	1	1	1	1	\$ 133,953
0010	Senior Auditor	1	1	-	-	-
<b>TOTAL</b>		<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>\$ 133,953</b>

**EXPENDITURE DETAIL**

		2012-2013			2013-2014			2014-2015			2015-2016		
		ACTUAL	ACTUAL	BUDGET									
1000	Salaries	\$ 95,712			\$ 122,934			\$ 136,740			\$ 133,953		
2000	Employee Benefits - See Other Cost Dist.	82,702			99,294			72,743			75,461		
4020	Central Garage Motor Pool Rent	4,710			1,777			2,169			2,789		
	Replacement:		2,110										
	Oper. & Maint:		679										
4090	Other Transportation Expense	4,725			5,400			5,400			5,400		
4410	Rental of Machinery and Equipment	718			1,725			3,768			2,200		
4420	Public Facilities Cost - See Other Cost Dist.	29,355			29,769			31,106			34,922		
4550	General Liability Insurance	11,681			7,000			4,953			4,788		
5100	Office Supplies	1,460			1,514			2,504			2,504		
5400	Membership Dues and Subscriptions	635			680			750			750		
5410	Employee Training	2,637			-			1,056			2,624		
<b>TOTAL</b>		<b>\$ 234,335</b>			<b>\$ 270,093</b>			<b>\$ 261,189</b>			<b>\$ 265,391</b>		

**2015-2016 BUDGET  
STRATEGIC MANAGEMENT PROGRAM**

**DEPARTMENT: OFFICE OF COMMUNICATIONS**

**MISSION STATEMENT**

The Office of Communications will provide timely, proactive and responsive information to the public, foster positive relationships with media, create opportunities for the community to engage in the decision-making processes of the City of Coral Gables and actively promote the City's projects, programs and initiatives.

**VISION STATEMENT**

The City of Coral Gables is committed to achieving excellence in all communications.

**DEPARTMENTAL FUNCTION**

Coral Gables is at an exciting juncture. New development projects, City services, neighborhood improvements, sustainability plans -- and not least, the transformation of Miracle Mile and Giralda will all contribute to its image as a world class-city and an exceptional place to live.

Therefore, there has never been a more important time to fulfill one of the City's most important obligations: to keep its public informed. Engaging and informing our citizens on all matters related to the City will be an integral part of achieving success with the City Commission's goals and initiatives. Further, effective communications offers many benefits: it encourages informed participation, helps build community pride and satisfaction, and supports growth through a positive reputation.

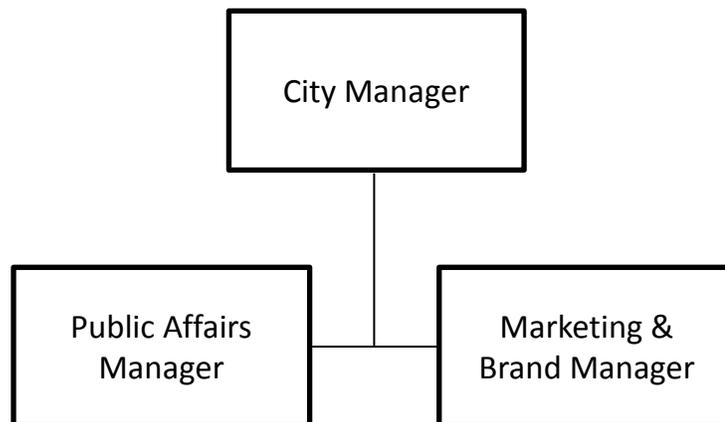
In order to deliver effectively, we have formed a small but strategic communications unit which reports directly to the City Manager utilizing the talents of existing employees. Michelle Cash (Marketing & Brand Manager) and Maria Rosa Higgins-Fallon (Public Affairs Manager) will join forces for the purpose of providing up-to-date accurate and relevant information to our citizens and the media while also providing leadership and expertise citywide to insure our hard-working departments deliver materials and presentations in an effective and brand consistent manner.

Responsibilities:

- The Office of Communications will tell our story – continuously, comprehensively, and enthusiastically.
- The Office of Communications will provide clear and useful information related to City government services and programs to residents, the media, and internal departments.

- The unit will produce on and offline publications, notices and collateral, including the employee newsletter and a new resident newsletter in a timely and accurate manner.
- Coral Gables has a diverse population therefore certain materials and programs will be translated in English and Spanish.
- The unit will also implement and employ social media where appropriate.
- In addition, the department will oversee brand identity management, content on the City's web sites (i.e., internal and external web sites), coordinate special communications-related projects for departments, provide internal communications to employees, and manage the City's broadcast services – CGTV.
- Lastly, the Office of Communications will assist with reactive communications including responding to media requests, and assisting with crises management when necessary.

**STRUCTURE**



Duties of Public Affairs Manager and Marketing & Brand Manager:

- Communicate Public Information effectively & efficiently
- Handle PR and media relations (proactive/reactive) plus crises management
- Manage City brand and identity
- Provide collateral development & marketing services
- E-Newsletter development/distribution
- Coral Gables TV (CGTV) programming
- Commission meetings and support
- Website and social media
- Intranet and employee communications

## DEPARTMENT GOALS

<b>Objective #1: Communicate Effectively:</b> Communicate City news and information internally and externally in a timely, high-quality and proactive manner, so that citizens as well as City employees remain knowledgeable on all information pertaining to the City.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Disseminate information to media and citizens related to City activities, projects, events and initiatives using a variety of communications vehicles	OOO Team	N/a	Ongoing
Develop consistent messaging and distribute news Releases/Public Service Announcements regularly to facilitate frequent and accurate coverage of City news and events	OOO Team	N/a	Ongoing
Meet annually with local media representatives to build relationships and create and maintain an updated media relations database	M. Higgins-Fallon	N/a	As needed
Facilitate spokesperson media training where required	M. Higgins	Fall 2015	In progress
Employ innovative tactics to grow City eNews and YouTube subscribers	OOO Team	N/a	In progress
Implement customer survey to gain insights on communications preferences and ways to improve	OOO Team	Fall 2015	Planned
Expand the Cities reach and engage the community by launching a Social Media Strategy (Facebook, Twitter)	M. Higgins-Fallon	Fall/New Year	In progress
Ensure all residents receive City information. Create a quarterly comprehensive City magazine (online/print) and distribute to all residents	M. Cash	N/a	Quarterly
Leverage CGTV and production staff to film, engage and widely share community events and major City projects or initiatives	M. Rocha	N/a	Ongoing
Seek out and apply to awards programs to strengthen the City's brand	OOO Team	N/a	Ongoing
Leverage our civic partners (BID/Chamber/UM etc.) to collaborate to communicate on initiatives where there is mutual benefit	OOO Team	N/a	Ongoing
Track coverage (print/online) where possible and attendance at public events	OOO Team	N/a	In progress

<b>Objective #2: Support City Priorities &amp; Leadership:</b> Proactively communicate City/administrative priorities and support leadership			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Work with City Manager and staff to proactively and accurately message and communicate progress or updates on key priorities such as: Public safety, education, sustainability, or major projects such as Streetscape etc.	OOO Team	N/a	Ongoing
Ensure all City commission meetings are communicated and provided via CGTV feed and live	M. Rocha	N/a	Ongoing

streaming			
Provide speech writing, event or presentation support	M. Cash	N/a	Ongoing

<b>Objective #3: Build City Brand Image:</b> Develop brand identity guidelines to ensure quality-driven and consistent appearance of City communications			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Generate City brand identity usage guidelines and associated toolkit	M. Cash	Guidelines are completed	Done
Develop Toolkit of brand-relevant elements and templates for key collateral pieces: eNews, Website, PPT etc.	M. Cash	Ongoing until completion Fall 2015 or as needed	In progress
Socialize and share with internal staff, leadership, civic partners and graphic design vendors	M. Cash	August 2015	In progress

<b>Objective #4: Exploit Technology:</b> Utilize a variety of technologies and enhance the delivery of City services and information online to best communicate City information with all citizens and meet community needs			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Update Website: Simplify structure based on end-user requirements. Design templates to conform to refreshed identity and ensure the site is mobile friendly and responsive (across device/platform)	OOC/WeAreCharette/IT/Vision	Jan 2015	Not started
Define a process and internal dept., stakeholder accountability by department -- and training (where needed) to keep the website relevant, fresh and updated	IT/OOC Team/Vision	Sept 2015	Not started
Continue to work with IT to enhance the City's Mobile app and communicate new features and functionality as they become available	IT/OOC Team	N/a	Ongoing
Investigate ways to leverage technology to provide greater access to citizens -- through virtual town halls or "Speakupcoralgables" Granicus application	OOC Team/IT	N/a	Ongoing

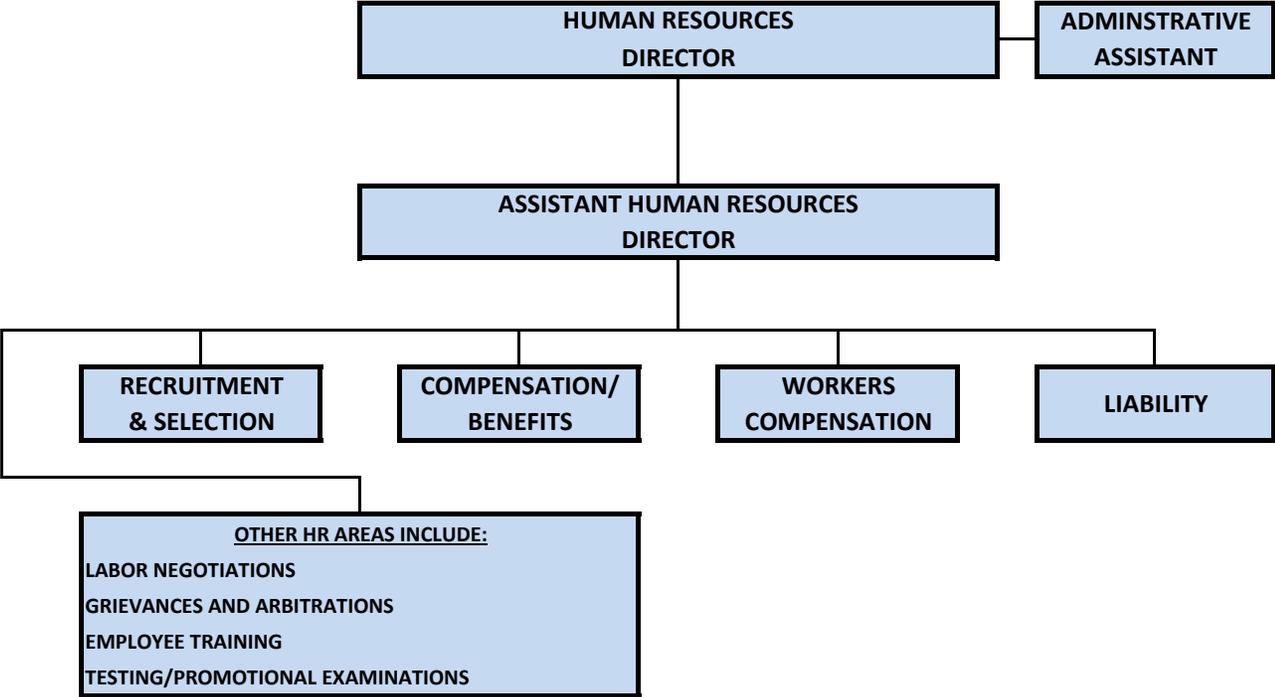
<b>Objective #5: Work Smarter &amp; Build Culture:</b> Find ways to work more efficiently and help create a positive culture of collaboration			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Intranet: Work with IT to define an improved internal collaboration and information sharing space (Portal site) for employees.	IT/OOC Team	Jan 2016	Not started
Revamp the employee Xchange newsletter design, format and content to inspire and highlight the City's amazing employees	M. Higgins	Aug 2016	In progress
Create a cross-organization internal communications stakeholder team and meet monthly	OOC Team	N/a	In progress
Help support the introduction and participation of an employee culture survey	OOC Team	TBD	TBD



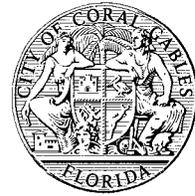
CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET

DEPARTMENT: HUMAN RESOURCES

ORGANIZATION CHART



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



**HUMAN RESOURCES DEPARTMENT**

INDICATOR:	FY14			FY15		FY16
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Ensure all new hires attend orientation on their first day of employment	85%	100%		85%	100%	90%
Ensure all information is inserted and complete in EDEN	95%	85%		95%	90%	100%
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 (30 Random per quarter and/or per CBA)	100%	100%		100%	67%	100%
Conduct at least 3 in-person safety trainings	100%	100%		100%	50%	100%
Implement On-line Safety Training (at least 3 - starting October 2015)	100%	N/A	-	100%	N/A	100%
Continue to provide on-going EEOC/Sexual Harassment trainings Citywide	90%	80%		90%	85%	95%
Conduct Customer Service trainings (started May 2015)	95%	N/A	-	95%	10%	100%
Review forms/process to update	95%	95%		95%	91%	96%
Send reminder notices to directors/managers on an annual basis	100%	100%		100%	100%	100%
Conduct 2 health screenings per year	100%	100%		100%	50%	100%
Provide wellness presentation/seminars on various health related topics (minimum of 6 per year)	80%	N/A	-	80%	50%	85%

**Legend**

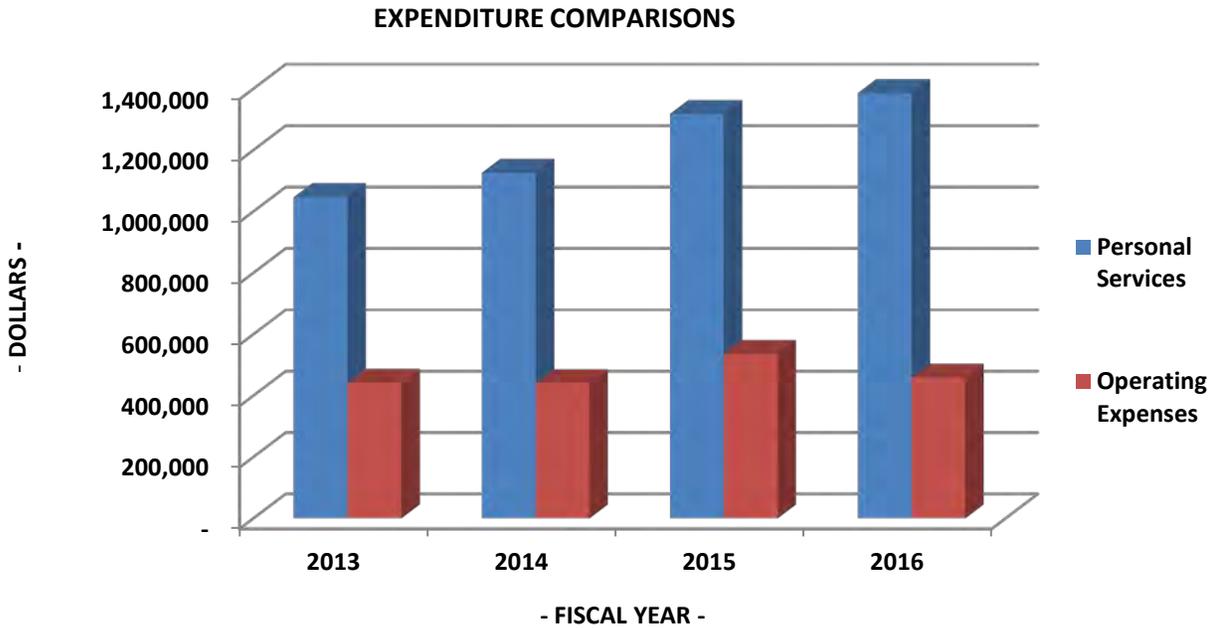
- Target met or exceeded
- Target nearly met
- Target not met

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**

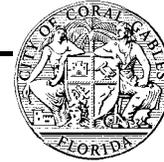


**HUMAN RESOURCES DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2012-2013 ACTUAL</u>	<u>2013-2014 ACTUAL</u>	<u>2014-2015 BUDGET</u>	<u>2015-2016 BUDGET</u>
Personal Services	1,045,928	1,125,547	1,317,512	1,385,948
Operating Expenses	440,919	440,052	535,745	457,553
<b>TOTALS</b>	<b>1,486,847</b>	<b>1,565,599</b>	<b>1,853,257</b>	<b>1,843,501</b>
No. of Positions	10	11	12	12



**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET SALARIES	
0405	Human Resources Director	1	1	1	1	\$ 157,312
0503	Assistant Human Resources Dir.	1	1	1	1	96,862
0403	Risk Manager	1	1	1	1	89,182
0501	Compensation Manager	1	1	1	1	80,508
0512	Personnel Analyst	1	1	1	1	76,416
0514	Personnel Analyst - Public Safety	-	-	1	1	49,254
0406	Compensation/Benefits Specialist	1	1	1	1	51,563
0402	Workers Comp. Specialist	1	1	1	1	57,031
0510	Personnel Specialist I	2	2	2	2	82,673
0602	Administrative Assistant	1	1	1	1	56,253
0507	Compensation/Benefits Assistant	-	1	1	1	39,563
9006	Part-time Employees	-	-	-	-	25,000
8888	Overtime	-	-	-	-	800
<b>TOTAL</b>		<b>10</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>\$ 862,417</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 695,114	\$ 724,363	\$ 842,061	\$ 862,417
2000	Employee Benefits - See Other Cost Dist.	350,814	401,184	475,451	523,531
2610	Employee Awards	10,607	15,738	13,000	13,000
2800	Tuition Reimbursement	135,220	109,493	90,000	90,000
3130	Special Medical Services	45,189	65,538	50,419	50,419
3190	Other Professional Services	96,319	119,841	152,374	163,874
4020	Central Garage Motor Pool Rent	4,985	9,169	9,924	-
4090	Other Transportation Expense	7,763	8,100	8,100	8,100
4410	Rental of Machinery and Equipment	4,648	4,481	9,100	4,000
4420	Public Facilities Cost - See Other Cost Dist.	38,542	39,086	40,841	45,852
4550	General Liability Insurance	41,880	25,110	30,502	30,823
4620	Repair and Maint. of Office Equipment	-	-	1,200	1,200
4710	Special Printed Forms	290	1,367	2,500	2,500
4810	Promotional Expense	-	-	2,000	2,000
4820	Advertising Expense	14,926	13,607	15,200	15,200
4991	Miscellaneous Expense - Wellness Pgms	-	-	80,000	-
5100	Office Supplies	15,314	10,637	11,000	11,000
5209	Protective Clothing	-	-	300	300
5215	Small Tools & Minor Equipment	-	2,000	-	-
5400	Membership Dues and Subscriptions	3,423	1,244	2,785	2,785
5410	Employee Training	21,813	14,641	16,500	16,500
<b>TOTAL</b>		<b>\$ 1,486,847</b>	<b>\$ 1,565,599</b>	<b>\$ 1,853,257</b>	<b>\$ 1,843,501</b>

**2015-2016 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 (Liability and Workers' Compensation)**

*To minimize accidental losses and ensure a safe working environment.*

**Employee Growth and Development**

*To continue to offer training opportunities for professional growth and development.*

**Employee Wellness and Productivity**

*To continue to provide meaningful wellness events for employees.*

**Policies and Procedures**

*To maintain updated policies and procedures.*

## Recruitment and Retention

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

Objective: To efficiently employ qualified individuals in an expedient manner, preferably from within the organization.			
Action Plan	Assigned To	Completion Date	Status
Continue to provide internship opportunities to students from the various universities (UM, FIU) and identify potential hires/employees.	HR Director Assistant HR Director	Ongoing	Ongoing.
Update recruitment plan, as needed: <ol style="list-style-type: none"> <li>1. Identify opportunities for enhancement.</li> <li>2. Review and revise all applications (e.g., Volunteers, Regular Application, and Police Application).</li> </ol>	HR Director Assist. HR Director Staff	Ongoing	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.	Recruitment Staff	Ongoing	In Process/Ongoing.
Maintain new hire orientation process to provide important information on a timely basis: <ol style="list-style-type: none"> <li>1. Ensure all new hires attend orientation on their first day of employment.</li> <li>2. Ensure all new hire forms are filled out correctly and completely.</li> <li>3. Ensure all information is inserted and complete in EDEN.</li> </ol>	Recruitment Staff Compensation/Benefits Specialist	Ongoing	Orientation takes place on the employees' first day at work as per CG Rules & Regulations.  A checklist was created and is utilized to ensure all information is included in EDEN.

## 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 in accordance with CBAs and CG Rules & Regulations.	HR Director Assist. HR Director	Annually	In Process.
<ol style="list-style-type: none"> <li>1. Review best practices in classification and compensation.</li> <li>2. Participation in Ongoing salary Surveys.</li> <li>3. Conduct salary surveys.</li> <li>4. Update and maintain salary pay plan.</li> </ol>	Assist. HR Director  Staff	Ongoing	In Process - <ol style="list-style-type: none"> <li>1. Classification &amp; Pay Plan revised according to Collective Bargaining Agreements, and CG Rules &amp; Regulations.</li> <li>2. Ongoing salary surveys are conducted as needed.</li> </ol>
<ol style="list-style-type: none"> <li>1. Update job descriptions to ensure accurate description of duties for all jobs.</li> <li>2. Ensure all job descriptions are available electronically.</li> </ol>	HR Director Assist. HR Director  Staff	Ongoing	In Process. Job descriptions incorporated into Neogov.

**Risk Management  
(Liability and Workers' Compensation)**

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
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 Manager	Ongoing	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 Manager	Ongoing	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.	Workers Comp. Specialist	Ongoing	Continue abiding by the Florida Drug Free Workplace Program and USDOT regulations.
Conduct City-wide Accident Review Board (excluding Police ARB).	Risk Manager	Ongoing	Scheduled to meet quarterly. Possibly need to update Administrative Regulations. Working with our Safety Consultant from AJG.
Conduct at least 3 in-person safety trainings.  Implement On-line Safety Training  Development of SOPs	Risk Manager	Ongoing	In Process.
Reduce medical only workers compensation claims and lost time injury claims.	Workers Comp. Specialist  Risk Manager	Ongoing	Working with AJG Risk Consulting Group on the development of additional safety programs.
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 Manager	Annually	Renewals approved by City Commission.
Analyze liability claim and workers comp claim counts for trends.	Risk Manager Workers Comp. Specialist	Ongoing	In process.

### Employee Growth and Development

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

Objective: Provide employee training and measure employee performance and ensure minimum standards are being met.			
Action Plan	Assigned To	Completion Date	Status
Provide Ongoing Customer Service Trainings	HR Director Staff	Ongoing	Conduct at least 2 trainings per month.
Continue to provide Ongoing EEOC/Sexual Harassment trainings City-wide	HR Director Staff	Ongoing	Conduct monthly trainings for all employees.
EAP Supervisory Training	HR Director Staff	Ongoing	Conduct 2 trainings per year.
Written performance evaluations for all employees to be completed annually: <ol style="list-style-type: none"> <li>1. Review forms/process to update.</li> <li>2. Forms on line for easy access.</li> <li>3. Send reminder notices to directors/managers.</li> </ol>	HR Director Asst. HR Director	Ongoing	In Process.

### Employee Wellness and Productivity

Goal: To continue to provide meaningful wellness events for employees.

Objective : Assist employees in developing healthy habits.			
Action Plan	Assigned To	Completion Date	Status
Health Screenings	HR Director Staff	Ongoing	Conduct 2 health screening per year.
Wellness Presentations – Lunch Learning Series	HR Director Staff	Ongoing	On a monthly basis provide wellness presentation/seminars on various health topics.
Walk the Mile & Other Physical Activity	HR Director Staff	Ongoing	Encourage employees to become physically active – either by Walking the Mile or by exercising at least twice a week at the Youth Center.

### Policies and Procedures

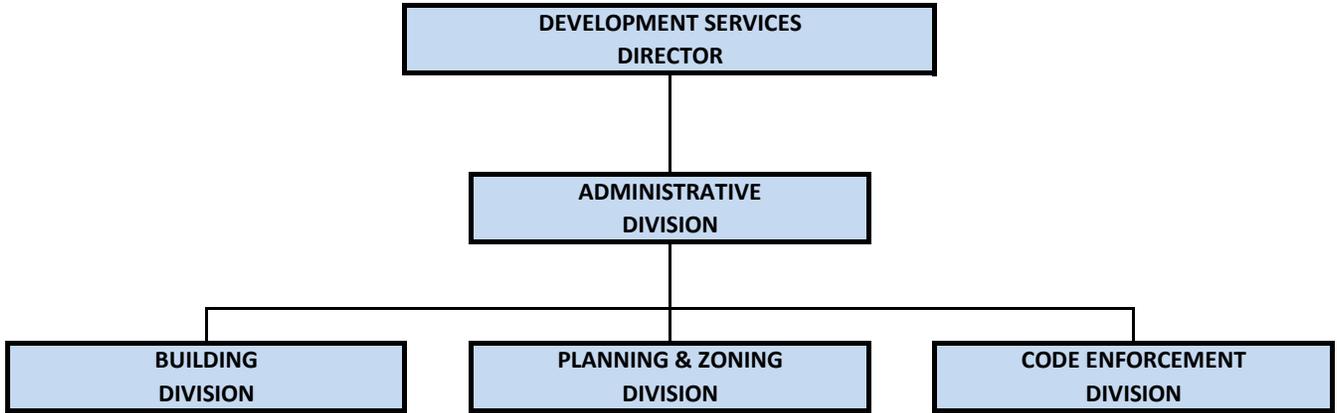
Goal: To maintain updated policies and procedures in accordance with applicable federal, state and local laws.

Objective: Consistency of processes throughout the City and abiding with most recent federal, state and local laws.			
Action Plan	Assigned To	Completion Date	Status
Maintain Personnel Rules & Regulations up to date. Human Resources personnel will attend job-related seminars to stay in compliance with applicable federal, state and local laws.	HR Director Staff	Ongoing	Continue to review and update Rules and Regulations and maintain informed on applicable laws.
Update Human Resources Procedures Manual, as needed.	HR Director Assist. HR Director Staff	Ongoing	Ongoing.
To be in compliance with EEO, review and correct EEO codes in Eden to reflect appropriate class and function.	Assist. HR Director Staff	Ongoing	Run a report to identify what positions need to be corrected. Next report date is July 2015 and each subsequent 2 years thereafter.

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**

**DEPARTMENT:** DEVELOPMENT SERVICES

**ORGANIZATION CHART**



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



**DEVELOPMENT SERVICES**

INDICATOR:	FY14			FY15		FY16
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
90 percent of Board of Architects cases approved within two meetings	90%	92%		90%	96%	90%
90 percent of Certificates of Use processed within five working days	90%	95%		90%	95%	90%
90 percent of inspections completed on requested date	90%	99%		90%	99%	90%
90 percent of wait times less than 10 minutes for assistance at Permit Counter	90%	85%		90%	76%	90%
90 percent of Zoning Verification Letters processed within five working days	90%	38%		90%	28%	90%
Average Score on Customer Satisfaction Survey of 2.5 or lower (on a scale of 1 to 5 with 1 being the highest score)	50%	N/A	-	75%	N/A	75%
Number of code violations on public rights-of-way corrected	N/A	293	-	N/A	364	N/A
Number of permits issued	N/A	10,563	-	N/A	7,071	N/A

**Legend**

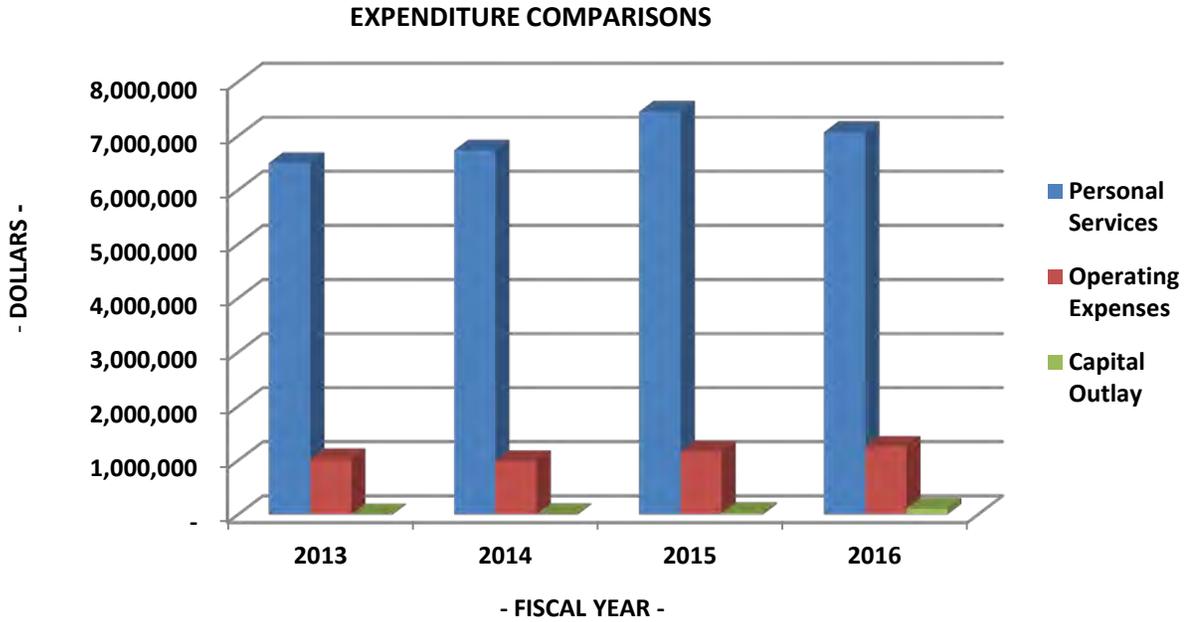
- Target met or exceeded
- Target nearly met
- Target not met

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**

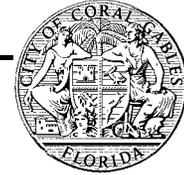


**DEVELOPMENT SERVICES DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2012-2013 ACTUAL</u>	<u>2013-2014 ACTUAL</u>	<u>2014-2015 BUDGET</u>	<u>2015-2016 BUDGET</u>
Personal Services	6,497,682	6,730,278	7,445,676	7,067,936
Operating Expenses	1,023,940	984,210	1,162,204	1,250,174
Capital Outlay	-	2,972	25,235	107,705
<b>TOTALS</b>	<b><u>7,521,622</u></b>	<b><u>7,717,460</u></b>	<b><u>8,633,115</u></b>	<b><u>8,425,815</u></b>
<b>No. of Positions</b>	<b>64</b>	<b>64</b>	<b>62</b>	<b>62</b>



**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

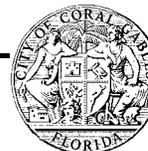
**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET SALARIES	
1129	Development Services Director	1	1	1	1	\$ 140,545
1127	Ass't Dev. Services Director	1	1	1	1	133,869
0810	Administrative Analyst	1	1	1	1	59,817
0602	Administrative Assistant	2	2	1	1	54,323
1109	Plans Coordinator Assistant	1	1	1	1	50,251
0060	Receptionist	1	1	1	1	28,864
0061	Cashier	1	1	1	1	33,870
<b>TOTAL</b>		<b>8</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>\$ 501,539</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 225,671	\$ 314,328	\$ 508,317	\$ 501,539
2000	Employee Benefits - See Other Cost Dist.	164,884	203,891	297,184	310,706
3190	Other Professional Services	172,545	150,788	176,600	219,600
4090	Other Transportation Expense	6,750	9,900	10,800	10,800
4410	Rental of Machinery and Equipment	-	-	4,685	4,700
4420	Public Facilities Cost - See Other Cost Dist.	20,379	20,666	21,594	24,243
4550	General Liability Insurance	22,689	13,257	18,413	17,925
4620	Repair and Maint. of Office Equipment	238	-	500	500
4710	Special Printed Forms	8,948	4,990	9,367	9,000
5100	Office Supplies	6,473	6,980	1,500	3,000
5400	Membership Dues and Subscriptions	867	1,546	1,000	1,000
5410	Employee Training	745	777	3,000	3,000
6451	Technology Fee/Equipment	-	1,043	4,850	2,000
<b>TOTAL</b>		<b>\$ 630,189</b>	<b>\$ 728,166</b>	<b>\$ 1,057,810</b>	<b>\$ 1,108,013</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

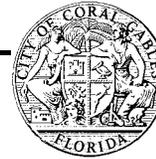
**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
1125	Building Director	1	1	1	1	\$ 130,670
1114	Structural Engineer	2	2	2	2	222,455
1109	Plans Coordinator Assistant	5	6	6	6	271,372
1108	Plans Processor	3	3	3	3	190,516
1132	Building Services Coordinator	1	1	1	1	83,035
1107	Chief Plumbing Official	1	1	1	1	95,134
1106	Plumbing Inspector	1	1	1	1	75,019
1105	Chief Mechanical Official	1	1	1	1	84,235
1133	Electrical Inspector II	-	1	1	1	79,844
1104	Electrical Inspector	2	1	1	1	63,112
1103	Chief Electrical Official	1	1	-	-	-
1134	Building Inspector II	-	1	1	1	67,422
1101	Building Inspector	4	3	3	3	232,129
1100	Chief Building Inspector	1	1	1	1	90,033
1016	Building Official	1	1	1	1	127,496
3111	Mechanical Inspector	1	1	1	1	76,045
1112	Code Compliance Specialist	1	-	-	-	-
1118	Plans Processor Lead	1	1	1	1	53,559
9006	Part-time Employees	-	-	-	-	151,665
<b>TOTAL</b>		<b>27</b>	<b>27</b>	<b>26</b>	<b>26</b>	<b>\$ 2,093,741</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,989,837	\$ 2,104,554	\$ 2,189,358	\$ 2,093,741
2000	Employee Benefits - See Other Cost Dist.	1,160,345	1,296,441	1,245,601	1,222,171
3190	Other Professional Services	34,163	65,722	145,928	61,200
3191	Priv. Sector Support - Plans Review/Insp	-	-	-	150,000
4020	Central Garage Motor Pool Rent	223,379	104,282	107,279	103,631
	Replacement:	39,609			
	Oper. & Maint:	64,022			
4040	Central Garage Miscellaneous Charges	-	-	-	-
4090	Other Transportation Expense	-	4,053	5,400	5,400
4410	Rental of Machinery and Equipment	2,166	2,245	18,239	18,380
4420	Public Facilities Cost - See Other Cost Dist.	45,848	46,494	48,582	54,543
4550	General Liability Insurance	139,665	81,868	79,305	74,831
4620	Repair and Maint. of Office Equipment	840	378	1,000	1,000
4710	Special Printed Forms	-	975	1,000	1,000
4910	Court Costs & Investigative Expense	-	29	100	100
5100	Office Supplies	12,099	12,160	8,803	10,182
5209	Protective Clothing	536	540	820	500
5215	Small Tools & Minor Equipment	2,347	404	500	500
5400	Membership Dues and Subscriptions	2,260	1,778	2,815	2,815
5410	Employee Training	1,894	2,948	2,795	2,795
6430	Equipment Repair/Replacement	-	1,929	705	705
6440	Equipment Additions	-	-	-	15,000
6450	Office Equipment Replacement	-	-	9,680	75,000
<b>TOTAL</b>		<b>\$ 3,615,379</b>	<b>\$ 3,726,800</b>	<b>\$ 3,867,910</b>	<b>\$ 3,893,494</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				SALARIES
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET	
1205	Planning & Zoning Director	1	1	1	1	\$ 127,483
1203	City Planner	1	1	1	1	91,337
1204	Assistant City Planner	1	1	1	-	-
1209	Principal Planner	1	1	1	2	127,402
8929	City Architect	1	1	1	1	78,270
1123	Zoning Official	1	1	1	1	-
1116	Zoning Planner Lead	1	1	1	1	76,184
1117	Zoning Planner	3	3	3	3	179,487
1111	Concurrency Administrator	1	1	1	1	77,941
1109	Plans Coordinator Assistant	3	4	4	4	204,649
1102	Code Enforcement Officer	1	1	1	1	70,685
0602	Administrative Assistant	1	1	1	1	59,892
0061	Cashier	1	-	-	-	-
<b>TOTAL</b>		<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>\$ 1,093,330</b>

**EXPENDITURE DETAIL**

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET
1000	Salaries	\$ 1,125,068	\$ 950,859	\$ 1,282,349	\$ 1,093,330
1120	Stipend for Board Members	-	-	-	15,000
2000	Employee Benefits - See Other Cost Dist.	583,345	642,000	743,079	693,078
3190	Other Professional Services	21,999	22,058	70,492	32,828
3193	TYPE IN A DESCRIPTION	-	78,340	-	-
4010	Travel Expense	-	321	500	500
4020	Central Garage Motor Pool Rent	9,869	13,751	14,648	15,168
	Replacement:	7,325			
	Oper. & Maint:	7,843			
4090	Other Transportation Expense	7,313	2,748	8,438	8,438
4410	Rental of Machinery and Equipment	8,325	8,498	14,902	15,000
4420	Public Facilities Cost - See Other Cost Dist.	64,593	65,503	68,445	76,843
4550	General Liability Insurance	68,351	40,211	46,451	39,076
4620	Repair and Maint. of Office Equipment	1,057	378	1,250	1,250
4710	Special Printed Forms	2,963	1,720	8,000	8,000
4720	Printing & Binding	964	1,815	2,000	2,000
4820	Advertising Expense	3,786	4,334	9,000	9,000
4910	Court Costs & Investigative Expense	-	-	300	300
4990	Other Miscellaneous Expense	1,474	821	2,500	2,500
5100	Office Supplies	8,290	8,781	8,434	9,000
5400	Membership Dues and Subscriptions	4,631	2,818	4,185	4,185
5410	Employee Training	938	2,855	4,000	4,000
6440	Equipment Additions	-	-	-	15,000
6450	Office Equipment Replacement	-	-	10,000	-
<b>TOTAL</b>		<b>\$ 1,912,966</b>	<b>\$ 1,847,811</b>	<b>\$ 2,298,973</b>	<b>\$ 2,044,496</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
1128	Code Enforcement Director	1	1	1	1	\$ 90,937
1126	Code Enforcement Field Supr	1	1	1	1	68,032
1109	Plans Coordinator Assistant	-	-	-	-	-
1135	Code Enforcement Assistant	2	2	2	2	74,393
1102	Code Enforcement Officer	8	8	8	8	448,772
8888	Overtime	-	-	-	-	5,502
<b>TOTAL</b>		<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>\$ 687,636</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 771,423	\$ 717,335	\$ 719,694	\$ 687,636
2000	Employee Benefits - See Other Cost Dist.	477,109	500,870	460,094	465,735
3190	Other Professional Services	7,088	5,813	13,341	16,000
3191	Lawn & Tree Service	17,440	11,330	28,000	28,000
3192	Red Light Camera Hearing Expenses	-	2,225	6,600	6,600
4020	Central Garage Motor Pool Rent	-	102,927	104,665	98,618
	Replacement:	33,955			
	Oper. & Maint:	64,663			
4410	Rental of Machinery and Equipment	4,180	5,103	6,069	6,200
4420	Public Facilities Cost - See Other Cost Dist.	18,052	18,306	19,128	21,475
4550	General Liability Insurance	51,344	28,909	26,069	24,576
4620	Repair and Maint. of Office Equipment	919	215	1,275	1,275
4910	Court Costs & Investigative Expense	3,499	3,188	3,500	3,500
5100	Office Supplies	3,587	5,079	5,420	5,600
5209	Protective Clothing	413	643	700	700
5214	Uniform Allowance	4,864	5,212	6,000	6,000
5215	Small Tools & Minor Equipment	360	320	270	300
5400	Membership Dues and Subscriptions	175	35	200	200
5410	Employee Training	2,635	7,173	7,397	7,397
<b>TOTAL</b>		<b>\$ 1,363,088</b>	<b>\$ 1,414,683</b>	<b>\$ 1,408,422</b>	<b>\$ 1,379,812</b>

**2015-2016 BUDGET  
STRATEGIC MANAGEMENT PROGRAM**

**DEPARTMENT: DEVELOPMENT SERVICES**

**MISSION / VISION STATEMENT**

To ensure the health, welfare and safety of our citizens through the consistent enforcement of the Florida Building Code, and the Coral Gables Zoning Code and Municipal Code and through the development and implementation of land use, urban design, and neighborhood preservation policies, plans and programs.

**DEPARTMENTAL FUNCTION**

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

**DEPARTMENTAL GOALS/OBJECTIVES**

**GOAL AREA 1: Fiscal Management**

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

**GOAL AREA 2: Customer Service**

To provide efficient, responsive, informative and helpful service to all customers.

**GOAL AREA 3: Operations**

To operate in the most efficient and effective manner possible.

**GOAL AREA 4: Human Resources**

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

## GOAL AREA 1: Fiscal Management

**Goal 1:** To provide services and manage responsibilities in a cost effective manner.

<b>Objective:</b> Create reports and procedures to monitor department revenue and expenditures.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Periodically audit building permit fee calculations: at least once a month spot check one permit application.	Assistant Director/ Administrative Analyst	Ongoing	In process
Periodically audit impact fee calculations: at least once a month spot check one permit application.	Assistant Director/ Administrative Analyst	Ongoing	In process
Review up-front payment/deposit schedule to ensure staff review time is covered.	Director/Assistant Director/Administrative Analyst	September 2014	In process; based on a recent audit, staff will be proposing a new formula for calculating the up-front fee in Summer 2015.

<b>Objective:</b> Evaluate and streamline fees and fines for Department Services.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Create Task Force to oversee the project.	Division Directors	July 2014	Not started
Use prior fee analysis as basis for new Schedule of Fees which reflects actual cost of services and simplifies accounting.	Division Directors	January 2015	Not started
Implement new Fee Schedule through change in City Ordinance.	Director	May 2015	Will be presented for adoption in Summer, 2015.

## GOAL AREA 2: Customer Service

**Goal 1:** To provide efficient, responsive, informative and helpful service to all customers.

<b>Objective:</b> Prepare informational materials to assist applicants through the permitting and inspection processes.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Develop checklists, submittal requirements, and review and inspection processes for different types of projects and permits to be accessible via the department web page.	Asst. Director	May 2014	Completed and in process of making available on the webpage.
Prepare educational materials about Coral Gables Mediterranean Style Design.	Planning & Zoning Director	May 2014	Completed.
Prepare zoning information manual.	Planning & Zoning Director	May 2014	Completed.

<b>Objective:</b> Provide clear and helpful communication to both internal and external customers.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Monitor a Suggestion Box or similar tool so customers can provide suggestions, comments, etc.	Administrative Assistants/Administrative Analyst	On-going	Completed
Review and revise as necessary all handouts.	Administrative Assistants	On-going (annual basis)	In process
Implement schedule of regular	Director/Assistant	On-going	On-going

meetings, both department-wide and of various staff groups.	Director/Division directors		
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<b>Objective:</b> Provide internal planning expertise for city capital projects.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Create a framework to provide planning input and expertise for city projects throughout the city.	Planning & Zoning Director	Summer 2014	In process

### GOAL AREA 3: Operations

**Goal 1:** To operate in the most efficient and effective manner possible.

<b>Objective:</b> Relocate Zoning Staff to 427 Biltmore Way and maintain a smooth and efficient work flow between department divisions.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Hire consultant to develop optimal plan for lay-out and sequencing of relocations.	Director/Assistant Director	March 2014	Completed
Prepare renovation plans.	Assistant Director	May 2014	Completed
Complete construction.	Assistant Director	August 2014	Completed
Complete relocation of staff.	Planning & Zoning Director	September 2014	Completed
Review operations on a regular basis with affected staff to ensure transfer of plans and plan reviews continues to operate smoothly.	Planning & Zoning Director/Building Director	Ongoing	In Process

<b>Objective:</b> Redesign Building Division workspace to provide a more efficient workflow and accommodate additional staff.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Hire consultant to develop optimal plan for lay-out and sequencing of events.	Director/Building Director	September 2014	Not Started
Prepare renovation plans.	Building Director	January 2015	Not started
Complete Construction.	Building Director	June 2015	Not started
Complete relocation of staff.	Building Director	September 2015	Not started

<b>Objective:</b> Implement GovQA program.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Review current process for possible improvements.	Code Enforcement Director	On-going	Completed
Work with I.T. department on process/implementation.	Code Enforcement Director	On-going	Completed
Finalize implementation.	Code Enforcement Director	July 2014	Completed

<b>Objective:</b> Acquire and implement new Land Management, Permitting and Inspection Software.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Develop criteria for software and create bid package or Request for Proposals (RFP).	Building Director	December 2014	In Process
Select software and negotiate purchase	Building Director	May 2015	Not started

agreement.			
Implement software and train users.	Building Director	December 2015	Not started

<b>Objective:</b> Prepare the Department's role in Emergency Management preparations.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Review and update the Development Services Department Emergency Response Standard Operating Procedures Manual annually.	Director/Assistant Director/Emergency Management Liaison	On-going	In Process
Review and verify the damage assessment supplies annually.	Director/Assistant Director/Building Director/ Emergency Management Liaison	On-going	In Process
Provide department-wide refresher training coordinated with Fire Department annually.	Assistant Director/Fire Department	On-going	In Process
Provide resources for NIMS training to essential personnel.	Assistant Director/Emergency Management Liaison/Fire Department	Ongoing	In Process
Assist in efforts to evaluate and provide alternate location(s) for a centralized government operation post-storm recovery.	Director/To Be Determined	Ongoing	In Process

<b>Objective:</b> Create systems for monitoring activity volume and allocating staff resources.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Develop and Implement the use of Activity Logs.	Division Directors	Ongoing	In process
Zoning Review turnaround time for residential projects: 7 calendar days.	Planning and Zoning Director/Zoning Reviewers	Ongoing	In process
Zoning Review turnaround time for small scale commercial projects: 7 calendar days.	Planning and Zoning Director/Zoning Reviewers	Ongoing	In process
Zoning Review turnaround time for standalone commercial projects: 14 calendar days.	Planning and Zoning Director/Zoning Reviewers	Ongoing	In process
Plumbing, Electrical, Mechanical Reviews turnaround time: 7 calendar days.	Building Director/Chiefs	Ongoing	In process
Structural Reviews for small scale projects turnaround time: 7 calendar days.	Building Director/Structural Engineers	Ongoing	In process
Structural Reviews for large scale projects turnaround time: 21 calendar days.	Building Director/Structural Engineers	Ongoing	In process

<b>Objective:</b> Create efficient development approval processes .			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
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	December 2014	Completed

	from other departments)		
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#### GOAL AREA 4: Human Resources

**Goal 1:** To develop an environment where well-trained professional staff work efficiently and cooperatively to serve the residents and customers of the department and continually strive to improve that service.

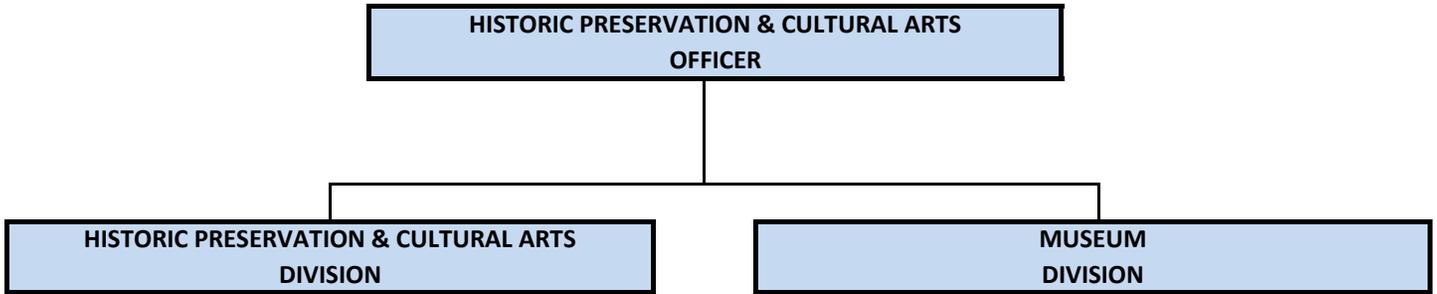
<b>Objective:</b> To provide the training and knowledge department personnel need to deliver effective and efficient service.			
Action Plan:	Assigned To:	Completion Date:	Status:
Provide necessary information technology training for Dashboard, TRIM, Trapeze and EDEN and other computer programs.	Division Directors	On-going	On-going
Provide necessary training so that staff maintains their licenses and certifications.	Division Directors	On-going	On-going
Work with staff to obtain F.A.C.E. Level 1 certification for all Code Enforcement Officers.	Code Enforcement Director	September 2015	In process
Review with Human Resources and provide appropriate training opportunities (e.g., customer service, ethics, etc.).	Director/Assistant Director/Division Directors	On-going	On-going
Identify positions that should have Work Manuals and have employees in those positions prepare them.	Assistant Director	December 2013	In process
Develop strategy for hiring outside support staff to meet service needs during periods of peak workload.	Division Directors	On-going	In Process
Ensure that new employees have the resources and training they need to be successful in their positions.	Director/Division Directors	On-going	On-going

<b>Objective:</b> Foster a positive employee attitude.			
Action Plan:	Assigned To:	Completion Date:	Status:
Implement employee recognition program.	Director/Division Directors	Annual	In process
Plan and hold an annual department activity, such as a potlucks, birthday recognition, etc.	Asst. Director/ Administrative Assistants	On-going	In process

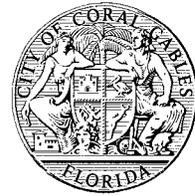
**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**

**DEPARTMENT: HISTORICAL RESOURCES & CULTURAL ARTS**

**ORGANIZATION CHART**



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



**HISTORICAL RESOURCES & CULTURAL ARTS DEPARTMENT**

INDICATOR:	FY14			FY15		FY16
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Complete Certified Local Government Annual Report	Done	Done		-	-	-
Review permits for Historic Properties	N/A	651	-	Pending	459	Pending
Process and review Special Certificates of Appropriateness	N/A	19	-	N/A	9	N/A
Process and review Standard Certificates of Appropriateness	N/A	161	-	N/A	72	N/A
Process and review Ad valorem Tax applications for historic properties	N/A	2	-	4	-	4
Implement local historic designations of individual properties	N/A	4	-	4	4	4
Implement local historic designations of districts	1	1		1	1	1
Process inventory of Valdes-Fauli Coral Gables Archives	Ongoing	1,150		1,200	600	Ongoing
Process new donations to the Valdes-Fauli Coral Gables Archives	33	33		Ongoing	5	Ongoing
Increase number of visitors to Coral Gables Merrick House	500	622		700	-	800

**Legend**

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

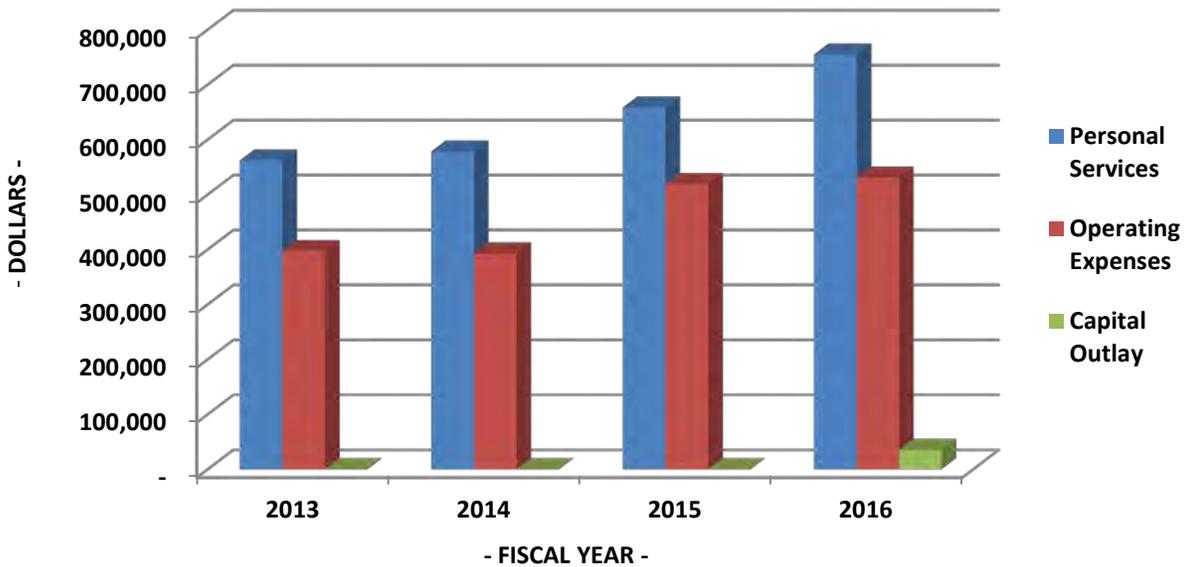
**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



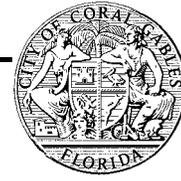
**HISTORICAL RESOURCES & CULTURAL ARTS DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<b>2012-2013 ACTUAL</b>	<b>2013-2014 ACTUAL</b>	<b>2014-2015 BUDGET</b>	<b>2015-2016 BUDGET</b>
Personal Services	561,558	578,101	658,012	754,566
Operating Expenses	396,761	392,538	518,903	530,406
Capital Outlay	-	-	-	35,000
<b>TOTALS</b>	<b>958,319</b>	<b>970,639</b>	<b>1,176,915</b>	<b>1,319,972</b>
<b>No. of Positions</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>6</b>

**EXPENDITURE COMPARISONS**



**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

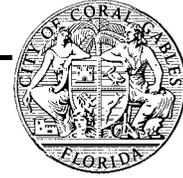
**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
2005	Historic Res. & Cultural Arts Director	1	1	1	1	\$ 151,262
2007	Historic Preservationist	1	1	1	1	58,427
0043	Arts & Culture Specialist	-	-	1	1	52,851
0602	Administrative Assistant	1	1	1	1	40,456
<b>TOTAL</b>		<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>\$ 302,996</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 251,050	\$ 237,828	\$ 255,113	\$ 302,996
2000	Employee Benefits - See Other Cost Dist.	113,964	138,000	141,127	182,220
3190	Other Professional Services	14,625	14,823	14,600	46,600
4010	Travel Expense	330	-	1,000	1,000
4020	Central Garage Motor Pool Rent	4,710	2,252	2,625	3,193
	Replacement:	2,208			
	Oper. & Maint:	985			
4090	Other Transportation Expense	5,175	5,400	5,400	5,400
4410	Rental of Machinery and Equipment	7,174	6,516	8,418	7,018
4420	Public Facilities Cost - See Other Cost Dist.	233,448	236,737	247,369	277,720
4550	General Liability Insurance	14,738	9,349	9,241	10,829
4620	Repair and Maint. of Office Equipment	-	210	14,275	12,050
4720	Printing & Binding	2,721	2,145	5,266	5,266
4803	Pinewood Cemetery Reserve Expenses	1,300	1,085	5,493	-
4804	Historic Preservation Reserve Expenses	382	-	34,904	-
4820	Advertising Expense	1,505	1,931	3,960	3,960
4990	Other Miscellaneous Expense	2,903	343	3,600	21,500
5100	Office Supplies	3,859	3,986	6,885	7,885
5202	Chemicals and Photographic Supplies	-	-	1,000	1,000
5400	Membership Dues and Subscriptions	515	815	900	900
5410	Employee Training	990	-	2,000	2,000
6430	Whiteway Light Restoration - Grant Match	-	-	-	20,000
<b>TOTAL</b>		<b>\$ 659,389</b>	<b>\$ 661,420</b>	<b>\$ 763,176</b>	<b>\$ 911,537</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET SALARIES	
2006	Historic Res. & Cultural Arts Asst Director	1	1	1	1	\$ 97,518
2008	Archivist	-	1	1	1	48,048
9006	Part-time Employees	-	-	-	-	31,607
<b>TOTAL</b>		<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>\$ 177,173</b>

**EXPENDITURE DETAIL**

		2012-2013			2013-2014			2014-2015			2015-2016		
		ACTUAL			ACTUAL			BUDGET			BUDGET		
1000	Salaries	\$	146,926		\$	143,174		\$	174,566		\$	177,173	
2000	Employee Benefits - See Other Cost Dist.		49,618		59,099		87,206				92,177		
3190	Other Professional Services		3,734		3,844		5,400				5,400		
4090	Other Transportation Expense		2,588		2,700		5,400				5,400		
4420	Public Facilities Cost - See Other Cost Dist.		70,784		71,782		75,005				84,208		
4550	General Liability Insurance		8,856		6,058		6,323				6,332		
4720	Printing & Binding		2,265		1,263		4,000				4,000		
4808	Merrick House Reserve Expenses		7,077		12,811		32,155				-		
4811	Roxcy O'Neal Merrick House Reserve Exp		-		-		4,939				-		
4820	Advertising Expense		-		100		750				750		
4990	Other Miscellaneous Expense		2,592		6,532		11,000				11,000		
5100	Office Supplies		1,861		498		2,800				2,800		
5201	Agricultural Supplies		548		1,122		985				985		
5202	Chemicals and Photographic Supplies		938		-		2,000				2,000		
5215	Small Tools & Minor Equipment		958		137		300				300		
5400	Membership Dues and Subscriptions		185		99		210				210		
5410	Employee Training		-		-		700				700		
6440	Equipment Additions		-		-		-				15,000		
<b>TOTAL</b>		<b>\$</b>	<b>298,930</b>		<b>\$</b>	<b>309,219</b>		<b>\$</b>	<b>413,739</b>		<b>\$</b>	<b>408,435</b>	

**2015-2016 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 review proposals for City-owned historic properties; to maintain the archives and collections related to the original development of the City; to restore the Pinewood Cemetery; to preserve and promote the Coral Gables Merrick House and grounds as a historic house museum that represents the home environment of the Solomon and Althea Merrick family for the benefit of the public; and to serve as the City’s liaison to the Coral Gables Museum.”

**VISION STATEMENT**

“Preserving and presenting the heritage of the City”

**DEPARTMENTAL FUNCTION**

**DEPARTMENT GOALS/OBJECTIVES**

**GOAL AREA: EDUCATION**

**Goal 1:**

<b>Objective:</b> To increase awareness of Local Historic Designation / Ad Valorem program and benefits			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Speak at local realtor groups	Staff	On-going	On-going
Provide local newspapers with information on local historic districts	Staff	On-going	On-going
Hold community workshops concerning issues relating to historic preservation	Staff/Historic Preservation Board	On-going	On-going
Include information on Ad Valorem tax abatement program to owners when property is designated	Staff	Done – part of routine process	Done

**Goal 2:**

<b>Objective:</b> To educate the public about the process for demolition of buildings in the city i.e. the requirement of the Historic Preservation Officer’s signature on demolition permits			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Speak at local realtor groups	Staff	On-going	On-going
Provide local newspapers with information on the rules and regulations	Staff	On-going	On-going
Produce a pamphlet that outlines the process for demolition and provide to Building Department	Staff	October 2015	In queue

**Goal 3:**

<b>Objective:</b> To increase the educational focus of the Coral Gables Merrick House			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Explore programs at Merrick House that promote educational growth (i.e. lectures, concerts, etc.)	Staff	On-going	On-going
Develop educational materials targeted at specific ages / levels	Staff	On-going	On-going
Explore option of providing audio tours as supplement to docent-led tours	Staff	TBD	TBD
Create new brochures for Merrick House visitors (Garden, Collections, and General brochure)	Staff/Merrick House Board	Partially completed	1 brochure done
Increase number of docents	Staff/Merrick House Board	On-going	On-going

**Goal 4:**

<b>Objective:</b> To increase the awareness of the history of Pinewood Cemetery			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Implement Pinewood Cemetery Restoration Plan	Staff/Pinewood Cemetery Board	On-going	On-going
Implement Memorial Tree Program – insure proper labeling of past donated trees	Staff	On-going	On-going
Implement Memorial Bench Program	Staff/Pinewood Cemetery Board	On-going	On-going
Coordinate Pioneer Day	Staff/Pinewood Cemetery Board	Annual	Occurs as part of Dade Heritage Days
Identify maintenance issues at Cemetery	Staff/Public Service Dept.	On-going	On-going

**GOAL AREA: PROGRAMS AND SERVICES****Goal 1:**

<b>Objective:</b> Increase efficiency and accuracy of Department website.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Update website and make more user-friendly. How: <ol style="list-style-type: none"> <li>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.</li> <li>2. Include more information about Department programs and projects.</li> <li>3. Include information about existing designated properties: Upload pictures, designation reports and Maps.</li> </ol>	Staff with IT	On-going	On-going

**Goal 2:**

<b>Objective:</b> Maximize efficiency of day-to-day office operations.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
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
Deliver signed plans to Building Dept. on a daily basis	Staff	Done	On-going
Complete Historic inspections in a timely fashion	Staff	Done	On-going

**GOAL AREA: PROTECTION****Goal 1:**

<b>Objective:</b> To proactively expand the inventory of the City's designated properties			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Increase number of Local Historically Designated properties. How: <ol style="list-style-type: none"> <li>1. Identify eligible properties.</li> <li>2. Create a priority list of properties.</li> <li>3. Allocate resources toward designation.</li> <li>4. Draft designation report.</li> <li>5. Submit report for Board approval</li> </ol>	Staff	On-going	On-going
Increase number of Local Historically Designated Districts. How: <ol style="list-style-type: none"> <li>1. Identify eligible properties.</li> <li>2. Create a priority list of properties.</li> <li>3. Allocate resources toward designation.</li> <li>4. Draft designation report.</li> <li>5. Submit report for Board approval.</li> </ol>	Staff	On-going	On-going

**Goal 2:**

<b>Objective:</b> To add additional prestige / protection to local historic properties and districts			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Increase number of National Historic Properties and/or districts How: <ol style="list-style-type: none"> <li>1. Identify eligible properties.</li> <li>2. Create a priority list of properties.</li> <li>3. Allocate resources toward designation.</li> <li>4. Draft designation report.</li> <li>5. Submit report for Board approval.</li> <li>6. Submit to State and National Park Service.</li> </ol>	Staff	On-going	On-going

**Goal 3:**

<b>Objective:</b> To provide adequate protection and means for maintenance for historic fabric of the city			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Develop new incentives for historic commercial and multi-family properties. How: <ol style="list-style-type: none"> <li>1. Revisit policies for commercial and multi-family properties</li> <li>2. Research other cities' programs for similarities / differences.</li> <li>3. Coordinate efforts with other City departments (i.e. Planning) as necessary.</li> <li>4. Draft new ordinances to supplement existing. (Work with City Attorney's office)</li> </ol>	Staff	On-going; Expansion of TDR program to include North Ponce Area was approved by the City Commission September 2014	On-going
Research potential sending sites for TDR's from historically designated multifamily buildings in North Ponce area	Staff	Completed July 2014	Completed

**Goal 4:**

<b>Objective:</b> To catalogue and protect the archives of the City			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Protect the archives of the city and Merrick House to the standards of the American Association of Museums through Collection Policies / Plans How: <ol style="list-style-type: none"> <li>1. Write official Collection Policy for each archive division.</li> <li>2. Implement Collection Policies through City Commission.</li> <li>3. Sort and professionally catalogue existing collections.</li> <li>4. Provide proper storage and / or display for existing archives.</li> <li>5. Maintain archives in consistent manner.</li> </ol>	Staff Archivist	On-going	On-going
Protect the archives of the city and Merrick House to the standards of the American Association of Museums through Collection Management Plans How: <ol style="list-style-type: none"> <li>1. Create written Collection Management plan</li> <li>2. Implement Collection Management plans.</li> </ol>	Staff Archivist	On-going	On-going
Complete consolidation of all stored archival material to 2327 Salzedo Street	Department Staff coordinating with Public Works	On-going	Archival material being moved in phases from various storage locations

**Goal 5:**

<b>Objective:</b> To promote the adequate maintenance /restoration /repair city-owned historic fabric			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Request a complete assessment of needs at Merrick House including identifying source of damage to second floor wood flooring	Staff (Historical Resources and Public Works)	In Progress	Assessment funded
Request a complete assessment of needs of City Hall	Staff (Historical Resources and Public Works)	Partially in progress: Draft Assessment completed; Exterior concrete restoration to be completed by July 2015	Grant awarded for structural repairs; repairs funded
Repair / restore historic plazas and entrances	Staff coordinating with outside consultant and Public Works	On Hold	Approved by HPB and permitted; Not Funded

**GOAL AREA: HUMAN RESOURCES****Goal 1:**

<b>Objective:</b> Create a cohesive departmental staff			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Evaluate every employee on a regular basis	Department Director	Annual	On-going

**Goal 2:**

<b>Objective:</b> Strengthen docent program for Coral Gables Merrick House			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Increase number of docents in Merrick House program. How: <ol style="list-style-type: none"> <li>1. Identify alternate sources from which to recruit.</li> <li>2. Approach sources for volunteers.</li> <li>3. Retain current docents.</li> <li>4. Identify reciprocity opportunities between Merrick House and Coral Gables Museum.</li> </ol>	Staff with Merrick House Board in coordination with Coral Gables Museum (CGM)	On-going	On-going; Requesting funding in 2015-16 for P-T Docent Coordinator
Create a Part-Time Docent Coordinator position to facilitate docent retention and scheduling.	Staff	Pending Funding	Pending Funding

**GOAL AREA: FINANCES**

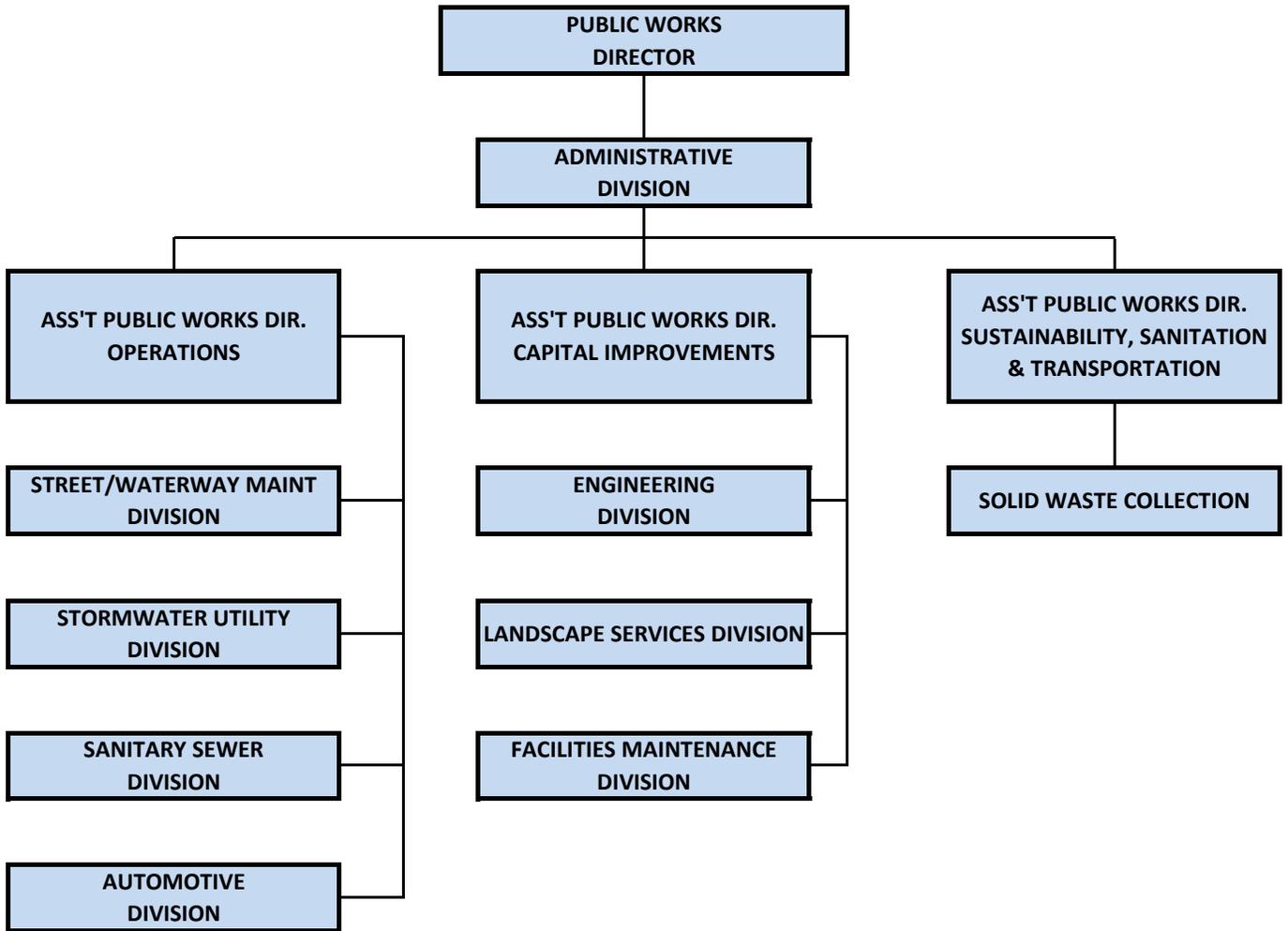
**Goal 1:**

<b>Objective:</b> To adequately fund / support programs and projects			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Seek grant funding	Staff	Annual	On-going
Implement internship program	Staff with Human Resources Dept.	Annual	On-going



CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET

DEPARTMENT: PUBLIC WORKS



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



**PUBLIC WORKS DEPARTMENT**

INDICATOR:	FY14			FY15		FY16
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Number of capital projects completed	18	18		22	18	26
Number of permits processed	384	384		600	400	700
Plan reviews completed	332	332		400	250	450
Work orders received	5,183	5,183		4,267	4,500	5,200
Work orders closed	4,857	4,857		N/A	4,300	N/A
Number of trees trimmed	5,957	5,957		5,900	3,800	5,900
Landscape cycles completed	40	40		40	25	40
Amount of trees planted	58	58		1,000	70	2,000
Tons of recycling	2,097	2,097		2,300	2,000	3,000
% of garbage picked-up	100%	99.99%		100%	99.99%	100%
% of trash collection residences completed on the scheduled day	100%	N/A	-	100%	100%	100%
% of residential recycling collection residences completed on the scheduled day	100%	99.99%		100%	99.99%	100%
Customer requests received	N/A	800	-	300	706	400
Customer requests completed	N/A	800	-	300	602	400
Processed public records requests	N/A	4	-	5	3	5
% of sewage back up response within 4 hours	N/A	100%	-	100%	100%	100%
Sewer gravity lines requests (inspected and cleaned)	N/A	175	-	200	100	250
Storm sewer system requests (inspected and cleaned)	N/A	100	-	80	43	100
Miles of complete street sweeping	N/A	6,850	-	6,850	4,025	6,900
Canal inspected and cleaned requests	N/A	10	-	15	10	20
Graffiti removal requests	N/A	5	-	10	5	15
Street potholes repaired	N/A	N/A	-	100	42	100
Sidewalks inspected and repaired	N/A	N/A	-	200	95	200
Number of special events set-up	N/A	N/A	-	50	31	50
The total percent of all classes of equipment and vehicles available and ready for use within the operational requirements outlined in the Equipment Availability Codes (EAC)	N/A	N/A	-	90%	97%	90%
Number of days to respond to traffic concerns	N/A	10	-	10	10	10

**Legend**

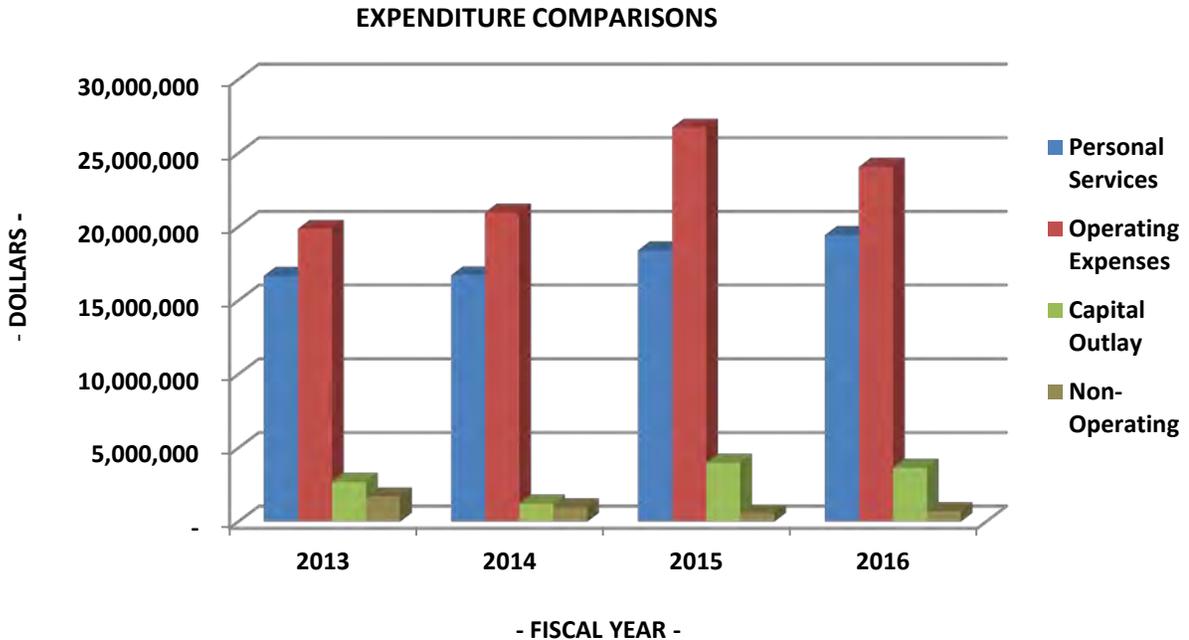
- Target met or exceeded
- Target nearly met
- Target not met

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**

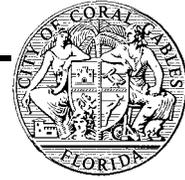


**PUBLIC WORKS DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2012-2013</u> <u>ACTUAL</u>	<u>2013-2014</u> <u>ACTUAL</u>	<u>2014-2015</u> <u>BUDGET</u>	<u>2015-2016</u> <u>BUDGET</u>
Personal Services	16,669,428	16,703,847	18,412,174	19,438,336
Operating Expenses	19,861,891	20,976,121	26,737,232	24,067,372
Capital Outlay	2,710,350	1,220,450	3,998,740	3,662,650
Non-Operating	1,703,537	965,705	554,586	710,049
<b>TOTALS</b>	<b>41,308,171</b>	<b>39,866,123</b>	<b>49,702,732</b>	<b>47,878,407</b>
No. of Positions	174	175	188	192



**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

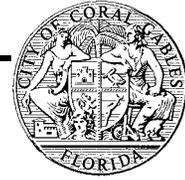
**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET SALARIES	
1025	Public Works Director	1	1	1	1	\$ 159,988
1026	Ass't Pub Wrks Dir - Operations	1	1	1	1	133,869
1027	Ass't Pub Wrks Dir - Field Services	-	-	-	1	133,869
1029	Office Manager	1	1	1	1	70,490
0012	Clerical Assistant II	1	1	1	1	46,722
<b>TOTAL</b>		<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>\$ 544,938</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 394,421	\$ 421,200	\$ 749,879	\$ 544,938
1120	Stipend for Board Members	-	-	-	-
2000	Employee Benefits - See Other Cost Dist.	218,551	296,266	409,743	312,417
2610	Employee Awards	82	-	300	300
3190	Other Professional Services	1,000	12,718	201,307	1,000
4020	Central Garage Motor Pool Rent	11,520	3,050	3,322	3,534
	Replacement:	1,839			
	Oper. & Maint:	1,695			
4090	Other Transportation Expense	7,875	6,075	10,800	10,800
4410	Rental of Machinery and Equipment	9,562	9,950	12,308	10,100
4420	Public Facilities Cost - See Other Cost Dist.	20,558	20,848	21,784	19,524
4550	General Liability Insurance	25,775	19,272	27,163	19,476
4620	Repair and Maint. of Office Equipment	125	140	1,000	200
4710	Special Printed Forms	677	572	600	600
4720	Printing & Binding	495	-	500	500
4990	Other Miscellaneous Expense	1,101	352	893	600
5100	Office Supplies	7,457	7,474	10,000	8,000
5203	Drugs and Medical Supplies	-	-	50	50
5215	Small Tools & Minor Equipment	358	-	500	500
5400	Membership Dues and Subscriptions	448	280	700	700
5410	Employee Training	1,911	3,000	2,500	2,000
6460	Other Equipment Additions	-	1,055	-	-
9010	Intradepartmental Credits	(376,108)	(376,108)	(517,626)	(361,022)
<b>TOTAL</b>		<b>\$ 325,808</b>	<b>\$ 426,144</b>	<b>\$ 935,723</b>	<b>\$ 574,267</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

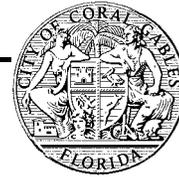
**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET SALARIES	
1036	Ass't Pub Wrks Dir - Sustainability & Trans.	-	1	1	1	\$ 133,869
0811	Admin Analyst/Environmental Spec.	1	1	1	1	66,864
<b>TOTAL</b>		<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>\$ 200,733</b>

**EXPENDITURE DETAIL**

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET
1000	Salaries	\$ -	\$ -	\$ -	\$ 200,733
2000	Employee Benefits - See Other Cost Dist.	-	-	-	117,518
4090	Other Transportation Expense	-	-	-	5,400
4420	Public Facilities Cost - See Other Cost Dist.	-	-	-	4,933
4550	General Liability Insurance	-	-	-	7,174
4720	Printing & Binding	-	-	-	2,000
4990	Other Miscellaneous Expense	-	-	-	4,125
5206	Food for Human Consumption	-	-	-	1,500
5400	Membership Dues and Subscriptions	-	-	-	2,000
5410	Employee Training	-	-	-	3,000
<b>TOTAL</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 348,383</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET SALARIES	
0067	Ass't Pub Wrks Dir - Cap Impr. & Fac.	1	1	1	1	\$ 145,876
1032	City Engineer	1	1	1	1	93,814
1035	Sr Project Engineer	-	1	1	1	87,066
1015	Project Engineer	-	1	1	1	78,010
1017	Civil Engineer	5	3	3	3	230,938
1012	Construction Inspector	2	2	2	2	132,073
1004	Engineering Technician	1	1	1	1	67,337
1003	Engineering Technician Assistant	1	1	1	1	58,172
1002	Engineering Aide II	1	1	1	1	52,764
1013	Construction Manager	2	2	2	2	152,190
1014	Construction Inspector Assistant	1	1	1	1	54,171
9003	Part-time Employees	-	-	-	-	59,578
8888	Overtime	-	-	-	-	15,000
<b>TOTAL</b>		<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>\$ 1,226,989</b>

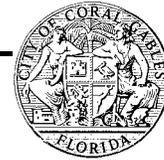
**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 898,860	\$ 923,980	\$ 1,123,216	\$ 1,226,989
2000	Employee Benefits - See Other Cost Dist.	530,128	586,718	642,123	732,519
3190	Other Professional Services	(758)	12,604	55,956	237,250
3195	Administrative Expense	1,665	1,125	-	-
4020	Central Garage Motor Pool Rent	89,896	96,900	97,654	90,405
	Replacement:	28,652			
	Oper. & Maint:	61,753			
4410	Rental of Machinery and Equipment	1,873	1,830	800	3,000
4420	Public Facilities Cost - See Other Cost Dist.	43,985	44,605	46,608	52,327
4550	General Liability Insurance	60,085	35,750	40,686	43,853
4630	Repair/Maint. of Machinery & Equipment	-	-	500	500
4710	Special Printed Forms	770	498	1,260	1,200
4720	Printing & Binding	605	22	1,000	1,000
4990	Other Miscellaneous Expense	6,820	585	1,000	1,000
5100	Office Supplies	5,194	6,291	6,000	6,000
5208	Household & Institutional Supplies	-	178	(160)	500
5209	Protective Clothing	177	179	900	500
5211	Building Materials and Supplies	1,566	-	500	500
5213	Purchase/Rental - Employee Uniforms	1,373	1,172	1,000	1,000
5214	Uniform Allowance	-	-	-	-

**EXPENDITURE DETAIL**

	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5215 Small Tools & Minor Equipment	887	982	1,617	1,617
5400 Membership Dues and Subscriptions	225	229	1,220	1,020
5410 Employee Training	921	926	1,350	1,350
6450 Office Equipment Replacement	-	-	500	500
<b>TOTAL</b>	<b>\$ 1,644,272</b>	<b>\$ 1,714,574</b>	<b>\$ 2,023,730</b>	<b>\$ 2,403,030</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

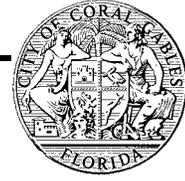
**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
3125	Maintenance Supv	1	1	1	-	\$ -
1033	Facilities Maintenance Director	1	1	1	1	78,510
3115	Master Refrigeration Mechanic	1	-	-	-	-
3114	Plumber	-	1	1	1	43,222
3110	Master Electrician	1	1	1	1	74,230
3109	Electrician	1	1	1	1	57,614
3106	Carpenter	1	1	1	2	102,421
3100	Painter	-	-	-	1	34,008
3101	Maintenance Repair Worker	5	5	5	6	254,024
3010	Foreman	-	-	-	1	37,482
3011	Senior Foreman	1	1	1	1	59,088
0810	Administrative Analyst	1	1	1	1	76,403
0016	City Dispatcher	1	1	1	1	52,767
9419	Part-time Employees	-	-	-	-	114,504
8888	Overtime	-	-	-	-	26,243
<b>TOTAL</b>		<b>14</b>	<b>14</b>	<b>14</b>	<b>17</b>	<b>\$ 1,010,516</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 735,372	\$ 763,757	\$ 974,110	\$ 1,010,516
2000	Employee Benefits - See Other Cost Dist.	530,305	619,527	639,746	710,721
3190	Other Professional Services	9,811	7,650	13,000	13,000
4040	Central Garage Miscellaneous Charges	-	-	1,000	1,000
4410	Rental of Machinery and Equipment	2,136	1,718	3,000	3,000
4550	General Liability Insurance	56,971	56,514	35,285	36,116
4610	Repair/Maint. of Bldgs & Improvements	-	154	-	-
4613	Repair/Maint. - Miracle Theater	-	-	50,000	50,000
4630	Repair/Maint. of Machinery & Equipment	-	118	200	200
4940	Taxes & License Fees Paid	100	-	-	-
4990	Other Miscellaneous Expense	4,324	(366)	6,000	5,500
5100	Office Supplies	1,241	2,049	2,000	2,000
5202	Chemicals and Photographic Supplies	273	210	1,000	1,000
5203	Drugs and Medical Supplies	-	-	200	200
5209	Protective Clothing	1,635	2,192	2,200	2,200
5211	Building Materials and Supplies	1,362	1,105	1,000	1,500
5213	Purchase/Rental - Employee Uniforms	2,906	3,296	5,000	5,000
5215	Small Tools & Minor Equipment	1,901	868	3,000	6,000
5217	Operating Equipment Repair Parts	-	-	500	500
5400	Membership Dues and Subscriptions	529	538	1,060	1,060
5410	Employee Training	219	705	525	525
<b>TOTAL</b>		<b>\$ 1,349,085</b>	<b>\$ 1,460,035</b>	<b>\$ 1,738,826</b>	<b>\$ 1,850,038</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**EXPENDITURE DETAIL**

		<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
3190	Other Professional Services	\$ 86,982	\$ 115,362	\$ 177,000	\$ 451,500
3410	Laundry & Sanitation Services	17,265	19,948	21,965	21,965
3420	Custodial & Janitorial Services	414,399	402,960	426,000	511,000
4310	Electric Utility Service	1,674,278	1,700,688	1,887,369	1,787,369
4330	Heating & Cooking Fuel	15,728	16,461	17,740	17,640
4350	Water & Sewer Utility Service	511,270	594,702	620,200	620,200
4410	Rental of Machinery and Equipment	2,138	3,593	5,000	5,000
4610	Repair/Maint. of Bldgs & Improvements	1,064,728	937,491	1,119,797	1,368,000
4630	Repair/Maint. of Machinery & Equipment	-	-	1,000	1,000
4940	Taxes & License Fees Paid	3,500	2,000	-	-
5211	Building Materials and Supplies	88,551	68,347	79,900	180,000
5218	Installed Building Equipt. Repair Parts	53,942	61,786	62,400	62,400
6300	Improvements Other Than Buildings	-	16,292	-	-
6430	Equipment Repair/Replacement	23,066	109,000	30,646	22,000
6435	Fire Hydrant Replacements	35,870	47,827	40,000	40,000
<b>TOTAL</b>		<b>\$ 3,991,717</b>	<b>\$ 4,096,457</b>	<b>\$ 4,489,017</b>	<b>\$ 5,088,074</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET SALARIES	
3203	Equipment Operator II	2	2	2	2	\$ 113,574
3101	Maintenance Repair Worker	1	1	1	1	47,864
3201	Equipment Operator I	1	1	1	1	42,376
1030	Construction Project Coordinator	1	1	1	1	77,363
1015	Project Engineer	1	1	1	1	88,447
1005	Project Coordinator Assistant	1	1	1	1	39,354
0012	Clerical Assistant II	1	1	1	1	33,981
9006	Part-time Employees	-	-	-	-	41,200
8888	Overtime	-	-	-	-	30,000
<b>TOTAL</b>		<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>\$ 514,159</b>

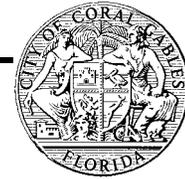
**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 429,859	\$ 504,477	\$ 529,040	\$ 514,159
2000	Employee Benefits - See Other Cost Dist.	324,268	367,811	378,218	386,261
3110	Engineering & Architect Services	12,423	121,185	163,536	110,000
3170	Mgmt & Staff Interdept'l Charge	188,054	493,054	563,813	413,494
3190	Other Professional Services	10,623	34,157	79,223	59,000
3200	Accounting & Auditing Services	44,100	45,906	41,000	41,000
4020	Central Garage Motor Pool Rent	-	128,273	128,498	129,617
	Replacement:	60,500			
	Oper. & Maint:	69,117			
4370	Waste Disposal Service	5,368	7,030	8,000	8,000
4420	Public Facilities Cost - See Other Cost Dist.	28,466	28,867	30,163	33,864
4550	General Liability Insurance	31,505	28,531	19,163	18,376
4610	Repair/Maint. of Bldgs & Improvements	961	58,863	312,880	213,995
4630	Repair/Maint. of Machinery & Equipment	152	-	500	500
4940	Taxes & License Fees Paid	65,660	89,690	10,000	10,000
4990	Other Miscellaneous Expense	2,782	3,185	4,441	4,600
5100	Office Supplies	777	991	1,000	1,000
5202	Chemicals and Photographic Supplies	-	1,443	1,500	1,500
5204	Cleaning & Janitorial Supplies	-	-	500	500
5207	Motor Fuel and Lubricants	-	10	500	500
5209	Protective Clothing	2,622	1,515	3,000	3,000
5211	Building Materials and Supplies	1,609	2,919	4,000	4,000

**EXPENDITURE DETAIL**

		<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5213	Purchase/Rental - Employee Uniforms	1,826	1,925	2,359	2,200
5215	Small Tools & Minor Equipment	1,439	2,518	4,000	4,000
5217	Operating Equipment Repair Parts	-	101	1,000	1,000
5400	Membership Dues and Subscriptions	75	829	840	-
5410	Employee Training	390	438	500	500
6300	Improvements Other Than Buildings	-	230	-	-
7191	Employee Sick/Annual Leave Payout	1,866	-	-	-
9901	Return on Investment	239,902	293,027	242,025	234,750
	<b>TOTAL</b>	<b>\$ 1,394,727</b>	<b>\$ 2,216,975</b>	<b>\$ 2,529,699</b>	<b>\$ 2,195,816</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET SALARIES	
3122	Utility Director	1	1	1	1	\$ 99,902
3011	Senior Foreman	1	1	1	1	43,389
3109	Electrician	1	1	1	1	70,685
3118	Sewer Maintenance Mechanic	1	1	2	2	126,677
3121	Sewer Line Technician II	1	1	1	1	61,084
3203	Equipment Operator II	2	2	2	2	100,115
3101	Maintenance Repair Worker	4	4	3	3	131,008
9008	Part-time Employees	-	-	-	-	43,415
8888	Overtime	-	-	-	-	76,000
<b>TOTAL</b>		<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>\$ 752,275</b>

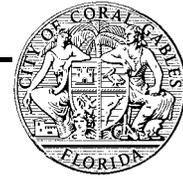
**EXPENDITURE DETAIL**

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET
1000	Salaries	\$ 598,356	\$ 697,171	\$ 767,122	\$ 752,275
2000	Employee Benefits - See Other Cost Dist.	412,107	487,929	506,428	519,490
3110	Engineering & Architect Services	3,100	14,816	45,184	30,000
3170	Mgmt & Staff Interdept'l Charge	188,054	873,054	943,813	937,528
3190	Other Professional Services	61,738	40,212	43,478	40,000
3200	Accounting & Auditing Services	54,072	56,884	70,000	70,000
4010	Travel Expense	200	1,039	1,500	1,500
4020	Central Garage Motor Pool Rent	237,598	249,905	264,199	269,785
	Replacement:	125,004			
	Oper. & Maint:	144,781			
4350	Water & Sewer Utility Service	-	-	435	435
4370	Waste Disposal Service	2,657,847	2,260,997	3,231,563	3,231,563
4410	Rental of Machinery and Equipment	1,488	-	2,000	2,000
4420	Public Facilities Cost - See Other Cost Dist.	283,473	287,467	300,377	337,232
4550	General Liability Insurance	40,613	40,529	27,787	26,887
4610	Repair/Maint. of Bldgs & Improvements	8,266	16,813	13,900	15,000
4630	Repair/Maint. of Machinery & Equipment	7,648	21,461	33,000	28,000
4720	Printing & Binding	-	-	1,500	1,500
4940	Taxes & License Fees Paid	-	1,100	14,000	4,000
4990	Other Miscellaneous Expense	8,196	15,067	12,600	17,500
5100	Office Supplies	3	581	1,200	1,200
5202	Chemicals and Photographic Supplies	23,690	12,446	23,000	20,000

**EXPENDITURE DETAIL**

	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5204 Cleaning & Janitorial Supplies	-	-	1,000	1,000
5207 Motor Fuel and Lubricants	729	2,935	7,500	2,500
5209 Protective Clothing	4,097	4,656	6,300	6,300
5211 Building Materials and Supplies	12,956	5,099	9,100	13,000
5213 Purchase/Rental - Employee Uniforms	3,343	3,085	4,200	3,300
5215 Small Tools & Minor Equipment	6,160	4,560	10,957	7,500
5216 Motor Equipment Repair Parts	81	-	-	5,000
5217 Operating Equipment Repair Parts	58,054	46,950	81,513	80,000
5218 Installed Building Equipt. Repair Parts	2,596	3,002	10,000	6,000
5400 Membership Dues and Subscriptions	290	-	425	425
5410 Employee Training	3,396	3,268	2,900	3,000
6430 Equipment Repair/Replacement	102,327	14,586	-	-
7100 Debt Service - Principal	-	-	350,000	-
7200 Debt Service - Interest	-	12,418	87,500	-
9901 Return on Investment	1,839,743	1,048,786	830,187	836,321
<b>TOTAL</b>	<b>\$ 6,620,221</b>	<b>\$ 6,226,816</b>	<b>\$ 7,704,668</b>	<b>\$ 7,270,241</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
1017	Civil Engineer	1	1	1	1	\$ 86,298
1018	CAD/GIS Engineer	1	1	1	1	65,213
3205	Equipment Operator III	1	1	1	1	64,120
3203	Equipment Operator II	3	3	3	3	148,720
3201	Equipment Operator I	1	1	1	1	38,839
3011	Senior Foreman	1	1	1	1	54,120
3005	Maintenance Worker II	2	2	2	2	60,490
8888	Overtime	-	-	-	-	17,000
<b>TOTAL</b>		<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>\$ 534,800</b>

**EXPENDITURE DETAIL**

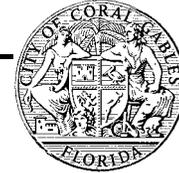
		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 362,397	\$ 317,468	\$ 378,088	\$ 534,800
2000	Employee Benefits - See Other Cost Dist.	325,717	297,330	311,059	419,794
4020	Central Garage Motor Pool Rent	776,958	422,889	449,997	457,458
	Replacement: 206,338				
	Oper. & Maint: 251,120				
4040	Central Garage Miscellaneous Charges	-	-	2,100	2,100
4370	Waste Disposal Service	4,419	4,823	7,900	7,900
4420	Public Facilities Cost - See Other Cost Dist.	1,283,335	1,301,419	1,359,864	1,526,714
4550	General Liability Insurance	22,436	13,297	13,693	19,114
4610	Repair/Maint. of Bldgs & Improvements	17,149	17,996	25,000	25,000
4630	Repair/Maint. of Machinery & Equipment	965	-	1,000	1,000
4710	Special Printed Forms	-	-	1,000	1,000
4720	Printing & Binding	-	-	-	700
5100	Office Supplies	555	316	1,000	1,000
5201	Agricultural Supplies	7,080	-	-	-
5202	Chemicals and Photographic Supplies	975	-	1,000	1,000
5207	Motor Fuel and Lubricants	-	393	400	400
5209	Protective Clothing	2,153	3,066	3,000	3,000
5211	Building Materials and Supplies	23,468	40,237	28,000	28,000
5213	Purchase/Rental - Employee Uniforms	3,057	2,473	4,000	4,000
5215	Small Tools & Minor Equipment	3,671	2,534	1,500	1,500
5216	Motor Equipment Repair Parts	1,482	2,047	2,500	2,500
5217	Operating Equipment Repair Parts	1,758	1,648	2,000	2,000

**EXPENDITURE DETAIL**

	<u>2012-2013</u>	<u>2013-2014</u>	<u>2014-2015</u>	<u>2015-2016</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5218 Installed Building Equipt. Repair Parts	1,745	-	2,000	2,000
5219 Other Repair & Maintenance Supplies	1,990	-	1,873	1,500
6300 Improvements Other Than Buildings	14,217	6,741	-	-
6440 Equipment Additions	8,560	-	-	-
<b>TOTAL</b>	<b><u>\$ 2,864,087</u></b>	<b><u>\$ 2,434,677</u></b>	<b><u>\$ 2,596,974</u></b>	<b><u>\$ 3,042,480</u></b>



**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**

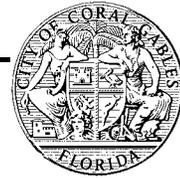


350 ROADWAY IMPROVEMENT CAPITAL PROJECT FUND  
**PUBLIC WORKS DEPARTMENT**  
**1552 ROADWAY IMPROVEMENT ADMIN DIVISION**  
 541 ROAD & STREET MAINTENANCE

**EXPENDITURE DETAIL**

		<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
1000	Salaries	\$ 116,660	\$ 128,991	\$ 172,189	\$ -
2000	Employee Benefits - See Other Cost Dist.	97,375	107,470	113,305	-
4550	General Liability Insurance	8,865	8,061	5,404	-
4820	Advertising Expense	-	-	797	-
4990	Other Miscellaneous Expense	4,193	7,920	6,500	-
5100	Office Supplies	1,603	1,562	2,000	-
<b>TOTAL</b>		<b>\$ 228,696</b>	<b>\$ 254,004</b>	<b>\$ 300,195</b>	<b>\$ -</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

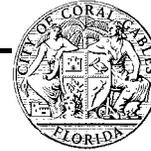
**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
2115	Sanitation Division Supt	1	1	1	1	\$ 80,231
2107	Sanitation Division Coordinator	1	1	1	1	64,366
3011	Senior Foreman	2	2	2	2	105,976
3205	Equipment Operator III	1	1	1	1	39,354
2106	Sanitation Operator III	3	3	2	2	105,534
2112	Sanitation Crane Operator	5	5	5	5	240,837
2105	Sanitation Operator II	7	7	8	8	422,558
2104	Sanitation Operator I	14	14	14	14	676,243
2101	Sanitation Worker	28	28	41	41	1,508,508
8888	Overtime	-	-	-	-	25,000
9999	Holiday Pay	-	-	-	-	120,000
<b>TOTAL</b>		<b>62</b>	<b>62</b>	<b>75</b>	<b>75</b>	<b>\$ 3,388,607</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 2,953,699	\$ 2,935,197	\$ 3,099,612	\$ 3,388,607
2000	Employee Benefits - See Other Cost Dist.	3,005,306	2,665,539	2,672,592	3,149,061
3190	Other Professional Services	197,238	217,981	304,753	3,940
4020	Central Garage Motor Pool Rent	1,219,615	1,693,244	1,723,782	1,620,280
	Replacement: 551,803				
	Oper. & Maint: 1,068,477				
4370	Waste Disposal Service	1,645,787	1,744,778	1,895,566	1,895,566
4420	Public Facilities Cost - See Other Cost Dist.	21,749	22,055	23,046	25,874
4550	General Liability Insurance	185,744	106,640	114,453	121,113
4630	Repair/Maint. of Machinery & Equipment	-	-	500	500
5100	Office Supplies	287	596	1,035	1,035
5204	Cleaning & Janitorial Supplies	388	-	400	400
5208	Household & Institutional Supplies	6,248	7,847	6,200	8,000
5209	Protective Clothing	11,842	14,908	11,200	20,000
5211	Building Materials and Supplies	29,746	25,842	42,500	43,000
5213	Purchase/Rental - Employee Uniforms	12,197	12,884	22,976	14,376
5215	Small Tools & Minor Equipment	23,750	25,267	31,000	31,000
5217	Operating Equipment Repair Parts	4,327	7,600	7,615	7,615
5400	Membership Dues and Subscriptions	249	240	900	900
7100	Debt Service - Principal	-	-	80,000	-
7200	Debt Service - Interest	-	-	20,000	-
<b>TOTAL</b>		<b>\$ 9,318,172</b>	<b>\$ 9,480,618</b>	<b>\$ 10,058,130</b>	<b>\$ 10,331,267</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

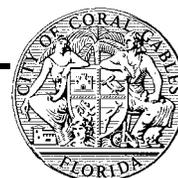
**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
2015	Landscape Services Director	1	1	1	1	\$ 113,942
2012	Landscape Services Division Supt.	1	1	1	1	74,547
3011	Senior Foreman	1	1	1	1	70,685
3012	Landscape Foreman	1	1	1	1	64,114
0602	Administrative Assistant	1	1	1	1	54,323
3205	Equipment Operator III	1	1	1	1	40,825
3203	Equipment Operator II	3	3	3	3	149,241
3201	Equipment Operator I	3	3	3	3	135,210
3101	Maintenance Repair Worker	1	1	1	1	50,257
0012	Clerical Assistant II	2	2	2	2	104,278
3009	Irrigation Foreman	1	1	1	1	55,405
3010	Foreman	3	3	3	3	169,555
3005	Maintenance Worker II	6	6	6	6	229,711
3004	Maintenance Worker I	1	1	1	1	26,666
2003	Spray Service Worker	1	1	1	1	59,630
8888	Overtime	-	-	-	-	52,000
<b>TOTAL</b>		<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>\$ 1,450,389</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,410,029	\$ 1,266,914	\$ 1,505,046	\$ 1,450,389
2000	Employee Benefits - See Other Cost Dist.	1,127,102	1,047,126	1,112,374	1,123,151
3190	Other Professional Services	1,241,474	1,224,488	1,297,034	1,523,234
3196	Million Orchid Project	-	30,000	30,000	30,000
4020	Central Garage Motor Pool Rent	558,935	474,542	492,259	479,244
	Replacement:	203,822			
	Oper. & Maint:	275,422			
4090	Other Transportation Expense	3,375	900	5,400	5,400
4350	Water & Sewer Utility Service	2,265	454	3,500	3,500
4410	Rental of Machinery and Equipment	3,783	3,950	5,321	4,051
4420	Public Facilities Cost - See Other Cost Dist.	596,063	605,462	631,608	681,069
4550	General Liability Insurance	90,300	52,803	54,518	51,837
4620	Repair and Maint. of Office Equipment	-	-	200	200
4630	Repair/Maint. of Machinery & Equipment	139	-	400	500
4990	Other Miscellaneous Expense	1,024	1,332	1,350	1,350
5100	Office Supplies	1,456	2,529	4,130	4,800
5201	Agricultural Supplies	153,150	152,105	148,742	212,242
5204	Cleaning & Janitorial Supplies	-	1,023	500	1,000
5208	Household & Institutional Supplies	2,133	1,713	3,700	3,700
5209	Protective Clothing	3,053	2,968	3,500	4,500
5211	Building Materials and Supplies	26,708	20,503	25,000	25,000
5213	Purchase/Rental - Employee Uniforms	5,414	5,037	9,555	9,355
5215	Small Tools & Minor Equipment	12,350	12,452	20,000	11,700
5400	Membership Dues and Subscriptions	1,168	896	1,220	1,220
5410	Employee Training	355	376	1,700	700
<b>TOTAL</b>		<b>\$ 5,240,276</b>	<b>\$ 4,907,573</b>	<b>\$ 5,357,057</b>	<b>\$ 5,628,142</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
4020	Automotive Director	1	1	1	1	\$ 121,410
4018	Automotive Supervisor	3	3	3	3	191,980
4017	Fleet Analyst	1	1	1	1	45,514
4016	Welder Mechanic Foreman	1	1	1	1	69,002
4015	Welder Mechanic II	1	1	1	1	41,079
4012	Auto Body Worker Foreman	1	1	1	1	64,114
4011	Automotive Body Worker II	1	1	1	1	55,389
4007	Senior Automotive Mechanic	6	6	6	6	339,936
4008	Fire Equipment Mechanic	1	1	1	1	67,175
4006	Automotive Mechanic	5	5	5	5	246,834
0602	Administrative Assistant	1	1	1	1	61,352
4001	Automotive Mechanic - PT	-	-	-	-	69,836
8888	Overtime	-	-	-	-	15,000
<b>TOTAL</b>		<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>\$ 1,388,621</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,374,764	\$ 1,346,910	\$ 1,404,548	\$ 1,388,621
2000	Employee Benefits - See Other Cost Dist.	824,152	922,066	923,736	955,377
3190	Other Professional Services	-	-	1,000	1,000
4090	Other Transportation Expense	5,175	5,400	5,400	5,400
4370	Waste Disposal Service	4,261	2,566	9,000	9,000
4410	Rental of Machinery and Equipment	4,031	3,762	4,989	4,255
4450	Lease Equipment	57,475	67,925	2,870,588	65,000
4550	General Liability Insurance	83,164	84,260	50,877	49,630
4620	Repair and Maint. of Office Equipment	-	83	500	500
4630	Repair/Maint. of Machinery & Equipment	3,419	6,437	7,100	7,100
4691	Commercial Garages	153,737	140,089	164,000	139,000
4710	Special Printed Forms	1,069	941	1,200	1,200
4940	Taxes & License Fees Paid	10,628	17,683	12,000	15,000
4990	Other Miscellaneous Expense	9,940	21,137	4,000	4,000
5100	Office Supplies	4,256	5,983	7,000	7,000
5207	Motor Fuel and Lubricants	1,667,853	1,705,726	1,405,131	1,760,131
5208	Household & Institutional Supplies	356	-	500	500
5209	Protective Clothing	1,130	1,343	4,000	4,000
5213	Purchase/Rental - Employee Uniforms	5,191	5,970	6,000	6,000

**EXPENDITURE DETAIL**

		<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5214	Uniform Allowance	-	-	500	500
5215	Small Tools & Minor Equipment	13,612	5,512	15,700	15,700
5216	Motor Equipment Repair Parts	1,142,037	1,152,175	1,085,745	1,050,000
5219	Other Repair & Maintenance Supplies	6,843	7,883	8,000	8,000
5220	Motor Oil and Other Lubricants	25,489	36,412	37,000	37,000
5400	Membership Dues and Subscriptions	730	1,774	2,020	2,020
5410	Employee Training	10,206	9,235	10,585	10,585
6300	Improvements Other Than Buildings	-	-	-	280,000
6410	Motor Equipment Replacements in Fleet	2,526,310	1,024,719	3,900,694	3,154,250
6430	Equipment Repair/Replacement	-	-	26,100	165,100
6450	Office Equipment Replacement	-	-	800	800
7260	Capital Leases - Interest	32,317	72,259	-	-
8201	State Grants	362,965	-	-	-
	<b>TOTAL</b>	<b>\$ 8,331,110</b>	<b>\$ 6,648,250</b>	<b>\$ 11,968,713</b>	<b>\$ 9,146,669</b>

**2015-2016 BUDGET  
STRATEGIC MANAGEMENT PROGRAM**

**DEPARTMENT: PUBLIC WORKS**

**MISSION STATEMENT**

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.”

**VISION STATEMENT**

To efficiently deliver high quality projects and services to the City Beautiful, as entrusted by our City Commission, in a manner that is inclusive, respectful, creative and sustainable.

**DEPARTMENTAL FUNCTION**

The Public Works Department is a multi-disciplinary team providing a broad spectrum of services for our City with the purpose of maintaining our existing infrastructure and fleet; providing services to our community including sanitation services, utility services, transportation and sustainability, right-of-way, landscape and facility maintenance; and delivering capital projects that add value to the City.

The Department has a large Capital Improvement Program; a comprehensive traffic calming and engineering program; permitting of all activity that affects the right-of-way; comprehensive sanitation and trans collection service; responsible for the maintenance of the City’s sanitary sewer and storm sewer systems, streets, landscaping, facilities and the City’s fleet of more than 700 vehicles. Additionally, the Department provides oversight and staff support for the Traffic Advisory Board, Advisory Board on Disability Affairs, Green Task Force, Landscape Beautification Advisory Board and Library Advisory Board.

**2015-2016 BUDGET  
STRATEGIC MANAGEMENT PROGRAM**

**DEPARTMENT: PUBLIC WORKS**

**Central Division**

The Central Administration staff consists of the Department's Management team as well as clerical and technical support staff. This division supports all divisions within the department. Division staff routes and properly records all voice and written communications (via phone, fax, e-mail, letters, memo's, etc.) and provides follow-up. Staff also manages the preparation and entry of City Commission agenda items into the Legistar system. 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 GovQA. In addition, staff uses EDEN in order to process requisitions and invoice payments for Capital and maintenance related projects. Amongst a vast amount of other duties, the division is in charge of up-keeping personnel files, payroll, updating Standard Operating Procedures manuals, provides various reports and other miscellaneous special projects.

**Engineering Division**

This 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**

This 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**

This 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**

This 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.

#### **Sanitation Division**

The Sanitation Division strives to provide high quality friendly service that ensures that the public receives excellent waste collection service while minimizing environmental impacts. The Division provides three separate waste collection services to approximately 11,000 single family homes; recycling, garbage and yard waste. Back door recycling service is provided once weekly, back door garbage twice weekly, and curbside yard waste collection once each week. All waste is disposed at an offsite location through an interlocal agreement.

#### **Transportation and Sustainability**

The Transportation and Sustainability Division is composed of the City's transportation planning & engineering and sustainability groups who are responsible for the development and implementation of strategic and comprehensive, long- term multi-modal transportation plan and sustainability plan for the City of Coral Gables. The Division coordinates assigned activities with other departmental divisions, City departments and outside agencies.

The Division coordinates the Public Works development review process internally and externally and insures that development projects incorporate sustainable development features. The Division administers a Transportation Concurrency Management System to evaluate redevelopment impact to the transportation network as well as develops a balanced multimodal network for all users.

Advocacy for programs, policies, and actions by government, citizen, businesses, and institutions that improve the long-term environmental, social, and economic viability of Coral Gables is also a key function of the Division.

#### **Landscape Services Division**

The Landscape Services Division is responsible for the landscape maintenance programs for 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, equipment, and equipment operators for over twenty City-sponsored special events throughout the year such as the 4th of July Fireworks at the Biltmore, the Coral Gables Farmers Market, the Christmas Tree Lighting, and the Junior Orange Bowl Parade.

The Division provides staff, equipment, and equipment operators for emergency operations and cleanup after hurricanes and major storm events.

**Automotive Division**

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

**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, Green Task Force, Landscape Beautification Advisory Board and Library Advisory Board.

*Specialized Committees* – The Department is actively involved and supports several specialized committees by providing technical knowledge, staff support, and funding. The committees are Emergency Management, Special Events, Development Review (DRC), Capital Improvement Planning, and Consultant Selection.

**DEPARTMENT GOALS/OBJECTIVES**

**CENTRAL DIVISION**

**GOAL AREA: CUSTOMER SERVICE**

**Goal 1:**

<b>Objective: Provide professional quality customer service to residents, outside agencies and City Departments.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Answer in-coming calls within (3) rings.	Central Division Staff	Daily	Ongoing
2. Respond to emails/written correspondence within (24) hours.	Central Division Staff	Daily	Ongoing
3. Provide effective and timely follow-up communication.	Central Division Staff	Weekly	Ongoing
4. Improve communication with all divisions relating to City projects in order to provide accurate information.	Central Division Staff	Weekly	Ongoing

**Goal 2:**

<b>Objective: Improve effectiveness of requested services through EDEN's Customer Request Module.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Ensure EDEN requests are properly routed	Central Division Staff	Daily	Ongoing
2. Regularly follow-up with division supervisors on status of assigned requests	Central Division Staff	Weekly	Ongoing

**GOAL AREA: CITY FACILITIES****Goal 1:**

<b>Objective: Maintain facilities and ensure all practices are environmentally sound and compliant with established standards.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Use of green products.	Maintenance Division Staff	Ongoing	Ongoing
2. Use of energy management systems and products	Maintenance Division Staff	Ongoing	Ongoing

**Goal 2:**

<b>Objective: Development and implementation of standard operation procedures</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Standardize products used in facilities	Maintenance Division Staff	Ongoing	Ongoing
2. Master keying system	Maintenance Division Staff	Ongoing	Ongoing

**GOAL AREA: STORMWATER UTILITY****Goal 1:**

<b>Objective: Provide accurate support of flood complaints – evaluate flooding complaints as forwarded to the section to determine severity of flooding and the appropriate measures required to mitigate the flooding problem.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Tracking of number of flooding complaints	Utilities Staff	Ongoing	Ongoing
2. Development of responses and actions	Utilities Staff	Ongoing	Ongoing
3. Tracking of flood complaint response / actions	Utilities Staff	Ongoing	Ongoing

**Goal 2:**

<b>Objective: Implementation of Stormwater utility funded project.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Management of capital and operating budgets for stormwater projects	Utilities Director	Ongoing	Ongoing
2. Development and implementation of stormwater management master plan	Utilities Director	Ongoing	Ongoing

**Goal 3:**

<b>Objective: Provide functional and well maintained drainage to minimize flooding.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Continue inspection and cleaning of the drainage system	Utilities Staff	Ongoing	Ongoing
2. Continue repair and rehabilitation of damaged structures	Utilities Staff	Ongoing	Ongoing
3. Proactive storm drain top cleaning	Utilities Staff	Ongoing	Ongoing

**Goal 4:**

<b>Objective: Meet permitting compliance under the NPDES permit.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Monitor permit conditions	Utilities Director	Ongoing	Ongoing
2. Development and implementation of standard operating procedures	Utilities Director	Ongoing	Ongoing
3. Maintain records for operation and maintenance activities	Utilities Staff	Ongoing	Ongoing
4. Compile monthly and annual reports	Utilities Staff	Ongoing	Ongoing

**GOAL AREA: SANITARY SEWER UTILITY****Goal 1:**

<b>Objective: Improve Sanitary Sewer Pump Stations Performance.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Development and implementation of standard operating procedures	Utilities Director	Ongoing	Ongoing
2. Maintain records for operation and maintenance activities	Utilities Staff	Ongoing	Ongoing

**Goal 2:**

<b>Objective: Improve Sanitary Sewer Collection System Performance.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Development and implementation of standard operating procedures	Utilities Director	Ongoing	Ongoing
2. Maintain records for operation and maintenance activities	Utilities Staff	Ongoing	Ongoing
3. Monitor linear feet of sewer line cleaned	Utilities Staff	Ongoing	Ongoing

**Goal 3:**

<b>Objective: Minimize Percentage of basins out of compliance with infiltration and inflow standards.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Development and implementation of Infiltration and Inflow reduction program	Utilities Director	Ongoing	Ongoing
2. Continue repair and rehabilitation of damaged structures	Utilities Director	Ongoing	Ongoing

**Goal 4:**

<b>Objective: Reduce number of sanitary sewer overflows.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Tracking number of overflows caused by infrastructure failures	Utilities Staff	Ongoing	Ongoing
2. Tracking number of overflows caused by accident	Utilities Staff	Ongoing	Ongoing
3. Prepare assessment to prevent SSO	Utilities Director	Ongoing	Ongoing

**Goal 5:**

<b>Objective: Provide accurate support of sewage backup complaints – evaluate cause of complaints and appropriate measures required to mitigate the problem.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Tracking of number of sewage backup complaints	Utilities Staff	Ongoing	Ongoing
2. Development of responses and actions	Utilities Staff	Ongoing	Ongoing
3. Tracking of complaint response / actions	Utilities Staff	Ongoing	Ongoing

## RIGHT-OF-WAY ENFORCEMENT & MAINTENANCE DIVISION

### Goal 1:

<b>Objective: Improve drainage and canal maintenance.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Continue maintenance and aesthetic cleaning cycles of the canal system	Right-of-Way Staff	Ongoing	Ongoing
2. Continue curb and gutter sweeping cycles	Right-of-Way Staff	Ongoing	Ongoing

## SANITATION DIVISION

### GOAL AREA: FINANCES

**Goal 1: To provide professional financial management through effective budgeting, efficient personnel and revenue generation.**

<b>Objective: To control cost of disposal of Trash.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. 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.
2. 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.

<b>Objective: Control overtime costs to those anticipated in the budget document.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. 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 staffing.

**GOAL AREA: PUBLIC AREA AESTHETICS**

**Goal 2: To provide high quality aesthetics in public areas.**

<b>Objective: Manage downtown litter abatement program.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. 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.

**Goal 3: To provide, maintain and fund high quality landscape maintenance services and aesthetic improvements to public areas.**

<b>Objective: Improve appearance of trash deposition areas of the City.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Implement a trash pit restoration initiative.	Solid Waste Division and Administration	Open	Recycled asphalt has been effective.

**GOAL AREA: PUBLIC RELATIONS**

**Goal 4: 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.**

<b>Objective: Create a culture of timely, appropriate and definitive response to resident concerns.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Manage and increase Web Page content so as to provide pertinent information to residents.	Administration	Ongoing	Sanitation Division web pages were comprehensively updated.

**GOAL AREA: HUMAN RESOURCES**

**Goal 5: To maximize human resources by evaluating and providing training, motivation and guidance to form a cohesive team on a continual basis.**

<b>Objective: Foster professional development of staff.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Investigate industry certification opportunities for Sanitation employees.		Ongoing	New completion October 2014 – some opportunities identified for Sanitation employees. Dissemination of program requirements is occurring.

**TRANSPORTATION AND SUSTAINABILITY DIVISION**

**Goal 1: Provide expertise in the areas of transportation planning, development review and green Initiatives.**

<b>Objective: Maintain a balanced transportation network.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Develop a comprehensive multi-modal transportation plan to meet the needs of the City. This includes strategic planning for bicycles, pedestrians, major thoroughfares, public transit and parking.			

<b>Objective: Implement the Sustainability Master Plan.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Develop oversee and track the implementation of the comprehensive Sustainability Plan.			

<b>Objective: Implement the Bicycle and Pedestrian Plan.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Provide capital project development services in support of the Bicycle and Pedestrian Plan.			

<b>Objective: Coordinate Public Works development review process internally and externally.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Review development projects for concurrency of infrastructure standards and adopted transportation and sustainability plans.			

**Goal 2: Advocate for programs, policies, and actions by government, citizen, businesses, and institutions that improve the long-term environmental, social, and economic viability of Coral Gables.**

<b>Objective: Recommend legislation aligned with City goals.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Evaluate and advise on State and Federal legislative proposals related to transportation and sustainability.			

**Goal 3: Stay abreast of regional initiatives**

<b>Objective: Provide coordination between the regional long-term transportation plan and the City's Comprehensive Plan and implementation programs.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Develop strong presence at the Metropolitan Planning Organization.			

**Goal 4: Maximize investments and seek additional funding for transportation and sustainability projects from local, state and federal resources.**

<b>Objective: Leverage municipal investments against private, County and State investments.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Develop strong partnership with the Planning Department.			
2. Remain engaged in regional transportation planning initiatives.			

<b>Objective: Obtain funding through grant writing.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Submit grant requests to fund transportation and sustainability projects and programs.			

**Goal 5: Create awareness of transportation and sustainability programs**

<b>Objective: Market initiatives and progress through website development, internet presence and active participation in the community</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Bike to Work Day Event.			
2. Earth Day Event.			
3. Participate in regional special events as representatives of The City of Coral Gables.			
4. Maintain website.			

**Goal 6: Maximize human resources by evaluating and providing training, motivation and guidance to form a cohesive team on a continual basis.**

<b>Objective: Foster professional development for staff.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Provide training opportunities.			

**LANDSCAPE SERVICES DIVISION**

**GOAL AREA: FINANCES**

**Goal 1: To provide professional financial management through effective budgeting, efficient personnel and revenue generation.**

<b>Objective: Control Overtime Costs to those anticipated in the budget document</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Reduce OT costs by reducing OT watering needed by planting ornamentals instead of annuals in vehicular traffic islands.	Landscape Services Division	Continuous	Ongoing

**GOAL AREA: PUBLIC AREA AESTHETICS**

**Goal 2: To provide high quality aesthetics in public areas, and provide, maintain, and fund high quality landscape maintenance services and aesthetic improvements to public areas.**

<b>Objective: Continue to improve landscape maintenance practices</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Select appropriate plant material for problematic areas, focus staff resources on problematic areas, and replace old equipment such as trucks and mowers with better performing and more efficient equipment.	Landscape Services Division	Continuous	Ongoing

**Goal 3: Provide tree trimming at targeted frequency**

<b>Objective: Provide additional resources to catch tree trimming frequency up to targeted timeframes</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Decision package submitted for the addition of two tree trimming crews.	Landscape Services Division	Continuous	Ongoing

**GOAL AREA: PUBLIC RELATIONS**

**Goal 4: 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.**

<b>Objective: Create a culture of timely, appropriate and definitive response to resident concerns.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Manage and increase Web Page content so as to provide pertinent information to residents.	Administration	Continuous	Ongoing

**GOAL AREA: HUMAN RESOURCES**

**Goal 5: To maximize human resources by evaluating and providing training, motivation and guidance to form a cohesive team on a continual basis.**

<b>Objective: Foster professional development of staff.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Investigate industry certification opportunities and competitive salaries for Landscape Services employees.	HR	Continuous	Ongoing

**AUTOMOTIVE DIVISION**

**GOAL AREA: ADMINISTRATION**

<b>Goal: To provide professional and competent leadership within the Automotive Department.</b>			
<b>Objective: Provide professional leadership, planning and guidance.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Supervisors to meet with employees daily to discuss current/upcoming work orders and scheduling priorities. 2. Director to meet with staff members at least weekly for informal discussions, guidance, and counseling.	Steve Riley Supervisors	Daily-Weekly	Ongoing
<b>Objective: Provide guidance to Departments on most suitable vehicle and equipment.</b>			
<b>Action Plan:</b>	<b>Assigned To</b>	<b>Completion Date</b>	<b>Status</b>
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	Ongoing
3. Review vehicle and equipment usage and recommend possible additional use, elimination from the fleet, or reassignment to another department.	Steve Riley	Quarterly	Ongoing
<b>Objective: To maintain a clean, safe, and healthy work environment.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
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
5. Director to brief all employees on details of any new accidents or incidents, then discuss root cause and prevention measures.	Steve Riley	As Required	In Progress

<b>Objective: Environmental (DERM) compliance.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
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	Ongoing

**GOAL AREA: FINANCES**

<b>Goal: To provide professional fiscal management through the application of performance based budgeting, staffing, vehicle/equipment acquisition, maintenance, and disposal.</b>			
<b>Objective: To continuously track expenditures and compare against budgeted targets.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Enter all projected costs and invoices paid at the end of each month. 2. Determine remaining monthly budget balance for each account category.	Steve Riley Patty Arocha	15th of each month for previous months' expenses.	Ongoing
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	Ongoing
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	Ongoing
<b>Objective: To fund department functions and vehicle replacement.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
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

**GOAL AREA: FLEET SERVICES**

<b>Goal: To monitor vehicle/equipment costs, availability, usage, and composition.</b>			
<b>Objective: Conduct a complete utilization study to determine the appropriate size of the fleet. (Right Sizing)</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
<ol style="list-style-type: none"> <li>1. Determine total fleet utilization based on miles driven and daily use of each vehicle.</li> <li>2. Meet with the user departments to understand their equipment requirements.</li> <li>3. Set appropriate utilization standards for all city vehicles.</li> <li>4. Determine possible implementation of automated loan pools of vehicles at various city locations.</li> <li>5. Draft equipment replacement policy.</li> <li>6. Draft policy to justify increasing fleet size.</li> <li>7. Determine possible reassignment of underutilized vehicles to other departments with greater need.</li> <li>8. Compile findings and make recommendations to the City Manager.</li> </ol>	Steve Riley	September - Annually	Ongoing
<b>Objective: Create a vehicle allocation plan based on employee job requirements and organizational staffing. (Right Typing)</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
<ol style="list-style-type: none"> <li>1. Determine vehicle types based on departmental job requirements.</li> <li>2. Receive organizational charts from all user departments.</li> <li>3. Determine appropriateness of the current fleet.</li> <li>4. Determine possible use of electric, hybrid and alternative fuel vehicles when replacing conventional fuel vehicles.</li> <li>5. Draft vehicle "Right Typing" policy and send to City Manager for approval.</li> <li>6. Implement "Right Typing" for future purchases.</li> </ol>	Steve Riley	12/31/2016	In progress

<b>Objective: Re-align the Fleet Management Information System to accurately report vehicle availability and service intervals.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
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 vehicle EAC codes and Preventative Maintenance service intervals based on equipment classification and use. 4. Modify existing reports to properly reflect equipment availability.	Steve Riley Supervisors Patty Arocha	9/30/2015	In progress
<b>Objective: Re-align all task codes in the Fleet Management Information System to accurately report work performed.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
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	12/31/2015	In progress
<b>Objective: Purchase &amp; setup technician workstations linked directly to the Fleet Management Information System to improve performance and work order tracking.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Purchase sufficient technician workstations. 2. Conduct staff training on the use of the equipment. 3. Expand mechanics use the technician work stations by entering all work performed and use of appropriate repair codes.	Steve Riley	12/31/2015	In progress
<b>Objective: Setup "job rates" to determine mechanic productivity and efficiency.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
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	12/31/2015	In progress

**GOAL AREA: HUMAN RESOURCES**

<b>Goal: To increase staffs efficiency and effectiveness by providing training, guidance, motivation and counseling.</b>			
<b>Objective: Promote teamwork and cooperation at all levels.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
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	Ongoing
<b>Objective: Improve communications between staff and supervisors.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Conduct meetings to manage workflow. 2. Highlight the Director's open door policy.	Steve Riley Supervisors	Daily - As Needed	Ongoing
<b>Objective: Increase the technical competence of the technician staff.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
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	Ongoing
<b>Objective: Make staff evaluations more meaningful and relevant to their job.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
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	Ongoing
<b>Objective: Rewrite job classifications to give the Director and Supervisors more flexibility with Automotive Technicians.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Rewrite certain job classifications that will provide automotive supervisors additional flexibility to assign daily work.	Steve Riley	12/31/2015	Pending

**GOAL AREA: INTERDEPARTMENTAL RELATIONS**

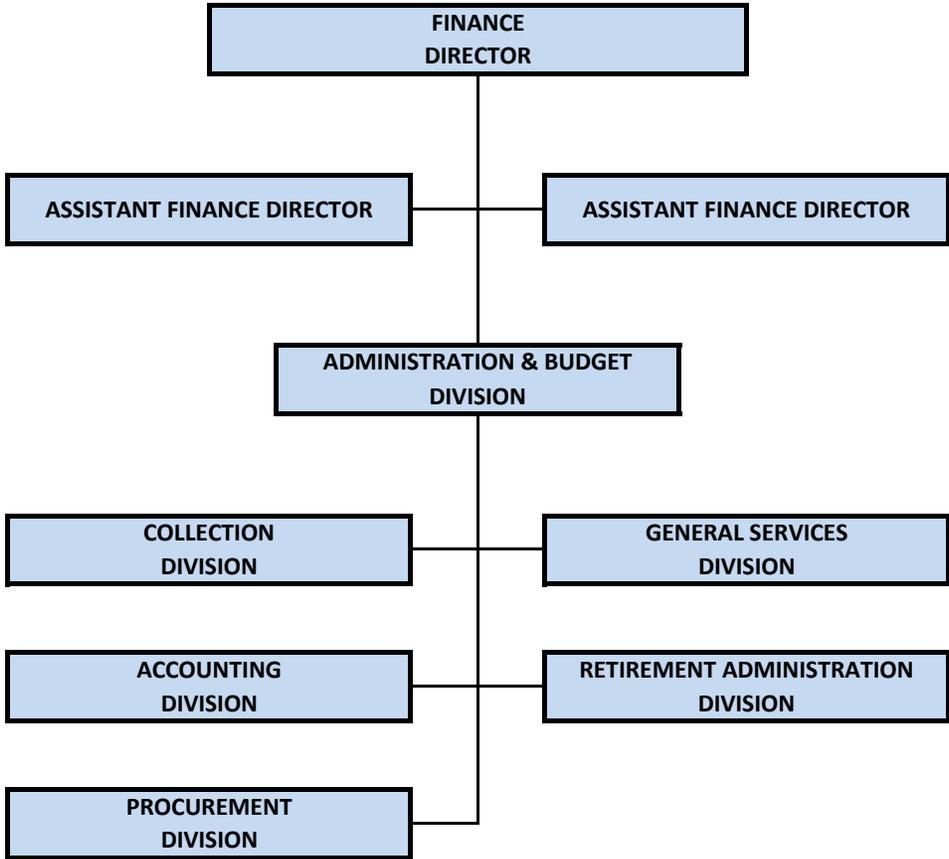
<b>Goal: To consistently provide 95% of appropriate vehicles and equipment requirements for all user departments.</b>			
<b>Objective: To coordinate, schedule and perform preventative maintenance on all vehicles.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. 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.	Fleet Analyst	1st of each month	Ongoing
<b>Objective: To timely notify the user departments when their equipment is ready for use.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Post vehicles and equipment that are ready for service on the city's intranet.	Fleet Analyst Patty Arocha Supervisors	Daily - As Needed	Ongoing
<b>Objective: To provide 24 hour fueling for all city-owned vehicles.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
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.	Fleet Analyst Patty Arocha Supervisors	Daily - As Needed	Ongoing
<b>Objective: To conduct user department monthly meetings.</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
1. Meet with the user department's fleet representative to determine and solve potential equipment issues.	Steve Riley Supervisors	Monthly	Ongoing



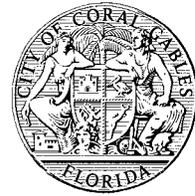
CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET

DEPARTMENT: FINANCE

ORGANIZATION CHART



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



**FINANCE DEPARTMENT**

INDICATOR:	FY14			FY15		FY16
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Complete the yearly annual financial audit and issue the Comprehensive Annual Financial Report (CAFR) by no later than March of the following year	Complete by March 18, 2015	Done		Complete by March 18, 2016	TBD	Complete by March 18, 2017
Receive a "No Audit Findings" report from external auditors	Receive by March 2015	Received		Receive by March 2016	TBD	Receive by March 2017
Complete and issue the Quarterly Financial Reports no later than 15 days after end of each quarter	75%	100%		100%	50%	100%
Percentage of employees with direct deposit account	91%	92%		95%	93%	97%
Distribute payroll notices electronically	N/A	N/A	-	25%	0%	75%
EPayable rebate from SunTrust	30,000	37,000		60,000	TBD	80,000
Increase vendor enrollment in the Suntrust Epayable System	15	24		45	45	55
Increase in accounts payable vendor invoices paid by wire/ACH	2,750	3,203		3,750	1,860	4,500
Increase in accounts payable vendor invoices paid by credit card	450	525		750	506	1,000
Decrease in accounts payable vendor invoices paid by check	10,000	9,586		8,500	6,200	7,000
Migrate Alarms Billing and Reporting from Legacy to Tyler Systems	N/A	N/A	-	25%	0%	100%
Set up Lock Box system for Alarms billing	N/A	N/A	-	25%	0%	100%
Percentage of accounts with over 90 days old to total A/R	N/A	N/A	-	10%	85%	10%
General Obligation Bonds Ratings	AA+ (S&P); Aa1 (Moody's)	AA+ (S&P); Aa1 (Moody's)		AA+ (S&P); Aa (Moody's)	AA+ (S&P); Aa (Moody's)	AAA (S&P); Aaa (Moody's)
General Fund Unassigned Fund Balance as % of the City's adopted operating and debt service expenditures budget (Rainy-day Fund)	20%	25%		25%	TBD	25%
Average number of business days from date of advertising a formal solicitation (IFB/RFP/RFQ) to award by Commission	65 business days	51 business days		60 business days	48 business days	60 business days
Percentage of Uncontested Formal Solicitations	100%	94%		100%	96%	100%

**Legend**

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

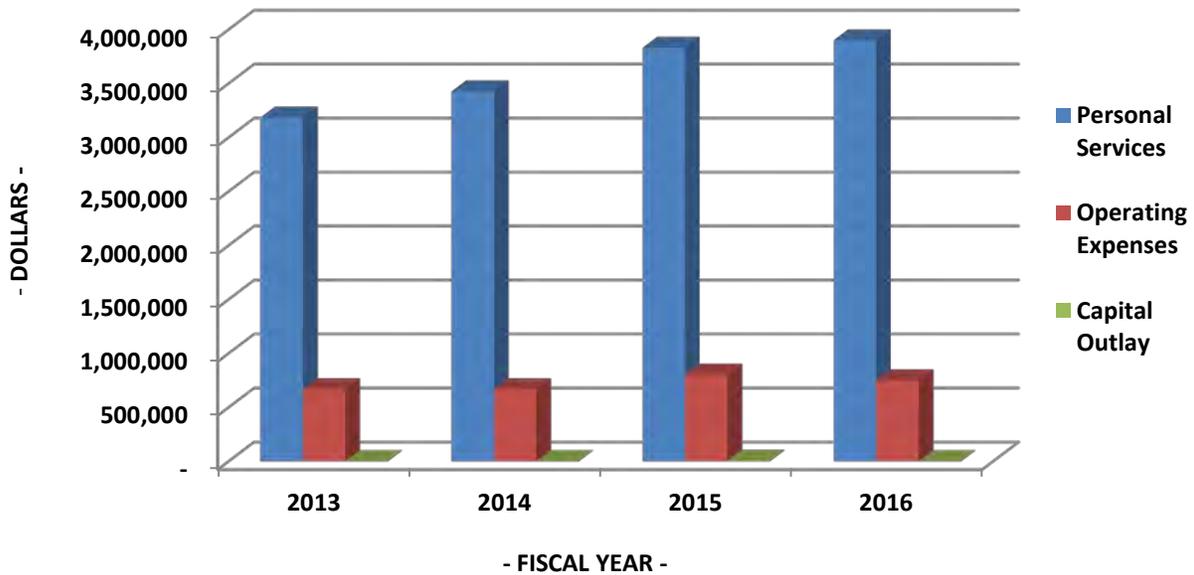
**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



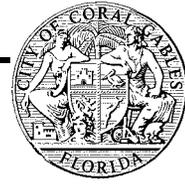
**FINANCE DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2012-2013 ACTUAL</u>	<u>2013-2014 ACTUAL</u>	<u>2014-2015 BUDGET</u>	<u>2015-2016 BUDGET</u>
Personal Services	3,183,675	3,424,464	3,829,113	3,899,051
Operating Expenses	665,412	665,616	799,378	749,210
Capital Outlay	-	-	3,400	-
<b>TOTALS</b>	<u><u>3,849,087</u></u>	<u><u>4,090,080</u></u>	<u><u>4,631,891</u></u>	<u><u>4,648,261</u></u>
 No. of Positions	 33	 32	 32	 32

**EXPENDITURE COMPARISONS**



**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

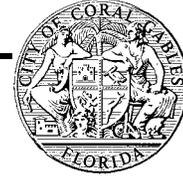
**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0341	Finance Director	1	1	1	1	\$ 140,545
0340	Assistant Finance Director	2	2	2	2	226,385
0343	Management & Budget Director	1	1	1	1	127,483
0344	Fiscal & Policy Analyst	-	1	1	1	115,627
0346	Sr. Management & Budget Analyst	-	1	1	1	76,352
0338	Management & Budget Analyst	1	1	-	-	-
0055	Grants Administrator	1	1	1	-	-
0347	Management & Budget Assistant	-	-	1	1	57,925
0602	Administrative Assistant	1	1	1	1	54,323
<b>TOTAL</b>		<b>7</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>\$ 798,640</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 617,582	\$ 708,268	\$ 894,735	\$ 798,640
2000	Employee Benefits - See Other Cost Dist.	310,654	424,493	501,117	459,214
3191	Financial Advisor	-	-	-	15,000
3192	Professional Grants Service	-	-	-	50,000
4010	Travel Expense	21	-	50	-
4090	Other Transportation Expense	11,377	16,228	16,200	16,200
4420	Public Facilities Cost - See Other Cost Dist.	41,774	42,363	44,265	49,696
4430	Rental of Land and Buildings	-	-	100,000	-
4550	General Liability Insurance	39,225	27,737	33,579	28,544
4620	Repair and Maint. of Office Equipment	148	-	300	300
4720	Printing & Binding	2,025	6,425	4,120	6,800
4990	Other Miscellaneous Expense	163	25	830	200
5100	Office Supplies	8,526	5,072	9,000	8,000
5400	Membership Dues and Subscriptions	3,076	3,765	4,000	4,000
5410	Employee Training	259	4,820	8,256	8,256
<b>TOTAL</b>		<b>\$ 1,034,830</b>	<b>\$ 1,239,196</b>	<b>\$ 1,616,452</b>	<b>\$ 1,444,850</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

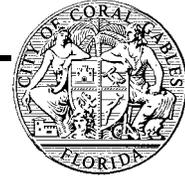
**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0337	City Treasurer	1	1	1	1	\$ 88,790
0323	Senior Revenue Inspector	-	1	1	1	58,159
0326	Revenue Inspector	2	-	-	-	-
0302	Accounting Clerk II	5	5	4	4	191,792
<b>TOTAL</b>		<b>8</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>\$ 338,741</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 403,187	\$ 394,121	\$ 395,151	\$ 338,741
2000	Employee Benefits - See Other Cost Dist.	214,216	264,526	245,984	222,123
4020	Central Garage Motor Pool Rent	9,422	4,865	5,576	6,542
	Replacement: 4,238				
	Oper. & Maint: 2,304				
4210	Messenger & Armored Car Service	-	4,301	10,000	10,000
4420	Public Facilities Cost - See Other Cost Dist.	12,220	12,392	12,949	14,537
4550	General Liability Insurance	23,466	15,240	14,314	12,107
4620	Repair and Maint. of Office Equipment	209	-	300	300
4710	Special Printed Forms	4,352	4,475	4,595	4,595
4910	Court Costs & Investigative Expense	14,780	13,370	10,863	15,500
5100	Office Supplies	9,445	9,114	9,500	9,500
5214	Uniform Allowance	1,000	1,000	1,000	1,000
5400	Membership Dues and Subscriptions	834	275	1,000	1,000
5410	Employee Training	1,815	1,284	2,000	2,000
<b>TOTAL</b>		<b>\$ 694,946</b>	<b>\$ 724,963</b>	<b>\$ 713,232</b>	<b>\$ 637,945</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0345	Accountant III	-	2	2	2	\$ 181,216
0336	Accountant II	3	1	1	1	59,445
0324	Chief Accountant	1	1	1	-	-
0329	Financial Analyst	-	-	-	1	74,425
0304	Senior Accounting Clerk	1	1	1	1	57,038
0303	Payroll Specialist	2	1	1	1	51,876
0302	Accounting Clerk II	2	1	1	1	50,254
9002	Part-time Employees	-	-	-	-	85,927
<b>TOTAL</b>		<b>9</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>\$ 560,181</b>

**EXPENDITURE DETAIL**

	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 526,544	\$ 472,796	\$ 556,723	\$ 560,181
2000 Employee Benefits - See Other Cost Dist.	299,835	309,469	314,623	336,124
3190 Other Professional Services	30,854	33,503	26,265	35,000
4210 Messenger & Armored Car Service	12,633	7,653	-	-
4410 Rental of Machinery and Equipment	7,254	6,866	12,137	9,000
4420 Public Facilities Cost - See Other Cost Dist.	12,906	13,088	13,676	15,354
4550 General Liability Insurance	35,401	19,141	19,949	20,021
4620 Repair and Maint. of Office Equipment	343	-	300	300
4710 Special Printed Forms	3,026	1,005	3,089	1,089
4720 Printing & Binding	1,201	919	3,086	1,586
4990 Other Miscellaneous Expense	170	231	300	300
5100 Office Supplies	6,477	7,798	7,500	8,500
5400 Membership Dues and Subscriptions	1,350	1,020	1,425	1,425
5410 Employee Training	-	3,375	3,000	4,000
<b>TOTAL</b>	<b>\$ 937,994</b>	<b>\$ 876,864</b>	<b>\$ 962,073</b>	<b>\$ 992,880</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

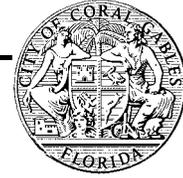
**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0046	Chief Procurement Officer	1	1	1	1	\$ 105,959
0213	Ass't Chief Proc. Officer	1	1	1	1	93,792
0212	Sr. Contract Specialist	1	1	1	1	62,638
0209	Contract Specialist	1	1	2	2	87,622
0206	Buyer	1	1	1	1	61,084
0602	Administrative Assistant	1	1	1	1	38,584
9002	Part-time Employees	-	-	-	-	76,124
<b>TOTAL</b>		<b>6</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>\$ 525,803</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 363,247	\$ 356,076	\$ 367,021	\$ 525,803
2000	Employee Benefits - See Other Cost Dist.	197,065	223,912	245,499	289,889
3190	Other Professional Services	26,894	41,205	52,434	-
4020	Central Garage Motor Pool Rent	11,795	5,898	6,755	7,909
	Replacement: 5,103				
	Oper. & Maint: 2,806				
4410	Rental of Machinery and Equipment	3,733	3,583	4,678	5,000
4420	Public Facilities Cost - See Other Cost Dist.	108,827	110,360	115,317	129,465
4550	General Liability Insurance	23,968	14,364	15,194	19,224
4620	Repair and Maint. of Office Equipment	-	-	300	300
4710	Special Printed Forms	119	-	562	800
4990	Other Miscellaneous Expense	203	541	900	900
5100	Office Supplies	4,859	8,744	6,000	8,440
5400	Membership Dues and Subscriptions	2,552	2,102	3,000	3,000
5410	Employee Training	3,570	560	2,600	3,000
6430	Equipment Repair/Replacement	-	-	3,400	-
<b>TOTAL</b>		<b>\$ 746,832</b>	<b>\$ 767,345</b>	<b>\$ 823,660</b>	<b>\$ 993,730</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET SALARIES	
0050	Mail Clerk - Driver	1	1	1	1	\$ 52,767
0105	Clerk I	-	-	-	1	30,846
0060	Receptionist	1	1	1	1	37,441
<b>TOTAL</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>\$ 121,054</b>

**EXPENDITURE DETAIL**

					2015-2016
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	BUDGET
1000	Salaries	\$ 86,679	\$ 87,837	\$ 91,078	\$ 121,054
2000	Employee Benefits - See Other Cost Dist.	49,727	57,031	59,412	86,227
4020	Central Garage Motor Pool Rent	4,985	10,507	10,644	9,944
	Replacement:	3,293			
	Oper. & Maint:	6,651			
4220	Postage	128,421	152,207	145,000	145,000
4410	Rental of Machinery and Equipment	14,537	14,537	14,544	14,544
4420	Public Facilities Cost - See Other Cost Dist.	18,242	18,499	19,330	21,702
4550	General Liability Insurance	5,136	3,021	3,299	4,327
5100	Office Supplies	720	490	1,600	600
5214	Uniform Allowance	500	500	500	500
<b>TOTAL</b>		<b>\$ 308,947</b>	<b>\$ 344,629</b>	<b>\$ 345,407</b>	<b>\$ 403,898</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET SALARIES	
0039	Retirement System Administrator	1	1	1	1	\$ 83,916
9002	Part-time Employees	-	-	-	-	24,897
<b>TOTAL</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 108,813</b>

**EXPENDITURE DETAIL**

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET
1000	Salaries	\$ 76,756	\$ 81,790	\$ 108,459	\$ 108,813
2000	Employee Benefits - See Other Cost Dist.	38,183	44,145	49,311	52,242
4410	Rental of Machinery and Equipment	-	-	2,500	2,500
4420	Public Facilities Cost - See Other Cost Dist.	4,971	5,041	5,268	5,914
4550	General Liability Insurance	4,446	4,338	3,929	3,889
4710	Special Printed Forms	650	521	600	600
5100	Office Supplies	532	1,248	1,000	1,000
<b>TOTAL</b>		<b>\$ 125,538</b>	<b>\$ 137,083</b>	<b>\$ 171,067</b>	<b>\$ 174,958</b>

**2015-2016 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, receipt of various payments from City residents and departments, 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 four separate divisions. The Administrative Division is responsible for the finance administration of the department and its divisions. The Collection Division is responsible for the investing of the City's surplus funds, billing, collection and processing of all taxes and fees (business taxes, special assessments, garbage and trash removal fees, alarm service charges, lease payments). 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 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.

Additionally, the Retirement Administration Division provides administrative and record keeping functions for the City's retirement system.

## 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/Collections	Ongoing basis	Awaiting software enhancement
To provide city-wide inspections to ensure businesses comply with State Statute and City Code.	Collections	Ongoing	Annual process

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/Collections	Ongoing basis	Awaiting software enhancement
Adopt software design that uses bar-coding as an efficient method to record payments.	IT/Collections	Completed for BTR & Waste. Ongoing for Alarms & Receivables	Awaiting software conversion for Alarms & Receivables
Eliminate redundant process by using statement format that includes schedule of penalties.	IT/Collections	Ongoing basis	Awaiting software enhancement
Utilize EDEN Software to process alarm registration renewals, billing and collection of fees.	IT/Collections	Ongoing basis	Awaiting software conversion
To use the Lock Box system, whereby the bank processes the payment for waste, business tax receipts and other miscellaneous billing	IT/Collections	Completed for BTR & Waste. Ongoing for Alarms & Receivables	Awaiting software conversion for Alarms & Receivables

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.	Collections	September, 2014	Annual IT Implementation
Provide employees with training opportunities to keep up with new accounting and financial reporting requirements.	Accounting	Ongoing basis	Annual Process

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	Completed annually	Annual process
Implement software upgrades (Eden), which will streamline the flow of accurate and timely financial reports.	IT/Accounting	Ongoing	Annual process

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.	Administration	Ongoing basis	Annual process
Implement new requirements of Governmental Accounting Standards Board and monitor new pronouncements to determine their impact on the City.	Accounting	Ongoing basis	Annual process
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 Quarterly Reports and Annual Reports (CAFR) on the City's Website	Accounting	Completed	Updated quarterly and annually
Incorporate prior years Single Audit Reports on the City's Website.	Accounting	Completed	Updated annually

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 the preparation of City's Budget and Comprehensive Annual financial Report. Also provide, as needed, training to City departments related to this process.	Budget and Accounting	Ongoing basis	Annual process

Objective: Monitor the City's Portfolio Composition.			
Action Plan:	Assigned To:	Completion Date:	Status:
Evaluate available investment market opportunities to 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	Every Sept. 30th	Monitored monthly

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.	Accounting	Ongoing	Monitored Quarterly

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/Collections	Ongoing basis	Monitored Monthly

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), Financial Annual 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
Monitor City's cash flow needs; and invest surplus funds in compliance with Florida Statutes, local ordinances; maintains sufficient cash balances to honor obligations of the City.	City Treasurer	Daily	Ongoing process

Objective: Develop, manage and implement procurement policy and procedures citywide.			
Streamline and Improve procurement processes to maximize the use of City's resources, and to enhance services to user departments, while maintaining the integrity of the Procurement system.			
Toward achieving the above objective; update Procurement Code as needed, adopt new Procurement Regulations, develop standard operating procedures for Division, incorporate new technology into the solicitation and contract processes, improve efforts to go paperless where feasible, increase training and outreach to user departments, and increase training for Procurement staff.	Procurement Staff	Ongoing	Ongoing process

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	Monthly	Ongoing process
Scanning documents directly to server for future research.	Accounting	Ongoing	Ongoing process

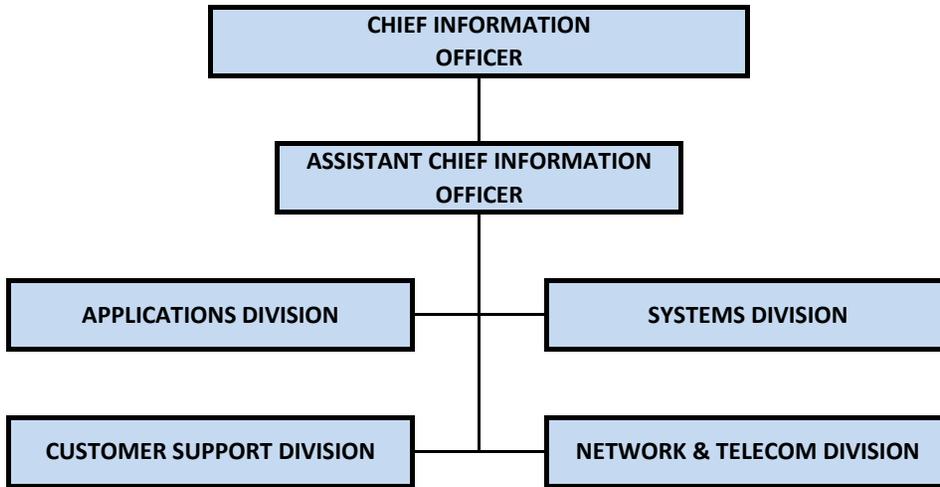
Objective: Provide and maintain continued communication to City retirees regarding the status of the Retirement System.			
Action Plan:	Assigned To:	Completion Date:	Status:
Provide current news and information to be included on the City's Website.	Retirement	January, 2013	Updated Monthly

Objective: Provide and maintain continued communication to City employees.			
Action Plan:	Assigned To:	Completion Date:	Status:
Update new Summary Plan Description.	Retirement	August, 2014	Annual Process
Update new Employee Annual Retirement Benefit Statement.	Retirement	June, 2014	Updated Annually

CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET

DEPARTMENT:                     INFORMATION TECHNOLOGY                    

ORGANIZATION CHART



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



**INFORMATION TECHNOLOGY**

INDICATOR:	FY14			FY15		FY16
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Support tickets received	4,989	4,196		4,700	3,335	4,700
Support tickets closed	4,065	3,582		3,800	2,915	3,800
% of support tickets closed	81%	85%		80%	87%	80%
Number of projects implemented	90	91		90	90	90
Completed projects	45	48		45	28	45
CPU usage by City enterprise systems	50%	30%		30%	29%	30%
Memory usage by City enterprise systems	50%	43%		45%	45%	45%
System uptime on annual basis	99.90%	99.94%		99.90%	99.90%	99.90%
Number of servers citywide	31	31		31	31	31
Number of client devices (desktops, laptops, tablets, smartphones)	835	835		870	843	870
Number of network devices (routers/switches, firewalls/filters/gateways, wireless, phones, storage, audio/video)	675	675		680	680	685
Total number of applications supported	69	69		80	79	90
Home-grown applications	25	25		30	30	30
Off The Shelf (OTS) applications	44	44		50	49	60

**Legend**

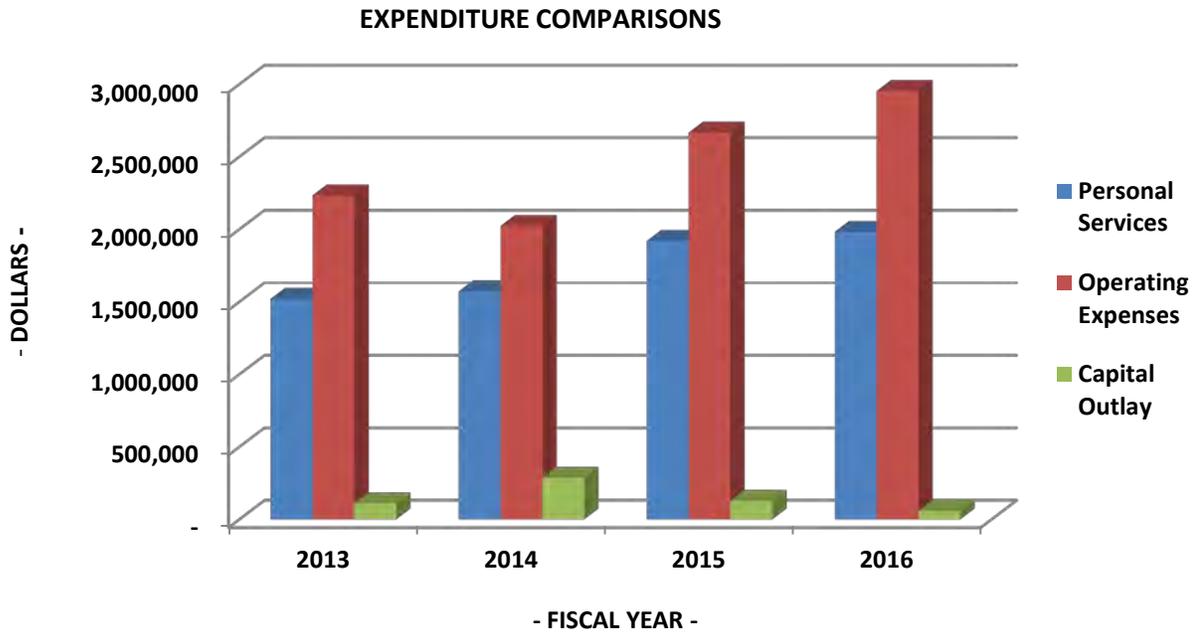
- Target met or exceeded
- Target nearly met
- Target not met

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**

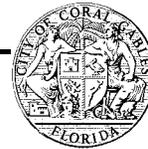


**INFORMATION TECHNOLOGY  
BUDGET AND POSITION SUMMARY**

	<u>2012-2013 ACTUAL</u>	<u>2013-2014 ACTUAL</u>	<u>2014-2015 BUDGET</u>	<u>2015-2016 BUDGET</u>
Personal Services	1,520,494	1,571,927	1,919,215	1,981,959
Operating Expenses	2,233,256	2,022,474	2,665,505	2,952,488
Capital Outlay	110,217	286,608	127,289	58,000
<b>TOTALS</b>	<b>3,863,967</b>	<b>3,881,009</b>	<b>4,712,009</b>	<b>4,992,447</b>
No. of Positions	15	15	16	16



**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0112	Chief Information Officer	1	1	1	1	\$ 124,445
0116	Ass't Chief Information Officer	1	1	1	1	87,386
5034	Senior Info. Tech. Analyst	2	4	4	4	316,756
0111	Information Systems Analyst	5	3	4	4	262,370
0109	Information Systems Specialist	6	6	6	6	298,082
9003	Part-time Employees	-	-	-	-	177,668
8888	Overtime	-	-	-	-	28,000
<b>TOTAL</b>		<b>15</b>	<b>15</b>	<b>16</b>	<b>16</b>	<b>\$ 1,294,707</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,023,722	\$ 997,637	\$ 1,256,178	\$ 1,294,707
2000	Employee Benefits - See Other Cost Dist.	496,772	574,290	663,037	687,252
3190	Other Professional Services	107,541	38,129	145,067	295,395
4020	Central Garage Motor Pool Rent	58,963	27,270	30,100	33,292
	Replacement:	19,059			
	Oper. & Maint:	14,233			
4090	Other Transportation Expense	5,175	5,400	8,100	8,100
4110	Telecom Services	825,724	822,344	900,332	1,030,972
4111	Employee Cellular Payroll Deduction	(37,543)	(35,380)	(35,000)	(35,000)
4410	Rental of Machinery and Equipment	3,927	3,697	4,958	4,500
4420	Public Facilities Cost - See Other Cost Dist.	26,205	26,574	27,768	31,175
4450	Lease Equipment	192,645	122,886	99,746	99,746
4550	General Liability Insurance	63,260	37,778	45,600	46,273
4620	Repair and Maint. of Office Equipment	(130)	-	-	-
4630	Repair/Maint. of Machinery & Equipment	385	-	392	850
4710	Special Printed Forms	-	-	600	600
4990	Other Miscellaneous Expense	60	-	-	-
5100	Office Supplies	5,218	4,437	5,164	5,164
5214	Uniform Allowance	324	-	-	-
5215	Small Tools & Minor Equipment	10,446	11,195	9,500	9,500
5400	Membership Dues and Subscriptions	1,413	906	923	1,395
5401	Software Subscriptions & Maintenance	934,829	707,876	964,445	971,904
5402	Computer Hardware - Maintenance	-	229,023	426,810	410,694
5410	Employee Training	34,814	20,339	31,000	37,928
6200	Building Improvements & Upgrades	-	-	122,400	-
6430	Equipment Repair/Replacement	80,100	18,211	-	-
6431	Computer Hardware Replacement	-	257,897	889	-
6440	Equipment Additions	30,117	-	-	-
6441	Computer Hardware - Additions	-	-	4,000	-
6442	Computer Software - Additions	-	10,500	-	58,000
<b>TOTAL</b>		<b>\$ 3,863,967</b>	<b>\$ 3,881,009</b>	<b>\$ 4,712,009</b>	<b>\$ 4,992,447</b>

**2015-2016 BUDGET  
STRATEGIC MANAGEMENT PROGRAM**

**DEPARTMENT: INFORMATION TECHNOLOGY**

**MISSION STATEMENT**

To provide the City of Coral Gables with reliable and sustainable technical services that brings value to the organization and enhances business processes and effectiveness for all departments.

**VISION STATEMENT**

In partnership with the other City departments and under the leadership of the Manager’s office, the Information Technology Department will be recognized as a reliable, cost-effective and strategic business resource to continuously improve the quality of life and services for the community and its citizens.

**DEPARTMENTAL FUNCTION**

To provide, maintain and improve information technology infrastructure and services for the City’s business needs. This includes, but is not limited to, service desk, internet services, business analysis, programming, database management, server and client computers support, wired and wireless telecommunication network, cloud computing, cybersecurity, and compliance with government and industry standards and best practices.

**DEPARTMENT GOALS**

Objective: To provide, maintain and improve application infrastructure and services for the City’s business needs.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Implement Land Management System, Time Scheduling System, and Facility Management System	Applications Division. Sup: Lemay Ramos	Pending Budget Approval	Information Gathering
Analyze and Implement new enterprise applications such as: Intranet, E-Commerce, Alarm Billing, SharePoint and other applications	Applications Division. Sup: Lemay Ramos	Sept 2016	Reviewing, Analyzing and Testing new applications
Maintain applications performance and uptime.	Applications Division. Sup: Lemay Ramos	Sept 2016	Continuous review and improvement
Provide application and software development services; business processes analysis and solutions; and, online services for stakeholders and constituents.	Applications Division. Sup: Lemay Ramos	Sept 2016	Continuous review and improvement
Improve paperless and automated electronic processes.	Applications Division. Sup: Lemay Ramos	Sept 2016	Continuous review and improvement

Objective: To provide, maintain and improve Service Desk Support and Geographic Information Systems (GIS) infrastructure and services for the City's business needs.			
Action Plan:	Assigned To:	Completion Date:	Status:
Provide service desk and afterhours on call support of City services and business operations. Conduct field tests of new products and services, manage technology transitions for new products and services; and, manage all technology assets in conformance with ISO 20000 and Green IT standards.	Customer Support Division Sup: Mark Hebert	Sep 16	Continuous review and improvement
Provide Geographic Information System (GIS) maps and applications to the enterprise for web mapping support of Land Management, Trolley services, Public Safety, visitor and citizen offerings, City elections, and utilities management	Customer Support Division Sup: Mark Hebert	Sep 16	Continuous review and improvement
Provide ongoing technology related training for City staff; support continuing education so that departments stay current with new technological trends.	Customer Support Division Sup: Mark Hebert	Sep 16	Continuous review and improvement

Objective: To provide, maintain and improve server and client systems infrastructure for the City's business needs.			
Action Plan:	Assigned To:	Completion Date:	Status:
Implement Virtual Desktop Infrastructure (VDI), Desktop as a service (DaaS), Direct access storage device (DaSD), Backup in the cloud, and professional services to audit and improve system's infrastructure	Systems Division Sup: Ayanes Apolinar	Pending Budget Approval	Information gathering
Replace 20% of client and server hardware using energy efficiency and green technology solutions.	Systems Division Sup: Ayanes Apolinar	Sep 16	Scheduling and Implementation phase
Provide resources for business intelligence and data analytics needs for all City departments.	Systems Division Sup: Ayanes Apolinar	Sep 16	Planning and information gathering phase

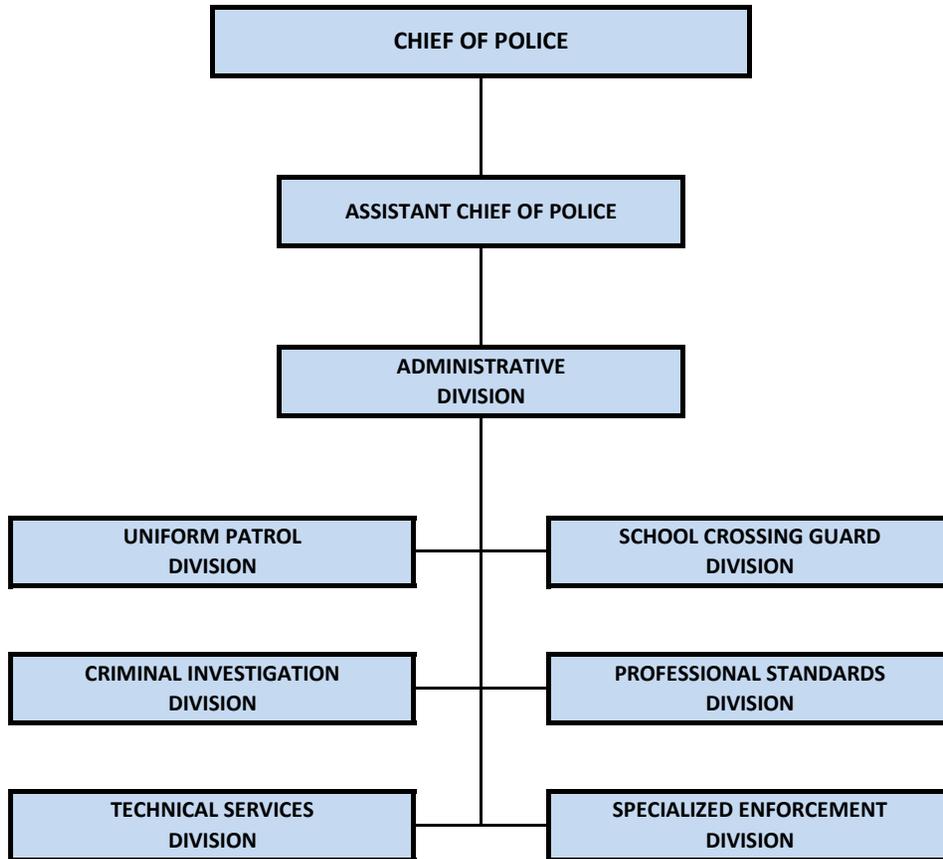
Objective: To provide, maintain and improve telecommunication network infrastructure and system security services for the City's business needs.			
Action Plan:	Assigned To:	Completion Date:	Status:
Implement and improve Metropolitan Area Network (Wireless Point-to-point, Metro-E, Fiber, and Wi-Fi)	Networks and Telecommunications Division Sup: Nelson Gonzalez	Pending Budget Approval	Project Analysis
Telephony Infrastructure Improvement (Finalize citywide Voice-over-IP deployment, retire legacy PBX switches, IVR, ACD, Presence, Voice and Video Conferencing, WebEx)	Networks and Telecommunications Division Sup: Nelson Gonzalez	Sept 2016 (IVR pending Budget Approval)	Project Analysis and implementation.
Network Security Improvements (Audits, Systems, Compliance, Role Based Security, PCI and EMV)	Networks and Telecommunications Division Sup: Nelson Gonzalez	Pending Budget Approval	Information Gathering
Telecommunication Network Infrastructure replacements and upgrades such as: Routers, Switches, Firewalls, Cabling, telecom closets and computer rooms, and Police Radio System support.	Networks and Telecommunications Division Sup: Nelson Gonzalez	Sept 2016	Project Analysis
Cable TV and Commission Chamber Infrastructure Upgrade (HD equipment, cabling and transmission)	Networks and Telecommunications Division Sup: Nelson Gonzalez	Pending Budget Approval	Information Gathering



CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET

DEPARTMENT: POLICE

ORGANIZATION CHART



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



**POLICE**

INDICATOR:	FY14			FY15		FY16
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Crime Watch programs hosted for neighborhoods and local businesses	35	32		47	11	47
Public service announcements (crime prevention tips/informational segments) created for publication (both print and Ch. 77)	10	5		15	9	15
Number of crime Prevention Surveys (Residential & Commercial)	35	40		50	17	50
News releases distributed to the media	30	25		35	49	35
Police officers hired	9	17		25	14	25
Communications operators hired	4	4		6	3	6
Citizen complaints filed	5	5		5	4	5
Internal (employee) complaints/grievances filed	5	5		5	5	5
Number of commendations received	56	28		36	42	36
Number of CALEA accreditation standards	480	483		484	N/A	486
Training hours for sworn and non-sworn personnel	13,513	14,185		14,500	7,751	14,500
Calls For Service (CFS) Processed	96,814	100,111		108,314	73,898	108,314
Phone Calls Processed	208,250	201,945		190,194	121,146	190,194
Number of I/I Reports Processed	10,300	10,001		9,980	6,774	9,980
Arrests Processed	850	936		874	587	874
Citations Processed	21,400	24,984		19,420	13,504	19,420
Crash Reports Processed	2,990	3,157		3,326	2,207	3,326

**Legend**

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

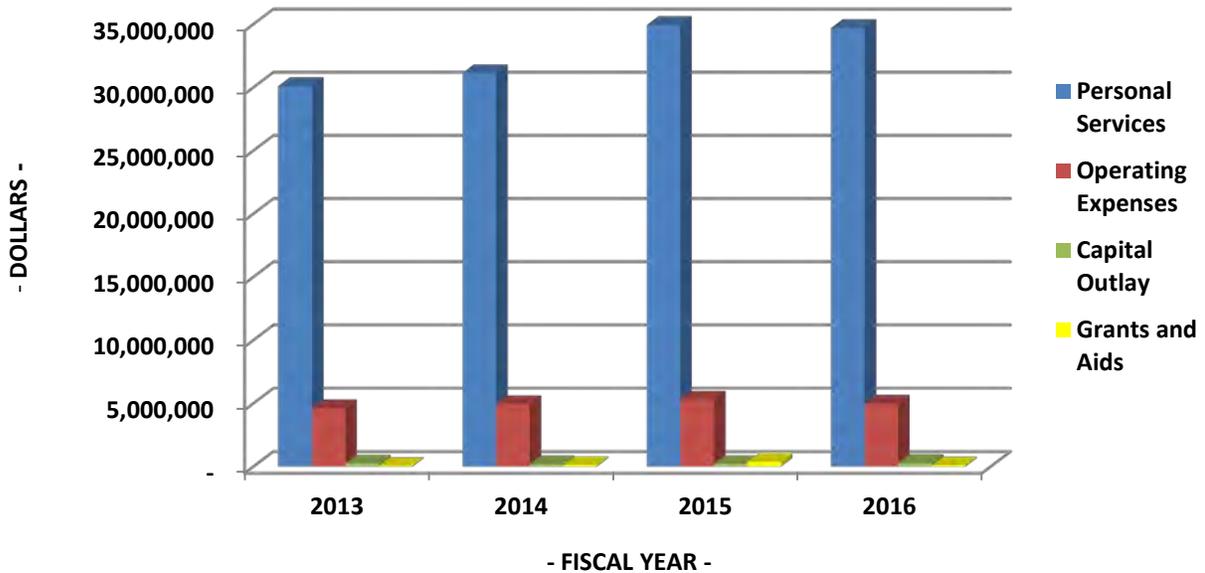
**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



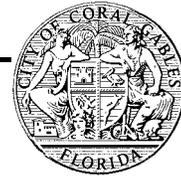
**POLICE DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2012-2013</u> <u>ACTUAL</u>	<u>2013-2014</u> <u>ACTUAL</u>	<u>2014-2015</u> <u>BUDGET</u>	<u>2015-2016</u> <u>BUDGET</u>
Personal Services	30,107,378	31,137,346	34,930,184	34,693,621
Operating Expenses	4,611,596	4,943,899	5,303,868	4,972,501
Capital Outlay	257,281	184,530	206,793	284,638
Grants and Aids	52,455	115,748	359,767	98,678
<b>TOTALS</b>	<b><u>35,028,710</u></b>	<b><u>36,381,523</u></b>	<b><u>40,800,612</u></b>	<b><u>40,049,438</u></b>
No. of Positions	256	262	261	267

**EXPENDITURE COMPARISONS**



**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET SALARIES	
5025	Police Chief	1	1	1	1	\$ 162,680
5024	Investigations Assistant	1	1	1	1	55,389
0072	Assistant Police Chief for Admin Serv.	-	1	1	1	129,090
5030	Assistant Police Chief for Operations	1	1	1	1	121,410
5039	Internal Affairs Commander	-	-	-	1	104,894
5021	Police Sergeant	3	3	3	3	280,838
5022	Police Lieutenant	2	2	2	2	244,178
5020	Police Officer	1	1	1	1	77,691
0602	Administrative Assistant	1	1	1	1	57,040
8888	Overtime	-	-	-	-	44,257
9999	Holiday Worked Pay	-	-	-	-	8,500
<b>TOTAL</b>		<b>10</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>\$ 1,285,967</b>

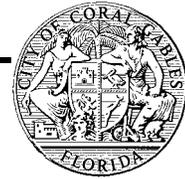
**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 656,506	\$ 844,773	\$ 1,104,567	\$ 1,285,967
2000	Employee Benefits - See Other Cost Dist.	583,553	639,558	802,515	845,457
3190	Other Professional Services	32,683	12,866	14,359	9,301
4010	Travel Expense	588	28	1,500	1,500
4020	Central Garage Motor Pool Rent	140,788	51,690	54,488	54,726
	Replacement:	24,061			
	Oper. & Maint:	30,665			
4090	Other Transportation Expense	-	2,250	-	-
4410	Rental of Machinery and Equipment	-	-	500	500
4420	Public Facilities Cost - See Other Cost Dist.	102,546	103,991	108,662	121,994
4550	General Liability Insurance	55,676	31,768	41,977	45,961
4620	Repair and Maint. of Office Equipment	119	119	500	500
4630	Repair/Maint. of Machinery & Equipment	-	903	2,000	2,000
4710	Special Printed Forms	2,418	2,420	4,500	4,500
4910	Court Costs & Investigative Expense	3,319	4,536	5,000	5,000
4990	Other Miscellaneous Expense	8,504	28,041	9,290	9,290
5100	Office Supplies	6,709	7,271	6,000	9,000
5202	Chemicals and Photographic Supplies	-	-	500	500
5206	Food for Human Consumption	1,164	1,562	3,500	3,500
5208	Household & Institutional Supplies	892	375	1,900	1,900
5214	Uniform Allowance	6,747	7,397	9,000	9,000

**EXPENDITURE DETAIL**

	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5400 Membership Dues and Subscriptions	3,068	2,846	5,920	6,225
5401 Software Subscriptions & Maintenance	-	-	42	-
5410 Employee Training	15,345	13,790	10,255	13,230
6440 Equipment Additions	-	3,646	1,180	3,000
8200 Aid to Private Organizations	6,000	7,126	38,678	98,678
<b>TOTAL</b>	<b>\$ 1,626,625</b>	<b>\$ 1,766,956</b>	<b>\$ 2,226,833</b>	<b>\$ 2,531,729</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
5026	Police Major	1	1	1	1	\$ 137,180
5022	Police Lieutenant	4	4	4	4	457,927
5021	Police Sergeant	12	12	12	12	1,099,766
5020	Police Officer	79	86	86	86	5,754,241
0031	Secretary	1	1	1	1	49,026
8888	Overtime	-	-	-	-	297,258
9999	Holiday Worked Pay	-	-	-	-	210,000
<b>TOTAL</b>		<b>97</b>	<b>104</b>	<b>104</b>	<b>104</b>	<b>\$ 8,005,398</b>

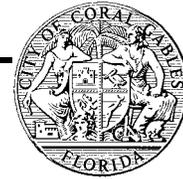
**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 6,908,677	\$ 6,998,497	\$ 8,100,724	\$ 8,005,398
2000	Employee Benefits - See Other Cost Dist.	5,181,979	5,552,325	5,996,006	5,658,058
3190	Other Professional Services	469	3,923	481	500
4010	Travel Expense	749	1,316	941	3,400
4020	Central Garage Motor Pool Rent	1,101,195	1,518,137	1,361,958	1,254,191
	Replacement:	387,004			
	Oper. & Maint:	867,187			
4040	Central Garage Miscellaneous Charges	-	13	-	-
4420	Public Facilities Cost - See Other Cost Dist.	135,873	137,787	143,975	161,640
4550	General Liability Insurance	419,790	254,236	296,752	286,115
4630	Repair/Maint. of Machinery & Equipment	2,245	3,865	2,525	1,000
4710	Special Printed Forms	1,250	1,280	821	500
4910	Court Costs & Investigative Expense	-	1,529	-	550
5100	Office Supplies	6,791	7,595	7,357	6,977
5202	Chemicals and Photographic Supplies	400	490	-	500
5205	Expense for Animals	32,432	18,968	20,000	20,700
5206	Food for Human Consumption	332	221	500	500
5208	Household & Institutional Supplies	970	945	1,000	800
5212	Firearms Ammunition	9,919	39,133	41,769	41,069
5213	Purchase/Rental - Employee Uniforms	-	23,399	3,800	20,237
5214	Uniform Allowance	91,354	76,402	75,140	73,815
5215	Small Tools & Minor Equipment	13,081	13,668	13,150	7,815
5400	Membership Dues and Subscriptions	906	1,619	750	1,950

**EXPENDITURE DETAIL**

	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5401 Software Subscriptions & Maintenance	-	-	-	-
5402 Computer Hardware - Maintenance	-	-	-	-
5410 Employee Training	29,422	30,748	34,486	40,950
6430 Equipment Repair/Replacement	81	-	-	15,000
6440 Equipment Additions	14,500	13,064	19,500	52,834
<b>TOTAL</b>	<b>\$ 13,952,415</b>	<b>\$ 14,699,160</b>	<b>\$ 16,121,635</b>	<b>\$ 15,654,499</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
5026	Police Major	1	1	1	1	\$ 133,735
5022	Police Lieutenant	2	2	2	2	223,817
5021	Police Sergeant	6	6	6	6	620,925
5020	Police Officer	28	28	28	28	2,080,727
0031	Secretary	1	1	1	1	48,998
5033	Crime Analyst	1	1	1	2	87,524
5027	Crime Scene Technician	2	2	2	2	83,006
5031	Senior Crime Scene Tech.	1	1	1	1	60,204
5037	Victim's Advocate	1	1	1	1	65,734
8888	Overtime	-	-	-	-	363,241
9999	Holiday Pay	-	-	-	-	80,000
<b>TOTAL</b>		<b>43</b>	<b>43</b>	<b>43</b>	<b>44</b>	<b>\$ 3,847,911</b>

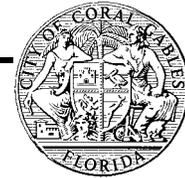
**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 3,262,245	\$ 3,127,373	\$ 3,638,204	\$ 3,847,911
2000	Employee Benefits - See Other Cost Dist.	2,292,942	2,454,238	2,568,027	2,504,754
3190	Other Professional Services	1,019	540	1,000	1,000
4010	Travel Expense	-	-	1,000	1,000
4020	Central Garage Motor Pool Rent	342,741	289,714	300,934	294,071
	Replacement:	117,467			
	Oper. & Maint:	176,604			
4220	Postage	6	29	250	250
4410	Rental of Machinery and Equipment	1,721	-	3,800	3,800
4420	Public Facilities Cost - See Other Cost Dist.	109,804	111,352	116,352	130,628
4550	General Liability Insurance	190,969	119,521	131,787	137,525
4620	Repair and Maint. of Office Equipment	1,029	-	2,000	2,000
4630	Repair/Maint. of Machinery & Equipment	1,087	1,200	2,500	2,500
4710	Special Printed Forms	1,008	1,202	500	500
4910	Court Costs & Investigative Expense	128,811	109,570	128,000	128,000
4930	Information & Credit Investigation Service	30,532	39,715	53,575	42,575
4990	Other Miscellaneous Expense	1,723	1,250	2,000	2,000
5100	Office Supplies	10,868	13,715	9,400	13,000
5202	Chemicals and Photographic Supplies	1,676	1,364	7,000	8,200
5205	Expense for Animals	-	-	2,500	2,500
5206	Food for Human Consumption	-	200	-	-

**EXPENDITURE DETAIL**

	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5207 Motor Fuel and Lubricants	1,516	181	9,000	9,000
5208 Household & Institutional Supplies	1,211	4,997	4,200	3,000
5214 Uniform Allowance	37,646	36,000	38,000	38,000
5215 Small Tools & Minor Equipment	1,984	5,219	5,550	5,550
5400 Membership Dues and Subscriptions	1,998	1,865	2,980	2,980
5410 Employee Training	8,604	14,370	16,310	16,310
6430 Equipment Repair/Replacement	1,190	-	-	-
6440 Equipment Additions	4,477	-	-	-
<b>TOTAL</b>	<b>\$ 6,436,807</b>	<b>\$ 6,333,615</b>	<b>\$ 7,044,869</b>	<b>\$ 7,197,054</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
5026	Police Major	1	1	1	1	\$ 115,627
5022	Police Lieutenant	1	1	1	1	126,442
5021	Police Sergeant	3	3	3	3	313,270
5005	Radio Technician Supervisor	1	1	1	1	88,493
5004	Radio Technician	2	2	2	2	112,000
5007	Police Records Manager	1	1	1	1	67,259
5013	Technical services Coordinator	1	1	1	1	77,557
5018	Communication Supervisor	5	5	5	5	333,183
5016	Communication Operator	29	26	26	30	1,593,972
5006	Police Property Clerk	2	2	2	2	98,642
5012	Police Records Clerk II	3	3	3	3	130,704
5011	Police Records Clerk I	3	5	5	5	159,313
0060	Receptionist	1	1	1	1	47,828
9004	Part-time Employees	-	-	-	-	88,804
8888	Overtime	-	-	-	-	250,000
9999	Holiday Pay	-	-	-	-	64,000
<b>TOTAL</b>		<b>53</b>	<b>52</b>	<b>52</b>	<b>56</b>	<b>\$ 3,667,094</b>

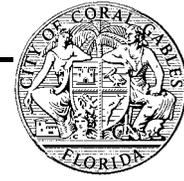
**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 3,187,651	\$ 3,082,112	\$ 3,545,234	\$ 3,667,094
2000	Employee Benefits - See Other Cost Dist.	1,767,513	1,921,978	2,039,536	2,189,015
3190	Other Professional Services	20,235	5,390	7,500	3,800
4020	Central Garage Motor Pool Rent	134,222	85,294	90,910	94,071
	Replacement:	45,347			
	Oper. & Maint:	48,724			
4090	Other Transportation Expense	200	1,100	150	600
4410	Rental of Machinery and Equipment	945	-	-	-
4420	Public Facilities Cost - See Other Cost Dist.	142,365	144,371	150,854	169,363
4550	General Liability Insurance	211,471	119,083	127,381	131,063
4620	Repair and Maint. of Office Equipment	716	811	2,000	2,000
4630	Repair/Maint. of Machinery & Equipment	27,484	26,873	36,048	48,840
4710	Special Printed Forms	3,413	3,013	3,500	5,100
4930	Information & Credit Investigation Service	1,759	-	1,560	-
4990	Other Miscellaneous Expense	-	-	-	300
5100	Office Supplies	15,661	16,529	13,616	18,100
5206	Food for Human Consumption	337	394	500	1,666
5208	Household & Institutional Supplies	902	1,706	2,500	2,825

**EXPENDITURE DETAIL**

	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5214 Uniform Allowance	28,047	25,782	29,500	31,200
5215 Small Tools & Minor Equipment	10,967	5,468	7,400	4,675
5217 Operating Equipment Repair Parts	23,020	20,831	40,000	40,000
5400 Membership Dues and Subscriptions	2,489	889	2,170	2,170
5401 Software Subscriptions & Maintenance	-	-	-	5,550
5410 Employee Training	13,285	18,105	19,000	26,810
6430 Equipment Repair/Replacement	171,478	100,785	155,013	160,604
6440 Equipment Additions	6,535	18,374	7,600	29,700
7100 Debt Service - Principal	-	-	212,160	-
7200 Debt Service - Interest	-	-	53,040	-
<b>TOTAL</b>	<b>\$ 5,770,695</b>	<b>\$ 5,598,888</b>	<b>\$ 6,547,172</b>	<b>\$ 6,634,546</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



001 GENERAL FUND  
**POLICE DEPARTMENT**  
**5041 E911 SERVICE**  
 521 LAW ENFORCEMENT

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
5016	Communication Operator	6	6	6	2	\$ 115,587
8888	Overtime	-	-	-	-	50,000
9999	Holiday Pay	-	-	-	-	9,000
<b>TOTAL</b>		<b>6</b>	<b>6</b>	<b>6</b>	<b>2</b>	<b>\$ 174,587</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 438,798	\$ 424,026	\$ 400,880	\$ 174,587
2000	Employee Benefits - See Other Cost Dist.	136,495	195,804	213,171	78,254
4550	General Liability Insurance	14,970	12,997	14,521	6,240
5214	Uniform Allowance	1,500	2,000	2,000	1,500
<b>TOTAL</b>		<b>\$ 591,763</b>	<b>\$ 634,827</b>	<b>\$ 630,572</b>	<b>\$ 260,581</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



001 GENERAL FUND  
**POLICE DEPARTMENT**  
**5042 POLICE EDUCATION**  
 521 LAW ENFORCEMENT

**EXPENDITURE DETAIL**

		<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5410	Employee Training	\$ 2,780	-	\$ 17,000	\$ 17,000
	<b>TOTAL</b>	<u>\$ 2,780</u>	<u>\$ -</u>	<u>\$ 17,000</u>	<u>\$ 17,000</u>



**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



001 GENERAL FUND  
**POLICE DEPARTMENT**  
**5050 CROSSING GUARDS**  
 521 LAW ENFORCEMENT

**PERSONNEL SCHEDULE**

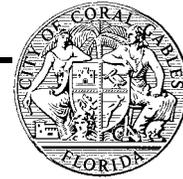
**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016	
					BUDGET	SALARIES
9004	Part-time Employees	-	-	-	-	\$ 18,800
<b>TOTAL</b>		-	-	-	-	\$ 18,800

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 17,374	\$ 18,500	\$ 18,800	\$ 18,800
2000	Employee Benefits - See Other Cost Dist.	25,765	25,851	26,003	24,763
4550	General Liability Insurance	1,121	653	681	672
5214	Uniform Allowance	513	828	900	900
<b>TOTAL</b>		\$ 44,773	\$ 45,832	\$ 46,384	\$ 45,135

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0072	Administrative Services Director	1	-	-	-	\$ -
0812	Administrative & Fiscal Affairs Manager	-	-	-	1	58,298
5022	Police Lieutenant	1	1	1	1	106,628
5021	Police Sergeant	2	2	2	2	219,486
5020	Police Officer	3	3	3	3	230,595
0609	Public Information Manager	-	1	-	-	-
0810	Administrative Analyst	1	1	1	-	-
5014	Police Supt. Services Assistant	1	1	1	1	58,172
5001	Police Training Assistant	2	2	2	2	107,598
0305	Payroll Clerk	2	2	2	2	96,782
6104	Off Duty Coordinator	1	1	1	1	51,508
5035	Police Planner	1	-	-	-	-
9999	Holiday Pay	-	-	-	-	6,500
8888	Overtime	-	-	-	-	25,000
<b>TOTAL</b>		<b>15</b>	<b>14</b>	<b>13</b>	<b>13</b>	<b>\$ 960,567</b>

**EXPENDITURE DETAIL**

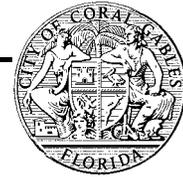
		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,004,654	\$ 1,054,894	\$ 1,082,156	\$ 960,567
2000	Employee Benefits - See Other Cost Dist.	648,422	721,784	675,297	642,205
3190	Other Professional Services	25,543	84,717	25,080	28,000
4020	Central Garage Motor Pool Rent	88,038	45,747	48,865	50,233
	Replacement:	23,750			
	Oper. & Maint:	26,483			
4090	Other Transportation Expense	1,575	1,350	-	-
4220	Postage	315	623	2,500	2,500
4410	Rental of Machinery and Equipment	41,117	40,507	64,559	64,559
4420	Public Facilities Cost - See Other Cost Dist.	134,219	136,111	142,223	159,673
4450	Lease Equipment	-	-	-	-
4550	General Liability Insurance	63,025	38,786	36,254	34,331
4620	Repair and Maint. of Office Equipment	405	480	600	300
4630	Repair/Maint. of Machinery & Equipment	20,303	19,997	27,906	27,906
4710	Special Printed Forms	1,116	1,979	500	1,500
4910	Court Costs & Investigative Expense	29,435	34,020	26,372	38,412
5100	Office Supplies	6,967	8,457	7,375	12,715
5207	Motor Fuel and Lubricants	152	-	-	-
5208	Household & Institutional Supplies	216	1,063	1,120	1,120

5212	Firearms Ammunition	55,839	76,947	73,364	73,364
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**EXPENDITURE DETAIL**

	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>	
5213	Purchase/Rental - Employee Uniforms	-	30,513	12,000	17,000
5214	Uniform Allowance	60,345	57,040	128,427	93,633
5215	Small Tools & Minor Equipment	1,095	8,164	7,500	10,000
5217	Operating Equipment Repair Parts	20,810	21,543	27,442	24,942
5400	Membership Dues and Subscriptions	485	770	1,350	776
5410	Employee Training	18,213	108,611	95,952	38,026
8200	Federal Grants	15,305	108,622	321,089	-
8328	Fed 09 UASI Grant	31,150	-	-	-
<b>TOTAL</b>	<b>\$ 2,268,744</b>	<b>\$ 2,602,725</b>	<b>\$ 2,807,931</b>	<b>\$ 2,281,762</b>	

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
5026	Police Major	1	1	1	1	\$ 150,293
5022	Police Lieutenant	1	1	1	1	125,748
5021	Police Sergeant	4	4	4	4	366,058
5020	Police Officer	25	25	25	25	1,768,206
0031	Secretary	1	1	1	1	52,764
5038	Neighborhood Safety Aide	-	-	-	4	129,544
9004	Part-time Employees	-	-	-	-	42,000
8888	Overtime	-	-	-	-	141,072
9999	Holiday Pay	-	-	-	-	70,000
<b>TOTAL</b>		<b>32</b>	<b>32</b>	<b>32</b>	<b>36</b>	<b>\$ 2,845,685</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 2,251,837	\$ 2,272,376	\$ 2,776,713	\$ 2,845,685
2000	Employee Benefits - See Other Cost Dist.	1,742,967	1,803,257	1,942,351	1,945,106
4010	Travel Expense	29	27	500	500
4020	Central Garage Motor Pool Rent	70,851	422,774	435,346	417,343
	Replacement: 154,702				
	Oper. & Maint: 262,641				
4550	General Liability Insurance	148,941	87,790	100,581	101,706
4630	Repair/Maint. of Machinery & Equipment	12,578	16,628	20,000	20,000
4710	Special Printed Forms	464	-	750	750
4910	Court Costs & Investigative Expense	452	-	1,200	1,200
5100	Office Supplies	1,708	2,389	2,250	3,500
5202	Chemicals and Photographic Supplies	619	304	600	600
5206	Food for Human Consumption	571	1,978	2,000	2,000
5208	Household & Institutional Supplies	27	-	-	-
5214	Uniform Allowance	29,525	29,622	36,425	36,425
5215	Small Tools & Minor Equipment	8,040	8,519	8,000	8,000
5400	Membership Dues and Subscriptions	250	987	1,000	1,000
5410	Employee Training	6,229	4,208	7,000	12,000
6430	Equipment Repair/Replacement	35,500	48,661	23,500	23,500
6440	Equipment Additions	23,520	-	-	-
<b>TOTAL</b>		<b>\$ 4,334,108</b>	<b>\$ 4,699,520</b>	<b>\$ 5,358,216</b>	<b>\$ 5,427,132</b>

**2015-2016 BUDGET  
STRATEGIC MANAGEMENT PROGRAM**

**DEPARTMENT: POLICE**

**MISSION STATEMENT**

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.

**VISION STATEMENT**

- "To provide police services with honor and excellence in partnership with the people we serve."
- "To be a recognized model of excellence in the delivery of police services."

**DEPARTMENTAL FUNCTION**

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

The Office of the Chief of Police includes 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.

**DEPARTMENT GOALS/OBJECTIVES**

**GOAL AREA: COMMUNICATION/COOPERATION**

<b>Objective:</b> 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.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Continue to produce crime prevention material that will be used to educate the City’s residents in personal safety and crime prevention techniques.	CAU	09/30/2015	Ongoing
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.	CAU	09/30/2015	Ongoing
SAFE (Self-Defense and Awareness Familiarization Exchange) and RAD self-protection classes for women and children.	CAU	09/30/2015	Ongoing
Maintain Emergency Operations Center.	CAU	09/30/2015	Ongoing
Crime Prevention Surveys. (Residential & Commercial)	CAU	09/30/2015	Ongoing
Conduct training for the Community Affairs Office.	CAU	09/30/2015	Ongoing

<b>Objective:</b> 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.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Maintain citizen feedback on a daily basis by the utilization of the CGPD T.E.A.M. Survey through Survey Monkey.com.	CAU	09/30/2015	Ongoing
Represent the CGPD at meetings. (Crime Watch Board, Kiwanis etc.)	CAU	09/30/2015	Ongoing
<b>Objective:</b> Recognize Police employees regularly with ceremonies and events.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Prepare and hold award & recognition ceremonies.	CAU	09/30/2015	Ongoing

<b>Objective:</b> Actively promote the Coral Gables Police Department and its employees through the use of media and other outlets.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Maintain the Department's website which greatly enhances the dissemination of information to the media and the public.	CAU	09/30/2015	Ongoing
Participation in City sponsored events. (Farmer's Market, Tree Lighting Ceremony, Scout Day etc.)	CAU	09/30/2015	Ongoing
Represent the CGPD at meetings. (Crime Watch Board, Kiwanis etc.)	CAU	09/30/2015	Ongoing

<b>Objective:</b> Maintain good working relationships with media outlets in the South Florida area.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Production of Crime tips and informational segments regarding the operations of the department for Channel 7.	CAU	09/30/2015	Ongoing
Prepare and Distribute News Releases to the Media concerning newsworthy, critical events and community events that involve CGPD.	CAU	09/30/2015	Ongoing
Conduct and prepare News Conferences.	CAU	09/30/2015	Ongoing
Meet regularly with media representatives.	CAU	09/30/2015	Ongoing

**Workload Indicators:**

<b>GOAL AREA: COMMUNICATION/COOPERATION</b>	<b>FY 2014 Actual</b>	<b>FY 2014/15 Mid-Year</b>	<b>FY 2014/15 Projected 12 Month</b>
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	32	24	47
Production of Crime tips and informational segments regarding the operations of the department for Channel 77	5	6	15
Participation in City sponsored events (Farmer's Market, Tree Lighting Ceremony, Scout Day etc.)	6	5	8
SAFE (Self-Defense and Awareness Familiarization Exchange) and RAD self-protection classes for women and children	0	0	0
Maintain Emergency Operations Center	1	1	1
Crime Prevention Surveys (Residential & Commercial)	40	30	50
Prepare and Distribute News Releases to the Media concerning newsworthy, critical events and community events that involve CGPD	25	22	35
Represent the CGPD at meetings (Crime Watch Board, Kiwanis etc.)	25	17	31
Conduct and prepare News Conferences	5	12	21
Meet regularly with media representatives	35	30	52
Prepare and hold award & recognition ceremonies	8	4	8
Conduct training for the Community Affairs Office	2	1	2

**GOAL AREA: EFFICIENCY**

<b>Objective:</b> 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.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
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.	TSD	09/30/2015	Ongoing

<b>Objective:</b> To increase overall efficiency and professionalism of the Police Department by following CALEA Accredited standards and conducting staff inspections of every department component.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
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.	PSD	09/30/2015	Ongoing
Improve the re-accreditation process and implement CALEA updates in order to stay current with the latest standards and maintain accreditation compliance.	Accreditation	09/30/2015	Ongoing
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 2017, 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.	Accreditation	09/30/2015	Ongoing

**Workload Indicators:**

<b>GOAL AREA: EFFICIENCY</b>	<b>FY 2014 Actual</b>	<b>FY 2014/15 Mid-Year</b>	<b>FY 2014/15 Projected 12 Month</b>
Hire and train personnel for assignment to the Police/Fire Communications Center	5	2	6
Hire, train and swear in new Police officers	15	9	25

Total citizen complaints file	5	3	5
Total employee (internal) complaints filed	5	1	5
Total citizen commendations received for Police personnel	28	17	36
Recruit, retain and train volunteers to augment Police workforce	0	0	1

**GOAL AREA: GROWTH AND DEVELOPMENT**

<b>Objective:</b> Follow the City & Departmental 5 Year Strategic Plan for growth and development.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Provide training courses that develop management and leadership abilities to all ranks of police personnel.	PSD	09/30/2015	Ongoing
Implement updates and upgrade the current OSSI CAD operating system to the new DOT NET Version. (This will continue to enhance the computer aided dispatch, records management system, within the Police Department.)	TSD	09/30/2015	Ongoing
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.)	TSD	09/30/2015	Ongoing
Implementation of computer hardware and software technologies that will further automate administrative, enforcement, investigative and supervisory procedures and tasks.	TSD	09/30/2015	Ongoing
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.	TSD	09/30/2015	Ongoing
Implementation of InMotion Router system.	TSD	09/30/2015	Ongoing
Implement Data Asset Management software to store and safeguard all digital media for criminal justice purposes.	TSD	09/30/2015	Ongoing

<b>Objective:</b> Maintain Police accreditation under the CALEA Accreditation Program and compliance to all CALEA standards.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
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.	Accreditation	09/30/2015	Ongoing
Provide the CALEA Accreditation training video, through Power DMS, for all newly hired Police Department personnel.	Accreditation	09/30/2015	Ongoing

<b>Objective:</b> Obtain grants to support Police Department growth and development.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Maintain grants and increase research efforts toward obtaining new grants for Police Department.	PSD	09/30/2015	Ongoing

**Workload Indicators:**

<b>GOAL AREA: GROWTH AND DEVELOPMENT</b>	<b>FY 2014 Actual</b>	<b>FY 2014/15 Mid-Year</b>	<b>FY 2014/15 Projected 12 Month</b>
Attend Florida Accreditation conferences (FLA - PAC)	2	1	2
Attend International Accreditation conferences (CALEA)	2	1	2
Compliance with CALEA accreditation standards	483	483	486
No. of citizens participating in the CGPD T.E.A.M.S. Survey	175	175	200
Federal Grants received	2	2	2
State Grants received	3	3	3
Private/Foundation Grants received	0	0	0
Regional Grants Management Training Seminar	0	0	0
Bureau of Justice Assistance Workshop/Training Seminar	0	0	0

**GOAL AREA: HUMAN RESOURCES**

<b>Objective:</b> 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.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Increase trainings offered to sworn and non-sworn employees.	PSD	09/30/2015	Ongoing

<b>Objective:</b> 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.)			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Increase advertising to obtain higher number of applicants for unfilled positions within Department.	PSD (in conjunction with Human Resources Department)	09/30/2015	Ongoing
Increase background investigation and hiring efforts.	PSD	09/30/2015	Ongoing

**Workload Indicators:**

<b>GOAL AREA: HUMAN RESOURCES</b>	<b>FY 2014 Actual</b>	<b>FY 2014/15 Mid-Year</b>	<b>FY 2014/15 Projected 12 Month</b>
Average number of training hours for sworn and non-sworn personnel	14,185	7,090	14,500
Number of Police applicants set up for backgrounds	279	198	498
Number of hired officers	15	9	25

**GOAL AREA: SERVICES OFFERED**

<b>Objective:</b> Prevention and reduction of criminal activity with directed Police patrol strategies.			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
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.)	UPD, SED	09/30/2015	Ongoing
Implement stationary license plate recognition cameras throughout different geographical locations of the city to enhance the already existing mobile unit.	UPD, SED	09/30/2015	Ongoing
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).	UPD, SED	09/30/2015	Ongoing
Maintain current and accurate statistics of criminal activity, arrests, and case closures.	CID	09/30/2015	Ongoing
Continue and enhance public education programs that provide information on crime prevention techniques, to include security surveys on both residential and commercial.	CAU	09/30/2015	Ongoing
Continue to enhance and expand RAD and RAD Kids Self Defense Programs.	CAU	09/30/2015	Ongoing
Ensure the safety of Coral Gables waterways and boaters by conducting area checks and providing boating education programs through homeowner associations.	SED	09/30/2015	Ongoing

**Workload Indicators:**

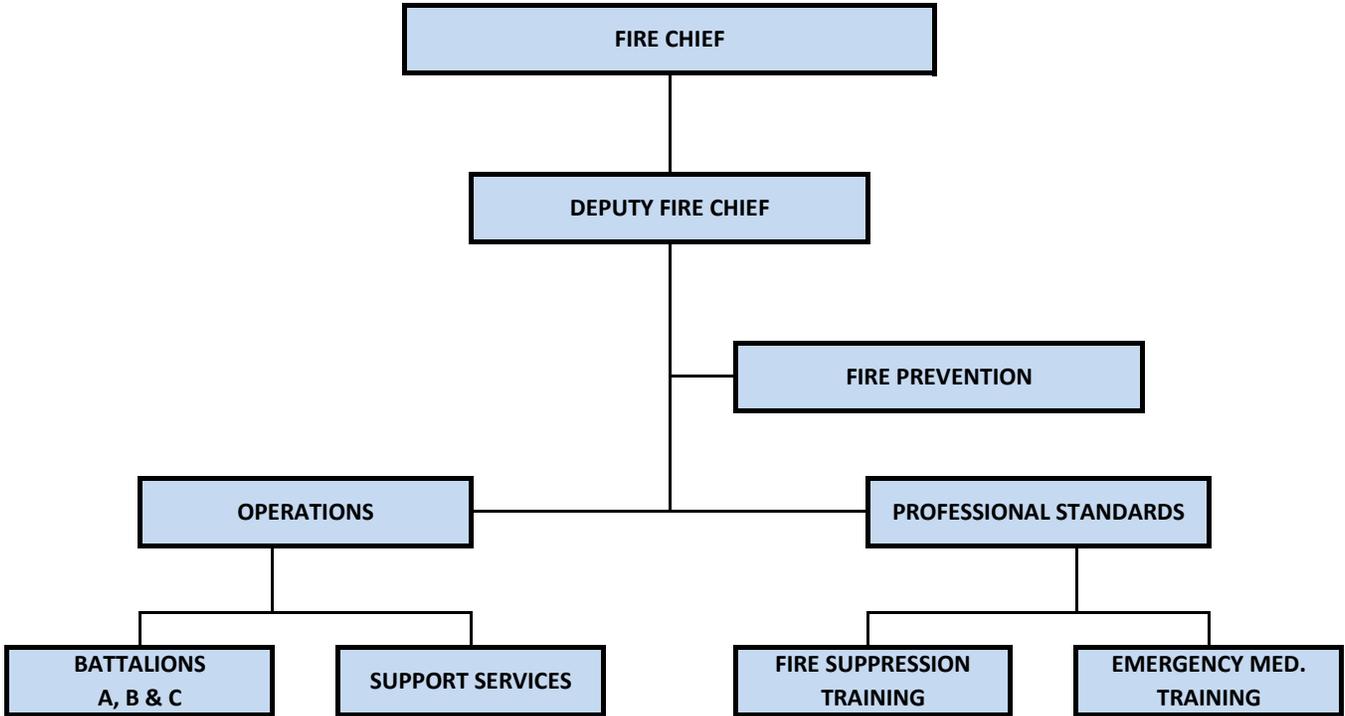
<b>GOAL AREA: SERVICES OFFERED</b>	<b>FY 2014 Actual</b>	<b>FY 2014/15 Mid-Year</b>	<b>FY 2014/15 Projected 12 Month</b>
Number of Calls For Service (CFS) Processed	100,111	54,157	108,314
Number of Phone Calls Processed	201,945	95,097	190,194
Number of I/I Reports Processed	10,001	4,990	9,980
Number of Arrests Processed	936	437	874
Number of Citations Processed	24,984	9,710	19,420
Number of Crash Reports Processed	3,157	1,663	3,326



CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET

DEPARTMENT: FIRE

ORGANIZATION CHART



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



**FIRE**

INDICATOR:	FY14			FY15		FY16
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Perform water system maintenance and testing yearly for 1,325 hydrants citywide	1,325	1,325		1,325	Pending	1,325
Complete the Department's Annual Compliance Report for maintaining Accredited Agency status for CFAI and Class 1 ISO rating	Done	Done		Pending	Pending	Pending
Process and review construction renovation plans	1,500	911		1,500	693	1,500
Inspections for new construction occupancies	1,500	1,506		1,500	896	1,500
Inspections on all commercial occupancies	4,510	5,106		4,510	1,667	4,510
Compliance re-inspections of commercial occupancies	1,500	1,581		1,500	610	1,500
Perform pre-fire plans tacticals on all commercial occupancies	1,500	1,665		1,500	500	1,500
Conduct fire & life safety presentations at various locations <sup>1</sup>	400	70		400	60	400
Track and analyze emergency response times to ensure attainment of benchmarks in accordance with the Commission on Fire Accreditation International (CFAI) standards. First Unit arrival within 8 minutes, or less Total Response Time (TRT)	90%	90%		90%	90%	90%
Provide ISO, OSHA, NFPA, State Fire Marshal, and DOD/HS training for each firefighter annually	Done	Done		Pending	Pending	Pending
Provide required HRS training to all Emergency Medical Technicians and Paramedics annually	Done	Done		Pending	Pending	Pending

**Legend**

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

**Notes:**

<sup>1</sup>Low FY14 numbers due to lack of staffing. Staffing has been increased, however, additional responsibilities have been added to the position. Targets may need to be revised going forward.

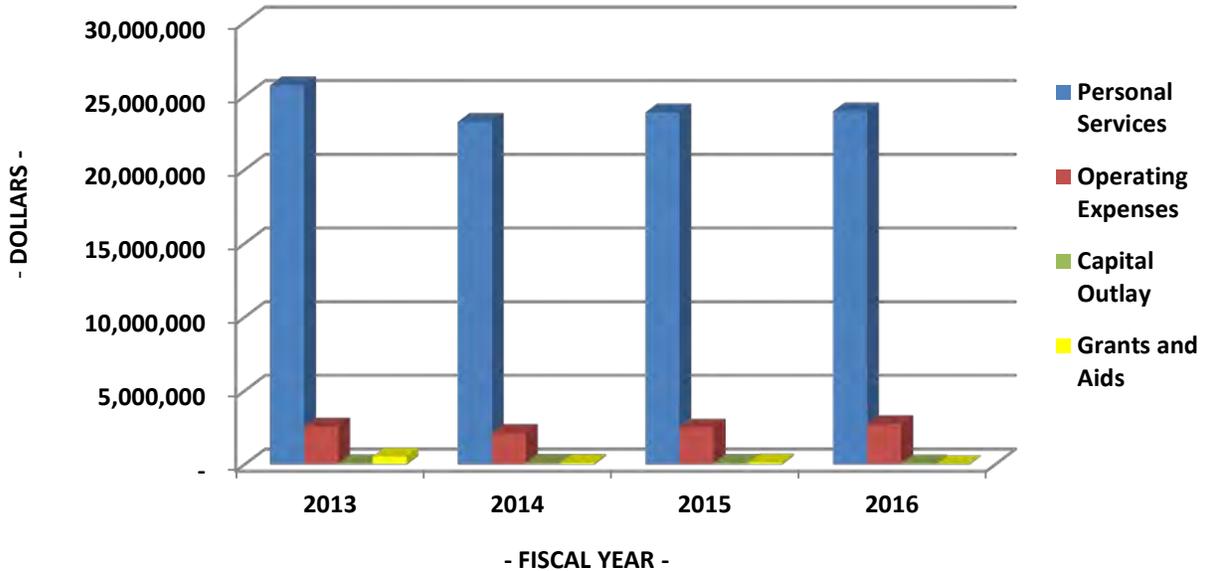
**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



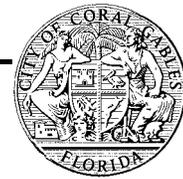
**FIRE DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2012-2013 ACTUAL</u>	<u>2013-2014 ACTUAL</u>	<u>2014-2015 BUDGET</u>	<u>2015-2016 BUDGET</u>
Personal Services	25,729,992	23,244,227	23,885,803	23,967,814
Operating Expenses	2,576,669	2,145,596	2,499,505	2,723,338
Capital Outlay	80,802	106,119	88,529	72,565
Grants and Aids	524,649	97,473	129,569	-
<b>TOTALS</b>	<b><u>28,912,112</u></b>	<b><u>25,593,415</u></b>	<b><u>26,603,406</u></b>	<b><u>26,763,717</u></b>
No. of Positions	147	147	147	147

**EXPENDITURE COMPARISONS**



**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET SALARIES	
5130	Fire Chief	1	1	1	1	\$ 175,807
5129	Deputy Fire Chief	1	1	1	1	154,963
5125	Fire Division Chief	3	3	3	3	489,110
5120	Fire Battalion Chief	3	3	3	3	362,593
5118	Fire Captain	15	15	15	15	2,088,962
5114	Fire Lieutenant	24	24	24	24	2,681,725
0810	Administrative Analyst	-	-	1	1	56,723
5113	Fire Inspector II	1	1	1	1	57,546
5112	Fire Inspector	2	2	3	3	175,257
5108	Fire Administrative Supervisor	1	1	1	1	66,026
0306	Payroll Clerk - Fire	1	1	1	1	37,526
5107	Fire Supt. Serv. Coord. II	1	1	1	1	61,067
5105	Firefighter	92	92	92	92	7,207,864
5103	Fire Public Education Specialist	1	1	-	-	-
0031	Secretary	1	1	-	-	-
8888	Overtime	-	-	-	-	410,000
9999	Holiday Pay	-	-	-	-	583,000
<b>TOTAL</b>		<b>147</b>	<b>147</b>	<b>147</b>	<b>147</b>	<b>\$ 14,608,169</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 15,043,117	\$ 14,187,578	\$ 14,423,829	\$ 14,608,169
2000	Employee Benefits - See Other Cost Dist.	10,686,875	9,056,649	9,461,974	9,359,645
3130	Special Medical Services	66,000	66,000	66,000	66,000
3190	Other Professional Services	2,339	1,120	52,000	52,000
3410	Laundry & Sanitation Services	2,591	3,238	7,800	7,800
4020	Central Garage Motor Pool Rent	780,614	684,472	808,777	996,405
	Replacement:	704,138			
	Oper. & Maint:	292,267			
4040	Central Garage Miscellaneous Charges	1,983	213	3,000	3,000
4410	Rental of Machinery and Equipment	14,431	13,442	15,800	15,800
4420	Public Facilities Cost - See Other Cost Dist.	507,104	514,249	537,344	603,273
4450	Lease Equipment	-	20,405	-	-
4550	General Liability Insurance	860,958	506,137	522,474	522,100
4620	Repair and Maint. of Office Equipment	750	100	500	500
4630	Repair/Maint. of Machinery & Equipment	30,845	29,435	36,633	40,150
4710	Special Printed Forms	1,116	1,667	3,500	3,500
4940	Taxes & License Fees Paid	7,775	-	8,955	5,025
4990	Other Miscellaneous Expense	2,654	3,210	3,700	3,900
5100	Office Supplies	7,007	10,317	7,200	10,000

**EXPENDITURE DETAIL**

	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5202 Chemicals and Photographic Supplies	295	295	300	300
5203 Drugs and Medical Supplies	87,390	85,122	100,000	100,000
5204 Cleaning & Janitorial Supplies	11,841	11,741	12,275	12,275
5206 Food for Human Consumption	-	443	2,500	2,500
5208 Household & Institutional Supplies	4,632	2,175	2,581	19,400
5209 Protective Clothing	38,650	33,796	60,320	83,620
5211 Building Materials and Supplies	1,469	1,106	1,000	1,000
5214 Uniform Allowance	106,544	104,335	110,569	115,565
5215 Small Tools & Minor Equipment	7,295	12,717	26,022	14,500
5217 Operating Equipment Repair Parts	11,082	14,586	12,100	13,600
5220 Motor Oil and Other Lubricants	121	136	1,000	1,000
5400 Membership Dues and Subscriptions	2,383	3,293	3,320	3,890
5410 Employee Training	18,800	21,846	26,235	26,235
6430 Equipment Repair/Replacement	79,103	106,119	76,729	50,570
6440 Equipment Additions	1,699	-	1,800	21,995
6441 Computer Hardware - Additions	-	-	10,000	-
7100 Debt Service - Principal	-	-	54,080	-
7200 Debt Service - Interest	-	-	13,520	-
8200 Federal Grants	303,790	-	-	-
8201 State Grants	1,985	2,060	2,619	-
8203 Electronic Crimes Task Force	218,874	94,493	126,950	-
8210 Fire Resue Station - US-1 Expense	-	920	-	-
<b>TOTAL</b>	<b><u>\$ 28,912,112</u></b>	<b><u>\$ 25,593,415</u></b>	<b><u>\$ 26,603,406</u></b>	<b><u>\$ 26,763,717</u></b>

**2015-2016 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.**

<b>Objective: To assure that the water supply system for fire protection is inspected, tested, and receives maintenance annually.</b>				
<b>Action Plan:</b>	<b>Assigned to</b>	<b>Target 2014-2015</b>	<b>Completion Date</b>	<b>Status</b>
Perform water system maintenance and testing yearly for 1,325 hydrants.	Fire Prevention Division	1,325	FY 2013-2014	1,325 Completed
		1,325	FY 2014-2015 (as of 3/31/15)	0 Completed

<b>Objective: To provide increased educational opportunities to all fire department personnel.</b>			
<b>Action Plan:</b>	<b>Assigned to</b>	<b>Completion Date</b>	<b>Status</b>
Develop opportunities to educate all personnel on the CFAI Accreditation process.	Professional Standards Division	9/30/16	On-going (5 personnel trained to date)
Provide advanced educational opportunities to fire department personnel.	Professional Standards Division	FY 2013-2014	45 Classes
		FY 2014-2015 (as of 3/31/15)	18 Classes

<b>Objective: To evaluate future Fire-Rescue stations for the central and southern districts of the City.</b>			
<b>Action Plan:</b>	<b>Assigned to</b>	<b>Completion Date</b>	<b>Status</b>
Explore land acquisitions and funding sources.	Office of the Fire Chief	9/30/16	On-going

**GROWTH AND DEVELOPMENT (continued)**

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	9/30/17	Sta.3 – 03/2016 Sta.2 – 10/2016 Sta.1 - Pending

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.	Professional Standards Division	July 2014	Completed/Approved
		July 2016	Pending
Prepare and analyze the Fire Chief’s annual report to maintain the Department’s Class 1 ISO rating.	All Divisions	3/1/16	On-going

**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 2014-2015	Completion Date	Status
Monitor and provide fire and life safety related responses.	Operations Division	Actual Calls for Service	FY 2013-2014	7,527 Calls for Service
			FY 2014-2015 (as of 3/31/15)	4363 Calls for Service

**SERVICES OFFERED (continued)**

<b>Objective: To provide quality fire prevention and life safety programs to all commercial buildings in the City.</b>				
<b>Action Plan:</b>	<b>Assigned to</b>	<b>Target 2014-2015</b>	<b>Completion Date</b>	<b>Status</b>
Process and review construction renovation plans.	Fire Prevention Division	1,500	FY 2013-2014	911
			FY 2014-2015 (as of 3/31/15)	693
Perform inspections for new construction occupancies.	Fire Prevention Division	1,500	FY 2013-2014	1,506
			FY 2014-2015 (as of 3/31/15)	896
Perform inspections on all commercial occupancies.	Fire Prevention Division	4,510	FY 2013-2014	5,106
			FY 2014-2015 (as of 3/31/15)	1,667
Perform compliance re-inspections of commercial occupancies.	Fire Prevention Division	1,500	FY 2013-2014	1,581
			FY 2014-2015 (as of 3/31/15)	610
Perform annual pre-fire plans tacticals on all commercial occupancies.	Fire Prevention Division	1,500	FY 2013-2014	1,665
			FY 2014-2015 (as of 3/31/15)	500

<b>Objective: To conduct educational programs for children and adults concerning the importance of fire and life safety.</b>				
<b>Action Plan:</b>	<b>Assigned to</b>	<b>Target 2014-2015</b>	<b>Completion Date</b>	<b>Status</b>
Conduct fire & life safety presentations at various locations.	Professional Standards Division	400	FY 2013-2014	70
			FY 2014-2015 (as of 3/31/15)	60
Monitor the number of people reached through fire & life safety presentations.	Professional Standards Division	25,000	FY 2013-2014	15,000
			FY 2014-2015 (as of 3/31/15)	13,575

<b>Objective: To provide preparation and training for Homeland Security and Emergency Management Operations.</b>				
<b>Action Plan:</b>	<b>Assigned to</b>	<b>Target 2014-2015</b>	<b>Completion Date</b>	<b>Status</b>
Maintain participation in the Regional Domestic Security Task Force.	Policy Team	Quarterly	FY 2013-2014	4
			FY 2014-2015 (as of 3/31/15)	2
Provide for a Multi-Year training program that enhances personnel's ability to mitigate all incidents. (HZMAT, TRT, WMD, Containment)	Professional Standards Division	Deliver to Personnel	FY 2013-2014	27 Classes
			FY 2014-2015 (as of 3/31/15)	24 Classes
Work and train with other City departments in emergency operations functions.	Policy Team	2 Sessions/Courses per year	FY 2013-2014	4 Classes
			FY 2014-2015 (as of 3/31/15)	2 Classes

**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 2014-2015	Completion Date	Status
Monitor monthly emergency fire response times to insure efficiency and effectiveness.	Operations Division	12 meetings annually with each battalion officer	FY 2013-2014	12
			FY 2014-2015 (as of 3/31/15)	6
Track and analyze emergency response times to ensure attainment of benchmarks in accordance with the Commission on Fire Accreditation International (CFAI) standards.	Operations Division	First Unit arrival within 8 minutes, or less Total Response Time (TRT) , 90% of the time	6 Min. 50 Sec. (as of 3/31/14)	90%
			6 Min.50 Sec. (as of 3/31/15)	90%

Objective: To remain proactive in providing the public with new services, skills, and equipment.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Maintain active participation in industry related organizations and education.	Policy Team	12 Annually	FY 2013-2014	12
			FY 2014-2015 (as of 3/31/15)	6

Objective: To maintain high employee morale.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Maintain and promote employee recognition programs.	Policy Team	12 Annually	FY 2013-2014	Completed
			FY 2014-2015 (as of 3/31/15)	6
Expand communications through quarterly Battalion meetings.	Fire Chief's Office	Quarterly	FY 2013-2014	Completed
			FY 2014-2015 (as of 3/31/15)	2

Objective: To maintain close interaction and cooperation with the Development Services Department to oversee and monitor growth and development.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Interact with Development Services Department management and Building Officials to review new and existing structures/projects for compliance and impact to service level.	Fire Prevention Division	Annually	FY 2013-2014	272 Times
			FY 2014-2015 (as of 3/31/15)	135 Times

Objective: To dedicate staffing to upkeep and maintain Fire Department apparatus, equipment, and stations.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Maintain fire department facilities.	Operations Division	Daily	FY 2013-2014	Completed
			FY 2014-2015 (as of 3/31/15)	On-going
Maintain fire department vehicles and testing.	Operations Division	Daily	FY 2013-2014	Completed
			FY 2014-2015 (as of 3/31/15)	On-going
Maintain fire hose upkeep and testing.	Operations Division	Annually	FY 2013-2014	Completed
			FY 2014-2015 (as of 3/31/15)	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 2014-2015	Completion Date	Status
Provide all fire officers with supervisory / management training annually.	Professional Standards Division	12 Sessions	FY 2013-2014	12
			FY 2014-2015 (as of 3/31/15)	6

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 2014-2015	Completion Date	Status
Develop and implement a mentoring program for the enhancement of personnel retention and officer development.	Operations Division	All Promotional Candidates	9/30/15	10 Candidates

Objective: Increase the number of SCUBA Divers available to respond to waterborne incidents in the Department.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Increase the number of certified SCUBA Divers in the Fire Department	Professional Standards Division	All Fire Department Personnel	FY 2013-2014	7
			FY 2014-2015 (as of 3/31/15)	0

Objective: To provide training for each employee annually to meet the requirements of :				
<ol style="list-style-type: none"> <li>1. Insurance Services Office (ISO)</li> <li>2. Health and Rehabilitative Services (HRS)</li> <li>3. Florida Department of Labor and Security – Safety Division (OSHA)</li> <li>4. National Fire Protection Association (NFPA)</li> <li>5. Florida State Fire Marshal – Bureau of Fire Standards</li> <li>6. Commission on Fire Accreditation International (CFAI)</li> <li>7. Department of Defense/Homeland Security</li> <li>8. National Incident Management System (NIMS)</li> </ol>				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Provide ISO, OSHA, NFPA, State Fire Marshal, and DOD/HS training for each firefighter annually.	Professional Standards Division	Meet all ISO Credential Criteria	FY 2013-2014	Completed
			FY 2014-2015 (as of 3/31/15)	Ongoing
Provide required HRS training to all Emergency Medical Technicians and Paramedics annually.	Professional Standards Division	32 CEU Hours each personnel-2017	FY 2013-2014	Completed
			FY 2014-2015 (as of 3/31/15)	On-going

### COMMUNICATION/COOPERATION

**Goal: To provide open and candid communications within the work place that enhances an effective and collaborative relationship with the community and all City entities.**

Objective: To provide method for input from citizens concerning quality of service.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Develop and enhance public information methods to inform residents and visitors to the City of emergencies and current events.	Office of the Fire Chief	2015	On-going	Pending
Research, develop, and convert the current Citizen Survey Program to electronic format.	Professional Standards Division	9/30/15	9/30/15	Pending
Review citizen notes and letters.	Office of the Fire Chief	Daily	9/30/15	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 2013-2014	50
			FY 2014-2015 (as of 3/31/15)	26

**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 2014-2015	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 2013-2014	Completed
			FY 2014-2015 (as of 3/31/15)	4
Meet with senior staff to communicate significant information within the Department (at Policy Team meetings).	Office of the Fire Chief	Weekly	FY 2013-2014	50
			FY 2014-2015 (as of 3/31/15)	24
Continue Labor/Management meetings to discuss concerns and improve operations.	Policy Team	Quarterly	FY 2013-2014	6
			FY 2014-2015 (as of 3/31/15)	2
Maintain a Strategic Planning process designed to guide the Department in creating and meeting goals and objectives.	Policy Team	Semi-Annually	FY 2013-2014	Completed
			FY 2014-2015 (as of 3/31/15)	1

Objective: To provide a quarterly newsletter to all department and retired personnel communicating department goals, objectives, and activities.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Publish the "05 Report" for all department and retired personnel.	Professional Standards Division	Quarterly	FY 2013-2014	2
			FY 2014-2015 (as of 3/31/15)	1

Objective: To enhance relationships with industry related organizations at all levels.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Enhance relationships with neighboring jurisdictions and agencies to promote regional cooperation and collaboration through FOAM-D organization committees.	Policy Team	12 Meetings	FY 2013-2014	12 Meetings
			FY 2014-2015 (as of 3/31/15)	6 Meetings
Maintain a presence and continue to provide input at regional and state levels.	Policy Team	Quarterly	FY 2013-2014	4 Meetings
			FY 2014-2015 (as of 3/31/15)	2 Meetings

## HEALTH AND SAFETY

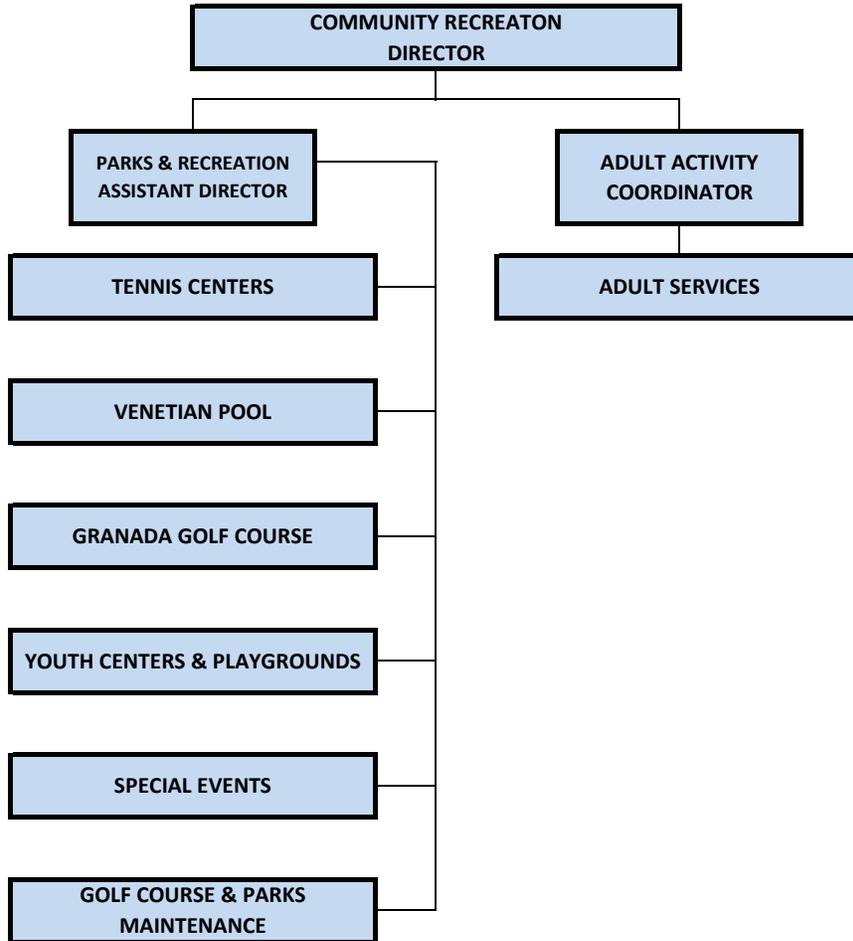
**Goal: To provide the best possible environment for the safety and well-being of Fire Department personnel.**

Objective: To improve the health and safety of all department members in order to decrease work hours lost.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Systematically review and evaluate firefighting gear and personal protective equipment.	Operations Division	Quarterly	On-going	2
Encourage personnel to take an active role in a voluntary health, fitness and safety regimen.	Professional Standards Division	All Fire Department Personnel	On-going	On-going
Conduct monthly Safety Committee Meetings.	Safety Committee	Quarterly	FY 2014 – 2015 (as of 3/31/15)	2 Meetings

CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET

DEPARTMENT: COMMUNITY RECREATION

ORGANIZATION CHART



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



**COMMUNITY RECREATION DEPARTMENT**

INDICATOR:	FY14			FY15		FY16
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Increase participation of all Youth Center activities by 5%	13,722	13,046		13,698	11,087	13,698
Youth Center programs	9,773	9,294		9,759	8,189	9,759
Guest passes	1,876	1,761		1,849	1,202	1,849
Rentals	249	214		225	148	225
Memberships	1,824	1,777		1,866	1,548	1,866
Hours of usage for meetings (conference room, theater, classroom, gym)	450	457		500	497	500
Increase in Venetian Pool total revenue by 2%	\$ .83M	\$1.07M		\$1.09M	\$ .42M	\$1.11M
Venetian Pool Gift Shop revenue	\$ 5,000	\$ 10,073		\$ 12,000	\$ 4,390	\$ 15,000
Number of paid admissions to the Venetian Pool	65,000	82,899		85,000	31,760	90,000
Increase senior participation by 10%	462	462		480	394	528
Fitness enrollment <sup>1</sup>	255	255		275	213	303
Arts & Sciences enrollment <sup>1</sup>	207	207		205	181	225

**Legend**

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

**Notes:**

<sup>1</sup>Average monthly enrollment for FY15 YTD

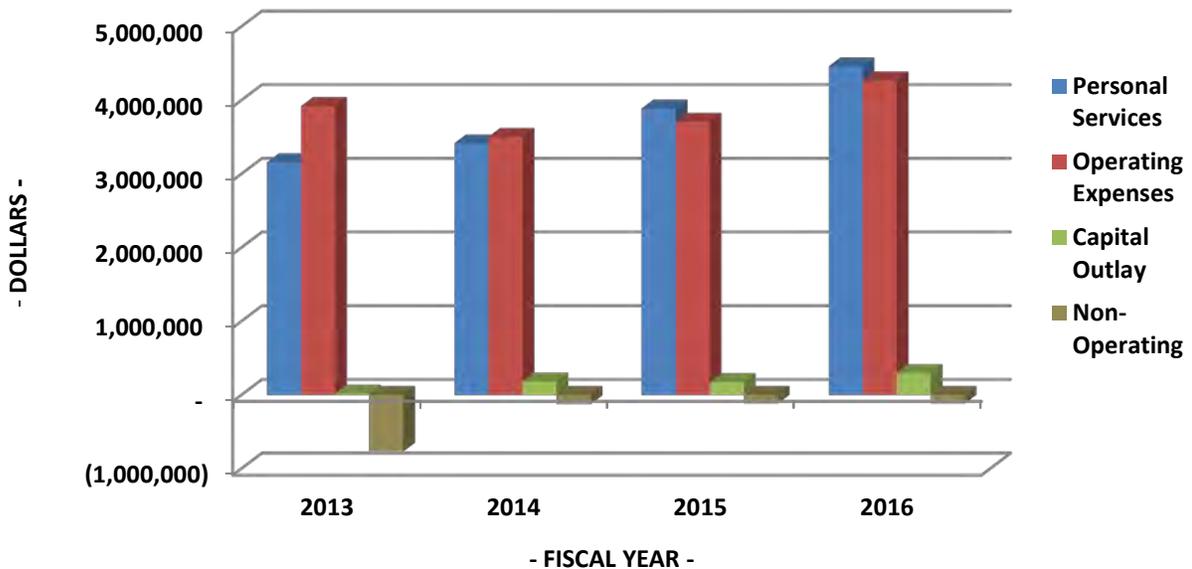
**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



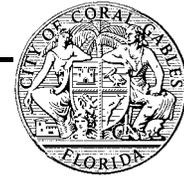
**COMMUNITY RECREATION DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2012-2013 ACTUAL</u>	<u>2013-2014 ACTUAL</u>	<u>2014-2015 BUDGET</u>	<u>2015-2016 BUDGET</u>
Personal Services	3,154,596	3,412,293	3,885,659	4,456,489
Operating Expenses	3,917,280	3,500,451	3,706,692	4,269,117
Capital Outlay	17,905	183,532	172,060	295,891
Non-Operating	(768,875)	(127,614)	(117,686)	(117,686)
<b>TOTALS</b>	<u><u>6,320,906</u></u>	<u><u>6,968,662</u></u>	<u><u>7,666,725</u></u>	<u><u>8,903,811</u></u>
No. of Positions	26	27	28	31

**EXPENDITURE COMPARISONS**



**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

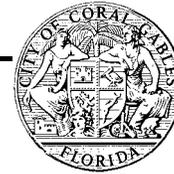
**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET SALARIES	
6311	Community Recreation Director	-	1	1	1	\$ 140,545
6310	Community Services Director	1	-	-	-	-
6315	Parks & Recreation Director	1	1	1	1	133,934
0810	Administrative Analyst	-	-	1	1	59,966
0059	Special Projects Coordinator	1	1	1	1	57,040
0602	Administrative Assistant	1	1	1	1	39,124
<b>TOTAL</b>		<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>\$ 430,609</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 352,951	\$ 319,883	\$ 430,783	\$ 430,609
2000	Employee Benefits - See Other Cost Dist.	169,233	198,354	243,279	257,211
3190	Other Professional Services	900	12	150,000	8,925
4090	Other Transportation Expense	10,350	9,450	10,800	10,800
4410	Rental of Machinery and Equipment	3,864	5,512	8,773	2,500
4550	General Liability Insurance	20,465	12,473	15,604	15,390
5100	Office Supplies	1,994	2,631	1,600	3,600
5206	Food for Human Consumption	120	-	200	200
5214	Uniform Allowance	883	649	1,000	1,000
5400	Membership Dues and Subscriptions	1,499	1,811	1,860	1,860
5410	Employee Training	853	1,860	4,425	3,000
<b>TOTAL</b>		<b>\$ 563,112</b>	<b>\$ 552,635</b>	<b>\$ 868,324</b>	<b>\$ 735,095</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

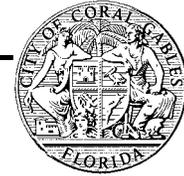
**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
6304	Sports Shop Attendant	1	1	1	1	\$ 50,254
3004	Maintenance Worker I	1	1	1	1	39,399
6102	Prof. Tennis Oper. Supv.	1	1	1	1	33,717
0031	Secretary	1	1	1	1	52,764
6666	Tennis Pro Commission	-	-	-	-	150,000
9005	Part-time Employees	-	-	-	-	95,900
<b>TOTAL</b>		<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>\$ 422,034</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 365,438	\$ 464,951	\$ 409,874	\$ 422,034
2000	Employee Benefits - See Other Cost Dist.	138,331	143,820	148,246	153,856
3190	Other Professional Services	181,011	181,460	182,500	185,000
4020	Central Garage Motor Pool Rent	8,586	885	1,212	1,831
	Replacement:	1,692			
	Oper. & Maint:	139			
4420	Public Facilities Cost - See Other Cost Dist.	113,573	115,174	120,346	135,112
4550	General Liability Insurance	20,902	12,630	14,847	15,084
4610	Repair/Maint. of Bldgs & Improvements	-	-	17,000	-
4630	Repair/Maint. of Machinery & Equipment	-	331	445	445
4690	Special Maintenance Interdept'l Charges	11,266	10,014	10,243	11,115
4710	Special Printed Forms	2,268	1,599	1,920	1,920
5100	Office Supplies	1,466	1,822	2,000	2,000
5203	Drugs and Medical Supplies	44	12	110	110
5204	Cleaning & Janitorial Supplies	-	59	347	347
5206	Food for Human Consumption	6,344	2,649	5,980	5,980
5208	Household & Institutional Supplies	27,963	28,177	33,391	35,891
5213	Purchase/Rental - Employee Uniforms	-	-	10	10
5214	Uniform Allowance	1,337	2,886	2,583	2,583
5215	Small Tools & Minor Equipment	27	187	100	100
5400	Membership Dues and Subscriptions	35	-	105	105
5410	Employee Training	-	-	565	565
6440	Equipment Additions	-	-	5,000	-
8202	USDOJ 2012 Robotic Tact JAGD-Dade-6-125	-	-	20,000	-
<b>TOTAL</b>		<b>\$ 878,591</b>	<b>\$ 966,656</b>	<b>\$ 976,824</b>	<b>\$ 974,088</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET SALARIES	
6205	Aquatics Supervisor	1	1	1	1	\$ 64,232
6203	Aquatics Assistant Supervisor	1	2	2	2	92,662
3005	Maintenance Worker II	1	1	1	1	29,804
9004	Part-time Employees	-	-	-	-	264,492
9999	Holiday Pay	-	-	-	-	2,760
<b>TOTAL</b>		<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>\$ 453,950</b>

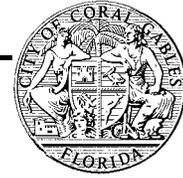
**EXPENDITURE DETAIL**

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET
1000	Salaries	\$ 302,113	\$ 352,544	\$ 422,009	\$ 453,950
2000	Employee Benefits - See Other Cost Dist.	165,190	179,519	219,869	227,474
3180	TYPE IN A DESCRIPTION	1,850	1,075	2,208	2,208
3190	Other Professional Services	7,770	6,125	6,500	6,500
4410	Rental of Machinery and Equipment	2,015	1,982	2,426	2,000
4420	Public Facilities Cost - See Other Cost Dist.	131,226	133,075	139,051	156,112
4550	General Liability Insurance	19,254	21,400	15,286	16,224
4620	Repair and Maint. of Office Equipment	365	400	400	400
4630	Repair/Maint. of Machinery & Equipment	1,280	1,300	1,300	6,800
4710	Special Printed Forms	1,211	1,500	1,500	1,500
4940	Taxes & License Fees Paid	3,520	5,033	5,062	5,062
4990	Other Miscellaneous Expense	822	1,050	-	-
5100	Office Supplies	2,000	2,000	2,574	3,000
5201	Agricultural Supplies	491	5,497	5,500	5,500
5202	Chemicals and Photographic Supplies	24,726	28,273	26,000	30,000
5203	Drugs and Medical Supplies	1,000	1,978	2,000	2,000
5204	Cleaning & Janitorial Supplies	3,486	3,864	4,000	4,000
5206	Food for Human Consumption	73,990	89,736	69,760	84,760
5208	Household & Institutional Supplies	10,319	15,405	14,814	19,814
5209	Protective Clothing	200	305	6,300	6,300
5211	Building Materials and Supplies	186	146	150	150
5214	Uniform Allowance	3,670	4,301	3,300	3,300
5215	Small Tools & Minor Equipment	2,500	2,495	2,500	2,500

**EXPENDITURE DETAIL**

	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5400 Membership Dues and Subscriptions	-	250	250	250
5410 Employee Training	795	792	800	800
6200 Building Improvements & Upgrades	-	-	3,500	-
6430 Equipment Repair/Replacement	-	-	3,000	6,000
6440 Equipment Additions	-	-	2,000	-
<b>TOTAL</b>	<b>\$ 759,979</b>	<b>\$ 860,045</b>	<b>\$ 962,059</b>	<b>\$ 1,046,604</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
2310	Golf Course & Parks Asst. Supt.	-	-	-	1	\$ 74,547
3009	Irrigation Foreman	-	-	-	1	37,482
4006	Automotive Mechanic	1	1	1	1	70,693
9999	Holiday Pay - Worked	-	-	-	-	4,000
<b>TOTAL</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>\$ 186,722</b>

**EXPENDITURE DETAIL**

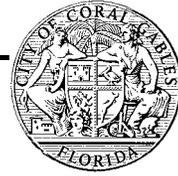
		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ -	\$ 66,744	\$ 74,556	\$ 186,722
2000	Employee Benefits - See Other Cost Dist.	1,266	46,532	46,875	121,341
3190	Other Professional Services	200,314	212,448	233,988	266,228
3191	Biltmore Hotel Maintenance Service	-	-	-	54,000
4020	Central Garage Motor Pool Rent	-	57,915	58,536	54,759
	Replacement:	18,242			
	Oper. & Maint:	36,517			
4420	Public Facilities Cost - See Other Cost Dist.	-	111,685	116,701	131,019
4450	Lease Equipment	-	-	-	72,000
4550	General Liability Insurance	239	4,136	2,701	6,673
4620	Repair and Maint. of Office Equipment	-	-	750	750
4630	Repair/Maint. of Machinery & Equipment	4,470	8,321	11,500	11,500
4690	Special Maintenance Interdept'l Charges	720,996	85,055	74,154	74,771
4710	Special Printed Forms	781	741	1,000	1,000
4820	Advertising Expense	-	745	1,500	1,500
4950	Collection Charges on Credit Card sales	11,497	13,667	9,892	9,892
4990	Other Miscellaneous Expense	1,071	1,139	-	-
5100	Office Supplies	358	719	1,000	1,000
5201	Agricultural Supplies	38,935	38,928	57,108	57,108
5203	Drugs and Medical Supplies	-	-	50	50
5204	Cleaning & Janitorial Supplies	-	1,681	3,332	3,332
5207	Motor Fuel and Lubricants	-	349	1,050	1,050
5208	Household & Institutional Supplies	7,495	6,631	7,500	7,500
5209	Protective Clothing	-	-	775	775
5211	Building Materials and Supplies	2,009	3,426	2,900	2,900

**EXPENDITURE DETAIL**

	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5213 Purchase/Rental - Employee Uniforms	-	516	750	750
5214 Uniform Allowance	377	-	250	250
5215 Small Tools & Minor Equipment	284	570	1,950	1,950
5217 Operating Equipment Repair Parts	14,688	13,757	16,500	16,500
5400 Membership Dues and Subscriptions	578	1,275	590	590
5410 Employee Training	40	-	625	625
6430 Equipment Repair/Replacement	-	7,295	-	-
<b>TOTAL</b>	<b>\$ 1,005,398</b>	<b>\$ 684,275</b>	<b>\$ 726,533</b>	<b>\$ 1,086,535</b>



**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**

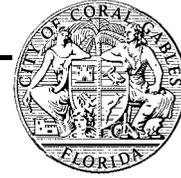


430 GRANADA GOLF COURSE FUND  
**COMMUNITY RECREATION DEPARTMENT**  
**6031 GRANADA GOLF CARTS**  
 572 COMMUNITY RECREATION

**EXPENDITURE DETAIL**

		<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
4020	Central Garage Motor Pool Rent	\$ 48,746	\$ -	\$ -	\$ -
	Replacement:	-			
	Oper. & Maint:	-			
4450	Lease Equipment	29,458	71,358	43,577	32,200
5217	Operating Equipment Repair Parts	10,910	6,690	6,200	6,200
6410	Motor Equipment Replacements in Fleet	-	113,878	-	-
<b>TOTAL</b>		<b>\$ 89,114</b>	<b>\$ 191,926</b>	<b>\$ 49,777</b>	<b>\$ 38,400</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET SALARIES	
6009	Youth Center Supervisor	1	1	1	1	\$ 66,007
6011	Youth Center Ass't Supv.	1	1	1	1	55,827
6006	Recreation Marketing Spec.	1	1	1	1	57,233
6005	Recreation Specialist	3	3	3	3	151,063
3010	Foreman	1	1	1	1	58,176
3103	Maint. Repair Wrkr - Parks	2	2	2	2	77,890
9999	Holiday Pay	-	-	-	-	6,400
9005	Part-time Employees	-	-	-	-	449,274
<b>TOTAL</b>		<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>\$ 921,870</b>

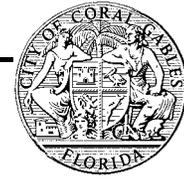
**EXPENDITURE DETAIL**

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET
1000	Salaries	\$ 810,086	\$ 809,141	\$ 878,513	\$ 921,870
2000	Employee Benefits - See Other Cost Dist.	356,090	349,661	370,284	378,675
3180	TYPE IN A DESCRIPTION	476,030	560,687	477,901	567,901
3190	Other Professional Services	51,841	53,886	58,500	99,560
4020	Central Garage Motor Pool Rent	25,903	27,812	28,514	27,372
	Replacement: 10,201				
	Oper. & Maint: 17,171				
4090	Other Transportation Expense	25,800	27,025	42,250	42,250
4410	Rental of Machinery and Equipment	3,770	2,610	2,540	3,500
4420	Public Facilities Cost - See Other Cost Dist.	625,976	634,796	663,305	744,689
4550	General Liability Insurance	49,842	30,081	31,822	32,948
4610	Repair/Maint. of Bldgs & Improvements	-	-	525	-
4630	Repair/Maint. of Machinery & Equipment	1,130	3,150	5,000	5,000
4690	Special Maintenance Interdept'l Charges	36,613	32,545	33,289	36,125
4710	Special Printed Forms	11,560	12,629	17,000	17,000
4820	Advertising Expense	-	-	480	480
4990	Other Miscellaneous Expense	2,286	2,037	3,804	3,804
5100	Office Supplies	6,142	5,825	6,687	10,000
5202	Chemicals and Photographic Supplies	834	15	1,000	1,000
5203	Drugs and Medical Supplies	261	-	500	500
5204	Cleaning & Janitorial Supplies	1,099	1,902	6,500	6,500
5206	Food for Human Consumption	11,379	13,487	20,000	20,000
5208	Household & Institutional Supplies	29,763	35,689	32,475	36,000

**EXPENDITURE DETAIL**

		<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5209	Protective Clothing	70	63	330	330
5211	Building Materials and Supplies	1,723	3,478	3,000	3,000
5213	Purchase/Rental - Employee Uniforms	513	667	8,290	8,290
5214	Uniform Allowance	28,154	15,237	32,001	32,001
5215	Small Tools & Minor Equipment	607	299	1,000	1,000
5400	Membership Dues and Subscriptions	13,507	16,398	17,000	17,000
5410	Employee Training	-	40	250	2,250
6430	Equipment Repair/Replacement	14,840	31,809	32,360	42,360
6440	Equipment Additions	-	17,900	40,000	10,000
	<b>TOTAL</b>	<b>\$ 2,585,819</b>	<b>\$ 2,688,869</b>	<b>\$ 2,815,120</b>	<b>\$ 3,071,405</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



001 GENERAL FUND  
**COMMUNITY RECREATION DEPARTMENT**  
**6051 YOUTH CTR SNACK BAR**  
 572 COMMUNITY RECREATION

**PERSONNEL SCHEDULE**

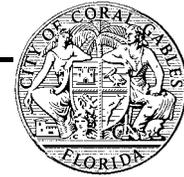
**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
9008	Part-time Employees	-	-	-	-	\$ 20,882
<b>TOTAL</b>		-	-	-	-	\$ 20,882

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 12,478	\$ 8,241	\$ 20,882	\$ 20,882
2000	Employee Benefits - See Other Cost Dist.	955	630	1,597	1,597
4550	General Liability Insurance	1,245	725	756	746
5204	Cleaning & Janitorial Supplies	-	-	250	250
5206	Food for Human Consumption	21,672	15,790	27,000	27,000
5208	Household & Institutional Supplies	809	-	740	740
5410	Employee Training	-	-	100	100
6430	Equipment Repair/Replacement	-	-	300	300
6440	Equipment Additions	-	-	650	650
<b>TOTAL</b>		\$ 37,159	\$ 25,386	\$ 52,275	\$ 52,265

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

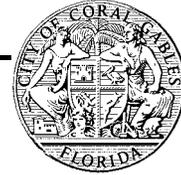
**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET SALARIES	
6007	Adult Activity Coordinator	1	1	1	1	\$ 70,998
6005	Recreation Specialist	-	-	-	1	37,482
9005	Part-time Employees	-	-	-	-	177,383
<b>TOTAL</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>\$ 285,863</b>

**EXPENDITURE DETAIL**

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET
1000	Salaries	\$ 23,602	\$ 78,324	\$ 110,150	\$ 285,863
2000	Employee Benefits - See Other Cost Dist.	29,426	36,297	48,744	91,981
3190	Other Professional Services	350	350	51,941	51,941
4090	Other Transportation Expense	-	-	6,600	6,600
4550	General Liability Insurance	5,435	3,598	3,990	10,217
4630	Repair/Maint. of Machinery & Equipment	-	-	-	5,000
4710	Special Printed Forms	2,227	2,422	5,500	9,500
5100	Office Supplies	-	450	500	6,500
5202	Chemicals and Photographic Supplies	-	-	-	2,000
5203	Drugs and Medical Supplies	-	-	-	1,000
5204	Cleaning & Janitorial Supplies	-	-	-	8,000
5206	Food for Human Consumption	-	993	20,800	20,800
5208	Household & Institutional Supplies	709	1,552	4,560	33,270
5209	Protective Clothing	-	-	-	75
5211	Building Materials and Supplies	-	-	-	4,000
5213	Purchase/Rental - Employee Uniforms	-	-	-	3,500
5214	Uniform Allowance	-	251	310	310
5215	Small Tools & Minor Equipment	-	-	-	2,500
5400	Membership Dues and Subscriptions	-	-	234	1,234
5410	Employee Training	-	-	-	1,000
6440	Equipment Additions	-	-	-	169,331
<b>TOTAL</b>		<b>\$ 61,749</b>	<b>\$ 124,237</b>	<b>\$ 253,329</b>	<b>\$ 714,622</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

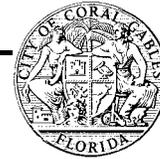
**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016	
					BUDGET	SALARIES
9283	Part-time Employees	-	-	-	-	\$ 36,465
<b>TOTAL</b>		-	-	-	-	\$ 36,465

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 4,126	\$ 5,144	\$ 17,965	\$ 36,465
2000	Employee Benefits - See Other Cost Dist.	642	1,063	1,910	2,790
3190	Other Professional Services	88,856	96,613	118,555	123,280
4410	Rental of Machinery and Equipment	750	-	-	6,700
4550	General Liability Insurance	495	867	904	1,303
4710	Special Printed Forms	1,393	924	2,900	2,900
4802	July 4th Celebration	102,436	108,065	-	166,800
4820	Advertising Expense	-	1,457	175	1,750
4840	Farmers Market	10,710	11,889	12,000	12,000
5202	Chemicals and Photographic Supplies	1,015	636	1,417	1,200
5206	Food for Human Consumption	564	1,230	383	600
5208	Household & Institutional Supplies	11,045	18,218	20,405	20,405
<b>TOTAL</b>		<b>\$ 222,032</b>	<b>\$ 246,106</b>	<b>\$ 176,614</b>	<b>\$ 376,193</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
2309	Golf Course & Parks Supt.	1	1	1	1	\$ 90,626
3201	Equipment Operator I	1	1	1	1	47,139
3010	Foreman	1	1	1	1	55,405
3004	Maintenance Worker I	1	1	1	1	37,523
9005	Part-time Employees	-	-	-	-	50,000
<b>TOTAL</b>		<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>\$ 280,693</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 218,351	\$ 171,182	\$ 268,946	\$ 280,693
2000	Employee Benefits - See Other Cost Dist.	204,318	180,263	171,177	182,476
3190	Other Professional Services	154,267	222,643	196,480	196,480
4020	Central Garage Motor Pool Rent	86,606	62,306	71,666	84,291
	Replacement:	54,858			
	Oper. & Maint:	29,433			
4420	Public Facilities Cost - See Other Cost Dist.	146,844	37,228	38,900	43,673
4550	General Liability Insurance	17,353	9,651	9,742	10,032
4630	Repair/Maint. of Machinery & Equipment	575	3,142	4,000	4,000
5201	Agricultural Supplies	43,745	32,494	30,273	30,273
5204	Cleaning & Janitorial Supplies	-	392	-	-
5207	Motor Fuel and Lubricants	-	-	550	550
5208	Household & Institutional Supplies	2,277	12,352	14,000	14,000
5209	Protective Clothing	234	-	1,000	1,000
5211	Building Materials and Supplies	-	2,139	1,900	1,900
5213	Purchase/Rental - Employee Uniforms	1,965	1,792	1,547	1,547
5215	Small Tools & Minor Equipment	5,190	3,309	5,625	5,625
5217	Operating Equipment Repair Parts	2,000	4,598	2,500	2,500
5400	Membership Dues and Subscriptions	38	-	-	-
6430	Equipment Repair/Replacement	3,065	12,650	10,250	42,250
6440	Equipment Additions	-	-	75,000	25,000
9010	Intradepartmental Credits	(768,875)	(127,614)	(117,686)	(117,686)
<b>TOTAL</b>		<b>\$ 117,953</b>	<b>\$ 628,527</b>	<b>\$ 785,870</b>	<b>\$ 808,604</b>

**Maintenance Services Distributed to  
Park Facilities**

<u>Dept Code/Account</u>	<u>%</u>	<u>Amount</u>
Tennis Centers - 6010-46-90	1.2	\$ 11,115
Youth Center - 6050-46-90	3.9	36,125
	5.1	47,240
Granada Golf - 6030-46-90		74,771
		<b>\$ 122,011</b>

**2015-2016 BUDGET  
STRATEGIC MANAGEMENT PROGRAM**

**DEPARTMENT: COMMUNITY RECREATION  
DIVISION: PARKS AND RECREATION**

**MISSION STATEMENT**

*“To enhance the quality of life for residents and guests of all ages through recreational and instructional opportunities, facilities and events that create memorable life experiences.”*

**VISION STATEMENT**

*“Creating an Exceptional Experience by Maximizing Our Resources”*

**VALUES**

*Passion , Fun, Dedication, Leadership, 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

<b>Objective: Utilize Assessments and performance measures to improve programming</b>			
<b>Action Plan:</b>	<b>Assigned To</b>	<b>Completion Date</b>	<b>Status</b>
Execute the assessment plan of action	Supervisors	Ongoing	In Queue
Evaluation of plan implementation	Supervisors	Ongoing	In Queue
Implement performance measures to gauge programming performance goals. Measures for 2015-2016: <ol style="list-style-type: none"> <li>1. Increase participation of all Youth Center programs by 5%</li> <li>2. Increase in membership retention rate by 5%</li> <li>3. Reach Youth Center room usage rate of 40%</li> <li>4. Increase Farmers Market vendors by 5%</li> <li>5. Increase in tennis lessons by 10%</li> <li>6. Increase in tennis camp participation of 10%</li> <li>7. Increase in pool revenue by 2%</li> <li>8. Increase in senior participation by 10%</li> </ol>	Supervisors	Ongoing	Underway

<b>Objective: Utilize partners to deliver programs that share our values</b>			
<b>Action Plan:</b>	<b>Assigned To</b>	<b>Completion Date</b>	<b>Status</b>
Define partnership and parameters/criteria for a partnership Identify current partners Create a partnership policy Identify partnership needs	Administration TOS	Ongoing	New partners include No Boundaries, Coral Gables Art Cinema, Coral Gables Hospital, ESPN, Center for Independent Living, Bike 305
Identify partnership opportunities	TOS-Lead	Annually	Palace events partnerships Ongoing, school partnership Ongoing, health fair partnership with Doctor's Hospital Ongoing, USTA, University of Miami Ongoing
Create a process to develop and implement the opportunities <ol style="list-style-type: none"> <li>1. Training Program</li> <li>2. Templates for MOU</li> <li>3. Documentation procedures</li> <li>4. Evaluation of partnership</li> </ol>	TOS Director	Annually	MOU template used for partnership with Center for Independent Living.

<b>Objective: Expand recreational facility usage and availability through partnerships</b>			
<b>Action Plan:</b>	<b>Assigned To</b>	<b>Completion Date</b>	<b>Status</b>
Evaluate surrounding agencies and county facilities for shared use opportunities.	YC Supervisor Golf and Parks Maintenance Superintendent Supervisors	Ongoing	Miami-Dade Schools partnership looking to expand usage to middle schools and elementary schools. Partnered with Coral Gables Library for room usage. 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.

<b>Objective: Create and implement program and service innovations.</b>			
<b>Action Plan:</b>	<b>Assigned To</b>	<b>Completion Date</b>	<b>Status</b>
Implement two (2) new programs, services, or innovations per division per year.	Supervisors	Annual/ Ongoing every fiscal year.	New programs and innovations include: Girls Volleyball Travel League, Blue Devils Soccer, Adult Support Groups, Adult Cooking Classes, Ice Skating at Holiday Tree Lighting, Guard start pool safety program, online registration
Institute new aquatics programming tailored to current trends	YC Supervisor	Ongoing	Water fitness and extended hours for swimming are two areas to be examined this year.
Increase program opportunities for populations that may be underserved at Youth Center.	Youth Center Supervisor	Ongoing	For this upcoming year, teen programs will be focused on to increase teen participation. Re-creation of the Youth Advisory Board will assist in this strategy.
Offer programming at alternative locations	Director and Supervisors	Ongoing	Free Yoga in the Riviera park established. Pursuing opportunities to expand to other park sites.

Continue to add innovations at City-run special events, including overhauling events every three years.			Holiday Tree Lighting new features included: ice skating, new rides, new light switch for tree. Egg Drop featured new food options including barbecue. Big Toy featured new vehicles.
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**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.

<b>Objective: Develop and well maintain all recreational facilities.</b>			
<b>Action Plan:</b>	<b>Assigned To</b>	<b>Completion Date</b>	<b>Status</b>
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 completed.
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 planned, maintenance work logs revised. Quarterly Schedule established.

<b>Objective: Maintain our historical character in all facilities.</b>			
<b>Action Plan:</b>	<b>Assigned To</b>	<b>Completion Date</b>	<b>Status</b>
Identify the historical aspects of all parks and facilities	VP Supervisor Asst. Venetian Pool Supervisor	Ongoing	Research into facilities and parks continues

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	Method installed in Venetian Pool. Website information implemented. Kids to Parks history program in progress.
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<b>Objective: Create and implement a maintenance plan for all parks and facilities.</b>			
Implement recycling program with compliance for all parks	VP Supervisor	Ongoing	Completed for facilities, farmers market, and egg drop events. 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. Revision to be annual and based on changing conditions.
Implement standard facility maintenance program. 1. Create worksheets for each facility.	Division Supervisors	Ongoing	Preliminary worksheet template designed. Customization for each facility completed.
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 progress – schedules and implementation.

<b>Objective: Continue to evaluate opportunities to expand on the City's open spaces and recreational spaces</b>			
<b>Action Plan:</b>	<b>Assigned To</b>	<b>Completion Date</b>	<b>Status</b>
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.

<b>Objective: Establish and maintain a marketing plan that meets specific facilities needs</b>			
<b>Action Plan:</b>	<b>Assigned To</b>	<b>Completion Date</b>	<b>Status</b>
Create park and facility signage standards <ol style="list-style-type: none"> <li>1. Handicap accessible signage</li> <li>2. Park name signage</li> <li>3. Age Appropriate signage</li> <li>4. Park rules and regulation signage</li> </ol>	Marketing Specialist	Ongoing	Preliminary standards completed. Sign design completed. Implementation and budgeting to follow.
Revise existing Park Inventory <ol style="list-style-type: none"> <li>1. Revise inventory annually</li> <li>2. Use website to map parks for users.</li> </ol>	Marketing Specialist	Ongoing	Inventory page has been revised. Improvements will continue. Further revisions to follow with new park naming and park construction.

### Customer Service

Goal: To positively impact the lives of residents and guests with exceptional care, attentiveness and proactive responses.

<b>Objective: Provide exceptional care</b>			
<b>Action Plan:</b>	<b>Assigned To</b>	<b>Completion Date</b>	<b>Status</b>
Develop Customer Service Training biannually <ol style="list-style-type: none"> <li>1. Create part-time training</li> <li>2. Create staff training for full-time employees</li> <li>3. Create staff recognition program</li> <li>4. Create volunteer of the Month program</li> <li>5. Establish in-service training intervals</li> <li>6. Develop a customer service training tool</li> </ol>	Supervisors VP Assist. Supervisor  Administration	Ongoing	Revision of employee rules and regulation to incorporate customer service is completed. Volunteer recognition program has been implemented. Staff recognition pilot program has begun at Venetian Pool. Training completed in orientation of new staff.

<b>Objective: Address customer needs and/or concerns proactively</b>			
<b>Action Plan:</b>	<b>Assigned To</b>	<b>Completion Date</b>	<b>Status</b>
Evaluate registration process and make recommendations for changes	Senior Services Specialist  YC Assistant Supervisor  VP Assistant Supervisor	Ongoing	Online registration has been implemented.

<b>Objective: Respond to customers with respectful attention</b>			
<b>Action Plan:</b>	<b>Assigned To</b>	<b>Completion Date</b>	<b>Status</b>
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	Park audit form completed. Individual facility audit forms in progress.
Utilize processes to present customer satisfaction program 1. Suggestion box implementation at facilities 2. Evaluation surveys	Marketing Specialist Administrative Assistant	Ongoing	Suggestion box completed. New survey and input methods to be created.
Establish an e-mail communication model to allow for added interaction with customers.	Marketing Specialist Division Supervisors	Ongoing	Customer Request log is to be phased out with more proactive system

<b>Objective: Provide membership programs that meet customer needs</b>			
<b>Action Plan:</b>	<b>Assigned To</b>	<b>Completion Date</b>	<b>Status</b>
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. 7. Restructure membership fee structure	Marketing Specialist  Administration Division Supervisors Division Supervisors Administration  Division Supervisors	Ongoing	Review of feasibility for Adult Activity Center membership in progress. Venetian Pool and Tennis Supervisors reviewing membership programs at respective facilities.
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	Google registration established. Establishment of other sites such as Bing, Yahoo in progress.

**Leadership**

Goal: To inspire staff to perform beyond expectations and effectively implement Departmental values.

<b>Objective: Create an atmosphere of fun into daily operations</b>			
<b>Action Plan:</b>	<b>Assigned To</b>	<b>Completion Date</b>	<b>Status</b>
Create and implement a bi-annual teambuilding training program for leadership staff. 1. Implement Trends Analysis into program.	Administration	Ongoing	Team building training program has begun through training at annual meetings and supervisor meetings.
Plan and implement 2 group and teambuilding activities per year	Asst. YC Supervisor TOS	Annually	Activities this year included staff thank you lunch, holiday meal, Bike to Work activity, Corporate run.
Plan and hold an annual departmental activity	Administration	Annually	Annual meeting held annually in November.

<b>Objective: Incorporate history of Coral Gables into operations.</b>			
<b>Action Plan:</b>	<b>Assigned To</b>	<b>Completion Date</b>	<b>Status</b>
Develop and implement history training and/or orientation opportunities for employees.	VP Supervisor	Ongoing	Full-time training tool created. Training at Supervisor meeting.
Incorporate historic elements into programming 1. Partner with Coral Gables Museum for additional services	Supervisors	Ongoing	Working with Museum of event days and their City program.

<b>Objective: Seek to provide the most effective and efficient method of staffing.</b>			
<b>Action Plan:</b>	<b>Assigned To</b>	<b>Completion Date</b>	<b>Status</b>
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 40 employees have worked across divisions to conserve resources. Several Full-time staff has been cross-trained to supervise at multiple facilities and events.
Partner with local schools and organizations to create a volunteer assistance program	Youth Center Supervisor Director	Ongoing	University Baptist Church volunteers used for special events. Coral Gables high Students volunteered for special events. Fellowship Church volunteers used for events.

<b>Objective: To provide professional leadership and direction to staff to create future leaders in Parks and Recreation</b>			
<b>Action Plan:</b>	<b>Assigned To</b>	<b>Completion Date</b>	<b>Status</b>
Re-develop and implement a formalized staff mentorship program. <ol style="list-style-type: none"> <li>1. Establish type of mentorship program</li> <li>2. Identify who will participate. (i.e. Instructors, staff etc.)</li> <li>3. Identify information to communicate</li> </ol> Setup the program and materials	Administration	Ongoing	Program Established  Training schedule implemented.
Have administration be more visible at facilities and programs. <ol style="list-style-type: none"> <li>1. Division Supervisors will invite the Director/Assistant Director to notable events/programs via Outlook calendar</li> <li>2. Administration will visit each facility once every week</li> <li>3. Create program where Director visits the work place of the Supervisor in each division.</li> </ol>	Administration	Ongoing	Schedule established and interaction with all scopes of program vastly improved. Director conducts visits weekly at facilities and parks.
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	Training committee has conducted meetings, and format for summer training has been established. First training under format was conducted.
Establish a strategic plan committee to monitor progress on strategic plan and accreditation initiatives and to provide leadership for completion of initiatives. <ol style="list-style-type: none"> <li>1. Committee to meet on a quarterly basis</li> </ol>	YC Supervisor - lead, Superintendent, TOS, Marketing Specialist	Ongoing	New accreditation standards have been ratified. Assignment of standards has been distributed to Supervisors and team groups have been created.

**Fiscal Management**

To provide cost-effective services through responsible budgeting and increased revenues, while maintaining viability in the marketplace.

<b>Objective: Implement strategies to maximize revenue generation and fund programs and services</b>			
<b>Action Plan:</b>	<b>Assigned To</b>	<b>Completion Date</b>	<b>Status</b>
Conduct a cost analysis <ol style="list-style-type: none"> <li>1. Create a policy and model for cost analysis</li> <li>2. Identify all consumables for each program and costs with each program.</li> <li>3. Break out shared expenses</li> <li>4. Analyze and determine cost per unit</li> <li>5. Determine breakeven point</li> <li>6. Review of cost analysis template</li> <li>7. Pre-program implementation</li> </ol>	Each Division Supervisor for analysis	Ongoing	Policy created and template created. Analysis completed for programs with reviews by Supervisor.

<b>Objective: To identify and secure alternate funding.</b>			
<b>Action Plan:</b>	<b>Assigned To</b>	<b>Completion Date</b>	<b>Status</b>
Explore and seek grant funding as available and necessary <ol style="list-style-type: none"> <li>1. Identify funding opportunities</li> <li>2. Identify project needs for alternative funding</li> <li>3. Seek funding as necessary</li> <li>4. Include efforts in monthly reports</li> </ol>	Supervisors	Ongoing	Division continues to seek grants. ESPN grant awarded this year for \$15,000.

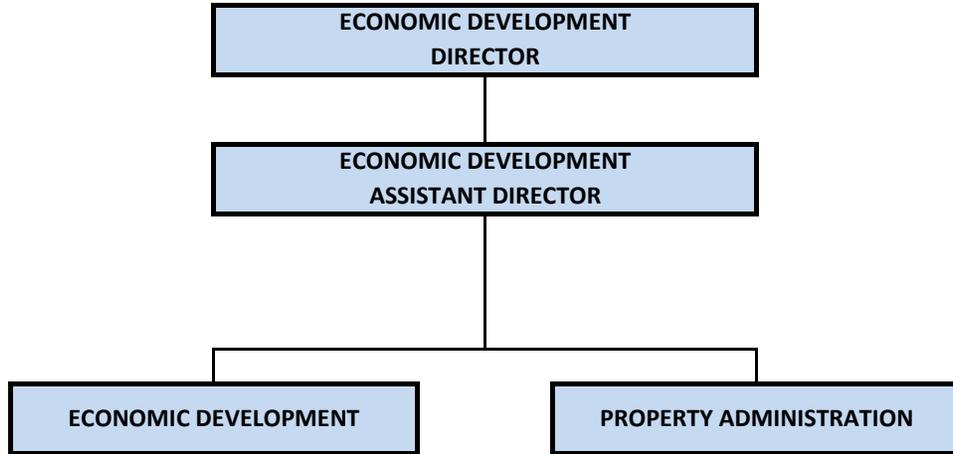
<b>Objective: To assess the market, provide quality services and competitive prices</b>			
<b>Action Plan:</b>	<b>Assigned To</b>	<b>Completion Date</b>	<b>Status</b>
Perform a market assessment <ol style="list-style-type: none"> <li>1. Obtain demographics</li> <li>2. Obtain competing provider information</li> <li>3. Trends Analysis</li> <li>4. Comparative study with existing programs</li> <li>5. Implement program and fee changes</li> <li>6. Perform assessment evaluation</li> </ol>	Marketing Specialist  Supervisors	Ongoing	Fee changes requested in Fee Resolution request.



**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**

**DEPARTMENT: ECONOMIC DEVELOPMENT**

**ORGANIZATION CHART**



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



**ECONOMIC DEVELOPMENT**

INDICATOR:	FY14			FY15		FY16
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Number of businesses assisted (includes Permitting Assistance Program (PAP))	N/A	N/A	-	20	22	30
Number of businesses helped via PAP	3	3		3	1	5
Number of jobs brought to the City or retained through the PAP	300	484		300	155	375
Net absorption of business tax licenses	N/A	78	-	80	(115)	100
Ribbon cuttings attended	26	26		30	26	30
Gallery Night attendees (based on trolley count)	N/A	1,939	-	2,000	1,938	2,400
Average attendance for Jazz in the Gables concerts	N/A	177	-	180	143	200
Marketing materials / collateral / ads produced (print, electronic, video)	N/A	N/A	-	20	16	20
Marketing material total audience reached	N/A	\$ 198,300	-	\$ 200,000	\$ 725,207	\$ 320,000
Public workshops / presentations (including small business outreach)	4	4		5	5	5
Were lease payments collected without default	Yes	Yes		Yes	Yes	Yes
Real Estate deals negotiated	N/A	N/A	-	6	12	5
City-owned property available for lease that are vacant	1	1		-	-	-
New business Welcome Letters sent	N/A	796	-	800	332	840
Grant and Award submissions to assist with Economic Development initiatives	N/A	2	-	3	3	4

**Legend**

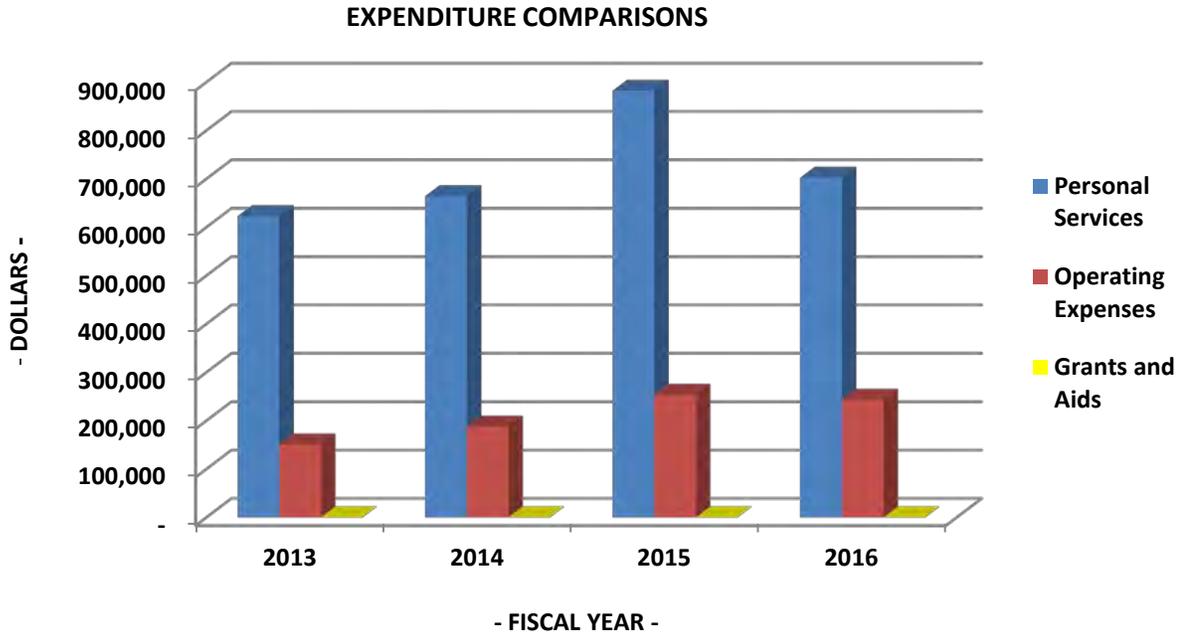
- Target met or exceeded
- Target nearly met
- Target not met

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**

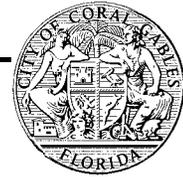


**ECONOMIC DEVELOPMENT DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2012-2013</u> <u>ACTUAL</u>	<u>2013-2014</u> <u>ACTUAL</u>	<u>2014-2015</u> <u>BUDGET</u>	<u>2015-2016</u> <u>BUDGET</u>
Personal Services	622,833	664,022	881,994	702,135
Operating Expenses	151,046	187,416	253,713	243,545
Grants and Aids	-	-	-	-
<b>TOTALS</b>	<b>773,879</b>	<b>851,438</b>	<b>1,135,707</b>	<b>974,430</b>
No. of Positions	4	5	5	5



**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0640	Economic Development. Director	1	1	1	1	\$ 140,545
0644	Economic Development. Ass't Director	1	1	1	1	119,272
0642	Business Development Analyst	1	1	1	1	70,990
0646	Events & Marketing Specialist	-	1	1	1	72,765
0074	Spec. Projects & Cultural Coord	1	-	-	-	-
0602	Administrative Assistant	-	1	1	1	38,584
<b>TOTAL</b>		<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>\$ 442,156</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 419,814	\$ 428,847	\$ 570,269	\$ 442,156
2000	Employee Benefits - See Other Cost Dist.	203,019	235,175	311,725	259,979
3190	Other Professional Services	4,321	28,325	49,000	54,000
4020	Central Garage Motor Pool Rent	4,710	4,568	4,899	5,152
	Replacement: 2,599				
	Oper. & Maint: 2,553				
4090	Other Transportation Expense	7,763	6,300	8,100	8,100
4410	Rental of Machinery and Equipment	4,432	4,570	4,800	4,800
4430	Rental of Land and Buildings	43,785	45,099	46,414	47,807
4550	General Liability Insurance	26,937	15,765	20,657	15,803
4720	Printing & Binding	1,950	1,564	5,357	5,357
4810	Promotional Expense	2,902	6,541	6,600	11,100
4812	Promotional Expense - Citywide Marketing	25,677	38,358	43,960	35,000
4820	Advertising Expense	1,602	797	7,200	6,000
4830	Prospect Development Expense	9,922	26,127	39,215	31,715
4840	Farmers Market	(75)	-	-	-
4990	Other Miscellaneous Expense	347	1,219	3,400	4,310
4991	Astor Development Land Swap Fees	11,000	-	-	-
5100	Office Supplies	2,220	2,732	2,273	2,273
5400	Membership Dues and Subscriptions	1,774	4,818	5,263	5,553
5410	Employee Training	1,779	633	6,575	6,575
6440	Equipment Additions	-	-	-	28,750
<b>TOTAL</b>		<b>\$ 773,879</b>	<b>\$ 851,438</b>	<b>\$ 1,135,707</b>	<b>\$ 974,430</b>

**2015-2016 BUDGET  
STRATEGIC MANAGEMENT PROGRAM**

**DEPARTMENT: ECONOMIC & CULTURAL DEVELOPMENT**

**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**

The Economic & Cultural Development 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, enhancing quality of life, creating 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, supporting City development initiatives and engaging in various marketing efforts. The Department also manages 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 administering cultural grants and Art in Public Places program, as well as cultural or community initiatives. The Department also manages the Cultural Development Board and the Arts Advisory Panel.*

**Property Administration**

*The Department assists with finding, negotiating (including public/private ventures) and administering agreements with regard to City property in order to obtain value for the City. The Department also manages the Property Advisory Board.*

## DEPARTMENT GOALS

### GOAL AREA: Economic Development

Goal:	Assigned To:	Completion Date:	Status:
To assist in City development initiatives	Director, Asst. Director	Ongoing	Ongoing
To facilitate the implementation of the Miracle Mile and Giralda Streetscape Program	Department	Ongoing	Ongoing
To work with realtors, the Beacon Council, Enterprise Florida, the Chamber of Commerce, the BID, the GMCVB and various consulates to promote business	Department	Ongoing	Ongoing
To assist commercial developers with new projects	Director, Asst. Director	Ongoing	Ongoing
To assist new and existing businesses in the City	Department	Ongoing	Ongoing
To encourage new businesses to locate in the City, and for existing businesses to stay and grow	Department	Ongoing	Ongoing
To assist with Sponsorship opportunities	Events & Marketing Specialist	Ongoing	Ongoing
To analyze market trends	Director, Asst. Director, Business Develop. Analyst	Ongoing	Ongoing
To provide small business assistance	Director , Department	Ongoing	Ongoing
To leverage marketing opportunities	Department	Ongoing	Ongoing
To produce quality materials positively highlighting the City, and providing data to site selectors and businesses	Department	Ongoing	Ongoing
Seek appropriate grants and awards	Department	Ongoing	Ongoing

**Performance Measures:**

- Number of businesses assisted by the City
- Amount of jobs brought to the City or retained through the Permitting Assistance Program
- Number of new businesses in the City
- Number of opportunities to work with partners like the Chamber, BID, Beacon Council, etc.
- Number of sponsors
- Revenue received from sponsors
- Quality marketing materials produced (print, electronic, video) and distributed
- Number of businesses visited
- Grants/awards received
- Materials/Workshops provided for small businesses directly or through partnerships

**GOAL AREA: CULTURAL DEVELOPMENT**

<b>Goal:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
To administrate the annual grant program	Director, Administrative Assistant	Ongoing	Ongoing
To administer the public art program	Events & Marketing Specialist Administrative Assistant	Ongoing	Ongoing
To provide new initiatives to strengthen the quality of life for the City	Department	Ongoing	Ongoing
To support cultural programming	Director, Events & Marketing Specialist	Ongoing	Ongoing
Seek sponsorship opportunities for cultural events	Director & Marketing Specialist	Ongoing	Ongoing
Assist with certain City events such as 4 <sup>th</sup> of July, board and committee, reception, UM annual meeting, and various other City events	Director, Events & Marketing Specialist	Ongoing	Ongoing

Performance Measures:

- Number of grantees applying to the grant program
- Number of grants given by the City
- Number of public art pieces approved for Developers
- Number of public art pieces commissioned by the City
- Amount received in the Art in Public Places fund
- Amount spent by the City on Public Art
- Number of Sponsors obtained
- Number of sponsorship dollars raised
- Success of events produced
- Number of workshops/programs produced by City investment at the Arts & Business Council
- Completion of the Alice Aycock art piece
- Integration of art in Streetscape, Mediterranean Village and Ponce Circle Park

**GOAL AREA: PROPERTY ADMINISTRATION**

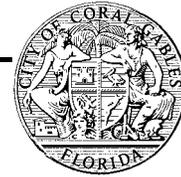
<b>Goal:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
To identify and negotiate new projects	Director, Asst. Director	Ongoing	Ongoing
To track and report tenant lease compliance	Director, Asst. Director	Ongoing	Ongoing
To renew leases as they come due or find new tenants	Director, Asst. Director	Ongoing	Ongoing
To assess the highest and best use of City property	Director, Asst. Director	Ongoing	Ongoing
To monitor the condition of City properties leased to others	Director, Asst. Director	Ongoing	Ongoing
To negotiate and complete City development deals such as the Garage RFP and the Adult Activity Center	Director, Asst. Director	Ongoing	Ongoing
To find new space and negotiate terms for City offices as needed	Director, Asst. Director	Ongoing	Ongoing

Performance Measures:

- Successfully moving projects like the Garages , Streetscape, and Senior Center forward.
- Successfully collect rent for City spaces, and address defaults quickly
- Keep vacancy in City owned spaces low
- To make sure appropriate City personnel or contractors address any condition issues in City owned properties



**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**

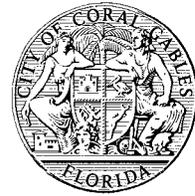


001 GENERAL FUND  
**NON-DEPARTMENTAL EXPENSE**  
**7000 NON-DEPARTMENTAL**  
 519 OTHER GENERAL GOVERNMENT

		EXPENDITURE DETAIL			
		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ -	\$ -	\$ 60,000	\$ -
2000	Employee Benefits - See Other Cost Dist.	191,763	111,523	192,716	518,057
3120	Special Legal Services	1,288,687	2,053,782	947,563	350,000
3190	Other Professional Services	205,785	385,515	705,580	775,000
3200	Accounting & Auditing Services	123,000	128,000	142,500	134,500
4820	Advertising Expense	12,800	5,308	6,000	6,000
4920	Judgements and Damages	-	37,565	-	-
4990	Other Miscellaneous Expense	214,258	751,001	165,000	165,000
5100	Office Supplies	15,873	21,227	17,000	17,000
5410	Employee Training	-	-	-	25,000
7100	Debt Service - Principal	-	-	155,160	-
7191	Employee Sick/Annual Leave Payout	1,187,416	1,083,619	400,000	600,000
7192	Contingencies	-	-	628,382	1,387,637
7193	Employee Sale of Annual Leave	-	-	350,000	350,000
7200	Debt Service - Interest	-	-	38,790	-
8200	Cultural Grants	135,000	125,000	150,000	150,000
8204	CG Museum Grant	-	100,000	200,000	200,000
8300	Other Grants and Aids	-	1,500	20,000	20,000
8302	Aid to Junior Orange Bowl	33,250	33,250	33,250	33,250
<b>TOTAL</b>		<b>\$ 3,407,832</b>	<b>\$ 4,837,290</b>	<b>\$ 4,211,941</b>	<b>\$ 4,731,444</b>



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



**PARKING DEPARTMENT**

INDICATOR:	FY14			FY15		FY16
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Percentage of meter transactions processed electronically	40%	45%		55%	58%	60%
Parking Permit sales	25,000	25,332		26,000	20,245	27,500
Parking Citations issued	100,000	100,674		100,000	68,778	110,000
Total Parking revenue	\$11.18M	\$11.66M		\$12.13M	\$9.07M	\$13.10M
Increase Trolley ridership	1.00M	1.16M		1.15M	.69M	1.13M
Extension of current trolley route to service south end of Coral Gables (MacFarlane/Homestead area)	N/A	N/A	-	Begin	Begin in July 2015	Complete
Reduction of current Trolley headways	15 Minutes	15 Minutes		12-15 Minutes	12-15 Minutes	10-12 Minutes

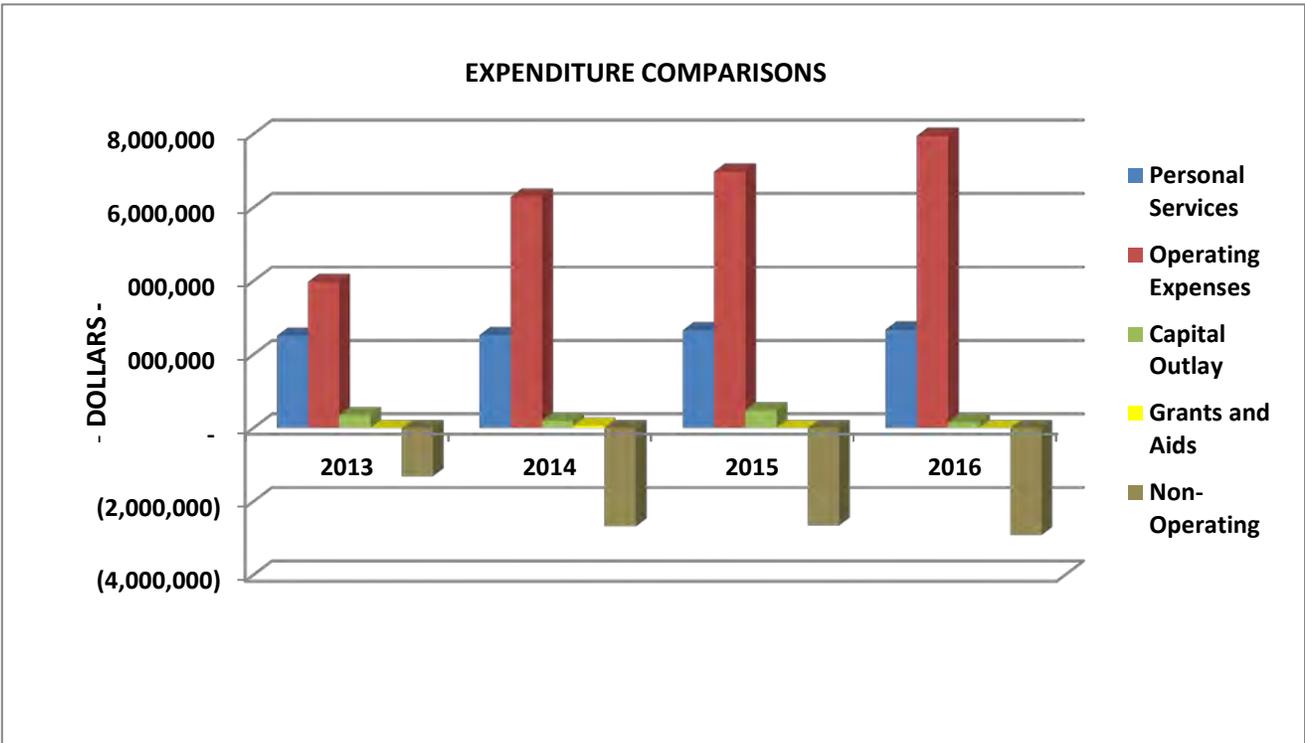
**Legend**

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

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**

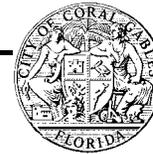
**PARKING DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2012-2013 ACTUAL</u>	<u>2013-2014 ACTUAL</u>	<u>2014-2015 BUDGET</u>	<u>2015-2016 BUDGET</u>
Personal Services	2,504,757	2,532,911	2,660,316	2,679,232
Operating Expenses	3,975,617	6,298,508	6,977,440	7,953,156
Capital Outlay	350,010	197,510	481,673	153,934
Grants and Aids	-	57,224	-	-
Non-Operating	<u>(1,307,762)</u>	<u>(2,670,650)</u>	<u>(2,650,429)</u>	<u>(2,908,954)</u>
<b>TOTALS</b>	<b><u>5,522,622</u></b>	<b><u>6,415,503</u></b>	<b><u>7,469,000</u></b>	<b><u>7,877,368</u></b>
<b>No. of Positions</b>	<b>30</b>	<b>29</b>	<b>29</b>	<b>29</b>





**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0720	Parking Director	1	1	1	1	\$ 121,410
0717	Ass't Parking Director/Trolley Manager	1	1	1	1	87,284
0716	Parking Admin. Supervisor	1	1	1	1	54,921
0105	Clerk I	1	1	1	1	43,408
0708	Parking Data Specialist	1	1	1	1	48,356
0714	Parking Enforcement Specialist - PT	-	-	-	-	12,500
<b>TOTAL</b>		<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>\$ 367,879</b>

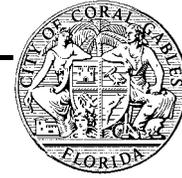
**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 307,989	\$ 310,683	\$ 330,311	\$ 367,879
2000	Employee Benefits - See Other Cost Dist.	156,954	204,296	186,967	215,215
3170	Mgmt & Staff Interdept'l Charge	-	565,000	565,000	565,000
3190	Other Professional Services	24,425	18,075	35,000	-
4090	Other Transportation Expense	6,413	8,100	8,100	8,100
4410	Rental of Machinery and Equipment	1,905	1,882	5,531	2,801
4420	Public Facilities Cost - See Other Cost Dist.	15,414	15,631	16,333	18,337
4550	General Liability Insurance	21,004	20,299	11,965	13,148
4620	Repair and Maint. of Office Equipment	3,000	4,422	4,500	4,500
4710	Special Printed Forms	4,288	4,500	4,500	5,500
4820	Advertising Expense	340	1,000	1,000	1,000
4990	Other Miscellaneous Expense	3,442	5,842	7,106	10,000
4991	Credit Card Processing Charges	-	492,102	390,000	600,000
5100	Office Supplies	5,179	5,622	7,500	7,500
5215	Small Tools & Minor Equipment	9,906	12,400	15,000	37,014
5400	Membership Dues and Subscriptions	160	755	1,100	1,100
5410	Employee Training	2,684	-	2,500	2,000
6430	Equipment Repair/Replacement	45	-	1,468	1,000
9010	Intradepartmental Credits	(563,148)	(1,670,609)	(1,593,881)	(1,860,094)
<b>TOTAL</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Administrative Services Distribution to Parking System**

Dept Code/Account	Meters	2012-2013	2013-2014	2014-2015	2015-2016
8310-31-70	282	\$ 13,822	\$ 41,005	\$ 39,121	\$ 45,655
8320-31-70	589	28,870	85,644	81,711	95,358
8330-31-70	193	9,460	28,063	26,775	31,246
8340-31-70	344	16,861	50,020	47,723	55,693
8380-31-70	3873	189,836	563,160	537,294	627,036
8390-31-70	1737	85,140	252,571	240,971	281,218
8560 (8350)-31-70	450	22,057	65,433	62,428	72,855
	<b>7468</b>	<b>366,046</b>	<b>1,085,896</b>	<b>1,036,023</b>	<b>1,209,061</b>
8360-31-70	25%	140,787	417,652	398,470	465,024
8500-31-70	10%	56,315	167,061	159,388	186,009
	<b>35%</b>	<b>\$ 563,148</b>	<b>\$ 1,670,609</b>	<b>\$ 1,593,881</b>	<b>\$ 1,860,094</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**

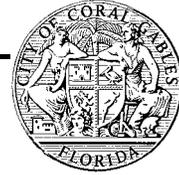


460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8310 GARAGE NO. 1**  
 545 PARKING FACILITIES

**EXPENDITURE DETAIL**

	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
3170 Mgmt & Staff Interdept'l Charge	\$ 13,874	\$ 40,922	\$ 39,121	\$ 45,655
3190 Other Professional Services	110,355	127,441	144,172	187,117
4420 Public Facilities Cost - See Other Cost Dist.	80,508	81,643	85,309	95,776
4630 Repair/Maint. of Machinery & Equipment	2,900	3,820	4,000	4,000
4690 Special Maintenance Interdept'l Charges	34,508	46,345	48,964	48,608
4710 Special Printed Forms	1,996	2,000	2,000	2,000
5100 Office Supplies	-	713	750	750
5204 Cleaning & Janitorial Supplies	194	200	200	200
5208 Household & Institutional Supplies	484	584	500	500
5211 Building Materials and Supplies	50	-	100	100
5215 Small Tools & Minor Equipment	100	-	100	100
6440 Equipment Additions	-	-	-	12,500
<b>TOTAL</b>	<b>\$ 244,969</b>	<b>\$ 303,668</b>	<b>\$ 325,216</b>	<b>\$ 397,306</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**

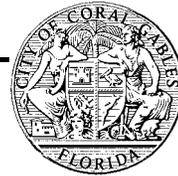


460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8320 GARAGE NO. 2**  
 545 PARKING FACILITIES

**EXPENDITURE DETAIL**

	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
3170 Mgmt & Staff Interdept'l Charge	\$ 28,999	\$ 85,685	\$ 81,711	\$ 95,358
3190 Other Professional Services	98,443	132,643	137,999	180,944
4420 Public Facilities Cost - See Other Cost Dist.	134,001	135,889	141,992	159,413
4450 Lease Equipment	-	-	58,549	58,549
4630 Repair/Maint. of Machinery & Equipment	2,900	-	-	15,150
4710 Special Printed Forms	1,246	2,995	3,000	3,000
5100 Office Supplies	750	742	750	750
5204 Cleaning & Janitorial Supplies	221	300	762	300
5208 Household & Institutional Supplies	295	400	400	400
5211 Building Materials and Supplies	133	-	135	135
5215 Small Tools & Minor Equipment	703	-	100	100
6440 Equipment Additions	97,541	163,747	-	12,500
<b>TOTAL</b>	<b>\$ 365,232</b>	<b>\$ 522,401</b>	<b>\$ 425,398</b>	<b>\$ 526,599</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

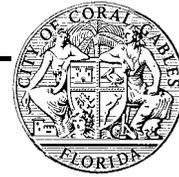
**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0706	Parking Attendant	1	1	1	1	\$ 41,369
<b>TOTAL</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 41,369</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 43,624	\$ 46,142	\$ 42,196	\$ 41,369
2000	Employee Benefits - See Other Cost Dist.	32,497	36,023	36,324	37,428
3170	Mgmt & Staff Interdept'l Charge	9,492	28,060	26,775	31,246
3190	Other Professional Services	-	-	3,567	3,567
4420	Public Facilities Cost - See Other Cost Dist.	23,449	23,779	24,847	27,896
4550	General Liability Insurance	2,463	2,403	1,528	1,479
4690	Special Maintenance Interdept'l Charges	23,617	31,719	33,511	33,267
5204	Cleaning & Janitorial Supplies	173	200	201	200
5208	Household & Institutional Supplies	345	377	400	400
5211	Building Materials and Supplies	60	60	60	60
5214	Uniform Allowance	500	500	500	500
5215	Small Tools & Minor Equipment	57	60	60	60
<b>TOTAL</b>		<b>\$ 136,277</b>	<b>\$ 169,323</b>	<b>\$ 169,969</b>	<b>\$ 177,472</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

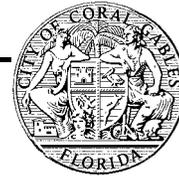
**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0706	Parking Attendant	1	1	1	1	\$ 34,505
<b>TOTAL</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 34,505</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 33,627	\$ 35,607	\$ 31,950	\$ 34,505
2000	Employee Benefits - See Other Cost Dist.	27,297	30,411	31,659	34,194
3170	Mgmt & Staff Interdept'l Charge	16,934	49,941	47,723	55,693
3190	Other Professional Services	81,265	102,391	116,392	159,337
4420	Public Facilities Cost - See Other Cost Dist.	86,079	87,292	91,212	102,403
4550	General Liability Insurance	1,735	1,735	1,157	1,233
4630	Repair/Maint. of Machinery & Equipment	2,900	1,977	4,000	4,000
4710	Special Printed Forms	1,770	2,812	2,000	2,000
5100	Office Supplies	-	750	750	750
5204	Cleaning & Janitorial Supplies	487	300	300	300
5208	Household & Institutional Supplies	400	400	400	400
5211	Building Materials and Supplies	132	-	135	135
5214	Uniform Allowance	500	500	500	500
5215	Small Tools & Minor Equipment	60	-	60	60
6440	Equipment Additions	-	-	-	12,500
<b>TOTAL</b>		<b>\$ 253,186</b>	<b>\$ 314,116</b>	<b>\$ 328,238</b>	<b>\$ 408,010</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8360 METER MAINT & COLLECTION**  
545 PARKING FACILITIES

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0713	Meter Maint. Collection Supv.	1	1	1	1	\$ 45,485
0712	Parking Meter Mechanic	2	2	2	2	94,183
0311	Money Room Coordinator	1	1	1	1	58,172
3005	Maintenance Worker II	2	2	2	2	77,660
<b>TOTAL</b>		<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>\$ 275,500</b>

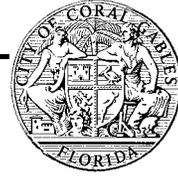
**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 307,330	\$ 268,675	\$ 286,279	\$ 275,500
2000	Employee Benefits - See Other Cost Dist.	228,506	250,532	246,358	250,761
3170	Mgmt & Staff Interdept'l Charge	141,362	417,567	464,036	465,024
4020	Central Garage Motor Pool Rent	27,403	28,516	29,030	27,254
	Replacement: 9,230				
	Oper. & Maint: 18,024				
4550	General Liability Insurance	18,093	17,913	10,370	9,846
4630	Repair/Maint. of Machinery & Equipment	387	-	225	225
5100	Office Supplies	2,912	1,804	2,000	2,000
5204	Cleaning & Janitorial Supplies	87	-	100	100
5209	Protective Clothing	372	539	900	450
5211	Building Materials and Supplies	346	-	200	200
5214	Uniform Allowance	2,694	2,821	2,550	3,000
5215	Small Tools & Minor Equipment	7,394	7,382	5,000	2,500
5217	Operating Equipment Repair Parts	7,728	4,292	9,500	12,000
9010	Intradepartmental Credits	(744,614)	(1,000,041)	(1,056,548)	(1,048,860)
<b>TOTAL</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Meter Maintenance & Collection Services Distribution to Parking System**

Dept Code	Meters	2012-2013	2013-2014	2014-2015	2015-2016
8310	282	\$ 34,508	\$ 46,345	\$ 48,964	\$ 48,608
8330	193	23,617	31,719	33,511	33,267
8380	3873	473,934	636,509	672,475	667,582
8390	1737	212,555	285,468	301,598	299,403
	<b>6085</b>	<b>\$ 744,614</b>	<b>\$ 1,000,041</b>	<b>\$ 1,056,548</b>	<b>\$ 1,048,860</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**

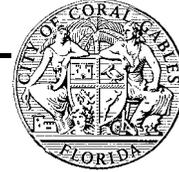


460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8380 ON STREET PARKING**  
 545 PARKING FACILITIES

**EXPENDITURE DETAIL**

		<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
3170	Mgmt & Staff Interdept'l Charge	\$ 190,623	\$ 563,047	\$ 537,294	\$ 627,036
4110	Telecom Services	64,813	74,786	134,000	134,000
4450	Lease Equipment	32,800	25,579	265,000	300,000
4690	Special Maintenance Interdept'l Charges	473,934	636,509	672,475	667,582
5215	Small Tools & Minor Equipment	29,356	32,620	23,000	13,000
5401	Software Subscriptions & Maintenance	8,881	-	-	-
6430	Equipment Repair/Replacement	-	-	64,234	64,234
6440	Equipment Additions	-	31,827	-	-
<b>TOTAL</b>		<b>\$ 800,407</b>	<b>\$ 1,364,368</b>	<b>\$ 1,696,003</b>	<b>\$ 1,805,852</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**

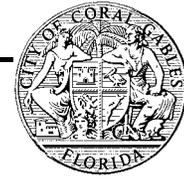


460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8390 METER & PERMIT PARKING LOTS**  
 545 PARKING FACILITIES

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
3170	Mgmt & Staff Interdept'l Charge	\$ 85,496	\$ 252,544	\$ 240,971	\$ 281,218
4420	Public Facilities Cost - See Other Cost Dist.	46,898	47,559	49,695	55,792
4610	Repair/Maint. of Bldgs & Improvements	-	-	-	310,250
4690	Special Maintenance Interdept'l Charges	212,555	285,468	301,598	299,403
5215	Small Tools & Minor Equipment	-	-	-	10,000
6430	Equipment Repair/Replacement	6,738	-	10,000	10,000
<b>TOTAL</b>		<u><u>\$ 351,687</u></u>	<u><u>\$ 585,571</u></u>	<u><u>\$ 602,264</u></u>	<u><u>\$ 966,663</u></u>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



001 GENERAL FUND  
**PARKING DEPARTMENT**  
**8400 VIOLATION ENFORCEMENT**  
 521 LAW ENFORCEMENT

**PERSONNEL SCHEDULE**

**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET SALARIES	
0711	Parking Enforcement Supervisor	1	1	1	1	\$ 61,101
0710	Parking Enforcement Specialist	10	10	10	10	387,721
0709	Parking Enforcement Special Lead	1	1	1	1	51,133
0714	Parking Enforcement Specialist - PT	-	-	-	-	120,000
<b>TOTAL</b>		<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>\$ 619,955</b>

**EXPENDITURE DETAIL**

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET
1000	Salaries	\$ 565,326	\$ 532,657	\$ 608,895	\$ 619,955
2000	Employee Benefits - See Other Cost Dist.	373,840	370,993	386,322	406,548
4020	Central Garage Motor Pool Rent	295,562	141,730	147,877	146,079
	Replacement:	60,683			
	Oper. & Maint:	85,396			
4550	General Liability Insurance	34,382	21,829	22,056	22,157
4620	Repair and Maint. of Office Equipment	-	-	220	220
5100	Office Supplies	94	1,467	1,000	1,000
5214	Uniform Allowance	6,711	7,180	7,500	7,500
5215	Small Tools & Minor Equipment	206	471	500	500
5410	Employee Training	-	-	2,000	2,000
6430	Equipment Repair/Replacement	-	-	500	500
6440	Equipment Additions	-	-	500	500
<b>TOTAL</b>		<b>\$ 1,276,121</b>	<b>\$ 1,076,327</b>	<b>\$ 1,177,370</b>	<b>\$ 1,206,959</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

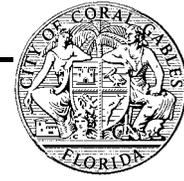
**NO. OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET SALARIES	
3102	Maint. Repair Wrkr - Lead	1	1	1	1	\$ 55,402
3005	Maintenance Worker II	2	2	2	2	72,796
9005	Part-time Employees	-	-	-	-	25,000
<b>TOTAL</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>\$ 153,198</b>

**EXPENDITURE DETAIL**

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGET	2015-2016 BUDGET
1000	Salaries	\$ 130,637	\$ 133,375	\$ 161,221	\$ 153,198
2000	Employee Benefits - See Other Cost Dist.	118,202	138,996	134,160	135,010
3170	Mgmt & Staff Interdept'l Charge	56,549	167,027	159,388	186,009
4020	Central Garage Motor Pool Rent	24,044	24,237	24,403	22,446
	Replacement: 6,886				
	Oper. & Maint: 15,560				
4410	Rental of Machinery and Equipment	-	-	250	250
4420	Public Facilities Cost - See Other Cost Dist.	32,022	32,474	33,932	38,095
4550	General Liability Insurance	7,784	9,096	5,840	5,475
4630	Repair/Maint. of Machinery & Equipment	334	-	400	400
5100	Office Supplies	100	282	200	200
5204	Cleaning & Janitorial Supplies	804	404	800	800
5209	Protective Clothing	432	709	900	900
5211	Building Materials and Supplies	17,885	14,158	19,250	19,250
5213	Purchase/Rental - Employee Uniforms	-	-	1,000	1,000
5214	Uniform Allowance	1,836	1,226	-	-
5215	Small Tools & Minor Equipment	1,759	999	1,000	1,500
5217	Operating Equipment Repair Parts	971	-	1,000	1,500
6430	Equipment Repair/Replacement	-	-	500	-
6440	Equipment Additions	-	-	500	-
<b>TOTAL</b>		<b>\$ 393,359</b>	<b>\$ 522,983</b>	<b>\$ 544,744</b>	<b>\$ 566,033</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**

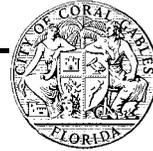


460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8560 GARAGE NO. 6**  
 545 PARKING FACILITIES

**EXPENDITURE DETAIL**

	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
3170 Mgmt & Staff Interdept'l Charge	\$ 22,159	\$ 65,474	\$ 62,428	\$ 72,855
3190 Other Professional Services	103,867	123,711	123,251	166,196
4310 Electric Utility Service	51,701	56,915	60,000	60,000
4350 Water & Sewer Utility Service	4,348	5,248	5,000	5,000
4450 Lease Equipment	-	-	47,903	47,903
4630 Repair/Maint. of Machinery & Equipment	2,900	-	-	15,150
4710 Special Printed Forms	1,246	4,387	2,000	2,000
5204 Cleaning & Janitorial Supplies	102	381	300	300
5208 Household & Institutional Supplies	89	319	-	300
5211 Building Materials and Supplies	89	96	100	100
5215 Small Tools & Minor Equipment	100	-	100	100
6440 Equipment Additions	210,664	(469)	-	12,500
<b>TOTAL</b>	<b>\$ 397,265</b>	<b>\$ 256,062</b>	<b>\$ 301,082</b>	<b>\$ 382,404</b>

**CITY OF CORAL GABLES, FLORIDA  
2015-2016 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS				
		2012-2013	2013-2014	2014-2015	2015-2016	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
1019	Tolley Manager	1	-	-	-	\$ -
0009	Trolley Operations Supr	1	1	1	1	\$ 57,144
<b>TOTAL</b>		<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 57,144</b>

**EXPENDITURE DETAIL**

		2012-2013	2013-2014	2014-2015	2015-2016
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 92,549	\$ 87,380	\$ 103,085	\$ 57,144
2000	Employee Benefits - See Other Cost Dist.	86,379	87,141	74,589	50,526
3110	Engineering & Architect Services	39,167	10,833	-	-
3190	Other Professional Services	642,183	641,867	684,000	926,450
3191	Special Events - Reimbursable	-	-	3,489	-
4020	Central Garage Motor Pool Rent	291,024	310,532	313,130	258,780
	Replacement:	159,355			
	Oper. & Maint:	99,425			
4090	Other Transportation Expense	1,350	-	-	-
4410	Rental of Machinery and Equipment	-	-	1,998	2,500
4420	Public Facilities Cost - See Other Cost Dist.	80,422	81,555	85,218	95,674
4430	Rental of Land and Buildings	-	-	200,000	-
4550	General Liability Insurance	8,310	8,184	3,734	2,042
4620	Repair and Maint. of Office Equipment	1,500	-	-	-
4630	Repair/Maint. of Machinery & Equipment	10,224	6,726	6,462	1,000
4720	Printing & Binding	1,310	953	250	2,000
4820	Advertising Expense	200	500	250	6,154
4940	Taxes & License Fees Paid	-	-	10,000	-
4990	Other Miscellaneous Expense	10,198	666	-	1,000
5100	Office Supplies	1,352	705	1,040	2,000
5209	Protective Clothing	-	329	100	100
5213	Purchase/Rental - Employee Uniforms	557	933	3,500	2,000
5215	Small Tools & Minor Equipment	473	452	500	1,000
5219	Other Repair & Maintenance Supplies	1,153	1,302	1,000	1,000
5400	Membership Dues and Subscriptions	246	747	1,000	1,000
5410	Employee Training	500	250	1,400	2,000
6300	Improvements Other Than Buildings	-	-	100,000	-
6410	Motor Equipment Replacements in Fleet	-	-	258,426	-
6440	Equipment Additions	35,022	2,405	45,045	25,700
6460	Other Equipment Additions	-	-	500	2,000
8120	State FDOT Trolley Route Expansion Grant	-	57,224	-	-
<b>TOTAL</b>		<b>\$ 1,304,119</b>	<b>\$ 1,300,684</b>	<b>\$ 1,898,716</b>	<b>\$ 1,440,070</b>

**2015-2016 BUDGET  
STRATEGIC MANAGEMENT PROGRAM**

**DEPARTMENT: PARKING**

**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.

**VISION STATEMENT**

Managing transportation and parking services to support commerce and community vitality of Coral Gables commercial districts.

**DEPARTMENTAL FUNCTION**

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.

## DEPARTMENT GOALS/OBJECTIVES

### GOAL AREA: ADMINISTRATION

**Goal 1:** Increase use of Pay-by-Phone from 40% to 50%

<b>Objective: Reduce the amount of cash handling by staff</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Develop and provide promotional materials	J. Kowalchik	Ongoing	Cards available
Install signage at new Pay-Stations	J. Kowalchik	Dec. 1, 2015	In Development
Add 4 additional Pay-by-Phone only locations	K. Kinney	Jan. 31, 2016	in development
Piggy Back on MPA Contract to Reduce Convenience Fee Paid by Customers	K. Kinney	October 1, 2015	In Procurement

**Goal 2:** Implement On-Line Permit Renewal System

<b>Objective: Automate renewals and reduce the need for counter service</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Develop system parameters	K. Kinney	November 1, 2014	Completed
Create Web-site Interface	IT	November 1, 2014	Developer selected
Process 50% of renewals on-line	M. Merenco	Dec. 31, 2015	In planning
Select Credit Card Processor for City Transactions	Procurement	Sept. 1, 2015	

**Goal 3:** Implement Parking Enforcement System that will receive payment information from multiple revenue control systems efficiently, including: Pay by Phone, T2, Duncan, Parkeon, Digital, and IPS.

<b>Objective: To allow Enforcement Officers to check all payment options by entering vehicle license plate once</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Identify systems handhelds must interface with	J.Kowalchik/MDC	Completed	
Coordinate trial with existing County vendor	J.Kowalchik/MDC	July 1, 2015	Trial Pending
Convert trial zone to Pay By Plate	J.Kowalchik	January 31, 2016	
Procurement of upgraded or new enforcement system	MDC/J.Kowalchik	March 1. 2016	

### GOAL AREA: CUSTOMER SERVICE

**Goal 1:** Implement Security Patrols in City Garages

<b>Objective: Provide multiple forms of payment and reduce the need for cash handling by staff</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Develop Scope of Service for RFP	K. Kinney	April 15, 2015	Complete
Participate in Pre-bid and walk through	K. Kinney	May 14, 2015	scheduled
Establish S.O.P.s for Security Patrol	K. Kinney	July 15, 2015	In Process
Get approval of new needs budget for security Patrol	K. Kinney/ Budget	Summer, 2015	In Process

**Goal 2:** Provide front-line staff with customer service training to better serve residents and visitors in FY 2016

<b>Objective: Improve interaction between staff, residents and customers</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Select vendor for training	K. Kinney/HR	June 1, 2015	Completed
Establish curriculum for Front line Staff	K. Kinney/HR	June 1, 2015	In Process
Schedule Training for Front Line Staff	K. Kinney/HR	June 1, 2015	In Process
Develop S.O.P.'s for Employee ID Display and Referral of Concerns to Supervisory Staff	K. Kinney	Oct. 31, 2015	

**GOAL AREA: FINANCE**

**Goal 1:** Increase percentage of parking revenue generated through electronic transactions to 60%

<b>Objective: To provide efficient transfer of funds to City and reduce the opportunity for shrinkage</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Work with consultant to select appropriate revenue control systems	K. Kinney/Consultant	Jan 1, 2015	Completed
Select equipment vendor(s)	K. Kinney/Procurement	July 1, 2015	In Process
Improve Enforcement Interface	J. Kowalchik/MDC	Jan. 31, 2016	Trial Summer 2015
Install new equipment	K. Kinney/Vendor	October 31, 2015	In Procurement

**Goal 2:** Reduce the use of point of sale cash handling.

<b>Objective: To provide efficient transfer of funds to City and reduce the opportunity for shrinkage</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Install credit card readers Garage 1 and Garage 4	K. Kinney	May 1, 2015	In Process
Install new revenue control systems on-street	K. Kinney	October 31, 2015	In Procurement
Implement on-line permit renewal system	M. Marengo/IT	January 31, 2015	

**Goal 3:** Amend Fees to Reflect Appropriate Relationship with Current On-Street Meter Rate

<b>Objective: To Ensure Equitable Treatment of Various Customers using Parking in the Right of Way</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Propose Increase in Valet Ramp Rates	K. Kinney	October 1, 2015	In Process
Propose Increase in the Daily Rate for Meter Bags	K. Kinney	October 1, 2015	In Process
Propose an administrative service fee for Permit refunds requested	K. Kinney	October 1, 2015	In Process
Propose a Per Vehicle Flat Fee for Valet Storage	K. Kinney	October 1, 2015	In Process

**GOAL AREA: OPERATIONS**

**Goal 1: Improve the cleanliness, appearance and lifecycle of Parking Facilities**

<b>Objective: Develop Capital Program and Contract for Facility Maintenance</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Procure Parking Attendant Services FY15 – FY19	J. Kowalchik/ Procurement	Oct 1, 2015	In Process
Develop scope of service and Capital Improvement Plan for Garages 2 and 6 to include interior painting	K.Kinney/PW	August 1, 2015	Consultant hired
Budget for weekend custodial and maintenance services in garages	K. Kinney	October 1, 2015	Completed
Replace Traffic Membrane in Museum and Merrick Garages	K. Kinney/PW	October 1, 2015	
Procure Sweeper Scrubber to maintain Improve Cleanliness of Decks	K. Kinney	Jan. 1, 2015	Decision Package Completed

**Goal 2: Create efficiencies in the on-street parking system**

<b>Objective: Reduce staff hours required to operate, repair and manage on-street parking systems</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Replace 2000 single-space meters with alternative revenue control systems	K. Kinney	October 31, 2015	In Procurement
Promote increased usage of Pay-by-Phone	K. Kinney	Ongoing	Currently at 40%
Establish maintenance and collection protocols that utilize staff time efficiently	K. Kinney	December 31, 2015	
Supply Money Room with equipment to efficiently manage deposits of Bills	K. Kinney	January 31, 2016	

**GOAL AREA: TROLLEY**

**Goal 1: Improve Customer Service for Patrons**

<b>Objective: Provide informational signage on exterior of Trolleys</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Identify vendor for new electronic signage on exterior of Trolleys	j. Kowalchik	December 31, 2015	
Replace exterior signage with electronic signs to notify passengers concerning status of Trolley	J. Kowalchik	June 1, 2015	
Develop S.O.P.s for use of informational signage	J. Kowalchik	July 31, 2015	
Use GPS and APP to maintain headways and notify passengers of arrival times	J. Kowalchik	Jan. 1, 2016	

**Goal 2:** Install GPS Enunciator System in Trolleys

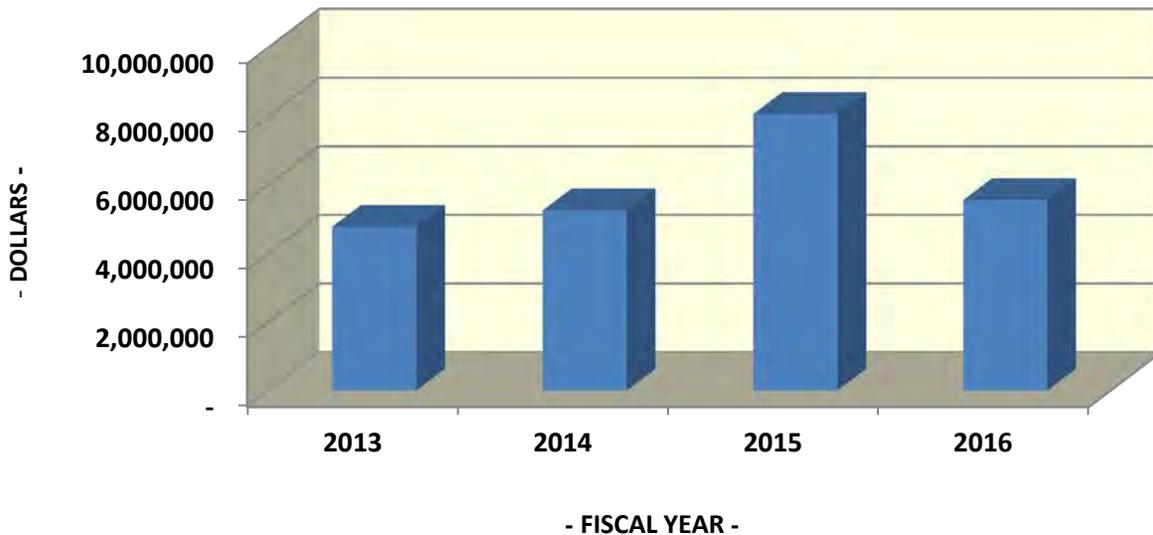
<b>Objective: Meet ADA requirements, monitor operations and provide rider information</b>			
<b>Action Plan:</b>	<b>Assigned To:</b>	<b>Completion Date:</b>	<b>Status:</b>
Develop Scope of Project	J. Kowalchik/IT	January 1, 2015	Complete
Select Vendor	J. Kowalchik/IT	May 31, 2015	In Procurement
Installation	J. Kowalchik/IT	August 31, 2015	
Develop rider app for Trolleys	J. Kowalchik/IT	December 1, 2015	Working with Vendor



**2015-2016 BUDGET  
MOTOR POOL FUND SUMMARY**

	<u>2012-2013 ACTUAL</u>	<u>2013-2014 ACTUAL</u>	<u>2014-2015 BUDGET</u>	<u>2015-2016 BUDGET</u>
<b>OPERATING REVENUES</b>				
Charges to Departments for use of Vehicles & Equipment	\$ 5,527,738	\$ 5,735,769	\$ 5,366,952	\$ 4,066,444
Replacement Cost Recovery	1,243,000	1,413,000	5,865,537	5,036,225
Miscellaneous	522,677	306,180	746,223	44,000
<b>TOTAL OPERATING REVENUES</b>	<b><u>\$ 7,293,415</u></b>	<b><u>\$ 7,454,949</u></b>	<b><u>\$ 11,978,712</u></b>	<b><u>\$ 9,146,669</u></b>
<b>OPERATING EXPENSES</b>				
Operating Expense	\$ 4,761,559	\$ 5,240,195	\$ 8,051,118	\$ 5,546,519
Capital Outlay	102,327	14,586	3,927,594	3,600,150
<b>TOTAL OPERATING EXPENSES</b>	<b><u>\$ 4,863,886</u></b>	<b><u>\$ 5,254,781</u></b>	<b><u>\$ 11,978,712</u></b>	<b><u>\$ 9,146,669</u></b>

**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.*

*During the economic downturn, budget cuts were made to the annual fleet replacement budget to help balance the City's overall budget. Included in this budget document (See Pg. 318) is a comprehensive plan to restore the annual fleet replacement budget to 100% of the amount needed to replace the City's vehicles in accordance with their useful life.*

**CITY OF CORAL GABLES**  
**BUILDING THE VEHICLE REPLACEMENT BUDGET (With CPI)**  
Based on \$35M Current Fleet Replacement Value and Useful Life from 8 to 20 Years

ANNUAL VEHICLE REPLACEMENT REQUIREMENTS ADJUSTED BY ANNUAL CPI								
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Vehicle Replacement Requirements	\$ 3,100,000	\$ 3,100,000	\$ 3,154,250	\$ 3,209,449	\$ 3,265,614	\$ 3,322,762	\$ 3,380,910	\$ 3,440,076
CPI Adjustment @ 1.75%	-	54,250	55,199	56,165	57,148	58,148	59,166	60,201
<b>Adjusted Vehicle Replacement Requirements</b>	<b>\$ 3,100,000</b>	<b>\$ 3,154,250</b>	<b>\$ 3,209,449</b>	<b>\$ 3,265,614</b>	<b>\$ 3,322,762</b>	<b>\$ 3,380,910</b>	<b>\$ 3,440,076</b>	<b>\$ 3,500,277</b>

ANNUAL CALCULATION OF INCREASE TO PRIOR YEAR REPLACEMENT BUDGET								
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Vehicle Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ 1,413,000	\$ 1,923,000	\$ 2,202,250	\$ 2,482,449	\$ 2,763,614	\$ 3,045,762	\$ 3,328,910	\$ 3,440,076
Increase to Base - (By Elim. Lease Payments Budget)	285,000	-	-	-	-	-	-	-
Incremental Increase to Base - (From Oper. Rev.)	225,000	225,000	225,000	225,000	225,000	225,000	52,000	-
Annual CPI Adjustment - (From Oper. Rev.)	-	54,250	55,199	56,165	57,148	58,148	59,166	60,201
Net Increase to Prior Year Distributed Cost	225,000	279,250	280,199	281,165	282,148	283,148	111,166	60,201
<b>Net Replacement Cost From Operating Revenue</b>	<b>1,923,000</b>	<b>2,202,250</b>	<b>2,482,449</b>	<b>2,763,614</b>	<b>3,045,762</b>	<b>3,328,910</b>	<b>3,440,076</b>	<b>3,500,277</b>
Use of Motor Pool Fund Balance	1,177,000	952,000	727,000	502,000	277,000	52,000	-	-
<b>Annual Vehicle Replacement Budget</b>	<b>\$ 3,100,000</b>	<b>\$ 3,154,250</b>	<b>\$ 3,209,449</b>	<b>\$ 3,265,614</b>	<b>\$ 3,322,762</b>	<b>\$ 3,380,910</b>	<b>\$ 3,440,076</b>	<b>\$ 3,500,277</b>

USE OF FUND BALANCE								
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Beginning Fund Balance @ 9/30/13	\$ 9,959,381	\$ 6,126,844	\$ 5,319,844	\$ 4,772,844	\$ 4,485,844	\$ 4,458,844	\$ 4,691,844	\$ 5,011,844
Projected Annual surplus (Budgetary) *	110,000	145,000	180,000	215,000	250,000	285,000	320,000	355,000
Planned Use of Fund Balance								
Payoff of Current Debt Principal	2,765,537							
Annual Use of Fund Balance	1,177,000	952,000	727,000	502,000	277,000	52,000	-	-
<b>Ending Fund Balance - Projected</b>	<b>\$ 6,126,844</b>	<b>\$ 5,319,844</b>	<b>\$ 4,772,844</b>	<b>\$ 4,485,844</b>	<b>\$ 4,458,844</b>	<b>\$ 4,691,844</b>	<b>\$ 5,011,844</b>	<b>\$ 5,366,844</b>

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

**2015-2016 BUDGET  
MOTOR POOL FUND  
VEHICLE AND EQUIPMENT PURCHASES**

DEPARTMENT	DESCRIPTION	REPLACEMENTS			ADDITIONS	TOTAL
		VEH ID#	YEAR/MODEL	COST	COST	BUDGET
Development Svcs	Ford Focus	3006	2000 Chevy Impala	\$ 17,000	\$ -	\$ -
	Ford Focus	3033	1999 Ford Taurus	17,000		
	Nissan Frontier	1898	2000 Chevy S10	19,000		
	Nissan Frontier	1899	2000 Chevy S10	19,000		
						<u>72,000</u>
Finance	Nissan Leaf (Electric Vehicle)	3001	2000 Ford Countour	33,000		<u>33,000</u>
Fire	Pierce 75ft. Quint with Pump	70	1993 Pierce Pumper	860,000		
	Horton Full Size Rescue Truck	64	2003 Rescue Truck	277,250		
	Ford F150 Standard Cab, Long Bed	28	1994 GMC Astro Van	23,000		
						<u>1,160,250</u>
Human Resources	Ford Focus	3027	1999 Crown Victoria	17,000		<u>17,000</u>
Parking	Nissan Leaf (Electric Vehicle)	1995	2002 GO-4	33,000		
	Nissan Leaf (Electric Vehicle)	1996	2002 GO-4	33,000		
						<u>66,000</u>
Parks & Recreation	Ford F150 Standard Cab, Long Bed	1901	2002 Ford F150	22,000		
	Ford F250 Standard Cab, Long Bed	1893	1998 Chevy 2500	24,000		
	Ford F250 Standard Cab, Liftgate	1894	1999 Dodge Ram 2500	27,000		
						<u>73,000</u>
Police	Ford Interceptor Utility	227	2005 Crown Victoria	38,000		
	Ford Interceptor Utility	244	2007 Crown Victoria	38,000		
	Ford Interceptor Utility	246	2007 Crown Victoria	38,000		
	Ford Interceptor Utility	256	2007 Crown Victoria	38,000		
	Ford Interceptor Utility	282	2009 Crown Victoria	38,000		
	Ford Interceptor Utility	304	2006 Crown Victoria	38,000		
	Ford Interceptor Utility	306	2006 Crown Victoria	38,000		
	Ford Interceptor Utility	308	2006 Crown Victoria	38,000		
	Ford Interceptor Utility	313	2006 Crown Victoria	38,000		
	Ford Interceptor Utility	320	2006 Crown Victoria	38,000		
	Ford Interceptor Utility	321	2006 Crown Victoria	38,000		
	Ford Interceptor Utility	816	2007 Toyota Camry	38,000		
	Ford Interceptor Utility	823	2004 Toyota Camry	38,000		
	Ford Interceptor Utility	824	2004 Toyota Camry	38,000		
	Ford Interceptor Utility	826	2004 Toyota Camry	38,000		
	Toyota Camry w/ undercover lighting	827	2007 Chevy Impala	24,000		
	Toyota Camry w/ undercover lighting	829	2007 Chevy Impala	24,000		
	Ford Fusion w/ undercover lighting	852	2005 Ford 500	21,000		
	Ford Fusion w/ undercover lighting	869	2006 Ford Explorer	21,000		
	Chrysler 200 w/ undercover lighting	876	2006 Ford Escape	24,000		
Polaris Gems (3)			-	48,874 *		<u>732,874</u>
Public Works	Ford F250 Svc Body, Liftgate	1892	1998 Chevy 2500	35,000		
	Ford F250 Svc Body, Liftgate	1958	1998 Chevy 2500	35,000		
	Nissan Leaf (Electric Vehicle)	1769	1995 Chevy Lumina	33,000		
	Nissan Leaf (Electric Vehicle)	1779	1996 Chevy Cavalier	33,000		
	Nissan Leaf (Electric Vehicle)	1781	1996 Chevy Cavalier	33,000		
	Reg Cab 16ft Flat Bed Dump	1876	1995 Ford F800 Flat Bed Dum	90,000		
	Reg Cab 16ft Flat Bed Dump	1860	1990 Freightliner Flat Bed Du	90,000		
						<u>349,000</u>
Public Works - Landscape Services	Bobcat S850 Skid Steer Loader	1671	1989 New Holland Loader	105,000		<u>105,000</u>
Public Works - Sanitation	Petersen RS3 Trash Crane	1186	2006 Intl Trash Crane	165,000		
	Freightliner 32cy Trash Truck	1878	1995 Ford F800	95,000		
						<u>260,000</u>
Trolley	Homtown Low-Floor Trolley	5010	Freightliner Trolley	335,000		<u>335,000</u>
<b>Total Vehicle Replacement/Additions Budget</b>				<b>\$ 3,154,250</b>	<b>\$ 48,874</b>	<b>\$ 3,203,124</b>

\* 3 Polaris Gems will be purchased through the Law Enforcement Trust Fund

**2015-2016 BUDGET**  
**MOTOR POOL COST DISTRIBUTION**

DEPT. NO.	DISTRIBUTION COST			DEPARTMENT
	REPL	MAINT	TOTAL	
1010	\$ 4,749	\$ 5,158	\$ 9,907	CITY MANAGER - ADMIN
1030	66,278	4,131	70,409	CITY MANAGER - COMMUNICATIONS
1050	2,110	679	2,789	CITY MANAGER - INTERNAL AUDIT
1110	5,685	4,973	10,658	HUMAN RESOURCES - PERSONNEL & RISK MGMT
1210	39,609	64,022	103,631	DEVELOPMENT SERVICE - BUILDING
1220	7,325	7,843	15,168	DEVELOPMENT SERVICE - PLANNING
1230	33,955	64,663	98,618	DEVELOPMENT SERVICE - CODE
1320	2,208	985	3,193	HIST. RESOURCES & CULTURAL ARTS - PRES./CULTURAL
1500	1,839	1,695	3,534	PUBLIC WORKS - ADMINISTRATIVE
1510	28,652	61,753	90,405	PUBLIC WORKS - ENGINEERING
1535	60,500	69,117	129,617	PUBLIC WORKS - STORMWATER MGMT
1540	125,004	144,781	269,785	PUBLIC WORKS - SANITARY SEWER
1550	206,338	251,120	457,458	PUBLIC WORKS - R.O.W. ENF & MAINT
1580	159,355	99,425	258,780	PARKING - TROLLEY/TRANS
3020	4,238	2,304	6,542	FINANCE - COLLECTIONS
3040	5,103	2,806	7,909	FINANCE - PROCUREMENT
3050	3,293	6,651	9,944	FINANCE - GENERAL SERVICES
3200	19,059	14,233	33,292	INFORMATION TECHNOLOGY
5000	24,061	30,665	54,726	POLICE - ADMINISTRATIVE
5020	387,004	867,187	1,254,191	POLICE - UNIFORM PATROL
5030	117,467	176,604	294,071	POLICE - CRIMINAL INVESTIGATIONS
5040	45,347	48,724	94,071	POLICE - TECHNICAL SERVICES
5060	23,750	26,483	50,233	POLICE - PROFESSIONAL STANDARDS
5070	154,702	262,641	417,343	POLICE - SPECIALIZED ENFORCEMENT
5500	704,138	292,267	996,405	FIRE DEPARTMENT
6010	1,692	139	1,831	COMMUNITY RECREATION - TENNIS CENTERS
6030	18,242	36,517	54,759	COMMUNITY RECREATION - GRANADA GOLF
6050	10,201	17,171	27,372	COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS
6070	54,858	29,433	84,291	COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE
6100	2,440	6,842	9,282	PUBLIC SERVICES - ADMINISTRATIVE
6120	551,803	1,068,477	1,620,280	PUBLIC SERVICES - SOLID WASTE
6130	203,822	275,422	479,244	PUBLIC SERVICES - LANDSCAPE SERVICES
6900	2,599	2,553	5,152	ECONOMIC DEVELOPMENT
8360	9,230	18,024	27,254	PARKING - METER MAINT/COLLECTION
8400	60,683	85,396	146,079	PARKING - VIOLATION ENFORCEMENT
8500	6,886	15,560	22,446	PARKING - SIGN SHOP
	<u>\$ 3,154,225</u>	<u>\$ 4,066,444</u>	<u>\$ 7,220,669</u>	



**CITY OF CORAL GABLES**  
**BUILDING THE IT EQUIPMENT REPLACEMENT BUDGET**  
Based on \$6.5M Current IT Equipment Replacement Value and Useful Life from 2 to 10 Years

ANNUAL IT EQUIPMENT REPLACEMENT REQUIREMENTS							
	FY15	FY16	FY17	FY18	FY19	FY20	FY21
IT Equipment Replacement Requirements	\$ 900,000	\$ 1,131,900	\$ 1,131,900	\$ 1,131,900	\$ 1,131,900	\$ 1,131,900	\$ 1,131,900
CPI Adjustment @ 0.0% *	-	-	-	-	-	-	-
<b>Adjusted IT Equipment Replacement Requirements</b>	<b>\$ 900,000</b>	<b>\$ 1,131,900</b>					

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY15	FY16	FY17	FY18	FY19	FY20	FY21
IT Equipment Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ 456,000	\$ 500,000	\$ 806,900	\$ 881,900	\$ 956,900	\$ 1,031,900	\$ 1,106,900
Incremental Increase to Base - (From Oper. Revenue)	44,000	306,900	75,000	75,000	75,000	75,000	25,000
<b>Net Replacement Cost From Operating Revenue</b>	<b>500,000</b>	<b>806,900</b>	<b>881,900</b>	<b>956,900</b>	<b>1,031,900</b>	<b>1,106,900</b>	<b>1,131,900</b>
Use of Fund Balance **	400,000	325,000	250,000	175,000	100,000	25,000	-
<b>Annual IT Equipment Replacement Budget</b>	<b>\$ 900,000</b>	<b>\$ 1,131,900</b>					

\* IT equipment CPI is negative. This plan utilizes a CPI of 0.0% instead of a decreasing CPI to allow for system upgrades, i.e. increased functionality.

\*\* Total use of fund balance = \$1,275,000 over 6 fiscal years

**BUILDING THE PARKS & RECREATION FACILITY & EQUIPMENT REPLACEMENT BUDGET**  
Based on Current Parks Facility & Equipment Replacement Value and Useful Life from 5 to 20 Years

ANNUAL PARKS & REC. FACILITY & EQUIPMENT REPLACEMENT REQUIREMENTS							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
P&R FAC & Equipment Replacement Requirements	\$ 1,333,183	\$ 1,333,183	\$ 1,353,181	\$ 1,373,479	\$ 1,394,081	\$ 1,414,992	\$ 1,436,217
CPI Adjustment @1.5%	-	19,998	20,298	20,602	20,911	21,225	21,543
<b>Adjusted P&amp;R FAC &amp; Equip Replacement Requirements</b>	<b>\$ 1,333,183</b>	<b>\$ 1,353,181</b>	<b>\$ 1,373,479</b>	<b>\$ 1,394,081</b>	<b>\$ 1,414,992</b>	<b>\$ 1,436,217</b>	<b>\$ 1,457,760</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Parks & Rec. Facility & Equip. Replacement Budget - Base Budget (From Prior Year Recurring Revenues)	\$ 200,000	\$ 200,000	\$ 419,998	\$ 640,296	\$ 860,898	\$ 1,081,809	\$ 1,303,034
Incremental Increase to Base - (From Oper. Revenue)		200,000	200,000	200,000	200,000	200,000	133,183
CPI Adjustment @1.5% *	-	19,998	20,298	20,602	20,911	21,225	21,543
<b>Net Replacement Cost From Operating Revenue</b>	<b>200,000</b>	<b>419,998</b>	<b>640,296</b>	<b>860,898</b>	<b>1,081,809</b>	<b>1,303,034</b>	<b>1,457,760</b>
Use of Fund Balance *	1,133,183	933,183	712,885	512,581	333,183	133,183	-
<b>Annual Parks &amp; Rec. Fac. &amp; Equip. Replacement Budget</b>	<b>\$ 1,333,183</b>	<b>\$ 1,353,181</b>	<b>\$ 1,353,181</b>	<b>\$ 1,373,479</b>	<b>\$ 1,414,992</b>	<b>\$ 1,436,217</b>	<b>\$ 1,457,760</b>

\* Total use of fund balance = \$3,758,198 over 6 fiscal years

**CITY OF CORAL GABLES  
BUILDING THE FACILITY ROOF REPLACEMENT BUDGET**

ANNUAL ROOF EQUIPMENT REPLACEMENT REQUIREMENTS							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Roof Equipment Replacement Requirements	\$ 425,000	\$ 425,000	\$ 431,375	\$ 437,846	\$ 444,414	\$ 451,080	\$ 457,846
CPI Adjustment @1.5%	-	6,375	6,471	6,568	6,666	6,766	6,868
<b>Adjusted Roof Replacement Requirements</b>	<b>\$ 425,000</b>	<b>\$ 431,375</b>	<b>\$ 437,846</b>	<b>\$ 444,414</b>	<b>\$ 451,080</b>	<b>\$ 457,846</b>	<b>\$ 464,714</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Roof Replacement Budget - Base Budget <i>(From Prior Year Recurring Revenues)</i>	\$ 65,000	\$ 65,000	\$ 136,375	\$ 207,846	\$ 279,414	\$ 351,080	\$ 422,846
Incremental Increase to Base - <i>(From Oper. Revenue)</i>		65,000	65,000	65,000	65,000	65,000	35,000
CPI Adjustment @1.5% *	-	6,375	6,471	6,568	6,666	6,766	6,868
<b>Net Replacement Cost From Operating Revenue</b>	<b>65,000</b>	<b>136,375</b>	<b>207,846</b>	<b>279,414</b>	<b>351,080</b>	<b>422,846</b>	<b>464,714</b>
Use of Fund Balance *	360,000	295,000	223,529	158,432	100,000	35,000	-
<b>Annual Roof Replacement Budget</b>	<b>\$ 425,000</b>	<b>\$ 431,375</b>	<b>\$ 431,375</b>	<b>\$ 437,846</b>	<b>\$ 451,080</b>	<b>\$ 457,846</b>	<b>\$ 464,714</b>

\* Total use of fund balance = \$1,171,961 over 6 fiscal years

**BUILDING THE HVAC REPLACEMENT BUDGET**

ANNUAL HVAC REPLACEMENT REQUIREMENTS							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
HVAC Replacement Requirements	\$ 150,000	\$ 150,000	\$ 152,250	\$ 154,534	\$ 156,852	\$ 159,205	\$ 161,593
CPI Adjustment @1.5%	-	2,250	2,284	2,318	2,353	2,388	2,424
<b>Adjusted HVAC Replacement Requirements</b>	<b>\$ 150,000</b>	<b>\$ 152,250</b>	<b>\$ 154,534</b>	<b>\$ 156,852</b>	<b>\$ 159,205</b>	<b>\$ 161,593</b>	<b>\$ 164,017</b>

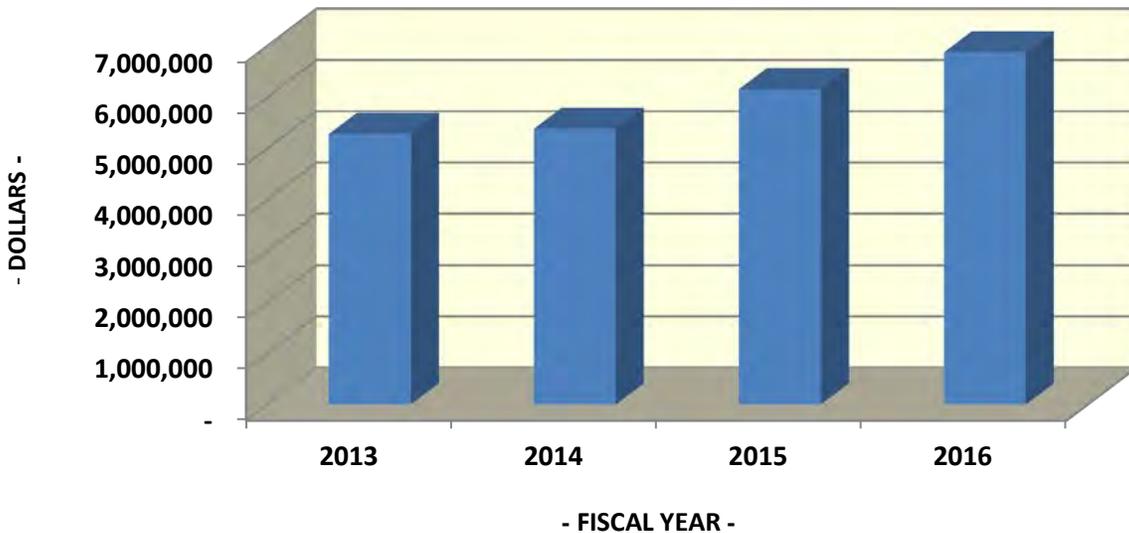
ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
HVAC Replacement Budget - Base Budget <i>(From Prior Year Recurring Revenues)</i>	\$ 22,000	\$ 22,000	\$ 46,250	\$ 70,534	\$ 94,852	\$ 119,205	\$ 143,593
Incremental Increase to Base - <i>(From Oper. Revenue)</i>		22,000	22,000	22,000	22,000	22,000	18,000
CPI Adjustment @1.5% *	-	2,250	2,284	2,318	2,353	2,388	2,424
<b>Net Replacement Cost From Operating Revenue</b>	<b>22,000</b>	<b>46,250</b>	<b>70,534</b>	<b>94,852</b>	<b>119,205</b>	<b>143,593</b>	<b>164,017</b>
Use of Fund Balance *	128,000	106,000	81,716	59,682	40,000	18,000	-
<b>Annual HVAC Replacement Budget</b>	<b>\$ 150,000</b>	<b>\$ 152,250</b>	<b>\$ 152,250</b>	<b>\$ 154,534</b>	<b>\$ 159,205</b>	<b>\$ 161,593</b>	<b>\$ 164,017</b>

\* Total use of fund balance = \$433,398 over 6 fiscal years

**2015-2016 BUDGET  
PUBLIC FACILITIES FUND SUMMARY**

	<u>2012-2013 ACTUAL</u>	<u>2013-2014 ACTUAL</u>	<u>2014-2015 BUDGET</u>	<u>2015-2016 BUDGET</u>
<b>OPERATING REVENUES</b>				
Charges to Departments for use of Facilities	\$ 5,820,317	\$ 5,902,332	\$ 6,167,400	\$ 6,924,112
Miscellaneous	25,371	55,401	60,443	14,000
<b>TOTAL OPERATING REVENUES</b>	<b><u>\$ 5,845,688</u></b>	<b><u>\$ 5,957,733</u></b>	<b><u>\$ 6,227,843</u></b>	<b><u>\$ 6,938,112</u></b>
<b>OPERATING EXPENSES</b>				
Operating Expense	\$ 5,281,866	\$ 5,383,373	\$ 6,157,197	\$ 6,876,112
Capital Outlay	58,936	173,119	70,646	62,000
<b>TOTAL OPERATING EXPENSES</b>	<b><u>\$ 5,340,802</u></b>	<b><u>\$ 5,556,492</u></b>	<b><u>\$ 6,227,843</u></b>	<b><u>\$ 6,938,112</u></b>

**Operating Expense**



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

**2015-2016 BUDGET**  
**TOTAL PUBLIC FACILITIES COST DISTRIBUTION**

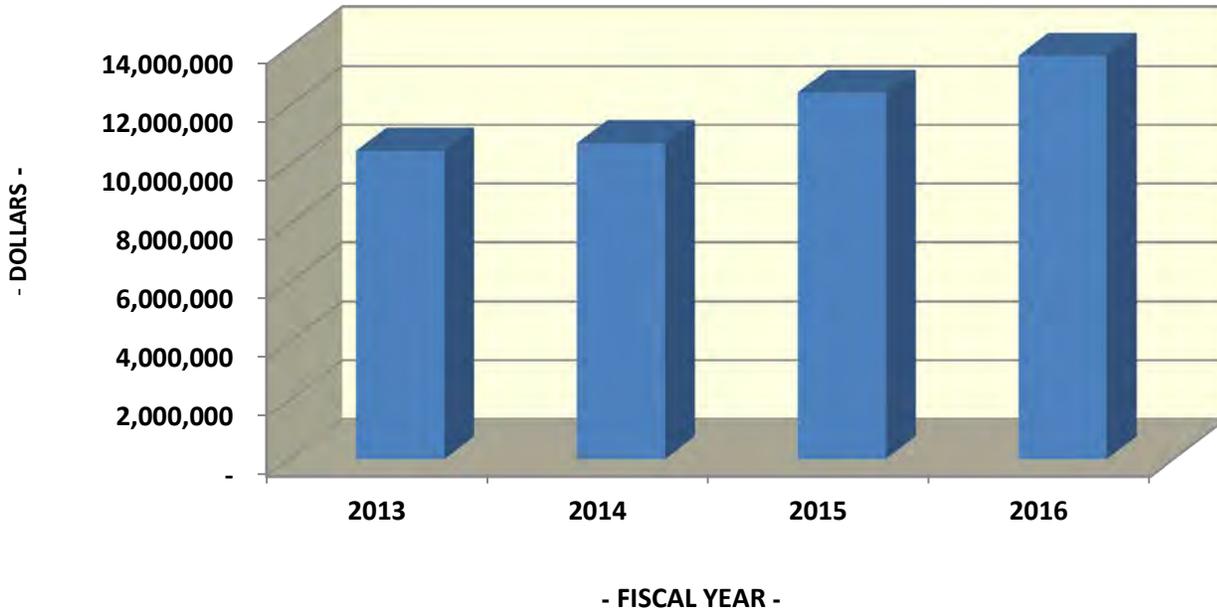
DEPT. NO.	TOTAL COST DISTRIBUTION	DEPARTMENT
0100	\$ 49,426	CITY COMMISSION
0500	34,467	CITY ATTORNEY
0600	28,037	CITY CLERK - ADMIN
1010	25,876	CITY MANAGER - ADMIN
1030	38,524	CITY MANAGER - COMMUNICATIONS
1050	34,922	CITY MANAGER - INTERNAL AUDIT
1120	45,852	HUMAN RESOURCES - PERSONNEL & RISK MGMT
1200	24,243	DEVELOPMENT SERVICE - ADMIN
1210	54,543	DEVELOPMENT SERVICE - BUILDING
1220	76,843	DEVELOPMENT SERVICE - PLANNING
1230	21,475	DEVELOPMENT SERVICE - CODE
1320	277,720	HIST. RESOURCES & CULTURAL ARTS - PRES./CULTURAL
1330	84,208	HIST. RESOURCES - MUSEUM
1500	19,524	PUBLIC WORKS - ADMINISTRATIVE
1505	4,933	PUBLIC WORKS - TRANSPORTATION & SUSTAINABILITY
1510	52,327	PUBLIC WORKS - ENGINEERING
1535	33,864	PUBLIC WORKS - STORMWATER MGMT
1540	337,232	PUBLIC WORKS - SANITARY SEWER
1550	1,526,714	PUBLIC WORKS - R.O.W. ENF & MAINT
3010	49,696	FINANCE - ADMINISTRATION & BUDGET
3020	14,537	FINANCE - COLLECTIONS
3030	15,354	FINANCE - ACCOUNTING
3040	129,465	FINANCE - PROCUREMENT
3050	21,702	FINANCE - GENERAL SERVICES
3061	5,914	FINANCE - RETIREMENT ADMIN
3200	31,175	INFORMATION TECHNOLOGY
5000	121,994	POLICE - ADMINISTRATIVE
5020	161,640	POLICE - UNIFORM PATROL
5030	130,628	POLICE - CRIMINAL INVESTIGATIONS
5040	169,363	POLICE - TECHNICAL SERVICES
5060	159,673	POLICE - PROFESSIONAL STANDARDS
5500	603,273	FIRE DEPARTMENT
6010	135,112	COMMUNITY RECREATION - TENNIS CENTERS
6020	156,112	COMMUNITY RECREATION - VENETIAN POOL
6030	131,019	COMMUNITY RECREATION - GRANADA GOLF
6050	744,689	COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS
6070	43,673	COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE
6100	28,034	PUBLIC SERVICES - ADMINISTRATIVE
6120	25,874	PUBLIC SERVICES - SOLID WASTE
6130	681,069	PUBLIC SERVICES - LANDSCAPE SERVICES
8300	18,337	PARKING - ADMINISTRATIVE
8310	95,776	PARKING - GARAGE NO. 1
8320	159,413	PARKING - GARAGE NO. 2
8330	27,896	PARKING - GARAGE NO. 3
8340	102,403	PARKING - GARAGE NO. 4
8390	55,792	PARKING - METER/PERMIT PARKING LOTS
8500	38,095	PARKING - SIGN SHOP
1580	95,674	PARKING - TROLLEY/TRANS
	\$ 6,924,112	



**2015-2016 BUDGET  
INSURANCE FUND SUMMARY**

	<u>2012-2013 ACTUAL</u>	<u>2013-2014 ACTUAL</u>	<u>2014-2015 BUDGET</u>	<u>2015-2016 BUDGET</u>
<b>OPERATING REVENUES</b>				
Charges to Departments for:				
Workers Compensation	\$ 5,796,916	\$ 3,753,027	\$ 3,765,000	\$ 3,765,000
General Liability Insurance	3,509,000	2,218,216	2,279,174	2,279,177
Group Health Insurance	4,378,043	4,450,161	6,408,781	7,665,691
Miscellaneous	1,898,215	590,485	-	-
<b>TOTAL OPERATING REVENUES</b>	<b><u>\$ 15,582,174</u></b>	<b><u>\$ 11,011,889</u></b>	<b><u>\$ 12,452,955</u></b>	<b><u>\$ 13,709,868</u></b>
<b>OPERATING EXPENSES</b>				
Group Health, Life & Dental Premiums	\$ 4,489,074	\$ 4,525,877	\$ 6,408,781	\$ 7,665,691
Worker's Comp. & Gen. Liab. Premiums	5,991,971	6,211,835	6,044,174	6,044,177
<b>TOTAL OPERATING EXPENSES</b>	<b><u>\$ 10,481,045</u></b>	<b><u>\$ 10,737,712</u></b>	<b><u>\$ 12,452,955</u></b>	<b><u>\$ 13,709,868</u></b>

**Operating Expense**

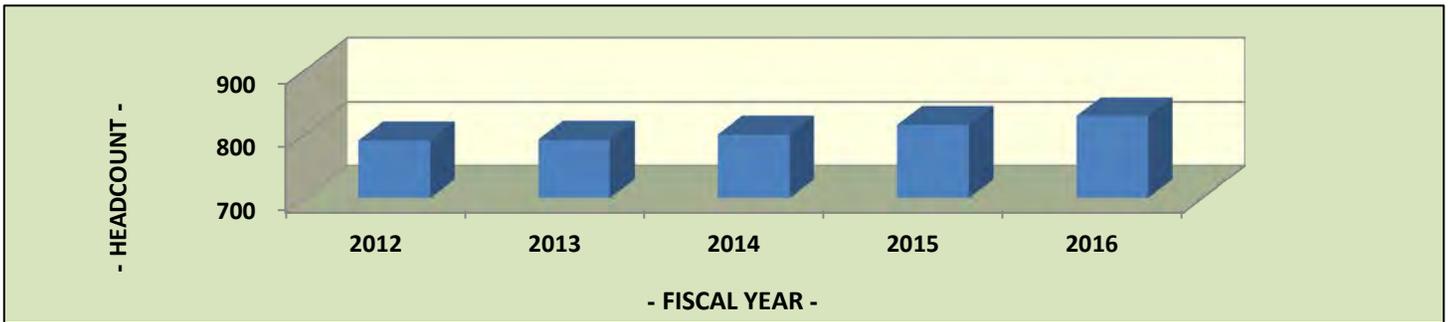


*The Insurance Fund is used to account for the cost of employee health care benefits as well as the City's self-insured liability and worker's compensation program. The latter being administered by a third party professional insurance service. Financing is provided by insurance premium charges to the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

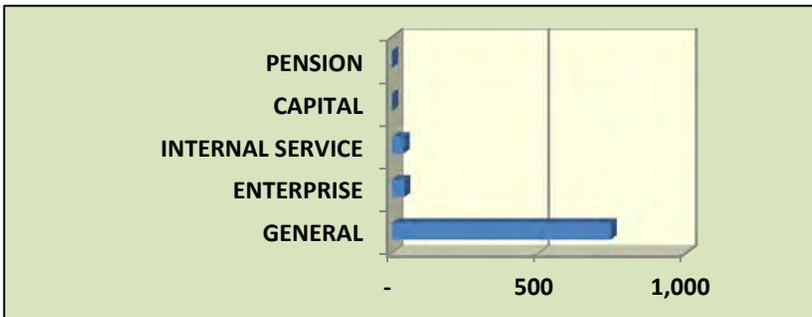
**CITY OF CORAL GABLES  
2015-2016 BUDGET**

**FULL TIME POSITION SUMMARY  
FIVE YEAR COMPARISON**

<u>DEPARTMENT</u>	<u>ACTUAL 2011-2012</u>	<u>ACTUAL 2012-2013</u>	<u>ACTUAL 2013-2014</u>	<u>BUDGET 2014-2015</u>	<u>BUDGET 2015-2016</u>
City Commission	7	7	6	6	6
City Attorney	5	5	5	5	5
City Clerk	5	6	7	8	9
City Manager	11	11	10	10	10
Human Resources	10	10	11	12	12
Development Services	64	64	64	62	62
Historic Resources	4	4	5	6	6
Public Works	174	174	175	188	192
Finance	33	33	32	32	32
Information Technology	15	15	15	16	16
Police	255	256	262	261	267
Fire	147	147	147	147	147
Community Recreation	26	26	27	28	31
Economic & Cultural Dev.	5	4	5	5	5
Parking	30	30	29	29	29
<b>Total</b>	<b>791</b>	<b>792</b>	<b>800</b>	<b>815</b>	<b>829</b>



**FULL-TIME HEADCOUNT BY FUND**



<u>FUND</u>	<u>HEAD-COUNT</u>
PENSION	1
CAPITAL	1
INTERNAL SERVICE	39
ENTERPRISE	42
GENERAL	746
<b>FULL-TIME HEADCOUNT</b>	<b>829</b>

**2015-2016 BUDGET  
PAYROLL RELATED COST DISTRIBUTION**

DEPT	TOTAL EMP	TOTAL WAGES	PERSONNEL BENEFITS						GENERAL LIABILITY INSURANCE							
			FICA TAX	RETIRE-MENT	WORKERS COMP	GROUP INSURANCE	POST EMPL HEALTH	TOTAL BENEFITS								
0100	6	\$ 225,349	\$ 17,239	\$ 80,489	\$ 1,646	\$ 56,290	\$ 950	\$ 156,614	\$ 8,054							
0500	5	552,665	36,502	180,640	1,196	46,981	3,800	269,119	19,752							
0600	8	551,116	40,906	217,304	2,195	75,108	6,650	342,163	19,697							
0601	1	100,080	7,657	15,214	274	9,382	950	33,477	3,577							
1010	6	780,796	48,869	289,636	1,646	56,400	4,750	401,301	27,906							
1030	3	490,671	37,536	101,015	1,295	28,176	2,850	170,872	17,537							
1050	1	133,953	9,382	52,818	2,909	9,402	950	75,461	4,788							
1120	12	862,417	63,663	329,878	5,927	112,663	11,400	523,531	30,823							
1200	7	501,539	36,234	197,758	7,190	65,724	3,800	310,706	17,925							
1210	26	2,093,741	157,081	765,758	46,650	244,132	8,550	1,222,171	74,831							
1220	17	1,093,330	83,176	431,098	12,568	159,586	6,650	693,078	39,076							
1230	12	687,636	52,603	268,965	29,636	112,631	1,900	465,735	24,576							
1320	4	302,996	21,241	119,472	1,098	37,559	2,850	182,220	10,829							
1330	2	177,173	13,554	57,396	549	18,778	1,900	92,177	6,332							
1500	5	544,938	37,488	214,869	9,275	46,985	3,800	312,417	19,476							
1505	2	200,733	14,496	79,149	3,183	18,790	1,900	117,518	7,174							
1510	15	1,226,989	92,261	454,394	38,363	140,851	6,650	732,519	43,853							
1520	17	1,010,516	77,305	342,947	129,029	159,540	1,900	710,721	36,116							
1535	8	514,159	39,334	174,659	96,233	75,085	950	386,261	18,376							
1540	11	752,275	57,549	249,535	108,208	103,248	950	519,490	26,887							
1550	10	534,800	40,913	204,169	78,964	93,848	1,900	419,794	19,114							
1580	1	57,144	4,372	22,532	14,236	9,386	-	50,526	2,042							
3010	8	798,640	59,355	314,905	2,195	75,159	7,600	459,214	28,544							
3020	6	338,741	25,913	133,566	5,378	56,316	950	222,123	12,107							
3030	7	560,181	42,855	220,880	1,921	65,718	4,750	336,124	20,021							
3040	7	537,867	41,147	177,308	1,921	65,713	3,800	289,889	19,224							
3050	3	121,054	9,261	47,732	1,087	28,147	-	86,227	4,327							
3061	1	108,813	8,325	33,088	487	9,392	950	52,242	3,889							
3200	16	1,294,707	98,768	429,409	3,161	150,214	5,700	687,252	46,273							
4700	22	1,388,621	106,141	514,081	123,904	206,501	4,750	955,377	49,630							
5000	12	1,285,967	94,821	601,471	41,710	98,805	8,650	845,457	45,961							
5020	104	8,005,398	611,313	3,722,285	424,239	832,971	67,250	5,658,058	286,115							
5030	44	3,847,911	293,470	1,656,944	168,379	361,611	24,350	2,504,754	137,525							
5040	56	3,667,094	280,130	1,344,196	42,479	518,660	3,550	2,189,015	131,063							
5041	2	174,587	13,357	45,576	549	18,772	-	78,254	6,240							
5050	-	18,800	1,438	-	23,325	-	-	24,763	672							
5060	13	960,567	73,483	423,560	26,618	113,694	4,850	642,205	34,331							
5070	36	2,845,685	215,457	1,270,045	144,340	294,814	20,450	1,945,106	101,706							
5500	147	14,608,169	193,988	7,166,264	677,949	1,187,494	133,950	9,359,645	522,100							
6000	5	430,609	30,804	169,790	4,906	46,961	4,750	257,211	15,390							
6010	4	422,034	30,424	69,450	15,499	37,533	950	153,856	15,084							
6020	4	453,950	34,727	73,616	78,746	37,535	2,850	227,474	16,224							
6030	3	186,722	14,284	72,047	5,899	28,161	950	121,341	6,673							
6050	9	921,870	70,521	183,822	37,968	84,464	1,900	378,675	32,948							
6051	-	20,882	1,597	-	-	-	-	1,597	746							
6060	2	285,863	21,868	42,774	7,618	18,771	950	91,981	10,217							
6065	-	36,465	2,790	-	-	-	-	2,790	1,303							
6070	4	280,693	21,473	90,962	31,546	37,545	950	182,476	10,032							
6120	75	3,388,607	259,238	1,268,944	916,203	703,726	950	3,149,061	121,113							
6130	27	1,450,389	110,958	551,382	204,568	253,393	2,850	1,123,151	51,837							
6900	5	442,156	32,552	174,342	1,372	46,963	4,750	259,979	15,803							
7000	-	-	-	-	-	348,057	-	348,057	-							
8300	5	367,879	28,054	140,126	2,887	42,248	1,900	215,215	13,148							
8330	1	41,369	3,165	16,312	8,568	9,383	-	37,428	1,479							
8340	1	34,505	2,640	13,605	8,568	9,381	-	34,194	1,233							
8360	6	275,500	21,076	108,630	64,753	56,302	-	250,761	9,846							
8400	12	619,955	47,428	197,133	49,394	112,593	-	406,548	22,157							
8500	3	153,198	11,720	50,548	44,593	28,149	-	135,010	5,475							
<b>829</b>	<b>\$</b>	<b>63,770,464</b>	<b>\$</b>	<b>3,903,902</b>	<b>\$</b>	<b>26,174,488</b>	<b>\$</b>	<b>3,765,000</b>	<b>\$</b>	<b>7,665,691</b>	<b>\$</b>	<b>391,300</b>	<b>\$</b>	<b>41,900,381</b>	<b>\$</b>	<b>2,279,177</b>

## **BUDGET GLOSSARY**

**Accrual Basis of Accounting** - The basis of accounting under which revenues are recorded when earned and expenditures are recorded when goods are received and services performed even though the receipt of the revenue or the payment of the expenditure may take place, in whole or part, in another accounting period.

**Ad Valorem Taxes (Property Taxes)** - A tax levied on the assessed value of real and personal property.

**Appropriation** - A legal authorization granted by the City Commission to make expenditures and to incur obligations for specific purposes.

**Assessed Valuation** - The pre-exemption value (Assessed Value – Exemptions = Taxable Value) of land, buildings, and business inventory and equipment as determined on an annual basis by the County Property Appraiser in accordance with State Law.

**Balanced Budget** - A budget in which estimated revenues and other available funds equal or exceed estimated expenditures.

**Bonds** – A certificate of debt issued by a government or corporation guaranteeing payment of the original investment plus interest by a specified future date.

**Budget** - A plan of financial operation, embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Upon approval by the City Commission, the budget appropriation ordinance becomes the legal basis for expenditures in the budget year.

**Budgetary Accounts** - Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.

**Budget Message** - The opening section of the budget document which provides a general summary of the most important aspects of the budget and discusses significant changes from the current and previous fiscal years.

**Capital Budget** - The plan for the construction, rehabilitation or purchase of a capital asset. Coral Gables' capital budget is multi-year in nature with the first year for appropriation authorization incorporated into the overall annual budget process. Capital projects often extend beyond the fiscal year in which the project is first approved. Therefore, the City either appropriates the entire project cost in the initial fiscal year or identifies annual phases which may be approved in future years if funding is available.

**Capital Outlay** - An expenditure category for construction equipment, vehicles or machinery that results in the acquisition or addition to the City's fixed assets.

**Capital Improvement Program (CIP)** – The City's capital investment strategy for the Budgeted year and for the following five year period. The CIP is a comprehensive picture of the City's capital needs within the five year period and facilitates long-term budget planning.

**Debt Service** - The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a predetermined payment schedule.

**Delinquent Taxes** - Taxes that remain unpaid after the date on which a penalty for nonpayment is attached.

**Department** - An organizational unit responsible for carrying out a major governmental function.

**Debt Service** - Payments of principal and interest on borrowed funds such as bonds.

**Division** - The second level in the formal City organization in which a specific function is carried out; several divisions may comprise a single department.

**Enterprise Fund** - A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as parking and golf courses.

**Estimated Revenue** - The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the Commission.

**Expenditures** - The outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid.

**Fiduciary Fund** - A fund used to account for the revenue and expenditures of beneficiary accounts held in trust for a group of individuals, e.g. employee pension.

**Fiscal Year** - A 12 month period to which the operating budget applies. For Coral Gables it begins October 1 and ends September 30.

**Franchise Fee** - A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens of a community. Services requiring franchises include electricity, telephone, natural gas refuse, and cable television.

**Fund** - An accounting entity with a self-balancing set of accounts which are segregated for the

purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions or limitations.

**Fund Accounting** - The legal requirement for Governmental agencies to establish accounts for segregating revenues and other resources, together with all related liabilities, obligations, and reserves, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

**Fund Balance** - The fund reserve of governmental funds.

**General Fund** - Used to account for the general operations of the city and all transactions that are not accounted for in other funds.

**General Obligation Bonds** - Bonds that finance a variety of public projects such as streets, buildings, and improvements; these bonds are backed by the full faith and credit of the issuing government.

**Goal** - A broad statement of desired conditions to be achieved through the efforts of an organization.

**Governmental Fund** - Funds through which most general government functions are financed.

**Grant** - A contribution made by one governmental unit to another. The contribution is usually made to aid in the support of a specified function but it is sometimes for general purposes.

**Interfund Transfers** - Amounts transferred from one fund to another.

**Intergovernmental Revenues** - Revenues from other governments (state, federal, and local) which can be in the form of grants, shared revenue, or entitlement.

**Internal Service Fund** - Fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit on a cost-reimbursement basis.

**Levy** - To impose taxes, special assessments, or service charges for the support of City activities.

**Local Option** - Voted by local referendum.

**Line Item** - A specific item or group of similar items defined by detail in a unique account in the financial records. Revenue and expenditure justifications are reviewed, anticipated and appropriated at this level.

**Long-Term Debt** - Debt with a maturity of more than one year after the date of issuance.

**Millage Rate** - The millage rate is the rate of taxation for every thousand dollars of assessed value, i.e., 1 mill equals \$1.00 of tax for each \$1,000 of property value and 2.5 mills equals \$2.50 of tax for each \$1,000 of property value, etc.

**Modified Accrual Accounting** - A basis of accounting in which revenues are recorded when collectable within the current period or soon enough thereafter to be used to pay liabilities of the current period, and, expenditures are recognized when the related liability is incurred.

**Object Code** - An expenditure category, such as Personnel Services, Operating Expenses and Capital Outlay.

**Operating Budget** - A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

**Operating Expenses** - Expenditures associated with the general operation of a department such as office supplies, vehicle fuel, rent, utilities, etc.

**Operating Revenues** - Income derived from sources related to the City's everyday business operations.

**Ordinance** - A formal legislative enactment by the council or governing body of a municipality that has the full force and effect of law within the enacting City.

**Performance Measures** - The annual adopted budget for each department, includes performance measures to identify the planned target levels for services in the fiscal year. The measures are also reported for prior years to allow comparison and evaluation. Performance measures include workload indicators and performance effectiveness measurements.

**Personal Services** - An expenditure category which includes wages, salaries, retirement, and other fringe benefits.

**Property Tax Levy** - The value derived by multiplying the property tax millage rate by the Taxable Value of property in the City.

**Property Tax** - Tax paid on the Taxable Value (Assessed Value – Exemptions = Taxable Value) of land, buildings, business inventory or equipment.

**Reserve** - An account used to indicate that a portion of a fund's balance is restricted for a specific purpose and is, therefore, not available for general appropriation.

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

**Retained Earnings** - The accumulated earnings of an Enterprise or Internal Service Fund that have been retained in the fund and that are not reserved for any specific purpose.

**Revenue** - Funds that the government receives as income. It includes such items as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

**Service Level** - Workload accomplished to a specific standard within a specific time span in order to generate the total gross amount of product or service to be provided.

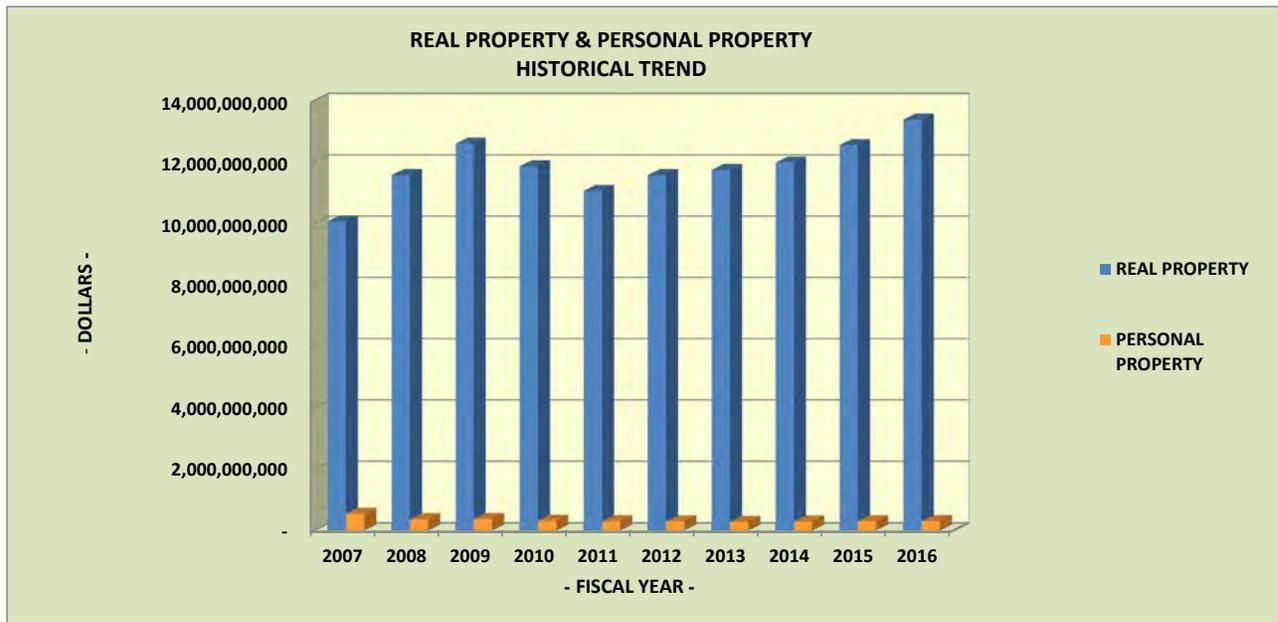
**Trend** - The continuing direction of movement of chronological series of data charted on a graph.





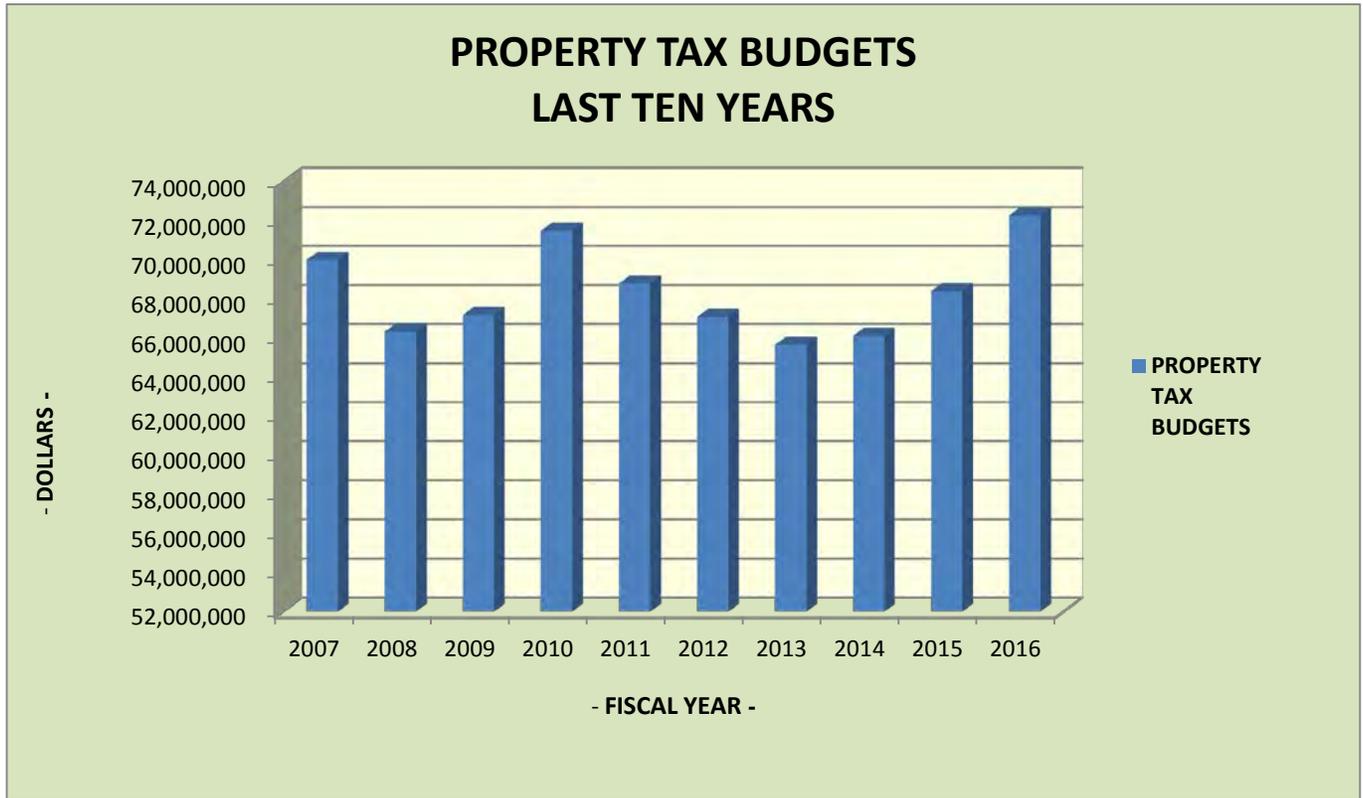
**CITY OF CORAL GABLES  
2015-2016 BUDGET  
TAXABLE VALUES OF REAL & PERSONAL PROPERTY  
TEN-YEAR TREND**

<b>FISCAL YEAR</b>	<b>REAL PROPERTY</b>	<b>PERSONAL PROPERTY</b>	<b>TOTAL TAXABLE VALUE</b>
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
2015	12,563,996,934	291,419,796	12,855,416,730
2016	13,395,162,364	297,441,249	13,692,603,613



<b>FISCAL YEAR</b>	<b>CITY TAX RATES</b>			<b>COUNTY</b>	<b>SCHOOL DISTRICT</b>	<b>SPECIAL TAXING DISTRICTS</b>	<b>TOTAL TAX RATE FOR ALL OVERLAPPING GOVERNMENTS</b>
	<b>OPERATIONS</b>	<b>DEBT SERVICE</b>	<b>TOTAL</b>				
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
2015	5.5890	-0-	5.5890	5.9009	7.9740	0.4187	19.8826
2016	5.5590	-0-	5.5590	5.9009	7.6120	0.3896	19.4615

**CITY OF CORAL GABLES  
2015-2016 BUDGET**



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

<u>FISCAL YEAR</u>	<u>PROPERTY TAX BUDGETS</u>	<u>COLLECTIONS WITHIN THE YEAR OF THE LEVY</u>	<u>PRIOR YEARS' LATE COLLECTIONS</u>	<u>TOTAL COLLECTIONS TO DATE</u>	<u>PERCENT OF LEVY COLLECTED TO DATE</u>
2007	\$ 70,004,604	\$ 61,536,367	\$ 332,579	\$ 61,868,946	88.4%
2008	66,335,000	69,634,307	95,957	69,730,264	105.1%
2009	67,181,542	65,791,821	596,813	66,388,634	98.8%
2010	71,501,646	65,609,457	787,734	66,397,191	92.9%
2011	68,805,430	69,328,037	949,225	70,277,262	102.1%
2012	67,086,306	65,131,368	1,946,716	67,078,084	100.0%
2013	65,664,270	61,713,029	645,906	62,358,935	95.0%
2014	66,122,035	65,770,446	(583,264)	65,187,182	98.6%
2015	68,406,478	68,720,122	(633,813)	68,086,309	99.5%
2016	72,281,324	-	-	-	0.0%

\* Fiscal Year 2015 collections and prior years late collections are partial year information, i.e. 11 months.

