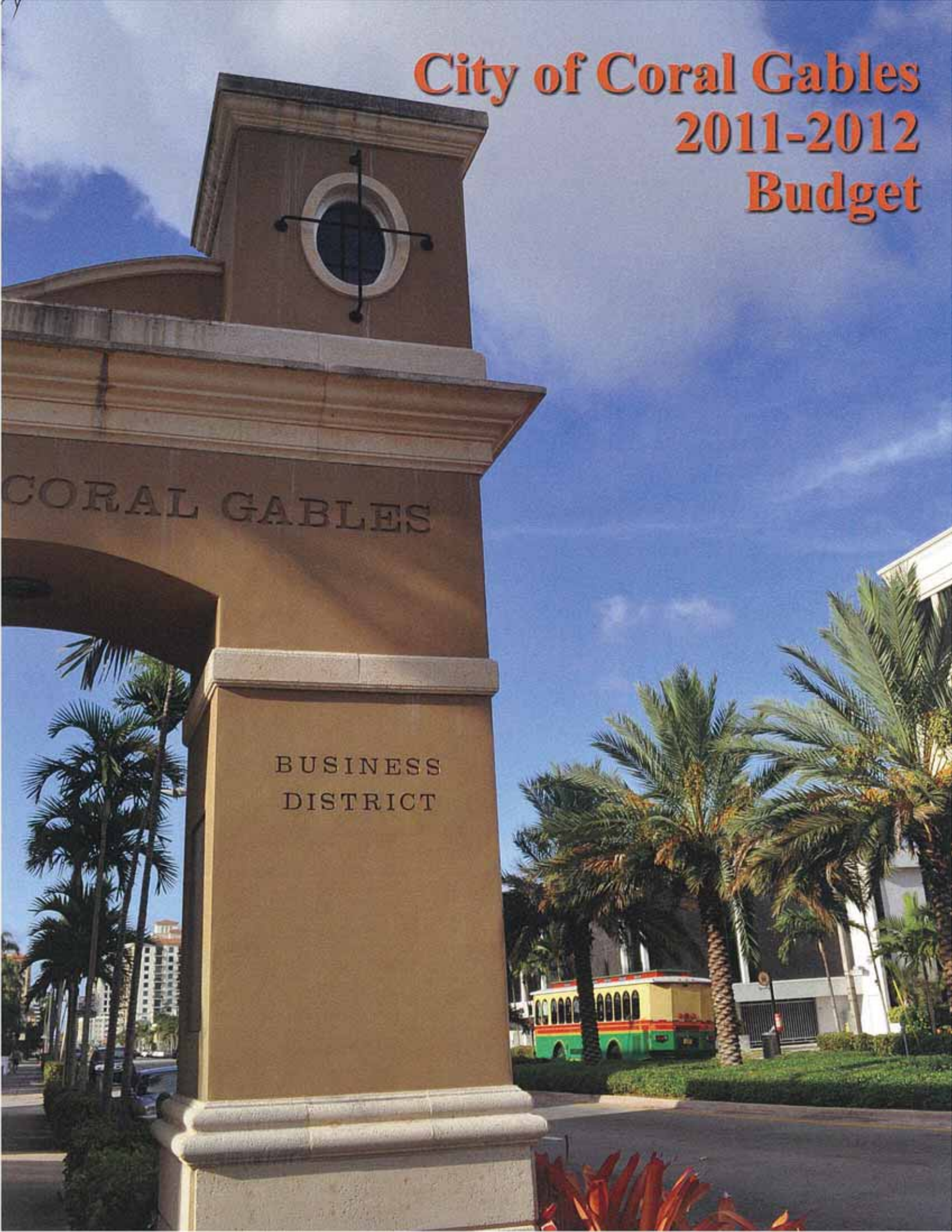
City of Coral Gables 2011-2012 Budget



CITY OF CORAL GABLES
FLORIDA
2011-2012 ADOPTED BUDGET

CORAL GABLES
"The City Beautiful"

CITY OF CORAL GABLES
FLORIDA

2011-2012 BUDGET

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The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Coral Gables, Florida for its annual budget for the fiscal year beginning October 1, 2010.

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, 2010

President

Executive Director

CITY OF CORAL GABLES
FLORIDA

THE CITY OF CORAL GABLES

OFFICE OF CITY MANAGER

CITY HALL 405 BILTMORE WAY
CORAL GABLES, FLORIDA 33134

October 1, 2011

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

Dear Mayor and Commissioners:

Cities across South Florida, the State, and the country continue to be significantly affected by the dramatic downturn of the economy. These cities, like Coral Gables, are presented with extreme difficulties in providing expected levels of services and maintaining its workforce. We are continuing the process of adapting to a new normal. Over the last couple of years, we have largely been working our way out of a fiscal crisis mode, combating negative external economic forces. While uncertainty remains, we are in a stronger position as the result of having chosen a proactive approach.

As Bob Dylan so eloquently wrote, times are indeed changing. The 2012 budget is the result of much planning and adapting. As has been shared previously, the City's financial condition remains vulnerable to setbacks, primarily the result of declining property values, the overestimating of revenues and underestimating of expenditures in FY 2008-2009, along with generous pension plans and collective bargaining agreements that can no longer be supported. To borrow further from Mr. Dylan, we must swim or sink like a stone. Fortunately, the City has taken proactive steps over the past two years that have not only allowed us to stay afloat, but swim with conviction through a sea of uncertainty and economic shortfalls. From the onset, the City immediately implemented a variety of budgetary reductions and conservation measures. We need to continue to focus on basic, core services. We also need to grow the tax base with strategic investments throughout the City, as provided in the Neighborhood Renaissance Program, that strengthen Coral Gables.

The FY 2011-2012 Annual Budget beginning October 1, 2011 through September 30, 2012 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 FY 2011-2012. This document communicates projected financial information and compares that information to budgets of previous years and actual revenues and expenditures to provide trends in the costs of operating the City.

The Annual Budget was adopted after two public hearings held on September 13, 2011 and September 27, 2011 whereby the ad valorem property tax millage of 5.869 was adopted by Ordinance No. 2011-09 and the annual budget of estimated revenues and expenditures was adopted by Ordinance No. 2011-10.

Expenditures

The total operating, capital and debt service expenditures for FY 2011-2012 are budgeted at $145,268,875 which represents a 3.1% net increase of $4,304,620 compared to the FY 2010-2011 annual budget of $140,964,255. The net increase is the result of capital improvement expenditures increasing $4,063,690, largely from required improvements to the sanitary sewer system.

A comparison of expenditures for the FY 2010-2011 Budget and the proposed FY 2011-2012 Budget is shown below:

Budget Year	2010-2011	2011-2012	Increase (Decrease)
Operating Expenses	$ 129,589,272	$ 129,830,202	$ 240,930
Capital Expenditures	4,427,172	8,490,862	4,063,690
Debt Service Requirements	6,947,811	6,947,811	-
Total	$ 140,964,255	$ 145,268,875	$ 4,304,620

Operating Expenditures

The total net increase in operating expenses from the FY 2010-2011 Budget of $129,589,272 to the FY 2011-2012 Budget of $129,830,202 is $240,930. The significant items affecting the FY 2011-2012 Budget are shown as follows:

Items	Increase (Decrease)	Total Budget
Salary (Longevity, Merit)	$ 689,369	$ 57,105,567
Overtime	274,361	1,662,086
Employee Benefits		
Retirement	1,369,800	23,898,000
FICA	(38,879)	3,575,445
Workers Compensation	(51)	5,816,000
Health Insurance	4,166	5,392,245
Equipment Replacement	(385,630)	1,830,212
Equipment Additions	(1,097,474)	106,000
Other Operating Costs	(426,178)	29,201,647
Fleet Equipment Replacement	(148,554)	1,243,000
Net Change to Operating Budget	$ 240,930	
Total Operating Budget		$ 129,830,202

Capital Improvements

The FY 2011-2012 Budget includes a capital improvement program totaling $8,490,862. The General Fund will provide funding of $1,808,000 to the Capital Improvement Fund, including $750,000 for public safety building repairs/improvements, $550,000 for necessary repairs to City Hall, $250,000 for a residential yard waste pit restoration program, $155,000 for Venetian Pool repairs/improvements, and $103,000 for bridge and waterway repairs/improvements. The Roadway Improvement Program is funded with $767,862 to resurface and rebuild City streets, and related improvements. This program is funded through proceeds of the gasoline sales tax and alternative 4 cent gas tax. Other capital improvements that are budgeted include $5,715,000 for required sanitary sewer force mains, lift stations and sanitary sewer pipe replacement, and $200,000 for storm water drainage improvements.

Debt Service

The total outstanding principal debt of the City is $79,300,000 as of October 1, 2011 and includes approximately $22,155,000 of new money received on June 30, 2011 for the Neighborhood Renaissance Program. The City has no General Obligation Bond debt. The annual budget amount for debt payment on loans from the Sunshine State Governmental Financing Commission is $6,947,811 and represents 5.1% of the total operating and debt service budget of $136,778,013, and is below our goal for debt service to be under 8% of total operating and debt service cost.

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

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

Revenues

The estimated revenues for FY 2011-2012 are projected to be $144,164,540, a net decrease of $30,532 compared to estimated revenues of $145,195,072 for FY 2010-2011.

The estimated revenue increases include: $895,008 from commercial waste fees as a result of changes made in the franchise agreement, $612,150 from building construction fees, $515,797 from county court fines, code enforcement and traffic violations, $538,900 from sanitary sewer fees, $229,002 from rentals and concessions, $213,000 from annual commercial fire inspection fees, and $200,000 from storm water utility fees. The Parking fund is projected to generate $767,000 of additional revenue as a result of changes in parking operations. It includes the addition of multi-space pay stations that will replace meters in areas of the City, an upgrade of the street parking control system and an automated payment system for the parking garages.

Other revenue increases include: $99,000 from business licenses, $51,000 from general government fees, $58,000 from investment earnings, $319,600 from refuse collection fees, and $75,000 from emergency medical services (EMS). The EMS fees charged to residents are the Medicare allowable rates. These rates are not changing and are based on the rates charged by Miami-Dade County.

Estimated revenue decreases in the FY 2011-2012 Budget include: $2,019,008 in property tax revenue, $1,175,259 in intergovernmental revenues from state/county grants received in FY 2010-2011, $681,480 in franchise fees from electric utility and commercial refuse contractors, $191,459 from golf fees, $309,200 from Utility Service Taxes, $69,000 from recreation programming, $60,936 from parking facility rentals, $60,000 from Fire Prevention Bureau Permits, and a decrease of $55,000 from False Alarm Charges.

Personnel Positions

The total number of full-time employee positions in the FY 2011-2012 Budget is 791, the same total number of full-time employees as in the FY 2010-2011 Budget. That's fewer employees than the City has had in at least the past two decades. There is no cost of living adjustment proposed again for employees this fiscal year.

Ad-Valorem Property Tax Millage Rate

The impact of the economic decline on the real estate market has resulted in the decline of the City's property values from 2008 of $13.4 billion to a decrease in 2009 to $12.7 billion and a continued decrease in 2010 to $11.8 billion. For the 2011 tax year, the City's total property value as of July 1, 2011 was $11,870,832,915 including new construction of $95.7 million.

I am pleased to report that the FY 2011-2012 Budget includes a property tax rate of **5.869**, a **reduction** in the property tax millage rate from **6.072** this fiscal year. This results in a **decrease of $2,019,008 in property tax revenue**. In reviewing property tax revenue, the following shows a **decrease in property tax revenue** over two consecutive years:

Fiscal Year	Property Tax Revenue	(Decrease)
2009-2010	$ 71,201,646	
2010-2011	68,205,430	$ (2,996,216)
2011-2012	66,186,422	(2,019,008)

It's been at least 25 years since the City has reduced property tax revenue for two consecutive years.

City Ad-Valorem Tax Rates

Fiscal Year	Adopted Rate
2002-2003	5.841
2003-2004	5.990
2004-2005	5.990
2005-2006	6.150
2006-2007	6.150
2007-2008	5.250
2008-2009	5.250
2009-2010	5.895
2010-2011	6.072
2011-2012	5.869

Bargaining Unit Agreements

The City is currently in negotiations with the Fraternal Order of Police, Lodge No. 7. Their Collective Bargaining Agreement expired on September 30, 2009. We have a Collective Bargaining Agreement with the International Association of Firefighters, Local 1210 for the period of October 1, 2008 through September 30, 2011. We have an agreement with the Teamsters, Local 769 for the period of September 30, 2010 through September 30, 2012.

Cultural and Community Events

The FY 2011-2012 Budget includes grant funding of $75,000 for cultural events. The Cultural Affairs Advisory Board will review and recommend cultural and community organizations to receive direct or matching grant funds from these budgeted monies.

Restructuring

Coral Gables continues to be at a critical phase in its journey to become a model city government. As an organization in transition, it parallels the change that the 19th century British statesmen Thomas Macaulay expressed appropriately: "There is a change in society," he noted, "and there must be a corresponding change in the government. We are not, we cannot, in the nature of things, be what our fathers were." This evolution, whether in business or government, is the secret to the future. Each change, each open door for challenge and opportunity, should build on the best of what went before.

As I've indicated in the past, I have continued my personal analysis of the City's current administrative organization and distribution of responsibilities. The organizational realignment presented in this budget will assist the City as it moves forward with its pursuit of an optimal organizational arrangement. To that end, automotive operations have been brought under the Public Works Department and community related services (Parks and Recreation, Public Service and Parking operations) have been consolidated into a Department of Community Services effective October 1, 2011. This effort seeks to identify and build upon strengths, improve upon weaknesses and increase organizational effectiveness. I believe these realignments will achieve the efficiency, accountability, quality of service and, most of all, the results we all desire.

Conclusion

It has never been more necessary for elected officials, City employees, and citizens to work together to not allow the economy and other circumstances to force us to sacrifice all that we have worked together to achieve. As we look toward tomorrow, we must find ways to focus on creating a future that will be brighter and more prosperous for Coral Gables. Years of investments, both public and private, both monetary and non-monetary, both emotional and unemotional have shaped this community. These investments have made Coral Gables a place we are proud to call home. It should be our commitment that these investments will continue. Whether it is today or 2030, the mission remains the same: never be willing to settle for less, but rather keep working toward the best Coral Gables we can imagine.

This budget takes care of the needs and services of residents and businesses in the here and now, while looking ahead and anticipating how we will meet these requirements in the future. I continue to be enthusiastic about the City's future. You have my personal commitment that we will make the community proud of how our continued dedication to the heritage and tradition of Coral Gables adds value to our citizens; that we are an organization you can trust and believe in and one you can admire for the good that we do and the future direction towards which we steer.

Acknowledgments

The preparation of this annual budget of the City is a joint effort among the management team. The personal efforts of the following individuals are specifically acknowledged for their commitment to the budget process and the preparation of this budget: Don Nelson, Finance Director; Keith Kleiman, Budget Administrator; and Yvette Companioni, Administrative Assistant to the Finance Director.

Respectfully submitted,

Pat Salerno

Patrick Salerno
City Manager

CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES
FLORIDA

COMMUNITY PROFILE

Our Past

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

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

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

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

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

Our Present

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

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

The City supports both the residential and business sectors with excellent City services, having attained the highest possible standards in every field. In fact, Coral Gables is the only City in the State of Florida and one of only two cities nationwide to have a Class 1 Fire Department, a fully-accredited Police Department, and an "Aa1" credit and "Aa2" bond rating from Moody's and "AA" from Standard and Poor's. In addition, Coral Gables has been named a "Tree

COMMUNITY PROFILE

City USA" for 26 consecutive years and offers one of the most comprehensive Parks and Recreation programs in the state.

Our Future

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

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

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

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

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

Government in the Gables

Type of Government	City Commission and City Manager
Mayor	Jim Cason
Vice-Mayor	William H. Kerdyk, Jr.
Commissioners:	Rafael Cabrera, Jr.
	Maria Elena Anderson
	Frank C. Quesada
	Patrick Salerno
City Manager	Craig E. Leen
City Attorney	Walter Foeman
City Clerk	1925
Year Incorporated	$150,505,030
Adopted Annual Budget (FY 2012)	791
Number of City Employees	46,780
Number of Residents	43,611
Daytime Employment	•Moody's: Aa1 (Credit), Aa2 (Bond)
Bond Ratings	•Standard and Poor's: AA

2011 Local Property Taxes
- •Adopted Millage Rate: 5.869
- •Total Assessed Value for All Commercial & Residential Property within Coral Gables: 2011 - $11,870,832,915

COMMUNITY PROFILE

Education

• Attainment Level: Over 60% of Coral Gables residents 25 and older have a college degree; 30% have a graduate or professional degree.

• University of Miami: The largest private research university in the southeastern U.S. has a 225-acre main campus with approximately 15,500 students; 114 undergraduate programs and 161 graduate programs. U.M.'s Rosenstiel School of Marine and Atmospheric Science ranks among the world's top institutes for marine research and graduate training; U.M.'s School of Medicine is the State's oldest and largest medical school, and no other medical school in the country has a public hospital as its primary teaching facility. U.M. is in the top 3% of colleges and universities in terms of federal commitments.

• Grades K-12 (i.e., International, High Tech, Bio-Tech): Coral Gables Elementary and G.W. Carver Middle Schools are both designated as Blue Ribbon Schools of Excellence and produce graduates with diplomas recognized worldwide. Coral Gables Elementary also has a home-based gifted program and in 1993 was the recipient of the Little Red Schoolhouse Award sponsored by the Florida Elementary School Principals Association (it is on the National Register of Historic Places). International Baccalaureate Program at Coral Gables Senior High (a 3-time Top Merit School) and also at Gulliver Preparatory School.

• Contact the Economic Sustainability Department for a list entitled "Coral Gables Public and Private Schools" for full listing of schools and curricula.

Transportation

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

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

Public Transportation Services
Metro-Dade Transit Agency buses (305-891-3131) serve the Miami district, including Coral Gables.

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

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

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

Highways Serving the City

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

Federal:
US-1 (South Dixie Highway)

State:
Red Road (S.W. 57 Ave.), Coral Way (S.W. 24

St.), Lejeune Road (S.W. 42 Ave.), Bird Road (S.W. 40 St.)

Financial Institutions

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

Demographics

Residential Demographics

- Total population in 14 square miles is 46,780
- Total number of households is 17,946; average household size is 2.35
- Average household income exceeds $133,000
- Median home values exceed $560,000
- More than 60% of residents have a college degree; 30% have a graduate or professional degree
- More than 50% of the households have incomes above $83,000

- **Business Profile**
- 10 million square feet of office space city-wide
- 3,800 businesses have a combined sales figure of $98 billion
- 40,000-strong white-collar employee base with median per capita incomes in excess of $60,000
- Home to many multinationals, most of which are regional headquarters for Latin-America
- 17 consulates and 8 foreign trade/tourism offices
- 1,184 hotel rooms, 50% of which have luxury or first-class status

Recreation Areas

- Number of parks: 29, Playgrounds: 9, Open urban spaces: 49
- Number of Tennis Courts: 33 (public)
- Number of Golf Courses: 2 public; 1 private. (The Biltmore Golf Course is a Donald Ross, 18 hole, par 71 public course and The Granada Golf Course is a 9 hole public course, that is the oldest operating golf course in Florida)
- Country Clubs available: 2 (one public; one private)
- Other Recreational Amenities: Bike paths, Fairchild Tropical Botanic Garden (largest tropical botanical garden in the continental U.S.), Matheson Hammock Park and Marina (walking trails, bike paths, beach, and picnic shelters)

Facilities and Cultural Amenities

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

- Shopping: A downtown street setting with over $1.4 billion in retail sales yearly (exclusive of gasoline and automobile sales)

COMMUNITY PROFILE

- Public Libraries: 1
- Museums: 3
- Private art galleries: 22
- Restaurant capital of South Florida, with more than 150 cafes & restaurants
- Theaters: Actor's Playhouse at the Miracle Theater, New Theater, Gable Stage, Jerry Herman Ring Theatre on the University of Miami campus
- Additional Cultural Amenities:
  The University of Miami offers outstanding cultural programs such as live performances at Gusman Concert Hall, international exhibits at the Lowe Art Museum, and an annual music festival.
  Other available cultural amenities include the Coral Gables Chamber Symphony and Opera, and the Mainly Mozart Festival.

Medical & Health Services

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

SERVICE STATISTICS

Police Protection

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

- **Fire Protection**
- Uniform strength: 139
- Number of fire stations: 3
- Target Fire & life safety related Responses: * 2,500
- Target Emergency medical services: * 5,500
- Target Average emergency response time: * 7.5 min. or less, 90% of the time.

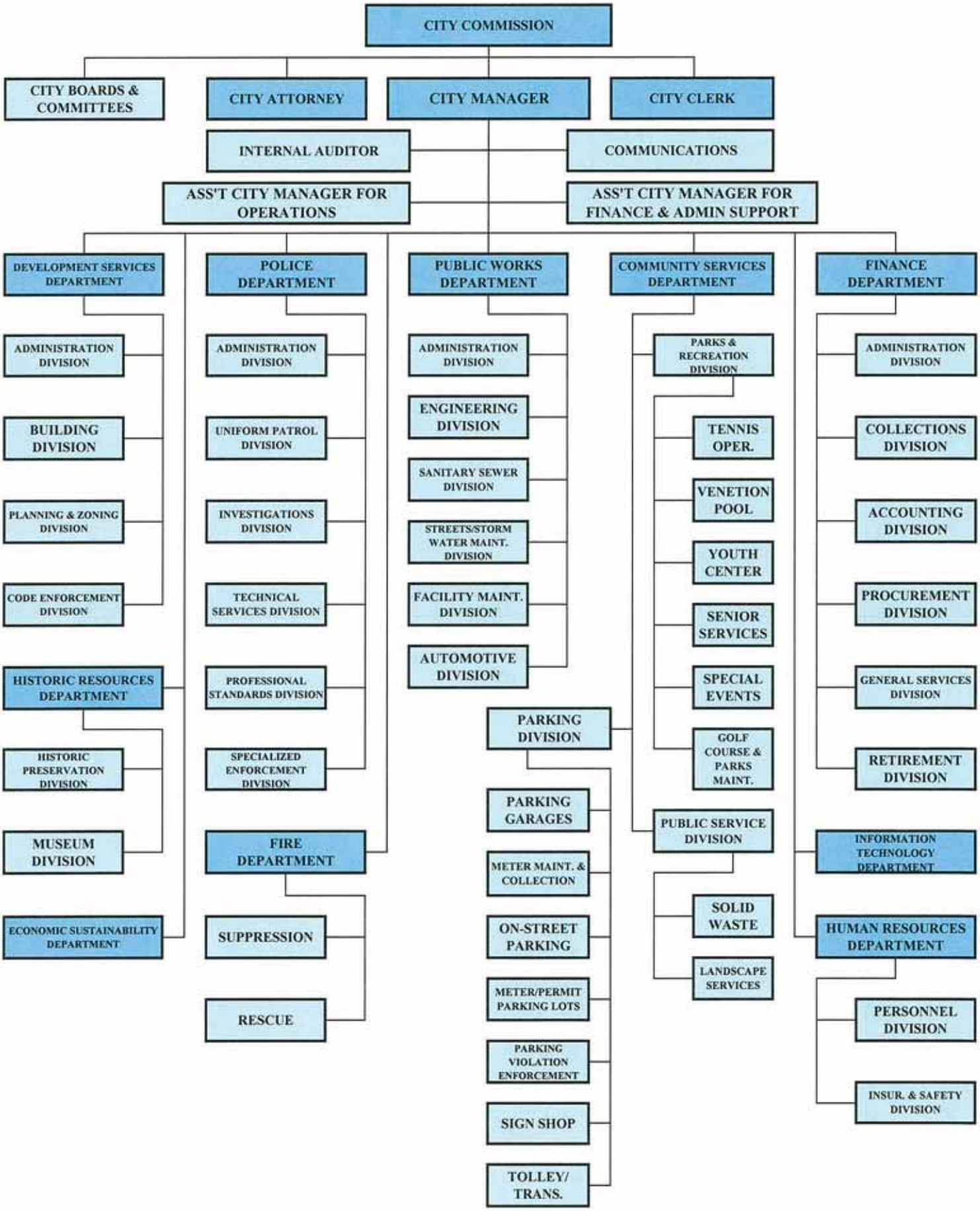
- **Public Works**
- Streetlights Inspected: *4,024
- Miles of waterways maintained: *47
- Miles of streets swept nightly: *40

- **Public Service**
- Trim or removal of trees: *8,085
- New trees planted: *194

* Based on departmental projections for 2011-2012

CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET
ORGANIZATION CHART



CITY OF CORAL GABLES
FLORIDA

2011-2012 BUDGET

A GUIDE TO THE BUDGET

BUDGET PREPARATION CALENDAR

Distribution of Budget Request forms to Department Directors	April 21
Submission of Budget Request forms and Strategic Management Report to Finance Department. (including all supporting schedules)	May 13
Departmental Budget Conference with the City Manager	May 18, 20
Revenue Estimate Prepared	June 2
Delivery of the City Manager's Budget Estimate to the City Commission	July 1
City Commission Budget Workshop	July 20
Public Hearing – Tentative Budget for FY 2011-2012 adopted by ordinance (First Reading)	Sept 13
Public Hearing – Final Budget for FY 2011-2012 adopted by ordinance (Second Reading)	Sept 27

BUDGETS & LEGAL COMPLIANCE

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

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

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

- **Accountability:** The budget is a tool for legalizing public expenditures and to account for and control the use of public resources.

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

THE BUDGET PROCESS

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

What is a Fiscal Year?

A fiscal year is a twelve month cycle that comprises a budget and reporting period. The City's fiscal year for this budget starts October 1, 2011 and ends September 30, 2012.

What is Revenue?

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

What is an Expenditure?

An expenditure is a disbursement of revenue for goods and services. Expenditures include such things as employee salaries, materials purchases, utility costs and debt service payments. Expenditures may not legally exceed total budgeted appropriations for all activities.

What is a Capital Expenditure?

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

What is an Encumbrance?

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

THE BUDGET STRUCTURE

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

What is a Fund?

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

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

Governmental Funds

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

1. **General Fund -** Used to account for the general operations of the city and all transactions that are not accounted for in other funds or account groups.

2. **Debt Service Funds -** Used to account for the payment of principal and interest on all outstanding long-term obligations except those payable from Enterprise Funds.

    a. ***Sunshine State*** - used to accumulate monies for the repayment of notes issued for various capital projects. Financing is provided by a general pledge of resources other than property taxes, and the amount needed is transferred from other funds.

3. **Capital Project Funds -** Used to account for organizations and activities segregated for the acquisition or construction of designated fixed assets (except those financed by Enterprise Funds).

    a. ***Capital Improvement Fund*** - used to account for all resources used for the acquisition of various major capital improvements (except those financed by Enterprise funds). Money is transferred to this fund from other funds for major capital projects.

    b. ***Sunshine State Improvement Fund*** - used to account for to the acquisition or construction of capital improvement projects funded from the proceeds of notes issued by the Sunshine State Governmental Financing Commission.

    c. ***Roadway Improvement Fund*** - used to account for the construction costs of resurfacing and rebuilding streets and the related curbs, gutters, drainage and lighting. These projects are funded by the Local Option Gasoline Tax and, where applicable, the proceeds from special assessment collections for roadway improvements.

    d. ***Trolley / Transportation Fund*** – used to account for the operation of the City-wide trolley transportation system funded by the Half-Cent Transportation Surtax.

Enterprise (Proprietary) Funds

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

policy, management control, accountability or other purposes.

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

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

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

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

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

Internal Service Funds

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

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

2. ***Public Facilities Fund*** - is used to account for the costs of providing building maintenance, utilities and general housekeeping services for all city property. Financing is provided by charging the user departments an annual rental fee based upon actual costs.

3. ***Insurance Fund*** - is used to account for the cost to provide liability and worker's compensation self insurance administered by an outside professional insurance service, and the cost to provide health care. Financing is provided by insurance premium charges to the user departments and investment earnings on accumulated reserves.

Pension Trust (Fiduciary) Funds

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

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

1. ***Coral Gables Retirement System*** - used to account for the accumulation of resources held to fund the retirement annuities of all employees. Resources are provided by employer contributions determined by an actuarial study, investment earnings and employee contributions calculated at an annually determined fixed rate.

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

Agency Funds

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

1. ***Law Enforcement Trust Fund*** - used to account for resources provided as a result of certain police investigations, seizures and forfeitures.

2. ***Deferred Compensation Fund*** - used to account for compensation deferred by employees in accordance with internal Revenue Code Section 457 and compensation earned but unused paid leave, the payment of which is deferred until the employee's retirement.

PROPERTY TAX

What is a Property Tax?

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

What is a Millage Rate?

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

What is a Mill of Tax?

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

How are Property Taxes Calculated?

There are three factors for calculating the amount of property tax assessed on your house (or other property): the value of the property, the amount of value that is not subject to taxes (e.g., the homestead exemption), and the tax or millage rate.

According to State legislation, the County Property Appraiser calculates the value of each property in Dade County as of January 1 each year. The appropriate exemptions are

then applied to reach the final taxable value. The final taxable value is multiplied by the millage rates, i.e. City, County and School Board, to determine the amount of property taxes to be included in the November property tax bill. For example if your taxable value after taking all exemptions is $150,000 and the millage rate used to determine your taxes is 4.258, then your taxes would be $639. The calculation is performed by taking the taxable value ($150,000), dividing by 1,000 and multiplying by the millage rate (4.258).

$$\frac{\$150{,}000}{1{,}000} = \$150$$

$$\$150 \times 4.258 = \$639$$

What is Rolled - Back Millage Rate?

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

BUDGET POLICY

Method of Accounting - The modified accrual basis of accounting is followed by all governmental fund types for both budgeting and accounting purposes. Under the modified accrual basis expenditures other than interest on general long-term debt are recorded when the liability is incurred. However, certain expenditures such as compensated absences are not recognized for budgetary purposes but are accrued for financial reporting purposes. Similarly, revenues are recognized when received in cash, and in very limited cases, by accrual only when the accrued resource is measurable and available to finance the City's operations.

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

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

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

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

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

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

FINANCIAL POLICIES

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

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

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

Operating Management Policies

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

2. The budget process is intended to allocate limited resources among competing programs based on policy priorities, efficiency and effectiveness of services and availability of resources.

3. Additional personnel and programs will be requested only if necessary to maintain existing service levels due to expansion of service areas or service levels previously approved by the City Commission.

4. As required by City Charter the budget will be balanced. Current expenditures will be funded by using current revenue sources and revenue growth will be planned in a conservative, prudent manner. Use of fund balance in any fund

to balance the current year budget must be approved by the City Commission.

5. User fees and charges for services will be reviewed annually to ensure that they cover the cost of the program at the rate determined to be responsible, competitive with other local communities and non-burdensome to program participants. Fees will be adjusted as needed based on this analysis.

6. Cash management and investment will be maintained in accordance with the City Charter and State law and will ensure the safety and security of city assets. Funds will be managed prudently and diligently with an emphasis on safety of principal, liquidity and financial return.

Debt Management Policies

1. The City of Coral Gables will seek to maintain and if possible improve our bond rating to minimize debt service costs and preserve access to credit markets.

2. Each bond issue will include an analysis of how the new issue and current debt impacts debt capacity.

3. Financing of projects will not exceed the useful life of the infrastructure improvement or capital acquisition.

4. The City will limit the amount of debt issued and planned in any planning period to the amount that can be supported by revenues projected to be available on a prudent and conservative basis. The generally accept debt limit is fifteen percent (15%) of total operating and debt service cost. The City's goal is to keep the debt service under eight percent (8%).

5. All fund designations and reserves will be evaluated annually for long-term adequacy and availability in accordance with policies developed and approved by the City Commission.

6. The General fund balance will be maintained at a level which will adequately cover an emergency in the future.

7. Fund balances will be used prudently and conservatively to fund one time expenditures and stabilize the property tax rate.

Financial Reporting Policies

1. The City's accounting and financial reporting systems will be maintained in conformance with Generally Accepted Accounting Principles (GAAP), the Government Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).

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

3. The City's financial report and budget will be submitted to the GFOA for the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award.

4. Financial systems will be maintained to monitor revenues, expenditures and program performance on an on-going basis.

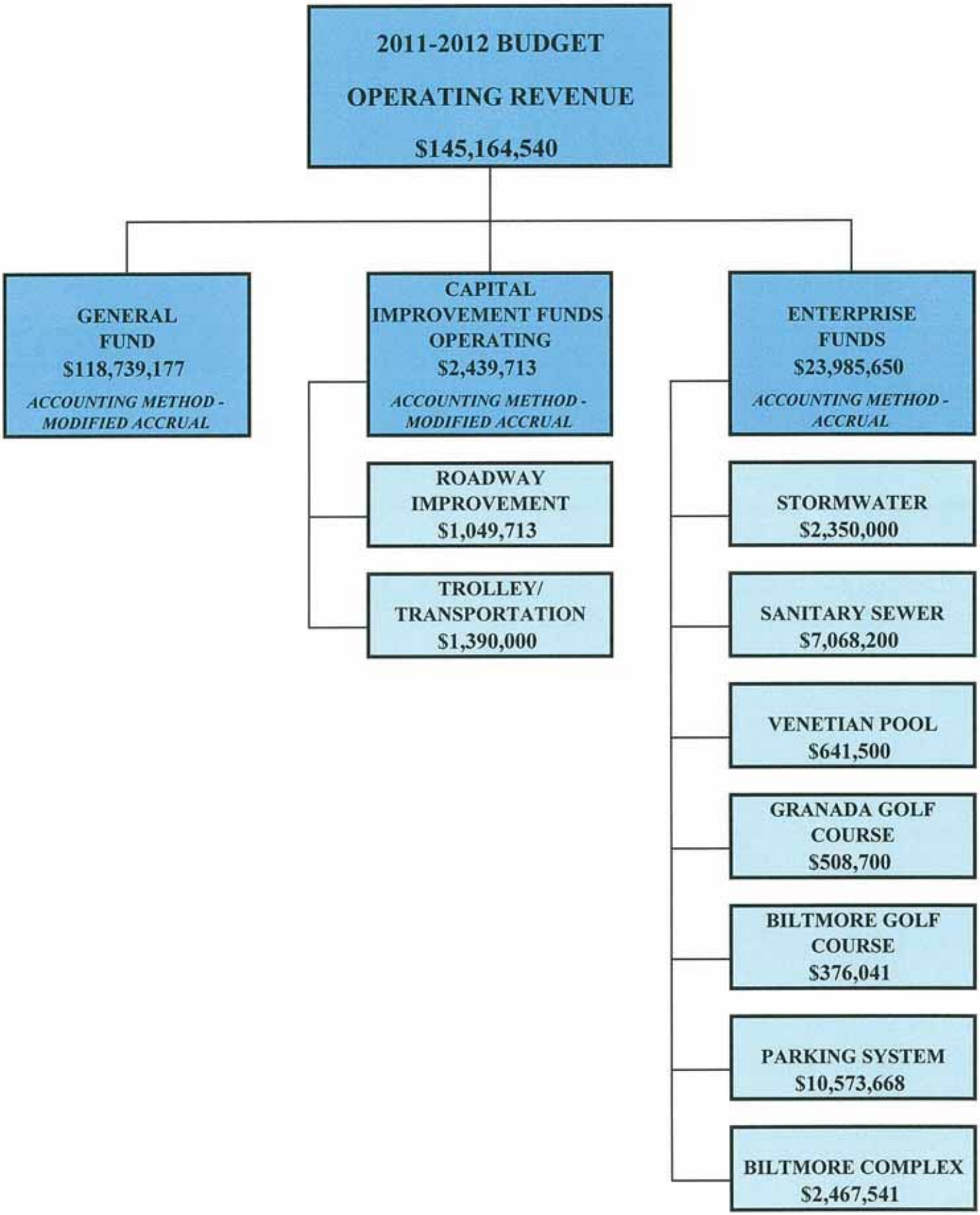
2011-2012

BUDGET

FINANCIAL DATA

CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - REVENUE

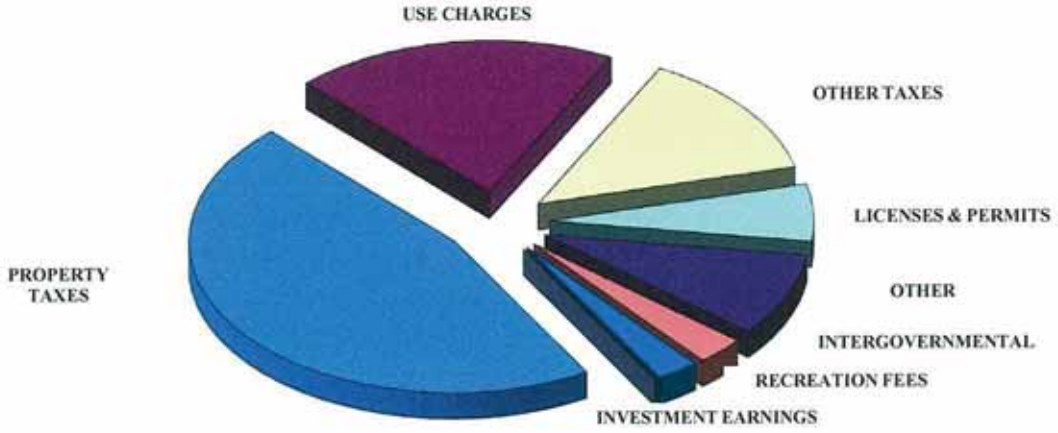


2011-2012 BUDGET
OPERATING REVENUES CLASSIFIED BY SOURCE

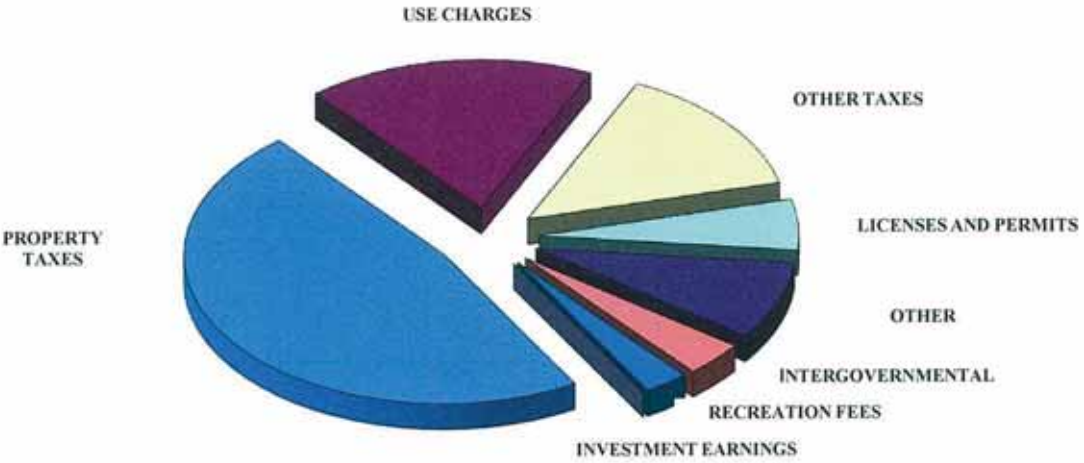
	2010-2011 BUDGET		2011-2012 BUDGET	
Property Taxes				
Operating Levy	$ 68,805,430	$ 68,805,430	$ 67,086,306	$ 67,086,306
Other Taxes				
Sales Taxes (Gasoline)	2,415,000		2,439,713	
Franchise Fees	7,039,000		6,357,520	
Utility Service Taxes	11,120,200	20,574,200	10,811,000	19,608,233
Licenses & Permits				
Business Licenses	3,091,000		3,190,000	
Permits	4,865,350	7,956,350	5,595,400	8,785,400
Intergovernmental Revenues				
Federal	-		-	
County	90,000		64,000	
State	5,348,597	5,438,597	4,174,338	4,238,338
Use Charges				
Refuse Collection Fees	7,835,000		8,155,600	
Commercial Waste Fees	-		895,008	
Sanitary Sewer Fees	6,519,300		7,058,200	
Stormwater Utility Fee	2,150,000		2,350,000	
Parking Fees	9,507,980	26,012,280	10,274,980	28,733,788
Recreation Fees				
Youth Center	1,803,000		1,739,000	
Tennis	569,000		565,400	
Swimming	633,500		641,500	
Golf	1,076,200	4,081,700	884,741	3,830,641
Investment Earnings				
General Fund	27,000		75,000	
Enterprise Funds	-	27,000	10,000	85,000
Other				
General Government Fees	972,000		1,023,000	
Public Safety Fees	2,920,500		2,977,000	
Fines & Forfeits	2,825,203		3,341,000	
Rentals & Concessions	4,558,521		4,787,523	
Sale of Recycled Trash	18,000		45,000	
Miscellaneous	1,005,291	12,299,515	623,311	12,796,834
Total Operating Revenues		$ 145,195,072		$ 145,164,540

2011-2012 BUDGET
OPERATING REVENUES BY SOURCE

2011-2012 - $ 145,164,540



2010-2011 - $ 145,195,072



	2010-2011 BUDGET	%	2011-2012 BUDGET	%
Property Taxes	$ 68,805,430	47.3%	$ 67,086,306	46.2%
Use Charges	26,012,280	17.9%	28,733,788	19.8%
Other Taxes	20,574,200	14.2%	19,608,233	13.5%
Licenses & Permits	7,956,350	5.5%	8,785,400	6.1%
Other	12,299,515	8.5%	12,796,834	8.8%
Intergovernmental Revenues	5,438,597	3.8%	4,238,338	2.9%
Recreation Fees	4,081,700	2.8%	3,830,641	2.5%
Investment Earnings	27,000	0.0%	85,000	0.1%
Total Revenues	**$ 145,195,072**	**100.0%**	**$ 145,164,540**	**100.0%**

2011-2012 BUDGET
SUMMARY OF TOTAL REVENUES AND TRANSFERS FROM RESERVES

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
Property Taxes				
Operating Levy	$ 66,397,191	$ 70,277,262	$ 68,805,430	$ 67,086,306
Sales Taxes	1,075,971	1,052,198	1,080,000	1,049,713
Transportation Sales Taxes	1,302,297	1,346,817	1,335,000	1,390,000
Franchise Fees	**7,049,737**	**6,276,301**	**7,039,000**	**6,357,520**
Utility Service Taxes	**11,293,277**	**11,219,861**	**11,120,200**	**10,811,000**
Business Licenses	**3,038,646**	**3,086,382**	**3,091,000**	**3,190,000**
Permit Fees	**4,004,569**	**4,191,268**	**4,865,350**	**5,595,400**
Intergovernmental Revenues	**4,953,151**	**5,323,573**	**5,413,597**	**4,238,338**
General Government Fees	**1,019,415**	**1,361,781**	**972,000**	**1,023,000**
Public Safety Fees	**540,579**	**2,823,282**	**2,920,500**	**2,977,000**
Impact Fees	**708,758**	**452,456**	-	-
Physical Environment Fees				
Refuse Collection Fees	7,107,527	8,177,970	7,795,000	8,114,600
Commercial Waste Fees	-	-	-	895,008
Lot Mowing & Clearing	38,325	60,978	40,000	41,000
Sanitary Sewer Fees	6,541,910	7,109,919	6,519,300	7,058,200
Stormwater Utility Fee	1,857,694	2,340,830	2,150,000	2,350,000
Recreation Fees				
Youth Center	1,775,978	1,713,659	1,803,000	1,734,000
Tennis	564,964	531,946	569,000	565,400
Special Events	1,418	(550)	-	5,000
Swimming	596,705	649,779	633,500	641,500
Golf *	816,230	508,507	1,076,200	884,741
Automobile Parking Fees	**7,952,588**	**8,893,144**	**9,507,980**	**10,274,980**
Fines & Forfeitures	**2,487,950**	**3,134,825**	**2,825,203**	**3,341,000**
Investment Earnings				
General Fund	145,769	51,057	27,000	75,000
Debt Service Funds	7,141	2,560	-	-
Capital Projects Funds	2,248	20,084	-	-
Enterprise Funds	26,684	10,643	-	10,000
Rentals & Concessions				
Parking	359,110	334,583	359,624	298,688
Biltmore Complex *	1,040,250	801,566	2,463,197	2,467,541
Other	1,639,153	1,640,594	1,735,700	2,021,294
Assessment Lien Collections				
General	4,307	54	-	-
Sidewalks	1,295	32,621	-	-
Capital Projects	1,206	92,620	-	-
Sale of Recycled Trash	**13,298**	**53,246**	**18,000**	**45,000**
Miscellaneous Other	**1,094,234**	**414,483**	**1,005,291**	**623,311**
Debt Proceeds - Lease/Purchases	-	**559,338**	-	-
FEMA: Hurricane Reimbursement	-	-	-	-
Giralda Complex I-CG Museum Park Landscape	**386,743**	**175,000**	-	-
Coral Gables Museum	**600,000**	**250,000**	-	-
Museum Garage Art Cinema Shell	**293,461**	**55,018**	-	-
Building Better Communities Bond Program	**1,516,456**	**1,142,574**	**25,000**	-
L.E.T.F. Repayment Settlement	**350,000**	-	-	-
Debt Proceeds Coral Gables Museum	**3,525,000**	-	-	-
Total Operating Revenues	**142,131,235**	**146,168,229**	**145,195,072**	**145,164,540**
Prior Year Re-appropriations	-	-	251,892	-
Transfers from Reserves				
General Fund	4,784,844	-	-	-
General Fund - Fee Reserve	-	-	100,000	100,000
Hurricane Fund		-	-	-
Sunshine State Debt Service Fund	2,103,697	-	-	-
General Improvement Fund	212,755	1,302,786	-	-
Sunshine State Improvement Fund	-		-	-
Roadway Improvement Fund	542,739	169,167	-	-
Trolley / Transportation Fund	565,724	-	-	-
General Obligation Bond Fund	138,138	482,067	-	-
Stormwater Utility Fund	119,126	-	-	-
Sanitary Sewer Fund	2,935,822	-	987,151	5,114,696
Parking Fund	-	-	-	-
Health Insurance Funds	-	-	-	-
Retirement System Fund	125,828	138,220	124,548	125,794
Total Tranfers From Reserve Funds	**11,528,673**	**2,092,240**	**1,211,699**	**5,340,490**
Total Revenues	**$ 153,659,908**	**$ 148,260,469**	**$ 146,658,663**	**$ 150,505,030**

* The Biltmore is currently refusing to pay rent under the Biltmore Lease and the Management fees under the Biltmore Golf Operating Agreement. If this is not resolved, the City will have to find additional sources of revenue or have further reductions in personnel / operating costs.

2011-2012 BUDGET
GENERAL FUND REVENUE SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
Property Taxes				
Current Year	$ 65,609,457	$ 69,328,037	$ 68,205,430	$ 66,186,422
Delinquent with penalties & interest	787,734	949,225	600,000	899,884
Total - Property Taxes	**66,397,191**	**70,277,262**	**68,805,430**	**67,086,306**
Franchise Fees				
Electric	5,470,371	4,682,462	5,200,000	4,550,000
Gas	117,381	98,157	100,000	107,000
Cable TV	205,958	505,004	204,000	153,000
Refuse	1,256,027	990,678	1,535,000	1,547,520
Total - Franchise Fees	**7,049,737**	**6,276,301**	**7,039,000**	**6,357,520**
Utilities Service Taxes				
Electric	5,001,967	5,351,951	5,290,000	5,320,000
Telecommunications	5,258,458	4,812,602	4,800,000	4,440,000
Water	894,497	930,350	895,000	930,000
Gas	137,174	123,990	134,000	120,000
Fuel Oil	1,181	968	1,200	1,000
Total - Utilities Service Taxes	**11,293,277**	**11,219,861**	**11,120,200**	**10,811,000**
Business License Fees				
City Occupational Licenses	2,838,437	2,934,266	2,890,000	3,035,000
Late Penalties, City Licenses	67,683	83,380	79,000	80,000
License Application Fees	15,624	13,140	16,000	15,000
Municipal Contractors Licenses	116,902	55,596	106,000	60,000
Total - Business Licenses Fees	**3,038,646**	**3,086,382**	**3,091,000**	**3,190,000**
Permit Fees				
Building Application Fee	180,583	163,341	-	44,000
Document Preservation	112,271	123,682	-	150,000
Threshold Bldg. Fee	113,673	61,256	-	55,000
Building Information Technology Fee	111,081	93,608	-	-
Art in Public Places	-	257,750	-	-
Histori Public Art	-	3,537	-	-
Building Permits - B Series	1,546,422	1,432,192	-	-
Building Permits - M Series	12,915	12,600	-	-
40 yr. Recert. Fee	36,750	16,500	-	-
Mechanical Permits	194,123	188,278	-	-
Electrical Permits	346,668	257,543	-	-
Plumbing Permits	234,571	161,163	-	-
Reinspection Fees	(193,354)	(3,027)	-	-
Zoning Permit-Paint	159,956	186,888	159,000	206,000
Reinspection Fee - Refund	-	(281,500)	-	-
Building Residential - New	-	3,662	150,000	170,000
Building Residential - Additions	-	21,647	162,000	190,000
Building Commercial - New	-	-	843,000	850,000
Building Commercial - Additions	-	-	19,500	5,400
Building - Other	-	510,873	2,324,750	2,600,000
Excavation Permits	384,078	303,177	239,000	240,000
Photo Permits	14,433	24,479	23,000	24,000
Alarm User Certificates	206,204	204,341	170,000	200,000
False Alarm Service Charge	118,882	85,994	175,000	120,000
Garage Sale Permits	10,740	11,429	11,000	11,000
False Alarm Penalty	8,945	15,690	9,000	10,000
Fire Inspection	160,871	133,762	237,000	450,000
Fire Prevention Bureau Permits	231,582	198,278	330,000	270,000
Fire Reinspection Fee	4,575	525	4,500	-
Mitigation Fee	8,600	3,600	8,600	-
Total - Permits Fees	**4,004,569**	**4,191,268**	**4,865,350**	**5,595,400**

2011-2012 BUDGET
GENERAL FUND REVENUE SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
Intergovernmental Revenue				
Federal Grants	$ 36,671	$ 119,469	$ -	$ -
Coverdell Forensic Grant	16,559	-	-	-
FDLE JAG	6,694	-	-	-
State Roadside Maintenance Grant	60,338	30,169	60,338	60,338
State-Urban Areas Security Pgm	-	19,085	-	-
State of Florida 08 Uasi grant	-	-	214,155	-
State of Fla Art In Public Places Grant	-	25,000	-	-
State Revenue Sharing	1,084,807	1,073,890	1,016,000	1,115,000
State Alcohol Beverage Tax	56,716	58,825	50,000	55,000
State Shared Sales Tax	2,543,428	2,508,521	2,463,000	2,944,000
EMS County Grant	6,087	4,760	-	-
City Share of County Licenses	64,293	110,502	65,000	64,000
Total - Intergovernemental Revenue	**3,875,593**	**3,950,221**	**3,868,493**	**4,238,338**
General Governmental Fees				
Board of Adjustment Fees	28,200	22,355	30,000	31,000
Planning & Zoning Board Fees	59,220	193,088	68,000	75,000
Board of Architects	238,047	360,689	260,000	289,000
Certificate of Use	211,800	233,420	237,000	240,000
Sale of Zoning Codes	15	26,139	1,000	1,000
City Clerk's Fees	120	600	-	-
Finance Collection Div. Fees	154,375	189,395	155,000	110,000
Zoning Inspection Fees	450	150	500	-
Research & Zoning Letter Fee	7,794	400	5,500	-
Concurrency Fees	127,442	94,509	56,500	100,000
B. & Z. Microfilm Fees	10,730	36,667	-	-
Historic Preservation Fees	12,171	13,069	14,000	7,000
Document Filing Fee	126,498	130,384	100,000	120,000
Passport Fees	22,250	37,284	23,000	30,000
Passport Photos	7,703	11,460	7,500	8,000
Lobbyists Registration Fees	12,000	11,700	14,000	12,000
City Election Candidate Qualifying Fees	600	-	-	-
Delinquency Fees for Campaign Treasury Reports	-	302	-	-
Election Qualifying Fees	-	170	-	-
Total - General Government Fees	**1,019,415**	**1,361,781**	**972,000**	**1,023,000**
Public Safety Fees				
Police Off-Duty Assignments	128,277	117,112	128,000	130,000
EMS Transport Fee	55,415	630,878	493,000	545,000
Fire Protection Fee	-	1,742,478	1,950,000	1,950,000
Police Accident Reports	1,838	1,633	1,500	2,000
Fingerprint Cards	35,456	34,628	35,000	34,000
Telephone Surcharge for E911	243,695	231,839	237,000	230,000
Wireless 911	75,898	64,714	76,000	86,000
Total - Public Safety Fees	**540,579**	**2,823,282**	**2,920,500**	**2,977,000**
Physical Environment Fees				
Refuse Collection Fees	6,989,404	8,037,144	7,700,000	8,004,600
Commercial Waste Fees	-	-	-	895,008
Interest on Delinquent Refuse Fees	66,792	121,472	70,000	90,000
Excess Trash Removal Fees	51,331	19,354	25,000	20,000
Lot Mowing/Clearing	35,218	54,041	40,000	40,000
Interest on Lot Mowing/Clearing Fees	3,107	6,937	-	1,000
Total - Physical Environment Fees	**7,145,852**	**8,238,948**	**7,835,000**	**9,050,608**
Recreation Fees				
Youth Center Fees	1,775,978	1,713,659	1,803,000	1,734,000
Tennis Fees	564,964	531,946	569,000	565,400
Special Events	1,418	(550)	-	5,000
Total - Recreation Fees	**2,342,360**	**2,245,055**	**2,372,000**	**2,304,400**

2011-2012 BUDGET
GENERAL FUND REVENUE SUMMARY

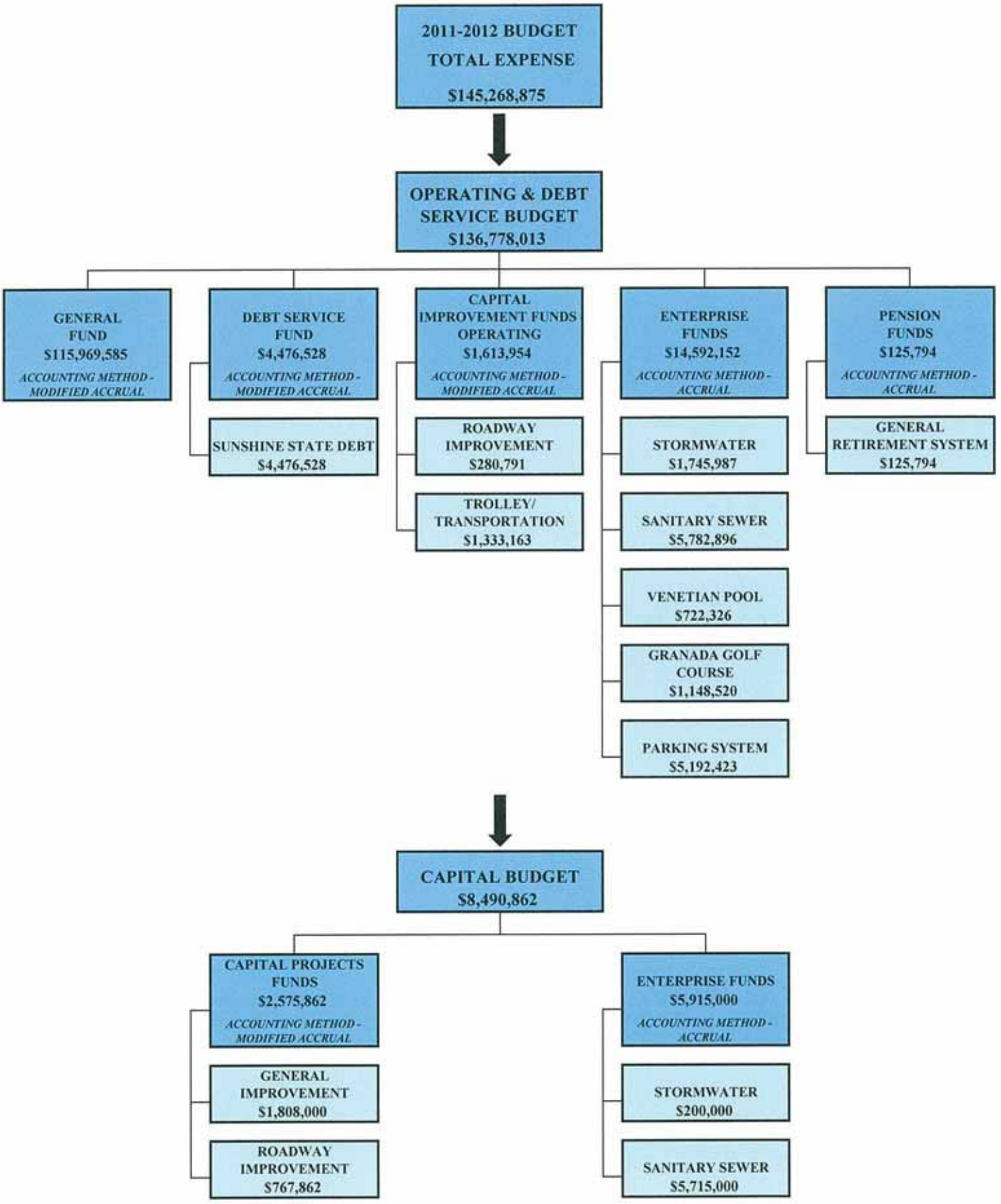
	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
Fines & Forfeitures				
County Court, Traffic Fines	$ 403,205	$ 295,444	$ 405,000	$ 300,000
County Court, Parking Fines	1,228,046	1,287,862	1,317,000	1,300,000
County Court, Other Fines	(10)	(20)	-	-
School Crossing Guard Assessment	26,816	23,205	27,000	25,000
Police Education Surcharge	18,605	17,079	18,000	18,000
City Traffic Violations	-	925,587	528,703	1,115,000
Other Fines and Forfeits	222,610	1,193	4,000	2,000
Code Enforcement Board	174,898	201,108	162,000	200,000
Ticket Fines P/ W	1,800	3,400	1,500	1,000
Ticket Fines	411,980	379,967	362,000	380,000
Total - Fines & Forfeitures	**2,487,950**	**3,134,825**	**2,825,203**	**3,341,000**
Investment Earnings				
General Fund Investment Earnings	145,769	51,057	27,000	75,000
Rental/Concessions Revenue				
Coral Gables Country Club	-	-	-	240,000
Florida Drivers License Office	94,585	65,124	-	-
Auto Pound	46,183	39,217	43,600	40,000
Community Television Studio	1,680	738	500	400
Metro Dade Transfer Station	375,534	370,261	370,000	375,000
Sprint Spectrum lease	36,947	38,425	39,960	41,560
Gables Grand Plaza	224,013	235,227	227,500	245,000
Bellsouth Mobility	1,309	-	-	-
McCAW Communications	14,922	15,096	15,000	15,400
Junkanoo Rental	45,000	45,000	45,000	45,000
3501 Granada Blvd	54,500	58,400	67,200	67,200
Development Agrrement Fee	450,000	450,000	450,000	450,000
Plummer Mangmnt Lease	8,640	10,447	8,750	12,240
Rouse Coll. Mrkt. Progrqm	8,718	30,050	35,000	35,000
Church Parking Lot	11,333	13,000	12,000	12,000
T Mobile	40,000	-	40,000	40,000
427 Biltmore Way	40,169	40,943	40,940	40,950
TL Star Parking Lot	25,410	27,720	27,720	27,720
Supercuts, Inc.	78,200	78,700	79,800	82,500
Stanleigh's	20,400	23,400	24,000	24,000
Palace	11,400	11,400	120,000	125,400
Dulce LLC-Lease	8,750	42,263	42,650	44,780
Verizon	40,000	40,908	41,700	42,000
Riviera Day School	1,460	4,380	4,380	4,380
Late Penalties on City Leases	-	(105)	-	-
University of Miami - INET	-	-	-	4,380
Fairchild Tropical Gardens - INET	-	-	-	6,384
Total - Rental/Consession Revenue	**1,639,153**	**1,640,594**	**1,735,700**	**2,021,294**
Assessment Lien Collections				
Principal	4,150	-	-	-
Interest	157	54	-	-
Total - Assessment Lien Collections	**4,307**	**54**	**-**	**-**
Miscellaneous Revenue				
Sale of Recycled Trash	13,298	53,246	18,000	45,000
LEFT Repayment Settlement	350,000	-	-	-
Other Miscellaneous Revenues	711,152	733,449	590,215	623,311
Total - Miscellaneous Revenue	**1,074,450**	**786,695**	**608,215**	**668,311**
Total Operating Revenue	**112,058,848**	**119,283,586**	**118,085,091**	**118,739,177**

2011-2012 BUDGET
GENERAL FUND REVENUE SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
Prior Year Re-Appropriations	$ -	$ -	$ 251,892	$ -
Contributions From Other Funds				
Debt Service	1,842,187	-	-	-
Stormwater Utility	460,862	384,160	135,000	135,000
Sanitary Sewer	4,030,268	1,538,938	685,000	685,000
Biltmore Golf Course	383,000	382,000	380,000	376,041
Parking System	3,852,445	4,586,248	4,881,987	4,882,000
Biltmore Complex	1,450,000	1,530,000	1,530,000	1,530,000
Insurance Fund	213,179	-	-	-
Pension Contribution Stabilization Fund	-	-	500,000	500,000
Total	**12,231,941**	**8,421,346**	**8,111,987**	**8,108,041**
Transfers From Reserves				
General Fund Reserve	3,327,774	-	-	-
Fee Reserve	-	-	100,000	100,000
Total	**3,327,774**	**-**	**100,000**	**100,000**
Total General Fund Revenue	**$ 127,618,563**	**$ 127,704,932**	**$ 126,548,970**	**$ 126,947,218**

CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - EXPENSE

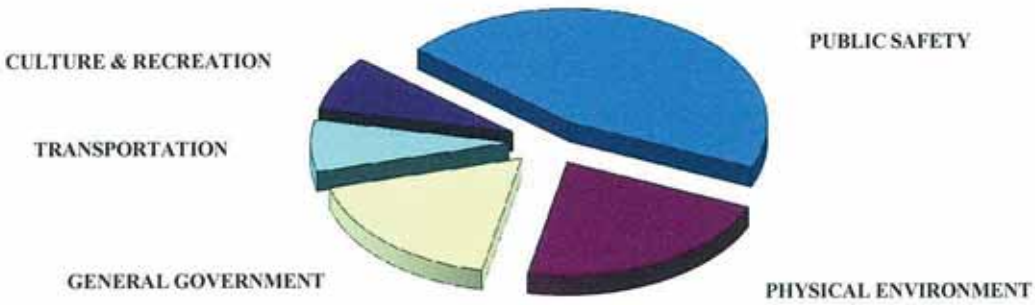


2011-2012 BUDGET
OPERATING EXPENDITURES CLASSIFIED BY FUNCTION

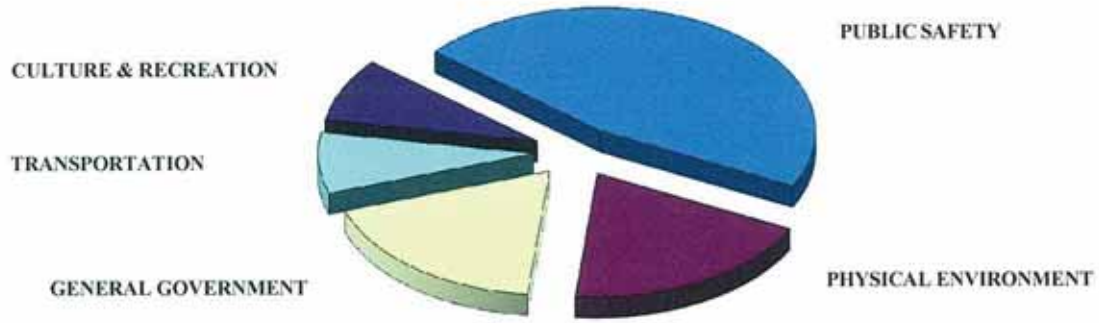
	2010-2011 BUDGET		2011-2012 BUDGET	
GENERAL GOVERNMENT				
0100 City Commission	$ 524,296		$ 527,655	
0500 City Attorney	756,769		727,039	
0600 City Clerk	673,246		647,894	
0601 City Clerk - Elections	-		74,703	
0610 City Clerk - Elections	132,759		2,000	
1010 City Manager - Administration	1,145,790		1,091,353	
1050 City Manager - Internal Auditing	304,578		299,595	
1110 Human Resources - Insurance & Safety	471,594		451,144	
1120 Human Resources - Personnel Admin.	1,023,407		1,001,561	
1200 Development Services - Administrative	820,631		759,258	
1210 Development Services - Building	4,101,143		4,087,786	
1220 Development Services - Planning & Zoning	1,898,064		1,983,534	
1230 Development Services - Code Enforcement	1,566,431		1,487,595	
3010 Finance - Administration	808,129		1,109,076	
3020 Finance - Collections	644,472		625,004	
3030 Finance - Accounting	1,003,324		994,162	
3040 Finance - Procurement	746,423		779,771	
3050 Finance - Communication	317,668		316,122	
3061 Finance - Retirement Plan Admin.	124,548		125,794	
3200 Information Technology	4,805,103		4,248,541	
6900 Economic Sustainability	642,763		693,050	
7000 Non Departmental	1,921,505		1,921,505	
Sunshine State Note	1,261,021		1,250,012	
Capital Projects	-	$ 25,693,664	550,000	$ 25,754,154
PUBLIC SAFETY				
5000 Police - Administration	2,014,214		1,959,606	
5020 Police - Patrol	14,248,312		14,649,945	
5030 Police - Criminal Investigations	6,531,914		6,625,540	
5040 Police - Tech. Services	6,434,186		6,349,221	
5041 Police - E911 Service	428,726		382,755	
5042 Police - Police Education	15,000		15,000	
5050 Police - School Guards	46,620		46,601	
5060 Police - Professional Standards	2,533,089		2,360,103	
5070 Police - Specialized Enforcement	4,756,584		4,896,099	
5500 Fire	25,551,419		26,642,640	
8400 Parking Enforcement	1,222,121		1,331,962	
Capital Projects	1,525,000	65,307,185	750,000	66,009,472
PHYSICAL ENVIRONMENT				
1500 Public Works - Admin.	807,260		380,828	
1510 Public Works - Engineering	2,084,332		1,892,106	
1535 Public Works - Stormwater Utility	1,224,349		1,419,024	
1540 Public Works - Sanitary Sewers	5,421,451		5,782,896	
6100 Community Services - Public Service - Admin.	530,617		498,328	
6120 Community Services - Public Service - Solid Waste Collection	9,974,693		9,884,985	
6130 Community Services - Public Service - Landscape Services	4,881,271		5,101,797	
Stormwater Debt Service	326,117		326,963	
Capital Projects	1,835,000	27,085,090	6,165,000	31,451,927
TRANSPORTATION				
1550 Public Works - Streets	2,871,298		2,850,953	
1552 Public Works - Roadway Improv Admin.	279,118		280,791	
1580 Community Services - Trolley / Transportation	1,324,451		1,333,163	
8310 Community Services - Parking Garage #1	231,782		230,027	
8320 Community Services - Parking Garage #2	260,935		283,689	
8330 Community Services - Parking Garage #3	122,612		141,136	
8340 Community Services - Parking Garage #4	242,169		242,437	
8350 Community Services - Parking Garage #5	-		-	
8380 Community Services - On Street Parking	1,634,265		1,158,196	
8390 Community Services - Parking Lots	500,341		382,055	
8500 Community Services - Parking Sign Shop	409,679		410,180	
8560 Community Services - Parking Garage #6	157,991		200,383	
Sunshine State Note	154,400		154,600	
Roadway Improvements	797,172		767,862	
Parking Improvements	-		-	
Parking Debt Service	2,136,220		2,144,320	
Capital Projects	45,000	11,167,433	103,000	10,682,792
CULTURE & RECREATION				
1030 City Manager - Communications	756,641		759,937	
1320 Historic Resources - Historic Preservation	815,472		686,341	
1330 Historic Resources - Museum	292,802		312,369	
6000 Community Services - Administration	483,323		296,784	
6005 Community Services - Parks & Rec Administration	-		260,317	
6010 Community Services - Parks & Rec - Tennis Centers	775,194		673,036	
6020 Community Services - Parks & Rec - Venetian Pool	714,976		722,326	
6030 Community Services - Parks & Rec - Granada Golf Course	1,147,802		1,148,520	
6050 Community Services - Parks & Rec - Youth Center	2,869,610		2,738,533	
6051 Community Services - Parks & Rec - Youth Center Snack Bar	52,679		52,659	
6060 Community Services - Parks & Rec - Senior Services	209,628		198,330	
6065 Community Services - Parks & Rec - Special Events	131,456		131,449	
6070 Community Services - Parks & Rec - Golf Course & Parks Maint.	166,247		163,013	
Sunshine State Note	3,070,053		3,071,916	
Capital Projects	225,000	11,710,883	155,000	11,370,530
Total Operating Expenditures		$ 140,964,255		$ 145,268,875

2011-2012 BUDGET
EXPENDITURES BY FUNCTION

2011-2012
$ 145,268,875



2010-2011
$ 140,964,255

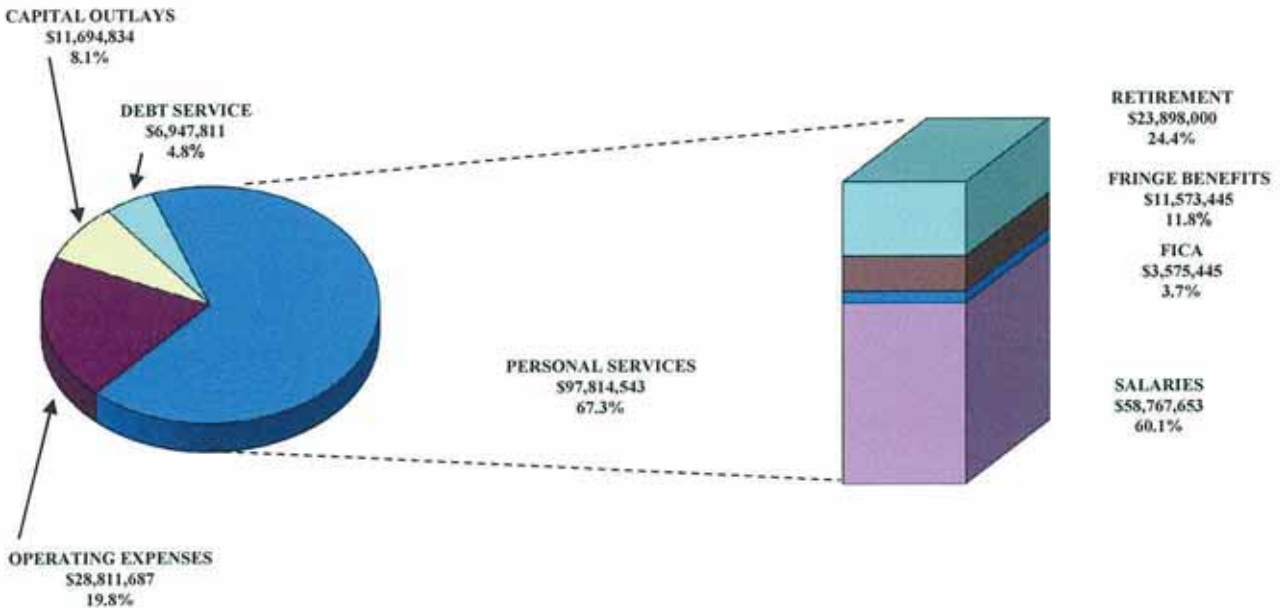


	2010-2011		2011-2012	
	BUDGET	%	BUDGET	%
PUBLIC SAFETY	$ 65,307,185	46.4%	$ 66,009,472	45.5%
PHYSICAL ENVIRONMENT	27,085,090	19.2%	31,451,927	21.7%
GENERAL GOVERNMENT	25,693,664	18.2%	25,754,154	17.7%
TRANSPORTATION	11,167,433	7.9%	10,682,792	7.4%
CULTURE AND RECREATION	11,710,883	8.3%	11,370,530	7.7%
TOTAL EXPENDITURES	**$ 140,964,255**	**100.0%**	**$ 145,268,875**	**100.0%**

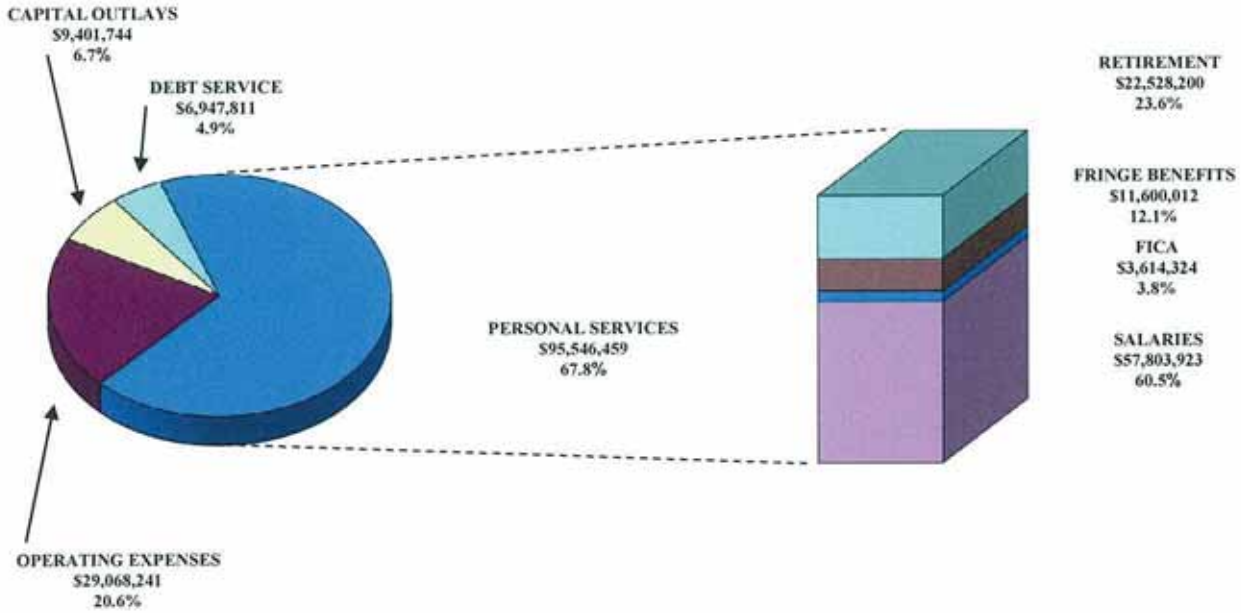
CITY OF CORAL GABLES
FLORIDA

2011-2012 BUDGET
EXPENDITURES BY OBJECT OF EXPENSE

2011-2012 - $ 145,268,875



2010-2011 - $ 140,964,255



2011-2012 BUDGET
SUMMARY OF TOTAL EXPENDITURES AND TRANSFERS TO RESERVES

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
Operating Expense				
General Fund Departments	$ 122,946,031	$ 117,503,545	$ 115,792,803	$ 115,969,585
Roadway Improvement Fund Dept.	265,955	292,554	279,118	280,791
Trolley / Transportation Fund	1,894,350	1,341,576	1,324,451	1,333,163
Enterprise Fund Departments	11,117,771	9,869,196	12,068,352	12,120,869
Pension Fund Departments	125,829	138,220	124,548	125,794
Total Operating Expense	**136,349,936**	**129,145,091**	**129,589,272**	**129,830,202**
Capital Expense				
General Improvements	5,535,641	4,769,587	2,030,000	1,808,000
Roadway Improvements	1,852,883	1,500,436	797,172	767,862
Stormwater Utility Improvements	228,251	636,028	200,000	200,000
Stormwater Utility & Canal Dredging	101,571	203,574	-	-
Sanitary Sewer Improvements	958,137	1,107,652	1,400,000	5,715,000
Parking System Improvements	64,069	126,654	-	-
Miami Dade Bond Improvements	1,654,594	1,624,641	-	-
Total Capital Expense	**10,395,146**	**9,968,572**	**4,427,172**	**8,490,862**
Total Operating and Capital Expense	**146,745,082**	**139,113,663**	**134,016,444**	**138,321,064**
Debt Service Appropriation	**4,540,163**	**4,380,857**	**6,947,811**	**6,947,811**
Total Expense and Debt Service	**151,285,245**	**143,494,520**	**140,964,255**	**145,268,875**
Transfers to Reserves				
General Fund Reserve	-	2,317,282	1,640,812	1,910,000
Capital Projects Fund	709,366	-	315,453	-
Sunshine State Improvement Fund	-	-	-	-
Roadway Improvement Fund	-	-	963,060	1,060
Trolley / Transportation Fund	-	20,423	10,549	56,837
General Obligation Bond Fund	-	-	-	-
Capital Improvement Impact Fund	708,757	452,456	-	-
Stormwater Utility Fund	-	119,250	264,534	269,013
Sanitary Sewer Fund	-	465,482	-	-
Venetian Pool Fund		-	-	-
Granada Golf Fund		-	-	-
Parking Fund	956,540	1,391,056	-	499,245
Pension Contribution Stabilization Fund	-	-	2,500,000	2,500,000
Total Transfers to Reserves	**2,374,663**	**4,765,949**	**5,694,408**	**5,236,155**
Total Expenditures & Transfers to Reserves	**$ 153,659,908**	**$ 148,260,469**	**$ 146,658,663**	**$ 150,505,030**

2011-2012 BUDGET
SUMMARY OF TOTAL GENERAL FUND EXPENDITURES AND TRANSFERS TO RESERVES

DEPARTMENT	DIVISION	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
City Commission	City Commission	$ 548,701	$ 515,015	$ 524,296	$ 527,655
City Attorney	City Attorney	763,851	831,903	756,769	727,039
City Clerk	Administrative	713,355	657,256	673,246	647,894
	Special Revenue Expenses	71,113	125,289	-	74,703
	Elections	222,921	-	132,759	2,000
City Manager	Administrative	1,227,897	1,138,230	1,145,790	1,091,353
	Cable TV	753,962	673,185	756,641	759,937
	Internal Auditing	339,185	303,567	304,578	299,595
Human Resources	Risk Management	521,455	433,072	471,594	451,144
	Personnel	1,228,196	1,029,140	1,023,407	1,001,561
Development Services	Administrative	-	-	820,631	759,258
	Building	112	-	4,101,143	4,087,786
	Planning & Zoning	-	37,722	1,898,064	1,983,534
	Code Enforcement	-	847	1,566,431	1,487,595
Building & Zoning (old)	Administrative	809,472	816,163	-	-
	Zoning	1,423,984	1,350,571	-	-
	Permitting	1,255,573	1,049,740	-	-
	Inspections	2,686,824	2,734,525	-	-
	Code Enforcement	1,663,859	1,610,997	-	-
Planning (old)	Urban Planning	743,941	756,442	-	-
Historic Resources	Historic Preservation	631,822	601,898	815,472	686,341
	Museum	117,039	130,642	292,802	312,369
Public Works	Administrative	1,059,693	782,217	807,260	380,828
	Engineering	2,185,402	2,470,241	2,084,332	1,892,106
	Streets	2,946,064	2,932,869	2,871,298	2,850,953
	Architectural	651,228	11,044	-	-
Finance	Administrative and Budget	715,455	792,532	808,129	1,109,076
	Collection	760,836	640,598	644,472	625,004
	Accounting	1,012,645	1,043,699	1,003,324	994,162
	Procurement	813,487	773,295	746,423	779,771
	General Services	333,603	342,060	317,668	316,122
Information Tecnology	Information Tecnology	4,841,994	4,511,672	4,805,103	4,248,541
Police	Administrative	2,306,840	1,809,515	2,014,214	1,959,606
	Uniform Patrol	15,154,900	14,890,186	14,248,312	14,649,945
	Criminal Investigations	7,046,901	7,008,947	6,531,914	6,625,540
	Technical Services	7,595,542	6,751,378	6,434,186	6,349,221
	E911 Service	468,170	448,167	428,726	382,755
	Police Education	10,187	1,728	15,000	15,000
	School Crossing Guard	40,624	45,045	46,620	46,601
	Professional Standards	2,474,278	2,854,374	2,533,089	2,360,103
	Specialized Enforcement	4,722,041	4,612,827	4,756,584	4,896,099
Fire	Fire	26,301,484	25,515,820	25,551,419	26,642,640
Community Services	Administrative	623,277	495,143	483,323	296,784
Parks & Recreation	Administrative	-	-	-	260,317
	Tennis Centers	844,881	813,189	775,194	673,036
	Youth Center	2,942,685	2,789,129	2,869,610	2,738,533
	Youth Center Snack Bar	48,382	52,798	52,679	52,659
	Senior Services	255,633	251,652	209,628	198,330
	Secial Events	127,629	127,199	131,456	131,449
	Golf Course & Parks Maint.	194,103	167,584	166,247	163,013
Public Service	Administration	535,855	571,770	530,617	498,328
	Solid Waste	9,986,548	10,055,879	9,974,693	9,884,985
	Landscape Services	5,648,609	5,382,164	4,881,271	5,101,797
Parking	Violation Enforcement	1,107,343	1,226,637	1,222,121	1,331,962
Economic Sustainability	Economic Sustainability	609,389	681,766	642,763	693,050
Non Departmental	Non Departmental	2,857,061	1,854,217	1,921,505	1,921,505
Total General Fund Operating Expense		**122,946,031**	**117,503,545**	**115,792,803**	**115,969,585**
Transfer to General Fund Reserve		-	3,843,313	1,640,812	1,910,000
Transfer to Sunshine State Note Debt Service		2,733,278	3,523,085	3,552,277	3,538,987
Transfer to Capital Improvement Fund		922,000	1,792,000	2,030,000	1,808,000
Transfer to Trolley Fund		-	200,439	-	-
General Fund Subsidy of Venetian Swimming Pool		324,163	185,711	81,476	80,826
General Fund Subsidy of Granada Golf		693,091	656,839	451,602	639,820
Pension Contribution Stabilization Fund		-	-	3,000,000	3,000,000
Total General Fund		**$ 127,618,563**	**$ 127,704,932**	**$ 126,548,970**	**$ 126,947,218**

CITY OF CORAL GABLES
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
2011-2012 BUDGET
(BUDGETED FUNDS ONLY)

	GENERAL	DEBT	CAPITAL PROJECTS	ENTERPRISE	PENSION STABILIZATION	PENSION ADMIN.	TOTAL
Fund Balance @ 10/01/10 (Unrestricted)	**$ 7,022,975**	**$ 883,606**	**$ (1,418,850)**	**$ 8,183,543**	**$ -**	**$ -**	**$ 14,671,274**
Fiscal Year 2010-2011 (Estimated)							
Revenues	126,448,970	4,485,474	5,719,803	23,948,115	3,000,000	124,548	163,726,910
Expenditures	124,908,158	4,485,474	4,430,741	24,670,732	500,000	124,548	159,119,653
FY 2011 Change in Fund Balance	**1,540,812**	**-**	**1,289,062**	**(722,617)**	**2,500,000**	**-**	**4,607,257**
Fund Balance @ 09/30/11 (Unrestricted)	**8,563,787**	**883,606**	**(129,788)**	**7,460,926**	**2,500,000**	**-**	**19,278,531**
Fiscal Year 2011-2012 Budget							
Revenues:							
Taxes	84,254,826	-	2,439,713	-	-	-	86,694,539
Licenses	3,190,000	-	-	-	-	-	3,190,000
Permits	5,595,400	-	-	3,000	-	-	5,598,400
Fines & Forfeitures	3,341,000	-	-	-	-	-	3,341,000
Intergovernmental	4,238,338	-	-	-	-	-	4,238,338
Use Charges	9,050,608	-	-	19,683,180	-	-	28,733,788
Recreation Fees	2,304,400	-	-	1,379,041	-	-	3,683,441
Rentals & Concessions	2,021,294	-	-	2,910,429	-	-	4,931,723
Investment Earnings	75,000	-	-	10,000	-	-	85,000
Other	4,668,311	-	-	-	-	-	4,668,311
Transfers In	8,108,041	4,476,528	1,808,000	720,646	3,000,000	-	18,113,215
Total Revenues	126,847,218	4,476,528	4,247,713	24,706,296	3,000,000	-	163,277,755
Expenditures:							
General Government	23,828,348	-	550,000	-	-	125,794	24,504,142
Public Safety	65,259,472	-	750,000	-	-	-	66,009,472
Physical Environment	17,758,044	-	250,000	13,116,920	-	-	31,124,964
Transportation	2,850,953	-	2,484,816	3,048,103	-	-	8,383,872
Culture & Recreation	6,272,768	-	155,000	1,870,846	-	-	8,298,614
Debt Service	-	4,476,528	-	2,471,283	-	-	6,947,811
Transfers Out	9,067,633	-	-	8,545,582	500,000	-	18,113,215
Total Expenditures	125,037,218	4,476,528	4,189,816	29,052,734	500,000	125,794	163,382,090
Net Change in Fund Balance	**1,810,000**	**-**	**57,897**	**(4,346,438)**	**2,500,000**	**(125,794)**	**(104,335)**
Fund Balance @ 09/30/12 (Unrestricted)	**$ 10,373,787**	**$ 883,606**	**$ (71,891)**	**$ 3,114,488**	**$ 5,000,000**	**$ (125,794)**	**$ 19,174,196**

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

In the General Fund - Increase in fund balance budgeted to offset unanticipated revenue shortfalls.

In the Capital Projects Funds - Project costs exceeded capital funding.

In the Enterprise Funds - Transfer from reserves for planned Capital Infrastructure Rehabilitations.

In the Pension Stabilization Fund - Continued increase in funding to cover unanticipated pension contributions.

2011-2012 BUDGET
ENTERPRISE FUNDS OPERATIONS SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
STORMWATER UTILITY FUND (400)				
Operating Revenue	$ 1,857,694	$ 2,340,480	$ 2,150,000	$ 2,350,000
Operating Expense	(1,190,648)	(1,022,511)	(1,224,349)	(1,419,024)
Operating Income (Loss)	667,046	1,317,969	925,651	930,976
Grant Revenue	-	130,830	-	-
Investment Earnings	116	775	-	-
Miscellaneous Revenue	4,397	-	-	-
Capital Projects	-	-	(200,000)	(200,000)
Interest Expense	-	(106,912)	-	-
Debt Expense	(10,694)	-	(326,117)	(326,963)
Depreciation Expense	(77,070)	(77,070)	-	-
Net Income (Loss)	583,795	1,265,592	399,534	404,013
Transfers to (from) Reserve	122,933	881,432	264,534	269,013
Contribution to (from) General Fund	$ 460,862	$ 384,160	$ 135,000	$ 135,000
SANITARY SEWER FUND (410)				
Operating Revenue	$ 6,541,910	$ 7,109,919	$ 6,519,300	$ 7,058,200
Operating Expense	(4,898,940)	(4,111,850)	(5,421,451)	(5,782,896)
Operating Income (Loss)	1,642,970	2,998,069	1,097,849	1,275,304
Grant Revenue	392,233	107,767	-	-
Investment Earnings	17,315	6,213	-	10,000
Miscellaneous Revenue	65	11,429	-	-
Capital Projects	-	-	(1,400,000)	(5,715,000)
Depreciation Expense	(229,987)	(272,676)	-	-
Net Income (Loss)	1,822,596	2,850,802	(302,151)	(4,429,696)
Transfers to (from) Reserve	(2,207,672)	1,311,864	(987,151)	(5,114,696)
Contribution to (from) General Fund	$ 4,030,268	$ 1,538,938	$ 685,000	$ 685,000
VENETIAN POOL FUND (420)				
Operating Revenue	$ 596,705	$ 649,779	$ 633,500	$ 641,500
Operating Expense	(897,305)	(730,929)	(714,976)	(722,326)
Operating Income (Loss)	(300,600)	(81,150)	(81,476)	(80,826)
Investment Earnings	887	320	-	-
Depreciation Expense	-	-	-	-
Net Income (Loss)	(299,713)	(80,830)	(81,476)	(80,826)
Transfers to (from) Reserve	24,450	104,881	-	-
Contribution to (from) General Fund	$ (324,163)	$ (185,711)	$ (81,476)	$ (80,826)
GRANADA GOLF COURSE FUND (430)				
Operating Revenue	$ 680,434	$ 589,398	$ 696,200	$ 508,700
Operating Expense	(1,289,475)	(1,388,782)	(1,147,802)	(1,148,520)
Operating Income (Loss)	(609,041)	(799,384)	(451,602)	(639,820)
Investment Earnings	886	320	-	-
Miscellaneous Revenue	-	-	-	-
Depreciation Expense	-	-	-	-
Net Income (Loss)	(608,155)	(799,064)	(451,602)	(639,820)
Transfers to (from) Reserve	84,936	(142,225)	-	-
Contribution to (from) General Fund	$ (693,091)	$ (656,839)	$ (451,602)	$ (639,820)
PARKING SYSTEM FUND (460)				
Operating Revenue	$ 8,311,698	$ 9,227,727	$ 10,574,745	$ 10,573,668
Operating Expense	(2,841,403)	(2,615,124)	(3,559,774)	(3,048,103)
Operating Income (Loss)	5,470,295	6,612,603	7,014,971	7,525,565
Grant Revenue	-	12,470	-	-
Investment Earnings	6,062	2,141	-	-
Miscellaneous Revenue	16,283	525	3,236	-
Interest Expense	(607,116)	(465,972)	-	-
Debt Expense	-	-	(2,136,220)	(2,144,320)
Depreciation Expense	(708,202)	(706,397)	-	-
Net Income (Loss)	4,177,322	5,455,370	4,881,987	5,381,245
Transfers to (from) Reserve	324,877	869,122	-	499,245
Contribution to (from) General Fund	$ 3,852,445	$ 4,586,248	$ 4,881,987	$ 4,882,000

AUTHORIZED CAPITAL PROJECTS
2011-2012 BUDGET

PROJECTS AUTHORIZED	2011-2012 BUDGET
Public Safety Building - Repairs/Improvements	$ 750,000
City Hall - Repairs/Improvements	550,000
Residential Yard Waste Pit Restoration	250,000
Venetian Pool - Repairs /Improvements	155,000
Bridge/Waterway - Repairs/Improvements	103,000
Total Capital Improvement Projects	**1,808,000**
Roadway Improvements	767,862
Stormwater Improvements	200,000
Sanitary Sewer Improvements	5,715,000
Total Authorized Projects	**$ 8,490,862**

CITY OF CORAL GABLES
CAPITAL IMPROVEMENT PROGRAM SUMMARY
2011-2012

PROGRAM CATEGORY	PRIOR CAPITAL FUNDS AVAILABLE	ADOPTED BUDGET 2011-2012	5-YEAR CAP. IMPRV. PGM 2013-2017
Bridge Improvements	$ 142,250	$ 103,000	$ 375,000
Facility Improvements	6,927,729	1,550,000	1,019,000
Historic Entrances & Plazas	400,000	-	-
Historic Facility Restoration	-	155,000	-
Park Improvements	11,925,000	-	1,500,000
Parking Improvements	1,366,963	-	-
Property Acquisition	-	-	-
Sanitary Sewer Improvements	4,571,543	5,715,000	200,000
Storm Water System Improvements	-	200,000	1,000,000
Street Improvements	4,301,731	767,862	3,850,000
Street Lighting Improvements	500,000	-	500,000
Streetscape Improvements	4,534,764	-	2,100,000
Total	**$ 34,669,980**	**$ 8,490,862**	**$ 10,544,000**

Fiscal Year 2012 Adopted Capital Budget: The Fiscal Year 2012 Capital Improvemet Budget commits $8,490,862 for the following projects: $103,000 for maintenance of bridges, $750,000 for public safety building repairs & improvements, $550,000 for City Hall building repairs & improvements, $250,000 for residential yard waste pit restoration, $155,000 for Venetian Pool repairs & improvements, $5,715,000 for sanitary sewer improvements, $200,000 for Storm Water Sewer improvements and $767,862 for roadway resurfacing.

The Capital Improvement Program (CIP) represents the Administration's assessment of potential projects over the five-year period beginning Fiscal Year 2012-2013 and ending Fiscal Year 2016-2017. The Commission's approval of this plan is not a commitment that all projects will be included in the year listed. Rather, the list represents a potential investment of $10,544,000 that will be used as a guideline to assist the City Administration with long-range capital planning. During the budget preparation process for each year included in this plan the City Commission will determine which of the projects will be funded in the annual adopted budget.

2011-2012 BUDGET

DEBT ADMINISTRATION

As of October 1, 2011 the City will have $79.3 million of special obligation debt outstanding. The City has a non-ad-valorem "Aa2" from Moody's Investors Service and a "AA" underlying rating from Standard & Poor's Corporation. A review of the City's debt position is required to provide a five-year capital financing plan for infrastructure and other improvements. Both financing resources and City capital needs drive the City's debt issuance program. Decisions regarding the use of debt is based upon a number of factors including the long-term needs of the City and the amount of resources available to repay the debt.

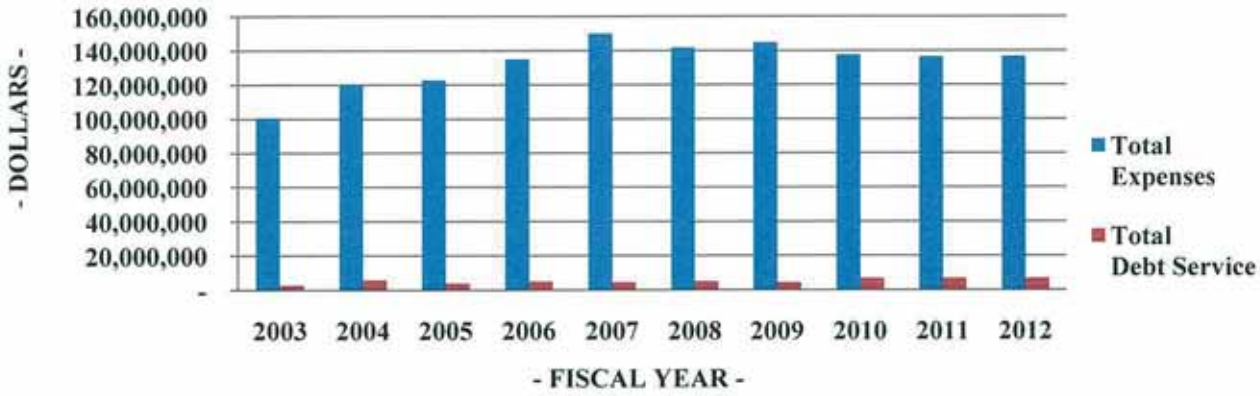
LEGAL DEBT MARGIN

The City's general obligation bond debt service is subject to a legal limitation based on 15 percent of total expenses. As of October 1, 2011 the City's net general obligation bond debt services is well below the legal debt limit. Debt service represents 5.1 percent of total expenses.

SUMMARY OF OUTSTANDING DEBT

CAPITAL PROJECT	MATURES	PRINCIPAL	INTEREST	TOTAL
Neighborhood Renaissance Program	10/01/31	$ 22,210,000	$ 11,877,572	$ 34,087,572
Series 2011A	10/01/32	21,650,000	6,488,042	28,138,042
Series 2011B	10/01/16	2,440,000	243,653	2,683,653
Series 2011C	10/01/32	4,365,000	2,693,919	7,058,919
Series 2004A	10/01/28	18,310,000	8,633,730	26,943,730
Series 2004B	10/01/28	4,680,000	2,912,718	7,592,718
Series 2009A	10/01/19	3,230,000	676,003	3,906,003
Series 2009B	10/01/19	2,415,000	505,062	2,920,062
Total Projects		**$ 79,300,000**	**$ 34,030,699**	**$ 113,330,699**

DEBT SERVICE COMPARED TO TOTAL EXPENSES



Fiscal Year	Total Expenses	Total Debt Service	% of Total Expenditures
2003	$ 100,826,524	$ 2,953,583	2.9%
2004	119,920,823	5,940,797	5.0%
2005	122,899,435	4,008,805	3.3%
2006	135,007,594	4,980,748	3.7%
2007	150,074,158	4,626,144	3.1%
2008	141,891,535	5,155,728	3.6%
2009	144,839,523	4,526,673	3.1%
2010	137,734,736	6,947,811	5.0%
2011	136,537,083	6,947,811	5.1%
2012	$ 136,778,013	$ 6,947,811	5.1%

CITY OF CORAL GABLES
DEBT SERVICE SCHEDULES
2011-2012 BUDGET

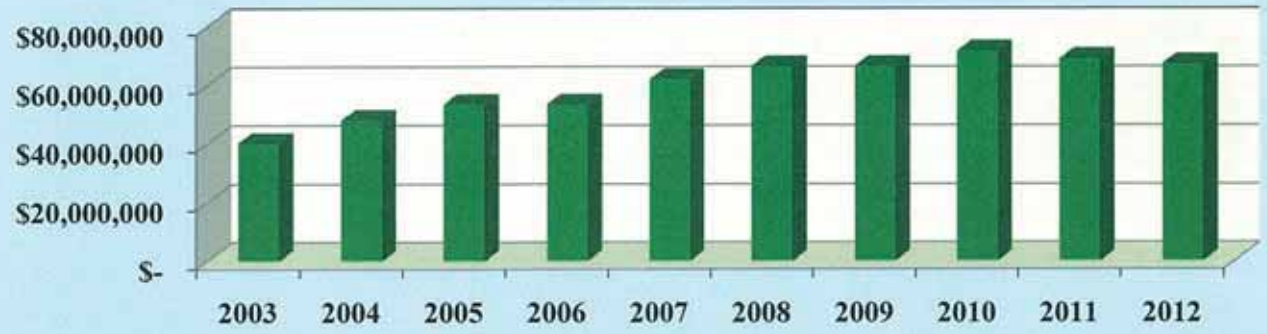
PAYMENT	SERIES 2011A (NEW FUNDING)		SERIES 2011A (RE-FUNDING)		SERIES 2011B	
DUE	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2011	-	196,497	-	191,542	-	18,503
10/1/2012	145,000	777,350	1,295,000	757,750	450,000	73,200
10/1/2013	150,000	772,275	1,300,000	712,425	470,000	59,700
10/1/2014	155,000	767,025	1,315,000	666,925	490,000	45,600
10/1/2015	160,000	761,600	1,315,000	620,900	505,000	30,900
10/1/2016	165,000	756,000	1,335,000	574,875	525,000	15,750
10/1/2017	170,000	750,225	1,780,000	528,150	-	-
10/1/2018	175,000	744,275	1,825,000	465,850	-	-
10/1/2019	180,000	738,150	1,885,000	401,975	-	-
10/1/2020	185,000	731,850	1,930,000	336,000	-	-
10/1/2021	190,000	725,375	1,980,000	268,450	-	-
10/1/2022	1,750,000	718,725	690,000	199,150	-	-
10/1/2023	1,810,000	657,475	710,000	175,000	-	-
10/1/2024	1,875,000	594,125	730,000	150,150	-	-
10/1/2025	1,940,000	528,500	750,000	124,600	-	-
10/1/2026	2,010,000	460,600	775,000	98,350	-	-
10/1/2027	2,080,000	390,250	395,000	71,225	-	-
10/1/2028	2,150,000	317,450	400,000	57,400	-	-
10/1/2029	2,230,000	242,200	405,000	43,400	-	-
10/1/2030	2,305,000	164,150	415,000	29,225	-	-
10/1/2031	2,385,000	83,475	420,000	14,700	-	-
	22,210,000	11,877,572	21,650,000	6,488,042	2,440,000	243,653

PAYMENT	SERIES 2011C		SERIES 2004A		SERIES 2004B	
DUE	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2011	-	55,169	640,000	759,120	165,000	259,469
10/1/2012	150,000	218,250	660,000	739,920	170,000	251,631
10/1/2013	155,000	210,750	675,000	718,800	180,000	243,131
10/1/2014	160,000	203,000	700,000	696,019	185,000	234,131
10/1/2015	165,000	195,000	730,000	671,519	200,000	224,881
10/1/2016	170,000	186,750	755,000	645,056	205,000	214,881
10/1/2017	175,000	178,250	930,000	616,744	220,000	204,426
10/1/2018	180,000	169,500	965,000	579,544	230,000	192,986
10/1/2019	185,000	160,500	1,005,000	540,944	240,000	180,624
10/1/2020	190,000	151,250	1,045,000	499,488	255,000	167,664
10/1/2021	200,000	141,750	1,090,000	455,075	270,000	153,639
10/1/2022	205,000	131,750	1,140,000	408,750	285,000	137,979
10/1/2023	210,000	121,500	1,185,000	358,875	295,000	121,449
10/1/2024	220,000	111,000	1,240,000	305,550	315,000	104,339
10/1/2025	225,000	100,000	1,300,000	249,750	335,000	86,069
10/1/2026	235,000	88,750	1,350,000	191,250	355,000	66,388
10/1/2027	245,000	77,000	1,415,000	130,500	375,000	45,531
10/1/2028	250,000	64,750	1,485,000	66,825	400,000	23,500
10/1/2029	260,000	52,250	-	-	-	-
10/1/2030	270,000	39,250	-	-	-	-
10/1/2031	280,000	25,750	-	-	-	-
10/1/2032	235,000	11,750	-	-	-	-
	4,365,000	2,693,919	18,310,000	8,633,729	4,680,000	2,912,718

PAYMENT	SERIES 2009A		SERIES 2009B	
DUE	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2011	305,000	128,554	230,000	96,117
10/1/2012	320,000	116,415	240,000	86,963
10/1/2013	330,000	103,679	245,000	77,411
10/1/2014	345,000	90,545	255,000	67,660
10/1/2015	355,000	76,814	265,000	57,511
10/1/2016	370,000	62,685	280,000	46,964
10/1/2017	385,000	47,959	290,000	35,820
10/1/2018	400,000	32,636	300,000	24,278
10/1/2019	420,000	16,716	310,000	12,338
	3,230,000	676,003	2,415,000	505,062

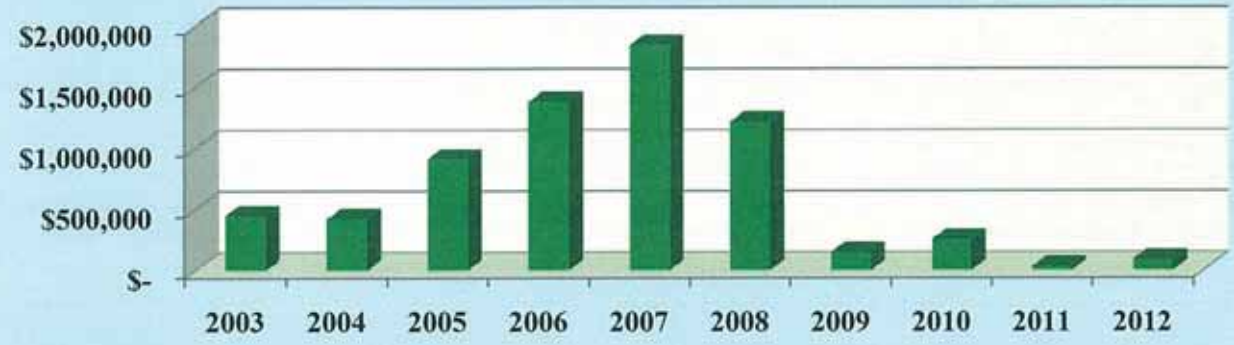
2011-2012 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS

PROPERTY TAXES



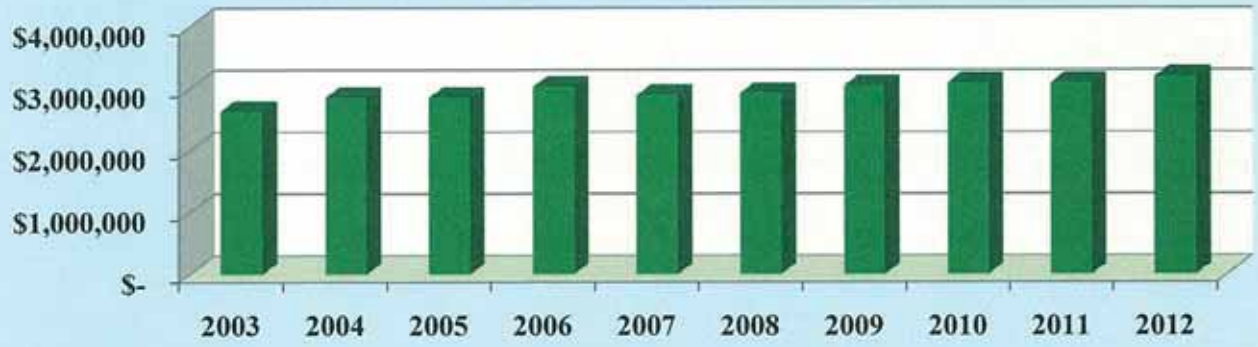
Ad Valorem Taxes are levied on all real property within the City in accordance with the State's Truth in Millage legislation (TRIM). The City's tax rate (millage) is based on the County Property Appraiser's certification of taxable values. The County collects the taxes and remits them to the

INVESTMENT EARNINGS



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

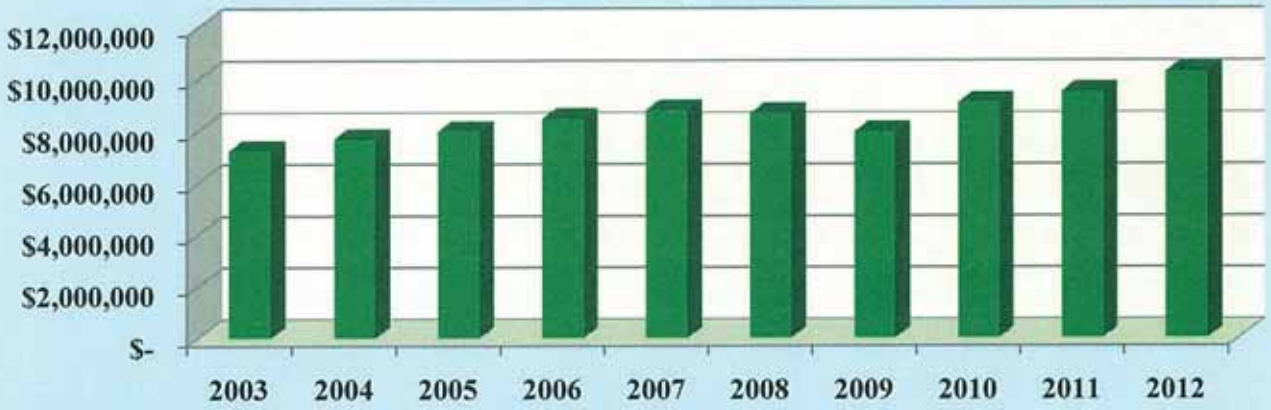
BUSINESS TAX RECEIPTS



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

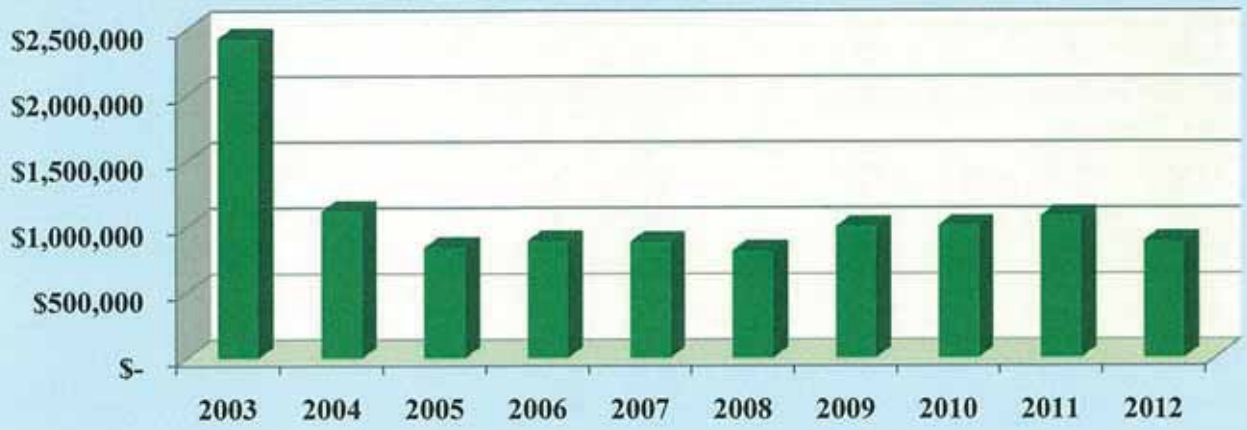
2011-2012 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS

PARKING FEES



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

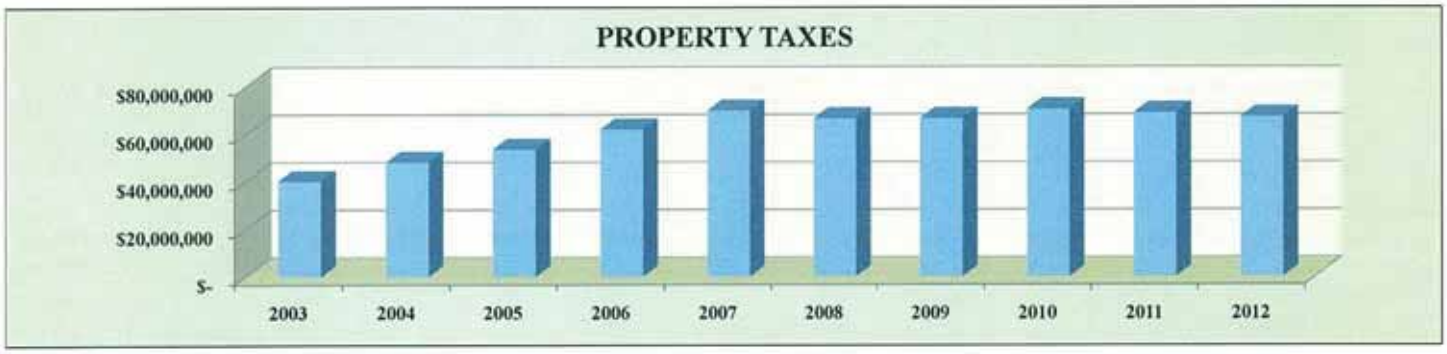
GOLF FEES

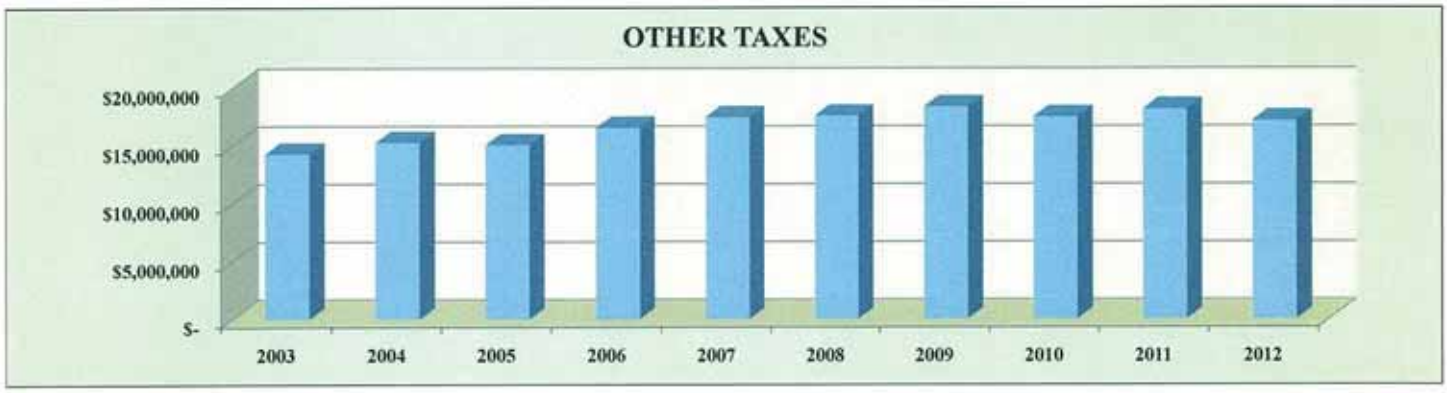


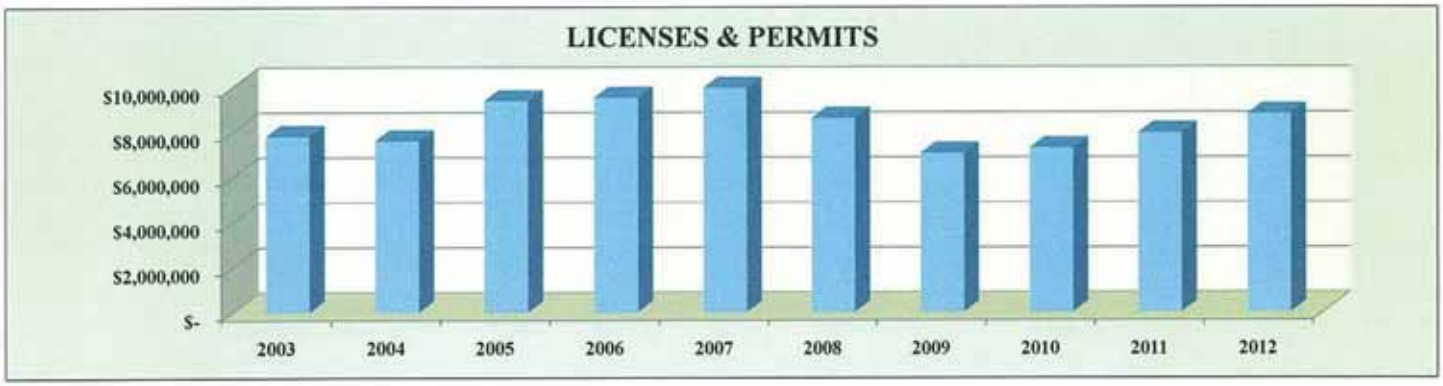
Golf revenue has remained steady for most of the last eight years. The dramatic decrease shown is the result of privatization of one of the two City owned golf courses in Fiscal Year 2003-2004.

2011-2012 BUDGET
TREND ANALYSIS - GENERAL FUND REVENUES

REVENUE TYPE	FISCAL YEAR									
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Property Taxes	$ 40,077,925	$ 47,969,473	$ 53,466,648	$ 61,868,946	$ 69,730,264	$ 66,388,634	$ 66,397,191	$ 70,277,262	$ 68,805,430	$ 67,086,306
Other Taxes	14,292,573	15,286,667	15,081,070	16,555,146	17,470,367	17,584,207	18,343,014	17,496,162	18,159,200	17,168,520
Licenses & Permits	7,792,257	7,607,928	9,385,206	9,529,164	9,944,458	8,609,111	7,043,215	7,277,650	7,956,350	8,785,400
Intergovernmental	3,765,410	4,140,239	4,253,769	4,779,256	4,751,281	4,365,725	3,875,593	3,950,221	3,868,493	4,238,338
Use Charges	5,716,730	5,765,680	6,423,751	6,404,742	6,565,411	6,461,167	7,145,852	8,238,948	7,835,000	9,050,608
Recreation Fees	1,453,191	1,576,171	1,575,101	2,310,636	2,463,399	2,326,265	2,342,360	2,245,055	2,372,000	2,304,400
Investment Earnings	401,166	419,584	909,669	1,377,388	1,838,154	1,212,073	145,769	51,057	27,000	75,000
Other	5,485,880	7,348,552	6,314,904	6,055,564	6,697,619	6,162,157	6,765,854	9,747,231	9,061,618	10,030,605
TOTAL REVENUE	$ 78,985,132	$ 90,114,294	$ 97,410,118	$ 108,880,842	$ 119,460,953	$ 113,109,339	$ 112,058,848	$ 119,283,586	$ 118,085,091	$ 118,739,177

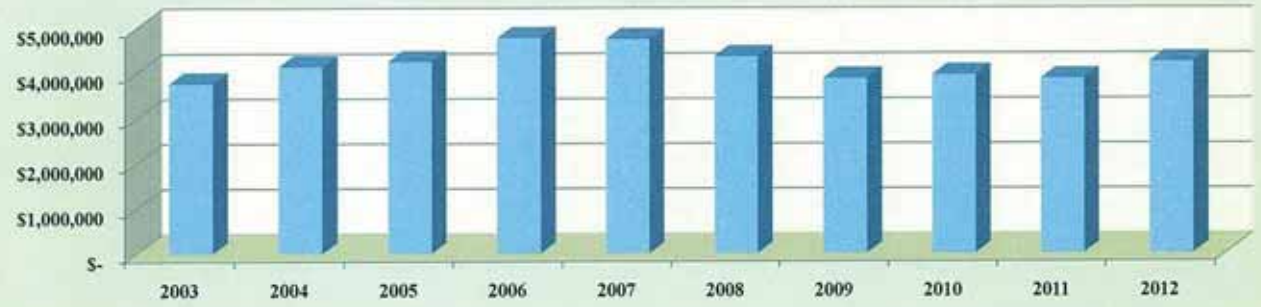




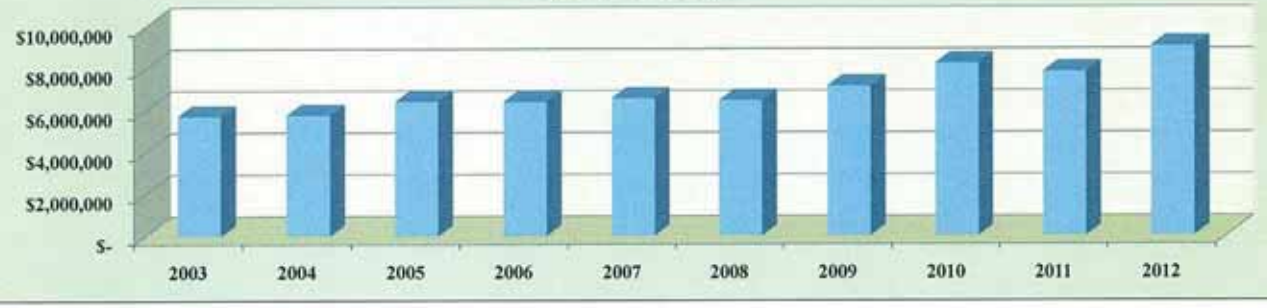


2011-2012 BUDGET
TREND ANALYSIS - GENERAL FUND REVENUES

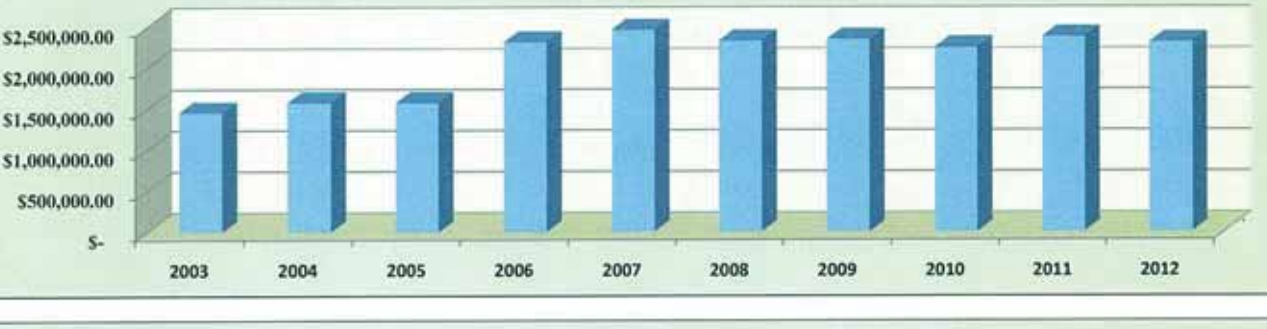
INTERGOVERNMENTAL



USE CHARGES



RECREATION FEES



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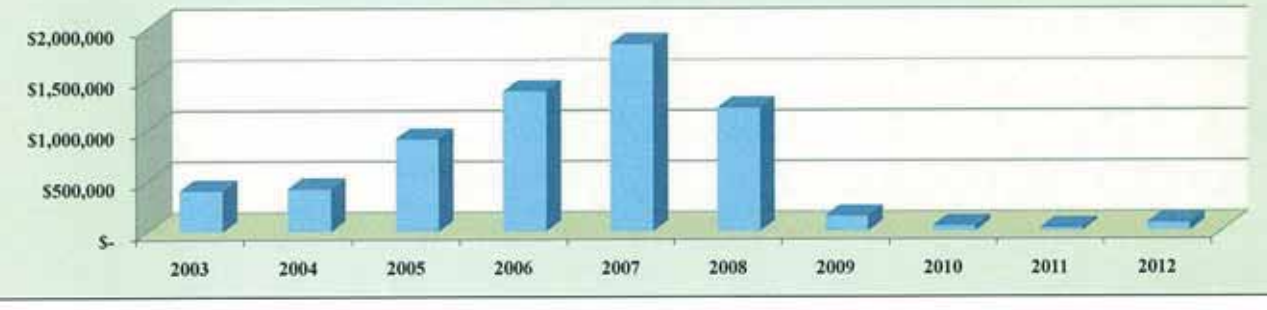
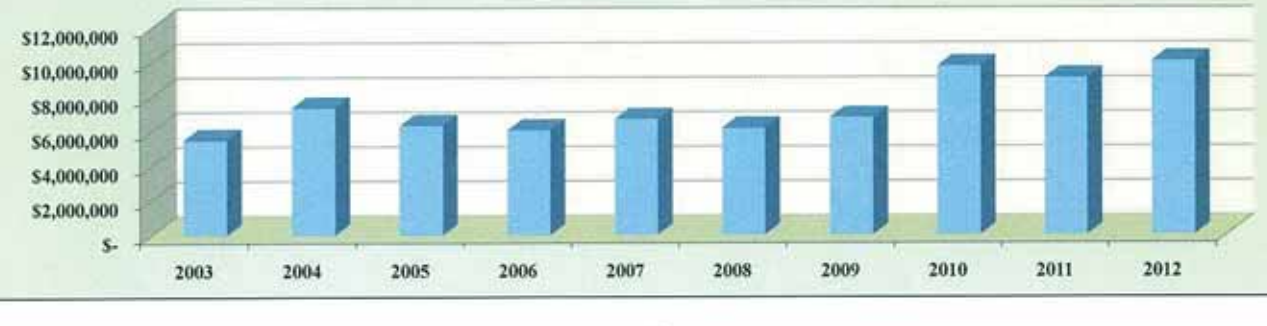


OTHER



CITY OF CORAL GABLES
FLORIDA

2011-2012

BUDGET

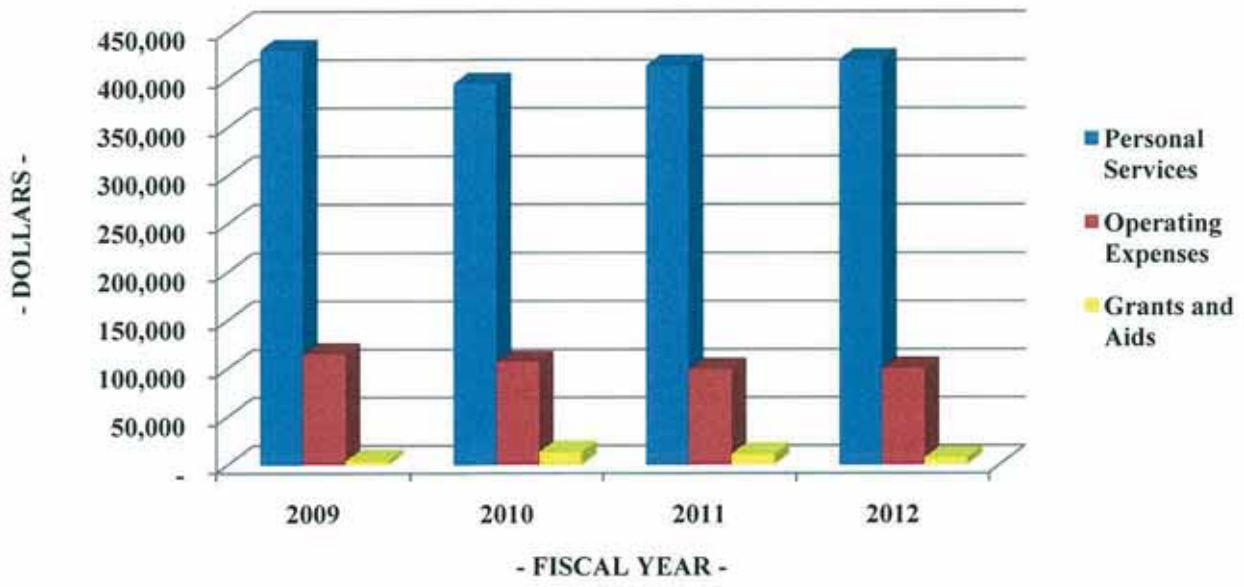
DEPARTMENT EXPENDITURE BUDGETS

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

CITY COMMISSION
BUDGET AND POSITION SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
Personal Services	$ 429,787	$ 395,135	$ 413,848	$ 419,921
Operating Expenses	114,857	106,588	99,198	100,484
Grants and Aids	4,057	13,292	11,250	7,250
TOTALS	$ 548,701	$ 515,015	$ 524,296	$ 527,655
No. of Positions	7	7	7	7

EXPENDITURE COMPARISONS



CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

001 GENERAL FUND
CITY COMMISSION
0100 CITY COMMISSION
511 LEGISLATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
8900	Mayor	1	1	1	$ 34,736
8910	Vice Mayor	1	1	1	30,389
8920	City Commissioner	3	3	3	84,678
0034	Admin. Ass't to Mayor	1	1	1	56,415
0031	Secretary	1	1	1	50,251
	TOTAL	**7**	**7**	**7**	**$ 256,469**

EXPENDITURE DETAIL

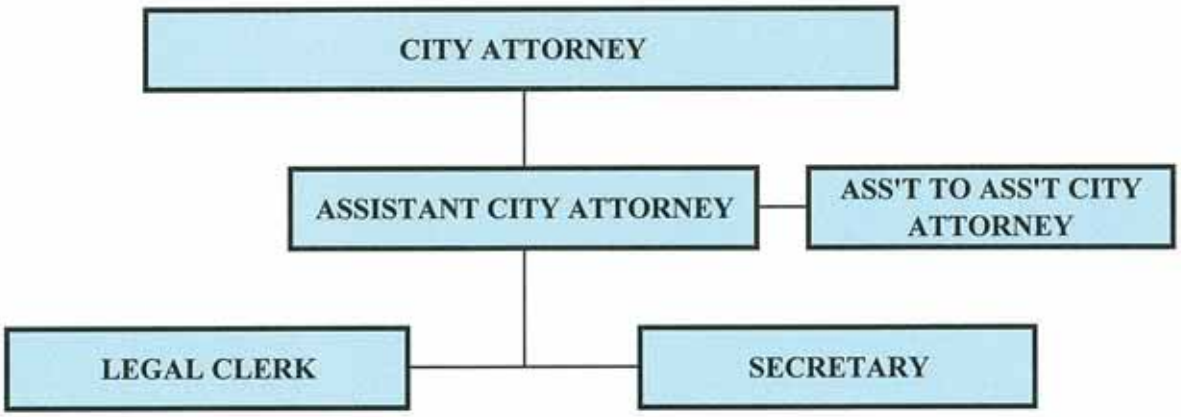
		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 270,767	$ 255,382	$ 256,469
2000	Employee Benefits	124,368	158,466	163,452
	Charges - See Other Cost Distributions			
4010	Expense Allowance	23,740	25,200	25,200
4410	Rental of Machinery and Equipment	4,386	4,278	4,278
4420	Rental of City's Public Facilities - See Other Cost Distributions	45,969	42,614	40,080
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	13,742	14,196	14,016
4990	Other Miscellaneous Expense	2,717	1,410	910
5100	Office Supplies	2,968	5,000	2,000
5400	Membership Dues and Subscriptions	13,066	6,500	14,000
	Dade League of Cities Florida League of Cities National League of Cities			
8101	Sister City Grant - Aix-En-Provence	13,292	11,250	7,250
	TOTAL	**$ 515,015**	**$ 524,296**	**$ 527,655**

CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

DEPARTMENT: CITY ATTORNEY

ORGANIZATION CHART

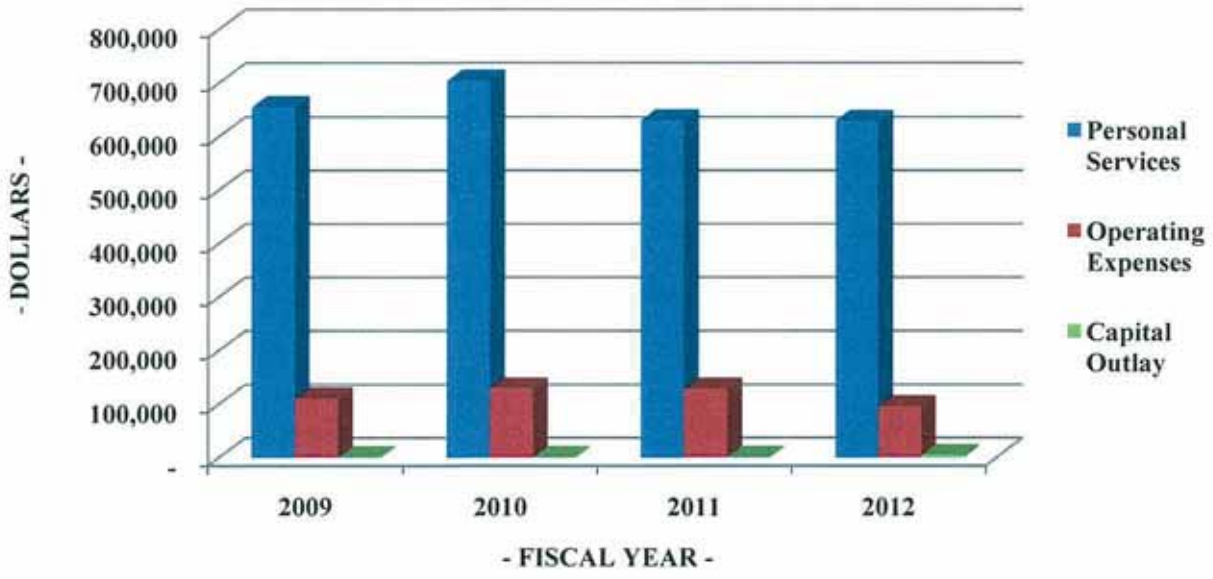


CITY OF CORAL GABLES
FLORIDA

CITY ATTORNEY
BUDGET AND POSITION SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
Personal Services	$ 654,381	$ 702,728	$ 629,209	$ 628,152
Operating Expenses	109,470	129,175	127,560	95,232
Capital Outlay	-	-	-	3,655
TOTALS	$ 763,851	$ 831,903	$ 756,769	$ 727,039
No. of Positions	5	5	5	5

EXPENDITURE COMPARISONS



001 GENERAL FUND
CITY ATTORNEY
0500 CITY ATTORNEY
514 LEGAL COUNSEL

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
8930	City Attorney	1	1	1	$ 179,500
0040	Assistant City Attorney	1	1	1	97,088
0041	Legal Assistant	1	1	-	-
0048	Ass't to Ass't City Attorney	1	1	1	58,422
0032	Secretary	1	1	1	47,994
0070	Legal Clerk	-	-	1	30,243
	TOTAL	**5**	**5**	**5**	**$ 413,247**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 455,386	$ 410,770	$ 413,247
2000	Employee Benefits	247,342	218,439	214,905
	Charges - See Other Cost Distributions			
3190	Other Professional Services	6,697	35,000	-
4090	Other Transportation Expense	4,950	5,400	5,400
4410	Rental of Machinery and Equipment	8,187	8,200	8,200
4420	Rental of City's Public Facilities - See Other Cost Distributions	32,066	29,759	27,951
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	24,937	24,501	22,581
4720	Printing & Binding	-	300	300
4910	Court Costs & Investigative Expense	1,273	3,800	3,800
4990	Other Miscellaneous Expense	35	-	-
5100	Office Supplies	13,100	4,800	5,000
5400	Membership Dues and Subscriptions	35,028	12,000	12,000
5410	Employee Training	2,902	3,800	10,000
6450	Office Equipment Replacement	-	-	3,655
	TOTAL	**$ 831,903**	**$ 756,769**	**$ 727,039**

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: CITY ATTORNEY

DEPARTMENTAL FUNCTION

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

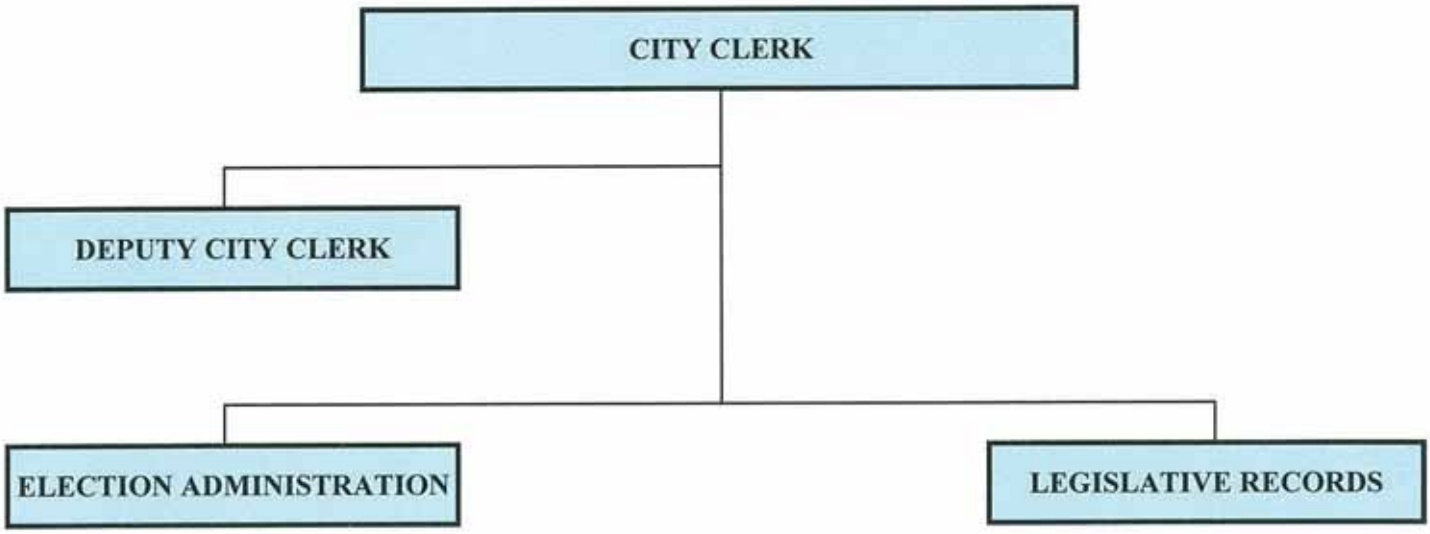
In addition to advising all City boards and committees on legal matters, the City Attorney provides special legal assistance to the Code Enforcement Board, Construction Regulation Board and Planning and Zoning Board.

CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

DEPARTMENT: CITY CLERK

ORGANIZATION CHART

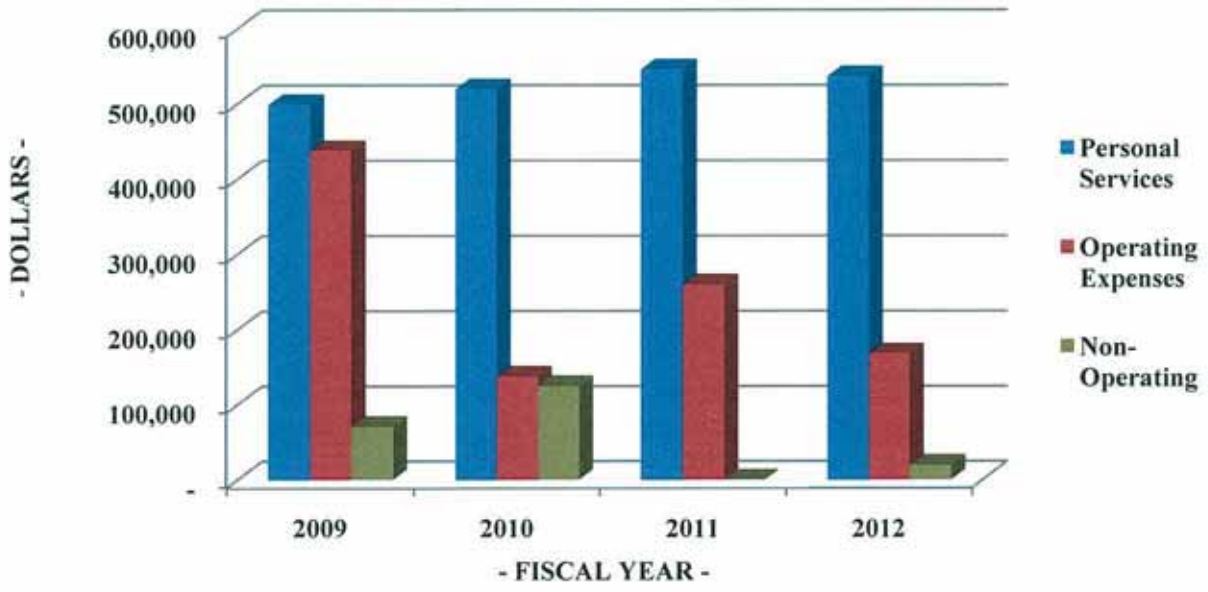


CITY OF CORAL GABLES
FLORIDA

CITY CLERK
BUDGET AND POSITION SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
Personal Services	$ 498,575	$ 519,595	$ 545,813	$ 536,507
Operating Expenses	437,701	137,661	260,192	168,090
Non-Operating	71,113	125,289	-	20,000
TOTALS	$ 1,007,389	$ 782,545	$ 806,005	$ 724,597
No. of Positions	5	5	5	5

EXPENDITURE COMPARISONS



001 GENERAL FUND
CITY CLERK
0600 CITY CLERK
511 LEGISLATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
8940	City Clerk	1	1	1	$ 108,093
0600	Deputy City Clerk	1	1	1	67,998
0605	Operational Services Coord.	1	1	1	64,352
0064	Operational Services Ass't	1	1	1	42,993
0032	Secretary	1	1	1	39,354
	TOTAL	**5**	**5**	**5**	**$ 322,790**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 333,402	$ 314,507	$ 322,790
2000	Employee Benefits	186,193	171,399	180,578
	Charges - See Other Cost Distributions			
3190	Other Professional Services	57,853	65,000	55,000
4090	Other Transportation Expense	7,425	8,100	8,100
4410	Rental of Machinery and Equipment	10,032	9,924	9,924
4420	Rental of City's Public Facilities - See Other Cost Distributions	26,197	24,206	22,736
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	16,794	17,482	17,638
4820	Advertising Expense	6,732	20,000	20,000
4910	Court Costs & Investigative Expense	-	150	150
4920	Lobbyist Records	-	1,000	1,000
4970	Passport Expense	2,726	30,500	-
4990	Other Miscellaneous Expense	1,169	3,278	2,278
5100	Office Supplies	4,099	3,900	3,900
5400	Membership Dues and Subscriptions	1,671	1,000	1,000
5410	Employee Training	2,963	2,800	2,800
	TOTAL	**$ 657,256**	**$ 673,246**	**$ 647,894**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
9006	Part-time Employees	-	-	-	$ 30,784
	TOTAL	-	-	-	**$ 30,784**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ -	$ -	$ 30,784
2000	Employee Benefits Charges - See Other Cost Distributions	-	-	2,355
4970	Passport Expense	-	-	19,882
9002	Document Filing Fee	125,289	-	20,000
	TOTAL	**$ 125,289**	**$ -**	**$ 74,703**

001 GENERAL FUND
CITY CLERK
0610 CITY ELECTIONS
511 LEGISLATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
9006	Part-time Employees	-	-	-	$ -
	TOTAL	-	-	-	$ -

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ -	$ 55,650	$ -
2000	Employee Benefits	-	4,257	-
	Charges - See Other Cost Distributions			
3190	Other Professional Services	-	5,410	2,000
4410	Rental of Machinery and Equipment	-	1,995	-
4430	Rental of Land and Buildings	-	2,946	-
4550	General Liability Insurance	-	3,093	-
4710	Special Printed Forms	-	14,861	-
4820	Advertising Expense	-	23,000	-
4990	Other Miscellaneous Expense	-	21,547	-
	TOTAL	**$ -**	**$ 132,759**	**$ 2,000**

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
OFFICE OF THE CITY CLERK

MISSION STATEMENT

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

VISION STATEMENT

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

DEPARTMENT FUNCTION STATEMENT

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

DEPARTMENT GOALS

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

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

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

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

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

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

OFFICE OF THE CITY CLERK
FISCAL YEAR 2011-2012 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?	Walter Foeman	July 2013	Pending
1. Prepare new contract with FAU (Florida Atlantic University) Institute of Government (Records Consultant: Steve Lewis/subcontractor) for continuous records management services.	Steve Lewis (Records Consultant)		
2. Prepare Disposition List (i.e. No. 13) for those records that are eligible for destruction as of October 1st, 2010 submitted for signature by the City Clerk, Finance Director and Internal Auditor for forwarding to the Bureau of Archives/Records Management Governor and State Legislature.	W. Foeman/Y. Davis Dept. Directors	T.B.A. T.B.A.	Pending
3. Document any those request to extend those records beyond required retention due to administrative, fiscal, legal, and historic value.	S. Lewis/W. Foeman	T.B.A.	Pending
4. Determine Disposition Lists for media conversions as conversions are completed.	S. Lewis/Y. Davis	T.B.A. September 2011	Pending
5. Identify vital records as individual departments to include in our vital records master list.	S. Lewis/Y. Davis S. Lewis/W. Foeman	T.B.A.	Done
6. Identify our City's essential records.			
7. Analyze and prioritize records assessing specific risks and identify protection strategies.	S. Lewis/W. Foeman/Y. Davis	September 30, 2011	Pending
8. Establish procedures for access to and security of essential records.	Yolande Davis	January 2012	Pending
9. Outline an essential records plan for inclusion in the continuity of operations plan.			
10. Plan, develop, analyze and test a records emergency test action plan to records.	Walter Foeman	November 2011	Pending

11. Assess the damage to records after an emergency for purpose of implementing a response.	Yolande Davis/ Steve Lewis	Ongoing through FY 2012	As needed, on an on-going basis
12. Identify federal, state and local resources and the availability of inter-governmental personnel and support to assist during a disaster.	Walter Foeman	December of each calendar year	As needed
13. Continue implementation of automated file code indexing system, procure open lateral filing system, prepare the necessary ordering of supplies for Public Works in connection with same.	Yolande Davis	On-going	Work in Progress Work in Progress
14. Prepare records training manual and handouts for departmental records coordinators (2) and executive management training sessions (2).	File Coordinator (TBA)		
15. Conduct workshop (1) on Disposition Schedules, Record Policies (i.e. Inactive Storage, Collections, Updates to the Records, Plans, etc.).	Records Consultant Steve Lewis/	On-going	Work in Progress
16. Identify those records eligible for records destruction (i.e. warehouse location; mezzanine, etc.).	Walter Foeman	On-going	Work in Progress
17. Prepare annual disposition compliance letter for submission to the Florida Department of State.	Walter Foeman	December 1, 2012	Pending
18. Continue to index boxed records using MS application.	Yolande Davis	On-going	Work in Progress
19. Forward all inactive and semi-inactive records to our storage facility in accordance with our contractual relationship with our inactive records storage vendor (CRM).	Departmental Records Liaison	On-going	Work in Progress

II. GOAL – RECORDS MANAGEMENT

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

B. OBJECTIVE

To seek collaborative projects and cost sharing approaches for archival preservation (Digital Library Project)

Action Plan	Assigned To	Completion Date	Status
Continue the development of the Digital Library Project (Coral Gables Memory), a collaborative partnership between FIU Green Library, Digital Collections Center and the Florida Center for Library Automation access system which offers users certain finding aids (i.e. historical information) in a digital format that is organized, selected and managed, as part of PALMM (Publication of Archival Library Museum Materials).	Walter Foeman/ Jamie Rogers	April 2011	Pending (Ongoing)
First Digital Photographic Project: Digital historic photographs from the 1940's	Kara Kautz	August 2010	Done
Additions to the "Talking Book" Project The City of Coral Gables "Talking Book" chronicling the incorporation of the City of Coral Gables. The "Talking Book" will serve as an interactive learning tool and archive portal providing access to historical resources related to the incorporation of the City. The project will also facilitate the preservation of those resources in digital format. The "Talking Book" will offer a historical narrative exemplified by both interpretive material and primary source material. Researchers, students K-12, and the general public may utilize the "Talking Book" to gain access to rich historical documents, oral histories, and other cultural media relating to the incorporation of the City of Coral Gables. A digital surrogate of the historical material will ensure conservation of the physical artifacts, allowing for access to the information therein contained without the wear and tear that comes with accessing the physical documents.			
Phase 1 – Coral Gables Legislation Minute Books spanning 1925 – 1942 (constituting 17 books / approximately 4,700 pages) will be digitized, made available on PALMM along with other Coral Gables materials (at present primarily Kerdyk Realty photographs), and archived digitally in the Florida Digital Archive.	Jamie Rogers FIU/Green PALMM Library	September 30, 2010	Done
• Metadata; create metadata records suitable for service copies and preservation.	" "	" "	" "
Phase 2 – A narrative outlining of the events leading up to, including, and shortly after the incorporation of the City of Coral Gables will be written and recorded in short, easily digestible segments (1-2 minutes each).	" "	November 2010	" "
• Interpretive work involving source materials (i.e. Les Standerford – The City Beautiful Story; glean appropriate topics from materials creates story line; write		" "	" "
		" "	

script)		" "	" "
Phase 3 – Various Coral Gables photographs, periodicals, ephemera, etc. will be digitized to provide a broad depiction of the time period and help illustrate the "Talking Book" narrative.	" "	March 2011 " "	Done
Phase 4 – Various Coral Gables community members of relevance will be interviewed to provide personal accounts of the incorporation of the City of Coral Gables.	Jamie Rogers	December 2010 (1sr interview posts)	Work in Progress
• Design framework		" "	(Add-ons)
• Visual enhancements		" "	
Phase 5 – An online interactive learning portal will be created to link to the various source materials as well as serve the audio narrative of the Coral Gables incorporation. This component of the "Talking Book" will bring all of the other phase components together.	" "	March 2011	Done
• Digital preservation of source material			" "
• METS creation (auto made from Digitool)			" "
• Monitor injest status in tracking tool			" "
• Troubleshoot to resolve any errors or rejects			" "
• Flash programming or HTML			" "
• Dynamic interactive features			" "
➢ Page turn			" "
➢ Embedded audio/video			" "
➢ Buttons	" "	February 2011	Done
➢ Add narrative to website		March 2011	" "
➢ Link website to minute book database	" "	April 2011	" "
➢ Complete and launch website			
➢ Additional supplemental activities:		June 2011	
a) Geneology chart re key historical figures		June 2011	
b) Add-on interviews to include persons during the period of 1925 – 1942	Walter Foeman	Ongoing	Work-in
➢ Track number of hits to the website for "Talking Book" Project	Jamie Rogers		progress
Phase 6 – Seek grant funding NEH (National Endowment for the Humanities) – Cultural Heritage Collections: Preservation and Access Education and Training Education Training Grant for certain additions to our "Talking Book" project.	Vicki Siegal Jamie Rogers Walter Foeman	TBA	Work-in Progress

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
Continue with the training and utilization of our Enterprise Content Management Solution, namely TRIM Context 6, Web Drawer, the web module for TRIM Context 6, Insite, the Web Module for Legistar, Granicus, Source One, our archival e-mail storage application, in furtherance of focusing on those functional processes existing in the City Clerk's Office that are enterprise wide, in capturing the document life cycle of a record, from creation to destruction (i.e. legal retention, content management, redaction, e-mail management; agency-wide request pursuant to subpoena decus tecum, discovery/metadata; workflow, etc.); further seeking automation and re-engineering methods to improve and streamline current records processes.		March 16-17, 2011	Done
How? TRIM Context 7 / Web Drawer (Web Module) • Conduct biennial training to first time as well as remedial training to our internal and external stakeholders covering the basic use of TRIM Web Client and Web Drawer, including search procedures, favorites, labels and other basic and advanced user functions.	Billy Urquia	March 16-17, 2011	Done
• Legistar/Insight (Web Module). • Conduct biennial training to executive management and City staff covering the basic use of Legistar (i.e. legislative workflow and document management solution) and Insight (Web Module) that provides citizens with the ability to search for legislation, attachments, meeting calendars, minutes, votes, etc.; training will also cover usage of calendar section via the calendar tab which provides on-demand access to scheduled and past meetings (i.e. meeting details, agendas, minutes and video; searches)	Management Consultant Billy Urquia Alex Kremper Raimundo Rodulfo		
1. To pursue the appropriate procurement strategy for the appropriate application for integration with TRIM, our (ECM System), and our inactive storage vendor to place all unstructured data (i.e. plans, drawings, exhibits, etc. into one repository, thus eliminating inefficiencies, making allowances for multiple	Ayanes Apolinar Billy Urquia	March 16-17, 2011	Done

access to same, eliminating double handling of documents; re-engineer work processes in those affected departments to improve turn-around time; streamline workload, end work delays caused by lost files and misfiles, etc.	Public Works/ B & Z/Planning Raimundo Rodulfo/Records Consultant/Billy Urquia	April 2012	Pending
2. Continue working with our inactive storage service provider for the conversion of certain categories of records (i.e. including on-site conversion of deed documents located in the Law Department from annual conversion of those preceding fiscal year of Resolutions, Ordinances, Minutes, Restrictive Covenants, Contracts, those Deeds that are maintained in the City Clerk's Office, etc.) to intelligent PDF files, and archival microfilm.			
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.	Walter Foeman Yolande Davis Steve Lewis	Restrictive Covenants Ordinances Resolutions Contracts Minutes	
3. To continue with the deployment of our Source One e-mail archiving system solution, in accordance with the City's disposition policy for retention, as more particularly described:	Steve Lewis, Records Consultant/Walter Foeman/Ayanes Apolinar	April 2011	Pending
➢ Administrator e-mail records (10 years)		Pending Deeds And Leases	Done
➢ Duplicate e-mails (1 year)			
➢ All other City e-mails (5 years)			
4. Create a training video that addresses the business rules governing e-mail management.			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.

D. OBJECTIVE

Design, develop, implement, amend and update ongoing policies for various areas of records management practice (i.e. e-mail; destruction; archival management; inactive box storage, file arrangement, archival presentation etc.)

Action Plan	Assigned to	Completion Date	Status
How?	Steve Lewis (Consultant) Walter Foeman	November 2011	As needed on a quarterly basis
1. Distribute annually, to all departmental executive management and records coordinators a training manual.			
2. Disseminate, review any new, revised administrative policies and standard operating procedures.	" "	April 2012	
3. Monitor any changes occurring within our state legislature, and subsequent revisions to our general records schedule and within case law on records management related matters and prepare any appropriate responses to same (i.e. including but not limited to legislative changes resulting from state legislative action), utilizing our legislative consultants as well as the appropriate organizational vehicle (i.e. Miami-Dade League of Cities; Florida League of Cities, etc.).	" "	" "	April 2011
4. Establish a long term lease arrangement with an educational institution or a compatible museum facility to assume custodial responsibility for historic bound Legislative/Meeting Minute books, presently existing in the vault.	Walter Foeman	T.B.A.	Pending

III. GOAL – PASSPORT SERVICES

In accordance with the Code of Federal Regulations

A. OBJECTIVE

Develop a passport marketing strategy

Action Plan	Assigned to	Completion Date	Status
Continue development of a specific five (5) year marketing plan	Imelys Sansores	Pending	Letter of request to
How?			
1. Continue promoting the office through an educational institution of higher learning to provide an opportunity for a marketing assessment, as a class project:	Billy Urquia	November 2011 December 2011	invitation: To be submitted
A) **Multi-media Marketing Plan: Public Information**	" "		on
a) Public Service Ads			
b) Press Releases			Pending
c) Public Service Programs			
d) Organizational Bulletin Boards			
e) Community Newspaper Stories			
f) Electronic Bulletin Boards			
g) Citywide mailouts from Finance Department			
B) **Organizational and Institutional Networking**	" "	April 2012	Pending
a) Chambers of Commerce and related events associated therewith			
b) Consulate Offices			
c) International Trade Coord. Committee Website			
d) Schools/Universities	" "		
e) Clubs/Associations	" "		
f) Churches			
2. Distribute flyer materials through our solid waste billing cycle	" "		
3. Seek opportunities for flyer distribution through exit interviews, prior to naturalization ceremonies			
4. Coordinate an event calendar to target specific community events wherein Passport applications can be targeted on special event days			

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. including retirees, student interns for academic credit, recruits from technical agencies that need on the job certification for training purposes)	Walter Foeman Imelys Sansores	2011	Pending
How? 1. Encourage an interdepartmental resource sharing: monthly on location processing of passports during Naturalization ceremonies at the Federal Courthouse	Federal Court Admin. Building, Bureau of Consular Affairs (Miami Region)	T.B.A. T.B.A.	Pending
2. Creative business opportunities (cadre of trained City workers to voluntarily provide community wide services for Passport application processing on location during naturalization ceremonies through the count ceremonies, special events and in the City Clerk's Office.	" "		Pending

III. GOAL – PASSPORT SERVICES			
C. OBJECTIVE Implement strategies to maximize revenue generation.			
Action Plan	**Assigned to**	**Completion Date**	**Status**
Conduct a cost analysis How? 1. Create a quarterly fiscal review session with the Executive Director of the Miami Region Bureau of Consular Affairs (Passport Services) regarding forthcoming federal initiatives 2. Utilize our Dashboard/EARS (Employee Application Recording System) application and Lobbyist Registration; including the addition of 2 new Dashboards (i.e. for public information requests via our Citizen Request system), utilizing EDEN as our data source), and Boards/Committee Compliance Tracking (utilizing Insight as our data source) to provide metrics regarding the following: a) Time expensed per employee on passport activity b) Analyze and determine distribution of workload by functionality c) Analyze summary of revenue generated from photos/applications by month, quarter d) Analyze summary of mailing costs (including percentage of said revenue that goes back to the General Fund) e) Analyze demographic data: number of applicants, by zip code, including percentage of Coral Gables residents/non-residents. f) Update metrics to our operational plan using Six Sigma Management (DMAIC methodology) to better evaluate quality management standards, as more particularly outlined in the herein below referenced steps: • Define • Measure • Analyze • Improve • Continuous Testing	Walter Foeman Imelys Sansores Billy Urquia Billy Urquia Imelys Sansores Info Technology/Billy Urquia/Imelys Sansores Walter Foeman	Quarterly On-going	Work-in Progress Work-in Progress

III. GOAL – PASSPORT SERVICES			
C. OBJECTIVE Update our passport business plan.			
Action Plan	**Assigned to**	**Completion Date**	**Status**
Update the City Clerk's Office five year business plan. How? 1. Executive Summary 2. Description of Service 3. Competitive Advantage 4. Marketing Strategy (Incorporate above referenced) 5. Financial Statements a) Proposed Balance Sheet b) Revenue, Expenses and Changes in Retained Earnings c) Depreciation Schedule d) Proposed Revenue and Expense Statement e) Proposed Cash Flow	Walter Foeman Imelys Sansores Billy Urquia	March 2012 April 2012 May 2012 June 2012 July 2012	Pending

IV. GOAL – BUSINESS PROCESS MANAGEMENT

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

C. OBJECTIVE

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

Action Plan	Assigned to	Completion Date	Status
1. Establish innovative partnerships which will build the infrastructure for our new operational data management systems, which will serve as data sources for our Dashboard Intelligent Internet Solution Process			
a) Legistar (legislative workflow/document management application)		Done	Done
i. Insite (Web Module) Legistar/Web Drawer installation allow external users to access application via Internet			
b) TRIM Context (industry leading enterprise content management application on a single platform which is designed to manage and secure corporate assets for the duration of the document's life cycle (i.e. records management, process management, document management, subpoena decus tecum, redaction, etc.)		Two Digital Projects Completed	
c) Digital Library Electronic Archival Website established through a PALMM (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 – add ons to include geneology chart for key historic figures	Jamie Rogers F.I.U./Green PALMM Library/ Digital Collections Center Jade Coldren	Completed Done 2011	Completed digital photo collection from the 1940's and "Talking Book".
d) Continue with our usage of Granicus (Digital Court Recording System)/Upgrade incorporating internet word and internet streaming: which will enable you to add a meeting via book marks; click on a hot button, which links it to the audio or video; to publish same over the web, one would take word document and merge it as a webpage file, which will allow the public to click to the webpage	Walter Foeman Billy Urquia Maria H. Fallon Billy Urquia	On-going	Work-in Progress
e) Provide training to those advisory boards in utilizing our portable digital recording system in furtherance of capturing all meeting coverage into a single data source	Billy Urquia	Training provided upon request by a designated Committee or Board	Work-in Progress
i. Establish standardization of Board Minutes (Quasi-Judicial/Advisory Boards) a Project Management Team for standardization of Agenda/Minute Project	Billy Urquia Info Technology		Pending

ii. Submit worksheets to all Advisory Boards iii. Establish a workplan for the project iv. Review data and workflow for the two body types, namely quasi-judicial board and purely advisory boards (31 Advisory Boards and Committees)	Vendor's Project Team		
v. Completion of the worksheets and return of same to consultant vi. Establishment of administrative tables for bodies and board membership vii. Review of Agenda Reports, determine which will be used; set up default report options viii. Creation of minutes and agendas by Project Team ix. Review and completion of the workflow option tables and the vote/attendance settings x. Determine Minute Reports to be used; set up default report options; review of the system security tables xi. Training re all detailed information to create a legislative file, including drafting text, adding sponsors, attachments, etc.	" "	" "	
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.	Billy Urquia Info Technology Staff	Work-in Progress	Work on-going
g) Granicus: Continue with the Granicus solution for our Video Streaming Linked Minutes for our City Commission Meeting Minutes; extend this video streaming application, if requested to the other 2 City Boards that are currently being televised.	Billy Urquia Info Technology Staff	May 10, 2012	Done
1.Citizen Participation: Add a citizen participation module to allow for the collection of feedback from citizens on items tied to upcoming meetings; ➢ Further provide online comment form with related documents ➢ Website Integration ➢ Obtain test and video comments on agenda items ➢ Build and distribute a consolidated report ➢ Agenda Integration	Billy Urquia IT staff	June 2012	Pending
2.Voting System: Record legislative votes automatically from the City Commission into the City Clerk's minutes further displaying said votes as a projected image or through traditional methods	Billy Urquia IT staff	June 2013	Pending

V. GOAL - ADMINISTRATION

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

A. OBJECTIVE

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

Action Plan	Assigned to	Completion Date	Status
How? 1. Implement a Professional/Personal Growth Assessment/Training Module for each employee a) Conduct training and development needs assessment in the following areas: i. Management and supervisory skills development ii. Leadership and executive development iii. Career development and Planning iv. Safety and/or wellness education v. Continuous improvement and performance management vi. Personal development vii. Self-study or experience-based opportunities viii. Specific skills you would like to learn or develop ix. Succession Planning (see attached chart of skills targeted) x. Professional Certification	W. Foeman Y. Davis I. Sansores Dr. Nadine Medlin	T.B.A.	Confirmed meeting with Dr. Medlin, Training Consultant (subject to funding availability) 3 additional staff people will have achieved Certified Municipal Clerk status by October 2011, thereby bringing to total number of employees trained to 4 during my tenure Ongoing; training to be provided contingent upon funding availability
2. Sponsorship of one Miami-Dade County Clerk's Association Monthly Luncheon Meeting	Walter Foeman	April 2012	

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 27, 2012 Annual Event	Pending

CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

DEPARTMENT: CITY MANAGER

ORGANIZATION CHART

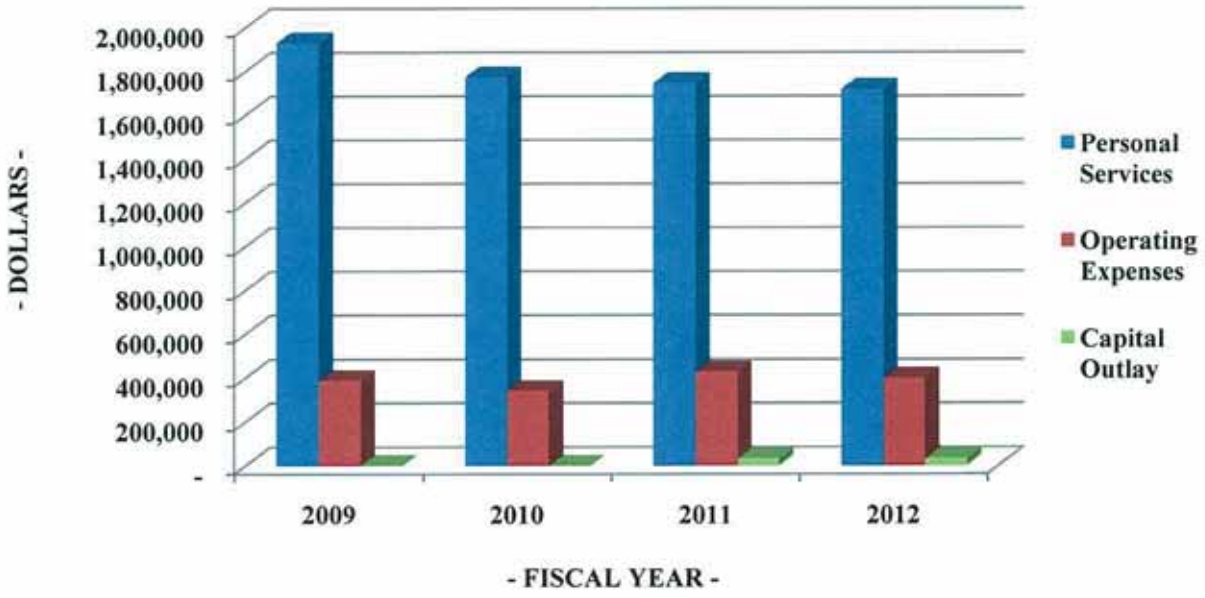
CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

CITY MANAGER
BUDGET AND POSITION SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
Personal Services	$ 1,930,020	$ 1,772,386	$ 1,746,094	$ 1,717,835
Operating Expenses	388,396	342,151	428,277	400,412
Capital Outlay	2,628	445	32,638	32,638
TOTALS	$ 2,321,044	$ 2,114,982	$ 2,207,009	$ 2,150,885
No. of Positions	11	10	10	10

EXPENDITURE COMPARISONS



CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

001 GENERAL FUND
CITY MANAGER
1010 ADMINISTRATIVE DIVISION
512 EXECUTIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
8950	City Manager	1	1	1	$ 190,008
0632	Ass't City Manager	2	-	-	-
0631	Ass't City Mgr for Fin. & Admin	-	1	1	140,546
0630	Ass't City Mgr for Operations	-	1	1	162,348
0036	Executive Secretary	1	1	1	58,427
0035	Exec. Ass't to City Manager	1	1	1	76,331
9002	Part-time Employees	-	-	-	33,986
	TOTAL	**5**	**5**	**5**	**$ 661,646**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 691,865	$ 670,242	$ 661,646
2000	Employee Benefits	345,370	342,983	323,449
	Charges - See Other Cost Distributions			
4010	Expense Allowance	5,500	4,406	4,406
4020	Central Garage Motor Pool Rent	7,169	6,636	6,889
	Charges - See Other Cost Distributions			
	Replacement: 1,246			
	Oper. & Maint: 5,643			
4090	Other Transportation Expense	9,900	10,800	10,800
4410	Rental of Machinery and Equipment	12,201	10,000	10,000
4420	Rental of City's Public Facilities - See Other Cost Distributions	24,101	46,442	20,984
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	25,808	37,256	36,154
4620	Repair and Maintenance of Office Equipment	-	475	475
4720	Printing & Binding	-	400	400
4990	Other Miscellaneous Expense	1,375	4,750	4,750
5100	Office Supplies	9,272	5,700	5,700
5400	Membership Dues and Subscriptions	5,669	3,800	3,800
5410	Employee Training	-	1,900	1,900
	TOTAL	**$ 1,138,230**	**$ 1,145,790**	**$ 1,091,353**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

001 GENERAL FUND
CITY MANAGER
1030 COMMUNICATIONS DIVISION
573 CULTURE SERVICES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
0612	Public Affairs Manager	1	1	1	$ 74,547
0615	Video Production Manager	1	1	1	64,397
0616	Public Affairs Specialist	1	1	1	63,134
9006	Part-time Employees	-	-	-	155,567
	TOTAL	**3**	**3**	**3**	**$ 357,645**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 350,566	$ 356,129	$ 357,645
2000	Employee Benefits	131,942	123,737	125,365
	Charges - See Other Cost Distributions			
3190	Other Professional Services	26,998	28,500	28,500
4020	Central Garage Motor Pool Rent	68,562	63,874	66,299
	Charges - See Other Cost Distributions			
	Replacement: 9,297			
	Oper. & Maint: 57,002			
4410	Rental of Machinery and Equipment	7,425	4,000	4,000
4420	Rental of City's Public Facilities - See Other Cost Distributions	33,921	33,261	31,241
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	20,082	19,796	19,543
4620	Repair and Maintenance of Office Equipment	3,537	5,644	5,644
4630	Repair and Maintenance of Machinery & Equipment	9,096	10,300	10,300
4710	Special Printed Forms	3,829	18,315	18,315
4720	Printing & Binding	4,326	10,000	10,000
4940	Taxes & License Fees Paid	2,642	4,000	4,000
4990	Other Miscellaneous Expense	1,436	2,000	2,000
5100	Office Supplies	2,884	4,500	4,500
5202	Chemicals and Photographic Supplies	-	5,000	5,000
5208	Household & Institutional Supplies	3,622	22,000	22,000
5214	Uniform Allowance	-	1,344	1,344

001 GENERAL FUND
CITY MANAGER
1030 COMMUNICATIONS DIVISION
573 CULTURE SERVICES

5215	Small Tools & Minor Equipment	995	7,003	7,003
5400	Membership Dues and Subscriptions	877	1,700	1,700
5410	Employee Training	-	2,900	2,900
6430	Operating Equipment Replacements	445	29,638	29,638
6440	Operating Equipment Additions	-	3,000	3,000
	TOTAL	**$ 673,185**	**$ 756,641**	**$ 759,937**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
0333	Chief Compliance Officer	1	1	1	$ 95,029
0331	Auditor	1	1	1	64,245
	TOTAL	**2**	**2**	**2**	**$ 159,274**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 153,326	$ 157,522	$ 159,274
2000	Employee Benefits	99,317	95,481	90,456
	Charges - See Other Cost Distributions			
4020	Central Garage Motor Pool Rent	4,977	4,590	4,764
	Charges - See Other Cost Distributions			
	Replacement: 974			
	Oper. & Maint: 3,790			
4420	Rental of City's Public Facilities - See Other Cost Distributions	31,213	30,151	28,320
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	8,195	8,756	8,703
5100	Office Supplies	2,440	2,504	2,504
5400	Membership Dues and Subscriptions	455	750	750
5410	Employee Training	3,644	4,824	4,824
	TOTAL	**$ 303,567**	**$ 304,578**	**$ 299,595**

2011-2012 BUDGET ESTIMATE

DEPARTMENT: CITY MANAGER

DEPARTMENTAL FUNCTION

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PLAN
COMMUNICATIONS DIVISION

MISSION STATEMENT OF COMMUNICATIONS DIVISION:

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

Goal: Maximize External and Internal Communications

Objective 1: Maintain essential external communication vehicles

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

Objective 2: Maintain standard of all Coral Gables publications

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

Objective 3: Enhance communications among employees

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

Goal: To Better Promote City Services & Programs

Objective 1: Enhance relationship with the media

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

Objective 2: Publicize special events, services and programs

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

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

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

Objective 4: Promote the City to regional and national audiences

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

Goal: Enhance services of cable and electronic media

Objective 1: Continue quality Coral Gables Television programming

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

Objective 2: Upgrade on-air technology and efficiencies

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

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

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

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

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

DEPARTMENT: HUMAN RESOURCES

ORGANIZATION CHART

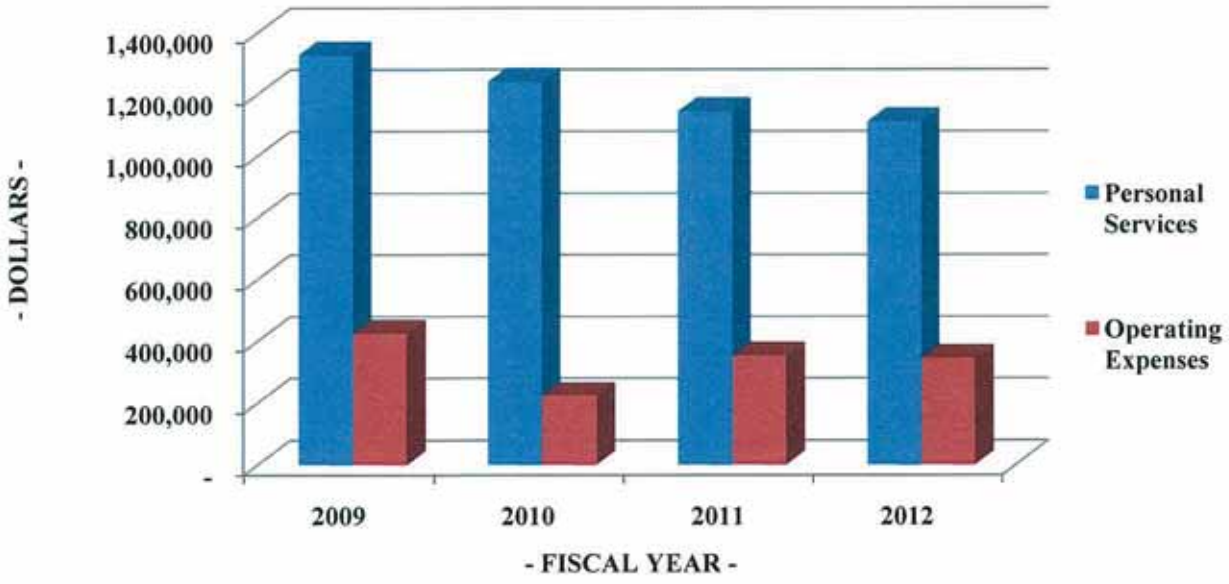
CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

HUMAN RESOURCES DEPARTMENT
BUDGET AND POSITION SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
Personal Services	$ 1,326,004	$ 1,239,998	$ 1,142,771	$ 1,109,278
Operating Expenses	423,647	222,214	352,230	343,427
TOTALS	$ 1,749,651	$ 1,462,212	$ 1,495,001	$ 1,452,705
No. of Positions	12	10	10	10

EXPENDITURE COMPARISONS



CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
0406	Benefits Specialist	1	1	1	$ 67,277
0403	Risk Management Admin.	1	1	1	74,547
0402	Insurance Specialist	1	1	1	57,031
	TOTAL	**3**	**3**	**3**	**$ 198,855**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 201,793	$ 195,808	$ 198,855
2000	Employee Benefits	127,383	119,687	115,905
	Charges - See Other Cost Distributions			
2610	Employee Awards	-	1,300	1,300
3130	Special Medical Services	20,460	16,999	16,999
3190	Other Professional Services	38,923	72,000	72,000
4020	Central Garage Motor Pool Rent	5,267	4,858	5,042
	Charges - See Other Cost Distributions Replacement: 1,028 Oper. & Maint: 4,014			
4410	Rental of Machinery and Equipment	4,893	2,000	2,000
4420	Rental of City's Public Facilities - See Other Cost Distributions	18,712	37,973	18,092
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	10,553	10,884	10,866
4620	Repair and Maintenance of Office Equipment	-	1,000	1,000
5100	Office Supplies	4,198	5,000	5,000
5209	Protective Clothing	-	300	300
5400	Membership Dues and Subscriptions	890	785	785
5410	Employee Training	-	3,000	3,000
	TOTAL	**$ 433,072**	**$ 471,594**	**$ 451,144**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
0405	Human Resources Director	1	1	1	$ 127,483
0503	Ass't Human Resources Dir.	1	1	1	79,024
0504	Human Resources Admin.	1	-	-	-
0501	Payroll Administrator	-	1	1	65,726
0512	Personnel Specialist II	1	1	1	42,557
0510	Personnel Specialist I	1	1	1	41,306
0602	Administrative Assistant	1	1	1	46,362
0049	Personnel Assistant	1	1	1	60,137
	TOTAL	**7**	**7**	**7**	**$ 462,595**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 498,833	$ 492,134	$ 462,595
2000	Employee Benefits	308,704	260,842	257,623
	Charges - See Other Cost Distributions			
2610	Employee Awards	9,478	13,000	13,000
2800	Tuition Reimbursement	93,807	60,000	60,000
3130	Special Medical Services	8,310	9,702	9,702
3190	Other Professional Services	30,806	75,000	89,107
4090	Other Transportation Expense	5,265	8,100	8,100
4410	Rental of Machinery and Equipment	4,893	2,000	2,000
4420	Rental of City's Public Facilities - See Other Cost Distributions	19,747	20,325	19,091
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	27,911	27,239	25,278
4620	Repair and Maintenance of Office Equipment	505	1,200	1,200
4710	Special Printed Forms	2,328	5,000	5,000
4810	Promotional Expense	-	6,000	6,000
4820	Advertising Expense	10,468	18,200	18,200
4990	Other Miscellaneous Expense	2,641	-	-
5100	Office Supplies	3,994	4,000	4,000
5400	Membership Dues and Subscriptions	916	2,380	2,380
5410	Employee Training	534	18,285	18,285
	TOTAL	**$ 1,029,140**	**$ 1,023,407**	**$ 1,001,561**

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: HUMAN RESOURCES

MISSION STATEMENT

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

VISION STATEMENT

"Your partner in success"

HUMAN RESOURCES DEPARTMENT GOALS

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

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

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

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

Employee Growth and Development
To provide City employees with continued in-service programs for enhanced professional growth.

Recruitment and Retention

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

Objective: To efficiently employ qualified individuals			
Action Plan	**Assigned To**	**Completion Date**	**Status**
Develop recruitment plan and update annually: 1. Identify opportunities for enhancement. 2. Review and revise all applications (e.g., Volunteers, Regular Application, and Police Application).	HR Director Assist. HR Director Staff	On-going	In Process
Ensure the timeliness and accuracy of correspondence with applicants and new hires.	Assist. HR Director Staff	On-going	In Process
Maintain new hire orientation process to provide important information on a timely basis: 1. Ensure all new hires attend orientation on their first day of employment. 2. Ensure all new hire forms are filled out correctly and completely.	Assist. HR Director Benefits Specialist Staff	On-going	Orientation takes place on the employees' first day at work, 9:00 am on the first day of every pay period.

Compensation

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

Objective: Retain employees by offering competitive compensation and benefits based on market			
Action Plan	**Assigned To**	**Completion Date**	**Status**
Review benefits for cost effectiveness & competitiveness.	HR Director Assist. HR Director Benefits Specialist	Annually	In Process
1. Review best practices in classification and compensation. 2. Participation in on-going electronic salary surveys 3. Conduct salary surveys citywide. 4. Create separate Salary Schedules for all Collective Bargaining Agreements (CBAs), Excluded groups and post on-line.	HR Director Assist. HR Director Staff	On-going	In Process - 1. Classification & Pay Plan revised according to each Collective Bargaining Agreement, and Excluded classes. 2. On-going salary surveys are conducted for special positions as requested.
1. Update job descriptions to ensure accurate description of duties for all jobs. 2. Ensure all job descriptions are available electronically.	Assist. HR Director Staff	On-going	In Process

Risk Management

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

Objective: Through various risk transfer, risk financing, and risk control measures before a loss and effective claims management after a loss.			
Action Plan	**Assigned To**	**Completion Date**	**Status**
In coordination with the City Attorney's Office, continue to develop and update standardized forms, check lists, application packages, contracts, and permits to assure that the appropriate hold harmless/indemnification language and insurance requirements are contained in these types of documents Citywide.	Risk Management Admin.	On-going	Current focus is developing a standardized contract matrix, revamping current standard construction contract, and all agreements (lease, use, revenue sharing, etc.).
Increase the utilization of the intranet and internet to provide access to forms, checklists, and application packages to provide increased customer satisfaction and reduced completion time.	Risk Management Admin.	On-going	As forms, checklists and application packages are developed and/or updated, they are submitted to the City Attorney's Office for final approval and then posted for use to the intranet and/or internet.
Develop a more efficient system to verify the compliance of the insurance requirements contained in all City contracts, agreements, leases and permits.	Risk Management Admin.	On-going	Project is in implementation stage with new vendor. When all existing contracts are in the Contract Management Module, we will download the contract data for insurance tracking purposes.
Continue to conduct random drug testing for all safety sensitive positions pursuant to the Florida Drug Free Workplace Program & CDL positions pursuant to US DOT regulations.	Insurance Specialist II	On-going	Continue abiding by the Florida Drug Free Workplace Program and USDOT regulations.
Complete RFP process or "piggyback" for a medical service provider for Urgent care, drug & alcohol testing, physical exams and other occupational medical services.	HR Director Assist. HR Director Staff	On-going	In Process – Working with Procurement Department.
Conduct City-wide Accident Review Board (excluding Police ARB)	Risk Management Admin.	On-going	Scheduled to meet quarterly. Possibly need to update Administrative Regulations. Working with our Safety Consultant from AJG.
Monitor Safety Training Matrix Departments that have Matrix established and develop a Matrix Citywide.	Risk Management Admin.	On-going	In Process
Reduce medical only workers compensation claims	Insurance Specialist II	On-going	Overall injuries down 11%; Indemnity/Medical

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**
by 10% and lost time injury claims by 5%: 1. Identify current percentage of injuries. 2. Identify root cause of injuries. 3. Determine effectiveness of current training programs through implementation of a Safety Training Matrix.	Risk Management Admin.		Only Ratio is stable. Working with AJG Risk Consulting Group on the development of a Safety Training Matrix and with Johns Eastern to develop Ad Hoc Reports that will show root causes of injuries. Ad Hoc Reports will drive the Safety Training Matrix.
Develop meaningful City-wide Safety Award.	Risk Management Admin.	September 2011	Presupposes completion of Safety Training Matrix.
Eden Contract Management Module Project.	Risk Management Admin.	On-going	Project parameters are being developed with Stakeholders (IT, Procurement, City Attorney, City Clerk, Internal Audit, Public Works, etc.). On track.
Insure that Property, Casualty, Excess Worker's Comp and ancillary coverage are well-designed to protect and meet the needs of the City and timely renewed at fair price.	HR Director Risk Management Admin.	Annually	Renewals approved by City Commission.
Analyze liability claim counts for trends.	Assist. HR Director Risk Management Admin.	On-going	Current trends are slightly down or flat depending on the type of liability claim.

Policies and Procedures

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

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

Employee Growth and Development

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

Objective: Measure employee performance and ensure minimum standards are being met.			
Action Plan	**Assigned To**	**Completion Date**	**Status**
Written performance evaluations for all employees to be completed annually: 1. Review forms/process to update. 2. Forms on line for easy access. 3. Send reminder notices to directors/managers.	Assist. HR Director Staff	On-going	In Process
Review all personnel forms and update accordingly	HR Director Staff	On-going	In Process
Maintain Record Disposition List	Assist. HR Director Staff	On-going	In Process

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

DEPARTMENT: DEVELOPMENT SERVICES

ORGANIZATION CHART

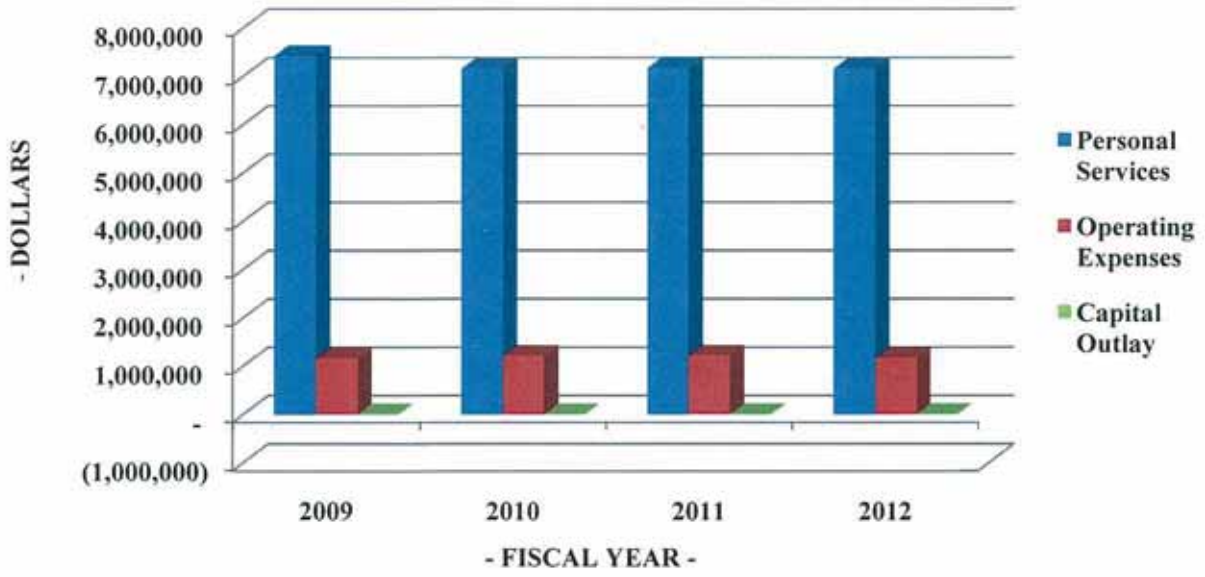
CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

DEVELOPMENT SERVICES DEPARTMENT
BUDGET AND POSITION SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
Personal Services	$ 7,421,057	$ 7,145,847	$ 7,161,516	$ 7,149,406
Operating Expenses	1,161,473	1,213,589	1,222,048	1,166,062
Capital Outlay	1,235	(2,429)	2,705	2,705
TOTALS	$ 8,583,765	$ 8,357,007	$ 8,386,269	$ 8,318,173
No. of Positions	68	62	63	64

EXPENDITURE COMPARISONS



CITY OF CORAL GABLES
FLORIDA

001 GENERAL FUND
DEVELOPMENT SERVICES DEPARTMENT
1200 ADMINSTRATIVE DIVISION
515 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
1129	Development Services Director	-	1	1	$ 127,327
1127	Ass't Dev. Services Director	-	1	1	95,139
0602	Administrative Assistant	-	1	1	38,584
0063	Receptionist	-	1	1	27,955
0061	Cashier	-	1	1	38,354
	TOTAL	-	5	5	**$ 327,359**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ -	$ 351,483	$ 327,359
2000	Employee Benefits	-	197,921	189,794
	Charges - See Other Cost Distributions			
3190	Other Professional Services	-	196,600	176,600
4090	Other Transportation Expense	-	5,400	5,400
4410	Rental of Machinery and Equipment	-	-	2,800
4420	Rental of City's Public Facilities - See Other Cost Distributions	-	20,932	19,660
	Charges - See Other Cost Distributions			
4430	Rental of Land and Buildings	-	4,320	4,320
4550	General Liability Insurance	-	19,538	17,888
4620	Repair and Maintenance of Office Equipment	-	1,900	1,900
4710	Special Printed Forms	-	9,953	953
5100	Office Supplies	-	10,384	10,384
5400	Membership Dues and Subscriptions	-	200	200
6451	Technology Fee/Equipment	-	2,000	2,000
	TOTAL	**$ -**	**$ 820,631**	**$ 759,258**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
1125	Building Director	-	1	1	$ 127,483
1114	Structural Engineer	-	2	2	227,784
1016	Building Official	-	1	1	121,166
1132	Building Services Coordinator	-	-	1	83,637
1107	Chief Plumbing Official	-	1	1	90,412
1105	Chief Mechanical Official	-	1	1	78,270
1103	Chief Electrical Official	-	1	1	57,013
1118	Plans Processor Lead	-	1	1	74,540
0810	Administrative Analyst	-	-	1	51,709
1100	Chief Building Inspector	-	1	1	78,267
1101	Building Inspector	-	4	4	290,039
1104	Electrical Inspector	-	2	2	128,637
1106	Plumbing Inspector	-	1	1	65,686
3111	Mechanical Inspector	-	1	1	65,686
1112	Code Compliance Specialist	-	1	1	68,979
1108	Plans Processor	-	4	3	213,523
0602	Administrative Assistant	-	1	1	54,323
1109	Plans Coordinator Assistant	-	8	7	359,088
	TOTAL	-	**31**	**31**	**$ 2,236,242**

EXPENDITURE DETAIL

				2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries			$ -	$ 2,206,341	$ 2,236,242
2000	Employee Benefits			-	1,362,647	1,281,030
	Charges - See Other Cost Distributions					
3190	Other Professional Services			-	30,185	60,185
4010	Travel Expense			-	1,250	1,250
4020	Central Garage Motor Pool Rent			-	217,668	225,931
	Replacement:	31,356				
	Oper. & Maint:	194,575				
	Oper. & Maint.		194,575			
4090	Other Transportation Expense			-	5,600	5,400
4410	Rental of Machinery and Equipment			-	4,320	4,200
4420	Rental of City's Public Facilities - See Other Cost Distributions			-	47,091	44,231
	Charges - See Other Cost Distributions					
4430	Rental of Land and Buildings			-	75,830	75,830
4550	General Liability Insurance			-	123,179	122,195

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

4620	Repair and Maintenance of Office Equipment	-	1,000	1,000
4710	Special Printed Forms	-	-	4,500
4910	Court Costs & Investigative Expense	-	780	780
4930	Information & Credit Service	-	800	800
5100	Office Supplies	-	12,422	12,182
5209	Protective Clothing	-	850	850
5215	Small Tools & Minor Equipment	-	6,680	680
5400	Membership Dues and Subscriptions	-	1,000	7,000
5410	Employee Training	-	2,795	2,795
6430	Operating Equipment Replacements	-	705	705
	TOTAL	**$ -**	**$ 4,101,143**	**$ 4,087,786**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
1205	Planning Director	-	1	1	$ 133,854
1203	City Planner	-	1	1	121,000
1204	Assistant City Planner	-	-	1	109,930
1209	Principal Planner	-	1	1	62,434
8929	City Architect	-	1	1	78,270
1123	Zoning Official	-	1	1	115,663
1116	Zoning Technician Lead	-	1	1	72,272
1117	Zoning Technician	-	3	3	184,390
1111	Concurrency Administrator	-	1	1	75,876
1109	Plans Coordinator Assistant	-	2	2	90,682
0602	Administrative Assistant	-	1	1	58,431
0031	Secretary	-	1	-	-
0061	Cashier	-	-	1	35,714
	TOTAL	**-**	**14**	**15**	**$ 1,138,516**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ -	$ 1,036,829	$ 1,138,516
2000	Employee Benefits	-	575,135	617,365
	Charges - See Other Cost Distributions			
3190	Other Professional Services	37,704	90,196	30,196
4010	Travel Expense	-	1,000	1,000
4020	Central Garage Motor Pool Rent	-	9,617	9,982
	Charges - See Other Cost Distributions			
	Replacement: 2,165			
	Oper. & Maint: 7,817			
4090	Other Transportation Expense	-	8,100	8,100
4410	Rental of Machinery and Equipment	-	17,830	19,320
4420	Rental of City's Public Facilities - See Other Cost Distributions	-	66,344	62,315
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	-	57,285	62,212
4620	Repair and Maintenance of Office Equipment	-	1,250	1,250
4720	Printing & Binding	-	3,500	3,500
4820	Advertising Expense	-	6,600	6,600
4910	Court Costs & Investigative Expense	-	1,500	1,500

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

4990	Other Miscellaneous Expense	18	3,987	3,987
5100	Office Supplies	-	14,580	13,380
5400	Membership Dues and Subscriptions	-	3,511	3,511
5410	Employee Training	-	800	800
	TOTAL	**$ 37,722**	**$ 1,898,064**	**$ 1,983,534**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
1128	Code Enforcement Director	-	1	1	$ 90,274
1126	Field Supervisor	-	1	1	58,047
1109	Plans Coordinator Assistant	-	2	2	106,818
1102	Code Enforcement Officer	-	9	9	588,212
	TOTAL	-	13	13	$ 843,351

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ -	$ 844,145	$ 843,351
1120	Allowances for Board Members	-	6,600	200
2000	Employee Benefits	-	580,415	515,549
	Charges - See Other Cost Distributions			
3190	Other Professional Services	-	18,000	14,400
3191	Real Estate Commissions	600	16,000	16,000
4410	Rental of Machinery and Equipment	-	2,905	2,800
4420	Rental of City's Public Facilities - See Other Cost Distributions	-	18,541	17,415
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	-	47,028	46,083
4620	Repair and Maintenance of Office Equipment	-	1,000	1,000
4910	Court Costs & Investigative Expense	-	6,500	6,500
4930	Information & Credit Service	-	3,800	3,800
5100	Office Supplies	247	8,000	7,000
5202	Chemicals and Photographic Supplies	-	3,800	3,800
5209	Protective Clothing	-	1,500	1,500
5214	Uniform Allowance	-	6,500	6,500
5215	Small Tools & Minor Equipment	-	600	600
5400	Membership Dues and Subscriptions	-	400	400
5410	Employee Training	-	697	697
	TOTAL	$ 847	$ 1,566,431	$ 1,487,595

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

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

This department has been merged into the new Development Services Department

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

EXPENDITURE DETAIL

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

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

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

This department has been merged into the new Development Services Department

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 785,552	$ -	$ -
2000	Employee Benefits	466,977	-	-
	Charges - See Other Cost Distributions			
3190	Other Professional Services	1,672	-	-
4410	Rental of Machinery and Equipment	4,386	-	-
4420	Rental of City's Public Facilities - See Other Cost Distributions	44,127	-	-
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	43,545	-	-
4620	Repair and Maintenance of Office Equipment	365	-	-
4820	Advertising Expense	1,483	-	-
4990	Other Miscellaneous Expense	386	-	-
5100	Office Supplies	1,294	-	-
5400	Membership Dues and Subscriptions	784	-	-
	TOTAL	**$ 1,350,571**	**$ -**	**$ -**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

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

This department has been merged into the new Development Services Department

EXPENDITURE DETAIL

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

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

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

This department has been merged into the new Development Services Department

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 1,450,358	$ -	$ -
2000	Employee Benefits	961,036	-	-
	Charges - See Other Cost Distributions			
3190	Other Professional Services	14,710	-	-
4020	Central Garage Motor Pool Rent	188,032	-	-
	Charges - See Other Cost Distributions			
	Replacement			
	Oper. & Maint.			
4090	Other Transportation Expense	72	-	-
4420	Rental of City's Public Facilities - See Other Cost Distributions	34,029	-	-
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	74,367	-	-
5100	Office Supplies	3,423	-	-
5209	Protective Clothing	440	-	-
5214	Uniform Allowance	6,500	-	-
5215	Small Tools & Minor Equipment	8	-	-
5400	Membership Dues and Subscriptions	645	-	-
5410	Employee Training	905	-	-
	TOTAL	**$ 2,734,525**	**$ -**	**$ -**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

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

This department has been merged into the new Development Services Department

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

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 819,840	$ -	$ -
1120	Allowances for Board Members	600	-	-
2000	Employee Benefits	648,077	-	-
	Charges - See Other Cost Distributions			
3190	Other Professional Services	11,160	-	-
3191	Real Estate Commissions	34,910	-	-
3192	Red Light Camera Hearing	8,075	-	-
4410	Rental of Machinery and Equipment	2,978	-	-
4420	Rental of City's Public Facilities - See Other Cost Distributions	19,933	-	-
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	46,325	-	-
4910	Court Costs & Investigative Expense	5,698	-	-
5100	Office Supplies	5,469	-	-
5202	Chemicals and Photographic Supplies	993	-	-
5209	Protective Clothing	90	-	-
5214	Uniform Allowance	6,500	-	-
5215	Small Tools & Minor Equipment	349	-	-
	TOTAL	**$ 1,610,997**	**$ -**	**$ -**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

001 GENERAL FUND
PLANNING DEPARTMENT
1300 PLANNING DIVISION
515 COMPREHENSIVE PLANNING

PERSONNEL SCHEDULE

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

This department has been merged into the new Development Services Department

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

EXPENDITURE DETAIL

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: DEVELOPMENT SERVICES

Mission Statement

"To ensure the health, wealth and happiness of our citizens while preserving the historical heritage of the City, and facilitating the development of Coral Gables through the consistent enforcement of the Florida Building Code, Zoning Code and City Code."

Vision

"The conduit for community excellence and construction development utilizing upmost professionalism."

Finances

"To adequately fund and provide essential services that improves the quality of building safety and community standards."

Communication

"To improve all aspects of internal and external communications of the Department."

Efficiency

"To identify activities that can be improved and streamline those activities to provide better service to the users of the Department."

Human Resources

"To encourage all staff to promote cooperation, teamwork and a harmonious working environment which in turn benefits the department user."

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: DEVELOPMENT SERVICES

Finances

"To adequately fund and provide essential services that improves the quality of building safety and community standards."

Objective: Create tools to track departmental financial development			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Create financial reports and implement adequate internal controls	Director	On going	In process
Audit transactions	Director	On going	In process
Hire Administrative Analyst	Director	On going	Coordinate with Human Resources

Objective: Improve Lien process and tracking of liens			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Hire temporary staff for tracking and payments of liens	Director	In process	Coordinate with Human Resources
Create quarterly reports to track cases and related liens	Director/ Code Enf. Lead	On going	In process

Objective: To implement upfront building fee.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Create upfront building permit fee for all projects	Supervisor Building	On going	In process

Objective: To implement a more efficient fleet usage			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Identify staff member to manage a more efficient fleet usage and make recommendations.	Director	On going	Coordinate with Automotive

Objective: Reduce the amount of printed applications			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Encourage downloading applications from the web page	Supervisors	October 2010	On going
Allow for contractors to fill out and apply on line	Supervisors / Ia.T.	December 2012	Coordinate with the IT dept.

Communication

"To improve all aspects of internal and external communications of the Department."

Objective: To effectively provide information to our customers that guides and assists in making an informed decision regarding building, quality and safety.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Update comprehensive department S.O.P.	Supervisors	On going	In process
Review, evaluate and create hand-outs annually	Supervisors	On going	In process
Have appropriate personnel review	Supervisors	On going	In process
To print and distribute hand-outs.	Administrative Assistant	On going	In process
Post updates on the Web: "Questions & Answers", and "What's New"	Supervisors /I.T.	On going	In process

Objective: To establish a process to improve communication.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Create a Support Services Group to consolidate resources in one group and more efficiently allocate resources and communication. The operations supervisors will work together with support service group to improve processes and make recommendations to Director on ways to improve communication within the department.	Director	On going	In process
Implement appropriate recommendations.	Supervisors	On going	In process
Provide training for all employees which targets Customer Service	Supervisors/Human Resources	On going	In Queue

Objective: External communication.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
To insure that all staff members have the communication equipment they need, laptops, PC's, etc.	I.T. Liaison / I.T.	On going	In process
Obtain necessary equipment and/or replace old equipment	I.T. Liaison / I.T.	On going	Coordinate with IT Department
Implement a Queuing System.	I.T. Liaison / I.T.	On going	Coordinate with IT Department
Distribute new equipment to staff that needs it.	I.T. Liaison / I.T.	On going	Distribute as available

Efficiency

"To identify activities that can be improved and streamline those activities to provide better service to the users of the Department."

Objective: To more efficiently serve customers in the department.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Purchase queuing program	IT dept	On going	In queue
Implement queuing program	Supervisors / IT	On going	In queue
Analyze data	Supervisors	On going	In queue
Implement measures to allocate for more efficient resources	Supervisors / Director	On going	In queue

Objective: To develop a unified information center in the department's webpage where staff and public can have access to the most frequently asked questions.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
To create list of most frequent questions.	Administrative Asst.	On going	In process
Identify staff in charge of providing answers	Director	On going	In process
Assign category and provide answers	Supervisors	On going	Not assigned
Update webpage with information	Director / Supervisor / IT liaison.	On going	Not assigned

Objective: To establish the process to review departmental operations.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Create a position for an administrative analyst to evaluate processes within the department	Director	On going	In Queue
Establish a process for staff to recommend specific changes to departmental operations	Admin. Analyst	On going	In Queue

Objective: To adjust more efficient space for permitting personnel according to plans process			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
To review the plans process	Supervisors	On going	In Queue
To relocate staff	Supervisors/Public Works	On going	In Queue
Establish procedures to move plans	Supervisors	On going	In Queue
Implement process	Supervisors	On going	In Queue

Objective: Improve or replace permitting system			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Identify current issue	Supervisors/ IT liaison	On going	In process
Recommend solutions	Supervisors/ IT liaison	On going	In process
Implement	Supervisors/ IT liaison	On going	In process

Human Resources

"To encourage all staff to promote cooperation, teamwork and harmonious working environment which in turn benefits the department user."

Objective: To utilize and strengthen the training and knowledge of department personnel to deliver effective and efficient service.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
To provide the necessary information technology training for Dashboard, Trim, Trapeze and Eden.	Supervisors	On going	On going
Provide necessary trainings so that technical staff maintains their licenses and certifications.	Supervisors	On going	On going

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

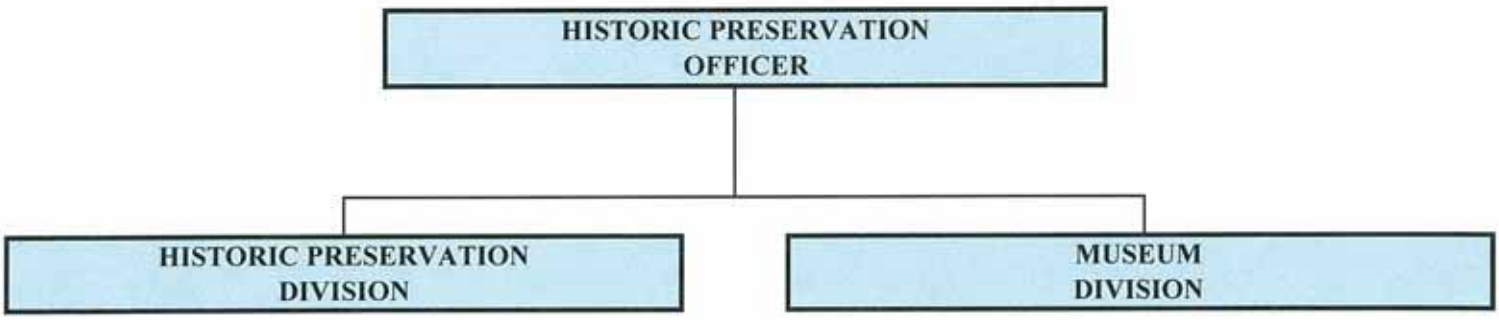
Objective: To sponsor an internship program.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Identify an organization we can partner with.	Administrative Assistant	Annual	In process
Implement the intern program.	Supervisors	Annual	In process

Objective: Define priorities and goals for the department.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Organize Retreat to gather ideas for improving the department	Director	On going	In process
Assign initiatives	Director	On going	In process
Implement initiatives	Supervisors	On going	Not assigned
Follow up on progress	Director	On going	Not assigned

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

DEPARTMENT: HISTORIC RESOURCES

ORGANIZATION CHART



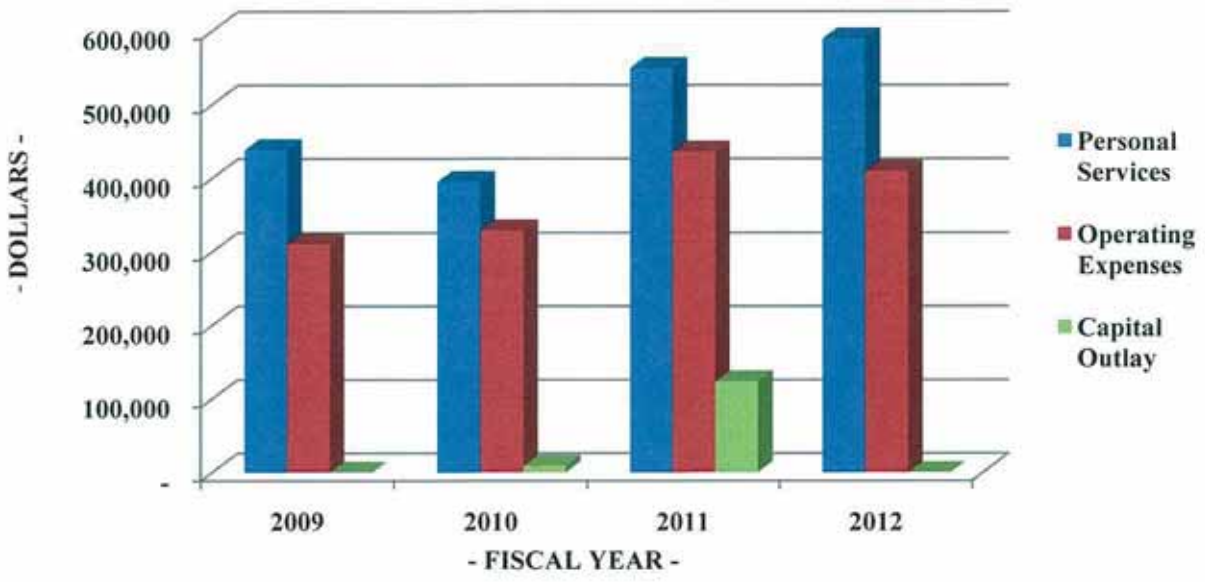
CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

HISTORIC RESOURSES DEPARTMENT
BUDGET AND POSITION SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
Personal Services	$ 437,867	$ 394,738	$ 549,304	$ 589,069
Operating Expenses	310,994	329,043	435,719	409,641
Capital Outlay	-	8,759	123,251	-
TOTALS	$ 748,861	$ 732,540	$ 1,108,274	$ 998,710
No. of Positions	5	4	4	4

EXPENDITURE COMPARISONS



001 GENERAL FUND
HISTORIC RESOURSES DEPARTMENT
1320 HISTORIC PRESERVATION DIVISION
573 CULTURAL SERVICES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
2005	Historic Preservation Officer	1	1	1	$ 151,262
0618	Historic Preservation Admin.	1	1	-	5,748
2007	Historic Preservation Specialist	-	-	1	45,452
0602	Administrative Assistant	1	1	1	49,269
	TOTAL	**3**	**3**	**3**	**$ 251,731**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 219,221	$ 243,118	$ 251,731
2000	Employee Benefits	140,785	133,652	132,047
	Charges - See Other Cost Distributions			
3190	Other Professional Services	11,557	14,600	14,600
4010	Travel Expense	-	1,000	1,000
4020	Central Garage Motor Pool Rent	-	4,590	4,764
	Charges - See Other Cost Distributions			
	Replacement: 974			
	Oper. & Maint: 3,790			
4090	Other Transportation Expense	8,100	5,400	5,400
4410	Rental of Machinery and Equipment	12,050	12,600	12,603
4420	Rental of City's Public Facilities - See Other Cost Distributions	175,002	239,777	225,215
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	11,235	11,741	13,755
4620	Repair and Maintenance of Office Equipment	-	800	800
4720	Printing & Binding	1,650	5,266	5,266
4820	Advertising Expense	1,279	3,960	3,960
4990	Other Miscellaneous Expense	6,766	13,032	5,000
5100	Office Supplies	4,599	6,300	6,300
5202	Chemicals and Photographic Supplies	-	1,832	1,000
5400	Membership Dues and Subscriptions	435	900	900
5410	Employee Training	460	2,000	2,000
6460	Other Equipment Additions	8,759	114,904	-
	TOTAL	**$ 601,898**	**$ 815,472**	**$ 686,341**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

001 GENERAL FUND
HISTORIC RESOURSES DEPARTMENT
1330 MUSEUM DIVISION
573 CULTURAL SERVICES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
2006	Ass't Historic Pres. Officer	1	1	1	$ 96,531
9006	Part-time Employees	-	-	-	54,360
	TOTAL	**1**	**1**	**1**	**$ 150,891**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 414	$ 123,644	$ 150,891
2000	Employee Benefits	34,318	48,890	54,400
	Charges - See Other Cost Distributions			
3190	Other Professional Services	3,974	5,400	5,400
4090	Other Transportation Expense	-	-	5,400
4420	Rental of City's Public Facilities - See Other Cost Distributions	79,091	72,703	68,288
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	3,738	6,873	8,245
4720	Printing & Binding	2,070	4,000	4,000
4820	Advertising Expense	-	750	750
4990	Other Miscellaneous Expense	3,631	15,200	8,000
5100	Office Supplies	2,044	2,800	2,800
5201	Agricultural Supplies	716	985	985
5202	Chemicals and Photographic Supplies	536	2,000	2,000
5215	Small Tools & Minor Equipment	-	300	300
5400	Membership Dues and Subscriptions	110	210	210
5410	Employee Training	-	700	700
6460	Other Equipment Additions	-	8,347	-
	TOTAL	**$ 130,642**	**$ 292,802**	**$ 312,369**

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: HISTORIC RESOURCES

MISSION STATEMENT

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

VISION STATEMENT

"Preserving and presenting the heritage of the City"

HISTORIC RESOURCES DEPARTMENT GOAL AREAS

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

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

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

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

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

Education

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

Objective: To increase awareness of Local Historic Designation / Ad Valorem programs and benefits across City Departments.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Create document (poster / brochure) outlining qualifications for and benefits of Department programs and provide to Building & Zoning Department.	Staff w/Public Affairs	December 2011	In queue
Include need for Letter of Historic Significance on Demolition Permit Checklist at Building & Zoning	Kara Kautz w/ B&Z	Done	On list

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

Objective: Increase educational focus of Coral Gables Merrick House.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Explore programs at Merrick House that promote educational growth. (i.e. lectures, concerts, art instruction)	Staff	On-going	On-going
Develop educational materials targeted at specific ages / levels.	Staff	On-going	On-going
Open second floor to tours.	Staff	November 2010	Complete – second floor included on House tours.
Explore option of providing audio tours as supplement to docent-led tours.	Staff	T.B.D.	On hold
Create three new brochures for Merrick House visitors (Garden, Collections, and General brochure.	Staff/ Merrick House Board	Partially completed	1st brochure printed November 2010. Others to follow.

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

Programs and Services

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

Objective: Increase efficiency and accuracy of Department website.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Update website and make more user-friendly. *How:* 1. *Include more useful information:* *All department forms online in PDF format.* *Update links to helpful sites and other departments.* *Post Board schedules, deadlines and minutes in PDF format.* 2. *Include more information about Department programs and projects.* 3. *Include information about existing designated properties:* *Upload pictures, designation reports and maps.*	Staff w/IT	On-going	On-going

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

Protection

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

Objective: To proactively expand inventory of City's historic fabric.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Increase number of Local Historically Designated properties. *How:* 1. *Identify eligible properties.* 2. *Create a priority list of properties.* 3. *Allocate resources toward designation.* 4. *Draft designation report.* 5. *Submit report for Board approval.*	Staff	On-going (at least six individual local historic designations per year)	In Process (Eight designations processed in 2010-2011)
Increase number of Local Historically Designated Districts. *How:* 1. *Identify eligible properties.* 2. *Create a priority list of properties.* 3. *Allocate resources toward designation.* 4. *Draft designation report.* 5. *Submit report for Board approval.*	Staff	On-going (at least one per two-year period)	In Process-Two district designations undergoing Staff evaluation.

Objective: To add additional layer of prestige / protection to Local Historically Designated Properties and Districts.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Increase number of Nationally Historically Designated properties and / or districts. *How:* 1. *Identify eligible properties.* 2. *Create a priority list of properties.* 3. *Allocate resources toward designation.* 4. *Draft designation report.* 5. *Submit report for Board approval.* 6. *Submit to State and to National Park Service.*	Staff	On-going (at least 1 designated per two-year period)	In Process (One report in progress)

Protection (con't.)

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

Objective: Maximize Ad Valorem Tax Abatement Program as tool to protect historic fabric.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Develop new incentives and add incentives for historic commercial and multi-family properties. *How:* *1. Revisit policies for commercial and multi-family properties* *2. Research other cities' programs for similarities / differences.* *3. Coordinate efforts with other City departments (i.e. Planning) as necessary.* *4. Draft new ordinances to supplement existing.* *Work with City Attorney's office*	Dona, Spain and Kara Kautz w/City Attorney	T.B.D. – on hold	Pending resolution of budget issues.

Objective: To protect the archives of the City.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Actively protect the Archives of the City, Merrick House and Coral Gables Museum to the standards of the American Association of Museums through Collection Policies / Plans. *How:* *1. Write official Collection Policy for each archive division.* *2. Implement Collection Policies through City Commission.* *3. Sort and professionally catalogue existing collections.* *4. Provide proper storage and / or display for existing archives.* *5. Maintain archives in consistent manner.*	Staff Archivist	TBD depending on date of hire of Archivist.	Pending resolution of budget issues.
Actively protect the Archives of the City, Merrick House and Coral Gables Museum to the standards of the American Association of Museums through Collection Management plans. *How:* *1. Create written Collection Management plan for each archive division.* *2. Implement Collection Management plans.*	Staff Archivist	TBD depending on date of hire of archivist.	Pending resolution of budget issues.

Protection (con't.)

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

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

Finances

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

Objective: To adequately fund programs and projects.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Explore and seek grant funding as available and necessary. *How:* 1. *Identify funding opportunities.* 2. *Identify project needs for alternative funding.* 3. *Seek funding as necessary.*	Dona Spain and Staff	Annual	On-going

Objective: To seek outside support for Department projects			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Implement annual internship program. *How:* 1. *Work with local universities to increase awareness and implement program.* 2. *Explore option of one-class credit for summer internship with universities (possibly in lieu of payment).*	Dona Spain	On-going / Annual	In Process. Internship initiated in Fall 2006.
Seek outside volunteers for Department projects. *How:* 1. *Work with local universities.* 2. *Propose Department projects to professors for class work assignments.*	Staff	On-going / Annual	In Process.

Human Resources

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

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

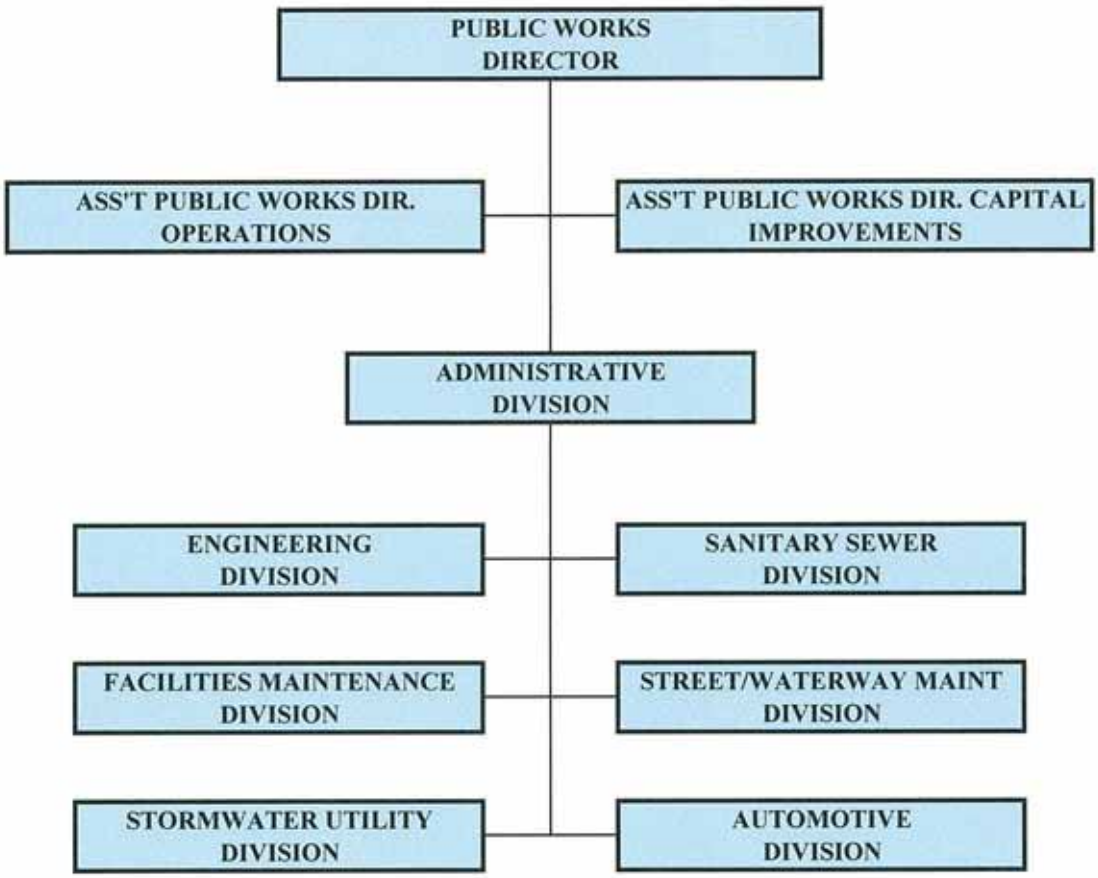
Objective: Strengthen docent program for Merrick House and Coral Gables Museum.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Increase number of docents in Merrick House program. *How:* 1. *Identify alternate sources from which to recruit.* 2. *Approach sources for volunteers.* 3. *Retain current docents.* 4. *Identify reciprocity opportunities between Merrick House and Coral Gables Museum.*	Staff & Merrick House Board	On-going	Begun April 2006.

CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

DEPARTMENT: PUBLIC WORKS

ORGANIZATION CHART



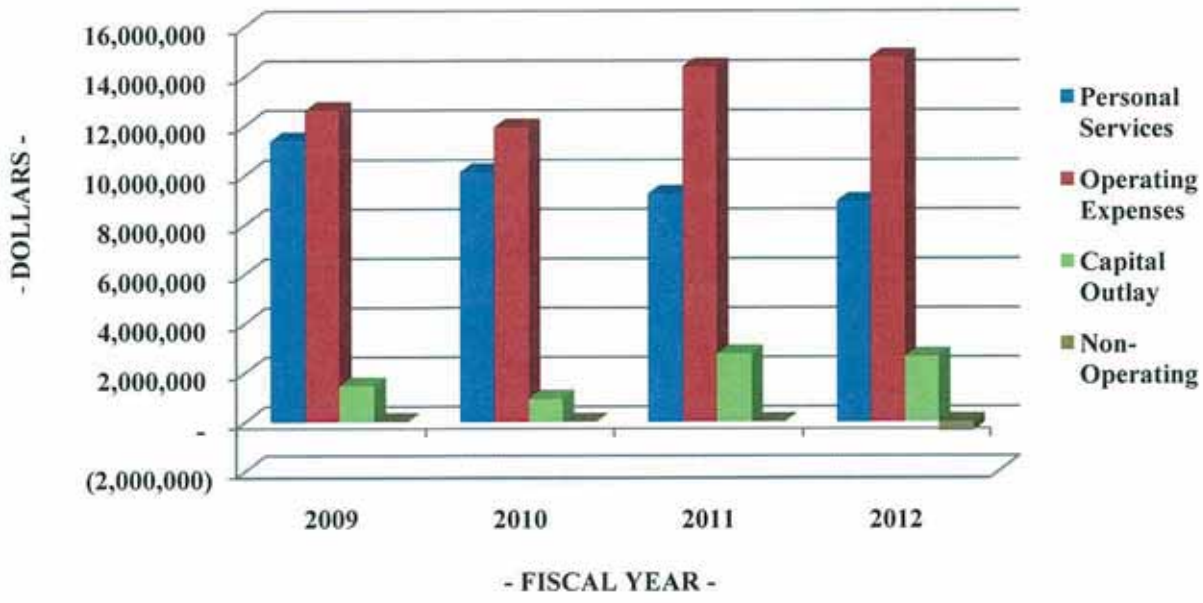
CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

PUBLIC WORKS DEPARTMENT
BUDGET AND POSITION SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
Personal Services	$ 11,377,187	$ 10,111,309	$ 9,239,100	$ 8,915,684
Operating Expenses	12,600,769	11,930,920	14,361,252	14,745,956
Capital Outlay	1,457,569	939,764	2,749,566	2,639,674
Non-Operating	-	-	-	(380,828)
TOTALS	$ 25,435,525	$ 22,981,993	$ 26,349,918	$ 25,920,486
No. of Positions	106	90	86	84

EXPENDITURE COMPARISONS



CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
1025	Public Works Director	1	1	1	$ 127,483
1026	Ass't Pub Wrks Dir - Operations	1	1	1	104,894
0067	Ass't Pub Wrks Dir - Cap Impr.	-	1	1	93,513
1029	Central Division Supervisor	1	1	1	57,972
0012	Clerical Assistant II	1	1	1	45,582
	TOTAL	**4**	**5**	**5**	**$ 429,444**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 425,878	$ 412,973	$ 429,444
2000	Employee Benefits	271,607	297,445	239,861
	Charges - See Other Cost Distributions			
2610	Employee Awards	-	300	300
3190	Other Professional Services	-	1,000	1,000
4020	Central Garage Motor Pool Rent	12,146	11,226	11,652
	Charges - See Other Cost Distributions			
	Replacement: 2,219			
	Oper. & Maint: 9,433			
4090	Other Transportation Expense	5,400	10,800	10,800
4410	Rental of Machinery and Equipment	9,473	9,000	9,000
4420	Rental of City's Public Facilities - See Other Cost Distributions	21,860	21,116	19,833
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	22,536	27,100	23,466
4620	Repair and Maintenance of Office Equipment	50	500	1,000
4630	Repair and Maintenance of Machinery & Equipment	-	350	350
4710	Special Printed Forms	92	600	600
4720	Printing & Binding	-	500	500
4820	Advertising Expense	-	300	300
4990	Other Miscellaneous Expense	18	800	300
5100	Office Supplies	11,810	7,000	7,000
5202	Chemicals and Photographic Supplies	-	500	500

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

5203	Drugs and Medical Supplies	-	50	50
5213	Rental of Uniforms for Employees	-	500	500
5215	Small Tools & Minor Equipment	473	1,000	1,000
5400	Membership Dues and Subscriptions	838	700	700
5410	Employee Training	36	3,500	3,500
9010	Intradepartmental Credits	-	-	(380,828)
	TOTAL	**$ 782,217**	**$ 807,260**	**$ 380,828**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
1020	Engineering Division Supervisor	1	1	1	$ 88,130
1017	Civil Engineer	3	3	4	304,045
1012	Construction Inspector	2	2	2	159,344
1010	Survey Party Chief	1	-	-	-
1008	Land Surveyor	1	1	1	94,764
1004	Engineering Technician	1	1	1	59,601
1003	Engineering Technician Ass't	1	1	1	56,631
1002	Engineering Aide II	2	1	1	51,477
3005	Maintenance Worker II	1	-	-	-
1013	Construction Manager	1	2	2	141,251
1102	Code Enforcement Officer	1	1	1	56,592
0055	Grants Administrator	1	1	-	-
1021	Architect	1	1	-	7,176
9003	Part-time Employees	-	-	-	3,000
8888	Overtime	-	-	-	1,000
	TOTAL	**17**	**15**	**14**	**$ 1,023,011**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 1,319,608	$ 1,117,431	$ 1,023,011
2000	Employee Benefits	928,873	704,526	607,572
	Charges - See Other Cost Distributions			
3190	Other Professional Services	523	39,345	39,345
4020	Central Garage Motor Pool Rent	86,254	87,598	90,923
	Charges - See Other Cost Distributions			
	Replacement: 15,472			
	Oper. & Maint: 75,451			
4410	Rental of Machinery and Equipment	3,041	5,000	5,000
4420	Rental of City's Public Facilities - See Other Cost Distributions	46,770	45,178	42,434
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	69,580	57,334	55,901
4620	Repair and Maintenance of Office Equipment	-	3,000	3,000
4630	Repair and Maintenance of Machinery & Equipment	-	1,100	1,100
4710	Special Printed Forms	102	1,000	1,000
4720	Printing & Binding	1,328	3,000	3,000

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

4820	Advertising Expense	-	500	500
4990	Other Miscellaneous Expense	459	1,000	1,000
5100	Office Supplies	8,366	5,000	5,000
5202	Chemicals and Photographic Supplies	-	200	200
5208	Household & Institutional Supplies	-	500	1,000
5209	Protective Clothing	1,124	2,050	1,550
5211	Building Materials and Supplies	-	1,000	1,000
5213	Rental of Uniforms for Employees	731	2,000	2,000
5215	Small Tools & Minor Equipment	1,905	3,500	3,500
5400	Membership Dues and Subscriptions	222	1,720	1,720
5410	Employee Training	355	1,350	1,350
6450	Office Equipment Replacement	1,000	1,000	1,000
	TOTAL	**$ 2,470,241**	**$ 2,084,332**	**$ 1,892,106**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
3125	Maintenance Div. Supt	1	1	1	$ 86,891
3115	Master Refrigeration Mechanic	1	1	1	74,148
3110	Master Electrician	1	1	1	72,419
3109	Electrician	1	1	1	50,914
3106	Carpenter	1	1	1	59,601
3101	Maintenance Repair Worker	5	5	5	218,120
3011	Senior Foreman	1	1	1	68,812
3004	Maintenance Worker I	1	1	1	26,666
1007	Facilities Analyst	1	1	1	68,971
0016	City Dispatcher	1	1	1	51,369
9419	Part-time Employees	-	-	-	54,600
8888	Overtime	-	-	-	18,600
	TOTAL	**14**	**14**	**14**	**$ 851,111**

EXPENDITURE DETAIL

			2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries		$ 893,052	$ 870,587	$ 851,111
2000	Employee Benefits		599,602	567,603	569,137
	Charges - See Other Cost Distributions				
3190	Other Professional Services		101,284	151,000	157,000
3410	Laundry & Sanitation Services		12,725	21,965	21,965
3420	Custodial & Janitorial Services		373,039	426,000	426,000
4020	Central Garage Motor Pool Rent		172,291	159,914	165,579
	Charges - See Other Cost Distributions				
	Replacement:	24,781			
	Oper. & Maint:	134,807			
4040	Central Garage Miscellaneous Charges		-	10,000	10,000
4310	Electric Utility Service		1,745,451	2,550,000	2,250,000
4330	Heating & Cooking Fuel		14,816	16,650	17,640
4350	Water & Sewer Utility Service		396,335	364,600	364,600
4410	Rental of Machinery and Equipment		3,966	8,000	8,000
4420	Rental of City's Public Facilities - See Other Cost Distributions		56,309	54,025	53,972
	Charges - See Other Cost Distributions				

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

4550	General Liability Insurance	45,892	48,094	46,507
4610	Repair & Maintenance of Buildings & Improvements	563,116	745,560	745,560
4630	Repair and Maintenance of Machinery & Equipment	-	1,200	1,200
4990	Other Miscellaneous Expense	(52,759)	-	-
5100	Office Supplies	967	2,000	2,000
5202	Chemicals and Photographic Supplies	587	662	1,000
5203	Drugs and Medical Supplies	-	200	200
5204	Cleaning & Janitorial Supplies	-	3,900	6,910
5209	Protective Clothing	1,519	2,200	2,200
5211	Building Materials and Supplies	66,966	73,600	63,600
5213	Rental of Uniforms for Employees	3,641	5,000	5,000
5215	Small Tools & Minor Equipment	378	3,000	3,000
5217	Operating Equipment Repair Parts	-	500	500
5218	Installed Building Equipt. Repair Parts	53,062	62,400	62,400
5400	Membership Dues and Subscriptions	1,048	1,060	1,060
5410	Employee Training	523	525	525
6190	Electric Utility Control	-	25,000	25,000
6300	Improvements Other Than Buildings	6,802	10,000	10,000
6430	Operating Equipment Replacements	6,618	17,500	17,500
6431	Special Replacements	-	20,000	20,000
6435	Fire Hydrant Replacements	19,084	15,000	15,000
6440	Operating Equipment Additions	-	338	-
	TOTAL	**$ 5,086,314**	**$ 6,238,083**	**$ 5,924,166**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
3203	Equipment Operator II	3	2	2	$ 101,356
3101	Maintenance Repair Worker	1	1	1	44,704
3201	Equipment Operator I	-	1	1	38,084
1030	Construction Project Coordinator	1	1	1	64,131
1015	Project Engineer	1	1	1	86,290
1005	Project Coordinator Assistant	1	1	1	49,026
1018	Engineering Assistant	1	1	1	72,272
9006	Part-time Employees	-	-	-	41,200
8888	Overtime	-	-	-	30,000
	TOTAL	**8**	**8**	**8**	**$ 527,063**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 526,004	$ 522,913	$ 527,063
2000	Employee Benefits	389,125	355,010	355,312
	Charges - See Other Cost Distributions			
3110	Engineering & Architect Services	-	-	10,000
3170	Mgmt & Staff Interdept'l Charge	-	-	190,413
3190	Other Professional Services	1,451	10,000	10,000
3200	Accounting & Auditing Services	39,964	40,000	30,000
4370	Waste Disposal Service	5,325	15,000	15,000
4410	Rental of Machinery and Equipment	1,654	3,000	3,000
4420	Rental of City's Public Facilities - See Other Cost Distributions	27,878	27,484	27,462
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	29,005	28,968	28,800
4610	Repair & Maintenance of Buildings & Improvements	-	9,000	10,000
4630	Repair and Maintenance of Machinery & Equipment	-	1,500	500
4940	Taxes & License Fees Paid	-	12,000	12,000
4990	Other Miscellaneous Expense	(28,594)	1,000	1,000
5100	Office Supplies	1,069	1,000	1,000
5202	Chemicals and Photographic Supplies	1,542	1,500	1,500

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

5204	Cleaning & Janitorial Supplies	-	500	500
5207	Motor Fuel and Lubricants	802	1,000	1,000
5209	Protective Clothing	3,232	2,000	2,000
5211	Building Materials and Supplies	4,216	5,000	5,000
5213	Rental of Uniforms for Employees	1,454	2,200	2,200
5215	Small Tools & Minor Equipment	2,891	4,000	2,000
5216	Motor Equipment Repair Parts	-	-	2,000
5217	Operating Equipment Repair Parts	485	2,000	2,000
5410	Employee Training	526	1,000	1,000
6430	Operating Equipment Replacements	14,482	178,274	178,274
	TOTAL	**$ 1,022,511**	**$ 1,224,349**	**$ 1,419,024**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
3122	Sanitary Sewer Div. Supt	1	1	1	$ 74,547
3203	Equipment Operator II	2	2	2	89,765
3201	Equipment Operator I	1	1	1	36,872
3121	Sewer Line Technician II	1	1	1	59,466
3118	Sewer Maintenance Mechanic	1	1	1	59,466
3109	Electrician	1	1	1	75,881
3101	Maintenance Repair Worker	3	3	3	153,347
3011	Senior Foreman	1	1	1	43,389
9008	Part-time Employees	-	-	-	43,415
8888	Overtime	-	-	-	25,000
	TOTAL	**11**	**11**	**11**	**$ 661,148**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 651,208	$ 684,914	$ 661,148
2000	Employee Benefits	493,787	453,074	446,995
	Charges - See Other Cost Distributions			
3110	Engineering & Architect Services	-	30,000	30,000
3170	Mgmt & Staff Interdept'l Charge	-	-	190,413
3190	Other Professional Services	318	25,000	25,000
3200	Accounting & Auditing Services	48,456	70,000	70,000
4010	Travel Expense	-	1,500	1,500
4020	Central Garage Motor Pool Rent	248,679	231,523	240,312
	Charges - See Other Cost Distributions			
	Replacement: 34,717			
	Oper. & Maint: 205,595			
4350	Water & Sewer Utility Service	-	1,200	1,200
4370	Waste Disposal Service	2,225,369	2,300,000	2,494,000
4410	Rental of Machinery and Equipment	920	2,000	2,000
4420	Rental of City's Public Facilities - See Other Cost Distributions	277,344	273,694	273,476
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	37,014	37,821	36,127

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

4610	Repair & Maintenance of Buildings & Improvements	3,675	23,000	23,000
4630	Repair and Maintenance of Machinery & Equipment	2,655	25,000	25,000
4720	Printing & Binding	-	1,500	1,500
4940	Taxes & License Fees Paid	-	14,000	14,000
4990	Other Miscellaneous Expense	(26,065)	15,000	15,000
5100	Office Supplies	1,717	1,200	1,200
5202	Chemicals and Photographic Supplies	2,028	3,000	3,000
5204	Cleaning & Janitorial Supplies	-	600	600
5207	Motor Fuel and Lubricants	3,513	6,500	4,000
5209	Protective Clothing	2,756	6,300	6,300
5211	Building Materials and Supplies	4,638	8,000	8,000
5213	Rental of Uniforms for Employees	2,368	3,300	3,300
5215	Small Tools & Minor Equipment	4,561	7,500	7,500
5216	Motor Equipment Repair Parts	1,260	5,000	5,000
5217	Operating Equipment Repair Parts	5,628	77,500	80,000
5218	Installed Building Equipt. Repair Parts	2,250	10,000	10,000
5400	Membership Dues and Subscriptions	-	425	425
5410	Employee Training	-	2,900	2,900
6430	Operating Equipment Replacements	117,381	1,100,000	1,100,000
6440	Operating Equipment Additions	390	-	-
	TOTAL	**$ 4,111,850**	**$ 5,421,451**	**$ 5,782,896**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
3205	Equipment Operator III	1	1	1	$ 62,421
3203	Equipment Operator II	3	3	3	124,805
3201	Equipment Operator I	1	1	1	35,177
3011	Senior Foreman	1	1	1	68,812
3005	Maintenance Worker II	2	2	2	75,315
8888	Overtime	-	-	-	7,000
	TOTAL	**8**	**8**	**8**	**$ 373,530**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 404,273	$ 374,935	$ 373,530
2000	Employee Benefits	328,140	311,904	344,402
	Charges - See Other Cost Distributions			
4020	Central Garage Motor Pool Rent	805,652	757,093	785,833
	Charges - See Other Cost Distributions Replacement: 99,512 Oper. & Maint: 686,321			
4040	Central Garage Miscellaneous Charges	2,100	2,100	2,100
4370	Waste Disposal Service	8,582	7,900	7,900
4410	Rental of Machinery and Equipment	1,211	2,000	2,000
4420	Rental of City's Public Facilities - See Other Cost Distributions	1,312,446	1,318,131	1,238,077
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	20,021	20,535	20,411
4610	Repair & Maintenance of Buildings & Improvements	8,632	23,000	25,000
4630	Repair and Maintenance of Machinery & Equipment	671	2,000	1,000
4710	Special Printed Forms	-	1,000	1,000
4720	Printing & Binding	-	700	700
5100	Office Supplies	1,020	1,000	1,000
5202	Chemicals and Photographic Supplies	508	1,000	1,000
5203	Drugs and Medical Supplies	-	300	300
5204	Cleaning & Janitorial Supplies	-	300	300

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

5207	Motor Fuel and Lubricants	399	400	400
5209	Protective Clothing	2,923	3,000	3,000
5211	Building Materials and Supplies	24,730	28,000	28,000
5213	Rental of Uniforms for Employees	3,533	5,500	5,500
5215	Small Tools & Minor Equipment	1,151	2,500	1,500
5216	Motor Equipment Repair Parts	3,416	2,500	2,500
5217	Operating Equipment Repair Parts	1,962	2,000	2,000
5218	Installed Building Equipt. Repair Parts	-	2,000	2,000
5219	Other Repair & Maintenance Supplies	1,499	1,500	1,500
	TOTAL	**$ 2,932,869**	**$ 2,871,298**	**$ 2,850,953**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
1017	Civil Engineer	1	1	1	$ 86,111
1018	Engineering Assistant	1	1	1	72,272
	TOTAL	**2**	**2**	**2**	**$ 158,383**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 171,830	$ 159,203	$ 158,383
2000	Employee Benefits	113,095	108,295	110,956
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	8,385	8,823	8,655
4820	Advertising Expense	-	797	797
4990	Other Miscellaneous Expense	(756)	-	-
5100	Office Supplies	-	2,000	2,000
	TOTAL	**$ 292,554**	**$ 279,118**	**$ 280,791**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

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

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 7,551	$ -	$ -
2000	Employee Benefits	3,493	-	-
	TOTAL	$ 11,044	$ -	$ -

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
4020	Automotive Director	1	1	1	$ 116,243
4018	Automotive Supervisor	3	3	3	192,970
4017	Service Writer	1	1	1	36,629
4016	Welder Mechanic Foreman	1	1	1	67,245
4015	Welder Mechanic II	1	1	1	53,338
4012	Auto Body Worker Foreman	1	1	1	62,550
4011	Automotive Body Worker II	2	1	1	54,038
4009	Senior Fire Equip. Mechanic	1	-	-	-
4007	Senior Automotive Mechanic	6	6	6	355,155
4006	Automotive Mechanic	8	7	6	315,876
0602	Administrative Assistant	1	1	1	61,220
4001	Automotive Mechanic - PT	-	-	-	41,184
8888	Overtime	-	-	-	7,500
	TOTAL	**26**	**23**	**22**	**$ 1,363,948**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 1,533,642	$ 1,424,259	$ 1,363,948
2000	Employee Benefits	1,050,541	873,728	853,511
	Charges - See Other Cost Distributions			
3190	Other Professional Services	-	1,000	1,000
4020	Central Garage Motor Pool Rent	149,031	143,991	143,991
	Charges - See Other Cost Distributions			
	Replacement: 26,790			
	Oper. & Maint: 117,201			
4090	Other Transportation Expense	4,950	5,400	5,400
4370	Waste Disposal Service	8,742	13,880	12,000
4410	Rental of Machinery and Equipment	5,155	2,985	4,255
4420	Rental of City's Public Facilities - See Other Cost Distributions	264,325	255,331	255,127
	Charges - See Other Cost Distributions			
4450	Lease Equipment	55,825	285,000	285,000
4550	General Liability Insurance	83,774	78,220	72,280
4610	Repair & Maintenance of Buildings & Improvements	-	2,000	2,000
4620	Repair and Maintenance of Office Equipment	426	500	500
4630	Repair and Maintenance of Machinery & Equipment	5,479	6,750	7,100

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

4691	Commercial Garages	134,364	166,750	150,000
4710	Special Printed Forms	480	1,200	1,200
4940	Taxes & License Fees Paid	7,645	10,000	15,000
4990	Other Miscellaneous Expense	(38,008)	-	-
5100	Office Supplies	6,885	4,750	5,250
5202	Chemicals and Photographic Supplies	-	250	-
5203	Drugs and Medical Supplies	163	250	-
5204	Cleaning & Janitorial Supplies	-	400	-
5207	Motor Fuel and Lubricants	1,235,483	1,645,000	1,900,000
5208	Household & Institutional Supplies	-	300	700
5209	Protective Clothing	1,835	5,700	5,700
5211	Building Materials and Supplies	-	300	300
5213	Rental of Uniforms for Employees	4,849	7,900	7,000
5214	Uniform Allowance	478	610	1,510
5215	Small Tools & Minor Equipment	12,715	15,700	15,700
5216	Motor Equipment Repair Parts	834,405	924,390	843,671
5217	Operating Equipment Repair Parts	-	350	-
5219	Other Repair & Maintenance Supplies	7,155	8,000	8,000
5220	Motor Oil and Other Lubricants	37,128	37,000	37,000
5400	Membership Dues and Subscriptions	1,451	2,020	2,020
5410	Employee Training	12,782	10,585	10,585
6410	Motor Equipment Replacements in Fleet	766,360	1,391,554	1,243,000
6430	Operating Equipment Replacements	7,108	15,100	54,100
6450	Office Equipment Replacement	539	800	800
	TOTAL	**$ 6,195,707**	**$ 7,341,953**	**$ 7,307,648**

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

EXPENDITURE DETAIL

			2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
4020	Central Garage Motor Pool Rent		$ 72,071	$ 62,074	$ 62,074
	Charges - See Other Cost Distributions				
	Replacement:	11,904			
	Oper. & Maint:	50,170			
4410	Rental of Machinery and Equipment		4,615	20,000	20,000
	TOTAL		**$ 76,686**	**$ 82,074**	**$ 82,074**

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS

I. DEPARTMENTAL MISSION/FUNCTION STATEMENTS

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

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

- Function Statement:

Central Administration Division

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

DEPARTMENTAL MISSION/FUNCTION STATEMENTS

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

Engineering Division

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS

DEPARTMENTAL MISSION/FUNCTION STATEMENTS

Facilities Maintenance Division

The division maintains all City-owned facilities including buildings, parks, lift stations, fountains, plazas, entrances, parking lots, parking garages and streetlights. This division is also responsible for providing remodeling, routine maintenance, capital improvements and maintenance of emergency backup generators. The division oversees the support services provided by service contractors that range from janitorial, security to 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, which include The Farmers Market, 4th of July, the Holiday Season, Mayor and Commission Receptions and the Junior Orange Bowl Parade. Special projects such as the international flags that line Ponce de Leon Boulevard are also the responsibility of this division.

Utilities Division

The division provides Sanitary Sewer and Stormwater Sewer services. The Sanitary Sewer Utility maintains 43 sewer pumping stations that collect sewage from approximately 93 miles of gravity sewers. The pumping stations pump the sewage that is collected through approximately 27 miles of force main piping in a network of interlacing pipelines to the Virginia Key Sewage Treatment Plant. The stormwater utility maintains all stormwater catch basins and associated piping to collect rainwater from the right-of-way throughout the City of Coral Gables. This collected rainwater is disbursed into various treatment systems ranging from drainage trenches and french drains to pumping stations and the automated flood gate. There are in excess of 2,500 drainage structures that are maintained by the utility. Both utilities are on-call for emergencies (24) hours a day to ensure the health and safety of the citizens of the City of Coral Gables.

Right-of-Way Enforcement and Maintenance Division

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS

DEPARTMENTAL MISSION/FUNCTION STATEMENTS

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 secretaries and office space. These boards consist of the Board on Disability Affairs, Traffic Advisory Board and Green Task Force.

Specialized Committees – The Department actively supports several specialized committees, by providing technical knowledge, staff support, and funding. Some committees such as security, energy management are under the direction of the Department. The committees are Emergency Management, Special Holiday Events, Security, Capital Improvement Planning, Consultant Selection, Energy Management, Risk Management and Safety.

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS

II. **REPORT ON DEPARTMENTAL OBJECTIVES**

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **COMMUNICATION/COOPERATION**

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

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

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **GROWTH AND DEVELOPMENT**

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

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS

REPORT ON DEPARTMENTAL OBJECTIVES

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **SERVICES OFFERED**

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

OBJECTIVES:

- Continue the Preventive Maintenance Program that emphasizes the reduction of funds spent on equipment replacement
- Exceed Federal requirements for quality control of stormwater discharges into open bodies of water
- Create partnerships with the private sector and achieve a more cost-effective means of providing quality service
- Continue to address traffic management through installation of traffic calming devices
- Increase Paving Program

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **EFFICIENCY**

To provide cost effective services that efficiently utilize City resources.

OBJECTIVES:

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS

III. **REPORT ON WORKLOAD INDICATORS**

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

- **WORKLOAD INDICATORS**
(From 2010-2011)

	2011-2012 Projected
Produce specific status reports for public and internal information	24 reports
Provide support for special events	60 events
Support of City boards and committees	8

- **NEW WORKLOAD INDICATORS (if applicable)**
(For 2011-2012)

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS

REPORT ON WORKLOAD INDICATORS

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **GROWTH AND DEVELOPMENT**

- **WORKLOAD INDICATORS**
  (From 2010-2011)

	2011-2012 Projected
Number of plans reviewed/processed per day	25
Number of street lights installed per year:	15
Number of right-of-way and code enforcement inspections per year	4,200
Number of right-of-way permits issued per year	800
Number of formal bids and proposals processed	28
Number of grant application packages prepared and submitted	3
Permitted remodeling & new construction projects	0
Number of capital improvement projects	6
Procurement- number of contracts issued	30
Number of certified ticket agents for right-of-way code enforcement	8
Number of right-of-way code violations issued	50
Verification of budget balances through department audits and EDEN	12 audits

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS

REPORT ON WORKLOAD INDICATORS

GROWTH AND DEVELOPMENT Cont'd

- **NEW WORKLOAD INDICATORS (if applicable)**
  (For 2011-2012)

Number of plans reviewed/processed per day	
Number of street lights installed per year:	
Number of right-of-way and code enforcement inspections per year	
Number of right-of-way permits issued per year	
Number of formal bids and proposals processed	
Number of grant application packages prepared and submitted	
Permitted remodeling & new construction projects	
Number of capital improvement projects	
Procurement- number of contracts issued	
Number of certified ticket agents for right-of-way code enforcement	
Number of right-of-way code violations issued	
Verification of budget balances through department audits and EDEN	

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS

REPORT ON WORKLOAD INDICATORS

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

- **WORKLOAD INDICATORS**

(From 2010-2011)

	2011-2012 Projected
Inspect and grout Sanitary Sewer mains throughout the City (in feet)	68,500 ft.
Number of Sanitary Sewers cleaned (in feet)	45,000 ft.
Miles of waterways maintained	47 miles
Number of street lights inspected	4,000
Miles of streets swept nightly	50 miles
Miles of roads paved per year	3 miles
Feet of drainage constructed per year	2,000 ft.
Number of drainage improvements projects	10 streets (120 blks)
Amount of seaweed disposal in tons	800 tons
Number of alleys restored per year	2
Traffic calming areas addressed	15
Indoor air quality duct cleaning program # of facilities	3 facilities
New remodeling and renovation retrofit projects in City facilities including historical	0
Total, in feet, of sewer relining	3,200 ft. (47 lateral)
Maintenance of facilities (24), parking garages (6), parking lots (29), entrances & fountains (16), parks (23)	98 facilities

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS

REPORT ON WORKLOAD INDICATORS

SERVICES OFFERED Cont'd

- **NEW WORKLOAD INDICATORS (if applicable)**
  (For 2011-2012)

Inspect and grout Sanitary Sewer mains throughout the City (in feet)	68,500 feet
Number of Sanitary Sewers cleaned (in feet)	54,000 feet
Miles of waterways maintained	47 miles
Number of street lights inspected	4,000 lights
Miles of streets swept nightly	50 miles
Miles of roads paved per year	3 miles
Feet of drainage constructed per year	2,000 feet
Number of drainage improvements projects	10 streets –(120 blks)
Amount of seaweed disposal in tons	800
Number of alleys restored per year	2
Traffic calming areas addressed	15
Indoor air quality duct cleaning program # of facilities	3 facilities
New remodeling and renovation retrofit projects in City facilities including historical	0
Total, in feet, of sewer relining	3,200 (47 lateral liners)
Maintenance of facilities (24), parking garages (6), parking lots (29), entrances & fountains (16), parks (23)	98 facilities

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS

REPORT ON WORKLOAD INDICATORS

DEPARTMENT **PUBLIC WORKS DEPARTMENT** GOAL AREA **EFFICIENCY**

- **WORKLOAD INDICATORS**
  (From 2010-2011)

	2011-2012 Projected
Reduce amount of inflow and infiltration entering the sanitary sewer system (in thousands of gallons per day	160,000
Process citizens' service requests and other requests	1,500
Water reduction	5% - 10%
Analyze results of Auditing and Management Programs to incorporate improvements	12 audits
Implement records management program	1
Increase energy management plan	10%

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS

REPORT ON WORKLOAD INDICATORS

- **NEW WORKLOAD INDICATORS (if applicable)**
  (For 2011-2012)

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS

REPORT ON WORKLOAD INDICATORS

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **HUMAN RESOURCES**

2011-2012
Projected

- **WORKLOAD INDICATORS**
  (From 2010-2011)

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

- **NEW WORKLOAD INDICATORS (if applicable)**
  (For 2011-2012)

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS

IV. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **COMMUNICATION/COOPERATION**

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

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **GROWTH AND DEVELOPMENT**

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

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **SERVICES OFFERED**

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS

PERFORMANCE EFFECTIVENESS MEASUREMENTS

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **EFFICIENCY**

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

DEPARTMENT **PUBLIC WORKS DEPARTMENT**

GOAL AREA **HUMAN RESOURCES**

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

2011-2012 BUDGET
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: PUBLIC WORKS

DIVISION: AUTOMOTIVE

MISSION STATEMENT

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

VISION STATEMENT

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

DEPARTMENTAL FUNCTION STATEMENT

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

DIVISION GOALS

Finances
To provide professional fiscal management through the application of performance based budgeting, staffing, vehicle/equipment acquisition, maintenance, and disposal.
Inter Division Relations
To provide 95% of appropriate vehicles and equipment requirements for all user department at all times.
Fleet Services
To monitor vehicle/equipment costs, availability, usage, and composition.
Human Resources
To increase the staff's efficiency and effectiveness by providing training, guidance, motivation, and counseling.
Administration
To provide professional and principled leadership, planning, and direction to the Automotive Division's staff. To consult and aide all other city departments to accurately assess their vehicle and equipment needs. To demonstrate consistent and unwavering honor and integrity in everything we do.

ADMINISTRATION

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

FINANCES

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

FLEET SERVICES

Goal: To monitor vehicle/equipment costs, availability, usage, and composition.			
Objective: Conduct a complete utilization study to determine the appropriate size of the fleet. (Right Sizing)			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Determine total fleet utilization based on miles driven and daily use of each vehicle. 2. Meet with the user departments to understand their equipment requirements. 3. Set appropriate utilization standards for all city vehicles. 4. Determine possible implementation of automated loan pools of vehicles at various city locations. 5. Draft equipment replacement policy. 6. Draft policy to justify increasing fleet size. 7. Determine possible reassignment of underutilized vehicles to other departments with greater need. 8. Compile findings and make recommendations to the City Manager.	Steve Riley	9/1/2011	In Progress
Objective: Create a vehicle allocation plan based on employee job requirements and organizational staffing. (Right Typing)			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Determine vehicle types based on departmental job requirements. 2. Receive organizational charts from all user departments. 3. Determine appropriateness of the current fleet. 4. Draft vehicle "Right Typing" policy and send to City Manager for approval. 5. Implement "Right Typing" for future purchases.	Steve Riley	12/31/2011	In progress
Objective: Re-align the Fleet Management Information System to accurately report vehicle availability and service intervals.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Determine availability requirements based on equipment class and the needs of the user department. 2. Setup the Fleet Management Information System to accurately depict the user departments operating criteria. 3. Re-align Preventative Maintenance service intervals based on equipment classification and use. 4. Modify existing reports to properly reflect equipment availability.	Steve Riley Supervisors Patty Arocha	12/31/2011	In progress

Objective: Re-align all task codes in the Fleet Management Information System to accurately report work performed.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Refine all task codes to accurately depict work performed. 2. Update the Fleet Management System with the new code structure.	Steve Riley Supervisors Patty Arocha	12/31/2010	In progress

Objective: Setup "job rates" to determine mechanic productivity and efficiency.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Determine appropriate maintenance task that can be accurately measured and defined as targeted work. 2. Use industry standard references to apply appropriate time constraints to targeted maintenance tasks. 3. Brief employees on the new method of performance measurement. 4. Design custom reports to determine efficiency. 5. Brief employees monthly on their performance data.	Steve Riley Supervisors	12/31/2011	In progress

HUMAN RESOURCES

Goal: To increase staffs efficiency and effectiveness by providing training, guidance, motivation and counseling.			
Objective: Promote teamwork and cooperation at all levels.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Cross train staff to understand all functions of the department. 2. Meet with entire staff to discuss problems and develop solutions.	Steve Riley Supervisors	1st of each month	On Going
Objective: Improve communications between staff and supervisors.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Conduct meetings to manage workflow. 2. Develop a Director's open door policy.	Steve Riley Supervisors	Daily - As Needed	On Going
Objective: Increase the technical competence of the technician staff.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Promote ASE certifications. 2. Provide appropriate training for each technician. 3. Provide leadership and managerial training for supervisors.	Steve Riley Supervisors	Daily - As Needed	On Going
Objective: Make staff evaluations more meaningful and relevant to their job.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Coach supervisors on performance evaluation techniques.	Steve Riley Supervisors	Monthly	On Going

Objective: Rewrite job classifications to give the Director and Supervisors more flexibility with Automotive Technicians.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Consult with HR to rewrite certain job classifications that will provide automotive supervisors additional flexibility to assign daily work.	Steve Riley	6/1/2011	Pending

INTERDEPARTMENTAL RELATIONS

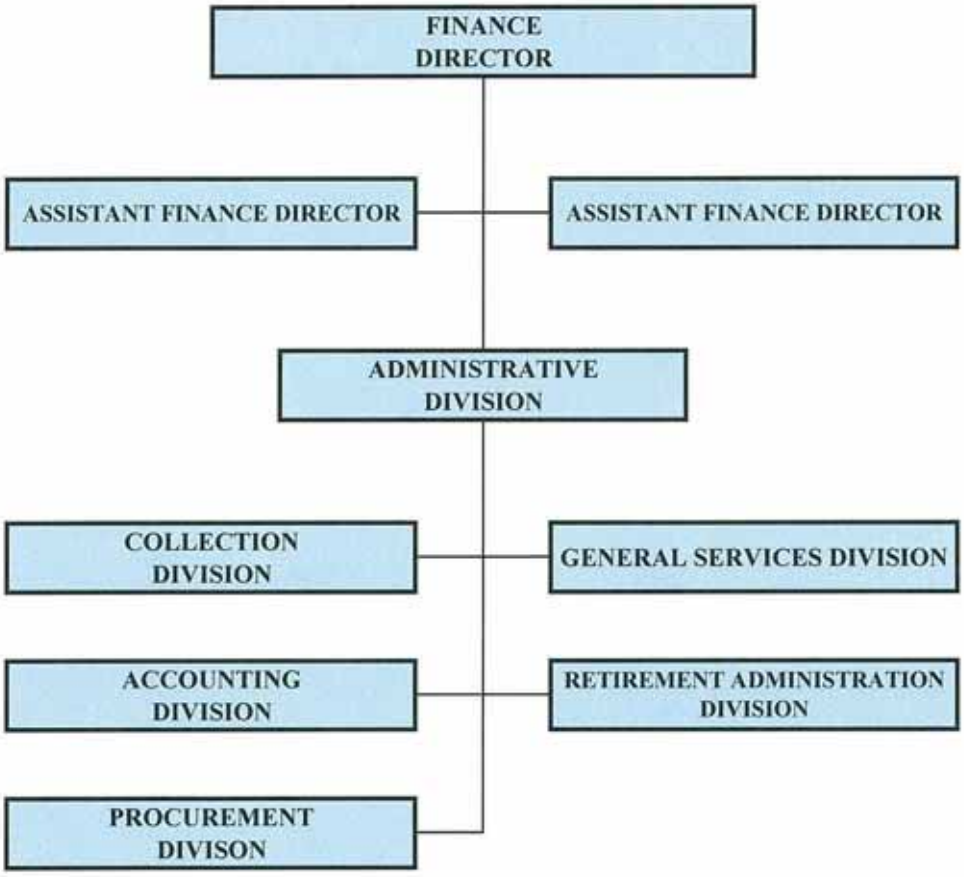
Goal: To consistently provide 95% of appropriate vehicles and equipment requirements for all user departments.			
Objective: To coordinate, schedule and perform preventative maintenance on all vehicles.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Prepare monthly PM schedules for all user departments. 2. Increase PM On-Time compliance to 85%.	Otto Cordova	18th of each month	On Going
Objective: To timely notify the user departments when their equipment is ready for use.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Post vehicles and equipment on the city's intranet that are ready for service.	Otto Cordova Patty Arocha Supervisors	Daily - As Needed	On Going
Objective: To provide 24 hour fueling for all city-owned vehicles.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Maintain automated & computerized fueling facilities. 2. Update automated tank gauge sensor system at the Station 2 fuel site to remotely display daily fuel levels at our 72nd Avenue Fleet Facility 3. Maintain bulk fuel storage facilities in accordance with DERM regulations.	Otto Cordova Patty Arocha	Daily - As Needed	On Going
Objective: To conduct user department monthly meetings.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Meet with the user department's fleet representative to determine and solve potential equipment issues.	Steve Riley Supervisors	Monthly	On Going

CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

DEPARTMENT: FINANCE

ORGANIZATION CHART



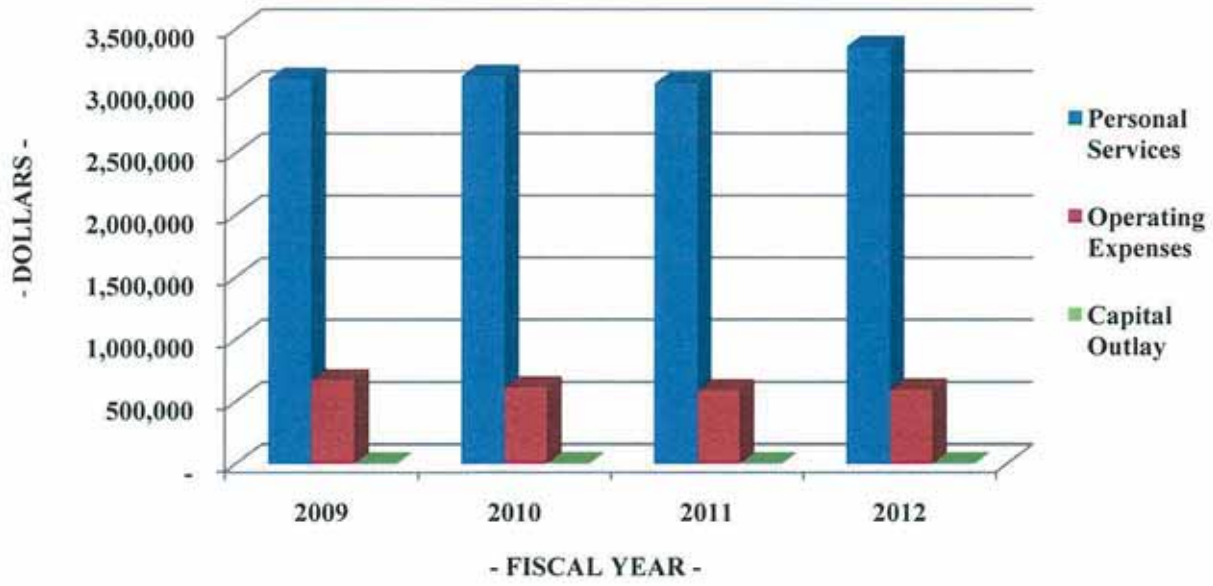
CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

FINANCE DEPARTMENT
BUDGET AND POSITION SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
Personal Services	$ 3,092,232	$ 3,118,199	$ 3,056,158	$ 3,356,027
Operating Expenses	669,623	610,464	588,406	593,902
Capital Outlay	-	1,741	-	-
TOTALS	$ 3,761,855	$ 3,730,404	$ 3,644,564	$ 3,949,929
No. of Positions	31	31	31	33

EXPENDITURE COMPARISONS



CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
0341	Finance Director	1	1	1	$ 142,000
0340	Ass't Finance Director	1	1	2	219,898
0339	Budget Administrator	1	1	1	88,465
0338	Budget Analyst	1	1	1	74,547
0055	Grants Administrator	-	-	1	86,111
0602	Administrative Assistant	1	1	1	52,998
	TOTAL	**5**	**5**	**7**	**$ 664,019**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 457,537	$ 488,859	$ 664,019
2000	Employee Benefits	246,688	234,146	344,022
	Charges - See Other Cost Distributions			
4010	Travel Expense	604	250	750
4090	Other Transportation Expense	7,425	8,100	11,100
4420	Rental of City's Public Facilities - See Other Cost Distributions	46,286	42,907	40,301
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	24,521	25,917	36,284
4620	Repair and Maintenance of Office Equipment	130	-	300
4990	Other Miscellaneous Expense	1,103	1,700	1,000
5100	Office Supplies	6,245	3,500	5,000
5400	Membership Dues and Subscriptions	1,775	950	1,300
5410	Employee Training	218	1,800	5,000
	TOTAL	**$ 792,532**	**$ 808,129**	**$ 1,109,076**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
0325	Chief Collector	1	1	1	$ 54,288
0323	Deputy Collector	2	2	2	113,520
0302	Accounting Clerk II	4	4	4	185,794
	TOTAL	7	7	7	**$ 353,602**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 324,491	$ 350,296	$ 353,602
2000	Employee Benefits	251,495	237,892	215,121
	Charges - See Other Cost Distributions			
4020	Central Garage Motor Pool Rent	9,954	9,181	9,530
	Charges - See Other Cost Distributions			
	Replacement: 1,948			
	Oper. & Maint: 7,582			
4420	Rental of City's Public Facilities - See Other Cost Distributions	13,538	12,551	11,789
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	19,300	19,472	19,322
4620	Repair and Maintenance of Office Equipment	-	300	300
4710	Special Printed Forms	6,480	5,200	4,200
4930	Information & Credit Service	1,500	2,080	1,500
5100	Office Supplies	10,383	5,400	7,180
5214	Uniform Allowance	1,000	1,000	1,000
5400	Membership Dues and Subscriptions	716	100	460
5410	Employee Training	-	1,000	1,000
6460	Other Equipment Additions	1,741	-	-
	TOTAL	**$ 640,598**	**$ 644,472**	**$ 625,004**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
0336	Accountant II	4	4	4	$ 285,568
0304	Senior Accounting Clerk	1	1	1	51,722
0303	Payroll Specialist	2	2	2	90,849
0302	Accounting Clerk II	3	3	3	151,767
	TOTAL	**10**	**10**	**10**	**$ 579,906**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 608,280	$ 602,189	$ 579,906
2000	Employee Benefits	359,648	318,047	329,875
	Charges - See Other Cost Distributions			
4210	Messenger & Armored Car Service	8,047	8,040	8,958
4410	Rental of Machinery and Equipment	-	11,624	10,464
4420	Rental of City's Public Facilities - See Other Cost Distributions	14,299	13,256	12,451
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	32,651	32,028	31,688
4620	Repair and Maintenance of Office Equipment	190	300	300
4710	Special Printed Forms	2,230	2,280	2,280
4720	Printing & Binding	7,845	5,200	7,000
4990	Other Miscellaneous Expense	202	300	300
5100	Office Supplies	9,057	8,100	9,000
5400	Membership Dues and Subscriptions	880	900	880
5410	Employee Training	370	1,060	1,060
	TOTAL	**$ 1,043,699**	**$ 1,003,324**	**$ 994,162**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
0046	Chief Procurement Officer	1	1	1	$ 93,641
0209	Contract Specialist	2	2	2	108,076
0213	Ass't Chief Proc. Officer	1	1	1	80,000
0206	Buyer	1	1	1	59,466
0602	Administrative Assistant	1	1	1	57,040
	TOTAL	**6**	**6**	**6**	**$ 398,223**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 355,491	$ 363,755	$ 398,223
2000	Employee Benefits	241,445	211,235	219,813
	Charges - See Other Cost Distributions			
4020	Central Garage Motor Pool Rent	12,436	11,494	11,930
	Charges - See Other Cost Distributions			
	Replacement: 2,273			
	Oper. & Maint: 9,657			
4090	Other Transportation Expense	1,350	-	-
4410	Rental of Machinery and Equipment	9,710	9,924	8,356
4420	Rental of City's Public Facilities - See Other Cost Distributions	115,715	111,777	104,989
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	23,265	21,938	21,760
4620	Repair and Maintenance of Office Equipment	58	300	300
4710	Special Printed Forms	807	800	800
4990	Other Miscellaneous Expense	(1,333)	1,500	900
5100	Office Supplies	8,167	10,000	9,000
5400	Membership Dues and Subscriptions	2,033	700	700
5410	Employee Training	4,151	3,000	3,000
	TOTAL	**$ 773,295**	**$ 746,423**	**$ 779,771**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
0050	Mail Clerk - Driver	1	1	1	$ 51,369
0060	Receptionist	1	1	1	33,085
	TOTAL	**2**	**2**	**2**	**$ 84,454**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 91,954	$ 86,011	$ 84,454
2000	Employee Benefits	53,920	49,824	51,768
	Charges - See Other Cost Distributions			
4020	Central Garage Motor Pool Rent	5,267	4,858	5,042
	Charges - See Other Cost Distributions			
	Replacement: 1,028			
	Oper. & Maint: 4,014			
4220	Postage	140,139	135,300	136,000
4410	Rental of Machinery and Equipment	24,591	16,224	14,544
4420	Rental of City's Public Facilities - See Other Cost Distributions	20,564	18,737	17,599
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	4,432	4,614	4,615
5100	Office Supplies	693	1,600	1,600
5214	Uniform Allowance	500	500	500
	TOTAL	**$ 342,060**	**$ 317,668**	**$ 316,122**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
0039	Retirement System Admin.	1	1	1	$ 74,552
	TOTAL	**1**	**1**	**1**	**$ 74,552**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 84,018	$ 74,552	$ 74,552
2000	Employee Benefits	43,232	39,352	40,672
	Charges - See Other Cost Distributions			
4420	Rental of City's Public Facilities - See Other Cost Distributions	5,179	4,800	4,796
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	4,021	4,144	4,074
4710	Special Printed Forms	625	300	300
5100	Office Supplies	1,145	1,400	1,400
	TOTAL	**$ 138,220**	**$ 124,548**	**$ 125,794**

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: FINANCE

MISSION STATEMENT

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

VISION STATEMENT

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

DEPARTMENTAL FUNCTION

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

The Department's work program is divided among six separate divisions. The Administrative Division is responsible for the finance administration of the department and its divisions. The Collection Division is responsible for the collection of all taxes and fees (business taxes, special assessments, garbage and trash removal fees, alarm service charges). The Accounting Division maintains the City's financial accounting records, prepares financial reports and is responsible for payroll. The General Services Division is responsible for providing mail services to all departments and a city hall receptionist. The Retirement Administration Division provides administrative and record keeping functions for the City's retirement system. The Procurement Division is responsible for providing City Departments with supplies, equipment and services necessary to perform city activities. This Division is charged with the responsibility of professional purchasing, including development and review of bid specifications, administration of the formal bid process, contract administration, and sale of fixed assets.

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: FINANCE

DEPARTMENT GOALS

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

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	September, 2012	Awaiting software enhancement
Adopt software design that uses bar-coding as an efficient method to record payments.	IT	September, 2012	Awaiting software enhancement
Eliminate redundant process by using statement format that includes schedule of penalties.	IT	September, 2012	Awaiting software conversion
Utilize EDEN Software to process alarm registration renewals, billing and collection of fees.	IT	December, 2011	Awaiting software conversion

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

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

Objective: To enhance the timeliness of financial reports.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Develop an annual work plan to inform all participating departments on necessary deadlines that are needed to be followed to guarantee a smooth closing year end process.	Accounting	Ongoing basis	Annual process
Implement software upgrades (Eden), which will streamline the flow of accurate and timely reports.	Accounting	Ongoing	75% complete
Streamline certificate of use already streamlined.	Bldg & Zoning	Ongoing	Awaiting software conversion
Implementation of GASB 34 updated financial software	Accounting	December, 2011	Awaiting training

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

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

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

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

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

Objective: Deliver Administrative Services			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Provide departments with information and analytical review of departmental budget to actual expenditures.	Budget	Ongoing basis	Ongoing software enhancements
Streamline and improve the procurement process.	Procurement Staff	Ongoing	Ongoing process
Scanning documents directly to server for future research	Accounting	December, 2012	Awaiting hardware

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

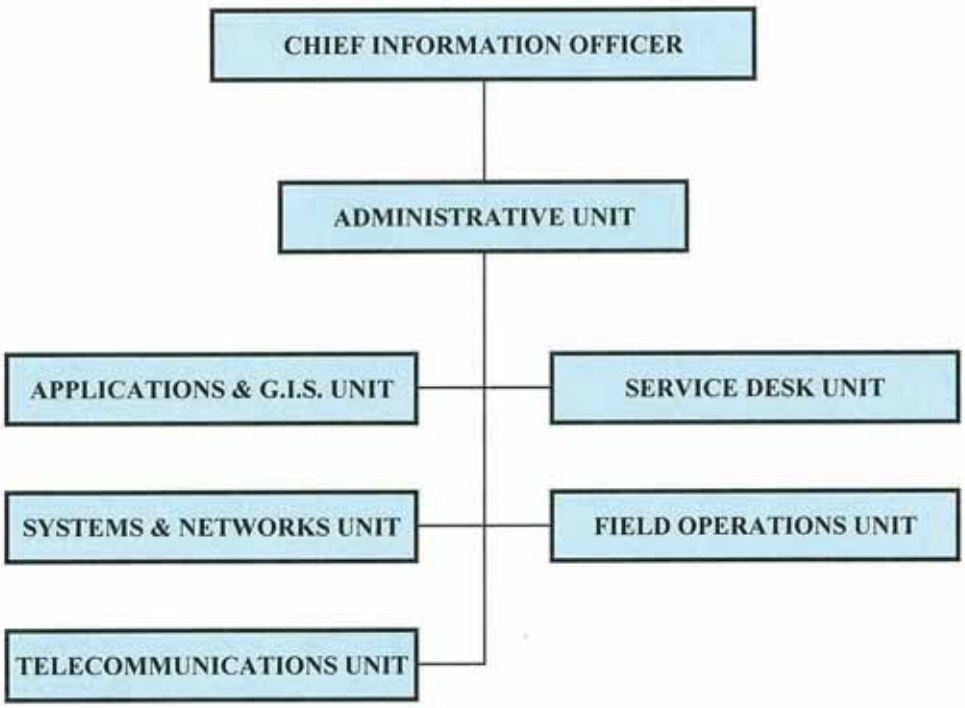
Objective: Provide and maintain continued communication to City employees.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Update new Summary Plan Description	Retirement	Ongoing	Annual Process
Update new Employee Annual Retirement Benefit Statement	Retirement	Ongoing	Annual Process

CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

DEPARTMENT: INFORMATION TECHNOLOGY

ORGANIZATION CHART



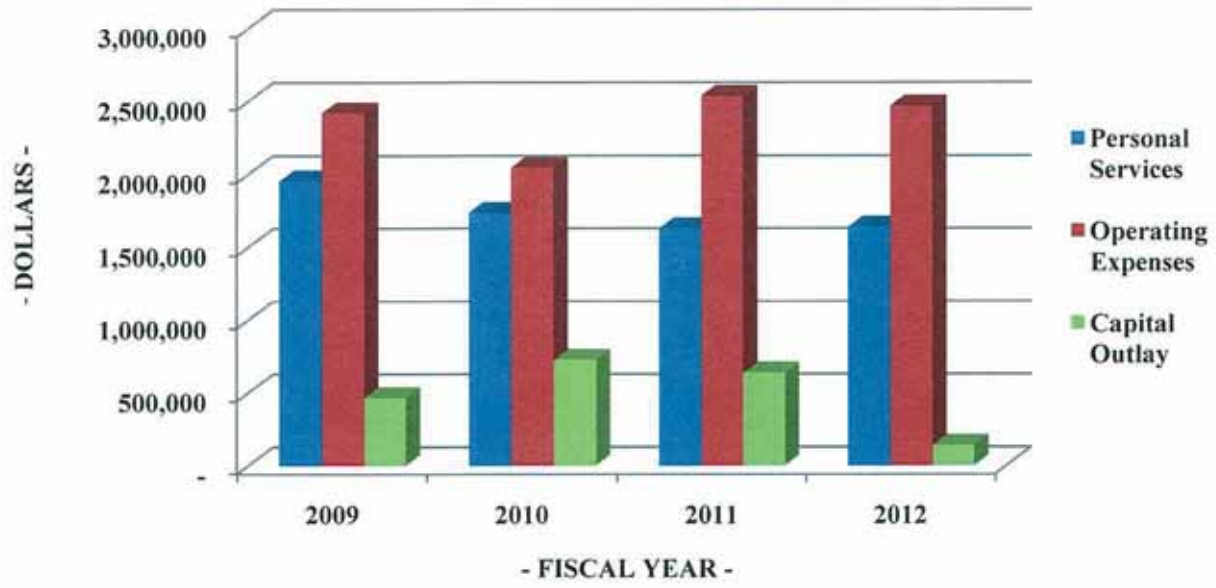
CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

INFORMATION TECHNOLOGY
BUDGET AND POSITION SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
Personal Services	$ 1,954,153	$ 1,736,882	$ 1,629,039	$ 1,638,512
Operating Expenses	2,420,433	2,046,505	2,537,151	2,468,004
Capital Outlay	467,408	728,285	638,913	142,025
TOTALS	$ 4,841,994	$ 4,511,672	$ 4,805,103	$ 4,248,541
No. of Positions	19	16	15	15

EXPENDITURE COMPARISONS



CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
0112	Chief Information Officer	1	1	1	$ 124,445
5034	Senior Info. Tech. Analyst	3	3	3	230,268
0111	Information Systems Analyst	5	5	5	330,655
0109	Information Systems Specialist	6	6	6	308,967
0602	Administrative Assistant	1	-	-	-
9003	Part-time Employees	-	-	-	84,422
8888	Overtime	-	-	-	10,000
	TOTAL	**16**	**15**	**15**	**$ 1,088,757**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 1,066,732	$ 1,065,999	$ 1,088,757
2000	Employee Benefits	670,150	563,040	549,755
	Charges - See Other Cost Distributions			
3190	Other Professional Services	37,458	160,300	58,000
4020	Central Garage Motor Pool Rent	56,601	57,456	59,637
	Charges - See Other Cost Distributions			
	Replacement: 9,568			
	Oper. & Maint: 50,069			
4090	Other Transportation Expense	4,950	5,400	5,400
4110	Telephone Expense	883,194	959,766	990,084
4111	Employee Cellular Payroll Deduction	(50,875)	-	-
4410	Rental of Machinery and Equipment	8,478	8,320	8,484
4420	Rental of City's Public Facilities - See Other Cost Distributions	26,941	26,915	25,281
	Charges - See Other Cost Distributions			
4450	Lease Equipment	147,331	310,440	310,082
4550	General Liability Insurance	61,633	57,473	59,493
4620	Repair and Maintenance of Office Equipment	798,818	884,766	892,255
4630	Repair and Maintenance of Machinery & Equipment	609	1,000	850
4710	Special Printed Forms	314	900	600
5100	Office Supplies	3,813	7,245	6,120
5215	Small Tools & Minor Equipment	12,190	22,400	20,795

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

5400	Membership Dues and Subscriptions	788	1,670	923
5410	Employee Training	54,262	33,100	30,000
6430	Operating Equipment Replacements	168,947	479,105	127,025
6440	Operating Equipment Additions	-	159,808	15,000
6450	Office Equipment Replacement	559,338	-	-
	TOTAL	**$ 4,511,672**	**$ 4,805,103**	**$ 4,248,541**

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: INFORMATION TECHNOLOGY

I. DEPARTMENTAL MISSION/FUNCTION STATEMENTS

DEPARTMENT: INFORMATION TECHNOLOGY

- Departmental Mission Statement

To provide accessible and automated services through the use of innovative technological solutions to bring cost savings, compliance, standardization, accountability and excellent services to the City of Coral Gables.

- Departmental Function Statement:

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: INFORMATION TECHNOLOGY

II. REPORT ON DEPARTMENTAL OBJECTIVES

DEPARTMENT INFORMATION TECHNOLOGY

GOAL AREA _____

- List below the objectives for your Department for inclusion in 2011-2012 Budget Documents (these can be existing, revised, or new objectives).

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

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

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

Objective:
To effectively provide information by continuing to enhance the web portals with more interactive components and online services and multimedia content; enhancing 24 hour, on-call, service to support City operations and services; and, implementing streaming media services.

Objective:
Improve external communication by ensuring that all staff members have the communication equipment they need: proper software, laptops, PC's, cellular devices, etc.

Goals and Objectives (continued)

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

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

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

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

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

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

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

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

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

Goals and Objectives (continued)

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

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

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

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

9. Goal: To maintain Public Safety standards and regulations.

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: INFORMATION TECHNOLOGY

III. **REPORT ON WORKLOAD INDICATORS**

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

2010-2011	2011-2012 Projected

- **WORKLOAD INDICATORS**
  (From 2010-2011)

IT Service Requests (Help Desk)

Level II Service Escalation (Network Operations Center)

Planned Preventative Maintenance (PM)

Unplanned or Unexpected Service Outages

Project Milestones and Completion Status (dashboards)

Third-Party Organization Support Operations

Workload Indicators (Continue)

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

Number of ERP modules implemented.

Number of ERP customizations approved and implemented.

Number of departmental Business Process Reviews (BPR) completed.

Number of users trained.

Number of online user transactions.

Test simulation of recovery time for critical applications.

Cost savings analysis.

Policy and Security compliance.

Audits results.

Networks and systems performance metrics.

Number of upgraded hardware and software.

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

Customer surveys.

Number of in-house developed applications.

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: INFORMATION TECHNOLOGY

IV. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT: INFORMATION TECHNOLOGY

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

- List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement. Review the measurements listed in the 2010-2011 Budget for continued use, change or add a new measurement.

    1. Enterprise asset inventory

    2. Budget analysis for enterprise services

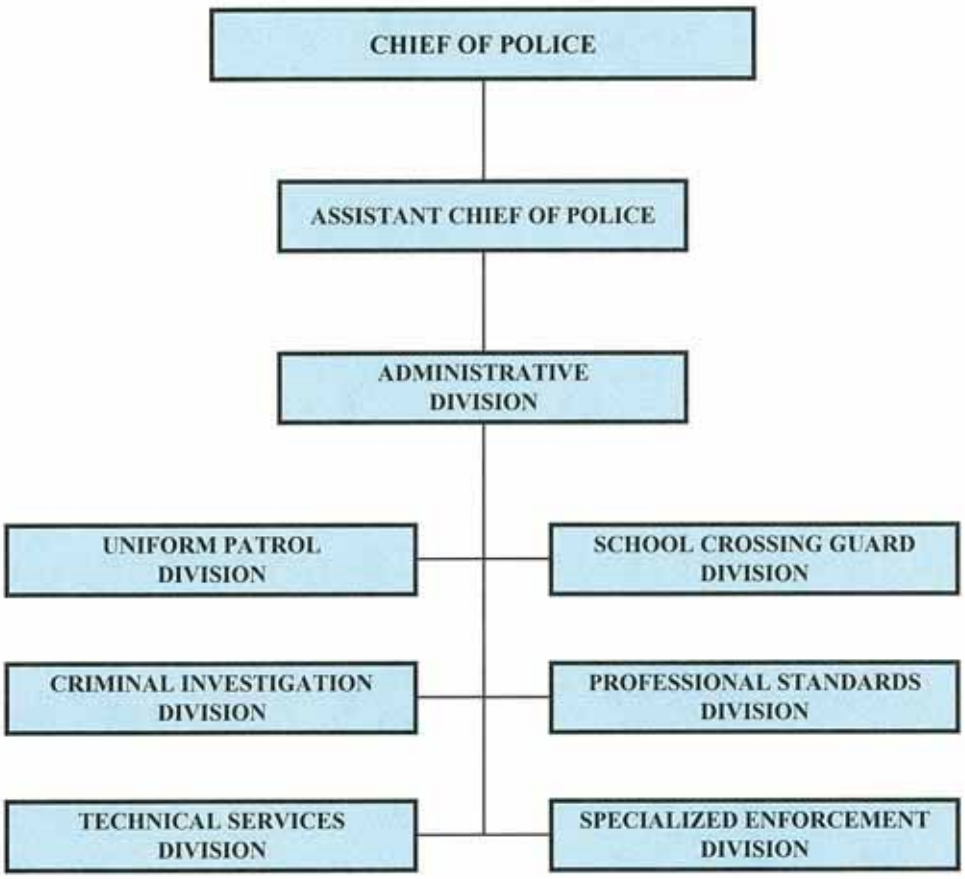
- Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided Department; if available, please indicate any data already collected for this measurement; indicate if this measurement needs to be revised or substituted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

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

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

DEPARTMENT: POLICE

ORGANIZATION CHART



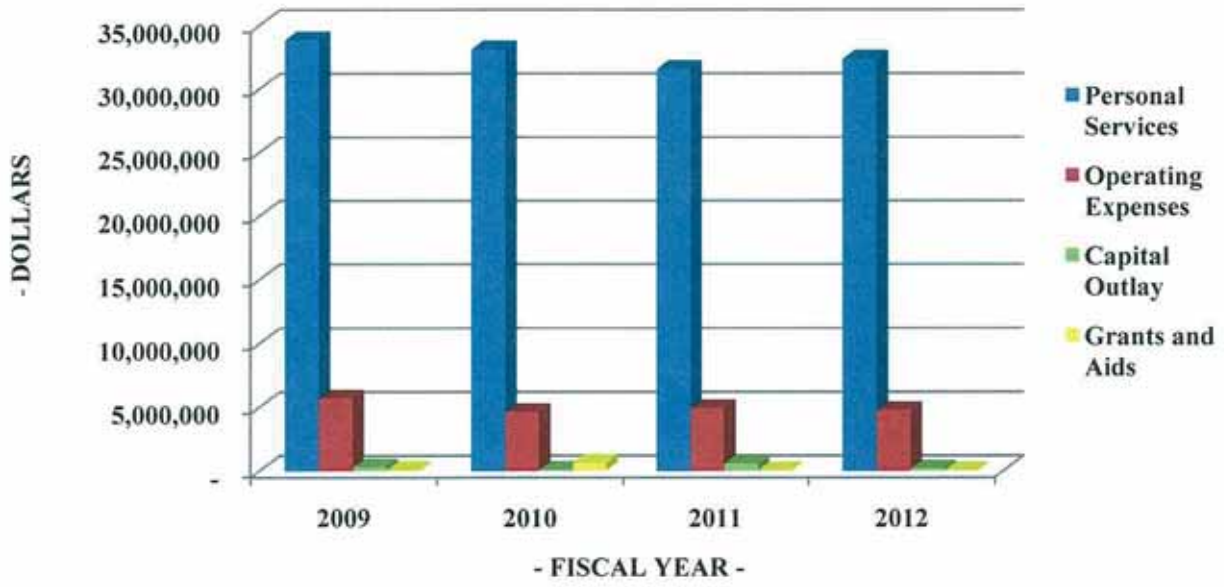
CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

POLICE DEPARTMENT
BUDGET AND POSITION SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
Personal Services	$ 33,814,713	$ 33,088,635	$ 31,541,512	$ 32,321,466
Operating Expenses	5,660,892	4,614,514	4,890,651	4,763,754
Capital Outlay	279,378	93,014	554,013	178,150
Grants and Aids	64,500	626,004	22,469	21,500
TOTALS	$ 39,819,483	$ 38,422,167	$ 37,008,645	$ 37,284,870
No. of Positions	264	257	255	255

EXPENDITURE COMPARISONS



CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

001 GENERAL FUND
POLICE DEPARTMENT
5000 ADMINISTRATIVE DIVISION
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
5025	Police Chief	1	1	1	$ 139,160
5032	Community Affairs Assistant	1	-	-	-
5024	Investigations Assistant	1	1	1	52,496
5030	Assistant Police Chief	1	1	1	110,000
5021	Police Sergeant	3	3	3	281,760
5022	Police Lieutenant	2	2	2	222,106
5020	Police Officer	1	1	1	69,880
0602	Administrative Assistant	1	1	1	55,648
9999	Holiday Worked Pay	-	-	-	1,400
8888	Overtime	-	-	-	24,257
5555	Salary Reimbursement	-	-	-	(11,000)
4444	Ovetime Reimbursement	-	-	-	(11,000)
	TOTAL	**11**	**10**	**10**	**$ 934,707**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 777,715	$ 981,046	$ 934,707
2000	Employee Benefits	658,023	601,067	614,928
	Charges - See Other Cost Distributions			
3190	Other Professional Services	-	12,300	12,300
4010	Travel Expense	706	5,000	5,000
4020	Central Garage Motor Pool Rent	155,857	137,188	142,396
	Charges - See Other Cost Distributions Replacement: 27,775 Oper. & Maint: 114,621			
4040	Central Garage Miscellaneous Charges	5	-	-
4410	Rental of Machinery and Equipment	-	500	500
4420	Rental of City's Public Facilities - See Other Cost Distributions	102,327	105,327	98,930
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	55,381	53,477	51,075
4620	Repair and Maintenance of Office Equipment	260	500	500
4630	Repair and Maintenance of Machinery & Equipment	487	3,000	3,000
4710	Special Printed Forms	3,757	13,100	6,000

001 GENERAL FUND
POLICE DEPARTMENT
5000 ADMINISTRATIVE DIVISION
521 LAW ENFORCEMENT

4910	Court Costs & Investigative Expense	1,270	7,300	5,000
4990	Other Miscellaneous Expense	8,626	15,025	8,640
5100	Office Supplies	12,184	11,944	14,095
5202	Chemicals and Photographic Supplies	197	1,000	1,000
5206	Food for Human Consumption	689	4,000	4,000
5208	Household & Institutional Supplies	1,424	1,900	1,900
5214	Uniform Allowance	6,986	9,500	8,000
5215	Small Tools & Minor Equipment	40	746	-
5400	Membership Dues and Subscriptions	9,231	6,150	5,535
5410	Employee Training	5,539	19,765	15,000
5430	CALEA Accreditation	2,278	-	-
6440	Operating Equipment Additions	-	1,910	5,600
8200	Crime Watch	6,533	22,469	21,500
	TOTAL	**$ 1,809,515**	**$ 2,014,214**	**$ 1,959,606**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
5026	Police Major	1	1	1	$ 117,140
5022	Police Lieutenant	4	4	4	427,720
5021	Police Sergeant	12	12	12	1,131,244
5020	Police Officer	79	79	79	5,250,847
0031	Secretary	1	1	1	35,714
9999	Holiday Worked Pay	-	-	-	232,000
8888	Overtime	-	-	-	297,258
5555	Salary Reimbursement	-	-	-	(7,000)
4444	Ovetime Reimbursement	-	-	-	(7,000)
	TOTAL	**97**	**97**	**97**	**$ 7,477,923**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 7,715,337	$ 7,285,303	$ 7,477,923
2000	Employee Benefits	5,309,116	5,023,183	5,306,375
	Charges - See Other Cost Distributions			
3190	Other Professional Services	985	1,500	1,500
4020	Central Garage Motor Pool Rent	1,191,423	1,073,040	1,113,774
	Charges - See Other Cost Distributions			
	Replacement: 194,692			
	Oper. & Maint: 919,082			
4420	Rental of City's Public Facilities - See Other Cost Distributions	135,907	139,556	131,081
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	397,216	412,902	408,617
4620	Repair and Maintenance of Office Equipment	-	200	200
4630	Repair and Maintenance of Machinery & Equipment	-	3,750	3,850
4710	Special Printed Forms	120	1,650	1,650
4910	Court Costs & Investigative Expense	-	450	250
5100	Office Supplies	5,062	5,300	5,375
5205	Expense for Animals	19,269	28,900	29,975
5206	Food for Human Consumption	-	250	250

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

5208	Household & Institutional Supplies	1,482	5,030	5,050
5212	Firearms Ammunition	11,795	19,975	18,515
5214	Uniform Allowance	70,244	85,313	71,140
5215	Small Tools & Minor Equipment	13,631	26,155	27,860
5400	Membership Dues and Subscriptions	425	1,010	1,010
5410	Employee Training	5,392	17,000	26,000
6430	Operating Equipment Replacements	-	23,900	-
6440	Operating Equipment Additions	12,782	93,945	17,550
	TOTAL	**$ 14,890,186**	**$ 14,248,312**	**$ 14,649,945**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
5026	Police Major	1	1	1	$ 128,207
5022	Police Lieutenant	2	2	2	220,813
5021	Police Sergeant	6	6	6	569,923
5020	Police Officer	27	27	27	1,927,653
5037	Victim's Advocate	1	1	1	64,131
5033	Crime Analyst	1	1	1	56,043
5031	Senior Crime Scene Tech.	1	1	1	62,550
5027	Crime Scene Technician	2	2	2	110,778
0031	Secretary	1	1	1	44,532
9999	Holiday Pay	-	-	-	28,000
8888	Overtime	-	-	-	363,241
5555	Salary Reimbursement	-	-	-	(95,000)
4444	Ovetime Reimbursement	-	-	-	(95,000)
	TOTAL	**42**	**42**	**42**	**$ 3,385,871**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 3,710,194	$ 3,363,567	$ 3,385,871
2000	Employee Benefits	2,397,400	2,251,868	2,352,586
	Charges - See Other Cost Distributions			
3190	Other Professional Services	-	1,000	1,000
4010	Travel Expense	298	1,000	1,000
4020	Central Garage Motor Pool Rent	366,757	333,978	346,656
	Charges - See Other Cost Distributions Replacement: 67,124 Oper. & Maint: 279,532			
4040	Central Garage Miscellaneous Charges	1,483	-	-
4220	Postage	-	1,000	1,000
4410	Rental of Machinery and Equipment	2,842	3,770	3,770
4420	Rental of City's Public Facilities - See Other Cost Distributions	109,569	112,781	105,932
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	183,511	190,254	185,015
4620	Repair and Maintenance of Office Equipment	844	2,530	2,530

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

4630	Repair and Maintenance of Machinery & Equipment	2,336	2,710	2,710
4710	Special Printed Forms	(60)	620	620
4910	Court Costs & Investigative Expense	106,821	111,841	100,000
4930	Information & Credit Service	28,800	29,175	29,175
4990	Other Miscellaneous Expense	(760)	2,600	2,600
5100	Office Supplies	10,018	16,000	13,000
5202	Chemicals and Photographic Supplies	9,534	7,700	10,000
5205	Expense for Animals	-	3,140	3,140
5207	Motor Fuel and Lubricants	16,340	20,000	20,000
5208	Household & Institutional Supplies	4,613	7,095	7,095
5214	Uniform Allowance	36,550	39,500	38,000
5215	Small Tools & Minor Equipment	5,324	5,550	5,550
5400	Membership Dues and Subscriptions	2,952	2,780	2,980
5410	Employee Training	6,314	11,310	5,310
6440	Operating Equipment Additions	5,283	10,145	-
8203	Electronics Crime Task Force	1,984	-	-
	TOTAL	**$ 7,008,947**	**$ 6,531,914**	**$ 6,625,540**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
5026	Police Major	1	1	1	$ 122,985
5022	Police Lieutenant	1	1	1	108,868
5021	Police Sergeant	3	3	3	264,873
5018	Communication Supervisor	5	5	5	323,411
5016	Communication Operator	32	32	32	1,735,644
5013	Technical services Coordinator	1	1	1	74,222
5012	Police Records Clerk II	3	3	3	122,774
5011	Police Records Clerk I	3	3	3	130,471
5007	Police Records Manager	1	1	1	62,566
5006	Police Property Clerk	2	2	2	92,033
5005	Radio Technician Supervisor	1	1	1	80,227
5004	Radio Technician	2	2	2	105,970
5003	Radio Shop Coordinator	1	-	-	-
0060	Receptionist	1	1	1	44,377
9004	Part-time Employees	-	-	-	31,500
9999	Holiday Pay	-	-	-	64,000
8888	Overtime	-	-	-	250,000
	TOTAL	**57**	**56**	**56**	**$ 3,613,921**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 3,684,587	$ 3,563,988	$ 3,613,921
2000	Employee Benefits	2,333,809	2,013,415	1,973,149
	Charges - See Other Cost Distributions			
3190	Other Professional Services	863	10,000	7,500
4020	Central Garage Motor Pool Rent	152,819	130,790	135,755
	Charges - See Other Cost Distributions			
	Replacement: 28,625			
	Oper. & Maint: 107,130			
4090	Other Transportation Expense	100	150	150
4410	Rental of Machinery and Equipment	-	580	580
4420	Rental of City's Public Facilities - See Other Cost Distributions	142,385	146,225	137,344
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	211,447	193,348	197,476
4620	Repair and Maintenance of Office Equipment	3,132	4,020	2,000
4630	Repair and Maintenance of Machinery & Equipment	24,928	38,844	30,000

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

4710	Special Printed Forms	2,767	3,950	4,650
4930	Information & Credit Service	1,194	960	960
4990	Other Miscellaneous Expense	7	-	-
5100	Office Supplies	21,918	17,800	17,216
5206	Food for Human Consumption	260	650	1,400
5208	Household & Institutional Supplies	1,283	6,750	3,000
5214	Uniform Allowance	29,969	31,800	31,450
5215	Small Tools & Minor Equipment	5,216	20,750	10,000
5217	Operating Equipment Repair Parts	56,289	59,800	40,000
5400	Membership Dues and Subscriptions	1,947	2,145	2,170
5410	Employee Training	9,785	11,770	20,000
6430	Operating Equipment Replacements	47,811	136,401	115,500
6440	Operating Equipment Additions	18,862	40,050	5,000
	TOTAL	**$ 6,751,378**	**$ 6,434,186**	**$ 6,349,221**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

001 GENERAL FUND
POLICE DEPARTMENT
5041 E911 SERVICE
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
5016	Communication Operator	3	3	3	$ 194,289
9999	Holiday Pay	-	-	-	9,000
8888	Overtime	-	-	-	50,000
	TOTAL	**3**	**3**	**3**	**$ 253,289**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 280,178	$ 274,885	$ 253,289
2000	Employee Benefits	151,239	137,061	114,125
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	14,750	15,280	13,841
5214	Uniform Allowance	2,000	1,500	1,500
	TOTAL	**$ 448,167**	**$ 428,726**	**$ 382,755**

001 GENERAL FUND
POLICE DEPARTMENT
5042 POLICE EDUCATION
521 LAW ENFORCEMENT

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
5410	Employee Training	$ 1,728	$ 15,000	$ 15,000
	TOTAL	**$ 1,728**	**$ 15,000**	**$ 15,000**

CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

001 GENERAL FUND
POLICE DEPARTMENT
5050 CROSSING GUARDS
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

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

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 19,421	$ 18,800	$ 18,800
2000	Employee Benefits	24,310	25,875	25,874
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	1,014	1,045	1,027
5214	Uniform Allowance	300	900	900
	TOTAL	**$ 45,045**	**$ 46,620**	**$ 46,601**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
5026	Police Major	1	1	1	$ 129,968
5022	Police Lieutenant	1	1	1	112,839
5021	Police Sergeant	2	2	2	195,542
5020	Police Officer	3	3	3	199,760
5014	Police Supt. Services Assistant	1	1	1	56,631
6104	Off Duty Coordinator	1	1	1	50,251
5035	Police Planner	1	1	1	52,398
5001	Police Training Assistant	2	2	2	97,946
0602	Administrative Assistant	1	1	1	38,584
0305	Payroll Clerk	2	2	2	91,344
8888	Overtime	-	-	-	25,000
	TOTAL	**15**	**15**	**15**	**$ 1,050,263**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 966,182	$ 1,163,280	$ 1,050,263
2000	Employee Benefits	724,837	681,312	664,720
	Charges - See Other Cost Distributions			
3190	Other Professional Services	22,571	57,300	50,000
4020	Central Garage Motor Pool Rent	97,673	85,787	89,044
	Charges - See Other Cost Distributions			
	Replacement: 14,474			
	Oper. & Maint: 74,570			
4220	Postage	3,101	3,000	3,000
4410	Rental of Machinery and Equipment	73,923	75,000	75,000
4420	Rental of City's Public Facilities - See Other Cost Distributions	133,933	137,859	129,486
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	61,031	62,900	57,390
4620	Repair and Maintenance of Office Equipment	385	300	300
4630	Repair and Maintenance of Machinery & Equipment	4,299	18,140	15,000
4710	Special Printed Forms	32	500	500
4910	Court Costs & Investigative Expense	16,325	51,000	55,000
5100	Office Supplies	12,682	18,000	15,000

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

5202	Chemicals and Photographic Supplies	-	550	550
5207	Motor Fuel and Lubricants	15	200	200
5208	Household & Institutional Supplies	890	500	500
5212	Firearms Ammunition	52,868	67,332	53,900
5214	Uniform Allowance	35,511	53,400	59,900
5215	Small Tools & Minor Equipment	3,038	6,450	5,950
5217	Operating Equipment Repair Parts	14,699	19,550	8,050
5400	Membership Dues and Subscriptions	694	1,250	1,350
5410	Employee Training	9,213	27,345	25,000
6430	Operating Equipment Replacements	2,985	2,134	-
8316	Department of Justice Grant 06 UASI	212,555	-	-
8319	Recovery JAG Grant Fed-NetMotion $56,648	56,627	-	-
8320	09 Jag Grant - Fed- Graffiti $13,767	7,685	-	-
8321	07 Urban Area Security Initiative - FED-	282,606	-	-
8322	10edward Byrne Jag Grant -State- Dom Vio	7,923	-	-
8324	DOT Pedestrian Grant PS-10/08/10	50,091	-	-
	TOTAL	**$ 2,854,374**	**$ 2,533,089**	**$ 2,360,103**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
5026	Police Major	1	1	1	$ 111,453
5022	Police Lieutenant	1	1	1	92,520
5021	Police Sergeant	4	4	4	365,086
5020	Police Officer	25	25	25	1,802,100
0031	Secretary	1	1	1	51,477
9004	Part-time Employees	-	-	-	42,000
9999	Holiday Pay	-	-	-	63,000
8888	Overtime	-	-	-	161,072
	TOTAL	**32**	**32**	**32**	**$ 2,688,708**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 2,516,288	$ 2,499,232	$ 2,688,708
2000	Employee Benefits	1,819,999	1,657,630	1,846,227
	Charges - See Other Cost Distributions			
3190	Other Professional Services	-	500	500
4010	Travel Expense	-	1,000	1,000
4020	Central Garage Motor Pool Rent	76,183	69,039	71,660
	Charges - See Other Cost Distributions Replacement: 22,860 Oper. & Maint: 48,800			
4430	Rental of Land and Buildings	-	75	75
4550	General Liability Insurance	139,669	137,978	146,920
4620	Repair and Maintenance of Office Equipment	-	100	100
4630	Repair and Maintenance of Machinery & Equipment	12,268	44,220	20,000
4710	Special Printed Forms	189	1,200	1,200
4910	Court Costs & Investigative Expense	1,162	3,200	3,000
4990	Other Miscellaneous Expense	481	-	-
5100	Office Supplies	873	5,000	3,000
5202	Chemicals and Photographic Supplies	767	1,830	1,880
5206	Food for Human Consumption	461	500	500
5208	Household & Institutional Supplies	-	4,425	1,000

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

5214	Uniform Allowance	29,930	47,755	46,304
5215	Small Tools & Minor Equipment	4,427	26,367	10,000
5400	Membership Dues and Subscriptions	520	4,005	4,005
5410	Employee Training	4,319	7,000	15,520
6430	Operating Equipment Replacements	2,134	133,600	25,000
6440	Operating Equipment Additions	3,157	111,928	9,500
	TOTAL	**$ 4,612,827**	**$ 4,756,584**	**$ 4,896,099**

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE

POLICE DEPARTMENTAL MISSION, VISION AND FUNCTION STATEMENTS

MISSION STATEMENT

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

VISION STATEMENT

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

DEPARTMENTAL FUNCTIONS

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

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

Operations Bureau

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

The Specialized Enforcement Division provides the specialized police services of traffic enforcement, traffic crash investigation, bike patrol and marine patrol. The traffic units include motorcycle traffic enforcement and crash investigation units. The marine patrol unit patrols the waterways within the city and multi-jurisdictional bay areas.
The bicycle patrol emphasizes patrol efforts in the high density environments throughout the city. Further, the division manages all special events, and addresses many quality of life concerns presented to the department.

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

Support Services Bureau

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

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE

II. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT **POLICE**

GOAL AREA **COMMUNICATIONS / COOPERATION**

List below are the objectives for your Department for inclusion in **2011-12** Budget Document (these can be existing, revised, or new objectives).

1. To educate and increase awareness of residents and businesses within the City of Coral Gables in current methods available to safeguard lives and property through the Community Affairs Unit and their public programs.

2. Through the Chief of Police's office and Community Affairs Unit, expand contacts with community groups and leaders by regularly soliciting their views and ideas regarding the delivery of police services.

3. Recognize Police employees regularly with ceremonies and events.

4. Actively promote the Coral Gables Police Department and its employees through the use of media and other outlets.

5. Maintain good working relationships with media outlets in the South Florida area.

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE

III. **REPORT ON WORKLOAD INDICATORS**

DEPARTMENT **POLICE** GOAL AREA **COMMUNICATION/COOPERATION**

	2009-10 Actual	2010-11 Mid Year 6 Month	2010-11 Projected 12 Month Total
WORKLOAD INDICATORS (From 2011-12)			
• 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.	16	6	16
• Production of Crime tips and informational segments regarding regarding the operations of the department for Channel 77	8	4	10
• Participation in City sponsored events. (Farmer's Market, Tree Lighting Ceremony, Scout Day etc.)	8	4	8
• SAFE (Self-Defense and Awareness Familiarization Exchange) and RAD self-protection classes for women and children	42	10	44
• Maintain Emergency Operations Center	12	6	12
• Crime Prevention Surveys (Residential & Commercial)	12	4	20
• Prepare and Distribute News Releases to the Media concerning newsworthy, critical events and community events that involve CGPD	48	2	50
• Represent the CGPD at meetings (Crime Watch Board, Kiwanis etc.)	36	18	36
• Conduct and prepare News Conferences	1	3	6
• Meet regularly with media representatives	172	236	198
• Prepare and hold award & recognition ceremonies	29	13	24
• Conduct training for the Community Affairs Office	21	8	21
• Special Enforcement Unit (SEU)– vehicle tows	6	1	2
• Special Enforcement Unit (SEU)– vehicle checks	160	74	148
• Special enforcement – house (Residential Security Checks)	472	235	470

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE

IV. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT **POLICE**

GOAL AREA **COMMUNICATION / COOPERATION**

List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement listed for your Department in the **2011-12** Budget Document.)

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

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

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE

IV. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT **POLICE**

GOAL AREA **COMMUNICATION / COOPERATION**

List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement listed for your Department in the **2011-12** Budget Document.)

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

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

There have been no costs incurred for the public meetings that have been conducted during this budget year. There is every intention to increase the number of public forums, yet have no increase in costs.

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE

IV. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT **POLICE**

GOAL AREA **COMMUNICATIONS / COOPERATION**

List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement listed for your Department in the **2011-12** Budget Document.)

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

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

This will enable us to gather facts that will be used to measure citizen satisfaction for police services and concerns for current criminal trends. Additional technological venues will be used to augment the feedback process. Our survey will be ongoing.

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE

II. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT **POLICE**

GOAL AREA **EFFICIENCY**

List below the objectives for your Department for inclusion in **2011-12** Budget Document (these can be existing, revised, or new objectives).

1. To improve the availability of public records and statistical information (case clearance rates, property damage, accidents and injuries, and criminal reports) to the general public and to police personnel. This can be accomplished by evaluating and improving work flow processes to address accuracy and efficiency issues in the Records Management and Technology Section.

2. To 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 o police personnel. This can be accomplished by evaluating and purchasing software to improve the efficiency of creating and providing digitized records. Continue to upgrade and enhance the current P2C web based police records access to the public.

3. Improve the re-accreditation process and implement CALEA updates in order to stay current with the latest standards and maintain accreditation compliance.

4. Transition the accreditation process to an all digital paperless solution using Power Standards software. This will allow for paperless file maintenance, increasing efficiency in the collection and filing of policies and proofs of compliance documentation. Efficiency will also fully digital on-site in August 2014, while systematically maintaining an electronic method of accountability for all proofs of compliance and related policies. Electronic files will also allow for automatic full back-up of the accreditation files.

5. To increase overall efficiency and professionalism of the Police Department by following CALEA Accredited standards and conducting staff inspections of every department component.

6. Continued monthly training of all sworn police officers to ensure compliance with CALEA, OSHA, Standard Operating Procedures, the Criminal Justice Standards and Training Commission and the Florida Department of Law Enforcement standards.

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE

III. **REPORT ON WORKLOAD INDICATORS**

DEPARTMENT **POLICE** GOAL AREA **EFFICIENCY**

	2009-10 Actual	2010-11 Mid Year 6 Month	2010-11 Projected 12 Month Total
• **WORKLOAD INDICATORS** (From 2011-12)			
* Hire and train personnel for assignment to the Police / Fire Communications Center	0	2	1
* Hire, train, and swear in new police officers	0	2	8
* Total citizen complaints filed	4	5	13
* Total employee (internal) complaints filed	7	7	12
* Total citizen commendations received for Police Personnel	56	29	65

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

* Recruit, retain and train volunteers to augment Police workforce

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE

IV. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT **POLICE**

GOAL AREA **EFFICIENCY**

List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement listed for your Department in the **2011-12** Budget Document.)

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

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

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE

IV. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT **POLICE**

GOAL AREA **EFFICIENCY**

List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement listed for your Department in the **2011-12** Budget Document.)

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

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

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

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

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE

II. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT **POLICE**

GOAL AREA **GROWTH AND DEVELOPMENT**

List below the objectives for your Department for inclusion in **2011-12** Budget Document (these can be existing, revised, or new objectives).

1. Provide training courses that develop management and leadership abilities to all ranks of police personnel.

2. To implement updates and upgrade the current OSSI CAD operating system to the new DOT NET Version which will continue to enhance the computer aided dispatch, records management system, within the Police Department. To continually upgrade the Positron Viper 911 system to the latest version in programming software. This provides greater statistical information and efficiency in answering 911 calls and calls for service.

3. Follow the City & Departmental 5 Year Strategic Plan for growth and development.

4. Implementation of computer hardware and software technologies that will further automate administrative, enforcement, investigative and supervisory procedures and tasks.

5. Complete the phase out of the Data 911 mobile terminals in both the Police and Fire vehicle fleet and replace with the latest version of the Panasonic Toughbook.

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE

III. **REPORT ON WORKLOAD INDICATORS**

DEPARTMENT **POLICE** GOAL AREA **GROWTH & DEVELOPMENT**

	2009-10 Actual	2010-11 Mid Year 6 Month	2010-11 Projected 12 Month Total
• **WORKLOAD INDICATORS** (From 2011-2012)			
* Attend Florida Accreditation conferences (FLA - PAC)	3	2	3
* Attend International Accreditation conferences (CALEA)	3	2	3
* Compliance with CALEA accreditation standards	464	464	464
* No. of citizens participating in the CGPD T.E.A.M.S. Survey	0	123	150
* Federal Grants received	4	1	3
* State Grants received	1	1	1
* Private/ Foundation Grants received	0	0	1
* Regional Grants Management Training Seminar	0	0	3
* Bureau of Justice Assistance Workshop/Training Seminar	0	0	1
• **NEW WORKLOAD INDICATORS (if applicable)**			

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE

IV. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT **POLICE**

GOAL AREA **GROWTH AND DEVELOPMENT**

List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement listed for your Department in the **2011-12** Budget Document.)

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

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

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

The purpose of CALEA's Accreditation Program is to improve the delivery of public safety services, primarily by: maintaining a body of standards, developed by public safety practitioners, covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence.

Understanding the concept of accreditation and the importance of living by the letter and spirit of the standards will assist in the improvement of productivity and efficiency.

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE

IV. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT **POLICE**

GOAL AREA **GROWTH AND DEVELOPMENT**

List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement listed for your Department in the **2011-12** Budget Document.)

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

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

The CACE-L Program assists the Police Department's Accreditation Manager in tracking all CALEA related documentation including time sensitive reports required from each Division. The CACE-L Software ensures the Department's compliance with CALEA standards by maintaining the status of completion for each standard. This organized approach provides a higher level of accuracy and efficiency. By effectively using this software program, the department is better prepared for the upcoming August 2011 CALEA onsite assessment.

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE

II. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT **POLICE**

GOAL AREA **HUMAN RESOURCES**

List below the objectives for your Department for inclusion in **2011-12** Budget Document (these can be existing, revised, or new objectives).

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

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE

III. **REPORT ON WORKLOAD INDICATORS**

DEPARTMENT **POLICE** GOAL AREA **HUMAN RESOURCES**

	2009-2010 Actual	2010-11 Mid Year 6 Month	2010-11 Projected 12 Month Total
• **WORKLOAD INDICATORS** (From 2011-12)			
* Average number of training hours for sworn & non sworn employees	44	22	44
* Number of police applicants set up for backgrounds.	0	14	8

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE

IV. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT **POLICE**

GOAL AREA **HUMAN RESOURCES**

List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement listed for your Department in the **2011-12** Budget Document.)

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

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

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

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE

II. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT **POLICE**

GOAL AREA **SERVICES OFFERED**

List below the objectives for your Department for inclusion in **2011-12** Budget Document (these can be existing, revised, or new objectives).

1. Prevention and reduction of criminal activity with directed police patrol strategies.

2. Expand and enhance directed patrol activities and police presence that target known trouble locations. (i.e., with area patrol and bike patrol conducting Area Checks, Residential Security, Saturation Patrols and Watch Order Checks.) (Conducted by both UPD and SED.)

3. Implement stationary license plate recognition cameras throughout different geographical locations of the city to enhance the already existing mobile unit.

4. Conduct traffic resources management through enforcement, planning, directing and coordinating of police resources at locations known to produce accidents, traffic flow concerns, or numerous traffic law violations (i.e., Click It or Ticket and the Selective Traffic Enforcement Programs, waterway safety is managed by the Marine Patrol Unit).

5. Maintain current and accurate statistics of criminal activity, arrests, and case closures.

6. Continue and enhance public education programs that provide information on crime prevention techniques, to include security surveys on both residential and commercial.

7. Continue to enhance and expand RAD and RAD Kids Self Defense Programs.

8. Continue to enhance and expand the citizen's patrol unit and police civilian volunteers.

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE

III. **REPORT ON WORKLOAD INDICATORS**

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

	2009-10 **Actual**	2010-11 **Mid Year 6 Month**	2010-11 **Projected 12 Month Total**
• **WORKLOAD INDICATORS** (From 2011-12)			
* Number of Calls For Service (CFS) Processed	111,171	48,407	96,814
* Number of Phone Calls Processed	207,784	69,247	138,494
* Number of I/I Reports Processed	10,232	4,926	9,852
* Number of Arrests Processed	990	449	898
* Number of Citations Processed	22,057	9,674	19,348
* Number of Crash Reports Processed	3,688	1,598	3,196

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: POLICE

IV. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

DEPARTMENT **POLICE**

GOAL AREA **SERVICES OFFERED**

List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement listed for your Department in the **2011-12** Budget Document.)

1. The percentage of case clearances by the Criminal Investigations Division will be 30% or greater.

2. Improve documentation of crime scenes by maintaining the percentage of scene's photographed to a minimum of 80%.

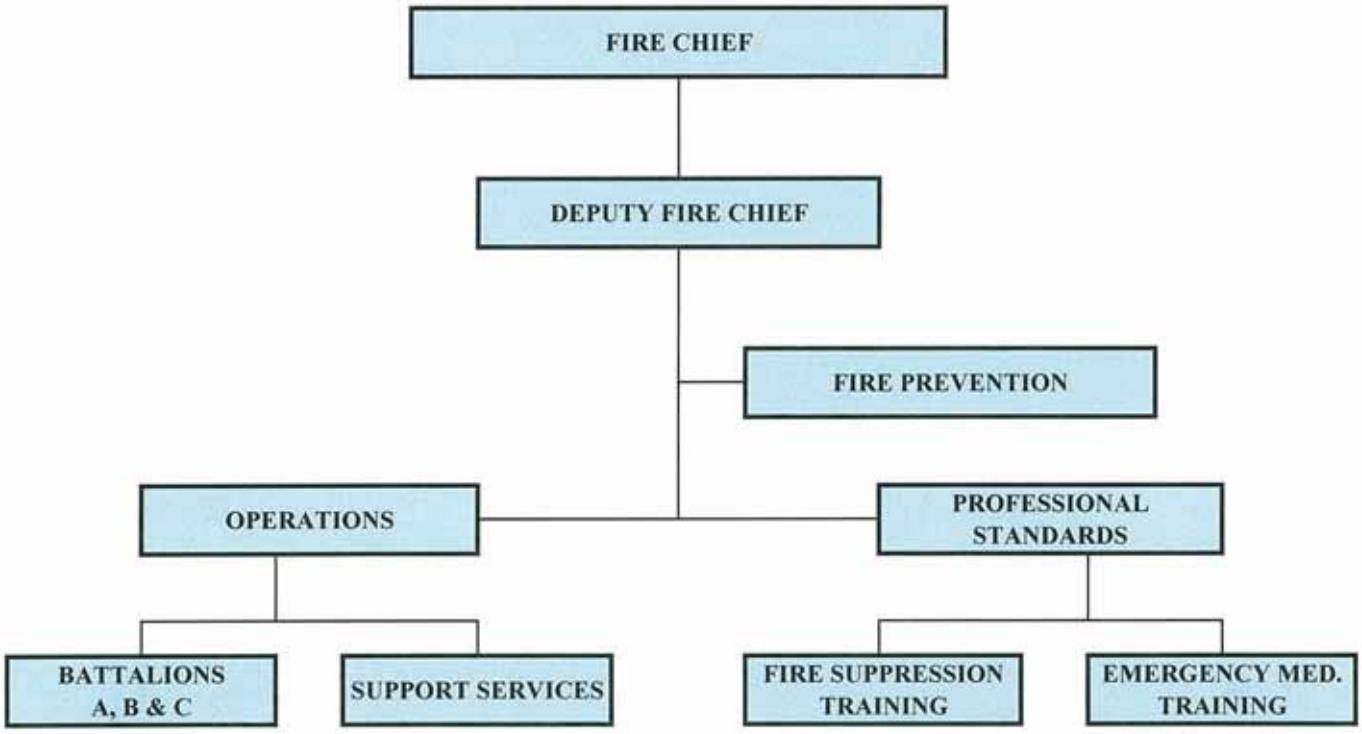
Briefly describe below how the above measurement will improve either efficiency, productivity or citizen satisfaction for the services provided Department; if available, please indicate any data already collected for this measurement; indicate if this measurement needs to be revised or substituted for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

For the period of October 1, 2010 through March 31, 2011, the Criminal Investigation Division has a 27% clearance rate of the 752 assigned cases. The Case Management File was used as the source for this information. Clearance rates are impacted by the allocation of resources, personnel, victim cooperation, the criminal justice system and the particular crime.

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

DEPARTMENT: FIRE

ORGANIZATION CHART



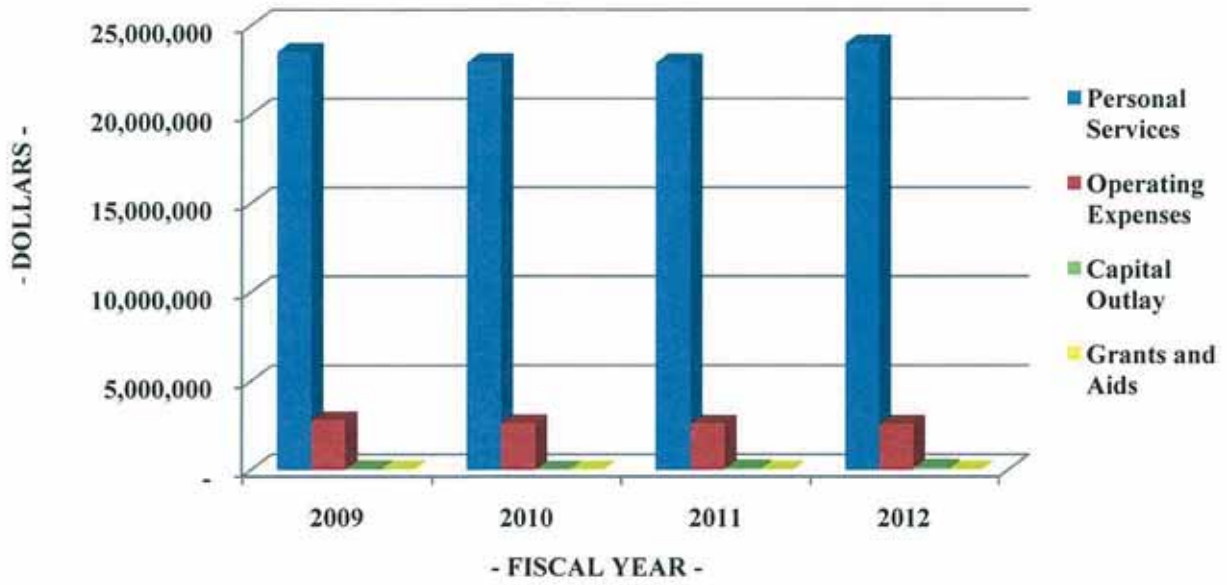
CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

FIRE DEPARTMENT
BUDGET AND POSITION SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
Personal Services	$ 23,494,578	$ 22,908,588	$ 22,894,568	$ 23,968,247
Operating Expenses	2,763,707	2,606,235	2,588,025	2,571,928
Capital Outlay	31,207	487	68,826	102,465
Grants and Aids	11,992	510	-	-
TOTALS	$ 26,301,484	$ 25,515,820	$ 25,551,419	$ 26,642,640
No. of Positions	149	147	147	147

EXPENDITURE COMPARISONS



001 GENERAL FUND
FIRE DEPARTMENT
5500 FIRE DEPARTMENT
522 FIRE CONTROL

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
5130	Fire Chief	1	1	1	$ 157,645
5129	Deputy Fire Chief	1	1	1	155,236
5125	Fire Division Chief	3	3	3	403,974
5120	Fire Battalion Chief	3	3	3	413,600
5118	Fire Captain	15	15	15	1,896,118
5114	Fire Lieutenant	24	24	24	2,644,423
5113	Fire Inspector II	1	1	1	74,232
5112	Fire Inspector	2	2	2	106,969
5108	Fire Administrative Supervisor	2	2	2	131,907
5107	Fire Supt. Serv. Coord. II	1	1	1	59,577
5105	Firefighter	92	92	92	7,286,176
5103	Fire Public Education Specialist	1	1	1	56,040
0031	Secretary	1	1	1	49,026
9999	Holiday Pay	-	-	-	527,000
8888	Overtime	-	-	-	350,000
5555	Overtime Reimbursement	-	-	-	(79,000)
4444	Salary Reimbursement	-	-	-	(56,000)
	TOTAL	**147**	**147**	**147**	**$ 14,176,923**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 14,564,991	$ 13,712,557	$ 14,176,923
2000	Employee Benefits	8,343,597	9,182,011	9,791,324
	Charges - See Other Cost Distributions			
3130	Special Medical Services	141,846	95,750	66,000
3190	Other Professional Services	915	2,000	2,000
3410	Laundry & Sanitation Services	2,230	2,800	2,800
4020	Central Garage Motor Pool Rent	840,204	760,656	789,531
	Charges - See Other Cost Distributions Replacement: 222,974 Oper. & Maint: 566,557			
4040	Central Garage Miscellaneous Charges	600	5,000	5,000
4410	Rental of Machinery and Equipment	13,318	13,000	13,000
4420	Rental of City's Public Facilities - See Other Cost Distributions	527,711	520,853	489,220
	Charges - See Other Cost Distributions			

001 GENERAL FUND
FIRE DEPARTMENT
5500 FIRE DEPARTMENT
522 FIRE CONTROL

4550	General Liability Insurance	735,234	762,231	774,672
4620	Repair and Maintenance of Office Equipment	2,151	2,000	2,000
4630	Repair and Maintenance of Machinery & Equipment	28,428	34,600	34,600
4710	Special Printed Forms	3,988	1,500	1,500
4940	Taxes & License Fees Paid	325	6,990	340
4990	Other Miscellaneous Expense	1,012	1,500	1,500
5100	Office Supplies	12,415	15,000	15,000
5202	Chemicals and Photographic Supplies	-	300	300
5203	Drugs and Medical Supplies	94,332	100,000	100,000
5204	Cleaning & Janitorial Supplies	10,226	10,500	10,500
5206	Food for Human Consumption	-	2,500	2,500
5208	Household & Institutional Supplies	5,023	5,000	5,000
5209	Protective Clothing	35,532	19,266	19,266
5211	Building Materials and Supplies	1,136	2,000	2,000
5214	Uniform Allowance	103,302	132,400	133,000
5215	Small Tools & Minor Equipment	11,902	22,000	29,000
5217	Operating Equipment Repair Parts	9,195	19,200	19,200
5220	Motor Oil and Other Lubricants	817	1,000	1,000
5400	Membership Dues and Subscriptions	2,808	3,125	3,034
5410	Employee Training	21,585	46,854	49,965
6430	Operating Equipment Replacements	-	6,575	85,905
6440	Operating Equipment Additions	-	31,800	1,800
6441	Equipment - State Grants	-	25,691	10,000
6442	EMS County Grants	487	4,760	4,760
8209	Tenet Health Care Foundation Grant	510	-	-
	TOTAL	**$ 25,515,820**	**$ 25,551,419**	**$ 26,642,640**

2010-2011 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 standards of excellence, guided by principles of trust, integrity, honesty, loyalty, and respect for all."

DEPARTMENT FUNCTION STATEMENT

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

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

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

DEPARTMENT GOALS

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

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

EFFICIENCY
To provide cost effective services that efficiently utilize City resources.

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

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

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

GROWTH AND DEVELOPMENT

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

Objective: Assure that the water supply system for fire protection is inspected, tested, and receives maintenance two (2) times annually.			
Action Plan:	Assigned to	Completion Date	Status
Perform water system maintenance and testing twice yearly for 1,262 hydrants.	Operations Division	FY 2008-2009	2,524 Completed
		FY 2009-2010 (as of 4/30/10)	843 Completed

Objective: Provide increased educational opportunities to all fire department personnel.			
Action Plan:	Assigned to	Completion Date	Status
Increase the number of personnel trained on the CFAI Accreditation process.	Professional Standards Division	September 30, 2011	In progress
Increase the number of personnel trained in fire cause and origin to assist the fire investigations.	Professional Standards & Fire Prevention Divisions	September 30, 2011	In progress
Provide advanced educational opportunities to all fire department personnel.	Professional Standards Division	FY 2008-2009	26 Opportunities
		FY 2009-2010 (as of 4/30/10)	13

Objective: Establish a 4th fire rescue station in the southern most part of the City.			
Action Plan:	Assigned to	Completion Date	Status
Explore land acquisition and funding sources in concert with neighboring governments.	Office of the Fire Chief	September 2010	On-going

Objective: Rebuild Fire Station Two as a state-of-the-art training and response facility.			
Action Plan:	Assigned to	Completion Date	Status
Research and promote funding sources to rebuild Fire Station 2.	Policy Team	September 2011	On-going

GROWTH AND DEVELOPMENT (CONTINUED)

Objective: Maintain the Department's current status as a nationally accredited fire rescue department from the Commission on Fire Accreditation International (CFAI) and Class-1 rating from the Insurance Services Office (ISO).			
Action Plan:	Assigned to	Completion Date	Status
Monitor and communicate with the Center for Public Safety Excellence (CPSE)/Commission on Fire Accreditation International (CFAI) on completing the Department's Annual Compliance Report and maintaining Accredited Agency status.	Office of the Fire Chief and Professional Standards Division	February 2009	Completed
		February 2010	Completed
Monitor and communicate with ISO on maintaining the Department's Class 1 ISO rating.	Office of the Fire Chief, Fire Prevention and Operations Divisions	September 2010	On-going
Complete the reaccreditation process with the CPSE/CFAI to renew the Department's Accredited Agency status.	Office of the Fire Chief and Professional Standards Division	August 2010	In progress

SERVICES OFFERED

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

Objective: Provide an increased quality of emergency fire and medical service to all areas of the City 365 days per year.				
Action Plan:	Assigned to	Target	Completion Date	Status
Monitor and provide fire and life safety related responses.	Operations Division	2,500 calls for service	FY 2008-2009	2,196 calls for service
			FY 2009-2010 (as of 4/30/10)	1,037 calls for service
Monitor and provide Emergency Medical Services.	Operations Division	5,500 calls for service	FY 2008-2009	3,818 calls for service
			FY 2009-2010 (as of 4/30/10)	2,272 calls for service

Objective: Provide quality fire prevention and life safety programs to all commercial buildings in the City.				
Action Plan:	Assigned to	Target 2010-2011	Completion Date	Status
Process and review construction renovation plans.	Fire Prevention Division	1,500	FY 2008-2009	1,498
			FY 2009-2010 (as of 4/30/10)	563
Perform commercial property inspections/pre-plans.	Fire Prevention and Operations Divisions	6,500	FY 2008-2009	5,016
			FY 2009-2010 (as of 4/30/10)	2,143

Objective: Implement handheld, computerized report writing & Quality Assurance System for all fire or emergency medical units.				
Action Plan:	Assigned to	Target	Completion Date	Status
Institute and utilize system.	Professional Standards & Operations Divisions IT Department	All FD Personnel	December 2009	Completed
Train personnel on use of the system.	Professional Standards	All FD Personnel	October 2010	On-going

SERVICES OFFERED (continued)

Objective: Conduct educational programs for children and adults concerning the importance of fire and life safety.				
Action Plan:	Assigned to	Target 2010-2011	Completion Date	Status
Conduct Fire & Life Safety presentations at various locations throughout the City, including schools.	Professional Standards and Operations Divisions	300	FY 2008-2009	241
			FY 2009-2010 (as of 4/30/10)	222
Monitor the number of audiences reached by fire & life safety presentations.	Professional Standards Division	28,500	FY 2008-2009	25,000
			FY 2009-2010 (as of 4/30/10)	21,080

Objective: Provide the highest possible level of preparation and training for Homeland Security.				
Action Plan:	Assigned to	Target	Completion Date	Status
Pursue grant opportunities for funding of equipment and training.	Policy Team	Annually	FY 2009-2010	On-going
Maintain participation in the Regional Domestic Security Task Force.	Operations Division	Quarterly	FY 2009-2010	4
Train personnel on use of WMD equipment and scenarios.	Professional Standards Division	18 classes a year	FY 2008-2009	Completed
			FY 2009-2010 (as of 4/30/10)	13
Train personnel on Haz Mat spill and containment.	Professional Standards Division	9 classes a year	FY 2008-2009	Completed
			FY 2009-2010 (as of 4/30/10)	3

EFFICIENCY

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

Objective: Provide fire protection for commercial and residential property estimated at a 2008 value of $13,414,845,503 to maintain a minimum loss ratio per $1,000 taxable value.				
Action Plan:	Assigned to	Target 2010-2011	Completion Date	Status
Monitor monthly emergency fire response times to insure efficiency and effectiveness.	Operations Division	12	FY 2008-2009	9
			FY 2009-2010 (as of 4/30/10)	7
Track and analyze emergency response times to ensure attainment of total response times (TRT) benchmarks in accordance with CFAI standards (call received to arrival).	Operations and Professional Standards Divisions	Respond within 7 minutes, 30 seconds or less TRT, 90% of the time	February 2011	8 minutes or less TRT 80% of the time
Monitor average loss per building fire response.	Operations Division	$1,500	FY 2008-2009	$2,277.63
			FY 2009-2010 (as of 4/30/10)	$1,496.50

Objective: Remain "ahead of the curve" in providing the public with new services, skills, and equipment.				
Action Plan:	Assigned to	Target 2010-2011	Completion Date	Status
Maintain active participation in industry related organizations and education.	Policy Team	Monthly	FY 2008-2009	Completed
			FY 2009-2010 (as of 4/30/10)	On-going
Seek community input on current services rendered, new services desired through the Citizen Survey Program.	Professional Standards Division	Monthly	FY 2008-2009	3,781
			FY 2009-2010 (as of 4/30/10)	1,350

EFFICIENCY (continued)

Objective: Maintain high employee morale.				
Action Plan:	Assigned to	Target 2010-2011	Completion Date	Status
Expand employee recognition programs.	Policy Team	Monthly	FY 2008-2009	36
			FY 2009-2010 (as of 4/30/10)	18

Objective: Dedicate staffing to upkeep and maintain Fire Department apparatus, equipment, and stations.				
Action Plan:	Assigned to	Target 2010-2011	Completion Date	Status
Maintain fire department facilities annually.	Professional Standards and Operations Divisions	12,000 hours	FY 2008-2009	10,960 hours
			FY 2009-2010 (as of 4/30/10)	6,720 hours
Maintain fire department vehicles and testing annually.	Operations Division	13,440 hours	FY 2008-2009	13,992 hours
			FY 2009-2010 (as of 4/30/10)	7,496 hours
Maintain fire hose upkeep and testing annually.	Operations Division	780 hours	FY 2008-2009	857 hours
			FY 2009-2010 (as of 4/30/10)	438 hours
Work with the Public Works Department on upgrading pump testing facilities to ensure safe annual testing of all fire department apparatus.	Operations Division, Public Works and Automotive Departments	ISO Compliance	Work Order placed on 5/5/10	Request pending

EFFICIENCY (continued)

Objective: Maintain close interaction and cooperation with the Building and Zoning Department to oversee and monitor growth and development.				
Action Plan:	Assigned to	Target 2010-2011	Completion Date	Status
Interact with Building and Zoning management and field personnel to ensure safety and compliance for all new and existing structures within the City.	Fire Prevention Division	Biweekly	FY 2008-2009	108
		Monthly	FY 2009-2010 (as of 4/30/10)	20

Objective: Replace the current Records Management System (RMS) to a system that allows for the integration of various information and data gathering points within the department.				
Action Plan:	Assigned to	Target 2010-2011	Completion Date	Status
Research and implement a RMS that allows for the integration of data required for statistical, incident and response reporting.	Professional Standards Division	1 new program for fractal reporting	FY 2008-2009	Implemented
Research and implement a new RMS that allows for the effective and efficient maintenance of all Fire Department records in a centralized database.	Policy Team	1 new RMS Program	FY 2009-2010	On-going

HUMAN RESOURCES

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

Objective: Provide training for each employee annually to meet requirements of:

1. Insurance Service Office (ISO)
2. Health and Rehabilitative Services (HRS)
3. Florida Department of Labor and Security – Safety Division (OSHA)
4. National Fire Protection Association (NFPA)
5. Florida State Fire Marshal – Bureau of Fire Standards
6. Commission of Fire Accreditation International (CFAI)
7. Department of Defense/Homeland Security
8. National Incident Management System (NIMS)

Action Plan:	Assigned to	Target 2010-2011	Completion Date	Status
Provide ISO, OSHA, NFPA, State Fire Marshal, and DOD/HS training for each firefighter annually.	Professional Standards Division	40,032 hours	FY 2008-2009	30,219 hours
			FY 2009-2010 (as of 4/30/10)	35,577 hours
Provide required HRS training to all EMT and Paramedics annually.	Professional Standards Division	5,560 hours	FY 2008-2009	3,558 hours
			FY 2009-2010 (as of 4/30/10)	2,729 hours

Objective: Develop supervisors and managers to assure quality work product results, and personnel management.

Action Plan:	Assigned to	Target 2010-2011	Completion Date	Status
Provide all fire officers with supervisory / management training annually.	Professional Standards Division	2,000 hours	FY 2008-2009	1,240 hours
			FY 2009-2010 (as of 4/30/10)	1,296 hours
Establish and implement an Executive Development & Mentoring Program that will provide a seamless transition for future management teams.	Policy Team	30 Personnel	FY 2009-2010	On-going

HUMAN RESOURCES (continued)

Objective: Develop a comprehensive mentoring and retention plan to attract and maintain a diverse pool of qualified officers and employees.				
Action Plan:	Assigned to	Target 2010-2011	Completion Date	Status
Develop and implement a mentoring program for the enhancement of personnel retention and officer development.	Professional Standards and Operations Divisions	All fire department personnel	September 30, 2011	On-going

Objective: Increase the percentage of certified paramedics on the fire department toward the ultimate goal of 100%.				
Action Plan:	Assigned to	Target 2010-2011	Completion Date	Status
Increase the percentage of certified paramedics on the fire department through hiring practices and/or encouraging current employees to enroll in a paramedic training program.	Professional Standards Division	89%	FY 2008-2009	83%
		89%	FY 2009-2010 as of 4/30/10	85%

COMMUNICATION/COOPERATION

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

Objective: Communicate the need and value of strategic goals and objectives to all fire rescue personnel.				
Action Plan:	Assigned to	Target 2010-2011	Completion Date	Status
Meet with all department personnel to communicate the Fire Department's goals and objectives.	Office of the Fire Chief	Quarterly	FY 2008-2009	4
			FY 2009-2010 (as of 4/30/10)	2
Meet with senior staff to communicate significant information within the Department.	Office of the Fire Chief	Weekly	FY 2008-2009	48
			FY 2009-2010 (as of 4/30/10)	20
Continue Labor/Management meetings to discuss concerns and improve operations.	Policy Team	Quarterly	FY 2008-2009	3
			FY 2009-2010 (as of 4/30/10)	2
Maintain a Strategic Planning process designed to guide the Department in creating and meeting goals and objectives.	Policy Team	Annually	FY 2008-2009	Completed
			FY 2009-2010 (as of 4/30/10)	Scheduled

Objective: Enhance relationships with industry related organizations at all levels.				
Action Plan:	Assigned to	Target 2010-2011	Completion Date	Status
Enhance relationships with neighboring jurisdictions and agencies to promote regional cooperation and collaboration through FOAM-D organization committees.	Policy Team	Monthly (77)	FY 2008-2009	63
			FY 2009-2010 (as of 4/30/10)	40
Maintain a presence and continue to provide input at regional and state levels.	Policy Team	10	FY 2008-2009	8
			FY 2009-2010 (as of 4/30/10)	6

COMMUNICATION/COOPERATION (continued)

Objective: Improve and utilize new computer technology on all emergency response vehicles.				
Action Plan:	Assigned to	Target 2010-2011	Completion Date	Status
Continue to improve IT communications for fire and rescue apparatus.	Professional Standards and Operations Divisions	Upgrade all on-board computers with new technologies	September 30, 2011	In progress
Ensure all administrative offices, stations and facilities obtain the necessary communications equipment and software needed to ensure effective and efficient communications and service.	Professional Standards and Operations Divisions	All facilities	September 30, 2011	In progress
Work with I.T. to provide computer training to select department personnel on necessary information technology programs used by the City for communications (i.e. HEAT, Eden, CAD)	Professional Standards and Operations Divisions	Select personnel	Open	In progress

Objective: Provide method for input from citizens concerning quality of service.				
Action Plan:	Assigned to	Target 2010-2011	Completion Date	Status
Mail citizen surveys to all calls for service.	Professional Standards Division	3,850	FY 2008-2009	3,781
			FY 2009-2010 (as of 4/30/10)	1,350
Research, develop, and convert the current citizen survey program to electronic format.	Professional Standards Division	Implementation	October 1, 2010	On-going
Review citizen notes and letters.	Office of the Fire Chief and Professional Standards Division	125	FY 2008-2009	135
		144	FY 2009-2010 (as of 4/30/10)	102
Continue to participate in community forums that provide the public the opportunity to express their expectations of fire department services.	Office of the Fire Chief and Fire Department Staff	12 Annually	FY 2008-2009	44
		30 Annually	FY 2009-2010 (as of 4/30/10)	26

COMMUNICATION/COOPERATION (continued)

Objective: Provide a quarterly newsletter to all department and retired personnel communicating department goals, objectives, and activities.				
Action Plan:	Assigned to	Target 2010-2011	Completion Date	Status
Publish the "05 Report" for all department and retired personnel.	Professional Standards Division	Quarterly	FY 2008-2009	3
			FY 2009-2010 (as of 4/30/10)	2

HEALTH AND SAFETY

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

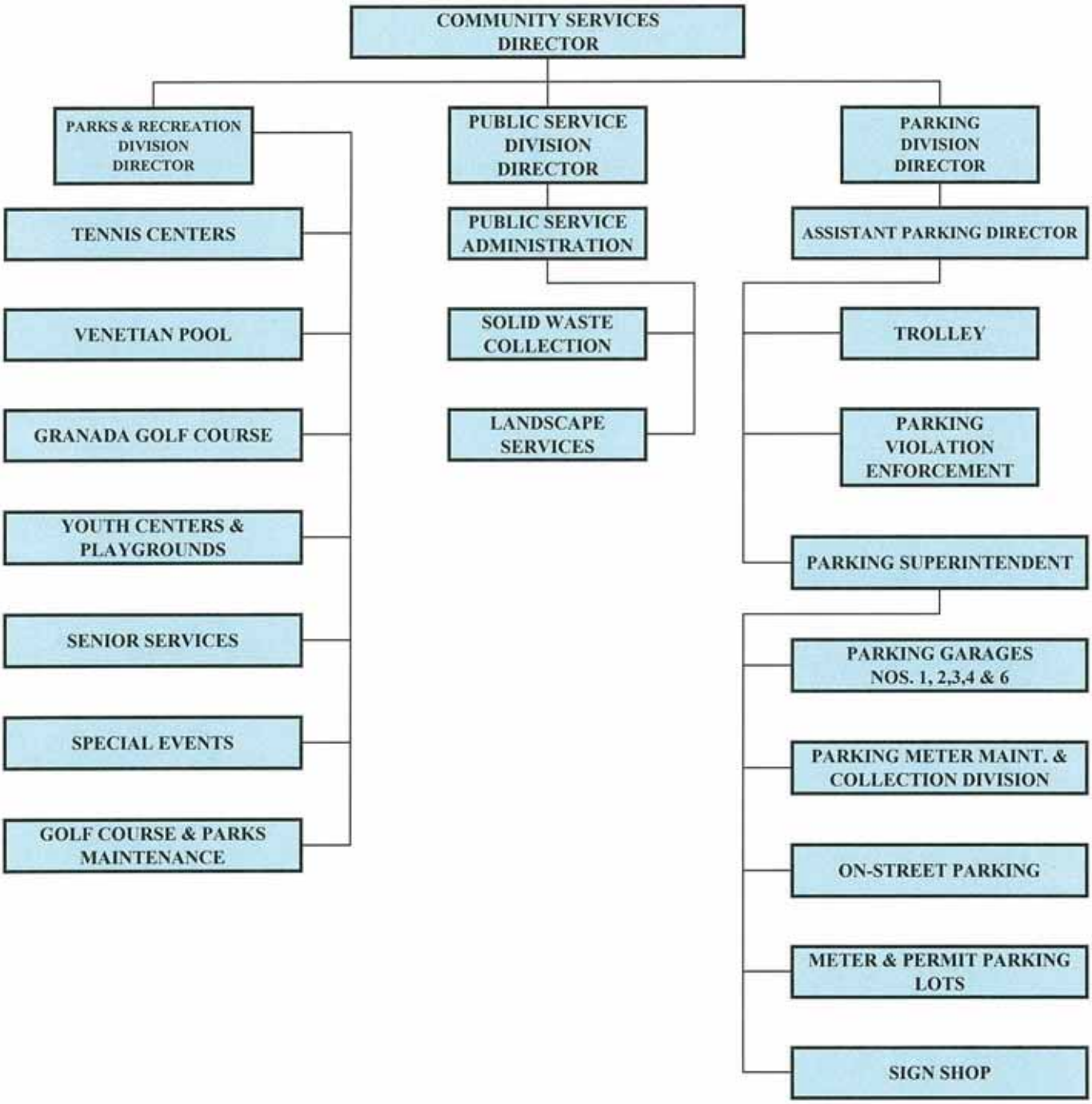
Objective: Improve the health and safety of all department members which result in a decrease in work hours lost.				
Action Plan:	Assigned to	Target 2010-2011	Completion Date	Status
Systematically review and evaluate firefighting gear and personal protective equipment.	Professional Standards and Operations Divisions	Quarterly	Open	On-going
Establish and train Safety Officers who will provide for department accident, injury & exposure review and investigations that produce recommendations in a timely fashion.	Professional Standards and Operations Divisions	3	FY 2008-2009	3 trained
		6	FY 2009-2010 (as of 4/30/10)	On-going
Utilize the "Near Miss" National Reporting System and encourage all fire department members to actively participate in reporting.	Professional Standards and Operations Divisions	All Fire Department Personnel	FY 2008-2009	Completed
			FY 2009-2010 (as of 4/30/10)	On-going
Maintain the "Courage to be Safe…So That Everyone Goes Home" Program.	Professional Standards and Operations Division	All Fire Department Personnel	FY 2008-2009	Implemented
			Open	On-going
Encourage personnel to take an active role in a voluntary health, fitness and safety regimen.	Professional Standards and Operations Divisions	All Fire Department Personnel	Open	On-going

Objective: Maintain facilities in accordance with industry acceptable standards to ensure that all safety measures are in compliance.				
Action Plan:	Assigned to	Target 2010-2011	Completion Date	Status
Work with Human Resources (Risk Management) to develop and implement a formalized facility inspection program.	Professional Standards Division & Human Resources Department	June 2011	June 2011	On-going

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

DEPARTMENT: COMMUNITY SERVICES

ORGANIZATION CHART



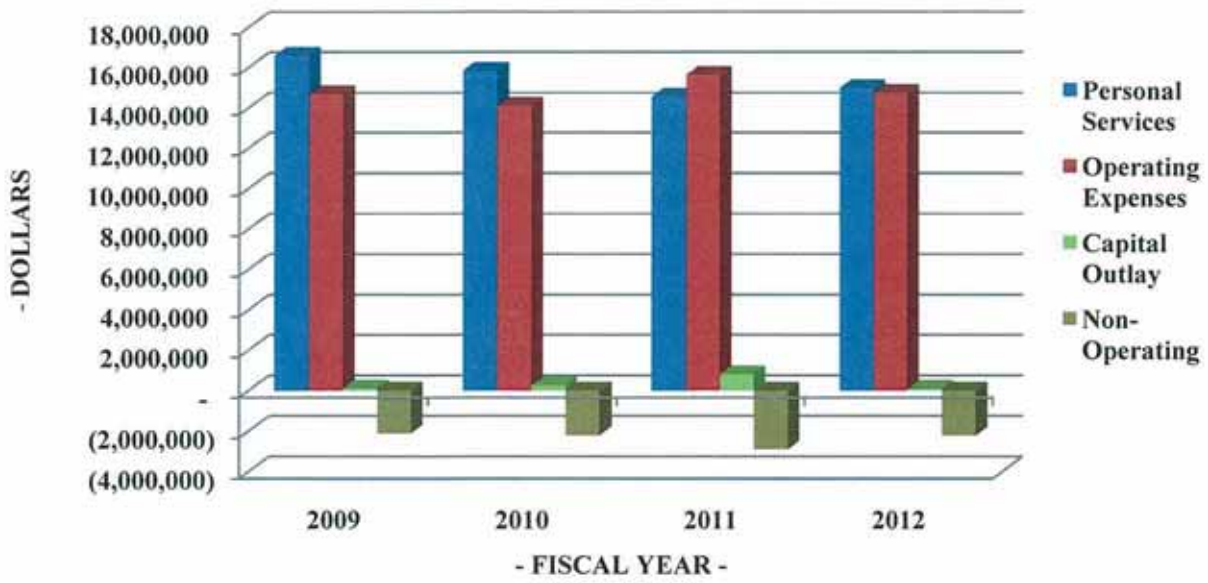
CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

COMMUNITY SERVICES DEPARTMENT
BUDGET AND POSITION SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
Personal Services	$ 16,571,924	$ 15,837,286	$ 14,552,677	$ 14,969,541
Operating Expenses	14,668,523	14,108,919	15,613,348	14,733,445
Capital Outlay	115,089	264,647	804,660	102,660
Non-Operating	(2,118,058)	(2,201,297)	(2,906,984)	(2,222,341)
TOTALS	$ 29,237,478	$ 28,009,555	$ 28,063,701	$ 27,583,305
No. of Positions	184	158	149	148

EXPENDITURE COMPARISONS



CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.		CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
6315		Recreation Director	1	1	-	$ -
6316		Community Services Director	-	-	1	127,483
6010		Assistant Recreation Director	1	1	-	-
0602	*	Administrative Assistant	1	1	1	51,677
0031		Secretary	1	1	-	-
		TOTAL	**4**	**4**	**2**	**$ 179,160**

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

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 244,596	$ 236,881	$ 179,160
2000	Employee Benefits	221,171	200,659	92,198
	Charges - See Other Cost Distributions			
3190	Other Professional Services	-	10,000	3,925
4090	Other Transportation Expense	6,075	5,400	675
4410	Rental of Machinery and Equipment	-	5,676	5,676
4550	General Liability Insurance	20,051	19,847	9,790
5100	Office Supplies	1,805	2,600	2,600
5206	Food for Human Consumption	66	200	200
5208	Household & Institutional Supplies	179	-	-
5214	Uniform Allowance	-	1,000	1,000
5400	Membership Dues and Subscriptions	1,200	1,060	1,060
5410	Employee Training	-	-	500
	TOTAL	**$ 495,143**	**$ 483,323**	**$ 296,784**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
6315	Recreation Director	-	-	1	$ 118,651
0031	Secretary	-	-	1	38,320
	TOTAL	-	-	**2**	**$ 156,971**

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ -	$ -	$ 156,971
2000	Employee Benefits Charges - See Other Cost Distributions	-	-	89,369
4090	Other Transportation Expense	-	-	5,400
4550	General Liability Insurance	-	-	8,577
	TOTAL	**$ -**	**$ -**	**$ 260,317**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
6304	Sports Shop Attendant	1	1	1	$ 49,029
6102	Prof. Tennis Oper. Supv.	1	1	1	26,395
3004	Maintenance Worker I	1	1	1	38,438
0031	Secretary	1	1	1	51,477
9005	Part-time Employees	-	-	-	81,048
	TOTAL	**4**	**4**	**4**	**$ 246,387**

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 364,265	$ 335,012	$ 246,387
2000	Employee Benefits	153,583	140,097	133,805
	Charges - See Other Cost Distributions			
3190	Other Professional Services	107,487	106,169	106,169
4020	Central Garage Motor Pool Rent	5,425	8,366	8,684
	Replacement: 1,504			
	Oper. & Maint: 7,180			
4040	Central Garage Miscellaneous Charges	44	-	-
4420	Rental of City's Public Facilities - See Other Cost Distributions	126,787	116,653	109,568
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	13,726	13,918	13,463
4630	Repair and Maintenance of Machinery & Equipment	44	500	500
4690	Special Maintenance Interdept'l Charges	11,778	11,022	11,004
4710	Special Printed Forms	1,135	2,920	2,920
5100	Office Supplies	2,303	1,200	1,200
5203	Drugs and Medical Supplies	3	110	110
5204	Cleaning & Janitorial Supplies	395	1,147	1,147
5206	Food for Human Consumption	2,584	1,596	1,595
5208	Household & Institutional Supplies	23,221	32,791	32,791
5213	Rental of Uniforms for Employees	-	395	395
5214	Uniform Allowance	224	2,583	2,583

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

5215	Small Tools & Minor Equipment	-	100	100
5217	Operating Equipment Repair Parts	115	-	-
5400	Membership Dues and Subscriptions	70	50	50
5410	Employee Training	-	565	565
	TOTAL	**$ 813,189**	**$ 775,194**	**$ 673,036**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
6205	Venetian Pool Supervisor	1	1	1	$ 50,191
6203	Venetian Pool Ass't Supv.	1	1	1	42,782
3004	Maintenance Worker I	1	1	1	38,438
9004	Part-time Employees	-	-	-	176,492
9999	Holiday Pay	-	-	-	2,760
	TOTAL	**3**	**3**	**3**	**$ 310,663**

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 304,197	$ 307,786	$ 310,663
2000	Employee Benefits	184,448	166,730	171,945
	Charges - See Other Cost Distributions			
3180	Landscape Charges	1,230	2,000	6,580
3190	Other Professional Services	4,463	5,100	5,100
4040	Central Garage Miscellaneous Charges	75	-	-
4410	Rental of Machinery and Equipment	-	800	800
4420	Rental of City's Public Facilities - See Other Cost Distributions	135,861	126,699	126,598
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	18,017	17,017	16,976
4620	Repair and Maintenance of Office Equipment	78	400	400
4630	Repair and Maintenance of Machinery & Equipment	234	1,300	1,300
4710	Special Printed Forms	616	1,500	1,500
4940	Taxes & License Fees Paid	3,261	4,500	4,500
4990	Other Miscellaneous Expense	(8,806)	-	-
5100	Office Supplies	1,873	2,000	2,000
5201	Agricultural Supplies	34	500	500
5202	Chemicals and Photographic Supplies	14,010	15,280	12,700
5203	Drugs and Medical Supplies	239	1,000	1,000
5204	Cleaning & Janitorial Supplies	3,166	3,500	3,500

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

5206	Food for Human Consumption	60,703	44,760	44,760
5208	Household & Institutional Supplies	3,927	6,914	4,914
5209	Protective Clothing	-	200	200
5211	Building Materials and Supplies	-	150	150
5214	Uniform Allowance	2,216	2,690	2,690
5215	Small Tools & Minor Equipment	1,135	2,500	2,500
5400	Membership Dues and Subscriptions	140	250	250
5410	Employee Training	(188)	1,400	800
	TOTAL	**$ 730,929**	**$ 714,976**	**$ 722,326**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

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

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ -	$ -	$ 4,000
2000	Employee Benefits	1,546	1,364	1,741
	Charges - See Other Cost Distributions			
3190	Other Professional Services	258,987	233,988	233,988
4550	General Liability Insurance	216	222	219
4620	Repair and Maintenance of Office Equipment	-	750	750
4630	Repair and Maintenance of Machinery & Equipment	12,609	11,500	11,500
4690	Special Maintenance Interdept'l Charges	786,917	705,400	704,247
4710	Special Printed Forms	742	1,000	1,000
4820	Advertising Expense	-	3,140	3,140
4950	Collection Charges on Credit Card sales	9,892	8,200	9,892
4990	Other Miscellaneous Expense	14,492	-	-
5100	Office Supplies	765	1,000	1,000
5201	Agricultural Supplies	41,541	63,106	57,108
5203	Drugs and Medical Supplies	-	50	50
5204	Cleaning & Janitorial Supplies	1,966	2,000	2,000
5207	Motor Fuel and Lubricants	-	1,550	1,550
5208	Household & Institutional Supplies	6,183	7,000	7,000
5209	Protective Clothing	31	775	775
5211	Building Materials and Supplies	1,685	2,900	2,900
5213	Rental of Uniforms for Employees	565	442	442

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

5214	Uniform Allowance	-	250	250
5215	Small Tools & Minor Equipment	1,745	1,950	1,950
5216	Motor Equipment Repair Parts	-	-	-
5217	Operating Equipment Repair Parts	17,559	16,500	16,500
5400	Membership Dues and Subscriptions	308	590	590
5410	Employee Training	-	625	625
	TOTAL	**$ 1,157,749**	**$ 1,064,302**	**$ 1,063,217**

CITY OF CORAL GABLES
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CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

430 GRANADA GOLF COURSE FUND
COMMUNITY SERVICES DEPARTMENT
6031 PARKS & RECREATION DIV-GRANADA GOLF CARTS
572 PARKS & RECREATION

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

			2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
4020	Central Garage Motor Pool Rent		$ 53,200	$ 47,500	$ 49,303
	Replacement:	20,565			
	Oper. & Maint:	28,738			
4450	Lease Equipment		29,385	28,800	28,800
5217	Operating Equipment Repair Parts		4,856	7,200	7,200
6410	Motor Equipment Replacements in Fleet		143,592	-	-
	TOTAL		**$ 231,033**	**$ 83,500**	**$ 85,303**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
6050 PARKS & RECREATION DIV-YOUTH CTR/PLAYGRNDS
572 PARKS & RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
6009	Youth Center Supervisor	1	1	1	$ 42,557
6011	Youth Center Ass't Supv.	1	1	1	54,519
6006	Recreation Marketing Spec.	1	1	1	49,461
6005	Recreation Specialist	3	3	3	156,912
3010	Foreman	1	1	1	56,757
3004	Maintenance Worker I	2	2	2	66,255
9005	Part-time Employees	-	-	-	394,114
9999	Holiday Pay	-	-	-	6,400
	TOTAL	**9**	**9**	**9**	**$ 826,975**

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 786,473	$ 801,550	$ 826,975
2000	Employee Benefits	608,550	474,454	369,439
	Charges - See Other Cost Distributions			
3180	Contracted Services	511,311	477,902	477,902
3190	Other Professional Services	47,722	66,120	66,120
4020	Central Garage Motor Pool Rent	27,222	25,241	26,199
	Replacement: 4,468			
	Oper. & Maint: 21,731			
4090	Other Transportation Expense	20,185	54,500	54,500
4410	Rental of Machinery and Equipment	11,749	8,544	8,544
4420	Rental of City's Public Facilities - See Other Cost Distributions	590,510	642,948	603,900
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	48,567	42,472	45,189
4630	Repair and Maintenance of Machinery & Equipment	4,083	7,200	7,200
4690	Special Maintenance Interdept'l Charges	41,415	35,821	35,763
4710	Special Printed Forms	9,236	27,905	27,905
4820	Advertising Expense	-	480	480
4990	Other Miscellaneous Expense	3,032	3,804	3,804
5100	Office Supplies	4,490	10,000	10,000

001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
6050 PARKS & RECREATION DIV-YOUTH CTR/PLAYGRNDS
572 PARKS & RECREATION

5202	Chemicals and Photographic Supplies	1,895	1,600	1,600
5203	Drugs and Medical Supplies	-	500	500
5204	Cleaning & Janitorial Supplies	4,891	6,500	6,500
5206	Food for Human Consumption	13,558	30,065	25,000
5208	Household & Institutional Supplies	20,361	37,483	37,483
5209	Protective Clothing	264	330	330
5211	Building Materials and Supplies	2,656	3,000	3,000
5213	Rental of Uniforms for Employees	3,153	790	790
5214	Uniform Allowance	18,415	45,991	35,000
5215	Small Tools & Minor Equipment	358	1,000	1,000
5400	Membership Dues and Subscriptions	9,033	10,800	10,800
5410	Employee Training	-	250	250
6430	Operating Equipment Replacements	-	32,360	32,360
6440	Operating Equipment Additions	-	20,000	20,000
	TOTAL	**$ 2,789,129**	**$ 2,869,610**	**$ 2,738,533**

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CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
9008	Part-time Employees	-	-	-	$ 20,879
	TOTAL	-	-	-	**$ 20,879**

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 21,051	$ 20,879	$ 20,879
2000	Employee Benefits	1,610	1,597	1,597
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	1,126	1,161	1,141
5204	Cleaning & Janitorial Supplies	-	250	250
5206	Food for Human Consumption	27,174	27,000	27,000
5208	Household & Institutional Supplies	1,575	742	742
5400	Membership Dues and Subscriptions	262	-	-
5410	Employee Training	-	100	100
6430	Operating Equipment Replacements	-	300	300
6440	Operating Equipment Additions	-	650	650
	TOTAL	**$ 52,798**	**$ 52,679**	**$ 52,659**

CITY OF CORAL GABLES, FLORIDA
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001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
6060 PARKS & RECREATION DIV. - SENIOR SERVICES
573 CULTURE SERVICES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
6007	Senior Services Coordinator	1	-	-	$ -
6005	Recreation Specialist	1	1	1	44,853
9005	Part-time Employees	-	-	-	25,456
	TOTAL	**2**	**1**	**1**	**$ 70,309**

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 125,991	$ 74,097	$ 70,309
2000	Employee Benefits	88,404	45,779	35,024
	Charges - See Other Cost Distributions			
3190	Other Professional Services	13,833	48,435	51,941
4090	Other Transportation Expense	1,806	6,600	6,600
4550	General Liability Insurance	7,238	4,103	3,842
4710	Special Printed Forms	1,930	5,500	5,500
5100	Office Supplies	625	500	500
5206	Food for Human Consumption	11,423	20,800	20,800
5208	Household & Institutional Supplies	402	3,270	3,270
5214	Uniform Allowance	-	310	310
5400	Membership Dues and Subscriptions	-	234	234
	TOTAL	**$ 251,652**	**$ 209,628**	**$ 198,330**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
9283	Part-time Employees	-	-	-	$ 8,300
	TOTAL	-	-	-	**$ 8,300**

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 3,373	$ 8,300	$ 8,300
2000	Employee Benefits	258	635	635
	Charges - See Other Cost Distributions			
3190	Other Professional Services	112,682	98,280	98,280
4410	Rental of Machinery and Equipment	640	6,700	6,700
4550	General Liability Insurance	961	461	454
4710	Special Printed Forms	2,821	2,900	2,900
4820	Advertising Expense	5	250	250
4840	Farmers Market	-	4,850	4,850
5202	Chemicals and Photographic Supplies	831	900	900
5206	Food for Human Consumption	486	400	400
5208	Household & Institutional Supplies	5,142	7,780	7,780
	TOTAL	**$ 127,199**	**$ 131,456**	**$ 131,449**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
2309	Superintendent of Greens	1	1	1	$ 57,013
4006	Automotive Mechanic	1	1	1	59,577
3201	Equipment Operator I	1	1	1	35,640
3010	Foreman	2	1	1	54,054
3004	Maintenance Worker I	1	1	1	32,047
	TOTAL	**6**	**5**	**5**	**$ 238,331**

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 343,505	$ 239,379	$ 238,331
2000	Employee Benefits	259,510	197,784	200,608
	Charges - See Other Cost Distributions			
3190	Other Professional Services	104,648	136,160	136,160
4020	Central Garage Motor Pool Rent	85,848	84,391	87,595
	Replacement: -			
	Oper. & Maint: 87,595			
4420	Rental of City's Public Facilities - See Other Cost Distributions	160,139	150,825	141,665
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	17,362	13,306	13,023
4630	Repair and Maintenance of Machinery & Equipment	1,914	4,000	4,000
5201	Agricultural Supplies	11,006	30,273	30,273
5204	Cleaning & Janitorial Supplies	11	-	-
5207	Motor Fuel and Lubricants	25	550	550
5208	Household & Institutional Supplies	15,031	14,000	14,000
5209	Protective Clothing	46	1,000	1,000
5211	Building Materials and Supplies	819	1,900	1,900
5213	Rental of Uniforms for Employees	1,501	1,547	1,547
5215	Small Tools & Minor Equipment	5,091	5,625	5,625
5217	Operating Equipment Repair Parts	783	2,500	2,500
6430	Operating Equipment Replacements	(1,475)	10,250	10,250

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

6440	Operating Equipment Additions	-	25,000	25,000
9010	Intradepartmental Credits	(838,180)	(752,243)	(751,014)
	TOTAL	**$ 167,584**	**$ 166,247**	**$ 163,013**

Administrative Services Distributed to Park Facilities

Dept Code	%	Amount
Tennis Centers - 6010	1.2	$ 11,004
Youth Center - 6050	3.9	35,763
Granada Golf Course - 6030	76.8	704,247
	81.9	**$ 751,014**

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CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
6100 PUBLIC SERVICE DIVISION- ADMINISTRATION
539 OTHER PHYSICAL ENVIRONMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
2015	Public Service Director	1	1	1	$ 140,243
0602	Administrative Assistant	1	1	1	38,584
0012	Clerical Assistant II	2	2	2	101,568
8888	Overtime	-	-	-	2,000
	TOTAL	**4**	**4**	**4**	**$ 282,395**

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

			2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries		$ 324,765	$ 301,465	$ 282,395
2000	Employee Benefits Charges - See Other Cost Distributions		185,508	168,038	155,799
4020	Central Garage Motor Pool Rent Replacement: Oper. & Maint:	1,082 6,866	8,214	7,657	7,948
4090	Other Transportation Expense		4,950	5,400	5,400
4410	Rental of Machinery and Equipment		2,978	3,051	3,051
4420	Rental of City's Public Facilities - See Other Cost Distributions Charges - See Other Cost Distributions		25,056	24,204	24,204
4550	General Liability Insurance		16,403	16,757	15,431
4620	Repair and Maintenance of Office Equipment		180	200	200
4990	Other Miscellaneous Expense		487	500	500
5100	Office Supplies		2,790	3,000	3,000
5400	Membership Dues and Subscriptions		439	345	400
	TOTAL		**$ 571,770**	**$ 530,617**	**$ 498,328**

CITY OF CORAL GABLES, FLORIDA
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001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
6120 PUBLIC SERVICE DIVISION - SOLID WASTE COLLECTION
534 GARBAGE & SOLID WASTE DISPOSAL

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
2115	Sanitation Div. Supt	1	1	1	$ 80,231
2112	Sanitation Crane Operator	4	4	4	203,669
2107	Sanitation Division Coord.	1	1	1	56,883
2106	Sanitation Operator III	3	3	3	152,222
2105	Sanitation Operator II	7	7	7	358,019
2104	Sanitation Operator I	14	14	14	685,679
2101	Sanitation Worker	31	31	30	1,266,235
3205	Equipment Operator III	2	2	2	124,842
3011	Senior Foreman	2	2	2	123,610
8888	Overtime	-	-	-	25,000
9999	Holiday Pay	-	-	-	115,000
	TOTAL	**65**	**65**	**64**	**$ 3,191,390**

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

			2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries		$ 3,171,658	$ 3,232,673	$ 3,191,390
2000	Employee Benefits Charges - See Other Cost Distributions		2,951,865	2,842,764	3,197,680
3190	Other Professional Services		102,540	243,152	243,152
4020	Central Garage Motor Pool Rent		1,330,377	1,188,432	1,233,546
	Replacement:	180,880			
	Oper. & Maint:	1,052,666			
4370	Waste Disposal Service		2,231,777	2,176,970	1,707,671
4420	Rental of City's Public Facilities - See Other Cost Distributions Charges - See Other Cost Distributions		23,125	22,339	22,339
4550	General Liability Insurance		175,892	177,880	174,388
4630	Repair and Maintenance of Machinery & Equipment		-	298	298
5100	Office Supplies		333	800	800
5204	Cleaning & Janitorial Supplies		-	400	400
5208	Household & Institutional Supplies		4,649	8,000	6,000
5209	Protective Clothing		10,016	10,000	10,000
5211	Building Materials and Supplies		14,629	23,668	50,004
5213	Rental of Uniforms for Employees		13,547	14,376	14,376

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

5215	Small Tools & Minor Equipment	18,026	25,000	25,000
5217	Operating Equipment Repair Parts	7,328	7,615	7,615
5400	Membership Dues and Subscriptions	-	326	326
5410	Employee Training	117	-	-
	TOTAL	**$ 10,055,879**	**$ 9,974,693**	**$ 9,884,985**

CITY OF CORAL GABLES, FLORIDA
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001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
6130 PUBLIC SERVICE DIVISION - LANDSCAPE SERVICES
539 OTHER PHYSICAL ENVIRONMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
2012	Landscape Services Div. Supt.	1	1	1	$ 86,111
3205	Equipment Operator III	1	1	1	56,740
3203	Equipment Operator II	3	3	3	164,733
3201	Equipment Operator I	3	3	3	151,767
3101	Maintenance Repair Worker	1	1	1	49,031
3012	Landscape Foreman	1	1	1	62,550
3011	Senior Foreman	1	1	1	68,812
3009	Irrigation Foreman	0	1	1	54,054
3010	Foreman	5	3	3	161,868
3005	Maintenance Worker II	9	7	7	289,145
3004	Maintenance Worker I	3	1	1	33,954
2003	Spray Service Worker	1	1	1	56,414
8888	Overtime	-	-	-	15,158
	TOTAL	**29**	**24**	**24**	**$ 1,250,337**

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

			2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries		$ 1,440,861	$ 1,256,396	$ 1,250,337
2000	Employee Benefits Charges - See Other Cost Distributions		1,357,772	973,100	1,075,913
3190	Other Professional Services		1,122,830	1,264,844	1,406,345
4020	Central Garage Motor Pool Rent		576,456	536,987	557,372
	Replacement:	80,464			
	Oper. & Maint:	476,908			
4040	Central Garage Miscellaneous Charges		723	-	-
4350	Water & Sewer Utility Service		1,200	3,500	3,500
4410	Rental of Machinery and Equipment		-	100	100
4420	Rental of City's Public Facilities - See Other Cost Distributions Charges - See Other Cost Distributions		647,746	588,020	552,308
4430	Rental of Land and Buildings		-	-	-
4450	Lease Equipment		-	-	-
4550	General Liability Insurance		88,356	69,672	68,322
4630	Repair and Maintenance of Machinery & Equipment		-	100	100
5100	Office Supplies		1,315	1,800	1,800
5201	Agricultural Supplies		101,299	129,926	129,926

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

5204	Cleaning & Janitorial Supplies	737	600	800
5208	Household & Institutional Supplies	2,273	3,200	3,200
5209	Protective Clothing	2,546	6,500	6,230
5211	Building Materials and Supplies	17,193	16,779	17,000
5213	Rental of Uniforms for Employees	6,794	8,805	7,752
5215	Small Tools & Minor Equipment	6,506	20,272	20,272
5400	Membership Dues and Subscriptions	457	670	520
6440	Operating Equipment Additions	7,100	-	-
	TOTAL	**$ 5,382,164**	**$ 4,881,271**	**$ 5,101,797**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

460 PARKING SYSTEM FUND
COMMUNITY SERVICES DEPARTMENT
8300 PARKING DIVISION - ADMINISTRATION
545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
0720	Parking Director	1	1	1	$ 121,410
0717	Assistant Parking Director	1	1	1	84,155
0716	Parking Admin. Supervisor	1	1	1	67,491
0105	Clerk I	1	1	1	42,172
0708	Parking Data Specialist	1	1	1	42,745
	TOTAL	**5**	**5**	**5**	**$ 357,973**

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 288,360	$ 330,167	$ 357,973
2000	Employee Benefits	219,217	218,981	194,566
	Charges - See Other Cost Distributions			
4020	Central Garage Motor Pool Rent	5,267	-	-
4090	Other Transportation Expense	4,950	5,400	8,100
4410	Rental of Machinery and Equipment	3,110	2,800	2,800
4420	Rental of City's Public Facilities - See Other Cost Distributions	14,457	14,882	14,870
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	18,867	19,457	19,561
4620	Repair and Maintenance of Office Equipment	3,126	4,500	4,500
4710	Special Printed Forms	3,827	4,500	4,500
4820	Advertising Expense	-	500	500
4990	Other Miscellaneous Expense	(36,395)	51,000	51,000
5100	Office Supplies	3,588	6,900	7,500
5215	Small Tools & Minor Equipment	4,914	25,600	25,000
5400	Membership Dues and Subscriptions	520	950	950
5410	Employee Training	690	1,000	1,000
6430	Operating Equipment Replacements	1,165	1,200	1,200

460 PARKING SYSTEM FUND
COMMUNITY SERVICES DEPARTMENT
8300 PARKING DIVISION - ADMINISTRATION
545 PARKING FACILITIES

9010	Intradepartmental Credits	(560,193)	(687,837)	(694,020)
	TOTAL	**$ (24,530)**	**$ -**	**$ -**

Administrative Services Distributed to Parking System

Dept Code	Meters	Amount
8310	282	$ 17,035
8320	589	35,579
8330	193	11,658
8340	344	20,780
8380	3873	233,953
8390	1737	104,924
8560 (8350)	450	27,183
	7468	**451,112**
25% for Admin Services to Div. 8360		173,505
10% for Admin Services to Div. 8500		69,402
		$ 694,019

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
0707	Parking Cashier	1	-	-	$ -
	TOTAL	1	-	-	$ -

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 32,119	$ 6,357	$ -
2000	Employee Benefits	22,613	1,961	-
	Charges - See Other Cost Distributions			
3170	Mgmt & Staff Interdept'l Charge	15,405	20,000	17,035
3190	Other Professional Services	57,662	96,000	69,750
4420	Rental of City's Public Facilities - See Other Cost Distributions	67,660	77,731	77,669
	Charges - See Other Cost Distributions			
4450	Lease Equipment	-	-	22,500
4550	General Liability Insurance	1,778	147	-
4630	Repair and Maintenance of Machinery & Equipment	2,700	2,900	2,900
4690	Special Maintenance Interdept'l Charges	12,332	22,536	36,023
4710	Special Printed Forms	1,952	2,000	2,000
5100	Office Supplies	205	750	750
5204	Cleaning & Janitorial Supplies	200	200	200
5208	Household & Institutional Supplies	489	500	500
5211	Building Materials and Supplies	-	100	100
5214	Uniform Allowance	500	500	500
5215	Small Tools & Minor Equipment	-	100	100
	TOTAL	**$ 215,615**	**$ 231,782**	**$ 230,027**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
0707	Parking Cashier	1	-	-	$ -
	TOTAL	1	-	-	$ -

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 33,647	$ 6,778	$ -
2000	Employee Benefits	22,534	2,040	-
	Charges - See Other Cost Distributions			
3170	Mgmt & Staff Interdept'l Charge	-	-	35,579
3190	Other Professional Services	74,455	115,500	89,250
4420	Rental of City's Public Facilities - See Other Cost Distributions	116,216	129,378	129,275
	Charges - See Other Cost Distributions			
4450	Lease Equipment	-	-	22,500
4550	General Liability Insurance	1,754	154	-
4630	Repair and Maintenance of Machinery & Equipment	2,700	2,900	2,900
4710	Special Printed Forms	1,464	2,000	2,000
5100	Office Supplies	556	750	750
5204	Cleaning & Janitorial Supplies	300	300	300
5208	Household & Institutional Supplies	395	400	400
5211	Building Materials and Supplies	31	135	135
5214	Uniform Allowance	500	500	500
5215	Small Tools & Minor Equipment	-	100	100
	TOTAL	**$ 254,552**	**$ 260,935**	**$ 283,689**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
0706	Parking Attendant	1	1	1	$ 40,360
	TOTAL	**1**	**1**	**1**	**$ 40,360**

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 43,579	$ 40,388	$ 40,360
2000	Employee Benefits	30,376	28,466	32,917
	Charges - See Other Cost Distributions			
3170	Mgmt & Staff Interdept'l Charge	10,532	13,688	11,658
3190	Other Professional Services	3,707	10,500	5,500
4420	Rental of City's Public Facilities - See Other Cost Distributions	25,472	22,640	22,622
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	2,177	2,243	2,205
4690	Special Maintenance Interdept'l Charges	1,927	3,467	24,654
5204	Cleaning & Janitorial Supplies	200	200	200
5208	Household & Institutional Supplies	400	400	400
5211	Building Materials and Supplies	-	60	60
5214	Uniform Allowance	500	500	500
5215	Small Tools & Minor Equipment	-	60	60
	TOTAL	**$ 118,870**	**$ 122,612**	**$ 141,136**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
0706	Parking Attendant	1	1	1	$ 29,009
	TOTAL	**1**	**1**	**1**	**$ 29,009**

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 16,598	$ 26,645	$ 29,009
2000	Employee Benefits	29,159	22,742	27,975
	Charges - See Other Cost Distributions			
3170	Mgmt & Staff Interdept'l Charge	18,767	24,397	20,780
3190	Other Professional Services	61,839	76,750	50,500
4420	Rental of City's Public Facilities - See Other Cost Distributions	71,958	83,109	83,043
	Charges - See Other Cost Distributions			
4450	Lease Equipment	-	-	22,500
4550	General Liability Insurance	2,279	1,481	1,585
4630	Repair and Maintenance of Machinery & Equipment	2,700	2,900	2,900
4710	Special Printed Forms	1,708	2,000	2,000
5100	Office Supplies	206	750	750
5204	Cleaning & Janitorial Supplies	300	300	300
5208	Household & Institutional Supplies	135	400	400
5211	Building Materials and Supplies	-	135	135
5214	Uniform Allowance	375	500	500
5215	Small Tools & Minor Equipment	-	60	60
	TOTAL	**$ 206,024**	**$ 242,169**	**$ 242,437**

CITY OF CORAL GABLES
FLORIDA

460 PARKING SYSTEM FUND
COMMUNITY SERVICES DEPARTMENT
8350 PARKING DIVISION - GARAGE NO. 5
545 PARKING FACILITIES

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 21,926	$ -	$ -
2000	Employee Benefits	23,419	-	-
	Charges - See Other Cost Distributions			
3170	Mgmt & Staff Interdept'l Charge	13,052	-	-
4420	Rental of City's Public Facilities - See Other Cost Distributions	48,238	-	-
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	2,177	-	-
5214	Uniform Allowance	500	-	-
	TOTAL	**$ 109,312**	**$ -**	**$ -**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

460 PARKING SYSTEM FUND
COMMUNITY SERVICES DEPARTMENT
8360 PARKING DIVISION - METER MAINT & COLLECTION
545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
0713	Meter Maint. Collection Supv.	1	1	1	$ 59,577
0712	Parking Meter Mechanic	2	2	2	101,003
0311	Money Room Coordinator	1	1	1	56,631
3005	Maintenance Worker II	2	2	2	83,252
	TOTAL	**6**	**6**	**6**	**$ 300,463**

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

			2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries		$ 317,655	$ 296,846	$ 300,463
2000	Employee Benefits		242,857	213,291	236,230
	Charges - See Other Cost Distributions				
3170	Mgmt & Staff Interdept'l Charge		140,048	181,889	173,505
4020	Central Garage Motor Pool Rent		29,084	26,702	27,716
	Replacement:	6,494			
	Oper. & Maint:	21,222			
4090	Other Transportation Expense		-	2,700	-
4550	General Liability Insurance		15,667	16,501	16,418
4630	Repair and Maintenance of Machinery & Equipment		-	225	225
5100	Office Supplies		1,073	2,000	2,000
5204	Cleaning & Janitorial Supplies		9	100	100
5209	Protective Clothing		340	450	450
5211	Building Materials and Supplies		298	200	200
5214	Uniform Allowance		2,785	3,500	3,000
5215	Small Tools & Minor Equipment		8,195	8,500	8,000
5217	Operating Equipment Repair Parts		1,814	12,000	9,000
6430	Operating Equipment Replacements		43,100	-	-
6440	Operating Equipment Additions		-	702,000	-

460 PARKING SYSTEM FUND
COMMUNITY SERVICES DEPARTMENT
8360 PARKING DIVISION - METER MAINT & COLLECTION
545 PARKING FACILITIES

9010	Intradepartmental Credits	(802,924)	(1,466,904)	(777,307)
	TOTAL	**$ 1**	**$ -**	**$ -**

Administrative Services Distributed to Parking System

Dept Code	Meters	Amount
8310	282	36,023
8330	193	24,654
8380	3873	494,743
8390	1737	221,887
	6085	**777,307**

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

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
3170	Mgmt & Staff Interdept'l Charge	$ 211,529	$ 291,633	$ 233,953
4110	Telephone Expense	540	33,600	134,000
4450	Lease Equipment	-	150,000	262,500
4690	Special Maintenance Interdept'l Charges	612,504	1,119,032	494,743
5215	Small Tools & Minor Equipment	2,618	40,000	33,000
	TOTAL	**$ 827,191**	**$ 1,634,265**	**$ 1,158,196**

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

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
3170	Mgmt & Staff Interdept'l Charge	$ 94,841	$ 123,192	$ 104,924
4420	Rental of City's Public Facilities - See Other Cost Distributions	47,760	45,280	45,244
	Charges - See Other Cost Distributions			
4690	Special Maintenance Interdept'l Charges	176,162	321,869	221,887
6430	Operating Equipment Replacements	-	10,000	10,000
	TOTAL	**$ 318,763**	**$ 500,341**	**$ 382,055**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

001 GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
8400 PARKING DIVISION - VIOLATION ENFORCEMENT
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
0711	Parking Enforcement Supervisor	1	1	1	$ 72,272
0710	Parking Enforcement Specialist	10	10	10	399,590
0709	Parking Enforcement Spec. Lead	1	1	1	45,623
0714	PT Enforcement Specialist	-	-	-	70,000
	TOTAL	**12**	**12**	**12**	**$ 587,485**

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

			2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries		$ 495,489	$ 522,970	$ 587,485
2000	Employee Benefits		388,063	368,537	399,817
	Charges - See Other Cost Distributions				
4020	Central Garage Motor Pool Rent		307,959	288,005	298,938
	Replacement:	70,498			
	Oper. & Maint:	228,440			
4550	General Liability Insurance		27,228	28,989	32,102
4620	Repair and Maintenance of Office Equipment		-	220	220
5100	Office Supplies		644	1,500	1,500
5214	Uniform Allowance		6,000	8,500	8,500
5215	Small Tools & Minor Equipment		-	500	500
5410	Employee Training		89	1,500	1,500
6440	Operating Equipment Additions		1,165	1,400	1,400
	TOTAL		**$ 1,226,637**	**$ 1,222,121**	**$ 1,331,962**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

460 PARKING SYSTEM FUND
COMMUNITY SERVICES DEPARTMENT
8500 PARKING DIVISION - SIGN SHOP
545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
3101	Maintenance Repair Worker	1	1	-	$ -
3102	Maint. Repair Wrkr - Lead	-	-	1	53,085
3005	Maintenance Worker II	2	2	2	75,666
	TOTAL	**3**	**3**	**3**	**$ 128,751**

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 131,269	$ 125,276	$ 128,751
2000	Employee Benefits	151,268	115,435	120,980
	Charges - See Other Cost Distributions			
3170	Mgmt & Staff Interdept'l Charge	56,019	72,756	69,402
4020	Central Garage Motor Pool Rent Replacement: 4,129 Oper. & Maint: 20,190	25,266	23,430	24,319
4410	Rental of Machinery and Equipment	-	250	250
4420	Rental of City's Public Facilities - See Other Cost Distributions	32,007	30,918	30,893
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	10,296	6,964	7,035
4630	Repair and Maintenance of Machinery & Equipment	36	400	400
5100	Office Supplies	24	200	200
5204	Cleaning & Janitorial Supplies	1,546	950	950
5209	Protective Clothing	230	600	500
5211	Building Materials and Supplies	8,475	28,000	22,000
5214	Uniform Allowance	2,000	2,000	2,000
5215	Small Tools & Minor Equipment	1,338	1,500	1,500
5217	Operating Equipment Repair Parts	787	1,000	1,000
	TOTAL	**$ 420,561**	**$ 409,679**	**$ 410,180**

CITY OF CORAL GABLES
FLORIDA

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

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
3170	Mgmt & Staff Interdept'l Charge	$ -	$ -	$ 27,183
3190	Other Professional Services	84,977	105,500	79,250
4310	Electric Utility Service	59,541	65,000	65,000
4350	Water & Sewer Utility Service	1,443	900	-
4450	Lease Equipment	-	-	22,500
4630	Repair and Maintenance of Machinery & Equipment	2,700	2,900	2,900
4710	Special Printed Forms	1,750	2,000	2,000
5100	Office Supplies	454	750	750
5204	Cleaning & Janitorial Supplies	300	300	300
5208	Household & Institutional Supplies	300	300	300
5211	Building Materials and Supplies	-	100	100
5215	Small Tools & Minor Equipment	17,300	100	100
	TOTAL	**$ 168,765**	**$ 177,850**	**$ 200,383**

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
1019	Tolley Manager	1	1	1	$ 70,830
0009	Trolley Operations Supr	1	1	1	49,296
	TOTAL	**2**	**2**	**2**	**$ 120,126**

This function may continue to operate as it currently does for such time as deemed appropriate to implement the organization.

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 97,681	$ 119,660	$ 120,126
2000	Employee Benefits	84,497	78,718	81,039
	Charges - See Other Cost Distributions			
3190	Other Professional Services	666,688	718,500	718,500
4020	Central Garage Motor Pool Rent Replacement: 13,712 Oper. & Maint: 280,636	403,628	283,583	294,348
4410	Rental of Machinery and Equipment	-	5,000	5,000
4420	Rental of City's Public Facilities - See Other Cost Distributions	84,018	77,648	77,586
	Charges - See Other Cost Distributions			
4550	General Liability Insurance	6,957	6,651	6,564
4620	Repair and Maintenance of Office Equipment	-	1,500	1,500
4630	Repair and Maintenance of Machinery & Equipment	(69,538)	20,000	20,000
4720	Printing & Binding	-	200	200
4820	Advertising Expense	-	200	200
4940	Taxes & License Fees Paid	492	1,500	1,500
4990	Other Miscellaneous Expense	(3,913)	4,691	-
5100	Office Supplies	554	1,000	1,000
5209	Protective Clothing	257	350	350
5211	Building Materials and Supplies	68	1,500	1,500
5213	Rental of Uniforms for Employees	-	1,000	1,000

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

5215	Small Tools & Minor Equipment	179	500	500
5219	Other Repair & Maintenance Supplies	-	250	250
5410	Employee Training	8	500	500
6410	Motor Equipment Replacements in Fleet	70,000	-	-
6440	Operating Equipment Additions	-	1,500	1,500
	TOTAL	**$ 1,341,576**	**$ 1,324,451**	**$ 1,333,163**

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES

DIVISION: PARKS AND RECREATION

MISSION STATEMENT

"To provide recreational opportunities and services for residents and other guests that create memorable life experiences through exceptional customer service, programming, facilities, and leadership that exceeds community expectations and professional standards."

VISION STATEMENT

"Creating an Optimal Experience by Maximizing Our Resources"

VALUES

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

PARKS AND RECREATION DIVISION GOALS

Programming
To create recreational opportunities and services that promotes individual growth, socialization, positive interactions and family involvement.

Facilities
Committed to providing first class parks and facilities appropriate to the desires of the community that are safe, accessible, convenient, manageable, clean, and well maintained while preserving our historical character.

Customer Service
To positively impact the lives of residents and other guests with exceptional care, attentiveness and proactive responses.

Leadership
To inspire staff to perform beyond expectations and effectively implement Division 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, positive interactions and family involvement

Objective: Assist each other across divisions to provide additional recreational opportunities.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Implement inter-division teamwork template evaluations	Committee – VP Supervisor TO Supervisor Asst. YC Supervisor Asst. VP Supervisor	ongoing	Revamped Trolley Plan completed. Will implement Club Play and Venetian Pool education program completed.
Objective: Utilize the needs assessment results.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Determine plan of action based on evaluated results 1. Comparison of data with established programming 2. Analysis of current programming 3. Programming recommendations 4. Facility operations recommendations 5. Service delivery modifications 6. Implementation and timeline	VP Asst. Supervisor YC Assist. Supervisor	January 2012	In Queue
Execute the plan of action	Supervisors	September 2012	In Queue
Evaluation of plan implementation	Supervisors	September 2013	In Queue
Objective: Utilize partners to deliver programs that share our values			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Define partnership and parameters/criteria for a partnership Identify current partners Identify partnership needs	Administration TOS	Ongoing	Report and criteria submitted. Needs submitted annually.
Identify partnership opportunities	TOS-Lead	Annually	Ongoing process – MOU for Shine Program completed. Sponsorship for Senior luncheon and Art Show found.

Create a process to develop and implement the opportunities 1. Training Program 2. Templates for MOU 3. Documentation procedures 4. Evaluation of partnership	TOS Director	Annually	Shine MOU implemented. Completing process for second seniors programming MOU.
Objective: Expand recreational facility usage and availability through partnerships			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Evaluate surrounding agencies and county facilities for shared use opportunities. 1. Include evaluation in annual report	YC Supervisor Golf and Parks Maintenance Superintendent Supervisors	Ongoing	Miami-Dade schools partnership with Phillips Park.
Create shared/joint use agreements based on mutual value	Administration	Ongoing	Miami-Dade Schools. UM Agreement.
Objective: Create and implement program and service innovations.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Implement two (2) new programs, services, or innovations per division per year.	Supervisors	Annual/ongoing every fiscal year.	Completed for current fiscal year. Highlights include birthday club and theater class for seniors, mommy and me tennis, farmers market, kidokinetics, volleyball summer camp.

Facilities

Goal: Committed to providing first class parks and facilities appropriate to the desires of the community that are safe, accessible, convenient, manageable, clean and well maintained while preserving our historical character.

Objective: Develop and well maintain all recreational facilities.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Identify needs and prioritize based on goal for capitol improvement Identify need and prioritize based on goals for land acquisition	 Director	Ongoing	Land acquisition process completed for 4650 Alhambra Circle.
Establish and enforce safety standards for all facilities. 1. Form Safety Committee 2. Address Security Plans for each building 3. Create procedures	VP Supervisor-Lead Recreation Specialist Youth Center Foreman	Ongoing	Security reports completed and implementation of security plan underway.
Establish cleanliness standards for facilities and parks.	Division Supervisors	Ongoing	Maintenance Plan established.
Objective: Maintain our historical character in all facilities.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Identify the historical aspects of all parks and facilities 1. Train staff to use TRIM software 2. Use TRIM to research historical data 3. Cross reference information with Coral Gables history book	VP Supervisor Asst. Venetian Pool Supervisor	January 2012	Historical inventory complete for Venetian Pool, Agency creation.
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	April 2012	Historical data integrated into Venetian Pool programming and staff training.
Create a plan to designate each park and facility through signage, exhibits, and educational materials	Marketing Specialist Park Superintendent	ongoing	Design plan created. Implementation awaits funding.

Objective: Create and implement a maintenance plan for all parks and facilities.			
Implement recycling program with compliance for all facilities	VP Supervisor	December 2010	Completed
Update standard facility maintenance plan. 1. Evaluate each existing facility plan and revise	Division Supervisors	Ongoing	Plan to go under annual review
Implement standard facility maintenance program. 1. Create worksheets for each facility.	Division Supervisors	November 2011	Preliminary worksheets designed.

Objective: Continue to evaluate opportunities to expand on the City's open spaces and recreational spaces			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Update Land Use Comprehensive Plan Recreation Element to reflect all community recreation facilities and changing demographic needs. 1. Identify contractor or staff designee 2. Incorporate costs into the budget 3. Work with contractor or designee to establish timeline and processes 4. Present product to stakeholders	Administration	Ongoing	Land Use Comprehensive Plan updated and run through process.
Objective: Establish and maintain a marketing plan that meets specific facilities needs			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Create park and facility signage standards 1. Handicap accessible signage 2. Park name signage 3. Age Appropriate signage 4. Park rules and regulation signage	Marketing Specialist	March 2012	Preliminary standards completed. Sign design and implementation to follow.

Customer Service

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

Objective: Provide exceptional care			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Develop Customer Service Training 1. Include in staff training 2. Create staff training for full-time employees 3. Create staff recognition program	Supervisors VP Assist. Supervisor - lead	Ongoing	Training program for part-time staff has been integrated.
Objective: Address customer needs and/or concerns proactively			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Evaluate registration process and make recommendations for changes	Senior Services Specialist YC Assistant Supervisor VP Assistant Supervisor	Ongoing	Recommendations Accumulated. Implementation to occur throughout the year.
Objective: Respond to customers with respectful attention			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Develop and implement a customer service training tool/program 1. Create a customer service focus group 2. Create a "secret shopper" program	Marketing Specialist TOS	ongoing	
Utilize on-line processes to present customer satisfaction program	Marketing Specialist Administrative Assistant	ongoing	Web survey implemented in 2009. New survey awaiting website renovation.
Objective: Provide membership programs that meet customer needs			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Utilize data to revise membership programs 1. Analyze existing membership plans 2. Make recommendations for plan changes 3. Set new fees 4. Adopt new fees and plans through resolution	Division Supervisors	June 2012	In Queue

Leadership

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

Objective: Create an atmosphere of fun into daily operations			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Create and implement a bi-annual teambuilding training program for leadership staff. 1. Establish a guest speaker schedule for training	TOS Asst. VP Supervisor-lead	Ongoing	Awaiting schedule for the upcoming year.
Plan and implement 2 group and teambuilding activities per year	TOS	Annually	Ongoing
Plan and hold an annual division activity	Administration	Annually	Annual meeting schedule took place in February.
Objective: Incorporate history of Coral Gables into operations.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Develop and implement history training and/or orientation opportunities for employees.	VP Supervisor	ongoing	Full-time training tool created.
Incorporate historic elements into programming 1. Create Scavenger Hunt 2. Create VP History Walk 3. Partner with Coral Gables Museum for additional services	Supervisors	ongoing	Scavenger activity to be implemented this year.
Objective: Seek to provide the most effective and efficient method of staffing.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Complete a system to share existing employees across divisions. 1. Develop training manual 2. Implement training manual through orientation 4. Standardize processes and procedures 5. Identify available opportunities	Assistant Director Venetian Pool Assistant Supervisor YC Assistant Supervisor	ongoing	Standardized positions have been created. Over 25 employees have worked across divisions to conserve resources.

Objective: To provide professional leadership and direction to staff to create future leaders in Parks and Recreation			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Re-develop and implement a formalized staff mentorship program. 1. Establish type of mentorship program 2. Identify who will participate. (i.e. Instructors, staff etc.) 3. Identify information to communicate Setup the program and materials	Administration	Ongoing	Program Established Training schedule implemented.
Have administration be more visible at facilities and programs. 1. Division Supervisors will invite the Director/Assistant Director to notable events/programs via Outlook calendar 2. Administration will visit each facility once every week	Administration	Ongoing	Schedule established and interaction with all scopes of program vastly improved.

Fiscal Management

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

Objective: Implement strategies to maximize revenue generation and fund programs and services			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Implement a financial tracking system to better monitor and evaluate budgetary performance. 1. Budget Module Training for Eden 2. Eden/Class Transition Implementation	I.T. – Lead Director	Ongoing	Awaiting scheduling of training. Class 6.22 installed and implemented.
Involve all professional staff in budget process by assigning specific budget tasks. Create a formal process policy to involve lower level staff	Supervisors Director	ongoing	Procedures and process complete for supervisor level employees.
Conduct a cost analysis 1. Create a policy and model for cost analysis 2. Identify all consumables for each program and costs with each program. 3. Break out shared expenses 4. Analyze and determine cost per unit 5. Determine break even point 6. Review of cost analysis template 7. Pre-program implementation	Assistant Director Each Division Supervisor for analysis	Ongoing	Items 1 – 5 completed. Items to 6 – 7 to be completed this fiscal year.

Objective: To identify and secure alternate funding.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Explore and seek grant funding as available and necessary 1. Identify funding opportunities 2. Identify project needs for alternative funding 3. Seek funding as necessary 4. Include efforts in monthly reports	Supervisors	Ongoing	USTA Grants process underway.
Develop a sponsorship program with guidelines, procedures and action plan. 1. Benchmark policy alternatives 2. Develop guidelines and plan a. Application / approval process b. Value (Recognition/Visibility) c. Impact on City Image d. Types and standards e. Create Evaluation System 3. Identify two sponsorship needs and opportunities per year 4. Seek City approval 5. Implement a sponsor program with action plan	Marketing Specialist Administration Administration Supervisors	 Annually Annually Annually	Items 1-3 completed. Sponsorships for Senior events including luncheon, health fair and art show obtained.
Objective: To assess the market, provide quality services and competitive prices			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Perform a market assessment 1. Obtain demographics 2. Obtain competing provider information 3. Trends Analysis 4. Comparative study with existing programs 5. Implement program and fee changes 6. Perform assessment evaluation	Marketing Specialist Supervisors	Ongoing	In Queue.

2011 -2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES

DIVISION: PUBLIC SERVICE

MISSION STATEMENT

To provide effective and efficient high quality services that ensures that the public receives excellent waste collection service and maintenance of landscaped areas.

DIVISION FUNCTION

The Public Service Division is responsible for two major functions of City operations: The collection and disposal (or recycling) of trash and garbage in residential areas and the landscape maintenance and landscape improvement of all of the City's parkways, medians, streets, swale areas, parking lots and selected parks.

The Waste Collection Division provides carry-out service for residential garbage collection twice weekly and trash collection from the street once each week. The Division is responsible for the once a week collection of waste recyclable products including newspapers, aluminum cans, glass, plastic containers, and steel cans. The Division also manages the collection of litter from litter containers city wide.

The Landscape Services Division is responsible for the landscape maintenance programs for City properties, including streets, swale areas, selected parks, parkways, and parking lots. Turf and landscaped area maintenance is performed and/or managed by this Division as well. The Landscape Services Division is also responsible for landscape installation and Tree maintenance programs for all City properties, including streets, swale areas, parks, parkways, and parking lots. Tree trimming, irrigation maintenance/repair, pest control, landscape plant installation, and tree planting is performed and/or managed by this Division. Where appropriate, private contractors are used to provide these services under the strict supervision of Division personnel. Inspections for the City's tree removal permitting process are also made by the Landscape Services Division.

The Division provides staff support for the City's Landscape Beautification Advisory Board, Tree Preservation Agency and Library Advisory Board.

DIVISION GOALS

Finances
To provide professional financial management through effective budgeting, effective personnel management and revenue generation.

Landscaping and Public Area Aesthetics
To provide, maintain and adequately fund high quality landscape maintenance services and aesthetic improvements to public areas.

Urban Forestry Management
To manage the municipal forest of Coral Gables in a cost effective manner by providing to the taxpayer innovative and effective leadership and services aimed at improving the health, composition and structure of the urban forest.

Public Relations
To promote full understanding of the services provided by the Division and to provide excellent customer service through personal interactions, marketing and promotional materials, and positive relations with the media.

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

Finances

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

Objective: To control cost of disposal of Trash.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Expand the existing comprehensive disposal cost tracking system for the Solid Waste Collection Division.	Ayliin Hernandez Dan Keys	Continuous	Ongoing – Complexity is added as the need arises. In 2011, the spreadsheet that we use to assist us with predicting future tipping fee expenditures was updated monthly and we continue to test its accuracy against actual expenditures.
Establish a lowest possible cost per ton bench mark for disposing of trash.	Solid Waste Collection Division	Continuous	Ongoing – Current data indicates that the Division 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.
Compare actual costs for disposing of Trash to the bench mark and evaluate reasons for discrepancies.	Solid Waste Collection Division	Continuous	Ongoing – Discrepancies are very small.

Objective: Control overtime costs to those anticipated in the budget document.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Study and strategize methods for eliminating OT costs that are in excess of budgeted allocation and expenditures in the future.	Administration	September 30, each year.	OT costs have been within expected limits.

Landscaping and Public Area Aesthetics

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

Objective: Raise maintenance of all areas to baseline level of quality.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Produce a "Quality Landscape Characteristic Manual", identifying baseline characteristics of a good landscape.	Landscape Services Division	October 2012	The Division has not been able to begin the process of documenting the baseline characteristics. A redoubled effort will be made again this FY.
Evaluate all maintained areas against the baseline requirements listing improvements necessary.	Landscape Services Division	October 2012	Throughout 2012

Objective: Manage downtown litter abatement program.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Continue infill of litter containers proposed for the Ponce de Leon corridor as new buildings come on line	Solid Waste Division	Ongoing	Ongoing when necessary and as funding permits. Phase II of Ponce De Leon median installation has added cans at all 4 corners of the affected corridor.
Evaluate current litter can service requirements in light of increasing can set out.	Solid Waste Division	October 2012	Ongoing – current program sufficient.
Evaluate current litter removal activities in light of changing downtown conditions.	Landscape Services Division	October 2012	Ongoing – current program sufficient and properly directed.

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

Objective: Improve appearance of trash deposition areas of the City.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
As part of the ongoing (dedicated crew) trash hole filling operation, develop ideas for phasing in trash hole permanent cover program.	Solid Waste Division and Administration.	Open	The Capital costs of a City funded program are unaffordable. One test installation of a product called Alternamat has been successful in eliminating trash site excavation and has proved extremely durable.
Develop recommendations for funding and implementation of City wide program.	Administration	Ongoing	Funding is not yet identified.

Landscaping and Public Area Aesthetics (cont.)

Objective: Continue implementation of the Downtown Streetscape Master Plan			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Work with Public Works on refining implementation details of plan at specific development sites.	Administration.	Ongoing	Ongoing – several large projects are implementing the plan in accordance with detail specifications developed through actual conditions on each project. The new Public Works Director has been providing input to the process.
Work with Public Works to identify, refine and document standard implementation strategies.	Administration.	Ongoing	Ongoing – CAD files for the plan have been procured and they will be updated with detail drawings of various real word installations in order to streamline future implementation.
Work with developers on individual projects in order to define costs and effective installation strategies.	Administration.	Ongoing	Ongoing for each project.
Work with Public Works to identify and pursue funding partnerships and other funding sources for City infill projects.	Administration.	Ongoing	Ongoing – Phase II of the Ponce median project has furthered the implementation begun by private developers along this corridor. Phase III is in the planning stages.

Urban Forestry Management

Goal: To manage the municipal forest of Coral Gables in a cost effective manner by providing to the taxpayers innovative and effective leadership and services aimed at improving the health, composition and structure of the urban forest.

Objective: Perpetuate the City's Urban Forest.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Provide new and replacement tree plantings so as to create a net increase of 400 trees to the City's tree population.	Landscape Services Division	February 28 every year.	194 new trees were planted between March 1, 2010 – February 28, 2011.

Objective: Maintain a safe Urban Forest.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Remove all dead and dying trees that become evident during any FY.	Landscape Services Division	February 28 every year.	Ongoing – 322 trees removed - March 1, 2010 – February 28, 2011.
Remove Ficus benjamina trees as necessary in order to maintain a healthy population.	Landscape Services Division	February 28 every year.	5 trees have been removed – 3.1.2010 – 2.28.2011.

Objective: Maintain the health and "people friendliness" of the Urban Forest.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Routinely prune trees through use of the City's contract tree maintenance service provider with attention to tree health issues and issues that directly impact residents, such that a minimum of 5000 trees are trimmed and or removed each year.	Landscape Services Division	February 28 every year.	Complete – 8085 trees trimmed between March 1, 2010 – February 28, 2011.

Public Relations

Goal: To promote full understanding of the services provided by the Division and to provide excellent customer service through personal interactions, marketing and promotional materials, and through positive relations with the media.

Objective: Create a culture of timely, appropriate and definitive response to resident concerns.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Manage and increase Web Page content so as to provide pertinent information to residents.	Administration	Ongoing	Transition to new citywide web page was completed and in the process Public Service pages and documents were updated. New waste information documents in English and Spanish were loaded to the site.

Human Resources

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

Objective: Foster professional development of staff.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Investigate industry certification opportunities for Solid Waste and Landscape Services employees.	Landscape Services and Solid Waste Division Superintendents	October 2012	New completion October 2012 – some opportunities identified for Landscape Services employees. Dissemination of program requirements is occurring.
Implement any portions of industry certification programs that are possible within current funding levels and seek funding for additional requirements.	Administration, Landscape Services and Solid Waste Division Superintendents	December 2012	Ongoing – reductions in the funding for training will hinder future efforts.

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES

DIVISION: PARKING

I. **DIVISION MISSION/FUNCTION STATEMENTS**

"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."

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 Department 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.

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES

DIVISION: PARKING

II. **REPORT ON DIVISION OBJECTIVES**

GOAL AREA ADMINISTRATION

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

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

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

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

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

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

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

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DIVISION: PARKING

II. **REPORT ON DIVISION OBJECTIVES**

GOAL AREA ___CUSTOMER SERVICE_____

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

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

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

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

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DIVISION: PARKING

II. **REPORT ON DIVISION OBJECTIVES**

GOAL AREA ___EMPLOYEE RELATIONS_____

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

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

14. Provide timely evaluations and frequent communications from management to all parking department employees.

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DIVISION: PARKING

II. **REPORT ON DIVISION OBJECTIVES**

GOAL AREA ___FINANCE_____

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

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

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

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

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STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES

DIVISION: PARKING

II. **REPORT ON DIVISION OBJECTIVES**

GOAL AREA OPERATIONS

1. Improve cleanliness and appearance of parking facilities by identifying environmentally appropriate method of pressure washing the parking decks.
2. Provide quick, courteous, and friendly service to all patrons entering and exiting our parking facilities.
3. Improve preventative maintenance program to enhance the longevity of parking facilities and ensure a clean and safe parking environment.
4. Upgrade garage operating system to provide for automated and cashiered parking to create a closed system to improve customer convenience management information.

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DIVISION: PARKING

II. **REPORT ON DIVISION OBJECTIVES**

GOAL AREA TROLLEY

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

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

7. Improve the Coral Gables Trolley Circulator system by expanding the existing circulator route from SW 8th Street to Flagler. This will enable the system to provide service to residents along North Ponce and the new Publix's Supermarket.

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
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DIVISION: PARKING

III. **REPORT ON WORKLOAD INDICATORS**

GOAL AREA ADMINISTRATION

	est. 2010-2011	2011-2012 Projected
• **WORKLOAD INDICATORS** (From 2010-2011)		
Parking Advisory Board Meetings	8	11
Director's Staff Meetings	35	38
Meeting with Related City Boards and Committees	30	25
Attendance at Professional Conferences and Training	2	2

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: COMMUNITY SERVICES

DIVISION: PARKING

III. **REPORT ON WORKLOAD INDICATORS**

GOAL AREA CUSTOMER SERVICE

	2010-2011	2011-2012 Projected
• **WORKLOAD INDICATORS**		
AVERAGE MONTHLY PERMITS SOLD	2,100	2,150
ENFORCEMENT SESSIONS	10	12
CUSTOMER SERVICE TRAINING SESSIONS	1	1
• **NEW WORKLOAD INDICATORS (if applicable)**		
AMBASSADOR MEETINGS		

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STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES

DIVISION: PARKING

III. **REPORT ON WORKLOAD INDICATORS**

GOAL AREA EMPLOYEE RELATIONS

	2010-2011	2011-2012 Projected
• **WORKLOAD INDICATORS** (From 2010-2011)		
Line Staff Meetings	8	10
Rate of Turnover	3%	3%
Supervisor Meetings	14	16
• **NEW WORKLOAD INDICATORS (if applicable)**		
Ambassador Meetings	0	12

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES

DIVISION: PARKING

III. **REPORT ON WORKLOAD INDICATORS**

	GOAL	AREA est. 2010-2011	FINANCE 2011-2012 Projected
• **WORKLOAD INDICATORS**			
Meter Collection Checks (Internal)		9	12
Revenue Processed Through the Counting Room		$41,000,000	$42,000,000
• **NEW WORKLOAD INDICATORS (if applicable)**			
Daily Credit Card Transaction Processing		$500	$25,000

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES

DIVISION: PARKING

III. **REPORT ON WORKLOAD INDICATORS**

	GOAL AREA Projected 2010-2011	OPERATIONS 2011-2012 Projected
• **WORKLOAD INDICATORS**		
PARKING VIOLATIONS ISSUED	140,000	160,000
PERMITS SOLD	25,000	26,000
GARAGE CASHIER REVENUE	$1,100,000	$1,200,000
METER/SIGN POSTS INSTALLED/REMOVED	1,500	1,500
MONUMENT MARKERS REFURBISHED	400	660
PARKING STALLS PAINTED	440	500
• **NEW WORKLOAD INDICATORS (if applicable)**		
NUMBER OF COLLECTIONS DONE ANNUALLY	280,000	200,000

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES

DIVISION: PARKING

IV. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

GOAL AREA ADMINISTRATION

- List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement. Review the measurements listed in the 2010-2011 Budget for continued use, change or add a new measurement.

  Identify appropriate technology and operating systems that will improve parking system efficiency, customer service, revenue controls and revenue generation capabilities.

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

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES

DIVISION: PARKING

IV. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

GOAL AREA CUSTOMER SERVICE

- List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement. Review the measurements listed in the 2010-2011 Budget for continued use, change or add a new measurement.

Survey a minimum of 150 customers in our parking facilities annually to identify areas of improvement within parking operations.

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

Survey results provide information from users concerning what operations areas have the most significant impact on their experience and that need improvement.

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES

DIVISION: PARKING

IV. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

GOAL AREA FINANCE

- List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement. Review the measurements listed in the 2010-2011 Budget for continued use, change or add a new measurement.

  Monitor annual revenue by zone and facility to evaluate performance by location and system wide.

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

  By monitoring revenues by zone and facility we can more appropriately evaluate how efficiently we are using the existing supply of parking spaces within the system.

  This information combined with occupancy data will better enable management to set appropriate rates and operational standards for each facility or meter zone. In addition, it will identify those areas that should be prioritized in upgrades to the revenue control system.

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES

DIVISION: PARKING

IV. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

GOAL AREA OPERATIONS

- List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement. Review the measurements listed in the 2010-2011 Budget for continued use, change or add a new measurement.

Monitor peak daily occupancy rates in parking facilities for management information purposes.

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

By monitoring daily occupancy levels in parking facilities management can better determine what supply is available for sale of monthly parking permits.

In addition, monitoring short-term and monthly parking occupancies will provide information necessary for making appropriate determinations on supply allocation between short-term and monthly parking.

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY SERVICES

DIVISION: PARKING

IV. **PERFORMANCE EFFECTIVENESS MEASUREMENTS**

GOAL AREA OPERATIONS

- List Performance Effectiveness Measurement (Use one page for **each** Performance Effectiveness Measurement. Review the measurements listed in the 2010-2011 Budget for continued use, change or add a new measurement.

  Monitor queuing and transaction times during peak operations and special events.

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

  By monitoring queuing and transaction times during peak operations and special events we can better evaluate our customer service performance in the garages. Using this measure has lead to more frequently operating with a flat rate (special event), reducing wait times for customers when exiting our garages.

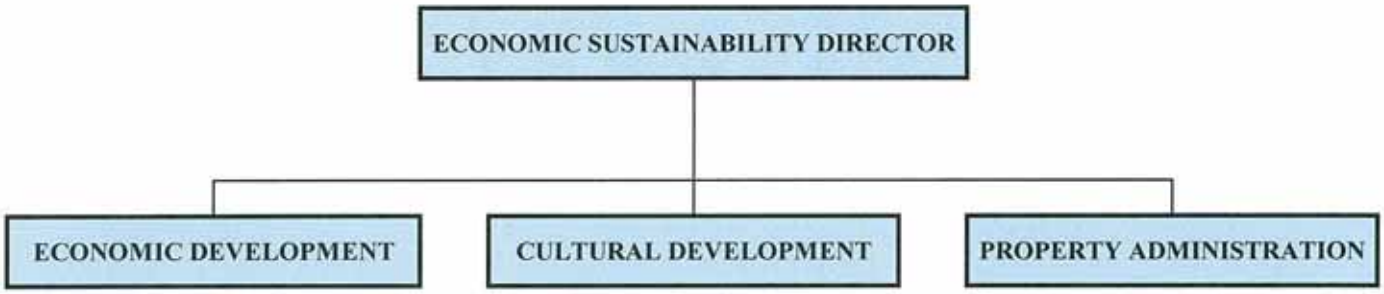
  When performance times are unacceptable we can look at ways to adjust operations to provide an appropriate level of customer service that is quick, courteous and friendly.

CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

DEPARTMENT: ECONOMIC SUSTAINABILITY

ORGANIZATION CHART



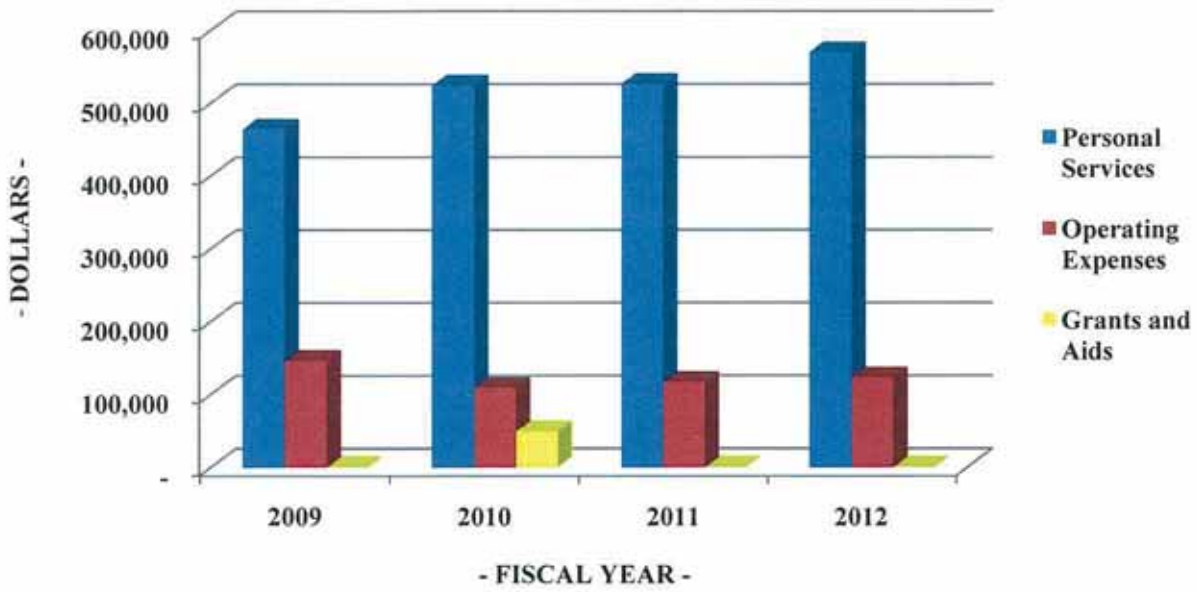
CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

ECONOMIC SUSTAINABILITY DEPARTMENT
BUDGET AND POSITION SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
Personal Services	$ 463,625	$ 523,892	$ 526,050	$ 569,698
Operating Expenses	145,764	108,745	116,713	123,352
Grants and Aids	-	49,129	-	-
TOTALS	$ 609,389	$ 681,766	$ 642,763	$ 693,050
No. of Positions	4	5	4	4

EXPENDITURE COMPARISONS



CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2011-2012 SALARY BUDGET
0640	Econ. Sustainability Director	1	1	1	$ 125,855
0644	Ass't Econ Sust Dir/Asset Mgr	1	1	1	105,000
0645	Marketing Coordinator	-	-	1	75,000
0642	Business Dev. Administrator	1	-	-	-
0059	Special Projects Coordinator	1	1	1	64,099
0043	Arts & Culture Specialist	1	1	-	4,484
	TOTAL	**5**	**4**	**4**	**$ 374,438**

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
1000	Salaries	$ 297,676	$ 339,180	$ 374,438
2000	Employee Benefits	226,216	186,870	195,260
	Charges - See Other Cost Distributions			
3190	Other Professional Services	4,024	3,500	3,500
4020	Central Garage Motor Pool Rent	4,977	4,590	4,764
	Charges - See Other Cost Distributions Replacement: 974 Oper. & Maint: 3,790			
4090	Other Transportation Expense	4,950	8,100	8,100
4410	Rental of Machinery and Equipment	4,386	4,800	4,800
4420	Rental of City's Public Facilities - See Other Cost Distributions	8,788	-	-
	Charges - See Other Cost Distributions			
4430	Rental of Land and Buildings	39,910	42,510	42,510
4550	General Liability Insurance	21,176	18,854	20,460
4720	Printing & Binding	1,346	5,357	5,357
4810	Promotional Expense	3,606	6,600	6,600
4820	Advertising Expense	1,600	1,600	1,600
4830	Prospect Development Expense	8,759	14,095	14,225
4840	Farmers Market	(871)	-	-
4990	Other Miscellaneous Expense	285	500	500
5100	Office Supplies	2,704	2,273	2,273

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

5400	Membership Dues and Subscriptions	3,105	1,394	2,088
5410	Employee Training	-	2,540	6,575
8206	Dade Cultural Committee Grant County - City	24,577	-	-
8207	Dade Cultural Committee Grant County - State	24,552	-	-
	TOTAL	**$ 681,766**	**$ 642,763**	**$ 693,050**

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: ECONOMIC SUSTAINABILITY

I. DEPARTMENTAL MISSION/FUNCTION STATEMENTS

DEPARTMENT ECONOMIC SUSTAINABILITY

MISSION STATEMENT

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

DEPARTMENTAL FUNCTION STATEMENT

The Economic Sustainability Department, formerly the Development Department, was created in 1989 to foster sound economic growth and quality of life in the City of Coral Gables. The Department has a three pronged focus: 1) economic development, including marketing, enhancement of quality of life, creation of public/private partnerships, supporting existing businesses and bringing new businesses to the City; 2) cultural development; and 3) negotiation and administration of certain City property agreements.

Economic Development

The Department helps to establish, maintain, and fund exceptional economic development services that help reinforce and grow the City's image and meet the needs of the business community. This involves promoting programs to businesses, City development initiatives and engaging in various marketing efforts. The department also serves as staff to the Economic Development Board.

Cultural Development

The Department helps to support and grow the cultural base and offerings of the City for the benefit of residents, businesses, and visitors. This involves grant administration, administration of the Art in Public Places program, as well as cultural or community initiatives. The Department also serves as staff to the Cultural Development Board.

Property Administration

The Department assists with finding, negotiating (including public/private ventures), and administrating agreements with others with regard to City Property in order to obtain value for the City. The Department also serves as staff to the Property Advisory Board.

2011-2012 BUDGET ESTIMATE
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: ECONOMIC SUSTAINABILITY

II. REPORT ON DEPARTMENTAL OBJECTIVES

DEPARTMENT ECONOMIC SUSTAINABILITY

- List below the objectives for your Department for inclusion in 2011-2012 Budget Documents (these can be existing, revised, or new objectives).

GOAL AREA: ECONOMIC DEVELOPMENT

To continue to work with the Chamber of Commerce and the BID to identify new local, national and international business opportunities and to connect with the business community
Identify and communicate with prospective local, national and international businesses
To assist in City development initiatives
To facilitate the implementation of the Miracle Mile and Giralda Streetscape Program
To assist with the Neighborhood Renaissance Program
To support the Diamond awards
To support the GMCVB and SFCA Fall Mixer
To work with realtors, the Beacon Council and Enterprise Florida
To create new pages for the website setting forth statistics pictorially
To assist commercial developers with new projects
To update statistics and marketing materials
To analyze market trends
To provide a small business assistance
To provide materials for businesses doing business in Coral Gables
To provide gifts as needed for marketing purposes
To welcome new businesses to the City
To engage in other initiatives or marketing opportunities as they arise
To act as staff to the Economic Development Board

GOAL AREA: CULTURAL DEVELOPMENT

To administrate the annual grant program
To implement the goals of the public art master plan
To monitor construction projects that are subject to the Public Art ordinance, and provide input to developers as needed.
To provide new initiatives to strengthen the quality of life for the City
To support arts workshops
To act as staff to the Cultural Development Board
To promote a music series
To promote art and cultural offerings in the Community
To support cultural tourism initiatives

GOAL AREA: PROPERTY ADMINISTRATION

To continue to move as many leases on to the form lease as possible
To create appropriate reporting and tracking reports
To work with Finance on creating a general ledger for tenants
To renew leases as they come due or find new tenants.
To assess the highest and best use of City property
To continue to work to resolve the Biltmore's payment deficiencies
To audit leases to determine whether Tenants are in compliance
To identify and negotiate new projects
To act as staff to the Property Advisory Board

GOAL AREA: GENERAL ADMINISTRATION

To work with the Clerk's office to organize our hard copy and computer records
To maintain inventory of marketing materials
To administer our budget in accordance with the approved budget
To assess staff requirements and train as needed to meet departmental needs
Provide regular website updates
To continue to manage an image database for marketing materials and track copyright rights

CITY OF CORAL GABLES
STRATEGIC MANAGEMENT PROGRAM
2011-2012 ANNUAL BUDGET ESTIMATE

III. **REPORT ON WORKLOAD INDICATORS**

DEPARTMENT ECONOMIC SUSTAINABILITY GOAL AREA ECONOMIC DEVELOPMENT
2010-2011

- **WORKLOAD INDICATORS**
  From (2010-2011)

Attend Chamber Events and Meetings	Director and Asst Director
Keep in Communication with other development groups and realtors	Director, Asst. Director
Provide support to local small businesses and new businesses	Assistant Director
Update, create and distribute marketing materials	Director, Assistant Director
Assist with major developments	Director, Assistant Director
Update and distribute demographics and statistics	Assistant Director, Special Projects Coordinator
Send welcome packages and/or notes to new businesses	Special Project Coordinator
Staff to Economic Development Board – prepare notices, agendas and minutes	Assistant Director/Special Project Coordinator
Obtain updated images for marketing use	Department
Review and analyze market trends	Asst Director
Identify new business opportunities, and approach potential new businesses to market	Director, Asst. Director
Build department webpages	Department

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

Attend Chamber Events and Meetings	Director/Asst Director/Marketing and Programming Manager
Keep in Communication with other development groups and realtors, including public speaking engagements	Director/Asst. Director/Marketing and Programming Manager
Provide support to local small businesses and new businesses	Assistant Director
Update, create and distribute marketing materials	Director, Marketing and Programming Manager
Assist with major developments	Director/Assistant Director
Update and distribute demographics and statistics	Marketing and Programming Manager
Send welcome packages and/or notes to new businesses	Marketing and Programming Manager
Staff to Economic Development Board – prepare notices, agendas and minutes	Director/Special Project Coordinator
Obtain updated images for marketing use	Department
Review and analyze market trends	Asst Director/Marketing and Programming Manager
Identify new business opportunities, and approach potential new businesses to market	Director/Asst. Director
Build department webpages	Department
Assist with public/private partnerships	Director/ Asst Director
Assist with Streetscape Project and Neighborhood Renaissance Program projects	Director/Asst. Director
Create marketing materials for local, national and international business prospects	Director/Marketing and Programming Manager
Develop other marketing strategies	Director/Marketing and Programming Manager

- **WORKLOAD INDICATORS**
  (From 2010-2011)

Administrate annual grant program including providing workshops	Arts and Culture Specialist
Staff to Cultural Development Board – prepare notices, agendas and minutes	Arts and Culture Specialist
Attend DRC and Board of Architect meetings, and run reports in Eden to track projects subject to Public Art Ordinance	Arts and Culture Specialist
Arts advocacy and support to local art community with workshop opportunities and materials.	Arts and Culture Specialist
Assist with Farmers Market	Department
Facilitate construction and opening of Cinema	Director, Arts and Culture Specialist
Support opening of Museum	Department
Implement goals of the public art master plan	Director, Arts and Culture Specialist
New initiatives/Cultural Tourism	Director, Arts and Culture Specialist
Administration of any grants received by City for culture	Arts and Culture Specialist/Director
Support opening of Art Cinema	Department

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

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

- **WORKLOAD INDICATORS**
  (From 2010-2011)

Streetscape Project	Director, Asst. Director
Negotiate and prepare Leases	Director, Asst. Director
Show available space	Asst. Director/Special Project Coordinator
Create and maintain rent rolls, aged receivables, sales reports, and other financial tracking reports as needed	Director, Asst. Director
Staff to Property Advisory Board – prepare notices, agendas and minutes	Assistant Director/Special Project Coordinator
Abstract leases	Director, Asst. Director
Find new tenants as needed	Director, Asst. Director
Work with tenants who are delinquent or have not been billed to obtain payment to the City	Director, Asst. Director
Audit leases to determine whether tenants are in compliance	Director, Asst. Director
Provide guidance and assistance to tenants and developers leasing City Property	Director, Asst. Director
Assess highest and best use of City property	Director, Asst. Director
Provide financial modeling as needed	Asst. Director
Identify new projects	Director, Asst. Director

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

Negotiate and prepare Leases	Director/ Asst. Director
Show available space	Asst. Director/Special Project Coordinator
Create and maintain rent rolls, aged receivables, sales reports, and other financial tracking reports as needed	Director, Asst. Director
Staff to Property Advisory Board – prepare notices, agendas and minutes	Director/Assistant Director/Special Project Coordinator
Abstract leases	Director/ Asst. Director
Find new tenants as needed	Director/ Asst. Director
Work with tenants who are delinquent or have not been billed to obtain payment to the City	Director/ Asst. Director
Audit leases to determine whether tenants are in compliance	Asst. Director
Provide guidance and assistance to tenants and developers leasing City Property	Director/Asst. Director
Assess highest and best use of City property	Director/ Asst. Director
Provide financial modeling as needed	Asst. Director
Identify new projects	Director/ Asst. Director
Support construction process for the Palace Senior Housing Project	Director/Asst. Director
Provide information on property within the City to prospective developers and businesses	Director/Asst. Director

- **WORKLOAD INDICATORS**
  (From 2010-2011)

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

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

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

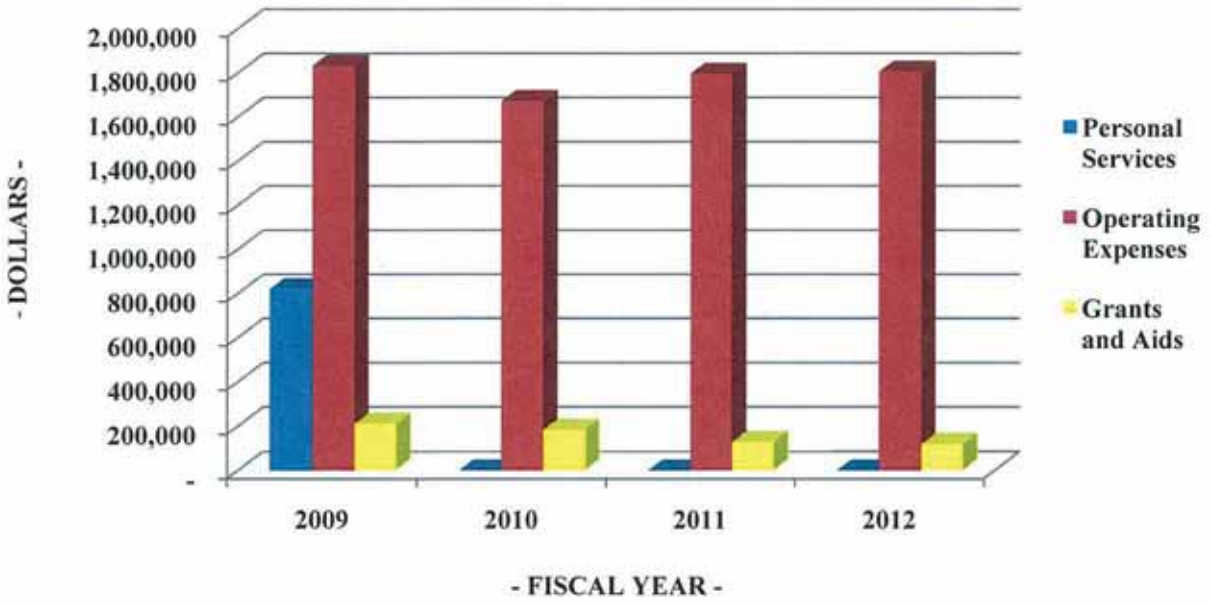
CITY OF CORAL GABLES
FLORIDA

CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

NON-DEPARTMENTAL EXPENSE
BUDGET AND POSITION SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
Personal Services	$ 819,100	$ -	$ -	$ -
Operating Expenses	1,829,709	1,670,967	1,793,255	1,803,255
Grants and Aids	208,252	183,250	128,250	118,250
TOTALS	$ 2,857,061	$ 1,854,217	$ 1,921,505	$ 1,921,505
No. of Positions	-	-	-	-

EXPENDITURE COMPARISONS



CITY OF CORAL GABLES, FLORIDA
2011-2012 BUDGET

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

EXPENDITURE DETAIL

		2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
3120	Special Legal Services	$ 849,373	$ 795,000	$ 795,000
3190	Other Professional Services	173,894	200,000	200,000
3194	Collective Marketing Program	9,600	-	-
3200	Accounting & Auditing Services	153,469	115,000	115,000
4370	Waste Disposal Service	699	-	-
4920	Lobbyist Records	24,500	-	-
4990	Other Miscellaneous Expense	459,271	25,000	25,000
5100	Office Supplies	266	-	-
5410	Employee Training	(105)	-	-
7191	Employee Sick/Annual Leave Payout	-	355,000	365,000
7192	Contingencies	-	303,255	303,255
8200	Cultural Events	150,000	75,000	75,000
8300	Other Grants and Aids	(2,500)	20,000	10,000
8302	Aid to Junior Orange Bowl	33,250	33,250	33,250
8304	Historic Preservation Match	2,500	-	-
	TOTAL	**$ 1,854,217**	**$ 1,921,505**	**$ 1,921,505**

2011-2012

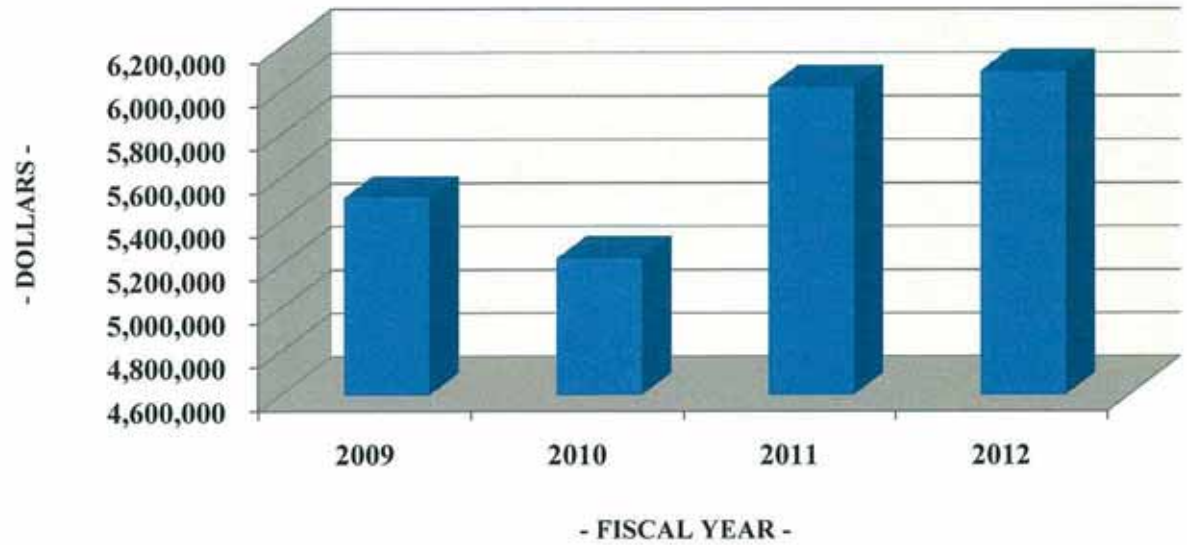
BUDGET

OTHER COST DISTRIBUTIONS

2011-2012 BUDGET
MOTOR POOL FUND SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
OPERATING REVENUES				
Charges to Departments for use of Vehicles & Equipment	$ 3,706,613	$ 4,444,050	$ 4,092,570	$ 5,976,722
Replacement Cost Recovery	3,622,140	3,260,181	3,081,587	1,243,000
Miscellaneous	100,147	41,566	249,870	170,000
TOTAL OPERATING REVENUES	**$ 7,428,900**	**$ 7,745,797**	**$ 7,424,027**	**$ 7,389,722**
OPERATING EXPENSES				
Operating Expense	5,508,770	5,228,695	6,016,573	6,091,822
Capital Outlay	1,781,927	1,923,271	1,407,454	1,297,900
TOTAL OPERATING EXPENSES	**$ 7,290,697**	**$ 7,151,966**	**$ 7,424,027**	**$ 7,389,722**

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.

2011-2012 BUDGET
MOTOR POOL FUND
VEHICLE AND EQUIPMENT PURCHASES

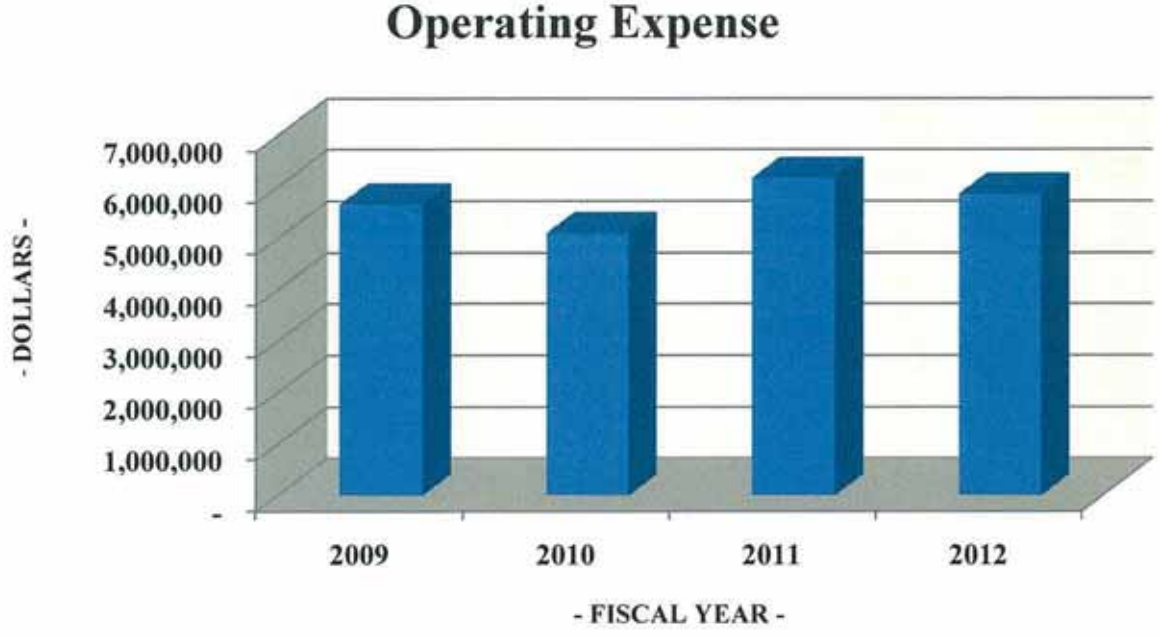
		REPLACEMENTS			ADDITIONS
DEPT. CODE	DESCRIPTION	VEH. ID#	MODEL YEAR	REPL. COST	COST
1540	20kw Generator	209	1993	$ 16,000	$ -
	Asphalt Patch Truck	1310	1987	70,000	-
	F250 Service Truck	1954	1998	35,000	-
	F250 Service Truck	1891	1998	35,000	-
1550	F350 Service Truck	1931	1993	48,000	-
4020	Garbage Packer	1805	1989	210,000	-
	Trash Crane	1190	2000	160,000	-
4700	F250 Pickup Truck	1941	1995	30,000	-
	F350 Service Truck	1476	1996	48,000	-
5020	Patrol Car	226	2005	33,000	-
	Patrol Car	227	2005	33,000	-
	Patrol Car	228	2005	33,000	-
	Patrol Car	229	2005	33,000	-
	Patrol Car	230	2005	33,000	-
	Patrol Car	232	2005	33,000	-
	Patrol Car	235	2005	33,000	-
	Patrol Car	239	2005	33,000	-
	Patrol Car	240	2005	33,000	-
	Patrol Car	241	2005	33,000	-
5030	Camry - Investigation	825	2004	25,000	-
5070	Ford Explorer - Traffic	242	2005	30,000	-
	Ford Explorer - Traffic	739	2005	30,000	-
	Ford Explorer - Traffic	740	2005	30,000	-
	Ford Explorer - Traffic	741	2005	30,000	-
	Ford Explorer - Traffic	742	2005	30,000	-
	Marine Engines - 2		2007	40,000	
6070	Fairway Mower	2071	2003	46,000	-
				$ 1,243,000	**$ -**

2011-2012 BUDGET
MOTOR POOL COST DISTRIBUTION

DEPT.	FY11 DISTRIBUTION COST			
NO.	REPL	MAINT	TOTAL	DEPARTMENT
1010	$ 1,246	$ 5,643	$ 6,889	CITY MANAGER - ADMIN
1030	9,297	57,002	66,299	CITY MANAGER - COMMUNICATIONS
1050	974	3,790	4,764	CITY MANAGER - INTERNAL AUDIT
1110	1,028	4,014	5,042	HUMAN RESOURCES - RISK MGMT
1210	31,356	194,575	225,931	DEVELOPMENT SERVICE - BUILDING
1220	2,165	7,817	9,982	DEVELOPMENT SERVICE - PLANNING
1320	974	3,790	4,764	HISTORIC RESOURCES - PRESERVATION
1500	2,219	9,433	11,652	PUBLIC WORKS - ADMIN
1510	15,472	75,451	90,923	PUBLIC WORKS - ENGINEERING
1520	24,781	134,807	159,588	PUBLIC WORKS - MAINTENANCE
1540	34,717	205,595	240,312	PUBLIC WORKS - SANITARY SEWER
1550	99,512	686,321	785,833	PUBLIC WORKS - R.O.W. ENF & MAINT
1580	13,712	280,636	294,348	COMM SERV - PARKING - TROLLEY/TRANS
2000	2,454	3,537	5,991	FACILITIES DIVISION
3020	1,948	7,582	9,530	FINANCE - COLLECTIONS
3040	2,273	9,657	11,930	FINANCE - PROCUREMENT
3050	1,028	4,014	5,042	FINANCE - GENERAL SERVICES
3200	9,568	50,069	59,637	INFORMATION TECHNOLOGY
4700	26,790	117,201	143,991	PUBLIC WORKS - AUTOMOTIVE
4710	11,904	50,170	62,074	PUBLIC WORKS - CAR POOL
5000	27,775	114,621	142,396	POLICE - ADMIN
5020	194,692	919,082	1,113,774	POLICE - UNIFORM PATROL
5030	67,124	279,532	346,656	POLICE - CRIMINAL INVESTIGATIONS
5040	28,625	107,130	135,755	POLICE - TECHNICAL SERVICES
5060	14,474	74,570	89,044	POLICE - PROFESSIONAL STANDARDS
5070	22,860	48,800	71,660	POLICE - SPECIALIZED ENFORCEMENT
5500	222,974	566,557	789,531	FIRE DEPARTMENT
6010	1,504	7,180	8,684	COMM SERV - PARKS & REC - TENNIS CENTERS
6031	20,565	28,738	49,303	COMM SERV - PARKS & REC - GRAN GOLF ELEC CARS
6050	4,468	21,731	26,199	COMM SERV - PARKS & REC - YOUTH CTR/PLAYGRNDS
6070	-	87,595	87,595	COMM SERV - PARKS & REC - GOLF/PARKS MAINT
6100	1,082	6,866	7,948	COMM SERV - PUBLIC SERV - ADMINISTRATION
6120	180,880	1,052,666	1,233,546	COMM SERV - PUBLIC SERV - SOLID WASTE
6130	80,464	476,908	557,372	COMM SERV - PUBLIC SERV - LANDSCAPE SERVICES
6900	974	3,790	4,764	ECONOMIC SUSTAINABILITY
8360	6,494	21,222	27,716	COMM SERV - PARKING - METER MAINT/COLLECTION
8400	70,498	228,440	298,938	COMM SERV - PARKING - VIOLATION ENFORCEMENT
8500	4,129	20,190	24,319	COMM SERV - PARKING - SIGN SHOP
	$1,243,000	$5,976,722	$ 7,219,722	

2011-2012 BUDGET
PUBLIC FACILITIES FUND SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
OPERATING REVENUES				
Charges to Departments for use of Facilities	$ 6,311,001	$ 6,275,886	$ 6,229,083	$ 5,924,166
Miscellaneous	2,191	-	9,000	-
TOTAL OPERATING REVENUES	**$ 6,313,192**	**$ 6,275,886**	**$ 6,238,083**	**$ 5,924,166**
OPERATING EXPENSES				
Operating Expense	$ 5,662,924	$ 5,102,954	$ 6,175,245	$ 5,861,666
Capital Outlay	1,831	69	62,838	62,500
TOTAL OPERATING EXPENSES	**$ 5,664,755**	**$ 5,103,023**	**$ 6,238,083**	**$ 5,924,166**



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

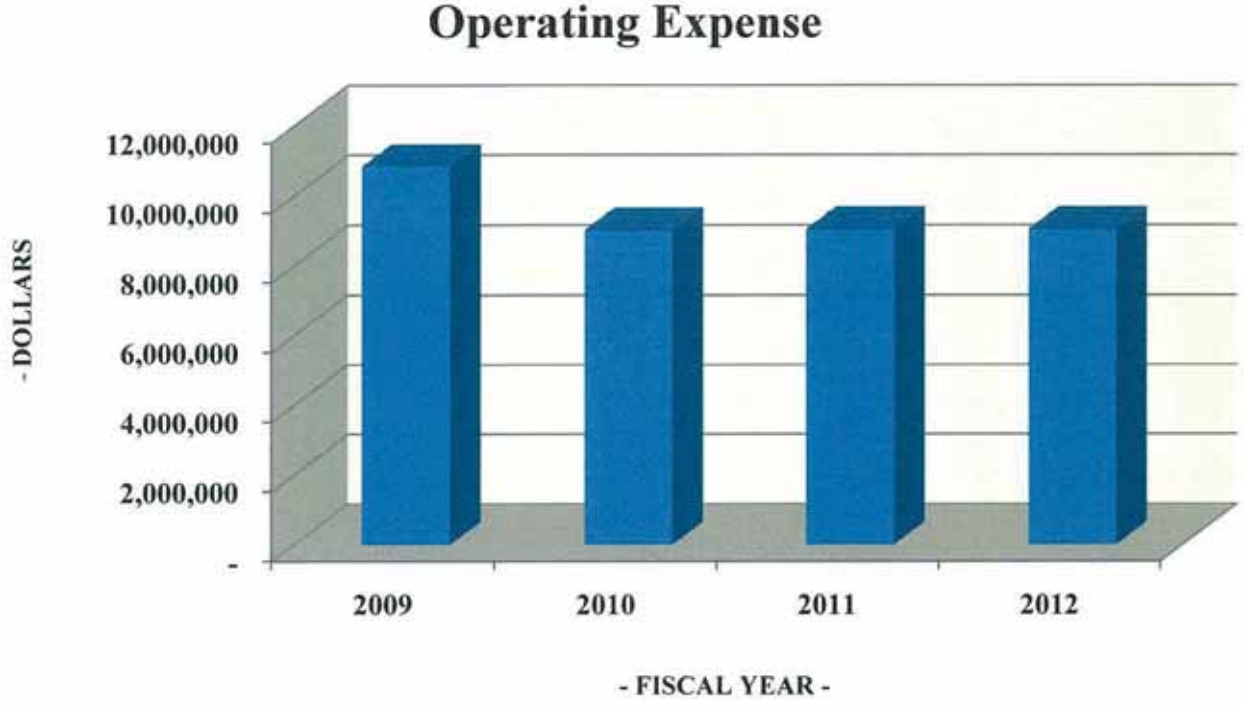
2011-2012 BUDGET
TOTAL PUBLIC FACILITIES COST DISTRIBUTION

DEPT. NO.	TOTAL COST DISTRIBUTION	DEPARTMENT
0100	$ 40,080	CITY COMMISSION
0500	27,951	CITY ATTORNEY
0600	22,736	CITY CLERK - ADMIN
1010	20,984	CITY MANAGER - ADMIN
1030	31,241	CITY MANAGER - COMMUNICATIONS
1050	28,320	CITY MANAGER - INTERNAL AUDIT
1110	18,092	HUMAN RESOURCES - RISK MGMT
1120	19,091	HUMAN RESOURCES - PERSONNEL
1200	19,660	DEVELOPMENT SERVICE - ADMIN
1210	44,231	DEVELOPMENT SERVICE - BUILDING
1220	62,315	DEVELOPMENT SERVICE - PLANNING
1230	17,415	DEVELOPMENT SERVICE - CODE
1320	225,215	HISTORIC RESOURCES - PRESERVATION
1330	68,288	HISTORIC RESOURCES - MUSEUM
1500	19,833	PUBLIC WORKS - ADMIN
1510	42,434	PUBLIC WORKS - ENGINEERING
1520	53,982	PUBLIC WORKS - MAINTENANCE
1535	27,462	PUBLIC WORKS - STORMWATER MGMT
1540	273,476	PUBLIC WORKS - SANITARY SEWER
1550	1,238,077	PUBLIC WORKS - R.O.W. ENF & MAINT
3010	40,301	FINANCE - ADMIN & BUDGET
3020	11,789	FINANCE - COLLECTIONS
3030	12,451	FINANCE - ACCOUNTING
3040	104,989	FINANCE - PROCUREMENT
3050	17,599	FINANCE - GENERAL SERVICES
3061	4,796	FINANCE - RETIREMENT ADMIN
3200	25,281	INFORMATION TECHNOLOGY
4700	255,127	PUBLIC WORKS - AUTOMOTIVE
5000	98,930	POLICE - ADMIN
5020	131,081	POLICE - UNIFORM PATROL
5030	105,932	POLICE - CRIMINAL INVESTIGATIONS
5040	137,344	POLICE - TECHNICAL SERVICES
5060	129,486	POLICE - PROFESSIONAL STANDARDS
5500	489,220	FIRE DEPARTMENT
6010	109,568	COMM SERV - PARKS & REC - TENNIS CENTERS
6020	126,598	COMM SERV - PARKS & REC - VENETIAN POOL
6050	603,900	COMM SERV - PARKS & REC - YOUTH CTR/PLAYGRNDS
6070	141,665	COMM SERV - PARKS & REC - GOLF/PARKS MAINT
6100	22,734	COMM SERV - PUBLIC SERV - ADMINISTRATION
6120	20,982	COMM SERV - PUBLIC SERV - SOLID WASTE
6130	552,308	COMM SERV - PUBLIC SERV - LANDSCAPE SERVICES
8300	14,870	COMM SERV - PARKING - ADMINISTRATION
8310	77,669	COMM SERV - PARKING - GARAGE NO. 1
8320	129,275	COMM SERV - PARKING - GARAGE NO. 2
8330	22,622	COMM SERV - PARKING - GARAGE NO. 3
8340	83,043	COMM SERV - PARKING - GARAGE NO. 4
8390	45,244	COMM SERV - PARKING - METER/PERMIT PARKING LOTS
8500	30,893	COMM SERV - PARKING - SIGN SHOP
1580	77,586	COMM SERV - PARKING - TROLLEY/TRANS
	$ 5,924,166	

CITY OF CORAL GABLES
FLORIDA

2011-2012 BUDGET
INSURANCE FUND SUMMARY

	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET
OPERATING REVENUES				
Charges to Departments for:				
Workers Compensation	$ 5,141,540	$ 5,628,120	$ 5,816,051	$ 5,816,000
General Liability Insurance	3,823,000	3,209,512	3,209,000	3,209,000
Group Health Insurance	5,137,361	4,414,171	-	-
Miscellaneous	69,872	77	-	-
TOTAL OPERATING REVENUES	**$ 14,171,773**	**$ 13,251,880**	**$ 9,025,051**	**$ 9,025,000**
OPERATING EXPENSES				
Benefit Payments	$ 3,455,024	$ 6,493,635	$ 5,816,051	$ 5,816,000
Insurance	7,368,399	2,510,233	3,209,000	3,209,000
TOTAL OPERATING EXPENSES	**$ 10,823,423**	**$ 9,003,868**	**$ 9,025,051**	**$ 9,025,000**

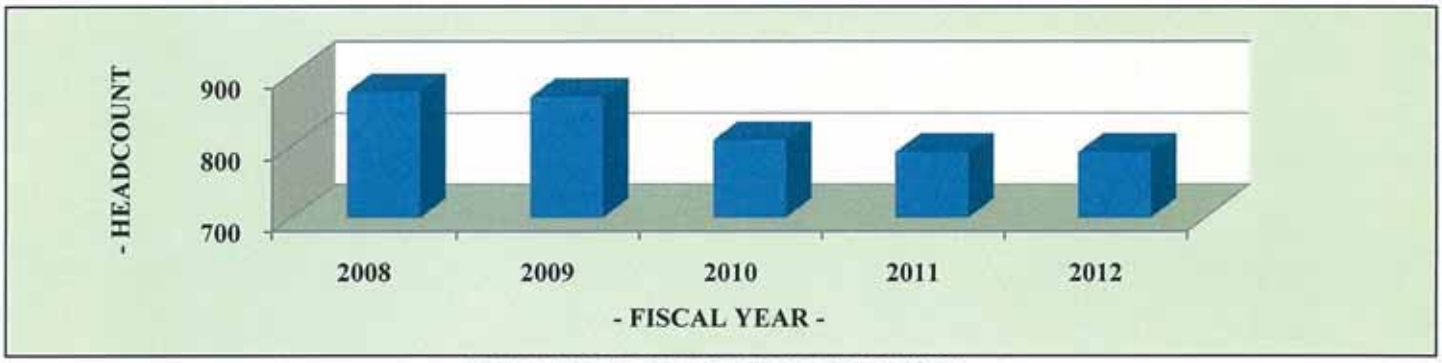


The Insurance Fund is used to account for the cost of employee health care benefits as well as the City's self-insured liability and worker's compensation program. The latter being administered by a third party professional insurance service. Financing is provided by insurance premium charges to the user departments and investment earnings on accumulated reserves. Note: In compliance with the Government Accounting Standards Board Statment No. 10, the recording of liabilities retained for losses under the worker's compensation, general liability and automobile liability programs resulted in the deficit ending fund balance in some reported years.

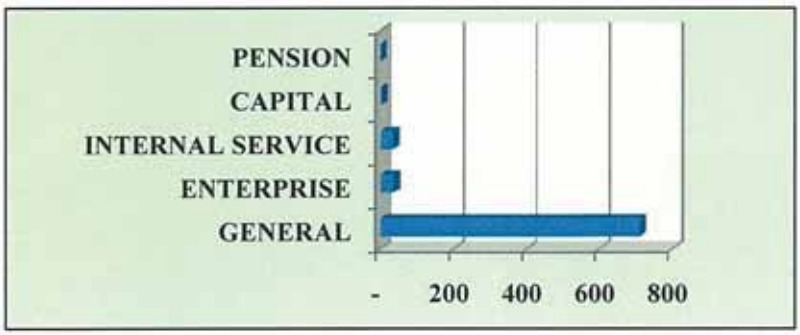
CITY OF CORAL GABLES
2011-2012 BUDGET

FULL TIME POSITION SUMMARY
FIVE YEAR COMPARISON

DEPARTMENT	ACTUAL 2007-2008	ACTUAL 2008-2009	ACTUAL 2009-2010	BUDGET 2010-2011	BUDGET 2011-2012
City Commission	7	7	7	7	7
City Attorney	4	5	5	5	5
City Clerk	5	5	5	5	5
City Manager	12	11	10	10	10
Human Resources	12	12	10	10	10
Development Services	65	63	58	63	64
Planning	5	5	4	-	-
Historic Resources	5	5	4	4	4
Public Works	74	76	65	63	84
Finance	31	31	31	31	33
Information Technology	16	19	16	15	15
Public Service	122	115	98	93	-
Automotive	30	30	26	23	-
Police	264	264	257	255	255
Fire	149	149	147	147	147
Parks & Recreation	35	33	28	26	-
Community Services	-	-	-	-	148
Sustainability	5	4	5	4	4
Parking	34	34	32	30	-
Total	**875**	**868**	**808**	**791**	**791**



FULL-TIME HEADCOUNT BY FUND



FUND	HEAD-COUNT
PENSION	1
CAPITAL	4
INTERNAL SERVICE	36
ENTERPRISE	38
GENERAL	712
FULL-TIME HEADCOUNT	**791**

2011-2012 BUDGET
PAYROLL RELATED COST DISTRIBUTION

DEPT	TOTAL EMP	TOTAL WAGES	PERSONNEL BENEFITS: FICA TAX	RETIRE-MENT	WORKERS COMP	GROUP INSURANCE	POST EMPL. HEALTH	TOTAL	GENERAL LIABILITY INSURANCE
0100	7	$ 256,469	$ 19,619	$ 91,968	$ 3,415	$ 47,500	$ 950	$ 163,452	$ 14,016
0500	5	413,247	27,106	148,208	1,815	33,976	3,800	214,905	22,581
0600	5	322,790	24,614	115,766	2,440	33,958	3,800	180,578	17,638
0601	-	30,784	2,355	-	-	-	-	2,355	1,682
0610	-	-	-	-	-	-	-	-	-
1010	5	661,646	39,922	225,106	2,440	52,181	3,800	323,449	36,154
1030	3	357,645	27,360	72,475	2,303	20,377	2,850	125,365	19,543
1050	2	159,274	12,185	57,122	5,660	13,589	1,900	90,456	8,703
1110	3	198,855	15,213	71,318	6,148	20,376	2,850	115,905	10,866
1120	7	462,595	34,106	165,906	3,416	47,545	6,650	257,623	25,278
1200	5	327,359	23,771	117,405	11,809	33,959	2,850	189,794	17,888
1210	31	2,236,242	167,901	802,014	90,079	210,586	10,450	1,281,030	122,195
1220	15	1,138,516	83,796	408,324	16,689	101,906	6,650	617,365	62,212
1230	13	843,351	65,021	302,464	57,873	88,291	1,900	515,549	46,083
1320	3	251,731	16,501	90,281	1,464	20,951	2,850	132,047	13,755
1330	1	150,891	11,544	34,620	488	6,798	950	54,400	8,245
1500	5	429,444	31,570	154,017	16,493	33,981	3,800	239,861	23,466
1510	14	1,023,011	78,259	365,460	63,046	95,107	5,700	607,572	55,901
1520	14	851,111	65,109	278,993	129,029	95,056	950	569,137	46,507
1535	8	527,063	40,319	163,492	96,233	54,318	950	355,312	28,800
1540	11	661,148	50,577	212,579	108,208	74,681	950	446,995	36,127
1550	8	373,530	28,575	131,455	130,073	54,299	-	344,402	20,411
1552	2	158,383	12,116	56,803	27,498	13,589	950	110,956	8,655
1580	2	120,126	9,189	43,083	14,236	13,581	950	81,039	6,564
3010	7	664,019	48,225	238,145	3,416	47,586	6,650	344,022	36,284
3020	7	353,602	27,051	126,816	12,785	47,519	950	215,121	19,322
3030	10	579,906	44,363	207,981	4,880	67,901	4,750	329,875	31,688
3040	6	398,223	30,465	142,819	2,928	40,751	2,850	219,813	21,760
3050	2	84,454	6,461	30,289	1,444	13,574	-	51,768	4,615
3061	1	74,552	5,703	26,738	487	6,794	950	40,672	4,074
3200	15	1,088,757	82,196	356,610	5,270	101,879	3,800	549,755	59,493
4700	22	1,363,948	103,757	471,711	123,904	149,389	4,750	853,511	72,280
5000	10	934,707	68,771	411,899	59,532	67,976	6,750	614,928	51,075
5020	97	7,477,923	571,885	3,334,128	678,730	658,932	62,700	5,306,375	408,617
5030	42	3,385,871	271,783	1,480,147	291,611	285,345	23,700	2,352,586	185,015
5040	56	3,613,921	275,332	1,238,476	75,538	380,253	3,550	1,973,149	197,476
5041	3	253,289	19,377	72,909	1,464	20,375	-	114,125	13,841
5050	-	18,800	1,438	-	24,436	-	-	25,874	1,027
5060	15	1,050,263	78,534	423,357	55,141	101,888	5,800	664,720	57,390
5070	32	2,688,708	205,397	1,175,582	227,394	217,404	20,450	1,846,227	146,920
5500	147	14,176,923	195,904	7,261,390	1,200,876	999,204	133,950	9,791,324	774,672
6000	2	179,160	12,423	64,255	976	13,594	950	92,198	9,790
6005	2	156,971	11,273	56,296	7,261	13,589	950	89,369	8,577
6010	4	246,387	18,849	59,298	27,561	27,147	950	133,805	13,463
6020	3	310,663	23,767	48,120	78,746	20,362	950	171,945	16,976
6030	-	4,000	306	1,435	-	-	-	1,741	219
6050	9	826,975	63,265	152,948	90,236	61,090	1,900	369,439	45,189
6051	-	20,879	1,597	-	-	-	-	1,597	1,141
6060	1	70,309	5,378	16,086	6,773	6,787	-	35,024	3,842
6065	-	8,300	635	-	-	-	-	635	454
6070	5	238,331	18,232	85,475	62,011	33,940	950	200,608	13,023
6100	4	282,395	19,530	100,562	6,636	27,171	1,900	155,799	15,431
6120	64	3,191,390	244,139	1,135,601	1,382,558	434,432	950	3,197,680	174,388
6130	24	1,250,337	95,653	442,986	373,395	162,929	950	1,075,913	68,322
6900	4	374,438	27,464	134,290	1,952	27,754	3,800	195,260	20,460
8300	5	357,973	26,479	128,385	2,887	33,965	2,850	194,566	19,561
8330	1	40,360	3,088	14,475	8,568	6,786	-	32,917	2,205
8340	1	29,009	2,219	10,404	8,568	6,784	-	27,975	1,585
8360	6	300,463	22,985	107,759	64,753	40,733	-	236,230	16,418
8400	12	587,485	44,943	185,593	87,835	81,446	-	399,817	32,102
8500	3	128,751	9,850	46,176	44,593	20,361	-	120,980	7,035
	791	**$ 58,767,653**	**$ 3,575,445**	**$ 23,898,000**	**$ 5,816,000**	**$ 5,392,245**	**$ 365,200**	**$ 39,046,890**	**$ 3,209,000**

CITY OF CORAL GABLES
FLORIDA

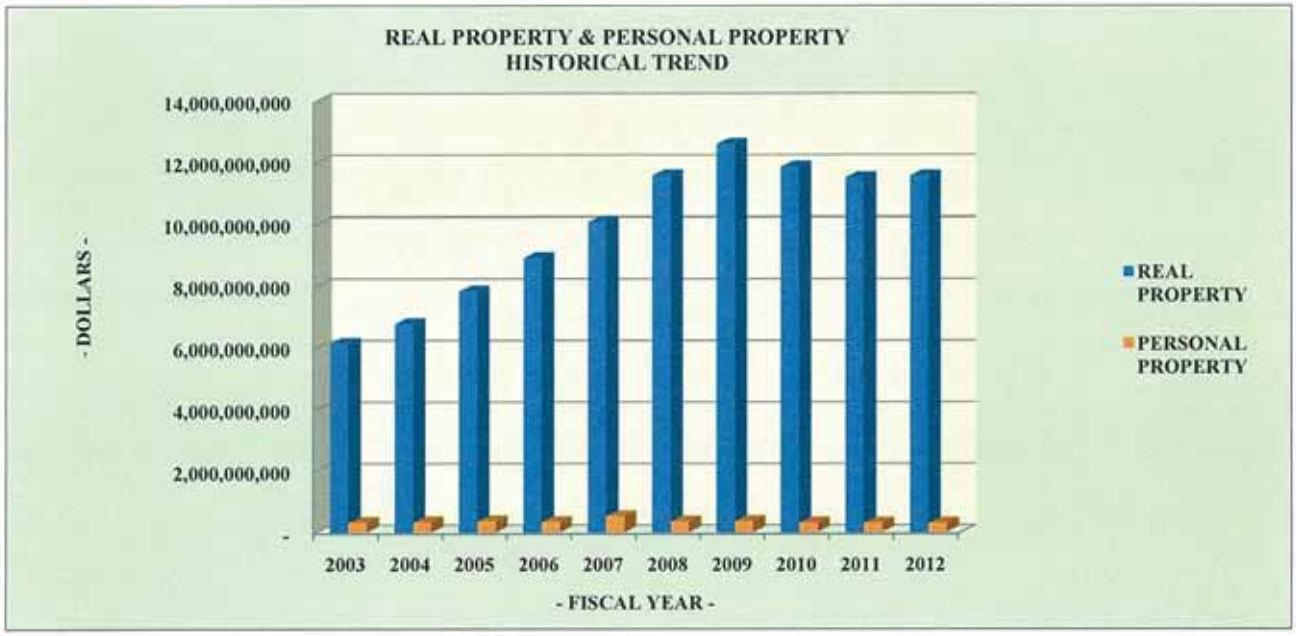
2011-2012

BUDGET

HISTORICAL DATA

CITY OF CORAL GABLES
ASSESSED VALUES OF TAXABLE PROPERTY
TEN-YEAR TREND

FISCAL YEAR	REAL PROPERTY	PERSONAL PROPERTY	TOTAL ASSESSED VALUE
2003	$ 6,145,018,585	$ 320,830,060	$ 6,465,848,645
2004	6,769,267,008	336,684,311	7,105,951,319
2005	7,834,696,998	363,954,901	8,198,651,899
2006	8,911,902,974	346,181,099	9,258,084,073
2007	10,072,262,531	537,053,435	10,609,315,966
2008	11,583,673,283	358,647,741	11,942,321,024
2009	12,608,566,150	368,490,172	12,977,056,322
2010	11,875,112,539	312,425,424	12,187,537,963
2011	11,517,484,781	306,492,339	11,823,977,120
2012	$ 11,570,832,915	$ 300,000,000	$ 11,870,832,915

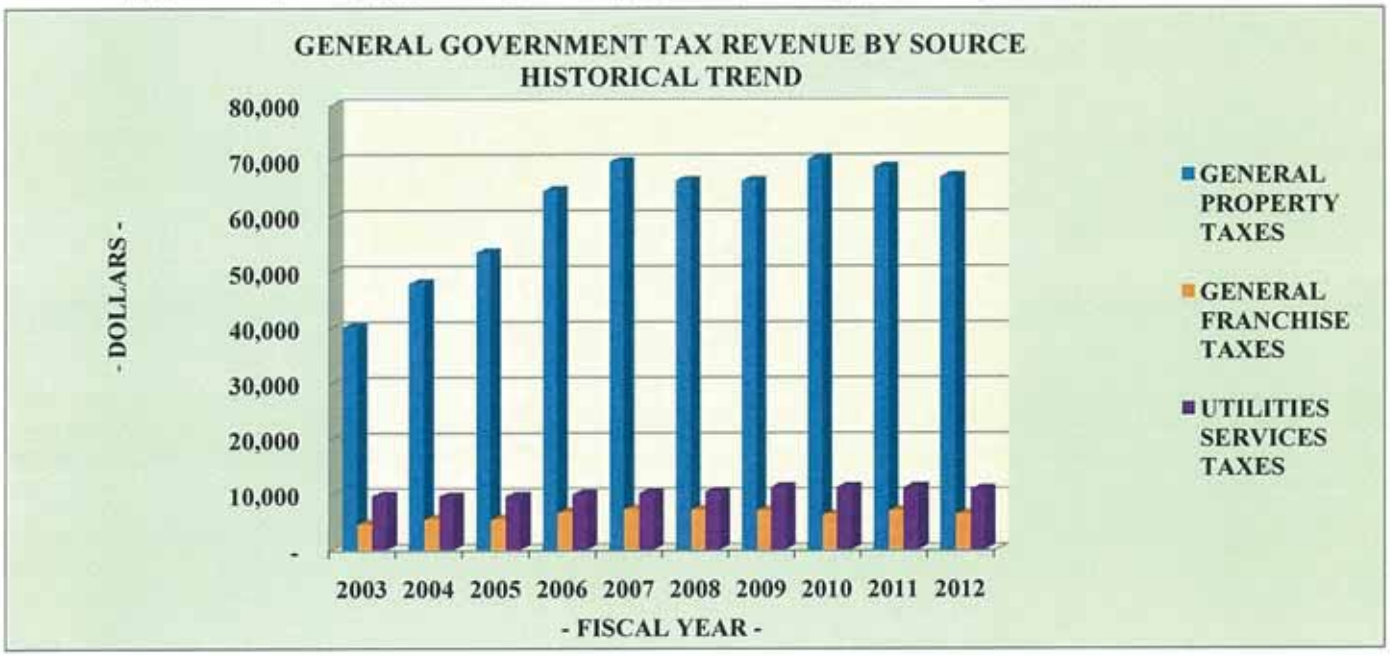


FISCAL YEAR	CITY TAX RATES OPERATIONS	CITY TAX RATES DEBT SERVICE	CITY TAX RATES TOTAL	* COUNTY	* SCHOOL DISTRICT	* SPECIAL TAXING DISTRICTS	TOTAL TAX RATE FOR ALL OVERLAPPING GOVERNMENTS
2003	5.8410	-0-	5.8410	6.8570	9.2520	0.7360	22.6860
2004	5.9900	-0-	5.9900	6.7650	9.2520	0.7360	22.7430
2005	5.9900	-0-	5.9900	7.1840	8.6870	0.7350	22.5960
2006	6.1500	-0-	6.1500	7.0690	8.4380	0.7350	22.3920
2007	6.1500	-0-	6.1500	6.8080	8.1050	0.7350	21.7980
2008	5.2500	-0-	5.2500	5.6700	7.9480	0.6590	19.5270
2009	5.2500	-0-	5.2500	5.9260	7.7970	0.6590	19.6320
2010	5.8950	-0-	5.8950	6.0050	7.9950	0.6590	20.5540
2011	6.0720	-0-	6.0720	6.6565	8.2490	0.6585	21.6360
2012	5.8690	-0-	5.8690	5.7695	8.0050	0.4708	20.1143

* Fiscal Year 2012 Adopted (Final) Millage Rates

CITY OF CORAL GABLES
GENERAL GOVERNMENT TAX REVENUE BY SOURCE

FISCAL YEAR	GENERAL PROPERTY TAXES	FRANCHISE TAXES	UTILITIES SERVICES TAXES	TOTAL TAXES
2003	$ 40,078	$ 4,634	$ 9,658	$ 54,370
2004	47,969	5,496	9,541	63,006
2005	53,467	5,487	9,594	68,548
2006	64,587	6,691	9,939	81,217
2007	69,730	7,284	10,187	87,201
2008	66,389	7,161	10,423	83,973
2009	66,397	7,050	11,293	84,740
2010	70,277	6,276	11,220	87,773
2011	68,805	7,039	11,120	86,964
2012	$ 67,086	$ 6,358	$ 10,811	$ 84,255



PROPERTY TAX LEVIES AND TAX COLLECTIONS
LAST TEN FISCAL YEARS

FISCAL YEAR	TOTAL TAX LEVY	* COLLECTIONS WITHIN THE YEAR OF THE LEVY	* PRIOR YEARS' LATE COLLECTIONS	TOTAL COLLECTIONS TO DATE	PERCENT OF LEVY COLLECTED TO DATE
2002	$ 38,147,651	$ 36,809,810	$ -	$ 36,809,810	96.5%
2003	42,069,327	39,742,848	222,862	39,965,710	95.0%
2004	50,591,645	47,423,035	170,691	47,593,726	94.1%
2005	56,576,305	47,362,514	231,212	47,593,726	84.1%
2006	66,217,669	61,399,559	332,579	61,732,138	93.2%
2007	73,452,215	69,634,307	95,957	69,730,264	94.9%
2008	72,556,824	65,791,821	596,813	66,388,634	91.5%
2009	68,055,518	64,821,722	787,734	65,609,456	96.4%
2010	71,501,646	69,328,037	949,225	70,277,262	98.3%
2011	$ 68,805,430	$ 63,899,540	$ 1,786,625	$ 65,686,165	95.5%

* Fiscal Year 2011 collections and prior years late collections are partial year information, i.e. 11 months.

BUDGET GLOSSARY

Accrual Basis of Accounting - The basis of accounting under which revenues are recorded when earned and expenditures are recorded when goods are received and services performed even though the receipt of the revenue or the payment of the expenditure may take place, in whole or part, in another accounting period.

Ad Valorem Taxes (Property Taxes) - A tax levied on the assessed value of real and personal property.

Appropriation - A legal authorization granted by the City Commission to make expenditures and to incur obligations for specific purposes.

Assessed Valuation - The just or fair market value of land, buildings, and business inventory and equipment as determined on an annual basis by the County Property Appraiser in accordance with State Law.

Balanced Budget - A budget in which estimated revenues and other available funds equal or exceed estimated expenditures.

Bonds – A certificate of debt issued by a government or corporation guaranteeing payment of the original investment plus interest by a specified future date.

Budget - A plan of financial operation, embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Upon approval by the City Commission, the budget appropriation ordinance becomes the legal basis for expenditures in the budget year.

Budgetary Accounts - Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.

Budget Message - The opening section of the budget document which provides a general summary of the most important aspects of the budget and discusses significant changes from the current and previous fiscal years.

Capital Budget - The plan for the construction, rehabilitation or purchase of a capital asset. Coral Gables' capital budget is multi-year in nature with the first year for appropriation authorization incorporated into the overall annual budget process. Capital projects often extend beyond the fiscal year in which the project is first approved. Therefore, the City either appropriates the entire project cost in the initial fiscal year or identifies annual phases which may be approved in future years if funding is available.

Capital Outlay - An expenditure category for construction equipment, vehicles or machinery that results in the acquisition or addition to the City's fixed assets.

Capital Improvement Program (CIP) – The City's capital investment strategy for the Budgeted year and for the following five year period. The CIP is a comprehensive picture of the City's capital needs within the five year period and facilitates long-term budget planning.

Debt Service - The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a predetermined payment schedule.

Delinquent Taxes - Taxes that remain unpaid after the date on which a penalty for nonpayment is attached.

Department - An organizational unit responsible for carrying out a major governmental function.

Debt Service - Payments of principal and interest on borrowed funds such as bonds.

Division - The second level in the formal City organization in which a specific function is carried out; several divisions may comprise a single department.

Enterprise Fund - A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as parking and golf courses.

Estimated Revenue - The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the Commission.

Expenditures - The outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid.

Fiduciary Fund - A fund used to account for the revenue and expenditures of beneficiary accounts held

in trust for a group of individuals, e.g, employee pension.

Fiscal Year - A 12 month period to which the operating budget applies. For the City of 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 equity 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 or account groups.

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.

Government Fund - Funds through which most general government functions typically are financed.

Grant - A contribution made by one governmental unit to another. The contribution is usually made to aid in the support of a specified function but it is sometimes for general purposes.

Interfund Transfers - Amounts transferred from one fund to another.

Intergovernmental Revenues - Revenues from other governments (state, federal, and local) which can be in the form of grants, shared revenue, or entitlement.

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

Levy - To impose taxes, special assessments, or service charges for the support of City activities.

Local Option - Voted by local referendum.

Line Item - A specific item or group of similar items defined by detail in a unique account in the financial records. Revenue and expenditure justifications are reviewed, anticipated and appropriated at this level.

Long-Term Debt - Debt with a maturity of more than one year after the date of issuance.

Millage Rate - The millage rate is the rate of taxation for every thousand dollars of assessed value, i.e., 1 mill equals $1.00 of tax for each $1,000 of property value and 2.5 mills equals $2.50 of tax for each $1,000 of property value, etc.

Modified Accrual Accounting - A basis of accounting in which revenues are recorded when collectable within the current period or soon enough thereafter to be used to pay liabilities of the current period, and, expenditures are recognized when the related liability is incurred.

Object Code - An expenditure category, such as Personnel Services, Operating Expenses and Capital Outlay.

Operating Budget - A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

Operating Expenses - Expenditures associated with the general operation of a department such as office supplies, vehicle fuel, rent, utilities, etc.

Operating Revenues - Income derived from sources related to the City's everyday business operations.

Ordinance - A formal legislative enactment by the council or governing body of a municipality that has the full force and effect of law within the enacting City.

Performance Measures - The annual adopted budget for each department, includes performance measures to

identify the planned target levels for services in the fiscal year. The measures are also reported for prior years to allow comparison and evaluation. Performance measures include workload indicators and performance effectiveness measurements.

Personal Services - An expenditure category which includes wages, salaries, retirement, and other fringe benefits.

Property Tax Levy - The value derived by multiplying the property tax millage rate by the net taxable assessed value of property in the City.

Property Taxes - Taxes paid on the assessed value of land, buildings, business inventory or equipment.

Reserve - An account used to indicate that a portion of a fund's balance is restricted for a specific purpose and is, therefore, not available for general appropriation.

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

Retained Earnings - The accumulated earnings of an Enterprise or Internal Service Fund that have been retained in the fund and that are not reserved for any specific purpose.

Revenue - Funds that the government receives as income. It includes such items as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

Service Level - Workload accomplished to a specific standard within a specific time span in order to generate the total gross amount of product or service to be provided.

Trend - The continuing direction of movement of chronological series of data charted on a graph.

CITY OF CORAL GABLES
FLORIDA