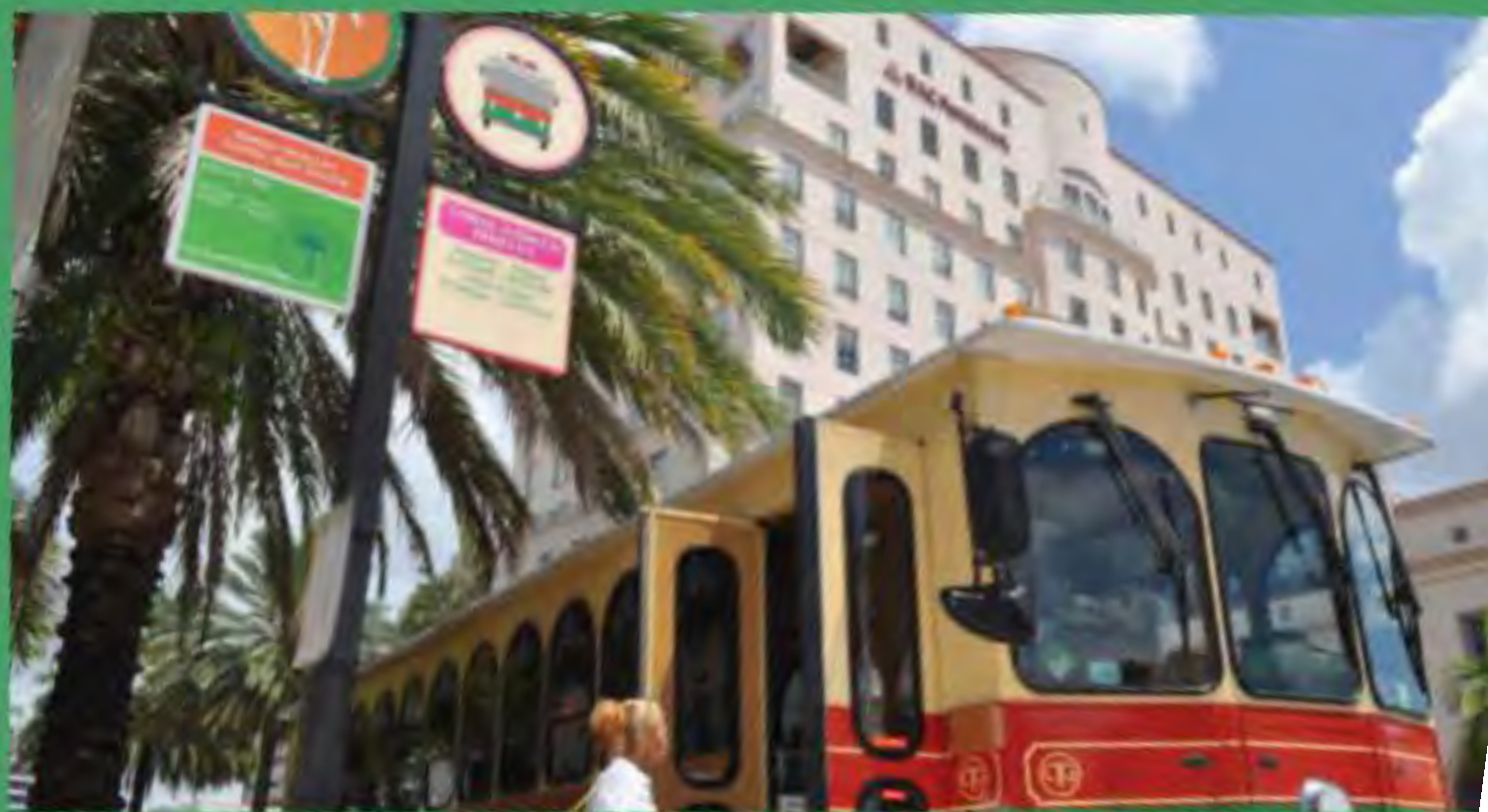




2022-2023 BUDGET ESTIMATE



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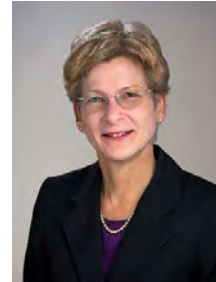
CITY OF CORAL GABLES



VINCE C. LAGO
MAYOR



MICHAEL MENA
VICE MAYOR



RHONDA A. ANDERSON
COMMISSIONER



JORGE L. FORS, JR.
COMMISSIONER



KIRK R. MENENDEZ
COMMISSIONER

PETER J. IGLESIAS, P.E.
CITY MANAGER

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

BILLY Y. URQUIA
CITY CLERK

ALBERTO N. PARJUS
ASSISTANT CITY MANAGER

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

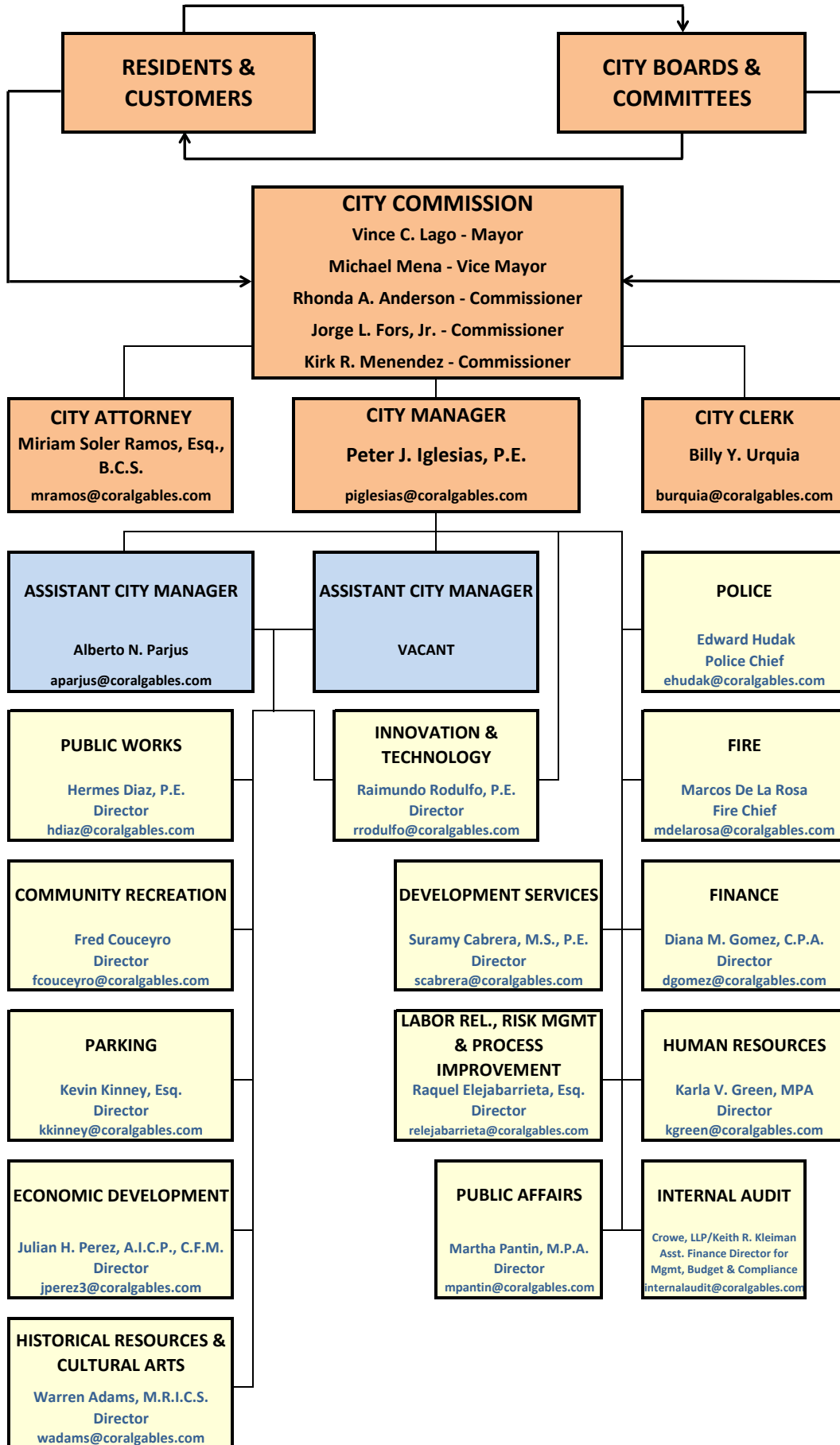
KEITH R. KLEIMAN
ASSISTANT FINANCE DIRECTOR – MANAGEMENT, BUDGET & COMPLIANCE

MITRANAND BHAGIRATHI
SR. MGMT & BUDGET ANALYST

PEDRO SANCHEZ
MGMT & BUDGET ANALYST II

ELSY FUENTES
INTERNAL AUDIT & GRANTS COORD.

**CITY OF CORAL GABLES, FLORIDA
ORGANIZATION CHART
2022-2023 BUDGET ESTIMATE**





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2022-2023 BUDGET ESTIMATE

TABLE OF CONTENTS

CITY ORGANIZATION CHART	3
CITY MANAGER’S BUDGET MESSAGE	7
CORAL GABLES 2023-2025 STRATEGIC PLAN	20
CORAL GABLES AT A GLANCE	24
CORAL GABLES – The City Beautiful	25
DISTINGUISHED BUDGET AWARD	46
BUDGET PREPARATION CALENDAR	48
A GUIDE TO THE BUDGET	48
FINANCIAL DATA	
Fund-Department Matrix	57
Revenue Summaries	59
Expenditure Summaries	67
Capital and Enterprise Fund Summaries	74
Enterprise Funds Summaries – Four Year Comparison	75
Capital Projects	76
Capital Matrix Funding Program.....	84
Debt Service	91
Trend Analysis	94
Long Range Financial Plans.....	100
DEPARTMENTAL EXPENDITURE BUDGETS	
City Commission	107
City Attorney	109
City Clerk	115
City Manager	123
Human Resources.....	141
Labor Relations, Risk Management & Process Improvement	163
Development Services	175
Historic Resources & Cultural Arts	193
Public Works.....	209
Finance	265
Innovation & Technology	289
Police	311
Fire	339
Community Recreation.....	355
Economic Development	393
Non-Departmental	415
Parking.....	419
OTHER COST DISTRIBUTIONS	
Insurance Fund	449
Motor Pool Fund	450
General Services Fund	454
Full Time & Part Time Position Summary – Four Year Comparison.....	456
Payroll Related Cost Distribution.....	457
HISTORICAL DATA	
Assessed Values & Property Tax Rates - Ten-Year Trend	460
Property Tax Budgets - Last 10 years	461
GLOSSARY OF BUDGET TERMS	462



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The City of Coral Gables



Office of the City Manager
Peter J. Iglesias, P.E.

City Hall 405 Biltmore Way
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July 1, 2022

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

Dear Mayor and Commissioners:

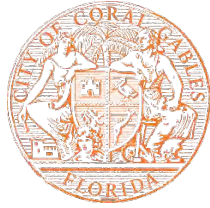
As we move toward the new fiscal year and beyond the pandemic, we need to keep in mind the financial journey we have been through over the last 2.5 years. We can all agree that the pandemic had a major effect on the local and global economies. Supply chain, energy, among other factors have had an immense impact on the current and I and believe, future economy.

However, as was expected in the short term, the City's revenues have rebounded and surpassed prior years by a healthy margin. The boom in the housing market has given the City a substantial boost in overall property values, thereby generating a 7.6% increase in taxable values. Other revenues have also increased, though not to the levels of property values. In all, the City fared well on the revenue side of the budget.

It is important to note, that the expenditure side of the budget has seen equal if not greater increases due to the recent unprecedented increase in inflation. With the local inflation rate at approximately 9.5%, the City must carefully balance the distribution of increased revenue to cover increased expenditures. Salaries, health insurance, contracted services, construction, general liability insurance, motor fuel, vehicle parts, just to name a few have seen tremendous increases. These items are not only key to the City's day-to-day operations, but effect long term capital improvements as well.

FY 2022-2023 will be another year of significant investment by the City in its capital infrastructure. We anticipate the completion of the Minorca Garage, Development Services Center, and the Smart City Broadband initiative. We also plan to break ground on the Venetian Pool restoration and implement a multiyear restoration of the Coral Gables Golf and Country Club. This fiscal year we will continue to see the City address its aging force mains through the Force Main Replacement Program and invest in stormwater and drainage projects citywide.

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The FY 2022-2023 budget also contains a new 3-year strategic Management Plan that captures the programmatic and budgetary priorities of the City Commission with supporting action plans and performance measurements. We will continue our journey to a “world-class city with a hometown feel” as outlined in the Strategic Plan.

To date, the City’s conservative budgeting methodology has proven successful, and helped us navigate the turbulent years of the pandemic. As we emerge from these times and look toward the future, staff continues the task of bringing essential services to our residents, businesses, and visitors. I am proud to say that staff has prepared a comprehensive budget that best addresses the City’s needs and while ensuring that the City stays on a financially sustainable track.

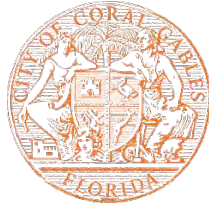
Regulatory

The FY 2022-2023 Budget Estimate beginning October 1, 2022, through September 30, 2023 is submitted on July 1, 2022 in accordance with the requirements of Article V of the City Charter. The Annual Budget Estimate is a financial plan and management tool that guides the City and each department for the upcoming fiscal year. The Budget Estimate contains projected as well as comparative financial information with budgets of previous years, as well as actual revenues and expenditures. The comparative data helps to analyze trends of the financial operations of the City. The Budget Estimate will be presented at a Commission workshop on Wednesday, July 25, 2022, at 5:00 PM. As you know, state law requires that two public hearings be held in September to officially adopt the budget. The hearings will be held on Tuesday, September 13, 2022, and Wednesday, September 28, 2022; both at 5:01 PM.

Budgetary Overview

The City has had significant success in the accuracy of its revenue projections, as well as the enforcement of conservative (intelligent and informed) spending practices. These successes extend to the City’s collective bargaining negotiations for all three bargaining units as well as the continued implementation of the pension unfunded liability pay down program. On the capital side, well thought out investment aimed at maintaining and improving the City’s capital infrastructure continues to be deliberate and steady.

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Expenditures

The total operating, capital and debt service budget approved for FY 2022-2023 is \$228.3 million, a net decrease of \$151.1 million or 39.9% compared to the amended FY 2021-2022 annual budget of \$379.4 million. The vast majority of the change is a decrease of \$159.9 million in capital improvement projects included in the FY 2021-2022 budget that are not repeated in the FY 2022-2023 Budget Estimate. If projects are not completed by the end of FY 2021-2022, their respective balances will be re-appropriated during the first quarter of the new fiscal year. These projects include such items as the construction of Mobility Hub, the construction of Minorca Garage (Garage 7), facility repairs/improvements, parks repairs/improvements and sanitary sewer/storm water improvements.

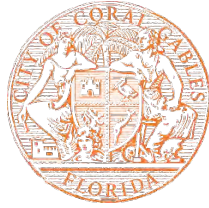
A comparison of expenditures for the FY 2021-2022 Amended Budget and the FY 2022-2023 Budget Estimate is shown below:

Budget Year	2021-2022	2022-2023	Increase (Decrease)
Operating	\$184,011,525	\$190,554,786	\$6,574,783
Capital	186,248,743	26,332,913	(159,915,830)
Debt Service	9,107,695	11,395,799	2,288,104
Total	<u>\$379,367,963</u>	<u>\$228,283,498</u>	<u>\$(151,084,465)</u>

Operating Expenditures

As indicated in this comparison, the increases in operating expenses from the amended FY 2021-2022 Budget of \$183,980,003 to the FY 2022-2023 Budget Estimate of \$190,554,786 is \$6,574,783, or 3.6%. However, it must be explained that the FY 2021-2022 amended budget contains significant prior year reappropriations that skew downward the differences between the operating budgets of the two fiscal years. Prior year reappropriations are nonrecurring (onetime) revenues that are best eliminated from the calculation so as to give a more accurate picture of the two-year delta.

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The following table summarizes the adjusted (reappropriations eliminated) changes from the FY 2021-2022 Amended Budget to the FY 2022-2023 Budget Estimate:

<u>Budget Item</u>	<u>Incr/Decr</u>	<u>Budget Estimate</u>
Salary	\$3,249,562	\$76,956,460
Overtime	(1,473)	2,269,662
Retirement	500,958	30,849,292
FICA	301,530	5,031,160
Workers Comp	-	2,000,000
Health & OPEB	1,226,639	12,435,358
Preservation of Ben. Plan	-	82,000
Other Misc. Benefits	(600)	142,325
Professional Services	1,991,963	17,752,623
Repairs, Maint., Utilities & Misc. Services	1,711,322	23,045,527
Parts, Supplies & IT Maint. Subscriptions	2,585,833	11,434,726
Equipment Additions & Replacements	30,362	1,076,738
Debt, Empl Payouts & Contingencies	(226,791)	2,823,356
Grants	(363,638)	887,405
Non-Operating	(439,511)	231,722
Fleet Equip Replacement	(62,000)	3,536,432
	<u>\$10,504,156</u>	<u>\$190,554,786</u>

Net salary costs are increasing \$3.25M due to a combination of items. Aside from the implementation of existing collective bargaining agreements, as well as an increase of full-time headcount of 11 to 866, the City has had to address the recent phenomenon of a decidedly pro-employee labor market.

Since the pandemic, the increased demand for competitive salary increases have made maintaining the City's workforce as well as recruiting for vacant positions very difficult. City recruitment staff is finding that many of the City's salary ranges are not competitive with the marketplace, thereby putting recruitment efforts in a difficult position. The City has contracted with an outside consultant to perform an objective compensation analysis that will compare our salary structures with like/kind cities and will then make recommendations for revisions.

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Retirement costs are increasing \$501K due to the annual 1.25% additional pension payment indexing of \$371K, as well as \$125K for new employees selecting the 401(a) plan instead of the pension. Health Insurance is increasing \$1.27 million to cover the projected premium increase, as well as the premiums for the aforementioned increase in headcount.

Repairs, maintenance, utilities, parts, supplies and Information Technology (IT) maintenance have increased \$1.1M and \$2.4M, respectively due mainly to three distinct items; \$1.5 million for the post implementation maintenance requirement for essential newly installed IT systems, \$1.0 million for Fleet fuel and parts, and \$1.0 million for general liability insurance premiums. Equipment replacements and additions, grants, non-operating and Fleet replacements have all decreased due to the elimination of one-time items that do not repeat for FY 2022-2023.

Personnel Positions

For the FY 2022-2023 Budget Estimate full time headcount has been increased by 11 to 866 compared to the amended FY 2021-2022 of 855. The increase in headcount includes 3 positions (1 police officer and 2 civilian staff) to implement the police body worn camera program, 3 Maintenance Worker II positions to replace more costly contracted help in the Greenspace Management Division, 1 Fire Captain for the City's Communications operation, 2 ERP analysts for Finance, Human Resources and Innovation & Technology Departments to support required system maintenance related to the ERP (Infor/Questica/GHR/CityBase/WFM) implementation and other technology initiatives, and 2 new code enforcement officers for the Code Enforcement Division.

Over the last several budget years, the City has enhanced services through the addition of part-time positions that not only fulfill departments' service requirements but just as importantly offer part-time hours to employees whose life requirements dictate a part-time job as opposed to a full-time job. Part time positions are measured as fulltime equivalents (FTEs). For FY 2022-2023 a part-time Fire Inspector has been added to better support the fire plan review process. The part-time FTE count for FY 2022-2023 is 164.24. This translates to an approximate part-time headcount (number of bodies) of 232 employees. Full time headcount plus part time FTEs comes to 1,030.24 FTEs (866 + 164.24). Whereas total headcount comes to 1,098 (866 + 232).

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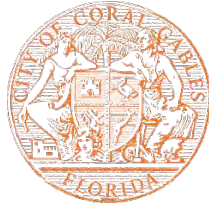
FY 2022-2023 Additions to the Budget

Each fiscal year, staff reviews requests to add incremental items to the budget to enhance essential resident services including parks, greenspace management, solid waste, public safety, etc. In addition, substantial incremental additions are included for the Information & Innovation Department for critical needs that support each department's operations, as well as maintain the City's first line of defense from external penetration. Though many well thought out initiatives were requested, available funds limited the new initiatives to the following items:

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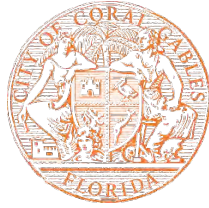
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DEPARTMENT	DESCRIPTION	FUNDING TYPE			
		ONE-TIME	ONGOING	LIMITED	TOTAL
Community Recreation - Country Club- Granada	Agronomic Supplies Golf	\$ -	\$ 7,500	\$ -	\$ 7,500
Community Recreation - Country Club- Granada	Operating Equipment Repair Parts	-	1,000	-	1,000
Community Recreation - Golf Course/Parks Maint.	Additional Funds For Contract Labor Agreement Park	-	135,720	-	135,720
Community Recreation - Golf Course/Parks Maint.	Additional Agricultural Supplies For Parks & Field	-	3,000	-	3,000
Community Recreation - Venetian Pool	Additional Funds For Chemical Supplies	-	10,000	-	10,000
Community Recreation - Venetian Pool	Food For Human Consumption Additional Funds	-	33,000	-	33,000
Community Recreation - Venetian Pool	Venetian Pool Patio Tables For Public Use	40,000	-	-	40,000
Development Services - Building	Outside Consultants For Plan Review	-	-	250,000	250,000
Development Services - Building	Full Time And Part Time Fire Plan Reviewer	-	273,000	-	273,000
Development Services - Building	Temporary Inspectors , Plans Examiners And Outside	-	60,000	-	60,000
Development Services - Code Enforcement	2 Full Time Code Officers - including 2 Chevy Bolts	-	139,210	-	139,210
Fire	Purchase Of Personal Protective Equipment	-	27,300	-	27,300
Fire	Purchase Of Medical Supplies	-	5,275	-	5,275
Fire	Full-Time Firefighter For Backfill Of Technical Service Captain	-	78,453	-	78,453
Fire	Fire Officer Tuition Reimbursement	-	15,000	-	15,000
Fire	Part-Time Fire Inspector	-	38,272	-	38,272
Information Technology	Inflation Forecast	-	250,000	-	250,000
Information Technology	Bluebeam Additional License, Upgrade To Extreme	-	30,000	-	30,000
Information Technology	INFOR + WFM + Citybase + Questica ERP Annual Maintenance	372,000	28,900	-	400,900
Information Technology	New City Website Hosting And Maintenance	-	40,000	-	40,000
Information Technology	Single Sign-On Licenses	-	60,000	-	60,000
Information Technology	Multifactor Authentication Citywide	-	80,000	-	80,000
Information Technology	Priority Dispatch Police And Fire Ongoing Annual Maintenance	-	24,500	-	24,500
Information Technology	Cartegraph New Modules And New Users Maintenance I	-	30,000	-	30,000
Information Technology	Automated Call Attending System And MCP Maintenance	-	45,000	-	45,000
Information Technology	New Data Backup System Annual Maintenance And Supp	-	54,000	-	54,000
Information Technology	Additional Cellular Data Public Works, Fire, Dev S	-	15,120	-	15,120
Information Technology	Police Intelligence Messaging System (IRIS)	-	22,000	-	22,000
Information Technology	Cable Boxes New Higher Rates And Additions	-	18,000	-	18,000
Information Technology	ERP Senior Analyst For I.T.	350,000	38,969	-	388,969
Information Technology	Smart Lights, Sensors And Data Intelligence	-	65,000	-	65,000
Information Technology	I.T. Professional Services	-	40,000	-	40,000
Information Technology	I.T. Consulting Services For Enterprise Systems	-	40,000	-	40,000
Information Technology	Technology Trainings For I.T. Staff And Citywide	-	15,000	-	15,000
Parking - Garage 2 & 6	Garage Interior Pressure Washing	56,000	-	-	56,000
Parking - Trolley	GPS & Automated Passenger Count System	60,000	-	-	60,000
Police	Body Worn Camera Program Initial Ongoing Costs	614,382	213,704	-	828,086
Police	Ammunition Funds Supplement Due To Cost Inflation	-	18,340	-	18,340
Police	Sworn Uniform Allowance Alignment For Police Dept	-	42,000	-	42,000
Police	Police Rapid-Id Technology Equipment	17,000	-	-	17,000
Police	Mileage Reimbursement Funds For Emp On Light Duty	-	8,000	-	8,000
Police	K9 Unit Needs And Funding Alignment	18,000	10,000	-	28,000
Public Works - Automotive	Electric Vehicle Fleet Charging	-	20,000	-	20,000
Public Works - Automotive	Trailer Mounted Pressure Washer for General Services	25,000	-	-	25,000
Public Works - Automotive	GPS Monitoring Of Admin Vehicles	25,000	-	-	25,000
Public Works - Automotive	Compact Pickup Truck Crew Cab for Greenspace Management	35,000	-	-	35,000
Public Works - Automotive	Trolley Maintenance Facility Floor	30,000	-	-	30,000
Public Works - Automotive	Police - Motorcycle Lease Budget Increase	-	6,600	-	6,600
Public Works - Automotive	Ford Explorer SUV for Fire Department	45,000	-	-	45,000
Public Works - Automotive	Police - Motorcycle Lease Swap-Out Increase	-	7,450	-	7,450
Public Works - Engineering	Carlson BRX7 GPS Receiver	11,699	-	-	11,699
Public Works - General Services - Administration	Unfreezing of Maintenance Repair Worker (16 PT)	-	29,838	-	29,838
Public Works - General Services - Operations	Increase In Electric Utility Service Budget	-	65,000	-	65,000
Public Works - General Services - Operations	Pressure Washing Services	-	50,000	-	50,000
Public Works - Greenspace Management	Landscape Maintenance Contract Increase	-	258,444	-	258,444
Public Works - Greenspace Management	Replace all Temporary Workers with 3 FT Maintenance Workers I	-	(54,358)	-	(54,358)
Public Works - Greenspace Management	Canal-3 At Taragona Bank Stabilization Landscaping	50,000	-	-	50,000
Public Works - Greenspace Management	Electric Blower Equipment	20,000	-	-	20,000
Public Works - R.O.W.	Sidewalk Grinding	-	35,000	-	35,000
Public Works - Solid Waste	CPI Rate Increase To Solid Waste Disposal	-	105,000	-	105,000
Public Works - Solid Waste	Increase to Compensation for Holiday Work	-	61,015	-	61,015
Public Works - Solid Waste	3 Temporary Workers for Additional Coverage	-	106,405	-	106,405
Public Works - Sustainable Public Infrastructure	Energy Management And Utility Billing Software	75,000	-	-	75,000
Public Works - Stormwater	Stormwater Billing Service Charges Rates	-	21,000	-	21,000
Public Works - Sanitary Sewer	Wholesale Wastewater Service Charge	-	197,842	-	197,842
Public Works - Sanitary Sewer	Sanitary Sewer Billing Service Charges	-	23,000	-	23,000
Public Works - Sanitary Sewer	Unfreezing of Project Manager Position	-	84,542	-	84,542
		\$ 1,844,081	\$ 3,032,041	\$ 250,000	\$ 4,799,738

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Full Time Employee Classification Ten-Year Comparison

<u>FISCAL YEAR</u>	<u>POLICE OFFICERS</u>	<u>FIRE- FIGHTERS</u>	<u>GENERAL EMPLOYEES</u>	<u>TOTAL</u>
2014	191	139	470	800
2015	191	139	485	815
2016	192	139	498	829
2017	192	139	500	831
2018	192	139	506	837
2019	192	139	509	840
2020	193	139	514	846
2021	193	139	514	846
2022	193	139	523	855
2023	194	140	532	866

Bargaining Unit Agreements

The current collective bargaining agreement with the Fraternal Order of Police (FOP) is in effect from October 1, 2020, through September 30, 2023. FY 2022-2023 will be the final year of the contract. The Teamsters agreement is in effect from October 1, 2021, to September 30, 2024, with FY 2023-2024 being the final year of the contract. The agreement with the International Association of Firefighters (IAFF) Local 1210 has expired and negotiations are ongoing.

Capital Improvements

The Fiscal Year 2022-2023 Budget Estimate continues the City's commitment to fund the capital improvement needs for the short term as well as to plan and save for the long term. General capital projects are typically funded with City dollars from two sources, recurring revenues to cover the cost of the capital improvement matrices as well as planned onetime use of fund balances from both the General and Capital Improvement funds, i.e., one-time General Fund balances generated by operating surplus from two years prior, as well as identified surpluses from completed capital projects.

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Up until FY 2019-2020, the City had been steadily increasing the amount of recurring revenue transferred from the General Fund to the Capital Improvement fund. Of the \$6.0 million to \$6.5 million annual cost of the matrices, the amount covered by recurring revenue had risen to approximately \$3.7 million prior to the pandemic. Due to the COVID-19-related economic downturn, there were no recurring revenues available in the FY 2020-2021 budget to fund capital. Therefore, in that year capital project funding relied solely on prior year surplus.

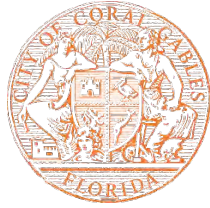
For FY 2021-2022 recurring revenues rebounded enough to allow \$2.6 million to be transferred to the Capital Improvement Fund to help fund the capital matrices. FY 2022-2023 is seeing more than a return to normal as it relates to revenues. However, recurring expenditures have risen substantially due to the unprecedented inflation that is facing the global economy. That said, the recurring revenue transferred to the Capital Improvement fund will be limited to \$2.86 million for FY 2022-2023; just \$260K higher than FY 2021-2022.

Even with this financial limitation, staff is proud to say that this budget continues to address many of the City's ongoing capital infrastructure needs, as well as one-time funding for essential Commission priorities. The Fiscal Year 2022-2023 Budget Estimate provides for a capital improvement program totaling \$29.9 million (including Fleet). Highlights of the capital improvement plan include replacement of capital equipment of \$2.9 million, facility repairs/improvements of \$1.8 million, historic facility repairs/restorations of \$4.2 million, Motor Pool equipment replacement of \$3.5 million, Parking System repairs/improvements of \$1.3 million, Parks & Recreations improvements of \$2.5 million, Public Safety Improvements of \$1.4 million, Transportation and Roadway Improvements of \$3.3 million, and utility repairs/improvements of \$9.0 million.

Debt Service

The City's total outstanding principal debt as of fiscal year ending October 1, 2022 is \$120.2 million. This includes recently issued debt for the Sanitary Sewer Force Mains replacement as well as a refunding of older debt to take advantage of lower interest rates. The FY 2022-2023 debt service budget of \$11.4 million includes sufficient funds to cover all debt service due for the year. In addition, the debt service budget includes \$450K to cover bonds/loan to be taken out for the construction of Fire House 4 if approved by the City Commission.

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The \$11.4 million debt service amount (including possible future debt for Fire House 4) represents 5.6% of the total operating and debt service budgets of \$202.0 million. This amount is well below the City's administratively capped budgetary debt service limit of 8%.

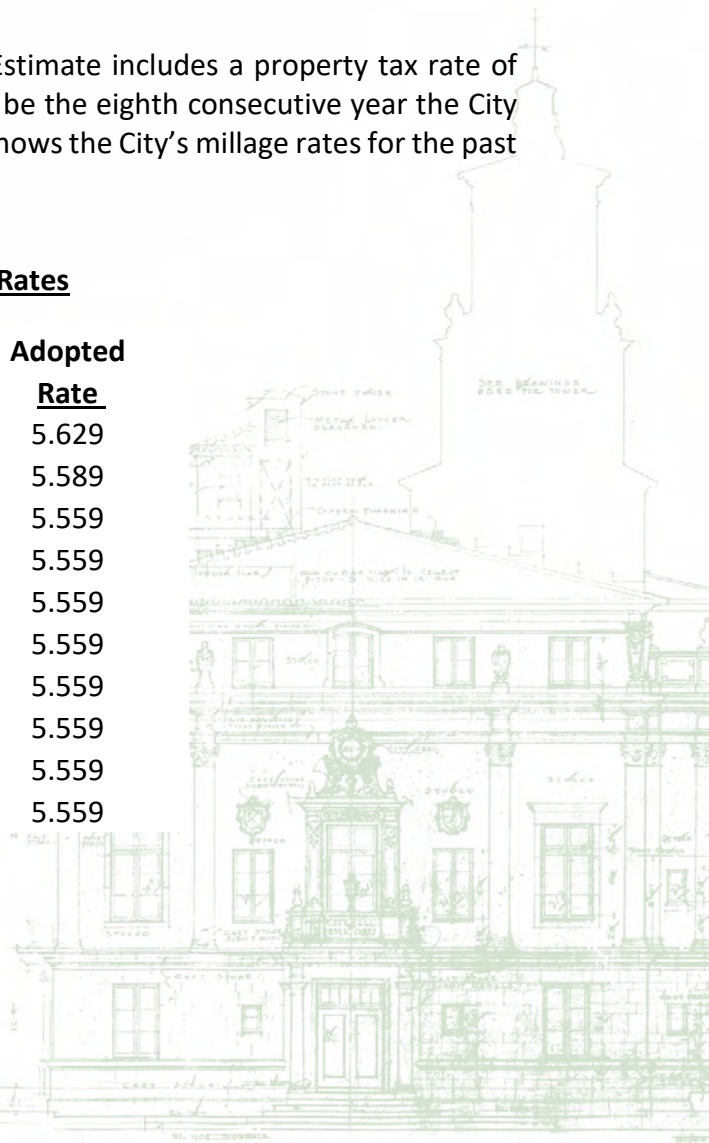
Revenues

For Fiscal Year 2022 – 2023 (Tax Year 2022), taxable values are once again the highest in the City's history, at a pre-July 1 estimate of \$19.5 billion. As of June 1, 2022, the Property Appraiser estimates the split of taxable values between existing property and new construction to be \$19.18 billion and \$320 million, respectively. This represents a 7.6% increase over the tax year 2021 taxable values of \$18.13 billion. The difference between FY 2021-2022 (TY 2021) and FY 2020-2021 (TY 2020) was 3.9%.

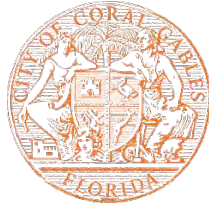
I am pleased to report that the FY 2022-2023 Budget Estimate includes a property tax rate of 5.559, the same rate as Fiscal Year 2021-2022. This will be the eighth consecutive year the City has maintained the same millage rate. The table below shows the City's millage rates for the past ten years.

City Ad-Valorem Tax Rates

<u>Fiscal Year</u>	<u>Adopted Rate</u>
2013-2014	5.629
2014-2015	5.589
2015-2016	5.559
2016-2017	5.559
2017-2018	5.559
2018-2019	5.559
2019-2020	5.559
2020-2021	5.559
2021-2022	5.559
2022-2023	5.559



The City of Coral Gables



Office of the City Manager
Peter J. Iglesias, P.E.

City Hall 405 Biltmore Way
Coral Gables, FL 33134

The City Beautiful

Operating revenues (all funds) for FY 2022-2023 (including property taxes based on the June 1 property value estimates) are projected to be \$215.1 million. This represents a net decrease of \$33.8 million, or 13.6% compared to the amended FY 2021-2022 operating revenues of \$248.95 million. However, it must be noted that FY 2021-2022 includes \$42 million from debt proceeds to construct the Mobility Hub that will not materialize until the construction market stabilizes. Therefore, setting the \$42 million debt proceeds aside for the sake of this calculation, comparing the two fiscal years indicates a true increase in revenues of \$8.2 million.

Net increases in revenue from FY 2021-2022 to FY 2022-2023 come to \$13.4 million made up of several components including an increase in property tax revenue. Applying the 5.559 millage rate to the Property Appraiser's June 1, 2022 taxable values of \$19.5 billion generates additional property tax revenue of \$7.26 million.

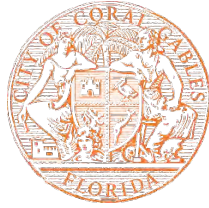
Other revenue increases include \$1.1M in intergovernmental revenue, \$933K in permitting fees, \$784K in parking fees, \$515K for franchise fees, \$445K for Stormwater utility fees, \$389K in investment earnings, \$365K from general government fees, \$335K in Utility Service Taxes, \$246K in sanitary sewer fees, and \$213K in Fines & Forfeitures.

Net revenue decreases from FY 2021-2022 to FY 2022-2023 come to \$49.3 million with the majority of the decrease stemming from the aforementioned \$42M in debt proceeds for the Mobility Hub. Other significant revenue decreases for onetime items included in the FY 2021-2022 budget that don't repeat in FY 2022-2023 are the sale of land/buildings of \$3.5 million, developer's fee of \$1.8M and Miami-Dade County Impact fees of \$1.4 million.

Reserves

A significant part of Standard & Poor's, Moody's, and Fitch's reaffirmation of the City's AAA bond ratings was based on the City's commitment to restore and maintain reserves at responsible levels. Though policies differ from city to city, it is generally accepted to maintain reserves of 20% to 25% of a city's operating budget. Coral Gables has a Commission approved 25% reserve policy. Those reserves are maintained for "a rainy day" or more importantly, a catastrophic event. On the surface, a 25% reserve sounds like a large amount to set aside. However, 25% represents just three months of maintaining essential City services if operating revenues are cut off.

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At the close of FY 2020-2021, the City's certified financial statements indicate the General Fund reserve to be approximately 23.4% of the FY 2021-2022 total (all funds) operating plus debt service budgets (\$193.1 million). The approximate 1.6% underfunding is due to pending Hurricane Irma-related FEMA/State/Insurance reimbursements outstanding as of the date of the financial statements. To date, total reimbursement collections for Hurricane Irma and COVID-19 are approximately \$19.1 million and \$5.3 million, respectively. An updated reserve percentage balanced to the FY 2022-2023 adopted budget will be determined at the issuance of the FY 2021-2022 financial statements.

Cultural and Community Events

The FY 2022-2023 Budget Estimate includes allowances for cultural grants and events in the amount of \$191,228. The Cultural Development Board reviews grant applications made by local cultural and community organizations and recommends funding based on the available budget. The Fiscal Year 2022-2023 Budget Estimate also includes a \$225,000 grant to support operating expenditures at the Coral Gables Museum.

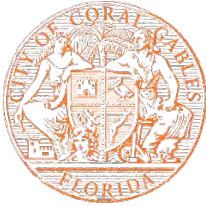
Conclusion

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

Acknowledgments

The preparation of the City's annual Budget is a joint effort that includes the Assistant City Manager, department directors and supporting staff. The personal efforts of the following individuals are specifically acknowledged for their commitment to the budget process and the preparation of this budget: Diana M. Gomez, Finance Director; Keith R. Kleiman, Assistant Finance Director for Management, Budget and Compliance, Mitranand Bhagirathi, Senior Management & Budget Analyst, Pedro Sanchez, Management & Budget Analyst II, and Elsy Fuentes, Internal Audit & Grants Coordinator.

The City of Coral Gables



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

Respectfully submitted,

A handwritten signature in blue ink, appearing to be "PJ Iglesias", written over a light blue grid background.

Peter J. Iglesias, P.E.
City Manager



CORAL GABLES®

THE CITY BEAUTIFUL

2023-2025- Strategic Plan



PEOPLE. PASSION. PROGRESS.



Strategic Planning Statements

Mission:

To honor our history by providing exceptional services that enhance the quality of life for our community.

Vision:

A world-class city with a hometown feel.

Values:

Governance with integrity – making ethical and wise choices with guided thought and transparency

Aesthetics – preserving and enhancing the beauty of our city

Balanced – considering all interests: residents, businesses, and workforce; celebrating diversity; being fair and equitable

Learning – inspired by our history, committed to excellence and innovation for our future

Exceptional service – being accessible, accountable, and respectful – exceeding expectations with pride

Sustainability – stewardship of all resources: people, finances, facilities, and the environment

Coral Gables Strategic Focus Areas

Customer-focused Excellence

Goal:

Provide exceptional services that meet or exceed the requirements and expectations of our community.

Objectives:

Attain world-class performance levels in overall community satisfaction with city services by 2025.

- Attain 40% top-box rating on quality of city services and 70% top-box rating on overall feeling of safety by 2025
- Increase satisfaction levels on transactional surveys to 90th percentile by 2025
- Attain 90th percentile level of customer satisfaction with permitting process by 2023

Attain world-class performance levels in public safety services by 2025.

- Maintain at least 90th percentile overall satisfaction score with fire rescue services
- Maintain at least 90th percentile performance for crime rates (USC) within the state of Florida for similar size cities
- Reduce crash rates by 5% annually
- Construction of Fire House 4 by 2024

Improve mobility throughout the city by reducing the intensity of traffic.

- Increase utilization rate of alternative modes of transportation by 6% by 2025
- Construct and open the Coral Gables Mobility Hub by 2024
- Increase / expand alternative transportation capacity 25% over the 2022 baseline by 2025
- Achieve 90th Percentile on Trolley /Freebee transactional passenger survey by 2025
- Decrease incidence of vehicle-pedestrian accidents, pedestrian injuries, and falls by repairing 60,000 (and adding 24,000) linear feet of sidewalks by 2025
- Implement a wayfinding program, including historic sites, by 2025

Enhance our position as a premier destination for arts, culture, dining, and shopping.

- Achieve 80% of residents who are satisfied / very satisfied with the downtown experience by 2025
- Achieve 70% occupancy rates downtown with the desired commercial and retail merchant mix by 2025

Workforce Excellence

Goal:

To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.

Objectives:

Ensure sufficient workforce capacity to deliver high quality results by 2025.

- Maintain the workforce retention rate at 75% and vacancy rate not to exceed 10% overall
- Achieve parity in pay grades at 105% - 110% of market pay range by 2025

Attain world-class levels of performance in workforce satisfaction and engagement by 2025.

- Attain workforce engagement-satisfaction rates to 75% by 2025
- Improve workforce satisfaction with Workers Compensation claims by 10% annually over 2022 baseline levels

Ensure appropriate workforce training, professional development opportunities, leadership skills, and advancement opportunities.

- Attain 80% satisfied / very satisfied with training, education, and certification opportunities provided by 2025
- Achieve CPSE Chief Fire Officer designation for 100% of Fire Officers by 2024

Achieve world-class performance levels in workforce health and safety by 2025.

- Reduce Days Away / Restricted Time (DART) rates 5% by 2025
- Increase participation rates in wellness programs to 25% by 2025
- Obtain an employee satisfaction score of 4 or better on a 5-point scale by 2025

Financial Excellence

Goal:

Ensure the financial ability to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.

Objective:

Ensure the financial integrity and sustainability of the city.

- Maintain AAA Bond ratings on Moody's, S&P, and Fitch
- Maintain reserve balance of 25% for operating budget
- Establish a financial sustainability plan by 2025
- Fund a minimum of an additional \$2 Million annually above the Actuarial Required Contribution (ARC) to reduce pension liability
- Obtain a 5% of reserve

Process Excellence

Goal:

Optimize city processes and operations to provide cost-effective services that efficiently utilize city resources.

Objectives:

Enhance the effectiveness of key city processes.

- Horizontally integrate Enterprise systems and Dashboards citywide by 2023
- Implement citywide paperless processes and digital efficiencies by 2023
- Standardize key work processes in Development Services by 2023

Increase the efficiency of key resource utilization processes.

- Decrease the usage rates of electricity by 20%, fuel by 5%, and water by 5% by 2025

- Develop and implement a systematic program for process improvement by 2025

Community-focused Excellence

Goal:

Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.

Objectives:

Increase the historical and cultural components in city-sponsored programs and the community's satisfaction with access and the programs.

- Increase the number of diverse programs sponsored by the city by 10% by 2025
- Increase participation rates with the historical and cultural components in programs offered by the city to the community by 5% by 2025

Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses.

- Increase the number of business tax licenses that complement the brand by 25% by 2025
- Design and implement storefront and signage guidelines, including façade improvement, by 2023
- Enhance the brand image of "the City Beautiful" in buildings and open spaces
- Increase the percentage of geographic areas within 10-minute walk of a park, playground, or other recreational space to at least 85% by 2025
- Provide dog parks for the community to meet the top ten benchmark City national standard for dog parks by 2025
- Provide a fully operational Country Club for residents achieving 80% operating cost recovery by 2025
- Provide two offerings to address identified needs in technology, literacy, innovation, and business development annually

Sustainability-focused Excellence

Goal:

Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.

Objectives:

Increase the resiliency of the city.

- Maintain fleet operational readiness rate of 90% based on type of vehicle

Support the use of environmentally-friendly practices.

- Increase the utilization of LED lighting to 85% by 2025
- Maintain at least 40% tree canopy
- Maintain a recycling contamination rate below 13%



As the City of Coral Gables approaches its 100th year, we can reflect upon the decades of phenomenal achievements of the city and its people, but we must also focus our attention on the city’s future and our unwavering commitment to our Mission – *To honor our history by providing exceptional services that enhance the quality of life for our community.*

The path to that future is encapsulated in one comprehensive, well-planned document, our 2023-2025 strategic plan. This plan will serve as the city’s roadmap for our journey toward performance excellence and realizing our Vision of being “a world-class city with a hometown feel.” It describes the strategic goals and objectives we aim to accomplish over the next three years, detailing specifically our intent to achieve world-class performance levels in all key measurement areas while embodying our GABLES values:

- Governance with integrity** – making ethical and wise choices with guided thought and transparency
- Aesthetics** – preserving and enhancing the beauty of our city
- Balanced** – considering all interests: residents, businesses, and workforce; celebrating diversity; being fair and equitable
- Learning** – inspired by our history, committed to excellence and innovation for our future
- Exceptional service** – being accessible, accountable, and respectful – exceeding expectations with pride
- Sustainability** – stewardship of all resources: people, finances, facilities, and the environment

The city remains committed to delivering essential municipal services in an exceptional way, using new technology as we move further toward using information and communication technologies to increase operational efficiency, share information with the public and improve both the quality of government services and citizen welfare, while still providing good old-fashioned customer service combined with best practices, high standards, accountability, and transparency. A great example of how we conduct ourselves as good stewards of the city’s resources is the planning, construction, and ultimate occupation of our new Mobility Hub depicted on the cover of this plan. Just like the drawings of the city’s new Public Service Building that appeared on the cover of our last three-year strategic plan, this modern facility will be state-of-the-art, aesthetically representative of Coral Gables, and serve to reduce traffic congestion in our city’s downtown. We look forward to beginning operations there in 2024.

In addition, this strategic plan includes the city’s ongoing commitment to increasing the geographic areas served by parks and playgrounds, enhancing our position as a premier destination for arts, culture, dining, and shopping; all of this designed to enhance safety initiatives and preserve the quiet residential neighborhoods that make Coral Gables “The City Beautiful.”

First and foremost, our mission is public service and, we, your City Staff, want to thank you for allowing us the opportunity to serve you in a world-class manner.



Peter Iglesias
City Manager

CORAL GABLES AT A GLANCE

- Incorporated in 1925
- Commission-City Manager Form of Government
- Five-member City Commission, nonpartisan
- City Manager, City Attorney, and City Clerk (Appointed by City Commission)

Demographics

Population per United States Census Bureau

1950	19,837
1960	34,793
1970	42,494
1980	43,241
1990	40,091
2000	42,249
2010	46,780
2016	50,815
2017	51,095
2020	50,999

Median Age 40.8

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

Average Household Income \$100,843

Education

Number of Public/Private Schools	18
• Elementary Schools	11
• Middle Schools	2
• High Schools	3
• Universities	2

Department of Education School Ratings

• Coral Gables Preparatory Academy	A
• George W. Carver Elementary School	A
• Sunset Elementary School	A
• Henry S. West Laboratory School	A
• George W. Carver Middle School	A
• Int. Studies Preparatory Academy	A
• Ponce De Leon Middle School	B
• Coral Gables Senior High School	B
• David Fairchild Elementary School	B

Source: Florida Department of Education

Land Use Statistics

Land Area 12.92 sq. miles

Land Use Types

• Residential	43%
• Commercial	3%
• Waterways	9%
• Developed	42%
• Underdeveloped	3%

Economic Statistics

Office Space 11.7 million sq. ft.

Retail Space 3.9 million sq. ft.

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

• City of Coral Gables	0.91%
• Merrick Park LLC	0.82%
• Banyan St Gap Douglas	0.53%
• LG Coral Gables LLC	0.51%
• Prisa Ponce De Leon LLC	0.50%
• Agave Plaza Trustee LLC	0.46%

Property Tax Millage Rate

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

Bond Ratings

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

Fiscal Year 2023 Budget Est.

• Total Budget	\$230,118,728
• Capital	\$26,332,913

Fire Assessment (Single-Family) \$70

Solid Waste Fee

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

Storm Water Fee (per ERU) \$20.54

CORAL GABLES

THE CITY BEAUTIFUL

A GUIDE TO THE CITY BEAUTIFUL





THE CITY BEAUTIFUL

Coral Gables' founder, George E. Merrick, imagined both a "City Beautiful" and a "Garden City," with lush green avenues winding through a residential city, punctuated by civic landmarks and embellished with detailed and playful architectural features. Today, Coral Gables stands out as a planned community that blends color, details, and a Mediterranean architectural style. The City is a rare pearl in South Florida for its rich history and fully integrated ecosystem resembling the cities of the future.



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

The City's distinct tropical beauty is enhanced by Fairchild Tropical Botanic Garden's Million Orchid Project, an initiative that has reintroduced one million native orchids to street trees in Miami-Dade County, including more than 250,000 in the City Beautiful. Thanks to the City's Tree Succession Project, the planting of approximately 3,000 new trees was completed in 2021. The City continues to invest in its green canopy. This year, the Landscaping Division has planted more than 140 new trees citywide on City swales and public green spaces to provide additional shade and environmental benefits.



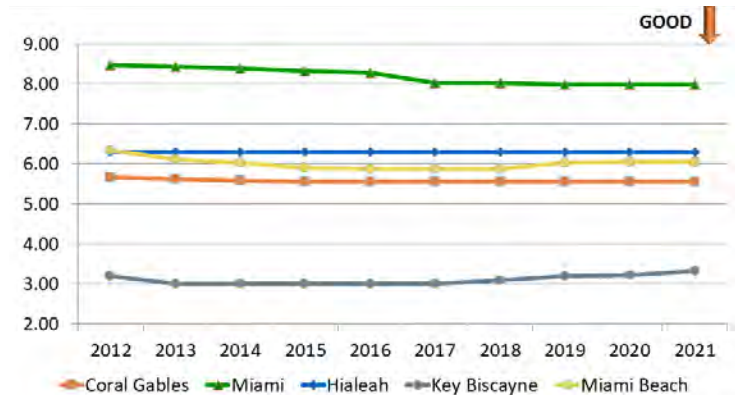
ECONOMIC OVERVIEW

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

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

Coral Gables is one of the premium office markets in South Florida with more than 11.5 million square feet of prime office space. The City's total tax-assessed value is \$19.5 billion. It is also an ideal place for corporate officers and employees to live and work. The City offers multiple venues to entertain clients, world-class restaurants, first-class hotels, rich cultural offerings and a broad range of retail establishments.

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



CORPORATE CAPITAL OF THE AMERICAS

With an international professional population and ease of connectivity to the world, a Coral Gables address means being at the center of a dynamic business ecosystem. The City serves as a gateway to Latin America. In fact, most of the City's multinational companies serve as the headquarters for Latin America. Among the industries found in Coral Gables are wealth management, health care, biomedical research, technology, spirits, travel and tourism, and real estate.

BUSINESS FRIENDLY ENVIRONMENT

Since the beginning of the pandemic, Coral Gables has added 36 new restaurants and 32 retail/businesses in the commercial district. Additionally, approximately 20 new restaurants and 4 retail stores scheduled to open in the near future. The City is proactively working with its local partners and economic development agencies to directly market the city to chef-driven restaurants and specialty retail stores.

Coral Gables is recognized for its commitment to enhancing its business-friendly environment. In 2021, the City was ranked the third top small city in the country to start a small business by Verizon's partner company, Go.Verizon.com. The City's strong financial climate, highly skilled workforce, commute times, and income per capita were among the key factors that contributed to the distinction.

The City's pro-business tax climate means business dollars go further in Florida as well; for example, limited corporate taxes and no state/local personal income tax. Great weather, recreational opportunities, convenient access to global markets and a highly educated talent pool makes Coral Gables the right choice.

INVESTING IN CORAL GABLES

Since 2018, Coral Gables is one of only three cities in Florida - and the only one in Miami-Dade County - with three 'AAA' bond ratings from Fitch Ratings, Standard & Poor's, and Moody's. Conservative fiscal management, responsible debt policy, and a strong but diverse economic base are some of the key factors that contributed to the very positive ratings. Its strong financial position means the City can continue to provide superior services and amenities, while continuing to invest in its infrastructure... all great reasons to invest and do business in the City Beautiful.

REAL ESTATE MARKET

High quality schools, responsive municipal services and the thoughtful integration of the built and natural landscape make the City Beautiful a much sought-after address. According to Realtor.com, the median price value of homes sold in Coral Gables is \$976,000. There were an estimated 18,457 households in 2019 and median household income of \$103,999, compared to \$53,975 countywide.



SAMPLING OF LARGEST EMPLOYERS

AECOM
Amerant Bank
American Airlines
Bacardi U.S.A.
Baptist Health South Florida HQ
Bayview Asset Management
The Biltmore Hotel
Cherry Bekaert
The City of Coral Gables
The Collection
C3TS/Stantec
Coral Gables Hospital
Del Monte Fresh Produce
Diageo
Doctors Hospital
Gables Engineering
HBO Latin America
Hotel Colonnade Coral Gables
Hyatt Regency Coral Gables
IBM
Iberia Bank
Infiniti of Coral Gables
Kindred Hospital S. Fla. Coral Gables
MasTec
Mercedes-Benz of Coral Gables
Miami-Dade County Public Schools
Quirch Food
Tenet Health
University of Miami



ACCESS TO AIR, SEA & LAND

In 2021, the Greater Miami region attracted more than 16.4 million overnight visitors, contributing over \$18 billion to the local economy. Many of those tourists were drawn to Coral Gables for its diversity of offerings.

AIRPORT (MIA)

Coral Gables is just 5 minutes from Miami International Airport (MIA), the nation’s second-busiest airport for international passengers with 97 air carriers serving 163 destinations. In 2021, MIA served 37.3 million passengers and handled more than 2.7 million tons of domestic and international cargo, making it the #1 U.S. airport for international freight. In 2021, MIA was named J.D. Power’s Best Mega Airport. The airport has a 400,000-square-foot international arrivals facility connected to an above-ground, automated people mover system that connects various modes of transportation. This facilitates travel between Miami, Palm Beach County, Fort Lauderdale and the Florida Keys, making regional travel convenient.



PORT (PORTMIAMI)



Only 15 minutes away from Coral Gables, PortMiami is recognized as the “Cruise Capital of the World” and “Cargo Gateway of the Americas.” The Port, which is home to 20 cruise lines and 60+ passenger ships, handled more than 3.5 million passengers and 9.7 million tons of cargo in 2020. Additionally, PortMiami is the nearest major U.S. logistics hub capable of handling full laden post-Panamax vessels. The PortMiami Tunnel has doubled the port’s capacity of truck and cargo movement and PortMiami’s Rail links rail service from the port directly to the national rail network, allowing goods to reach 70 percent of the US population within one to four days. PortMiami is ranked the third fastest imports port in the US by the Journal of Commerce.

TRANSIT

Transportation through Coral Gables is free and convenient on the City’s vintage-style trolley, which connects many of the City’s commercial districts to Metrorail, the region’s elevated rapid transit system and other transit services. On average, the trolley carries 1.2 million passengers a year along Ponce de Leon Boulevard between the Douglas Metrorail Station and Flagler Street, with convenient stops every 1-2 blocks and a trolley running every 10 to 12 minutes. The trolley system also has a Grand Avenue loop servicing the MacFarlane Homestead section of the City.



FREEBEE

The City of Coral Gables has partnered with Freebee, a fun and innovative electric vehicle shuttle service, to provide free door-to-door on-demand rides throughout Downtown Coral Gables and beyond. Freebee is currently operating in the Downtown area every day, from 10 a.m. to 10 p.m.



INTELLECTUAL AND MULTILINGUAL WORKFORCE



A highly-skilled workforce is at the core of Coral Gables. More than half of Coral Gables residents are fluent in another language. Approximately 69 percent of Coral Gables' residents 25 and older have a bachelor's degree, and approximately 25 percent also have a graduate or professional degree, about three times the countywide rate of 7.2 percent. In addition, Coral Gables is home to many excellent academic institutions.

The University of Miami is a private research university and academic health system with

a distinct geographic capacity to connect institutions, individuals, and ideas across the hemisphere and around the world. The University's vibrant and diverse academic community comprises 12 schools and colleges serving more than 19,000 undergraduate and graduate students in more than 350 majors and programs. Located within one of the most dynamic and multicultural cities in the world, the University is building new bridges across geographic, cultural, and intellectual borders, bringing a passion for scholarly excellence, a spirit of innovation, a respect for including and elevating diverse voices, and a commitment to tackling the challenges facing our world.

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

SAMPLE OF THE MULTINATIONAL COMPANIES IN CORAL GABLES

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

CENTER FOR FOREIGN CONSULATES AND RELATIONSHIPS

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

ACC1Ó (Government of Catalonia Agency)
Consulate General of Barbados
Consulate General of Colombia
Vice-Consulate of Hungary
Consulate General of Italy
Consulate General of St. Lucia
Consulate General of Peru
Consulate General of Spain
Spanish Office of Education
Spanish Trade Commission
Tourist Office of Spain
Honorary Consulate of Australia
Honorary Consulate of Belize
Honorary Consulate of Ireland
Honorary Consulate of Portugal
Honorary Consulate General of Singapore
Honorary Consulate General of the Principality of Monaco
Honorary Consulate of Norway
Honorary Consulate General of Thailand
Taipei Economic & Cultural Office

TO FURTHER ESTABLISH INTERNATIONAL TIES, THE CITY HAS FORGED RELATIONSHIPS WITH ITS SISTER CITIES:

Aix-en Provence, France
Cartagena, Colombia
Granada, Spain (Emeritus)
La Antigua, Guatemala
Province of Pisa, Italy (Emeritus)
Puerto de Santa Maria, Spain (Emeritus)
Quito, Ecuador
San Isidro, Argentina
Santa Tecla, El Salvador
Sevilla, Spain

FRIENDSHIP CITIES

Andorra La Vella, Andorra



Colombian Delegation visits Coral Gables

GLOBAL CONNECTIVITY

Coral Gables is a city rooted in history and focused on the future. Award-winning technology infrastructure sets the City apart. From a natural disaster to a health crisis, such as the COVID-19 pandemic, a robust and resilient infrastructure with high-speed communications and business intelligence is designed to keep the city constantly connected. Virtually every piece of equipment in Coral Gables, from free public Wi-Fi to traffic sensors, is part of an interconnected network that allows the City to best serve businesses through constant real-time information. The City is proud to be a recipient of the 2022 Smart City Innovation Excellence award. Coral Gables ranked 1st in the Digital Cities Index in the U.S. for cities of its size, and among the top 10 Open Cities Index in North America. The Open Cities Index gauges the level of digital openness in cities across North America.

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

SCHOOLS

Coral Gables schools are among the best in the nation. Within or just outside the city boundaries are two public high schools (Coral Gables Senior High School and International Studies Preparatory Academy), two public middle schools (George Washington Carver Middle School and Ponce de Leon Middle School), two public K-8 schools (Henry S. West Laboratory School and Coral Gables Preparatory Academy), four public elementary schools (David Fairchild Elementary School, Frances Tucker Elementary School, Sunset Elementary School, and George W. Carver Elementary School), and one charter elementary school (Somerset Gables Academy), all but one of which are rated an A, the highest designation on the Florida Department of Education's assessment scale.

Coral Gables Prep, Carver Middle and Sunset have been designated Blue Ribbon Schools of Excellence by the U.S. Department of Education, the highest honor awarded to American schools. Carver and Ponce have garnered the Magnet Schools of America Merit Award – School of Excellence, the highest distinction given to magnet schools, while Ponce was designated one of the top nine magnet schools in the U.S. by Magnet Schools of America.

Several Coral Gables schools are known for their foreign language and international studies curricula. Graduates of the International Baccalaureate (IB) program at Coral Gables Senior High receive a diploma recognized by colleges and universities around the world. Currently, Carver and Ponce are the middle schools offering the IB magnet programs. Carver is recognized by the French, German, Spanish and Italian governments and accredited by France and Spain for its dual language immersion programs. The International Studies Preparatory Academy's International Studies (IS) Program is a pioneering collaboration of the City of Coral Gables, Miami-Dade County Public Schools and the Spanish, Italian and French Education Ministries that culminates in a U.S. high school diploma and the equivalent diploma from the European country whose language students choose to pursue in-depth.

Coral Gables also boasts seven highly-rated private schools including Gulliver Academy and nearby Gulliver Preparatory School, as well as half a dozen day schools. Coral Gables residents are also served by several other high-quality public, private and charter schools. For a list of all schools, visit www.coralgables.com/schools.

QUALITY OF LIFE



The Shops at Merrick Park



Outdoor dining on Miracle Mile



Kiki Smith, Blue Night at Giralda Plaza

COMMUNITY AND CONVENIENCE

As South Florida's first planned community, Coral Gables is a green oasis in the heart of one of the nation's largest metropolitan areas. The 13-square-mile City is well known for its lush, elegant surroundings, more than 40 miles of waterways and coastline and stable residential neighborhoods. Its climate is mostly sunny year-round with temperatures ranging from an average annual high of 81 degrees Fahrenheit to a low of 60.

Walk, bike or drive around the City Beautiful and you will experience a vibrant, community which is proud of its past with a vision towards a modern future. A walk-through town makes it clear why the Wall Street Journal named Coral Gables "the sixth most walkable suburb in the United States." Night and day, the City's Downtown is bustling with pedestrians who have easy access to hundreds of restaurants and an abundance of shops, many within walking distance of the downtown business district. The variety and convenience of these amenities is a significant benefit for employees who use personal and professional services during lunch, or before and after work hours. The City's many cultural offerings are also attractive to a growing creative class.

Downtown Coral Gables has been reenergized with the completion of a streetscape project on Miracle Mile and Giralda Plaza, the City's central shopping and dining areas. Both streets were designed to enhance the pedestrian experience. On Miracle Mile, the improvements included an artistic design using pavers, widened sidewalks to accommodate outdoor dining, beautiful landscaping with unique seating areas and a curbsless street. On Giralda, unique paver designs, a focal lighting system and a curbsless street add to the outdoor dining experience. The City has closed Giralda to vehicular traffic to create a vibrant and eventful area, perfect for public art.



Alhambra Circle



Miracle Mile



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

SHOPPING & DINING

Coral Gables is a renowned destination for shopping and dining. The famed Miracle Mile, Giralda Plaza and surrounding downtown streets are filled with European-style outdoor restaurants and boutiques, providing an enjoyable tropical shopping and dining experience. For more information, visit www.experiencecoralgables.com.

A culinary destination, Coral Gables boasts several highly acclaimed Zagat-rated and James Beard Foundation honored restaurants such as Palme d'Or, Christy's, and Pascal's on Ponce. New chef-driven restaurants are flocking to Coral Gables, enhancing the culinary scene. Among them, James Beard Foundation 2008 Best Chef in the South Michelle Bernstein, James Beard Foundation Semifinalist Chef Giorgio Rapicavoli of Luca Osteria, Michelin-starred Chefs Fabio Trabocchi from Fiola and Antonio Bachour from Bachour Bakery & Restaurant.

Just a few minutes away, fashion and style come to life in the city at the Shops at Merrick Park, a shopping and lifestyle center anchored by luxury retailers Neiman Marcus and Nordstrom. The outdoor shopping venue also features designer brands including Tiffany & Co., Hugo Boss, Jimmy Choo, Carolina Herrera, and Gucci. For more information, visit www.shopsatmerrickpark.com.

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



Coral Gables Art Cinema



Actors' Playhouse at Miracle Theatre



Pumpkin Patch at Pittman Park

- Coral Gables offers three live theaters: Actors' Playhouse at the Miracle Theatre, GableStage at the historic Biltmore Hotel, and the Jerry Herman Ring Theatre at the University of Miami.
- The Coral Gables Art Cinema on Aragon Avenue, and the Cosford Cinema on the University of Miami campus, are top venues for foreign and independent films.
- Coral Gables Gallery Night, held the first Friday of the month, features approximately 12 private art galleries showcasing works by European and Latin American art masters and outstanding contemporary artists.
- The City continues to host Pumpkin Patch at Pittman Park, with a large assortment of pumpkins, crafts and music for the entire family.
- In 2022, the City of Coral Gables launched an International Cultural Events Program. The purpose of the program is to work closely with consulates and foreign government offices to educate and expose the community to diverse cultural experiences. The first of these city-sponsored events was the Parade and Festival of Barranquilla, Colombia.



Fireflies, pedicabs from Illuminate



Coral Gables Museum

- There are four museums in the City: the Coral Gables Museum in the heart of the downtown, the Lowe Art Museum on the UM campus, Merrick House, the boyhood home of City founder George Merrick, and Fairchild Tropical Botanic Garden.
- Coral Gables is widely known for its vibrant and high-quality music scene. Coral Gables is also a premiere stage for numerous chamber groups, and symphonic orchestras. UM's renowned Frost School of Music is a popular venue for a wide array of musical offerings.
- Coral Gables is home to Books & Books, one of the nation's top independent bookstores. The store has become a major cultural center and each year hosts more than 500 different readings and events. Former presidents and world-renowned authors have presented at the popular venue.



Books & Books



Chihuly art at Fairchild Gardens



Coral Gables celebrates its strong sense of community with events that have become local traditions throughout the year. The annual Junior Orange Bowl Parade has been marching through Downtown Coral Gables for 73 years, the Fourth of July fireworks celebration draws more than 25,000 people to the grounds of the historic Biltmore Hotel, and the annual Holiday Tree Lighting spectacular and theme park for children across City Hall are highlights of the holiday season.

During the local growing season, from January through March, Coral Gables holds a Farmers Market in front of City Hall. The popular European-style green market offers farm-fresh produce, baked goods, juices, honey, herbs, jams and jellies, gourmet specialty foods, and a variety of plants for the home or garden. Nationally-recognized as a garden city, Coral Gables offers two world-renowned gardens. Montgomery Tropical Botanic Garden is a global center for scientific research, boasting the largest palm tree and cycad collections in the world, while the 83-acre Fairchild Tropical Botanic Garden has become a resource of world significance. Its “Wings of the Tropics” conservatory has 3,000 butterflies on display. Coral Gables is strongly committed to arts and culture. In addition to its many offerings, the City has a Cultural Grants Program to support non-profit organizations and an Art in Public Places Program that requires all private developments of more than \$1 million to assign 1 percent of their budget for public artworks. The City also is home to the international cultural institution, the Società Dante Alighieri.

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

- Best Small Cities in America in 2021 (WalletHub)
- Top 5 Most Beautiful Small Cities in America (Rand McNally / USA Today)
- Most Walkable Suburbs in the Country (Wall Street Journal)
- Top 10 City to Live Well in America (Forbes)
- Top Small City in the US to Start a Small Business (#3, Go.Verizon.com, 2019)
- #1 Digital City (2018, Center for Digital Government)
- Top 100 Best Places to Live 2018 (Livability.com)
- Tree City for the past 36 years (The Arbor Day Foundation)
- Best Places to Retire in America (NBC Today Show)
- Playful City USA (KaBOOM!)
- 100 Best Communities for Young People (America’s Promise Alliance)
- Top 10 Romantic City in the U.S. (Livability.com)
- Top 10 Dreamiest Places to Live in the United States (HGTV’s FrontDoor.com)
- Protector of the Climate Award (Audubon Society)
- 2022 Smart City Innovation Excellence Award
- 2021 Cybersecurity Symposium for Smart Cities
- 2022 International Real Estate Federation’s (FIABCI) Grand Prix of Real Estate Award for Excellence in the Public Infrastructure/Amenities category



Venetian Pool courtesy of Kiko Ricote



Granada Golf Course



Adult Activity Center

With its majestic tree canopy and shaded streets, Coral Gables invites communing with nature. There are 62 public parks and green spaces in the City Beautiful, providing perfect places to stroll, picnic, play or relax. The City's parks and green spaces are evolving to better serve the community. Twenty-eight parks are now pet friendly areas and the City is incorporating public art wherever possible.

Residents and visitors can tee off at two public golf courses – the Biltmore Golf Course, a newly renovated Donald Ross, 18-hole, par-71 course, and the Granada, the oldest operating nine-hole course in Florida. There are also two private courses, the Riviera Country Club and the Deering Bay Country Club. Coral Gables also offers access to 52 tennis courts and more than 40 miles of waterways and coastline that invite boating, paddleboarding and kiteboarding. Other activities include hiking and cycling along one of the City's many bike paths. Two centers for recreational programs are also available for residents. The War Memorial Youth Center includes a fitness center, basketball gym, gymnastics center, theater and activity rooms to house hundreds of recreational programs annually. The Adult Activity Center is a program space specifically for adults 50 years of age and older with fitness programming, educational programs and special events.

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

The Coral Gables Police and Fire Departments are both fully-accredited. The City's Police Department is accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA), the international gold standard in public safety. The City's Fire Department is one of only a handful of fire departments nationally that holds the distinction of being both a recognized ISO Class 1 Fire Department as well as accredited through the Commission on Fire Accreditation International, for providing exemplary fire protection and emergency services to the community. In addition, in 1993, Coral Gables became the first municipality ever to receive the National Emergency Management Award.

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



Doctors Hospital

HEALTH SERVICES

Coral Gables residents have access to a variety of world-class healthcare services. Baptist Health South Florida, headquartered in Coral Gables, ranks as one of the best hospital systems in the nation for clinical quality. Under the Baptist umbrella, Doctors Hospital, located in the heart of Coral Gables, has provided high-quality medical care since 1949. It is home to Miami Orthopedics & Sports Medicine Institute, a Center of Excellence at Baptist Health which provides sports medicine services to most of the major South Florida sports teams.

The Institute's nationally and internationally recognized programs featuring innovative technologies and minimally invasive treatments. The Institute's new hub, the Miami HEAT Sports Medicine Center, opened in 2019. The four-story, 49,000-square-foot facility adjacent to Doctors Hospital houses most of the Institute's orthopedic specialties under one roof, including a fully dedicated orthopedic ambulatory surgery center.

UHealth - the University of Miami Health System delivers South Florida's most advanced and comprehensive patient care by some of the region's best doctors. The area's only academic-based health care system, UHealth provides unique and personalized health care, where patients can participate in clinical trials that are fast-tracked from the laboratory to the bedside. The Lennar Foundation Medical Center in Coral Gables highlights a new era in health care delivery that brings together dozens of medical specialties into one location, including the expertise of the renowned Sylvester Comprehensive Cancer Center, South Florida's only State of Florida Cancer Center of Excellence, Bascom Palmer Eye Institute, the #1 ranked eye hospital in the U.S.

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

HISTORICAL LANDMARKS

Coral Gables is committed to maintaining its rich heritage. More than 1,200 properties have been designated local landmarks, including typical Mediterranean style cottages. Eleven properties are listed on the National Register of Historic Places. They include:

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

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



Biltmore Hotel



Coral Gables City Hall



Venetian Pool

COMMUNITY PROFILE 2022

City Budget and Taxes	Local Property Tax Rates	Total Just Value of Property in the City	Total Taxable Value of Property in the City
2023 Budget Estimate: \$230,118,728	Municipal Millage Rate: 5.559 Total Millage Rate: 18.9154	\$24.1 billion (as of July 1, 2021)	\$19.50 billion

DEMOGRAPHIC COMPARISON

Population	Coral Gables	Miami-Dade County
Population estimates, July 1, 2021, (V2021)	48,375	2,662,777
Population estimates base, April 1, 2020, (V2021)	49,495	2,701,767
Population, percent change - April 1, 2020 (estimates base) to July 1, 2021, (V2021)	-2.3%	-1.4%
Population, Census, April 1, 2020	49,248	2,701,767
Age and Sex		
Persons under 5 years, percent	5.3%	5.8%
Persons under 18 years, percent	19.9%	20.2%
Persons 65 years and over, percent	18.8%	16.7%
Female persons, percent	4.5%	51.4%
Race and Hispanic Origin		
White alone, percent	81.6%	79%
Black or African American alone, percent	3.5%	17.7%
American Indian and Alaska Native alone, percent	0.00%	0.3%
Asian alone, percent	3.1%	1.6%
Native Hawaiian and Other Pacific Islander alone, percent	0.00%	
Two or More Races, percent	11.1%	1.3%
Hispanic or Latino, percent	58.4%	69.4%
White alone, not Hispanic or Latino, percent	34.2%	12.9%
Population Characteristics		
Veterans, 2016-20209	948	47,227
Foreign born persons, percent, 2016-2020	39.8%	54%

Data Source: Census.gov

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

Phone: 305-460-5311

Email: business@coralgables.com

City of Coral Gables
Economic Development Department
2121 Ponce de Leon Blvd.
Suite 720
Coral Gables, FL 33134
www.coralgables.com/business

CORAL GABLES
THE CITY BEAUTIFUL



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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Coral Gables, Florida for its annual budget for the fiscal year beginning October 1, 2021.

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

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Coral Gables
Florida**

For the Fiscal Year Beginning

October 01, 2021

Christopher P. Morill

Executive Director

2022-2023 BUDGET

BUDGET PREPARATION CALENDAR

Budget Training	Mar 1
Base Budget Submission (100% Scenario)	Mar 1 - 11
New Needs & Capital Project Requests	Mar 1 – Apr 1
All Scenarios Submission (100%, 97%, & 95%)	Mar 22 – Apr 1
Strategic Plan & Performance Metrics	Mar 22 – Apr 15
Budget Review & Analysis	Apr 4 – May 13
Revenue Estimate Prepared	Apr 18 – May 6
Capital Project Planning & Review	Apr 20
One on One Meetings with Commissioners to discuss their individual capital priorities	May 9 – May 20
Department Budget Meetings with the City Manager	Jun 1 – Jun 3
City Commission Capital Workshop	June 10
Delivery of the City Manager’s Budget Estimate to the City Commission	June 28 – Jul 1
City Commission 1 st Budget Workshop	July 25
Public Hearing – Tentative Budget for FY 2022-2023 adopted by ordinance (First Reading)	Sept 13
Public Hearing – Final Budget for FY 2022-2023 adopted by ordinance (Second Reading)	Sept 28

A GUIDE TO THE BUDGET

BUDGETS & LEGAL COMPLIANCE

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

the next fiscal year. During September of each year the City Commission holds two public hearings and may add to, subtract from or change the recommended budget.

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

- **Information:** The budget is a primary way for the City to present to the public what the Administration intends to do with the revenues that are collected. Through the budget, residents and interested parties can see how and where their tax dollars and other revenues raised by the City will be spent.
- **Accountability:** The budget is a tool for legalizing public expenditures and to account for and control the use of public resources.
- **Evaluation:** The budget is used to help tell how well the City is doing its job through workload and performance measures.
- **Planning:** The budget is the basic way for the management of the City to plan, coordinate and schedule programs.

THE BUDGET PROCESS

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

What is a Fiscal Year?

A fiscal year is a twelve-month cycle that comprises a budget and reporting period. The City's fiscal year for this budget starts October 1, 2022 and ends September 30, 2023.

What is Revenue?

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

What is an Operating Expenditure?

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

What is a Capital Expenditure?

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

What is an Encumbrance?

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

THE BUDGET STRUCTURE

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

What is a Fund?

A fund is a separate accounting entity within the City that receives revenues from a specific source and spends them on specific activities. Think of a fund as a separate checking account where specific funds are deposited and then checks written to pay for designated services or goods related to the purpose of the account. The City has three major fund types. These are shown below with the funds that fall under each of the major fund categories.

Governmental Funds

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

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

- b. ***Sunshine State Improvement Fund*** - used to account for to the acquisition or construction of capital improvement projects funded from the proceeds of notes issued by the Sunshine State Governmental Financing Commission.
- c. ***Roadway Improvement Fund*** - used to account for the construction costs of resurfacing and rebuilding streets and the related curbs, gutters, drainage and lighting. These projects are funded by the Local Option Gasoline Tax and, where applicable, the proceeds from special assessment collections for roadway improvements.
- d. ***Trolley/Transportation Fund*** – used to account for the operation of the City-wide trolley transportation system funded by the Half-Cent Transportation Surtax.
- e. ***Miami-Dade County General Obligation Bond Fund*** – used to account for all Miami-Dade County General Obligation Bond allocations awarded to the City. These expenditures would be capital in nature and must be accounted for separate from other funding sources.
- f. ***Coral Gables Impact Fee Fund*** – used to account for all capital projects that are funded with Coral Gables Impact fees.

Enterprise (Proprietary) Funds

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

- 1. ***Storm water Utility Fund*** – used to account for the operation, maintenance, financing and capital improvement costs of a storm water collection system providing services to all residents of the City, and all commercial properties.
- 2. ***Sanitary Sewer Fund*** - used to account for the operation, maintenance and capital improvement costs of a sanitary sewer collection system providing services to certain residents of the City, the University of Miami and certain non-resident sewer connections in areas adjacent to the City.
- 3. ***Venetian Swimming Pool Fund*** - used to account for the operation and maintenance costs of the municipal swimming pool. The swimming pool provides facilities where those persons interested in this outdoor recreation sport can participate.
- 4. ***Granada Golf Course Fund*** - used to account for the operation and maintenance costs of the nine-hole municipal golf course. The golf course provides a facility where those persons interested in this outdoor recreational sport can participate.
- 5. ***Parking System Fund*** - used to account for the operation, maintenance, financing and capital improvement costs of on-street and off-street automobile parking facilities. These facilities, that include

five parking garages, provide a variety of parking options to the residents, merchants, and visitors of the City.

Internal Service Funds

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

1. **Motor Pool Fund** - is used to account for the costs of operating a maintenance facility for automotive and other various types of equipment used by other City departments. The operating and maintenance costs are allocated to the user departments by charging a flat rate annual rental fee for the equipment. Rental fees are updated annually based on detail maintenance operating cost records kept for each item of equipment provided. The equipment itself is acquired by the Motor Pool Fund and financing is provided by charging the user departments an annual replacement charge based upon the estimated life of the equipment.
2. **Public Facilities Fund** - is used to account for the costs of providing building maintenance, utilities and general housekeeping services for all city property. Financing is provided by charging the user departments an annual rental fee based upon actual costs.
3. **Insurance Fund** - is used to account for the cost to provide liability and worker's compensation self insurance administered by an outside professional insurance service, and the cost to provide health care. Financing is provided by insurance premium charges to the user departments and investment earnings on accumulated reserves.

Pension Trust (Fiduciary) Funds

Fiduciary Funds are used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. Pension trust funds are accounted for in essentially the same manner as proprietary funds.

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

Agency Funds

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

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

PROPERTY TAX

What is a Property Tax?

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

What is a Millage Rate?

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

What is a Mill of Tax?

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

How are Property Taxes Calculated?

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

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

taxes is 5.559, then the City portion of your taxes would be \$2,780. The calculation is performed by taking the taxable value (\$500,000), dividing by 1,000 and multiplying by the millage rate (5.559).

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

What is Rolled - Back Millage Rate?

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

BUDGET POLICY

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

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

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

Requests to change the total appropriation, to change the number of authorized personnel, to add additional capital projects or to create contract change orders must be submitted to the City Manager for review. If the change is accepted by the City Manager, a resolution is prepared and submitted to the City Clerk for inclusion on the City Commission Agenda. The resolution is then discussed by the City Commission where it must receive a 3/5 majority vote for passage. Upon passage the Budget is legally amended.

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

Each year the CIP is prepared from project requests submitted by the various departments with input from various boards of the city. At a public workshop May of each year, the project requests are presented to the

City Commission to obtain the Commission's collective priorities. Inclusion in the Budget Estimate is then based on available dollars. The capital portion of the Budget Estimate is then discussed at a second workshop each July and subsequently adopted by resolution with the Five Year Capital Improvement Plan at the second of the two budget hearings held each September. The capital improvement projects that are approved will be financed in the most efficient and cost effective means through appropriation of funds, special revenue funds, grants and other sources.

FINANCIAL POLICIES

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

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

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

Operating Management Policies

1. All departments share in the responsibility for meeting management and service delivery goals and ensuring long-term financial stability.
2. The budget process is intended to allocate limited resources among competing programs based on policy priorities, efficiency and effectiveness of services and availability of resources.
3. Additional personnel and/or programs will be requested only if necessary to maintain, enhance or expand service levels or areas. All such additions will be subject to Commission approval during the annual budget process or as a budget amendment during the budget year.
4. As required by City Charter and State Law the budget must be balanced. Recurring expenditures will be funded by recurring revenue and revenue growth will be planned in a conservative, prudent manner.
5. User fees and charges for services will be reviewed annually to ensure program costs are covered at a rate determined to be responsible, competitive with other local communities, and non-burdensome to program participants. Fees will be adjusted as needed based on this analysis.

6. Cash management and investment will be maintained in accordance with the City Charter and State law and will ensure the safety and security of city assets. Funds will be managed prudently and diligently with an emphasis on safety of principal, liquidity and financial return.
7. All fund designations and reserves will be evaluated annually for long-term adequacy and availability in accordance with policies developed and approved by the City Commission.
8. The General fund reserves will be maintained at a level which will adequately cover potential emergencies. The Commission approved rate for this purpose is 25% of the total annual operating budget, i.e. all funds, to be sourced and held in General Fund dollars.
9. Fund balances will be used prudently and conservatively to fund one time expenditures (either capital or operating) and never used to cover recurring expenditures.

Debt Management Policies

1. The City of Coral Gables will seek to maintain its three AAA bond ratings to minimize debt service costs and preserve access to credit markets.
2. Each bond issue will include an analysis of how the new issue and current debt impacts debt capacity.
3. Financing of projects will not exceed the useful life of the Capital improvement or acquisition.
4. The City will limit the amount of debt issued and planned in any planning period to the amount that can be supported by revenues projected to be available on a prudent and conservative basis. The City's goal is to keep the debt service under eight percent (8%) of the sum of total operating costs plus total debt service.

Financial Reporting Policies

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

**FUND-DEPARTMENT MATRIX
2022-2023 BUDGET ESTIMATE**

USE OF FUNDS BY OPERATING DEPARTMENT

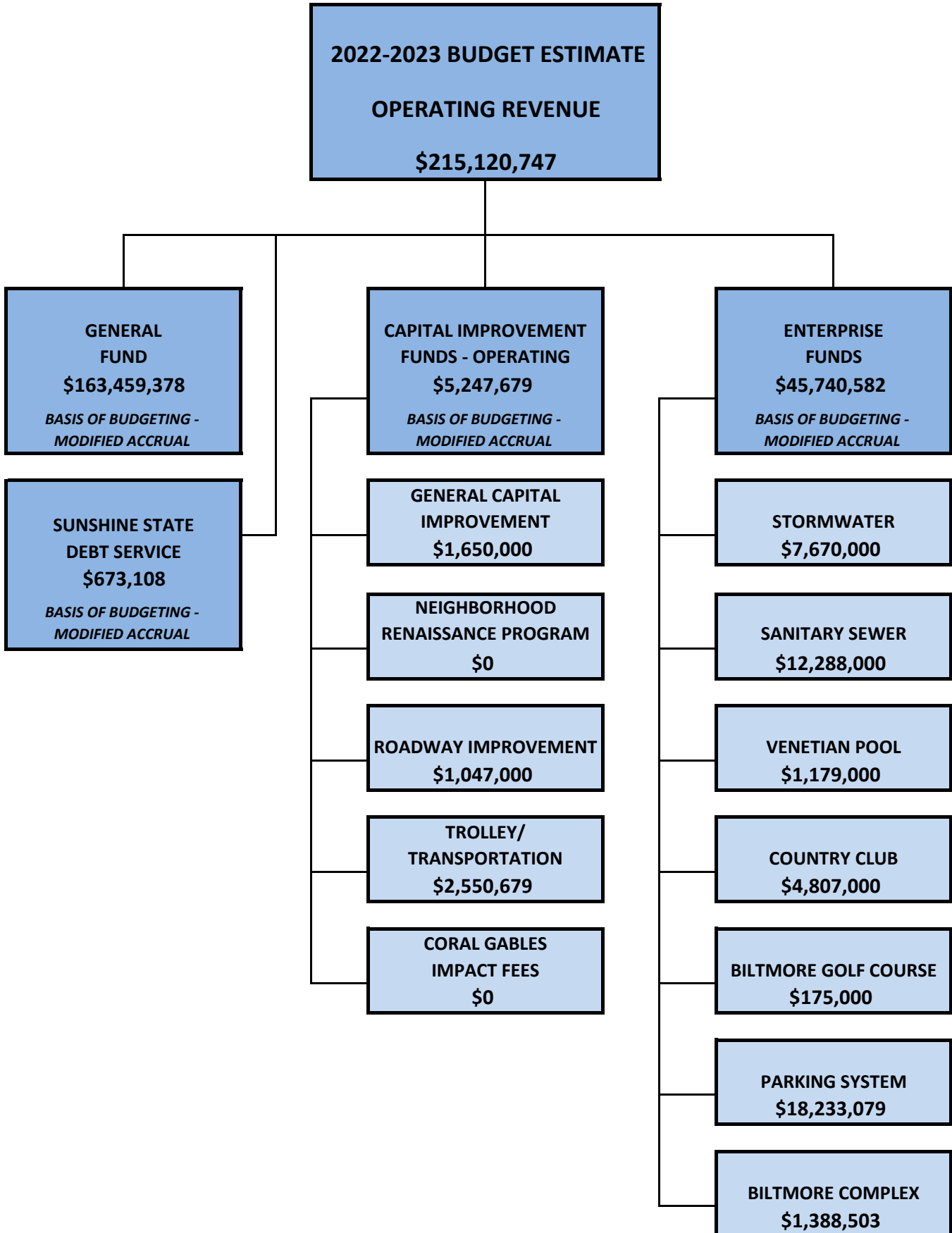
DEPARTMENT	GENERAL FUND	INTERNAL SERVICE FUNDS		CAPITAL	ENTERPRISE FUNDS				
		GENERAL SERVICES FUND	MOTOR POOL FUND	TROLLEY/ TRANS. FUND	C.G. COUNTRY CLUB FUND	PARKING FUND	SANITARY SEWER FUND	STORM WATER FUND	VENETIAN POOL FUND
City Attorney	✓								
City Clerk	✓								
City Commission	✓								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



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CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - REVENUE



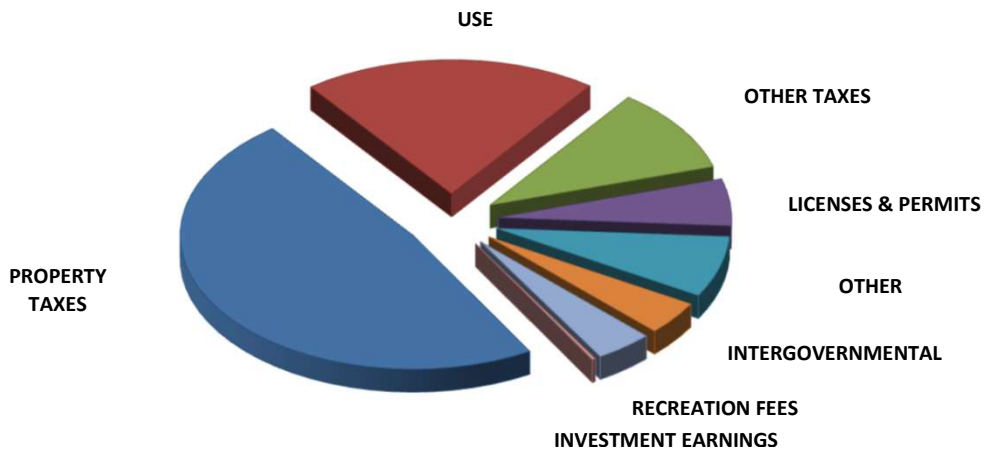
**2022-2023 BUDGET ESTIMATE
REVENUES CLASSIFIED BY SOURCE**

REVENUE TYPE	2021-2022 BUDGET CATEGORY DETAIL	2021-2022 BUDGET CATEGORY TOTAL	2022-2023 BUDGET EST. CATEGORY DETAIL	2022-2023 BUDGET EST. CATEGORY TOTAL
Property Taxes	\$ 95,894,690	\$ 95,894,690	\$ 103,255,475	\$ 103,255,475
Other Taxes				
Sales Taxes (Gasoline)	3,250,000		3,297,000	
Franchise Fees	6,835,000		7,350,000	
Utility Service Taxes	<u>11,015,000</u>	<u>21,100,000</u>	<u>11,350,000</u>	<u>21,997,000</u>
Licenses & Permits				
Business Tax Receipts	3,482,500		3,668,125	
Permits	<u>7,526,000</u>	<u>11,008,500</u>	<u>8,459,000</u>	<u>12,127,125</u>
Intergovernmental Revenues				
Federal *	855,703		214,382	
County *	1,540,645		100,000	
State *	<u>6,736,282</u>	<u>9,132,630</u>	<u>8,445,679</u>	<u>8,760,061</u>
Use Charges				
Refuse Collection Fees	8,873,000		8,961,000	
Sanitary Sewer Fees	11,542,000		11,788,000	
Stormwater Utility Fee	6,725,000		7,170,000	
Parking Fees	<u>15,294,390</u>	<u>42,434,390</u>	<u>16,078,340</u>	<u>43,997,340</u>
Recreation Fees				
Youth Center	1,685,900		1,639,500	
Tennis	687,000		790,000	
Swimming	1,307,000		1,179,000	
Country Club	2,744,335		4,807,000	
Biltmore Golf	<u>170,000</u>	<u>6,594,235</u>	<u>175,000</u>	<u>8,590,500</u>
Investment Earnings				
General Fund	111,500		500,000	
Enterprise Funds	<u>-</u>	<u>111,500</u>	<u>-</u>	<u>500,000</u>
Other				
General Government Fees	2,700,000		3,065,000	
Public Safety Fees	3,825,000		3,950,000	
Fines & Forfeitures	2,470,000		2,683,000	
Rentals & Concessions	5,295,799		5,372,138	
Debt Proceeds - Capital Projects	42,000,000		-	
Miscellaneous	<u>6,391,861</u>	<u>62,682,660</u>	<u>823,108</u>	<u>15,893,246</u>
Total Operating Revenues		<u>\$ 248,958,605</u>		<u>\$ 215,120,747</u>

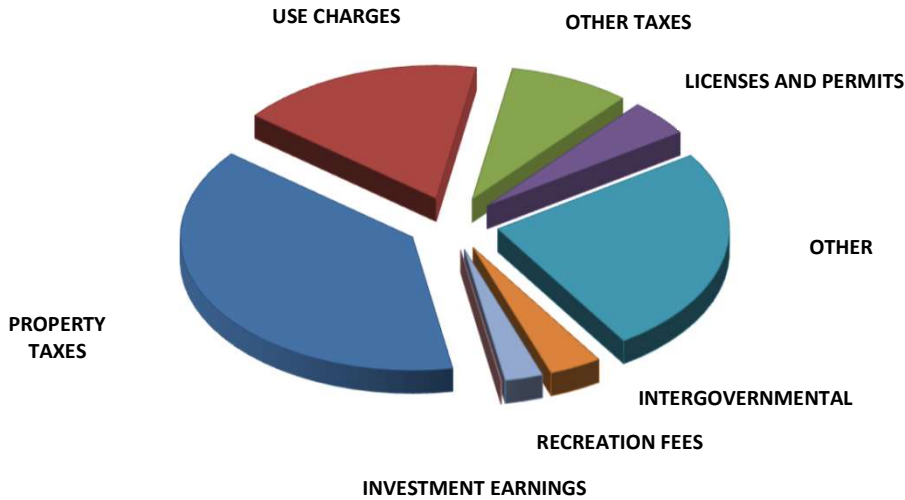
* Fiscal Year 2021-2022 includes one-time grants that do not repeat for Fiscal Year 2022-2023. If the grants have any unused balances at Fiscal Year 2021-2022 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2022-2023.

**2022-2023 BUDGET ESTIMATE
REVENUES BY SOURCE**

2022-2023 - \$ 215,120,747



2021-2022 - \$ 248,958,605



	2021-2022		2022-2023	
	BUDGET	%	ESTIMATE	%
Property Taxes	\$ 95,894,690	38.6%	\$ 103,255,475	48.0%
Use Charges	42,434,390	17.0%	43,997,340	20.5%
Other Taxes	21,100,000	8.5%	21,997,000	10.2%
Licenses & Permits	11,008,500	4.4%	12,127,125	5.6%
Other	62,682,660	25.2%	15,893,246	7.4%
Intergovernmental Revenues	9,132,630	3.7%	8,760,061	4.1%
Recreation Fees	6,594,235	2.6%	8,590,500	4.0%
Investment Earnings	111,500	0.0%	500,000	0.2%
Total Revenues	\$ 248,958,605	0.0%	\$ 215,120,747	100.0%

2022-2023 BUDGET ESTIMATE
SUMMARY OF TOTAL REVENUES AND TRANSFERS FROM RESERVES

REVENUE TYPE	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
Property Tax	\$ 90,002,211	\$ 92,904,533	\$ 95,894,690	\$ 103,255,475
Local Option Gas Tax	1,055,149	1,082,085	1,100,000	1,047,000
Transportation Sales Tax	1,893,283	2,298,517	2,150,000	2,250,000
Franchise Fees	6,916,545	7,443,140	6,835,000	7,350,000
Utility Service Taxes	11,186,658	11,360,956	11,015,000	11,350,000
Business Tax Receipts	3,445,502	3,448,576	3,482,500	3,668,125
Permit Fees	9,924,817	13,144,106	7,526,000	8,459,000
Intergovernmental Revenues	7,233,265	7,936,704	7,691,985	8,760,061
General Government Fees	2,387,888	3,601,087	2,700,000	3,065,000
Public Safety Fees	4,092,139	3,962,232	3,825,000	3,950,000
Physical Environment Fees				
Refuse Collection Fees - Early Payment	6,280,197	6,441,035	6,332,000	6,400,000
Garbage Collection - Paid on Tax Bill	2,532,744	2,591,864	2,530,000	2,550,000
Commercial Waste Fees	1,086,653	12,000	-	-
Lot Mowing & Clearing	12,454	14,424	11,000	11,000
Sanitary Sewer Fees	9,611,630	10,564,504	11,542,000	11,788,000
Stormwater Utility Fee	5,749,559	6,396,266	6,725,000	7,170,000
Recreation Fees				
Youth Center	555,496	986,326	1,650,900	1,602,500
Tennis	548,615	827,342	687,000	790,000
Special Events	39,741	15,298	35,000	37,000
Swimming	107,952	810,870	1,307,000	1,179,000
Country Club	765,347	961,316	2,744,335	4,807,000
Blitmore Golf	177,716	179,726	170,000	175,000
Automobile Parking Fees	11,104,049	13,657,965	15,294,390	16,078,340
Fines & Forfeitures	2,246,782	2,305,134	2,470,000	2,683,000
Investment Earnings				
General Fund	2,351,161	210,972	111,500	500,000
Debt Service Fund	45,098	3,094	-	-
Capital Projects Funds	1,454,999	57,681	-	-
Enterprise Funds	464,277	(3,763)	-	-
Rentals & Concessions				
Parking	607,120	597,501	608,865	654,739
Biltmore Complex	1,642,067	1,105,816	1,325,197	1,388,503
General Fund	3,708,109	3,438,646	3,361,737	3,328,896
Capital Improvement Impact Fees	3,246,735	2,551,298	-	-
Assessment Lien Collections				
Capital Projects	630,474	617,740	693,703	673,108
Sale of Recycled Trash	-	79,800	-	-
Miscellaneous Other	2,683,707	7,911,223	5,698,158	150,000
Building Better Communities Bond Program	-	96,077	-	-
Miami-Dade County Roadway Impact Fees	-	-	1,440,645	-
L.E.T.F. Repayment Settlement	125,000	-	-	-
Debt Proceeds - Capital Projects	-	13,925,609	42,000,000	-
Total Operating Revenues	195,915,139	223,537,700	248,958,605	215,120,747
Prior Year Re-appropriations	88,801,668	75,383,393	93,651,668	-
Interfund Allocations/Contributions				
Storm Water Utility Fund	449,259	444,800	375,000	305,000
Sanitary Sewer Fund	1,422,754	1,193,790	962,008	685,000
Parking System Fund	565,000	565,000	565,000	565,000
Total Interfund Allocations/Contributions	2,437,013	2,203,590	1,902,008	1,555,000
Transfers from Reserves				
General Fund	6,637,714	-	6,826,315	1,669,453
General Fund - City Clerks Special Revenue	-	-	407,082	207,108
General Fund - Art In Public Places	-	-	1,575,574	556,017
General Fund - Tree Trust Fund	-	-	41,934	-
General Capital Improvement Fund	-	-	15,026,078	9,338,911
Neighborhood Renaissance Program Fund	-	-	9,000	-
Roadway Improvement Fund	-	-	123,000	341,665
Trolley / Transportation Fund	-	-	484,000	496,000
CG Capital Improvement Impact Fee Fund	(343,520)	-	8,311,383	-
Stormwater Utility Fund	-	-	1,585,471	250,000
Sanitary Sewer Fund	-	-	75,838	-
Automotive Fund	-	-	1,299,982	-
Retirement System Fund	180,432	183,338	179,094	183,827
Federal Asset Forfeiture Fund	-	-	-	400,000
Total Tranfers From Reserve Funds	6,474,626	183,338	35,944,751	13,442,981
Total Revenues	\$ 293,628,446	\$ 301,308,021	\$ 380,457,032	\$ 230,118,728

**2022-2023 BUDGET ESTIMATE
GENERAL FUND REVENUE SUMMARY**

REVENUE TYPE	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
<u>Property Taxes</u>				
Current Year	\$ 89,692,558	\$ 92,378,234	\$ 95,719,690	\$ 102,980,475
Delinquent with penalties & interest	170,561	366,814	100,000	150,000
Homestead Adjustment	139,092	159,485	75,000	125,000
Total - Property Taxes	90,002,211	92,904,533	95,894,690	103,255,475
<u>Franchise Fees</u>				
Electric	4,539,657	4,901,372	4,600,000	4,800,000
Gas	137,095	124,498	125,000	125,000
Refuse	2,239,793	2,417,270	2,110,000	2,425,000
Total - Franchise Fees	6,916,545	7,443,140	6,835,000	7,350,000
<u>Utilities Service Taxes</u>				
Electric	6,716,413	6,766,050	6,700,000	6,800,000
Telecommunications	2,802,839	2,699,495	2,650,000	2,700,000
Water	1,480,312	1,668,866	1,475,000	1,600,000
Gas	185,158	222,579	190,000	250,000
Fuel Oil	1,936	3,966	-	-
Total - Utilities Service Taxes	11,186,658	11,360,956	11,015,000	11,350,000
<u>Business Tax Receipts</u>				
City Business Tax Receipts	3,380,139	3,358,403	3,412,500	3,583,125
Late Penalties, City Business Tax Receipts	60,513	83,973	65,000	80,000
License Application Fees	4,850	6,200	5,000	5,000
Total - Business Tax Receipts	3,445,502	3,448,576	3,482,500	3,668,125
<u>Permit Fees</u>				
Document Preservation	289,541	346,045	275,000	275,000
Art in Public Places	1,749,870	1,475,284	-	-
Building Permits - B Series	783,943	198,209	100,000	100,000
Building Permits - M Series	15,200	12,635	10,000	10,000
40 yr. Recert. Fee	28,547	50,561	35,000	30,000
Zoning Permit-Paint	125,768	94,362	80,000	40,000
Building Residential - New	226,601	2,603,518	1,500,000	500,000
Building Residential - Additions	209,359	46,438	40,000	-
Building Commercial - New	1,734,098	4,333,891	2,000,000	2,000,000
Building Commercial - Additions	4,791	13,173	5,000	-
Building - Other	3,079,212	2,128,531	2,000,000	4,000,000
Building - Expedited Structural Review	5,000	-	-	-
Unsafe Structures Board Fee	9,750	17,400	7,000	7,000
Excavation Permits	512,113	526,278	500,000	500,000
Photo Permits	12,456	22,548	20,000	20,000
Alarm User Certificates	698	(296)	-	-
False Alarm Service Charge	115,735	196,124	100,000	125,000
Garage Sale Permits	4,081	3,542	4,000	2,000
Over/Short Alarm Fees	-	97	-	-
False Alarm Penalty	50	(525)	-	-
Fire Inspection	575,410	570,259	575,000	575,000
Fire Prevention Bureau Permits	298,567	281,076	275,000	275,000
Tree Removal Mitigation Assessment Fee	144,027	224,956	-	-
Total - Permits Fees	9,924,817	13,144,106	7,526,000	8,459,000

**2022-2023 BUDGET ESTIMATE
GENERAL FUND REVENUE SUMMARY**

REVENUE TYPE	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
<u>Intergovernmental Revenue</u>				
Federal Grants	\$ 186,587	\$ 580,331	\$ 455,703	\$ 89,382
State Grants	30,170	115,510	95,000	60,000
State Revenue Sharing	1,457,520	1,649,404	1,550,000	1,600,000
State Alcohol Beverage Tax	63,822	62,495	60,000	60,000
State Shared Sales Tax	3,451,961	4,151,238	3,850,000	3,900,000
County Grants	35,385	41,613	-	-
City Share of County Licenses	111,068	110,072	100,000	100,000
Total - Intergovernmental Revenue	5,336,513	6,710,663	6,110,703	5,809,382
<u>General Governmental Fees</u>				
Board of Adjustment Fees	21,159	19,268	25,000	20,000
Planning & Zoning Board Fees	137,381	139,509	130,000	130,000
Board of Architects	691,635	1,020,267	900,000	1,000,000
Development Review Committee	22,500	30,200	25,000	30,000
Certificate of Use	244,856	275,885	250,000	250,000
Lein Search Fees	137,702	459,051	175,000	300,000
Zoning Inspection Fees	457	228	-	-
Concurrency Fees	381,925	339,989	300,000	300,000
Historic Preservation Fees	55,890	90,805	50,000	60,000
Document Filing Fee	212,277	251,414	200,000	200,000
Research Fees	1,243	1,641	-	-
Passport Fees	374,566	738,936	500,000	600,000
Passport Photos	86,787	201,865	125,000	150,000
Lobbyists Registration Fees	19,510	21,133	20,000	25,000
City Election Candidate Qualifying Fees	-	2,600	-	-
Total - General Governmental Fees	2,387,888	3,592,791	2,700,000	3,065,000
<u>Public Safety Fees</u>				
Police Off-Duty Assignments	155,087	123,774	150,000	150,000
EMS Transport Fee	716,400	639,954	625,000	650,000
Fire Protection Fee	2,965,631	2,963,850	2,900,000	2,950,000
Police Accident Reports	554	1	-	-
Fingerprint Cards	7,480	-	20,000	-
Telephone Surcharge for E911	78,851	62,232	30,000	50,000
Wireless 911	168,136	172,421	100,000	150,000
Total - Public Safety Fees	4,092,139	3,962,232	3,825,000	3,950,000
<u>Physical Environment Fees</u>				
Refuse Collection Fees	6,280,197	6,441,035	6,332,000	6,400,000
Commercial Waste Fees	1,086,653	12,000	-	-
Garbage Collection Service Assessment	2,532,744	2,591,864	2,530,000	2,550,000
Lot Mowing/Clearing	12,454	14,424	11,000	11,000
Total - Physical Environment Fees	9,912,048	9,059,323	8,873,000	8,961,000
<u>Recreation Fees</u>				
Youth Center Fees	555,496	986,326	1,650,900	1,602,500
Tennis Fees	548,615	827,342	687,000	790,000
Special Events	39,741	15,298	35,000	37,000
Total - Recreation Fees	1,143,852	1,828,966	2,372,900	2,429,500

**2022-2023 BUDGET ESTIMATE
GENERAL FUND REVENUE SUMMARY**

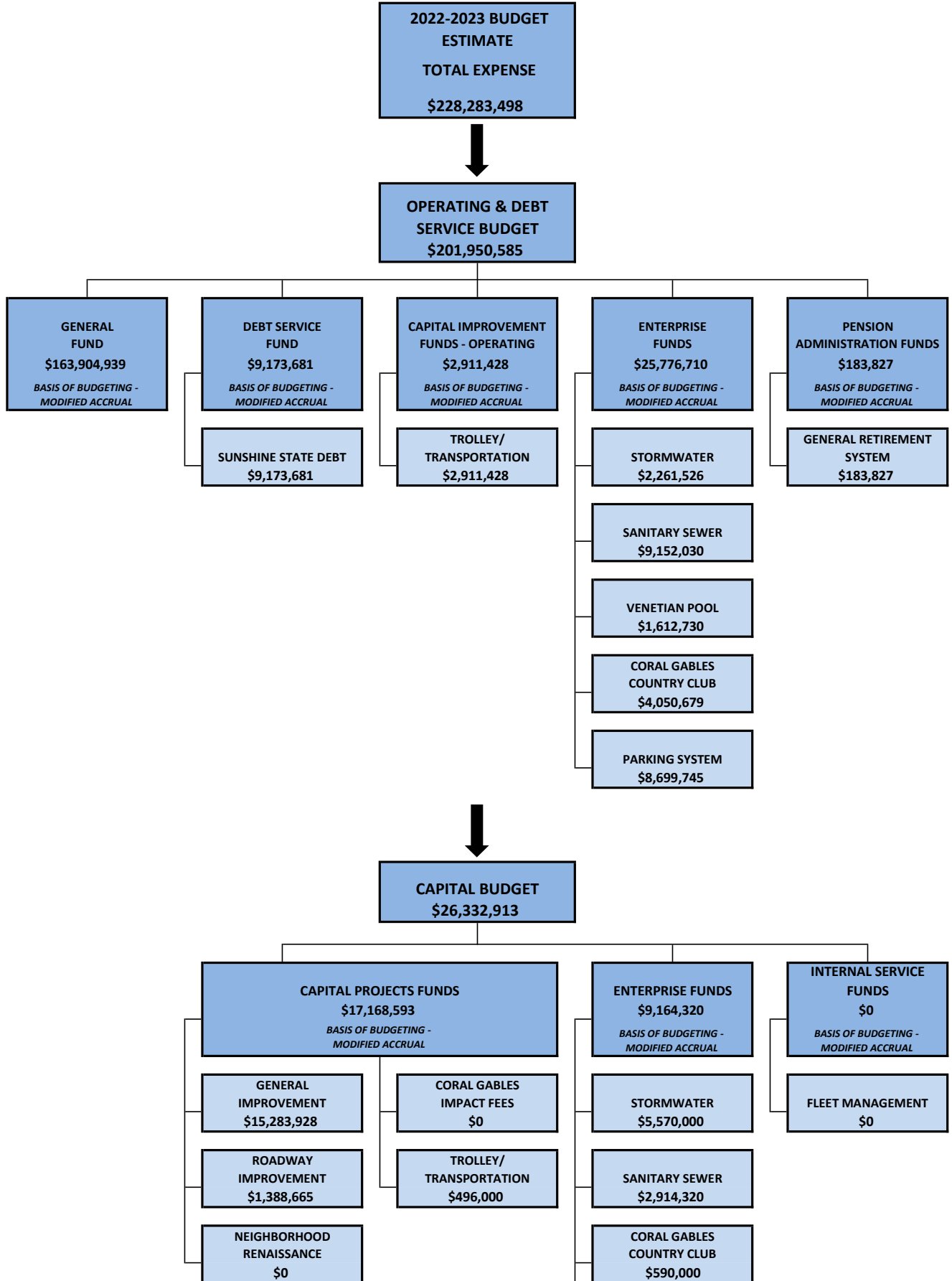
REVENUE TYPE	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
<u>Fines & Forfeitures</u>				
County Court, Traffic Fines	\$ 217,381	\$ 88,301	\$ 200,000	\$ 200,000
County Court, Parking Fines	1,198,399	-	-	-
County Court, Other Fines	17	-	-	-
School Crossing Guard Assessment	10,645	13,136	15,000	15,000
Police Education Surcharge	8,223	5,220	10,000	10,000
City Traffic Violations	33,745	73,119	25,000	58,000
Other Fines and Forfeits	1,238	8,446	-	-
Code Enforcement Board	430,178	307,180	380,000	435,000
Ticket Fines	346,956	371,966	340,000	465,000
Total - Fines & Forfeitures	2,246,782	867,368	970,000	1,183,000
<u>Investment Earnings</u>				
General Fund Investment Earnings	2,351,161	210,972	111,500	500,000
<u>Rental/Concessions Revenue</u>				
Coral Gables Country Club	294,263	363,810	156,570	-
Auto Pound	22,055	19,710	25,000	20,000
Metro Dade Transfer Station	436,227	437,479	443,034	462,744
Sprint Spectrum lease	65,168	67,775	70,486	73,305
Gables Grand Plaza	200,000	200,000	200,000	200,000
McCAW Communications	102,047	64,657	66,547	68,374
Junkanoo Rental	49,606	-	-	-
Development Agrrement Fee	550,000	550,000	550,000	600,000
Plummer Mangmnt Lease	11,880	12,760	14,520	14,520
Rouse Coll. Mrkt. Progrqm	35,000	35,000	35,000	35,000
Church Parking Lot	14,400	14,400	14,400	14,400
T Mobile	71,237	74,087	74,087	80,133
Development Fee - U of M	1,025,000	1,025,000	1,025,000	1,025,000
TL Star Parking Lot	33,541	33,541	33,541	31,680
Palace	562,349	296,104	410,583	448,937
Verizon	55,459	55,459	58,678	64,657
University of Miami - INET	4,380	4,380	4,380	4,380
Haagen Daz	47,483	48,434	49,403	50,391
Bloom Boutique	-	4,800	9,600	24,000
Starbucks	104,014	101,250	101,250	111,375
IKE Revenue Sharing	24,000	30,000	19,658	-
Total - Rental/Consession Revenue	3,708,109	3,438,646	3,361,737	3,328,896
<u>Miscellaneous Revenue</u>				
Sale of Land	-	5,200,000	-	-
Sale of Recycled Trash	-	79,800	-	-
LEFT Repayment Settlement	125,000	-	-	-
Other Miscellaneous Revenues	263,102	225,633	175,812	150,000
Total - Miscellaneous Revenue	388,102	5,505,433	175,812	150,000
Total Operating Revenue	153,042,327	163,477,705	153,253,842	163,459,378

**2022-2023 BUDGET ESTIMATE
GENERAL FUND REVENUE SUMMARY**

REVENUE TYPE	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
<u>Prior Year Re-Appropriations</u>	\$ 3,481,635	\$ 3,019,035	\$ 2,136,026	\$ -
<u>Allocations/Contributions From Other Funds</u>				
Capital Projects	-	16,000	30,550	-
Stormwater Utility	449,259	444,800	375,000	305,000
Sanitary Sewer	1,422,754	1,193,790	962,008	685,000
Coral Gables Country Club	-	-	-	138,209
Biltmore Golf Course	174,589	170,000	170,000	175,000
Parking System	5,645,148	6,119,244	8,564,739	8,798,012
Biltmore Complex	1,600,000	1,200,000	1,200,000	1,200,000
Automotive	1,180,908	731,059	1,164,004	-
Facilities	1,117,658	885,089	9,856	-
Insurance Fund - Gen Liab & Workers Comp	1,169,326	-	-	-
Federal Forfeiture Trust Fund	-	-	-	400,000
Total - Contributions From Other Funds	<u>12,759,642</u>	<u>10,759,982</u>	<u>12,476,157</u>	<u>11,701,221</u>
<u>Transfers From Reserves</u>				
General Fund Reserve	3,176,355	-	5,887,437	1,669,453
General Fund - City Clerks Special Revenue	-	-	407,082	207,108
Art In Public Places Reserve	-	-	1,575,574	556,017
Tree Trust Fund	-	-	41,934	-
Total - Transfers From Reserves	<u>3,176,355</u>	<u>-</u>	<u>7,912,027</u>	<u>2,432,578</u>
Total General Fund Revenue	<u>\$ 172,459,959</u>	<u>\$ 177,256,722</u>	<u>\$ 175,778,052</u>	<u>\$ 177,593,177</u>

CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - EXPENSE



**2022-2023 BUDGET ESTIMATE
EXPENDITURES CLASSIFIED BY FUNCTION**

DEPTS/DIVISIONS BY FUNCTION	2021-2022 BUDGET		2022-2023 BUDGET ESTIMATE		DIFFERENCE		DETAIL
	DIV. AMT.	FUNC. TTL.	DIV. AMT.	FUNC. TTL.	VARIANCE	%	
GENERAL GOVERNMENT							
City Commission	\$ 693,722		\$ 754,674		\$ 60,952	8.8%	\$64K - Revised Sal & Ben
City Attorney	2,873,960		2,918,521		44,561	1.6%	\$50K - Revised Sal & Ben
City Clerk	947,287		1,074,123		496,366	25.0%	\$232K - Revised Sal & Ben; \$290K - FY23 - Election Yr
City Clerk - Special Revenue	1,036,082		1,065,612				
City Clerk - Elections	5,000		345,000				
City Manager - Administration	1,931,329		1,891,290		(65,142)	-2.2%	\$(45K) - Revised Sal & Ben; \$(40K) - Prof Serv; \$27K - Gen. Oper. Exp.
City Manager - Communications	963,843		963,953				
City Manager - Internal Auditing	124,090		98,877				
Human Resources	2,175,098		2,050,655		(124,443)	-5.7%	\$23K - Revised Sal & Ben; \$(42K) - Prof Serv; \$(111K) - FY20 Reappropriation - Wellness reserve
Labor Relations & Risk Management	990,097		784,128		(205,969)	-20.8%	\$25K - Revised Sal & Ben; \$(85K) - ADA Res; \$(150K) - Firefighter Cancer Contingency
Development Services - Administrative	603,580		601,333		1,126,222	11.1%	\$397K - Revised Sal & Ben; \$408K - Prof Serv; \$70K - Gen. Oper. Exp; \$(75K) - Cap. Equip.; \$329K - Admin Alloc to Bldg Div.
Development Services - Building	5,482,931		6,628,328				
Development Services - Planning & Zoning	2,529,661		2,395,604				
Development Services - Code Enforcement	1,518,668		1,635,797				
Finance - Administration	499,726		635,325		254,096	5.4%	\$251K - Revised Sal (COLA & Unfreeze Positions) & Ben (Pension, Hlth & Gen Liab)
Finance - Collections	870,866		794,571				
Finance - Reporting & Operations	1,284,863		1,345,518				
Finance - Procurement	1,246,719		1,352,744				
Finance - Management & Budget	761,140		789,252				
Innovation & Technology	6,689,116		8,242,382		1,553,266	23.2%	\$143K - Revised Sal & Ben; \$(405K) - Prof Serv; \$104K - Gen Oper Exp; \$1.1M - Add'l software & hardware maint.; \$(194K) - Admin Alloc to Bldg Div.
Non Departmental	4,297,404		3,855,723		(441,681)	-10.3%	\$(647K) - Temp Sal Res; \$(57K) - Prof Serv; \$236K - Contingency
Retirement Plan Admin.	179,094		183,827		4,733	2.6%	Minor operational adjustments
Sunshine State Loan	1,180,333		1,377,025		196,692	16.7%	Annual adj. per debt service schedule
Capital Projects *	19,558,943		3,311,590		(16,247,353)	-83.1%	FY22 includes prior years' reapp'd balances
SUB TTL - GENERAL GOVERNMENT		58,443,552		45,095,852			
ECONOMIC ENVIRONMENT							
Economic Development	1,738,690		1,460,142		(278,548)	-16.0%	\$65K - Revised Sal & Ben; \$(25K) - Prof. Serv.; \$(271K) - FY21 Onetime Items, Reserves & Grants; \$(19) - Office Rent
Sunshine State Loan	1,554,555		1,528,226		(26,329)	-1.7%	Annual adj. per debt service schedule
Capital Projects	1,374,587		-		(1,374,587)	-100.0%	FY22 includes prior years' reapp'd balances
SUB TTL - ECONOMIC ENVIRONMENT		4,667,832		2,988,368			
PUBLIC SAFETY							
Police - Administration	2,854,100		2,938,901		1,310,671	2.7%	\$1.3M - Revised Sal, Ben & Internal reorg;
Police - Patrol	20,185,336		21,051,959				
Police - Criminal Investigations	8,468,183		8,423,395				
Police - Tech. Services	7,647,988		7,921,302				
Police - Professional Standards	3,205,977		3,166,594				
Police - Specialized Enforcement	6,731,371		6,901,475				
Fire	30,856,809		31,462,855		606,046	2.0%	\$650K - Revised Sal & Ben; \$60K - Prof Serv; \$250K - Gen. Oper. Exp.; \$(216K) - One Time Grants; \$(138K) - Admin Alloc to Bldg Div.

**2022-2023 BUDGET ESTIMATE
EXPENDITURES CLASSIFIED BY FUNCTION**

DEPTS/DIVISIONS BY FUNCTION	2021-2022 BUDGET		2022-2023 BUDGET ESTIMATE		DIFFERENCE		DETAIL
	DIV. AMT.	FUNC. TTL.	DIV. AMT.	FUNC. TTL.	VARIANCE	%	
Parking - Violations Enforcement	\$ 1,498,482		\$ 1,574,811		\$ 76,329	5.1%	\$68K - Revised Sal & Ben; \$7K - Gen. Oper. Exp.
Public Safety Debt Service	2,988,837		3,689,012		700,175	23.4%	\$250K - Annual adj. per debt service schedule; \$450K - New Debt Serv for Fire House 4
Capital Projects *	9,519,261		1,413,400		(8,105,861)	-85.2%	FY22 includes prior years' reapp'd balances
SUB TTL - PUBLIC SAFETY		93,956,344		88,543,704			
PHYSICAL ENVIRONMENT							
Public Works - Admin.	884,553		895,061				
Public Works - Trans. & Sust.	1,051,526		969,138		104,278	2.2%	\$14K - Revised Sal & Ben; \$(125K) - Prof Serv; \$28K - Gen. Oper. Exp.
Public Works - CIP	1,285,131		1,340,897				
Public Works - Engineering	1,518,524		1,638,916				
Public Works - Stormwater Utility	2,166,315		2,121,871		(44,444)	-2.1%	
Public Works - Sanitary Sewers	8,170,866		8,040,042		(130,824)	-1.6%	\$147K - Revised Sal & Ben; \$16K - Prof Serv; \$(16K) - Gen. Oper. Exp.; \$(277K) - FY23 reduction in ROI to Gen. Fd.
Public Works - Solid Waste	13,172,386		13,307,211		134,825	1.0%	\$374K - Revised Sal & Ben; \$18K - Prof Serv; \$243K - Gen. Oper. Exp.; \$(500) - One-Time Capital
Public Works - Landscape Services	6,979,983		7,264,082		284,099	4.1%	\$142K - Revised Sal & Ben; \$18K - Prof Serv; \$123K - Gen. Oper. Exp.
Stormwater Debt Service	131,848		139,655		7,807	5.9%	Annual adj. per debt service schedule
Sanitary Sewer Debt Service	714,457		1,111,988		397,531	55.6%	Annual adj. per debt service schedule
Capital Projects *	44,799,768		10,879,950		(33,919,818)	-75.7%	FY22 includes prior years' reapp'd balances
SUB TTL - PHYSICAL ENVIRONMENT		80,875,357		47,708,811			
TRANSPORTATION							
Public Works - R.O.W./Maint.	3,556,728		3,751,053		168,906	4.3%	\$12K - Revised Sal & Ben; \$157K - Gen. Oper. Exp.
Public Works - Sign Shop	341,620		316,201				
Parking - Trolley / Trans.	3,158,712		2,911,428		(247,284)	-7.8%	\$152K - Revised Sal & Ben; \$(172K) - Prof Serv; \$(40K) - Gen. Oper. Exp.; \$(97K) - One-Time Capital; \$(91) - One-Time Grants
Parking - Garage #1	552,948		570,463				(80,703) -1.3% \$112K - Revised Sal & Ben; \$156K - Intra Dept'l Prof Serv; \$(272) - Reinstatement Soft Reductions
Parking - Garage #2	634,241		720,226				
Parking - Garage #3	179,618		186,155				
Parking - Garage #4	494,513		507,528				
Parking - On Street Parking	2,734,998		2,542,293				
Parking - Lots	1,195,390		1,184,653				
Parking - Garage #6	411,932		443,141				
Parking Debt Service	524,117		970,475		446,358	85.2%	Annual adj. per debt service schedule
Capital Projects *	83,298,262		4,259,704		(79,038,558)	-94.9%	FY22 includes prior years' reapp'd balances
SUB TTL - TRANSPORTATION		97,114,601		18,363,320			
CULTURE & RECREATION							
Hist. Res. & Cultural Arts - Preservation	1,114,495		1,106,064		(337,440)	-14.5%	\$59K - Revised Sal & Ben; \$(29K) - Prof Serv FY22 reappropriation; \$(323K) - FY22 AIPP & Historic reserves;
Hist. Res. & Cultural Arts - Cultural Arts	1,212,044		883,035				
Comm Rec - Administration	1,194,229		1,317,539		123,310	10.3%	\$112K - Revised Sal & Ben
Comm Rec - Tennis Centers	1,132,634		1,204,607		71,973	6.4%	\$108K - Revised Sal & Ben; \$(25K) - Prof Serv
Comm Rec - Venetian Pool	1,417,316		1,612,730		195,414	13.8%	\$112K - Revised Sal & Ben; \$83K - Gen. Liab & Oper Supplies
Comm Rec - Cntry Club - Admin	135,997		397,165				1,241,819 44.2% \$1.24M - Annualization of FY22 Expense Budget
Comm Rec - Cntry Club - Banquet Hall	1,163,749		1,842,234				
Comm Rec - Cntry Club - Fitness & Pool	543,322		857,429				
Comm Rec - Cntry Club - Granada Golf	965,792		953,851				
Comm Rec - Youth Center	3,302,312		3,402,996				641,873 11.2% \$277K - Revised Sal & Ben; \$149K - Prof Serv; \$217K - Gen. Oper. Exp.
Comm Rec - Adult Services	646,634		656,284				
Comm Rec - Special Events	595,279		658,894				
Comm Rec - Golf Course & Parks Maint.	1,175,004		1,642,928				
Sunshine State Loan	2,013,548		2,579,418		565,870	28.1%	Annual adj. per debt service schedule
Capital Projects *	27,697,922		6,468,269		(21,229,653)	-76.6%	FY22 includes prior years' reapp'd balances
SUB TTL - CULTURE & RECREATION		44,310,277		25,583,443			
TOTAL EXPENDITURES **		\$ 379,367,963		\$ 228,283,498		\$ (151,084,465)	

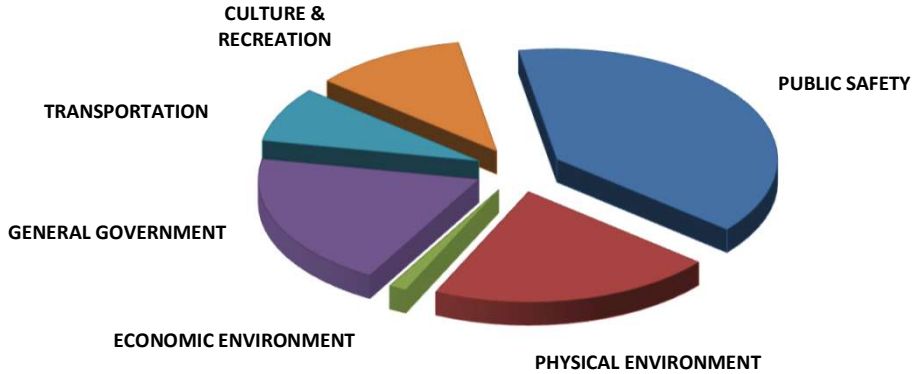
() Indicates a decrease from prior year.

* Fiscal Year 2021-2022 includes one-time grants that do not repeat for Fiscal Year 2022-2023. If the grants have any unused balances at Fiscal Year 2021-2022 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2022-2023.

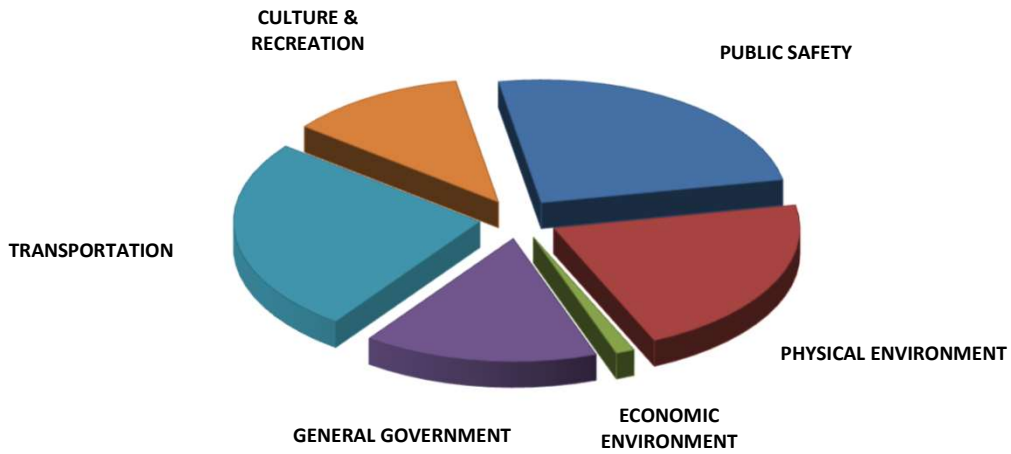
** Total Expenditures are net of transfers to reserves.

**2022-2023 BUDGET ESTIMATE
EXPENDITURES BY FUNCTION**

**2022-2023
\$228,283,498**



**2021-2022
\$379,367,963**



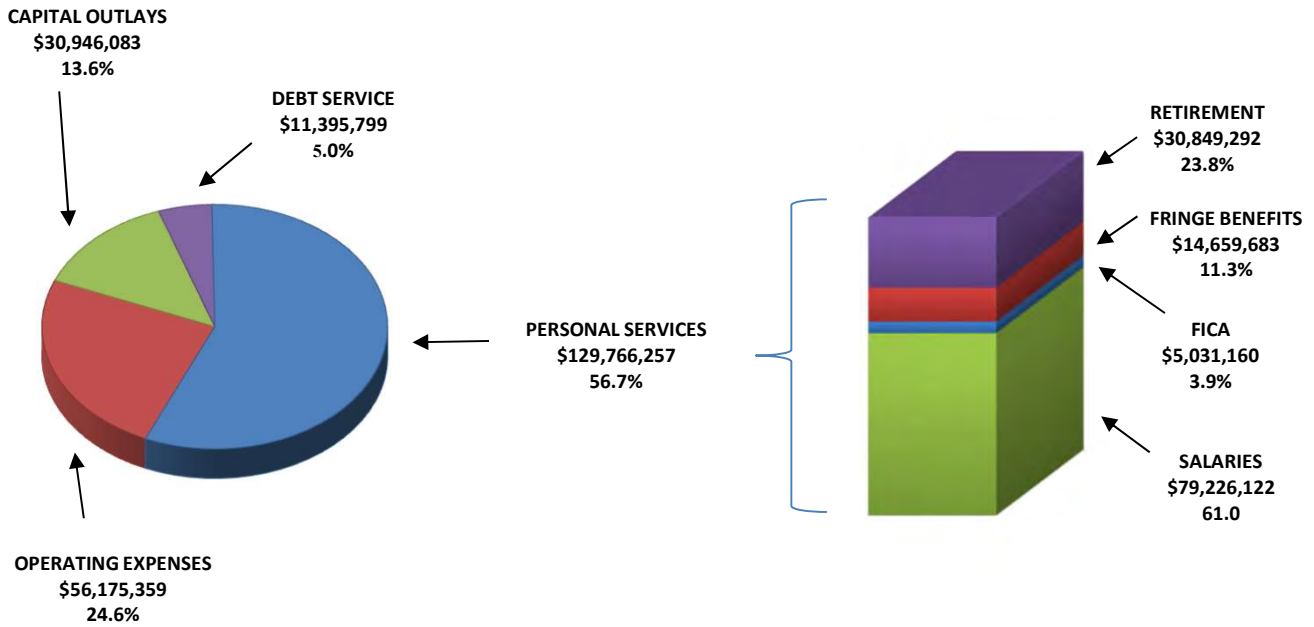
	2021-2022		2022-2023	
	BUDGET	%	ESTIMATE	%
PUBLIC SAFETY *	\$ 93,956,344	24.7%	\$ 88,543,704	38.8%
PHYSICAL ENVIRONMENT *	80,875,357	21.3%	47,708,811	20.9%
ECONOMIC ENVIRONMENT *	4,667,832	1.2%	2,988,368	1.3%
GENERAL GOVERNMENT *	58,443,552	15.4%	45,095,852	19.8%
TRANSPORTATION *	97,114,601	25.6%	18,363,320	8.0%
CULTURE AND RECREATION *	44,310,277	11.7%	25,583,443	11.2%
TOTAL EXPENDITURES **	\$ 379,367,963	99.9%	\$ 228,283,498	100.0%

* Fiscal Year 2021-2022 includes one-time grants that do not repeat for Fiscal Year 2022-2023. If the grants have any unused balances at Fiscal Year 2021-2022 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2022-2023.

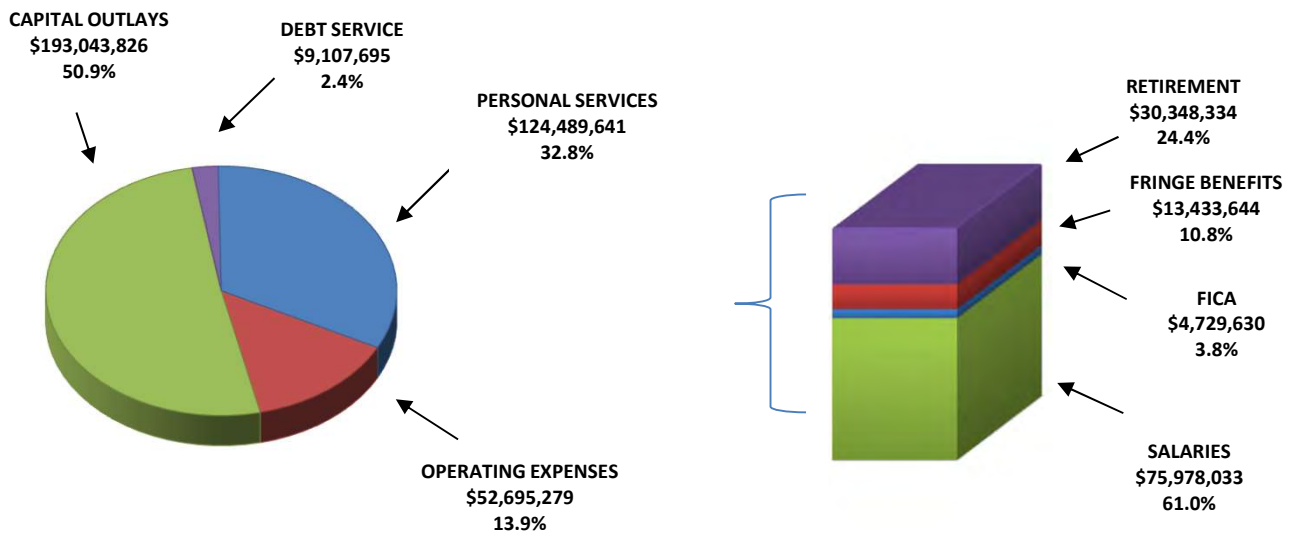
** Total Expenditures are net of transfers to reserves.

2022-2023 BUDGET ESTIMATE EXPENDITURES BY OBJECT OF EXPENSE

2022-2023 - \$ 228,283,498 *



2021-2022 - \$ 379,367,963 *



* Total Expenditures are net of transfers to reserves.

2022-2023 BUDGET ESTIMATE
SUMMARY OF TOTAL EXPENDITURES AND TRANSFERS TO RESERVES

EXPENDITURE CATEGORIES	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
<u>Operating Expense</u>				
General Fund Divisions	\$ 142,348,047	\$ 144,561,598	\$ 158,376,718	\$ 163,904,939
Trolley / Transportation Fund Division	2,199,145	2,011,118	3,158,712	2,911,428
Storm Water Division	1,997,629	2,033,188	2,166,315	2,121,871
Sanitary Sewer Division	8,700,018	6,043,158	8,170,866	8,040,042
Venetian Pool	685,435	1,109,516	1,417,316	1,612,730
Country Club Divisions	901,503	842,007	2,808,860	4,050,679
Parking Fund Divisions	5,945,619	502,826	7,733,644	7,729,270
Pension Fund Division	180,432	183,338	179,094	183,827
Total Operating Expense	162,957,828	157,286,749	184,011,525	190,554,786
<u>Capital Improvements *</u>				
General Improvements	49,021,389	18,699,630	59,632,578	15,283,928
Neighborhood Renaissance Program	165,459	33,777	302,429	-
Roadway Improvements	1,922,191	1,069,651	3,919,764	1,388,665
Trolley / Transportation Improvements	136,309	59,912	1,416,571	496,000
Miami-Dade Bond Improvements	173	-	-	-
Miami-Dade Roadway Impact Fee Improvements	-	-	1,441,361	-
Coral Gables Impact Fee Improvements	-	-	-	-
Administrative Expense	6,432	5,876	-	-
Fire System Improvements	159,851	248,540	2,117,750	-
General Government System Improvements	-	7,759	-	-
Mobility System Improvements	-	-	5,314,920	-
Parks System Improvements	1,971,956	83,214	7,791,424	-
Police System Improvements	1,630,323	195,000	40,600	-
Total Impact Fee Improvements	3,768,562	540,389	15,264,694	-
Stormwater Utility Improvements	761,350	1,185,436	19,328,519	5,570,000
Sanitary Sewer Improvements	2,975,076	2,570,104	23,347,773	2,914,320
Coral Gables Country Club Improvements	-	-	-	590,000
Parking System Improvements	716,201	1,380,905	61,595,054	90,000
Total Capital Improvements	59,466,710	25,539,804	186,248,743	26,332,913
Total Operating Exp. & Capital Improvements	222,424,538	182,826,553	370,260,268	216,887,699
<u>Debt Service</u>				
General Fund Debt	8,525,730	7,954,633	7,612,076	8,985,178
Biltmore Hotel Debt	248,839	245,645	125,197	188,503
Stormwater Fund	145,913	113,791	131,848	139,655
Sanitary Sewer Fund	428,825	554,286	714,457	1,111,988
Parking Fund	1,014,844	1,004,513	524,117	970,475
Total Debt Service	10,364,151	9,872,868	9,107,695	11,395,799
Total Expense and Debt Service	232,788,689	192,699,421	379,367,963	228,283,498
<u>Transfers to Reserves</u>				
General Fund - Building Division Reserve	-	13,200,046	489,069	286,672
Sunshine State Debt Service Fund	-	745,168	-	-
General Capital Improvements Fund	42,657,175	47,469,296	-	-
Neighborhood Renaissance Program Fund	77,088	244,320	-	-
Roadway Improvement Fund	2,286,331	2,849,586	-	-
Trolley / Transportation Fund	581,288	1,754,338	-	-
Coral gables Impact Fee Fund	3,838,429	2,011,201	-	-
Coral Gables CountryClub Fund	-	-	-	28,112
Stormwater Utility Fund	8,425,361	11,521,829	-	88,474
Sanitary Sewer Fund	1,286,408	3,926,882	-	221,650
Parking Fund	1,687,677	24,885,934	-	10,322
Parking Fund - Reserve for Capital Debt	-	-	600,000	1,200,000
Total Transfers to Reserves	60,839,757	108,608,600	1,089,069	1,835,230
Total Expenditures & Transfers to Reserves	\$ 293,628,446	\$ 301,308,021	\$ 380,457,032	\$ 230,118,728

* Fiscal Year 2021-2022 includes one-time grants, and reappropriated expenditures and capital projects that do not repeat for Fiscal Year 2022-2023. If any of these items have unused balances at Fiscal Year 2021-2022 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2022-2023.

2022-2023 BUDGET ESTIMATE
SUMMARY OF TOTAL GENERAL FUND EXPENDITURES AND TRANSFERS TO RESERVES

DEPARTMENT	DIVISION	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
City Commission	City Commission	\$ 524,032	\$ 550,448	\$ 693,722	\$ 754,674
City Attorney	City Attorney	2,313,518	2,311,866	2,873,960	2,918,521
City Clerk	Administration	860,400	867,060	947,287	1,074,123
	Special Revenue Expenses	733,143	908,691	1,036,082	1,065,612
	Elections	2,894	299,847	5,000	345,000
City Manager	Administration	1,484,770	1,448,926	1,931,329	1,891,290
	Communications & Public Affairs	791,323	814,560	963,843	963,953
	Internal Auditing	84,548	91,112	124,090	98,877
Human Resources	Human Resources	1,720,685	1,729,293	2,175,098	2,050,655
Labor Relations & Risk Mgmt	Labor Relations & Risk Mgmt	703,484	739,752	990,097	784,128
Development Services	Administration	429,111	483,237	603,580	601,333
	Building	4,756,581	4,340,102	5,482,931	6,628,328
	Planning & Zoning	2,409,399	2,184,720	2,529,661	2,395,604
	Code Enforcement	1,315,564	1,311,760	1,518,668	1,635,797
Historic Resources & Cultural					
Arts	Historic Preservation	1,296,952	986,352	1,114,495	1,106,064
	Cultural Arts	738,496	1,010,052	1,212,044	883,035
Public Works	Administration	674,393	760,008	884,553	895,061
	Sustainable Public Infrastructure	418,811	718,135	1,051,526	969,138
	Capital Improvement	3,105,901	1,183,207	1,285,131	1,340,897
	Engineering	-	1,438,667	1,518,524	1,638,916
	ROW Enforcement & Maintenance	3,704,978	3,400,090	3,556,728	3,751,053
	Sign Shop	301,126	297,864	341,620	316,201
	Solid Waste	11,630,948	11,983,875	13,172,386	13,307,211
	Greenspace Management	6,701,579	6,359,416	6,979,983	7,264,082
Finance	Administration	487,413	487,238	499,726	635,325
	Collections	761,078	754,183	870,866	794,571
	Reporting & Operations	1,151,961	1,076,975	1,284,863	1,345,518
	Procurement	1,053,894	995,431	1,246,719	1,352,744
	Mgmt, Budget & Compliance	670,261	686,249	761,140	789,252
Innovation & Technology	Innovation & Tecnology	5,262,291	5,794,714	6,689,116	8,242,382
Police	Administration	3,240,377	3,272,053	2,854,100	2,938,901
	Uniform Patrol	19,202,805	19,556,561	20,185,336	21,051,959
	Criminal Investigations	8,012,090	8,636,049	8,468,183	8,423,395
	Technical Services	7,115,228	7,517,673	7,647,988	7,921,302
	Professional Standards	2,510,117	2,377,997	3,205,977	3,166,594
	Specialized Enforcement	5,781,488	5,984,669	6,731,371	6,901,475
	Fire	Fire	29,663,989	30,031,489	30,856,809
Community Recreation	Administration	898,818	1,003,661	1,194,229	1,317,539
	Tennis Centers	947,222	1,018,319	1,132,634	1,204,607
	Youth Center	2,267,412	2,477,412	3,302,312	3,402,996
	Adult Services	343,243	277,361	646,634	656,284
	Special Events	392,220	376,941	595,279	658,894
	Golf Course & Parks Maint.	1,036,348	1,014,778	1,175,004	1,642,928
	Economic Development	Economic Development	1,167,442	1,240,183	1,738,690
Non Departmental	Non Departmental	3,679,714	3,762,622	4,297,404	3,855,723
Total General Fund Operating Expense		142,348,047	144,561,598	158,376,718	163,904,939
	Transfer to General Fund Reserve	-	3,994,899	-	-
	Transfer to City Clerk's Special Revenue Reserve	-	-	-	-
	Transfer to Building Division Reserve	-	-	626,948	286,672
	Transfer to Hurricane Fund	-	3,547,517	-	-
	Transfer to Sunshine State Debt Service Fund	7,860,965	8,082,686	6,918,373	8,312,070
	Transfer to Capital Improvement Fund	21,540,890	15,046,908	9,534,665	4,295,017
	Transfer to Neighborhood Renaissance Fund	-	11,487	-	-
	Transfer to Trolley Fund	-	-	95,000	360,749
	General Fund Subsidy of Venetian Pool	151,088	338,913	104,594	433,730
	General Fund Subsidy of Granada Golf Course	294,697	422,537	57,254	-
	Transfer to Parking Fund	-	-	64,500	-
	Transfer to Automotive Fund	264,272	-	-	-
	Transfer to the Health Insurance Fund	-	1,250,177	-	-
Total General Fund		\$ 172,459,959	\$ 177,256,722	\$ 175,778,052	\$ 177,593,177

**CAPITAL AND ENTERPRISE FUND SUMMARIES
2022-2023 BUDGET ESTIMATE**

CAPITAL IMPROVEMENT FUNDS

REVENUES vs EXPENDITURES	GENERAL CAPITAL IMPROVEMENTS	ROADWAY IMPROVEMENT PROGRAM	TROLLEY/ TRANS. PROGRAM	CORAL GABLES IMPACT FEES	TOTAL
REVENUES					
Sales & Use Taxes	\$ -	\$ 1,047,000	\$ 2,250,000	\$ -	\$ 3,297,000
Franchise Taxes	-	-	-	-	-
Utility Services Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental Revenue	1,650,000	-	300,679	-	1,950,679
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Miscellaneous Revenues	-	-	-	-	-
Developer Fees	-	-	-	-	-
Transfers from Other Funds	4,295,017	-	360,749	-	4,655,766
Transfer from Fund Balance	9,338,911	341,665	496,000	-	10,176,576
	<u>\$ 15,283,928</u>	<u>\$ 1,388,665</u>	<u>\$ 3,407,428</u>	<u>\$ -</u>	<u>\$ 20,080,021</u>
EXPENDITURES					
General Government	\$ 3,311,590	\$ -	\$ -	\$ -	\$ 3,311,590
Public Safety	1,413,400	-	-	-	1,413,400
Physical Environment	2,395,630	-	-	-	2,395,630
Transportation	2,285,039	1,388,665	3,407,428	-	7,081,132
Culture & Recreation	5,878,269	-	-	-	5,878,269
	<u>\$ 15,283,928</u>	<u>\$ 1,388,665</u>	<u>\$ 3,407,428</u>	<u>\$ -</u>	<u>\$ 20,080,021</u>

ENTERPRISE FUNDS

REVENUES vs EXPENDITURES	STORM WATER UTILITY	SANITARY SEWER	VENETIAN POOL	COUNTRY CLUB	PARKING SYSTEM	BILTMORE COMPLEX & GOLF COURSE	TOTAL
REVENUES							
Charges for Services	\$ 7,170,000	\$ 11,788,000	\$ 984,000	\$ 4,807,000	\$ 16,078,340	\$ 175,000	\$ 41,002,340
Intergovernmental Revenue	500,000	500,000	-	-	-	-	1,000,000
Fines & Forfeitures	-	-	-	-	1,500,000	-	1,500,000
Miscellaneous Revenues	-	-	195,000	-	654,739	1,388,503	2,238,242
Transfers from Other Funds	-	-	433,730	-	-	-	433,730
Transfer from Fund Balance	250,000	-	-	-	-	-	250,000
	<u>\$ 7,920,000</u>	<u>\$ 12,288,000</u>	<u>\$ 1,612,730</u>	<u>\$ 4,807,000</u>	<u>\$ 18,233,079</u>	<u>\$ 1,563,503</u>	<u>\$ 46,424,312</u>
EXPENDITURES							
Physical Environment	\$ 7,386,871	\$ 10,269,362	\$ -	\$ -	\$ -	\$ -	\$ 17,656,233
Transportation	-	-	-	-	7,819,270	-	7,819,270
Culture & Recreation	-	-	1,612,730	4,640,679	-	175,000	6,428,409
Debt Service	139,655	1,111,988	-	-	970,475	188,503	2,410,621
Transfers/Contributions to Other Funds	305,000	685,000	-	138,209	8,233,012	1,200,000	10,561,221
Transfer to Fund Balance	88,474	221,650	-	28,112	1,210,322	-	1,548,558
	<u>\$ 7,920,000</u>	<u>\$ 12,288,000</u>	<u>\$ 1,612,730</u>	<u>\$ 4,807,000</u>	<u>\$ 18,233,079</u>	<u>\$ 1,563,503</u>	<u>\$ 46,424,312</u>

2022-2023 BUDGET ESTIMATE
ENTERPRISE FUNDS OPERATIONS SUMMARY

DETAIL	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
<u>STORMWATER UTILITY FUND (400)</u>				
Operating Revenue	\$ 5,380,272	\$ 5,749,419	\$ 3,500,000	\$ 7,170,000
Operating Expense	(1,441,162)	(975,264)	(1,791,315)	(1,816,871)
Operating Income (Loss)	3,939,110	4,774,155	1,708,685	5,353,129
Investment Earnings	159,888	167,838	-	-
Miscellaneous Revenue	-	136	-	-
Prior Year Reappropriations	-	-	12,922,350	-
Capital Projects	(761,350)	(1,185,436)	(19,328,519)	(5,570,000)
Interest Expense	(39,149)	(34,833)	-	-
Debt Expense	-	-	(131,848)	(139,655)
Depreciation Expense	(110,455)	(110,455)	-	-
Net Income (Loss)	3,188,044	3,611,405	(4,466,079)	(356,526)
Transfers to (from) Reserve	2,452,622	2,961,440	(4,841,079)	(661,526)
Contribution to (from) General Fund	<u>\$ 735,422</u>	<u>\$ 649,965</u>	<u>\$ 375,000</u>	<u>\$ 305,000</u>
<u>SANITARY SEWER FUND (410)</u>				
Operating Revenue	\$ 9,979,697	\$ 10,246,589	\$ 11,542,000	\$ 11,788,000
Operating Expense	(4,310,088)	(6,861,281)	(7,208,858)	(7,355,042)
Operating Income (Loss)	5,669,609	3,385,308	4,333,142	4,432,958
Grant Revenue	-	44,190	780	500,000
Investment Earnings	243,987	167,383	-	-
Prior Year Reappropriations	-	-	20,412,279	-
Miscellaneous Revenue	-	251	-	-
Capital Projects	(2,975,076)	(2,570,104)	(23,347,773)	(2,914,320)
Interest Expense	(69,707)	(58,825)	-	-
Debt Expense	-	-	(714,457)	(1,111,988)
Depreciation Expense	(461,803)	(468,185)	-	-
Net Income (Loss)	2,407,010	500,018	683,971	906,650
Transfers to (from) Reserve	763,959	(922,736)	(278,037)	221,650
Contribution to (from) General Fund	<u>\$ 1,643,051</u>	<u>\$ 1,422,754</u>	<u>\$ 962,008</u>	<u>\$ 685,000</u>
<u>VENETIAN POOL FUND (420)</u>				
Operating Revenue	\$ 151,580	\$ 814,573	\$ 1,308,311	\$ 1,179,000
Operating Expense	(685,435)	(1,109,516)	(1,417,316)	(1,612,730)
Net Income (Loss)	(533,855)	(294,943)	(109,005)	(433,730)
Transfers to (from) Reserve	-	-	-	-
Contribution to (from) General Fund	<u>\$ (533,855)</u>	<u>\$ (294,943)</u>	<u>\$ (109,005)</u>	<u>\$ (433,730)</u>
<u>GRANADA GOLF COURSE FUND (430)</u>				
Operating Revenue	\$ 796,857	\$ 964,658	\$ 2,749,373	\$ 4,807,000
Operating Expense	-	-	(135,997)	(397,165)
Net Income (Loss)	796,857	964,658	2,613,376	4,409,835
Transfers to (from) Reserve	-	-	2,613,376	4,409,835
General Fund Subsidy	<u>\$ 796,857</u>	<u>\$ 964,658</u>	<u>\$ -</u>	<u>\$ -</u>
<u>PARKING SYSTEM FUND (460)</u>				
Operating Revenue	\$ 14,949,334	\$ 11,799,439	\$ 17,399,655	\$ 18,231,279
Operating Expense	(3,937,763)	(3,840,291)	(7,168,644)	(7,164,270)
Operating Income (Loss)	11,011,571	7,959,148	10,231,011	11,067,009
Investment Earnings	121,314	68,735	-	-
Miscellaneous Revenue/(Expense)	(11,522)	229	-	-
Interest Expense	(246,027)	(222,474)	-	-
Prior Year Reappropriations	-	-	14,836,579	-
Capital Projects	(716,201)	(1,380,905)	(61,595,054)	(90,000)
Debt Expense	-	-	(524,117)	(970,475)
Depreciation Expense	(967,675)	(960,497)	-	-
Net Income (Loss)	9,191,460	5,464,236	(37,051,581)	10,006,534
Transfers to (from) Reserve	2,114,897	(2,750,915)	(45,616,320)	1,208,522
Contribution to (from) General Fund	<u>\$ 7,076,563</u>	<u>\$ 8,215,151</u>	<u>\$ 8,564,739</u>	<u>\$ 8,798,012</u>

**CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING
2022-2023 BUDGET ESTIMATE**

CAPITAL PROJECT CATEGORIES	PRIOR YEAR AVAIL & ENCUMBRANCES	FY23 NEW FUNDING	FY23 TOTAL AVAILABLE FUNDS
Capital Equipment			
IT Data Systems Equipment Matrix	\$ 1,238,833	\$ 1,638,840	\$ 2,877,673
Public Art Restoration Matrix	126,900	269,653	396,553
Broadband Smart City Technology	2,269,329	822,750	3,092,079
Jean Ward Sculptures Restoration	57,874	120,000	177,874
Total Capital Equipment	3,692,936	2,851,243	6,544,179
Facility Repairs/Improvements			
Roof Replacements Matrix - Citywide	2,510,015	498,973	3,008,988
HVAC Replacements Matrix - Citywide	1,093,077	543,425	1,636,502
Elevator Repair/Replacement Matrix	497,118	231,494	728,612
Recertification of City Facilities	67,350	250,000	317,350
Citywide Environmental Remediation	340,262	184,238	524,500
Energy & Water Efficiency Improvement Program	191,657	100,000	291,657
Total Facility Projects	4,699,479	1,808,130	6,507,609
Historic Facility Repairs/Restorations			
Entrances & Fountains Matrix	8,577	50,000	58,577
Gondola Building Restoration	20,045	1,125,000	1,145,045
White Way Lights Restoration	902,778	145,364	1,048,142
Miracle Theater Restoration	-	200,000	200,000
Biltmore Hotel Renovations	912,593	600,000	1,512,593
Venetian Pool Structural & Pool Bottom Restoraton	1,735,650	1,516,161	3,251,811
Coral Gables Country Club Improvements	1,456,287	590,000	2,046,287
Total Historic Facility Projects	5,035,930	4,226,525	9,262,455
Motor Pool Equipment Replacements/Additions *			
Motor Vehicle Replacements/Additions Matrix	3,871,864	3,536,482	7,408,346
Total Motor Pool Projects	3,871,864	3,536,482	7,408,346
* Motorpool is an Internal Service Fund where all costs are distributed to user departments and therefore included in the budget in those locations. The New Funding total of this schedule includes the cost of Motorpool additions/replacements for illustrative purposes only. This schedule can be reconciled with the Summary of Total Expenditures and Transfers to Reserves schedule by subtracting the Motorpool new funding contained herein.			
Parking Repairs/Improvements			
Parking Lots 8 & 17 Renovation	659,931	874,704	1,534,635
Installation of Multi-Space Pay Stations	154,470	150,000	304,470
Miracle Mile/Giralda Streetscape - Paver Maintenance Program	200,000	250,000	450,000
Mobility Hub Design and Construction	1,917,445	-	1,917,445
Minorca Garage Construction	14,814,601	-	14,814,601
Total Parking Projects	17,746,447	1,274,704	19,021,151
Parks & Recreation Repairs/Improvements			
Purchase of Land	3,971,735	300,000	4,271,735
Parks & Recreation Replacement Matrix	4,399,199	1,752,091	6,151,290
Blue Road Open Space Improvements	-	200,000	200,000
Toledo & Alava Neighborhood Park Improvements	-	200,000	200,000
Total Parks & Recreation Projects	8,370,934	2,452,091	10,823,025

**CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING
2022-2023 BUDGET ESTIMATE**

CAPITAL PROJECT CATEGORIES	PRIOR YEAR AVAIL & ENCUMBRANCES	FY23 NEW FUNDING	FY23 TOTAL AVAILABLE FUNDS
Public Safety Improvements			
Fire Equipment Replacement Program	693,026	187,628	880,654
Fire House 4 Construction	181,366	-	181,366
Mobile Radio Replacement Program	922,624	628,747	1,551,371
Police Sniper Rifle Replacement Program	102,711	12,025	114,736
Police Body Worn Camera Replacement Program	-	585,000	585,000
Total Public Safety Projects	1,899,727	1,413,400	3,313,127
Transportation & Right of Way Improvements			
Citywide Pedestrian Infrastructure Program	1,315,405	1,000,000	2,315,405
Citywide Street Resurfacing Program	644,590	500,000	1,144,590
Citywide Traffic Calming Program	2,337,036	1,000,000	3,337,036
Street Tree Succession Plan	154,279	175,000	329,279
Bridge Repairs & Improvements	217,969	50,000	267,969
Residential Waste Pit Restoration	45,171	100,000	145,171
Last Mile Transit Stop Improvements	403,635	135,000	538,635
Ponce de Leon Landscape - Phase III	1,909,363	300,000	2,209,363
Total Transportation & Roadway Projects	7,027,448	3,260,000	10,287,448
Utility Repairs/Improvements			
Sanitary Sewer Major Repair	2,250,338	1,859,320	4,109,658
Electric Atlas Update & Model Calibration	94,516	50,000	144,516
Sewer Pipe Cameras	10,118	50,000	60,118
Citywide Inflow & Infiltration Abatement	19,223	955,000	974,223
Citywide Septic to Sewer Conversion Assessment	190,000	562,500	752,500
Sea Level Rise Mitigation Program (Infrastructure Reserve)	13,063,264	3,670,000	16,733,264
Stormwater System Improvement Program	1,807,123	300,000	2,107,123
Coral Gables Waterways Maintenance	2,180,533	150,000	2,330,533
Storm Drainage Master Plan	500,000	500,000	1,000,000
Cocoplum Drainage Improvements	966,564	350,000	1,316,564
Vac-con Truck - Addition to Fleet	-	600,000	600,000
Total Utility Repair/Improvement Projects	21,081,679	9,046,820	30,128,499
Total Projects	\$ 73,426,444	\$ 29,869,395	\$ 103,295,839

CITY OF CORAL GABLES
FISCAL YEAR 2023-2027 FIVE YEAR CAPITAL IMPROVEMENT PLAN
PROJECT LISTING BY FISCAL YEAR

PROJ #	PROJECT NAME	PRIOR YEARS EXP	FIVE-YEAR ESTIMATE								FIVE-YEAR PROJECT TOTAL	TOTAL PROJ LIFE TO DATE EXP
			2023				2024	2025	2026	2027		
			PR YR AVAIL	OPEN P.O.	NEW	TOTAL						
CAPITAL EQUIPMENT PROJECTS												
1	Network Infrastructure Matrix	\$ 9,860,317	\$ 954,367	\$ 284,466	\$ 1,638,840	\$ 2,877,673	\$ 1,777,937	\$ 1,777,937	\$ 1,777,937	\$ 1,777,937	\$ 9,989,421	\$ 19,849,738
2	Emergency Generator Installation	1,069,261	600,190	33,750	-	633,940	350,000	350,000	350,000	350,000	2,033,940	3,103,201
3	Recycling Containers in Parks & ROW	147,526	140,474	-	-	140,474	-	-	-	-	140,474	288,000
4	Wi-Fi Capital Improvement Project	60,921	2,117,672	151,657	822,750	3,092,079	-	-	-	-	3,092,079	3,153,000
5	LPR/Speed Trailers	-	-	-	-	-	100,000	50,000	50,000	50,000	250,000	250,000
6	Public Art Restoration Matrix	50,100	-	126,900	269,653	396,553	52,580	53,369	54,170	54,983	611,655	661,755
TOTAL CAPITAL EQUIPMENT PROJECTS		11,188,125	3,812,703	596,773	2,731,243	7,140,719	2,280,517	2,231,306	2,232,107	2,232,920	16,117,569	27,305,694
FACILITY REPAIRS/IMPROVEMENT PROJECTS												
7	Citywide Roof Replacement Matrix	2,612,737	740,722	1,769,293	498,973	3,008,988	569,481	597,955	627,852	659,245	5,463,521	8,076,258
8	Citywide Environmental Remediation	43,640	324,762	15,500	184,238	524,500	1,100,000	1,100,000	240,000	240,000	3,204,500	3,248,140
9	HVAC Equipment Replacement Matrix	473,728	1,077,590	15,487	543,425	1,636,502	610,522	485,885	510,179	535,688	3,778,776	4,252,504
10	Citywide Elevator Replacement Matrix	832,407	489,618	7,500	231,494	728,612	272,464	227,688	159,535	365,512	1,753,811	2,586,218
11	Optimize Energy And Water Efficiency At City Facilities	533,743	187,032	4,625	100,000	291,657	190,200	190,200	190,200	190,200	1,052,457	1,586,200
12	Right of Way & Utility Divisions' Employee Locker Rooms	259,106	25,552	46,472	-	72,024	-	-	-	-	72,024	331,130
13	Renovation of 240 Aragon Avenue (Coral Gables Cinema)	-	350,000	-	-	350,000	-	-	-	-	350,000	350,000
14	ADA Remediation	30,750	416,750	2,500	-	419,250	200,000	200,000	200,000	200,000	1,219,250	1,250,000
15	Public Works Building 6 Space Programming	-	-	-	-	-	232,393	-	-	-	232,393	232,393
16	Facilities Impact Glass Installation	-	387,250	-	-	387,250	200,000	300,000	50,554	-	937,804	937,804
17	Metal Canopy Structure for Public Works Fuel Station	-	7,500	-	-	7,500	38,500	351,500	-	-	397,500	397,500
18	Public Works Facility Exterior Painting	-	-	-	-	-	178,000	178,000	-	-	356,000	356,000
19	Solar PV at Public Works Facility	-	-	-	-	-	250,000	250,000	250,000	-	750,000	750,000
20	Open Storage Structure at Public Works Facility	-	-	-	-	-	400,000	2,848,000	-	-	3,248,000	3,248,000
21	Recertification of City Facilities	-	-	67,350	250,000	317,350	100,000	100,000	100,000	100,000	717,350	717,350
TOTAL FACILITY REPAIRS/IMPROVEMENT PROJECTS		4,786,111	4,006,776	1,928,727	1,808,130	7,743,633	4,341,560	6,829,228	2,328,320	2,290,645	23,533,386	28,319,497
HISTORIC FACILITY IMPROVEMENT PROJECTS												
22	Entrances & Fountains Refurbishment Matrix	141,423	7,652	925	50,000	58,577	154,534	156,818	159,205	161,593	690,727	832,150
23	Merrick House Repairs/Improvements	1,898,904	58,617	17,500	-	76,117	-	-	-	-	76,117	1,975,021
24	City Hall Complex Impr. Including 427 Biltmore Way	3,961,718	857,002	821,319	-	1,678,319	106,795	-	-	-	1,785,114	5,746,832
25	Jean Ward Sculptures	74,126	54,844	3,030	120,000	177,874	-	-	-	-	177,874	252,000
26	Gondola Building Restoration	29,955	20,045	-	1,125,000	1,145,045	377,455	-	-	-	1,522,500	1,552,455
27	White Way Lights Restoration	424,796	549,520	353,258	145,364	1,048,142	811,729	-	-	-	1,859,871	2,284,667
28	Coral Gables Country Club Repairs/Improvements	50,971	525,917	930,370	590,000	2,046,287	3,500,000	3,500,000	2,394,800	610,000	12,051,087	12,102,058
29	Centennial Trail	-	-	-	-	-	56,000	56,000	56,000	-	168,000	168,000
30	Fink Building Renovations	2,377,994	143,671	115,838	-	259,509	-	-	-	-	259,509	2,637,503
31	Alhambra Water Tower Restoration	29,000	46,353	-	-	46,353	1,307,150	-	-	-	1,353,503	1,382,503
32	Biltmore Hotel Renovations	2,556,407	912,593	-	600,000	1,512,593	800,000	331,000	-	-	2,643,593	5,200,000
33	Girl Scout House Restoration	-	-	-	-	-	50,000	-	-	-	50,000	50,000
34	Structural Preservation Assessment at City Facilities	-	112,652	-	-	112,652	-	-	-	-	112,652	112,652
35	Miracle Theater Restoration	-	-	-	200,000	200,000	500,000	3,055,500	-	-	3,755,500	3,755,500
36	Coral Gables Museum Repairs	-	-	-	-	-	191,000	-	-	-	191,000	191,000
TOTAL HISTORIC FACILITY IMPROVEMENT PROJECTS		11,545,294	3,288,866	2,242,238	2,830,364	8,361,468	7,854,663	7,099,318	2,610,005	771,593	26,697,047	38,242,341
MOTOR POOL EQUIPMENT REPLACEMENTS/ADDITIONS PROJECTS												
37	Motor Vehicle Replacement/Additions	21,066,039	1,451,094	2,420,770	4,136,482	8,008,346	3,552,583	3,614,753	3,678,011	3,742,376	22,596,069	43,662,108
TOTAL MOTOR POOL PROJECTS		21,066,039	1,451,094	2,420,770	4,136,482	8,008,346	3,552,583	3,614,753	3,678,011	3,742,376	22,596,069	43,662,108
PARKING IMPROVEMENT PROJECTS												
38	Upgrades/Improvements To City Garages	478,077	243,833	-	-	243,833	250,000	250,000	250,000	250,000	1,243,833	1,721,910
39	Upgrades/Improvements To City Parking Lots	1,111,204	421,033	238,898	874,704	1,534,635	1,927,286	494,191	502,128	295,185	4,753,425	5,864,629
40	Installation of Multi-Space Pay Stations	988,955	154,470	-	150,000	304,470	150,000	150,000	150,000	150,000	904,470	1,893,425
41	Closed Circuit Television Security System	385,865	120,245	-	-	120,245	-	-	-	-	120,245	506,110
42	Mobility Hub Design and Construction	1,171,138	-	1,917,445	-	1,917,445	-	-	-	-	1,917,445	3,088,583
43	Minorca Garage Design and Construction	7,606,957	2,571,219	12,243,382	-	14,814,601	-	-	-	-	14,814,601	22,421,558
44	Miracle Mile/Giralda Streetscape Paver Maintenance Progr	-	119,711	80,289	250,000	450,000	250,000	250,000	250,000	250,000	1,450,000	1,450,000
TOTAL PARKING IMPROVEMENT PROJECTS		11,742,196	3,630,511	14,480,014	1,274,704	19,385,229	2,577,286	1,144,191	1,152,128	945,185	25,204,019	36,946,215
PARKS & RECREATION IMPROVEMENT PROJECTS												
45	Purchase of Land	4,871,584	3,971,735	-	300,000	4,271,735	500,000	500,000	500,000	500,000	6,271,735	11,143,319
46	Fred B. Hartnett/Ponce Circle Park Improvements	246,096	4,511,108	358,905	-	4,870,113	798,023	3,096,477	-	-	8,764,513	9,010,609
47	Development of Neighborhood Parks	2,600,827	102,544	-	-	102,544	-	-	-	-	102,544	2,703,371
48	Lamar Louise Curry Park Improvements	417,459	30,375	14,666	-	45,041	-	-	-	-	45,041	462,500
49	Maggiore Park Improvements	808,830	26,898	120,840	-	147,738	-	-	-	-	147,738	956,568
50	Solano Prado Park Improvements	29,021	10,000	145,979	-	155,979	-	-	-	-	155,979	185,000
51	Merrick Park Improvements	-	-	-	-	-	500,000	500,000	350,000	350,000	1,700,000	1,700,000
52	William A. Cooper and Nellie B. Moore Park Enhancements	-	652,425	-	-	652,425	-	-	-	-	652,425	652,425
53	Orduna Park Enhancement	-	-	-	-	-	345,000	-	-	-	345,000	345,000
54	Toledo and Alava Neighborhood Park	-	-	-	200,000	200,000	310,000	215,000	-	-	725,000	725,000
55	San Sebastian Avenue Open Space Improvements	-	-	-	-	-	495,000	-	-	-	495,000	495,000
56	Mar Street-Play Street	-	-	-	-	-	200,000	-	-	-	200,000	200,000
57	Manatee Overlook	-	-	-	-	-	200,000	-	-	-	200,000	200,000
58	Parks & Recreation Major Repairs	12,394,582	3,421,247	977,952	1,752,091	6,151,290	1,933,014	1,962,009	1,991,439	2,021,311	14,059,063	26,453,645
59	Granada Golf Course Improvements	-	-	-	-	-	1,061,039	-	-	-	1,061,039	1,061,039
60	Venetian Pool Improvements	-	1,735,650	-	1,516,161	3,251,811	-	-	-	-	3,251,811	3,251,811
61	Blue Road Open Space Improvements	-	-	-	200,000	200,000	639,688	-	-	-	839,688	839,688
62	Jaycee Park Enhancements	355,358	-	-	-	-	50,000	200,000	500,000	1,025,875	1,775,875	2,131,233
63	Phillips Park Renovation and Enhancement	9,789	2,637,446	40,765	-	2,678,211	580,706	5,327,642	-	-	8,586,559	8,596,348
64	Splash Pad at Phillips Park	-	-	-	-	-	600,000	1,020,250	-	-	1,620,250	1,620,250
65	Salvadore Tennis Pro Shop Expansion	-	-	-	-	-	250,000	1,445,050	-	-	1,695,050	1,695,050
66	Dog Run at Salvadore Park	-	200,000	-	-	200,000	-	-	-	-	200,000	200,000
TOTAL PARKS & RECREATION IMPROVEMENT PROJECTS		21,733,546	17,299,428	1,659,107	3,968,252	22,926,787	8,462,470	14,266,428	3,341,439	3,897,186	52,894,310	74,627,856

CITY OF CORAL GABLES
FISCAL YEAR 2023-2027 FIVE YEAR CAPITAL IMPROVEMENT PLAN
PROJECT LISTING BY FISCAL YEAR

PROJ #	PROJECT NAME	PRIOR YEARS EXP	FIVE-YEAR ESTIMATE							FIVE-YEAR PROJECT TOTAL	TOTAL PROJ LIFE TO DATE EXP	
			2023				2024	2025	2026			2027
			PR YR AVAIL	OPEN P.O.	NEW	TOTAL						
PUBLIC SAFETY IMPROVEMENT PROJECTS												
67	Central & Mobile Radio System Replacement/Upgrade	6,272,270	44,781	19,949	-	64,730	-	-	-	-	64,730	6,337,000
68	Radio System Replacement Matrix	293,742	918,124	4,500	628,747	1,551,371	693,672	704,078	714,639	725,358	4,389,118	4,682,860
69	Fire Equipment Replacement Program	764,720	660,285	32,741	187,628	880,654	207,002	210,107	213,259	216,457	1,727,479	2,492,199
70	Construction of New Public Safety Building	67,193,802	715,637	721,010	-	1,436,647	-	-	-	-	1,436,647	68,630,449
71	Fire Station 2/Trolley Depot	13,115,087	74,333	168,371	-	242,704	-	-	-	-	242,704	13,357,791
72	Fire Station 3 - Repairs & Improvements	1,429,334	97	39,903	-	40,000	-	-	-	-	40,000	1,469,334
73	Closed Circuit Television Security System	2,875,458	28	114,514	-	114,542	-	-	-	-	114,542	2,990,000
74	Development of Fire House 4	2,457,047	-	181,366	-	181,366	-	-	-	-	181,366	2,638,413
75	Police Rifle Replacement Program	-	52,147	50,564	12,025	114,736	13,267	13,466	13,668	13,873	169,010	169,010
76	Police Body Worn Cameras	-	-	-	585,000	585,000	206,000	206,000	-	-	997,000	997,000
77	Warehouse 1 Repairs & Improvements	4,633	41,867	-	-	41,867	-	-	-	-	41,867	46,500
TOTAL PUBLIC SAFETY IMPROVEMENT PROJECTS		94,406,093	2,507,299	1,332,918	1,413,400	5,253,617	1,119,941	1,133,651	941,566	955,688	9,404,463	103,810,556
TRANSPORTATION & RIGHT OF WAY IMPROVEMENT PROJECTS												
78	Granada & Columbus Plazas Transportation Improvements	-	714,290	35,710	-	750,000	200,000	550,000	-	-	1,500,000	1,500,000
79	Installation of Bike Infrastructure	627,861	659,382	19,191	-	678,573	-	-	-	-	678,573	1,306,434
80	Old Cutler Road Entry Feature	26,020	-	-	-	-	415,178	-	-	-	415,178	441,198
81	Citywide Alleyway Paving Improvements	235,079	245,115	144,806	-	389,921	200,000	200,000	200,000	200,000	1,189,921	1,425,000
82	Citywide Pedestrian Infrastructure Program	5,536,177	890,454	424,951	1,000,000	2,315,405	1,230,000	1,230,000	1,230,000	1,230,000	7,235,405	12,771,582
83	Citywide Street Resurfacing Program	9,057,454	102,180	542,410	500,000	1,144,590	500,000	500,000	500,000	500,000	3,144,590	12,202,044
84	Milling, Resurfacing, & Restriping of Public Works Facility	-	-	-	-	-	200,000	350,000	-	-	550,000	550,000
85	Channel Markers Upgrade & Maintenance Program	55,807	119,193	-	-	119,193	15,000	15,000	15,000	15,000	179,193	235,000
86	Citywide Traffic Calming Program	2,057,395	1,750,085	586,951	1,000,000	3,337,036	1,465,560	1,465,560	1,465,560	1,465,560	9,199,276	11,256,671
87	Bridge Repairs & Improvements	232,047	44,798	173,171	50,000	267,969	150,000	100,000	100,000	100,000	717,969	950,016
88	Biltmore Way Streetscape Improv.	51,535	289,591	17,339	-	306,930	1,000,000	1,200,000	1,200,000	1,200,000	4,906,930	4,958,465
89	Cartagena Circle Landscape Improv.	8,415	1,012	-	-	1,012	47,500	-	-	-	48,512	56,927
90	De Soto Fountain Traffic Circle	20,763	-	-	-	-	339,000	650,000	-	-	989,000	1,009,763
91	Miracle Mile Streetscape Improvements	23,049,275	304,404	4,189	-	308,593	-	-	-	-	308,593	23,357,868
92	Giralda Avenue Streetscape Improvements	6,011,977	20,000	-	-	20,000	160,800	130,800	130,800	-	442,400	6,454,377
93	Ponce de Leon Landscape - Phase III	238,204	1,861,248	48,115	300,000	2,209,363	-	-	-	-	2,209,363	2,447,567
94	Improvements North of SW 8th Street	191,923	682,890	25,187	-	708,077	298,652	2,500,000	1,491,042	-	4,997,771	5,189,694
95	Ponce De Leon Right-of-Way Landscaping	238,204	200,000	-	-	200,000	80,000	300,000	385,000	-	965,000	1,203,204
96	Residential Waste Pit Restoration	429,829	31,671	13,500	100,000	145,171	100,000	100,000	100,000	100,000	545,171	975,000
97	Street Tree Succession Plan	4,387,561	144,699	9,580	175,000	329,279	200,000	200,000	200,000	200,000	1,129,279	5,516,840
98	Aragon Pedestrian Lighting Improvements	38,301	-	-	-	-	91,194	-	-	-	91,194	129,495
99	LED Street Lights Conversion	86,795	245,605	117,600	-	363,205	-	-	-	-	363,205	450,000
100	Monegro Crafts Section Street Ends	428,362	13,786	-	-	13,786	-	-	-	-	13,786	442,148
101	Wayfinding and Signage Program Improvements	340,731	1,039,269	-	-	1,039,269	150,000	150,000	150,000	150,000	1,639,269	1,980,000
102	Street Ends Beautification	3,400	286,800	9,800	-	296,600	300,000	100,000	100,000	100,000	896,600	900,000
103	North Ponce Streetscape	100,954	278,308	10,738	-	289,046	400,000	400,000	400,000	400,000	1,889,046	1,990,000
104	Last Mile Transit Stop Improvements	96,365	224,880	178,755	135,000	538,635	640,120	-	-	-	1,178,755	1,275,120
105	Alhambra Circle Streetscape	-	-	-	-	-	542,500	450,000	471,638	-	1,464,138	1,464,138
106	Ponce de Leon Park Improvements	-	-	-	-	-	427,000	500,000	500,000	-	1,427,000	1,427,000
107	Mangrove Trimming Along Waterways	-	-	-	-	-	150,000	50,000	50,000	50,000	300,000	300,000
108	Venera Neighborhood Master Planning	-	390,775	-	-	390,775	-	-	-	-	390,775	390,775
109	Underline Improvements	-	6,375,549	-	-	6,375,549	-	-	-	-	6,375,549	6,375,549
110	Cocoplum Street Lighting	-	55,000	-	-	55,000	110,000	-	-	-	165,000	165,000
111	Commodore Trail Rehabilitation	-	-	-	-	-	250,000	-	-	-	250,000	250,000
112	Pisano Avenue Improvements	-	-	-	-	-	115,000	-	-	-	115,000	115,000
TOTAL TRANSPORTATION & RIGHT OF WAY PROJECTS		53,550,434	16,970,984	2,361,993	3,260,000	22,592,977	9,777,504	11,141,360	8,689,040	5,710,560	57,911,441	111,461,875
UTILITY REPAIRS/IMPROVEMENTS PROJECTS												
113	Sanitary Sewer Major Repairs	3,075,303	1,366,187	884,151	1,859,320	4,109,658	1,859,320	1,859,320	1,859,320	1,859,320	11,546,938	14,622,241
114	Sanitary Sewer Volume Ordinance	1,747,608	971	34,357	-	35,328	-	-	-	-	35,328	1,782,936
115	Force Main Replacement Program	489,885	12,101,275	4,199,933	-	16,301,208	-	-	-	-	16,301,208	16,791,093
116	Citywide Inflow & Infiltration Abatement	4,882,179	5,425	13,798	955,000	974,223	500,000	500,000	500,000	500,000	2,974,223	7,856,402
117	Station D Rehabilitation	713,018	213,745	1,086,255	-	1,300,000	-	-	-	-	1,300,000	2,013,018
118	Station E Rehabilitation	197,018	247	1,482	-	1,729	-	-	-	-	1,729	198,747
119	Station F Rehabilitation	396,633	-	206,940	-	206,940	-	-	-	-	206,940	603,573
120	Cocoplum Pump Station 1 Upgrade	2,343,020	78,569	45,170	-	123,739	-	-	-	-	123,739	2,466,759
121	City 2 Basin Gravity Sewer Improvement Phase II	1,844,239	443,904	9,250	-	453,154	-	-	-	-	453,154	2,297,393
122	Leucadendra 2 Pump Station Rehab.	457,244	1,492	41,264	-	42,756	-	-	-	-	42,756	500,000
123	Pump Station Remote Monitoring	248,179	658,161	293,660	-	951,821	-	-	-	-	951,821	1,200,000
124	Sanitary Sewer Electronic Atlas Update and Model Calibrat	55,484	94,516	-	50,000	144,516	50,000	50,000	50,000	50,000	344,516	400,000
125	Sewer Pipe Cameras	119,882	7,739	2,379	50,000	60,118	5,000	5,000	5,000	5,000	80,118	200,000
126	Citywide Septic to Sewer Conversion Assessment	-	173,630	16,370	562,500	752,500	187,500	-	-	-	940,000	940,000
127	Stormwater System Improvement Program	2,589,038	1,180,767	626,356	300,000	2,107,123	300,000	300,000	275,000	250,000	3,232,123	5,821,161
128	Storm Drainage Master Plan	-	500,000	-	500,000	1,000,000	-	-	-	-	1,000,000	1,000,000
129	Cross-Connection Removal	1,716,331	265,772	192,372	-	458,144	100,000	100,000	100,000	100,000	858,144	2,574,475
130	Cocoplum Drainage Improvements	983,590	945,110	21,454	350,000	1,316,564	150,000	-	-	-	1,466,564	2,450,154
131	Canal Bank Stabilization	53,644	565,362	28,281	-	593,643	-	-	-	-	593,643	647,287
132	Sea Level Rise Mitigation Program	187,500	13,063,264	-	3,670,000	16,733,264	4,115,000	4,560,000	5,005,000	5,005,000	35,418,264	35,605,764
133	Stormwater Outfall Baffles	-	110,000	-	-	110,000	-	-	-	-	110,000	110,000
134	Coral Gables Waterways Maintenance	419,717	2,113,487	67,046	150,000	2,330,533	150,000	300,000	325,000	350,000	3,455,533	3,875,250
135	Coruna Canal Salinity Berm Rehabilitation	-	60,000	-	-	60,000	-	-	-	-	60,000	60,000
136	Sunrise Harbor Drainage/Repair Assessment	323,823	10,975	15,202	-	26,177	100,000	100,000	100,000	100,000	426,177	750,000
TOTAL UTILITY REPAIRS/IMPROVEMENTS PROJECTS		22,843,335	33,960,598	7,785,720	8,446,820	50,193,138	7,516,820	7,774,320	8,219,320	8,219,320	81,922,918	104,766,253
TOTAL		\$ 252,861,173	\$ 86,928,259	\$ 34,808,260	\$ 29,869,395	\$ 151,605,914	\$ 47,483,344	\$ 55,234,555	\$ 33,191,936	\$ 28,765,473	\$ 316,281,222	\$ 569,142,395

CITY OF CORAL GABLES
FISCAL YEAR 2023-2027 FIVE YEAR CAPITAL IMPROVEMENT PLAN
PROJECT TYPE SUMMARY BY YEAR & FUNDING SOURCE & RELATED OPERATING COST

PROJECT TYPE SUMMARY BY YEAR

PROJECT NAME	FIVE-YEAR ESTIMATE								FIVE-YEAR PROJECT TOTAL
	2023				2024	2025	2026	2027	
	PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
CAPITAL EQUIPMENT REPL/UPGRADES	\$ 3,812,703	\$ 596,773	\$ 2,731,243	\$ 7,140,719	\$ 2,280,517	\$ 2,231,306	\$ 2,232,107	\$ 2,232,920	\$ 16,117,569
FACILITY REPAIRS/IMPROVEMENTS	4,006,776	1,928,727	1,808,130	7,743,633	4,341,560	6,829,228	2,328,320	2,290,645	23,533,386
HISTORIC FACILITY RESTORATION	3,288,866	2,242,238	2,830,364	8,361,468	7,854,663	7,099,318	2,610,005	771,593	26,697,047
MOTOR POOL EQUIP REPL/ADDITIONS	1,451,094	2,420,770	4,136,482	8,008,346	3,552,583	3,614,753	3,678,011	3,742,376	22,596,069
PARKING IMPROVEMENTS	3,630,511	14,480,014	1,274,704	19,385,229	2,577,286	1,144,191	1,152,128	945,185	25,204,019
PARKS & RECREATION IMPROVEMENTS	17,299,428	1,659,107	3,968,252	22,926,787	8,462,470	14,266,428	3,341,439	3,897,186	52,894,310
PUBLIC SAFETY IMPROVEMENTS	2,507,299	1,332,918	1,413,400	5,253,617	1,119,941	1,133,651	941,566	955,688	9,404,463
TRANSPORTATION & RIGHT OF WAY	16,970,984	2,361,993	3,260,000	22,592,977	9,777,504	11,141,360	8,689,040	5,710,560	57,911,441
UTILITY REPAIR/IMPROVEMENTS	33,960,598	7,785,720	8,446,820	50,193,138	7,516,820	7,774,320	8,219,320	8,219,320	81,922,918
TOTAL	\$ 86,928,259	\$ 34,808,260	\$ 29,869,395	\$ 151,605,914	\$ 47,483,344	\$ 55,234,555	\$ 33,191,936	\$ 28,765,473	\$ 316,281,222

PROJECT TYPE SUMMARY BY FUNDING SOURCE

PROJECT TYPE	GEN CAP IMPR	NRP	ROADWAY	CG IMP FEES	STORM WATER	SANI SEWER	MOTOR POOL	TROLLEY	PARKING SYSTEM	GRANT & OTHER	FIVE-YEAR PROJECT TOTAL
CAPITAL EQUIPMENT REPL/UPGRADES	\$ 12,837,270	\$ -	\$ -	\$ 81,605	\$ -	\$ -	\$ 190	\$ 524,099	\$ -	\$ 2,674,405	\$ 16,117,569
FACILITY REPAIRS/IMPROVEMENTS	23,123,992	-	-	-	11,072	11,072	-	-	-	387,250	23,533,386
HISTORIC FACILITY RESTORATION	24,930,599	-	-	-	-	-	-	-	-	1,766,448	26,697,047
MOTOR POOL EQUIP REPL/ADDITIONS	-	-	-	-	600,000	-	21,996,069	-	-	-	22,596,069
PARKING IMPROVEMENTS	45,947	-	-	3,859,009	-	-	-	-	19,381,618	1,917,445	25,204,019
PARKS & RECREATION IMPROVEMENTS	42,653,414	196,194	-	4,036,605	-	-	-	-	-	6,008,097	52,894,310
PUBLIC SAFETY IMPROVEMENTS	8,282,574	-	808	208,983	-	-	-	-	-	912,098	9,404,463
TRANSPORTATION & RIGHT OF WAY	26,824,442	49,000	9,490,206	4,049,959	-	-	-	1,260,659	-	16,237,175	57,911,441
UTILITY REPAIR/IMPROVEMENTS	974,785	-	-	-	44,404,132	19,146,038	-	-	-	17,397,963	81,922,918
TOTAL	\$ 139,673,023	\$ 245,194	\$ 9,491,014	\$ 12,236,161	\$ 45,015,204	\$ 19,157,110	\$ 21,996,259	\$ 1,784,758	\$ 19,381,618	\$ 47,300,881	\$ 316,281,222

DETAIL OF GRANT & OTHER FUNDING SOURCES BY PROJECT TYPE

PROJECT TYPE	SPEC ASSESS	M-D IMP FEE	MDC GRANT	DEVELOPER FEE	ART IN PUB. PLACES	PRIVATE GRANT	SUN STATE FINANCING	FEDERAL GRANT	STATE GRANT	ARPA 2021	FIVE-YEAR PROJECT TOTAL
CAPITAL EQUIPMENT REPL/UPGRADES	\$ -	\$ -	\$ -	\$ -	\$ 611,655	\$ -	\$ -	\$ -	\$ -	\$ 2,062,750	\$ 2,674,405
FACILITY REPAIRS/IMPROVEMENTS	-	-	-	-	-	-	-	-	-	387,250	387,250
HISTORIC FACILITY RESTORATION	-	-	-	-	1,013,448	3,000	-	-	750,000	-	1,766,448
MOTOR POOL EQUIP REPL/ADDITIONS	-	-	-	-	-	-	-	-	-	-	-
PARKING IMPROVEMENTS	-	-	-	-	-	-	1,917,445	-	-	-	1,917,445
PARKS & RECREATION IMPROVEMENTS	-	-	-	1,800,000	-	10,365	-	-	468,187	3,729,545	6,008,097
PUBLIC SAFETY IMPROVEMENTS	-	-	-	168,595	-	-	43,503	700,000	-	-	912,098
TRANSPORTATION & RIGHT OF WAY	10,604,694	1,535,288	277,412	2,716,365	228,416	-	-	-	875,000	-	16,237,175
UTILITY REPAIR/IMPROVEMENTS	-	-	-	-	-	-	14,766,432	-	2,631,531	-	17,397,963
TOTAL	\$ 10,604,694	\$ 1,535,288	\$ 277,412	\$ 4,684,960	\$ 1,853,519	\$ 13,365	\$ 16,727,380	\$ 700,000	\$ 4,724,718	\$ 6,179,545	\$ 47,300,881

CITY OF CORAL GABLES
FISCAL YEAR 2023-2027 FIVE YEAR CAPITAL IMPROVEMENT PLAN
PROJECT TYPE SUMMARY BY RELATED OPERATING COST

TOTAL RELATED OPERATING COST

EXPENSE TYPE	FIVE-YEAR ESTIMATE					FIVE-YEAR PROJECT TOTAL
	2023	2024	2025	2026	2027	
CAPITAL EQUIPMENT REPL/UPGRADES	\$ 25,500	\$ 40,500	\$ 40,500	\$ 40,500	\$ 40,500	\$ 187,500
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	25,500	40,500	40,500	40,500	40,500	187,500
FACILITY REPAIRS/IMPROVEMENTS	203,000	203,000	203,000	203,000	203,000	1,015,000
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	203,000	203,000	203,000	203,000	203,000	1,015,000
HISTORIC FACILITY RESTORATION	4,672,975	4,697,437	4,738,910	4,781,421	4,824,994	23,715,737
PERSONNEL SERVICES	1,618,475	1,658,937	1,700,410	1,742,921	1,786,494	8,507,237
OTHER THAN PERSONNEL SERVICES	3,054,500	3,038,500	3,038,500	3,038,500	3,038,500	15,208,500
MOTOR POOL EQUIP REPL/ADDITIONS	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-
PARKING IMPROVEMENTS	-	452,746	462,814	473,135	483,713	1,872,408
PERSONNEL SERVICES	-	402,746	412,814	423,135	433,713	1,672,408
OTHER THAN PERSONNEL SERVICES	-	50,000	50,000	50,000	50,000	200,000
PARKS & RECREATION IMPROVEMENTS	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-
PUBLIC SAFETY IMPROVEMENTS	293,723	511,945	527,335	522,865	536,189	2,392,057
PERSONNEL SERVICES	281,153	503,935	503,935	514,855	526,049	2,329,927
OTHER THAN PERSONNEL SERVICES	12,570	8,010	23,400	8,010	10,140	62,130
TRANSPORTATION & RIGHT OF WAY	400,000	420,292	420,292	420,292	420,292	2,081,168
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	400,000	420,292	420,292	420,292	420,292	2,081,168
UTILITY REPAIR/IMPROVEMENTS	25,000	25,000	25,000	25,000	25,000	125,000
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	25,000	25,000	25,000	25,000	25,000	125,000
TOTAL RELATED OPERATING COST	\$ 5,620,198	\$ 6,350,920	\$ 6,417,851	\$ 6,466,213	\$ 6,533,688	\$ 31,388,870

CITY OF CORAL GABLES
COMMUNITY RECREATION MAJOR REPAIR PROJECTS BY YEAR

PROJECT NAME	FIVE-YEAR ESTIMATE								FIVE-YEAR PROJECT TOTAL
	2023				2024	2025	2026	2027	
	PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
Artificial Turf Safety Surfacing Replacement & Additions	\$ 200,000	\$ -	\$ 100,000	\$ 300,000	\$ 100,000	\$ 100,000	\$ -	\$ 100,000	\$ 600,000
Blue Road Open Space Renovation	417,009	45,235	-	462,244	-	-	-	-	462,244
Cepero Park Improvements - Phase 2	100,000	-	125,000	225,000	-	-	-	-	225,000
Coral Bay Playground	-	-	-	-	-	-	750,000	-	750,000
Creation of Dog Park at Gables Station	380,000	21,000	-	401,000	-	-	-	-	401,000
Fitness Trails	34,371	-	-	34,371	-	-	-	-	34,371
Granada Golf Course Groundwater Diversion	35,000	-	-	35,000	-	-	-	-	35,000
Granada Golf Maintenance Shop Renovation	-	-	309,591	309,591	587,500	-	-	-	897,091
Granada Golf Course Shelter Improvements	373,707	51,191	-	424,898	-	-	-	-	424,898
Holiday Tree Purchase	6,125	121,375	-	127,500	-	-	-	-	127,500
Ingraham Park Fitness Equipment	-	-	-	-	-	250,000	-	-	250,000
Kerdyk Family Park Playground Expansion	12,116	-	-	12,116	-	-	-	-	12,116
Kerdyk Family Park Trail Renovation	4,439	-	-	4,439	-	-	-	-	4,439
Lightning Protection System for Facilities	61,000	-	-	61,000	-	-	-	-	61,000
P&R Facilities Surveillance Systems	104,972	-	42,500	147,472	42,500	42,500	42,500	42,500	317,472
Park Basketball and Tennis Court Renovations	20,000	-	-	20,000	-	-	-	-	20,000
Park Furnishings	111,344	-	75,000	186,344	75,000	75,000	75,000	75,000	486,344
Pierce Park Renovation	50,025	469,301	-	519,326	-	-	-	-	519,326
Rotary Park Improvements	-	-	-	-	567,735	-	-	-	567,735
Ruth Bryan Owen Waterway Park Renovation	-	-	400,000	400,000	-	-	-	-	400,000
Salvadore Park Tennis Facility Renovation	-	-	-	-	-	1,000,000	-	-	1,000,000
Salvadore Park Playground Expansion	71,255	19,577	-	90,832	-	-	-	-	90,832
Salvadore Park Playground Replacement	3,623	-	-	3,623	-	-	-	-	3,623
Salvadore Park Tennis Pro Shop Renovation	1,000	-	-	1,000	-	-	-	-	1,000
Salvadore Park Tennis Shade Addition	18,548	12,226	-	30,774	-	-	-	-	30,774
Shade Structure Repairs & Additions	20,752	21,248	100,000	142,000	100,000	-	100,000	100,000	442,000
Sunrise Harbor Playground Replacement	-	-	-	-	-	369,000	881,000	-	1,250,000
Venetian Pool Improvements	24,990	-	95,000	119,990	300,000	100,000	100,000	100,000	719,990
Venetian Pool Concession Stand Renovation	249,782	37,909	-	287,691	-	-	-	-	287,691
Venetian Pool Phase 6	100,051	3,468	-	103,519	-	-	-	-	103,519
Venetian Pool Pump & Utilities Renovation	358,974	95,020	505,000	958,994	-	-	-	-	958,994
Youth Center Amenities Improvements	105,000	-	-	105,000	-	-	-	-	105,000
Youth Center Courtyard Improvements	-	-	-	-	60,000	-	-	-	60,000
Youth Center Field Doors & Gates	-	-	-	-	100,000	-	-	-	100,000
Youth Center Fitness Center Renovation	44,831	1,980	-	46,811	-	-	-	-	46,811
Youth Center Intercom & P.A. Replacement	1,182	-	-	1,182	-	-	-	-	1,182
Youth Center Interior Renovations	606	-	-	606	-	-	-	-	606
Youth Center Master Plan	-	29,151	-	29,151	-	-	-	-	29,151
Youth Center Phase 1 Improvements	10	46,915	-	46,925	-	-	-	-	46,925
Youth Center Structural Improvements	155,596	-	-	155,596	-	-	-	-	155,596
Youth Center & Grounds Improvements	9,158	2,356	-	11,514	-	-	-	-	11,514
Youth Center Field Resod & Irrigation	45,000	-	-	45,000	-	-	-	-	45,000
Well Identification Program	25,000	-	-	25,000	-	25,000	25,000	25,000	100,000
Unassigned	55,317	-	-	55,317	279	509	17,939	1,578,811	1,652,855
TOTAL	\$ 3,421,247	\$ 977,952	\$ 1,752,091	\$ 6,151,290	\$ 1,933,014	\$ 1,962,009	\$ 1,991,439	\$ 2,021,311	\$ 14,059,063

✓ - Completed Project

CITY OF CORAL GABLES
COMMUNITY RECREATION ACTIVE MAJOR REPAIR PROJECTS

PROJECT NAME	CURRENT STATUS
Blue Road Open Space Park	Re-Design commenced in 2021. improvements to waterfront detail to include a viewing deck and also possible child play equipment.
Cepero Park	Phase 1 - completed. Design for Phase 2 to commence in FY 2022-23.
Fitness Trails	Equipment for Youth Center has been installed and project has been completed. William H. Kerdyk Jr. and Family Park fitness trail project completed in August 2021.
Granada Golf Course Improvements	Phase 1 - completed. Phase 2 - Irrigation system completed; Golf Shelter Design completed and community input process underway. Pro Shop Design and public input design completed. Currently beginning permitting and procurement process.
Holiday Tree Purchase	Procurement process underway with expected delivery in 2022.
Jaycee Park Playground	✓ - Playground completed in Spring of 2021.
Kerdyk Family Park Playground Expansion	✓ - New playground installation has been completed.
Kerdyk Family Park Trail Renovation	✓ - Construction completed.
Lightning Protection System for Facilities	Site surveys completed for tennis and golf facilities. Estimate for systems options presented. Awaiting beginning of installation in concert with larger projects.
Parks & Recreation Master Plan	✓ - Parks Master Plan has been completed.
P&R Facilities Surveillance Systems	Surveillance/alarm systems have been installed at the Youth Center, Venetian Pool, Adult Activity Center, Biltmore Tennis Center, and Granada Maintenance Shop. Granada Pro Shop will be the next facility to have cameras installed with additional improvements proposed for Pierce Park.
Park Furnishings	Furnishings purchased in FY 2021 include benches and trash receptacles. Ongoing replacement matrix.
Phillips Park Renovation	A new park enhancement masterplan (in line with the overall Community Recreation master plan) is underway this will identify additional improvements, amenities and additional items through several phases of a larger renovation.
Pierce Park Renovation	Design completed for project. Public input process completed for project. Construction has begun and is to be completed late 2022.
Creation of Dog Park at Gables Station	Dog Park design completed and public input process completed. Project will be completed by Miami-Dade County with City funding.
Salvadore Park Playground Expansion and Renovation	Construction on the Playground/Expansion of the south area has been completed and renovation of the existing playground has been completed. Pending items are light bollards resolution.
Salvadore Park Tennis Pro Shop Renovation	Large renovation project has begun phased funding.
Venetian Pool Improvements	Concession area renovation design completed and scheduled for construction in late 2022. A Pool Bottom and Structural Assessment has been completed and proposed funding has been requested. A repair project including an assessment of the Pool Pump and Utilities is underway and scheduled to be completed by end of FY22. Funding has been requested for renovation and implementation of assessment results.
Youth Center Structural Improvements	✓ - Indoor and outdoor Youth Center Playground completed.
Youth Center Amenities Improvements	Gymnastics room completed. Second phase to include renovations that will emanate out of Youth Center Master plan completion.
Youth Center Master Plan	✓ - Youth Center Master Plan has been completed.

✓ - Completed Project

CITY OF CORAL GABLES
BUILDING THE VEHICLE REPLACEMENT BUDGET (With CPI)
Based on Current Fleet Replacement Value and Useful Life from 8 to 20 Years

ANNUAL VEHICLE REPLACEMENT REQUIREMENTS ADJUSTED BY ANNUAL CPI								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Vehicle Replacement Requirements	\$ 19,751,477	\$ 2,885,911	\$ 3,379,415	\$ 3,476,309	\$ 3,491,748	\$ 3,552,583	\$ 3,614,753	\$ 3,678,011
CPI Adjustment @ 1.75%	280,911	50,503	59,017	60,173	60,835	62,170	63,258	64,365
Adjusted Vehicle Replacement Requirements	\$ 20,032,388	\$ 2,936,414	\$ 3,438,432	\$ 3,536,482	\$ 3,552,583	\$ 3,614,753	\$ 3,678,011	\$ 3,742,376

ANNUAL CALCULATION OF INCREASE TO PRIOR YEAR REPLACEMENT BUDGET								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Vehicle Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ 13,830,077	\$ -	\$ 3,372,415	\$ 3,371,309	\$ 3,491,748	\$ 3,552,583	\$ 3,614,753	\$ 3,678,011
Increase to Base - (By Elim. Lease Payments Budget)	285,000	-	-	-	-	-	-	-
Incremental Increase to Base - (From Oper. Rev.)	1,350,000	-	-	-	-	-	-	-
CPI Adjustment @1.75% - (From Oper. Rev.)	280,911	-	59,017	60,173	60,835	62,170	63,258	64,365
Net Increase to Prior Year Distributed Cost	1,630,911	-	59,017	60,173	60,835	62,170	63,258	64,365
Net Replacement Cost From Operating Revenue	15,745,988	-	3,431,432	3,431,482	3,552,583	3,614,753	3,678,011	3,742,376
% of Budget Funded by Operating Revenue	79%	0%	100%	97%	100%	100%	100%	100%
Planned Use of Motor Pool or General Fund Balance	4,286,400	2,936,414	7,000	105,000	-	-	-	-
Annual Vehicle Replacement Budget	\$ 20,032,388	\$ 2,936,414	\$ 3,438,432	\$ 3,536,482	\$ 3,552,583	\$ 3,614,753	\$ 3,678,011	\$ 3,742,376

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

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

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

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

CITY OF CORAL GABLES
BUILDING THE I&T EQUIPMENT REPLACEMENT BUDGET
Based on Current I&T Equipment Replacement Value and Useful Life from 2 to 10 Years

ANNUAL I&T EQUIPMENT REPLACEMENT REQUIREMENTS								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
IT Equipment Replacement Requirements	\$ 7,664,020	\$ 1,106,137	\$ 1,557,502	\$ 1,638,840	\$ 1,777,937	\$ 1,777,937	\$ 1,777,937	\$ 1,777,937
One-Time funds to cover immediate need	-	-	550,000	-	-	-	-	-
CPI Adjustment @ 0.0% *	-	-	-	-	-	-	-	-
Adjusted I&T Equipment Replacement Requirements	\$ 7,664,020	\$ 1,106,137	\$ 2,107,502	\$ 1,638,840	\$ 1,777,937	\$ 1,777,937	\$ 1,777,937	\$ 1,777,937

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
I&T Equipment Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ 5,071,294	\$ -	\$ 500,000	\$ 500,000	\$ 1,777,937	\$ 1,777,937	\$ 1,777,937	\$ 1,777,937
Incremental Increase to Base - (From Oper. Revenue)	1,046,094	-	-	-	-	-	-	-
Net Replacement Cost From Operating Revenue	6,117,388	-	500,000	500,000	1,777,937	1,777,937	1,777,937	1,777,937
% of Budget Funded by Operating Revenue	80%	0%	24%	31%	100%	100%	100%	100%
Use of Fund Balance **	1,546,632	1,106,137	1,607,502	1,138,840	-	-	-	-
Annual I&T Equipment Replacement Budget	\$ 7,664,020	\$ 1,106,137	\$ 2,107,502	\$ 1,638,840	\$ 1,777,937	\$ 1,777,937	\$ 1,777,937	\$ 1,777,937

* I&T equipment CPI is negative. This plan utilizes a CPI of 0.0% instead of a decreasing CPI to allow for system upgrades, i.e. increased functionality.

** Total use of fund balance = \$5,399,111 over 9 fiscal years

BUILDING THE PARKS & RECREATION FACILITY & EQUIPMENT REPLACEMENT BUDGET
Based on Current Parks Facility & Equipment Replacement Value and Useful Life from 5 to 20 Years

ANNUAL PARKS & REC. FACILITY & EQUIPMENT REPLACEMENT REQUIREMENTS								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
P&R FAC & Equipment Replacement Requirements	\$ 7,187,106	\$ 1,000,000	\$ 1,876,302	\$ 1,723,946	\$ 1,907,155	\$ 1,933,014	\$ 1,962,009	\$ 1,991,439
CPI Adjustment @1.5%	87,809	-	-	28,145	25,859	28,995	29,430	29,872
Adjusted P&R FAC & Equip Replacement Requirements	\$ 7,274,915	\$ 1,000,000	\$ 1,876,302	\$ 1,752,091	\$ 1,933,014	\$ 1,962,009	\$ 1,991,439	\$ 2,021,311

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Parks & Rec. Facility & Equip. Replacement Budget - Base Budget (From Prior Year Recurring Revenues)	\$ 2,321,191	\$ -	\$ 722,271	\$ 971,855	\$ 1,907,155	\$ 1,933,014	\$ 1,962,009	\$ 1,991,439
Incremental Increase to Base - (From Oper. Revenue)	950,000	-	-	-	-	-	-	-
CPI Adjustment @1.5% *	87,809	-	-	28,145	25,859	28,995	29,430	29,872
Net Replacement Cost From Operating Revenue	3,359,000	-	722,271	1,000,000	1,933,014	1,962,009	1,991,439	2,021,311
% of Budget Funded by Operating Revenue	46%	0%	38%	57%	100%	100%	100%	100%
Use of Fund Balance *	3,915,915	1,000,000	1,154,031	752,091	-	-	-	-
Annual Parks & Rec. Fac. & Equip. Replacement Budget	\$ 7,274,915	\$ 1,000,000	\$ 1,876,302	\$ 1,752,091	\$ 1,933,014	\$ 1,962,009	\$ 1,991,439	\$ 2,021,311

* Total use of fund balance = \$6,822,037 over 7 fiscal years

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

ANNUAL ROOF EQUIPMENT REPLACEMENT REQUIREMENTS								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Roof Equipment Replacement Requirements	\$ -	\$ 274,271	\$ 516,536	\$ 491,225	\$ 544,920	\$ 569,481	\$ 597,955	\$ 627,853
CPI Adjustment @5%	-	4,114	-	7,748	24,561	28,474	29,898	31,393
Adjusted Roof Replacement Requirements	\$ -	\$ 278,385	\$ 516,536	\$ 498,973	\$ 569,481	\$ 597,955	\$ 627,853	\$ 659,246

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Roof Replacement Budget - Base Budget (From Prior Year Recurring Revenues)	\$ 744,438	\$ -	\$ 516,536	\$ 242,252	\$ 544,920	\$ 569,481	\$ 597,955	\$ 627,853
Incremental Increase to Base - (From Oper. Revenue)	198,843	-	-	-	-	-	-	-
CPI Adjustment @5% - (From Oper. Rev.)	10,428	-	-	7,748	24,561	28,474	29,898	31,393
Net Replacement Cost From Operating Revenue	953,709	-	516,536	250,000	569,481	597,955	627,853	659,246
% of Budget Funded by Operating Revenue	100%	0%	100%	50%	100%	100%	100%	100%
Planned Use of Fund Balance *	878,530	278,385	-	248,973	-	-	-	-
Annual Roof Replacement Budget	\$ 1,832,239	\$ 278,385	\$ 516,536	\$ 498,973	\$ 569,481	\$ 597,955	\$ 627,853	\$ 659,246

* Total planned use of fund balance = \$1,405,888 over 7 fiscal years

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

ANNUAL HVAC REPLACEMENT REQUIREMENTS								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
HVAC Replacement Requirements	\$ 820,724	\$ 187,001	\$ 292,233	\$ 345,208	\$ 396,845	\$ 416,687	\$ 485,885	\$ 510,179
One-Time funds to cover immediate need	-	-	192,653	193,834	193,835	48,364	-	-
CPI Adjustment @5%	5,014	2,805	-	4,383	19,842	20,834	24,294	25,509
Adjusted HVAC Replacement Requirements	\$ 825,738	\$ 189,806	\$ 484,886	\$ 543,425	\$ 610,522	\$ 485,885	\$ 510,179	\$ 535,688

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
HVAC Replacement Budget - Base Budget (From Prior Year Recurring Revenues)	\$ 260,318	\$ -	\$ 292,233	\$ 395,617	\$ 396,845	\$ 416,687	\$ 485,885	\$ 510,179
Incremental Increase to Base - (From Oper. Revenue)	104,283	-	-	-	-	-	-	-
CPI Adjustment @5% - (From Oper. Rev.)	5,014	-	-	4,383	19,842	20,834	24,294	25,509
Net Replacement Cost From Operating Revenue	369,615	-	292,233	400,000	416,687	437,521	510,179	535,688
% of Budget Funded by Operating Revenue	45%	0%	60%	74%	68%	90%	100%	100%
Planned Use of Fund Balance *	456,123	189,806	192,653	143,425	193,835	48,364	-	-
Annual HVAC Replacement Budget	\$ 825,738	\$ 189,806	\$ 484,886	\$ 543,425	\$ 610,522	\$ 485,885	\$ 510,179	\$ 535,688

* Total planned use of fund balance = \$1,224,206 over 10 fiscal years

CITY OF CORAL GABLES
BUILDING THE FIRE EQUIPMENT REPLACEMENT BUDGET
Based on Current Fire Equipment Replacement Value and Useful Life from 2 to 20 Years

ANNUAL FIRE EQUIPMENT REPLACEMENT REQUIREMENTS								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Fire Equipment Replacement Requirements	\$ 778,741	\$ 283,224	\$ 179,404	\$ 184,937	\$ 203,943	\$ 207,002	\$ 210,107	\$ 213,259
One-Time funds to cover immediate need	-	-	43,750	-	-	-	-	-
CPI Adjustment @ 1.5%	8,429	3,379	2,691	2,691	3,059	3,105	3,152	3,199
Adjusted Fire Equipment Replacement Requirements	\$ 787,170	\$ 286,603	\$ 225,845	\$ 187,628	\$ 207,002	\$ 210,107	\$ 213,259	\$ 216,458

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Fire Equipment Replacement Budget - Base Distributed Cost <i>(From Prior Year Recurring Revenues)</i>	\$ 180,000	\$ -	\$ 179,404	\$ 184,937	\$ 203,943	\$ 207,002	\$ 210,107	\$ 213,259
Incremental Increase to Base - <i>(From Oper. Revenue)</i>	120,000	-	-	-	-	-	-	-
CPI Adjustment @ 1.5% - <i>(From Oper. Rev.)</i>	8,429	-	2,691	2,691	3,059	3,105	3,152	3,199
Net Replacement Cost From Operating Revenue	308,429	-	182,095	187,628	207,002	210,107	213,259	216,458
<i>% of Budget Funded by Operating Revenue</i>	<i>39%</i>	<i>0%</i>	<i>81%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>
Planned Use of Fund Balance *	478,741	286,603	43,750	-	-	-	-	-
Annual Fire Equipment Replacement Budget	\$ 787,170	\$ 286,603	\$ 225,845	\$ 187,628	\$ 207,002	\$ 210,107	\$ 213,259	\$ 216,458

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

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

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

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Parking Lot/Garage Improvement Requirements - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ 120,000	\$ -	\$ 504,211	\$ -	\$ 506,074	\$ 513,665	\$ 521,370	\$ 529,191
Incremental Increase to Base - <i>(From Oper. Revenue)</i>	80,000	-	-	-	-	-	-	-
CPI Adjustment @ 1.5% - <i>(From Oper. Rev.)</i>	5,346	-	1,863	-	7,591	7,705	7,821	7,938
Net Replacement Cost From Operating Revenue	205,346	-	506,074	-	513,665	521,370	529,191	537,129
<i>% of Budget Funded by Operating Revenue</i>	<i>43%</i>	<i>100%</i>	<i>0%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>
Planned Use of Fund Balance *	273,413	-	-	-	-	-	-	-
Annual Parking Lot/Garage Improvement Budget	\$ 478,759	\$ -	\$ 506,074	\$ -	\$ 513,665	\$ 521,370	\$ 529,191	\$ 537,129

* Total planned use of fund balance = \$273,413 over 4 fiscal years

CITY OF CORAL GABLES
BUILDING THE ELEVATOR EQUIPMENT REPLACEMENT BUDGET
Based on Current Elevator Equipment Replacement Value and Useful Life up to 25 Years

ANNUAL ELEVATOR EQUIPMENT REPLACEMENT REQUIREMENTS									
	Prior Fiscal								
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27	
Elevator Equipment Replacement Requirements	\$ 372,151	\$ -	\$ 111,836	\$ 229,816	\$ 133,775	\$ 141,846	\$ 151,938	\$ 149,427	
One-Time funds to cover immediate need	533,670	-	-	-	132,000	78,750	-	208,614	
CPI Adjustment @ 1.5%	10,190	-	1,678	1,678	6,689	7,092	7,597	7,471	
Adjusted Elevator Equipment Replacement Requirements	\$ 916,011	\$ -	\$ 113,514	\$ 231,494	\$ 272,464	\$ 227,688	\$ 159,535	\$ 365,512	

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET									
	Prior Fiscal								
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27	
Elevator Equipment Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ 125,201	\$ -	\$ 111,836	\$ 229,816	\$ 130,071	\$ 133,930	\$ 139,042	\$ 141,128	
Incremental Increase to Base - (From Oper. Revenue)	68,475	-	-	-	-	-	-	-	
CPI Adjustment @1.5% - (From Oper. Rev.)	10,190	-	1,678	1,678	6,689	7,092	7,597	7,471	
Net Replacement Cost From Operating Revenue	203,866	-	113,514	231,494	136,760	141,022	146,639	148,599	
<i>% of Budget Funded by Operating Revenue</i>	<i>22%</i>	<i>100%</i>	<i>100%</i>	<i>50%</i>	<i>62%</i>	<i>92%</i>	<i>41%</i>		
Planned Use of Fund Balance *	712,145	-	-	-	135,704	86,666	12,896	216,913	
Annual Elevator Equipment Replacement Budget	\$ 916,011	\$ -	\$ 113,514	\$ 231,494	\$ 272,464	\$ 227,688	\$ 159,535	\$ 365,512	

* Total planned use of fund balance = \$1,164,324 over 10 fiscal years. Use of fund balance includes one-time funds to cover immediate needs.

CITY OF CORAL GABLES
BUILDING THE FOUNTAINS & ENTRANCES MAINTENANCE BUDGET
Based on Current Fountains & Entrances Equipment Maintenance Cycle up to 10 Years

ANNUAL FOUNTAINS & ENTRANCES REPLACEMENT REQUIREMENTS									
	Prior Fiscal								
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27	
Fountains & Entrances Replacement Requirements	\$ 150,000	\$ -	\$ -	\$ 50,000	\$ 153,784	\$ 154,534	\$ 156,852	\$ 159,205	
CPI Adjustment @ 1.5%	-	-	-	-	750	2,318	2,353	2,388	
Adjusted Fountains & Entrances Replacement Requirements	\$ 150,000	\$ -	\$ -	\$ 50,000	\$ 154,534	\$ 156,852	\$ 159,205	\$ 161,593	

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET									
	Prior Fiscal								
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27	
Fountains & Entrances Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ -	\$ -	\$ -	\$ 50,000	\$ 153,784	\$ 154,534	\$ 156,852	\$ 159,205	
Incremental Increase to Base - (From Oper. Revenue)	25,000	-	-	-	-	-	-	-	
CPI Adjustment @1.5% - (From Oper. Rev.)	-	-	-	-	750	2,318	2,353	2,388	
Net Replacement Cost From Operating Revenue	25,000	-	-	50,000	154,534	156,852	159,205	161,593	
<i>% of Budget Funded by Operating Revenue</i>	<i>17%</i>	<i>0%</i>	<i>0%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	
Use of Fund Balance *	125,000	-	-	-	-	-	-	-	
Annual Fountains & Entrances Replacement Budget	\$ 150,000	\$ -	\$ -	\$ 50,000	\$ 154,534	\$ 156,852	\$ 159,205	\$ 161,593	

* Total use of fund balance = \$125,000 over 3 fiscal years

CITY OF CORAL GABLES
BUILDING THE RADIO SYSTEM REPLACEMENT BUDGET
Based on Current Radio Equipment Replacement Value and Useful Life up to 25 Years

ANNUAL RADIO SYSTEM REPLACEMENT REQUIREMENTS								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Radio Equipment Replacement Requirements	\$ 300,018	\$ 488,504	\$ 256,100	\$ 374,905	\$ 684,241	\$ 693,672	\$ 704,077	\$ 714,638
One-Time funds to cover immediate need	-	-	162,848	250,000	-	-	-	-
CPI Adjustment @ 1.5%	1,511	3,012	4,373	3,842	9,431	10,405	10,561	10,720
Adjusted Radio Equipment Replacement Requirements	\$ 301,529	\$ 491,516	\$ 423,321	\$ 628,747	\$ 693,672	\$ 704,077	\$ 714,638	\$ 725,358

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Radio Equipment Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ 100,730	\$ -	\$ 256,100	\$ 225,011	\$ 684,241	\$ 693,672	\$ 704,077	\$ 714,638
Incremental Increase to Base - (From Oper. Revenue)	199,288	-	162,848	-	-	-	-	-
Annual CPI Adjustment - (From Oper. Rev.)	1,511	-	4,373	3,842	9,431	10,405	10,561	10,720
Net Replacement Cost From Operating Revenue	301,529	-	423,321	228,853	693,672	704,077	714,638	725,358
% of Budget Funded by Operating Revenue	100%	0%	100%	36%	100%	100%	100%	100%
Planned Use of Fund Balance *	-	491,516	-	399,894	-	-	-	-
Annual Radio Equipment Replacement Budget	\$ 301,529	\$ 491,516	\$ 423,321	\$ 628,747	\$ 693,672	\$ 704,077	\$ 714,638	\$ 725,358

* Total use of fund balance = \$891,410 over 3 fiscal years

CITY OF CORAL GABLES
POLICE RIFLES & SCOPES REPLACEMENT BUDGET
Based on Current Rifles & Scopes Replacement Value and a 5-Year Useful Life

ANNUAL RIFLES & SCOPES REPLACEMENT REQUIREMENTS								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Rifles & Scopes Replacement Requirements	\$ 12,500	\$ 12,500	\$ 12,688	\$ 11,835	\$ 13,089	\$ 13,267	\$ 13,466	\$ 13,668
CPI Adjustment @1.5%	-	188	190	190	178	199	202	205
Adjusted Rifles & Scopes Replacement Requirements	\$ 12,500	\$ 12,688	\$ 12,878	\$ 12,025	\$ 13,267	\$ 13,466	\$ 13,668	\$ 13,873

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Rifles & Scopes Replacement Budget - Base Budget (From Prior Year Recurring Revenues)	\$ 12,500	\$ 12,500	\$ 12,688	\$ 11,835	\$ 12,025	\$ 12,203	\$ 12,402	\$ 12,604
Incremental Increase to Base - (From Oper. Revenue)	\$ -	-	-	-	-	-	-	-
CPI Adjustment @1.5% - (From Oper. Rev.)	-	188	190	190	178	199	202	205
Net Replacement Cost From Operating Revenue	12,500	12,688	12,878	12,025	12,203	12,402	12,604	12,809
% of Budget Funded by Operating Revenue	100%	100%	100%	100%	100%	100%	100%	100%
Planned Use of Fund Balance *	-	-	-	-	-	-	-	-
Annual Rifles & Scopes Replacement Budget	\$ 12,500	\$ 12,688	\$ 12,878	\$ 12,025	\$ 12,203	\$ 12,402	\$ 12,604	\$ 12,809

* Total planned use of fund balance = \$0



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2022-2023 BUDGET ESTIMATE

DEBT ADMINISTRATION

As of October 1, 2022 the City will have \$120.2 million of special obligation debt outstanding. The City has a "AAA" Bond Rating from Moody's Investors Service, Standard & Poor's Corporation and Fitch Ratings. A review of the City's debt position is required to provide a five-year capital financing plan for infrastructure and other improvements. Decisions regarding the City's use of debt are based upon a number of factors including the long-term capital requirements and the amount of resources available to repay the debt.

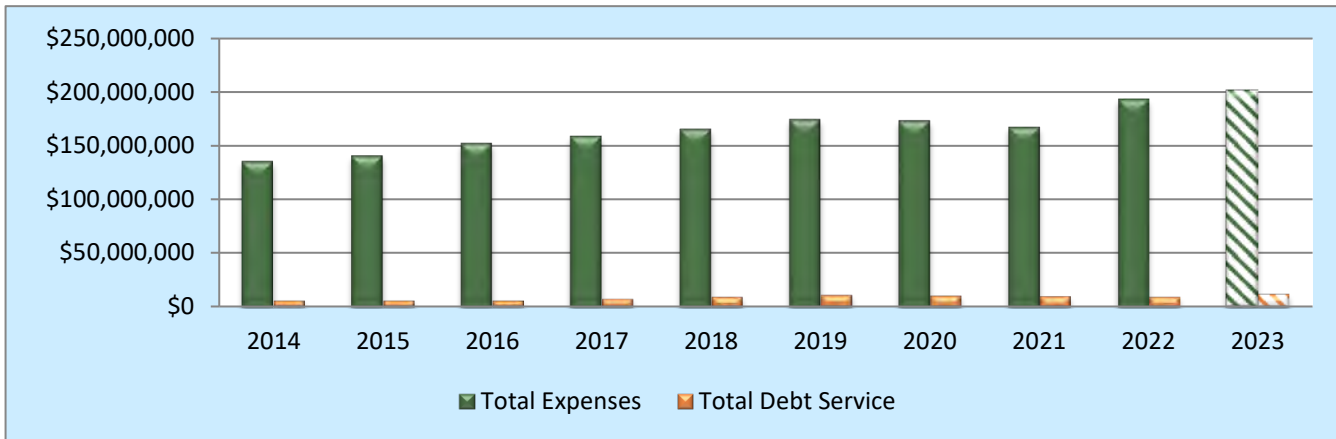
LEGAL DEBT MARGIN

The City's budgetary policy is to keep bond debt service under 8% of total expenses. As of October 1, 2022 the City's net bond debt services is well within the policy debt limit. Debt service represents **5.6%** percent of total expenses (operating and debt expense).

SUMMARY OF OUTSTANDING DEBT

SERIES	MATURES	PRINCIPAL	INTEREST	TOTAL
Series 2018A	10/01/47	\$ 46,215,000	\$ 27,730,507	\$ 73,945,507
Series 2018B	10/01/31	23,620,000	4,765,400	28,385,400
Series 2021A	10/01/32	4,978,000	446,294	5,424,294
Series 2021B	04/01/50	26,255,000	8,481,188	34,736,188
Series 2022A	10/01/36	15,370,000	3,395,105	18,765,105
Series 2022B	10/01/36	3,755,000	828,817	4,583,817
TOTAL OUTSTANDING DEBT		<u>\$ 120,193,000</u>	<u>\$ 45,647,311</u>	<u>\$ 165,840,311</u>

DEBT SERVICE COMPARED TO TOTAL EXPENSES



FISCAL Year	TOTAL EXPENSES	TOTAL DEBT SERVICE	% OF TOTAL EXPENSES
2014	\$ 135,428,911	\$ 5,793,260	4.3%
2015	140,578,821	5,793,260	4.1%
2016	152,321,180	5,793,260	3.8%
2017	158,799,935	7,346,680	4.6%
2018	165,399,836	9,241,745	5.6%
2019	174,437,110	10,937,378	6.3%
2020	173,321,979	10,364,151	6.0%
2021	167,159,617	9,872,868	5.9%
2022	193,119,220	9,107,695	4.7%
2023	201,950,585	11,395,799	5.6%

**2022-2023 BUDGET ESTIMATE
DEBT ADMINISTRATION - PURPOSE OF BONDS/LOANS**

SPECIAL REVENUE SERIES	ISSUE DATE	PURPOSE/USE	MATURITY DATE	INTEREST RATE	OUTSTANDING PRINCIPAL
Series 2018A	04/28/16	Public Safety Building with attached garage	04/01/48	3.64%	\$ 46,215,000
Series 2018B	04/28/16	Refunded Series 2012 (\$35.48M) which was used to fund the following: 'Refunded Bond Series 2011 (\$22.2M) - Neighborhood Renaissance Programs. Refunded Bond Series 2011/1999 (\$5.8M) - 72nd Avenue Maintenance Building Construction. Refunded Bond Series 2011/2001 (\$4.2M) - Country Club Improvements. Refunded Bond Series 2011/2006 (\$3.6M) - Purchase of 427 Bldg. Refunded Bond Series 2011/2007 (\$4M) - Purchase of Miracle Mile Properties 286, 292, 296 (Dulce, Ortanique, SuperCuts). Refunded Bond Series 2009 (\$3.2M) - Construction of Coral Gables Museum. 'Refunded Series 2011/1999/2004 (9M) - Merrick Way Garage and Shops Construction and Improvements.	10/01/31	2.84%	23,620,000
Series 2021A	03/30/21	Refunded Series 2011C which was used to refund Bond Series 2006 (\$1.2M) - 427 Bldg. Improvements. Refunded Bond Series 2007 (\$3.2M) - Biltmore Golf Course Improvements. Refunded Series 2013B which was used to refund portion of Series 2004B (\$4.4M) - IT Equipment, EDEN Applications, Various Capital Projects, Country Club Renovations.	04/01/33	1.89%	4,978,000
Series 2021B	06/10/21	Replacement of Sanitary Sewer Force Mains - (\$14.425M) Refunded Series 2013A which was used to refund Series 2004A (\$7.5M) - IT Equipment, EDEN Applications, Various Capital Projects; Series 2004B (\$9M) - Construction of Museum Parking Garage. Refunded Series 2014 - Sanitary Sewer Improvements (\$3.7M). Refunded Series 2015B - New radio system and replacement of the microwave relay system (\$6.5M).	04/01/51	1.80%	26,255,000
Series 2022A	03/18/22	Refunded Series 2016A - Miracle Mile Streetscape Project (\$14.89M).	04/01/37	2.68%	15,370,000
Series 2022B	03/18/22	Refunded Series 2016B - Giralda Avenue Streetscape Project (\$3.77M).	04/01/37	2.68%	3,755,000
Grand Total					\$ 120,193,000

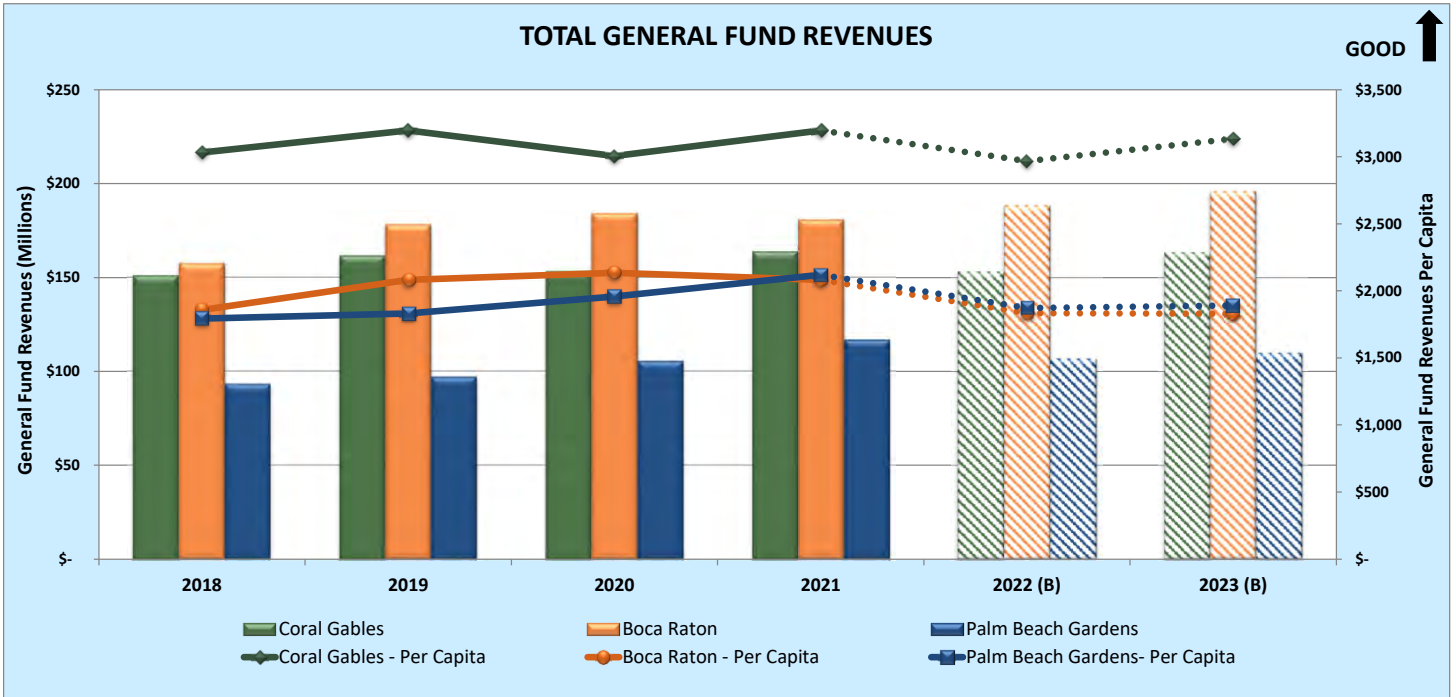
**CITY OF CORAL GABLES
DEBT SERVICE SCHEDULES
2022-2023 BUDGET ESTIMATE**

PAYMENT DUE	SERIES 2018A		SERIES 2018B		SERIES 2021A		SERIES 2021B	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2022	\$ 900,000	\$ 1,835,763	\$ 2,145,000	\$ 979,275	\$ 530,000	\$ 89,547	\$ 1,920,000	\$ 1,017,988
10/1/2023	1,055,000	1,790,763	2,235,000	869,775	530,000	79,477	2,010,000	921,988
10/1/2024	1,110,000	1,738,013	2,325,000	755,775	550,000	69,217	2,120,000	821,488
10/1/2025	1,165,000	1,682,513	2,425,000	637,025	560,000	58,672	1,815,000	715,488
10/1/2026	1,225,000	1,624,263	2,530,000	513,150	575,000	47,890	1,890,000	624,738
10/1/2027	1,285,000	1,563,013	2,235,000	394,025	590,000	36,822	2,000,000	530,238
10/1/2028	1,350,000	1,498,763	2,320,000	280,150	605,000	25,470	2,100,000	430,238
10/1/2029	1,415,000	1,431,263	2,420,000	185,850	255,000	17,300	875,000	325,238
10/1/2030	1,490,000	1,360,513	2,465,000	112,575	265,000	12,360	415,000	281,488
10/1/2031	1,530,000	1,315,813	2,520,000	37,800	275,000	7,230	435,000	260,738
10/1/2032	1,580,000	1,269,913	-	-	243,000	2,309	450,000	247,688
10/1/2033	1,640,000	1,206,713	-	-	-	-	460,000	234,188
10/1/2034	1,695,000	1,155,463	-	-	-	-	475,000	220,388
10/1/2035	1,750,000	1,100,375	-	-	-	-	490,000	206,138
10/1/2036	1,820,000	1,030,375	-	-	-	-	505,000	191,438
10/1/2037	1,880,000	968,950	-	-	-	-	515,000	181,338
10/1/2038	1,945,000	903,150	-	-	-	-	525,000	171,038
10/1/2039	2,025,000	825,350	-	-	-	-	535,000	160,538
10/1/2040	2,105,000	744,350	-	-	-	-	545,000	149,838
10/1/2041	2,190,000	660,150	-	-	-	-	560,000	138,938
10/1/2042	2,275,000	572,550	-	-	-	-	570,000	126,338
10/1/2043	2,365,000	481,550	-	-	-	-	585,000	113,513
10/1/2044	2,460,000	386,950	-	-	-	-	595,000	100,350
10/1/2045	2,560,000	288,550	-	-	-	-	610,000	86,963
10/1/2046	2,650,000	195,750	-	-	-	-	625,000	73,238
10/1/2047	2,750,000	99,688	-	-	-	-	635,000	59,175
10/1/2048	-	-	-	-	-	-	650,000	44,888
10/1/2049	-	-	-	-	-	-	665,000	30,263
10/1/2050	-	-	-	-	-	-	680,000	15,300
	<u>\$ 46,215,000</u>	<u>\$ 27,730,507</u>	<u>\$ 23,620,000</u>	<u>\$ 4,765,400</u>	<u>\$ 4,978,000</u>	<u>\$ 446,294</u>	<u>\$ 26,255,000</u>	<u>\$ 8,481,188</u>

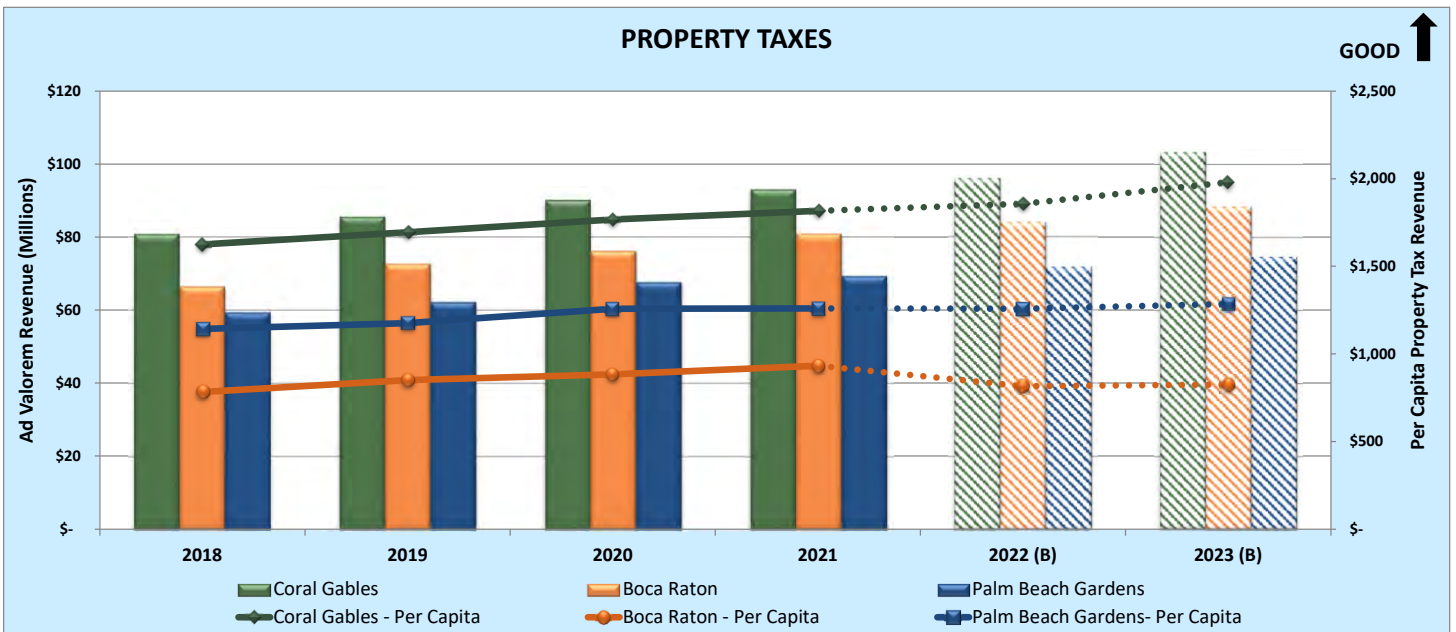
FIRE HOUSE 4 DEBT TO BE

PAYMENT DUE	SERIES 2022A		SERIES 2022B		DETERMINED		TOTAL	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2022	\$ 815,000	\$ 412,459	\$ 200,000	\$ 100,767	-	-	\$ 6,510,000	\$ 4,435,799
10/1/2023	850,000	376,974	210,000	92,074	-	-	6,890,000	4,131,051
10/1/2024	870,000	354,960	215,000	86,636	-	-	7,190,000	3,826,089
10/1/2025	895,000	332,426	215,000	81,066	-	-	7,075,000	3,507,190
10/1/2026	980,000	309,246	240,000	75,498	-	-	7,440,000	3,194,785
10/1/2027	995,000	283,864	240,000	69,282	-	-	7,345,000	2,877,244
10/1/2028	1,020,000	258,094	250,000	63,066	-	-	7,645,000	2,555,781
10/1/2029	1,040,000	231,676	255,000	56,592	-	-	6,260,000	2,247,919
10/1/2030	1,060,000	204,740	260,000	49,986	-	-	5,955,000	2,021,662
10/1/2031	1,085,000	177,286	265,000	43,254	-	-	6,110,000	1,842,121
10/1/2032	1,105,000	149,184	270,000	36,390	-	-	3,648,000	1,705,484
10/1/2033	1,130,000	120,564	275,000	29,398	-	-	3,505,000	1,590,863
10/1/2034	1,155,000	91,298	280,000	22,274	-	-	3,605,000	1,489,423
10/1/2035	1,175,000	61,384	290,000	15,022	-	-	3,705,000	1,382,919
10/1/2036	1,195,000	30,950	290,000	7,512	-	-	3,810,000	1,260,275
10/1/2037	-	-	-	-	-	-	2,395,000	1,150,288
10/1/2038	-	-	-	-	-	-	2,470,000	1,074,188
10/1/2039	-	-	-	-	-	-	2,560,000	985,888
10/1/2040	-	-	-	-	-	-	2,650,000	894,188
10/1/2041	-	-	-	-	-	-	2,750,000	799,088
10/1/2042	-	-	-	-	-	-	2,845,000	698,888
10/1/2043	-	-	-	-	-	-	2,950,000	595,063
10/1/2044	-	-	-	-	-	-	3,055,000	487,300
10/1/2045	-	-	-	-	-	-	3,170,000	375,513
10/1/2046	-	-	-	-	-	-	3,275,000	268,988
10/1/2047	-	-	-	-	-	-	3,385,000	158,863
10/1/2048	-	-	-	-	-	-	650,000	44,888
10/1/2049	-	-	-	-	-	-	665,000	30,263
10/1/2050	-	-	-	-	-	-	680,000	15,300
	<u>\$ 15,370,000</u>	<u>\$ 3,395,105</u>	<u>\$ 3,755,000</u>	<u>\$ 828,817</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 120,193,000</u>	<u>\$ 45,647,311</u>

**2022-2023 BUDGET ESTIMATE
TREND ANALYSIS - MAJOR REVENUE STREAMS**



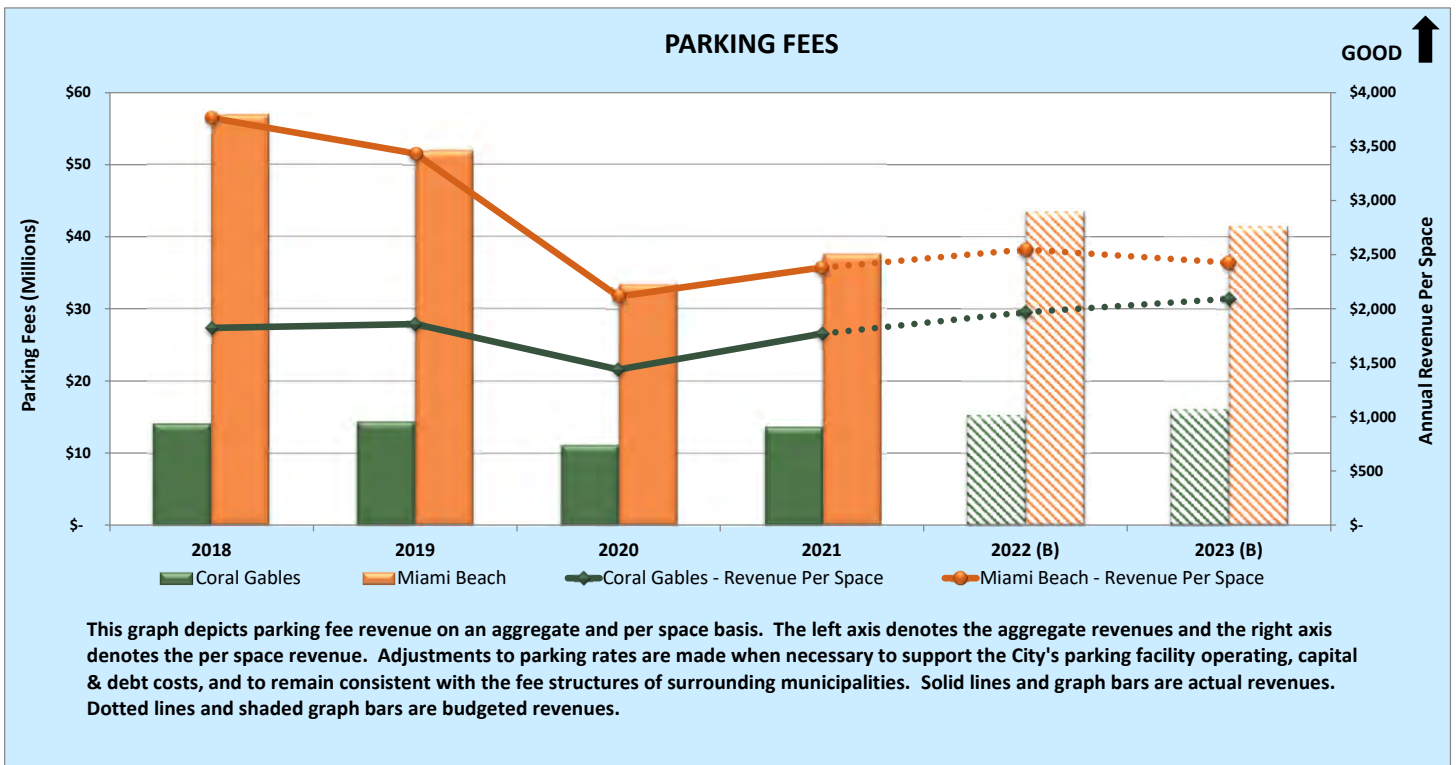
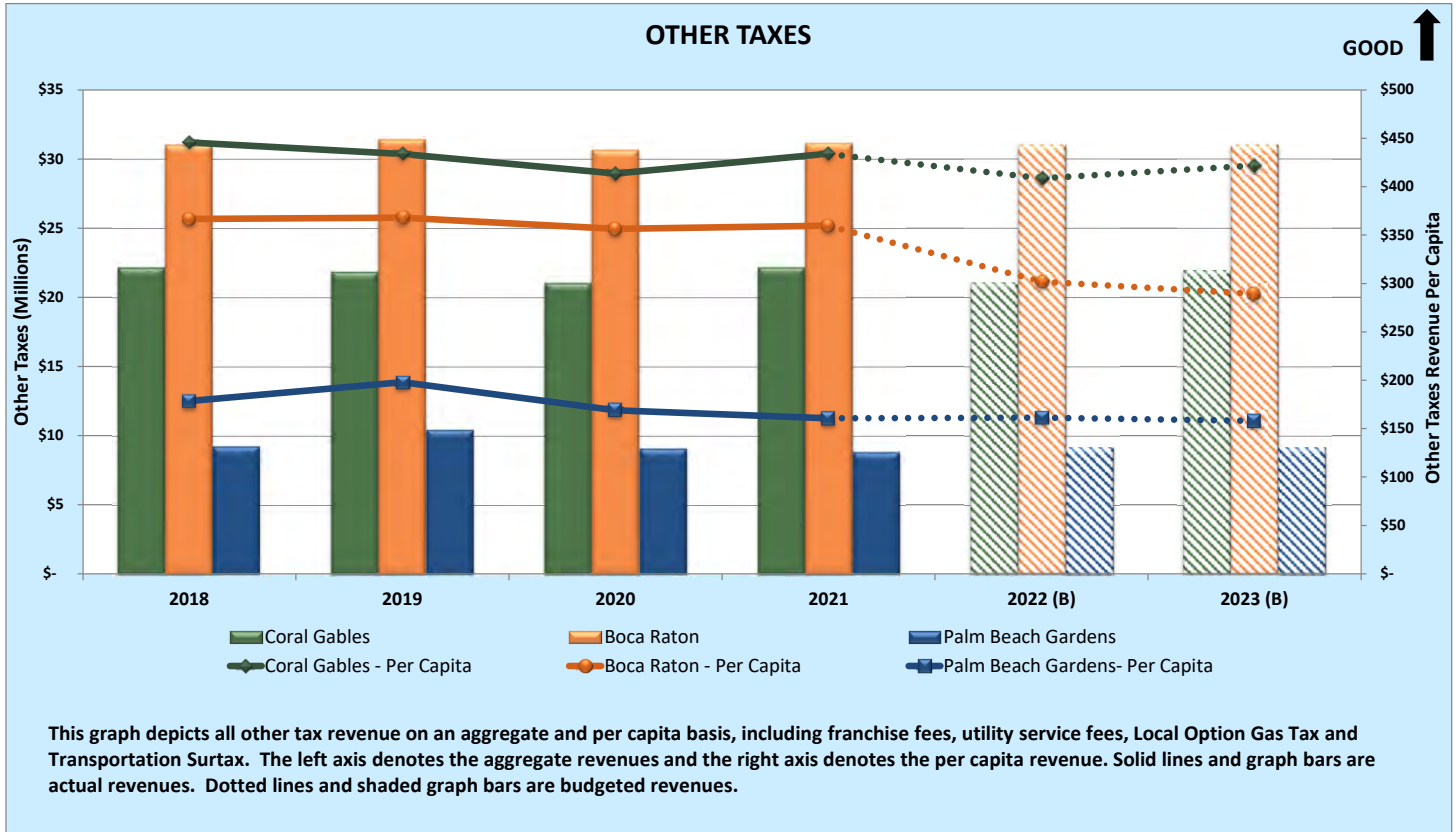
This graph depicts total General Fund revenues on an aggregate and per capita basis. The information is compared with Boca Raton and Palm Beach Gardens, the two other cities in Florida with excellent bond ratings. Please note that the left axis denotes the aggregate revenues and the right axis denotes the per capita revenue. Solid lines and graph bars are actual revenues. Dotted lines and shaded graph bars are budgeted revenues.



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

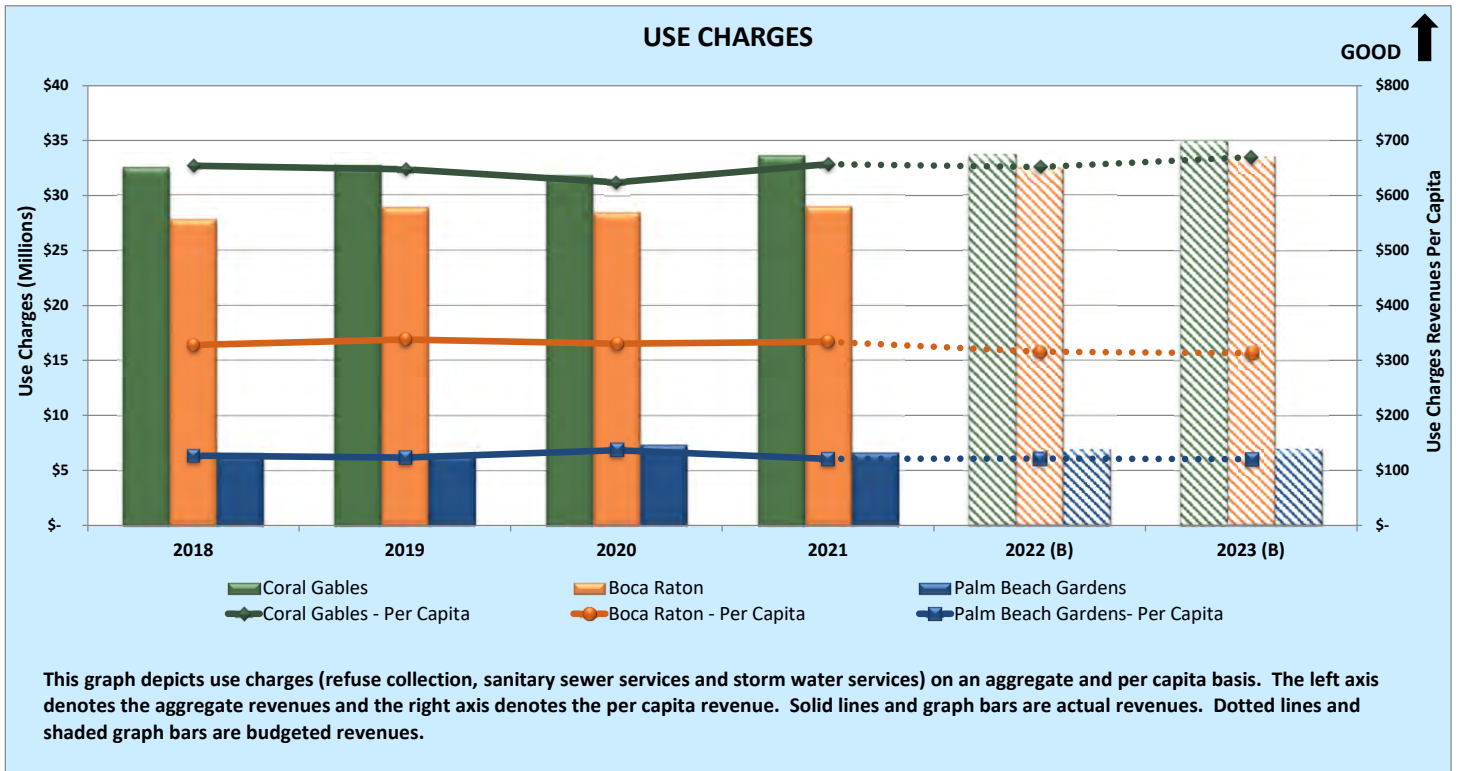
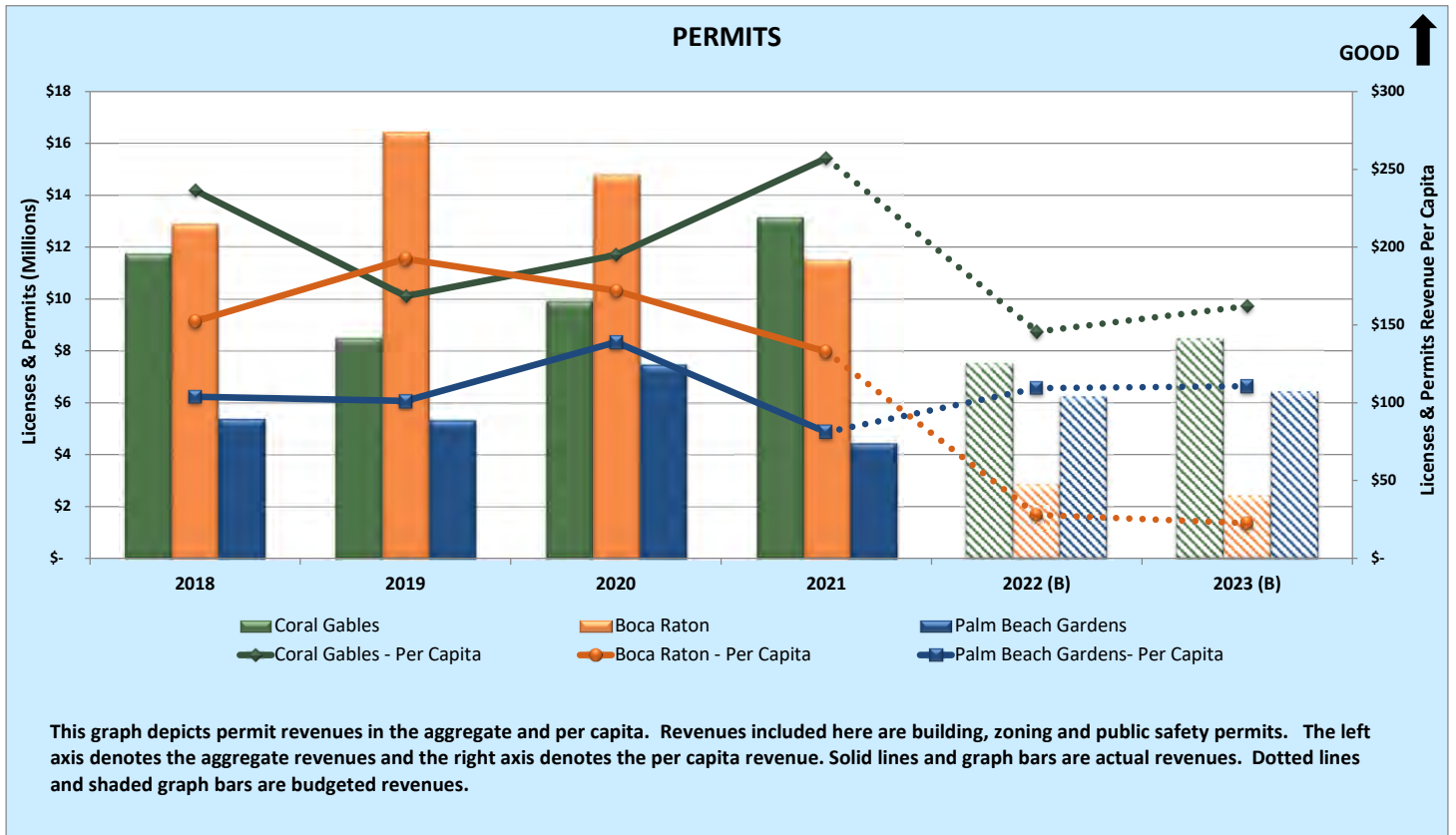
Note: (B) denotes budgeted figure, whereas other figures represent actuals

**2022-2023 BUDGET ESTIMATE
TREND ANALYSIS - MAJOR REVENUE STREAMS**



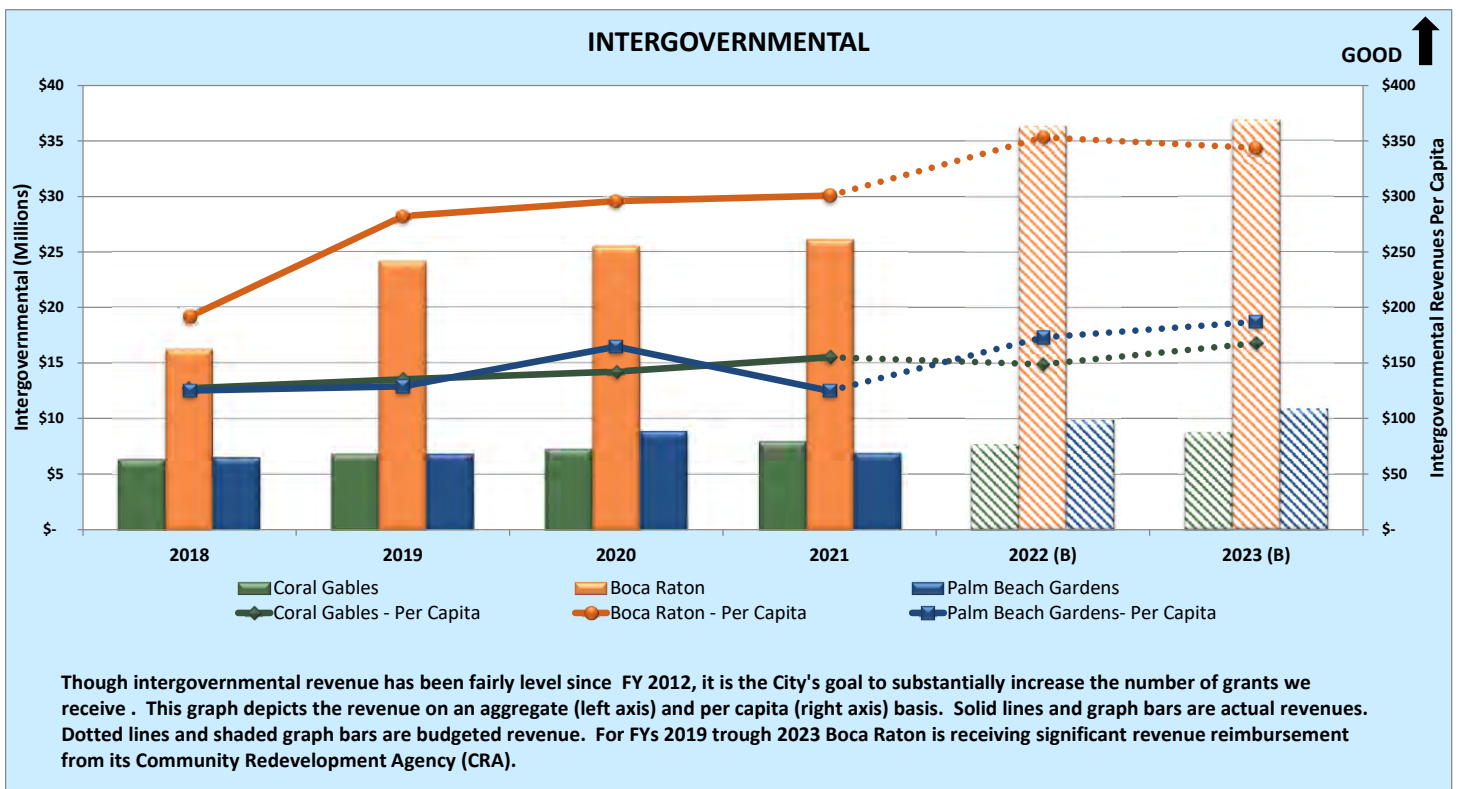
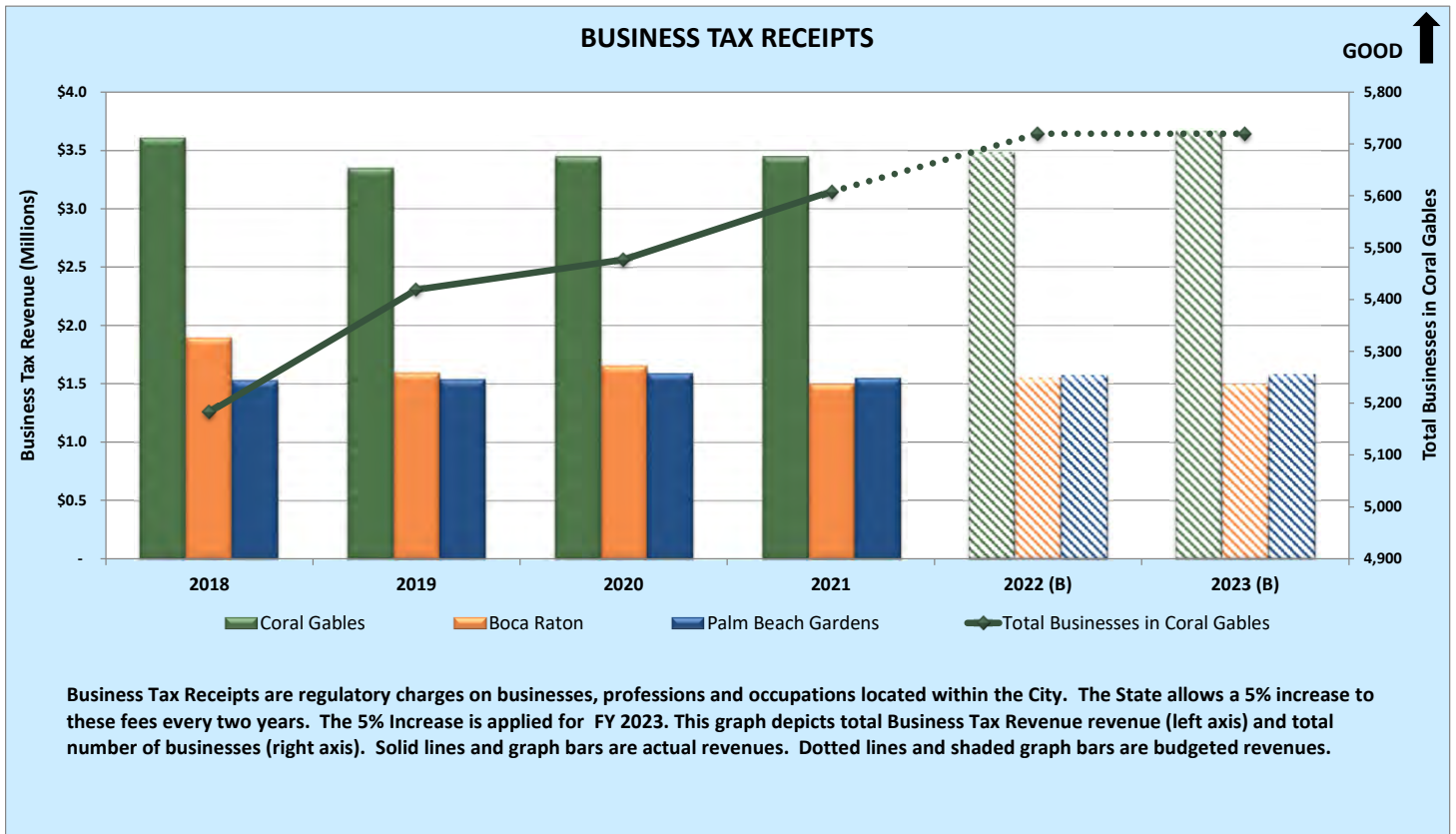
Note: (B) denotes budgeted figure, whereas other figures represent actuals

**2022-2023 BUDGET ESTIMATE
TREND ANALYSIS - MAJOR REVENUE STREAMS**



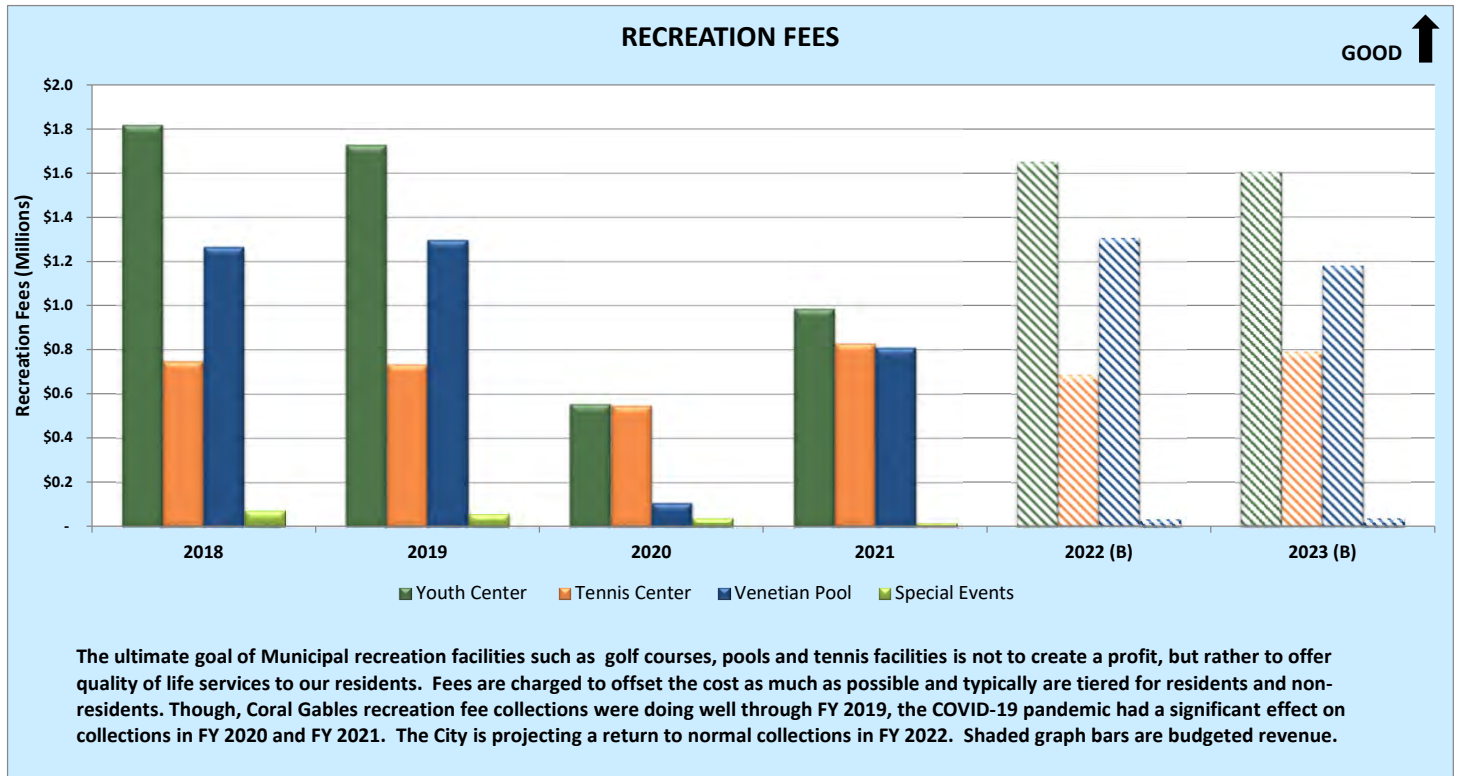
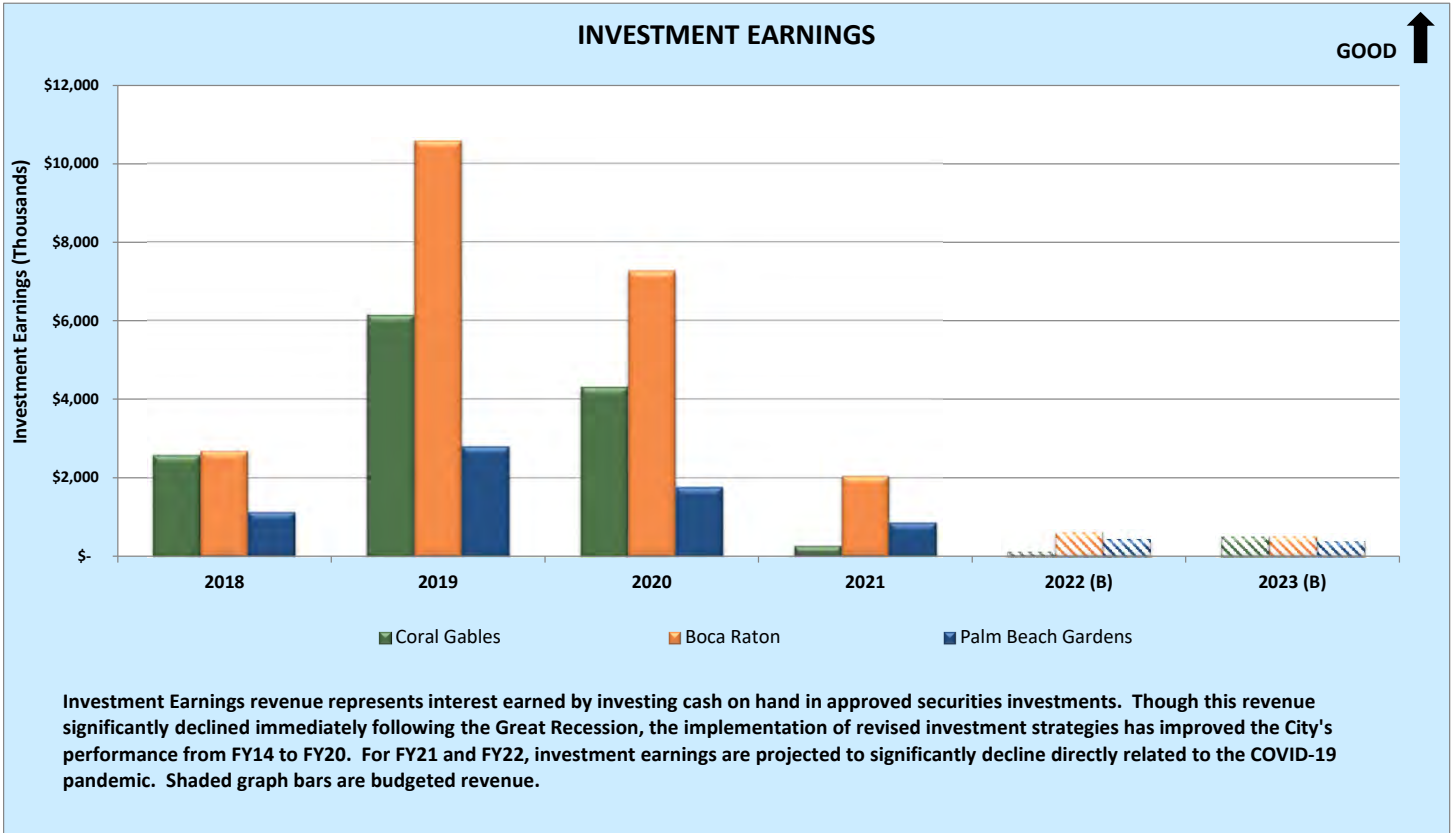
Note: (B) denotes budgeted figure, whereas other figures represent actuals

**2022-2023 BUDGET ESTIMATE
TREND ANALYSIS - MAJOR REVENUE STREAMS**



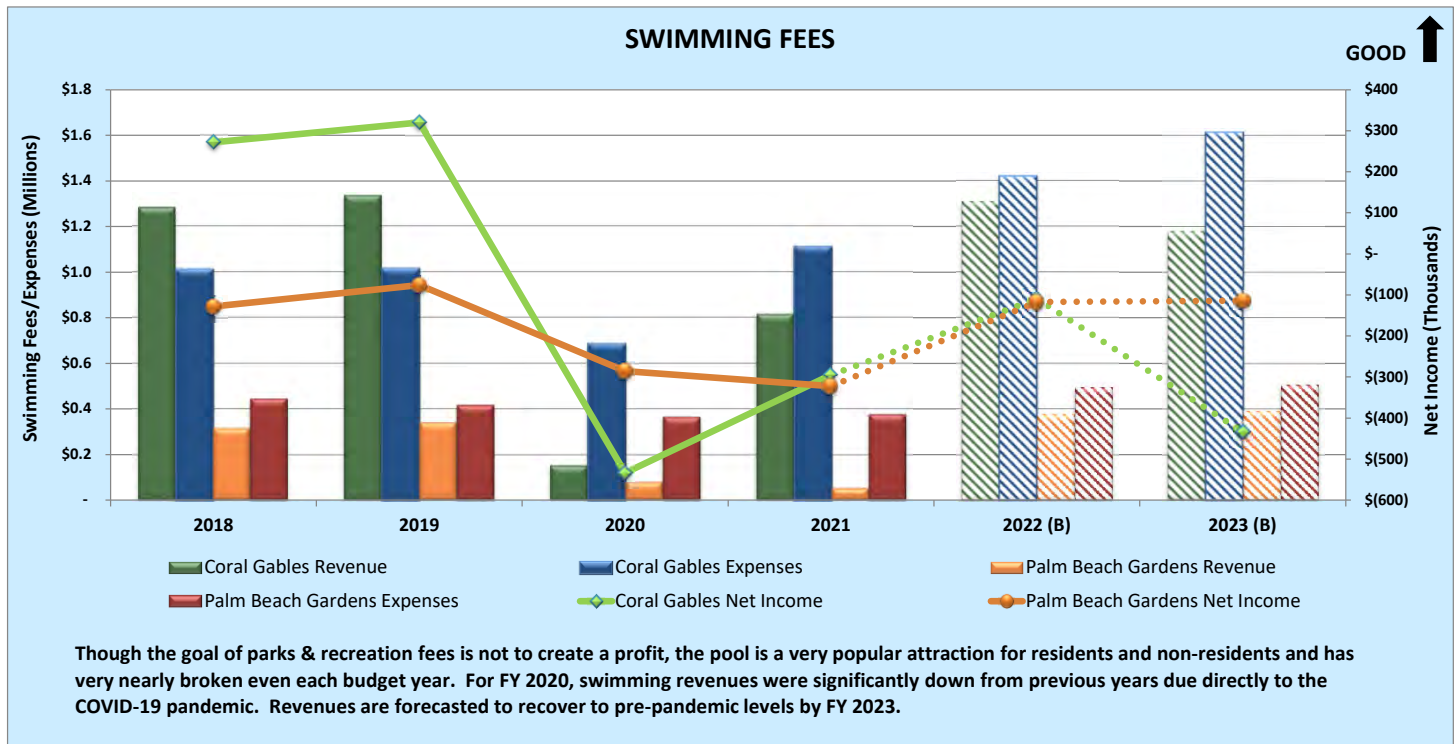
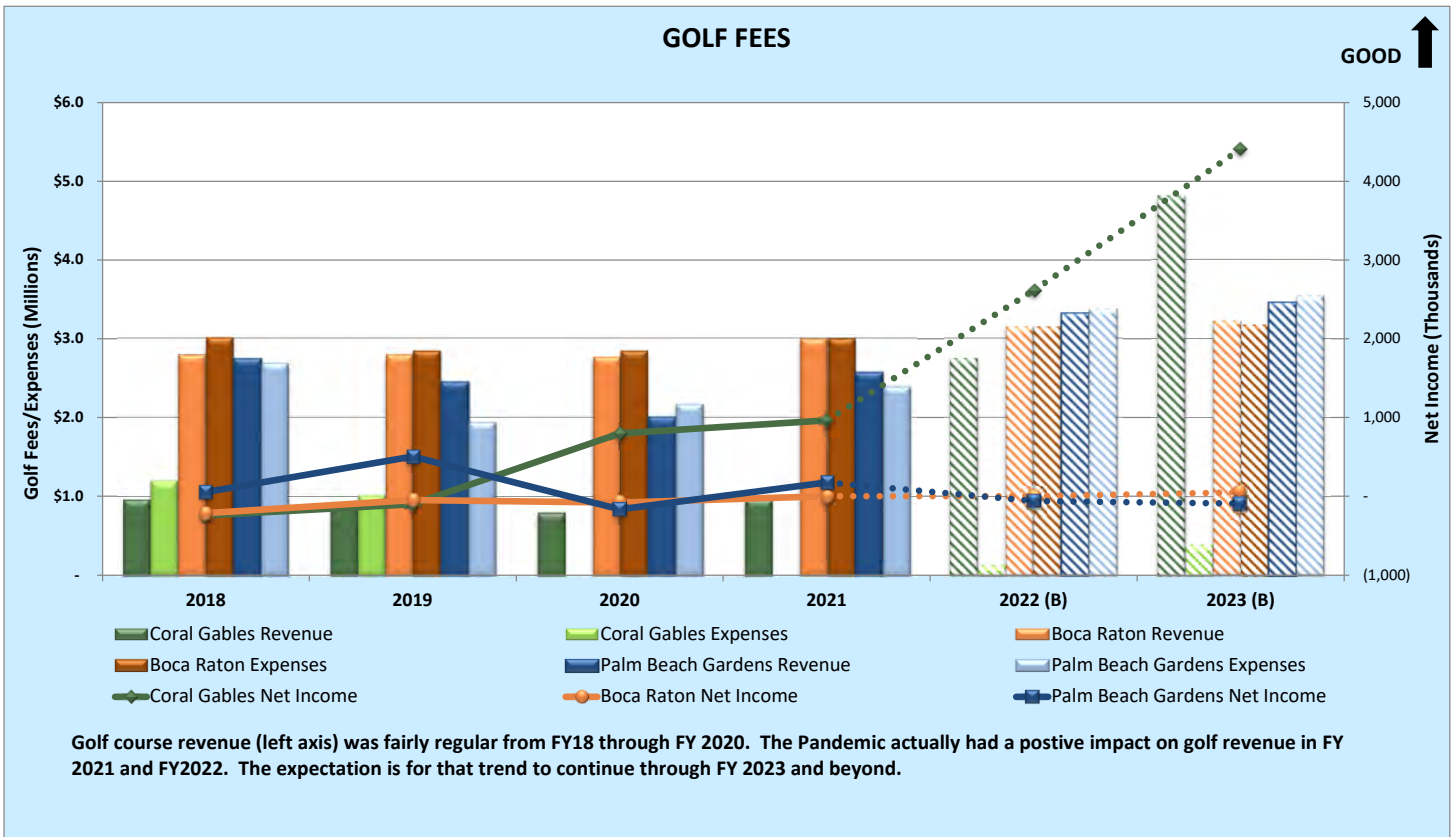
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**2022-2023 BUDGET ESTIMATE
TREND ANALYSIS - MAJOR REVENUE STREAMS**



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**2022-2023 BUDGET ESTIMATE
TREND ANALYSIS - MAJOR REVENUE STREAMS**



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

2022-2023 BUDGET ESTIMATE
LONG RANGE FINANCIAL PLAN FOR THE GENERAL FUND

General Fund

(in \$ millions)

	2020	2021	2022	2023	2024	2025	2026	2027
	ACTUAL	ACTUAL	BUDGET	BUDGET	PROJ	PROJ	PROJ	PROJ
Revenues								
Property Taxes	\$ 90.00	\$ 92.90	\$ 95.89	\$ 103.26	\$ 108.42	\$ 113.84	\$ 117.26	\$ 120.78
Use Charges	9.91	9.06	8.87	8.96	9.14	9.32	9.51	9.70
Other Taxes	18.11	18.80	17.86	18.70	19.08	19.46	19.85	20.25
Licenses & Permits	13.37	16.59	11.01	12.13	12.37	12.73	12.91	13.29
Other Revenue	16.31	20.39	13.18	11.68	11.91	12.14	12.37	12.61
Intergovernmental Revenue	5.34	6.71	6.11	5.81	5.93	5.97	6.01	6.06
Recreation Fees	1.14	1.83	2.37	2.43	2.48	2.53	2.58	2.63
Investment Earnings	2.35	0.21	0.11	0.50	0.51	0.52	0.53	0.54
Contributions from Other Funds	12.76	10.76	12.48	11.70	11.93	12.17	12.41	12.66
Transfers In	3.18	-	7.91	2.43	2.48	2.48	2.48	2.48
Total Revenues	\$ 172.47	\$ 177.25	\$ 175.79	\$ 177.60	\$ 184.25	\$ 191.16	\$ 195.91	\$ 201.00
Expenditures by Type								
Personal Services	\$ 104.69	\$ 107.15	\$ 112.87	\$ 116.69	\$ 119.02	\$ 121.40	\$ 123.84	\$ 126.33
Operating Expenses	37.73	37.12	44.91	48.15	49.11	50.09	51.09	52.11
Capital Outlay	0.53	0.59	0.96	0.34	0.35	0.36	0.37	0.38
Grants and Aids	0.99	1.09	1.18	0.59	0.60	0.61	0.62	0.63
Non-Operating	(1.60)	(1.38)	(1.55)	(1.86)	(1.90)	(1.94)	(1.98)	(2.02)
Transfer Out	30.13	32.68	17.42	13.69	17.07	20.64	21.97	23.57
Total Expenditures by Type	\$ 172.47	\$ 177.25	\$ 175.79	\$ 177.60	\$ 184.25	\$ 191.16	\$ 195.91	\$ 201.00
Expenditures by Function								
General Government	\$ 31.19	\$ 31.64	\$ 37.52	\$ 40.22	\$ 41.01	\$ 41.83	\$ 42.68	\$ 43.54
Economic Environment	1.17	1.24	1.74	1.46	1.49	1.52	1.55	1.58
Public Safety	75.53	77.38	79.95	81.87	83.51	85.18	86.88	88.62
Physical Environment	22.11	21.73	23.84	24.45	24.94	25.44	25.95	26.47
Transportation	4.42	4.42	4.95	5.04	5.14	5.24	5.34	5.45
Culture & Recreation	7.92	8.16	10.37	10.87	11.09	11.31	11.54	11.77
Transfer Out	30.13	32.68	17.42	13.69	17.07	20.64	21.97	23.57
Total Expenditures by Function	\$ 172.47	\$ 177.25	\$ 175.79	\$ 177.60	\$ 184.25	\$ 191.16	\$ 195.91	\$ 201.00
Gain/(Loss)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unassigned Reserves								
FEMA/Ins. Reimbursements Rcv'd	10.11	4.41	0.48	-	-	-	-	-
FEMA/Ins. Outstanding	-	-	2.70	-	-	-	-	-
Transfers In/(Transfers Out)	1.03	-	-	-	-	-	-	-
Total Available	\$ 40.68	\$ 45.09	\$ 48.27	\$ 48.27	\$ 48.27	\$ 48.27	\$ 48.27	\$ 48.27

2022-2023 BUDGET ESTIMATE

LONG RANGE FINANCIAL PLAN FOR THE GENERAL FUND

OVERVIEW

The City's Long Range Financial Plan for the General Fund provides a potential roadmap for financial planning and policy decisions. The General Fund is the primary source of funding for many of the City's services and the fund's performance affects the City across the board. General Fund departments include City Commission, City Clerk, City Attorney, City Manager, Human Resources, Labor Relations, Development Services, Historic Resources & Cultural Arts, Public Works (except Utilities), Finance, Innovation & Technology, Police, Fire, Community Recreation, and Economic Development.

The Long Range Financial Plan uses trend analysis of historic revenue and expenditure patterns to make informed and targeted projections for the five year period FY23 to FY27. Economic indicators from the Congressional Budget Office (CBO), i.e., the Consumer Price Index (CPI) are also utilized in areas where clear trends are not readily available or discernable.

REVENUE DISCUSSION

The General Fund is supported primarily by ad valorem property taxes, utility/franchise fees, permit fees, and various other user fees/charges. As with most municipalities in Florida, ad valorem property tax is by far the largest source of revenue, accounting for 63.2% of the Fund's operating revenue budget. Ad valorem dollars have rebounded consistently since the financial downturn of 2007-2009 with taxable values experiencing annual growth rates of 4.5% to 7.6%. Though, in the very early part of the COVID-19 pandemic taxable values were expected to decline, the opposite has occurred with values continuing to appreciate as the workforce transitions to a more work at home employment model. Moving forward the City will project an increase of 5% in values in FY24 and FY25, with a conservative 3% increase in values in the two years following FY25 as the housing market cannot sustain such large increases year over year. This type of conservative approach is consistent with the City's goal of financial sustainability.

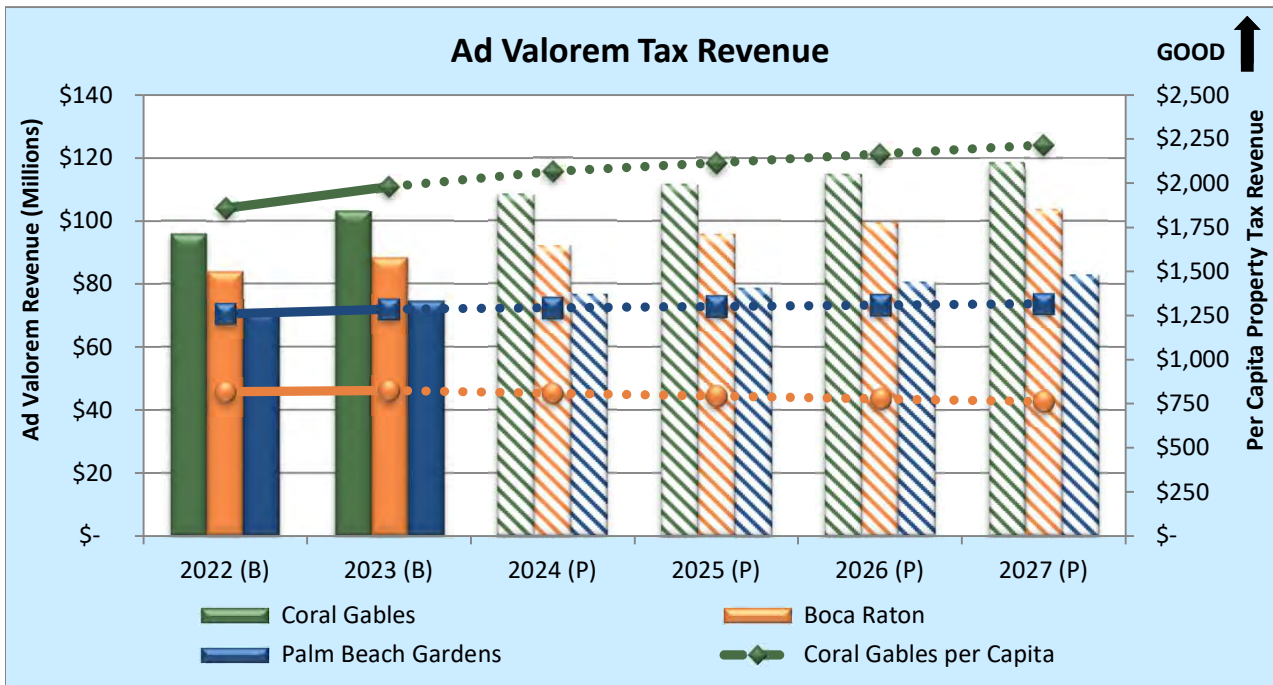
Coral Gables continues to be in high demand for commercial and residential development. The City Commission understands that development is an important way to grow the tax base and thereby generate new revenues. However, the City maintains a strict principle to be very selective with new development so as to not change the City's historic small-town feel.

Though taxable values have continued to grow, the pandemic brought on an otherwise economic decline for most of the City's other revenue streams. Fiscal Year 2021 saw the greatest hit of just over \$12 million. However, Fiscal Year 2022 saw more of a return to normal revenue performance. Fiscal Year 2023 is expected to show continued gains in many revenue streams over immediate prior fiscal years.

2022-2023 BUDGET ESTIMATE LONG RANGE FINANCIAL PLAN FOR THE GENERAL FUND

REVENUE DISCUSSION - (Continued)

The graph below depicts an ad valorem revenue comparison between Coral Gables, Palm Beach Gardens and Boca Raton. Due to sustainable financial policies and excellent financial management these two municipalities, along with Coral Gables have impeccable bond ratings from the three major rating agencies (Moody's, Standard & Poors, and Fitch).



An equally conservative approach is taken when projecting other revenues of the General Fund. Franchise fees and utility service taxes have growth rates that are tied directly to the Consumer Price Index (CPI). The communications service tax has declined over the last 5 years or so, but we believe that trend might level off due to the expansion of streaming services available to the general public. The City expects revenues from permitting fees to remain strong due to the large number of construction projects that have been planned. Intergovernmental revenue, which includes State Revenue Sharing and the Half Cents Sales Tax among other sources, were negatively effected during the pandemic years but are expected to continue their otherwise upward trend in the years ahead.

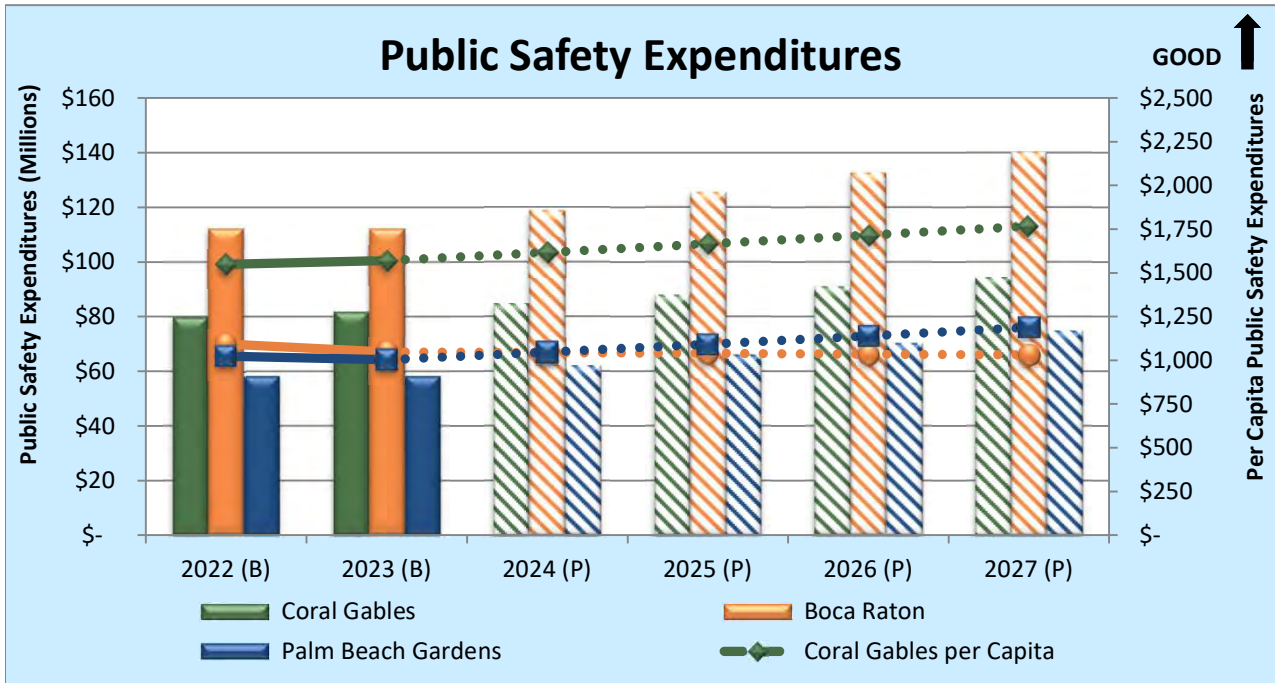
EXPENDITURE DISCUSSION

General Fund expenditures were projected using a similar methodology. Staffing is the largest type of expenditure within the General Fund and has had considerable growth in the years following the financial downturn. Since 2014, authorized headcount has been carefully increased by 74 positions in an effort to enhance services to our residents and help the City reach its goal of world class status. In addition, over the past few years the City has settled several collective bargaining agreements with the FOP, IAFF, and Teamsters in a concerted effort to keep Coral Gables competitive in the employment market.

2022-2023 BUDGET ESTIMATE LONG RANGE FINANCIAL PLAN FOR THE GENERAL FUND

EXPENDITURE DISCUSSION - (Continued)

Public Safety (both personnel and operating) are the main cost drivers of the General Fund's expenditures, as the City is committed to maintaining a safe living and working environment for its residents, businesses and visitors. Public Safety expenses represent approximate 50% of the FY 2022-2023 General Fund operating budget. The graph below depicts total and per capita public safety expenses for Coral Gables and other peer municipalities.



RESERVE POLICY & CONCLUSION

As the City's operating budget changes over the next five years, the unassigned reserve requirement will change accordingly. The City has developed a very conservative reserve policy that calculates a 25% unassigned reserve based on the operating budgets and debt service of all funds. This reserve is maintained through General Fund dollars thereby leaving fund balance in the other funds available for capital infrastructure improvements. Most municipalities calculate unassigned reserve based only on the general fund operating budget. Coral Gables' policy requirement has led to greater financial stability and more effective stewardship of the City's resources.

2022-2023 BUDGET ESTIMATE

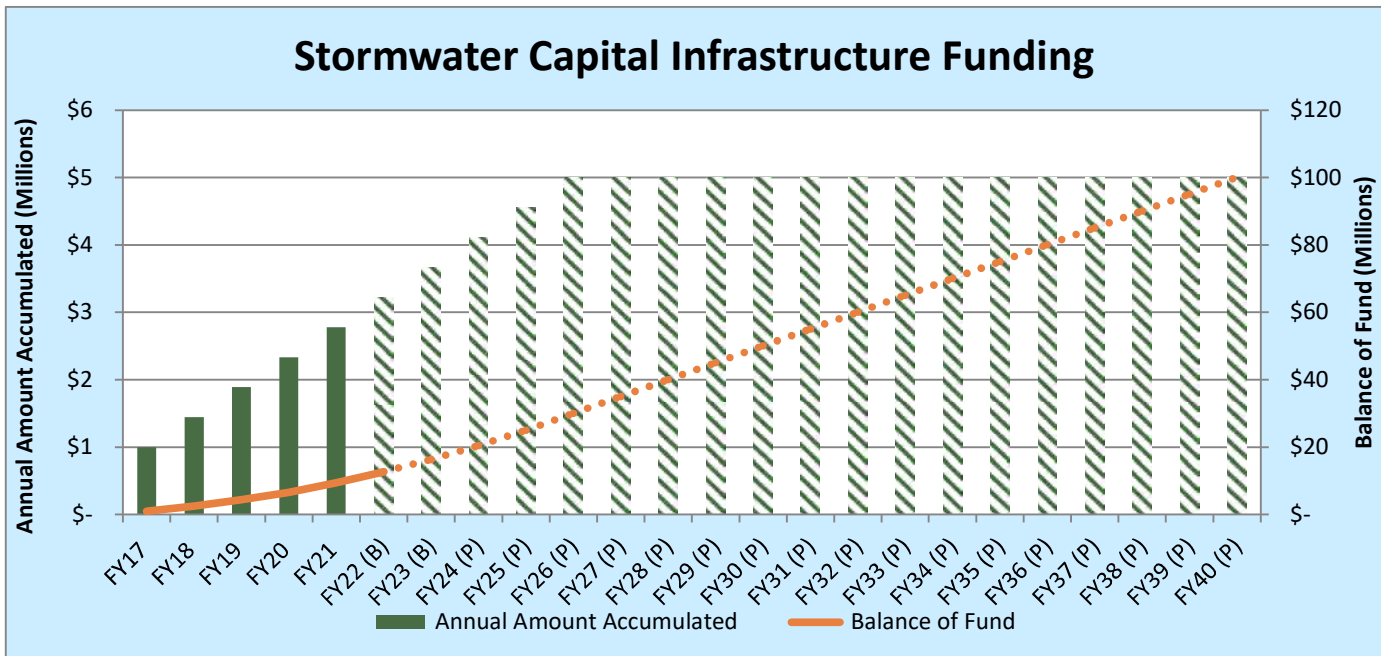
LONG RANGE FINANCIAL PLAN FOR SEA LEVEL RISE MITIGATION

OVERVIEW

As numerous academic studies have suggested, climate change in the 21st century will impact coastal communities across the globe in devastating ways. It is now widely accepted that the world's coastlines and coastal cities will be faced with seas that are rising faster than ever experienced. In some areas of the world, projections of increases in sea level of 16 inches by 2050 and 55 inches (1.4 meters) by 2100, are not uncommon. In South Florida, the lack of elevation and the flat nature of our terrain means that marginal rises in sea levels will impact communities both on the coast and as well as those located inland. Coral Gables, as a City, straddles both of these areas. A widespread network of canals and waterways ensures that sea level rise will impact the City's inland neighborhoods. Communities are now proactively planning on how these adverse environmental conditions will affect the lifestyle and comforts residents currently enjoy. There are countless suggestions on how governments should mitigate this very real threat. Some are far-fetched while others may not go far enough. Regardless, the City of Coral Gables is planning on having the financial resources available once all relevant stakeholders agree on a desired mitigation method.

REVENUE DISCUSSION - STORMWATER

In order to fund the City's mitigation strategy, a 24-year plan has been implemented to generate \$100M through incremental increases in the Equivalent Residential Unit fee (ERU) charged to Coral Gables residents over a period of 10 years. One of the main objectives of this plan is to smooth out increases over time to ease the burden of funding this program while maintaining a steadfast commitment to combat rising seas. During each fiscal year, the funds generated by the fee increase will be accumulated and set aside as restricted funds until the \$100M is reached, or utilized sooner if an immediate sea level rise need occurs. The graph below illustrates the City's funding strategy.



REVENUE DISCUSSION - SANITARY SEWER

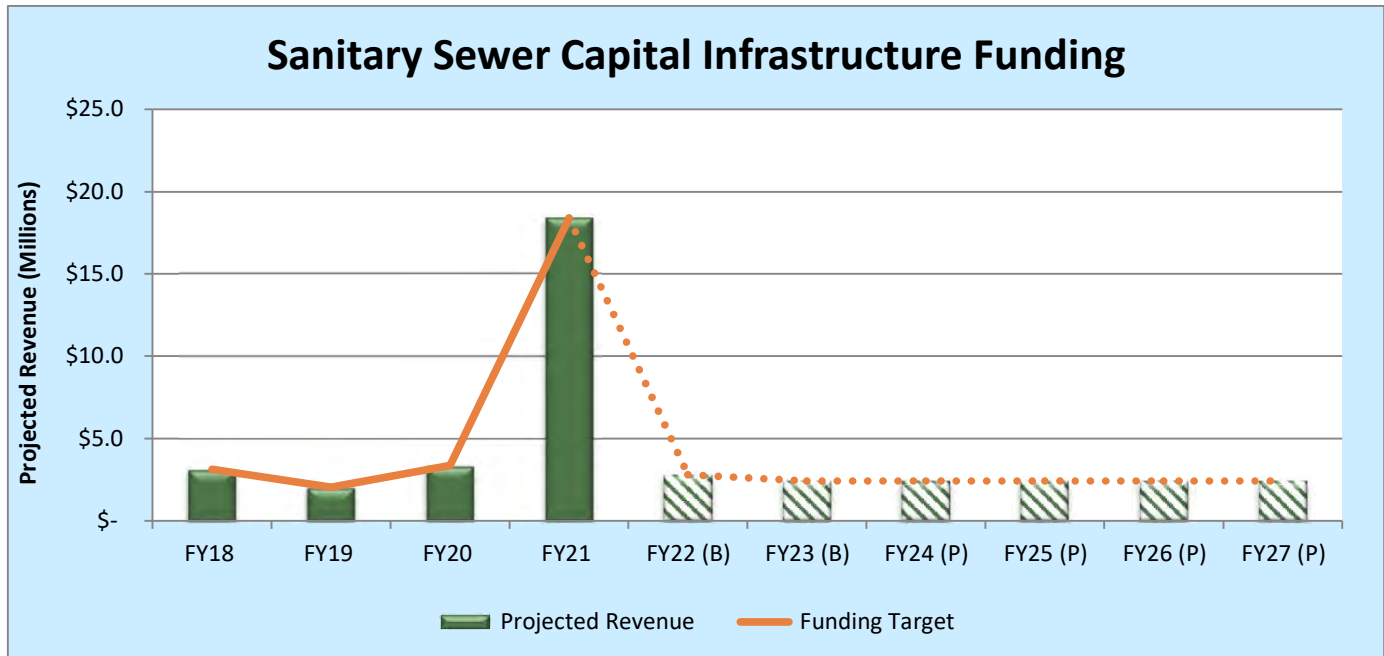
The City is also taking proactive steps to combat the impact sea level rise will have on its sanitary sewer system. As part of the capital planning process, the Public Works staff worked the Budget Office to determine a comprehensive replacement cost estimate for the sanitary sewer infrastructure. The estimate includes replacement costs for pump stations, force mains, manholes, vitrified clay pipes (VCP), etc., as well as mitigation costs for storm hardening and sea level rise. The annual need in today's dollars comes to approximately \$4.3M annually.

2022-2023 BUDGET ESTIMATE

LONG RANGE FINANCIAL PLAN FOR SEA LEVEL RISE MITIGATION

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

It is essential to note that a Return on Investment (ROI) Elimination Program was initiated in FY19 to rescind the enabling legislation that originated an ROI payment from the Sanitary Sewer and Storm Water Funds to the General Fund. The Program eliminates the ROI over the five-year period from FY19 to FY23 by redirecting the ROI back to the Storm Water and Sanitary Sewer fund's respective capital replacement programs. For each fund, the ROI was reduced by 20% in FY19, 40% in FY20, etc. until the ROI is fully rescinded in FY23. Once the program is fully implemented in FY23, \$1.25M will be retained annually by the Sanitary Sewer Fund, and \$335K will be retained annually by the Storm Water Utility.



CONCLUSION

By taking an aggressive and proactive approach to the threat of rising seas, the City hopes to get out in front of this issue. Conceivably by 2040 when most cities are searching for mitigation funding, Coral Gables will have \$100 million (present value) in reserve in the Stormwater Fund and have a fully funded Sanitary Sewer Capital Infrastructure Replacement Program to safeguard its residents. By utilizing this strategy, its hopeful more cities follow the lead Coral Gables has set, and start to fund sea level rise mitigation sooner rather than later.

CITY OF CORAL GABLES

**STORMWATER FEE INCREASE - Sea Level Rise Capital Improvements
TEN YEAR FEE CHANGE PLAN**

		INCREMENTAL AMOUNT	CURRENT REVENUE	% OF REVENUE	CURRENT ERU	PROPOSED INCREASE	PROPOSED ERU	ANNUAL AMOUNT ACCUMULATED
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 1 (FY17)	1,000,000	3,130,000	35.14%	\$ 8.80	\$ 3.09	\$ 11.89	\$ 1,000,000
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 2 (FY18)	445,000	4,130,000	11.85%	\$ 11.89	\$ 1.41	\$ 13.30	1,445,000
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 3 (FY19)	445,000	4,575,000	10.70%	\$ 13.30	\$ 1.42	\$ 14.72	1,890,000
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 4 (FY20)	445,000	5,020,000	9.75%	\$ 14.72	\$ 1.44	\$ 16.16	2,335,000
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 5 (FY21)	445,000	5,465,000	8.96%	\$ 16.16	\$ 1.45	\$ 17.61	2,780,000
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 6 (FY22)	445,000	5,910,000	8.28%	\$ 17.61	\$ 1.46	\$ 19.07	3,225,000
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 7 (FY23)	445,000	6,355,000	7.70%	\$ 19.07	\$ 1.47	\$ 20.54	3,670,000
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 8 (FY24)	445,000	6,800,000	7.20%	\$ 20.54	\$ 1.48	\$ 22.02	4,115,000
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 9 (FY25)	445,000	7,245,000	6.76%	\$ 22.02	\$ 1.49	\$ 23.51	4,560,000
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 10 (FY26)	445,000	7,690,000	6.37%	\$ 23.51	\$ 1.50	\$ 25.01	5,005,000
Total Accumulation by Year 10 (FY26)								30,025,000
Projected Accumulation from FY27 to FY40 (\$5,005,000 x 14 Yrs)								70,070,000
Total Projected Accumulation by FY40								\$ 100,095,000

The \$100 Million accumulation total does not include investment interest. Final accumulation including interest is expected to be considerably higher.

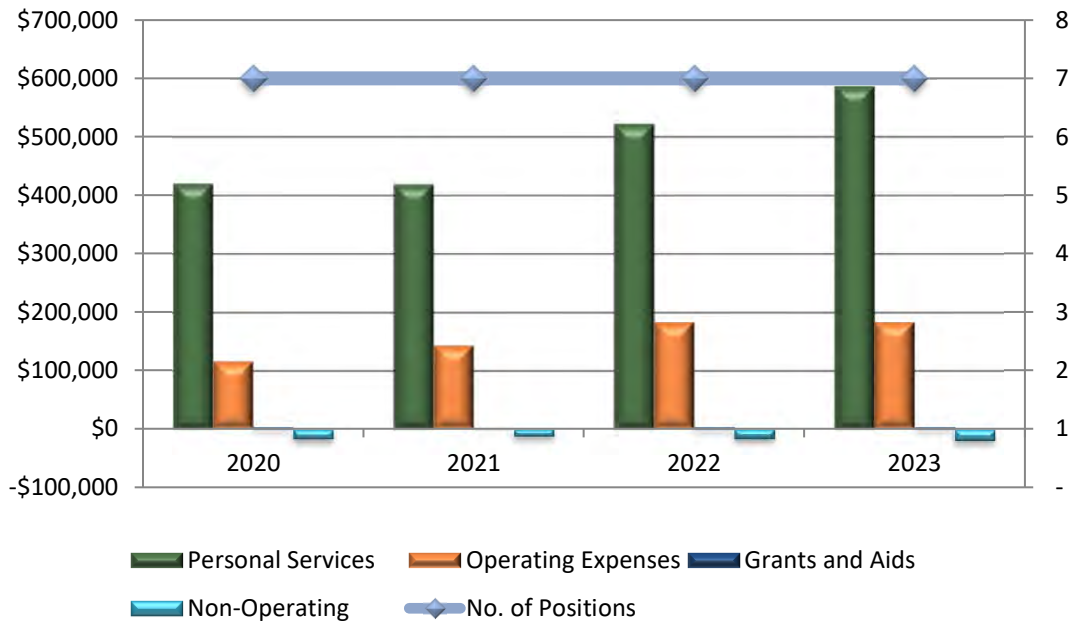
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



**CITY COMMISSION
BUDGET AND POSITION SUMMARY**

	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
Salaries & Benefits	419,898	419,020	521,833	586,443
Operating Expenses	116,222	143,362	183,583	183,185
Grants and Aids	3,943	58	4,000	4,000
Non-Operating	(16,031)	(11,992)	(15,694)	(18,954)
Total	524,032	550,448	693,722	754,674
Full Time Headcount	6.00	6.00	6.00	6.00
Part Time FTE's	0.75	0.75	0.75	0.75
Total Headcount & FTE's	6.75	6.75	6.75	6.75

EXPENDITURE/PERSONNEL COMPARISONS



**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



001 GENERAL FUND
CITY COMMISSION
0100 CITY COMMISSION
511 LEGISLATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					SALARIES
		2019-2020	2020-2021	2021-2022	2022-2023		
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT		
FULL TIME POSITIONS							
8900	Mayor	1.00	1.00	1.00	1.00	\$ 46,655	
8910	Vice Mayor	1.00	1.00	1.00	1.00	40,816	
8920	City Commissioner	3.00	3.00	3.00	3.00	113,730	
0636	Chief Community Outreach & Policy Adv.	-	1.00	1.00	1.00	85,951	
0034	Admin. Assistant to the Mayor	1.00	-	-	-	-	
TOTAL FULL TIME HEADCOUNT		6.00	6.00	6.00	6.00	287,152	
PART TIME POSITIONS							
	TITLE	HC	FTE's	FTE's	FTE's	FTE's	
0517	Administrative Assistant - P/T	1	-	0.75	0.75	0.75	30,318
0051	Office Clerk Intern - PT	-	0.75	-	-	-	-
TOTAL PART TIME FTE's		1	0.75	0.75	0.75	0.75	30,318
TOTAL			6.75	6.75	6.75	6.75	\$ 317,470

EXPENDITURE DETAIL

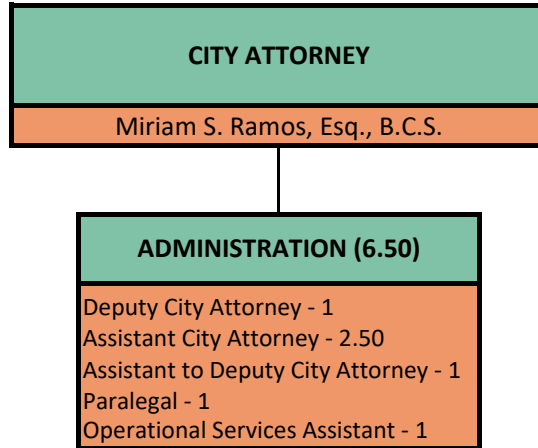
	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 251,557	\$ 256,748	\$ 291,657	\$ 317,470
2000 Employee Benefits - See Other Cost Dist.	168,341	162,272	230,176	268,973
4010 Travel Expense	25,223	24,340	28,200	28,200
4011 Out-of-town Travel	3,191	2,093	13,000	6,000
4410 Rental of Machinery and Equipment	2,787	3,081	2,000	2,000
4420 General Services Cost - See Other Cost Dist.	58,077	58,434	58,371	60,607
4550 General Liability Insurance	11,849	12,214	13,712	18,078
4710 Special Printed Forms	-	-	300	300
4990 Other Miscellaneous Expense	1,321	3,968	17,000	17,000
4991 Miscellaneous Expense - Group 1	400	307	5,000	5,000
4992 Miscellaneous Expense - Group 2	2,026	2,071	5,000	5,000
4993 Miscellaneous Expense - Group 3	969	2,404	5,000	5,000
4994 Miscellaneous Expense - Group 4	145	4,798	5,000	5,000
4995 Miscellaneous Expense - Group 5	-	409	5,000	5,000
5100 Office Supplies	2,942	5,666	10,000	10,000
5400 Membership Dues and Subscriptions	7,292	23,577	11,000	11,000
5410 Employee Training	-	-	5,000	5,000
8101 Sister Cities Grant	3,943	58	4,000	4,000
9010 Intradepartmental Credits	(16,031)	(11,992)	(15,694)	1 (18,954)
TOTAL	\$ 524,032	\$ 550,448	\$ 693,722	\$ 754,674

1. Administrative departments cost distributed to Development Services Building Division.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

CITY ATTORNEY

ORGANIZATION CHART



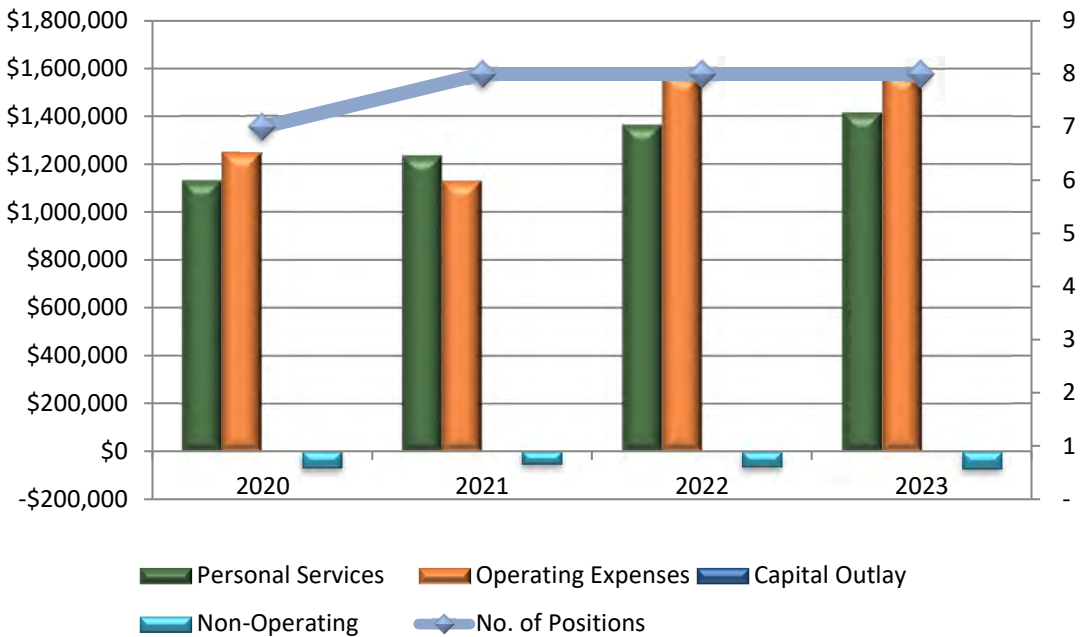
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



**CITY ATTORNEY
BUDGET AND POSITION SUMMARY**

	<u>2019-2020 ACTUAL</u>	<u>2020-2021 ACTUAL</u>	<u>2021-2022 BUDGET</u>	<u>2022-2023 ESTIMATE</u>
Salaries & Benefits	1,131,485	1,235,388	1,364,548	1,414,786
Operating Expenses	1,251,121	1,129,582	1,574,012	1,576,535
Capital Outlay	-	-	500	500
Non-Operating	<u>(69,088)</u>	<u>(53,104)</u>	<u>(65,100)</u>	<u>(73,300)</u>
Total	<u><u>2,313,518</u></u>	<u><u>2,311,866</u></u>	<u><u>2,873,960</u></u>	<u><u>2,918,521</u></u>
Full Time Headcount	6.50	7.50	7.50	7.50
Part Time FTE's	<u>0.75</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Headcount & FTE's	<u><u>7.25</u></u>	<u><u>7.50</u></u>	<u><u>7.50</u></u>	<u><u>7.50</u></u>

EXPENDITURE/PERSONNEL COMPARISONS



City Attorney

Department Function:

The City Attorney's Office (CAO) has a total of four full-time in-house attorneys and a part-time in-house attorney. It serves as the City's general counsel. In doing so, its attorneys serve as counsel to the City Commission, City Officials, and City Departments, provide legal opinions and interpretations on behalf of the City, and supervise outside counsel. Specifically, the CAO serves as counsel to the City's Planning and Zoning Board, Historic Preservation Board, Board of Adjustment, and Construction Regulation Board as well as to the special masters who preside over Red Light Camera Hearings. The CAO also prosecutes matters before the City's Code Enforcement Board as well as during Code Enforcement Ticket Hearings before a special master. The CAO drafts legislation, reviews all Resolutions and Ordinances for form and legal sufficiency, assists with complex procurement items, works closely with the Human Resources Department on personnel matters, provides legal support for real estate matters and transactions, and drafts and/or reviews all City contracts and agreements for form and legal sufficiency. In addition, the CAO represents the City in litigation, files amicus briefs when appropriate, and files suit when necessary after obtaining approval from the City Commission. Aside from serving as the chief legal officer for the City, the City Attorney also serves as the chief ethics officer, issuing Ethics Opinions and investigating Ethics Complaints when necessary.

Department Goals:

1. Providing effective and efficient legal representation and advice to the City Commission, City Officials, and City Departments.
2. Working to protect Home Rule and to fight against State preemption.
3. Continuing to be an available resource for City businesses and residents.
4. Growing its reputation as a nationally recognized City Attorney's Office.
5. Transitioning to a paperless office.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE

CITY ATTORNEY

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ Prevailed in appeal that preserved the City's Dispute Resolution Process to address relief from claims of inordinate burden upon private property.
- ✓ Prevailed in Goudie v. Carbonell, et al. by having the case against the City dismissed with prejudice in an action where the plaintiff was seeking a declaratory judgment against the City declaring that the subject property was not historic.
- ✓ Prevailed in Cocoplum Civic Association v. City of Coral Gables, et al. when the Third District Court of Appeal denied Cocoplum Civic Association's petition for second-tier certiorari review, thereby upholding the City's process of approval for updated entrance features to the Cocoplum community.
- ✓ Continued to guide City through legal complexities relating to governing during a global pandemic, and returning to a new normal, which included drafting related ordinances, providing advice to police and code enforcement on enforcement, and amending Rules of Procedure for the City Commission and other boards to operate in a hybrid format.
- ✓ Guided City through various real estate transaction allowing for a new lease with Coral Gables Congregational Church for the surface parking lot in front of the church and the lease between the City and SRA Gables Restaurant LLC for the City-owned property located at 2325 Galiano for a new restaurant by award-winning chef, Michelle Bernstein.
- ✓ Achieved compliance, pursuant to enforcement actions, from 6 properties on the City's Abandoned Property List.
- ✓ Negotiated fine reduction agreements in Code Enforcement and Construction Regulation Board cases which lead to over \$144,000 in collections between October 2021 and April 2022.
- ✓ Drafted numerous ordinances including a zoning code amendment clarifying that where regulations vary, the most restrictive provision, which shall be deemed the higher standard of zoning, shall govern; and an update to the Home Office section of the zoning code to comply with recent changes in state law.
- ✓ Assistance with resolutions and memorandums of understanding between the City, County, and other municipalities.
- ✓ Assisted with setting and advocating for City's legislative priorities and proposing amendatory language in the City's interest.
- ✓ Interpreted final bills resulting from 2022 legislative session and working with City staff to ensure that all necessary changes are made to comply with the requirements of the various bills affecting municipalities.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



001 GENERAL FUND
CITY ATTORNEY
0500 CITY ATTORNEY
514 LEGAL COUNSEL

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
8930	City Attorney	1.00	1.00	1.00	1.00	\$ 243,675
0040	Deputy City Attorney	1.00	1.00	1.00	1.00	191,067
0080	Assistant City Attorney	2.00	2.00	2.00	2.00	276,236
0629	Asst City Attorney/Govt'l Affairs Manager	0.50	0.50	0.50	0.50	70,194
0070	Paralegal	1.00	1.00	1.00	1.00	90,290
0048	Ass't to Deputy City Attorney	1.00	1.00	1.00	1.00	72,748
0064	Operational Services Assistant	-	1.00	1.00	1.00	43,221
8888	Overtime	-	-	-	-	8,000
TOTAL FULL TIME HEADCOUNT		6.50	7.50	7.50	7.50	995,431
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	
0083	Clerical Assistant II - P/T	0	-	-	-	-
9019	Receptionist/Office Asst - P/T	0	0.75	-	-	-
TOTAL PART TIME FTE's		0	0.75	0.00	0.00	-
TOTAL		7.25	7.50	7.50	7.50	\$ 995,431

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 785,864	\$ 854,461	\$ 923,234	\$ 950,285
2000 Employee Benefits - See Other Cost Dist.	345,621	380,927	441,314	464,501
3120 Special Legal Services	1,115,134	988,059	1,400,000	1,400,000
4090 Other Transportation Expense	29,886	28,392	29,886	29,886
4091 Cell Phone Allowance	1,200	5,920	1,200	-
4410 Rental of Machinery and Equipment	6,840	6,623	8,200	8,200
4420 General Services Cost - See Other Cost Dist.	40,500	40,748	40,707	42,264
4550 General Liability Insurance	37,201	40,607	42,669	56,685
4720 Printing & Binding	-	1,275	730	730
4910 Court Costs & Investigative Expense	450	20	1,870	1,870
4990 Other Miscellaneous Expense	436	-	1,950	500
5100 Office Supplies	2,592	1,203	10,500	7,900
5400 Membership Dues and Subscriptions	15,772	15,294	21,300	18,500
5410 Employee Training	1,110	1,441	15,000	10,000
6450 Office Equipment Replacement	-	-	500	500
9010 Intradepartmental Credits	(69,088)	(53,104)	(65,100)	1 (73,300)
TOTAL	\$ 2,313,518	\$ 2,311,866	\$ 2,873,960	\$ 2,918,521

1. Administrative departments cost distributed to Development Services Building Division.

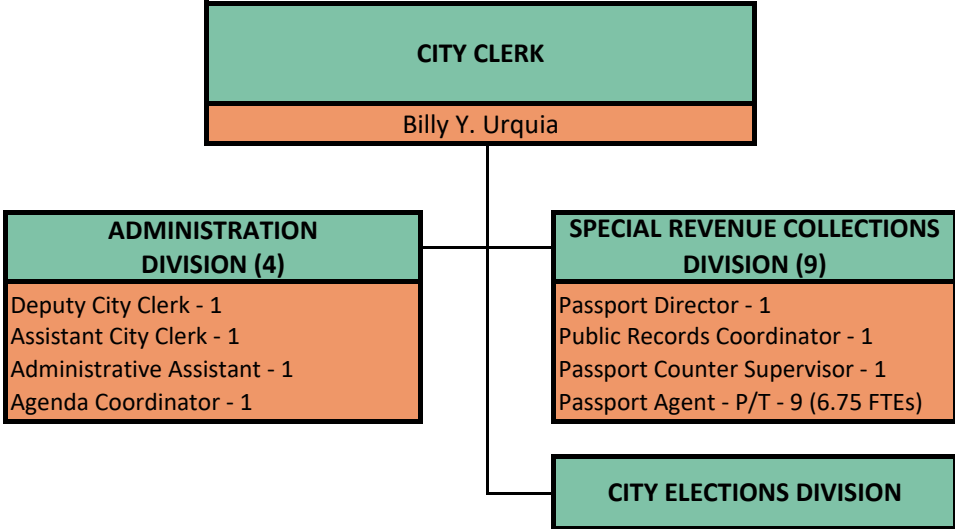


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**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

CITY CLERK

ORGANIZATION CHART



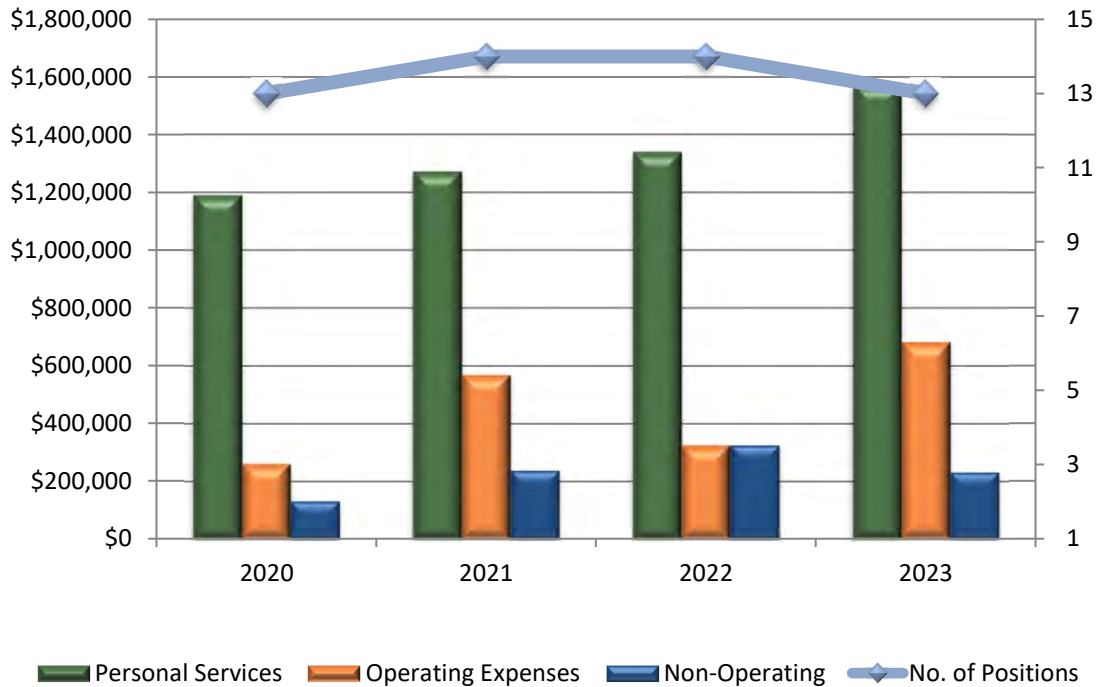
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



**CITY CLERK
BUDGET AND POSITION SUMMARY**

	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
Salaries & Benefits	1,189,775	1,271,840	1,339,699	1,572,076
Operating Expenses	260,359	567,392	324,445	680,937
Non-Operating	132,008	236,366	324,225	231,722
Total	<u>1,596,437</u>	<u>2,075,598</u>	<u>1,988,369</u>	<u>2,484,735</u>
Full Time Headcount	8.00	8.00	8.00	8.00
Part Time FTE's	4.50	6.00	6.00	5.25
Total Headcount & FTE's	<u>12.50</u>	<u>14.00</u>	<u>14.00</u>	<u>13.25</u>

EXPENDITURE/PERSONNEL COMPARISONS



City Clerk

Department Function:

As the Corporate Secretary, the City Clerk's Office is the keeper of the official Commission minutes, legislation, lobbyist registration, original contracts, keeping meeting schedules, minutes and attendance records for all City boards and committees and attends bond validations proceedings as needed. The elections function entails the administration, supervision and certification of Municipal, Business/Improvement District and Retirement Board and employee elections, any charter amendment, and special or referenda. In furtherance of our Records Management Program, this office sets guidelines and standards for all City Records, incorporates management technologies, and establishes a repository for inactive, archival and vital records. Special projects include collaborative projects and cost sharing approaches for archival preservation (Sea Level Rise, Immigration App, Virtual Historic City projects, Records Enterprise System, Lobbyist Online Portal and Electronic filing of Campaign Finance Reports), public access as it pertains to our legislative workflow and document management application, our Boards and Committees public meeting process, our enterprise content management process, as well as our reporting process in furtherance of accountability, transparency, and reportability. Direct services include research in response to public informational requests, notarization, certification, attestation, etc. Advertise and post public notices regarding meetings of the Commission, advisory boards, elections, etc. The City Clerk's Office has been designated as a Passport Acceptance Facility.

Department Goals:

1. To provide professional supervision and management of all Municipal Elections, including but not limited to Charter amendment issues, municipal candidate, bond referendum and retirement board elections pursuant to the Florida Election Code, Miami-Dade County Charter and Code and City of Coral Gables Charter and Code authority.
2. Pursuant to State law, Florida Administrative Code, our City Code, and through the implementation of our records plan, to ensure document accessibility, thus encompassing the cycle of a public document from creation to final disposition. The office is currently revising and updating our Records Plan to address the next generation of records, namely Electronic Records Management.
3. To provide professional passport acceptance facility, through public partnership with the U.S. Department of State, in reviewing all necessary documents attesting to the citizenship and identity of the holder, collecting the necessary fees, and administration of an oath, while providing a revenue source for the City.
4. To provide professional leadership and knowledge consistent with the functional requirements of the appointed position (City Clerk), as defined under both State law, County and City Code, the Florida Administrative Code, as well as those long practiced local rules and customs.
5. To serve as a clearinghouse for information, regarding our City's governmental operations, facilitating public information request through our online portal justFOIA.
6. To promote and encourage the applicability of those technological applications which link application to process, to people, thus supporting our core business functions and user needs.
7. To respond to Public Records Requests, distributing information to the public, city officials, department directors, other governments, and public agencies.
8. Serves as the Records Management Liaison Officer (RMLO) with the State of Florida Department of State and oversee records management, retention, digitizing and destruction in accordance with state regulations.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

CITY CLERK

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- 
- ✓ The City Clerk's Office implemented a new Public Records Request portal JustFOIA. The Police and Fire Departments also joined an automated paper-based process. This implementation will help the City of Coral Gables in building trust through digital services while creating a customer originated portal where public records requests are seamless and robust.
 - ✓ Successfully created a web portal to electronically submit Restrictive Covenants and record legal documents electronically.
 - ✓ Spearheaded the implementation of a digital kiosk at City Hall, allowing public notices and meeting dates to be displayed digitally.
 - ✓ The City Clerk's Office continues to utilize Zoom as a platform for residents and customers to participate in meetings.
 - ✓ Effectively scanned all viable building Microfiche into Laserfiche.

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

CITY CLERK

INDICATOR:	FY21			FY22		FY23
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Passport applications processed	15,000	21,000	●	18,000	14,128	20,000
Photographic prints provided	8,000	13,453	●	8,000	5,880	8,000
Amount collected from Lobbyist Registration	10,000	21,000	●	15,000	29,750	15,000
Number of Principals registered ¹	40	63	●	40	46	45

Legend

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

Notes:

¹Denotes calendar year figures



**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



001 GENERAL FUND
CITY CLERK
0600 CITY CLERK
511 LEGISLATIVE

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE FULL TIME POSITIONS	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020 ACTUAL HEADCOUNT	2020-2021 ACTUAL HEADCOUNT	2021-2022 BUDGET HEADCOUNT	2022-2023 ESTIMATE HEADCOUNT	
8940	City Clerk	1.00	1.00	1.00	1.00	\$ 161,804
0600	Deputy City Clerk	1.00	1.00	1.00	1.00	141,554
0623	Assistant City Clerk	1.00	1.00	1.00	1.00	114,665
0602	Administrative Assistant	1.00	1.00	1.00	1.00	76,797
0035	Agenda Coordinator	1.00	1.00	1.00	1.00	62,964
TOTAL		5.00	5.00	5.00	5.00	\$ 557,784

EXPENDITURE DETAIL

	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
1000 Salaries	\$ 473,867	\$ 463,106	\$ 477,179	\$ 557,784
2000 Employee Benefits - See Other Cost Dist.	253,930	273,440	290,253	328,799
3190 Other Professional Services	20,096	29,824	63,295	53,063
4090 Other Transportation Expense	13,969	11,727	12,344	12,344
4091 Cell Phone Allowance	1,200	1,140	1,200	-
4410 Rental of Machinery and Equipment	8,247	8,200	8,200	8,200
4420 General Services Cost - See Other Cost Dist.	32,945	33,146	33,114	34,380
4550 General Liability Insurance	20,859	21,310	22,049	31,763
4820 Advertising Expense	22,576	13,959	20,000	20,000
4990 Other Miscellaneous Expense	1,483	5,151	4,700	7,700
5100 Office Supplies	2,614	1,984	4,013	5,900
5400 Membership Dues and Subscriptions	2,834	2,180	2,190	2,190
5410 Employee Training	5,780	1,893	8,750	12,000
TOTAL	\$ 860,400	\$ 867,060	\$ 947,287	\$ 1,074,123

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
FULL TIME POSITIONS						
0607	Passport Director	1.00	1.00	1.00	1.00	\$ 133,947
0136	Public Records Coordinator	1.00	1.00	1.00	1.00	62,729
0599	Passport Counter Supervisor	1.00	1.00	1.00	1.00	55,313
8888	Overtime	-	-	-	-	15,000
TOTAL FULL TIME HEADCOUNT		3.00	3.00	3.00	3.00	266,989
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0087	Intern - P/T	0	0.75	0.75	0.75	0.00
9027	Passport Clerk - P/T	7	3.75	5.25	5.25	5.25
TOTAL PART TIME FTE's		7	4.50	6.00	6.00	5.25
TOTAL		7.50	9.00	9.00	8.25	\$ 462,913

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 334,952	\$ 376,136	\$ 404,795	\$ 517,156
2000 Employee Benefits - See Other Cost Dist.	127,026	159,158	167,472	168,337
3190 Other Professional Services	52,535	61,071	62,100	62,100
4090 Other Transportation Expense	2,274	3,703	3,898	3,898
4410 Rental of Machinery and Equipment	4,705	3,528	4,750	4,750
4420 General Services Cost - See Other Cost Dist.	35,252	35,467	35,432	36,788
4550 General Liability Insurance	16,233	19,104	18,910	26,361
4970 Passport Expense	5,852	7,026	7,500	7,500
5202 Chemicals and Photographic Supplies	8,011	7,132	7,000	7,000
6442 Computer Software - Additions	14,295	-	-	-
9001 Lobbyist Registration & Fees	4,000	329	-	-
9002 Document Filing Fee	128,008	236,037	324,225	231,722
TOTAL	\$ 733,143	\$ 908,691	\$ 1,036,082	\$ 1,065,612

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



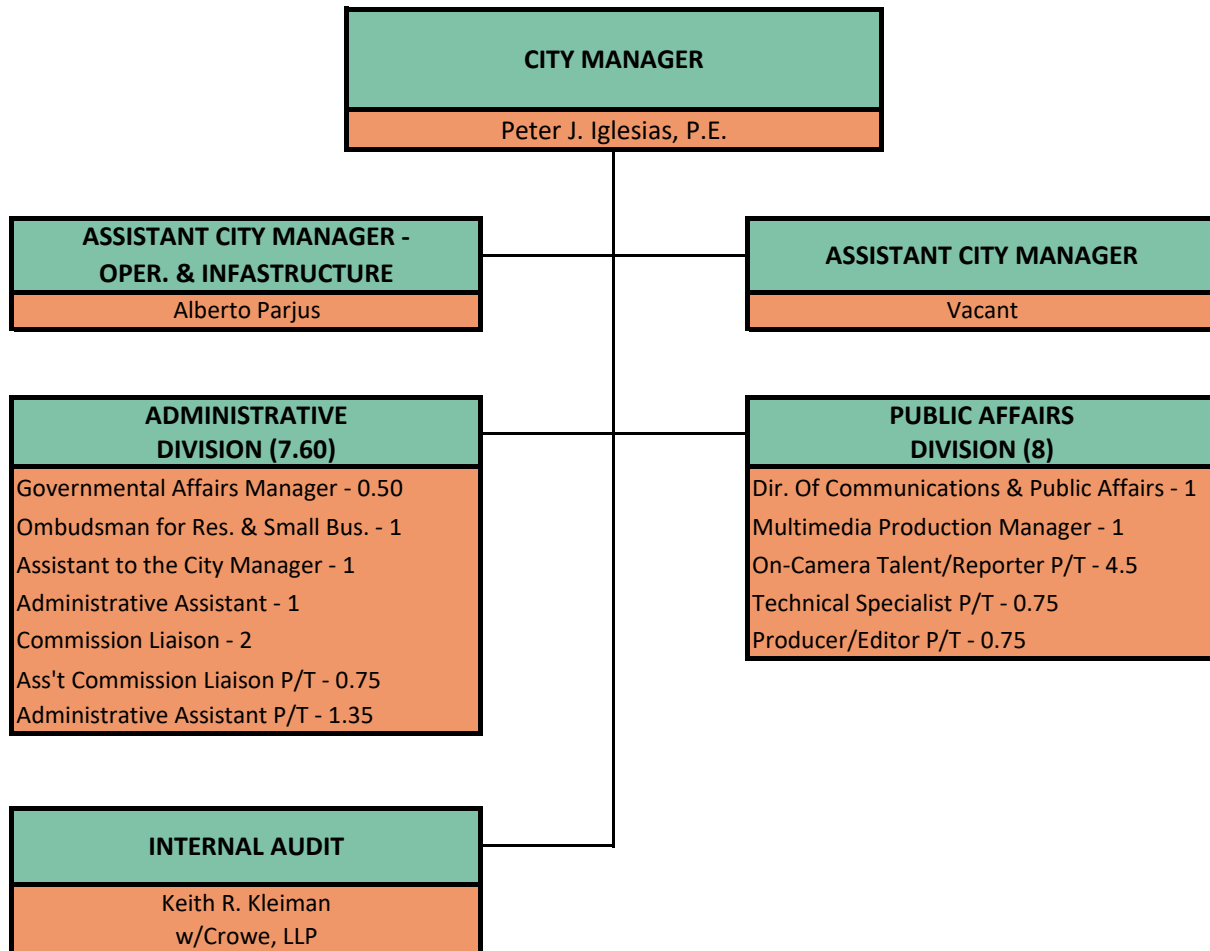
001 GENERAL FUND
CITY CLERK
0610 CITY ELECTIONS
 511 LEGISLATIVE

EXPENDITURE DETAIL

	<u>2019-2020</u> <u>ACTUAL</u>	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>BUDGET</u>	<u>2022-2023</u> <u>ESTIMATE</u>
3190 Other Professional Services	2,894	257,507	5,000	295,000
4820 Advertising Expense	-	38,200	-	50,000
4990 Other Miscellaneous Expense	-	4,140	-	-
TOTAL	<u>\$ 2,894</u>	<u>\$ 299,847</u>	<u>\$ 5,000</u>	<u>\$ 345,000</u>

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

**CITY MANAGER
ORGANIZATION CHART**



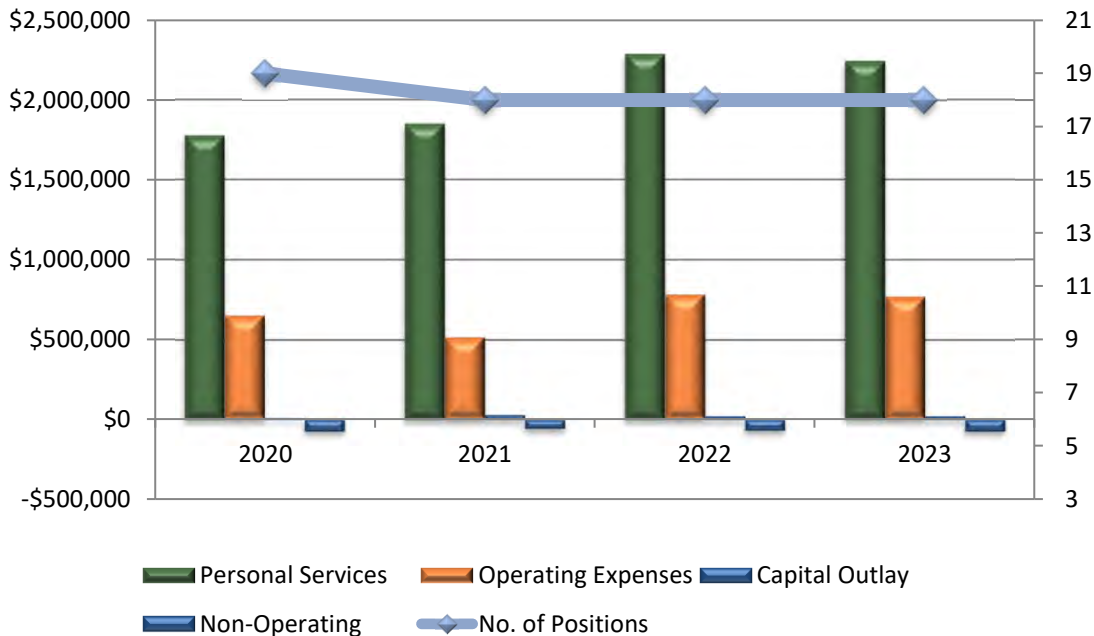
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



**CITY MANAGER
BUDGET AND POSITION SUMMARY**

	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
Salaries & Benefits	1,774,975	1,848,677	2,284,846	2,239,438
Operating Expenses	650,605	513,895	781,088	767,875
Capital Outlay	10,063	29,883	21,000	21,000
Non-Operating	(75,002)	(55,357)	(67,672)	(74,193)
Total	<u>2,360,641</u>	<u>2,354,598</u>	<u>3,019,262</u>	<u>2,954,120</u>
Full Time Headcount	11.00	11.00	11.00	11.00
Part Time FTE's	8.10	6.60	6.60	6.60
Total Headcount & FTE's	<u>19.10</u>	<u>17.60</u>	<u>17.60</u>	<u>17.60</u>

EXPENDITURE/PERSONNEL COMPARISONS



City Manager's Office

Department Function:

The City Manager is the Chief Executive Officer appointed by the City Commission to implement Commission policies and direct efficient municipal operations in fulfillment of the City's mission, vision and goals as set forth in the City's adopted Strategic Plan. The City Manager is assisted by an Assistant City Manager in order to create a high performing organization that embraces innovation, best practices, and municipal effectiveness in service of City Commission and the residents, businesses and visitors of the City.

Department Goals:

1. Provide executive-level administrative leadership in the execution of policies and objectives established by the City Commission.
2. Fulfill the City's mission, vision, and goals outline in adopted Strategic Plan.
3. Develop, recommend, fund, and implement new programs to meet the future needs of the City consistent with the goals and objectives set forth in the Strategic Plan.
4. Help craft a vision and set community standards for development that respond to community values and support a cohesive community fabric.
5. Foster sustainability by respecting the City's ecological resources, enhancing economic efficiency, and engaging the public in quality-of-life initiatives.
6. Prepare and administer the annual budget and the performance management system.
7. Represent the City to other units of government and organizations to ensure the City's goals and objectives are best served and that productive partnerships are formed.
8. Promote a culture of engagement, respect, inclusion and creativity.
9. Provide executive-level administrative leadership in the planning and execution of vertical infrastructure projects.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

CITY MANAGER'S OFFICE

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ Recruited additional top-tier talent in critical areas while creating fair and transparent talent management processes. This included the recruitment of Alberto Parjus as Assistant City Manager and Douglas Ramirez as Assistant Building Director.
- ✓ Optimized hiring process and operations for Communications division in Police Department, leading to a positive upturn in recruitment and lowering of overtime.
- ✓ Provided executive-level oversight and strategic leadership in the renovation completion of the new Development Services Center located at 427 Biltmore Way.
- ✓ Provided executive-level oversight and strategic leadership in the renovation completion of the Fink Studio building. The Economic Development department moved into the building in April, and the building includes a space accessible to the public.
- ✓ Provided executive-level oversight and strategic leadership in the implementation of the Minorca Garage, previously known as Parking Garage 7. The project broke ground and is scheduled for completion in the second quarter of FY23.
- ✓ Issued several Administrative Orders and Implementing Orders to establish clear best practice standards for future reference. These included Implementing Orders for public comments at Design Review Committee (DRC) and Board of Architects (BOA) meetings and for outdoor live amplified music permits along with Administrative Orders for short term rental citation and enforcement procedures, among others.
- ✓ Provided executive-level oversight and strategic leadership for the construction of Fire House 4. Design for the project is completed and project has been permitted. Scheduled for construction in FY23.
- ✓ Provided executive-level oversight and strategic leadership in the programming and design process of the Mobility Hub, previously known as Parking Garage 1. Design drawings have been completed and demolition permit issued in April 2022. Proposed construction for the project scheduled for FY23.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ Provided executive-level oversight and strategic leadership in the implementation of Infor, the City's new financial system which will replace Eden in the start of the second quarter of FY23.
- ✓ Provided executive-level oversight and strategic leadership in the implementation of EnerGov, the City's new electronic plans review and code enforcement modules system.
- ✓ Provided executive-level oversight and strategic leadership in the citywide broadband and public Wi-Fi expansion project.
- ✓ Secured record amount of State and Federal grant funding for various projects through legislative efforts.
- ✓ Assisted in the formulation of the City's 2022 legislative agenda and provided strategic leadership and oversight of the City's lobbying efforts at the State and Federal level.
- ✓ Provided executive level oversight and guidance in working with several city departments to ensure maximum reimbursement of the City's COVID related expenses by the Federal Government through Miami-Dade County.
- ✓ Provided oversight and guidance in drafting numerous significant legislative items that were adopted by the City Commission.
- ✓ Oversaw the development and launch of the 2021 Community Engagement Survey whose results show that quality of life rated 94% excellent/good in Coral Gables.
- ✓ Continued to develop the Keep Coral Gables Beautiful program hosting over 30 community events and receiving a Florida Beverage Association grant for a Reverse Vending Machine pilot program.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

OFFICE OF COMMUNICATIONS AND PUBLIC AFFAIRS

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ Continued to substantially increase social media following, reaching 50K followers on Instagram.
- ✓ Began planning city's centennial with an oral history project.
- ✓ Began placement of monthly articles in South Gables Living and Gables Living magazines at no cost to the city.
- ✓ Grew ENEWS, the City's weekly electronic newsletter by 150%. Open rate averages above 45%, currently 9% above industry average.
- ✓ Continued media outreach ensuring that Coral Gables is included in coverage.
- ✓ Reviewed social media sentiment and daily media coverage flagging potential issues. Adapted to more "Story" and "Reel" content.
- ✓ Created the #BreaktheBoxCoralGables campaign, successfully informing and educating residents to recycle their cardboard boxes. Currently over 90% compliancy.
- ✓ Created social media content to promote businesses with "Hot spots" campaigns.
- ✓ Created Why Coral Gables LinkedIn campaign.
- ✓ Coordinated the groundbreaking of the Minorca Parking Garage.
- ✓ Promoted city programs and projects including "Stop the Bleed"; Women's History Month, the Farmers Market and the newly created Harvest Market; Tour of Kitchens 2022; recycle your holiday tree; Santa Claus and Easter Bunny home visits; Keep Coral Gables Beautiful; Keep it Clean.
- ✓ Updated newly established emergency notification program in conjunction with the Fire Department and the Office of Emergency Management which will expand reach to residents.
- ✓ Updated hurricane preparedness videos and graphics.
- ✓ Highlighted team members in social media during Mother's Day and Father's Day, Labor Day as well as employees and/or departments receiving special awards and recognitions.
- ✓ Publicized the appointments of the new Assistant City Manager, Deputy Director of Public Works, Assistant HR Director, and Assistant Director of Public Works.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ Coordinated public and media outreach efforts as part of Emergency Management’s Joint Information Center response to COVID-19. Among items handled: distribution of public information via media outreach, social media, e-News, and website.
- ✓ Created, with IT and City Clerk, the new Coral Gables website. This upgraded website uses Drupal, a significantly advanced CMS platform compared to EVOgov.
- ✓ Acquired, with the City Clerk’s Office, new photo and video assets of the city.
- ✓ Promoted Public Work’s new recycling bin deliveries and created events to drop off old bins
- ✓ Updated public notification design for Public Works.
- ✓ Photographed and edited new headshots and legacy photos for the entire Fire Department, over 140 employees.



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**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



001 GENERAL FUND
CITY MANAGER
1010 ADMINISTRATION DIVISION
512 EXECUTIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
8950	City Manager	1.00	1.00	1.00	1.00	\$ 286,318
0630	Assistant City Mgr	1.00	1.00	1.00	1.00	181,129
0631	Assistant City Mgr	1.00	1.00	1.00	1.00	181,129
0629	Asst City Attorney/Gov't Affairs Manager	0.50	0.50	0.50	0.50	70,194
0076	Ombudsman for Res. & Small Bus.	1.00	1.00	1.00	1.00	90,290
0071	Assistant to the City Manager	1.00	1.00	1.00	1.00	71,651
0137	Executive Administrative Assistant	1.00	1.00	1.00	1.00	51,449
0604	Commission Liaison	2.00	2.00	2.00	2.00	96,441
8888	Overtime	-	-	-	-	12,000
TOTAL FULL TIME HEADCOUNT		8.50	8.50	8.50	8.50	1,040,601
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	
0608	Asst Commission Liaison	1	0.75	0.75	0.75	30,361
6101	Administrative Assistant - P/T	2	1.35	1.35	1.35	55,668
TOTAL PART TIME FTE's		3	2.10	2.10	2.10	86,029
TOTAL		10.60	10.60	10.60	10.60	\$ 1,126,630

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 852,110	\$ 847,548	\$ 1,118,336	\$ 1,126,630
2000 Employee Benefits - See Other Cost Dist.	478,850	423,656	568,435	511,532
3190 Other Professional Services	59,351	70,432	91,000	91,000
4011 Out-of-town Travel	7,785	1,787	12,000	12,000
4090 Other Transportation Expense	18,841	17,618	18,841	18,841
4091 Cell Phone Allowance	1,200	1,100	1,200	-
4410 Rental of Machinery and Equipment	3,265	3,454	6,500	6,500
4420 General Services Cost - See Other Cost Dist.	30,406	30,592	30,561	31,731
4550 General Liability Insurance	49,631	43,202	51,768	64,156
4720 Printing & Binding	3,297	822	8,930	8,930
4990 Other Miscellaneous Expense	6,964	2,749	10,000	10,000
5100 Office Supplies	3,834	3,843	8,000	8,000
5213 Purchase/Rental - Employee Uniforms	675	902	1,400	1,400
5400 Membership Dues and Subscriptions	13,658	12,275	14,070	14,070
5410 Employee Training	2,010	2,220	9,000	9,000
7195 Contingency for Budget Reduction	-	-	25,000	25,000
8300 Environmental Sustainability Grants	-	17,500	-	-
9010 Intradepartmental Credits	(47,107)	(30,774)	(43,712)	1 (47,500)
TOTAL	\$ 1,484,770	\$ 1,448,926	\$ 1,931,329	\$ 1,891,290

1. Administrative departments cost distributed to Development Services Building Division.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0621	Director of Communications & Public Affairs	1.00	1.00	1.00	1.00	\$ 136,648
0615	Multimedia Production Pgm Coord	0.50	0.50	0.50	0.50	47,894
0624	Comm & Digital Media Coordinator	-	1.00	1.00	1.00	60,623
0612	Public Affairs Manager	1.00	-	-	-	-
TOTAL FULL TIME HEADCOUNT		2.50	2.50	2.50	2.50	245,165
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	
0110	Webmaster/Graphic Designer - P/T	1	-	0.75	0.75	39,008
0008	On-Camera Talent/Reporter - P/T	-	2.25	-	-	-
9010	Producer/Editor/videographer - P/T	3	2.25	1.50	1.50	78,406
5047	Communications Spec - P/T	2	1.50	2.25	2.25	117,871
TOTAL PART TIME FTE's		6	6.00	4.50	4.50	235,285
TOTAL		8.50	7.00	7.00	7.00	\$ 480,450

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 304,624	\$ 400,076	\$ 461,084	\$ 480,450
2000 Employee Benefits - See Other Cost Dist.	139,391	177,397	136,991	120,826
3190 Other Professional Services	176,959	38,594	84,480	88,697
3191 Other Professional Services - Talent	-	-	-	5,500
4011 Out-of-town Travel	-	-	1,000	1,000
4020 Central Garage Motor Pool Oper	55,574	50,095	65,701	17,902
4021 Central Garage Motor Pool Repl	-	-	-	44,001
4090 Other Transportation Expense	3,898	3,703	3,898	3,898
4091 Cell Phone Allowance	100	1,040	1,200	-
4410 Rental of Machinery and Equipment	4,928	5,296	6,900	6,900
4420 General Services Cost - See Other Cost Dist.	45,268	45,544	45,499	47,240
4550 General Liability Insurance	22,929	25,882	21,545	27,359
4620 Repair and Maint. of Office Equipment	(105)	2,000	2,000	1,500
4630 Repair/Maint. of Machinery & Equipment	-	4,000	-	-
4720 Printing & Binding	3,469	5,609	17,050	20,000
4820 Advertising Expense	39,701	27,399	57,300	41,400

EXPENDITURE DETAIL

	<u>2019-2020</u> <u>ACTUAL</u>	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>BUDGET</u>	<u>2022-2023</u> <u>ESTIMATE</u>
4940 Taxes & License Fees Paid	1,600	434	2,250	1,050
4990 Other Miscellaneous Expense	1,007	9,259	1,401	2,000
5100 Office Supplies	3,980	6,052	7,000	7,500
5206 Food for Human Consumption	-	309	4,030	4,030
5214 Uniform Allowance	-	1,580	1,344	1,350
5215 Small Tools & Minor Equipment	-	2,208	1,000	1,000
5400 Membership Dues and Subscriptions	2,270	847	860	560
5410 Employee Training	967	-	2,000	3,000
6430 Equipment Repair/Replacement	4,823	19,966	15,000	15,000
6440 Equipment Additions	5,240	9,917	6,000	6,000
7195 Contingency for Budget Reduction	-	-	40,000	40,000
9010 Intradepartmental Credits	<u>(25,300)</u>	<u>(22,647)</u>	<u>(21,690)</u>	1 <u>(24,210)</u>
TOTAL	<u>\$ 791,323</u>	<u>\$ 814,560</u>	<u>\$ 963,843</u>	<u>\$ 963,953</u>

1. Administrative departments cost distributed to Development Services Building Division.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

EXPENDITURE DETAIL

	<u>2019-2020</u> <u>ACTUAL</u>	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>BUDGET</u>	<u>2022-2023</u> <u>ESTIMATE</u>
3190 Other Professional Services	87,143	93,048	76,360	76,360
3200 Accounting & Auditing Services	-	-	50,000	-
7195 Contingency for Budget Reduction	-	-	-	25,000
9010 Intradepartmental Credits	<u>(2,595)</u>	<u>(1,936)</u>	<u>(2,270)</u>	1 <u>(2,483)</u>
TOTAL	<u>\$ 84,548</u>	<u>\$ 91,112</u>	<u>\$ 124,090</u>	<u>\$ 98,877</u>

1. Administrative departments cost distributed to Development Services Building Division.

Action Plan Worksheet



Action Plan Owner: Solanch Lopez, Assistant to the City Manager

Action Plan Name: 1.1.1-1 Attain 40% top-box rating on quality of city services and 70% on overall feeling of safety by 2025.

Strategic plan alignment:

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal: Attain world-class performance levels in overall community satisfaction with city services

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Contract with consultant to develop community survey 3.0	04/01/23	Professional Services Agreement with consultant
Develop survey	05/01/23	Survey instrument reviewed & finalized
Deploy survey and collect responses	09/15/23	Completed returned surveys
Analyze results against 2021 survey and custom benchmarks with comparable cities	12/01/23	Analysis with recommendations for improvements
Develop follow up action plans as appropriate	03/01/24	Action plan documents
Repeat process in 2025 for community survey 4.0	12/01/24	Survey instrument, results, and action plans

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Solanch Lopez - 8 hours
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 22,000	Survey consultant

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

Measure	Target	Date												
Quality of service	30% Top-box 40% Top-box	12/15/23 12/15/25												
<p>Top-Box Responses GOOD ↑</p> <table border="1" style="margin: 10px auto;"> <caption>Top-Box Responses Data</caption> <thead> <tr> <th>Year</th> <th>Quality of Service (%)</th> <th>Feeling of Safety (%)</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>30%</td> <td>60%</td> </tr> <tr> <td>FY24 (P)</td> <td>35%</td> <td>65%</td> </tr> <tr> <td>FY25 (P)</td> <td>40%</td> <td>70%</td> </tr> </tbody> </table>			Year	Quality of Service (%)	Feeling of Safety (%)	FY23 (P)	30%	60%	FY24 (P)	35%	65%	FY25 (P)	40%	70%
Year	Quality of Service (%)	Feeling of Safety (%)												
FY23 (P)	30%	60%												
FY24 (P)	35%	65%												
FY25 (P)	40%	70%												
Overall feeling of safety	60% Top-box 70% Top-box	12/15/23 12/15/25												

Frequency & venue of review

- Review quarterly with City Manager
- Review bi-annually with City Commission

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents	Greater satisfaction with city services, quality of life etc. and feeling of safety in the community	None
City Commission	More satisfied constituents	Resources expended in this effort will not be available for other initiatives.
City Administration	More satisfied residents, less complaints, data available for decision making based on resident rating of satisfaction/importance rating.	None
City staff in surveyed departments	More satisfied stakeholders, staff will have metrics that reflect the good work they are doing	Potential resistance if results are not positive.

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

- Money:
 - Costs: \$22,000
 - Nothing immediately measurable, but overall favorable reputation helps to maintain property values, attract businesses and visitors to the City.
 - Time to see return on investment: N/A
- Other benefits:
 - Improved resident satisfaction and engagement.

Action Plan Worksheet



Action Plan Owner: Solanch Lopez, Assistant to the City Manager

Action Plan Name: 1.1.2-1 Increase satisfaction levels on transactional surveys to 90th percentile by 2025

Strategic plan alignment (Supports which Objectives and Goals)

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 1 – Attain world-class performance levels in overall community satisfaction with city services

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

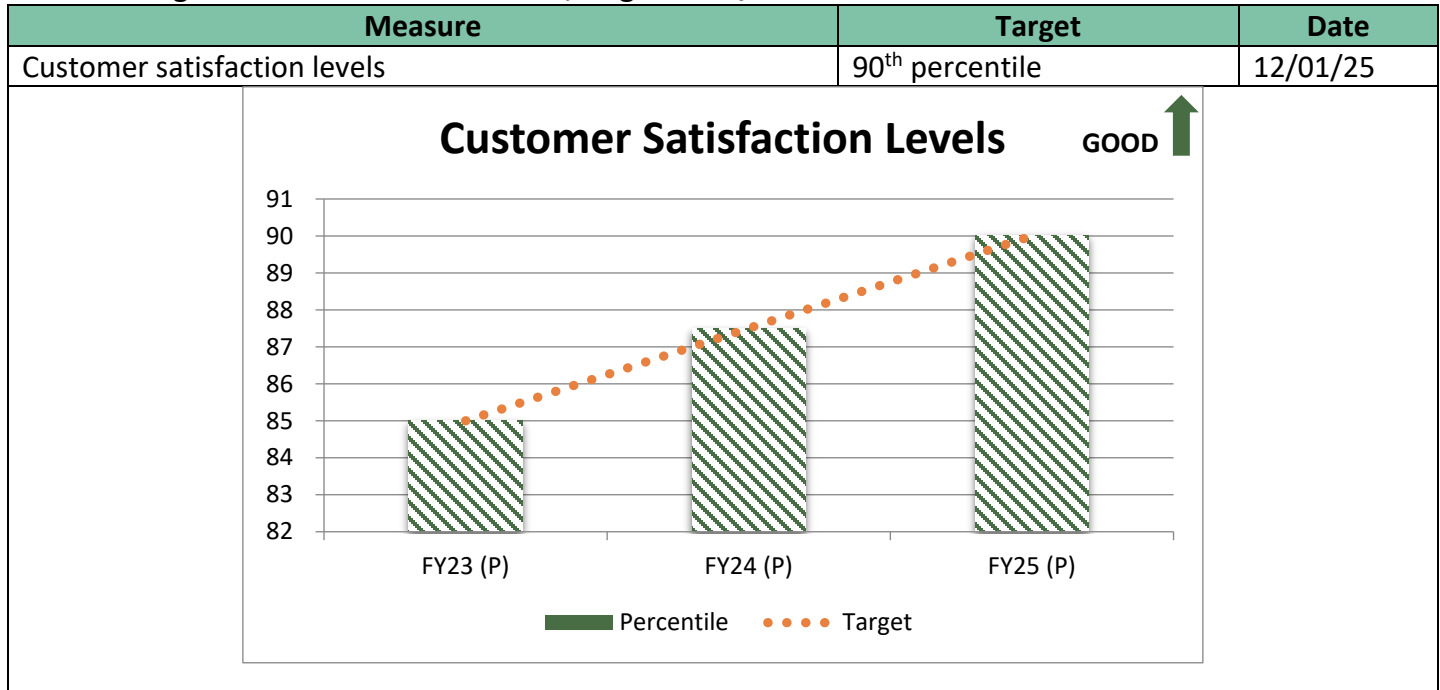
What must be done	By When	How will it be evident
Contract with consultant to continue departmental transaction surveys (new consultant or renew with existing)	05/01/22	Professional Services Agreement with consultant
Update/develop additional transaction surveys	07/01/22	Survey instruments
Launch updated and new transactional surveys	09/01/22	Completed returned surveys
Analyze results on a continuous basis	04/30/23	Data from survey results
Compare transactional survey results to other leading cities	08/01/23	Data from survey comparisons
Develop follow up action plans as appropriate	02/01/24	Action plans developed

Resource requirements (what do we need to succeed?)

- Time:
 - Solanch Lopez – 30 hours
 - Department Directors/Assistant Directors participating in transactional survey: 2 hours each
 - develop surveys, coordinate deployment, and
 - staff time to analyze results
 - analyze comparative data
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 7,000	Survey consultant
\$ 7,000	Total

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



Frequency & venue of review

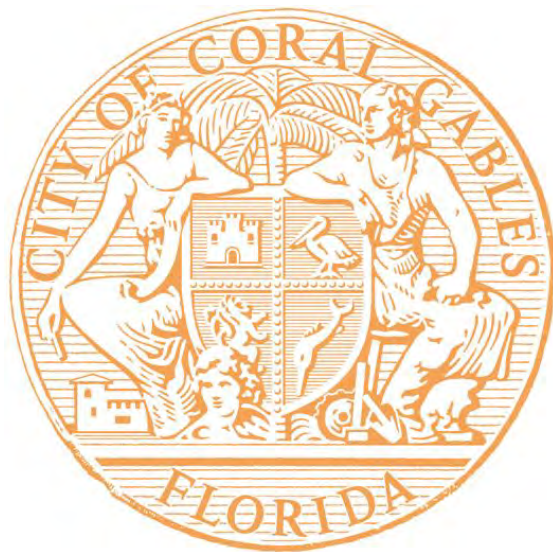
- Monthly review with involved department directors/assistant directors
- Quarterly review with City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents/customers	Increased satisfaction	Potential dissatisfaction with being “over surveyed”
City Commission	Higher satisfaction among residents and customers	None
City Administration	Higher satisfaction among residents and customers	Resources allocated to this effort are not available for other initiatives
City staff in surveyed departments	Clear indications of performance and customer perspectives	Potential stress if ratings are not high

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

- Money:
 - Costs: \$7,000
 - Benefits: Overall favorable reputation helps to maintain property values while attracting businesses and visitors to the City.
- Other benefits:
 - Improved resident satisfaction and engagement.

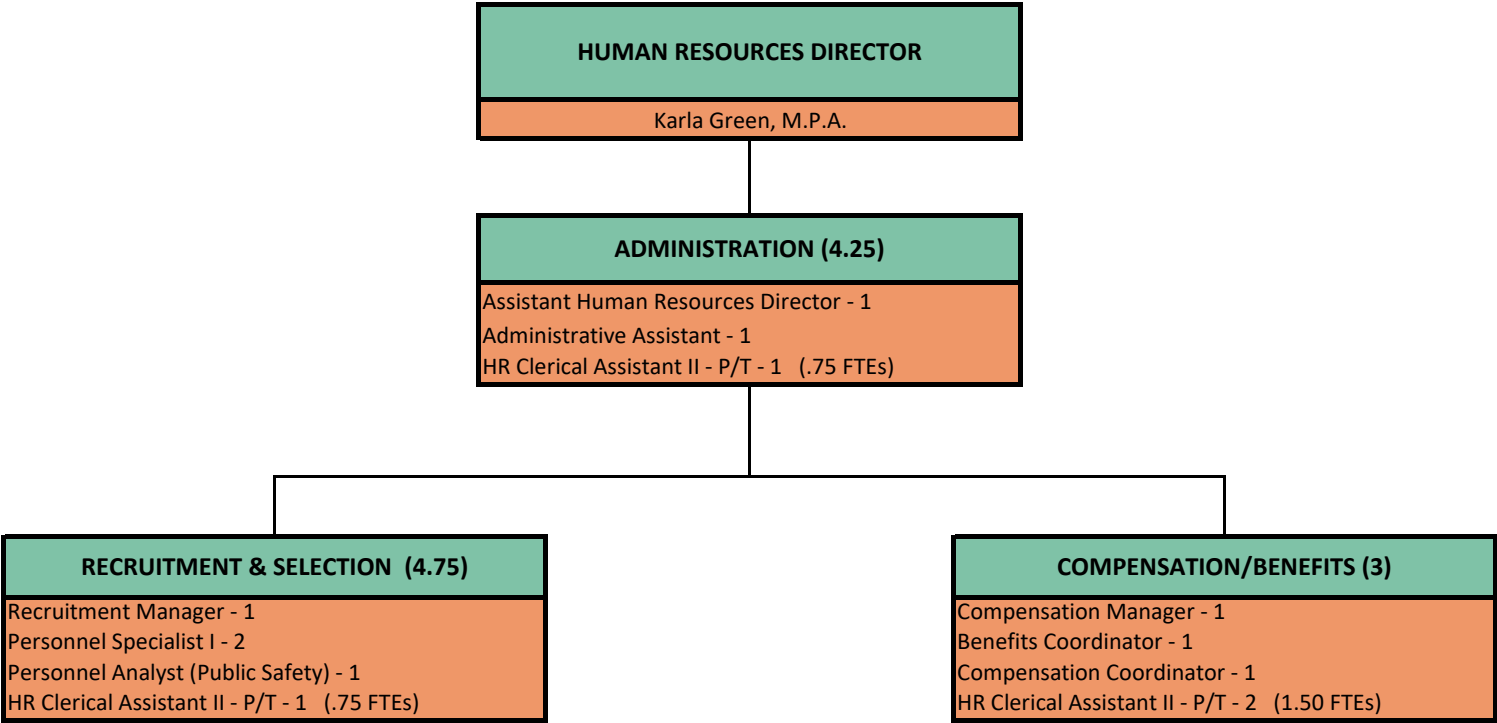


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CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE

HUMAN RESOURCES

ORGANIZATION CHART



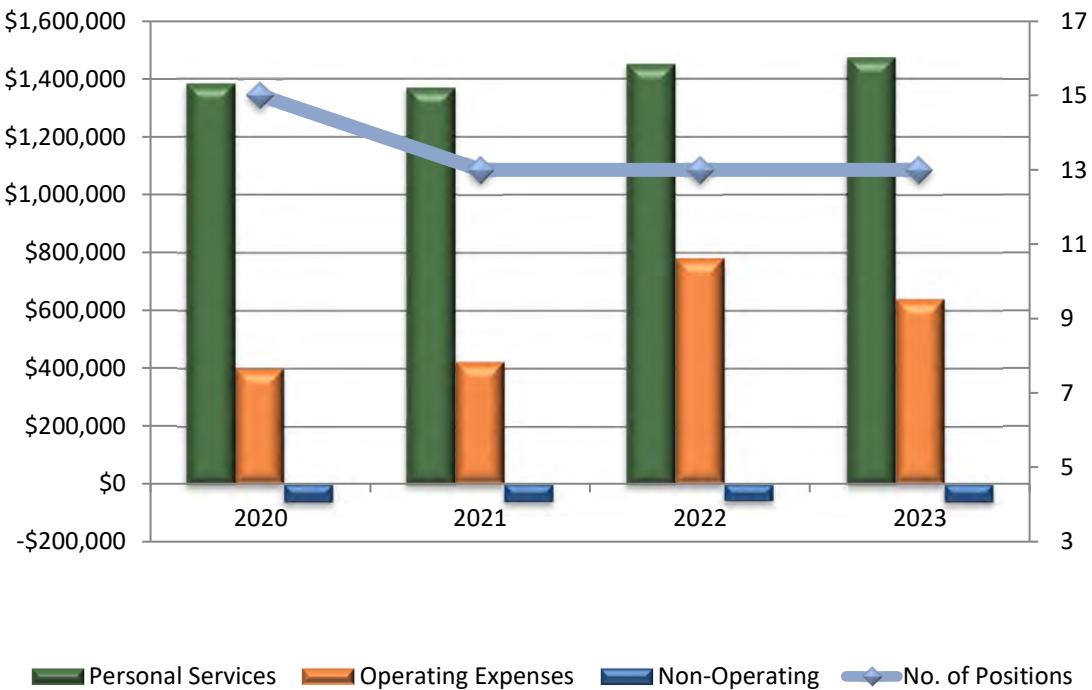
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



**HUMAN RESOURCES DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
Salaries & Benefits	1,382,961	1,368,342	1,450,872	1,473,877
Operating Expenses	399,722	422,215	781,732	639,329
Non-Operating	(61,998)	(61,264)	(57,506)	(62,551)
Total	<u>1,720,685</u>	<u>1,729,293</u>	<u>2,175,098</u>	<u>2,050,655</u>
Full Time Headcount	10.00	10.00	10.00	10.00
Part Time FTE's	4.50	3.00	3.00	3.00
Total Headcount & FTE's	<u>14.50</u>	<u>13.00</u>	<u>13.00</u>	<u>13.00</u>

EXPENDITURE/PERSONNEL COMPARISONS



Human Resources

Department Function:

The Human Resources Department has a total of ten budgeted full-time employees and three part-time employees that service the City's full time and part time employee population. The Department provides internal support to all City Departments for the review and processing of key functions such as managing the City's employees' benefits and wellness initiatives, employee recognition programs, development and training, classification, and compensation plans, including review of department position and reclassification requests, providing salary surveys, costing and compensation support through the establishment and maintenance of rates of pay and premiums. The Human Resources Department is also tasked with the administration of the recruitment and onboarding processes. In addition, HR oversees the employees' promotional processes to meet the changing service demands of the City, while also ensuring equal employment opportunities for a diversified workforce.

The Human Resources Department's overall mission is to use fair and equitable practices to hire, develop, support, train, recognize and retain a highly talented and qualified workforce.

Department Goals:

1. Timely and accurate processing of all employee compensation and benefit functions.
2. Fair, transparent, and efficient recruitment and hiring practices for all City positions, including sworn Police and Fire.
3. Continue the use of strategic milestone planning to achieve succession planning, and attrition goals.
4. Develop and train all City staff with onsite and online curriculum that is enhanced with specialized external and internal sources to achieve the best developed and trained City organization and staff to deliver world class services.
5. Foster a spirit of Citywide pride and teamwork by recognizing employee accomplishments and milestones with programs and awards that encourage and incentivize the workforce to perform at world class levels.
6. Promote and engage our workforce with comprehensive wellness initiatives.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE

HUMAN RESOURCES

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ Streamlined the performance evaluation process through implementation of enhanced user-friendly evaluation forms. The revised forms allow for supervisors to address issues concerning areas of performance deficiencies. Employees needing improvement in specific areas must successfully complete and satisfy a Performance Improvement Plan (PIP) by a set deadline date.
- ✓ Hired 65 new time employees, which included:
 - 1 Assistant City Manager
 - 1 Deputy Public Works Director
 - 1 Assistant Building Director
 - 1 Communications Manager
 - 7 Police Officers
 - 7 Communications Operators
- ✓ Continued to fully staff all budgeted sworn positions within the Police Department. Ongoing recruitment efforts to follow the established succession plan which allows the Police Department to hire new employees prior to the departure of upcoming vacancies. The plan will continue to allow the Police Department to stay ahead of attrition without incurring vacancies.
- ✓ Continued Fire Department succession planning which allows the hiring/training of new firefighters 6 months prior to actual vacancies.
- ✓ Enhanced the onboarding process with a new video introduced to all new hires during the onboarding process. The video presentations were created in collaboration with our medical, vision/dental, and financial support providers to better showcase the benefits package the City has to offer to all employees.
- ✓ Continued to create, maintain and post, electronic versions of Human Resources forms on the City's intranet.
- ✓ Conducted a Citywide training covering the topic of Global Cyber Security which was completed by 538 employees.
- ✓ Employees completed 55% of ongoing required bi-annual compliance trainings. These trainings cover sensitive employment topics such as harassment and violence prevention.
- ✓ Ongoing maintenance of the *My Learning* portal (user management and catalog management).
- ✓ Ongoing electronic Medical Open-Enrollment sessions via Zoom platform, for medical, dental, vision and legal plans.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

HUMAN RESOURCES

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ Ongoing partnering with the City’s medical provider Cigna, to implement new wellness incentives establishing prize thresholds to encourage employees to continue participating in wellness events/activities to help them attain/maintain a healthy lifestyle.
- ✓ Continued to offer (free of cost) fitness tools such as Walkingspree to all employees. The Walkingspring open mobile app and website platforms allow employees to easily connect a variety of wearable devices and smartphones and track the employee’s movement while the employee opts to participate in the many offered step challenges. Leaderboards, individual and social engagement features allow for collaboration and competition amongst employees.
- ✓ Continued to hold citywide health challenges and workshops.
- ✓ Continued ongoing emotional and financial employee support through offerings of virtual sessions including various topics related to life and work balance, EAP and stress management.
- ✓ Flu shot clinics offered at three separate locations citywide at no cost to the employee.
- ✓ Held onsite mammography event to educate and encouraging participants to have annual mammograms.
- ✓ Blood drive events held four times last year.
- ✓ Interactive monthly *Health Newsletter* published quarterly.
- ✓ Assisted the Fire Department in coordinating the scheduling of employees interested in COVID-19 vaccines and/or booster shots.

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

HUMAN RESOURCES

INDICATOR:	FY21			FY22		FY23
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Ensure all new hires attend orientation on their first day of employment	100%	100%	●	100%	100%	100%
Ensure all information is inserted and complete in EDEN	100%	100%	●	100%	100%	100%
Continue to provide on-going EEOC/Sexual Harassment trainings Citywide	100%	100%	●	100%	100%	100%
Conduct customer service trainings	100%	50%	▲	100%	100%	100%
Review forms/process to update	100%	100%	●	80%	80%	80%
Send reminder notices to directors/managers on an annual basis	100%	100%	●	100%	100%	100%
Conduct 2 health screenings per year	100%	50%	▲	100%	100%	100%
Provide wellness presentation/seminars on various health related topics (minimum of 6 per year)	100%	100%	●	100%	100%	100%

Legend

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





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**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0405	Human Resources Director	1.00	1.00	1.00	1.00	\$ 196,078
0503	Assistant Human Resources Dir.	1.00	1.00	1.00	1.00	119,582
0501	Compensation & Benefits Manager	1.00	1.00	1.00	1.00	111,209
0514	Personnel Analyst - Public Safety	1.00	1.00	1.00	1.00	59,013
0508	Recruitment Manager	1.00	1.00	1.00	1.00	71,193
0407	Benefits Coordinator	1.00	1.00	1.00	1.00	55,997
0406	Compensation Coordinator	1.00	1.00	1.00	1.00	53,616
0510	Personnel Specialist I	2.00	2.00	2.00	2.00	89,075
0602	Administrative Assistant	1.00	1.00	1.00	1.00	62,902
8888	Overtime	-	-	-	-	800
TOTAL FULL TIME HEADCOUNT		10.00	10.00	10.00	10.00	819,465
<u>PART TIME POSITIONS</u>						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0089	Org Development & Training Specialist	-	0.75	-	-	-
0409	Wellness Coordinator - P/T	-	0.75	-	-	-
0135	HR Clerical Assistant II - P/T	4	1.50	3.00	3.00	113,839
0063	Receptionist - P/T	-	1.50	-	-	-
TOTAL PART TIME FTE's		4	4.50	3.00	3.00	113,839
TOTAL			14.50	13.00	13.00	\$ 933,304

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 901,888	\$ 850,242	\$ 918,116	\$ 933,304
2000 Employee Benefits - See Other Cost Dist.	481,073	518,100	532,756	540,573
2610 Employee Awards	15,967	6,869	25,025	25,025
2800 Tuition Reimbursement	95,540	78,960	115,000	115,000
3130 Special Medical Services	33,084	37,669	59,919	59,919
3190 Other Professional Services	107,896	159,120	204,152	161,947
4020 Central Garage Motor Pool Oper	5,167	4,902	6,025	4,008
4021 Central Garage Motor Pool Repl	-	-	-	2,069
4090 Other Transportation Expense	10,395	9,875	10,395	10,395
4091 Cell Phone Allowance	2,000	2,280	2,400	-
4410 Rental of Machinery and Equipment	7,792	7,614	4,000	4,000
4420 General Services Cost - See Other Cost Dist.	36,253	36,474	36,439	37,832
4550 General Liability Insurance	45,303	42,734	42,538	53,147

EXPENDITURE DETAIL

	<u>2019-2020</u> <u>ACTUAL</u>	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>BUDGET</u>	<u>2022-2023</u> <u>ESTIMATE</u>
4620 Repair and Maint. of Office Equipment	-	-	1,200	1,200
4710 Special Printed Forms	-	1,920	1,760	2,500
4810 Promotional Expense	-	-	6,500	6,500
4820 Advertising Expense	1,809	2,784	17,500	17,500
4991 Miscellaneous Expense - Wellness Pgm	7,379	-	110,592	-
5100 Office Supplies	9,346	6,137	7,840	7,840
5214 Uniform Allowance	127	728	5,320	5,320
5400 Membership Dues and Subscriptions	1,153	1,776	1,760	1,760
5410 Employee Training	20,511	22,373	73,367	73,367
7195 Contingency for Budget Reduction	-	-	50,000	50,000
9010 Intradepartmental Credits	<u>(61,998)</u>	<u>(61,264)</u>	<u>(57,506)</u>	1 <u>(62,551)</u>
TOTAL	<u>\$ 1,720,685</u>	<u>\$ 1,729,293</u>	<u>\$ 2,175,098</u>	<u>\$ 2,050,655</u>

1. Administrative departments cost distributed to Development Services Building Division.

Action Plan Worksheet



Action Plan Owner: Karla Green, Human Resources Director

Action Plan Name: 2.1.1-1 Maintain less than 10% workforce vacancy rate and increase workforce retention rate to 75% by 2025

Strategic plan alignment

- Objective 2 - Workforce-focused Excellence: To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Goal 1 - Ensure sufficient workforce capacity to deliver high quality results

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Determine the vacancy rates by department.	End of each month	Vacancy report
Benchmark (segmented by positions) against other local government entities to determine an acceptable upper and lower control levels.	End of each month	Reports (segmented by depts) and meeting minutes
Hold monthly meetings with the departments that are outside the determined appropriate control range levels.	Beginning of each month	Meeting notes
Attend career fairs and networking events to foster partnerships with local colleges, universities, and technical schools in efforts to recruit for entry level positions and other positions hard to fill.	As available	After action report with list of qualified candidates

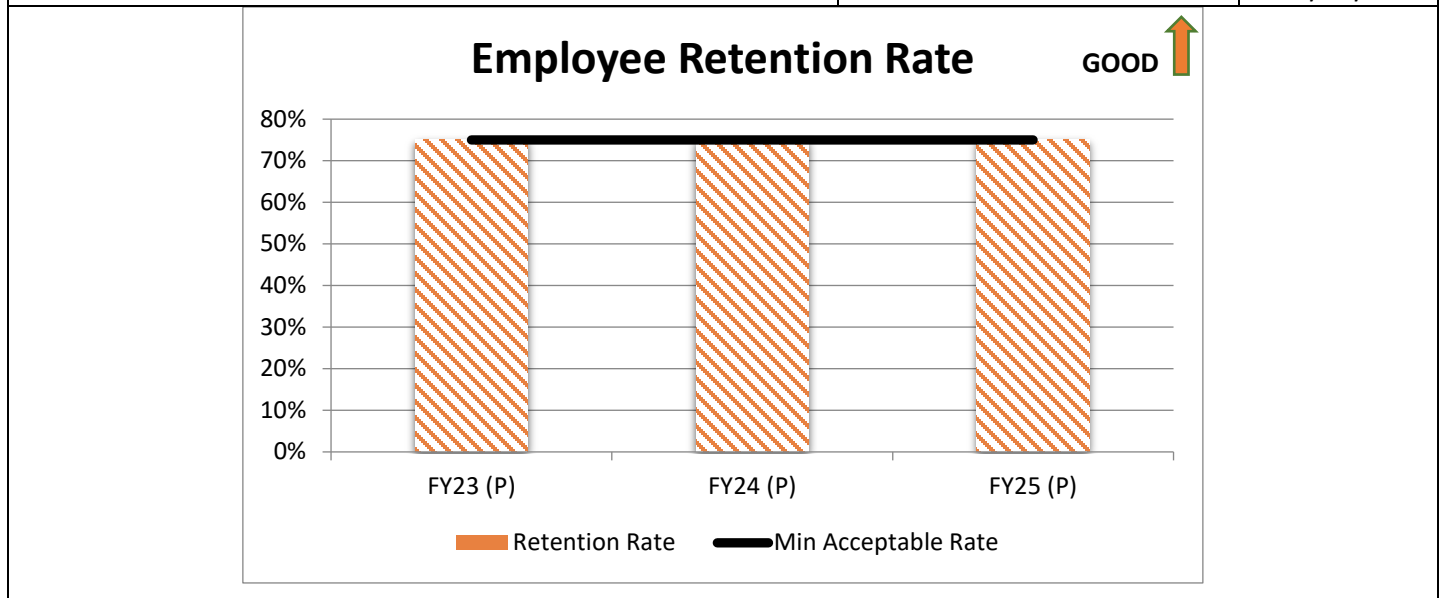
Resource requirements (what do we need to succeed?)

- Time:
 - On-going
 - Other City department staff hours attending career fairs with HR (including departments: Police, Parks, Fire)
 - The new ERP will facilitate formulation of analytical data, metrics, and dashboards, etc.
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 2,500	Marketing, advertising jobs and sign up to career fairs (approximately 200 hrs. budgeted for internal staff to attend career fairs and events). This amount is currently in HR's budget. No additional incremental funding required.
\$ 2,500	Total

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

Measure	Target	Date
Position vacancy rate	Not to exceed 10% overall	09/30/23 09/30/24 09/30/25
Employee turnover rate	15% range overall	09/30/23 09/30/24 09/30/25
Employee retention rate	75% range overall	09/30/23 09/30/24 09/30/25



Frequency & venue of review

- Quarterly review with City Manager
- Quarterly meetings with HR staff, City staff and partnering schools and universities

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

Stakeholder Group	Potential positive impact	Potential negative impact
Departments	Sufficient workforce and capacity to deliver high quality services by maintaining overall vacancy rates within the upper and lower control levels	None
Finance	Reduced personnel costs associated with high turnover	None
Residents	Enhanced overall community satisfaction with services provided	None

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

- Money:
 - Maintain \$2,500 approximate yearly costs associated with improving external advertising resources and attend networking events including career fairs
- Other benefits:
 - Undetermined savings from reduced costs associated with high turnover

Action Plan Worksheet



Action Plan Owner: Karla Green, Human Resources Director

Action Plan Name: 2.1.3-1 Achieve parity in pay grades at 105% - 110% of market pay range by 2025

Strategic plan alignment

- Objective 2 - Workforce-focused Excellence: To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Goal 1 - Ensure sufficient workforce capacity to deliver high quality results

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Benchmark market rates and scales to ensure competitive salary ranges and benefits.	10/01/22	Annual report to the city manager
Conduct a citywide compensation study	11/30/22	A comprehensive report with comparison data
Benchmark market rates and scales to ensure competitive salary ranges and benefits.	10/01/23	Annual report to the city manager
Benchmark market rates and scales to ensure competitive salary ranges and benefits.	10/01/24	Annual report to the city manager

Resource requirements (what do we need to succeed?)

- Funding:

\$ Amount	Purpose
\$ 30,000	Funding to hire an outside consultant to conduct the compensation study. This expense is done once every three years.
\$ 30,000	Total

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

Measure	Target	Date
"% of staff earning 105 % to 100% of market	105%	09/30/23
Measure	Target	Date
Workforce turnover	7%	09/30/23

Employee Turnover Rate GOOD ↓

Fiscal Year	Turnover Rate (%)	Max Acceptable Rate (%)	Min Acceptable Rate (%)
FY23 (P)	~7%	15%	5%
FY24 (P)	~7%	15%	5%
FY25 (P)	~7%	15%	5%

■ Turnover Rate
 — Max Acceptable Rate
 — Min Acceptable Rate

Workforce vacancy	7%	ongoing
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Frequency & venue of review

- Annual review with Budget Office and City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Departments	Sufficient workforce and capacity to deliver high quality services by maintaining overall vacancy rates within the upper and lower control levels	Time and other resources committed to this effort are not available for other initiatives.
Finance	Reduced personnel costs associated with high turnover	Time and other resources committed to this effort are not available for other initiatives.

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

- Money:
 - \$30,000 Budget for outside consultant to be hired to conduct compensation study (every three years)
- Other benefits:
 - Undetermined savings from reduced costs associated with high turnover

Action Plan Worksheet



Action Plan Owner: Karla Green, Human Resources Director

Action Plan Name: 2.2.1-1 – Attain at least 75% scores in workforce engagement and workforce satisfaction regarding communication, recognition, opportunity for growth, and immediate supervisor by 2025

Strategic plan alignment

- Objective – 2 - Workforce-focused Excellence: To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Goal – 2 Attain world-class levels of performance in workforce satisfaction and engagement

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Develop internal workforce survey to identify strengths and opportunities for improvement.	10/01/22	Survey instrument approved by City Manager.
Administer survey to employees.	11/01/22	Survey results
Review initial survey results with leadership team, establish plan for next steps	02/28/23	Meeting minutes
HR to initiate a monthly meeting with the leadership team to address organization performance and develop plans for improvement.	03/01/23	Meeting minutes
Identify group of participants with low and high scores and host focus groups with departments with low and high scores.	05/01/23	Analysis of findings
Present proposed key programs and action plans based upon survey results to the leadership team	07/31/23	Meeting minutes
Implement key programs and action plans based upon survey results.	08/31/23	Employee engagement plan
Monitor progress of plans	09/30/23	Ongoing progress reports
Conduct focus group meetings	06/30/24	Analysis of findings
Adjust plans accordingly	07/31/24	Updated plans
Re-survey	03/30/25	Survey results
Adjust plan with leadership team accordingly	05/31/25	Employee engagement plan
Conduct focus group meetings	06/30/25	Analysis of findings

Resource requirements (what do we need to succeed?)

- Time:
 - Assistance from FIU to conduct survey and analyze data and provide results.
 - 100 hours approximately of internal staff to meet with focus groups.
 - 200 hours approximately of internal staff to address the gaps.
- Technology:
 - 2-3 City issued laptops for use by FIU unpaid interns
- Other
 - Space, equipment, etc. – Use of City conference room space to conduct focus group meetings

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

Measure	Target	Date
Workforce engagement	65%	09/30/23
	70%	09/30/24
	75%	09/30/25

Workforce Engagement

GOOD

Year	Workforce Engagement (%)	Target (%)
FY23 (P)	~65%	~65%
FY24 (P)	~70%	~70%
FY25 (P)	~75%	~75%

Workforce score regarding communication	75%	09/30/25
Workforce score regarding recognition	75%	09/30/25
Workforce score regarding opportunity for growth	75%	09/30/25
Workforce score regarding immediate supervisor	75%	09/30/25

Frequency & venue of review

- Monthly meeting with Directors
- Quarterly review with City Manager
- Annual focus group meetings

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Leadership	Identification of areas of strength and opportunities for improvement in workforce satisfaction and engagement	Resource commitments to address survey results
Human Resources	Identification of HR areas of strength and opportunities for improvement	Time and other resources committed to this effort are not available for other initiatives.
Departments	Improved workforce satisfaction and engagement	Time and other resources committed to this effort are not available for other initiatives.
Workforce	Improved satisfaction and engagement	None

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

- Money:
 - Costs: Undetermined costs associated with various programs and initiatives generated based on survey results.
- Other benefits:
 - Undetermined financial impact due to improved performance and engagement by the workforce.

Action Plan Worksheet



Action Plan Owner: Karla Green, Human Resources Director

Action Plan Name: 2.3.1-1 Attain 80% very satisfied with training, education, and certification opportunities provided by 2025

Strategic plan alignment

- Objective - 2 - Workforce-focused Excellence: To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Goal 2 – Ensure appropriate workforce training, professional development opportunities, leadership skills, and advancement opportunities

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Conduct training programs using blended learning solutions, online courses from the existing training portal and roll-out in-person workshops.	Ongoing	Employee attendance/training completion
Design and implement short satisfaction surveys to capture employee training satisfaction.	12/31/22	Transaction evaluation scores
Create matrix to document key areas indicated in the survey that require improvement as it relates to delivery of training workshops.	03/30/23	Matrix
Analyze matrix data and address deficiencies in training delivery and satisfaction	05/30/23	Score on matrix
Identify training opportunities and goals for staff with each department head.	09/30/23	Matrix of trainings per department and job role specific
HR to meet with department head to recommend list of job role specific trainings staff shall complete. Employees to meet required training goals by their evaluation dates	Ongoing	Recorded and reflected on employee’s annual evaluations
Identify qualified internal talent pool for future mapping and consideration for future leadership and management job opportunity	Ongoing	Succession talent management plan

Resource requirements (what do we need to succeed?)

- Time:
 - Leaders to complete a minimum of 5 hours of required trainings per year
 - Leaders to complete a minimum of 4 hours of leadership related trainings per year
 - Leaders to complete a minimum of 8 hours job role specific trainings per year
 - Outside training consultant

- Finances:

\$ Amount	Purpose
\$ 6,000	In person workshop/training
\$ 6,000	Total

- Knowledge/Training:

- o All staff – Staff to complete a minimum of 8 hours of training per year

- Other

- o Space, equipment, etc. – Conference rooms and CMR to hold in person workshops/training

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

Measure	Target	Date
% Of workforce indicating “very satisfied” with training and development opportunities	70%	09/30/23
	75%	09/30/24
	80%	09/30/25
<div style="text-align: center;"> <h3>Employee Satisfaction</h3> <p>GOOD ↑</p> </div>		
% Of workforce indicating “very satisfied” with training at events	80%	09/30/23
	80%	09/30/24
	80%	09/30/25

Frequency & venue of review

- Yearly review with City Manager
- Quarterly internal HR meetings

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

Stakeholder Group	Potential positive impact	Potential negative impact
Human Resources	<ul style="list-style-type: none">Improved workforce satisfaction, engagement, performance	<ul style="list-style-type: none">None
Departments	<ul style="list-style-type: none">Improved workforce performance and engagement	<ul style="list-style-type: none">None
Workforce	<ul style="list-style-type: none">Improved workforce performance and engagement	<ul style="list-style-type: none">None

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

- Money:
 - Costs: Ongoing yearly \$6,000 in costs associated with trainings conducted by outside vendor (\$1,200 per day, 5 days)
 - Ongoing yearly \$19,000 in maintenance of Percipio online learning platform (Skillsoft software)
 - Benefits: Undetermined financial impact due to improved performance and engagement by the workforce

Action Plan Worksheet



Action Plan Owner: Karla Green, Human Resources Director

Action Plan Name: 2.4.2 -1 Increase participation rate in wellness programs to 25% by 2025

Strategic plan alignment

- Objective - 2 - Workforce-focused Excellence: To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce. Increase participation rate in wellness programs to 25% by 2025
 - Goal 4 – Achieve world-class performance levels in workforce health and safety

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Conduct annual health plan review	09/30/23	Results
Formulate wellness initiatives and yearly plans determined around wellness needs based on annual health plan review	10/01/22	Meeting minutes
Conduct wellness events	04/30/23 08/30/23	Attendance roster
Create and conduct wellness and work-life balance employee surveys	After each Wellness event	Transactional survey scores
Implement key programs and action plans based upon employee wellness needs driven by results of annual health plan reviews and survey results.	Ongoing	Programs developed and implemented
Provide greater employee incentives to motivate employees to participate in wellness efforts.	Ongoing	Activity reports
Meet with insurance provider to identify funding and assistance that the provider can contribute to the City	08/30/23	Meeting minutes
Meet with healthcare providers and insurance consultant to identify wellness initiatives for FY 2023/2025	11/30/23	Meeting minutes

Resource requirements (what do we need to succeed?)

- Time:
 - Project team member will need approximately 500 hours
 - Internal staff to host the events
 - Employee Engagement Coordinator will handle all activities related to wellness initiatives.
- Knowledge/Training:
 - All staff – 10 hours of training
- Other

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

Measure	Target	Date
% of employees participating in wellness programs	15%	9/30/2023
	20%	9/30/2024
	25%	9/30/2025
Employee satisfaction with Wellness Program	4.0 on 5-point scale	9/30/2025

Frequency & venue of review

- Annual review with Assistant City Manager
- Internal meetings with the staff

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

Stakeholder Group	Potential positive impact	Potential negative impact
Human Resources	Improved workforce satisfaction & engagement	None
Workforce	Improve workforce wellness performance and engagement	None

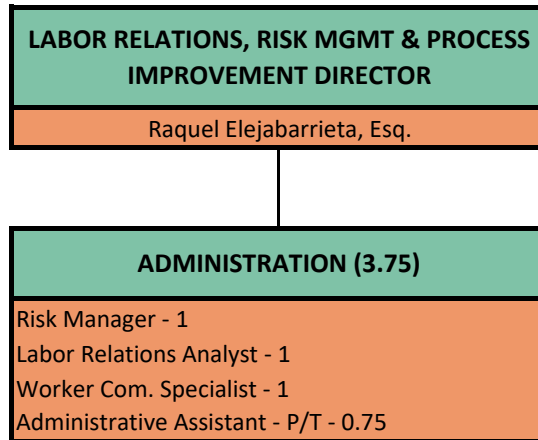
What are the positive and negative financial impacts (costs / benefits and return on investment)?

- Money: Unknown financial benefits deriving from lowered health claim costs due to improved employee wellness.
 - Costs: This initiative is funded by the City’s health provider through December 2023.
 - \$100,000 dollars funded by Cigna for employee engagement health and wellness programs.
 - Benefits: undetermined savings in medical insurance claims

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

LABOR RELATIONS & RISK MANAGEMENT

ORGANIZATION CHART



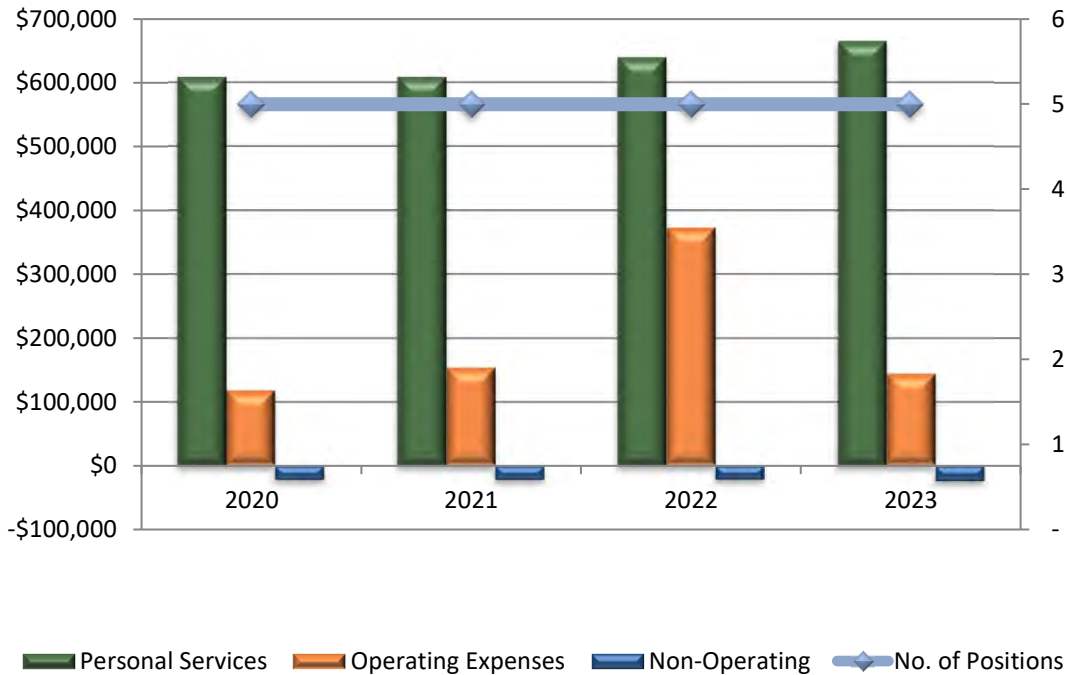
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

	<u>2019-2020 ACTUAL</u>	<u>2020-2021 ACTUAL</u>	<u>2021-2022 BUDGET</u>	<u>2022-2023 ESTIMATE</u>
Salaries & Benefits	608,093	608,544	639,002	664,286
Operating Expenses	117,438	153,242	372,499	143,760
Non-Operating	<u>(22,047)</u>	<u>(22,034)</u>	<u>(21,404)</u>	<u>(23,918)</u>
Total	<u><u>703,484</u></u>	<u><u>739,752</u></u>	<u><u>990,097</u></u>	<u><u>784,128</u></u>
Full Time Headcount	4.00	4.00	4.00	4.00
Part Time FTE's	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>
Total Headcount & FTE's	<u><u>4.75</u></u>	<u><u>4.75</u></u>	<u><u>4.75</u></u>	<u><u>4.75</u></u>

EXPENDITURE/PERSONNEL COMPARISONS



Labor Relations & Risk Management

Department Function:

The mission of the Office of Labor Relations and Risk Management is to create and promote a work environment that fosters a positive and effective relationship between labor and management and to provide a safe environment for its employees and the public it serves. This Department also acts as the City's Chief DEI and Accessibility Officer.. The three arms of this Department offer different services to its customers:

Labor Relations Responsibilities and Services

Serves as the City's point office on all matters concerning labor relations and is responsible for negotiating, administering and interpreting the City's collective bargaining agreements with the City's three recognized employee organizations covering approximately 600 employees. Also, this branch provides advice and counsel to management on labor matters, including performance management, progressive discipline and grievance and dispute resolution procedures. This branch also is responsible for promoting goodwill, co-operation, and the general wellbeing of all employees.

Risk Management Responsibilities and Services

Responsible for mitigating the City's exposure to risk by managing the City's self-insurance program, purchasing insurance to protect the City assets, actively managing liability and workers' compensation claims filed against the City, and implementing safety and loss control programs. To that end, this branch administers the property, general liability and workers' compensation claims. This branch also promotes safety programs for City employees, which helps minimize injury claims and ensure public safety by regularly conducting safety inspections, safety committee meetings, and training sessions. This branch also is responsible for ensuring that all vendors who provide services for the City have appropriate insurance coverage.

Chief Accessibility and DEI Officer

Responsible for developing a comprehensive City-wide strategic diversity and inclusion plan, developing training programs for employees; and reviewing and assessing the impact and effectiveness of diversity and inclusion programs. Also responsible for coordinating the efforts of the City to comply with Title II of the American with Disabilities Act and investigating any complaints or grievances filed regarding any discriminatory practice by the City.

Department Goals:

1. Continue to promote collaborative and effective labor management relationships in the City.
2. Provide specific training sessions on employee/labor relations topics and compliance with the accessibility requirements of the ADA.
3. Negotiate fair and sustainable collective bargaining agreements with all three unions representing the City employees.
4. Develop a comprehensive City-wide strategic diversity and inclusion plan and training program for employees.
5. Continue to identify risks and determine appropriate loss control techniques to reduce workers' compensation and liability claims.
6. Continue to work with Departments/Offices and the City Safety Action Team to provide a safe work environment and promote safety awareness and safe habits among City employees.
7. Monitor the progress of the implementation of the City's ADA Transition Plan and update the Plan as needed.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

LABOR RELATIONS & RISK MANAGEMENT

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ Conducted a detailed analysis of all workers compensation and general liability claims to address recurring incidents and implement appropriate training.
- ✓ Provided training to all applicable personnel ensuring that contracted parties maintain insurance compliance.
- ✓ Continued the implementation of the City's ADA transition plan that is used to guide the planning and implementation of necessary accessibility improvements to the City's buildings, garages, parks, and trolley stops.
- ✓ Ensured all new documents posted on the City's website were accessible and made significant improvements to the City's website to address accessibility.
- ✓ Successfully renewed the City's property and liability insurance maintaining existing coverages.
- ✓ Reviewed approximately 2,500 certificates of insurance.
- ✓ Updated the value of the City's buildings via re-indexing and physical appraisals.
- ✓ Continued conducting on-site risk assessments.
- ✓ Successfully negotiated a successor collective bargaining agreement with the IAFF, Local 1210,, Local 1201, that represents the City's firefighters.
- ✓ Ensured the City and employees complied with the CDC guidelines relating to COVID-19.
- ✓ Implemented GUIDE (Gables Unique Identification During Emergencies) a voluntary databased where residents provide information about themselves or a resident that they are registering that can be crucial to GUIDE the City's first responders to interact with that individual more effectively.
- ✓ Continued providing City employees with all safety trainings for their position in accordance with the City's Safety Training Matrix.
- ✓ Collaborated with Miami-Dade County Public Schools to bring to the City Project Victory. Project Victory is an Exceptional Student Education program that strives to prepare students for financial, personal, and social independence by ensuring that they develop appropriate work ethics and behaviors.

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

LABOR RELATIONS & RISK MANAGEMENT

INDICATOR:	FY21			FY22		FY23
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Reduce number of Workers' Compensation claims	90	83	●	84	56	82
Reduce number of General & Auto Liability claims	80	58	●	72	31	68
Annual Safety Training Classes offered	25	29	●	30	12	56
Labor Management Meetings	15	17	●	15	9	15
Certificates of Insurance evaluated within 72 hours of receipt	100%	100%	●	100%	100%	100%

*Does not include COVID-19 claims

Legend

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



**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



001 GENERAL FUND

LABOR RELATIONS & RISK MANAGEMENT

1130 LABOR RELATIONS & RISK MANAGEMENT

513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2019-2020	2020-2021	2021-2022	2022-2023		
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES	
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>		
0401	Dir. of Labor Relations & Risk Mgmt.	1.00	1.00	1.00	1.00	\$ 171,055	
0403	Risk Manager	1.00	1.00	1.00	1.00	104,527	
0408	Labor Relations Analyst	1.00	1.00	1.00	1.00	61,207	
0402	Workers Comp. Specialist	1.00	1.00	1.00	1.00	73,283	
TOTAL FULL TIME HEADCOUNT		4.00	4.00	4.00	4.00	410,072	
<u>PART TIME POSITIONS</u>							
	TITLE	HC	FTE's	FTE's	FTE's	FTE's	
6101	Administrative Assistant - P/T	1	0.75	0.75	0.75	0.75	34,687
TOTAL PART TIME FTE's		1	0.75	0.75	0.75	0.75	34,687
TOTAL			4.75	4.75	4.75	4.75	\$ 444,759

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 417,908	\$ 407,434	\$ 430,342	\$ 444,759
2000 Employee Benefits - See Other Cost Dist.	190,185	201,110	208,660	219,527
3130 Special Medical Services	10,480	13,060	22,000	22,000
3190 Other Professional Services	44,328	25,354	35,500	35,500
3191 Other Professional Services - ADA	7,470	50,615	84,674	-
4020 Central Garage Motor Pool Oper	2,079	1,823	2,410	171
4021 Central Garage Motor Pool Repl	-	-	-	2,076
4090 Other Transportation Expense	6,497	6,172	6,497	6,497
4091 Cell Phone Allowance	1,200	1,140	1,200	-
4410 Rental of Machinery and Equipment	1,348	1,336	4,900	4,900
4420 General Services Cost - See Other Cost Dist.	17,626	17,733	17,716	18,394
4550 General Liability Insurance	19,303	20,264	19,907	25,327
4710 Special Printed Forms	-	-	1,500	1,500
5100 Office Supplies	1,424	1,399	3,000	3,000
5215 Small Tools & Minor Equipment	-	13,452	-	-
5400 Membership Dues and Subscriptions	1,747	512	1,695	1,695
5410 Employee Training	3,936	382	5,000	6,200
7192 Contingencies	-	-	150,000	-
7195 Contingency for Budget Reduction	-	-	16,500	16,500
9010 Intradepartmental Credits	(22,047)	(22,034)	(21,404)	1 (23,918)
TOTAL	\$ 703,484	\$ 739,752	\$ 990,097	\$ 784,128

1. Administrative departments cost distributed to Development Services Building Division.

Action Plan Worksheet



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

Action Plan Name: 2.2.2-1 Improve Workforce Satisfaction with Handling of Workers' Compensation Claims

Strategic plan alignment (Supports which Objectives and Goals)

- Objective - 2 - Workforce-focused Excellence: To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Goal 2 Attain world-class levels of performance in workforce satisfaction and engagement

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

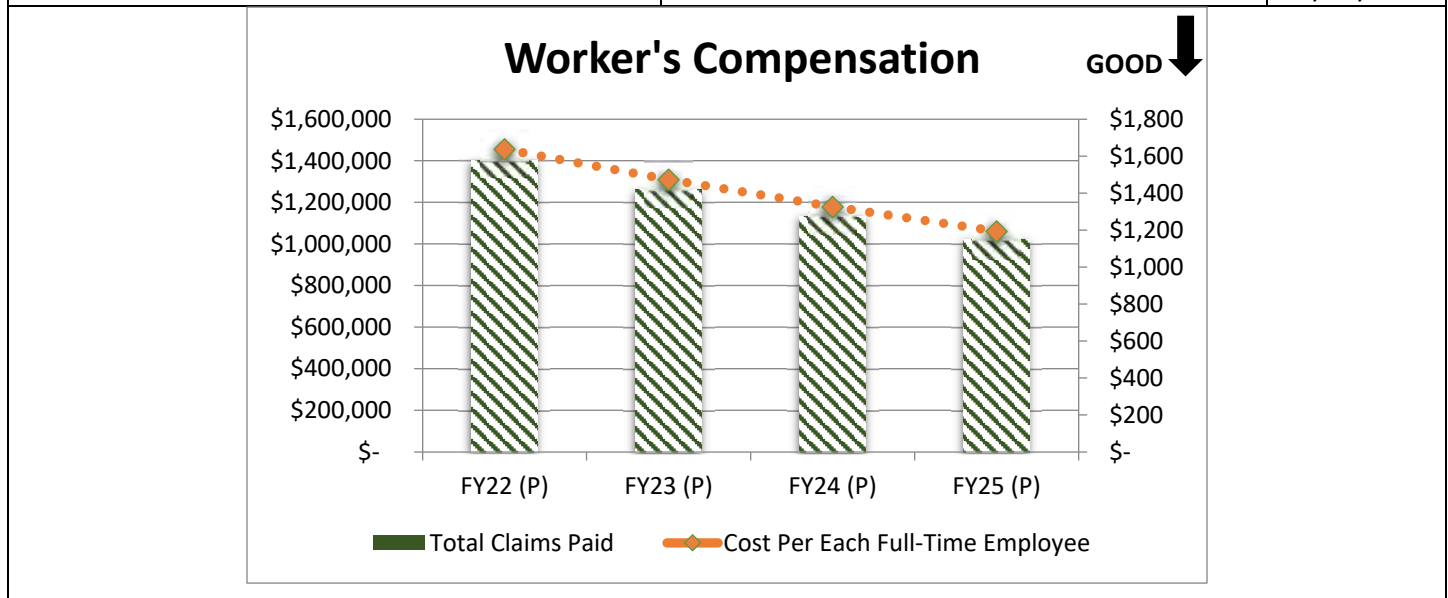
What must be done	By When	How will it be evident
Develop workforce survey concerning handling of employee's workers' compensation claims.	10/31/22	Survey instrument approved by City Manager.
Determine procedure for administering survey.	11/30/22	Survey procedure will be added to workers' compensation manual.
Administer survey to employees that filed a workers' compensation claim.	12/31/22	Survey will be sent to employees with past or current claims.
Review survey results.	01/31/23	Report to senior leaders
Continue to administer survey to employees with new workers' compensation claims.	Ad hoc	Survey will be sent on all new workers' compensation claims.
Analyze survey results quarterly to determine areas of improvements and satisfaction levels.	04/01/23 and quarterly.	Graph survey results and analyze quarterly.
Identify areas of improvements.	04/01/23 and quarterly.	Survey results and analysis.
Revise workers' compensation procedures to implement processes to address areas of improvements.	04/01/23 and quarterly.	Workers' compensation manual will be updated.

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Program / Subject Matter Experts – 75 hours of staff resources.
- Technology:
 - Use of current software to conduct survey.

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

Measure	Target	Date
Reduce Days Away / Restricted Time (DART) rate	5% decrease over 2022 baseline levels	10/01/23 10/01/24 09/30/25
Workforce satisfaction regarding handling of workers' compensation claim.	10% increase over 2022 baseline levels	10/01/23 10/01/24 09/30/25
Cost of workers compensation claims per full-time employee.	10% decrease over 2022 baseline levels	10/01/23 10/01/24 09/30/25



Frequency & venue of review

- Internal review every quarter
- Quarterly with CM

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

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	Improved workforce satisfaction and engagement. Improved handling of workers' compensation claims.	None.
City Leadership	Identification of areas of improvement in handling of workers' compensation claims. Improved workforce satisfaction and engagement.	None.
Departments	Improved workforce satisfaction and engagement.	None.

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

- Money:
 - Costs: Undetermined costs associated with various programs and initiatives generated based on survey results.
 - Benefits: Undetermined financial impact due to improved handling of workers' compensation claims (lower costs, employees return to work quicker, etc.) and engagement by the workforce.

Action Plan Worksheet



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

Action Plan Name: 2.4.1-1 Decrease Worker’s Compensation Claim Lag Time

Strategic plan alignment

- Objective - 2 - Workforce-focused Excellence: To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce. Increase participation rate in wellness programs to 25% by 2025
 - Goal 4 – Achieve world-class performance levels in workforce health and safety
 - Reduce Days Away / Restricted Time (DART) rate to 2.2% by 2025

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Gather benchmarking data from other comparable municipalities.	12/31/22	By the data that has been collected.
Determine acceptable lag time.	12/31/22	Acceptable lag time will be included in the memo that will be drafted containing areas of improvement in workers’ compensation reporting (see next row).
Analyze current workers’ compensation reporting procedures to determine areas where lag time may be reduced.	12/31/22	Memo will be drafted setting forth areas of improvement.
Update workers’ compensation manual with new reporting requirements and automate workers’ compensation reporting.	12/31/22	Workers’ compensation manual will be updated with revised procedures.
Provide training to employees on revised reporting procedures.	03/01/23	Attendance rosters
Implement new reporting procedures.	03/01/23	Old reporting procedures/forms will not be accepted.
Monitor lag time under new reporting procedures.	03/01/23 and ongoing	Monthly reports will be generated with lag times and graphed to show trends.

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Informatics Person – 40 hours from IT staff.
 - Program / Subject Matter Experts – 100 hours of staff resources.
- Technology:
 - Use of current software to automate reporting of workers’ compensation claims.
- Knowledge/Training:
 - All staff – 50 hours of training.

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

Measure	Target	Date															
Worker's Compensation claim lag time	Reduce lag time each year until goal is reached (percentage of reduction each year will be determined when the City's baseline is compared to benchmarked data).	10/01/23 10/01/24 10/1/25															
Decrease cost of workers' compensation claims per full-time employee.	Percentage of reduction each year will be determined when the City's baseline is compared to benchmarked data.	10/01/23 10/01/24 10/01/25															
<p>Worker's Compensation</p> <p>GOOD ↓</p> <table border="1"> <caption>Worker's Compensation Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Total Claims Paid</th> <th>Claim Cost Per Employee</th> </tr> </thead> <tbody> <tr> <td>FY22 (P)</td> <td>\$1,400,000</td> <td>\$1,600</td> </tr> <tr> <td>FY23 (P)</td> <td>\$1,250,000</td> <td>\$1,450</td> </tr> <tr> <td>FY24 (P)</td> <td>\$1,150,000</td> <td>\$1,350</td> </tr> <tr> <td>FY25 (P)</td> <td>\$1,050,000</td> <td>\$1,250</td> </tr> </tbody> </table>			Fiscal Year	Total Claims Paid	Claim Cost Per Employee	FY22 (P)	\$1,400,000	\$1,600	FY23 (P)	\$1,250,000	\$1,450	FY24 (P)	\$1,150,000	\$1,350	FY25 (P)	\$1,050,000	\$1,250
Fiscal Year	Total Claims Paid	Claim Cost Per Employee															
FY22 (P)	\$1,400,000	\$1,600															
FY23 (P)	\$1,250,000	\$1,450															
FY24 (P)	\$1,150,000	\$1,350															
FY25 (P)	\$1,050,000	\$1,250															
Days Away / Restricted Time (DART) rate	Percentage of reduction each year will be determined when the City's baseline is compared to benchmarked data.	10/01/23 10/01/24 10/01/25															

Frequency & venue of review

- Internal review every quarter
- Quarterly with CM

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

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	<ul style="list-style-type: none"> • Creates efficient and simple reporting procedures. • Employees receive medical treatment quicker. • Reduces time away from work. 	<ul style="list-style-type: none"> • None.
City Department Directors	<ul style="list-style-type: none"> • Reduces time away from work for employees. • Creates efficient reporting procedures. 	<ul style="list-style-type: none"> • None.
City's Finance Department	<ul style="list-style-type: none"> • Reduction in workers' compensation cost and overtime cost. 	<ul style="list-style-type: none"> • Cost of training.

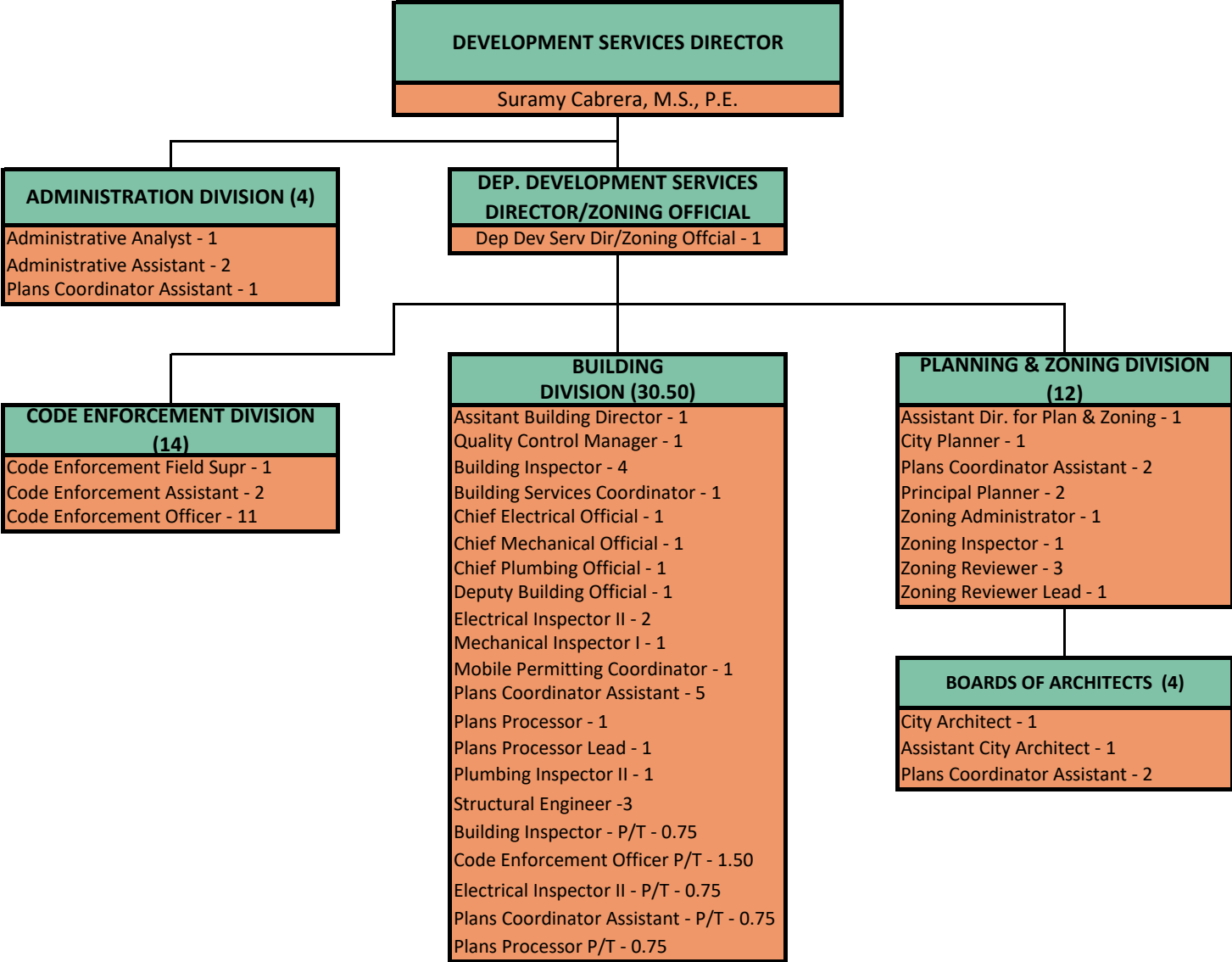
What are the positive and negative financial impacts (costs / benefits and return on investment)?

- Money:
 - Costs: Cost of training employees on new procedures.
 - Benefits: Claim costs are lower the earlier they are reported. Employees return to work earlier and receive appropriate treatment earlier. Reporting procedures are more efficient and streamlined.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

DEVELOPMENT SERVICES

ORGANIZATION CHART



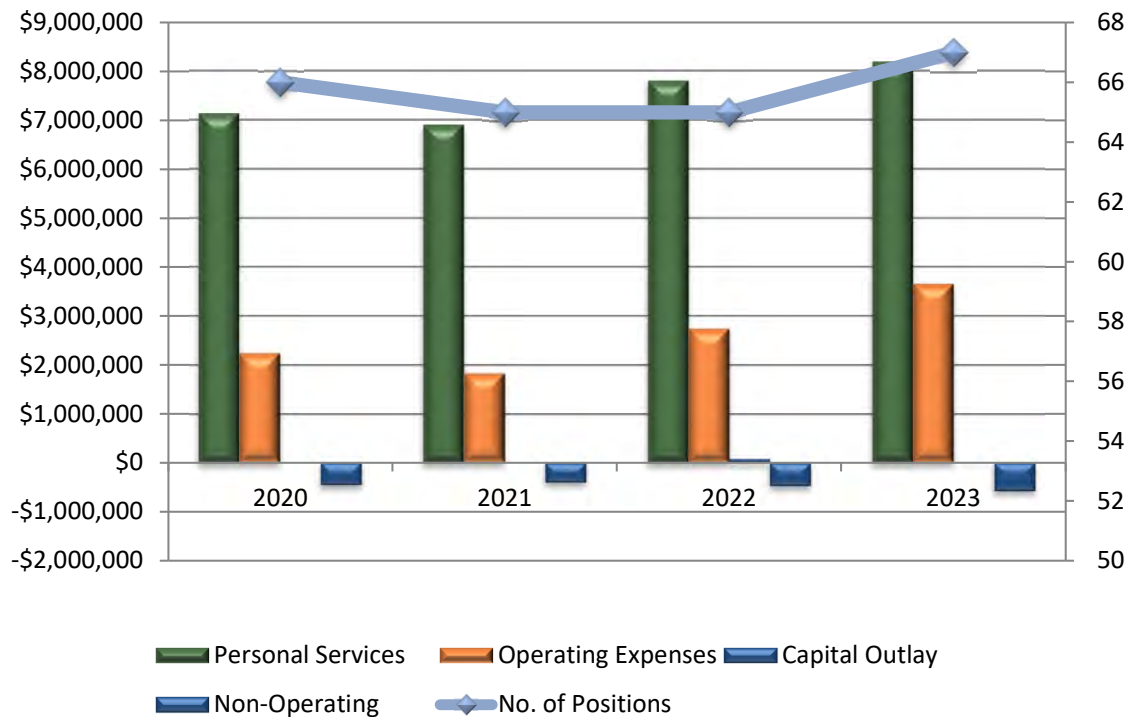
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



**DEVELOPMENT SERVICES DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
Salaries & Benefits	7,121,391	6,891,677	7,789,711	8,186,840
Operating Expenses	2,238,191	1,827,971	2,737,073	3,650,697
Capital Outlay	-	-	77,039	2,200
Non-Operating	<u>(448,927)</u>	<u>(399,829)</u>	<u>(468,983)</u>	<u>(578,675)</u>
Total	<u>8,910,655</u>	<u>8,319,819</u>	<u>10,134,840</u>	<u>11,261,062</u>
Full Time Headcount	62.00	60.00	60.00	62.00
Part Time FTE's	3.75	4.50	4.50	4.50
Total Headcount & FTE's	<u>65.75</u>	<u>64.50</u>	<u>64.50</u>	<u>66.50</u>

EXPENDITURE/PERSONNEL COMPARISONS



Development Services

Department Function:

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

Department Goals:

1. Provide Maintain the aesthetic quality of the City's business and residential neighborhoods by enforcing the Zoning Code and the City Code throughout the permitting and inspection process.
2. Ensure the safety of buildings and construction sites by enforcement of the Florida Building Code through the permitting and inspection process.
3. Commit to working with citizens and business owners in a collaborative effort to preserve and improve the appearance and condition of properties as well as the quality of life in the City of Coral Gables by responding to Code-related issues and enforcing the City, Zoning, and Florida Building Codes.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

DEVELOPMENT SERVICES

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ Successful EnerGov Soft Launch, our new permitting software, allowing easier inspection requests and payments for citizens.
- ✓ 80% completion of 427 Biltmore Way, working towards the vision of our “One Stop Shop” building solution for the department.
- ✓ Adopted the Property Rights Element in the Comprehensive Plan that memorializes the importance to protect the rights of all people to contribute to local government decision making.
- ✓ Development and expansion of an online GIS-compatible Code Hub for our Zoning Ordinance, Gridics, a comprehensive zoning code and map platform.
- ✓ Assisted almost 100 local restaurants to safely expand economic opportunities with COVID-19 open-air dining permits.
- ✓ Developed and distributed standardized inspection manuals for all department inspectors.
- ✓ The Department has processed over 10,000 permits.
- ✓ The Department has completed over 34,000 inspections.
- ✓ Finalized and closed over 70% of expired and abandoned permits from previous software
- ✓ Distributed new hardware to code officers and inspectors to streamline workflows.

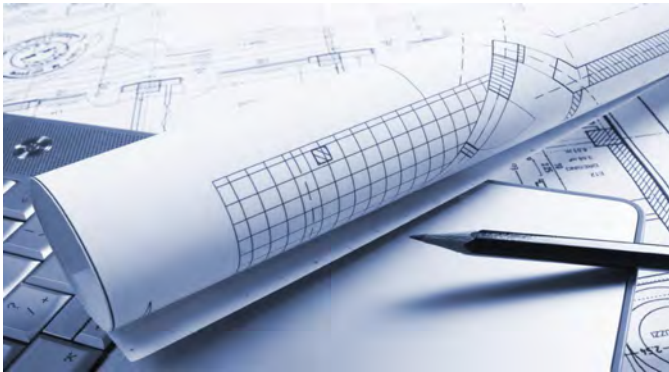
**CITY OF CORAL GABLES, FLORIDA
PERFORMANCE INDICATOR METRICS**

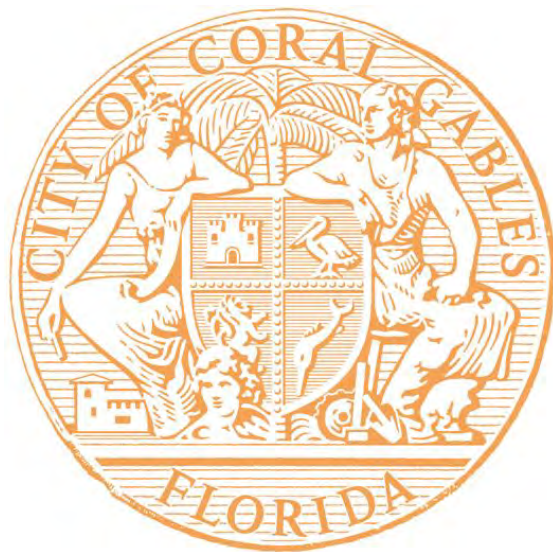
DEVELOPMENT SERVICES

INDICATOR:	FY21			FY22		FY23
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
90 percent of Board of Architects cases approved within two meetings	90%	91%	●	90%	86%	90%
90 percent of Certificates of Use processed within five working days	90%	96%	●	90%	97%	90%
90 percent of inspections completed on requested date	90%	96%	●	90%	98%	90%
Average Service time is less than 5 minutes at Permit Counter	5:00 min.	7:01 min.	▲	5:00 min.	7:14 min.	5:00 min.
90 percent of Zoning Verification Letters processed within five working days	90%	100%	●	90%	95%	90%
Overall Customer Satisfaction in rating strongly agree	90%	91%	●	90%	81%	90%
Number of code violations on public rights-of-way corrected	N/A	2,344	-	N/A	1,074	N/A
Number of permits issued	N/A	13,611	-	N/A	6,258	N/A

Legend

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





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**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
	FULL TIME POSITIONS					
1129	Dev Services Dir/Building Dir/Building Off.	1.00	1.00	1.00	1.00	\$ 183,199
1123	Deputy Development Services Director	1.00	1.00	1.00	1.00	148,968
0810	Administrative Analyst	1.00	1.00	1.00	1.00	53,798
0602	Administrative Assistant	2.00	2.00	2.00	2.00	145,843
1109	Plans Coordinator Assistant	1.00	1.00	1.00	1.00	48,828
TOTAL		6.00	6.00	6.00	6.00	\$ 580,636

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 431,759	\$ 512,324	\$ 565,726	\$ 580,636
2000 Employee Benefits - See Other Cost Dist.	166,226	184,301	237,269	328,083
3190 Other Professional Services	212,014	127,294	150,000	150,000
4090 Other Transportation Expense	8,771	9,421	10,395	6,497
4091 Cell Phone Allowance	4,300	2,140	2,400	-
4410 Rental of Machinery and Equipment	3,506	5,154	4,000	4,000
4420 General Services Cost - See Other Cost Dist.	28,487	28,661	28,632	29,728
4550 General Liability Insurance	23,365	23,626	26,141	33,064
4710 Special Printed Forms	(1,428)	(11,966)	2,000	2,000
5100 Office Supplies	446	1,409	2,500	2,500
5400 Membership Dues and Subscriptions	250	484	500	500
5410 Employee Training	342	218	1,000	1,000
6451 Technology Fee/Equipment	-	-	2,000	2,000
7195 Contingency for Budget Reduction	-	-	40,000	40,000
9010 Intradepartmental Credits	(448,927)	(399,829)	(468,983)	1 (578,675)
TOTAL	\$ 429,111	\$ 483,237	\$ 603,580	\$ 601,333

1. Administrative departments cost distributed to Development Services Building Division.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
FULL TIME POSITIONS						
1154	Assistant Building Director	-	-	1.00	1.00	\$ 143,475
1125	Quality Control Manager	1.00	-	1.00	1.00	82,376
1114	Structural Engineer	3.00	3.00	3.00	3.00	373,317
1109	Plans Coordinator Assistant	5.00	5.00	5.00	5.00	181,170
1151	Mobile Permitting Coordinator	1.00	1.00	1.00	1.00	84,003
1152	Board Administrator Lead	1.00	1.00	-	-	-
1108	Plans Processor	2.00	1.00	1.00	1.00	88,211
1132	Building Services Coordinator	1.00	1.00	1.00	1.00	108,258
1107	Chief Plumbing Official	1.00	1.00	1.00	1.00	110,354
1140	Plumbing Inspector II	1.00	1.00	1.00	1.00	96,710
1105	Chief Mechanical Official	1.00	1.00	1.00	1.00	-
1103	Chief Electrical Official	1.00	1.00	1.00	1.00	110,892
1133	Electrical Inspector II	2.00	2.00	2.00	2.00	191,007
1101	Building Inspector	4.00	4.00	4.00	4.00	414,019
1016	Deputy Building Official	1.00	1.00	1.00	1.00	131,794
3111	Mechanical Inspector I	1.00	1.00	1.00	1.00	82,645
1118	Plans Processor Lead	1.00	1.00	1.00	1.00	63,157
TOTAL FULL TIME HEADCOUNT		27.00	25.00	26.00	26.00	2,261,388
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
1153	Electrical Inspector II - PT	1	0.75	0.75	0.75	0.75
1099	Code Enforcement Officer - P/T	2	-	-	1.50	1.50
1122	Building Inspector - P/T	1	0.75	0.75	0.75	0.75
1131	Plans Processor - P/T	1	-	0.75	0.75	0.75
1136	Plans Coordinator Assistant - P/T	1	0.75	0.75	0.75	0.75
TOTAL PART TIME FTE's		6	2.25	3.00	4.50	4.50
TOTAL			29.25	28.00	30.50	30.50
						\$ 2,449,585

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 1,977,704	\$ 1,977,043	\$ 2,248,810	\$ 2,449,585
2000 Employee Benefits - See Other Cost Dist.	1,305,494	1,062,866	1,241,113	1,323,177
3170 Mgmt & Staff Interdept'l Charge	1,163,204	1,008,684	1,174,789	1,613,187
3190 Other Professional Services	25,600	17,816	203,400	661,400
3191 Private Sector Support - Plans Review/Insp.	44,155	46,581	147,000	147,000
4020 Central Garage Motor Pool Oper	49,728	45,745	58,404	24,839
4021 Central Garage Motor Pool Repl	-	-	-	31,761
4090 Other Transportation Expense	-	-	-	3,898
4410 Rental of Machinery and Equipment	4,096	3,742	17,800	17,800

EXPENDITURE DETAIL

	<u>2019-2020</u> <u>ACTUAL</u>	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>BUDGET</u>	<u>2022-2023</u> <u>ESTIMATE</u>
4420 General Services Cost - See Other Cost Dist.	64,091	64,483	64,419	66,883
4550 General Liability Insurance	111,560	89,791	100,650	139,491
4620 Repair and Maint. of Office Equipment	-	-	1,000	1,000
4710 Special Printed Forms	2,127	752	7,000	7,000
5100 Office Supplies	6,919	13,806	12,997	12,997
5209 Protective Clothing	595	241	2,500	2,500
5214 Uniform Allowance	-	-	16,200	15,000
5400 Membership Dues and Subscriptions	394	1,692	3,810	3,810
5410 Employee Training	914	6,860	8,000	6,800
6430 Equipment Repair/Replacement	-	-	200	200
6440 Equipment Additions	-	-	74,839	-
7195 Contingency for Budget Reduction	-	-	100,000	100,000
TOTAL	<u>\$ 4,756,581</u>	<u>\$ 4,340,102</u>	<u>\$ 5,482,931</u>	<u>\$ 6,628,328</u>

CITY OF CORAL GABLES
DEVELOPMENT SERVICES - BUILDING DIVISION
ADMINISTRATIVE COST ALLOCATION

DEPARTMENT		METHODOLOGY		DEPT/DIV	ALLOCATION	
NAME	#	RULE	%	BUDGET PRIOR TO ALLOC	TO BLDG	DIV
City Commission	0100	% of Total Operating Budget	2.63%	\$ 773,628	\$	18,954
City Attorney	0500	% of Total Operating Budget	2.63%	2,991,821		73,300
City Manager - Admin	1010	% of Total Operating Budget	2.63%	1,938,790		47,500
City Manager - Public Affairs	1030	% of Total Operating Budget	2.63%	988,163		24,210
City Manager - Internal Audit	1050	% of Total Operating Budget	2.63%	101,360		2,483
Human Resources	1120	% of Authorized Headcount	2.96%	2,113,206		62,551
Labor Relations	1130	% of Authorized Headcount	2.96%	808,046		23,918
Development Services - Admin	1200	Bldg Div % of Development Serv. Budget	49.04%	1,180,008		578,675
Finance - Admin	3010	% of Total Operating Budget	2.63%	651,281		15,956
Finance - Collections	3020	% of Total Operating Revenue	4.25%	830,229		35,658
Finance - Reporting & Operations	3030	% of Total Operating Budget	2.63%	1,379,254		33,736
Finance - Management & Budget	3050	% of Total Operating Budget	2.63%	809,074		19,822
Information Technology	3200	% of Total Operating Budget	2.63%	8,445,548		428,166
Fire	5500	Fire Plans Review Service (Flat Amount)	\$ 138,272	31,601,127		138,272
Non-Departmental	7000	% of Authorized Headcount	2.96%	3,965,709		109,986
				\$ 58,577,244	\$	1,613,187

FACTORS

Total Authorized Headcount	1,030.24
Building Division Headcount	30.50
Total Operating Budget (net of allocations)	\$ 190,554,786
Total Development Services Budget	\$ 10,226,550
Building Division Budget (pre-allocation)	\$ 5,015,141
Total Operating Revenue	\$ 163,459,378
Building Division Revenue	\$ 6,955,000
Building Division Non-Personnel Budget	\$ 1,118,896

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE <u>FULL TIME POSITIONS</u>	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
1206	Ass't Director for Planning & Zoning	1.00	1.00	1.00	1.00	\$ 147,876
1210	Ass't Director for Zoning	-	1.00	-	0.00	-
1203	City Planner	1.00	1.00	1.00	1.00	96,498
1209	Principal Planner	2.00	2.00	2.00	2.00	173,352
8929	City Architect	1.00	1.00	1.00	1.00	111,538
1120	Zoning Administrator	1.00	1.00	1.00	1.00	96,844
1049	Assistant City Architect	1.00	1.00	1.00	1.00	-
3020	Landscaping Reviewer Inspector	1.00	-	-	-	-
1141	Zoning Reviewer Lead	1.00	1.00	1.00	1.00	105,125
1117	Zoning Reviewer	3.00	3.00	3.00	3.00	218,308
1138	Zoning Inspector	1.00	1.00	1.00	1.00	64,739
1109	Plans Coordinator Assistant	4.00	4.00	4.00	4.00	243,414
TOTAL		17.00	17.00	16.00	16.00	\$ 1,257,694

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 1,251,049	\$ 1,180,041	\$ 1,329,846	\$ 1,257,694
1120 Stipend for Board Members	5,520	7,050	15,000	15,000
2000 Employee Benefits - See Other Cost Dist.	803,781	782,699	839,225	814,885
3190 Other Professional Services	154,792	30,697	120,800	70,800
3193 Other Professional Services - Reimbursable	-	(4,525)	-	-
4020 Central Garage Motor Pool Oper	11,987	10,544	14,212	1,327
4021 Central Garage Motor Pool Repl	-	-	-	11,679
4090 Other Transportation Expense	5,522	4,158	3,898	3,898
4091 Cell Phone Allowance	500	140	-	-
4410 Rental of Machinery and Equipment	7,631	7,110	13,650	13,650
4420 General Services Cost - See Other Cost Dist.	90,295	90,846	90,757	94,228
4550 General Liability Insurance	62,299	58,897	61,449	71,619
4710 Special Printed Forms	3,396	2,273	9,275	9,275
4820 Advertising Expense	2,958	1,792	7,000	7,000
4990 Other Miscellaneous Expense	656	1,540	3,000	3,000
5100 Office Supplies	4,759	4,353	9,000	9,000
5209 Protective Clothing	-	-	200	200
5400 Membership Dues and Subscriptions	3,536	3,673	5,104	5,104
5410 Employee Training	718	3,432	7,245	7,245
TOTAL	\$ 2,409,399	\$ 2,184,720	\$ 2,529,661	\$ 2,395,604

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
1126	Code Enforcement Field Supr	2.00	2.00	1.00	1.00	\$ 89,054
1135	Code Enforcement Assistant	2.00	2.00	2.00	2.00	87,727
1102	Code Enforcement Officer	8.00	8.00	9.00	11.00	648,441
8888	Overtime	-	-	-	-	7,500
9999	Holiday Worked Pay	-	-	-	-	3,500
TOTAL FULL TIME HEADCOUNT		12.00	12.00	12.00	14.00	836,222
<u>PART TIME POSITIONS</u>		<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	
1099	Code Enforcement Officer - P/T	0	1.50	1.50	-	-
TOTAL PART TIME FTE's		0	1.50	1.50	0.00	-
TOTAL		13.50	13.50	12.00	14.00	\$ 836,222

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 690,311	\$ 692,356	\$ 766,543	\$ 836,222
2000 Employee Benefits - See Other Cost Dist.	495,067	500,047	561,179	596,558
3190 Other Professional Services	2,568	3,540	15,251	15,251
3191 TYPE IN A DESCRIPTION	10,640	3,050	28,000	28,000
3192 TYPE IN A DESCRIPTION	555	555	4,500	4,500
4020 Central Garage Motor Pool Oper	42,894	39,753	50,295	24,264
4021 Central Garage Motor Pool Repl	-	-	-	24,945
4410 Rental of Machinery and Equipment	3,312	2,478	5,605	5,605
4420 General Services Cost - See Other Cost Dist.	25,234	25,388	25,363	26,333
4550 General Liability Insurance	36,027	36,289	35,432	47,619
4910 Court Costs & Investigative Expense	2,008	2,431	3,000	3,000
5100 Office Supplies	2,718	2,924	6,000	6,000
5209 Protective Clothing	758	615	1,200	1,200
5214 Uniform Allowance	2,188	1,984	6,200	6,200
5400 Membership Dues and Subscriptions	450	350	1,500	1,500
5410 Employee Training	834	-	8,600	8,600
TOTAL	\$ 1,315,564	\$ 1,311,760	\$ 1,518,668	\$ 1,635,797

Action Plan Worksheet



Action Plan Owner: Suramy Cabrera, Development Services Director

Action Plan Name: 1.1.3-1 Improve the customer experience with the permitting system by owners and industry professionals

Strategic plan alignment

- Objective 1 - Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 1 - Attain world-class performance levels in overall community satisfaction with city services

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Create QR code for permit applications so that owners can easily follow their permitting process on-line.	10/01/22	QR code will print on approved plans and will take you directly to the permit.
Provide kiosks at City Lobby to allow quick, direct access to permits for making payments, scheduling inspections, applying on-line.	10/01/22	Kiosks will be in the lobby of the new building.
Create a “residents-only” line at permit counter.	10/01/22	Have a ticket system for residents only.
Create short, 30 second how-to videos for newsletter and post permanently on website.	03/01/23	Videos will be posted.
Offer monthly more in-depth training for customers/General Contractor of the building dept.	03/01/23	Training will be scheduled, advertised and sign-in sheets filed.
Publish common rejection comments	06/01/23	Common rejection comments will be posted on our website and on publications

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Program / Subject Matter Experts –
 - 50 hours from IT for QR code.
 - 10 hours from Communications for video production and outreach.
 - 36 hours from Subject Matter Experts to develop training materials and monthly presentations

- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 7,500	QR Code implementation
\$ 1,000	Ticket system adjustment
\$ 10,000	Personnel for Training
\$ 18,500	Total

- Technology:
 - Kiosks
 - Space, equipment, etc. Community Meeting Room

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

Measure	Target	Date												
Customer satisfaction / Rating videos by helpfulness	90%	03/01/23												
<p style="text-align: center;">Satisfaction/Rating of Videos GOOD ↑</p> <table border="1"> <caption>Customer Satisfaction/Rating of Videos Data</caption> <thead> <tr> <th>Year</th> <th>Customer Satisfaction/Rating of Videos (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>FY22</td> <td>80%</td> <td>90%</td> </tr> <tr> <td>FY23 (P)</td> <td>90%</td> <td>90%</td> </tr> <tr> <td>FY24 (P)</td> <td>90%</td> <td>90%</td> </tr> </tbody> </table>			Year	Customer Satisfaction/Rating of Videos (%)	Target (%)	FY22	80%	90%	FY23 (P)	90%	90%	FY24 (P)	90%	90%
Year	Customer Satisfaction/Rating of Videos (%)	Target (%)												
FY22	80%	90%												
FY23 (P)	90%	90%												
FY24 (P)	90%	90%												
Customer satisfaction with permitting process	90 th percentile	03/01/23												

Frequency & venue of review

- Weekly project team meeting.
- Quarterly R&A with City Manager.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	Decreased time providing documentation	Opportunity cost for other initiatives
Program / Subject Matter Experts	Increased satisfaction with helping customers	Time and other resources expended in this effort are not available for other strategic initiatives
Informatics	Improved data collection for analysis	Time and other resources expended in this effort are not available for other strategic initiatives
Customers	Decreased wait times/ better understanding of common rejections	

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

- Money:
 - Costs: \$18,500

Action Plan Worksheet



Action Plan Owner: Suramy Cabrera, Development Services Director

Action Plan Name: 4.1.4-1 Achieve standardization of key work processes in Development Services

Strategic plan alignment

- Objective 4 - Process-focused Excellence: Optimize city processes and operations to provide cost-effective services that efficiently utilize City resources
 - Goal 1 - Enhance the effectiveness of key city processes

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Create list and distribute equipment for employees to perform their jobs efficiently and professionally	06/01/22	Each employee will receive work bag with equipment.
Create training manual, SOP	12/31/22	SOP will be distributed to employees
Schedule biannual Continuing Education specific to Code Enforcement and Front Counter	01/01/23	Attendance rosters
Implement a 10% QA/ QC of Inspections done	03/31/23	Inspection reports

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Informatics Person – 10 Hours
 - Program / Subject Matter Experts –
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 10,000	Equipment refresh being issued to Inspectors and Code Officers
\$ 6,000	Training Expenses
\$ 16,000	Total

- Technology:
 - Reporting of Quality Inspections that will be done by our Chiefs to verify accuracy of everyday inspections
- Knowledge/Training:
 - All department staff – 4 hours of mandatory training biannually.
- Other
 - Space, equipment, etc. Community Meeting Room

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

Measure	Target	Date
Staff Attendance of Training	100%	01/01/23
<p>Training of Staff GOOD ↑</p> <p>120% 100% 80% 60% 40% 20% 0%</p> <p>FY23 (P) FY24 (P) FY25 (P)</p> <p>Attendance QA/QC Inspection Review</p>		
Having 100% clean QA/QC inspection review	100%	03/31/23

Frequency & venue of review

- Weekly project team meeting.
- Weekly/monthly/quarterly report to City Manager.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	<ul style="list-style-type: none"> • Improved Business functions 	<ul style="list-style-type: none"> • Resources expended in this effort are not available for other initiatives
Customers	<ul style="list-style-type: none"> • Improved Customer Service 	<ul style="list-style-type: none"> • None

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

- Money:
 - Costs: \$16,000
 - Benefits: Undetermined amount of financial benefits due to improved processes, efficiency, effectiveness, and customer satisfaction
 - Time to see return on investment: Immediate impact
- Other benefits:
 - Improved processes, efficiency, effectiveness, and customer satisfaction

Action Plan Worksheet



Action Plan Owner: Suramy Cabrera, Development Services Director

Action Plan Name: 5.2.3-1 Enhance the brand image of "the City Beautiful" in buildings and open spaces

Strategic plan alignment

Objective 5 - Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.

- Goal 2 - Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Coordinate with Public Affairs to set up recurring messages	10/31/23	Messages developed
Educate residents through social media on what Development Services does. Have a focus on safety and on City aesthetics affecting their property values.	12/31/23	Monthly, short social media posts.
Require vehicles to be upkept	12/31/23	Vehicles inspected and up to date.

Resource requirements (what do we need to succeed?)

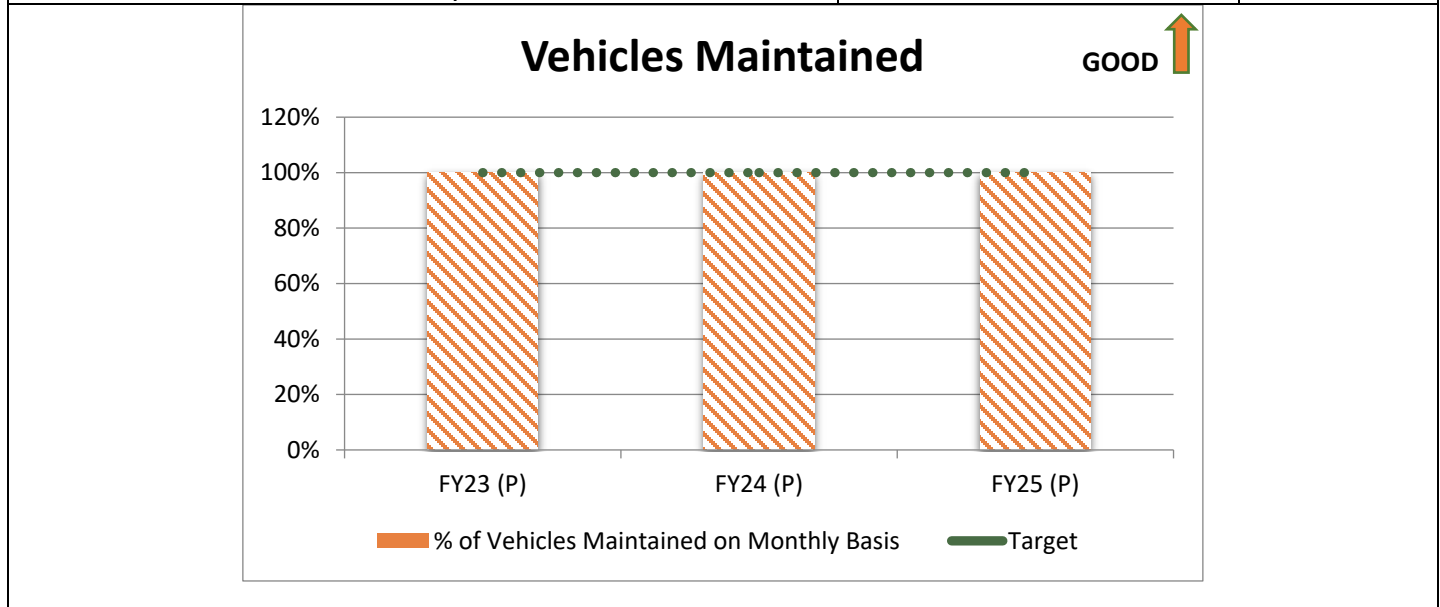
- Time (of the project team members and others as appropriate – examples below):
 - Informatics Person – None
 - Program / Subject Matter Experts – Communications
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 6,000	Cleaning Services for vehicles (cost of yearly cleaning services expected to increase)
\$ 6,000	Total

- Technology:
 - None
- Knowledge/Training:
 - All staff –
- Other
 - Space, equipment, etc.

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

Measure	Target	Date
Created verbiage to post	100%	12/31/22
Coordinated with Public Affairs to set up recurring messages	90%	03/31/22
Social Media Engagement	30 average likes	12/31/23
Vehicles maintained on a monthly basis	100%	12/31/23



Frequency & venue of review

- Weekly project team meeting.
- Weekly/monthly/quarterly report to City Manager.

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

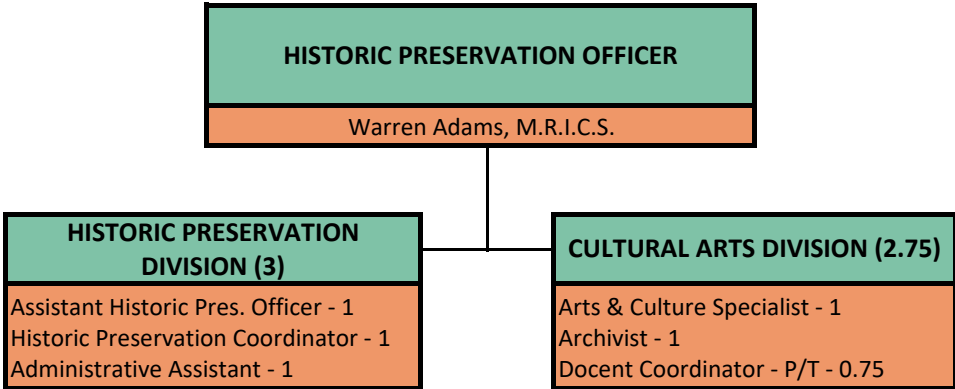
Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	<ul style="list-style-type: none"> • Increased engagement through meeting customer requirements and expectations 	<ul style="list-style-type: none"> • Time spent on this effort is not available for other job duties
Sr. Leadership	<ul style="list-style-type: none"> • Improved City image 	<ul style="list-style-type: none"> • Resources expended in this effort are not available for other initiatives
Commissioners	<ul style="list-style-type: none"> • Improved City image 	<ul style="list-style-type: none"> • Resources expended in this effort are not available for other initiatives
Customers	<ul style="list-style-type: none"> • Improved satisfaction with City image 	<ul style="list-style-type: none"> • None

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

- Money:
 - Costs: \$6,000
 - Benefits: \$0
 - Time to see return on investment

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

**HISTORICAL RESOURCES & CULTURAL ARTS
ORGANIZATION CHART**



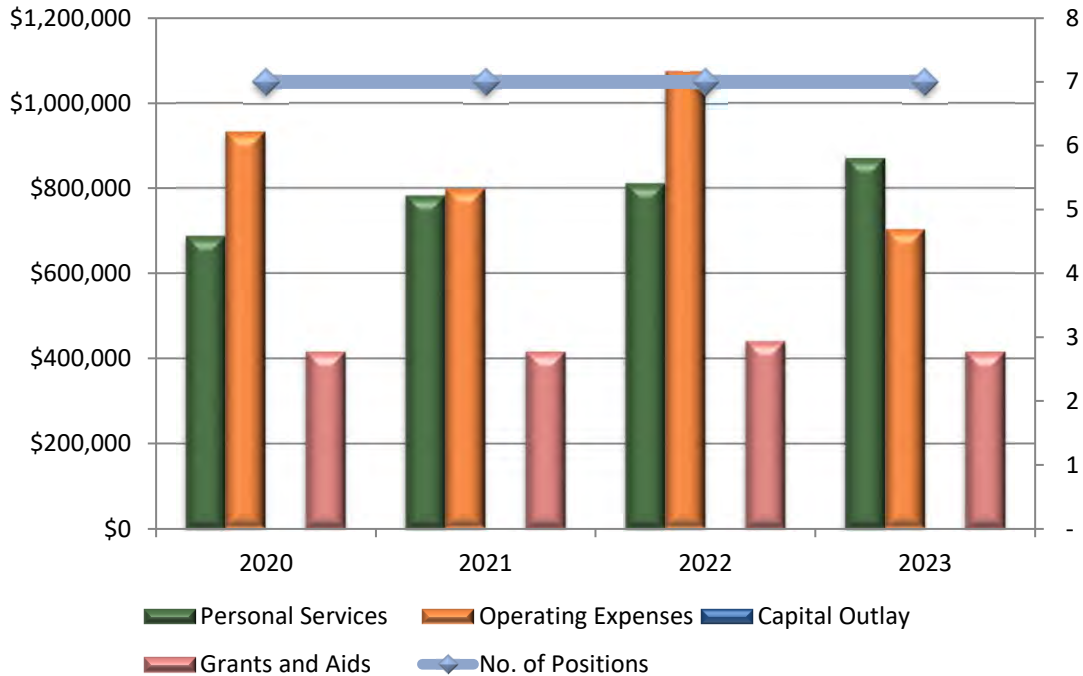
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
Salaries & Benefits	687,609	782,217	811,092	870,249
Operating Expenses	931,611	797,959	1,074,219	702,622
Capital Outlay	-	-	-	-
Grants and Aids	416,228	416,228	441,228	416,228
Total	<u>2,035,448</u>	<u>1,996,404</u>	<u>2,326,539</u>	<u>1,989,099</u>
Full Time Headcount	6.00	6.00	6.00	6.00
Part Time FTE's	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>
Total Headcount & FTE's	<u>6.75</u>	<u>6.75</u>	<u>6.75</u>	<u>6.75</u>

EXPENDITURE/PERSONNEL COMPARISONS



Historic Resources & Cultural Arts

Department Function:

The Historical Resources & Cultural Arts Department promotes the historic heritage of the City through local historic designation, the design review process of alterations to historic properties including City-owned historic properties, the review of demolition requests, and the maintenance of the City archives. The department also oversees the City's Cultural Grants and Art in Public Places programs and manages the Coral Gables Merrick House and Pinewood Cemetery. The department staffs six boards: Historic Preservation Board, Coral Gables Merrick House Governing Board, Pinewood Cemetery Board, Landmarks Advisory Board, Cultural Development Board, and the Arts Advisory Panel.

Department Goals:

1. To advocate for and educate about the importance of preserving historically significant properties and the benefits of art in public places.
2. To provide exceptional service to the owners of historic properties, to guide the preservation of City-owned historic properties, and to enhance the public's cultural experience by reviewing the City's cultural grants and public art proposals and by providing tours of the Coral Gables Merrick House.
3. To provide adequate and complete protection for the historic fabric of the City, its archives, and its public art by providing proper maintenance techniques to the Public Works Department and using proper storage techniques for the City archives.
4. To maximize opportunities for City projects through effective budgeting and capitalizing on outside funding support and efficient use of available resources.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

HISTORIC RESOURCES & CULTURAL ARTS

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

HISTORIC PRESERVATION DIVISION

- ✓ Processed 24 Special Certificates of Appropriateness and 73 Standard Certificates of Appropriateness.
- ✓ Processed 3 Ad Valorem tax abatement applications.
- ✓ Processed 13 Local Historic Landmark Designations.
- ✓ Performed 202 inspections on historic properties.
- ✓ Issued 72 Historical Significance Determinations.
- ✓ Created and held the first meetings of the Landmarks Advisory Board.
- ✓ Assisted with the rehabilitation and restoration of the Fink Studio project.
- ✓ Assisted with the restoration and replication of the White Way Lights.
- ✓ Two new AC units installed at the Merrick House.
- ✓ Advised on design and location of proposed rock wall in front of Merrick House.
- ✓ Planned and hosted the Doc Dammers Day event.
- ✓ Planned and hosted the “A Proper Garden Tea” event.
- ✓ Planned and hosted “Sundays on the Porch with George” events.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

HISTORIC RESOURCES & CULTURAL ARTS

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

CULTURAL ARTS DIVISION

- ✓ Reviewed, processed, and administered Cultural Grants to 34 (thirty-four) non-profit organizations.
- ✓ Facilitated ongoing professional development opportunities through the Arts & Business Council for Cultural Grantees.
- ✓ Ongoing refinement of Cultural Grant application process and continued implementation of early application and review to align with City's budget process and cultural arts season.
- ✓ Completed re-installation of temporary public art project: "Blue Night" by Kiki Smith, received Art Basel recognition for the exhibition, including an augmented reality experience related to the artwork and hosting of an Art Basel VIP event.
- ✓ Received and implemented a Florida Department of State, Division of Cultural Affairs, Specific Cultural Project Grant for the Kiki Smith public art exhibition.
- ✓ Administered and processed approval of public art in private development project: "Waiting" by Brian Donnelly, as KAWS, for The Plaza.
- ✓ Administered and processed approval of public art in private development project of rainbow themed artwork by Vaughn Spann for Alexan Crafts.
- ✓ Administered and processed approval of Art in Public Places City project: "Concepto I" by artist Zilia Sanchez for the 427 Biltmore Way municipal building.
- ✓ Administered and processed approval of fabrication and installation of: "Mars" by artist Julio Larraz for installation at Pittman Park.
- ✓ Completed annual maintenance of major artworks "Passion/Passiflora Incarnation" by artist Alice Aycock and "Chromatic Induction, Coral Gables" by artist Carlos Cruz-Diez.
- ✓ Implemented restoration of over fifteen public artworks throughout the City.
- ✓ Implemented ADA signage for fifteen artworks in the City's public art collection.

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

HISTORICAL RESOURCES & CULTURAL ARTS

INDICATOR:	FY21			FY22		FY23
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Complete Certified Local Government Annual Report	1	1	●	1	1	1
Process and review Special Certificates of Appropriateness	30	36	●	30	25	30
Process and review Standard Certificates of Appropriateness	200	229	●	150	73	200
Process and review Ad Valorem Tax applications for historic properties	4	2	▲	4	3	4
Implement local historic designations of individual properties	4	9	●	10	9	10
Implement local historic designations of districts	1	0	▲	1	0	1
Process inventory of Valdes-Fauli Coral Gables Archives	Ongoing	Ongoing	●	Ongoing	Ongoing	Ongoing
Process new donations to the Valdes-Fauli Coral Gables Archives	Ongoing	Ongoing	●	Ongoing	Ongoing	Ongoing
Increase number of visitors to Coral Gables Merrick House	200	274	●	600	537	500

Legend

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



**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE FULL TIME POSITIONS	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
2005	Historic Preservation Officer	1.00	1.00	1.00	1.00	\$ 119,895
2006	Asst Historic Preservation Officer	1.00	1.00	1.00	1.00	113,113
2007	Historic Preservation Coordinator	1.00	1.00	1.00	1.00	88,046
0602	Administrative Assistant	1.00	1.00	1.00	1.00	53,033
TOTAL		4.00	4.00	4.00	4.00	\$ 374,087

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 265,056	\$ 312,668	\$ 350,402	\$ 374,087
2000 Employee Benefits - See Other Cost Dist.	218,241	231,290	195,829	213,353
3190 Other Professional Services	36,671	69,122	75,184	47,400
4020 Central Garage Motor Pool Oper	2,564	2,250	3,042	232
4021 Central Garage Motor Pool Repl	-	-	-	2,543
4090 Other Transportation Expense	7,580	10,179	12,994	12,994
4091 Cell Phone Allowance	-	240	-	-
4410 Rental of Machinery and Equipment	3,402	3,262	7,018	7,018
4420 General Services Cost - See Other Cost Dist.	326,337	328,329	328,004	340,553
4430 Rental of Land and Buildings	-	3,380	3,840	3,840
4550 General Liability Insurance	18,588	16,780	16,191	21,302
4620 Repair and Maint. of Office Equipment	125	-	800	800
4720 Printing & Binding	2,158	1,698	8,500	8,500
4803 Pinewood Cemetery Reserve Expenses	-	-	6,751	-
4804 Historic Preservation Reserve Expenses	-	-	20,139	-
4805 Art in Public Places - Educ & Outreach	403,248	-	-	-
4820 Advertising Expense	1,941	2,071	3,960	3,960
4910 Court Costs & Investigative Expense	-	485	-	-
4990 Other Miscellaneous Expense	1,328	312	36,394	23,194
5100 Office Supplies	3,803	3,841	7,385	7,385
5400 Membership Dues and Subscriptions	420	445	900	900
5410 Employee Training	5,490	-	159	1,000
7195 Contingency for Budget Reduction	-	-	37,003	37,003
TOTAL	\$ 1,296,952	\$ 986,352	\$ 1,114,495	\$ 1,106,064

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0043	Arts & Culture Specialist	1.00	1.00	1.00	1.00	\$ 74,273
2009	Archivist	1.00	1.00	1.00	1.00	61,130
8888	Overtime	-	-	-	-	5,000
TOTAL FULL TIME HEADCOUNT		2.00	2.00	2.00	2.00	140,403
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	
0619	Docent Coordinator	1	0.75	0.75	0.75	36,021
TOTAL PART TIME FTE's		1	0.75	0.75	0.75	36,021
TOTAL		2.75	2.75	2.75	2.75	\$ 176,424

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 120,685	\$ 142,634	\$ 165,483	\$ 176,424
2000 Employee Benefits - See Other Cost Dist.	83,627	95,625	99,378	106,385
3190 Other Professional Services	495	29,014	51,150	50,400
4420 General Services Cost - See Other Cost Dist.	98,950	99,554	99,455	103,260
4550 General Liability Insurance	6,676	7,609	7,676	10,046
4720 Printing & Binding	2,914	358	1,000	1,000
4805 Art in Public Places - Educ & Outreach	-	216,112	253,750	-
4808 Merrick House Reserve Expenses	-	574	64,127	-
4811 Roxcy O'Neal Merrick House Reserve Exp	-	-	4,939	-
4990 Other Miscellaneous Expense	6,878	803	9,407	7,923
5100 Office Supplies	407	707	2,800	2,800
5201 Agricultural Supplies	687	114	985	985
5202 Chemicals and Photographic Supplies	-	-	1,000	2,000
5215 Small Tools & Minor Equipment	433	86	300	300
5400 Membership Dues and Subscriptions	70	439	210	210
5410 Employee Training	446	195	159	-
7195 Contingency for Budget Reduction	-	-	8,997	5,074
8200 Federal Grants	191,228	191,228	216,228	191,228
8204 CG Museum Grant	225,000	225,000	225,000	225,000
TOTAL	\$ 738,496	\$ 1,010,052	\$ 1,212,044	\$ 883,035

Action Plan Worksheet



Action Plan Owner: Warren Adams, Historic Resources & Cultural Arts Director

Action Plan Name: 1.4.2-1 Increase pedestrian counts to historical sites, art, and cultural events and for dining and shopping by 5% by 2025

Strategic plan alignment

- Objective: 1. Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community.
 - Goal: 2.4 - Enhance our position as a premier destination for arts, culture, dining, and shopping

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Implement online booking and payment process for Merrick House visitors	09/30/24	Visitor log
Implement credit card payment system for Merrick House visitors	09/30/24	Credit card receipts
Improve public awareness of sites and events through advertising opportunities	09/30/25	Advertisements published
Increase number of trained Merrick House docents to increase opening hours	09/30/25	Training records
Increase number of public art activations in downtown area	09/30/25	Artwork activations

Resource requirements (what do we need to succeed?)

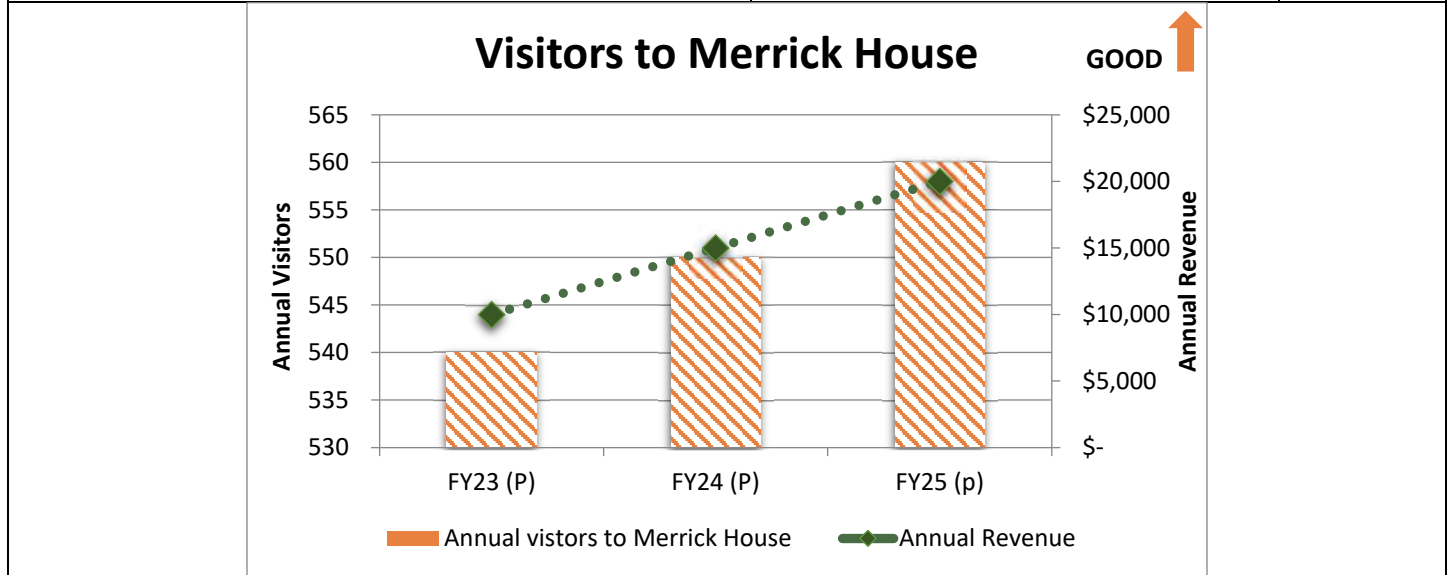
- Time (of the project team members and others as appropriate – examples below):
 - Informatics Person – 10 hours
 - Program / Subject Matter Experts – 100 hours
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 9,000	\$3,000 per annum (2023, 24, 25) for improved advertising of sites and events
\$ 2,000	Creation of online booking and payment system for Merrick House (rnrck-hse)
\$ 1,000	Credit card payment equipment for Merrick House (r-rmrck-hse)
\$ 12,000	Total

- Technology:
 - Online booking and payment system for Merrick House visitors
- Knowledge/Training:
 - All staff – 10 hours of training
- Other
 - Space, equipment, etc. Credit card payment equipment for Merrick House

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

Measure	Target	Date
Merrick House visitor numbers	540 (532 pre-Covid)	09/30/23
Merrick House visitor numbers	560	09/30/25
Revenue from Merrick House visitors	\$20,000	09/30/25



Trained Merrick House docents	12 (Current 10)	09/30/25
Number of public activations	2 additional activations	09/30/25

Frequency & venue of review

- Quarterly project team meeting.
- Weekly/monthly/quarterly report to Warren Adams.
- Quarterly report to City Manager.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	Increased job security and satisfaction	Increased maintenance and repair
Program / Subject Matter Experts	Training, efficiency through booking process improvements	Increased visitor numbers possibly leading to longer wait times
Informatics	Job security	None
Sr. Leadership	Improved public experiences	Possible additional complaints
Commissioners	Improved public experiences	Possible additional complaints
Customers	Improved access and information	Potential dissatisfaction with possible longer wait times, issues using technology

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

- Money:
 - Costs: \$12,000
 - Benefits: \$20,000 in additional revenue plus undetermined positive financial impacts due to increased visitor traffic
 - Time to see return on investment September 30, 2025
- Other benefits:
 - Increased heritage and cultural tourism, city recognition, positive economic impacts

Action Plan Worksheet



Action Plan Owner: Warren Adams, Historic Resources & Cultural Arts Director

Action Plan Name: 5.1.1-1 Increase the number of diverse programs sponsored by the city by 5% in 2025

Strategic plan alignment (Supports which Objectives and Goals)

- Objective: 5 – Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Goal: 1 – Increase the historical and cultural components in city-sponsored programs and the community’s satisfaction with access and the programs

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Request a 5% increase to grant funding via FY24 Budget process	10/01/22	Decision Package Approved
Increase outreach to source additional event opportunities	09/30/25	Increased event opportunities
Increase number of available City Cultural Grants for disbursement for events within the city	09/30/25	Increased number of grant-funded events

Resource requirements (what do we need to succeed?)

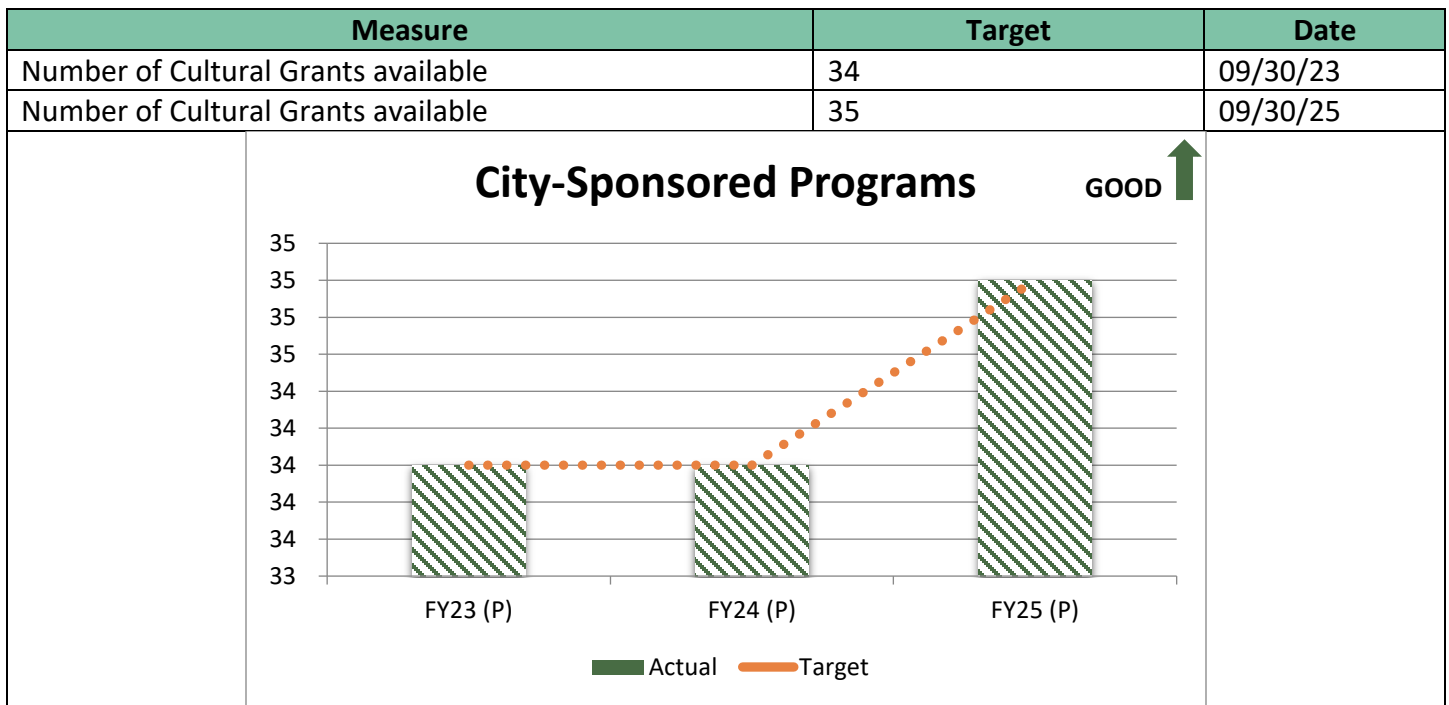
- Time (of the project team members and others as appropriate – examples below):
 - Informatics Person – 50 hours
 - Program / Subject Matter Experts – 100 hours
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 30,142	Increased Cultural Grant funds (5% increase)
\$ 30,142	Total

- Technology:
 - Maintain grant platform (cost may increase)
- Knowledge/Training:
 - All staff – 10 hours of training
- Other
 - Space, equipment, etc.

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

Measure	Target	Date
Number of events	1,421 (FY 20-21 1,398)	09/30/23
Number of events	1,468	09/30/25



Frequency & venue of review

- Quarterly project team meeting. Monthly
- Weekly/monthly/quarterly report to Warren Adams.
- Annual report to City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	<ul style="list-style-type: none"> • Job security and satisfaction 	<ul style="list-style-type: none"> • Increased workload
Program / Subject Matter Experts	<ul style="list-style-type: none"> • Job security and satisfaction 	<ul style="list-style-type: none"> • Increased workload
Sr. Leadership	<ul style="list-style-type: none"> • Improved public experiences 	<ul style="list-style-type: none"> • Increased costs
Commissioners	<ul style="list-style-type: none"> • Improved public experiences 	<ul style="list-style-type: none"> • Increased costs
Customers	<ul style="list-style-type: none"> • Additional events, economic benefits 	<ul style="list-style-type: none"> • Increased traffic

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

- Money:
 - Costs: \$30,142
 - Benefits: Undetermined financial benefits due to increased city-sponsored programs
 - Time to see return on investment 09/30/25
- Other benefits:
 - Increased cultural tourism, custom for local businesses, city exposure

Action Plan Worksheet



Action Plan Owner: Warren Adams, Historic Resources & Cultural Arts Director

Action Plan Name: 5.1.2-1 Increase participation rates with the historical and cultural components in programs offered by the city to the community by 5% by 2025

Strategic plan alignment

- Objective - 5 – Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Goal 5.1 – Increase the historical and cultural components in city-sponsored programs and the community’s satisfaction with access and the programs

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Improve Cultural Grant application process	9/30/2024	Increased number of applicants
Implement online booking and payment process for Merrick House visitors	9/30/2024	Increased visitor numbers
Implement credit card payment system for Merrick House visitors	9/30/2024	Increased visitors
Improve public awareness of sites and events through advertising opportunities	9/30/2025	Increased participation numbers
Increase number of Merrick House docents to increase opening hours	9/30/2025	Increased opening hours, docents, and visitors
Increase cultural partnership opportunities	9/30/2025	Increased events and participation

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Informatics Person – 10 hours
 - Program / Subject Matter Experts – 100 hours
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 9,561	Improved advertising of sites and events
\$ 2,000	Creation of online booking and payment system for Merrick House (r-mrck-hse)
\$ 1,000	Credit card payment equipment for Merrick House (r-mrck-hse)
\$ 150,000	\$50,000 per annum for partnership related expenses
\$ 162,561	Total

- Technology:
 - Online booking and payment system for Merrick House visitors
- Knowledge/Training:
 - All staff – 10 hours of training
- Other
 - Space, equipment, etc. Credit card payment equipment for Merrick House

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

Measure	Target	Date												
Customer satisfaction with the Merrick House	95% satisfied	09/30/25												
<div style="text-align: right; margin-bottom: 10px;">GOOD ↑</div> <h3 style="text-align: center;">Customer Satisfaction</h3> <table border="1" style="width: 100%; margin-top: 10px;"> <caption>Customer Satisfaction Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Customer Satisfaction (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>~90%</td> <td>95%</td> </tr> <tr> <td>FY24 (P)</td> <td>~92%</td> <td>95%</td> </tr> <tr> <td>FY25 (P)</td> <td>95%</td> <td>95%</td> </tr> </tbody> </table>			Fiscal Year	Customer Satisfaction (%)	Target (%)	FY23 (P)	~90%	95%	FY24 (P)	~92%	95%	FY25 (P)	95%	95%
Fiscal Year	Customer Satisfaction (%)	Target (%)												
FY23 (P)	~90%	95%												
FY24 (P)	~92%	95%												
FY25 (P)	95%	95%												
Merrick House visitor numbers	540 (532 pre-Covid) 560	09/30/23 09/30/25												
<div style="text-align: right; margin-bottom: 10px;">GOOD ↑</div> <h3 style="text-align: center;">Visitors to Merrick House</h3> <table border="1" style="width: 100%; margin-top: 10px;"> <caption>Visitors and Revenue Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Annual Visitors</th> <th>Annual Revenue</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>540</td> <td>~\$10,000</td> </tr> <tr> <td>FY24 (P)</td> <td>550</td> <td>~\$15,000</td> </tr> <tr> <td>FY25 (P)</td> <td>560</td> <td>~\$20,000</td> </tr> </tbody> </table>			Fiscal Year	Annual Visitors	Annual Revenue	FY23 (P)	540	~\$10,000	FY24 (P)	550	~\$15,000	FY25 (P)	560	~\$20,000
Fiscal Year	Annual Visitors	Annual Revenue												
FY23 (P)	540	~\$10,000												
FY24 (P)	550	~\$15,000												
FY25 (P)	560	~\$20,000												
Trained Merrick House docents	12 (current 10)	09/30/25												
Cultural partnership opportunities	2	09/30/25												

Frequency & venue of review

- Quarterly project team meeting.
- Quarterly Review & Analysis meeting
- Weekly/monthly/quarterly report to City Manager.

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

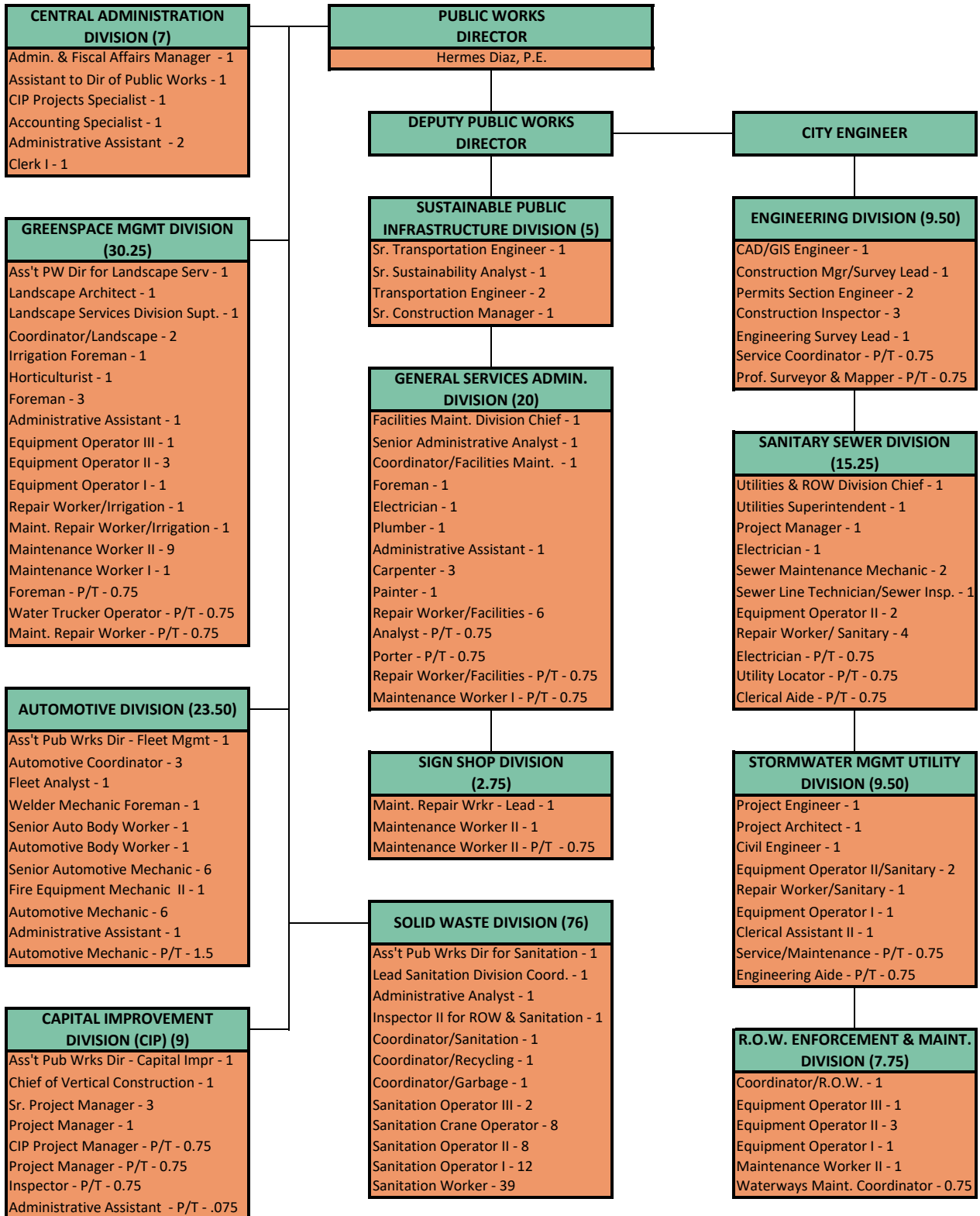
Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	Job security and satisfaction	Increased workload and costs
Program / Subject Matter Experts	Training, efficiency through booking process	Increased visitor numbers possibly leading to longer wait times
Informatics	Job security	Increased costs
Sr. Leadership	Improved public experiences	Possible additional complaints
Commissioners	Improved public experiences	Possible additional complaints
Customers	Improved access and information	Increased visitor numbers, possible longer wait times, issues using technology

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

- Money:
 - Costs: \$162,561
 - Benefits:
 - Time to see return on investment 09/20/25

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

**PUBLIC WORKS
ORGANIZATION CHART**



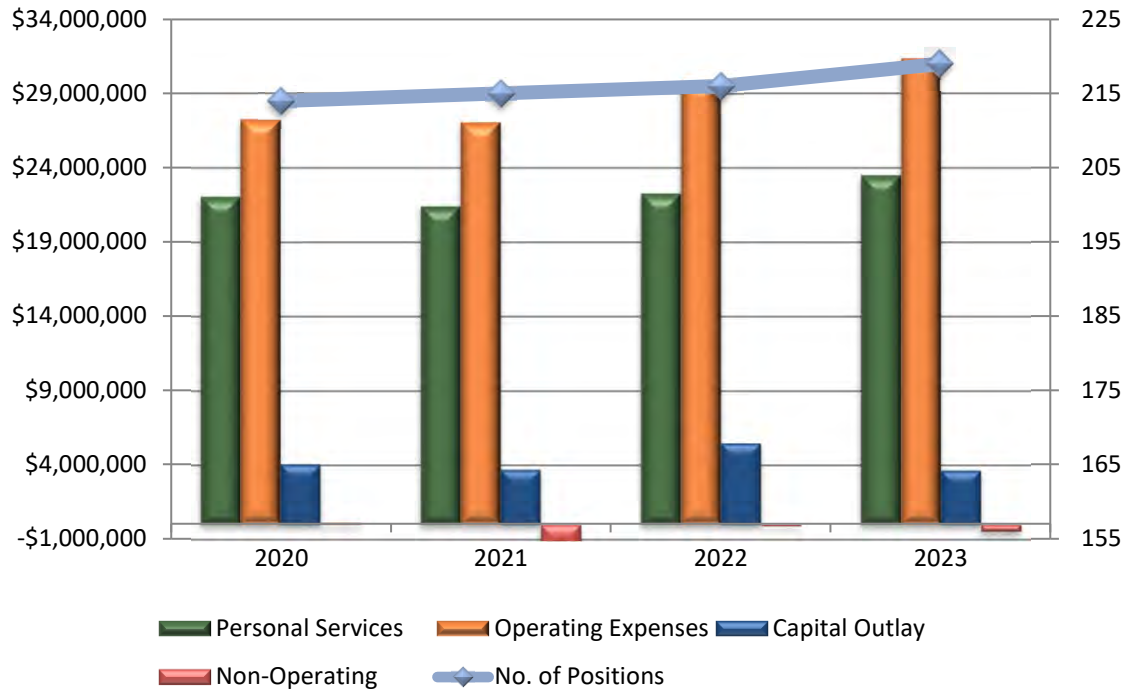
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



**PUBLIC WORKS DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
Salaries & Benefits	22,066,808	21,413,103	22,284,455	23,499,883
Operating Expenses	27,248,566	27,063,820	29,831,381	31,379,472
Capital Outlay	4,042,767	3,712,300	5,468,313	3,644,931
Non-Operating	155,602	(1,753,057)	(113,047)	(481,957)
Total	53,513,743	50,436,166	57,471,102	58,042,329
Full Time Headcount	198.00	199.00	199.00	202.00
Part Time FTE's	15.75	15.75	16.50	16.50
Total Headcount & FTE's	213.75	214.75	215.50	218.50

EXPENDITURE/PERSONNEL COMPARISONS



Public Works

Department Function:

The Public Works Department is a large, full service, multi-disciplinary organization providing a vast array of infrastructure services, including sanitary sewers, storm water control systems, transportation improvements, right-of-way maintenance, general services operations, fleet maintenance, landscaping and tree succession planning, and sustainable resource management. The Department also provides various support services to all other City Departments.

The Department is represented by a multitude of professional and licensed/certified disciplines working in the following divisions:

The **Automotive Division** is responsible for the acquisition, maintenance, and disposal of all City vehicles and heavy equipment. The Division also provides fueling services to the City's fleet.

The **Administration Division** receives and manages all customer service-related requests that are submitted via telephone, email, and in-person by residents, visitors, other City departments, and outside agencies. The Division routes requests to the proper divisions within the Public Works Department and/or other City departments, municipalities, and agencies. Requests are documented through the GovQA web platform for proper follow-up and future reference. Further, the Division manages the department's payroll, responds to personnel related matters and other inquiries, manages operational budgets, processes operational and capital project requisitions and invoices, and supports the Department Director, Assistant Directors, Chiefs and Supervisors. The Central Division is the bridge between divisions and supports in consolidating all operations for uniformity.

The **Capital Improvement (CIP) Division** provides managerial functions in the development of the City's infrastructure projects. The Division is responsible for developing and revising comprehensive capital improvement projects, implementing short-and-long-range programs; coordinating projects with other City departments, contractors, government agencies, outside agencies, and the public as required, and assuring projects are completed in compliance with codes, specifications, and standards.

The **Engineering Division** provides design and construction services for the City using a combination of in-house personnel and outside consultants for various capital improvement projects (parking garage repairs, facility repairs and reroofing, parks improvements, paving, drainage, sanitary sewers, traffic management, etc). The Division also manages permitting and inspection of all construction activities in the public right-of-way.

The **Greenspace Management Division** consists of certified arborists, landscape architects, horticulturalists, and landscape professionals who are responsible for the City's urban forest management, which includes the planting of new trees and ongoing pruning and maintenance of approximately 40,000 existing trees and palms on City properties and public rights-of-way. The Division is also responsible for the landscape maintenance and meticulous beautification of approximately 370 green spaces, parks, parking lots, streetscape plazas, and open areas, which concentrate on planting design and maintenance, irrigation repair, fertilization, and pest control. The Division manages permitting for tree removals and replacements and coordinates those with City arborists and contractors. The licensed landscape architects review plans for development and renovation of public and private properties within the City, working closely with the Planning Department, Parks & Recreation Department, and Development Services, to participate in public design review boards, community meetings, board of architects' reviews, permitting, and construction inspection City-wide.

The **Right-of-Way Maintenance Division** provides essential services within the City's right-of-way such as maintenance of streets, roadways, alleys, and waterways. Right-of-way services include street sweeping, pressure cleaning, graffiti removal, asphalt pothole repairs, sidewalk repairs, removal of debris and seaweed from navigable channels, and City-owned bridge maintenance. In addition, the Division manages the traffic equipment for special events and in-house

construction and maintenance projects. The Division Director and engineers also serve as liaisons between the City and the Waterway Advisory Board, which consists of community members who actively contribute ideas for the planning and improvements to City canals.

The **Solid Waste Division** provides recycling, garbage, and yard waste pickups for approximately 11,000 single-family homes. The Division provides backyard recycling services once a week, backyard garbage services twice a week, and curbside trash collection once a week.

The **Sustainable Public Infrastructure Division** is comprised of the City's transportation planning and engineering, sustainability, general services, and sign shop sections. The Division is responsible for the development and implementation of the comprehensive, long-term multi-modal transportation plan and sustainability management plan for the City. General Services Administration aims to provide "best in class" support- ensuring that clean, comfortable, safe, and effective facilities are provided to meet the needs of residents and guests and the professional staff and support systems that serve them. General Services Administration is comprised of administrative and trades personnel covering a wide variety of areas in support of the mission of the City of Coral Gables. The responsibility of this unit is to provide a physical environment that will enable our City to accomplish its broader goals and strategic plans. This environment consists of all City-owned buildings, plazas, entranceways, fountains, and streetlights. This section initiates repair orders from internal and external community stakeholders and oversees all routine maintenance functions for buildings and structures. This division is also involved in the implementation of sustainability initiatives pertaining to energy and water conservation and assists in City sponsored special events and cultural arts installations. The Sign Shop provides maintenance and replacement of City-owned signs within the public right-of-way.

The **Utilities Division** staff consists of civil and environmental Professional Engineers, licensed electricians, certified sanitary and storm pump station mechanics, wastewater collection system operators, pipeline and manhole assessment technicians, CCTV operators, and stormwater operator technicians who are responsible for the City's sanitary sewer system and stormwater drainage system management, which includes sewer capacity, operation, and maintenance as well as the state and county's regulatory compliance. Through the City's sanitary gravity wastewater collection system, the Division manages a daily average of 3.5 million gallons of wastewater. Thirty-five (35) Sanitary Pump Stations service areas (basins), approximately 376,000 lineal feet (71 miles) of gravity sewer mains, and over 1,400 manholes on City properties and rights-of-way comprise the City's sanitary sewer system. The Division manages permitting for new and existing sanitary sewer services and extensions and coordinates the construction and repairs to sewer mains and lateral connections with Division engineers, construction managers, and contractors. The Professional Engineers in the division review plans for development and renovation of public and private properties within the City, working closely with the planning and development services departments to participate in public design review boards, community meetings, board of architect's reviews, permitting, and construction inspections City-wide. The Utilities Director and engineers also serve as liaisons between the City and Miami-Dade County Environmental Resources Management (DERM) to implement monitoring, education, restoration and land management programs to protect water quality, drinking water supply, air quality and natural resources that are vital to the health and well-being of all City residents and visitors. The Division also operates, maintains, and manages the City's Storm Drainage systems under the National Pollutant Discharge Elimination System permit program. The City's drainage system includes: two (2) Storm Pumps Stations, approximately 2,662 Inlets/catch basins/grates, 105,600 lineal feet (20 miles) of pipes/culverts and 108 outfalls. The Division's operators and technicians receive and resolve resident's emergency calls 24x7 (e.g. line obstructions, sewer back-ups, storm/flooding, etc).

Department Goals:

1. Provide essential services and superior customer service to City residents in a prompt, courteous, and effective manner.
2. Protect, maintain, and improve the City's natural and built infrastructure through sustainable design, construction, and operational planning.
3. Provide safe, sustainable, and aesthetically pleasing public facilities for residents and visitors.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

PUBLIC WORKS

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ **General Services Administration Division.** The Division responded with electrostatic and deep cleanings during the second wave of Covid in City facilities. The Division also completed over 4,600 work order requests and assumed full responsibility for all maintenance in Fire Station 2, Trolley Maintenance Building, and the new Public Safety Building after expiration of contractor warranties. The focus on City cleanliness continues with pressure washing of all City-owned structures, including fountains and entranceways. Cleaning is being completed by City staff on a bi-weekly basis.
- ✓ **Customer Service.** The Central Administrative Division received, generated, and processed over 7,000 customer service requests.
- ✓ **Traffic Calming.** As part of the ongoing traffic calming efforts, Public Works has constructed 41 new traffic calming devices. The City-wide traffic calming project currently has 122 pending traffic calming devices to be installed.
- ✓ **Crosswalks and Sidewalks.** Public Works replaced over 1.7 miles of damaged sidewalks and installed 86 ADA detectable warning mats.
- ✓ **LED Street Light Conversion.** Public Works is continuing to advance LED streetlight conversions throughout the City. 71% of the streetlights City-wide were converted from high pressure sodium fixtures to LED fixtures. The new LED streetlights provide a more defined pattern of light which will increase visibility, reduce glare, and improve the overall safety of City streets. The City will yield savings from lower utility costs, while maximizing energy efficiency.
- ✓ **City Achieves LEED Silver Certification on the Police and Fire Headquarters and Trolley Maintenance Facilities.** In 2021, the new Public Safety Building and the Trolley Maintenance Facility were certified by the US Green Building Council for achieving LEED (Leadership in Energy and Environmental Design) Silver Certification under LEED V4 Building Design and Construction: New Construction and Major Renovations. The new Public Safety Building achieved 50 points through LEED. Some sustainability highlights include: LED lighting, low flow faucets/fixtures, building level energy/water metering, heat island reduction, off-site renewable energy production/green power and carbon offsets, enhanced commissioning, construction and demolition waste management, indoor air quality management plan, etc. The Trolley Maintenance Facility, which is over 12,500 square feet, achieved 54 points.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ **City Achieves SolSmart Silver Certification.** Coral Gables has received silver designation from the national SolSmart program for making it faster, easier, and more affordable for homes and businesses to go solar. Coral Gables is taking strides to encourage solar energy growth and remove obstacles to solar development. SolSmart Silver signals that Coral Gables is “open for solar business.” City solar achievements include developing a solar submittal checklist to help streamline the permitting process, waiving City solar permit fees, providing PACE financing to help businesses and homeowners go solar, and the installation of 11 solar benches in City Parks.
- ✓ **Recycling Drive-Thru Events.** The City held another two very successful recycling drive-thru events in FY22 (November 6 and April 23). Over the last 7 years, the City has collected and diverted 328,000 pounds of household hazardous waste, electronic waste, sensitive documents, and clothing from entering the landfill and potentially the environment.
- ✓ **Energy Efficiency.** Through various energy efficiency measures (conversion of indoor/outdoor lighting to LED fixtures, installation of high efficiency HVAC, and Energy Star certified equipment, etc.), the City has lowered energy consumption in its facilities by over 23% per square foot since 2013.
- ✓ **Water Efficiency.** Through various water efficiency measures (installation of low flow toilets, faucets, etc.), the City has lowered water consumption in its facilities by over 41% per square foot since 2013.
- ✓ **Water Quality.** Florida International University continues to perform a comprehensive water quality assessment of the Coral Gables Waterway. This multi-year assessment will help identify potential sources of pollution for a more effective implementation of water quality improvement measures. Working with the Information Technology Department, a new online user interface for viewing tidal stage data has been completed. The City also partnered with FIU on a floating wetland project along two segments of the Coral Gables Waterway (Blue Road Open Space and Taragona Drive). The purpose of the project is to test nature-based solutions for removing nutrients and improving water quality.
- ✓ **Coral Gables Green Business Certification Program.** The City has certified 8 businesses (Andromeda District, University of Miami, Avion Auto Spa, Jelly Places, Barakat Law, Lovvett, Quirch Foods, and I Know Science) as part of the City’s Green Business Certification Program.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ **Keep Coral Gables Beautiful Program.** During FY22, the Keep Coral Gables Beautiful Program (KCGB) held over 30 community events/programs that included over 3,000 participants and 350 volunteers. KCGB also received a \$25,000 grant to help implement a Reverse Vending Machine at the War Memorial Youth Center to help increase and incentivize recycling, which includes a rewards incentive for participants to use at local businesses.
- ✓ **Electric Vehicle Charging Station Expansion.** In FY22, the City added an additional 6 Level II Dual Port charging stations/12 charging points within surface parking lots 7, 20, and 30. The City now has over 26 charging stations and 41 charging points located on City properties.
- ✓ **City-wide Landscaping Improvements.** During the first half of FY22, the Greenspace Management Division planted over 54 new trees on City swales and public green spaces to provide additional shade and environmental benefits, while certain trees were removed in rights-of-way for health and safety reasons. Flowering trees and new groundcovers were added to the existing streetscape of Miracle Mile as part of routine maintenance. By the end of FY22, Greenspace Management will have planted approximately 150 new trees throughout the City.
- ✓ **Black Olive Treatment.** Treated 2,000 Black Olive trees in the City's urban forest for pest control as part of the ongoing Black Olive Staining Study to help with staining of sidewalks and property caused by mites and caterpillars feeding on trees.
- ✓ **Fink Studio.** Designed and installed new landscaping for the historic restoration project of this City asset, which is the new office for the Economic Development Department.
- ✓ **Site Maintenance.** Coordinated the landscape maintenance of over 365 City greenspaces. Implemented new mapping technology, Cartegraph, to accurately catalogue City assets on-site including trees, irrigation equipment, trash and recycling receptacles, furniture, and other amenities to streamline and organize internal maintenance work orders.
- ✓ **Tree Maintenance.** The Greenspace Management Division managed the professional pruning of approximately 8,000 trees, at an average of 200 resident requests per month through GovQA.
- ✓ **Development Plans Review.** Greenspace Management's staff of landscape architects, designers, and arborists work with applicants to utilize the new digital plan review system implemented this year, 'Energov'. In the first half of FY22, approximately 425 permit reviews were completed by this division.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

✓ **Special Landscape Projects:**

1. **Mangrove Clean-Up:** Greenspace Management is completing the removal of invasive exotic tree species in the mangrove fringe of Gables by the Sea in partnership with Miami-Dade County. New native trees will be installed in the City right-of-way portion of the project this year to provide shade and environmental benefits.
2. **US 1 Medians:** Greenspace Management completed the re-landscaping of Island 15 of the US 1 corridor.
3. **Ponce de Leon:** Greenspace Management designed a new median landscape plan to remove Ficus green island and replace with new plant material to enhance the appearance of the Ponce de Leon corridor.
4. **Balboa Plaza:** Greenspace Management re-landscaped the green space after installation of the new Art in Public Places installation.

✓ **Inflow & Infiltration.** The Utilities Division continues to improve/repair its wastewater pumping and transmission system to prevent stormwater and/or groundwater from infiltrating the sanitary sewer system. In FY22, the Division rehabilitated over 8,000 linear feet of sanitary sewer main pipelines.

✓ **City's Storm Drainage System Maintenance.** In compliance with the National Pollutant Discharge Elimination System (NPDES) permit, the Utilities Division inspected and cleaned 58,510 linear feet of exfiltration trench and French drains (approximately 53% of City's system). Of the City's storm drainage structures, 3,955 were inspected (approximately 65% of City's system) and 3,292 were cleaned and maintained (approximately 64% of City's system). We note that we are not only meeting standards but exceeding them.

✓ **Sanitary Sewer Collection System.** The Utilities Division cleaned approximately 250,000 linear feet of sewer main pipelines and 2,000 linear feet of laterals. As part of Miami-Dade County's Fats, Oils, and Grease (FOG) Program, the City cleans 60 critical segments monthly, resulting in an additional 45,000 linear feet.

✓ **Drainage Projects.** The Utilities Division performed over 40 flood assessments and completed 17 new drainage projects consisting of the installation of new catch basins, French drains, and the rehabilitation of existing pipes.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ **Pump Station Maintenance and Rehabilitation.** The Utilities Division intensified their Pump Station Maintenance Program. Preventative maintenance visits have increased to 3 times per month, per station. During the last fiscal year, the Division performed more than 1,200 routine visits.
- ✓ **Street Sweeping.** In compliance with the National Pollutant Discharge Elimination System (NPDES) permit, the Right of Way Division swept more than 13,100 miles of City's streets and alleyways and collected more than 2,400 cubic yards of debris and material.
- ✓ **Pothole Repair.** The Right of Way Division responded to and repaired more than 500 potholes along City roads and alleys.
- ✓ **Seaweed Cleanup.** Approximately 1,000 tons of debris and seaweed were collected and removed from City canals and waterways.
- ✓ **Fleet Availability.** Due to fleet modernization efforts, the City had a combined average of 95% fleet availability for all equipment types.

PERFORMANCE INDICATOR METRICS

PUBLIC WORKS

INDICATOR:	FY21			FY22		FY23
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
% of all classes of equipment and vehicles available and ready for use within the operational requirements outlined in the Equipment Availability Codes (EAC)	95%	95%	●	95%	95%	95%
GovQA customer requests successfully completed	12,200	12,413	●	7,000	4,344	7,000
% of GovQA public records request completed within 5 days	95%	97%	●	95%	96%	95%
Number of permits issued	600	638	●	450	319	450
Number of plan reviews completed	2,000	2,286	●	3,600	1,877	3,600
% of inspections conducted within 24 hours of request	95%	98%	●	95%	98%	95%
Number of trees trimmed	8,000	8,100	●	8,000	4,000	8,000
Number of trees planted	400	460	●	150	54	150
Miles of complete street sweeping	9,000	10,183	●	9,000	6,550	9,000
% of canals inspected and cleaned requests completed within 2 days	95%	98%	●	95%	99%	95%
% of graffiti removal requests completed within 2 days	95%	98%	●	95%	97%	95%
% of street potholes repaired within 2 days	95%	97%	●	95%	98%	95%
Tons of recycling	2,300	2,480	●	2,400	1,326	2,500
% of garbage collection on the scheduled day	100%	99.87%	●	100%	99.79%	100%
% of trash collection on the scheduled day	100%	99.89%	●	100%	99.91%	100%
% of recycling collection on the scheduled day	100%	99.83%	●	100%	99.81%	100%
Reduce City's electricity use by 6% below 2019 levels by 2022	-1.0%	1.2%	◆	-7.2%	-8.9%	-6.7%
Reduce City's water use by 17% below 2019 levels by 2022	-8.6%	-7.6%	◆	9.4%	-6.3%	-1.7%
% of smart AMI water meters installed on applicable citywide systems **This Performance Indicator has been met**	15%	20%	●	15%	100%	-
Total miles of dedicated bicycle facilities provided	1.75	0	◆	0	0	0.50
Total miles of pedestrian facilities (new sidewalks, replacements, and extensions)	3.00	2.11	▲	3.00	1.42	3.00
Number of crosswalks striped	40	44	●	20	9	20
Number of pedestrian-vehicle accidents	22	20	●	20	15	18
Number of bicycle-vehicle accidents	24	15	●	21	10	18
Number of pedestrian-vehicle and bicycle-vehicle fatality accidents	0	0	●	0	0	0
Sewer back-up request (response & assessment within 4 hours)	95%	100%	●	95%	100%	95%
Sewer gravity lines request (response & assessment within 4 hours)	95%	100%	●	95%	100%	95%
Storm sewer system request (response & assessment within 24 hours)	95%	100%	●	95%	100%	95%

Legend

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





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**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE FULL TIME POSITIONS	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
1025	Public Works Director	1.00	1.00	1.00	1.00	\$ 183,199
0067	Public Works Deputy Dir/City Engineer	1.00	1.00	1.00	1.00	155,847
0813	Administrative & Fiscal Affairs Manager	1.00	1.00	1.00	1.00	107,747
0107	Asst to the Dir of Public Works	1.00	1.00	1.00	1.00	57,476
1005	CIP Projects Specialist	1.00	1.00	1.00	1.00	61,135
0106	Accounting Specialist	1.00	1.00	1.00	1.00	66,151
0602	Administrative Assistant	1.00	2.00	2.00	2.00	91,723
0105	Clerk I	1.00	1.00	1.00	1.00	49,361
TOTAL		8.00	9.00	9.00	9.00	\$ 772,639

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 558,866	\$ 656,952	\$ 757,634	\$ 772,639
2000 Employee Benefits - See Other Cost Dist.	366,018	391,940	447,508	466,121
2610 Employee Awards	193	397	300	300
3190 Other Professional Services	-	-	9,974	1,000
4020 Central Garage Motor Pool Oper	23,993	21,288	28,392	4,446
4021 Central Garage Motor Pool Repl	-	-	-	21,830
4090 Other Transportation Expense	14,943	13,979	14,943	14,943
4091 Cell Phone Allowance	1,700	200	2,400	-
4410 Rental of Machinery and Equipment	9,060	9,753	12,200	12,200
4420 General Services Cost - See Other Cost Dist.	22,942	23,082	23,059	23,941
4550 General Liability Insurance	25,954	33,238	34,998	43,998
4620 Repair and Maint. of Office Equipment	-	-	200	200
4630 Repair/Maint. of Machinery & Equipment	-	-	300	300
4710 Special Printed Forms	100	1,409	600	600
4720 Printing & Binding	227	-	250	250
4990 Other Miscellaneous Expense	230	607	700	1,000
5100 Office Supplies	6,335	7,708	8,000	9,000
5203 Drugs and Medical Supplies	-	-	50	50
5213 Purchase/Rental - Employee Uniforms	-	-	-	1,100

EXPENDITURE DETAIL

	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>
5214 Uniform Allowance	-	-	-	-
5215 Small Tools & Minor Equipment	-	400	400	400
5400 Membership Dues and Subscriptions	109	108	700	700
5410 Employee Training	134	594	2,000	2,000
9010 Intradepartmental Credits	<u>(356,411)</u>	<u>(401,647)</u>	<u>(460,055)</u>	2 <u>(481,957)</u>
TOTAL	<u>\$ 674,393</u>	<u>\$ 760,008</u>	<u>\$ 884,553</u>	<u>\$ 895,061</u>

2. See cost distribution below.

**Public Works Administrative Services
Distributed to Utilities**

<u>Div. Code/Account</u>	<u>%</u>	<u>Amount</u>
Storm Water - 1535-31-70	10%	\$ 137,702
Sanitary Sewer - 1540-31-70	25%	344,255
	<u>35%</u>	<u>\$ 481,957</u>



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**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
1505 SUSTAINABLE PUBLIC INFRASTRUCTURE DIVISION
 541 OTHER PHYSICAL ENVIRONMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE FULL TIME POSITIONS	2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
1036	Ass't Pub Wrks Dir - Sustainability	1.00	-	-	-	\$ -
1051	Sr. Transportation Engineer	-	1.00	1.00	1.00	126,876
1039	Transportation Engineer	-	2.00	2.00	2.00	183,656
1037	Sr. Traffic Engineer	1.00	-	-	-	-
1038	Sr. Multimodal Transportation Engineer	1.00	-	-	-	-
0811	City Resiliency & Sustainability Manager	1.00	1.00	1.00	1.00	96,061
1000	Sr. Construction Manager	1.00	1.00	1.00	1.00	94,814
TOTAL		5.00	5.00	5.00	5.00	\$ 501,407

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 226,642	\$ 389,919	\$ 508,116	\$ 501,407
2000 Employee Benefits - See Other Cost Dist.	138,084	285,791	345,461	344,424
3190 Other Professional Services	28,980	1,500	81,191	-
3191 Other Prof Services - Traf Study Reimb	(5,296)	-	-	-
4090 Other Transportation Expense	6,497	5,328	6,497	3,898
4370 Waste Disposal Service	-	-	68,802	70,000
4410 Rental of Machinery and Equipment	1,167	1,263	2,984	2,984
4420 General Services Cost - See Other Cost Dist.	5,796	5,831	5,826	6,048
4550 General Liability Insurance	10,562	25,265	23,424	28,553
4720 Printing & Binding	388	-	1,600	1,600
4990 Other Miscellaneous Expense	1,065	2,041	2,125	2,125
5100 Office Supplies	-	-	-	2,599
5206 Food for Human Consumption	-	-	1,000	1,000
5400 Membership Dues and Subscriptions	1,014	-	2,000	2,000
5410 Employee Training	3,912	1,197	2,500	2,500
TOTAL	\$ 418,811	\$ 718,135	\$ 1,051,526	\$ 969,138

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
1026	Ass't Pub Wrks Dir - Capital Improvement	1.00	1.00	1.00	1.00	\$ 143,564
1098	Chief of Vertical Construction	-	-	1.00	1.00	101,670
1046	Sr. Project Manager	2.00	2.00	3.00	3.00	314,145
1050	Project Manager	3.00	3.00	1.00	1.00	92,519
TOTAL FULL TIME HEADCOUNT		6.00	6.00	6.00	6.00	651,898
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
3200	CIP Project Manager - P/T	1	0.75	0.75	0.75	-
3202	Project Manager - P/T	1	-	-	0.75	33,415
1139	Inspector - P/T	1	0.75	0.75	0.75	53,066
6101	Administrative Assistant - P/T	1	0.75	0.75	0.75	33,671
TOTAL PART TIME FTE's		4	2.25	2.25	3.00	120,152
TOTAL			8.25	8.25	9.00	\$ 772,050

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 1,734,092	\$ 807,239	\$ 793,876	\$ 772,050
2000 Employee Benefits - See Other Cost Dist.	984,616	270,341	253,768	359,794
3110 Engineering & Architect Services	97,905	-	-	-
3190 Other Professional Services	90,495	21,029	92,840	57,540
4020 Central Garage Motor Pool Oper	26,085	10,558	13,163	7,481
4021 Central Garage Motor Pool Repl	-	-	-	5,597
4090 Other Transportation Expense	8,663	6,172	6,497	6,497
4091 Cell Phone Allowance	700	1,140	1,200	-
4410 Rental of Machinery and Equipment	2,085	1,752	2,500	2,500
4420 General Services Cost - See Other Cost Dist.	61,487	27,838	27,810	28,874
4550 General Liability Insurance	87,119	33,822	36,977	43,964
4630 Repair/Maint. of Machinery & Equipment	-	-	200	200
4710 Special Printed Forms	521	-	200	400
4720 Printing & Binding	33	-	200	200
4940 Taxes & License Fees Paid	8	-	-	-
4990 Other Miscellaneous Expense	1,298	59	200	200

EXPENDITURE DETAIL

	<u>2019-2020</u> <u>ACTUAL</u>	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>BUDGET</u>	<u>2022-2023</u> <u>ESTIMATE</u>
5100 Office Supplies	5,564	2,685	2,000	3,000
5208 Household & Institutional Supplies	-	-	100	-
5209 Protective Clothing	628	213	-	500
5213 Purchase/Rental - Employee Uniforms	1,021	-	-	-
5215 Small Tools & Minor Equipment	1,094	-	300	300
5400 Membership Dues and Subscriptions	386	-	800	800
5410 Employee Training	-	359	1,200	800
6450 Office Equipment Replacement	2,101	-	200	200
6460 Other Equipment Additions	-	-	1,100	-
7195 Contingency for Budget Reduction	-	-	50,000	50,000
TOTAL	<u>\$ 3,105,901</u>	<u>\$ 1,183,207</u>	<u>\$ 1,285,131</u>	<u>\$ 1,340,897</u>

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
1042	City Engineer & Permit Section Manager	1.00	1.00	1.00	1.00	\$ 135,087
1018	CAD/GIS Engineer	1.00	1.00	1.00	1.00	85,993
1043	Construction Mgr/Survey Lead	1.00	1.00	1.00	1.00	102,104
1047	PW Permit Section Engineer	1.00	1.00	2.00	2.00	157,049
1004	Engineering Technician	1.00	1.00	-	-	-
1012	Construction Inspector	3.00	3.00	3.00	3.00	226,441
1002	Engineering Survey Lead	1.00	1.00	1.00	1.00	75,833
8888	Overtime	-	-	-	-	15,000
TOTAL FULL TIME HEADCOUNT		9.00	9.00	9.00	9.00	797,507
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	FTE's
1048	Service Coordinator - P/T	1	0.75	0.75	0.75	74,453
1044	Professional Surveyor & Mapper - P/T	1	0.75	0.75	0.75	63,328
TOTAL PART TIME FTE's		2	1.50	1.50	1.50	137,781
TOTAL		10.50	10.50	10.50	10.50	\$ 935,288

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ -	\$ 836,733	\$ 881,395	\$ 935,288
2000 Employee Benefits - See Other Cost Dist.	-	502,307	529,241	566,570
4020 Central Garage Motor Pool Oper	-	13,884	17,297	9,841
4021 Central Garage Motor Pool Repl	-	-	-	7,357
4090 Other Transportation Expense	-	-	-	3,898
4420 General Services Cost - See Other Cost Dist.	-	34,024	33,991	35,291
4550 General Liability Insurance	-	40,581	40,888	53,260
4630 Repair/Maint. of Machinery & Equipment	-	-	300	300
4710 Special Printed Forms	-	-	800	800
4720 Printing & Binding	-	-	200	200
4990 Other Miscellaneous Expense	-	493	600	600
5100 Office Supplies	-	5,064	6,000	6,000
5208 Household & Institutional Supplies	-	-	100	100
5209 Protective Clothing	-	1,247	1,000	1,000
5211 Building Materials and Supplies	-	63	500	500

EXPENDITURE DETAIL

	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>
5213 Purchase/Rental - Employee Uniforms	-	1,286	1,500	1,500
5215 Small Tools & Minor Equipment	-	800	942	942
5400 Membership Dues and Subscriptions	-	-	1,070	1,070
5410 Employee Training	-	2,185	2,400	2,400
6440 Equipment Additions	-	-	-	11,699
6450 Office Equipment Replacement	-	-	300	300
TOTAL	<u>\$ -</u>	<u>\$ 1,438,667</u>	<u>\$ 1,518,524</u>	<u>\$ 1,638,916</u>

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

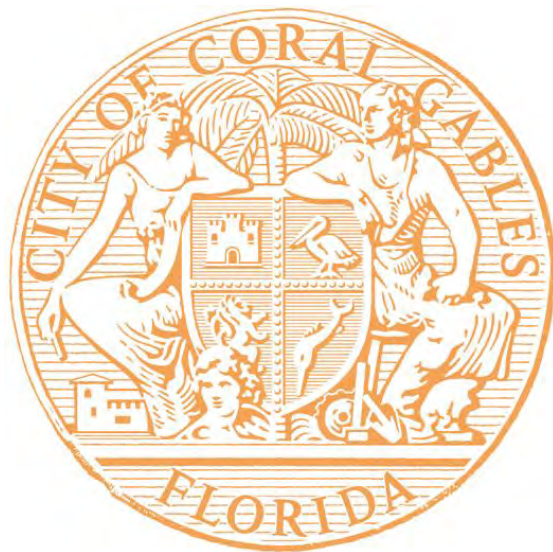
CLASS. NO.	CLASSIFICATION TITLE	2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
FULL TIME POSITIONS						
1033	Facilities Maintenance Division Chief	1.00	1.00	1.00	1.00	\$ 124,417
0809	Sr. Administrative Analyst	1.00	1.00	1.00	1.00	72,885
3015	Coordinator/General Services	1.00	1.00	1.00	1.00	79,987
3010	Foreman	1.00	1.00	1.00	1.00	62,183
3109	Electrician	1.00	1.00	1.00	1.00	72,926
3114	Plumber	1.00	1.00	1.00	1.00	62,210
0602	Administrative Assistant	1.00	1.00	1.00	1.00	66,362
3129	Repair Worker/Facilities	6.00	6.00	6.00	6.00	298,281
3106	Carpenter	3.00	3.00	3.00	3.00	176,815
3112	Painter	1.00	1.00	1.00	1.00	40,943
8888	Overtime	-	-	-	-	51,243
TOTAL FULL TIME HEADCOUNT		17.00	17.00	17.00	17.00	1,108,252
PART TIME POSITIONS						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
0812	Analyst - P/T	1	0.75	0.75	0.75	56,580
9028	Porter - P/T	1	0.75	0.75	0.75	29,963
3130	Repair Worker/Facilities - P/T	1	0.75	0.75	0.75	27,718
9018	Maintenance Worker I - P/T	1	0.75	0.75	0.75	-
TOTAL PART TIME FTE's		4	3.00	3.00	3.00	114,261
TOTAL		20.00	20.00	20.00	20.00	\$ 1,222,513

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 1,036,322	\$ 1,071,658	\$ 1,117,131	\$ 1,222,513
2000 Employee Benefits - See Other Cost Dist.	988,671	753,912	763,711	825,380
3190 Other Professional Services	1,940	-	10,500	10,500
4040 Central Garage Miscellaneous Charges	-	-	1,000	1,000
4091 Cell Phone Allowance	-	240	-	-
4410 Rental of Machinery and Equipment	3,522	1,634	4,200	4,200
4550 General Liability Insurance	52,287	52,913	51,735	69,616
4613 Repair/Maint. - Miracle Theater	39,164	3,359	50,000	50,000
4630 Repair/Maint. of Machinery & Equipment	-	-	1,000	1,000
4990 Other Miscellaneous Expense	3,007	2,342	4,800	4,800
5100 Office Supplies	1,097	981	2,100	2,100
5202 Chemicals and Photographic Supplies	-	-	500	500
5203 Drugs and Medical Supplies	-	-	200	200

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
5209 Protective Clothing	3,154	1,946	2,500	3,000
5211 Building Materials and Supplies	18	-	3,000	2,500
5213 Purchase/Rental - Employee Uniforms	3,621	4,322	5,000	5,000
5215 Small Tools & Minor Equipment	-	-	4,910	4,910
5217 Operating Equipment Repair Parts	-	-	500	500
5400 Membership Dues and Subscriptions	-	-	475	475
5401 Software Subscriptions & Maintenance	-	-	4,400	4,400
5410 Employee Training	-	-	2,000	2,000
TOTAL	<u>\$ 2,132,803</u>	<u>\$ 1,893,307</u>	<u>\$ 2,029,662</u>	<u>\$ 2,214,594</u>



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**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
3190 Other Professional Services	8,960	-	-	-
3410 Laundry & Sanitation Services	15,456	17,430	21,965	21,965
3420 Custodial & Janitorial Services	1,121,242	1,498,833	1,276,935	1,276,935
4310 Electric Utility Service	1,551,109	1,740,290	1,750,000	1,895,000
4330 Heating & Cooking Fuel	9,500	16,289	23,000	18,000
4350 Water & Sewer Utility Service	913,420	833,464	930,000	950,000
4410 Rental of Machinery and Equipment	-	-	8,000	8,000
4610 Repair/Maint. of Bldgs & Improvements	195,084	147,583	233,371	283,371
4611 Repair/Maint. - Maint of Parks Equip	11,974	20,738	24,380	55,000
4612 HVAC Maintenance - Operating	396,967	543,664	722,066	619,706
4613 Repair/Maint. - Miracle Theater	160,774	109,065	200,000	200,000
4614 Painting/Waterproofing - Operating	-	-	32,000	32,000
4615 Fountain Maintenance - Operating	114,257	98,743	207,000	205,000
4616 Electrical Repairs - Operating	178,854	144,468	162,000	162,000
4617 Plumbing Repairs - Operating	51,818	98,298	160,000	110,000
4618 Mold Remediation - Operating	28,092	27,342	47,000	47,000
4619 Life Safety Systems - Operating	44,894	22,133	47,000	47,000
4630 Repair/Maint. of Machinery & Equipment	-	-	1,000	1,000
4940 Taxes & License Fees Paid	-	-	4,000	4,000
5211 Building Materials and Supplies	99,512	106,695	174,260	200,000
5218 Installed Building Equipt. Repair Parts	5,926	13,616	35,000	35,000
6430 Equipment Repair/Replacement	-	-	12,000	15,000
6435 Fire Hydrant Replacements	32,694	16,972	40,000	40,000
TOTAL	\$ 4,940,533	\$ 5,455,623	\$ 6,110,977	\$ 6,225,977

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
1015	Project Engineer	1.00	1.00	1.00	1.00	\$ 105,105
1030	Project Architect	1.00	1.00	1.00	1.00	93,057
1017	Civil Engineer	1.00	1.00	1.00	1.00	88,448
3204	Equipment Operator II/Sanitary	2.00	2.00	2.00	2.00	96,679
3126	Repair Worker/Sanitary	1.00	1.00	1.00	1.00	57,143
3201	Equipment Operator I	1.00	1.00	1.00	1.00	35,382
0012	Clerical Assistant II	1.00	1.00	1.00	1.00	46,850
8888	Overtime	-	-	-	-	30,000
TOTAL FULL TIME HEADCOUNT		8.00	8.00	8.00	8.00	552,664
<u>PART TIME POSITIONS</u>		<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	
9008	Service/Maintenance - P/T	1	0.75	0.75	0.75	21,734
9003	Engineering Aide - P/T	1	0.75	0.75	0.75	22,866
TOTAL PART TIME FTE's		2	1.50	1.50	1.50	44,600
TOTAL		9.50	9.50	9.50	9.50	\$ 597,264

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 402,608	\$ 532,711	\$ 570,831	\$ 597,264
2000 Employee Benefits - See Other Cost Dist.	432,612	362,647	377,219	412,325
3110 Engineering & Architect Services	209,725	70,342	110,000	110,000
3170 Mgmt & Staff Interdept'l Charge	408,359	116,478	131,444	137,702
3180 Mgmt & Staff Interdept'l Charge - Gen Fd Adm	-	305,000	305,000	305,000
3190 Other Professional Services	-	8,616	82,084	50,000
3200 Accounting & Auditing Services	63,528	64,286	50,000	50,000
4020 Central Garage Motor Pool Oper	128,749	128,749	147,989	68,249
4021 Central Garage Motor Pool Repl	-	-	-	60,500
4370 Waste Disposal Service	290	-	5,000	5,000
4410 Rental of Machinery and Equipment	-	-	1,000	-
4420 General Services Cost - See Other Cost Dist.	39,792	39,664	39,995	41,525
4550 General Liability Insurance	23,547	26,829	26,458	34,011
4610 Repair/Maint. of Bldgs & Improvements	124,226	213,117	220,095	220,095
4630 Repair/Maint. of Machinery & Equipment	-	306	500	500

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
4940 Taxes & License Fees Paid	6,812	5,824	9,000	9,000
4990 Other Miscellaneous Expense	7,735	4,321	6,000	7,000
5100 Office Supplies	210	-	1,000	1,000
5202 Chemicals and Photographic Supplies	-	-	500	500
5204 Cleaning & Janitorial Supplies	-	-	200	200
5207 Motor Fuel and Lubricants	-	-	200	200
5209 Protective Clothing	1,845	1,984	2,000	2,500
5211 Building Materials and Supplies	-	-	2,600	2,100
5213 Purchase/Rental - Employee Uniforms	718	625	1,500	1,500
5215 Small Tools & Minor Equipment	260	-	1,000	1,000
5216 Motor Equipment Repair Parts	-	6,503	-	-
5217 Operating Equipment Repair Parts	-	190	500	500
5400 Membership Dues and Subscriptions	1,447	1,393	1,800	1,800
5410 Employee Training	907	3,803	2,400	2,400
9901 Return on Investment	144,259	139,800	70,000	-
TOTAL	<u>\$ 1,997,629</u>	<u>\$ 2,033,188</u>	<u>\$ 2,166,315</u>	<u>\$ 2,121,871</u>

2022-2023 BUDGET ESTIMATE



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
FULL TIME POSITIONS						
3122	Utilities & ROW Division Chief	1.00	1.00	1.00	1.00	\$ 140,462
3124	Utilities Superintendent	1.00	1.00	1.00	1.00	74,064
3121	Sewer Line Tech/Sewer Inspector	1.00	1.00	1.00	1.00	62,383
3109	Electrician	1.00	1.00	1.00	1.00	56,241
3118	Sewer Maintenance Mechanic	2.00	2.00	2.00	2.00	135,779
3204	Equipment Operator II/Sanitary	2.00	1.00	1.00	1.00	69,105
3203	Equipment Operator II	-	1.00	1.00	1.00	41,684
3126	Repair Worker/Sanitary	4.00	4.00	4.00	4.00	161,467
8888	Overtime	-	-	-	-	76,000
1050	Project Manager	-	1.00	1.00	1.00	85,807
TOTAL FULL TIME HEADCOUNT		12.00	13.00	13.00	13.00	902,992
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
3108	Journeyman Electrician - P/T	1	0.75	0.75	0.75	29,963
3119	Utility Locator - P/T	1	-	0.75	0.75	28,611
9006	Clerical Aide - P/T	1	0.75	0.75	0.75	23,736
9008	Service/Maintenance - P/T	-	0.75	-	-	-
TOTAL PART TIME FTE's		3	2.25	2.25	2.25	82,310
TOTAL		14.25	15.25	15.25	15.25	\$ 985,302

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 874,763	\$ 795,219	\$ 903,281	\$ 985,302
2000 Employee Benefits - See Other Cost Dist.	873,995	548,129	562,268	627,028
3110 Engineering & Architect Services	24,800	24,800	30,000	30,000
3170 Mgmt & Staff Interdept'l Charge	938,052	285,169	328,611	344,255
3180 Mgmt & Staff Interdept'l Charge - Gen Fd Adm	-	685,000	685,000	685,000
3190 Other Professional Services	35,200	18,140	36,000	36,000
3200 Accounting & Auditing Services	77,069	81,348	67,000	67,000
4010 Travel Expense	-	-	2,500	2,500
4020 Central Garage Motor Pool Oper	305,602	305,602	351,231	176,099
4021 Central Garage Motor Pool Repl	-	-	-	129,503
4090 Other Transportation Expense	3,898	3,703	3,898	3,898
4091 Cell Phone Allowance	1,200	1,140	1,200	-
4350 Water & Sewer Utility Service	1,679	2,757	3,500	3,500
4370 Waste Disposal Service	4,553,664	3,887,688	4,254,996	4,254,996

EXPENDITURE DETAIL

	<u>2019-2020</u> <u>ACTUAL</u>	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>BUDGET</u>	<u>2022-2023</u> <u>ESTIMATE</u>
4410 Rental of Machinery and Equipment	5,106	-	2,000	2,000
4420 General Services Cost - See Other Cost Dist.	396,266	394,990	398,290	413,528
4550 General Liability Insurance	44,284	45,931	41,958	56,108
4610 Repair/Maint. of Bldgs & Improvements	48,522	33,878	45,000	45,000
4630 Repair/Maint. of Machinery & Equipment	24,605	32,390	35,000	35,000
4720 Printing & Binding	-	-	500	500
4940 Taxes & License Fees Paid	323	431	2,000	2,000
4990 Other Miscellaneous Expense	31,119	316,430	11,000	12,200
5100 Office Supplies	480	-	1,200	1,200
5202 Chemicals and Photographic Supplies	5,710	4,625	13,000	13,000
5204 Cleaning & Janitorial Supplies	-	-	500	500
5207 Motor Fuel and Lubricants	2,582	4,423	8,000	8,000
5209 Protective Clothing	5,258	3,867	7,000	7,000
5211 Building Materials and Supplies	9,695	7,340	13,000	13,000
5213 Purchase/Rental - Employee Uniforms	3,733	4,219	4,500	4,500
5215 Small Tools & Minor Equipment	1,227	5	7,500	7,500
5216 Motor Equipment Repair Parts	162	11	1,000	1,000
5217 Operating Equipment Repair Parts	56,858	44,810	60,000	60,000
5218 Installed Building Equipt. Repair Parts	4,922	2,020	6,000	6,000
5400 Membership Dues and Subscriptions	950	100	925	925
5410 Employee Training	540	203	6,000	6,000
9901 Return on Investment	737,754	508,790	277,008	-
9902 Principal Paid - Reduce Loan Balance	<u>(370,000)</u>	<u>(2,000,000)</u>	<u>-</u>	<u>-</u>
TOTAL	<u>\$ 8,700,018</u>	<u>\$ 6,043,158</u>	<u>\$ 8,170,866</u>	<u>\$ 8,040,042</u>

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
3016	Coordinator - R.O.W.	1.00	1.00	1.00	1.00	\$ 88,082
3205	Equipment Operator III	1.00	1.00	1.00	1.00	63,823
3203	Equipment Operator II	3.00	3.00	3.00	3.00	151,711
3201	Equipment Operator I	1.00	1.00	1.00	1.00	36,022
3006	Maintenance Worker II - PW R.O.W.	1.00	1.00	1.00	1.00	41,068
8888	Overtime	-	-	-	-	17,000
TOTAL FULL TIME HEADCOUNT		7.00	7.00	7.00	7.00	397,706
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	FTE's
9023	Waterways Maintenance Coord	1	0.75	0.75	0.75	55,606
TOTAL PART TIME FTE's		1	0.75	0.75	0.75	55,606
TOTAL		7.75	7.75	7.75	7.75	\$ 453,312

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 522,869	\$ 441,603	\$ 423,158	\$ 453,312
2000 Employee Benefits - See Other Cost Dist.	404,274	312,542	311,306	319,234
3190 Other Professional Services	127,737	-	-	-
3191 Sidewalk Replacement Reimbursement	(1,741)	(1,896)	-	-
4020 Central Garage Motor Pool Oper	831,813	813,402	962,857	879,781
4021 Central Garage Motor Pool Repl	-	-	-	130,514
4040 Central Garage Miscellaneous Charges	-	-	1,000	1,000
4370 Waste Disposal Service	2,812	10,504	7,000	7,000
4420 General Services Cost - See Other Cost Dist.	1,758,723	1,769,462	1,767,704	1,835,336
4550 General Liability Insurance	26,726	21,089	19,641	25,814
4610 Repair/Maint. of Bldgs & Improvements	11,876	7,816	20,000	55,000
4630 Repair/Maint. of Machinery & Equipment	-	-	1,300	1,300
4710 Special Printed Forms	-	-	300	300
4720 Printing & Binding	-	-	300	300
4990 Other Miscellaneous Expense	-	229	-	500
5100 Office Supplies	-	-	1,000	1,000

EXPENDITURE DETAIL

	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>
5207 Motor Fuel and Lubricants	-	-	400	400
5209 Protective Clothing	723	1,530	3,000	3,000
5211 Building Materials and Supplies	15,561	20,505	25,500	25,000
5213 Purchase/Rental - Employee Uniforms	2,810	2,984	4,000	4,000
5215 Small Tools & Minor Equipment	438	-	2,500	2,000
5216 Motor Equipment Repair Parts	-	-	2,200	1,700
5217 Operating Equipment Repair Parts	-	320	2,000	2,000
5218 Installed Building Equipt. Repair Parts	192	-	562	1,062
5219 Other Repair & Maintenance Supplies	-	-	1,000	1,500
5400 Membership Dues and Subscriptions	165	-	-	-
TOTAL	<u>\$ 3,704,978</u>	<u>\$ 3,400,090</u>	<u>\$ 3,556,728</u>	<u>\$ 3,751,053</u>



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**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
3102	Maint. Repair Wrkr - Lead	1.00	1.00	1.00	1.00	\$ 72,589
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	34,692
TOTAL FULL TIME HEADCOUNT		2.00	2.00	2.00	2.00	107,281
<u>PART TIME POSITIONS</u>		<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	
9017	Maintenance Worker II - Sign Shop - P/T	1	0.75	0.75	0.75	24,614
TOTAL PART TIME FTE's		1	0.75	0.75	0.75	24,614
TOTAL		2.75	2.75	2.75	2.75	\$ 131,895

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 127,053	\$ 123,132	\$ 141,876	\$ 131,895
2000 Employee Benefits - See Other Cost Dist.	86,643	87,479	94,656	78,154
4020 Central Garage Motor Pool Oper	22,136	21,411	25,737	21,153
4021 Central Garage Motor Pool Repl	-	-	-	5,424
4410 Rental of Machinery and Equipment	-	-	250	250
4420 General Services Cost - See Other Cost Dist.	44,764	45,037	44,992	46,714
4550 General Liability Insurance	6,408	6,731	6,581	7,511
4630 Repair/Maint. of Machinery & Equipment	-	-	400	400
5100 Office Supplies	55	-	200	200
5204 Cleaning & Janitorial Supplies	-	-	800	500
5209 Protective Clothing	88	211	500	500
5211 Building Materials and Supplies	10,535	10,146	20,428	19,000
5213 Purchase/Rental - Employee Uniforms	994	1,270	1,000	1,300
5215 Small Tools & Minor Equipment	1,869	1,612	3,000	2,000
5217 Operating Equipment Repair Parts	581	835	1,200	1,200
TOTAL	\$ 301,126	\$ 297,864	\$ 341,620	\$ 316,201

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
4020	Asst Public Works Dir for Fleet Mgmt	1.00	1.00	1.00	1.00	\$ 147,870
0327	Automotive Coordinator - Trolley	1.00	1.00	1.00	1.00	84,561
4018	Automotive Coordinator	2.00	2.00	2.00	2.00	152,889
4017	Fleet Analyst	1.00	1.00	1.00	1.00	67,437
4016	Senior Welder Mechanic	1.00	1.00	1.00	1.00	47,414
4012	Sr. Auto Body Worker	1.00	1.00	1.00	1.00	76,200
4011	Automotive Body Worker	1.00	1.00	1.00	1.00	67,816
4005	Sr. Automotive Mechanic - Trolley	2.00	2.00	2.00	2.00	114,727
4007	Senior Automotive Mechanic	4.00	4.00	4.00	4.00	274,065
4008	Fire Equipment Mechanic II	1.00	1.00	1.00	1.00	64,652
4006	Automotive Mechanic	6.00	6.00	6.00	6.00	250,158
0602	Administrative Assistant	1.00	1.00	1.00	1.00	57,073
8888	Overtime	-	-	-	-	15,000
TOTAL FULL TIME HEADCOUNT		22.00	22.00	22.00	22.00	1,419,862
<u>PART TIME POSITIONS</u>		<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
4001	Automotive Mechanic - P/T	2	1.50	1.50	1.50	72,448
TOTAL PART TIME FTE's		2	1.50	1.50	1.50	72,448
TOTAL		23.50	23.50	23.50	23.50	\$ 1,492,310

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 1,348,643	\$ 1,445,223	\$ 1,452,878	\$ 1,492,310
2000 Employee Benefits - See Other Cost Dist.	1,158,222	960,278	975,195	1,046,602
3190 Other Professional Services	38,088	49,397	72,825	102,825
4090 Other Transportation Expense	6,497	6,172	6,497	6,497
4091 Cell Phone Allowance	1,200	900	-	-
4370 Waste Disposal Service	5,940	5,408	7,000	7,000
4410 Rental of Machinery and Equipment	6,531	2,985	14,400	14,400
4450 Lease Equipment	80,985	96,423	93,200	107,250
4451 Principal Paid-Reduce Loan Balance	(63,168)	-	-	-
4550 General Liability Insurance	71,760	68,459	67,232	84,979
4620 Repair and Maint. of Office Equipment	300	365	500	500
4630 Repair/Maint. of Machinery & Equipment	6,592	10,924	9,000	9,000
4691 Commercial Garages	190,207	121,742	151,000	151,000
4710 Special Printed Forms	647	690	1,200	1,200
	240			

EXPENDITURE DETAIL

	<u>2019-2020</u> <u>ACTUAL</u>	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>BUDGET</u>	<u>2022-2023</u> <u>ESTIMATE</u>
4917 Misc Exp - Elec Veh Charging	-	-	-	20,000
4940 Taxes & License Fees Paid	16,617	15,678	16,000	16,000
4990 Other Miscellaneous Expense	3,751	2,868	4,000	4,000
5100 Office Supplies	4,073	3,850	5,500	5,500
5207 Motor Fuel and Lubricants	1,016,971	1,179,980	1,259,696	1,909,696
5209 Protective Clothing	2,578	2,356	3,000	3,000
5213 Purchase/Rental - Employee Uniforms	9,133	8,184	8,500	8,500
5214 Uniform Allowance	-	-	1,700	500
5215 Small Tools & Minor Equipment	8,410	8,172	14,000	14,000
5216 Motor Equipment Repair Parts	1,246,849	1,273,518	1,075,000	1,325,000
5219 Other Repair & Maintenance Supplies	10,328	4,791	7,000	7,000
5220 Motor Oil and Other Lubricants	24,749	24,362	30,000	30,000
5400 Membership Dues and Subscriptions	499	621	2,000	2,000
5410 Employee Training	650	128	10,795	10,795
6410 Motor Equipment Replacements in Fleet	4,005,482	3,545,246	4,867,593	3,536,432
6430 Equipment Repair/Replacement	2,490	30,908	45,920	15,100
6440 Equipment Additions	-	-	-	25,000
6450 Office Equipment Replacement	-	-	1,200	1,200
TOTAL	<u>\$ 9,205,024</u>	<u>\$ 8,869,628</u>	<u>\$ 10,202,831</u>	<u>\$ 9,957,286</u>

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0633	Ass't Pub Wrks Dir for Solid Waste	1.00	1.00	1.00	1.00	\$ 117,341
2115	Lead Solid Waste Division Coord.	1.00	1.00	1.00	1.00	87,041
0810	Administrative Analyst	1.00	1.00	1.00	1.00	54,874
0999	PW Inspector II for ROW & Solid Waste	1.00	1.00	1.00	1.00	84,814
2107	Solid Waste Coordinator	3.00	3.00	3.00	3.00	242,640
2106	Solid Waste Operator III	2.00	2.00	2.00	2.00	125,360
2112	Solid Waste Crane Operator	8.00	10.00	10.00	10.00	624,569
2105	Solid Waste Operator II	8.00	8.00	9.00	9.00	533,567
2104	Solid Waste Operator I	12.00	10.00	9.00	9.00	442,882
2101	Solid Waste Worker	39.00	39.00	39.00	39.00	1,699,009
8888	Overtime	-	-	-	-	25,000
9999	Holiday Pay	-	-	-	-	176,400
TOTAL		76.00	76.00	76.00	76.00	\$ 4,213,497

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 3,998,353	\$ 4,053,231	\$ 4,050,460	\$ 4,213,497
2000 Employee Benefits - See Other Cost Dist.	3,036,452	3,106,070	3,282,060	3,492,951
2610 Employee Awards	1,551	882	2,000	2,000
3190 Other Professional Services	59,354	89,886	116,820	134,345
4010 Travel Expense	499	2,021	400	1,200
4020 Central Garage Motor Pool Oper	2,452,982	2,364,685	2,849,914	2,267,061
4021 Central Garage Motor Pool Repl	-	-	-	667,440
4090 Other Transportation Expense	6,497	5,414	6,497	6,497
4091 Cell Phone Allowance	2,400	1,000	1,200	-
4370 Waste Disposal Service	1,760,972	1,926,425	2,029,853	2,134,853
4420 General Services Cost - See Other Cost Dist.	30,404	30,590	30,559	31,728
4550 General Liability Insurance	188,279	193,357	187,323	239,939
4630 Repair/Maint. of Machinery & Equipment	-	4,893	1,500	1,000
4720 Printing & Binding	-	-	-	1,200
5100 Office Supplies	1,370	1,280	3,000	3,000
5204 Cleaning & Janitorial Supplies	(143)	-	-	-
5208 Household & Institutional Supplies	5,333	13,771	11,800	11,800

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
5209 Protective Clothing	24,380	15,602	34,800	34,500
5213 Purchase/Rental - Employee Uniforms	24,957	27,226	30,000	30,000
5215 Small Tools & Minor Equipment	31,639	24,505	24,400	24,400
5217 Operating Equipment Repair Parts	2,961	3,000	3,000	3,000
5400 Membership Dues and Subscriptions	983	863	1,700	1,700
5410 Employee Training	1,725	-	5,100	5,100
6430 Equipment Repair/Replacement	-	119,174	430,000	-
6440 Equipment Additions	-	-	70,000	-
TOTAL	<u>\$ 11,630,948</u>	<u>\$ 11,983,875</u>	<u>\$ 13,172,386</u>	<u>\$ 13,307,211</u>

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
FULL TIME POSITIONS						
2015	PW Asst Dir for Greenspace Mgmt	1.00	1.00	1.00	1.00	\$ 123,380
3014	Greenspace Mgmt Architect	1.00	1.00	1.00	1.00	85,994
2012	Greenspace Mgmt Supt.	1.00	1.00	1.00	1.00	85,993
3012	Coordinator/Greenspace Mgmt	2.00	2.00	2.00	2.00	143,736
3009	Irrigation Foreman	1.00	1.00	1.00	1.00	52,175
2008	Horticulturist	1.00	1.00	1.00	1.00	52,831
3019	Foreman/Greenspace	3.00	3.00	3.00	3.00	193,069
0602	Administrative Assistant	1.00	1.00	1.00	1.00	69,812
3205	Equipment Operator III	1.00	1.00	1.00	1.00	42,999
3203	Equipment Operator II	3.00	3.00	3.00	3.00	129,670
3201	Equipment Operator I	1.00	1.00	1.00	1.00	56,872
3128	Repair Worker/Irrigation	1.00	1.00	1.00	1.00	56,872
3100	Maint Repair Worker/Irrigation	1.00	1.00	1.00	1.00	35,382
0012	Clerical Assistant II	1.00	-	-	-	-
3005	Maintenance Worker II	6.00	6.00	6.00	9.00	349,296
3004	Maintenance Worker I	1.00	1.00	1.00	1.00	-
8888	Overtime	-	-	-	-	33,030
TOTAL FULL TIME HEADCOUNT		26.00	25.00	25.00	28.00	1,511,111
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
3007	Water Truck Operator - P/T	1	0.75	0.75	0.75	44,607
2013	Foreman - P/T	1	0.75	0.75	0.75	53,066
9022	Maintenance Repair Worker - P/T	1	0.75	0.75	0.75	31,132
TOTAL PART TIME FTE's		3	2.25	2.25	2.25	128,805
TOTAL		28.25	27.25	27.25	30.25	\$ 1,639,916

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 1,630,365	\$ 1,537,951	\$ 1,587,783	\$ 1,639,916
2000 Employee Benefits - See Other Cost Dist.	1,136,645	1,140,096	1,153,643	1,243,907
3190 Other Professional Services	2,238,965	2,135,547	2,427,090	2,445,674
4020 Central Garage Motor Pool Oper	534,922	515,195	621,628	489,834
4021 Central Garage Motor Pool Repl	-	-	-	149,470
4090 Other Transportation Expense	3,898	4,028	3,898	3,898
4350 Water & Sewer Utility Service	2,332	1,821	3,500	3,500
4410 Rental of Machinery and Equipment	5,204	4,298	5,801	5,801
4420 General Services Cost - See Other Cost Dist.	833,236	838,322	837,492	869,533
4550 General Liability Insurance	81,932	78,213	73,554	93,385

EXPENDITURE DETAIL

	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>
4610 Repair/Maint. of Bldgs & Improvements	1,350	-	16,430	-
4990 Other Miscellaneous Expense	2,216	1,302	3,000	3,000
5100 Office Supplies	2,875	2,825	3,000	3,000
5201 Agricultural Supplies	166,407	45,086	119,934	169,934
5204 Cleaning & Janitorial Supplies	-	-	410	410
5208 Household & Institutional Supplies	1,349	-	1,050	1,050
5209 Protective Clothing	4,129	1,802	3,500	3,500
5211 Building Materials and Supplies	26,159	19,937	27,250	27,250
5213 Purchase/Rental - Employee Uniforms	8,105	7,834	9,355	9,355
5215 Small Tools & Minor Equipment	17,327	16,500	20,000	40,000
5400 Membership Dues and Subscriptions	2,718	1,290	2,165	1,520
5410 Employee Training	1,445	7,369	9,500	10,145
7195 Contingency for Budget Reduction	<u>-</u>	<u>-</u>	<u>50,000</u>	<u>50,000</u>
TOTAL	<u>\$ 6,701,579</u>	<u>\$ 6,359,416</u>	<u>\$ 6,979,983</u>	<u>\$ 7,264,082</u>

Action Plan Worksheet



Action Plan Owner: Hermes Diaz, P.E., Public Works Director

Action Plan Name: 1.3.3-1 Decrease incidence of vehicle-pedestrian accidents, pedestrian injuries, and falls

Strategic plan alignment

- Objective – 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 3 - Improve mobility throughout the city by reducing the intensity of traffic

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Request vehicle-pedestrian accident data with locations.	03/04/22	Spreadsheet generated.
Request pedestrian injury data with locations.	03/04/22	Spreadsheet generated.
Request slip and fall data with locations.	03/04/22	Spreadsheet generated.
Generate heat map based on compiled data.	04/01/22	Heat map generated.
Review data and identify correctable locations.	04/15/22	Spreadsheet generated.
Identify areas of high incidence rates.	04/22/22	Generate report.
Share data with other Departments as needed.	04/29/22	Email.
Prioritize repairs or projects.	05/06/22	Compile list.
Allocate funding for projects identified.	06/03/22	Purchase Orders
Project execution and completion.	Ongoing	Heat map updated.

Resource requirements (what do we need to succeed?)

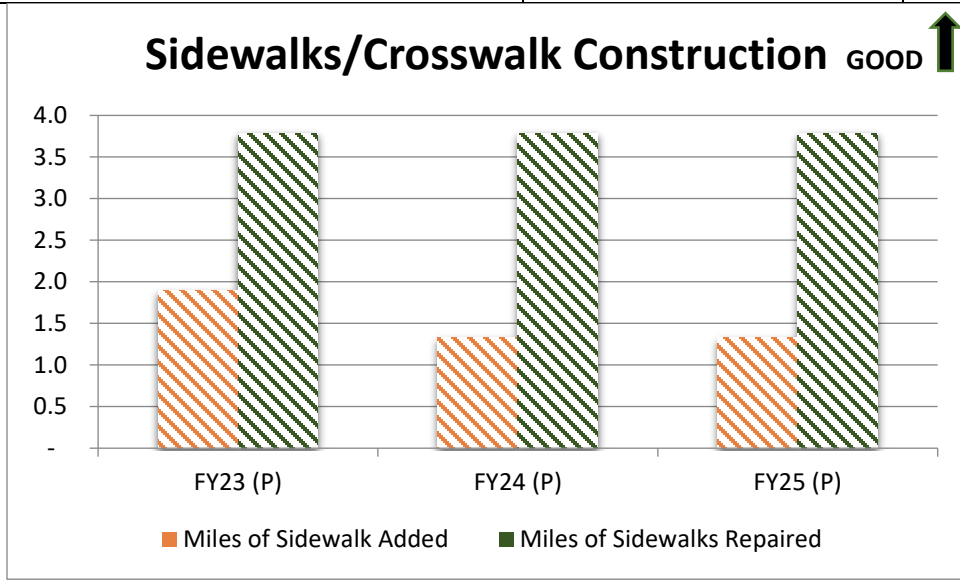
- Time (of the project team members and others as appropriate – examples below):
 - Informatics Person – 80 hours.
 - Program / Subject Matter Experts – 40 hours.
 - Project Manager – 780 hours.
 - Construction Manager – 1,500 hours.
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 1,230,000	Annual Need for Pedestrian Infrastructure Improvements
\$ 3,690,000	Total over 3-year period

- Technology:
 - Microsoft Excel and ArcGIS.
- Knowledge/Training:
 - All staff – 0 hours of training.

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

Measure	Target	Date
Identified hazards removed	20%	09/30/23
	20%	09/30/24
	25%	09/30/25
Number of Sidewalks Added (linear feet)	10,000	09/30/23
	7,000	09/30/24
	7,000	09/30/25
Number of Sidewalks Repaired (linear feet)	20,000	09/30/23
	20,000	09/30/24
	20,000	09/30/25



Number of Sidewalk Extensions Added (linear feet)	1,000	09/30/23
	1,000	09/30/24
	1,000	09/30/25
Number of Crosswalks Added (linear feet)	800	09/30/23
	800	09/30/24
	800	09/30/25
Vehicle-Pedestrian Accidents	50% reduction over 2021 baseline	09/30/25
Pedestrian injuries	50% reduction over 2021 baseline	09/30/25
Pedestrian falls	50% reduction over 2021 baseline	09/30/25
Project funding execution	100%	09/30/25

Frequency & venue of review

- Bi-weekly project team meeting.
- Weekly/monthly/quarterly report to Hermes Diaz.
- Quarterly Review & Analysis meeting

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

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	<ul style="list-style-type: none"> Organized approach 	<ul style="list-style-type: none"> None
Program / Subject Matter Experts	<ul style="list-style-type: none"> Information readily available 	<ul style="list-style-type: none"> None
Informatics	<ul style="list-style-type: none"> Information readily available 	<ul style="list-style-type: none"> Time spent generating map is not available for other projects
Sr. Leadership	<ul style="list-style-type: none"> Information readily available Reduced claims against the City 	<ul style="list-style-type: none"> None
Commissioners	<ul style="list-style-type: none"> Fewer claims and injuries 	<ul style="list-style-type: none"> None
Customers	<ul style="list-style-type: none"> Improved satisfaction Fewer injuries 	<ul style="list-style-type: none"> Potential annoyance with construction activities

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

- Money:
 - Costs: \$1,230,000/year.
 - Benefits: TBA.
 - Time to see return on investment – ongoing.
- Other benefits:
 - Undetermined savings from potential reduction in injuries and claims.

Action Plan Worksheet



Action Plan Owner: Hermes Diaz, P.E., Public Works Director

Action Plan Name: 1.3.4-1 Implement a Wayfinding Program by 2025

Strategic plan alignment

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 3 - Improve mobility and safety throughout the city by reducing the intensity of traffic

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Schedule meeting with internal stakeholders to discuss and develop project's scope of work.	01/09/23	Scope of work
Negotiate contract with engineering firm from City's pool of continuing services contract	03/06/23	Contract for the development of a Citywide wayfinding program.
Review by all applicable boards and City Commission presentation	01/02/24	Minutes
Issuance of documents for permit	06/01/24	Permits issued.
Issuance of construction documents for bid	09/30/24	Construction commences
Installation of wayfinding signs citywide	09/30/25	Installation completed.

Resource requirements (what do we need to succeed?)

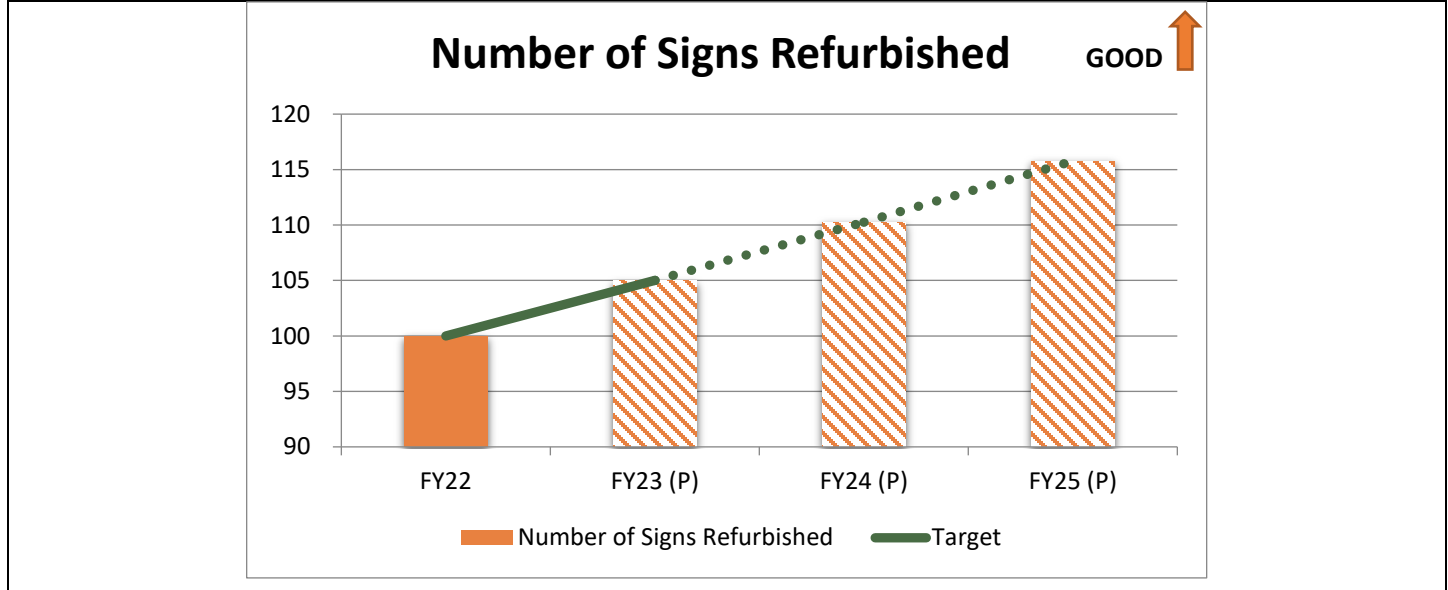
- Time
 - Assistant Director of Capital Improvements – 120 hours.
 - Project Manager – 800 hours.
 - Permit Engineers – 20 hours.
 - Procurement Officer – 40 hours.
 - Inspectors - 500 hours.

- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 1,039,269	Implementation of a Citywide wayfinding program
\$ 1,039,269	Total

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

Measure	Target	Date
Number of signs refurbished	% increase of FY22 baseline	09/30/23
Number of signs added in high traffic areas		09/30/24
		09/30/25



Frequency & venue of review

- Bi-weekly project team meeting.
- Quarterly report to Hermes Diaz.
- Quarterly R&A meeting

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

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	Additional workload	Maintenance needs will increase workload.
Commissioners	Improved City branding and visibility.	None
Customers	Improved mobility by having clearly identified points of interest citywide	Initial mobility inconvenience during installation process

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

- Money:
 - Costs: \$1,039,269.
 - Benefits: TBD.
- Other benefits:
 - Improved City branding and mobility by having clearly identified city facilities and other relevant points of interest, including historical sites and features.

Action Plan Worksheet



Action Plan Owner: Hermes Diaz, P.E., Public Works Director

Action Plan Name: 4.2.2-1 Improve efficient use of electricity by 20% KW/H per square foot over 2013 consumption levels, gasoline consumption by 5%, and water by 5% per square foot of building areas from 2019 levels by 2025.

Strategic plan alignment

- Objective - 4 - Process Excellence: Optimize city processes and operations to provide cost-effective services that efficiently utilize City resources
 - Goal 2 - Increase the efficiency of key resource utilization and service processes
- Objective – 6 – Sustainability-focused Excellence: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
 - Goal 1 - Increase electric vehicles in the fleet to 72 by 2025

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Negotiate cost with City contractor for Alhambra water tower LED light conversion.	04/01/22	Contract will be executed. Purchase order will be issued.
Review bids for Granada Pro-Shop facility remodeling, which will include LED lighting	05/01/22	Commission to approve lowest bidder selection and contract to be executed.
Conduct a pilot program at Public Works Maintenance Facility to utilize building control sensors to give real-time data on occupancy, temperature, humidity, air quality, leak detection and to adjust heating and cooling set-points for tenant comfort and energy optimization. If successful, implement at other large City facilities.	10/01/22	Report on conclusions of pilot program.
Complete LED light conversion at Alhambra Water Tower.	12/01/22	New LED lights at Alhambra Water Tower.
Negotiate cost with City contractor for Salvador Tennis Center LED conversion.	12/01/22	Contract will be executed. Purchase order will be issued.
Installation of new LED lights at Granada Pro-Shop as part of facility remodeling.	07/01/23	Upgraded facilities with LED lights.
Complete LED light conversion at Salvador Tennis Center.	09/30/23	New LED lights at Alhambra Water Tower.
Develop system for real-time tracking of energy and water usage/dashboard.	10/01/23	Software is purchased and historical/ongoing data is entered into dashboard.

What must be done	By When	How will it be evident
Finish retrofitting/replacing the approximately 30% of faucets and fixtures in City facilities that are not currently low flow.	10/01/25	Report to City Manager
Continue converting City Police Fleet to hybrid SUV. Plan included below per fiscal year.	10/01/25	Replacement schedules provided each fiscal year. Fuel consumption reports provided.

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Program / Subject Matter Experts.
 - Project Manager – 40 hours.
 - Resiliency and Sustainability Manager – 80 hours.
 - Deputy Director of Public Works – 12 hours.
 - Fleet Director: 40 hours.

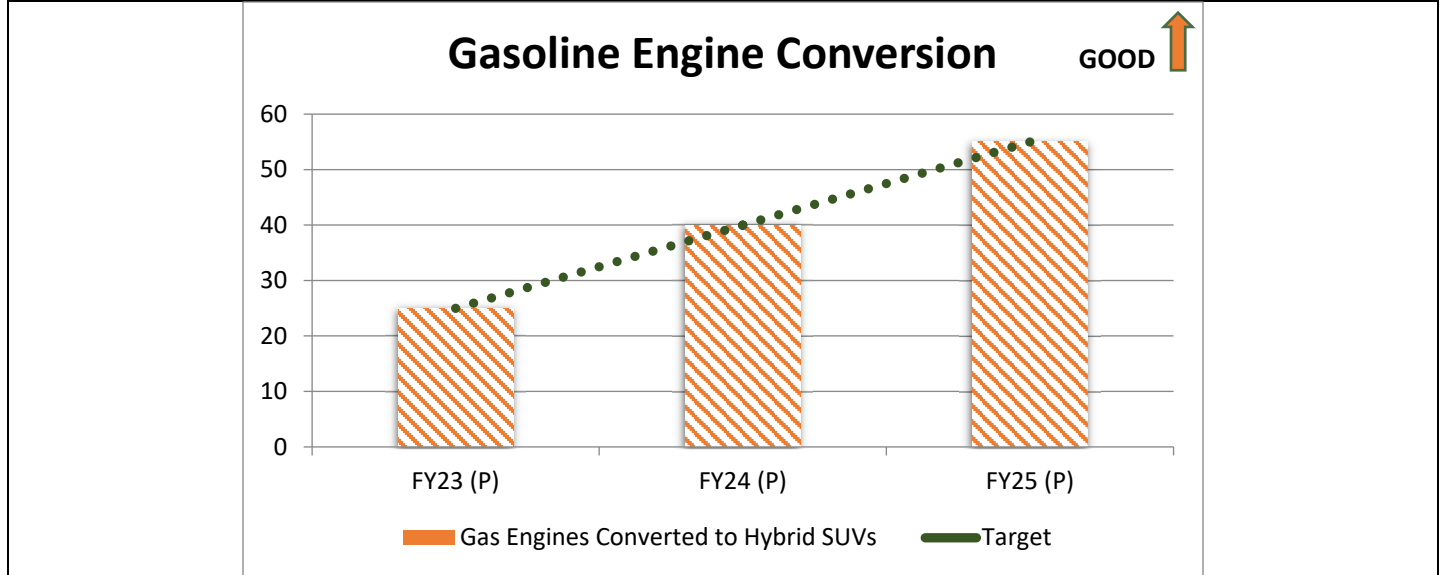
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 2,028,000	Cost to Covert City Police Fleet to Hybrid SUV (already included in existing estimated budget projections).
\$ 50,000	Purchase Energy/Water Tracking Software.
\$ 450,000	Convert remaining City facilities to LED Lighting not outlined below (already included in existing estimated budget projections).
\$ 20,000	Purchase and install Low flow faucets, flushometers, and toilets.
\$ 50,000	Upgrade to LED lights at Alhambra Water Tower.
\$ 15,000	New LED lights at Granada Pro-Shop.
\$ 25,000	Upgrade to LED lights at Salvador Tennis Center.
\$ 2,638,000	Total

- Technology:
 - Microsoft Excel, ArcGIS, Energy Management Software.
- Knowledge/Training:
 - Sustainability and General Services staff – 16 hours of training on Energy and Water Management software.

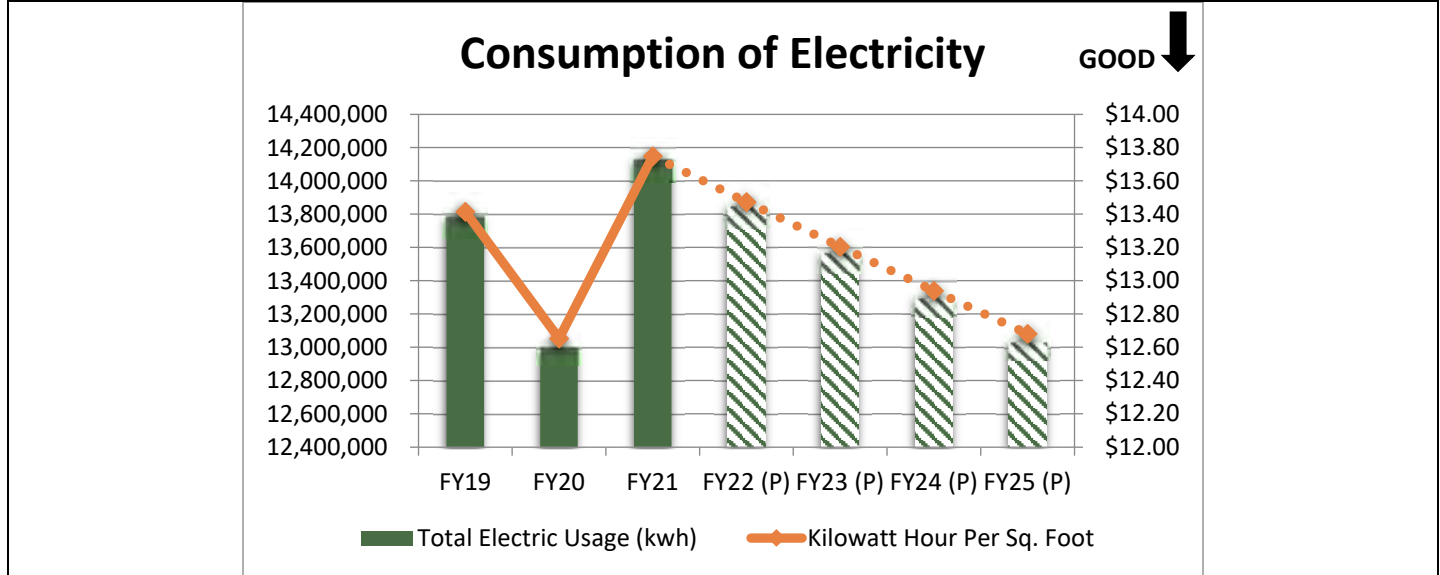
Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Convert gasoline vehicles to Hybrid SUV	25	09/30/23
	40	09/30/24
	55	09/30/25



Kilowatt hour per square foot	20% reduction in KHW per square foot over 2013 baseline	09/30/25
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Measure	Target	Date
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City facilities using LED Lighting	100%	09/30/25
City facilities using Low flow faucets, flushometers, and toilets.	50%	09/30/25

Frequency & venue of review

- Bi-weekly project team meeting.
- Quarterly report to City Manager.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	<ul style="list-style-type: none"> • Better quality lighting in City facilities. • Less time spent fueling vehicles. 	None
Sr. Leadership	<ul style="list-style-type: none"> • Reduce city resources spent on electricity, fuel, and water consumption. • Achieving Sustainability goals. 	Resources expended in this effort are not available for other initiatives
Commissioners	<ul style="list-style-type: none"> • Reduce city resources spent on electricity, fuel, and water consumption. • Achieving Sustainability goals. 	Resources expended in this effort are not available for other initiatives
Customers	<ul style="list-style-type: none"> • Reduce city resources spent on electricity, fuel, and water consumption. 	Resources expended in this effort are not available for other initiatives

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

- Money:
 - Costs: \$2,638,000.
 - Benefits: Undetermined savings in fuel, water, and energy.
 - Time to see return on investment – TBD.
- Other benefits:
 - Reduction in emissions through lower fuel, energy, and water consumption.

Action Plan Worksheet



Action Plan Owner: Hermes Diaz, P.E., Public Works Director

Action Plan Name: 6.1.2-1 Maintain fleet operational readiness rate of at least 90% based on class of vehicle

Strategic plan alignment

- Objective - 6 – Sustainability-focused Excellence: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
 - Goal 1 - Increase the resiliency of the city

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

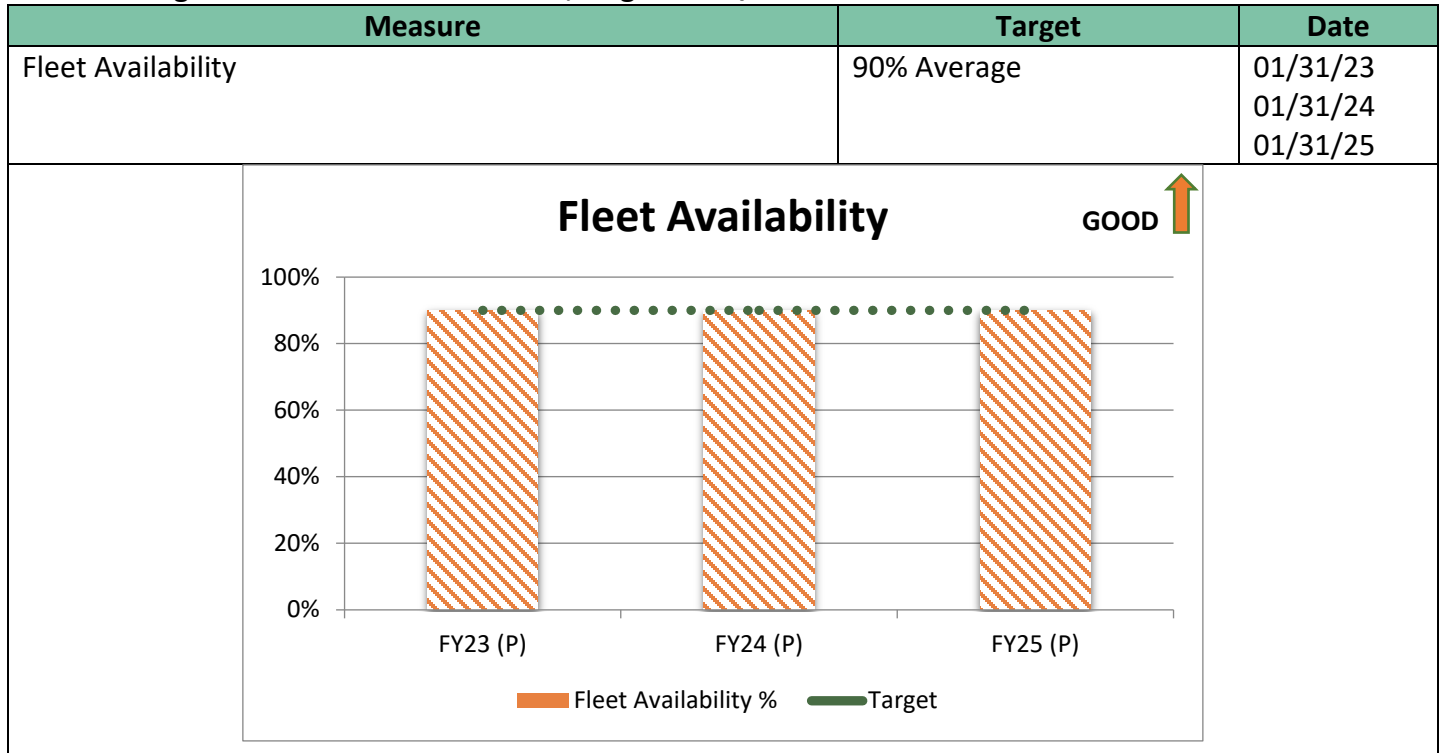
What must be done	By When	How will it be evident
Evaluation and adjustment of appropriate life cycles for critical equipment prior to each year’s budget cycle for prioritizing annual fleet purchases with the objective of reducing the equipment downtime and the overall cradle to grave cost of the fleet.	01/31/23	Evaluation report will be completed and costs will be budgeted, as appropriate.
Evaluation and adjustment of appropriate life cycles for critical equipment prior to each year’s budget cycle for prioritizing annual fleet purchases with the objective of reducing the equipment downtime and the overall cradle to grave cost of the fleet.	01/31/24	Evaluation report will be completed and costs will be budgeted, as appropriate.
Evaluation and adjustment of appropriate life cycles for critical equipment prior to each year’s budget cycle for prioritizing annual fleet purchases with the objective of reducing the equipment downtime and the overall cradle to grave cost of the fleet.	01/31/25	Evaluation report will be completed and costs will be budgeted, as appropriate.

Resource requirements (what do we need to succeed?)

- \$10,658,818 of Capital Improvement Plan funding over 3 years.
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$3,491,482	FY23 vehicle replacement requirements
\$3,552,583	FY24 vehicle replacement requirements
\$3,614,753	FY25 vehicle replacement requirements
\$10,658,818	Total Need

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



Frequency & venue of review

- Monthly and annual reviews with the Public Works Director.
- Quarterly updates to City Manager.

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

Stakeholder Group	Potential positive impact	Potential negative impact
All City departments.	<ul style="list-style-type: none"> • Uninterrupted ability of the departments to perform their daily mission. 	<ul style="list-style-type: none"> • Resources expended in this effort are not available for other initiatives
City business and residents.	<ul style="list-style-type: none"> • Uninterrupted services. 	<ul style="list-style-type: none"> • Resources expended in this effort are not available for other initiatives

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

- Money:
 - Costs: \$10,658,818 in funding over three years for vehicle replacement.
 - Benefits: Undetermined reduction in overall yearly labor and parts costs associated with operating and maintaining the fleet.

Action Plan Worksheet



Action Plan Owner: Hermes Diaz, P.E., Public Works Director

Action Plan Name: 6.2.3-1 Increase the Utilization of LED Street Lighting to 85% by 2025

Strategic plan alignment

- Objective - 6 – Sustainability-focused Excellence: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
 - Goal 3 - Increase the utilization of Street LED lighting to 85% by 2025

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Coordinate receipt of City-owned streetlight fixtures with Contractor.	05/31/22	Fixtures will be received.
Contractor to complete fixture installation for City-owned lights.	12/01/22	Fixtures will be installed.
Negotiate streetlight conversion contract with FPL for 351 lights.	12/31/22	Executed contract.
FPL to convert 351 streetlights.	09/30/23	Poles and fixtures will be installed.
Negotiate streetlight conversion contract with FPL for 10 lights.	12/31/23	Executed contract.
FPL to convert 10 streetlights.	09/30/24	Poles and fixtures will be installed.
Negotiate streetlight conversion contract with FPL for 20 lights.	12/31/24	Executed contract.
FPL to convert 20 streetlights.	09/30/25	Poles and fixtures will be installed.

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Sr. Administrative Analyst – 270 hours.
 - Deputy Public Works Director – 27 hours.
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$205,000	Capital cost of 361 City-owned streetlights (already budgeted)
\$225,000	Net cost increase for maintenance and electricity for LED conversion of 381 FPL-owned streetlights at \$75,000 annually
\$430,000	Total

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

Measure	Target	Date
Convert City-owned streetlights to LED	361	12/01/22
Convert FPL-maintained streetlights to LED	351	09/30/23
	10	09/30/24
	20	09/30/25

Frequency & venue of review

- Bi-weekly project team meeting.
- Quarterly report to Hermes Diaz.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Commissioners	<ul style="list-style-type: none">• Achieving City's sustainability goals.	<ul style="list-style-type: none">• None
Customers	<ul style="list-style-type: none">• Decreased energy consumption resulting in a reduction of carbon emissions.	<ul style="list-style-type: none">• Potential dissatisfaction with added expense.• Potential dissatisfaction with changes in illumination.

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

- Money:
 - Costs: \$205,000 in upfront capital and \$75,000 in additional annual billings.
 - Benefits: Updated infrastructure.
 - Time to see return on investment – TBD.
- Other benefits:
 - Reduction in carbon emissions through lower energy consumption.

Action Plan Worksheet



Action Plan Owner: Hermes Diaz, P.E., Public Works Director

Action Plan Name: 6.2.6-1 Maintain at Least 40 Percent Tree Canopy

Strategic plan alignment:

- Objective: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
 - Goal: Support the use of environmentally friendly practices.

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Plant new canopy trees in public right of way where trees must be removed to provide a succession of the urban forest canopy in perpetuity.	In perpetuity	Inventory of canopy trees

Resource requirements:

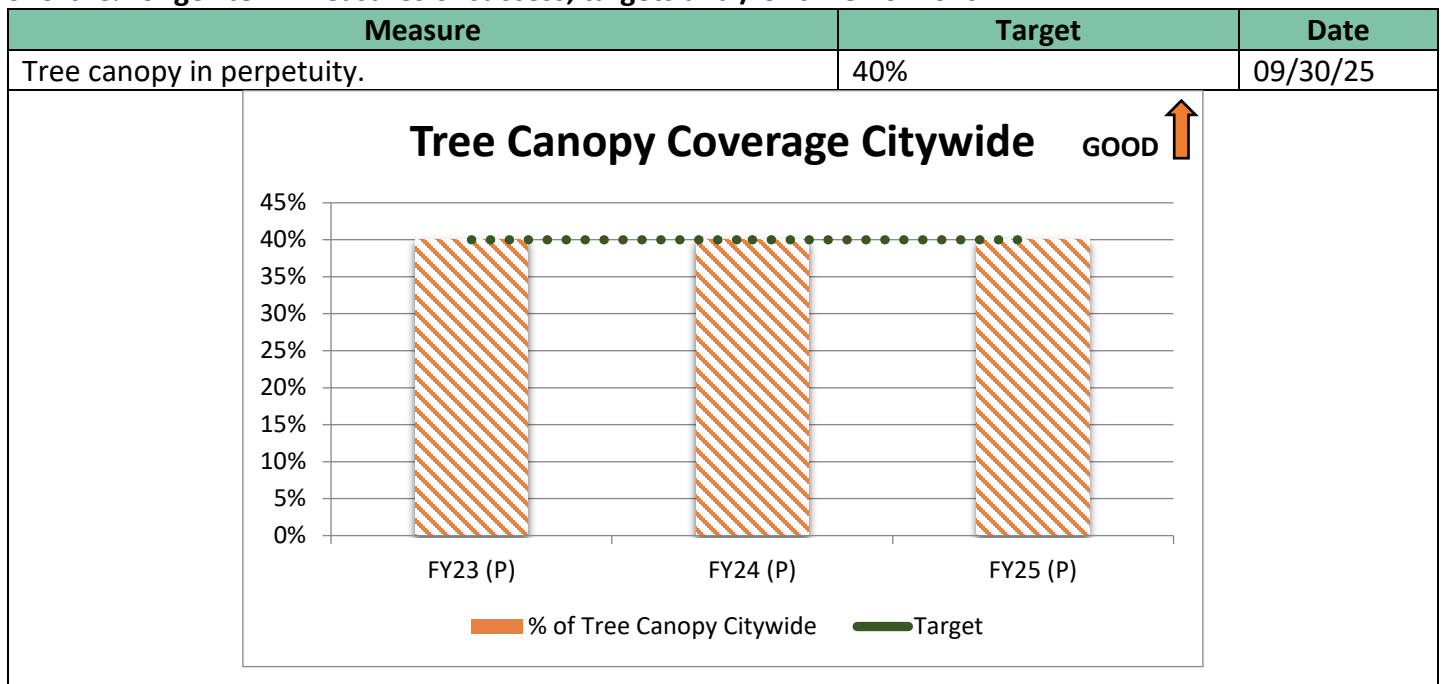
Maintain the professional expertise of the following staff members currently in place to manage and supervise both the tree and landscape maintenance contracting companies currently under contract for the maintenance of approximately 40,000 City right of way trees existing:

- 1 Landscape Architect, 2 certified arborists, 1 horticulturalist, 1 landscape designer, 20 tree installation and maintenance crew members already on staff. The employ of up to 6 temporary workers is required to perform the proper scope of service and is already budgeted.
- Tree Planting Budget to remove, dispose of debris, then plant approximately 150 trees / year.
- Perform tree removal / mitigation plan reviews submitted through the development services department to obtain and manage “Tree Trust Fund” mitigation payments to purchase additional trees. Tree Trust Funds (outlined in chapter 82 of City code) supplement the annual budget allocated to the greenspace management division of public works for tree purchases.
- Finances (for tree purchases and paying contracted companies with contracts already in place):

\$ Amount	Purpose
\$ 300,000	Cost to purchase and install 150 new shade trees per year (already budgeted).
\$ 1,205,672.00	Cost to hire tree contractors to perform tree maintenance and removals per year. (Contract is already in place and renews each 3 years with option to renew for 2 more years. Next renewal is 2023.
\$ 920,478.00	Cost to hire landscape contractors to perform tree planting and general greenspace management services (Contract is already in place and renews in 2022. Renewal period is 5 years).
\$ 2,426,150.00	Total to maintain tree canopy at 40% coverage per year (not including City staff salaries and benefits in place).

- Technology: (already in place in the Greenspace Management division of Public Works):
 - Maintain computers and iPads for staff to utilize in the field to map tree planting and removal.
 - Trucks and landscape equipment for staff to perform tree planting and maintenance tasks.
 - Itree.com software (by USDA Forest Service) to measure tree canopy cover by mapping.
 - Cartegraph program to map sites and quantities of trees existing and to be planted.
- Knowledge/Training: (ongoing for current staff in place):
 - Professional City staff is required for proper supervision and coordination of tree and greenspace management contractors and temporary workers. Staff must be credentialed with education in the fields of landscape architecture, arboriculture, botany, and horticulture to design, plan and supervise contractors and staff maintenance workers. Professional licenses and continuing education courses are required yearly for professionals to maintain licenses and remain current with latest technology and methods in the industry.
- Other
 - Space for contractors to park tree maintenance equipment (5 trucks, 1 chipper, and a dumpster) is needed in the current public works yard. This space is already provided for on the public works site.

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



Frequency & venue of mapping of data:

- Weekly project team meeting to plan and implement tree planting, removal, and pruning schedules.
- Daily site visits and supervision on approximately 380 City right of way job locations.
- Yearly measure of tree canopy coverage using satellite technology database. (Itree.com is a free satellite database provided by the USDA Forest Service).
- Staff answers resident tree maintenance requests for right of way trees by Gov Qa software, currently in operation, at the rate of approximately 150-200 tree pruning requests per month. There is a waiting time to fulfill tree pruning requests for a period of 3 months in the current contracts and budget for staff. Additional tree crews would be required to reduce the work request waiting time.
- Quarterly report to Hermes Diaz.
- Quarterly report to City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	<ul style="list-style-type: none"> • Retain employment and learn skills. 	<ul style="list-style-type: none"> • none
Program / Subject Matter Experts	<ul style="list-style-type: none"> • Utilize knowledge and share expertise. 	<ul style="list-style-type: none"> • none
Informatics	<ul style="list-style-type: none"> • Implement technology and share research. 	<ul style="list-style-type: none"> • none
Sr. Leadership	<ul style="list-style-type: none"> • Deliver on city strategic plan goals. 	<ul style="list-style-type: none"> • none
Commissioners	<ul style="list-style-type: none"> • Accomplish sustainability goals for the city. 	<ul style="list-style-type: none"> • none
Customers	<ul style="list-style-type: none"> • Enjoy environmental and financial benefits of living in a City with high tree canopy coverage. 	<ul style="list-style-type: none"> • Extensive tree canopy can result in property and right-of-way damage due to tree roots and fallen branches.
Regulators	<ul style="list-style-type: none"> • Prevent depletion of canopy by over-development and removal. 	<ul style="list-style-type: none"> • None

Positive financial impacts:

Approximately 2.5-million-dollar investment per year for tree purchases and maintenance of contractors in place.

- Financial benefits: Property values are proven to increase in neighborhoods with high tree canopy coverage.
- Environmental benefits: Water /flood management, filtering pollution, providing shade to reduce heat island effects in urban areas, creating oxygen to sustain life through evapotranspiration, and providing wildlife habitat in urban areas.
- Time to see return on investment is immediate upon planting of a tree.

Negative financial impacts:

- Damage to urban infrastructure due to expanding tree root systems requiring repair to sidewalks, curbs, drainage piping and grates, paved plazas, etc.
- Property damage claims from residents for falling branches, fruit, and staining.

Action Plan Worksheet



Action Plan Owner: Hermes Diaz, P.E., Public Works Director

Action Plan Name: 6.2.7-1 Minimize the cost of the City’s recycling operations

Strategic plan alignment

- Objective - 6 – Sustainability-focused Excellence: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
 - Goal 2 – Support the use of environmentally friendly practices.

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Educate residents on allowable recyclable items.	09/30/23	Educational materials distributed
Host bi-annual Drive-Thru Recycling Events.	09/30/23	Results
Coordinate events that encourage participation in residential recycling program.	09/30/23	# of residents attending events.
Train Solid Waste collection staff on what can be collected and what items cannot be collected.	09/30/23	Training rosters
Notice residents when non-allowable items are not collected.	09/30/23	# of door hangers issued for unacceptable items.

Resource requirements (what do we need to succeed?)

- Time:
 - 100 hours – tracking data and reporting.
 - 160 hours – coordinating and hosting events.
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$70,000	Bi-annual Drive Thru Recycling Events.
\$12,000	Sustainability Events.
\$ 5,000	Educational material and other collateral (door hangers/notices).
\$ 87,000	Total

- Technology:
 - Social media, website, e-news, and other communication media.
- Knowledge/Training:
 - All staff – 20 hours.
- Other
 - Educational material.
 - Door hangers/notices, etc.

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

Measure	Target	Date
% of recycling contamination (single-family residential program)	Below 13%	9/30/23

Contamination Rate of Recyclables GOOD ↓

Year	Contamination Rate %	Max Contamination Rate
FY23 (P)	~13%	13%
FY24 (P)	~13%	13%
FY25 (P)	~13%	13%

Frequency & venue of review

- Bi-weekly project team meeting.
- Weekly/monthly/quarterly report to Hermes Diaz.
- Quarterly report to City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Customers	<ul style="list-style-type: none"> • Mitigate increased cost of service to residents 	<ul style="list-style-type: none"> • Resources expended in this effort are not available for other initiatives

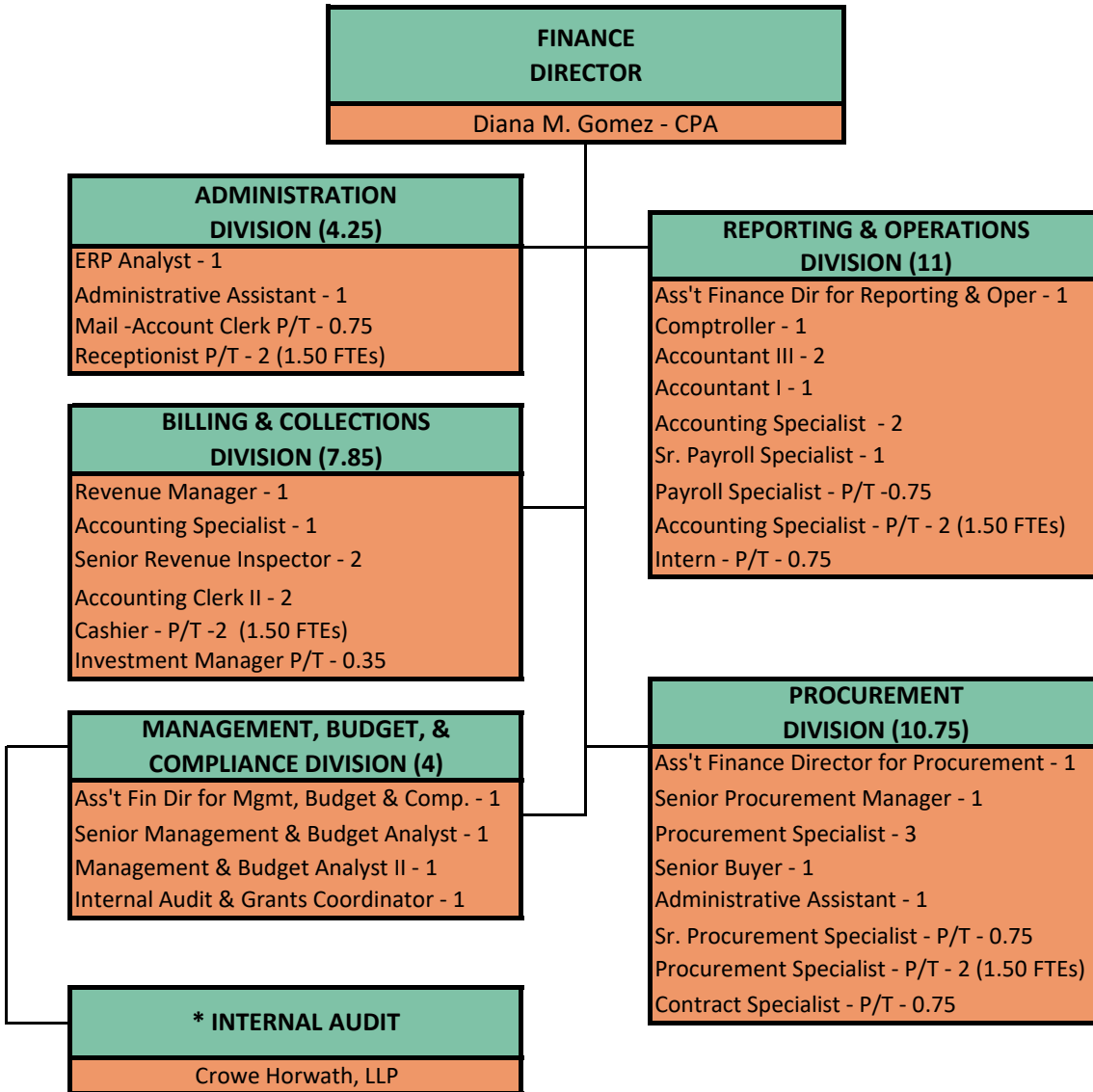
What are the positive and negative financial impacts (costs / benefits and return on investment)?

- Money:
 - Costs: \$87,000.
 - Benefits: \$228,000 savings in disposal of recycling.
 - Time to see return on investment: Immediate.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

FINANCE

ORGANIZATION CHART



* The management of the Internal Audit Division is independent of Finance Department operations. The Division is directly supervised by the Assistant Finance Director for Management, Budget & Compliance with a dotted line reporting relationship to the City Manager.

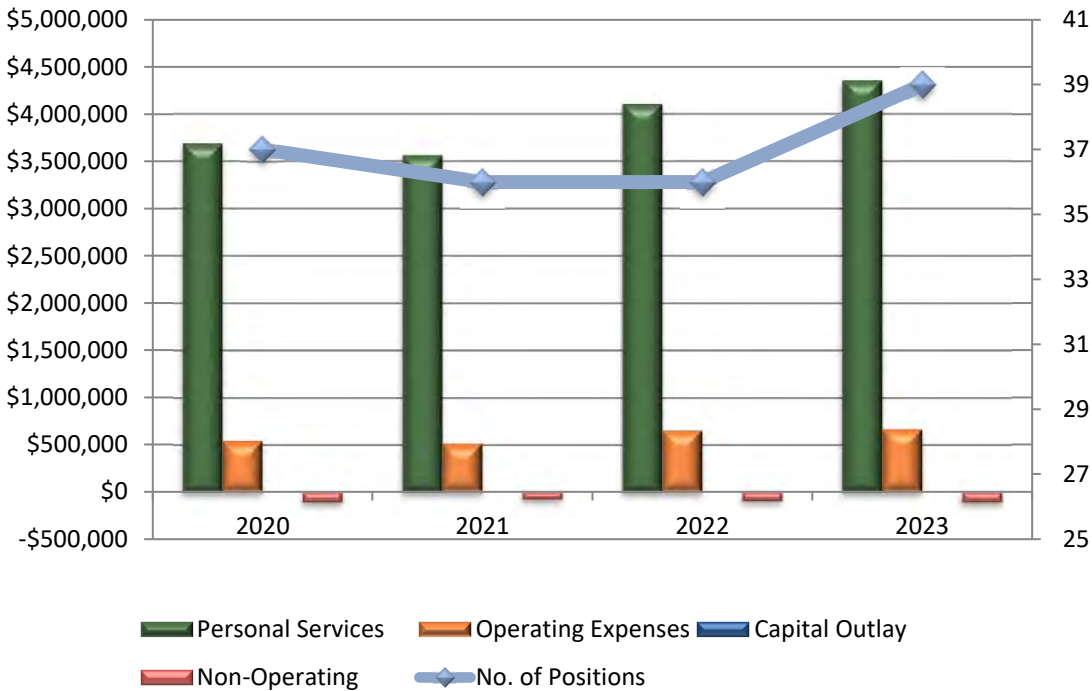
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



**FINANCE DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
Salaries & Benefits	3,686,362	3,561,412	4,103,640	4,354,416
Operating Expenses	543,561	515,373	652,221	668,166
Capital Outlay	-	-	-	-
Non-Operating	(105,316)	(76,709)	(92,547)	(105,172)
Total	4,124,607	4,000,076	4,663,314	4,917,410
Full Time Headcount	27.00	27.00	26.00	28.00
Part Time FTE's	9.75	9.35	10.10	10.85
Total Headcount & FTE's	36.75	36.35	36.10	38.85

EXPENDITURE/PERSONNEL COMPARISONS



Finance

Department Function:

The Finance Department is responsible for centralized financial management, record keeping, budget preparation, payroll and procurement for all departments of the City. The Department issues business taxes, alarm permits, garbage and trash bills, other City billings, receipt of various payments from City residents and departments, and purchase of goods and services. The Department prepares quarterly Financial Reports, the Annual Comprehensive Financial Report, and the Single Audit Report. It also prepares the City's operating and capital budgets and monitors compliance with the adopted budget.

The Department's work program is divided among five separate divisions. The Administrative Division is responsible for the finance administration of the department and its divisions. The Collection Division is responsible for the investing of the City's surplus funds, billing, collection and processing of all taxes and fees (business taxes, special assessments, garbage and trash removal fees, alarm service charges, lease payments) and a city hall receptionist. The Accounting Division maintains the City's financial accounting records, prepares financial reports and is responsible for payroll. The Management and Budget Division develops in partnership with other departments the City's operating and capital budget, coordinates strategic planning, grants coordination, and internal/external audit oversight. The Procurement Division is responsible for providing City Departments with supplies, equipment and services necessary to perform city activities. This Division is charged with the responsibility of professional purchasing, including development and review of bid specifications, administration of the formal bid process, contract administration, and sale of fixed assets.

Department Goals:

1. Timely preparation of Annual Comprehensive Financial Report (ACFR).
2. Preparation of City's Operating and Capital Budget in compliance with City's charter and State of Florida laws.
3. Ethical and transparent financial management of the City's financial resources.
4. Maintaining AAA bond ratings from the three major rating agencies.
5. Courteous and professional services rendered to the City's residents and other internal/external customers.
6. Issuance of all solicitations in transparent and ethical manner.
7. Award and maintain contracts that are compliant with all local, state and federal requirements.
8. To manage all p-card transactions and payment in accordance with City policy and regulations.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE

FINANCE

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ Maintained AAA bond ratings with Moody's, Standard & Poor's, and Fitch Ratings.
- ✓ Received Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report for FY2020 and received the highest rating of "Proficient" in all grading categories.
- ✓ Received a total of \$2.1M from FEMA
- ✓ Accurately and timely processed over 2,284 p-card transactions valued at nearly \$600K.
- ✓ Processed over 938 requisition requests valued at over \$60M.
- ✓ Achieved FAPPO (Florida Association of Public Procurement Officials) Awards for:
 - Excellence in Public Procurement
- ✓ Won Distinguished Budget Presentation Award for FY2021-2022 Adopted Budget.
 - Awarded Outstanding in the following areas:
 - Introduction and Overview
 - Financial Structure, Policy, and Process
 - Financial Summaries
 - Departmental Information
 - Document-wide Criteria
 - Proficiency was achieved in all areas.
- ✓ Balanced the City's' budget using conservative revenue projections based on immediately experienced revenue trends and identified certain actual reductions to the expense and capital budgets to balance the budget with projected revenues. These reductions were implemented without major effects to resident services.
- ✓ On March 18, 2022, the City directly issued Capital Improvement Refunding Revenue Bonds Taxable Series 2022A and Series 2022B with combined principal amount of \$19.12M to accomplish the current refunding of Series 2016A and Series 2016B with outstanding principal balance of \$18.66M. The Series 2022A and Series 2022B are taxable bonds with a fixed rate of 2.59% payable twice per annum and matures on April 1, 2037.

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

FINANCE

INDICATOR:	FY21			FY22		FY23
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Complete the yearly annual financial audit and issue the Comprehensive Annual Financial Report (CAFR) by no later than March of the following year	Complete FY20 ACFR by 3/31/21	Completed FY20 ACFR by 3/31/22	●	Complete FY21 ACFR by 3/31/22	Completed FY21 ACFR by 3/31/22	Complete FY22 ACFR by 3/31/23
Receive a "No Audit Findings" report from external auditors	Receive by March 2021	Received	●	Receive by March 2022	Received	Receive by March 2023
Complete and issue the Quarterly Financial Reports no later than 30 days after end of each quarter	100%	100%	●	100%	100%	100%
Percentage of employees with direct deposit account	97%	97%	●	97%	97%	97%
Distribute payroll notices electronically	100%	100%	●	100%	100%	100%
EPayable rebate from SunTrust	\$ 80,000	\$ 54,897	◆	\$ 75,000	\$ 55,725	\$ 75,000
Increase vendor enrollment in the Suntrust Epayable System	115	102	▲	115	102	115
Increase in accounts payable vendor invoices paid by wire/ACH	6,000	5,443	▲	6,000	3,261	6,000
Increase in accounts payable vendor invoices paid by credit card	2,000	2,086	▲	2,000	1,113	2,000
Decrease in accounts payable vendor invoices paid by check	12,000	12,439	●	11,000	11,936	11,000
Percentage of accounts with over 90 days old to total A/R	25%	86%	◆	25%	82%	25%
General Obligation Bonds Ratings	AAA (S&P); Aaa (Moody's) AAA (Fitch)	AAA (S&P); Aaa (Moody's) AAA (Fitch)	●	AAA (S&P); Aaa (Moody's) AAA (Fitch)	AAA (S&P); Aaa (Moody's) AAA (Fitch)	AAA (S&P); Aaa (Moody's) AAA (Fitch)
General Fund Unassigned Fund Balance as % of the City's adopted operating and debt service expenditures budget (Rainy-day Fund)	25%	25%	●	25%	25%	25%
Average number of business days from date of advertising a formal solicitation (IFB/RFP/RFQ) to award by Commission	80 Business Days	60 Business Days	●	70 Business Days	70 Business Days	70 Business Days
Percentage of Uncontested Formal Solicitations	100%	100%	●	100%	100%	100%
Number of Formal Solicitations Issued	25	42	●	30	29	30

Legend

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



**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



001 GENERAL FUND
FINANCE DEPARTMENT
3010 ADMINISTRATION DIVISION
FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
FULL TIME POSITIONS						
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0341	Finance Director	1.00	1.00	1.00	1.00	\$ 193,056
9030	ERP Analyst	-	-	-	1.00	14,402
0602	Administrative Assistant	1.00	1.00	1.00	1.00	53,561
TOTAL FULL TIME HEADCOUNT		2.00	2.00	2.00	3.00	261,019
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0101	Mail-Account Clerk - P/T	1	0.75	0.75	0.75	37,178
0063	Receptionist - P/T	2	1.50	1.50	1.50	48,385
TOTAL PART TIME FTE's		3	2.25	2.25	2.25	85,563
TOTAL		4.25	4.25	4.25	5.25	\$ 346,582

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 252,427	\$ 240,001	\$ 236,790	\$ 346,582
2000 Employee Benefits - See Other Cost Dist.	150,005	157,327	154,848	179,370
3191 Other Prof Services - Financial Advisor	16,000	16,000	18,000	17,000
4090 Other Transportation Expense	6,497	6,172	6,497	6,497
4091 Cell Phone Allowance	1,200	1,140	1,200	-
4410 Rental of Machinery and Equipment	-	-	-	500
4420 General Services Cost - See Other Cost Dist.	58,396	58,753	58,694	60,940
4550 General Liability Insurance	11,470	11,808	10,942	19,736
4620 Repair and Maint. of Office Equipment	-	-	100	400
4720 Printing & Binding	336	317	3,400	2,000
4990 Other Miscellaneous Expense	83	556	1,000	1,000
5100 Office Supplies	2,220	3,668	4,356	4,356
5214 Uniform Allowance	-	-	500	1,900
5400 Membership Dues and Subscriptions	1,450	870	3,000	2,000
5410 Employee Training	1,172	420	6,700	4,000
7195 Contingency for Budget Reduction	-	-	5,000	5,000
9010 Intradepartmental Credits	(13,843)	(9,794)	(11,301)	1 (15,956)
TOTAL	\$ 487,413	\$ 487,238	\$ 499,726	\$ 635,325

1. Administrative departments cost distributed to Development Services Building Division.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0322	Revenue Manager	-	1.00	1.00	1.00	\$ 82,645
0106	Accounting Specialist	1.00	1.00	1.00	1.00	47,359
0323	Senior Revenue Inspector	2.00	2.00	2.00	2.00	122,487
0302	Accounting Clerk II	2.00	2.00	2.00	2.00	114,953
0337	City Treasurer	1.00	-	-	-	-
8888	Overtime	-	-	-	-	750
TOTAL FULL TIME HEADCOUNT		6.00	6.00	6.00	6.00	368,194
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	
0353	Investment Manager - P/T	1	0.00	0.35	0.35	25,000
0078	Cashier - P/T	2	1.50	1.50	1.50	58,309
TOTAL PART TIME FTE's		3	1.50	1.85	1.85	83,309
TOTAL		7.50	7.85	7.85	7.85	\$ 451,503

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 483,452	\$ 468,445	\$ 528,874	\$ 451,503
2000 Employee Benefits - See Other Cost Dist.	215,136	230,456	256,469	245,759
4020 Central Garage Motor Pool Oper	27,478	26,069	32,052	21,351
4021 Central Garage Motor Pool Repl	-	-	-	10,968
4210 Messenger & Armored Car Service	15,986	13,175	27,750	32,000
4220 Postage	(4,101)	-	-	-
4410 Rental of Machinery and Equipment	7,240	-	625	-
4420 General Services Cost - See Other Cost Dist.	17,082	17,186	17,169	17,826
4550 General Liability Insurance	23,498	24,500	24,624	25,711
4620 Repair and Maint. of Office Equipment	-	-	300	-
4710 Special Printed Forms	6,618	5,176	8,875	13,000
4910 Court Costs & Investigative Expense	859	1,086	2,011	2,011
5100 Office Supplies	2,092	1,004	2,800	2,800
5214 Uniform Allowance	434	96	1,600	1,600
5400 Membership Dues and Subscriptions	835	633	1,200	1,200
5410 Employee Training	-	150	-	2,500
7195 Contingency for Budget Reduction	-	-	2,000	2,000
9010 Intradepartmental Credits	(35,531)	(33,793)	(35,483)	1 (35,658)
TOTAL	\$ 761,078	\$ 754,183	\$ 870,866	\$ 794,571

1. Administrative departments cost distributed to Development Services Building Division.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					SALARIES
		2019-2020	2020-2021	2021-2022	2022-2023		
		ACTUAL	ACTUAL	BUDGET	ESTIMATE		
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT		
0349	Assistant Finance Dir for Reporting & Oper	1.00	1.00	1.00	1.00	\$	151,460
0350	Comptroller	1.00	1.00	1.00	1.00		120,783
0345	Accountant III	3.00	2.00	2.00	2.00		199,425
0329	Financial Analyst	1.00	-	-	-		-
0335	Accountant I	-	1.00	1.00	1.00		57,593
0106	Accounting Specialist	3.00	2.00	1.00	2.00		103,840
0313	Senior Payroll Specialist	-	1.00	1.00	1.00		81,946
8888	Overtime	-	-	-	-		2,278
TOTAL FULL TIME HEADCOUNT		9.00	8.00	7.00	8.00		717,325
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	FTE's	
0309	Payroll Specialist - P/T	1	0.75	0.75	0.75		53,836
0310	Accounting Specialist - P/T	2	0.75	0.75	0.75	1.50	63,352
0087	Intern - P/T	1	0.75	0.75	0.75	0.75	9,000
TOTAL PART TIME FTE's		4	2.25	2.25	2.25	3.00	126,188
TOTAL		11.25	10.25	9.25	11.00	\$	843,513

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 695,558	\$ 686,511	\$ 810,047	\$ 843,513
2000 Employee Benefits - See Other Cost Dist.	411,879	337,568	413,723	431,412
4090 Other Transportation Expense	3,898	3,703	3,898	3,898
4091 Cell Phone Allowance	1,200	1,140	1,200	-
4410 Rental of Machinery and Equipment	9,195	9,079	11,489	11,489
4420 General Services Cost - See Other Cost Dist.	18,042	18,152	18,134	18,828
4550 General Liability Insurance	39,668	33,363	37,243	48,034
4620 Repair and Maint. of Office Equipment	-	-	300	300
4710 Special Printed Forms	1,262	1,265	1,300	2,500
4720 Printing & Binding	-	-	500	500
4990 Other Miscellaneous Expense	1,093	6	1,000	1,000
5100 Office Supplies	3,230	2,126	3,500	3,500
5214 Uniform Allowance	-	-	250	1,500
5400 Membership Dues and Subscriptions	1,665	2,845	1,850	1,850
5410 Employee Training	486	2,647	6,430	7,930
7195 Contingency for Budget Reduction	-	-	3,000	3,000
9010 Intradepartmental Credits	(35,215)	(21,430)	(29,001)	¹ (33,736)
TOTAL	\$ 1,151,961	\$ 1,076,975	\$ 1,284,863	\$ 1,345,518

1. Administrative departments cost distributed to Development Services Building Division.

2022-2023 BUDGET ESTIMATE



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0046	Assistant Finance Dir for Procurement	1.00	1.00	1.00	1.00	\$ 147,153
0213	Senior Procurement Manager	1.00	1.00	1.00	1.00	99,322
0216	Procurement Specialist	2.00	3.00	3.00	3.00	201,335
0206	Senior Buyer	1.00	1.00	1.00	1.00	56,803
0602	Administrative Assistant	1.00	1.00	1.00	1.00	51,515
TOTAL FULL TIME HEADCOUNT		6.00	7.00	7.00	7.00	556,128
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	
0222	Sr. Procurement Specialist - P/T	1	0.75	0.75	0.75	47,413
0217	Procurement Specialist - P/T	2	1.50	0.75	1.50	103,193
0223	Contract Specialist - P/T	2	0.75	0.75	1.50	74,294
9026	Pcard Administrator/Admin Asst	1	0.75	0.75	-	-
TOTAL PART TIME FTE's		6	3.75	3.00	3.75	224,900
TOTAL		9.75	10.00	10.75	10.75	\$ 781,028

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 567,952	\$ 518,612	\$ 694,251	\$ 781,028
2000 Employee Benefits - See Other Cost Dist.	272,154	278,327	311,153	333,931
3190 Other Professional Services	-	-	20,315	-
4020 Central Garage Motor Pool Oper	2,201	1,910	2,672	-
4021 Central Garage Motor Pool Repl	-	-	-	2,355
4090 Other Transportation Expense	3,898	3,703	3,898	3,898
4091 Cell Phone Allowance	-	240	-	-
4410 Rental of Machinery and Equipment	3,361	3,262	5,500	5,500
4420 General Services Cost - See Other Cost Dist.	152,129	153,058	152,906	158,756
4550 General Liability Insurance	33,334	29,577	33,224	44,476
4620 Repair and Maint. of Office Equipment	-	-	300	300
4710 Special Printed Forms	1,420	-	900	900
4990 Other Miscellaneous Expense	541	307	630	630
5100 Office Supplies	4,424	2,168	6,400	6,400
5400 Membership Dues and Subscriptions	2,886	3,006	5,570	5,570
5401 Software Subscriptions & Maintenance	-	605	1,000	1,000
5410 Employee Training	549	656	5,000	5,000
5415 Employee Workplace Improvements	9,045	-	-	-
7195 Contingency for Budget Reduction	-	-	3,000	¹ 3,000
TOTAL	\$ 1,053,894	\$ 995,431	\$ 1,246,719	\$ 1,352,744

2022-2023 BUDGET ESTIMATE



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0343	Asst Fin Dir for Mgmt, Budget & Comp.	1.00	1.00	1.00	1.00	\$ 174,870
0346	Sr. Management & Budget Analyst	1.00	1.00	1.00	1.00	109,669
0351	Internal Audit & Grants Coordinator	1.00	1.00	1.00	1.00	94,625
0352	Management & Budget Analyst II	1.00	1.00	1.00	1.00	69,457
TOTAL		4.00	4.00	4.00	4.00	\$ 448,621

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 388,030	\$ 417,607	\$ 419,590	\$ 448,621
2000 Employee Benefits - See Other Cost Dist.	249,769	226,558	277,895	292,697
3190 Other Professional Services	-	3,974	25,000	5,000
4010 Travel Expense	-	-	100	100
4090 Other Transportation Expense	6,497	6,172	6,497	6,497
4091 Cell Phone Allowance	-	240	-	-
4420 General Services Cost - See Other Cost Dist.	25,501	25,657	25,632	26,612
4550 General Liability Insurance	20,605	16,257	19,388	25,547
4620 Repair and Maint. of Office Equipment	-	-	500	1,000
4990 Other Miscellaneous Expense	-	-	-	600
5100 Office Supplies	46	846	1,100	600
5214 Uniform Allowance	-	-	200	200
5400 Membership Dues and Subscriptions	-	-	-	600
5410 Employee Training	540	630	1,000	-
7195 Contingency for Budget Reduction	-	-	1,000	1,000
9010 Intradepartmental Credits	(20,727)	(11,692)	(16,762)	¹ (19,822)
TOTAL	\$ 670,261	\$ 686,249	\$ 761,140	\$ 789,252

1. Administrative departments cost distributed to Development Services Building Division.

Action Plan Worksheet



Action Plan Owner: Diana M. Gomez, Finance Director

Action Plan Name: 3.1.1-1 Maintain AAA Bond Ratings from Moody's, Standard & Poor's, and Fitch

Strategic plan alignment

- Objective – 3 – Financial Excellence - Ensure financial sustainability in order to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
 - Goal 3.1 – Ensure the financial integrity and sustainability of the city.

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Fund a minimum of an additional \$5 Million annually above the Actuarial Required Contribution (ARC) to help pay down the pension liability	09/30/22	Annual budget document
Keep debt between 3% & 8% of total operating budget	09/30/22	FY 2023 Budget
Maintain 25% of General Fund unassigned reserve balance based on total operating budget plus debt service	09/30/22	FY 2023 Budget
Fund a minimum of an additional \$5 Million annually above the Actuarial Required Contribution (ARC) to help pay down the pension liability	09/30/23	Annual budget document
Keep debt between 3% & 8% of total operating budget	09/30/23	FY 2024 Budget
Maintain 25% of General Fund unassigned reserve balance based on total operating budget plus debt service	09/30/23	FY 2024 Budget
Fund a minimum of an additional \$5 Million annually above the Actuarial Required Contribution (ARC) to help pay down the pension liability	09/30/24	Annual budget document
Keep debt between 3% & 8% of total operating budget	09/30/24	FY 2025 Budget
Maintain 25% of General Fund unassigned reserve balance based on total operating budget plus debt service	09/30/24	FY 2025 Budget

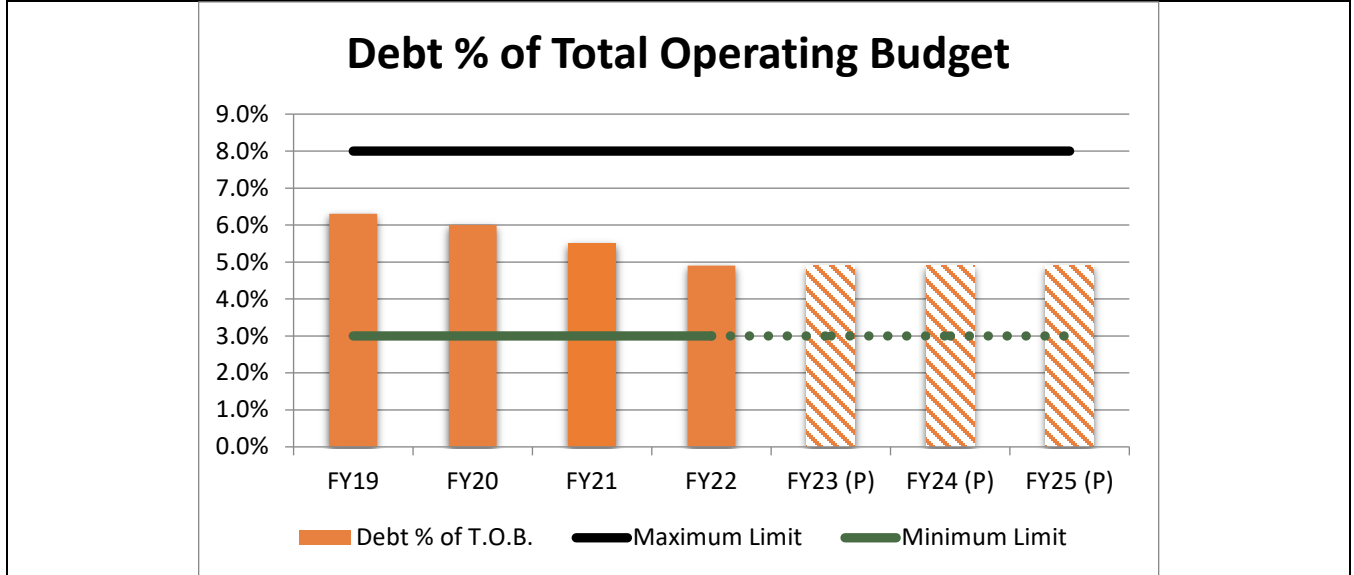
Resource requirements (what do we need to succeed?)

- Finances (detailed listing of expected costs):

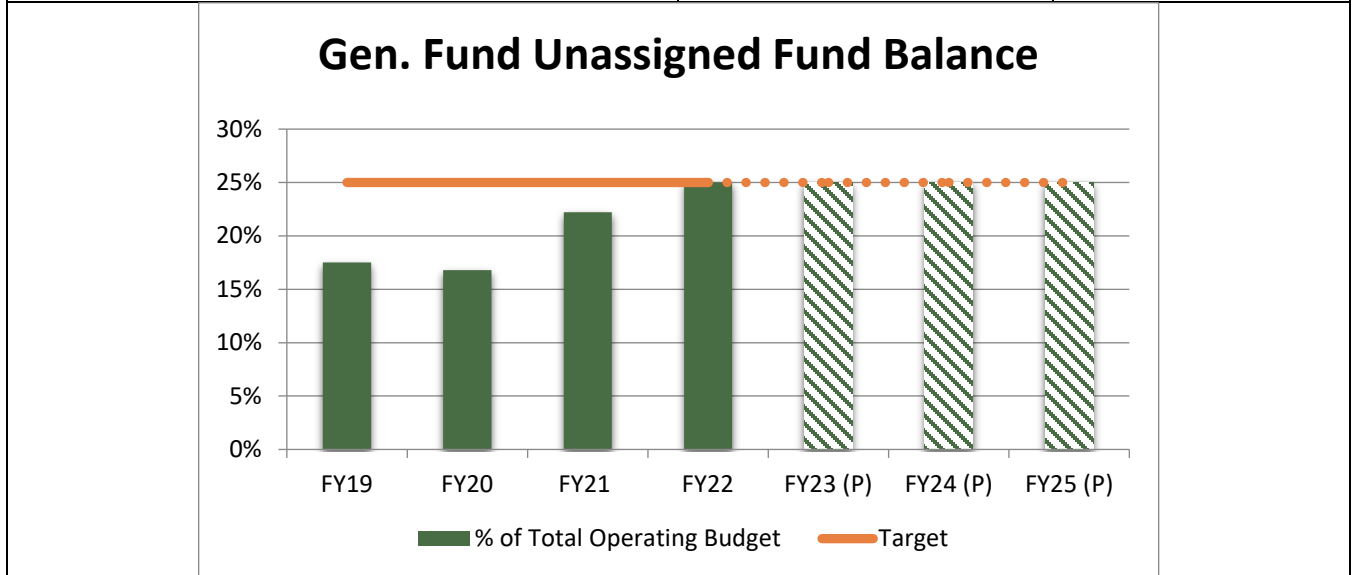
\$ Amount	Purpose
\$ 5,000,000	Annual funding required

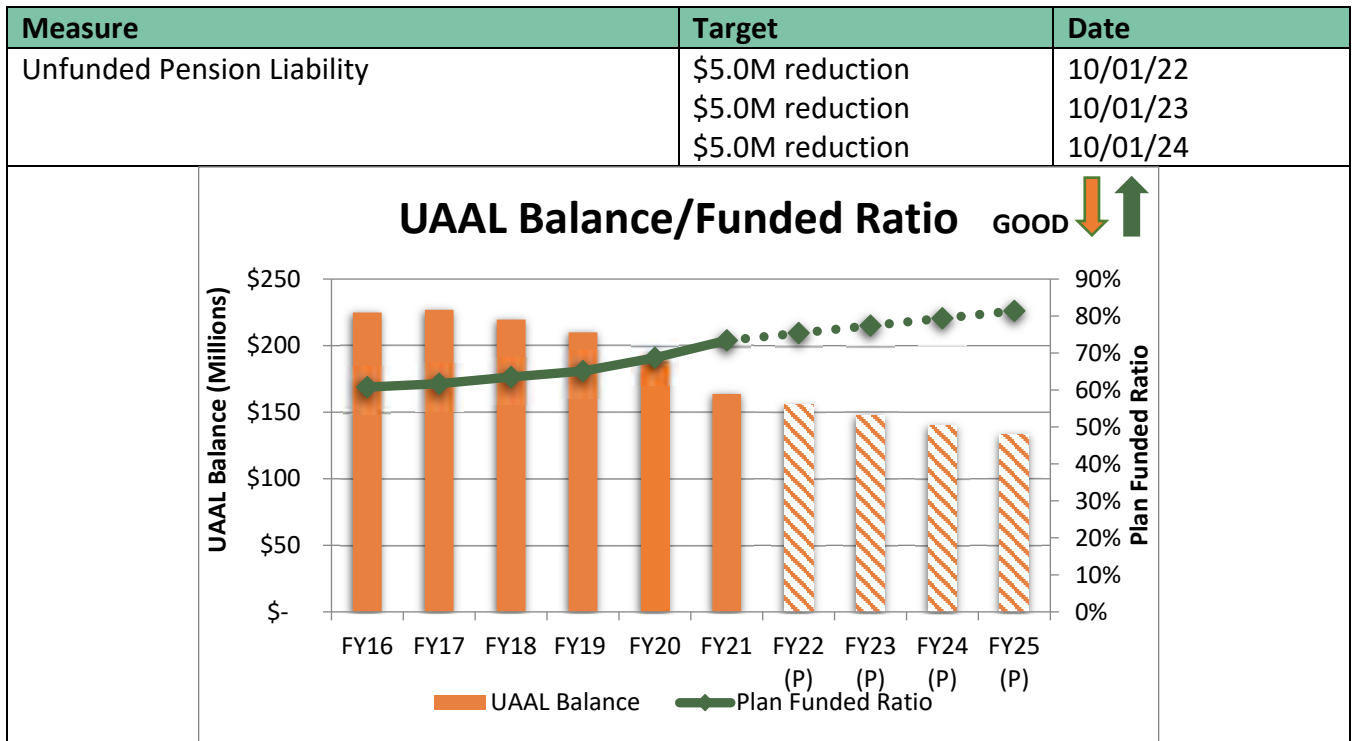
Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Debt % of total operating budget	Between 3% & 8%	10/01/22
	Between 3% & 8%	10/01/23
	Between 3% & 8%	10/01/24



General Fund unassigned reserve level	25%	10/01/22
	25%	10/01/23
	25%	10/01/24





Frequency & venue of review

- Debt Ratio and Unfunded Pension Liability - at time of annual budget adoption
- General Fund Reserve % – at time of year-end closing process

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents, City Commission, Businesses	City Financial Stability, Prestige, Attracts quality businesses & developments	Funds used to pay down unfunded liability are not available for other strategic initiatives
Workforce	Greater satisfaction that their retirement system is viable	None

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

- Money:
 - Costs: \$5.0M

Action Plan Worksheet



Action Plan Owner: Diana M. Gomez, Finance Director

Action Plan Name: 3.1.2-1 Attain \$2.0M of grant funding by 2025

Strategic plan alignment

- Objective – 3 – Financial Excellence - Ensure financial sustainability in order to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
 - Goal 3.1 – Ensure the financial integrity and sustainability of the city.

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

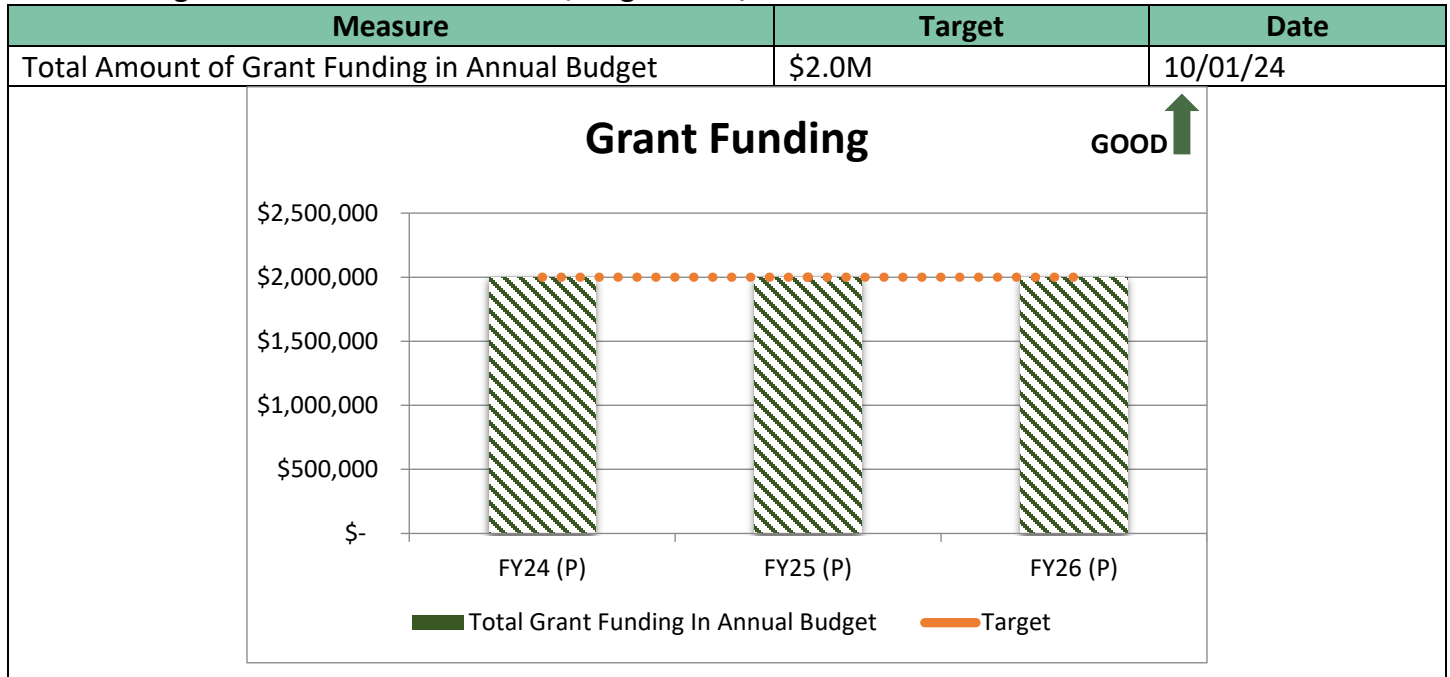
What must be done	By When	How will it be evident
Research funding opportunities for citywide projects (Federal, State, Miami Dade County and Private) Prioritize the funding opportunities.	Done on a daily basis	Identify citywide projects that meet the eligibility criterion of the funding opportunities.
Target of grant applications for citywide projects (Federal, State, Miami Dade County and Private) dependent of City match funding availability.	Done on a daily basis	Actual grant applications submitted.
Target number of grants to be awarded to the City in the fiscal year.	Quarterly	Actual grant awarded to the City in the fiscal year.
Target number of grants being worked in the fiscal year.	Quarterly	Actual number of grants being worked in the fiscal year.

Resource requirements (what do we need to succeed?)

- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$2.0M	Annual funding required from grants. Also, there is a possibility of having a matching component requirement from the City.

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



Frequency & venue of review

- Quarterly with the City Manager
- Annually, during the budgeting process

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents and City Commission	City funds can be diverted to other projects/initiatives	Matching requirement for grants will require funding

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

- Money:
 - Costs: \$2.0M per year

Action Plan Worksheet



Action Plan Owner: Diana M. Gomez, Finance Director

Action Plan Name: 3.1.3-1 Maintain Reserve Balance of 25% for Operating Budget

Strategic plan alignment

- Objective – 3 – Financial Excellence - Ensure financial sustainability in order to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
 - Goal 3.1 - Ensure the financial integrity and sustainability of the city.

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Adjusting fund balance during fiscal year closeout process to meet 25% reserve requirement	09/30/22	Unassigned fund balance will equal 25% of the total operating budget + debt service as indicated in the annual financial statements
Adjusting fund balance during fiscal year closeout process to meet 25% reserve requirement	09/30/23	Unassigned fund balance will equal 25% of the total operating budget + debt service as indicated in the annual financial statements
Adjusting fund balance during fiscal year closeout process to meet 25% reserve requirement	09/30/24	Unassigned fund balance will equal 25% of the total operating budget + debt service as indicated in the annual financial statements

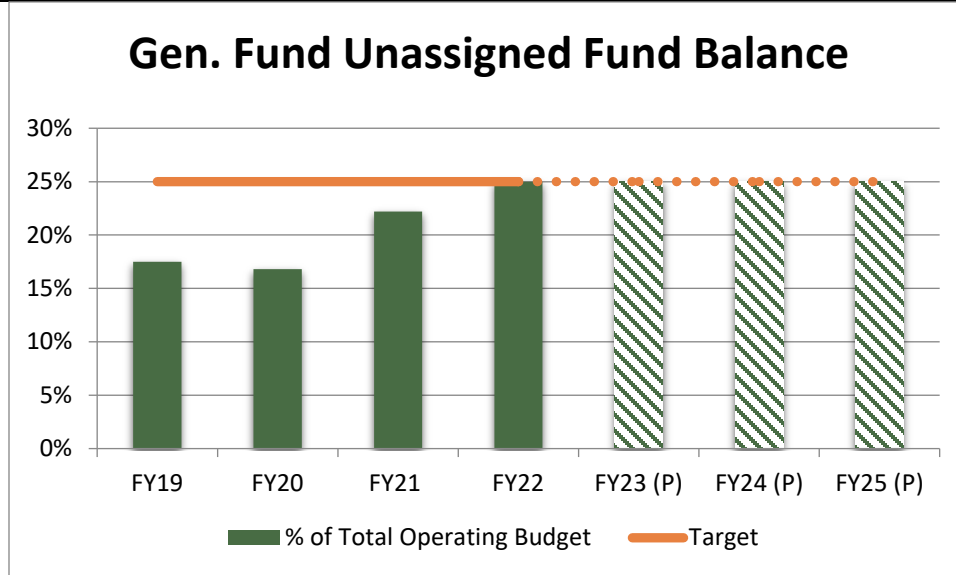
Resource requirements (what do we need to succeed?)

- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$1.0M - \$3.0M	Annual funding required

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

Measure	Target	Date
General Fund unassigned reserve level	25%	10/01/22
	25%	10/01/23
	25%	10/01/24



Frequency & venue of review

- Annually, during the fiscal year-end closing process

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

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

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

- Money:
 - Costs: \$1.0M to \$3.0M per year

Action Plan Worksheet



Action Plan Owner: Diana M. Gomez, Finance Director

Action Plan Name: 3.1.4-1 Implement an Operating Financial Sustainability Plan by 2025

Strategic plan alignment

- Objective – 3 Financial Excellence - Ensure financial sustainability in order to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
 - Goal 3.1 – Ensure the financial integrity and sustainability of the city.

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Meet with City Manager for preliminary discussion on the structure of the Financial Sustainability Plan	10/30/22	Meeting occurred with direction forward from the City Manager
Create a draft structure of the Plan	11/30/22	Draft Plan created
Meet with City Manager for his review, input and approval of the Draft Plan	11/30/22	Meeting occurred with Plan approval by City Manager
Share Plan structure with department directors via individual working meetings	01/31/23	Meetings occurred with Directors
Department directors prepare their respective list of cost reductions	02/15/23	Cost reductions submitted to Budget Office
Present department submissions to City Manager and work with department directors to fine tune	02/28/23	Submissions accepted/approved by City Manager
Finalize department submissions	02/28/23	Submissions finalized
Present to Commission	03/31/23	Plan approved
Develop and publish SOP	04/30/23	SOP approved by City Manager

Resource requirements (what do we need to succeed?)

- Budget Staff – cost development: 80 to 120 hours
- Department Directors – develop, select and prioritize items: 40 to 50 hours/directors

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

Measure	Target	Date
% of Cost reductions realized (by department)	10%	09/30/25

Frequency & venue of review

- Full status review at each milestone deadline with Finance Director
- Quarterly with City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents and City Commission	Continuity of key resident services and funding for capital improvement projects during economic downturns	Opportunity cost of more immediate use of funds for current operating and capital needs
City Departments	The City will have a fully approved and viable financial plan in place in case of an economic downturn. The plan would enable the City to continue to provide essential resident services, in addition to maintaining funding for ongoing capital infrastructure improvements.	Opportunity cost of more immediate use of funds for current operating and capital needs

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

- Money:
 - Costs: There are no direct costs associated with the implementation of this SOP
 - Savings: 10% cost reductions by City Departments.

Action Plan Worksheet



Action Plan Owner: Diana M. Gomez, Finance Director

Action Plan Name: 3.1.4-2 Implement A Capital Improvement Financial Sustainability Reserve (CIFSR) by 2025

Strategic plan alignment

- Objective – 3 – Financial Excellence - Ensure financial sustainability in order to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
 - Goal 3.1 - Ensure the financial integrity and sustainability of the city.

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
During the fiscal year-end closing process, adjust the CIFSR balance by \$1.0M	03/31/23	CIFSR reserve increase each year in the City's year- end financial statements
During the fiscal year-end closing process, adjust the CIFSR balance by \$1.0M	03/31/24	CIFSR reserve increase each year in the City's year- end financial statements
During the fiscal year-end closing process, adjust the CIFSR balance by \$1.0M	03/31/25	CIFSR reserve increase each year in the City's year- end financial statements

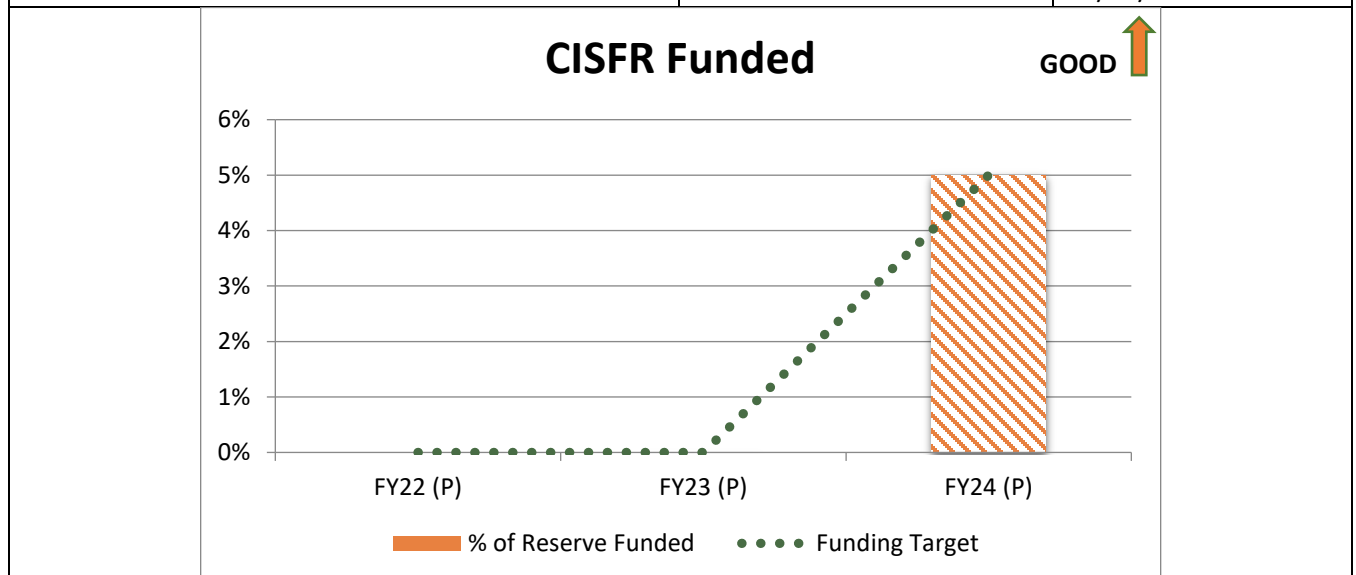
Resource requirements (what do we need to succeed?)

- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$1.0M	Annual funding required

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

Measure	Target	Date
% of reserve funded	0%	03/31/22
	0%	03/31/23
	5%	03/31/24



Frequency & venue of review

- Annually, during the fiscal year-end closing process

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents, City Commission, City Departments	Continuity of resident services and funding for capital improvement projects during economic downturns	Opportunity cost of more immediate use of funds for current operating and capital needs

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

- Money:
 - Costs: 1.0M/year added to reserve fund

Action Plan Worksheet



Action Plan Owner: Diana M. Gomez, Finance Director

Action Plan Name: 3.1.5-1 Fund a Minimum of an Additional \$5 Million Annually Above the Actuarial Required Contribution (ARC)

Strategic plan alignment

- Objective – 3 – Financial Excellence - Ensure financial sustainability in order to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
 - Goal 3.1 - Ensure the financial integrity and sustainability of the city.

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Fund a minimum of an additional \$5 Million above the ARC	09/30/22	Annual budget document
Fund a minimum of an additional \$5 Million above the ARC	09/30/23	Annual budget document
Fund a minimum of an additional \$5 Million above the ARC	09/30/24	Annual budget document

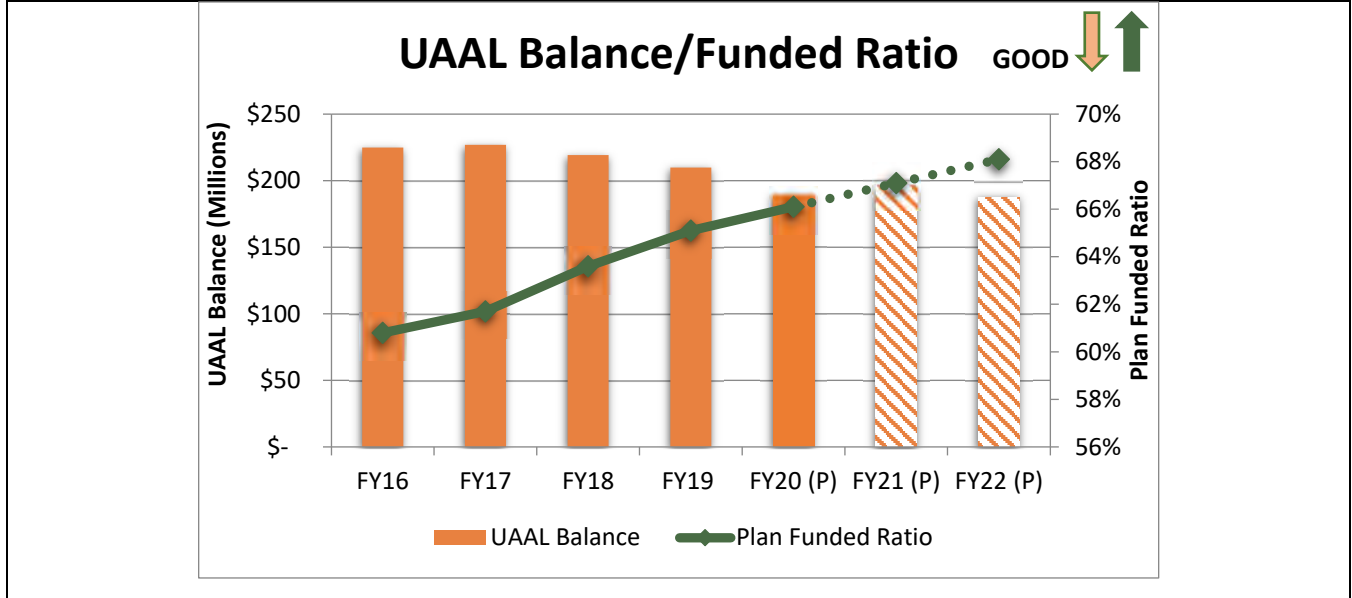
Resource requirements (what do we need to succeed?)

- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$5,000,000	Annual funding required above ARC

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

Measure	Target	Date
Pension contribution amount - additional payment to fund	\$5.0M	10/01/22
Unfunded Actuarial Accrued Liability (UAAL)	\$5.0M	10/01/23
	\$5.0M	10/01/24



Frequency & venue of review

- At time of annual budget adoption

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents, City Commission, & City Departments	Better City financial stability. Once unfunded liability is paid down, funds will be available for other operating and capital needs	Opportunity cost of more immediate use of \$5.0M for current operating and capital needs

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

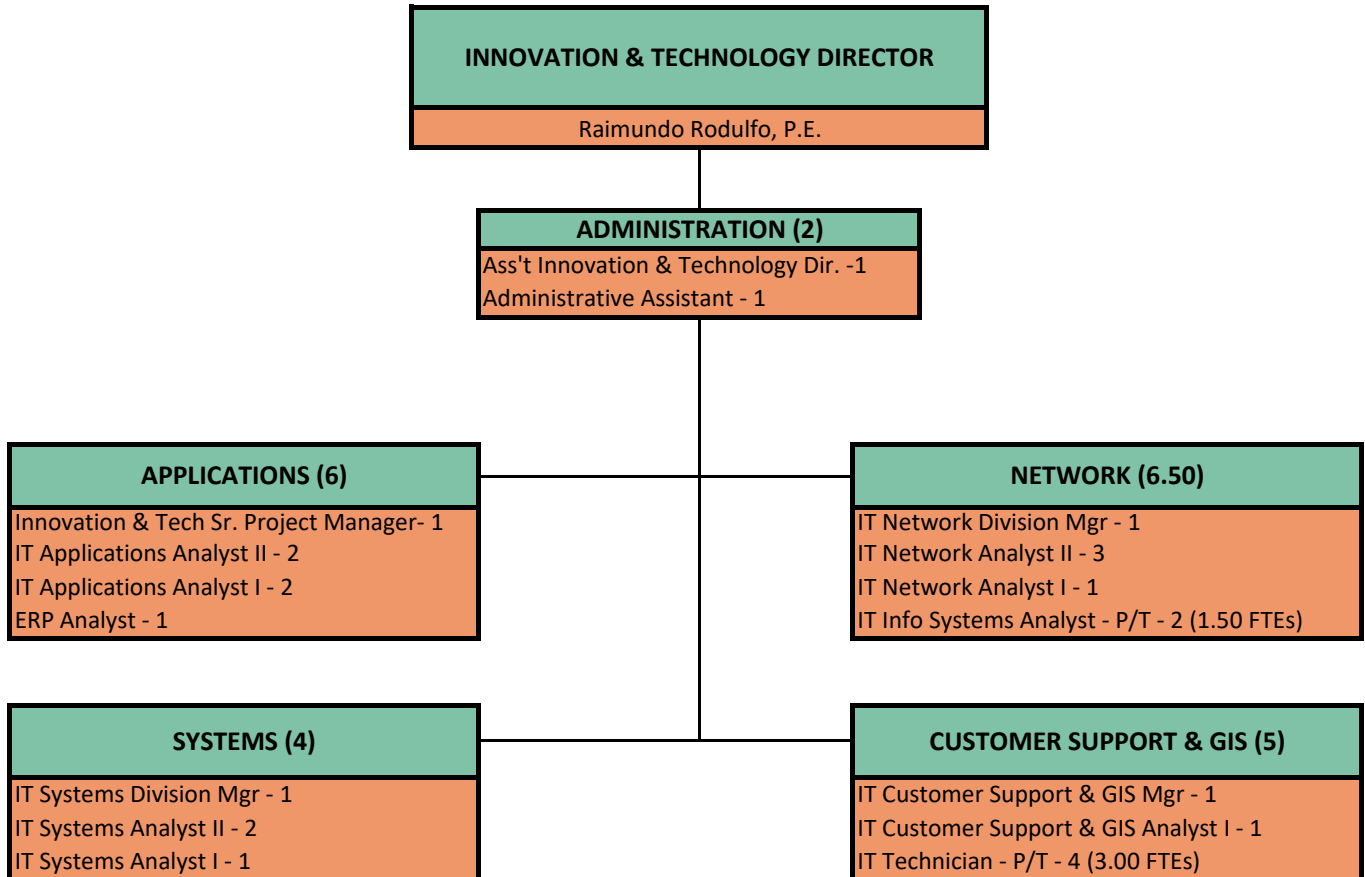
- Money:
 - Costs: \$5.0M per year
 - Lower pension costs over time – estimated at \$20.0M to \$25.0M/year
 - Ultimately the \$20.0M to \$25.0M will be available for other uses once the pension is fully funded



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**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

**INNOVATION & TECHNOLOGY
ORGANIZATION CHART**



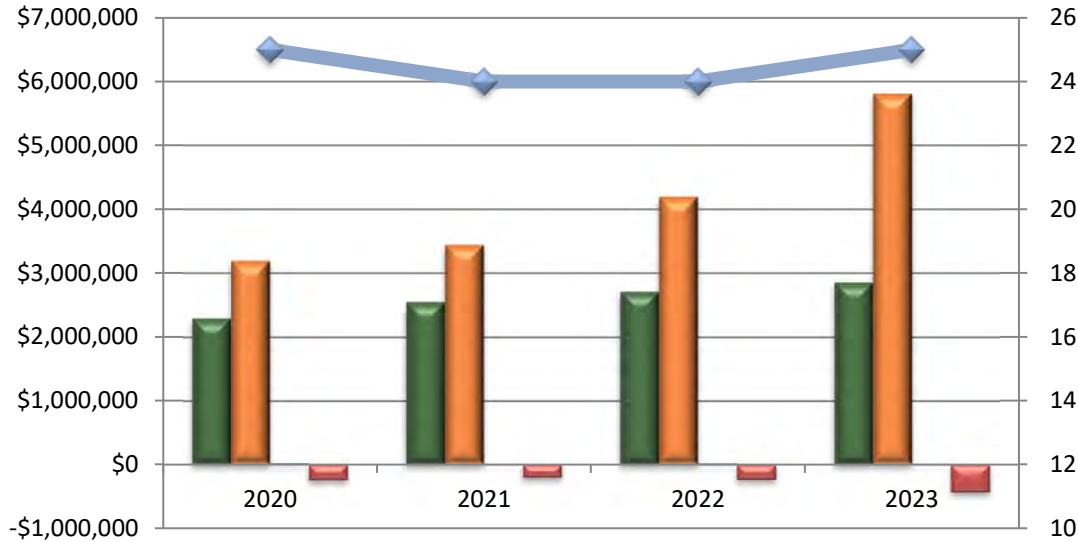
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



**INNOVATION & TECHNOLOGY
BUDGET AND POSITION SUMMARY**

	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
Salaries & Benefits	2,287,786	2,547,703	2,712,270	2,855,156
Operating Expenses	3,192,316	3,443,779	4,195,822	5,807,892
Capital Outlay	22,845	2,867	15,100	7,500
Non-Operating	<u>(240,656)</u>	<u>(199,635)</u>	<u>(234,076)</u>	<u>(428,166)</u>
TOTALS	<u>5,262,291</u>	<u>5,794,714</u>	<u>6,689,116</u>	<u>8,242,382</u>
Full Time Headcount	19.00	19.00	19.00	20.00
Part Time FTE's	<u>6.00</u>	<u>4.50</u>	<u>4.50</u>	<u>4.50</u>
Total Headcount & FTE's	<u>25.00</u>	<u>23.50</u>	<u>23.50</u>	<u>24.50</u>

EXPENDITURE/PERSONNEL COMPARISONS



■ Personal Services
 ■ Operating Expenses
 ■ Capital Outlay
■ Non-Operating
 ◆ No. of Positions

Innovation and Technology

Department Function:

The Innovation and Technology Department (CGIT) works together with the city's leadership and departments as a key strategic partner bringing value, efficiencies, resilience, innovation, and process improvements across organization through technology solutions, smart city initiatives and projects. CGIT also helps departments achieve accreditation and compliance with federal, state, county, city and industry standards and regulations. CGIT plays an important role in facilitating communication between employees, constituents and stakeholders; fostering innovation and collaboration, expediting tasks, increasing productivity and operational efficiencies, assessing and managing risks, and enhancing the delivery of citizen services. Smart technologies, digital transformation and innovation also help our City become more sustainable, resilient, and livable; improve quality of life and foster economic growth. CGIT is responsible for strategic planning, oversight, management, improvement and execution of citywide IT services, operations, infrastructure, and initiatives for the City's business needs. This includes, but is not limited to, service desk, digital services, business analysis, systems engineering, programming, data management and analytics, server and client computers, enterprise applications, wired and wireless telecommunications, cloud computing, cybersecurity, smart city technology and infrastructure, public safety technologies, process improvement, and compliance with government and industry standards and best practices.

Department Goals:

1. Provide a high quality of service for internal and external customers and stakeholders by pursuing a level of excellent customer service. Bring value to the City and its constituents by leveraging technology and creativity to achieve the City's vision and goals.
2. Provide the right technology solutions to ongoing and new requirements and challenges from internal and external customers and stakeholders. Provide adequate infrastructure resources and capacity for existing services and applications, and provision for planned enhancements, emergency scenarios, projected growth, and demand forecast.
3. Save costs and cut waste in infrastructure, services operations, energy use, carbon footprint, and maintenance overhead. Drive continuous improvement of citywide operations, maintenance, research and development practices through standardization, innovation, automation, citywide lean six sigma process improvements, quality assurance, and optimization of I.T. processes and infrastructure.
4. Advance Smart City programs with sustainable use of resources, citizen engagement, excellent public safety services and smart technologies for advanced and responsive citizen services. Leverage existing and emerging innovative technologies and skillsets to increase efficiency for the entire City. Implement smart technologies to improve quality of life, sustainability, resilience, and livability in our City.
5. Improve and guarantee resilience, security, quality assurance, business continuity and high availability of services during emergency events as well as during normal operations.
6. Facilitate compliance with federal, state, county, city and industry standards, best practices, rules, and regulations for information management, security and public safety, sustainability and environmental conservation, financial regulations, government controls, and any other applicable area of compliance.
7. Build and maintain a strong and cohesive team of I.T. professionals with high standards of responsiveness, integrity, dedication, competency, skillset, expertise, leadership, customer service, loyalty, innovation, accountability, collaboration and accessibility. A successful team that is focused on innovation, smart work, and exceptional customer service in a fiscally prudent manner. Enable those on the team we lead to reach and fulfill their own potential and goals.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

INNOVATION AND TECHNOLOGY

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ Completed the implementation and go-live of technology infrastructure and telecommunications for several construction projects, including: Fink Studio Renovation, Economic Development offices, Granada Pro Shop Low voltage/Physical Security, and other City projects.
- ✓ Technology planning, engineering and provisioning milestones for ongoing building projects, including: Development Services Center, Parking Garage 7, Mobility Hub, Granada Pro Shop, New Fire Station 4, Coral Gables Country Club, San Sebastian Gate entrance Solar CCTV solution, and other projects.
- ✓ Completed the construction and go-live of new fiber optics corridors connecting Alhambra Circle, Ponce de Leon, and other nodes.
- ✓ Completed planning, design and scope of work, and started work on a broadband and public Wi-Fi expansion project that will build 26 additional fiber optics segments, will connect multiple city buildings and facilities, and will install multiple additional smart city poles to improve connectivity, mobility, public safety, network resilience, situational awareness, digital inclusion, citizen services, and foster innovation, quality of life improvements and economic opportunities for the entire community.
- ✓ City of Coral Gables received the 2022 Smart City Innovation Excellence Award from the Smart Cities Council, an international organization headquartered in Washington D.C. The Smart Cities Council praised our City for being "a leader in applying technology to improve operational efficiencies, quality of life, public safety and mobility."
- ✓ Upgraded the city's smart city pole (Ekin Spotter) located on the Financial corridor in Downtown Coral Gables, with new modules and next generation technology: nano-hotspot with 5G, LTE and point-to-multi-point wireless, new environmental sensors, new 12MP cameras, and other capabilities. Integrated the smart city pole with the City's Urban Analytics AI platform, to provide sensor dashboards to public users and city staff at the Community Intelligence Center.
- ✓ Provisioned the technology for the Coral Gables Police state-of-the-art new Mobile Command Post (MCP) and supported its deployment at the Carnival on the Mile event.
- ✓ Developed multiple homegrown systems and applications, including: i. Various GIS applications (horizontal integration GIS platform, utility coordination GIS maps in collaboration with Miami-Dade County, smart districts infrastructure GIS map, planning and zoning apps, location-based notifications apps, fee/tax impact calculator apps, and others), ii. Public sentiment analytics public dashboard, iii. new modules of the Lobbyist system, iv. Automatic incident reports for Police, v. Hub Initiatives for citizen engagement, and other applications.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ Working with various City departments (Finance, Human Resources, Executive Steering Team and Working Groups), completed the User Acceptance Training (UAT) and System Integration testing (SIT) phases of the City's new Core Financial and HR Enterprise System (Infor CloudSuite). This enterprise business capabilities (EBC) advanced system will complete the transition to paperless processes and digital efficiencies citywide, integrating with several other enterprise systems recently implemented in key areas such as infrastructure services, community recreation, document management, permitting and land management.
- ✓ Working with Development Services, implemented the electronic plan review and code enforcement modules of the City's new EnerGov electronic permit system.
- ✓ Reengineered the Situational Awareness Dashboards of the Smart City Hub public platform with new traffic awareness dashboards (in Collaboration with University of Miami Institute of Data Science and Computing), new traffic and environmental sensor dashboards, and public sentiment analytics dashboards (developed by CGIT software engineers.) This tool provides valuable insight for first responders, traffic engineers, urban planners, and the public in general.
- ✓ Working with Public Works, started the testing and evaluation of new technologies for Waste Management and Fleet Management.
- ✓ Implemented a new printer and imaging management process, contract, and multi-function printer machines citywide with improved efficiency and paperless process integration.
- ✓ Created a GIS Innovation Lab at the I.T. Department 72nd Ave office location, and initiated multiple RD pilots, prototypes and experiments around 3D spatial computing, augmented/assisted/virtual reality, digital twins, blockchain and Web3 smart city use cases. The goal is to apply those exponential technologies to infrastructure maintenance, service platforms, operations, citizen engagement, building information modeling, and other uses.
- ✓ CGIT was recognized as one of the finalists (4 in the Americas region, 12 worldwide) in the Gartner Eye on Innovation Awards. These awards recognize government organization initiatives that make innovative use of data and emerging technologies to tangibly advance their progress toward digital government. Finalists are selected by benchmarking against world-class performance standards.
- ✓ Working with the Police and Fire departments, started multiple technology implementations and evaluations, including a new priority dispatch system for 911 communications, a new Public Safety CAD and RMS CloudSuite project, a body-work camera system, new messaging systems, drone operations, blockchain-based records management, and other public safety technologies.
- ✓ Working with the Director of Communications and the City Clerk, completed the implementation of a new Digital Experience Platform (DXP) city website.
- ✓ City of Coral Gables received three CyberTrust Awards (Impact and Pioneer in Local Government) at the NIST-sponsored Cybersecurity Symposium for Smart Cities 2021.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ Several upgrades to the City's cyberinfrastructure completed: i. Improved and enhanced the City's cybersecurity, network, and telecommunication infrastructure; ii. Wi-Fi network expansions; iii. Payment Card Industry (PCI) annual compliance program and other network audits; iv. CJIS and FDLE audit; v. Provisioning of smart lights (CCTV, IoT, public announcements) at multiple street-ends in the Monegro corridor (Aledo, Sarto); vi. Granada and 8th St ALPR and CCTV Pole, vii. Miracle Mile network electronics upgrade, viii. City Wide phone system upgrade, ix. New cloud Cashiering system, and other upgrades.
- ✓ Implemented a new Internet of Things (IoT) Solar trailer for traffic and mobility studies.
- ✓ Working with the Economic Development Department, completed the implementation of the City's new Property Portfolio and Real Estate Management System (Cartegraph PPM).
- ✓ Implementation of citywide Standard Operating Procedures (SOP) electronic platform, templates, systematic process, and best practices as per Baldrige criteria and benchmarks. Phase 1/2/3/4 department SOPs completed.
- ✓ Information Technology Department staff received several awards and recognitions, including Employee of the Year, Employee of the Month, Professional Administrative Certification of Excellence, Smart Cities Council recognition, and CyberTrust awards.
- ✓ Presented the City's smart city technology initiatives at professional events, creating productive partnerships with experts in academia, government and industry professional organizations and increasing outreach and adoption of City technologies.
- ✓ Authored and submitted papers and articles to professional publications, including engineering research papers for the Institute of Electrical and Electronics Engineers (IEEE) and the NIST GCTC smart city superclusters. Also, the Institute of Industrial and Systems Engineers (IISE), Gartner Inc., AWS, and e-Republic published case study papers and articles highlighting City of Coral Gables smart city initiatives and accomplishments.
- ✓ Several STEM research and education partnerships and collaboration initiatives with University of Miami, Florida International University, UC Berkeley, Georgia Tech, Department of Energy (DOE), Pacific Northwest National Lab (PNNL), U.S. Census Open Innovation Lab (COIL) The Opportunity Project (TOP), National Institute of Standards and Technology (NIST), World Business Angel Investment Forum (WBAF) Smart City Commission, Strata.AI (Data Science and AI education MOU), Government Blockchain Association (GBA), and other organizations. Also, collaborated with IEEE and NIST in the development of engineering standards and frameworks for smart cities.
- ✓ Continued working with the Economic Development Department on the U.S. Census The Opportunity Project (TOP) sprint 2021. In collaboration with the Census Open Innovation Lab (COIL), the Minority Business Development Agency (MBDA), and multiple technology teams and user advocates from the local business community, our TOP team developed practical solutions to help small businesses in Coral Gables leverage data and technology tools to connect with their customers, develop resilience, improve workforce digital literacy, and thrive in the digital economy.

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

INNOVATION & TECHNOLOGY

INDICATOR:	FY21			FY22		FY23
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Support tickets received	6,000	3,511	●	5,000	1,826	5,000
Support tickets closed	6,000	3,203	●	5,000	1,737	5,000
% of support tickets closed	100%	91.2%	●	100%	95.1%	100%
Number of projects implemented	60	76	●	62	65	65
Completed projects	36	64	●	38	49	38
CPU usage by City enterprise systems (<50%)	45%	35%	●	30%	35%	30%
Memory usage by City enterprise systems (<50%)	60%	49%	●	60%	49%	60%
System uptime on annual basis	99.90%	99.93%	●	99.90%	99.97%	99.90%
Number of servers citywide	37	42	●	45	42	45
Number of client devices (desktops, laptops, tablets, smartphones)	1,080	1,520	●	1,550	1,552	1,550
Number of network devices (routers/switches, firewalls/filters/gateways, wireless, phones, storage, audio/video, cameras, trailers)	940	1,311	●	1,310	1,310	1,310
Total number of applications supported	120	142	●	145	153	145
Home-grown applications	55	68	●	70	72	70
Off The Shelf (OTS) applications	65	74	●	75	81	75
E-Waste Processed/Disposed/Recycled (pounds) - cumulated metric since 2016	28500	28500	●	34000	32031	37000
IT Spending as a Percent of Operating Expense (<6.5% - 2021 gov't avg benchmark - Gartner Report)	6%	3.7%	●	6%	3.7%	6%
IT Spending Per Employee (<\$8,900 - 2021 gov't avg benchmark - Gartner Report)	\$8,900	\$5,932	●	\$8,900	\$6,457	\$9,000
IT FTE Employees as a Percent of Total Employees (<4.5% - 2021 gov't avg benchmark - Gartner Report)	4%	2.1%	●	4%	2.2%	4%

Legend

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



**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



001 GENERAL FUND
INNOVATION & TECHNOLOGY
3200 INNOVATION & TECHNOLOGY
 519 OTHER GENERAL GOVERNMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0112	Information Technology Director	1.00	1.00	1.00	1.00	\$ 197,937
0116	Ass't Information Technology Director	1.00	1.00	1.00	1.00	143,628
5034	Innovation & Tech Sr. Project Manager	1.00	1.00	1.00	1.00	132,586
5038	IT Customer Support & GIS Division Mgr	1.00	1.00	1.00	1.00	107,747
5042	IT Network Division Mgr	1.00	1.00	1.00	1.00	101,680
5043	IT Systems Division Mgr	1.00	1.00	1.00	1.00	105,631
0127	IT Applications Analyst II	1.00	3.00	2.00	2.00	145,257
0128	IT Systems Analyst II	1.00	2.00	2.00	2.00	154,903
0129	IT Network Analyst II	2.00	3.00	3.00	3.00	212,498
9030	ERP Analyst	-	-	-	1.00	14,402
0602	Administrative Assistant	1.00	1.00	1.00	1.00	49,138
0121	IT Applications Analyst I	1.00	1.00	2.00	2.00	105,418
0122	IT Customer Support & GIS Analyst I	1.00	1.00	1.00	1.00	55,319
0123	IT Network Analyst I	2.00	1.00	1.00	1.00	52,972
5044	IT Applications Analyst I	1.00	-	-	-	-
0124	IT Systems Analyst I	2.00	1.00	1.00	1.00	57,137
5036	IT Crime Data Analyst	1.00	-	-	-	-
8888	Overtime	-	-	-	-	28,000
TOTAL FULL TIME HEADCOUNT		19.00	19.00	19.00	20.00	1,664,253
<u>PART TIME POSITIONS</u>						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0130	IT Info Systems Analyst - P/T	2	1.50	1.50	1.50	78,329
0203	IT Technician - P/T	4	4.50	3.00	3.00	124,274
TOTAL PART TIME FTE's		6	6.00	4.50	4.50	202,603
TOTAL			25.00	23.50	23.50	\$ 1,866,856

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 1,505,756	\$ 1,674,289	\$ 1,772,903	\$ 1,866,856
2000 Employee Benefits - See Other Cost Dist.	782,030	873,414	939,367	988,300
3190 Other Professional Services	225,484	180,397	228,955	641,575
3191 Other Professional Services - Reimbursable	(1,342)	-	7,134	-
4020 Central Garage Motor Pool Oper	51,012	48,974	59,294	45,211
4021 Central Garage Motor Pool Repl	-	-	-	15,550
4090 Other Transportation Expense	10,395	9,875	10,395	10,395
4091 Cell Phone Allowance	-	240	2,400	-
4110 Telecom Services	860,107	1,063,001	1,247,160	1,315,280
4111 Employee Cellular Payroll Deduction	(35,060)	(24,620)	(35,000)	(24,000)
4410 Rental of Machinery and Equipment	2,914	2,598	3,000	3,000

EXPENDITURE DETAIL

	<u>2019-2020</u> <u>ACTUAL</u>	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>BUDGET</u>	<u>2022-2023</u> <u>ESTIMATE</u>
4420 General Services Cost - See Other Cost Dist.	36,632	36,856	36,819	38,228
4550 General Liability Insurance	78,491	80,910	82,164	106,308
4630 Repair/Maint. of Machinery & Equipment	-	271	500	500
4710 Special Printed Forms	600	589	500	500
5100 Office Supplies	2,321	3,497	5,500	5,500
5215 Small Tools & Minor Equipment	8,685	8,203	7,500	7,500
5400 Membership Dues and Subscriptions	839	1,055	2,471	2,471
5401 Software Subscriptions & Maintenance	1,532,259	1,624,147	1,821,556	2,625,947
5402 Computer Hardware - Maintenance	380,594	401,157	689,499	983,927
5410 Employee Training	38,385	6,629	15,975	20,000
6431 Computer Hardware Replacement	22,845	2,676	15,100	7,500
6440 Equipment Additions	-	191	-	-
7195 Contingency for Budget Reduction	-	-	10,000	10,000
9010 Intradepartmental Credits	<u>(240,656)</u>	<u>(199,635)</u>	<u>(234,076)</u>	<u>1 (428,166)</u>
TOTAL	<u>\$ 5,262,291</u>	<u>\$ 5,794,714</u>	<u>\$ 6,689,116</u>	<u>\$ 8,242,382</u>

1. Administrative departments cost distributed to Development Services Building Division.



Action Plan Worksheet

Action Plan Owner: Raimundo Rodulfo, Innovation & Technology Director

Action Plan Name: 4.1.1-1 Citywide Horizontal Integration of Enterprise Systems and Dashboards

Strategic plan alignment:

- Objective – 4 – Process Excellence: Optimize city processes and operations to provide cost-effective services that efficiently utilize City resources
 - Goal 1 - Enhance the effectiveness of key city processes

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Elicit requirements and key metrics information from City department and officials for actionable data dashboards. Perform team meetings to analyze requirements and determine data parameters, thresholds and guidelines for triggers and visualization.	12/31/20	Business Analysis requirement sheets completed from interviews and questionnaires with department heads and city management
Mockup design and prototyping of dashboards for three layers: City Management, Departmental supervisors, and Hands-on/Field teams. Build the dashboards from relevant key metrics with actionable information.	03/31/20	Mockup design sheets and renderings
Develop project charter and scope of work. Stakeholder review and acceptance.	03/31/20	Accepted project charter document
Build an internal City Management Dashboard (CMD) platform on GIS	09/30/22	New CMD platform is accessible by authorized City users from any device connected to the Internet; GIS datasets can be accessed from the platform.
Approval of resource requirements by Budget Office	10/01/22	Decision Packages approved
Procurement of Identity Management System, Cloud-based Electronic Document Management System, and integration professional services	12/31/22	Purchase orders issued
Role-based Identity and Access Management Integration Citywide	03/31/23	Single-sign-on with role-based authentication works effectively on main enterprise systems (ERP, EOS, Asset management, GIS, document management, public safety, etc.) and on the new CMD platform
Connect and populate enterprise data sources into the City Management Dashboard and the Smart City Hub	12/31/23	Data is discoverable in the CMD GIS platform and the smart city hub

What must be done	By When	How will it be evident
Implement and Integrate Cloud-based Enterprise Document Management platform	12/31/23	Records are shared between the document management and other enterprise systems (permits, land management, asset management, etc.)
Build customer-driven data visualization and business intelligence data analytics dashboards in the cloud	03/31/24	Real-time data dashboards are accessible in their cloud silos
Integrate all dashboards and analytics in the City Management dashboard (CMD) platform	06/30/24	Real-time data dashboards are accessible in the CMD platform from any device connected to the Internet
Testing and validation, Training Citi-wide, and go-live	09/30/24	Testing acceptance sheets from stakeholders and training attendance sheets. New CMD platform is accessible from any device connected to the Internet.
Elicit requirements and key metrics information from City department and officials for actionable data dashboards. Perform team meetings to analyze requirements and determine data parameters, thresholds and guidelines for triggers and visualization.	12/31/20	Business Analysis requirement sheets completed from interviews and questionnaires with department heads and city management
Mockup design and prototyping of dashboards for three layers: City Management, Departmental supervisors, and Hands-on/Field teams. Build the dashboards from relevant key metrics with actionable information.	03/31/20	Mockup design sheets and renderings
Develop project charter and scope of work. Stakeholder review and acceptance.	03/31/20	Accepted project charter document
Build an internal City Management Dashboard (CMD) platform on GIS	09/30/22	New CMD platform is accessible by authorized City users from any device connected to the Internet; GIS datasets can be accessed from the platform.
Procurement of Identity Management System, Cloud-based Electronic Document Management System, and integration professional services	12/31/22	Purchase orders issued
Role-based Identity and Access Management Integration Citywide	03/31/23	Single-sign-on with role-based authentication works effectively on main enterprise systems (ERP, EOS, Asset management, GIS, document management, public safety, etc.) and on the new CMD platform
Inter-cloud data replication (City Hybrid Cloud-Azure-AWS-ESRI-ERP)	03/31/23	Data is shared between cloud systems, for example: Cisco IoT and Azure exchange sensor data, Land Management & facility Management enterprise systems share data by location, etc.

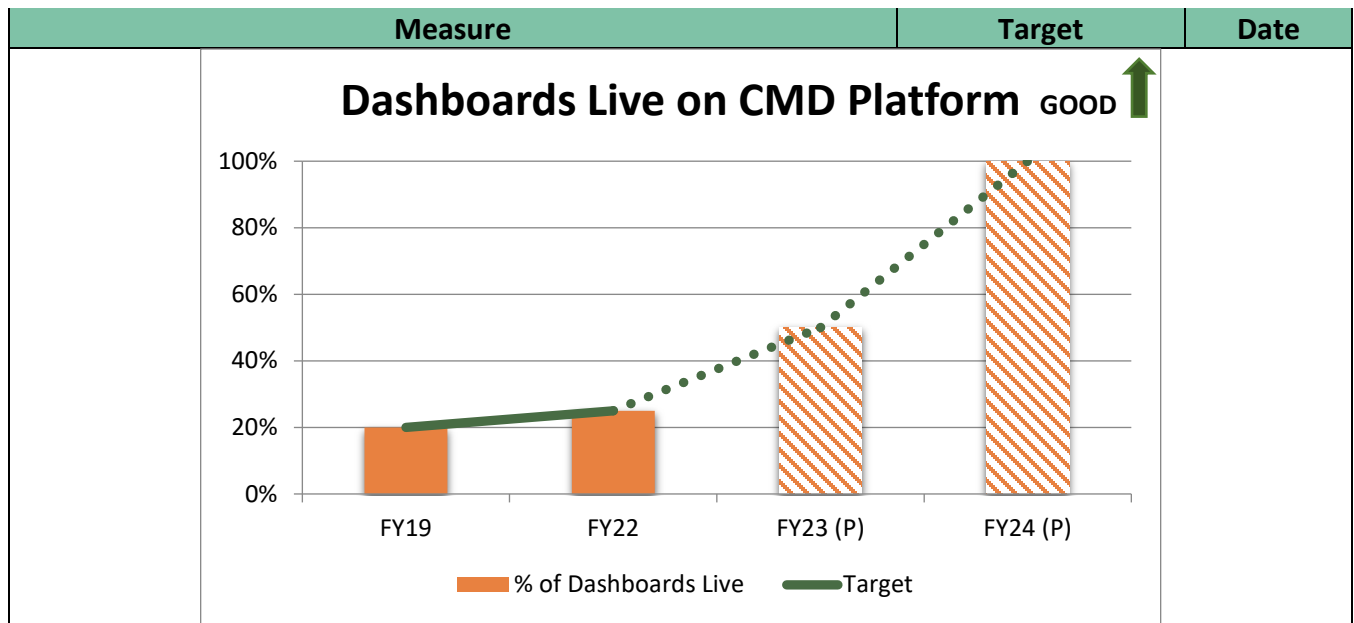
Resource requirements (what do we need to succeed?)

- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 60,000	Ongoing funding to acquire subscriptions from a cloud solutions broker, single sign-on & role-based identity management system in FY23
\$ 70,000	Acquisition of cloud document management system (acquired in previous year)
\$ 30,000	200 hours of professional services of developing and integration in FY23
\$ 160,000	Total

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

Measure	Target	Date
Internal customer (City departments) satisfaction	95% satisfied/very satisfied	09/30/23
Percentage of department dashboard mockups designed and accepted	75% 100%	03/31/23 09/30/24
<div style="text-align: center;"> <p>Dashboards Designed & Accepted GOOD </p> <p>Legend: █ % Completed —●— Target</p> </div>		
Number of enterprise systems with single-sign-on and inter-cloud data sharing	3	03/31/20
	6	03/31/22
	10	03/31/23
Percentage of department dashboards live on the CMD platform	25%	09/30/22
	50%	09/30/23
	100%	09/30/24



Frequency & venue of review

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

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Manager, ACM, City Officials	Increased visibility into horizontally integrated location-aware data. Improved situational awareness and insight from real-time data to aid decision making, and resource allocation processes. Track quality of life and customer service performance levels (sustainability, resilience, livability).	Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards.
Department Heads and Supervisors	Ability to access inter-departmental data for easier project planning and solutions design. Increased operational efficiencies and effectiveness from real-time visibility over departmental metrics and customer satisfaction metrics.	Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards.
Hands-on & Field Teams	Reduced manual data entry, reconciliation, and reporting processes. Improved workday planning.	Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards.
Public Safety	Improve visibility, situational awareness and decision-making historical and predictive analytics on public safety data such as crime analysis, real-time traffic, EMS, Fire, 911 PSAP, CAD & RMS, communications, EOC, CIC and others.	Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards.

Stakeholder Group	Potential positive impact	Potential negative impact
Development Services, Economic Development, Public Engagement teams	Provide customer-driven reporting, actionable data and insight to manage permitting, inspections, plan review, developments, planning, concurrency impact, parcel properties, real estate, business licenses, business development, economic growth, marketing, public communications and other parameters. This data will help to promptly detect issues in operations and customer service and apply timely corrections.	Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards.
Public Works, Parks, Historical, Parking Infrastructure teams	Provide actionable data and insight to manage infrastructure and operations to improve maintenance, monitoring of performance and condition of buildings, equipment and ROW assets lifecycle, water and energy consumption, CIP, and other areas. This data will help to promptly detect issues in operations and status and condition of buildings, facilities and ROW assets, and apply timely corrections.	Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards.
Finance	Increased oversight, accountability and transparency on financial management and transactions with real-time visibility and business intelligence analytics over accounts, revenues, expenditures, for financial planning and decision making.	Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards.
Citizens	Increased data transparency, inclusion, accessibility and citizen engagement.	Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards.

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

- Money:
 - Costs: \$160,000
 - Benefits: \$25,000 reduction in annual IT costs reduction from eliminating the cost of legacy document management system.
- Other benefits:
 - Increased transparency and accountability
 - Cyber-risk reduction and increased security posture from integrated identity management across City enterprise systems, clouds, and platforms. It helps with compliance, accreditation, and ratings.



Action Plan Worksheet

Action Plan Owner: Raimundo Rodulfo, Innovation & Technology Director

Action Plan Name: 4.1.2-1 Implement citywide paperless processes and digital efficiencies by 2023

Strategic plan alignment:

- Objective – 4 – Process Excellence: Optimize city processes and operations to provide cost-effective services that efficiently utilize City resources
 - Goal 1 - Enhance the effectiveness of key city processes

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
New City Website / DXP - go live	06/30/22	Website Live and in Production
Other systems/electronic processes: Cartegraph Property Mgmt module – go-live & integration, 2022 - metrics: post-go-live user satisfaction, number of leases/properties	09/30/22	System Live and in Production
Approval of resource requirements by Budget Office	10/01/22	Decision Packages Approved
EnerGov LMS and Development Service Center building technology - complete bldg. tech, ePR/Code Enf/BT licensing	12/31/22	System Live and in Production
Police & Fire Priority Dispatch System (ProQA): - metrics: response times, system network performance metrics, customer satisfaction from officers/dispatchers/callers – improve Police/Fire/911 communication, call taking, dispatch, computer operations, incident response, digital functionalities.	12/31/22	System Live and in Production
Infor Cloudsuite ERP (Finance/HR/SCM) - go live and integration	01/31/23	System Live and in Production
Automotive system replacement- metrics: post-go-live user satisfaction, number of fleet vehicles/repair orders	09/30/23	System Live and in Production
Waste Management electronic process and system implementation - paperless, improve efficiencies and interoperability	09/30/23	System Live and in Production
Revamp City's mobile app and CRM/311 platforms	12/31/24	Apps Live and in Production
Police/Fire/911 CAD and Police RMS systems replacement - go live New CAD/RMS CloudSuite System	09/30/25	System Live and in Production

Resource requirements (what do we need to succeed?)

- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$45,360	Additional Cellular Data Public Works, Fire, Dev Services, Parks and Rec - \$15,120 annually
\$175,000	City Mobile App Replacement - \$100,000 one-time cost and \$25,000 annually
\$267,000	Solid Waste Management System - \$89,000 annually
\$225,285	Automotive Management System - \$75,095 annually
\$52,500	Priority Dispatch Police and Fire Ongoing Annual Maintenance - \$17,000 annually
\$60,000	Forerunner Floodplain and CRS Management - \$20,000 annually
\$90,000	BlueBeam Electronic Signature Software - \$30,000 annually
\$150,000	New City Website Platform Support - \$50,000 annually
\$30,000	Cartegraph New Modules And New Users Maintenance – One-time cost
\$2,160,000	INFOR + WFM + CityBase + Questica ERP Annual Maintenance and Support - \$720,000 annually
\$900,000	Inflation Escalation Costs - \$300,000 annually
\$4,155,145	Total

- Other
 - Space, equipment, etc.

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

Measure	Target	Date
paperless processes implemented	100%	09/30/25
number of modules and city functions moved and live in the systems	100%	09/30/25
post-go-live customer acceptance	100%	09/30/25
improved operational efficiencies (KPIs)	25%	09/30/25
improved citizen services and digital experience	25%	09/30/25
Post-go-live transactions process acceptance	100%	09/30/25
web pages and digital services live, citizen satisfaction, SEO web traffic metrics, citizen engagement metrics acceptance	100%	09/30/25

Frequency & venue of review

- Weekly project team meetings.
- Weekly/monthly/quarterly reports to management and stakeholders.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	improve Employees, Police/Fire/911 communication, call taking, dispatch, computer operations, incident response, digital functionalities.	Initial discomfort in adjusting to new processes
Program / Subject Matter Experts	More time available for more value-added activities	Initial discomfort in helping others in adjusting to new processes
Sr. Leadership	Improved visibility, reporting, data-driven capabilities	Funds and other resources used for this project are not available for other strategic initiatives
Commissioners	Increased engagement due to staff reaching environmental impact goals	Funds and other resources used for this project are not available for other strategic initiatives
Customers	Improved customer experience	None
Regulators	Improved auditing processes	None

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

- Efficiencies and cost reductions from increased efficiencies, visibility and situational awareness for decision making, resource allocation planning and operations.
- Increased transparency and accountability
- Cyber-risk reduction and increased security posture from integrated identity management across City enterprise systems, clouds, and platforms. It helps with compliance, accreditation, and ratings.

Negative:

- New costs: additional annual costs to implement and support the new enterprise systems and the new cloud infrastructure (already included in the project budget plans).



Action Plan Worksheet

Action Plan Owner: Raimundo Rodulfo, Innovation & Technology Director

Action Plan Name: 4.1.3-1 Implement Smart and Connected Districts, Buildings, and Facilities (Broadband)

Strategic plan alignment:

- Objective – 4 – Process Excellence: Optimize city processes and operations to provide cost-effective services that efficiently utilize City resources
 - Goal 1 - Enhance the effectiveness of key city processes
- Objective – 6 – Sustainability-focused Excellence: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
 - Goal 2 - Support the use of environmentally friendly practices.

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Expansion of smart districts – broadband/digital inclusion, fiber optics corridors, wireless/public Wi-Fi networks, smart poles/IoT traffic/safety/camera/environmental sensors – 5 phases of expansion	09/30/25	Technology Infrastructure installed, lit and in production
New construction projects, with technology infrastructure and smart building capabilities: PG7, FS4, Mobility Hub, technology provisioning completion	09/30/25	Technology Infrastructure installed, lit and in production
Building renovation projects, with technology infrastructure and smart building capabilities: 427 DSC, City Hall, Fink Studio	09/30/25	Technology Infrastructure installed, lit and in production
Increase monitoring capability from 2 to 9 sensors by 2025 to analyze, understand, and efficiently improve water quality	09/30/25	9 sensors will be active measuring water quality
Increase monitoring capability from 5 to 16 sensors by 2025 to analyze, understand, and efficiently improve air quality	09/30/25	16 sensors will be active measuring air quality

Resource requirements (what do we need to succeed?)

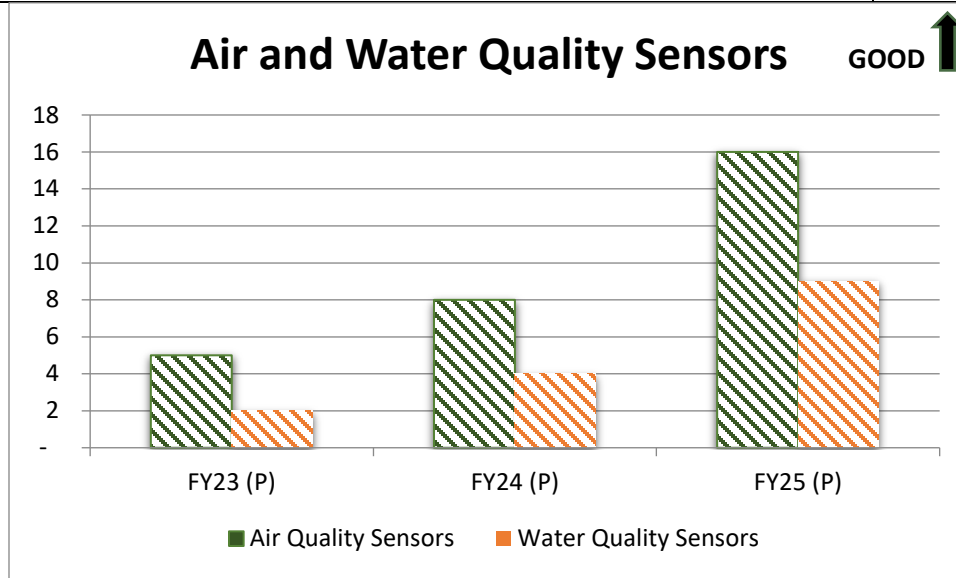
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 2,756,000	Smart City Broadband as part of Wi-Fi CIP project
\$ 2,756,000	Total

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

Measure	Target	Date
Number of districts completed with broadband, wi-fi & wireless/5G connectivity areas, buildings connected, smart/connected mobility, traffic/public safety, connectivity/visibility/automation efficiencies, smart kiosks, smart streets, number of users impacted	9 (districts A to I)	09/30/25

Measure	Target	Date
Number of water quality sensors	9	09/30/25
Number of air quality sensors	16	09/30/25



Frequency & venue of review

- Weekly project team meeting.
- Weekly/monthly/quarterly report to City Manager.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents, Visitors, Businesses, Employees	<ul style="list-style-type: none"> • Impact on quality of life: mobility, public safety, digital inclusion, and high-speed connectivity (telehealth, tele-edu, telework, MaaS, V2E), foster innovation, entrepreneurship, job creation, economic growth • value-adding, safer, greener, more resilient, smarter, more functional infrastructure for public services 	<ul style="list-style-type: none"> • Increased cyber risks (need to be properly mitigated with best practices)

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

Previous studies on the impact of broadband and smart cities infrastructure (e.g.: Brookings Institute Studies) have found a significant ROI and economic growth from investment, entrepreneurship, jobs creation and opportunities, innovation/patents, digital inclusion, tech entrepreneurship, incubators/accelerators/scaleups, techno-parks, and other effects. Results vary from place to place, but are consistently positive.

- Money:
 - Costs: \$2,756,000
 - Benefits: Undetermined
 - Time to see return on investment: Undetermined



Action Plan Worksheet

Action Plan Owner: Raimundo Rodulfo, Innovation & Technology Director

Action Plan Name: 4.2.5-1 Implement a systematic program for process improvement by 2025

Strategic plan alignment:

- Objective – 4 – Process Excellence: Optimize city processes and operations to provide cost-effective services that efficiently utilize City resources
 - Goal 2 - Increase the efficiency of key resource utilization and service processes

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Develop with FIU a syllabus/curriculum for an annual Lean Six Sigma Green Belt training and certification for new supervisors/managers	09/30/23	Syllabus completed
Develop with HR and SkillSoft an internal annual Lean Six Sigma and Process Improvement online training program	09/30/23	Recurring courses added to the Skillsoft online catalog
Year 1 green belt FIU training implementation funding and coordination with faculty	09/30/24	FIU student registered, and classes scheduled
Year 1 green belt FIU training implementation execution	09/30/25	Certificates of completion and certifications
Year 1 Skillsoft online training implementation coordination with HR and department directors	06/30/24	SkillSoft online courses and tests assigned to staff by HR, with deadlines
Year 1 Skillsoft online training implementation execution – by deadline	09/30/25	SkillSoft course and test pass completion records
Develop and start with a retained LSS consultant an internal annual Lean Six Sigma and Process Improvement training and Kaizen Blitz hands-on/actionable workshop program	09/30/25	Process Improvement hands-on workshop program content developed, funded, and first iteration executed.

Resource requirements (what do we need to succeed?)

- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 50,000	Annual FIU LSS GB Course/Certification for ~10 new supervisors in FY24
\$ 50,000	Annual LSS Process Improvement Consulting Services in FY24
\$ 100,000	Total

- Technology:
 - The City already has an HR Op-Ex budgeted item for SkillSoft LMS annual SaaS cost

- Knowledge/Training:
 - All staff – 1000 hours of online LSS training per year (1000 employees, 1 hour course) + 2 x 16-hour workshops a year for 50 managerial staff = 1600 hours + 80 hour FIU course * 10 new supervisors = 800 hr. Total Hours / year: 3400 training manhours
- Other
 - Space, equipment, etc.: will use City and FIU facilities/network/resources already included above.

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

Measure	Target	Date
Number of additional staff trained and certified by FIU	10	09/30/25
Number of employees trained online	1000	09/30/25
Number of employees that attended the hands-on workshops	50	09/30/25
Number of departmental processes improved	20	09/30/25
Cost Savings	5% reduction on process costs	09/30/25
Operational Efficiencies	5% improvement on process KPIs	09/30/25

Frequency & venue of review

- Weekly project team meeting.
- Weekly/monthly/quarterly report to City Manager.

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

Stakeholder Group	Potential positive impact	Potential negative impact
All department directors	<ul style="list-style-type: none"> • Cost savings from business process & improvements 	Loss of productivity during training days <ul style="list-style-type: none"> • Cost for implementation and training
Residents	<ul style="list-style-type: none"> • Increased satisfaction with City services 	<ul style="list-style-type: none"> • Funds expended in support of this action plan will not be available for other projects

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

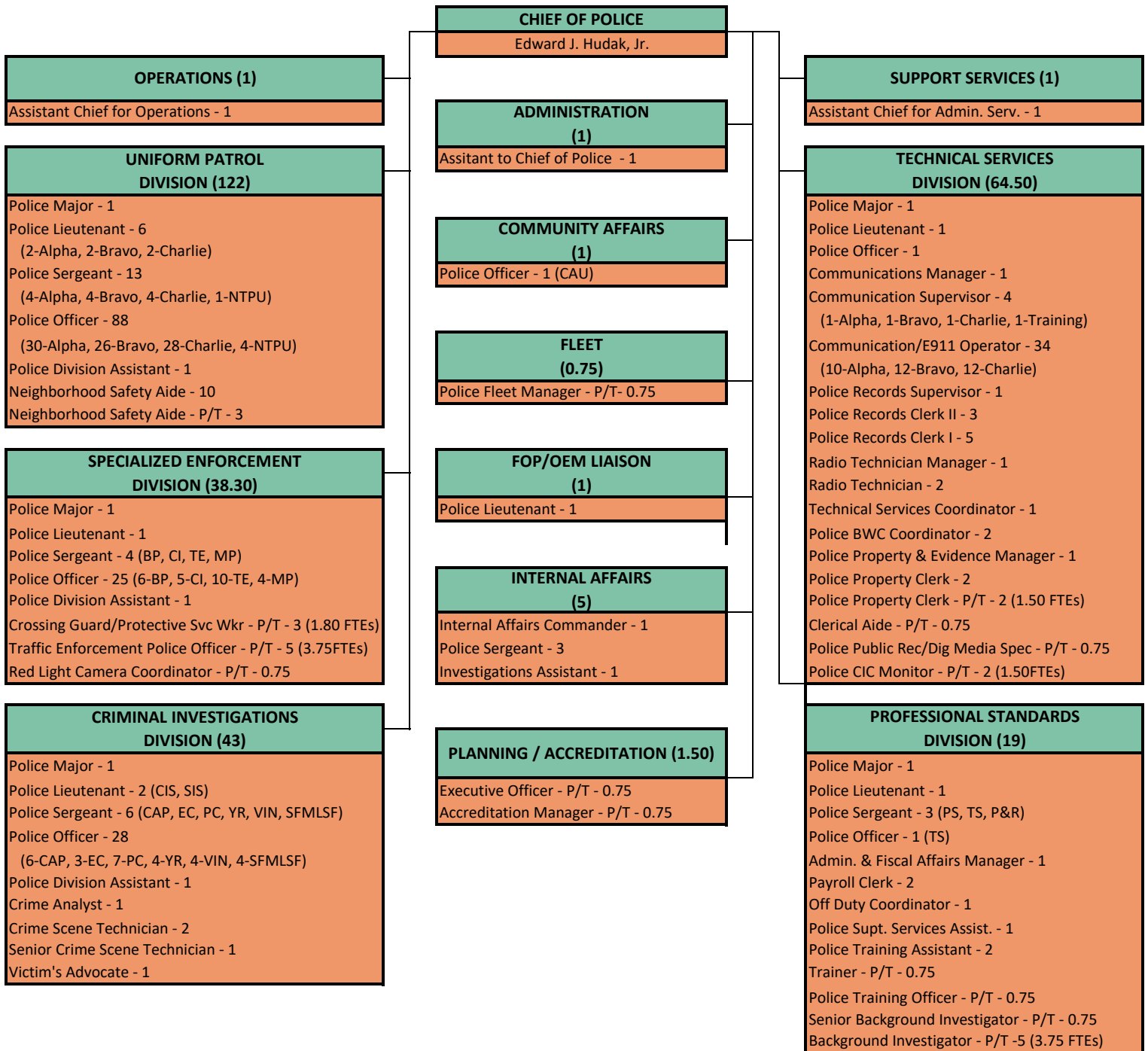
- + \$400,000 expected based on 4:1 return on investment for labor, time, & professional services cost savings (may vary by department) during a 4-year period
- \$100,000 Initial project costs



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**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

**POLICE
ORGANIZATION CHART**



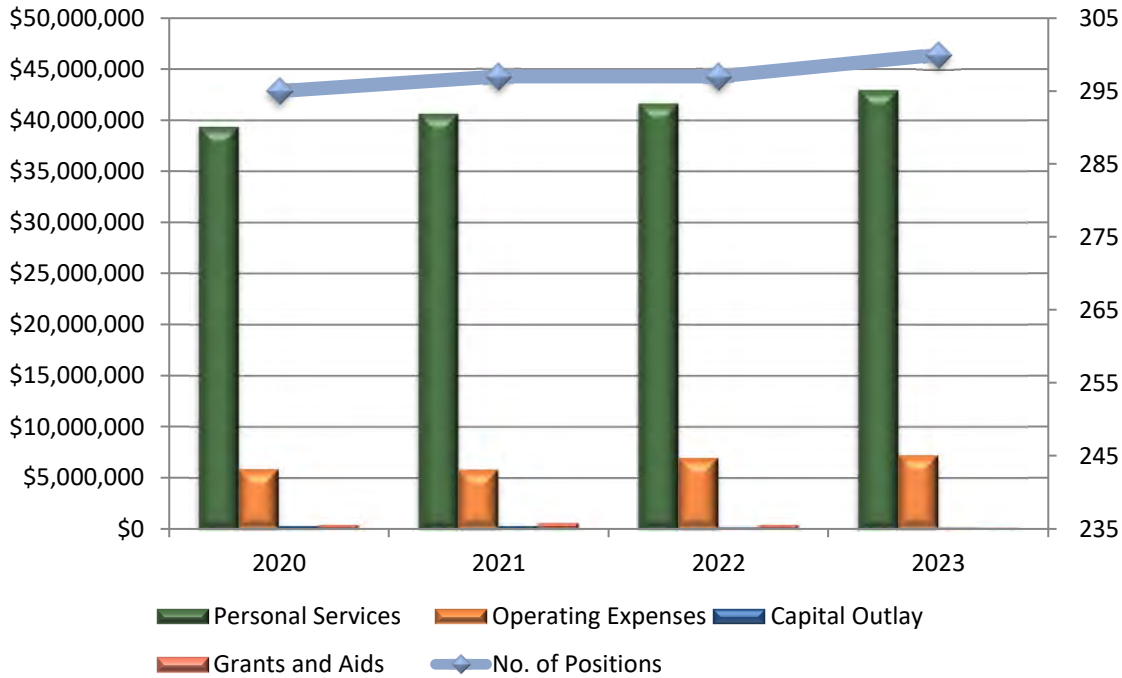
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



**POLICE DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
Salaries & Benefits	39,378,342	40,642,484	41,644,931	42,975,953
Operating Expenses	5,826,259	5,807,175	6,924,439	7,206,111
Capital Outlay	280,006	306,728	141,650	103,384
Grants and Aids	377,498	588,615	381,935	118,178
Total	45,862,105	47,345,002	49,092,955	50,403,626
Full Time Headcount	275.00	275.00	275.00	278.00
Part Time FTE's	19.80	22.05	22.05	22.05
Total Headcount & FTE's	294.80	297.05	297.05	300.05

EXPENDITURE/PERSONNEL COMPARISONS



Police

Department Function:

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

The **Office of the Chief of Police** includes top Police leadership, as well the Internal Affairs Section, Community Affairs Unit, Fleet, Accreditation and Special Projects sections.

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

The **Specialized Enforcement Division** provides the specialized police services of traffic enforcement, traffic crash investigation, bike patrol, marine patrol, and mounted 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. The mounted patrol provides high visibility, crowd control, assists in deterring crime and engages in community policing at City and other special events. Further, the division manages all special events, and addresses many quality-of-life concerns presented to the department.

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

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

The **Professional Standards Division** is responsible for recruitment, applicant background investigations, applicant testing, recruit and in-service training, creation of job regulations, policies and procedures, the Planning and Research Section, and the Administrative & Fiscal Affairs Section. This division also prepares the annual Police Department proposed budget estimate and oversees all Police Department fiscal expenditure activity.

Department Goals:

1. Provide exceptional Police services that exceed the requirements and expectations of the community, including residents, businesses, and visitors.
2. Maintain efforts toward crime reduction – crime trends analysis, effective and efficient use of resources, community engagement, and enhanced Police presence.
3. Provide and foster a comprehensive training environment for all Police employees to prepare, support, empower and retain a quality workforce.
4. Enhance community, law enforcement and other partnerships to better combat crime and achieve a safer community.
5. Strengthen communication and awareness through innovative and integrative technology.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

POLICE

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ Completed the Cyber Intelligence Pilot and instituted a Cyber Intelligence Investigator with access to multiple open-source intelligence gathering platforms.
- ✓ Actively participated in the Miami-Dade Police Countywide Summer Heat and Community Shield Task Force, targeting violent offenders and gun violence.
- ✓ Effectively hired over 11 Communication Operators and 7 Police Officer positions.
- ✓ Enhanced the training programs for the Police Department through the acquisition and implementation of simulation training equipment, defense tactics courses, and wellness opportunities.
- ✓ Received 1st place in the Champions Class of the 2021 Florida Law Enforcement Traffic Safety Challenge.

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

POLICE

INDICATOR:	FY21			FY22		FY23
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Crime Watch programs hosted for neighborhoods and local businesses	20	6	◆	12	7	12
Public service announcements (crime prevention tips/informational segments) created for publication (both print and Ch. 77)	10	2	◆	10	2	6
Number of Crime Prevention Surveys (Residential & Commercial)	8	1	◆	7	3	7
News releases distributed to the media	10	6	▲	12	3	10
Social media posts and distributions	325	332	●	350	68	335
Police officers hired	5	14	●	5	8	5
Communications operators hired	5	7	●	5	11	5
Citizen complaints filed	12	12	●	12	3	12
Internal (employee) complaints/grievances filed	12	7	●	12	9	12
Number of commendations received	340	117	◆	300	79	300
Number of CALEA accreditation standards	460	460	●	460	460	460
Training hours for sworn and non-sworn personnel	17,000	9,633	◆	12,000	7,518	12,000
Calls For Service (CFS) processed	230,000	156,863	◆	200,000	69,902	220,000
Phone calls processed	230,000	166,890	◆	165,000	90,539	185,000
Number of I/I reports processed	7,122	7,290	●	7,205	7,960	7,205
Arrests processed	444	489	●	474	480	474
Citations processed	20,340	24,302	●	24,360	14,378	24,360
Crash reports processed	1,902	2,142	●	2,091	1,304	2,091

Legend

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



**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



001 GENERAL FUND
POLICE DEPARTMENT
5000 ADMINISTRATION DIVISION
 521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
FULL TIME POSITIONS						
5025	Police Chief	1.00	1.00	1.00	1.00	\$ 229,857
0072	Assistant Police Chief for Admin Serv.	1.00	1.00	1.00	1.00	-
5030	Assistant Police Chief for Operations	1.00	1.00	1.00	1.00	168,065
5039	Internal Affairs Commander	1.00	1.00	1.00	1.00	137,375
5045	Police Lieutenant - FOP Office	1.00	1.00	1.00	1.00	144,297
5021	Police Sergeant	4.00	3.00	3.00	3.00	368,264
5020	Police Officer	1.00	1.00	1.00	1.00	96,385
0132	Assistant to Chief of Police	1.00	1.00	1.00	1.00	79,304
5024	Investigations Assistant	1.00	1.00	1.00	1.00	65,841
8888	Overtime	-	-	-	-	44,257
9999	Holiday Worked Pay	-	-	-	-	8,500
TOTAL FULL TIME HEADCOUNT		12.00	11.00	11.00	11.00	1,342,145
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
4022	Police Fleet Manager - P/T	1	0.75	0.75	0.75	60,236
0219	Accreditation Manager - P/T	1	0.75	0.75	0.75	64,493
9024	Executive Officer	1	0.75	0.75	0.75	60,117
TOTAL PART TIME FTE's		3	2.25	2.25	2.25	184,846
TOTAL		14.25	13.25	13.25	13.25	\$ 1,526,991

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 1,627,359	\$ 1,800,746	\$ 1,425,168	\$ 1,526,991
2000 Employee Benefits - See Other Cost Dist.	1,082,709	915,929	780,838	796,931
3190 Other Professional Services	32,153	30,853	31,001	33,501
4010 Travel Expense	3,581	1,795	3,500	3,500
4020 Central Garage Motor Pool Oper	57,468	52,575	67,700	25,913
4021 Central Garage Motor Pool Repl	-	-	-	39,113
4091 Cell Phone Allowance	1,400	1,380	1,200	-
4220 Postage	157	154	1,720	1,720
4410 Rental of Machinery and Equipment	52,431	51,700	67,460	67,460
4420 General Services Cost - See Other Cost Dist.	143,350	144,225	144,082	149,595
4430 Rental of Land and Buildings	-	-	6,000	7,000
4550 General Liability Insurance	88,086	81,188	67,392	86,954
4620 Repair and Maint. of Office Equipment	500	590	790	790

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
4630 Repair/Maint. of Machinery & Equipment	-	187	1,000	1,000
4710 Special Printed Forms	3,558	4,672	5,220	5,220
4910 Court Costs & Investigative Expense	568	6,843	6,080	6,080
4990 Other Miscellaneous Expense	7,341	6,780	9,290	9,290
5100 Office Supplies	32,069	15,359	9,000	5,500
5202 Chemicals and Photographic Supplies	-	289	500	500
5206 Food for Human Consumption	2,491	1,977	3,500	3,500
5208 Household & Institutional Supplies	-	-	1,550	1,550
5214 Uniform Allowance	9,230	11,019	10,712	10,900
5400 Membership Dues and Subscriptions	3,195	5,060	6,715	6,715
5401 Software Subscriptions & Maintenance	-	6,666	21,346	-
5410 Employee Training	11,486	9,664	13,000	13,000
5411 Special Police Education	746	2,326	43,158	10,000
6440 Equipment Additions	999	3,000	3,000	3,000
7195 Contingency for Budget Reduction	-	-	5,000	5,000
8200 Federal Grants	79,500	117,076	118,178	118,178
TOTAL	\$ 3,240,377	\$ 3,272,053	\$ 2,854,100	\$ 2,938,901

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
5026	Police Major	1.00	1.00	1.00	1.00	\$ 165,484
5022	Police Lieutenant	6.00	6.00	6.00	6.00	858,562
5021	Police Sergeant	13.00	13.00	13.00	13.00	1,562,287
5020	Police Officer	88.00	88.00	88.00	88.00	6,789,364
5038	Neighborhood Safety Aide	10.00	10.00	10.00	10.00	333,708
0032	Police Division Assistant	1.00	1.00	1.00	1.00	64,235
8888	Overtime	-	-	-	-	297,258
9999	Holiday Worked Pay	-	-	-	-	210,000
TOTAL FULL TIME HEADCOUNT		119.00	119.00	119.00	119.00	10,280,898
<u>PART TIME POSITIONS</u>		<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
9021	Neighborhood Safety Aide - P/T	4	3.00	3.00	3.00	3.00
TOTAL PART TIME FTE's		4	3.00	3.00	3.00	3.00
TOTAL			122.00	122.00	122.00	\$ 10,280,898

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 9,419,337	\$ 9,659,500	\$ 9,745,711	\$ 10,280,898
2000 Employee Benefits - See Other Cost Dist.	7,130,198	7,339,162	7,491,584	7,653,753
3190 Other Professional Services	560,781	491,211	515,140	515,140
4010 Travel Expense	1,158	11,188	3,500	8,500
4020 Central Garage Motor Pool Oper	1,155,445	1,074,130	1,354,684	685,389
4021 Central Garage Motor Pool Repl	-	-	-	644,510
4091 Cell Phone Allowance	-	1,040	1,200	-
4420 General Services Cost - See Other Cost Dist.	189,936	191,095	190,906	198,210
4550 General Liability Insurance	467,485	459,454	460,847	585,445
4630 Repair/Maint. of Machinery & Equipment	532	2,063	2,700	2,200
4710 Special Printed Forms	683	1,933	1,500	2,000
5100 Office Supplies	5,660	5,993	7,977	7,977
5202 Chemicals and Photographic Supplies	605	559	800	800
5205 Expense for Animals	31,254	19,916	18,000	28,000
5206 Food for Human Consumption	177	436	600	600
5208 Household & Institutional Supplies	118	791	800	800

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
5212 Firearms Ammunition	37,860	27,938	39,669	39,669
5213 Purchase/Rental - Employee Uniforms	2,654	18,607	20,237	20,237
5214 Uniform Allowance	102,284	88,779	88,540	115,640
5215 Small Tools & Minor Equipment	8,427	13,595	13,597	13,597
5400 Membership Dues and Subscriptions	1,935	1,220	2,175	2,175
5410 Employee Training	27,044	17,035	62,035	68,035
6430 Equipment Repair/Replacement	15,000	15,444	-	-
6440 Equipment Additions	44,232	115,472	53,134	68,384
7195 Contingency for Budget Reduction	-	-	110,000	110,000
TOTAL	<u>\$ 19,202,805</u>	<u>\$ 19,556,561</u>	<u>\$ 20,185,336</u>	<u>\$ 21,051,959</u>

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
	<u>FULL TIME POSITIONS</u>					
5026	Police Major	1.00	1.00	1.00	1.00	\$ 190,803
5022	Police Lieutenant	2.00	2.00	2.00	2.00	281,397
5021	Police Sergeant	6.00	6.00	6.00	6.00	732,388
5020	Police Officer	28.00	28.00	28.00	28.00	2,344,553
0032	Police Division Assistant	1.00	1.00	1.00	1.00	66,162
5033	Crime Analyst	1.00	1.00	1.00	1.00	57,079
5027	Crime Scene Technician	2.00	2.00	2.00	2.00	85,998
5031	Senior Crime Scene Tech.	1.00	1.00	1.00	1.00	72,236
5037	Victim's Advocate	1.00	1.00	1.00	1.00	64,003
8888	Overtime	-	-	-	-	363,241
9999	Holiday Pay	-	-	-	-	80,000
TOTAL		43.00	43.00	43.00	43.00	\$ 4,337,860

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 4,050,112	\$ 4,300,556	\$ 4,215,482	\$ 4,337,860
2000 Employee Benefits - See Other Cost Dist.	2,795,973	2,952,748	3,017,970	3,024,975
3190 Other Professional Services	2,090	1,025	1,500	1,500
4010 Travel Expense	(54)	1,502	500	2,000
4020 Central Garage Motor Pool Oper	292,642	277,945	341,293	230,385
4021 Central Garage Motor Pool Repl	-	-	-	114,215
4091 Cell Phone Allowance	1,200	100	-	-
4220 Postage	-	7	150	150
4410 Rental of Machinery and Equipment	4,711	1,188	4,000	4,000
4420 General Services Cost - See Other Cost Dist.	153,495	154,433	154,279	160,181
4550 General Liability Insurance	194,219	200,375	199,338	247,019
4620 Repair and Maint. of Office Equipment	895	645	1,000	1,000
4630 Repair/Maint. of Machinery & Equipment	301	470	2,380	2,380
4710 Special Printed Forms	523	1,310	1,655	1,500
4910 Court Costs & Investigative Expense	121,462	159,064	125,595	130,750
4930 Information & Credit Investigation Service	37,825	38,216	42,575	41,000
4990 Other Miscellaneous Expense	911	552	2,000	2,000

EXPENDITURE DETAIL

	<u>2019-2020</u> <u>ACTUAL</u>	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>BUDGET</u>	<u>2022-2023</u> <u>ESTIMATE</u>
5100 Office Supplies	7,862	10,237	15,100	15,100
5202 Chemicals and Photographic Supplies	1,789	5,123	6,000	6,000
5207 Motor Fuel and Lubricants	-	-	1,000	1,000
5208 Household & Institutional Supplies	2,834	941	1,000	1,000
5214 Uniform Allowance	34,169	36,212	40,508	46,895
5215 Small Tools & Minor Equipment	2,224	5,256	5,550	5,550
5400 Membership Dues and Subscriptions	1,555	1,485	2,980	2,980
5401 Software Subscriptions & Maintenance	-	8,974	11,435	11,435
5410 Employee Training	7,354	20,796	29,520	29,520
7195 Contingency for Budget Reduction	-	-	3,000	3,000
8200 Federal Grants	<u>297,998</u>	<u>456,889</u>	<u>242,373</u>	<u>-</u>
TOTAL	<u>\$ 8,012,090</u>	<u>\$ 8,636,049</u>	<u>\$ 8,468,183</u>	<u>\$ 8,423,395</u>

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE FULL TIME POSITIONS	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
5026	Police Major	-	1.00	1.00	1.00	\$ 162,277
5022	Police Lieutenant	1.00	1.00	1.00	1.00	144,695
5020	Police Officer	-	-	-	1.00	59,997
5005	Radio Technician Manager	1.00	1.00	1.00	1.00	109,242
5004	Radio Technician	2.00	2.00	2.00	2.00	123,929
5007	Police Records Supervisor	1.00	1.00	1.00	1.00	83,984
5013	Technical services/CIC Coordinator	1.00	1.00	1.00	1.00	70,993
5050	Police BWC Coordinator	-	-	-	2.00	92,966
6316	Communications Manager	1.00	1.00	1.00	1.00	93,900
5018	Communication Supervisor	4.00	4.00	5.00	5.00	469,051
5049	Communication Operator III	11.00	11.00	11.00	11.00	703,993
5016	Communication Operator II	13.00	13.00	13.00	13.00	775,604
5015	Communication Operator I	10.00	10.00	9.00	9.00	410,014
5008	Police Property & Evidence Supervisor	1.00	1.00	1.00	1.00	82,186
5006	Police Property Clerk	2.00	2.00	2.00	2.00	82,030
5012	Police Records Clerk II	3.00	3.00	3.00	3.00	157,834
5011	Police Records Clerk I	5.00	5.00	5.00	5.00	214,216
8888	Overtime	-	-	-	-	300,000
9999	Holiday Pay	-	-	-	-	73,000
TOTAL FULL TIME HEADCOUNT		56.00	57.00	57.00	60.00	4,209,911
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
5046	Public Records Digital Media Specialist - P/	1	0.75	0.75	0.75	37,676
5048	Police CIC Monitor - P/T	2	-	1.50	1.50	81,892
5041	Police Property Clerk - P/T	2	1.50	1.50	1.50	52,820
9006	Clerical Aide - P/T	1	0.75	0.75	0.75	21,557
TOTAL PART TIME FTE's		6	3.00	4.50	4.50	193,945
TOTAL			59.00	61.50	61.50	\$ 4,403,856

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 4,249,979	\$ 4,346,299	\$ 4,205,528	\$ 4,403,856
2000 Employee Benefits - See Other Cost Dist.	2,156,238	2,315,280	2,534,985	2,582,436
3190 Other Professional Services	2,493	1,062	2,500	2,000
4020 Central Garage Motor Pool Oper	60,922	56,606	71,391	35,863
4021 Central Garage Motor Pool Repl	-	-	-	34,220
4420 General Services Cost - See Other Cost Dist.	199,011	200,226	200,027	207,680
4450 Lease Equipment	8,500	12,000	-	-
4550 General Liability Insurance	182,223	190,379	195,321	250,777
4620 Repair and Maint. of Office Equipment	-	1,233	1,500	1,500

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
4630 Repair/Maint. of Machinery & Equipment	10,933	9,043	66,837	60,337
4710 Special Printed Forms	1,219	2,844	4,800	4,800
4990 Other Miscellaneous Expense	475	651	900	1,400
5100 Office Supplies	9,565	13,101	16,600	16,600
5206 Food for Human Consumption	550	1,163	2,906	2,906
5208 Household & Institutional Supplies	1,479	2,864	3,025	5,025
5209 Protective Clothing	125	109	180	-
5214 Uniform Allowance	9,604	2,070	57,520	31,200
5215 Small Tools & Minor Equipment	4,185	4,160	4,675	4,675
5217 Operating Equipment Repair Parts	27,300	36,515	38,804	43,150
5400 Membership Dues and Subscriptions	3,386	6,006	3,715	8,215
5401 Software Subscriptions & Maintenance	15,078	146,653	164,438	164,438
5410 Employee Training	16,463	30,448	32,570	43,224
6430 Equipment Repair/Replacement	143,797	107,484	39,766	-
6440 Equipment Additions	11,703	31,477	-	17,000
TOTAL	<u>\$ 7,115,228</u>	<u>\$ 7,517,673</u>	<u>\$ 7,647,988</u>	<u>\$ 7,921,302</u>

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
FULL TIME POSITIONS						
5026	Police Major	1.00	1.00	1.00	1.00	\$ 173,495
5022	Police Lieutenant	1.00	1.00	1.00	1.00	142,655
0813	Administrative & Fiscal Affairs Manager	1.00	1.00	1.00	1.00	75,769
5021	Police Sergeant	3.00	3.00	3.00	3.00	348,369
5020	Police Officer	1.00	1.00	1.00	1.00	59,997
0305	Payroll Clerk	2.00	2.00	2.00	2.00	105,045
5001	Police Training Assistant	2.00	2.00	2.00	2.00	113,231
5014	Police Supt. Services Assistant	1.00	1.00	1.00	1.00	41,415
6104	Off Duty Coordinator	1.00	1.00	1.00	1.00	41,849
9999	Holiday Pay	-	-	-	-	6,500
8888	Overtime	-	-	-	-	32,500
TOTAL FULL TIME HEADCOUNT		13.00	13.00	13.00	13.00	1,140,825
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
5028	Trainer - P/T	1	0.75	0.75	0.75	21,311
0224	Police Training Officer - P/T	1	-	0.75	0.75	54,001
0102	Sr. Background Investigator - P/T	1	0.75	0.75	0.75	64,493
0075	Background Investigator - P/T	5	3.75	3.75	3.75	215,540
TOTAL PART TIME FTE's		8	5.25	6.00	6.00	355,345
TOTAL		18.25	19.00	19.00	19.00	\$ 1,496,170

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 1,212,279	\$ 1,113,876	\$ 1,507,372	\$ 1,496,170
2000 Employee Benefits - See Other Cost Dist.	534,055	635,242	813,379	820,514
3190 Other Professional Services	-	-	13,000	13,000
4020 Central Garage Motor Pool Oper	67,702	64,488	78,922	55,086
4021 Central Garage Motor Pool Repl	-	-	-	24,880
4410 Rental of Machinery and Equipment	4,904	-	-	-
4420 General Services Cost - See Other Cost Dist.	187,625	188,771	188,584	195,798
4550 General Liability Insurance	51,955	57,252	71,279	85,199
4620 Repair and Maint. of Office Equipment	92	567	359	300
4630 Repair/Maint. of Machinery & Equipment	11,396	4,140	4,237	4,296
4710 Special Printed Forms	195	105	1,500	7,780
4910 Court Costs & Investigative Expense	17,186	11,973	23,242	16,962

EXPENDITURE DETAIL

	<u>2019-2020</u> <u>ACTUAL</u>	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>BUDGET</u>	<u>2022-2023</u> <u>ESTIMATE</u>
5100 Office Supplies	6,062	5,880	12,700	12,700
5208 Household & Institutional Supplies	-	1,003	1,120	1,120
5212 Firearms Ammunition	73,362	62,183	73,364	91,704
5213 Purchase/Rental - Employee Uniforms	22,000	18,500	22,000	22,000
5214 Uniform Allowance	95,128	70,645	95,050	87,000
5215 Small Tools & Minor Equipment	7,500	6,663	7,500	7,500
5217 Operating Equipment Repair Parts	19,857	17,352	13,000	13,000
5400 Membership Dues and Subscriptions	2,434	1,385	3,410	3,410
5410 Employee Training	132,110	103,322	198,575	180,175
6430 Equipment Repair/Replacement	28,875	-	28,000	-
6440 Equipment Additions	35,400	-	-	-
7195 Contingency for Budget Reduction	-	-	28,000	28,000
8200 Federal Grants	-	14,650	21,384	-
TOTAL	<u>\$ 2,510,117</u>	<u>\$ 2,377,997</u>	<u>\$ 3,205,977</u>	<u>\$ 3,166,594</u>

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
5026	Police Major	1.00	1.00	1.00	1.00	\$ 150,101
5022	Police Lieutenant	1.00	1.00	1.00	1.00	137,533
5021	Police Sergeant	4.00	4.00	4.00	4.00	470,100
5020	Police Officer	25.00	25.00	25.00	25.00	2,216,883
0032	Police Division Assistant	1.00	1.00	1.00	1.00	71,207
8888	Overtime	-	-	-	-	141,072
9999	Holiday Pay	-	-	-	-	70,000
TOTAL FULL TIME HEADCOUNT		32.00	32.00	32.00	32.00	3,256,896
<u>PART TIME POSITIONS</u>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
9004	Crossing Guard/Protective Svc Wkr - P/T	3	1.80	1.80	1.80	1.80
5220	Traffic Enforcement Police Officer	5	3.75	3.75	3.75	3.75
5000	Red Light Camera Coordinator - P?T	1	0.75	0.75	0.75	0.75
TOTAL PART TIME FTE's		9	6.30	6.30	6.30	6.30
TOTAL			38.30	38.30	38.30	\$ 3,670,887

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 3,314,489	\$ 3,401,908	\$ 3,537,870	\$ 3,670,887
2000 Employee Benefits - See Other Cost Dist.	1,805,614	1,861,238	2,369,044	2,380,682
3190 Other Professional Services	496	330	-	-
4010 Travel Expense	409,880	449,819	500	2,000
4020 Central Garage Motor Pool Oper	158,516	158,779	528,025	245,211
4021 Central Garage Motor Pool Repl	-	-	-	269,565
4550 General Liability Insurance	13,958	14,975	167,296	209,038
4630 Repair/Maint. of Machinery & Equipment	3,981	101	18,200	18,200
4710 Special Printed Forms	-	350	6,050	6,050
4910 Court Costs & Investigative Expense	3,927	11,384	1,200	1,200
4990 Other Miscellaneous Expense	3,322	2,723	9,430	4,817
5100 Office Supplies	713	289	3,500	3,500
5202 Chemicals and Photographic Supplies	1,090	10	600	600
5206 Food for Human Consumption	-	-	2,000	2,000
5213 Purchase/Rental - Employee Uniforms	842	-	-	-
5214 Uniform Allowance	43,251	33,799	39,599	43,725
	326			

EXPENDITURE DETAIL

	<u>2019-2020</u> <u>ACTUAL</u>	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>BUDGET</u>	<u>2022-2023</u> <u>ESTIMATE</u>
5215 Small Tools & Minor Equipment	5,979	6,097	4,500	4,500
5400 Membership Dues and Subscriptions	1,646	731	1,000	1,000
5410 Employee Training	13,761	8,285	21,307	20,000
5415 Employee Workplace Improvements	23	-	-	-
6430 Equipment Repair/Replacement	-	33,851	17,750	15,000
7195 Contingency for Budget Reduction	-	-	3,500	3,500
TOTAL	<u>\$ 5,781,488</u>	<u>\$ 5,984,669</u>	<u>\$ 6,731,371</u>	<u>\$ 6,901,475</u>

Action Plan Worksheet



Action Plan Owner: Edward J. Hudak, Jr., Chief of Police

Action Plan Name: 1.2.3-1 Achieve police response time of 90% of responses within 9 minutes of call for non-emergency and 5 minutes for emergency calls by 2025

Strategic plan alignment:

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 2 - Attain world-class performance levels in public safety

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

What must be done	By When	How will it be evident
Officer Wellness Program (Pilot) to help ensure sufficient officer availability	07/31/22	PSA executed and employee attendance at wellness sessions.
ProQA software acquisition and implementation	11/01/22	IT acquisition and implementation in Communications Section.
Communications Section staffing shortfalls eliminated	12/31/22	Full staffing of Communications Section budgeted positions.
Department staffing – Alignment and expansion of budgeted positions in critical areas of Department	01/01/24	Changes approved by City Manager
Response Fleet Vehicles and Equipment Standards – Align all response fleet vehicles and equipment to law enforcement standards – technology, safety, enforcement capabilities.	01/01/24	Inspection checklists
Department-wide Training of Personnel – Incorporation of simulation systems and broadening training curriculum	09/30/25	Attendance rosters
PSI Meetings – Review of crime rates, response times, crash rates, other performance metrics.	Quarterly	Meeting minutes

Resource requirements:

- Time:
 - Program / Subject Matter Experts – IT and consultants needed for critical software replacements, BWC Program implementation, and other technological needs. Fleet SMEs, particularly for vehicles and associated law enforcement technology/equipment, will be needed. Additional physical trainers and wellness experts for officer safety and wellness programs. Also, possible SMEs for quality assurance for Communications and the Department.

- Finances:

\$ Amount	Purpose
\$1,500,000	Estimated <i>annual</i> costs foreseen regarding BWC Program – ongoing equipment, video storage, redaction, training, and software components.
\$1,500,000	Estimated costs for software requirements, including ProQA ongoing needs, Communications Section technology needs, other department-wide software initiatives.
\$375,000	Estimated <i>annual</i> costs foreseen for capital matrix replacement of Police & Fire Headquarters equipment to enhance training, wellness, reporting capabilities, and response times.
\$300,000	Equipment needs for Department related to Fleet technology replacements and advancements.
\$250,000	Funds needed for Department staffing based on strategic needs assessment of operations and budgeted positions.
\$150,000	Overtime funds to properly budget for the overtime usage of each Police Division (includes backfill for training and task forces).
\$50,000	Increase funds needed for training budget to conduct and expand necessary trainings to Department personnel (including specialized training).
\$7,000	Enhancement and replacements needed for existing equipment related to prisoner van.
\$25,000	Anticipated expenses for an ongoing Officer Wellness Program.
\$4,157,000	Total

- Technology:

- o Enhancement and replacements needed for existing equipment related to prisoner van.
- o Enhancements for Department-wide training.
- o Capital replacement cycle of Police & Fire Headquarters Building.

- HR Support: Recruit, hire, and onboard required personnel

- Knowledge/Training:

- o All staff – 100 hours of total training.

- Other

- o Fleet of vehicles requiring upgrade to latest models and available law enforcement technology, as well as associated equipment for the vehicles.

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

Measure	Target	Date												
Unit travel time	Non-emergency: 9 minutes or less; Emergency: 5 minutes or less.	09/30/25												
<p>Unit Travel Time GOOD ↑</p> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Unit Travel Time Performance Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Non-emergency: 9 Minutes or Less (%)</th> <th>Emergency: 5 Minutes or Less (%)</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>90%</td> <td>90%</td> </tr> <tr> <td>FY24 (P)</td> <td>95%</td> <td>95%</td> </tr> <tr> <td>FY25 (P)</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>			Fiscal Year	Non-emergency: 9 Minutes or Less (%)	Emergency: 5 Minutes or Less (%)	FY23 (P)	90%	90%	FY24 (P)	95%	95%	FY25 (P)	100%	100%
Fiscal Year	Non-emergency: 9 Minutes or Less (%)	Emergency: 5 Minutes or Less (%)												
FY23 (P)	90%	90%												
FY24 (P)	95%	95%												
FY25 (P)	100%	100%												
Essential training of personnel	100% of personnel	09/30/25												
Officer Wellness Program participation	50%	09/30/25												
Communications section staffing levels	95%	09/30/25												
Percent of response vehicle fleet meeting law enforcement standards	70%	09/30/25												
Percent of response officer availability	75%	09/30/25												

Frequency & venue of review:

- Weekly meetings with Department Senior Staff for briefings on Division activities, goals, events.
- Monthly report detailing audits of crash reports and other crime statistics.
- Quarterly PSI meetings with other City Department Heads and internal stakeholders.
- Quarterly Review & Analysis meetings

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

Stakeholder Group	Potential positive impact	Potential negative impact
Police Department employees	<ul style="list-style-type: none"> • Safer work environment; • Career development and skills enhancement opportunities; • Improved job satisfaction and engagement; • Better health and safety of officers and employees 	<ul style="list-style-type: none"> • Training and changes require time, effort, and input from employees.
Sr. Leadership	<ul style="list-style-type: none"> • Overall improved performance from staff. 	<ul style="list-style-type: none"> • Required involvement to direct necessary changes.
Residents and Public	<ul style="list-style-type: none"> • Improved satisfaction with police response times • Less chance of victimization • Reduced exposure to dollar amount awards resulting from civil suits 	<ul style="list-style-type: none"> • Resources required to implement these changes are not available for other projects.

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

- Money:
 - Costs: \$4.15 million in costs needed to support Department strategic plans.
 - Benefits: Undetermined savings from having healthier officers and reduced exposure to dollar amount awards resulting from civil suits.
 - Return on investment should be seen annually as plans are implemented and evaluations are conducted.
- Other benefits:
 - Better resident and public response to law enforcement.

Action Plan Worksheet



Action Plan Owner: Edward J. Hudak, Jr., Chief of Police

Action Plan Name: 1.2.4-1 Maintain at least 90th percentile performance for crime rates within the State of Florida for similar sized cities

Strategic plan alignment:

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 2 - Attain world-class performance levels in public safety

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

What must be done	By When	How will it be evident
Complete and evaluate transition to NIBRS	10/01/22	Analysis, compliance with FDLE standards and successful FDLE audits.
Body-Worn Cameras (BWC) Program implementation	12/31/22	RFP completion, City Commission approval, contract execution; followed by equipment acquisition and training of personnel.
Citywide lighting review and implementation	12/31/22	Public Works progress reports by neighborhood.
TASER Replacement Cycle	01/01/24	Initiate new cycle of TASER replacement (previous cycle ends in FY23).
Department staffing	01/01/24	Alignment and expansion of budgeted positions to assess critical areas of Department.
CAD replacement	07/31/24	IT and Police evaluation of software, procurement, and implementation.
Department-wide Training of Personnel	09/30/25	Incorporation of simulation systems and broadening training curriculum.
CALEA Accreditation On-Site Review	12/01/25	Awarding of re-accreditation with excellence.
PSI Meetings	Quarterly	Review of crime rates, response times, crash rates, other performance metrics.

Resource requirements:

- Time:
 - Program / Subject Matter Experts – IT and consultants needed for critical software replacements (CAD), BWC Program implementation, and other technological needs. SMEs from City regarding lightning needs will be critical to key tasks.

- Finances:

\$ Amount	Purpose
\$1,500,000	Estimated <i>annual</i> costs foreseen regarding BWC Program – ongoing equipment, video storage, redaction, training, and software components
\$1,500,000	Estimated costs for software requirements, including CAD replacement, other Communications Section technology needs, other department-wide software initiatives.
\$750,000	Estimated costs for new five-year replacement cycle for existing TASER units. Current cycle expires in FY23, and the initiation of a new cycle is required for replacement of units outside the life expectancy.
\$250,000	Funds needed for Department staffing based on strategic needs assessment of operations and budgeted positions.
\$150,000	Overtime funds to properly budget for the overtime usage of each Police Division (includes backfill for officer training and ongoing NIBRS improvements).
\$50,000	Increase funds needed for training budget to conduct and expand necessary trainings to Department personnel (including specialized training).
\$4,200,000	Total

- Technology:

- Enhancement and replacements needed for TASER replacement cycle and prisoner holding cells.
- Enhancements for Department-wide training.

- Knowledge/Training:

- All staff – 100 hours of training.

- Other

- Fleet of vehicles requiring upgrade to latest models and available law enforcement technology, as well as associated equipment for the vehicles.

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

Measure	Target	Date
UCR/NIBRS comparison crime rates	5-10% reduction annually	09/30/23 09/30/24 09/30/25
<div style="text-align: center;"> <h3>UCR Crime Rates</h3> <p>The chart displays UCR Crime Rates from 2014 to 2022 (P). The left Y-axis represents the number of incidents (0 to 3,000), and the right Y-axis represents the rate (0.0% to 4.5%). The legend includes: Coral Gables Incidents (green bars), Boca Raton Incidents (orange bars), Jupiter Incidents (blue bars), Coral Gables Rate (green line with diamonds), Boca Raton Rate (orange line with circles), and Jupiter Rate (blue line with squares). The 2021 and 2022 data points are marked with '(P)' for projected. A 'GOOD' label with a downward arrow points to the 2022 data points.</p> </div>		
Essential training of personnel	100% of personnel	09/30/25

Frequency & venue of review:

- Weekly meetings with Senior Staff for briefings on Division activities, goals, events.
- Monthly report detailing audits of crash reports and other crime statistics.
- Quarterly PSI meetings with other City Department Heads and internal stakeholders.
- Monthly meetings with City Manager.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Police Department employees	<ul style="list-style-type: none"> • Safer work environment; • Career development and skills enhancement opportunities; • Improved job satisfaction and engagement. 	<ul style="list-style-type: none"> • Training and changes require time, effort, and input from employees.
Sr. Leadership	<ul style="list-style-type: none"> • Overall improved performance from staff. 	<ul style="list-style-type: none"> • Required involvement to direct necessary changes.
Residents and Public	<ul style="list-style-type: none"> • Less chance of victimization. 	<ul style="list-style-type: none"> • Resources required to implement these changes will not be available for other initiatives.

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

- Money:
 - Costs: \$4.20 million in costs needed to support Department strategic plans.
 - Benefits: Reduced crime, increased/quicker response rate, better health and safety of officers and employees, increase capabilities of law enforcement, and reduced exposure to dollar amount awards resulting from civil suits.
 - Return on investment should be seen annually as plans are implemented and evaluations are conducted.
- Other benefits:
 - Better resident and public response to law enforcement.

Action Plan Worksheet



Action Plan Owner: Edward J. Hudak, Jr., Chief of Police

Action Plan Name: 1.2.5-1 Reduce crash rates by 5% annually

Strategic plan alignment:

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 2 - Attain world-class performance levels in public safety

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

What must be done	By When	How will it be evident
Citywide lighting review and implementation	12/31/22	Public Works progress reports by neighborhood
Acquisition of Meridian barricades and associated safety equipment	01/01/23	Barricades on hand
Department staffing	01/01/24	Alignment and expansion of budgeted positions to assess critical areas of Department.
Department-wide Training of Personnel	09/30/25	Incorporation of simulation systems and broadening training curriculum.
Audit of traffic accidents and top locations	Monthly	Monthly audit reports from SED.
Education campaigns for public on high accident locations, DUI initiatives, pedestrian safety, bicycle safety, etc.	Quarterly	Review of reports on education campaigns and initiatives.
PSI Meetings	Quarterly	Review of crime rates, response times, crash rates, other performance metrics.
Review of crash rates and fatalities trends and mitigation approaches	Annually	Report showing trends, analysis, and objectives.

Resource requirements:

- Time:
 - Program / Subject Matter Experts –
 - IT and consultants needed for critical software replacements, equipment acquisition, and other technological needs. Total amount of time to be determined.
 - SMEs from City regarding lightning needs will be critical to key tasks. Total amount of time to be determined.
 - SMEs for training and equipment assistance to reduce crash rates and minimize fatalities. Total amount of time to be determined.

- Finances:

\$ Amount	Purpose
\$300,000	Equipment needs for Department related to technology replacements and advancements.
\$200,000	Safety equipment to secure road closures and public at special events and other City events.
\$25,000	Anticipated cost for traffic mitigation and traffic certification trainings for crash reduction (costs might be supplemented by FDOT grants).
\$525,000	Total

- Technology:

- Enhancement and replacements needed for traffic mitigation and education campaigns.
- Enhancements for Department-wide training.

- Knowledge/Training:

- All staff – 100 hours of training.

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

Measure	Target	Date																																																		
Crash rates	5% reduction annually of traffic accidents over 2022 baseline	09/30/23 09/30/24 09/30/25																																																		
<div style="text-align: center;"> <h3>Traffic Accident Rates</h3> <table border="1"> <caption>Traffic Accident Rates Data (Estimated)</caption> <thead> <tr> <th>Year</th> <th>Coral Gables Total Accidents</th> <th>Davie Total Accidents</th> <th>Coral Gables Accident Rate (%)</th> <th>Davie Accident Rate (%)</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>3,400</td> <td>4,200</td> <td>6.5%</td> <td>4.5%</td> </tr> <tr> <td>2018</td> <td>3,100</td> <td>4,600</td> <td>6.0%</td> <td>4.5%</td> </tr> <tr> <td>2019</td> <td>3,100</td> <td>4,600</td> <td>6.0%</td> <td>4.5%</td> </tr> <tr> <td>2020</td> <td>1,800</td> <td>4,600</td> <td>3.5%</td> <td>3.5%</td> </tr> <tr> <td>2021</td> <td>2,200</td> <td>4,400</td> <td>4.5%</td> <td>3.5%</td> </tr> <tr> <td>2022 (P)</td> <td>2,100</td> <td>4,600</td> <td>3.5%</td> <td>3.5%</td> </tr> <tr> <td>2023 (P)</td> <td>2,000</td> <td>3,400</td> <td>3.5%</td> <td>3.5%</td> </tr> <tr> <td>2024 (P)</td> <td>1,900</td> <td>3,200</td> <td>3.5%</td> <td>3.5%</td> </tr> <tr> <td>2025 (P)</td> <td>1,800</td> <td>3,100</td> <td>3.5%</td> <td>3.5%</td> </tr> </tbody> </table> </div>			Year	Coral Gables Total Accidents	Davie Total Accidents	Coral Gables Accident Rate (%)	Davie Accident Rate (%)	2017	3,400	4,200	6.5%	4.5%	2018	3,100	4,600	6.0%	4.5%	2019	3,100	4,600	6.0%	4.5%	2020	1,800	4,600	3.5%	3.5%	2021	2,200	4,400	4.5%	3.5%	2022 (P)	2,100	4,600	3.5%	3.5%	2023 (P)	2,000	3,400	3.5%	3.5%	2024 (P)	1,900	3,200	3.5%	3.5%	2025 (P)	1,800	3,100	3.5%	3.5%
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Frequency & venue of review:

- Weekly meetings with Senior Staff for briefings on Division activities, goals, events.
- Monthly report detailing audits of crash reports and other crime statistics.
- Quarterly PSI meetings with other City Department Heads and internal stakeholders.
- Monthly meetings with City Manager.

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

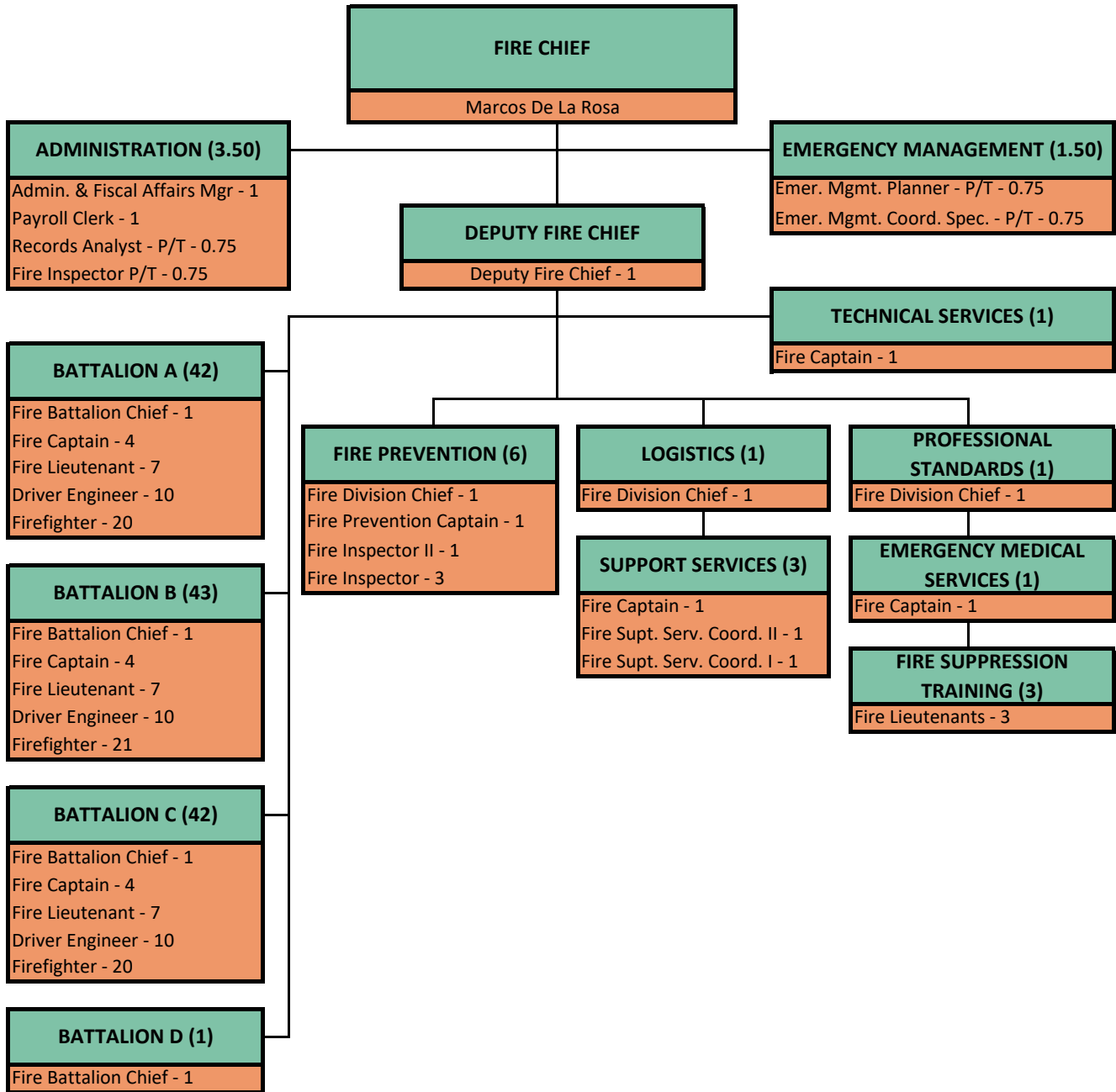
Stakeholder Group	Potential positive impact	Potential negative impact
Police Department employees	<ul style="list-style-type: none"> • Safer work environment; • Career development and skills enhancement opportunities; • Improved job satisfaction and engagement. 	<ul style="list-style-type: none"> • Training and changes require time, effort, and input from employees that are not available to support other initiatives.
Sr. Leadership	<ul style="list-style-type: none"> • Overall improved performance from staff. 	<ul style="list-style-type: none"> • Leadership time required to direct and implement necessary changes is not available for other initiatives.
Residents and Public	<ul style="list-style-type: none"> • Less chance of victimization. 	<ul style="list-style-type: none"> • Resources expended to implement these changes are not available for other initiatives.

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

- Money:
 - Costs: \$225,000 in costs needed to support Department strategic plans.
 - Benefits: Undetermined savings from the results of reduced crime, increased/quicker response rate, better health and safety of officers and employees, increase capabilities of law enforcement, and reduced exposure to dollar amount awards resulting from civil suits.
 - Return on investment should be seen annually as plans are implemented and evaluations are conducted.
- Other benefits:
 - Better resident and public response to law enforcement.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

**FIRE
ORGANIZATION CHART**



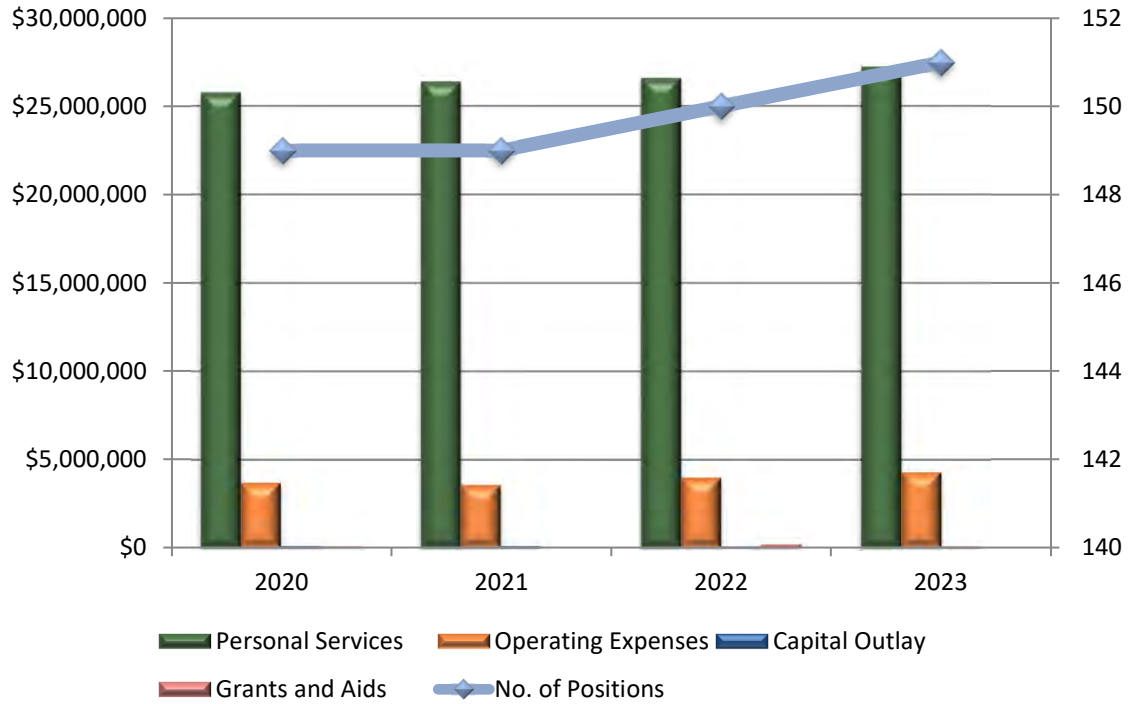
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



**FIRE DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
Salaries & Benefits	25,760,414	26,371,622	26,580,683	27,231,051
Operating Expenses	3,697,555	3,559,125	3,985,416	4,295,881
Capital Outlay	112,543	100,742	74,195	74,195
Grants and Aids	93,477	-	216,515	-
Total	<u>29,663,989</u>	<u>30,031,489</u>	<u>30,856,809</u>	<u>31,462,855</u>
Full Time Headcount	147.00	147.00	148.00	148.00
Part Time FTE's	<u>2.25</u>	<u>2.25</u>	<u>2.25</u>	<u>3.00</u>
Total Headcount & FTE's	<u>149.25</u>	<u>149.25</u>	<u>150.25</u>	<u>151.00</u>

EXPENDITURE/PERSONNEL COMPARISONS



Fire

Department Function:

The Coral Gables Fire Department's principle objective is the protection and preservation of life and property. This is accomplished through two distinct functions.

Emergency Services

Emergency Services provides for the immediate response to any emergency that may occur in the City of Coral Gables. Primary Functions are fire suppression, emergency medical services, and specialized rescue.

Community Risk Reduction

Community Risk Reduction provides for programs, actions and services which prevent or preserve the loss of life and property through the identification and prioritization of specific risks to the community. Primary Functions are fire and life safety inspections, public education, fire code enforcement and plans review.

The Fire Department is comprised of the Office of the Fire Chief and three divisions. The Fire Chief is supported by a Deputy Fire Chief, Administrative staff, and a Medical Director. Emergency services and Department operations are under the direction of the Deputy Chief. The Deputy Chief coordinates all Division functions in conjunction with ensuring an effective and efficient emergency response.

The **Professional Standards Division** has the overall responsibility for training and development of all personnel. This division administers and coordinates the public education programs for the community, in conjunction with the Fire Prevention Division. The Professional Compliance Division is the coordinating point for ensuring compliance with Commission of Fire Accreditation International (CFAI) as well as Insurance Services Organization ISO Class 1 designation.

The **Fire Prevention Division** coordinates all Community Risk Reduction (CRR) programs. Amongst the CRR functions are fire and life safety inspections, code compliance, plans review, and public education programs. The Division oversees compliance with the insurance services office (ISO) requirements for our Class 1 Fire Department rating.

The **Logistics & Capital Planning Division** is responsible for the logistical support of all Fire Department operations. The Division manages and coordinates the maintenance and accountability of all Department assets. The Logistics Division is the coordinating point for the procurement and inventory of capital and Department assets. The Division Chief or their designee serves as the project manager for all Department capital projects to include fire apparatus and facilities.

Department Goals:

1. Provide exceptional services that meet or exceeds the requirements and expectations of our community.
2. Ensure the financial ability to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
3. Develop a process driven organization through validated processes and procedures.
4. Provide for professional career paths through education and training programs for all stakeholders.
5. Develop and provide for robust Community Risk Reduction programs.
6. Identify innovative and progressive service delivery models and methodologies.
7. Meet or exceed the City's mission, vision, core values and goals outlined in adopted Strategic Plan.
8. Prevent, prepare, protect, mitigate and respond to all hazards.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

FIRE

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ **Fire Engine 2:** The design and build of this apparatus began over a year ago when the logistics team sat at the drawing board for the initial design. Thoughtful placement of our very important equipment was paramount, resulting in countless hours being spent on the design. In the industry, Pierce Fire Trucks are at the top of their class. The new fire engine set to be deployed at Fire Station 2 is the greatest example of Innovation, Quality, Ergonomics, Safety, and Serviceability. With the reduced wheelbase, TAK-4® Independent Suspension, and PUC Configuration, we have increased maneuverability, enhanced our ability to access otherwise limited areas, created a better ride and experience for the end user and have reduced wasted space which has maximized room for equipment. This unique design improved ergonomic access to medical supplies, pre-connected hoses, ladders, breathing apparatus, and equipment without sacrificing lifesaving capabilities. Mechanically we have designed a vehicle that will minimize downtime for servicing, by giving easier access to the working service areas of the apparatus. Finally, the fit and finish are in direct alignment with our brand the City of Coral Gables “The City Beautiful.”
- ✓ **UASI Funded Light Technical Rescue Team Equipment and Training:** This project was spawned by the 2020 Review by The Commission on Fire Accreditation International (CFAI), which recognized a gap in response scenarios that would require operations and technician level trained personnel as well as the equipment necessary for this type of response. This project was funded in its entirety through the Urban Area Security Initiative (UASI) Grant fund, at no cost to the residents of Coral Gables. The addition of a Light Technical Rescue Team would enhance the fire department’s current ability to mitigate variety of complex and dangerous rescue operations by providing a cross functional team of highly trained personnel. This highly trained team immediately responds to any incident resulting in structural collapse, vehicle and heavy machinery entrapment, confined space rescue, and elevated or high angle rescue focusing on entrapped survivors and their needs. The capability target would be to provide advanced search and rescue operations for up to 25,000 people within the first five (5) days of the incident until additional resources arrive. The overall objective will be to mitigate the impact of incidents and events to reduce loss of life, and property, while responding in an immediate, efficient, and coordinated manner.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ **Coral Gables Fire Rescue in the top 5 percentile in Emergency Medical Services in the Nation:** Coral Gables Fire Department was named one of the Top Five (5) Emergency Medical Services agencies with the highest Patient Satisfaction and Engagement. The survey involved many of the nation’s largest and most respected fire and EMS organizations throughout the United States. In order to achieve the annual list of the top 5, participating agencies were ranked, not by the percent of patient who were “satisfied”, but by a much higher standard, the percent of patients who rated the care as “very satisfied.” Surveys were conducted on the following key questions toward system performance:
 - Response times
 - Paramedics listening and explaining what they are doing and why
 - Paramedics displaying a caring attitude about their situation
 - Paramedics ability to manage their emergency
 - Paramedic professionalism
- ✓ This survey validates our Department’s strategic goal to provide exceptional services that meet or exceeds the requirements and expectations of our community. More importantly, it illustrates the Coral Gables Firefighters commitment and dedication to the residents and visitors we serve.
- ✓ **American Heart Association’s Mission: Lifeline EMS Gold Plus Recognition Award:** Coral Gables Fire Rescue has received the American Heart Association’s Mission: Lifeline EMS Gold Plus Award for implementing quality improvement measures for the treatment of patients who experience severe heart attacks. Every year, more than 250,000 people experience an ST elevation myocardial infarction (STEMI) the deadliest type of heart attack caused by a blockage of blood flow to the heart that requires timely treatment. Mission: Lifeline’s EMS recognition program recognizes emergency medical services for their efforts in improving systems of care to rapidly identify suspected heart attack patients, promptly notify the medical center and trigger an early response from the awaiting hospital personnel. Coral Gables Fire Rescue has received this reward in the past and continues to maintain a high level of competency and effectiveness to ensure continued care to the community.



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

FIRE

INDICATOR:	FY21			FY22		FY23
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Perform water system maintenance and testing yearly for 1,400 hydrants citywide	1,400	1,400	●	1,400	1,400	1,400
Complete the Department's Annual Compliance Report for maintaining Accredited Agency status for CFAI and Class 1 ISO rating	Completed	Completed	●	Completed	Completed	Completed
Process and review construction renovation plans	100%	100%	●	100%	100%	100%
Inspections for new construction occupancies	100%	100%	●	100%	100%	100%
Provide patient care to the STEMI patients within 60 minutes (Door to Catherization Lab) 100% of the time	100%	100%	●	100%	100%	100%
Perform pre-fire plans tacticals on all commercial occupancies	600	338	▲	600	431	600
Conduct fire & life safety presentations at various locations	50	38	▲	50	30	50
Track and analyze emergency response times to ensure attainment of benchmarks in accordance with the Commission on Fire Accreditation International (CFAI) standards. First Unit arrival within 8 minutes, or less Total Response Time (TRT)	90%	90%	●	90%	Pending	90%
Provide ISO, OSHA, NFPA, State Fire Marshal, and DOD/HS training for each firefighter annually	100%	100%	●	100%	100%	100%
Provide required HRS training to all Emergency Medical Technicians and Paramedics annually	100%	100%	●	100%	100%	100%

Legend

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



**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



001 GENERAL FUND
FIRE DEPARTMENT
5500 FIRE DEPARTMENT
522 FIRE CONTROL

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
FULL TIME POSITIONS						
5130	Fire Chief	1.00	1.00	1.00	1.00	\$ 200,753
5129	Deputy Fire Chief	1.00	1.00	1.00	1.00	200,602
5125	Fire Division Chief	3.00	3.00	3.00	3.00	526,095
5120	Fire Battalion Chief	4.00	4.00	4.00	4.00	608,537
5118	Fire Captain	15.00	15.00	16.00	16.00	2,154,467
5114	Fire Lieutenant	24.00	24.00	24.00	24.00	2,775,273
0813	Administrative & Fiscal Affairs Manager	1.00	1.00	1.00	1.00	97,623
5113	Fire Inspector II	1.00	1.00	1.00	1.00	87,776
5112	Fire Inspector	3.00	3.00	3.00	3.00	174,819
0306	Payroll Clerk - Fire	1.00	1.00	1.00	1.00	52,999
5107	Fire Supp. Serv. Coord. II	1.00	1.00	1.00	1.00	47,165
5101	Fire Supp. Serv. Coord. I	1.00	1.00	1.00	1.00	49,573
5105	Firefighter	91.00	91.00	91.00	91.00	7,731,293
8888	Overtime	-	-	-	-	743,060
9999	Holiday Pay	-	-	-	-	583,000
TOTAL FULL TIME HEADCOUNT		147.00	147.00	148.00	148.00	16,033,035
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0815	Records Analyst - Fire - P/T	1	0.75	0.75	0.75	-
0077	Emergency Mgmt Coord Specialist - P/T	1	0.75	0.75	0.75	38,111
0099	Emergency Manager - P/T	1	0.75	0.75	0.75	84,018
5221	Fire Inspector - P/T	1	-	-	-	35,378
TOTAL PART TIME FTE's		4	2.25	2.25	2.25	157,507
TOTAL		149.25	149.25	150.25	151.00	\$ 16,190,542

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 15,914,742	\$ 16,079,630	\$ 15,720,786	\$ 16,190,542
2000 Employee Benefits - See Other Cost Dist.	9,845,672	10,291,992	10,859,897	11,040,509
3130 Special Medical Services	66,000	66,000	66,000	66,000
3190 Other Professional Services	144,598	61,177	81,650	131,700
3410 Laundry & Sanitation Services	3,809	9,490	10,813	20,813
4020 Central Garage Motor Pool Oper	1,403,702	1,302,900	1,646,332	813,240
4021 Central Garage Motor Pool Repl	-	-	-	799,743
4040 Central Garage Miscellaneous Charges	6,399	2,995	5,500	5,500
4091 Cell Phone Allowance	4,300	4,800	4,800	-
4410 Rental of Machinery and Equipment	15,113	15,125	30,800	30,800
4420 General Services Cost - See Other Cost Dist.	708,879	713,208	712,500	739,759

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
4550 General Liability Insurance	768,516	770,817	743,392	921,969
4630 Repair/Maint. of Machinery & Equipment	46,115	38,694	46,852	46,852
4710 Special Printed Forms	1,133	2,338	3,000	3,000
4940 Taxes & License Fees Paid	25	8,419	7,705	7,705
4990 Other Miscellaneous Expense	17,588	14,642	5,900	5,900
5100 Office Supplies	15,202	11,145	20,797	16,000
5203 Drugs and Medical Supplies	102,596	115,097	105,500	110,775
5204 Cleaning & Janitorial Supplies	11,294	16,849	12,500	12,500
5206 Food for Human Consumption	864	11,032	48,039	48,039
5208 Household & Institutional Supplies	6,863	5,996	7,000	7,000
5209 Protective Clothing	67,199	73,570	73,307	140,557
5211 Building Materials and Supplies	1,498	1,252	1,500	1,500
5214 Uniform Allowance	171,561	179,555	176,700	176,700
5215 Small Tools & Minor Equipment	21,260	24,237	19,260	19,260
5217 Operating Equipment Repair Parts	11,674	14,713	18,000	18,000
5220 Motor Oil and Other Lubricants	24	-	-	-
5400 Membership Dues and Subscriptions	2,919	5,397	6,295	6,295
5410 Employee Training	98,424	89,677	90,105	105,105
6430 Equipment Repair/Replacement	65,649	27,699	52,200	52,200
6440 Equipment Additions	46,894	73,043	21,995	21,995
7195 Contingency for Budget Reduction	-	-	41,169	41,169
8201 State Grants	-	-	3,185	-
8203 Urban Areas Security Initiative (UASI)	93,477	-	213,330	-
9010 Intradepartmental Credits	-	-	-	1 (138,272)
TOTAL	<u>\$ 29,663,989</u>	<u>\$ 30,031,489</u>	<u>\$ 30,856,809</u>	<u>\$ 31,462,855</u>

1. Administrative departments cost distributed to Development Services Building Division.

Action Plan Worksheet



Action Plan Owner: Marcos De La Rosa, Fire Chief

Action Plan Name: 1.2.1-1 Enhance Fire/EMS call processing modalities.

Strategic plan alignment:

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community.
 - Goal 2 – Attain world-class performance levels in public safety

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Procure Software	12/31/22	Commission Approval
Software Implementation	06/30/23	IT Approval & Delivery
Train & Certify Personnel	10/31/23	100% Training Complete & Certification
Develop Quality Assurance and Compliance Program	02/28/24	Performance indicators identified and measured

Resource requirements (what do we need to succeed?)

- Finance: \$223,000 to procure software
- IT support: 120 hours for software implementation
- Subject Matter Experts: 100 hours to develop quality assurance and compliance program
- Knowledge/Training:
 - All call center staff – 40 hours of training

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

Measure	Target	Date												
Call Response Times	90 th percentile in call processing times under 1 minute	09/30/25												
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;"> <h3>90th Percentile in Call Processing Times Under 1 Min</h3> <table border="1" style="margin: 10px auto;"> <caption>90th Percentile in Call Processing Times Under 1 Min Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Competency Evaluation Results (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>~88</td> <td>90</td> </tr> <tr> <td>FY24 (P)</td> <td>~88</td> <td>90</td> </tr> <tr> <td>FY25 (P)</td> <td>~88</td> <td>90</td> </tr> </tbody> </table> <p>Legend: ■ Competency Evaluation Results — Target</p> </div> <div style="text-align: right;"> <p>GOOD ↑</p> </div> </div>			Fiscal Year	Competency Evaluation Results (%)	Target (%)	FY23 (P)	~88	90	FY24 (P)	~88	90	FY25 (P)	~88	90
Fiscal Year	Competency Evaluation Results (%)	Target (%)												
FY23 (P)	~88	90												
FY24 (P)	~88	90												
FY25 (P)	~88	90												
Call routing accuracy	30 seconds per NFPA 1710	ongoing												

Measure	Target	Date
Quality assurance of emergency response	Within 60 seconds per NFPA 1710	ongoing
Travel time	240 seconds or less for first company per NFPA 1710	ongoing

Frequency & venue of review

- Weekly project team meeting.
- Quarterly Review & Analysis meeting

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

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	<ul style="list-style-type: none"> • Higher Level of Training and Increased Capabilities 	<ul style="list-style-type: none"> • Perceived increase in work volume and responsibility
Customers	<ul style="list-style-type: none"> • Improved Call Processing Efficiency • Improved Accuracy of Call Routing • Effective Quality Assurance of Emergency Response 	<ul style="list-style-type: none"> • None
Leadership	<ul style="list-style-type: none"> • Objective and Measurable Training and Development Program • Process Driven Management of 911 Communications • Validated 911 program through center accreditation 	<ul style="list-style-type: none"> • Resources expended toward this project are not available for other projects of importance

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

Negative Impacts:

- \$230,000 in initial purchase cost
- Increased operational cost to be determined.

Positive Impact:

- Accredited
- National State Standards toward 911 Statute
- Better/Accurate Quality of Service
- Consistency in level of service to citizens

Action Plan Worksheet



Action Plan Owner: Marcos De La Rosa, Fire Chief

Action Plan Name: 1.2.6-1 Construction of Fire House 4

Strategic plan alignment

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community.
 - Goal 2 - Attain world-class performance levels in public safety

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Secure funding for the construction project	07/01/22	Funding approved by City Commission
Negotiate and award the contract to build	09/01/22	Commission approval
Permitting	10/30/22	Development Services/Associated Dept
Groundbreaking and Construction	11/01/22	Groundbreaking ceremony
Facility operational	01/30/24	C.O. issued

Resource requirements (what do we need to succeed?)

- Design/Art In Public Places Contribution - \$642,164
- Construction/Contingency - \$3,938,310
- Furniture/Radio System - \$282,000
- I.T. Wiring - \$270,000

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

Measure	Target	Date
Progress of Construction	100%	01/31/24

Frequency & venue of review

- Monthly project team meeting.
- Quarterly Updates to the Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	<ul style="list-style-type: none"> • Greater access to resources 	<ul style="list-style-type: none"> • None
Customers	<ul style="list-style-type: none"> • Improved response times 	<ul style="list-style-type: none"> • Potential dissatisfaction or other negative response to the impact to the neighboring residential area adjacent to the facility.

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

Positive:

- Enhanced distribution of resources that increases efficiency and effectiveness of current resources

Negative:

- Cost of construction and project implementation - \$5,132,474
- Increased cost of supporting an additional city facility - TBD

Action Plan Worksheet



Action Plan Owner: Marcos De La Rosa, Fire Chief

Action Plan Name: 2.3.4-1 Professional Development for Fire Officers through achieving Chief Officer Designation through Center for Public Safety Excellence (CPSE)

Strategic plan alignment

- Objective - 2 - Workforce-focused Excellence: To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Goal 3 – Ensure appropriate workforce training, professional development opportunities, leadership skills, and advancement opportunities

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Funding approved as part of FY23 New Needs	10/01/22	Decision Package included in Adopted Budget
Conduct needs assessment and internal stakeholder feedback.	12/20/22	Gap Analysis identified through the Needs Assessment
Develop Executive Fire Officer Training Program	05/06/23	Program Curriculum
Executive Fire Officer Program Implementation	10/20/23	Attendance roster
Division and Officer Mentoring	11/20/23	Officer completion of task book
Professional Credentialing Fire Officer	12/20/24	Fire Officer Designation through CPSE

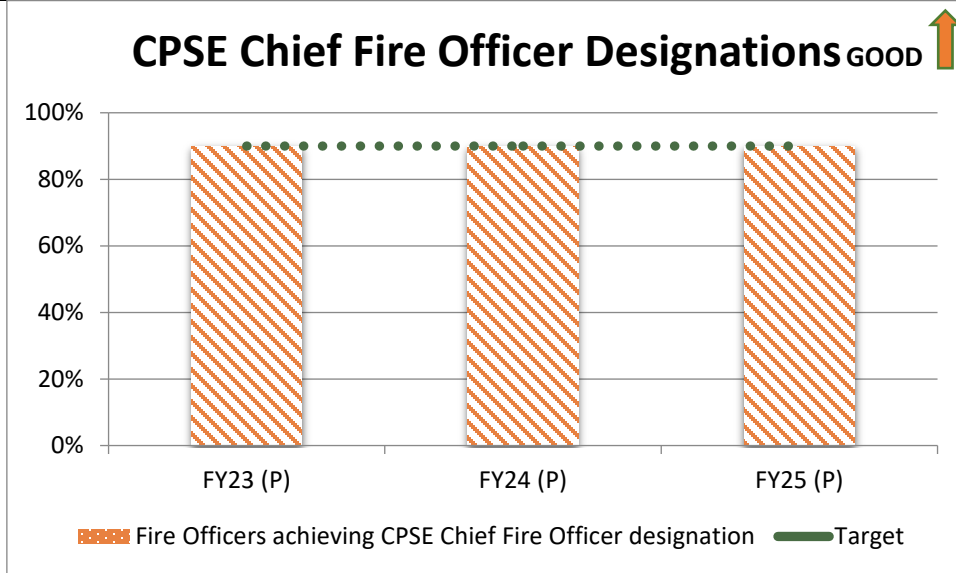
Resource requirements (what do we need to succeed?)

- 160 hours of Staff research for benchmarking comparable agencies
- 80 Hours of Staff training during Leadership Training Academy
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 10,000	Executive Fire Officer Program Training Expense in FY23
\$ 5,000	Professional Credentialing in FY23
\$ 15,000	Total

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

Measure	Target	Date
Survey (Needs Assessment) Results	95% Completed	12/20/22
Fire Officer participation in training	100%	12/20/24
Fire Officers achieving CPSE Chief Fire Officer designation	100%	12/20/24



Frequency & venue of review

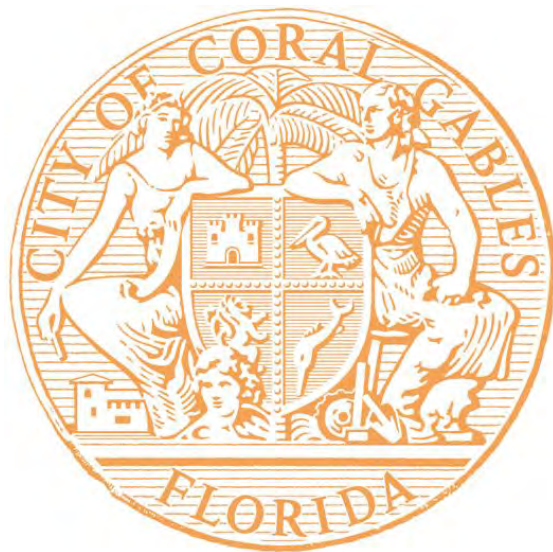
- Monthly project team meeting.
- Quarterly report to City Manager.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	Increased competency; professional development opportunities	None
Sr. Leadership	Higher customer satisfaction with the performance of the Fire Department	Trained officers could potentially leave Coral Gables Fire Dept. for other jobs

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

- Money:
 - Costs: \$15,000

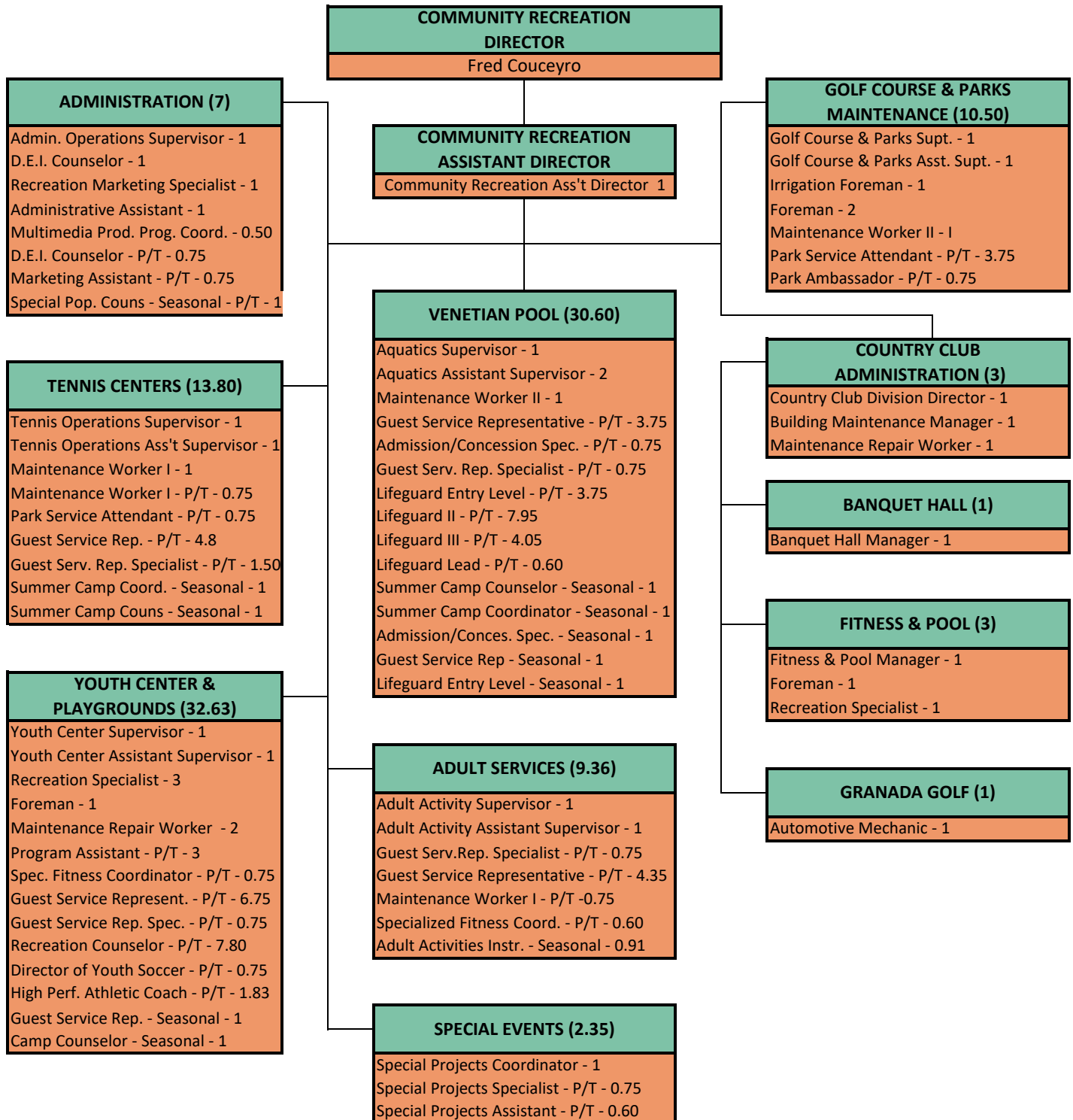


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**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

COMMUNITY RECREATION

ORGANIZATION CHART



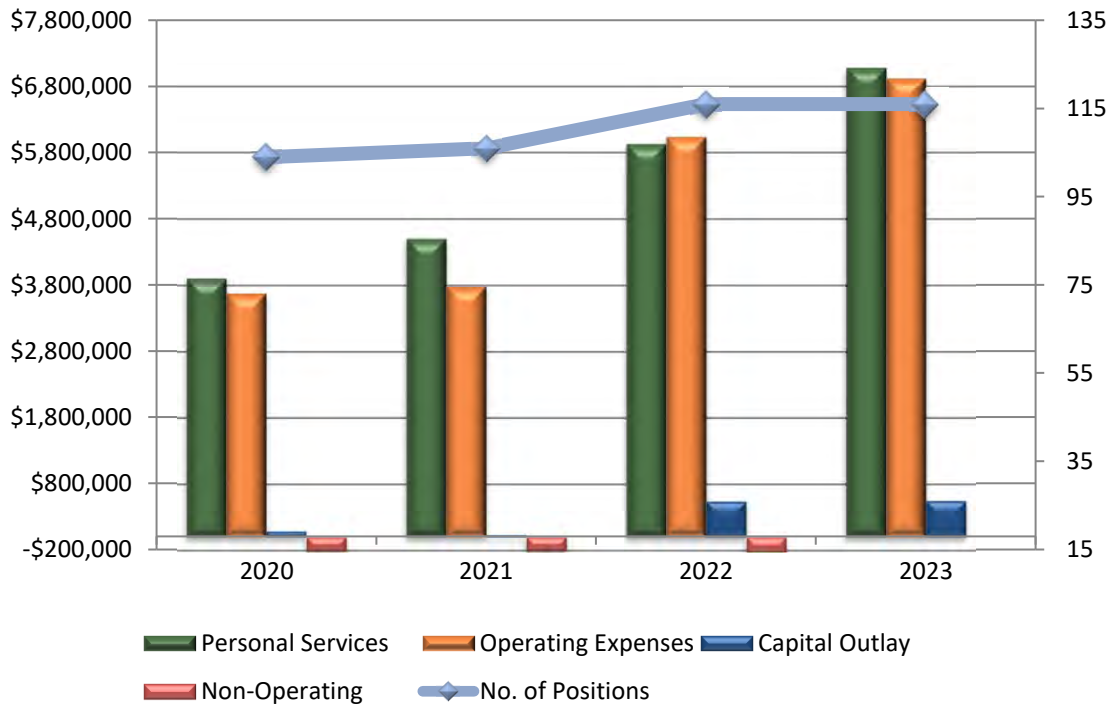
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



**COMMUNITY RECREATION DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2019-2020 ACTUAL</u>	<u>2020-2021 ACTUAL</u>	<u>2021-2022 BUDGET</u>	<u>2022-2023 ESTIMATE</u>
Salaries & Benefits	3,907,253	4,505,467	5,931,850	7,079,134
Operating Expenses	3,684,166	3,790,021	6,037,413	6,916,963
Capital Outlay	89,856	30,568	537,960	550,560
Non-Operating	<u>(209,074)</u>	<u>(206,061)</u>	<u>(234,955)</u>	<u>-</u>
Total	<u>7,472,201</u>	<u>8,119,995</u>	<u>12,272,268</u>	<u>14,546,657</u>
Full Time Headcount	32.50	32.50	39.50	39.50
Part Time FTE's	71.91	73.74	76.74	76.74
Total Headcount & FTE's	<u>104.41</u>	<u>106.24</u>	<u>116.24</u>	<u>116.24</u>

EXPENDITURE/PERSONNEL COMPARISONS



Community Recreation

Department Function:

The Community Recreation Department's primary function is to provide the City of Coral Gables residents and guests of all ages, access to first class and an environmentally sensitive system of green and open space, facilities, programs and events to promote play, health and quality of life. The recreation system provides residents with neighborhood parks and open spaces that offer both passive and active recreation activities and facilities that are linked together with a network of sidewalks, pathways and bike lanes; and provide public/open spaces that serve as gathering places.

The Department manages, maintains and operates all parks and recreation facilities, including the War Memorial Youth Center, Venetian Pool, Salvadore and William H. Kerdyk Biltmore Tennis Centers, Adult Activity Center, Granada Golf Course and all active and passive parks; is responsible for the permitting of all special events and film permits, and coordinates a variety of special events including the Holiday Tree Lighting, Eggstreme Egg Hunt, 4th of July festivities, Farmers Market and many more; develops and implements programs for cultural and recreational activities and provides principles of inclusion to allow for accessibility; identifies geographical deficiencies in levels of service for walkable parks and coordinates capital improvements and acquisitions of land.

Vision Statement:

"Enhancing your lifestyle by making leisure our passion."

Mission Statement:

"To enrich the quality of life for residents and guests through inclusive recreational opportunities, facilities, services, and events that create memorable life experiences."

Department Goals:

1. Provide leisure opportunities innovatively that elevate the customer experience while preserving our history.
2. Empower leisure professionals with the tools and guidance to provide excellent services.
3. Utilize financial resources efficiently and ensure sustainable cost recovery through responsible processes.
4. Ensure efficient and consistent processes by optimizing business practices.
5. Align with our Community's expectations by providing world-class facilities and services.
6. Protect and preserve the changing environment by identifying efficient, innovative and sustainable practices.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

COMMUNITY RECREATION

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ Continued the development of the Special Populations Initiative with inclusion services provided to participants. This year, Department staff created new programs, innovations and initiatives such as Camp Wild: an inclusive wilderness educational program for teens and My Squad Social Club: a club for adults with intellectual disabilities and autism. The Department also moved to rename the initiative from Special Populations to Diversity, Equity and Inclusion in order to properly detail the mission.
- ✓ Developed service innovations and resource additions that increased customer service, cost savings and quality of life goals including: Use of digital applications to enhance programming such as ProCare for the afterschool program and Sling for scheduling of staff, integration of several services to reduce chemical and water usage on the golf course and parks including organic bio-stimulants on the golf course, irrigation upgrades of the golf course and conversion to different sods at three neighborhood parks, Introduced a satellite Golden Passport Office at the Adult Activity Center, and introduced online tickets sales for admission at Venetian Pool.
- ✓ Implemented several program innovations that brought an ever-increasing diversity to the Department program profile. These included Mini Kickers Soccer, Girls Youth Basketball Clinic, Yoga Therapy, Barre Intensity for Adults, Teen Basketball tournament, MS Amigos class, Arts, Crafts and Conversation class and Lifeguard Certification Instructors course.
- ✓ The Department assumed operations of the Coral Gables Golf and Country Club. Services offered included the operation of the fitness and pool areas, Café operations and event facility rentals.
- ✓ The Department introduced several new event innovations to the community: The Literacy Festival which is aimed at reading and literacy to combat the summer slide, Welcome Back to Sports Event to celebrate the return of youth participants to the Youth Center sports programs, The Halloween Pumpkin Float Event at the Venetian Pool, Collaboration with Bikewalk Coral Gables for Cycle Day and Bike and BBQ event, Movies at the Gables Art Cinema series, and the introduction of a new Harvest Market.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ The Community Recreation Department received several accolades and recognitions this year including: Venetian Pool was awarded the Jeff Ellis and Associates Platinum Award for water safety, Director Fred Couceyro appointed Florida Recreation and Parks Association (FRPA) Vice President of Finance, Assistant Director Carolina Vester selected as Instructor for FRPA Abrahams Management Program, Supervisors Mitch Zuriarrain and Katherine Anderson graduated from FRPA Abrahams Management Program, Administrative Assistant Sarah Espino, Supervisor Carlos Pichardo and Asst. Supervisor Yanessa Rodriguez completed the FRPA Emerging Leaders program, and Troy Hall, Mark Knight and Mitch Zuriarrain were named Employees of the Month for the City.
- ✓ Assisted in the development and renovation of parks and facilities including: Salvadore Playground Expansion and Salvadore Playground Replacement projects, Lamar Loiose Curry Park, Pierce Park, and the Kerdyk Park Fitness Trail Renovation.

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

COMMUNITY RECREATION

INDICATOR:	FY21			FY22		FY23
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Community Recreation Department Revenue	\$3M	\$2.79M	◆	\$5M	\$2.33M	\$5M
Number of Film Permits issued	100	114	▲	100	72	110
Number of Special Event Permits issued	50	38	◆	50	25	50
Number of Special Event Vendor Permits issued	400	537	●	500	631	500
Participation in Youth Center programs	7,000	4,906	●	10,000	12,054	10,000
Youth Center Guest passes	500	19	●	300	408	500
Youth Center & Park Rentals	100	83	▲	200	197	250
Youth Center Active Memberships	2,000	946	▲	2,000	1,236	2,000
Total revenue of Venetian Pool	\$700,000	\$1.07M	◆	\$1.1M	\$445,753	\$1.1M
Venetian Pool Gift Shop revenue	\$6,000	\$11,493	◆	\$10,000	\$7,828	\$10,000
Number of paid admissions to the Venetian Pool	40,000	34,633	◆	60,000	14,221	60,000
Adult Fitness Enrollment	2,000	1,106	●	2,000	2,035	2,500
Adult Arts & Leisure Enrollment	2,000	302	●	1,500	724	1,500
Participation in Tennis Programs	2,000	988	◆	2,000	957	2,000
Tennis Active Annual Pass Holders	400	476	●	400	411	500
Tennis Court Rentals	8,000	18,934	▲	14,000	11,162	15,000
Number of Private Tennis Lessons	9,000	13,565	▲	9,000	7,014	10,000

Legend

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



**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6000 ADMINISTRATION DIVISION
COMMUNITY RECREATION

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
FULL TIME POSITIONS						
6311	Community Recreation Director	1.00	1.00	1.00	1.00	\$ 177,325
6010	Community Recreation Asst. Director	1.00	1.00	1.00	1.00	157,291
0615	Multimedia Production Pgm Coord	0.50	0.50	0.50	0.50	47,894
0606	Administrative Operations Supervisor	1.00	1.00	1.00	1.00	72,529
0091	D.E.I. Counselor	1.00	1.00	1.00	1.00	67,503
6006	Recreation Marketing Specialist	1.00	1.00	1.00	1.00	76,181
0602	Administrative Assistant	1.00	1.00	1.00	1.00	67,304
8888	Overtime	-	-	-	-	500
9999	Holiday Pay	-	-	-	-	500
TOTAL FULL TIME HEADCOUNT		6.50	6.50	6.50	6.50	667,027
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0027	D.E.I. Counselor - P/T	1	0.75	0.75	0.75	27,675
6016	Marketing Assistant - P/T	1	0.75	0.75	0.75	27,544
0133	Spec Pop Couns - P/T - Seasonal	1	1.00	1.00	1.00	16,000
TOTAL PART TIME FTE's		3	2.50	2.50	2.50	71,219
TOTAL		9.00	9.00	9.00	9.00	\$ 738,246

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 512,438	\$ 576,334	\$ 664,897	\$ 738,246
2000 Employee Benefits - See Other Cost Dist.	314,097	361,885	412,948	451,661
3190 Other Professional Services	236	3,714	17,043	17,043
4090 Other Transportation Expense	10,395	9,875	10,395	10,395
4091 Cell Phone Allowance	-	240	-	-
4410 Rental of Machinery and Equipment	2,931	3,979	6,000	6,000
4550 General Liability Insurance	25,586	28,103	30,791	42,039
4710 Special Printed Forms	20,165	2,025	30,000	30,000
5100 Office Supplies	3,772	4,643	3,100	3,100
5201 Agricultural Supplies	-	26	-	-
5206 Food for Human Consumption	1,857	2,233	2,460	5,000
5208 Household & Institutional Supplies	4,036	2,636	8,118	5,228
5214 Uniform Allowance	980	1,473	1,500	1,850
5400 Membership Dues and Subscriptions	1,925	1,102	1,860	1,860
5410 Employee Training	400	5,393	5,117	5,117
TOTAL	\$ 898,818	\$ 1,003,661	\$ 1,194,229	\$ 1,317,539

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
6108	Tennis Operations Assistant Supervisor	1.00	1.00	2.00	2.00	\$ 106,230
3004	Maintenance Worker I	1.00	1.00	1.00	1.00	49,120
6102	Prof. Tennis Oper. Supv.	1.00	1.00	1.00	1.00	39,833
0031	Secretary	1.00	1.00	-	-	-
6666	Tennis Pro Commission	-	-	-	-	145,000
8888	Overtime	-	-	-	-	200
9999	Holiday Pay	-	-	-	-	200
TOTAL FULL TIME HEADCOUNT		4.00	4.00	4.00	4.00	340,583
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	FTE's
9018	Maintenance Worker I - P/T	1	0.75	0.75	0.75	24,212
6004	Park Service Attendant - P/T	1	0.75	0.75	0.75	21,630
0024	Guest Service Representative - P/T	7	4.80	4.80	4.80	150,457
0093	Guest Service Representative Specialist - P/	2	1.50	1.50	1.50	50,328
6001	Summer Camp Coordinator - Seasonal	1	1.00	1.00	1.00	2,984
2308	Spring Break Camp Counselor - Seasonal	1	1.00	1.00	1.00	12,528
7777	Staff Hours Variance - P/T	-	-	-	-	(55,000)
TOTAL PART TIME FTE's		13	9.80	9.80	9.80	207,139
TOTAL		13.80	13.80	13.80	13.80	\$ 547,722

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 420,101	\$ 436,637	\$ 455,595	\$ 547,722
2000 Employee Benefits - See Other Cost Dist.	169,685	181,833	190,134	206,412
3190 Other Professional Services	102,257	152,888	197,057	172,057
4410 Rental of Machinery and Equipment	2,203	1,432	3,000	3,000
4420 General Services Cost - See Other Cost Dist.	158,764	159,734	159,575	165,680
4550 General Liability Insurance	21,760	21,741	21,335	31,190
4610 Repair/Maint. of Bldgs & Improvements	5,389	-	-	-
4630 Repair/Maint. of Machinery & Equipment	334	385	445	445
4690 Special Maintenance Interdept'l Charges	24,608	24,727	27,642	-
4710 Special Printed Forms	-	-	520	520
4990 Other Miscellaneous Expense	-	34	-	-
5100 Office Supplies	962	1,372	2,000	2,000
5203 Drugs and Medical Supplies	353	412	500	500

EXPENDITURE DETAIL

	<u>2019-2020</u> <u>ACTUAL</u>	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>BUDGET</u>	<u>2022-2023</u> <u>ESTIMATE</u>
5204 Cleaning & Janitorial Supplies	74	100	347	347
5206 Food for Human Consumption	6,425	7,189	16,980	16,980
5208 Household & Institutional Supplies	16,709	15,283	17,000	17,000
5211 Building Materials and Supplies	11,716	11,266	14,611	14,611
5213 Purchase/Rental - Employee Uniforms	-	-	400	400
5214 Uniform Allowance	229	3,186	3,193	3,443
5215 Small Tools & Minor Equipment	158	-	100	100
5400 Membership Dues and Subscriptions	-	-	105	105
5410 Employee Training	-	100	565	565
6440 Equipment Additions	5,495	-	-	-
7195 Contingency for Budget Reduction	-	-	21,530	21,530
TOTAL	<u>\$ 947,222</u>	<u>\$ 1,018,319</u>	<u>\$ 1,132,634</u>	<u>\$ 1,204,607</u>

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

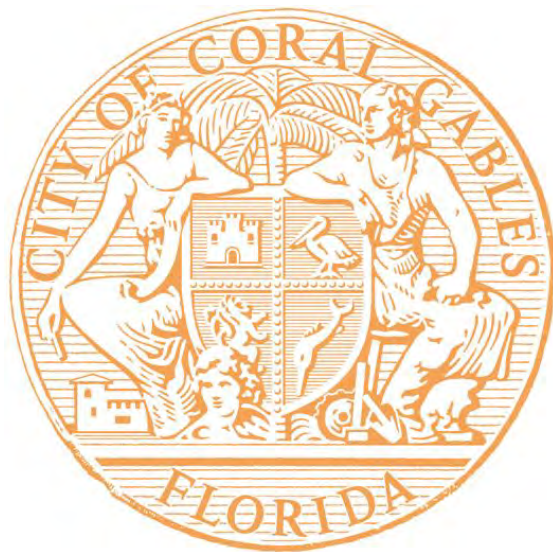
CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
FULL TIME POSITIONS						
6205	Aquatics Supervisor	1.00	1.00	1.00	1.00	\$ 75,655
6203	Aquatics Assistant Supervisor	2.00	2.00	2.00	2.00	100,387
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	36,806
9999	Holiday Pay	-	-	-	-	840
TOTAL FULL TIME HEADCOUNT		4.00	4.00	4.00	4.00	213,688
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0024	Guest Service Representative - P/T	7	3.75	3.75	3.75	3.75
9011	Admission/Concession Specialist - P/T	1	0.75	0.75	0.75	0.75
0093	Guest Service Representative Specialist - P/	1	0.75	0.75	0.75	0.75
0021	Lifeguard Entry Level - P/T	6	3.75	3.75	3.75	3.75
0042	Lifeguard II - P/T	12	7.95	7.95	7.95	7.95
0082	Lifeguard III - P/T	6	4.05	4.05	4.05	4.05
6206	Lifeguard Lead - P/T	1	0.60	0.60	0.60	0.60
6001	Summer Camp Coordinator - Seasonal	1	1.00	1.00	1.00	1.00
2308	Spring Break Camp Counselor - Seasonal	1	1.00	1.00	1.00	1.00
6015	Admission/Concession Specialist - Seasonal	1	1.00	1.00	1.00	1.00
0053	Guest Service Rep - Seasonal	1	1.00	1.00	1.00	1.00
0025	Lifeguard Entry Level - Seasonal	1	1.00	1.00	1.00	1.00
7777	Staff Hours Variance - P/T	-	-	-	-	-
TOTAL PART TIME FTE's		39	26.60	26.60	26.60	26.60
TOTAL			30.60	30.60	30.60	\$ 847,789

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 232,188	\$ 542,284	\$ 754,662	\$ 847,789
2000 Employee Benefits - See Other Cost Dist.	156,500	169,811	175,768	194,791
3180 TYPE IN A DESCRIPTION	834	2,297	2,800	5,680
3190 Other Professional Services	8,913	18,691	35,796	35,796
4020 Central Garage Motor Pool Oper	7,030	6,868	8,121	7,379
4021 Central Garage Motor Pool Repl	-	-	-	1,151
4410 Rental of Machinery and Equipment	2,595	2,595	3,500	3,500
4420 General Services Cost - See Other Cost Dist.	183,440	182,849	184,376	191,431
4550 General Liability Insurance	32,428	36,422	35,477	48,277
4620 Repair and Maint. of Office Equipment	175	191	400	400
4630 Repair/Maint. of Machinery & Equipment	3,042	3,162	3,300	3,300
4710 Special Printed Forms	724	813	1,500	1,500

EXPENDITURE DETAIL

	<u>2019-2020</u> <u>ACTUAL</u>	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>BUDGET</u>	<u>2022-2023</u> <u>ESTIMATE</u>
4940 Taxes & License Fees Paid	3,962	5,470	5,667	5,667
4990 Other Miscellaneous Expense	8,462	3,402	-	-
5100 Office Supplies	1,052	1,585	3,000	3,000
5201 Agricultural Supplies	1,980	2,595	4,500	4,500
5202 Chemicals and Photographic Supplies	6,825	18,140	25,000	40,000
5203 Drugs and Medical Supplies	2,253	3,000	3,000	3,000
5204 Cleaning & Janitorial Supplies	1,188	3,738	4,000	4,000
5206 Food for Human Consumption	12,770	89,033	124,760	137,760
5208 Household & Institutional Supplies	7,222	9,501	9,859	49,859
5209 Protective Clothing	3,549	946	6,300	6,300
5211 Building Materials and Supplies	-	120	150	150
5213 Purchase/Rental - Employee Uniforms	292	-	650	650
5214 Uniform Allowance	1,831	3,284	3,300	3,300
5215 Small Tools & Minor Equipment	1,466	2,099	2,500	2,500
5400 Membership Dues and Subscriptions	-	-	250	250
5401 Software Subscriptions & Maintenance	-	-	2,880	-
5410 Employee Training	585	620	800	800
6440 Equipment Additions	4,129	-	-	-
7195 Contingency for Budget Reduction	-	-	15,000	10,000
TOTAL	<u>\$ 685,435</u>	<u>\$ 1,109,516</u>	<u>\$ 1,417,316</u>	<u>\$ 1,612,730</u>



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**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



430 CORAL GABLES COUNTRY CLUB FUND
COMMUNITY RECREATION DEPARTMENT
6030 COUNTRY CLUB - ADMINISTRATION
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
	<u>FULL TIME POSITIONS</u>	HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
6317	Country Club Division Director	-	-	1.00	1.00	\$ 101,670
6319	Building Maintenance Manager	-	-	1.00	1.00	82,449
3101	Maintenance Repair Worker	-	-	1.00	1.00	38,996
TOTAL		0.00	0.00	3.00	3.00	\$ 223,115

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ -	\$ -	\$ 106,870	\$ 223,115
2000 Employee Benefits - See Other Cost Dist.	-	-	29,127	161,345
4550 General Liability Insurance	-	-	-	12,705
TOTAL	\$ -	\$ -	\$ 135,997	\$ 397,165

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



430 CORAL GABLES COUNTRY CLUB FUND
COMMUNITY RECREATION DEPARTMENT
6032 COUNTRY CLUB - BANQUET HALL
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE <u>FULL TIME POSITIONS</u>	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
6318	Banquet Hall Manager	-	-	1.00	1.00	\$ 92,756
TOTAL		0.00	0.00	1.00	1.00	\$ 92,756

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ -	\$ -	\$ 121,817	\$ 181,907
2000 Employee Benefits - See Other Cost Dist.	-	-	17,036	62,295
3180 TYPE IN A DESCRIPTION	-	-	104,167	250,000
3190 Other Professional Services	-	-	22,919	55,000
4020 Central Garage Motor Pool Oper	-	-	8,333	-
4410 Rental of Machinery and Equipment	-	-	8,333	20,000
4550 General Liability Insurance	-	-	25,000	5,282
4610 Repair/Maint. of Bldgs & Improvements	-	-	-	780,000
4630 Repair/Maint. of Machinery & Equipment	-	-	508,333	20,000
4710 Special Printed Forms	-	-	2,083	5,000
4820 Advertising Expense	-	-	5,000	5,000
4940 Taxes & License Fees Paid	-	-	2,083	5,000
4990 Other Miscellaneous Expense	-	-	33,333	-
5100 Office Supplies	-	-	6,250	15,000
5201 Agricultural Supplies	-	-	20,833	50,000
5202 Chemicals and Photographic Supplies	-	-	2,083	5,000
5203 Drugs and Medical Supplies	-	-	625	1,500
5204 Cleaning & Janitorial Supplies	-	-	4,167	10,000
5206 Food for Human Consumption	-	-	41,667	100,000
5208 Household & Institutional Supplies	-	-	10,417	25,000
5209 Protective Clothing	-	-	417	1,000
5211 Building Materials and Supplies	-	-	4,167	10,000
5213 Purchase/Rental - Employee Uniforms	-	-	2,083	5,000

EXPENDITURE DETAIL

	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>
5214 Uniform Allowance	-	-	729	1,750
5215 Small Tools & Minor Equipment	-	-	2,083	5,000
5400 Membership Dues and Subscriptions	-	-	208	500
5410 Employee Training	-	-	1,250	3,000
6430 Equipment Repair/Replacement	-	-	8,333	20,000
6440 Equipment Additions	-	-	<u>200,000</u>	<u>200,000</u>
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,163,749</u>	<u>\$ 1,842,234</u>

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



430 CORAL GABLES COUNTRY CLUB FUND
COMMUNITY RECREATION DEPARTMENT
6034 COUNTRY CLUB - FITNESS & POOL
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE <u>FULL TIME POSITIONS</u>	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		<u>ACTUAL</u> HEADCOUNT	<u>ACTUAL</u> HEADCOUNT	<u>BUDGET</u> HEADCOUNT	<u>ESTIMATE</u> HEADCOUNT	<u>SALARIES</u>
6320	Fitness & Pool Manager	-	-	1.00	1.00	\$ 82,449
3010	Foreman	-	-	1.00	1.00	52,261
6005	Recreation Specialist	-	-	1.00	1.00	38,996
TOTAL		0.00	0.00	3.00	3.00	\$ 173,706

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>
1000 Salaries	\$ -	\$ -	\$ 194,918	\$ 262,857
2000 Employee Benefits - See Other Cost Dist.	-	-	33,550	140,430
3180 Professional Services - Contracted Staff	-	-	41,667	100,000
4410 Rental of Machinery and Equipment	-	-	4,167	10,000
4550 General Liability Insurance	-	-	12,500	9,892
4630 Repair/Maint. of Machinery & Equipment	-	-	4,167	10,000
4710 Special Printed Forms	-	-	417	1,000
4820 Advertising Expense	-	-	1,000	1,000
4940 Taxes & License Fees Paid	-	-	2,083	5,000
5100 Office Supplies	-	-	2,083	5,000
5201 Agricultural Supplies	-	-	4,167	10,000
5202 Chemicals and Photographic Supplies	-	-	10,417	25,000
5203 Drugs and Medical Supplies	-	-	2,083	5,000
5204 Cleaning & Janitorial Supplies	-	-	2,083	5,000
5206 Food for Human Consumption	-	-	4,167	10,000
5208 Household & Institutional Supplies	-	-	10,417	25,000
5209 Protective Clothing	-	-	2,082	5,000
5211 Building Materials and Supplies	-	-	2,083	5,000
5213 Purchase/Rental - Employee Uniforms	-	-	2,083	5,000
5214 Uniform Allowance	-	-	313	750
5215 Small Tools & Minor Equipment	-	-	1,250	3,000
5400 Membership Dues and Subscriptions	-	-	208	500

EXPENDITURE DETAIL

	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>
5410 Employee Training	-	-	1,250	3,000
6430 Equipment Repair/Replacement	-	-	4,167	10,000
6440 Equipment Additions	-	-	200,000	200,000
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 543,322</u>	<u>\$ 857,429</u>

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



430 CORAL GABLES COUNTRY CLUB FUND
COMMUNITY RECREATION DEPARTMENT
6038 COUNTRY CLUB - GRANADA GOLF
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
	<u>FULL TIME POSITIONS</u>	HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
4006	Automotive Mechanic	1.00	1.00	1.00	1.00	\$ 53,092
9999	Holiday Pay - Worked	-	-	-	-	1,000
TOTAL		1.00	1.00	1.00	1.00	\$ 54,092

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 45,481	\$ 46,969	\$ 48,424	\$ 54,092
2000 Employee Benefits - See Other Cost Dist.	34,208	37,069	39,231	42,760
3190 Other Professional Services	267,015	218,296	266,228	371,788
3191 Prof Services - Pro Shop Maintenance	47,250	54,000	54,000	54,000
4020 Central Garage Motor Pool Oper	30,901	26,880	36,833	561
4021 Central Garage Motor Pool Repl	-	-	-	32,573
4420 General Services Cost - See Other Cost Dist.	153,955	153,459	154,742	160,662
4450 Lease Equipment	89,289	82,365	107,505	107,505
4550 General Liability Insurance	2,168	2,286	2,290	3,080
4620 Repair and Maint. of Office Equipment	-	-	750	750
4630 Repair/Maint. of Machinery & Equipment	4,330	3,750	11,500	11,500
4690 Special Maintenance Interdept'l Charges	122,977	121,576	138,209	-
4710 Special Printed Forms	1,474	796	1,000	1,000
4820 Advertising Expense	-	812	1,000	1,000
4940 Taxes & License Fees Paid	308	308	-	-
5100 Office Supplies	-	907	1,000	1,000
5201 Agricultural Supplies	63,192	60,481	60,108	67,608
5203 Drugs and Medical Supplies	-	139	150	150
5204 Cleaning & Janitorial Supplies	2,033	579	3,332	3,332
5207 Motor Fuel and Lubricants	1,090	1,396	1,050	1,050
5208 Household & Institutional Supplies	7,503	4,655	7,500	7,500
5209 Protective Clothing	557	162	775	775

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>
5211 Building Materials and Supplies	2,149	1,689	2,900	2,500
5213 Purchase/Rental - Employee Uniforms	-	1,110	750	1,150
5214 Uniform Allowance	211	215	250	250
5215 Small Tools & Minor Equipment	1,785	2,054	1,950	1,950
5217 Operating Equipment Repair Parts	20,524	16,960	20,700	21,700
5400 Membership Dues and Subscriptions	888	1,492	990	990
5410 Employee Training	2,215	1,602	2,625	2,625
TOTAL	<u>\$ 901,503</u>	<u>\$ 842,007</u>	<u>\$ 965,792</u>	<u>\$ 953,851</u>

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
6009	Youth Center Supervisor	1.00	1.00	1.00	1.00	\$ 90,878
6011	Youth Center Ass't Supv.	1.00	1.00	1.00	1.00	53,933
6005	Recreation Specialist	3.00	3.00	3.00	3.00	162,647
3010	Foreman	1.00	1.00	1.00	1.00	53,031
3103	Repair Worker - Parks	2.00	2.00	2.00	2.00	88,004
8888	Overtime	-	-	-	-	5,000
TOTAL FULL TIME HEADCOUNT		8.00	8.00	8.00	8.00	453,493
<u>PART TIME POSITIONS</u>		<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
0019	Program Assistant - P/T	4	3.00	3.00	3.00	68,813
0095	Specialized Fitness Coordinator - P/T	1	-	-	0.75	23,949
0024	Guest Service Representative - P/T	9	4.50	4.50	6.75	189,579
0093	Guest Service Representative Specialist - P/	1	0.75	0.75	0.75	23,949
0023	Recreation Counselor - P/T	11	7.80	7.80	7.80	225,370
6000	Director of Youth Soccer - P/T	1	0.75	0.75	0.75	46,578
6017	High Perf Athletic Coach - P/T	4	-	1.40	1.40	43,772
6018	High Perf Athletic Coach - P/T - Seasonal	3	-	0.43	0.43	13,500
0053	Guest Service Rep - Seasonal	1	1.00	1.00	1.00	7,000
2308	Spring Break Camp Counselor - Seasonal	1	1.00	1.00	1.00	118,784
6001	Summer Camp Coordinator - Seasonal	1	1.00	1.00	1.00	20,995
7777	Staff Hours Variance - P/T	-	-	-	-	(65,000)
TOTAL PART TIME FTE's		37	19.80	21.63	24.63	717,289
TOTAL			27.80	29.63	32.63	\$ 1,170,782

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 583,956	\$ 728,789	\$ 1,031,026	\$ 1,170,782
2000 Employee Benefits - See Other Cost Dist.	327,415	338,157	369,928	380,621
3180 Professional Services - Contracted Staff	218,988	333,643	564,931	529,217
3190 Other Professional Services	21,415	14,562	60,731	60,731
4010 Travel Expense	-	-	33,500	33,500
4020 Central Garage Motor Pool Oper	13,687	12,647	16,064	7,386
4021 Central Garage Motor Pool Repl	-	-	-	8,267
4410 Rental of Machinery and Equipment	2,775	2,854	5,000	5,000
4420 General Services Cost - See Other Cost Dist.	875,051	880,395	879,520	913,170
4550 General Liability Insurance	41,326	40,630	44,856	66,670
4630 Repair/Maint. of Machinery & Equipment	1,600	408	5,000	5,000
4690 Special Maintenance Interdept'l Charges	61,489	59,758	69,104	-

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
4710 Special Printed Forms	-	-	740	740
4820 Advertising Expense	-	-	480	480
4990 Other Miscellaneous Expense	503	-	3,804	3,804
5100 Office Supplies	2,320	1,903	7,671	7,671
5201 Agricultural Supplies	20,908	16,709	20,000	20,000
5202 Chemicals and Photographic Supplies	-	-	1,000	1,000
5203 Drugs and Medical Supplies	-	-	1,000	1,000
5204 Cleaning & Janitorial Supplies	3,883	2,479	4,500	4,500
5206 Food for Human Consumption	10,321	5,207	26,671	26,671
5208 Household & Institutional Supplies	21,750	13,548	25,695	25,695
5209 Protective Clothing	169	80	375	375
5211 Building Materials and Supplies	162	-	3,000	3,000
5213 Purchase/Rental - Employee Uniforms	845	415	7,290	7,290
5214 Uniform Allowance	8,707	4,158	32,001	32,001
5215 Small Tools & Minor Equipment	307	744	1,000	1,000
5400 Membership Dues and Subscriptions	6,202	617	17,000	17,000
5410 Employee Training	-	300	350	350
6430 Equipment Repair/Replacement	36,081	15,890	42,660	42,660
6440 Equipment Additions	7,552	3,519	10,650	10,650
7195 Contingency for Budget Reduction	-	-	16,765	16,765
TOTAL	<u>\$ 2,267,412</u>	<u>\$ 2,477,412</u>	<u>\$ 3,302,312</u>	<u>\$ 3,402,996</u>

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2019-2020 ACTUAL HEADCOUNT	2020-2021 ACTUAL HEADCOUNT	2021-2022 BUDGET HEADCOUNT	2022-2023 ESTIMATE HEADCOUNT		SALARIES
FULL TIME POSITIONS							
6007	Adult Activity Supervisor	1.00	1.00	1.00	1.00	\$ 69,996	
0634	Adult Activiy Assistant Supervisor	1.00	1.00	1.00	1.00	44,276	
8888	Overtime	-	-	-	-	500	
9999	Holiday Pay	-	-	-	-	500	
TOTAL FULL TIME HEADCOUNT		2.00	2.00	2.00	2.00	115,272	
PART TIME POSITIONS							
	TITLE	HC	FTE's	FTE's	FTE's	FTE's	
0093	Guest Service Representative Specialist - P/	1	0.75	0.75	0.75	0.75	24,576
0024	Guest Service Representative - P/T	6	4.35	4.35	4.35	4.35	99,272
9018	Maintenance Worker I - P/T	1	0.75	0.75	0.75	0.75	21,734
0095	Specialized Fitness Coordinator - P/T	1	0.60	0.60	0.60	0.60	27,614
0100	Adult Activities Instructor - Seasonal	1	0.91	0.91	0.91	0.91	38,197
TOTAL PART TIME FTE's		10	7.36	7.36	7.36	7.36	211,393
TOTAL			9.36	9.36	9.36	9.36	\$ 326,665

EXPENDITURE DETAIL

	2022-2023 ESTIMATE			
	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
1000 Salaries	\$ 181,115	\$ 143,948	\$ 314,248	\$ 326,665
2000 Employee Benefits - See Other Cost Dist.	94,516	97,253	113,678	107,284
3190 Other Professional Services	35,497	3,691	116,941	118,941
4010 Travel Expense	-	-	5,184	4,684
4410 Rental of Machinery and Equipment	2,629	2,162	3,500	3,500
4550 General Liability Insurance	14,376	12,840	14,725	18,602
4630 Repair/Maint. of Machinery & Equipment	620	3,209	3,584	3,584
4710 Special Printed Forms	168	2,303	5,084	4,084
4990 Other Miscellaneous Expense	-	40	-	-
5100 Office Supplies	2,040	1,012	6,500	5,500
5202 Chemicals and Photographic Supplies	-	-	500	500
5203 Drugs and Medical Supplies	-	-	1,000	1,000
5204 Cleaning & Janitorial Supplies	-	-	1,000	1,000
5206 Food for Human Consumption	4,237	903	13,300	15,300
5208 Household & Institutional Supplies	4,212	4,529	17,153	17,153
5209 Protective Clothing	-	-	75	75

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
5211 Building Materials and Supplies	2,835	420	4,000	4,000
5213 Purchase/Rental - Employee Uniforms	-	648	3,060	3,060
5214 Uniform Allowance	230	718	750	500
5215 Small Tools & Minor Equipment	246	234	2,500	2,500
5400 Membership Dues and Subscriptions	522	397	1,234	1,234
5410 Employee Training	-	3,054	3,000	1,500
7195 Contingency for Budget Reduction	-	-	15,618	15,618
TOTAL	\$ 343,243	\$ 277,361	\$ 646,634	\$ 656,284



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**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
FULL TIME POSITIONS						
0059	Special Projects Coordinator	1.00	1.00	1.00	1.00	\$ 82,974
TOTAL FULL TIME HEADCOUNT		1.00	1.00	1.00	1.00	82,974
PART TIME POSITIONS						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0097	Special Projects Specialist - P/T	1	0.75	0.75	0.75	25,070
0086	Special Projects Assistant	1	0.60	0.60	0.60	17,987
TOTAL PART TIME FTE's		2	1.35	1.35	1.35	43,057
TOTAL		2.35	2.35	2.35	2.35	\$ 126,031

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 141,842	\$ 135,560	\$ 109,337	\$ 126,031
2000 Employee Benefits - See Other Cost Dist.	56,828	57,693	54,790	59,621
3190 Other Professional Services	148,772	150,834	195,280	241,780
4410 Rental of Machinery and Equipment	16,161	-	5,096	5,096
4550 General Liability Insurance	5,151	5,483	5,087	7,177
4710 Special Printed Forms	2,961	756	2,900	2,500
4802 July 4th Celebration	-	-	175,000	175,000
4820 Advertising Expense	750	-	-	-
4840 Farmers Market	70	-	-	-
5202 Chemicals and Photographic Supplies	1,187	-	1,000	1,000
5206 Food for Human Consumption	2,055	1,816	2,900	1,400
5208 Household & Institutional Supplies	16,393	24,799	10,589	5,589
5214 Uniform Allowance	-	-	-	400
5400 Membership Dues and Subscriptions	50	-	-	-
7195 Contingency for Budget Reduction	-	-	33,300	33,300
TOTAL	\$ 392,220	\$ 376,941	\$ 595,279	\$ 658,894

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2019-2020 ACTUAL HEADCOUNT	2020-2021 ACTUAL HEADCOUNT	2021-2022 BUDGET HEADCOUNT	2022-2023 ESTIMATE HEADCOUNT		SALARIES
FULL TIME POSITIONS							
2309	Golf Course & Parks Supt.	1.00	1.00	1.00	1.00	\$ 97,243	
2310	Golf Course & Parks Maint. Asst. Supt.	1.00	1.00	1.00	1.00	77,039	
3009	Irrigation Foreman	1.00	1.00	1.00	1.00	71,946	
3010	Foreman	2.00	2.00	2.00	2.00	146,650	
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	51,582	
TOTAL FULL TIME HEADCOUNT		6.00	6.00	6.00	6.00	444,460	
PART TIME POSITIONS							
	TITLE	HC	FTE's	FTE's	FTE's	FTE's	
6004	Park Service Attendant - P/T	5	3.75	3.75	3.75	3.75	86,723
6107	Park Ambassador - P/T	1	0.75	0.75	0.75	0.75	25,138
TOTAL PART TIME FTE's		6	4.50	4.50	4.50	4.50	111,861
TOTAL			10.50	10.50	10.50	10.50	\$ 556,321

EXPENDITURE DETAIL

	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
1000 Salaries	\$ 444,362	\$ 446,274	\$ 478,969	\$ 556,994
2000 Employee Benefits - See Other Cost Dist.	192,521	204,971	214,897	235,714
3190 Other Professional Services	372,688	352,428	372,120	507,840
4020 Central Garage Motor Pool Oper	40,849	36,302	48,366	8,124
4021 Central Garage Motor Pool Repl	-	-	-	36,687
4420 General Services Cost - See Other Cost Dist.	51,318	51,632	51,580	53,553
4550 General Liability Insurance	22,242	22,438	22,221	31,718
4611 Repair/Maint. - Maint of Parks Equip	-	897	7,608	-
4630 Repair/Maint. of Machinery & Equipment	856	2,250	4,000	3,500
5100 Office Supplies	966	-	547	547
5201 Agricultural Supplies	28,799	36,696	61,273	64,273
5207 Motor Fuel and Lubricants	482	-	550	550
5208 Household & Institutional Supplies	43,644	42,974	37,715	37,715
5209 Protective Clothing	(868)	-	1,000	1,000
5211 Building Materials and Supplies	972	1,048	900	900
5213 Purchase/Rental - Employee Uniforms	4,404	6,426	5,000	5,500

EXPENDITURE DETAIL

	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>
5214 Uniform Allowance	-	-	250	250
5215 Small Tools & Minor Equipment	3,507	3,014	5,375	5,375
5217 Operating Equipment Repair Parts	2,081	2,330	2,500	2,500
6430 Equipment Repair/Replacement	26,209	3,761	47,150	42,250
6440 Equipment Additions	10,390	7,398	25,000	25,000
7195 Contingency for Budget Reduction	-	-	22,938	22,938
9010 Intradepartmental Credits	<u>(209,074)</u>	<u>(206,061)</u>	<u>(234,955)</u>	<u>-</u>
TOTAL	<u>\$ 1,036,348</u>	<u>\$ 1,014,778</u>	<u>\$ 1,175,004</u>	<u>\$ 1,642,928</u>

Action Plan Worksheet



Action Plan Owner: Fred Couceyro, Community Recreation Director

Action Plan Name: 5.3.1-1 Increase the percentage of geographic areas within a 10-minute walk of a park, playground, or other recreational space to at least 85% by 2025

Strategic plan alignment:

- Objective – 5 – Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Goal 3 - Promote world-class neighborhood experience

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Assessment and identification of applicable spaces	07/01/23	Listing of all playgrounds, parks, and recreational spaces
Assess and quantify percentage of homes within a 10-minute accessible walk of spaces.	12/01/23	Levels of service map including identification of accessibility needs
Identify areas with deficient level of service	03/01/24	Listing and map of areas in need or improvement
Identify properties for purchase or repurpose	10/01/24	Listing of properties
Community Meeting for approval of purchase	11/01/24	Community presentation and meeting minutes
Secure, purchase or repurpose property	02/01/25	Establishment of new recreation space
Identify accessibility improvements needed for new space	02/01/25	Project scope for each new space
Community Meeting for development of space	05/01/25	Community Presentation and meeting minutes
Secure funding and begin construction for space	09/30/25	Budgeted project and construction date

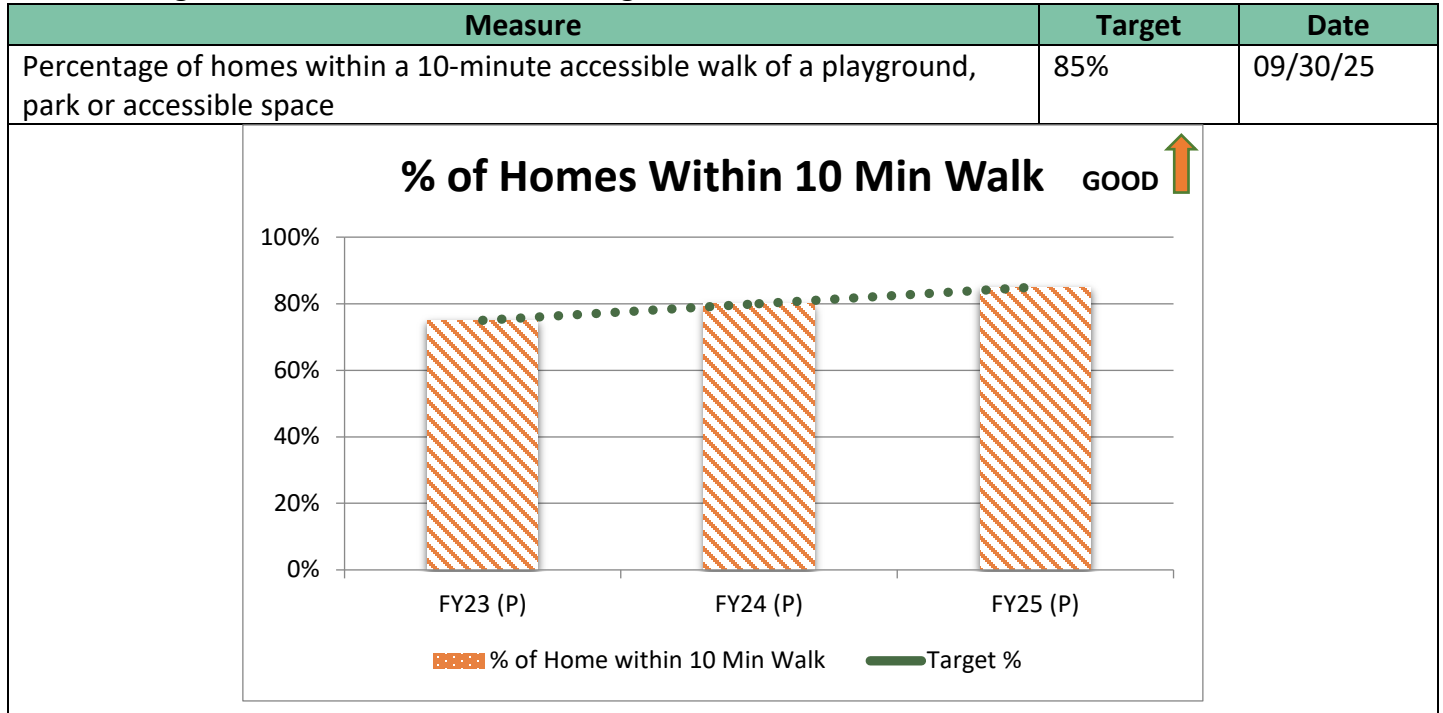
Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Informatics Person – Director (100 hours annually)
 - Program / Subject Matter Experts – Director, Administrative Supervisor, IT/GIS staff, CIP team, Architects, Greenspace Management (100 hours annually)
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 5,500,000	Purchase of properties for recreational space
\$ 2,000,000	Capital expenditures for construction
\$ 7,500,000	Total

- Technology:
 - Use of Mapping GIS through IT staff support
- Other
 - Space, equipment, etc.

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



Frequency & venue of review

- Quarterly project team meeting.
- Annual report to City Manager.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	<ul style="list-style-type: none"> • Consolidation of locations and uses will allow for easier maintenance 	<ul style="list-style-type: none"> • Increased workload
Program / Subject Matter Experts	<ul style="list-style-type: none"> • Provide blueprint for expansion in future 	<ul style="list-style-type: none"> • Unhappiness with location or design
Sr. Leadership	<ul style="list-style-type: none"> • Resident support 	<ul style="list-style-type: none"> • Neighborhood unrest with activity
Commissioners	<ul style="list-style-type: none"> • Support for acquisition of land 	<ul style="list-style-type: none"> • 15% still in need
Customers	<ul style="list-style-type: none"> • Accessibility to park spaces 	<ul style="list-style-type: none"> • Park spaces not designed for all needs

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

- Money:
 - Costs: \$7,500,000
 - Benefits: Undetermined increase in tax revenues due to increased home values
 - Time to see return on investment: 3 years
- Other benefits:

Action Plan Worksheet



Action Plan Owner: Fred Couceyro, Community Recreation Director

Action Plan Name: 5.3.2-1 Provide dog parks for the community to meet the top-ten benchmark City national standard for dog parks by 2025

Strategic plan alignment:

- Objective – 5 – Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Goal 3 - Promote world-class neighborhood experience

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Research dog park concurrency benchmark standards	12/01/22	Listing and results of benchmark study
Assessment and identification of applicable spaces	03/01/23	Listing of all potential city owned spaces suitable for dog parks
Identify areas with deficient level of service	06/01/23	Listing and map of areas in need or improvement
Identify properties for purchase or repurpose	10/01/23	Listing of properties
Community Meeting for approval of purchase	01/01/25	Meeting minutes
Secure, purchase or repurpose property	03/01/25	Establishment of new recreation space
Community Meeting for development of space	05/01/25	Meeting minutes
Secure funding and begin construction for space	09/30/25	Budgeted project and construction date

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Program / Subject Matter Experts – Director, Assistant Director, Admin. Supervisor, Golf and Parks staff, Greenspace management, CIP staff
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 800,000	Development costs for dog park
\$ 75,000	Dog Park Waste supplies annually
\$ 75,000	Annual staffing expenditures
\$ 950,000	Total (not including cost to purchase the property)

- Knowledge/Training:
 - Part-time staff – training of dog park monitoring and servicing
- Other
 - Equipment and furnishings for dog park.

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

Measure	Target	Date
Number of dog parks per 50,000 residents	2	09/30/25

Frequency & venue of review

- Quarterly project team meeting.
- Annual report to City Manager.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Program / Subject Matter Experts	<ul style="list-style-type: none"> • Provide blueprint for future expansion 	<ul style="list-style-type: none"> • Unhappiness with design
Sr. Leadership	<ul style="list-style-type: none"> • Alleviate complaints and issues related to dogs 	<ul style="list-style-type: none"> • Need for more resources dependent on use
Commissioners	<ul style="list-style-type: none"> • Voter approval 	<ul style="list-style-type: none"> • Residents unhappy with locations
Customers	<ul style="list-style-type: none"> • Fulfill need for many 	<ul style="list-style-type: none"> • Needs still not met
Regulators	<ul style="list-style-type: none"> • Reduces need for enforcement 	<ul style="list-style-type: none"> • Complaints about non-resident use

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

- Money:
 - Costs: \$950,000
 - Benefits: increased home values
 - Time to see return on investment : 3 years
- Other benefits:
 - Resident satisfaction
 - Dog waste control

Action Plan Worksheet



Action Plan Owner: Fred Couceyro, Community Recreation Director

Action Plan Name: 5.3.3-1 Provide a fully operational Country Club for residents achieving 80% operating cost recovery by 2025

Strategic plan alignment:

- Objective – 5 – Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Goal 3 - Promote world-class neighborhood experience

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Develop and implement an operational plan.	05/01/22	Completed & approved plan.
Develop a fiscal operational cost estimate.	05/01/22	Complete cost estimate.
Develop a 5-year capital cost estimate and timeline.	05/01/22	Complete estimate.
Develop a staffing and onboarding plan.	05/01/22	Complete and implement onboarding.
Develop annual revenue estimates with a 5-year projection.	10/01/22	Complete estimate.
Establish fees for rentals, services, and programming.	10/01/22	Have fees approved by the Commission.
Complete a facility inventory of assets and programming amenities.	12/31/22	Complete inventory listing.
Provide seasonal cost analysis for operational expenditures and revenues to assess level of success.	Ongoing	Ongoing review.

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Informatics Person – Carolina Vester
 - Program / Subject Matter Experts – Carolina Vester
- Finances (detailed listing of expected costs): see attached detailed operating estimates

\$ Amount	Purpose
\$ 4,500,000	Fiscal Operating Budget – ongoing each year
\$ 9,000,000	Capital 5-Year Budget – distributed over five years
\$ 13,500,000	Total

- Technology:
 - See attached separate technology needs.
- Knowledge/Training:
 - All staff – Onboarding training

- Other
 - Space, equipment, etc.

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

Measure	Target	Date												
Operating cost recovery	80% 100%	09/30/25 09/30/26												
<div style="text-align: center;"> <p>Operating Cost Recovery GOOD ↑</p> <table border="1"> <caption>Operating Cost Recovery Data</caption> <thead> <tr> <th>Year</th> <th>Operating Cost Recovery (%)</th> <th>Target %</th> </tr> </thead> <tbody> <tr> <td>FY24 (P)</td> <td>~80%</td> <td>~80%</td> </tr> <tr> <td>FY25 (P)</td> <td>~90%</td> <td>~90%</td> </tr> <tr> <td>FY26 (P)</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table> </div>			Year	Operating Cost Recovery (%)	Target %	FY24 (P)	~80%	~80%	FY25 (P)	~90%	~90%	FY26 (P)	100%	100%
Year	Operating Cost Recovery (%)	Target %												
FY24 (P)	~80%	~80%												
FY25 (P)	~90%	~90%												
FY26 (P)	100%	100%												
Operating and capital infrastructure costs recovery	100%	09/30/28												

Frequency & venue of review

- Weekly project team meeting.
- Quarterly report to ACM or CM.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	<ul style="list-style-type: none"> • Opportunities for promotions and jobs. 	<ul style="list-style-type: none"> • Additional strain on the pension. Additional strain on existing administrative workforce.
Informatics	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • Additional strain to existing workforce.
Sr. Leadership	<ul style="list-style-type: none"> • Increased resident satisfaction and engagement. Increased City revenue. 	<ul style="list-style-type: none"> • Additional managerial oversight required.
Commissioners	<ul style="list-style-type: none"> • Increased resident satisfaction and engagement. Increased home value. Increased City brand value and recognition. 	<ul style="list-style-type: none"> • Potential complaints from residents due to operations of the facility.

Customers	<ul style="list-style-type: none"> Increased resident satisfaction and engagement. 	<ul style="list-style-type: none"> Potential dissatisfaction by some members of the community.
Finance	<ul style="list-style-type: none"> Increased City revenue. 	<ul style="list-style-type: none"> Additional unfunded start-up costs.

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

- Money:
 - Costs: \$4,500,000 operating each year.
 - Benefits: \$5,000,000 profitability each year after year five.
 - Time to see return on investment – Five years.
- Other benefits:
 - Resident satisfaction and engagement.

Action Plan Worksheet



Action Plan Owner: Fred Couceyro, Community Recreation Director

Action Plan Name: 5.4.1-1 Provide 2 new offerings annually to address identified needs in technology, literacy, innovation, and business development

Strategic plan alignment:

- Objective – 5 – Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Goal 4 - Enhance the sense of community through educational offerings to meet the needs of residents and small businesses

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Research and collect benchmarks of new programming	12/01/22	Creating a listing of all new and innovative programming
Hold round table to discuss and present to all supervisors of impacted facilities	04/01/23	Minutes with feedback from supervisors
Develop new programs for AAC and YC	06/01/23	Create a program proposal which is approved by staff/admin
Schedule and allocate funding for pilot programs	11/01/23	Entered into recreation management software and City-wide calendar
Create new needs and appropriately budget full programs	02/01/24	Entered into budget approval process for new needs.
Implementation of pilot initiative during summer programming session	04/01/24	Participation of our resident base as well as possible feedback

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Program / Subject Matter Experts – Director, Assistant Director, Admin. Supervisor, Youth Center Supervisor and Adult Activities Center Supervisor

- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 10,000	Funding for an initial program/event for the Adult Activities Center
\$ 10,000	Funding for an initial program/event at the Youth Center
\$ 20,000	Total

- Knowledge/Training:
 - Training and hiring of program experts. As well as training part time staff and full-time staff in implementation of programming/event
- Other
 - Possible equipment purchasing and usage of space at facilities for programming

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

Measure	Target	Date												
Attendee satisfaction at Adult Activities Center event	95%	09/30/24												
Attendee satisfaction at Youth Center event	95%	09/30/24												
Registrations at Adult Activities Center event	7,000 annually	09/30/24												
<p>Registrations GOOD ↑</p> <table border="1"> <caption>Registrations Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Registrations at Youth Center</th> <th>Registrations at AAC</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>11,000</td> <td>6,500</td> </tr> <tr> <td>FY24 (P)</td> <td>11,500</td> <td>6,800</td> </tr> <tr> <td>FY25 (P)</td> <td>12,000</td> <td>7,000</td> </tr> </tbody> </table>			Fiscal Year	Registrations at Youth Center	Registrations at AAC	FY23 (P)	11,000	6,500	FY24 (P)	11,500	6,800	FY25 (P)	12,000	7,000
Fiscal Year	Registrations at Youth Center	Registrations at AAC												
FY23 (P)	11,000	6,500												
FY24 (P)	11,500	6,800												
FY25 (P)	12,000	7,000												
Registrations at Youth Center event	12,000 annually	09/30/24												

Frequency & venue of review

- Weekly project team meeting.
- End of program/event S.W.O.T. analysis and debrief with supervisors/staff.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	<ul style="list-style-type: none"> • Improving knowledge of staff on different subject matters 	<ul style="list-style-type: none"> • Retention of staff as a result
Program / Subject Matter Experts	<ul style="list-style-type: none"> • Provide programming plan and Rectrac access to residents/users 	<ul style="list-style-type: none"> • Unhappiness with registration/time or locations
Sr. Leadership	<ul style="list-style-type: none"> • Resident Support 	<ul style="list-style-type: none"> • Using program space for initiatives that may not align with resident base
Customers	<ul style="list-style-type: none"> • Accessibility to new and innovative programming 	<ul style="list-style-type: none"> • Dissatisfaction with programming

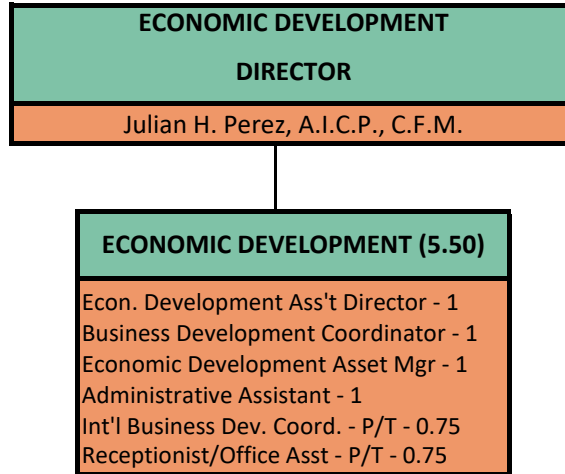
What are the positive and negative financial impacts (costs / benefits and return on investment)?

- Money:
 - Costs: \$20,000.00
 - Benefits: A more attuned resident base to the needs of technology, literacy, innovation, and business development
 - Time to see return on investment : 2-3 years
- Other benefits:
 - Resident Satisfaction
 - Becoming more world class

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

ECONOMIC DEVELOPMENT

ORGANIZATION CHART



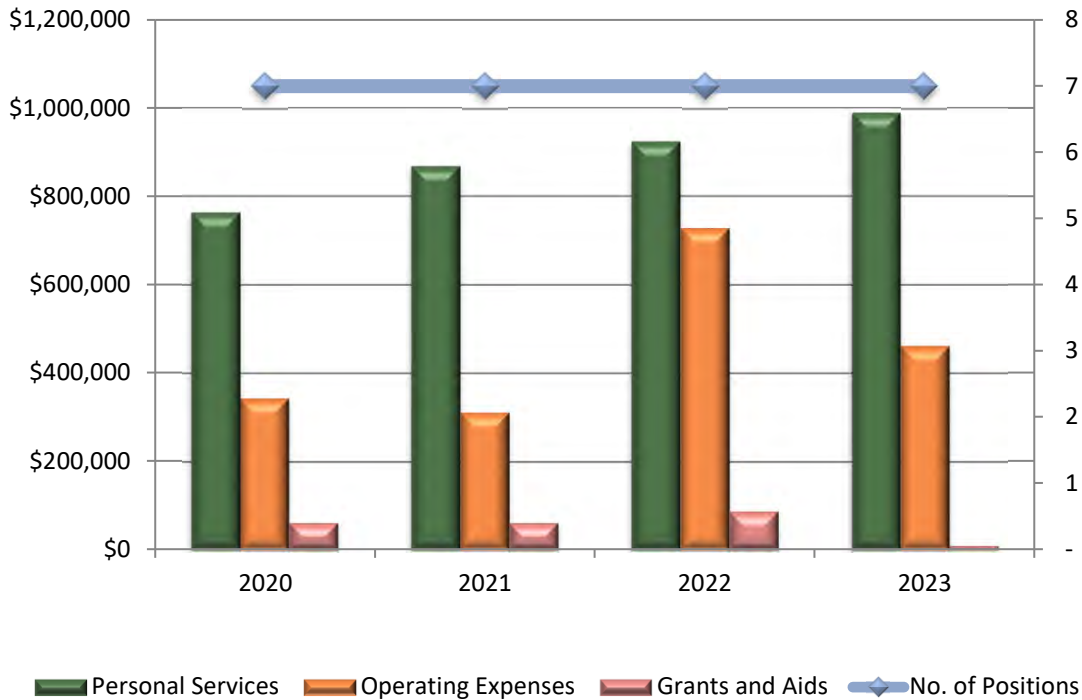
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



**ECONOMIC DEVELOPMENT DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
Salaries & Benefits	763,048	867,123	923,636	988,674
Operating Expenses	342,764	311,471	727,508	461,468
Grants and Aids	61,630	61,589	87,546	10,000
Total	<u>1,167,442</u>	<u>1,240,183</u>	<u>1,738,690</u>	<u>1,460,142</u>
Full Time Headcount	5.00	5.00	5.00	5.00
Part Time FTE's	1.50	1.50	1.50	1.50
Total Headcount & FTE's	<u>6.50</u>	<u>6.50</u>	<u>6.50</u>	<u>6.50</u>

EXPENDITURE/PERSONNEL COMPARISONS



Economic Development

Department Function:

The Economic Development department was created in 1989 to foster sound economic growth and quality of life in the City of Coral Gables.

Economic Development

The department is tasked with the responsibility of managing the city's economic development initiatives which are designed to support the needs of the business ecosystem. This involves the development and implementation of the city's comprehensive economic development program, business recruitment, and the implementation of economic/planning software tools to provide real-time data, technical workshops and/or webinars to existing businesses and new to market companies, while supporting viable economic development initiatives. The department conducts city sponsored business events, proactively participates in the search for public and private grants to financially assist our small businesses and supports the implementation of the City's Community Rating System (CRS) Program. The department serves as liaison to the city's Economic Development Board.

The Department also manages the operations of the city-owned assets, oversees the City's international affairs activities, and participates in several multi-departmental efforts - pursuant to the following:

Property Administration

The department assists in real estate acquisitions, dispositions, and the negotiation (including public/private ventures) and administration of lease and concessionary agreements for City-owned properties to generate revenue, obtain value, and provide enduring public benefits for the City. The department serves as liaison to the city's Property Advisory Board and the Library Advisory Board.

Retail Development

The department works to attract retailers and restaurants to complement the downtown and works closely with property owners, landlords and brokers on scouting and introduction to new businesses. The department works to continuously implement the City's Retail Strategy which includes several goals including increasing a sense of place in the downtown, clarifying signage criteria, and assisting businesses navigate the City's permitting process. Business retention is a strong goal of the department, working closely with existing businesses by providing workshops, grants, and assistance with relocation.

International Affairs

The department is responsible for managing the City's Sister Cities Program, the International Cultural Events Program, and all communications and relations with members of the Consular Corps of Miami. The department works with foreign government offices and trade commission offices to find business and cultural opportunities that are mutually beneficial. The department works closely with the Consular Corps to accomplish this goal. The department serves as liaison to the city's International Affairs Coordinating Council (IACC). Additionally, the department works directly with the international business community, and particularly with the new to market companies to help them navigate the City's and county's regulatory process.

Technological Integration

The department, in cooperation with the City's Innovation Officer, is leveraging its national Smart City status to attract tech-focused companies and startups to Coral Gables. The department has sponsored a series of workshops, conferences, and other related activities with partners such as Google, the University of Miami and cyber security experts from Silicon Valley, to increase the digital literacy of the business community in a rapidly evolving tech ecosystem. The department also works with the City's Innovation Officer to market Coral Gables to tech and fintech companies.

Department Goals:

The City of Coral Gables Economic Development Department has adopted the following goals to guide the operations of the organization in the utmost professional and cost-effective manner consistent with the City's economic development mission.

1. To create an integrated business-friendly environment guided by an experienced, multi-disciplinary professional staff supportive of new business ideas including the application of smart city technology for small businesses to be more resilient during economic downturns and/or crisis.
2. To attract businesses to our community, providing them location assistance and permitting assistance once they have made the decision to come to Coral Gables.
3. To create a retail friendly environment, promoting the downtown to other communities and attracting businesses in line with the City's retail strategy.
4. To proactively participate as a technical resource during the preparation, negotiation, and implementation of development agreements and/or public/private partnerships that will have positive economic impacts in the community, such as new development or redevelopment projects.
5. To proactively participate with the city's regional and local partners (e.g., Enterprise Florida, Miami-Dade Beacon Council, Endeavor Miami, Foreign Trade Commission, Chambers of Commerce, the Business Improvement District of Coral Gables, Regional Planning Council, Foreign Consulates and Universities) to create new jobs and business opportunities in the city's core industries.
6. To complete the citywide economic study to support the implementation of the "City's Corporate Strategy" and further the implementation of the "City's Corporate and Retail Strategy."
7. To proactively work with local business associations and economic development agencies to retain and/or expand the operations of local businesses.
8. To fully integrate the City's Asset Management Program in the Economic Development Program to actively market City's properties to existing and potential new businesses interested in relocating to the City of Coral Gables.
9. To enhance administrative policies, technology, and market-driven solutions used in the purchase, sale, lease, and management of City-owned property that continue to ensure transparent, consistent, and competitive processes as well as generate revenue, obtain value, and provide enduring public benefits for the City and its residents.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

ECONOMIC DEVELOPMENT

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ Developed and strengthened new and existing international partnerships and working relationships with local organizations to support cultural exchange and expand business opportunities and economic growth in the city.
- ✓ The Department in conjunction with the Consular Corps of Miami initiated a lecture series on issues of mutual interest that included experts in cyber security, immigration, and supply chain.
- ✓ Launched the International Cultural Events Initiative aimed at providing enriching cultural experiences to residents and visitors through a partnership with foreign government offices and agencies. The Consulate of Colombia was the first foreign government to participate in the program with the “Festival de Barranquilla.”
- ✓ The Department was recognized at the Cyber Security Symposium for Smart Cities 2021, as a “Cybertrust Pioneer in Local Governments.”
- ✓ The Department and the City’s Innovation Officer have participated in a series of meetings with foreign dignitaries to discuss the integration of “Smart City” technologies into economic development initiatives.
- ✓ The Department developed a model to explain the process for integrating “Smart City” technologies into economic development initiatives, and was recognized by the Dense Network Professional organization as an applicable technological integration model for municipalities.
- ✓ Worked with the city’s Information Technology Department to implement asset management software to assist in the management of leased city-owned property.
- ✓ The Department and the city’s Information Technology Department participated in the U.S. Census Opportunity Program with the U.S. Department of Commerce and the Minority Business Development Agency to develop a program and software to improve the technological capacity of small businesses in the City of Coral Gables.
- ✓ Launched the City’s own ecommerce store to sell city-branded merchandise, www.gablesshop.com, in an effort to enhance pride of place.
- ✓ Added three kiosks in the downtown area to promote local businesses to residents and visitors, provide Smart City analytics and increase the revenue flow from the program.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ The Department launched an economic-development-driven software, www.businessexplorer.coralgables.com, with powerful data for prospective businesses, investors and others to explore labor force data, consumer spending habits and mapping analysis.
- ✓ Sponsored a workshop for local retailers, brokers, and landlords featuring social media and retail experts who provided tools available to enhance their retail sales during the holiday season.
- ✓ Provided social media grants to small businesses to use for their advertising efforts during the holiday season.
- ✓ Conducted a refresh of the City's retail strategy and presented findings to the business community and City Commission.
- ✓ Continued to work with downtown landlords, property owners and brokers to bring retail and restaurants to our downtown that fit the City's retail strategy.
- ✓ The Department continues to work with the Business Improvement District (BID) and the Coral Gables Chamber of Commerce to publish the annual edition on how to do business in Coral Gables.
- ✓ Successfully launched a pop-up program in city-owned retail space with the goal of attracting new retail concepts that complement the City's retail strategy. Ben & Giules, a lifestyle retailer, became the city's first pop-up tenant.
- ✓ The City's Miracle Mile and Giralda Plaza Streetscape Project was awarded the International Real Estate Federation's (FIABCI) Grand Prix of Real Estate Award for Excellence in the Public Infrastructure/Amenities category.
- ✓ Negotiated and executed a new lease for the 2325 Galiano Street city-owned property with James Beard Award Chef winner Michelle Bernstein to open SRA Martinez signature restaurant.
- ✓ The Department coordinated a community outreach meeting for Coral Gables and Miami-Dade County residents impacted by Federal Emergency Management Agency (FEMA) proposed new flood risk maps with FEMA, the State of Florida Office of Emergency Management, and Miami-Dade County.
- ✓ The Department participated in the City's Community Rating System (CRS) Annual Recertification.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ The Department, in conjunction with the city's Information Technology Department, developed an on-line user-friendly GIS program for residents and interested stakeholders to determine FEMA's proposed preliminary flood risk maps impact on flood insurance policy and information on Risk Rating 2.0 in real-time.
- ✓ The Department continues to work with local organizations (i.e., Coral Gables Chamber of Commerce), FEMA and the business community to address questions and/or concerns regarding FEMA's preliminary flood risk maps.
- ✓ Participated in the negotiation for the purchase of a neighborhood park property.
- ✓ Negotiated and executed lease renewals and extensions for several City tenants.
- ✓ Participated in the negotiations for the sale of two city-owned properties.
- ✓ Continued to work with the Public Works Department in securing vacant land to be used as a hurricane debris processing site.
- ✓ Worked with the City Attorney's office in creating abstracts of lease and management agreements.
- ✓ Successfully completed the Department's relocation to the Fink Building.
- ✓ Achieved compliance of City lease requirements such as payments, financial reporting, insurance coverage, and tenant maintenance responsibilities.
- ✓ The Department is developing the City's Comprehensive Economic Strategic Plan.
- ✓ The Department continues to actively participate in the National Institute of Standards and Technology (NIST), Baldrige Program, Community of Excellence initiative with the Coral Gables Chamber of Commerce, Coral Gables Foundation and Baptist Health.



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

ECONOMIC DEVELOPMENT

INDICATOR:	FY21			FY22		FY23
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Number of businesses helped via PAP	2	4	●	2	0	2
Visitation of existing business	30	40	▲	25	25	30
Local Business Outreach Assistance (issues/concerns/questions)	20	113	●	25	34	20
Marketing material total audience reached	1M	1.9M	●	1M	1.5M	1M
Public workshops / Presentations	10	46	●	10	41	10
Assisted City departments with negotiations of purchase, sale, and lease of property.	20	56	●	20	45	20
Business contact database	8,250	28,004	●	8,500	8,467	8,250
Participation in Business Recruitment Efforts (not in the Gables/ Corporate & Commercial)	3	26	●	3	18	3

Legend

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



**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
0639	Economic Development. Director	1.00	1.00	1.00	1.00	\$ 143,564
0644	Economic Development. Ass't Director	1.00	1.00	1.00	1.00	132,301
0642	Business Development Coordinator	1.00	1.00	1.00	1.00	85,993
0646	Economic Development Asset Manager	1.00	1.00	1.00	1.00	121,003
0602	Administrative Assistant	1.00	1.00	1.00	1.00	57,419
TOTAL FULL TIME HEADCOUNT		5.00	5.00	5.00	5.00	540,280
PART TIME POSITIONS		HC	FTE's	FTE's	FTE's	FTE's
1150	Int'l Business Development Coord - P/T	1	0.75	0.75	0.75	53,066
9019	Receptionist/Office Asst - P/T	1	0.75	0.75	0.75	27,648
TOTAL PART TIME FTE's		2	1.50	1.50	1.50	80,714
TOTAL		6.50	6.50	6.50	6.50	\$ 620,994

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 497,446	\$ 554,704	\$ 592,642	\$ 620,994
2000 Employee Benefits - See Other Cost Dist.	265,602	312,419	330,994	367,680
3190 Other Professional Services	51,462	66,934	127,279	102,779
3193 Professional Services - Events	100,019	-	100,000	100,000
4010 Travel Expense	1,780	-	8,220	-
4090 Other Transportation Expense	7,688	9,875	10,395	10,395
4091 Cell Phone Allowance	1,900	1,340	1,200	-
4410 Rental of Machinery and Equipment	2,664	2,880	4,800	4,800
4430 Rental of Land and Buildings	63,842	67,470	40,450	21,250
4550 General Liability Insurance	25,633	27,189	27,465	35,362
4720 Printing & Binding	6,532	1,930	9,600	9,600
4810 Promotional Expense	26,128	5,168	24,133	22,933
4812 Promotional Expense - Citywide Marketing	2,500	23,975	237,505	35,000
4820 Advertising Expense	13,234	12,912	20,000	20,000
4830 Prospect Development Expense	13,464	57,339	65,330	50,814
4840 Music Activation	-	15,139	15,600	15,600
4990 Other Miscellaneous Expense	788	383	4,596	2,000

EXPENDITURE DETAIL

	<u>2019-2020</u> <u>ACTUAL</u>	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>BUDGET</u>	<u>2022-2023</u> <u>ESTIMATE</u>
5100 Office Supplies	559	1,058	2,212	2,212
5400 Membership Dues and Subscriptions	23,358	17,155	22,148	22,148
5410 Employee Training	1,213	724	6,575	6,575
8000 City Grants to Outside Organizations	2,881	1,800	9,689	-
8300 Other Grants & Aides	<u>58,749</u>	<u>59,789</u>	<u>77,857</u>	<u>10,000</u>
TOTAL	<u>\$ 1,167,442</u>	<u>\$ 1,240,183</u>	<u>\$ 1,738,690</u>	<u>\$ 1,460,142</u>

Action Plan Worksheet



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

Action Plan Name: 1.4.1-1 Achieve 90 percentile rank in the measurement of excellent for vibrancy of downtown/commercial area by 2025,

Strategic plan alignment

- Objective - Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 4 - Enhance our position as a premier destination for arts, culture, dining, and shopping

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Art Installations (AIPP Funding)		
Research potential art installations and associated costs	10/01/22	Coordination with AIPP Coordinator. Notes from interviews with potential artists.
Prepare an RFP or call for artists for two art installations	12/01/22	RFP published
Complete the call for artists selection process	02/28/23	Selected artists approved by the Procurement Department and City Manager
Recommend at least five (5) artists to participate in the program	03/31/23	Selected artists approved by the Arts Advisory Panel and Cultural Development Board
Selection of at least two (2) art installations for the CBD	05/31/23	Executed PSA with selected artists
Installation of the art pieces in the CBD	12/31/25	Art installed
Marketing Consulting Services		
Funding for a marketing consultant	10/01/22	Budget Allocation
Prepare the RFP for marketing consultant that includes a customer education component	12/01/22	RFP approved by City Manager
Release the marketing consulting RFP	01/15/23	RFP released by Procurement Department
Hire marketing consultant to support the public and media relations campaign	05/31/23	Executed PSA with marketing agency
Coordinate with the Chamber and Business Improvement District (BID) the release of the satisfaction survey to residents	06/30/23	Residents' responses
Review the survey results	10/01/23	Analysis of results

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate):
 - In-house time commitment 160 staff hours (art installations and marketing consultant).
 - Procurement Time: 16 staff hours; Historic Resources and Cultural Arts 12 staff hours per installations
 - Informatics Person – None
 - Program / Subject Matter Experts – Hours included with in-house staff time.

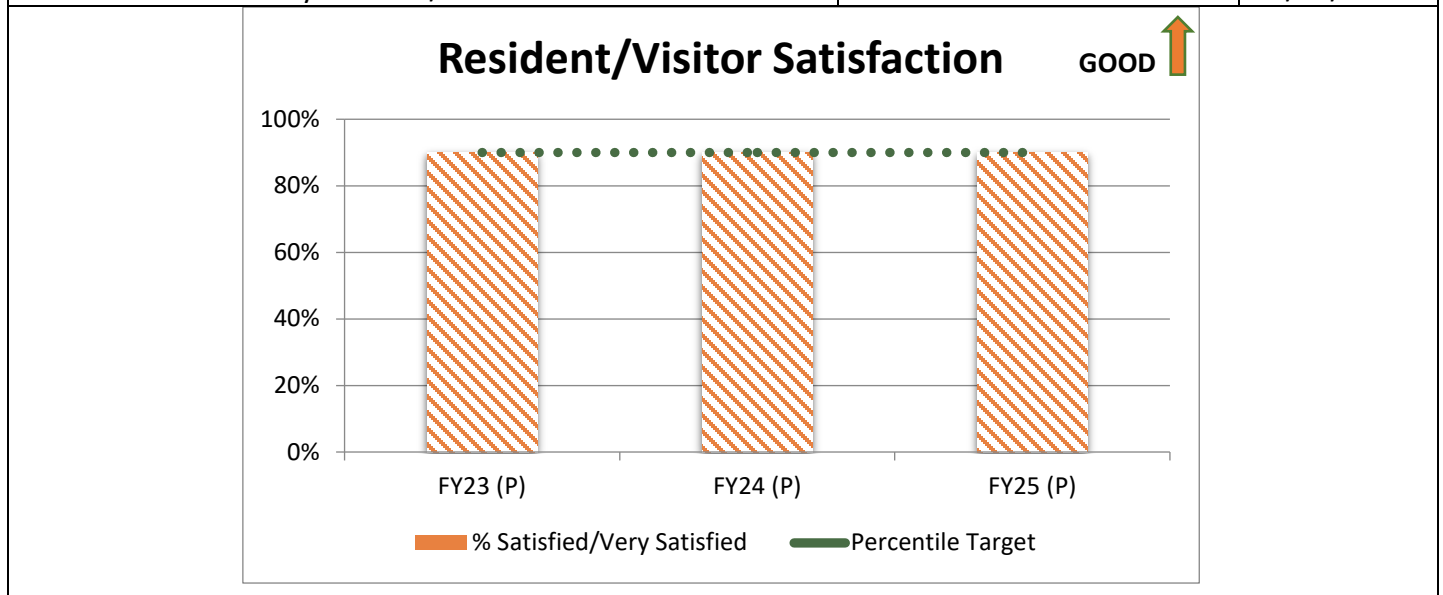
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 500,000	Arts installations (AIPP Funding) FY-2023-2025
\$ 75,000	Marketing Consultant Professional Services Contract – FY 2023
\$ 575,000	Total

- Technology:
 - Mobile pedestrian counters (if none are available) in areas where activity is occurring
 - Survey will take place through a questionnaire on the IKE kiosks (if the activity is occurring in the area where kiosks are available) and through surveys conducted by the City Manager’s office.

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

Measure	Target	Date
Satisfaction of resident/ visitors to the CBD (Giralda Plaza/Miracle Mile/Downtown) using the measurement of “excellent for vibrancy of down/commercial area”	90 th percentile	10/01/23 10/01/24 10/01/25



Frequency & venue of review

- Project Update Meeting – Monthly
- Quarter Update Report – City Manager Office

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

Stakeholder Group	Potential positive impact	Potential negative impact
Historical Resources & Cultural Arts Department	Increase recognition of the City’s AIPP Program Providing opportunities for local artists Participating in the development of art in the County	Cost of implementing the program
Business Improvement District	Involved with high-level art installations Participating in the development of market survey	Cost of participating in the programs
Coral Gables Chamber for Commerce	Involved with high-level art installations Participating in the development of market survey	Cost of participating in the programs
Merchant	Improve the area’s aesthetics Increase foot traffic attracted by the art installations Market survey provide valuable information regarding customer preference	Potential customers would be attracted to the art installations
Residents	Gathering place Community pride	Traffic congestion
Visitors	Tourist attraction location	None

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

- Money:
 - Costs: \$375,000(est.)
 - Benefits: \$500,000(est.)
 - Time to see return on investment
- Other benefits:
 - Increase property values in the surrounding areas of the installation
 - Increase the parking garage and lots revenues in the vicinity of the art installations
 - Increase patronage of local businesses

Action Plan Worksheet



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

Action Plan Name: 5.2.1-1 Increase the number of business tax licenses that complement the brand by 25% by 2025

Strategic plan alignment:

- Objective – 5 – Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Goal 2 - Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Work with the Economic Development Advisory Board members to refine the recommendations provided by the Economic Study consultant	10/01/22	Development of economic strategic strategies
Hold public meetings to present the data generated by the economic study	10/01/22	Attendance roster
Adoption of the Economic Study	03/31/23	City Commission approval
Implement the Economic Study’s strategic policies	06/01/23	Adopted Economic Study
Prepare the economic development sub-element of the comprehensive plan with Planning and Zoning Department	01/03/23	Transmittal to State of Florida Department of Economic Opportunities, State Land Planning Agency
Continue to enhance the capabilities of the GIS Program	On-going	Information provided to the residents, business community and interested stakeholders
Prepare quarterly economic development reports	On-going	Distribution to the business community
Implementation of the Corporate Strategic Plan	06/01/23	Community-wide distribution
Enhance the integration of smart cities technology to support the department’s economic initiatives	On-going	Information available to the community, businesses and interested stakeholders
Conduct technology workshops	10/1/24	Attendance rosters

Resource requirements (what do we need to succeed?)

- Time: In-house time commitment of 160 staff hours (implementation economic strategic policies, economic sub-element of comprehensive plan, technology integration, and public outreach meetings). Planning and Zoning Department 60 staff hours.
 - Program / Subject Matter Experts – Julian H. Perez and Belkys Perez (in-house staff hours already included above)

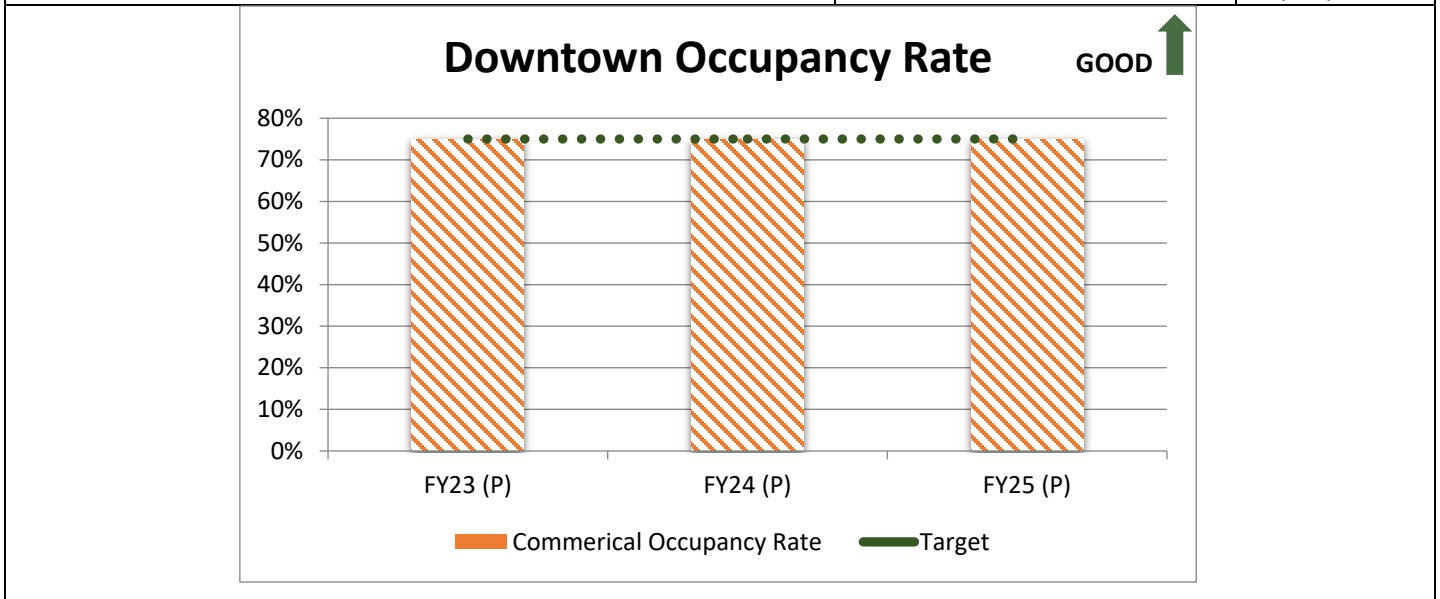
- Finances (detailed listing of expected costs):

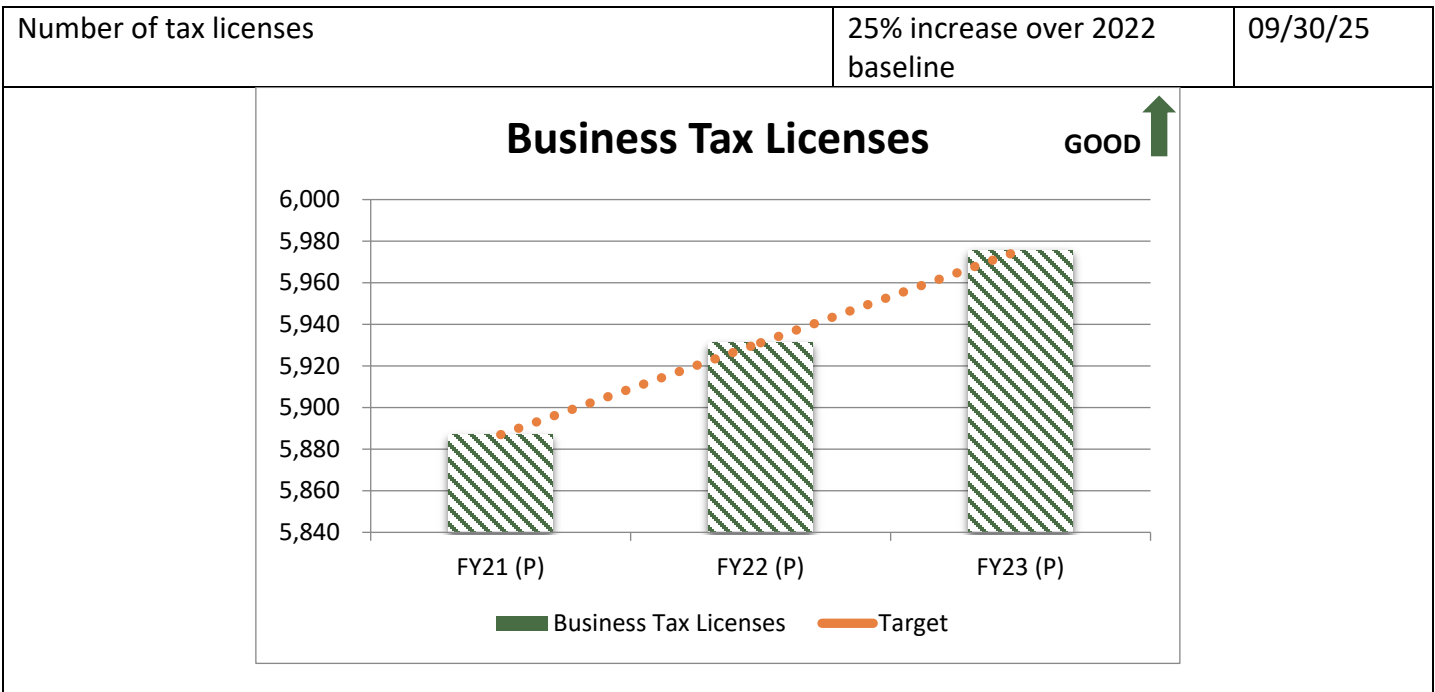
\$ Amount	Purpose
\$ 50,000	Implementation of the economic study strategic policies; preparation and adoption of the economic development sub-element; and community outreach program. Lump-sum request. FY 2023
\$ 45,000	Technology workshops (part of the integration of smart city technologies into the city's economic development initiatives). \$15,000 per year for a period not to exceed three (3) years.
\$ 95,000	Total

- Technology:
 - None
- Knowledge/Training:
 - All staff – 200 hours
- Other (space and equipment, etc.)
 - Commitment to expand the services, if necessary, of the economic development professional consulting services/community outreach activities
 - Staff alignment – Economic Development staff to help support the proposed activities
 - Interdepartmental cooperation (Economic Development, IT, Communication, Economic Development Consultant, and Development Services)
 - Hosting outreach meetings

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

Measure	Target	Date
Commercial Occupancy Rate in Downtown Coral Gables	75%	09/30/23 09/30/24 09/30/25





Frequency & venue of review

- Economic development staff will review the implementation of the corporate strategies monthly.
- Internal Economic Development Working Group will meet quarterly evaluate the implementation of the Corporate Strategies.”
- Regular updates to the City Manager during the monthly department meetings.
- Quarterly meetings with the City’s Innovation Officer to evaluate the technology workshops.
- Quarterly Coordination meeting with our technology partners.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Coral Gables – Business Community	Development of market data useful for strategic planning Availability of real-time market data	None
Coral Gables Chamber of Commerce and BID and other economic development partners	Data available for strategic planning Economic information to support programmatic activities and business strategic planning	None
Community and interested stakeholders	Availability of real-time market data	None

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

- Money:
 - Costs: \$95,000
 - Benefits: \$300,000 (refer to other benefits)
 - Return on investment: 3-5 year after implementation of the program

- Other benefits:
 - Expand the technological capabilities of existing small businesses
 - Generate new opportunities for existing businesses
 - Increase the number jobs generated by the city
 - Increase tax revenues

Action Plan Worksheet



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

Action Plan Name: 5.2.2-1 Design and Implement storefront and signage guidelines including Façade Improvement by 2023

Strategic plan alignment (Supports which Objectives and Goals)

- Objective - 5 – Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Goal 2 - Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Funding request (\$75,000) in “New Needs” to initiate the program	10/01/22	Budget allocation
Funding request (\$75,000) in “New Needs” for accompanying storefront, signage and façade improvement grants.	10/01/22	Budget allocation
Manager and City Commission authorization to proceed with the selection of the Signage and Façade Plan consultant	01/31/23	City Manager and elected officials’ approval
Development of the Signage and Façade Improvement Plan Request for Proposal (RFP)	02/01/23	RFP approved by City Manager
Release the Signage and Façade RFP	03/17/23	Advertisement of the RFP by the Procurement Department
Selection of the Signage and Façade consultant	04/31/23	PSA sent to selected consultant
Negotiate and execute contract with selected consultant	06/30/23	Executed the PSA
Project kick-off meeting with Consultant and key stakeholders.	08/01/23	Adoption of scope of work
Adoption of the Signage and Storefront Plan (guidelines)	08/30/24	Approved by the City Manager and City Commission
Develop the grant program (in-house staff and key stakeholders)	10/01/24	Grant awards

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Informatics Person – Belkys Perez
 - Program / Subject Matter Experts – Francesca Valdes

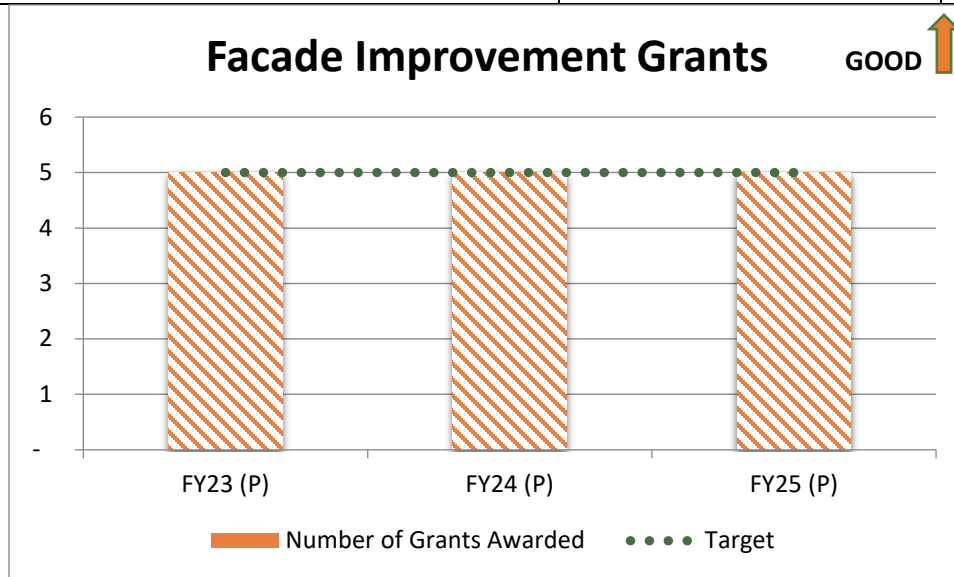
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$150,000	Consulting Fee FY-2023
\$75,000	Grant Program FY-2023
\$225,000	Total

- Knowledge/Training:
 - Procurement Input (RFP) – 8 hours
 - City Attorney (Review the Consultant’s PSA for legal sufficiency) - 8 hours
 - Finance Department (Grant Program) – 8 hours

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

Measure	Target	Date
Development that utilizes the new guidelines	1 per year	09/30/23 09/30/24 09/30/25
Single landlords that utilize new guidelines	2 per year	09/30/23 09/30/24
Grants distributed	5 per year for 3 years	09/30/23 09/30/24 09/30/25



Number of new target businesses in the downtown	2 per year	09/30/23 09/30/24 09/30/25
-------------------------------------------------	------------	----------------------------------

Frequency & venue of review

- Monthly Project Updates – City Manager Office
- Four (4) Quarterly Project Progress Reports – City Manager Office and Procurement Department

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

Stakeholder Group	Potential positive impact	Potential negative impact
Property Owner	The program will allow for a beautified downtown with shoppable storefronts, better signage allocations and streamlined guidelines that will allow for a balanced downtown, of modern and traditional architecture and design. The grant money will ensure that only major developers will implement the updated guidelines and will give the small property owner the help and ability to revitalize their builds.	Higher taxes due to an increase in property values.
Merchants	Attract or expand the customer base and increase sales	Higher rents as demand increases; possible construction
Residents	Better shopping environment and experience	May lose some legacy retailers and mom and pop shops as rents increase
Architects/Designers	Better design guidelines, easier permitting process	None
Downtown Workforce & Visitor	Better shopping/dining experience	May lose some legacy retailers and mom and pop shops as rents increase
BID	Enhanced revenue	None
Chamber of Commerce	Enhanced membership opportunities; Supports existing businesses	None
City of Coral Gables	Increased rent and property value For City Assets Increased tax revenue Supports and enhances the City's brand	Funds allocated to this effort will not be available for other projects

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

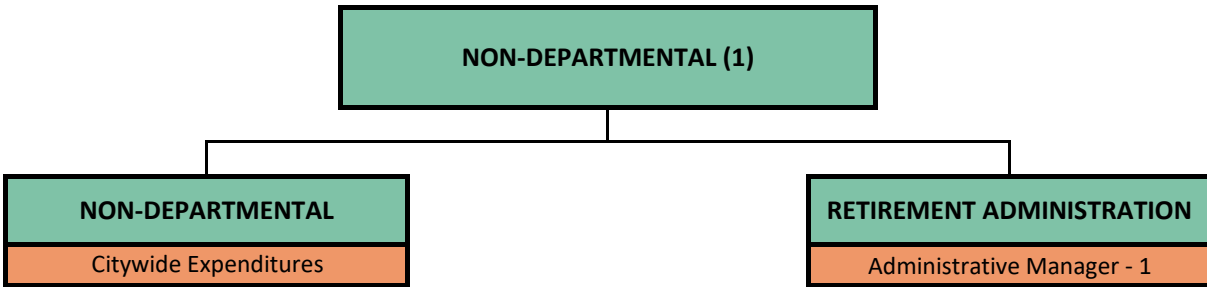
- Money:
 - Costs: \$225,000
 - Benefits: \$250,000 (est.)
 - Return on investment: 3-5 year after implementation of the program
- Other benefits:
 - Increase property value
 - Increase tax revenues
 - Improve the downtown aesthetics



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**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

**NON-DEPARTMENTAL
ORGANIZATION CHART**



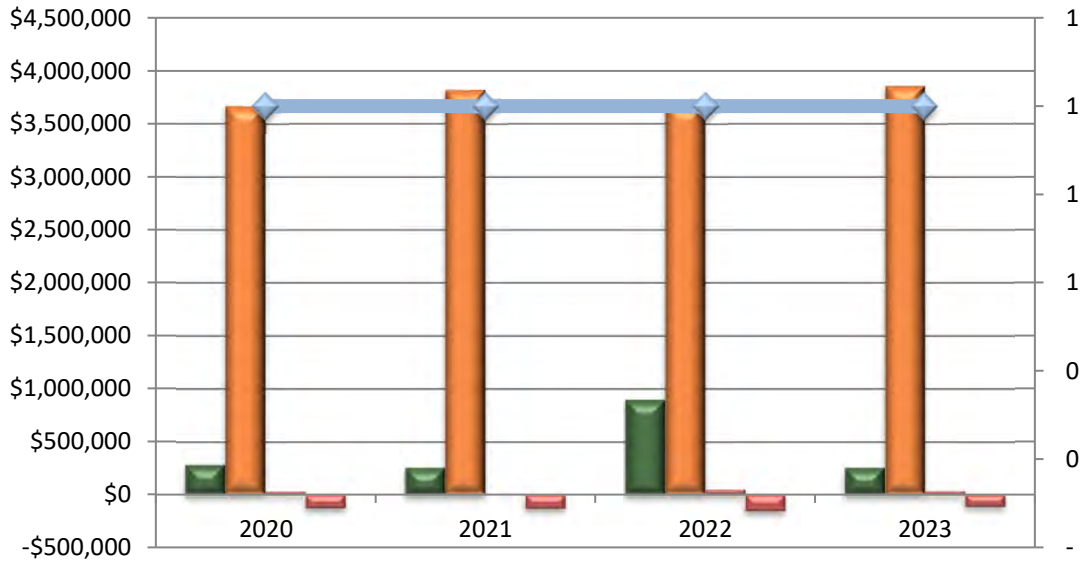
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



**NON-DEPARTMENTAL EXPENSE
BUDGET AND POSITION SUMMARY**

	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
Salaries & Benefits	282,369	256,147	899,217	255,742
Operating Expenses	3,666,166	3,816,073	3,675,838	3,855,544
Grants and Aids	35,750	2,500	53,250	38,250
Non-Operating	<u>(124,139)</u>	<u>(128,760)</u>	<u>(151,807)</u>	<u>(109,986)</u>
Total	<u><u>3,860,146</u></u>	<u><u>3,945,960</u></u>	<u><u>4,476,498</u></u>	<u><u>4,039,550</u></u>
Full Time Headcount	1.00	1.00	1.00	1.00
Part Time FTE's	-	-	-	-
Total Headcount & FTE's	<u><u>1.00</u></u>	<u><u>1.00</u></u>	<u><u>1.00</u></u>	<u><u>1.00</u></u>

EXPENDITURE COMPARISONS



■ Personal Services
 ■ Operating Expenses
 ■ Grants and Aids
■ Non-Operating
 ◆ No. of Positions

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 28,278	\$ -	\$ 647,000	\$ -
2000 Employee Benefits - See Other Cost Dist.	83,698	81,255	82,000	82,000
3120 Special Legal Services	701,961	801,331	350,000	350,000
3190 Other Professional Services	238,971	213,499	657,034	600,000
3200 Accounting & Auditing Services	154,500	135,000	154,000	154,000
4220 Postage	93,070	50,914	200,000	200,000
4430 Rental of Land and Buildings	7,000	8,000	9,000	9,000
4820 Advertising Expense	-	-	5,000	5,000
4920 Judgements & Damages	45,474	44,116	-	-
4990 Other Miscellaneous Expense	49,350	76,897	162,500	162,500
4991 Credit Card Charges	319,764	456,166	300,000	300,000
5100 Office Supplies	6,766	12,098	15,000	15,000
5410 Employee Training	1,425	-	-	-
7191 Employee Sick/Annual Leave Payout	1,039,595	969,753	-	-
7192 Contingencies	-	-	1,814,427	2,049,959
7193 Employee Sale of Annual Leave	998,251	1,039,853	-	-
8300 Hopkins/Cooper Scholarship	2,500	2,500	20,000	5,000
8302 Aid to Junior Orange Bowl	33,250	-	33,250	33,250
9010 Intradepartmental Credits	<u>(124,139)</u>	<u>(128,760)</u>	<u>(151,807)</u>	1 <u>(109,986)</u>
TOTAL	<u>\$ 3,679,714</u>	<u>\$ 3,762,622</u>	<u>\$ 4,297,404</u>	<u>\$ 3,855,723</u>

1. Administrative departments cost distributed to Development Services Building Division.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



620 GENERAL RETIREMENT SYSTEM FUND
NON-DEPARTMENTAL EXPENSE
7010 RETIREMENT PLAN ADMINISTRATION DIVISION
 518 PENSION BENEFITS

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0039	Administrative Manager	1.00	1.00	1.00	1.00	\$ 105,094
TOTAL		1.00	1.00	1.00	1.00	\$ 105,094

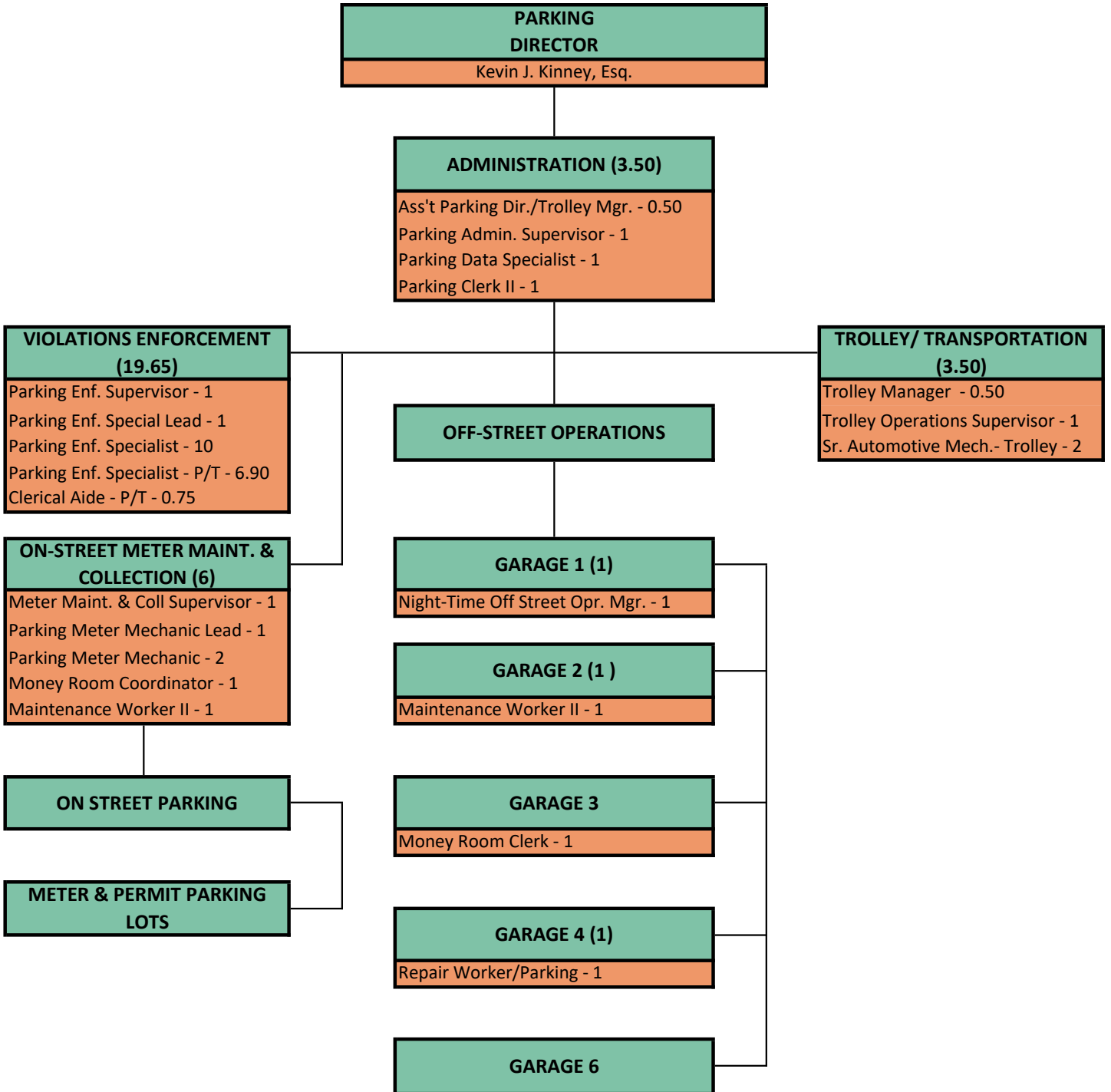
EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 108,390	\$ 109,624	\$ 103,372	\$ 105,094
2000 Employee Benefits - See Other Cost Dist.	62,003	65,268	66,845	68,648
4410 Rental of Machinery and Equipment	4,208	3,085	2,500	2,500
4550 General Liability Insurance	4,724	4,726	4,777	5,985
4710 Special Printed Forms	233	443	600	600
5100 Office Supplies	874	192	1,000	1,000
TOTAL	\$ 180,432	\$ 183,338	\$ 179,094	\$ 183,827

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**

PARKING

ORGANIZATION CHART



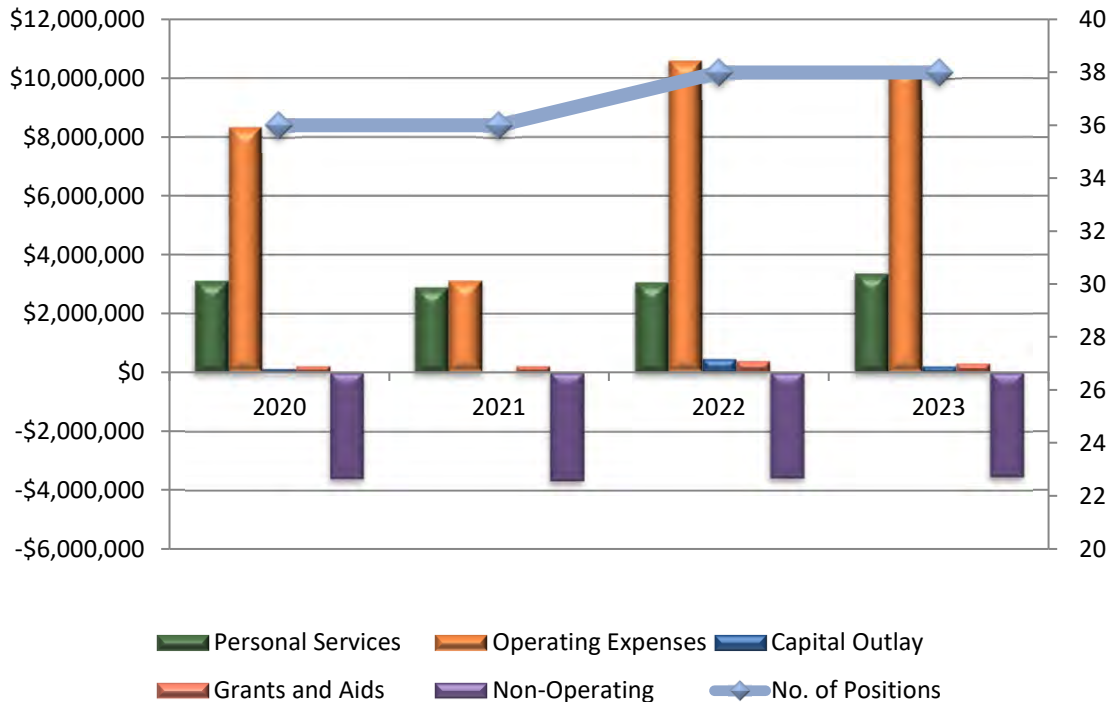
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



**PARKING DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
Salaries & Benefits	3,112,749	2,887,097	3,049,431	3,360,928
Operating Expenses	8,320,443	3,103,779	10,589,474	10,330,686
Capital Outlay	119,691	170	459,326	208,900
Grants and Aids	209,571	215,214	392,014	300,749
Non-Operating	(3,617,690)	(3,692,316)	(3,597,889)	(3,560,565)
Total	8,144,764	2,513,944	10,892,356	10,640,698
Full Time Headcount	28.00	28.00	30.00	30.00
Part Time FTE's	7.50	7.50	7.50	7.50
Total Headcount & FTE's	35.50	35.50	37.50	37.50

EXPENDITURE/PERSONNEL COMPARISONS



Parking

Department Function:

The Parking Department is responsible for the operation and maintenance of the City's on-street and off-street parking facilities including parking lots, garages, and all managed on-street spaces. Management of the public parking system is accomplished through permit sales, parking enforcement, facility maintenance and revenue collection. Parking permits are sold for use in off-street facilities, residential parking zones, and for valet parking. Parking enforcement is provided to ensure the appropriate, safe, and efficient use of the public parking resources. Maintenance is provided for all parking facilities to ensure they are clean and in good operating condition. In addition, as part of the overall maintenance program Parking oversees the cleaning and maintenance of Miracle Mile and Giralda Plaza. Revenue collection services are provided through cashiering, pay by phone, automated payment systems and a money room that provides accounting and deposit services. Finally, Parking has oversight of the City's public transportation system, including the daily trolley service and our new on-demand Freebee point to point service. Our goal is to ensure that these mobility systems provide the best service possible within existing budgetary constraints.

Department Goals:

1. Increase utilization of public parking spaces in garages.
 - Provide APPs and way-finding that show occupancy levels and price
 - Maintain a rate structure that encourages use of parking garages
 - Provide a validation program available for downtown merchants
 - Maintain clean, well-lit, and safe parking facilities and public areas
2. Reduce Vehicle Miles Traveled in Central Business District.
 - Provide circulator, micro transit, and last mile service to support regional transit
 - Use marketing, Apps, and wayfinding to reduce search times for transit rides and parking
 - Notify customers where parking supply is available
 - Support the downtown streetscape and walkability
3. Improve customer experience in City operated parking facilities.
 - Provide easy to use payment methods that allow multiple forms of payment
 - Maintain clean, well-lit, and safe parking facilities
 - Enable customers to easily access parking system information
4. Support small scale and infill development consistent with City's development goals.
 - Develop additional public parking where needed
 - Manage existing public parking spaces efficiently for priority customers
 - Support alternative transportation
5. Increase Trolley and Transit Ridership.
 - Manage a rider interface that provides stop arrival information and tracks headways
 - Establish micro-transit and connector services to support Ponce circulator
 - Reduce headways and maintain high quality fleet vehicles

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE

PARKING

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ Trolley Saturday and Extended Service. Saturday operations began on October 2, 2021, from 6:30am – 8:00pm Monday-Friday to 6:30am – 10pm Monday-Saturday.
- ✓ Obtained Service Development from FDOT to support additional Trolley Service on Saturdays and later in the evening.
- ✓ Construction for a new public parking garage at 250 Minorca Avenue next to the Public Safety Building. This will be a 450-space garage servicing North Ponce de Leon businesses and residents.
- ✓ Extension of FREEBEE contract until 2025
- ✓ Extension of BLOCK-by-BLOCK contract through 2024
- ✓ Restriping of 250 parking spaces within City of Coral Gables ROW
- ✓ Acquisition of new security camera, GPS and passenger count system within the Coral Gables Trolleys
- ✓ Installation of new Elevators in the Museum Garage
- ✓ LAZ PARKING Centralized Valet and Garage Attendant, Ambassador Contract procured. Contract awarded through 2027
- ✓ Procurement of twenty-five new pay stations totaling 245 pay stations city wide.
- ✓ Completion of paver repairs on crosswalks, Miracle Mile and Giralda Plaza streetscape sidewalk improvements.
- ✓ Completion of design for the Mobility Hub project that will replace the outdated Garage 1 facility at 245 Andalusia Avenue.
- ✓ Removal of two hundred (200) single space meters providing for a more open and uncluttered sidewalk and improved pedestrian experience.
- ✓ Completion of redesign and rehabilitation of Parking Lots 7, 20 and 30. Lot improvements include new lighting, landscaping, pavement, eight EV charging ports and new ADA parking spaces.
- ✓ Design of upgrades for Parking Lots 8, 12, 16, and 17 to be completed in FY 2023
- ✓ Expansion of on-line portal to allow customers to renew Surface Lot parking permits on-line.

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

PARKING

INDICATOR:	FY21			FY22		FY23
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Percentage of meter revenue processed electronically	94.0%	95.5%	●	96.0%	96.7%	97.0%
Parking permit sales	22,500	20,054	▲	24,000	11,734	24,000
Parking citations issued	72,000	77,176	●	90,000	41,389	90,000
Total parking revenue	\$14.53M	\$15.67M	●	\$16.25M	\$9.47M	\$18.20M
Increase Trolley ridership	.65M	.58M	▲	.95M	.41M	.95M
Extension of current trolley route to service south end of Coral Gables (MacFarlane/Homestead area)	15,000	12,201	▲	12,000	8,614	12,000
Freebee Passenger Trips	48,000	47,884	●	60,000	27,155	60,000
Reduction of current Trolley headways	12 Min	12 Min	●	10 Min	12 Min	10 Min

Legend

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



**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8300 ADMINISTRATION DIVISION
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
	<u>FULL TIME POSITIONS</u>					
0720	Parking Director	1.00	1.00	1.00	1.00	\$ 172,662
0721	Ass't Parking Director/Trolley Manager	0.50	0.50	0.50	0.50	70,592
0716	Parking Admin. Supervisor	1.00	1.00	1.00	1.00	76,522
0708	Parking Data Specialist	1.00	1.00	1.00	1.00	42,173
0088	Parking Clerk II	1.00	1.00	1.00	1.00	34,844
TOTAL		4.50	4.50	4.50	4.50	\$ 396,793

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 460,556	\$ 433,260	\$ 383,593	\$ 396,793
2000 Employee Benefits - See Other Cost Dist.	528,291	277,451	243,578	240,531
2610 Employee Awards	-	-	600	-
3170 Mgmt & Staff Interdept'l Charge	565,000	-	-	-
3180 Mgmt & Staff Administration Charge	-	565,000	565,000	565,000
3190 Other Professional Services	25,000	11,500	25,000	25,000
4090 Other Transportation Expense	10,395	9,713	10,395	10,395
4091 Cell Phone Allowance	-	240	260	-
4410 Rental of Machinery and Equipment	1,862	3,559	4,215	4,215
4420 General Services Cost - See Other Cost Dist.	21,547	21,478	21,657	22,486
4430 Rental of Land and Buildings	-	6,600	90,900	-
4550 General Liability Insurance	20,994	22,047	17,725	22,595
4620 Repair and Maint. of Office Equipment	3,600	3,465	3,500	3,500
4720 Printing & Binding	11,583	6,998	8,000	9,000
4990 Other Miscellaneous Expense	3,886	95,619	30,000	30,000
4991 Parking Credit Card Charges	818,925	972,747	1,000,000	1,000,000
5100 Office Supplies	2,506	5,500	4,900	5,500
5215 Small Tools & Minor Equipment	6,134	737	1,432	2,000
5400 Membership Dues and Subscriptions	-	695	1,508	1,200

EXPENDITURE DETAIL

	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>
5410 Employee Training	1,178	1,095	3,500	2,500
9010 Intradepartmental Credits	<u>(2,481,457)</u>	<u>(2,437,704)</u>	<u>(2,415,763)</u>	2 <u>(2,340,715)</u>
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

2. See cost distribution below.

Administraton Division Distribution to Parking System

<u>Dept Code/Account</u>	<u>Meters</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>
8310-31-70	282	\$ 70,277	\$ 69,038	\$ 68,416	\$ 66,291
8320-31-70	589	146,784	144,196	142,898	138,459
8330-31-70	193	48,097	47,249	46,824	45,369
8340-31-70	344	85,728	84,216	83,458	80,866
8380-31-70	3,873	965,187	948,168	939,635	910,443
8390-31-70	1,737	432,876	425,244	421,416	408,324
8560-31-70	450	112,144	110,167	109,175	105,784
	<u>7,468</u>	<u>1,861,093</u>	<u>1,828,278</u>	<u>1,811,822</u>	<u>1,755,536</u>
8360-31-70	25%	620,364	609,426	603,941	585,179
		<u>\$ 2,481,457</u>	<u>\$ 2,437,704</u>	<u>\$ 2,415,763</u>	<u>\$ 2,340,715</u>

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8310 GARAGE 1/MOBILITY HUB
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE <u>FULL TIME POSITIONS</u>	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
0718	Night-Time Off-Street Operations Manager	1.00	1.00	1.00	1.00	\$ 61,333
TOTAL		1.00	1.00	1.00	1.00	\$ 61,333

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ -	\$ -	\$ 57,470	\$ 61,333
2000 Employee Benefits - See Other Cost Dist.	-	-	21,266	23,532
3170 Mgmt & Staff Interdept'l Charge	70,277	69,038	68,416	66,291
3190 Other Professional Services	171,659	169,277	170,687	215,387
4420 General Services Cost - See Other Cost Dist.	112,542	112,180	113,116	117,445
4550 General Liability Insurance	-	-	2,659	3,493
4610 Repair/Maint. of Bldgs & Improvements	11,055	-	-	-
4630 Repair/Maint. of Machinery & Equipment	45,008	16,410	15,000	15,000
4690 Special Maintenance Interdept'l Charges	52,657	58,143	54,784	56,532
4710 Special Printed Forms	561	105	500	500
5100 Office Supplies	250	250	250	-
5204 Cleaning & Janitorial Supplies	600	600	600	600
5211 Building Materials and Supplies	100	100	100	350
6440 Equipment Additions	56,470	-	-	10,000
7195 Contingency for Budget Reduction	-	-	48,100	-
TOTAL	\$ 521,179	\$ 426,103	\$ 552,948	\$ 570,463

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8320 MUSEUM GARAGE (GARAGE 2)
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE <u>FULL TIME POSITIONS</u>	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		<u>ACTUAL</u> <u>HEADCOUNT</u>	<u>ACTUAL</u> <u>HEADCOUNT</u>	<u>BUDGET</u> <u>HEADCOUNT</u>	<u>ESTIMATE</u> <u>HEADCOUNT</u>	<u>SALARIES</u>
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	\$ 49,476
TOTAL		1.00	1.00	1.00	1.00	\$ 49,476

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>
1000 Salaries	\$ 29,517	\$ 33,578	\$ 33,142	\$ 49,476
2000 Employee Benefits - See Other Cost Dist.	39,840	20,237	22,094	46,820
3170 Mgmt & Staff Interdept'l Charge	146,784	144,196	142,898	138,459
3190 Other Professional Services	181,529	160,968	164,541	208,241
4420 General Services Cost - See Other Cost Dist.	187,319	186,716	188,276	195,479
4451 Principal Paid-Reduce Loan Balance	(792,370)	(6,118,120)	-	-
4550 General Liability Insurance	2,462	1,600	1,531	2,817
4610 Repair/Maint. of Bldgs & Improvements	2,922	9,246	11,700	39,700
4630 Repair/Maint. of Machinery & Equipment	24,890	25,000	18,925	25,200
4710 Special Printed Forms	1,997	-	1,800	1,800
5100 Office Supplies	750	750	750	750
5204 Cleaning & Janitorial Supplies	300	300	300	700
5208 Household & Institutional Supplies	400	400	400	-
5209 Protective Clothing	-	100	100	-
5211 Building Materials and Supplies	135	184	184	184
5214 Uniform Allowance	-	200	400	400
5215 Small Tools & Minor Equipment	100	100	100	200
6440 Equipment Additions	12,500	-	-	10,000
7195 Contingency for Budget Reduction	-	-	47,100	-
TOTAL	\$ (160,925)	\$ (5,534,545)	\$ 634,241	\$ 720,226

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8330 MINORCA GARAGE (GARAGE 3)
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0312	Money Room Clerk	1.00	1.00	1.00	1.00	\$ 45,117
TOTAL		1.00	1.00	1.00	1.00	\$ 45,117

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 38,519	\$ (2,710)	\$ 42,274	\$ 45,117
2000 Employee Benefits - See Other Cost Dist.	34,934	-	18,126	20,202
3170 Mgmt & Staff Interdept'l Charge	48,097	47,249	46,824	45,369
3190 Other Professional Services	944	-	-	-
4420 General Services Cost - See Other Cost Dist.	32,780	32,674	32,947	34,208
4550 General Liability Insurance	1,803	-	1,953	2,569
4690 Special Maintenance Interdept'l Charges	36,038	39,793	37,494	38,690
5204 Cleaning & Janitorial Supplies	200	-	-	-
5208 Household & Institutional Supplies	400	-	-	-
5211 Building Materials and Supplies	156	-	-	-
5214 Uniform Allowance	690	-	-	-
5215 Small Tools & Minor Equipment	60	-	-	-
TOTAL	\$ 194,621	\$ 117,006	\$ 179,618	\$ 186,155

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8340 ANDALUSIA GARAGE (GARAGE 4)
545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE <u>FULL TIME POSITIONS</u>	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
3127	Repair Worker/Parking	1.00	1.00	1.00	1.00	\$ 42,678
TOTAL		1.00	1.00	1.00	1.00	\$ 42,678

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 40,296	\$ 40,937	\$ 40,955	\$ 42,678
2000 Employee Benefits - See Other Cost Dist.	30,587	32,912	34,960	37,079
3170 Mgmt & Staff Interdept'l Charge	85,728	84,216	83,458	80,866
3190 Other Professional Services	160,495	145,040	151,154	190,654
4420 General Services Cost - See Other Cost Dist.	120,329	119,942	120,944	125,571
4550 General Liability Insurance	1,790	1,888	1,892	2,430
4630 Repair/Maint. of Machinery & Equipment	8,000	16,190	14,000	14,000
4710 Special Printed Forms	172	-	2,000	2,000
5100 Office Supplies	750	750	750	750
5204 Cleaning & Janitorial Supplies	300	300	300	300
5208 Household & Institutional Supplies	400	400	400	400
5211 Building Materials and Supplies	135	200	200	200
5214 Uniform Allowance	186	500	500	-
5215 Small Tools & Minor Equipment	60	100	100	600
6440 Equipment Additions	11,000	-	-	10,000
7195 Contingency for Budget Reduction	-	-	42,900	-
TOTAL	\$ 460,228	\$ 443,375	\$ 494,513	\$ 507,528

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8360 ON-STREET METER MAINT & COLLECTION DIVISION
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE <u>FULL TIME POSITIONS</u>	NUMBER OF AUTHORIZED POSITIONS				
		2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	ESTIMATE HEADCOUNT	SALARIES
0713	On Street Meter Maint. & Coll Supv	1.00	1.00	1.00	1.00	\$ 65,779
0704	Parking Meter Mechanic - Lead	1.00	1.00	1.00	1.00	51,821
0712	Parking Meter Mechanic	2.00	2.00	2.00	2.00	83,328
0311	Money Room Coordinator	1.00	1.00	1.00	1.00	62,680
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	39,433
TOTAL		6.00	6.00	6.00	6.00	\$ 303,041

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 277,233	\$ 322,896	\$ 288,944	\$ 303,041
2000 Employee Benefits - See Other Cost Dist.	218,075	259,028	231,565	241,803
3170 Mgmt & Staff Interdept'l Charge	620,364	609,426	603,941	585,179
4020 Central Garage Motor Pool Oper	42,915	41,602	49,822	41,888
4021 Central Garage Motor Pool Repl	-	-	-	9,757
4550 General Liability Insurance	12,991	15,515	13,351	17,257
4630 Repair/Maint. of Machinery & Equipment	145	818	725	725
5100 Office Supplies	1,402	1,383	1,500	1,500
5204 Cleaning & Janitorial Supplies	100	100	100	100
5209 Protective Clothing	197	246	900	900
5211 Building Materials and Supplies	200	200	200	200
5214 Uniform Allowance	1,644	587	3,000	3,000
5215 Small Tools & Minor Equipment	2,249	2,493	2,500	2,500
5217 Operating Equipment Repair Parts	31,790	6,332	17,100	12,000
9010 Intradepartmental Credits	(1,136,233)	(1,254,612)	(1,182,126)	2 (1,219,850)
TOTAL	\$ 73,072	\$ 6,014	\$ 31,522	\$ -

2. See cost distribution below.

Meter Maintenance & Collection Services Distribution to Parking System

Dept Code	Meters	2019-2020	2020-2021	2021-2022	2022-2023
8310-46-90	282	\$ 56,043	\$ 58,422	\$ 56,245	\$ 56,532
8330-46-90	193	38,356	39,984	38,494	38,690
8380-46-90	3,873	769,702	802,367	772,467	776,414
8390-46-90	1,737	345,203	359,853	346,443	348,214
	6,085	\$ 1,209,304	\$ 1,260,626	\$ 1,213,649	\$ 1,219,850

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

	EXPENDITURE DETAIL			
	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
3170 Mgmt & Staff Interdept'l Charge	\$ 965,187	\$ 948,168	\$ 939,635	\$ 910,443
3190 Other Professional Services	332,363	426,468	487,440	550,000
4110 Telecom Services	159,596	150,140	160,000	160,000
4690 Special Maintenance Interdept'l Charges	723,193	798,539	752,403	776,414
4990 Other Miscellaneous Expense	22,222	1,121	38,222	75,662
5215 Small Tools & Minor Equipment	19,052	-	13,000	13,000
6430 Equipment Repair/Replacement	-	-	244,298	56,774
7195 Contingency for Budget Reduction	-	-	100,000	-
TOTAL	\$ 2,221,613	\$ 2,324,436	\$ 2,734,998	\$ 2,542,293

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8390 METER & PERMIT PARKING LOTS DIVISION
 545 PARKING FACILITIES

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>
3170 Mgmt & Staff Interdept'l Charge	\$ 432,876	\$ 425,244	\$ 421,416	\$ 408,324
4420 General Services Cost - See Other Cost Dist.	65,559	65,348	65,894	68,415
4430 Rental of Land and Buildings	247,670	256,269	224,700	243,102
4610 Repair/Maint. of Bldgs & Improvements	8,752	32,770	73,515	100,000
4690 Special Maintenance Interdept'l Charges	324,345	358,137	337,445	348,214
5215 Small Tools & Minor Equipment	11,434	1,280	10,000	6,598
6430 Equipment Repair/Replacement	10,000	-	16,420	10,000
7195 Contingency for Budget Reduction	-	-	46,000	-
TOTAL	<u>\$ 1,100,636</u>	<u>\$ 1,139,048</u>	<u>\$ 1,195,390</u>	<u>\$ 1,184,653</u>

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8400 VIOLATION ENFORCEMENT DIVISION
 521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
FULL TIME POSITIONS						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0711	Parking Enforcement Supervisor	1.00	1.00	1.00	1.00	\$ 80,003
0710	Parking Enforcement Specialist	10.00	10.00	10.00	10.00	506,163
0709	Parking Enforcement Special Lead	1.00	1.00	1.00	1.00	70,450
TOTAL FULL TIME HEADCOUNT		12.00	12.00	12.00	12.00	656,616
PART TIME POSITIONS						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
9006	Clerical Aide - P/T	1	0.60	0.60	0.60	16,738
0714	Parking Enforcement Specialist - PT	10	6.90	6.90	6.90	254,080
TOTAL PART TIME FTE's		11	7.50	7.50	7.50	270,818
TOTAL		19.50	19.50	19.50	19.50	\$ 927,434

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 797,494	\$ 803,430	\$ 889,012	\$ 927,434
2000 Employee Benefits - See Other Cost Dist.	412,758	454,598	503,851	534,082
4020 Central Garage Motor Pool Oper	-	39,036	50,643	17,186
4021 Central Garage Motor Pool Repl	-	-	-	31,076
4550 General Liability Insurance	39,424	41,390	41,377	52,813
4620 Repair and Maint. of Office Equipment	52	87	120	-
5100 Office Supplies	1,032	1,100	1,100	1,600
5214 Uniform Allowance	5,508	6,122	8,879	7,500
5215 Small Tools & Minor Equipment	28	500	500	-
5410 Employee Training	499	-	2,000	2,000
6430 Equipment Repair/Replacement	-	170	500	-
6440 Equipment Additions	-	-	500	1,120
TOTAL	\$ 1,256,795	\$ 1,346,433	\$ 1,498,482	\$ 1,574,811



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**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8560 MERRICK PLACE GARAGE (GARAGE 6)
545 PARKING FACILITIES

EXPENDITURE DETAIL

	<u>2019-2020</u> <u>ACTUAL</u>	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>BUDGET</u>	<u>2022-2023</u> <u>ESTIMATE</u>
3170 Mgmt & Staff Interdept'l Charge	\$ 112,144	\$ 110,167	\$ 109,175	\$ 105,784
3190 Other Professional Services	91,953	68,427	153,957	194,857
4310 Electric Utility Service	33,439	36,214	60,000	60,000
4350 Water & Sewer Utility Service	(7,772)	(7,291)	5,000	5,000
4610 Repair/Maint. of Bldgs & Improvements	-	3,482	11,700	39,700
4630 Repair/Maint. of Machinery & Equipment	25,000	23,157	25,200	25,200
4710 Special Printed Forms	-	-	1,800	1,800
5204 Cleaning & Janitorial Supplies	300	300	300	600
5208 Household & Institutional Supplies	300	300	300	-
5211 Building Materials and Supplies	100	100	100	200
5215 Small Tools & Minor Equipment	100	100	100	-
6440 Equipment Additions	22,836	-	-	10,000
7195 Contingency for Budget Reduction	-	-	44,300	-
TOTAL	<u>\$ 278,400</u>	<u>\$ 234,956</u>	<u>\$ 411,932</u>	<u>\$ 443,141</u>

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2019-2020	2020-2021	2021-2022	2022-2023	
		ACTUAL	ACTUAL	BUDGET	ESTIMATE	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0721	Ass't Parking Director/Trolley Manager	0.50	0.50	0.50	0.50	\$ 70,592
0009	Trolley Operations Supr	1.00	1.00	1.00	1.00	80,393
4005	Sr. Automotive Mechanic - Trolley	-	-	2.00	2.00	106,791
TOTAL		1.50	1.50	3.50	3.50	\$ 257,776

EXPENDITURE DETAIL

	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	BUDGET	ESTIMATE
1000 Salaries	\$ 121,568	\$ 120,155	\$ 143,522	\$ 257,776
2000 Employee Benefits - See Other Cost Dist.	83,081	91,325	95,079	133,231
3190 Other Professional Services	904,514	872,126	1,361,406	1,136,346
3191 Special Events - Reimbursable	12,906	(1,373)	-	-
3192 "Last Mile" Cart Service	241,812	215,212	430,640	483,636
4020 Central Garage Motor Pool Oper	349,086	349,086	401,215	183,993
4021 Central Garage Motor Pool Repl	-	-	-	165,093
4090 Other Transportation Expense	-	162	-	-
4410 Rental of Machinery and Equipment	2,633	2,497	3,000	3,000
4420 General Services Cost - See Other Cost Dist.	112,422	112,060	112,996	117,319
4430 Rental of Land and Buildings	145,706	-	-	-
4550 General Liability Insurance	6,132	6,607	6,632	14,679
4720 Printing & Binding	383	419	2,000	2,000
4990 Other Miscellaneous Expense	1,173	23,126	1,000	1,000
5100 Office Supplies	-	1,272	2,000	2,000
5209 Protective Clothing	486	141	600	600
5213 Purchase/Rental - Employee Uniforms	-	964	3,000	3,000
5215 Small Tools & Minor Equipment	648	894	1,000	1,000
5217 Operating Equipment Repair Parts	-	471	-	-
5219 Other Repair & Maintenance Supplies	139	760	1,000	1,000
5400 Membership Dues and Subscriptions	-	-	1,000	1,000
5410 Employee Training	-	-	3,000	3,000

EXPENDITURE DETAIL

	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>
6430 Equipment Repair/Replacement	-	-	95,000	-
6440 Equipment Additions	6,885	-	101,608	100,006
6460 Other Equipment Additions	-	-	1,000	1,000
8201 State Grants	<u>209,571</u>	<u>215,214</u>	<u>392,014</u>	<u>300,749</u>
TOTAL	<u>\$ 2,199,145</u>	<u>\$ 2,011,118</u>	<u>\$ 3,158,712</u>	<u>\$ 2,911,428</u>

Action Plan Worksheet



Action Plan Owner: Kevin Kinney, Parking Director

Action Plan Name: 1.3.1-1 Increase participation in alternative mobility options and integrate with parking management and operations systems

Strategic plan alignment (Supports which Objectives and Goals)

- Objective 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 1.3 – Improve mobility and safety throughout the city by reducing the intensity of traffic

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Issue RFP of City-wide parking and mobility master plan	10/31/22	Contract Issued
Expand frictionless (non-cash, no stop) parking and mobility option (on-going)	03/31/23	Additional cashless options for parking and mobility customer transactions
Completed City-wide parking and mobility master plan	06/30/23	Commission approval of master plan with implementation steps
Increase alternative mobility options	03/31/24	Minimum of 4 alternative mobility options available
Unified dashboard of parking and mobility operations	09/30/25	Single site management portal for parking and mobility operations
Integration of IoT concepts into parking and mobility operations and systems	09/30/25	Data and services trackable in IT Smart Cities portal
Increase in EV Charging Infrastructure to 120 Charging Ports	12/31/25	Ports will be listed on Chargepoint and City websites.
Increase Customer searches using of Parkme or Alternative Apps to find Parking	01/31/25	Data from applications

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Informatics Person –
 - Program / Subject Matter Experts –
- Finances (detailed listing of expected costs):

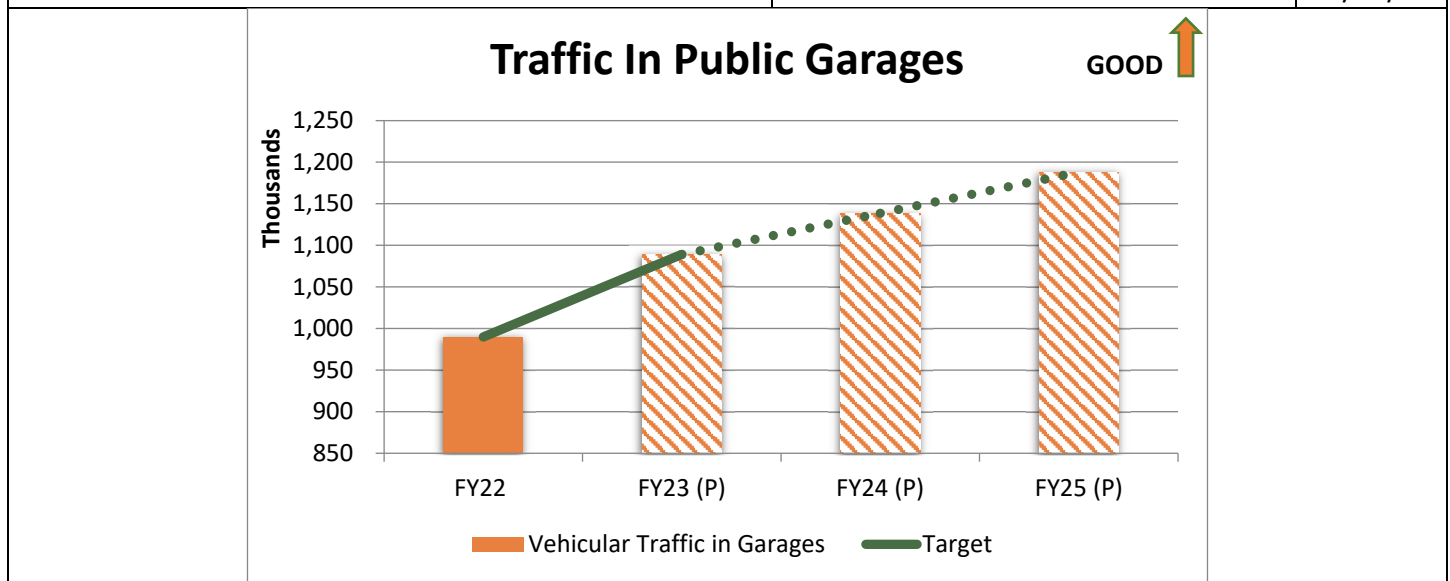
\$ Amount	Purpose
\$ 250,000	Parking and Mobility Master Plan
\$ 200,000	Enterprise Management System for Parking/Mobility
\$ 450,000	Total

- Technology:
 - 20 Hours a month to review available systems and technology for implementation and integration.

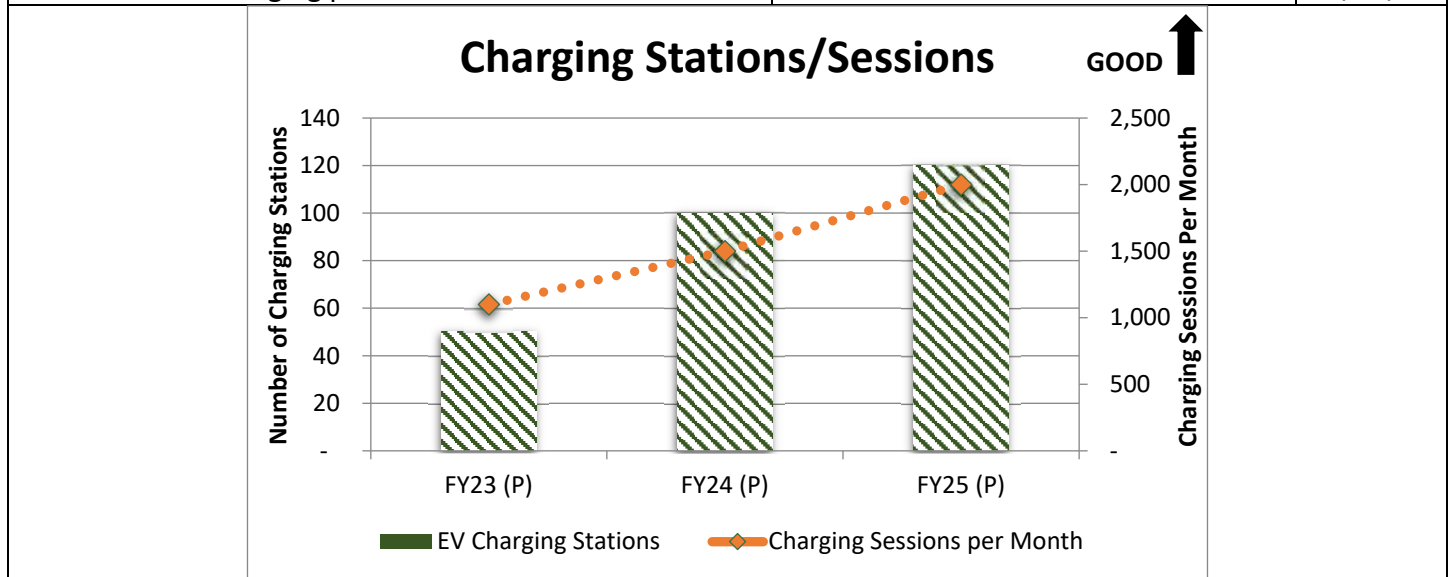
- Knowledge/Training:
 - All staff – 200 hours of training for new systems

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

Measure	Target	Date
In-person transactions at Administrative Office	25% Reduction over 2022 baseline	01/31/24
Customer satisfaction with City Transit Services	90 th Percentile Satisfied	09/30/25
Garage traffic	2022 + 10%	09/30/23
	2022 + 15%	09/30/24
	2022 + 20%	09/30/25



Utilization rate of alternative modes of transportation	6% increase over FY22 baseline	09/30/25
Frictionless parking and mobility options	Four additional types of options	09/30/25
Number of EV charging ports	120	12/31/25



Percentage of Customers using Parkme or Alternative Apps to find Parking	20% increase over 2022 baseline	12/31/25
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Frequency & venue of review

- Bi-Weekly review by Master Plan Steering Team.
- Quarterly reports to City Manager.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	Reduced level of effort required	Reduction in level of effort may necessitate other personnel actions (reassignment, task consolidation, etc.)
Informatics	Additional workload	Level of effort and other resources associated with integrating Enterprise Management System for Parking/Mobility are not available for other initiatives
Sr. Leadership	Improved situational awareness through consolidation of traffic and revenue data	Level of effort and other resources associated with integrating Enterprise Management System for Parking/Mobility are not available for other initiatives
Commissioners	Improved tax base within the CBD	None
Customers	Easier driving or moving within the CBD	None

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

- Money:
 - Costs: \$450,000
 - Benefits: \$300,000
 - Return on investment will occur within strategic planning timeline
- Other benefits:
 - Improved customer satisfaction

Action Plan Worksheet



Action Plan Owner: Kevin Kinney, Parking Director

Action Plan Name: 1.3.1-2 Develop and program Coral Gables Mobility Hub

Strategic plan alignment:

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 3.1 – Increase utilization rate of alternative modes of transportation by 6% by 2025
 - Goal 3.2 – Increase satisfaction with city transit services to 95% satisfied / very satisfied by 2025
- Objective – 6 – Sustainability-focused Excellence: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
 - Goal 2.2 – Increase electric charging stations to 120 by 2025

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Execute Construction Contract	05/31/22	Finalized Agreement with Contractor
Obtain Construction Financing	06/30/22	Funds Available
Complete Mobility Hub Design	07/31/22	Construction Permits Issued
Demolish Existing Facility	08/31/22	Garage 1 is Gone
Commence Construction	09/30/22	Contractor on-site and working
Increase Micro-Mobility Initiatives	03/31/23	Identify and Procure 2 Micro-Mobility Services
Increase Mobility as a Service Initiative that will Operate from Mobility Hub	06/30/23	Identify and Procure 3 new partnerships for mobility services
Purchase// Install gateless (frictionless) PARCs system	12/31/23	New City PARCs system managing garages and curb
Grand opening of Mobility Hub	03/31/24	Cars parked, Vehicles charged, Scooters rented

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Program / Subject Matter Experts – 100 hours a month through completion (03/31/24)

- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$1,000,000	2 Micro-Mobility Services (Estimated)
\$100,000	3 new partnerships for mobility services (Estimated)
\$600,000	Purchase 120 charging stations (Estimated)
\$ 3,065,300	Design
\$ 69,050,646	Demolition/Construction/Contingency
\$ 600,000	I.T. Wiring
\$ 1,090,739	Art In Public Places Contribution
\$ 75,506,685	Estimated Total

Technology:

- 10 hours a month IT staff through construction
- Knowledge/Training:
 - All staff – LEED Mobility training for staff 100 hours of training
- Other
 - Space, equipment, etc.

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

Measure	Target	Date												
Number of EV Charging stations	120	09/30/25												
<div style="text-align: center;"> <h3>Charging Stations/Sessions</h3> <table border="1"> <caption>Charging Stations/Sessions Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>EV Charging Stations</th> <th>Charging Sessions per Month</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>~50</td> <td>~1,000</td> </tr> <tr> <td>FY24 (P)</td> <td>100</td> <td>~1,500</td> </tr> <tr> <td>FY25 (P)</td> <td>120</td> <td>~2,000</td> </tr> </tbody> </table> </div>			Fiscal Year	EV Charging Stations	Charging Sessions per Month	FY23 (P)	~50	~1,000	FY24 (P)	100	~1,500	FY25 (P)	120	~2,000
Fiscal Year	EV Charging Stations	Charging Sessions per Month												
FY23 (P)	~50	~1,000												
FY24 (P)	100	~1,500												
FY25 (P)	120	~2,000												
Charging sessions per month	1100 1500 2000	12/31/22 12/31/23 12/31/24												
Utilization of alternative mobility options over 2022 baseline	15%	12/31/25												

Frequency & venue of review

- Weekly mobility team meeting.
- Quarterly report to Management and Budget.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Sr. Leadership	<ul style="list-style-type: none"> Reduction of SOV trips within CBD 	<ul style="list-style-type: none"> Resources applied to this effort will not be available for other initiatives
Commissioners	<ul style="list-style-type: none"> Promotion and enhancement of CBD 	<ul style="list-style-type: none"> Potential resident dissatisfaction due to additional congestion
Customers	<ul style="list-style-type: none"> Increased parking and mobility to and within CBD 	<ul style="list-style-type: none"> Potential dissatisfaction due to additional congestion

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

- Money:
 - Costs: \$75,506,685 (estimated cost - does not include unknown costs for purchases identified above)
 - Benefits: \$3,250,000/month in revenue
 - 16 years to see return on investment
- Other benefits:
 - Improved mobility, City promotes smart development, vehicle storage to support vital CBD

Action Plan Worksheet



Action Plan Owner: Kevin Kinney, Parking Director

Action Plan Name: 1.3.1-3 Increase/Expand alternative transportation services and options

Strategic plan alignment:

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 3 – Improve mobility and safety throughout the city by reducing the intensity of traffic
 - Goal 1 - Attain/sustain 90th percentile on transactional surveys within departments by 2025

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Obtain transit/mobility consulting services	10/31/22	May be combined or related to parking and mobility master plan
Review industry trends and innovations	01/31/23	Incorporate in master planning process
Update City Transit/Mobility master plan	07/31/23	May be combined or related to parking and mobility master plan
Stakeholder meetings and input	07/31/23	Incorporate in master planning process
Identify and prioritize service enhancements and expansions in transit (mobility) services	09/30/23	Results compiled, ranked, and approved
Obtain service development grants (transit)	03/31/24	Funding obtained
Implement new or expanded services that increase transit capacity by 25%	09/30/24	Results compiled and evaluated

Resource requirements (what do we need to succeed?)

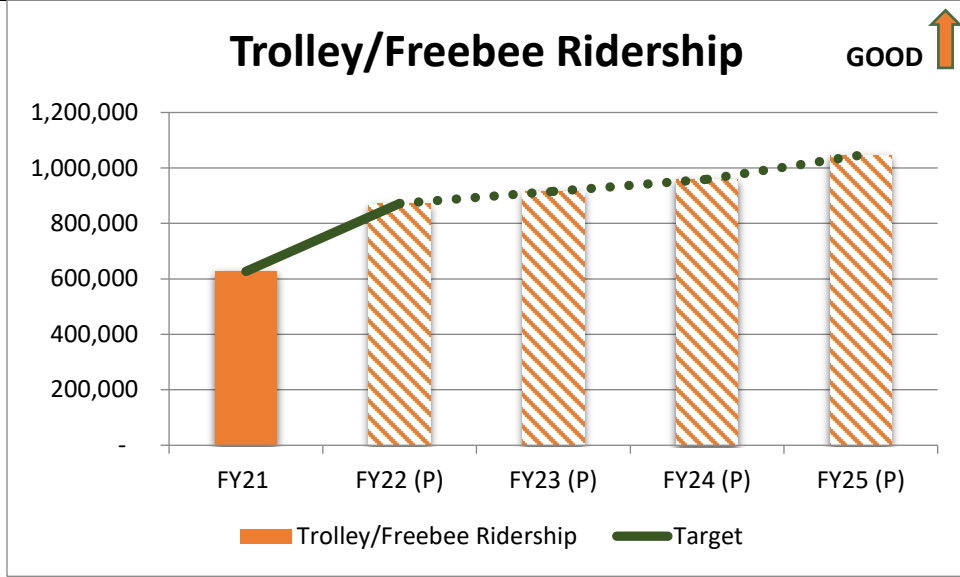
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 75,000	Master plan update (Trolley portion of Master Plan Study)
\$ 250,000	Service Expansion Operating Costs
\$ 325,000	Total

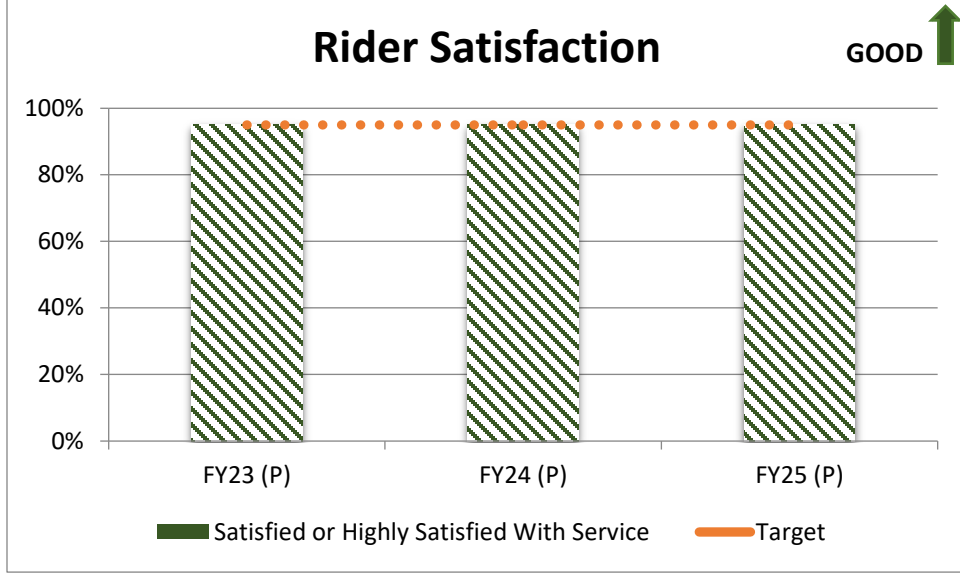
- Knowledge/Training:
 - Consulting Services
- Other
 - Fleet vehicles or contractors to provide service expansions or enhancement (new trolleys)

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

Measure	Target	Date
Increase in alternative transportation capacity over 2022 baseline	25%	09/30/25
Ridership/utilization growth over 2022 baseline	5%	09/30/23
	10%	09/30/24
	20%	09/30/25



Customer satisfaction with Trolley Services	90 th Percentile	09/30/25
---------------------------------------------	-----------------------------	----------



Frequency & venue of review

- Weekly project team meeting.
- Quarterly report and review with Parking Director.
- Annual report to CM Office

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

Stakeholder Group	Potential positive impact	Potential negative impact
Sr. Leadership	<ul style="list-style-type: none"> • Reduced Traffic Congestion 	<ul style="list-style-type: none"> • Need for additional operational funds
Commissioners	<ul style="list-style-type: none"> • Traffic Calming 	<ul style="list-style-type: none"> • Need for additional operational funds
Customers	<ul style="list-style-type: none"> • Increased ridership 	<ul style="list-style-type: none"> • None

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

- Money:
 - Costs: \$325,000
 - Benefits: \$0
 - Return on investment are related to quality of life.
- Other benefits:
 - Traffic Calming – Sustainability – Efficiency of Roadways

Action Plan Worksheet



Action Plan Owner: Kevin Kinney, Parking Director

Action Plan Name: 1.3-2 Achieve 90th Percentile on Trolley/Freebee transactional passenger survey by 2025

Strategic plan alignment:

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 1 - Attain world-class performance levels in overall community satisfaction with city services
 - Goal 3 - Improve mobility and safety throughout the city by reducing the intensity of traffic

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

What must be done	By When	How will it be evident
Develop questionnaire (transactional survey)	09/30/22	Approved by CM Office
Establish baseline ranking (Survey Riders)	12/31/22	Results compiled and compared
Analyze survey results - create improvement plan	03/31/23	Plan Approved by Parking Director
Implement Improvement Plan	06/30/23	Plan implemented
Survey Ridership and evaluate progress	09/30/23	Results compiled and ranked
Adjust improvement plan	11/30/23	Adjustments Approved by Parking Dir.
Survey Ridership and evaluate progress	06/30/24	Results compiled and ranked

Resource requirements (what do we need to succeed?)

- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 20,000	Baseline ridership survey
\$ 20,000	2023 Survey
\$ 20,000	2024 Survey
\$ 140,000	Implementation costs (addition trolleys, freebee units, increased service hours, etc.)
\$ 200,000	Total

- Technology:
 - Electronic survey forms (QR codes, Apps, etc.)
- Knowledge/Training:
 - Driver and Dispatcher – 8 hours of training annually
- Other
 - Survey materials, (QR code, paper surveys).

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

Measure	Target	Date
Satisfied or highly satisfied with service	95%	12/31/23
<div style="text-align: center;"> <h3>Rider Satisfaction</h3> <p>GOOD ↑</p> </div>		
Top Decile ranking	90 th percentile	09/30/25

Frequency & venue of review

- Weekly project team meeting.
- Quarterly report and review with Parking Director.
- Annual report to CM Office

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

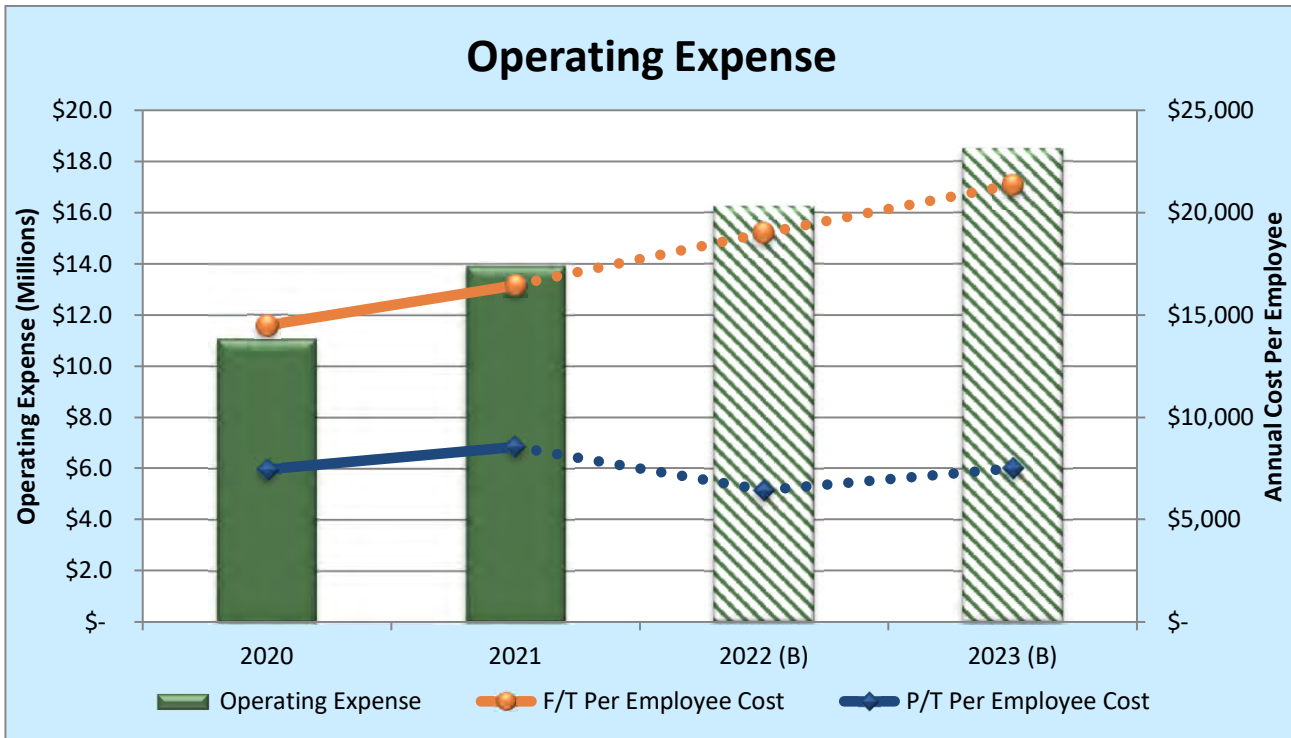
Stakeholder Group	Potential positive impact	Potential negative impact
Sr. Leadership	Reduced Traffic Congestion	None
Commissioners	Traffic Calming	None
Customers	Increased ridership	None
Other: CITT	Justification of resources (1/2 penny sales tax)	Resources applied to this effort are not available for other strategic initiatives

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

- Money:
 - Costs: \$200,000
 - Benefits: Undetermined financial benefits due to increased economic development supported by increased trolley ridership.
- Other benefits:
 - Traffic Calming – Sustainability - Efficiency
 - Benefits: Increased rider satisfaction with trolley experience

2022-2023 BUDGET ESTIMATE INSURANCE FUND SUMMARY

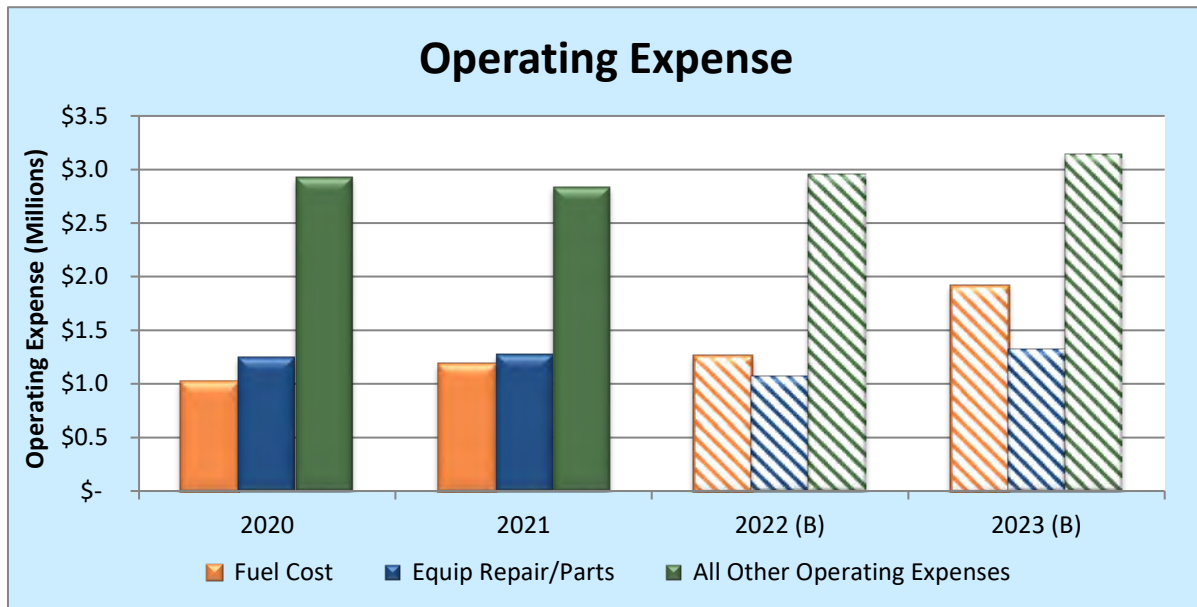
	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
OPERATING REVENUES				
Charges to Departments for:				
Workers Compensation	\$ 1,970,143	\$ 2,002,156	\$ 2,000,000	\$ 2,000,000
General Liability Insurance	3,500,001	3,500,000	3,500,000	4,500,000
Group Health Insurance	5,963,601	6,683,203	10,741,706	11,993,608
Miscellaneous	824,693	1,733,496	-	-
TOTAL OPERATING REVENUES	<u>\$ 12,258,438</u>	<u>\$ 13,918,855</u>	<u>\$ 16,241,706</u>	<u>\$ 18,493,608</u>
OPERATING EXPENSES				
Group Health, Life & Dental Premiums	\$ 5,992,149	\$ 6,792,152	\$ 10,741,706	\$ 11,993,608
Worker's Comp. & Gen. Liab. Premiums	5,096,968	7,126,704	5,500,000	6,500,000
TOTAL OPERATING EXPENSES	<u>\$ 11,089,117</u>	<u>\$ 13,918,856</u>	<u>\$ 16,241,706</u>	<u>\$ 18,493,608</u>



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.

**2022-2023 BUDGET ESTIMATE
MOTOR POOL FUND SUMMARY**

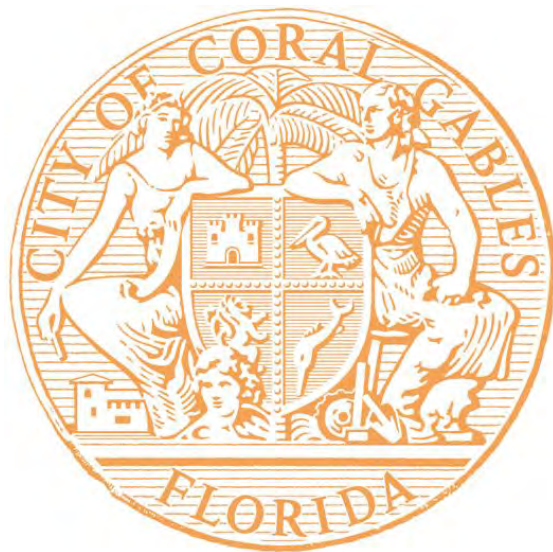
	<u>2019-2020 ACTUAL</u>	<u>2020-2021 ACTUAL</u>	<u>2021-2022 BUDGET</u>	<u>2022-2023 ESTIMATE</u>
OPERATING REVENUES				
Charges to Departments for use of Vehicles & Equipment	\$ 5,263,137	\$ 5,247,405	\$ 5,273,312	\$ 6,420,854
Replacement Cost Recovery	3,328,910	2,936,417	3,438,432	3,536,432
Miscellaneous	546,053	249,494	1,459,981	-
TOTAL OPERATING REVENUES	<u>\$ 9,138,100</u>	<u>\$ 8,433,316</u>	<u>\$ 10,171,725</u>	<u>\$ 9,957,286</u>
OPERATING EXPENSES				
Operating Expense	\$ 5,197,052	\$ 5,293,474	\$ 5,288,118	\$ 6,379,554
Capital Outlay	4,007,972	3,576,154	4,914,713	3,577,732
	<u>\$ 9,205,024</u>	<u>\$ 8,869,628</u>	<u>\$ 10,202,831</u>	<u>\$ 9,957,286</u>



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 an 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.

**2022-2023 BUDGET ESTIMATE
MOTOR POOL COST DISTRIBUTION**

DEPT. NO.	DISTRIBUTION COST			DEPARTMENT
	REPL	MAINT	TOTAL	
1030	\$ 44,001	\$ 17,902	\$ 61,903	CITY MANAGER - COMMUNICATIONS & PUBLIC AFFAIRS
1120	2,069	4,008	6,077	HUMAN RESOURCES
1130	2,076	171	2,247	LABOR RELATIONS & RISK MANAGEMENT
1210	31,761	24,839	56,600	DEVELOPMENT SERVICE - BUILDING
1220	11,679	1,327	13,006	DEVELOPMENT SERVICE - PLANNING
1230	24,945	24,264	49,209	DEVELOPMENT SERVICE - CODE ENFORCEMENT
1320	2,543	232	2,775	HIST. RESOURCES & CULTURAL ARTS - PRESERVATION
1500	21,830	4,446	26,276	PUBLIC WORKS - ADMINISTRATION
1510	5,597	7,481	13,078	PUBLIC WORKS - CAPITAL IMPROVEMENT
1515	7,357	9,841	17,198	PUBLIC WORKS - ENGINEERING
1535	60,500	68,249	128,749	PUBLIC WORKS - STORMWATER MGMT
1540	129,503	176,099	305,602	PUBLIC WORKS - SANITARY SEWER
1550	130,514	879,781	1,010,295	PUBLIC WORKS - R.O.W. ENF & MAINT
1580	165,093	183,993	349,086	PARKING - TROLLEY/TRANS
3020	10,968	21,351	32,319	FINANCE - BILLING & COLLECTIONS
3040	2,355	-	2,355	FINANCE - PROCUREMENT
3200	15,550	45,211	60,761	INNOVATION & TECHNOLOGY
5000	39,113	25,913	65,026	POLICE - ADMINISTRATION
5020	644,510	685,389	1,329,899	POLICE - UNIFORM PATROL
5030	114,215	230,385	344,600	POLICE - CRIMINAL INVESTIGATIONS
5040	34,220	35,863	70,083	POLICE - TECHNICAL SERVICES
5060	24,880	55,086	79,966	POLICE - PROFESSIONAL STANDARDS
5070	269,565	245,211	514,776	POLICE - SPECIALIZED ENFORCEMENT
5500	799,743	813,240	1,612,983	FIRE DEPARTMENT
6020	1,151	7,379	8,530	COMMUNITY RECREATION - VENETIAN POOL
6038	32,573	561	33,134	COMMUNITY RECREATION - COUNTRY CLUB - GRANADA GOI
6050	8,267	7,386	15,653	COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS
6070	36,687	8,124	44,811	COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE
6120	667,440	2,267,061	2,934,501	PUBLIC WORKS - SOLID WASTE
6130	149,470	489,834	639,304	PUBLIC WORKS - GREENSPACE MANAGEMENT
8360	9,757	41,888	51,645	PARKING - ON-STREET METER MAINT/COLLECTION
8400	31,076	17,186	48,262	PARKING - VIOLATION ENFORCEMENT
1555	5,424	21,153	26,577	PUBLIC WORKS - SIGN SHOP
	<u>\$ 3,536,432</u>	<u>\$ 6,420,854</u>	<u>\$ 9,957,286</u>	



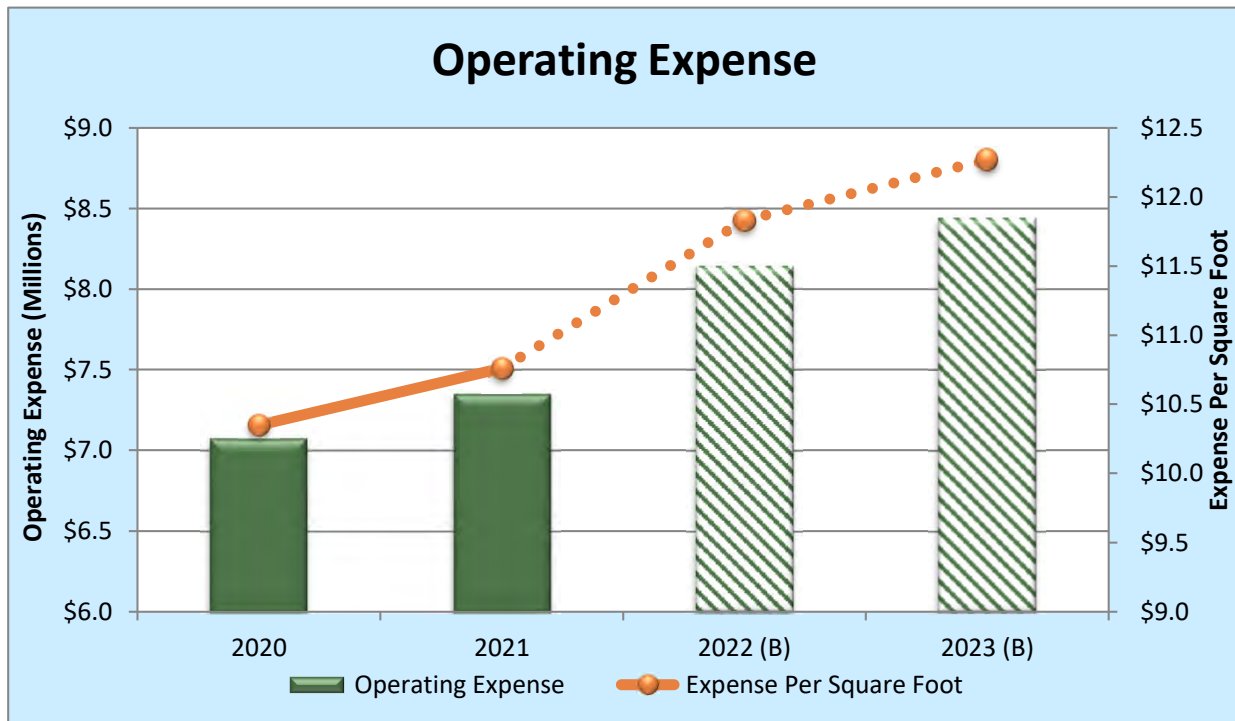
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2022-2023 BUDGET ESTIMATE
MOTOR POOL FUND
VEHICLE AND EQUIPMENT PURCHASES

DEPARTMENT	DESCRIPTION	VEH ID#	REPLACEMENT	COST		
				REPLACEMENT	ADDITION	TOTAL
COMMUNITY RECREATION						
6050	2002 Ford E-350	1823	Ford Ranger, Reg Cab	\$ 35,000	\$ -	<u>\$ 35,000</u>
FINANCE						
3020	2007 Chevy Impala	1745	Chevy Bolt	35,000	-	<u>35,000</u>
FIRE						
5500	2005 Freightliner Rescue Truck	67	Freightliner Rescue Truck	450,000	-	
5500	2002 Ford Explorer	15	Ford Explorer	42,000	-	
5500			Ford Explorer	-	45,000	<u>537,000</u>
INNOVATION & TECHNOLOGY						
3200	2003 Expedition	3078	TBD	30,000	-	<u>30,000</u>
PARKING						
8360	2007 Ranger XLT	1962	Ford Ranger Crew Cab	28,000	-	<u>28,000</u>
POLICE						
5000	2014 Nissan Pathfinder	737	TBD	35,000	-	
5020	2017 Ford SUV Interceptor	239	Hybrid SUV	42,000	-	
5020	2016 Ford SUV Interceptor	389	Hybrid SUV	42,000	-	
5020	2016 Ford SUV Interceptor	396	Hybrid SUV	42,000	-	
5020	2018 Ford K9 SUV Interceptor	418	F-150 Crew Cab	35,000	-	
5020	2014 Ford K9 SUV Interceptor	741	F-150 Crew Cab	35,000	-	
5020	2013 Ford SUV Interceptor	760	Hybrid SUV	42,000	-	
5020	2013 Ford SUV Interceptor	763	Hybrid SUV	42,000	-	
5040	2017 Ford F-150 XL	730	F-150	35,000	-	
5070	2013 Ford Interceptor	357	Hybrid SUV	42,000	-	
5070	2015 Ford SUV Interceptor	379	Hybrid SUV	42,000	-	
5070	2016 Ford SUV Interceptor	382	Hybrid SUV	42,000	-	
5020	2013 Ford SUV Interceptor	764	Hybrid SUV	42,000	-	
5070	2017 Ford SUV Interceptor	240	Hybrid SUV	42,000	-	
5030	2015 Toyota Sienna	771	TBD	32,000	-	
5030	2012 Toyota Camry	830	TBD	32,000	-	
5030	2012 Toyota Camry	836	TBD	32,000	-	
5000	2014 Dodge Charger	854	TBD	32,000	-	
5060	2008 Ford Crown Victoria	872	TBD	32,000	-	
5060	2014 Toyota Camry	875	TBD	32,000	-	
5060	2013 Dodge Charger	877	TBD	32,000	-	
5060	2013 Dodge Charger	878	TBD	32,000	-	
5030	2014 Toyota Camry	879	TBD	32,000	-	
5030	2014 Ford Fusion	881	TBD	32,000	-	
5030	2015 Toyota Camry LE	886	TBD	32,000	-	
5020	2014 Ford SUV Interceptor	767	Hybrid SUV	42,000	-	
5020	2018 Gem E4	208	Chevy Bolt	35,000	-	
5020	2018 Gem E4	215	Chevy Bolt	35,000	-	
	Strobes-R-U's Police/Fire Vehicles			186,482	-	<u>1,210,482</u>
PUBLIC WORKS						
1520	2000 Ford F-250	1886	Ford F-250 With Liftgate And Utility Body	49,000	-	
1520	2003 Chevy Silverado	1929	Ford F-250 With Rear Plumbers Body And Roof Rack	55,000	-	
1520			Pressure Washer	-	25,000	
1550	2004 Hydrotek Pressure Washer	636	Trailer Mounted Pressure Washer	25,000	-	
1550	2000 Jcb Skid Steer	1596	Bobcat S770 With Upgrades	62,000	-	
6120	2013 Ford F-250 3/4T	1922	F-250/Extra Cab/ Dump Body	65,000	-	
6120	2006 Internatnl 4300 Rs-3	1186	Peterson Rs-3 Trash Crane	220,000	-	
6120	2007 Internatnl 4300 Rs-3	1182	Peterson Rs-3 Trash Crane	220,000	-	
6120	2007 Internatnl 4300 Rs-3	1183	Peterson Rs-3 Trash Crane	220,000	-	
6120	2006 Crane Carrier Garbg/Pakr	1810	Crane Carrier Garbg/Pakr	310,000	-	
6130	1994 John Deere 710D Backhoe	1450	John Deere 710 Backhoe	225,000	-	
6130	2000 Sterling Stake Body Truck	1285	16Ft Stake Body Dump Truck	150,000	-	
6130			Midsize Pickup Truck	-	35,000	<u>1,661,000</u>
TOTAL VEHICLE REPLACEMENT BUDGET				\$ 3,431,482	\$ 105,000	<u>\$ 3,536,482</u>

**2022-2023 BUDGET ESTIMATE
GENERAL SERVICES FUND SUMMARY**

	<u>2019-2020 ACTUAL</u>	<u>2020-2021 ACTUAL</u>	<u>2021-2022 BUDGET</u>	<u>2022-2023 ESTIMATE</u>
OPERATING REVENUES				
Charges to Departments for use of Facilities	\$ 8,088,235	\$ 8,124,326	\$ 8,117,578	\$ 8,440,571
Miscellaneous	85,164	11,576	11,964	-
TOTAL OPERATING REVENUES	<u>\$ 8,173,399</u>	<u>\$ 8,135,902</u>	<u>\$ 8,129,542</u>	<u>\$ 8,440,571</u>
OPERATING EXPENSES				
Operating Expense	\$ 7,073,336	\$ 7,348,930	\$ 8,140,639	\$ 8,440,571
Capital Outlay	-	-	-	-
TOTAL OPERATING EXPENSES	<u>\$ 7,073,336</u>	<u>\$ 7,348,930</u>	<u>\$ 8,140,639</u>	<u>\$ 8,440,571</u>



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

2022-2023 BUDGET ESTIMATE
TOTAL GENERAL SERVICES COST DISTRIBUTION

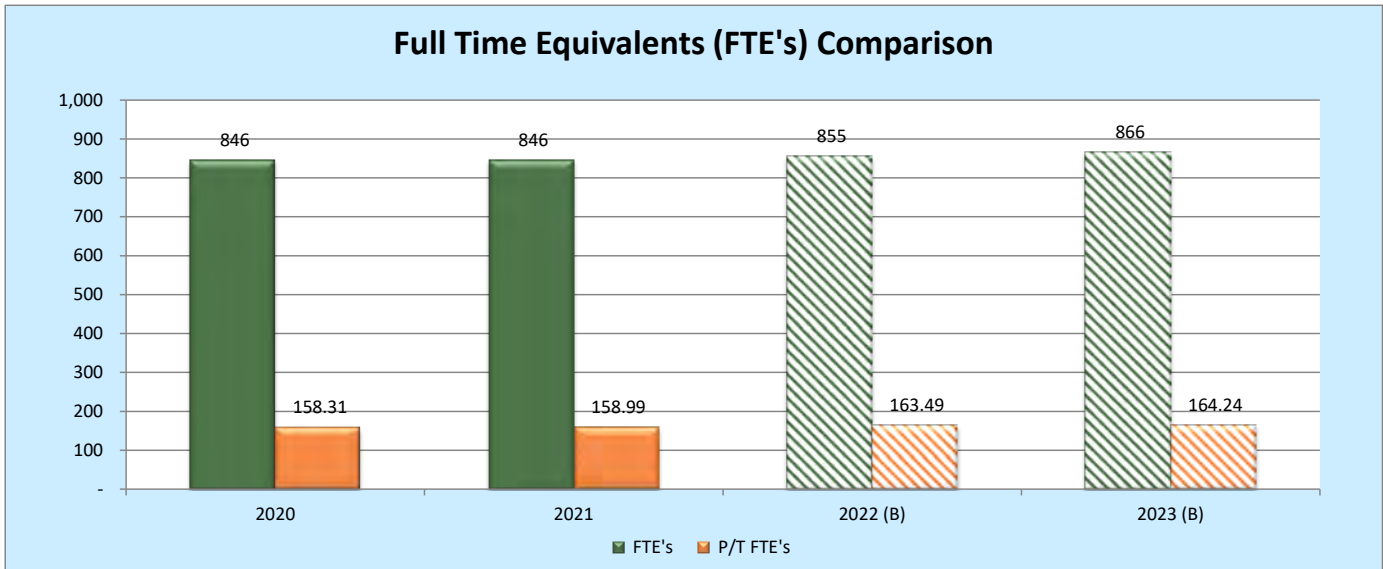
DEPT. NO.	TOTAL COST DISTRIBUTION	DEPARTMENT
0100	\$ 60,607	CITY COMMISSION
0500	42,264	CITY ATTORNEY
0600	34,380	CITY CLERK - ADMIN
0601	36,788	CITY CLERK - SPEC REV EXP
1010	31,731	CITY MANAGER - ADMIN
1030	47,240	CITY MANAGER - COMMUNICATIONS & PUBLIC AFFAIRS
1120	37,832	HUMAN RESOURCES
1130	18,394	LABOR RELATIONS & RISK MANAGEMENT
1200	29,728	DEVELOPMENT SERVICE - ADMIN
1210	66,883	DEVELOPMENT SERVICE - BUILDING
1220	94,228	DEVELOPMENT SERVICE - PLANNING
1230	26,333	DEVELOPMENT SERVICE - CODE ENFORCEMENT
1320	340,553	HIST. RESOURCES & CULTURAL ARTS - PRESERVATION
1330	103,260	HIST. RESOURCES & CULTURAL ARTS - CULTURAL ARTS
1500	23,941	PUBLIC WORKS - ADMINISTRATION
1505	6,048	PUBLIC WORKS - SUSTAINABLE PUBLIC INFRASTRUCTURE
1510	28,874	PUBLIC WORKS - CAPITAL IMPROVEMENT
1515	35,291	PUBLIC WORKS - ENGINEERING
1535	41,525	PUBLIC WORKS - STORMWATER MGMT
1540	413,528	PUBLIC WORKS - SANITARY SEWER
1550	1,835,336	PUBLIC WORKS - R.O.W. ENF & MAINT
1555	46,714	PUBLIC WORKS - SIGN SHOP
3010	60,940	FINANCE - ADMINISTRATION
3020	17,826	FINANCE - BILLING & COLLECTIONS
3030	18,828	FINANCE - REPORTING & OPERATIONS
3040	158,756	FINANCE - PROCUREMENT
3050	26,612	FINANCE - MANAGEMENT & BUDGET
3200	38,228	INNOVATION & TECHNOLOGY
5000	149,595	POLICE - ADMINISTRATION
5020	198,210	POLICE - UNIFORM PATROL
5030	160,181	POLICE - CRIMINAL INVESTIGATIONS
5040	207,680	POLICE - TECHNICAL SERVICES
5060	195,798	POLICE - PROFESSIONAL STANDARDS
5500	739,759	FIRE DEPARTMENT
6010	165,680	COMMUNITY RECREATION - TENNIS CENTERS
6020	191,431	COMMUNITY RECREATION - VENETIAN POOL
6038	160,662	COMMUNITY RECREATION - COUNTRTY CLUB - GRANADA GOLF
6050	913,170	COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS
6070	53,553	COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE
6120	31,728	PUBLIC WORKS - SOLID WASTE
6130	869,533	PUBLIC WORKS - GREENSPACE MANAGEMENT
8300	22,486	PARKING - ADMINISTRATION
8310	117,445	PARKING - MOBILITY HUB
8320	195,479	PARKING - MUSEUM GARAGE
8330	34,208	PARKING - MINORCA GARAGE
8340	125,571	PARKING - ANDALUSIA GARAGE
8390	68,415	PARKING - METER/PERMIT PARKING LOTS
1580	117,319	PARKING - TROLLEY/TRANS
	\$ 8,440,571	

**CITY OF CORAL GABLES
2022-2023 BUDGET ESTIMATE**

POSITION SUMMARY

FOUR YEAR COMPARISON OF FULL TIME EQUIVALENTS (FTE's)

DEPARTMENT	ACTUAL 2019-2020			ACTUAL 2020-2021			BUDGET 2021-2022			ESTIMATE 2022-2023		
	FT	P/T	Total	FT	P/T	Total	FT	P/T	Total	FT	P/T	Total
	FTE's	FTEs	FTE's	FTE's	FTEs	FTE's	FTE's	FTEs	FTE's	FTE's	FTEs	FTE's
City Commission	6.00	0.75	6.75	6.00	0.75	6.75	6.00	0.75	6.75	6.00	0.75	6.75
City Attorney	6.50	0.75	7.25	7.50	-	7.50	7.50	-	7.50	7.50	-	7.50
City Clerk	8.00	4.50	12.50	8.00	6.00	14.00	8.00	6.00	14.00	8.00	5.25	13.25
City Manager	11.00	8.10	19.10	11.00	6.60	17.60	11.00	6.60	17.60	11.00	6.60	17.60
Human Resources	10.00	4.50	14.50	10.00	3.00	13.00	10.00	3.00	13.00	10.00	3.00	13.00
Labor Relations & Risk Mgmt	4.00	0.75	4.75	4.00	0.75	4.75	4.00	0.75	4.75	4.00	0.75	4.75
Development Services	62.00	3.75	65.75	60.00	4.50	64.50	60.00	4.50	64.50	62.00	4.50	66.50
Historic Resources	6.00	0.75	6.75	6.00	0.75	6.75	6.00	0.75	6.75	6.00	0.75	6.75
Public Works	198.00	15.75	213.75	199.00	15.75	214.75	199.00	16.50	215.50	202.00	16.50	218.50
Finance	27.00	9.75	36.75	27.00	9.35	36.35	26.00	10.10	36.10	28.00	10.85	38.85
Information Technology	19.00	6.00	25.00	19.00	4.50	23.50	19.00	4.50	23.50	20.00	4.50	24.50
Police	275.00	19.80	294.80	275.00	22.05	297.05	275.00	22.05	297.05	278.00	22.05	300.05
Fire	147.00	2.25	149.25	147.00	2.25	149.25	148.00	2.25	150.25	148.00	3.00	151.00
Community Recreation	32.50	71.91	104.41	32.50	73.74	106.24	39.50	76.74	116.24	39.50	76.74	116.24
Economic Development	5.00	1.50	6.50	5.00	1.50	6.50	5.00	1.50	6.50	5.00	1.50	6.50
Non-Departmental	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Parking	28.00	7.50	34.50	28.00	7.50	34.50	30.00	7.50	36.50	30.00	7.50	37.50
Total	846.00	158.31	1,003.31	846.00	158.99	1,003.99	855.00	163.49	1,017.49	866.00	164.24	1,030.24



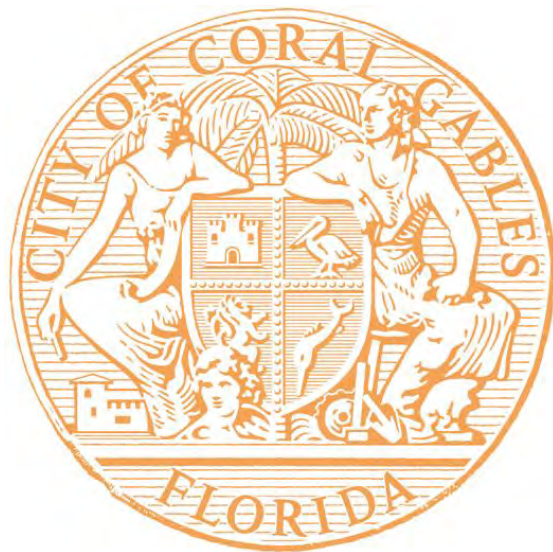
FOUR YEAR COMPARISON OF TOTAL HEADCOUNT (Number of Employees)

Total Headcount	ACTUAL 2019-2020			ACTUAL 2020-2021			BUDGET 2021-2022			ESTIMATE 2022-2023		
	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total
	Pos.	Pos.	Pos.	Pos.	Pos.	Pos.	Pos.	Pos.	Pos.	Pos.	Pos.	Pos.
Total Headcount	846	214	1,060	846	216	1,062	855	226	1,081	866	232	1,098

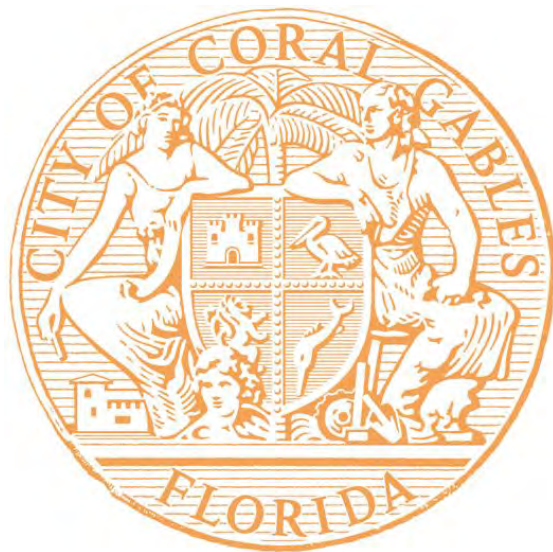
Please note that part time positions are counted as Full Time Equivalents (FTE's) for budgetary purposes. In other words, a part time employee who works 20 hours of a 40 hour work week counts as 0.50 FTE's. That same position would count as 1.00 for Headcount (HC) purposes.

**2022-2023 BUDGET ESTIMATE
PAYROLL RELATED COST DISTRIBUTION**

DEPT	TOTAL		PERSONNEL BENEFITS						GENERAL	
	FT HC & PT FTE's	TOTAL WAGES	FICA TAX	RETIRE-MENT	WORKERS COMP	GROUP INSURANCE	POST EMPL HEALTH	TOTAL BENEFITS	LIABILITY INSURANCE	
0100	6.75	\$ 317,470	\$ 24,285	\$ 152,349	\$ 1,070	\$ 90,319	\$ 950	\$ 268,973	\$ 18,078	
0500	7.50	995,431	67,795	269,552	1,064	118,090	8,000	464,501	56,685	
0600	5.00	557,784	41,939	202,202	792	79,566	4,300	328,799	31,763	
0601	8.25	462,913	35,413	87,325	475	42,974	2,150	168,337	26,361	
1010	10.60	1,126,630	73,876	293,609	1,761	134,536	7,750	511,532	64,156	
1030	7.00	480,450	36,755	38,896	1,875	41,875	1,425	120,826	27,359	
1120	13.00	933,304	68,539	315,836	2,065	144,133	10,000	540,573	53,147	
1130	4.75	444,759	32,718	121,844	2,274	58,641	4,050	219,527	25,327	
1200	6.00	580,636	42,360	192,476	2,470	85,527	5,250	328,083	33,064	
1210	30.50	2,449,585	187,391	746,444	33,402	347,390	8,550	1,323,177	139,491	
1220	16.00	1,257,694	96,214	478,987	5,415	228,319	5,950	814,885	71,619	
1230	14.00	836,222	63,970	307,286	20,457	203,895	950	596,558	47,619	
1320	4.00	374,087	28,618	123,377	633	56,425	4,300	213,353	21,302	
1330	2.75	176,424	13,497	59,333	437	32,168	950	106,385	10,046	
1500	9.00	772,639	56,687	258,677	4,465	138,192	8,100	466,121	43,998	
1505	5.00	501,407	38,357	219,716	6,872	74,729	4,750	344,424	28,553	
1510	9.00	772,050	59,063	198,735	12,711	83,335	5,950	359,794	43,964	
1515	10.50	935,288	71,550	342,894	17,626	130,700	3,800	566,570	53,260	
1520	20.00	1,222,513	93,522	446,057	38,045	244,656	3,100	825,380	69,616	
1535	9.50	597,264	45,691	229,032	21,179	113,573	2,850	412,325	34,011	
1540	15.25	985,302	75,376	334,568	31,008	182,976	3,100	627,028	56,108	
1550	7.75	453,312	34,679	153,563	36,930	94,062	-	319,234	25,814	
1555	2.75	131,895	10,090	34,236	6,954	26,874	-	78,154	7,511	
1580	3.50	257,776	19,720	73,636	5,675	33,600	600	133,231	14,679	
3010	5.25	346,582	23,843	114,378	475	38,524	2,150	179,370	19,736	
3020	7.85	451,503	34,540	124,695	3,990	80,634	1,900	245,759	25,711	
3030	11.00	843,513	64,438	247,656	1,267	110,201	7,850	431,412	48,034	
3040	10.75	781,028	59,747	166,972	1,108	100,154	5,950	333,931	44,476	
3050	4.00	448,621	32,778	196,586	633	58,650	4,050	292,697	25,547	
3200	24.50	1,866,856	139,842	551,609	2,369	287,330	7,150	988,300	106,308	
4700	23.50	1,492,310	114,161	596,017	35,815	296,559	4,050	1,046,602	84,979	
5000	13.25	1,526,991	110,744	532,570	19,317	126,500	7,800	796,931	86,954	
5020	122.00	10,280,898	785,529	5,081,607	278,036	1,436,881	71,700	7,653,753	585,445	
5030	43.00	4,337,860	329,311	2,045,208	96,996	527,910	25,550	3,024,975	247,019	
5040	64.50	4,403,856	336,133	1,373,412	20,710	844,931	7,250	2,582,436	250,777	
5060	19.00	1,496,170	112,999	517,921	15,359	168,835	5,400	820,514	85,199	
5070	38.30	3,670,887	280,815	1,618,457	73,784	385,976	21,650	2,380,682	209,038	
5500	151.00	16,190,542	278,988	7,966,187	393,938	2,266,196	135,200	11,040,509	921,969	
6000	9.00	738,246	54,329	291,854	7,499	92,254	5,725	451,661	42,039	
6010	13.80	547,722	39,987	85,529	11,957	66,089	2,850	206,412	31,190	
6020	30.60	847,789	64,856	61,467	11,869	53,749	2,850	194,791	48,277	
6030	3.00	223,115	17,068	97,769	4,034	40,324	2,150	161,345	12,705	
6032	1.00	92,756	7,096	40,646	158	13,445	950	62,295	5,282	
6034	3.00	173,706	13,288	76,118	9,760	40,314	950	140,430	9,892	
6038	1.00	54,092	4,139	23,265	1,919	13,437	-	42,760	3,080	
6050	32.63	1,170,782	89,567	161,942	19,710	107,502	1,900	380,621	66,670	
6060	9.36	326,665	24,989	50,074	4,395	26,876	950	107,284	18,602	
6065	2.35	126,031	9,642	36,359	177	13,443	-	59,621	7,177	
6070	10.50	556,994	42,608	81,381	25,764	84,061	1,900	235,714	31,718	
6120	76.00	4,213,497	322,340	1,564,747	523,628	1,078,186	4,050	3,492,951	239,939	
6130	30.25	1,639,916	125,457	614,017	127,333	373,050	4,050	1,243,907	93,385	
6900	6.50	620,994	47,507	236,751	792	77,380	5,250	367,680	35,362	
7010	1.00	105,094	8,040	46,052	158	13,448	950	68,648	5,985	
8300	4.50	396,793	28,950	145,516	792	63,473	1,800	240,531	22,595	
8310	1.00	61,333	4,692	4,293	158	13,439	950	23,532	3,493	
8320	1.00	49,476	3,785	21,680	5,276	16,079	-	46,820	2,817	
8330	1.00	45,117	3,451	3,158	158	13,435	-	20,202	2,569	
8340	1.00	42,678	3,265	18,701	1,678	13,435	-	37,079	2,430	
8360	6.00	303,041	23,182	117,881	14,833	85,907	-	241,803	17,257	
8400	19.50	927,434	70,949	256,187	28,500	178,446	-	534,082	52,813	
1,030.24	\$ 79,023,723	\$ 5,031,160	\$ 30,849,292	\$ 2,000,000	\$ 11,993,608	\$ 441,750	\$ 50,315,810	\$ 4,500,000		



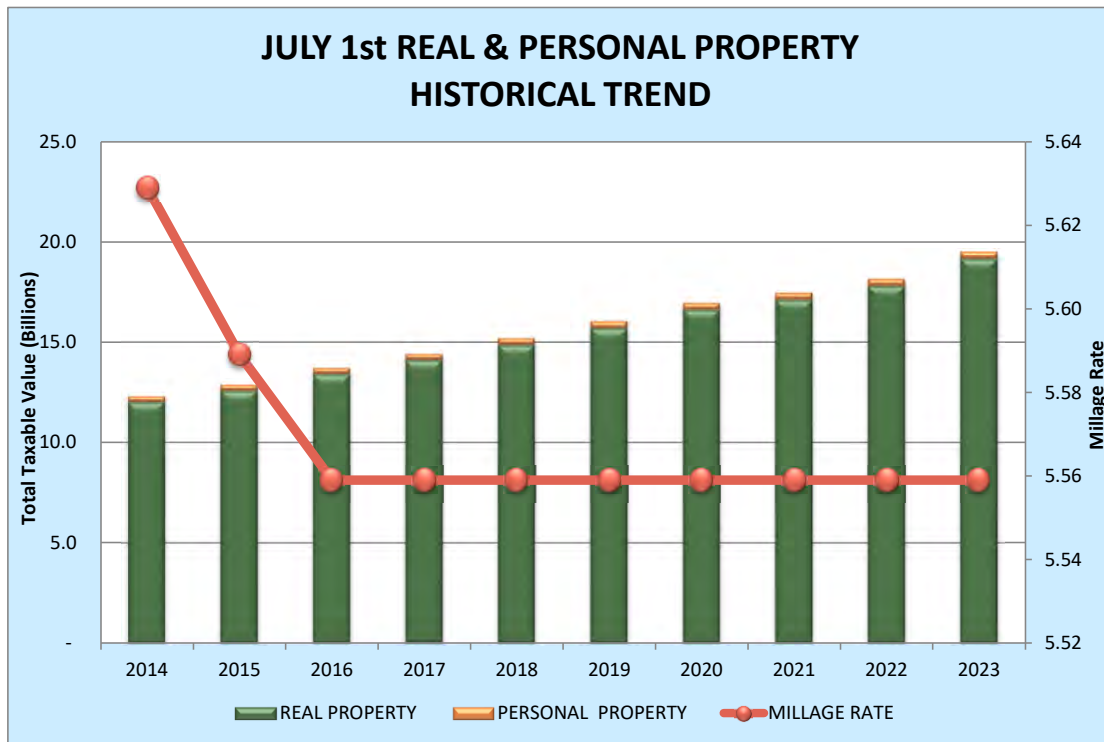
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**CITY OF CORAL GABLES
2022-2023 BUDGET ESTIMATE
JULY 1st TAXABLE VALUES OF REAL & PERSONAL PROPERTY
TEN-YEAR TREND**

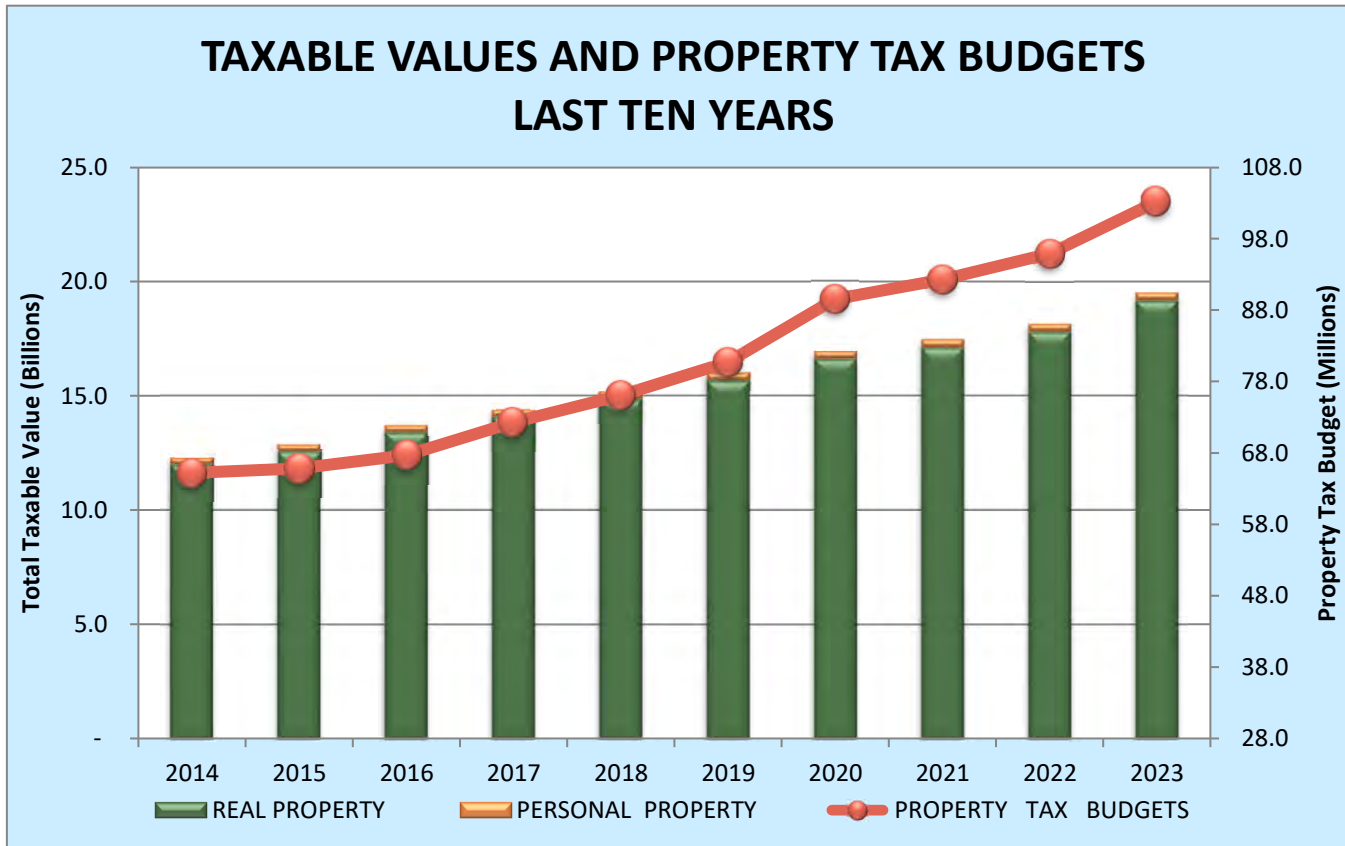
FISCAL YEAR	REAL PROPERTY	PERSONAL PROPERTY	TOTAL JULY 1st TAXABLE VALUE
2014	\$ 11,996,154,496	\$ 284,616,094	\$ 12,280,770,590
2015	12,563,996,934	291,419,796	12,855,416,730
2016	13,395,162,364	297,441,249	13,692,603,613
2017	14,091,791,819	297,340,793	14,389,132,612
2018	14,843,019,453	328,994,637	15,172,014,090
2019	15,669,652,415	353,724,881	16,023,377,296
2020	16,595,199,135	341,167,483	16,936,366,618
2021	17,093,184,916	356,646,565	17,449,831,481
2022	17,774,827,280	350,297,460	18,125,124,740
2023	19,139,193,616	360,806,384	19,500,000,000



FISCAL YEAR	CORAL GABLES TAX RATES			* COUNTY	* SCHOOL	* REGIONAL	TOTAL TAX MILLAGE RATE
	OPERATIONS	DEBT SERVICE	TOTAL				
2014	5.6290	-0-	5.6290	5.7980	7.9770	0.4455	19.8495
2015	5.5890	-0-	5.5890	5.9009	7.9740	0.4187	19.8826
2016	5.5590	-0-	5.5590	5.9009	7.6120	0.3871	19.4590
2017	5.5590	-0-	5.5590	5.8509	7.3220	0.3627	19.0946
2018	5.5590	-0-	5.5590	5.8182	6.9940	0.3420	18.7132
2019	5.5590	-0-	5.5590	5.8568	6.7330	0.3256	18.4744
2020	5.5590	-0-	5.5590	5.8969	7.1480	0.3115	18.9154
2021	5.5590	-0-	5.5590	5.8796	7.1290	0.2995	18.8671
2022	5.5590	-0-	5.5590	5.9584	7.0090	0.2995	18.8259
2023	5.5590	-0-	5.5590	5.9584	7.0090	0.2995	18.8259

* FY23 County, School & Regional millages are not determined as of the date this book was printed.

**CITY OF CORAL GABLES
2022-2023 BUDGET ESTIMATE**



FISCAL YEAR	PROPERTY TAX BUDGETS	COLLECTIONS WITHIN THE YEAR OF THE LEVY	PRIOR YEARS' LATE COLLECTIONS	* TOTAL COLLECTIONS TO DATE	PERCENT OF LEVY COLLECTED TO DATE
2014	\$ 65,214,270	\$ 65,840,588	\$ (583,264)	\$ 65,257,324	100.1%
2015	65,822,035	68,741,648	(633,813)	68,107,835	103.5%
2016	67,686,478	72,124,540	(677,399)	71,447,141	105.6%
2017	72,261,324	75,984,395	39,933	76,024,328	105.2%
2018	76,034,729	80,589,615	172,533	80,762,148	106.2%
2019	80,724,165	85,219,153	247,011	85,466,164	105.9%
2020	89,541,799	89,831,650	170,561	90,002,211	100.5%
2021	92,278,432	92,537,719	366,814	92,904,533	100.7%
2022	95,894,690	94,537,936	(17,246)	94,520,690	98.6%
2023	103,255,475	103,105,475	150,000	-	0.0%

* Fiscal Year 2022 collection data is partial year information, i.e. 8.5 months.

BUDGET GLOSSARY

Accrual Basis of Accounting - The basis of accounting under which revenues are recorded when earned and expenditures are recorded when goods are received and services performed even though the receipt of the revenue or the payment of the expenditure may take place, in whole or part, in another accounting period.

Ad Valorem Taxes (Property Taxes) - A tax levied on the assessed value of real and personal property.

Appropriation - A legal authorization granted by the City Commission to make expenditures and to incur obligations for specific purposes.

Assessed Valuation - The pre-exemption value (Assessed Value – Exemptions = Taxable Value) of land, buildings, and business inventory and equipment as determined on an annual basis by the County Property Appraiser in accordance with State Law.

Balanced Budget - A budget in which estimated revenues and other available funds equal or exceed estimated expenditures.

Bonds – A certificate of debt issued by a government or corporation guaranteeing payment of the original investment plus interest by a specified future date.

Budget - A plan of financial operation, embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Upon approval by the City Commission, the budget appropriation ordinance becomes the legal basis for expenditures in the budget year.

Budgetary Accounts - Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.

Budget Message - The opening section of the budget document which provides a general summary of the most important aspects of the budget and discusses significant changes from the current and previous fiscal years.

Capital Budget - The plan for the construction, rehabilitation or purchase of a capital asset. Coral Gables' capital budget is multi-year in nature with the first year for appropriation authorization incorporated into the overall annual budget process. Capital projects often extend beyond the fiscal year in which the project is first approved. Therefore, the City either appropriates the entire project cost in the initial fiscal year or identifies annual phases which may be approved in future years if funding is available.

Capital Outlay - An expenditure category for construction equipment, vehicles or machinery that results in the acquisition or addition to the City's fixed assets.

Capital Improvement Program (CIP) – The City's capital investment strategy for the Budgeted year and for the following five year period. The CIP is a comprehensive picture of the City's capital needs within the five year period and facilitates long-term budget planning.

Debt Service - The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a predetermined payment schedule.

Delinquent Taxes - Taxes that remain unpaid after the date on which a penalty for nonpayment is attached.

Department - An organizational unit responsible for carrying out a major governmental function.

Debt Service - Payments of principal and interest on borrowed funds such as bonds.

Division - The second level in the formal City organization in which a specific function is carried out; several divisions may comprise a single department.

Enterprise Fund - A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as parking and golf courses.

Equivalent Residential Unit (ERU) - An ERU is a unit of measure used to equate non-residential or multi-family residential water usage to a single-family residence. One ERU is equal to average consumption of one single family residence. The quantity of water that makes up an ERU is system specific. The ERU level for one system may not apply to another system with differing demographics or water use patterns.

Estimated Revenue - The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the Commission.

Expenditures - The outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid.

Fiduciary Fund - A fund used to account for the revenue and expenditures of beneficiary accounts held in trust for a group of individuals, e.g. employee pension.

Fiscal Year - A 12 month period to which the operating budget applies. For Coral Gables it begins October 1 and ends September 30.

Franchise Fee - A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens of a community. Services requiring franchises include electricity, telephone, natural gas refuse, and cable television.

Fund - An accounting entity with a self-balancing set of accounts which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions or limitations.

Fund Accounting - The legal requirement for Governmental agencies to establish accounts for segregating revenues and other resources, together with all related liabilities, obligations, and reserves, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance - The fund reserve of governmental funds.

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

General Obligation Bonds - Bonds that finance a variety of public projects such as streets, buildings, and improvements; these bonds are backed by the full faith and credit of the issuing government.

Goal - A broad statement of desired conditions to be achieved through the efforts of an organization.

Governmental Fund - Funds through which most general government functions are financed.

Grant - A contribution made by one governmental unit to another. The contribution is usually made to aid in the support of a specified function but it is sometimes for general purposes.

Interfund Transfers - Amounts transferred from one fund to another.

Intergovernmental Revenues - Revenues from other governments (state, federal, and local) which can be in the form of grants, shared revenue, or entitlement.

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

Levy - To impose taxes, special assessments, or service charges for the support of City activities.

Local Option - Voted by local referendum.

Line Item - A specific item or group of similar items defined by detail in a unique account in the financial records. Revenue and expenditure justifications are reviewed, anticipated and appropriated at this level.

Long-Term Debt - Debt with a maturity of more than one year after the date of issuance.

Millage Rate - The millage rate is the rate of taxation for every thousand dollars of assessed value, i.e., 1 mill equals \$1.00 of tax for each \$1,000 of property value and 2.5 mills equals \$2.50 of tax for each \$1,000 of property value, etc.

Modified Accrual Accounting - A basis of accounting in which revenues are recorded when collectable within the current period or soon enough thereafter to be used to pay liabilities of the current period, and, expenditures are recognized when the related liability is incurred.

Object Code - An expenditure category, such as Personnel Services, Operating Expenses and Capital Outlay.

Operating Budget - A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

Operating Expenses - Expenditures associated with the general operation of a department such as office supplies, vehicle fuel, rent, utilities, etc.

Operating Revenues - Income derived from sources related to the City's everyday business operations.

Ordinance - A formal legislative enactment by the council or governing body of a municipality that has the full force and effect of law within the enacting City.

Performance Measures - The annual adopted budget for each department includes performance measures to identify the planned target levels for services in the fiscal year. The measures are also reported for prior years to allow comparison and evaluation. Performance measures include workload indicators and performance effectiveness measurements.

Personal Services - An expenditure category which includes wages, salaries, retirement, and other fringe benefits.

Property Tax Levy - The value derived by multiplying the property tax millage rate by the Taxable Value of property in the City.

Property Tax - Tax paid on the Taxable Value (Assessed Value – Exemptions = Taxable Value) of land, buildings, business inventory or equipment.

Reserve - An account used to indicate that a portion of a fund's balance is restricted for a specific purpose and is, therefore, not available for general appropriation.

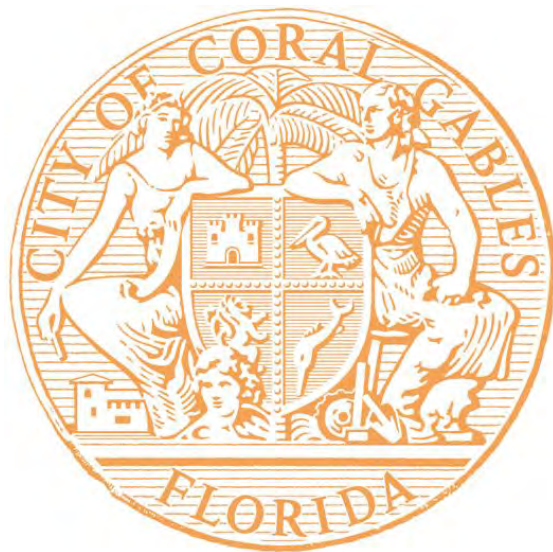
Resolution - A special or temporary legislative order requiring less legal formality than an ordinance/statute.

Retained Earnings - The accumulated earnings of an Enterprise or Internal Service Fund that have been retained in the fund and that are not reserved for any specific purpose.

Revenue - Funds that the government receives as income. It includes such items as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

Service Level - Workload accomplished to a specific standard within a specific time span in order to generate the total gross amount of product or service to be provided.

Trend - The continuing direction of movement of chronological series of data charted on a graph.



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