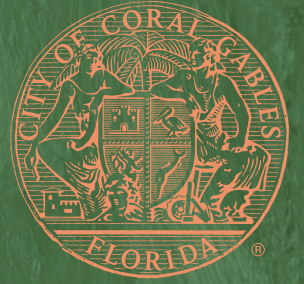


# *City of Coral Gables, Florida*

## 2018-2019 BUDGET



*A World-Class City  
With A Home-Town Feel*

**CORAL  
GABLES**<sup>®</sup>  
THE CITY BEAUTIFUL



# CITY OF CORAL GABLES



**RAUL VALDES-FAULI**  
MAYOR



**FRANK C. QUESADA**  
VICE MAYOR



**PATRICIA KEON**  
COMMISSIONER



**VINCE C. LAGO**  
COMMISSIONER



**MICHAEL MENA**  
COMMISSIONER

**PETER J. IGLESIAS, P.E.**  
CITY MANAGER

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

**WALTER FOEMAN**  
CITY CLERK

**VACANT**  
ASSISTANT CITY MANAGER - OPERATIONS & INFRASTRUCTURE

**FRANK G. FERNANDEZ**  
ASSISTANT CITY MANAGER/DIRECTOR OF PUBLIC SAFETY

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

**KEITH R. KLEIMAN**  
ASSISTANT FINANCE DIRECTOR - MANAGEMENT & BUDGET

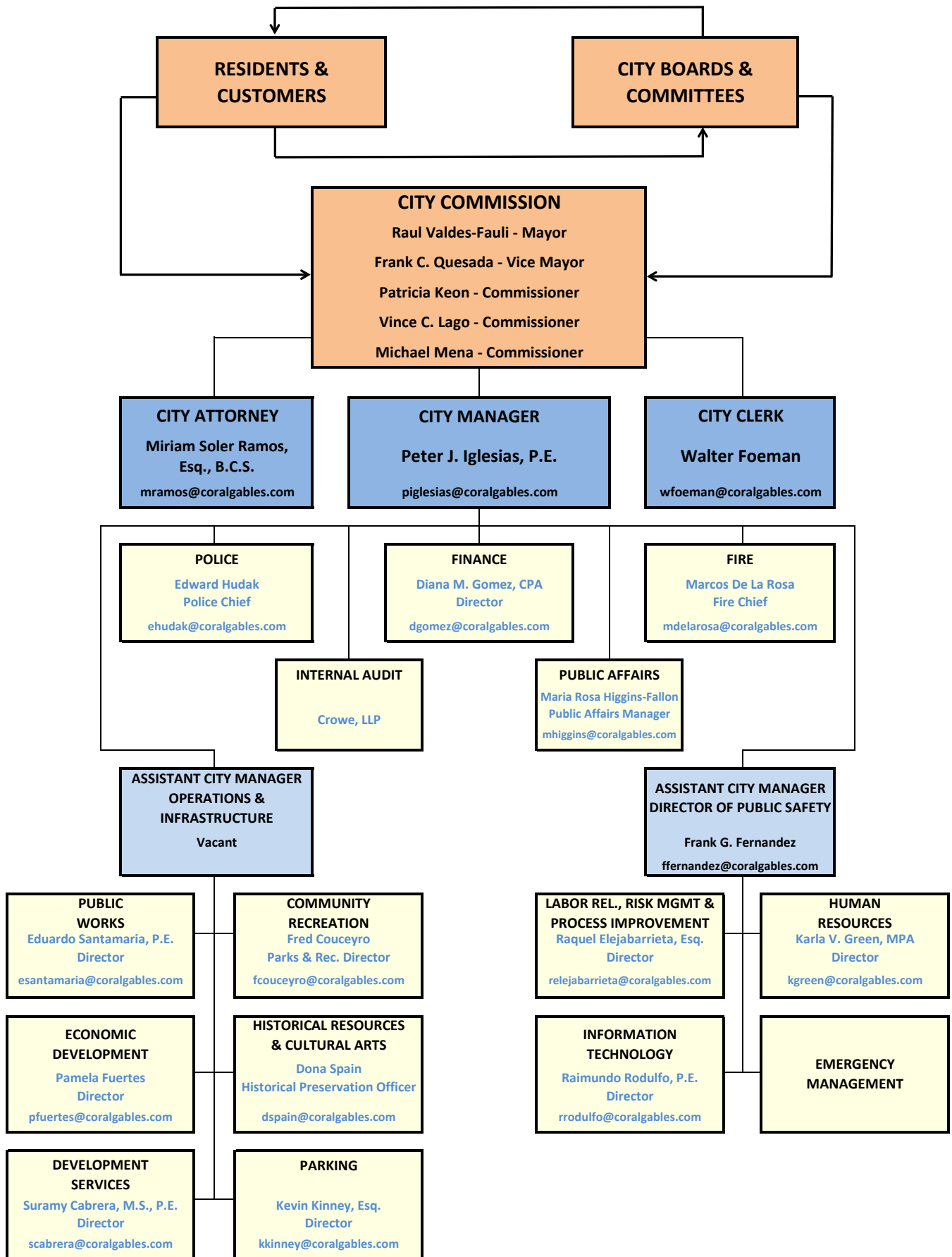
**MITRANAND BHAGIRATHI**  
SR. MANAGEMENT & BUDGET ANALYST

**YANCYS BALADO**  
MANAGEMENT & BUDGET ANALYST

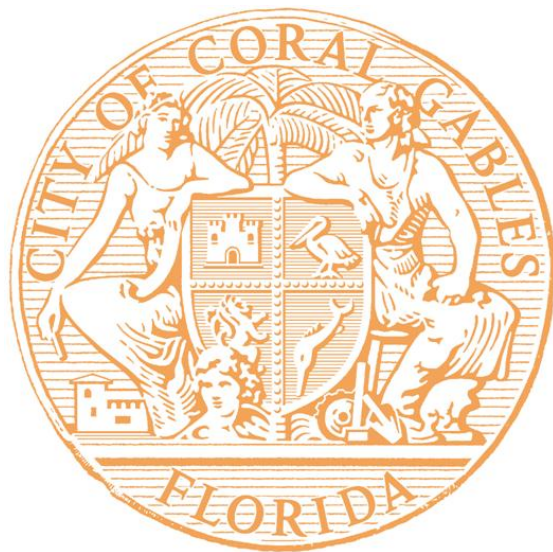
**ELSY FUENTES**  
INTERNAL AUDIT & GRANTS COORDINATOR



**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET  
ORGANIZATION CHART**







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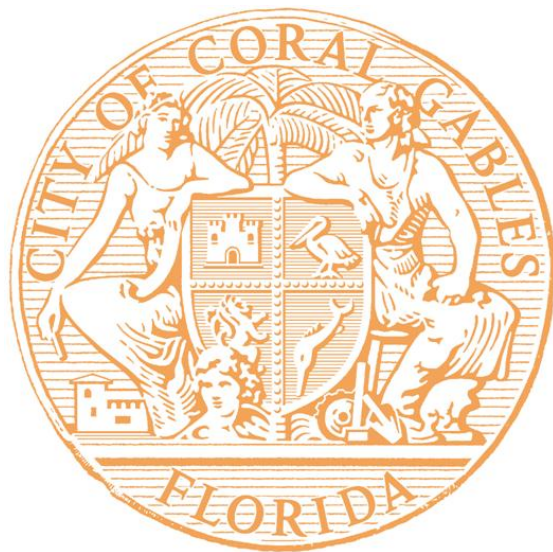


# 2018-2019 BUDGET

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# THE CITY OF CORAL GABLES



OFFICE OF CITY MANAGER

CITY HALL 405 BILTMORE WAY  
CORAL GABLES, FLORIDA 33134

*The City Beautiful*

October 1, 2018

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

Dear Mayor and Commissioners:

When City Founder George Merrick and his design team crafted a bold vision for his City Beautiful, they created public plazas, fountains, and entranceways; constructed recreational amenities including golf courses, parks, waterways and community spaces; designed Mediterranean-styled civic buildings; operated a trolley and bus system for easy local travel; constructed streets and bridges; installed underground decorative street lights, and planted a thematic tree plan throughout the City. Restoring and maintaining this historic infrastructure is an important theme for the City's proposed Five Year Capital Plan.

But Mr. Merrick did more than create a 1920's land development, he created a local government which provided essential public services to its residents such as General Administration, Police, Fire, Finance, Public Works, Building, and even a Board of Architects to ensure the proper aesthetic review for every proposed building - large or small. He assembled a City Commission, appointing Doc Dammers the first Mayor, and selected a Commission/Manager form of government to empower the Commission to set the general City policies and have the City Manager implement those policies and administer day-to-day operations.

Today, the government that Merrick framed not only continues but thrives. City Departments have received national accreditation and accolades, the work program ensures responsive resident services, cultural offerings abound, amenities run throughout; and City finances and general operations have earned AAA Bond Ratings by Moody's, Standard and Poor's, and Fitch. (Coral Gables is one of only three cities in Florida that hold the "triple triple" due to professional management, responsible fiscal policies, a growing and diverse economy, strong property values, and a high quality of life enjoyed by residents, businesses and visitors.)

While much of the proposed budgeted operating and capital expenses are standard for responsible local governments, it is the added investments proposed in people and projects, guided by a three year strategic plan, that bring the City closer to its goal of becoming "a world class city with a hometown feel." Innovative public safety strategies, the incorporation of new technologies to support not replace customer service, the continued commitment to create more parks and open spaces, heightened attention to maintenance (including increased Code Enforcement, enhanced park maintenance, the introduction of waterway maintenance, and the funding of Block by Block for daily

streetscape maintenance) are some of the hallmarks of this annual budget. As you peruse these pages, take time to celebrate the impressive sampling of each department's accomplishments – the results of last year's strategic investments-- and project the fulfillment of next year's goals through the proper and efficient implementation of the proposed budget. George Merrick's dream city is alive and well; investing in the past while positioning for the future in service to the citizens and businesses that make Coral Gables their home.

### **Regulatory**

The FY 2018-2019 Budget beginning October 1, 2018 through September 30, 2019 is submitted in accordance with the requirements of Article V of the City Charter. The Annual Budget is a financial plan and management tool that guides the City and each department for the upcoming fiscal year. The Budget contains projected as well as comparative financial information with budgets of previous years and actual revenues and expenditures. The comparative data helps to analyze trends of the financial operations of the City. The Budget Estimate was presented at a Commission workshop on Wednesday, July 11, 2018 at 9:00 AM and, in compliance with State law, at two public hearings held on Thursday, September 13, 2018 and Tuesday, September 25, 2018; both at 5:01 PM.

### **Budgetary Review**

The City is continuing to make strides toward the resolution of collective bargaining issues as well as continued successes in the implementation of the pension unfunded liability pay down program, improving the accuracy of the City's revenue projections, and enforcing conservative (intelligent and informed) spending practices. Well thought out investment aimed at maintaining and improving the City's capital infrastructure continues to be deliberate and steady. Toward that goal, this budget includes significant investments in the City's capital infrastructure.

### **Expenditures**

The total operating, capital and debt service budget approved for FY 2018-2019 is \$200.2 million, a net decrease of \$96.4 million or 32.5% compared to the amended FY 2017-2018 annual budget of \$296.7 million.

The majority of the change is a decrease of \$100.4 million in capital improvement projects included in the FY 2017-2018 budget that are not repeated in the FY 2018-2019 budget. If projects are not completed by the end of FY 2017-2018, their respective balances will be re-appropriated during the first quarter of the new Fiscal Year. These projects include such items as the new Public Safety Building, facility repairs/improvements, Transportation improvements, and sanitary sewer/storm water improvements. Other decreases include \$2.7M in prior year operating re-appropriations and \$377K for one-time new needs included in the operating budget that do not repeat for FY 2018-2019

Major increases for Fiscal Year 2018-2019 include \$4.7M for new initiatives, \$2.2M for debt service related to the construction of the new public service building, and \$1.2M for the pension unfunded liability pay-down program.



A comparison of expenditures for the FY 2017-2018 Budget and the FY 2018-2019 Budget is shown below:

<u>Budget Year</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>Increase (Decrease)</u>
Operating Expenses	\$165,945,817	\$167,444,013	\$ 1,498,196
Capital Expenditures	122,199,904	21,750,461	(98,951,247)
Debt Service Requirements	8,315,613	10,519,207	2,203,594
<b>Total</b>	<b>\$296,461,334</b>	<b>\$199,713,681</b>	<b>(\$96,747,653)</b>

### Operating Expenditures

The increase in operating expenses from the amended FY 2017-2018 Budget of \$165,945,817 to the FY 2018-2019 Budget of \$167,444,013 is \$1,498,196, or 0.9%.

The following table summarizes the changes from the FY 2017-2018 Budget to the FY 2018-2019 Budget:

<u>Items</u>	<u>Increase (Decrease)</u>	<u>Total Budget</u>
Salary (Longevity, Merit)	\$1,749,648	\$68,619,854
Overtime	360,662	2,344,322
Employee Benefits		
Retirement	1,203,351	28,005,411
FICA	228,116	4,447,824
Workers Compensation	(474,968)	2,000,000
Health Insurance & OPEB	36,065	8,820,611
Preservation of Ben. Plan	-	94,000
Other Misc. Benefits	-	132,825
Professional Services	(8,966)	15,003,990
Repairs, Maintenance, Utilities & Misc. Services	177,636	20,296,681
Parts, Supplies, & I.T. Maintenance Costs	41,583	8,201,300
Equipment Replacement	78,887	989,922
Equipment Additions	(556,713)	395,189
Debt, Employee Payouts & Contingencies	(735,602)	2,218,000
Grants	9,526	816,086
Non-Operating	(18,626)	1,451,236
Fleet Equipment	(592,433)	3,606,762
Net Change to Operating Budget	\$1,498,166	
Total Operating Budget		<u>\$167,444,013</u>

Salary costs are increasing 2.6% (\$1.7M) due to the compensation study results approved for the Teamsters employees, the third year implementation of the current Fraternity of Police (FOP) contract, the implementation of new position related initiatives as well as the normal annual merit and loyalty adjustments. Overtime is being increased 18% and distributed to Fire, Police and Facility Maintenance by \$270K, \$40K and \$25K, respectively. For Fire, the overtime will cover the change is

minimum shift staffing from 30 to 32. For Police, the overtime is a pilot program to fund a walking beat on the Mile on weekends. For Facility Maintenance, the overtime will cover unbudgeted staff hours for non-City events. In some instances, the Facilities overtime may be reimbursable.

The workers compensation budget is being reduced by 19.2% to bring the budget in line with trended expenses. Repairs, Maintenance, Utilities and Misc. Services is being increased by 0.9% (\$177K) to cover maintenance requirements for newly improved facilities and landscapes. Equipment additions and fleet replacement are being reduced by \$557K and \$592K, respectively because Fiscal Year 2017-2018 contained significant re-appropriations from prior years. Debt, Employee Payouts and Contingencies is being reduced by \$736K to cover the cost of collective bargaining now included in the salary accounts.

### **New Initiatives and Additional Funding for Current Tasks**

The Fiscal Year 2018-2019 Operating Budget includes \$2.4 million and \$1.6 million in ongoing and one-time initiatives, respectively. The goal of these initiatives is the City's ongoing commitment for excellence in resident safety, services and satisfaction. The new initiatives are as follows:

<b><u>DEPARTMENT</u></b>	<b><u>ITEM</u></b>	<b><u>ONGOING</u></b>	<b><u>ONE-TIME</u></b>
City Manager	EOM Office	\$144,676	\$ -
Community Recreation	Additional Venetian Pool Concessions	20,000	-
	Increase in Contracted Programming	50,000	-
	Funding for Agricultural and Landscape Supplies	20,000	-
	Parks Labor Contract Increase	20,800	-
	Funding for Additional 24 Park Sites Maintenance	185,000	-
	Additional funding for Dog Waste Bags and Supplies	10,000	-
	Umbrella Secure Street Locks	-	7,500
Development Services	Park Ribbon Cuttings	5,000	-
	Plans Review Zoning Consultant - 3 Years of funding	75,000	-
Economic Development	Uniforms for 2 new P/T Code Enforcement Officers	1,200	-
	Merchant Activations	20,000	-
	International Business Development Activations	7,000	-
Fire	Overtime Allocation	270,000	-
	Cable TV Services for 3 Fire Stations	5,400	-
	Supplies for MCI-Medical Response Trailer	-	30,000
Historic Resources	Master Art Plan	-	60,000
	Public Art Maintenance Increase	15,000	-
	Scanning of Historical Newspapers - \$50,000 x 5 Years	50,000	-
	Consultant for Designation Reports	-	20,000
	Cultural Grant Software	-	12,000
Human Resources	Volunteering-Medical Services	9,000	-
	Employee Training	6,500	-
Information Technology	Gartner IT Executive Consulting	36,900	-
	Cartegraph Annual Maintenance and Support	49,600	-



	CPI for existing Enterprise	92,200	-
	Call Handling System for Emergency Mgmt. - maintenance	15,600	-
	CCTV/LPR/CIC/Lot Infrastructure and SmartCity	75,000	-
	6 Adobe Pro Licenses	720	-
	6 AUTOCAD LT	1,140	-
Labor Rel. & Risk Mgt.	Random Drug Testing for Police & Fire	5,000	-
Parking	Freebee Micro Transit Service	320,000	-
Police	Shield Units Annual Software Maintenance	15,000	-
	Dispatch ProQA Software	-	265,880
	New Subpoena System from MDC	-	16,044
	City-wide FPI Security Services Alignment	101,147	-
	Keywatcher Illuminated Expansion Box	-	4,985
	Locus DiagnostX Annual Warranty	4,444	-
	Spectrum Analyzer Radio Equipment	-	10,000
	StatusAware Radio Software	-	44,678
	Additional Police Radios	-	44,897
	Background Invest. Credit-Related Costs	8,280	-
	Rifle Program Replacement	-	28,875
	Expansion of Rifle Program	-	41,250
	CPW100 Program Overtime - Pilot Program	-	80,000
Public Works	Citywide Sign/ROW Assets Inventory	-	167,300
	Additional Custodial & Janitorial Services/Rate Increase	166,935	-
	Fountain Maintenance & Aesthetic Improvement Program	118,560	-
	Facility Permit Fees	4,000	-
	Overtime for Non-City Sponsored Special Events	25,000	-
	Giveaways for Safe Street Summit	-	3,000
	PW Director/Deputy Director - Membership Dues	2,250	-
	Additional Employee Training for Engineering Division	1,075	-
	Drive Cam Managed Subscriptions	35,000	-
	Mobile Truck Wash Service	25,000	-
	P&R Pressure Washer - Addition to Fleet	-	18,000
	P&R Pickup Truck - Addition to Fleet	-	20,000
	P&R Concessions Trailer Renovation	-	50,000
	Electric Vehicles for Part Time Code Enforcement Officer - Addition to Fleet	-	66,000
	Mass Casualty Incident Medical Response Trailer - Fire	-	30,000
	Mini Excavator - Addition to Fleet	-	70,000
	Electric Vehicle for OEM - Addition to Fleet	-	30,000
	Solid Waste Tipping Fees	140,000	-
	Additional Safety Shoes for Sanitation Workers	7,500	-
	Recycling Bins with Lids, Readers, and attachments	-	500,000
	Tree trimming and maintenance	100,000	-
	Black Olive Staining Study	50,000	-
		<u>\$2,314,927</u>	<u>\$1,620,409</u>

**Personnel Positions**

The FY 2018-2019 Budget includes a 3 position increase in full time headcount bringing full time authorized positions to 840 from the prior year total of 837. The additional positions include an I.T. Analyst for the Crime Intelligence Center, an Administrative Assistant for Information Technology and an Operational Services Assistant in the City Clerk’s Office.

Over the last few budget years, the City has enhanced services through the addition of part time positions that not only fulfill the department’s 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. Keeping with that this initiative, funding has been added to cover the cost of the following part time positions (costs include FICA):

**Part Time Position Additions/Enhancements**

Code Enforcement Officers (2) – Development Services	\$71,135
Waterways Maintenance Supervisor (1) - Public Works	54,215
Office Intern (1) – City Clerk	19,624
Emergency Manager (1) – City Manager	57,417
Foreman (1) - Public Works	52,570
Maintenance Repair Worker (1) - Public Works	37,915
Crime Intelligence Center Technician (2) - Information Technology	67,727
Police Accreditation Manager (1) - Police	54,215
Police Planner (1) - Police	43,336
Marketing Assistant (1) - Community Recreation	21,819
Receptionist/Office Assistant (1) - Economic Development	29,469
Parking Enforcement Specialist (5) - Parking	120,141

In addition to enhancing the City services with part time positions, staff has furthered the City’s commitment to transparency by enhanced each division page with part time detail similar to full time detail. The only difference the reader will note between the two position types is that part time positions are indicated in both head count (HC) and full time equivalent (FTE) formats. Head count format is exactly as it sounds; a body count. Full time equivalent measures the part time position as a percentage of a full time position which is 40 hours/week, e.g., 29 hours/week = .75 FTEs, 24 hours/week = .60 FTEs, etc.

**Employee Classification (Full Time)  
Ten-Year Comparison**

<b><u>FISCAL</u></b> <b><u>YEAR</u></b>	<b><u>POLICE</u></b> <b><u>OFFICERS</u></b>	<b><u>FIRE-</u></b> <b><u>FIGHTERS</u></b>	<b><u>GENERAL</u></b> <b><u>EMPLOYEES</u></b>	<b><u>TOTAL</u></b>
<b>2010</b>	<b>183</b>	<b>139</b>	<b>486</b>	<b>808</b>
<b>2011</b>	<b>183</b>	<b>139</b>	<b>469</b>	<b>791</b>
<b>2012</b>	<b>183</b>	<b>139</b>	<b>469</b>	<b>791</b>
<b>2013</b>	<b>184</b>	<b>139</b>	<b>469</b>	<b>792</b>
<b>2014</b>	<b>191</b>	<b>139</b>	<b>470</b>	<b>800</b>



<b>2015</b>	<b>191</b>	<b>139</b>	<b>485</b>	<b>815</b>
<b>2016</b>	<b>192</b>	<b>139</b>	<b>498</b>	<b>829</b>
<b>2017</b>	<b>192</b>	<b>139</b>	<b>500</b>	<b>831</b>
<b>2018</b>	<b>192</b>	<b>139</b>	<b>506</b>	<b>837</b>
<b>2019</b>	<b>192</b>	<b>139</b>	<b>509</b>	<b>840</b>

**Bargaining Unit Agreements**

The City reached an agreement with the Fraternal Order of Police (FOP) during Fiscal Year 2016-2017 that is effective October 1, 2016 through September 30, 2019. Fiscal Year 2018-2019 will be the third implemented year of the contract. The International Association of Firefighters, Local 1210 (IAFF) reached an agreement at the very end of Fiscal Year 2015-2016 that expired September 30, 2017. The City’s Labor Relations team is currently negotiating with the IAFF. The Teamsters Local Union 769 reached an agreement during Fiscal Year 2017-2018 and that contract will be effective through September 30, 2020.

**Capital Improvements**

The Fiscal Year 2018-2019 Budget 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. Staff is proud to say that similar to prior fiscal years, this budget continues to addresses nearly 100% of the City Commission’s infrastructure priorities identified during the previous year.

The Fiscal Year 2018-2019 Budget provides for a capital improvement program totaling \$24.8 million (pages 72-84). Highlights include replacement of capital equipment of \$2.1 million, facility repairs/improvements of \$1.3 million, historic facility repairs/restorations of \$1.5 million, Motor Pool equipment replacement of \$3.6 million, Parking System repairs/improvements of \$0.6 million, Parks & Receptions amenity improvements of \$2.4 million, public safety Improvements of \$5.7 million, transportation and roadway improvements of \$3.1 million and utility repairs/improvements of \$4.5 million.

**Debt Service**

The total outstanding principal debt of the City is \$130.0 million as of September 30, 2017. This includes the recently issued debt for the New Public Safety Building Project. The annual debt service budget of \$10.5 million includes sufficient funds to cover all previous debt service payments as well as the new debt service payment related to Public Safety Building Project. The total debt service amount represents 5.9% of the total operating and debt service budgets of \$177.9 million. This amount remains well below the City’s budgetary limit for debt service that is administratively capped at 8%.

The City has used Sunshine State Governmental Financing Commission (Sunshine State Commission) since 1987 as its principle source for financing the acquisition and construction of City facilities such as Fire Station No. 3, the Youth Center, the Miracle Theater, the Merrick Parking Garage and Shops, the City Maintenance and Storage Facility located at S.W. 72<sup>nd</sup> Avenue, the Museum Parking Garage, the 427 Biltmore Way building, and for other capital improvement program projects including the Biltmore and Granada golf course renovations, parks, entrances and plazas, information technology equipment, the Conference Center located at the Biltmore Hotel, the Country Club of Coral Gables,

the construction of the Coral Gables Museum Building, dredging of the Coral Gables Canal, the Neighborhood Renaissance Program, the Miracle Mile/Giralda Streetscape improvement Projects and most recently the New Public Safety Building Project. Today, all of the City's current long term debt is financed through the Sunshine State Commission.

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

**Ad-Valorem Property Tax Millage Rate**

For Fiscal Year 2018 – 2019 (tax year 2018), taxable values are the highest in the history of the City at \$16.0 billion. As of July 1, 2018, the Property Appraiser estimates, the split between existing property and new construction at \$15.9 billion and \$172 million, respectively. This represents a 5.6% increase over the tax year 2017 taxable values of \$15.2 billion. The difference between tax year 2017 and the year prior to that, 2016 was 5.4%.

I am pleased to report that the FY 2018-2019 Budget includes a property tax rate of **5.559**, the same rate as Fiscal Year 2017-2018. This will be the eighth consecutive year the City has not raised its millage rate. The table below shows the City's millage rates for the past ten years.

**City Ad-Valorem Tax Rates**

<b><u>Fiscal Year</u></b>	<b><u>Adopted Rate</u></b>
2009-2010	5.895
2010-2011	6.072
2011-2012	5.869
2012-2013	5.669
2013-2014	5.629
2014-2015	5.589
2015-2016	5.559
2016-2017	5.559
2017-2018	5.559
2018-2019	5.559

**Revenues**

Revenues for Fiscal Year 2018-2019 (including property taxes based on July 1 property values) are projected to be \$184.3 million. This represents a net decrease of \$48.8 million, or 20.9% compared to the amended FY 2017-2018 budgeted revenues of \$233.1 million.

The net decrease in revenue from Fiscal Year 2017-2018 to Fiscal Year 2018-2019 is projected to be

\$58.3 million. The majority of the decrease is attributable to the Fiscal Year 2017-2018 bond issuance for the new Public Safety Building (\$49.5 million), one-time developer fees received from the Ponce Development Agreement (\$5.0M - \$2.6 million for mobility, \$2.0 million for Ponce Circle Park & \$420K for lost parking revenue) and large one-time grants from the Building Better Communities Bond Program (GOB - \$2.3 million) and the Miami-Dade County Roadway Impact Fees (\$1.7 million).

The net increase in revenue from Fiscal Year 2017-2018 to Fiscal Year 2018-2019 is projected to be \$9.4 million made up of several components including an increase in property tax revenue. Applying the 5.559 millage rate to the aforementioned July 1, 2018 Property Appraiser taxable values of \$16.0 billion generates additional property tax revenue of \$4.5 million. The City is putting this very valuable increase to work by further investing in the implementation our strategic plan, the continuing commitment to invest in our facility maintenance and capital infrastructure, as well as the funding of the collective bargaining agreements for our City employees.

Other significant revenue increases include a \$1.5M grant for acquisition/construction of Fire Station 4, \$748K for the final implementation of the Fiscal Year 2016-2017 parking fee increase, \$445K for Storm Water fees, the majority specifically generated to support future infrastructure improvements related to sea level rise, \$388K for investment earnings, \$350K for permit fees, \$244K in general government fees \$135K for utility service taxes, and \$77K from recreation fees.

### Reserves

A significant part of Standard & Poor's, Moody's, and Fitch's decisions to affirm AAA bond ratings for the City was based on the City's commitment to restore and maintain reserves at responsible levels, as well as to look ahead at potential environmental factors that could have a detrimental effect on the City and to financially plan for those factors.

Though reserve policies differ from city to city, it is generally accepted to maintain reserves of 20% to 25% of a city's operating budget. Those reserves are maintained for "a rainy day" or more importantly, a catastrophic event. On the surface, a 25% reserve sounds like a fairly large amount to set aside. However, in reality 25% represents just three months of maintaining essential City services.

The City's current General Fund reserve represents 22.4% of the total (all funds) operating budget. Though the majority of the Hurricane Irma related expenditures hit during Fiscal Year 2017-2018, the decrease in reserves of 2.6% is directly attributable to the portion of the Hurricane Irma related expenses incurred during the last month of Fiscal Year 2016-2017. During the Fiscal Year 2016-2017 closing process, staff anticipated how much of the Fiscal Year 2016-2017 expenditures the City would have to absorb and already restored that portion to the reserves. It is anticipated that the balance of the Fiscal Year 2016-2017 expenses will be reimbursed by FEMA and the State of Florida over the next 18 months.

It is essential to note that the reserve percentage is expected to go down further during the closeout of Fiscal Year 2017-2018. This will also be directly related to Hurricane Irma expenditures that hit during that year. Similar to the close out of Fiscal Year 2016-2017, Staff will anticipate the portion the City will have to absorb and restore that amount to the reserve. The balance should be reimbursed by FEMA and the State.



In addition to the City's main reserve, it has also implemented a Sea Level Rise Funding Program for the Storm Water Utility Fund. The goal being to accumulate \$100 million by the year 2040 to support future sea level mitigation/infrastructure improvements for the Utility. The City also adopted a mitigation/infrastructure improvement program for the Sanitary Sewer Utility. Although similar in goal, the sanitary sewer program does not seek to accumulate funds for future use. Instead the program is designed to be fully funded within 5 years and utilized immediately to storm harden the Utility assets and ready them for sea level rise.

### **Cultural and Community Events**

The FY 2018-2019 Budget includes allowances for cultural grants and events in the amount of \$185,658. This represents a 3% increase over the prior fiscal year's allowance. 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 2018-2019 budget also includes a \$225,000 grant to support operating expenditures at the Coral Gables Museum.

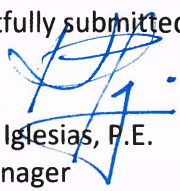
### **Conclusion**

We are pleased to present to you this year's budget. This is a balanced budget that adequately provides funding for the operational needs of the City as well as 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, was and always is to create a more beautiful, livable and sustainable Coral Gables.

### **Acknowledgments**

The preparation of the City's annual budget is a joint effort that includes the Assistant City Managers, Department Directors and supporting staff. The personal efforts of the following individuals are specifically acknowledged for their commitment to the budget process and the preparation of this budget: Diana M. Gomez, Finance Director; Keith R. Kleiman, Assistant Finance Director for Management & Budget, Mitranand Bhagirathi, Senior Management & Budget Analyst, Yancys Balado, Management & Budget Analyst, Elsy Fuentes, Internal Audit & Grants Coordinator and Yvette Diaz, Administrative Assistant. In addition, a special thank you goes to the Budget/Audit Advisory Board for their ongoing support in the preparation of this document: Alex Menendez (Chair), Members – Rosa Maria Bravo, John Holian, Frank Paredes and Carmen Sabater.

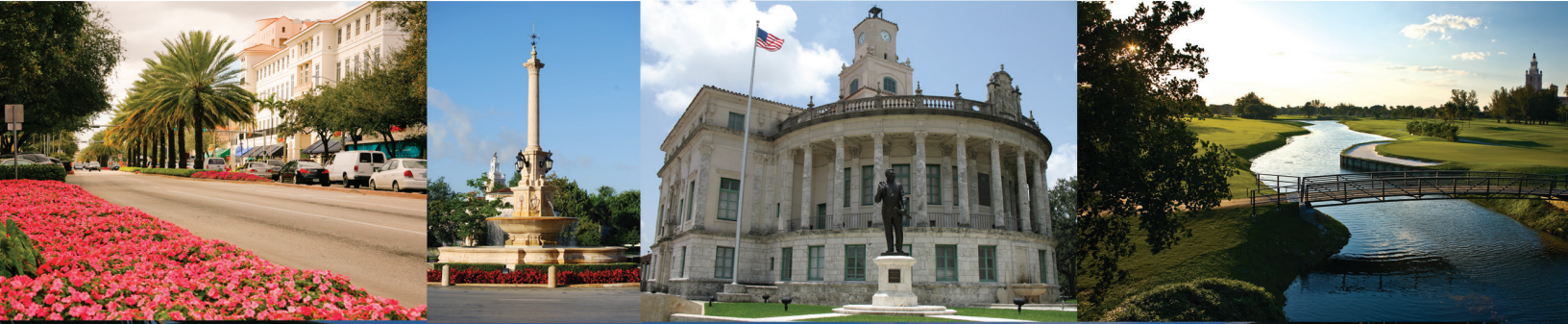
Respectfully submitted,

  
Peter J. Iglesias, P.E.  
City Manager



# CORAL GABLES®

THE CITY BEAUTIFUL



# 2017-2019 Strategic Plan



A WORLD-CLASS CITY WITH A HOMETOWN FEEL



# 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

## Customer-focused Excellence

### Goal:

Provide exceptional service that meets or exceeds the requirements and expectations of our community.

### Objectives:

Attain world-class performance levels in overall community satisfaction with City services by 2019

Attain world-class performance levels in public safety by 2019

Improve mobility throughout the City

Create accessible “home-town” recreation opportunities in all areas of the City

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

## 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.

### Objectives:

Attain / maintain AAA ratings by 2017

Decrease unfunded pension liability by 3% per year by 2019

Attain 80% funded status for existing capital improvement plan asset class matrices through recurring revenue by 2019. Develop and attain 60% funded status for newly developed capital improvement plan asset class matrices through recurring revenue by 2019.

Maintain minimum of 25% general fund unassigned reserve based on total operating budget

Increase the percentage of development agreement and grant funding to 4% of total revenue by 2019

## Workforce-focused Excellence

### Goal:

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

### Objectives:

Ensure sufficient workforce capacity and capability to deliver high quality results by 2019

Attain world-class levels of performance in workforce satisfaction and engagement by 2019

Develop and implement a comprehensive staff development program by 2019 to ensure appropriate workforce training, opportunities, & leadership skills

Attain world-class performance levels in workforce health and safety by 2019





## Process Excellence

### Goal:

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

### Objectives:

Improve customer satisfaction with City communications to 75% by 2019

Expand knowledge-based library across departments and operations by Q1-2017

Provide training on process improvement / performance excellence methodologies to all employees by 2019

---

## 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 community access and knowledge of historic and cultural sites

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

Enhance the pedestrian experience, safety, and connectivity in the City through improved lighting, crosswalks, sidewalks, and way finding

Create and fund ongoing programs to restore and preserve the City's significant historic resources through grants each year that the City is eligible

Attain world-class performance levels in resident satisfaction with City-sponsored special events by 2019

Implement best practices for urban and landscape design in public places, and sustainable historic aesthetics by 2019

Acquire/design and construct significant art for permanent display in public places

Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the City's brand

Develop and deploy a training program for the workforce regarding the City's culture, history, and brand by 2019

## 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 our current and future residents, businesses, and visitors.

### Objectives:

Reduce the City's electricity use 15% below 2013 levels by 2019

Reduce the City's water use 8% below 2013 levels by 2019 in City buildings, parks, and irrigation

Meet 60% of the state waste diversion goal of 75% by 2019

Reduce the City's gasoline and diesel fuel use 2% below 2013 levels by 2019

Increase outreach and education efforts with City employees and the community to enhance sustainability

Increase alternative mobility options to the community by 2019

Develop contingency plans and resources to address potential environmental changes such as sea level rise





As the City of Coral Gables completes its celebration of its 90th year, reflecting upon the decades of phenomenal achievements of the City and its people, and looking ahead to our Centennial Celebration, our attention must now be focused upon the City’s future and our unwavering commitment to our new Mission – To honor our history by providing exceptional services that enhance the quality of life for our community.

We are proud to introduce to you our 2017-2019 strategic plan. This plan will serve as the City’s roadmap to our new Vision – A world-class city with a hometown feel – and describes our strategic goals and objectives to accomplish over the coming 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 with new technology and old-fashioned customer service combined with best practices, high performance standards, and accountability and transparency at all levels of the organization.

In addition to fixing sidewalks, planting trees, improving recreation spaces, and renovating facilities, the City will also be introducing neighborhood street lighting, and enhancing safety initiatives to help preserve the quiet residential neighborhoods that make Coral Gables “The City Beautiful.” We encourage your participation in community meetings and events as your input is valued and appreciated.

Finally, we, your City Staff, want to thank you for allowing us the opportunity to serve you in a world-class manner that preserves the City’s historic and cultural character, balances the economic, environmental, and social needs of our community, and helps lead us to a sustainable city with the highest level of quality of life.



# Coral Gables at a Glance

- Incorporated 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 U.S. 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

**Median Age** **40.8**

**Median Just (Market) Value of Home** **\$593,761**

**Average Household Income** **\$156,500**

## Education

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

## Dept. of Education School Ratings

• Coral Gables Preparatory Academy	A
• David Fairchild 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
• George W. Carver Elementary School	B

Source: Florida Department of Education

## Land Use Statistics

Land Area 12.92 sq. miles

### Land Use Type:

	<u>% of Total</u>
• Residential	43%
• Commercial	3%
• Waterways	9%
• Developed	42%
• Underdeveloped	3%

## Economics Statistics

Office Space	11.1 million sq. feet
Retail Space	4.5 million sq. feet
Assessed Taxable Property Valuation	\$16.03 billion

### Principal Taxpayers (% of City's total taxable value):

• Merrick Park LLC	0.98%
• LG Coral Gables LLC	0.60%
• Banyan St. Gap Douglas ENT. LLC	0.59%
• Prisa Ponce de Leon LLC	0.51%
• PRII 355 Alhambra Circle LLC	0.47%
• Coral Gables Associates	0.40%

## Property Tax Millage Rate (FY 2018 Adopted Budget)

City of Coral Gables	5.5590
School Board	7.1745
Miami-Dade County	5.4153
Regional	0.3256

## Bond Ratings

Moody's Investor's Service	AAA
Standard & Poor's	AAA
Regional	AAA

**Fiscal Year 2019 Adopted Budget** **\$200,241,697**

**Fiscal Year 2019 Adopted Budget - Capital** **\$21,750,461**

**Fire Assessment (Single-Family)** **\$70**

### Solid Waste Fee

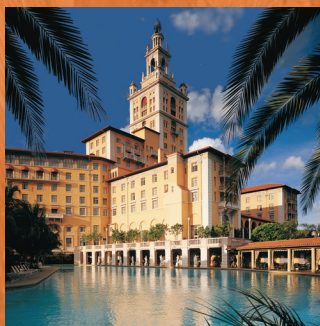
• Early Payment Option	\$756
• Paid on Tax Bill Option	\$886

**Storm Water Fee (per ERU)** **\$14.73**



# CORAL GABLES

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 the Mediterranean Revival architectural style; it's a rare pearl in South Florida.



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 currently being enhanced by Fairchild Tropical Botanic Garden's Million Orchid Project, an ambitious initiative that will reintroduce one million native orchids to street trees in Miami-Dade County, including 250,000 in the City Beautiful. Thanks to the City's ongoing Tree Succession Project, more than 3,000 trees and palms are being planted in residential areas throughout the City.

Walk, bike or drive around the City Beautiful and you will notice the kind of vibrant, international community often found only in large cities. We hope you will visit us soon and think you will agree. Welcome to Coral Gables.



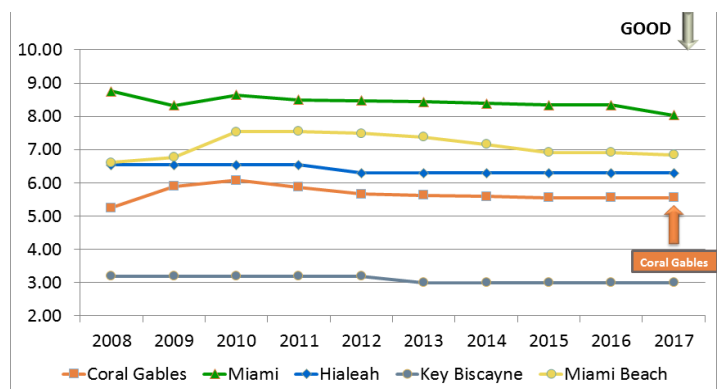


## ECONOMIC OVERVIEW

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 51,000 residents is also centrally located with easy access to key destinations. Coral Gables is just a short drive from Miami International Airport and PortMiami, two of the largest passenger and cargo hubs in the nation, 35 miles from Ft. Lauderdale-Hollywood International Airport, and just minutes from downtown Miami. A vintage-style trolley connects many of the commercial districts to Metrorail, the region's elevated rapid transit system.

Coral Gables is considered one of the premium office markets in South Florida with approximately 11 million square feet of prime office space. The City's total tax-assessed value is \$15.1 Billion. It is also an ideal place for corporate officers and employees to live and work. The City offers multiple venues to entertain clients, world-class restaurants, first-class hotels, rich cultural offerings and a broad range of retail establishments.



# CORPORATE CAPITAL OF THE AMERICAS

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

## BUSINESS FRIENDLY ENVIRONMENT

Beautiful boulevards, a thriving arts scene and a bustling downtown are characteristically Coral Gables. It’s a few of the many reasons why people choose to make the City Beautiful their home and place of business. Another reason is the City’s strong financial footing and favorable tax rate. Our pro-business tax climate means business dollars go a lot farther 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

Coral Gables is now one of only three cities in Florida – and the only one in Miami-Dade County – with three ‘AAA’ bond ratings. Fitch Ratings has joined Standard & Poor’s and Moody’s in assigning the City a ‘AAA’ bond rating. 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!

High quality schools, responsive municipal services and the thoughtful integration of the built and natural landscape make the City Beautiful a much sought-after address. In 2016, according to the Miami-Dade County’s Property Appraiser, the average just (market) value of a home in Coral Gables was \$881,683. There were an estimated 16,307 households in 2016 and median household income of \$91,452, compared to \$45,935 countywide. Homes in Coral Gables range from quaint historic cottages to waterfront estates valued upwards of \$ 45 Million.





## SAMPLING OF LARGEST EMPLOYERS

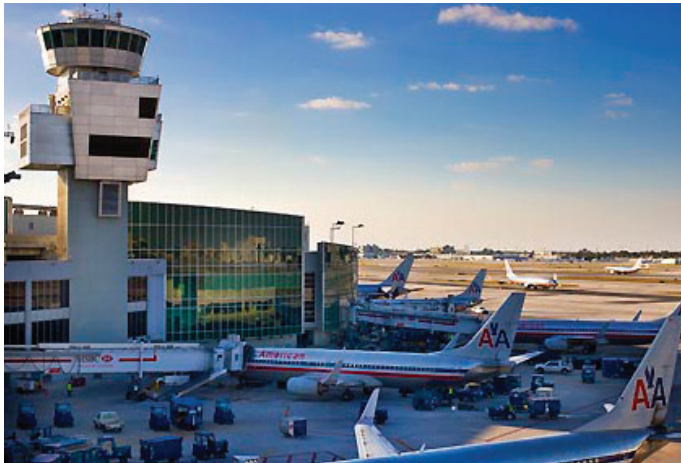
AECOM  
American Airlines  
Bacardi U.S.A.  
Baptist Health South Florida HQ  
Bayview Financial Trading Group  
The Biltmore Hotel  
Cable & Wireless Communications  
Cherry Bekaert  
The Collection  
C3TS/Stantec  
Coral Gables Hospital  
Del Monte Fresh Produce  
Diageo  
Doctors Hospital  
Gables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





# ACCESS TO AIR, SEA & LAND

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



## AIRPORT (MIA)

Coral Gables is just 5 minutes from Miami International Airport, the nation's second-busiest airport for international passengers with 105 air carriers serving 161 destinations. In 2017, MIA served 44.1 million passengers and handled more than 2.2 million tons of domestic and international cargo, making it the top U.S. airport for international freight. The airport has a 400,000-square-foot international arrivals facility for quick access from any of North Terminal's 50 gates and an above-ground, automated people mover system that connects various modes of transportation between Miami, Palm Beach County, Fort Lauderdale and the Florida Keys, making regional travel easier for residents and visitors.

## 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. 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.



## 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 18 cruise lines, handled more than 4.9 million passengers and 8.7 million tons of cargo in 2016. Additionally, PortMiami is the nearest major U.S. logistics hub capable of handling full laden post-Panamax vessels. The PortMiami Tunnel, completed in 2014, has doubled the capacity of truck and cargo movement, while PortMiami's Rail, completed in 2014, 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 3rd fastest imports port in the US by the Journal of Commerce.

## 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. Freebee is currently operating in the Downtown area everyday, from 11am to 11pm.





## INTELLECTUAL AND MULTILINGUAL WORKFORCE



University of Miami

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

The internationally renowned University of Miami, one of the country's leading research universities, has its main campus located on 239 acres in the City. UM's student population of 17,003 includes students from more than 120 nations. The University offers 133 bachelor and 207 masters and doctoral degree programs. It is among the top 50 universities in the U.S. News & World Report rankings of "America's Best Colleges," and Forbes Magazine ranked the University of Miami as one of the "Top 15 best employers" in the United States. UM is accelerating its progress in all key areas, and in particular in the biomedical and life sciences. The newly-opened Lennar Foundation Medical Center on the University of Miami Coral Gables Campus along with UHealth - the University of Miami Health System, located fewer than 5 miles away from Coral Gables, employs thousands of physicians, scientists, nurses, allied health care professionals and business executives representing a myriad of industries. UHealth also has more than a dozen outpatient centers located in Miami-Dade, Broward, Palm Beach and Collier counties, its faculty conducts more than 1,800 research projects and its physicians have more than two million patient encounters each year.

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

# INTERNATIONAL HUB SAMPLE OF THE MULTINATIONAL COMPANIES IN CORAL GABLES

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



# CENTER FOR FOREIGN CONSULATES AND RELATIONSHIPS

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

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

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

Aix-en Provence, France  
Cartagena, Colombia  
Granada, Spain  
La Antigua, Guatemala  
Province of Pisa, Italy (Emeritus)  
Quito, Ecuador (Emeritus)

## FRIENDSHIP CITIES

Santa Maria, Spain  
Pavia, Italy



Historic De Soto Fountain



# GLOBAL CONNECTIVITY

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



Riviera Day School student

## SCHOOLS

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



# QUALITY OF LIFE



The Shops at Merrick Park



Miracle Mile & Giralda Avenue Streetscape Project

# 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, 47 miles of winding waterways and stable residential neighborhoods. Its climate is mostly sunny year-round with temperatures ranging from an average annual high of 81 degrees Fahrenheit to a low of 60.

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

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.





Alhambra Circle



Shops at Merrick Park

## SHOPPING & DINING

Coral Gables is synonymous with good taste. The famed Miracle Mile and Giralda Plaza with its surrounding downtown streets are filled with European-style outdoor restaurants and boutiques, providing an enjoyable tropical shopping experience. A culinary destination, Coral Gables boasts Zagat's "Best Restaurants in Miami" winners and James Beard Award's Semifinalists Eating House and Palme d'Or, Zagat's Best Service in Miami, Christy's, Ortanique, and Pascal's on Ponce, and Zucca, which is also listed as one of Zagat's top new restaurants of 2017. For more information visit [www.shopcoralgables.com](http://www.shopcoralgables.com).

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, Diane Von Furstenberg, and Gucci. For more information, visit [www.shopsatmerrickpark.com](http://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



Yoga on McBride Plaza

- Coral Gables offers four live theaters, the most of any city in South Florida. They are Actors' Playhouse at the Miracle Theatre, GableStage at the historic Biltmore Hotel, Area Stage on US 1 and the Jerry Herman Ring Theatre at the University of Miami.
- The Coral Gables Art Cinema on Aragon Avenue, the Cosford Cinema on the University of Miami campus, are top venues for foreign and independent films.
- Coral Gables Gallery Night, held every first Friday of the month, features more than two dozen private art galleries showcasing works by European and Latin American art masters and outstanding contemporary artists. A free Gallery Night Trolley winds its way through the City, making stops at the exhibits and at the Coral Gables Museum plaza, where live music, art and wine come together.
- The City is entering a third year of the Downtown Gables Event Series. Free fitness classes, music concerts, and movies were held at The McBride Plaza at 150 Miracle Mile. The program starts in the Fall and runs through April.
- Adrienne Arsht Center for the Performing Arts, Florida's largest performing arts center, is located just 15 minutes from Coral Gables in downtown Miami. The Perez Art Museum Miami, Florida Grand Opera, Miami City Ballet, New World Symphony, Vizcaya Museum and gardens, Frost Museum of Science and other cultural venues are conveniently located nearby.





Coral Gables Museum

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



Books & Books



Chihuly art at Fairchild Gardens



## QUALITY OF LIFE: CULTURAL AMENITIES continued



Coral Gables celebrates its strong sense of community with events that have become local traditions throughout the year. The annual Junior Orange Bowl Parade has been marching through Downtown Coral Gables for 69 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 ceremony and theme park for children at City Hall are highlights of the holiday season. During the local growing season from January through March, Coral Gables holds its Farmers Market in front of City Hall. The popular European-style green market offers farm-fresh produce, baked goods, juices, honey, herbs, jams and jellies, gourmet specialty foods, and a variety of plants for the home or garden. Nationally-recognized as a garden city, Coral Gables offers two world-renowned gardens. Montgomery Tropical Botanic Garden is a global center for scientific research, boasting the largest palm tree and cycad collections in the world, while the 83-acre Fairchild Tropical Botanic Garden has become a resource of world significance. Its “Wings of the Tropics” conservatory has 3,000 butterflies on display every day. Coral Gables is strongly committed to arts and culture. In addition to its many offerings, the City has a Cultural Grants Program to support non-profit organizations and an Art in Public Places Program that requires all commercial developments of more than \$1 million to assign one percent of their budget for public artworks. The City also is home to two international cultural institutions, the Società Dante Alighieri and the Centro Cultural Brasil-USA.

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

- Top 5 Most Beautiful Small Cities in America (Rand McNally / USA Today)
- Most Walkable Suburbs in the Country (Wall Street Journal)
- Top 10 City to Live Well in America (Forbes)
- Tree City for the past 32 years (The Arbor Day Foundation)
- Best Places to Retire in America (NBC Today Show)
- Playful City USA (KaBOOM!)
- 100 Best Communities for Young People (America’s Promise Alliance)
- Top 10 Romantic City in the U.S. (Livability.com)
- Top 10 Dreamiest Places to Live in the United States (HGTV’s FrontDoor.com)
- Protector of the Climate Award (Audubon Society)
- Top 10 Cities for Books (Livability.com)
- Top 5 Most Livable Communities in the World (United Nations-backed LivCom International)
- Real Estate Achievers & Leaders (R.E.A.L.) Award - Community/Municipality recipient 2016 (Greater Miami Chamber of Commerce)





Venetian Pool



Deering Bay Golf Course

## RECREATIONAL AMENITIES

With its majestic tree canopy and shaded streets, Coral Gables invites communing with nature. There are 50 public parks and green spaces in the City Beautiful, providing perfect places to stroll, picnic, play or relax. Residents and visitors can tee off at two public golf courses – the Biltmore Golf Course, a Donald Ross, 18-hole, par-71 course, and the Granada, the oldest operating 9-hole course in Florida. There are also two private courses, the Riviera Country Club and the Deering Bay Country Club. Coral Gables also offers access to 46 tennis courts and 47 miles of waterways that invite boating, paddleboarding and kiteboarding. Other activities include hiking and cycling along one of the City’s many bike paths.

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



## QUALITY OF LIFE continued



Marlins Ballpark



AmericanAirlines Arena  
(Copyright: Karel Miragaya)

## SPORTS

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

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



## MUNICIPAL SERVICES

## QUALITY OF LIFE continued

The Coral Gables Police and Fire Departments are both fully-accredited. In fact, in 2014, the City's Police Department earned its seventh reaccreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA), the international gold standard in public safety. The City's Fire Department is one of only a handful of fire departments nationally 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. Coral Gables provides services tailored for those of all ages— from the very young, to the elderly. Its Youth Center offers recreational programming for children, adults and seniors, while the Coral Gables Museum offers educational programs and camps for families and children. Seniors, who make up a quarter of the City's population, can choose from a wide range of services. The City's Senior Services program offers language classes, investment discussions and an annual Health Fair, and its Pilates, aerobics and Tai Chi sessions all quickly fill up. To meet the demand, the City built a new Adult Activities Center to serve its growing population.



UHealth Lennar Foundation Medical Center

## HEALTH SERVICES

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

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

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. UHealth's network includes three hospitals, more than one dozen outpatient facilities in Miami-Dade, Broward, Palm Beach and Collier counties, and more than 1,200 physicians and scientists. The newly-opened 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., and the University of Miami Health System Sports Medicine Institute - official medical provider for the University of Miami, Miami Marlins and the U.S. Sailing Team. The community-based Coral Gables Hospital offers a broad range of services, from primary care to surgery. The specialty programs offered at the 245-bed facility within the City include Orthopedics, Urology, Comprehensive Diagnostics Services, Emergency Care, and Outpatient Rehabilitation.

# COMMUNITY PROFILE

City Budget and Taxes	2018 Local Property Taxes	Total Just Value of Property in the City	Total Taxable Value of Property in the City
2018-2019 City Budget: \$200,241,697	Municipal Millage Rate: 5.559 Total Millage Rate: 18.4744	\$22.5 billion	\$16.0 billion

## DEMOGRAPHIC COMPARISON: 2016 ESTIMATES

	Coral Gables	Miami-Dade
Population	50,815	2,693,117
Household	20,885	1,004,835
Population Growth Projection (2010-2016)	8.7%	7.8%
Average Household Size (2010-2016)	2.73	2.83
Median Household Income (2016)	\$91,452	\$42,148
Median Age Total Population	45.2	39.3
Income less than \$ 10,000	5.8%	10.41%
Income \$ 10,000 - 14,999	3.3%	6.6%
Income \$ 15,000 - 24,999	7.61%	12.9%
Income \$ 25,000 - 34,999	5%	10.9%
Income \$ 35,000 - 49,999	8.7%	14.1%
Income \$ 50,000 - 74,999	11.7%	16.2%
Income \$ 75,000 - 99,999	10.7%	10%
Income \$ 100,000 - 149,999	15.3%	10.2%
Income \$ 150,000 - 199,999	9.2%	3.81%
Income \$ 200,000 - more	22.8%	5%

Data Source: Census.gov





Fink Studio

## MEDITERRANEAN DESIGN

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

## HISTORICAL LANDMARKS

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

- The Biltmore Hotel: The City’s tallest building – with its magnificent spire that pays homage to Spain’s Giralda tower – has hosted royalty, presidents and movie stars since it opened in 1926.

- City Hall: The richly ornamented Mediterranean Revival-style building is made largely of coral rock and features original artwork that is an integral part of its structure—from the relief of the City seal the graces the front façade to the paintings on its domed ceiling.
- Venetian Pool: Created in 1923 from a coral rock quarry, the natural freshwater pool is the only pool to be listed on the National Register of Historic Places.

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



Merrick House

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](mailto:business@coralgables.com)

City of Coral Gables

Economic Development Department

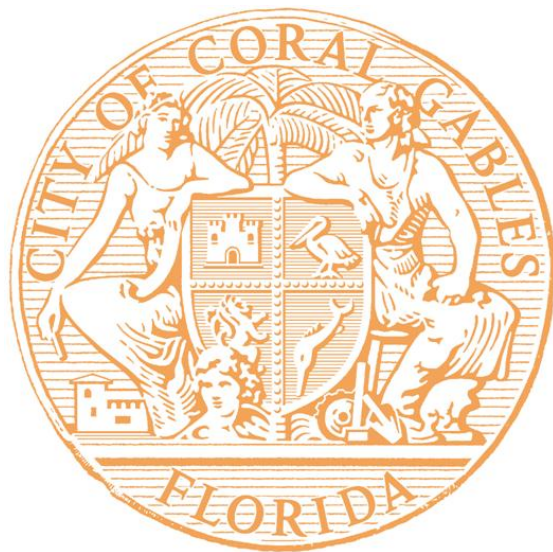
2121 Ponce de Leon Blvd.

Suite 720

Coral Gables, FL 33134

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





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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, 2017.

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 1, 2017**

*Christopher P. Morrill*

Executive Director

## 2018-2019 BUDGET

### BUDGET PREPARATION CALENDAR

Budget Training	Mar 1 & 2
Base Budget Submission (100% Scenario)	Mar 5 - 16
New Needs & Capital Project Requests	Mar 5 – Apr 6
Strategic Plan & Performance Metrics	Mar 5 – Apr 6
All Scenarios Submission (100%, 97%, & 95%)	Mar 26 – Apr 6
Budget Review & Analysis	Apr 9 – May 18
Revenue Estimate Prepared	Apr 23 – May 11
City Commission 1 <sup>st</sup> Budget Workshop	May 9
Department Budget Meetings with the City Manager	May 29 - Jun 1
Delivery of the City Manager’s Budget Estimate to the City Commission	July 1
City Commission 2 <sup>nd</sup> Budget Workshop	July 11
Public Hearing – Tentative Budget for FY 2018-2019 adopted by ordinance (First Reading)	Sept 13
Public Hearing – Final Budget for FY 2018-2019 adopted by ordinance (Second Reading)	Sept 25

## 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, 2018 and ends September 30, 2019.

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

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

#### ***What is an 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**

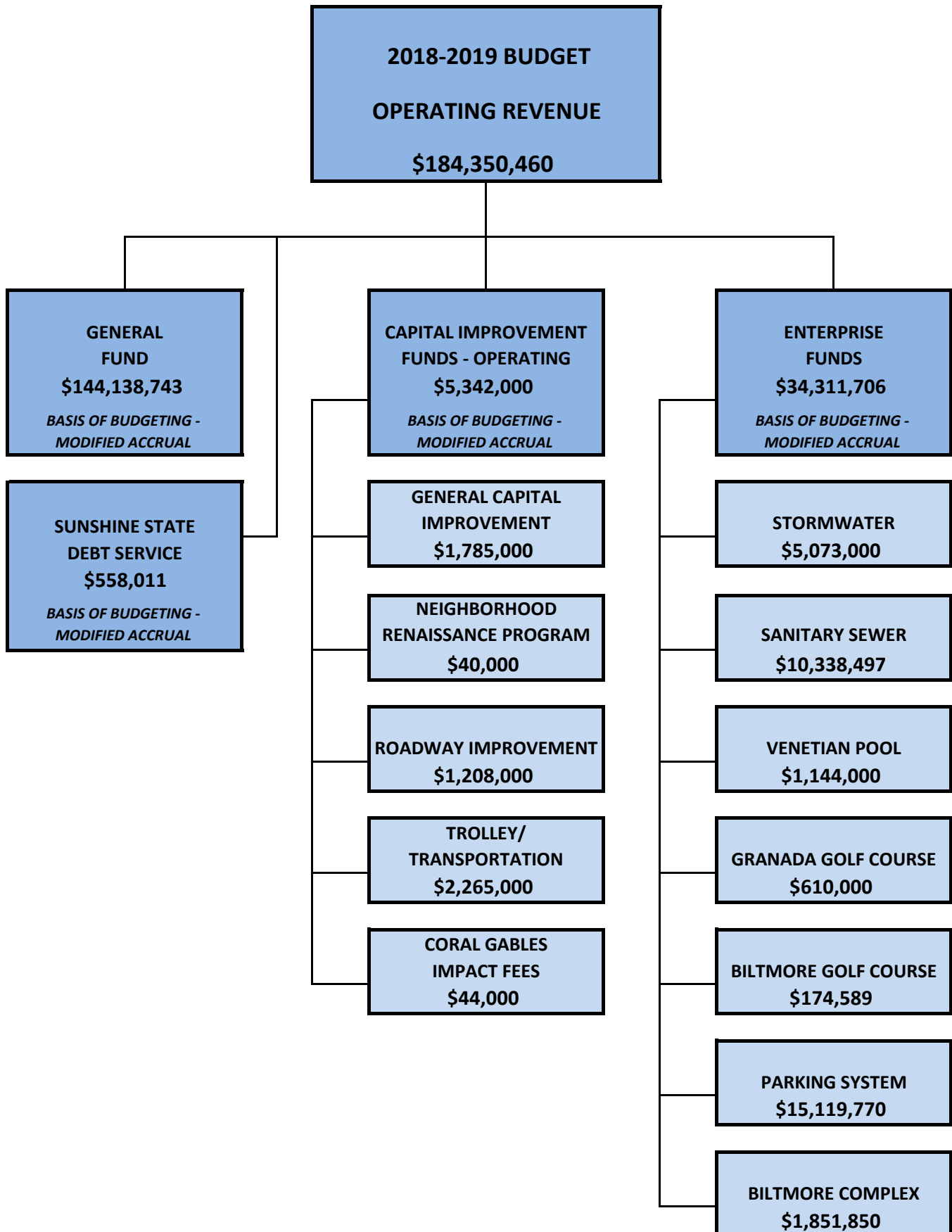
1. The City of Coral Gables will seek to maintain its three AAA bond ratings to minimize debt service costs and preserve access to credit markets.
2. Each bond issue will include an analysis of how the new issue and current debt impacts debt capacity.
3. Financing of projects will not exceed the useful 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.

CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - REVENUE





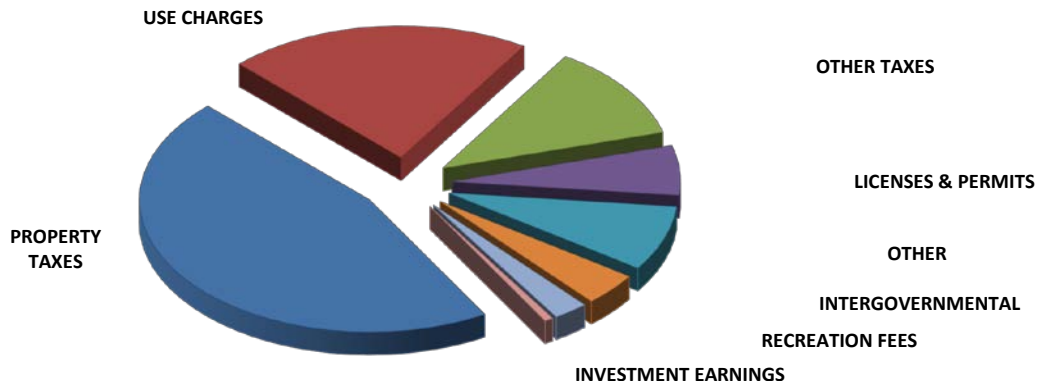
**2018-2019 BUDGET**  
**REVENUES CLASSIFIED BY SOURCE**

	<u>2017-2018 BUDGET</u>		<u>2018-2019 BUDGET</u>	
<b>Property Taxes</b>	\$ 80,124,165	\$ 80,124,165	\$ 84,645,256	\$ 84,645,256
<b>Other Taxes</b>				
Sales Taxes (Gasoline)	3,095,045		3,238,000	
Franchise Fees	6,880,000		6,710,000	
Utility Service Taxes	11,375,000	<b>21,350,045</b>	11,510,000	<b>21,458,000</b>
<b>Licenses &amp; Permits</b>				
Business Tax Receipts	3,518,750		3,524,000	
Permits	7,299,000	<b>10,817,750</b>	7,649,000	<b>11,173,000</b>
<b>Intergovernmental Revenues</b>				
Federal	63,312 *		-	*
County	4,016,847 *		100,000 *	
State	5,671,202 *	<b>9,751,361</b>	7,264,000 *	<b>7,364,000</b>
<b>Use Charges</b>				
Refuse Collection Fees	8,520,000		8,610,000	
Commercial Waste Fees	974,000		993,000	
Sanitary Sewer Fees	9,937,000		10,278,497	
Stormwater Utility Fee	4,575,000		5,050,000	
Parking Fees	13,714,500	<b>37,720,500</b>	14,462,500	<b>39,393,997</b>
<b>Recreation Fees</b>				
Youth Center	1,822,000		1,869,000	
Tennis	676,000		678,000	
Swimming	1,130,000		1,144,000	
Golf	770,500	<b>4,398,500</b>	784,589	<b>4,475,589</b>
<b>Investment Earnings</b>				
General Fund	350,000		610,000	
Debt Service Fund	8,000		6,500	
Capital Project Funds	305,000		395,000	
Enterprise Funds	85,000	<b>748,000</b>	123,000	<b>1,134,500</b>
<b>Other</b>				
General Government Fees	2,021,000		2,265,000	
Public Safety Fees	3,538,500		3,553,500	
Fines & Forfeitures	1,890,000		1,962,000	
Rentals & Concessions	6,135,137		6,188,765	
Debt Proceeds - Lease/Purchases	49,500,000 *		-	*
Miscellaneous	5,169,000	<b>68,253,637</b>	736,853	<b>14,706,118</b>
<b>Total Operating Revenues</b>		<b>\$ 233,163,958</b>		<b>\$ 184,350,460</b>

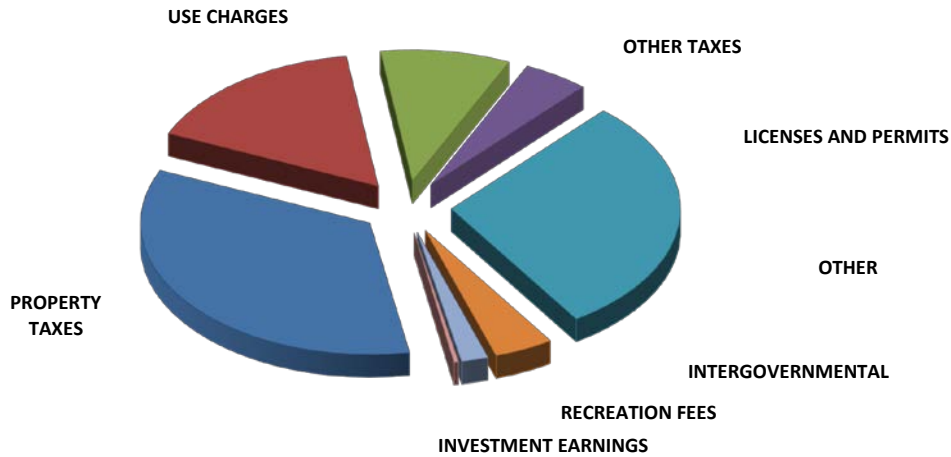
\* Fiscal Year 2017-2018 includes one-time grants and debt proceeds that do not repeat for Fiscal Year 2018-2019. If the grants have any unused balances at Fiscal Year 2017-2018 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2018-2019.

**2018-2019 BUDGET  
REVENUES BY SOURCE**

**2018-2019 - \$ 184,350,460**



**2017-2018 - \$ 233,163,958**



	2017-2018		2018-2019	
	BUDGET	%	BUDGET	%
Property Taxes	\$ 80,124,165	34.5%	\$ 84,645,256	45.9%
Use Charges	37,720,500	16.2%	39,393,997	21.4%
Other Taxes	21,350,045	9.2%	21,458,000	11.6%
Licenses & Permits	10,817,750	4.6%	11,173,000	6.1%
Other	68,253,637	29.3%	14,706,118	8.0%
Intergovernmental Revenues	9,751,361	4.2%	7,364,000	4.0%
Recreation Fees	4,398,500	1.9%	4,475,589	2.4%
Investment Earnings	748,000	0.3%	1,134,500	0.6%
<b>Total Revenues</b>	<b>\$ 233,163,958</b>	<b>100.2%</b>	<b>\$ 184,350,460</b>	<b>100.0%</b>

**2018-2019 BUDGET**  
**SUMMARY OF TOTAL REVENUES AND TRANSFERS FROM RESERVES**

	<b>2015-2016 ACTUAL</b>	<b>2016-2017 ACTUAL</b>	<b>2017-2018 BUDGET</b>	<b>2018-2019 BUDGET</b>
<b>Taxes</b>				
Property Tax	\$ 71,447,141	\$ 76,024,328	\$ 80,124,165	\$ 84,645,256
Local Option Gas Tax	1,170,162	1,214,664	1,125,000	1,188,000
Transportation Sales Tax	1,770,880	1,986,765	1,970,045	2,050,000
<b>Franchise Fees</b>	6,859,844	7,013,442	6,880,000	6,710,000
<b>Utility Service Taxes</b>	11,423,511	11,400,580	11,375,000	11,510,000
<b>Business Tax Receipts</b>	3,496,839	3,365,902	3,518,750	3,524,000
<b>Permit Fees</b>	9,007,730	9,019,702	7,299,000	7,649,000
<b>Intergovernmental Revenues</b>	5,869,183	5,861,938	5,834,514	7,364,000
<b>General Government Fees</b>	2,431,712	2,653,524	2,021,000	2,265,000
<b>Public Safety Fees</b>	3,691,908	4,160,595	3,538,500	3,553,500
<b>Physical Environment Fees</b>				
Refuse Collection Fees - Early Payment	8,483,462	5,978,517	6,046,000	6,130,000
Garbage Collection - Paid on Tax Bill	1,116,461	2,704,767	2,450,000	2,450,000
Commercial Waste Fees	958,326	972,186	974,000	993,000
Lot Mowing & Clearing	30,602	17,951	24,000	30,000
Sanitary Sewer Fees	9,429,516	9,766,472	9,937,000	10,278,497
Stormwater Utility Fee	3,212,526	4,222,466	4,575,000	5,050,000
<b>Recreation Fees</b>				
Youth Center	1,906,213	1,943,239	1,800,000	1,842,000
Tennis	725,298	773,554	676,000	678,000
Special Events	31,968	26,295	22,000	27,000
Swimming	1,371,623	1,164,984	1,130,000	1,144,000
Golf	730,932	811,476	770,500	784,589
<b>Automobile Parking Fees</b>	12,314,919	12,352,794	13,714,500	14,462,500
<b>Fines &amp; Forfeitures</b>	1,990,185	1,869,545	1,890,000	1,962,000
<b>Investment Earnings</b>				
General Fund	412,989	715,040	350,000	610,000
Debt Service Fund	5,087	8,356	8,000	6,500
Capital Projects Funds	359,270	338,372	305,000	395,000
Enterprise Funds	136,872	116,213	85,000	123,000
<b>Rentals &amp; Concessions</b>				
Parking	584,041	598,712	618,343	617,270
Biltmore Complex	2,357,558	2,417,028	1,929,679	1,851,850
Other	4,310,409	3,371,094	3,587,115	3,719,645
<b>Capital Improvement Impact Fees</b>	1,602,180	252,130	-	-
<b>Assessment Lien Collections</b>				
Capital Projects	63,376	19,162	330,000	551,511
<b>Sale of Recycled Trash</b>	409	-	-	-
<b>Miscellaneous Other</b>	489,945	1,675,254	4,839,000	185,342
<b>Building Better Communities Bond Program</b>	494,107	745,924	2,253,102	-
<b>Miami-Dade County Roadway Impact Fees</b>	-	-	1,663,745	-
<b>Debt Proceeds - Capital Projects</b>	23,793,626	-	49,500,000	-
<b>Total Operating Revenues</b>	<b>194,080,810</b>	<b>175,562,971</b>	<b>233,163,958</b>	<b>184,350,460</b>
<b>Prior Year Re-appropriations</b>	33,881,751	31,765,944	49,929,675	-
<b>Interfund Allocations/Contributions</b>				
Storm Water Utility Fund	626,783	727,247	556,600	559,640
Sanitary Sewer Fund	1,821,822	1,856,976	1,641,832	1,677,496
Parking System Fund	565,000	565,000	565,000	565,000
<b>Total Interfund Allocations/Contributions</b>	<b>3,013,605</b>	<b>3,149,223</b>	<b>2,763,432</b>	<b>2,802,136</b>
<b>Transfers from Reserves</b>				
General Fund	-	-	2,191,302	4,228,010
General Fund - Special Revenue Reserve	-	-	-	116,630
Sunshine State Debt Service Fund	-	-	714,504	148,489
General Capital Improvement Fund	-	-	3,669,633	5,787,712
Neighborhood Renaissance Program Fund	-	-	150,000	-
Roadway Improvement Fund	-	-	615,000	250,000
Trolley / Transportation Fund	109,417	-	-	316,200
CG Capital Improvement Impact Fee Fund	-	-	1,566,972	1,398,441
Stormwater Utility Fund	-	-	624,759	122,682
Sanitary Sewer Fund	-	-	1,260,792	280
Parking Fund	-	289,169	-	-
Automotive Fund	-	-	-	561,000
Retirement System Fund	-	-	-	159,657
<b>Total Transfers From Reserve Funds</b>	<b>109,417</b>	<b>289,169</b>	<b>10,792,962</b>	<b>13,089,101</b>
<b>Total Revenues</b>	<b>\$ 231,085,583</b>	<b>\$ 210,767,307</b>	<b>\$ 296,650,027</b>	<b>\$ 200,241,697</b>



**2018-2019 BUDGET  
GENERAL FUND REVENUE SUMMARY**

	<b>2015-2016 ACTUAL</b>	<b>2016-2017 ACTUAL</b>	<b>2017-2018 BUDGET</b>	<b>2018-2019 BUDGET</b>
<b><u>Property Taxes</u></b>				
Current Year	\$ 72,098,439	\$ 75,918,998	\$ 80,699,165	\$ 84,620,256
Delinquent with penalties & interest	(677,399)	39,933	(600,000)	-
Homestead Adjustment	26,101	65,397	25,000	25,000
<b>Total - Property Taxes</b>	<b>71,447,141</b>	<b>76,024,328</b>	<b>80,124,165</b>	<b>84,645,256</b>
<b><u>Franchise Fees</u></b>				
Electric	4,695,166	4,718,492	4,900,000	4,700,000
Gas	110,566	112,354	110,000	110,000
Refuse	2,054,112	2,182,596	1,870,000	1,900,000
<b>Total - Franchise Fees</b>	<b>6,859,844</b>	<b>7,013,442</b>	<b>6,880,000</b>	<b>6,710,000</b>
<b><u>Utilities Service Taxes</u></b>				
Electric	6,432,878	6,576,674	6,450,000	6,500,000
Telecommunications	3,486,713	3,130,433	3,500,000	3,500,000
Water	1,349,607	1,500,638	1,275,000	1,350,000
Gas	153,694	191,926	150,000	160,000
Fuel Oil	619	909	-	-
<b>Total - Utilities Service Taxes</b>	<b>11,423,511</b>	<b>11,400,580</b>	<b>11,375,000</b>	<b>11,510,000</b>
<b><u>Business Tax Receipts</u></b>				
City Business Tax Receipts	3,407,627	3,288,157	3,438,750	3,450,000
Late Penalties, City Business Tax Receipts	77,505	65,143	72,000	65,000
License Application Fees	9,673	9,616	8,000	9,000
Municipal Contractors Licenses	2,034	2,986	-	-
<b>Total - Business Tax Receipts</b>	<b>3,496,839</b>	<b>3,365,902</b>	<b>3,518,750</b>	<b>3,524,000</b>
<b><u>Permit Fees</u></b>				
Building Application Fee	40	-	-	-
Document Preservation	255,095	225,439	235,000	235,000
Building Information Technology Fee	13	-	-	-
Art in Public Places	734,376	381,391	-	-
Histori Public Art	22,350	-	-	-
Building Permits - B Series	1,355,065	1,660,676	1,650,000	1,650,000
Building Permits - M Series	58,255	26,525	20,000	25,000
40 yr. Recert. Fee	67,372	62,804	32,000	32,000
Zoning Permit-Paint	139,421	114,152	-	-
Zoning Reinspection	250	775	-	-
Over/Short Permits	(100)	20	-	-
Reinspection Fee - Refund	(1,000)	-	-	-
Building Residential - New	337,043	178,792	200,000	200,000
Building Residential - Additions	240,520	246,284	200,000	220,000
Building Commercial - New	1,341,408	1,355,238	1,100,000	1,300,000
Building Commercial - Additions	165,417	17,949	25,000	15,000
Building - Other	2,611,470	2,919,894	2,425,000	2,600,000
Building - Expedited Structural Review	33,500	15,020	-	-
Excavation Permits	678,530	689,535	400,000	500,000
Photo Permits	30,627	21,024	25,000	15,000
Alarm User Certificates	119,998	164,646	125,000	-
False Alarm Service Charge	-	57,104	50,000	50,000
Garage Sale Permits	9,270	7,890	7,000	7,000
False Alarm Penalty	535	75	-	-
Fire Inspection	575,601	581,127	565,000	575,000
Fire Prevention Bureau Permits	232,674	293,342	240,000	225,000
<b>Total - Permits Fees</b>	<b>9,007,730</b>	<b>9,019,702</b>	<b>7,299,000</b>	<b>7,649,000</b>

**2018-2019 BUDGET  
GENERAL FUND REVENUE SUMMARY**

	<b>2015-2016 ACTUAL</b>	<b>2016-2017 ACTUAL</b>	<b>2017-2018 BUDGET</b>	<b>2018-2019 BUDGET</b>
<b><u>Intergovernmental Revenue</u></b>				
Federal Grants	\$ 77,760	\$ 69,009	\$ 63,312	\$ -
State Grants	61,873	57,382	62,190	60,000
State Revenue Sharing	1,391,089	1,459,294	1,475,000	1,515,000
State Alcohol Beverage Tax	57,180	53,487	55,000	55,000
State Shared Sales Tax	3,741,184	3,779,874	3,855,000	3,925,000
County Grants	-	5,000	-	-
City Share of County Licenses	101,303	108,848	100,000	100,000
<b>Total - Intergovernmental Revenue</b>	<b>5,430,389</b>	<b>5,532,894</b>	<b>5,610,502</b>	<b>5,655,000</b>
<b><u>General Governmental Fees</u></b>				
Board of Adjustment Fees	21,874	26,921	25,000	25,000
Planning & Zoning Board Fees	150,177	93,884	150,000	90,000
Board of Architects	809,813	1,256,678	800,000	800,000
Development Review Committee	83,150	24,800	40,000	25,000
Tree Protection Appeals	1,600	-	-	-
Certificate of Use	294,501	270,993	280,000	280,000
Sale of Zoning Codes	45,019	35,115	-	-
Finance Collection Div. Fees	107,221	93,882	100,000	100,000
Concurrency Fees	223,273	47,567	50,000	200,000
B. & Z. Microfilm Fees	21,890	-	10,000	-
Historic Preservation Fees	55,810	33,528	18,000	-
Document Filing Fee	195,823	179,744	180,000	180,000
Passport Fees	327,721	455,365	300,000	450,000
Passport Photos	69,540	115,097	58,000	100,000
Lobbyists Registration Fees	24,300	18,150	10,000	15,000
City Election Candidate Qualifying Fees	-	1,800	-	-
<b>Total - General Government Fees</b>	<b>2,431,712</b>	<b>2,653,524</b>	<b>2,021,000</b>	<b>2,265,000</b>
<b><u>Public Safety Fees</u></b>				
Police Off-Duty Assignments	114,343	135,054	100,000	120,000
EMS Transport Fee	535,098	998,005	545,000	565,000
Fire Protection Fee	2,841,330	2,854,623	2,775,000	2,825,000
Police Accident Reports	1,467	1,779	1,500	1,500
Fingerprint Cards	20,057	19,510	17,000	17,000
Telephone Surcharge for E911	131,876	92,220	100,000	25,000
Wireless 911	47,737	59,404	-	-
<b>Total - Public Safety Fees</b>	<b>3,691,908</b>	<b>4,160,595</b>	<b>3,538,500</b>	<b>3,553,500</b>
<b><u>Physical Environment Fees</u></b>				
Refuse Collection Fees	8,483,462	5,978,517	6,046,000	6,130,000
Commercial Waste Fees	958,326	972,186	974,000	993,000
Garbage Collection Service Assessment	1,116,461	2,704,767	2,450,000	2,450,000
Lot Mowing/Clearing	30,602	17,951	24,000	30,000
<b>Total - Physical Environment Fees</b>	<b>10,588,851</b>	<b>9,673,421</b>	<b>9,494,000</b>	<b>9,603,000</b>
<b><u>Recreation Fees</u></b>				
Youth Center Fees	1,906,213	1,943,239	1,800,000	1,842,000
Tennis Fees	725,298	773,554	676,000	678,000
Special Events	31,968	26,295	22,000	27,000
<b>Total - Recreation Fees</b>	<b>2,663,479</b>	<b>2,743,088</b>	<b>2,498,000</b>	<b>2,547,000</b>

**2018-2019 BUDGET  
GENERAL FUND REVENUE SUMMARY**

	<b>2015-2016 ACTUAL</b>	<b>2016-2017 ACTUAL</b>	<b>2017-2018 BUDGET</b>	<b>2018-2019 BUDGET</b>
<b><u>Fines &amp; Forfeitures</u></b>				
County Court, Traffic Fines	\$ 113,906	\$ 153,756	\$ 100,000	\$ 150,000
County Court, Parking Fines	978,273	846,400	975,000	1,000,000
County Court, Other Fines	1,420	450	-	-
School Crossing Guard Assessment	13,168	12,726	35,000	12,000
Police Education Surcharge	10,546	11,074	10,000	10,000
City Traffic Violations	83,985	68,729	80,000	100,000
Other Fines and Forfeits	6,652	1,390	-	-
Code Enforcement Board	444,513	403,260	360,000	360,000
Ticket Fines	337,722	371,760	330,000	330,000
CALEA-Accreditation	-	-	-	-
<b>Total - Fines &amp; Forfeitures</b>	<b>1,990,185</b>	<b>1,869,545</b>	<b>1,890,000</b>	<b>1,962,000</b>
<b><u>Investment Earnings</u></b>				
General Fund Investment Earnings	<b>406,042</b>	<b>712,692</b>	<b>350,000</b>	<b>610,000</b>
<b><u>Rental/Concessions Revenue</u></b>				
Coral Gables Country Club	286,141	307,726	286,572	330,170
Auto Pound	43,830	39,720	35,000	30,000
Transaction Rental Fee	816,761	-	-	-
Community Television Studio	80	386	-	-
Metro Dade Transfer Station	410,264	413,901	413,901	428,511
Sprint Spectrum lease	55,706	57,934	60,251	62,661
Gables Grand Plaza	297,814	351,759	300,000	370,000
McCAW Communications	23,206	33,393	36,488	37,059
Junkanoo Rental	69,600	8,884	112,187	115,531
3501 Granada Blvd	106,200	106,200	106,200	109,200
Development Agrrement Fee	500,000	500,000	550,000	550,000
Plummer Mangmnt Lease	11,220	11,220	11,220	12,540
Rouse Coll. Mrkt. Progrqm	35,000	35,000	35,000	35,000
Church Parking Lot	12,000	12,000	12,000	12,000
T Mobile	60,894	63,330	63,330	65,863
Development Fee - U of M	1,025,000	1,025,000	1,025,000	1,025,000
427 Biltmore Way	11,411	-	-	-
TL Star Parking Lot	30,492	33,541	33,540	33,540
Supercuts, Inc.	78,953	-	-	-
Palace	298,728	288,336	262,251	309,083
Verizon	51,266	52,041	52,821	-
University of Miami - INET	4,380	11,082	4,380	4,380
Haagen Daz	49,320	15,640	45,640	46,555
2506 Ponce de Leon Blvd	20,048	813	-	-
Bloom Boutique	12,095	3,188	33,246	34,464
Starbucks	-	-	108,088	108,088
<b>Total - Rental/Consession Revenue</b>	<b>4,310,409</b>	<b>3,371,094</b>	<b>3,587,115</b>	<b>3,719,645</b>
<b><u>Assessment Lien Collections</u></b>				
<b><u>Miscellaneous Revenue</u></b>				
Sale of Recycled Trash	409	-	-	-
July 4th Celebration	27,400	20,500	-	-
Other Miscellaneous Revenues	433,513	324,833	4,839,000	185,342
<b>Total - Miscellaneous Revenue</b>	<b>461,322</b>	<b>345,333</b>	<b>4,839,000</b>	<b>185,342</b>
<b>Total Operating Revenue</b>	<b>134,209,362</b>	<b>137,886,140</b>	<b>143,025,032</b>	<b>144,138,743</b>

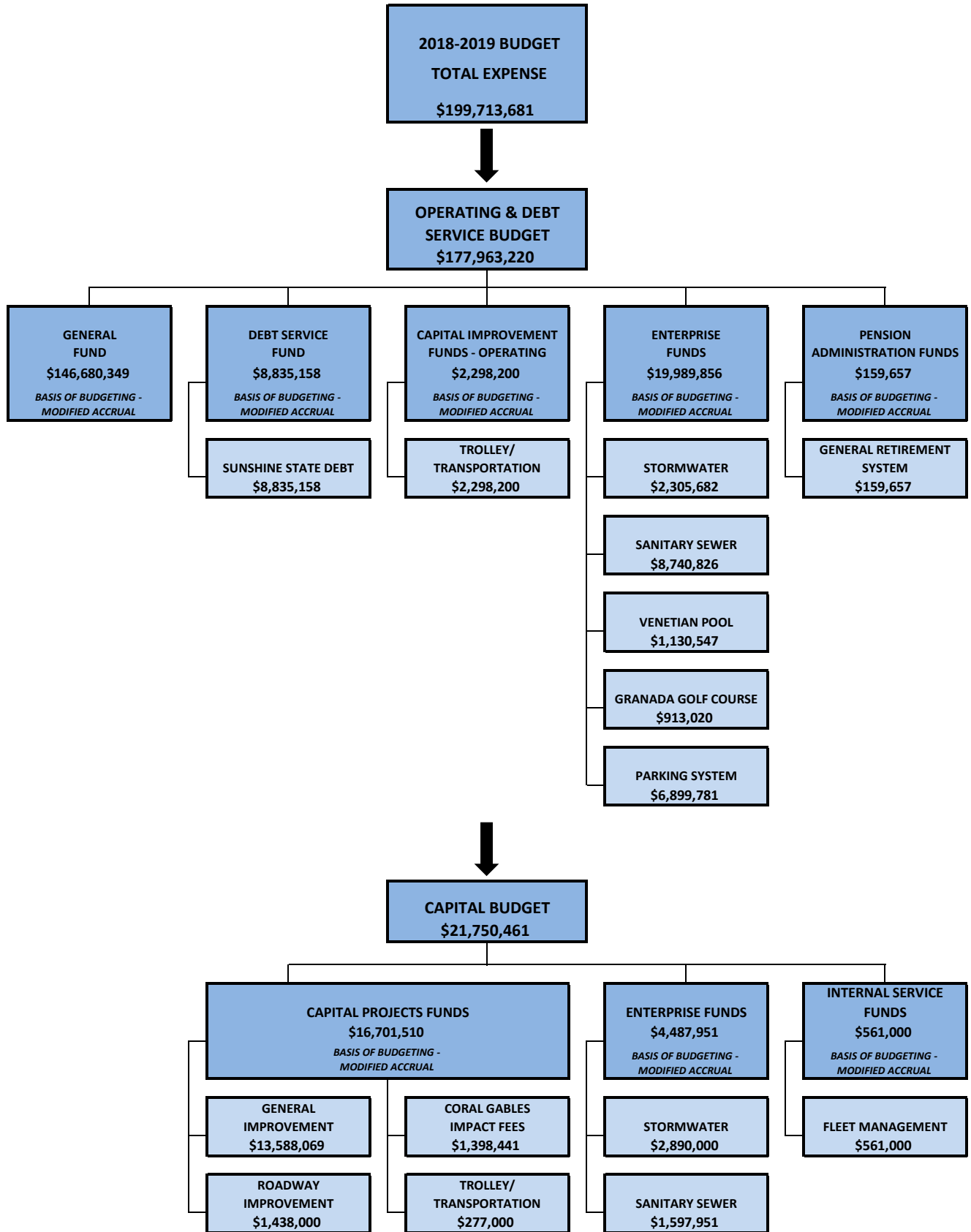


**2018-2019 BUDGET  
GENERAL FUND REVENUE SUMMARY**

	<b>2015-2016 ACTUAL</b>	<b>2016-2017 ACTUAL</b>	<b>2017-2018 BUDGET</b>	<b>2018-2019 BUDGET</b>
<b><u>Prior Year Re-Appropriations</u></b>	\$ -	\$ -	\$ 2,699,351	\$ -
<b><u>Allocations/Contributions From Other Funds</u></b>				
Debt Service	-	-	750,000	-
Capital Projects	12,000	-	1,500	-
Stormwater Utility	626,783	727,247	556,600	559,640
Sanitary Sewer	1,821,822	1,856,976	1,641,832	1,677,496
Biltmore Golf Course	164,329	166,500	168,000	174,589
Parking System	7,192,794	7,479,292	7,450,000	8,780,151
Biltmore Complex	1,540,000	1,650,000	1,675,000	1,600,000
Automotive	1,335,926	-	-	-
Insurance Fund - Gen Liab & Workers Comp	-	1,529,319	-	-
Insurance Fund - Health	-	-	100,000	-
<b>Total - Contributions From Other Funds</b>	<b>12,693,654</b>	<b>13,409,334</b>	<b>12,242,932</b>	<b>12,791,876</b>
<b><u>Transfers From Reserves</u></b>				
General Fund Reserve	2,619,286	2,133,352	7,500,179	4,228,010
E-911 Reserve	300,000	-	-	-
Fee Reserve	-	-	205,243	116,630
<b>Total - Transfers From Reserves</b>	<b>2,919,286</b>	<b>2,133,352</b>	<b>7,705,422</b>	<b>4,344,640</b>
<b>Total General Fund Revenue</b>	<b>\$ 149,822,302</b>	<b>\$ 153,428,826</b>	<b>\$ 165,672,737</b>	<b>\$ 161,275,259</b>

CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - EXPENSE



**2018-2019 BUDGET  
EXPENDITURES CLASSIFIED BY FUNCTION**

	<u>2017-2018 BUDGET</u>		<u>2018-2019 BUDGET</u>	
<b><u>GENERAL GOVERNMENT</u></b>				
City Commission	\$ 641,122		\$ 652,805	
City Attorney	2,480,107		2,463,482	
City Clerk	1,037,141		927,909	
City Clerk - Special Revenue	779,570		774,497	
City Clerk - Elections	5,000		260,000	
City Manager - Administration	1,784,825		1,686,654	
City Manager - Emergency Management	-		240,208	
City Manager - Communications	923,983		918,288	
City Manager - Internal Auditing	163,965		101,360	
Human Resources	2,319,054		1,944,983	
Labor Relations & Risk Management	634,724		746,267	
Development Services - Administrative	1,099,652		1,055,466	
Development Services - Building	4,173,279		4,098,601	
Development Services - Planning & Zoning	2,651,100		2,397,377	
Development Services - Code Enforcement	1,471,572		1,520,888	
Finance - Administration	543,823		512,762	
Finance - Collections	987,624		1,012,371	
Finance - Reporting & Operations	1,383,936		1,470,443	
Finance - Procurement	1,146,864		1,114,548	
Finance - Management & Budget	723,380		736,261	
Information Technology	5,920,065		6,175,458	
Non Departmental	4,567,375		3,666,750	
Retirement Plan Admin.	157,320		159,657	
Sunshine State Loan	1,621,929		1,722,879	
Capital Projects	11,304,177	\$ 48,521,587 *	3,950,076	\$ 40,309,990
<b><u>ECONOMIC ENVIRONMENT</u></b>				
Economic Development	1,646,060		1,185,248	
Sunshine State Loan	1,553,220		1,559,182	
Capital Projects	6,368,817	9,568,097 *	-	2,744,430
<b><u>PUBLIC SAFETY</u></b>				
Police - Administration	2,772,158		2,984,074	
Police - Patrol	18,268,297		19,444,697	
Police - Criminal Investigations	7,524,711		7,545,840	
Police - Tech. Services	7,147,051		6,745,149	
Police - Professional Standards	3,147,945		2,482,444	
Police - Specialized Enforcement	6,017,806		5,989,488	
Fire	27,781,510		28,333,303	
Parking - Violations Enforcement	1,261,439		1,301,581	
Public Safety Debt Service	524,298		2,434,937	
Capital Projects	69,590,752 *	144,035,967 *	5,711,212	82,972,725
<b><u>PHYSICAL ENVIRONMENT</u></b>				
Public Works - Admin.	721,940		564,105	
Public Works - Transportation & Sustainability	406,468		386,385	
Public Works - Engineering	2,947,409		2,862,277	
Public Works - Stormwater Utility	2,344,255		2,126,703	
Public Works - Sanitary Sewers	8,137,988		8,300,751	
Public Works - Public Service - Solid Waste Collection	10,890,110		12,356,783	
Public Works - Public Service - Landscape Services	6,407,869		6,483,792	
Stormwater Debt Service	166,225		178,979	
Sanitary Sewer Debt Service	425,483		440,075	
Capital Projects	10,810,151 *	43,257,898 *	4,557,951	38,257,801
<b><u>TRANSPORTATION</u></b>				
Public Works - R.O.W. & Maintenance	3,178,477		3,769,276	
Public Works - Sign Shop	587,117		313,264	
Parking - Trolley / Transportation	1,995,397		2,298,200	
Parking - Garage #1	452,294		454,898	
Parking - Garage #2	610,790		716,125	
Parking - Garage #3	194,853		192,903	
Parking - Garage #4	464,313		467,194	
Parking - On Street Parking	2,307,215		2,393,673	
Parking - Lots	1,311,231		1,163,411	
Parking - Garage #6	445,248		446,582	
Parking Debt Service	1,044,408		1,064,995	
Capital Projects - Roadway & Parking	13,797,676 *	26,389,019 *	3,725,567	17,006,088
<b><u>CULTURE &amp; RECREATION</u></b>				
Historic Resources & Cultural Arts - Preservation & Cultural Arts	1,277,830		1,209,831	
Historic Resources & Cultural Arts - Museum	803,052		758,741	
Community Recreation - Administration	1,103,533		1,093,894	
Community Recreation - Parks & Rec - Tennis Centers	987,649		1,027,655	
Community Recreation - Parks & Rec - Venetian Pool	1,041,423		1,130,547	
Community Recreation - Parks & Rec - Granada Golf Course	881,602		913,020	
Community Recreation - Parks & Rec - Youth Center	3,020,886		3,120,723	
Community Recreation - Adult Services	531,204		548,101	
Community Recreation - Parks & Rec - Special Events	631,462		564,871	
Community Recreation - Parks & Rec - Golf Course & Parks Maint.	1,101,744		1,131,449	
Sunshine State Loan	2,980,050		3,118,160	
Capital Projects	10,328,331 *	24,688,766 *	3,805,655	18,422,647
<b>Total Expenditures</b>		<b>\$ 296,461,334 **</b>		<b>** \$ 199,713,681</b>

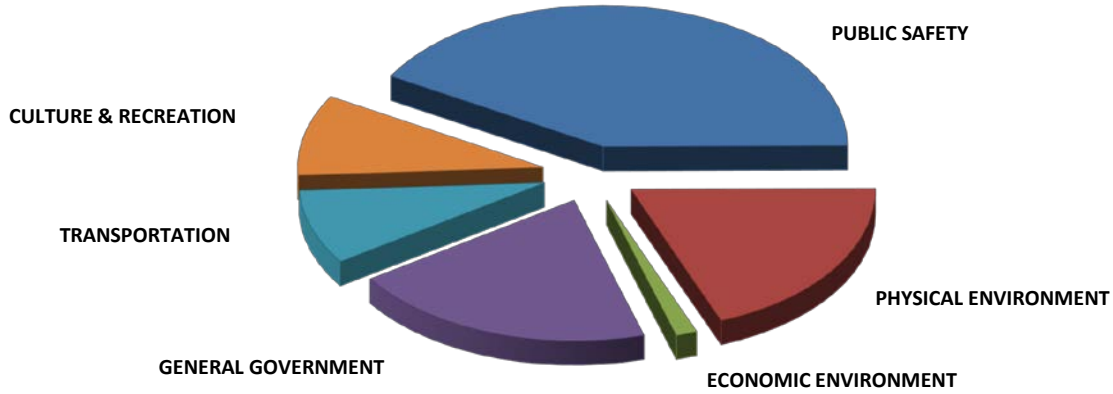
\* Fiscal Year 2017-2018 includes one-time grants and reappropriated expenditures and capital projects that do not repeat for Fiscal Year 2018-2019. If any of these items have any unused balances at Fiscal Year 2017-2018 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2018-2019.

\*\* Total Expenditures are net of transfers to reserves

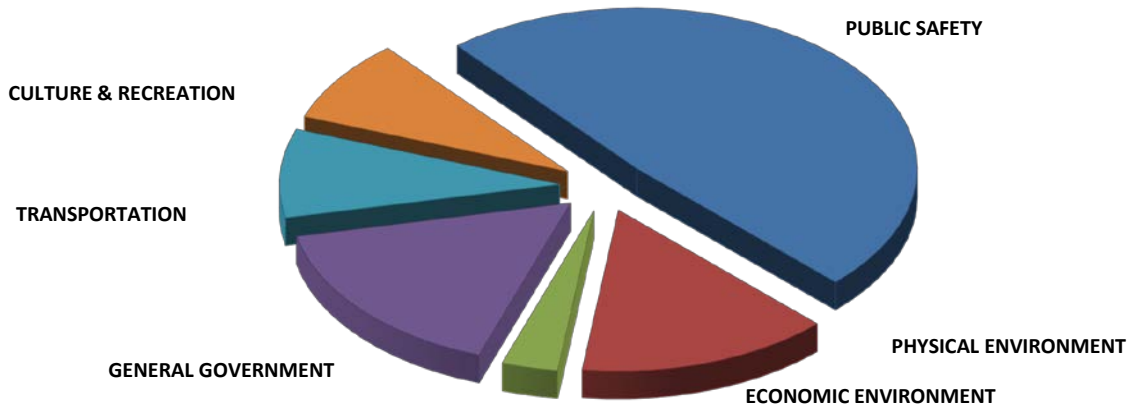


**2018-2019 BUDGET  
EXPENDITURES BY FUNCTION**

**2018-2019  
\$199,713,681 \*\***



**2017-2018  
\$296,461,334 \*\***



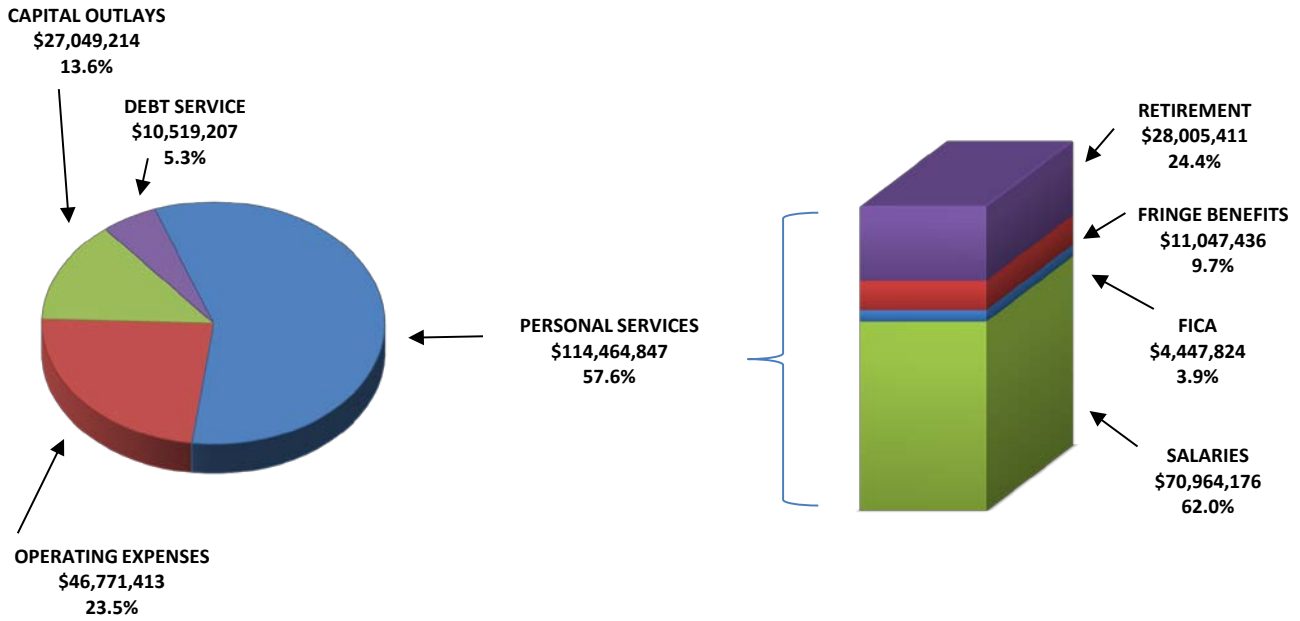
	2017-2018		2018-2019	
	BUDGET	%	BUDGET	%
PUBLIC SAFETY	\$ 144,035,967	48.6%	\$ 82,972,725	41.5%
PHYSICAL ENVIRONMENT	43,257,898	14.6%	38,257,801	19.2%
ECONOMIC ENVIRONMENT	9,568,097	3.2%	2,744,430	1.4%
GENERAL GOVERNMENT	48,521,587	16.4%	40,309,990	20.2%
TRANSPORTATION	26,389,019	8.9%	17,006,088	8.5%
CULTURE AND RECREATION	24,688,766	8.3%	18,422,647	9.2%
<b>TOTAL EXPENDITURES</b>	<b>\$ 296,461,334 *</b>	<b>100.0%</b>	<b>\$ 199,713,681 *</b>	<b>100.0%</b>

\* Fiscal Year 2017-2018 includes one-time grants and reappropriated expenditures and capital projects that do not repeat for Fiscal Year 2018-2019. If any of these items have any unused balances at Fiscal Year 2017-2018 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2018-2019.

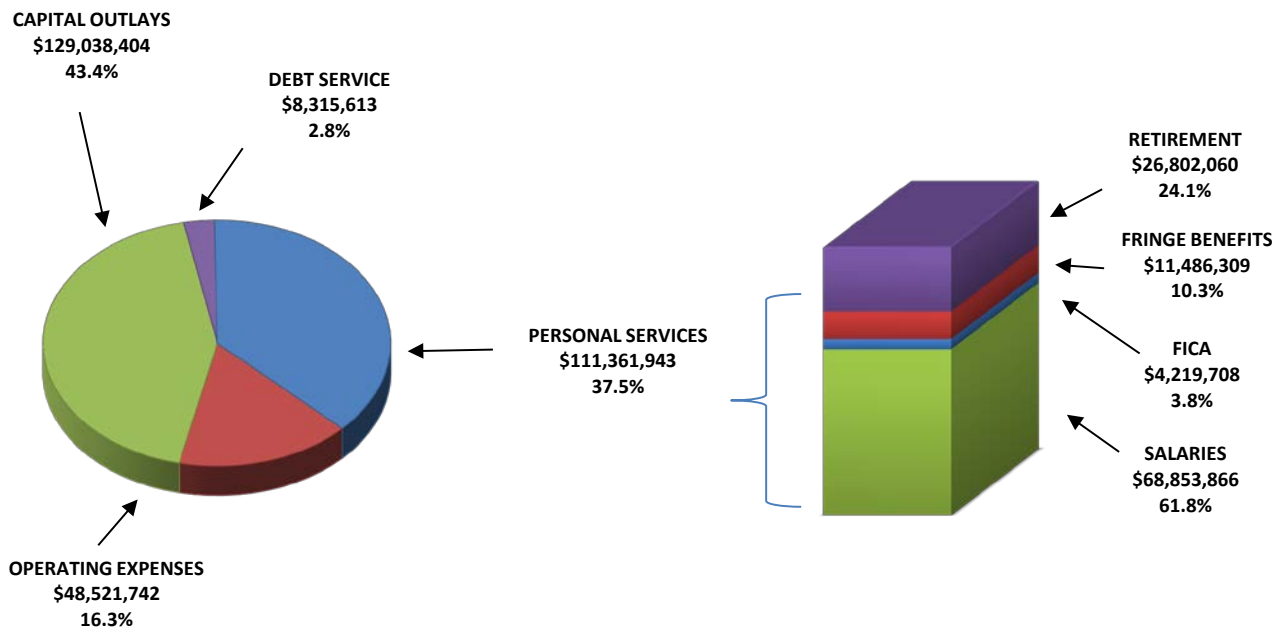
\*\* Total Expenditures are net of transfers to reserves

## 2018-2019 BUDGET EXPENDITURES BY OBJECT OF EXPENSE

**2018-2019 - \$ 199,713,681 \***



**2017-2018 - \$ 296,461,334 \***



\* Total Expenditures are net of transfers to reserves

**2018-2019 BUDGET**  
**SUMMARY OF TOTAL EXPENDITURES AND TRANSFERS TO RESERVES**

	2015-2016	2016-2017	2017-2018	2018-2019
	ACTUAL	ACTUAL	BUDGET	BUDGET
<b><u>Operating Expense</u></b>				
General Fund Divisions	\$ 127,194,589	\$ 135,452,776	\$ 145,601,888	\$ 146,680,349
Roadway Improvement Fund Division	4,546	-	-	-
Trolley / Transportation Fund Division	1,919,283	1,633,261	1,995,397	2,298,200
Storm Water Division	1,756,776	1,611,496	2,344,255	2,126,703
Sanitary Sewer Division	6,823,599	7,535,569	8,137,988	8,300,751
Venetian Pool	1,009,965	952,982	1,041,423	1,130,547
Granada Golf Course	1,199,405	1,045,310	881,602	913,020
Parking Fund Divisions	5,370,913	5,503,480	5,785,944	5,834,786
Pension Fund Division	185,449	202,334	157,320	159,657
<b>Total Operating Expense</b>	<b>145,464,525</b>	<b>153,937,208</b>	<b>165,945,817</b>	<b>167,444,013</b>
<b><u>Capital Improvements</u></b>				
General Improvements	16,733,281	23,485,782	92,660,247 *	13,588,069
Neighborhood Renaissance Program	9,548,285	2,499,056	1,648,954 *	-
Roadway Improvements	869,875	1,364,375	3,854,091 *	1,438,000
Trolley / Transportation Improvements	160,677	160,226	978,206	277,000
Miami-Dade Bond Improvements	837,008	504,436	2,253,102 *	-
Miami-Dade Roadway Impact Fee Improvements	-	-	1,700,000 *	-
Coral Gables Impact Fee Improvements				
Impact Fee Study	45,883	13,652	-	-
Administrative Expense	4,602	4,868	-	-
Fire System Improvements	-	-	2,636,635	860,126
General Government System Improvements	-	-	254,845	33,798
Parks System Improvements	987,897	13,514	1,910,399 *	473,574
Police System Improvements	-	-	1,133,757	30,943
Total Impact Fee Improvements	1,038,382	32,034	5,935,636	1,398,441
Stormwater Utility Improvements	1,070,255	698,756	3,722,327	2,890,000
Sanitary Sewer Improvements	2,319,890	1,764,407	6,278,727	1,597,951
Parking System Improvements	1,304,098	1,256,872	3,168,614	-
Motorpool Improvements	-	-	-	561,000
<b>Total Capital Improvements</b>	<b>33,881,751</b>	<b>31,765,944</b>	<b>122,199,904 *</b>	<b>21,750,461</b>
<b>Total Operating Exp. &amp; Capital Improvements</b>	<b>179,346,276</b>	<b>185,703,152</b>	<b>288,145,721</b>	<b>189,194,474</b>
<b><u>Debt Service</u></b>				
Sunshine State Debt Fund	5,425,028	5,924,003	6,679,497	8,835,158
Stormwater Fund	148,180	147,250	166,225	178,979
Sanitary Sewer Fund	418,127	419,778	425,483	440,075
Parking Fund	865,320	855,648	1,044,408	1,064,995
<b>Total Debt Service</b>	<b>6,856,655</b>	<b>7,346,679</b>	<b>8,315,613</b>	<b>10,519,207</b>
<b>Total Expense and Debt Service</b>	<b>186,202,931</b>	<b>193,049,831</b>	<b>296,461,334</b>	<b>199,713,681</b>
<b><u>Transfers to Reserves</u></b>				
General Fund Reserve	8,216,273	5,328,526	-	-
General Fund - Building Division Reserve	-	-	-	393,225
Sunshine State Debt Service Fund	-	-	-	6,500
General Capital Improvements Fund	32,199,408	8,315,301	-	-
Neighborhood Renaissance Program Fund	358,188	5,512	-	40,000
Roadway Improvement Fund	1,419,152	1,233,000	-	20,000
Trolley / Transportation Fund	-	507,546	-	6,000
Coral gables Impact Fee Fund	601,077	257,930	-	44,000
Venetian Pool Fund	372,224	224,110	88,577	13,453
Stormwater Utility Fund	722,633	1,774,892	-	-
Sanitary Sewer Fund	909,765	70,659	-	-
Parking Fund	83,932	-	100,116	4,838
<b>Total Transfers to Reserves</b>	<b>44,882,652</b>	<b>17,717,476</b>	<b>188,693</b>	<b>528,016</b>
<b>Total Expenditures &amp; Transfers to Reserves</b>	<b>\$ 231,085,583</b>	<b>\$ 210,767,307</b>	<b>\$ 296,650,027</b>	<b>\$ 200,241,697</b>

\* Fiscal Year 2017-2018 includes one-time grants and reappropriated expenditures and capital projects that do not repeat for Fiscal Year 2018-2019. If any of these items have any unused balances at Fiscal Year 2017-2018 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2018-2019.



**2018-2019 BUDGET**  
**SUMMARY OF TOTAL GENERAL FUND EXPENDITURES AND TRANSFERS TO RESERVES**

DEPARTMENT	DIVISION	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019 BUDGET
City Commission	City Commission	\$ 549,134	\$ 544,906	\$ 641,122	\$ 652,805
City Attorney	City Attorney	2,599,856	2,541,296	2,480,107	2,463,482
City Clerk	Administrative	933,702	971,004	1,037,141	927,909
	Special Revenue Expenses	632,269	621,821	779,570	774,497
	Elections	-	271,508	5,000	260,000
City Manager	Administrative	1,570,354	1,532,766	1,784,825	1,686,654
	Emergency Management	-	-	-	240,208
	Communications	836,230	768,233	923,983	918,288
	Internal Auditing	160,302	194,629	163,965	101,360
Human Resources	Human Resources	1,843,221	1,629,683	2,319,054	1,944,983
Labor Relations & Risk Mgmt	Labor Relations & Risk Mgmt	134,204	621,854	634,724	746,267
Development Services	Administrative	930,534	941,965	1,099,652	1,055,466
	Building	3,668,645	3,706,268	4,173,279	4,098,601
	Planning & Zoning	2,001,922	1,893,195	2,651,100	2,397,377
	Code Enforcement	1,397,201	1,406,128	1,471,572	1,520,888
Historic Resources & Cultural Arts	Historic Preservation & Cultural Arts	895,661	1,094,652	1,277,830	1,209,831
	Museum	348,420	561,259	803,052	758,741
Public Works	Administrative	378,447	568,947	721,940	564,105
	Transportation & Sustainability	368,948	359,285	406,468	386,385
	Engineering	2,229,735	2,388,108	2,947,409	2,862,277
	Streets	2,964,064	3,070,215	3,178,477	3,769,276
	Sign Shop	567,607	602,219	587,117	313,264
	Solid Waste	10,521,112	10,565,790	10,890,110	12,356,783
	Landscape Services	5,292,782	5,690,969	6,407,869	6,483,792
Finance	* Administration	1,209,425	1,210,475	543,823	512,762
	Collections	1,056,118	997,023	987,624	1,012,371
	* Reporting & Operations	1,006,196	1,089,899	1,383,936	1,470,443
	Procurement	1,047,408	899,764	1,146,864	1,114,548
	* Management & Budget	-	-	723,380	736,261
Information Technology	Information Tecnology	4,553,518	4,834,808	5,920,065	6,175,458
Police	Administrative	2,239,875	2,338,286	2,772,158	2,984,074
	Uniform Patrol	15,987,800	16,547,238	18,268,297	19,444,697
	Criminal Investigations	6,731,653	9,033,068	7,524,711	7,545,840
	Technical Services	6,647,539	6,978,731	7,147,051	6,745,149
	Professional Standards	2,469,437	2,791,397	3,147,945	2,482,444
	Specialized Enforcement	4,868,336	4,992,706	6,017,806	5,989,488
Fire	Fire	27,227,724	28,742,692	27,781,510	28,333,303
Community Recreation	Administrative	564,104	646,296	1,103,533	1,093,894
	Tennis Centers	979,279	957,754	987,649	1,027,655
	Youth Center	2,652,085	2,956,033	3,020,886	3,120,723
	Adult Services	272,529	383,588	531,204	548,101
	Special Events	381,483	364,745	631,462	564,871
	Golf Course & Parks Maint.	674,035	852,601	1,101,744	1,131,449
Economic Development	Economic Development	957,199	1,207,597	1,646,060	1,185,248
Non Departmental	Non Departmental	3,680,760	3,920,950	4,567,375	3,666,750
Parking	Violations Enforcement	1,163,736	1,160,425	1,261,439	1,301,581
<b>Total General Fund Operating Expense</b>		<b>127,194,589</b>	<b>135,452,776</b>	<b>145,601,888</b>	<b>146,680,349</b>
	Transfer to General Fund Reserve	6,576,258	6,450,475	1,932,915	-
	Transfer to General Fund - Building Division Reserve	-	-	-	393,225
	Transfer to Sunshine State Note Debt Service	5,699,314	4,699,314	5,699,314	7,883,308
	Transfer to Capital Improvement Fund	8,122,973	6,225,706	12,155,518	6,015,357
	Transfer to Trolley Fund	4,329	-	-	-
	General Fund Subsidy of Venetian Swimming Pool	163,704	1,500	4,000	-
	General Fund Subsidy of Granada Golf Course	537,435	599,055	279,102	303,020
	Transfer to Public Facilities Fund	31,187	-	-	-
	Transfer to the Health Insurance Fund	1,492,513	-	-	-
<b>Total General Fund</b>		<b>\$ 149,822,302</b>	<b>\$ 153,428,826</b>	<b>\$ 165,672,737</b>	<b>\$ 161,275,259</b>

\* The Management & Budget component of the Finance Administration Division was transferred to a separate division within the Finance Department. In addition, the Assistant Finance Director for Reporting & Operations was transferred from the Administration Division to the Reporting & Operations Division. There are no cost differentials related to either of these transfers.

**CAPITAL AND ENTERPRISE FUND SUMMARIES  
2018-2019 BUDGET**

**CAPITAL IMPROVEMENT FUNDS**

	<b>GENERAL CAPITAL IMPROVEMENTS</b>	<b>NEIGHBORHOOD RENAISSANCE PROGRAM</b>	<b>ROADWAY IMPROVEMENT PROGRAM</b>	<b>TROLLEY/ TRANSPORTATION PROGRAM</b>	<b>CORAL GABLES IMPACT FEE PROGRAM</b>	<b>TOTAL</b>
<b>REVENUES</b>						
Sales & Use Taxes	-	-	1,188,000	2,050,000	-	3,238,000
Franchise Taxes	-	-	-	-	-	-
Utility Services Taxes	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-
Intergovernmental Revenue	1,500,000	-	-	209,000	-	1,709,000
Charges for Services	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Miscellaneous Revenues	285,000	40,000	20,000	6,000	44,000	395,000
Transfers from Other Funds	6,015,357	-	-	-	-	6,015,357
Transfer from Fund Balance	5,787,712	-	250,000	316,200	1,398,441	7,752,353
	<u>13,588,069</u>	<u>40,000</u>	<u>1,458,000</u>	<u>2,581,200</u>	<u>1,442,441</u>	<u>19,109,710</u>
<b>EXPENDITURES</b>						
General Government	3,543,278	-	-	-	33,798	3,577,076
Public Safety	4,790,143	-	-	-	891,069	5,681,212
Physical Environment	-	-	-	-	-	-
Transportation	2,010,567	-	1,438,000	2,575,200	-	6,023,767
Culture & Recreation	3,244,081	-	-	-	473,574	3,717,655
Transfer to Fund Balance	-	40,000	20,000	6,000	44,000	110,000
	<u>13,588,069</u>	<u>40,000</u>	<u>1,458,000</u>	<u>2,581,200</u>	<u>1,442,441</u>	<u>19,109,710</u>

**ENTERPRISE FUNDS**

	<b>STORM WATER UTILITY</b>	<b>SANITARY SEWER</b>	<b>VENETIAN POOL</b>	<b>GRANADA GOLF COURSE</b>	<b>PARKING SYSTEM</b>	<b>TOTAL</b>
<b>REVENUES</b>						
Charges for Services	5,050,000	10,278,497	984,000	578,000	14,442,500	31,332,997
Miscellaneous Revenues	23,000	60,000	160,000	32,000	677,270	952,270
Transfers from Other Funds	-	-	-	303,020	-	303,020
Transfer from Fund Balance	122,682	280	-	-	-	122,962
	<u>5,195,682</u>	<u>10,338,777</u>	<u>1,144,000</u>	<u>913,020</u>	<u>15,119,770</u>	<u>32,711,249</u>
<b>EXPENDITURES</b>						
Physical Environment	4,457,063	8,221,206	-	-	-	12,678,269
Transportation	-	-	-	-	5,269,786	5,269,786
Culture & Recreation	-	-	1,130,547	913,020	-	2,043,567
Debt Service	178,979	440,075	-	-	1,064,995	1,684,049
Transfers/Contributions to Other Funds	559,640	1,677,496	-	-	8,780,151	11,017,287
Transfer to Fund Balance	-	-	13,453	-	4,838	18,291
	<u>5,195,682</u>	<u>10,338,777</u>	<u>1,144,000</u>	<u>913,020</u>	<u>15,119,770</u>	<u>32,711,249</u>

**2018-2019 BUDGET**  
**ENTERPRISE FUNDS OPERATIONS SUMMARY**

	<u>2015-2016 ACTUAL</u>	<u>2016-2017 ACTUAL</u>	<u>2017-2018 BUDGET</u>	<u>2018-2019 BUDGET</u>
<b>STORMWATER UTILITY FUND (400)</b>				
Operating Revenue	\$ 3,212,526	\$ 4,222,466	\$ 3,130,000	\$ 5,050,000
Operating Expense	(653,199)	(1,217,152)	(1,787,655)	(1,567,063)
Operating Income (Loss)	<u>2,559,327</u>	<u>3,005,314</u>	<u>1,342,345</u>	<u>3,482,937</u>
Investment Earnings	18,433	18,129	15,000	23,000
Miscellaneous Revenue	-	-	-	-
Capital Projects	(1,070,255)	(698,756)	(3,722,327)	(2,890,000)
Interest Expense	(48,052)	(45,334)	-	-
Debt Expense	-	-	(166,225)	(178,979)
Depreciation Expense	(86,790)	(88,374)	-	-
Net Income (Loss)	<u>1,372,663</u>	<u>2,190,979</u>	<u>(1,513,159)</u>	<u>436,958</u>
Transfers to (from) Reserve	746,410	1,463,732	(2,069,759)	(122,682)
Contribution to (from) General Fund	<u>\$ 626,253</u>	<u>\$ 727,247</u>	<u>\$ 556,600</u>	<u>\$ 559,640</u>
<b>SANITARY SEWER FUND (410)</b>				
Operating Revenue	\$ 9,429,516	\$ 9,766,468	\$ 9,937,000	\$ 10,278,497
Operating Expense	(5,792,943)	(7,150,811)	(6,496,156)	(6,623,255)
Operating Income (Loss)	<u>3,636,573</u>	<u>2,615,657</u>	<u>3,440,844</u>	<u>3,655,242</u>
Grant Revenue	421,236	-	-	-
Investment Earnings	51,976	45,091	30,000	60,000
Prior Year Reappropriations	-	-	3,614,406	-
Miscellaneous Revenue	-	-	-	-
Capital Projects	(2,319,890)	(1,764,407)	(6,278,727)	(1,597,951)
Interest Expense	(83,127)	(74,778)	-	-
Debt Expense	-	-	(425,483)	(440,075)
Depreciation Expense	(355,483)	(375,195)	-	-
Net Income (Loss)	<u>1,351,285</u>	<u>446,368</u>	<u>381,040</u>	<u>1,677,216</u>
Transfers to (from) Reserve	(465,257)	(1,410,608)	(1,260,792)	(280)
Contribution to (from) General Fund	<u>\$ 1,816,542</u>	<u>\$ 1,856,976</u>	<u>\$ 1,641,832</u>	<u>\$ 1,677,496</u>
<b>VENETIAN POOL FUND (420)</b>				
Operating Revenue	\$ 1,382,189	\$ 1,177,092	\$ 1,130,000	\$ 1,144,000
Operating Expense	(1,009,965)	(952,982)	(1,041,423)	(1,130,547)
Net Income (Loss)	<u>372,224</u>	<u>224,110</u>	<u>88,577</u>	<u>13,453</u>
Transfers to (from) Reserve	-	-	88,577	13,453
Contribution to (from) General Fund	<u>\$ 372,224</u>	<u>\$ 224,110</u>	<u>\$ -</u>	<u>\$ -</u>
<b>GRANADA GOLF COURSE FUND (430)</b>				
Operating Revenue	\$ 834,663	\$ 912,899	\$ 602,500	\$ 610,000
Operating Expense	(1,199,405)	(1,045,310)	(881,602)	(913,020)
Net Income (Loss)	<u>(364,742)</u>	<u>(132,411)</u>	<u>(279,102)</u>	<u>(303,020)</u>
Transfers to (from) Reserve	-	-	-	-
General Fund Subsidy	<u>\$ (364,742)</u>	<u>\$ (132,411)</u>	<u>\$ (279,102)</u>	<u>\$ (303,020)</u>
<b>PARKING SYSTEM FUND (460)</b>				
Operating Revenue	\$ 12,982,960	\$ 12,927,872	\$ 14,332,843	\$ 15,059,770
Operating Expense	(4,102,173)	(4,149,399)	112,706	110,102
Operating Income (Loss)	<u>8,880,787</u>	<u>8,778,473</u>	<u>14,445,549</u>	<u>15,169,872</u>
Investment Earnings	48,999	48,999	40,000	40,000
Miscellaneous Revenue	-	-	-	-
Interest Expense	(219,940)	(219,940)	-	-
Prior Year Reappropriations	-	-	2,611,239	-
Capital Projects	(1,304,098)	(1,256,872)	(3,168,614)	-
Debt Expense	-	-	(1,044,408)	(1,064,995)
Depreciation Expense	(919,432)	(919,432)	-	-
Net Income (Loss)	<u>6,486,316</u>	<u>6,431,228</u>	<u>12,883,766</u>	<u>14,144,877</u>
Transfers to (from) Reserve	(698,684)	(1,018,772)	5,433,766	5,364,726
Contribution to (from) General Fund	<u>\$ 7,185,000</u>	<u>\$ 7,450,000</u>	<u>\$ 7,450,000</u>	<u>\$ 8,780,151</u>



**CITY OF CORAL GABLES**  
**SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**  
**2018-2019 BUDGET**  
**(BUDGETED FUNDS ONLY)**

	GENERAL FUND	DEBT SERVICE FUND	CAPITAL PROJECTS FUNDS	ENTERPRISE FUNDS	TOTAL
<b>Fund Balance @ 09/30/17 (Audited)</b>	\$ 46,658,509	\$ 2,371,757	\$ 14,733,396	\$ 288,609	\$ 64,052,271
Fiscal Year 2017-2018 (Estimated)					
Revenues	157,967,315	6,291,993	106,591,000	40,286,817	311,137,125
Expenditures	163,739,822	6,679,497	111,025,633	41,979,675	323,424,627
<b>FY 2018 Change in Fund Balance</b>	<b>(5,772,507)</b>	<b>(387,504)</b>	<b>(4,434,633)</b>	<b>(1,692,858)</b>	<b>(12,287,502)</b>
<b>Fund Balance @ 09/30/18 (Estimated)</b>	<b>40,886,002</b>	<b>1,984,253</b>	<b>10,298,763</b>	<b>(1,404,249)</b>	<b>51,764,769</b>
Fiscal Year 2018-2019 Budget					
Revenues:					
Taxes	102,865,256	-	3,238,000	-	106,103,256
Licenses	3,524,000	-	-	-	3,524,000
Permits	7,649,000	-	-	-	7,649,000
Fines & Forfeitures	1,962,000	-	-	-	1,962,000
Intergovernmental	5,655,000	-	1,709,000	-	7,364,000
Use Charges	9,603,000	-	-	29,770,997	39,373,997
Recreation Fees	2,547,000	-	-	1,736,589	4,283,589
Rentals & Concessions	3,719,645	-	-	2,661,120	6,380,765
Investment Earnings	610,000	6,500	395,000	123,000	1,134,500
Other	6,003,842	551,511	-	20,000	6,575,353
Transfers In	12,791,876	8,135,158	6,015,357	303,020	27,245,411
<b>Total Revenues</b>	<b>156,930,619</b>	<b>8,693,169</b>	<b>11,357,357</b>	<b>34,614,726</b>	<b>211,595,871</b>
Expenditures:					
General Government	34,477,378	-	3,577,076	-	38,054,454
Economic Environment	1,185,248	-	-	-	1,185,248
Public Safety	74,826,576	-	5,681,212	-	80,507,788
Physical Environment	22,653,342	-	-	14,915,405	37,568,747
Transportation	4,082,540	-	6,023,767	5,834,786	15,941,093
Culture & Recreation	9,455,265	-	3,717,655	2,043,567	15,216,487
Debt Service	-	8,835,158	-	1,684,049	10,519,207
Transfers Out	14,594,910	-	-	10,241,590	24,836,500
<b>Total Expenditures</b>	<b>161,275,259</b>	<b>8,835,158</b>	<b>18,999,710</b>	<b>34,719,397</b>	<b>222,644,276</b>
<b>FY 2019 Change in Fund Balance</b>	<b>(4,344,640)</b>	<b>(141,989)</b>	<b>(7,642,353)</b>	<b>(104,671)</b>	<b>(11,048,405)</b>
<b>Fund Balance @ 09/30/19 Estimated</b>	<b>\$ 36,541,362</b>	<b>\$ 1,842,264</b>	<b>\$ 2,656,410</b>	<b>\$ (1,508,920)</b>	<b>\$ 40,716,364</b>

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

In the General Fund - For FY18 - Planned use of fund balance for one-time items or transfer to General Capital Improvement Fund  
 In the General Fund - For FY19 - Planned use of fund balance for one-time items or transfer to General Capital Improvement Fund

In the Capital Projects Funds - For FY18 - Planned use of fund balance for capital projects.  
 In the Capital Projects Funds - For FY19 - Planned use of fund balance for capital projects.

In the Enterprise Funds - For FY18 - Planned use of fund balance for capital projects.  
 In the Enterprise Funds - For FY19 - Planned use of fund balance for capital projects.

**CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING  
2018-2019 BUDGET**

	PRIOR YEAR AVAIL & ENCUMBRANCES	FY19 NEW FUNDING	FY19 TOTAL AVAILABLE FUNDS
<b>Capital Equipment</b>			
IT Data Systems Equipment Replacement/Upgrade	\$ 1,801,425	\$ 1,550,002	\$ 3,351,427
Emergency Generator Installation	541,507	350,000	891,507
CGTV Equipment Upgrade	272,356	115,000	387,356
Recycling Containers in Parks & Right of Ways	192,000	96,000	288,000
<b>Total Capital Equipment</b>	<b>2,807,288</b>	<b>2,111,002</b>	<b>4,918,290</b>
<b>Facility Repairs/Improvements</b>			
Roof Replacements Program - Citywide	883,653	270,218	1,153,871
HVAC Replacements Program - Citywide	268,864	184,237	453,101
Elevator Repair/Replacement Program	338,971	447,621	786,592
General Govt System Improvements (Coral Gables Impact Fee)	-	33,798	33,798
Optimize Energy/Water Efficiency at City Facilities	249,510	190,200	439,710
Right of Way (ROW) & Utility Divisions' Employee Lounges	-	165,000	165,000
Henry S. West Laboratory School Seats	-	-	-
<b>Total Facility Projects</b>	<b>1,740,998</b>	<b>1,291,074</b>	<b>3,032,072</b>
<b>Historic Facility Repairs/Restorations</b>			
Entrances & Fountains	10,810	150,000	160,810
Coral Gables Library Renovation	148,763	20,000	168,763
White Way Lights Restoration	36,700	325,000	361,700
Centennial Trail	-	20,000	20,000
Fink Building Actual Conditions Assessment	-	75,000	75,000
Artist Housing on Brooker Avenue	-	50,000	50,000
First Church of Christian Scientist Assessment	-	50,000	50,000
Biltmore Hotel Renovations	-	800,000	800,000
<b>Total Historic Facility Projects</b>	<b>196,273</b>	<b>1,490,000</b>	<b>1,686,273</b>
<b>Motor Pool Equipment Replacements/Additions *</b>			
Motor Vehicle Replacements/Additions	2,596,863	3,606,762	6,203,625
<b>Total Motor Pool Projects</b>	<b>2,596,863</b>	<b>3,606,762</b>	<b>6,203,625</b>
<b>Parking Repairs/Improvements</b>			
Parking Lots & Garages Repairs/Replacement Program	217,770	120,567	338,337
Parking Lot Lighting Improvements	330,938	180,000	510,938
Installation of Multi-Space Pay Stations	133,540	300,000	433,540
<b>Total Parking Projects</b>	<b>682,248</b>	<b>600,567</b>	<b>1,282,815</b>
<b>Parks &amp; Recreation Repairs/Improvements</b>			
Purchase of Land	1,803,919	500,000	2,303,919
Parks & Recreation Major Repairs	3,191,201	1,394,081	4,585,282
Parks System Improvements (Coral Gables Impact Fee)	-	123,574	123,574
Old Cutler Bay Passive Park	-	200,000	200,000
Coral Gables High School Track Lighting	-	150,000	150,000
Granada Golf Course Groundwater Diversion	-	35,000	35,000
<b>Total Parks &amp; Recreation Projects</b>	<b>4,995,120</b>	<b>2,402,655</b>	<b>7,397,775</b>

**CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING  
2018-2019 BUDGET**

	<u>PRIOR YEAR AVAIL &amp; ENCUMBRANCES</u>	<u>FY19 NEW FUNDING</u>	<u>FY19 TOTAL AVAILABLE FUNDS</u>
<b>Public Safety Improvements</b>			
Fire Equipment Replacement Program	\$ 154,373	\$ 190,106	\$ 344,479
Construction of New Public Safety Building	52,645,043	2,365,133	55,010,176
Fire Station 3 - Repairs & Improvements	5,386	14,174	19,560
Closed Circuit Television Security System	355,389	500,000	855,389
Moble Radio Replacement Program	-	100,730	100,730
Fire System Improvements (Coral Gables Impact Fee)	-	60,126	60,126
Police System Improvements (Coral Gables Impact Fee)	-	30,943	30,943
Purchase of Fire Station 4 Building	1,913,465	2,300,000	4,213,465
Power Assisted Stretchers	-	120,000	120,000
<b>Total Public Safety Projects</b>	<b>55,073,656</b>	<b>5,681,212</b>	<b>60,754,868</b>
<b>Transportation &amp; Right of Way Improvements</b>			
Installation of Bike Infrastructure	1,309,038	300,000	1,609,038
Citywide Pedestrian Infrastructure Program	742,549	530,000	1,272,549
Citywide Street Resurfacing Program	183,607	540,000	723,607
Channel Markers Upgrade & Maintenance Program	30,093	15,000	45,093
Citywide Traffic Calming Program	681,713	350,000	1,031,713
Neighborhood Improvements North of SW 8th Street	281,250	200,000	481,250
Street Tree Succession Plan	409,501	200,000	609,501
LED Street Lights Conversion	300,000	150,000	450,000
Street Signage/Monument Signage Program Improvements	551,249	250,000	801,249
Street Ends Beautification	-	200,000	200,000
8th Street Beautification	-	300,000	300,000
North Ponce Streetscape	-	90,000	90,000
<b>Total Transportation &amp; Roadway Projects</b>	<b>4,489,000</b>	<b>3,125,000</b>	<b>7,614,000</b>
<b>Utility Repairs/Improvements</b>			
Citywide Inflow & Infiltration Abatement	1,709,744	500,000	2,209,744
Sanitary Sewer System Improvement Program	1,060,066	992,951	2,053,017
Cross-Connection Removal Program	324,260	200,000	524,260
Sewer Pipe Camera Replacement Program	9,721	5,000	14,721
Storm Water System Improvement Program	290,099	400,000	690,099
Cocoplum Drainage Improvements	177,271	300,000	477,271
Sea Level Rise Mitigation Program (Infrastructure Reserve)	2,446,974	1,890,000	4,336,974
Waterways Dredging Evaluation	-	200,000	200,000
<b>Total Utility Repair/Improvement Projects</b>	<b>6,018,135</b>	<b>4,487,951</b>	<b>10,506,086</b>
<b>Total Projects</b>	<b>\$ 78,599,581</b>	<b>\$ 24,796,223</b>	<b>\$ 103,395,804</b>

\* 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 out the Motorpool new funding contained herein.



**CITY OF CORAL GABLES  
FISCAL YEAR 2019-2023 FIVE YEAR CAPITAL IMPROVEMENT PLAN  
PROJECT LISTING BY FISCAL YEAR**

PROJ #	PROJECT NAME	FIVE-YEAR ESTIMATE								FIVE-YEAR PROJECT TOTAL
		2 0 1 9				2020	2021	2022	2023	
		PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
<b>CAPITAL EQUIPMENT PROJECTS</b>										
1	Network Infrastructure	\$ 1,125,400	\$ 676,025	\$ 1,550,002	\$ 3,351,427	\$ 1,550,002	\$ 1,550,002	\$ 1,550,002	\$ 1,550,002	\$ 9,551,435
2	LPR /Speed Trailers	-	-	-	-	240,000	50,000	50,000	50,000	390,000
3	Emergency Generator Installation	375,408	166,099	350,000	891,507	350,000	350,000	350,000	350,000	2,291,507
4	CGTV Equipment Upgrade	-	272,356	115,000	387,356	-	-	-	-	387,356
5	Recycling Containers in Parks & ROW	192,000	-	96,000	288,000	-	-	-	-	288,000
6	Wi-Fi Capital Improvement Project	-	-	-	-	182,000	471,000	-	-	653,000
<b>TOTAL CAPITAL EQUIPMENT PROJECTS</b>		<b>1,692,808</b>	<b>1,114,480</b>	<b>2,111,002</b>	<b>4,918,290</b>	<b>2,322,002</b>	<b>2,421,002</b>	<b>1,950,002</b>	<b>1,950,002</b>	<b>13,561,298</b>
<b>FACILITY REPAIRS/IMPROVEMENT PROJECTS</b>										
7	Warehouse III Repairs	266,111	-	-	266,111	-	-	-	-	266,111
8	Citywide Roof Repairs	657,994	225,659	270,218	1,153,871	278,448	282,624	286,864	291,167	2,292,974
9	Facility Environmental Remediation	-	-	-	-	850,000	750,000	-	-	1,600,000
10	HVAC	156,718	112,146	184,237	453,101	189,805	192,652	195,542	198,475	1,229,575
11	Citywide Elevator Improvements	338,971	-	447,621	786,592	231,858	272,102	118,623	306,081	1,715,256
12	General Govt System Improvements	-	-	33,798	33,798	30,000	30,000	30,000	30,000	153,798
13	Exterior Building Lighting	-	-	-	-	100,000	100,000	-	-	200,000
14	Optimize Energy And Water Efficiency At City Facilities	210,483	39,027	190,200	439,710	190,200	190,200	190,200	190,200	1,200,510
15	Hurricane Container Program	-	-	-	-	74,000	-	-	-	74,000
16	Public Works Building 6 Space Programming	-	-	-	-	160,000	-	-	-	160,000
17	Right of Way (ROW) & Utility Divisions' Employee Lounges	-	-	165,000	165,000	-	-	-	-	165,000
18	Henry S. West Laboratory School Seats	-	-	-	-	3,400,000	400,000	400,000	-	4,200,000
<b>TOTAL FACILITY REPAIRS/IMPROVEMENT PROJECTS</b>		<b>1,630,277</b>	<b>376,832</b>	<b>1,291,074</b>	<b>3,298,183</b>	<b>5,504,311</b>	<b>2,217,578</b>	<b>1,221,229</b>	<b>1,015,923</b>	<b>13,257,224</b>
<b>HISTORIC FACILITY IMPROVEMENT PROJECTS</b>										
19	Entrances & Fountains	91	10,719	-	10,810	-	-	-	-	10,810
20	Merrick House Repairs/Improv.	-	12,202	-	12,202	-	-	-	-	12,202
21	City Hall Complex Repairs/Improvements	3,737,695	102,306	-	3,840,001	500,000	500,000	500,000	500,000	5,840,001
22	Jean Ward Sculptures	47,162	26,602	-	73,764	-	-	-	-	73,764
23	Gondola Building Restoration	20,045	-	-	20,045	200,000	200,000	250,000	-	670,045
24	Coral Gables Library Renovation	25,000	123,763	20,000	168,763	-	-	-	-	168,763
25	White Way Lights Restoration	6,310	30,390	325,000	361,700	125,000	125,000	125,000	125,000	861,700
26	Centennial Trail	-	-	20,000	20,000	30,000	30,000	30,000	30,000	140,000
27	Biltmore Golf Course Bridges Renovation	954,640	-	-	954,640	-	-	-	-	954,640
28	Fink Building Actual Conditions Assessment	-	-	75,000	75,000	425,000	-	-	-	500,000
29	Artist Housing on Brooker Avenue	-	-	50,000	50,000	750,000	500,000	500,000	-	1,800,000
30	Alhambra Water Tower Restoration	25,353	-	-	25,353	150,000	-	-	-	175,353
31	First Church of Christian Scientist Assessment	-	-	50,000	50,000	50,000	-	-	-	100,000
32	Girl Scout House Resoration	-	-	-	-	-	50,000	-	-	50,000
33	Biltmore Hotel Renovations	-	-	800,000	800,000	800,000	800,000	800,000	800,000	4,000,000
34	Entrances & Fountains Refurbishment Matrix	-	-	150,000	150,000	152,250	154,534	156,852	159,205	772,841
<b>TOTAL HISTORIC FACILITY IMPROVEMENT PROJECTS</b>		<b>4,816,296</b>	<b>305,982</b>	<b>1,490,000</b>	<b>6,612,278</b>	<b>3,182,250</b>	<b>2,359,534</b>	<b>2,361,852</b>	<b>1,614,205</b>	<b>16,130,119</b>
<b>MOTOR POOL EQUIPMENT REPLACEMENTS/ADDITIONS PROJECTS</b>										
35	Motor Vehicle Replacement/Additions	569,684	2,027,179	3,606,762	6,203,625	3,380,910	3,440,076	3,500,277	3,561,532	20,086,420
36	Truck Washer Rehabilitation/Replacement	105,000	-	-	105,000	-	-	-	-	105,000
<b>TOTAL MOTOR POOL PROJECTS</b>		<b>674,684</b>	<b>2,027,179</b>	<b>3,606,762</b>	<b>6,308,625</b>	<b>3,380,910</b>	<b>3,440,076</b>	<b>3,500,277</b>	<b>3,561,532</b>	<b>20,191,420</b>
<b>PARKING IMPROVEMENT PROJECTS</b>										
37	Garages 2 & 6 Improvements	282,546	24,978	-	307,524	-	-	-	-	307,524
38	Parking Lots & Garages Repairs/Replacement Program	208,050	9,720	120,567	338,337	122,376	124,212	126,075	127,966	838,966
39	Parking Lot Lighting	312,127	18,811	180,000	510,938	180,000	180,000	180,000	180,000	1,230,938
40	Installation of Multi-Space Pay Stations	830	132,710	300,000	433,540	300,000	150,000	150,000	150,000	1,183,540
41	Closed Circuit Television Security System	1,174	-	-	1,174	120,000	-	-	-	121,174
42	Lot 25 Park Development	378,260	51,175	-	429,435	300,000	300,000	-	-	1,029,435
43	Garage 7 Design and Construction	248,000	167,000	-	415,000	1,285,000	15,300,000	-	-	17,000,000
<b>TOTAL PARKING IMPROVEMENT PROJECTS</b>		<b>1,430,987</b>	<b>404,394</b>	<b>600,567</b>	<b>2,435,948</b>	<b>2,307,376</b>	<b>16,054,212</b>	<b>456,075</b>	<b>457,966</b>	<b>21,711,577</b>
<b>PARKS &amp; RECREATION IMPROVEMENT PROJECTS</b>										
44	Downtown Civic Plaza & Garden	-	-	-	-	500,000	500,000	500,000	500,000	2,000,000
45	Purchase of Land	1,800,899	3,020	500,000	2,303,919	300,000	300,000	300,000	300,000	3,503,919
46	Fred B. Hartnett/Ponce Circle Park Improvements	2,000,000	-	-	2,000,000	-	-	-	-	2,000,000
47	Development of Passive Parks	2,222,537	105,384	-	2,327,921	-	-	-	-	2,327,921
48	W.H. Kerdyk/Bilt Tennis Ctr Improv.	-	1,080,317	-	1,080,317	-	-	-	-	1,080,317
49	Parks & Recreation Major Repairs	2,498,216	692,985	1,394,081	4,585,282	1,414,992	1,436,217	1,457,760	1,479,626	10,373,877
50	Parks System Improvements	-	-	123,574	123,574	80,000	80,000	80,000	80,000	443,574
51	Vacant Lots Acquisition	-	-	-	-	500,000	500,000	500,000	500,000	2,000,000
52	Mar Street-Play Street	-	-	-	-	-	200,000	-	-	200,000
53	Manatee Overlook	-	-	-	-	-	200,000	-	-	200,000
54	Old Cutler Bay Passive Park	-	-	200,000	200,000	-	-	-	-	200,000
55	Coral Gables High School Track Lighting	-	-	150,000	150,000	150,000	-	-	-	300,000
56	Granada Golf Course Groundwater Diversion	-	-	35,000	35,000	-	-	-	-	35,000
<b>TOTAL PARKS &amp; RECREATION IMPROVEMENT PROJECTS</b>		<b>8,521,652</b>	<b>1,881,706</b>	<b>2,402,655</b>	<b>12,806,013</b>	<b>2,944,992</b>	<b>3,216,217</b>	<b>2,837,760</b>	<b>2,859,626</b>	<b>24,664,608</b>
<b>PUBLIC SAFETY IMPROVEMENT PROJECTS</b>										
57	Central & Mobile Radio System Replacement/Upgrade	256,963	19,949	-	276,912	-	-	-	-	276,912

**CITY OF CORAL GABLES  
FISCAL YEAR 2019-2023 FIVE YEAR CAPITAL IMPROVEMENT PLAN  
PROJECT LISTING BY FISCAL YEAR**

PROJ #	PROJECT NAME	FIVE-YEAR ESTIMATE								FIVE-YEAR PROJECT TOTAL
		2 0 1 9				2020	2021	2022	2023	
		PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
58	Fire Equipment Replacement Program	130,405	23,968	190,106	344,479	192,958	195,852	198,790	201,772	1,133,851
59	Emergency Vehicle Response Intersection Preemption System	475,000	-	-	475,000	200,000	200,000	200,000	200,000	1,275,000
60	Public Safety Building Improvements	362,861	68,101	-	430,962	-	-	-	-	430,962
61	Construction of New Public Safety Building	50,844,994	1,800,049	2,365,133	55,010,176	2,365,133	-	-	-	57,375,309
62	Fire Station 2/Trolley Depot	725,338	10,641,128	-	11,366,466	-	-	-	-	11,366,466
63	Fire Station 3 - Repairs & Improvements	-	5,386	14,174	19,560	-	-	-	-	19,560
64	Closed Circuit Television Security System	19,353	336,036	500,000	855,389	-	-	-	-	855,389
65	Fire System Improvements	-	-	60,126	60,126	60,000	60,000	60,000	60,000	300,126
66	Police System Improvements	-	-	30,943	30,943	24,000	24,000	24,000	24,000	126,943
67	Warehouse II Repairs	18,146	23,721	-	41,867	-	-	-	-	41,867
68	Backup PSAP	149,000	14,000	-	163,000	-	-	-	-	163,000
69	Purchase of Fire Station 4 Building	1,912,113	1,352	2,300,000	4,213,465	560,000	400,000	-	-	5,173,465
70	MCI-Medical Response Trailer System	-	-	-	-	-	-	-	-	-
71	Power Assisted Stretchers	-	-	120,000	120,000	41,400	-	-	-	161,400
72	Radio System Replacement Matrix	-	-	100,730	100,730	200,799	290,220	295,026	299,451	1,186,226
<b>TOTAL PUBLIC SAFETY IMPROVEMENT PROJECTS</b>		<b>54,894,173</b>	<b>12,933,690</b>	<b>5,681,212</b>	<b>73,509,075</b>	<b>3,644,290</b>	<b>1,170,072</b>	<b>777,816</b>	<b>785,223</b>	<b>79,886,476</b>
<b>TRANSPORTATION &amp; RIGHT OF WAY IMPROVEMENT PROJECTS</b>										
73	Granada & Columbus Plazas Transportation Improvements	-	21,725	-	21,725	278,502	-	-	-	300,227
74	Installation of Bike Infrastructure	1,091,264	217,774	300,000	1,609,038	200,000	200,000	200,000	200,000	2,409,038
75	Multimodal Transportation Plan	-	83,427	-	83,427	-	-	-	-	83,427
76	Old Cutler Road Entry Feature	267,500	6,480	-	273,980	-	-	-	-	273,980
77	Citywide Alleyway Paving Improvements	200,042	122,940	-	322,982	250,000	250,000	250,000	250,000	1,322,982
78	Citywide Pedestrian Infrastructure Program	579,807	162,742	530,000	1,272,549	550,000	550,000	550,000	550,000	3,472,549
79	Citywide Street Resurfacing Program	23,052	160,555	540,000	723,607	600,000	600,000	600,000	600,000	3,123,607
80	Channel Markers Upgrade & Maintenance Program	30,093	-	15,000	45,093	15,000	15,000	15,000	15,000	105,093
81	Citywide Traffic Calming Program	610,102	71,611	350,000	1,031,713	350,000	350,000	350,000	350,000	2,431,713
82	Bridges & Waterway Repairs/Impr.	95,204	-	-	95,204	100,000	100,000	100,000	100,000	495,204
83	Bridge Painting Program	133,482	14,144	-	147,626	-	-	-	-	147,626
84	Biltmore Way Street Scape Improv.	80,000	-	-	80,000	410,000	400,000	-	-	890,000
85	Cartagena Circle Landscape Improv.	124,785	-	-	124,785	-	-	-	-	124,785
86	De Soto Fountain Traffic Circle	200,000	4,185	-	204,185	339,000	-	-	-	543,185
87	Miracle Mile Streetscape Improvements	852,477	201,014	-	1,053,491	-	-	-	-	1,053,491
88	Giralda Ave. Streetscape Improvements	70,862	104,691	-	175,553	-	-	-	-	175,553
89	Ponce de Leon Landscape - Phase III	1,673,500	90,245	-	1,763,745	300,000	-	-	-	2,063,745
90	Neighborhood Improvements North of SW 8th Street	281,250	-	200,000	481,250	200,000	200,000	200,000	200,000	1,281,250
91	Residential Waste Pit Restoration	83,742	100,003	-	183,745	75,000	75,000	75,000	75,000	483,745
92	Street Tree Succession Plan	409,501	-	200,000	609,501	200,000	200,000	100,000	100,000	1,209,501
93	Aragon Pedestrian Lighting Improvements	256,685	68,426	-	325,111	400,000	-	-	-	725,111
94	Decorative Street Lights	400,000	-	-	400,000	200,000	200,000	200,000	200,000	1,200,000
95	LED Street Lights Conversion	300,000	-	150,000	450,000	150,000	150,000	150,000	150,000	1,050,000
96	Monegro Crafts Section Street Ends	240,040	48,570	-	288,610	-	-	-	-	288,610
97	Alhambra Median Landscape Lighting	100,000	-	-	100,000	-	-	-	-	100,000
98	Monument Signage Program Improvements	545,593	5,656	250,000	801,249	250,000	250,000	150,000	150,000	1,601,249
99	Street Ends Beautification	-	-	200,000	200,000	100,000	100,000	100,000	100,000	600,000
100	Underline Bicycle and Pedestrian Bridge	-	-	-	-	250,000	250,000	250,000	-	750,000
101	8th Street Beautification	-	-	300,000	300,000	250,000	250,000	250,000	250,000	1,300,000
102	Acquisition of Gateways	-	-	-	-	500,000	500,000	500,000	500,000	2,000,000
103	North Ponce Streetscape	-	-	90,000	90,000	300,000	300,000	300,000	-	990,000
104	Alhambra Circle Bike Lanes	-	-	-	-	250,000	1,047,670	-	-	1,297,670
105	Last Mile Transit Stop Improvements	-	-	-	-	-	150,000	1,878,650	-	2,028,650
<b>TOTAL TRANSPORTATION &amp; RIGHT OF WAY PROJECTS</b>		<b>8,648,981</b>	<b>1,484,188</b>	<b>3,125,000</b>	<b>13,258,169</b>	<b>6,517,502</b>	<b>6,137,670</b>	<b>6,218,650</b>	<b>3,790,000</b>	<b>35,921,991</b>
<b>UTILITY REPAIRS/IMPROVEMENTS PROJECTS</b>										
106	Citywide Inflow & Infiltration Abatement	683,588	1,026,156	500,000	2,209,744	500,000	500,000	500,000	500,000	4,209,744
107	Station F Rehabilitation	78,696	61,633	-	140,329	-	-	-	-	140,329
108	Sanitary Sewer Major Repair	673,521	386,545	992,951	2,053,017	1,740,772	2,107,328	2,480,874	2,859,520	11,241,511
109	Cross-Connection Removal	75,124	249,136	200,000	524,260	200,000	200,000	200,000	200,000	1,324,260
110	Sanitary Sewer Volume Ordinance	1,702,713	21,965	-	1,724,678	-	-	-	-	1,724,678
111	Sewer Pipe Cameras	5,723	3,998	5,000	14,721	5,000	5,000	5,000	5,000	34,721
112	Pump Station 1 Cocoplum Upgrade	249,000	-	-	249,000	-	-	-	-	249,000
113	Station D Rehabilitation	-	-	-	-	800,000	-	-	-	800,000
114	Pump Station Remote Monitoring	-	-	-	-	400,000	600,000	-	-	1,000,000
115	Electronic Atlas and Model Update and Calibration	-	-	-	-	200,000	50,000	50,000	50,000	350,000
116	Journey's End Pump Station and Force Main Replacement	-	-	-	-	300,000	-	-	-	300,000
117	Stormwater System Improvement Program	188,335	101,764	400,000	690,099	400,000	400,000	400,000	400,000	2,290,099
118	Cocoplum Drainage Improvements	90,160	87,111	300,000	477,271	-	-	-	-	477,271
119	Canal Bank Stabilization	272,084	18,989	-	291,073	-	-	-	-	291,073
120	Sea Level Rise Mitigation Program	2,438,224	8,750	1,890,000	4,336,974	2,335,000	2,780,000	3,225,000	3,670,000	16,346,974
121	Stormwater Outfall Baffles	110,000	-	-	110,000	-	-	-	-	110,000
122	Waterways Dredging Evaluation	-	-	200,000	200,000	-	-	-	-	200,000
<b>TOTAL UTILITY REPAIRS/IMPROVEMENTS PROJECTS</b>		<b>6,567,168</b>	<b>1,966,047</b>	<b>4,487,951</b>	<b>13,021,166</b>	<b>6,880,772</b>	<b>6,642,328</b>	<b>6,860,874</b>	<b>7,684,520</b>	<b>41,089,660</b>
<b>TOTAL</b>		<b>\$ 88,877,026</b>	<b>\$ 22,494,498</b>	<b>\$ 24,796,223</b>	<b>\$ 136,167,747</b>	<b>\$ 36,684,405</b>	<b>\$ 43,658,689</b>	<b>\$ 26,184,535</b>	<b>\$ 23,718,997</b>	<b>\$ 266,414,373</b>

**CITY OF CORAL GABLES**  
**FISCAL YEAR 2019-2023 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
	2 0 1 9				2020	2021	2022	2023	
	PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
CAPITAL EQUIPMENT REPL/UPGRADES	\$ 1,692,808	\$ 1,114,480	\$ 2,111,002	\$ 4,918,290	\$ 2,322,002	\$ 2,421,002	\$ 1,950,002	\$ 1,950,002	\$ 13,561,298
FACILITY REPAIRS/IMPROVEMENTS	1,630,277	376,832	1,291,074	3,298,183	5,504,311	2,217,578	1,221,229	1,015,923	13,257,224
HISTORIC FACILITY RESTORATION	4,816,296	305,982	1,490,000	6,612,278	3,182,250	2,359,534	2,361,852	1,614,205	16,130,119
MOTOR POOL EQUIP REPL/ADDITIONS	674,684	2,027,179	3,606,762	6,308,625	3,380,910	3,440,076	3,500,277	3,561,532	20,191,420
PARKING IMPROVEMENTS	1,430,987	404,394	600,567	2,435,948	2,307,376	16,054,212	456,075	457,966	21,711,577
PARKS & RECREATION IMPROVEMENTS	8,521,652	1,881,706	2,402,655	12,806,013	2,944,992	3,216,217	2,837,760	2,859,626	24,664,608
PUBLIC SAFETY IMPROVEMENTS	54,894,173	12,933,690	5,681,212	73,509,075	3,644,290	1,170,072	777,816	785,223	79,886,476
TRANSPORTATION & RIGHT OF WAY	8,648,981	1,484,188	3,125,000	13,258,169	6,517,502	6,137,670	6,218,650	3,790,000	35,921,991
UTILITY REPAIR/IMPROVEMENTS	6,567,168	1,966,047	4,487,951	13,021,166	6,880,772	6,642,328	6,860,874	7,684,520	41,089,660
<b>TOTAL</b>	<b>\$ 88,877,026</b>	<b>\$ 22,494,498</b>	<b>\$ 24,796,223</b>	<b>\$ 136,167,747</b>	<b>\$ 36,684,405</b>	<b>\$ 43,658,689</b>	<b>\$ 26,184,535</b>	<b>\$ 23,718,997</b>	<b>\$ 266,414,373</b>

**PROJECT TYPE SUMMARY BY FUNDING SOURCE**

PROJECT TYPE	GEN CAP IMPR	NRP	ROADWAY	GOB	CG IMP FEES	STORM WATER	SANI SEWER	MOTOR POOL	TROLLEY	PARKING SYSTEM	GRANT & OTHER	FIVE-YEAR PROJECT TOTAL
CAPITAL EQUIPMENT REPL/UPGRADES	\$ 13,096,698	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 464,600	\$ -	\$ -	\$ -	\$ 13,561,298
FACILITY REPAIRS/IMPROVEMENTS	11,453,426	-	-	-	153,798	-	-	-	-	-	1,650,000	13,257,224
HISTORIC FACILITY RESTORATION	15,791,357	10,810	-	-	-	-	-	-	-	-	327,952	16,130,119
MOTOR POOL EQUIP REPL/ADDITIONS	-	-	-	-	-	-	-	20,191,420	-	-	-	20,191,420
PARKING IMPROVEMENTS	18,320,299	129,435	-	-	1,800,000	-	-	-	-	1,461,843	-	21,711,577
PARKS & RECREATION IMPROVEMENTS	18,683,656	1,134,070	-	181,817	2,665,065	-	-	-	-	-	2,000,000	24,664,608
PUBLIC SAFETY IMPROVEMENTS	22,253,456	-	-	1,461,864	3,989,102	-	-	-	340,000	-	51,842,054	79,886,476
TRANSPORTATION & RIGHT OF WAY	17,593,346	374,866	12,258,257	-	-	-	-	-	886,138	451,249	4,358,135	35,921,991
UTILITY REPAIR/IMPROVEMENTS	-	-	-	-	-	20,203,761	18,784,271	-	-	-	2,101,628	41,089,660
<b>TOTAL</b>	<b>\$ 117,192,238</b>	<b>\$ 1,649,181</b>	<b>\$ 12,258,257</b>	<b>\$ 1,643,681</b>	<b>\$ 8,607,965</b>	<b>\$ 20,203,761</b>	<b>\$ 18,784,271</b>	<b>\$ 20,656,020</b>	<b>\$ 1,226,138</b>	<b>\$ 1,913,092</b>	<b>\$ 62,279,769</b>	<b>\$ 266,414,373</b>

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

PROJECT TYPE	SPEC ASSESS	M-D IMP FEE	COUNTY GRANT	MDC GRANT	DEVELOPER FEE	HISTORIC ART	ART IN PUB. PLACES	PRIVATE GRANT	SUN STATE FINANCING	FEDERAL GRANT	STATE GRANT	FIVE-YEAR PROJECT TOTAL
CAPITAL EQUIPMENT REPL/UPGRADES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FACILITY REPAIRS/IMPROVEMENTS	-	-	-	-	-	-	-	50,000	1,600,000	-	-	1,650,000
HISTORIC FACILITY RESTORATION	-	-	107,275	-	-	150,000	70,252	-	-	-	425	327,952
MOTOR POOL EQUIP REPL/ADDITIONS	-	-	-	-	-	-	-	-	-	-	-	-
PARKING IMPROVEMENTS	-	-	-	-	-	-	-	-	-	-	-	-
PARKS & RECREATION IMPROVEMENTS	-	-	-	2,000,000	-	-	-	-	-	-	-	2,000,000
PUBLIC SAFETY IMPROVEMENTS	-	-	-	-	958,924	-	-	-	49,383,130	-	1,500,000	51,842,054
TRANSPORTATION & RIGHT OF WAY	29,700	1,663,745	-	597,670	-	-	835,309	-	231,711	1,000,000	-	4,358,135
UTILITY REPAIR/IMPROVEMENTS	-	-	-	-	-	-	-	-	1,927,842	-	173,786	2,101,628
<b>TOTAL</b>	<b>\$ 29,700</b>	<b>\$ 1,663,745</b>	<b>\$ 107,275</b>	<b>\$ 597,670</b>	<b>\$ 2,958,924</b>	<b>\$ 150,000</b>	<b>\$ 905,561</b>	<b>\$ 50,000</b>	<b>\$ 53,142,683</b>	<b>\$ 1,000,000</b>	<b>\$ 1,674,211</b>	<b>\$ 62,279,769</b>

**CITY OF CORAL GABLES**  
**FISCAL YEAR 2019-2023 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
	2019	2020	2021	2022	2023	
<b>CAPITAL EQUIPMENT REPL/UPGRADES</b>	\$ 193,000	\$ 208,000	\$ 401,000	\$ 209,000	\$ 209,000	\$ 1,028,000
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	193,000	208,000	209,000	209,000	209,000	1,028,000
<b>FACILITY REPAIRS/IMPROVEMENTS</b>	<b>66,000</b>	-	<b>66,000</b>	-	-	<b>66,000</b>
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	66,000	-	-	-	-	66,000
<b>HISTORIC FACILITY RESTORATION</b>	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-
<b>MOTOR POOL EQUIP REPL/ADDITIONS</b>	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-
<b>PARKING IMPROVEMENTS</b>	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-
<b>PARKS &amp; RECREATION IMPROVEMENTS</b>	<b>1,200</b>	<b>1,200</b>	<b>2,400</b>	<b>1,200</b>	<b>1,200</b>	<b>6,000</b>
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	1,200	1,200	1,200	1,200	1,200	6,000
<b>PUBLIC SAFETY IMPROVEMENTS</b>	<b>31,256</b>	<b>4,410</b>	<b>35,666</b>	<b>4,410</b>	<b>6,540</b>	<b>66,416</b>
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	31,256	4,410	19,800	4,410	6,540	66,416
<b>TRANSPORTATION &amp; RIGHT OF WAY</b>	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-
<b>UTILITY REPAIR/IMPROVEMENTS</b>	<b>25,000</b>	<b>25,000</b>	<b>50,000</b>	<b>25,000</b>	<b>25,000</b>	<b>125,000</b>
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	25,000	25,000	25,000	25,000	25,000	125,000
<b>TOTAL RELATED OPERATING COST</b>	<b>\$ 316,456</b>	<b>\$ 238,610</b>	<b>\$ 555,066</b>	<b>\$ 239,610</b>	<b>\$ 241,740</b>	<b>\$ 1,291,416</b>



**CITY OF CORAL GABLES**  
**PARK & RECREATION MAJOR REPAIR PROJECTS BY YEAR**

PROJECT NAME	FIVE-YEAR ESTIMATE								FIVE-YEAR PROJECT TOTAL
	2 0 1 9				2020	2021	2022	2023	
	PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
Acorn LED Lights at Phillips Park	\$ 28,241	\$ 7,223	\$ -	\$ 35,464	\$ -	\$ -	\$ -	\$ -	\$ 35,464
Blue Road Open Space Renovation	-	-	-	-	-	200,000	200,000	-	400,000
Fitness Trails	51,371	48,629	-	100,000	-	-	-	-	100,000
Granada Golf Course Improvements	204,088	-	-	204,088	-	-	-	-	204,088
Granada Golf Course Irrigation	-	-	100,000	100,000	-	-	-	-	100,000
Granada Golf Course Pro Shop	-	-	225,000	225,000	-	-	-	-	225,000
Granada Golf Maintenance Shop Renovation	-	-	-	-	-	165,000	-	-	165,000
Granada Golf Course Shelter Improvements	164,228	-	-	164,228	-	-	-	-	164,228
Granada Golf Course Turf Vacuum	14,000	-	-	14,000	-	-	-	-	14,000
Jaycee Park Playground Renovation	-	-	365,000	365,000	-	-	-	-	365,000
Kerdyk Family Park Playground Expansion	185,000	-	-	185,000	-	-	-	-	185,000
Kerdyk Family Park Trail Renovation	90,000	-	-	90,000	-	-	-	-	90,000
Lightning Protection System for Facilities	-	-	36,000	36,000	-	-	-	-	36,000
Nat Winokur Park Renovation	25,000	-	385,000	410,000	-	-	-	-	410,000
P&R Facilities Surveillance Systems	43,772	-	42,500	86,272	42,500	42,500	-	-	171,272
Park Basketball and Tennis Court Renovations	25	10,400	-	10,425	-	-	-	-	10,425
Park Furnishings	-	-	50,000	50,000	-	-	-	-	50,000
Parks & Recreation Master Plan	135,000	-	-	135,000	-	-	-	-	135,000
Phillips Park Renovation	385,000	-	-	385,000	-	-	-	-	385,000
Pierce Park Renovation	-	-	-	-	385,000	-	-	-	385,000
Resurfacing of Clay Courts	30,300	-	-	30,300	-	-	-	-	30,300
Rotary Park Lighting Addition	-	-	20,000	20,000	-	-	-	-	20,000
Salvadore Park Tennis Facility Renovation	-	-	-	-	-	250,000	400,000	400,000	1,050,000
Salvadore Park Playground Expansion	350,000	-	-	350,000	-	-	-	-	350,000
Salvadore Park Tennis Pro Shop Renovation	11,000	-	-	11,000	-	-	-	-	11,000
Salvadore Park Tennis Shade Addition	-	-	33,000	33,000	-	-	-	-	33,000
Venetian Pool Improvements	170,852	102,695	-	273,547	-	-	-	-	273,547
Venetian Pool Phase 5	-	-	-	-	165,000	600,000	-	-	765,000
Venetian Pool Phase 6	-	-	-	-	-	-	350,000	500,000	850,000
Venetian Pool Phase 6 Study	-	-	-	-	44,000	-	-	-	44,000
Venetian Pool Pump & Utilities Renovation	-	-	-	-	165,000	165,000	-	-	330,000
Youth Center Amenities Improvements	250,629	223,681	-	474,310	-	-	-	-	474,310
Youth Center Concessions Building Renovation	-	-	-	-	-	-	500,000	550,000	1,050,000
Youth Center Courtyard Improvements	-	-	-	-	350,000	-	-	-	350,000
Youth Center Fitness Center Renovation	-	-	77,581	77,581	-	-	-	-	77,581
Youth Center Indoor Gym Renovation	-	-	-	-	105,000	-	-	-	105,000
Youth Center Intercom & P.A. Replacement	-	-	60,000	60,000	-	-	-	-	60,000
Youth Center Master Plan	50,000	-	-	50,000	-	-	-	-	50,000
Youth Center Paint Exterior Building	-	-	-	-	50,000	-	-	-	50,000
Youth Center Phase 1 Improvements	24,143	21,690	-	45,833	-	-	-	-	45,833
Youth Center Structural Improvements	163,985	257,803	-	421,788	-	-	-	-	421,788
Youth Center & Grounds Improvements	81,333	6,673	-	88,006	-	-	-	-	88,006
Youth Center Field Resod & Irrigation	99	14,191	-	14,290	-	-	-	-	14,290
Unassigned	40,150	-	-	40,150	108,492	13,717	7,760	29,626	199,745
<b>TOTAL</b>	<b>\$ 2,498,216</b>	<b>\$ 692,985</b>	<b>\$ 1,394,081</b>	<b>\$ 4,585,282</b>	<b>\$ 1,414,992</b>	<b>\$ 1,436,217</b>	<b>\$ 1,457,760</b>	<b>\$ 1,479,626</b>	<b>\$ 10,373,877</b>

**CITY OF CORAL GABLES**  
**PARK & RECREATION MAJOR REPAIR PROJECTS BY YEAR**

PROJECT NAME	CURRENT STATUS
Acorn LED Lights at Phillips Park	COMPLETED - Installation of LED lights at Phillips Park has been completed.
Fitness Trails	Equipment for both Youth Center and Kerdyk and Family Park selected. Vendor selected. Youth Center equipment installation pending final permitting for start date.
Granada Golf Course Improvements	Course renovations completed including new greens, fairways and tee boxes. Phase 2 for FY19 – will include replacement of rain shelters and
Kerdyk Family Park Playground Expansion	Community input complete and initial playground designs have been completed.
Kerdyk Family Park Trail Renovation	Community meeting complete, vendor selected and pending installation.
Parks & Recreation Master Plan	Parks Master Plan has gone back out for bid and includes Youth Center Master Plan. Process should commence in Fall of 2018.
Park Basketball and Tennis Court Renovations	COMPLETED - Court renovations for Youth Center complete. Jaycee Park courts were also completed.
P&R Facilities Surveillance Systems	Surveillance systems have been completed at the Youth Center, and Adult Activity Center. Surveillance cameras have been installed at Venetian Pool and Alarm system improvements have been completed at Granada Maintenance Shop. Process underway for surveillance system at Biltmore Tennis Center to coincide with renovation project. Camera installation at Granada Golf Maintenance Shop has been completed.
Park Furnishings	60 furnishings (18 benches, 18 trash cans, and 24 picnic tables) purchased and installed at 9 neighborhood parks. Ongoing replacement matrix.
Phillips Park Renovation	Tennis Court and Basketball courts completed with the use of grant funds. Perimeter entrances and gates painted and repaired. Dugouts, pavilions and restroom building painted and repaired.
Pierce Park Renovation	Playground spring rockers and playground installation completed. Phase 2 schedule of park improvements to be determined.
Nat Winokur Park Renovation	Initial Design Development Phase on schedule for 2019. Pending discussions with Underline project.
Resurfacing of Clay Courts	COMPLETED - All clay courts at Salvadore Park Tennis Center have been resurfaced.
Salvadore Park Playground Expansion	Project on schedule for 2019.
Salvadore Park Tennis Pro Shop Renovation	Project Manager assigned. May be postponed to be included in future building renovation slated for 2020.
Venetian Pool Improvements	Temporary pool bottom painting completed, fountain restoration completed, concrete bottom repairs and expansion joint repairs completed. Perimeter fencing and stucco repairs completed. Expansion of staff parking lot and landscaping to south side nearing completion. Vessel repair investigation and material testing to start in FY19. Permanent Vessel and pool bottom repairs to be completed in the future.
Youth Ctr Field Resod & Irrigation	COMPLETED - Irrigation & drainage replaced and field resod - Ongoing maintenance
Youth Ctr & Grounds Improvements	COMPLETED - Chain link field perimeter completed, flat roof repairs completed, field complex exterior iron and concrete work complete - Tile Roof Repairs Pending
Youth Center Structural Improv.	Contractor Awarded - Construction to start in April 2018 - Indoor and outdoor playgrounds final design approved based on community and advisory board input.
Youth Center Amenities Improv.	Pending award of contractor for Gymnastics equipment replacement. Contractor for carpet replacement awarded. Project to be completed by August 2018.
Youth Center Phase 1	COMPLETED - First Phase of Pavilion repairs and lighting improvements. Second phase to include renovation of courtyard, removal of existing palm trees, installation of a shade sail and artificial turf as a mix use activity area.
Youth Center Master Plan	Included as part of the Parks Master Plan. Currently out for bid. Process should commence in Fall of 2018

**CITY OF CORAL GABLES**  
**BUILDING THE VEHICLE REPLACEMENT BUDGET (With CPI)**  
Based on \$35M Current Fleet Replacement Value and Useful Life from 8 to 20 Years

ANNUAL VEHICLE REPLACEMENT REQUIREMENTS ADJUSTED BY ANNUAL CPI								
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Vehicle Replacement Requirements	\$ 3,100,000	\$ 3,100,000	\$ 3,154,250	\$ 3,209,449	\$ 3,549,614	\$ 3,322,762	\$ 3,380,910	\$ 3,440,076
CPI Adjustment @ 1.75%	-	54,250	55,199	56,165	57,148	58,148	59,166	60,201
<b>Adjusted Vehicle Replacement Requirements</b>	<b>\$ 3,100,000</b>	<b>\$ 3,154,250</b>	<b>\$ 3,209,449</b>	<b>\$ 3,265,614</b>	<b>\$ 3,606,762</b>	<b>\$ 3,380,910</b>	<b>\$ 3,440,076</b>	<b>\$ 3,500,277</b>

ANNUAL CALCULATION OF INCREASE TO PRIOR YEAR REPLACEMENT BUDGET								
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Vehicle Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ 1,413,000	\$ 1,923,000	\$ 2,202,250	\$ 2,482,449	\$ 2,763,614	\$ 3,045,762	\$ 3,328,910	\$ 3,440,076
Increase to Base - (By Elim. Lease Payments Budget)	285,000	-	-	-	-	-	-	-
Incremental Increase to Base - (From Oper. Rev.)	225,000	225,000	225,000	225,000	225,000	225,000	52,000	-
CPI Adjustment @1.75% - (From Oper. Rev.)	-	54,250	55,199	56,165	57,148	58,148	59,166	60,201
Net Increase to Prior Year Distributed Cost	225,000	279,250	280,199	281,165	282,148	283,148	111,166	60,201
<b>Net Replacement Cost From Operating Revenue</b>	<b>1,923,000</b>	<b>2,202,250</b>	<b>2,482,449</b>	<b>2,763,614</b>	<b>3,045,762</b>	<b>3,328,910</b>	<b>3,440,076</b>	<b>3,500,277</b>
<b>% of Budget Funded by Operating Revenue</b>	<b>62%</b>	<b>70%</b>	<b>77%</b>	<b>85%</b>	<b>84%</b>	<b>98%</b>	<b>100%</b>	<b>100%</b>
Planned Use of Motor Pool Fund Balance	1,177,000	952,000	727,000	502,000	561,000	52,000	-	-
<b>Annual Vehicle Replacement Budget</b>	<b>\$ 3,100,000</b>	<b>\$ 3,154,250</b>	<b>\$ 3,209,449</b>	<b>\$ 3,265,614</b>	<b>\$ 3,606,762</b>	<b>\$ 3,380,910</b>	<b>\$ 3,440,076</b>	<b>\$ 3,500,277</b>

USE OF FUND BALANCE								
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Beginning Fund Balance @ 9/30/13	\$ 9,959,381	\$ 6,126,844	\$ 5,319,844	\$ 4,772,844	\$ 4,485,844	\$ 4,174,844	\$ 4,407,844	\$ 4,727,844
Projected Annual surplus (Budgetary) *	110,000	145,000	180,000	215,000	250,000	285,000	320,000	355,000
Planned Use of Fund Balance								
Payoff of Current Debt Principal	2,765,537	-	-	-	-	-	-	-
Annual Planned Use of Fund Balance **	1,177,000	952,000	727,000	502,000	561,000	52,000	-	-
<b>Ending Fund Balance - Projected</b>	<b>\$ 6,126,844</b>	<b>\$ 5,319,844</b>	<b>\$ 4,772,844</b>	<b>\$ 4,485,844</b>	<b>\$ 4,174,844</b>	<b>\$ 4,407,844</b>	<b>\$ 4,727,844</b>	<b>\$ 5,082,844</b>

\* Assumes a reduction of repair parts budget and Fleet staffing as more and more of the fleet is replaced and under factory warranty.

\*\* Planned use of Fund Balance in FY19 of \$284,000 for one-time purchases.

**CITY OF CORAL GABLES**  
**BUILDING THE IT EQUIPMENT REPLACEMENT BUDGET**  
Based on \$10.2M Current IT Equipment Replacement Value and Useful Life from 2 to 10 Years

ANNUAL IT EQUIPMENT REPLACEMENT REQUIREMENTS							
	FY15	FY16	FY17	FY18	FY19	FY20	FY21
IT Equipment Replacement Requirements	\$ 900,000	\$ 1,131,900	\$ 1,262,308	\$ 1,262,308	\$ 1,550,002	\$ 1,550,002	\$ 1,550,002
CPI Adjustment @ 0.0% *	-	-	-	-	-	-	-
<b>Adjusted IT Equipment Replacement Requirements</b>	<b>\$ 900,000</b>	<b>\$ 1,131,900</b>	<b>\$ 1,262,308</b>	<b>\$ 1,262,308</b>	<b>\$ 1,550,002</b>	<b>\$ 1,550,002</b>	<b>\$ 1,550,002</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY15	FY16	FY17	FY18	FY19	FY20	FY21
IT Equipment Replacement Budget - Base Distributed Cost <i>(From Prior Year Recurring Revenues)</i>	\$ 456,000	\$ 500,000	\$ 806,900	\$ 906,900	\$ 1,006,900	\$ 1,394,594	\$ 1,494,594
Incremental Increase to Base - <i>(From Oper. Revenue)</i>	44,000	306,900	100,000	100,000	387,694	100,000	55,408
<b>Net Replacement Cost From Operating Revenue</b>	<b>500,000</b>	<b>806,900</b>	<b>906,900</b>	<b>1,006,900</b>	<b>1,394,594</b>	<b>1,494,594</b>	<b>1,550,002</b>
<i>% of Budget Funded by Operating Revenue</i>	<i>56%</i>	<i>71%</i>	<i>72%</i>	<i>80%</i>	<i>90%</i>	<i>96%</i>	<i>100%</i>
Use of Fund Balance **	400,000	325,000	355,408	255,408	155,408	55,408	-
<b>Annual IT Equipment Replacement Budget</b>	<b>\$ 900,000</b>	<b>\$ 1,131,900</b>	<b>\$ 1,262,308</b>	<b>\$ 1,262,308</b>	<b>\$ 1,550,002</b>	<b>\$ 1,550,002</b>	<b>\$ 1,550,002</b>

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

\*\* Total use of fund balance = \$1,546,632 over 6 fiscal years

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

ANNUAL PARKS & REC. FACILITY & EQUIPMENT REPLACEMENT REQUIREMENTS							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
P&R FAC & Equipment Replacement Requirements	\$ 1,333,183	\$ 1,333,183	\$ 1,353,181	\$ 1,373,479	\$ 1,394,081	\$ 1,414,992	\$ 1,436,217
CPI Adjustment @1.5%	-	19,998	20,298	20,602	20,911	21,225	21,543
<b>Adjusted P&amp;R FAC &amp; Equip Replacement Requirements</b>	<b>\$ 1,333,183</b>	<b>\$ 1,353,181</b>	<b>\$ 1,373,479</b>	<b>\$ 1,394,081</b>	<b>\$ 1,414,992</b>	<b>\$ 1,436,217</b>	<b>\$ 1,457,760</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Parks & Rec. Facility & Equip. Replacement Budget - Base Budget <i>(From Prior Year Recurring Revenues)</i>	\$ 200,000	\$ 200,000	\$ 419,998	\$ 640,296	\$ 860,898	\$ 1,081,809	\$ 1,303,034
Incremental Increase to Base - <i>(From Oper. Revenue)</i>		200,000	200,000	200,000	200,000	200,000	133,183
CPI Adjustment @1.5% *	-	19,998	20,298	20,602	20,911	21,225	21,543
<b>Net Replacement Cost From Operating Revenue</b>	<b>200,000</b>	<b>419,998</b>	<b>640,296</b>	<b>860,898</b>	<b>1,081,809</b>	<b>1,303,034</b>	<b>1,457,760</b>
<i>% of Budget Funded by Operating Revenue</i>	<i>15%</i>	<i>31%</i>	<i>47%</i>	<i>62%</i>	<i>76%</i>	<i>91%</i>	<i>100%</i>
Use of Fund Balance *	1,133,183	933,183	733,183	533,183	333,183	133,183	-
<b>Annual Parks &amp; Rec. Fac. &amp; Equip. Replacement Budget</b>	<b>\$ 1,333,183</b>	<b>\$ 1,353,181</b>	<b>\$ 1,373,479</b>	<b>\$ 1,394,081</b>	<b>\$ 1,414,992</b>	<b>\$ 1,436,217</b>	<b>\$ 1,457,760</b>

\* Total use of fund balance = \$3,799,098 over 6 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**

	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Roof Equipment Replacement Requirements	\$ 425,000	\$ 425,000	\$ 431,375	\$ 270,218	\$ 270,218	\$ 274,271	\$ 278,385
CPI Adjustment @1.5%	-	6,375	6,471	-	4,053	4,114	4,176
<b>Adjusted Roof Replacement Requirements</b>	<b>\$ 425,000</b>	<b>\$ 431,375</b>	<b>\$ 437,846</b>	<b>\$ 270,218</b>	<b>\$ 274,271</b>	<b>\$ 278,385</b>	<b>\$ 282,561</b>

**ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET**

	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Roof Replacement Budget - Base Budget (From Prior Year Recurring Revenues)	\$ 65,000	\$ 65,000	\$ 136,375	\$ 207,846	\$ 270,218	\$ 274,271	\$ 278,385
Incremental Increase to Base - (From Oper. Revenue)		65,000	65,000	62,372	-	-	-
CPI Adjustment @1.5% - (From Oper. Rev.)	-	6,375	6,471	-	4,053	4,114	4,176
<b>Net Replacement Cost From Operating Revenue</b>	<b>65,000</b>	<b>136,375</b>	<b>207,846</b>	<b>270,218</b>	<b>274,271</b>	<b>278,385</b>	<b>282,561</b>
<i>% of Budget Funded by Operating Revenue</i>	<i>15%</i>	<i>32%</i>	<i>48%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>
Planned Use of Fund Balance *	360,000	295,000	223,529	-	-	-	-
<b>Annual Roof Replacement Budget</b>	<b>\$ 425,000</b>	<b>\$ 431,375</b>	<b>\$ 431,375</b>	<b>\$ 270,218</b>	<b>\$ 274,271</b>	<b>\$ 278,385</b>	<b>\$ 282,561</b>

\* Total planned use of fund balance = \$1,171,961 over 6 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**

	FY16	FY17	FY18	FY19	FY20	FY21	FY22
HVAC Replacement Requirements	\$ 150,000	\$ 150,000	\$ 152,250	\$ 184,237	\$ 184,237	\$ 187,001	\$ 189,806
CPI Adjustment @1.5%	-	2,250	2,284	-	2,764	2,805	2,847
<b>Adjusted HVAC Replacement Requirements</b>	<b>\$ 150,000</b>	<b>\$ 152,250</b>	<b>\$ 154,534</b>	<b>\$ 184,237</b>	<b>\$ 187,001</b>	<b>\$ 189,806</b>	<b>\$ 192,653</b>

**ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET**

	FY16	FY17	FY18	FY19	FY20	FY21	FY22
HVAC Replacement Budget - Base Budget (From Prior Year Recurring Revenues)	\$ 22,000	\$ 22,000	\$ 46,250	\$ 70,534	\$ 99,534	\$ 131,298	\$ 163,103
Incremental Increase to Base - (From Oper. Revenue)		22,000	22,000	29,000	29,000	29,000	26,703
CPI Adjustment @1.5% - (From Oper. Rev.)	-	2,250	2,284	-	2,764	2,805	2,847
<b>Net Replacement Cost From Operating Revenue</b>	<b>22,000</b>	<b>46,250</b>	<b>70,534</b>	<b>99,534</b>	<b>131,298</b>	<b>163,103</b>	<b>192,653</b>
<i>% of Budget Funded by Operating Revenue</i>	<i>15%</i>	<i>30%</i>	<i>46%</i>	<i>54%</i>	<i>70%</i>	<i>86%</i>	<i>100%</i>
Planned Use of Fund Balance *	128,000	106,000	81,716	84,703	55,703	26,703	-
<b>Annual HVAC Replacement Budget</b>	<b>\$ 150,000</b>	<b>\$ 152,250</b>	<b>\$ 152,250</b>	<b>\$ 184,237</b>	<b>\$ 187,001</b>	<b>\$ 189,806</b>	<b>\$ 192,653</b>

\* Total planned use of fund balance = \$433,398 over 6 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							
	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Fire Equipment Replacement Requirements	\$ 184,529	\$ 184,529	\$ 187,297	\$ 190,106	\$ 192,958	\$ 195,852	\$ 198,790
CPI Adjustment @ 1.5%	-	2,768	2,809	2,852	2,894	2,938	2,982
<b>Adjusted Fire Equipment Replacement Requirements</b>	<b>\$ 184,529</b>	<b>\$ 187,297</b>	<b>\$ 190,106</b>	<b>\$ 192,958</b>	<b>\$ 195,852</b>	<b>\$ 198,790</b>	<b>\$ 201,772</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Fire Equipment Replacement Budget - Base Distributed Cost <i>(From Prior Year Recurring Revenues)</i>	\$ -	\$ 30,000	\$ 60,000	\$ 90,000	\$ 120,000	\$ 150,000	\$ 180,000
Incremental Increase to Base - <i>(From Oper. Revenue)</i>	30,000	30,000	30,000	30,000	30,000	30,000	21,772
CPI Adjustment @1.5% - <i>(From Oper. Rev.)</i>	-	2,768	2,809	2,852	2,894	2,938	2,982
<b>Net Replacement Cost From Operating Revenue</b>	<b>30,000</b>	<b>60,000</b>	<b>90,000</b>	<b>120,000</b>	<b>150,000</b>	<b>180,000</b>	<b>201,772</b>
<i>% of Budget Funded by Operating Revenue</i>	<i>16%</i>	<i>32%</i>	<i>47%</i>	<i>62%</i>	<i>77%</i>	<i>91%</i>	<i>100%</i>
Planned Use of Fund Balance *	154,529	127,297	100,106	72,958	45,852	18,790	-
<b>Annual Fire Equipment Replacement Budget</b>	<b>\$ 184,529</b>	<b>\$ 187,297</b>	<b>\$ 190,106</b>	<b>\$ 192,958</b>	<b>\$ 195,852</b>	<b>\$ 198,790</b>	<b>\$ 201,772</b>

\* Total planned use of fund balance = \$519,532 over 6 fiscal years

**CITY OF CORAL GABLES**  
**BUILDING THE PARKING EQUIPMENT REPLACEMENT BUDGET**  
Based on Current Parking Equipment Replacement Value and Useful Life from 10 to 20 Years

ANNUAL PARKING EQUIPMENT REPLACEMENT REQUIREMENTS							
	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Parking Equipment Replacement Requirements	\$ 117,030	\$ 117,030	\$ 118,785	\$ 120,567	\$ 122,376	\$ 124,212	\$ 126,075
CPI Adjustment @ 1.5%	-	1,755	1,782	1,809	1,836	1,863	1,891
<b>Adjusted Parking Equipment Replacement Requirements</b>	<b>\$ 117,030</b>	<b>\$ 118,785</b>	<b>\$ 120,567</b>	<b>\$ 122,376</b>	<b>\$ 124,212</b>	<b>\$ 126,075</b>	<b>\$ 127,966</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Parking Equipment Replacement Budget - Base Distributed Cost <i>(From Prior Year Recurring Revenues)</i>	\$ -	\$ 20,000	\$ 40,000	\$ 60,000	\$ 80,000	\$ 100,000	\$ 120,000
Incremental Increase to Base - <i>(From Oper. Revenue)</i>	20,000	20,000	20,000	20,000	20,000	20,000	7,966
CPI Adjustment @1.5% - <i>(From Oper. Rev.)</i>	-	1,755	1,782	1,809	1,836	1,863	1,891
<b>Net Replacement Cost From Operating Revenue</b>	<b>20,000</b>	<b>40,000</b>	<b>60,000</b>	<b>80,000</b>	<b>100,000</b>	<b>120,000</b>	<b>127,966</b>
<i>% of Budget Funded by Operating Revenue</i>	<i>17%</i>	<i>34%</i>	<i>50%</i>	<i>65%</i>	<i>81%</i>	<i>95%</i>	<i>100%</i>
Planned Use of Fund Balance *	97,030	78,785	60,567	42,376	24,212	6,075	-
<b>Annual Parking Equipment Replacement Budget</b>	<b>\$ 117,030</b>	<b>\$ 118,785</b>	<b>\$ 120,567</b>	<b>\$ 122,376</b>	<b>\$ 124,212</b>	<b>\$ 126,075</b>	<b>\$ 127,966</b>

\* Total planned use of fund balance = \$309,045 over 6 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							
	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Elevator Equipment Replacement Requirements	\$ 115,000	\$ 115,000	\$ 70,200	\$ 70,200	\$ 70,200	\$ 70,200	\$ 70,200
One-Time funds to cover immediate need	-	-	375,670	154,944	198,424	44,341	234,102
CPI Adjustment @ 1.5%	-	1,725	1,751	6,714	3,478	4,082	1,779
<b>Adjusted Elevator Equipment Replacement Requirements</b>	<b>\$ 115,000</b>	<b>\$ 116,725</b>	<b>\$ 447,621</b>	<b>\$ 231,858</b>	<b>\$ 272,102</b>	<b>\$ 118,623</b>	<b>\$ 306,081</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Elevator Equipment Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ -	\$ 20,000	\$ 41,725	\$ 63,476	\$ 70,200	\$ 73,678	\$ 77,760
Incremental Increase to Base - (From Oper. Revenue)	20,000	20,000	20,000	10	-	-	-
CPI Adjustment @1.5% - (From Oper. Rev.)	-	1,725	1,751	6,714	3,478	4,082	1,779
<b>Net Replacement Cost From Operating Revenue</b>	<b>20,000</b>	<b>41,725</b>	<b>63,476</b>	<b>70,200</b>	<b>73,678</b>	<b>77,760</b>	<b>79,539</b>
% of Budget Funded by Operating Revenue	17%	36%	14%	30%	27%	66%	26%
Planned Use of Fund Balance *	95,000	75,000	384,145	161,658	198,424	40,863	226,542
<b>Annual Elevator Equipment Replacement Budget</b>	<b>\$ 115,000</b>	<b>\$ 116,725</b>	<b>\$ 447,621</b>	<b>\$ 231,858</b>	<b>\$ 272,102</b>	<b>\$ 118,623</b>	<b>\$ 306,081</b>

\* Total planned use of fund balance = \$1,181,632 over 7 fiscal years

\* Total planned 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							
	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Fountains & Entrances Replacement Requirements	\$ 150,000	\$ 150,000	\$ 152,250	\$ 154,534	\$ 156,852	\$ 159,205	\$ 161,593
CPI Adjustment @ 1.5%	-	2,250	2,284	2,318	2,353	2,388	2,424
<b>Adjusted Fountains &amp; Entrances Replacement Requirements</b>	<b>\$ 150,000</b>	<b>\$ 152,250</b>	<b>\$ 154,534</b>	<b>\$ 156,852</b>	<b>\$ 159,205</b>	<b>\$ 161,593</b>	<b>\$ 164,017</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Fountains & Entrances Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ -	\$ 25,000	\$ 52,250	\$ 79,534	\$ 106,852	\$ 134,205	\$ 161,593
Incremental Increase to Base - (From Oper. Revenue)	25,000	25,000	25,000	25,000	25,000	25,000	-
CPI Adjustment @1.5% - (From Oper. Rev.)	-	2,250	2,284	2,318	2,353	2,388	2,424
<b>Net Replacement Cost From Operating Revenue</b>	<b>25,000</b>	<b>52,250</b>	<b>79,534</b>	<b>106,852</b>	<b>134,205</b>	<b>161,593</b>	<b>164,017</b>
% of Budget Funded by Operating Revenue	17%	34%	51%	68%	84%	100%	100%
Use of Fund Balance *	125,000	100,000	75,000	50,000	25,000	-	-
<b>Annual Fountains &amp; Entrances Replacement Budget</b>	<b>\$ 150,000</b>	<b>\$ 152,250</b>	<b>\$ 154,534</b>	<b>\$ 156,852</b>	<b>\$ 159,205</b>	<b>\$ 161,593</b>	<b>\$ 164,017</b>

\* Total use of fund balance = \$375,000 over 5 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**

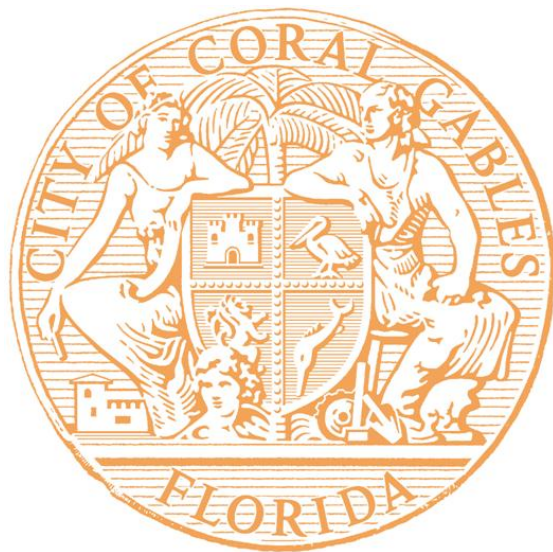
	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>
Radio Equipment Replacement Requirements	\$ 100,730	\$ 199,288	\$ 287,208	\$ 290,673	\$ 295,026	\$ 299,451	\$ 303,943
CPI Adjustment @ 1.5%	-	1,511	3,012	4,353	4,425	4,492	4,559
<b>Adjusted Radio Equipment Replacement Requirements</b>	<b>\$ 100,730</b>	<b>\$ 200,799</b>	<b>\$ 290,220</b>	<b>\$ 295,026</b>	<b>\$ 299,451</b>	<b>\$ 303,943</b>	<b>\$ 308,502</b>

**ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET**

	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>
Radio Equipment Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ -	\$ 100,730	\$ 200,799	\$ 290,220	\$ 295,026	\$ 299,451	\$ 303,943
Incremental Increase to Base - <i>(From Oper. Revenue)</i>	100,730	98,558	86,409	453	-	-	-
Annual CPI Adjustment - <i>(From Oper. Rev.)</i>	-	1,511	3,012	4,353	4,425	4,492	4,559
<b>Net Replacement Cost From Operating Revenue</b>	<b>100,730</b>	<b>200,799</b>	<b>290,220</b>	<b>295,026</b>	<b>299,451</b>	<b>303,943</b>	<b>308,502</b>
<b>% of Budget Funded by Operating Revenue</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Planned Use of Fund Balance *	-	-	-	-	-	-	-
<b>Annual Radio Equipment Replacement Budget</b>	<b>\$ 100,730</b>	<b>\$ 200,799</b>	<b>\$ 290,220</b>	<b>\$ 295,026</b>	<b>\$ 299,451</b>	<b>\$ 303,943</b>	<b>\$ 308,502</b>

\* Total use of fund balance = \$0 over 7 fiscal years





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## 2018-2019 BUDGET

### DEBT ADMINISTRATION

As of October 1, 2018 the City will have \$130 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.

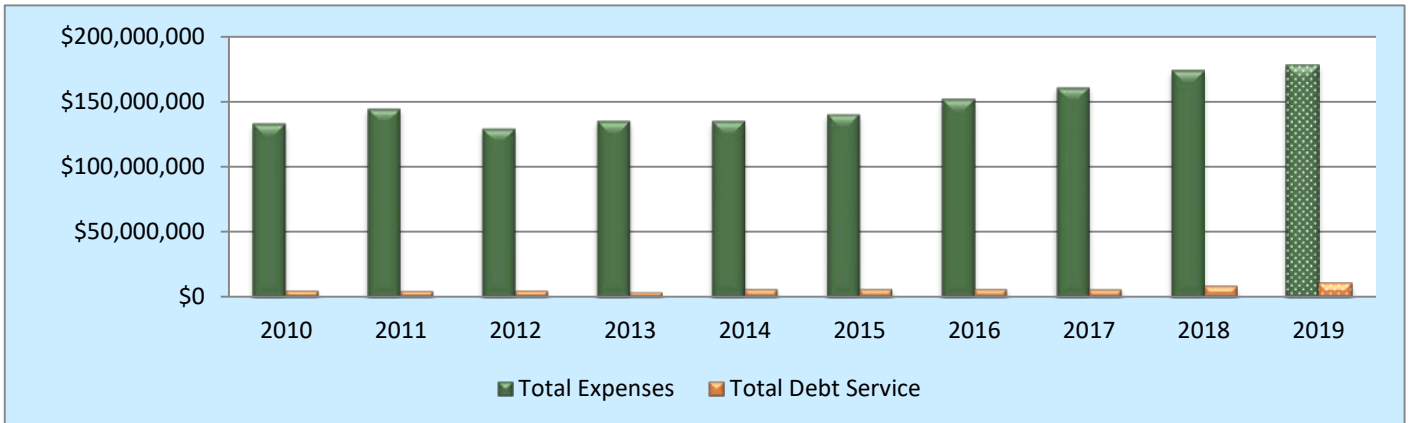
### LEGAL DEBT MARGIN

The City's budgetary policy is to keep bond debt service under 8% of total expenses. As of October 1, 2017 the City's net bond debt services is well within the policy debt limit. Debt service represents **5.9%** percent of total expenses (operating and debt expense).

### SUMMARY OF OUTSTANDING DEBT

<u>SERIES</u>	<u>MATURES</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
Series 2011C	10/01/32	\$ 3,390,000	\$ 1,362,000	\$ 4,752,000
Series 2013A	10/01/28	13,205,000	1,819,020	15,024,020
Series 2013B	10/01/28	3,390,000	679,143	4,069,143
Series 2014	10/01/24	2,735,000	289,345	3,024,345
Series 2015B	10/01/30	5,385,000	915,846	6,300,846
Series 2016A	04/01/37	16,645,000	6,966,026	23,611,026
Series 2016B	04/01/37	4,295,000	1,426,388	5,721,388
Series 2016C	04/01/19	290,000	5,800	295,800
Series 2018A	10/01/47	48,015,000	35,017,939	83,032,939
Series 2018B	10/01/31	32,620,000	9,464,719	42,084,719
<b>Total Projects</b>		<b>\$ 129,970,000</b>	<b>\$ 57,946,226</b>	<b>\$ 187,916,226</b>

### DEBT SERVICE COMPARED TO TOTAL EXPENSES



<u>Fiscal Year</u>	<u>Total Expenses</u>	<u>Total Debt Service</u>	<u>% of Total Expenditures</u>
2010	\$ 133,525,948	\$ 4,540,163	3.4%
2011	144,839,523	4,380,857	3.0%
2012	129,584,898	4,736,973	3.7%
2013	135,296,925	3,346,225	2.5%
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	161,283,887	5,561,394	3.4%
2018	174,261,430	8,315,613	4.8%
2019	177,963,220	10,519,207	5.9%

**2018-2019 BUDGET**  
**DEBT ADMINISTRATION - PURPOSE OF BONDS/LOANS**

SPECIAL REVENUE SERIES	ISSUE DATE	PURPOSE/USE	MATURITY DATE	INTEREST RATE	OUTSTANDING PRINCIPAL
Series 2011C	06/30/11	Refunded Bond Series 2006 (\$1.2M) - 427 Bldg. Improvements. Refunded Bond Series 2007 (\$3.2M) - Biltmore Golf Course Improvements.	10/01/32	1.57%	\$ 3,390,000
Series 2013A	02/28/13	Refunded Portion of Series 2004A (\$7.5M) - IT Equipment, EDEN Applications, Various Capital Projects. 'Refunded Portion of Series 2004 (\$9M) - Construction of Museum Parking Garage.	10/01/28	2.40%	13,205,000
Series 2013B	02/28/13	Refunded Portion of Series 2004B (\$4.4M) - IT Equipment, EDEN Applications, Various Capital Projects, Country Club Renovations.	10/01/28	3.43%	3,390,000
Series 2014	08/12/14	Sewer System Improvements	10/01/24	2.42%	2,735,000
Series 2015B	12/19/14	New radio system and replacement of the microwave relay system.	10/01/30	2.50%	5,385,000
Series 2016A	04/28/16	Miracle Mile Streetscape	04/01/37	2.92%	16,645,000
Series 2016B	04/28/16	Giralda Streetscape	04/01/37	3.05%	4,295,000
Series 2016C	02/26/16	Taxable Loan for the Streetscape Project	04/01/19	2.00%	290,000
Series 2018A	04/28/16	Public Safety Building with attached garage	04/01/48	3.64%	48,015,000
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%	32,620,000
<b>Grand Total</b>					<b>\$ 129,970,000</b>

**CITY OF CORAL GABLES  
DEBT SERVICE SCHEDULES  
2018-2019 BUDGET ESTIMATE**

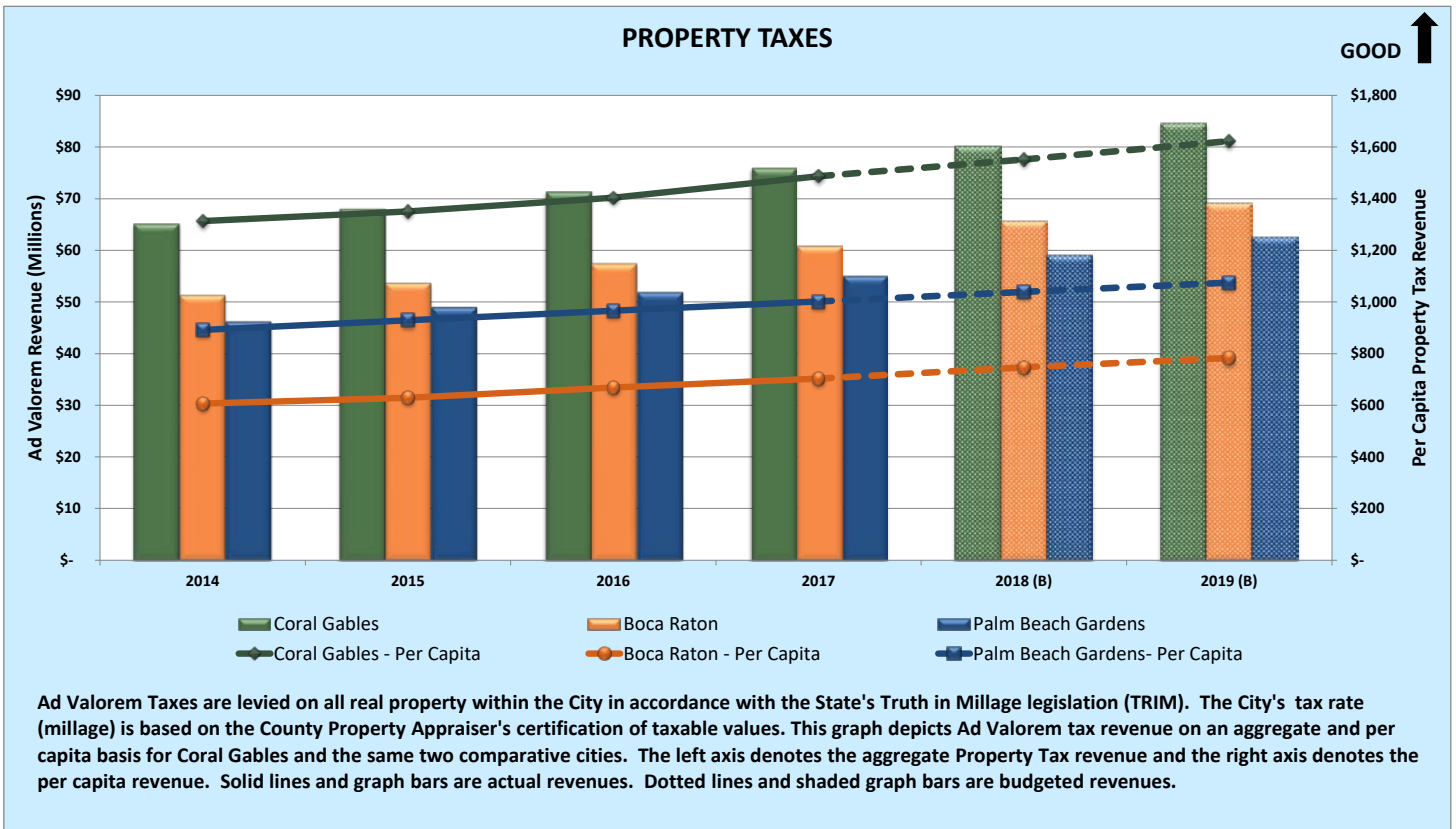
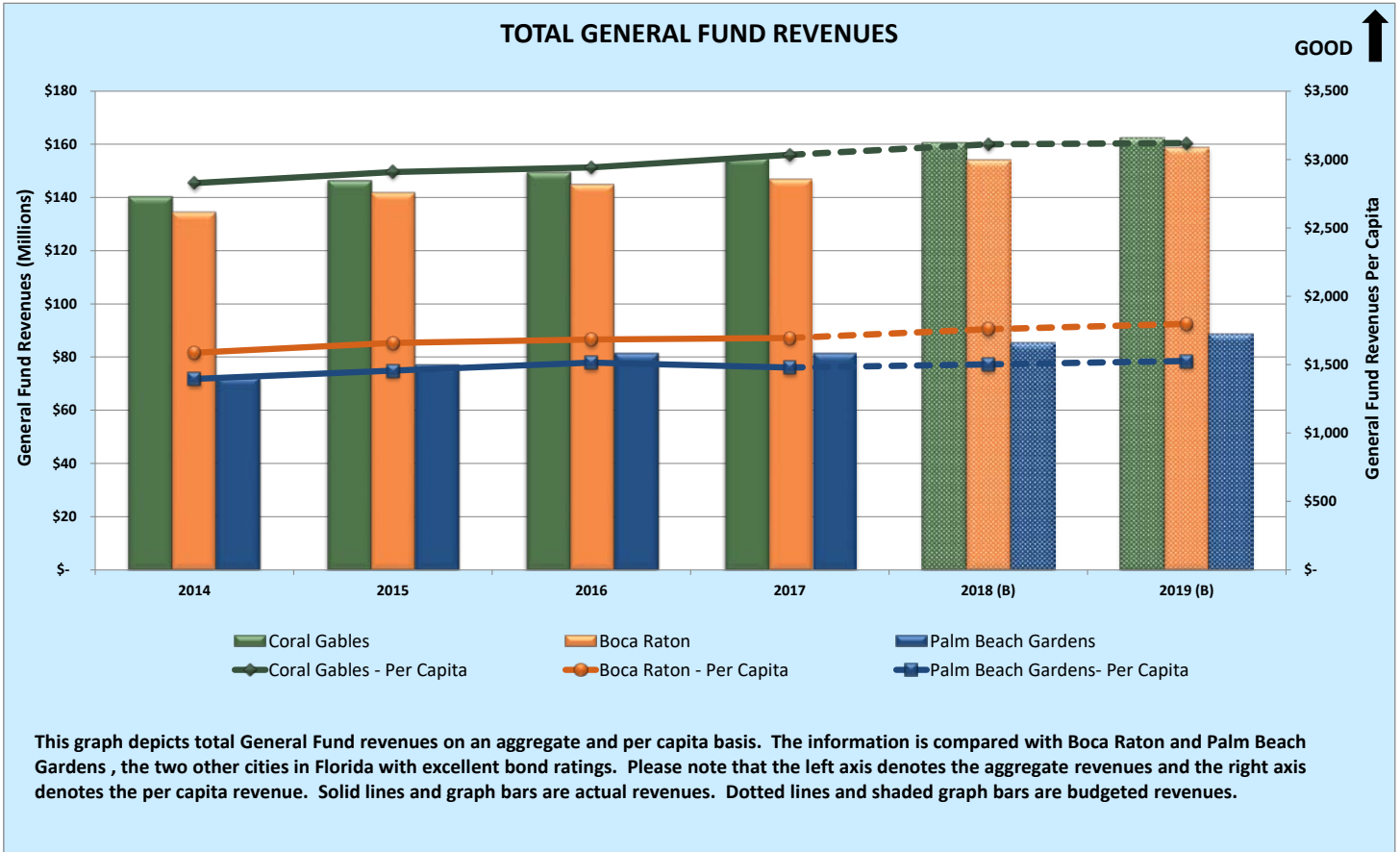
PAYMENT DUE	SERIES 2011C		SERIES 2013A		SERIES 2013B		SERIES 2014	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2018	\$ 180,000	\$ 165,000	\$ 1,060,000	\$ 304,200	\$ 260,000	\$ 111,819	\$ 365,000	\$ 75,075
10/1/2019	185,000	155,875	1,090,000	278,400	265,000	102,815	370,000	64,266
10/1/2020	190,000	146,500	1,115,000	251,940	275,000	93,554	380,000	53,236
10/1/2021	200,000	136,750	1,140,000	224,880	290,000	83,864	390,000	41,913
10/1/2022	205,000	126,625	1,170,000	197,160	300,000	73,745	400,000	30,295
10/1/2023	210,000	116,250	1,195,000	168,780	300,000	63,455	410,000	18,383
10/1/2024	220,000	105,500	1,225,000	139,740	315,000	52,908	420,000	6,177
10/1/2025	225,000	94,375	1,260,000	109,920	330,000	41,846	-	-
10/1/2026	235,000	82,875	1,280,000	79,440	340,000	30,355	-	-
10/1/2027	245,000	70,875	1,315,000	48,300	350,000	18,522	-	-
10/1/2028	250,000	58,500	1,355,000	16,260	365,000	6,260	-	-
10/1/2029	260,000	45,750	-	-	-	-	-	-
10/1/2030	270,000	32,500	-	-	-	-	-	-
10/1/2031	280,000	18,750	-	-	-	-	-	-
10/1/2032	235,000	5,875	-	-	-	-	-	-
	<u>\$ 3,390,000</u>	<u>\$ 1,362,000</u>	<u>\$ 13,205,000</u>	<u>\$ 1,819,020</u>	<u>\$ 3,390,000</u>	<u>\$ 679,143</u>	<u>\$ 2,735,000</u>	<u>\$ 289,345</u>

PAYMENT DUE	SERIES 2015B		SERIES 2016A		SERIES 2016B		SERIES 2016C	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2018	\$ 390,000	\$ 134,786	\$ 340,000	\$ 624,050	\$ 170,000	\$ 129,332	\$ 290,000	\$ 5,800
10/1/2019	400,000	125,024	645,000	613,850	175,000	124,232	-	-
10/1/2020	410,000	115,012	665,000	594,500	180,000	118,982	-	-
10/1/2021	420,000	104,750	685,000	574,550	190,000	113,582	-	-
10/1/2022	430,000	94,236	705,000	554,000	195,000	107,882	-	-
10/1/2023	440,000	83,474	725,000	532,850	200,000	102,032	-	-
10/1/2024	455,000	72,462	745,000	511,100	205,000	96,032	-	-
10/1/2025	465,000	61,074	785,000	473,850	210,000	89,882	-	-
10/1/2026	475,000	49,434	825,000	434,600	220,000	83,584	-	-
10/1/2027	490,000	37,546	865,000	393,350	220,000	78,906	-	-
10/1/2028	500,000	25,280	910,000	350,100	230,000	73,682	-	-
10/1/2029	510,000	12,768	955,000	304,600	235,000	67,932	-	-
10/1/2030	-	-	1,000,000	256,850	240,000	61,468	-	-
10/1/2031	-	-	1,050,000	206,850	250,000	49,476	-	-
10/1/2032	-	-	1,080,000	175,350	260,000	41,968	-	-
10/1/2033	-	-	1,115,000	142,950	265,000	34,168	-	-
10/1/2034	-	-	1,150,000	109,500	275,000	26,218	-	-
10/1/2035	-	-	1,180,000	75,000	285,000	17,968	-	-
10/1/2036	-	-	1,220,000	38,126	290,000	9,062	-	-
	<u>\$ 5,385,000</u>	<u>\$ 915,846</u>	<u>\$ 16,645,000</u>	<u>\$ 6,966,026</u>	<u>\$ 4,295,000</u>	<u>\$ 1,426,388</u>	<u>\$ 290,000</u>	<u>\$ 5,800</u>

PAYMENT DUE	SERIES 2018A		SERIES 2018B (RE-FUNDING)		TOTAL	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2018	\$ 300,000	\$ 1,610,151	\$ 2,835,000	\$ 1,168,994	\$ 6,190,000	\$ 4,329,207
10/1/2019	300,000	1,910,762	2,485,000	1,279,025	5,915,000	4,654,249
10/1/2020	500,000	1,895,762	1,810,000	1,171,650	5,525,000	4,441,136
10/1/2021	700,000	1,870,762	1,870,000	1,079,650	5,885,000	4,230,701
10/1/2022	900,000	1,835,762	2,145,000	979,275	6,450,000	3,998,980
10/1/2023	1,055,000	1,790,762	2,235,000	869,775	6,770,000	3,745,761
10/1/2024	1,110,000	1,738,012	2,325,000	755,775	7,020,000	3,477,706
10/1/2025	1,165,000	1,682,512	2,425,000	637,025	6,865,000	3,190,484
10/1/2026	1,225,000	1,624,262	2,530,000	513,150	7,130,000	2,897,700
10/1/2027	1,285,000	1,563,012	2,235,000	394,025	7,005,000	2,604,536
10/1/2028	1,350,000	1,498,762	2,320,000	280,150	7,280,000	2,308,994
10/1/2029	1,415,000	1,431,262	2,420,000	185,850	5,795,000	2,048,162
10/1/2030	1,490,000	1,360,512	2,465,000	112,575	5,465,000	1,823,905
10/1/2031	1,530,000	1,315,812	2,520,000	37,800	5,630,000	1,628,688
10/1/2032	1,580,000	1,269,914	-	-	3,155,000	1,493,107
10/1/2033	1,640,000	1,206,714	-	-	3,020,000	1,383,832
10/1/2034	1,695,000	1,155,464	-	-	3,120,000	1,291,182
10/1/2035	1,750,000	1,100,376	-	-	3,215,000	1,193,344
10/1/2036	1,820,000	1,030,376	-	-	3,330,000	1,077,564
10/1/2037	1,880,000	968,950	-	-	1,880,000	968,950
10/1/2038	1,945,000	903,150	-	-	1,945,000	903,150
10/1/2039	2,025,000	825,350	-	-	2,025,000	825,350
10/1/2040	2,105,000	744,350	-	-	2,105,000	744,350
10/1/2041	2,190,000	660,150	-	-	2,190,000	660,150
10/1/2042	2,275,000	572,550	-	-	2,275,000	572,550
10/1/2043	2,365,000	481,550	-	-	2,365,000	481,550
10/1/2044	2,460,000	386,950	-	-	2,460,000	386,950
10/1/2045	2,560,000	288,550	-	-	2,560,000	288,550
10/1/2046	2,650,000	195,750	-	-	2,650,000	195,750
10/1/2047	2,750,000	99,688	-	-	2,750,000	99,688
	<u>\$ 48,015,000</u>	<u>\$ 35,017,939</u>	<u>\$ 32,620,000</u>	<u>\$ 9,464,719</u>	<u>\$ 129,970,000</u>	<u>\$ 57,946,226</u>

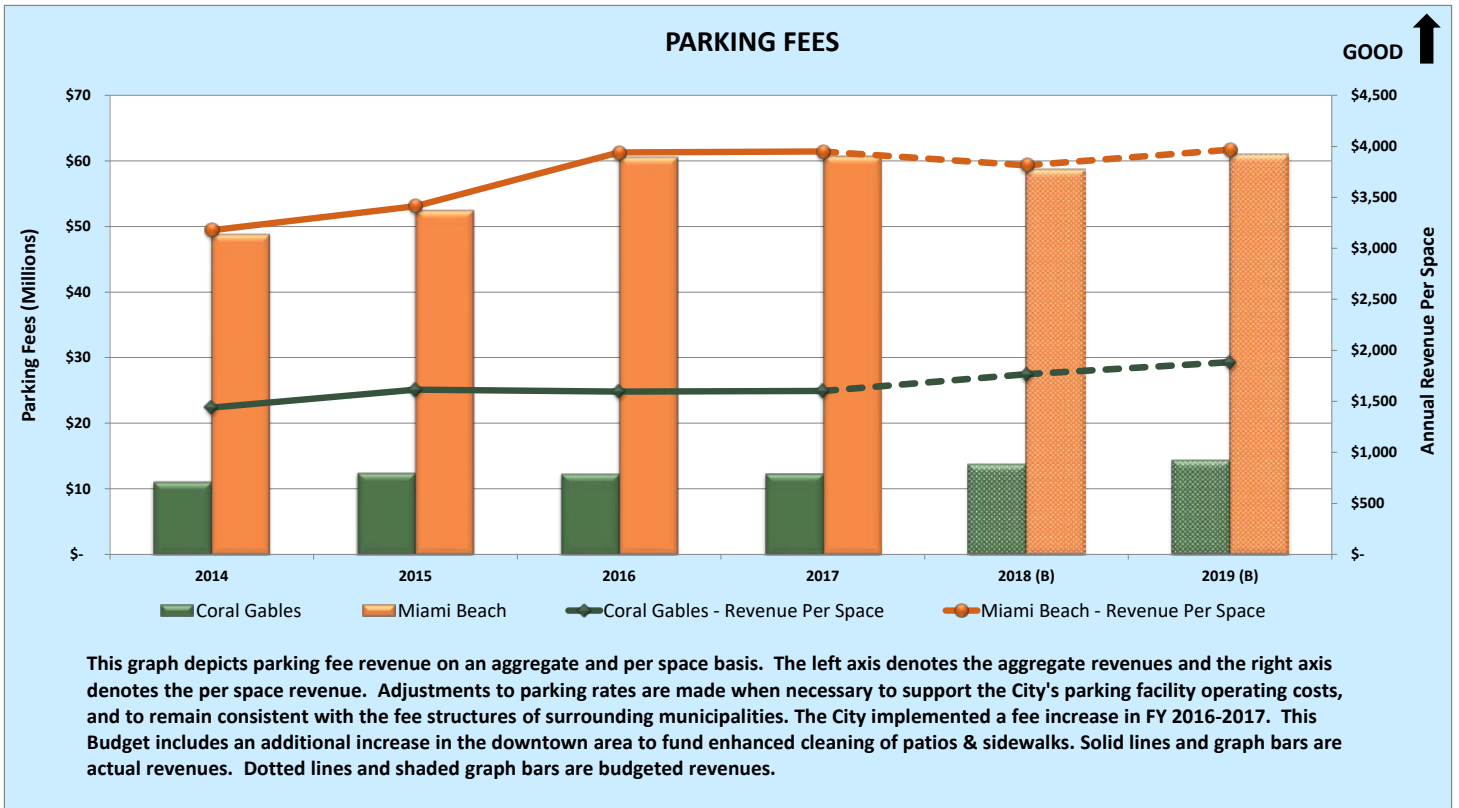
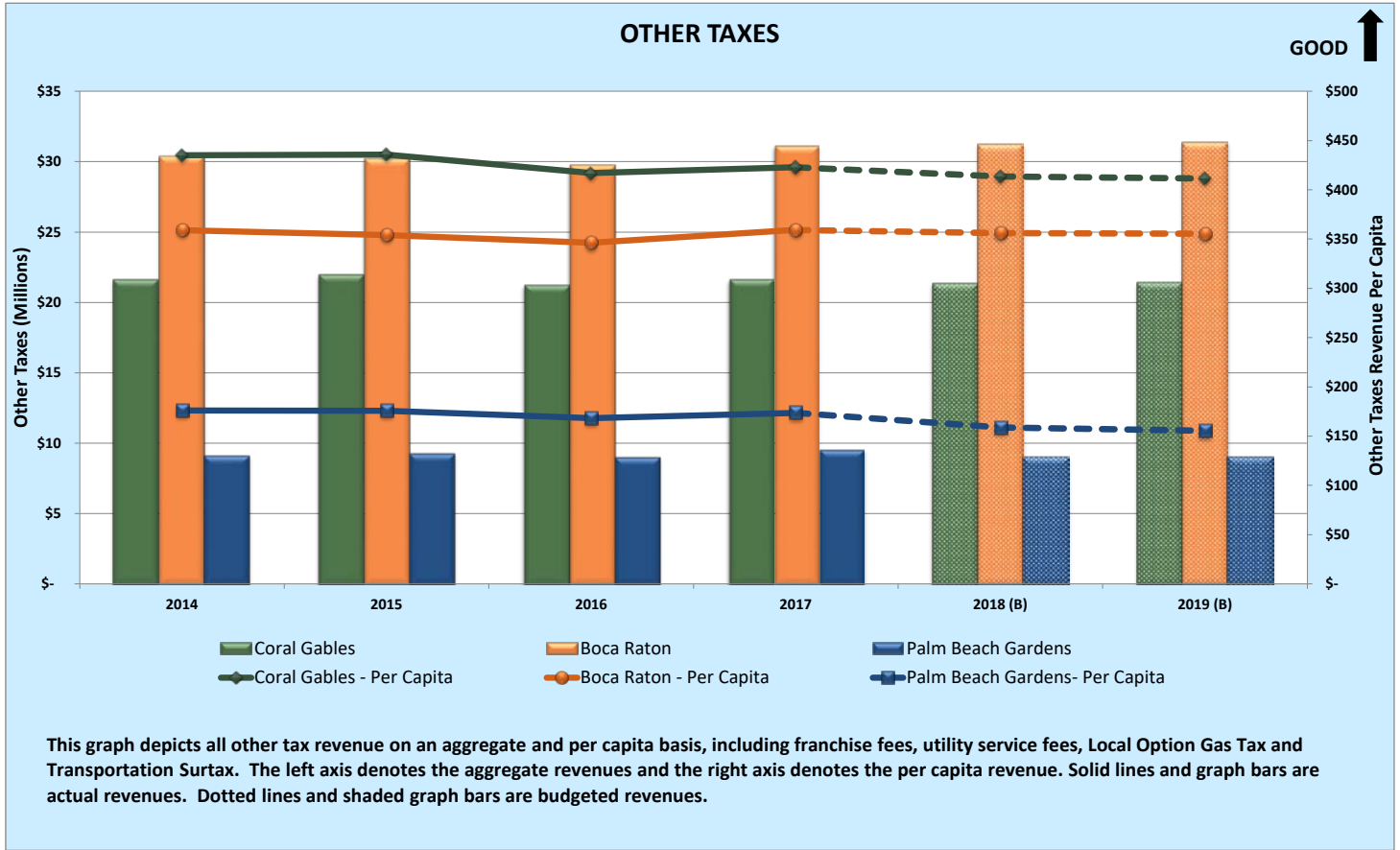


**2018-2019 BUDGET  
TREND ANALYSIS - MAJOR REVENUE STREAMS**



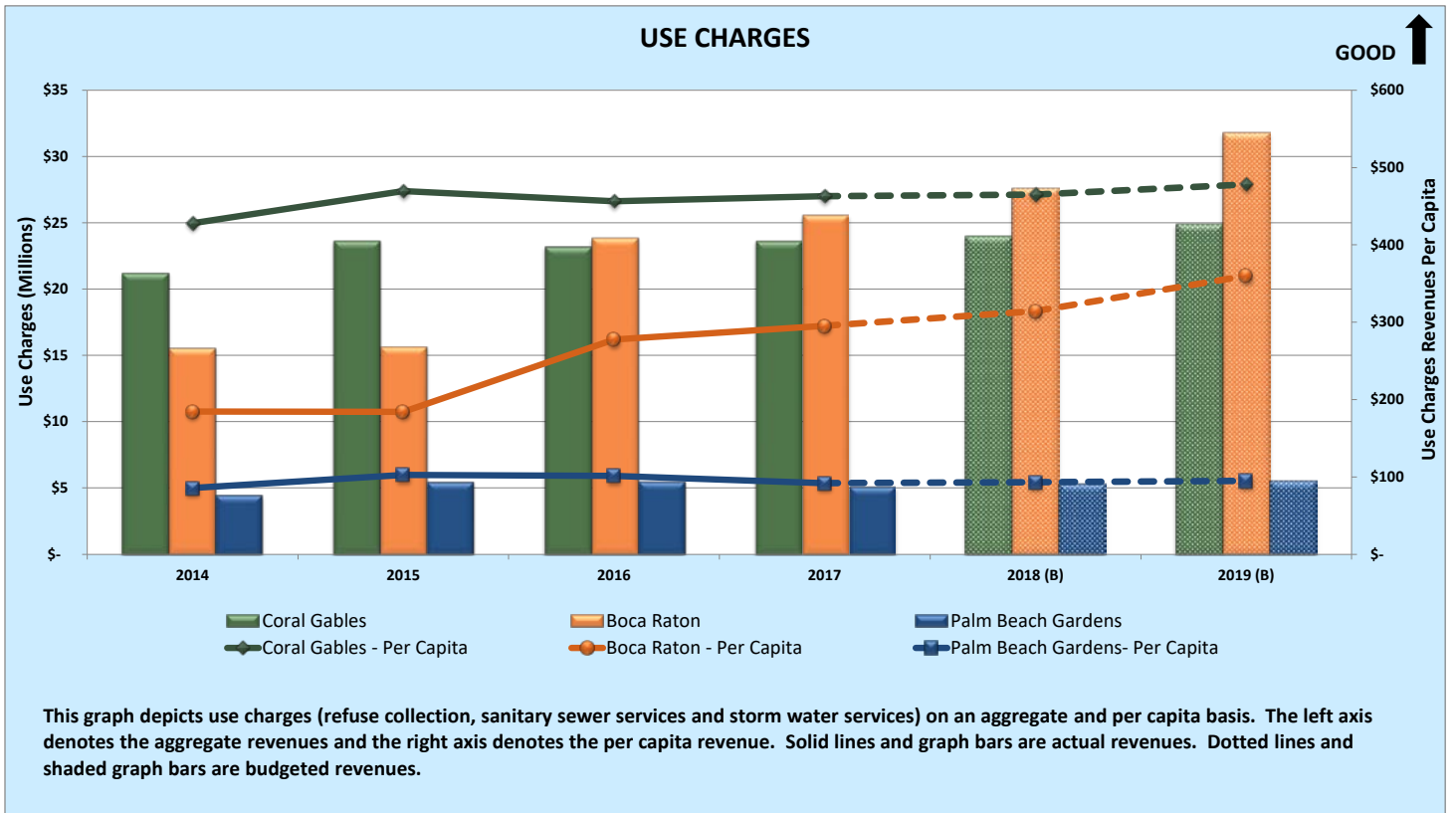
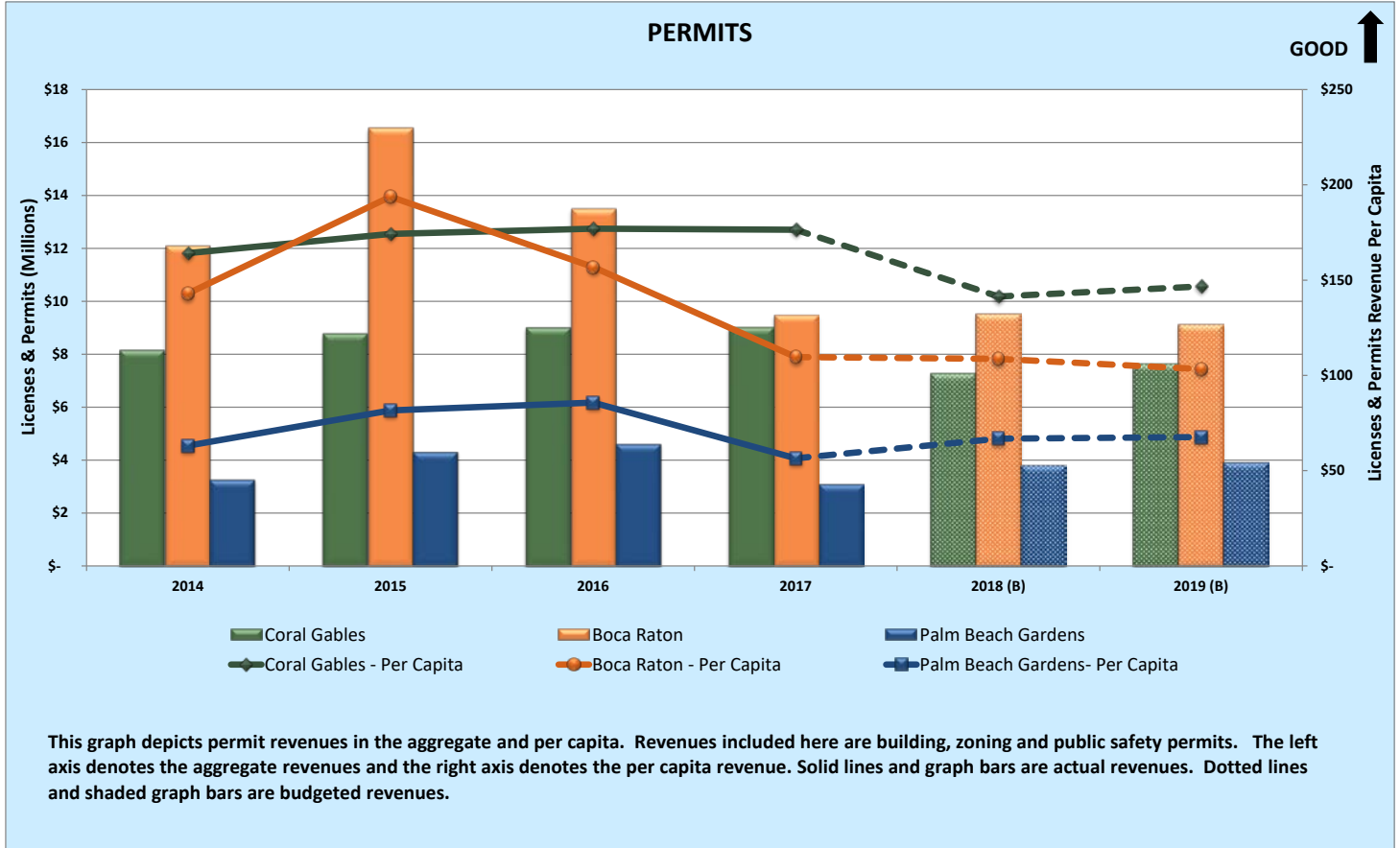
Note: (B) denotes budgeted figure, whereas other figures represent actuals

**2018-2019 BUDGET  
TREND ANALYSIS - MAJOR REVENUE STREAMS**



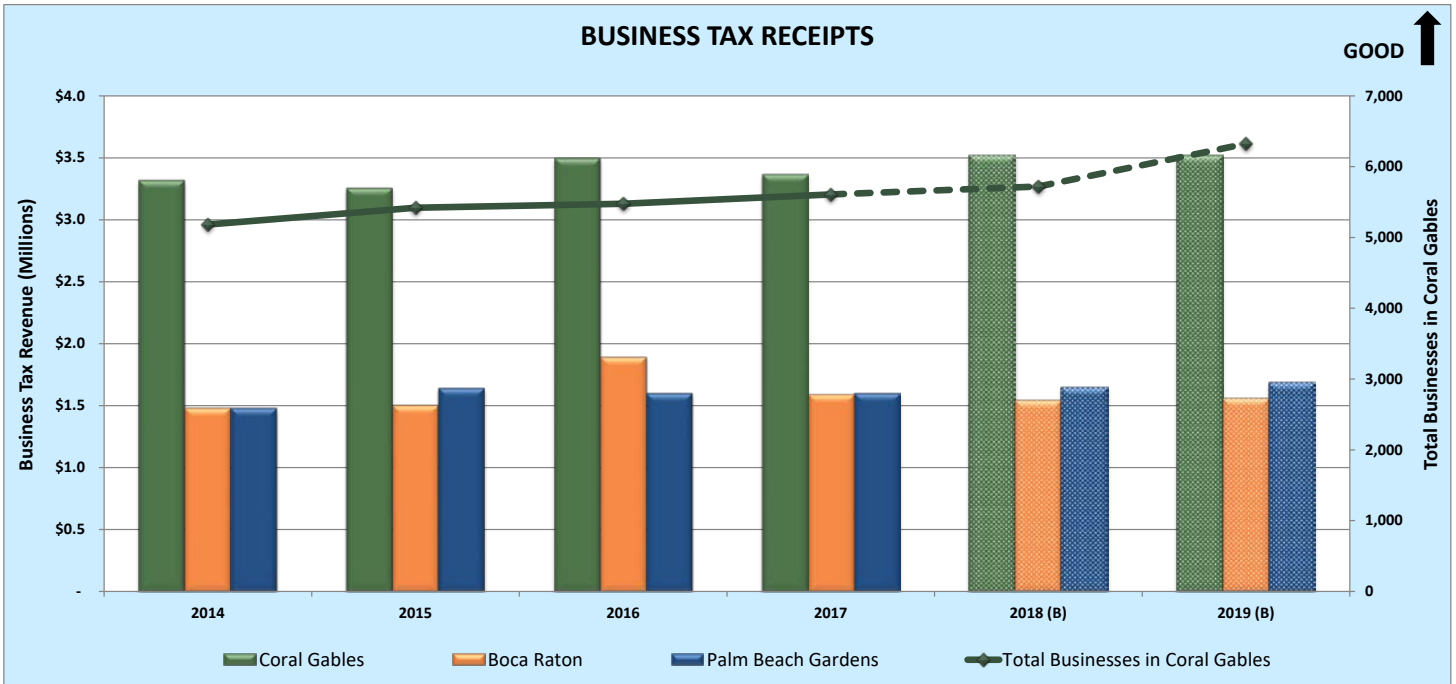
Note: (B) denotes budgeted figure, whereas other figures represent actuals

**2018-2019 BUDGET  
TREND ANALYSIS - MAJOR REVENUE STREAMS**

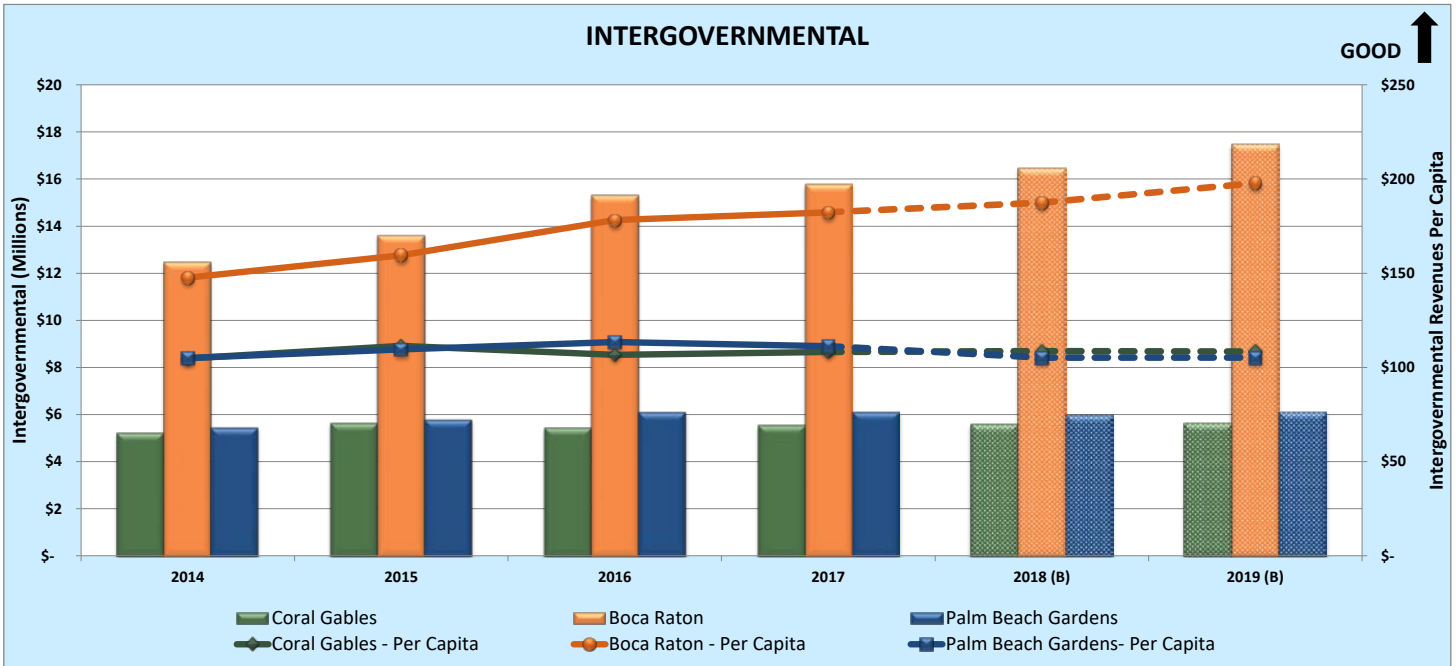


Note: (B) denotes budgeted figure, whereas other figures represent actuals

**2018-2019 BUDGET  
TREND ANALYSIS - MAJOR REVENUE STREAMS**



Business Tax Receipts are regulatory charges on businesses, professions and occupations located within the City. The State allows a 5% increase to these fees every two years. The 5% Increase is applied for 2018 - but not in 2019. This graph depicts the revenue on an aggregate (left axis) and per capita (right axis) basis. Solid lines and graph bars are actual revenues. Dotted lines and shaded graph bars are budgeted revenues.

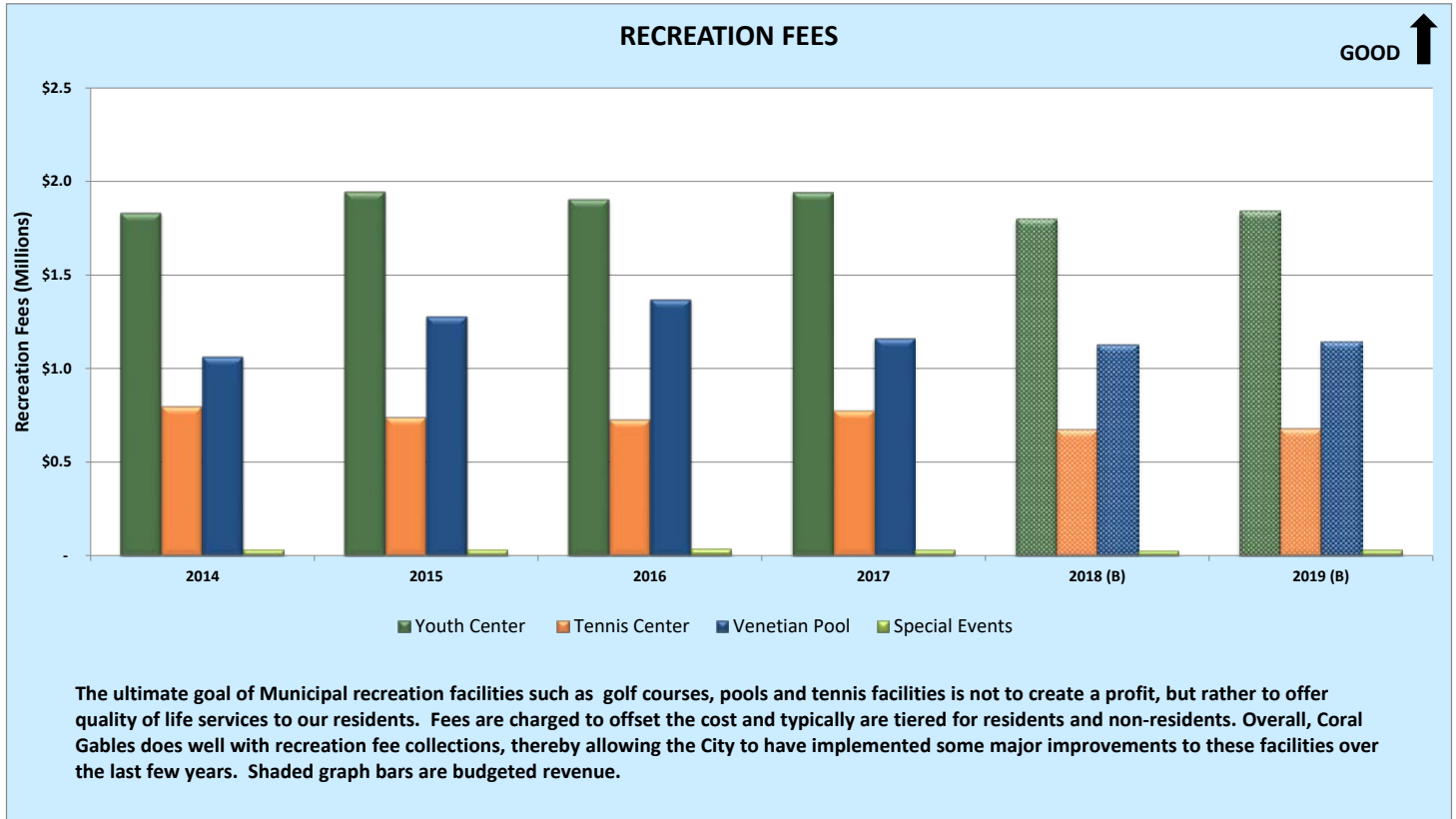
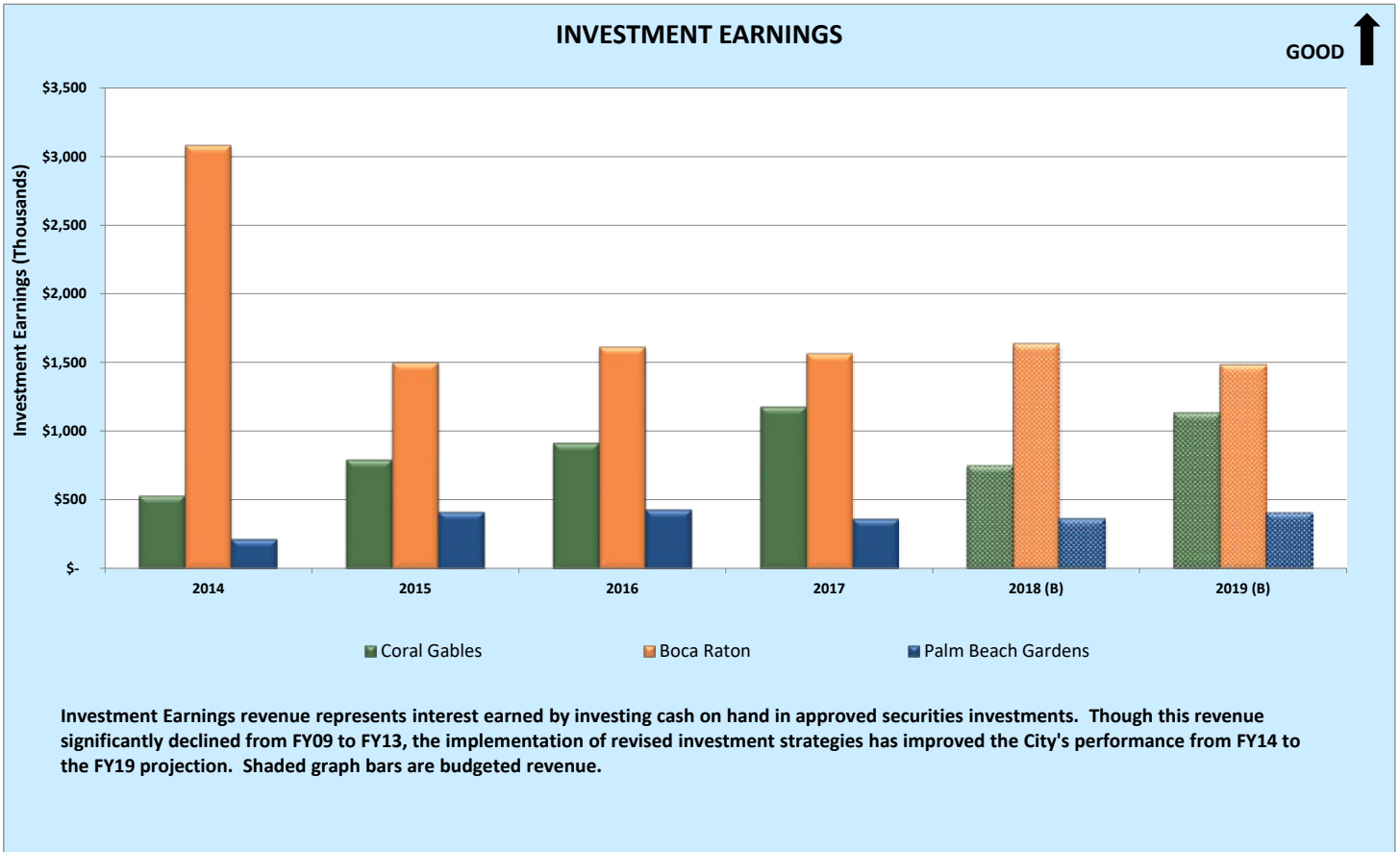


Though intergovernmental revenue has been fairly level since 2012, it is the City's immediate goal to substantially increase the number of grants we receive. We have recently contracted with an external grant writing firm to more actively and aggressively apply for grant dollars. This graph depicts the revenue on an aggregate (left axis) and per capita (right axis) basis. Solid lines and graph bars are actual revenues. Dotted lines and shaded graph bars are budgeted revenue.

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

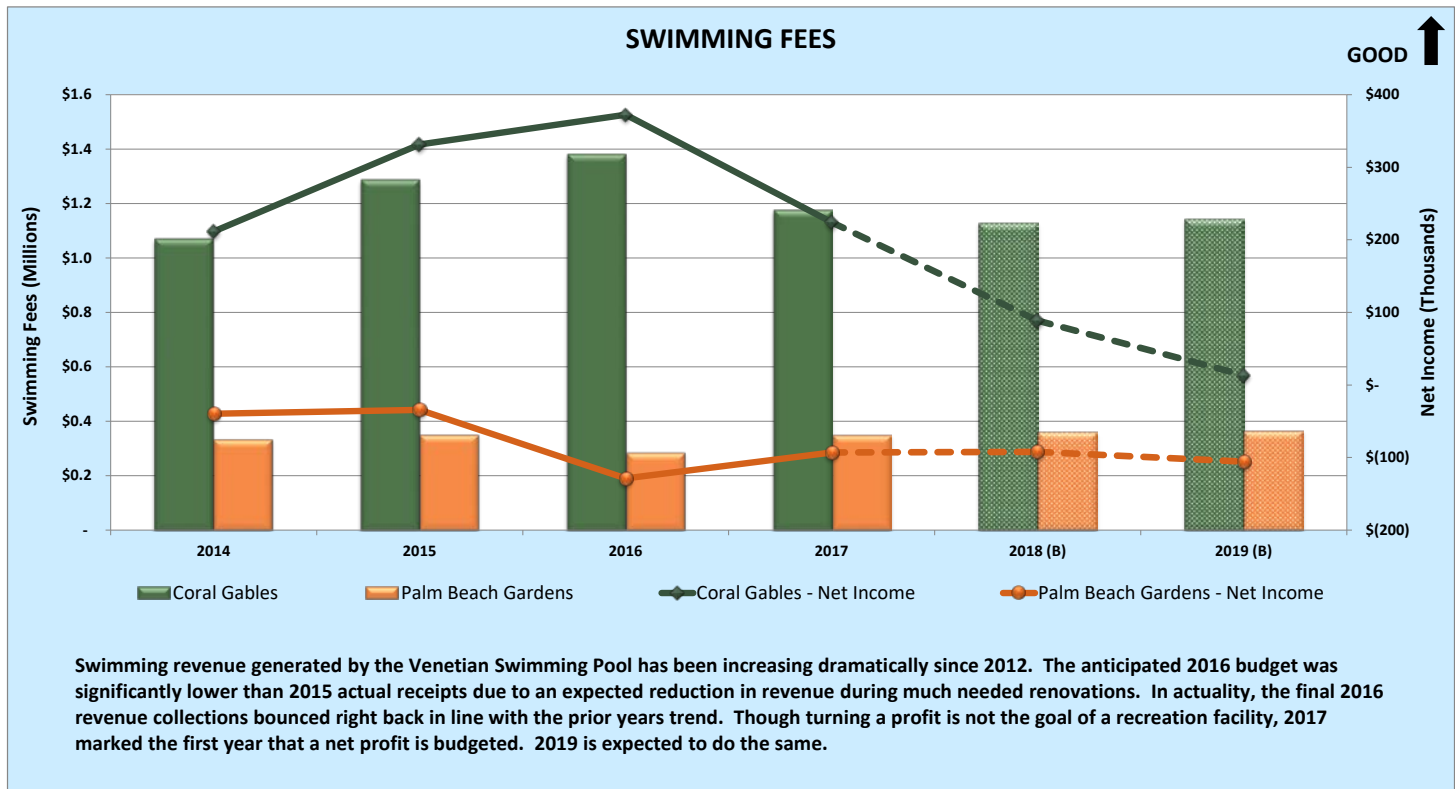
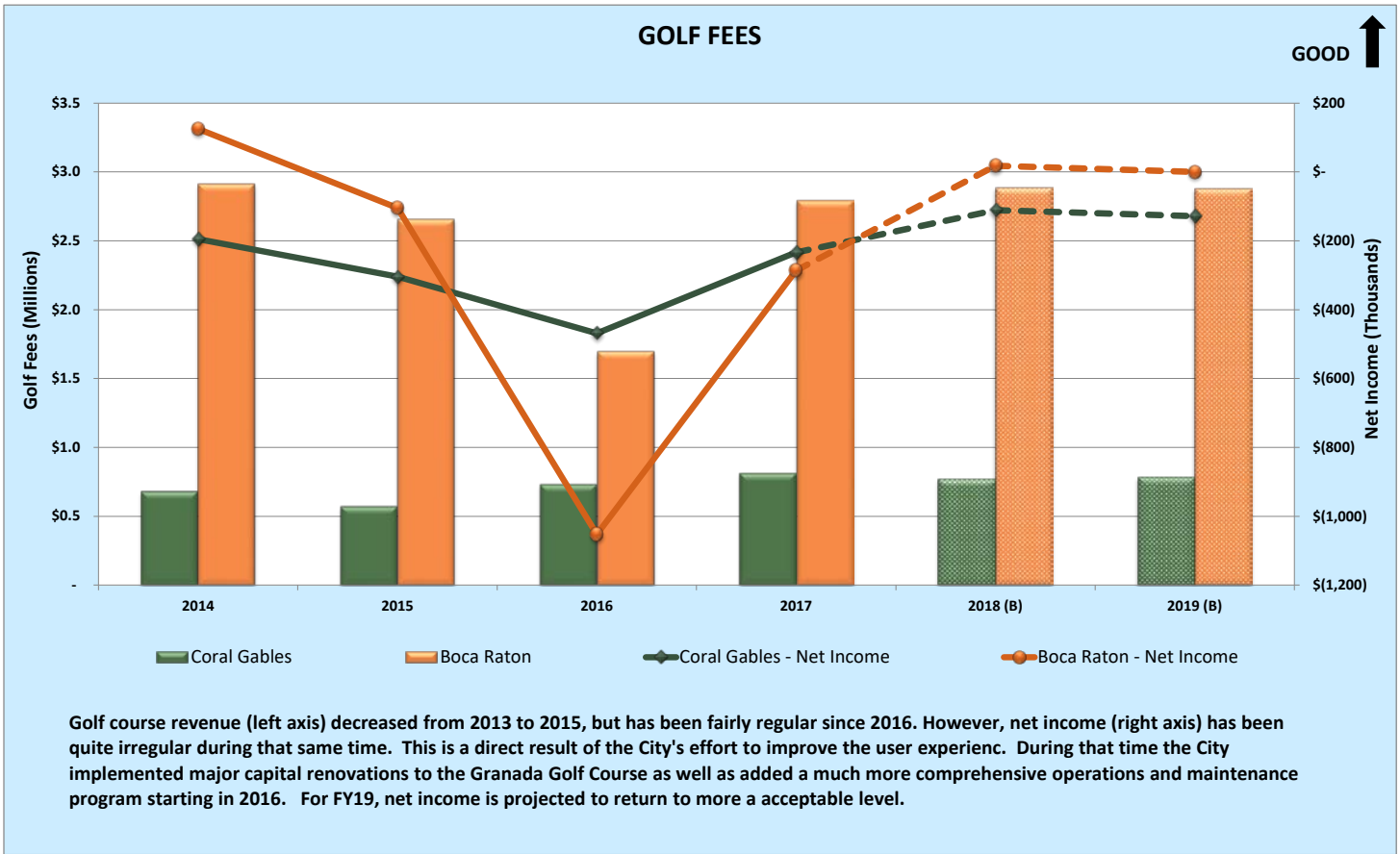


**2018-2019 BUDGET  
TREND ANALYSIS - MAJOR REVENUE STREAMS**



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

**2018-2019 BUDGET  
TREND ANALYSIS - MAJOR REVENUE STREAMS**



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

**2018-2019 BUDGET**  
**LONG RANGE FINANCIAL PLAN FOR THE GENERAL FUND**

**General Fund**

(in \$ millions)

	2016	2017	2018	2019	2020	2021	2022	2023
	ACTUAL	ACTUAL	BUDGET	BUDGET	PROJ	PROJ	PROJ	PROJ
<b>Revenues</b>								
Property Taxes	\$ 71.45	\$ 76.02	\$ 80.12	\$ 84.65	\$ 87.19	\$ 89.81	\$ 92.50	\$ 95.28
Use Charges	10.59	9.67	9.49	9.60	9.79	9.99	10.19	10.39
Other Taxes	18.28	18.41	18.26	18.22	18.58	18.95	19.33	19.71
Licenses & Permits	12.51	12.39	10.82	11.17	11.32	11.66	11.82	12.17
Other Revenue	12.88	12.40	18.58	11.69	11.92	12.16	12.40	12.65
Intergovernmental Revenue	5.43	5.53	5.61	5.66	5.70	5.74	5.78	5.82
Recreation Fees	2.66	2.74	2.50	2.55	2.60	2.65	2.70	2.75
Investment Earnings	0.41	0.71	0.35	0.61	0.62	0.63	0.64	0.65
Contributions from Other Funds	12.69	13.41	12.24	12.79	13.05	13.31	13.58	13.85
Transfers In	2.92	2.13	7.71	4.34	1.50	1.50	1.50	1.50
<b>Total Revenues</b>	<b>149.82</b>	<b>153.41</b>	<b>165.68</b>	<b>161.28</b>	<b>162.27</b>	<b>166.40</b>	<b>170.44</b>	<b>174.77</b>

**Expenditures by Type**

Personal Services	\$ 94.29	\$ 98.80	\$ 102.72	\$ 105.58	\$ 107.69	\$ 109.85	\$ 112.06	\$ 114.31
Operating Expenses	32.08	35.67	41.48	39.34	40.13	40.93	41.75	42.59
Capital Outlay	0.48	0.61	0.77	1.44	1.47	1.50	1.53	1.56
Grants and Aids	0.56	0.62	0.83	0.60	0.61	0.62	0.63	0.64
Non-Operating	(0.21)	(0.25)	(0.20)	(0.27)	(0.28)	(0.29)	(0.30)	(0.31)
Transfer Out	22.62	17.96	20.08	14.59	11.59	12.70	13.66	14.84
<b>Total Expenditures by Type</b>	<b>149.82</b>	<b>153.41</b>	<b>165.68</b>	<b>161.28</b>	<b>161.21</b>	<b>165.31</b>	<b>169.33</b>	<b>173.63</b>

**Expenditures by Function**

General Government	\$ 29.80	\$ 30.59	\$ 35.43	\$ 34.47	\$ 35.15	\$ 35.85	\$ 36.57	\$ 37.30
Economic Environment	0.96	1.21	1.65	1.19	1.21	1.23	1.25	1.28
Public Safety	67.34	72.58	73.92	74.83	76.33	77.86	79.42	81.01
Physical Environment	21.96	22.89	24.73	26.35	26.88	27.42	27.97	28.53
Transportation	0.37	0.36	0.41	0.39	0.40	0.41	0.42	0.43
Culture & Recreation	6.77	7.82	9.46	9.46	9.65	9.84	10.04	10.24
Transfer Out	22.62	17.96	20.08	14.59	11.59	12.70	13.66	14.84
<b>Total Expenditures by Function</b>	<b>149.82</b>	<b>153.41</b>	<b>165.68</b>	<b>161.28</b>	<b>161.21</b>	<b>165.31</b>	<b>169.33</b>	<b>173.63</b>

<b>Gain/(Loss)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1.06</b>	<b>\$ 1.09</b>	<b>\$ 1.11</b>	<b>\$ 1.14</b>
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<b>Beginning Unassigned Reserves</b>	41.63	41.63	38.18	38.18	38.94	40.80	42.73	44.72
Transfers In/(Transfers Out)	-	(3.45)	-	-	1.06	1.09	1.11	1.14
<b>Total Available</b>	<b>\$ 41.63</b>	<b>\$ 38.18</b>	<b>\$ 38.18</b>	<b>\$ 38.18</b>	<b>\$ 40.00</b>	<b>\$ 41.89</b>	<b>\$ 43.84</b>	<b>\$ 45.86</b>

# 2018-2019 BUDGET

## LONG RANGE FINANCIAL PLAN FOR THE GENERAL FUND

### OVERVIEW

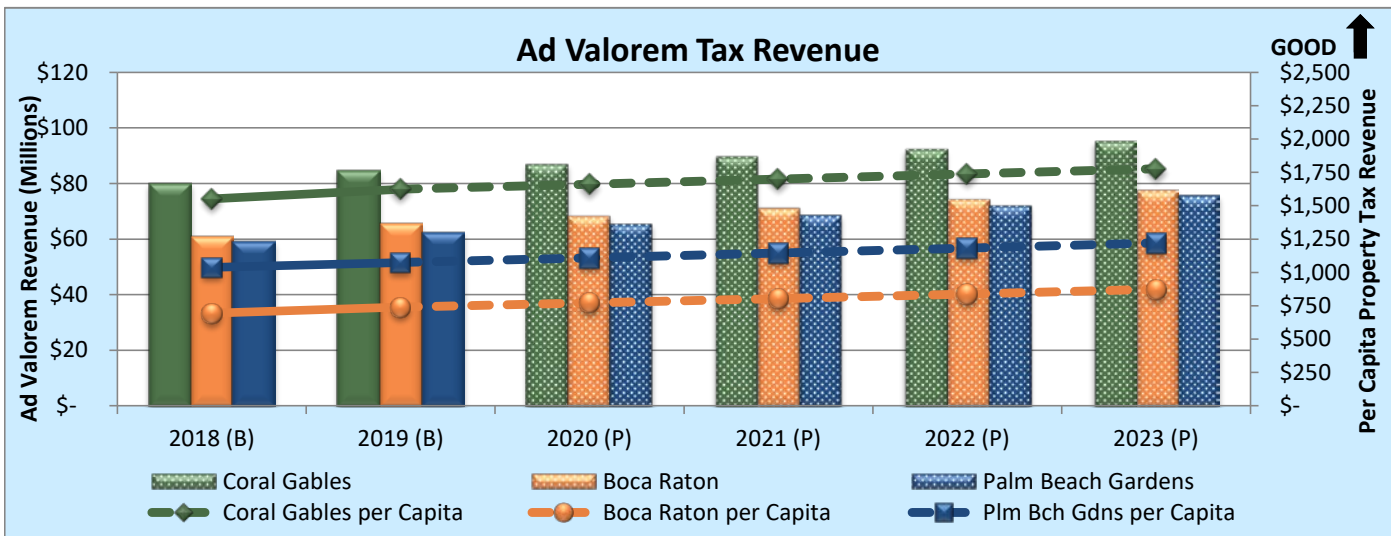
The City's Long Range Financial Plan for the General Fund provides a potential roadmap for financial planning and policy decisions. The General Fund is the primary source of funding for many of the City's services and the fund's performance affects the City across the board. General Fund departments include City Commission, City Clerk, City Attorney, City Manager, Human Resources, Development Services, Historic Resources & Cultural Arts, Public Works (except Utilities), Finance, Information 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 FY19 to FY23. 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/taxes. As with most municipalities in Florida, ad valorem property tax is by far the largest source of revenue, accounting for 52% of the Fund's budget. Ad valorem dollars have rebounded consistently since the financial downturn of 2007-2009. The City's taxable values have experienced annual growth rates of 4.5% to 5% for the past few years. However, going forward the City has projected a more conservative growth model of 3%. The City feels that a more conservative approach will keep the City's main revenue driver in a safer place, if a flattening of the growth rate or a financial downturn is over the horizon. A larger tax base from controlled new development is far more sustainable than ever increasing values of existing properties.

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).



A 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 is expected to decline due to the ongoing competition in that market. 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, are expected to level off or grow at a slower rate than the immediate past trend.



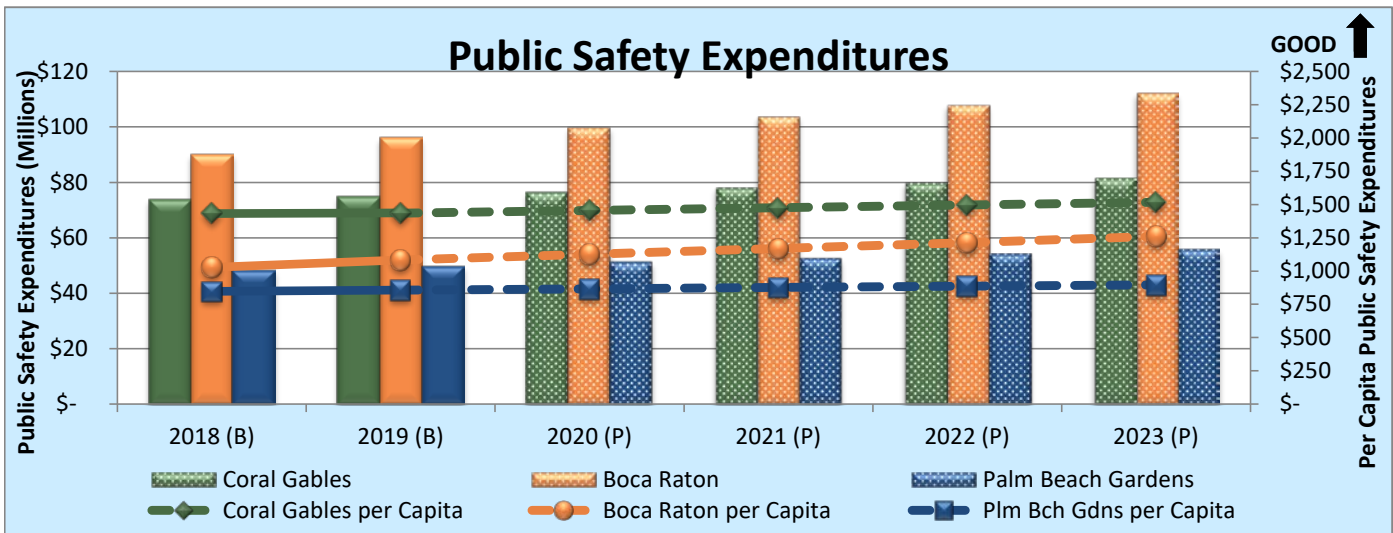
## 2018-2019 BUDGET

### LONG RANGE FINANCIAL PLAN FOR THE GENERAL FUND

#### EXPENDITURE DISCUSSION

General Fund expenditures were projected using a similar methodology. Personnel expense is the largest type of expenditure within the General Fund and has had considerable growth in the years following the financial downturn. Since 2012, authorized headcount has increased by 40 positions in an effort to bring services to the exceptional level expected by our residents. In addition, 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 marketplace. It is anticipated that future personnel expense growth will be significantly less following the implementation of the aforementioned collective bargaining agreements.

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 over 46% of the City's FY19 operating budget. The graph below depicts total and per capita public safety expenses for Coral Gables and other peer municipalities.



It is essential to note that there are certain significant issues outside of the City's control that can adversely affect revenue performance or increase operating cost. The unstable political climate can potentially cause a downturn in the financial market thereby causing the City's unfunded actuarial liability (UAL) to increase. Also of concern is the rising cost of health care and the impact it has on the City's bottom-line.

#### 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.

## 2018-2019 BUDGET

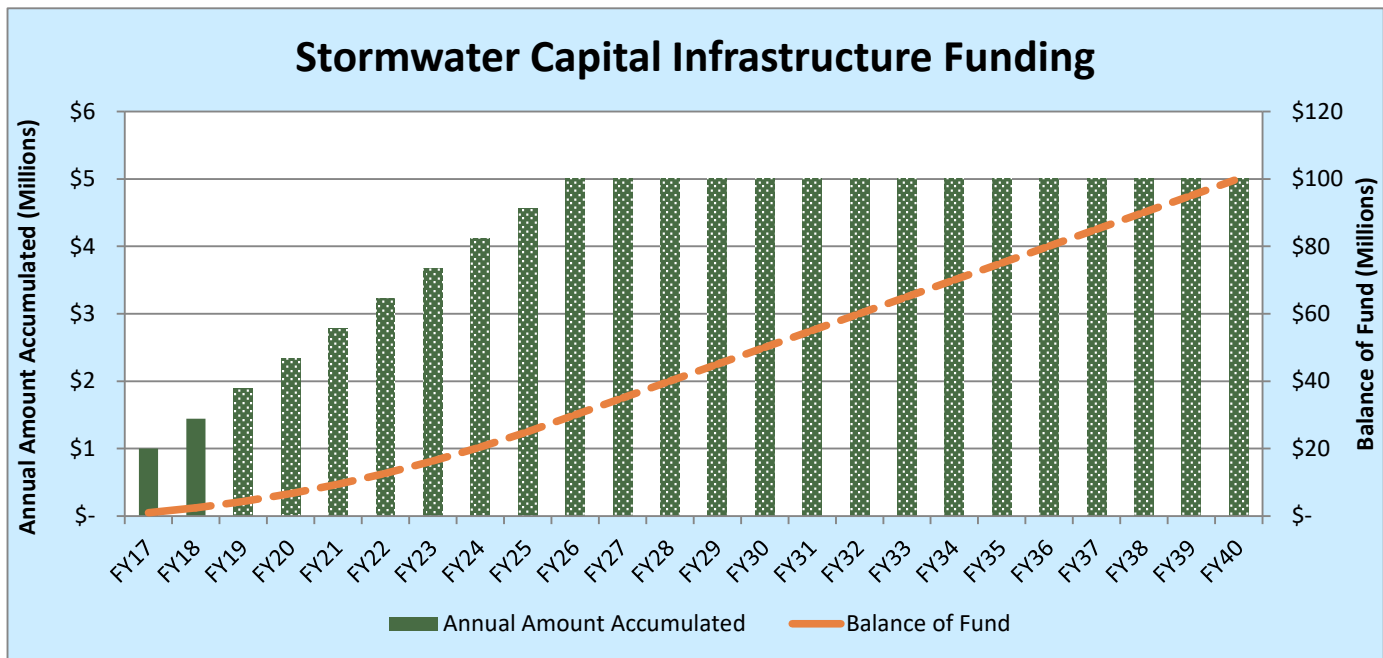
### LONG RANGE FINANCIAL PLAN FOR SEA LEVEL RISE MITIGATION

#### OVERVIEW

As numerous academic studies have suggested, climate change in the 21st century will impact coastal communities across the globe in numerous 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 only 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 inland neighborhoods. Communities are now proactively planning on how these adverse environmental conditions will affect the lifestyle and comforts residents desire. There are countless suggestions on how governments should mitigate this very real threat. Some are far-fetch 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

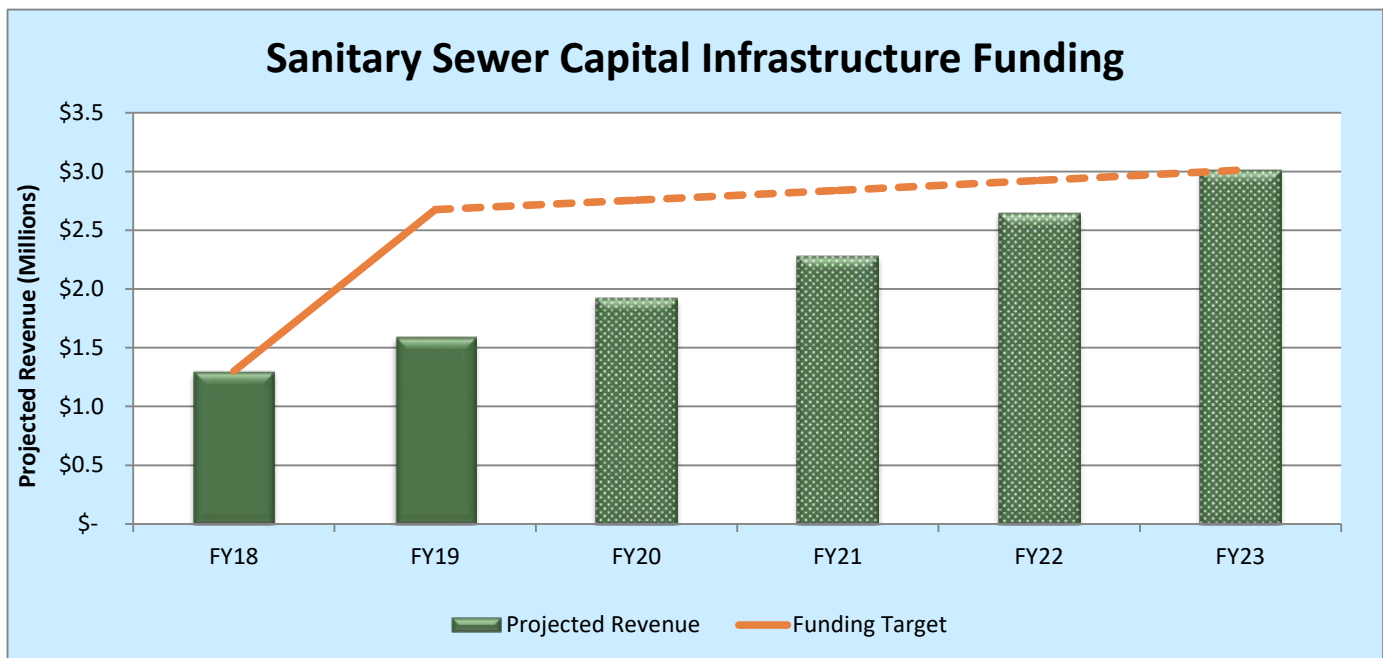
With the implementation of the FY19 budget, the City is also taking proactive steps to combat the impact sea level rise will have on its sanitary sewer system. As part of the capital planning process, the Public Works staff provided Finance with a comprehensive replacement cost estimate for the sanitary 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 \$2.7M.

## 2018-2019 BUDGET

### LONG RANGE FINANCIAL PLAN FOR SEA LEVEL RISE MITIGATION

On August 28th, 2018 the City Commission approved a 5-year funding plan and fee structure change to help cover the cost of the Sanitary Sewer replacement program. The new structure separates the fee into components that cover various categories of the utility’s expenditures. These components include, waste water consumption (existing fee), system maintenance (existing fee), capital replacement (new fee) and Miami-Dade County pass-through administrative cost (new fee). The Capital Improvement Fee was instituted specifically to raise a small portion of the revenue required to fund system replacement costs. In order to ease the burden on system users, the capital fee will be gradually implemented over a five-year period. For example, in the first year of implementation users of 5/8" meters will see an increase of \$0.30 per month on their quarterly bills. By year five, the monthly fee will be fully implemented at \$5.50.

The remainder and vast majority of the capital improvement replacement requirements will come from the gradual reversal and rescinding of the City’s Return on Investment legislation adopted in 2009 and 2010 by resolutions 2009-342 and 2010-027. These resolutions implemented a return on investment (ROI) from the Stormwater and Sanitary Sewer Utilities to the General Fund. Rescinding and eliminating the ROI will take place over the five year period from FY19 to FY23 and will redirect the ROI back to the Storm Water and Sanitary Sewer fund’s respective capital replacement programs. For each fund, the ROI previously allocated to the General Fund will be reduced by 20% in FY19, 40% in FY20, etc. until the ROI is full rescinded in FY23. Specifically for the Sanitary Sewer Fund, by year five approximately \$1.25M will be retained annually by the utility and added to its capital replacement program.



#### 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 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.

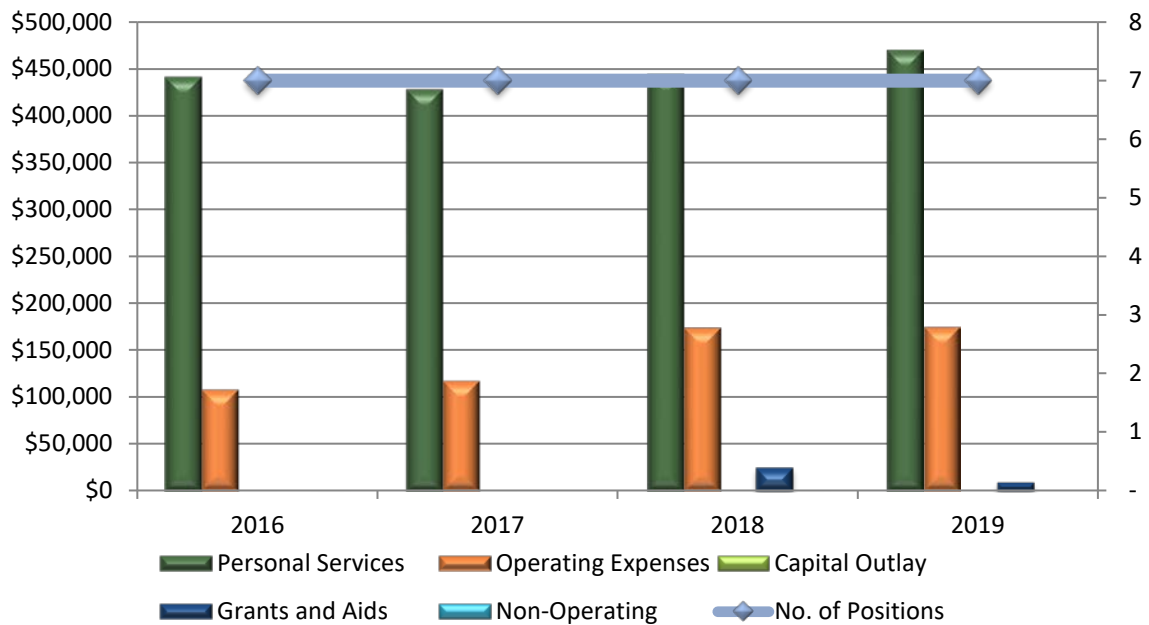
**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



**CITY COMMISSION  
BUDGET AND POSITION SUMMARY**

	<b>2015-2016 ACTUAL</b>	<b>2016-2017 ACTUAL</b>	<b>2017-2018 BUDGET</b>	<b>2018-2019 BUDGET</b>
<b>Salaries &amp; Benefits</b>	441,035	427,551	443,546	469,262
<b>Operating Expenses</b>	108,099	117,355	173,576	174,543
<b>Capital Outlay</b>	-	-	-	-
<b>Grants and Aids</b>	-	-	24,000	9,000
<b>Non-Operating</b>	-	-	-	-
<b>Total</b>	<b>549,134</b>	<b>544,906</b>	<b>641,122</b>	<b>652,805</b>
<b>Full Time Headcount</b>	6.00	6.00	6.00	6.00
<b>Part Time FTE's</b>	0.75	0.75	0.75	0.75
<b>Total Headcount &amp; FTE's</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>

**EXPENDITURE/PERSONNEL COMPARISONS**





**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



001 GENERAL FUND  
CITY COMMISSION  
0100 CITY COMMISSION  
511 LEGISLATIVE

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
<b>FULL TIME POSITIONS</b>						
8900	Mayor	1.00	1.00	1.00	1.00	\$ 40,096
8910	Vice Mayor	1.00	1.00	1.00	1.00	35,078
8920	City Commissioner	3.00	3.00	3.00	3.00	97,743
0034	Admin. Assistant to the Mayor	1.00	1.00	1.00	1.00	71,849
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>244,766</b>
<b>PART TIME POSITIONS</b>						
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
0051	Office Clerk Intern - PT	1.00	0.75	0.75	0.75	23,082
<b>TOTAL PART TIME FTE's</b>		<b>1.00</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>23,082</b>
<b>TOTAL</b>			<b>6.75</b>	<b>6.75</b>	<b>6.75</b>	<b>\$ 267,848</b>

**EXPENDITURE DETAIL**

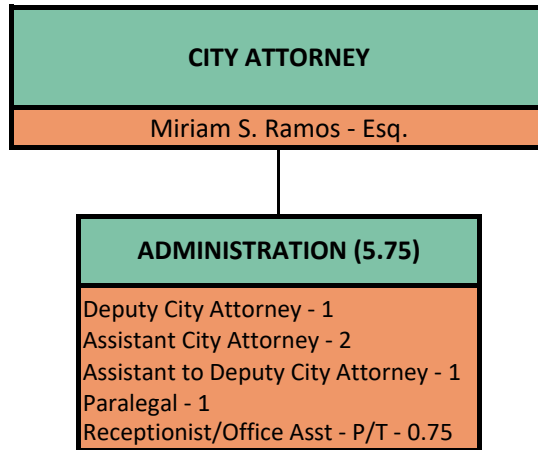
		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019 BUDGET
1000	Salaries	\$ 247,008	\$ 246,130	\$ 258,184	\$ 267,848
2000	Employee Benefits - See Other Cost Dist.	194,027	181,421	185,362	201,414
3190	Other Professional Services	-	635	-	-
4010	Expense Accounts	25,200	26,100	28,200	28,200
4011	Out-of-town Travel	299	-	6,000	6,000
4410	Rental of Machinery and Equipment	3,545	3,111	2,000	2,000
4420	Public Facilities Cost - See Other Cost Dist.	48,652	52,765	54,826	56,830
4550	General Liability Insurance	8,054	7,932	14,250	13,213
4710	Special Printed Forms	-	-	300	300
4990	Ceremonial Gifts	5,445	8,761	17,000	17,000
4991	Miscellaneous Expense - Mayor Valdes-Fauli	-	-	5,000	5,000
4992	Miscellaneous Expense - Commissioner Lago	-	-	5,000	5,000
4993	Miscellaneous Expense - Vice Mayor Keon	-	-	5,000	5,000
4994	Miscellaneous Expense - Commissioner Quesada	-	-	5,000	5,000
4995	Miscellaneous Expense - Commissioner Mena	-	-	5,000	5,000
5100	Office Supplies	3,693	7,983	10,000	10,000
5400	Membership Dues and Subscriptions	11,122	10,018	11,000	11,000
5410	Employee Training	2,089	50	5,000	5,000
8100 <sup>1</sup>	Jim Barker Scholarship	-	-	20,000	5,000
8101	Sister Cities Grant	-	-	4,000	4,000
<b>TOTAL</b>		<b>\$ 549,134</b>	<b>\$ 544,906</b>	<b>\$ 641,122</b>	<b>\$ 652,805</b>

<sup>1</sup> Fiscal Year 2018 amount includes unspent scholarship funds from prior years

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**CITY ATTORNEY**

**ORGANIZATION CHART**



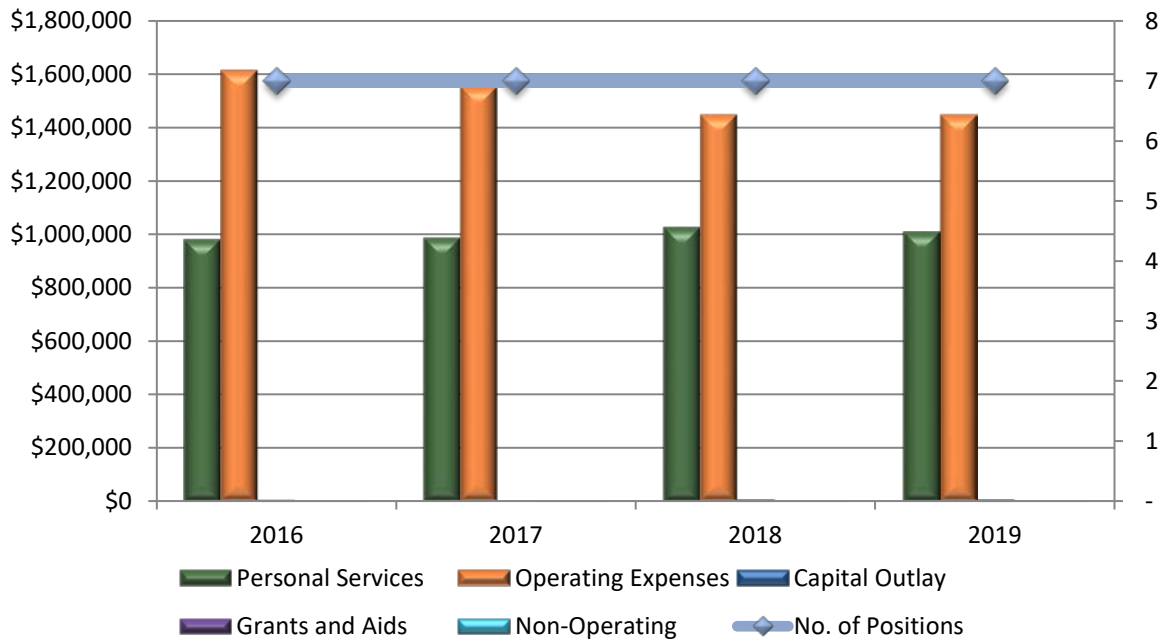
**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



**CITY ATTORNEY  
BUDGET AND POSITION SUMMARY**

	<u>2015-2016 ACTUAL</u>	<u>2016-2017 ACTUAL</u>	<u>2017-2018 BUDGET</u>	<u>2018-2019 BUDGET</u>
Salaries & Benefits	980,849	986,871	1,027,277	1,010,383
Operating Expenses	1,616,428	1,554,425 *	1,449,175 *	1,449,444
Capital Outlay	2,579	-	3,655	3,655
Grants and Aids	-	-	-	-
Non-Operating	-	-	-	-
<b>Total</b>	<u><u>2,599,856</u></u>	<u><u>2,541,296</u></u>	<u><u>2,480,107</u></u>	<u><u>2,463,482</u></u>
Full Time Headcount	6.00	6.00	6.00	6.00
Part Time FTE's	0.75	0.75	0.75	0.75
<b>Total Headcount &amp; FTE's</b>	<u><u>6.75</u></u>	<u><u>6.75</u></u>	<u><u>6.75</u></u>	<u><u>6.75</u></u>

**EXPENDITURE/PERSONNEL COMPARISONS**



\* Starting in 2016 Special Legal Services was transferred to City Attorney's Division

# City Attorney

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## Department Function:

The City Attorney's Office (CAO) has a total of four in-house attorneys and 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, and 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 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. Providing sound legal advice to the City, its officials, and employees when necessary.
5. Growing its reputation as a nationally recognized City Attorney's Office.



**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**CITY ATTORNEY**

**FISCAL YEAR 2018 MAJOR ACCOMPLISHMENTS**

- ✓ Accomplished a dismissal of Cascar v. City of Coral Gables, challenging the City's Historic Preservation Ordinance under Bert Harris
- ✓ City filed a suit with other municipalities challenging the state's firearms preemption statute
- ✓ Reached a settlement agreement with class members in the COLA litigation
- ✓ Reached a settlement agreement with 760/7474 Ponce Nuisance Abatement
- ✓ Litigated against preemption related to the City's polystyrene and plastic bag ordinances at the 3rd District Court of Appeal. Upheld the City's polystyrene Ordinance and state preemption over regulation of polystyrene and plastic bags was ruled unconstitutional. The City also passed the first plastic bag regulations in the State of Florida



**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



001 GENERAL FUND  
CITY ATTORNEY  
**0500 CITY ATTORNEY**  
514 LEGAL COUNSEL

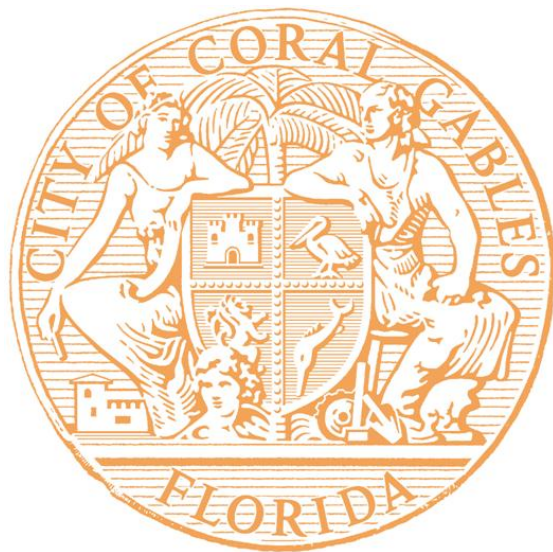
**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019 BUDGET SALARIES	
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
8930	City Attorney	1.00	1.00	1.00	1.00	\$ 206,320
0040	Deputy City Attorney	1.00	1.00	1.00	1.00	146,814
0080	Assistant City Attorney	2.00	2.00	2.00	2.00	200,177
0070	Paralegal	1.00	1.00	1.00	1.00	73,859
0048	Ass't to Deputy City Attorney	1.00	1.00	1.00	1.00	55,436
8888	Overtime	-	-	-	-	8,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>690,606</b>
<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>
9019	Receptionist/Office Asst - P/T	1.00	0.75	0.75	0.75	0.75
<b>TOTAL PART TIME FTE's</b>		<b>1.00</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>
<b>TOTAL</b>			<b>6.75</b>	<b>6.75</b>	<b>6.75</b>	<b>\$ 708,960</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 585,706	\$ 707,478	\$ 745,497	\$ 708,960
2000	Employee Benefits - See Other Cost Dist.	395,143	279,393	281,780	301,423
3120	Special Legal Services	1,506,364	1,421,577	1,300,000	1,300,000
3190	Other Professional Services	5,539	-	-	-
4090	Other Transportation Expense	15,300	21,600	21,600	25,338
4091	Cell Phone Allowance	-	-	-	1,200
4410	Rental of Machinery and Equipment	7,713	8,012	8,200	8,200
4420	Public Facilities Cost - See Other Cost Dist.	33,927	36,795	38,232	39,632
4550	General Liability Insurance	19,752	24,969	41,043	34,974
4720	Printing & Binding	-	-	300	300
4910	Court Costs & Investigative Expense	805	113	1,800	1,800
4990	Other Miscellaneous Expense	-	-	2,250	-
5100	Office Supplies	4,464	6,665	6,000	6,000
5400	Membership Dues and Subscriptions	18,608	31,285	18,500	18,500
5410	Employee Training	3,956	3,409	11,250	13,500
6450	Office Equipment Replacement	2,579	-	3,655	3,655
<b>TOTAL</b>		<b>\$ 2,599,856</b>	<b>\$ 2,541,296</b>	<b>\$ 2,480,107</b>	<b>\$ 2,463,482</b>

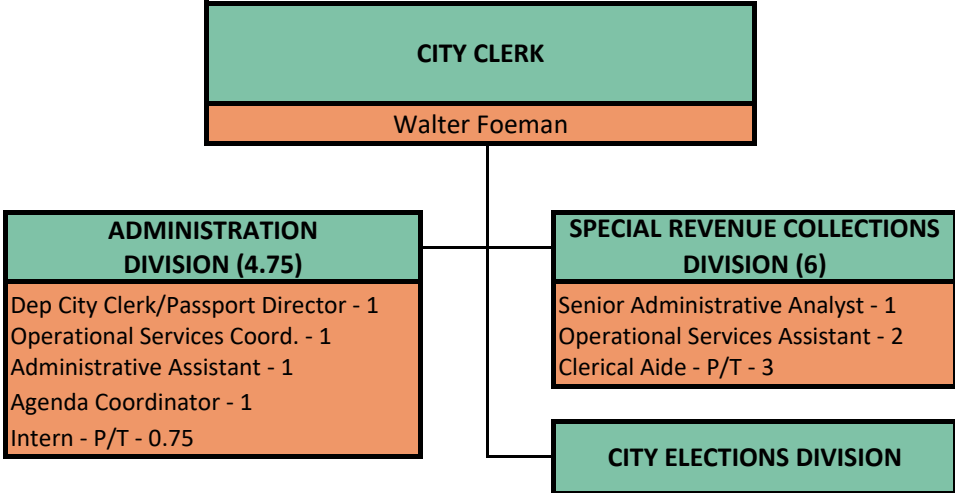


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**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**CITY CLERK**

**ORGANIZATION CHART**





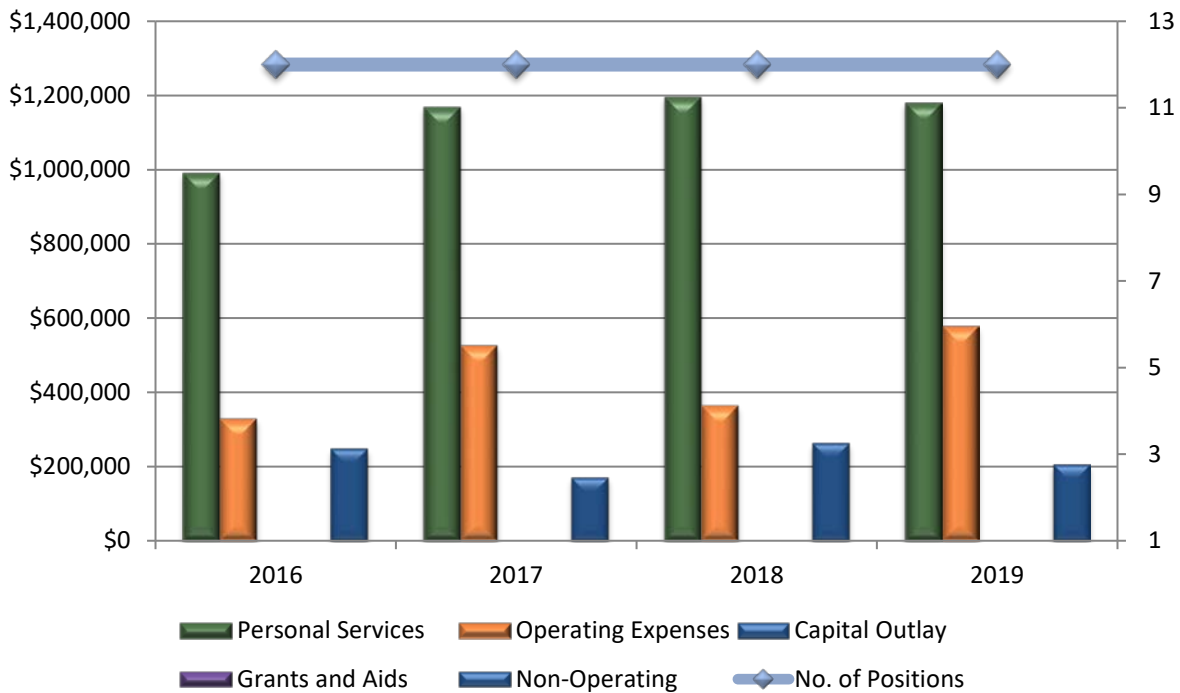
**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



**CITY CLERK  
BUDGET AND POSITION SUMMARY**

	<u>2015-2016 ACTUAL</u>	<u>2016-2017 ACTUAL</u>	<u>2017-2018 BUDGET</u>	<u>2018-2019 BUDGET</u>
Salaries & Benefits	990,700	1,169,072	1,195,794	1,180,372
Operating Expenses	328,976	525,870	364,487	577,934
Capital Outlay	-	-	-	-
Grants and Aids	-	-	-	-
Non-Operating	246,295	169,391	261,430	204,100
<b>Total</b>	<b>1,565,971</b>	<b>1,864,333</b>	<b>1,821,711</b>	<b>1,962,406</b>
Full Time Headcount	8.00	8.00	8.00	8.00
Part Time FTE's	3.75	3.75	3.75	3.75
<b>Total Headcount &amp; FTE's</b>	<b>11.75</b>	<b>11.75</b>	<b>11.75</b>	<b>11.75</b>

**EXPENDITURE/PERSONNEL COMPARISONS**



# City Clerk

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## Department Function:

As the Corporate Secretary, the City Clerk's Office is the keeper of the official Commission minutes, legislation, lobbyist registration, bid openings, original contracts, keeping meeting schedules, minutes and attendance records for all City boards and committees and also attends bond validations proceedings as needed. The elections function entails the administration, supervision and certification of Municipal, Business/Improvement District and Retirement Board and employee elections, any charter amendment, special or referenda, and straw ballot issues. In furtherance of our Records Management Program, this office sets guidelines and standards for all City Records, incorporates management technologies, and establishes a repository for inactive, archival and vital records. Special projects include collaborative projects and cost sharing approaches for archival preservation (i.e. Talking Book, Sea Level Rise, Immigration App and Virtual Historic City projects), 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, straw ballot issues and retirement board elections pursuant to the Florida Election Code, Miami-Dade County Charter and Code and City of Coral Gables Charter and Code authority.
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 realizing a revenue source from same.
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 GovQA Application.
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.

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**CITY CLERK**

**FISCAL YEAR 2018 MAJOR ACCOMPLISHMENTS**

- ✓ Increased the number of passport customers to more than 10,000 customers per year, resulting in passport revenue having increased by 50% over previous year
- ✓ Received 100 percent score, the highest score a Passport Acceptance Facility can receive in regard to meeting State Department regulations and operational requirements
- ✓ Implemented and rolled out a new public record request system under the direction of the City Attorney's Office
- ✓ Held the second Annual City's retreat for elected officials, key staff and invited guests. The retreat, a first of its kind in the City of Coral Gables, facilitated by a world renowned expert speaker and consultant on "Next Mapping the Future", change leadership and transformation, focused on leaders and their teams working in times of intense technological innovation



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

**CITY CLERK**

INDICATOR:	FY17			FY18		FY19
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Passport applications processed	11,000	22,930		15,000	25,307	19,000
Photographic prints provided	3,900	9,592		5,000	13,260	8,000
Number of Lobbyists registered <sup>1</sup>	90	85		80	76	80
Number of Principals registered <sup>1</sup>	100	110		100	137	100
Lobbyist-related Issues registered <sup>1</sup>	120	115		110	137	100
New digital archival collections identified for PALMM Partnership with FIU and FCLA	2	1		2	2	2
Financial disclosure documents filed annually to meet county compliance <sup>1</sup>	200	175		200	150	200
Financial disclosure documents filed annually to meet state compliance <sup>1</sup>	70	70		60	60	70
Letters forwarded to board members <sup>1</sup>	250	250		250	250	250
Number of Proclamations <sup>1</sup>	65	47		60	55	60
Number of Certificates of Appreciation, Commendation and Recognition <sup>1</sup>	50	62		60	50	60
Ordinances executed <sup>1</sup>	45	45		40	38	40
Resolutions executed <sup>1</sup>	225	371		225	253	225

**Legend**

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

**Notes:**

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





**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



001 GENERAL FUND  
CITY CLERK  
0600 CITY CLERK  
511 LEGISLATIVE

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019 BUDGET SALARIES	
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
8940	City Clerk	1.00	1.00	1.00	1.00	\$ 150,814
0600	Deputy City Clerk/Passport Director	1.00	1.00	1.00	1.00	119,170
0622	Contracts & Records Mgmt Coordinator	1.00	1.00	1.00	-	-
0605	Operational Services Coord.	1.00	1.00	1.00	1.00	73,519
0602	Administrative Assistant	1.00	1.00	1.00	1.00	52,312
0035	Agenda Coordinator	1.00	1.00	1.00	1.00	59,515
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>	<b>455,330</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
0087	Intern - P/T	1.00	0.75	0.75	0.75	18,229
<b>TOTAL PART TIME FTE's</b>		<b>1.00</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>18,229</b>
<b>TOTAL</b>		<b>6.75</b>	<b>6.75</b>	<b>6.75</b>	<b>5.75</b>	<b>\$ 473,559</b>

**EXPENDITURE DETAIL**

		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019 BUDGET
1000	Salaries	\$ 489,383	\$ 560,470	\$ 538,985	\$ 473,559
2000	Employee Benefits - See Other Cost Dist.	324,634	302,107	323,456	281,254
3190	Other Professional Services	23,127	25,190	67,924	62,057
4090	Other Transportation Expense	8,100	8,100	8,100	12,344
4410	Rental of Machinery and Equipment	8,279	7,779	6,000	7,500
4420	Public Facilities Cost - See Other Cost Dist.	27,598	29,930	31,100	32,239
4550	General Liability Insurance	19,697	17,868	29,448	23,361
4820	Advertising Expense	23,661	10,848	20,000	20,000
4910	Court Costs & Investigative Expense	-	-	150	-
4970	Passport Expense	225	-	-	-
4990	Other Miscellaneous Expense	2,525	2,076	2,278	2,500
5100	Office Supplies	3,405	3,585	5,900	4,500
5400	Membership Dues and Subscriptions	955	1,025	1,000	2,895
5410	Employee Training	2,113	2,026	2,800	5,700
<b>TOTAL</b>		<b>\$ 933,702</b>	<b>\$ 971,004</b>	<b>\$ 1,037,141</b>	<b>\$ 927,909</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
0809	Sr. Administrative Analyst	1.00	1.00	1.00	1.00	\$ 87,134
0064	Operational Services Assistant	1.00	1.00	1.00	2.00	81,729
8888	Overtime	-	-	-	-	46,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>214,863</b>
<b>PART TIME POSITIONS</b>						
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
9006	Clerical Aide - P/T	4.00	3.00	3.00	3.00	85,594
<b>TOTAL PART TIME FTE's</b>		<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>85,594</b>
<b>TOTAL</b>		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>\$ 300,457</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 137,823	\$ 222,338	\$ 245,523	\$ 300,457
2000	Employee Benefits - See Other Cost Dist.	38,860	84,157	87,830	125,102
3190	Other Professional Services	111,673	67,456	105,100	60,000
4410	Rental of Machinery and Equipment	-	-	-	4,020
4420	Public Facilities Cost - See Other Cost Dist.	-	32,026	33,277	34,496
4550	General Liability Insurance	3,577	7,712	13,390	14,822
4920	Lobbyist & Registration Fees	-	-	1,000	1,000
4970	Passport Expense	94,041	38,741	17,020	15,500
5202	Chemicals and Photographic Supplies	-	-	15,000	15,000
9001	Lobbyist Registration & Fees	-	-	-	40,000
9002	Document Filing Fee	246,295	169,391	261,430	164,100
<b>TOTAL</b>		<b>\$ 632,269</b>	<b>\$ 621,821</b>	<b>\$ 779,570</b>	<b>\$ 774,497</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

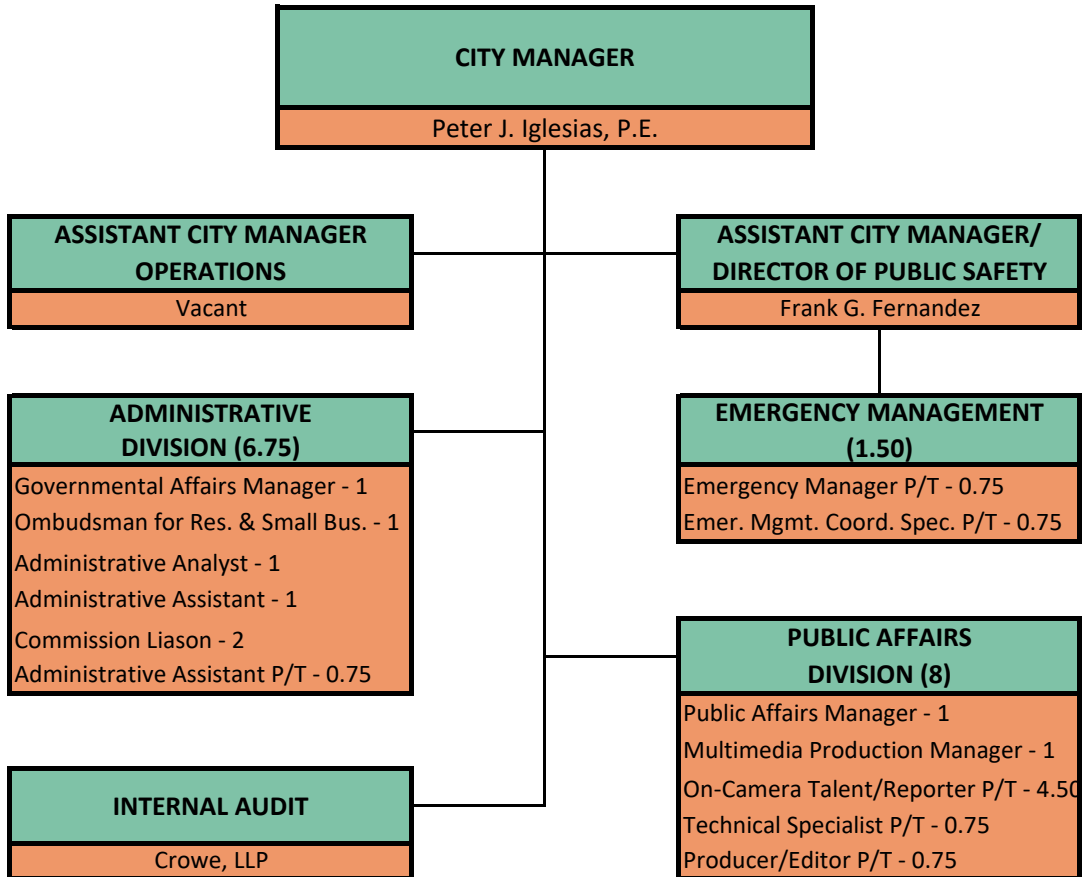
**EXPENDITURE DETAIL**

		<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
3190	Other Professional Services	\$ -	\$ 227,798	\$ 2,500	\$ 200,000
4820	Advertising Expense	-	43,444	-	45,000
4990	Other Miscellaneous Expense	-	266	-	10,000
5100	Office Supplies	-	-	2,500	5,000
<b>TOTAL</b>		<b>\$ -</b>	<b>\$ 271,508</b>	<b>\$ 5,000</b>	<b>\$ 260,000</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**CITY MANAGER**

**ORGANIZATION CHART**



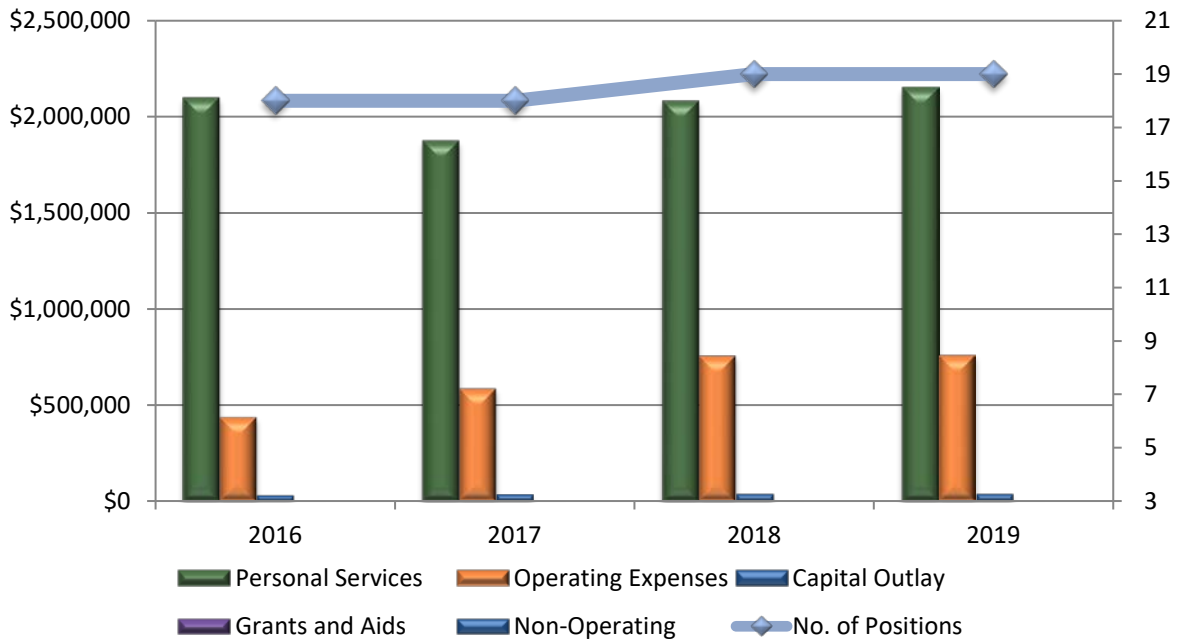
**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



**CITY MANAGER  
BUDGET AND POSITION SUMMARY**

	<u>2015-2016 ACTUAL</u>	<u>2016-2017 ACTUAL</u>	<u>2017-2018 BUDGET</u>	<u>2018-2019 BUDGET</u>
Salaries & Benefits	2,099,863	1,876,184	2,082,485	2,152,996
Operating Expenses	438,517	586,803	755,288	758,514
Capital Outlay	28,506	32,641	35,000	35,000
Grants and Aids	-	-	-	-
Non-Operating	-	-	-	-
<b>Total</b>	<b><u>2,566,886</u></b>	<b><u>2,495,628</u></b>	<b><u>2,872,773</u></b>	<b><u>2,946,510</u></b>
Full Time Headcount	11.00	11.00	11.00	11.00
Part Time FTE's	6.75	6.75	8.25	8.25
<b>Total Headcount &amp; FTE's</b>	<b><u>17.75</u></b>	<b><u>17.75</u></b>	<b><u>19.25</u></b>	<b><u>19.25</u></b>

**EXPENDITURE/PERSONNEL COMPARISONS**





# City Manager's Office

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## 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 two Assistant City Managers -- the Assistant City Manager for Operations & Infrastructure and the Assistant City Manager/Director of Public Safety -- in order to create a high performing organization that embraces innovation, best practices, and municipal effectiveness in service to the 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 carrying capacity-preserving 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.

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**CITY MANAGER'S OFFICE**

**FISCAL YEAR 2018 MAJOR ACCOMPLISHMENTS**

- ✓ Provided executive level oversight in the implementation of the Miracle Mile and Giralda streetscapes and introduced a daily maintenance program funded by increased parking fees
- ✓ Provided executive level leadership in the preparation for and response to Hurricane IRMA including the collection, chipping and removing more than 350,000 cubic yards of landscape debris and the removal/replacement of more than 1,000 city trees
- ✓ Provided executive level oversight of the siting, programming, designing and funding of a new state-of-the-art Public Safety Building. Construction to begin Winter 2019
- ✓ Provided executive level oversight in the analyzing, drafting and submitting two applications to Miami-Dade County for annexation (the enclaves of Little Gables and separately High Pines/Ponce Davis) including the required number of favorable petitions from registered voters in each of the areas
- ✓ Provided executive level leadership in city-wide process improvement, guided by a Six Sigma and other process improvement protocols, resulting stronger safeguards, increased transparency, improved efficiency, and greater accountability
- ✓ Provided executive level strategic leadership in the successful development, funding, and implementation of customized, technology-driven interdepartmental public safety initiatives resulting the lowest crime in more than 15 years and the highest number of filled patrol officer positions
- ✓ Formed a fully operational emergency operations division and created departmental Continuity of Operations Plans (COOP) along with a Comprehensive Emergency Operations Plan to guide City actions and prioritize City functions during natural or man-made disasters
- ✓ Provided executive level representation in the successful affirmation of AAA ratings from Moody's, Standard & Poor's, and Fitch
- ✓ Successfully promoted or recruited additional top-tier talent in critical areas while creating fair and transparent talent management processes

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**CITY MANAGER'S OFFICE**

**FISCAL YEAR 2018 MAJOR ACCOMPLISHMENTS**

- ✓ Developed a coordinated plan with University of Miami Professors on developing a crime analytics platform and assessment tools
- ✓ Enhanced the learning organization mindset by organizing quarterly Leadership Power Breakfast presentation to all staff by renowned leaders in the community
- ✓ Enhanced Public Safety measures by achieving full staffing in both the Fire and Police departments
- ✓ Enhanced situational awareness of critical Public Safety issues through the implementation of predictive analytics and other data dashboards as well as data integration through technology
- ✓ Through the implementation of multiple strategic initiatives and tactical alignment of city-wide resources overall crime was reduced by 12%
- ✓ Experienced a 10% reduction in residential burglaries and an additional 14% reduction in vehicle burglaries. This resulted in the lowest crime rate in 15 years
- ✓ Introduced a data-driven approach to traffic concerns and have received positive feedback from residents
- ✓ Augmented the Neighborhood Safety Aide program to expand our area patrols
- ✓ Enhanced our Emergency Operation plans to ensure continued operational readiness in the event of a natural disaster incident
- ✓ Developed a Public Safety succession plan which provides the opportunity to hire the replacement personnel in advance of the employees that are retiring

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**CITY MANAGER'S OFFICE**

**FISCAL YEAR 2018 MAJOR ACCOMPLISHMENTS**

**Office of Public Affairs**

- ✓ Earned Coral Gables Television's (CGTV) first Emmy by the National Academy of Television Arts & Sciences. The award was presented to CGTV for the original production of "Embracing Autism: A Coral Gables Story"
- ✓ Strengthened the City's social media outreach in Facebook (12,430 likes), Twitter (1,947 followers), and YouTube (795 subscribers), introduced the use of In-telligent app for emergency notifications and joined the Nextdoor community as a Public Agency to share information with its neighbors
- ✓ Celebrated the fact that the Multimedia Production Manager was selected as the 2017 Coral Gables Employee of the Year for his outstanding leadership, service and loyalty to the City
- ✓ Expanded resident communication outreach for residents that do not utilize social media including weekly Miami Herald ads, resident magazine (now mailed also to proposed annexed areas), storm-ready telephone messages, and storm messages on WLRN radio



**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



001 GENERAL FUND  
CITY MANAGER  
1010 ADMINISTRATIVE DIVISION  
512 EXECUTIVE

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
8950	City Manager	1.00	1.00	1.00	1.00	\$ 220,144
0630	Assistant City Mgr for Oper. & Infrastructure	1.00	1.00	1.00	1.00	184,984
0631	Assistant City Mgr/Dir of Public Safety	1.00	1.00	1.00	1.00	188,810
0629	Governmental Affairs Manager	1.00	1.00	1.00	1.00	100,964
0810	Administrative Analyst	1.00	1.00	1.00	1.00	61,848
0076	Ombudsman for Res. & Small Bus.	1.00	1.00	1.00	1.00	82,586
0602	Administrative Assistant	-	1.00	1.00	1.00	41,947
0036	Executive Secretary	1.00	-	-	-	-
0604	Commission Liaison	2.00	2.00	2.00	2.00	106,660
8888	Overtime	-	-	-	-	12,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>999,943</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
6101	Administrative Assistant - P/T	1.00	0.75	0.75	0.75	30,883
0077	Emergency Mgmt Coord Specialist - P/T	-	-	-	0.75	-
0099	Emergency Manager - P/T	-	-	-	0.75	-
<b>TOTAL PART TIME FTE's</b>		<b>1.00</b>	<b>0.75</b>	<b>0.75</b>	<b>2.25</b>	<b>30,883</b>
<b>TOTAL</b>			<b>9.75</b>	<b>9.75</b>	<b>11.25</b>	<b>\$ 1,030,826</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 876,527	\$ 949,720	\$ 1,093,062	\$ 1,030,826
2000	Employee Benefits - See Other Cost Dist.	554,486	430,794	419,515	429,978
3190	Other Professional Services	20,710	27,147	111,000	75,000
4011	Out-of-town Travel	3,295	2,420	6,000	7,000
4020	Central Garage Motor Pool Rent	10,597	11,702	11,159	-
4090	Other Transportation Expense	4,318	6,000	6,000	12,344
4410	Rental of Machinery and Equipment	6,304	6,314	6,500	6,500
4420	Public Facilities Cost - See Other Cost Dist.	25,471	27,623	28,703	29,754
4550	General Liability Insurance	27,906	35,486	59,986	50,852
4720	Printing & Binding	-	1,730	2,500	1,500
4990	Other Miscellaneous Expense	11,153	7,877	7,500	10,000
5100	Office Supplies	9,898	5,815	8,000	8,000
5400	Membership Dues and Subscriptions	12,752	13,133	15,000	15,000
5410	Employee Training	6,937	7,005	9,900	9,900
<b>TOTAL</b>		<b>\$ 1,570,354</b>	<b>\$ 1,532,766</b>	<b>\$ 1,784,825</b>	<b>\$ 1,686,654</b>



**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



001 GENERAL FUND  
**CITY MANAGER**  
**1020 EMERGENCY MANAGEMENT**  
 521 LAW ENFORCEMENT

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	HC	NUMBER OF AUTHORIZED POSITIONS			
			2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019 BUDGET SALARIES
<b>PART TIME POSITIONS</b>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
0077	Emergency Mgmt Coord Specialist - P/T	1.00	-	-	-	0.75 42,296
0099	Emergency Manager - P/T	1.00	-	-	-	0.75 53,337
<b>TOTAL PART TIME FTE's</b>		<b>2.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.50 95,633</b>
<b>TOTAL</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>1.50 \$ 95,633</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ -	\$ -	\$ -	\$ 95,633
2000	Employee Benefits - See Other Cost Dist.	-	-	-	7,557
3190	Other Professional Services	-	-	-	50,000
4410	Rental of Machinery and Equipment	-	-	-	15,000
4550	General Liability Insurance	-	-	-	4,718
5100	Office Supplies	-	-	-	10,000
5206	Food for Human Consumption	-	-	-	46,300
5214	Uniform Allowance	-	-	-	1,000
5410	Employee Training	-	-	-	10,000
<b>TOTAL</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 240,208</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
0612	Public Affairs Manager	1.00	1.00	1.00	1.00	\$ 104,905
0615	Multimedia Production Manager	1.00	1.00	1.00	1.00	83,233
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>188,138</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
0008	On-Camera Talent/Reporter/Edit	6.00	4.50	4.50	4.50	191,032
9010	Technical Specialist - P/T	1.00	0.75	0.75	0.75	37,765
0017	Producer/Editor - P/T	1.00	0.75	0.75	0.75	30,658
<b>TOTAL PART TIME FTE's</b>		<b>8.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>259,455</b>
<b>TOTAL</b>		<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>\$ 447,593</b>

**EXPENDITURE DETAIL**

	2015-2016	2016-2017	2017-2018	2018-2019
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 378,897	\$ 366,837	\$ 439,647	\$ 447,593
2000 Employee Benefits - See Other Cost Dist.	163,309	124,626	130,261	141,409
3190 Other Professional Services	61,297	45,465	78,984	78,984
4020 Central Garage Motor Pool Rent	75,314	73,019	73,691	48,324
Replacement:	33,289			
Oper. & Maint:	15,035			
4090 Other Transportation Expense	-	675	2,700	3,898
4410 Rental of Machinery and Equipment	6,666	6,666	4,000	4,000
4420 Public Facilities Cost - See Other Cost Dist.	37,921	41,126	42,732	44,297
4550 General Liability Insurance	17,537	14,225	24,265	22,080
4620 Repair and Maint. of Office Equipment	2,877	2,342	3,000	3,000
4630 Repair/Maint. of Machinery & Equipment	2,302	3,204	4,500	4,500
4710 Special Printed Forms	(13)	-	-	-
4720 Printing & Binding	15,924	10,715	20,000	20,000
4820 Advertising Expense	28,080	32,848	42,000	42,000
4940 Taxes & License Fees Paid	2,333	1,992	3,000	3,000
4990 Other Miscellaneous Expense	1,545	2,328	2,000	2,000
5100 Office Supplies	9,447	6,000	10,000	10,000
5214 Uniform Allowance	-	-	1,344	1,344
5215 Small Tools & Minor Equipment	986	1,092	3,159	3,159
5400 Membership Dues and Subscriptions	1,050	1,120	1,700	1,700
5410 Employee Training	2,252	1,312	2,000	2,000
6430 Equipment Repair/Replacement	21,260	21,586	25,000	25,000
6440 Equipment Additions	7,246	11,055	10,000	10,000
<b>TOTAL</b>	<b>\$ 836,230</b>	<b>\$ 768,233</b>	<b>\$ 923,983</b>	<b>\$ 918,288</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

		<b>EXPENDITURE DETAIL</b>			
		<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
1000	Salaries	\$ 58,623	\$ -	\$ -	\$ -
2000	Employee Benefits - See Other Cost Dist.	68,021	4,207	-	-
3190	External - Internal Audit Contract	-	150,795	163,965	101,360
4090	Other Transportation Expense	3,150	-	-	-
4410	Rental of Machinery and Equipment	2,679	527	-	-
4420	Public Facilities Cost - See Other Cost Dist.	22,916	37,281	-	-
4550	General Liability Insurance	4,788	1,819	-	-
5100	Office Supplies	125	-	-	-
<b>TOTAL</b>		<b>\$ 160,302</b>	<b>\$ 194,629</b>	<b>\$ 163,965</b>	<b>\$ 101,360</b>

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Peter J. Iglesias, City Manager

**Action Plan Name:** AP 1.1.1 Becoming South Florida’s Best-loved Hometown (Community Satisfaction Survey)

**Strategic plan alignment** (Supports which Goals and Objectives):

Goal 1: Provide exceptional service that meets or exceeds the requirements and expectations of our community.

- Objectives: this action plan supports several other objectives and key action plans that depend upon determining and understanding the current levels of satisfaction and engagement held by multiple key stakeholder groups, and especially residents and the City’s workforce. Successful accomplishment of this action plan will yield valuable information for analysis to determine key areas of strength and opportunities for improvement upon which to focus the organization’s improvement efforts in the following objectives:
  - 1.1 – Attain world-class performance levels in overall community satisfaction with City services by 2019
  - 1.2 – Attain world-class performance levels in public safety by 2019
  - 1.3 – Improve mobility throughout the City
  - 1.5 – Enhance our position as a premier destination for arts, culture, dining, and shopping
  - 2.1 – Ensure sufficient workforce capacity and capability to deliver high quality results by 2019
  - 4.1 – Improve customer satisfaction with City communications to 75% by 2019
  - 5.2 – Increase the historical and cultural components in City-sponsored programs and the community’s satisfaction with access and the programs
  - 5.5 – Attain world-class performance levels in resident satisfaction with City-sponsored special events by 2019

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By When	How will it be evident	Completed?
Hire professional research firm to establish baseline data, collect data and conduct survey.	September 2016	Service contract in place	✓
Develop and administer a series of survey instruments to accurately and consistently measure community satisfaction over time across multiple key measurement areas and market segments, (see objectives 1.1, 1.2, 1.3, 1.5, 2.1, 4.1, 5.2, and 5.5). Identify and collect relative comparison data and information.	January 2017/September 2018	Transactional surveys launched for Parks and Recreation Department, Fire EMS, Building Division and Planning and Zoning Division.  Community Survey distributed in September 2018.	✓

**KEY tasks that must be accomplished, deliverables, and measures of success (Continued)**

What must be done	By When	How will it be evident	Completed?
Establish (2016) baseline data for community satisfaction rates overall and by categories, with a focus on residents and businesses for Coral Gables and collect comparison data for relative comparable cities.	May 2018	Professional Consultant, Baldrige Group, services several local government clients and has access to comparable data.	✓
Analyze data and identify areas of strength and opportunities for improvement.	TBD	Analysis complete and presented to City Manager for decision on action plan requirements	Under Development
Work with individual departments to draft designated action plans to address target areas.	TBD	City Manager approval / revision	Under Development
Obtain approval/funding for action plan requirements.	June 2018	Funding obtained for action plan implementation	On Target
Communicate planned improvements aimed at increasing community satisfaction to survey population.	September 2018	Communication plans implemented	On Target
Implement action plans.	December 2018	Action plans implemented	On Target
Provide updated communication to survey population.	January 2019	Communication plans implemented	On Target
Develop marketing materials or a recruitment strategy while also helping to direct limited resources based on survey results (e.g., how important are bike paths to the overall resident and business satisfaction rating?).	January 2019	Marketing materials developed and deployed	On Target
Re-survey every two years	Ongoing	Survey conducted	On Target

**Resource requirements (what do we need to succeed?)**

- Funding
  - FY16 - \$10,500 for professional fees and travel expenditures
  - FY17 - \$31,000 – design of annual customer/business survey: collection, aggregation, segmentation, analysis of results, and comprehensive report.
- Community participation
- Staff buy-in and participation
- Effective communication strategies (medium, frequency, target audience, etc.)



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

Measure	Target	Date
Baseline satisfaction and engagement data provided by consultant	Accurate as possible	FY 2017-2018
Overall satisfaction on Community Satisfaction Survey	75% 90%	FY17 FY19

**Frequency & venue of review**

- Overall measure every other year at City Commission meeting
- Quarterly review of leading indicators at meeting with City Manager and staff

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents	Increased satisfaction and improved customer experience, community pride, increased resident retention rate	Survey fatigue, failure to be able to manage up to expectations
Businesses	Increased satisfaction and improved customer experience, community pride, increased business retention rate	Survey fatigue, failure to be able to manage up to expectations
Board of Realtors	Increased sales and revenue based on increased desirability of Coral Gables to homebuyers and renters	If resident retention rate increases, the opportunity to benefit from increased property taxes may be missed
Recruitment entities (e.g. Beacon Council)	Increased data and information with which to recommend Coral Gables and establish offices in City	Managing expectations
Media	Good publicity, increased data and information with which to promote Coral Gables' attributes	Managing expectations
City Workforce	Increased workforce satisfaction, increased workplace pride, loyalty, engagement, empowerment	Demanding more of the workforce may lead to stress/anxiety, increasing the chance of falling short of goals
Volunteers (e.g., board members)	Increased citizen pride and satisfaction, larger pool of volunteers, citizen empowerment and engagement	Managing expectations
Non-profit organizations	Increased data and information with which to improve customer/partner experience	Managing expectations
Religious institutions	Increased data and information with which to improve customer/partner experience	Managing expectations
University of Miami /Schools	Increased data and information with which to improve customer/partner experience	Managing expectations

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Maria Rosa Higgins Fallon, Public Affairs Manager

**Action Plan Name:** 4.1.1 – Enhance City Communications

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.1 – Attain world-class performance levels in overall community satisfaction with City services by 2019
- Goal 2 – To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
  - Objective 2.2 – Attain world-class levels of performance in workforce satisfaction and engagement by 2019
- Goal 4 – Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources.
  - Objective 4.2 – Expand knowledge-based library across departments and operations by Q1-2017
- Goal 5 – Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
  - Objective 5.2 – Increase the historical and cultural components in City-sponsored programs and the community’s satisfaction with access and the programs
  - Objective 5.5 – Attain world-class performance levels in resident satisfaction with City-sponsored special events by 2019
  - Objective 5.9 – Develop and deploy a training program for the workforce regarding the City’s culture, history, and brand by 2019
- Goal 6 – Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
  - Objective 6.5 – Increase outreach and education efforts with City employees and the community to enhance sustainability

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By When	How will it be evident	Completed?
Launch CG Twitter	September 2017	# sign-ups	✓
Unify City Brand Image	October 2018	# of branded publications	On Target
Apply for communication awards	October 2018	Win top national & regional awards	On Target

**KEY tasks that must be accomplished, deliverables, and measures of success (Continued)**

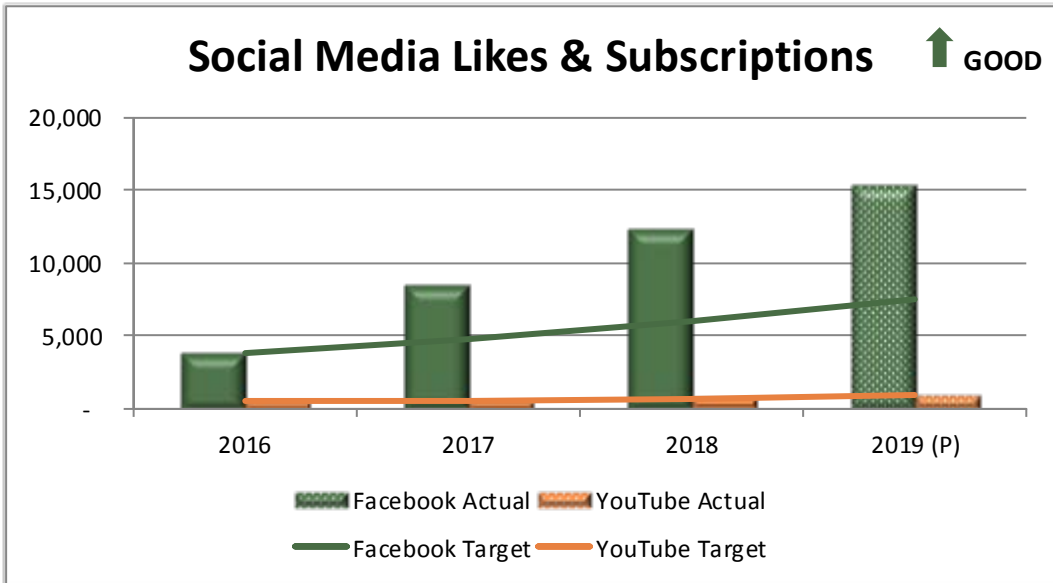
What must be done	By When	How will it be evident	Completed?
Develop communications survey tools for internal and external customers	September 2019	Survey tools approved by CM	No – Target Date revised
Conduct surveys of internal and external customers	September 2019	# responses	No – Target Date revised
Upgrade CGTV to HD equipment	October 2019	% increase in viewer satisfaction	On Target
Upgrade internet & intranet	October 2019	% increase in web customer satisfaction	✓
Enhance City app	October 2019	# of sign-ups	On Target
Increase social media presence	Ongoing	% increase of Facebook, YouTube likes	On Target
Maximize media relations	Ongoing	# of positive articles	On Target
Maximize CGTV's effectiveness	Ongoing	% increase of video packages	On Target
Maximize external communications	October 2019	% rating increase in communication survey	No – Delays in Survey
Maximize internal communications	October 2019	% rating increase in employee survey	No – Delays in Survey

**Resource requirements (what do we need to succeed?)**

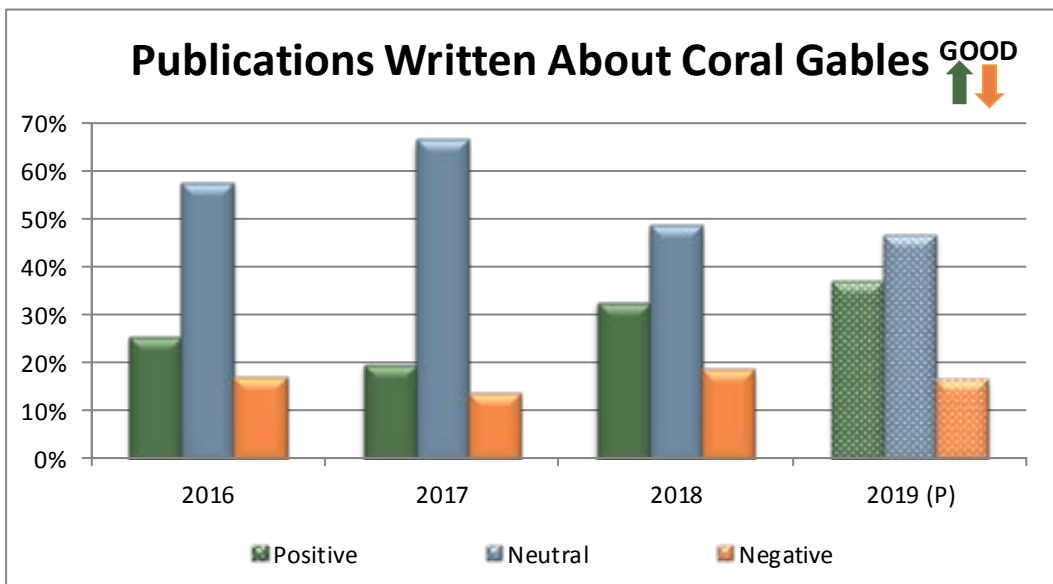
- Fund Social Media Coordinator using existing funds of unfilled vacant position in Communications
- Upgrade hourly pay of CGTV part-timers using existing funds of unfilled vacant position in Communications
- Approval of Capital Project request in FY17 and FY18 to upgrade CGTV equipment to high definition
- Secure hardware and software equipment to provide for additional social media functions
- Secure \$50,000+ funding for upgrade of internet and intranet through IT funding request

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

Measure	Target	Date
Facebook & YouTube "Likes"	25% + from 2016 baseline	10/17
	25% + from 2017 baseline	10/18
	25% + from 2018 baseline	10/19



Measure	Target	Date
Positive media articles	25% + from 2016 baseline	10/17
	25% + from 2017 baseline	10/18
	25% + from 2018 baseline	10/19



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

Measure	Target	Date
# of Twitter followers	25% + from 2016 baseline	10/17
	25% + from 2017 baseline	10/18
	25% + from 2018 baseline	10/19
External customer satisfaction with City communications	25% + from 2016 baseline	10/17
	25% + from 2017 baseline	10/18
	25% + from 2018 baseline	10/19
Employee satisfaction with internal City communications	25% + from 2016 baseline	10/17
	25% + from 2017 baseline	10/18
	25% + from 2018 baseline	10/19
Branded publications compliance	25% + from 2016 baseline	10/17
	25% + from 2017 baseline	10/18
	25% + from 2018 baseline	10/19
Positive media articles	25% + from 2016 baseline	10/17
	25% + from 2017 baseline	10/18
	25% + from 2018 baseline	10/19
# of CGTV video packages	10% + from 2016 baseline	10/17
	10% + from 2017 baseline	10/18
	10% + from 2018 baseline	10/19
Communications awards received	3 Tellys, Davie, and Emmys	2019

**Frequency & venue of review**

- Quarterly reviews to the City Manager at Departmental meetings.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents	Increased satisfaction with city communications	Dissatisfaction with how City funds are being used (e.g., for applications not used by a particular resident segment)
Employees	Increased satisfaction with city communications, positive morale	None
Media	Increased opportunities to report positively on the City	None
Millennials	Increased reach through social media, CGTV, Twitter	Dissatisfaction with the amount of time taken to obtain world-class status (not staying current with the state-of-the-art communications approaches desired by this segment)



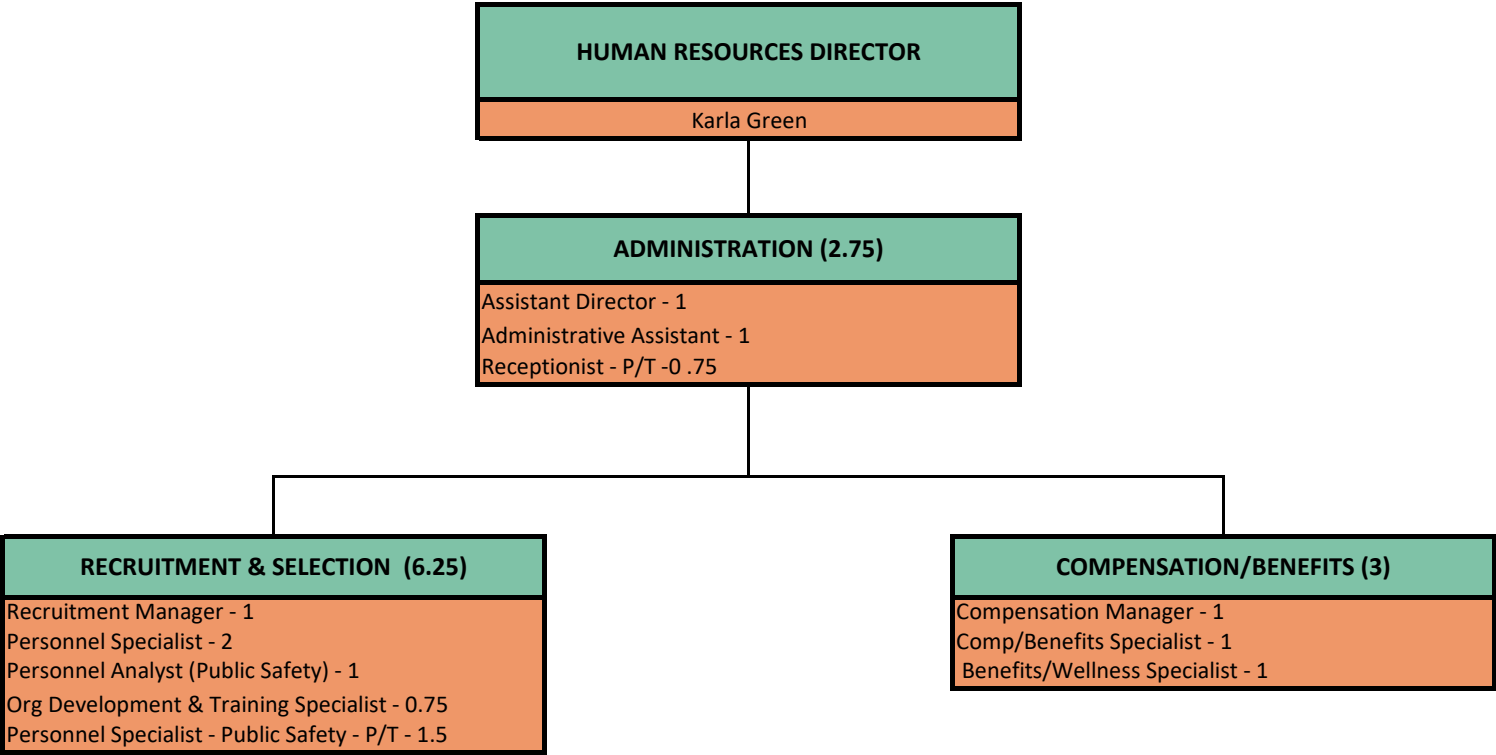
**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

- + \$None
- \$357,000 funding the equipment of CGTV through a Capital Projects request
- ROI for CGTV equipment upgrade are not measurable through Comcast cable's viewership count. CGTV viewership is only measured through Facebook and website metrics. Therefore, the financial impact of CGTV equipment upgrade is not measurable through an all-venue viewership count.

CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET

HUMAN RESOURCES

ORGANIZATION CHART



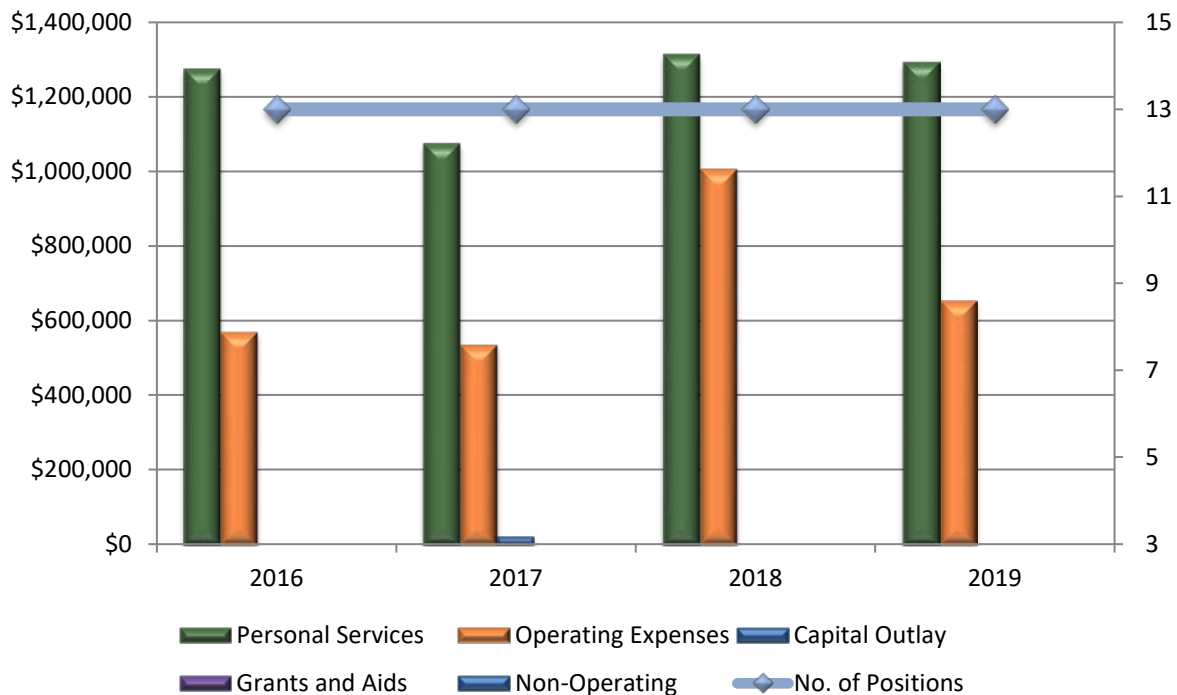
**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



**HUMAN RESOURCES DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2015-2016 ACTUAL</u>	<u>2016-2017 ACTUAL</u>	<u>2017-2018 BUDGET</u>	<u>2018-2019 BUDGET</u>
Salaries & Benefits	1,273,872	1,074,875	1,313,648	1,291,620
Operating Expenses	569,349	535,503	1,005,406	653,363
Capital Outlay	-	19,305	-	-
Grants and Aids	-	-	-	-
Non-Operating	-	-	-	-
<b>Total</b>	<u><u>1,843,221</u></u>	<u><u>1,629,683</u></u>	<u><u>2,319,054</u></u>	<u><u>1,944,983</u></u>
Full Time Headcount	10.00	10.00	10.00	10.00
Part Time FTE's	3.00	3.00	3.00	3.00
<b>Total Headcount &amp; FTE's</b>	<u><u>13.00</u></u>	<u><u>13.00</u></u>	<u><u>13.00</u></u>	<u><u>13.00</u></u>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Human Resources

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## Department Function:

The Human Resources Department has a total of ten budgeted full time employees and two part time employees that services 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 classification and compensation plan, 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.

In addition, Human Resources is tasked with administering the hiring and promotional processes to meet the changing service demands for 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. 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.
4. 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.
5. Promote and engage our workforce with comprehensive wellness initiatives.

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**HUMAN RESOURCES**

**FISCAL YEAR 2018 MAJOR ACCOMPLISHMENTS**

- ✓ Conducted and Implemented a Compensation Study for Excluded and General Employees
- ✓ Enhanced the recruitment strategic plan regarding the hiring for public safety positions resulting in zero vacancies
- ✓ Implemented comprehensive Citywide Organizational Development and Training Programs
- ✓ Created and implemented Human Resources Hiring and Interview Process and Procedures Policy and Orientation Policy for Promotions
- ✓ Implemented new Citywide Wellness Initiatives for all employees
- ✓ Created and implemented New Employee Recognition programs
- ✓ Enhanced Internship Programs by adding networking events and pilot programs





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

**HUMAN RESOURCES**

INDICATOR:	FY17			FY18		FY19
	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 (started May 2015)	100%	100%	●	100%	100%	100%
Review forms/process to update	97%	100%	●	100%	100%	100%
Send reminder notices to directors/managers on an annual basis	100%	100%	●	100%	100%	100%
Conduct 2 health screenings per year	50%	50%	●	50%	100%	100%
Provide wellness presentation/seminars on various health related topics (minimum of 6 per year)	86%	90%	●	90%	100%	100%

**Legend**

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



**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
0405	Human Resources Director	1.00	1.00	1.00	1.00	\$ 161,087
0503	Assistant Human Resources Dir.	1.00	1.00	1.00	1.00	121,589
0501	Compensation Manager	1.00	1.00	1.00	1.00	70,120
0514	Personnel Analyst - Public Safety	1.00	1.00	1.00	1.00	49,254
0508	Recruitment Manager	1.00	1.00	1.00	1.00	54,187
0407	Benefits/Wellness Specialist	1.00	1.00	1.00	1.00	47,444
0406	Compensation/Benefits Specialist	1.00	1.00	1.00	1.00	54,956
0510	Personnel Specialist I	2.00	2.00	2.00	2.00	84,184
0602	Administrative Assistant	1.00	1.00	1.00	1.00	48,828
8888	Overtime	-	-	-	-	800
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>692,449</b>
<b>PART TIME POSITIONS</b>						
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
0089	Org Development & Training Specialist	1.00	0.75	0.75	0.75	53,308
0515	Personnel Specialist - Public Safety - P/T	2.00	1.50	1.50	1.50	58,752
0063	Receptionist - P/T	1.00	0.75	0.75	0.75	26,277
<b>TOTAL PART TIME FTE's</b>		<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>138,337</b>
<b>TOTAL</b>		<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>\$ 830,786</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 754,497	\$ 650,759	\$ 845,659	\$ 830,786
2000	Employee Benefits - See Other Cost Dist.	519,375	424,116	467,989	460,834
2610	Employee Awards	6,942	11,704	17,525	17,525
2800	Tuition Reimbursement	116,640	93,709	115,000	115,000
3130	Special Medical Services	61,374	52,490	50,419	54,919
3190	Other Professional Services	209,256	177,235	297,309	291,374
4020	Central Garage Motor Pool Rent	11,401	12,452	11,938	4,930
	Replacement: 1,565				
	Oper. & Maint: 3,365				
4090	Other Transportation Expense	8,100	6,525	8,100	10,395
4410	Rental of Machinery and Equipment	9,757	11,189	20,000	4,000
4420	Public Facilities Cost - See Other Cost Dist.	45,134	32,935	34,222	35,476
4550	General Liability Insurance	30,823	27,069	47,790	40,984
4620	Repair and Maint. of Office Equipment	-	108	1,200	1,200
4710	Special Printed Forms	1,982	2,230	2,250	2,500

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
4810 Promotional Expense	-	3,064	4,500	4,000
4820 Advertising Expense	9,747	19,540	25,000	25,000
4990 Other Miscellaneous Expense	995	-	250	-
4991 Miscellaneous Exp - Wellness Programs	21,145	43,372	323,648	-
5100 Office Supplies	12,866	10,088	16,695	11,000
5209 Protective Clothing	-	-	300	-
5214 Uniform Allowance	-	-	1,000	300
5400 Membership Dues and Subscriptions	1,834	517	1,760	1,760
5410 Employee Training	21,353	31,276	26,500	33,000
6440 Equipment Additions	-	19,305	-	-
<b>TOTAL</b>	<b>\$ 1,843,221</b>	<b>\$ 1,629,683</b>	<b>\$ 2,319,054</b>	<b>\$ 1,944,983</b>

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Karla Green, Human Resources Director

**Action Plan Name:** 2.1.2 – Develop and implement a systematic approach to volunteerism and internships

**Strategic plan alignment** (Supports which Goals and Objectives)

- Goal 2.1.2 - To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
  - Objective 2.1 - Ensure sufficient workforce capacity and capability to deliver high quality results by 2019

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By When	How will it be evident	Completed?
Establish a part-time position for an Intern/Volunteer Coordinator in HR who will develop, coordinate all activities related to a Recruitment/Coordination of an Internship/Volunteer Program	October 2016	Approved as a new need through FY 2016/2017 budget process	✓
Identify and partner with universities to recruit interns/volunteers needed by departments	October 2017	Advertisement within the institutions	✓
Identify existing interns/volunteers and begin recruitment efforts for internships/volunteers needed by departments	November 2017	Through tracking of existing interns/volunteers and through advertisement and intake of applications from applicants from various institutions	✓
Department and HR draft job descriptions	August 2018	Job descriptions	✓
Identify participants' experience and satisfaction with the overall program	March 2019	Surveys feedback at exit interviews	On Target
Identify benefits of program by preparing and sending out satisfaction of program surveys to Department Directors	December 2019	Survey results	On Target
Reach out to all Department Directors to identify needs for internship/volunteer help citywide	Ongoing	Complete a log sorted by department	On Target

**Resource requirements (what do we need to succeed?)**

- 29 hours per week of a new HR Intern/Volunteer Coordinator
- Departments’ collaboration in drafting job descriptions, feedback of needs within deadlines
- Satisfaction feedback from Departments and participants

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

Measure	Target	Date
% of positions filled of identified needs	90%	March 2018
Average number of days to fill positions	90 days	June 2018
% of volunteers/interns completing onboarding process within first week of start date	100%	June 2018
Departments satisfaction with the overall program	90%	December 2018
Internship/Volunteer participants’ program overall satisfaction	90%	October 2019

**Frequency & venue of review**

Monthly review with the Assistant City Manager at HR’s Department Staff meeting  
 Quarterly review with the City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Human Resources	Able to offer internship/volunteer opportunities to hometown university along with added help to work on special projects	None
Departments	Sufficient workforce and capacity to deliver high quality services by maintaining capability of qualified staff available to work on special projects	None
Finance	Greater workforce capacity and capability Citywide to work on special projects might create some savings while vacant budgeted positions are in between hiring process	Initially finding extra needed funds to hire part-time staff in HR
Residents	Enhanced overall community satisfaction with services provided	Costs/Additional Funds to hire to authorized levels

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

- \$27,000 approximate added annual cost for part-time staff Internship/Volunteer Coordinator position in HR.



**Action Plan Worksheet  
2019**

**Action Plan Owner:** Karla Green, Human Resources Director

**Action Plan Name:** AP 2.3.1 – Enhance Workforce Development

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 2 - To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
  - Objective 2.2 – Attain world-class levels of performance in workforce satisfaction and engagement by 2019
  - Objective 2.3 – Develop and implement a comprehensive staff development program by 2019 to ensure appropriate workforce training, opportunities, & leadership skills
  - Objective 2.4 – Attain world-class performance levels in workforce health and safety by 2019 (see Action Plan 2.4.1)

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By When	How will it be evident	Completed?
Develop a Citywide training matrix – Job specific	October 2018	On-line accessible reference materials for each department	✓
Develop a Citywide training matrix – Supervisory Training and Leadership Development specific	October 2018	On-line accessible reference materials for Supervisory staff	✓
Design and implement program to promote higher education in the workforce	October 2018	Number of workforce attaining higher educational degrees	✓
Develop and conduct Sustainability Training program	October 2019	Workforce awareness and commitment	On Hold

**Resource requirements (what do we need to succeed?)**

- 10 hours per week in staff hours to develop training matrices described above and based on union contracts and City’s Rules and Regulations
- 2 hours every other month approximate, staff hours to undergo training programs described above
- Or, in lieu of developing and conducting training programs with in-house assets, \$10,000 to hire consultants to perform tasks above
- \$15,480 increase in budget for EEO Trainings in FY16-17
- \$12,000 increase in budget for Safety Training in FY18-19
- \$52,780 increase in budget to add a Part-Time Training Coordinator to HR in FY16-17

**Resource requirements (what do we need to succeed?) - Continued**

- \$25,500 increase in budget for Journey & Associates to conduct Public Safety personnel backgrounds in FY16-17

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

Measure	Target	Date
% of staff fully trained IAW job specific training matrices	100%	October 2019 and then Ongoing
% of supervisory staff fully trained IAW supervisory training matrix	100%	October 2019 and then Ongoing
% of promotions filled from fully qualified in-house candidates	80%	October 2019 and then Ongoing
Workforce satisfaction with training and development opportunities	90%	October 2019 and then Ongoing
Workforce engagement	90%	October 2019 and then Ongoing

**Frequency & venue of review**

- Monthly review with Assistant City Manager
- Semi-Annually review to City Manager
- Annual review with the City Manager and correspond with the City Commission as directed by the City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Human Resources	Reduction in time to fill positions Reduction in effort to file and manage workers' compensation claims	Costs for development and implementation of programs/additional funds to support programs
Workforce	Increased productivity Additional internal career growth opportunities, aides in succession planning; increased satisfaction and engagement	None
Departments	Increased productivity	Temporary loss of productivity during training events

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

- + Estimated 5% reduction in workers' compensation payments (from Action Plan 2.4.1)
- \$10,000 for additional training monies to develop and implement loss control training programs described above

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Karla Green, Human Resources Director

**Action Plan Name:** AP 2.1.1 – Optimize City’s Hiring Process

**Strategic plan alignment** (Supports which Goals and Objectives)

- Goal 2 - To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
  - Objective 2.1 - Ensure sufficient workforce capacity and capability to deliver high quality results by 2019

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By When	How will it be evident	Completed?
Determine vacancy rates by department.	October 2016	Complete an accurate vacancy report	✓
Perform recruitment analysis of Police, Fire, (including Civilians within Police/Fire), all other Citywide recruitments, including part-time status.	December 2016	Complete analysis	✓
Establish a total hiring process timeline – including internal accountability standards.	March 2017	Through deployment of SOP distributed Citywide	✓
Improve external advertising resources; promote quality of City’s branding to attract highly qualified professionals.	October 2019	Reduction in the time to hire highly qualified candidates.	✓

**Resource requirements (what do we need to succeed?)**

- 600 hours of internal staff effort
- 29 hours per week of interns or part-time staff effort
- 500 hours of Communications Division or Public Relations Consultant
- \$15,000 increased budget for advertising jobs in FY18-19

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

Measure	Target	Date
Position vacancy percentage	Not to exceed 5%	October 2017
Vacant positions filled within 4 months	85% filled within 4 months	October 2017
Employee turnover rate	5-10% range	October 2018

**Frequency & venue of review**

- Monthly at HR’s Department Staff meeting
- Quarterly review with the City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Manager	Lowering the overall vacancy rates within the upper and lower control levels	None
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	Costs/Additional Funds to hire to authorized levels

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

- + 5% approximate cost varies depending on positions requiring training. Overall, retention of experience personnel lowers cost to train new employees
- + 5% approximate savings in lower hiring/recruiting expenses
- + Estimated 5% reduced personnel costs associated with high turnover
- \$15,000 approximate additional funds to improve external advertising resources /\$25,000 to hire public relations consultant

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Karla Green, Human Resources Director

**Action Plan Name:** AP 2.2.1 – Increase Overall Workforce Satisfaction

**Strategic plan alignment** (Supports which Objectives and Goals):

- Goal 2 - To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
  - Objective 2.1 – Ensure sufficient workforce capacity and capability to deliver high quality results by 2019
  - Objective 2.2 – Attain world-class levels of performance in workforce satisfaction and engagement by 2019
  - Objective 2.3 – Develop and implement a comprehensive staff development program by 2019 to ensure appropriate workforce training, opportunities, & leadership skills

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By When	How will it be evident	Completed?
Develop internal workforce survey to identify strengths and opportunities for improvement	October 2018	Survey instrument approved by City Manager	✓
Administer survey to employees	October 2018	Survey results obtained from workforce	On Hold
Implement key programs and action plans based upon survey results	October 2019	Programs developed and implemented	On Hold

**Resource requirements (what do we need to succeed?)**

- \$6,000 approximately to pay for outside consultants in FY18-19
- 100 hours approximately staff hours for IT training to develop on-line surveys (survey monkey, etc.)
- 10 hours approximately per week in staff hours for interns or part-time staff
- \$2,500 increase budget for other professional services (31-90) for quarterly Supervisory trainings and leadership skills in FY18-19.
- \$14,400 increase in budget for Team Building & Conflict Resolution Workshops in FY16-17
- \$3,000 increase in budget for Employee Awards beginning in FY16-17



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

Measure	Target	Date
Workforce satisfaction and engagement results	90 <sup>th</sup> percentile	2019
Programs and initiatives developed based on survey results	100%	October 2019

**Frequency & venue of review**

- Annual review of survey results with City Manager and correspond with the City Commission as directed by the City Manager
- Quarterly review with Assistant City Manager
- Semi-Annual review with the City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Staff leadership	Identification of areas of strength and opportunities for improvement in workforce satisfaction and engagement	Increased financial commitments to address survey results
Human Resources	Identification of HR areas of strength and opportunities for improvement	None
Departments	Improved workforce satisfaction and engagement	None
Workforce	Improved workforce satisfaction and engagement	None

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

- + Undetermined potential financial savings from improvements in workforce efficiency and effectiveness based upon improved satisfaction and engagement
- \$18,750.00 approximate cost to conduct survey
- Undetermined costs associated with various programs and initiatives generated based on survey results

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Karla Green, HR Director/Raquel Elejabarrieta, Labor Relations & Risk Mgt Director

**Action Plan Name:** AP 2.4.1 – Enhance Workforce Safety and Wellness

**Strategic plan alignment:** (Supports which Goals and Objectives)

- Goal 2 - To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
  - Objective 2.4 - Attain world-class performance levels in workforce health and safety by 2019

**KEY tasks that must be accomplished, deliverables, and measures of success**

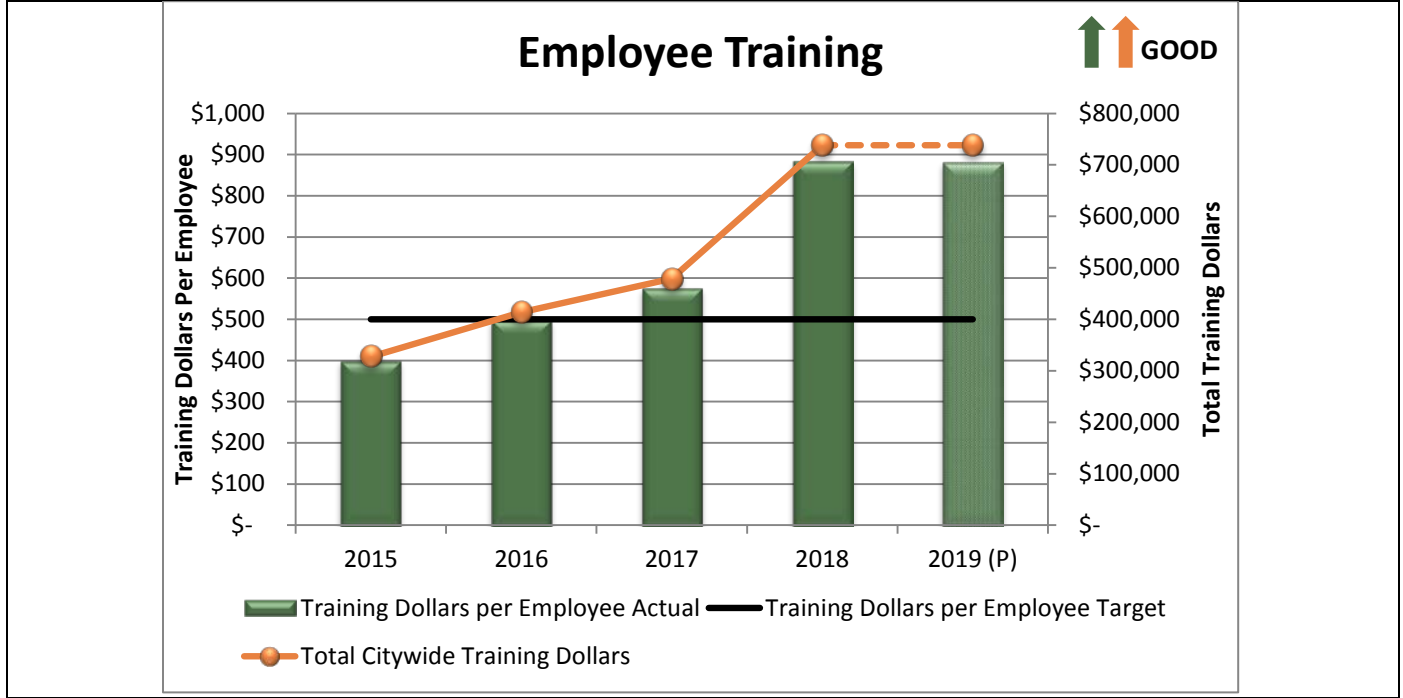
What must be done	By When	How will it be evident	Completed?
Develop and deploy materials to promote interest and participation in wellness-related activities	October 2016	<ul style="list-style-type: none"> <li>● Materials developed</li> <li>● Increased participation in wellness-related activities</li> <li>● Reduced adverse effects (e.g., injuries, illness, unhealthy lifestyle habits)</li> </ul>	✓
Develop department specific risk assessments	November 2017	On-line accessibility reference for all employees	✓
Develop and conduct training based on departments' specific risks	Ongoing	Employees trained	On Target

**Resource requirements (what do we need to succeed?)**

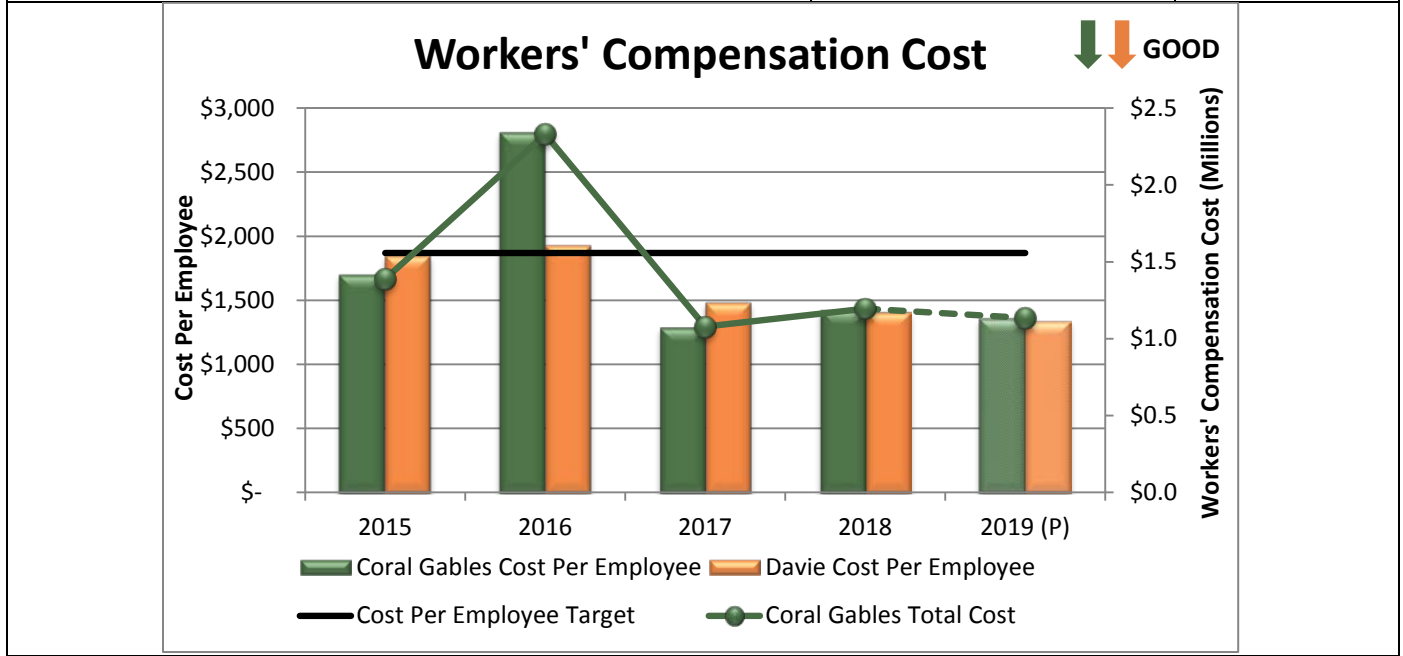
- 10 hours per week approximately internal staff and departmental staff (department liaisons)
- \$1,000 per training for safety and wellness increased training and programs
- IT support to establish online reference materials
- \$15,480 increase in budget for EEO Trainings in FY16-17
- \$12,000 increase in budget for Safety Training in FY18-19
- \$52,780 increase in budget to add a Part-Time Training Coordinator to HR in FY16-17
- \$25,500 increase in budget for Journey & Associates to conduct Public Safety personnel backgrounds in FY16-17

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

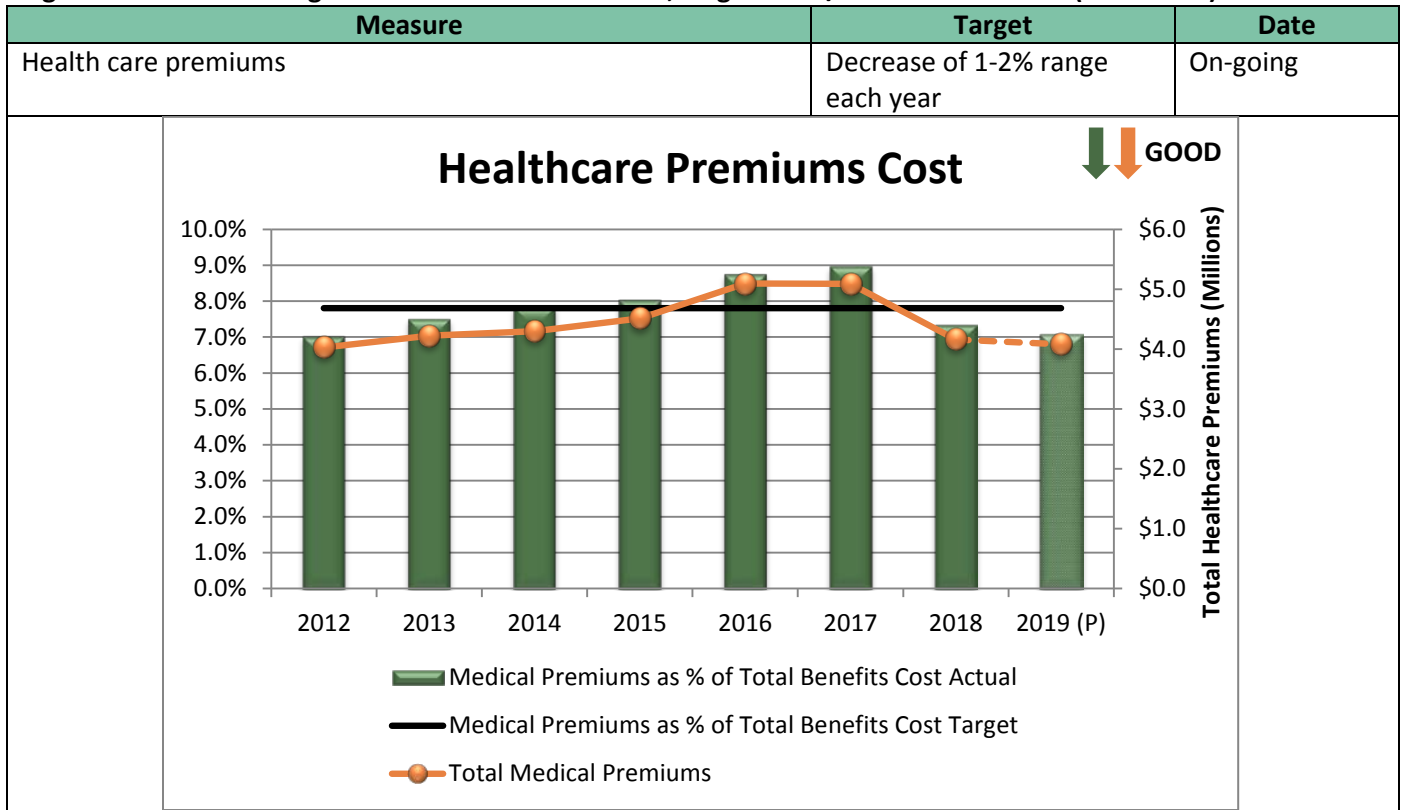
Measure	Target	Date
Number workforce members trained in general and department specific risks	100%	October, 2018



Lost-time injury rate	75 <sup>th</sup> percentile	October, 2019
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**Significant Short- & Longer-term measures of success, targets and / or time horizons – (Continued)**



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

Measure	Target	Date
Wellness program participation rate	80%	October, 2019
Claim cost rate	5% reduction each year	Ongoing
Number of employees familiar with online safety and wellness materials	100%	October, 2018

**Frequency & venue of review**

- Monthly meetings with the Assistant City Manager
- Semi-Annual meetings with the City Manager
- Annual review of with the City Manager and correspond with the City Commission as directed by the City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Human Resources	Well trained workforce	None
Departments	Lower job related injuries – improved productivity	None
Employees	Lower job related injuries – less time away from work	None
Finance	Increased availability of funding for other important actions	Costs/Additional Funds

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

- + 5% lower insurance claims and financial losses
- \$6,000 approximately for increased safety and wellness training programs. \$1,000 for each added loss control training session (6 trainings).



**Action Plan Worksheet  
2019**

**Action Plan Owner:** Karla Green, Human Resources Director

**Action Plan Name:** AP 5.9.1 – Employee Training of Cultural and City’s History

**Strategic plan alignment** (Supports which Objectives and Goals)

Goal 5: Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.

- Objective 5.9: Develop and deploy a training program for the workforce regarding the City’s culture, history, and brand by 2019.

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By When	How will it be evident	Completed?
Develop a video including cultural background and history of the City	October 2019	On-line accessibility to all employees, introduced to new hires at orientation	On Target
Post video clip in the City’s website	October 2019	On-line accessibility to all employees	On Target
Workforce completes initial training.	December 2019	100% of workforce has completed initial training.	On Target

**Resource requirements (what do we need to succeed?)**

- 260 annual hours of staff efforts to develop script and storyboarding
- 520 annual hours of staff efforts film/edit video

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

Measure	Target	Date
Percent of workforce accessing On-line viewable communication	100%	October 2018
Percent completion of the video project (measured as project hours completed/ total estimated project hours).	75%	October 2017
	100%	October 2018
Approved by the City Manager Posted on the internal website	1 <sup>st</sup> view approval First 20 viewers	October 2018
Percent completion of the training program development project (measured as project hours completed/ total estimated project hours).	75%	October 2017
	100%	October 2018
Approved by the City Manager Posted on the internal website	1 <sup>st</sup> view approval First 20 trainees	October 2018
Percent of workforce who have completed the training (Note: this is the key performance measure identified in the strategic plan)	50%	October 2017
	100%	October 2018

**Short- & Longer-term measures of success, targets and / or time horizons – (Continued)**

Measure	Target	Date
Workforce satisfaction with the culture, history, and brand training program (measured as the percentage of the training program participants who rate the program as 9 or 10 on a 10-point scale).	80%	End of fiscal year 2019

**Frequency & venue of review**

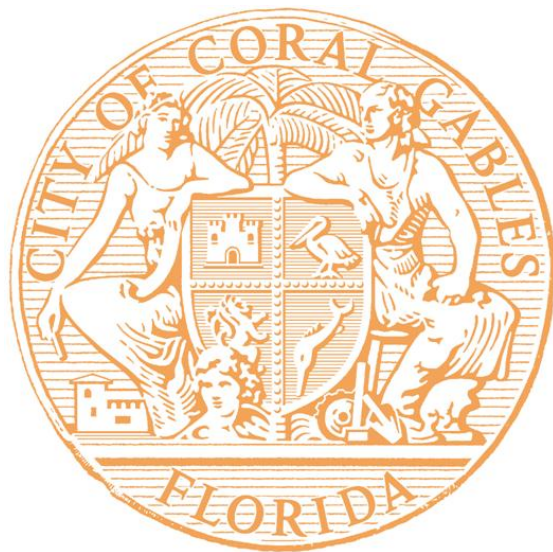
- Monthly meeting with Assistant City Manager
- Quarterly meetings with City Manager
- Annual review with the City Manager and correspond with the City Commission as directed by the City Manager

**Who are the stakeholder / what is the anticipated impact on them?**

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	Increased satisfaction and engagement through improved knowledge of the City’s culture, history, and brand.	None expected
Project members (Human Resources, Historic and Cultural Arts, and IT)	Add value and pride by working on a valuable project in support of the workforce	None expected
Residents	Increased satisfaction with City Staff ability to provide exceptional service	None expected

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

- + None
- 780 hours in staff x \$70.00 per hour = \$54,600 if completed in house

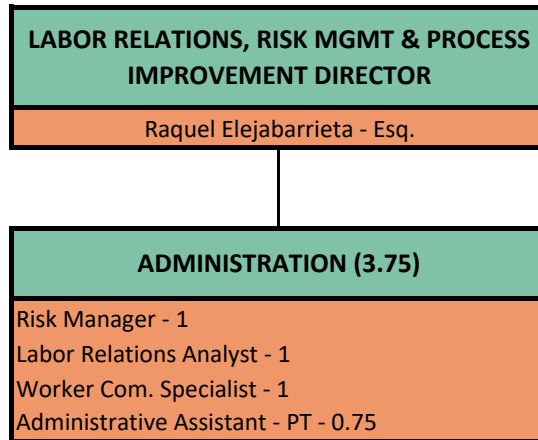


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**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**LABOR RELATIONS & RISK MANAGEMENT**

**ORGANIZATION CHART**



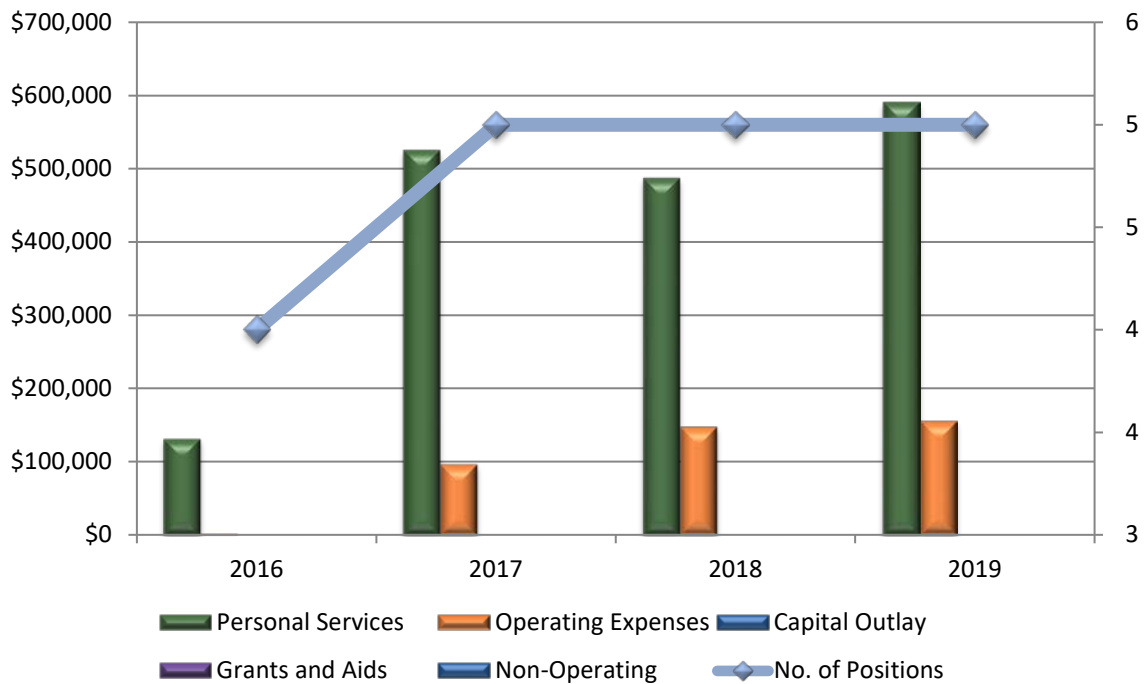
**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

	<u>2015-2016 ACTUAL</u>	<u>2016-2017 ACTUAL</u>	<u>2017-2018 BUDGET</u>	<u>2018-2019 BUDGET</u>
Salaries & Benefits	132,291	525,487	487,228	590,684
Operating Expenses	1,913	96,367	147,496	155,583
Capital Outlay	-	-	-	-
Grants and Aids	-	-	-	-
Non-Operating	-	-	-	-
<b>Total</b>	<b>134,204</b>	<b>621,854</b>	<b>634,724</b>	<b>746,267</b>
Full Time Headcount	3.00	4.00	4.00	4.00
Part Time FTE's	0.75	0.75	0.75	0.75
<b>Total Headcount &amp; FTE's</b>	<b>3.75</b>	<b>4.75</b>	<b>4.75</b>	<b>4.75</b>

**EXPENDITURE/PERSONNEL COMPARISONS**





# Labor Relations & Risk Management

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## Department Function:

The main function 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. The two arms of this department each 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; settling disputes that arise through the misapplication of work rules, policies and procedures; 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 its assets, actively managing liability and workers' compensation claims filed against the City, and implementing safety and loss control programs. Main functions include: administering property, general liability and workers' compensation claims; promoting 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; assisting City departments with matters relating to insurance and risk analysis; and ensuring that all vendors who provide services for the City have appropriate insurance coverage.

## 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.
3. Negotiate a fair and sustainable collective bargaining agreement with the IAFF.
4. Update the City's policy on insurance requirements for those vendors that perform work for or on behalf of the City or use City property.
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. Finalize a self-evaluation of the City's current facilities, program, policies and practices to determine necessary changes to meet the ADA's requirements and develop an implementation plan.

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**LABOR RELATIONS & RISK MANAGEMENT**

**FISCAL YEAR 2018 MAJOR ACCOMPLISHMENTS**

- ✓ Successfully negotiated a collective bargaining agreement with the Teamsters, Local Union 769 that represents the City's general employees
- ✓ Developed a comprehensive Claims Analysis and Trending Management Report to demonstrate loss drivers within the departments
- ✓ Conducted Supervisor Safety Management training sessions
- ✓ Developed an annual safety training matrix calendar to deliver various training courses specific to each job classification within the City



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

**LABOR RELATIONS & RISK MANAGEMENT**

INDICATOR:	FY17			FY18		FY19
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Reduce number of Workers' Compensation claims	100	100	🟢	90	98	90
Reduce number of General & Auto Liability claims	107	107	🟢	95	105	95
Annual Safety Training Classes offered	11	11	🟢	20	25	20
Labor Management Meetings	6	6	🟢	15	22	15
Certificates of Insurance evaluated within 72 hours of receipt	100%	100%	🟢	100%	100%	100%

**Legend**

- 🟢 Target met or exceeded
- 🟡 Target nearly met
- 🔴 Target not met



**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



001 GENERAL FUND  
**LABOR RELATIONS & RISK MANAGEMENT**  
**1130 LABOR RELATIONS & RISK MANAGEMENT**  
 513 FINANCIAL & ADMINISTRATIVE

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
0401	Dir. of Labor Relations & Risk Mgmt.	1.00	1.00	1.00	1.00	\$ 157,587
0403	Risk Manager	1.00	1.00	1.00	1.00	98,861
0408	Labor Relations Analyst	-	1.00	1.00	1.00	49,254
0402	Workers Comp. Specialist	1.00	1.00	1.00	1.00	69,508
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>375,210</b>
<b>PART TIME POSITIONS</b>						
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
6101	Administrative Assistant - P/T	1.00	0.75	0.75	0.75	30,809
<b>TOTAL PART TIME FTE's</b>		<b>1.00</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>30,809</b>
<b>TOTAL</b>		<b>3.75</b>	<b>4.75</b>	<b>4.75</b>	<b>4.75</b>	<b>\$ 406,019</b>

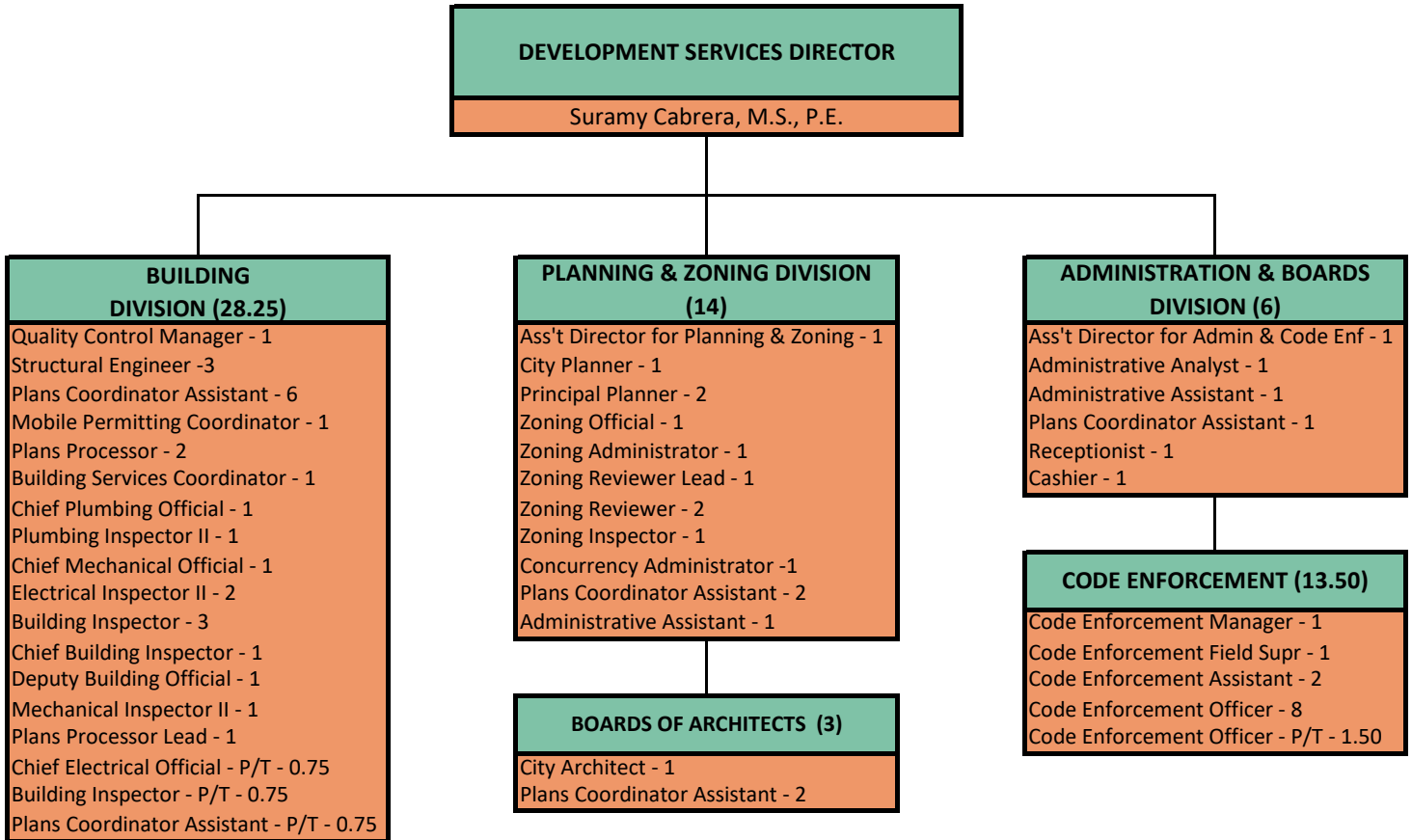
**EXPENDITURE DETAIL**

	2015-2016	2016-2017	2017-2018	2018-2019
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 105,982	\$ 329,141	\$ 344,171	\$ 406,019
2000 Employee Benefits - See Other Cost Dist.	26,309	196,346	143,057	184,665
3130 Special Medical Services	-	10,005	17,000	22,000
3190 Other Professional Services	-	36,991	50,500	50,500
3191 Professional ADA Services	-	-	1,500	-
4020 Central Garage Motor Pool Rent	-	-	-	1,714
	Replacement: 1,570			
	Oper. & Maint: 144			
4090 Other Transportation Expense	1,800	5,400	5,400	6,497
4410 Rental of Machinery and Equipment	-	1,752	4,900	4,900
4420 Public Facilities Cost - See Other Cost Dist.	-	16,013	16,639	17,248
4550 General Liability Insurance	-	11,465	18,862	20,029
4710 Special Printed Forms	113	377	1,500	1,500
5100 Office Supplies	-	2,319	5,000	5,000
5400 Membership Dues and Subscriptions	-	1,750	2,195	2,195
5410 Employee Training	-	10,295	24,000	24,000
<b>TOTAL</b>	<b>\$ 134,204</b>	<b>\$ 621,854</b>	<b>\$ 634,724</b>	<b>\$ 746,267</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**DEVELOPMENT SERVICES**

**ORGANIZATION CHART**



**Note:** This organization chart represents a revised structure for the Development Services Department. The following Division pages will be revised accordingly for the Adopted Budget.



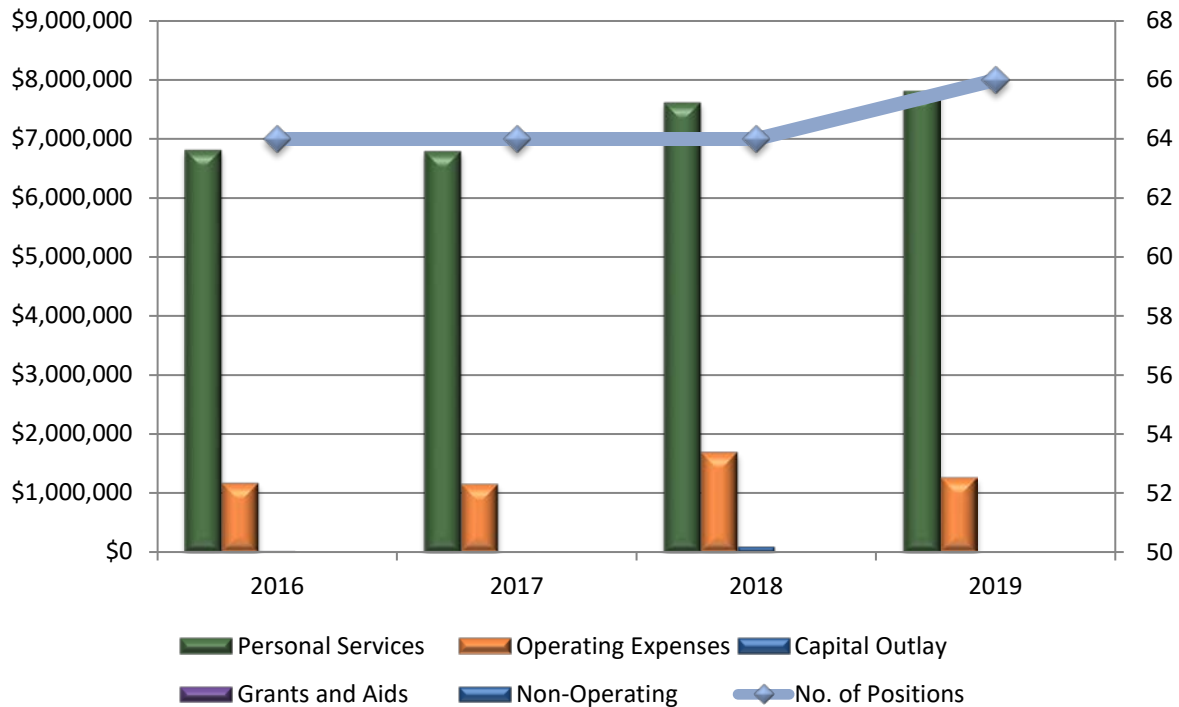
**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



**DEVELOPMENT SERVICES DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<b>2015-2016 ACTUAL</b>	<b>2016-2017 ACTUAL</b>	<b>2017-2018 BUDGET</b>	<b>2018-2019 BUDGET</b>
<b>Salaries &amp; Benefits</b>	6,814,387	6,793,118	7,615,268	7,810,678
<b>Operating Expenses</b>	1,169,059	1,152,743	1,689,530	1,259,654
<b>Capital Outlay</b>	14,856	1,695	90,805	2,000
<b>Grants and Aids</b>	-	-	-	-
<b>Non-Operating</b>	-	-	-	-
<b>Total</b>	<b>7,998,302</b>	<b>7,947,556</b>	<b>9,395,603</b>	<b>9,072,332</b>
<b>Full Time Headcount</b>	62.00	62.00	62.00	62.00
<b>Part Time FTE's</b>	2.25	2.25	2.25	3.75
<b>Total Headcount &amp; FTE's</b>	<b>64.25</b>	<b>64.25</b>	<b>64.25</b>	<b>65.75</b>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Development Services

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## 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, an assistant 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  
2018-2019 BUDGET**

**DEVELOPMENT SERVICES**

**FISCAL YEAR 2018 MAJOR ACCOMPLISHMENTS**

- ✓ Created soft implementation of Electronic Plan Review
- ✓ Recertified CRS Review submitted for Flood Management to reduce homeowner flood insurance
- ✓ Successfully recertified 95% of buildings in the city
- ✓ Drafted and implemented new single family zoning regulations
- ✓ Wrote and implemented Coastal Management Element of the Comprehensive Plan
- ✓ Developed and implemented Giralda Plaza Zoning Overlay
- ✓ Successfully enforced the Single Use Plastic Bag Ordinance
- ✓ Successfully enforced construction sites
- ✓ Performed Rescue Recon work related to Hurricane Irma



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

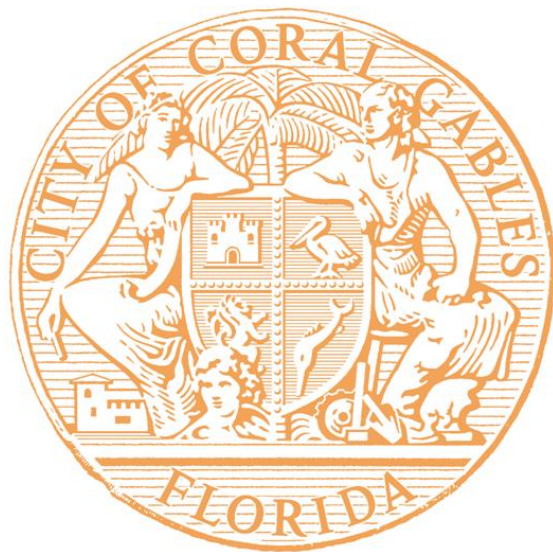
**DEVELOPMENT SERVICES**

INDICATOR:	FY17			FY18		FY19
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
90 percent of Board of Architects cases approved within two meetings	90%	86%	🟡	90%	95%	90%
90 percent of Certificates of Use processed within five working days	90%	90%	🟡	90%	98%	90%
90 percent of inspections completed on requested date	90%	96%	🟢	90%	95%	90%
90 percent of wait times less than 10 minutes for assistance at Permit Counter	90%	94%	🟢	90%	81%	90%
90 percent of Zoning Verification Letters processed within five working days	90%	96%	🔴	90%	42%	90%
Overall Customer Satisfaction in rating strongly agree	75%	81%	🟢	75%	82%	90%
Number of code violations on public rights-of-way corrected	N/A	2,303	N/A	N/A	1,773	N/A
Number of permits issued	N/A	8,608	N/A	N/A	8,200	N/A

**Legend**

- 🟢 Target met or exceeded
- 🟡 Target nearly met
- 🔴 Target not met





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**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
1129	Development Services Dir/Building Dir	1.00	1.00	1.00	1.00	\$ 146,379
1127	Ass't Dev Serv Dir for Admin & Code Enf	1.00	1.00	1.00	1.00	139,277
0810	Administrative Analyst	1.00	1.00	1.00	1.00	55,669
0602	Administrative Assistant	1.00	1.00	1.00	1.00	57,888
1109	Plans Coordinator Assistant	1.00	1.00	1.00	1.00	62,324
0060	Receptionist	1.00	1.00	1.00	1.00	30,814
0061	Cashier	1.00	1.00	1.00	1.00	35,624
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>\$ 527,975</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 352,570	\$ 387,298	\$ 539,225	\$ 527,975
2000	Employee Benefits - See Other Cost Dist.	302,048	304,996	299,760	259,575
3190	Other Professional Services	206,953	195,750	173,600	190,000
4090	Other Transportation Expense	5,400	5,400	10,800	12,994
4410	Rental of Machinery and Equipment	3,109	3,198	4,700	4,000
4420	Public Facilities Cost - See Other Cost Dist.	23,863	25,880	26,891	27,876
4550	General Liability Insurance	17,925	17,799	29,494	26,046
4620	Repair and Maint. of Office Equipment	90	-	500	-
4710	Special Printed Forms	9,385	(2,753)	7,000	2,000
5100	Office Supplies	856	2,191	2,000	2,000
5400	Membership Dues and Subscriptions	1,000	604	1,000	500
5410	Employee Training	2,729	1,157	2,682	500
6451	Technology Fee/Equipment	4,606	445	2,000	2,000
<b>TOTAL</b>		<b>\$ 930,534</b>	<b>\$ 941,965</b>	<b>\$ 1,099,652</b>	<b>\$ 1,055,466</b>



**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019		
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES	
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
1125	Quality Control Manager	1.00	1.00	1.00	1.00	\$ 97,898	
1114	Structural Engineer	2.00	3.00	3.00	3.00	362,604	
1109	Plans Coordinator Assistant	6.00	6.00	6.00	6.00	303,438	
1151	Mobile Permitting Coordinator	-	-	1.00	1.00	77,231	
1108	Plans Processor	3.00	3.00	2.00	2.00	150,799	
1132	Building Services Coordinator	1.00	1.00	1.00	1.00	95,295	
1107	Chief Plumbing Official	1.00	1.00	1.00	1.00	98,311	
1106	Plumbing Inspector	1.00	-	-	-	-	
1140	Plumbing Inspector II	-	1.00	1.00	1.00	87,324	
1105	Chief Mechanical Official	1.00	1.00	1.00	1.00	76,478	
1133	Electrical Inspector II	1.00	1.00	2.00	2.00	161,914	
1104	Electrical Inspector	1.00	1.00	-	-	-	
1134	Building Inspector II	1.00	-	-	-	-	
1101	Building Inspector	3.00	3.00	3.00	3.00	258,684	
1100	Chief Building Inspector	1.00	1.00	1.00	1.00	111,549	
1016	Deputy Building Official	1.00	1.00	1.00	1.00	124,800	
3111	Mechanical Inspector	1.00	-	-	-	-	
3117	Mechanical Inspector II	-	1.00	1.00	1.00	89,837	
1118	Plans Processor Lead	1.00	1.00	1.00	1.00	62,146	
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>2,158,308</b>	
<b>PART TIME POSITIONS</b>		<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
9007	Chief Electrical Official - P/T	1.00	0.75	0.75	0.75	0.75	66,640
1122	Building Inspector - P/T	1.00	0.75	0.75	0.75	0.75	45,625
1136	Plans Coordinator Assistant - P/T	1.00	0.75	0.75	0.75	0.75	26,313
<b>TOTAL PART TIME FTE's</b>		<b>3.00</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>138,578</b>
<b>TOTAL</b>		<b>28.25</b>	<b>28.25</b>	<b>28.25</b>	<b>28.25</b>	<b>\$ 2,296,886</b>	

**EXPENDITURE DETAIL**

	2015-2016	2016-2017	2017-2018	2018-2019
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 1,972,012	\$ 2,043,815	\$ 2,236,410	\$ 2,296,886
2000 Employee Benefits - See Other Cost Dist.	1,239,053	1,239,336	1,288,126	1,324,695
3190 Other Professional Services	50,719	17,744	63,180	55,400
3191 Private Sector Support - Plans Review/Insp.	99,715	91,681	147,000	147,000
3192 Expedited Structural Review - Fee Based	27,220	10,250	-	-
4020 Central Garage Motor Pool Rent	110,850	126,101	118,909	44,888
Replacement: 24,026				
Oper. & Maint: 20,862				
4090 Other Transportation Expense	5,400	4,050	5,400	3,600
4410 Rental of Machinery and Equipment	17,502	17,490	18,380	17,800
4420 Public Facilities Cost - See Other Cost Dist.	53,689	58,226	60,501	62,717
4550 General Liability Insurance	74,831	75,024	123,246	113,308

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
4620 Repair and Maint. of Office Equipment	-	344	1,000	1,000
4710 Special Printed Forms	1,000	3,110	2,000	7,000
4910 Court Costs & Investigative Expense	67	-	100	-
5100 Office Supplies	9,815	11,054	10,982	14,997
5209 Protective Clothing	673	1,640	1,080	2,500
5215 Small Tools & Minor Equipment	535	499	500	-
5400 Membership Dues and Subscriptions	1,805	4,159	2,160	2,810
5410 Employee Training	1,559	1,620	5,500	4,000
6430 Equipment Repair/Replacement	511	125	705	-
6440 Equipment Additions	1,689	-	13,100	-
6450 Office Equipment Replacement	-	-	75,000	-
<b>TOTAL</b>	<b>\$ 3,668,645</b>	<b>\$ 3,706,268</b>	<b>\$ 4,173,279</b>	<b>\$ 4,098,601</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
1202	Asst Dev Serv Dir for Planning & Zoning	1.00	1.00	1.00	1.00	\$ 132,633
1203	City Planner	1.00	1.00	1.00	1.00	78,866
1204	Assistant City Planner	1.00	-	-	-	-
1209	Principal Planner	1.00	2.00	2.00	2.00	136,567
8929	City Architect	1.00	1.00	1.00	1.00	95,351
1123	Zoning Official	1.00	1.00	1.00	1.00	109,132
1120	Zoning Administrator	1.00	1.00	1.00	1.00	109,132
1141	Zoning Reviewer Lead	-	-	1.00	1.00	86,581
1117	Zoning Reviewer	2.00	3.00	2.00	2.00	131,808
1147	Zoning Technician	1.00	-	-	-	-
1138	Zoning Inspector	1.00	1.00	1.00	1.00	51,678
1111	Concurrency Administrator	1.00	1.00	1.00	1.00	91,793
1109	Plans Coordinator Assistant	4.00	4.00	4.00	4.00	201,359
0602	Administrative Assistant	1.00	1.00	1.00	1.00	65,417
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>\$ 1,290,317</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,048,257	\$ 938,249	\$ 1,258,392	\$ 1,290,317
1120	Stipend for Board Members	10,875	10,320	15,000	15,000
2000	Employee Benefits - See Other Cost Dist.	698,852	693,843	779,403	778,171
3190	Other Professional Services	31,297	27,853	359,566	100,000
3193	Other Professional Services - Reimbursable	22,881	48,732	-	-
4010	Travel Expense	-	-	500	-
4020	Central Garage Motor Pool Rent	16,225	17,964	17,128	9,950
	Replacement: 8,835				
	Oper. & Maint: 1,115				
4090	Other Transportation Expense	5,854	-	17,779	3,898
4410	Rental of Machinery and Equipment	13,000	12,630	15,000	13,650
4420	Public Facilities Cost - See Other Cost Dist.	75,640	82,033	85,238	88,359
4550	General Liability Insurance	39,076	42,763	69,269	63,653
4620	Repair and Maint. of Office Equipment	382	-	1,250	-
4710	Special Printed Forms	5,878	2,509	7,000	6,275
4720	Printing & Binding	207	311	2,000	-
4820	Advertising Expense	6,502	2,703	9,000	8,000
4910	Court Costs & Investigative Expense	300	-	300	-

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

		<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
4990	Other Miscellaneous Expense	2,899	2,432	1,500	2,000
5100	Office Supplies	7,277	6,041	9,000	9,000
5209	Protective Clothing	258	125	-	200
5214	Uniform Allowance	1,414	-	-	-
5400	Membership Dues and Subscriptions	3,040	3,696	1,185	3,704
5410	Employee Training	3,758	(134)	2,590	5,200
6440	Equipment Additions	8,050	1,125	-	-
<b>TOTAL</b>		<u><u>\$ 2,001,922</u></u>	<u><u>\$ 1,893,195</u></u>	<u><u>\$ 2,651,100</u></u>	<u><u>\$ 2,397,377</u></u>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019 BUDGET SALARIES	
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
1128	Code Enforcement Manager	1.00	1.00	1.00	1.00	\$ 101,890
1126	Code Enforcement Field Supr	1.00	1.00	1.00	1.00	77,976
1135	Code Enforcement Assistant	2.00	2.00	2.00	2.00	83,358
1102	Code Enforcement Officer	8.00	8.00	8.00	8.00	471,775
8888	Overtime	-	-	-	-	7,500
9999	Holiday Worked Pay	-	-	-	-	4,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>746,499</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
1137	Code Enforcement Officer - P/T	2.00	-	-	1.50	66,080
<b>TOTAL PART TIME FTE's</b>		<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.50</b>	<b>66,080</b>
<b>TOTAL</b>		<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>13.50</b>	<b>\$ 812,579</b>

**EXPENDITURE DETAIL**

		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019 BUDGET
1000	Salaries	\$ 708,979	\$ 699,831	\$ 720,531	\$ 812,579
2000	Employee Benefits - See Other Cost Dist.	492,616	485,750	493,421	520,480
3190	Other Professional Services	11,878	3,696	15,365	15,251
3191	Lawn & Tree Service	8,889	20,750	28,000	28,000
3192	Red Light Camera Hearing Expenses	1,463	1,973	6,600	6,600
4020	Central Garage Motor Pool Rent	105,488	121,196	113,829	39,250
	Replacement:	18,871			
	Oper. & Maint:	20,379			
4410	Rental of Machinery and Equipment	5,350	5,380	6,200	5,605
4420	Public Facilities Cost - See Other Cost Dist.	21,139	22,925	23,821	24,693
4550	General Liability Insurance	24,576	25,273	39,631	40,085
4620	Repair and Maint. of Office Equipment	-	905	1,275	-
4910	Court Costs & Investigative Expense	1,289	2,255	3,500	3,500
5100	Office Supplies	4,577	5,172	5,600	6,000
5209	Protective Clothing	541	631	700	1,200
5214	Uniform Allowance	4,000	6,918	6,000	6,200
5215	Small Tools & Minor Equipment	287	252	300	-
5400	Membership Dues and Subscriptions	200	50	200	1,500
5410	Employee Training	5,929	3,171	6,599	9,945
<b>TOTAL</b>		<b>\$ 1,397,201</b>	<b>\$ 1,406,128</b>	<b>\$ 1,471,572</b>	<b>\$ 1,520,888</b>

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Suramy Cabrera, Development Services Director

**Action Plan Name:** Institute an Electronic Permitting (e-Permitting) Process

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 4 - 4. Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources.
  - Objective 4.2 - Expand Knowledge-based library across departments and operations by Q1-2017
  - Objective 4.3 - Provide training on process improvement / performance excellence methodologies to all employees by 2019.

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By when	How will it be evident	Completed?
Budget approval for new needs for the implementation of e-permitting software	October 2016	Budget approval includes e-permitting implementation	✓
Analyze system requirement for e-permitting; IT assists in writing the software specification; Procurement prepares the RFP	March 2018	RFP prepared with necessary specifications	✓
Issue RFP	June 2018	RFP mailed to vendors, posted on city web page	✓ - No RFP Needed
Short list respondents that will provide e-permitting and future compatibility with enterprise system	June 2018	Staff committee short list RFP responders	✓ - No RFP Needed
Evaluate short-listed vendors	June 2018	Short listed vendors provide demos loaded on selected computers for evaluation by staff committee	✓
Select vendor	June 2018	Commission votes on a contract awarding the RFP to a selected vendor	✓
Review of processes and procedures	December 2019	Staff maps out and optimizes for automation all processes and procedures	On Target
Deploy new software and hardware	December 2019	Vendor and IT install new software and hardware to affected staff members	On Target



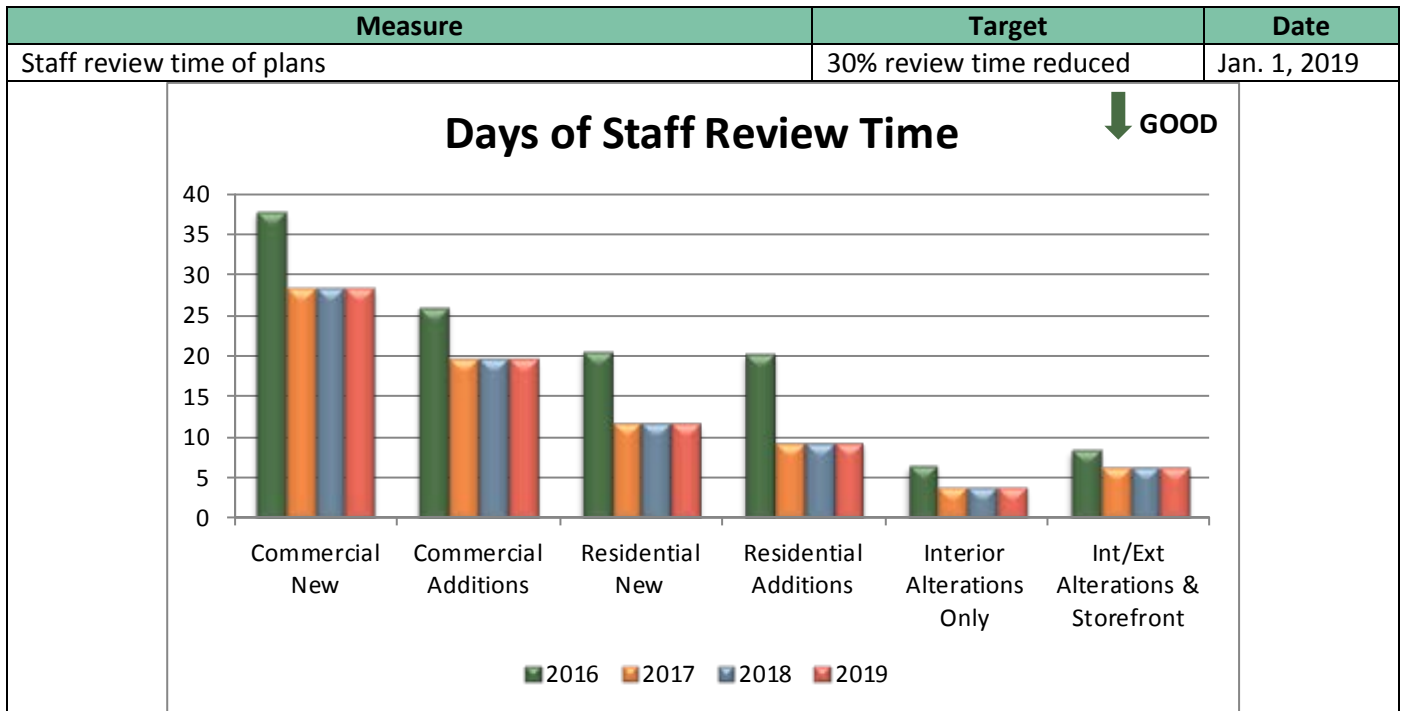
**KEY tasks that must be accomplished, deliverables, and measures of success – (Continued)**

What must be done	By when	How will it be evident	Completed?
Set up systems and processes	December 2019	Staff and consultant set up all necessary formatting of systems and procedures	On Target
Staff and stakeholders trained in new system and processes	December 2019	Series of internal and external training on new e-permitting; public outreach on pending e-permitting launch	On Target
Testing and troubleshooting of new system	February 2020	Series of testing and reconfiguring of the system between staff and vendor	On Target
Full implementation	February 2020	Old system turned off and full deployment of e-permitting	On Target

**Resource requirements (what do we need to succeed?)**

- Software and hardware (est. \$650,000)
- Annual Maintenance (est. \$110,000 over 4 years beginning in FY20)
- Process Consultant (\$75,000 beginning in FY19)
- 24 staff hours to document SOPs
- 40 staff hours to upgrade equipment
- Scanning services contract (est. \$20,000 over 4 years)
- Permit fee adjustment as necessary to cover costs

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



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

Measure	Target	Date
Misplaced plans	0 plans misplaced	Jan. 1, 2019

**Frequency & venue of review**

- Bi-monthly meeting with the City Manager and as requested
- Monthly in the office

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

Stakeholder Group	Potential positive impact	Potential negative impact
Property owners Developers Contractors Designers Permit Runners Vendors Staff	Faster review / better accountability / better tracking of changes / easier cross referencing of changes / overlaying of different plans by trade / easy to make changes /	Possible fee increase Possible reduced opportunities for permit runners Will have to accommodate e-permitting for minor permits Resistance from public that demands personal service as oppose to more automation
Real Estate Agents	Property records searches for surveys, site plans, floor plans, etc.	Privacy concerns

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

- + Possible reduction of staff due to attrition and retirement Est. \$120,000 per year
- Est. \$650,000 upfront cost
- Est. \$110,000 maintenance cost over 4 years
- \$75,000 process consultant

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Suramy Cabrera, Development Services Director

**Action Plan Name:** 5.6.1 – Adoption of South Florida’s Preeminent Zoning Code for Coral Gables

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 5 – Preserve, celebrate and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history
  - Objective 5.6 – Implement best practices for urban and landscape design in public places, and sustainable historic aesthetics by 2019
  - Objective 5.8 – Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the City’s brand.

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By when	How will it be evident	Completed?
Propose new needs of \$250,000 in FY16/17 budget for consultant services to update and modernize the Zoning Code	October 2016	New needs approved by the City Commission	✓
Prepare RFP	April 2017	RFP prepared with assistance from Procurement Dept.	✓
Short list of respondents to RFP	June 2017	Staff committee evaluates RFP responses	✓
Select consultant	April 2018	Commission selects a consultant	✓
Evaluate Zoning Code	July 2018	Consultant conducts a comprehensive evaluation of the Zoning Code	✓
Conduct public workshops with stakeholders, property owners and interest groups	September 2018	Minutes from workshop	✓
Prepare draft of Zoning Code	January 2019	Reports prepared and circulated, and summation presented to City Manager	On Target
Solicit public input	February 2019	Numerous public workshops and meetings held in City Hall and elsewhere as necessary to solicit public input	On Target

**KEY tasks that must be accomplished, deliverables, and measures of success – (Continued)**

What must be done	By when	How will it be evident	Completed?
Adopt new Zoning Code and Area Plans	April 2019	New Zoning Code adopted along with Area Plans	On Target

**Resource requirements (what do we need to succeed?)**

- \$250,000 for consultant services

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

Measure	Target	Date
Instances requiring legal interpretation of the Zoning Code	Less than 1 legal interpretation of the Zoning Code per month	January 2019

**Frequency & venue of review**

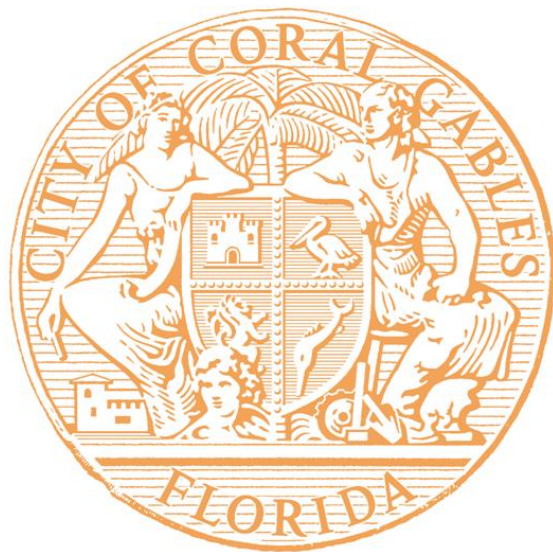
- Monthly

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

Stakeholder Group	Potential positive impact	Potential negative impact
Citizens Property owners Realtors Developers Neighborhood Associations	Ease in understanding and implementing the Zoning Code Better articulation of Area Plans tailored to specific geographic areas	None
Staff Commission	Tangible vision and clearer code implementation	None
City Attorney's Office	Reduced Zoning Code interpretation workload	None

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

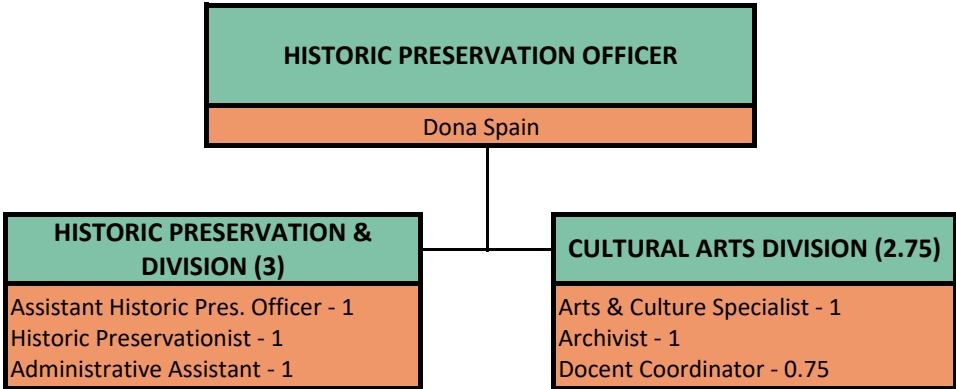
- + None
- Est. \$250,000 consultant services



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**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**HISTORICAL RESOURCES & CULTURAL ARTS  
ORGANIZATION CHART**





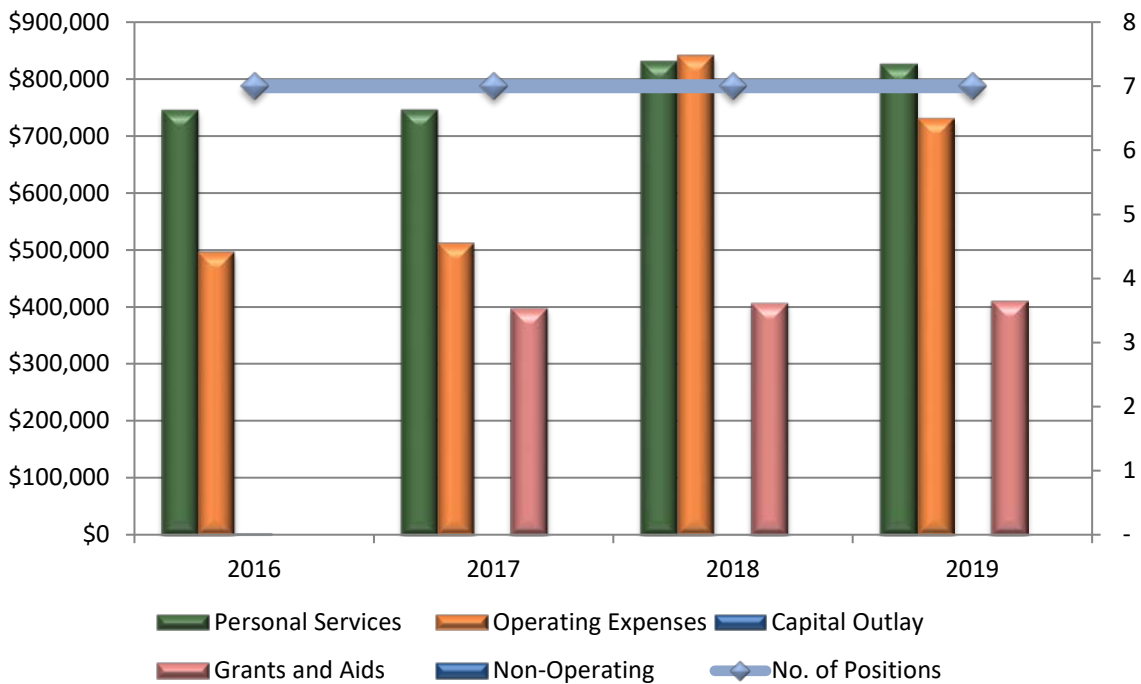
**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

	<b>2015-2016 ACTUAL</b>	<b>2016-2017 ACTUAL</b>	<b>2017-2018 BUDGET</b>	<b>2018-2019 BUDGET</b>
Salaries & Benefits	746,095	746,449	832,157	826,822
Operating Expenses	496,204	512,162	841,547	731,092
Capital Outlay	1,782	-	428	-
Grants and Aids	-	397,300	406,750 *	410,658
Non-Operating	-	-	-	-
<b>Total</b>	<b>1,244,081</b>	<b>1,655,911</b>	<b>2,080,882</b>	<b>1,968,572</b>
Full Time Headcount	6.00	6.00	6.00	6.00
Part Time FTE's	0.75	0.75	0.75	0.75
<b>Total Headcount &amp; FTE's</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>

**EXPENDITURE/PERSONNEL COMPARISONS**



\* The Museum Grant and Cultural Grants were moved to this department for FY17

# Historic Resources & Cultural Arts

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## 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 the 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 five boards: Historic Preservation Board, Coral Gables Merrick House Governing Board, Pinewood Cemetery 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 the City projects through effective budgeting and capitalizing on outside funding support and efficient use of available resources.

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**HISTORIC RESOURCES & CULTURAL ARTS**

**FISCAL YEAR 2018 MAJOR ACCOMPLISHMENTS**

- ✓ Reviewed and awarded Cultural Grants to 33 cultural arts programs
- ✓ Hosted the Carlos Cruz-Diez public art exhibition
- ✓ Launched exhibition of Venice in the Gables, a public art initiative representing 28 artists with 33 artistically designed Venetian style mooring posts
- ✓ Added permit training, review, & tracking for Art in Public Places requirement
- ✓ Applied for and received a grant from The Villagers to restore two antique desks from the H. George Fink Studio
- ✓ Collaborated in the Cascar v. City of Coral Gables case that was dismissed
- ✓ Collaborated with the City of Vero Beach, National Park Service and National Alliance of Preservation Commissions to contract a GIS Consultant to produce a survey collector for historic properties
- ✓ Added the City's William Fishbaugh Photograph Collection to the Digital Public Library of America by way of Sunshine Digital Network and FIU



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

**HISTORICAL RESOURCES & CULTURAL ARTS**

INDICATOR:	FY17			FY18		FY19
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Complete Certified Local Government Annual Report	-		●	-	-	-
Review permits for Historic Properties	Pending		N/A	N/A	-	N/A
Process and review Special Certificates of Appropriateness	N/A	25	●	N/A	18	N/A
Process and review Standard Certificates of Appropriateness	N/A	180	●	N/A	149	N/A
Process and review Ad Valorem Tax applications for historic properties	4	3	●	2	3	2
Implement local historic designations of individual properties	4	14	●	4	11	4
Implement local historic designations of districts	1	0	●	1	0	1
Process inventory of Valdes-Fauli Coral Gables Archives	Ongoing		●	Ongoing	Ongoing	Ongoing
Process new donations to the Valdes-Fauli Coral Gables Archives	Ongoing		●	Ongoing	Ongoing	Ongoing
Increase number of visitors to Coral Gables Merrick House	800	N/A	N/A	200	N/A	200

**Legend**

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



**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



001 GENERAL FUND

**HISTORICAL RESOURCES & CULTURAL ARTS DEPARTMENT**

**1320 HISTORIC PRESERVATION DIVISION**

573 CULTURAL SERVICES

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
2005	Historic Preservation Officer	1.00	1.00	1.00	1.00	\$ 162,094
2006	Asst Historic Preservation Officer	1.00	1.00	1.00	1.00	101,457
2007	Historic Preservation Coordinator	1.00	1.00	1.00	1.00	70,264
0602	Administrative Assistant	1.00	1.00	1.00	1.00	46,458
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>\$ 380,273</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 309,649	\$ 328,978	\$ 388,549	\$ 380,273
2000	Employee Benefits - See Other Cost Dist.	190,576	188,329	227,059	227,682
3190	Other Professional Services	32,306	13,970	66,600	191,600
4010	Travel Expense	-	-	1,000	1,000
4020	Central Garage Motor Pool Rent	3,415	3,567	3,486	2,120
	Replacement: 1,924				
	Oper. & Maint: 196				
4090	Other Transportation Expense	5,400	5,400	10,800	12,994
4410	Rental of Machinery and Equipment	7,741	8,637	7,862	7,018
4420	Public Facilities Cost - See Other Cost Dist.	273,371	296,476	308,059	319,340
4550	General Liability Insurance	10,829	10,210	21,121	18,759
4620	Repair and Maint. of Office Equipment	30,000	1,600	3,115	800
4720	Printing & Binding	3,035	2,558	7,656	8,500
4803	Pinewood Cemetery Reserve Expenses	375	-	6,168	-
4804	Historic Preservation Reserve Expenses	5,740	5,740	19,434	-
4805	Art in Public Places - Educ & Outreach	-	23,320	152,495	-
4820	Advertising Expense	2,524	1,967	3,960	3,960
4990	Other Miscellaneous Expense	8,730	17,296	36,681	20,500
5100	Office Supplies	4,071	4,044	7,385	7,385
5400	Membership Dues and Subscriptions	904	1,014	900	900
5410	Employee Training	5,213	9,246	5,500	7,000
6440	Equipment Additions	1,782	-	-	-
8200	Federal Grants	-	172,300	-	-
<b>TOTAL</b>		<b>\$ 895,661</b>	<b>\$ 1,094,652</b>	<b>\$ 1,277,830</b>	<b>\$ 1,209,831</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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				
		2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
0043	Arts & Culture Specialist	1.00	1.00	1.00	1.00	\$ 57,700
2009	Archivist	1.00	1.00	1.00	1.00	55,363
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>113,063</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
0619	Docent Coordinator	1.00	0.75	0.75	0.75	22,682
<b>TOTAL PART TIME FTE's</b>		<b>1.00</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>22,682</b>
<b>TOTAL</b>		<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>\$ 135,745</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 152,096	\$ 138,828	\$ 142,161	\$ 135,745
2000	Employee Benefits - See Other Cost Dist.	93,774	90,314	74,388	83,122
3190	Other Professional Services	7,426	4,465	25,707	5,400
4090	Other Transportation Expense	2,700	2,700	-	-
4420	Public Facilities Cost - See Other Cost Dist.	82,889	89,895	93,407	96,828
4550	General Liability Insurance	6,332	6,310	7,709	6,696
4720	Printing & Binding	-	-	4,000	4,000
4808	Merrick House Reserve Expenses	-	320	25,771	-
4811	Roxcy O'Neal Merrick House Reserve Exp	-	-	4,939	-
4820	Advertising Expense	-	-	750	750
4990	Other Miscellaneous Expense	1,761	2,070	10,047	8,547
5100	Office Supplies	776	490	2,800	2,800
5201	Agricultural Supplies	452	658	985	985
5202	Chemicals and Photographic Supplies	-	-	2,000	2,000
5215	Small Tools & Minor Equipment	25	-	300	300
5400	Membership Dues and Subscriptions	189	209	210	210
5410	Employee Training	-	-	700	700
6460	Other Equipment Additions	-	-	428	-
8200	Federal Grants	-	-	181,750	185,658
8204	CG Museum Grant	-	225,000	225,000	225,000
<b>TOTAL</b>		<b>\$ 348,420</b>	<b>\$ 561,259</b>	<b>\$ 803,052</b>	<b>\$ 758,741</b>



**Action Plan Worksheet  
2019**

**Action Plan Owner:** Dona Spain, Historical Resources and Cultural Arts Director

**Action Plan Name:** AP 5.1.1 – Implement a Merrick House Docent Program

**Strategic plan alignment:**

- Goal 5 - Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
  - Objective 5.1 - Increase community access and knowledge of cultural sites

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By When	How will it be evident	Completed?
Hire part time Docent Coordinator	June 2016	Position filled	✓
Restoration of Merrick House	April 2018	House re-opens	✓
Prepare PowerPoint presentation to give to groups	April 2018	PowerPoint on website	✓
Increase docent # to 15	October 2019	House open 6 days a week	On Target

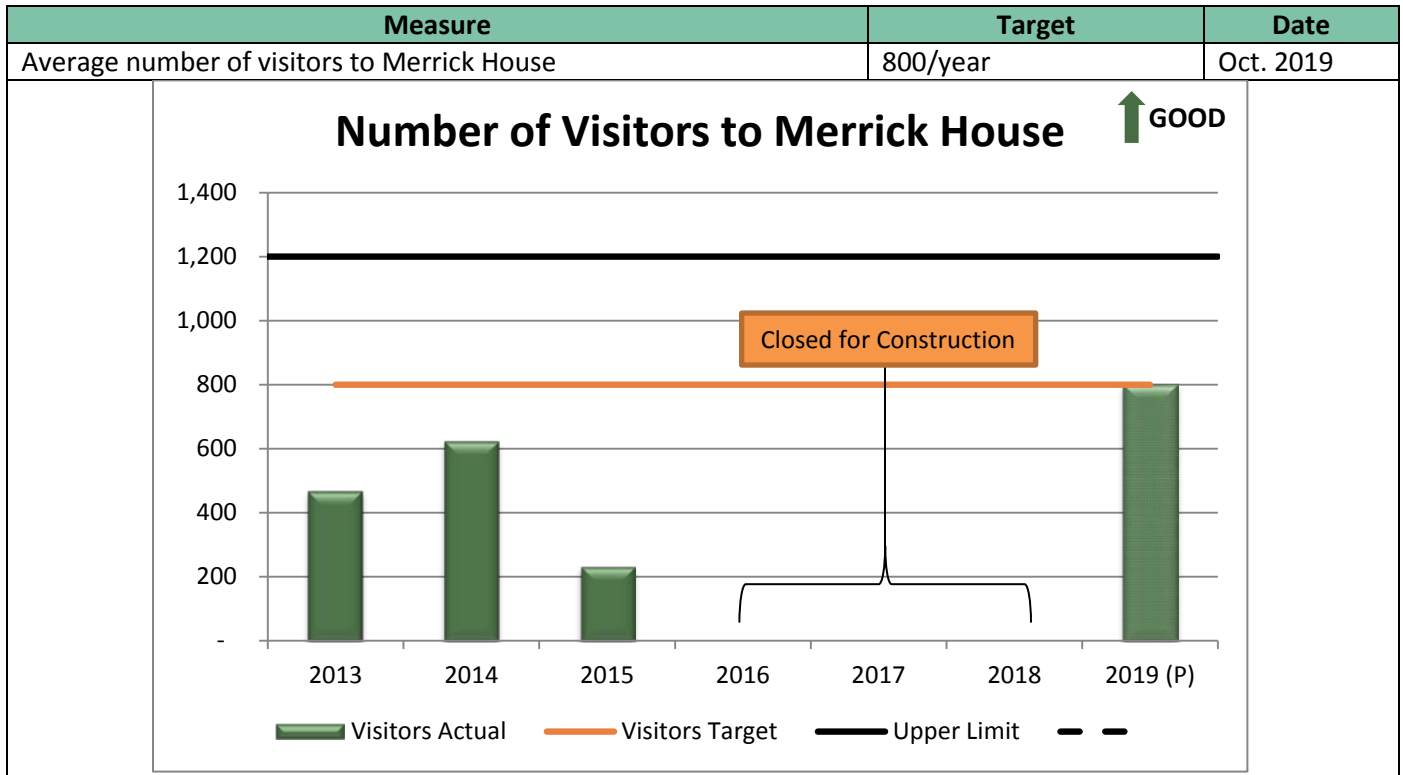
**Resource requirements (what do we need to succeed?)**

- Docent Coordinator position filled
- \$21,000 annual salary for Part Time Docent Coordinator
- 40 hours of docent staffing per week when fully staffed
- 80 hours to develop and implement docent training program
- 80 hours of PW support to restore the Merrick House

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

Measure	Target	Date
Number of Docents	15	Oct. 2019
Number of days Merrick House open per week	6	Oct. 2019
Visitor satisfaction with Merrick House access	95%	Oct. 2019
Resident satisfaction with access and knowledge of cultural sites	95%	Oct. 2019

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



**Frequency & venue of review**

- Monthly to Merrick House Governing Board
- Quarterly to City Manager via update report

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

Stakeholder Group	Potential positive impact	Potential negative impact
Public Works	Reduced maintenance hours Potential awards	None
Civic Groups	Increased number of volunteers	No interest
Historic Preservation Board	Increased resident/visitor knowledge / interest in history of city Potential awards	None
Merrick House Governing Board	Ability to once again hold events at the house	None

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

- + \$1800 increased revenue received from fees for tours of the house
- \$21,000 per year salary of the part time Docent Coordinator.

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Dona Spain, Historical Resources and Cultural Arts Director

**Action Plan Name:** AP 5.1.2 – Enhance virtual resources of city information (Interactive map of historic sites, scanning of archival newspaper)

**Strategic plan alignment:**

- Goal - 5. Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
  - Objective 5.1 - Increase community access and knowledge of historic and cultural sites

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By When	How will it be evident	Completed?
Send list of properties to IT	March 2016	Confirmation of receipt of list	Ongoing
Send photos to IT	October 2016	Confirmation of receipt	✓
Map properties	January 2018	Map with photos on city website	On Target
Purchase scanner	September 2018	Scanner delivered to department	No – outsourcing options being considered
Scanning of newspapers	January 2019	Scans of newspapers on website	On Target

**Resource requirements (what do we need to succeed?)**

- \$9,400 for scanner purchase (funding provided by Valdes-Fauli Community Foundation Fund)
- 120 hours of manpower (scanning provided by FIU through the City Clerk’s Office)
- 120 hours of staff time in Historic and IT Department for interactive map project

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

Measure	Target	Date
% properties mapped	All historic properties mapped	January 2018 for existing properties
% of Newspapers scanned dating back to 1944	All archived newspapers scanned	January 2019

**Frequency & venue of review:**

- Quarterly with department staff
- Quarterly with City Manager via update report

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

Stakeholder Group	Potential positive impact	Potential negative impact
FIU	Availability of newspapers in on-line library for student purposes	None
City Clerk	Enhanced relationship with FIU	None
Public	Increased knowledge of historic information	None
Property owners	Recognition	None
Historic Preservation Board	Goal accomplishment	None

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

- + \$9,400 value of scanner added to City property
- None

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Dona Spain, Historical Resources and Cultural Arts Director

**Action Plan Name:** AP 5.1.3 – Enhance visibility of designated historic locations

**Strategic plan alignment:**

- Goal 5 - Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
  - Objective 5.1 -Increase community access and knowledge of cultural sites

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By When	How will it be evident	Completed?
Hire ceramicist for landmark plaques	April 2016	Signed agreement	✓
Approve sample	May 2016	Approval obtained from staff	✓
Order plaques	May 2016	Invoiced	✓
Plaques presented to owners	January 2018	Plaques presented to owners	✓
Plaques installed	January 2018	Plaques installed on buildings	✓
Identification of downtown walking path	March 2018	All locations finalized	✓
Apply for grant for headstone restoration	August 2018	Grant application submitted	Delayed
Funding obtained for headstone restoration	September 2018	Funding received	Delayed
Contract for headstone restoration/installation	October 2018	Signed contract	Delayed
Headstones restored/installed	November 2018	Contract terms satisfied	Delayed
Create self-guided walking tour	October 2018	Free Brochure available in different languages	Delayed
Develop framework for Centennial Trail	August 2018	Appointments made by City Commission	Delayed
Identification of key sites and confirmation of Centennial Trail route	March 2018	Route approved by City Manager	Delayed
Materials for downtown walking path written and translated	August 2018	Materials available	Delayed
Completion of landmark plaque language and guided tour information	March 2020	Materials approved by City Manager	On Target
Unveiling of Centennial Trail (completed)	April 2025	Ceremony completed	On Target

**Resource requirements (what do we need to succeed?)**

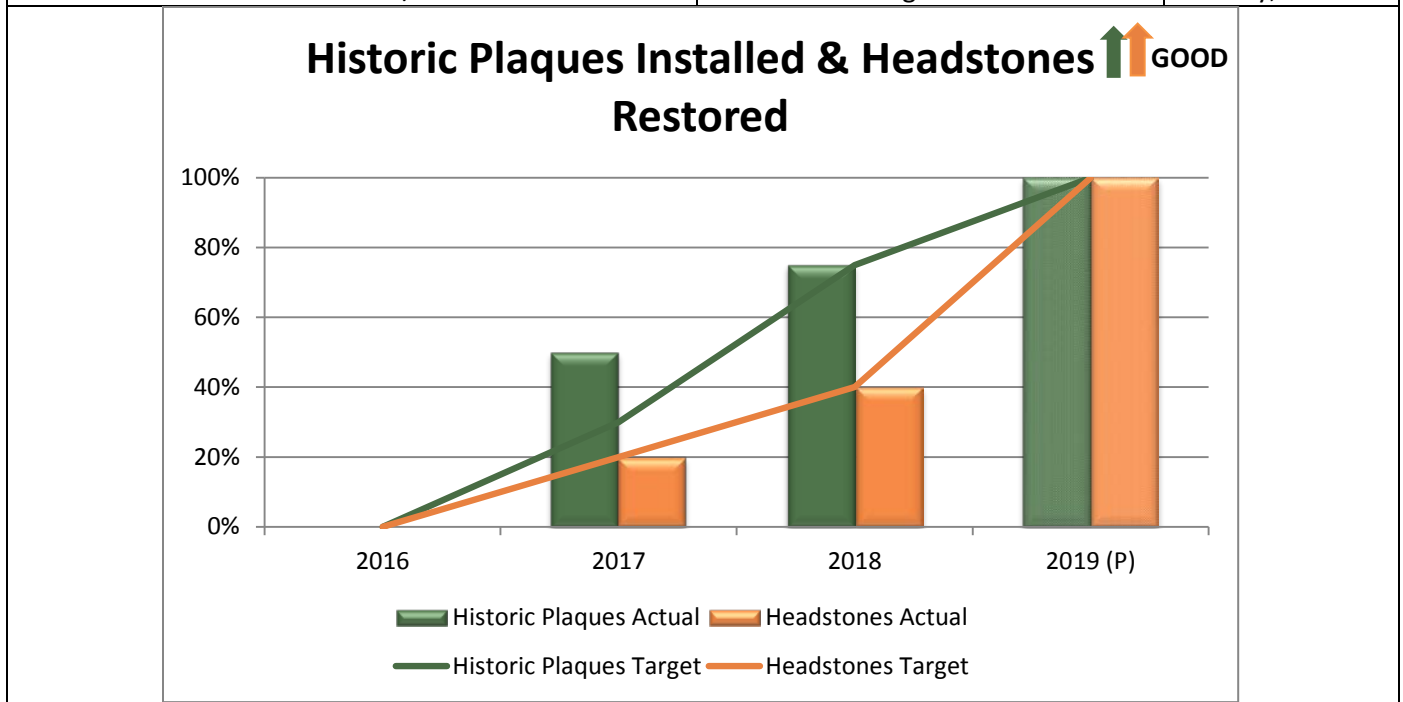
- \$17,500 funding of plaque program (includes hiring of ceramicist and purchase of plaques)
- 40 hours of Staff time to write grant
- 40 hours of Staff time to present plaques to owners
- 800 hours of staff time to serve Centennial Trail Task Force and research information

**Resource requirements (what do we need to succeed?) - Continued**

- \$40,000 for headstone project (\$20,000 in grants and \$20,000 in matching funds in FY18-19)

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

Measure	Target	Date
Number of plaques installed	100% of historic buildings have appropriate plaques installed	October, 2019
Number of headstones restored/installed	100% of known graves marked	January, 2019



**Frequency & venue of review:**

- Monthly at Historic Preservation Board meetings
- Quarterly at Pinewood Cemetery Board meetings
- Quarterly Centennial Trail Task Force meetings
- Quarterly update report to City Manager



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

Stakeholder Group	Potential positive impact	Potential negative impact
Property owners	Improved recognition and increased satisfaction	None
Historic Preservation Board	Increased satisfaction through task accomplishment	None
Pinewood Cemetery Board	Increased satisfaction through task accomplishment	None
Public	Enhanced awareness of history	None
Centennial Trail Task Force	Community Wide Participation	None

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

- + \$20,000 grant monies for headstone project (already received)
- \$20,000 for headstone restoration/installation
- \$17,500 to purchase and install plaques
- Add \$20,000 each year for ten years to Capital Improvement Plan

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Dona Spain, Historical Resources and Cultural Arts Director

**Action Plan Name:** AP 5.2.1 – Increase number and/or funding of community and cultural grants

**Strategic plan alignment:**

- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.5 - Enhance our position as a premier destination for arts, culture, dining, and shopping
- Goal 5 - Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
  - Objective 5.2 - 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**

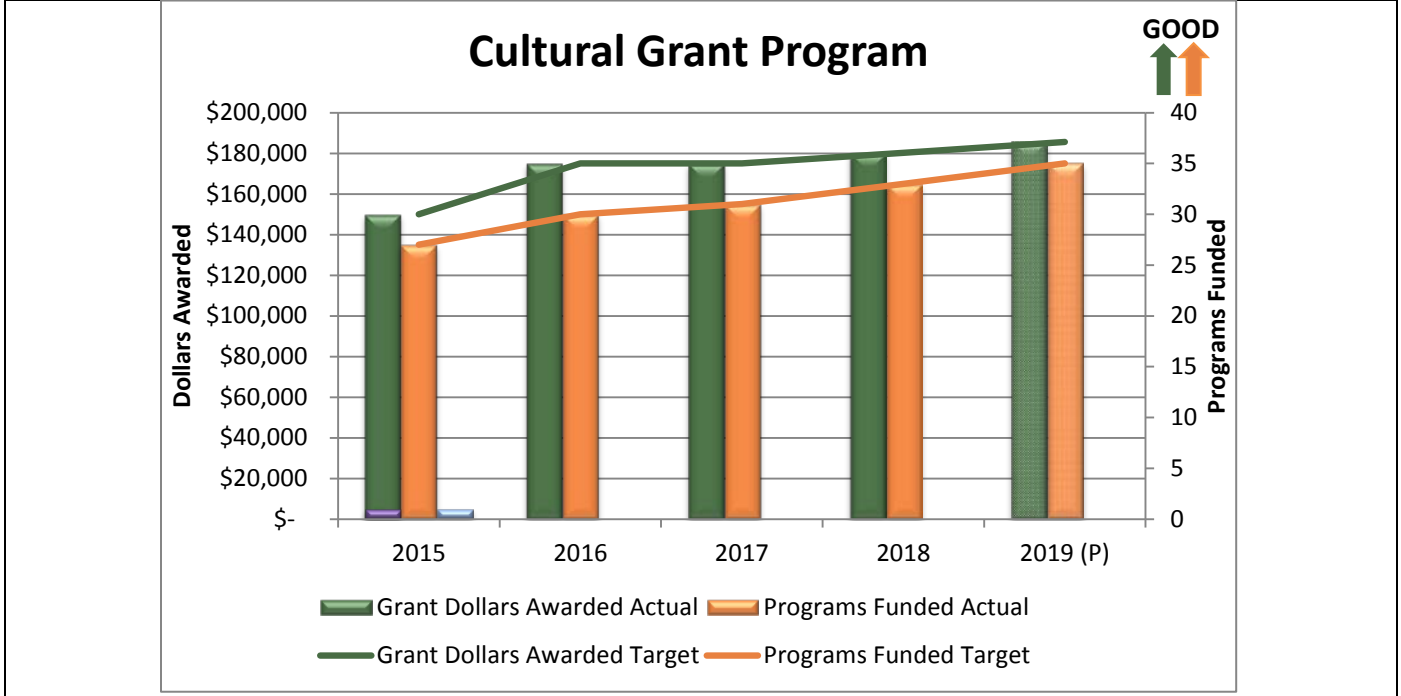
What must be done	By When	How will it be evident	Completed?
Develop and conduct Grant workshop required for applicants	August 2017	Increased scores on grant applications	✓
Increase # of programs sponsored by City to 35	August 2018	City Commission resolution	On Target
Increase funding for grants program by \$100,000 to \$185,658	August 2018	Approved in budget	✓

**Resource requirements (what do we need to succeed?)**

- Increased quality applications to grant program
- Improved grant applications
- \$11,500 for cultural grant management software and support in FY16-17
- \$100,000 increase in funding for grants in FY18-19
- 40 staff hours to develop and implement grant writing workshop
- 20 hours increase per staff/CDB member to review increased number of applications

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

Measure	Target	Date
Number of programs funded	35	2019
Funding for grants	\$185,658	2019



**Frequency & venue of review**

- Annual reviews and Monthly Updates at CDB meeting
- Yearly with City Manager at budget meeting

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

Stakeholder Group	Potential positive impact	Potential negative impact
Grant applicants	Increase in cultural programming	Less money per application
Public	Increase in cultural programming	None
Cultural Development Board	Increase in cultural programming	More review time required

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

- + None
- Increased funding to grant program by \$100,000 to \$250,000
- Increased funding to support additional staff hours to review increased number of applications

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Dona Spain, Historical Resources and Cultural Arts Director

**Action Plan Name:** AP 5.4.1 – Secure Special Category & Small Matching grants from State of Florida

**Strategic plan alignment:**

- Goal - 5. Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
  - Objective 5.4 - Create and fund ongoing programs to restore and preserve the City's significant historic resources through grants and donations each year that the City is eligible

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By When	How will it be evident	Completed?
Apply and obtain 2 state grants each year of eligibility	October 2017	City Commission approval of match	Cannot apply until Merrick House is completed.

**Resource requirements (what do we need to succeed?)**

- Capital Improvement Projects funding for match in FY18-19
- 40 hours of Staff time to write and submit grants

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

Measure	Target	Date
Special Category Grant approval	One	Delayed
Small Matching Grant approval	One	Delayed
Number of funded historic restoration and preservation programs	2 per year	2019
Dollar value of approved grants	\$400,000 per year	2019

**Frequency & venue of review –**

- Yearly by Historical Resources Staff
- Yearly with City Manager at budget meeting

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

Stakeholder Group	Potential positive impact	Potential negative impact
Public Works	Restoration of city-owned properties	Additional workload
Procurement	Restoration of city-owned properties	Additional workload
Historic Preservation Board	Accomplishes task	Staff time

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

- + \$400,000 grant monies received yearly – goal (\$350,000 Special Category Grant from state, \$50,000 Small matching Grant from state)
- \$200,000 C.I.P. funds minimum needed for match

Grant application schedule:

	<u>Special Category Grants</u>	<u>Small Matching Grants</u>
<b>Application Period</b>	May 2 - July 1, 2017	February 29 - April 29, 2017
<b>Reviewed</b>	October 11-12, 2017	July 12-13, 2017
<b>Funding Request</b>	\$50,000 to \$500,000	Up to \$50,000
<b>Grant Period</b>	July 1, 2017 - June 30, 2019	July 1, 2017 - June 30, 2019

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Dona Spain, Historical Resources and Cultural Arts Director

**Action Plan Name:** AP 5.7.1 – Increase display of art in public places

**Strategic plan alignment:**

- Goal 5 - Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
  - Objective 5.7 - Acquire/design and construct significant art for permanent display in public places
- Also supports Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.5 - Enhance our position as a premier destination for arts, culture, dining, and shopping

**KEY tasks that must be accomplished, deliverables, and measures of success**

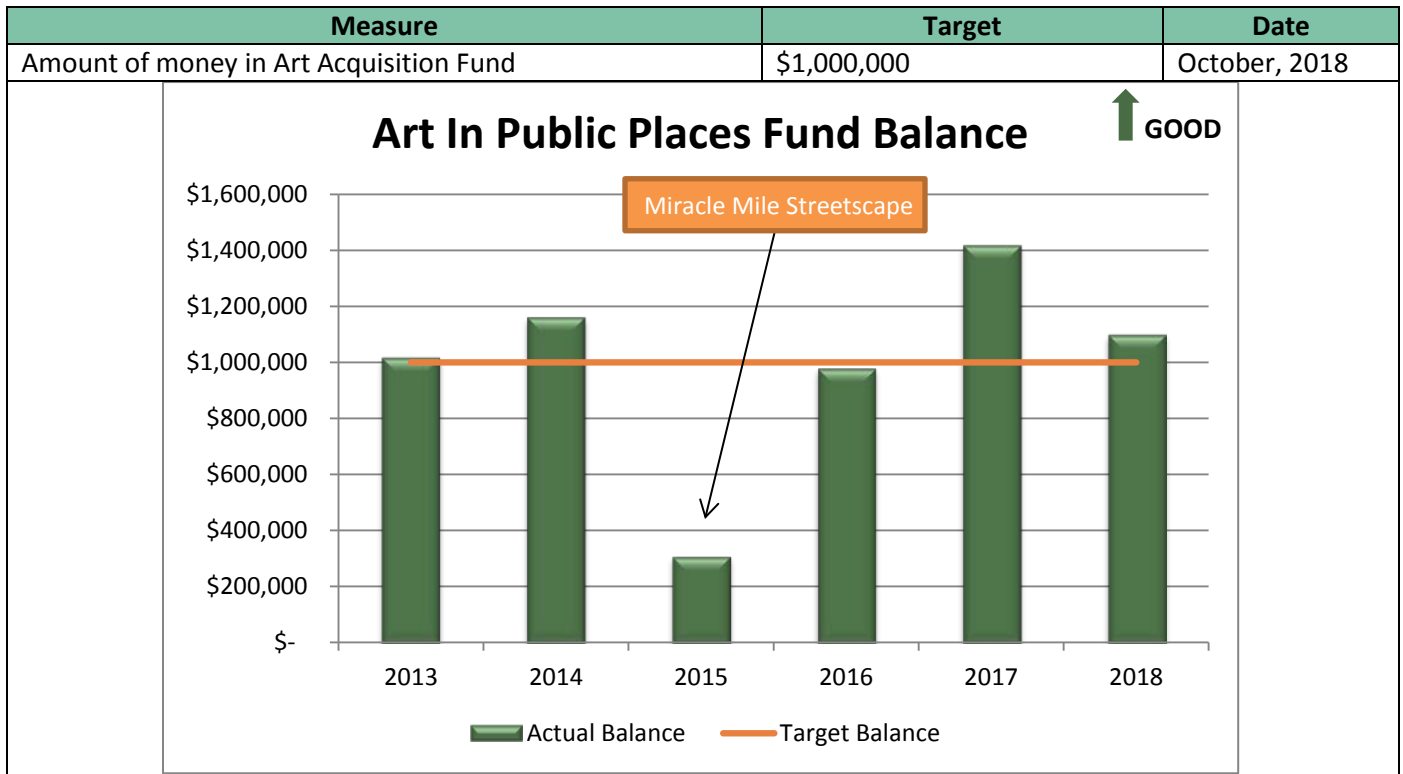
What must be done	By When	How will it be evident	Completed?
Identify potential locations for city-owned art	May 2018	Map generated	✓
Identify desired public art acquisition	4 months prior to each project installation plan	Public art and resources required for installation identified	On Target
Art Acquisition Fund monies collected from developers	Prior to issuance of building permit	Funds available to acquire art pieces	On Target
Request for Proposal issued for public art opportunity	4 months prior to project review	Public art proposals submitted	On Target
Review by Arts Advisory Panel and Cultural Development Board	6 months to 1 year prior to project approval	Board recommendation submitted to City Commission	On Target
Review by City Commission	6 months to 1 year prior to project installation	City Commission approval obtained	On Target
Art piece fabricated and/or acquired	4 months prior to each project installation	Art piece fabricated/purchased	On Target
Install significant pieces of art	1 per year starting in 2017	Art installed	On Target



**Resource requirements (what do we need to succeed?)**

- \$1,000,000 total for 3-years to acquire and install art
- Three City-owned parcels of land suitable for art installation
- 120 staff hours from Public Works to prepare each site; or \$100,000 to hire outside contractor for each site
- 200 minimum staff hours for research, planning, and project management for each site

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



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

Measure	Target	Date
# of locations secured to install art pieces	1 per year by 2019	October, 2019
# of pieces of art installed in city	1 every 3 years	October, 2019

**Frequency & venue of review:**

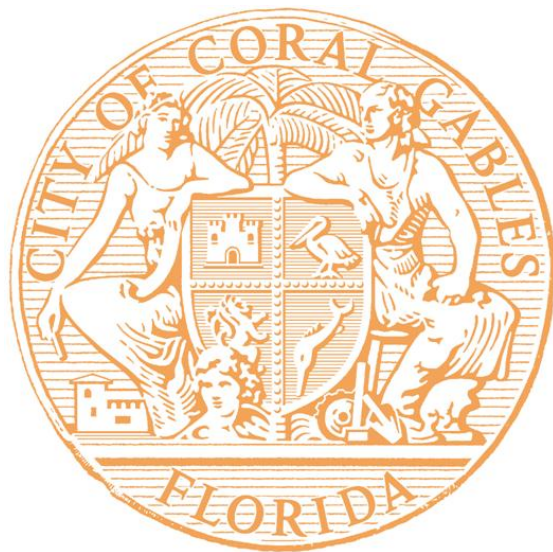
- Monthly by Arts Advisory Panel and Cultural Development Board
- As needed with City Manager
- Biannual report to the City Manager and/or City Commission

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

Stakeholder Group	Potential positive impact	Potential negative impact
Public Works	Staff engagement and pride in enhanced City position	Labor hours expended in support of this project are not available for other work. Increased requirement for ongoing maintenance of art installation sites. Purchase of plants costly
Residents / tax payers	Enhanced environment	None

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

- + \$1,000,000 received from developers, not tax payers
- \$100,000 per site needed for site preparation and landscaping
- Funds needed annually for subsequent site maintenance – assessment needed to determine amount

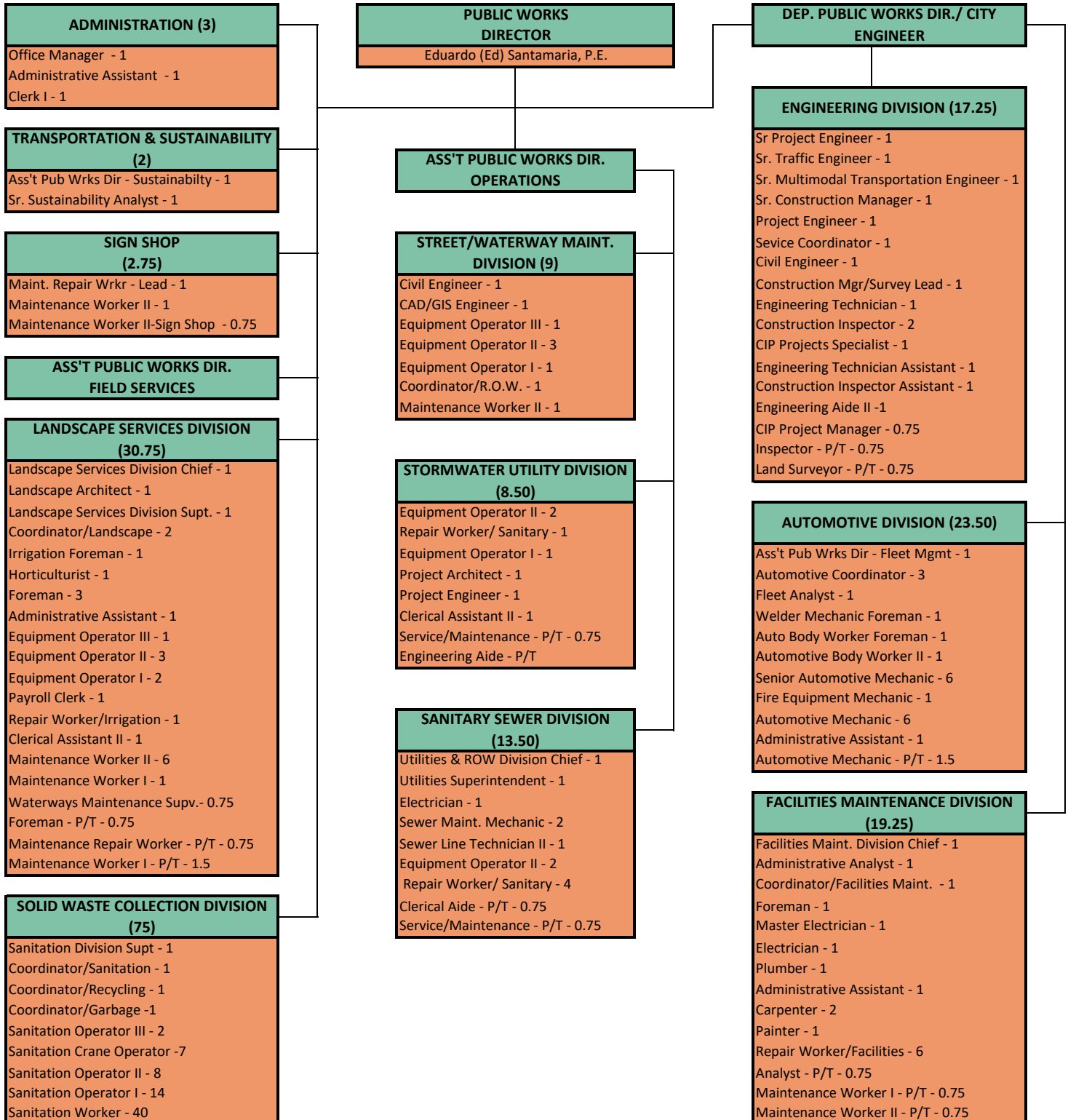


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**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**PUBLIC WORKS**

**ORGANIZATION CHART**



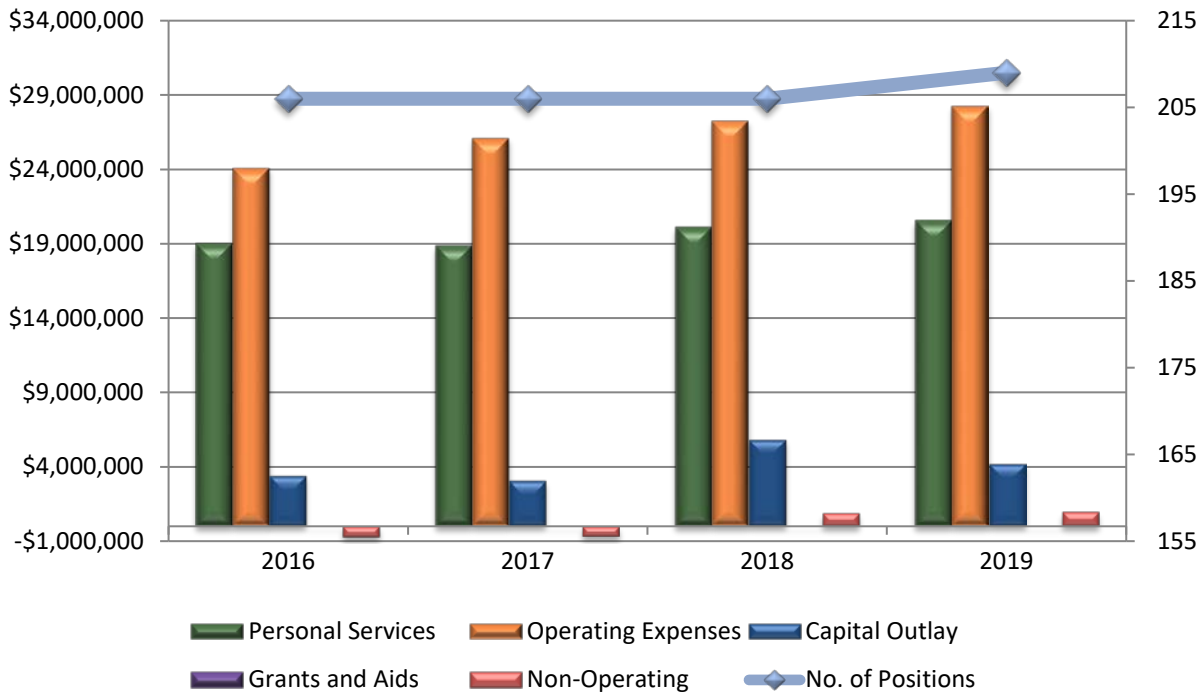
**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



**PUBLIC WORKS DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<b>2015-2016 ACTUAL</b>	<b>2016-2017 ACTUAL</b>	<b>2017-2018 BUDGET</b>	<b>2018-2019 BUDGET</b>
Salaries & Benefits	19,019,409	18,864,751	20,123,780	20,568,874
Operating Expenses	24,106,371	26,109,156	27,271,337	28,249,993
Capital Outlay	3,391,228	3,067,640	5,823,970	4,185,162
Grants and Aids	-	-	-	-
Non-Operating	(696,022)	(648,705)	842,511	943,388
<b>Total</b>	<b>45,820,986</b>	<b>47,392,842</b>	<b>54,061,598</b>	<b>53,947,417</b>
Full Time Headcount	195.00	195.00	195.00	195.00
Part Time FTE's	11.25	11.25	11.25	13.50
<b>Total Headcount &amp; FTE's</b>	<b>206.25</b>	<b>206.25</b>	<b>206.25</b>	<b>208.50</b>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Public Works

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## 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; 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 and maintenance of all City vehicles including those used by other departments and divisions.

The **Central Division** provides customer service to residents, visitors, and guests. The Division properly routes voice and written communications to the respective external agencies, other City departments, as well as generates service requests. In addition, Central Division staff provides administrative support to all divisions within the Public Works Department.

The **Engineering Division** provides design and construction services for the City using a combination of in-house personnel and outside consultants for various projects (paving, drainage, sanitary sewers, traffic management, etc). The Division also manages permitting and inspection of all construction activity that affects the right-of-way.

The **Field Services Division** includes landscape services and sanitation services. Landscape services are responsible for the landscape maintenance programs for City properties, including selected public right-of-ways, parks, facilities, and parking lots. Landscape services are also responsible for the tree maintenance program, including trimming, irrigation repair, fertilization, and pest control.

Sanitation services are provided to approximately 11,000 single-family homes through recycling, garbage, and yard waste. 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, and facilities sections. The Division is responsible for the development and implementation of the comprehensive, long-term multi-modal transportation plan and sustainability master plan for the City. The Facilities Section provides maintenance to all City-owned facilities, entrances, fountains, plazas, and streetlights ensuring a clean, comfortable, and safe environment for residents and visitors.

The **Right-of-Way Maintenance Division** provides essential services within the right of way such as maintenance of streets, roadways, alleys, and waterways. Right of way services include street sweeping, pressure cleaning, asphalt pothole repairs, sidewalk repairs, removal of seaweed from navigable channels, and City-owned bridge maintenance.

The **Utilities Division** includes sanitary sewer system and storm drainage system services. Sanitary sewer system services include capacity, management, operation, and maintenance as well as regulatory compliance for the City's sanitary sewer collection. Storm drainage system service provides operation and maintenance for the City's drainage systems under the National Pollutant Discharge Elimination System permit program.

## 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  
2018-2019 BUDGET**

**PUBLIC WORKS**

**FISCAL YEAR 2018 MAJOR ACCOMPLISHMENTS**

- ✓ Completed Miracle Mile and Giralda Streetscape. The \$24 million revitalization includes wider sidewalks, LED lighting, a pedestrian-friendly curbless design, and a new and improved drainage system to reduce the risk of flooding. The streetscape's clean, modern look has energized the City's downtown especially in evenings and on weekends when residents and visitors come to dine or take a stroll along the street. The wider sidewalks have allowed restaurants to add café tables in front of their businesses and increased foot traffic
- ✓ Once the roadways were cleared after Hurricane Irma, collected 330,000 cubic yards of landscape debris; debris was processed and hauled from the City's local roads and neighborhoods – all done without any reported injuries. Additionally, the Utilities Division kept all of the City's sanitary stations operating after Irma avoiding any sewage spills and backups
- ✓ Negotiated new traffic calming standards with Miami-Dade County. The focus of the proposed criteria is pedestrian safety and allows lower volume and lower speed streets to qualify for traffic calming if there are limited or no sidewalks and if there are pedestrian generators nearby
- ✓ Installed the first Envision certified project in South Florida at the Cocoplum 1 Pump Station and FM Project. The infrastructure project won the Resilient Project of the Year 2018, Green Utility Category by the Resilient Utility Coalition. Public Works' goal is to achieve Envision certification on all of the City's infrastructure projects. Twenty Public Works' employees have taken the Envision classes and are now ENV SP certified
- ✓ Concluded repairs to the City's sanitary sewer conveyance systems to reduce groundwater inflow and storm water infiltration are required on an on-going basis to ensure compliance with Miami-Dade County. The City realized a 76% reduction of inflow and infiltration from entering the sanitary sewer system. This allows for additional capacity to be available in the county's wastewater system at a cost savings to the City

- ✓ Upgraded the entire automotive fleet's fueling infrastructure, which includes: moderation of the automatic tank gauges and leak detection sensors, replaced all fuel dispensers, and installed a new state-of-the-art fuel management system. This system uses RFID technology that interfaces with the city employee identification card to ensure fuel accountability
- ✓ Installed of new speed limit signs (25 mph) on residential local streets to improve safety and livability in neighborhoods
- ✓ Implemented the largest electric vehicle fleet in the State of Florida. The City currently has 35 electric vehicles in its city fleet and will be adding 8 extended range electric vehicles this fiscal year. The goal is to have 60% (78) of our administrative fleet comprised of electric vehicles by the end of FY 2021
- ✓ Prohibited the use of single-use carry out plastic bags within the City per Ordinance No. 2017-13. The City began enforcement on May 10, 2018
- ✓ Completed the LED pilot project on Ponce de Leon between Santillane and Alhambra. Florida Power & Light (FPL) converted 64 roadway streetlights to LED and the City will see a cost savings of \$361 a month, or \$4,332 a year. The next steps are to identify other FPL-owned streetlight locations throughout the City that will maximize energy efficiency while preserving savings



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

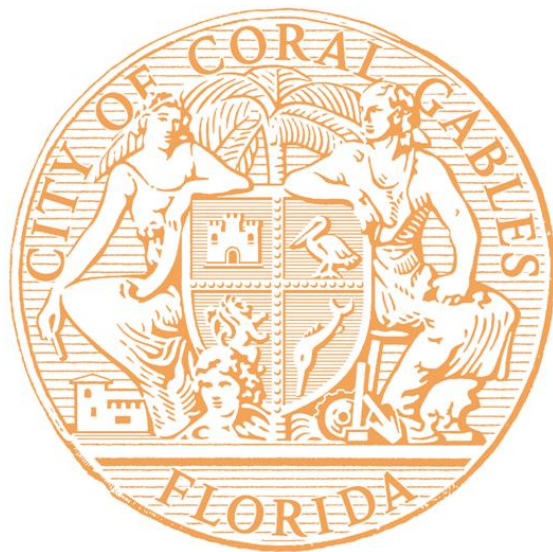
**PUBLIC WORKS**

INDICATOR:	FY17			FY18		FY19
	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%	94%		95%	94%	95%
% of GovQA customer requests completed within 15 days	95%	95%		95%	96%	95%
% of GovQA public records request completed within 5 days	95%	100%		95%	98%	95%
Number of permits issued	700	705		700	665	700
Number of plan reviews completed	2,000	2,129		2,100	2,155	2,200
% of inspections conducted within 24 hours of request	95%	100%		95%	100%	95%
Number of trees trimmed	4,200	4,497		4,300	4,452	4,400
Number of trees planted	1,200	1,278		1,200	117	1,200
Miles of complete street sweeping	6,900	7,123		6,950	7,032	7,000
% of canals inspected and cleaned requests completed within 2 days	95%	100%		95%	100%	95%
% of graffiti removal requests completed within 2 days	95%	100%		95%	100%	95%
% of street potholes repaired within 2 days	95%	100%		95%	98%	95%
Tons of recycling	2,200	2,011		2,000	2,089	2,100
% of garbage collection on the scheduled day	100%	99.92%		100%	99.99%	100%
% of trash collection on the scheduled day	100%	99.92%		100%	99.96%	100%
% of recycling collection on the scheduled day	100%	99.87%		100%	99.98%	100%
Reduce City's electricity use 15% below 2013 levels by 2019	-5%	-3.7%		-5.7%	-8.0%	-7.0%
Reduce City's water use 8% below 2013 levels by 2019 in City buildings, parks, and irrigation	-3%	6.5%		-5.8%	10.5%	-18.5%
% of smart irrigation installed on applicable Citywide systems	25%	37.5%		15%	15%	15%
Total miles of dedicated bicycle facilities provided	1	0		5	0	5
Total miles of pedestrian facilities (new sidewalks, extensions, replacements)	2	2.59		2	1.61	2
Total miles of crosswalk and intersection improvements	0.50	0.60		0.60	0.62	0.70
Linear feet of new curb ramps installed along City streets	1,300	1,457		1,300	1,311	1,300
Number of pedestrian-vehicle and bicycle-vehicle crashes	37	39		33	27	29
Number of pedestrian-vehicle and bicycle-vehicle fatality crashes	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  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
1025	Public Works Director	1.00	1.00	1.00	1.00	\$ 169,252
1026	Ass't Pub Wrks Dir - Operations	1.00	1.00	1.00	1.00	132,633
1029	Office Manager	1.00	1.00	1.00	1.00	82,755
0602	Administrative Assistant	1.00	1.00	1.00	1.00	42,524
0105	Clerk I	1.00	1.00	1.00	1.00	45,381
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>\$ 472,545</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 313,813	\$ 448,016	\$ 600,478	\$ 472,545
2000	Employee Benefits - See Other Cost Dist.	298,560	333,379	354,918	287,855
2610	Employee Awards	-	110	300	300
3190	Other Professional Services	52,371	14,277	35,818	1,000
4010	Travel Expense	1,238	-	-	-
4020	Central Garage Motor Pool Rent	3,780	4,142	3,966	20,248
	Replacement:	16,514			
	Oper. & Maint:	3,734			
4090	Other Transportation Expense	6,675	9,900	12,600	13,544
4091	Cell Phone Allowance	-	-	-	1,200
4410	Rental of Machinery and Equipment	12,258	13,338	12,200	12,200
4420	Public Facilities Cost - See Other Cost Dist.	19,218	20,843	21,657	22,450
4550	General Liability Insurance	19,476	20,675	32,724	23,311
4620	Repair and Maint. of Office Equipment	180	-	200	200
4630	Repair/Maint. of Machinery & Equipment	1,055	-	300	300
4710	Special Printed Forms	599	174	600	600
4720	Printing & Binding	-	405	250	250
4990	Other Miscellaneous Expense	524	1,368	700	700
5100	Office Supplies	8,876	5,662	8,000	8,000
5203	Drugs and Medical Supplies	-	-	50	50
5215	Small Tools & Minor Equipment	546	-	400	400
5400	Membership Dues and Subscriptions	-	264	700	700
5410	Employee Training	300	99	2,000	2,000

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

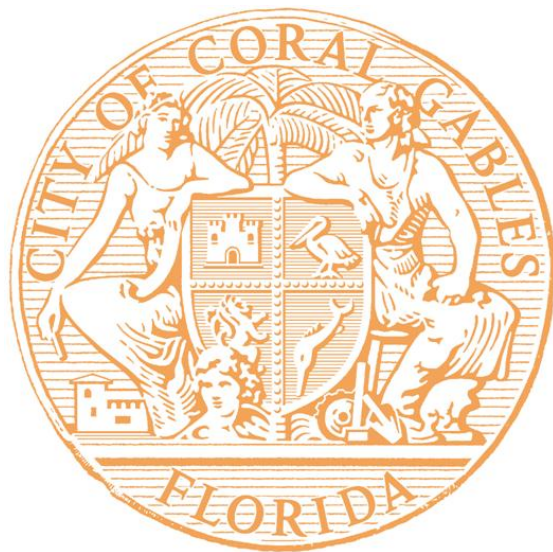
**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
9010	Intradepartmental Credits	\$ (361,022)	\$ (303,705)	\$ (365,921)	\$ (303,748)
<b>TOTAL</b>		<b>\$ 378,447</b>	<b>\$ 568,947</b>	<b>\$ 721,940</b>	<b>\$ 564,105</b>

**Public Works Administrative Services  
 Distributed to Utilities**

<u>Div. Code/Account</u>	<u>%</u>	<u>Amount</u>
Storm Water - 1535-31-70	10%	\$ 86,785
Sanitary Sewer - 1540-31-70	25%	216,963
	<b>35%</b>	<b>\$ 303,748</b>





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**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
1036	Ass't Pub Wrks Dir - Sustainability	1.00	1.00	1.00	1.00	\$ 139,277
0811	Sr. Sustainability Analyst	1.00	1.00	1.00	1.00	74,910
	<b>TOTAL FULL TIME HEADCOUNT</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>\$ 214,187</b>

**EXPENDITURE DETAIL**

	2015-2016	2016-2017	2017-2018	2018-2019
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 219,256	\$ 211,167	\$ 217,658	\$ 214,187
2000 Employee Benefits - See Other Cost Dist.	125,642	122,739	126,008	130,254
3190 Other Professional Services	-	-	20,000	-
4090 Other Transportation Expense	4,950	5,400	5,400	6,497
4410 Rental of Machinery and Equipment	360	249	3,584	3,584
4420 Public Facilities Cost - See Other Cost Dist.	4,856	5,266	5,472	5,672
4550 General Liability Insurance	7,174	7,259	11,721	10,566
4720 Printing & Binding	185	1,556	2,000	2,000
4990 Other Miscellaneous Expense	2,456	3,450	4,125	7,125
5206 Food for Human Consumption	208	422	1,500	1,500
5400 Membership Dues and Subscriptions	185	502	2,000	2,000
5410 Employee Training	3,676	1,275	7,000	3,000
<b>TOTAL</b>	<b>\$ 368,948</b>	<b>\$ 359,285</b>	<b>\$ 406,468</b>	<b>\$ 386,385</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
0067	Public Works Deputy Dir/City Engineer	1.00	1.00	1.00	1.00	\$ 141,007
1035	Sr Project Engineer	1.00	1.00	1.00	1.00	108,856
1032	City Engineer	1.00	-	-	-	-
1037	Sr. Traffic Engineer	-	1.00	1.00	1.00	98,983
1038	Sr. Multimodal Transportation Engineer	-	1.00	1.00	1.00	91,467
1000	Sr. Construction Manager	-	-	1.00	1.00	62,858
1015	Project Engineer	1.00	1.00	1.00	1.00	89,142
1042	Sevice Coordinator	-	-	1.00	1.00	102,699
1017	Civil Engineer	3.00	2.00	1.00	1.00	66,986
1043	Construction Mgr/Survey Lead	-	-	1.00	1.00	85,198
1004	Engineering Technician	1.00	1.00	1.00	1.00	76,012
1012	Construction Inspector	2.00	2.00	2.00	2.00	122,478
1005	CIP Projects Specialist	1.00	1.00	1.00	1.00	49,937
1003	Engineering Technician Assistant	1.00	1.00	1.00	1.00	68,128
1014	Construction Inspector Assistant	1.00	1.00	1.00	1.00	54,816
1002	Engineering Aide II	1.00	1.00	1.00	1.00	57,644
1013	Construction Manager	2.00	2.00	-	-	-
8888	Overtime	-	-	-	-	15,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>1,291,211</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
3200	CIP Project Manager	1.00	0.75	0.75	0.75	118,333
1139	Inspector - P/T	1.00	0.75	0.75	0.75	43,449
1044	Land Surveyor - P/T	1.00	0.75	0.75	0.75	59,581
<b>TOTAL PART TIME FTE's</b>		<b>3.00</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>221,363</b>
<b>TOTAL</b>		<b>18.25</b>	<b>18.25</b>	<b>18.25</b>	<b>18.25</b>	<b>\$ 1,512,574</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,199,772	\$ 1,167,354	\$ 1,460,748	\$ 1,512,574
2000	Employee Benefits - See Other Cost Dist.	765,058	747,821	820,330	826,719
3110	Engineering & Architect Services	-	244,702	227,908	164,162
3190	Other Professional Services	54,336	490	168,478	168,378
4020	Central Garage Motor Pool Rent	96,702	111,902	104,798	24,349
	Replacement: 9,800				
	Oper. & Maint: 14,549				
4090	Other Transportation Expense	5,400	5,400	5,400	6,497
4091	Cell Phone Allowance	-	-	-	1,200
4410	Rental of Machinery and Equipment	857	1,053	2,500	2,500
4420	Public Facilities Cost - See Other Cost Dist.	51,508	55,860	58,043	60,169
4550	General Liability Insurance	43,853	45,199	80,417	74,617

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
4630	Repair/Maint. of Machinery & Equipment	\$ -	\$ -	\$ 500	\$ 500
4710	Special Printed Forms	813	439	1,200	1,200
4720	Printing & Binding	147	457	1,000	1,000
4990	Other Miscellaneous Expense	614	250	1,000	1,000
5100	Office Supplies	5,675	4,993	6,000	6,000
5208	Household & Institutional Supplies	-	-	500	500
5209	Protective Clothing	633	632	1,000	1,000
5211	Building Materials and Supplies	399	-	500	500
5213	Purchase/Rental - Employee Uniforms	1,034	1,088	1,500	1,500
5215	Small Tools & Minor Equipment	300	-	1,117	1,117
5400	Membership Dues and Subscriptions	222	369	120	3,870
5410	Employee Training	2,412	99	3,850	2,425
6450	Office Equipment Replacement	-	-	500	500
<b>TOTAL</b>		<b>\$ 2,229,735</b>	<b>\$ 2,388,108</b>	<b>\$ 2,947,409</b>	<b>\$ 2,862,277</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				SALARIES
		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019 BUDGET	
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
1033	Facilities Maintenance Division Chief	1.00	1.00	1.00	1.00	\$ 94,562
0810	Administrative Analyst	1.00	1.00	1.00	1.00	55,456
3015	Coordinator/Facilities Maint.	1.00	1.00	1.00	1.00	74,644
3010	Foreman	1.00	1.00	1.00	1.00	63,181
3110	Master Electrician	1.00	1.00	1.00	1.00	50,232
3109	Electrician	1.00	1.00	1.00	1.00	67,047
3114	Plumber	1.00	1.00	1.00	1.00	49,638
0602	Administrative Assistant	1.00	1.00	1.00	1.00	55,435
3106	Carpenter	2.00	2.00	2.00	2.00	109,637
3112	Painter	1.00	1.00	1.00	1.00	41,719
3129	Repair Worker/Facilities	6.00	6.00	6.00	6.00	234,313
8888	Overtime	-	-	-	-	51,243
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>947,107</b>
<b>PART TIME POSITIONS</b>						
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
0812	Analyst - P/T	1.00	0.75	0.75	0.75	55,464
9018	Maintenance Worker I - P/T	1.00	0.75	0.75	0.75	21,308
9020	Maintenance Worker II - P/T	1.00	0.75	0.75	0.75	23,480
<b>TOTAL PART TIME FTE's</b>		<b>3.00</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>100,252</b>
<b>TOTAL</b>			<b>19.25</b>	<b>19.25</b>	<b>19.25</b>	<b>\$ 1,047,359</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 910,133	\$ 944,106	\$ 1,036,945	\$ 1,047,359
2000	Employee Benefits - See Other Cost Dist.	717,481	700,211	659,114	667,932
3190	Other Professional Services	5,364	3,221	10,500	10,500
4040	Central Garage Miscellaneous Charges	-	-	1,000	1,000
4410	Rental of Machinery and Equipment	3,039	3,281	3,200	3,500
4550	General Liability Insurance	36,116	35,475	57,156	51,667
4610	Repair/Maint. of Bldgs & Improvements	-	-	-	118,560
4613	Repair/Maint. - Miracle Theater	-	8,750	50,000	50,000
4630	Repair/Maint. of Machinery & Equipment	975	-	1,000	1,000
4990	Other Miscellaneous Expense	1,060	2,047	4,000	3,700
5100	Office Supplies	2,018	2,057	2,000	2,000
5202	Chemicals and Photographic Supplies	-	-	1,000	1,000

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

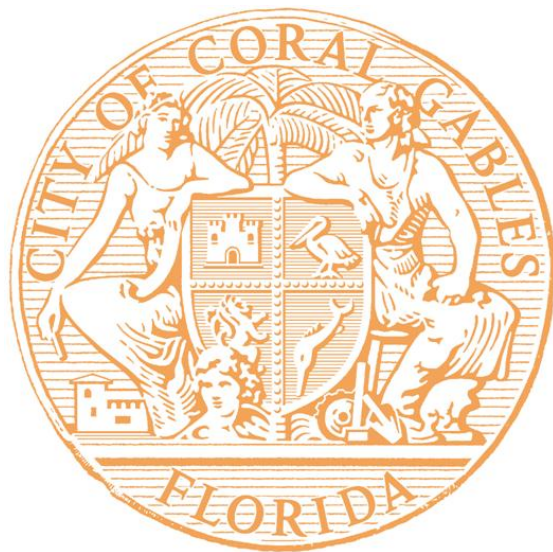


530 PUBLIC FACILITIES FUND  
**PUBLIC WORKS DEPARTMENT**  
**1520 MAINTENANCE DIVISION**  
 590 INTERNAL SERVICES

**EXPENDITURE DETAIL**

		<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5203	Drugs and Medical Supplies	\$ -	\$ -	\$ 200	\$ 200
5209	Protective Clothing	2,416	1,778	2,500	2,500
5211	Building Materials and Supplies	2,961	28	3,000	3,000
5213	Purchase/Rental - Employee Uniforms	3,563	4,195	5,000	5,000
5215	Small Tools & Minor Equipment	1,615	-	6,000	6,000
5217	Operating Equipment Repair Parts	-	-	500	500
5218	Installed Building Equipt. Repair Parts	155	-	-	-
5400	Membership Dues and Subscriptions	428	-	785	785
5401	Software Subscriptions & Maintenance	-	4,399	4,400	4,400
5410	Employee Training	2,180	-	2,000	2,000
<b>TOTAL</b>		<u><u>\$ 1,689,504</u></u>	<u><u>\$ 1,709,548</u></u>	<u><u>\$ 1,850,300</u></u>	<u><u>\$ 1,982,603</u></u>





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**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
3190 Other Professional Services	\$ 492,328	\$ -	\$ -	\$ -
3410 Laundry & Sanitation Services	13,392	15,067	21,965	21,965
3420 Custodial & Janitorial Services	627,194	1,240,568	1,206,460	1,366,935
4310 Electric Utility Service	1,670,038	1,689,163	2,040,271	2,040,271
4330 Heating & Cooking Fuel	14,331	15,031	17,640	17,640
4350 Water & Sewer Utility Service	682,387	612,308	780,000	780,000
4410 Rental of Machinery and Equipment	3,272	484	5,000	5,000
4610 Repair/Maint. of Bldgs & Improvements	1,312,528	1,509,584	1,268,023	1,261,000
4630 Repair/Maint. of Machinery & Equipment	-	-	1,000	1,000
4940 Taxes & License Fees Paid	-	-	1,500	4,000
5211 Building Materials and Supplies	104,771	115,930	323,850	322,000
5218 Installed Building Equipt. Repair Parts	103,806	16,203	75,400	75,400
6430 Equipment Repair/Replacement	-	-	22,000	22,000
6435 Fire Hydrant Replacements	27,933	16,911	40,000	40,000
<b>TOTAL</b>	<b>\$ 5,051,980</b>	<b>\$ 5,231,249</b>	<b>\$ 5,803,109</b>	<b>\$ 5,957,211</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
1015	Project Engineer	1.00	1.00	1.00	1.00	\$ 96,632
1030	Project Architect	1.00	1.00	1.00	1.00	85,555
3204	Equipment Operator II/Sanitary	2.00	2.00	2.00	2.00	128,934
3126	Repair Worker/Sanitary	1.00	1.00	1.00	1.00	52,536
3201	Equipment Operator I	1.00	1.00	1.00	1.00	36,571
0012	Clerical Assistant II	1.00	1.00	1.00	1.00	39,030
8888	Overtime	-	-	-	-	30,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>469,258</b>
<b>PART TIME POSITIONS</b>						
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
9008	Service/Maintenance - P/T	1.00	0.75	0.75	0.75	20,027
9003	Engineering Aide - P/T	1.00	0.75	0.75	0.75	22,848
<b>TOTAL PART TIME FTE's</b>		<b>2.00</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>42,875</b>
<b>TOTAL</b>		<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>\$ 512,133</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 484,676	\$ 430,684	\$ 492,881	\$ 512,133
2000	Employee Benefits - See Other Cost Dist.	393,898	350,084	299,970	309,898
3110	Engineering & Architect Services	-	95,057	218,714	110,000
3170	Mgmt & Staff Interdept'l Charge	413,494	391,769	409,549	391,785
3190	Other Professional Services	-	-	144,403	50,000
3200	Accounting & Auditing Services	48,262	52,834	50,000	50,000
4020	Central Garage Motor Pool Rent	138,646	128,386	128,749	128,749
	Replacement: 60,500				
	Oper. & Maint: 68,249				
4370	Waste Disposal Service	1,909	1,422	7,000	7,000
4420	Public Facilities Cost - See Other Cost Dist.	33,334	36,151	37,563	38,939
4550	General Liability Insurance	18,376	17,112	27,203	25,264
4610	Repair/Maint. of Bldgs & Improvements	198,459	85,989	242,323	213,995
4630	Repair/Maint. of Machinery & Equipment	-	500	500	500
4940	Taxes & License Fees Paid	7,564	7,789	10,000	10,000
4990	Other Miscellaneous Expense	3,988	4,128	4,600	4,600
5100	Office Supplies	572	260	1,200	1,000
5202	Chemicals and Photographic Supplies	4,242	4,242	4,500	4,500

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

		<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5204	Cleaning & Janitorial Supplies	\$ -	\$ -	\$ -	\$ 200
5207	Motor Fuel and Lubricants	-	-	200	200
5209	Protective Clothing	1,820	1,762	2,000	2,000
5211	Building Materials and Supplies	2,839	-	3,000	3,000
5213	Purchase/Rental - Employee Uniforms	971	524	2,200	2,200
5215	Small Tools & Minor Equipment	642	258	2,500	2,500
5217	Operating Equipment Repair Parts	-	629	500	500
5400	Membership Dues and Subscriptions	1,789	950	1,800	1,800
5410	Employee Training	1,295	966	1,300	1,300
9901	Return on Investment	-	-	251,600	254,640
<b>TOTAL</b>		<b>\$ 1,756,776</b>	<b>\$ 1,611,496</b>	<b>\$ 2,344,255</b>	<b>\$ 2,126,703</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
3122	Utilities & ROW Division Chief	1.00	1.00	1.00	1.00	\$ 124,573
3124	Utilities Superintendent	-	1.00	1.00	1.00	75,833
3011	Senior Foreman	1.00	-	-	-	-
3109	Electrician	1.00	1.00	1.00	1.00	59,295
3118	Sewer Maintenance Mechanic	2.00	2.00	2.00	2.00	125,584
3121	Sewer Line Technician II	1.00	1.00	1.00	1.00	44,634
3204	Equipment Operator II/Sanitary	2.00	2.00	2.00	2.00	119,076
3126	Repair Worker/Sanitary	3.00	4.00	4.00	4.00	165,165
8888	Overtime	-	-	-	-	76,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>11.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>790,160</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
9006	Clerical Aide - P/T	1.00	0.75	0.75	0.75	22,945
9008	Service/Maintenance - P/T	1.00	0.75	0.75	0.75	21,308
<b>TOTAL PART TIME FTE's</b>		<b>2.00</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>44,253</b>
<b>TOTAL</b>		<b>12.50</b>	<b>13.50</b>	<b>13.50</b>	<b>13.50</b>	<b>\$ 834,413</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 644,592	\$ 667,036	\$ 799,143	\$ 834,413
2000	Employee Benefits - See Other Cost Dist.	525,909	520,236	495,731	494,125
3110	Engineering & Architect Services	18,500	24,770	30,030	30,000
3170	Mgmt & Staff Interdept'l Charge	937,528	901,937	946,372	901,963
3190	Other Professional Services	15,321	19,883	40,371	30,000
3200	Accounting & Auditing Services	62,016	69,106	67,000	67,000
4010	Travel Expense	1,042	2,873	1,500	2,500
4020	Central Garage Motor Pool Rent	288,578	321,233	305,602	305,602
	Replacement:	129,503			
	Oper. & Maint:	176,099			
4350	Water & Sewer Utility Service	-	1,753	1,735	1,735
4370	Waste Disposal Service	4,177,753	4,836,315	3,818,217	4,024,059
4410	Rental of Machinery and Equipment	-	-	2,000	2,000
4420	Public Facilities Cost - See Other Cost Dist.	331,952	360,006	374,072	387,770
4550	General Liability Insurance	26,887	26,593	44,005	41,163
4610	Repair/Maint. of Bldgs & Improvements	9,329	13,005	18,000	15,000
4630	Repair/Maint. of Machinery & Equipment	11,158	20,199	40,622	28,000

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

		<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
4720	Printing & Binding	\$ -	\$ 46	\$ 1,500	\$ 1,500
4940	Taxes & License Fees Paid	595	1,733	4,000	3,000
4990	Other Miscellaneous Expense	17,335	6,225	17,500	17,500
5100	Office Supplies	1,960	522	1,200	1,200
5202	Chemicals and Photographic Supplies	17,315	18,469	20,000	20,000
5204	Cleaning & Janitorial Supplies	-	-	1,000	1,000
5207	Motor Fuel and Lubricants	2,114	4,462	5,805	5,500
5209	Protective Clothing	4,239	4,492	6,989	6,000
5211	Building Materials and Supplies	6,424	5,758	13,000	13,000
5213	Purchase/Rental - Employee Uniforms	2,003	2,837	3,300	3,300
5215	Small Tools & Minor Equipment	4,765	389	7,500	7,000
5216	Motor Equipment Repair Parts	-	-	4,000	2,000
5217	Operating Equipment Repair Parts	42,681	44,816	101,537	50,000
5218	Installed Building Equipt. Repair Parts	-	-	6,000	6,000
5400	Membership Dues and Subscriptions	481	876	425	925
5410	Employee Training	8,122	4,999	3,000	5,000
9901	Return on Investment	-	-	956,832	992,496
9902	Principal Paid - Reduce Loan Balance	(335,000)	(345,000)	-	-
<b>TOTAL</b>		<b>\$ 6,823,599</b>	<b>\$ 7,535,569</b>	<b>\$ 8,137,988</b>	<b>\$ 8,300,751</b>



**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
1017	Civil Engineer	1.00	1.00	1.00	1.00	\$ 96,625
1018	CAD/GIS Engineer	1.00	1.00	1.00	1.00	76,719
3016	Coordinator/R.O.W.	1.00	1.00	1.00	1.00	66,693
3205	Equipment Operator III	1.00	1.00	1.00	1.00	50,928
3203	Equipment Operator II	3.00	3.00	3.00	3.00	165,169
3201	Equipment Operator I	1.00	1.00	1.00	1.00	38,434
3005	Maintenance Worker II	2.00	1.00	1.00	1.00	33,543
8888	Overtime	-	-	-	-	17,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>10.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>\$ 545,111</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 487,834	\$ 448,783	\$ 500,550	\$ 545,111
2000	Employee Benefits - See Other Cost Dist.	418,216	382,473	370,816	389,230
3190	Other Professional Services	-	875	-	167,300
4020	Central Garage Motor Pool Rent	489,324	572,313	537,204	837,668
	Replacement: 98,732				
	Oper. & Maint: 738,936				
4040	Central Garage Miscellaneous Charges	-	-	1,000	1,000
4370	Waste Disposal Service	1,386	2,581	7,000	7,000
4420	Public Facilities Cost - See Other Cost Dist.	1,502,808	1,597,796	1,660,219	1,721,014
4550	General Liability Insurance	19,114	18,623	27,626	26,891
4610	Repair/Maint. of Bldgs & Improvements	24,045	23,752	25,000	25,000
4630	Repair/Maint. of Machinery & Equipment	-	194	1,000	1,000
4710	Special Printed Forms	-	-	300	300
4720	Printing & Binding	-	-	300	300
5100	Office Supplies	858	992	1,000	1,000
5202	Chemicals and Photographic Supplies	1,527	762	-	1,500
5207	Motor Fuel and Lubricants	-	-	400	400
5209	Protective Clothing	2,427	1,684	3,000	3,000
5211	Building Materials and Supplies	12,120	14,315	29,500	28,000
5213	Purchase/Rental - Employee Uniforms	2,150	2,800	4,000	4,000
5215	Small Tools & Minor Equipment	153	933	2,000	2,000
5216	Motor Equipment Repair Parts	-	-	2,500	2,500

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5217 Operating Equipment Repair Parts	\$ 1,242	\$ -	\$ 2,000	\$ 2,000
5218 Installed Building Equipt. Repair Parts	775	-	1,562	1,562
5219 Other Repair & Maintenance Supplies	85	1,339	1,500	1,500
<b>TOTAL</b>	<b>\$ 2,964,064</b>	<b>\$ 3,070,215</b>	<b>\$ 3,178,477</b>	<b>\$ 3,769,276</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

		<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
1000	Salaries	\$ 1,156	\$ -	\$ -	\$ -
2000	Employee Benefits - See Other Cost Dist.	1,988	-	-	-
4990	Other Miscellaneous Expense	1,402	-	-	-
<b>TOTAL</b>		<b>\$ 4,546</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
<b>FULL TIME POSITIONS</b>						
3102	Maint. Repair Wrkr - Lead	1.00	1.00	1.00	1.00	\$ 63,901
0000	Maintenance Worker II	1.00	1.00	1.00	1.00	41,248
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>105,149</b>
<b>PART TIME POSITIONS</b>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
9017	Maintenance Worker II - Sign Shop - P/T	1.00	0.75	0.75	0.75	23,480
<b>TOTAL PART TIME FTE's</b>		<b>1.00</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>23,480</b>
<b>TOTAL</b>		<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>\$ 128,629</b>

**EXPENDITURE DETAIL**

		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019 BUDGET
1000	Salaries	\$ 162,118	\$ 148,907	\$ 166,376	\$ 128,629
2000	Employee Benefits - See Other Cost Dist.	141,022	132,996	116,132	85,025
3170	Mgmt & Staff Interdept'l Charge	172,311	231,887	199,560	-
3190	Other Professional Services	-	-	2,242	2,242
4020	Central Garage Motor Pool Rent	24,010	27,856	26,062	21,869
	Replacement: 4,103				
	Oper. & Maint: 17,766				
4410	Rental of Machinery and Equipment	250	-	250	250
4420	Public Facilities Cost - See Other Cost Dist.	37,498	40,668	42,257	43,804
4550	General Liability Insurance	5,475	5,710	9,183	6,345
4630	Repair/Maint. of Machinery & Equipment	-	339	400	600
5100	Office Supplies	200	200	200	200
5204	Cleaning & Janitorial Supplies	-	924	800	600
5209	Protective Clothing	261	274	450	450
5211	Building Materials and Supplies	20,492	9,288	19,250	19,250
5213	Purchase/Rental - Employee Uniforms	1,000	498	1,000	1,000
5215	Small Tools & Minor Equipment	1,544	1,172	1,455	1,500
5217	Operating Equipment Repair Parts	1,426	1,500	1,500	1,500
<b>TOTAL</b>		<b>\$ 567,607</b>	<b>\$ 602,219</b>	<b>\$ 587,117</b>	<b>\$ 313,264</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



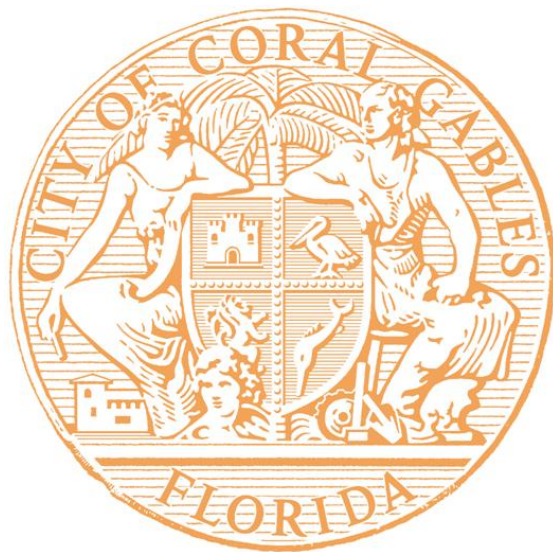
001 GENERAL FUND  
PUBLIC SERVICES DEPARTMENT  
**6120 SOLID WASTE COLLECTION**  
534 GARBAGE & SOLID WASTE DISPOSAL

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				SALARIES
		2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0633	Ass't Pub Wrks Dir - Field Services	1.00	1.00	1.00	1.00	\$ 92,851
2115	Sanitation Division Supt	1.00	1.00	1.00	1.00	64,531
2107	Coordinator/Sanitation	1.00	1.00	1.00	1.00	75,717
3017	Coordinator/Recycling	1.00	1.00	1.00	1.00	52,749
3018	Coordinator/Garbage	1.00	1.00	1.00	1.00	74,270
2106	Sanitation Operator III	2.00	2.00	2.00	2.00	115,254
2112	Sanitation Crane Operator	6.00	7.00	7.00	7.00	408,326
2105	Sanitation Operator II	8.00	8.00	8.00	8.00	424,629
2104	Sanitation Operator I	14.00	14.00	14.00	14.00	719,938
2101	Sanitation Worker	41.00	40.00	40.00	40.00	1,627,649
8888	Overtime	-	-	-	-	25,000
9999	Holiday Pay	-	-	-	-	120,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>76.00</b>	<b>76.00</b>	<b>76.00</b>	<b>76.00</b>	<b>\$ 3,800,914</b>

**EXPENDITURE DETAIL**

	2015-2016	2016-2017	2017-2018	2018-2019
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 3,292,614	\$ 3,378,893	\$ 3,559,341	\$ 3,800,914
2000 Employee Benefits - See Other Cost Dist.	3,157,146	3,013,111	3,027,848	3,075,582
3190 Other Professional Services	13,846	-	3,940	3,940
4020 Central Garage Motor Pool Rent	1,733,146	1,993,215	1,871,280	2,409,040
Replacement: 504,915				
Oper. & Maint: 1,904,125				
4370 Waste Disposal Service	2,086,571	1,946,375	2,106,371	2,246,371
4420 Public Facilities Cost - See Other Cost Dist.	25,469	27,621	28,701	29,752
4550 General Liability Insurance	121,113	123,146	196,447	187,502
4630 Repair/Maint. of Machinery & Equipment	381	-	500	500
5100 Office Supplies	1,033	1,029	1,035	1,035
5204 Cleaning & Janitorial Supplies	222	322	400	400
5208 Household & Institutional Supplies	4,168	3,146	3,000	3,000
5209 Protective Clothing	20,863	19,647	20,000	27,500
5211 Building Materials and Supplies	12,418	11,618	14,356	14,356
5213 Purchase/Rental - Employee Uniforms	24,106	27,058	27,376	27,376
5215 Small Tools & Minor Equipment	28,016	20,478	21,000	21,000
5217 Operating Equipment Repair Parts	-	-	7,615	7,615
5400 Membership Dues and Subscriptions	-	131	900	900
6430 Equipment Repair/Replacement	-	-	-	430,000
6440 Equipment Additions	-	-	-	70,000
<b>TOTAL</b>	<b>\$ 10,521,112</b>	<b>\$ 10,565,790</b>	<b>\$ 10,890,110</b>	<b>\$ 12,356,783</b>



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**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019 BUDGET SALARIES	
<b>FULL TIME POSITIONS</b>						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
2015	Landscape Services Division Chief	1.00	1.00	1.00	1.00	\$ 135,877
3014	Landscape Architect	-	1.00	1.00	1.00	93,528
2012	Landscape Services Division Supt.	1.00	1.00	1.00	1.00	89,683
3012	Coordinator/Landscape	1.00	2.00	2.00	2.00	145,458
3013	Landscape Foreman	1.00	-	-	-	-
3009	Irrigation Foreman	1.00	1.00	1.00	1.00	65,904
2008	Horticulturist	-	-	1.00	1.00	50,232
3010	Foreman	3.00	3.00	3.00	3.00	175,282
0602	Administrative Assistant	1.00	1.00	1.00	1.00	64,177
3205	Equipment Operator III	1.00	1.00	1.00	1.00	48,055
3203	Equipment Operator II	3.00	3.00	3.00	3.00	140,297
3201	Equipment Operator I	3.00	3.00	2.00	2.00	86,265
0305	Payroll Clerk	-	-	-	1.00	37,482
3128	Repair Worker/Irrigation	1.00	1.00	1.00	1.00	52,287
0012	Clerical Assistant II	2.00	2.00	2.00	1.00	53,853
3005	Maintenance Worker II	6.00	6.00	6.00	6.00	217,488
3004	Maintenance Worker I	1.00	1.00	1.00	1.00	29,390
2003	Spray Service Worker	1.00	-	-	-	-
8888	Overtime	-	-	-	-	52,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>1,537,258</b>
<b>PART TIME POSITIONS</b>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
2014	Waterways Maintenance Supv.	1.00	-	-	-	0.75
2013	Foreman - P/T	1.00	-	-	-	0.75
9022	Maintenance Repair Worker - P/T	1.00	-	-	-	0.75
9018	Maintenance Worker I - P/T	2.00	1.50	1.50	1.50	1.50
<b>TOTAL PART TIME FTE's</b>		<b>5.00</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>3.75</b>
<b>TOTAL</b>		<b>28.50</b>	<b>28.50</b>	<b>28.50</b>	<b>30.75</b>	<b>\$ 1,714,291</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
1000	Salaries	\$ 1,279,591	\$ 1,356,856	\$ 1,555,739	\$ 1,714,291
2000	Employee Benefits - See Other Cost Dist.	1,114,383	1,067,448	1,131,193	1,134,351
3190	Other Professional Services	1,407,997	1,628,547	1,981,179	1,950,559
3196	Million Orchid Project	-	-	30,000	30,000
4020	Central Garage Motor Pool Rent	522,556	588,023	556,911	524,490
	Replacement: 113,074				
	Oper. & Maint: 411,416				
4090	Other Transportation Expense	2,700	2,700	2,700	3,898
4350	Water & Sewer Utility Service	1,556	2,073	3,500	3,500
4410	Rental of Machinery and Equipment	5,639	5,639	4,051	4,051
4420	Public Facilities Cost - See Other Cost Dist.	\$ 670,405	\$ 756,992	\$ 786,567	\$ 815,370

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
4430 Rental of Land and Buildings	-	-	-	-
4440 Lease/Purchase of Computer Equipment	-	-	-	-
4450 Lease Equipment	-	-	-	-
4550 General Liability Insurance	51,837	51,228	85,609	84,568
4610 Repair/Maint. of Bldgs & Improvements	-	10,696	11,785	-
4620 Repair and Maint. of Office Equipment	-	-	200	200
4630 Repair/Maint. of Machinery & Equipment	-	946	500	500
4990 Other Miscellaneous Expense	1,261	1,004	4,050	4,050
5100 Office Supplies	4,276	5,621	4,850	4,800
5201 Agricultural Supplies	181,346	141,839	142,864	141,914
5204 Cleaning & Janitorial Supplies	1,081	108	1,000	1,000
5208 Household & Institutional Supplies	859	2,083	3,700	3,700
5209 Protective Clothing	2,144	6,036	4,500	4,500
5211 Building Materials and Supplies	20,414	22,085	29,750	29,750
5213 Purchase/Rental - Employee Uniforms	8,528	10,940	9,355	9,355
5215 Small Tools & Minor Equipment	15,176	27,116	54,921	15,000
5400 Membership Dues and Subscriptions	515	2,086	1,445	2,445
5410 Employee Training	518	903	1,500	1,500
<b>TOTAL</b>	<u><u>\$ 5,292,782</u></u>	<u><u>\$ 5,690,969</u></u>	<u><u>\$ 6,407,869</u></u>	<u><u>\$ 6,483,792</u></u>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
<b>FULL TIME POSITIONS</b>						
4020	Asst Public Works Dir for Fleet Mgmt	1.00	1.00	1.00	1.00	\$ 132,633
4018	Automotive Coordinator	3.00	3.00	3.00	3.00	199,526
4017	Fleet Analyst	1.00	1.00	1.00	1.00	52,235
4016	Welder Mechanic Foreman	1.00	1.00	1.00	1.00	46,163
4015	Welder Mechanic II	1.00	1.00	-	-	-
4012	Auto Body Worker Foreman	1.00	1.00	1.00	1.00	70,058
4011	Automotive Body Worker II	1.00	1.00	1.00	1.00	62,349
4007	Senior Automotive Mechanic	6.00	6.00	6.00	6.00	379,455
4008	Fire Equipment Mechanic	1.00	1.00	1.00	1.00	82,821
4006	Automotive Mechanic	5.00	5.00	6.00	6.00	302,112
0602	Administrative Assistant	1.00	1.00	1.00	1.00	47,766
8888	Overtime	-	-	-	-	15,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>1,390,118</b>
<b>PART TIME POSITIONS</b>						
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
4001	Automotive Mechanic - PT	2.00	1.50	1.50	1.50	66,776
<b>TOTAL PART TIME FTE's</b>		<b>2.00</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>66,776</b>
<b>TOTAL</b>		<b>23.50</b>	<b>23.50</b>	<b>23.50</b>	<b>23.50</b>	<b>\$ 1,456,894</b>

**EXPENDITURE DETAIL**

	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019 BUDGET
1000 Salaries	\$ 1,356,941	\$ 1,364,007	\$ 1,426,160	\$ 1,456,894
2000 Employee Benefits - See Other Cost Dist.	1,007,610	928,444	905,701	928,853
3190 Other Professional Services	-	-	1,000	61,000
4090 Other Transportation Expense	5,400	5,400	5,400	6,497
4370 Waste Disposal Service	7,084	6,679	9,000	9,000
4410 Rental of Machinery and Equipment	8,819	6,221	4,255	14,255
4450 Lease Equipment	68,200	79,200	80,000	80,000
4550 General Liability Insurance	49,630	49,404	78,712	71,870
4620 Repair and Maint. of Office Equipment	307	-	500	500
4630 Repair/Maint. of Machinery & Equipment	10,954	11,675	7,100	7,100
4691 Commercial Garages	163,032	145,358	139,000	139,000
4710 Special Printed Forms	183	1,069	1,200	1,200
4940 Taxes & License Fees Paid	18,371	13,192	15,000	15,000
4990 Other Miscellaneous Expense	4,381	6,478	4,000	4,000

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

		<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5100	Office Supplies	\$ 6,359	\$ 315	\$ 7,000	\$ 7,000
5207	Motor Fuel and Lubricants	912,337	1,059,288	1,206,753	1,283,131
5208	Household & Institutional Supplies	-	-	500	500
5209	Protective Clothing	1,478	2,025	4,000	4,000
5213	Purchase/Rental - Employee Uniforms	7,448	8,929	6,000	7,000
5214	Uniform Allowance	-	-	500	500
5215	Small Tools & Minor Equipment	8,035	8,795	15,700	15,700
5216	Motor Equipment Repair Parts	1,129,938	1,267,026	1,050,000	1,050,000
5219	Other Repair & Maintenance Supplies	9,205	8,000	8,000	9,000
5220	Motor Oil and Other Lubricants	28,961	30,167	37,000	37,000
5400	Membership Dues and Subscriptions	1,048	1,148	2,020	2,020
5410	Employee Training	2,870	5,898	10,585	10,585
6300	Improvements Other Than Buildings	22,471	279,907	67,399	-
6410	Motor Equipment Replacements in Fleet	3,322,694	2,684,273	4,975,563	3,606,762
6430	Equipment Repair/Replacement	-	-	165,100	15,100
6440	Equipment Additions	17,760	17,640	552,608	-
6450	Office Equipment Replacement	370	-	800	800
6480	Other Equipment Additions	-	68,909	-	-
<b>TOTAL</b>		<b>\$ 8,171,886</b>	<b>\$ 8,059,447</b>	<b>\$ 10,786,556</b>	<b>\$ 8,844,267</b>

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Jessica Keller, Assistant Public Works Director for Sustainability

**Action Plan Name:** 5.3.1 – Neighborhood Enhancement Program

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.1 – Attain world-class performance levels in overall community satisfaction with City services by 2019
  - Objective 1.2 – Attain world-class performance levels in public safety by 2019
  - Objective 1.3 – Improve mobility throughout the City
  - Objective 1.5 – Enhance our position as a premier destination for arts, culture, dining, and shopping
- Goal 5 – Preserve, celebrate and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history
  - Objective 5.3 – Enhance the pedestrian experience, safety, and connectivity in the City through improved lighting, crosswalks, sidewalks, and way finding
- Goal 6 – Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
  - Objective 6.6 – Increase mobility options to the community

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By when	How will it be evident	Completed?
Advertise bike RFQ	March 2016	RFP issued	✓
Apply for TAP funding for sidewalk program	March 2016	Funding request submitted	✓
Develop community forms	March 2016	Meeting minutes	✓
Write Lighting RFP	March 2016	RFP approved	✓
Conduct Community meetings for transportation plan	May 2016	Meeting minutes	✓
Appropriate funds for sidewalks	October 2016	Funds are budgeted	✓
Appropriate funds for lighting	October 2016	Funds are budgeted	✓
Appropriate funds for crosswalks	October 2016	Funds are budgeted	✓

**KEY tasks that must be accomplished, deliverables, and measures of success – (Continued)**

What must be done	By when	How will it be evident	Completed?
Receive approval of sidewalk and lighting plan from commission	January 2017	Commission approval	✓
Award bike RFQ	March 2017	Contract issued	✓
Purchase signs for crosswalks	March 2017	Signs available	✓
Conduct Community meetings	October 2017	Meeting minutes	✓
Engage members of the bike community	December 2017	Meeting minutes	✓
Award Lighting RFP	January 2019	RFP awarded	On Target
Recruit for Construction Manager position	August 2018	Position advertised	✓
Hire replacement for Construction Manager position	February 2019	Position filled	On Target
Convert 583 streetlights to LED	June 2019	Project completion report	On Target
Complete Transportation Plan	January 2019	Plan approved by City Manager	On Target
Develop bike plans	November 2018	Plan approved by City Manager	On Hold
Advertise Bike Construction Contract	December 2018	Contract announced	On Hold
Install crosswalk signage	December 2018	Project completion report	On Target
Implement traffic calming plans - 1 per year	October 2019	Project completion report	On Target
Build 6 miles of new sidewalks	December 2019	Project completion report	On Target
Construct 11 miles of bike routes	December 2019	Project completion report	On Target
Install new neighborhood lighting	December 2019	Project completion report	On Target

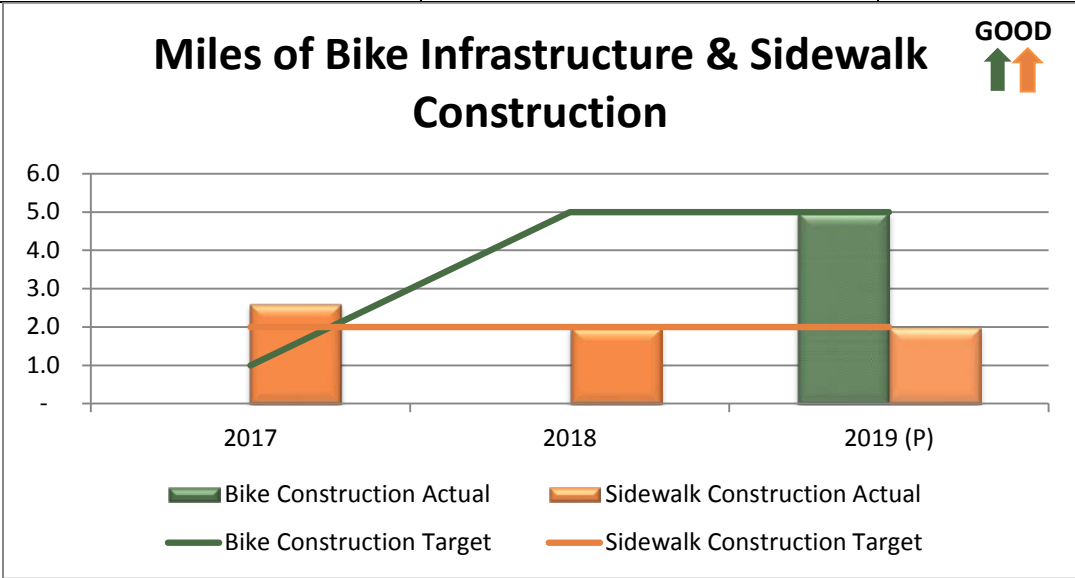
**Resource requirements (what do we need to succeed?)**

- \$5,452,492 funding (breakout by project is included below in financial impact section)
- \$240,000 for 2018-2019 Additional Construction manager (FTE or contractor)

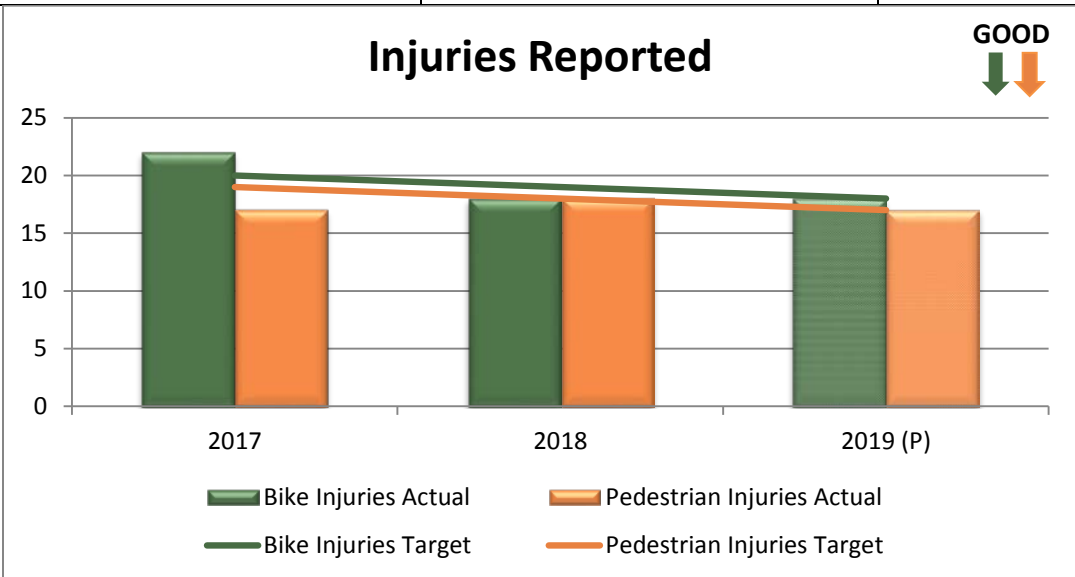


**Significant Short- & Longer-term measures of success, targets and / or time horizons**

Measure	Target	Date
New sidewalk construction	2 miles	2017
	2 miles	2018
	2 miles	2019
New bike route construction	1 mile	2017
	5 miles	2018
	5 miles	2019

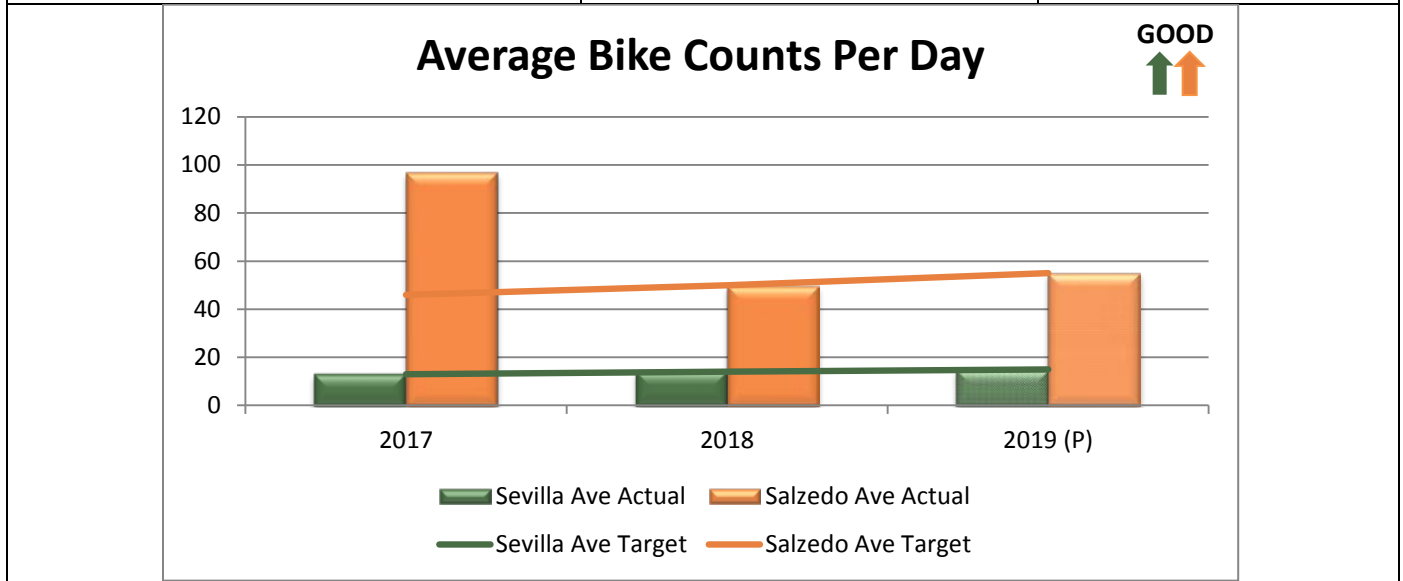


Bike injuries (2011-2014 average baseline)	26	2017
	23	2018
	20	2019
Pedestrian injuries (2011-2014 average baseline)	27	2017
	24	2018
	21	2019



**Significant Short- & Longer-term measures of success, targets and / or time horizons – (Continued)**

Measure	Target	Date
Bike Counts Sevilla Ave, Bike Counts Salzedo Ave	13, 46	2017
	14, 50	2018
	15, 55	2019



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

Measure	Target	Date
Pedestrian satisfaction with the walking experience (2016 baseline)	Baseline + 10 percentage points	2017
	Baseline + 20 percentage points	2018
	Baseline + 25 percentage points	2019

**Frequency & venue of review**

- Quarterly with City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents (Bike riders)	Improved health through increased physical activity and mobility	May not embrace construction in right of way
Residents and visitors (Crosswalks)	Safer pedestrian crossings	May not like aesthetics
Residents (traffic calming)	Will feel safer on their streets	May not like slowing down
Residents and visitors (sidewalks)	Will feel safer on their streets. Improved health through increased, physical activity and mobility	May not embrace construction in the right of way
Residents (lighting)	Will feel safer in their neighborhood; promote physical activity after dark.	None

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

Quality of life investments are not necessarily easily quantifiable.

- + Undetermined financial benefit from possible lowered insurance premiums due to increase in safety. Communities with traffic calming programs can reduce automobile crashes with pedestrians' injuries up to 15%.
  - 2017-2019 LED Light conversion - \$304,000/yr. Conversion of 583 LED lights has a negative ROI of -31% but decreases GHG emissions.
  - 2017-2019 \$150,000/yr. to fund "state law, yield to pedestrians in crosswalk" signage and crosswalk striping of 50% of all crosswalks in the City in an effort to raise awareness.
  - 2017-2019 Sidewalk funding - \$400,000/yr.
  - 2018 Bike route construction \$1,058,340
  - 2018-2019 \$120,000 (max, including benefits) Additional Construction manager (FTE or contractor)
  - 2018-2019 New neighborhood lights \$250,000/yr.
  - 2019 Bike route construction \$1,082,152
- 
- This assumes existing traffic calming and bike infrastructure funding remains the same as in previous years.

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Eduardo Santamaria, Public Works Director

**Action Plan Name:** 6.3.1b – Waste Diversion Option 2

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 6 – Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
  - Objective 6.3 – Meet 60% of the waste diversion goal of 75% by 2019 (20,336 tons diverted from landfill)

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By when	How will it be evident	Completed?
Divert 7.1% (2,326 tons) of trash from the landfill	October 2017	Increased diversion tonnage	✓
Appropriate funding for recycling	October 2018	Funding available	✓
Divert 14.1% (4,623 tons) of trash from the landfill	October 2018	Tipping fee receipts; increased diversion tonnage	✓
Appropriate funding for trash	October 2018	Funding available	✓
Divert 28.32% (9,287 tons) of trash from the landfill	April 2019	Increased diversion tonnage	On Target
Divert 62% (20,336 tons) of trash from the landfill	October 2019	Increased diversion tonnage	On Target
Implement improved recycling operation to include 65 gallon containers, retrofit garbage trucks, and replacement of existing non compacting collection vehicle with more efficient rear load compacting vehicle.	October 2019	Equipment procured and ready for deployment.	On Target
Market recycling	Ongoing	Annual marketing campaign launched	Ongoing

**Resource requirements (what do we need to succeed?)**

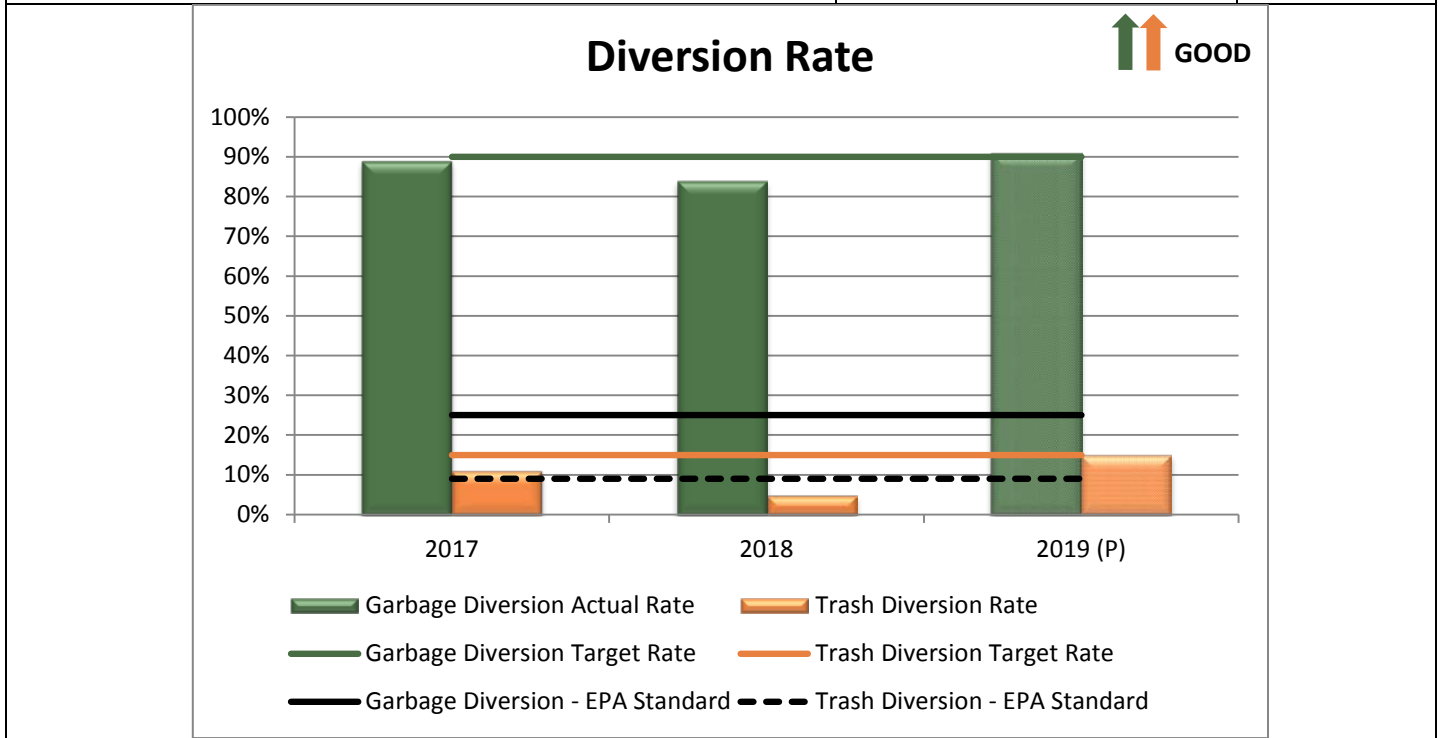
- Recycling funding:
  - 2019 –\$500,000 to provide new recycling containers with lids for residents

**Resource requirements (what do we need to succeed? - Continued**

- Trash funding
  - 2018 \$280,776 to divert 21.3% (7,037) tons of trash from the landfill to “waste to energy” or composting facility
  - 2019 \$140,000 to divert an additional 42.6% (7,037) tons of trash from the landfill to “waste to energy” or composting facility

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

Measure	Target	Date
Tonnage of recycling	6,262	2019
Tonnage of trash diverted to energy facility	14,074	2019
Diversion rate	45% of all residential waste	2019



**Frequency & venue of review**

- Quarterly with City Manager
- Monthly – operations team, disposal facilities, recycling vendor

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents (recycling)	Increased satisfaction with City services for being good for the environment and decreased tipping fees	Averse to change
Residents (trash diversion)	Decreased GHG, decreased landfill use	Significant cost increase

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

- The estimated project cost requirement is \$875,188 over two years to change recycling operations.
- The City will incur \$575,626 in new tipping fees over two years by sending trash to the waste to energy or compost facility
- The total cost is \$1,450,814 over two years
- Based on current and projected recycling processing and waste disposal fees, estimate \$40/ton savings for recycling vs. waste disposal

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Ralph Rodriguez, Facilities Maintenance Division Chief

**Action Plan Name:** 6.1.1 – Optimize Energy and Water Efficiency at City Facilities

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 6 – Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
  - Objective 6.1 - Reduce the City’s electricity use 15% below 2013 levels by 2019
  - Objective 6.2 - Reduce the City’s water use 8% below 2013 levels by 2019 in City buildings, parks, and irrigation

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By When	How will it be evident	Completed?
Conduct a 3-month pilot project at FAC Building 7. The pilot project would entail installing a sub-meter; conducting an in-house energy assessment; identifying low-cost / no-cost energy conservation measures, including, but not limited to: LED lighting, lighting controls (e.g. occupancy sensors), removal of portable heaters, automatic door closers, blinds, etc.); implementing identified measures; and conducting post-measurement measurement and verification after a 12-month period.	December 2017	Assessment complete – lessons learned shared as appropriate	✓
Conduct Energy Audits at City Facilities starting with the Public Works Maintenance Facility	December 2017	Full Report and Analysis submitted to City Manager	✓
Install LED Lighting in Parking Garages 2 & 6 working with the Parking Department.	October 2018	Progress report submitted to City Manager	✓
Utilize renewable energy where deemed appropriate depending on CIP budgets (Solar Thermal- Fire Stations (Station 2 completed during renovation and Station 3 would be a retrofit) & Installation of a Solar Photovoltaic System at the Youth Center (during roof repair)	September 2019	Progress report submitted to City Manager	On Target



**KEY tasks that must be accomplished, deliverables, and measures of success – (Continued)**

What must be done	By When	How will it be evident	Completed?
Evaluate major building systems starting with the Maintenance Facility at Public Works (HVAC, lighting, building automation, water heating and building envelope) using design reviews, energy audits or retro-commissioning (RCx) techniques for opportunities to implement cost-effective retrofits that reduce energy consumption.	December 2019	Evaluations completed	On Target
Utilize software tools to manage the city's utility bills on a monthly basis, including auditing bills, benchmarking facility performance, tracking the results of energy savings projects, analyze trends and report on performance.	December 2019	Reports submitted to City Manager	On Target
Install digital building automation controls at the City's largest buildings.	December 2019	Controls installed, progress report submitted to City Manager	On Target
Upgrade flow and flush fixtures in City Facilities	December 2019	Progress report submitted to City Manager	On Target

**Resource requirements (what do we need to succeed?)**

- Staff time to conduct studies and additional funding to complete energy and water retrofits. Please see costs outlined below.
  1. Increase Building Efficiency (Project E1 in Sustainability Master Plan Project Forms)
 

Costs

    - a. Professional Services: Design Review- \$15,000 (2016)
    - b. Professional Services: Energy Audits- \$66,000 (2017)
    - c. Design Building Retrofits- \$25,800 (2017)
    - d. Construct Building Retrofits- \$50,500 (2016) and \$232,200 (2017)
  2. Parking Garage LED Lighting PG 2 and PG 6 (Project E2 in Sustainability Master Plan Project Forms)
 

Costs

    - a. Design Engineer and Permit Lighting- \$45,000 (2018)
    - b. Install Lighting- \$403,000 (2018)
  3. Solar Thermal Systems- Fire Stations 1, 2, and 3 (Project E4 in Sustainability Master Plan Project Forms)
 

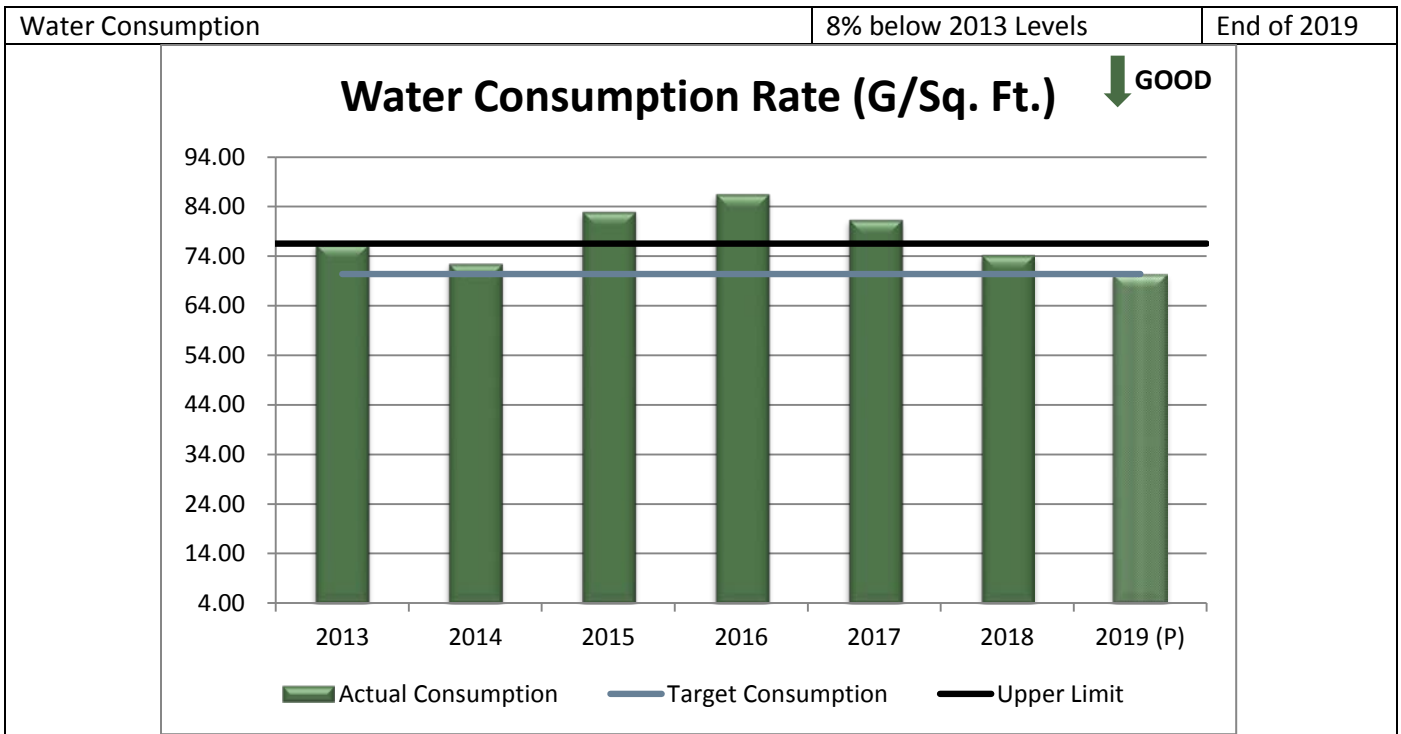
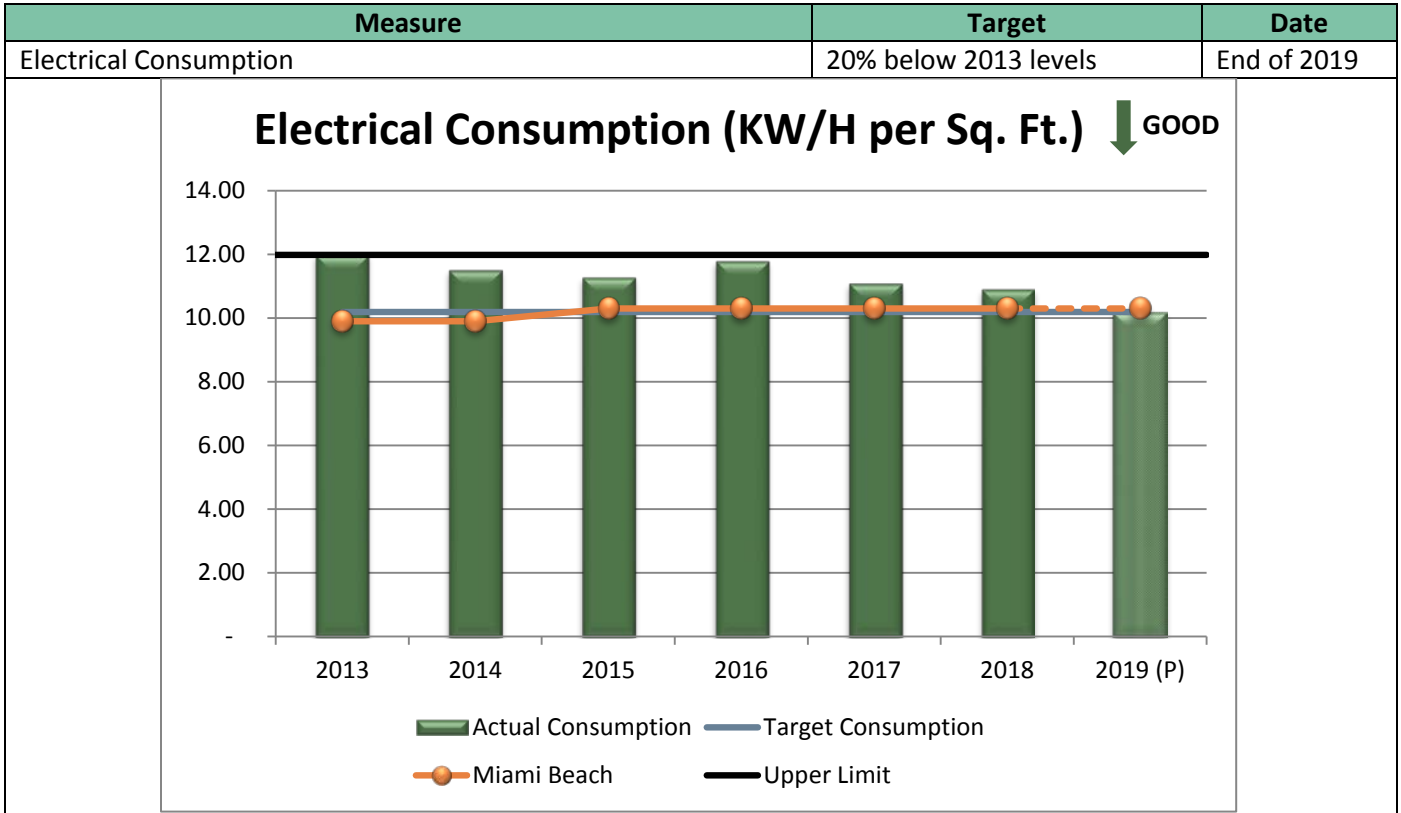
Costs

    - a. Obtain design services for solar thermal systems- \$4,667 (2018) Station 2 and 3
    - b. Construct Systems - \$42,000 (\$21,000 per system) Stations 2 and 3 (2018)

### Resource requirements (what do we need to succeed?) – (Continued)

- c. Install replacement fixtures and/or upgrade existing-
  - o \$10,260 (2016)
  - o \$10,491 (2017)
  - o \$10,727 (2018)
  - o \$10,968 (2019)
- 4. Flow Fixtures (Project W1 in Sustainability Master Plan Project Forms)  
Costs
  - d. Professional Services Design Review- \$0
  - a. Professional Services: Water Audits- \$0
  - b. Design/ Specify replacement fixtures - \$112 (2016) and \$557 (2017)
  - c. Install replacement fixtures and/or upgrade existing- \$3,627 (2016) and \$8,073 (2017)
- 5. Utility Management and Control (Project E6 in Sustainability Master Plan Project Forms)  
Costs
  - a. Professional Software Services- \$55,000 (2016)
  - b. Software Licensing - \$5,000 per year (2018)
  - c. Professional Building Automation Services
- 6. Photovoltaic System (Project E5 in Sustainability Master Plan Project Forms)  
Costs
  - a. Professional Services –design solar PV system Services- \$47,000 (2017)
  - b. Installation of Solar PV System - \$425,000 (2019)
- 7. Flush Fixtures (Project W3 in Sustainability Master Plan Project Forms)  
Costs
  - a. Professional Services Design Review- \$0
  - b. Professional Services: Water Audits- \$0
  - c. Design/ Specify replacement fixtures –
    - o \$1,140 (2016)
    - o \$1,166 (2017)
    - o \$1,192 (2018)
    - o \$1,246 (2019)

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



**Frequency & venue of review**

- Quarterly reports to the City Manager
- Annual overall report on progress and performance

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

Stakeholder Group	Potential positive impact	Potential negative impact
All City Facilities	Lower Water and Electric Consumption	None
City Commission	Decreased cost means increased levels of funding available for other projects/programs	None

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

- + The overall return on investment on the project portfolio (10-year projects) is positive with a Net Present Value of \$1,912,000. See separate project analysis on the following pages.

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Brook Dannemiller, Landscape Services Division Chief

**Action Plan Name:** 6.2.2 – Optimize Irrigation Water Use

**Strategic plan alignment:**

- Goal 6 - Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
  - Objective 6.2 - Reduce the City’s water use 8% below 2013 levels by 2019 in City buildings, parks, and irrigation

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By When	How will it be evident	Completed?
Identify Irrigation Systems that can use non-potable water (wells).	September 2019	Assessment completed	On Target
Conduct study to determine cost effectiveness of using rain water harvesting for Youth Center Athletic Field Irrigation	September 2019	Study completed	On Target
Upgrade Existing Irrigation Systems with Smart Controllers with Flow Sensors that use weather and/or sensor-based irrigation controls.	Ongoing	Project completion report	On Target
Convert sprinklers to drip irrigation and/or use more efficient sprinkler heads.	Ongoing	Project completion report	On Target

**Resource requirements (what do we need to succeed?)**

- \$450,000 in FY17-18 to procure and install higher-efficiency equipment to replace existing equipment for all of the City's 125 irrigation systems. Potential rebates of \$142,500 Implementation costs are estimated at \$3,600 installed, per system on average. The preferred alternative to this is to add a maintenance irrigation worker and provide \$35,000 per year in materials/contracted services.
- \$6,135 funds in FY18-19 for consultant to conduct rain water harvesting study

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

Measure	Target	Date
Water consumption	Save 12% of water use in 15 accounts associated with irrigation, vs. 2013 baseline usage. (20% in 5-years)	FY17-FY19

**Irrigation Use (Kgal)** ↓ GOOD

Year	Actual Consumption (Kgal)	Target Consumption (Kgal)	Upper Limit (Kgal)
2013	70,000	64,000	70,000
2014	64,000	64,000	70,000
2015	80,000	64,000	70,000
2016	90,000	64,000	70,000
2017	82,000	64,000	70,000
2018	75,000	64,000	70,000
2019 (P)	64,000	64,000	70,000

Actual Consumption    
  Target Consumption    
  Upper Limit

**Frequency & venue of review**

- Upon Receipt of Quarterly Water Bills
- Quarterly report via a memo to City Manager

**Who are the stakeholder / what is the anticipated impact on them?**

Stakeholder Group	Potential positive impact	Potential negative impact
Public Works	Reduced Maintenance Cost and Reduced Water Consumption	Ongoing cost of cell phone cards for smart controllers.

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

- + Estimated savings of \$761,000 based on avoided water charges, estimated at \$5.06 per thousand gallons (kgal) saved, projected to increase by 2.25% on average based on the CBO's Economic Projections for 2015 - 2025 for the Consumer Price Index. The project is expected to be completed over five years, with 40% of the expenditure and savings in Year 1, 25% in Year 2, 15% in Year 3 and 10% in Years 4 and 5.
  
- \$450,000 to procure and install higher-efficiency equipment to replace existing equipment for all of the City's 125 irrigation systems. Implementation costs are estimated at \$3,600 installed, per system on average. The preferred alternative to this is to add a maintenance irrigation worker and provide \$35,000 per year in materials/contracted services.
  
- \$30 per month per system for the cost of cell phone cards for smart controllers. Totals \$50,000 per year for all 125 irrigation systems
  
- \$6,135 funds for consultant to conduct rain water harvesting study



**Action Plan Worksheet  
2019**

**Action Plan Owner:** Steven Riley, Assistant Public Works Director for Fleet Management

**Action Plan Name:** 6.4.1 Optimize Fuel Consumption

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 6 – Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
  - Objective 6.4 – Reduce the City’s gasoline and diesel fuel use 2% below 2013 levels by 2019

**KEY tasks that must be accomplished, deliverables, and measures of success**

<b>What must be done</b>	<b>By When</b>	<b>How will it be evident</b>	<b>Completed?</b>
Develop an annual procurement and operations & maintenance plan to replace 20 vehicles in 2016 and 10 vehicles in 2017 with Electric Vehicles.	September 2017	Plan approved	✓
Select and procure the most appropriate EVSE for charging the vehicles. Purchasing vs. leasing the vehicles will be evaluated and a determination regarding the most favorable method will be made.	April 2019	EVSE procured and deployed appropriately	On Target
Identify fuel-inefficient vehicles scheduled for replacement and replace them with higher-efficiency models available via current State & Local Florida contracts, such as the Toyota Yaris or Nissan Versa. In order to preserve the plan rate of fleet replacement and account for planned purchase of electric vehicles, 0 vehicles are replaced in 2016, 1 in 2017, 11 in 2018, 11 in 2019	Ongoing	New vehicles purchased according to schedule	Ongoing
Remove underutilized LDVs where operationally feasible	Ongoing	LDVs no longer in service	Ongoing

**Resource requirements (what do we need to succeed?)**

- Continued allocation of funding to the vehicle replacement program.

Measure	Target	Date
Fuel Consumption	2% below 2013 levels	End of 2019

**Frequency & venue of review**

- Once a year, report all relative changes to the fleet & fuel usage to the Public Works Director.
- Annual updates to the City Manager via a memo or at a select staff meeting

**Who are the stakeholder / what is the anticipated impact on them?**

Stakeholder Group	Potential positive impact	Potential negative impact
City staff that drives City Vehicles	More Fuel Efficient Vehicles	None
City Fleet Budget	Reduced Maintenance	Increased cost for Electric Vehicles

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

1. Fuel Economy (Project F1 in Sustainability Master Plan Project Forms)

Costs

- a. Increased Savings of Vehicles Relative to Standard-
  - o \$1,000 (2017)
  - o \$16,000 (2018)
  - o \$16,000 (2019)

Benefits (Avoided Fleet Cost per Mile Expenditures)

- o 2017- \$1,000
- o 2018- \$5,000
- o 2019- \$11,000

Return on Investment over the 10-year project is 348% and a \$196,000 Net Present Value.

2. Fleet Size (Project F2 in Sustainability Master Plan Project Forms)

Costs

- a) Remove underutilized vehicles- \$0

Benefits (Avoided Fleet Cost Per Mile Expenditures)

- o 2016- \$1,000
- o 2017- \$2,000
- o 2018- \$2,000
- o 2019- \$2,000

Return on Investment over the 10-year project is Infinite and a \$17,000 Net Present Value.

### 3. Electric Vehicles and Infrastructure (Project F3 in Sustainability Master Plan Project Forms)

#### Costs

- a) Procure Electric Vehicles-
  - o \$71,000 (2016)
  - o \$149,000 (2017)
- b) Procure Electric Vehicle Charging Stations
  - o \$46,000 (2016)
  - o \$21,000 (2017)

#### Benefits (Fuel Cost per Mile Savings from Electric Vehicles)

- o 2016- \$25,000
- o 2017- \$35,000
- o 2018- \$36,000
- o 2019- \$37,000

Return on Investment over the 10-year project is 187% and an \$118,000 Net Present Value.

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Matthew Anderson, Senior Sustainability Analyst

**Action Plan Name:** 6.5.1 – Increase Sustainability Outreach and Employee Training

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 6 - Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
  - Objective 6.5 - Increase outreach and education efforts with City employees and the community to enhance sustainability
- Goal 2 - To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
  - Objective 2.3 - Develop and implement a comprehensive staff development program by 2019 to ensure appropriate workforce training, opportunities, & leadership skills
- Goal 4 - Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources.
  - Objective 4.1 - Improve customer satisfaction with City communications to 75% by 2019

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By When	How will it be evident	Completed?
Develop branding of Seal of Sustainability program that identifies and highlights the City's qualifying green programs, initiatives and projects under a single brand. It also allows staff access to a clearinghouse of information (cost, benefits, etc.) on sustainability projects. Share the approval form (once developed) with all department directors, the city clerk and city manager's office.	September 2017	Have all marketing materials completed and shared with staff	✓
Place the seal on any marketing materials/website of approved sustainability projects, bumper stickers for electric/alternative fuel vehicles in the city fleet, highlight in internal and external articles, work with city clerk's office and department directors to use seal on agenda items, and add to a webpage dedicated to sharing information on all completed and upcoming sustainability projects	September 2017	Branding for Sustainability will be evident on City Vehicles, website, City communications, etc.	✓

**KEY tasks that must be accomplished, deliverables, and measures of success - (Continued)**

What must be done	By When	How will it be evident	Completed?
Develop training material with the CLEO Institute. Training would be a 2 hour class in person or 1 hour class online. Would require 1,900 staff time hours if training is done in person and 950 hours if training is web based.	March 2019	Class material will be available online and sessions will be scheduled.	On Target
Train all 837 full-time budgeted positions, 121 regular part time employees, and all new hires. The program can also be eventually expanded externally to residents interested in sustainability and the city's sustainability efforts.	September 2019	Have all employees complete the course	On Target

**Resource requirements (what do we need to succeed?)**

- Staff Support:
  - If decision is made to record the training and make it available on the web would need approximately 80 hours of staff support from IT and the Coral Gables TV Staff to record, edit and post video on the City Internal and External Website
  - 80 hours to develop training materials working with the CLEO Institute
  - Would require 1,900 (2 hours per employee) of staff time hours if training is done in person and 950 (1 hour per employee) if training is web based.
- Funding
  - Training - \$3,000 annually in funding
  - Seal of Sustainability collateral cost would be \$2,000 per year in FY17-18

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

Measure	Target	Date
Employees trained	100%	End of FY2018
Approve completed Seal of Sustainability Projects	100%	End of FY2017

**Frequency & venue of review**

- Once caught up on approving past completed projects, staff to review the new projects that have a Sustainability component as they are completed
- Quarterly updates to the City Manager via a memo or at a select staff meeting
- Provide overview with results to the City Commission once all current employees have been trained. .

**Who are the stakeholder / what is the anticipated impact on them?**

Stakeholder Group	Potential positive impact	Potential negative impact
City Staff	Increase sustainability education/outreach	Staff time to complete training
Residents, Businesses, Visitors	Increase sustainability education/outreach	N/A

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

1. Employee Sustainability Training (Project O1 in Sustainability Master Plan Project Forms)

a. Cost

- i. Develop class (content, structure, etc.)- \$0
- ii. Begin training current employees- \$20 per employee
  - o \$9,500 (2017)
  - o \$9,500 (2018)
- iii. Continue ongoing training to employees (\$2,000 per year going forward)

b. Benefits

- i. Annual avoided utility expenditure via increased awareness
  - o \$4,000 per year going forward

Over the 10 year life of the project the Employee Sustainability Training has a 17% Return on Investment with a \$4,000 Net Present Value

2. Employee Sustainability Training (Project O2 in Sustainability Master Plan Project Forms)

a. Cost

- i. Project Administration and Collateral
  - o \$2,000 (2016)
  - o \$2,091 (2017)
  - o \$2,138 (2018)
  - o \$2,186 (2019)

b. Benefits

- ii. Annual avoided utility expenditure via increased awareness
  - o \$2,100 per year going forward

Over the 10 year life of the project the Seal of Sustainability Project has a 0% Return on Investment with a \$0 Net Present Value

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Jorge Acevedo, Utility Director

**Action Plan Name:** 6.7.1 – Vulnerability and Risk Assessment

**Strategic plan alignment**

- Goal 6 - Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
  - Objective 6.7 - Develop contingency plans and resources to address potential environmental changes such as sea level rise

The objective of this plan is to identify, analyze and prioritize risks to City of Coral Gables buildings, infrastructure, tree cover, habitat and connectivity related to flooding and extreme temperatures that are being exacerbated by climate change and to identify options to mitigate and adapt to identified risks.

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By when	How will it be evident	Completed?
Collecting available data (e.g. elevation certificates; elevation data; mapping resources, including City GIS, Miami-Dade County WASD data, FEMA data, real estate data, etc.); developing a GIS model of inundation scenarios for buildings, infrastructure, habitats and connections to key services and resources	Ongoing	By-annual report	Ongoing
Identifying, assessing and prioritizing risks based on data analysis	Ongoing	By-annual report	Ongoing
Planning effort, potential adaptation (and mitigation) measures will be identified and screened via criteria including but not limited to feasibility, cost, social and environmental factors.	Ongoing	By-annual report	Ongoing
Engagement with stakeholders by public notifications and meetings under the City’s Outreach program	Ongoing	By-annual report	Ongoing
Developing preliminary recommendations for risk mitigation / adaptation; assessing recommendations and developing a implementation strategies	Ongoing	By-annual report	Ongoing



**Resource requirements (what do we need to succeed?)**

- The cost of a vulnerability assessment and adaptation plan is estimated at \$200,000.
- The cost of the adaptation plan is not estimated yet.
- 145 City staff hours to conduct studies

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

Measure	Target	Date
identification of risks	100%	December 2016
analysis of risks	100%	December 2016
prioritization of risks	100%	December 2017
planning to mitigate or adapt to vulnerabilities	100%	December 2018

**Frequency & venue of review**

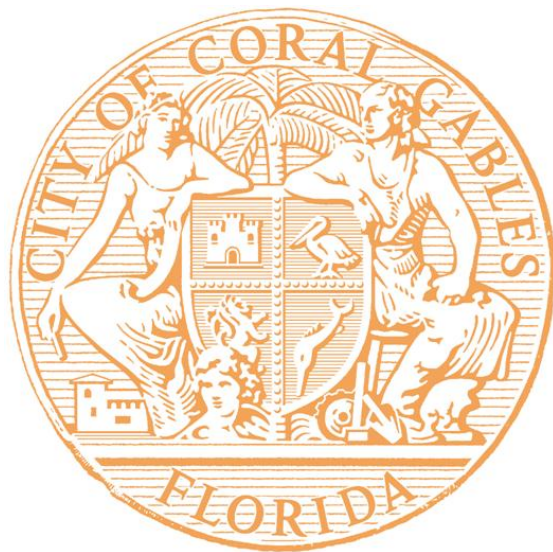
- Quarterly update to City Manager at Quarterly meeting

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

Stakeholder Group	Potential positive impact	Potential negative impact
Public Works/ City of Coral Gables	Planning effort to prepare for near-term events (e.g. storms) and mitigate / adapt to long-term changes in climate (e.g. sea level rise).	City resources expended in this effort will not be available to support other projects.
City of Coral Gables Residents	Reductions in risk exposure may be reflected in lower insurance premiums	City resources expended in this effort will not be available to support other projects.
Insurance Companies	Identify potential new customers	None

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

Benefits, while difficult to quantify, include reduced risk exposure. Reductions in risk exposure may be reflected in lower insurance premiums for the City's businesses and residents via a change in the City's rating in the FEMA Community Rating System (CRS). Currently, CRS considers improved elevation data, sea level rise modeling and adaptation projects and policies in its assessment of communities.

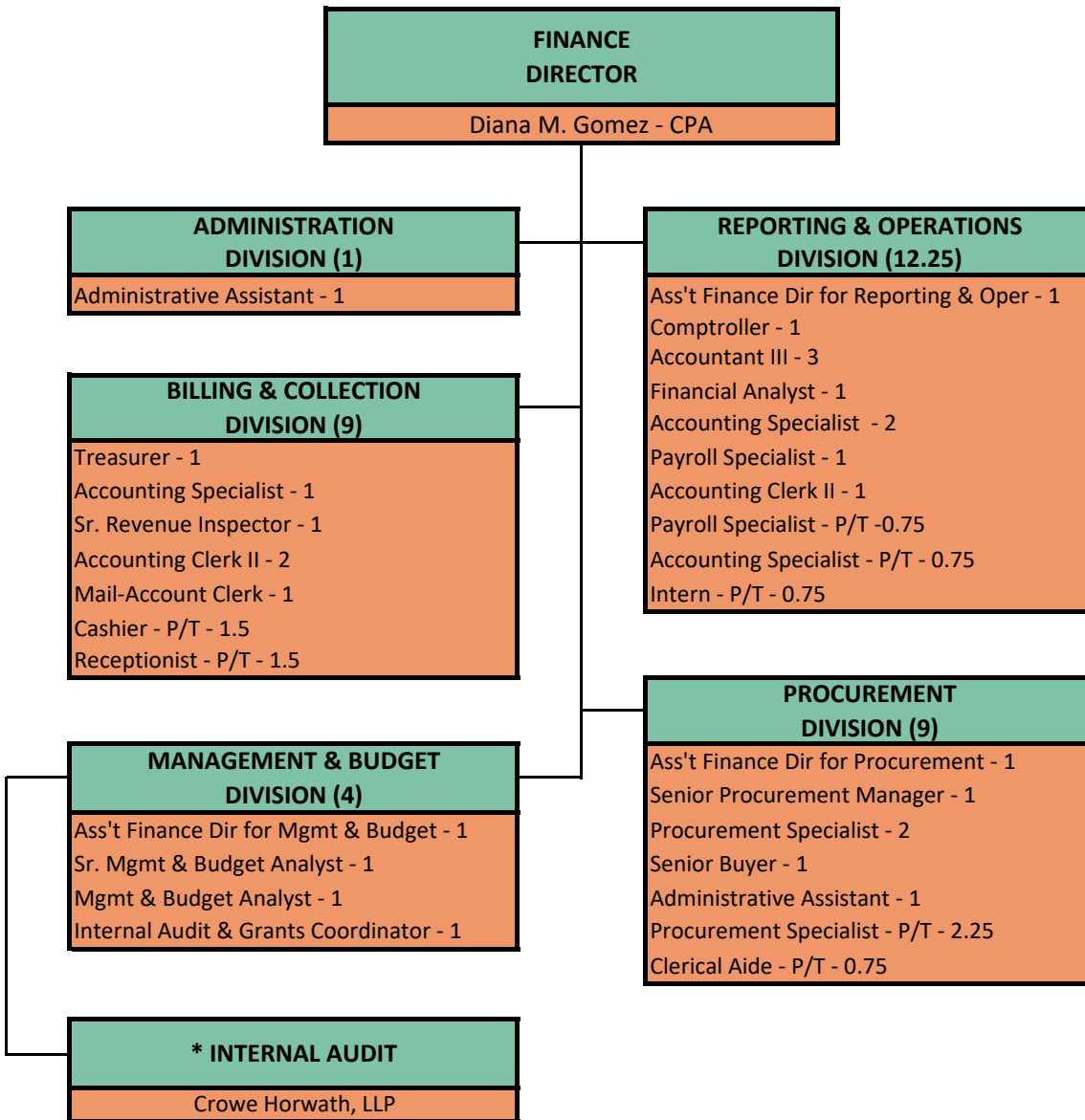


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**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**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 and Budget with a dotted line reporting relationship to the City Manager.

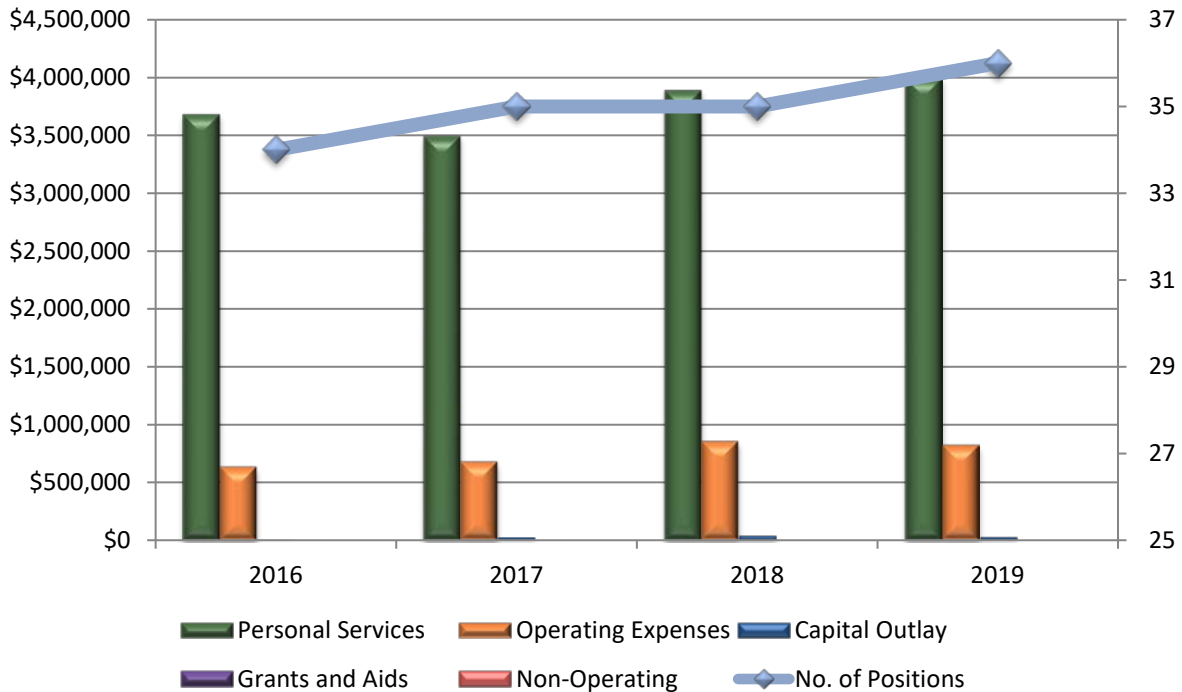
**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



**FINANCE DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<b>2015-2016 ACTUAL</b>	<b>2016-2017 ACTUAL</b>	<b>2017-2018 BUDGET</b>	<b>2018-2019 BUDGET</b>
<b>Salaries &amp; Benefits</b>	3,683,368	3,496,339	3,891,068	3,996,022
<b>Operating Expenses</b>	632,088	676,430	856,067	822,363
<b>Capital Outlay</b>	3,691	24,392	38,492	28,000
<b>Grants and Aids</b>	-	-	-	-
<b>Non-Operating</b>	-	-	-	-
<b>Total</b>	<b>4,319,147</b>	<b>4,197,161</b>	<b>4,785,627</b>	<b>4,846,385</b>
<b>Full Time Headcount</b>	29.00	27.00	27.00	28.00
<b>Part Time FTE's</b>	4.50	7.50	8.25	8.25
<b>Total Headcount &amp; FTE's</b>	<b>33.50</b>	<b>34.50</b>	<b>35.25</b>	<b>36.25</b>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Finance

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## 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. It also provides administrative support in preparation of 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 Comprehensive Annual Financial Report (CAFR).
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.

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**FINANCE**

**FISCAL YEAR 2018 MAJOR ACCOMPLISHMENTS**

- ✓ Triple AAA bond rating affirmed by Standard & Poor's, Moody's and Fitch. This maintains Coral Gables' standing as one of just three municipalities in the State of Florida to be recognized with this level of financial excellence
- ✓ Successfully funded the second year of the FY17 to FY19 strategic management plan
- ✓ Successfully compiled data related to Hurricane Irma in order to apply for reimbursement from FEMA and completing remaining reimbursements
- ✓ Earned over \$1M in investment income revenue in the previous fiscal year
- ✓ Successfully issued approximately \$86 million in bonds
- ✓ Finance and Information Technology worked in conjunction to introduce a new Financial Transparency Portal that allows residents, businesses and visitors to view and download the City's financial data through a myriad of charts and graphs over multiple fiscal years; further supporting the City's resolute commitment to full transparency



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

**FINANCE**

INDICATOR:	FY17			FY18		FY19
	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 FY16 CAFR by 3/18/17	FY16 CAFR Completed 3/24/17		Complete FY17 CAFR by 3/16/18	FY17 CAFR Completed 3/30/18	Complete FY18 CAFR by 3/16/19
Receive a "No Audit Findings" report from external auditors	Receive by March 2017	Received		Receive by March 2018	Received	Receive by March 2019
Complete and issue the Quarterly Financial Reports no later than 15 days after end of each quarter	100%	100%		100%	0%	100%
Percentage of employees with direct deposit account	97%	92%		97%	94%	97%
Distribute payroll notices electronically	25%	-		25%	100%	100%
EPayable rebate from SunTrust	80,000	61,016		90,000	80,429	90,000
Increase vendor enrollment in the Suntrust Epayable System	60	99		115	99	115
Increase in accounts payable vendor invoices paid by wire/ACH	5,250	5,248		6,000	5,194	6,000
Increase in accounts payable vendor invoices paid by credit card	1,000	2,407		2,000	1,945	2,000
Decrease in accounts payable vendor invoices paid by check	12,500	15,003		12,500	14,168	12,500
Percentage of accounts with over 90 days old to total A/R	25%	83%		25%	91%	25%
General Obligation Bonds Ratings	AAA (S&P); Aaa (Moody's)	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%	22%	25%
Average number of business days from date of advertising a formal solicitation (IFB/RFP/RFQ) to award by Commission	80 business days	65 Business Days		90 business days	58 Business Days	80 Business Days
Percentage of Uncontested Formal Solicitations	100%	100%		100%	94%	100%

**Legend**

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





**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0341	Finance Director	1.00	1.00	1.00	1.00	\$ 168,809
0344	Fiscal & Policy Analyst	1.00	-	-	-	-
0602	Administrative Assistant	1.00	1.00	1.00	1.00	59,335
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>\$ 228,144</b>

**EXPENDITURE DETAIL**

	2015-2016	2016-2017	2017-2018	2018-2019
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 622,915	\$ 673,391	\$ 240,270	\$ 228,144
2000 Employee Benefits - See Other Cost Dist.	455,237	366,694	144,242	138,616
3191 Financial Advisor	-	16,000	17,000	17,000
3192 Professional Grant Service	15,613	22,804	-	-
4090 Other Transportation Expense	14,175	13,500	5,400	6,497
4420 Public Facilities Cost - See Other Cost Dist.	48,918	53,052	55,125	57,144
4550 General Liability Insurance	28,544	22,445	12,454	11,255
4620 Repair and Maint. of Office Equipment	-	-	300	300
4720 Printing & Binding	8,657	2,991	6,800	5,000
4990 Other Miscellaneous Expense	396	11	200	200
5100 Office Supplies	4,494	6,159	4,556	6,356
5214 Uniform Allowance	-	217	184	-
5400 Membership Dues and Subscriptions	4,286	3,001	3,600	3,600
5410 Employee Training	6,190	5,818	15,200	10,650
6430 Equipment Repair/Replacement	-	17,507	38,492	28,000
6440 Equipment Additions	-	6,885	-	-
<b>TOTAL</b>	<b>\$ 1,209,425</b>	<b>\$ 1,210,475</b>	<b>\$ 543,823</b>	<b>\$ 512,762</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019 BUDGET SALARIES	
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
0337	City Treasurer	1.00	1.00	1.00	1.00	\$ 103,279
0000	Accounting Specialist	-	1.00	1.00	1.00	43,759
0323	Senior Revenue Inspector	1.00	1.00	1.00	1.00	65,466
0302	Accounting Clerk II	3.00	2.00	2.00	2.00	105,868
0050	Mail-Account Clerk	1.00	1.00	1.00	1.00	42,619
0105	Clerk I	2.00	1.00	-	-	-
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>8.00</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>	<b>360,991</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
0078	Cashier - P/T	2.00	0.00	1.50	1.50	55,389
0063	Receptionist - P/T	2.00	1.50	1.50	1.50	45,494
<b>TOTAL PART TIME FTE's</b>		<b>4.00</b>	<b>1.50</b>	<b>3.00</b>	<b>3.00</b>	<b>100,883</b>
<b>TOTAL</b>		<b>9.50</b>	<b>10.00</b>	<b>9.00</b>	<b>9.00</b>	<b>\$ 461,874</b>

**EXPENDITURE DETAIL**

		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019 BUDGET
1000	Salaries	\$ 472,246	\$ 439,008	\$ 451,988	\$ 461,874
2000	Employee Benefits - See Other Cost Dist.	327,554	283,458	245,299	255,231
4020	Central Garage Motor Pool Rent	17,635	19,666	18,694	26,230
	Replacement: 8,297				
	Oper. & Maint: 17,933				
4210	Messenger & Armored Car Service	12,818	25,398	29,500	29,500
4220	Postage	140,184	143,985	170,000	170,000
4410	Rental of Machinery and Equipment	7,644	7,644	7,700	7,700
4420	Public Facilities Cost - See Other Cost Dist.	35,671	38,686	16,125	16,716
4550	General Liability Insurance	16,434	18,790	24,946	22,785
4620	Repair and Maint. of Office Equipment	-	651	300	300
4710	Special Printed Forms	6,214	8,637	5,595	9,000
4910	Court Costs & Investigative Expense	7,748	811	1,740	1,740
5100	Office Supplies	8,652	6,085	10,600	5,995
5214	Uniform Allowance	1,500	1,120	2,137	1,600
5400	Membership Dues and Subscriptions	946	1,109	1,000	1,200
5410	Employee Training	872	1,975	2,000	2,500
<b>TOTAL</b>		<b>\$ 1,056,118</b>	<b>\$ 997,023</b>	<b>\$ 987,624</b>	<b>\$ 1,012,371</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019 BUDGET SALARIES	
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
0349	Assistant Finance Dir for Reporting & Oper	1.00	1.00	1.00	1.00	\$ 132,191
0350	Comptroller	1.00	1.00	1.00	1.00	84,219
0345	Accountant III	2.00	3.00	3.00	3.00	283,093
0336	Accountant II	1.00	-	-	-	-
0329	Financial Analyst	1.00	-	-	1.00	54,288
0106	Accounting Specialist	1.00	1.00	2.00	2.00	92,813
0303	Payroll Specialist	1.00	1.00	1.00	1.00	60,828
0302	Accounting Clerk II	1.00	1.00	1.00	1.00	59,465
8888	Overtime	-	-	-	-	3,278
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>9.00</b>	<b>8.00</b>	<b>9.00</b>	<b>10.00</b>	<b>770,175</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
0309	Payroll Specialist - P/T	1.00	0.00	0.75	0.75	52,780
0107	Accounting Specialist - P/T	1.00	0.00	0.75	0.75	37,712
0087	Intern - P/T	1.00	0.00	0.75	0.75	19,734
<b>TOTAL PART TIME FTE's</b>		<b>3.00</b>	<b>0.00</b>	<b>1.50</b>	<b>2.25</b>	<b>110,226</b>
<b>TOTAL</b>		<b>9.00</b>	<b>9.50</b>	<b>11.25</b>	<b>12.25</b>	<b>\$ 880,401</b>

**EXPENDITURE DETAIL**

	2015-2016	2016-2017	2017-2018	2018-2019
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 598,572	\$ 607,525	\$ 821,032	\$ 880,401
2000 Employee Benefits - See Other Cost Dist.	355,382	409,873	456,466	497,089
3190 Other Professional Services	-	12,301	9,583	-
4090 Other Transportation Expense	-	-	2,700	3,898
4410 Rental of Machinery and Equipment	11,150	11,733	10,900	11,489
4420 Public Facilities Cost - See Other Cost Dist.	15,114	16,391	17,031	17,655
4550 General Liability Insurance	20,021	24,478	48,755	43,431
4620 Repair and Maint. of Office Equipment	142	224	300	300
4710 Special Printed Forms	620	898	1,089	1,000
4720 Printing & Binding	345	-	1,000	500
4990 Other Miscellaneous Expense	141	199	300	300
5100 Office Supplies	3,834	4,565	5,000	5,000
5214 Uniform Allowance	-	-	400	-
5400 Membership Dues and Subscriptions	555	335	1,425	2,000
5410 Employee Training	320	1,377	7,955	7,380
<b>TOTAL</b>	<b>\$ 1,006,196</b>	<b>\$ 1,089,899</b>	<b>\$ 1,383,936</b>	<b>\$ 1,470,443</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0046	Assistant Finance Dir for Procurement	1.00	1.00	1.00	1.00	\$ 131,859
0213	Senior Procurement Manager	1.00	1.00	1.00	1.00	103,938
0216	Procurement Specialist	-	2.00	2.00	2.00	120,760
0212	Sr. Contract Specialist	1.00	-	-	-	-
0209	Contract Specialist	1.00	-	-	-	-
0206	Senior Buyer	1.00	1.00	1.00	1.00	41,262
0602	Administrative Assistant	1.00	1.00	1.00	1.00	52,470
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>450,289</b>
<b>PART TIME POSITIONS</b>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
0217	Procurement Specialist - P/T	3.00	2.25	2.25	2.25	152,224
9006	Clerical Aide - P/T	1.00	0.75	0.75	0.75	38,424
<b>TOTAL PART TIME FTE's</b>		<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>190,648</b>
<b>TOTAL</b>		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>\$ 640,937</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 556,751	\$ 464,013	\$ 624,129	\$ 640,937
2000	Employee Benefits - See Other Cost Dist.	294,711	252,377	285,277	262,147
3190	Other Professional Services	7,165	352	20,500	-
4020	Central Garage Motor Pool Rent	8,460	8,957	8,702	1,781
	Replacement:	1,781			
	Oper. & Maint:	-			
4090	Other Transportation Expense	-	-	2,700	3,898
4410	Rental of Machinery and Equipment	4,762	4,701	5,500	5,500
4420	Public Facilities Cost - See Other Cost Dist.	138,897	138,209	143,608	148,867
4550	General Liability Insurance	19,224	20,817	34,648	31,618
4620	Repair and Maint. of Office Equipment	-	65	300	300
4710	Special Printed Forms	198	118	500	500
4990	Other Miscellaneous Expense	715	1,077	900	900
5100	Office Supplies	6,406	5,283	8,000	8,000
5214	Uniform Allowance	-	-	1,000	-
5400	Membership Dues and Subscriptions	3,483	1,735	3,700	3,700
5401	Software Subscriptions & Maintenance	-	2,000	4,400	3,400
5410	Employee Training	2,945	60	3,000	3,000
6460	Other Equipment Additions	3,691	-	-	-
<b>TOTAL</b>		<b>\$ 1,047,408</b>	<b>\$ 899,764</b>	<b>\$ 1,146,864</b>	<b>\$ 1,114,548</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0343	Assistant Finance Dir for Mgmt & Budget	1.00	1.00	1.00	1.00	\$ 135,949
0346	Sr. Management & Budget Analyst	1.00	1.00	1.00	1.00	85,540
0351	Internal Audit & Grants Coordinator	-	1.00	1.00	1.00	101,452
0338	Management & Budget Analyst	1.00	1.00	1.00	1.00	68,832
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>\$ 391,773</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ -	\$ -	\$ 392,691	\$ 391,773
2000	Employee Benefits - See Other Cost Dist.	-	-	229,674	239,810
3190	Professional Grant Service	-	-	50,000	50,000
4090	Other Transportation Expense	-	-	5,400	6,497
4420	Public Facilities Cost - See Other Cost Dist.	-	-	24,073	24,954
4550	General Liability Insurance	-	-	21,166	19,327
4620	Repair and Maint. of Office Equipment	-	-	-	1,000
5100	Office Supplies	-	-	-	700
5214	Uniform Allowance	-	-	376	200
5410	Employee Training	-	-	-	2,000
<b>TOTAL</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 723,380</b>	<b>\$ 736,261</b>

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Diana Gomez, Finance Director

**Action Plan Name:** 3.1.1 – Financial Stability & Well-Being

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 3 - 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 3.1 - Attain / maintain AAA ratings by 2017
  - Objective 3.2 - Decrease unfunded pension liability by an average of 2% per year by 2019 while not jeopardizing the long-term health of the pension plan
  - Objective 3.4 - Maintain minimum of 25% general fund unassigned reserve based on total operating budget plus debt service

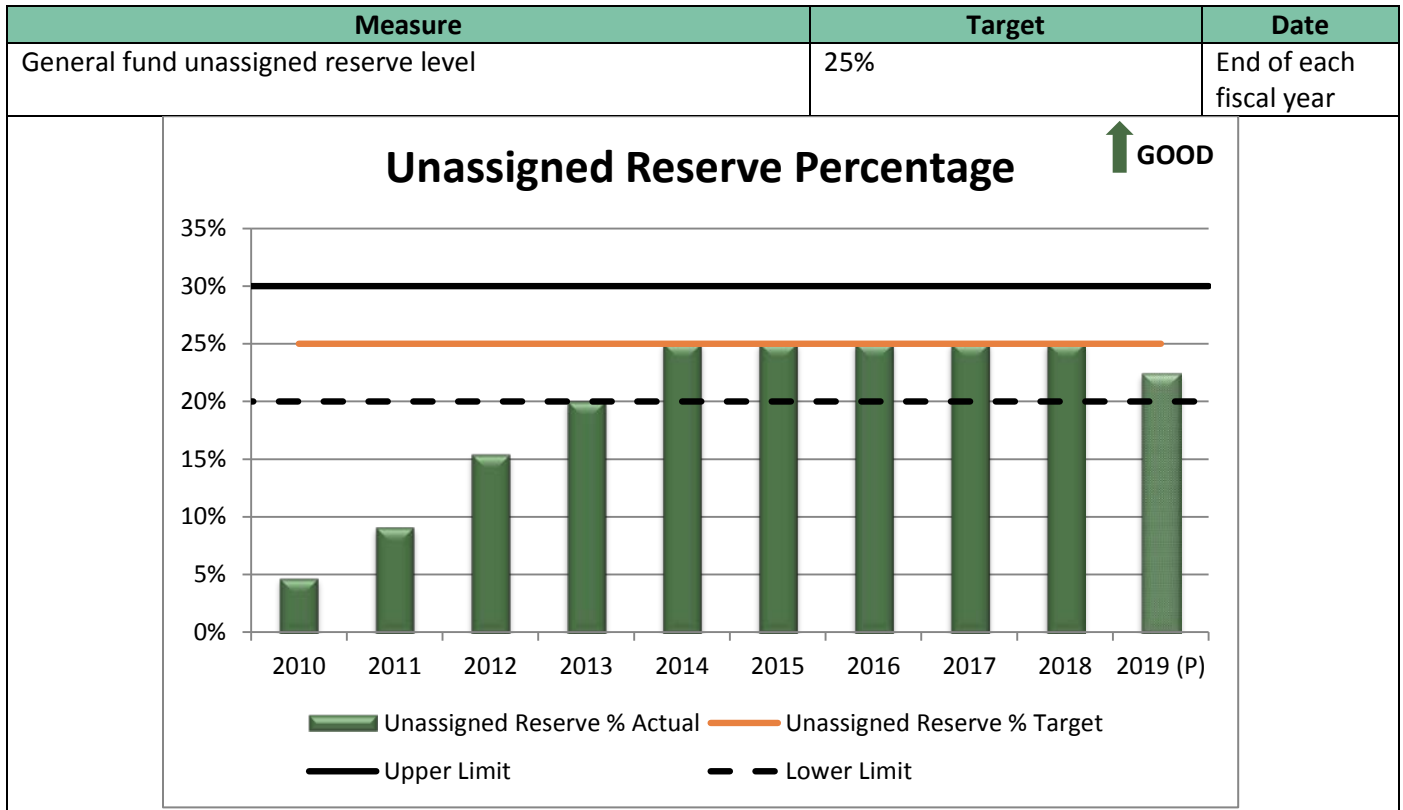
**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By when	How will it be evident	Completed?
3.1 & 3.4 - Maintain General Fund reserves at 25%	Ongoing	The Unrestricted General Fund Reserves will be indicated in the Annual Financial statements	✓
3.1 & 3.2 – In each budget year, base the annual pension contribution amount on the prior year’s pension contribution adjusted by the greater of the local CPI or a set index of 1.25%.	Ongoing	Annual pension valuation/Change in funded position	✓

**Resource requirements (what do we need to succeed?)**

- 3.1 and 3.4 - The amount required to maintain the General Fund reserve at the 25% mark can only be determined during the budget process. That said, the actual dollar amounts for 2017, 2018 and 2019 will be based on 25% of the sum of each respective year’s total annual operating budget plus debt service.
- 3.1 and 3.2 – Target pension contributions - \$26,507,013 in 2017, \$26,798,532 in 2018, and \$27,133,514.

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



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

Measure	Target	Date
Unfunded liability	\$232,740,889	10/1/2017
	\$225,758,662	10/1/2018
	\$218,985,903	10/1/2019
S & P Bond rating	AAA	10/1/2017
Moody's Bond rating	AAA	10/1/2017
Fitch & Associates	AAA	1/1/2017

**Frequency & venue of review**

- Semi-annually as follows:
  - During the presentation of the City Financial statements to the City Commission
  - During the presentation of the Budget to the City Commission
- Quarterly with the City Manager during the quarterly financials review



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

Stakeholder Group	Potential positive impact	Potential negative impact
City Commission	Lower borrowing costs Attractive to new residents, businesses and potential developers	None
Pension Board	Improved satisfaction and engagement	Funds used in support of this action plans may restrict ability to fund some parts of the Capital Improvement Plan or other initiatives
Workforce	Attractive to potential Police and Fire employment candidates	

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

- + Lowered borrowing costs on future investments/projects
- + Tax revenue and development fees from new businesses and potential developers
- Might restrict the ability to fund some parts of the Capital Improvement Plan or other initiatives

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Keith Kleiman, Assistant Finance Director for Management & Budget

**Action Plan Name:** 3.3.1 – Further developing and funding a long-term Capital Improvement Plan

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 3 - 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 3.3 - Attain 83% funded status for existing capital improvement plan asset class matrices through recurring revenue by 2019. Develop and attain 65% funded status for newly developed capital improvement plan asset class matrices through recurring revenue by 2019.

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By When	How will it be evident	Completed?
Funding For Existing Matrices – Commit \$2.0M of newly identified recurring revenue and \$5.1M of fund balance to fund existing capital matrices	Ongoing	Specific funding % for each matrix will be identified in the Adopted Budget each fiscal year	✓
Funding For New Matrices - Commit \$1.5M of newly identified recurring revenue and \$4.9M of fund balance to fund new capital matrices	Ongoing	Specific funding % for each matrix will be identified in the Adopted Budget each fiscal year	✓

**Resource requirements (what do we need to succeed?)**

- Annual incremental increase in use of recurring revenues tied to an annual reduction in use of fund balance to fund Capital Improvement Plan.

	2017	2018	2019
Existing Matrices			
Incremental increase in use of Recurring Revenue	\$ 695,822	\$ 697,218	\$ 981,816
Use of Fund Balance	\$ 2,416,591	\$ 1,795,836	\$ 1,334,294
New Matrices <sup>1</sup>			
Incremental increase in Recurring Revenue	\$ 70,000	\$ 76,248	\$ 202,072
Use of Fund Balance	\$ 346,559	\$ 281,082	\$ 669,818

**Resource requirements (what do we need to succeed?) – Continued**

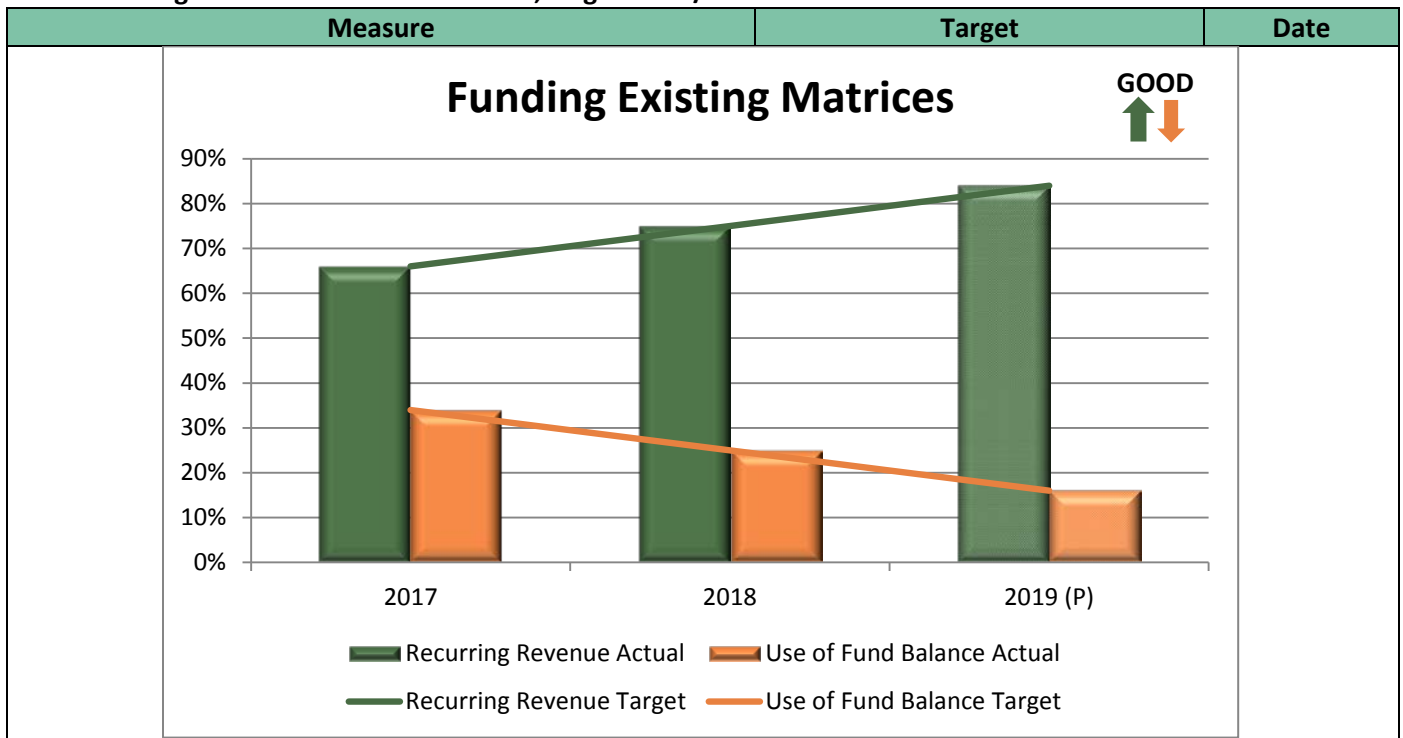
Grand Total			
Incremental increase in Recurring Revenue	\$ 765,822	\$ 773,466	\$ 1,183,888
Use of Fund Balance	\$ 2,763,150	\$ 2,076,918	\$ 2,004,112

<sup>1</sup>Consists of City Streetlights, Duct Cleaning, Exterior Painting, Flooring Replacement, Fountains & Entrances Refurbishment, Fountains & Entrances Pressure Cleaning, and Parking matrices

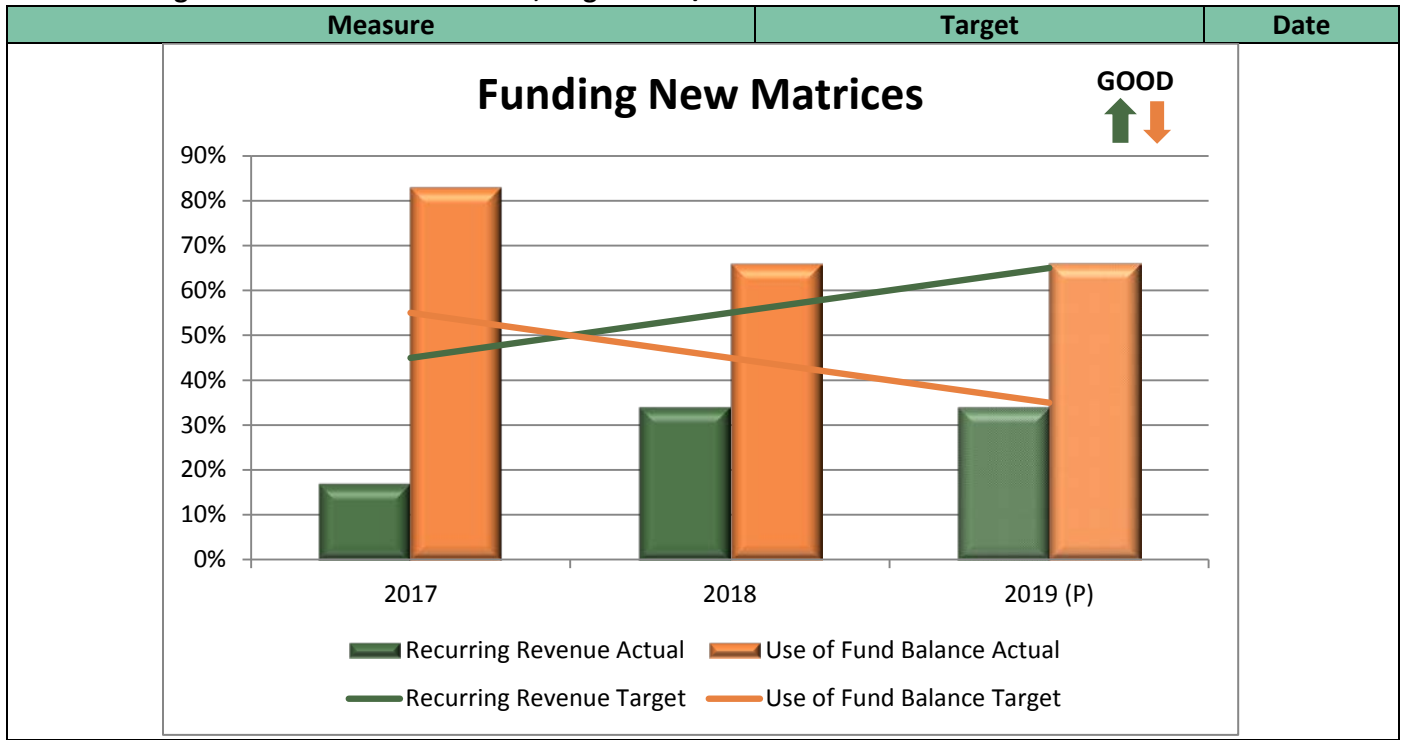
**Short- & Longer-term measures of success, targets and / or time horizons**

Measure	Target	Date
% of funding - recurring revenues/use of fund balance	Existing Matrices – 66%/34%	2017
	New Matrices – 17%/83%	
	Existing Matrices – 75%/25%	2018
	New Matrices – 34%/66%	
	Existing Matrices – 83%/17%	2019
	New Matrices – 34%/66%	

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



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



**Frequency & venue of review**

- Briefing with the City Manager at the beginning of the annual Budget Process.
- Monthly review of revenue collections to ensure sufficient recurring revenue is available to fund the Capital Improvement Plan.

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Commission/City Manager Department Directors Finance/Budget	Funding will be available to replace or renovate capital assets at the end of their life cycle without searching for funding or going out for debt	Funding dedicated to capital infrastructure improvement plan projects will not be available for other City requirements

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

- Same as stated above

**CITY OF CORAL GABLES  
CAPITAL MATRICES**

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET - EXISTING MATRICES				
	FY17	FY18	FY19	TOTAL
Identified Recurring Revenue from Prior Years <sup>1</sup>	\$ 3,991,972	\$ 4,687,794	\$ 5,385,012	\$ 14,064,778
<b>Recurring Revenue Required from Operating Revenue</b>				
Motor Vehicles	280,199	281,165	282,148	843,512
Network Infrastructure	100,000	100,000	387,694	587,694
Parks & Recreation	219,998	220,298	220,602	660,898
Roof Replacement	71,375	71,471	62,372	205,218
HVAC	24,250	24,284	29,000	77,534
<b>Incremental Funding Required From Operating Revenue</b>	<b>695,822</b>	<b>697,218</b>	<b>981,816</b>	<b>2,374,856</b>
Prior Year and New Funding From Recurring Revenues	4,687,794	5,385,012	6,366,828	16,439,634
Use of Fund Balance <sup>2</sup>	2,416,591	1,795,836	1,334,294	5,546,721
<b>Annual Existing Matrices Budget</b>	<b>\$ 7,104,385</b>	<b>\$ 7,180,848</b>	<b>\$ 7,701,122</b>	<b>\$ 21,986,355</b>

<sup>1</sup>Includes CPI Adjustment

<sup>2</sup>Total use of fund balance = \$5,546,721 over 3 fiscal years is already identified and set aside

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET - NEW MATRICES				
	FY17	FY18	FY19	TOTAL
Identified Recurring Revenue from Prior Years <sup>1</sup>	\$ -	\$ 70,000	\$ 146,248	\$ 216,248
<b>Recurring Revenue Required from Operating Revenue</b>				
Entrances & Fountains Maintenance	-	-	25,000	25,000
Elevator Replacement	20,000	21,725	21,751	63,476
Fire Equipment	30,000	32,768	32,809	95,577
Parking Lots & Garages Repair	20,000	21,755	21,782	63,537
Radios Replacement	-	-	100,730	100,730
Duct Cleaning	-	-	-	-
Exterior Painting	-	-	-	-
Flooring Replacement	-	-	-	-
<b>Net Replacement Cost From Operating Revenue</b>	<b>70,000</b>	<b>76,248</b>	<b>202,072</b>	<b>564,568</b>
Prior Year and New Funding From Recurring Revenues	70,000	146,248	348,320	564,568
Potential Use of Fund Balance <sup>2</sup>	346,559	281,082	669,818	1,297,459
<b>Annual New Matrices Budget</b>	<b>\$ 416,559</b>	<b>\$ 427,330</b>	<b>\$ 1,018,138</b>	<b>\$ 1,862,027</b>

<sup>1</sup>Includes CPI Adjustment

<sup>2</sup>Total use of fund balance = \$1,297,459 must be identified and set aside

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Keith Kleiman, Assistant Finance Director for Management & Budget

**Action Plan Name:** Establishing a centralized grants process

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 3 - 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 3.5 - Increase the percentage of development agreement and grant funding to 4% of total revenue by 2019

**KEY tasks that must be accomplished, deliverables, and measures of success**

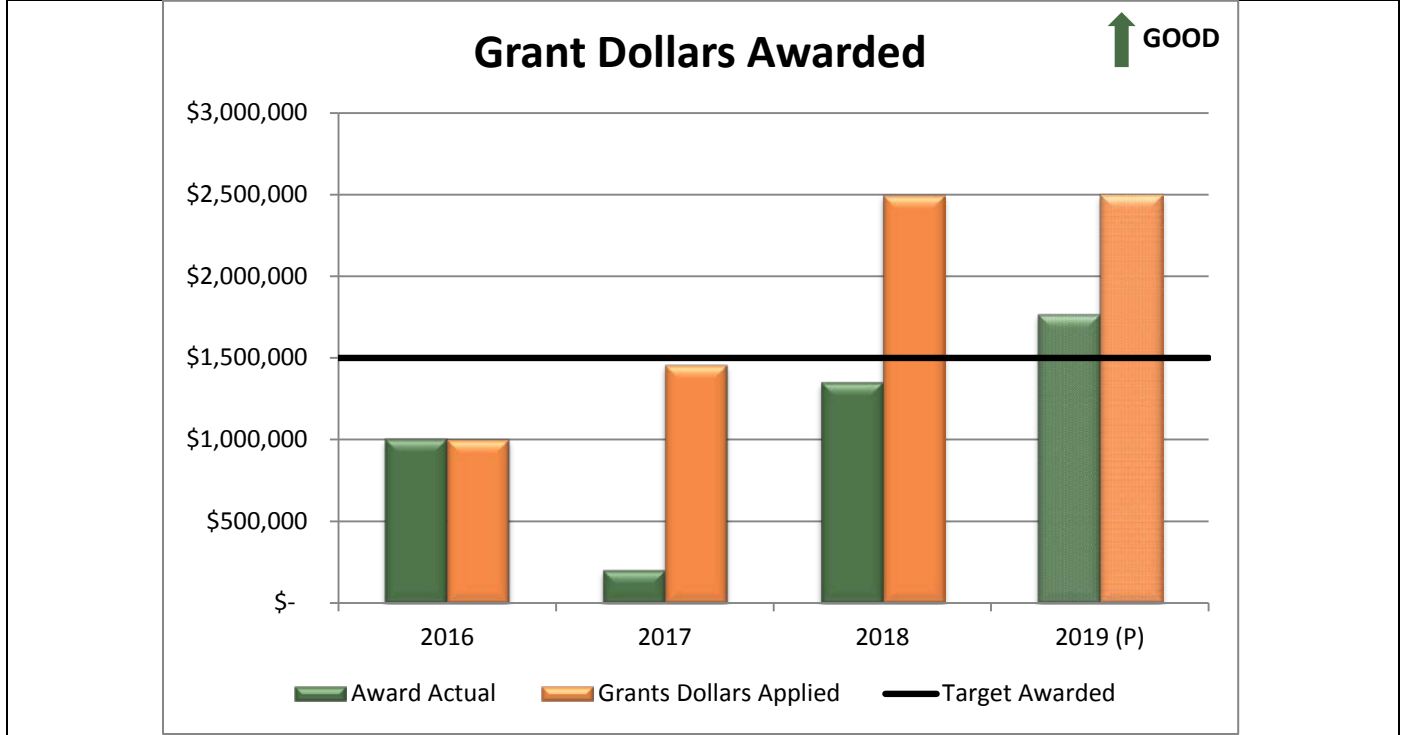
What must be done	By when	How will it be evident	Completed?
Hire the consultant	June 2016	Consultant on board	✓
Consultant to review the Capital Improvement Plan and the annual operating budget to identify viable grant opportunities	Annually	Grants will be identified each fiscal year	Ongoing
Consultant to apply for grants	Annually	Number of applications submitted	Ongoing
Grants awarded	Ongoing	Number of grant dollars awarded	Ongoing
Identify and commit matching funds	Annually	Number of matching dollars identified and committed	Ongoing
Develop and centralize grant process	June 2018	Reimbursements on time/Reporting on time	Ongoing

**Resource requirements (what do we need to succeed?)**

- \$130 per hour to hire grant writing consultant
- 260 annual staff hours for Departmental liaison staff meetings (5 hrs. /wk. x 52 wks.)
- \$54,606 budgeted annually for Internal Audit/Grants Coordinator (50% share of \$101,452 annual salary plus FICA)
- Matching funds as needed – identified each fiscal year

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

Measure	Target	Date
Number of dollars awarded	\$1.5M \$1.5M \$1.5M	<ul style="list-style-type: none"> <li>• 9/30/2017</li> <li>• 9/30/2018</li> <li>• 9/30/2019</li> </ul>



Other Short- & Longer-term measures of success, targets and / or time horizons		
Measure	Target	Date
Percent of applications submitted that are awarded	75%	
Compliance rates with grantors	100%	

**Frequency & venue of review**

- Quarterly review/Status report to City Manager



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

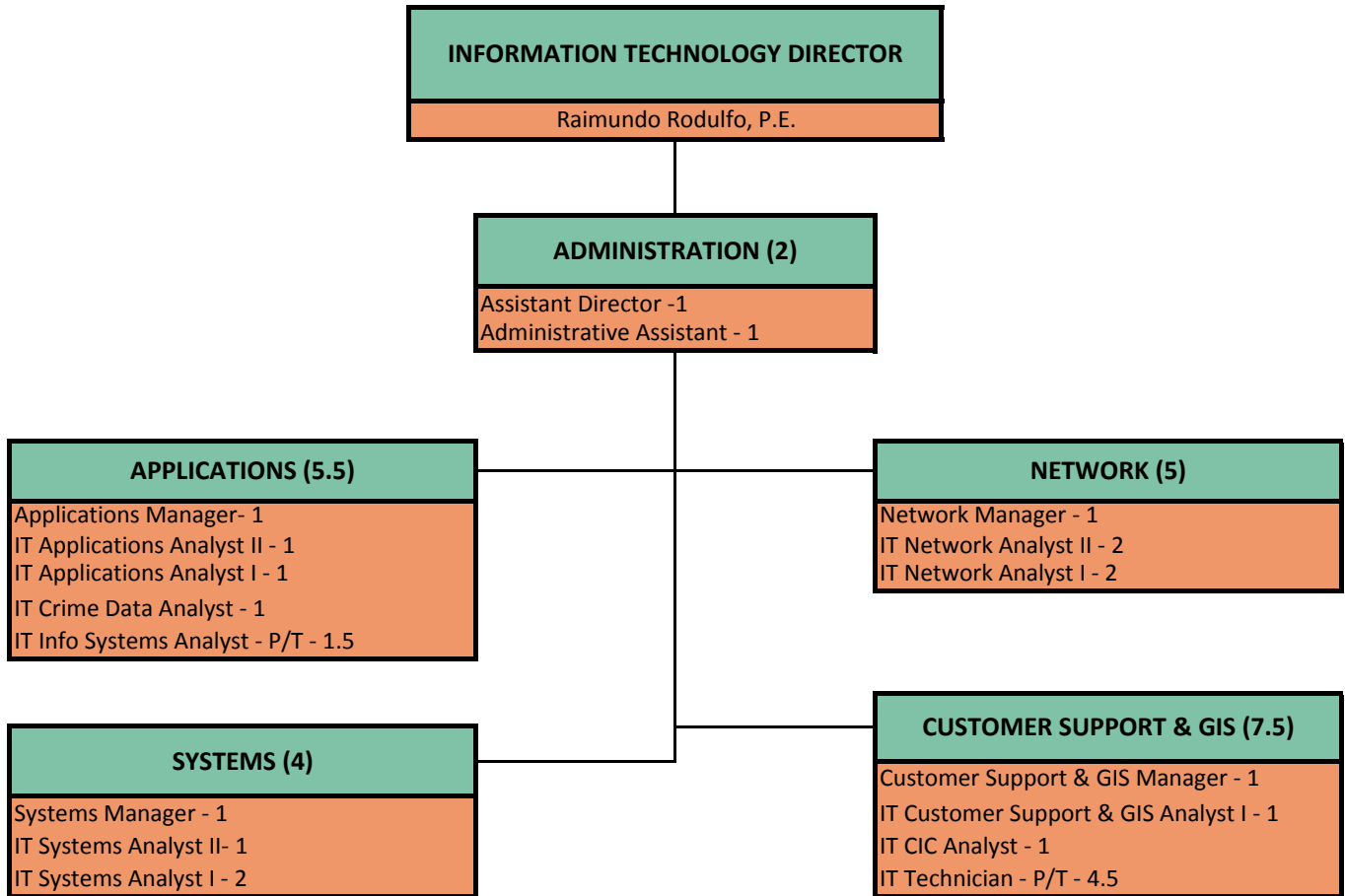
Stakeholder Group	Potential positive impact	Potential negative impact
Finance	The influx of grant funds can potentially free up City funds for other purposes	Possible drain on resources if matching funds cannot be identified.
Departments	The influx of grant funds can fund projects that currently do not have City funding	If grants are awarded, there might not be sufficient staff time to perform the work included in the grant. Additional funds might be required to hire temporary staff to handle the additional work

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

- Same as above

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**INFORMATION TECHNOLOGY  
ORGANIZATION CHART**



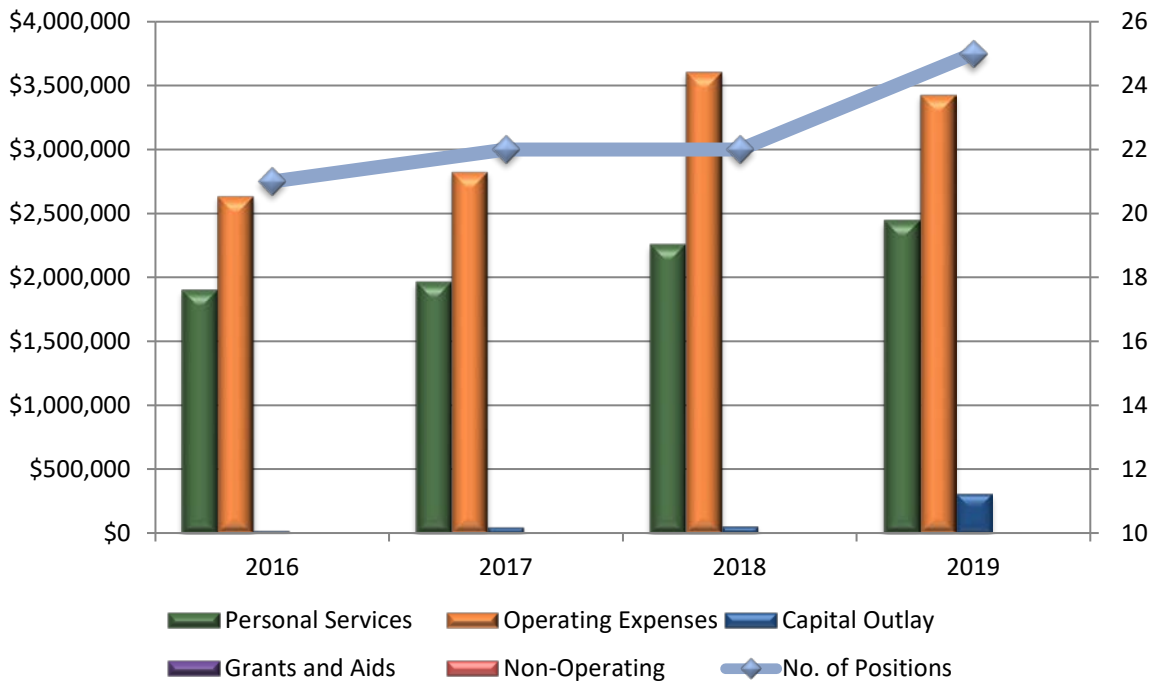
**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



**INFORMATION TECHNOLOGY  
BUDGET AND POSITION SUMMARY**

	<u>2015-2016 ACTUAL</u>	<u>2016-2017 ACTUAL</u>	<u>2017-2018 BUDGET</u>	<u>2018-2019 BUDGET</u>
Salaries & Benefits	1,899,650	1,964,223	2,255,542	2,443,847
Operating Expenses	2,633,278	2,823,805	3,609,567	3,428,731
Capital Outlay	20,590	46,780	54,956	302,880
Grants and Aids	-	-	-	-
Non-Operating	-	-	-	-
<b>TOTALS</b>	<b><u>4,553,518</u></b>	<b><u>4,834,808</u></b>	<b><u>5,920,065</u></b>	<b><u>6,175,458</u></b>
Full Time Headcount	16.00	17.00	17.00	19.00
Part Time FTE's	5.25	5.25	5.25	6.00
<b>Total Headcount &amp; FTE's</b>	<b><u>21.25</u></b>	<b><u>22.25</u></b>	<b><u>22.25</u></b>	<b><u>25.00</u></b>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Information Technology

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## Department Function:

The Information Technology Department (CGIT) works together with the city's leadership and departments as a key strategic partner bringing value, efficiencies, 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. 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, internet 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, public safety technology, 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, 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 city-wide 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.
5. Improve and guarantee resilience, security, quality assurance 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, 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**  
**2018-2019 BUDGET**

**INFORMATION TECHNOLOGY**

**FISCAL YEAR 2018 MAJOR ACCOMPLISHMENTS**

- ✓ Created new Coral Gables Smart City Hub Public Platform: This homegrown collaboration and open data platform aggregates many interconnected and interoperable elements that include a Data Marketplace, an Application Store, Transparency Portals, Citizen Engagement tools, Enterprise Systems and eGov City Services, Internet of Things sensor data and dashboards, Crime Intelligence; Data Platforms, GIS applications and open data, APIs and developer tools, and many more features and functionalities that foster transparency, value creation; open data and analytics; actionable information, efficiencies; citizen engagement, mobility, accessibility; crowdsourcing; inclusion, and collaboration. Visit the hub at [www.coralgables.com/smartcity](http://www.coralgables.com/smartcity)
- ✓ Installed free Wi-Fi Available at Miracle Mile, Giralda Plaza, and other Locations: Pedestrians on Miracle Mile and Giralda Plaza can now connect to the City's public Wi-Fi network to access the internet, free of charge. Free Wi-Fi is also available at City Hall, Youth Center, Venetian Pool, Salvadore Tennis Center, Riviera Park, Adult Activity Center, Passport Office, Public Safety Building, 427 Biltmore Way and 72nd Avenue, and Kerdyk Park
- ✓ Installed in conjunction with the Community Recreation Department a new Parks and Recreation enterprise system: The new PlayGables.com system contains complete financial accounting and point-of-sale capabilities, and provides staff and customers with real-time 24/7 internet access to the application for self-service inquiries and transaction processing, such as online registrations, membership, renewals, and online facility registrations. It offers customers easy and convenient Internet access to our Parks and Recreations services
- ✓ Developed new Coral Gables Traffix App: This app designed by the IT Department enhances citizen engagement and public safety, by reporting chronic traffic issues within our city boundaries. It is available for free on Apple or Android App Stores as "Coral Gables Traffix." Users can take photographs and report recurring traffic issues such as blocking the box, speeding, illegal parking, pedestrian issues, running a red light or a stop sign

- ✓ Developed new Internet of Things (IoT) Pedestrian Counter Sensors on Giralda Plaza and Miracle Mile, and new IoT platform: These new sensors started providing valuable data for city planners, public safety, event coordinators, businesses, researchers and public in general, with real-time actionable data and analytics. The new public IoT portal was launched on the City's website and integrated into the smart city hub
- ✓ Won IEEE 2017 World Standard Day Smart City Video Contest Prize: The Institute of Electrical and Electronics Engineers (IEEE) held a contest exploring the 2017 theme of "standards make cities smarter" and how standards are helping to create the smart city of today and tomorrow. The City's winning submission was about how the City developed a robust IT infrastructure based on engineering standards and best practices that enables residents and first responders to stay connected even when Mother Nature strikes at her hardest
- ✓ Introduced new Financial Transparency Portal in conjunction with the Finance Department. This new portal is now available, transforming complex financial information into simple-to-understand charts that answer common questions about tax dollars spending. It allows users to access data in many ways using filters and drill down options
- ✓ Published new Case Studies and Collaboration Initiatives: Several smart city case studies about Coral Gables recently published by the International City/County Management Association (ICMA), IEEE, National League of Cities, and Smart & Resilient Cities. New smart city collaboration initiatives and engagement started by the IT Department with UM, FIU, IEEE, NIST, IISE, Smart City Council and other organizations
- ✓ In conjunction with Office of Public Affairs creating a new city website, with improved functionalities, design, and mobile features



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

**INFORMATION TECHNOLOGY**

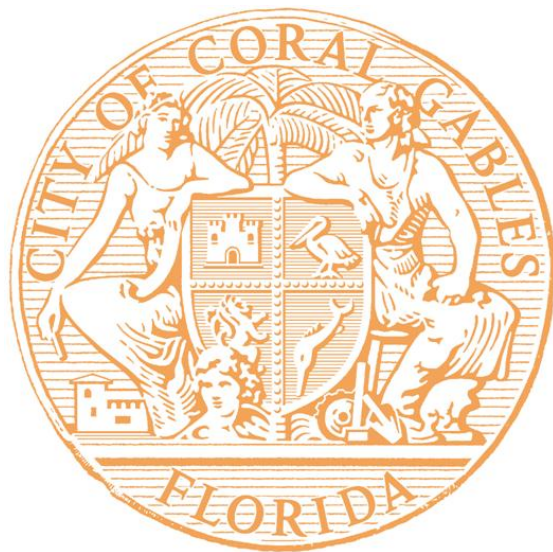
INDICATOR:	FY17			FY18		FY19
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Support tickets received	5,000	6,322	🟢	5,500	6,179	5,500
Support tickets closed	4,500	6,318	🟢	5,000	6,146	5,250
% of support tickets closed	90%	100%	🟢	90%	99%	95%
Number of projects implemented	90	72	🟡	80	66	60
Completed projects	45	41	🟢	40	38	36
CPU usage by City enterprise systems (<50%)	30%	26%	🟢	30%	35%	40%
Memory usage by City enterprise systems (<50%)	45%	52%	🟢	45%	53%	60%
System uptime on annual basis	99.90%	99.91%	🟢	99.90%	99.61%	99.90%
Number of servers citywide	35	37	🟢	37	37	37
Number of client devices (desktops, laptops, tablets, smartphones)	1,000	1,063	🟢	1,060	1,086	1,080
Number of network devices (routers/switches, firewalls/filters/gateways, wireless, phones, storage, audio/video)	940	948	🟢	945	937	940
Total number of applications supported	85	103	🟢	108	111	110
Home-grown applications	35	42	🟢	45	48	50
Off The Shelf (OTS) applications	50	61	🟢	63	63	60
IT Spending as a Percent of Operational Expense (<6.5%, 2017 gov't avg benchmark - Gartner Report)	6%	3.4%	🟢	6%	3.3%	6%
IT Spending Per Employee (<\$10,684, 2017 gov't avg benchmark - Gartner Report)	\$9,000	\$5,413	🟢	\$9,000	\$4,756	\$9,000
IT Employees as a Percent of Total Employees (<4.6%, 2017 gov't avg benchmark - Gartner Report)	4%	2.3%	🟢	4%	2.1%	4%

**Legend**

- 🟢 Target met or exceeded
- 🟡 Target nearly met
- 🔴 Target not met







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**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019		
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES	
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
0112	Information Technology Director	1.00	1.00	1.00	1.00	\$ 153,869	
0116	Ass't Information Technology Director	1.00	1.00	1.00	1.00	111,153	
5034	IT Applications Division Manager	1.00	1.00	1.00	1.00	94,781	
5038	IT Customer Support & GIS Division Mgr	1.00	1.00	1.00	1.00	89,829	
5042	IT Network Division Mgr	1.00	1.00	1.00	1.00	75,315	
5043	IT Systems Division Mgr	1.00	1.00	1.00	1.00	87,737	
0000	IT Systems Analyst II	1.00	1.00	1.00	1.00	62,717	
0128	IT Applications Analyst II	1.00	1.00	1.00	1.00	77,213	
0602	Administrative Assistant	-	-	-	1.00	40,518	
0129	IT Network Analyst II	2.00	2.00	2.00	2.00	122,998	
0121	IT Applications Analyst I	1.00	1.00	1.00	1.00	52,127	
0122	IT Customer Support & GIS Analyst I	1.00	1.00	1.00	1.00	51,439	
0123	IT Network Analyst I	2.00	2.00	2.00	2.00	98,473	
0124	IT Systems Analyst I	2.00	2.00	2.00	3.00	147,891	
5036	IT Crime Data Analyst	-	1.00	1.00	1.00	50,639	
8888	Overtime	-	-	-	-	28,000	
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>16.00</b>	<b>17.00</b>	<b>17.00</b>	<b>19.00</b>	<b>1,344,699</b>	
<b>PART TIME POSITIONS</b>		<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
0130	IT Info Systems Analyst - P/T		2.00	1.50	1.50	1.50	77,673
0203	IT Technician - P/T		6.00	3.00	3.00	3.00	179,874
0063	Receptionist - P/T		0.00	0.75	0.75	-	-
<b>TOTAL PART TIME FTE's</b>			<b>8.00</b>	<b>5.25</b>	<b>5.25</b>	<b>6.00</b>	<b>257,547</b>
<b>TOTAL</b>			<b>21.25</b>	<b>22.25</b>	<b>22.25</b>	<b>25.00</b>	<b>\$ 1,602,246</b>

**EXPENDITURE DETAIL**

	2015-2016	2016-2017	2017-2018	2018-2019
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 1,195,469	\$ 1,256,542	\$ 1,483,985	\$ 1,602,246
2000 Employee Benefits - See Other Cost Dist.	704,181	707,681	771,557	841,601
3190 Other Professional Services	188,417	363,728	649,232	346,500
3191 Other Professional Services - Reimbursable	-	(6,691)	5,968	-
4020 Central Garage Motor Pool Rent	35,611	38,471	37,055	49,736
Replacement:	11,763			
Oper. & Maint:	37,973			
4090 Other Transportation Expense	5,850	4,950	8,100	10,395
4110 Telecom Services	934,693	896,413	1,038,581	1,035,532
4111 Employee Cellular Payroll Deduction	(42,020)	(41,585)	(35,000)	(35,000)
4410 Rental of Machinery and Equipment	3,326	3,514	4,500	4,500
4420 Public Facilities Cost - See Other Cost Dist.	30,687	33,280	34,581	35,847
4450 Lease Equipment	49,001	-	-	-

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
4550 General Liability Insurance	\$ 46,273	\$ 46,786	\$ 81,903	\$ 79,041
4630 Repair/Maint. of Machinery & Equipment	469	-	500	500
4710 Special Printed Forms	393	1,210	600	600
5100 Office Supplies	4,108	4,644	4,000	4,000
5214 Uniform Allowance	523	200	900	-
5215 Small Tools & Minor Equipment	11,705	18,910	12,500	12,000
5400 Membership Dues and Subscriptions	1,187	1,347	2,366	2,366
5401 Software Subscriptions & Maintenance	987,251	1,077,791	1,203,569	1,344,311
5402 Computer Hardware - Maintenance	340,885	303,484	497,034	483,425
5410 Employee Training	34,906	77,353	63,178	54,978
5415 Employee Workplace Improvements	13	-	-	-
6431 Computer Hardware Replacement	-	46,780	779	25,000
6441 Computer Hardware - Additions	11,000	-	10,000	12,000
6442 Computer Software - Additions	9,590	-	44,177	265,880
<b>TOTAL</b>	<b>\$ 4,553,518</b>	<b>\$ 4,834,808</b>	<b>\$ 5,920,065</b>	<b>\$ 6,175,458</b>

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Raimundo Rodulfo, Information Technology Director

**Action Plan Name:** 4.2.1 SOP Knowledge Libraries

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.1 – Attain world-class performance levels in overall community satisfaction with City services by 2019
- Goal 2 – To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
  - Objective 2.1 – Ensure sufficient workforce capacity & capability to deliver higher quality results by 2019.
- Goal 4 – Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources.
  - Objective 4.1 – Improve customer satisfaction with city communications to 75% by 2019.
  - Objective 4.2 – Expand knowledge-based library across departments and operations by Q1-2017
- Goal 5 – Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
  - Objective 5.1 – Increase community access & knowledge of cultural sites.

**KEY tasks that must be accomplished, deliverables, and measures of success**

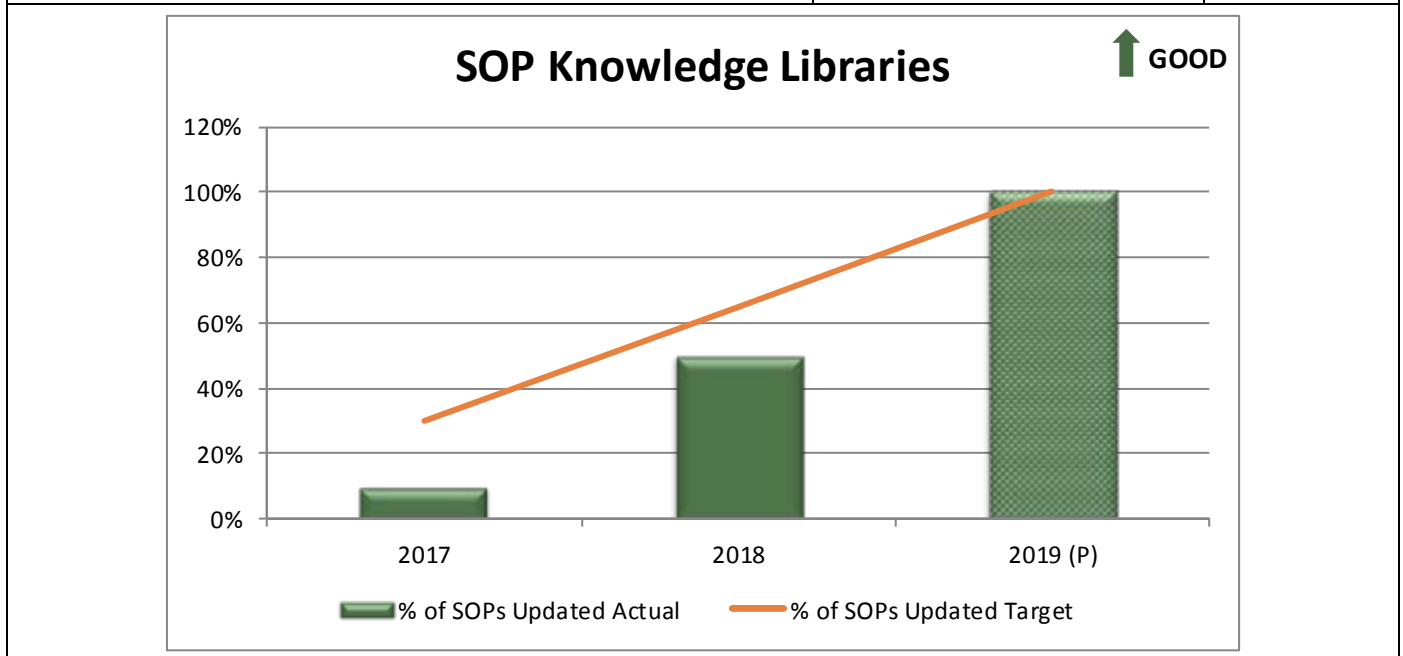
What must be done	By When	How will it be evident	Completed?
Perform needs assessment	December 2016	Assessment document	✓
Create scope of work	December 2016	Scope document	✓
Identify input & output requirements	December 2016	Input / Output Specification Sheet	✓
Define test acceptance document	December 2016	Test acceptance document	✓
Identify necessary tools	December 2016	Bill of material & labor hours	✓
Create job cost estimate	December 2016	Quote for project	✓
Create proposed schedule	December 2016	Project schedule	✓
Procurement	December 2016	Requisition & PO	✓
Implementation	July 2018	System is running	✓
Training	September 2019	Sign-in sheets	On Target
Test	September 2019	Test – punch sheet	On Target
Go-live	November 2019	System in production	On Target
Document	December 2019	“As-Built” document	On Target
Create maintenance schedule	December 2019	Maintenance schedule	On Target

**Resource requirements (what do we need to succeed?)**

- \$18,000 for Software Subscription in FY16-17
- \$7,000 for Network bandwidth in FY16-17
- \$16,000 for Professional service and training in FY16-17

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

Measure	Target	Date
% of standard operating procedures updated and available online	100%	Q4 2017



**Frequency & venue of review**

- Weekly meetings in conference room at PD, 4<sup>th</sup> Floor until project completes (Step 13)
- Quarterly review meetings in conference room at PD, 4<sup>th</sup> Floor (Steps 14 to 16)

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

Stakeholder Group	Potential positive impact	Potential negative impact
All department directors	Cost savings from enhanced productivity and time savings and business process & procedure improvements	Loss of productivity during training days  Cost for system, labor hours, training staff coordination, initial content population and staff time for on-going maintenance life cycle
Residents	Increased satisfaction with City services due to increased efficiency of staff	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)?**

- + Variable cost savings depending on each department
- Total Approximate cost = \$41K

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Raimundo Rodulfo, Information Technology Director

**Action Plan Name:** 4.3.1 – Citywide Process Improvement & Training

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.1 – Attain world-class performance levels in overall community satisfaction with City services by 2019.
- Goal 2 - To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
  - Objective 2.1 – Ensure sufficient workforce capacity & capability to deliver higher quality results by 2019.
  - Objective 2.2 – Attain world-class levels of performance in workforce satisfaction & engagement by 2019.
  - Objective 2.3 – Develop & implement a comprehensive staff development program by 2019 to ensure appropriate workforce training, opportunities, & leadership skills.
- Goal 4 - Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources.
  - Objective 4.3 – Provide training on process improvement / performance excellence methodologies to all employees by 2019.

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By When	How will it be evident	Completed?
IT Director obtain SSBB Certification	March 2016	SSBB Certification	✓
Create department scope of work to improve business process for departments using Lean Six Sigma and IT tools and methods	December 2016	Scope document	✓
Identify input & output requirements	December 2016	Input / Output Specification Sheet	✓
Define test acceptance document	December 2016	Test acceptance document	✓
Identify necessary tools	December 2016	Bill of material & labor hours	✓
Create job cost estimate	December 2016	Quote for professional services and training	✓
Create department schedules	December 2016	Project schedule	✓



**KEY tasks that must be accomplished, deliverables, and measures of success - (Continued)**

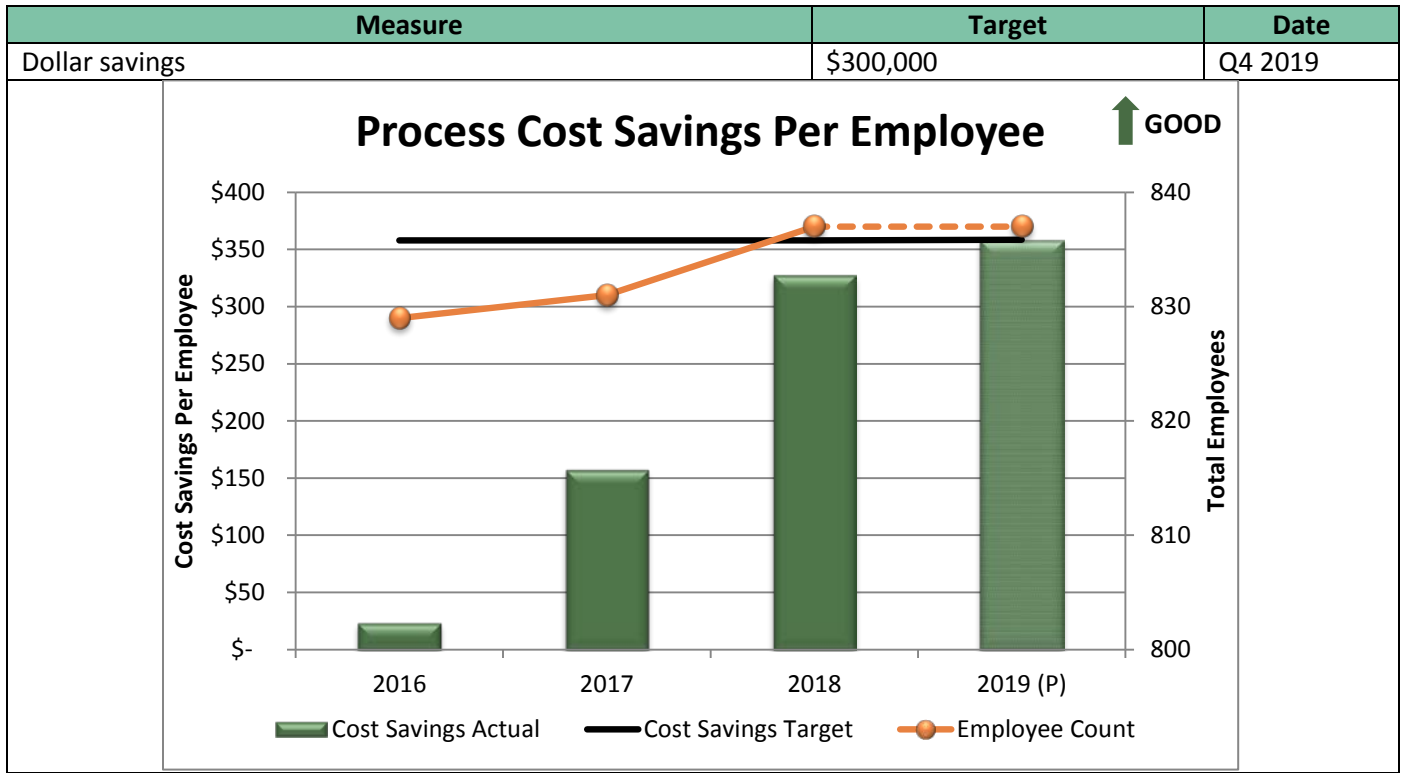
What must be done	By When	How will it be evident	Completed?
Procurement	December 2016	Requisition & PO	✓
Implementation	December 2016	System is running	✓
Lean Six Sigma Training	December 2016	Sign-in sheets	✓
Test	December 2016	Test – punch sheet	✓
Go-live	December 2016	System in production	✓
Conduct research to identify best practices for a systematic approach to organizational performance improvement – review Coral Springs, Irving, TX, and other systems.	December 2016	Research complete. Best practices identified.	✓
Design systematic approach	March 2017	Organizational performance improvement system design approved by City Manager.	✓
Identify specific process improvement/performance excellence training offerings to present to workforce.	June 2017	Training programs identified along with cost estimates	✓
Identify funding requirements for the development/delivery of training	June 2017	Costs identified.	✓
Select training approach (in-house vs. consultant)	June 2017	Approach selected / contract approved	✓
Schedule and begin delivery of training	September 2017	Training schedules produced	✓
Monitor delivery of training	December 2017	Initial round of training completed	✓
Document	September 2019	“As-Built” document	✓
Create maintenance schedule	September 2019	Maintenance schedule	✓
Monitor performance improvement/return on investment	Qtrly	Quarterly reviews conducted and reports submitted	✓ - Ongoing

**Resource requirements (what do we need to succeed?)**

Identify, analyze and improve existing business processes in the city to meet new goals and objectives, such as increasing customer service quality, performance, operational costs, and speed project schedule. Improving business processes for City departments will improve the quality of services provided to the citizens.

- Provide process improvement training to workforce of 800 employees with 16 hr. sessions (2 days), 32 groups of attendees, each one needing 2 days of training.
- The cost for a consultant to provide training and business process review to these groups for that period of time is approximately \$75K.
- EDEN training in FY17 - \$12,000

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



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

Measure	Target	Date
Performance on key measures	100% overall improvement in key measures	Q4 2019
Return on investment of training dollars	4:1	Q4, 2019
% of the workforce engaged in improvement activities	100%	Q4 2019

**Frequency & venue of review**

- Weekly meetings in conference room at PD, 4<sup>th</sup> Floor until project completes (Step 13)
- Quarterly review meetings in conference room at PD, 4<sup>th</sup> Floor (Steps 14 to 16)
- Quarterly to the City Manager at Staff meeting

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

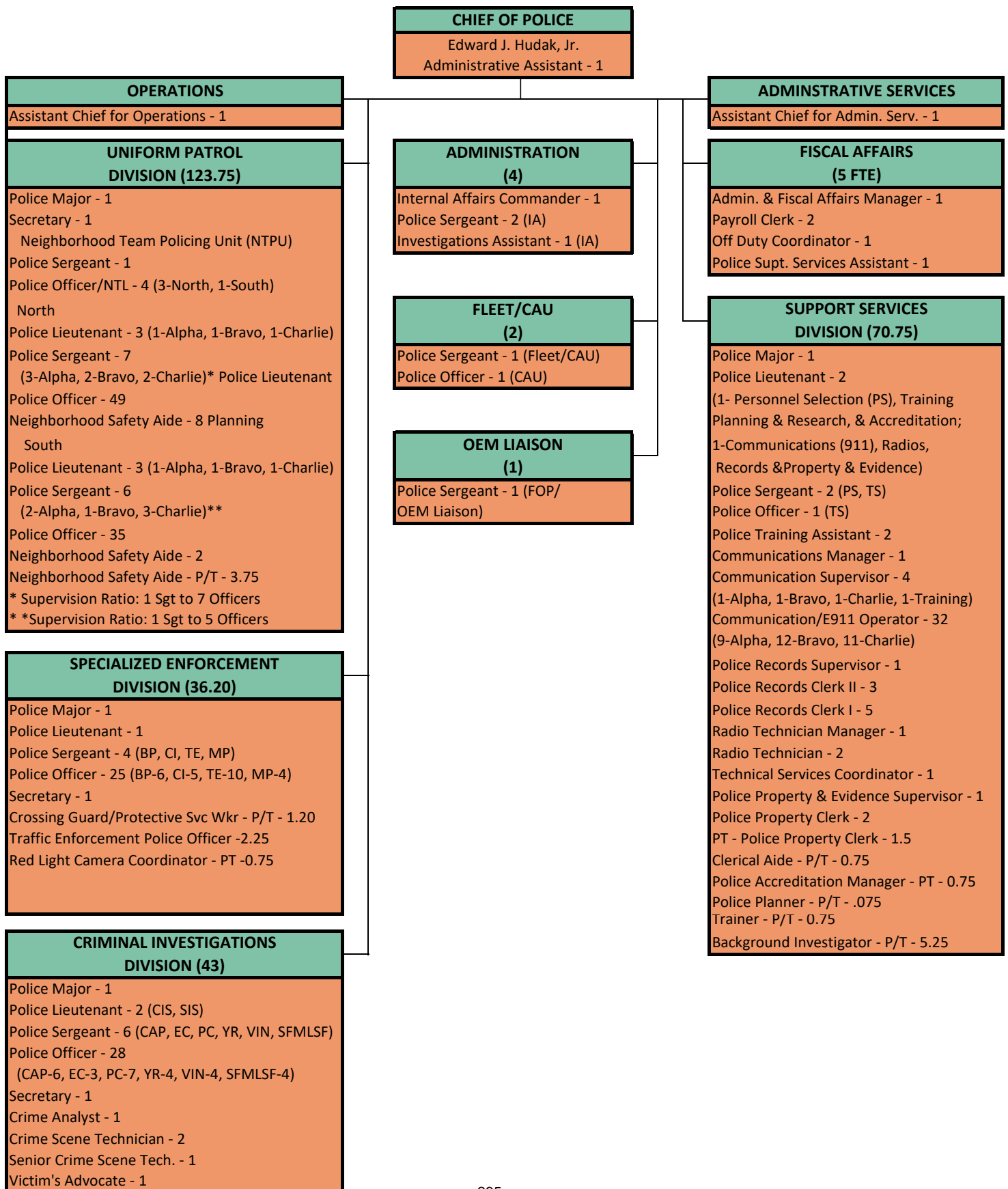
Stakeholder Group	Potential positive impact	Potential negative impact
All department directors	Cost savings from business process & improvements	Loss of productivity during training days Cost for implementation and training
Residents	Increased satisfaction with City services	Funds expended in support 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)?**

- + \$300,000 expected based on 4:1 return on investment for labor, time, & professional services cost savings (may vary by department)
- \$75,000 Initial project costs

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**POLICE  
ORGANIZATION CHART**



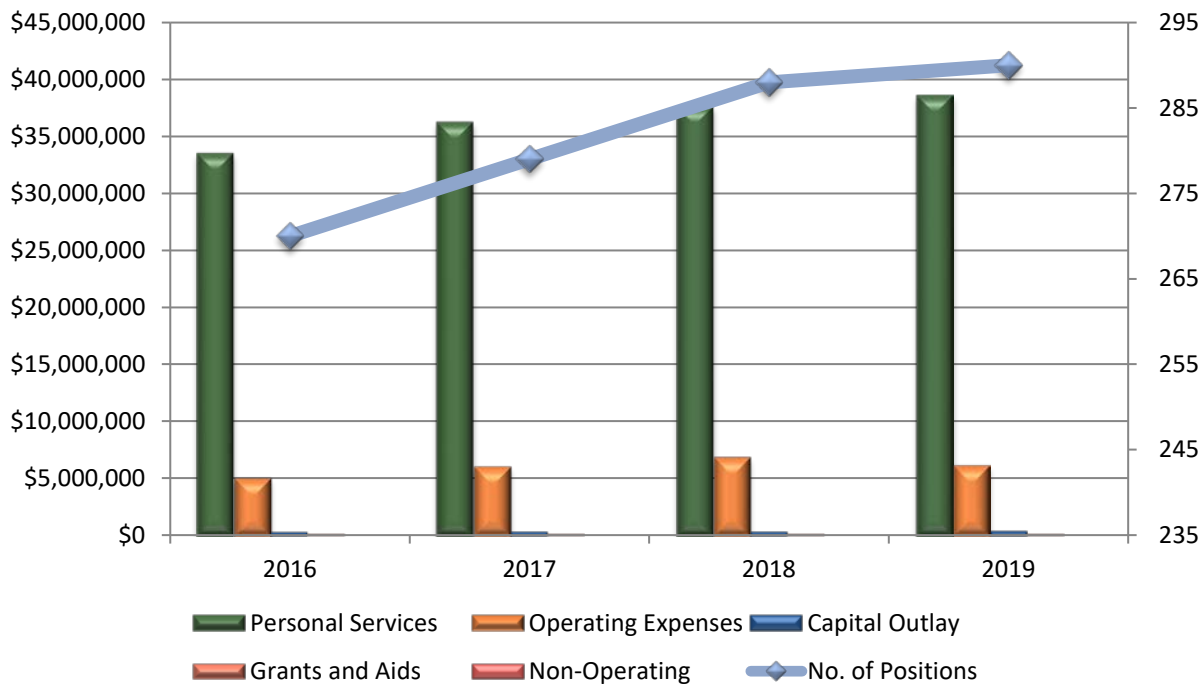
**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



**POLICE DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2015-2016 ACTUAL</u>	<u>2016-2017 ACTUAL</u>	<u>2017-2018 BUDGET</u>	<u>2018-2019 BUDGET</u>
<b>Salaries &amp; Benefits</b>	<b>33,553,631</b>	<b>36,278,629</b>	<b>37,646,493</b>	<b>38,615,055</b>
<b>Operating Expenses</b>	<b>5,009,719</b>	<b>5,978,241</b>	<b>6,806,848</b>	<b>6,092,220</b>
<b>Capital Outlay</b>	<b>272,692</b>	<b>305,112</b>	<b>300,355</b>	<b>361,239</b>
<b>Grants and Aids</b>	<b>108,598</b>	<b>119,444</b>	<b>124,272</b>	<b>123,178</b>
<b>Non-Operating</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b><u>38,944,640</u></b>	<b><u>42,681,426</u></b>	<b><u>44,877,968</u></b>	<b><u>45,191,692</u></b>
<b>Full Time Headcount</b>	<b>266.00</b>	<b>267.00</b>	<b>272.00</b>	<b>272.00</b>
<b>Part Time FTE's</b>	<b>4.20</b>	<b>12.45</b>	<b>16.20</b>	<b>17.70</b>
<b>Total Headcount &amp; FTE's</b>	<b><u>270.20</u></b>	<b><u>279.45</u></b>	<b><u>288.20</u></b>	<b><u>289.70</u></b>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Police

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## Department Function:

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

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

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

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

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

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

## Department Goals:

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 in order 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  
2018-2019 BUDGET**

**POLICE**

**FISCAL YEAR 2018 MAJOR ACCOMPLISHMENTS**


















- ✓ Achieved goal of filling sworn vacancies in partial– creating immense progress toward achieving a fully-staffed Department
- ✓ Implemented 4-10 Pilot Program on two Uniform Patrol Division shifts, which has boosted employee morale and assisted in the reduction of overtime usage
- ✓ Enhanced and improved the Field Training Officer program for new Police hires, as well as training programs Department-wide for a more prepared workforce
- ✓ Improved crime trend analysis through technology and partnerships to further assist in reducing overall crime in the City of Coral Gables








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

**POLICE**

INDICATOR:	FY17			FY18		FY19
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Crime Watch programs hosted for neighborhoods and local businesses	30	5		10	8	15
Public service announcements (crime prevention tips/informational segments) created for publication (both print and Ch. 77)	8	4		5	2	5
Number of Crime Prevention Surveys (Residential & Commercial)	30	9		20	8	15
News releases distributed to the media	35	17		20	6	15
Police officers hired	25	20		10	11	14
Communications operators hired	6	8		6	3	9
Citizen complaints filed	5	11		8	3	10
Internal (employee) complaints/grievances filed	5	12		7	12	12
Number of commendations received	170	170		150	100	160
Number of CALEA accreditation standards	486	484		484	484	484
Training hours for sworn and non-sworn personnel	14,500	16,570		17,500	15,698	17,000
Calls For Service (CFS) processed	108,314	135,682		133,000	143,574	172,289
Phone calls processed	190,194	170,730		170,000	152,168	152,000
Number of I/I reports processed	9,919	9,160		9,160	8,825	8,825
Arrests processed	875	776		776	760	760
Citations processed	19,918	25,498		25,089	27,449	28,821
Crash reports processed	3,458	3,241		3,204	3,067	3,043

**Legend**

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



**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019	
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>SALARIES</u>
5025	Police Chief	1.00	1.00	1.00	1.00	\$ 183,694
0072	Assistant Police Chief for Admin Serv.	1.00	1.00	1.00	1.00	128,060
5030	Assistant Police Chief for Operations	1.00	1.00	1.00	1.00	128,060
5039	Internal Affairs Commander	1.00	1.00	1.00	1.00	117,366
0813	Administrative & Fiscal Affairs Manager	1.00	1.00	1.00	1.00	74,595
5022	Police Lieutenant	2.00	2.00	2.00	-	-
5021	Police Sergeant	3.00	3.00	3.00	4.00	438,808
5020	Police Officer	1.00	1.00	1.00	1.00	86,439
0602	Administrative Assistant	1.00	1.00	1.00	1.00	62,302
5024	Investigations Assistant	1.00	1.00	1.00	1.00	60,250
0305	Payroll Clerk	2.00	2.00	2.00	2.00	107,300
5014	Police Supt. Services Assistant	1.00	1.00	1.00	1.00	54,894
6104	Off Duty Coordinator	1.00	1.00	1.00	1.00	35,714
8888	Overtime	-	-	-	-	44,257
9999	Holiday Worked Pay	-	-	-	-	8,500
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>16.00</b>	<b>\$ 1,530,239</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,019,662	\$ 1,062,234	\$ 1,365,793	\$ 1,530,239
2000	Employee Benefits - See Other Cost Dist.	842,546	844,343	921,073	984,093
3190	Other Professional Services	5,336	13,887	18,511	9,301
4010	Travel Expense	-	1,124	1,500	1,500
4020	Central Garage Motor Pool Rent	58,538	65,580	62,228	51,354
	Replacement: 29,590				
	Oper. & Maint: 21,764				
4410	Rental of Machinery and Equipment	-	-	500	500
4420	Public Facilities Cost - See Other Cost Dist.	120,084	130,232	135,321	140,276
4550	General Liability Insurance	45,961	44,625	75,380	75,488
4620	Repair and Maint. of Office Equipment	295	295	500	500
4630	Repair/Maint. of Machinery & Equipment	-	459	2,000	2,000
4710	Special Printed Forms	4,646	4,135	4,500	4,500
4910	Court Costs & Investigative Expense	4,104	6,501	5,000	6,080
4990	Other Miscellaneous Expense	11,458	9,080	9,290	9,290
5100	Office Supplies	6,567	4,229	9,000	9,000
5202	Chemicals and Photographic Supplies	-	-	500	500

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

		<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5206	Food for Human Consumption	\$ 3,318	\$ 3,335	\$ 3,500	\$ 3,500
5208	Household & Institutional Supplies	967	294	1,900	1,550
5214	Uniform Allowance	8,850	8,425	9,529	9,000
5215	Small Tools & Minor Equipment	-	199	-	-
5400	Membership Dues and Subscriptions	3,759	2,802	6,225	6,225
5410	Employee Training	8,848	17,631	13,230	13,000
6440	Equipment Additions	2,020	4,967	3,000	3,000
8200	Federal Grants	92,916	113,909	123,678	123,178
<b>TOTAL</b>		<b><u>\$ 2,239,875</u></b>	<b><u>\$ 2,338,286</u></b>	<b><u>\$ 2,772,158</u></b>	<b><u>\$ 2,984,074</u></b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
5026	Police Major	1.00	1.00	1.00	1.00	\$ 141,846
5022	Police Lieutenant	4.00	4.00	4.00	6.00	769,298
5021	Police Sergeant	12.00	12.00	12.00	14.00	1,435,556
5020	Police Officer	86.00	86.00	86.00	88.00	6,302,142
5038	Neighborhood Safety Aide	4.00	6.00	10.00	10.00	329,210
0031	Secretary	1.00	1.00	1.00	1.00	51,006
8888	Overtime	-	-	-	-	337,258
9999	Holiday Worked Pay	-	-	-	-	210,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>108.00</b>	<b>110.00</b>	<b>114.00</b>	<b>120.00</b>	<b>9,576,316</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
9021	Neighborhood Safety Aide - P/T	5.00	0.00	0.00	3.75	117,400
<b>TOTAL PART TIME FTE's</b>		<b>5.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3.75</b>	<b>117,400</b>
<b>TOTAL</b>		<b>108.00</b>	<b>110.00</b>	<b>117.75</b>	<b>123.75</b>	<b>\$ 9,693,716</b>

**EXPENDITURE DETAIL**

	2015-2016	2016-2017	2017-2018	2018-2019
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 8,076,910	\$ 7,871,783	\$ 8,798,294	\$ 9,693,716
2000 Employee Benefits - See Other Cost Dist.	5,850,107	5,929,412	6,457,090	6,985,998
3190 Other Professional Services	1,877	430,960	589,373	690,520
4010 Travel Expense	2,821	2,921	4,000	4,000
4020 Central Garage Motor Pool Rent	1,341,556	1,555,778	1,455,714	1,063,233
Replacement:	487,569			
Oper. & Maint:	575,664			
4420 Public Facilities Cost - See Other Cost Dist.	159,109	172,556	179,298	185,864
4550 General Liability Insurance	286,115	283,007	487,908	478,202
4630 Repair/Maint. of Machinery & Equipment	499	999	1,000	1,000
4710 Special Printed Forms	519	493	1,500	3,200
5100 Office Supplies	5,298	7,910	7,977	7,977
5202 Chemicals and Photographic Supplies	139	81	800	800
5205 Expense for Animals	14,274	18,939	21,700	20,000
5206 Food for Human Consumption	-	422	600	600
5208 Household & Institutional Supplies	784	1,491	800	800
5212 Firearms Ammunition	12,373	34,188	39,669	39,669
5213 Purchase/Rental - Employee Uniforms	23,481	17,392	20,237	20,237

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

		<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5214	Uniform Allowance	\$ 87,259	\$ 82,713	\$ 73,678	\$ 73,440
5215	Small Tools & Minor Equipment	16,627	8,919	8,065	13,597
5400	Membership Dues and Subscriptions	1,944	1,820	2,175	2,175
5410	Employee Training	54,625	68,276	68,035	68,035
6430	Equipment Repair/Replacement	-	6,806	-	-
6440	Equipment Additions	51,483	50,372	50,384	91,634
<b>TOTAL</b>		<b>\$ 15,987,800</b>	<b>\$ 16,547,238</b>	<b>\$ 18,268,297</b>	<b>\$ 19,444,697</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	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	\$ 80,205
5022	Police Lieutenant	2.00	2.00	2.00	2.00	270,236
5021	Police Sergeant	6.00	6.00	6.00	6.00	677,367
5020	Police Officer	28.00	28.00	28.00	28.00	2,156,486
0031	Secretary	1.00	1.00	1.00	1.00	52,536
5033	Crime Analyst	2.00	1.00	1.00	1.00	47,783
5027	Crime Scene Technician	2.00	2.00	2.00	2.00	94,623
5031	Senior Crime Scene Tech.	1.00	1.00	1.00	1.00	70,947
5037	Victim's Advocate	1.00	1.00	1.00	1.00	68,389
8888	Overtime	-	-	-	-	363,241
9999	Holiday Pay	-	-	-	-	80,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>44.00</b>	<b>43.00</b>	<b>43.00</b>	<b>43.00</b>	<b>\$ 3,961,813</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 3,427,237	\$ 3,422,587	\$ 3,896,794	\$ 3,961,813
2000	Employee Benefits - See Other Cost Dist.	2,485,892	4,720,767	2,634,925	2,669,101
3190	Other Professional Services	144	345	2,000	1,500
4010	Travel Expense	9	287	500	500
4020	Central Garage Motor Pool Rent	314,556	356,199	336,509	279,906
	Replacement: 86,404				
	Oper. & Maint: 193,502				
4220	Postage	-	-	150	150
4410	Rental of Machinery and Equipment	468	2,968	4,800	6,000
4420	Public Facilities Cost - See Other Cost Dist.	128,583	139,450	144,898	150,204
4550	General Liability Insurance	137,525	130,916	216,228	195,441
4620	Repair and Maint. of Office Equipment	-	308	1,000	1,000
4630	Repair/Maint. of Machinery & Equipment	555	436	2,500	2,500
4710	Special Printed Forms	227	759	500	1,500
4910	Court Costs & Investigative Expense	91,764	128,567	130,500	131,000
4930	Information & Credit Investigation Service	36,000	36,359	42,575	42,575
4990	Other Miscellaneous Expense	286	652	3,500	2,500
5100	Office Supplies	9,517	9,908	14,100	16,100
5202	Chemicals and Photographic Supplies	2,854	6,423	8,200	7,000
5207	Motor Fuel and Lubricants	394	517	2,000	2,000

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5208 Household & Institutional Supplies	\$ -	\$ 520	\$ 3,000	\$ 1,000
5214 Uniform Allowance	32,520	30,364	39,957	38,000
5215 Small Tools & Minor Equipment	7,854	4,231	5,550	5,550
5400 Membership Dues and Subscriptions	1,345	676	2,980	2,980
5401 Software Subscriptions & Maintenance	30,650	26,625	4,025	-
5410 Employee Training	23,273	13,204	27,520	27,520
<b>TOTAL</b>	<b>\$ 6,731,653</b>	<b>\$ 9,033,068</b>	<b>\$ 7,524,711</b>	<b>\$ 7,545,840</b>



**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019		
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES	
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
5022	Police Lieutenant	1.00	1.00	1.00	1.00	\$ 135,904	
5021	Police Sergeant	3.00	3.00	3.00	-	-	
5005	Radio Technician Manager	1.00	1.00	1.00	1.00	92,832	
5004	Radio Technician	2.00	2.00	2.00	2.00	137,584	
5007	Police Records Supervisor	1.00	1.00	1.00	1.00	73,465	
5013	Technical services Coordinator	1.00	1.00	1.00	1.00	92,486	
6316	Communications Manager	-	-	1.00	1.00	72,758	
5018	Communication Supervisor	5.00	5.00	4.00	4.00	331,458	
5016	Communication Operator	32.00	32.00	32.00	32.00	1,844,268	
5008	Police Property & Evidence Manager	-	1.00	1.00	1.00	52,749	
5006	Police Property Clerk	2.00	1.00	2.00	2.00	76,173	
5012	Police Records Clerk II	3.00	3.00	3.00	3.00	140,082	
5011	Police Records Clerk I	5.00	5.00	5.00	5.00	182,348	
8888	Overtime	-	-	-	-	300,000	
9999	Holiday Pay	-	-	-	-	73,000	
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>56.00</b>	<b>56.00</b>	<b>57.00</b>	<b>54.00</b>	<b>3,605,107</b>	
<b>PART TIME POSITIONS</b>		<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
5041	Police Property Clerk - P/T		2.00	1.50	1.50	1.50	58,022
9006	Clerical Aide - P/T		1.00	0.75	0.75	0.75	19,448
<b>TOTAL PART TIME FTE's</b>			<b>3.00</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>77,470</b>
<b>TOTAL</b>			<b>58.25</b>	<b>58.25</b>	<b>59.25</b>	<b>56.25</b>	<b>\$ 3,682,577</b>

**EXPENDITURE DETAIL**

	2015-2016	2016-2017	2017-2018	2018-2019
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 3,699,408	\$ 3,907,617	\$ 3,846,410	\$ 3,682,577
2000 Employee Benefits - See Other Cost Dist.	2,241,504	2,247,662	2,276,241	2,125,978
3190 Other Professional Services	4,962	-	2,500	6,350
4020 Central Garage Motor Pool Rent	100,624	111,444	106,242	56,009
Replacement:	25,888			
Oper. & Maint:	30,121			
4090 Other Transportation Expense	504	451	600	600
4420 Public Facilities Cost - See Other Cost Dist.	166,711	180,801	187,865	194,744
4550 General Liability Insurance	137,303	134,883	212,171	181,666
4620 Repair and Maint. of Office Equipment	1,693	550	2,000	1,500
4630 Repair/Maint. of Machinery & Equipment	39,070	12,481	21,300	21,800
4710 Special Printed Forms	156	2,899	5,100	5,100
4990 Other Miscellaneous Expense	343	-	300	800

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5100 Office Supplies	\$ 12,241	\$ 12,411	\$ 17,100	\$ 16,600
5206 Food for Human Consumption	1,003	822	1,906	1,906
5208 Household & Institutional Supplies	3,207	3,269	3,025	3,025
5214 Uniform Allowance	27,104	5,153	54,200	31,200
5215 Small Tools & Minor Equipment	4,028	3,639	4,675	4,675
5217 Operating Equipment Repair Parts	18,978	34,705	43,150	43,150
5400 Membership Dues and Subscriptions	(387)	962	3,265	3,265
5401 Software Subscriptions & Maintenance	49	101,793	109,660	114,104
5410 Employee Training	20,402	13,201	27,370	27,370
6430 Equipment Repair/Replacement	137,083	137,803	200,771	141,648
6440 Equipment Additions	31,553	66,185	21,200	81,082
<b>TOTAL</b>	<b>\$ 6,647,539</b>	<b>\$ 6,978,731</b>	<b>\$ 7,147,051</b>	<b>\$ 6,745,149</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
5026	Police Major	1.00	1.00	1.00	1.00	\$ 152,174
5022	Police Lieutenant	1.00	1.00	1.00	1.00	135,904
5021	Police Sergeant	2.00	2.00	2.00	2.00	217,170
5020	Police Officer	3.00	3.00	3.00	1.00	96,294
5001	Police Training Assistant	2.00	2.00	2.00	2.00	114,190
8888	Overtime	-	-	-	-	25,000
9999	Holiday Pay	-	-	-	-	6,500
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>7.00</b>	<b>747,232</b>
<b>PART TIME POSITIONS</b>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
5040	Police Accreditation Manager - PT	1.00	-	-	-	0.75
5044	Police Planner - P/T	1.00	-	-	-	0.75
5028	Trainer - P/T	1.00	0.00	0.75	0.75	0.75
0075	Background Investigator - P/T	7.00	-	5.25	5.25	5.25
<b>TOTAL PART TIME FTE's</b>		<b>10.00</b>	<b>0.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.50</b>
<b>TOTAL</b>		<b>9.00</b>	<b>15.00</b>	<b>15.00</b>	<b>14.50</b>	<b>\$ 1,146,488</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,050,752	\$ 1,295,104	\$ 1,443,097	\$ 1,146,488
2000	Employee Benefits - See Other Cost Dist.	654,483	683,714	798,332	533,352
3190	Other Professional Services	26,595	36,263	28,862	44,044
4020	Central Garage Motor Pool Rent	53,732	59,663	56,817	65,089
	Replacement: 18,822				
	Oper. & Maint: 46,267				
4220	Postage	1,523	1,263	1,450	2,500
4410	Rental of Machinery and Equipment	60,173	62,873	67,059	66,960
4420	Public Facilities Cost - See Other Cost Dist.	157,173	170,456	177,116	183,602
4550	General Liability Insurance	34,331	44,436	79,547	56,557
4620	Repair and Maint. of Office Equipment	300	300	300	300
4630	Repair/Maint. of Machinery & Equipment	35,701	24,861	29,169	21,891
4710	Special Printed Forms	1,944	1,422	1,500	1,500
4910	Court Costs & Investigative Expense	18,701	14,665	19,912	30,692
5100	Office Supplies	8,991	12,519	9,550	12,700
5208	Household & Institutional Supplies	380	58	320	1,120
5212	Firearms Ammunition	73,357	73,364	73,364	73,364

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5213 Purchase/Rental - Employee Uniforms	\$ 17,000	\$ 21,829	\$ 22,000	\$ 22,000
5214 Uniform Allowance	97,507	113,763	106,961	86,400
5215 Small Tools & Minor Equipment	7,317	13,597	15,532	7,500
5217 Operating Equipment Repair Parts	20,741	19,781	23,442	20,000
5400 Membership Dues and Subscriptions	275	525	1,836	2,535
5410 Employee Training	90,329	111,829	114,755	64,975
5411 Special Police Education	42,450	3,593	66,430	10,000
6430 Equipment Repair/Replacement	-	-	10,000	28,875
6440 Equipment Additions	-	19,984	-	-
8200 Federal Grants	15,682	5,535	594	-
<b>TOTAL</b>	<b>\$ 2,469,437</b>	<b>\$ 2,791,397</b>	<b>\$ 3,147,945</b>	<b>\$ 2,482,444</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
5026	Police Major	1.00	1.00	1.00	1.00	\$ 140,349
5022	Police Lieutenant	1.00	1.00	1.00	1.00	107,479
5021	Police Sergeant	4.00	4.00	4.00	4.00	437,565
5020	Police Officer	25.00	25.00	25.00	25.00	1,986,376
0031	Secretary	1.00	1.00	1.00	1.00	54,895
8888	Overtime	-	-	-	-	181,072
9999	Holiday Pay	-	-	-	-	70,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b>2,977,736</b>
<b>PART TIME POSITIONS</b>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	
9004	Crossing Guard/Protective Svc Wkr - P/T	2.00	1.20	1.20	1.20	22,641
5220	Traffic Enforcement Police Officer	3.00	0.00	2.25	2.25	172,941
5000	Red Light Camera Coordinator - PT	1.00	0.75	0.75	0.75	39,989
<b>TOTAL PART TIME FTE's</b>		<b>6.00</b>	<b>1.95</b>	<b>4.20</b>	<b>4.20</b>	<b>235,571</b>
<b>TOTAL</b>		<b>33.95</b>	<b>36.20</b>	<b>36.20</b>	<b>36.20</b>	<b>\$ 3,213,307</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
1000	Salaries	\$ 2,297,301	\$ 2,454,620	\$ 3,155,527	\$ 3,213,307
2000	Employee Benefits - See Other Cost Dist.	1,907,829	1,838,786	2,052,917	2,088,393
3190	Other Professional Services	-	25	-	-
4010	Travel Expense	-	-	500	500
4020	Central Garage Motor Pool Rent	446,415	509,357	479,731	409,880
	Replacement: 203,925				
	Oper. & Maint: 205,955				
4550	General Liability Insurance	102,378	99,855	174,158	158,516
4630	Repair/Maint. of Machinery & Equipment	11,819	15,686	20,000	20,000
4710	Special Printed Forms	599	1,860	4,250	4,250
4910	Court Costs & Investigative Expense	-	129	1,200	1,200
4990	Other Miscellaneous Expense	3,740	1,600	4,817	4,817
5100	Office Supplies	1,333	2,738	3,500	3,500
5202	Chemicals and Photographic Supplies	258	292	600	600
5206	Food for Human Consumption	4,225	2,356	2,000	2,000
5208	Household & Institutional Supplies	100	-	-	-
5213	Purchase/Rental - Employee Uniforms	1,740	4,278	35,722	-

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

		<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5214	Uniform Allowance	\$ 26,895	\$ 31,309	\$ 38,884	\$ 38,525
5215	Small Tools & Minor Equipment	4,786	3,651	8,000	8,000
5400	Membership Dues and Subscriptions	150	591	1,000	1,000
5401	Software Subscriptions & Maintenance	-	3,000	-	-
5410	Employee Training	8,215	3,578	20,000	20,000
6430	Equipment Repair/Replacement	17,543	-	15,000	15,000
6440	Equipment Additions	33,010	18,995	-	-
<b>TOTAL</b>		<b>\$ 4,868,336</b>	<b>\$ 4,992,706</b>	<b>\$ 6,017,806</b>	<b>\$ 5,989,488</b>

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Ed Hudak, Police Chief

**Action Plan Name:** Safer Home-Town

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.2 – Attain world-class performance levels in public safety by 2019
    - Crime Rates
    - Response Times
    - Residents’ Satisfaction
  - Objective 1.3 – Improve mobility throughout the City
    - Traffic Plan

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By When	How will it be evident	Completed?
Quality control follow-ups	December 2016	Analysis of CFS vs. Complaints vs. Targeted 40% call-back	✓
Real Time Crime Analysis of UCR comparative reports	January 2017	Analysis complete	✓
New Training	January 2017	Training records	✓
Community Education	January 2017	PSA’s Crime Tips / Crime Watches held / Number of people attended	✓
CCTV Crime Center	March 2017	Analysis of CCTV / Assist Rate / Completion of phase one cameras	✓
CID / UPD / SED Information Sharing Platform	June 2017	Clearance Rate Reports	✓
Customer Survey and Victim Survey	December 2017	Year to year analysis of reported data	✓
N.T.L. Program Expansion	December 2017	Covered areas of Patrol Zones	✓
Hire civilian analyst	January 2018	Position filled	No – transferred to I.T.
Hire civilian CCTV monitor	January 2018	Position filled	No – transferred to I.T.
Private / Public Partnership	January 2018	Funding of Police foundation	No – under legal review
Mobile / Patrol / App	December 2018	Program Participants / Stats	On Target
PSA Programs	January 2019	Officer Patrol / Response times / Time on calls	On Target



**KEY tasks that must be accomplished, deliverables, and measures of success – (Continued)**

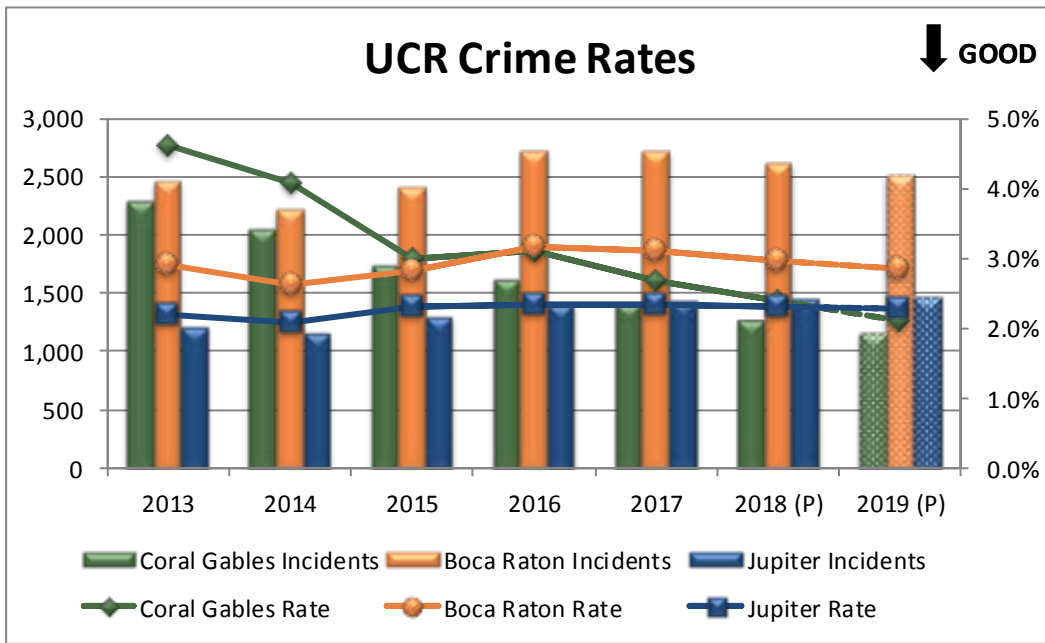
What must be done	By When	How will it be evident	Completed?
Open Internal Affairs Sub-Station	October 2019	Facility occupied	On Target
New Facilities	October 2019	Move in of Operations	On Target
Staffing / Allotment	December 2019	Full Staffing of budgeted positions	On Target
Citywide Lighting Review and Implementation	December 2019	Public Works progress reports by neighborhood	On Target
Purchase of Key Task-related Software	December 2019	Software acquired, installed and implemented	On Target
Establish Car Camera and Body Camera Program	January 2019	Purchase of car cameras, body cameras, acquisition of storage for footage and implementation	On Target

**Resource requirements (what do we need to succeed?)**

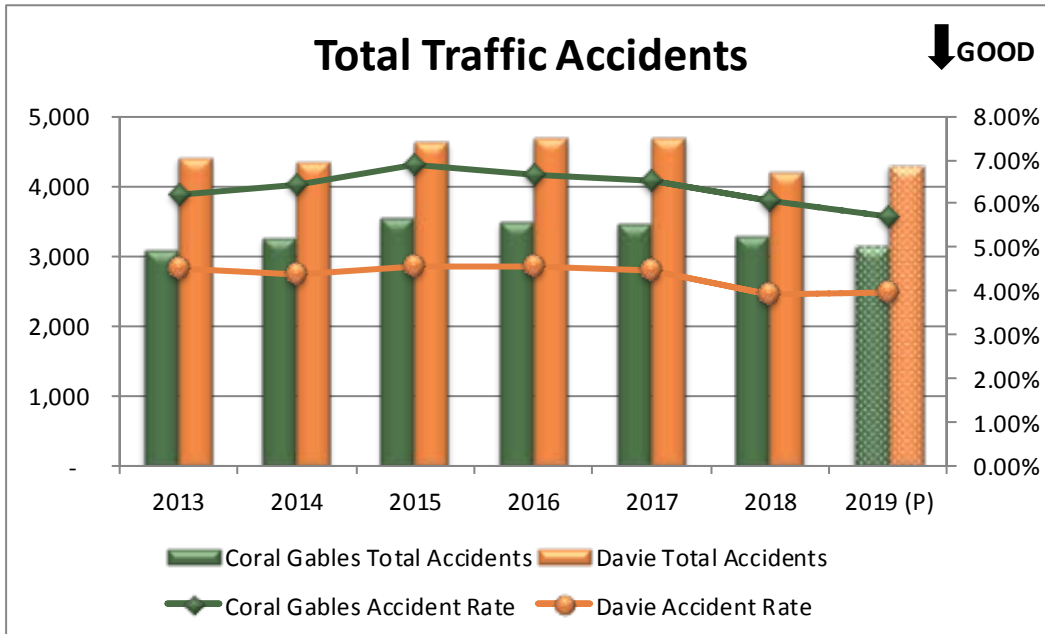
- 110 hours a week increased staffing hours
  - Required by January, 2018, as the Police Department will be covering 24/7 monitoring of the CCTV system through the Civilian CCTV Monitor, which adds approximately 12 more hours to regular business hour shifts across 5 days of the week and full 24 hours on the 2 days of the weekend ([12 night-time hours x 5 days of the week] + [24 hours x 2 days on the weekend] = approximately 110 hours added to current, normal staffing hours.
- \$300,000 to purchase software
  - Required by January 2019, as the Police Department will need software coverage for CCTV, information sharing, mobile operations, surveys and other program expansions added.
- \$50,000 to pay for civilian analyst
  - Required by January 2018, as the Police Department expects to have the Civilian Analyst position filled by that date.
- \$45,000 to pay for civilian monitor of CCTV
  - Required by October 2017, as the Police Department expects to have the Civilian CCTV Monitor position filled by that date.
- \$100,000 Funding for specific projects
  - Required by December 2019, as the Police Department will be incorporating more strategic quality controls, training related to new programs and program expansions, and new facilities.
- \$12,000 initially obtain & \$6,000/monthly to obtain Sub Station (Off-site offices) IA
  - \$84,000 (initial purchase + monthly rent) required by December 2019, \$72,000/annually beginning December 2020 and onward, as the Police Department will be obtaining new facilities by the initial date and Internal Affairs will be required to have an off-site location.
- \$300,000 to pay for car and body cameras and storage
  - Required by January 2019, as the Police Department will have purchased the hardware, software and associated equipment, and have implemented the program by that date.

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

Measure	Target	Date
UCR comparison crime rates	10% reduction annually	2017-2019



Reduce and slow cut-through traffic	5% reduction of traffic accidents annually	2017-2019
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**Other Short- & Longer-term measures of success, targets and / or time horizons**

Measure	Target	Date
Real time community communications with police	75% of Social media platforms communications responded to within 24-hour timeframe	2017-2019
Unit travel time	6 minutes and 30 seconds or less 90% of the time	2017-2019

**Frequency & venue of review**

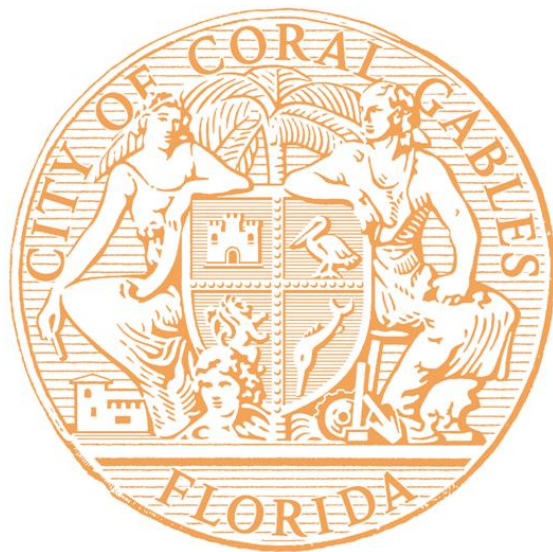
- Monthly with City Manager at PSI meeting

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

Stakeholder Group	Potential positive impact	Potential negative impact
Police Personnel	Safer work environment Improved satisfaction and engagement through improved performance	None
Residents	Less change of victimization	Costs

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

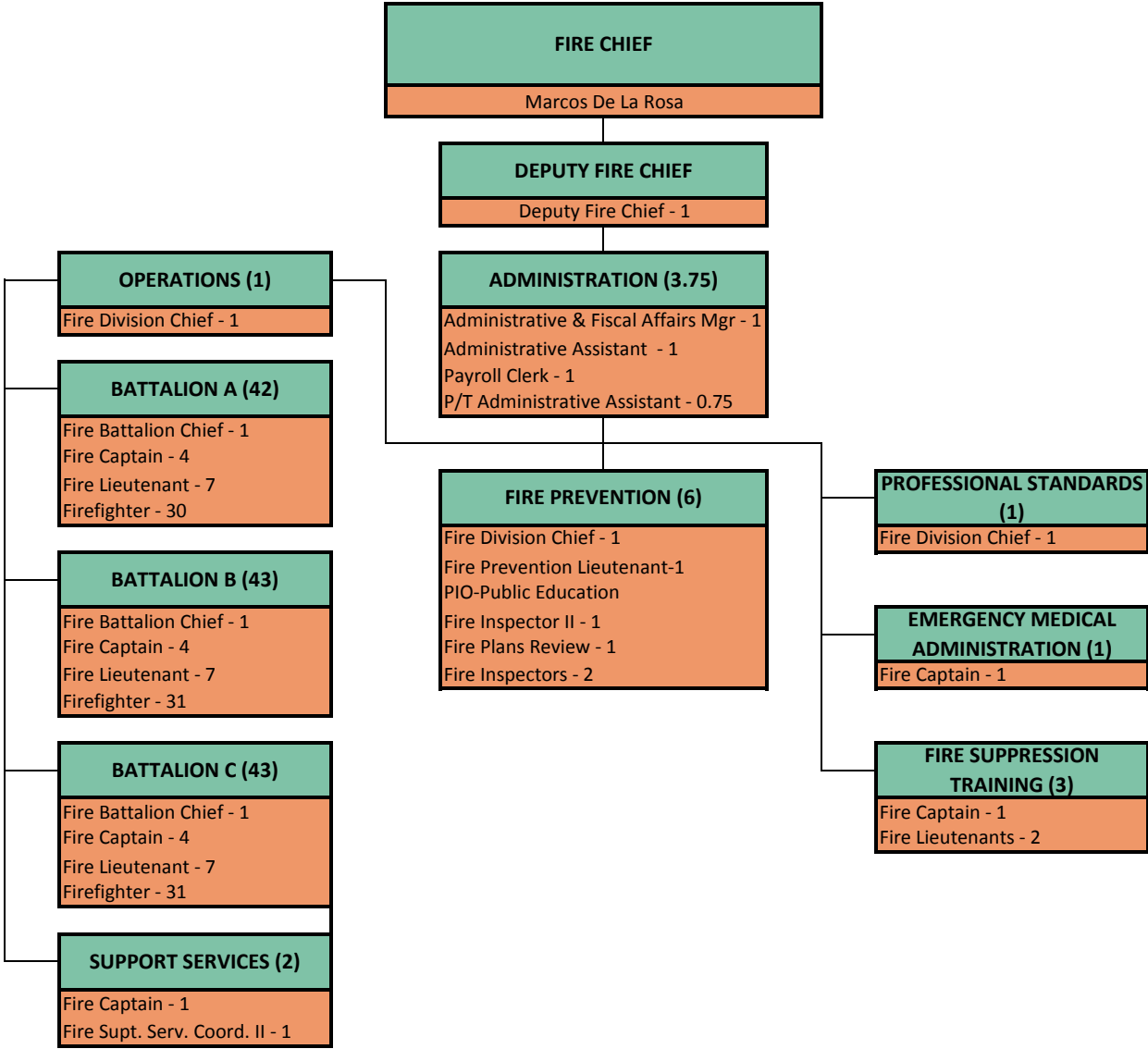
- + Reduced exposure to dollar amount awards for civil suits
- \$300,000 cost of software
- \$35,000 increase annually training budget
- \$15,000 annually cost of hardware
- \$300,000 approx. startup / \$15,000 annual cost of cameras / body cameras / car cameras / CCTV
- \$15,000 annually cost of PSA vehicles / equipment
- \$95,000 cost of additional salaries (Civilian Analyst and Civilian CCTV Monitor)



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**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**FIRE  
ORGANIZATION CHART**



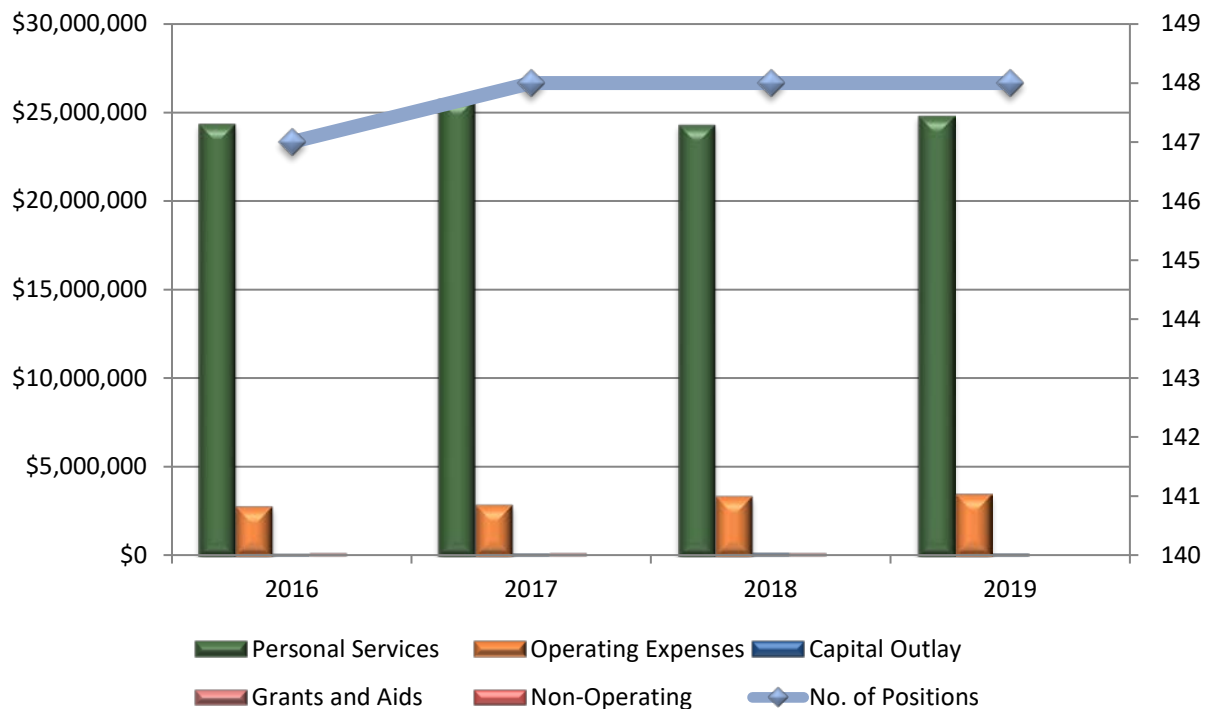
**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



**FIRE DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<b>2015-2016 ACTUAL</b>	<b>2016-2017 ACTUAL</b>	<b>2017-2018 BUDGET</b>	<b>2018-2019 BUDGET</b>
<b>Salaries &amp; Benefits</b>	24,355,572	25,765,875	24,313,674	24,818,267
<b>Operating Expenses</b>	2,745,731	2,836,284	3,316,889	3,440,341
<b>Capital Outlay</b>	61,623	75,705	83,651	74,695
<b>Grants and Aids</b>	64,798	64,828	67,296	-
<b>Non-Operating</b>	-	-	-	-
<b>Total</b>	<b>27,227,724</b>	<b>28,742,692</b>	<b>27,781,510</b>	<b>28,333,303</b>
<b>Full Time Headcount</b>	147.00	147.00	147.00	147.00
<b>Part Time FTE's</b>	-	0.75	0.75	0.75
<b>Total Headcount &amp; FTE's</b>	<b>147.00</b>	<b>147.75</b>	<b>147.75</b>	<b>147.75</b>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Fire

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## 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 **Operations 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 Operations 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



**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**FIRE**

**FISCAL YEAR 2018 MAJOR ACCOMPLISHMENTS**

- ✓ Effectively mitigated Hurricane Irma response for the City of Coral Gables
- ✓ Deployed personnel and equipment to assist both in Houston Texas floods and Florida Keys during Hurricane Irma
- ✓ Successfully achieved all response benchmarks for the fiscal year
- ✓ Enhanced public education programs by the addition of the “Stop the Bleed” campaign
- ✓ Initiated the Fire Officer Development program



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

**FIRE**

INDICATOR:	FY17			FY18		FY19
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Perform water system maintenance and testing yearly for 1,325 hydrants citywide	1,325	1,325	●	1,325	1,325	1,325
Complete the Department's Annual Compliance Report for maintaining Accredited Agency status for CFAI and Class 1 ISO rating	Done	Done	●	Done	Done	Pending
Process and review construction renovation plans	850	1,292	●	100%	100%	100%
Inspections for new construction occupancies	950	1,626	●	100%	100%	100%
Inspections on all commercial occupancies	4,510	3,444	●	4,000	4,356	4,356
Perform pre-fire plans tacticals on all commercial occupancies	650	673	●	650	851	850
Conduct fire & life safety presentations at various locations <sup>1</sup>	100	111	●	100	94	100
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%	86%	90%
Provide ISO, OSHA, NFPA, State Fire Marshal, and DOD/HS training for each firefighter annually	Done	Done	●	100%	100%	100%
Provide required HRS training to all Emergency Medical Technicians and Paramedics annually	Done	Done	●	100%	100%	100%

**Legend**

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



**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				SALARIES
		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019 BUDGET	
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
5130	Fire Chief	1.00	1.00	1.00	1.00	\$ 161,668
5129	Deputy Fire Chief	1.00	1.00	1.00	1.00	144,750
5125	Fire Division Chief	3.00	3.00	3.00	3.00	407,226
5120	Fire Battalion Chief	3.00	3.00	3.00	3.00	406,847
5119	Fire Captain - Staff	15.00	15.00	15.00	15.00	2,024,003
5115	Fire Lieutenant - Staff	24.00	24.00	24.00	24.00	2,725,021
0813	Administrative & Fiscal Affairs Manager	-	-	1.00	1.00	71,645
0810	Administrative Analyst	1.00	1.00	-	-	-
5113	Fire Inspector II	1.00	1.00	1.00	1.00	73,259
5111	Fire Inspector & Plans Review	-	-	1.00	1.00	78,649
5112	Fire Inspector	3.00	3.00	2.00	2.00	123,490
0602	Administrative Assistant	1.00	1.00	1.00	1.00	40,518
0306	Payroll Clerk - Fire	1.00	1.00	1.00	1.00	43,091
5107	Fire Supt. Serv. Coord. II	1.00	1.00	1.00	1.00	63,534
5105	Firefighter	92.00	92.00	92.00	92.00	7,908,168
8888	Overtime	-	-	-	-	700,000
9999	Holiday Pay	-	-	-	-	583,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>147.00</b>	<b>147.00</b>	<b>147.00</b>	<b>147.00</b>	<b>15,554,869</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
0815	Records Analyst - Fire - P/T	1.00	0.00	0.75	0.75	37,489
<b>TOTAL PART TIME FTE's</b>		<b>1.00</b>	<b>0.00</b>	<b>0.75</b>	<b>0.75</b>	<b>37,489</b>
<b>TOTAL</b>		<b>147.00</b>	<b>147.75</b>	<b>147.75</b>	<b>147.75</b>	<b>\$ 15,592,358</b>

**EXPENDITURE DETAIL**

		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019 BUDGET
1000	Salaries	\$ 14,566,305	\$ 16,176,984	\$ 15,454,198	\$ 15,592,358
2000	Employee Benefits - See Other Cost Dist.	9,789,267	9,588,891	8,859,476	9,225,909
3130	Special Medical Services	66,000	66,000	66,000	66,000
3190	Other Professional Services	9,050	11,972	51,700	1,700
3410	Laundry & Sanitation Services	6,170	4,028	5,500	5,500
4020	Central Garage Motor Pool Rent	1,065,813	1,108,480	1,084,978	1,288,049
	Replacement: 605,002				
	Oper. & Maint: 683,047				
4040	Central Garage Miscellaneous Charges	2,006	2,163	3,000	3,000
4410	Rental of Machinery and Equipment	15,629	15,610	15,800	15,800
4420	Public Facilities Cost - See Other Cost Dist.	593,827	644,014	669,176	693,680
4550	General Liability Insurance	522,100	502,636	852,771	769,188
4620	Repair and Maint. of Office Equipment	191	17	-	-
4630	Repair/Maint. of Machinery & Equipment	34,918	35,916	41,190	44,700

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
4710 Special Printed Forms	\$ 1,687	\$ 3,381	\$ 3,000	\$ 3,000
4804 Historic Preservation Reserve Expenses	12,835	3,218	-	-
4940 Taxes & License Fees Paid	-	9,048	7,830	9,330
4990 Other Miscellaneous Expense	11,059	5,491	5,900	5,900
5100 Office Supplies	9,005	9,682	6,000	7,000
5202 Chemicals and Photographic Supplies	-	295	-	-
5203 Drugs and Medical Supplies	100,388	90,309	107,000	137,000
5204 Cleaning & Janitorial Supplies	9,645	12,160	10,000	10,000
5206 Food for Human Consumption	1,161	633	2,239	2,239
5208 Household & Institutional Supplies	19,387	5,095	4,000	5,000
5209 Protective Clothing	91,418	84,706	111,620	111,620
5211 Building Materials and Supplies	1,002	996	1,500	1,500
5214 Uniform Allowance	114,597	121,343	120,100	120,100
5215 Small Tools & Minor Equipment	16,206	14,421	24,500	22,760
5217 Operating Equipment Repair Parts	12,804	17,495	11,295	15,000
5220 Motor Oil and Other Lubricants	441	654	500	500
5400 Membership Dues and Subscriptions	1,893	3,876	3,215	3,440
5410 Employee Training	26,499	62,645	108,075	98,335
6430 Equipment Repair/Replacement	49,283	41,092	54,786	52,700
6440 Equipment Additions	12,340	33,985	28,865	21,995
6441 Computer Hardware - Additions	-	628	-	-
8201 State Grants	1,535	1,948	3,984	-
8203 Urban Areas Security Initiative (UASI)	63,263	62,880	63,312	-
<b>TOTAL</b>	<b>\$ 27,227,724</b>	<b>\$ 28,742,692</b>	<b>\$ 27,781,510</b>	<b>\$ 28,333,303</b>

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Marcos De La Rosa, Fire Chief

**Action Plan Name:** 1.2.1 – Reduce morbidity and mortality through treatment, training, and response capabilities

**Strategic plan alignment** (supports which Objectives and Goals)

- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.2 - Attain world-class performance levels in public safety by 2019
- Goal 3 - 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 3.3 - Attain 80% funded status of the capital infrastructure improvement plan through recurring revenue by 2019
  - Objective 3.5 - Increase the percentage of development agreement and grant funding to 4% of total revenue by 2019

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By when	How will it be evident	Completed?
Review Data + Key Performance Indicators	January 2017	Develop list of KPI	✓
Identify targeted medical conditions & method to evaluate	February 2017	Medical Director establishes criteria	✓
Establish TQA to include all stakeholders	February 2017	Formalized Policy	✓
Validate medical protocols	February 2017	Based on outcome studies	✓
Identify Funding opportunities to staff the Quality Improvement Analyst	April 2017	Budget approval	✓
Validate Best Practices	May 2017	Comparative List	✓
Work with hospitals and other medical institutions to develop & introduce appropriate training topics & methods	September 2017	Improved results in key measures	✓
Evaluate all personnel on protocols & procedures	January 2018	Formal test and evaluation	✓
Develop Job Description for Quality Improvement Analyst	February 2018	New Needs approval	✓
Hire Quality Improvement Analyst	December 2018	Fill Position	On Target

**Resource requirements (what do we need to succeed?)**

- Hiring of new Quality Improvement Analyst in FY18-19
- Collaboration with key stakeholder groups (e.g., Hospital Associations, Fire Chiefs Association, local Medical Training Institutions, Florida Bureau of EMS, etc.)

**Resource requirements (what do we need to succeed?) - Continued**

- 120 staff hours of the I.T. Department for software and analytical tools
- \$15,000 funding for key tasks above in FY18-19
- Medical Director guidance and support
- 320 staff hours of the Training Staff

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

Measure	Target	Date
<u>MEASURE</u> <u>CARDIAC EVENT</u>  ACUTE MYOCARDIAL INFARCTION  STEMI - ALERT TIME  PERFORMANCE BENCHMARKS	<u>TARGET</u>  *EMS arrival to arrival at STEMI Center <=30 min  *EMS arrival to Cath Lab PCI or Lytic admin<=90 min	<u>BASELINE</u> American Heart Association Mission LIFELINE Goal= 75% Success rate
<u>STROKE ALERT</u>  STROKE ALERT TIME  PERFORMANCE BENCHMARKS	*EMS Arrival to arrival at Primary or Comprehensive Stroke Center <=30 min  *EMS Arrival to Surgical intervention/Cath/Lytic <=90 min	<u>BASELINE</u> Miami Dade Stroke Consortium Goal= 75% success rate
<u>CARDIAC ARREST</u>  Return of Spontaneous Circulation (ROSC) ACHIEVEMENT  PERFORMANCE BENCHMARK	Cardiac Arrest success rate is based on the achievement of ROSC. Return of Spontaneous Circulation. EMS benchmark is for cases where ROSC is achieved prior to ED delivery.	<u>BASELINE</u> C.A.R.E.S Registry Nationwide Goal is 20%

**Frequency & venue of review**

- Weekly internal review with Professional Standards Division
- Monthly statistical compliance report submitted to Fire Chief for briefing to the City Manager
- Semi-annual Training evaluation process conducted by medical Director to determine protocol efficiency
- Performance Standards for Target of the recognition of: Stroke, STEMI, and Cardiac Arrest as identified by AHA Standards and Cardiac Arrest Registry for Enhanced Survival (CARES) of return of Spontaneous Circulation.

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

<b>Stakeholder Group</b>	<b>Potential positive impacts</b>	<b>Potential negative impact</b>
Fire Department	Improved satisfaction and engagement through professional training and high performance	Increased expense of new hires and cost of training
Residents / Visitors	Reduce morbidity / mortality	None
Hospitals	Reduce morbidity / mortality	None

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

- + Reduction in medical procedures costs that don't produce outcome improvements
- + Reduced liability costs
- \$15,000 funding for key tasks above



**Action Plan Worksheet  
2019**

**Action Plan Owner:** Marcos De La Rosa, Fire Chief

**Action Plan Name:** 1.2.2 – Distribution of Emergency Response resources

**Strategic plan alignment** (supports which Objectives and Goals)

- Goal 1 - 1. Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.2 Attain world-class performance levels in public safety by 2019

**KEY tasks that must be accomplished, deliverables, and measures of success**

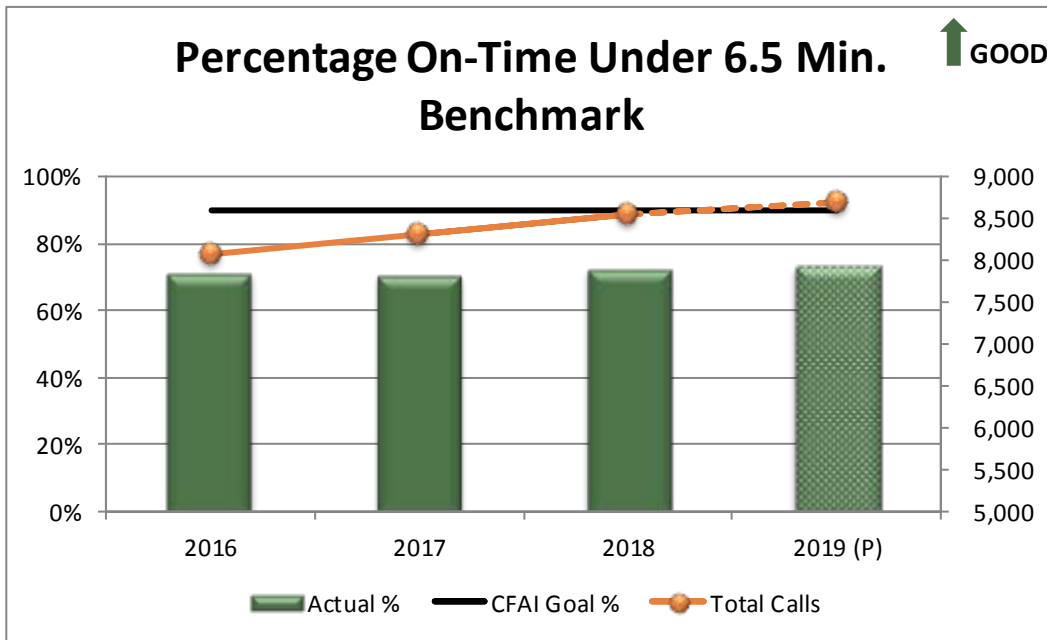
What must be done	By when	How will it be evident	Completed?
I.D. site location	Sept. 2018	Site study: Response Driven Data	✓
Negotiate purchase	Sept. 2018	Deed	Contract Pending
Develop Start Design Scope	TBA	Draft & Commission approved	On Hold
Procurement + RFP	TBA	Development	On Hold
Selection + Award	TBA	Committee to review	On Hold
Negotiate Contract to Build	TBA	PW to coordinate	On Hold
Commission Approval	TBA	Resolution	On Hold
Design Complete	TBA	Drawings	On Hold
Permits	TBA	Obtained	On Hold
Ground Breaking	TBA	Ceremony	On Hold
Ribbon Cutting	TBA	Open new station	On Hold

**Resource requirements (what do we need to succeed?)**

- \$1,500,000 for land acquisition – funded in capital improvement program over multiple years
- \$2,000,000 for construction – funded in capital improvement program over multiple years
- 20 Staff hours from Finance
- 30 Staff hours from Procurement
- 2,000 Staff hours from P.W. ( 1 Yr. project manager)
- 20 Staff hours from I.T. - GIS
- \$20,000 for Communications (radios and alerting system) – in FY18-19
- Miami Dade County (WASA) (Fire hydrant placement and water supply to facilities)
- 20 Staff hours from Legal

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

Measure	Target	Date
Total Response Time	6 minutes and 30 seconds or less 90% of the time	January 2018



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

Measure	Target	Date
Adherence to budget	100% to schedule	12-19
Response Coverage ISO Rating	Class 1	10-17
Adherence to schedule for Construction of Facility	100% to schedule	TBA

**Frequency & venue of review**

- Weekly meetings with Committee
- Monthly to City Manager at Department Meeting

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

Stakeholder Group	Potential positive impacts	Potential negative impact
Residents / Visitors	Improved Response Times	Funds expended for the new facility are not available for other projects
Business	Improved Response Times	None
Firefighters	Improved Response Times Improved firefighter pride and satisfaction by having new facility	None
Annexation Areas / High Pines	Improved Response Times	None

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

- + Reduction of liability – appropriate Response Zone
- \$3,520,000 Cost of land acquisition, and facility design, construction / maintenance

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Marcos De La Rosa, Fire Chief

**Action Plan Name:** 1.2.3 – Implement a Traffic Signal Preemption System

**Strategic plan alignment** (supports which Objectives and Goals)

- Goal 1- Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.2 - Attain world-class performance levels in public safety by 2019
- Goal 5 - Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
  - Objective 5.3 - Enhance pedestrian experience, safety, and connectivity in the City through improved lighting, crosswalks, sidewalks, and way finding

**KEY tasks that must be accomplished, deliverables, and measures of success**

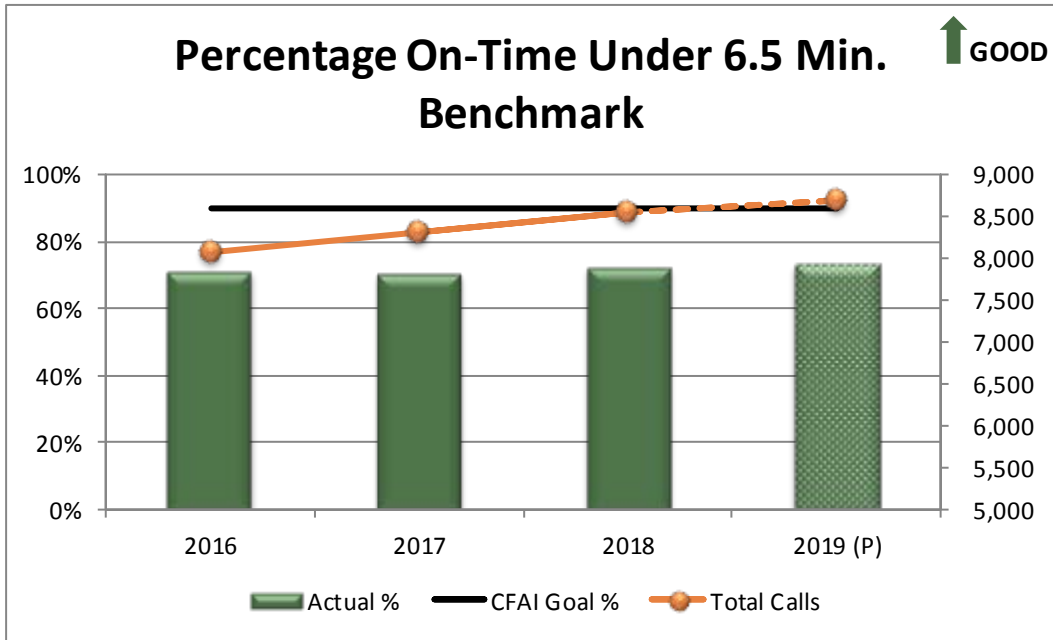
What must be done	By when	How will it be evident	Completed?
Analysis of Response Times	December 2017	Analysis complete	✓
GPS Mapping and data of Corridors	December 2017	GIS mapping complete	✓
Review vendors & technology	October 2018	Selection by Committee	✓
Miami-Dade County & D.O.T. partnership	October 2018	Plan approval	On Target
Procurement / RFP	April 2019	RFP issued	On Target
Committee selection of contractor	June 2019	Commission approval	On Target
Award / Negotiate contract	October 2019	Contract awarded	On Target
Establish and identify implementation plan	January 2020	Plan approval	On Target
Information & Education for Internal & External Customers	January 2020	News and Press Releases, City Education Sessions	On Target
System Evaluation	September 2020	Evaluation complete	On Target
Data Evaluation	September 2020	Evaluation complete	On Target
Secure Funding	Ongoing	Funding included in Capital Plan	On Target
Purchase / Multi phases	Ongoing	Purchases made	On Target

**Resource requirements (what do we need to succeed?)**

- 110 Staff hours from various City departments. Departments include Fire, I.T., Public Works, Police, Procurement, City Attorney, and Risk Management.
- \$1,075,000 for purchase of pre-emption system – funded in capital improvement program over multiple years

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

Measure	Target	Date
Response time	Reduce total response time by 30 seconds 90 % of the time from Baseline to Benchmark.	January 2018



**Frequency & venue of review**

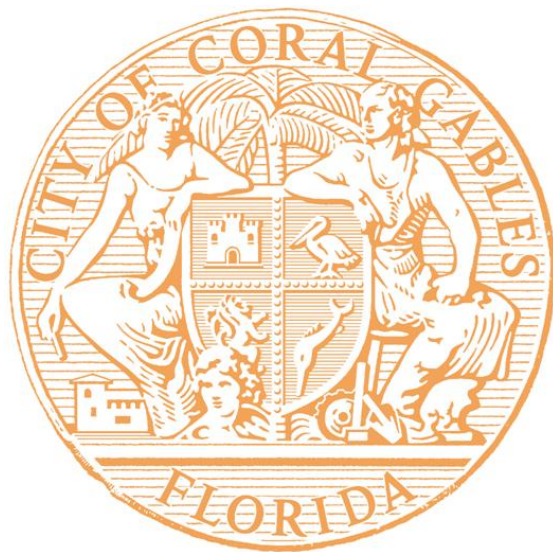
- Monthly data review by IT & Fire Operation
- Weekly Committee Updates
- Monthly Progress Reports (Team Leader) to City Manager

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

Stakeholder Group	Potential positive impacts	Potential negative impact
Police	Reduce & improve response times	None
Fire	Reduce & improve response times	None
Trolley	Improved safety and traffic flow	None
Visitors/Residents	Improved safety and reduced motor vehicle accidents	None

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

- + Undefined dollar savings in reduce fire loss
- + Reduction of City liability due to MVA's reduction
- \$1,075,000 Cost of pre-emption system
- \$10,750 Maintenance & Replacement costs

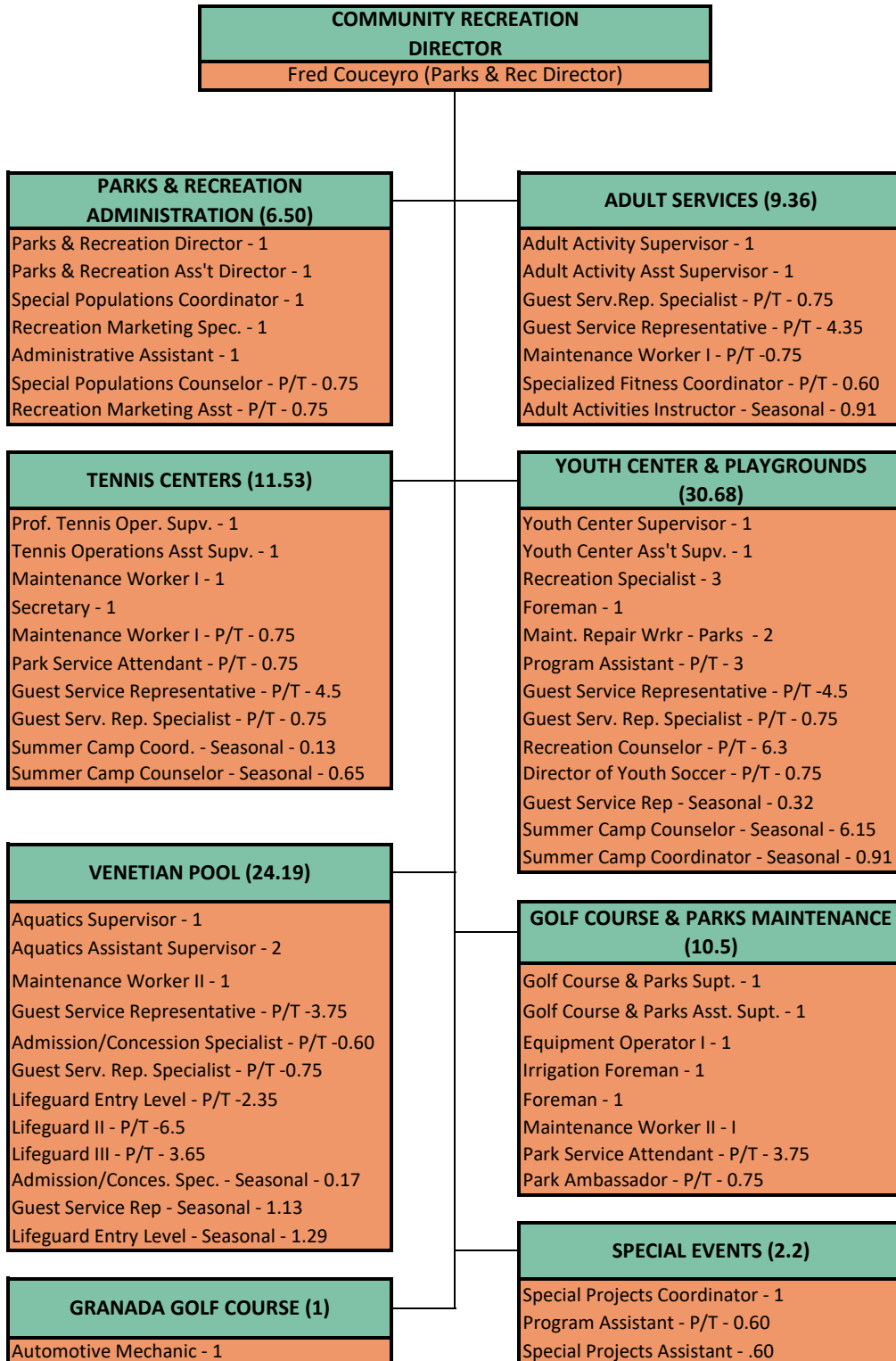


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**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**COMMUNITY RECREATION**

**ORGANIZATION CHART**





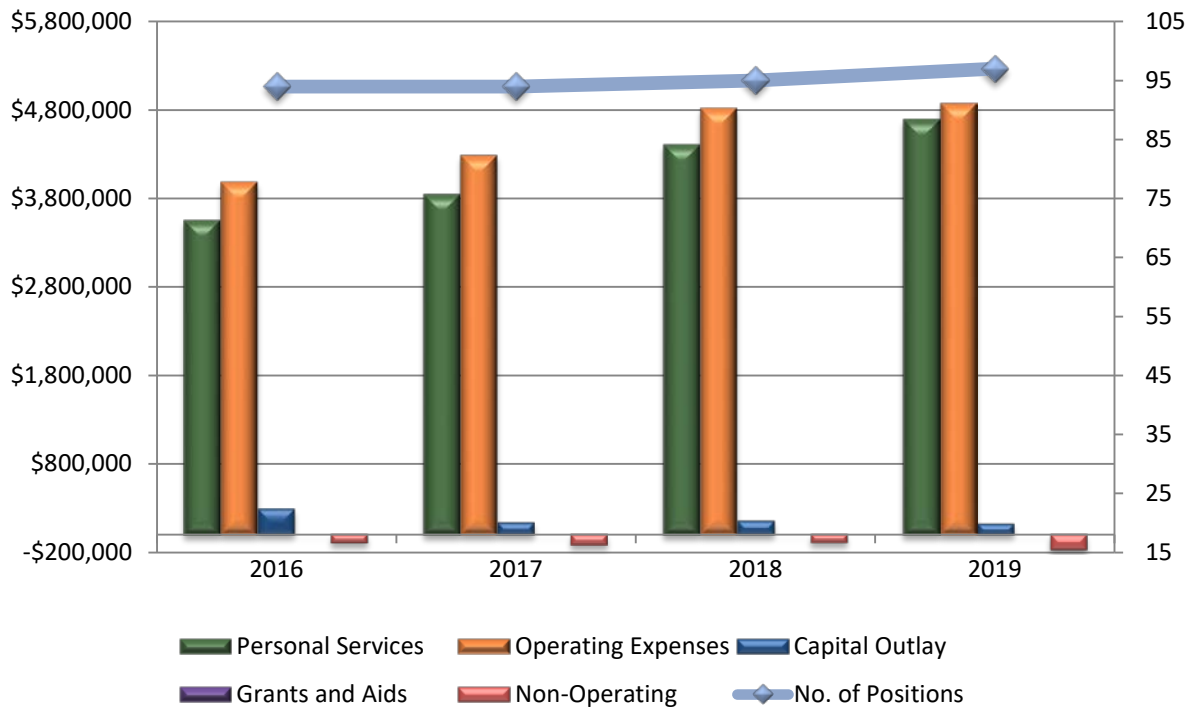
**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



**COMMUNITY RECREATION DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2015-2016 ACTUAL</u>	<u>2016-2017 ACTUAL</u>	<u>2017-2018 BUDGET</u>	<u>2018-2019 BUDGET</u>
Salaries & Benefits	3,553,174	3,846,076	4,409,419	4,693,628
Operating Expenses	3,987,127	4,289,881	4,821,735	4,876,667
Capital Outlay	290,036	143,563	161,284	128,060
Grants and Aids	-	-	-	-
Non-Operating	(97,452)	(120,211)	(92,935)	(168,095)
<b>Total</b>	<u><u>7,732,885</u></u>	<u><u>8,159,309</u></u>	<u><u>9,299,503</u></u>	<u><u>9,530,260</u></u>
Full Time Headcount	31.00	31.00	32.00	32.00
Part Time FTE's	63.46	63.46	63.46	64.96
<b>Total Headcount &amp; FTE's</b>	<u><u>94.46</u></u>	<u><u>94.46</u></u>	<u><u>95.46</u></u>	<u><u>96.96</u></u>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Community Recreation

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## 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, 4<sup>th</sup> 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 improvements and acquisitions of land.

## Department Goals:

1. To create recreational opportunities and services that promotes individual growth, socialization, safety, positive interactions and family involvement.
2. Committed to providing first class parks and facilities that fulfill community needs through safety, accessibility, convenience, manageability, and cleanliness, while preserving our historical character.
3. To positively impact the lives of residents and guests with exceptional care, attentiveness and proactive responses.
4. To inspire staff to perform beyond expectations and effectively implement Departmental values.
5. To provide cost-effective services through responsible budgeting and increased revenues, while maintaining viability in the marketplace.

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**COMMUNITY RECREATION**

**FISCAL YEAR 2018 MAJOR ACCOMPLISHMENTS**

- ✓ Continued the development of the Special Populations Initiative with inclusion services provided to 40 participants. Additionally, there were two new programs developed: the Special Olympics Bocce Ball program and the World Music and Me program. A new special populations event, the Sensory Friendly Movie and Mini Resource Fair was tremendous success with over 100 participants
- ✓ Developed service innovations that increased customer service, cost savings and quality of life goals. The Department's new registration system, Rectrac, was implemented and has provided greater service and mobile registration options for participants. The Department also initiated the Dog Waste Service Program with the installation and service of over 70 dog waste containers. In addition, new contracts were completed for improved services and cost savings including Golf Course and Parks Maintenance, Venetian Pool Concessions, and Venetian Pool Chlorine. Department-wide surveys were conducted to gauge key requirements and satisfaction from program and activity users
- ✓ Implemented several program innovations: 20 new programs at the Adult Activity Center including water aerobics, rising stars arts programs, and Brain Gym, The Coral Gables War Memorial Youth Center new teen aftercare program - Club PLAY Purple Group, and Le Petit Smash, a new bilingual tennis program for young beginners. New events were also presented such as Mother's Day Matinee, Miami Symphonic Orchestra Concert at the ACC and the Romance under the Stars Gatsby-themed Valentine's Dinner Dance at Venetian Pool
- ✓ Recorded several accomplishments during the year: Venetian Pool was awarded the Jeff Ellis and Associates Platinum Award for water safety, the Senior Services Division attained the Age-Friendly City Designation for the City of Coral Gables, Coral Gables Youth Center's gymnastic program, Gym Kidz, received the Grand Champion Gold Medal for the South Florida Region for levels 1 and 6, six participants from the High Performance tennis program are all graduating and will continue playing tennis collegiately at universities such as Vanderbilt and Georgetown, Administration received two FRDAP grant awards totaling \$100,000 for park improvements. Administrative staff continued to receive honors and accolades including: Director selected as a lead National Accreditation Visitor by the Commission of Accreditation Parks and Recreation

Agencies, Assistant Director receiving Certified Playground Safety Inspector Certification, and Director selected as guest presenter for Missouri Recreation and Parks Association Annual State Conference

- ✓ Assisted in the development and renovation of several parks and facilities. Holiday Park was redesigned to include a new Santa house, new play features and holiday decorations, New LED lights were installed at Phillips Park, the clay tennis courts at Salvadore Tennis Center were resurfaced, the Venetian Pool south parking lot was renovated, the perimeter fencing and exterior stucco at Venetian Pool was restored, Betsy Adams and the Garden Club Park was completed, interior carpeting in the Youth Center was completed, and several park improvement projects were completed



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

**COMMUNITY RECREATION**

INDICATOR:	FY17			FY18		FY19
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Number of Film Permits issued	105	91	🟡	110	111	110
Number of Special Event Permits issued	105	119	🟢	110	77	110
Number of Special Event Vendor Permits issued	90	93	🟢	90	84	90
Participation in Youth Center programs	10,000	10,540	🟢	10,000	9,426	10,000
Youth Center Guest passes	1,000	896	🟡	1,000	643	1,000
Youth Center & Park Rentals	230	233	🟢	230	153	230
Youth Center Memberships	2,000	1,973	🟡	2,000	1,872	2,000
Total revenue of Venetian Pool	\$1.1M	\$1.14M	🟢	\$1.1M	\$1.264M	\$1.1M
Venetian Pool Gift Shop revenue	\$10,000	\$8,744	🟡	\$10,000	\$9,603	\$10,000
Number of paid admissions to the Venetian Pool	60,000	62,232	🟢	60,000	70,272	60,000
Adult Fitness Enrollment	1,500	2,872	🟢	2,000	3,566	2,500
Adult Arts & Leisure Enrollment	247	1,007	🟢	1,000	1,203	1,000
Participation in Tennis Programs	2,500	2,646	🟢	2,500	1,719	2,500
Tennis Annual Pass Holders	100	142	🟢	105	329	110
Tennis Court Rentals	14,000	11,822	🟡	14,000	9,234	14,000
Number of Private Tennis Lessons	9,000	9,150	🟢	9,000	8,420	9,000

**Legend**

- 🟢 Target met or exceeded
- 🟡 Target nearly met
- 🔴 Target not met



**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
6311	Community Recreation Director	1.00	1.00	1.00	1.00	\$ 148,243
6315	Parks & Recreation Director	1.00	1.00	1.00	1.00	152,292
6010	Parks & Recreation Asst. Director	1.00	1.00	1.00	1.00	106,973
0091	Special Populations Coordinator	-	-	1.00	1.00	52,598
6006	Recreation Marketing Spec.	1.00	1.00	1.00	1.00	63,527
0602	Administrative Assistant	1.00	1.00	1.00	1.00	44,925
8888	Overtime	-	-	-	-	500
9999	Holiday Pay	-	-	-	-	500
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>569,558</b>
<b>PART TIME POSITIONS</b>						
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
0027	Special Populations Counselor - P/T	1.00	0.75	0.75	0.75	30,348
6003	Recreation Marketing Asst - P/T	1.00	-	-	0.75	20,268
<b>TOTAL PART TIME FTE's</b>		<b>2.00</b>	<b>0.75</b>	<b>0.75</b>	<b>1.50</b>	<b>50,616</b>
<b>TOTAL</b>		<b>5.75</b>	<b>5.75</b>	<b>6.75</b>	<b>7.50</b>	<b>\$ 620,174</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 281,513	\$ 342,529	\$ 554,578	\$ 620,174
2000	Employee Benefits - See Other Cost Dist.	240,532	265,510	296,176	354,886
3190	Other Professional Services	7,362	-	187,925	17,925
4090	Other Transportation Expense	6,300	8,100	13,500	10,395
4410	Rental of Machinery and Equipment	6,099	5,984	6,000	6,000
4550	General Liability Insurance	15,390	16,694	30,434	30,594
4710	Special Printed Forms	-	-	-	30,000
5100	Office Supplies	2,203	3,234	3,600	3,600
5206	Food for Human Consumption	979	433	2,460	2,460
5208	Household & Institutional Supplies	95	-	-	9,000
5214	Uniform Allowance	787	-	2,000	1,000
5400	Membership Dues and Subscriptions	1,866	1,275	1,860	1,860
5410	Employee Training	978	2,537	5,000	6,000
<b>TOTAL</b>		<b>\$ 564,104</b>	<b>\$ 646,296</b>	<b>\$ 1,103,533</b>	<b>\$ 1,093,894</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
6108	Tennis Operations Assistant Supervisor	-	-	1.00	1.00	\$ 43,475
6304	Sports Shop Attendant	1.00	1.00	-	-	-
3004	Maintenance Worker I	1.00	1.00	1.00	1.00	44,993
6102	Prof. Tennis Oper. Supv.	1.00	1.00	1.00	1.00	36,444
0031	Secretary	1.00	1.00	1.00	1.00	54,895
6666	Tennis Pro Commission	-	-	-	-	120,000
8888	Overtime	-	-	-	-	200
9999	Holiday Pay	-	-	-	-	200
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>300,207</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
9018	Maintenance Worker I - P/T	1.00	0.75	0.75	0.75	19,729
6004	Park Service Attendant - P/T	1.00	0.75	0.75	0.75	21,308
0024	Guest Service Representative - P/T	6.00	4.50	4.50	4.50	89,820
0093	Guest Service Representative Specialist - P	1.00	0.75	0.75	0.75	12,708
6001	Summer Camp Coordinator - Seasonal	1.00	0.13	0.13	0.13	2,984
2308	Summer Camp Counselor - Seasonal	5.00	0.65	0.65	0.65	12,528
7777	Staff Hours Variance - P/T	1.00	0.00	0.00	0.00	(35,000)
<b>TOTAL PART TIME FTE's</b>		<b>16.00</b>	<b>7.53</b>	<b>7.53</b>	<b>7.53</b>	<b>124,077</b>
<b>TOTAL</b>			<b>11.53</b>	<b>11.53</b>	<b>11.53</b>	<b>\$ 424,284</b>

**EXPENDITURE DETAIL**

	2015-2016	2016-2017	2017-2018	2018-2019
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 390,996	\$ 371,226	\$ 391,554	\$ 424,284
2000 Employee Benefits - See Other Cost Dist.	169,573	155,161	154,727	156,720
3190 Other Professional Services	207,234	218,687	205,000	205,000
4020 Central Garage Motor Pool Rent	1,959	1,909	1,922	-
Replacement:	-	-	-	-
Oper. & Maint:	-	-	-	-
4410 Rental of Machinery and Equipment	1,474	2,765	-	3,000
4420 Public Facilities Cost - See Other Cost Dist.	132,996	144,236	149,872	155,360
4550 General Liability Insurance	15,084	14,907	21,561	20,930
4610 Repair/Maint. of Bldgs & Improvements	4,600	-	-	-
4630 Repair/Maint. of Machinery & Equipment	-	348	445	445
4690 Special Maintenance Interdept'l Charges	8,878	11,636	13,957	15,595
4710 Special Printed Forms	1,213	-	920	520
5100 Office Supplies	1,892	164	2,000	2,000
5203 Drugs and Medical Supplies	-	-	500	500



**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
5204	Cleaning & Janitorial Supplies	\$ 251	\$ -	\$ 347	\$ 347
5206	Food for Human Consumption	3,878	6,326	5,980	5,980
5208	Household & Institutional Supplies	36,504	27,984	34,501	17,000
5211	Building Materials and Supplies	-	-	-	16,611
5213	Purchase/Rental - Employee Uniforms	-	-	400	400
5214	Uniform Allowance	2,548	2,293	3,193	2,193
5215	Small Tools & Minor Equipment	199	62	100	100
5400	Membership Dues and Subscriptions	-	50	105	105
5410	Employee Training	-	-	565	565
<b>TOTAL</b>		<b>\$ 979,279</b>	<b>\$ 957,754</b>	<b>\$ 987,649</b>	<b>\$ 1,027,655</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>						
		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
6205	Aquatics Supervisor	1.00	1.00	1.00	1.00	\$ 58,947
6203	Aquatics Assistant Supervisor	2.00	2.00	2.00	2.00	97,085
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	35,934
9999	Holiday Pay	-	-	-	-	840
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>192,806</b>
<b>PART TIME POSITIONS</b>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
0024	Guest Service Representative - P/T	7.00	3.75	3.75	3.75	86,673
9011	Admission/Concession Specialist - P/T	1.00	0.60	0.60	0.60	14,425
0093	Guest Service Representative Specialist - P	1.00	0.75	0.75	0.75	15,111
0021	Lifeguard Entry Level - P/T	6.00	2.35	2.35	2.35	66,074
0042	Lifeguard II - P/T	12.00	6.50	6.50	6.50	181,437
0082	Lifeguard III - P/T	6.00	3.65	3.65	3.65	104,809
6015	Admission/Concession Specialist - Seasona	1.00	0.17	0.17	0.17	4,025
0053	Guest Service Rep - Seasonal	7.00	1.13	1.13	1.13	23,500
0025	Lifeguard Entry Level - Seasonal	8.00	1.29	1.29	1.29	27,000
7777	Staff Hours Variance - P/T	1.00	0.00	0.00	0.00	(200,000)
<b>TOTAL PART TIME FTE's</b>		<b>50.00</b>	<b>20.19</b>	<b>20.19</b>	<b>20.19</b>	<b>323,054</b>
<b>TOTAL</b>		<b>24.19</b>	<b>24.19</b>	<b>24.19</b>	<b>24.19</b>	<b>\$ 515,860</b>

**EXPENDITURE DETAIL**

	2015-2016	2016-2017	2017-2018	2018-2019
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 425,298	\$ 397,127	\$ 459,925	\$ 515,860
2000 Employee Benefits - See Other Cost Dist.	225,628	196,508	168,416	172,131
3180 Contracted Services	2,010	2,200	2,208	2,208
3190 Other Professional Services	6,320	15,760	31,188	31,188
4020 Central Garage Motor Pool Rent	-	-	-	7,069
Replacement: 871				
Oper. & Maint: 6,198				
4410 Rental of Machinery and Equipment	3,062	3,496	3,500	3,500
4420 Public Facilities Cost - See Other Cost Dist.	153,668	166,654	173,166	179,507
4550 General Liability Insurance	16,224	15,482	25,384	25,448
4620 Repair and Maint. of Office Equipment	325	-	400	400
4630 Repair/Maint. of Machinery & Equipment	3,195	1,544	2,300	2,300
4710 Special Printed Forms	875	997	1,500	1,500
4940 Taxes & License Fees Paid	4,982	5,338	5,062	5,267

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
4990 Other Miscellaneous Expense	\$ 1,521	\$ 1,890	\$ -	\$ -
5100 Office Supplies	2,998	2,180	3,000	3,000
5201 Agricultural Supplies	889	4,081	4,500	4,500
5202 Chemicals and Photographic Supplies	25,190	21,151	30,000	30,000
5203 Drugs and Medical Supplies	2,930	1,160	3,000	3,000
5204 Cleaning & Janitorial Supplies	3,544	2,089	4,000	4,000
5206 Food for Human Consumption	100,603	82,817	84,760	104,760
5208 Household & Institutional Supplies	18,182	14,144	25,814	21,609
5209 Protective Clothing	6,700	5,429	6,300	6,300
5211 Building Materials and Supplies	144	72	150	150
5214 Uniform Allowance	3,275	3,108	3,300	3,300
5215 Small Tools & Minor Equipment	2,402	2,398	2,500	2,500
5400 Membership Dues and Subscriptions	-	-	250	250
5410 Employee Training	-	236	800	800
6430 Equipment Repair/Replacement	-	5,461	-	-
6440 Equipment Additions	-	1,660	-	-
<b>TOTAL</b>	<b>\$ 1,009,965</b>	<b>\$ 952,982</b>	<b>\$ 1,041,423</b>	<b>\$ 1,130,547</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
4006	Automotive Mechanic	1.00	1.00	1.00	1.00	\$ 43,397
9999	Holiday Pay - Worked	-	-	-	-	1,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>\$ 44,397</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 32,912	\$ 147,602	\$ 46,826	\$ 44,397
2000	Employee Benefits - See Other Cost Dist.	89,936	108,698	36,808	32,894
3190	Other Professional Services	386,308	262,201	266,228	266,228
3191	Other Professional Services - Pro Shop	45,000	58,500	54,000	54,000
4020	Central Garage Motor Pool Rent	58,573	67,494	63,314	25,112
	Replacement: 24,641				
	Oper. & Maint: 471				
4420	Public Facilities Cost - See Other Cost Dist.	128,967	139,867	145,332	150,654
4450	Lease Equipment	30,878	44,655	107,505	107,505
4550	General Liability Insurance	6,673	5,567	2,500	2,190
4620	Repair and Maint. of Office Equipment	-	-	750	750
4630	Repair/Maint. of Machinery & Equipment	12,405	9,094	11,500	11,500
4690	Special Maintenance Interdept'l Charges	59,719	70,744	33,617	101,818
4710	Special Printed Forms	749	-	1,000	1,000
4820	Advertising Expense	-	-	1,000	1,000
4940	Taxes & License Fees Paid	-	615	-	-
4950	Collection Charges on Credit Card sales	12,271	14,123	9,892	9,892
4990	Other Miscellaneous Expense	1,616	1,341	-	-
5100	Office Supplies	525	945	1,000	1,000
5201	Agricultural Supplies	54,844	59,063	57,108	60,108
5203	Drugs and Medical Supplies	-	-	150	150
5204	Cleaning & Janitorial Supplies	2,612	2,229	3,332	3,332
5207	Motor Fuel and Lubricants	-	-	1,050	1,050
5208	Household & Institutional Supplies	12,837	8,891	7,500	7,500

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

		<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5209	Protective Clothing	\$ 692	\$ -	\$ 775	\$ 775
5211	Building Materials and Supplies	2,872	1,151	2,900	2,900
5213	Purchase/Rental - Employee Uniforms	-	-	750	750
5214	Uniform Allowance	827	-	500	250
5215	Small Tools & Minor Equipment	1,938	1,773	1,950	1,950
5217	Operating Equipment Repair Parts	12,667	9,994	22,700	20,700
5400	Membership Dues and Subscriptions	560	656	990	990
5410	Employee Training	127	555	625	2,625
6430	Equipment Repair/Replacement	242,897	29,552	-	-
<b>TOTAL</b>		<b>\$ 1,199,405</b>	<b>\$ 1,045,310</b>	<b>\$ 881,602</b>	<b>\$ 913,020</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	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	\$ 71,464
6011	Youth Center Ass't Supv.	1.00	1.00	1.00	1.00	55,310
6005	Recreation Specialist	3.00	3.00	3.00	3.00	142,043
3010	Foreman	1.00	1.00	1.00	1.00	51,089
3103	Maint. Repair Wrkr - Parks	2.00	2.00	2.00	2.00	84,270
8888	Overtime	-	-	-	-	5,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>409,176</b>
<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>
0019	Program Assistant - P/T	4.00	3.00	3.00	3.00	67,057
0024	Guest Service Representative - P/T	6.00	4.50	4.50	4.50	95,263
0093	Guest Service Representative Specialist - P/	1.00	0.75	0.75	0.75	16,678
0023	Recreation Counselor - P/T	9.00	6.30	6.30	6.30	132,247
6000	Director of Youth Soccer - P/T	1.00	0.75	0.75	0.75	31,789
0053	Guest Service Rep - Seasonal	3.00	0.32	0.32	0.32	7,000
2308	Summer Camp Counselor - Seasonal	40.00	6.15	6.15	6.15	118,784
6001	Summer Camp Coordinator - Seasonal	7.00	0.91	0.91	0.91	20,995
7777	Staff Hours Variance - P/T	1.00	0.00	0.00	0.00	(65,000)
<b>TOTAL PART TIME FTE's</b>		<b>72.00</b>	<b>22.68</b>	<b>22.68</b>	<b>22.68</b>	<b>424,813</b>
<b>TOTAL</b>			<b>30.68</b>	<b>30.68</b>	<b>30.68</b>	<b>\$ 833,989</b>

**EXPENDITURE DETAIL**

	2015-2016	2016-2017	2017-2018	2018-2019
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 723,445	\$ 801,237	\$ 803,645	\$ 833,989
2000 Employee Benefits - See Other Cost Dist.	317,916	319,229	296,991	343,258
3180 Contracted Services	558,624	665,017	571,301	644,301
3190 Other Professional Services	49,114	53,616	87,560	69,560
4020 Central Garage Motor Pool Rent	29,279	33,386	31,454	12,457
Replacement: 6,254 Oper. & Maint: 6,203				
4090 Other Transportation Expense	27,190	26,790	42,250	31,500
4410 Rental of Machinery and Equipment	4,446	4,432	5,000	5,000
4420 Public Facilities Cost - See Other Cost Dist.	733,029	794,980	826,041	856,289
4550 General Liability Insurance	33,694	31,867	44,190	41,142
4630 Repair/Maint. of Machinery & Equipment	2,811	4,075	5,000	5,000
4690 Special Maintenance Interdept'l Charges	28,856	37,830	45,361	50,682
4710 Special Printed Forms	11,315	21,459	27,740	740

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
4820 Advertising Expense	\$ -	\$ 76	\$ 480	\$ 480
4990 Other Miscellaneous Expense	3,163	3,652	3,804	3,804
5100 Office Supplies	7,906	3,691	10,000	10,000
5201 Agricultural Supplies	-	35	-	20,000
5202 Chemicals and Photographic Supplies	1,000	-	1,000	1,000
5203 Drugs and Medical Supplies	129	80	1,000	1,000
5204 Cleaning & Janitorial Supplies	1,799	2,912	6,750	4,500
5206 Food for Human Consumption	27,383	28,078	47,000	41,000
5208 Household & Institutional Supplies	42,266	34,267	34,695	30,695
5209 Protective Clothing	108	127	375	375
5211 Building Materials and Supplies	1,910	2,679	3,000	3,000
5213 Purchase/Rental - Employee Uniforms	2,215	3,528	8,290	7,290
5214 Uniform Allowance	7,312	12,709	33,501	32,001
5215 Small Tools & Minor Equipment	998	1,023	1,000	1,000
5400 Membership Dues and Subscriptions	14,467	16,094	17,000	17,000
5410 Employee Training	1,107	1,303	2,350	350
6430 Equipment Repair/Replacement	20,603	51,861	53,458	42,660
6440 Equipment Additions	-	-	10,650	10,650
<b>TOTAL</b>	<b>\$ 2,652,085</b>	<b>\$ 2,956,033</b>	<b>\$ 3,020,886</b>	<b>\$ 3,120,723</b>



**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
<b>FULL TIME POSITIONS</b>						
6007	Adult Activity Supervisor	1.00	1.00	1.00	1.00	\$ 56,766
0634	Adult Activity Assistant Supervisor	1.00	1.00	1.00	1.00	54,496
8888	Overtime	-	-	-	-	500
9999	Holiday Pay	-	-	-	-	500
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>112,262</b>
<b>PART TIME POSITIONS</b>						
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
0093	Guest Service Representative Specialist - P	1.00	0.75	0.75	0.75	0.75
0024	Guest Service Representative - P/T	6.00	4.35	4.35	4.35	4.35
9018	Maintenance Worker I - P/T	1.00	0.75	0.75	0.75	0.75
0095	Specialized Fitness Coordinator - P/T	1.00	0.60	0.60	0.60	0.60
0100	Adult Activities Instructor - Seasonal	3.00	0.91	0.91	0.91	0.91
<b>TOTAL PART TIME FTE's</b>		<b>12.00</b>	<b>7.36</b>	<b>7.36</b>	<b>7.36</b>	<b>7.36</b>
<b>TOTAL</b>			<b>9.36</b>	<b>9.36</b>	<b>9.36</b>	<b>\$ 298,290</b>

**EXPENDITURE DETAIL**

	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019 BUDGET
1000 Salaries	\$ 146,699	\$ 201,554	\$ 280,502	\$ 298,290
2000 Employee Benefits - See Other Cost Dist.	69,818	75,606	90,358	93,483
3190 Other Professional Services	11,306	49,591	60,441	57,941
4090 Other Transportation Expense	-	-	6,600	6,600
4410 Rental of Machinery and Equipment	1,614	3,228	3,500	3,500
4550 General Liability Insurance	10,217	10,024	15,481	14,715
4630 Repair/Maint. of Machinery & Equipment	141	750	5,000	5,000
4710 Special Printed Forms	4,072	-	9,500	6,500
5100 Office Supplies	4,932	6,229	6,500	6,500
5202 Chemicals and Photographic Supplies	1,989	10	2,000	500
5203 Drugs and Medical Supplies	621	-	1,000	1,000
5204 Cleaning & Janitorial Supplies	-	-	8,000	8,000
5206 Food for Human Consumption	6,330	1,355	10,300	16,300
5208 Household & Institutional Supplies	10,396	30,070	19,153	17,153
5209 Protective Clothing	-	-	75	75
5211 Building Materials and Supplies	35	3,229	4,000	4,000

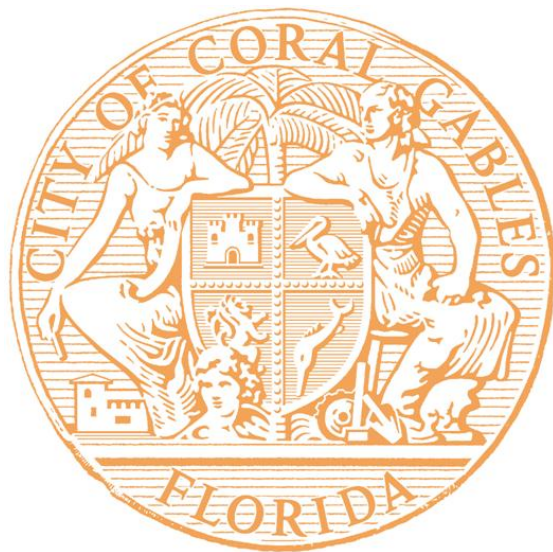
**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
5213	Purchase/Rental - Employee Uniforms	\$ 531	\$ 477	\$ 3,500	\$ 3,310
5214	Uniform Allowance	-	-	560	500
5215	Small Tools & Minor Equipment	526	1,051	2,500	2,500
5400	Membership Dues and Subscriptions	35	-	1,234	1,234
5410	Employee Training	200	414	1,000	1,000
6440	Equipment Additions	3,067	-	-	-
<b>TOTAL</b>		<b>\$ 272,529</b>	<b>\$ 383,588</b>	<b>\$ 531,204</b>	<b>\$ 548,101</b>



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**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019 BUDGET SALARIES		
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
0059	Special Projects Coordinator	1.00	1.00	1.00	\$ 70,592		
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>70,592</b>		
<b>PART TIME POSITIONS</b>		<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
0019	Program Assistant - P/T		1.00	0.60	0.60	0.60	13,865
0086	Special Projects Assistant		1.00	0.60	0.60	0.60	13,861
<b>TOTAL PART TIME FTE's</b>		<b>2.00</b>	<b>1.20</b>	<b>1.20</b>	<b>1.20</b>	<b>1.20</b>	<b>27,726</b>
<b>TOTAL</b>		<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>\$ 98,318</b>	

**EXPENDITURE DETAIL**

		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019 BUDGET
1000	Salaries	\$ 89,209	\$ 71,771	\$ 103,057	\$ 98,318
2000	Employee Benefits - See Other Cost Dist.	5,872	6,283	44,082	46,568
3190	Other Professional Services	125,315	127,329	266,280	195,780
4410	Rental of Machinery and Equipment	553	-	6,700	6,700
4550	General Liability Insurance	1,303	1,257	5,688	4,850
4710	Special Printed Forms	2,610	175	2,900	2,900
4802	July 4th Celebration	122,998	127,455	166,800	166,800
4820	Advertising Expense	200	1,125	1,750	1,250
4840	Farmers Market	7,482	5,672	12,000	12,000
5202	Chemicals and Photographic Supplies	1,193	-	1,200	1,000
5206	Food for Human Consumption	850	810	600	800
5208	Household & Institutional Supplies	23,898	22,868	20,405	20,405
6440	Equipment Additions	-	-	-	7,500
<b>TOTAL</b>		<b>\$ 381,483</b>	<b>\$ 364,745</b>	<b>\$ 631,462</b>	<b>\$ 564,871</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					SALARIES
		2015-2016	2016-2017	2017-2018	2018-2019		
		ACTUAL	ACTUAL	BUDGET	BUDGET		
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
2309	Golf Course & Parks Supt.	1.00	1.00	1.00	1.00	\$	68,909
2310	Golf Course & Parks Maint. Asst. Supt.	1.00	1.00	1.00	1.00		54,288
3201	Equipment Operator I	1.00	1.00	1.00	1.00		34,008
3009	Irrigation Foreman	1.00	1.00	1.00	1.00		57,391
3010	Foreman	1.00	1.00	1.00	1.00		67,559
3005	Maintenance Worker II	1.00	1.00	1.00	1.00		46,937
8888	Overtime	-	-	-	-		473
9999	Holiday Pay	-	-	-	-		200
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>		<b>329,765</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
6004	Park Service Attendant - P/T	4.00	3.00	3.00	3.00	3.75	93,997
6107	Park Ambassador - P/T	1.00	0.75	0.75	0.75	0.75	19,302
<b>TOTAL PART TIME FTE's</b>		<b>5.00</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	<b>4.50</b>	<b>113,299</b>
<b>TOTAL</b>			<b>9.75</b>	<b>9.75</b>	<b>9.75</b>	<b>10.50</b>	<b>\$ 443,064</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 174,566	\$ 206,431	\$ 421,647	\$ 443,064
2000	Employee Benefits - See Other Cost Dist.	169,261	179,604	260,127	215,312
3190	Other Professional Services	208,613	250,181	166,320	372,120
4020	Central Garage Motor Pool Rent	90,163	95,290	92,640	34,578
	Replacement:	27,754			
	Oper. & Maint:	6,824			
4420	Public Facilities Cost - See Other Cost Dist.	42,989	46,623	48,444	50,218
4550	General Liability Insurance	10,032	11,198	23,180	21,857
4610	Repair/Maint. of Bldgs & Improvements	5,000	-	-	-
4630	Repair/Maint. of Machinery & Equipment	695	3,072	4,000	4,000
5100	Office Supplies	-	129	-	1,000
5201	Agricultural Supplies	16,438	58,027	30,273	30,273
5204	Cleaning & Janitorial Supplies	855	1,031	-	-
5207	Motor Fuel and Lubricants	710	470	550	550
5208	Household & Institutional Supplies	15,683	43,264	37,750	45,750
5209	Protective Clothing	1,678	1,008	1,000	1,000
5211	Building Materials and Supplies	149	1,741	1,900	1,900

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5213 Purchase/Rental - Employee Uniforms	\$ 6,162	\$ 3,242	\$ 1,547	\$ 2,547
5214 Uniform Allowance	501	-	-	-
5215 Small Tools & Minor Equipment	1,008	5,983	5,625	5,625
5217 Operating Equipment Repair Parts	3,260	10,489	2,500	2,500
5410 Employee Training	255	-	-	-
6430 Equipment Repair/Replacement	5,400	35,264	59,856	42,250
6440 Equipment Additions	18,069	19,765	37,320	25,000
9010 Intradepartmental Credits	(97,452)	(120,211)	(92,935)	(168,095)
<b>TOTAL</b>	<b>\$ 674,035</b>	<b>\$ 852,601</b>	<b>\$ 1,101,744</b>	<b>\$ 1,131,449</b>

<b>Maintenance Services Distributed to Facilities</b>	<b>Park</b>
<b>Dept Code/Account</b>	<b>% Amount</b>
Tennis Centers - 6010-46-90	1.2 \$ 15,595
Youth Center - 6050-46-90	3.9 50,682
	<u>5.1 66,277</u>
Granada Golf - 6030-46-90	101,818
	<u><b>\$ 168,095</b></u>

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Fred Couceyro, Parks & Recreation Director

**Action Plan Name:** 1.4.1 – Develop and Implement the Accessibility Recreation Plan

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.1 – Attain world-class performance levels in overall community satisfaction with City services by 2019.
  - Objective 1.2 – Attain world-class performance levels in public safety by 2019
  - Objective 1.4 – Create accessible “home-town” recreation opportunities in all areas of the City.

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By when	How will it be evident	Completed?
Parks inventory by type & features	May 2016	Inventory completed	✓
Mapping by accessibility & distance	December 2016	Map completed	✓
Benchmark Standards – local similar demographics	January 2017	Study completed	✓
Determine opportunities for improvement	March 2017	Analysis complete	✓
Establish citywide standards	June 2019	Standards published	On Target
Identify and prioritize land acquisition requirements	June 2019	Land acquisition plan approved	On Target
Land acquisition & land repurpose	Ongoing	Land acquired and repurposed	On Target

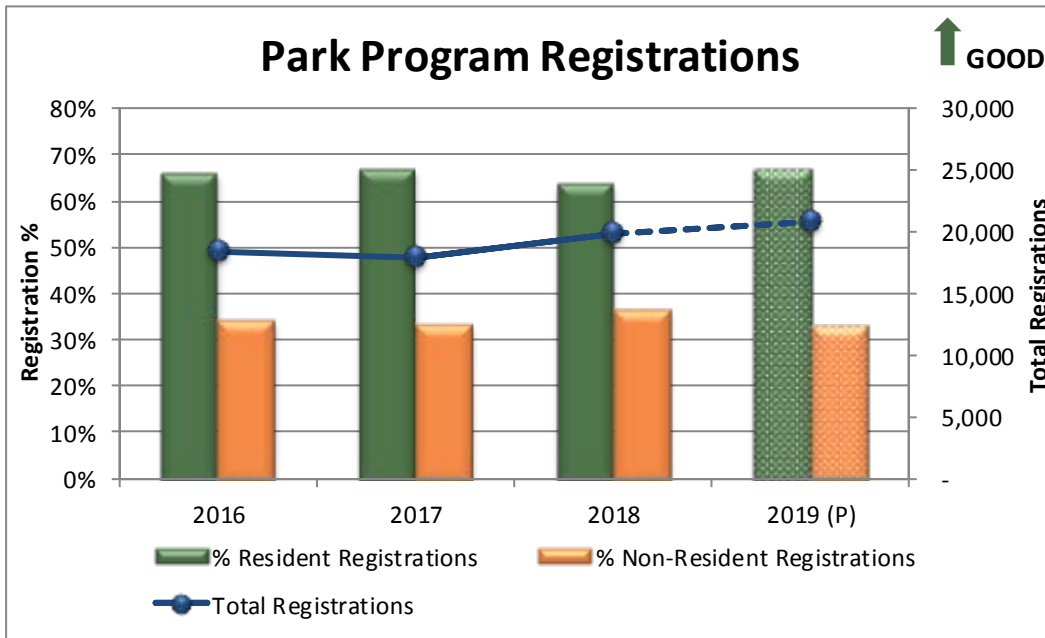
**Resource requirements (what do we need to succeed?)**

- \$20,000 funding for survey tools and resources in FY18-19
- \$100,000 funding for park improvements – funded as part of Capital Improvement Program (ongoing/annual)
- 160 hours of staff resources & assistance from IT to map all parks (ongoing/annual)
- 40 hours of staffing to research benchmarking standards
- \$1,000,000 in funding for land acquisition – funded as part of Capital Improvement Program (ongoing/annual)
- \$100,000 in funding for land re-purpose beginning in FY 17-18 (ongoing/annual)



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

Measure	Target	Date
Recreation visitors' attendance	5% increase over 2017 baseline	FY 2018



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

Measure	Target	Date
% of residences within a ½ mile distance to a park or facility (Long term goal will include accessibility)	Short Term: 80% Long Term: 90%	FY 2019 FY 2020
Resident satisfaction with parks and recreation availability (longer term measure will include accessibility)	Short Term: 80% Long Term: 90%	FY 2018 FY 2019
Employee satisfaction	90%	FY 2018
Employee engagement	90%	FY 2018
Recreation visitors' attendance	5% increase over 2017 baseline	FY 2018
Recreation visitors' satisfaction	10% increase over 2018 baseline	FY 2019

**Frequency & venue of review**

- Monthly review with Director
- Quarterly review of progress with City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Commission	Increase resident satisfaction	Funds allocated to this effort will not be available for other projects
City Manager	Increase resident satisfaction	Funds allocated to this effort will not be available for other projects
Parks Boards Youth & Senior	Increase quality of life	None
Internal Staff	Raise morale, satisfaction, and engagement	Strain on additional work load and having to balance administrative duties with hands on work
Park/Facility users	Increase quality of life	None
Residents	Increase property value & quality of life	Funds allocated to this effort will not be available for other projects
Contractors	Increased attendance & revenues	None

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

- + 5% increase resulting from increase in property values
- + 5% increase in revenues
- \$10,000 increase in cost to support staff
- \$50,000 increase in funds for preventative maintenance
- \$1,100,000 increase in funds for land acquisition & repurpose

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Carolina Vester, Assistant Parks & Recreation Director

**Action Plan Name:** 1.4.2 – Improve Community Satisfaction with Recreation

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.1 – Attain world-class performance levels in overall community satisfaction with City services by 2019.
  - Objective 1.4 – Create accessible “home-town” recreation opportunities in all areas of the City.

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By when	How will it be evident	Completed?
Obtain stakeholders input on survey standards to achieve measurable results	April 2016	Stakeholder input included in survey	✓
Create preliminary Key Requirements survey, distribute & compile results. (No tablets used for this preliminary survey)	July 2016	Survey completed and results analyzed	✓
Analyze / gather current resident satisfaction by age group with parks & facilities	June 2018	Survey completed and results analyzed	✓
New Park Ambassador Program (Part-time x 1 position at 29 hours with 29 hours of park coverage each week)	August 2018	One new part-time position filled	✓
Implement a successful Parks & Open Space Operational Maintenance Plan to include Park Ambassador Program	August 2019	Parks & Open Space Operational Maintenance Plan Complete	On Target
Research customer satisfaction standards & compare with Nationally Accredited P&R	August 2019	Review completed and recommendations submitted to City Manager	On Target

**Resource requirements (what do we need to succeed?)**

- \$20,000 for 1 Part-time additional staff to monitor/supervise the quality, safety and cleanliness of all parks and facilities (ongoing/annual)
- \$23,750 for dog waste bags and container liners (ongoing/annual)

**Resource requirements (what do we need to succeed?) – (Continued)**

- \$1,200 annually to purchase tablets to gather data and survey results on site (requirement included in AP 5.5.1 – Improve satisfaction with special events)

\$5,000 to purchase signage for education and surveys (requirement included in AP 5.5.1 – Improve satisfaction with special events) in FY18-19

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

Measure	Target	Date
Hours of park coverage & vigilance (Current Park Service Attendants x2)	58 hours	FY 16
Participation rate in Annual Satisfaction Survey & Awareness Program	20% 30% 40%	FY 18 FY 19 FY 20
% of residents using facilities at least once per year.	80%	FY 19
Participant satisfaction with P&R facilities and programs	90%	FY 19

**Frequency & venue of review**

- Monthly review with Director
- Quarterly review of progress with City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Commission	Increase Resident Satisfaction	Funds allocated to this effort will not be available for other projects
City Manager	Increase Resident Satisfaction	Funds allocated to this effort will not be available for other projects
Parks Boards Youth & Senior	Increase Quality of Life	None
Internal Staff	Raise morale satisfaction, and engagement	Strain on additional work load and having to balance administrative duties with hands on work
Park/Facility users	Increase Quality of Life	None
Residents	Increase Property Value & Quality of Life	Funds allocated to this effort will not be available for other projects
Contractors	Increased attendance & revenues	None

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

- + 5% increase resulting from increase in property values
- + 5% increase in revenues
- \$10,000 increase in cost to support staff
- \$50,000 increase in funds for preventive maintenance
- \$1,100,000 increase in funds for land acquisition & repurpose

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Carolina Vester, Assistant Parks & Recreation Director

**Action Plan Name:** 5.5.1 – Improve Satisfaction with Special Events

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 5 - Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history
  - Objective 5.5 - Attain world-class performance levels in resident satisfaction with City-sponsored special events by 2019.
- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.2 - Attain world-class performance levels in public safety by 2019

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By when	How will it be evident	Completed?
Benchmark Standards – local needs	October 2016	Study completed – recommendations submitted to the City Manager	✓
Prepare a satisfaction survey for each type of event and distribute following each event.	August 2018	Survey templates completed	✓
Create digital surveys on tablets	March 2019	Tablets on hand	On Target
Collect and analyze attendee satisfaction results	July 2019	Survey completed and results analyzed	On Target
Conduct analysis to determine areas of strength and opportunities for improvement	December 2019	Study completed – recommendations submitted to the City Manager	On Target
Repeat survey process above for each special event	Within one month of special event	Study completed – recommendations submitted to the City Manager	On Target

**Resource requirements (what do we need to succeed?)**

- \$14,000 funding for resources in FY17-19
- 40 hours of staffing to research benchmarking standards
- \$1,200 annually to purchase tablets to gather data and survey results on site (this requirement will also support tasks in AP 1.4.2)

**Resource requirements (what do we need to succeed?) - Continued**

- \$5,000 to purchase signage for education and surveys (this requirement will also support tasks in AP 1.4.2) in FY17-18
- \$1,000 per occurrence for a Photo booth at Special Events to attract survey participants

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

Measure	Target	Date
Resident Satisfaction with special events	75 <sup>th</sup> percentile 90 <sup>th</sup> percentile	FY 2019 FY 2020
% of residents attending events at least once per year.	60%	FY 2020

**Frequency & venue of review**

- Survey & annual review
- Within one month of all special events conducted

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Commission	Increase Resident Satisfaction	Funds allocated to this effort will not be available for other projects
City Manager	Increase Resident Satisfaction	Funds allocated to this effort will not be available for other projects
Parks Boards Youth & Senior	Increase Quality of Life	None
Internal Staff	Raise morale, satisfaction, and engagement	Strain on additional work load and having to balance administrative duties with hands on
Park/Facility users	Increase Quality of Life	None
Residents	Increase Property Value & Quality of Life	Funds allocated to this effort will not be available for other projects
Contractors & Partners	Increased attendance & revenues	None

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

- + 5% increase resulting from increase in property values
- \$10,000 increase in cost to support staff
- \$20,000 increase funds for survey technology

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Fred Couceyro, Parks & Recreation Director

**Action Plan Name:** 5.5.2 – Enhance International & Cultural Events

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 5 – Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history
  - Objective 5.5 – Attain world-class performance levels in resident satisfaction with City-sponsored special events by 2019.
- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.5 – Enhance our position as a premier destination for arts, culture, dining, and shopping

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By when	How will it be evident	Completed?
Provide International & History Event Enhancements by providing participation from at least one historical organization, consulate or Sister City.	September 2017	Incorporate consular offices, historical organization and Sister City	✓

**Resource requirements (what do we need to succeed?)**

- \$5,000 funding for international & cultural activities and components at Special Events (ongoing/annual)
- Police staffing
- Fire Department staffing

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

Measure	Target	Date
Customer satisfaction	Short Term: 75% Long Term: 90%	FY 2019 FY 2020

**Frequency & venue of review**

- Monthly internal staff meeting
- Quarterly meeting with City Manager



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

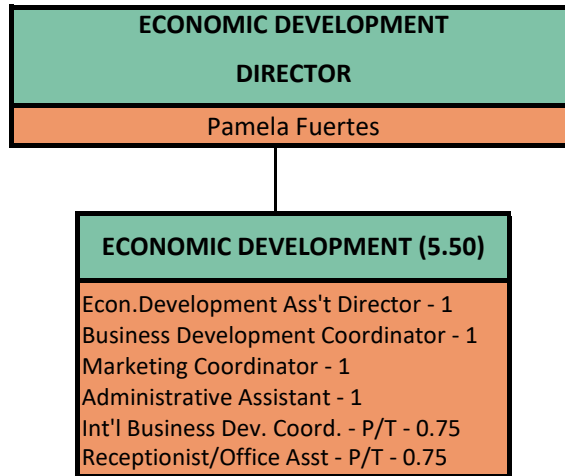
Stakeholder Group	Potential positive impact	Potential negative impact
City Commission	Increase Resident Satisfaction	Funds allocated to this effort will not be available for other projects
City Manager	Increase Resident Satisfaction	Funds allocated to this effort will not be available for other projects
Parks Boards Youth & Senior	Increase Quality of Life	None
Internal Staff	Raise moral & ownership	Strain on additional work load and having to balance administrative duties with hands on
Park/Facility users	Increase Quality of Life	None
Residents	Increase Property Value & Quality of Life	Increase use of tax funds
Contractors & Partners	Increased attendance & revenues	None

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

- + 5% increase resulting from increase in property values
- \$5,000 funding for international & cultural activities and components at Special Events (ongoing/annual)

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**ECONOMIC DEVELOPMENT  
ORGANIZATION CHART**



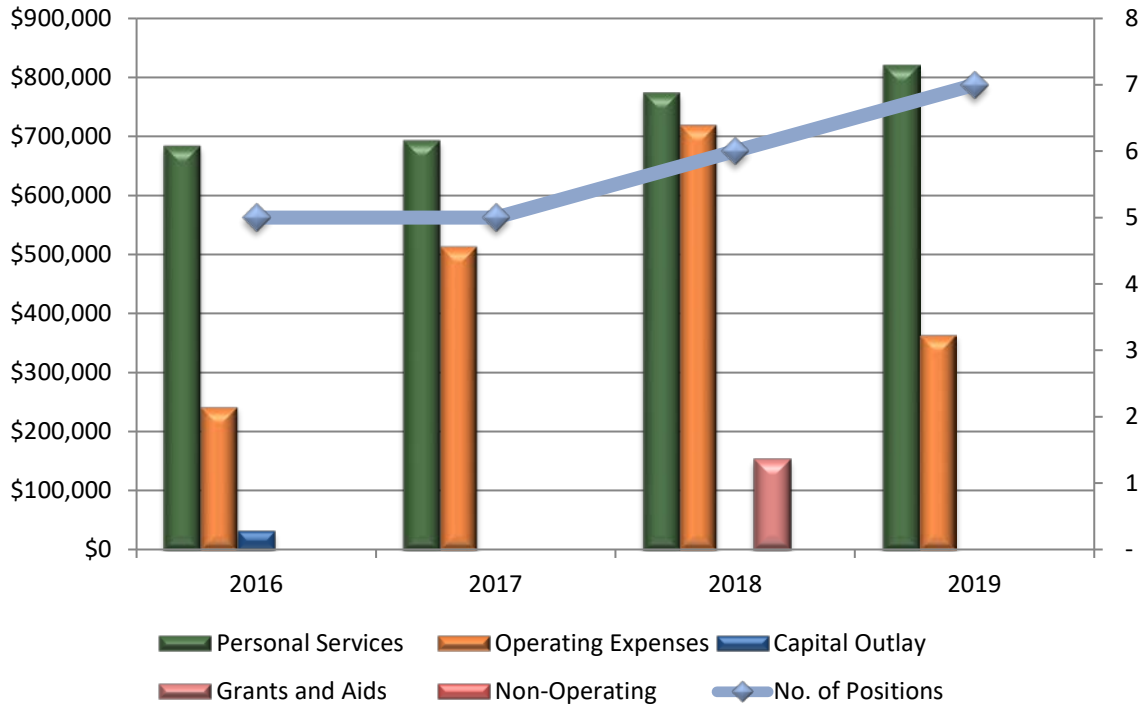
**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



**ECONOMIC DEVELOPMENT DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2015-2016 ACTUAL</u>	<u>2016-2017 ACTUAL</u>	<u>2017-2018 BUDGET</u>	<u>2018-2019 BUDGET</u>
Salaries & Benefits	683,857	693,200	774,092	820,421
Operating Expenses	243,504	514,397	719,468	364,827
Capital Outlay	29,838	-	-	-
Grants and Aids	-	-	152,500	-
Non-Operating	-	-	-	-
<b>Total</b>	<b>957,199</b>	<b>1,207,597</b>	<b>1,646,060</b>	<b>1,185,248</b>
Full Time Headcount	5.00	5.00	5.00	5.00
Part Time FTE's	-	-	0.75	1.50
<b>Total Headcount &amp; FTE's</b>	<b>5.00</b>	<b>5.00</b>	<b>5.75</b>	<b>6.50</b>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Economic Development

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## Department Function:

The Economic Department was created in 1989 to foster sound economic growth and quality of life in the City of Coral Gables. The Department has a two-pronged focus:

### **Economic Development**

The Department helps to establish, maintain and fund exceptional economic development services that help reinforce and grow the City's image and meet the needs of the business community. This involves promoting programs to businesses (including events), supporting City development initiatives, and engaging in various marketing efforts. The Department also manages the Economic Development Board.

### **Property Administration**

The Department assists in real estate acquisitions, dispositions, negotiating (including public/private ventures) and administrating agreements with regard to City property in order to obtain value for the City. The Department also manages the Property Advisory Board and the Library Advisory Board.

## Department Goals:

1. To assist in City development initiatives: act as the liaison to the business community for City initiatives, negotiate development agreements that increase the community benefit related to new development projects, facilitate the implementation of right size development.
2. Promote new businesses to the City of Coral Gables: work with City partners (e.g., Beacon Council, Trade Commissions, Chamber, BID) to recruit new businesses to the Gables, provide market data resources to the public on why to choose Coral Gables for their place of business, promote the Permitting Assistance Program (PAP) for large employers, recruit companies based on the City's Retail Strategy.
3. Promote business retention and expansion: provide small business assistance, leverage marketing opportunities, work with City partners (e.g., Beacon Council, Trade Commissions, Chamber, BID) to retain and promote existing businesses.
4. Promote business development through use of City-owned properties.
5. Administer contracts related to real estate transactions (e.g., leases, management agreements, sales, dispositions).
6. Identify and negotiate new projects.

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**ECONOMIC DEVELOPMENT**

**FISCAL YEAR 2018 MAJOR ACCOMPLISHMENTS**

- ✓ Celebrated the completion of the Streetscape Project on Miracle Mile with activations in every block and free parking in Downtown parking garages with an attendance of more than 22,000
- ✓ Presented at the APA National Planning Conference in New Orleans, “A Holistic Approach to Downtown Revitalization,” focusing on experiences and lessons learned from the two multi-million dollar streetscape projects to an audience of over 150
- ✓ Facilitated public/private partnership with private property owners to create additional public parking spaces throughout the City
- ✓ Secured a state grant for \$1.5 Million for the purchase of the new fire station
- ✓ Facilitated four pop up galleries and one retail pop up to coincide with the grand opening of Miracle Mile; partnered with the Chamber of Commerce and the Business Improvement District to award micro retail grants to businesses that attended the inaugural Retailer Workshop; held multiple retailer workshops for business owners with presentations by industry experts
- ✓ Increased services for multinational business recruitment and Consular Corps/Trade Office relationships



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

**ECONOMIC DEVELOPMENT**

INDICATOR:	FY17			FY18		FY19
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Number of businesses helped via PAP	5	6	🟢	5	3	5
Number of jobs brought to the City or retained through the PAP	350	310	🟡	350	80	350
Net absorption of business tax licenses	100	200	🔴	100	533	100
Ribbon cuttings attended	36	20	🟢	20	15	20
Average attendance for Jazz in the Gables concerts	200	94	🟡	150	60	50
Marketing materials / collateral / ads produced (print, electronic, video)	30	47	🟢	30	56	30
Marketing material total audience reached	1M	32M	🟢	1M	143M*	1M
Public workshops / presentations (including small business outreach)	12	14	🟢	12	11	12
Were lease payments collected without default	Yes	No	🟢	Yes	Yes	Yes
Real Estate deals negotiated	8	11	🟢	10	14	10
Business contact database	5,000	5,535	🟢	6,000	6,705	7,000
Grant and Award submissions to assist with Economic Development initiatives	5	9	🟢	5	3	5

\*Large result to massive popularity of Umbrella Sky project.

**Legend**

- 🟢 Target met or exceeded
- 🟡 Target nearly met
- 🔴 Target not met



**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
0639	Economic Development. Director	1.00	1.00	1.00	1.00	\$ 127,736
0644	Economic Development. Ass't Director	1.00	1.00	1.00	1.00	126,314
0642	Business Development Coordinator	1.00	1.00	1.00	1.00	78,635
0646	Marketing Coordinator	1.00	1.00	1.00	1.00	82,296
0602	Administrative Assistant	1.00	1.00	1.00	1.00	52,049
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>467,030</b>
<b>PART TIME POSITIONS</b>						
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
1150	Int'l Business Development Coord - P/T	1.00	-	-	0.75	0.75
9019	Receptionist/Office Asst - P/T	1.00	-	-	0.00	0.75
<b>TOTAL PART TIME FTE's</b>		<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.75</b>	<b>1.50</b>
<b>TOTAL</b>			<b>5.00</b>	<b>5.00</b>	<b>5.75</b>	<b>\$ 544,190</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 408,682	\$ 475,467	\$ 540,668	\$ 544,190
2000	Employee Benefits - See Other Cost Dist.	275,175	217,733	233,424	276,231
3190	Other Professional Services	86,541	216,055	276,561	75,279
4010	Travel Expense	-	-	5,000	-
4020	Central Garage Motor Pool Rent	5,511	6,066	5,798	-
	Replacement:	-	-	-	-
	Oper. & Maint:	-	-	-	-
4090	Other Transportation Expense	8,100	8,100	8,100	10,395
4410	Rental of Machinery and Equipment	2,713	2,716	4,800	4,800
4430	Rental of Land and Buildings	32,418	58,552	56,050	63,126
4550	General Liability Insurance	15,803	15,728	29,250	26,845
4720	Printing & Binding	7,852	5,344	11,100	11,100
4810	Promotional Expense	8,781	98,734	120,262	61,600
4812	Promotional Expense - Citywide Marketing	9,968	3,375	103,864	35,000
4820	Advertising Expense	17,935	11,000	20,000	20,000
4830	Prospect Development Expense	17,768	18,515	23,614	26,614
4840	Farmers Market	12,649	50,706	29,500	4,500
4990	Other Miscellaneous Expense	1,546	569	2,000	2,000



**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

		<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5100	Office Supplies	\$ 5,842	\$ 2,373	\$ 2,273	\$ 2,273
5400	Membership Dues and Subscriptions	9,617	11,444	14,721	14,720
5410	Employee Training	460	5,120	6,575	6,575
6440	Equipment Additions	29,838	-	-	-
8000	City Grants to Outside Organizations	-	-	27,500	-
8300	Other Grants and Aids	-	-	125,000	-
<b>TOTAL</b>		<b>\$ 957,199</b>	<b>\$ 1,207,597</b>	<b>\$ 1,646,060</b>	<b>\$ 1,185,248</b>

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Pamela Fuertes, Economic Development Director

**Action Plan Name:** 1.5.3 – Reenergizing Our Downtown

**Description:** Reenergizing our Downtown

**Action Item Description:** Reenergizing our Downtown will take a multifaceted approach that engages our merchants, attracts and keeps people in the Downtown, and enhances our business-friendly environment, which appeals to multinational corporations looking to relocate. The proposed Reenergizing our Downtown (ROD) strategy includes a) workshops and activities aimed at providing retailers and restaurateurs in the Downtown the skills needed to enhance customer service and effectively communicate with the target customers, and special campaigns to bring more foot traffic to storefronts; b) culturally rich and memorable events and activities that appeal to residents, build community, and keep working professionals in the Downtown during non-working hours; and, c) events in partnership with commercial brokers and foreign government offices that inform them of Coral Gables' corporate culture and community.

- A) The City would partner with skilled professionals to offer businesses a three part customer service series that includes understanding demographics and target customers, defining store branding, and guidance on marketing for the holiday season. With a specific focus on property owners, the City would hold a workshop to discuss rental rates, contracts, short term leases and best practices. In addition, in partnership with art schools, design firms, community organizations and merchants, the City would embark on a collaborative holiday storefront exhibit with the hope of extending the concept in subsequent years to other seasons, e.g. summer.
- B) In an effort to continue the momentum created by the Downtown Event Series, which completed its second year April 2018, the City proposes continuing the series (spanning up to seven months at McBride Plaza) with music concerts, movies and fitness classes. Based on the success of the Miracle Mile Streetscape Celebration, specifically, the intimate musical acts along the Mile, the City proposes collaborating with other organizations to continue these sidewalk soirees. Coral Gables has become known locally for a host of wonderful community-oriented events, and in the tradition of our "hometown feel," the City would like to maintain the consistency our event-goers have come to rely on. To that end, this proposal includes the following annual events: Pumpkin Patch at Pittman Park, Coral Gables Holiday Market, and The Gables Antique Market. With regard to the Merrick Way corridor, Jazz on Plaza Aragon helps to attract people to the eastern end of the Downtown and would require financial backing to be sustainable. Also, the City must reclaim its art-centric title through improvements to its Gables Gallery Nights and quarterly elevated events to be carefully curated. Finally, in an effort to heighten the attractiveness of the Downtown's business-friendly environment, a trait corporations look for when investing in communities, this proposal includes the lunchtime theatre series, Playhouse at the Plaza. The series taps into South Florida's arts and theatre companies to showcase upcoming plays or musicals in the heart of the Downtown, elevating civic engagement. Playhouse at the Plaza introduces new generations to the arts, igniting a love of arts which may lead to younger supporters.
- C) In order to promote the City's corporate culture and wonderful amenities, this proposal includes events and activities that strengthen international business development relationships with the goal

**Action Item Description: - Continued**

of increasing interest in Coral Gables by multinational corporations looking to grow or relocate. A series of four events for Consular Corps members and foreign Trade Commissioners and four events for commercial brokers is being proposed.

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.4 – Create accessible “home-town” recreation opportunities in all areas of the City
  - Objective 1.5 – Enhance our position as a premier destination for arts, culture, dining and shopping
- Goal 5 – Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
  - Objective 5.2. – Increase the historical and cultural components in City-sponsored programs and the community’s satisfaction with access and the programs.
  - Objective 5.5. – Attain world-class performance levels in resident satisfaction with City-sponsored special events by 2019.
  - Objective 5.8. – Promote appropriate development and economic growth by retaining, expanding and recruiting businesses that complement the City’s brand.

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By when	How will it be evident	Completed?
Request \$305,000 in FY18-19 Budget	April 2018	Request submitted	Not Approved
Approve budget request	June 2018	City Commission adopts budget	Not Approved
Create a calendar of events	September 2018	Approved by Economic Development Director	Delayed
Contract with events management company	October 2018	Contract signed	Delayed
Execution of PR plan	October 2018	Contract for services	Delayed
Conduct events and gather data	Ongoing	Events begin to take place	Delayed

**Resource requirements (what do we need to succeed?)**

- Merchant activations: \$45,000 for workshops and holiday storefront campaign
- Downtown activations: \$100,000 for event production companies managing the planning, logistics, promotion and execution; and \$150,000 for advertisements, rentals, props, licenses, talent, performers and all other event activation expenses.
- International business development activations: \$10,000 for informational workshops and events for commercial brokers, consulate generals and foreign trade commissioners.
- 80 staff hours from Procurement, Risk Management and Legal to review PSAs



**Resource requirements (what do we need to succeed?) - Continued**

- 160 Staff hours/yr from Economic Development Department for selection of event production companies, creating professional service agreement, reviewing and approving event and PR plans, and onsite support.
- 80 Staff hours/yr (or financial equivalent) from Parks & Recreation Department for special event support tied to this action plan.
- 80 Staff hours/yr (or financial equivalent) from Development Services Department (Code Enforcement Division) for onsite officer during special events tied to this action plan.
- 80 Staff hours/yr (or financial equivalent) from Development Services Department (Building Division) for onsite electrical and structural inspections for special events tied to this action plan.
- 80 Staff hours/yr (or financial equivalent) from Police Department for security for special events tied to this action plan.
- 40 Staff hours/yr (or financial equivalent) from Fire Department for special event support tied to this action plan for presence with the addition of the antique fire truck.
- 80 Staff hours/yr (or financial equivalent) from Public Service Department for crews to set trash cans before events and clean up after, may also need assistance with plants.
- 80 Staff hours/yr (or financial equivalent) from Public Works Department for submittal of electrical permits, onsite electrician to bring generators, electrical cords and mitigate issues during special events tied to this action plan.

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

Measure	Target	Date
Workshops, seminars, special events held	Total 60 per FY	Sept. 2019
Average attendance for special events	20 for small, 200 for large	Sept. 2019
Media coverage for special events	51k impressions	Sept. 2019
Customer satisfaction with event (property owners, businesses and residents)	10% annual increase	2018-2019

**Frequency & venue of review**

- Quarterly reports to Economic Development Director and Economic Development Board

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

Stakeholder Group	Potential positive impact	Potential negative impact
Partner Organizations (Chamber, BID, Community Foundation)	Brand Exposure, larger promotional outreach, positive collaboration among organizations	Financial or in-kind expenses
Merchants	Increased sales from event attendees, increases foot traffic from events and new techniques	None

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents	Civic pride, sense of community, event opportunities in your own downtown. Potential property increase as a result of brand exposure	Typical event impacts (noise, street closures)
Business Community	Infusion of more MNCs, a busier Downtown	Traffic congestion, parking issues

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

- + Increase in parking revenue by \$100,000
- + Increase sale tax revenue due to additional business
- Estimated \$305,000 initial investment for reenergizing the Downtown
- Potential overtime hours by other departments for events

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Pamela Fuertes, Economic Development Director

**Action Plan Name:** 3.5.1 – Formal Development Agreement Process

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 3 – 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 3.5 – Increase the percentage of development agreement and grant funding to 4% of total revenue by 2019

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By when	How will it be evident	Completed?
Assign a Development Agreement facilitator (“DAF”)	December 2018	Memorandum to CM acknowledging the facilitator	On Target
Establish DRC as reviewer of community benefits	October 2018	Assigned	On Target
Identify "non-as of right" projects at DRC	October 2018 & Ongoing thereafter	Identified at DRC	On Target
DAF to determine the impact to the surrounding neighborhood	November 2018 & Ongoing thereafter	Memorandum	On Target
DAF to mitigate impact by requesting community benefits to soften the impact to surrounding neighborhood	December 2018	Request submitted	On Target
Draft DA and/or guidelines	January 2019	Memorandum	On Target
P&Z approval of DA proposal	February 2019	P&Z Approval	On Target
Execute DA Agreement and/or ensure guidelines are included in submitted plans with DAF sign-off	February 2019	Approved by City Commission	On Target
no permits issued w/o executed DA or DAF sign-off of plans	February 2019	Review of conditions/payment inclusion before issuing permit	On Target

**Resource requirements (what do we need to succeed?)**

- DAF to attend all DRC meetings
- Potential outside counsel to draft and/or review DA

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

Measure	Target	Date
Number of DA's executed	2	Annually
Increased Property Values	10% increase to the surrounding neighborhood where project is being built	Annually
Customer satisfaction from the surrounding neighbors	5% increase over trend	Annually

**Frequency & venue of review**

- Monthly at Development Review Committee

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

Stakeholder Group	Potential positive impact	Potential negative impact
Property Owners/Developer	Better tenants and neighbors; Enhanced property values	Higher taxes as a result of increased property values & surrounding improvements
Residents	Better shopping/dining experience Employment opportunities Decreased tax burden	Higher activity to the surrounding neighborhood
Workers/Visitors	Better shopping/dining experience Employment opportunities	Higher cost of products/services to the increased property value multiplier effect

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

- + Estimated increased property tax revenue as commercial properties become more successful
- + Estimated increased asset value as new developments are added
- Estimated maintenance expense due to the improvement neighborhood

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Pamela Fuertes, Economic Development Director

**Action Plan Name:** AP 5.6.2 - Gateway/Branding Improvements

**Description:** This project will create new gateway features and unifying branding elements, such as landmarks, signs, lighting, outdoor furniture, landscaping improvements, and/or public art (exact features TBD), at strategic locations throughout the City, including potential sites along U.S. 1, Bird Rd./Red Rd., the "Design District," Le Jeune Rd., and/or other high visibility corridors and commercial districts. In keeping with the City's tradition of beautiful entrances and landmarks, new gateway features and district branding will serve to promote the City in a distinctly Gables style, helping to beautify the City, enhance and promote the City's brand positioning, and attract visitors.

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.5 – Enhance our position as a premier destination for arts, culture, dining and shopping
- Goal 5 – Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
  - Objective 5.3 – Enhance the pedestrian experience, safety and connectivity in the City through improved lighting, crosswalks, sidewalks and wayfinding;
  - Objective 5.6 – Implement best practices for urban and landscape design in public places, and sustainable historic aesthetics by 2019

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By when	How will it be evident	Completed?
Request capital improvement dollars of \$100,000/year for four years for program costs for fiscal years 2018 to 2021	May 2017	Funds in draft budget	✓
Conduct an internal focus group of key departments (PWD, Historic, Planning, Economic Development...)	July 2017	Meeting minutes published	On Hold
Budget request approved by City Commission	September 2017	Budget line in approved FY 17-18 CIP budget	✓
Identify project management approach and timeline (internal, external)	October 2017	Approach/timeline identified and approved by management	On Hold
Finalize contract(s) as necessary	December 2017	Signed contracts	On Hold



**KEY tasks that must be accomplished, deliverables, and measures of success – (Continued)**

What must be done	By when	How will it be evident	Completed?
Design the project(s)	May 2018	Gateway features and branding elements are designed and approved	On Hold
Identify and prioritize site(s) for purchase and/or improvement	June 2018	Prioritized list of identified sites	On Hold
Construct/install the project(s)	December 2018	Gateway features and branding improvements are completed	On Hold

**Resource requirements (what do we need to succeed?)**

- \$400,000, to include design, construction, and management costs over a two year period
- \$500k-\$1M potentially required for property acquisition

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

Measure	Target	Date
Number of site “acquisitions” (including purchase, easements, etc.)	2	On Hold
Number of projects completed	4	On Hold
Expenditures	On budget, according to plan	On Hold

**Frequency & venue of review**

- Quarterly, and as otherwise appropriate, with City Manager at biweekly meeting
- One annual update to City Commission at a selected Commission meeting

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

Stakeholder Group	Potential positive impact	Potential negative impact
City departments	Staff engagement and pride in enhanced City position	Labor hours expended in support of this project are not available for other work. Increased requirement for ongoing maintenance of project sites.
Businesses	Enhanced brand positioning should improve sales.	Higher rents as demand increases
Residents	Pride as a result of enhanced brand positioning and environment	Some minor traffic inconvenience at construction sites
Visitors	Improved destination awareness	Some minor traffic inconvenience at construction sites

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

- + Estimated \$100,000 in increased property tax revenue/year as improved brand positioning results in enhanced property values.
- Estimated \$400,000 initial investment from FY18 to FY21
- Estimated \$500k - \$1M for potential property acquisition

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Pamela Fuertes, Economic Development Director

**Action Plan Name:** 5.8.1 – “Coral Gables Means Business” Campaign (see Exhibit for description)

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 5 - Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
  - Objective 5.8 – Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the City’s brand

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By when	How will it be evident	Completed?
<b>RETAIL STRATEGY</b>			
Convene a focus group of key stakeholders to discuss retail strategy concept and obtain buy-in	February 2016	Memorandum of Understanding between the parties	✓
Identify expert consultant	March 2016	Consultant identified	✓
Enter into agreements with expert consultant and partner organizations	April 2016	Agreements executed between the parties	✓
Launch retail strategy effort	May 2016	Initial actions occur	✓
Request salaried “Business Recruiter” position and operational budget for program in FY16-17 budget	May 2016	Request submitted	✓
Approve budget request	September 2016	City Commission adopts budget	✓
Recruit and hire Business Recruiter	October 2016	Business Recruiter hired	✓
Execute retail strategy	Ongoing	New retailers are successfully recruited to the City	Ongoing

**KEY tasks that must be accomplished, deliverables, and measures of success - (Continued)**

What must be done	By when	How will it be evident	Completed?
<b>CORPORATE STRATEGY</b>			
Recruit and hire "Business Recruiter"	October 2016	Business Recruiter hired	✓
Retail strategy completed and approved by City Commission	February 2017	Strategy approved by City Commission	✓
Convene a focus group of key stakeholders to discuss corporate strategy concept and obtain buy-in	May 2017	Memorandum of Understanding between the parties	✓
Approve budget request	September 2017	City Commission adopts budget	✓
Launch corporate strategy effort	January 2019	Initial actions occur	No – Contract options being considered
Identify expert consultant (may require RFP process)	December 2018	Consultant identified	No – Contract options being considered
Enter into agreements with expert consultant and partner organizations	December 2018	Agreements executed between the parties	No – Contract options being considered
Corporate strategy completed and approved by City Commission	December 2018	Strategy approved by City Commission	No – Contract options being considered
<b>MARKETING STRATEGY &amp; CAMPAIGN</b>			
Request budget line items for marketing agency and operational budget for program in FY16-17 budget	May 2017	Request submitted	✓
Convene a focus group of key stakeholders to discuss marketing strategy & campaign concept and obtain buy-in	July 2017	Memorandum of Understanding between the parties	✓
Approve budget request	September 2017	City Commission adopts budget	✓
Identify marketing agency (may require RFP process)	December 2018	Agency identified	No – Contract options being considered
Enter into agreements with marketing agency and partner organizations	December 2018	Agreements executed between the parties	No – Contract options being considered

**KEY tasks that must be accomplished, deliverables, and measures of success - (Continued)**

What must be done	By when	How will it be evident	Completed?
<b>MARKETING STRATEGY &amp; CAMPAIGN – (Continued)</b>			
Launch marketing strategy effort	December 2018	Initial actions occur	No – Contract options being considered
Complete marketing strategy and production of collateral materials (brochures, website, video, ads...)	December 2018	Marketing Strategy approved by City Commission. Collateral materials are produced.	No – Contract options being considered
Launch and execute marketing campaign	Ongoing	Collateral materials are distributed, posted, etc. Business Recruiter has the tools necessary to market the City.	No – Contract options being considered

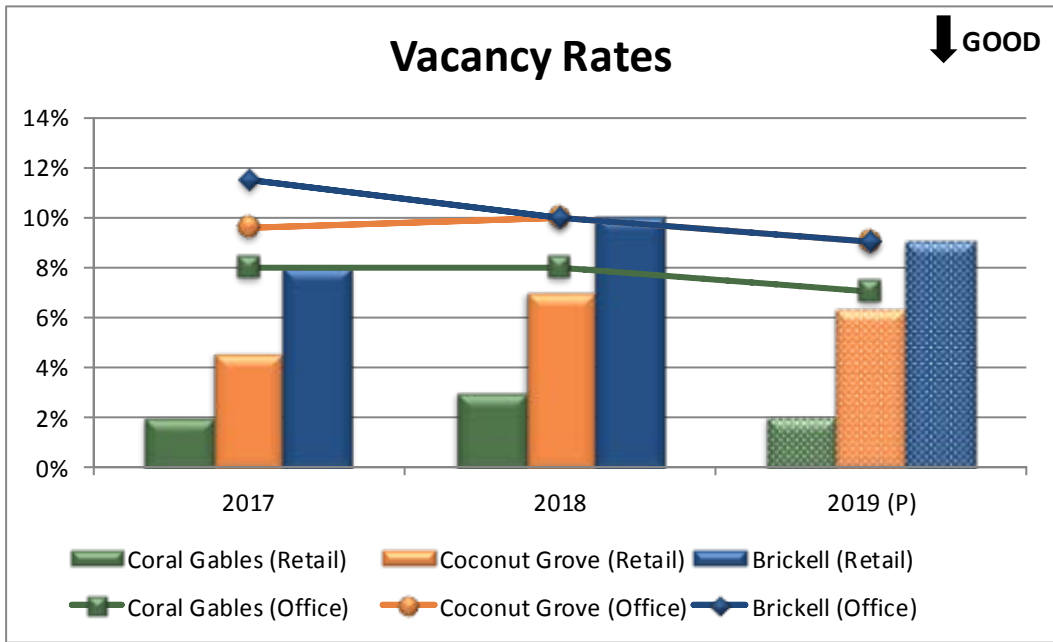
**Resource requirements (what do we need to succeed?)**

\$200,000 in funding allocated for the following needs:

- Retail Strategy consultant
- Corporate Strategy consultant
- F/T “Business Recruiter” position (Paygrade 23E)
- Overhead expenses (workspace, equipment, supplies, training...) associated with new position
- Engagement of Marketing Agency to develop strategy and initial production of collateral materials
- Ongoing implementation of the Campaign (collateral updates and production, advertisement, travel, tradeshow, etc.)

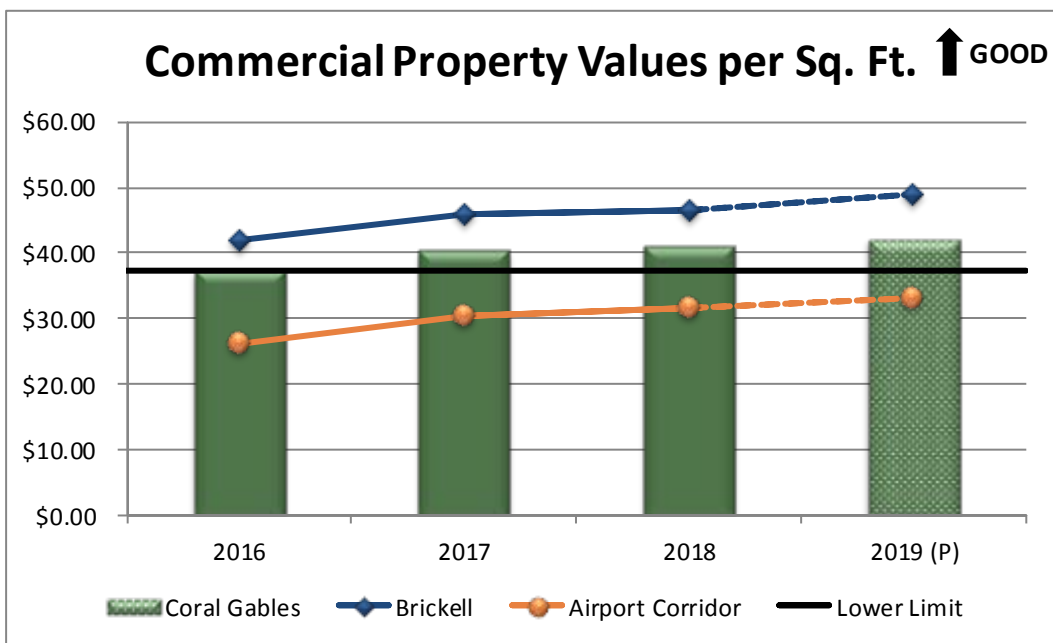
**Significant Short- & Longer-term measures of success, targets and / or time horizons**

Measure	Target	Date
Commercial Occupancy Rates	Maintain maximum 5% retail vacancy rate, and 10% office vacancy rate, throughout the City	Annually



**Significant Short- & Longer-term measures of success, targets and / or time horizons – (Continued)**

Measure	Target	Date
Property Values	5% increase over trend for commercial properties	Annually



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

Measure	Measure	Measure
Gross Sales	5% increase over trend	Annually
Customer Satisfaction Survey	10% increase over trend in customer satisfaction with Coral Gables' reputation as a business center (property owners, businesses and residents)	Annually

### Frequency & venue of review

- Biweekly with City Manager
- Monthly at Economic Development Board and Property Advisory Board meetings
- Quarterly, and as otherwise appropriate
- One annual update to City Commission at a selected Commission meeting
- Annual review of survey results

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

Stakeholder Group	Potential positive impact	Potential negative impact
Property Owners	Better tenants and neighbors; Increased rental rates Enhanced property values	Higher taxes as a result of increased property values
Businesses	Better neighbors Increased sales and profits Business-to-business opportunities	Higher rents as demand increases
Residents	Better shopping/dining experience Employment opportunities Decreased tax burden	May lose some legacy retailers and mom-and-pop shops as rents increase
Workers & Visitors	Better shopping/dining experience Employment opportunities	May lose some legacy retailers and mom-and-pop shops as rents increase
BID	Enhanced revenue Supports primary mission	Funds allocated to this effort will not be available for other projects

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

Stakeholder Group	Potential positive impact	Potential negative impact
Chamber of Commerce	Enhanced membership opportunities Supports existing businesses	Funds allocated to this effort will not be available for other projects
City of Coral Gables	Increased rent & property values 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)?**

- + Estimated \$1M increased property tax revenue as commercial properties become more successful
- + Estimated \$500,000 increased asset value and revenue (over time) as City assets become more valuable and successful
- + Estimated \$25,000 increased alternative revenue (fees, parking...) as commercial district(s) become more successful
- Estimated \$300,000 initial investments in expert consultants and marketing agency
- Estimated \$150,000 annual personnel, administrative and operational costs associated with the program

**Exhibit**

**“Coral Gables Means Business” Campaign**

**Description:** The *Coral Gables Means Business* Campaign is a multi-pronged approach to retaining, expanding and recruiting quality corporate and retail businesses to the City. This collaborative and inter-related program entails separate retail and corporate strategies, supported by a robust marketing strategy and campaign, and coordinated by a dedicated “Business Recruiter” charged with the Campaign’s implementation. Both the retail and corporate strategies would entail the engagement of expert consultants who will assess the respective markets and existing conditions, outline a strategy for retaining/recruiting desired corporate and retail businesses, and develop the infrastructure necessary to execute and implement the strategies. The corporate and retail strategies would include the hiring of a “Business Recruiter” by the City to implement the strategies by proactively working to support and recruit corporate and retail businesses identified by the plans. The marketing strategy is expected to require the engagement of a marketing agency that will assist us in creating collateral materials (brochures, website, video, ads...) and PR/media/advertising campaign(s), to be used as tools by the Business Recruiter in executing the corporate and retail strategies. Funding for the different components of the *Coral Gables Means Business* Campaign is expected to be shared between the City and partner organizations, such as the BID and Coral Gables Chamber of Commerce.

If we were to compare *Coral Gables Means Business* to a new house...

- the City, Chamber and BID would be the developers,
- the expert consultants would be the architects and general contractors,
- the strategies would be the blueprints,
- the marketing strategy/campaign would be the building tools and materials,
- the Business Recruiter would be the real estate agent, and
- the new businesses would be the tenants

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Pamela Fuertes, Economic Development Director

**Action Plan Name:** 5.8.3 – Façade & Signage Incentive Workshop

**Description:** The objective of the Façade & Signage Incentive Workshop is to encourage and incentivize property owners and retailers throughout the City to enhance the street-facing facades and streamline their signage process of their buildings by facilitating the permitting process. The program would create a committee similar to the Board of Architecture that is made up of a combination of the City’s Ombudsman, Planning, Economic Development and an independent Architect & Engineer (A&E) professional. The program committee will provide guidance on the design, A&E, expedited permitting services.

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.5 – Enhance our position as a premier destination for arts, culture, dining and shopping
- Goal 5 – Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
  - Objective 5.8 – Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the City’s brand

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By when	How will it be evident	Completed?
Identify façade & sign workshop incentive program administrator	November 2018	Selected by CM’s office to identify Administrator	On Target after timeline revisions
Conduct focus group to select committee	December 2018	ED to set up meeting with Planning to identify	On Target after timeline revisions
Seek Volunteer Architects & Engineers	December 2018	A&E’s identified	On Target after timeline revisions
Develop program parameters, application forms, etc.	December 2018	Draft Guidelines and Forms	On Target after timeline revisions
Establish monthly meeting for A&E to review façade & signage plans before going to BOA	January 2019	Calendar item under Ombudsman	On Target after timeline revisions



**KEY tasks that must be accomplished, deliverables, and measures of success –  
(Continued)**

What must be done	By when	How will it be evident	Completed?
Finalize volunteer understanding with architects	January 2019	Interview	On Target after timeline revisions
Market the program	January 2019	Social Media, ENews, & Business Update	On Target after timeline revisions
Launch program	February 2019	Set first meeting date based on # of applicants	On Target after timeline revisions

**Resource requirements (what do we need to succeed?)**

- Staff and Volunteers time
- Development Service allowance to streamline the signage approval process in order to expedite
- One-time \$5,000 towards marketing to print and online news outlets

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

Measure	Target	Date
Number of small business façade & signage applications	5 per year	May 2019
Timing of permit approval for sign & façade	Reduce time to approve permit by 20%	June 2019
Increased Property Values	Increase property values due to improvements	January, 2020
Customer Satisfaction	Improve customer satisfaction with façade and signage to XX% or better	September, 2020

**Frequency & venue of review**

- Biweekly with City Manager
- Monthly at RLF Committee meetings
- Monthly at Economic Development Board and Property Advisory Board meetings
- Quarterly, and as otherwise appropriate
- One annual update to City Commission at a selected Commission meeting
- Annual review of survey results

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

Stakeholder Group	Potential positive impact	Potential negative impact
Property Owners	Better tenants and neighbors; Increased rental rates Enhanced property values	Higher taxes as a result of increased property values
Merchants	Better neighbors, Increased Sales	Higher rents as demand increases
Residents	Better shopping/dining experience	May lose some legacy retailers and mom-and-pop shops as rents increase
Workers & Visitors	Better shopping/dining experience	May lose some legacy retailers and mom-and-pop shops as rents increase
BID	Enhanced revenue Supports primary mission	None
Chamber of Commerce	Enhanced membership opportunities Supports existing businesses	None

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

- + Increased property tax revenue/year as properties are improved
- + Increased in parking/permit fees as more applicants apply
- Estimated \$5,000 one-time marketing fee

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Pamela Fuertes, Economic Development Director

**Action Plan Name:** 5.8.4 – Downtown Storefront & Signage Guidelines

**Description:** The objective of the Downtown Storefront & Signage Program is to engage a consultant to develop retail storefront and signage guidelines and for the development of an ordinance to enforce them. The consultant will review existing storefront and signage elements in the downtown focus area which includes a detailed look at the four blocks of Miracle Mile between SW 42nd Avenue and Douglas Road and one block that makes up Giralda Plaza, “Restaurant Row,” between Ponce de Leon Blvd. and Galiano St. From this, the consultant will develop guidelines for storefront and signage design that will help to support a successful retail environment in the Downtown area of approximately twelve blocks that includes a mix of high and secondary streets with Mediterranean-style buildings with colonnades and more traditional retail buildings. Completed guidelines will be given to retailers, owners, architects, designers, and developers. Included in this effort will be recommendations to the City for changes to the design review process, zoning and signage ordinances that would support the guidelines. The consultant will work with the City including the City’s legal counsel to develop the appropriate design language for the ordinance.

The program will cost approximately \$100,000 and funding for the guidelines will be contingent on partnership with the Coral Gables Chamber of Commerce as well as the Business Improvement District of Coral Gables.

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.5 – Enhance our position as a premier destination for arts, culture, dining and shopping
- Goal 5 – Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
  - Objective 5.8 – Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the City’s brand

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By when	How will it be evident	Completed?
Request \$50,000 in “New Needs” for program costs in draft FY 18-19 Budget	May 2018	Funds in draft budget	Not Approved
Agreement with BID/Chamber to partner on funds	May 2018	Memo of Understanding	Delayed

**KEY tasks that must be accomplished, deliverables, and measures of success – (Continued)**

What must be done	By when	How will it be evident	Completed?
Identify façade & signage consultant	June 2018	Request for proposals	Delayed
Contract with expert consultant and partners - BID/Chamber	June 2018	Draft Guidelines and Forms	Delayed
Budget request approved by City Commission	September 2018	Budget line in approved FY 18-19 budget	Not Approved
Set-up program; 24 week project	November 2018	Meetings with key stakeholders, area visits	Delayed
Signage 7 Storefront guidelines completed and reviewed by commission	May 2019	Hold Public Open House and present at Commission	Delayed
Execute guidelines	May 2019	Create collateral material, guidelines and revised ordinances	Delayed

**Resource requirements (what do we need to succeed?)**

- \$50,000 to be matched by the Coral Gables Chamber of Commerce and the Business Improvement District

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

Measure	Target	Date
Number of applications approved	6 per year	By December of each year, starting Dec. 2017
Increased Property Values	5% increase over trend for improved properties	By December of each year, starting Dec. 2017
Gross Sales Increased	5% increase over trend	By December of each year, starting Dec. 2017
Customer Satisfaction Survey	5% increase in Customer satisfaction with Downtown experience year-over-year	By December of each year, starting Dec. 2017

**Frequency & venue of review**

- Quarterly review with City Manager

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

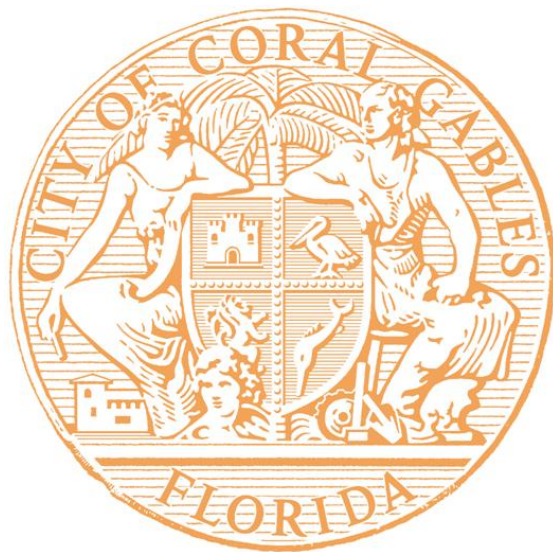
Stakeholder Group	Potential positive impact	Potential negative impact
Property Owners	Better tenants and neighbors; Increased rental rates Enhanced property values	Higher taxes as a result of increased property values
Merchants	Better neighbors, Increased sales	Higher rents as demand increases
Residents	Better shopping/dining experience Decreased tax burden	May lose some legacy retailers and mom-and-pop shops as rents increase

**Who are the stakeholders / what is the anticipated impact on them? – (Continued)**

Stakeholder Group	Potential positive impact	Potential negative impact
Architects/Designers	Better design experience, permitting	None
Workers & Visitors	Better shopping/dining experience	May lose some legacy retailers and mom-and-pop shops as rents increase
BID	Enhanced revenue Supports primary mission	None
Chamber of Commerce	Enhanced membership opportunities Supports existing businesses	None
City of Coral Gables	Increased rent & property values 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)?**

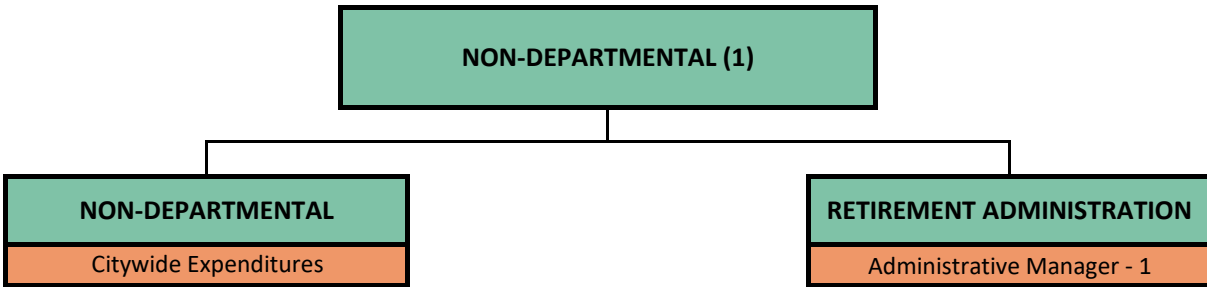
- Estimated \$50,000 investment in year one
- + Estimated \$10,000 Increased in permit fees as more applicants apply
- + Estimated \$100,000 in increased property tax revenue/year as properties are improved



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**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**NON-DEPARTMENTAL  
ORGANIZATION CHART**



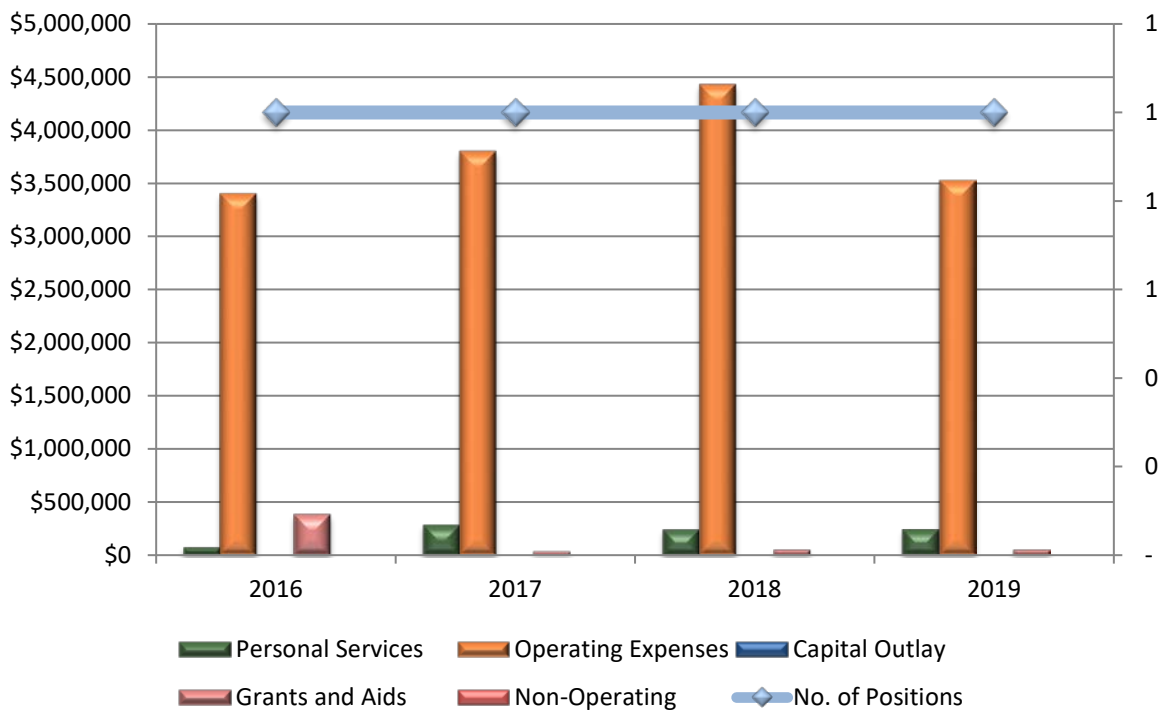
**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



**NON-DEPARTMENTAL EXPENSE  
BUDGET AND POSITION SUMMARY**

	<u>2015-2016 ACTUAL</u>	<u>2016-2017 ACTUAL</u>	<u>2017-2018 BUDGET</u>	<u>2018-2019 BUDGET</u>
Salaries & Benefits	75,695	282,152	242,159	244,919
Operating Expenses	3,405,264	3,802,882	4,429,286	3,528,238
Capital Outlay	-	-	-	-
Grants and Aids	385,250	38,250	53,250	53,250
Non-Operating	-	-	-	-
<b>Total</b>	<b><u>3,866,209</u></b>	<b><u>4,123,284</u></b>	<b><u>4,724,695</u></b>	<b><u>3,826,407</u></b>
Full Time Headcount	1.00	1.00	1.00	1.00
Part Time FTE's	-	-	-	-
<b>Total Headcount &amp; FTE's</b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>

**EXPENDITURE COMPARISONS**





**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



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

**EXPENDITURE DETAIL**

		<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
2000	Employee Benefits - See Other Cost Dist.	\$ (96,030)	\$ 94,965	\$ 94,000	\$ 94,000
3120	Special Legal Services	427,100	777,194	350,000	350,000
3190	Other Professional Services	430,873	358,486	795,523	600,000
3200	Accounting & Auditing Services	141,000	154,009	134,500	138,500
4820	Advertising Expense	-	-	6,000	6,000
4920	Judgements & Damages	57,145	339,937	-	-
4990	Other Miscellaneous Expense	95,865	203,226	165,000	165,000
4991	Credit Card Charges	350,983	300,938	-	-
5100	Office Supplies	19,556	15,856	17,000	17,000
5210	Office Equipment - Non-Capital	-	-	1,000	-
5410	Employee Training	9,332	-	25,000	25,000
7191	Employee Sick/Annual Leave Payout	1,145,900	883,255	600,000	600,000
7192	Contingencies	8,331	-	1,976,102	1,268,000
7193	Employee Sale of Annual Leave	705,455	754,834	350,000	350,000
8200	Federal Grants	147,000	-	-	-
8204	CG Museum Grant	200,000	-	-	-
8300	Other Grants and Aids	5,000	5,000	20,000	20,000
8302	Aid to Junior Orange Bowl	33,250	33,250	33,250	33,250
	<b>TOTAL</b>	<b>\$ 3,680,760</b>	<b>\$ 3,920,950</b>	<b>\$ 4,567,375</b>	<b>\$ 3,666,750</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



620 GENERAL RETIREMENT SYSTEM FUND  
**NON-DEPARTMENTAL EXPENSE**  
**7010 RETIREMENT PLAN ADMINISTRATION DIVISION**  
513 OTHER GENERAL GOVERNMENT

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	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	\$ 94,018
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>\$ 94,018</b>

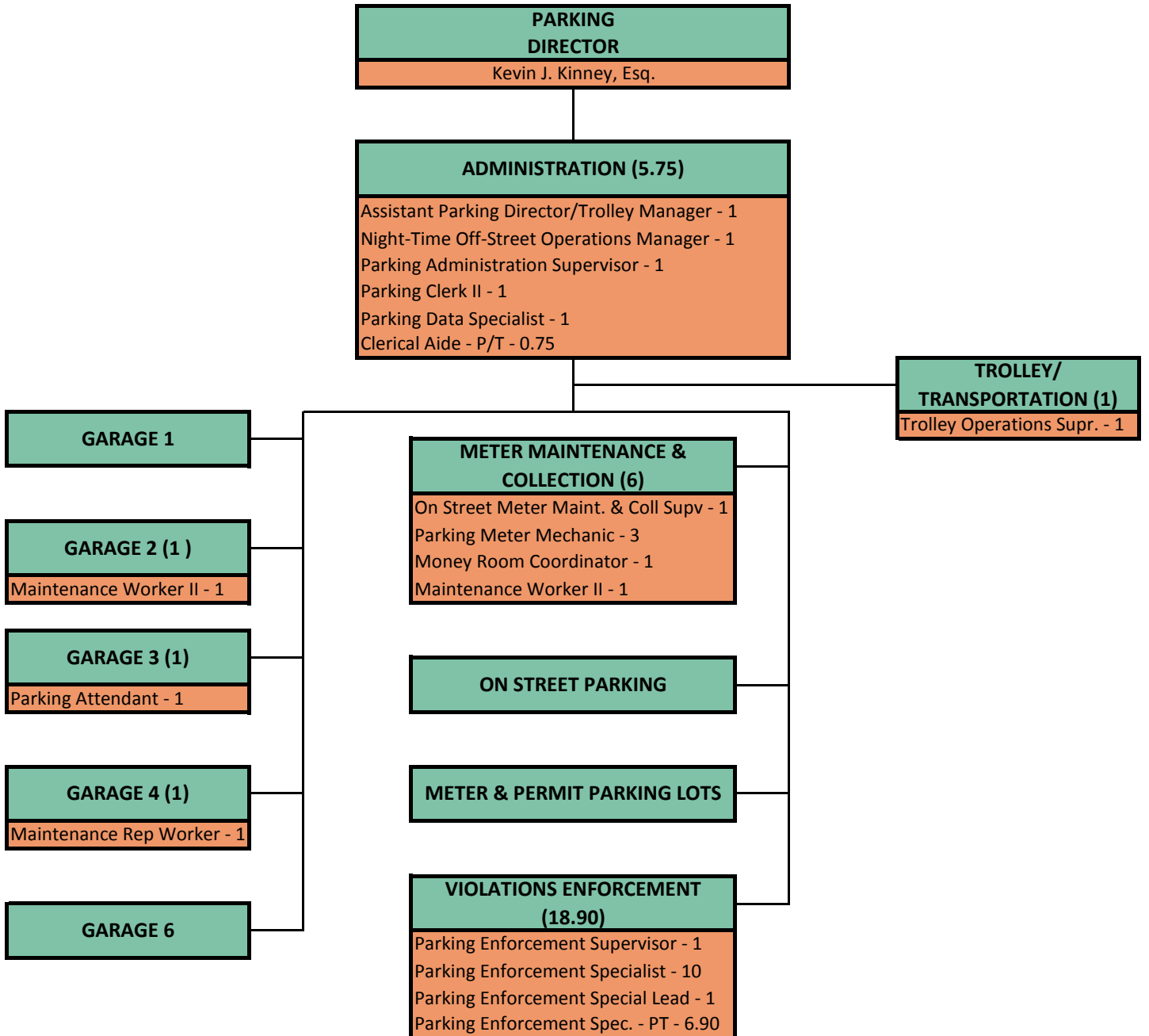
**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 116,921	\$ 125,778	\$ 93,745	\$ 94,018
2000	Employee Benefits - See Other Cost Dist.	54,804	61,409	54,414	56,901
3190	Other Professional Services	-	608	-	-
4410	Rental of Machinery and Equipment	2,512	2,899	2,500	2,500
4420	Public Facilities Cost - See Other Cost Dist.	5,821	6,681	-	-
4550	General Liability Insurance	3,889	3,943	5,061	4,638
4710	Special Printed Forms	502	447	600	600
5100	Office Supplies	1,000	569	1,000	1,000
<b>TOTAL</b>		<b>\$ 185,449</b>	<b>\$ 202,334</b>	<b>\$ 157,320</b>	<b>\$ 159,657</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**PARKING**

**ORGANIZATION CHART**



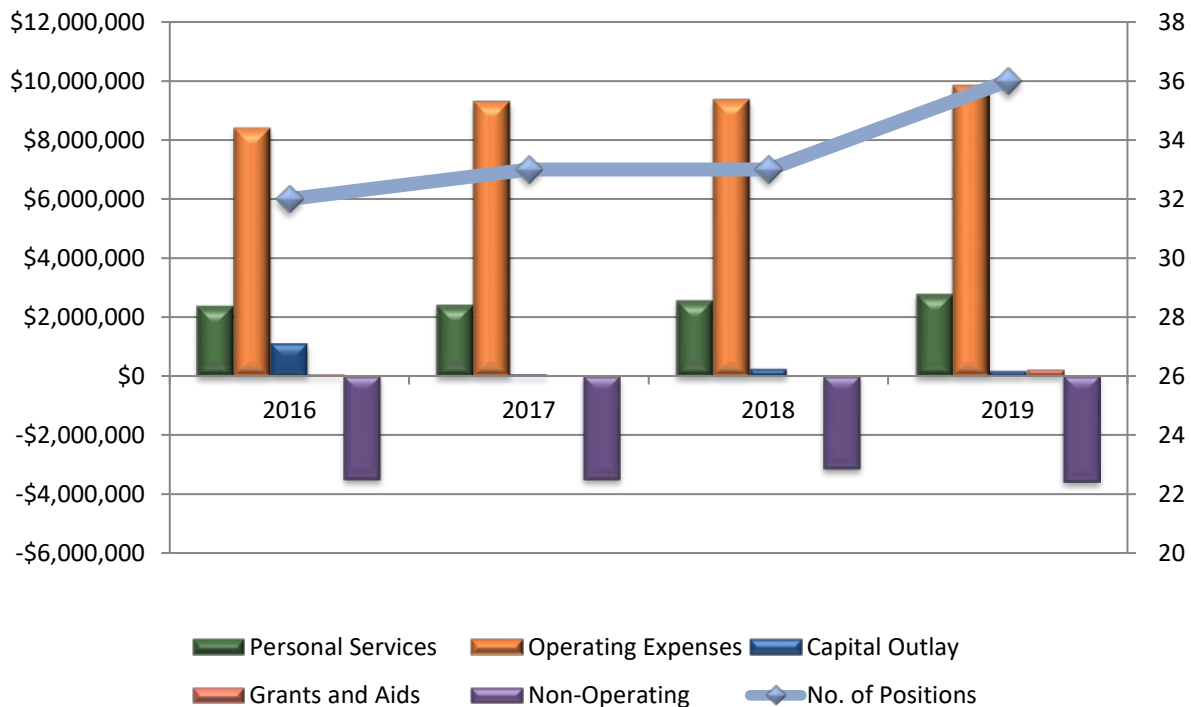
**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



**PARKING DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<b>2015-2016 ACTUAL</b>	<b>2016-2017 ACTUAL</b>	<b>2017-2018 BUDGET</b>	<b>2018-2019 BUDGET</b>
<b>Salaries &amp; Benefits</b>	2,375,604	2,414,290	2,560,488	2,783,172
<b>Operating Expenses</b>	8,405,915	9,302,061	9,368,527	9,839,166
<b>Capital Outlay</b>	1,111,142	70,819	245,904	178,062
<b>Grants and Aids</b>	57,844	-	5,992	209,733
<b>Non-Operating</b>	<b>(3,496,573)</b>	<b>(3,490,004)</b>	<b>(3,138,131)</b>	<b>(3,575,566)</b>
<b>Total</b>	<b>8,453,932</b>	<b>8,297,166</b>	<b>9,042,780</b>	<b>9,434,567</b>
<b>Full Time Headcount</b>	27.00	28.00	28.00	28.00
<b>Part Time FTE's</b>	4.50	4.50	4.50	7.65
<b>Total Headcount &amp; FTE's</b>	<b>31.50</b>	<b>32.50</b>	<b>32.50</b>	<b>35.65</b>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Parking

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## 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 for parking and other City departments. Finally, Parking has oversight of the City's public transportation system, including the daily trolley service and ensuring that this circulator system provides 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 garages
2. Reduce Vehicle Miles Traveled in Central Business District.
  - Provide micro transit, connector and last mile service to support regional transit
  - Use marketing, APPs and way-finding to reduce search times for parking
  - Notify customers where parking supply is available
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 service to support Ponce circulator
  - Reduce headways and maintain high quality fleet vehicles

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**

**PARKING**








**FISCAL YEAR 2018 MAJOR ACCOMPLISHMENTS**

- ✓ Increased ridership on the Freebee micro transit service provided by the City to more than 6,000 passengers per month within downtown Coral Gables
- ✓ Established the Coral Gables Block By Block service to provide custodial, trash and ambassador services within the Business Improvement District, with a focus on the new streetscape of Miracle Mile and Giralda Plaza
- ✓ Installed thermal restriping for more than 1,100 parking spaces within the public right of way to clearly delineate parking facilities
- ✓ Installed a new parking and revenue control system in Parking Garage 4 to improve garage operations and reliability
- ✓ Contracted with four property owners to install and operate public parking facilities within downtown Coral Gables to increase the supply of public parking spaces available for visitors to Downtown
- ✓ Installed fifty (50) multi-space pay stations and removed approximately four hundred (400) singled space meters providing for a more open and uncluttered pedestrian walkway
- ✓ Purchased and placed into service two (2) new low-floor trolleys to replace older less environmentally efficient fleet vehicles






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

**PARKING**

INDICATOR:	FY17			FY18		FY19
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Percentage of meter revenue processed electronically	75%	80.7%		85%	85.7%	87.5%
Parking permit sales	27,500	27,011		27,500	27,897	28,000
Parking citations issued	110,000	80,329		100,000	81,277	95,000
Total parking revenue	\$13.36M	\$13.81M		\$14.20M	\$14.99M	\$14.80M
Increase Trolley ridership	1.3M	1.12M		1.35M	1.07M	1.2M
Extension of current trolley route to service south end of Coral Gables (MacFarlane/Homestead area)	36,000	35,895		40,000	37,200	40,000
Freebee Passenger Trips	N/A	N/A	N/A	60,000	68,614	75,000
Reduction of current Trolley headways	10 Min.	10 Min.		8 - 9 Min	10 Min.	9 Min.

**Legend**

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



**2018-2019 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8300 ADMINISTRATIVE**  
 545 PARKING FACILITIES

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
0720	Parking Director	1.00	1.00	1.00	1.00	\$ 154,348
0721	Ass't Parking Director/Trolley Manager	0.50	0.50	0.50	0.50	53,373
0716	Parking Admin. Supervisor	1.00	1.00	1.00	1.00	50,276
0718	Night-Time Off-Street Operations Manager	-	1.00	1.00	1.00	66,153
0708	Parking Data Specialist	1.00	1.00	1.00	1.00	52,281
0088	Parking Clerk II	1.00	1.00	1.00	1.00	32,386
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>4.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>408,817</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
9006	Clerical Aide - P/T	1.00	0.75	0.75	0.75	15,161
<b>TOTAL PART TIME FTE's</b>		<b>1.00</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>15,161</b>
<b>TOTAL</b>		<b>5.25</b>	<b>6.25</b>	<b>6.25</b>	<b>6.25</b>	<b>\$ 423,978</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 343,539	\$ 384,468	\$ 453,403	\$ 423,978
2000	Employee Benefits - See Other Cost Dist.	238,899	263,105	252,168	233,342
3170	Mgmt & Staff Interdept'l Charge	565,000	565,000	565,000	565,000
3190	Other Professional Services	124,433	12,271	60,609	50,000
4090	Other Transportation Expense	8,100	8,100	8,100	10,395
4410	Rental of Machinery and Equipment	3,128	3,406	4,215	4,215
4420	Public Facilities Cost - See Other Cost Dist.	18,050	19,576	20,340	21,085
4550	General Liability Insurance	13,148	15,420	23,496	20,915
4620	Repair and Maint. of Office Equipment	14,471	1,844	4,317	3,600
4710	Special Printed Forms	5,483	4,074	-	-
4720	Printing & Binding	-	-	8,000	8,000
4820	Advertising Expense	1,000	1,000	-	-
4990	Other Miscellaneous Expense	6,365	926	10,000	10,000
4991	Credit Card Charges - Pay By Phone	933,908	1,031,778	600,000	1,000,000
5100	Office Supplies	3,627	2,449	5,500	5,500
5215	Small Tools & Minor Equipment	28,402	20,665	16,362	38,000
5400	Membership Dues and Subscriptions	\$ 200	\$ 595	\$ 1,100	\$ 1,100
5410	Employee Training	317	2,366	2,100	2,000



**2018-2019 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8300 ADMINISTRATIVE**  
 545 PARKING FACILITIES

**EXPENDITURE DETAIL**

	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
6430 Equipment Repair/Replacement	152	1,000	1,000	-
9010 Intradepartmental Credits	(2,308,222)	(2,338,043)	(2,035,710)	(2,397,130)
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<u>Dept Code/Account</u>	<u>Meters</u>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
8310-31-70	282	\$ 65,371	\$ 66,215	\$ 57,653	\$ 67,889
8320-31-70	589	136,537	138,301	120,417	141,796
8330-31-70	193	44,740	45,318	39,458	46,463
8340-31-70	344	79,743	80,773	70,328	82,815
8380-31-70	3,873	897,804	909,404	791,809	932,385
8390-31-70	1,737	402,656	407,858	355,118	418,166
8560-31-70	450	104,315	105,663	91,999	108,333
	<b>7,468</b>	<b>1,731,166</b>	<b>1,753,532</b>	<b>1,526,782</b>	<b>1,797,847</b>
8360-31-70	25%	577,056	584,511	508,928	599,283
		<b>\$ 2,308,222</b>	<b>\$ 2,338,043</b>	<b>\$ 2,035,710</b>	<b>\$ 2,397,130</b>

**CITY OF CORAL GABLES, FLORIDA**  
**2018-2019 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8310 GARAGE NO. 1**  
545 PARKING FACILITIES

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
3170	Mgmt & Staff Interdept'l Charge	\$ 65,371	\$ 66,215	\$ 57,653	\$ 67,889
3190	Other Professional Services	194,764	201,497	202,117	201,407
4420	Public Facilities Cost - See Other Cost Dist.	94,276	102,244	106,239	110,129
4630	Repair/Maint. of Machinery & Equipment	1,144	2,342	4,000	7,410
4690	Special Maintenance Interdept'l Charges	55,072	53,386	51,090	54,613
4710	Special Printed Forms	1,515	-	2,000	500
5100	Office Supplies	-	750	750	250
5204	Cleaning & Janitorial Supplies	992	200	200	200
5208	Household & Institutional Supplies	500	500	500	400
5211	Building Materials and Supplies	109	-	100	100
5215	Small Tools & Minor Equipment	128	57	145	-
6440	Equipment Additions	-	2,316	27,500	12,000
<b>TOTAL</b>		<b>\$ 413,871</b>	<b>\$ 429,507</b>	<b>\$ 452,294</b>	<b>\$ 454,898</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8320 GARAGE NO. 2**  
 545 PARKING FACILITIES

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	\$ 50,394
	<b>TOTAL FULL TIME HEADCOUNT</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>\$ 50,394</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ -	\$ -	\$ -	\$ 50,394
2000	Employee Benefits - See Other Cost Dist.	-	-	-	39,618
3170	Mgmt & Staff Interdept'l Charge	136,537	138,301	120,417	141,796
3190	Other Professional Services	173,668	195,910	195,961	195,944
4420	Public Facilities Cost - See Other Cost Dist.	156,917	170,179	176,828	183,303
4450	Lease Equipment	18,122	18,122	58,549	58,549
4550	General Liability Insurance	-	-	-	2,486
4610	Repair/Maint. of Bldgs & Improvements	-	11,700	11,700	11,700
4630	Repair/Maint. of Machinery & Equipment	4,625	2,835	15,150	16,150
4710	Special Printed Forms	4,933	3,049	3,000	2,000
5100	Office Supplies	415	92	750	750
5204	Cleaning & Janitorial Supplies	300	300	300	300
5208	Household & Institutional Supplies	400	400	400	400
5211	Building Materials and Supplies	405	135	135	135
5215	Small Tools & Minor Equipment	100	177	100	100
6440	Equipment Additions	-	1,000	27,500	12,500
	<b>TOTAL</b>	<b>\$ 496,422</b>	<b>\$ 542,200</b>	<b>\$ 610,790</b>	<b>\$ 716,125</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8330 GARAGE NO. 3**  
 545 PARKING FACILITIES

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0706	Parking Attendant	1.00	1.00	1.00	1.00	\$ 29,390
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>\$ 29,390</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 44,023	\$ 31,440	\$ 33,856	\$ 29,390
2000	Employee Benefits - See Other Cost Dist.	39,071	38,212	33,440	26,359
3170	Mgmt & Staff Interdept'l Charge	44,740	45,318	39,458	46,463
3190	Other Professional Services	-	1,642	18,550	18,567
4420	Public Facilities Cost - See Other Cost Dist.	27,459	29,780	30,943	32,077
4550	General Liability Insurance	1,479	1,484	2,420	1,450
4690	Special Maintenance Interdept'l Charges	37,691	36,537	34,966	37,377
5204	Cleaning & Janitorial Supplies	200	192	200	200
5208	Household & Institutional Supplies	400	400	400	400
5211	Building Materials and Supplies	180	10	60	160
5214	Uniform Allowance	500	440	500	400
5215	Small Tools & Minor Equipment	69	42	60	60
<b>TOTAL</b>		<b>\$ 195,812</b>	<b>\$ 185,497</b>	<b>\$ 194,853</b>	<b>\$ 192,903</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8340 GARAGE NO. 4**  
545 PARKING FACILITIES

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
3127	Repair Worker/Parking	1.00	1.00	1.00	1.00	\$ 36,606
	<b>TOTAL FULL TIME HEADCOUNT</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>\$ 36,606</b>

**EXPENDITURE DETAIL**

		2015-2016	2016-2017	2017-2018	2018-2019
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 2,454	\$ 40,738	\$ 35,727	\$ 36,606
2000	Employee Benefits - See Other Cost Dist.	23,007	30,120	28,714	29,236
3170	Mgmt & Staff Interdept'l Charge	79,743	80,773	70,328	82,815
3190	Other Professional Services	126,788	177,814	178,337	176,337
4420	Public Facilities Cost - See Other Cost Dist.	100,800	109,318	113,590	117,749
4550	General Liability Insurance	1,233	1,220	1,972	1,806
4630	Repair/Maint. of Machinery & Equipment	418	2,743	4,000	7,500
4710	Special Printed Forms	2,000	567	1,990	2,000
5100	Office Supplies	1,368	467	760	750
5204	Cleaning & Janitorial Supplies	300	300	300	300
5208	Household & Institutional Supplies	400	400	400	400
5211	Building Materials and Supplies	159	-	135	135
5214	Uniform Allowance	-	500	500	500
5215	Small Tools & Minor Equipment	135	-	60	60
6440	Equipment Additions	-	10,805	27,500	11,000
	<b>TOTAL</b>	<b>\$ 338,805</b>	<b>\$ 455,765</b>	<b>\$ 464,313</b>	<b>\$ 467,194</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8360 METER MAINT & COLLECTION**  
 545 PARKING FACILITIES

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0713	On Street Meter Maint. & Coll Supv	1.00	1.00	1.00	1.00	\$ 52,232
0712	Parking Meter Mechanic	2.00	2.00	3.00	3.00	137,729
0311	Money Room Coordinator	1.00	1.00	1.00	1.00	64,806
3005	Maintenance Worker II	2.00	2.00	1.00	1.00	33,005
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>\$ 287,772</b>

**EXPENDITURE DETAIL**

	2015-2016	2016-2017	2017-2018	2018-2019
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 293,221	\$ 253,931	\$ 277,102	\$ 287,772
2000 Employee Benefits - See Other Cost Dist.	269,155	248,099	213,083	213,697
3170 Mgmt & Staff Interdept'l Charge	577,056	584,511	508,928	599,283
4020 Central Garage Motor Pool Rent	29,152	33,543	31,484	42,563
	Replacement: 7,381			
	Oper. & Maint: 35,182			
4550 General Liability Insurance	9,846	9,977	15,294	14,196
4630 Repair/Maint. of Machinery & Equipment	225	34	225	725
5100 Office Supplies	1,850	2,000	2,000	1,500
5204 Cleaning & Janitorial Supplies	100	100	100	100
5209 Protective Clothing	683	849	900	900
5211 Building Materials and Supplies	255	7	200	200
5214 Uniform Allowance	2,500	2,426	3,000	3,000
5215 Small Tools & Minor Equipment	1,088	1,100	2,500	2,500
5217 Operating Equipment Repair Parts	3,220	15,384	47,605	12,000
9010 Intradepartmental Credits	(1,188,351)	(1,151,961)	(1,102,421)	(1,178,436)
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Meter Maintenance & Collection Services Distribution to Parking System**

Dept Code	Meter				
	s	2015-2016	2016-2017	2017-2018	2018-2019
8310-46-90	282	\$ 55,072	\$ 53,386	\$ 51,090	\$ 54,613
8330-46-90	193	37,691	36,537	34,966	37,377
8380-46-90	3,873	756,365	733,204	701,672	750,054
8390-46-90	1,737	339,222	328,834	314,693	336,392
	<b>6,085</b>	<b>\$ 1,188,350</b>	<b>\$ 1,151,961</b>	<b>\$ 1,102,421</b>	<b>\$ 1,178,436</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8380 ON STREET PARKING**  
545 PARKING FACILITIES

**EXPENDITURE DETAIL**

		<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
3170	Mgmt & Staff Interdept'l Charge	\$ 897,804	\$ 909,404	\$ 791,809	\$ 932,385
3190	Other Professional Services	-	112,500	562,500	500,000
4110	Telecom Services	75,292	114,046	134,000	134,000
4430	Rental of Land and Buildings	18,725	-	-	-
4450	Lease Equipment	120,756	125,884	40,000	-
4690	Special Maintenance Interdept'l Charges	756,365	733,204	701,672	750,054
4990	Other Miscellaneous Expense	-	64,875	-	-
5215	Small Tools & Minor Equipment	-	13,000	13,000	13,000
6430	Equipment Repair/Replacement	64,536	5,175	64,234	64,234
6440	Equipment Additions	737,870	-	-	-
<b>TOTAL</b>		<b>\$ 2,671,348</b>	<b>\$ 2,078,088</b>	<b>\$ 2,307,215</b>	<b>\$ 2,393,673</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8390 METER & PERMIT PARKING LOTS**  
545 PARKING FACILITIES

**EXPENDITURE DETAIL**

	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
3170 Mgmt & Staff Interdept'l Charge	\$ 402,656	\$ 407,858	\$ 355,118	\$ 418,166
3190 Other Professional Services	-	2,724	-	-
4420 Public Facilities Cost - See Other Cost Dist.	54,918	59,560	61,887	64,153
4430 Rental of Land and Buildings	139,813	584,760	224,700	224,700
4610 Repair/Maint. of Bldgs & Improvements	35,240	20,070	329,909	100,000
4690 Special Maintenance Interdept'l Charges	339,222	328,834	314,693	336,392
5215 Small Tools & Minor Equipment	297	6,032	14,924	10,000
6430 Equipment Repair/Replacement	-	24,861	10,000	10,000
<b>TOTAL</b>	<b>\$ 972,146</b>	<b>\$ 1,434,699</b>	<b>\$ 1,311,231</b>	<b>\$ 1,163,411</b>



**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



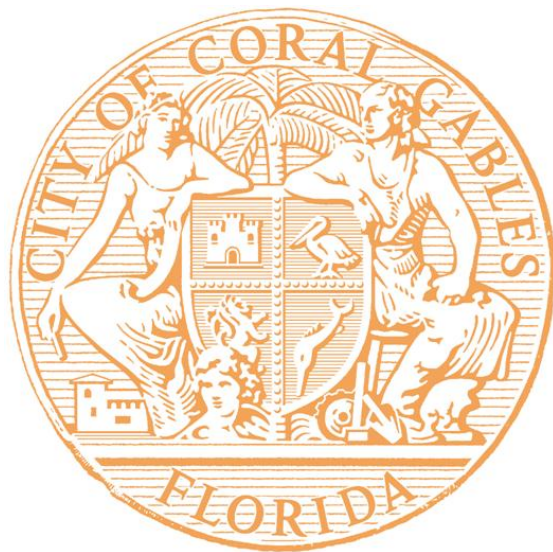
001 GENERAL FUND  
**PARKING DEPARTMENT**  
**8400 VIOLATION ENFORCEMENT**  
521 LAW ENFORCEMENT

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019	
		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	SALARIES
<b>FULL TIME POSITIONS</b>						
0711	Parking Enforcement Supervisor	1.00	1.00	1.00	1.00	\$ 66,721
0710	Parking Enforcement Specialist	10.00	10.00	10.00	10.00	442,262
0709	Parking Enforcement Special Lead	1.00	1.00	1.00	1.00	59,256
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>568,239</b>
<b>PART TIME POSITIONS</b>						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0714	Parking Enforcement Specialist - PT	10.00	3.75	3.75	3.75	6.90
<b>TOTAL PART TIME FTE's</b>		<b>10.00</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	<b>6.90</b>
<b>TOTAL</b>			<b>15.75</b>	<b>15.75</b>	<b>15.75</b>	<b>\$ 809,959</b>

**EXPENDITURE DETAIL**

		2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 BUDGET	2018-2019 BUDGET
1000	Salaries	\$ 577,398	\$ 560,523	\$ 641,773	\$ 809,959
2000	Employee Benefits - See Other Cost Dist.	396,192	390,872	405,293	401,502
4020	Central Garage Motor Pool Rent	156,254	176,188	166,733	37,944
	Replacement: 23,509				
	Oper. & Maint: 14,435				
4550	General Liability Insurance	22,157	22,221	35,420	39,956
4620	Repair and Maint. of Office Equipment	220	180	120	120
5100	Office Supplies	1,095	1,100	1,100	1,100
5214	Uniform Allowance	7,329	7,216	7,500	7,500
5215	Small Tools & Minor Equipment	500	305	500	500
5410	Employee Training	1,686	1,200	2,000	2,000
6430	Equipment Repair/Replacement	405	500	500	500
6440	Equipment Additions	500	120	500	500
<b>TOTAL</b>		<b>\$ 1,163,736</b>	<b>\$ 1,160,425</b>	<b>\$ 1,261,439</b>	<b>\$ 1,301,581</b>



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**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8560 GARAGE NO. 6**  
545 PARKING FACILITIES

**EXPENDITURE DETAIL**

	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
3170 Mgmt & Staff Interdept'l Charge	\$ 104,315	\$ 105,663	\$ 91,999	\$ 108,333
3190 Other Professional Services	77,697	162,660	183,196	183,196
4310 Electric Utility Service	57,122	24,289	60,000	60,000
4350 Water & Sewer Utility Service	10,490	(3,049)	5,000	5,000
4420 Public Facilities Cost - See Other Cost Dist.	-	43,571	-	-
4450 Lease Equipment	14,827	14,827	47,903	47,903
4610 Repair/Maint. of Bldgs & Improvements	-	11,428	11,700	11,700
4630 Repair/Maint. of Machinery & Equipment	15,150	15,150	15,150	16,150
4710 Special Printed Forms	2,000	1,385	2,000	2,000
5204 Cleaning & Janitorial Supplies	280	300	300	300
5208 Household & Institutional Supplies	284	300	300	300
5211 Building Materials and Supplies	200	100	100	100
5215 Small Tools & Minor Equipment	144	100	100	100
6440 Equipment Additions	-	1,000	27,500	11,500
<b>TOTAL</b>	<b>\$ 282,509</b>	<b>\$ 377,724</b>	<b>\$ 445,248</b>	<b>\$ 446,582</b>

**CITY OF CORAL GABLES, FLORIDA  
2018-2019 BUDGET**



360 TROLLEY/TRANSPORTATION FUND  
**PARKING DEPARTMENT**  
**1580 TROLLEY/TRANSPORTATION**  
 544 TRANSIT SYSTEMS

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2015-2016	2016-2017	2017-2018	2018-2019	
		ACTUAL	ACTUAL	BUDGET	BUDGET	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	\$ 53,373
0009	Trolley Operations Supr	1.00	1.00	1.00	1.00	70,741
	<b>TOTAL FULL TIME HEADCOUNT</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>\$ 124,114</b>

**EXPENDITURE DETAIL**

	2015-2016	2016-2017	2017-2018	2018-2019
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 103,684	\$ 114,356	\$ 114,635	\$ 124,114
2000 Employee Benefits - See Other Cost Dist.	44,961	58,426	71,294	77,205
3190 Other Professional Services	853,272	875,868	1,248,095	1,249,935
3191 Special Events - Reimbursable	17,586	13,711	-	-
4020 Central Garage Motor Pool Rent	276,806	394,414	349,086	349,086
Replacement:	165,093			
Oper. & Maint:	183,993			
4310 Electric Utility Service	18,672	18,672	18,672	18,672
4410 Rental of Machinery and Equipment	2,469	2,469	3,000	3,000
4420 Public Facilities Cost - See Other Cost Dist.	94,176	102,135	106,126	110,012
4430 Rental of Land and Buildings	133,333	22,223	-	79,992
4550 General Liability Insurance	2,042	2,163	6,327	6,123
4720 Printing & Binding	1,403	905	2,000	2,000
4820 Advertising Expense	1,282	-	-	-
4990 Other Miscellaneous Expense	392	1,063	1,000	1,000
5100 Office Supplies	295	479	2,000	2,000
5209 Protective Clothing	-	323	500	500
5211 Building Materials and Supplies	111	-	-	-
5213 Purchase/Rental - Employee Uniforms	1,576	375	3,000	3,000
5215 Small Tools & Minor Equipment	550	698	1,000	1,000
5219 Other Repair & Maintenance Supplies	191	104	1,000	1,000
5400 Membership Dues and Subscriptions	835	835	1,000	1,000
5410 Employee Training	124	-	1,000	3,000
6410 Motor Equipment Replacements in Fleet	258,426	-	-	-

**EXPENDITURE DETAIL**

		<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
6440	Equipment Additions	49,253	24,042	58,670	54,828
6460	Other Equipment Additions	-	-	1,000	1,000
8120	State FDOT Trolley Route Expansion Grant	57,844	-	5,992	-
8200	Federal Grants	-	-	-	209,733
	<b>TOTAL</b>	<b>\$ 1,919,283</b>	<b>\$ 1,633,261</b>	<b>\$ 1,995,397</b>	<b>\$ 2,298,200</b>

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Kevin J. Kinney, Parking Director

**Action Plan Name:** 1.3.1 - Improve Parking Facility Signage and Way-Finding

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.1 - Attain world-class performance levels in overall community satisfaction with City services by 2019
  - Objective 1.3 - Improve mobility throughout the City

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By When	How will it be evident	Completed?
Development of way-finding APP linked to City web page and City APP	March 2017	Way-finding APP operational	✓
Expand way-finding program designed as part of the Miracle Mile Streetscape project	January 2019	Included as component of Multi-Model Transportation Master Plan	On Target
Match signage system with City Brand	February 2019	Sign off by Communications Director	On Target
Contract for Manufacture and Installation of signage	March 2019	Contract signed	On Target
Organize promotional events with Communications and IT	Ongoing	Increased participation in community events like Saturday Market and Carnival on the Mile	On Target

**Resource requirements (what do we need to succeed?)**

- Capital project funding for signage improvements \$300,000
- \$50,000 to develop way-finding app in FY17-18
- 80 staff hours from Procurement for review and selection of Contractor
- 30 staff hours from Communications Director to review and ensure compliance with City Brand
- 150 staff hours from IT to develop way-finding APP
- 100 staff hours from Communications, IT, and Parking staff to participate in promoting technology applications at community events

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

Measure	Target	Date
Number of hits on way-finding APP	10,000	October, 2017
	10% annual increase thereafter	2018-2019

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

Measure	Target	Date
% traffic accessing off-street parking facilities	10% annual increase	2018 & 2019
Availability of on-street parking spaces during normal operations	10% vacancy rates in premium parking area	January, 2019
Customer satisfaction with traffic conditions and parking availability	75% Resident survey 75% Business survey	March, 2019 March, 2019
Repeat parking customers	10% increase over 2017 baseline	June, 2019
DOT measures of congestion, mobility, and accessibility	6% increase over 2017 baseline	2019

**Frequency & venue of review**

- Monthly reports on parking traffic and APP usage to Parking Director
- Review by parking senior management for operational adjustments on quarterly basis
- Quarterly reports to Parking Advisory Board with summary report and recommendations submitted to City Manager’s Office

**Who are the stakeholder / what is the anticipated impact on them?**

Stakeholder Group	Potential positive impact	Potential negative impact
Customers	Simplify the search for parking	Potential for sign proliferation leading to dissatisfaction
The driving public	Reduced traffic searching for a parking space and time needed to find a space	Potential for sign proliferation leading to dissatisfaction
Business owners	Improved customer experience	Potential for sign proliferation leading to dissatisfaction

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

- + \$500,000 in additional revenue for underutilized facilities.
- + \$100,000 additional revenue for the parking system from satisfied repeat customers.
- \$300,000 to purchase, install, and maintain signage improvements
- \$50,000 to design develop, and deploy way-finding application

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Kevin J. Kinney, Parking Director

**Action Plan Name:** 1.3.2 – Improve Appearance of Parking Facilities

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.1 - Attain world-class performance levels in overall community satisfaction with City services by 2019
  - Objective 1.3 - Improve mobility throughout the City

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By When	How will it be evident	Completed?
Establish regular security patrols in all garages	January 2016	Contract award completed	✓
Review and enhance daily custodial schedule/checklist with vendor	September 2016	Facilities meet enhanced cleanliness standards	✓
Establish on-site supervision for night-time operations	October 2016	Tuesday through Saturday position to monitor contract staff and OPS for City	✓
Reclassify City Parking Attendant positions to Maintenance Positions for Garages	November 2016	Positions reclassified	✓
Complete RFP - award contract for custodians and garage attendants	March 2017	Contract Award	✓
Purchase scrubber/sweeper to clean parking decks (budgeted 2016)	July 2017	Purchase completed	✓
Complete repairs and rehabilitation of Garages	July 2017	Project completion	✓
Create scorecard system to be used by City staff for evaluating custodial/attendant performance	March 2018	Facilities meet enhanced cleanliness standards	✓
Establish CIP for reoccurring maintenance projects in parking facilities	June 2018	Funds set aside for future capital improvements	✓



**Resource requirements (what do we need to succeed?)**

- \$75,000 in annual custodial budget to cover cost of new attendant/custodial contract
- \$10,400 in annual operating budget to upgrade an existing Parking Attendant position to a Maintenance Repair worker to provide light maintenance for off-street facilities in FY18-19
- \$23,400 increase in annual maintenance budget 46-30 to provide quarterly pressure washing for sidewalk’s, paseo’s, loggia’s and plaza’s
- \$65,729 annually in operating budget to establish a Night Operations Manager to oversee evening parking operations including valet operations, evening events, garage operations, security patrols etc.

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

Measure	Target	Date
Daily Checklist for custodians	100% Checklist completion for every shift	September 2016
Score on weekly walkthrough evaluation by City	90% acceptable or higher rating on scorecard used by City staff	March 2018
Response time for reported maintenance issues	90% of maintenance issues responded to within 30 minutes	June 2017
Customer satisfaction	90% acceptable or higher rating	December 2018
Repeat customers	10% increase over 2017 baseline	2018

**Frequency & venue of review**

- Daily oversight by Parking staff of contract staff and contract supervisor overseeing day to day completion of contract services
- Weekly walkthrough by Parking Department Senior Management
- Security Patrol incident/condition reports to Parking Administration (lighting, custodial, security and maintenance issues)
- Monthly review of customer comment/survey for each facility by Parking Director
- Quarterly review by Parking Advisory Board with summary and recommendations provided to City Manager’s Office

**Who are the stakeholder / what is the anticipated impact on them?**

Stakeholder Group	Potential positive impact	Potential negative impact
Customers	Increased satisfaction with higher level of service (comfort); repeat customers	Additional traffic in parking facilities
Parking workforce	Increased satisfaction and engagement through increased responsibility and pay	Increased personnel costs

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

- + \$500,000 additional parking revenue
- \$75,000 increase in annual operating costs for Professional Services (security and custodial hours)
- \$88,963 increase in annual operating costs for Payroll
- \$23,400 increase in annual Repair & Maintenance Budget

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Kevin J. Kinney, Parking Director

**Action Plan Name:** 1.3.3 – Establish Performance Based Parking Rates

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.1 - Attain world-class performance levels in overall community satisfaction with City services by 2019
  - Objective 1.3 - Improve mobility throughout the City
- Goal 6 - Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
  - Objective 6.6 - Increase alternative mobility options to the community by 2019

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By When	How will it be evident	Completed?
Develop system to accurately monitor and market occupancy rates	July 2018	System operational	✓
Complete upgrades to parking and revenue control systems	December 2018	Web based management and monitoring of all key parking facilities	✓
New downtown parking study	October 2019	Study Complete	On Target
Develop pricing structure for permits and hourly rates to create desired occupancies	December 2019	Rates adjustable based on demand for spaces	On Target

**Resource requirements (what do we need to succeed?)**

- Complete PARCS upgrades \$300,000 annually beginning in FY17-18
- 25 hours of training of maintenance staff to maintain wireless and web based revenue control systems
- \$150,000 for upgrade to parking enforcement equipment in FY18-19

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

Measure	Target	Date
Occupancy rates	Minimum 10% vacancy by zone	October 2019
Higher utilization of lower demand facilities	80 - 85% occupancy in lower demand facilities	October 2019
Improved customer satisfaction with parking availability in Business District	20% for Resident 25% for CBD Business	December 2018

**Frequency & venue of review**

- Automated and daily recording of facility or zone occupancies.
- Monthly review by senior Parking staff
- Quarterly review by Parking Advisory Board.
- Recommendations on rate adjustments to be presented to the City Manager’s office on a quarterly basis.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Businesses	Improved customer satisfaction with convenient parking available	Increased dissatisfaction with higher rates for high demand spaces
Visitors	Improved satisfaction with convenient parking available	Increased dissatisfaction with higher rates for high demand spaces
The Driving Public	Improved satisfaction with traffic and parking availability	None

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

- + If rates are set at an appropriate level program will likely increase overall parking revenue by approximately \$1,250,000.
- + Updated revenue control systems will provide more efficient revenue collections, reduce shrinkage and increase overall parking revenue by approximately \$175,000.
- Eliminating parking subsidies may increase use of alternative modes of transportation; reducing traffic congestion in business districts and may cause a reduction in overall parking revenues by approximately \$100,000.
- If rates are set too high overall traffic in the CBD and parking revenue may be adversely impacted by approximately \$300,000.

**Action Plan Worksheet  
2019**

**Action Plan Owner:** Kevin J. Kinney, Parking Director

**Action Plan Name:** 6.6.2 – Increase Trolley Ridership

**Strategic plan alignment** (Supports which Objectives and Goals)

- Goal 6 – Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
  - Objective 6.6 – Increase alternative mobility options to the community by 2019
- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
  - Objective 1.3 – Improve mobility throughout the City

**KEY tasks that must be accomplished, deliverables, and measures of success**

What must be done	By When	How will it be evident	Completed?
Install Transit Management System	December 2016	Automated annunciation, dispatch and passenger counts working	✓
Develop rider APP to notify passengers of next Trolley	March 2017	Monitoring of hits on App page	✓
Increase hours of service (evening, weekends, holidays)	September 2017	Service schedules	✓
Reduce Headways to 8 minutes	October 2018	Reports generated by automated system to track headways	On Target
Create a secret shopper survey to be used quarterly	March 2019	Program implemented	On Target
Increase Trolley Fleet by one annually	December 2019	Equipment on-hand	Ongoing
Improve Fleet Availability	December 2019	Reduced Out of Service Hours	On Track

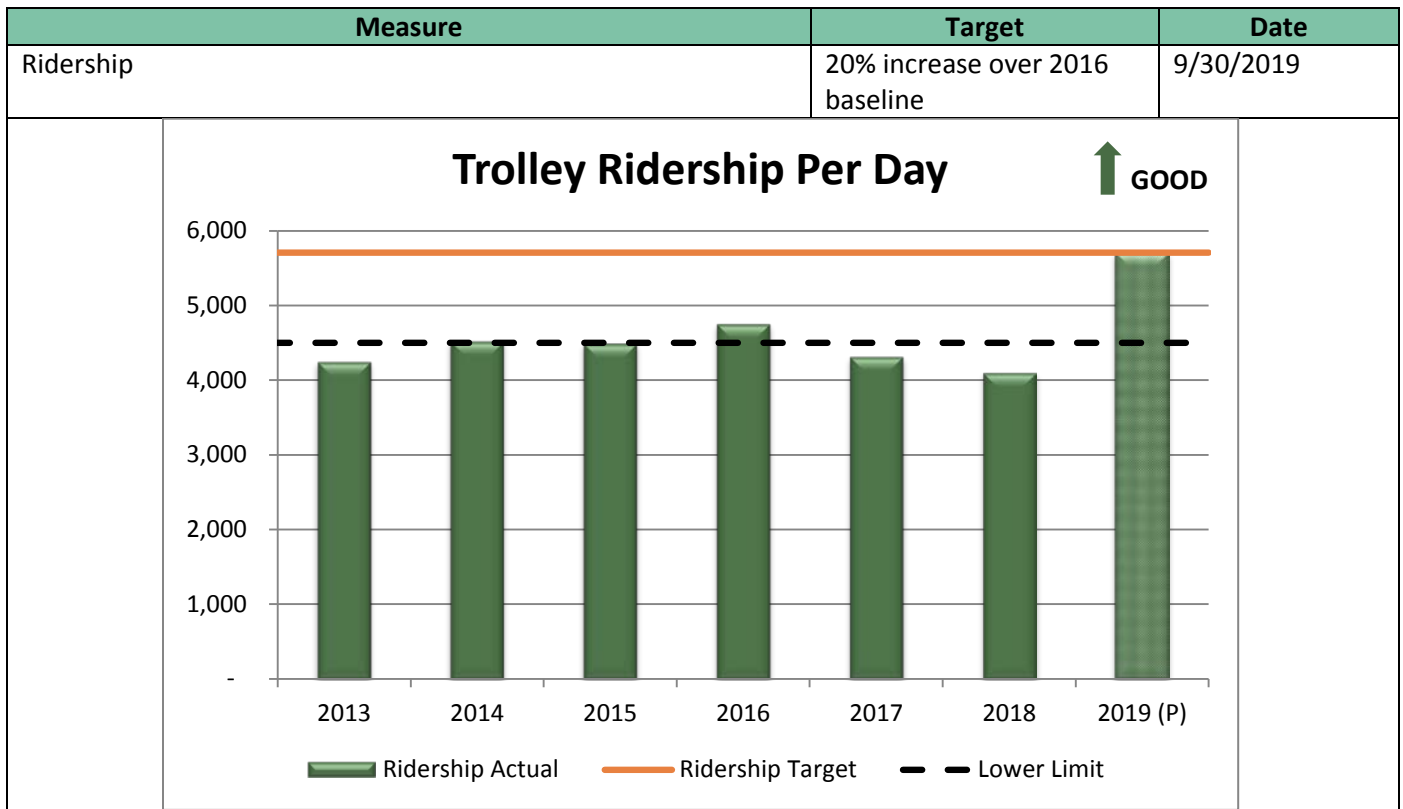
**Resource requirements (what do we need to succeed?)**

- \$900,000 over 3 years for Trolley fleet additions and replacement. Strong potential for service development and fleet enhancement/replacement grants to support transit (Trolley system has received many grants historically)  
In FY 2017, \$250,000 reoccurring annual funds to support service enhancements, increased service hours or reduced headways

**Resource requirements (what do we need to succeed?) - Continued**

- In FY 2018, \$150,000 reoccurring annual funds to support service enhancements, increased service hours or reduced headways
- 100 IT development hours to create and launch passenger APP
- \$7,500 to establish work station for dispatch to monitor and control headways in FY 2019
- 100 one-time hours and 40 ongoing maintenance hours (annually) from Procurement, Grant writer and Fleet Services for acquisition (and maintenance) of new Trolleys

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



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

Measure	Target	Date
Headways	7 to 8 Minutes	December, 2018
Secret Shopper Score Card	TBD	12/1/2018
Reduction in vehicle trips into Business District	TBD	December, 2018
Passenger satisfaction with headways	???	???
Traffic congestion	???	???

**Frequency & venue of review**

- Monthly ridership, headway, out of service reports to Parking Director
- Quarterly reports to Parking Advisory Board and Citizen’s Independent Transportation Trust
- Quarterly summary reports and recommendations to City Manager’s Office

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

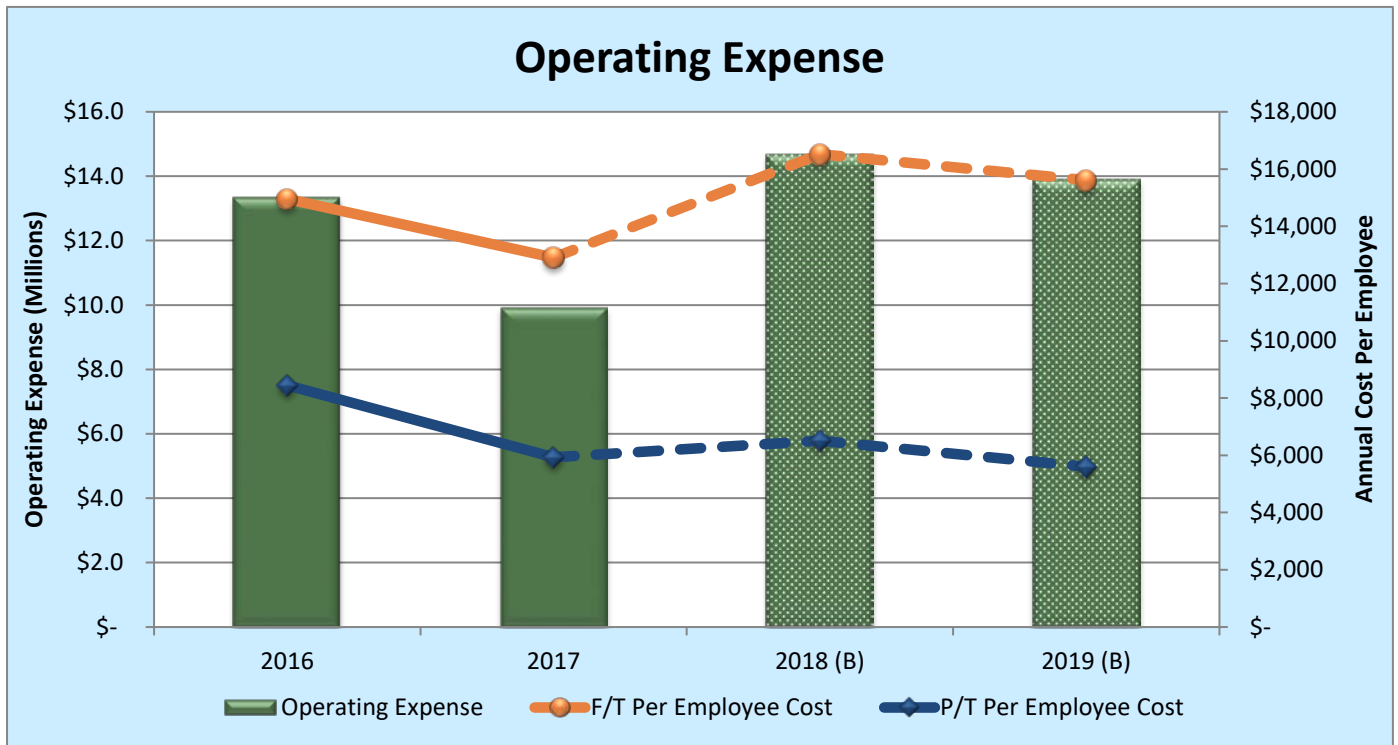
Stakeholder Group	Potential positive impact	Potential negative impact
Passengers	Predictable and convenient transit (last mile) service Increased satisfaction with headways	None
The Driving Public	Reduction in vehicle traffic congestion Improved vehicle safety	None
Businesses	Additional modes of transportation for employees and customers	None

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

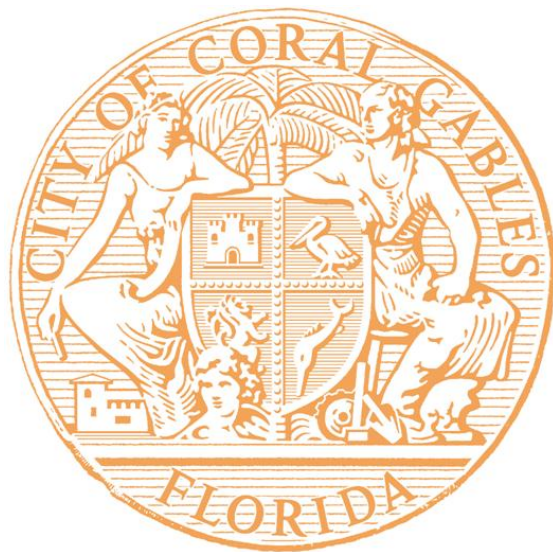
- + None
- Increase in service levels will create an ongoing operating expense of \$400,000 annually to reach targets related to headways and hours of operation

**2018-2019 BUDGET  
INSURANCE FUND SUMMARY**

	<u>2015-2016 ACTUAL</u>	<u>2016-2017 ACTUAL</u>	<u>2017-2018 BUDGET</u>	<u>2018-2019 BUDGET</u>
<b>OPERATING REVENUES</b>				
Charges to Departments for:				
Workers Compensation	\$ 3,744,689	\$ 2,895,093	\$ 2,500,000	\$ 2,000,000
General Liability Insurance	2,259,424	2,280,160	3,800,000	3,500,000
Group Health Insurance	5,397,102	5,795,946	8,379,916	8,410,311
Miscellaneous	1,941,924	488,909	-	-
<b>TOTAL OPERATING REVENUES</b>	<b><u>\$ 13,343,139</u></b>	<b><u>\$ 11,460,108</u></b>	<b><u>\$ 14,679,916</u></b>	<b><u>\$ 13,910,311</u></b>
<b>OPERATING EXPENSES</b>				
Group Health, Life & Dental Premiums	\$ 5,437,567	\$ 5,759,916	\$ 8,379,916	\$ 8,410,311
Worker's Comp. & Gen. Liab. Premiums	7,905,572	4,170,868	6,300,000	5,500,000
<b>TOTAL OPERATING EXPENSES</b>	<b><u>\$ 13,343,139</u></b>	<b><u>\$ 9,930,784</u></b>	<b><u>\$ 14,679,916</u></b>	<b><u>\$ 13,910,311</u></b>



*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.*

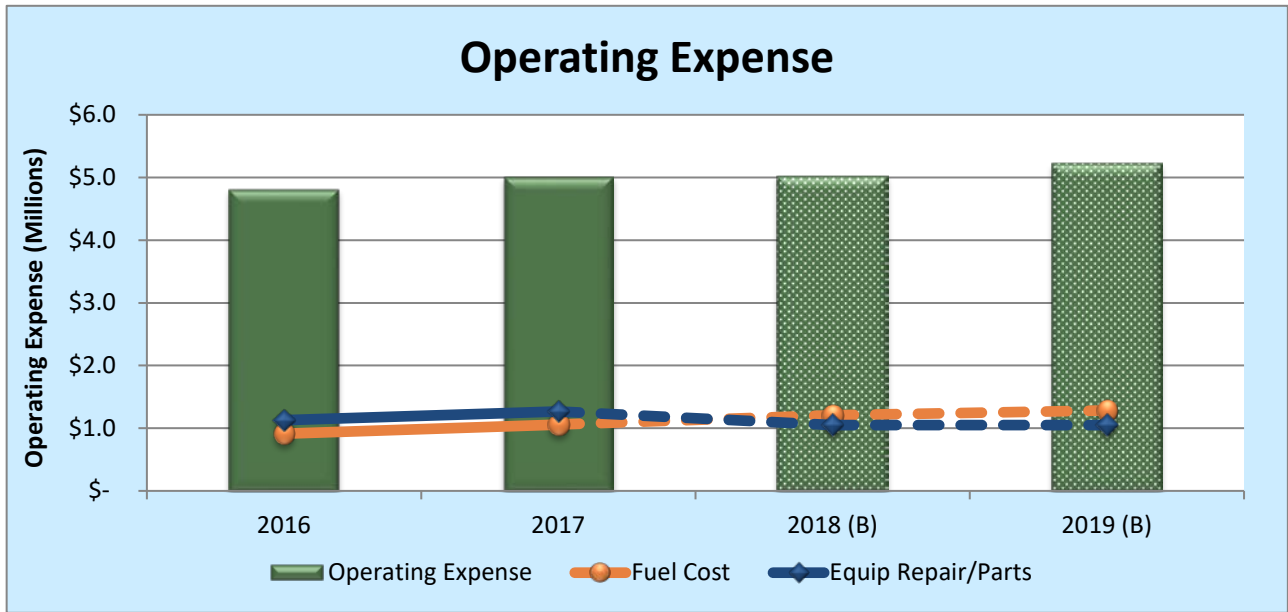


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**2018-2019 BUDGET  
MOTOR POOL FUND SUMMARY**

	<u>2015-2016 ACTUAL</u>	<u>2016-2017 ACTUAL</u>	<u>2017-2018 BUDGET</u>	<u>2018-2019 BUDGET</u>
<b>OPERATING REVENUES</b>				
Charges to Departments for use of Vehicles & Equipment	\$ 4,566,443	\$ 5,545,504	\$ 5,008,207	\$ 5,461,502
Replacement Cost Recovery	3,154,224	3,209,452	3,321,771	3,322,765
Miscellaneous	440,136	313,656	2,456,578	60,000
<b>TOTAL OPERATING REVENUES</b>	<b><u>\$ 8,160,803</u></b>	<b><u>\$ 9,068,612</u></b>	<b><u>\$ 10,786,556</u></b>	<b><u>\$ 8,844,267</u></b>
<b>OPERATING EXPENSES</b>				
		*		
Operating Expense	\$ 4,808,591	\$ 5,008,718	\$ 5,025,086	\$ 5,221,605
Capital Outlay	3,363,295	3,050,729	5,761,470	3,622,662
	<b><u>\$ 8,171,886</u></b>	<b><u>\$ 8,059,447</u></b>	<b><u>\$ 10,786,556</u></b>	<b><u>\$ 8,844,267</u></b>



*The Motor Pool Fund is used to account for the acquisition, operation and maintenance of the automotive and miscellaneous equipment used by City departments. The funding to acquire the equipment is provided by charging the user departments an annual fee based on the estimated useful life of each piece of equipment. Similarly, the operation and maintenance costs are allocated to the user departments by charging a flat rate annual rental fee for the equipment. Rental fees are updated annually by the maintenance staff based on detail records kept for each item of equipment.*

*During the economic downturn, budget cuts were made to the annual fleet replacement budget to help balance the City's overall budget. Included in this budget document (See Pg. 407) is a comprehensive plan to restore the annual fleet replacement budget to 100% of the amount needed to replace the City's vehicles in accordance with their useful life.*

**2018-2019 BUDGET  
MOTOR POOL FUND  
VEHICLE AND EQUIPMENT PURCHASES**

DEPARTMENT	DESCRIPTION	REPLACEMENTS		COST	ADDITIONS COST	TOTAL BUDGET
		VEH ID#	YEAR/MODEL			
Office of Emergency Management						
1020	ADDITION TO FLEET	TBD	FORD EXPLORER		\$ 30,000 *	\$30,000
Development Svcs						
1210	2008 FORD ESCAPE	3073	EV - CHEVROLET BOLT	33,000		
1210	2008 FORD ESCAPE	3074	EV - CHEVROLET BOLT	33,000		
1230	ADDITION TO FLEET	TBD	EV - CHEVROLET BOLT		33,000 *	
1230	ADDITION TO FLEET	TBD	EV - CHEVROLET BOLT		33,000 *	
1230	2005 FORD ESCAPE	3069	EV - CHEVROLET BOLT	33,000		165,000
Fire						
5500	2004 FREIGHTLINER RESCUE TRK	0066	HORTON RESCUE TRUCK	347,762		
5500	2005 FORD E350 VAN	0033	FORD TRANSIT VAN	35,000		
5500	ADDITION TO FLEET	TBD	MCI-MEDICAL RESPONSE TRAILER		30,000 *	
5500	1998 PIERCE QUANTUM	0071	PIERCE IMPEL PUMPER	720,000		1,132,762
Parking						
8360	2007 TOYOTA SCION XB	3019	EV - CHEVROLET BOLT	33,000		
8360	2004 TOYOTA SCION XB	3021	EV - CHEVROLET BOLT	33,000		
8360	2005 TOYOTA SCION XB	3022	EV - CHEVROLET BOLT	33,000		99,000
Parks & Recreation						
6070	1990 RYAN SLICR/MATW	2028	RYAN GX160	6,000		
6070	2011 CUSHMAN SPRAYTEK	2066	TORO MULTI PRO 1750	33,000		
6070	2006 TORO GRNSMSTR 328D	2073	TORO REEL MASTER 3100-D	33,000		
6000	ADDITION TO FLEET	TBD	TRAILER-MOUNTED PRESSURE WASHER		18,000 *	
6000	ADDITION TO FLEET	TBD	SMALL PICKUP TRUCK		20,000 *	
6065	ADDITION TO FLEET	TBD	SPECIAL EVENTS TROLLEY RESTORATION		50,000 *	160,000
Police						
5000	2010 FORD EXPEDITION	745	FORD EXPEDITION - White	36,000		
5020	2008 FORD CROWN VIC	264	FORD POLICE INTERCEPTOR UTILITY	30,000		
5020	2008 FORD CROWN VIC	268	FORD POLICE INTERCEPTOR UTILITY	30,000		
5020	2008 FORD CROWN VIC	271	FORD POLICE INTERCEPTOR UTILITY	30,000		
5020	2008 FORD A-P CROWN VIC	272	FORD POLICE INTERCEPTOR UTILITY	30,000		
5020	2008 FORD A-P CROWN VIC	273	FORD POLICE INTERCEPTOR UTILITY	30,000		
5020	2009 FORD CROWN VIC	286	FORD POLICE INTERCEPTOR UTILITY	30,000		
5020	2010 FORD K9 EXPEDITION	757	FORD POLICE INTERCEPTOR UTILITY - K-9	31,000		
5020	2008 FORD CROWN VIC	260	FORD POLICE INTERCEPTOR UTILITY	30,000		
5020	2008 FORD CROWN VIC	261	FORD POLICE INTERCEPTOR UTILITY	30,000		
5020	2008 FORD CROWN VIC	267	FORD POLICE INTERCEPTOR UTILITY	30,000		
5030	2002 FORD F150 XLT	729	FORD POLICE INTERCEPTOR UTILITY	30,000		
5030	2006 FORD EXPEDITION	751	FORD EXPEDITION (RED) CENTER CONSOLE, CSU	36,000		
5030	2007 TOYOTA CAMRY	815	FORD POLICE INTERCEPTOR UTILITY	30,000		
5030	2004 TOYOTA CAMRY	825	TBD - MID-SIZE CAR FOR UNDERCOVER	25,000		
5030	2007 CHEVROLET IMPALA	827	FORD POLICE INTERCEPTOR UTILITY	30,000		
5030	2007 CHEVROLET IMPALA	831	TBD - MID-SIZE CAR FOR UNDERCOVER	25,000		
5030	2005 TOYOTA CAMRY	855	TBD - MID-SIZE CAR FOR UNDERCOVER	25,000		
5030	2006 FORD 500 SE FWD	856	FORD POLICE INTERCEPTOR UTILITY	30,000		
5030	2003 FORD TAURUS SE	870	TBD - MID-SIZE CAR FOR UNDERCOVER	25,000		
5030	2008 FORD CROWN VIC	269	FORD POLICE INTERCEPTOR UTILITY	30,000		
5040	2007 FORD CROWN VIC	848	TBD - FULL-SIZE CAR FOR UNDERCOVER	25,000		
5060	2006 FORD CROWN VIC	319	TBD - FULL-SIZE CAR FOR UNDERCOVER	25,000		
5060	2009 FORD CREW CAB F150 XL	716	F150, EXT CAB, EXTENDO BED, TOPPER	27,000		
5070	2007 FORD CROWN VIC	245	FORD POLICE INTERCEPTOR UTILITY	30,000		
5070	2007 FORD MP EXPEDITION	755	F250 CREW CAB 4X4, XLT	35,000		
5070	2007 FORD MP EXPEDITION	756	F250 CREW CAB 4X4, XLT	35,000		
5070	2008 FORD CROWN VIC	270	FORD POLICE INTERCEPTOR UTILITY	30,000		
5060	2002 FORD CROWN VIC	0840	TBD - MID-SIZE CAR FOR UNDERCOVER	25,000		
5020	2010 FORD CROWN VIC (TL)	324	FORD POLICE INTERCEPTOR UTILITY	30,000		
	STROBES-R-US EQUIPMENT & INSTALL			180,000		1,065,000
Public Works						
6120	2006 INTERNATNL 4300 CRANE	1185	PETERSEN TRASH CRANE	160,000		
6120	1996 FORD F800 TRASH DUMP	1881	INTERNATIONAL TRASH TRUCK	95,000		
6120	2005 FORD ESCAPE	3068	COMPACT PICKUP TRUCK	18,000		
6130	2003 FORD ESCAPE	3066	NISSAN FRONTIER	18,000		
6130	2002 DODGE DURANGO	3063	NISSAN FRONTIER	18,000		
6130	ADDITION TO FLEET	TBD	MINI TRACTOR EXCAVATOR		70,000 *	
1550	1994 F150 PICKUP TRUCK	1938	FORD F250	22,000		
1550	1994 F150 PICKUP TRUCK	1939	FORD F251	22,000		
1520	2005 FORD ESCAPE	0846	FORD ESCAPE SUV	21,000		
1520	2007 FORD EXPLORER	3072	FORD ESCAPE SUV	21,000		
1540	2004 FORD F450 XL4X2	1915	FORD F450	85,000		
1540	2001 DODGE RAM 1-TON	1919	FORD TRANSIT 250	30,000		580,000
Trolley						
1580	2002 FREIGHTLINER TROLLEY	5010	HOMETOWN LOW FLOOR TROLLEY	355,000		355,000
Information Technology						
3200	1994 FORD F150 P/U 1/2TON	1936	FORD F150	20,000		20,000
<b>Total Vehicle Replacement/Additions Budget</b>				<b>\$ 3,322,762</b>	<b>\$ 284,000</b>	<b>\$ 3,606,762</b>

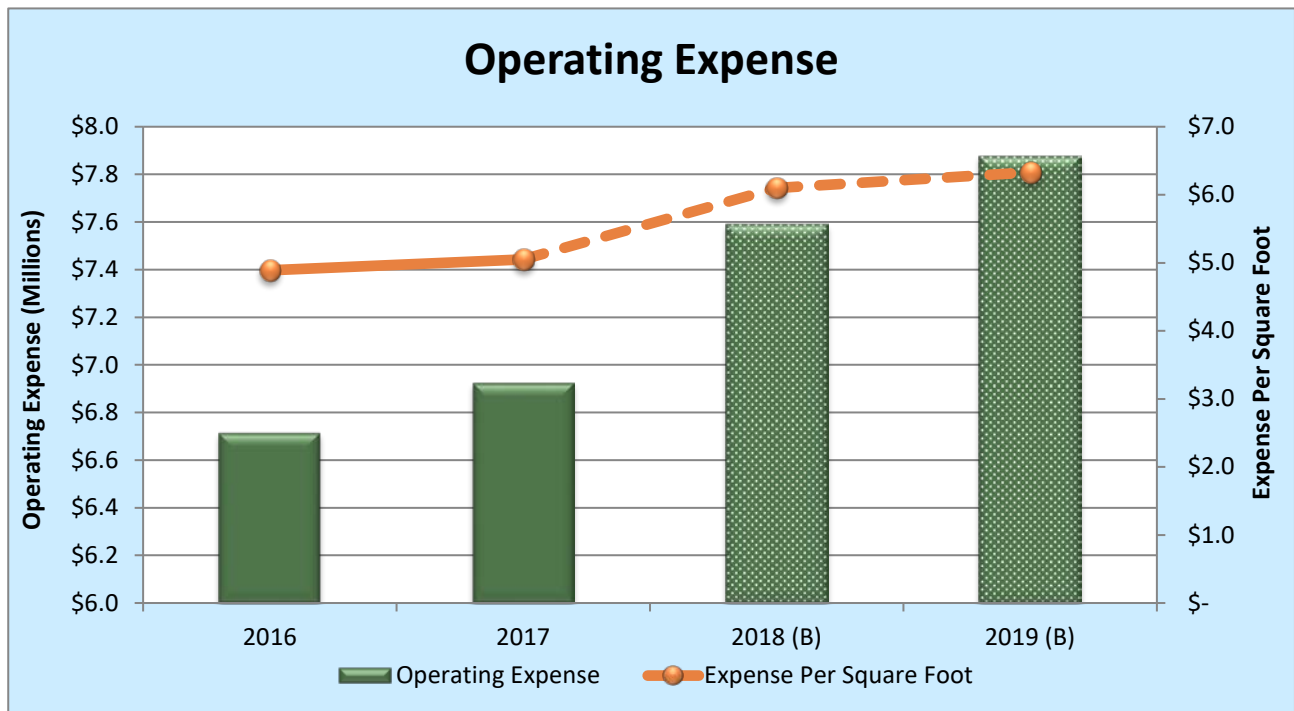
\* Funded from Motor Pool Fund Balance

**2018-2019 BUDGET**  
**MOTOR POOL COST DISTRIBUTION**

DEPT. NO.	DISTRIBUTION COST			DEPARTMENT
	REPL	MAINT	TOTAL	
1030	\$ 33,289	\$ 15,035	\$ 48,324	CITY MANAGER - PUBLIC AFFAIRS
1120	1,565	3,365	4,930	HUMAN RESOURCES
1130	1,570	144	1,714	LABOR RELATIONS & RISK MANAGEMENT
1210	24,026	20,862	44,888	DEVELOPMENT SERVICE - BUILDING
1220	8,835	1,115	9,950	DEVELOPMENT SERVICE - PLANNING
1230	18,871	20,379	39,250	DEVELOPMENT SERVICE - CODE
1320	1,924	196	2,120	HIST. RESOURCES & CULTURAL ARTS - PRESERVATION
1500	16,514	3,734	20,248	PUBLIC WORKS - ADMINISTRATIVE
1510	9,800	14,549	24,349	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	98,732	738,936	837,668	PUBLIC WORKS - R.O.W. ENF & MAINT
1580	165,093	183,993	349,086	PARKING - TROLLEY/TRANS
3020	8,297	17,933	26,230	FINANCE - BILLING & COLLECTIONS
3040	1,781	-	1,781	FINANCE - PROCUREMENT
3200	11,763	37,973	49,736	INFORMATION TECHNOLOGY
5000	29,590	21,764	51,354	POLICE - ADMINISTRATIVE
5020	487,569	575,664	1,063,233	POLICE - UNIFORM PATROL
5030	86,404	193,502	279,906	POLICE - CRIMINAL INVESTIGATIONS
5040	25,888	30,121	56,009	POLICE - TECHNICAL SERVICES
5060	18,822	46,267	65,089	POLICE - PROFESSIONAL STANDARDS
5070	203,925	205,955	409,880	POLICE - SPECIALIZED ENFORCEMENT
5500	605,002	683,047	1,288,049	FIRE DEPARTMENT
6020	871	6,198	7,069	COMMUNITY RECREATION - VENETIAN POOL
6030	24,641	471	25,112	COMMUNITY RECREATION - GRANADA GOLF
6050	6,254	6,203	12,457	COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS
6070	27,754	6,824	34,578	COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE
6120	504,915	1,904,125	2,409,040	PUBLIC SERVICES - SOLID WASTE
6130	113,074	411,416	524,490	PUBLIC SERVICES - LANDSCAPE SERVICES
8360	7,381	35,182	42,563	PARKING - METER MAINT/COLLECTION
8400	23,509	14,435	37,944	PARKING - VIOLATION ENFORCEMENT
1555	4,103	17,766	21,869	PUBLIC WORKS - SIGN SHOP
	<u>\$ 2,761,765</u>	<u>\$ 5,461,502</u>	<u>\$ 8,223,267</u>	

**2018-2019 BUDGET  
PUBLIC FACILITIES FUND SUMMARY**

	<u>2015-2016 ACTUAL</u>	<u>2016-2017 ACTUAL</u>	<u>2017-2018 BUDGET</u>	<u>2018-2019 BUDGET</u>
<b>OPERATING REVENUES</b>				
Charges to Departments for use of Facilities	\$ 6,788,096	\$ 7,435,295	\$ 7,635,224	\$ 7,914,814
Miscellaneous	89,945	40,510	18,185	25,000
<b>TOTAL OPERATING REVENUES</b>	<b><u>\$ 6,878,041</u></b>	<b><u>\$ 7,475,805</u></b>	<b><u>\$ 7,653,409</u></b>	<b><u>\$ 7,939,814</u></b>
<b>OPERATING EXPENSES</b>				
Operating Expense	\$ 6,713,551	\$ 6,923,886	\$ 7,591,409	\$ 7,877,814
Capital Outlay	27,933	16,911	62,000	62,000
<b>TOTAL OPERATING EXPENSES</b>	<b><u>\$ 6,741,484</u></b>	<b><u>\$ 6,940,797</u></b>	<b><u>\$ 7,653,409</u></b>	<b><u>\$ 7,939,814</u></b>



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

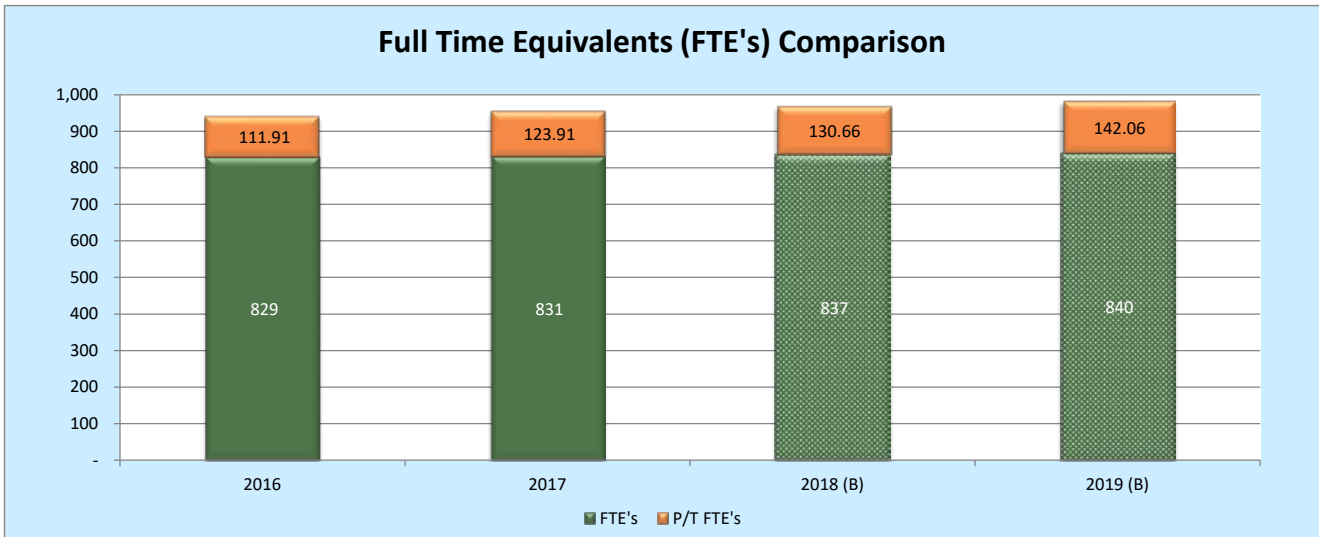
**2018-2019 BUDGET**  
**TOTAL PUBLIC FACILITIES COST DISTRIBUTION**

DEPT. NO.	TOTAL COST DISTRIBUTION	DEPARTMENT
0100	\$ 56,830	CITY COMMISSION
0500	39,632	CITY ATTORNEY
0600	32,239	CITY CLERK - ADMIN
0601	34,496	CITY CLERK - SPEC REV EXP
1010	29,754	CITY MANAGER - ADMIN
1030	44,297	CITY MANAGER - PUBLIC AFFAIRS
1120	35,476	HUMAN RESOURCES
1130	17,248	LABOR RELATIONS & RISK MANAGEMENT
1200	27,876	DEVELOPMENT SERVICE - ADMIN
1210	62,717	DEVELOPMENT SERVICE - BUILDING
1220	88,359	DEVELOPMENT SERVICE - PLANNING
1230	24,693	DEVELOPMENT SERVICE - CODE
1320	319,340	HIST. RESOURCES & CULTURAL ARTS - PRESERVATION
1330	96,828	HIST. RESOURCES & CULTURAL ARTS - CULTURAL ARTS
1500	22,450	PUBLIC WORKS - ADMINISTRATIVE
1505	5,672	PUBLIC WORKS - TRANSPORTATION & SUSTAINABILITY
1510	60,169	PUBLIC WORKS - ENGINEERING
1535	38,939	PUBLIC WORKS - STORMWATER MGMT
1540	387,770	PUBLIC WORKS - SANITARY SEWER
1550	1,721,014	PUBLIC WORKS - R.O.W. ENF & MAINT
1555	43,804	PUBLIC WORKS - SIGN SHOP
3010	57,144	FINANCE - ADMINISTRATION
3020	16,716	FINANCE - BILLING & COLLECTIONS
3030	17,655	FINANCE - REPORTING & OPERATIONS
3040	148,867	FINANCE - PROCUREMENT
3050	24,954	FINANCE - MANAGEMENT & BUDGET
3200	35,847	INFORMATION TECHNOLOGY
5000	140,276	POLICE - ADMINISTRATIVE
5020	185,864	POLICE - UNIFORM PATROL
5030	150,204	POLICE - CRIMINAL INVESTIGATIONS
5040	194,744	POLICE - TECHNICAL SERVICES
5060	183,602	POLICE - PROFESSIONAL STANDARDS
5500	693,680	FIRE DEPARTMENT
6010	155,360	COMMUNITY RECREATION - TENNIS CENTERS
6020	179,507	COMMUNITY RECREATION - VENETIAN POOL
6030	150,654	COMMUNITY RECREATION - GRANADA GOLF
6050	856,289	COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS
6070	50,218	COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE
6120	29,752	PUBLIC SERVICES - SOLID WASTE
6130	815,370	PUBLIC SERVICES - LANDSCAPE SERVICES
8300	21,085	PARKING - ADMINISTRATIVE
8310	110,129	PARKING - GARAGE NO. 1
8320	183,303	PARKING - GARAGE NO. 2
8330	32,077	PARKING - GARAGE NO. 3
8340	117,749	PARKING - GARAGE NO. 4
8390	64,153	PARKING - METER/PERMIT PARKING LOTS
1580	110,012	PARKING - TROLLEY/TRANS
	\$ 7,914,814	

**CITY OF CORAL GABLES  
2018-2019 BUDGET  
POSITION SUMMARY**

**FOUR YEAR COMPARISON OF FULL TIME EQUIVALENTS (FTE's)**

<u>DEPARTMENT</u>	<u>ACTUAL 2015-2016</u>			<u>ACTUAL 2016-2017</u>			<u>BUDGET 2017-2018</u>			<u>BUDGET 2018-2019</u>		
	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	0.75	6.75	6	0.75	6.75	6	0.75	6.75	6	0.75	6.75
City Attorney	6	0.75	6.75	6	0.75	6.75	6	0.75	6.75	6	0.75	6.75
City Clerk	8	3.75	11.75	8	3.75	11.75	8	3.75	11.75	8	3.75	11.75
City Manager	11	6.75	17.75	11	6.75	17.75	11	8.25	19.25	11	8.25	19.25
Human Resources	10	3.00	13.00	10	3.00	13.00	10	3.00	13.00	10	3.00	13.00
Labor Relations & Risk Mgmt	3	0.75	3.75	4	0.75	4.75	4	0.75	4.75	4	0.75	4.75
Development Services	62	2.25	64.25	62	2.25	64.25	62	2.25	64.25	62	3.75	65.75
Historic Resources	6	0.75	6.75	6	0.75	6.75	6	0.75	6.75	6	0.75	6.75
Public Works	195	11.25	206.25	195	11.25	206.25	195	11.25	206.25	195	13.50	208.50
Finance	29	4.50	33.50	27	7.50	34.50	27	8.25	35.25	28	8.25	36.25
Information Technology	16	5.25	21.25	17	5.25	22.25	17	5.25	22.25	19	6.00	25.00
Police	266	4.20	270.20	267	12.45	279.45	272	16.20	288.20	272	17.70	289.70
Fire	147	-	147.00	147	0.75	147.75	147	0.75	147.75	147	0.75	147.75
Community Recreation	31	63.46	94.46	31	63.46	94.46	32	63.46	95.46	32	64.96	96.96
Economic Development	5	-	5.00	5	-	5.00	5	0.75	5.75	5	1.50	6.50
Non-Departmental	1	-	1.00	1	-	1.00	1	-	1.00	1	-	1.00
Parking	27	4.50	31.50	28	4.50	32.50	28	4.50	32.50	28	7.65	35.65
<b>Total</b>	<b>829</b>	<b>111.91</b>	<b>940.91</b>	<b>831</b>	<b>123.91</b>	<b>954.91</b>	<b>837</b>	<b>130.66</b>	<b>967.66</b>	<b>840</b>	<b>142.06</b>	<b>982.06</b>



**FOUR YEAR COMPARISON OF TOTAL HEADCOUNT (Number of Employees)**

	<u>ACTUAL 2015-2016</u>			<u>ACTUAL 2016-2017</u>			<u>BUDGET 2017-2018</u>			<u>BUDGET 2018-2019</u>		
	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total
	Emp.	Emp.	Emp.	Emp.	Emp.	Emp.	Emp.	Emp.	Emp.	Emp.	Emp.	Emp.
Total Headcount	<b>829</b>	<b>265</b>	<b>1,094</b>	<b>831</b>	<b>265</b>	<b>1,096</b>	<b>837</b>	<b>265</b>	<b>1,102</b>	<b>840</b>	<b>265</b>	<b>1,105</b>

Please note that part time employees 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 employee would count as 1.00 for Headcount (HC) purposes.

**2018-2019 BUDGET  
PAYROLL RELATED COST DISTRIBUTION**

DEPT	TOTAL FT HC & PT FTE's	TOTAL WAGES	PERSONNEL BENEFITS					TOTAL BENEFITS	GENERAL LIABILITY INSURANCE
			FICA TAX	RETIRE- MENT	WORKERS COMP	GROUP INSURANCE	POST EMPL HEALTH		
0100	6.75	\$ 267,848	\$ 20,488	\$ 114,036	\$ 1,071	\$ 64,869	\$ 950	\$ 201,414	\$ 13,213
0500	6.75	708,960	48,461	178,353	868	68,041	5,700	301,423	34,974
0600	5.75	473,559	34,938	189,008	792	52,716	3,800	281,254	23,361
0601	6.00	300,457	22,986	70,094	475	28,697	2,850	125,102	14,822
1010	9.75	1,030,826	66,215	246,156	1,546	108,461	7,600	429,978	50,852
1020	1.50	95,633	7,316	-	241	-	-	7,557	4,718
1030	8.00	447,593	34,240	78,096	3,175	23,998	1,900	141,409	22,080
1120	13.00	830,786	61,627	287,104	2,066	100,537	9,500	460,834	40,984
1130	4.75	406,019	29,350	106,094	2,275	43,146	3,800	184,665	20,029
1200	7.00	527,975	38,799	143,194	4,151	69,631	3,800	259,575	26,046
1210	28.25	2,296,886	175,712	822,711	29,577	287,195	9,500	1,324,695	113,308
1220	17.00	1,290,317	98,545	498,313	5,735	167,978	7,600	778,171	63,653
1230	13.50	812,579	62,162	305,100	17,111	134,207	1,900	520,480	40,085
1320	4.00	380,273	27,100	157,852	634	38,296	3,800	227,682	18,759
1330	2.75	135,745	10,384	46,932	437	24,419	950	83,122	6,696
1500	5.00	472,545	33,553	196,155	3,834	50,513	3,800	287,855	23,311
1505	2.00	214,187	15,811	88,909	1,838	21,796	1,900	130,254	10,566
1510	18.25	1,512,574	115,028	512,522	26,091	165,478	7,600	826,719	74,617
1520	19.25	1,047,359	80,122	371,874	47,068	166,018	2,850	667,932	51,667
1535	8.50	512,133	39,178	182,337	19,513	66,970	1,900	309,898	25,264
1540	13.50	834,413	63,831	275,985	29,348	123,061	1,900	494,125	41,163
1550	9.00	545,111	41,702	219,219	40,312	86,097	1,900	389,230	26,891
1555	2.75	128,629	9,839	43,647	12,409	19,130	-	85,025	6,345
1580	1.50	124,114	9,495	51,520	1,838	14,352	-	77,205	6,123
3010	2.00	228,144	15,047	94,703	317	26,649	1,900	138,616	11,255
3020	9.00	461,874	35,333	149,846	3,257	64,895	1,900	255,231	22,785
3030	12.25	880,401	67,216	319,700	1,584	100,989	7,600	497,089	43,431
3040	9.00	640,937	48,917	141,411	951	66,118	4,750	262,147	31,618
3050	4.00	391,773	29,602	162,625	634	43,149	3,800	239,810	19,327
3200	25.00	1,602,246	121,092	512,168	2,256	199,435	6,650	841,601	79,041
4700	23.50	1,456,894	111,288	554,878	37,758	220,179	4,750	928,853	71,870
5000	16.00	1,530,239	113,735	671,140	22,498	167,770	8,950	984,093	75,488
5020	123.75	9,693,716	739,504	4,605,814	282,964	1,286,566	71,150	6,985,998	478,202
5030	43.00	3,961,813	302,444	1,785,039	97,057	460,211	24,350	2,669,101	195,441
5040	56.25	3,682,577	281,352	1,265,867	15,336	559,923	3,500	2,125,978	181,666
5060	14.50	1,146,488	85,967	358,397	12,199	73,239	3,550	533,352	56,557
5070	36.20	3,213,307	245,176	1,404,091	73,830	344,846	20,450	2,088,393	158,516
5500	147.75	15,592,358	261,807	7,249,663	391,422	1,189,067	133,950	9,225,909	769,188
6000	7.50	620,174	44,931	236,007	9,113	60,085	4,750	354,886	30,594
6010	11.53	424,284	32,455	59,635	9,924	52,806	1,900	156,720	20,930
6020	24.19	515,860	39,464	79,685	11,876	38,256	2,850	172,131	25,448
6030	1.00	44,397	3,397	18,014	1,920	9,563	-	32,894	2,190
6050	30.68	833,989	63,801	167,775	30,622	79,160	1,900	343,258	41,142
6060	9.36	298,290	22,819	46,185	4,398	19,131	950	93,483	14,715
6065	2.20	98,318	7,521	29,303	175	9,569	-	46,568	4,850
6070	10.50	443,064	33,895	93,021	25,692	60,804	1,900	215,312	21,857
6120	76.00	3,800,914	290,772	1,495,199	536,382	751,329	1,900	3,075,582	187,502
6130	30.75	1,714,291	130,779	605,118	120,860	273,794	3,800	1,134,351	84,568
6900	6.50	544,190	41,632	175,901	792	53,156	4,750	276,231	26,845
7010	1.00	94,018	7,192	39,027	158	9,574	950	56,901	4,638
8300	6.25	423,978	30,925	146,871	951	52,695	1,900	233,342	20,915
8320	1.00	50,394	3,855	20,919	5,279	9,565	-	39,618	2,486
8330	1.00	29,390	2,248	12,200	2,351	9,560	-	26,359	1,450
8340	1.00	36,606	2,800	15,195	1,679	9,562	-	29,236	1,806
8360	6.00	287,772	22,015	119,455	14,842	57,385	-	213,697	14,196
8400	18.90	809,959	61,961	185,348	28,518	125,675	-	401,502	39,956
<b>982.06</b>	<b>\$ 70,949,176</b>	<b>\$ 4,447,824</b>	<b>\$ 28,005,411</b>	<b>\$ 2,000,000</b>	<b>\$ 8,410,311</b>	<b>\$ 410,300</b>	<b>\$ 43,273,846</b>	<b>\$ 3,500,000</b>	

## **BUDGET GLOSSARY**

**Accrual Basis of Accounting** - The basis of accounting under which revenues are recorded when earned and expenditures are recorded when goods are received and services performed even though the receipt of the revenue or the payment of the expenditure may take place, in whole or part, in another accounting period.

**Ad Valorem Taxes (Property Taxes)** - A tax levied on the assessed value of real and personal property.

**Appropriation** - A legal authorization granted by the City Commission to make expenditures and to incur obligations for specific purposes.

**Assessed Valuation** - The pre-exemption value (Assessed Value – Exemptions = Taxable Value) of land, buildings, and business inventory and equipment as determined on an annual basis by the County Property Appraiser in accordance with State Law.

**Balanced Budget** - A budget in which estimated revenues and other available funds equal or exceed estimated expenditures.

**Bonds** – A certificate of debt issued by a government or corporation guaranteeing payment of the original investment plus interest by a specified future date.

**Budget** - A plan of financial operation, embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Upon approval by the City Commission, the budget appropriation ordinance becomes the legal basis for expenditures in the budget year.

**Budgetary Accounts** - Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.

**Budget Message** - The opening section of the budget document which provides a general summary of the most important aspects of the budget and discusses significant changes from the current and previous fiscal years.

**Capital Budget** - The plan for the construction, rehabilitation or purchase of a capital asset. Coral Gables' capital budget is multi-year in nature with the first year for appropriation authorization incorporated into the overall annual budget process. Capital projects often extend beyond the fiscal year in which the project is first approved. Therefore, the City either appropriates the entire project cost in the initial fiscal year or identifies annual phases which may be approved in future years if funding is available.

**Capital Outlay** - An expenditure category for construction equipment, vehicles or machinery that results in the acquisition or addition to the City's fixed assets.

**Capital Improvement Program (CIP)** – The City's capital investment strategy for the Budgeted year and for the following five year period. The CIP is a comprehensive picture of the City's capital needs within the five year period and facilitates long-term budget planning.

**Debt Service** - The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a predetermined payment schedule.



**Delinquent Taxes** - Taxes that remain unpaid after the date on which a penalty for nonpayment is attached.

**Department** - An organizational unit responsible for carrying out a major governmental function.

**Debt Service** - Payments of principal and interest on borrowed funds such as bonds.

**Division** - The second level in the formal City organization in which a specific function is carried out; several divisions may comprise a single department.

**Enterprise Fund** - A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as parking and golf courses.

**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.

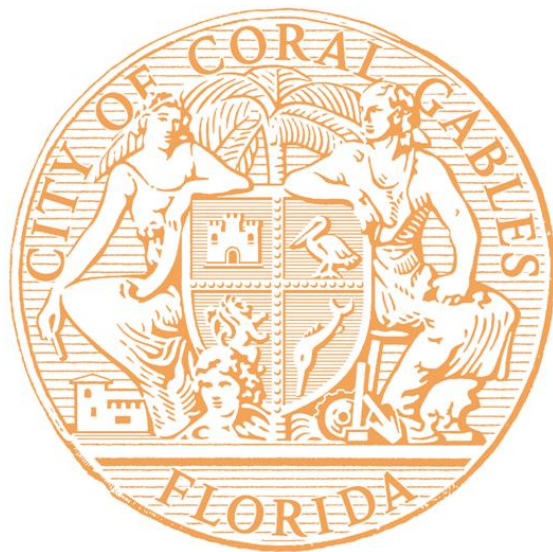
**Resolution** - A special or temporary legislative order requiring less legal formality than an ordinance/statute.

**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.

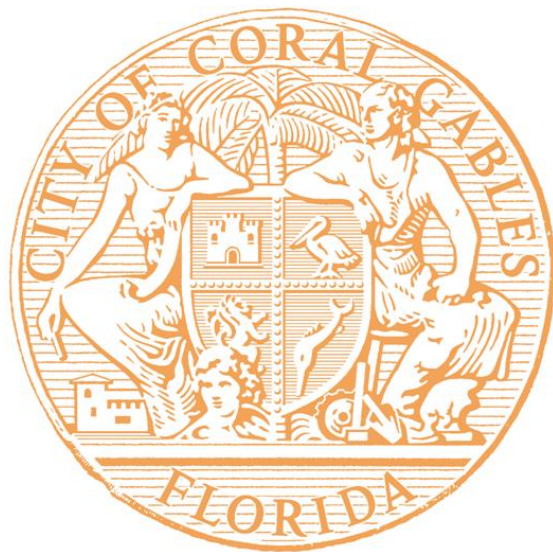
**Revenue** - Funds that the government receives as income. It includes such items as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

**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.



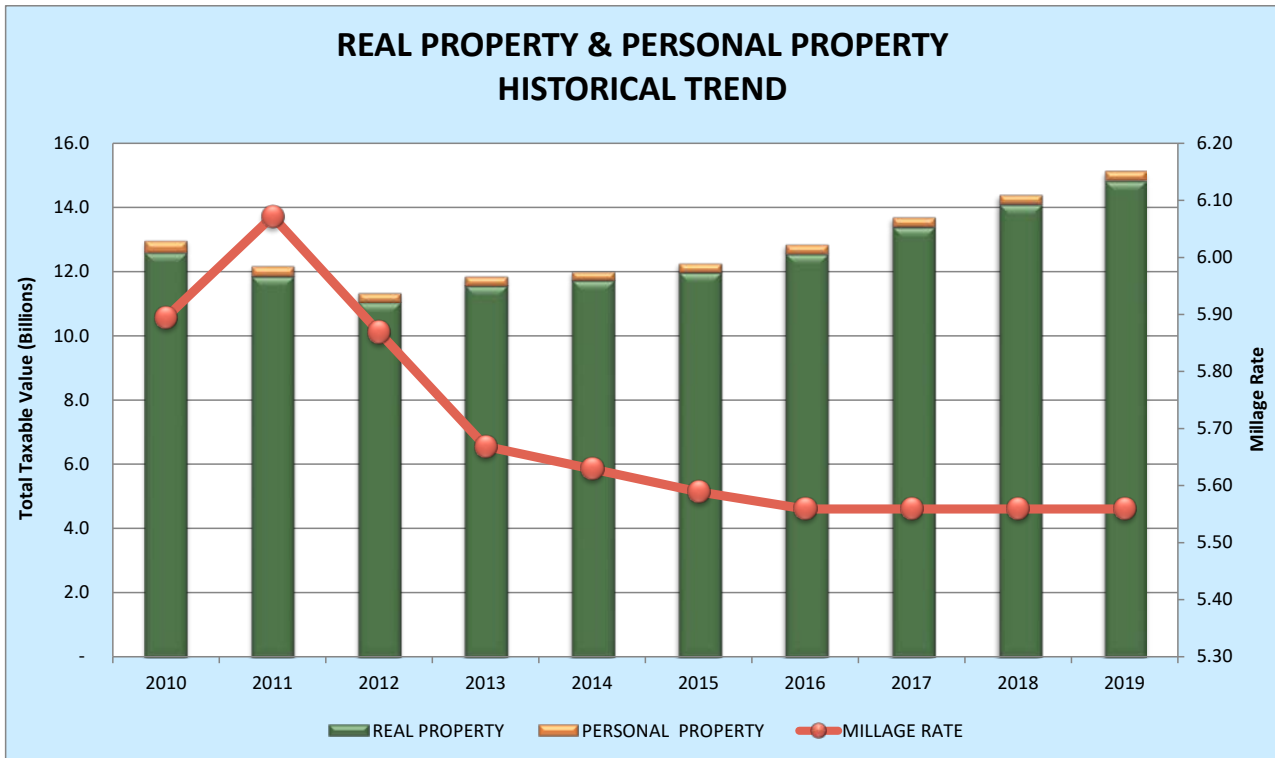
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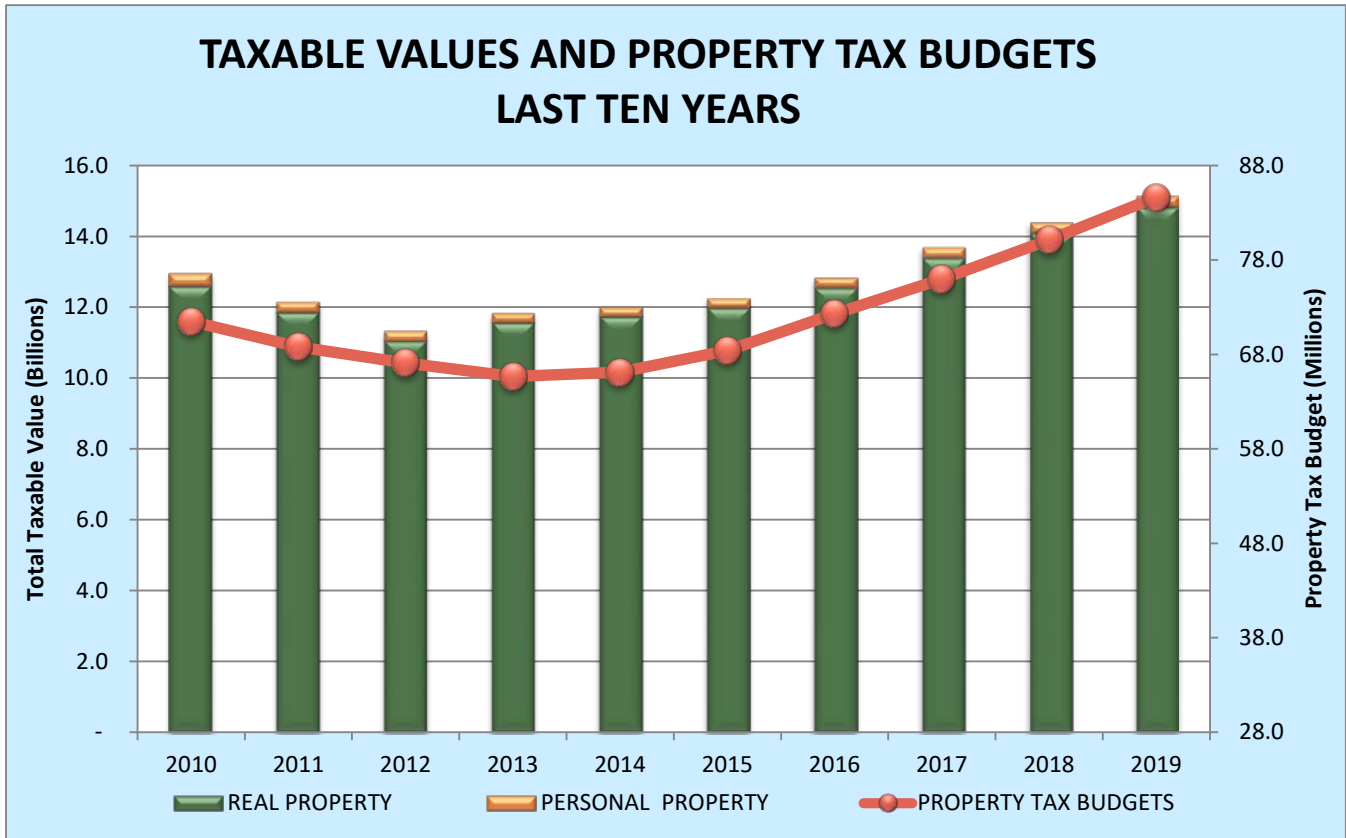
**CITY OF CORAL GABLES  
2018-2019 BUDGET  
TAXABLE VALUES OF REAL & PERSONAL PROPERTY  
TEN-YEAR TREND**

FISCAL YEAR	REAL PROPERTY	PERSONAL PROPERTY	TOTAL TAXABLE VALUE
2010	\$ 12,608,566,150	\$ 368,490,172	\$ 12,977,056,322
2011	11,875,112,539	312,425,424	12,187,537,963
2012	11,069,459,141	297,254,234	11,366,713,375
2013	11,582,581,921	288,250,994	11,870,832,915
2014	11,752,319,227	273,243,675	12,025,562,902
2015	11,996,154,496	284,616,094	12,280,770,590
2016	12,563,996,934	291,419,796	12,855,416,730
2017	13,395,162,364	297,441,249	13,692,603,613
2018	14,091,791,819	297,340,792	14,389,132,611
2019	14,821,738,983	306,261,017	15,128,000,000



FISCAL YEAR	CORAL GABLES TAX RATES			COUNTY	SCHOOL	REGIONAL	TOTAL TAX MILLAGE RATE
	OPERATIONS	DEBT SERVICE	TOTAL				
2010	5.8950	-0-	5.8950	6.0050	7.9950	0.6590	20.5540
2011	6.0720	-0-	6.0720	6.6565	8.2490	0.6585	21.6360
2012	5.8690	-0-	5.8690	5.7695	8.0050	0.4708	20.1143
2013	5.6690	-0-	5.6690	5.1610	7.9980	0.4634	19.2914
2014	5.6290	-0-	5.6290	5.7980	7.9770	0.4455	19.8495
2015	5.5890	-0-	5.5890	5.9009	7.9740	0.4187	19.8826
2016	5.5590	-0-	5.5590	5.9009	7.6120	0.3871	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	5.8182	6.9940	0.3420	18.7132

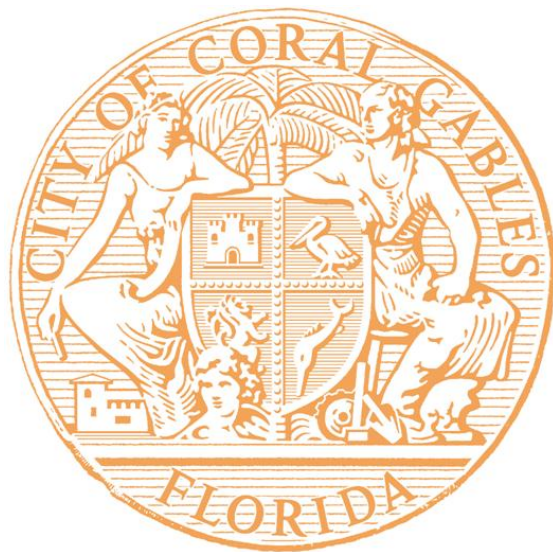
**CITY OF CORAL GABLES  
2018-2019 BUDGET**



**PROPERTY TAX BUDGETS AND TAX COLLECTIONS  
LAST TEN FISCAL YEARS**

FISCAL YEAR	PROPERTY TAX BUDGETS	COLLECTIONS		* TOTAL COLLECTIONS TO DATE	PERCENT OF LEVY COLLECTED TO DATE
		WITHIN THE YEAR OF THE LEVY	PRIOR YEARS' LATE COLLECTIONS		
2010	\$ 71,501,646	\$ 69,328,037	\$ 949,225	\$ 70,277,262	98.3%
2011	68,805,430	65,131,368	1,946,712	67,078,080	97.5%
2012	67,086,306	64,648,342	1,729,247	66,377,589	98.9%
2013	65,664,270	61,713,029	645,906	62,358,935	95.0%
2014	66,122,035	65,770,446	(633,813)	65,136,633	98.5%
2015	68,406,478	68,741,648	38,446	68,780,094	100.5%
2016	72,311,324	72,124,540	26,101	72,150,641	99.8%
2017	75,989,729	75,984,395	39,933	76,024,328	100.0%
2018	80,124,165	80,233,231	153,970	80,387,201	100.3%
2019	84,645,256	-	-	-	0.0%

\* Fiscal Year 2018 collections and prior years late collections are partial year information, i.e. 9 months.



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