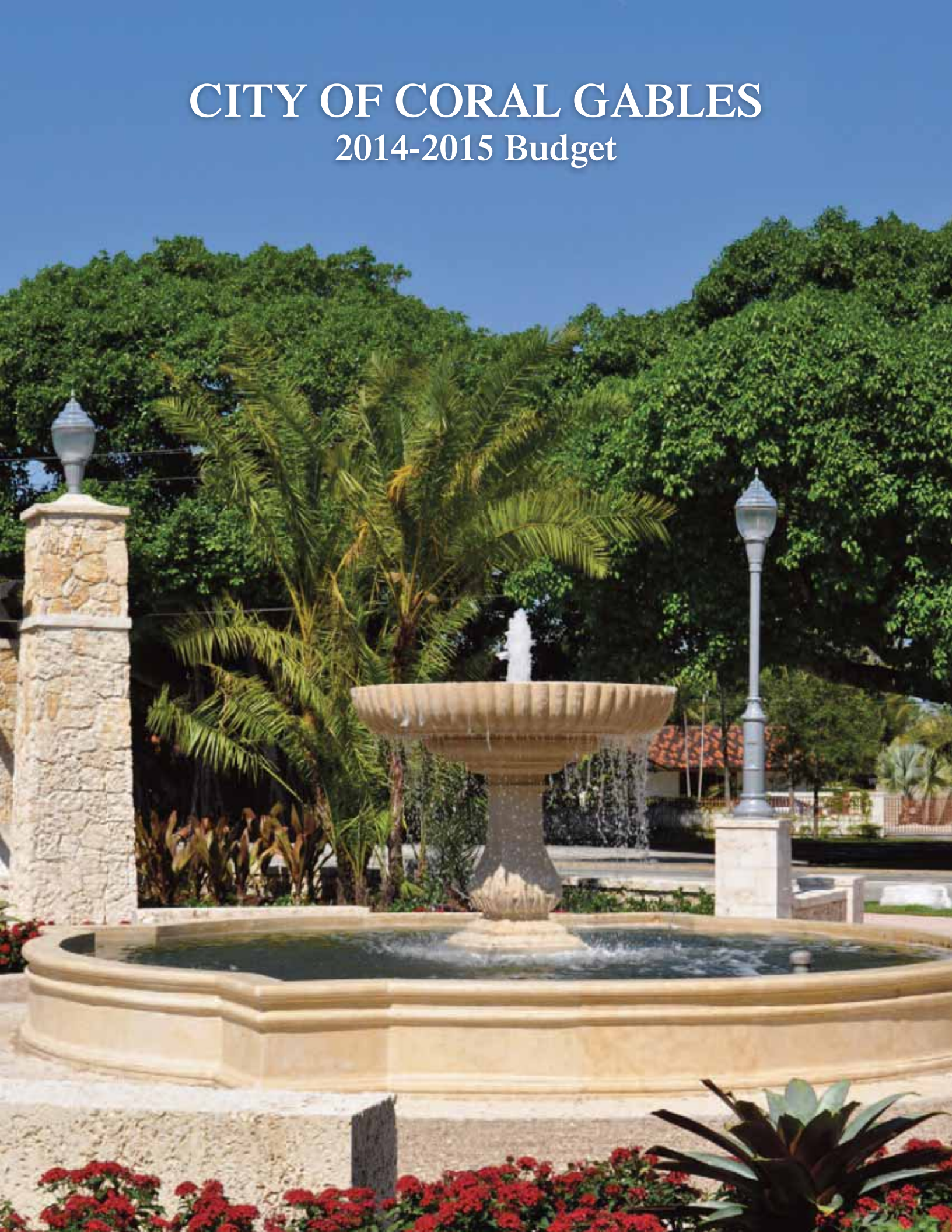
CITY OF CORAL GABLES
2014-2015 Budget



CITY OF CORAL GABLES

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VICE MAYOR

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The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Coral Gables, Florida for its annual budget for the fiscal year beginning October 1, 2013.

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

The award is valid for a period of one year only. The City administration believes the current budget continues to conform to program requirements, and is submitting it to GFOA to determine its eligibility for another award.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Coral Gables

Florida

For the Fiscal Year Beginning

October 1, 2013

Executive Director

THE CITY OF CORAL GABLES

OFFICE OF CITY MANAGER

The City Beautiful

CITY HALL 405 BILTMORE WAY
CORAL GABLES, FLORIDA 33134

October 1, 2014

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

Dear Mayor and Commissioners:

The preparation of this budget has given me the opportunity, through each departmental budget review and discussion process, to become intimately familiar with the day to day operation of our City Government. Together with key staff members, the management team has composed a budget with thoughtful attention to the City's strategic goals. Your individual and collective policies and priorities helped guide me and my staff in this process by setting clear parameters for our recommendations. While there will always be opportunities for improvements, ours is a government that we can take pride in. I believe this budget is consistent with the Commission's policy guidelines and I thank you most sincerely for having confidence in my stewardship during this interim period.

In accordance with your policy direction to continue the City's trend of reducing the millage rate, the millage has been reduced from 5.629 to 5.589; making Fiscal Year 2014-2015 the fourth consecutive year that the millage rate has been reduced.

The City is working towards making Coral Gables an even more desirable community to live, work and play by further enhancing the quality of life. Business friendly improvements are planned with the goal of making the City's downtown district more commercially competitive, livable, and walkable. Moreover, specific goals are being developed to improve transparency/communications and efficiency in service delivery, while also implementing environmental and financial sustainability measures throughout City operations.

Enhancing the Quality of Life in the Community

Quality of life and the opportunity for fun and recreation are important components of The City Beautiful. This year we are moving forward with a new Master Plan for Parks & Recreation, the Granada Golf Course Master Plan, and renovations to the much used Youth Center and Venetian Pool.

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

To enhance connectivity within our community, the City has set aside funds for a sidewalk repair and replacement program and additional funds for expanding the installation of bike paths. Implementation of the Commission-approved tree succession plan will replace and install over 3,000 trees throughout City neighborhoods over the next twelve months as well as the Million Orchid Project that will re-introduce native orchids in the trees throughout the City. In addition, we are preserving our important historic landmarks with additional funding for significant restoration projects including the City's entrances and monuments, Merrick House, City Hall and the Venetian Pool.

Becoming a More Competitive, Livable and Pedestrian Friendly Commercial District

The City is moving forward with the Streetscape Improvement Project for Miracle Mile and Restaurant Row on Giralda Avenue. This is just one of our efforts to encourage development that will make our downtown more competitive and Coral Gables a more sustainable, livable and walkable community. The *Wall Street Journal* named Coral Gables "the sixth most walkable suburb in the United States," and with the Streetscape Improvement Project, our downtown will become an even more vibrant pedestrian-friendly destination. This Project will be funded, half by the City and half by the property owners directly benefiting from the improvements. Inspired by the Alhambra in Spain, the streetscape design includes wider sidewalks for outdoor dining areas, gardens, and art installations. In addition, we plan to enhance the park and plaza area in front of City Hall as part of the already funded Neighborhood Renaissance Program.

Improving Transparency/Communications and Service Delivery Efficiency

We are also moving the City forward with technology. The City recently launched its GovQA mobile application so that Citizens are able to report issues via their mobile device. This will allow us to become more accessible to our residents and the business community, while at the same time, allowing the City to track service request response times to make sure we are delivering services in an efficient, customer friendly manner. In addition, our Police Department will be implementing cutting edge technological strategies to assist our officers in fighting crime and keeping our neighborhoods safe.

Making Strides Towards Becoming a More Sustainable City

We are working to make Coral Gables an even better place to live work and play by building on our identity as a true urban village; a self-contained community that reduces the need to travel long distances and encourages human interaction, while still honoring and preserving the natural world around us.

Every day, more than 5,000 people enjoy the City's convenient free trollies, which have reduced the number of car trips by 20 percent along their route. The program connects downtown to the regional rail system, freeing up more than 750 parking spaces a day.

The City is committed to strategic and comprehensive sustainability planning throughout all departments. The City's first Sustainability Master Plan will incorporate these efforts, and provide the City with a blueprint for sustainability decision making. The Plan will include a citywide baseline emission inventory and forecast, along with strategies, goals and objectives for reducing greenhouse gas emissions. Focus areas will incorporate six sustainable elements: Energy Efficiency, Resource Conservation, Land Use and Transportation, Waste Minimization, Education and Outreach, and Climate Resiliency. The plan is expected to be completed within the first six to nine months of Fiscal Year 2014-2015. At that time staff will bring recommendations before the Commission for direction and implementation.

In connection with the Sustainability Master Plan, this proposed budget includes increased funding for the City's fleet replacement program. Our current fleet is between 10-20 years old and costs the City approximately $1.1M annually in replacement parts alone. This dollar amount does not include the additional costs incurred due to lack of fuel efficiency common among older vehicles. To address this issue, we have developed a eight year vehicle replacement budget program that utilizes a mixture of funds from the motor pool reserve as well as incremental increases from recurring revenues (See page 315). This dynamic approach is aimed at replacing the fleet in a manner consistent with standard vehicle replacement cycles. By replacing aging vehicles with new, more efficient technologies, the City will improve its fuel efficiency and will experience reduced operating costs over the life of the plan.

The Local Economy

Over the last two years the local economy has experienced a turnaround in the housing market as well as subdued inflation. The economy is recovering and there have been a good number of jobs created, however, significant progress toward reaching a healthy unemployment rate remains modest. In an effort to provide continued support for the U.S. economy, the Federal Reserve Bank is maintaining a hold on short-term interest rates close to 0% through the end of this calendar year. After that, the rates are predicted to increase slightly as stimulus measures come to an end. What this means to municipalities nationwide is that although significant economic recovery has occurred, the immediate future is still somewhat unsure. Hence, we must continue our conservative management of the City's resources so that Coral Gables makes a full and sustainable economic recovery.

Regulatory

The FY 2014-2015 Budget beginning October 1, 2014 through September 30, 2015 is submitted in accordance with the requirements of Article V of the City Charter. The Annual Budget is a financial plan and management tool that guides the City and each department for the upcoming fiscal year. The Budget contains projected as well as comparative financial information with budgets of previous years and actual revenues and expenditures. The comparative data helps to analyze trends in the financial operations of the City. The Annual Budget was presented to the City Commission at a budget workshop on Wednesday, July 23, 2014 and subsequently at two public hearings held on Thursday, September 11, 2014 and Tuesday, September 23, 2014. An ad valorem

property tax millage of 5.589 was adopted by Ordinance No. 2014-28 and the annual budget of revenues and expenditures was adopted by Ordinance No. 2014-29.

Budgetary Review

I am pleased to report that the City has made significant progress in addressing pension and collective bargaining issues, improving the accuracy of the City's revenue projections, and enforcing conservative (intelligent and informed) spending practices. Well thought out investment aimed at maintaining and improving the City's capital infrastructure has been deliberate and steady. Our conservative use of City funds as well as the proceeds of well-planned debt is evidenced by the beautiful photograph on the cover of this budget book of the recently completed improvements to Ingraham Park.

Total Expenditures

The total operating, capital and debt service expenditures budget proposed for FY 2014-2015 is $159,837,657, a decrease of $40,720,507 or 20.3% compared to the FY 2013-2014 annual budget of $200,558,164. The two main reasons for this decrease are related to capital improvement projects. The largest component of the decrease is $29,516,030 for capital improvement projects included in the FY 2013-2014 budget that are not repeated in the FY 2014-2015 budget. If these projects were not completed by the end of FY 2013-2014, their respective balances will be re-appropriated during the first quarter of the new Fiscal Year. These projects include such items as the Neighborhood Renaissance Program, Facility repairs/improvements, Miami-Dade Building Better Communities Bond Improvements and Sanitary Sewer Improvements.

The second major component of the year to year decrease consists of $8,350,000 of capital projects that are budgeted through planned financing. These projects include $6,000,000 for the replacement of the City's radio system, $1,500,000 for the County mandated inflow and infiltration repairs to the City's Sanitary Sewer System and $850,000 for an environmental remediation of a former incinerator site at the City's 72nd Ave facility. As previously stated if these projects were not completed during FY 2013-2014 the budgeted amounts will be re-appropriated during the first quarter of Fiscal Year 2014-2015.

A comparison of expenditures for the FY 2013-2014 Budget and the FY 2014-2015 Budget Estimate is shown below:

Budget Year	2013-2014	2014-2015	Increase (Decrease)
Operating Expenses	$ 137,227,263	$ 142,770,305	$ 5,543,042
Capital Expenditures	56,383,090	10,119,541	(46,263,549)
Debt Service Requirements	6,947,811	6,947,811	-
Total	$ 200,558,164	$156,502,829	$ (40,720,507)

Operating Expenditures

The increase in operating expenses from the FY 2013-2014 Budget of $137,227,263 to the FY 2014-2015 Budget Estimate of $142,770,305 is $4,437,214, or 4.0%.

The following table summarizes the changes from the FY 2013-2014 budget to the FY 2014-2015 budget:

Items	Increase (Decrease)	Total Budget
Salary (Longevity, Merit)	$ 2,700,118	$ 61,090,380
Overtime	(2,191)	1,830,249
Employee Benefits		
Retirement	(494,599)	26,175,118
FICA	141,086	3,814,190
Workers Compensation	2,216	3,765,000
Health Insurance	346,741	7,137,322
Professional Services	(80,009)	7,653,664
Repairs, Maintenance, Utilities & Misc. Services	2,210,429	18,281,135
Parts, Supplies & IT Maintenance Costs	478,455	7,188,699
Equipment Replacement	(111,931)	586,443
Equipment Additions	(226,424)	140,130
Other Operating Costs	(1,023,848)	2,007,975
Fleet Equipment Replacement	1,602,999	3,100,000
Net Change to Operating Budget	$ 5,543,042	
Total Operating Budget		$142,770,305

The personal service costs associated with employees (salary, overtime and benefits) is increasing 3.0% from the prior year. Significant factors driving this rise include the recent collective bargaining agreements with the Teamsters Local 769 and the Fraternal Order of Police, Lodge No. 7, as well as a 6.5% increase in health insurance costs.

The significant increase in Repairs, Maintenance, Utilities, & Misc. Services represents a one-time pay-off of the outstanding lease/finance debt the City has for its vehicle purchases. The increase in Fleet Equipment Replacement is directly related to the aforementioned Vehicle Replacement Funding Plan. Please see Page 315 for Plan details.

A decrease in the City's budget is indicated in Other Operating Costs mostly due to one-time grants included in FY 2013-2014 that are not repeating in FY 2014-2015. If the one-time grants were not completed by the end of FY 2013-2014, the available balances will be re-appropriated in the first quarter of FY 2014-2015. In addition, as is done each fiscal year, City staff will pursue new grant opportunities as funding programs become available.

Personnel Positions

The total number of full-time positions in the FY 2014-2015 Budget is 801; the increase in headcount from 800 in the FY 2013-2014 Budget to 801 in the FY 2014-2015 budget is due to the addition of a second Commission Aide position.

Employee Classification
Ten-Year Comparison

FISCAL YEAR	POLICE OFFICERS	FIRE-FIGHTERS	GENERAL EMPLOYEES	TOTAL
2006	185	139	540	864
2007	186	139	546	871
2008	186	139	539	864
2009	184	139	545	868
2010	183	139	486	808
2011	183	139	469	791
2012	183	139	469	791
2013	184	139	469	792
2014	191	139	470	800
2015	191	139	470	801

Bargaining Unit Agreements

The City reached an agreement with the Teamsters, Local 769 that was ratified by the members on June 3, 2014 and approved by the Commission on June 10, 2014. The City also reached an agreement with the Fraternal Order of Police, Lodge No. 7 that was ratified by the members on July 25, 2014 and approved by the Commission on August 4, 2014. The costs associated with both agreements are included in the expenditure side of this budget. The October 1, 2011 to September 30, 2014 agreement with the International Association of Firefighters, Local 1210 remains in effect pending the outcome of current collective bargaining negotiations.

Capital Improvements

The FY 2014-2015 Budget provides for a capital improvement program totaling $13,219,541 (See Page 66). The program includes additional funding for Repairs/Improvements to City facilities such as City Hall, the three Fire Stations, Venetian Pool, Granada Golf Course and Merrick House, as well as continued funding for the future purchase of land. New funding has been added to implement a citywide sidewalk repair/replacement program; to replace and upgrade Police/IT data system

equipment; to replace major components of the City's telephone system; to implement citywide facility roof replacement and HVAC programs; and to replace one of the City's trolleys. Of particular note is the inclusion of funding for a new Parks and Recreation Master Plan and a Youth Center Master Plan. Other new projects include Old Cutler Bay Right-of-Way Entrance improvements, a Youth Center surveillance system and additional annual funding for the ongoing installation of bike paths citywide.

Additional grant funds have been awarded to the City in the amount of $850,000. These include $400,000 for the Sanitary Sewer Inflow and Infiltration project, $200,000 for Storm Water Canal Wall Stabilization, $200,000 for Desoto Fountain Traffic Circle and $50,000 for exterior repairs to City Hall.

The City's Roadway Improvement Program funded by Local Option Gas Tax monies will provide approximately $750,000 for maintenance of City streets and related improvements. This level of funding will be sufficient to maintain the City's road network on an ongoing basis and allow for the installation of traffic calming where needed. Other capital improvements that are budgeted include upgrades for sanitary sewer lift stations, the replacement of some sanitary sewer force mains and pipes as well as upgrades to the City's storm water system.

Debt Service

The total outstanding principal debt of the City is $71,505,000 as of October 1, 2014. The City has no General Obligation Bond debt. During Fiscal Year 2014-2015 the City is anticipating issuing new debt to put towards the upcoming Miracle Mile Streetscape Improvement Project. The annual budget for debt service of $6,947,811 includes sufficient funds to cover the Project debt. The debt service amount represents 4.6% of the total operating and debt service budget of $149,718,116. This amount is well below the City's budgetary goal for debt service which has been administratively capped at 8%.

The City has used Sunshine State Governmental Financing Commission (Sunshine State Commission) since 1987 as its principle source for financing the acquisition and construction of City facilities such as Fire Station No. 3, the Youth Center, the Miracle Theater, the Merrick Parking Garage and Shops, the City Maintenance and Storage Facility located at S.W. 72nd Avenue, the Museum Parking Garage, the 427 Biltmore Way building, and for other capital improvement program projects including the Biltmore and Granada golf course renovations, parks, entrances and plazas, information technology equipment, the Conference Center located at the Biltmore Hotel, the Country Club of Coral Gables, the construction of the Coral Gables Museum Building, dredging of the Coral Gables Canal and funding for the Neighborhood Renaissance Program. Today, all of the City's current long term debt was financed through the Sunshine State.

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

Ad-Valorem Property Tax Millage Rate

The impact of the economic decline on the real estate market caused the City's property values to decrease from a high of $13.4 billion in tax year 2008, to $12.7 billion in 2009 and a continued decrease in 2010 to $11.8 billion. For tax years 2011, 2012, 2013 and 2014 property values increased modestly to $11.9 billion, $12.0 billion, $12.28 billion, and $12.85 billion respectively, which is still not back to the 2008 tax roll levels.

I am pleased to report that the FY 2014-2015 Budget includes a property tax rate of **5.589**, a **reduction** in the property tax millage rate from **5.629** this fiscal year. This will be the fourth consecutive year the City will have decreased its millage rate.

The table below shows the City's millage rate for ten years including FY 2005-2006 to FY 2014-2015.

City Ad-Valorem Tax Rates

Fiscal Year	Adopted Rate
2005-2006	6.150
2006-2007	6.150
2007-2008	5.250
2008-2009	5.250
2009-2010	5.895
2010-2011	6.072
2011-2012	5.869
2012-2013	5.669
2013-2014	5.629
2014-2015	5.589

Revenues

The estimated revenues for FY 2014-2015 are projected to be $155,406,230, a net decrease of $6,239,295, or 3.86%, compared to estimated revenues of $161,645,525 for FY 2013-2014. Similar to the aforementioned decrease in estimated expenditures between Fiscal Years 2013-2014 and 2014-2015, the main reason for the significant decrease in revenues is the one-time inclusion in the FY 2013-2014 budget of $8,350,000 in planned financing for the replacement of the citywide radio system, the inflow and infiltration repairs to the sanitary sewer system and the environmental remediation of an incinerator site at the City's 72nd Avenue facility.

Other significant revenue decreases include $4,242,000 for one-time grants included in Fiscal Year 2013-2014 that are not repeated in Fiscal Year 2014-2015, $530,000 for Fines & Forfeiture revenue that is trending downward due to a revised City citation policy and $458,000 for a one-time capital assessment to fund the Hammock Lakes guardhouse.

Using the reduced recommended millage rate of 5.589 there will be an increase in property tax revenue of $2,245,000 due the upward trend in taxable property values. Other significant revenue increases include $1,209,798 from the approved increase in on-street parking fees; $1,016,000 from rentals & concessions due to new leases, lease escalations and the inclusion of the UM development fee; $901,000 from Sanitary Sewer, Storm Water and Solid Waste fee increases; $850,000 from new grants awarded to the City; $210,000 from revised State Revenue Sharing and ½ Cent Sales Tax estimates; $182,000 & $142,000 from permit fees and planning & zoning fees due to increased construction and renovations taking place in the City; $137,000 from tennis programming fees due to increased activity at the City's tennis facilities; $107,000 from the Biltmore complex in compliance with the recent settlement agreement; and $102,000 from the Citizens Transportation Trust (CITT) to fund the City's trolley and transportation projects.

Reserves

A significant part of the City's recent recovery was restoring reserves (fund balance) to responsible levels. Though reserve policies differ from city to city, it is generally accepted to maintain reserves of 20% to 25% of a city's operating budget. Those reserves are maintained for "a rainy day" or more importantly, a catastrophic event. On the surface, a 25% reserve sounds like a fairly large amount to set aside. However, in reality 25% represents just three months of maintaining important City services. The City's current General Fund reserve represents 19.31% of the Fiscal Year 2014-2015 total operating budget.

Cultural and Community Events

The FY 2014-2015 Budget includes funding for cultural grants and events of $150,000. The Cultural Development Board will review and recommend cultural and community organizations to receive direct or matching grant funds from these budgeted funds. New to Fiscal Year 2013-2014 and continued in Fiscal Year 2014-2015 is the inclusion of a $200,000 grant to support operating expenditures of the Coral Gables Museum.

Conclusion

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

Acknowledgments

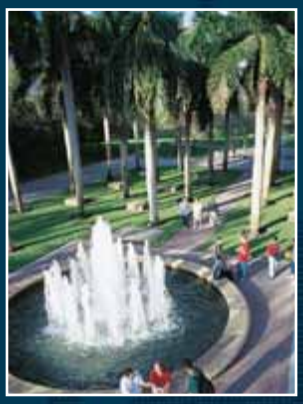
The preparation of the City's annual budget is a joint effort that includes the Assistant City Manager, department directors and supporting staff. The personal efforts of the following individuals are specifically acknowledged for their commitment to the budget process and the preparation of this budget: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

Respectfully submitted,

Carmen Olazabal, P.E.
Interim City Manager

Coral Gables

The City Beautiful



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Coral Gables City Hall

Economic Overview

The Coral Gables economy is comprised of local and international businesses, but unlike other parts of Florida, it is not influenced by seasonal shifts. Because of the 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. Coral Gables is considered one of the premium office markets in South Florida with approximately 11 million square feet of prime office space. The submarket is desirable due to its proximity to Miami International Airport and downtown Miami, while also being convenient to executive housing, allowing officers to live and work in the City Beautiful. Access to client entertaining, with world class restaurants and first class hotels, rich cultural offerings and a broad range of retail establishments are available amenities. A vintage style trolley connects many of the commercial districts to Metrorail which is the region's elevated rapid transit system.

Corporate Capital of the Americas

As early as 1925, City founder George Merrick predicted Coral Gables would serve as "a gateway to Latin America." The City's multinational business community includes an array of corporations with such interests as oil production, health care, biomedical research, international finance, import and export, transportation, manufacturing, travel and tourism, news information services, telecommunications, and construction/real estate. Currently, Coral Gables is regional headquarters to more than 140 multinationals. Regional offices are heavy purchasers of professional services, particularly in the areas of international law, accounting and global marketing. 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 multilingual/multicultural professional staff. In fact, more than 100 countries are served from corporate addresses in the City Beautiful.

Sampling of Largest Employers

AECOM
American Airlines
Bacardi U.S.A.
Baptist Health South Florida HQ
Bayview Financial Trading Group
The Biltmore Hotel
The Collection
C3TS/Stantec
Chevron Texaco Carib./Cent. America
Coral Gables Hospital
Dade County Public Schools
Del Monte Fresh Produce
Diageo
Doctors Hospital
Esslinger-Wooten-Maxwell
Gables Engineering
Gibraltar Bank
HBO Latin America
Hyatt Regency Coral Gables
Kindred Hospital S. Fla. Coral Gables
Kraft Foods Caribbean Sales
Mercantil Commerce Bank, N.A.
Mercedes-Benz of Coral Gables
Merrill Lynch Bank & Trust Co.
Odebrecht Corporation
Richemont Latin America & Caribbean
T.Y. Lin International
The Westin Colonnade Hotel
University of Miami
Univision Radio Florida
Zubi Advertising Services

Access to Air and Sea

Coral Gables attracts visitors from all over the world. In particular, Latin America and South America are a leading source of tourism accounting for approximately 4 million visitors to the Greater Miami region each year.

Airport (MIA)

Coral Gables is just 5 minutes from Miami International Airport, one of the busiest airports with more than 80 airlines serving approximately 150 destinations. In 2011, MIA handled 38.3 million passengers and 2 million tons of domestic and international cargo. Miami International Airport is expanding with the addition of a brand new North Terminal to be completed in 2013. The new North Terminal will deliver elegant and efficient new facilities for passengers to enjoy. As part of this expansion, the airport recently opened a 400,000-square-foot international arrivals facility for quick access from any of the 47 gates in North Terminal. Additionally, MIA Mover, an above-ground, automated people mover system quickly and seamlessly connects MIA passengers to the airport's four-level, consolidated Rental Car Center and Miami-Dade County's future "grand central station" - the Miami Intermodal Center (MIC). The MIC will provide connectivity via various modes of transportation between Palm Beach County, Fort Lauderdale, Miami, and the Florida Keys, making regional travel easier for residents and visitors.

Port (PortMiami)

PortMiami is only 15 minutes away, and it is recognized as the "Cruise Capital of the World" and "Cargo Gateway of the Americas." Two new passenger cruise lines are joining the fleet. The Port handled more than 4 million passengers and 7 million tons of cargo in 2011. Additionally, bold plans are underway to accommodate the expansion of the Panama Canal which is being described as a "game changer" for container trade when it opens in 2014. As the closest U.S. port to the Panama Canal, PortMiami will be the first port of call for fully laden post-Panamax vessels. To take full advantage of bigger ships and shifts in trade, the Port is investing more than $2 billion in infrastructure improvements, which will put 70 percent of the US population within one to four days of the Port. PortMiami Tunnel project (slated for completion in early 2014) will double the current capacity of truck and cargo movement while PortMiami's Rail project (to be completed in 2013) will link rail service from the Port directly to the national rail network.

Intellectual and Multilingual Workforce

Student Activities Center

Employers in Coral Gables have the opportunity to draw from a highly educated and talented multilingual workforce. 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. In addition, Coral Gables is home to many excellent academic institutions.

The University of Miami, one of the nation's leading research universities, has its main campus located on 239 acres in the City. UM's student population includes more than 15,500 undergraduate and graduate students from more than 110 nations. The University's 12 schools and colleges offer 113 bachelors, 102 masters and 54 doctoral degree programs. UM is currently ranked 38th among the nation's top-tier institutions in the U.S. News & World Report rankings of "America's Best Colleges," making it the highest ranked university in Florida.

Led by President Donna E. Shalala, UM is accelerating its progress in all key areas, and in particular in the biomedical and life sciences. In 2011, UM launched the first phase of the University of Miami Life Science & Technology Park with the grand opening of the 252,000-square-foot R+D Building One. The facility is near UM's Miller School of Medicine campus, which is home to the acclaimed Interdisciplinary Stem Cell Institute and the John P. Hussman Institute for Human Genomics. UM also recently broke ground on a new 119,000-square-foot Student Activities Center, and has opened the Newman Alumni Center, with available space for meeting rooms, events and celebrations. An agreement between the City and the University has created a program of cultural, sporting and intellectual events for City residents. Community outreach is a vital component of the University of Miami's academic mission.

Also located in the City is Northwestern University's prestigious Kellogg School of Management Executive MBA program. According to U.S. News & World Report's ranking of "America's Best Business Schools in 2012," Kellogg is ranked #4.

International Hub

Sample of the Multinational Companies in Coral Gables

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

Center for Foreign Consulates and Relationships

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

ACC1Ó (Government of Catalonia Agency)

Consulate General of Barbados

Consulate General of Colombia

Consulate General of El Salvador

Consulate General of Italy

Italian Trade Commission

Consulate General of St. Lucia

Consulate General of the Principality of Monaco

Consulate General of Spain

Spanish Trade Commission

Spanish Office of Education

Consulate General of Uruguay

Honorary Consulate of Belize

Honorary Consulate of Hungary

Honorary Consulate of Senegal

Honorary Consulate of Togo

Honorary Consulate General of St. Kitts & Nevis

Honorary Consulate General of Thailand

Honorary Consulate General of El Salvador

Office of Foreign Missions

Taipei Economic & Cultural Office

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

Aix-en Provence, France

Cartagena, Colombia

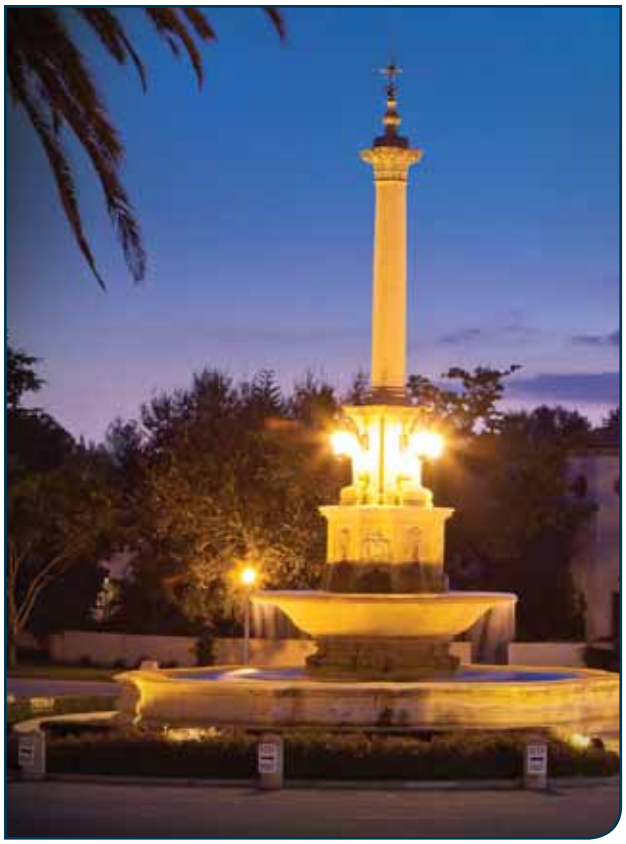
Curitiba, Brazil

Granada, Spain

La Antigua, Guatemala

Province of Pisa, Italy

Quebec, Canada



Historic De Soto Fountain

Global Connectivity

Coral Gables enjoys proximity to Terremark, a Network Access Point located in Miami. The Tier-IV facility was the first purpose-built, carrier-neutral Network Access Point and is one of the few facilities of its kind specifically designed to link Latin America with the rest of the world. This facility is one of the only locations in the United States where Optical, Ethernet, MPLS, Voice and Internet traffic comes 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, as this is a Tier IV facility designed to protect critical information and infrastructure.

Schools

Riviera Day School student

Coral Gables is part of the Miami-Dade school district. Twenty-five of its schools have placed in the top 100 in the state according to U.S. News & World Report's ranking of the top schools in the country and Florida. Coral Gables' elementary schools such as Riviera Day School and Gulliver Academy offer a long tradition of academic excellence. Both Coral Gables Preparatory Academy and George Washington Carver Middle School are designated as Blue Ribbon Schools of Excellence by the US Department of Education, the highest honor awarded to an American school. 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. Recently, the first ever partnership of its kind in the nation brought a multinational educational flair to the already international City when the Miami-Dade County Public Schools, the City of Coral Gables, and the Spanish, Italian and French education ministries joined together to open the International Studies Preparatory Academy, a new high school focusing on international studies and foreign languages.

Quality of Life

Village of Merrick Park Shops

Concepts for Downtown Streetscape Initiative

Community and Convenience

Coral Gables is home to numerous multinational corporations, and recognized for its outstanding financial climate. It is also well known for its lush, elegant surroundings, 47 miles of winding waterways, and stable residential community. Coral Gables has been named one of the six most beautiful towns in America by Rand McNally and USA Today, and it boasts a vibrant and active downtown. Working professionals and visitors alike have access to more than 150 restaurants and an abundance of retail shops – many within walking distance of the downtown business district. The variety and convenience of City amenities is a significant benefit for employees who use personal and professional services during lunch, or before and after work hours. The City's many cultural amenities are also attractive to the growing creative class.

One of the City's most exciting current initiatives is an investment of more than 16 million dollars to make Miracle Mile, the City's main street and one of its central shopping and dining areas, an even more vibrant pedestrian destination with an elegant European ambiance. The initiative is expected to include widening the public spaces along the ½ mile long street to create areas for al fresco dining and a lush garden environment inspired by the Alhambra in Spain and should be complete in early 2015. The crossing areas throughout the Mile will become garden "rooms" designed by artists to create a place that is quintessentially "Coral Gables" and that will be remembered and shared widely with others.

Tiffany & Co., at the Village of Merrick Park Shops

Village of Merrick Park – Courtyard

Shopping

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

Just a few minutes away, fashion and style come to life in the city at the Village of Merrick Park. Residents and visitors take pleasure strolling the shops at the Village of Merrick Park, a shopping and lifestyle center anchored by luxury retailers Neiman Marcus and Tiffany & Co., and featuring designer brands such as: Hugo Boss, Jimmy Choo, Longchamp, Burberry, Diane Von Furstenberg, Carlo Pazolini, Gucci and many others.

Cultural Amenities

There are countless cultural offerings located both in the heart of Coral Gables and minutes away.

Vizcaya Museum and Gardens

- Vizcaya Museum & Gardens: Viscaya is a National Historic Landmark: Built by agricultural industrialist James Deering in 1916, it is a beautiful museum and stunning retreat minutes from Coral Gables.

Adrienne Arsht Center for the Performing Arts

- Adrienne Arsht Center for the Performing Arts: is Florida's largest performing arts center and is located just 15 minutes from Coral Gables in downtown Miami. The Florida Grand Opera, Miami City Ballet, and New World Symphony are also located close by.

- Live theaters, Coral Gables: Actors' Playhouse at the Miracle Theater, GableStage and the Jerry Herman Ring Theatre on the UM campus.

- Art Cinemas, Coral Gables: The Cosford Cinema on the UM campus, and the Coral Gables Art Cinema on Aragon Avenue.

Coral Gables Museum

- Museums: The Coral Gables Museum on Aragon Avenue, the Lowe Art Museum on the UM campus, and the Merrick House.

Quality of Life: Cultural Amenities *continued*

- Numerous private art galleries that host a monthly gallery walk tour via Coral Gables Trolley's the first Friday of each month.

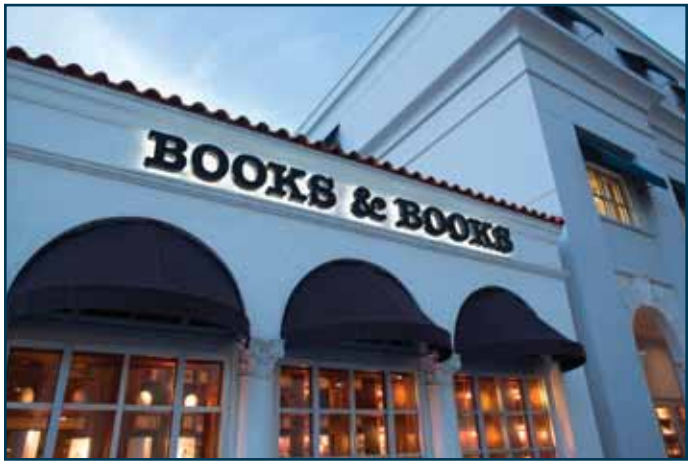
- Fairchild Tropical Botanic Garden with 83 acres of rare and beautiful gardens, education programs, as well as world class art events.

- Farmers Market in the Spring.

- July 4 Fireworks Extravaganza

- One of the few city grant programs in South Florida supporting non-profit organizations in the City.

- A Public Art Program.



- Coral Gables is home to Books & Books, named a Top 10 American City for Booklovers by Livability.com. It is a locally owned, highly praised bookstore/cafe combo and is known for its beautiful, Mediterranean-style building, and constant stream of author signings and sightings.

- Numerous performances and festivals throughout the year including the Tropical Baroque Music Festival and Beaux Art Festival, which are annual events of national acclaim.

- With its numerous restaurants and beautiful settings, Coral Gables has been named one of America's Top 10 Romantic Cities for 2013 by Livability.com Coral Gables is the perfect place for a romantic date with its wide array of fine dining and fun things to do like visit museums, theaters, music venues and gardens. Other cities that were recognized include: Napa, CA; Savannah, GA; Santa Fe, NM, and Scottsdale, AZ.

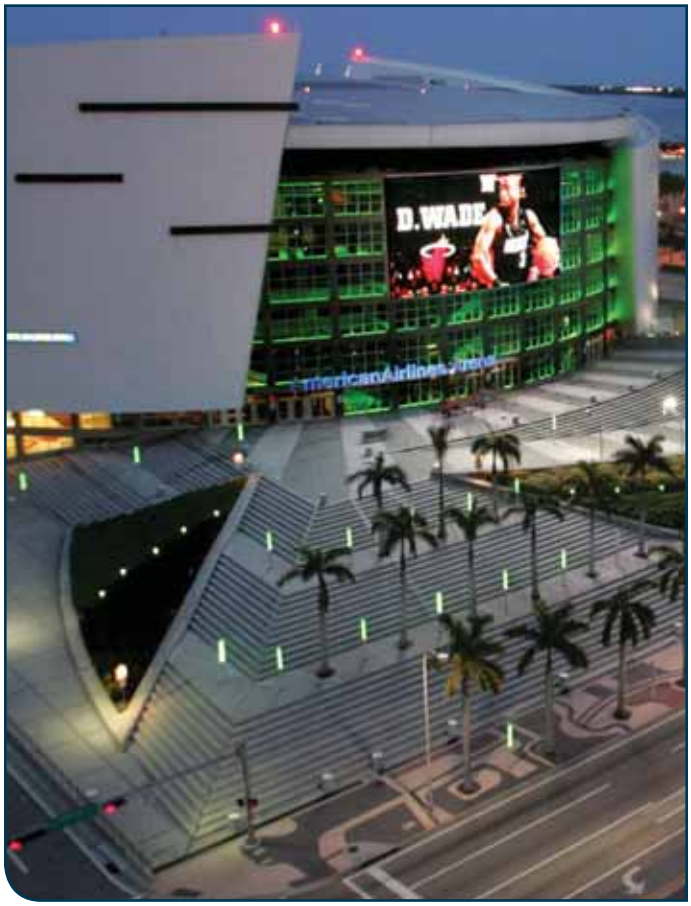
- Coral Gables has been named one of six "America's Crown Communities" (American City & County magazine).

- Additional accolades include: The "Top 10 Cities to Live Well in America" (Forbes magazine), one of the "Top 10 Dreamiest Places to Live in the United States" (HGTV's FrontDoor.com), one of the "Most Walkable Suburbs in the Country" (Wall Street Journal), and one of six "Most Beautiful Cities in America" (Rand McNally / USA Today).

Chihuly art at Fairchild Gardens

Quality of Life *continued*

Marlins Ballpark



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

Sports

Coral Gables is in close proximity to all types of sporting events, both professional and collegiate.

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

Quality of Life *continued*

Deering Bay Golf Course

Venetian Pool

Recreational Amenities

Coral Gables offers a wide variety of recreational activities. In addition to the exciting UM Hurricanes football, basketball and other collegiate team sporting events available, the City offers a combined total of 36 parks and community facilities, nine active playgrounds, 50 open urban spaces, and 26 public tennis courts. There are two public golf courses, which include the Biltmore Golf Course, a Donald Ross, 18-hole, par 71 public course, and the Granada, the oldest operating 9-hole course in Florida. There are also two private golf clubs, the Riviera Country Club and Deering Bay Country Club. Other amenities include: hiking and bike paths, boating and charters, sailing, windsurfing, fishing, scuba diving, snorkeling or enjoying the beach at Matheson Hammock Park and Marina. There are several private Marina's nearby including: Grove Harbour Marina, Snapper Creek Marina, Deering Bay Yacht Club, and Cocoplum Yacht Club. Travel back in time and take a dip in the beautiful freshwater Venetian Pool, which was named by Travel + Leisure magazine as one of the top "World's Coolest Pools".

Municipal Services

The City provides excellent municipal services. The Coral Gables Police Department and Fire Department are both fully-accredited, an honor matched by very few cities in the US. Additionally, the Fire Department is one of only a handful of fire departments nationally to hold the distinction of Class 1 status. In addition, Coral Gables has been named a Tree City USA for 27 consecutive years by the National Arbor Foundation, selected as a Playful City USA for four years in a row by KaBOOM! and was the first municipality ever to receive the National Emergency Management Award in 1993.

Quality of Life *continued*

Health Services

City residents also have access to world-class healthcare services. Baptist Health South Florida is one of America's preeminent healthcare institutions and is ranked among the best hospital systems in the nation for clinical quality. Headquartered in Coral Gables, Baptist Health is a $2.5 billion organization composed of seven hospitals and more than two dozen outpatient facilities. Baptist Health Doctors Hospital, located in the heart of historic Coral Gables, has provided high-quality medical care since 1949. Its nationally recognized Sports Medicine program serves the Florida Panthers and the Miami Heat, as well as collegiate teams from Florida International University. The Gamma Knife Center at Doctors Hospital developed the first Gamma Knife program in the state of Florida. Since 1993, it has been a leader in neurological care serving patients from all over the world.

The University of Miami Health System delivers leading-edge patient care by the region's best doctors, powered by the groundbreaking research and medical education of the University of Miami Leonard M. Miller School of Medicine. As South Florida's only university system, UHealth is a vital component of the community.

Coral Gables Hospital is a 245-bed acute care hospital located in the heart of the City. The community-based hospital offers a broad range of services, from primary care to surgery and specialty programs including: Orthopedics, Urology, Comprehensive Diagnostics Services, Emergency, Outpatient Rehabilitation and more.

Community Profile

City budget and taxes	2012 Local property taxes	Total assessed value of property in the City
2012-2013 Fiscal City Budget: $142,029,515	Municipal Millage Rate: 5.669 Total Millage Rate: 19.9143	$12.026 billion

Demographic Comparison: 2012 Statistics

	Coral Gables	Miami Beach	Miami-Dade County
Population*	47,885	90,097	2,551,290
Households	18,189	47,160	877,186
Population Growth Projection (2010-2015)	4.15%	0.49%	3.51%
Average Household Size	2.36	1.83	2.84
Per Capita Income	$48,811	$37,704	$21,508
Median Household Income	$77,890	$38,267	$42,034
Average Household Income	$125,899	$68,975	$61,035
Median Age Total Population	39.44	44	37.5
Income less than $ 15,000	8.67%	22.29%	18.38%
Income $ 15,000 - 24,999	6.69%	12.76%	12.51%
Income $ 25,000 - 34,999	8.12%	12.02%	11.95%
Income $ 35,000 - 49,999	10.43%	13.44%	15.28%
Income $ 50,000 - 74,999	14.86%	13.76%	17.10%
Income $ 75,000 - 99,999	10.62%	7.98%	9.61%
Income $ 100,000 - 124,999	8.84%	4.30%	5.72%
Income $ 125,000 - 149,999	7.03%	3.03%	3.18%
Income $ 150,000 - 199,999	6.69%	3.59%	2.56%
Income $ 200,000 - 499,999	12.91%	4.93%	2.94%
Income $ 500,000 and more	5.50%	1.91%	0.76%

Data Source: The Nielsen Company, except as noted
(*) Population Data Source: (BEBR) Bureau of Economic and Business Research, University of Florida

Residential Market

The median assessed value for a home is estimated at $463,436. Strict zoning laws, responsive municipal services, and beautiful residential areas, including a large coastal area with waterfront homes, make Coral Gables a sought after address. Population estimates for 2012 show Coral Gables with 18,189 households (47,401 residents) and an average family household income of $125,899 compared with $61,035 countywide. Homes in Coral Gables span from quaint historic cottages to waterfront estates valued upwards of $40 million.

Mediterranean Design

A Mediterranean Architectural Ordinance adopted in 1986 and updated in 2005, provides incentives to developers building or renovating in the Mediterranean style to offset the higher costs of building.

Historical Landmarks

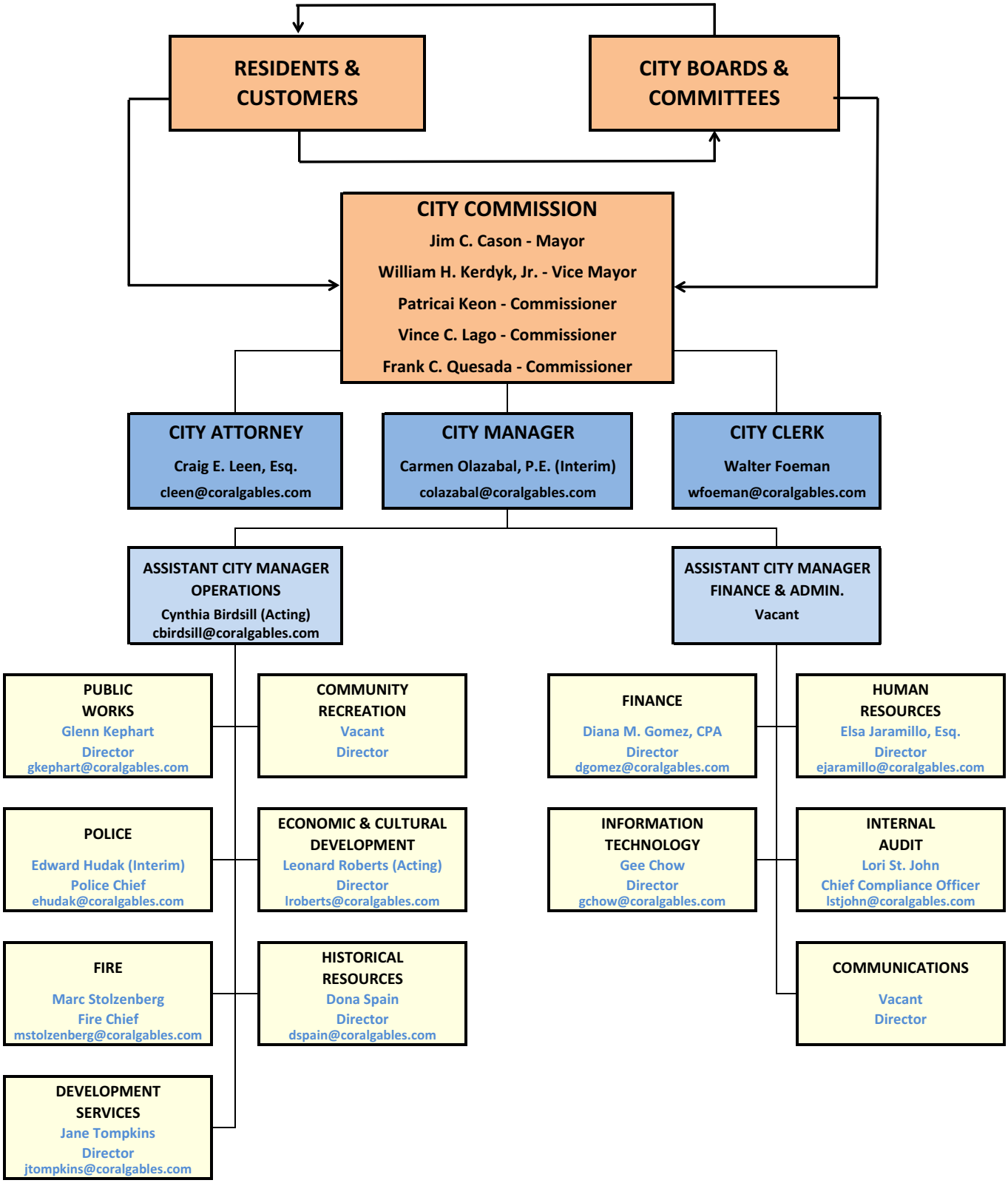
The City's Historical Resources Department administers the historic preservation program. The Biltmore Hotel is designated as a National Historic Landmark, one of only a few in the county. More than 1,000 properties are on the Coral Gables Register of Historic Places, and many of these properties are also on the National Register of Historic Places. Some additional noteworthy sites on the National Register of Historic Places located in Coral Gables are the following:

- Coco Plum Woman's Club
- Coral Gables City Hall
- Coral Gables Country Club
- Coral Gables Congregational Church
- Coral Gables Elementary School
- Coral Gables Merrick House
- Coral Gables Woman's Club
- Douglas Entrance ("La Puerta del Sol")
- MacFarlane Homestead Subdivision Historic District
- Original Police and Fire Station (The Coral Gables Museum)
- Venetian Pool

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.

For Additional Information:
Economic Sustainability Department
1 Alhambra Plaza, Suite 617
Coral Gables, FL 33134
305-460-5311
www.coralgables.com

CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET
ORGANIZATION CHART



A GUIDE TO THE BUDGET

BUDGET PREPARATION CALENDAR

Budget Training	Mar 4 – 6
Base Budget Submission (100% Scenario)	Mar 10 – 21
Capital Project Requests	Mar 10 – Apr 11
New Needs Requests	Mar 10 – Apr 11
Submission of All Scenarios (Base, 97%, 95% & 90%)	Mar 31 – Apr 11
Budget Review & Analysis	Apr 14 – May 23
Department Budget Meetings with the City Manager	Jun 2 - 4
Revenue Estimate Prepared	June 2 - 13
Delivery of the City Manager's Budget Estimate to the City Commission	July 1
City Commission Budget Workshop	July 23
Public Hearing – Tentative Budget for FY 2012-2013 adopted by ordinance (First Reading)	Sept 11
Public Hearing – Final Budget for FY 2012-2013 adopted by ordinance (Second Reading)	Sept 23

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, 2011 and ends September 30, 2012.

What is Revenue?

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

What is an Expenditure?

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

What is a Capital Expenditure?

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

What is an Encumbrance?

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

THE BUDGET STRUCTURE

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

What is a Fund?

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

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

Governmental Funds

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

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

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

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

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

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

    b. ***Sunshine State Improvement Fund*** - used to account for to the acquisition or construction of capital improvement projects funded from

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

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

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

Enterprise (Proprietary) Funds

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

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

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

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

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

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

Internal Service Funds

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

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

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

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

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

Pension Trust (Fiduciary) Funds

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

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

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

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

Agency Funds

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

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

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

PROPERTY TAX

What is a Property Tax?

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

What is a Millage Rate?

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

What is a Mill of Tax?

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

How are Property Taxes Calculated?

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

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

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

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

What is Rolled - Back Millage Rate?

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

BUDGET POLICY

Basis of Budgeting - The modified accrual basis of accounting is followed by all governmental fund types for both budgeting and accounting purposes. Under the modified accrual basis expenditures other than interest on general long-term debt are recorded when the liability is incurred. However, certain expenditures such as compensated absences are not

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

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

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

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

Capital Improvement Procedures – As part of the annual budget process, City Administration prepares a five year Capital Improvement Program (CIP) that supplements the annual operating budget. The program represents a capital investment strategy for the City for the current fiscal year and for the next five-year period. A multi-year CIP is required by Florida State Statute and is necessary as part of long-term financial plan to insure that sufficient funds are available for capital projects.
Each year the CIP is prepared from project requests submitted by the various departments and boards of the city. After the requests are compiled, the projects are reviewed and ranked by the Capital Improvement Committee, i.e., composed of five administrative members from various city departments. Recommendations from the CIP Committee are reviewed by the City Commission in conjunction with their review of the annual operating budget. At the final public hearing the Capital Improvement Program is legally adopted through passage of a resolution. The Capital Improvement Committee can make adjustments to current year projects during the budget year but cannot exceed the total capital appropriations for the current year without Commission approval.

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

FINANCIAL POLICIES

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

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

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

Operating Management Policies

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

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

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

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

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

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

Debt Management Policies

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

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

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

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

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

6. The General fund reserves will be maintained at a level which will adequately cover an emergency in the future. The accepted target for this purpose is 25% of the General Fund annual operating budget.

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

Financial Reporting Policies

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

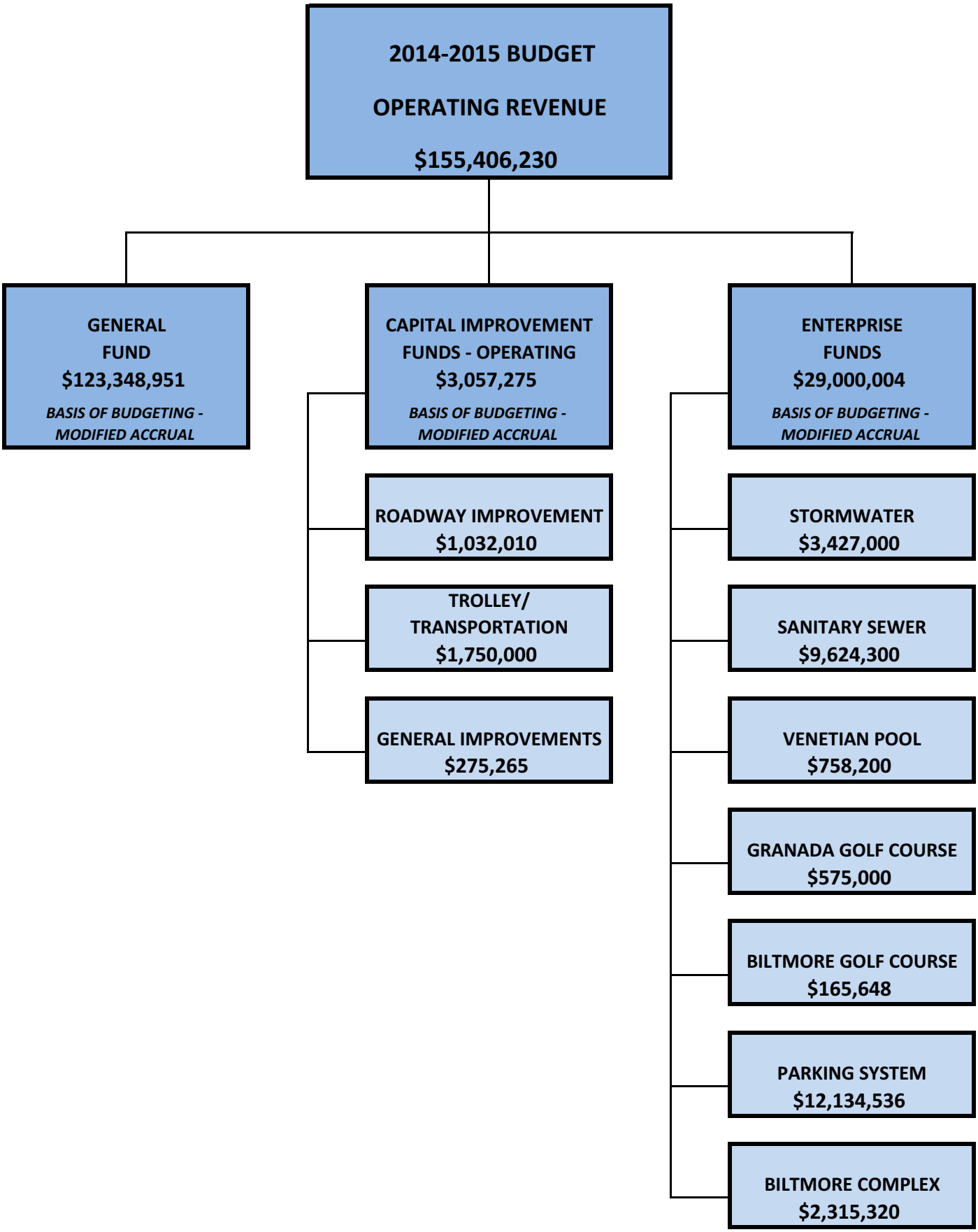
2. An annual audit will be performed by an independent public accounting firm and a CAFR will be published.

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

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

CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - REVENUE



2014-2015 BUDGET
REVENUES CLASSIFIED BY SOURCE

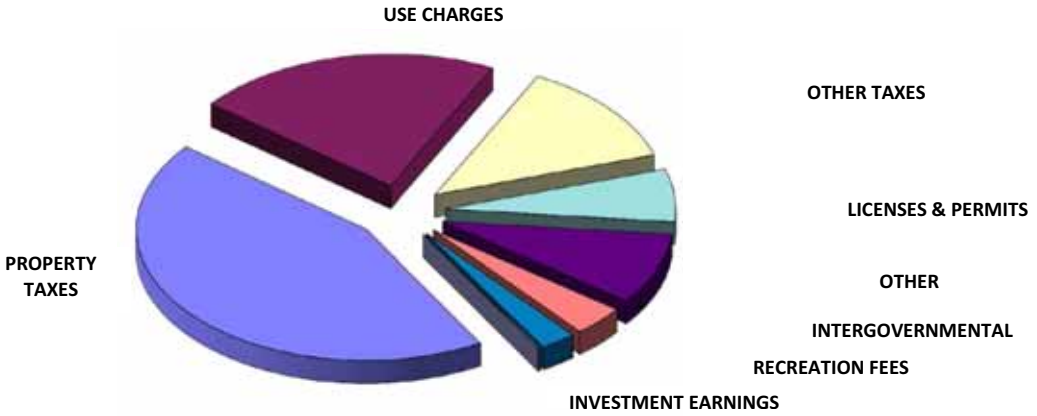
	2013-2014 BUDGET		2014-2015 BUDGET	
Property Taxes	$ 66,122,035	**$ 66,122,035**	$ 68,406,478	**$ 68,406,478**
Other Taxes				
Sales Taxes (Gasoline)	2,627,757		2,782,010	
Franchise Fees	6,198,000		6,265,000	
Utility Service Taxes	10,761,000	**19,586,757**	10,790,000	**19,837,010**
Licenses & Permits				
Business Tax Receipts	3,271,750		3,280,000	
Permits	6,448,000	**9,719,750**	6,730,000	**10,010,000**
Intergovernmental Revenues				
Federal	149,802 *		- *	
County	3,499,281 *		318,000 *	
State	5,275,874 *	**8,924,957**	5,425,000 *	**5,743,000**
Use Charges				
Refuse Collection Fees	8,436,000		8,679,000	
Commercial Waste Fees	966,414		966,000	
Sanitary Sewer Fees	8,602,401		9,208,300	
Stormwater Utility Fee	3,058,044		3,220,000	
Parking Fees	10,451,000	**31,513,859**	11,604,548	**33,677,848**
Recreation Fees				
Youth Center	1,665,000		1,663,000	
Tennis	613,000		750,000	
Swimming	713,500		758,200	
Golf	753,342	**3,744,842**	740,648	**3,911,848**
Investment Earnings				
General Fund	200,000		160,000	
Enterprise Funds	30,000	**230,000**	40,000	**200,000**
Other				
General Government Fees	1,487,000		1,644,000	
Public Safety Fees	3,833,022		3,763,000	
Fines & Forfeitures	2,506,000		1,976,000	
Rentals & Concessions	4,987,750		6,127,786	
Sale of Recycled Trash	28,000		-	
Debt Proceeds - Lease/Purchases	8,350,000 **		- **	
Miscellaneous	611,553	**21,803,325**	109,260	**13,620,046**
Total Operating Revenues		**$ 161,645,525**		**$ 155,406,230**

* Fiscal Year 2013-2014 includes one-time grants that do not repeat for Fiscal Year 2014-2015. If the grants have any unused balances at Fiscal Year 2013-2014 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2014-2015.

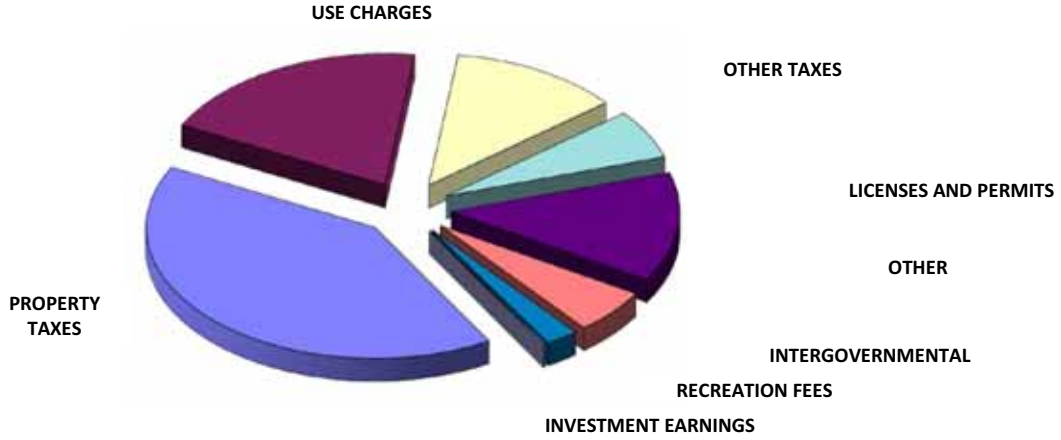
**Fiscal Year 2013-2014 includes one-time proceeds from debt that do not repeat for Fiscal Year 2014-2015. The projects funded through this debt include the replacement of the citywide radio system, an evironmental remediation project and a sanitary sewer inflow and infiltration project. If these items are not implemented in Fiscal Year 2013-2014, they will be reappropriated early in the first quarter of Fiscal Year 2014-2015.

2014-2015 BUDGET
REVENUES BY SOURCE

2014-2015 - $ 155,406,230



2013-2014 - $ 161,645,525



	2013-2014		2014-2015	
	BUDGET	%	BUDGET	%
Property Taxes	$ 66,122,035	41.0%	$ 68,406,478	44.0%
Use Charges	31,513,859	19.5%	33,677,848	21.7%
Other Taxes	19,586,757	12.1%	19,837,010	12.8%
Licenses & Permits	9,719,750	6.0%	10,010,000	6.4%
Other	21,803,325	13.5%	13,620,046	8.8%
Intergovernmental Revenues	8,924,957	5.5%	5,743,000	3.7%
Recreation Fees	3,744,842	2.3%	3,911,848	2.5%
Investment Earnings	230,000	0.1%	200,000	0.1%
Total Revenues	**$ 161,645,525**	**100.0%**	**$ 155,406,230**	**100.0%**

2014-2015 BUDGET
SUMMARY OF TOTAL REVENUES AND TRANSFERS FROM RESERVES

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
Taxes				
Property Tax	$ 66,377,589	$ 62,358,935	$ 66,122,035	$ 68,406,478
Local Option Gas Tax	1,115,066	1,098,511	1,029,757	1,032,010
Transportation Sales Tax	1,587,452	1,685,507	1,598,000	1,750,000
Franchise Fees	6,763,530	6,392,689	6,198,000	6,265,000
Utility Service Taxes	10,897,549	11,316,446	10,761,000	10,790,000
Business Tax Receipts	3,148,148	3,253,589	3,271,750	3,280,000
Permit Fees	7,935,003	7,696,578	6,448,000	6,730,000
Intergovernmental Revenues	6,330,472	5,487,539	5,543,676	5,543,000
General Government Fees	3,136,226	1,773,767	1,487,000	1,644,000
Public Safety Fees	3,305,048	3,042,497	3,833,022	3,763,000
Physical Environment Fees				
Refuse Collection Fees	7,925,028	8,372,136	8,393,000	8,646,000
Commercial Waste Fees	929,812	948,256	966,414	966,000
Lot Mowing & Clearing	45,080	37,461	43,000	33,000
Sanitary Sewer Fees	7,605,599	7,725,590	8,602,401	9,208,300
Stormwater Utility Fee	2,579,253	2,399,023	3,058,044	3,220,000
Recreation Fees				
Youth Center	1,692,805	1,730,121	1,653,000	1,651,000
Tennis	673,271	769,554	613,000	750,000
Special Events	12,302	16,235	12,000	12,000
Swimming	739,462	825,130	713,500	758,200
Golf	492,686	915,389	753,342	740,648
Automobile Parking Fees	10,008,526	10,427,840	10,451,000	11,604,548
Fines & Forfeitures	3,104,502	2,479,843	2,506,000	1,976,000
Investment Earnings				
General Fund	55,512	(60,602)	200,000	160,000
Debt Service Funds	2,196	1,827	-	-
Capital Projects Funds	52,120	70,213	-	-
Enterprise Funds	18,708	24,824	30,000	40,000
Rentals & Concessions				
Parking	353,176	433,310	495,913	512,988
Biltmore Complex	1,425,223	1,958,126	2,208,470	2,315,320
Other	2,134,983	3,647,142	2,283,367	3,299,478
Capital Improvement Impact Fees	443,223	976,027	-	-
Assessment Lien Collections				
Sidewalks	100	700	-	-
Capital Projects	250,350	527,145	458,000	-
Sale of Recycled Trash	67,651	8,318	28,000	-
Miscellaneous Other	1,153,134	917,451	153,553	109,260
Building Better Communities Bond Program	1,367,444	186,384	1,881,281	-
Miami-Dade County Roadway Impact Fees	-	-	1,500,000	200,000
L.E.T.F. Repayment Settlement	200,000	310,794	-	-
Debt Proceeds - Capital Projects	-	-	8,350,000	-
Total Operating Revenues	**153,928,229**	**149,754,295**	**161,645,525**	**155,406,230**
Prior Year Re-appropriations	1,058,393	2,957,678	29,516,030	-
Interfund Allocations/Contributions				
Storm Water Utility Fund	-	-	305,000	547,025
Sanitary Sewer Fund	-	-	685,000	1,515,187
Parking System Fund	-	-	565,000	565,000
Total Interfund Allocations/Contributions	**-**	**-**	**1,555,000**	**2,627,212**
Transfers from Reserves				
General Fund	-		422,650	54,500
General Fund - Fee Reserve	100,000	100,000	100,000	-
General Fund - e911 Reserve	-	300,000	300,000	300,000
General Capital Improvement Fund	-		3,106,311	1,475,000
Roadway Improvement Fund	-	-	-	1,250,000
Trolley / Transportation Fund	-	-	-	750,000
CG Capital Improvement Impact Fee Fund	-	-	4,491,155	79,696
Stormwater Utility Fund	204,404	1,337,367	750,000	-
Sanitary Sewer Fund	658,738	864,363	-	-
Retirement System Fund	126,550	125,538	129,057	171,067
Pension Stabilization Fund	500,000	550,000	450,000	-
Total Tranfers From Reserve Funds	**1,589,692**	**3,277,268**	**9,749,173**	**4,080,263**
Total Revenues	**$ 156,576,314**	**$ 155,989,241**	**$ 202,465,728**	**$ 162,113,705**

2014-2015 BUDGET
GENERAL FUND REVENUE SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
Property Taxes				
Current Year	$ 64,648,342	$ 61,713,029	$ 65,672,035	$ 68,256,478
Delinquent with penalties & interest	1,729,247	645,906	450,000	150,000
Total - Property Taxes	**66,377,589**	**62,358,935**	**66,122,035**	**68,406,478**
Franchise Fees				
Electric	4,606,645	4,546,595	4,550,000	4,550,000
Gas	104,413	110,808	108,000	115,000
Cable TV	455,412	5,301	-	-
Refuse	1,597,060	1,729,985	1,540,000	1,600,000
Total - Franchise Fees	**6,763,530**	**6,392,689**	**6,198,000**	**6,265,000**
Utilities Service Taxes				
Electric	5,487,578	5,862,360	5,320,000	5,700,000
Telecommunications	4,251,156	4,314,184	4,350,000	4,000,000
Water	988,096	970,976	950,000	950,000
Gas	169,780	167,884	140,000	140,000
Fuel Oil	939	1,042	1,000	-
Total - Utilities Service Taxes	**10,897,549**	**11,316,446**	**10,761,000**	**10,790,000**
Business Tax Receipts				
City Business Tax Receipts	3,045,030	3,088,340	3,186,750	3,200,000
Late Penalties, City Business Tax Receipts	74,788	74,611	70,000	70,000
License Application Fees	16,220	16,432	15,000	10,000
Municipal Contractors Licenses	12,110	74,206	-	-
Total - Business Tax Receipts	**3,148,148**	**3,253,589**	**3,271,750**	**3,280,000**
Permit Fees				
Building Application Fee	48,842	45,462	45,000	45,000
Document Preservation	207,549	232,902	195,000	205,000
Threshold Bldg. Fee	94,607	63,814	70,000	60,000
Art in Public Places	264,668	256,363	-	-
Histori Public Art	22,881	67,143	-	-
Building Permits - B Series	(784)	-	-	-
Building Permits - M Series	17,920	18,815	15,000	15,000
40 yr. Recert. Fee	32,535	27,768	17,000	20,000
Reinspection Fees	7,200	-	-	-
Zoning Permit-Paint	328,383	272,689	260,000	260,000
Zoning Reinspection	1,900	1,100	-	-
Reinspection Fee - Refund	(12,100)	(9,750)	(5,000)	(10,000)
Building Residential - New	205,959	281,421	190,000	270,000
Building Residential - Additions	234,988	280,572	225,000	235,000
Building Commercial - New	689,244	796,239	650,000	550,000
Building Commercial - Additions	285,081	65,690	10,000	12,000
Building - Other	3,745,325	3,650,804	3,375,000	3,600,000
Excavation Permits	567,612	299,855	300,000	300,000
Photo Permits	62,706	44,800	40,000	40,000
Alarm User Certificates	174,821	283,157	175,000	200,000
False Alarm Service Charge	136,761	165,921	120,000	130,000
Garage Sale Permits	12,000	12,160	11,000	11,000
False Alarm Penalty	18,255	15,495	15,000	7,000
Fire Inspection	540,182	585,638	500,000	540,000
Fire Prevention Bureau Permits	248,468	238,520	240,000	240,000
Total - Permits Fees	**7,935,003**	**7,696,578**	**6,448,000**	**6,730,000**

2014-2015 BUDGET
GENERAL FUND REVENUE SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
Intergovernmental Revenue				
Federal Grants	$ 434,321	$ 524,044	$ 149,802	$ -
State Grants	53,715	263,305	62,322	60,000
State Revenue Sharing	1,164,833	1,175,283	1,200,000	1,225,000
State Alcohol Beverage Tax	52,636	59,002	55,000	55,000
State Shared Sales Tax	3,037,524	3,226,719	3,150,000	3,435,000
County Grants	1,635	2,095	-	-
City Share of County Licenses	106,286	64,513	118,000	118,000
Total - Intergovernemental Revenue	**4,850,950**	**5,314,961**	**4,735,124**	**4,893,000**
General Governmental Fees				
Board of Adjustment Fees	58,140	26,693	35,000	35,000
Planning & Zoning Board Fees	52,629	73,457	55,000	70,000
Board of Architects	581,856	541,311	475,000	550,000
Development Review Committee	34,300	58,117	31,000	50,000
Tree Protection Appeals	300	450	-	-
Certificate of Use	290,866	300,643	280,000	280,000
Sale of Zoning Codes	23,589	1,626	1,000	-
Finance Collection Div. Fees	80,008	145,404	100,000	100,000
Zoning Inspection Fees	-	218	-	-
Concurrency Fees	147,132	187,270	160,000	160,000
B. & Z. Microfilm Fees	2,072	8,530	5,000	7,000
Historic Preservation Fees	7,626	14,300	8,000	10,000
Document Filing Fee	163,181	182,779	150,000	170,000
Digital Recording System	35	-	-	-
Passport Fees	153,225	189,303	150,000	170,000
Passport Photos	30,767	32,096	27,000	30,000
Lobbyists Registration Fees	10,500	9,300	10,000	12,000
City Election Candidate Qualifying Fees	-	2,000	-	-
Election Qualifying Fees	-	270	-	-
Total - General Government Fees	**1,636,226**	**1,773,767**	**1,487,000**	**1,644,000**
Public Safety Fees				
Police Off-Duty Assignments	131,824	134,561	130,000	130,000
EMS Transport Fee	584,917	671,232	600,000	595,000
Fire Protection Fee	2,259,791	1,966,025	2,788,022	2,788,000
Police Accident Reports	3,608	3,566	3,000	3,000
Stor/Tow Impounded Vehicle Fees	-	3	-	-
Fingerprint Cards	13,369	18,149	17,000	17,000
Telephone Surcharge for E911	223,523	180,756	210,000	160,000
Wireless 911	88,016	68,205	85,000	70,000
Total - Public Safety Fees	**3,305,048**	**3,042,497**	**3,833,022**	**3,763,000**
Physical Environment Fees				
Refuse Collection Fees	7,925,028	8,372,136	8,393,000	8,646,000
Commercial Waste Fees	929,812	948,256	966,414	966,000
Lot Mowing/Clearing	45,080	37,461	43,000	33,000
Total - Physical Environment Fees	**8,899,920**	**9,357,853**	**9,402,414**	**9,645,000**
Recreation Fees				
Youth Center Fees	1,692,805	1,730,121	1,653,000	1,651,000
Tennis Fees	672,556	769,285	613,000	750,000
Special Events	12,302	16,235	12,000	12,000
Total - Recreation Fees	**2,377,663**	**2,515,641**	**2,278,000**	**2,413,000**

2014-2015 BUDGET
GENERAL FUND REVENUE SUMMARY

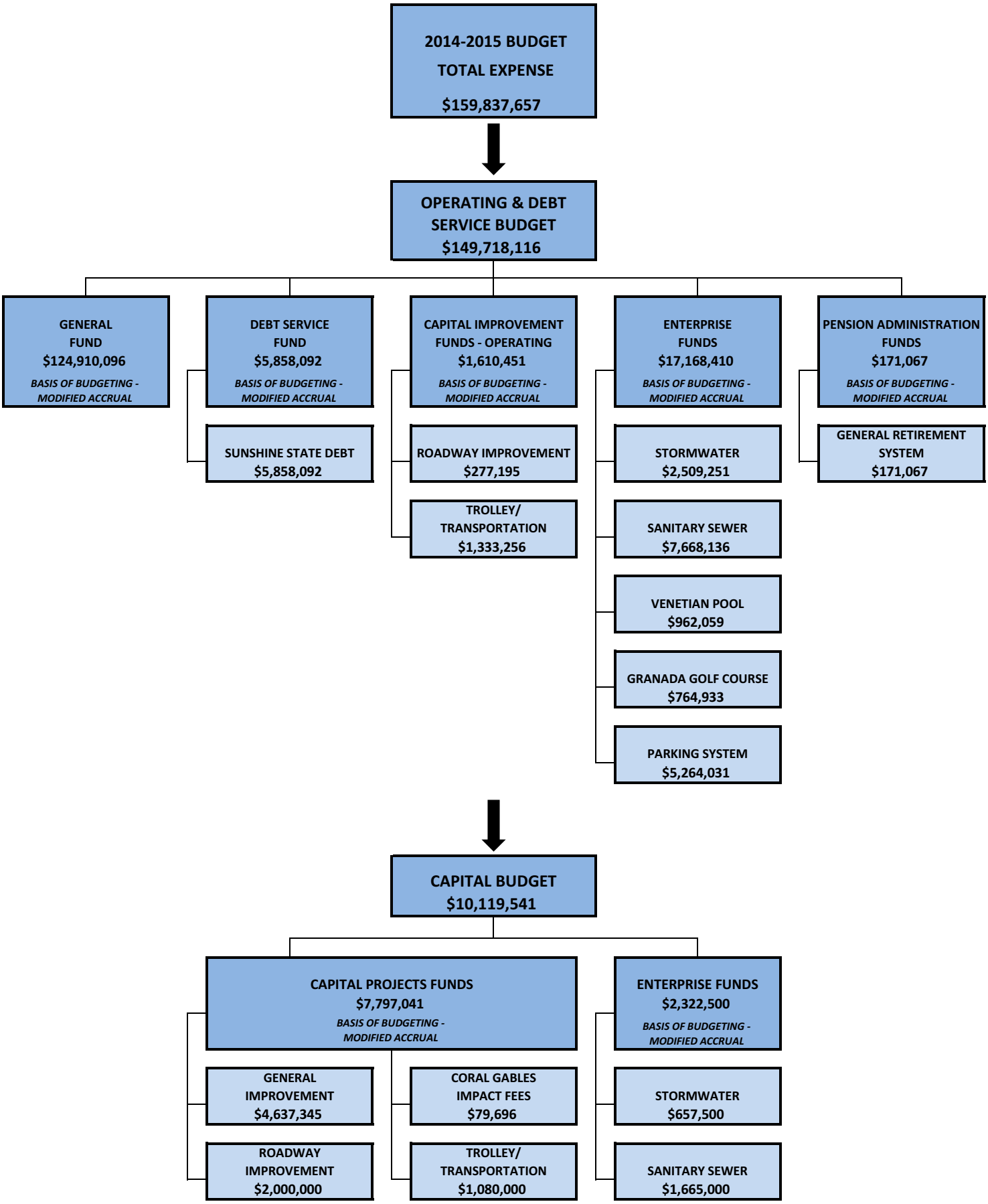
	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
Fines & Forfeitures				
County Court, Traffic Fines	327,165	204,801	210,000	150,000
County Court, Parking Fines	1,501,154	1,111,117	1,300,000	1,000,000
County Court, Other Fines	(20)	(20)	-	-
School Crossing Guard Assessment	20,188	18,116	20,000	17,000
Police Education Surcharge	19,549	23,042	17,000	19,000
City Traffic Violations	265,119	194,028	175,000	125,000
Other Fines and Forfeits	1,209	2,343	1,000	-
Code Enforcement Board	571,759	528,575	440,000	350,000
Ticket Fines	398,379	397,841	343,000	315,000
Total - Fines & Forfeitures	**3,104,502**	**2,479,843**	**2,506,000**	**1,976,000**
Investment Earnings				
General Fund Investment Earnings	55,367	(61,773)	200,000	160,000
Rental/Concessions Revenue				
Coral Gables Country Club	240,000	247,200	254,616	262,254
Auto Pound	39,494	35,472	40,000	-
Azul and Company, INC. - Lease	-	24,144	76,265	80,381
Community Television Studio	140	175	-	-
Metro Dade Transfer Station	387,790	394,305	400,811	406,581
Sprint Spectrum lease	41,560	43,222	44,951	46,581
Gables Grand Plaza	271,531	302,615	299,363	308,866
McCAW Communications	16,070	23,288	22,959	23,015
Junkanoo Rental	90,949	99,138	72,422	74,794
3501 Granada Blvd	73,263	32,496	71,492	106,200
Development Agrrement Fee	450,000	500,000	500,000	500,000
Plummer Mangmnt Lease	12,240	12,240	12,240	12,240
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	64,441	98,512	50,000	60,890
Development Fee - U of M	-	1,400,000	-	1,025,000
427 Biltmore Way	43,101	44,283	53,530	32,702
TL Star Parking Lot	30,030	30,492	33,541	30,492
Supercuts, Inc.	82,508	83,354	84,570	84,983
Stanleigh's	26,001	26,001	26,781	-
Palace	121,000	120,000	120,000	141,666
Dulce LLC-Lease	35,335	-	-	-
Verizon	42,994	52,757	49,294	51,453
Riviera Day School	2,920	-	-	-
University of Miami - INET	4,380	4,380	4,380	4,380
Fairchild Tropical Gardens - INET	6,384	15,960	6,384	-
Saint Thomas Episcopal Parish - Inet	3,192	6,384	6,384	-
Saint Theresa Catholic School - Inet	2,660	3,724	6,384	-
Total - Rental/Consession Revenue	**2,134,983**	**3,647,142**	**2,283,367**	**3,299,478**
Assessment Lien Collections				
Total - Assessment Lien Collections	**54**	**-**	**-**	**-**
Miscellaneous Revenue				
Sale of Recycled Trash	67,651	8,318	28,000	-
July 4th Celebration	94,000	49,250	-	-
LEFT Repayment Settlement	200,000	310,794	-	-
Other Miscellaneous Revenues	1,003,755	446,591	113,039	83,995
Proceeds From Debt	-	-	6,850,000	-
Total - Miscellaneous Revenue	**1,365,406**	**814,953**	**6,991,039**	**83,995**
Total Operating Revenue	**122,851,938**	**119,903,121**	**126,516,751**	**123,348,951**

2014-2015 BUDGET
GENERAL FUND REVENUE SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
Prior Year Re-Appropriations	$ -	$ 491,353	$ 402,620	$ -
Allocations/Contributions From Other Funds				
Stormwater Utility	387,457	2,214,645	305,000	547,025
Sanitary Sewer	685,000	685,000	685,000	1,515,187
Biltmore Golf Course	47,177	-	163,200	165,648
Parking System	4,882,000	5,840,000	6,595,472	6,350,000
Biltmore Complex	1,258,181	1,270,699	1,421,651	1,525,000
Pension Contribution Stabilization Fund	500,000	550,000	450,000	-
Total - Contributions From Other Funds	**7,759,815**	**10,560,344**	**9,620,323**	**10,102,860**
Transfers From Reserves				
General Fund Reserve	-		422,650	54,500
E-911 Reserve	-	300,000	300,000	300,000
Fee Reserve	100,000	100,000	100,000	-
Total - Transfers From Reserves	**100,000**	**400,000**	**822,650**	**354,500**
Total General Fund Revenue	**$ 130,711,753**	**$ 131,354,818**	**$ 137,362,344**	**$ 133,806,311**

CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - EXPENSE

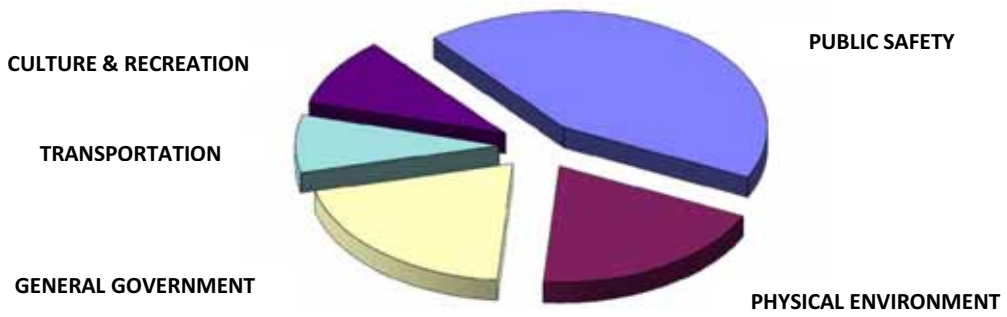


2014-2015 BUDGET
EXPENDITURES CLASSIFIED BY FUNCTION

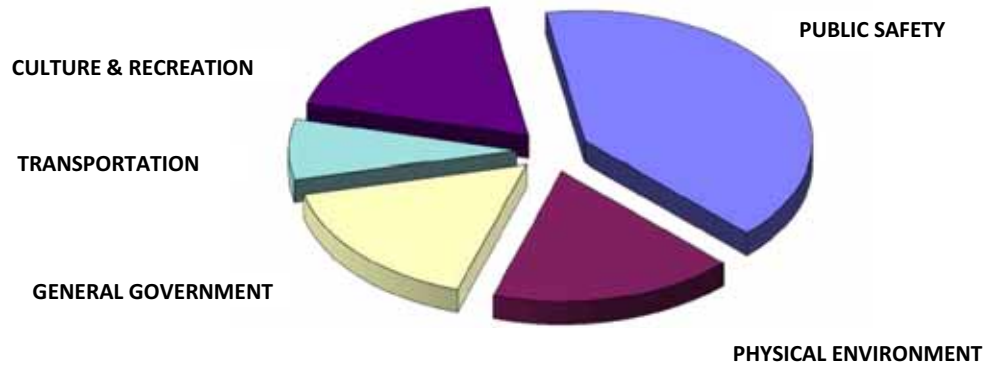
	2013-2014 BUDGET		2014-2015 BUDGET	
GENERAL GOVERNMENT				
City Commission	$ 489,490		$ 475,007	
City Attorney	798,760		914,518	
City Clerk	702,669		887,439	
City Clerk - Special Revenue	388,414		334,429	
City Clerk - Elections	2,500		122,000	
City Manager - Administration	1,208,753		1,271,655	
City Manager - Internal Auditing	364,902		261,189	
Human Resources	1,574,827		1,773,257	
Development Services - Administrative	845,097		1,058,258	
Development Services - Building	4,151,177		3,772,822	
Development Services - Planning & Zoning	2,066,345		2,255,973	
Development Services - Code Enforcement	1,572,671		1,408,422	
Finance - Administration & Budget	1,339,060		1,649,717	
Finance - Collections	775,947		717,869	
Finance - Accounting	949,637		924,171	
Finance - Procurement	806,406		823,660	
Finance - Communication	327,815		345,407	
Finance - Retirement Plan Admin.	129,057		171,067	
Information Technology	4,167,620		4,582,045	
Economic & Cultural Development	947,906		1,123,747	
Non Departmental	3,040,850		3,922,416	
Sunshine State Note	1,388,650		1,490,066	
Capital Projects	5,094,276	**$ 33,132,829**	1,680,893	**$ 31,966,027**
PUBLIC SAFETY				
Police - Administration	1,877,481		2,266,943	
Police - Patrol	15,192,244		16,263,496	
Police - Criminal Investigations	6,811,366		7,048,469	
Police - Tech. Services	6,335,018		6,516,512	
Police - E911 Service	589,381		630,072	
Police - Police Education	17,000		17,000	
Police - School Guards	46,227		46,384	
Police - Professional Standards	2,569,573		2,273,392	
Police - Specialized Enforcement	5,042,741		5,358,966	
Fire	27,021,641		26,453,723	
Public Works - Parking Enforcement	1,191,764		1,177,370	
Capital Projects	13,915,211	**80,609,647**	918,074	**68,970,401**
PHYSICAL ENVIRONMENT				
Public Works - Admin.	569,360		729,665	
Public Works - Engineering	1,860,995		2,024,974	
Public Works - Stormwater Utility	2,137,491		2,356,215	
Public Works - Sanitary Sewers	6,326,058		7,668,136	
Public Works - Public Service - Admin.	484,524		514,056	
Public Works - Public Service - Solid Waste Collection	9,888,233		10,059,817	
Public Works - Public Service - Landscape Services	4,838,457		4,848,001	
Stormwater Debt Service	154,125		153,036	
Capital Projects	8,755,027	**35,014,270**	2,322,500	**30,676,400**
TRANSPORTATION				
Public Works - Streets	2,890,511		2,597,224	
Public Works - Roadway Improv Admin.	263,900		277,195	
Public Works - Trolley / Transportation	1,400,013		1,333,256	
Public Works - Parking Garage #1	270,750		320,919	
Public Works - Parking Garage #2	529,143		423,150	
Public Works - Parking Garage #3	162,616		167,026	
Public Works - Parking Garage #4	280,940		327,194	
Public Works - On Street Parking	1,646,842		1,671,987	
Public Works - Parking Lots	562,375		575,795	
Public Works - Parking Sign Shop	533,632		541,260	
Public Works - Parking Garage #6	256,503		300,017	
Parking Debt Service	868,864		936,683	
Capital Projects - Roadway & Parking	5,370,910	**15,036,999**	3,420,000	**12,891,706**
CULTURE & RECREATION				
City Manager - Communications	729,978		682,016	
Historic Resources - Historic Preservation	773,972		709,304	
Historic Resources - Museum	377,590		376,645	
Community Recreation - Administration	210,890		316,788	
Community Recreation - Parks & Rec Administration	388,036		397,263	
Community Recreation - Parks & Rec - Tennis Centers	856,865		961,824	
Community Recreation - Parks & Rec - Venetian Pool	858,507		962,059	
Community Recreation - Parks & Rec - Granada Golf Course	776,951		764,933	
Community Recreation - Parks & Rec - Youth Center	2,765,121		2,799,393	
Community Recreation - Parks & Rec - Youth Center Snack Bar	52,243		52,275	
Community Recreation - Parks & Rec - Special Events	175,577		176,614	
Community Recreation - Parks & Rec - Golf Course & Parks Maint.	772,900		735,870	
Community Recreation - Senior Services	241,951		252,039	
Sunshine State Note	4,536,172		4,368,026	
Capital Projects	23,247,666	**36,764,419**	1,778,074	**15,333,123**
Total Expenditures		**$ 200,558,164**		**$ 159,837,657**

2014-2015 BUDGET
EXPENDITURES BY FUNCTION

2014-2015
$159,837,657



2013-2014
$200,558,164

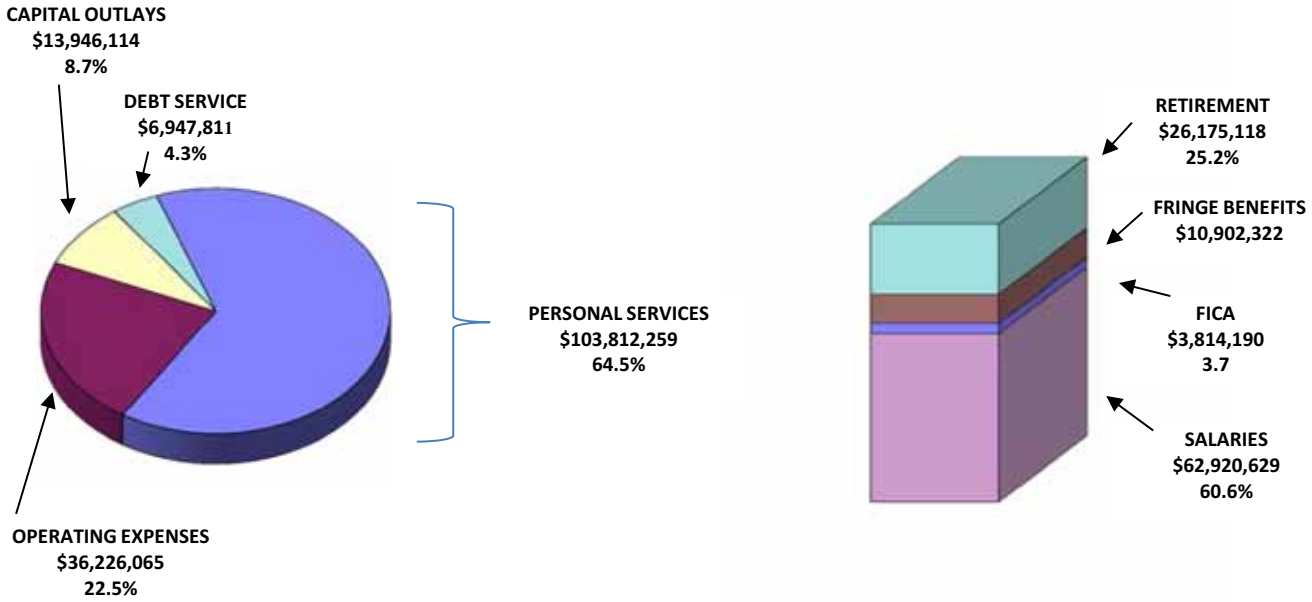


	2013-2014			2014-2015		
	BUDGET		%	BUDGET		%
PUBLIC SAFETY	$ 80,609,647		40.2%	$ 68,970,401		43.2%
PHYSICAL ENVIRONMENT	35,014,270		17.5%	30,676,400		19.2%
GENERAL GOVERNMENT	33,132,829		16.5%	31,966,027		20.0%
TRANSPORTATION	15,036,999		7.5%	12,891,706		8.1%
CULTURE AND RECREATION	36,764,419		18.3%	15,333,123		9.6%
TOTAL EXPENDITURES	**$ 200,558,164**	*	**100.0%**	**$ 159,837,657**	*	**100.0%**

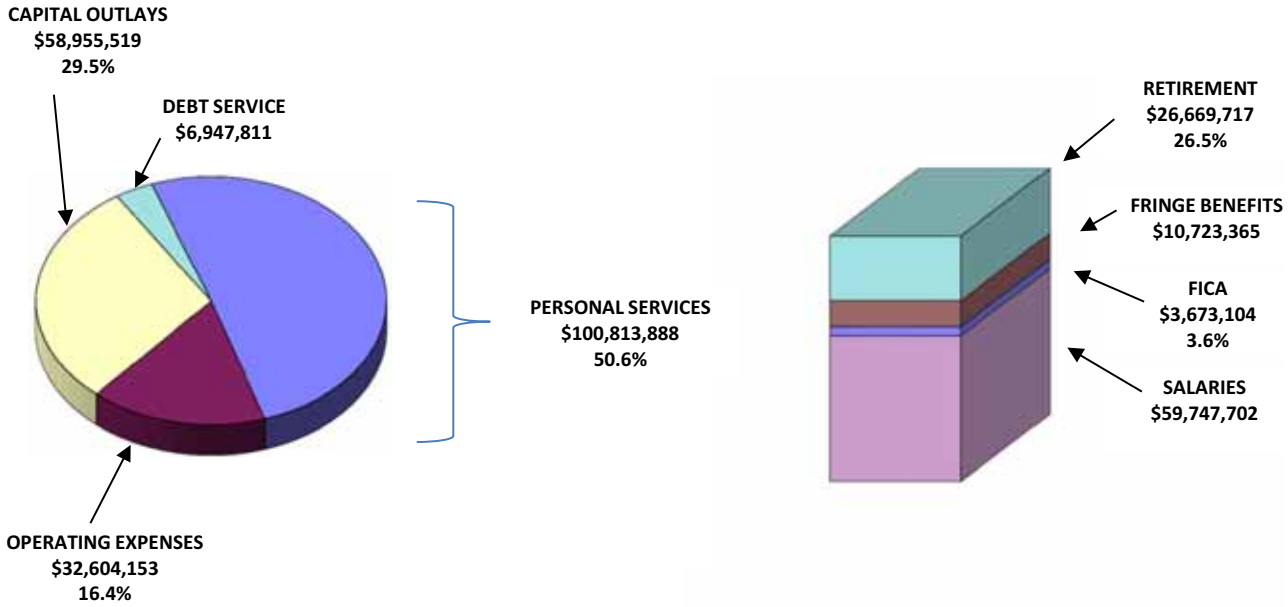
* Fiscal Year 2013-2014 includes one-time capital projects that do not repeat in Fiscal Year 2014-2015. Any capital projects that have not been completed during Fiscal Year 2013-2014 will be reappropriated in the first quarter of Fiscal Year 2014-2015.

2014-2015 BUDGET
EXPENDITURES BY OBJECT OF EXPENSE

2014-2015 - $ 159,837,657



2013-2014 - $ 200,558,164



2014-2015 BUDGET
SUMMARY OF TOTAL EXPENDITURES AND TRANSFERS TO RESERVES

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
Operating Expense				
General Fund Divisions	$ 113,481,514	$ 114,964,992	$ 121,092,485	$ 124,910,096
Roadway Improvement Fund Division	268,899	228,696	263,900	277,195
Trolley / Transportation Fund Division	1,326,864	1,304,119	1,400,013	1,333,256
Enterprise Fund Divisions	10,468,160	12,809,481	14,341,808	16,078,691
Pension Fund Division	126,550	125,538	129,057	171,067
Total Operating Expense	**125,671,987**	**129,432,826**	**137,227,263**	**142,770,305**
Capital Improvements				
General Improvements	812,954	2,498,554	22,139,777	4,637,345
Neighborhood Renaissance Program	1,094,066	3,005,124	17,397,592	-
Roadway Improvements	568,760	849,685	1,409,496	2,000,000
Trolley / Transportation Improvements	-	-	-	1,080,000
Miami-Dade Bond Improvements	1,385,985	148,884	1,881,281	-
Miami-Dade Roadway Impact Fee Improvements	-	-	1,500,000	-
Impact Fee Improvements				
Fire System Improvements	-	-	1,337,715	32,907
General Government System Improvements	-	-	1,005,914	30,893
Parks System Improvements	-	-	1,546,817	7,029
Police System Improvements	-	-	600,709	8,867
Total Impact Fee Improvements	-	-	4,491,155	79,696
Stormwater Utility Improvements	1,473,130	209,935	1,322,538	657,500
Sanitary Sewer Improvements	4,049,172	1,543,984	6,241,251	1,665,000
Parking System Improvements	238,987	35,528	-	-
Total Capital Improvements	**9,623,054**	**8,291,694**	**56,383,090**	**10,119,541**
Total Operating Exp. & Capital Improvements	**135,295,041**	**137,724,520**	**193,610,353**	**152,889,846**
Debt Service				
Debt Service	**3,912,911**	**5,793,260**	**6,947,811**	**6,947,811**
Total Expense and Debt Service	**139,207,952**	**143,517,780**	**200,558,164**	**159,837,657**
Transfers to Reserves				
General Fund Reserve	7,306,361	1,789,942	2,095	47,571
General Capital Improvements Fund	5,885,860	8,862,120	-	-
Roadway Improvement Fund	1,933,906	79,209	15,857	4,815
Trolley / Transportation Fund	263,601	509,116	340,821	86,744
Stormwater Utility Fund	-	-	393,513	260,249
Sanitary Sewer Fund	-	-	1,108,240	291,164
Parking Fund	1,978,634	1,231,074	47,038	1,085,505
Pension Contribution Stabilization Fund	-	-	-	500,000
Total Transfers to Reserves	**17,368,362**	**12,471,461**	**1,907,564**	**2,276,048**
Total Expenditures & Transfers to Reserves	**$ 156,576,314**	**$ 155,989,241**	**$ 202,465,728**	**$ 162,113,705**

2014-2015 BUDGET
SUMMARY OF TOTAL GENERAL FUND EXPENDITURES AND TRANSFERS TO RESERVES

DEPARTMENT	DIVISION	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
City Commission	City Commission	$ 514,077	$ 510,283	$ 489,490	$ 475,007
City Attorney	City Attorney	720,612	816,335	798,760	914,518
City Clerk	Administrative	654,592	628,538	702,669	887,439
	Special Revenue Expenses	118,470	176,527	388,414	334,429
	Elections	60	142,121	2,500	122,000
City Manager	Administrative	1,020,263	1,008,506	1,208,753	1,271,655
	Cable TV	681,425	704,858	729,978	682,016
	Internal Auditing	201,152	234,335	364,902	261,189
Human Resources	Human Resources	1,439,391	1,486,847	1,574,827	1,773,257
Development Services	Administrative	672,017	630,189	845,097	1,058,258
	Building	3,774,804	3,615,379	4,151,177	3,772,822
	Planning & Zoning	1,845,209	1,912,966	2,066,345	2,255,973
	Code Enforcement	1,367,956	1,363,088	1,572,671	1,408,422
Historic Resources	Historic Preservation	604,842	659,389	773,972	709,304
	Museum	286,014	298,930	377,590	376,645
Public Works	Administrative	308,639	325,808	569,360	729,665
	Engineering	1,788,879	1,644,272	1,860,995	2,024,974
	Streets	2,750,431	2,864,087	2,890,511	2,597,224
	Public Service - Administration	452,752	408,435	484,524	514,056
	Public Service - Solid Waste	9,391,269	9,318,172	9,888,233	10,059,817
	Public Service - Landscape Services	4,867,653	4,831,841	4,838,457	4,848,001
	Parking - Violation Enforcement	1,268,800	1,276,121	1,191,764	1,177,370
Finance	Administration & Budget	1,014,494	1,034,830	1,339,060	1,649,717
	Collection	552,201	694,946	775,947	717,869
	Accounting	1,048,206	937,994	949,637	924,171
	Procurement	663,323	746,832	806,406	823,660
	General Services	314,079	308,947	327,815	345,407
Information Technology	Information Tecnology	4,056,253	3,863,967	4,167,620	4,582,045
Police	Administrative	1,679,480	1,626,625	1,877,481	2,266,943
	Uniform Patrol	14,544,455	13,952,415	15,192,244	16,263,496
	Criminal Investigations	6,542,817	6,436,807	6,811,366	7,048,469
	Technical Services	6,237,439	5,770,695	6,335,018	6,516,512
	E911 Service	404,746	591,763	589,381	630,072
	Police Education	14,778	2,780	17,000	17,000
	School Crossing Guard	39,985	44,773	46,227	46,384
	Professional Standards	2,745,351	2,268,744	2,569,573	2,273,392
	Specialized Enforcement	4,685,482	4,334,108	5,042,741	5,358,966
Fire	Fire	27,118,887	28,912,112	27,021,641	26,453,723
Community Recreation	Administrative	203,949	205,739	210,890	316,788
	Parks & Rec - Administrative	221,459	357,373	388,036	397,263
	Parks & Rec - Tennis Centers	839,982	878,591	856,865	961,824
	Parks & Rec - Youth Center	2,651,164	2,585,819	2,765,121	2,799,393
	Parks & Rec - Youth Center Snack Bar	40,792	37,159	52,243	52,275
	Parks & Rec - Special Events	218,548	222,032	175,577	176,614
	Parks & Rec - Golf Course & Parks Main	145,119	117,953	772,900	735,870
	Senior Services	108,177	61,749	241,951	252,039
Economic & Cultural Dev.	Economic & Cultural Dev.	753,151	773,879	947,906	1,123,747
Non Departmental	Non Departmental	1,907,890	3,339,333	3,040,850	3,922,416
Total General Fund Operating Expense		**113,481,514**	**114,964,992**	**121,092,485**	**124,910,096**
Transfer to General Fund Reserve		10,008,642	6,866,946	2,095	47,571
Transfer to Sunshine State Note Debt Service		3,538,987	4,675,337	5,138,003	5,067,772
Transfer to Capital Improvement Fund		2,961,964	2,784,821	10,810,000	2,887,080
General Fund Subsidy of Venetian Swimming Pool		80,826	97,010	145,007	203,859
General Fund Subsidy of Granada Golf		639,820	615,712	174,754	189,933
Transfer to Automotive Fund		-	1,350,000	-	-
Pension Contribution Stabilization Fund		-	-	-	500,000
Total General Fund		**$ 130,711,753**	**$ 131,354,818**	**$ 137,362,344**	**$ 133,806,311**

CITY OF CORAL GABLES
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
2014-2015 BUDGET
(BUDGETED FUNDS ONLY)

	GENERAL	DEBT	CAPITAL PROJECTS	ENTERPRISE	TOTAL
Fund Balance @ 10/01/14 (Unrestricted)	**$ 28,701,814**	**$ 3,099,173**	**$ 21,749,515**	**$ 7,949,324**	**$ 61,499,826**
Fiscal Year 2013-2014 (Estimated)					
Revenues	136,939,694	5,924,822	41,560,410	32,129,519	216,554,445
Expenditures	137,360,249	5,924,822	43,846,878	31,330,728	218,462,677
FY 2013 Change in Fund Balance	**(420,555)**	**-**	**(2,286,468)**	**798,791**	**(1,908,232)**
Fund Balance @ 09/30/14 (Unrestricted - Estimated)	**28,281,259**	**3,099,173**	**19,463,047**	**8,748,115**	**59,591,594**
Fiscal Year 2014-2015 Budget					
Revenues:					
Taxes	85,461,478	-	2,782,010	-	88,243,488
Licenses	3,280,000	-	-	-	3,280,000
Permits	6,730,000	-	-	7,000	6,737,000
Fines & Forfeitures	1,976,000	-	-	-	1,976,000
Intergovernmental	4,893,000	-	275,265	600,000	5,768,265
Use Charges	9,645,000	-	-	24,032,848	33,677,848
Recreation Fees	2,413,000	-	-	1,321,848	3,734,848
Rentals & Concessions	3,299,478	-	-	2,998,308	6,297,786
Investment Earnings	160,000	-	-	40,000	200,000
Other	5,490,995	-	-	-	5,490,995
Transfers In	10,457,360	5,858,092	2,887,080	393,792	19,596,324
Total Revenues	133,806,311	5,858,092	5,944,355	29,393,796	175,002,554
Expenditures:					
General Government	28,624,001	-	1,680,893	-	30,304,894
Public Safety	68,052,327	-	918,074	-	68,970,401
Physical Environment	18,176,513	-	-	12,346,851	30,523,364
Transportation	2,597,224	-	5,030,451	4,327,348	11,955,023
Culture & Recreation	7,460,031	-	1,778,074	1,726,992	10,965,097
Debt Service	-	5,858,092	-	1,089,719	6,947,811
Transfers Out	8,848,644	-	-	8,265,968	17,114,612
Total Expenditures	133,758,740	5,858,092	9,407,492	27,756,878	176,781,202
Net Change in Fund Balance	**47,571**	**-**	**(3,463,137)**	**1,636,918**	**(1,778,648)**
Fund Balance @ 09/30/15 (Unrestricted)	**$ 28,328,830**	**$ 3,099,173**	**$ 15,999,910**	**$ 10,385,033**	**$ 57,812,946**

Signifcant changes in Fund Balance are primarily due to the following:
- In the General Fund - For FY14 - Planned Project Costs.
- In the Capital Projects Funds - For FY14 - Planned Project costs.
- In the Capital Projects Funds - For FY15 - Planned Project costs.
- In the Enterprise Funds - For FY14 - Reserves created to fund future capital projects.
- In the Enterprise Funds - For FY15 - Reserves created to fund future capital projects.

2014-2015 BUDGET
ENTERPRISE FUNDS OPERATIONS SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
STORMWATER UTILITY FUND (400)				
Operating Revenue	$ 2,524,565	$ 2,399,023	$ 3,058,044	$ 3,227,000
Operating Expense	(1,439,955)	(1,136,240)	(1,832,491)	(1,809,190)
Operating Income (Loss)	1,084,610	1,262,783	1,225,553	1,417,810
Grant Revenue	594,495	-	-	-
Investment Earnings	1,623	4,851	-	-
Prior Year Reappropriations	-	-	199,623	-
Capital Projects	(1,188,989)	(209,935)	(1,322,538)	(657,500)
Interest Expense	(81,825)	(56,010)	-	-
Debt Expense	-	-	(154,125)	(153,036)
Depreciation Expense	(91,204)	(91,204)	-	-
Net Income (Loss)	318,710	910,485	(51,487)	607,274
Transfers to (from) Reserve	(68,747)	535,583	(356,487)	60,249
Contribution to (from) General Fund	$ 387,457	$ 374,902	$ 305,000	$ 547,025
SANITARY SEWER FUND (410)				
Operating Revenue	$ 7,605,600	$ 7,725,590	$ 8,602,401	$ 9,208,300
Operating Expense	(801,836)	(4,374,746)	(5,641,058)	(6,152,949)
Operating Income (Loss)	6,803,764	3,350,844	2,961,343	3,055,351
Proceeds from Debt			1,500,000	
Grant Revenue	175,555	-	485,000	200,000
Investment Earnings	8,566	6,231	20,000	16,000
Miscellaneous Revenue	878,584	253,021	-	-
Capital Projects	(4,049,172)	(1,543,984)	(6,241,251)	(1,665,000)
Depreciation Expense	(295,852)	(333,809)	-	-
Net Income (Loss)	3,521,445	1,732,303	(1,274,908)	1,606,351
Transfers to (from) Reserve	2,836,445	1,047,303	(1,959,908)	91,164
Contribution to (from) General Fund	$ 685,000	$ 685,000	$ 685,000	$ 1,515,187
VENETIAN POOL FUND (420)				
Operating Revenue	$ 739,462	$ 825,043	$ 713,500	$ 758,200
Operating Expense	(734,046)	(759,979)	(858,507)	(962,059)
Operating Income (Loss)	5,416	65,064	(145,007)	(203,859)
Investment Earnings	641	1,588	-	-
Net Income (Loss)	6,057	66,652	(145,007)	(203,859)
Transfers to (from) Reserve	86,883	163,662	-	-
Contribution to (from) General Fund	$ (80,826)	$ (97,010)	$ (145,007)	$ (203,859)
GRANADA GOLF COURSE FUND (430)				
Operating Revenue	$ 445,509	$ 665,390	$ 590,142	$ 575,000
Operating Expense	(1,015,773)	(1,094,512)	(776,951)	(764,933)
Operating Income (Loss)	(570,264)	(429,122)	(186,809)	(189,933)
Investment Earnings	1,233	2,196	-	-
Miscellaneous Revenue	-	250,000	-	
Net Income (Loss)	(569,031)	(176,926)	(186,809)	(189,933)
Transfers to (from) Reserve	70,789	438,786	(12,055)	-
General Fund Subsidy	$ (639,820)	$ (615,712)	$ (174,754)	$ (189,933)
PARKING SYSTEM FUND (460)				
Operating Revenue	$ 10,330,540	$ 10,830,461	$ 10,946,913	$ 12,117,536
Operating Expense	(2,834,660)	(2,811,175)	(3,677,801)	(3,762,348)
Operating Income (Loss)	7,495,880	8,019,286	7,269,112	8,355,188
Grant Revenue	150,398	37,222	-	-
Investment Earnings	6,481	9,513	10,000	17,000
Miscellaneous Revenue	31,163	30,688	-	-
Interest Expense	(432,568)	(360,934)	-	-
Prior Year Reappropriations	-	-	232,262	-
Capital Projects	-	(35,528)	-	-
Debt Expense	-	-	(868,864)	(936,683)
Depreciation Expense	(798,524)	(816,057)	-	-
Net Income (Loss)	6,452,830	6,884,190	6,642,510	7,435,505
Transfers to (from) Reserve	1,452,752	943,440	47,038	1,085,505
Contribution to (from) General Fund	$ 5,000,078	$ 5,940,750	$ 6,595,472	$ 6,350,000

CAPITAL PROJECTS
2014-2015 BUDGET

PROJECTS	2014-2015 BUDGET
General Capital Improvement Fund	
Citywide Bike Path Installation	$ 100,000
Citywide Bike Rack Installation	10,000
City Hall - Repairs/Improvements	550,000
Fire Stations - Repairs/Improvements & Equip. Replacement	450,300
Police/IT Data Systems Equipment Replacement/Upgrade	321,000
IT Data Systems Equipment Replacement/Upgrade	444,000
Roof Replacements Program - Citywide	425,000
HVAC Replacements Program - Citywide	150,000
Desoto Fountain Traffic Circle	200,000
Parks & Recreation Master Plan	100,000
Youth Center Master Plan	50,000
Youth Center Surveillance System	85,000
Purchase of Land	300,000
Venetian Pool Improvements	263,000
Granada Golf Course - Repairs/Improvements	310,000
Merrick House - Repairs/Improvements	468,280
Old Cutler Bay Right-of-Way Entrance Improvement	230,000
Museum Archival Shelving	25,265
Jean Ward Sculptures - Renovations/Restoration	54,500
Public Safety Building Gym Equipment Replacement	20,000
Citywide Telephone Equipment Replacement	81,000
Total General Capital Improvement Projects	**4,637,345**
Coral Gables Impact Fee Fund	
Fire System Improvements	32,907
General Government System Improvements	30,893
Parks System Improvements	7,029
Police System Improvements	8,867
Total Coral Gables Impact Fee Projects	**79,696**
Storm Water Fund	
Storm Water Improvements	350,000
Canal Wall Stabilization	200,000
Cross-Connection Removal	107,500
Total Storm Water Projects	**657,500**
Sanitary Sewer Fund	
Sanitary Sewer Improvements	1,100,000
Inflow and Infiltration Improvements	400,000
Cross-Connection Removal	165,000
Total Sanitary Sewer Projects	**1,665,000**
Roadway Fund	
Roadway Improvements	750,000
Citywide Sidewalk Repair/Replacement	1,250,000
Total Roadway Projects	**2,000,000**
Transportation Fund	
Citywide Sidewalk Repair/Replacement	750,000
Citywide Bike Path Installation	100,000
Purchase of a Trolley - Macfarland Extension	230,000
Total Transportation Projects	**1,080,000**
Motor Pool Fund - Motor Vehicle Replacements/Additions	**3,100,000**
Total Projects	**$ 13,219,541**

CITY OF CORAL GABLES
FISCAL YEAR 2015-2019 FIVE YEAR CAPITAL IMPROVEMENT PLAN
PROJECT TYPE SUMMARY BY YEAR & FUNDING SOURCE

PROJECT TYPE SUMMARY BY YEAR

PROJECT TYPE	PRIOR YEARS EXP	PROJ'D EXP 2013	FIVE-YEAR ESTIMATE 2015 PR YR AVAIL	2015 NEW	2015 TOTAL	2016	2017	2018	2019	PROJECT TOTAL
BRIDGE IMPROVEMENTS	$ 11,466	$ -	$ 241,534	$ -	$ 241,534	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 653,000
CAPITAL EQUIPMENT REPL/UPGRADES	-	826,920	6,789,081	4,308,500	11,097,581	4,111,313	4,166,512	4,222,677	4,246,825	28,671,828
CORAL GABLES IMPACT FEE - SYS. IMPR.	-	-	3,398,464	79,696	3,478,160	400,000	400,000	400,000	400,000	5,078,160
FACILITY IMPROVEMENTS	1,061,729	339,965	11,405,447	1,462,800	12,868,247	833,500	833,500	595,000	595,000	17,126,941
HISTORIC FACILITY RESTORATION	416,722	94,664	1,802,062	1,061,045	2,863,107	-	-	-	-	3,374,493
PARK IMPROVEMENTS	-	26,816	15,149,675	845,000	15,994,675	842,500	342,500	342,500	342,500	17,891,491
PARKING IMPROVEMENTS	-	-	395,000	-	395,000	-	-	-	-	395,000
ROADWAY IMPROVEMENTS	4,373,826	674,054	2,119,909	3,190,000	5,309,909	950,000	950,000	950,000	950,000	14,157,789
SANITARY SEWER IMPROVEMENTS	2,835,958	349,641	7,442,230	1,665,000	9,107,230	1,265,000	1,265,000	1,265,000	1,265,000	17,352,829
STORMWATER IMPROVEMENTS	1,760,835	181,426	1,052,428	657,500	1,709,928	457,500	457,500	457,500	457,500	5,482,189
STREETSCAPE IMPROVEMENTS	870,718	93,818	10,311,873	18,784,601	29,096,474	250,000	340,000	810,000	-	31,461,010
TOTAL	**$ 11,331,254**	**$ 2,587,304**	**$ 60,107,703**	**$ 32,054,142**	**$ 92,161,845**	**$ 9,209,813**	**$ 8,855,012**	**$ 9,142,677**	**$ 8,356,825**	**$ 141,644,730**

PROJECT TYPE SUMMARY BY FUNDING SOURCE

PROJECT TYPE	GEN CAP IMPR	NRP	ROADWAY	GOB	GC IMP FEES	STORM WATER	SANI SEWER	MOTOR POOL	TROLLEY	GRANT & OTHER	PROJECT TOTAL
BRIDGE IMPROVEMENTS	$ 653,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 653,000
CAPITAL EQUIPMENT REPL/UPGRADES	10,892,752	-	-	-	-	-	-	17,549,076	230,000	-	28,671,828
CORAL GABLES IMPACT FEE - SYS. IMPR.	-	-	-	-	5,078,160	-	-	-	-	-	5,078,160
FACILITY IMPROVEMENTS	12,447,523	1,860,001	-	1,919,417	-	-	-	-	-	900,000	17,126,941
HISTORIC FACILITY RESTORATION	2,135,751	845,000	-	-	-	-	-	-	-	393,742	3,374,493
PARK IMPROVEMENTS	5,220,000	11,750,000	-	-	921,491	-	-	-	-	-	17,891,491
PARKING IMPROVEMENTS	395,000	-	-	-	-	-	-	-	-	-	395,000
ROADWAY IMPROVEMENTS	930,000	4,350,001	7,395,460	-	-	-	-	-	1,250,000	232,328	14,157,789
SANITARY SEWER IMPROVEMENTS	-	-	-	-	-	-	12,757,829	-	-	4,595,000	17,352,829
STORMWATER IMPROVEMENTS	-	-	-	-	-	5,282,189	-	-	-	200,000	5,482,189
STREETSCAPE IMPROVEMENTS	5,657,841	3,043,123	-	1,364,245	171,200	-	-	-	-	21,224,601	31,461,010
TOTAL	**$ 38,331,867**	**$ 21,848,125**	**$ 7,395,460**	**$ 3,283,662**	**$ 6,170,851**	**$ 5,282,189**	**$ 12,757,829**	**$ 17,549,076**	**$ 1,480,000**	**$ 27,545,671**	**$ 141,644,730**

DETAIL OF GRANT & OTHER FUNDING SOURCES BY PROJECT TYPE

PROJECT TYPE	FED GRANT	SPEC ASSESS	DONATION	M-D IMP FEE	MPO GRANT	ART IN PUB. PLACES	MEARS FINANCING	SUN STATE FINANCING	STATE GRANT	TOTAL
BRIDGE IMPROVEMENTS	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
CAPITAL EQUIPMENT REPL/UPGRADES	-	-	-	-	-	-	-	-	-	-
CORAL GABLES IMPACT FEE - SYS. IMPR.	-	-	-	-	-	-	-	-	-	-
FACILITY IMPROVEMENTS	-	-	-	-	-	-	-	850,000	50,000	900,000
HISTORIC FACILITY RESTORATION	216,534	-	67,708	-	-	109,500	-	-	-	393,742
PARK IMPROVEMENTS	-	-	-	-	-	-	-	-	-	-
PARKING IMPROVEMENTS	-	-	-	-	-	-	-	-	-	-
ROADWAY IMPROVEMENTS	142,500	-	45,828	-	44,000	-	-	-	-	232,328
SANITARY SEWER IMPROVEMENTS	485,000	-	-	-	-	-	-	3,710,000	400,000	4,595,000
STORMWATER IMPROVEMENTS	-	-	-	-	-	-	-	-	200,000	200,000
STREETSCAPE IMPROVEMENTS	40,000	-	-	2,600,000	-	-	-	18,584,601	-	21,224,601
TOTAL	**$ 884,034**	**$ -**	**$ 113,536**	**$ 2,600,000**	**$ 44,000**	**$ 109,500**	**$ -**	**$ 23,144,601**	**$ 650,000**	**$ 27,545,671**

CITY OF CORAL GABLES
FISCAL YEAR 2015-2019 FIVE YEAR CAPITAL IMPROVEMENT PLAN
PROJECT LISTING BY FISCAL YEAR

PROJ #	PROJECT NAME	PRIOR YEARS EXP	PROJ'D EXP 2014	FIVE-YEAR ESTIMATE 2015 PR YR AVAIL	2015 NEW	2015 TOTAL	2016	2017	2018	2019	PROJECT TOTAL
	BRIDGE PROJECTS										
1	Bridge/ Waterway Rep./Impr.	$ 11,466	$ -	$ 91,534	$ -	$ 91,534	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 503,000
2	Bridge Painting Program	-	-	150,000	-	150,000	-	-	-	-	150,000
	TOTAL BRIDGE PROJECTS	**11,466**	**-**	**241,534**	**-**	**241,534**	**100,000**	**100,000**	**100,000**	**100,000**	**653,000**
	CAPITAL EQUIPMENT PROJECTS										
3	Various Capital Equip Repl/Upgrades	-	58,881	60,119	-	60,119	-	-	-	-	119,000
4	Cntrl/Mobile Radio Sys Repl/Upgrade	-	-	6,000,000	-	6,000,000	-	-	-	-	6,000,000
5	Motor Vehicle - Repl & Additions	-	768,039	728,962	3,330,000	4,058,962	3,154,250	3,209,449	3,265,614	3,322,762	17,779,076
6	Automated External Defibrillators	-	-	-	42,500	42,500	5,313	5,313	5,313	5,313	63,752
7	Extrication Equipment	-	-	-	90,000	90,000	18,750	18,750	18,750	18,750	165,000
8	Network Infrastructure	-	-	-	653,000	653,000	900,000	900,000	900,000	900,000	4,253,000
9	Police/IT Data Equip Repl/Upgrades	-	-	-	112,000	112,000	-	-	-	-	112,000
10	VoIP - Citywide Telephone Equip Repl	-	-	-	81,000	81,000	33,000	33,000	33,000	-	180,000
	TOTAL CAPITAL EQUIPMENT PROJECTS	**-**	**826,920**	**6,789,081**	**4,308,500**	**11,097,581**	**4,111,313**	**4,166,512**	**4,222,677**	**4,246,825**	**28,671,828**
	CG IMPACT FEE PROJECTS										
11	Fire System Improvements	-	-	1,337,715	32,907	1,370,622	100,000	100,000	100,000	100,000	1,770,622
12	Gen Govt System Improvements	-	-	1,005,914	30,893	1,036,807	100,000	100,000	100,000	100,000	1,436,807
13	Parks System Improvements	-	-	454,126	7,029	461,155	100,000	100,000	100,000	100,000	861,155
14	Police System Improvements	-	-	600,709	8,867	609,576	100,000	100,000	100,000	100,000	1,009,576
	TOTAL CG IMPACT FEE PROJECTS	**-**	**-**	**3,398,464**	**79,696**	**3,478,160**	**400,000**	**400,000**	**400,000**	**400,000**	**5,078,160**
	FACILITY IMPROVEMENT PROJECTS										
15	Biltmore Golf Env. Remediation	246,611	38,362	270,052	-	270,052	-	-	-	-	555,025
16	W.H. Kerdyk/Bilt Tennis Ctr Improv.	197,146	37,200	2,045,072	-	2,045,072	-	-	-	-	2,279,418
17	CG Country Club Renovations	499,810	24,400	20,358	-	20,358	-	-	-	-	544,568
18	City Hall Repairs	25,326	29,717	894,957	550,000	1,444,957	-	-	-	-	1,500,000
19	Museum Gates & Lighting	-	12,882	166,676	-	166,676	-	-	-	-	179,558
20	Public Safety Building Repairs	38,136	95,126	5,416,738	-	5,416,738	-	-	-	-	5,550,000
21	Warehouse III Repairs	-	-	47,250	-	47,250	-	-	-	-	47,250
22	Fire Stations Repairs/Improv.	36,076	102,278	1,243,404	-	1,243,404	-	-	-	-	1,381,758
23	Citywide Roof Repairs	-	-	-	425,000	425,000	425,000	425,000	425,000	425,000	2,125,000
24	Facility Environmental Remediation	-	-	850,000	-	850,000	-	-	-	-	850,000
25	427 Biltmore Way - Interior Renov.	-	-	199,000	-	199,000	-	-	-	-	199,000
26	City Hall 3rd Floor - Interior Renov.	-	-	150,000	-	150,000	-	-	-	-	150,000
27	A.D.A. Renovations	18,625	-	101,939	-	101,939	-	-	-	-	120,564
28	Fire Station 1 Air Tech Workshop	-	-	-	27,000	27,000	-	-	-	-	27,000
29	Fire Station Garage Door Repl.	-	-	-	190,800	190,800	238,500	238,500	-	-	667,800
30	Fire Station 2 Drafting Pit Rehab	-	-	-	70,000	70,000	-	-	-	-	70,000
31	Fire Stn 1 Overhead Elec/Air Cords	-	-	-	30,000	30,000	-	-	-	-	30,000
32	HVAC	-	-	-	150,000	150,000	150,000	150,000	150,000	150,000	750,000
33	Public Safety Bldg Gym Equip Repl	-	-	-	20,000	20,000	20,000	20,000	20,000	20,000	100,000
	TOTAL FACILITY IMPROVEMENT PROJECTS	**1,061,730**	**339,965**	**11,405,446**	**1,462,800**	**12,868,246**	**833,500**	**833,500**	**595,000**	**595,000**	**17,126,941**
	HISTORIC FACILITY IMPROVEMENT PROJECTS										
34	Venetian Pool Improvements	-	55,100	657,900	263,000	920,900	-	-	-	-	976,000
35	Alhambra Water Tower Restor.	310,095	-	25,353	-	25,353	-	-	-	-	335,448
36	Merrick House Repairs/Improv.	-	16,150	433,850	468,280	902,130	-	-	-	-	918,280
37	Miracle Theater - Exterior Renov.	-	13,490	151,510	-	151,510	-	-	-	-	165,000
38	Jean Ward Sculptures	-	-	-	54,500	54,500	-	-	-	-	54,500
39	Entrances & Fountains	106,627	9,924	283,449	-	283,449	-	-	-	-	400,000
40	Historic Street Lights	-	-	250,000	250,000	500,000	-	-	-	-	500,000
41	Museum Archival Shelving	-	-	-	25,265	25,265	-	-	-	-	25,265
	TOTAL HISTORIC FAC. IMPROVEMENT PROJECTS	**416,722**	**94,664**	**1,802,062**	**1,061,045**	**2,863,107**	**-**	**-**	**-**	**-**	**3,374,493**
	PARKS & RECREATION IMPROVEMENT PROJECTS										
42	Downtown Civic Plaza & Garden	-	-	4,000,000	-	4,000,000	500,000	-	-	-	4,500,000
43	Purchase of Land	-	-	600,000	300,000	900,000	300,000	300,000	300,000	300,000	2,100,000
44	Fred B. Hartnett/Ponce Circle Park Improvements	-	-	4,000,000	-	4,000,000	-	-	-	-	4,000,000
45	Development of Passive Parks	-	13,696	1,157,795	-	1,157,795	-	-	-	-	1,171,491
46	Senior/Multi Purpose Center	-	-	3,500,000	-	3,500,000	-	-	-	-	3,500,000
47	Youth Ctr Field Resod & Irrigation	-	-	390,000	-	390,000	-	-	-	-	390,000
48	Youth Ctr & Grounds Improvements	-	13,120	901,880	-	901,880	-	-	-	-	915,000
49	Granada Golf Course Improvements	-	-	600,000	310,000	910,000	-	-	-	-	910,000
50	Parks & Recreation Master Plan	-	-	-	100,000	100,000	-	-	-	-	100,000
51	Youth Center Master Plan	-	-	-	50,000	50,000	-	-	-	-	50,000
52	P&R Facilities Surveillance Systems	-	-	-	85,000	85,000	42,500	42,500	42,500	42,500	255,000
	TOTAL PARKS & REC. IMPROVEMENT PROJECTS	**-**	**26,816**	**15,149,675**	**845,000**	**15,994,675**	**842,500**	**342,500**	**342,500**	**342,500**	**17,891,491**

CITY OF CORAL GABLES
FISCAL YEAR 2015-2019 FIVE YEAR CAPITAL IMPROVEMENT PLAN
PROJECT LISTING BY FISCAL YEAR

PROJ #	PROJECT NAME	PRIOR YEARS EXP	PROJ'D EXP 2014	FIVE-YEAR ESTIMATE 2015 PR YR AVAIL	2015 NEW	2015 TOTAL	2016	2017	2018	2019	PROJECT TOTAL
	PARKING IMPROVEMENT PROJECTS										
53	Garage Interior Painting & Common Area Impr.	-	-	350,000	-	350,000	-	-	-	-	350,000
54	Garage 6 Building Improvements	-	-	45,000	-	45,000	-	-	-	-	45,000
	TOTAL PARKING IMPROVEMENT PROJECTS	**-**	**-**	**395,000**	**-**	**395,000**	**-**	**-**	**-**	**-**	**395,000**
	ROADWAY IMPROVEMENT PROJECTS										
55	Beautification of Granada & Columbus Circles	-	24,773	300,227	-	300,227	-	-	-	-	325,000
56	Installation of Bike Paths	25,790	29,210	389,000	200,000	589,000	200,000	200,000	200,000	200,000	1,444,000
57	Citywide Installation of bicycle racks	-	-	-	10,000	10,000	-	-	-	-	10,000
58	Citywide Street Resurfacing	4,256,713	602,618	882,172	750,000	1,632,172	750,000	750,000	750,000	750,000	9,491,503
59	Granada Pedestrian Bridge	49,074	17,452	479,933	-	479,933	-	-	-	-	546,459
60	Old Cutler Road Entry Feature	-	-	65,000	-	65,000	-	-	-	-	65,000
61	Gables Estates Club Curbing	42,250	-	3,577	-	3,577	-	-	-	-	45,827
62	City Sidewalk Replacement Pgm	-	-	-	2,000,000	2,000,000	-	-	-	-	2,000,000
63	Old Cutler Bay ROW Entrance Impv	-	-	-	230,000	230,000	-	-	-	-	230,000
	TOTAL ROADWAY IMPROVEMENT PROJECTS	**4,373,827**	**674,053**	**2,119,909**	**3,190,000**	**5,309,909**	**950,000**	**950,000**	**950,000**	**950,000**	**14,157,789**
	SANITARY SEWER PROJECTS										
64	City 2 Station Rehabilitation	107,000	8,300	1,916,700	-	1,916,700	-	-	-	-	2,032,000
65	Leucadendra 2 Station Rehabilitation	-	12,644	487,356	-	487,356	-	-	-	-	500,000
66	Station E Rehabilitation	692,076	-	198,747	-	198,747	-	-	-	-	890,823
67	Station F Rehabilitation	-	10,424	167,551	-	167,551	-	-	-	-	177,975
68	Sanitary Sewer Major Repair	1,605,754	158,793	312,628	1,100,000	1,412,628	1,100,000	1,100,000	1,100,000	1,100,000	7,577,175
69	Citywide Inflow & Infilt. Abatement	431,128	111,764	1,534,132	400,000	1,934,132	-	-	-	-	2,477,024
70	Cross-Connection Removal	-	-	199,000	165,000	364,000	165,000	165,000	165,000	165,000	1,024,000
71	Police and City 4B Stations Rehab	-	47,715	416,117	-	416,117	-	-	-	-	463,832
72	Sanitary Sewer Volume Ordinance	-	-	2,210,000	-	2,210,000	-	-	-	-	2,210,000
	TOTAL SANITARY SEWER PROJECTS	**2,835,958**	**349,640**	**7,442,231**	**1,665,000**	**9,107,231**	**1,265,000**	**1,265,000**	**1,265,000**	**1,265,000**	**17,352,829**
	STORM WATER PROJECTS										
73	Storm Water System Improv. Pgm	1,744,396	150,103	71,690	350,000	421,690	350,000	350,000	350,000	350,000	3,716,189
74	Gables by the Sea Seawall	16,439	583	153,978	-	153,978	-	-	-	-	171,000
75	Cross-Connection Removal	-	-	107,500	107,500	215,000	107,500	107,500	107,500	107,500	645,000
76	Cocoplum Drainage Improvements	-	30,740	719,260	-	719,260	-	-	-	-	750,000
77	Canal Bank Stabilization	-	-	-	200,000	200,000	-	-	-	-	200,000
	TOTAL STORM WATER PROJECTS	**1,760,835**	**181,426**	**1,052,428**	**657,500**	**1,709,928**	**457,500**	**457,500**	**457,500**	**457,500**	**5,482,189**
	STREETSCAPE IMPROVEMENT PROJECTS										
78	Biltmore Way Street Scape Improv.	-	-	-	-	-	-	90,000	810,000	-	900,000
79	Cartegena Circle Landscape Improv.	1,227	-	123,773	-	123,773	-	-	-	-	125,000
80	CC Prado Landscape Improv.	-	41,094	358,906	-	358,906	-	-	-	-	400,000
81	Citywide Landscaping	628,237	7,339	657,547	-	657,547	-	-	-	-	1,293,123
82	Desoto Fountain Traffic Circle	-	6,815	343,185	200,000	543,185	-	-	-	-	550,000
83	Installation of Irrigation Backflow Preventers	19,762	12,985	58,253	-	58,253	-	-	-	-	91,000
84	Kings Bay Streetscape Improv.	-	-	621,200	-	621,200	-	-	-	-	621,200
85	Miracle Mile Streetscape Improv.	159,205	-	952,553	15,123,548	16,076,101	-	-	-	-	16,235,306
86	Giralda Ave. Streetscape Improv.	36,121	-	216,366	3,461,053	3,677,419	-	-	-	-	3,713,540
87	Ponce de Leon Landscape - Phase III	-	-	1,800,000	-	1,800,000	-	-	-	-	1,800,000
88	Ponce Median - 8th St to Flagler St	-	13,500	286,500	-	286,500	-	-	-	-	300,000
89	Residential Waste Pit Restoration	-	-	250,000	-	250,000	250,000	250,000	-	-	750,000
90	Segovia Circles Civic Monuments with Fountains	-	-	1,040,000	-	1,040,000	-	-	-	-	1,040,000
91	Street Tree Succession Plan	26,166	12,085	3,603,590	-	3,603,590	-	-	-	-	3,641,841
	TOTAL STREETSCAPE IMPROVEMENT PROJECTS	**870,718**	**93,818**	**10,311,873**	**18,784,601**	**29,096,474**	**250,000**	**340,000**	**810,000**	**-**	**31,461,010**
	TOTAL	**$ 11,331,256**	**$ 2,587,302**	**$ 60,107,703**	**$ 32,054,142**	**$ 92,161,845**	**$ 9,209,813**	**$ 8,855,012**	**$ 9,142,677**	**$ 8,356,825**	**$ 141,644,730**

2014-2015 BUDGET

DEBT ADMINISTRATION

As of October 1, 2014 the City will have $71.5 million of special obligation debt outstanding. The City has a non-ad-valorem "Aa2" from Moody's Investors Service and a "AA+" underlying rating from Standard & Poor's Corporation. A review of the City's debt position is required to provide a five-year capital financing plan for infrastructure and other improvements. Both financing resources and City capital needs drive the City's debt issuance program. Decisions regarding the use of debt is based upon a number of factors including the long-term needs of the City and the amount of resources available to repay the debt.

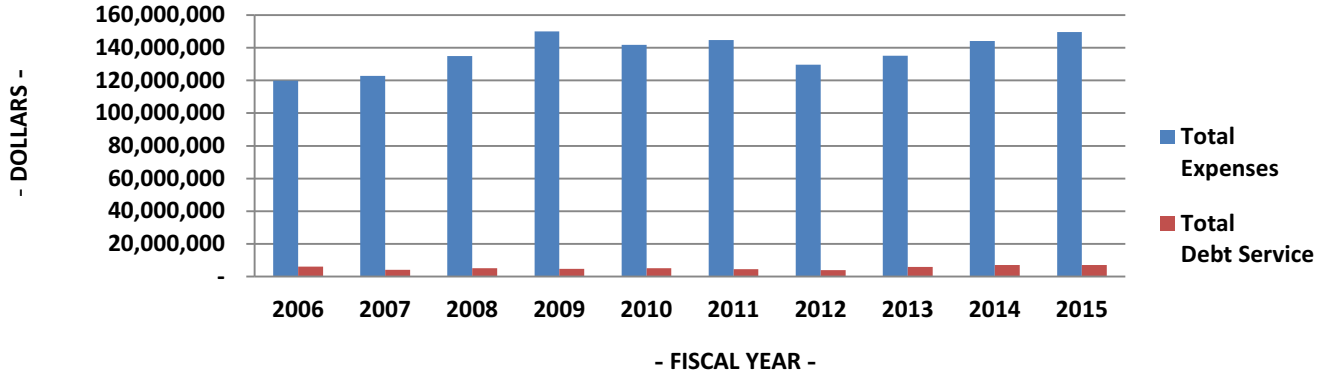
LEGAL DEBT MARGIN

The City's budgetary policy is to keep bond debt service under 8% of total expenses. As of October 1, 2014 the City's net bond debt services is well within the policy debt limit. Debt service represents 4.6 percent of total expenses.

SUMMARY OF OUTSTANDING DEBT

SERIES	MATURES	PRINCIPAL	INTEREST	TOTAL
Series 2012	10/01/31	$ 44,780,000	$ 10,875,045	$ 55,655,045
Series 2011B	10/01/16	1,520,000	92,250	1,612,250
Series 2011C	10/01/32	4,060,000	2,209,750	6,269,750
Series 2013A	10/01/28	16,795,000	3,269,940	20,064,940
Series 2013B	10/01/28	4,350,000	1,211,649	5,561,649
Total Projects		**$ 71,505,000**	**$ 17,658,634**	**$ 89,163,634**

DEBT SERVICE COMPARED TO TOTAL EXPENSES



Fiscal Year	Total Expenses	Total Debt Service	% of Total Expenditures
2006	$ 119,920,823	$ 5,940,797	5.0%
2007	122,899,435	4,008,805	3.3%
2008	135,007,594	4,980,748	3.7%
2009	150,074,158	4,626,144	3.1%
2010	141,891,535	5,155,728	3.6%
2011	144,839,523	4,526,673	3.1%
2012	129,584,898	3,912,911	3.0%
2013	135,226,086	5,793,260	4.3%
2014	144,175,074	6,947,811	4.8%
2015	149,718,116	6,947,811	4.6%

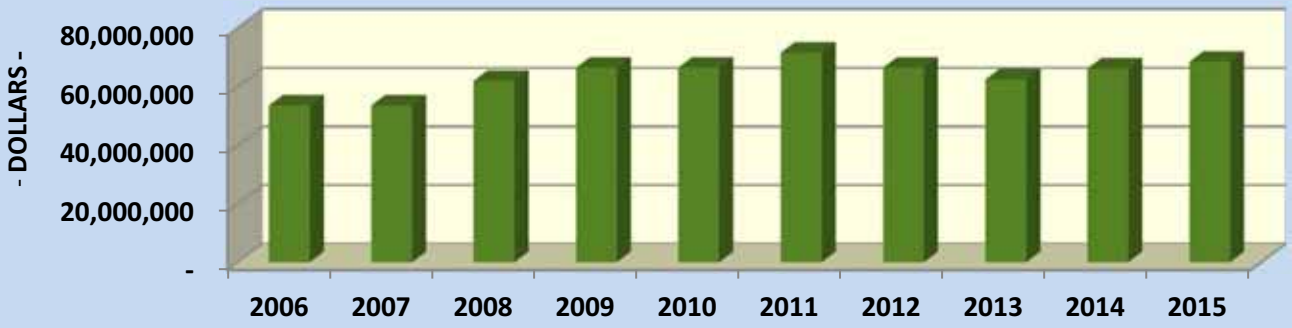
CITY OF CORAL GABLES
DEBT SERVICE SCHEDULES
2014-2015 BUDGET

PAYMENT	SERIES 2012 (RE-FUNDING)		SERIES 2011B		SERIES 2011C	
DUE	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2014	2,235,000	1,165,789	490,000	45,600	160,000	203,000
10/1/2015	2,240,000	1,106,048	505,000	30,900	165,000	195,000
10/1/2016	2,280,000	1,045,706	525,000	15,750	170,000	186,750
10/1/2017	2,740,000	978,689	-	-	175,000	178,250
10/1/2018	2,790,000	904,863	-	-	180,000	169,500
10/1/2019	2,860,000	829,435	-	-	185,000	160,500
10/1/2020	2,155,000	762,485	-	-	190,000	151,250
10/1/2021	2,195,000	704,413	-	-	200,000	141,750
10/1/2022	2,450,000	642,402	-	-	205,000	131,750
10/1/2023	2,510,000	576,186	-	-	210,000	121,500
10/1/2024	2,570,000	508,368	-	-	220,000	111,000
10/1/2025	2,635,000	438,881	-	-	225,000	100,000
10/1/2026	2,705,000	367,592	-	-	235,000	88,750
10/1/2027	2,370,000	299,841	-	-	245,000	77,000
10/1/2028	2,420,000	235,895	-	-	250,000	64,750
10/1/2029	2,485,000	170,413	-	-	260,000	52,250
10/1/2030	2,540,000	103,329	-	-	270,000	39,250
10/1/2031	2,600,000	34,710	-	-	280,000	25,750
10/1/2032	-	-	-	-	235,000	11,750
	$ 44,780,000	$ 10,875,045	$ 1,520,000	$ 92,250	$ 4,060,000	$ 2,209,750

PAYMENT	SERIES 2013A		SERIES 2013B	
DUE	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2014	825,000	393,180	225,000	145,346
10/1/2015	855,000	373,020	240,000	137,372
10/1/2016	870,000	352,320	240,000	129,140
10/1/2017	1,040,000	329,400	255,000	120,650
10/1/2018	1,060,000	304,200	260,000	111,818
10/1/2019	1,090,000	278,400	265,000	102,814
10/1/2020	1,115,000	251,940	275,000	93,553
10/1/2021	1,140,000	224,880	290,000	83,864
10/1/2022	1,170,000	197,160	300,000	73,745
10/1/2023	1,195,000	168,780	300,000	63,455
10/1/2024	1,225,000	142,740	315,000	52,908
10/1/2025	1,260,000	109,920	330,000	41,846
10/1/2026	1,280,000	79,440	340,000	30,356
10/1/2027	1,315,000	48,300	350,000	18,522
10/1/2028	1,355,000	16,260	365,000	6,260
10/1/2029	-	-	-	-
10/1/2030	-	-	-	-
10/1/2031	-	-	-	-
10/1/2032	-	-	-	-
	$ 16,795,000	$ 3,269,940	$ 4,350,000	$ 1,211,649

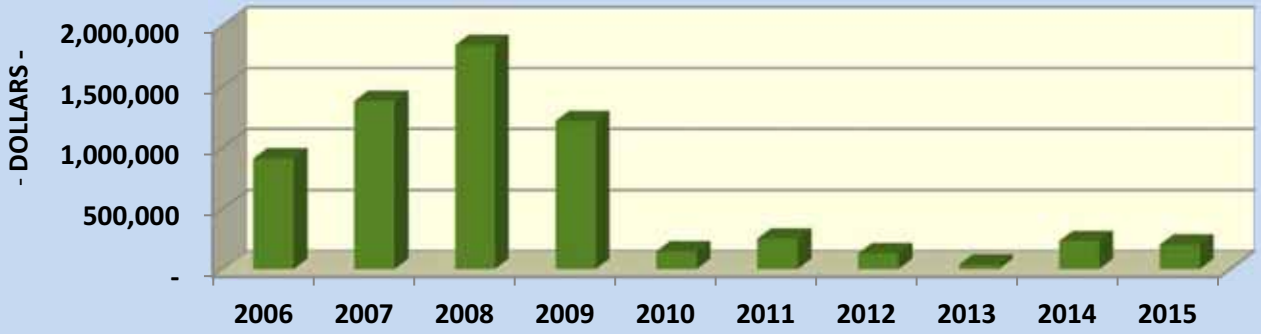
2014-2015 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS

PROPERTY TAXES



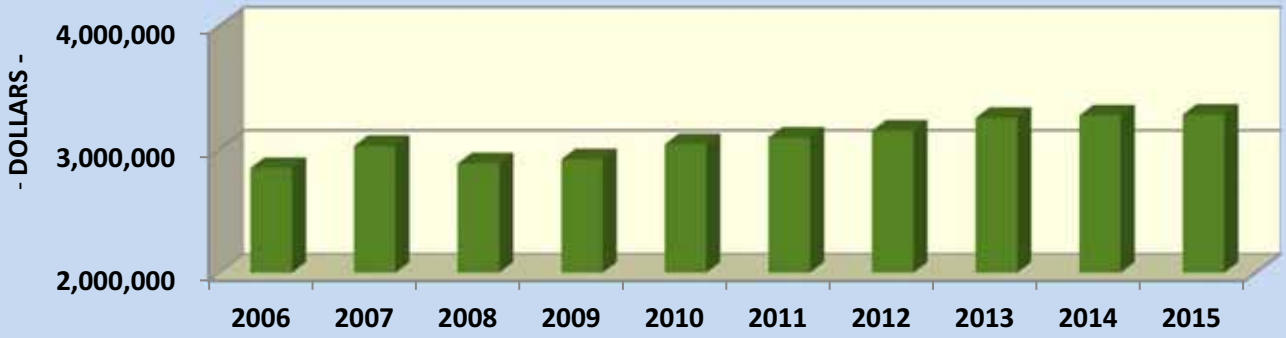
Ad Valorem Taxes are levied on all real property within the City in accordance with the State's Truth in Millage legislation (TRIM). The City's tax rate (millage) is based on the County Property Appraiser's certification of taxable values. The County collects the taxes and remits them to the City.

INVESTMENT EARNINGS



Investment Earnings revenue represents interest earned by investing cash on hand in approved securities investments. Though this revenue has seen a large decline from FY09 to FY13, the implementation of revised investment strategies has allowed for moderately higher projections for FY 2014 & 2015

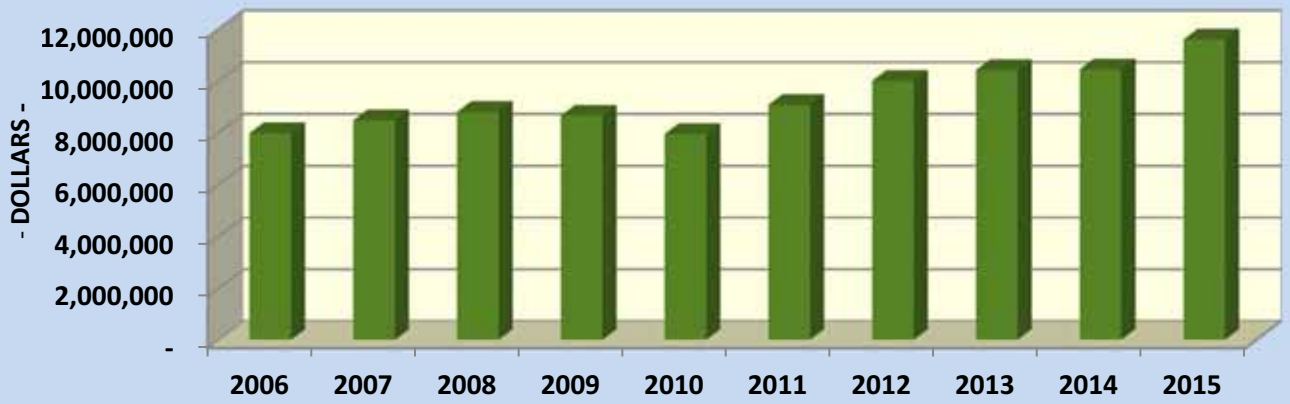
BUSINESS TAX RECEIPTS



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

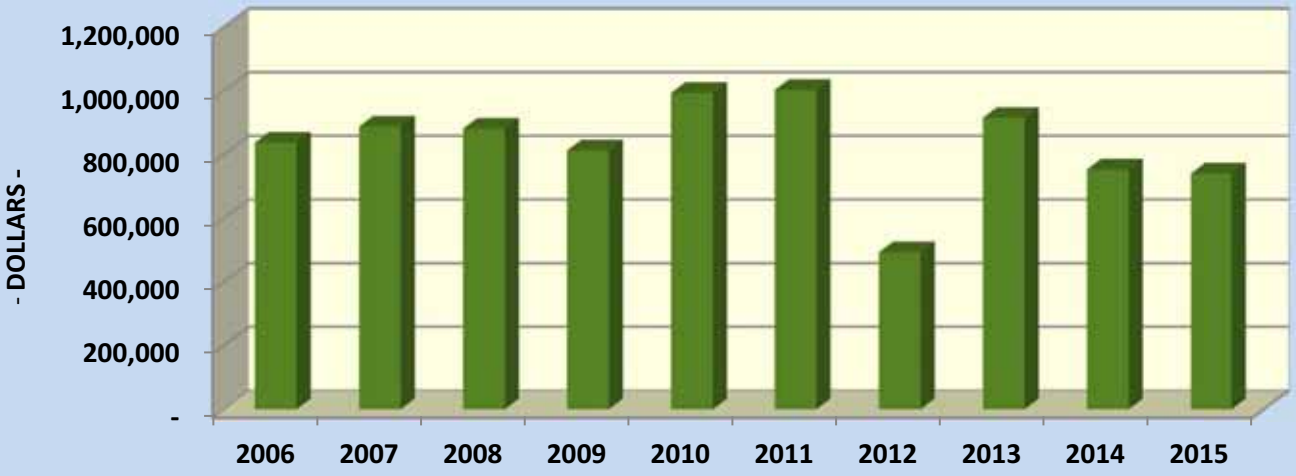
2014-2015 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS

PARKING FEES



Parking revenue is projected to be higher in FY15 due to an increase in parking rates. Adjustments to parking rates are made when necessary to support the City's parking facility operating costs, and to remain consistent with the fee structures of surrounding municipalities.

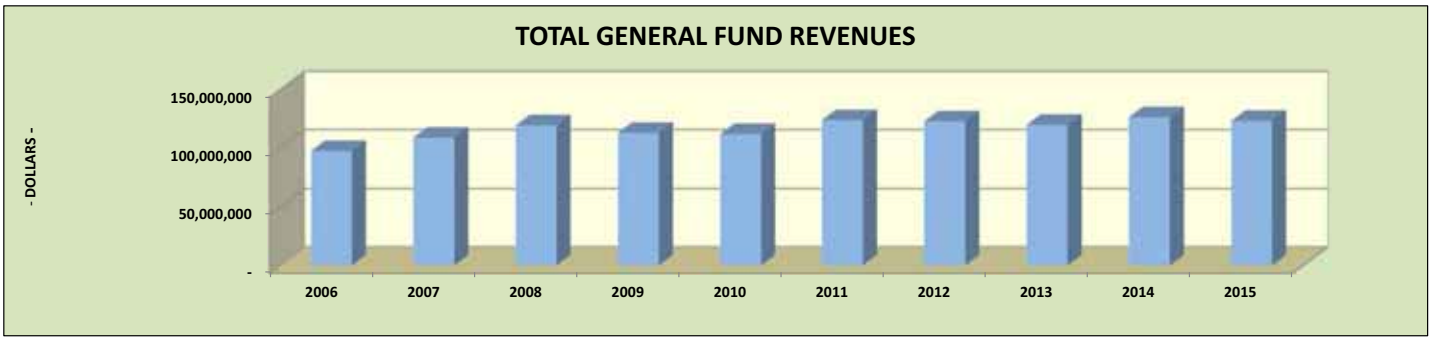
GOLF FEES

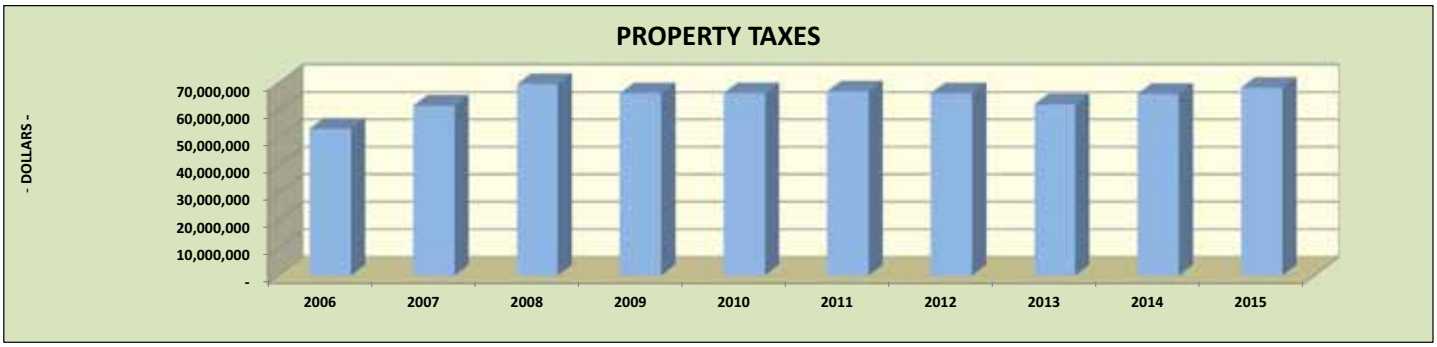


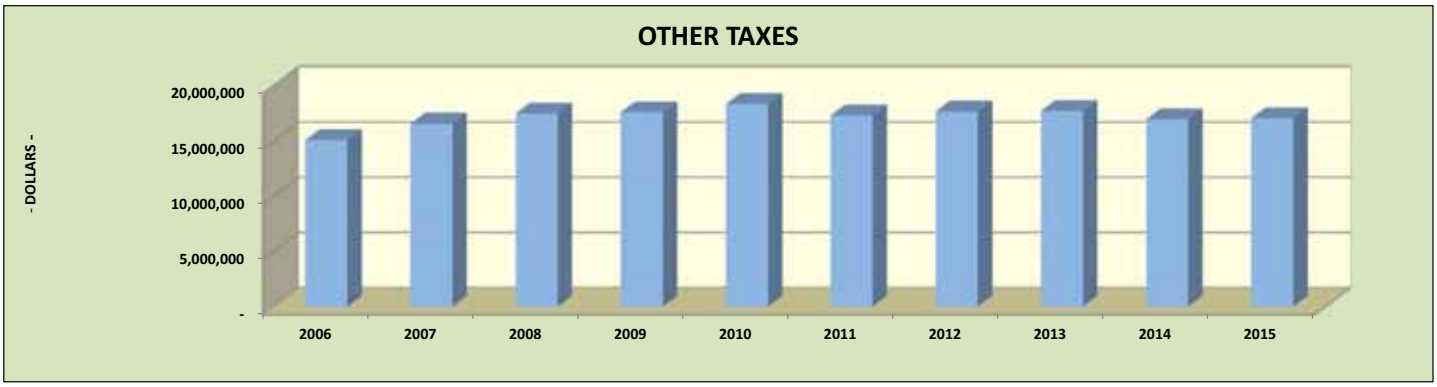
Golf revenue made a strong comeback in 2013 after a severe dip in 2012. However, since 2013 golf revenue has decreased, not to the level of 2012, but well below the 2013 level. The City is currently preparing a master plan to renovate the Granada Golf Course. Capital improvement projects have been funded during 2014 & 2015 and will be initiated pending the completion of the master plan.

2014-2015 BUDGET
TREND ANALYSIS - GENERAL FUND REVENUES

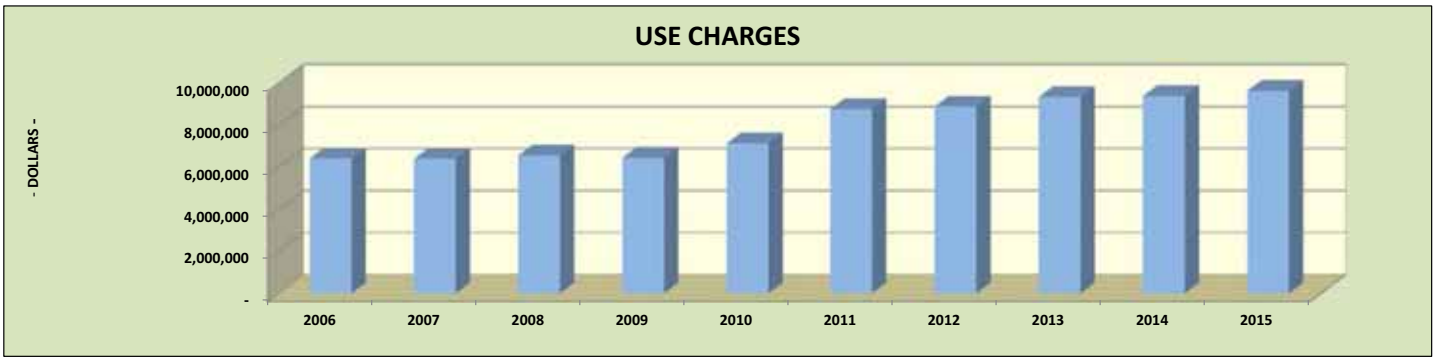
REVENUE TYPE	FISCAL YEAR									
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Property Taxes	$ 53,466,648	$ 61,868,946	$ 69,730,264	$ 66,388,634	$ 66,397,191	$ 67,078,084	$ 66,377,589	$ 62,358,935	$ 66,122,035	$ 68,406,478
Other Taxes	15,081,070	16,555,146	17,470,367	17,584,207	18,343,014	17,289,193	17,661,079	17,709,135	16,959,000	17,055,000
Licenses & Permits	9,385,206	9,529,164	9,944,458	8,609,111	7,043,215	11,621,584	11,083,151	10,950,167	9,719,750	10,010,000
Intergovernmental	4,253,769	4,779,256	4,751,281	4,365,725	3,875,593	4,234,303	4,850,950	5,314,961	4,735,124	4,893,000
Use Charges	6,423,751	6,404,742	6,565,411	6,461,167	7,145,852	8,778,086	8,899,920	9,357,853	9,402,414	9,645,000
Recreation Fees	1,575,101	2,310,636	2,463,399	2,326,265	2,342,360	2,321,354	2,377,663	2,515,641	2,278,000	2,413,000
Investment Earnings	909,669	1,377,388	1,838,154	1,212,073	145,769	49,550	55,367	(61,773)	200,000	160,000
Other	6,314,904	6,055,564	6,697,619	6,162,157	6,765,854	12,674,459	11,546,219	11,758,202	17,100,428	10,766,473
TOTAL REVENUE	$ 97,410,118	$ 108,880,842	$ 119,460,953	$ 113,109,339	$ 112,058,848	$ 124,046,613	$ 122,851,938	$ 119,903,121	$ 126,516,751	$ 123,348,951

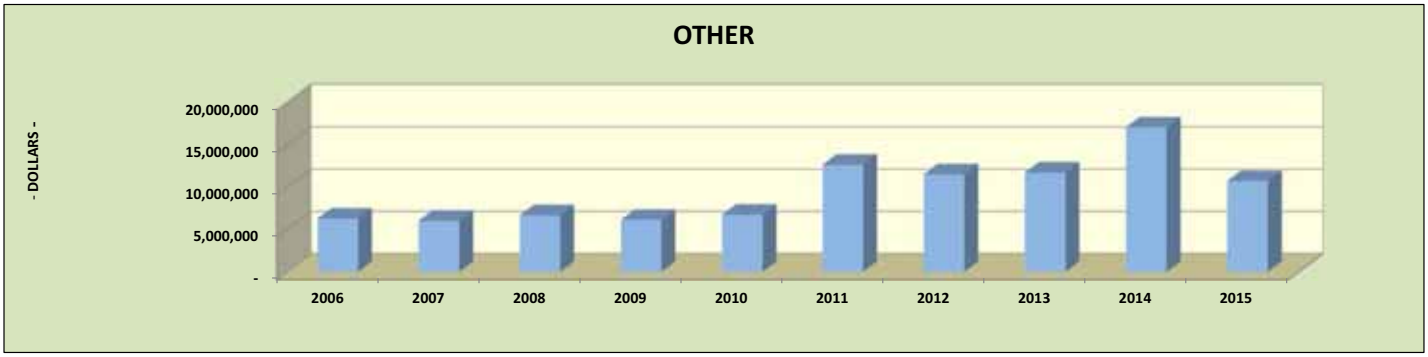






2014-2015 BUDGET
TREND ANALYSIS - GENERAL FUND REVENUES



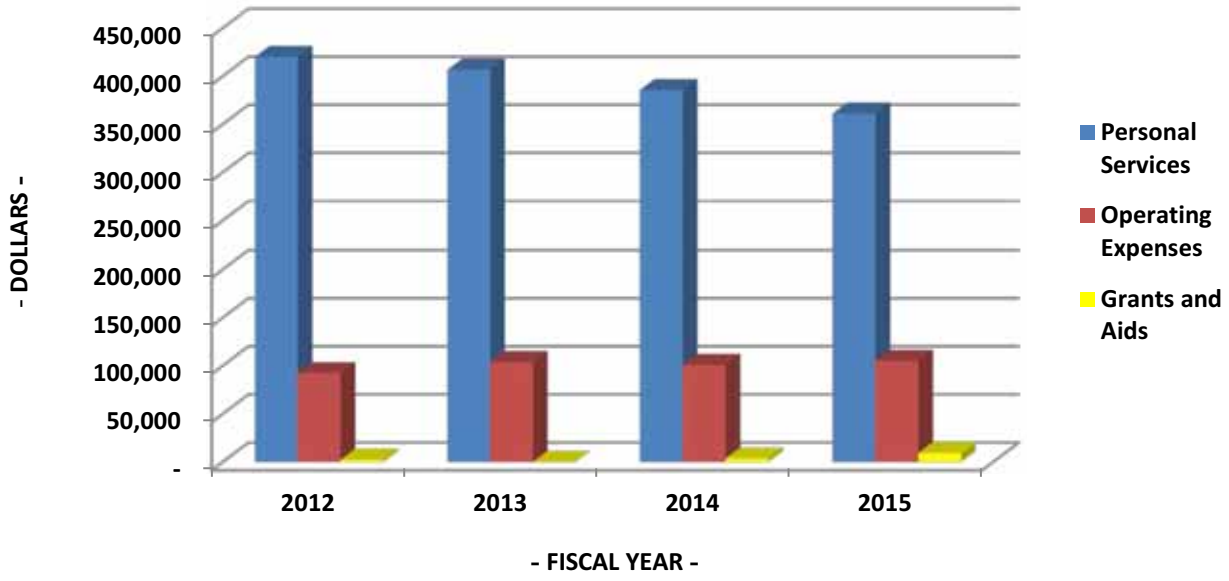


CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

CITY COMMISSION
BUDGET AND POSITION SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
Personal Services	419,924	406,548	385,437	360,985
Operating Expenses	92,028	103,735	100,626	105,022
Grants and Aids	2,125	-	3,427	9,000
TOTALS	514,077	510,283	489,490	475,007
No. of Positions	7	7	6	6

EXPENDITURE COMPARISONS



001 GENERAL FUND
CITY COMMISSION
0100 CITY COMMISSION
511 LEGISLATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
8900	Mayor	1	1	1	1	$ 35,431
8910	Vice Mayor	1	1	1	1	30,997
8920	City Commissioner	3	3	3	3	86,370
0034	Admin. Assistant to the Mayor	1	1	1	1	61,316
0031	Secretary	1	1	-	-	-
3333	Excluded Pay Supplement	-	-	-	-	1,226
	TOTAL	**7**	**7**	**6**	**6**	**$ 215,340**

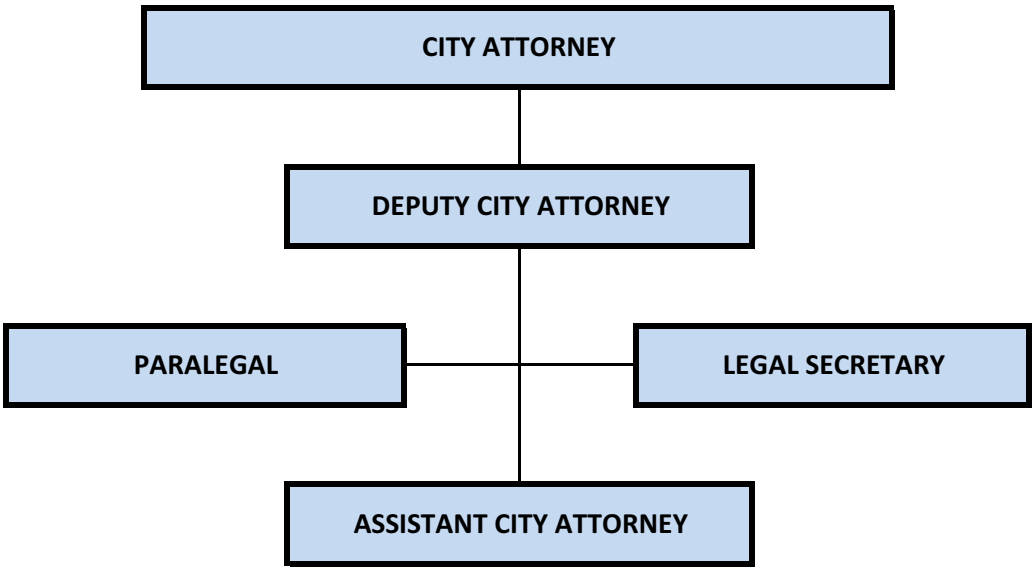
EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 258,696	$ 247,154	$ 227,271	$ 215,340
2000	Employee Benefits - See Other Cost Dist.	161,228	159,394	158,166	145,645
4010	Expense Allowance	24,000	25,560	25,200	28,200
4410	Rental of Machinery and Equipment	794	1,866	2,000	2,000
4420	Public Facilities Cost - See Other Cost Dist.	40,080	41,545	42,131	44,022
4550	General Liability Insurance	14,016	15,375	8,512	7,800
4710	Special Printed Forms	-	362	-	-
4990	Other Miscellaneous Expense	1,065	955	1,505	2,000
5100	Office Supplies	4,135	9,092	7,278	10,000
5400	Membership Dues and Subscriptions	7,898	8,980	13,835	11,000
	Dade League of Cities Florida League of Cities National League of Cities				
5410	Employee Training	40	-	165	-
8100	Jim Barker Scholarship	-	-	-	5,000
8101	Sister Cities	2,125	-	3,427	4,000
	TOTAL	**$ 514,077**	**$ 510,283**	**$ 489,490**	**$ 475,007**

CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

DEPARTMENT: **CITY ATTORNEY**

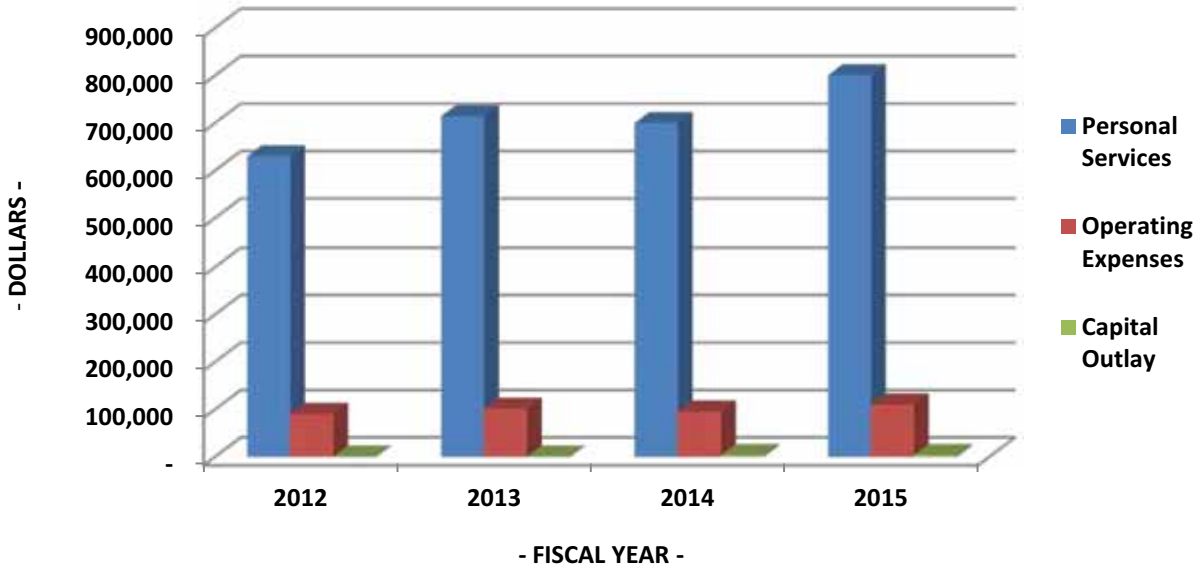
ORGANIZATION CHART



CITY ATTORNEY
BUDGET AND POSITION SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
Personal Services	629,960	714,064	699,832	800,643
Operating Expenses	90,252	101,617	95,273	110,220
Capital Outlay	400	654	3,655	3,655
TOTALS	720,612	816,335	798,760	914,518
No. of Positions	5	5	5	5

EXPENDITURE COMPARISONS



001 GENERAL FUND
CITY ATTORNEY
0500 CITY ATTORNEY
514 LEGAL COUNSEL

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
8930	City Attorney	1	1	1	1	183,090
0040	Deputy City Attorney	1	1	1	1	140,203
0080	Assistant City Attorney	-	-	1	1	71,109
0070	Paralegal	1	1	1	1	67,621
0048	Ass't to Deputy City Attorney	1	1	-	-	-
0032	Secretary	1	1	1	1	53,112
9006	Part-time Employees	-	-	-	-	22,620
3333	Excluded Pay Supplement	-	-	-	-	6,641
	TOTAL	**5**	**5**	**5**	**5**	**$ 544,396**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 396,025	$ 460,094	$ 454,850	$ 544,396
2000	Employee Benefits - See Other Cost Dist.	233,935	253,970	244,982	256,247
4090	Other Transportation Expense	6,525	10,358	10,800	13,500
4410	Rental of Machinery and Equipment	3,191	8,370	8,200	8,200
4420	Public Facilities Cost - See Other Cost Dist.	27,951	28,973	29,381	30,700
4550	General Liability Insurance	22,581	26,700	15,792	19,720
4720	Printing & Binding	113	-	300	300
4910	Court Costs & Investigative Expense	733	157	3,800	3,800
4990	Other Miscellaneous Expense	(10)	-	-	-
5100	Office Supplies	9,501	6,380	7,200	8,000
5400	Membership Dues and Subscriptions	14,780	16,862	10,600	16,000
5410	Employee Training	4,887	3,817	9,200	10,000
6450	Office Equipment Replacement	400	654	3,655	3,655
	TOTAL	**$ 720,612**	**$ 816,335**	**$ 798,760**	**$ 914,518**

2014-2015 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: CITY ATTORNEY

DEPARTMENTAL FUNCTION

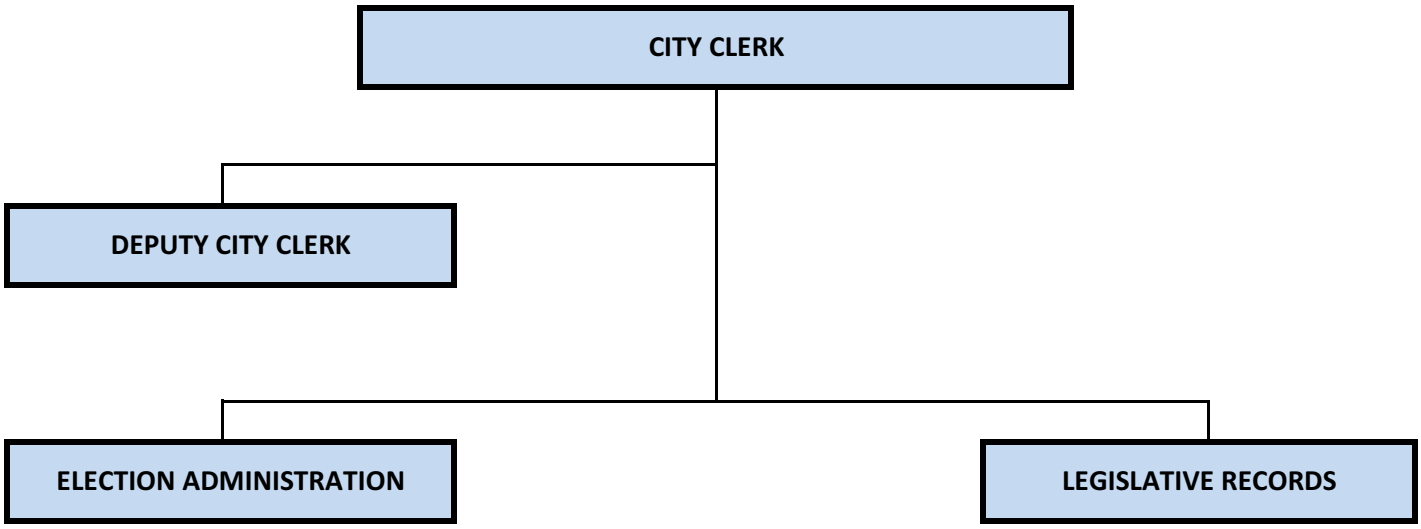
The City Attorney, appointed by the City Commission, is the City's chief legal officer and provides legal opinions and guidance to the Commission and City Administration. The City Attorney represents the City in all litigation matters and is responsible for providing specialized legal counsel when required.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

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

CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

DEPARTMENT: **CITY CLERK**

ORGANIZATION CHART

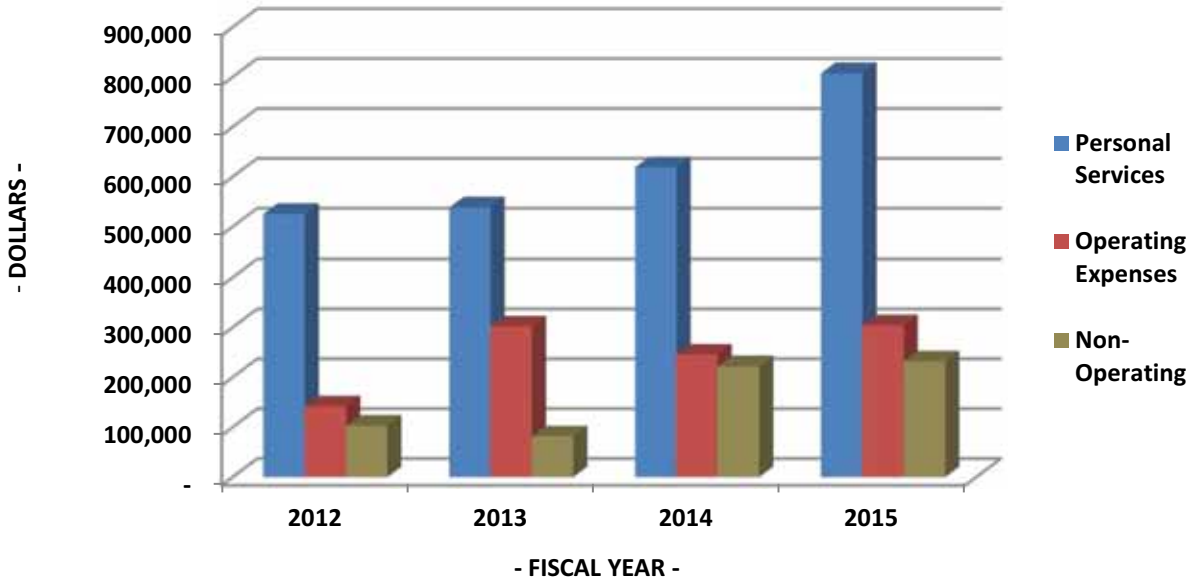


CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

CITY CLERK
BUDGET AND POSITION SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
Personal Services	525,647	538,527	619,023	807,659
Operating Expenses	142,005	302,111	245,560	304,209
Non-Operating	103,112	81,897	222,000	232,000
TOTALS	773,122	947,186	1,093,583	1,343,868
No. of Positions	5	5	6	7

EXPENDITURE COMPARISONS



001 GENERAL FUND
CITY CLERK
0600 CITY CLERK
511 LEGISLATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
8940	City Clerk	1	1	1	1	$ 130,655
0600	Deputy City Clerk	1	1	1	1	75,137
0605	Operational Services Coord.	1	1	1	1	67,621
0064	Operational Services Assistant	1	1	1	1	46,300
0602	Administrative Assistant	-	1	1	1	44,441
0032	Secretary	1	-	-	-	-
0604	Commission Aide	-	-	1	2	94,655
3333	Excluded Pay Supplement	-	-	-	-	6,563
	TOTAL	**5**	**5**	**6**	**7**	**$ 465,372**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 353,299	$ 335,417	$ 352,942	$ 465,372
2000	Employee Benefits - See Other Cost Dist.	172,348	165,744	210,090	276,086
3190	Other Professional Services	51,459	46,640	58,924	58,924
4090	Other Transportation Expense	8,100	7,763	8,100	8,100
4410	Rental of Machinery and Equipment	2,447	5,178	6,000	6,000
4420	Public Facilities Cost - See Other Cost Dist.	22,736	23,567	23,899	24,972
4550	General Liability Insurance	17,638	19,472	11,586	16,857
4820	Advertising Expense	15,837	15,463	20,000	20,000
4910	Court Costs & Investigative Expense	-	-	150	150
4920	Lobbyist Records	-	-	1,000	1,000
4970	Passport Expense	953	-	-	-
4990	Other Miscellaneous Expense	2,184	1,637	2,278	2,278
5100	Office Supplies	3,999	4,736	3,900	3,900
5400	Membership Dues and Subscriptions	984	1,690	1,000	1,000
5410	Employee Training	250	1,231	2,800	2,800
6460	Other Equipment Additions	2,358	-	-	-
	TOTAL	**$ 654,592**	**$ 628,538**	**$ 702,669**	**$ 887,439**

001 GENERAL FUND

CITY CLERK

0601 SPECIAL REVENUE COLLECTIONS: EXPENDITURES

511 LEGISLATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
9006	Part-time Employees	-	-	-	-	$ 46,936
8888	Overtime	-	-	-	-	14,560
	TOTAL	**-**	**-**	**-**	**-**	**$ 61,496**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ -	$ 35,060	$ 52,936	$ 61,496
2000	Employee Benefits - See Other Cost Dist.	-	2,306	3,055	4,705
4550	General Liability Insurance	1,682	1,836	1,387	2,228
4970	Passport Expense	13,676	30,777	102,036	34,000
6430	Equipment Repair/Replacement	-	24,651	7,000	-
9002	Document Filing Fee	103,112	81,897	222,000	232,000
	TOTAL	**$ 118,470**	**$ 176,527**	**$ 388,414**	**$ 334,429**

001 GENERAL FUND
CITY CLERK
0610 CITY ELECTIONS
511 LEGISLATIVE

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
3190	Other Professional Services	60	121,947	2,500	97,000
4820	Advertising Expense	-	20,000	-	22,000
4990	Other Miscellaneous Expense	-	174	-	3,000
	TOTAL	**$ 60**	**$ 142,121**	**$ 2,500**	**$ 122,000**

2014-2015 BUDGET
STRATEGIC MANAGEMENT PROGRAM
OFFICE OF THE CITY CLERK

MISSION STATEMENT

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

VISION STATEMENT

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

DEPARTMENT FUNCTION STATEMENT

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

OFFICE OF THE CITY CLERK
DEPARTMENT GOALS

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

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

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

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

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

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

OFFICE OF THE CITY CLERK
FISCAL YEAR 2014-2015 GOALS AND OBJECTIVES

I. GOAL – RECORDS MANAGEMENT

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

A. OBJECTIVE

Amend records plan, revise legislation, along with our internal policies (i.e. destruction) as court opinion, retention schedule standard practice and/or new data is collected

Action Plan	Assigned	Completion Date	Status
Establish guidelines and standards for all City records; establish repository for inactive, archival and vital records. How?			
1. Maintain our current contract management with FAU (Florida Atlantic University) Institute of Government (Records Consultant: Steve Lewis/subcontractor) for continuous records management services.	Walter Foeman Steve Lewis (Records Consultant)	July 2014	Pending
2. Prepare Disposition List (i.e. No. 16) for those records that are eligible for destruction submitted for signature by the City Clerk to the City Manager, and the compliance statement for forwarding to the Bureau of Archives/Records Management, to the Governor and State Legislature.	W. Foeman/Y. Davis Dept. Directors	T.B.A.	Pending
3. Document any of those request to extend records series beyond required retention, due to administrative, fiscal, legal, and historic value.	S. Lewis/W. Foeman	T.B.A.	Pending
4. Determine Disposition Lists for media conversions as conversions are completed.	S. Lewis/Y. Davis	T.B.A.	Pending
5. Identify vital records by individual departments to include in our vital records master list.	S. Lewis/Y. Davis	T.B.A.	Done
6. Update our list of the City's permanent records.	S. Lewis/W. Foeman	September 2014	Pending
7. Analyze and prioritize and update records assessing specific risks and identify protection strategies.	S. Lewis/W. Foeman/Y. Davis	T.B.A.	Pending
8. Establish procedures for access to and security of essential records.	Yolande Davis	September 30, 2014	Pending
9. Outline an essential records plan for inclusion in the continuity of operations plan.	Walter Foeman Yolande Davis/	January 2014	Work in Progress
10. Plan, develop, analyze and test a records emergency test action plan to records.	Steve Lewis	August 2014	Work in Progress
11. Assess the damage to records if there is an emergency for purpose of implementing a response.	Steve Lewis/ Walter Foeman	Ongoing through FY 2015	Work in Progress
12. Identify federal, state and local resources and the availability of inter-governmental personnel and support to assist during a disaster.	Steve Lewis File Coordinator Ken Ingersoll	December of each calendar year	Work in Progress
13. Continue implementation of automated file code indexing system, procure open lateral filing system, prepare the necessary ordering of supplies for departments expressing an interest willing to operate in this project.	(TBA) Records Consultant Steve Lewis	On-going	Work in Progress

14. Prepare records training manual and handouts for departmental records coordinators (1) and executive management training sessions (1).	Steve Lewis	On-going	Pending
15. Conduct workshop (1) on Disposition Schedules, Record Policies (i.e. Inactive Storage, Collections, Updates to the Records, Plans, etc.).	Walter Foeman/ Steve Lewis	On-going	Work in Progress
16. Identify those records eligible for records destruction (i.e. warehouse location; mezzanine, etc.).	Walter Foeman Yolande Davis	December 31, 2014	Work in Progress
17. Prepare annual disposition compliance letter for submission to the Florida Department of State.	Yolande Davis	On-going	Work in Progress
18. Continue to index boxed records using MS application.	Yolande Davis Records Liaison	On-going	Pending
19. Forward all inactive and semi-inactive records to our storage facility in accordance with our contractual relationship with our inactive records storage vendor (CRM).	Raimundo Rodulfo; Ayanes Apolinar Steve Lewis	On-going	
20. Develop options for the Dispositioning of City Network Data.	Raimundo Rodulfo Ayanes Apolinar	Pending Cost Estimate	
21. Populate CRM Total Recall with City amended Retention Schedules and accessioned dates to produce a purge list. Update any new, revised records management policies and standard operating procedures.	Steve Lewis Records Consultant		
22. Monitor any changes occurring within our state legislature, along with subsequent revisions to our general records schedule and within case law on records management related matters.	Steve Lewis Records Consultant		

I. GOAL – RECORDS MANAGEMENT Pursuant to State Law, Florida Administrative Code, our City Code, and through the implementation of our records plan to ensure document accessibility, public records management, thus encompassing the cycle of the document from creation to final disposition.			
B. OBJECTIVE To seek collaborative projects and cost sharing approaches for archival presentation (Digital Library Project)			
Action Plan	Assigned To	Completion Date	Status
Florida International University (FIU) Library's GIS Center and Digital Collection Center (DCC) have successfully developed and implemented a geo-spatially enabled digital library systems to host local historical materials including photographs, historical documents and maps, and a 3-D virtual talking tour for the City of Coral Gables. A working URL is available at http://maps.fiu.edu/cgm/. In Phase I of this project, the deliverables included:	Walter Foeman Jennifer Fu Jamie Rogers	April 2013	Completed
A Virtual Tour created with photographs, audio narration of history, and auto-pilot navigation tools. 3-D simulation of significant landmarks will provide the façade of the historical buildings and landscape.		August 2013	Completed
A Historical Collections Repository where over 10,000 digitized historical documents, photographs, oral histories, and maps will be spatially registered to their relevant locations and time, and can be discovered through a faceted search engine or visual through Google Maps interface.		September 2013	Completed
"Virtual Historic City" **SCOPE OF WORK**			
Building on the success of the City of Coral Gables Virtual History (CGVH) Phase I, the collaborative partnership during Phase II, will plan to further enhance the web tool to include the following functions:	Jennifer Fu (GIS Center, FIU) Jamie Rogers FIU/Green PALMM Library	April 2016 (Beta Version) October 2017 (Final Version)	Pending
1) Build upon the MPO funded BIKE route planner and Miami-Dade Bike 305 initiative, we plan to integrate a bicycle route planner for user to plan eco tours and cultural tours in Coral Gables referencing the City of Coral Gables' Master Bike Plan. Using the Google Maps like environment, the user may plan their bicycle friendly routes from any selected origin and destination, access the rich historical contents in the form of documents, descriptions (written and/or recording); historical photographs in addition to other information that Google Maps provides.	"" ""	April 2016 (Beta Version) October 2917 (Final Version) April 2016 (Beta Version) October 2017 (Final Version)	Pending
2) Create a set of crowd-sourcing tools to invite both FIU students (from FIU Department of Arts and Sciences as well as Coral Gables citizens) to participate in creating historical, cultural, ecological contents in the Virtual History platform – linking historical buildings and locations to arts, people, and happenings that once	"" ""		

upon a time, made it to history; 3) Initiate the process of incorporating history of property records and drawings. Much of the content may still rely upon the availability of historical property records, and citizen participation of land and property records; 4) Create an animated 3-D display of how buildings in the City grow over the years; 5) Develop a mobile version of Coral Gables Virtual History web interface, to facilitate discovery and navigation on the go. The end product will be a state-of-the-art geo-spatial enabled, interactive, and public participatory web and mobile interface, hosting tens of thousands of digitized hidden treasures of Coral Gables' history, where the business community such as tourism, as well as the historical and educational communities can all profoundly benefit from the rich cultural, ecological, and historical assets of Coral Gables. **MAJOR TASKS:**	Jennifer Fu (GIS Center, FIU) Jamie Rogers FIU/Green PALMM Library "" ""	April 2016 (Beta Version) October 2017 (Final Version)	
Task 1: Incorporation of a Bicycle Route planner along the Cultural/Eco Tour of Coral Gables 1) Identify, compile bicycle friendly network data and incorporate into NAVTAQ street network using the BIKE Master Plan, BIKE 305 initiative and MPO; 2) Incorporate the BIKE route planner into the Coral Gables' Virtual History Discovery Interface; 3) Develop a function which allow users to visualize the historical photographs, historical maps, and other historical content (e.g. records) along any user selected eco route or cultural route (proposed design mock up in Figure 1). 4) Develop a filter that compiles ecological or cultural relevant historical materials which user can chose to view or read along the virtual route, prior to their trip (proposed design mock up in Figure 1).	Jennifer Fu (GIS Center, FIU) Jamie Rogers FIU/Green PALMM Library "" "" "" "" "" ""	April 2016 (Beta Version) October 2017 (Final Version)	
Task 2: Create a crowd-sourcing tool set to invite students and citizen participation in creation of historical, artful content. 1) Form an CGVH advisory group which serves as a quality control board for content contributed by the public; 2) Develop a series of tools which allow user to document a digital object (e.g. metadata), upload the object and publish it onto CGVH after semi-automated, streamed screening; 3) Reach out to FIU Arts and Sciences department to	Jennifer Fu (GIS Center, FIU) Jamie Rogers FIU/Green PALMM Library "" "" "" ""	April 2016 (Beta Version) October 2017 (Final Version)	

recruit students work on historical or creative projects within the geographic boundaries of Coral Gables. Students would use the same crowd-sourcing tools to publish their research results and creation of content after the professors' screening; 4) Select and incorporate quality content from the crowd-sourced means into the dPanther digital repository for long-term dissemination and preservation. 5) Create a mobile application of CGVH to facilitate public participation of historical, cultural and ecological content contribution.	"" "" "" ""		
Task 3: Create an animated 3-D display of how the City grew over time. 1) Collect the City's historical property records, e.g. year built and incorporate the records into a geo-database; 2) Generate a 3-D model of all properties of the City of Coral Gables using the property parcel data; draping the aerial photographs to create a more realistic impression; 3) Slice the 3-D model by every 5 years starting from the 1920s; 4) Create a time series of building built in every 5 year interval; 5) Design the user interface; 6) Create an animated movie that shows the 3-D buildings (proposed design mock up in Figure 2)	Jennifer Fu (GIS Center, FIU) Jamie Rogers FIU/Green PALMM Library	April 2016 (Beta Version) October 2017 (Final Version)	
Task 4: Create a base of historical property and land records for public to contribute scanned documents, floor plans, etc. relating to private or public properties. 1) Create a web interface for map display and search of properties; 2) Create a data collection tool where attribute and description of the property can be modified, created, and deleted; 3) Create a uploading function for digital objects (e.g. scanned documents, floor plans); 4) Create a 3-tier authentication method from FIU Library dPanther Digital Repository framework.	Jennifer Fu (GIS Center, FIU) Jamie Rogers FIU/Green PALMM Library		

I. GOAL – RECORDS MANAGEMENT

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

C. OBJECTIVE

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

Action Plan	Assigned to	Completion Date	Status
1. Continue conversion of certain categories of records (i.e. including on-site conversion of deed documents located in the Law Department from annual conversion of those preceding fiscal year of Resolutions, Ordinances, Minutes, Restrictive Covenants, Contracts, those Deeds that are maintained in the City Clerk's Office, etc.) to intelligent PDF files, and archival microfilm. a) Conversion standards for microfilm (Florida Administrative Code Section IB 26.0021) and Electronic Images (Florida Administrative Code Section IB 26.003) are consistent with those established for State and local agencies.	Steve Lewis Matthew Dougherty (Consultants)		Pending
2. To continue with the deployment of our Source One e-mail archiving system solution, in accordance with the City's disposition policy for retention, as more particularly described: ➢ Administrator e-mail records (10 years) ➢ Duplicate e-mails (1 year) ➢ All other City e-mails (5 years)	Rodulfo/Records Consultant/Billy Urquia	April 2014	Pending
3. Continue colloboration with Information Technology Department to ensure back-up and data de-duplication to streamline records management and data back-up process.	Walter Foeman Steve Lewis	On-going	Complete Done
4. Update our training video that addresses the business rules governing e-mail management.	Billy Urquia	Pending Deeds And Leases	Pending
5. To continue to expand departmental usage of e-Recording solution wherein all documents needing to be recorded by Miami-Dade County will be done electronically, hereby decreasing the handling time from 3 (three) weeks to 24 hours and any out-of-pocket expenses and inconveniences associated with having to drive downtown to have said documents recorded.	Steve Lewis, Walter Foeman/Billy Urquia/ Ayanes Apolinar/ Raimundo Rudolfo	May 2014 Pending	Pending
6. Create additional linkages for iPad to facilitate access by the City Commission, City Manager and City Clerk.	Juan Rosa Chris Voorhes (Consultants) Billy Urquia		

II. GOAL – PASSPORT SERVICES			
A. OBJECTIVE Seek to provide the most effective and efficient method staffing during peak passport season (March through September).			
Action Plan	Assigned to	Completion Date	Status
Continue developing a system to recruit volunteers (i.e. graduate school interns, student interns for academic credit, implementation of certain functional initiatives in the office of the City Clerk. How? 1. Encourage interdepartmental resource sharing: monthly on location processing of passports during Naturalization ceremonies at the Federal Courthouse. 2. Seek collaborative efforts with other agencies in providing an array of services (i.e. passport applications, passport flyer distribution on Exit Interviews prior to Naturalization Ceremonies e-recording, money order processing). Department of Homeland Security to use alternative sites several times annually for Naturalization Ceremonies (i.e. UM Convocation Center).	Walter Foeman Imelys Sansores “ ”	2014 T.B.A. T.B.A.	Pending Pending Pending

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

II. GOAL – PASSPORT SERVICES			
C. OBJECTIVE Update our passport business plan and marketing strategy.			
Action Plan	Assigned to	Completion Date	Status
Update the City Clerk's Office five year business plan. How? 1. Executive Summary 2. Description of Service 3. Competitive Advantage 4. Marketing Strategy (Incorporate above referenced) a) **Multi-media Marketing Plan: Public Information** i. Public Service Ads ii. Press Releases iii. Public Service Programs iv. Organizational Bulletin Boards v. Community Newspaper Stories vi. Electronic Bulletin Boards vii. Citywide mail-outs from Finance Department b) **Organizational and Institutional Networking** i. Chambers of Commerce and related events associated therewith ii. Consulate Offices iii. International Trade Coord. Committee Website iv. Schools/Universities v. Clubs/Associations vi. Churches c) Distribute flyer materials through our solid waste billing cycle. d) Seek opportunities for flyer distribution through exit interviews, prior to naturalization ceremonies. e) Coordinate an event calendar to target specific community events wherein Passport applications can be targeted on special event days. 5. Financial Statements a) Proposed Balance Sheet b) Revenue, Expenses and Changes in Retained Earnings c) Depreciation Schedule d) Proposed Revenue and Expense Statement e) Proposed Cash Flow	Walter Foeman Imelys Sansores Billy Urquia	March 2012 April 2012 May 2012 June 2012 July 2012	Pending

III. GOAL – BUSINESS PROCESS MANAGEMENT

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

A. OBJECTIVE

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

Action Plan	Assigned to	Completion Date	Status
1. Continue our operational data management systems, which will serve as data sources for our Dashboard Intelligent Internet Solution Process	Jamie Rogers F.I.U./Green PALMM Library/ Digital Collections Center		
a) Legistar (legislative workflow/document management application) i. Insite (Web Module) Legistar/external users to access application via Internet		Done	Done
b) TRIM Context (industry leading enterprise content management application on a single platform which is designed to manage and secure corporate assets for the duration of the document's life cycle (i.e. records management, process management, document management, subpoena decus tecum, redaction, etc.)	Walter Foeman Billy Urquia Maria H. Fallon	Two Digital Projects Completed	
c) Digital Library Electronic Archival Website established through a PALMM Partnership (Publication of Archival Library Museum Materials); Agreement with the Florida Center for Library Automation and FIU given PALMM Library/Digital Collections Center, and the City of Coral Gables – in furtherance of unique digital collections		Completed Done 2013	Completed digital photo collection from the 1940's and "Talking Book". Work-in Progress
d) Continue with our usage of Granicus (Digital Court Recording System)/Upgrade incorporating internet word and internet streaming: which will enable you to add a meeting via book marks; click on a hot button, which links it to the audio or video; to publish same over the web, one would take a word document and merge it as a webpage file, which will allow the public to click to the webpage	Billy Urquia	On-going	
e) Provide training to those advisory boards in utilizing our Business Information Systems portable digital recording system, along with Boards & Committees Application and Electronic Agenda and iPad voting method, in furtherance of capturing all meeting coverage into a single data source	Raimundo Rodulfo Billy Urquia	Training provided upon request by a designated Committee or Board	Work-in Progress Pending

f) Employee Application Recording System (EARS): utilization of our internal application system to track, update and provide the appropriate data analysis; linking individual production to departmental goals; finalizing process flows, adding time values to same; creating hyper links between process flows to our EARS application; using said data source along with business intelligence tools to establish an internal reporting tracking system.			

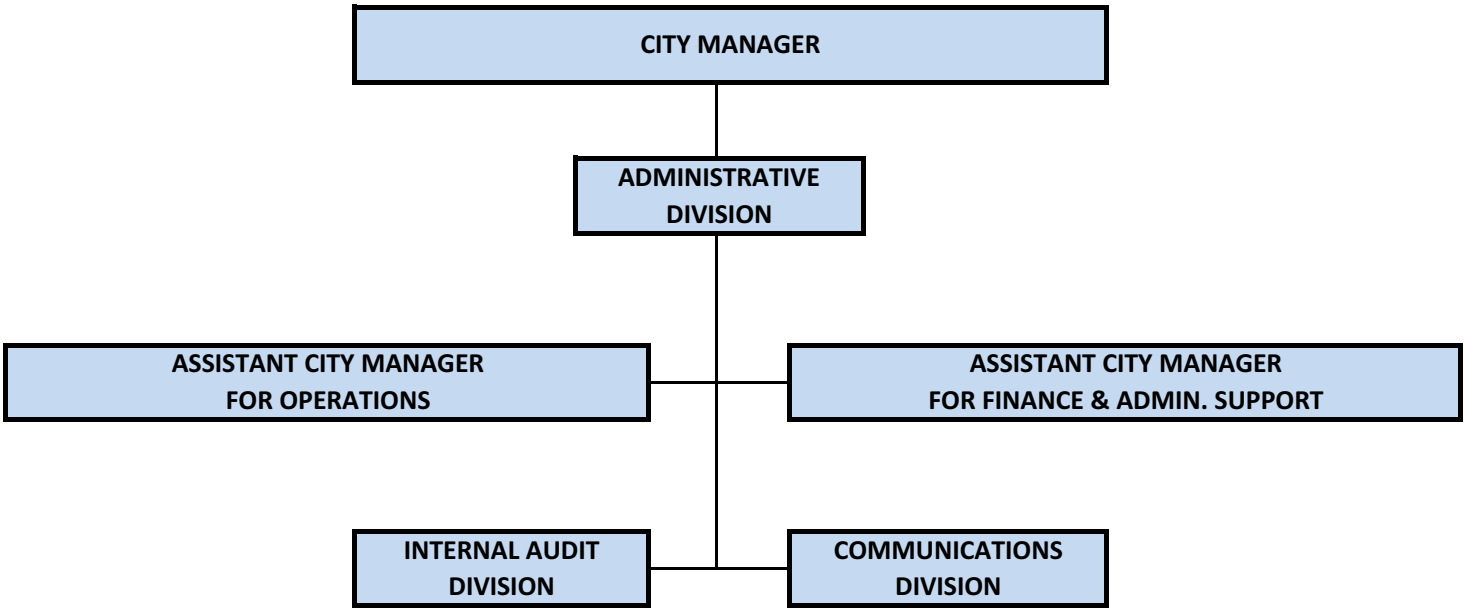
IV. GOAL - ADMINISTRATION To provide professional leadership and knowledge consistent with the functional requirements of the appointed positions, defined under both, State law, County and City Code, long practiced local rules and customs.			
A. OBJECTIVE To attract, train a competent and cohesive staff team in the City Clerk's Office.			
Action Plan	Assigned to	Completion Date	Status
How? 1. Implement a Professional/Personal Growth Assessment/Training Module for each employee a) Conduct training and development needs assessment in the following areas: i. Management and supervisory skills development ii. Leadership and executive development iii. Career development and Planning iv. Safety and/or wellness education v. Continuous improvement and performance management vi. Personal development vii. Self-study or experience-based opportunities viii. Specific skills you would like to learn or develop ix. Succession Planning (see attached chart of skills targeted) x. Professional Certification	W. Foeman Dr. Nadine Medlin	T.B.A.	Confirmed meeting with Dr. Medlin, Training Consultant (subject to funding availability) 3 additional staff people will have achieved Certified Municipal Clerk status by October 2011, thereby bringing to total number of employees trained to 4 during my tenure Ongoing; training to be provided contingent upon funding availability

IV. GOAL - ADMINISTRATION To provide professional leadership and knowledge consistent with the functional requirements of the appointed positions, defined under both, State law, County and City Code, long practiced local rules and customs.			
B. OBJECTIVE To promote team building workshop and incorporate same into Performance Management Plan.			
Action Plan	Assigned to	Completion Date	Status
Establish an annual office retreat How: a) Identify a facilitator b) Engage staff to go through a mind mapping exercise pinpointing key areas of conflict, challenge c) Work with facilitator and collaborative university partner in preparing an outline and syllabus for office retreat d) Identify and articulate expected deliverables at the end of session e) Confirm a suitable location for said session (2 days) f) Identify and confirm key participants to said two day strategic session	Walter Foeman	August 2014 Annual Event	Pending

CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

DEPARTMENT: CITY MANAGER

ORGANIZATION CHART

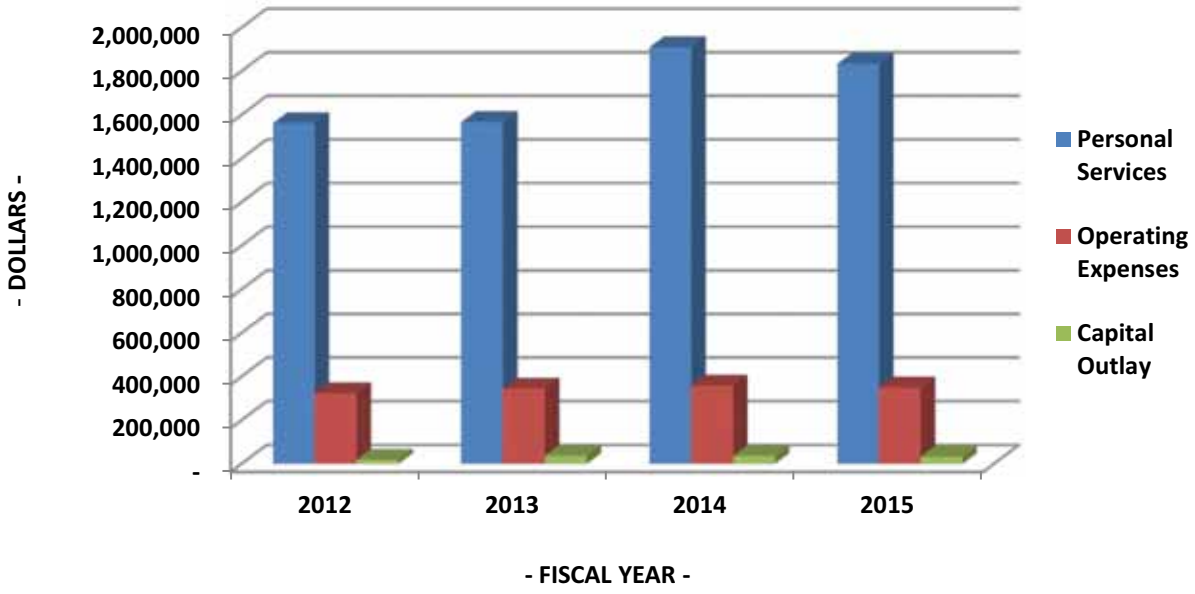


CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

CITY MANAGER
BUDGET AND POSITION SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
Personal Services	1,561,556	1,566,152	1,909,114	1,833,276
Operating Expenses	322,841	344,673	358,381	348,946
Capital Outlay	18,443	36,874	36,138	32,638
TOTALS	1,902,840	1,947,699	2,303,633	2,214,860
No. of Positions	11	11	10	9

EXPENDITURE COMPARISONS



001 GENERAL FUND
CITY MANAGER
1010 ADMINISTRATIVE DIVISION
512 EXECUTIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
8950	City Manager	1	1	1	1	$ 193,808
0630	Assistant City Mgr for Operations	1	1	1	1	151,411
0631	Assistant City Mgr for Fin. & Admin	1	1	1	1	162,680
0629	Assistant to the City Manager	1	1	1	1	79,913
0035	Agenda Coordinator	1	1	1	1	76,416
0071	Executive Ass't to City Manager	-	-	1	1	70,990
0036	Executive Secretary	1	1	-	-	-
8888	Overtime	-	-	-	-	12,000
9002	Part-time Employees	-	-	-	-	21,986
3333	Excluded Pay Supplement	-	-	-	-	10,828
	TOTAL	**6**	**6**	**6**	**6**	**$ 780,032**

EXPENDITURE DETAIL

			2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries		$ 582,021	$ 526,228	$ 713,909	$ 780,032
2000	Employee Benefits - See Other Cost Dist.		342,028	384,088	380,775	388,825
3190	Other Professional Services		-	-	15,000	-
4010	Expense Allowance		6,000	6,050	6,000	6,000
4020	Central Garage Motor Pool Rent		6,889	6,815	8,933	9,545
	Replacement:	2,898				
	Oper. & Maint:	6,647				
4090	Other Transportation Expense		5,625	3,600	10,800	10,800
4410	Rental of Machinery and Equipment		2,692	5,392	6,000	6,000
4420	Public Facilities Cost - See Other Cost Dist.		20,984	21,751	22,058	23,048
4550	General Liability Insurance		36,154	41,658	25,428	28,255
4990	Other Miscellaneous Expense		69	49	2,750	1,250
5100	Office Supplies		7,532	4,211	6,500	8,000
5400	Membership Dues and Subscriptions		9,437	8,539	5,200	8,000
5410	Employee Training		832	125	1,900	1,900
6430	Equipment Repair/Replacement		-	-	3,500	-
	TOTAL		**$ 1,020,263**	**$ 1,008,506**	**$ 1,208,753**	**$ 1,271,655**

001 GENERAL FUND
CITY MANAGER
1030 COMMUNICATIONS DIVISION
573 CULTURE SERVICES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
0612	Public Affairs Manager	1	1	1	1	$ 76,411
0615	Multimedia Production Manager	1	1	1	1	67,621
0616	Public Affairs Specialist	1	1	-	-	-
9006	Part-time Employees	-	-	-	-	206,374
3333	Excluded Pay Supplement	-	-	-	-	2,881
	TOTAL	**3**	**3**	**2**	**2**	**$ 353,287**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 359,840	$ 359,269	$ 366,292	$ 353,287
2000	Employee Benefits - See Other Cost Dist.	121,727	118,153	135,260	101,649
3190	Other Professional Services	28,387	27,256	28,500	28,500
4020	Central Garage Motor Pool Rent	66,299	65,550	32,006	45,766
	Replacement: 40,402				
	Oper. & Maint: 5,364				
4410	Rental of Machinery and Equipment	2,023	4,432	4,000	4,000
4420	Public Facilities Cost - See Other Cost Dist.	31,241	32,383	32,839	34,314
4550	General Liability Insurance	19,543	21,536	12,717	12,797
4620	Repair and Maint. of Office Equipment	336	385	3,644	3,644
4630	Repair/Maint. of Machinery & Equipment	8,109	4,037	10,300	6,478
4710	Special Printed Forms	12,993	16,124	13,000	13,000
4720	Printing & Binding	-	3,394	10,000	10,000
4940	Taxes & License Fees Paid	3,829	2,721	4,000	4,000
4990	Other Miscellaneous Expense	1,173	1,720	2,000	2,000
5100	Office Supplies	3,133	2,793	4,500	4,500
5202	Chemicals and Photographic Supplies	1,072	297	3,396	3,396
5208	Household & Institutional Supplies	2,163	5,782	22,000	12,000
5214	Uniform Allowance	-	-	1,344	1,344
5215	Small Tools & Minor Equipment	-	625	7,003	5,003
5400	Membership Dues and Subscriptions	1,114	1,377	1,700	1,700
5410	Employee Training	-	150	2,839	2,000
6430	Equipment Repair/Replacement	16,515	35,231	29,638	29,638
6440	Equipment Additions	1,928	1,643	3,000	3,000
	TOTAL	**$ 681,425**	**$ 704,858**	**$ 729,978**	**$ 682,016**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
0333	Chief Compliance Officer	1	1	1	1	$ 134,059
0010	Senior Auditor	1	1	1	-	-
3333	Excluded Pay Supplement	-	-	-	-	2,681
	TOTAL	**2**	**2**	**2**	**1**	**$ 136,740**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 80,666	$ 95,712	$ 201,608	$ 136,740
2000	Employee Benefits - See Other Cost Dist.	75,274	82,702	111,270	72,743
4020	Central Garage Motor Pool Rent Replacement: 1,287 Oper. & Maint: 882	4,764	4,710	1,777	2,169
4090	Other Transportation Expense	1,125	4,725	5,400	5,400
4410	Rental of Machinery and Equipment	-	718	2,200	2,200
4420	Public Facilities Cost - See Other Cost Dist.	28,320	29,355	29,769	31,106
4550	General Liability Insurance	8,703	11,681	7,000	4,953
5100	Office Supplies	2,005	1,460	2,504	2,504
5400	Membership Dues and Subscriptions	120	635	750	750
5410	Employee Training	175	2,637	2,624	2,624
	TOTAL	**$ 201,152**	**$ 234,335**	**$ 364,902**	**$ 261,189**

2014-2015 BUDGET

DEPARTMENT: CITY MANAGER

DEPARTMENTAL FUNCTION

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

2014-2015 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: CITY MANAGER
DIVISION: COMMUNICATIONS

MISSION STATEMENT OF COMMUNICATIONS DIVISION:
"To provide clear, accurate, consistent, and timely information about the exceptional services and programs offered by the City of Coral Gables and to showcase the uniqueness of the City Beautiful and its elected leaders."

VISION STATEMENT OF COMMUNICATIONS DIVISION:
"To maintain clear, accurate, consistent and effective channels of internal and external communications to support the City of Coral Gables overall mission of providing exceptional services."

Goal: Maximize External and Internal Communications

Objective 1: Maintain the success of essential external communication vehicles

Performance indicators	Completion Date	Status
Produce biweekly *e-News*	Biweekly	Funded
Produce *Golden Gables*	Quarterly	Funded
Produce various departmental publications	As needed	Departmental funding

Objective 2: Maintain standards of all Coral Gables publications and promote a unified City identity

Performance indicators	Completion Date	Status
Produce Departmental brochures	As requested	Departmental funding
Produce Internal Forms & Guides	As requested	Ongoing
Produce Letterhead & Business Cards	As requested	Ongoing

Objective 3: Enhance communications among employees

Performance indicators	Completion Date	Status
Produce on-line *Xchange* newsletter	Quarterly	Funded
Promote employees' success stories through existing communication vehicles	As requested	Ongoing

Goal: To Better Promote City Services & Programs

Objective 1: Enhance relationship with the media

Performance indicators	Completion Date	Status
Cultivate media relationships	Ongoing	Ongoing
Update and initiate additional local and regional media contacts	Ongoing	Ongoing
Act as spokesperson for City and coordinate citywide media responses	Ongoing	Ongoing
Coordinate with Police and Fire PIOS media responses	Ongoing	Ongoing

Objective 2: Publicize programs, services and special events

Performance indicators	Completion Date	Status
Publicize Emergency Preparedness & Response at EOC	Summer	On schedule
Showcase City successes	Ongoing	Ongoing
Disseminate press releases, Anglo & Hispanic audience	Ongoing	Ongoing
Cross-promote city-wide events	Ongoing	Ongoing
Enter prestigious national and regional awards	Ongoing	Ongoing
Coordinate publicity with Police and Fire PIOs	Ongoing	Ongoing

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

Performance indicators	Completion Date	Status
Continue the dialogue with BID, Chamber of Commerce, and UM for mutual interest projects	Ongoing	Ongoing
Coordinate with Economic Sustainability Department targeted initiatives of business retention and cultural identity	Ongoing	Ongoing

Objective 4: Promote the City to regional and national audiences

Performance indicators	Completion Date	Status
Write special stories for regional and national publications	Ongoing	Ongoing
Coordinate regional and national award-winning projects	Ongoing	Ongoing

Goal: Enhance services of multimedia (radio, audio/video and television) and implement social media

Objective 1: Continue quality Coral Gables Television programming

Performance indicators	Completion Date	Status
Produce *Newsdesk*	Monthly	Ongoing
Produce monthly *Coral Gables Now*	Monthly	On schedule
Produce monthly *Coral Gables Al Dia*	Monthly	On schedule
Produce *What's Happening Coral Gables*	Weekly	On schedule
Produce *Golden Gables*	Monthly	On schedule
Enter regional and national multimedia & television awards	Ongoing	On schedule

Objective 2: Upgrade related multimedia on-air technology and efficiencies

Performance indicators	Completion Date	Status
Upgrade equipment on production truck	Ongoing	Ongoing
Upgrade CGTV audio/video, editing equipment	Ongoing	Ongoing

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

Performance indicators	Completion Date	Status
Review copy content of links and update information	Ongoing	On schedule
Populate web calendar with business and cultural event information	Ongoing	Ongoing
Populate news release web page with current information	Ongoing	Ongoing

Objective 4: Implement web 2.0 evolution of online content to facilitate interactivity with taxpayers and constituents

Performance indicators	Completion Date	Status
Implement Social media guidelines	Dec 2014	On schedule
Coordinate citywide social media presence with departmental designees	Dec 2014	On schedule
Assist in implementation of Coral Gables mobile app	Dec 2014	Ongoing

Goal: To communicate the programs championed by elected officials and enhance their visibility and accessibility among constituents

Objective 1: Incorporate City Commission policy messages into existing City vehicles

Performance indicators	Completion Date	Status
Include City Commission championed programs in e-News and other communication vehicles	As needed	Ongoing
Produce *PowerTalk TV* show with Commission	As needed	Ongoing
Summit media stories to the press on City Commission supported legislation	As needed	Ongoing
Write speeches, presentations or talking points for City Commission	As needed	Ongoing

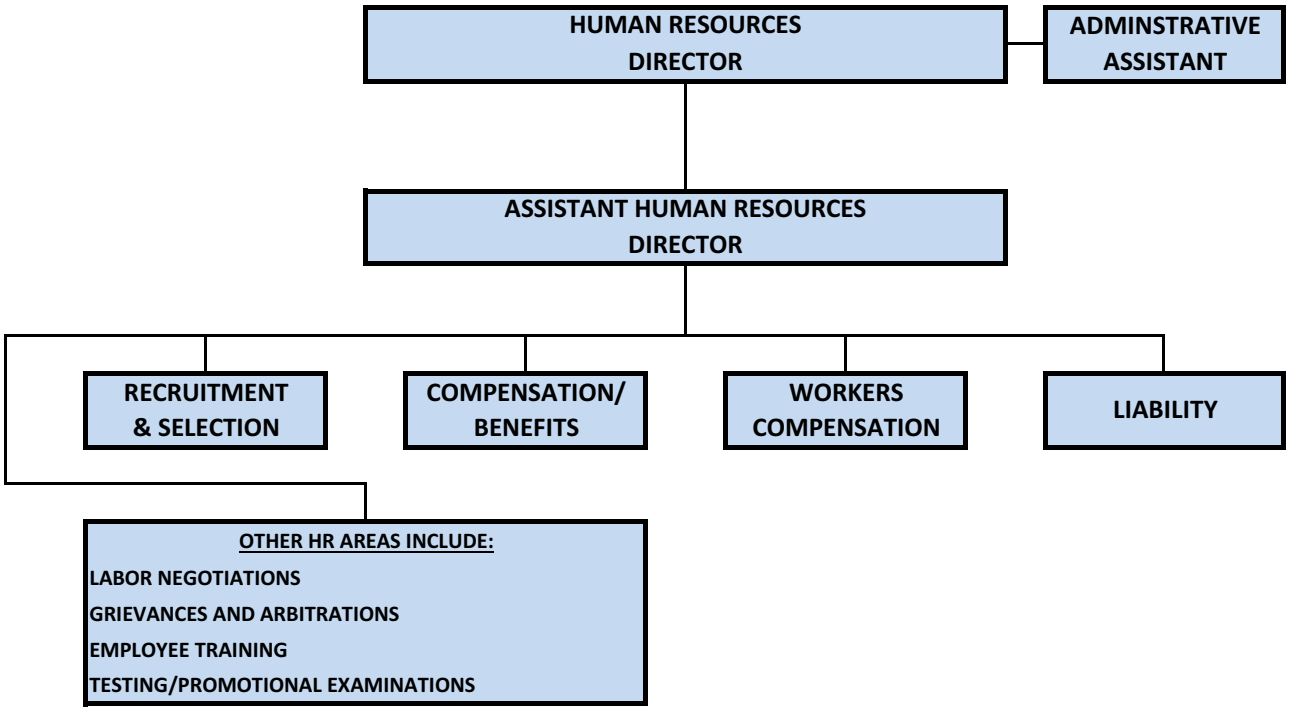
Objective 2: Coordinate outreach community events with City Commission

Performance indicators	Completion Date	Status
Publicize outreach community events with City Commission presence	As needed	Ongoing
Provide photography and video support for City Commission outreach events	As needed	Ongoing

CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

DEPARTMENT: **HUMAN RESOURCES**

ORGANIZATION CHART

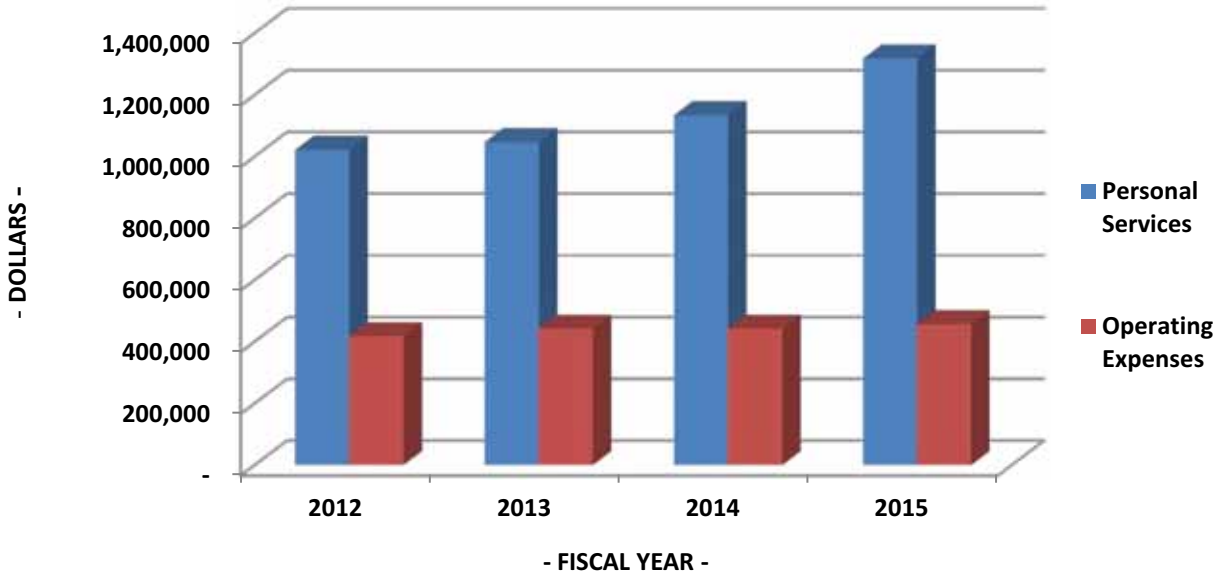


CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

HUMAN RESOURCES DEPARTMENT
BUDGET AND POSITION SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
Personal Services	1,021,635	1,045,928	1,133,704	1,317,512
Operating Expenses	417,756	440,919	441,123	455,745
TOTALS	1,439,391	1,486,847	1,574,827	1,773,257
No. of Positions	10	10	11	11

EXPENDITURE COMPARISONS



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
0405	Human Resources Director	1	1	1	1	$ 157,312
0503	Assistant Human Resources Dir.	1	1	1	1	92,836
0403	Risk Manager	1	1	1	1	87,001
0501	Compensation Manager	1	1	1	1	84,640
0512	Personnel Analyst	1	1	1	1	76,210
0402	Workers Comp. Specialist	1	1	1	1	57,031
0602	Administrative Assistant	1	1	1	1	49,937
0406	Compensation/Benefits Specialist	1	1	1	1	47,916
0507	Compensation/Benefits Assistant	-	-	1	1	44,746
0510	Personnel Specialist I	2	2	2	2	102,627
8888	Overtime	-	-	-	-	800
9006	Part-time Employees	-	-	-	-	25,000
3333	Excluded Pay Supplement	-	-	-	-	16,005
	TOTAL	**10**	**10**	**11**	**11**	**$ 842,061**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 662,991	$ 695,114	$ 723,245	$ 842,061
2000	Employee Benefits - See Other Cost Dist.	358,644	350,814	410,459	475,451
2610	Employee Awards	8,303	10,607	13,000	13,000
2800	Tuition Reimbursement	98,300	135,220	90,000	90,000
3130	Special Medical Services	51,919	45,189	43,899	50,419
3190	Other Professional Services	103,631	96,319	156,774	157,474
4020	Central Garage Motor Pool Rent Replacement: 3,466 Oper. & Maint: 6,458	5,042	4,985	9,169	9,924
4090	Other Transportation Expense	8,100	7,763	8,100	8,100
4410	Rental of Machinery and Equipment	2,266	4,648	4,000	4,000
4420	Public Facilities Cost - See Other Cost Dist.	37,183	38,542	39,086	40,841
4550	General Liability Insurance	36,144	41,880	25,110	30,502
4620	Repair and Maint. of Office Equipment	-	-	1,200	1,200
4710	Special Printed Forms	1,294	290	2,500	2,500
4810	Promotional Expense	-	-	3,000	2,000
4820	Advertising Expense	22,223	14,926	12,200	15,200
5100	Office Supplies	25,659	15,314	13,500	11,000
5209	Protective Clothing	-	-	300	300
5400	Membership Dues and Subscriptions	3,446	3,423	2,785	2,785
5410	Employee Training	14,246	21,813	16,500	16,500
	TOTAL	**$ 1,439,391**	**$ 1,486,847**	**$ 1,574,827**	**$ 1,773,257**

2014-2015 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: HUMAN RESOURCES

MISSION STATEMENT

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

VISION STATEMENT

"Succeeding together"

HUMAN RESOURCES DEPARTMENT GOALS

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

Compensation
To ensure the City provides a competitive compensation plan.

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

Policies and Procedures
To maintain updated policies and procedures.

Employee Growth and Development
To continue to offer training opportunities for professional growth.

Recruitment and Retention

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

Objective: To efficiently employ qualified individuals.			
Action Plan	**Assigned To**	**Completion Date**	**Status**
Develop recruitment plan and update annually: 1. Identify opportunities for enhancement. 2. Review and revise all applications (e.g., Volunteers, Regular Application, and Police Application).	HR Director Assist. HR Director Staff	On-going	In Process. Applications were updated and revised. Online application process implemented through Neogov.
Ensure the timeliness and accuracy of correspondence with applicants and new hires.	Recruitment Staff	On-going	In Process/On-going.
Maintain new hire orientation process to provide important information on a timely basis: 1. Ensure all new hires attend orientation on their first day of employment. 2. Ensure all new hire forms are filled out correctly and completely. 3. Ensure all information is inserted and complete in EDEN.	Recruitment Staff Personnel/Benefits Specialist	On-going	Orientation takes place on the employees' first day at work. A checklist was created and is utilized to ensure all information is included in EDEN.

Compensation

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

Objective: Retain employees by offering competitive compensation and benefits based on market.			
Action Plan	**Assigned To**	**Completion Date**	**Status**
Review benefits for cost effectiveness & competitiveness.	HR Director Assist. HR Director	Annually	In Process.
1. Review best practices in classification and compensation. 2. Participation in on-going electronic salary Surveys. 3. Conduct salary surveys. 4. Update and maintain salary pay plan.	Assist. HR Director Payroll Administrator	On-going	In Process - 1. Classification & Pay Plan revised according to each Collective Bargaining Agreement, and Excluded classes. 2. On-going salary surveys are conducted as needed.
1. Update job descriptions to ensure accurate description of duties for all jobs. 2. Ensure all job descriptions are available electronically.	HR Director Assist. HR Director Staff	On-going	In Process. Job descriptions incorporated into Neogov.

Risk Management

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

Objective: Through various risk transfer, risk financing, and risk control measures before a loss and effective claims management after a loss.			
Action Plan	**Assigned To**	**Completion Date**	**Status**
Increase the utilization of the intranet and internet to provide access to forms, checklists, and application packages to provide increased customer satisfaction and reduced completion time.	Risk Manager	On-going	As forms, checklists and application packages are developed and/or updated; they are submitted to the City Attorney's Office for final approval and then posted for use to the intranet and/or internet.
Continue to update, improve, automate and expand the use of the newly developed system to verify the compliance of the insurance requirements contained in all City contracts, agreements, leases and permits.	Risk Manager	On-going	Through communications with the Procurement Division of the Finance Department, vendors providing products or services that went through the procurement process are being added to the system upon the execution of the intent to award letter.
Continue to conduct random drug testing for all safety sensitive positions pursuant to the Florida Drug Free Workplace Program & CDL positions pursuant to US DOT regulations.	Workers Comp. Specialist	On-going	Continue abiding by the Florida Drug Free Workplace Program and USDOT regulations.
Conduct City-wide Accident Review Board (excluding Police ARB).	Risk Manager	On-going	Scheduled to meet quarterly. Possibly need to update Administrative Regulations. Working with our Safety Consultant from AJG.
Conduct safety trainings.	Risk Manager	On-going	In Process.
Reduce medical only workers compensation claims and lost time injury claims.	Workers Comp. Specialist Risk Manager	On-going	Working with AJG Risk Consulting Group on the development of additional safety programs.
Insure that Property, Casualty, Excess Worker's Comp and ancillary coverage are well-designed to protect and meet the needs of the City and timely renewed at fair price.	HR Director Risk Manager	Annually	Renewals approved by City Commission.
Analyze liability claim counts for trends.	Risk Manager	On-going	In process.

Policies and Procedures

Goal: To maintain updated policies and procedures.

Objective: Consistency of processes throughout the City.			
Action Plan	**Assigned To**	**Completion Date**	**Status**
Maintain Personnel Rules & Regulations and update.	HR Director Staff	On-going	Continue to review and update Rules and Regulations.
Update Human Resources Procedures Manual, as needed.	HR Director Assist. HR Director Staff	On-going	In Process.
To be in compliance with EEO, review and correct EEO codes in Eden to reflect appropriate class and function.	Assist. HR Director Staff	On-going	Run a report to identify what positions need to be corrected. 2013 report has been completed. Next report date is July 2015.

Employee Growth and Development

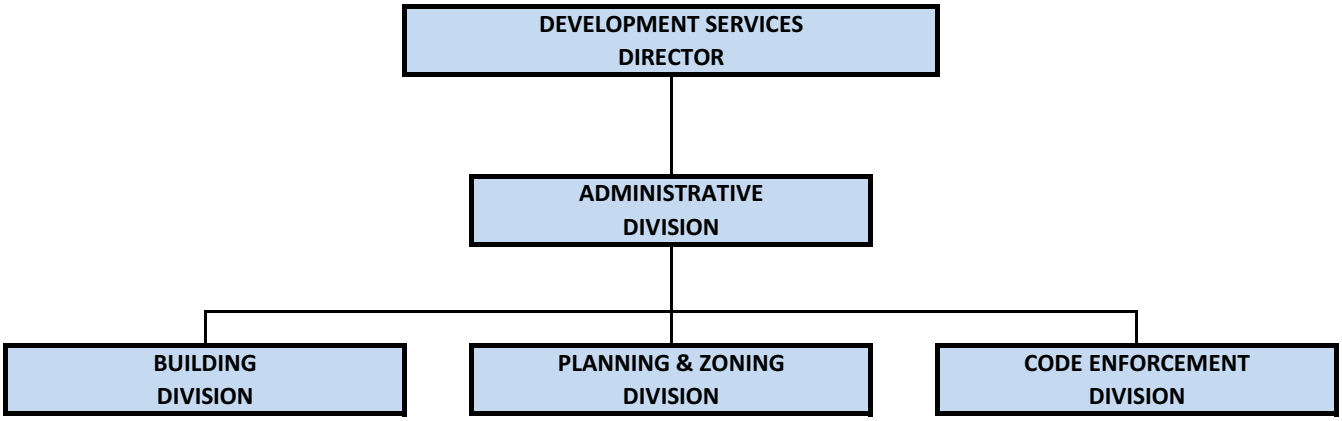
Goal: To continue to offer training opportunities for professional growth.

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

CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

DEPARTMENT: DEVELOPMENT SERVICES

ORGANIZATION CHART

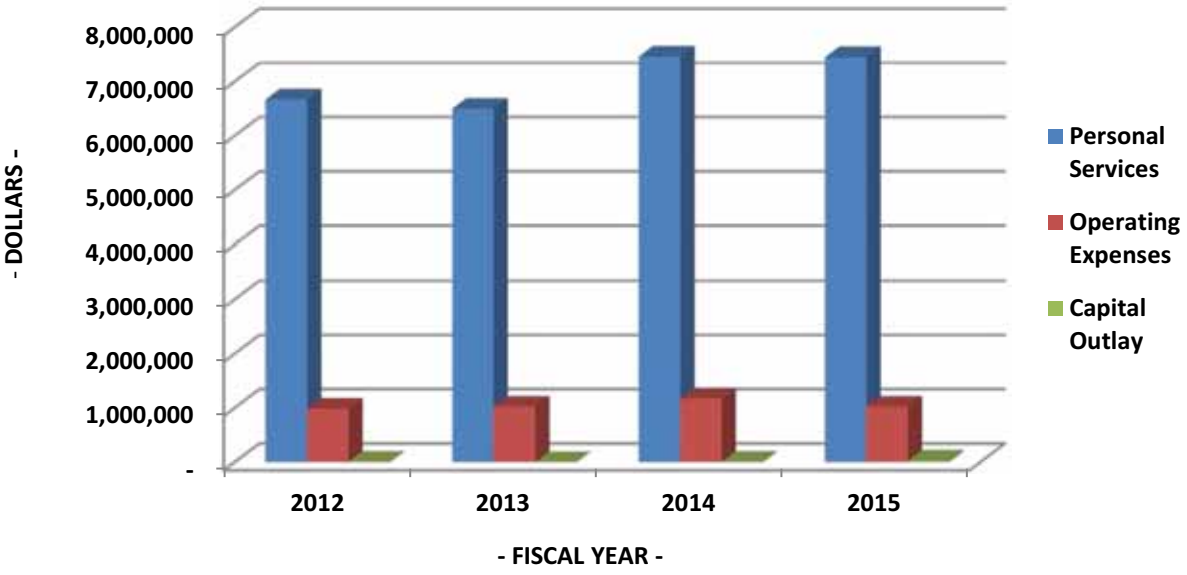


CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

DEVELOPMENT SERVICES DEPARTMENT
BUDGET AND POSITION SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
Personal Services	6,667,696	6,497,682	7,458,811	7,445,676
Operating Expenses	983,262	1,023,940	1,173,774	1,024,244
Capital Outlay	9,028	-	2,705	25,555
TOTALS	7,659,986	7,521,622	8,635,290	8,495,475
No. of Positions	64	64	64	63

EXPENDITURE COMPARISONS



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
1129	Development Services Director	1	1	1	1	$ 140,545
1127	Ass't Dev. Services Director	1	1	1	1	133,869
0810	Administrative Analyst	1	1	1	1	58,365
0602	Administrative Assistant	2	2	2	1	54,323
1109	Plans Coordinator Assistant	1	1	1	1	50,251
0061	Cashier	1	1	1	1	33,042
0060	Receptionist	1	1	1	1	27,955
2222	Teamsters Pay Supplement	-	-	-	-	2,225
3333	Excluded Pay Supplement	-	-	-	-	7,742
	TOTAL	**8**	**8**	**8**	**7**	**$ 508,317**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 280,567	$ 225,671	$ 381,826	$ 508,317
2000	Employee Benefits - See Other Cost Dist.	160,827	164,884	219,448	297,184
3190	Other Professional Services	165,696	172,545	176,600	176,600
4090	Other Transportation Expense	9,225	6,750	10,800	10,800
4410	Rental of Machinery and Equipment	200	-	-	-
4420	Public Facilities Cost - See Other Cost Dist.	19,660	20,379	20,666	21,594
4550	General Liability Insurance	17,888	22,689	13,257	18,413
4620	Repair and Maint. of Office Equipment	-	238	500	500
4710	Special Printed Forms	2,237	8,948	9,000	9,000
5100	Office Supplies	5,804	6,473	7,000	7,000
5400	Membership Dues and Subscriptions	885	867	1,000	1,000
5410	Employee Training	-	745	3,000	3,000
6440	Equipment Additions	7,653	-	-	-
6451	Technology Fee/Equipment	1,375	-	2,000	4,850
	TOTAL	**$ 672,017**	**$ 630,189**	**$ 845,097**	**$ 1,058,258**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
1125	Building Director	1	1	1	1	$ 130,669
1114	Structural Engineer	2	2	2	2	220,410
1109	Plans Coordinator Assistant	5	5	6	6	305,047
1108	Plans Processor	3	3	3	3	219,182
1132	Building Services Coordinator	1	1	1	1	81,042
1107	Chief Plumbing Official	1	1	1	1	95,134
1106	Plumbing Inspector	1	1	1	1	71,404
1105	Chief Mechanical Official	1	1	1	1	82,181
1133	Electrical Inspector II	-	-	1	1	78,319
1104	Electrical Inspector	2	2	1	1	61,572
1103	Chief Electrical Official	1	1	1	1	78,545
1134	Building Inspector II	-	-	1	1	58,138
1101	Building Inspector	4	4	3	3	231,427
1100	Chief Building Inspector	1	1	1	1	87,831
1016	Building Official	1	1	1	1	127,496
3111	Mechanical Inspector	1	1	1	1	76,045
1112	Code Compliance Specialist	1	1	-	-	-
1118	Plans Processor Lead	1	1	1	1	51,709
9006	Part-time Employees	-	-	-	-	92,084
3333	Excluded Pay Supplement	-	-	-	-	19,100
2222	Teamsters Pay Supplement	-	-	-	-	22,023
	TOTAL	**27**	**27**	**27**	**27**	**$ 2,189,358**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 2,094,111	$ 1,989,837	$ 2,358,015	$ 2,189,358
2000	Employee Benefits - See Other Cost Dist.	1,220,835	1,160,345	1,340,221	1,245,601
3190	Other Professional Services	41,232	34,163	188,800	61,200
4010	Travel Expense	434	-	-	-
4020	Central Garage Motor Pool Rent Replacement: 24,149 Oper. & Maint: 83,130	225,931	223,379	104,282	107,279
4090	Other Transportation Expense	1,575	-	5,400	5,400
4410	Rental of Machinery and Equipment	980	2,166	4,500	4,500
4420	Public Facilities Cost - See Other Cost Dist.	44,231	45,848	46,494	48,582
4550	General Liability Insurance	122,195	139,665	81,868	79,305
4620	Repair and Maint. of Office Equipment	757	840	1,000	1,000
4710	Special Printed Forms	4,470	-	1,000	1,000
4910	Court Costs & Investigative Expense	-	-	100	100
5100	Office Supplies	12,356	12,099	12,182	12,182
5209	Protective Clothing	530	536	500	500
5215	Small Tools & Minor Equipment	5	2,347	500	500
5400	Membership Dues and Subscriptions	1,228	2,260	2,815	2,815
5410	Employee Training	3,934	1,894	2,795	2,795
6430	Equipment Repair/Replacement	-	-	705	705
6450	Office Equipment Replacement	-	-	-	10,000
	TOTAL	**$ 3,774,804**	**$ 3,615,379**	**$ 4,151,177**	**$ 3,772,822**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
1205	Planning & Zoning Director	1	1	1	1	$ 126,337
1203	City Planner	1	1	1	1	121,410
1204	Assistant City Planner	1	1	1	1	110,156
1209	Principal Planner	1	1	1	1	67,218
8929	City Architect	1	1	1	1	78,270
1123	Zoning Official	1	1	1	1	104,894
1116	Zoning Technician Lead	1	1	1	1	74,239
1117	Zoning Technician	3	3	3	3	174,822
1111	Concurrency Administrator	1	1	1	1	77,941
1109	Plans Coordinator Assistant	3	3	4	4	191,340
1102	Code Enforcement Officer	1	1	1	1	70,685
0602	Administrative Assistant	1	1	1	1	59,892
0061	Cashier	1	1	-	-	-
3333	Excluded Pay Supplement	-	-	-	-	13,364
2222	Teamsters Pay Supplement	-	-	-	-	11,781
	TOTAL	**17**	**17**	**17**	**17**	**$ 1,282,349**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 1,065,632	$ 1,125,068	$ 1,158,200	$ 1,282,349
2000	Employee Benefits - See Other Cost Dist.	588,049	583,345	657,344	743,079
3190	Other Professional Services	20,898	21,999	73,163	32,828
4010	Travel Expense	-	-	500	500
4020	Central Garage Motor Pool Rent Replacement: 4,466 Oper. & Maint: 10,182	9,982	9,869	13,751	14,648
4090	Other Transportation Expense	8,100	7,313	8,438	8,438
4410	Rental of Machinery and Equipment	4,826	8,325	9,000	9,000
4420	Public Facilities Cost - See Other Cost Dist.	62,315	64,593	65,503	68,445
4550	General Liability Insurance	62,212	68,351	40,211	46,451
4620	Repair and Maint. of Office Equipment	372	1,057	1,250	1,250
4710	Special Printed Forms	-	2,963	8,000	8,000
4720	Printing & Binding	1,928	964	2,000	2,000
4820	Advertising Expense	7,322	3,786	9,000	9,000
4910	Court Costs & Investigative Expense	-	-	300	300
4990	Other Miscellaneous Expense	198	1,474	2,500	2,500
5100	Office Supplies	10,173	8,290	9,000	9,000
5400	Membership Dues and Subscriptions	3,202	4,631	4,185	4,185
5410	Employee Training	-	938	4,000	4,000
6450	Office Equipment Replacement	-	-	-	10,000
	TOTAL	**$ 1,845,209**	**$ 1,912,966**	**$ 2,066,345**	**$ 2,255,973**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
1128	Code Enforcement Director	1	1	1	1	$ 84,487
1126	Code Enforcement Field Supr	1	1	1	1	66,378
1109	Plans Coordinator Assistant	2	-	-	-	-
1135	Code Enforcement Assistant	-	2	2	2	72,298
1102	Code Enforcement Officer	8	8	8	8	477,026
8888	Overtime	-	-	-	-	5,502
3333	Excluded Pay Supplement	-	-	-	-	3,017
2222	Teamsters Pay Supplement	-	-	-	-	10,986
	TOTAL	**12**	**12**	**12**	**12**	**$ 719,694**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 771,682	$ 771,423	$ 828,547	$ 719,694
2000	Employee Benefits - See Other Cost Dist.	485,993	477,109	515,210	460,094
3190	Other Professional Services	13,983	7,088	16,000	16,000
3191	Lawn & Tree Service	18,289	17,440	28,000	28,000
3192	Red Light Camera Hearing Expenses	-	-	4,100	6,600
4020	Central Garage Motor Pool Rent Replacement: 20,700 Oper. & Maint: 83,965	-	-	102,927	104,665
4410	Rental of Machinery and Equipment	1,484	4,180	4,200	3,200
4420	Public Facilities Cost - See Other Cost Dist.	17,415	18,052	18,306	19,128
4550	General Liability Insurance	46,083	51,344	28,909	26,069
4620	Repair and Maint. of Office Equipment	(1,118)	919	1,275	1,275
4910	Court Costs & Investigative Expense	4,733	3,499	3,500	3,500
4930	Information & Credit Investigation Service	248	-	-	-
5100	Office Supplies	3,644	3,587	5,600	5,600
5202	Chemicals and Photographic Supplies	99	-	-	-
5209	Protective Clothing	408	413	700	700
5214	Uniform Allowance	5,000	4,864	5,600	6,000
5215	Small Tools & Minor Equipment	13	360	300	300
5400	Membership Dues and Subscriptions	-	175	200	200
5410	Employee Training	-	2,635	9,297	7,397
	TOTAL	**$ 1,367,956**	**$ 1,363,088**	**$ 1,572,671**	**$ 1,408,422**

2014 - 2015 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: DEVELOPMENT SERVICES

MISSION / VISION STATEMENT

To ensure the health, welfare and safety of our citizens through the consistent enforcement of the Florida Building Code, Zoning Code and City Code and through the development and implementation of land use, transportation, and housing policies, plans and programs.

DEPARTMENTAL FUNCTION

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

DEPARTMENTAL GOALS/OBJECTIVES

GOAL AREA 1: Fiscal Management

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

GOAL AREA 2: Customer Service

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

GOAL AREA 3: Operations

To operate in the most efficient and effective manner possible.

GOAL AREA 4: Human Resources

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

GOAL AREA 1: Fiscal Management

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

Objective: Create reports and procedures to monitor department revenue and expenditures.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Periodically audit building permit fee calculations: at least once a month spot check one permit application.	Assistant Director/ Administrative Analyst	Ongoing	In process
Periodically audit impact fee calculations: at least once a month spot check one permit application.	Assistant Director/ Administrative Analyst	Ongoing	In process
Review up-front payment/deposit schedule to ensure staff review time is covered.	Director/Assistant Director/Administrative Analyst	September 2014	In process

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

GOAL AREA 2: Customer Service

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

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

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

Objective: Provide internal planning expertise for city capital projects.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Create a framework to provide planning input and expertise for city projects throughout the city.	Planning & Zoning Director	Summer 2014	In process

GOAL AREA 3: Operations

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

Objective: Relocate Zoning Staff to 427 Biltmore Way and maintain a smooth and efficient work flow between department divisions.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Hire consultant to develop optimal plan for lay-out and sequencing of relocations.	Director/Assistant Director	March 2014	Completed
Prepare renovation plans.	Assistant Director	May 2014	Ongoing
Complete construction.	Assistant Director	August 2014	Not started
Complete relocation of staff.	Planning & Zoning Director	September 2014	Not started
Review operations on a regular basis with affected staff to ensure transfer of plans and plan reviews continues to operate smoothly.	Planning & Zoning Director/Building Director	Ongoing	In Process

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

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

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

Objective: Prepare the Department's role in Emergency Management preparations.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Review and update the Development Services Department Emergency Response Standard Operating Procedures Manual.	Director/Assistant Director/Emergency Management Liaison	May 2014	In Process
Review and verify the damage assessment supplies.	Director/Assistant Director/Building Director/ Emergency Management Liaison	May 2014	In Process
Provide department-wide refresher training coordinated with Fire Department.	Assistant Director/Fire Department	May 2014	In Process
Provide resources for NIMS training to essential personnel.	Assistant Director/Emergency Management Liaison/Fire Department	Ongoing	In Process
Assist in efforts to evaluate and provide alternate location(s) for a centralized government operation post-storm recovery.	Director/To Be Determined	Ongoing	In Process

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

Objective: Create efficient development approval processes .			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Analyze the effectiveness of the Development Review Committee, including what types of cases should be reviewed and make recommendations for changes.	Planning & Zoning Director/To Be Determined (would require assistance from other departments)	December 2014	In process

GOAL AREA 4: Human Resources

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

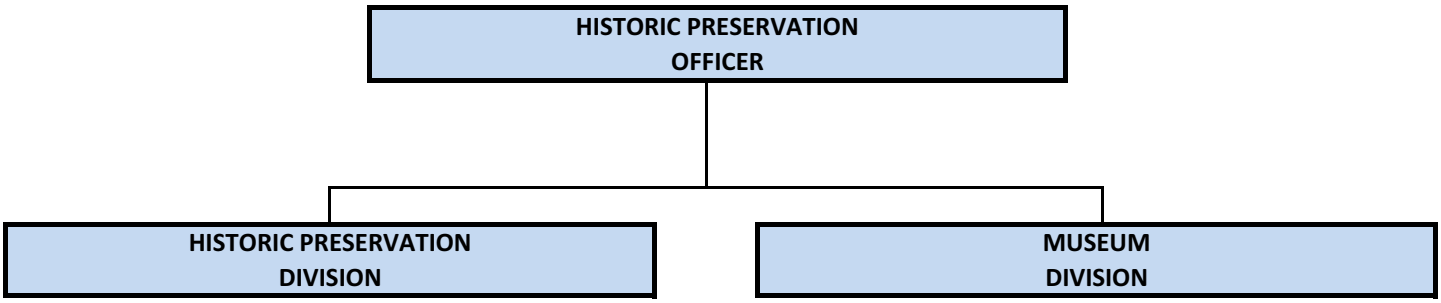
Objective: To provide the training and knowledge department personnel need to deliver effective and efficient service.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Provide necessary information technology training for Dashboard, TRIM, Trapeze and EDEN and other computer programs.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

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

CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

DEPARTMENT: HISTORICAL RESOURCES

ORGANIZATION CHART

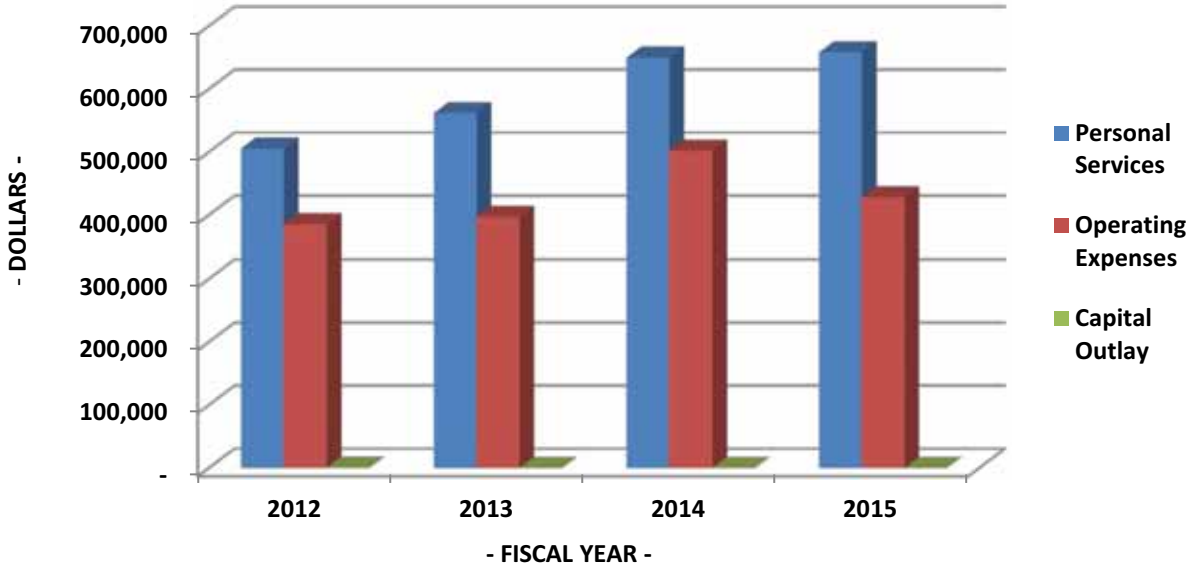


CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

HISTORICAL RESOURCES DEPARTMENT
BUDGET AND POSITION SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
Personal Services	505,252	561,558	649,627	658,012
Operating Expenses	385,273	396,761	501,935	427,937
Capital Outlay	331	-	-	-
TOTALS	890,856	958,319	1,151,562	1,085,949
No. of Positions	4	4	5	5

EXPENDITURE COMPARISONS



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
2005	Historic Preservation Officer	1	1	1	1	$ 151,262
2007	Historic Preservationist	1	1	1	1	58,427
0602	Administrative Assistant	1	1	1	1	39,477
3333	Excluded Pay Supplement	-	-	-	-	5,947
	TOTAL	**3**	**3**	**3**	**3**	**$ 255,113**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 208,412	$ 251,050	$ 269,277	$ 255,113
2000	Employee Benefits - See Other Cost Dist.	118,442	113,964	147,571	141,127
3190	Other Professional Services	16,234	14,625	14,900	14,600
4010	Travel Expense	-	330	1,000	1,000
4020	Central Garage Motor Pool Rent Replacement: 1,346 Oper. & Maint: 1,279	4,764	4,710	2,252	2,625
4090	Other Transportation Expense	5,400	5,175	5,400	5,400
4410	Rental of Machinery and Equipment	3,403	7,174	7,603	7,018
4420	Public Facilities Cost - See Other Cost Dist.	225,215	233,448	236,737	247,369
4550	General Liability Insurance	13,755	14,738	9,349	9,241
4620	Repair and Maint. of Office Equipment	-	-	14,275	800
4720	Printing & Binding	349	2,721	5,266	5,266
4803	Pinewood Cemetery Reserve Expenses	125	1,300	6,388	-
4804	Historic Preservation Reserve Expenses	-	382	34,794	-
4820	Advertising Expense	925	1,505	3,960	3,960
4990	Other Miscellaneous Expense	1,119	2,903	5,000	5,000
5100	Office Supplies	5,262	3,859	6,300	6,885
5202	Chemicals and Photographic Supplies	756	-	1,000	1,000
5400	Membership Dues and Subscriptions	350	515	900	900
5410	Employee Training	-	990	2,000	2,000
6460	Other Equipment Additions	331	-	-	-
	TOTAL	**$ 604,842**	**$ 659,389**	**$ 773,972**	**$ 709,304**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
2006	Ass't Historic Pres. Officer	1	1	1	1	$ 95,139
2008	Archivist	-	-	1	1	48,164
9006	Part-time Employees	-	-	-	-	29,360
3333	Excluded Pay Supplement	-	-	-	-	1,903
	TOTAL	**1**	**1**	**2**	**2**	**$ 174,566**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 128,910	$ 146,926	$ 174,499	$ 174,566
2000	Employee Benefits - See Other Cost Dist.	49,488	49,618	58,280	87,206
3190	Other Professional Services	3,791	3,734	5,400	5,400
4090	Other Transportation Expense	4,388	2,588	5,400	5,400
4420	Public Facilities Cost - See Other Cost Dist.	68,288	70,784	71,782	75,005
4550	General Liability Insurance	8,245	8,856	6,058	6,323
4720	Printing & Binding	173	2,265	4,000	4,000
4808	Merrick House Reserve Expenses	10,278	7,077	31,486	-
4811	Roxcy O'Neal Merrick House Reserve Exp	-	-	4,940	-
4820	Advertising Expense	-	-	750	750
4990	Other Miscellaneous Expense	9,659	2,592	8,000	11,000
5100	Office Supplies	1,096	1,861	2,800	2,800
5201	Agricultural Supplies	498	548	985	985
5202	Chemicals and Photographic Supplies	1,000	938	2,000	2,000
5215	Small Tools & Minor Equipment	-	958	300	300
5400	Membership Dues and Subscriptions	200	185	210	210
5410	Employee Training	-	-	700	700
	TOTAL	**$ 286,014**	**$ 298,930**	**$ 377,590**	**$ 376,645**

2014-2015 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: HISTORICAL RESOURCES

MISSION STATEMENT

"To promote the historic heritage of the City through the local historic designation and design review process with educational programs and publications; to review proposals for City-owned historic properties; to maintain the archives and collections related to the original development of the City; to restore the Pinewood Cemetery; to preserve and promote the Coral Gables Merrick House and grounds as a historic house museum that represents the home environment of the Solomon and Althea Merrick family for the benefit of the public; and to serve as the City's liaison to the Coral Gables Museum."

VISION STATEMENT

"Preserving and presenting the heritage of the City"

DEPARTMENTAL FUNCTION

DEPARTMENT GOALS/OBJECTIVES

GOAL AREA: EDUCATION

Goal 1:

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

Goal 2:

Objective: To educate the public about the process for demolition of buildings in the city i.e. the requirement of the Historic Preservation Officer's signature on demolition permits			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Speak at local realtor groups	Staff	On-going	On-going
Provide local newspapers with information on the rules and regulations	Staff	On-going	On-going
Produce a pamphlet that outlines the process for demolition and provide to Building Department	Staff	October 2014	In queue

Goal 3:

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

Goal 4:

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

GOAL AREA: PROGRAMS AND SERVICES

Goal 1:

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

Goal 2:

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

GOAL AREA: PROTECTION

Goal 1:

Objective: To proactively expand the inventory of the City's designated properties			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Increase number of Local Historically Designated properties. How: 1. Identify eligible properties. 2. Create a priority list of properties. 3. Allocate resources toward designation. 4. Draft designation report. 5. Submit report for Board approval	Staff	On-going	On-going
Increase number of Local Historically Designated Districts. How: 1. Identify eligible properties. 2. Create a priority list of properties. 3. Allocate resources toward designation. 4. Draft designation report. 5. Submit report for Board approval.	Staff	On-going	On-going

Goal 2:

Objective: To add additional prestige / protection to local historic properties and districts			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Increase number of National Historic Properties and/or districts How: 1. Identify eligible properties. 2. Create a priority list of properties. 3. Allocate resources toward designation. 4. Draft designation report. 5. Submit report for Board approval. 6. Submit to State and National Park Service.	Staff	On-going	On-going

Goal 3:

Objective: To provide adequate protection and means for maintenance for historic fabric of the city			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Develop new incentives for historic commercial and multi-family properties. How: 1. Revisit policies for commercial and multi-family properties 2. Research other cities' programs for similarities / differences. 3. Coordinate efforts with other City departments (i.e. Planning) as necessary. 4. Draft new ordinances to supplement existing. (Work with City Attorney's office)	Staff	On-going	On-going
Research potential sending sites for TDR's from historically designated multifamily buildings in North Ponce area	Staff	On-going	On-going

Goal 4:

Objective: To catalogue and protect the archives of the City			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Protect the archives of the city and Merrick House to the standards of the American Association of Museums through Collection Policies / Plans How: 1. Write official Collection Policy for each archive division. 2. Implement Collection Policies through City Commission. 3. Sort and professionally catalogue existing collections. 4. Provide proper storage and / or display for existing archives. 5. Maintain archives in consistent manner.	Staff Archivist	On-going	On-going
Protect the archives of the city and Merrick House to the standards of the American Association of Museums through Collection Management Plans How: 1. Create written Collection Management plan 2. Implement Collection Management plans.	Staff Archivist	On-going	On-going
Complete consolidation of all stored archival material to 2327 Salzedo Street	Department Staff coordinating with Public Works	On-going	Archival material being moved in phases from various storage locations

Goal 5:

Objective: To promote the adequate maintenance /restoration /repair city-owned historic fabric			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Request a complete assessment of needs at Merrick House including identifying source of damage to second floor wood flooring	Staff (Historical Resources and Public Works)	In Progress	Assessment funded
Request a complete assessment of needs of City Hall	Staff (Historical Resources and Public Works)	Partially in progress	Grant for structural repairs; repairs funded
Repair / restore historic plazas and entrances	Staff coordinating with outside consultant and Public Works	In progress	Funded, approved by HPB, and permitted.

GOAL AREA: FINANCES

Goal 1:

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

GOAL AREA: HUMAN RESOURCES

Goal 1:

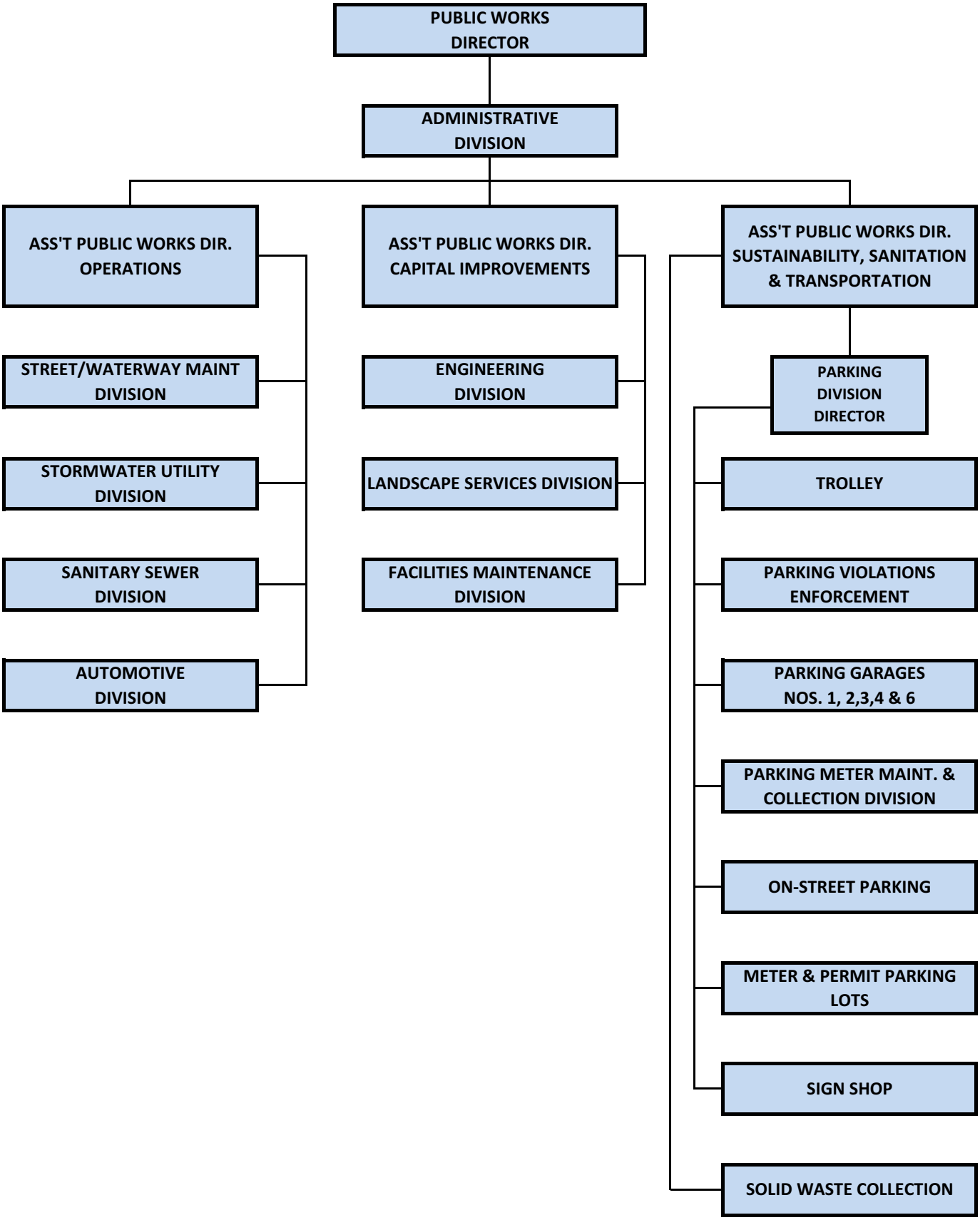
Objective: Create a cohesive departmental staff			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Evaluate every employee on a regular basis	Department Director	Annual	On-going

Goal 2:

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

CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

DEPARTMENT: PUBLIC WORKS

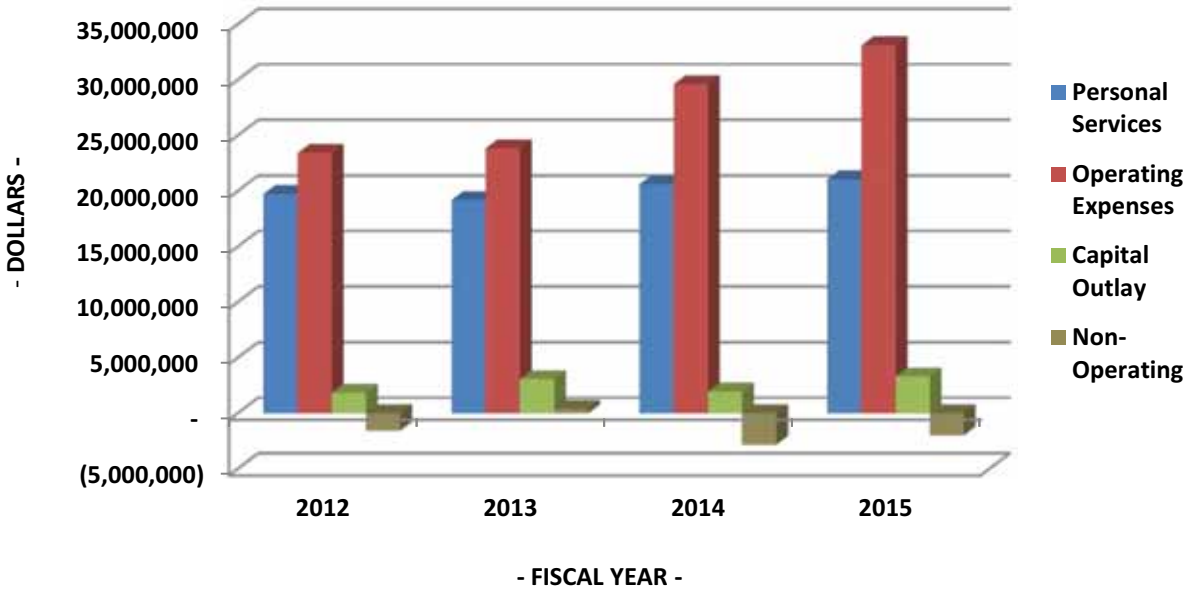


CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

PUBLIC WORKS DEPARTMENT
BUDGET AND POSITION SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
Personal Services	19,709,689	19,174,185	20,603,746	21,049,413
Operating Expenses	23,396,161	23,836,957	29,597,972	33,092,362
Capital Outlay	1,844,333	3,060,360	1,955,205	3,298,102
Non-Operating	(1,561,485)	396,350	(2,833,463)	(1,986,731)
TOTALS	43,680,439	46,830,817	49,455,460	55,453,146
No. of Positions	204	204	204	204

EXPENDITURE COMPARISONS



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
1025	Public Works Director	1	1	1	1	$ 156,136
0067	Ass't Pub Wrks Dir - Cap Impr. & Fac.	1	1	1	1	138,949
1036	Ass't Pub Wrks Dir - Sust., Sanitation & Trans.	-	-	1	1	133,567
1026	Ass't Pub Wrks Dir - Operations	1	1	1	1	121,410
0811	Admin Analyst/Environmental Spec.	-	1	1	1	72,332
1029	Office Manager	1	1	1	1	67,199
0012	Clerical Assistant II	1	1	1	1	45,582
3333	Excluded Pay Supplement	-	-	-	-	13,792
2222	Teamsters Pay Supplement	-	-	-	-	912
	TOTAL	**5**	**6**	**7**	**7**	**$ 749,879**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 385,929	$ 394,421	$ 534,001	$ 749,879
2000	Employee Benefits - See Other Cost Dist.	226,834	218,551	311,797	409,743
2610	Employee Awards	-	82	300	300
3190	Other Professional Services	-	1,000	22,100	1,000
4020	Central Garage Motor Pool Rent	11,652	11,520	3,050	3,322
	Replacement: 1,121				
	Oper. & Maint: 2,201				
4090	Other Transportation Expense	8,663	7,875	10,800	10,800
4410	Rental of Machinery and Equipment	5,808	9,562	9,000	9,000
4420	Public Facilities Cost - See Other Cost Dist.	19,833	20,558	20,848	21,784
4550	General Liability Insurance	23,466	25,775	19,272	27,163
4620	Repair and Maint. of Office Equipment	-	125	600	1,000
4630	Repair/Maint. of Machinery & Equipment	-	-	350	350
4710	Special Printed Forms	34	677	600	600
4720	Printing & Binding	-	495	500	500
4820	Advertising Expense	-	-	300	300
4990	Other Miscellaneous Expense	828	1,101	700	300
5100	Office Supplies	5,121	7,457	8,500	8,000
5203	Drugs and Medical Supplies	-	-	50	50
5215	Small Tools & Minor Equipment	150	358	-	500
5400	Membership Dues and Subscriptions	75	448	700	700
5410	Employee Training	1,074	1,911	2,000	2,000
9010	Intradepartmental Credits	(380,828)	(376,108)	(376,108)	(517,626)
	TOTAL	**$ 308,639**	**$ 325,808**	**$ 569,360**	**$ 729,665**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
1032	City Engineer	1	1	1	1	$ 92,549
1031	Sr Project Engineer	-	-	1	1	82,601
1015	Project Engineer	-	-	1	1	82,181
1017	Civil Engineer	5	5	3	3	229,506
1012	Construction Inspector	2	2	2	2	163,682
1004	Engineering Technician	1	1	1	1	64,114
1003	Engineering Technician Assistant	1	1	1	1	58,172
1002	Engineering Aide II	1	1	1	1	52,764
1013	Construction Manager	2	2	2	2	152,190
1102	Code Enforcement Officer	1	-	-	-	-
1014	Construction Inspector Assistant	-	1	1	1	50,317
9003	Part-time Employees	-	-	-	-	59,578
8888	Overtime	-	-	-	-	15,000
3333	Excluded Pay Supplement	-	-	-	-	9,737
2222	Teamsters Pay Supplement	-	-	-	-	10,825
	TOTAL	**14**	**14**	**14**	**14**	**$ 1,123,216**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 974,916	$ 898,860	$ 1,029,705	$ 1,123,216
2000	Employee Benefits - See Other Cost Dist.	569,530	530,128	617,488	642,123
3190	Other Professional Services	35,383	(758)	15,000	55,000
3195	Administrative Expense	5,310	1,665	1,860	-
4020	Central Garage Motor Pool Rent Replacement: 17,468 Oper. & Maint: 80,186	90,923	89,896	96,900	97,654
4410	Rental of Machinery and Equipment	547	1,873	3,000	3,000
4420	Public Facilities Cost - See Other Cost Dist.	42,434	43,985	44,605	46,608
4550	General Liability Insurance	55,901	60,085	35,750	40,686
4610	Repair/Maint. of Bldgs & Improvements	750	-	-	-
4630	Repair/Maint. of Machinery & Equipment	-	-	500	500
4710	Special Printed Forms	603	770	1,000	1,000
4720	Printing & Binding	786	605	1,000	1,000
4820	Advertising Expense	70	-	-	-
4990	Other Miscellaneous Expense	757	6,820	1,000	1,000
5100	Office Supplies	5,045	5,194	6,000	6,000
5208	Household & Institutional Supplies	-	-	500	500
5209	Protective Clothing	474	177	500	500
5211	Building Materials and Supplies	786	1,566	500	500

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
5213	Purchase/Rental - Employee Uniforms	1,406	1,373	1,000	1,000
5215	Small Tools & Minor Equipment	2,217	887	1,617	1,617
5400	Membership Dues and Subscriptions	-	225	1,220	1,220
5410	Employee Training	1,041	921	1,350	1,350
6450	Office Equipment Replacement	-	-	500	500
	TOTAL	**$ 1,788,879**	**$ 1,644,272**	**$ 1,860,995**	**$ 2,024,974**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
1033	Facilities Maintenance Director	1	1	1	1	$ 95,139
3125	Maintenance Supv	1	1	1	1	86,298
3115	Master Refrigeration Mechanic	1	1	-	-	-
3114	Plumber	-	-	1	1	42,168
3110	Master Electrician	1	1	1	1	74,230
3109	Electrician	1	1	1	1	56,210
3106	Carpenter	1	1	1	1	61,091
3101	Maintenance Repair Worker	5	5	5	5	214,812
3011	Senior Foreman	1	1	1	1	57,956
0810	Administrative Analyst	1	1	1	1	76,351
0016	City Dispatcher	1	1	1	1	52,767
9419	Part-time Employees	-	-	-	-	114,504
8888	Overtime	-	-	-	-	26,243
3333	Excluded Pay Supplement	-	-	-	-	5,156
2222	Teamsters Pay Supplement	-	-	-	-	11,185
	TOTAL	**14**	**14**	**14**	**14**	**$ 974,110**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 766,077	$ 735,372	$ 971,525	$ 974,110
2000	Employee Benefits - See Other Cost Dist.	551,043	530,305	632,634	639,746
3190	Other Professional Services	2,537	9,811	13,000	13,000
4020	Central Garage Motor Pool Rent	159,588	-	-	-
4040	Central Garage Miscellaneous Charges	339	-	10,000	1,000
4410	Rental of Machinery and Equipment	800	2,136	3,000	3,000
4420	Public Facilities Cost - See Other Cost Dist.	53,982	-	-	-
4550	General Liability Insurance	46,507	56,971	56,514	35,285
4613	Repair/Maint. - Miracle Theater	-	-	-	50,000
4630	Repair/Maint. of Machinery & Equipment	-	-	200	200
4940	Taxes & License Fees Paid	-	100	-	-
4990	Other Miscellaneous Expense	2,271	4,324	6,000	6,000
5100	Office Supplies	1,441	1,241	2,500	2,000
5202	Chemicals and Photographic Supplies	51	273	1,000	1,000
5203	Drugs and Medical Supplies	-	-	200	200
5209	Protective Clothing	1,134	1,635	2,200	2,200
5211	Building Materials and Supplies	1,967	1,362	1,000	1,000
5213	Purchase/Rental - Employee Uniforms	2,780	2,906	5,000	5,000
5215	Small Tools & Minor Equipment	3,738	1,901	2,500	3,000
5217	Operating Equipment Repair Parts	-	-	500	500
5400	Membership Dues and Subscriptions	697	529	1,060	1,060
5410	Employee Training	593	219	525	525
	TOTAL	**$ 1,595,545**	**$ 1,349,085**	**$ 1,709,358**	**$ 1,738,826**

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

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
3190	Other Professional Services	$ 124,618	$ 86,982	$ 153,999	$ 144,000
3410	Laundry & Sanitation Services	13,171	17,265	21,965	21,965
3420	Custodial & Janitorial Services	397,707	414,399	426,000	426,000
4020	Central Garage Motor Pool Rent	5,991	-	-	-
4310	Electric Utility Service	1,600,325	1,674,278	1,987,369	1,887,369
4330	Heating & Cooking Fuel	18,678	15,728	17,640	17,640
4350	Water & Sewer Utility Service	464,731	511,270	509,600	620,200
4410	Rental of Machinery and Equipment	1,588	2,138	5,000	5,000
4610	Repair/Maint. of Bldgs & Improvements	871,372	1,064,728	815,986	1,118,000
4630	Repair/Maint. of Machinery & Equipment	-	-	1,000	1,000
4940	Taxes & License Fees Paid	-	3,500	-	-
5211	Building Materials and Supplies	53,049	88,551	80,000	80,000
5218	Installed Building Equipt. Repair Parts	60,498	53,942	62,400	62,400
6300	Improvements Other Than Buildings	-	-	10,000	-
6430	Equipment Repair/Replacement	-	23,066	132,725	22,000
6435	Fire Hydrant Replacements	66,432	35,870	20,000	40,000
	TOTAL	**$ 3,678,160**	**$ 3,991,717**	**$ 4,243,684**	**$ 4,445,574**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
1015	Project Engineer	1	1	1	1	$ 88,447
1030	Construction Project Coordinator	1	1	1	1	72,658
3203	Equipment Operator II	2	2	2	2	113,574
1005	Project Coordinator Assistant	1	1	1	1	53,815
3101	Maintenance Repair Worker	1	1	1	1	45,885
3201	Equipment Operator I	1	1	1	1	41,333
1018	CAD/GIS Engineer	1	-	-	-	-
0012	Clerical Assistant II	-	1	1	1	33,151
9006	Part-time Employees	-	-	-	-	41,200
8888	Overtime	-	-	-	-	30,000
3333	Excluded Pay Supplement	-	-	-	-	3,222
2222	Teamsters Pay Supplement	-	-	-	-	5,755
	TOTAL	**8**	**8**	**8**	**8**	**$ 529,040**

EXPENDITURE DETAIL

			2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries		$ 538,308	$ 429,859	$ 490,465	$ 529,040
2000	Employee Benefits - See Other Cost Dist.		359,626	324,268	355,921	378,218
3110	Engineering & Architect Services		-	12,423	175,000	110,000
3170	Mgmt & Staff Interdept'l Charge		190,414	188,054	493,054	563,813
3190	Other Professional Services		5,264	10,623	58,023	59,000
3200	Billing Services for MD-WASA		42,033	44,100	41,000	41,000
4020	Central Garage Motor Pool Rent		-	-	128,273	128,498
	Replacement:	60,500				
	Oper. & Maint:	67,998				
4370	Waste Disposal Service		3,040	5,368	8,000	8,000
4410	Rental of Machinery and Equipment		276	-	-	-
4420	Public Facilities Cost - See Other Cost Dist.		27,462	28,466	28,867	30,163
4550	General Liability Insurance		28,800	31,505	28,531	19,163
4610	Repair/Maint. of Bldgs & Improvements		-	961	213,995	213,995
4630	Repair/Maint. of Machinery & Equipment		-	152	500	500
4940	Taxes & License Fees Paid		-	65,660	93,062	10,000
4990	Other Miscellaneous Expense		1,908	2,782	3,770	4,600
5100	Office Supplies		1,193	777	1,000	1,000
5202	Chemicals and Photographic Supplies		2,675	-	1,500	1,500
5204	Cleaning & Janitorial Supplies		-	-	500	500
5207	Motor Fuel and Lubricants		-	-	500	500
5209	Protective Clothing		1,579	2,622	3,000	3,000

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
5211	Building Materials and Supplies	1,054	1,609	4,000	4,000
5213	Purchase/Rental - Employee Uniforms	1,730	1,826	2,200	2,200
5215	Small Tools & Minor Equipment	2,166	1,439	4,000	4,000
5217	Operating Equipment Repair Parts	1,663	-	1,000	1,000
5400	Membership Dues and Subscriptions	-	75	830	-
5410	Employee Training	-	390	500	500
6430	Equipment Repair/Replacement	1,312	-	-	-
7191	Employee Sick/Annual Leave Payout	-	1,866	-	-
9901	Return on Investment	252,457	239,902	-	242,025
	TOTAL	**$ 1,462,960**	**$ 1,394,727**	**$ 2,137,491**	**$ 2,356,215**

410 SANITARY SEWER SYSTEM FUND

PUBLIC WORKS DEPARTMENT

1540 SANITARY SEWER DIVISION

535 SEWER SERVICES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
3122	Utility Director	1	1	1	1	$ 99,902
3109	Electrician	1	1	1	1	77,754
3121	Sewer Line Technician II	1	1	1	1	61,084
3118	Sewer Maintenance Mechanic	1	1	1	1	61,084
3203	Equipment Operator II	2	2	2	2	99,031
3201	Equipment Operator I	1	-	-	-	-
3101	Maintenance Repair Worker	3	4	4	4	185,835
3011	Senior Foreman	1	1	1	1	50,317
9008	Part-time Employees	-	-	-	-	43,415
8888	Overtime	-	-	-	-	76,000
3333	Excluded Pay Supplement	-	-	-	-	1,998
2222	Teamsters Pay Supplement	-	-	-	-	10,702
	TOTAL	**11**	**11**	**11**	**11**	**$ 767,122**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 533,072	$ 598,356	$ 696,722	$ 767,122
2000	Employee Benefits - See Other Cost Dist.	419,679	412,107	482,324	506,428
3110	Engineering & Architect Services	7,072	3,100	30,000	30,000
3170	Mgmt & Staff Interdept'l Charge	190,414	188,054	873,054	943,813
3190	Other Professional Services	14,280	61,738	63,603	25,000
3200	Billing Services for MD-WASA	51,427	54,072	70,000	70,000
4010	Travel Expense	-	200	1,500	1,500
4020	Central Garage Motor Pool Rent Replacement: 76,210 Oper. & Maint: 187,989	240,312	237,598	249,905	264,199
4040	Central Garage Miscellaneous Charges	7,325	-	-	-
4350	Water & Sewer Utility Service	-	-	435	435
4370	Waste Disposal Service	2,330,843	2,657,847	3,102,000	3,231,563
4410	Rental of Machinery and Equipment	1,413	1,488	2,000	2,000
4420	Public Facilities Cost - See Other Cost Dist.	273,476	283,473	287,467	300,377
4450	Lease Equipment	-	-	175,000	-
4550	General Liability Insurance	36,127	40,613	40,529	27,787
4610	Repair/Maint. of Bldgs & Improvements	5,962	8,266	23,000	15,000
4630	Repair/Maint. of Machinery & Equipment	20,363	7,648	27,500	33,000
4720	Printing & Binding	85	-	1,500	1,500
4940	Taxes & License Fees Paid	-	-	14,000	14,000

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
4990	Other Miscellaneous Expense	16,998	8,196	14,529	17,500
5100	Office Supplies	888	3	1,200	1,200
5202	Chemicals and Photographic Supplies	2,807	23,690	19,445	20,000
5204	Cleaning & Janitorial Supplies	15	-	600	600
5207	Motor Fuel and Lubricants	453	729	4,000	2,500
5209	Protective Clothing	6,302	4,097	6,300	6,300
5211	Building Materials and Supplies	7,991	12,956	8,000	9,500
5213	Purchase/Rental - Employee Uniforms	2,421	3,343	3,300	3,300
5215	Small Tools & Minor Equipment	7,129	6,160	7,500	7,500
5216	Motor Equipment Repair Parts	-	81	5,000	5,000
5217	Operating Equipment Repair Parts	50,889	58,054	70,097	80,000
5218	Installed Building Equipt. Repair Parts	4,719	2,596	10,679	10,000
5400	Membership Dues and Subscriptions	-	290	425	425
5410	Employee Training	737	3,396	3,130	2,900
6430	Equipment Repair/Replacement	67,930	102,327	31,314	-
7100	Debt Service - Principal	-	-	-	350,000
7200	Debt Service - Interest	-	-	-	87,500
8200	Federal Grants	291,741	-	-	-
9901	Return on Investment	-	1,839,743	-	830,187
	TOTAL	**$ 4,592,870**	**$ 6,620,221**	**$ 6,326,058**	**$ 7,668,136**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
3205	Equipment Operator III	1	1	1	1	$ 64,120
3203	Equipment Operator II	3	3	3	3	148,197
3201	Equipment Operator I	1	1	1	1	38,838
3011	Senior Foreman	1	1	1	1	43,389
3005	Maintenance Worker II	2	2	2	2	59,388
8888	Overtime	-	-	-	-	17,000
2222	Teamsters Pay Supplement	-	-	-	-	7,079
	TOTAL	**8**	**8**	**8**	**8**	**$ 378,011**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 322,190	$ 362,397	$ 383,001	$ 378,011
2000	Employee Benefits - See Other Cost Dist.	323,871	325,717	311,892	311,059
3190	Other Professional Services	-	-	200,000	-
4020	Central Garage Motor Pool Rent Replacement: 102,181 Oper. & Maint: 347,816	785,833	776,958	422,889	449,997
4040	Central Garage Miscellaneous Charges	8,039	-	5	2,100
4370	Waste Disposal Service	9,866	4,419	7,900	7,900
4410	Rental of Machinery and Equipment	719	-	-	-
4420	Public Facilities Cost - See Other Cost Dist.	1,238,077	1,283,335	1,301,419	1,359,864
4550	General Liability Insurance	20,411	22,436	13,297	13,693
4610	Repair/Maint. of Bldgs & Improvements	9,193	17,149	25,000	25,000
4615	Repair & Maint. Of Structures - Non-Capital	-	-	150,000	-
4630	Repair/Maint. of Machinery & Equipment	981	965	5	1,000
4710	Special Printed Forms	34	-	1,000	1,000
4720	Printing & Binding	-	-	700	700
5100	Office Supplies	1,084	555	1,000	1,000
5201	Agricultural Supplies	-	7,080	-	-
5202	Chemicals and Photographic Supplies	-	975	1,000	1,000
5204	Cleaning & Janitorial Supplies	(80)	-	-	-
5207	Motor Fuel and Lubricants	396	-	400	400
5209	Protective Clothing	1,527	2,153	3,000	3,000
5211	Building Materials and Supplies	19,774	23,468	48,090	28,000
5213	Purchase/Rental - Employee Uniforms	3,773	3,057	4,000	4,000

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
5215	Small Tools & Minor Equipment	1,526	3,671	4,420	1,500
5216	Motor Equipment Repair Parts	1,082	1,482	2,500	2,500
5217	Operating Equipment Repair Parts	2,050	1,758	2,000	2,000
5218	Installed Building Equipt. Repair Parts	(1,415)	1,745	5	2,000
5219	Other Repair & Maintenance Supplies	1,500	1,990	5	1,500
6300	Improvements Other Than Buildings	-	14,217	6,983	-
6440	Equipment Additions	-	8,560	-	-
	TOTAL	**$ 2,750,431**	**$ 2,864,087**	**$ 2,890,511**	**$ 2,597,224**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
1017	Civil Engineer	1	1	1	1	$ 86,298
1018	CAD/GIS Engineer	1	1	1	1	59,966
3333	Excluded Pay Supplement	-	-	-	-	2,925
	TOTAL	**2**	**2**	**2**	**2**	**$ 149,189**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 153,879	$ 116,660	$ 138,570	$ 149,189
2000	Employee Benefits - See Other Cost Dist.	102,541	97,375	107,972	113,305
4550	General Liability Insurance	8,655	8,865	8,061	5,404
4820	Advertising Expense	-	-	797	797
4990	Other Miscellaneous Expense	2,438	4,193	6,500	6,500
5100	Office Supplies	1,386	1,603	2,000	2,000
	TOTAL	**$ 268,899**	**$ 228,696**	**$ 263,900**	**$ 277,195**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
4020	Automotive Director	1	1	1	1	$ 121,410
4018	Automotive Supervisor	3	3	3	3	189,176
4017	Fleet Analyst	1	1	1	1	42,230
4016	Welder Mechanic Foreman	1	1	1	1	67,319
4015	Welder Mechanic II	1	1	1	1	40,076
4012	Auto Body Worker Foreman	1	1	1	1	64,114
4011	Automotive Body Worker II	1	1	1	1	55,389
4008	Fire Equipment Mechanic	-	1	1	1	65,541
4007	Senior Automotive Mechanic	6	6	6	6	332,773
4006	Automotive Mechanic	6	5	5	5	261,808
0602	Administrative Assistant	1	1	1	1	61,352
4001	Automotive Mechanic - PT	-	-	-	-	69,836
8888	Overtime	-	-	-	-	7,500
3333	Excluded Pay Supplement	-	-	-	-	7,439
2222	Teamsters Pay Supplement	-	-	-	-	18,585
	TOTAL	**22**	**22**	**22**	**22**	**$ 1,404,548**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 1,368,255	$ 1,374,764	$ 1,448,496	$ 1,404,548
2000	Employee Benefits - See Other Cost Dist.	814,593	824,152	929,222	923,736
3190	Other Professional Services	-	-	1,000	1,000
4020	Central Garage Motor Pool Rent	143,991	-	-	-
4090	Other Transportation Expense	5,400	5,175	5,400	5,400
4370	Waste Disposal Service	6,410	4,261	9,000	9,000
4410	Rental of Machinery and Equipment	2,177	4,031	4,255	4,255
4420	Public Facilities Cost - See Other Cost Dist.	255,127	-	-	-
4450	Lease Equipment	57,750	57,475	332,575	2,765,537
4550	General Liability Insurance	72,280	83,164	84,260	50,877
4620	Repair and Maint. of Office Equipment	-	-	500	500
4630	Repair/Maint. of Machinery & Equipment	8,877	3,419	7,100	7,100
4691	Commercial Garages	122,849	153,737	144,966	139,000
4710	Special Printed Forms	-	1,069	1,200	1,200
4940	Taxes & License Fees Paid	13,343	10,628	12,000	12,000
4990	Other Miscellaneous Expense	(119,835)	9,940	4,000	4,000
5100	Office Supplies	6,598	4,256	7,000	7,000
5207	Motor Fuel and Lubricants	1,639,131	1,667,853	1,760,131	1,760,131

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
5208	Household & Institutional Supplies	-	356	500	500
5209	Protective Clothing	4,013	1,130	4,000	4,000
5213	Purchase/Rental - Employee Uniforms	4,817	5,191	6,000	6,000
5214	Uniform Allowance	348	-	500	500
5215	Small Tools & Minor Equipment	20,823	13,612	15,700	15,700
5216	Motor Equipment Repair Parts	1,033,847	1,142,037	1,050,000	1,050,000
5219	Other Repair & Maintenance Supplies	6,382	6,843	8,000	8,000
5220	Motor Oil and Other Lubricants	37,608	25,489	37,000	37,000
5400	Membership Dues and Subscriptions	2,002	730	2,020	2,020
5410	Employee Training	10,409	10,206	10,585	10,585
6410	Motor Equipment Replacements in Fleet	1,605,280	2,526,310	1,497,001	3,100,000
6430	Equipment Repair/Replacement	51,546	-	15,100	15,100
6450	Office Equipment Replacement	-	-	800	800
7260	Capital Leases - Interest	26,768	32,317	-	-
8201	State Grants	-	362,965	-	-
	TOTAL	**$ 7,200,789**	**$ 8,331,110**	**$ 7,398,311**	**$ 11,345,489**

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

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
4020	Central Garage Motor Pool Rent	$ 62,074	$ -	$ -	$ -
4410	Rental of Machinery and Equipment	1,344	2,364	10,000	10,000
	TOTAL	**$ 63,418**	**$ 2,364**	**$ 10,000**	**$ 10,000**

001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
6100 LANDSCAPE SERVICES - ADMINISTRATIVE
539 OTHER PHYSICAL ENVIRONMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
2015	Public Service Director	1	1	1	1	$ 121,410
0602	Administrative Assistant	1	1	1	1	54,323
0012	Clerical Assistant II	2	2	2	2	103,021
8888	Overtime	-	-	-	-	2,000
3333	Excluded Pay Supplement	-	-	-	-	3,515
2222	Teamsters Pay Supplement	-	-	-	-	2,060
	TOTAL	**4**	**4**	**4**	**4**	**$ 286,329**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 254,091	$ 214,921	$ 268,909	$ 286,329
2000	Employee Benefits - See Other Cost Dist.	142,174	135,601	157,970	168,012
4020	Central Garage Motor Pool Rent	7,948	7,858	10,418	10,372
	Replacement: 1,488				
	Oper. & Maint: 8,884				
4090	Other Transportation Expense	5,400	3,375	5,400	5,400
4410	Rental of Machinery and Equipment	1,300	3,783	3,551	3,551
4420	Public Facilities Cost - See Other Cost Dist.	22,734	23,565	23,897	24,970
4550	General Liability Insurance	15,431	17,145	9,329	10,372
4620	Repair and Maint. of Office Equipment	-	-	200	200
4990	Other Miscellaneous Expense	394	1,024	1,350	1,350
5100	Office Supplies	2,882	745	3,000	3,000
5400	Membership Dues and Subscriptions	398	418	500	500
	TOTAL	**$ 452,752**	**$ 408,435**	**$ 484,524**	**$ 514,056**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
2115	Sanitation Division Supt	1	1	1	1	$ 80,231
2112	Sanitation Crane Operator	4	5	5	5	252,114
2107	Sanitation Division Coordinator	1	1	1	1	62,786
2106	Sanitation Operator III	3	3	3	2	103,524
2105	Sanitation Operator II	7	7	7	8	400,280
2104	Sanitation Operator I	14	14	14	14	673,549
2101	Sanitation Worker	29	28	28	28	1,134,900
3205	Equipment Operator III	2	1	1	1	64,120
3011	Senior Foreman	2	2	2	2	125,174
8888	Overtime	-	-	-	-	25,000
9999	Holiday Pay	-	-	-	-	120,000
3333	Excluded Pay Supplement	-	-	-	-	1,605
2222	Teamsters Pay Supplement	-	-	-	-	56,329
	TOTAL	**63**	**62**	**62**	**62**	**$ 3,099,612**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 2,970,951	$ 2,953,699	$ 3,071,341	$ 3,099,612
2000	Employee Benefits - See Other Cost Dist.	3,100,692	3,005,306	2,676,361	2,672,592
3190	Other Professional Services	180,430	197,238	217,010	303,940
4020	Central Garage Motor Pool Rent Replacement: 336,406 Oper. & Maint: 1,387,376	1,233,546	1,219,615	1,693,244	1,723,782
4370	Waste Disposal Service	1,639,003	1,645,787	1,947,754	1,895,566
4420	Public Facilities Cost - See Other Cost Dist.	20,982	21,749	22,055	23,046
4550	General Liability Insurance	174,388	185,744	106,640	114,453
4630	Repair/Maint. of Machinery & Equipment	-	-	500	500
5100	Office Supplies	437	287	1,035	1,035
5204	Cleaning & Janitorial Supplies	40	388	400	400
5208	Household & Institutional Supplies	5,469	6,248	8,000	8,000
5209	Protective Clothing	13,214	11,842	15,000	20,000
5211	Building Materials and Supplies	6,368	29,746	68,000	43,000
5213	Purchase/Rental - Employee Uniforms	12,279	12,197	14,376	14,376
5215	Small Tools & Minor Equipment	20,927	23,750	38,002	31,000
5217	Operating Equipment Repair Parts	346	4,327	7,615	7,615
5400	Membership Dues and Subscriptions	287	249	900	900
6430	Equipment Repair/Replacement	11,910	-	-	-
7100	Debt Service - Principal	-	-	-	80,000
7200	Debt Service - Interest	-	-	-	20,000
	TOTAL	**$ 9,391,269**	**$ 9,318,172**	**$ 9,888,233**	**$ 10,059,817**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
2012	Landscape Services Division Supt.	1	1	1	1	$ 74,547
3205	Equipment Operator III	1	1	1	1	39,354
3203	Equipment Operator II	3	3	3	3	149,288
3201	Equipment Operator I	3	3	3	3	135,908
3101	Maintenance Repair Worker	1	1	1	1	50,257
3012	Landscape Foreman	1	1	1	1	70,686
3011	Senior Foreman	1	1	1	1	70,685
3009	Irrigation Foreman	1	1	1	1	55,405
3010	Foreman	3	3	3	3	172,974
3005	Maintenance Worker II	6	6	6	6	241,855
3004	Maintenance Worker I	1	1	1	1	26,666
2003	Spray Service Worker	1	1	1	1	58,176
8888	Overtime	-	-	-	-	50,000
3333	Excluded Pay Supplement	-	-	-	-	1,491
2222	Teamsters Pay Supplement	-	-	-	-	21,425
	TOTAL	**23**	**23**	**23**	**23**	**$ 1,218,717**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 1,249,233	$ 1,195,108	$ 1,252,179	$ 1,218,717
2000	Employee Benefits - See Other Cost Dist.	1,047,566	991,501	944,629	944,362
3190	Other Professional Services	1,229,863	1,241,474	1,297,034	1,297,034
3196	Million Orchid Project	-	-	30,000	30,000
4020	Central Garage Motor Pool Rent Replacement: 124,262 Oper. & Maint: 357,625	557,372	551,077	464,124	481,887
4040	Central Garage Miscellaneous Charges	2,390	-	-	-
4350	Water & Sewer Utility Service	3,464	2,265	4,735	3,500
4410	Rental of Machinery and Equipment	78	-	500	500
4420	Public Facilities Cost - See Other Cost Dist.	552,308	572,498	580,565	606,638
4550	General Liability Insurance	68,322	73,155	43,474	44,146
4630	Repair/Maint. of Machinery & Equipment	-	139	500	500
5100	Office Supplies	1,628	711	1,800	1,800
5201	Agricultural Supplies	117,403	153,150	162,242	162,242
5204	Cleaning & Janitorial Supplies	246	-	1,000	1,000
5208	Household & Institutional Supplies	3,602	2,133	3,700	3,700
5209	Protective Clothing	2,152	3,053	4,500	4,500
5211	Building Materials and Supplies	16,018	26,708	25,000	25,000
5213	Purchase/Rental - Employee Uniforms	5,130	5,414	6,055	6,055
5215	Small Tools & Minor Equipment	10,375	12,350	15,000	15,000
5400	Membership Dues and Subscriptions	503	750	720	720
5410	Employee Training	-	355	700	700
	TOTAL	**$ 4,867,653**	**$ 4,831,841**	**$ 4,838,457**	**$ 4,848,001**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
0720	Parking Director	1	1	1	1	$ 121,410
0717	Ass't Parking Director/Trolley Manager	1	1	-	-	42,580
0716	Parking Admin. Supervisor	1	1	1	1	53,583
0105	Clerk I	1	1	1	1	43,408
0708	Parking Data Specialist	1	1	1	1	50,599
0714	Parking Enforcement Specialist - PT	-	-	-	-	12,500
3333	Excluded Pay Supplement	-	-	-	-	4,351
2222	Teamsters Pay Supplement	-	-	-	-	1,880
	TOTAL	**5**	**5**	**4**	**4**	**$ 330,311**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 377,258	$ 307,989	$ 348,961	$ 330,311
2000	Employee Benefits - See Other Cost Dist.	205,863	156,954	198,145	186,967
3170	Mgmt & Staff Interdept'l Charge	-	-	565,000	565,000
3190	Other Professional Services	-	24,425	18,075	-
4090	Other Transportation Expense	8,100	6,413	8,100	8,100
4410	Rental of Machinery and Equipment	730	1,905	2,800	2,800
4420	Public Facilities Cost - See Other Cost Dist.	14,870	15,414	15,631	16,333
4550	General Liability Insurance	19,561	21,004	20,299	11,965
4620	Repair and Maint. of Office Equipment	3,165	3,000	4,500	4,500
4710	Special Printed Forms	4,465	4,288	4,500	4,500
4820	Advertising Expense	-	340	1,000	1,000
4990	Other Miscellaneous Expense	2,496	3,442	10,000	10,000
4991	Credit Card Charge Expense	-	-	240,000	390,000
5100	Office Supplies	5,704	5,179	7,500	7,500
5215	Small Tools & Minor Equipment	24,240	9,906	15,000	15,000
5400	Membership Dues and Subscriptions	920	160	1,100	1,100
5410	Employee Training	877	2,684	2,500	2,500
6430	Equipment Repair/Replacement	-	45	1,468	1,468
9010	Intradepartmental Credits	(668,249)	(563,148)	(1,464,579)	(1,559,044)
	TOTAL	**$ -**	**$ -**	**$ -**	**$ -**

Administrative Services Distribution to Parking System

Dept Code/Account	Meters	2012	2013	2014	2015
8310-31-70	282	$ 16,402	$ 13,822	$ 35,948	$ 38,266
8320-31-70	589	34,258	28,870	75,082	79,925
8330-31-70	193	11,225	9,460	24,602	26,189
8340-31-70	344	20,008	16,861	43,851	46,679
8380-31-70	3873	225,267	189,836	493,708	525,553
8390-31-70	1737	101,029	85,140	221,422	235,704
8560 (8350)-31-70	450	26,173	22,057	57,363	61,063
	7468	**434,362**	**366,046**	**951,976**	**1,013,379**
8360-31-70	25%	167,062	140,787	366,145	389,761
8500-31-70	10%	66,825	56,315	146,458	155,904
	35%	**$ 668,249**	**$ 563,148**	**$ 1,464,579**	**$ 1,559,044**

460 PARKING SYSTEM FUND

PUBLIC WORKS DEPARTMENT

8310 PARKING DIVISION - GARAGE NO. 1

545 PARKING FACILITIES

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
3170	Mgmt & Staff Interdept'l Charge	$ 16,402	$ 13,822	$ 35,948	$ 38,266
3190	Other Professional Services	106,415	110,355	99,500	144,172
4420	Public Facilities Cost - See Other Cost Dist.	77,669	80,508	81,643	85,309
4630	Repair/Maint. of Machinery & Equipment	2,900	2,900	4,000	4,000
4690	Special Maintenance Interdept'l Charges	35,446	34,481	46,009	45,522
4710	Special Printed Forms	2,223	1,996	2,000	2,000
5100	Office Supplies	298	-	750	750
5204	Cleaning & Janitorial Supplies	197	194	200	200
5208	Household & Institutional Supplies	497	484	600	500
5211	Building Materials and Supplies	-	50	100	100
5214	Uniform Allowance	36	-	-	-
5215	Small Tools & Minor Equipment	28	100	-	100
	TOTAL	**$ 242,111**	**$ 244,890**	**$ 270,750**	**$ 320,919**

460 PARKING SYSTEM FUND
PUBLIC WORKS DEPARTMENT
8320 PARKING DIVISION - GARAGE NO. 2
545 PARKING FACILITIES

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
3170	Mgmt & Staff Interdept'l Charge	$ 34,258	$ 28,870	$ 75,082	$ 79,925
3190	Other Professional Services	105,379	98,443	95,000	137,999
4420	Public Facilities Cost - See Other Cost Dist.	129,275	134,001	135,889	141,992
4450	Lease Equipment	-	-	58,549	58,549
4630	Repair/Maint. of Machinery & Equipment	2,900	2,900	-	-
4710	Special Printed Forms	1,803	1,246	3,000	3,000
5100	Office Supplies	365	750	750	750
5204	Cleaning & Janitorial Supplies	299	221	300	300
5208	Household & Institutional Supplies	398	295	400	400
5211	Building Materials and Supplies	-	133	135	135
5214	Uniform Allowance	36	-	-	-
5215	Small Tools & Minor Equipment	-	703	100	100
6440	Equipment Additions	-	97,541	159,938	-
	TOTAL	**$ 274,713**	**$ 365,103**	**$ 529,143**	**$ 423,150**

460 PARKING SYSTEM FUND
PUBLIC WORKS DEPARTMENT
8330 PARKING DIVISION - GARAGE NO. 3
545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
0706	Parking Attendant	1	1	1	1	$ 41,369
2222	Teamsters Pay Supplement	-	-	-	-	827
	TOTAL	**1**	**1**	**1**	**1**	**$ 42,196**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 41,864	$ 43,624	$ 41,309	$ 42,196
2000	Employee Benefits - See Other Cost Dist.	32,693	32,497	35,215	36,324
3170	Mgmt & Staff Interdept'l Charge	11,225	9,460	24,602	26,189
3190	Other Professional Services	497	-	2,600	3,567
4420	Public Facilities Cost - See Other Cost Dist.	22,622	23,449	23,779	24,847
4550	General Liability Insurance	2,205	2,463	2,403	1,528
4690	Special Maintenance Interdept'l Charges	24,259	23,599	31,488	31,155
5204	Cleaning & Janitorial Supplies	199	173	200	200
5208	Household & Institutional Supplies	400	345	400	400
5211	Building Materials and Supplies	40	60	60	60
5214	Uniform Allowance	500	500	500	500
5215	Small Tools & Minor Equipment	-	57	60	60
	TOTAL	**$ 136,504**	**$ 136,227**	**$ 162,616**	**$ 167,026**

460 PARKING SYSTEM FUND

PUBLIC WORKS DEPARTMENT

8340 PARKING DIVISION - GARAGE NO. 4

545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
0706	Parking Attendant	1	1	1	1	$ 31,324
2222	Teamsters Pay Supplement	-	-	-	-	626
	TOTAL	**1**	**1**	**1**	**1**	**$ 31,950**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 30,016	$ 33,627	$ 30,066	$ 31,950
2000	Employee Benefits - See Other Cost Dist.	27,793	27,297	30,027	31,659
3170	Mgmt & Staff Interdept'l Charge	20,008	16,861	43,851	46,679
3190	Other Professional Services	87,000	81,265	79,250	116,392
4420	Public Facilities Cost - See Other Cost Dist.	83,043	86,079	87,292	91,212
4550	General Liability Insurance	1,585	1,735	1,735	1,157
4630	Repair/Maint. of Machinery & Equipment	2,900	2,900	3,761	4,000
4710	Special Printed Forms	1,938	1,770	2,813	2,000
5100	Office Supplies	162	-	750	750
5204	Cleaning & Janitorial Supplies	296	487	300	300
5208	Household & Institutional Supplies	400	400	400	400
5211	Building Materials and Supplies	-	132	135	135
5214	Uniform Allowance	500	500	500	500
5215	Small Tools & Minor Equipment	-	60	60	60
	TOTAL	**$ 255,641**	**$ 253,113**	**$ 280,940**	**$ 327,194**

460 PARKING SYSTEM FUND

PUBLIC WORKS DEPARTMENT

8360 PARKING DIVISION - METER MAINT & COLLECTION

545 PARKING FACILITIES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
0713	Meter Maint. Collection Supv.	1	1	1	1	$ 43,389
0712	Parking Meter Mechanic	2	2	2	2	91,116
0311	Money Room Coordinator	1	1	1	1	58,172
3005	Maintenance Worker II	2	2	2	2	87,989
2222	Teamsters Pay Supplement	-	-	-	-	5,613
	TOTAL	**6**	**6**	**6**	**6**	**$ 286,279**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 301,442	$ 307,330	$ 307,944	$ 286,279
2000	Employee Benefits - See Other Cost Dist.	234,338	228,506	251,783	246,358
3170	Mgmt & Staff Interdept'l Charge	167,062	140,787	366,145	389,761
4020	Central Garage Motor Pool Rent Replacement: 5,627 Oper. & Maint: 23,403	27,716	27,403	28,516	29,030
4550	General Liability Insurance	16,418	18,093	17,913	10,370
4630	Repair/Maint. of Machinery & Equipment	-	387	225	225
5100	Office Supplies	2,801	2,912	2,432	2,000
5204	Cleaning & Janitorial Supplies	34	87	100	100
5209	Protective Clothing	448	372	540	450
5211	Building Materials and Supplies	192	346	200	200
5214	Uniform Allowance	2,612	2,694	2,910	3,000
5215	Small Tools & Minor Equipment	7,596	7,394	7,890	5,000
5217	Operating Equipment Repair Parts	4,206	7,728	6,178	9,500
9010	Intradepartmental Credits	(764,865)	(744,039)	(992,776)	(982,273)
	TOTAL	**$ -**	**$ -**	**$ -**	**$ -**

Meter Maintenance & Collection Services Distribution to Parking System

Dept Code	Meters	2012	2013	2014	2015
8310	282	$ 35,446	$ 34,481	$ 46,009	$ 45,522
8330	193	24,259	23,599	31,488	31,155
8380	3873	486,825	473,569	631,885	625,200
8390	1737	218,335	212,390	283,394	280,396
	6085	**$ 764,865**	**$ 744,039**	**$ 992,776**	**$ 982,273**

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

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
3170	Mgmt & Staff Interdept'l Charge	$ 225,267	$ 189,836	$ 493,708	$ 525,553
4110	Telephone Expense	62,666	64,813	134,000	134,000
4450	Lease Equipment	-	32,800	324,873	300,000
4690	Special Maintenance Interdept'l Charges	486,825	473,569	631,885	625,200
5215	Small Tools & Minor Equipment	4,796	29,356	33,000	23,000
5401	Software Subscriptions & Maintenance	2,725	8,881	-	-
6430	Equipment Repair/Replacement	-	-	-	64,234
6440	Equipment Additions	29,933	-	29,376	-
	TOTAL	**$ 812,212**	**$ 799,255**	**$ 1,646,842**	**$ 1,671,987**

460 PARKING SYSTEM FUND

PUBLIC WORKS DEPARTMENT

8390 PARKING DIVISION - METER & PERMIT PARKING LOTS

545 PARKING FACILITIES

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
3170	Mgmt & Staff Interdept'l Charge	$ 101,029	$ 85,140	$ 221,422	$ 235,704
4420	Public Facilities Cost - See Other Cost Dist.	45,244	46,898	47,559	49,695
4690	Special Maintenance Interdept'l Charges	218,335	212,390	283,394	280,396
6430	Equipment Repair/Replacement	9,990	6,738	10,000	10,000
	TOTAL	**$ 374,598**	**$ 351,166**	**$ 562,375**	**$ 575,795**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
0711	Parking Enforcement Supervisor	1	1	1	1	$ 54,083
0709	Parking Enforcement Special Lead	1	1	1	1	34,008
0710	Parking Enforcement Specialist	10	10	10	10	391,218
0714	Parking Enforcement Specialist - PT	-	-	-	-	120,000
2222	Teamsters Pay Supplement	-	-	-	-	9,586
	TOTAL	**12**	**12**	**12**	**12**	**$ 608,895**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 547,622	$ 565,326	$ 628,957	$ 608,895
2000	Employee Benefits - See Other Cost Dist.	380,696	373,840	387,240	386,322
4020	Central Garage Motor Pool Rent	298,938	295,562	141,730	147,877
	Replacement: 36,994				
	Oper. & Maint: 110,883				
4040	Central Garage Miscellaneous Charges	2,363	-	-	-
4550	General Liability Insurance	32,102	34,382	21,829	22,056
4620	Repair and Maint. of Office Equipment	-	-	8	220
5100	Office Supplies	310	94	1,500	1,000
5214	Uniform Allowance	6,769	6,711	8,500	7,500
5215	Small Tools & Minor Equipment	-	206	500	500
5410	Employee Training	-	-	1,500	2,000
6430	Equipment Repair/Replacement	-	-	-	500
6440	Equipment Additions	-	-	-	500
	TOTAL	**$ 1,268,800**	**$ 1,276,121**	**$ 1,191,764**	**$ 1,177,370**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
3102	Maint. Repair Wrkr - Lead	1	1	1	1	$ 55,402
3005	Maintenance Worker II	2	2	2	2	78,148
9005	Part-time Employees	-	-	-	-	25,000
2222	Teamsters Pay Supplement	-	-	-	-	2,671
	TOTAL	**3**	**3**	**3**	**3**	**$ 161,221**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 116,390	$ 130,637	$ 156,373	$ 161,221
2000	Employee Benefits - See Other Cost Dist.	119,970	118,202	139,194	134,160
3170	Mgmt & Staff Interdept'l Charge	66,825	56,315	146,458	155,904
4020	Central Garage Motor Pool Rent	24,319	24,044	24,237	24,403
	Replacement: 4,199				
	Oper. & Maint: 20,204				
4410	Rental of Machinery and Equipment	76	-	250	250
4420	Public Facilities Cost - See Other Cost Dist.	30,893	32,022	32,474	33,932
4550	General Liability Insurance	7,035	7,784	9,096	5,840
4630	Repair/Maint. of Machinery & Equipment	110	334	400	400
5100	Office Supplies	137	100	200	200
5204	Cleaning & Janitorial Supplies	93	804	950	800
5209	Protective Clothing	299	432	616	900
5211	Building Materials and Supplies	21,328	17,885	18,500	19,250
5213	Purchase/Rental - Employee Uniforms	-	-	-	1,000
5214	Uniform Allowance	1,500	1,836	1,884	-
5215	Small Tools & Minor Equipment	1,404	1,759	1,500	1,000
5217	Operating Equipment Repair Parts	5,011	971	1,500	1,000
6430	Equipment Repair/Replacement	-	-	-	500
6440	Equipment Additions	-	-	-	500
	TOTAL	**$ 395,390**	**$ 393,125**	**$ 533,632**	**$ 541,260**

460 PARKING SYSTEM FUND

PUBLIC WORKS DEPARTMENT

8560 PARKING DIVISION - GARAGE NO. 6

545 PARKING FACILITIES

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
3170	Mgmt & Staff Interdept'l Charge	$ 26,173	$ 22,057	$ 57,363	$ 61,063
3190	Other Professional Services	87,024	103,867	84,250	123,251
4310	Electric Utility Service	51,239	51,701	63,000	60,000
4350	Water & Sewer Utility Service	1,015	4,348	2,000	5,000
4450	Lease Equipment	-	-	47,903	47,903
4630	Repair/Maint. of Machinery & Equipment	2,900	2,900	-	-
4710	Special Printed Forms	1,433	1,246	1,187	2,000
5100	Office Supplies	945	-	-	-
5204	Cleaning & Janitorial Supplies	299	102	382	300
5208	Household & Institutional Supplies	296	89	319	300
5211	Building Materials and Supplies	-	89	99	100
5215	Small Tools & Minor Equipment	18	100	-	100
6440	Equipment Additions	-	210,664	-	-
	TOTAL	**$ 171,342**	**$ 397,163**	**$ 256,503**	**$ 300,017**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
1019	Tolley Manager	1	1	1	1	$ 45,313
0009	Trolley Operations Supr	1	1	1	1	55,751
3333	Excluded Pay Supplement	-	-	-	-	906
2222	Teamsters Pay Supplement	-	-	-	-	1,115
	TOTAL	**2**	**2**	**2**	**2**	**$ 103,085**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 52,442	$ 92,549	$ 140,691	$ 103,085
2000	Employee Benefits - See Other Cost Dist.	66,252	86,379	94,717	74,589
3110	Engineering & Architect Services	-	39,167	10,834	-
3190	Other Professional Services	682,323	642,183	562,000	684,000
4020	Central Garage Motor Pool Rent Replacement: 97,151 Oper. & Maint: 215,979	294,348	291,024	310,532	313,130
4090	Other Transportation Expense	-	1,350	-	-
4420	Public Facilities Cost - See Other Cost Dist.	77,586	80,422	81,555	85,218
4550	General Liability Insurance	6,564	8,310	8,184	3,734
4620	Repair and Maint. of Office Equipment	-	1,500	-	-
4630	Repair/Maint. of Machinery & Equipment	145,121	10,224	10,000	8,000
4720	Printing & Binding	200	1,310	500	250
4820	Advertising Expense	175	200	500	250
4940	Taxes & License Fees Paid	1,500	-	2,000	10,000
4990	Other Miscellaneous Expense	(2,886)	10,198	-	-
5100	Office Supplies	930	1,352	1,500	1,500
5209	Protective Clothing	271	-	350	100
5211	Building Materials and Supplies	6	-	-	-
5213	Purchase/Rental - Employee Uniforms	1,000	557	1,000	3,500
5215	Small Tools & Minor Equipment	404	473	500	500
5219	Other Repair & Maintenance Supplies	250	1,153	1,750	1,000
5400	Membership Dues and Subscriptions	-	246	747	1,000
5410	Employee Training	378	500	653	1,400
6440	Equipment Additions	-	35,022	40,000	41,500
6460	Other Equipment Additions	-	-	-	500
8120	State FDOT Trolley Route Expansion Grant	-	-	132,000	-
	TOTAL	**$ 1,326,864**	**$ 1,304,119**	**$ 1,400,013**	**$ 1,333,256**

2014-2015 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: PUBLIC WORKS

MISSION STATEMENT

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

VISION STATEMENT

To be recognized as a leader in the delivery of public services; known for our responsiveness, reliability, and caring attention given to the community.

DEPARTMENTAL FUNCTION

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

The *Assistant Directors* are also responsible for the administration of special City events and historic preservation of facilities. In addition, the City's ADA Coordinator is under this division. *The Central Administration Division* routes all voice and written communications (via phone, fax, e-mail, letters, memo's, etc.) as well as the preparation of City Commission agenda items. The Central Division maintains a central filing system, which includes a vast quantity and variety of public documents. This division responds to all requests and inquiries and directs them for the appropriate response, documenting the process through EDEN's Customer Request Module. Amongst a vast amount of other duties, the division is in charge of up-keeping personnel files, payroll, processing requisitions and payment applications, updating Standard Operating Procedures manuals, providing various reports and other miscellaneous special projects.

Engineering Division

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

Facilities Maintenance Division

The division maintains all City-owned facilities including buildings, parks, fountains, plazas, entrances, parking lots, parking garages and streetlights. This division is also responsible for providing remodeling, routine maintenance, capital improvements and maintenance of emergency backup generators. The division oversees the support services provided by service contractors that range from HAVC, janitorial, security, and elevator maintenance. The division has qualifiers who hold master licenses in General Contractor, Electrical, HVAC, and Plumbing, Indoor Air Quality, Journeyman Electrical, Journeyman Plumbing as well as First Responders for Disasters and Hazardous Materials. The division is also involved in Special Events. Special projects such as the international flags that line Ponce de Leon Boulevard are also the responsibility of this division.

Utilities Division

The division provides Sanitary Sewer and Storm Water Sewer services. The Sanitary Sewer Utility maintains 35 sewer pumping stations that collect sewage from approximately 64 miles of gravity mains. The pumping stations pump the sewage that is collected through approximately 27 miles of force main piping in a network of interlacing pipelines to the Miami-Dade collection system for treatment at the Central District Wastewater Treatment Plant at Virginia Key. The storm water utility maintains all storm water structures and associated piping to collect rainwater from the right-of-way throughout the City of Coral Gables. This collected rainwater is disbursed into various drainage systems ranging from catch basins, trenches and French drains to pumping stations and the automated flood gate. There are in excess of 8,500 drainage structures that are maintained by the utility. Both utilities

are on-call for emergencies (24) hours a day to ensure the health and safety of the citizens of the City of Coral Gables.

Right-of-Way Enforcement and Maintenance Division

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

Support Services

The Department provides technical knowledge, staffing, equipment and a variety of resources to support advisory boards and specialized committees.

Advisory Boards – The Department supports City advisory boards by providing staff support. These boards consist of the Board on Disability Affairs, Traffic Advisory Board and Green Task Force.

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

DEPARTMENT GOALS/OBJECTIVES

GOAL AREA: CUSTOMER SERVICE

Goal 1:

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

Goal 2:

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

GOAL AREA: CITY FACILITIES

Goal 1:

Objective: Maintain facilities and ensure all practices are environmentally sound and compliant with established standards.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
1. Use of green products.	Maintenance Division Staff	On-going	On-going
2. Use of energy management systems and products	Maintenance Division Staff	On-going	On-going

Goal 2:

Objective: Development and implementation of standard operation procedures			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
1. Standardize products used in facilities	Maintenance Division Staff	On-going	On-going
2. Master keying system	Maintenance Division Staff	On-going	On-going

GOAL AREA: STORMWATER UTILITY

Goal 1:

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

Goal 2:

Objective: Implementation of Stormwater utility funded project.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
1. Management of capital and operating budgets for stormwater projects	Utilities Director	On-going	On-going
2. Development and implementation of stormwater management master plan	Utilities Director	On-going	On-going

Goal 3:

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

Goal 4:

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

GOAL AREA: SANITARY SEWER UTILITY

Goal 1:

Objective: Improve Sanitary Sewer Pump Stations Performance.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
1. Development and implementation of standard operating procedures	Utilities Director	On-going	On-going
2. Maintain records for operation and maintenance activities	Utilities Staff	On-going	On-going

Goal 2:

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

Goal 3:

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

Goal 4:

Objective: Reduce number of sanitary sewer overflows.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
1. Tracking number of overflows caused by infrastructure failures	Utilities Staff	On-going	On-going
2. Tracking number of overflows caused by accident	Utilities Staff	On-going	On-going
3. Prepare assessment to prevent SSO	Utilities Director	On-going	On-going

Goal 5:

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

GOAL AREA: RIGHT-OF-WAY ENFORCEMENT & MAINTENANCE

Goal 1:

Objective: Improve drainage and canal maintenance.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
1. Continue maintenance and aesthetic cleaning cycles of the canal system	Right-of-Way Staff	On-going	On-going
2. Continue curb and gutter sweeping cycles	Right-of-Way Staff	On-going	On-going

2014-2015 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: PUBLIC WORKS
DIVISION: AUTOMOTIVE

MISSION STATEMENT

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

VISION STATEMENT

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

DEPARTMENTAL FUNCTION STATEMENT

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

DEPARTMENTAL GOALS

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

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

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

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

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

ADMINISTRATION

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

FINANCES

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

FLEET SERVICES

Goal: To monitor vehicle/equipment costs, availability, usage, and composition.			
Objective: Conduct a complete utilization study to determine the appropriate size of the fleet. (Right Sizing)			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Determine total fleet utilization based on miles driven and daily use of each vehicle. 2. Meet with the user departments to understand their equipment requirements. 3. Set appropriate utilization standards for all city vehicles. 4. Determine possible implementation of automated loan pools of vehicles at various city locations. 5. Draft equipment replacement policy. 6. Draft policy to justify increasing fleet size. 7. Determine possible reassignment of underutilized vehicles to other departments with greater need. 8. Compile findings and make recommendations to the City Manager.	Steve Riley	September - Annually	In Progress
Objective: Create a vehicle allocation plan based on employee job requirements and organizational staffing. (Right Typing)			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Determine vehicle types based on departmental job requirements. 2. Receive organizational charts from all user departments. 3. Determine appropriateness of the current fleet. 4. Draft vehicle "Right Typing" policy and send to City Manager for approval. 5. Implement "Right Typing" for future purchases.	Steve Riley	6/31/2015	In progress

Objective: Re-align the Fleet Management Information System to accurately report vehicle availability and service intervals.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Determine availability requirements based on equipment class and the needs of the user department. 2. Setup the Fleet Management Information System to accurately depict the user departments operating criteria. 3. Re-align Preventative Maintenance service intervals based on equipment classification and use. 4. Modify existing reports to properly reflect equipment availability.	Steve Riley Supervisors Patty Arocha	12/31/2014	In progress
Objective: Re-align all task codes in the Fleet Management Information System to accurately report work performed.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Reconfigure all task codes via VMRS to accurately depict work performed. 2. Update the Fleet Management System with the new code structure.	Steve Riley Supervisors Patty Arocha	12/31/2014	In progress
Objective: Purchase & setup technician workstations linked directly to the Fleet Management Information System to improve performance and work order tracking.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Purchase sufficient technician workstations. 2. Conduct staff training on the use of the equipment.	Steve Riley	12/31/2014	In progress
Objective: Setup "job rates" to determine mechanic productivity and efficiency.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Determine appropriate maintenance task that can be accurately measured and defined as targeted work. 2. Use industry standard references to apply appropriate time constraints to targeted maintenance tasks. 3. Brief employees on the new method of performance measurement. 4. Design custom reports to determine efficiency. 5. Brief employees monthly on their performance data.	Steve Riley Supervisors	6/31/2015	In progress

HUMAN RESOURCES

Goal: To increase staffs efficiency and effectiveness by providing training, guidance, motivation and counseling.			
Objective: Promote teamwork and cooperation at all levels.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. To cross-train supervisors on fleet management methodologies to ensure a consistent level of procedural standardization. 2. Meet with entire staff to discuss problems and develop solutions.	Steve Riley Supervisors	1st of each month	On Going
Objective: Improve communications between staff and supervisors.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Conduct meetings to manage workflow. 2. Highlight the Director's open door policy.	Steve Riley Supervisors	Daily - As Needed	On Going
Objective: Increase the technical competence of the technician staff.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Promote ASE & EVT certifications. 2. Provide appropriate training for the technicians based upon employee input and productivity data. 3. Provide leadership and managerial training for administrative staff and supervisors.	Steve Riley Supervisors	Daily - As Needed	On Going
Objective: Make staff evaluations more meaningful and relevant to their job.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Coach supervisors on performance evaluation techniques. 2. Conduct evaluation debriefs and emphasize expectations of professional growth along with both positive and negative performance issues. 3. Ensure evaluations are not only used to highlight past performance issues, but also as a motivational tool.	Steve Riley Supervisors	Monthly	On Going
Objective: Rewrite job classifications to give the Director and Supervisors more flexibility with Automotive Technicians.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
1. Rewrite certain job classifications that will provide automotive supervisors additional flexibility to assign daily work.	Steve Riley	12/1/2014	Pending

INTERDEPARTMENTAL RELATIONS

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

2014 -2015 BUDGET
STRATEGIC MANAGEMENT PROGRAM
DEPARTMENT: COMMUNITY RECREATION

DIVISION: PUBLIC SERVICE

MISSION STATEMENT

To provide effective and efficient high quality services that ensures that the public receives excellent waste collection service and maintenance of landscaped areas.

DEPARTMENTAL FUNCTION

The Public Service Division of the Community Services Department is responsible for two major functions of City operations: The collection and disposal (or recycling) of trash and garbage in residential areas and the landscape maintenance and landscape improvement of a select inventory of public rights of way, parks, City buildings and parking lots.

The Solid Waste Collection Division provides carry-out service for residential garbage collection twice weekly and trash collection from the street once each week. The Division is responsible for the once a week collection of waste recyclable products including newspapers, aluminum cans, glass, plastic containers, and steel cans. The Division also manages the collection of litter from litter containers city wide.

The Landscape Services Division is responsible for the landscape maintenance programs for many City properties, including selected public rights of way, parks, City buildings and parking lots. The Division is also responsible for landscape installation and Tree maintenance programs for the City. Tree trimming, irrigation maintenance/repair, fertilization, pest control, and landscape plant and tree installation, is either performed by or managed by this Division. Private contractors are used where appropriate to provide these services under the strict supervision of Division personnel. Inspections for the City's tree removal permitting process are also made by the Landscape Services Division.

The Division provides staff support for the City's Landscape Beautification Advisory Board, Tree Preservation Agency and Library Advisory Board.

DEPARTMENTAL GOALS

Finances
To provide professional financial management through effective budgeting, effective personnel management and revenue generation.

Landscaping and Public Area Aesthetics
To provide, maintain and adequately fund high quality landscape maintenance services and aesthetic improvements to public areas.

Urban Forestry Management
To manage the municipal forest of Coral Gables in a cost effective manner by providing to the taxpayer innovative and effective leadership and services aimed at improving the health, composition and structure of the urban forest.

Public Relations
To promote full understanding of the services provided by the Department and to provide excellent customer service through personal interactions, marketing and promotional materials, and positive relations with the media.

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

Finances

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

Objective: To control cost of disposal of Trash.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Establish a lowest possible cost per ton bench mark for disposing of trash.	Solid Waste Collection Division	Continuous	Ongoing – Current data indicates that the Department is maximizing the use of the lowest cost final dump location for each waste material. Collection fleet condition has caused the use of higher cost disposal options as older vehicles are not able to navigate to the tipping floor of some facilities. Working to reduce cardboard percentage of trash and increase in recycling for additional cost savings
Compare actual costs for disposing of Trash to the bench mark and evaluate reasons for discrepancies.	Solid Waste Collection Division	Continuous	Ongoing – Discrepancies are very small.

Objective: Control overtime costs to those anticipated in the budget document.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Study and strategize methods for eliminating OT costs that are in excess of budgeted allocation and expenditures in the future.	Administration	September 30, each year.	OT costs have been difficult to control based on unanticipated needs related to watering newly planted trees. Within the confines of the proposed funding levels, we will resume our efforts related to this action plan.

Landscaping and Public Area Aesthetics

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

Objective: Manage downtown litter abatement program.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Continue infill of litter containers proposed for the Ponce de Leon corridor as new buildings come on line	Solid Waste Division	Ongoing	Ongoing when necessary and as funding permits. Phase III of Ponce De Leon median installation will add cans at all 4 corners of the affected corridor as was the case for phase II now completed.
Evaluate current litter can service needs in light of increasing can set out.	Solid Waste Division	October 2014	Ongoing – current program sufficient.
Evaluate current litter removal activities in light of changing downtown conditions.	Landscape Services Division	October 2014	Ongoing – current program sufficient and properly directed. Collection volume data for the second year shows benefit to weekend coverage during Christmas/New Year holiday season.

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

Objective: Improve appearance of trash deposition areas of the City.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Implement a trash pit restoration initiative.	Solid Waste Division and Administration	Open	Procurement process for selected High Density Polyethylene Plastic covers is in progress. Test installations in the field have performed well. Installation process expected to begin late summer of 2013.
Fund implementation of City wide program.	Administration	Ongoing	Funding is in place for 2013 and proposed for second phase in 2014.

Landscaping and Public Area Aesthetics (cont.)

Objective: Continue implementation of the Downtown Streetscape Master Plan			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Work with Public Works on refining implementation details of plan at specific development sites.	Administration.	Ongoing	Ongoing – several large projects are implementing the plan in accordance with detail specifications developed through actual conditions on each project.
Work with Public Works to identify, refine and document standard implementation strategies.	Administration.	Ongoing	Ongoing – CAD files for the plan have been procured and they will be updated with detail drawings of various real word installations in order to streamline future implementation.
Work with developers on individual projects in order to define costs and effective installation strategies.	Administration.	Ongoing	Ongoing for each project.
Work with Public Works to identify and pursue funding partnerships and other funding sources for City infill projects.	Administration.	Ongoing	Ongoing – Phase III of the Ponce de Leon median development is in the planning stages and will complete this corridor wide improvement when funding becomes available.

Urban Forestry Management

Goal: To manage the municipal forest of Coral Gables in a cost effective manner by providing to the taxpayers innovative and effective leadership and services aimed at improving the health, composition and structure of the urban forest.

Objective: Perpetuate the City's Urban Forest.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Facilitate implementation of the Tree Succession Plan which will involve the planting and establishment of approximately 3,000 trees.	Landscape Services Division	Spring 2015 for planting. Spring 2016 for establishment period.	The Tree Succession Plan was approved by the City Commission in June 2014. It will go out to bid in July 2014, and will commence implementation by Fall of 2014.

Objective: Maintain the health and "people friendliness" of the Urban Forest.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Routinely prune trees through use of the City's contract tree maintenance service provider with attention to tree health issues and issues that directly impact residents, such that a minimum of 5000 trees are trimmed and or removed each year.	Landscape Services Division	February 28 every year.	Ongoing.
Manage Rugose Spiraling Whitefly infestations.	Landscape Services Division	February 28 every year	The City treated thousands of trees for this newly introduced insect pest. Continued management efforts will be based on the impact of the insect on the health of trees and on the control that may become evident through the build up in the environment of natural control elements such as predator and parasitic organisms.

Objective: Maintain a safe Urban Forest.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Remove all dead and dying trees that become evident during any FY.	Landscape Services Division	February 28 every year.	Ongoing.
Remove Ficus benjamina	Landscape	February 28	Ongoing.

trees as necessary in order to maintain a healthy population.	Services Division	every year.	

Public Relations

Goal: To promote full understanding of the services provided by the Department and to provide excellent customer service through personal interactions, marketing and promotional materials, and through positive relations with the media.

Objective: Create a culture of timely, appropriate and definitive response to resident concerns.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Manage and increase Web Page content so as to provide pertinent information to residents.	Administration	Ongoing	Public Service web pages were comprehensively updated. A new page related to the activities of the Library Advisory Board was placed on the Web.

Human Resources

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

Objective: Foster professional development of staff.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Investigate industry certification opportunities for Landscape Services employees.	Landscape Services Superintendents	October 2014	Some opportunities identified for Landscape Services employees. Dissemination of program requirements is occurring. A number of Landscape Services Division employees maintain International Society of Arboriculture - Certified Arborist certification and/or maintain certification for use of Restricted use pesticides and for the Limited Certification pesticide category inclusive of Right of Way applications.

2014-2015 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: COMMUNITY RECREATION
DIVISION: PARKING

MISSION STATEMENT

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

VISION STATEMENT

Managing transportation and parking services to support retail and community vitality of Coral Gables commercial districts.

DEPARTMENTAL FUNCTION

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

DEPARTMENT GOALS/OBJECTIVES

GOAL AREA: ADMINISTRATION

Goal 1: Increase use of Pay-by-Phone from 30% to 40%

Objective: Reduce the amount of cash that needs to be handled by staff			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Develop and provide promotional materials	J. Kowalchik	Ongoing	Cards available
Increase Signage	J. Kowalchik	Sept. 1, 2014	In Development
Add 4 Pay-by-Phone only locations	K. Kinney	Dec. 31, 2014	1 in development

Goal 2: Implement On-Line Permit Renewal System

Objective: Automate renewals and reduce the need for counter service			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Develop system parameters	K. Kinney	November 1, 2014	Developer selected
Create Web-site Interface	IT	November 1, 2014	Developer selected
Process 50% of renewals on-line	M. Merenco	March 1, 2015	In planning
Notify bulk customers - on-line payment service	M. Merenco	February 1, 2015	

Goal 3: Implement Parking Enforcement System that will receive payment information from multiple revenue control systems efficiently, including: Pay by Phone, T2, Duncan, Parkeon, Digital, and IPS.

Objective: To allow Enforcement Officers to check all payment options by entering vehicle license plate once			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Identify systems handhelds must interface with	J.Kowalchik/MDC	Completed	
Coordinate trial with existing County vendor	J.Kowalchik/MDC	August 1, 2014	
Review other potential vendors	MDC/J.Kowalchik	TBD	
Procurement of upgraded or new enforcement system	MDC/J.Kowalchik	October 31, 2015	

GOAL AREA: CUSTOMER SERVICE

Goal 1: Implement remote monitoring system for Museum and Merrick Garages

Objective: Provide multiple forms of payment and reduce the need for cash handling by staff			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Install automated revenue control system	K. Kinney/J. Kowalchik	March 1, 2014	Punch list items remaining
Install intercoms and cameras at PARCs Stations	J. Kowalchik	May 1, 2014	ongoing
Establish disabled permit protocols	K. Kinney	May 15, 2014	Ready for testing
Provide vendor with live feed and system access	K. Kinney/IT	Summer, 2014	

Goal 2: Provide front-line staff with customer service training to better serve residents and visitors FY 2015

Objective: Improve interaction between staff, residents and customers			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Select vendor for training	K. Kinney/HR	November 1, 2014	
Establish curriculum for Enforcement & Admin	K. Kinney/HR	December 1, 2014	
Schedule Training for Enforcement/Admin separate	K. Kinney/HR	June 1, 2015	

GOAL AREA: FINANCE

Goal 1: Increase percentage of parking revenue generated through electronic transactions to 60%

Objective: To provide efficient transfer of funds to City and reduce the opportunity for shrinkage			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Work with consultant to select appropriate revenue control systems	K. Kinney/Consultant	June 1, 2014	ongoing
Select equipment vendor(s)	K. Kinney/Procurement	September 30, 2014	
Improve Enforcement Interface	K. Kinney/MDC	December 1, 2014	
Install new equipment	K. Kinney/Vendor	March 1, 2015	

Goal 2: Reduce the use of point of sale cash handling.

Objective: To provide efficient transfer of funds to City and reduce the opportunity for shrinkage			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Install automated revenue control system in Garage 2 and Garage 6	K. Kinney/J. Kowalchik	March 1, 2014	ongoing
Install new revenue control systems on-street	K. Kinney	March 1, 2015	
Implement on-line permit renewal system	K. Kinney/IT	November 1, 2014	
Install Credit Card Readers in Garage 1 and 4	K. Kinney/Finance	September 1, 2014	

GOAL AREA: OPERATIONS

Goal 1: Update and complete PM and Capital Project needs for parking facilities

Objective: Improve the cleanliness, appearance and lifecycle of Parking Facilities			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Identify one-time and periodic Capital Projects as well as reoccurring PM requirements	K. Kinney/J. Kowalchik	July 1, 2014	
Develop schedule and scope of service for Capital Projects	K.Kinney/PW	August 1, 2014	
Budget for weekend custodial and maintenance services in garages	K. Kinney	October 1, 2014	

Replace Traffic Membrane in Museum and Merrick Garages	K. Kinney/PW	June 1, 2015	
Create scope of work for procurement of Parking Attendant Service for FY2015 –FY2019	J. Kowalchik	May 1, 2014	

Goal 2: Create efficiencies in the on-street parking system

Objective: Reduce staff hours required to operate, repair and manage on-street parking systems			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Replace 2000 single-space meters with alternative revenue control systems	K. Kinney	September 30, 2015	Planning - Consultant
Promote increased usage of Pay-by-Phone	K. Kinney	Ongoing	Currently at 30%
Establish maintenance and collection protocols that utilize staff time efficiently	K. Kinney	September 30, 2015	
Supply Money Room with equipment to efficiently manage deposits of Bills	K. Kinney	June 1, 2015	

GOAL AREA: TROLLEY

Goal 1: Refurbish all Trolleys in excess of 5 years old

Objective: To improve the cleanliness and appearance of the trolley fleet			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Replace exterior wood trim on trolleys	j. Kowalchik	December 31, 2014	Pricing Materials
Inspect and itemize issues in appropriate trolleys	J. Kowalchik	June 1, 2014	Ongoing
Create scope of work for trolley interior repairs and refinishing	J. Kowalchik	July 31, 2014	
Schedule and complete work on trolleys	J. Kowalchik/PW	March 31, 2015	

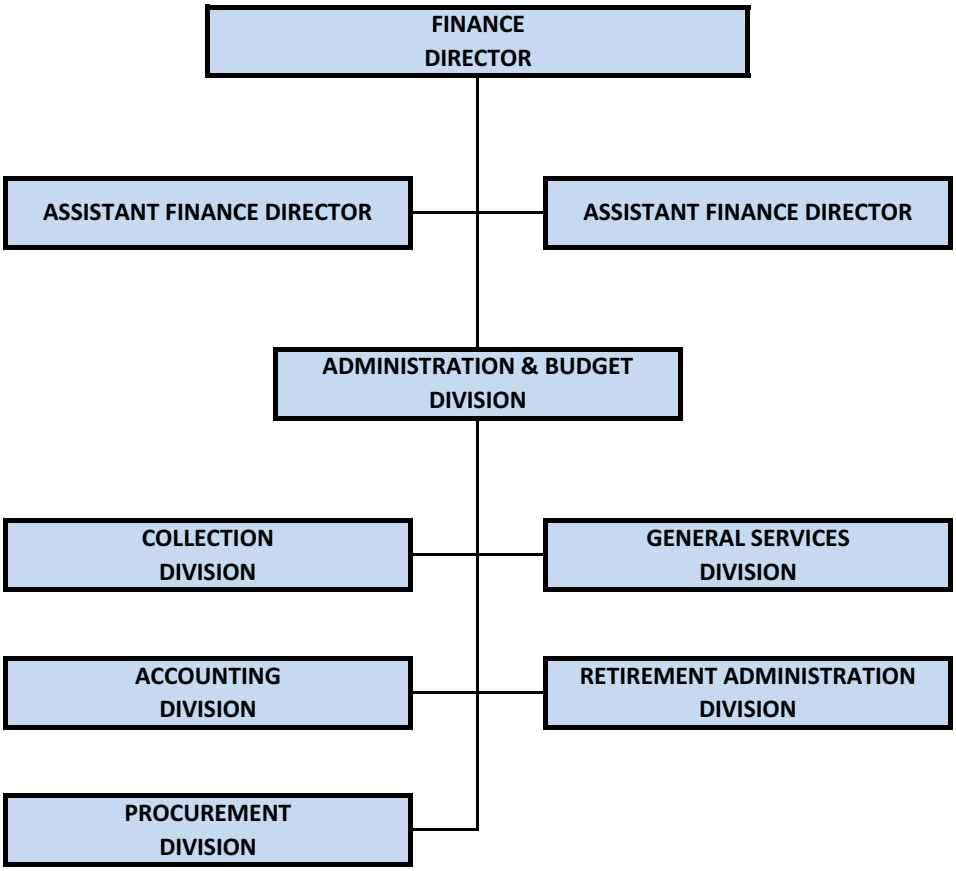
Goal 2 : Install GPS Enunciator System in Trolleys

Objective: Meet ADA requirements, monitor operations and provide rider information			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Develop Scope of Project	J. Kowalchik/IT	June 1, 2014	In Process
Select Vendor	J. Kowalchik/IT	July 31, 2014	In Process
Installation	J. Kowalchik/IT	October 31, 2014	
Develop rider app for Trolleys	J. Kowalchik/IT	December 1, 2014	Interviewing vendors

CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

DEPARTMENT: FINANCE

ORGANIZATION CHART

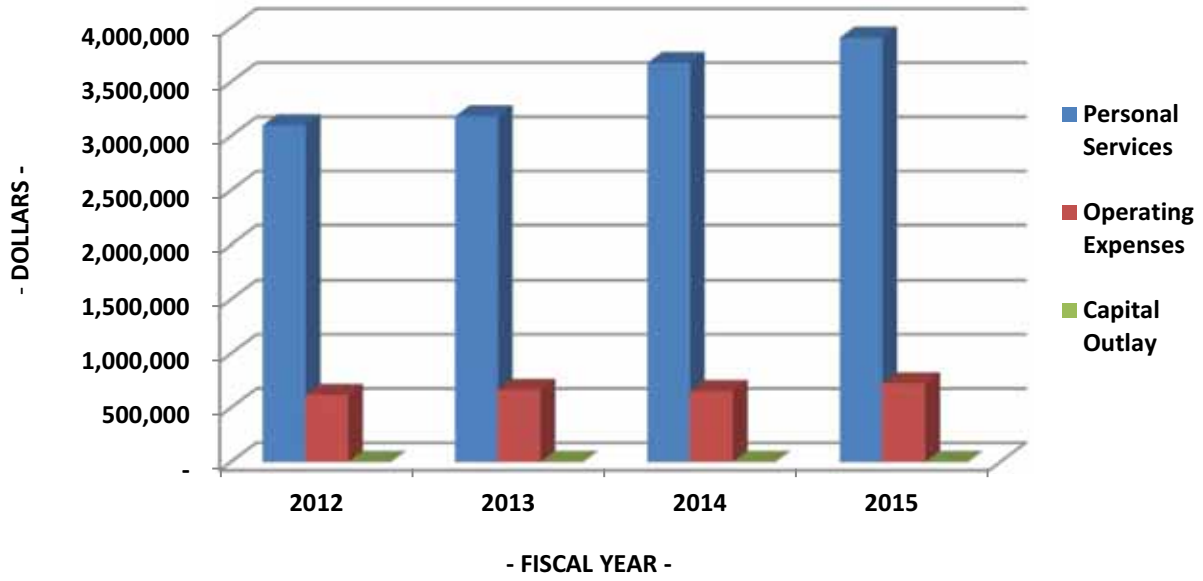


CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

FINANCE DEPARTMENT
BUDGET AND POSITION SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
Personal Services	3,100,766	3,183,675	3,675,853	3,907,812
Operating Expenses	618,087	665,412	652,069	724,079
Capital Outlay	-	-	-	-
TOTALS	3,718,853	3,849,087	4,327,922	4,631,891
No. of Positions	33	33	32	32

EXPENDITURE COMPARISONS



001 GENERAL FUND

FINANCE DEPARTMENT

3010 ADMINISTRATION & BUDGET DIVISION

513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
0341	Finance Director	1	1	1	1	$ 140,545
0343	Management & Budget Director	-	1	1	1	127,483
0340	Assistant Finance Director	2	2	2	2	220,855
0344	Fiscal & Policy Analyst	-	-	1	1	115,627
0339	Budget Administrator	1	-	-	-	-
0345	Sr. Management & Budget Analyst	-	-	1	1	90,626
0338	Management & Budget Analyst	1	1	1	1	73,067
0055	Grants Administrator	1	1	1	1	86,298
0602	Administrative Assistant	1	1	1	1	54,323
3333	Excluded Pay Supplement	-	-	-	-	18,176
	TOTAL	**7**	**7**	**9**	**9**	**$ 927,000**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 568,556	$ 617,582	$ 798,896	$ 927,000
2000	Employee Benefits - See Other Cost Dist.	308,638	310,654	432,321	501,117
4010	Travel Expense	6	21	-	-
4090	Other Transportation Expense	8,550	11,377	16,200	16,200
4420	Public Facilities Cost - See Other Cost Dist.	40,301	41,774	42,363	44,265
4430	Rental of Land and Buildings	-	-	-	100,000
4550	General Liability Insurance	36,284	39,225	27,737	33,579
4620	Repair and Maint. of Office Equipment	50	148	300	300
4710	Special Printed Forms	33	-	-	-
4720	Printing & Binding	-	2,025	6,218	4,500
4990	Other Miscellaneous Expense	2,267	163	1,500	1,500
4992	Bank Charges	35,136	-	-	-
5100	Office Supplies	8,197	8,526	5,000	9,000
5400	Membership Dues and Subscriptions	3,384	3,076	2,715	4,000
5410	Employee Training	3,092	259	5,810	8,256
	TOTAL	**$ 1,014,494**	**$ 1,034,830**	**$ 1,339,060**	**$ 1,649,717**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
0337	City Treasurer	-	1	1	1	$ 84,510
0325	Chief Collector	1	-	-	-	-
0323	Senior Revenue Inspector	-	-	1	1	58,159
0326	Revenue Inspector	2	2	-	-	-
0302	Accounting Clerk II	4	5	5	5	244,734
3333	Excluded Pay Supplement	-	-	-	-	1,690
2222	Teamsters Pay Supplement	-	-	-	-	6,058
	TOTAL	**7**	**8**	**7**	**7**	**$ 395,151**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 302,046	$ 403,187	$ 434,341	$ 395,151
2000	Employee Benefits - See Other Cost Dist.	191,561	214,216	272,216	245,984
4020	Central Garage Motor Pool Rent	9,530	9,422	4,865	5,576
	Replacement: 2,584				
	Oper. & Maint: 2,992				
4210	Messenger & Armored Car Service	-	-	4,600	10,000
4420	Public Facilities Cost - See Other Cost Dist.	11,789	12,220	12,392	12,949
4550	General Liability Insurance	19,322	23,466	15,240	14,314
4620	Repair and Maint. of Office Equipment	-	209	300	300
4710	Special Printed Forms	9,699	4,352	4,595	4,595
4910	Court Costs & Investigative Expense	1,210	14,780	13,700	15,500
4930	Information & Credit Investigation Service	2	-	-	-
5100	Office Supplies	5,107	9,445	8,682	9,500
5214	Uniform Allowance	1,000	1,000	1,000	1,000
5400	Membership Dues and Subscriptions	639	834	486	1,000
5410	Employee Training	296	1,815	3,530	2,000
	TOTAL	**$ 552,201**	**$ 694,946**	**$ 775,947**	**$ 717,869**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
0324	Chief Accountant	1	1	1	-	$ -
0335	Accountant III	-	-	2	2	181,210
0336	Accountant II	3	3	1	1	57,992
0334	Financial Analyst	-	-	-	1	59,966
0304	Senior Accounting Clerk	1	1	1	1	55,651
0303	Payroll Specialist	2	2	1	1	50,610
0302	Accounting Clerk II	3	2	1	1	50,254
9002	Part-time Employees	-	-	-	-	85,927
3333	Excluded Pay Supplement	-	-	-	-	7,096
2222	Teamsters Pay Supplement	-	-	-	-	2,017
	TOTAL	**10**	**9**	**7**	**7**	**$ 550,723**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 640,321	$ 526,544	$ 531,167	$ 550,723
2000	Employee Benefits - See Other Cost Dist.	326,339	299,835	328,310	314,623
3190	Other Professional Services	669	30,854	20,157	-
4210	Messenger & Armored Car Service	10,487	12,633	10,000	-
4410	Rental of Machinery and Equipment	3,181	7,254	7,500	5,000
4420	Public Facilities Cost - See Other Cost Dist.	12,451	12,906	13,088	13,676
4550	General Liability Insurance	31,688	35,401	19,141	19,949
4620	Repair and Maint. of Office Equipment	50	343	300	300
4710	Special Printed Forms	3,687	3,026	3,089	3,089
4720	Printing & Binding	5,028	1,201	2,500	4,586
4990	Other Miscellaneous Expense	64	170	300	300
5100	Office Supplies	12,629	6,477	9,600	7,500
5400	Membership Dues and Subscriptions	1,612	1,350	1,425	1,425
5410	Employee Training	-	-	3,060	3,000
	TOTAL	**$ 1,048,206**	**$ 937,994**	**$ 949,637**	**$ 924,171**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
0046	Chief Procurement Officer	1	1	1	1	$ 103,359
0213	Ass't Chief Proc. Officer	1	1	1	1	91,574
0216	Sr. Contract Specialist	1	1	1	1	61,340
0209	Contract Specialist	1	1	1	1	49,128
0206	Buyer	1	1	1	1	61,084
0602	Administrative Assistant	1	1	1	1	44,746
3333	Excluded Pay Supplement	-	-	-	-	6,020
2222	Teamsters Pay Supplement	-	-	-	-	2,204
	TOTAL	**6**	**6**	**6**	**6**	**$ 419,455**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 307,256	$ 363,247	$ 377,407	$ 419,455
2000	Employee Benefits - See Other Cost Dist.	199,323	197,065	240,373	245,499
3190	Other Professional Services	4,015	26,894	36,324	-
4020	Central Garage Motor Pool Rent Replacement: 3,111 Oper. & Maint: 3,644	11,930	11,795	5,898	6,755
4040	Central Garage Miscellaneous Charges	184	-	-	-
4410	Rental of Machinery and Equipment	1,749	3,733	4,440	4,440
4420	Public Facilities Cost - See Other Cost Dist.	104,989	108,827	110,360	115,317
4550	General Liability Insurance	21,760	23,968	14,364	15,194
4620	Repair and Maint. of Office Equipment	-	-	300	300
4710	Special Printed Forms	495	119	800	800
4990	Other Miscellaneous Expense	960	203	900	900
5100	Office Supplies	5,979	4,859	8,450	6,000
5400	Membership Dues and Subscriptions	2,048	2,552	2,135	3,000
5410	Employee Training	2,635	3,570	4,655	6,000
	TOTAL	**$ 663,323**	**$ 746,832**	**$ 806,406**	**$ 823,660**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
0050	Mail Clerk - Driver	1	1	1	1	$ 52,767
0060	Receptionist	1	1	1	1	36,525
2222	Teamsters Pay Supplement	-	-	-	-	1,786
	TOTAL	**2**	**2**	**2**	**2**	**$ 91,078**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 89,966	$ 86,679	$ 87,006	$ 91,078
2000	Employee Benefits - See Other Cost Dist.	50,731	49,727	56,138	59,412
4020	Central Garage Motor Pool Rent	5,042	4,985	10,507	10,644
	Replacement: 2,008				
	Oper. & Maint: 8,636				
4220	Postage	129,803	128,421	136,000	145,000
4410	Rental of Machinery and Equipment	14,537	14,537	14,544	14,544
4420	Public Facilities Cost - See Other Cost Dist.	17,599	18,242	18,499	19,330
4550	General Liability Insurance	4,615	5,136	3,021	3,299
4620	Repair and Maint. of Office Equipment	125	-	-	-
5100	Office Supplies	1,161	720	1,600	1,600
5214	Uniform Allowance	500	500	500	500
	TOTAL	**$ 314,079**	**$ 308,947**	**$ 327,815**	**$ 345,407**

620 GENERAL RETIREMENT SYSTEM FUND

FINANCE DEPARTMENT

3061 RETIREMENT PLAN ADMINISTRATION DIVISION

513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
0039	Retirement System Administrator	1	1	1	1	$ 81,924
9002	Part-time Employees	-	-	-	-	24,897
3333	Excluded Pay Supplement	-	-	-	-	1,638
	TOTAL	**1**	**1**	**1**	**1**	**$ 108,459**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 76,236	$ 76,756	$ 74,568	$ 108,459
2000	Employee Benefits - See Other Cost Dist.	39,793	38,183	43,110	49,311
4410	Rental of Machinery and Equipment	-	-	-	2,500
4420	Public Facilities Cost - See Other Cost Dist.	4,796	4,971	5,041	5,268
4550	General Liability Insurance	4,074	4,446	4,338	3,929
4710	Special Printed Forms	767	650	600	600
5100	Office Supplies	884	532	1,400	1,000
	TOTAL	**$ 126,550**	**$ 125,538**	**$ 129,057**	**$ 171,067**

2014-2015 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: FINANCE

MISSION STATEMENT

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

VISION STATEMENT

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

DEPARTMENTAL FUNCTION

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

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

DEPARTMENT GOALS

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

Objective: Implement strategy to streamline staff time devoted to mailing bills and processing payments.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Setup equipment in connection with Eden Software to take advantage of eliminating copies, self-mailing invoices and reducing postage and costs.	IT/Collections	Ongoing basis	Awaiting software enhancement
Adopt software design that uses bar-coding as an efficient method to record payments.	IT/Collections	Ongoing basis	Awaiting software enhancement
Eliminate redundant process by using statement format that includes schedule of penalties.	IT/Collections	Ongoing basis	Awaiting software enhancement
Utilize EDEN Software to process alarm registration renewals, billing and collection of fees.	IT/Collections	Ongoing basis	Awaiting software conversion
To use the Lock Box system, whereby the bank processes the payment for waste, business tax receipts and other miscellaneous billing	IT/Collections	Ongoing basis	Awaiting software conversion

Objective: To develop a comprehensive approach for follow-up notices and penalty enforcement.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Utilize Eden Software to control late notices and different penalties used in accordance with agreements and/or ordinances.	IT/Collections	Ongoing basis	Awaiting software enhancement
Streamline the process involved in the application and issuance of certificate of use.	Development Services/ Collections	Ongoing	Awaiting software enhancement

Objective: Strengthen relations between the community and City Government.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Increase department's ability to respond to customer requests.	Collections	September, 2014	Annual IT Implementation
Provide employees with training opportunities to keep up with new accounting and financial reporting requirements.	Accounting	Ongoing basis	Annual Process

Objective: To enhance the timeliness of financial reports.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Develop an annual work plan to inform all participating departments on necessary deadlines that are needed to be followed to guarantee a smooth year end closing process.	Accounting	Completed annually	Annual process
Implement software upgrades (Eden), which will streamline the flow of accurate and timely financial reports.	IT & Accounting	Ongoing	Annual process

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

Objective: Enhancing City information through the City Web.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Incorporate prior years adopted Budget and Quarterly Reports and Annual Reports (CAFR) on the City's Website	Accounting	Completed	Updated quarterly and annually
Incorporate prior years Single Audit Reports on the City's Website.	Accounting	Completed	Updated annually

Objective: To provide and/or report information to the required outside agencies we work with in the most accurate and timely manner.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Automate and enhance the preparation of City's Budget and Comprehensive Annual financial Report. Also provide, as needed, training to City departments related to this process.	Budget and Accounting	Ongoing basis	Annual process

Objective: Monitor the City's Portfolio Composition.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Evaluate available investment market opportunities to achieve an average rate of return on City funds that is competitive with average rate of return for the State's industry benchmark (six month average on 180 day Treasury Bills).	City Treasurer	Every Sept. 30th	Monitored monthly
Objective: Expedite payment of invoices			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Increase percentages of invoices processed, and implement the usage of Automatic Clearing House (ACH) payments in order to pay vendors expeditiously.	Accounting	Ongoing	Annual Process

Objective: Monitor, track and promote on-line services and payment activities.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Enhance customer service by enabling customers to pay their business tax, alarm registrations, waste bills, etc. by telephone via electronic check or credit card.	IT/Collections	Ongoing basis	66% complete

Objective: Monitor City's fiscal operations.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Provide support functions to City operations through fiscal and accounting control over resources and related appropriations. Satisfy legal and mandated requirements including the Comprehensive Annual Financial Report (CAFR), Financial Annual Report, and Annual Single Audit Report. Administer state laws, local ordinances, and policies pertaining to collection of business tax, waste fee, excise utility tax, improvement liens.	Accounting	Ongoing basis	Ongoing process
Monitor City's cash flow needs; and invest surplus funds in compliance with Florida Statutes, local ordinances; maintains sufficient cash balances to honor obligations of the City.	City Treasurer	Daily	Ongoing process

Objective: Deliver Administrative Services.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Provide departments with information and analytical review of departmental budget to actual expenditures.	Management & Budget	Monthly	Ongoing process
Streamline and Improve procurement processes to enhance services to user departments.	Procurement Staff	Ongoing	Ongoing process
Scanning documents directly to server for future research.	Accounting	Ongoing	Ongoing process

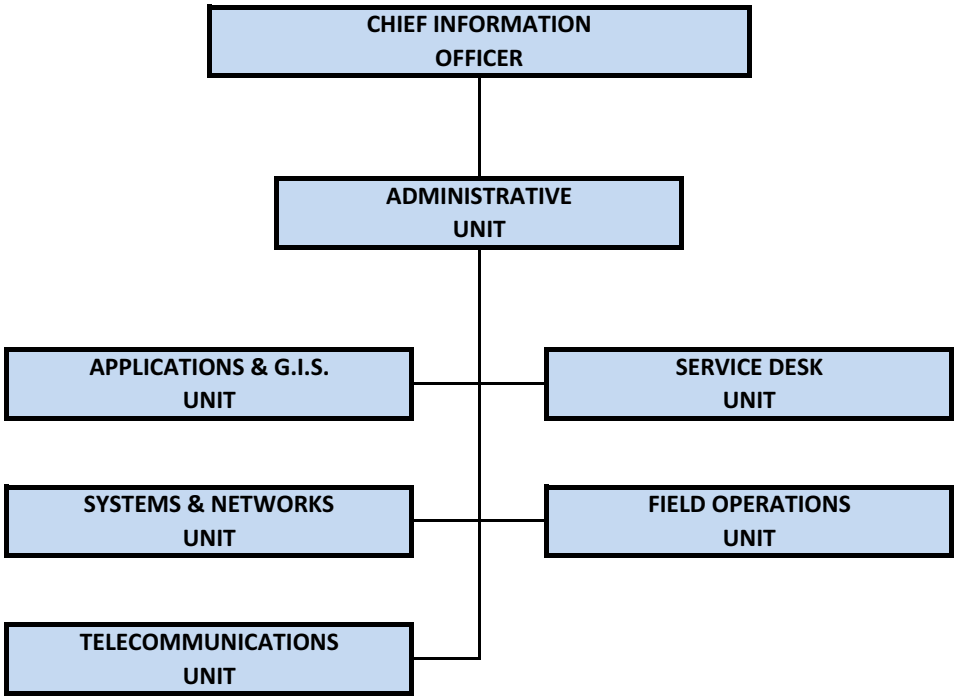
Objective: Provide and maintain continued communication to City retirees regarding the status of the Retirement System.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Provide current news and information to be included on the City's Website.	Retirement	January, 2013	Ongoing process

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

CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

DEPARTMENT: INFORMATION TECHNOLOGY

ORGANIZATION CHART

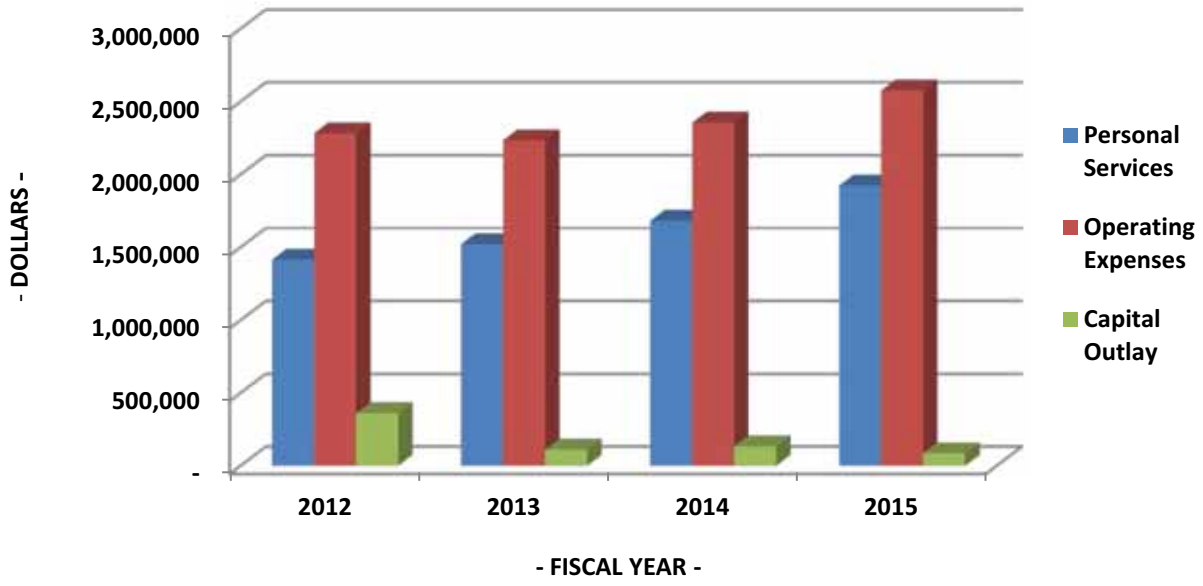


CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

INFORMATION TECHNOLOGY
BUDGET AND POSITION SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
Personal Services	1,414,699	1,520,494	1,680,388	1,921,915
Operating Expenses	2,281,765	2,233,256	2,354,225	2,575,130
Capital Outlay	359,789	110,217	133,007	85,000
TOTALS	4,056,253	3,863,967	4,167,620	4,582,045
No. of Positions	15	15	15	16

EXPENDITURE COMPARISONS



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
0112	Chief Information Officer	1	1	1	1	$ 124,445
0116	Ass't Chief Information Officer	-	1	1	1	85,258
5034	Senior Info. Tech. Analyst	3	2	4	4	309,275
0111	Information Systems Analyst	5	5	3	4	273,834
0109	Information Systems Specialist	6	6	6	6	308,146
9003	Part-time Employees	-	-	-	-	107,900
8888	Overtime	-	-	-	-	28,000
3333	Excluded Pay Supplement	-	-	-	-	10,380
2222	Teamsters Pay Supplement	-	-	-	-	11,640
	TOTAL	**15**	**15**	**15**	**16**	**$ 1,258,878**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 912,493	$ 1,023,722	$ 1,088,117	$ 1,258,878
2000	Employee Benefits - See Other Cost Dist.	502,206	496,772	592,271	663,037
3190	Other Professional Services	92,322	107,541	76,177	116,295
4020	Central Garage Motor Pool Rent Replacement: 11,618 Oper. & Maint: 18,482	59,637	58,963	27,270	30,100
4090	Other Transportation Expense	5,400	5,175	5,400	5,400
4110	Telephone Expense	867,618	825,724	921,036	915,332
4111	Employee Cellular Payroll Deduction	(35,750)	(37,543)	(35,000)	(35,000)
4410	Rental of Machinery and Equipment	1,906	3,927	5,000	4,500
4420	Public Facilities Cost - See Other Cost Dist.	25,281	26,205	26,574	27,768
4450	Lease Equipment	230,669	192,645	261,467	99,746
4550	General Liability Insurance	59,493	63,260	37,778	45,600
4620	Repair and Maint. of Office Equipment	751,718	(130)	-	-
4630	Repair/Maint. of Machinery & Equipment	1,412	385	850	850
4710	Special Printed Forms	-	-	600	600
4990	Other Miscellaneous Expense	-	60	-	-
5100	Office Supplies	5,786	5,218	5,120	5,164
5214	Uniform Allowance	-	324	-	-
5215	Small Tools & Minor Equipment	20,586	10,446	7,000	6,500
5400	Membership Dues and Subscriptions	905	1,413	923	923
5401	Software Subscriptions & Maintenance	137,617	934,829	737,305	921,777
5402	Computer Hardware - Maintenance	-	-	257,725	413,575
5410	Employee Training	57,165	34,814	19,000	16,000
6430	Equipment Repair/Replacement	302,398	80,100	19,367	-
6431	Computer Hardware Replacement	-	-	103,140	81,000
6440	Equipment Additions	57,391	30,117	-	-
6441	Computer Hardware - Additions	-	-	-	4,000
6442	Computer Software - Additions	-	-	10,500	-
	TOTAL	**$ 4,056,253**	**$ 3,863,967**	**$ 4,167,620**	**$ 4,582,045**

2014-2015 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: INFORMATION TECHNOLOGY

MISSION STATEMENT

To provide the City of Coral Gables with reliable and sustainable technical services that enhance business processes and effectiveness for all departments.

VISION STATEMENT

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

DEPARTMENTAL FUNCTION

To provide, maintain and improve information technology infrastructure and services for the City's business needs. It includes customer support, online services, business analysis, programming, databases, server and client computers, networks & telecommunications, and information security.

DEPARTMENT GOALS

Objective: To provide, maintain and improve application infrastructure and services for the City's business needs.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Implement GovQA Code Enforcement (CE), Customer Relationship Management (CRM), City Mobile App, and Internal Work Order application	Applications Division. Sup: Lemay Ramos	Jul 14, Aug 14, Dec 14, Apr 15	Implementation Phase
Implement new Fire Record Management System (RMS)	Applications Division. Sup: Lemay Ramos	Sep 14	Implementation Phase
Analyze and Implement new enterprise applications	Applications Division. Sup: Lemay Ramos	Ongoing basis	Reviewing, Analyzing and Testing new applications
Maintain applications performance and uptime.	Applications Division. Sup: Lemay Ramos	Ongoing basis	Scheduled system monitoring for statistics
Provide application and software development services; business processes analysis and solutions; and, online services for stakeholders and constituents.	Applications Division. Sup: Lemay Ramos	Ongoing basis	Analyzing, Testing and Implementing new online applications
Implement additional paperless and automated electronic processes.	Applications Division. Sup: Lemay Ramos	Ongoing basis	Reviewing business processes and possible software solutions enhancements
Improve existing Public Safety and Intranet applications like 911 Call Center, Law Enforcement and Fire response.	Applications Division. Sup: Lemay Ramos	Sep 15	Reviewing, Analyzing, Testing and implementing new applications

Objective: To provide, maintain and improve Customer Support and Geographic Information Systems (GIS) infrastructure and services for the City's business needs.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Provide 24/7/365, on-call, helpdesk and support of City services and business operations. Conduct field tests of new products and services, manage technology transitions for new products and services; and, manage all technology assets in conformance with ISO 20000 and Green IT standards.	Customer Support Division Sup: Mark Hebert	Sep 15	Analysis, Evaluations & Approvals
Provide Geographic Information System (GIS) maps and applications to the enterprise for web mapping support of Trolley services, visitor and citizen offerings, City elections, and utilities management	Customer Support Division Sup: Mark Hebert	Sep 15	Analysis, Evaluations & Approvals
Provide ongoing technical training for City staff, support continuing education so that departments stay current with new technological trends.	Customer Support Division Sup: Mark Hebert	Sep 15	Analysis, Evaluations & Approvals

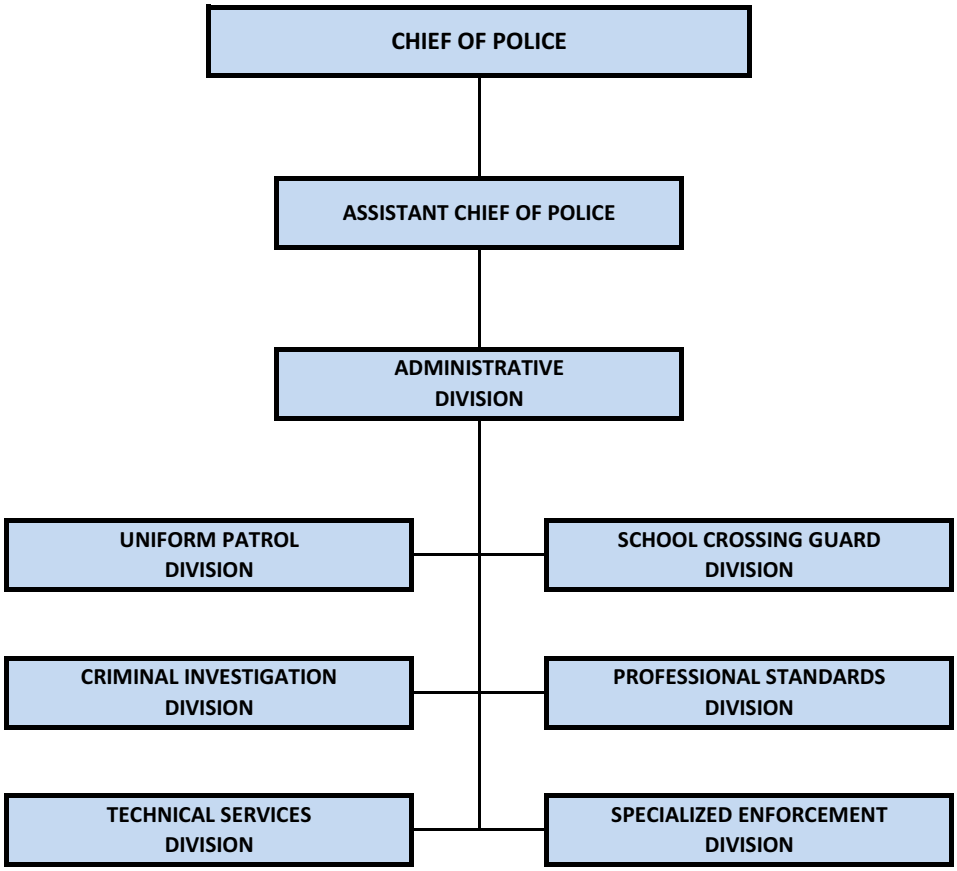
Objective: To provide, maintain and improve server and client systems infrastructure for the City's business needs.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Provide server and client systems' infrastructure with high-availability and adequate capacity for business continuity and disaster recovery during emergency events and normal business operations.	Systems Division Sup: Ayanes Apolinar	Sep 15	Scheduling and Implementation phase
Replace client and server hardware using energy efficiency and green technology solutions. Consolidate city-wide printing services and devices for cost savings.	Systems Division Sup: Ayanes Apolinar	Sep 15	Scheduling and Implementation phase
Provide "Cloud Computing" effective technologies to promote cost savings and collaboration between multiple parties.	Systems Division Sup: Ayanes Apolinar	Sep 16	Planning and information gathering phase
Provide resources for business intelligence and data analytics needs for all City departments.	Systems Division Sup: Ayanes Apolinar	Sep 15	Planning and information gathering phase

Objective: To provide, maintain and improve networks & telecommunications infrastructure and services for the City's business needs.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Conduct physical and logical security vulnerability assessment to strengthen network safeguards and Data Loss Prevention systems	Networks and Telecommunications Division Sup: Nelson Gonzalez	Ongoing basis	Annual process
Provide mobile technology capabilities for police and fire units, marine patrol, field inspectors and parking officers and allow city staff to be part of a mobile workforce solution.	Networks and Telecommunications Division Sup: Nelson Gonzalez	Ongoing	Implementation and testing
Provide network & telecommunications infrastructure with high-availability to accommodate enterprise growth and enhancements. Replace obsolete phones with Voice-over-IP equipment and enhanced communication features to improve quality and functionality of telephony services.	Networks and Telecommunications Division Sup: Nelson Gonzalez	Ongoing basis	Implementation and testing
Improve network capabilities (cabling and electrical circuits, air conditioning, power and grounding as per current industry standards.)	Networks and Telecommunications Division Sup: Nelson Gonzalez	Ongoing basis	Recurring annual

CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

DEPARTMENT: POLICE

ORGANIZATION CHART

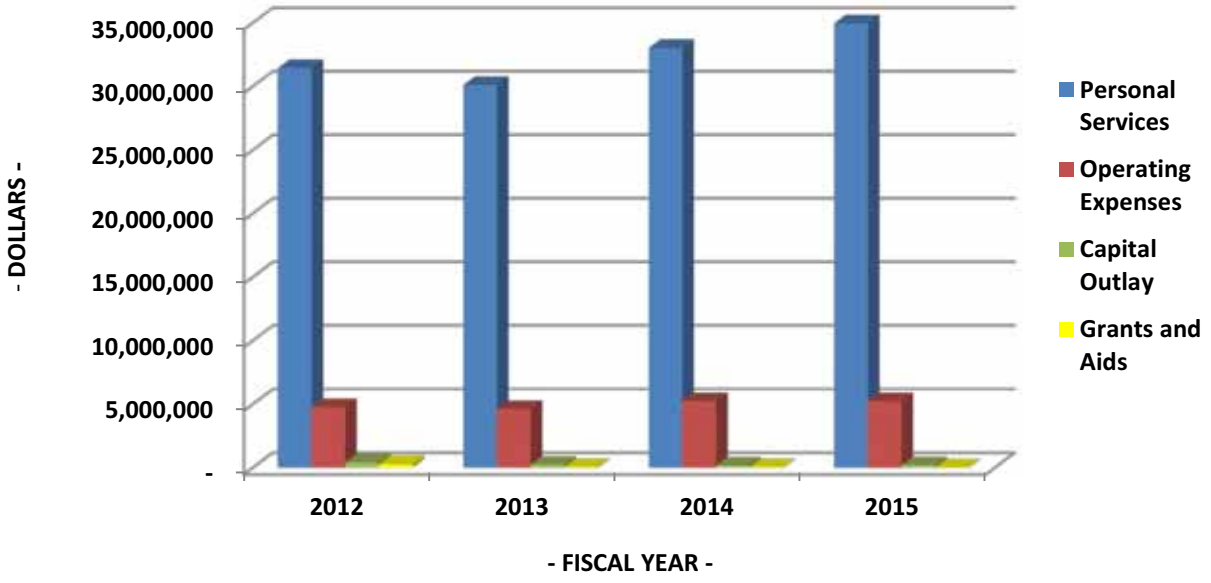


CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

POLICE DEPARTMENT
BUDGET AND POSITION SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
Personal Services	31,444,627	30,107,378	33,019,633	34,966,184
Operating Expenses	4,764,152	4,611,596	5,240,346	5,228,357
Capital Outlay	411,226	257,281	172,780	205,193
Grants and Aids	274,528	52,455	48,272	21,500
TOTALS	36,894,533	35,028,710	38,481,031	40,421,234
No. of Positions	255	256	262	262

EXPENDITURE COMPARISONS



001 GENERAL FUND
POLICE DEPARTMENT
5000 ADMINISTRATIVE DIVISION
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
5025	Police Chief	1	1	1	1	$ 164,120
0072	Assistant Police Chief for Admin Serv.	-	-	1	1	122,850
5030	Assistant Police Chief for Operations	1	1	1	1	121,410
5022	Police Lieutenant	2	2	2	2	215,690
5021	Police Sergeant	3	3	3	3	253,429
5020	Police Officer	1	1	1	1	68,560
5024	Investigations Assistant	1	1	1	1	55,389
0602	Administrative Assistant	1	1	1	1	57,040
8888	Overtime	-	-	-	-	44,257
5555	Salary Reimbursement	-	-	-	-	(11,000)
4444	Ovetime Reimbursement	-	-	-	-	(11,000)
9999	Holiday Worked Pay	-	-	-	-	8,500
1111	FOP Collective Bargaining Agreement	-	-	-	-	59,194
3333	Excluded Pay Supplement	-	-	-	-	9,308
2222	Teamsters Pay Supplement	-	-	-	-	1,108
	TOTAL	**10**	**10**	**11**	**11**	**$ 1,158,855**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 730,708	$ 656,506	$ 915,016	$ 1,158,855
2000	Employee Benefits - See Other Cost Dist.	559,927	583,553	676,070	802,515
3190	Other Professional Services	9,926	32,683	13,001	14,401
4010	Travel Expense	3,229	588	1,500	1,500
4020	Central Garage Motor Pool Rent Replacement: 14,670 Oper. & Maint: 39,818	142,396	140,788	51,690	54,488
4410	Rental of Machinery and Equipment	-	-	500	500
4420	Public Facilities Cost - See Other Cost Dist.	98,930	102,546	103,991	108,662
4550	General Liability Insurance	51,075	55,676	31,768	41,977
4620	Repair and Maint. of Office Equipment	323	119	500	500
4630	Repair/Maint. of Machinery & Equipment	1,366	-	2,000	2,000
4710	Special Printed Forms	5,278	2,418	4,500	4,500
4910	Court Costs & Investigative Expense	4,656	3,319	5,000	5,000
4990	Other Miscellaneous Expense	6,310	8,504	9,290	9,290
5100	Office Supplies	15,343	6,709	9,000	9,000
5202	Chemicals and Photographic Supplies	-	-	500	500
5206	Food for Human Consumption	3,115	1,164	3,500	3,500
5208	Household & Institutional Supplies	1,570	892	1,900	1,900
5214	Uniform Allowance	7,770	6,747	9,000	9,000

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
5400	Membership Dues and Subscriptions	3,947	3,068	4,000	5,920
5401	Software Subscriptions & Maintenance	1,061	-	-	-
5410	Employee Training	15,532	15,345	10,255	10,255
5430	CALEA Accreditation	1,446	-	-	-
6430	Equipment Repair/Replacement	8,300	-	-	-
6440	Equipment Additions	-	-	3,000	1,180
8200	Federal Grants	7,272	6,000	21,500	21,500
	TOTAL	**$ 1,679,480**	**$ 1,626,625**	**$ 1,877,481**	**$ 2,266,943**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
5026	Police Major	1	1	1	1	$ 136,845
5022	Police Lieutenant	4	4	4	4	408,069
5021	Police Sergeant	12	12	12	12	1,055,364
5020	Police Officer	79	79	86	86	5,301,350
0031	Secretary	1	1	1	1	49,026
8888	Overtime	-	-	-	-	297,258
5555	Salary Reimbursement	-	-	-	-	(7,000)
4444	Ovetime Reimbursement	-	-	-	-	(7,000)
9999	Holiday Worked Pay	-	-	-	-	210,000
1111	FOP Collective Bargaining Agreement	-	-	-	-	744,746
3333	Excluded Pay Supplement	-	-	-	-	2,737
2222	Teamsters Pay Supplement	-	-	-	-	981
	TOTAL	**97**	**97**	**104**	**104**	**$ 8,192,376**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 7,469,781	$ 6,908,677	$ 7,226,697	$ 8,192,376
2000	Employee Benefits - See Other Cost Dist.	5,177,626	5,181,979	5,793,694	5,996,006
3190	Other Professional Services	244	469	500	500
4010	Travel Expense	1,699	749	1,287	2,000
4020	Central Garage Motor Pool Rent Replacement: 235,952 Oper. & Maint: 1,126,006	1,113,774	1,101,195	1,518,137	1,361,958
4040	Central Garage Miscellaneous Charges	-	-	13	-
4420	Public Facilities Cost - See Other Cost Dist.	131,081	135,873	137,787	143,975
4550	General Liability Insurance	408,617	419,790	254,236	296,752
4630	Repair/Maint. of Machinery & Equipment	3,594	2,245	3,400	2,800
4710	Special Printed Forms	512	1,250	1,250	1,250
4910	Court Costs & Investigative Expense	-	-	30	30
5100	Office Supplies	5,704	6,791	6,000	5,850
5202	Chemicals and Photographic Supplies	72	400	500	500
5205	Expense for Animals	36,750	32,432	20,000	20,000
5206	Food for Human Consumption	-	332	500	500
5208	Household & Institutional Supplies	6,323	970	1,000	1,000
5212	Firearms Ammunition	17,763	9,919	41,769	41,769
5213	Purchase/Rental - Employee Uniforms	-	-	50,309	50,309
5214	Uniform Allowance	89,117	91,354	74,575	73,835

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
5215	Small Tools & Minor Equipment	24,837	13,081	13,000	13,150
5217	Operating Equipment Repair Parts	421	-	-	-
5400	Membership Dues and Subscriptions	604	906	1,544	750
5410	Employee Training	28,214	29,422	24,016	37,686
6430	Equipment Repair/Replacement	404	81	-	-
6440	Equipment Additions	17,332	14,500	21,000	19,500
6450	Office Equipment Replacement	-	-	1,000	1,000
8202	USDOJ 2012 Robotic Tact JAGD-Dade-6-125	9,986	-	-	-
	TOTAL	**$ 14,544,455**	**$ 13,952,415**	**$ 15,192,244**	**$ 16,263,496**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
5026	Police Major	1	1	1	1	$ 130,017
5022	Police Lieutenant	2	2	2	2	205,784
5021	Police Sergeant	6	6	6	6	551,222
5020	Police Officer	27	28	28	28	1,862,010
0031	Secretary	1	1	1	1	47,966
5033	Crime Analyst	1	1	1	1	58,159
5027	Crime Scene Technician	2	2	2	2	103,441
5031	Senior Crime Scene Tech.	1	1	1	1	64,536
5037	Victim's Advocate	1	1	1	1	64,131
8888	Overtime	-	-	-	-	363,241
5555	Salary Reimbursement	-	-	-	-	(95,000)
4444	Ovetime Reimbursement	-	-	-	-	(95,000)
9999	Holiday Pay	-	-	-	-	80,000
1111	FOP Collective Bargaining Agreement	-	-	-	-	288,332
3333	Excluded Pay Supplement	-	-	-	-	2,600
2222	Teamsters Pay Supplement	-	-	-	-	6,765
	TOTAL	**42**	**43**	**43**	**43**	**$ 3,638,204**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 3,368,223	$ 3,262,245	$ 3,442,527	$ 3,638,204
2000	Employee Benefits - See Other Cost Dist.	2,265,852	2,292,942	2,579,487	2,568,027
3190	Other Professional Services	2,633	1,019	500	1,000
4010	Travel Expense	326	-	1,000	1,000
4020	Central Garage Motor Pool Rent Replacement: 71,611 Oper. & Maint: 229,323	346,656	342,741	289,714	300,934
4220	Postage	142	6	250	250
4410	Rental of Machinery and Equipment	3,871	1,721	3,800	3,800
4420	Public Facilities Cost - See Other Cost Dist.	105,932	109,804	111,352	116,352
4550	General Liability Insurance	185,015	190,969	119,521	131,787
4620	Repair and Maint. of Office Equipment	185	1,029	2,000	2,000
4630	Repair/Maint. of Machinery & Equipment	6,290	1,087	2,000	2,500
4710	Special Printed Forms	1,213	1,008	1,500	500
4910	Court Costs & Investigative Expense	88,242	128,811	128,000	128,000
4930	Information & Credit Investigation Service	29,664	30,532	29,175	53,575
4990	Other Miscellaneous Expense	1,119	1,723	1,789	2,000
5100	Office Supplies	13,318	10,868	13,000	13,000
5202	Chemicals and Photographic Supplies	4,875	1,676	5,700	8,200

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
5205	Expense for Animals	-	-	2,500	2,500
5206	Food for Human Consumption	-	-	211	-
5207	Motor Fuel and Lubricants	53,724	1,516	9,000	9,000
5208	Household & Institutional Supplies	2,498	1,211	5,500	3,000
5214	Uniform Allowance	35,672	37,646	38,000	38,000
5215	Small Tools & Minor Equipment	2,209	1,984	5,550	5,550
5400	Membership Dues and Subscriptions	3,535	1,998	2,980	2,980
5410	Employee Training	15,158	8,604	16,310	16,310
6430	Equipment Repair/Replacement	6,465	1,190	-	-
6440	Equipment Additions	-	4,477	-	-
	TOTAL	**$ 6,542,817**	**$ 6,436,807**	**$ 6,811,366**	**$ 7,048,469**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
5026	Police Major	1	1	1	1	$ 125,664
5022	Police Lieutenant	1	1	1	1	103,861
5021	Police Sergeant	3	3	3	3	264,498
5018	Communication Supervisor	5	5	5	5	350,960
5013	Technical services Coordinator	1	1	1	1	78,096
5012	Police Records Clerk II	3	3	3	3	120,907
5011	Police Records Clerk I	3	3	5	5	175,856
5016	Communication Operator	32	29	26	26	1,417,660
5007	Police Records Manager	1	1	1	1	64,131
5006	Police Property Clerk	2	2	2	2	96,452
5005	Radio Technician Supervisor	1	1	1	1	80,284
5004	Radio Technician	2	2	2	2	110,445
0060	Receptionist	1	1	1	1	47,809
9004	Part-time Employees	-	-	-	-	31,500
8888	Overtime	-	-	-	-	250,000
9999	Holiday Pay	-	-	-	-	64,000
1111	FOP Collective Bargaining Agreement	-	-	-	-	81,094
3333	Excluded Pay Supplement	-	-	-	-	2,513
2222	Teamsters Pay Supplement	-	-	-	-	50,852
	TOTAL	**56**	**53**	**52**	**52**	**$ 3,516,582**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 3,514,388	$ 3,187,651	$ 3,429,935	$ 3,516,582
2000	Employee Benefits - See Other Cost Dist.	1,890,706	1,767,513	2,002,819	2,039,536
3190	Other Professional Services	23,660	20,235	7,500	7,500
4020	Central Garage Motor Pool Rent	135,755	134,222	85,294	90,910
	Replacement: 27,644				
	Oper. & Maint: 63,266				
4090	Other Transportation Expense	119	200	1,100	150
4410	Rental of Machinery and Equipment	-	945	-	-
4420	Public Facilities Cost - See Other Cost Dist.	137,344	142,365	144,371	150,854
4450	Lease Equipment	-	-	265,200	-
4550	General Liability Insurance	197,476	211,471	119,083	127,381
4620	Repair and Maint. of Office Equipment	1,883	716	2,000	2,000
4630	Repair/Maint. of Machinery & Equipment	25,997	27,484	30,540	30,540
4710	Special Printed Forms	4,524	3,413	3,500	3,500
4930	Information & Credit Investigation Service	-	1,759	1,560	1,560
5100	Office Supplies	18,036	15,661	16,616	16,616
5206	Food for Human Consumption	695	337	500	500

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
5208	Household & Institutional Supplies	2,495	902	2,500	2,500
5214	Uniform Allowance	29,699	28,047	29,500	30,000
5215	Small Tools & Minor Equipment	14,558	10,967	9,050	10,000
5217	Operating Equipment Repair Parts	39,909	23,020	40,000	40,000
5400	Membership Dues and Subscriptions	2,198	2,489	2,170	2,170
5410	Employee Training	25,544	13,285	19,000	19,000
6430	Equipment Repair/Replacement	109,031	171,478	114,990	155,013
6440	Equipment Additions	63,422	6,535	7,790	5,000
7100	Debt Service - Principal	-	-	-	212,160
7200	Debt Service - Interest	-	-	-	53,040
	TOTAL	**$ 6,237,439**	**$ 5,770,695**	**$ 6,335,018**	**$ 6,516,512**

001 GENERAL FUND
POLICE DEPARTMENT
5041 E911 SERVICE
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
5016	Communication Operator	3	6	6	6	$ 335,176
8888	Overtime	-	-	-	-	50,000
9999	Holiday Pay	-	-	-	-	9,000
2222	Teamsters Pay Supplement	-	-	-	-	6,704
	TOTAL	**3**	**6**	**6**	**6**	**$ 400,880**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 273,216	$ 438,798	$ 374,363	$ 400,880
2000	Employee Benefits - See Other Cost Dist.	116,189	136,495	200,021	213,171
4550	General Liability Insurance	13,841	14,970	12,997	14,521
5214	Uniform Allowance	1,500	1,500	2,000	1,500
	TOTAL	**$ 404,746**	**$ 591,763**	**$ 589,381**	**$ 630,072**

001 GENERAL FUND
POLICE DEPARTMENT
5042 POLICE EDUCATION
521 LAW ENFORCEMENT

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
5410	Employee Training	14,778	2,780	17,000	17,000
	TOTAL	**$ 14,778**	**$ 2,780**	**$ 17,000**	**$ 17,000**

001 GENERAL FUND
POLICE DEPARTMENT
5050 CROSSING GUARDS
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
9004	Part-time Employees	-	-	-	-	$ 18,800
	TOTAL	**-**	**-**	**-**	**-**	**$ 18,800**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 12,767	$ 17,374	$ 18,800	$ 18,800
2000	Employee Benefits - See Other Cost Dist.	25,413	25,765	25,874	26,003
4550	General Liability Insurance	1,027	1,121	653	681
5214	Uniform Allowance	778	513	900	900
	TOTAL	**$ 39,985**	**$ 44,773**	**$ 46,227**	**$ 46,384**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
5026	Police Major	1	-	-	-	$ -
0072	Administrative Services Director	-	1	-	-	-
5022	Police Lieutenant	1	1	1	1	62,184
5021	Police Sergeant	2	2	2	2	194,180
5020	Police Officer	3	3	3	3	239,656
5014	Police Supt. Services Assistant	1	1	1	1	58,172
5035	Police Planner	1	1	1	1	45,573
5001	Police Training Assistant	2	2	2	2	106,262
0810	Administrative Analyst	-	1	1	1	53,488
0602	Administrative Assistant	1	-	-	-	-
6104	Off Duty Coordinator	1	1	1	1	50,251
0305	Payroll Clerk	2	2	2	2	96,783
9999	Holiday Pay	-	-	-	-	6,500
8888	Overtime	-	-	-	-	25,000
1111	FOP Collective Bargaining Agreement	-	-	-	-	54,608
3333	Excluded Pay Supplement	-	-	-	-	1,070
2222	Teamsters Pay Supplement	-	-	-	-	7,141
	TOTAL	**15**	**15**	**14**	**14**	**$ 1,000,868**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 1,194,971	$ 1,004,654	$ 1,157,135	$ 1,000,868
2000	Employee Benefits - See Other Cost Dist.	625,482	648,422	750,439	675,297
3190	Other Professional Services	31,647	25,543	25,819	25,080
4020	Central Garage Motor Pool Rent	89,044	88,038	45,747	48,865
	Replacement: 14,478				
	Oper. & Maint: 34,387				
4090	Other Transportation Expense	-	1,575	1,350	-
4220	Postage	1,011	315	2,100	2,500
4410	Rental of Machinery and Equipment	19,879	41,117	40,000	40,000
4420	Public Facilities Cost - See Other Cost Dist.	129,486	134,219	136,111	142,223
4550	General Liability Insurance	57,390	63,025	38,786	36,254
4620	Repair and Maint. of Office Equipment	-	405	300	300
4630	Repair/Maint. of Machinery & Equipment	14,319	20,303	27,906	27,906
4710	Special Printed Forms	1,134	1,116	2,162	500
4910	Court Costs & Investigative Expense	57,025	29,435	54,672	54,672
4990	Other Miscellaneous Expense	5	-	-	-
5100	Office Supplies	14,393	6,967	10,374	10,375
5207	Motor Fuel and Lubricants	-	152	-	-

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
5208	Household & Institutional Supplies	151	216	1,120	1,120
5212	Firearms Ammunition	56,790	55,839	73,364	73,364
5213	Purchase/Rental - Employee Uniforms	-	-	7,000	7,000
5214	Uniform Allowance	96,949	60,345	53,324	53,324
5215	Small Tools & Minor Equipment	23,386	1,095	7,500	7,500
5217	Operating Equipment Repair Parts	12,862	20,810	27,442	27,442
5400	Membership Dues and Subscriptions	665	485	1,350	1,350
5410	Employee Training	29,636	18,213	78,800	37,452
6430	Equipment Repair/Replacement	7,630	-	-	-
6440	Equipment Additions	24,226	-	-	-
8200	Federal Grants	-	15,305	26,772	-
8320	09 Jag Grant - Fed- Graffiti $13,767	6,045	-	-	-
8326	Fed 08 UASI Grant	75,067	-	-	-
8327	DOJ-JAG 2011 Interior Room Enhancement	6,450	-	-	-
8328	Fed 09 UASI Grant	169,708	31,150	-	-
	TOTAL	**$ 2,745,351**	**$ 2,268,744**	**$ 2,569,573**	**$ 2,273,392**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
5026	Police Major	1	1	1	1	$ 132,898
5022	Police Lieutenant	1	1	1	1	108,844
5021	Police Sergeant	4	4	4	4	363,189
5020	Police Officer	25	25	25	25	1,630,736
0031	Secretary	1	1	1	1	52,764
9004	Part-time Employees	-	-	-	-	42,000
8888	Overtime	-	-	-	-	141,072
9999	Holiday Pay	-	-	-	-	70,000
1111	FOP Collective Bargaining Agreement	-	-	-	-	231,497
3333	Excluded Pay Supplement	-	-	-	-	2,658
2222	Teamsters Pay Supplement	-	-	-	-	1,055
	TOTAL	**32**	**32**	**32**	**32**	**$ 2,776,713**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 2,451,847	$ 2,251,837	$ 2,528,610	$ 2,776,713
2000	Employee Benefits - See Other Cost Dist.	1,767,531	1,742,967	1,898,146	1,942,351
4010	Travel Expense	82	29	500	500
4020	Central Garage Motor Pool Rent Replacement: 94,318 Oper. & Maint: 341,028	71,660	70,851	422,774	435,346
4550	General Liability Insurance	146,920	148,941	87,790	100,581
4630	Repair/Maint. of Machinery & Equipment	20,353	12,578	19,646	20,000
4710	Special Printed Forms	911	464	750	750
4910	Court Costs & Investigative Expense	574	452	1,200	1,200
5100	Office Supplies	3,028	1,708	3,300	3,000
5202	Chemicals and Photographic Supplies	572	619	422	600
5206	Food for Human Consumption	1,409	571	2,178	2,000
5208	Household & Institutional Supplies	-	27	-	-
5214	Uniform Allowance	31,251	29,525	36,425	36,425
5215	Small Tools & Minor Equipment	8,038	8,040	8,000	8,000
5400	Membership Dues and Subscriptions	595	250	1,000	1,000
5410	Employee Training	6,295	6,229	7,000	7,000
6430	Equipment Repair/Replacement	130,850	35,500	25,000	23,500
6440	Equipment Additions	43,566	23,520	-	-
	TOTAL	**$ 4,685,482**	**$ 4,334,108**	**$ 5,042,741**	**$ 5,358,966**

2014-2015 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: POLICE

MISSION STATEMENT

The City of Coral Gables strives to enhance its position as a visionary Global City and a premier international, residential and business community by protecting the City's historic heritage and providing superior environmental, safety and recreational services.

VISION STATEMENT

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

DEPARTMENTAL FUNCTION

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

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

Operations Bureau

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

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

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

Support Services Bureau

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

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

DEPARTMENT GOALS/OBJECTIVES

GOAL AREA: COMMUNICATION/COOPERATION

Objective: To educate and increase awareness of residents and businesses within the City of Coral Gables with current methods available to safeguard lives and property through the Community Affairs Unit and their public programs.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Continue to produce crime prevention material that will be used to educate the City's residents in personal safety and crime prevention techniques.	CAU	09/30/2014	Ongoing
Improve police / community relations by hosting public forums where citizens can directly talk to police personnel on crime trends through Crime Watch programs hosted for local businesses and neighborhoods.	CAU	09/30/2014	Ongoing
SAFE (Self-Defense and Awareness Familiarization Exchange) and RAD self-protection classes for women and children.	CAU	09/30/2014	Ongoing
Maintain Emergency Operations Center.	CAU	09/30/2014	Ongoing
Crime Prevention Surveys. (Residential & Commercial)	CAU	09/30/2014	Ongoing
Conduct training for the Community Affairs Office.	CAU	09/30/2014	Ongoing

Objective: Through the Office of the Chief of Police and Community Affairs Unit, expand contacts with community groups and leaders by regularly soliciting their views and ideas regarding the delivery of police services.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Maintain citizen feedback on a daily basis by the utilization of the CGPD T.E.A.M. Survey through Survey Monkey.com.	CAU	09/30/2014	Ongoing
Represent the CGPD at meetings. (Crime Watch Board, Kiwanis etc.)	CAU	09/30/2014	Ongoing
Objective: Recognize Police employees regularly with ceremonies and events.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Prepare and hold award & recognition ceremonies.	CAU	09/30/2014	Ongoing

Objective: Actively promote the Coral Gables Police Department and its employees through the use of media and other outlets.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Maintain the Department's website which greatly enhances the dissemination of information to the media and the public.	CAU	09/30/2014	Ongoing
Participation in City sponsored events. (Farmer's Market, Tree Lighting Ceremony, Scout Day etc.)	CAU	09/30/2014	Ongoing
Represent the CGPD at meetings. (Crime Watch Board, Kiwanis etc.)	CAU	09/30/2014	Ongoing

Objective: Maintain good working relationships with media outlets in the South Florida area.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Production of Crime tips and informational segments regarding the operations of the department for Channel 7.	CAU	09/30/2014	Ongoing
Prepare and Distribute News Releases to the Media concerning newsworthy, critical events and community events that involve CGPD.	CAU	09/30/2014	Ongoing
Conduct and prepare News Conferences.	CAU	09/30/2014	Ongoing
Meet regularly with media representatives.	CAU	09/30/2014	Ongoing

Workload Indicators:

GOAL AREA: COMMUNICATION/COOPERATION	**2013 Actual**	**2013-2014 Mid-Year 6-Month**	**2014-2015 Projected 12 Month**
Improve police / community relations by hosting public forums where citizens can directly talk to police personnel on crime trends through Crime Watch programs hosted for local businesses and neighborhoods	24	20	45
Production of Crime tips and informational segments regarding the operations of the department for Channel 77	3	4	8
Participation in City sponsored events (Farmer's Market, Tree Lighting Ceremony, Scout Day etc.)	5	5	7
SAFE (Self-Defense and Awareness Familiarization Exchange) and RAD self-protection classes for women and children	0	0	1
Maintain Emergency Operations Center	1	1	1
Crime Prevention Surveys (Residential & Commercial)	4	25	50
Prepare and Distribute News Releases to the Media concerning newsworthy, critical events and community events that involve CGPD	12	11	28
Represent the CGPD at meetings (Crime Watch Board, Kiwanis etc.)	10	15	22
Conduct and prepare News Conferences	1	3	5
Meet regularly with media representatives	20	30	48
Prepare and hold award & recognition ceremonies	4	4	8
Conduct training for the Community Affairs Office	2	1	1

GOAL AREA: EFFICIENCY

Objective: Improve the availability of public records and statistical information (case clearance rates, property damage, accidents and injuries, and criminal reports) to the general public and to police personnel. This can be accomplished by evaluating and improving work flow processes to address accuracy and efficiency issues in the Records Management and Technology Section.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Complete the digital transition of all reports in the Records Management and Technology Section. This transition will provide a fast and efficient method of providing report requests from the general public and to police personnel. This can be accomplished by evaluating and purchasing software to improve the efficiency of creating and providing digitized records. Continue to upgrade and enhance the current P2C web based police records access to the public.	TSD	09/30/2014	Ongoing

Objective: To increase overall efficiency and professionalism of the Police Department by following CALEA Accredited standards and conducting staff inspections of every department component.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Continued monthly training of all sworn police officers to ensure compliance with CALEA, OSHA, Standard Operating Procedures, the Criminal Justice Standards and Training Commission and the Florida Department of Law Enforcement standards.	PSD	09/30/2014	Ongoing
Improve the re-accreditation process and implement CALEA updates in order to stay current with the latest standards and maintain accreditation compliance.	Accreditation	09/30/2014	Ongoing
Transition the accreditation process to an all-digital paperless solution using Power Standards software. This will allow for paperless file maintenance, increasing efficiency in the collection and filing of policies and proofs of compliance documentation. This will allow a digital on-site assessment in August 2014, while systematically maintaining an electronic method of accountability for all proofs of compliance and related policies. Electronic files will also allow for automatic back-up of the accreditation files.	Accreditation	09/30/2014	Ongoing

Workload Indicators:

GOAL AREA: EFFICIENCY	**2013 Actual**	**2013-2014 Mid-Year 6-Month**	**2014-2015 Projected 12 Month**
Hire and train personnel for assignment to the Police/Fire Communications Center	0	0	7
Hire, train and swear in new Police officers	4	8	20

Total citizen complaints file	8	1	5
Total employee (internal) complaints filed	6	1	5
Total citizen commendations received for Police personnel	46	28	56
Recruit, retain and train volunteers to augment Police workforce	0	0	5

GOAL AREA: GROWTH AND DEVELOPMENT

Objective: Follow the City & Departmental 5 Year Strategic Plan for growth and development.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Provide training courses that develop management and leadership abilities to all ranks of police personnel.	PSD	09/30/2014	Ongoing
Implement updates and upgrade the current OSSI CAD operating system to the new DOT NET Version. (This will continue to enhance the computer aided dispatch, records management system, within the Police Department.)	TSD	09/30/2014	Ongoing
Continually upgrade the Positron Viper 911 system to the latest version in programming software. (This provides greater statistical information and efficiency in answering 911 calls and calls for service.)	TSD	09/30/2014	Ongoing
Implementation of computer hardware and software technologies that will further automate administrative, enforcement, investigative and supervisory procedures and tasks.	TSD	09/30/2014	Ongoing
Complete the phase out of the Data 911 mobile terminals in both the Police and Fire vehicle fleet and replace with the latest version of the CAD facilitated Laptops.	TSD	09/30/2014	Ongoing
Implementation of InMotion Router system.	TSD	09/30/2014	Ongoing
Implement Data Asset Management software to store and safeguard all digital media for criminal justice purposes.	TSD	09/30/2014	Ongoing

Objective: Maintain Police accreditation under the CALEA Accreditation Program and compliance to all CALEA standards.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Maintain the CALEA Accreditation Compliance Express – Law Enforcement (CACE-L) Program, a tracking system for reports received from all divisions, to ensure 100% compliance with Accreditation standards.	Accreditation	09/30/2014	Ongoing
Provide the CALEA Accreditation training video, through Power DMS, for all newly hired Police Department personnel.	Accreditation	09/30/2014	Ongoing

Objective: Obtain grants to support Police Department growth and development.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Maintain grants and increase research efforts toward obtaining new grants for Police Department.	PSD	09/30/2014	Ongoing

Workload Indicators:

GOAL AREA: GROWTH AND DEVELOPMENT	**2013 Actual**	**2013-2014 Mid-Year 6-Month**	**2014-2015 Projected 12 Month**
Attend Florida Accreditation conferences (FLA - PAC)	2	1	2
Attend International Accreditation conferences (CALEA)	2	1	2
Compliance with CALEA accreditation standards	480	482	486
No. of citizens participating in the CGPD T.E.A.M.S. Survey	0	175	175
Federal Grants received	1	0	1
State Grants received	3	3	3
Private/Foundation Grants received	0	0	0
Regional Grants Management Training Seminar	2	2	2
Bureau of Justice Assistance Workshop/Training Seminar	1	0	0

GOAL AREA: HUMAN RESOURCES

Objective: To improve the level of training within the Police Department for all sworn and civilian personnel by fulfilling Florida Department of Law Enforcement and CALEA standards.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Increase trainings offered to sworn and non-sworn employees.	PSD	09/30/2014	Ongoing

Objective: Maintain recruitment efforts, as necessary, in order to provide a pool of qualified applicants. (This will help ensure that all authorized and budgeted positions are filled in a timely manner.)			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Increase advertising to obtain higher number of applicants for unfilled positions within Department.	PSD (in conjunction with Human Resources Department)	09/30/2014	Ongoing
Increase background investigation and hiring efforts.	PSD	09/30/2014	Ongoing

Workload Indicators:

GOAL AREA: HUMAN RESOURCES	**2013 Actual**	**2013-2014 Mid-Year 6-Month**	**2014-2015 Projected 12 Month**
Average number of training hours for sworn and non-sworn personnel	14,770	7,360	14,720
Number of Police applicants set up for backgrounds	120	130	250
Number of hired officers	4	8	20

GOAL AREA: SERVICES OFFERED

Objective: Prevention and reduction of criminal activity with directed Police patrol strategies.			
Action Plan:	**Assigned To:**	**Completion Date:**	**Status:**
Expand and enhance directed patrol activities and police presence that target known trouble locations. (i.e., with area patrol and bike patrol conducting Area Checks, Residential Security, Saturation Patrols and Watch Order Checks.) (Conducted by both UPD and SED.)	UPD, SED	09/30/2014	Ongoing
Implement stationary license plate recognition cameras throughout different geographical locations of the city to enhance the already existing mobile unit.	UPD, SED	09/30/2014	Ongoing
Conduct traffic resources management through enforcement, planning, directing and coordinating of police resources at locations known to produce accidents, traffic flow concerns, or numerous traffic law violations (i.e., Click It or Ticket and the Selective Traffic Enforcement Programs, waterway safety is managed by the Marine Patrol Unit).	UPD, SED	09/30/2014	Ongoing
Maintain current and accurate statistics of criminal activity, arrests, and case closures.	CID	09/30/2014	Ongoing
Continue and enhance public education programs that provide information on crime prevention techniques, to include security surveys on both residential and commercial.	CAU	09/30/2014	Ongoing
Continue to enhance and expand RAD and RAD Kids Self Defense Programs.	CAU	09/30/2014	Ongoing
Ensure the safety of Coral Gables waterways and boaters by conducting area checks and providing boating education programs through homeowner associations.	SED	09/30/2014	Ongoing

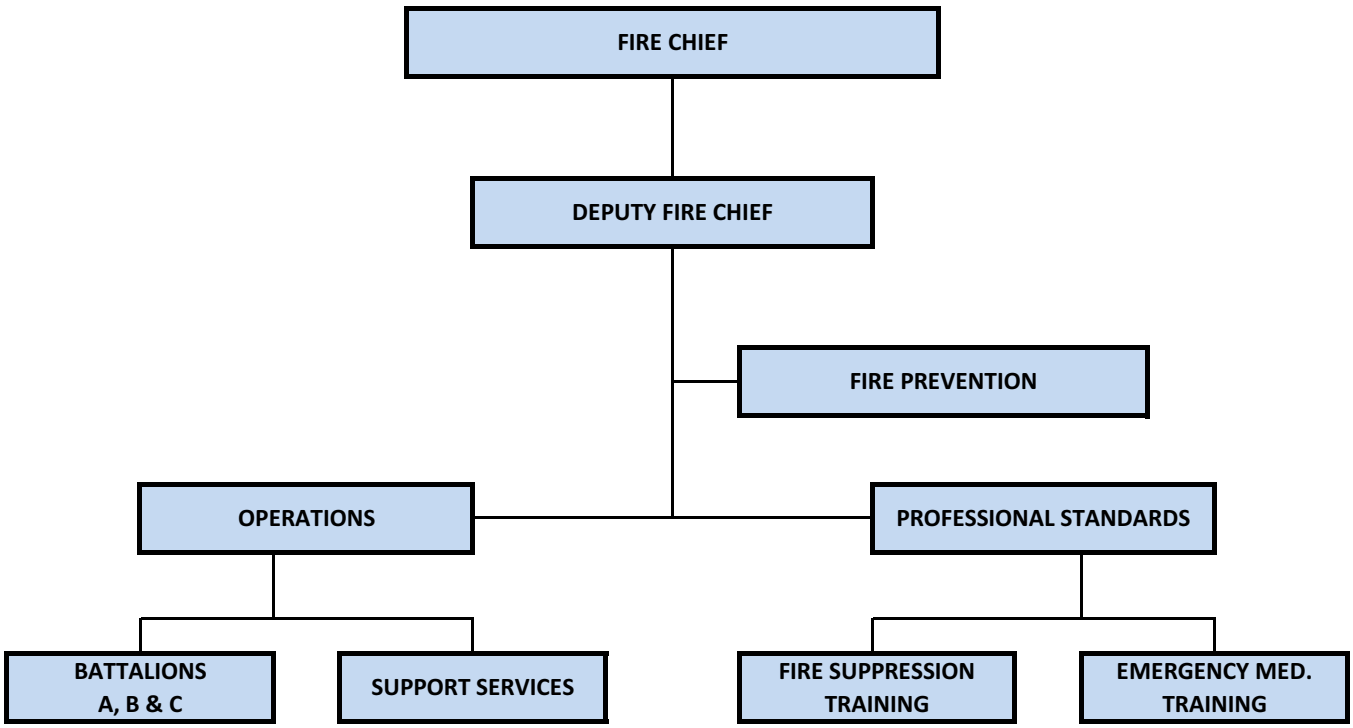
Workload Indicators:

GOAL AREA: SERVICES OFFERED	**2013 Actual**	**2013-2014 Mid-Year 6-Month**	**2014-2015 Projected 12 Month**
Number of Calls For Service (CFS) Processed	91,892	51,275	102,550
Number of Phone Calls Processed	194,979	98,161	196,322
Number of I/I Reports Processed	9,939	4,947	9,894
Number of Arrests Processed	858	455	910
Number of Citations Processed	18,136	13,124	26,248
Number of Crash Reports Processed	3,146	1,518	3,036

CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

DEPARTMENT: FIRE

ORGANIZATION CHART

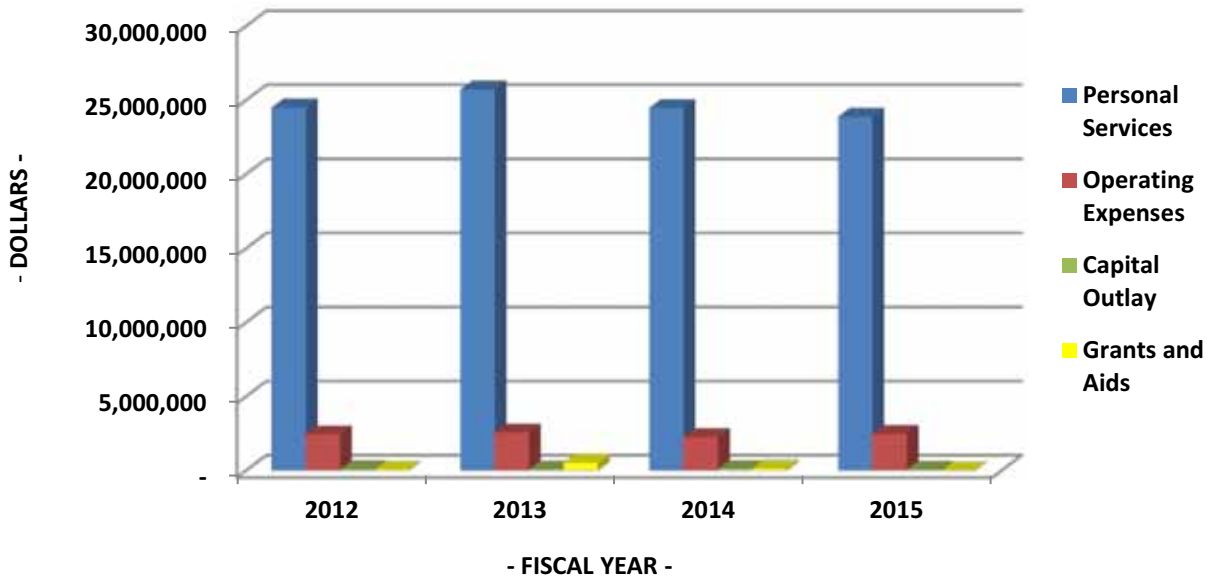


CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

FIRE DEPARTMENT
BUDGET AND POSITION SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
Personal Services	24,501,305	25,729,992	24,481,161	23,885,803
Operating Expenses	2,451,313	2,576,669	2,273,166	2,493,550
Capital Outlay	93,633	80,802	120,099	74,370
Grants and Aids	72,636	524,649	147,215	-
TOTALS	27,118,887	28,912,112	27,021,641	26,453,723
No. of Positions	147	147	147	147

EXPENDITURE COMPARISONS



001 GENERAL FUND
FIRE DEPARTMENT
5500 FIRE DEPARTMENT
522 FIRE CONTROL

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
5130	Fire Chief	1	1	1	1	$ 172,366
5129	Deputy Fire Chief	1	1	1	1	129,715
5125	Fire Division Chief	3	3	3	3	339,116
5120	Fire Battalion Chief	3	3	3	3	387,365
5118	Fire Captain	15	15	15	15	2,020,614
5114	Fire Lieutenant	24	24	24	24	2,722,403
5113	Fire Inspector II	1	1	1	1	74,232
5112	Fire Inspector	2	2	2	2	115,219
5108	Fire Administrative Supervisor	2	1	1	1	66,026
0306	Payroll Clerk - Fire	-	1	1	1	36,609
5107	Fire Supt. Serv. Coord. II	1	1	1	1	61,067
5105	Firefighter	92	92	92	92	7,387,385
5103	Fire Public Education Specialist	1	1	1	1	54,816
0031	Secretary	1	1	1	1	37,170
8888	Overtime	-	-	-	-	350,000
9999	Holiday Pay	-	-	-	-	583,000
4444	Salary Reimbursement	-	-	-	-	(56,000)
5555	Overtime Reimbursement	-	-	-	-	(79,000)
3333	Excluded Pay Supplement	-	-	-	-	14,144
2222	Teamsters Pay Supplement	-	-	-	-	7,582
	TOTAL	**147**	**147**	**147**	**147**	**$ 14,423,829**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 14,943,110	$ 15,043,117	$ 14,578,158	$ 14,423,829
2000	Employee Benefits - See Other Cost Dist.	9,558,195	10,686,875	9,903,003	9,461,974
3130	Special Medical Services	66,000	66,000	66,000	66,000
3190	Other Professional Services	1,823	2,339	2,000	52,000
3410	Laundry & Sanitation Services	1,666	2,591	3,800	7,800
4020	Central Garage Motor Pool Rent Replacement: 429,280 Oper. & Maint: 379,497	789,531	780,614	684,472	808,777
4040	Central Garage Miscellaneous Charges	3,431	1,983	3,000	3,000
4410	Rental of Machinery and Equipment	5,910	14,431	13,000	13,000
4420	Public Facilities Cost - See Other Cost Dist.	489,220	507,104	514,249	537,344
4450	Lease Equipment	-	-	67,600	-
4550	General Liability Insurance	774,672	860,958	506,137	522,474
4620	Repair and Maint. of Office Equipment	212	750	500	500
4630	Repair/Maint. of Machinery & Equipment	27,730	30,845	35,700	35,700
4710	Special Printed Forms	1,121	1,116	2,000	3,500
4804	Historic Preservation Reserve Expenses	-	-	22,650	-

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
4940	Taxes & License Fees Paid	-	7,775	1,965	8,955
4990	Other Miscellaneous Expense	2,431	2,654	3,700	3,700
5100	Office Supplies	15,189	7,007	13,000	10,000
5202	Chemicals and Photographic Supplies	-	295	300	300
5203	Drugs and Medical Supplies	71,703	87,390	100,000	100,000
5204	Cleaning & Janitorial Supplies	10,053	11,841	12,275	12,275
5206	Food for Human Consumption	-	-	2,500	2,500
5208	Household & Institutional Supplies	4,325	4,632	5,000	5,000
5209	Protective Clothing	4,028	38,650	35,759	60,320
5211	Building Materials and Supplies	1,839	1,469	1,000	1,000
5214	Uniform Allowance	109,633	106,544	108,650	108,150
5215	Small Tools & Minor Equipment	21,582	7,295	19,203	21,000
5217	Operating Equipment Repair Parts	10,530	11,082	18,146	12,100
5220	Motor Oil and Other Lubricants	30	121	1,000	1,000
5400	Membership Dues and Subscriptions	2,944	2,383	3,325	3,320
5410	Employee Training	35,710	18,800	26,235	26,235
6430	Equipment Repair/Replacement	88,897	79,103	108,299	62,570
6440	Equipment Additions	1,704	1,699	1,800	1,800
6441	Computer Hardware - Additions	-	-	10,000	10,000
6442	Computer Software - Additions	3,032	-	-	-
7100	Debt Service - Principal	-	-	-	54,080
7200	Debt Service - Interest	-	-	-	13,520
8200	Federal Grants	-	303,790	-	-
8201	State Grants	-	1,985	2,433	-
8203	Electronic Crimes Task Force	30,985	218,874	134,782	-
8210	Fire Resue Station - US-1 Expense	-	-	10,000	-
8326	Fed 08 UASI Grant	41,651	-	-	-
	TOTAL	**$ 27,118,887**	**$ 28,912,112**	**$ 27,021,641**	**$ 26,453,723**

2014-2015 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: FIRE

MISSION STATEMENT

"To provide protection for life and property in a proactive and professional manner that enhances the City of Coral Gables' position as a premier international, residential, and business community."

VISION STATEMENT

"To set the standard of excellence, guided by principles of trust, integrity, honesty, loyalty, and respect for all."

DEPARTMENT FUNCTION STATEMENT

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

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

The **Professional Standards Division** has the overall responsibility for training all emergency medical personnel, fire suppression personnel, driver engineers, officers, recruit personnel, and civilian staff. This division administers and coordinates the public fire and life safety education programs for the community, as well as coordinates and maintains the department's accreditation process.

The **Fire Prevention Division** is responsible for fire and life safety inspections, code compliance, new construction & remodeling, plans review, maintenance of water supplies, and for maintaining compliance with the Insurance Services Office (ISO) requirements for our Class 1 Fire Department rating.

The **Operations Division** is responsible for emergency responses, hydrant maintenance, fire drills, and life safety inspections. Battalion fire safety inspectors perform occupational license inspections, while simultaneously completing tactical and pre-fire planning. This division also maintains all incident and patient care records. Although emergency responses are unpredictable, daily activities are accomplished in a coordinated, efficient, and effective manner. Support Services completes the Operations Division and offers all logistical support that includes equipment and supplies for vehicle and station maintenance needs, as well as emergency response necessities for the Fire Department.

DEPARTMENT GOALS

GROWTH AND DEVELOPMENT

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

SERVICES OFFERED

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

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

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

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

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

GROWTH AND DEVELOPMENT

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

Objective: To assure that the water supply system for fire protection is inspected, tested, and receives maintenance annually.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Perform water system maintenance and testing yearly for 1,325 hydrants.	Fire Prevention Division	1,325	FY 2012-2013	2,524 Completed
		1,325	FY 2013-2014 (as of 3/31/14)	1,325 Completed

Objective: To provide increased educational opportunities to all fire department personnel.			
Action Plan:	Assigned to	Completion Date	Status
Increase the number of personnel trained on the CFAI Accreditation process.	Professional Standards Division	9/30/15	On-going (4 personnel trained to date)
Increase the number of personnel trained in Fire Cause and Origin to assist in fire investigations.	Fire Prevention Division	9/30/15	On-going (3 personnel trained to date)
Provide advanced educational opportunities to fire department personnel.	Professional Standards Division	FY 2012-2013	41 Classes
		FY 2013-2014 (as of 3/31/14)	25 Classes

Objective: To evaluate future Fire-Rescue stations for the central and southern districts of the City.			
Action Plan:	Assigned to	Completion Date	Status
Explore land acquisitions and funding sources.	Office of the Fire Chief	9/30/15	On-going

GROWTH AND DEVELOPMENT (continued)

Objective: To renovate Fire Station 1, Fire Station 2, and Fire Station 3.			
Action Plan:	Assigned to	Completion Date	Status
Complete repairs and renovations to ensure that fire stations and training facilities are maintained to support fire and emergency medical operations and response.	Policy Team	9/30/15	Pending

Objective: To maintain the Department's current status as a nationally accredited fire rescue department from the Commission on Fire Accreditation International (CFAI) and Class-1 rating from the Insurance Services Office (ISO).			
Action Plan:	Assigned to	Completion Date	Status
Monitor and communicate with the Center for Public Safety Excellence (CPSE) - Commission on Fire Accreditation International (CFAI) to complete the Department's Annual Compliance Report for maintaining Accredited Agency status.	Professional Standards Division	July 2014	Pending
		July 2015	On-going
Prepare and analyze the Fire Chief's annual report to maintain the Department's Class 1 ISO rating.	All Divisions	3/1/15	On-going
Communicate Accreditation and ISO changes, along with department updated goals, to fire department personnel.	Office of the Fire Chief	FY 2012-2013	2
		FY 2013-2014 (as of 3/31/14)	1

SERVICES OFFERED

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

Objective: To provide an increased quality of emergency fire and medical services to all areas of the City, 365 days per year.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Monitor and provide fire and life safety related responses.	Operations Division	Actual Calls for Service	FY 2012-2013	1,933 Calls for Service
			FY 2013-2014 (as of 3/31/14)	1,062 Calls for Service
Monitor and provide Emergency Medical Services.	Operations Division	Actual Calls for Service	FY 2012-2013	5,142 Calls for Service
			FY 2013-2014 (as of 3/31/14)	2,588 Calls for Service

SERVICES OFFERED (continued)

Objective: To provide quality fire prevention and life safety programs to all commercial buildings in the City.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Process and review construction renovation plans.	Fire Prevention Division	1,500	FY 2012-2013	1,024
			FY 2013-2014 (as of 3/31/14)	353
Perform inspections for new construction occupancies.	Fire Prevention Division	1,500	FY 2012-2013	1,583
			FY 2013-2014 (as of 3/31/14)	698
Perform inspections on all commercial occupancies.	Fire Prevention Division	4,538	FY 2012-2013	7,318
			FY 2013-2014 (as of 3/31/14)	1,333
Perform compliance re-inspections of commercial occupancies.	Fire Prevention Division	1,000	FY 2012-2013	791
			FY 2013-2014 (as of 3/31/14)	883
Perform annual pre-fire plans tacticals on all commercial occupancies.	Fire Prevention Division	1,500	FY 2012-2013	3,480
			FY 2013-2014 (as of 3/31/14)	369

Objective: To conduct educational programs for children and adults concerning the importance of fire and life safety.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Conduct fire & life safety presentations at various locations.	Professional Standards Division	400	FY 2012-2013	316
			FY 2013-2014 (as of 3/31/14)	66
Monitor the number of people reached through fire & life safety presentations.	Professional Standards Division	25,000	FY 2012-2013	23,828
			FY 2013-2014 (as of 3/31/14)	11,631

Objective: To provide preparation and training for Homeland Security and Emergency Management Operations.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Pursue grant opportunities for funding of equipment and training.	Policy Team	Annually	On-going	On-going
Maintain participation in the Regional Domestic Security Task Force.	Policy Team	Quarterly	FY 2012-2013	4
			FY 2013-2014 (as of 3/31/14)	3
Train personnel on Hazardous Materials Spills & Weapons of Mass Destruction (WMD) equipment, scenarios and containment.	Professional Standards Division	27 Classes	FY 2012-2013	27
			FY 2013-2014 (as of 3/31/14)	24
Work and train with other City departments in emergency operations functions.	Policy Team	5 Classes	FY 2012-2013	5 Classes
			FY 2013-2014 (as of 3/31/14)	2

SERVICES OFFERED (continued)

Objective: To update and consolidate all fire department records management systems/programs (i.e. EPCR/Zoll, CAD, FireHouse, MobilEyes, etc.)				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Implement the department's new Records Management System (RMS).	Operations Division	On-going	Open	On-going

EFFICIENCY

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

Objective: To provide fire protection for commercial, residential and personal property to minimize the average loss per building response.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Monitor monthly emergency fire response times to insure efficiency and effectiveness.	Operations Division	12 meetings annually with each battalion officer	FY 2012-2013	12
			FY 2013-2014 (as of 3/31/14)	6
Track and analyze emergency response times to ensure attainment of benchmarks in accordance with the Commission on Fire Accreditation International (CFAI) standards.	Operations Division	Respond within 8 minutes, or less Total Response Time (TRT) , 90% of the time	12/31/13	89.3%
			(as of 3/31/2014)	89.6%

Objective: To remain proactive in providing the public with new services, skills, and equipment.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Maintain active participation in industry related organizations and education.	Policy Team	12 Annually	FY 2012-2013	12
			FY 2013-2014 (as of 3/31/14)	6
Seek community input on current services rendered and new services desired through the Citizen Survey Program.	Professional Standards Division	2,400 Annually	FY 2012-2013	1,233
			FY 2013-2014 (as of 3/31/14)	On-going

Objective: To maintain high employee morale.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Maintain and promote employee recognition programs.	Policy Team	48 Annually	FY 2012-2013	Completed
			FY 2013-2014 (as of 3/31/14)	24
Expand communications through quarterly Battalion meetings.	Fire Chief's Office	Quarterly	FY 2012-2013	Completed
			FY 2013-2014 (as of 3/31/14)	2

EFFICIENCY (continued)

Objective: To maintain close interaction and cooperation with the Development Services Department to oversee and monitor growth and development.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Interact with Development Services Department management and field personnel to ensure safety and compliance for all new and existing structures within the City.	Fire Prevention Division	Annually	FY 2012-2013	272 Times
			FY 2013-2014 (as of 3/31/14)	135 Times

Objective: To dedicate staffing to upkeep and maintain Fire Department apparatus, equipment, and stations.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Maintain fire department facilities.	Operations Division	Daily	FY 2012-2013	Completed
			FY 2013-2014 (as of 3/31/14)	On-going
Maintain fire department vehicles and testing.	Operations Division	Daily	FY 2012-2013	Completed
			FY 2013-2014 (as of 3/31/14)	On-going
Maintain fire hose upkeep and testing.	Operations Division	Annually	FY 2012-2013	Completed
			FY 2013-2014 (as of 3/31/14)	On-going
Work with the Public Works Department on upgrading pump testing facilities for annual testing of all fire department apparatus.	Operations Division	ISO Compliance	Pending	Pending

HUMAN RESOURCES

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

Objective: To develop supervisors and managers to assure quality work product results and personnel management.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Provide all fire officers with supervisory / management training annually.	Professional Standards Division	2,500 Hours	FY 2012-2013	3,825 Hours
			FY 2013-2014 (as of 3/31/14)	1,250 Hours
Establish and implement an Executive Development & Mentoring Program that will provide a seamless transition for future management teams.	Policy Team	21 Personnel	9/30/15	On-going

HUMAN RESOURCES (continued)

Objective: To develop a comprehensive mentoring and retention plan to attract and maintain a diverse pool of qualified officers and employees.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Develop and implement a mentoring program for the enhancement of personnel retention and officer development.	Operations Division	All Promotional Candidates	9/30/15	10 Candidates

Objective: To increase the percentage of certified paramedics in the Fire Department toward the ultimate goal of 100%.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Increase the percentage of certified paramedics in the Fire Department through hiring practices and/or encouraging current employees to enroll in a paramedic training program.	Professional Standards Division	89%	FY 2012-2013	89%
		90%	FY 2013-2014 (as of 3/31/14)	89%

Objective: To increase the number of certified Fire Inspectors in the Fire Department.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Increase the number of certified Fire Inspectors in the Fire Department.	Fire Prevention Division	All Fire Department Personnel	9/30/15	51 Certified Personnel

Objective: To provide training for each employee annually to meet the requirements of the: 1. Insurance Services Office (ISO) 2. Health and Rehabilitative Services (HRS) 3. Florida Department of Labor and Security – Safety Division (OSHA) 4. National Fire Protection Association (NFPA) 5. Florida State Fire Marshal – Bureau of Fire Standards 6. Commission on Fire Accreditation International (CFAI) 7. Department of Defense/Homeland Security 8. National Incident Management System (NIMS)				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Provide ISO, OSHA, NFPA, State Fire Marshal, and DOD/HS training for each firefighter annually.	Professional Standards Division	50,000 Hours	FY 2012-2013	57,479 Hours
			FY 2013-2014 (as of 3/31/14)	25,779 Hours
Provide required HRS training to all Emergency Medical Technicians and Paramedics annually.	Professional Standards Division	2,500 Hours	FY 2012-2013	3,305 Hours
			FY 2013-2014 (as of 3/31/14)	2,226 Hours

COMMUNICATION/COOPERATION

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

Objective: To provide method for input from citizens concerning quality of service.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Mail citizen surveys for input on calls for service.	Professional Standards Division	2,400 Annually	9/30/15	On-going
Research, develop, and convert the current Citizen Survey Program to electronic format.	Professional Standards Division	9/30/15	9/30/15	Pending
Review citizen notes and letters.	Office of the Fire Chief	Daily	9/30/15	On-going
Continue to participate in community forums that provide the public the opportunity to express their expectations of fire department services.	Office of the Fire Chief and Fire Department Staff	50 Annually	FY 2012-2013	50
			FY 2013-2014 (as of 3/31/14)	26

Objective: To communicate the need and value of strategic goals and objectives to all fire department personnel.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Meet with all department personnel to communicate the Fire Department's vision, goals, and achievements.	Office of the Fire Chief	Quarterly	FY 2012-2013	Completed
			FY 2013-2014 (as of 3/31/14)	2
Meet with senior staff to communicate significant information within the Department (at Policy Team meetings).	Office of the Fire Chief	Weekly	FY 2012-2013	50
			FY 2013-2014 (as of 3/31/14)	24
Continue Labor/Management meetings to discuss concerns and improve operations.	Policy Team	Quarterly	FY 2012-2013	6
			FY 2013-2014 (as of 3/31/14)	2
Maintain a Strategic Planning process designed to guide the Department in creating and meeting goals and objectives.	Policy Team	Semi-Annually	FY 2012-2013	Completed
			FY 2013-2014 (as of 3/31/14)	1

COMMUNICATION/COOPERATION (continued)

Objective: To provide a quarterly newsletter to all department and retired personnel communicating department goals, objectives, and activities.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Publish the "05 Report" for all department and retired personnel.	Professional Standards Division	Quarterly	FY 2012-2013	4
			FY 2013-2014 (as of 3/31/14)	1

Objective: To enhance relationships with industry related organizations at all levels.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Enhance relationships with neighboring jurisdictions and agencies to promote regional cooperation and collaboration through FOAM-D organization committees.	Policy Team	60 Meetings	FY 2012-2013	64 Meetings
			FY 2013-2014 (as of 3/31/14)	36 Meetings
Maintain a presence and continue to provide input at regional and state levels.	Policy Team	Monthly	FY 2012-2013	12 Meetings
			FY 2013-2014 (as of 3/31/14)	6 Meetings

HEALTH AND SAFETY

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

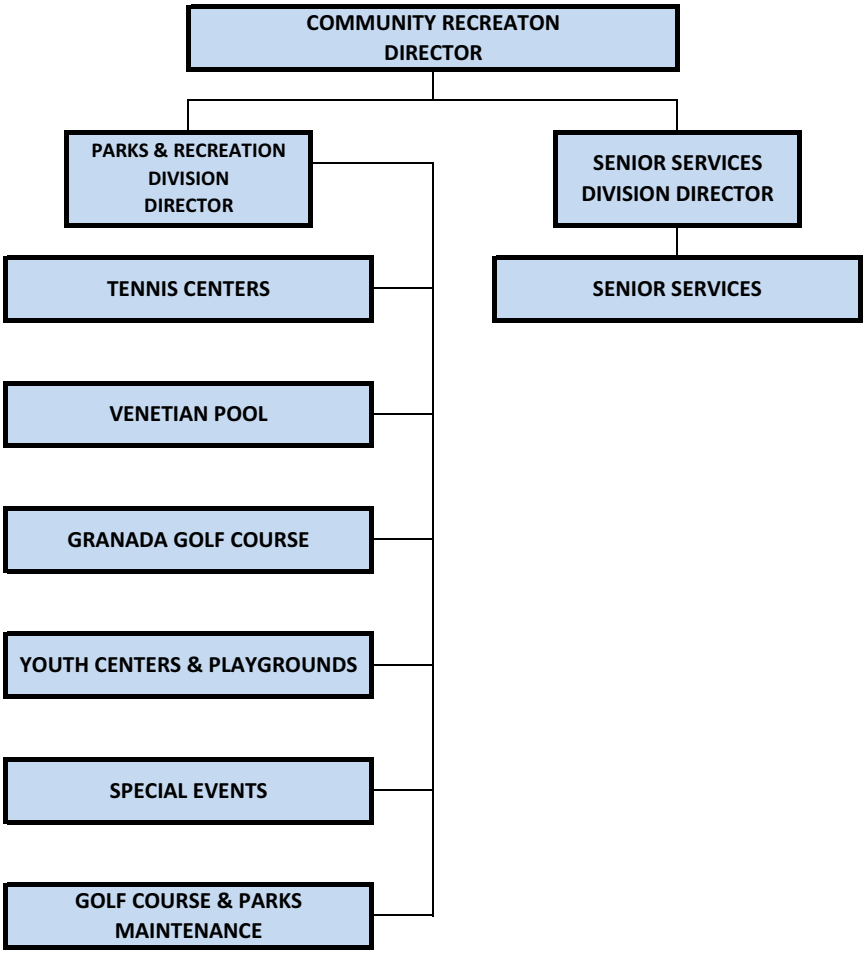
Objective: To improve the health and safety of all department members in order to decrease work hours lost.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Systematically review and evaluate firefighting gear and personal protective equipment.	Operations Division	Quarterly	On-going	2
Establish and train Safety Officers to provide department accident, injury & exposure review and recommendations.	Professional Standards Division	6 Personnel	FY 2013 - 2014	10 Personnel
			FY 2014-2015	Pending
Encourage personnel to take an active role in a voluntary health, fitness and safety regimen.	Professional Standards Division	All Fire Department Personnel	Open	On-going
Conduct monthly Safety Committee Meetings.	Safety Committee	12 Meetings	FY 2013 – 2014 (as of 3/31/14)	2 Meetings

Objective: To maintain facilities in accordance with industry acceptable standards to ensure that all safety measures are in compliance.				
Action Plan:	Assigned to	Target 2014-2015	Completion Date	Status
Implement a formalized facility inspection program.	Safety Committee	Quarterly	Open	On-going

CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

DEPARTMENT: COMMUNITY RECREATION

ORGANIZATION CHART

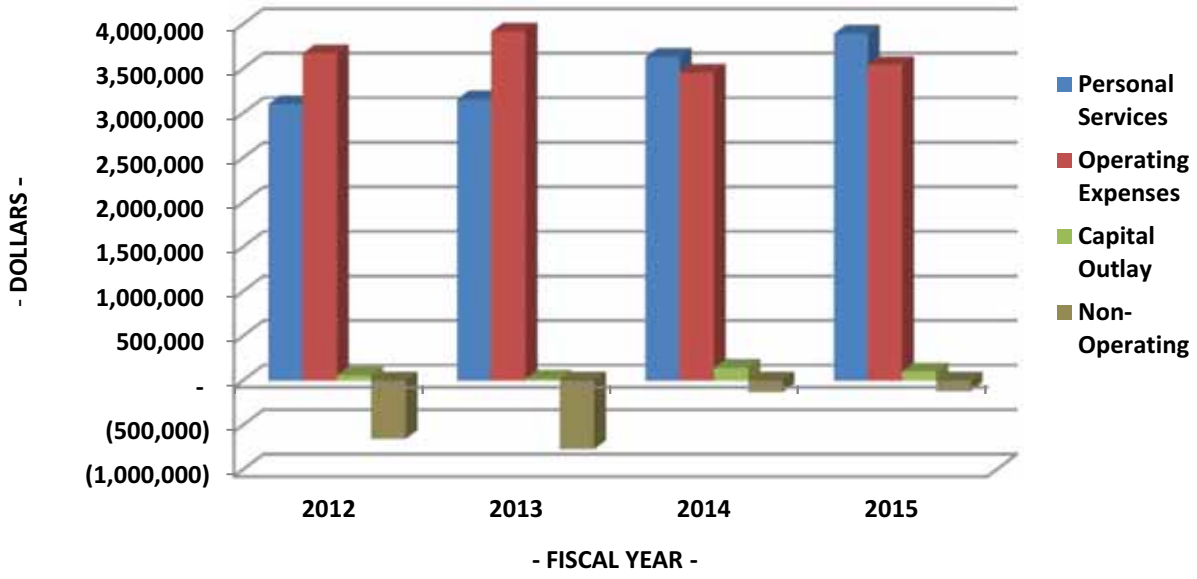


CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

COMMUNITY RECREATION DEPARTMENT
BUDGET AND POSITION SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
Personal Services	3,101,909	3,154,596	3,630,873	3,892,659
Operating Expenses	3,672,613	3,917,280	3,455,866	3,542,025
Capital Outlay	58,484	17,905	141,840	102,060
Non-Operating	(653,997)	(768,875)	(129,538)	(117,686)
TOTALS	6,179,009	6,320,906	7,099,041	7,419,058
No. of Positions	26	26	27	28

EXPENDITURE COMPARISONS



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
6311	Community Recreation Director	-	-	1	1	$ 140,545
6310	Community Services Director	1	1	-	-	-
0810	Administrative Analyst	-	-	-	1	51,709
3333	Excluded Pay Supplement	-	-	-	-	3,845
	TOTAL	**1**	**1**	**1**	**2**	**$ 196,099**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 100,025	$ 132,509	$ 131,248	$ 196,099
2000	Employee Benefits - See Other Cost Dist.	85,497	59,241	67,435	105,936
3190	Other Professional Services	1,397	-	-	-
4040	Central Garage Miscellaneous Charges	218	-	-	-
4090	Other Transportation Expense	2,025	5,175	5,400	5,400
4410	Rental of Machinery and Equipment	1,783	-	-	-
4550	General Liability Insurance	9,790	7,635	4,557	7,103
5100	Office Supplies	1,277	50	1,000	1,000
5214	Uniform Allowance	722	130	250	250
5400	Membership Dues and Subscriptions	1,215	999	1,000	1,000
	TOTAL	**$ 203,949**	**$ 205,739**	**$ 210,890**	**$ 316,788**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
6315	Parks & Recreation Director	1	1	1	1	$ 130,526
0059	Special Projects Coordinator	1	1	1	1	57,040
0602	Administrative Assistant	1	1	1	1	42,516
3333	Excluded Pay Supplement	-	-	-	-	4,602
	TOTAL	**3**	**3**	**3**	**3**	**$ 234,684**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 172,607	$ 220,442	$ 228,010	$ 234,684
2000	Employee Benefits - See Other Cost Dist.	34,875	109,992	133,375	137,343
3190	Other Professional Services	-	900	3,900	2,925
4090	Other Transportation Expense	5,400	5,175	5,400	5,400
4410	Rental of Machinery and Equipment	-	3,864	4,500	2,500
4550	General Liability Insurance	8,577	12,830	7,916	8,501
5100	Office Supplies	-	1,944	2,600	2,600
5206	Food for Human Consumption	-	120	200	200
5214	Uniform Allowance	-	753	750	750
5400	Membership Dues and Subscriptions	-	500	860	860
5410	Employee Training	-	853	525	1,500
	TOTAL	**$ 221,459**	**$ 357,373**	**$ 388,036**	**$ 397,263**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
6102	Prof. Tennis Oper. Supv.	1	1	1	1	$ 32,901
6666	Tennis Pro Commission	-	-	-	-	150,000
6304	Sports Shop Attendant	1	1	1	1	50,254
0031	Secretary	1	1	1	1	52,764
3004	Maintenance Worker I	1	1	1	1	39,399
9005	Part-time Employees	-	-	-	-	81,050
3333	Excluded Pay Supplement	-	-	-	-	658
2222	Teamsters Pay Supplement	-	-	-	-	2,848
	TOTAL	**4**	**4**	**4**	**4**	**$ 409,874**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 353,120	$ 365,438	$ 363,773	$ 409,874
2000	Employee Benefits - See Other Cost Dist.	141,234	138,331	141,980	148,246
3190	Other Professional Services	159,232	181,011	165,000	185,000
4020	Central Garage Motor Pool Rent Replacement: 1,032 Oper. & Maint: 180	8,684	8,586	885	1,212
4040	Central Garage Miscellaneous Charges	130	-	-	-
4420	Public Facilities Cost - See Other Cost Dist.	109,568	113,573	115,174	120,346
4550	General Liability Insurance	13,463	20,902	12,630	14,847
4610	Repair/Maint. of Bldgs & Improvements	-	-	-	17,000
4630	Repair/Maint. of Machinery & Equipment	264	-	445	445
4690	Special Maintenance Interdept'l Charges	9,582	11,266	10,467	10,243
4710	Special Printed Forms	1,936	2,268	1,920	1,920
5100	Office Supplies	1,778	1,466	2,000	2,000
5203	Drugs and Medical Supplies	21	44	110	110
5204	Cleaning & Janitorial Supplies	16	-	347	347
5206	Food for Human Consumption	6,405	6,344	5,980	5,980
5208	Household & Institutional Supplies	33,302	27,963	32,791	35,891
5213	Purchase/Rental - Employee Uniforms	-	-	10	10
5214	Uniform Allowance	1,142	1,337	2,583	2,583
5215	Small Tools & Minor Equipment	-	27	100	100
5400	Membership Dues and Subscriptions	105	35	105	105
5410	Employee Training	-	-	565	565
6440	Equipment Additions	-	-	-	5,000
	TOTAL	**$ 839,982**	**$ 878,591**	**$ 856,865**	**$ 961,824**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
6205	Aquatics Supervisor	1	1	1	1	$ 58,377
6203	Aquatics Assistant Supervisor	1	1	2	2	100,840
3005	Maintenance Worker II	1	1	1	1	29,761
9004	Part-time Employees	-	-	-	-	226,492
9999	Holiday Pay	-	-	-	-	2,760
3333	Excluded Pay Supplement	-	-	-	-	3,184
2222	Teamsters Pay Supplement	-	-	-	-	595
	TOTAL	**3**	**3**	**4**	**4**	**$ 422,009**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 301,113	$ 302,113	$ 367,884	$ 422,009
2000	Employee Benefits - See Other Cost Dist.	166,222	165,190	185,804	219,869
3180	Contracted Services	1,200	1,850	2,208	2,208
3190	Other Professional Services	6,000	7,770	6,500	6,500
4040	Central Garage Miscellaneous Charges	109	-	-	-
4410	Rental of Machinery and Equipment	773	2,015	2,000	2,000
4420	Public Facilities Cost - See Other Cost Dist.	126,598	131,226	133,075	139,051
4550	General Liability Insurance	16,976	19,254	21,400	15,286
4620	Repair and Maint. of Office Equipment	400	365	400	400
4630	Repair/Maint. of Machinery & Equipment	1,314	1,280	1,300	1,300
4710	Special Printed Forms	1,086	1,211	1,500	1,500
4940	Taxes & License Fees Paid	4,483	3,520	5,062	5,062
4990	Other Miscellaneous Expense	234	822	-	-
5100	Office Supplies	2,983	2,000	2,000	3,000
5201	Agricultural Supplies	194	491	5,500	5,500
5202	Chemicals and Photographic Supplies	19,432	24,726	26,000	26,000
5203	Drugs and Medical Supplies	1,446	1,000	2,000	2,000
5204	Cleaning & Janitorial Supplies	3,774	3,486	4,000	4,000
5206	Food for Human Consumption	67,109	73,990	69,760	69,760
5208	Household & Institutional Supplies	5,876	10,319	14,814	14,814
5209	Protective Clothing	325	200	300	6,300
5211	Building Materials and Supplies	150	186	150	150

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
5214	Uniform Allowance	3,457	3,670	3,300	3,300
5215	Small Tools & Minor Equipment	2,500	2,500	2,500	2,500
5400	Membership Dues and Subscriptions	-	-	250	250
5410	Employee Training	292	795	800	800
6200	Building Improvements & Upgrades	-	-	-	3,500
6430	Equipment Repair/Replacement	-	-	-	3,000
6440	Equipment Additions	-	-	-	2,000
	TOTAL	**$ 734,046**	**$ 759,979**	**$ 858,507**	**$ 962,059**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
4006	Automotive Mechanic	-	1	1	1	$ 69,173
9999	Holiday Pay - Worked	-	-	-	-	4,000
2222	Teamsters Pay Supplement	-	-	-	-	1,383
	TOTAL	**-**	**1**	**1**	**1**	**$ 74,556**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ -	$ -	$ 71,093	$ 74,556
2000	Employee Benefits - See Other Cost Dist.	1,381	1,266	46,002	46,875
3190	Other Professional Services	221,796	200,314	238,188	233,988
4020	Central Garage Motor Pool Rent Replacement: 11,122 Oper. & Maint: 47,414	-	-	57,915	58,536
4040	Central Garage Miscellaneous Charges	1,303	-	-	-
4420	Public Facilities Cost - See Other Cost Dist.	-	-	111,685	116,701
4550	General Liability Insurance	219	239	4,136	2,701
4620	Repair and Maint. of Office Equipment	-	-	750	750
4630	Repair/Maint. of Machinery & Equipment	14,470	4,470	11,500	11,500
4690	Special Maintenance Interdept'l Charges	613,272	720,996	85,055	74,154
4710	Special Printed Forms	1,502	781	1,000	1,000
4820	Advertising Expense	-	-	1,500	1,500
4950	Collection Charges on Credit Card sales	9,130	11,497	9,892	9,892
4990	Other Miscellaneous Expense	485	1,071	-	-
5100	Office Supplies	648	358	1,000	1,000
5201	Agricultural Supplies	43,367	38,935	57,668	57,108
5203	Drugs and Medical Supplies	-	-	50	50
5204	Cleaning & Janitorial Supplies	624	-	3,332	3,332
5207	Motor Fuel and Lubricants	18	-	1,550	1,050
5208	Household & Institutional Supplies	5,554	7,495	7,000	7,500
5209	Protective Clothing	-	-	775	775
5211	Building Materials and Supplies	989	2,009	2,900	2,900
5213	Purchase/Rental - Employee Uniforms	654	-	750	750

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
5214	Uniform Allowance	195	377	250	250
5215	Small Tools & Minor Equipment	919	284	1,950	1,950
5217	Operating Equipment Repair Parts	22,363	14,688	16,500	16,500
5400	Membership Dues and Subscriptions	578	578	590	590
5410	Employee Training	-	40	625	625
6430	Equipment Repair/Replacement	-	-	7,295	-
	TOTAL	**$ 939,467**	**$ 1,005,398**	**$ 740,951**	**$ 726,533**

430 GRANADA GOLF COURSE FUND

COMMUNITY RECREATION DEPARTMENT

6031 PARKS & RECREATION DIV-GRANADA GOLF CARTS

572 PARKS & RECREATION

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
4020	Central Garage Motor Pool Rent	$ 49,303	$ 48,746	$ -	$ -
4450	Lease Equipment	27,003	29,458	29,800	32,200
5217	Operating Equipment Repair Parts	-	10,910	6,200	6,200
	TOTAL	**$ 76,306**	**$ 89,114**	**$ 36,000**	**$ 38,400**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
6009	Youth Center Supervisor	1	1	1	1	$ 57,562
6011	Youth Center Ass't Supv.	1	1	1	1	42,557
6006	Recreation Marketing Spec.	1	1	1	1	52,767
6005	Recreation Specialist	3	3	3	3	164,188
3010	Foreman	1	1	1	1	58,176
3004	Maintenance Worker I	2	2	2	2	68,867
9999	Holiday Pay	-	-	-	-	6,400
9005	Part-time Employees	-	-	-	-	419,114
3333	Excluded Pay Supplement	-	-	-	-	2,002
2222	Teamsters Pay Supplement	-	-	-	-	6,880
	TOTAL	**9**	**9**	**9**	**9**	**$ 878,513**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 843,853	$ 810,086	$ 866,410	$ 878,513
2000	Employee Benefits - See Other Cost Dist.	419,841	356,090	359,340	370,284
3180	TYPE IN A DESCRIPTION	441,665	476,030	477,901	477,901
3190	Other Professional Services	47,171	51,841	58,500	58,500
4020	Central Garage Motor Pool Rent Replacement: 6,220 Oper. & Maint: 22,294	26,199	25,903	27,812	28,514
4040	Central Garage Miscellaneous Charges	115	-	-	-
4090	Other Transportation Expense	19,476	25,800	42,250	42,250
4410	Rental of Machinery and Equipment	1,082	3,770	2,500	3,500
4420	Public Facilities Cost - See Other Cost Dist.	603,900	625,976	634,796	663,305
4550	General Liability Insurance	45,189	49,842	30,081	31,822
4630	Repair/Maint. of Machinery & Equipment	2,469	1,130	5,000	5,000
4690	Special Maintenance Interdept'l Charges	31,143	36,613	34,016	33,289
4710	Special Printed Forms	10,153	11,560	17,000	17,000
4820	Advertising Expense	181	-	480	480
4940	Taxes & License Fees Paid	52	-	-	-
4990	Other Miscellaneous Expense	3,555	2,286	3,804	3,804
5100	Office Supplies	6,161	6,142	10,000	10,000
5202	Chemicals and Photographic Supplies	1,307	834	1,000	1,000
5203	Drugs and Medical Supplies	302	261	500	500
5204	Cleaning & Janitorial Supplies	3,712	1,099	6,500	6,500

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
5206	Food for Human Consumption	6,953	11,379	20,000	20,000
5208	Household & Institutional Supplies	36,762	29,763	33,000	33,000
5209	Protective Clothing	85	70	330	330
5211	Building Materials and Supplies	3,092	1,723	3,000	3,000
5213	Purchase/Rental - Employee Uniforms	541	513	8,290	8,290
5214	Uniform Allowance	31,123	28,154	32,001	32,001
5215	Small Tools & Minor Equipment	261	607	1,000	1,000
5400	Membership Dues and Subscriptions	22,394	13,507	17,000	17,000
5410	Employee Training	156	-	250	250
6430	Equipment Repair/Replacement	32,101	14,840	32,360	32,360
6440	Equipment Additions	10,170	-	40,000	20,000
	TOTAL	**$ 2,651,164**	**$ 2,585,819**	**$ 2,765,121**	**$ 2,799,393**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
9008	Part-time Employees	-	-	-	-	$ 20,882
	TOTAL	**-**	**-**	**-**	**-**	**$ 20,882**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 5,170	$ 12,478	$ 20,879	$ 20,882
2000	Employee Benefits - See Other Cost Dist.	396	955	1,597	1,597
4550	General Liability Insurance	1,141	1,245	725	756
5204	Cleaning & Janitorial Supplies	371	-	250	250
5206	Food for Human Consumption	33,356	21,672	27,000	27,000
5208	Household & Institutional Supplies	96	809	742	740
5400	Membership Dues and Subscriptions	262	-	-	-
5410	Employee Training	-	-	100	100
6430	Equipment Repair/Replacement	-	-	300	300
6440	Equipment Additions	-	-	650	650
	TOTAL	**$ 40,792**	**$ 37,159**	**$ 52,243**	**$ 52,275**

001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6060 SENIOR SERVICES DIVISION
573 CULTURE SERVICES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
6008	Senior Services Director	-	-	-	-	$ -
6007	Adult Activity Coordinator	1	1	1	1	70,778
9005	Part-time Employees	-	-	-	-	37,956
3333	Excluded Pay Supplement	-	-	-	-	1,416
	TOTAL	**1**	**1**	**1**	**1**	**$ 110,150**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 54,598	$ 23,602	$ 103,708	$ 110,150
2000	Employee Benefits - See Other Cost Dist.	31,552	29,426	45,556	48,744
3190	Other Professional Services	13,260	350	51,875	51,941
4090	Other Transportation Expense	2,031	-	6,600	6,600
4550	General Liability Insurance	3,842	5,435	3,598	3,990
4710	Special Printed Forms	2,447	2,227	5,500	5,500
5100	Office Supplies	174	-	500	500
5206	Food for Human Consumption	100	-	20,800	20,800
5208	Household & Institutional Supplies	28	709	3,270	3,270
5214	Uniform Allowance	-	-	310	310
5400	Membership Dues and Subscriptions	145	-	234	234
	TOTAL	**$ 108,177**	**$ 61,749**	**$ 241,951**	**$ 252,039**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
9283	Part-time Employees	-	-	-	-	$ 24,965
	TOTAL	**-**	**-**	**-**	**-**	**$ 24,965**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 9,511	$ 4,126	$ 24,965	$ 24,965
2000	Employee Benefits - See Other Cost Dist.	1,521	642	1,910	1,910
3190	Other Professional Services	88,991	88,856	103,280	103,280
4410	Rental of Machinery and Equipment	750	750	6,700	6,700
4550	General Liability Insurance	454	495	867	904
4710	Special Printed Forms	1,033	1,393	2,900	2,900
4802	July 4th Celebration	92,270	102,436	-	-
4820	Advertising Expense	-	-	1,460	1,750
4840	Farmers Market	9,912	10,710	12,000	12,000
5201	Agricultural Supplies	106	-	-	-
5202	Chemicals and Photographic Supplies	1,149	1,015	1,200	1,200
5206	Food for Human Consumption	412	564	600	600
5208	Household & Institutional Supplies	12,439	11,045	19,695	20,405
	TOTAL	**$ 218,548**	**$ 222,032**	**$ 175,577**	**$ 176,614**

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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
2309	Golf Course & Parks Supt.	1	1	1	1	$ 90,626
4006	Automotive Mechanic	1	-	-	-	-
3201	Equipment Operator I	1	1	1	1	32,386
3010	Foreman	1	1	1	1	55,405
3004	Maintenance Worker I	1	1	1	1	36,235
9005	Part-time Employees	-	-	-	-	50,000
3333	Excluded Pay Supplement	-	-	-	-	1,813
2222	Teamsters Pay Supplement	-	-	-	-	2,481
	TOTAL	**5**	**4**	**4**	**4**	**$ 268,946**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 191,908	$ 218,351	$ 277,963	$ 268,946
2000	Employee Benefits - See Other Cost Dist.	187,485	204,318	191,941	171,177
3190	Other Professional Services	129,992	154,267	196,480	196,480
4020	Central Garage Motor Pool Rent	87,595	86,606	62,306	71,666
	Replacement: 33,447				
	Oper. & Maint: 38,219				
4420	Public Facilities Cost - See Other Cost Dist.	141,665	146,844	37,228	38,900
4550	General Liability Insurance	13,023	17,353	9,651	9,742
4630	Repair/Maint. of Machinery & Equipment	831	575	4,000	4,000
5201	Agricultural Supplies	21,178	43,745	34,267	30,273
5207	Motor Fuel and Lubricants	143	-	550	550
5208	Household & Institutional Supplies	3,426	2,277	14,000	14,000
5209	Protective Clothing	945	234	1,000	1,000
5211	Building Materials and Supplies	-	-	1,900	1,900
5213	Purchase/Rental - Employee Uniforms	1,054	1,965	1,792	1,547
5215	Small Tools & Minor Equipment	2,384	5,190	5,625	5,625
5217	Operating Equipment Repair Parts	1,236	2,000	2,500	2,500
5400	Membership Dues and Subscriptions	38	38	-	-
6430	Equipment Repair/Replacement	8,055	3,065	11,235	10,250
6440	Equipment Additions	8,158	-	50,000	25,000
9010	Intradepartmental Credits	(653,997)	(768,875)	(129,538)	(117,686)
	TOTAL	**$ 145,119**	**$ 117,953**	**$ 772,900**	**$ 735,870**

Maintenance Services Distributed to Park Facilities

Dept Code/Account	%	Amount
Tennis Centers - 6010-46-90	1.2	$ 10,243
Youth Center - 6050-46-90	3.9	33,289
	5.1	43,532
Granada Golf - 6030-46-90		74,154
		$ 117,686

2014-2015 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: COMMUNITY RECREATION
DIVISION: PARKS AND RECREATION

MISSION STATEMENT

"To enhance the quality of life for residents and guests of all ages through recreational opportunities and facilities that create memorable life experiences."

VISION STATEMENT

"Creating an Optimal Experience by Maximizing Our Resources"

VALUES

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

PARKS AND RECREATION DIVISION GOALS

Programming
To create recreational opportunities and services that promotes individual growth, socialization, safety, positive interactions and family involvement.

Facilities
Committed to providing first class parks and facilities that fulfill community needs through safety, accessibility, convenience, manageability, and cleanliness, while preserving our historical character.

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

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

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

Programming

Goal: To create recreational opportunities and services that promotes individual growth, socialization, safety, positive interactions and family involvement

Objective: Utilize Assessments and performance measures to improve programming			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Execute the assessment plan of action	Supervisors	Ongoing	In Queue
Evaluation of plan implementation	Supervisors	Ongoing	In Queue
Implement performance measures to gauge programming performance goals. Measures for 2014-2015: 1. Increase participation of in-house youth Center programs by 5% 2. Increase in membership retention rate by 5% 3. Reach Youth Center room rental reservation rate of 40% 4. Increase Farmers Market vendors by 5% 5. Increase in tennis semi-private lessons by 50% 6. Increase of tennis camp participation of 10% 7. Increase in pool revenue by 2% 8. Increase in senior participation by 10%	Supervisors	ongoing	Underway

Objective: Utilize partners to deliver programs that share our values			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Define partnership and parameters/criteria for a partnership Identify current partners Identify partnership needs	Administration TOS	Ongoing	Partners such as Gables Museum, The Palace, Doctor's Hospital, Miami-Dade Schools, Alliance for Aging
Identify partnership opportunities	TOS-Lead	Annually	Palace events partnerships ongoing, school partnership ongoing, health fair partnership with Doctor's Hospital ongoing
Create a process to develop and implement the opportunities 1. Training Program 2. Templates for MOU 3. Documentation procedures 4. Evaluation of partnership	TOS Director	Annually	MOU template used for partnerships with Biscayne Fitness, Alliance for Aging and Miami-Dade Schools

Objective: Expand recreational facility usage and availability through partnerships			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Evaluate surrounding agencies and county facilities for shared use opportunities.	YC Supervisor Golf and Parks Maintenance Superintendent Supervisors	Ongoing	Miami-Dade schools partnership for Coral Gables High School usage, looking to expand usage to middle schools. Other municipalities used for interleague play include Miami Shores, Key Biscayne, and South Miami.
Create shared/joint use agreements based on mutual value	Administration	Ongoing	Three MOU's currently active with City.

Objective: Create and implement program and service innovations.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Implement two (2) new programs, services, or innovations per division per year.	Supervisors	Annual/ ongoing every fiscal year.	New programs and innovations include: Bricks For Kids Program, Adult Swimming Classes, High Performance Tennis Fitness class, Farmers Market Bike Event, Bike parking at all special events, indoor egg hunt, MVP Basketball Development program, several new seniors programs
Institute new aquatics programming tailored to current trends	YC Supervisor	Ongoing	Water fitness and extended hours for swimming are two areas to be examined this year.
Increase program opportunities for populations that may be underserved at Youth Center.	Youth Center Supervisor	Ongoing	For this upcoming year, teen programs will be focused on to increase teen participation.
Offer programming at alternative locations	Director and Supervisors	Ongoing	Free Yoga in the park established. Several park programming possibilities to be explored and potentially instituted.

Continue to add innovations at City-run special events, including overhauling events every three years.			Bike Parking and Bike tours run at Farmers Market. Big Toy event added new vehicles and components. Holiday Tree Lighting featured new entertainment options.

Facilities

Goal: Committed to providing first class parks and facilities that fulfill community needs through safety, accessibility, convenience, manageability, and cleanliness while preserving our historical character.

Objective: Develop and well maintain all recreational facilities.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Identify needs and prioritize based on goal for capital improvement Identify need and prioritize based on goals for land acquisition	Director	Ongoing	Capital requests and analysis completed.
Establish and enforce safety standards for all facilities. 1. Form Safety Committee	VP Supervisor-Lead Recreation Specialist Youth Center Foreman	Ongoing	Security Plans completed for accreditation. Procedures completed. Committee plan completed.
Establish cleanliness standards for facilities and parks. 1. Schedule Quarterly Cleanliness meetings with Supervisors. 2. Create new Facility Handbook and SOP Guide for each facility.	Division Supervisors	Ongoing	Maintenance Plan annual review planned, maintenance work logs revised. Quarterly Schedule established.

Objective: Maintain our historical character in all facilities.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Identify the historical aspects of all parks and facilities	VP Supervisor Asst. Venetian Pool Supervisor	Ongoing	Historical research complete for Agency creation, Venetian Pool and Youth Center. Historical research continues for Tennis and Golf.

Create a method to educate the public 1. Integrate historical data into website 2. Integrate historical data into facility inventory 3. Implement history components into programs 4. Staff training on history	Marketing Specialist VP Asst. Supervisor	ongoing	Historical data integrated into Venetian Pool programming and staff training. Staff training completed. Website and publication integration next in queue.
Create a plan to designate each park and facility through signage, exhibits, and educational materials	Marketing Specialist Park Superintendent	ongoing	Design plan created. Implementation plan has begun through marketing materials

Objective: Create and implement a maintenance plan for all parks and facilities.			
Implement recycling program with compliance for all parks	VP Supervisor	ongoing	Completed for facilities. Program to be integrated into parks.
Update standard facility maintenance plan. 1. Evaluate each existing facility plan and revise	Division Supervisors	Ongoing	Facility Maintenance plans evaluated.
Implement standard facility maintenance program. 1. Create worksheets for each facility.	Division Supervisors	Ongoing	Preliminary worksheet template designed. Customization for each facility in queue.
Create and implement cross-facility inspections plan by Division Supervisors 1. Establish inspection plan to include goals for inspections and evaluation model. 2. Schedule inspections and assign inspectors.	Administration Division Supervisors	Ongoing	In queue

Objective: Continue to evaluate opportunities to expand on the City's open spaces and recreational spaces			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Use Land Use Comprehensive Plan Recreation Element to manage all community recreation facility and park needs.	Administration	Ongoing	Review of available land for acquisition ongoing.

Objective: Establish and maintain a marketing plan that meets specific facilities needs			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Create park and facility signage standards 1. Handicap accessible signage 2. Park name signage 3. Age Appropriate signage 4. Park rules and regulation signage	Marketing Specialist	ongoing	Preliminary standards completed. Sign design completed. Implementation and budgeting to follow.
Revise existing Park Inventory 1. Implement Dynamic Park Mapping on inventory webpage.	Marketing Specialist	ongoing	Inventory page has been revised. Improvements will continue.

Customer Service

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

Objective: Provide exceptional care			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Develop Customer Service Training biannually 1. Create part-time training 2. Create staff training for full-time employees 3. Create staff recognition program 4. Create volunteer of the Month program 5. Establish in-service training intervals 6. Develop a customer service training tool	Supervisors VP Assist. Supervisor Administration	Ongoing	Revision of employee rules and regulation to incorporate customer service is completed. Volunteer recognition program has been implemented. Staff recognition pilot program has begun at Venetian Pool.

Objective: Address customer needs and/or concerns proactively			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Evaluate registration process and make recommendations for changes	Senior Services Specialist YC Assistant Supervisor VP Assistant Supervisor	Ongoing	Process for a fully incorporate on-line registration system has been implemented.

Objective: Respond to customers with respectful attention			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Develop and implement a customer service training tool/program	Marketing Specialist	Ongoing	In queue

1. Create a program and facility audit program a. Create an audit form	TOS		
Utilize processes to present customer satisfaction program 1. Suggestion box implementation at facilities 2. Evaluation surveys	Marketing Specialist Administrative Assistant	Ongoing	Suggestion boxes implemented, and assistance through City online survey site underway.
Establish an e-mail communication model to allow for added interaction with customers.	Marketing Specialist Division Supervisors	Ongoing	Customer Request log is to be phased out with more proactive system

Objective: Provide membership programs that meet customer needs			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Utilize data to revise membership programs 1. Master list compilation of all memberships with all benefits. 2. Review list and make sure offerings are consistent throughout Division. 3. Conduct best practices survey of similar communities and agencies. 4. Establish strategies to increase membership participation. 5. Review fees and propose new pricing proposals. 6. Establish protocols for membership cards. 7. Restructure membership fee structure	Marketing Specialist Administration Division Supervisors Division Supervisors Administration Division Supervisors	Ongoing	Best practices surveying is underway.
Review of feasibility of social media use in Division and establish protocols 1. Establish registration with Google and Bing search engines for added internet exposure.	Marketing Specialist	Ongoing	In queue

Leadership

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

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

Plan and hold an annual departmental activity	Administration	Annually	Annual meeting held annually in November.

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

Objective: Seek to provide the most effective and efficient method of staffing.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Complete a system to share existing employees across divisions. 1. Develop training manual 2. Implement training manual through orientation 4. Standardize processes and procedures 5. Identify available opportunities	Assistant Director Venetian Pool Assistant Supervisor YC Assistant Supervisor	Ongoing	Standardized part-time positions have been created. Over 40 employees have worked across divisions to conserve resources. Several Full-time staff have been cross-trained to supervise at multiple facilities and events.
Partner with local schools and organizations to create a volunteer assistance program	Youth Center Supervisor Director	Ongoing	University Baptist Church volunteers used for special events. Coral Gables high Students volunteered for special events.

Objective: To provide professional leadership and direction to staff to create future leaders in Parks and Recreation			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Re-develop and implement a formalized staff mentorship program. 1. Establish type of mentorship program 2. Identify who will participate. (i.e. Instructors, staff etc.) 3. Identify information to communicate Setup the program and materials	Administration	Ongoing	Program Established Training schedule implemented.
Have administration be more visible at facilities and programs. 1. Division Supervisors will invite the Director/Assistant Director to	Administration	Ongoing	Schedule established and interaction with all scopes of program vastly improved. Director

notable events/programs via Outlook calendar 2. Administration will visit each facility once every week 3. Create program where Director visits the work place of the Supervisor in each division.			conducts visits weekly at facilities and parks.
Establish a training committee to review Division training manuals, training opportunities, and to create a plan for training throughout the Division.	Asst. YC Supervisor, Special Projects Coordinator, Pool Supervisors – lead	Ongoing	Training committee has conducted meetings, and format for summer training has been established.
Establish a strategic plan committee to monitor progress on strategic plan initiatives and to provide leadership for completion of initiatives. 1. Committee to meet on a quarterly basis	YC Supervisor - lead, Superintendent, TOS, Marketing Specialist	Ongoing	New accreditation standards are being ratified this year. Committee has been on hold until new standards are released.
Implement Division-wide internship program 1. Formalize agreement with area universities to allow for internship service with City 2. Designate areas where interns can be used 3. Formalize selection process for interns 4. Implement intern into daily operations	VP Supervisor Director	Ongoing	Agreement with Florida International University completed. First intern under agreement to begin in summer.

Fiscal Management

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

Objective: Implement strategies to maximize revenue generation and fund programs and services			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Conduct a cost analysis 1. Create a policy and model for cost analysis 2. Identify all consumables for each program and costs with each program. 3. Break out shared expenses 4. Analyze and determine cost per unit 5. Determine breakeven point 6. Review of cost analysis template 7. Pre-program implementation	Each Division Supervisor for analysis	Ongoing	Policy created and template created. Analysis completed for programs with reviews by Supervisor.

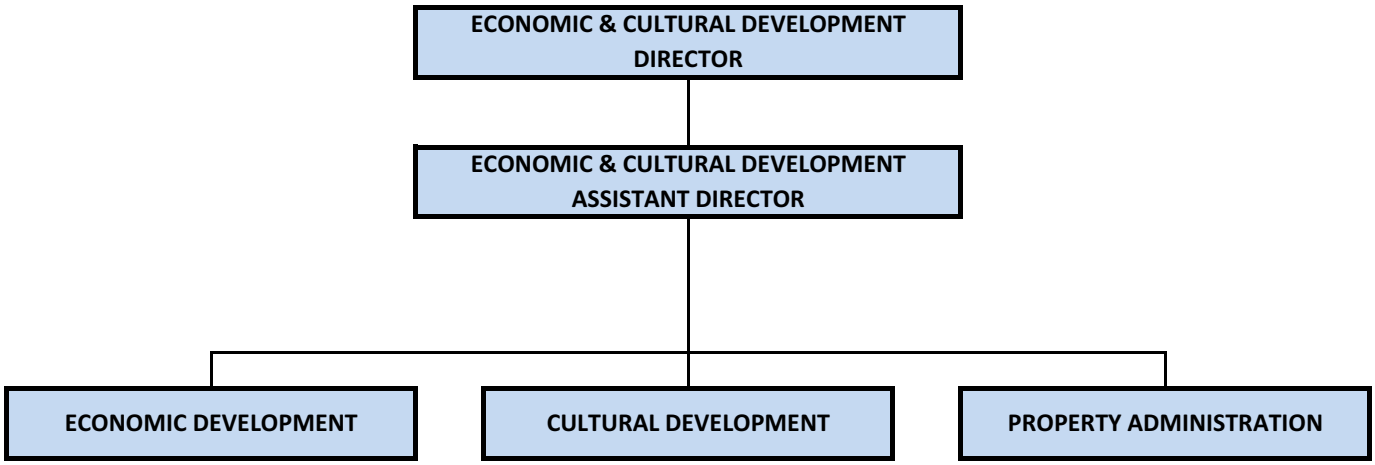
Objective: To identify and secure alternate funding.			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Explore and seek grant funding as available and necessary 1. Identify funding opportunities 2. Identify project needs for alternative funding 3. Seek funding as necessary 4. Include efforts in monthly reports	Supervisors	Ongoing	Division continues to seek grants.

Objective: To assess the market, provide quality services and competitive prices			
Action Plan:	**Assigned To**	**Completion Date**	**Status**
Perform a market assessment 1. Obtain demographics 2. Obtain competing provider information 3. Trends Analysis 4. Comparative study with existing programs 5. Implement program and fee changes 6. Perform assessment evaluation	Marketing Specialist Supervisors	Ongoing	Demographics obtained, Trends analysis and community competitor survey completed.

CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

DEPARTMENT: ECONOMIC & CULTURAL DEVELOPMENT

ORGANIZATION CHART

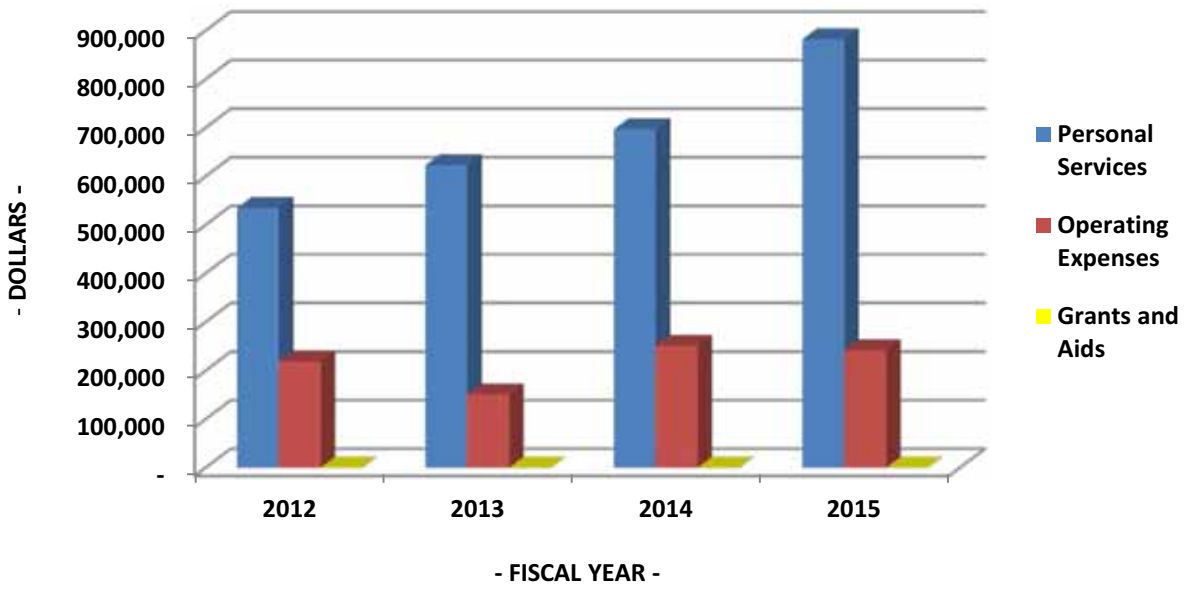


CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

ECONOMIC & CULTURAL DEVELOPMENT DEPARTMENT
BUDGET AND POSITION SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
Personal Services	534,609	622,833	696,686	881,994
Operating Expenses	218,542	151,046	251,220	241,753
Grants and Aids	-	-	-	-
TOTALS	753,151	773,879	947,906	1,123,747
No. of Positions	5	5	6	6

EXPENDITURE COMPARISONS



001 GENERAL FUND
ECONOMIC & CULTURAL DEVELOPMENT DEPARTMENT
6900 ECONOMIC & CULTURAL DEVELOPMENT
552 INDUSTRY DEVELOPMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	SALARIES
0640	Economic & Cultural Dev. Director	1	1	1	1	$ 153,190
0644	Economic & Cultural Dev. Ass't Director	1	1	1	1	119,274
0645	Marketing Manager	1	1	1	1	91,744
0642	Business Development Analyst	1	1	1	1	70,990
0646	Events & Marketing Specialist	-	-	1	1	71,386
0074	Spec. Projects & Cultural Coord	-	1	-	-	-
0602	Administrative Assistant	1	-	1	1	52,503
3333	Excluded Pay Supplement	-	-	-	-	11,182
	Furlough					
	TOTAL	**5**	**5**	**6**	**6**	**$ 570,269**

EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ 351,604	$ 419,814	$ 454,064	$ 570,269
2000	Employee Benefits - See Other Cost Dist.	183,005	203,019	242,622	311,725
3190	Other Professional Services	11,532	4,321	49,000	49,000
4020	Central Garage Motor Pool Rent	4,764	4,710	4,568	4,899
	Replacement: 1,584				
	Oper. & Maint: 3,315				
4090	Other Transportation Expense	8,100	7,763	8,100	8,100
4410	Rental of Machinery and Equipment	1,697	4,432	4,800	4,800
4430	Rental of Land and Buildings	42,510	43,785	43,786	46,414
4550	General Liability Insurance	20,460	26,937	15,765	20,657
4720	Printing & Binding	1,327	1,950	5,357	5,357
4810	Promotional Expense	7,690	2,902	6,600	6,600
4812	Promotional Expense - Citywide Marketing	37,623	25,677	47,318	35,000
4820	Advertising Expense	495	1,602	6,000	6,000
4830	Prospect Development Expense	8,101	9,922	41,215	36,215
4840	Farmers Market	-	(75)	-	-
4990	Other Miscellaneous Expense	328	347	4,600	4,600
4991	Astor Development Land Swap Fees	45,127	11,000	-	-
4992	Century Laguna Land Swap Fees	21,331	-	-	-
5100	Office Supplies	1,628	2,220	2,273	2,273
5400	Membership Dues and Subscriptions	1,858	1,774	5,263	5,263
5410	Employee Training	3,971	1,779	6,575	6,575
	TOTAL	**$ 753,151**	**$ 773,879**	**$ 947,906**	**$ 1,123,747**

2014-2015 BUDGET
STRATEGIC MANAGEMENT PROGRAM

DEPARTMENT: ECONOMIC & CULTURAL DEVELOPMENT

MISSION STATEMENT

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

DEPARTMENTAL FUNCTION

The Economic & Cultural Development Department, formerly the Development Department, was created in 1989 to foster sound economic growth and quality of life in the City of Coral Gables. The Department has a three pronged focus: 1) economic development, including marketing, enhancing quality of life, creating public/private partnerships, supporting existing businesses and bringing new businesses to the City; 2) cultural development, and 3) negotiation and administration of certain City property agreements.

Economic Development
The Department helps to establish, maintain and fund exceptional economic development services that help reinforce and grow the City's image and meet the needs of the business community. This involves promoting programs to businesses, supporting City development initiatives and engaging in various marketing efforts. The Department also manages the Economic Development Board.

Cultural Development
The Department helps to support and grow the City's cultural base and offerings for the benefit of residents, businesses, and visitors. This involves administering cultural grants and Art in Public Places program, as well as cultural or community initiatives. The Department also manages the Cultural Development Board and the Arts Advisory Panel.

Property Administration
The Department assists with finding, negotiating (including public/private ventures) and administrating agreements with regard to City property in order to obtain value for the City. The Department also manages the Property Advisory Board.

DEPARTMENT GOALS

GOAL AREA: Economic Development

Goal:	Assigned To:	Completion Date:	Status:
To assist in City development initiatives	Director, Asst. Director	Ongoing	Ongoing
To facilitate the implementation of the Miracle Mile and Giralda Streetscape Program	Department	Ongoing	Ongoing
To work with realtors, the Beacon Council, Enterprise Florida, the Chamber of Commerce, the BID, the GMCVB and various consulates to promote business	Department	Ongoing	Ongoing
To assist commercial developers with new projects	Director, Asst. Director	Ongoing	Ongoing
To assist with new businesses to the City	Department	Ongoing	Ongoing
To assist with Sponsorship opportunities	Marketing Coordinator	Ongoing	Ongoing
To analyze market trends	Director, Asst. Director, Business Develop. Analyst	Ongoing	Ongoing
To provide small business assistance	Director , Department	Ongoing	Ongoing
To leverage marketing opportunities	Marketing Coordinator	Ongoing	Ongoing

GOAL AREA: CULTURAL DEVELOPMENT

Goal:	Assigned To:	Completion Date:	Status:
To administrate the annual grant program	Director, Administrative Assistant	Ongoing	Ongoing
To administer the public art program	Director, Administrative Assistant	Ongoing	Ongoing
To provide new initiatives to strengthen the quality of life for the City	Director, Administrative Assistant	Ongoing	Ongoing
To support cultural tourism initiatives	Director, Administrative Assistant, Marketing Coordinator	Ongoing	Ongoing
To support cultural programming/ work with the Galleries to elevate awareness of our visual art scene	Director, Administrative Assistant,	Ongoing	Ongoing

	Marketing Coordinator		
Seek sponsorship opportunities for cultural events	Marketing Coordinator	Ongoing	Ongoing

GOAL AREA: PROPERTY ADMINISTRATION

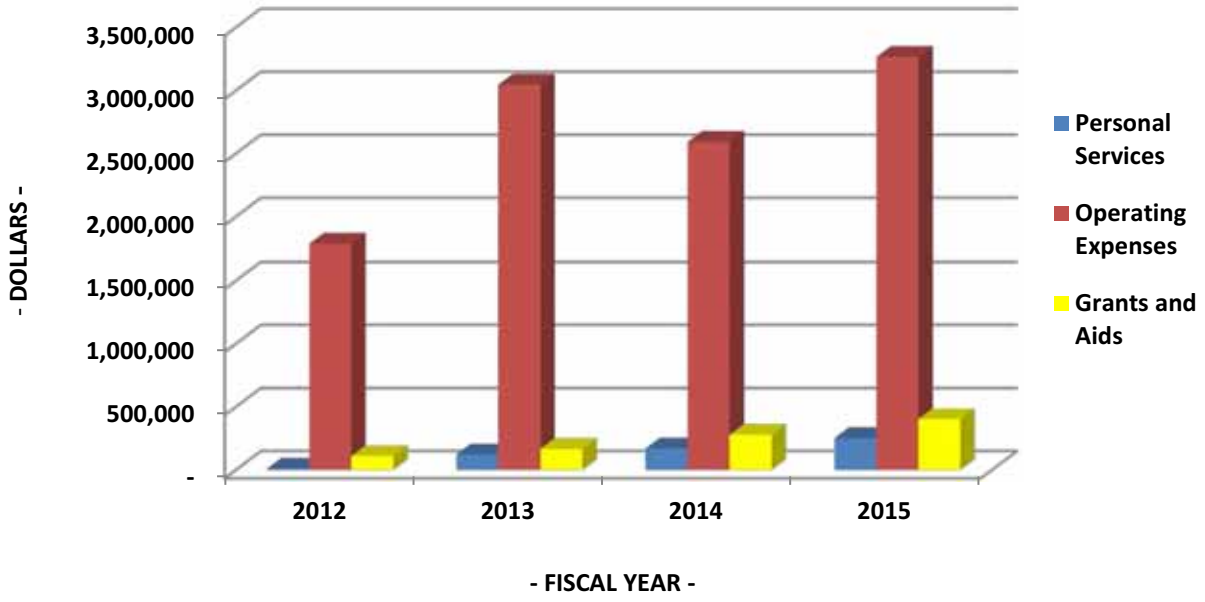
Goal:	**Assigned To:**	**Completion Date:**	**Status:**
To identify and negotiate new projects	Director, Asst. Director	Ongoing	Ongoing
To track and report tenant lease compliance	Director, Asst. Director	Ongoing	Ongoing
To renew leases as they come due or find new tenants	Director, Asst. Director	Ongoing	Ongoing
To assess the highest and best use of City property	Director, Asst. Director	Ongoing	Ongoing
To monitor the condition of City leased properties	Director, Asst. Director	Ongoing	Ongoing

CITY OF CORAL GABLES, FLORIDA
2014-2015 BUDGET

NON-DEPARTMENTAL EXPENSE
BUDGET AND POSITION SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
Personal Services	11,687	123,264	170,000	252,716
Operating Expenses	1,786,453	3,047,819	2,592,600	3,266,450
Grants and Aids	109,750	168,250	278,250	403,250
TOTALS	1,907,890	3,339,333	3,040,850	3,922,416
No. of Positions	-	-	-	-

EXPENDITURE COMPARISONS



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NO. OF AUTHORIZED POSITIONS 2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2014-2015 SALARIES
6666	Teamsters Spec Allow & Temp Assign.	-	-	-	-	$ 60,000
	TOTAL	**-**	**-**	**-**	**-**	**$ 60,000**

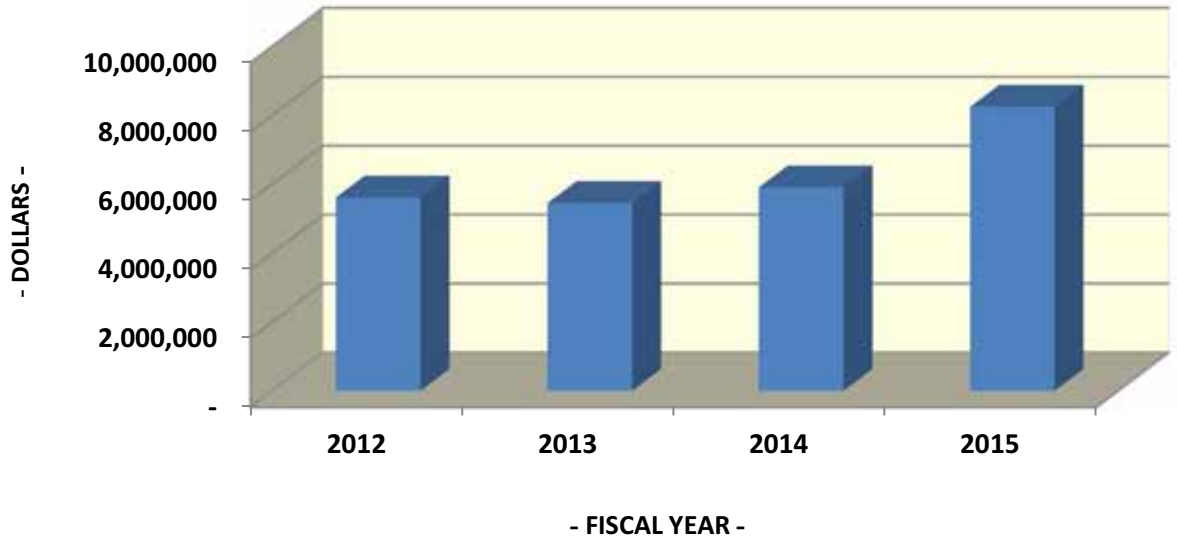
EXPENDITURE DETAIL

		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
1000	Salaries	$ -	$ -	$ (427,670)	$ 60,000
2000	Employee Benefits - See Other Cost Dist.	11,687	123,264	597,670	192,716
3120	Special Legal Services	1,086,581	1,288,687	945,000	945,000
3190	Other Professional Services	320,397	205,785	453,900	375,000
3200	Accounting & Auditing Services	124,500	123,000	129,500	134,500
4450	Lease Equipment	-	-	187,200	-
4820	Advertising Expense	-	12,800	6,000	6,000
4920	Judgements & Damages	31,477	-	9,341	-
4990	Other Miscellaneous Expense	207,662	214,258	165,000	165,000
5100	Office Supplies	15,115	15,873	24,548	17,000
5206	Food for Human Consumption	721	-	-	-
7100	Debt Service - Principal	-	-	-	155,160
7191	Employee Sick/Annual Leave Payout	-	1,187,416	400,000	400,000
7192	Contingencies	-	-	272,111	680,000
7193	Employee Sale of Annual Leave	-	-	-	350,000
7194	Employee PEHP - Transfer of Sick Leave	-	-	-	-
7200	Debt Service - Interest	-	-	-	38,790
8200	Cultural Events	75,000	135,000	125,000	150,000
8204	CG Museum Grant	-	-	100,000	200,000
8300	Other Grants and Aids	1,500	-	20,000	20,000
8302	Aid to Junior Orange Bowl	33,250	33,250	33,250	33,250
	TOTAL	**$ 1,907,890**	**$ 3,339,333**	**$ 3,040,850**	**$ 3,922,416**

2014-2015 BUDGET
MOTOR POOL FUND SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
OPERATING REVENUES				
Charges to Departments for use of Vehicles & Equipment	$ 6,037,618	$ 5,527,738	$ 5,735,769	$ 5,366,952
Replacement Cost Recovery	4,243,000	2,593,000	1,413,000	5,865,537
Miscellaneous	156,124	522,677	259,542	123,000
TOTAL OPERATING REVENUES	**$ 10,436,742**	**$ 8,643,415**	**$ 7,408,311**	**$ 11,355,489**
OPERATING EXPENSES				
Operating Expense	5,607,381	5,444,199	5,895,410	8,239,589
Capital Outlay	1,656,826	2,526,310	1,512,901	3,115,900
TOTAL OPERATING EXPENSES	**$ 7,264,207**	**$ 7,970,509**	**$ 7,408,311**	**$ 11,355,489**

Operating Expense



The Motor Pool Fund is used to account for the acquisition, operation and maintenance of the automotive and miscellaneous equipment used by City departments. The funding to acquire the equipment is provided by charging the user departments an annual fee based on the estimated useful life of each piece of equipment. Similarly, the operation and maintenance costs are allocated to the user departments by charging a flat rate annual rental fee for the equipment. Rental fees are updated annually by the maintenance staff based on detail records kept for each item of equipment.

During the economic downturn, budget cuts were made to the annual fleet replacement budget to help balance the City's overall budget. Included in this budget document (See Pg. 299) is a comprehensive plan to restore the annual fleet replacement budget to 100% of the amount needed to replace the City's vehicles in accordance with their useful life.

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

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

ANNUAL CALCULATION OF INCREASE TO PRIOR YEAR REPLACEMENT BUDGET								
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Vehicle Replacement Budget - Base Distributed Cost *(From Prior Year Recurring Revenues)*	$ 1,413,000	$ 1,923,000	$ 2,202,250	$ 2,482,449	$ 2,763,614	$ 3,045,762	$ 3,328,910	$ 3,440,076
Increase to Base - *(By Elim. Lease Payments Budget)*	285,000	-	-	-	-	-	-	-
Incremental Increase to Base - *(From Oper. Rev.)*	225,000	225,000	225,000	225,000	225,000	225,000	52,000	-
Annual CPI Adjustment - *(From Oper. Rev.)*	-	54,250	55,199	56,165	57,148	58,148	59,166	60,201
Net Increase to Prior Year Distributed Cost	225,000	279,250	280,199	281,165	282,148	283,148	111,166	60,201
Net Replacement Cost From *Operating Revenue*	**1,923,000**	**2,202,250**	**2,482,449**	**2,763,614**	**3,045,762**	**3,328,910**	**3,440,076**	**3,500,277**
Use of Motor Pool Fund Balance	1,177,000	952,000	727,000	502,000	277,000	52,000	-	-
Annual Vehicle Replacement Budget	**$ 3,100,000**	**$ 3,154,250**	**$ 3,209,449**	**$ 3,265,614**	**$ 3,322,762**	**$ 3,380,910**	**$ 3,440,076**	**$ 3,500,277**

USE OF FUND BALANCE								
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Beginning Fund Balance @ 9/30/13	$ 9,959,381	$ 6,126,844	$ 5,319,844	$ 4,772,844	$ 4,485,844	$ 4,458,844	$ 4,691,844	$ 5,011,844
Projected Annual surplus (Budgetary) *	110,000	145,000	180,000	215,000	250,000	285,000	320,000	355,000
Planned Use of Fund Balance								
Payoff of Current Debt Principal	2,765,537							
Annual Use of Fund Balance	1,177,000	952,000	727,000	502,000	277,000	52,000	-	-
Ending Fund Balance - Projected	**$ 6,126,844**	**$ 5,319,844**	**$ 4,772,844**	**$ 4,485,844**	**$ 4,458,844**	**$ 4,691,844**	**$ 5,011,844**	**$ 5,366,844**

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

2014-2015 BUDGET
MOTOR POOL FUND
VEHICLE AND EQUIPMENT PURCHASES

		REPLACEMENTS			ADDITIONS	TOTAL
DEPARTMENT	DESCRIPTION	VEH ID#	YEAR/MODEL	COST	COST	BUDGET
Development Svcs	Jeep Patriot 4X2	1786	1998 Jeep Cherokee	20,000	$ -	$ -
	Jeep Patriot 4X2	1787	1998 Jeep Cherokee	20,000	-	
	Jeep Patriot 4X2	1788	1998 Jeep Cherokee	20,000	-	
	Jeep Patriot 4X2	1789	1998 Jeep Cherokee	20,000	-	
	Jeep Patriot 4X2	1952	1998 Chevrolet S-10	20,000	-	
	Jeep Patriot 4X2	3010	1998 Ford Taurus	20,000	-	
	Jeep Patriot 4X2	3029	1998 Ford Taurus	20,000	-	140,000
Finance	Jeep Patriot 4X2	1839	2000 Ford Windstar	20,000	-	20,000
Fire	Ford Explorer 4X2	4	2000 Crown Vic	28,000	-	
	Ford Explorer 4X2	5	2000 Crown Vic	28,000	-	
	Ford Explorer 4X2	10	2000 Ford Explorer	28,000	-	
	Ford Explorer 4X2	11	2001 Ford Expedition	28,000	-	
	Ford Explorer 4X2	12	2001 Ford Expedition	28,000	-	
	Ford Explorer 4X2	14	2002 Ford Explorer	28,000	-	
	Ford Explorer 4X2	15	2002 Ford Explorer	28,000	-	
	Ford Explorer 4X2	19	2003 Ford Expedition	28,000	-	
	Ford Explorer 4X2	36	2007 Chevrolet Impala	28,000	-	252,000
Information Tech	Jeep Patriot 4X2	1746	1999 Ford Lumina	20,000	-	
	Jeep Patriot 4X2	3065	1995 Ford Bronco	20,000	-	40,000
Parks & Recreation	F250, lift gate	1924	1992 F350	25,000	-	
	F250 4X2 Reg Cab, long Bed	1928	1993 F250	22,000	-	
	ProPass 200	2053	1996 Terra Topper	14,000	-	
	Fairway Aerator 686	2057	1996 Toro Aerator	9,000	-	
	Workman HDX LCG	2064	2001 Cushman	23,000	-	
	ProCore 648 Greens Aerator	N/A	Addition to Fleet	-	23,000	116,000
Police	Ford Police Interceptor Sedan	225	2005 Crown Vic	35,000	-	
	Ford Police Interceptor Sedan	230	2005 Crown Vic	35,000	-	
	Ford Police Interceptor Sedan	232	2005 Crown Vic	35,000	-	
	Ford Police Interceptor Sedan	237	2005 Crown Vic	35,000	-	
	Ford Police Interceptor Sedan	240	2005 Crown Vic	35,000	-	
	Ford Police Interceptor Sedan	241	2005 Crown Vic	35,000	-	
	Ford Police Interceptor Sedan	302	2006 Crown Vic	35,000	-	
	Ford Police Interceptor Sedan	305	2006 Crown Vic	35,000	-	
	Ford Police Interceptor Sedan	307	2006 Crown Vic	35,000	-	
	Ford Police Interceptor Sedan	314	2006 Crown Vic	35,000	-	
	Ford Police Interceptor Sedan	317	2006 Crown Vic	35,000	-	
	Ford Police Interceptor Sedan	466	2003 Crown Vic	35,000	-	
	Ford Police Interceptor Sedan	474	2003 Crown Vic	35,000	-	
	Ford Police Interceptor Sedan	486	2004 Crown Vic	35,000	-	
	Chevy Tahoe	734	2003 Ford Expedition	35,000	-	
	Ford Police Interceptor Sedan	735	2003 Ford Expedition	35,000	-	
	Ford Police Interceptor Sedan	834	2000 Chevrolet Impala	35,000	-	
	Toyota Camry	845	2003 Toyota Camry	25,000	-	
	Toyota Camry	833	2009Camry (totaled)	25,000	-	
	Nissan Altima	843	2003 Chevrolet Impala	22,000	-	
	Ford F150 Extended Cab	847	2003 Ford Escape	25,000	-	
	Ford Police Interceptor Sedan	492	2004 Crown Vic	35,000	-	
	Ford Police Interceptor Sedan	493	2004 Crown Vic	35,000	-	
	Ford Police Interceptor Sedan	494	2004 Crown Vic	35,000	-	797,000
Public Works	Jeep Patriot 4X2	1764	1995 Jeep Cherokee	20,000	-	
	2014 Nissan Frontier Ext Cab	1895	1999 Chevrolet S10	17,000	-	
	2014Nissan Frontier Ext Cab	1897	2000 Chevrolet S10	17,000	-	
	2014 Nissan Frontier Ext Cab	1939	1994 Ford F150	17,000	-	
	Bergkamp Asphalt Patch Truck	1310	1987 Asphalt Patch Truck	165,000	-	
	2015 Freightliner Vactor	1590	1996 Ford L8000 Vacon	360,000	-	
	Trailer mounted generator	N/A	Addition to fleet	-	18,000	
	Jeep Patriot 4X2	3077	2000 Chevrolet Venture	20,000	-	634,000
Public Works - Automtive	Ford F250 with Lift Gate and Compressor	1476	1996 Ford F350	30,000	-	
	Ford F250 with Service Body	1933/1941	1993 & 1995 Ford F250	30,000	-	60,000
Public Works - Landscape Services	Freightliner 16ft Flatbed Dump Truck	1854	1989 Ford F800 Flatbed	86,000	-	
	Mitsubishi FE125 Landscape Truck	1925	1992 Ford F350 Crew cab	63,000	-	
	F250 Extended Cab	1927	1993 Ford F250	23,000	-	
	Ferris IS 2100Z Zero Turn Mower	642/644	Dixie Chopper	9,000	-	
	Ferris IS 2100Z Zero Turn Mower	645/646	Dixie Chopper	9,000	-	
	Freightliner 16ft Flatbed Dump Truck	See Rmks	1987 Intl Flatbed Truck	86,000	-	276,000
Public Works - Parking	GO-4 Interceptor	1991	2002 GO-4 Interceptor	25,000	-	
	GO-4 Interceptor	1992	2002 GO-4 Interceptor	25,000	-	
	GO-4 Interceptor	1993	2002 GO-4 Interceptor	25,000	-	
	GO-4 Interceptor	1994	2002 GO-4 Interceptor	25,000	-	100,000
Public Works - Sanitation	Petersen RS3 Trash Crane	1188	2000 Petersen Crane	160,000	-	
	Petersen RS3 Trash Crane	1189	2000 Petersen Crane	160,000	-	
	F250 reg cab, w/ 3yd Trash dump body	1315	2001 Dodge Ram 2500	33,000	-	
	F250 ext cab, with Lift gate	1316	2001 Dodge Ram 2500	28,000	-	
	Jeep Patriot 4X2	1765	1995 Jeep Cherokee	20,000	-	
	32 yd Trash Dump Truck, 33K GVW	1874	1995 F800 Trash Dump	93,000	-	
	32 yd Trash Dump Truck, 33K GVW	1879	1995 F800 Trash Dump	93,000	-	
	F250 4X2 Crew Cab w/ 7X16 ft Trailer	1861	1990 F800 Box Truck	35,000	-	
	F250 4X2 Crew Cab w/ 7X16 ft Trailer	1865	1991 F800 Box Truck	35,000	-	
	24 ft Trailer	1866	1991 F800 Box Truck	8,000	-	665,000
Total Vehicle Replacement/Additions Budget				**$ 3,059,000**	**$ 41,000**	**$ 3,100,000**

2014-2015 BUDGET
MOTOR POOL COST DISTRIBUTION

DEPT.	DISTRIBUTION COST			
NO.	REPL	MAINT	TOTAL	DEPARTMENT
1010	$ 2,898	$ 6,647	$ 9,545	CITY MANAGER - ADMIN
1030	40,402	5,364	45,766	CITY MANAGER - COMMUNICATIONS
1050	1,287	882	2,169	CITY MANAGER - INTERNAL AUDIT
1110	3,466	6,458	9,924	HUMAN RESOURCES - PERSONNEL & RISK MGMT
1210	24,149	83,130	107,279	DEVELOPMENT SERVICE - BUILDING
1220	4,466	10,182	14,648	DEVELOPMENT SERVICE - PLANNING
1230	20,700	83,965	104,665	DEVELOPMENT SERVICE - CODE
1320	1,346	1,279	2,625	HISTORICAL RESOURCES - PRESERVATION
1500	1,121	2,201	3,322	PUBLIC WORKS - ADMINISTRATIVE
1510	17,468	80,186	97,654	PUBLIC WORKS - ENGINEERING
1535	60,500	67,998	128,498	PUBLIC WORKS - STORMWATER MGMT
1540	76,210	187,989	264,199	PUBLIC WORKS - SANITARY SEWER
1550	102,181	347,816	449,997	PUBLIC WORKS - R.O.W. ENF & MAINT
1580	97,151	215,979	313,130	PUBLIC WORKS - PARKING - TROLLEY/TRANS
3020	2,584	2,992	5,576	FINANCE - COLLECTIONS
3040	3,111	3,644	6,755	FINANCE - PROCUREMENT
3050	2,008	8,636	10,644	FINANCE - GENERAL SERVICES
3200	11,618	18,482	30,100	INFORMATION TECHNOLOGY
5000	14,670	39,818	54,488	POLICE - ADMINISTRATIVE
5020	235,952	1,126,006	1,361,958	POLICE - UNIFORM PATROL
5030	71,611	229,323	300,934	POLICE - CRIMINAL INVESTIGATIONS
5040	27,644	63,266	90,910	POLICE - TECHNICAL SERVICES
5060	14,478	34,387	48,865	POLICE - PROFESSIONAL STANDARDS
5070	94,318	341,028	435,346	POLICE - SPECIALIZED ENFORCEMENT
5500	429,280	379,497	808,777	FIRE DEPARTMENT
6010	1,032	180	1,212	COMMUNITY RECREATION - PARKS & REC - TENNIS CENTERS
6030	11,122	47,414	58,536	COMMUNITY RECREATION - PARKS & REC - GRANADA GOLF
6050	6,220	22,294	28,514	COMMUNITY RECREATION - PARKS & REC - YOUTH CTR/PLAYG
6070	33,447	38,219	71,666	COMMUNITY RECREATION - PARKS & REC - GOLF/PARKS MAIN
6100	1,488	8,884	10,372	PUBLIC WORKS - LANDSCAPE SERV - ADMINISTRATIVE
6120	336,406	1,387,376	1,723,782	PUBLIC WORKS - SOLID WASTE
6130	124,262	357,625	481,887	PUBLIC WORKS - LANDSCAPE SERVICES
6900	1,584	3,315	4,899	ECONOMIC & CULTURAL DEVELOPMENT
8360	5,627	23,403	29,030	PUBLIC WORKS - PARKING - METER MAINT/COLLECTION
8400	36,994	110,883	147,877	PUBLIC WORKS - PARKING - VIOLATION ENFORCEMENT
8500	4,199	20,204	24,403	PUBLIC WORKS - PARKING - SIGN SHOP
	$ 1,923,000	$ 5,366,952	$ 7,289,952	

CITY OF CORAL GABLES
BUILDING THE IT EQUIPMENT REPLACEMENT BUDGET
Based on $6.5M Current IT Equipment Replacement Value and Useful Life from 2 to 10 Years

ANNUAL IT EQUIPMENT REPLACEMENT REQUIREMENTS	FY15	FY16	FY17	FY18	FY19	FY20	FY21
IT Equipment Replacement Requirements	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000
CPI Adjustment @ 0.0% *	-	-	-	-	-	-	-
Adjusted IT Equipment Replacement Requirements	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET	FY15	FY16	FY17	FY18	FY19	FY20	FY21
IT Equipment Replacement Budget - Base Distributed Cost *(From Prior Year Recurring Revenues)*	$ 456,000	$ 500,000	$ 575,000	$ 650,000	$ 725,000	$ 800,000	$ 875,000
Incremental Increase to Base - *(From Oper. Revenue)*	44,000	75,000	75,000	75,000	75,000	75,000	25,000
Net Replacement Cost From *Operating Revenue*	**500,000**	**575,000**	**650,000**	**725,000**	**800,000**	**875,000**	**900,000**
Use of Fund Balance **	400,000	325,000	250,000	175,000	100,000	25,000	-
Annual IT Equipment Replacement Budget	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**

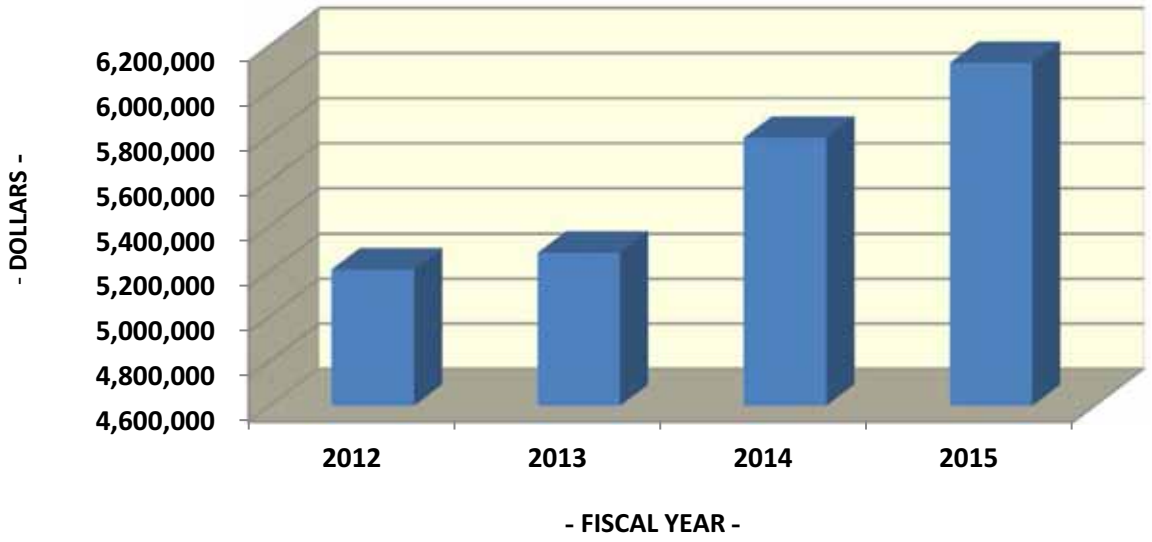
*** IT equipment CPI is negative. This plan utilizes a CPI of 0.0% instead of a decreasing CPI to allow for system upgrades, i.e. increased functionality.**

**** Total use of fund balance = $1,275,000 over 6 fiscal years**

2014-2015 BUDGET
PUBLIC FACILITIES FUND SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
OPERATING REVENUES				
Charges to Departments for use of Facilities	$ 5,924,168	$ 5,820,317	$ 5,902,332	$ 6,167,400
Miscellaneous	19,277	25,371	50,710	17,000
TOTAL OPERATING REVENUES	**$ 5,943,445**	**$ 5,845,688**	**$ 5,953,042**	**$ 6,184,400**
OPERATING EXPENSES				
Operating Expense	$ 5,207,273	$ 5,281,866	$ 5,790,317	$ 6,122,400
Capital Outlay	66,432	58,936	162,725	62,000
TOTAL OPERATING EXPENSES	**$ 5,273,705**	**$ 5,340,802**	**$ 5,953,042**	**$ 6,184,400**

Operating Expense



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

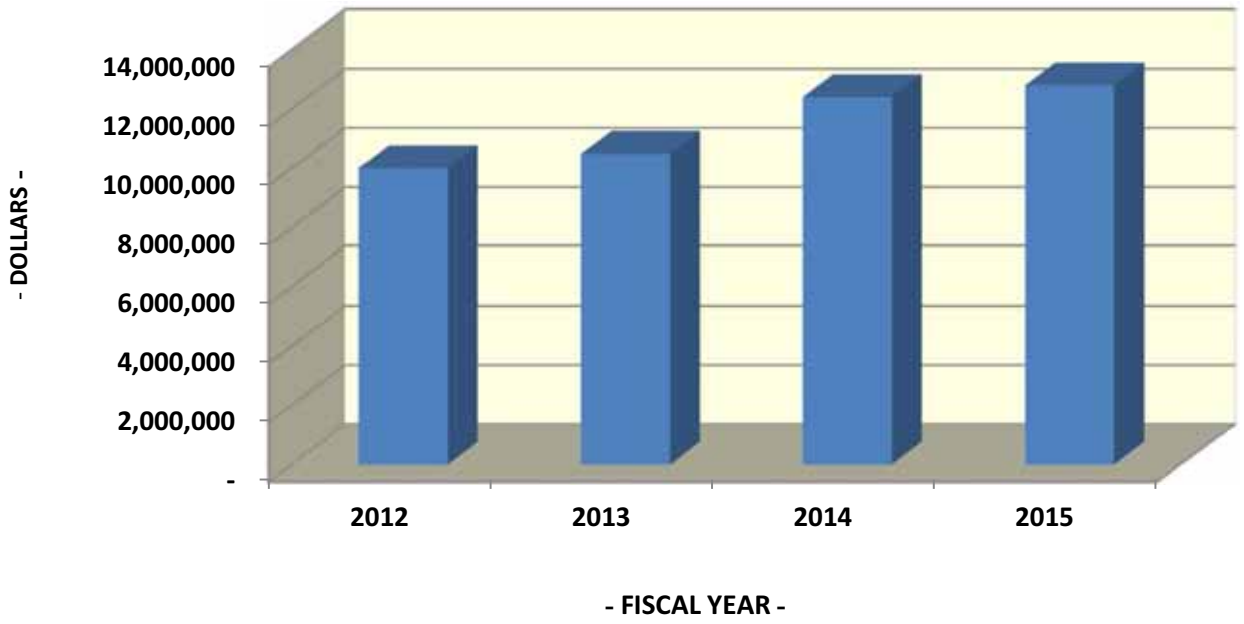
2014-2015 BUDGET
TOTAL PUBLIC FACILITIES COST DISTRIBUTION

DEPT. NO.	TOTAL COST DISTRIBUTION	DEPARTMENT
0100	$ 44,022	CITY COMMISSION
0500	30,700	CITY ATTORNEY
0600	24,972	CITY CLERK - ADMIN
1010	23,048	CITY MANAGER - ADMIN
1030	34,314	CITY MANAGER - COMMUNICATIONS
1050	31,106	CITY MANAGER - INTERNAL AUDIT
1120	40,841	HUMAN RESOURCES - PERSONNEL & RISK MGMT
1200	21,594	DEVELOPMENT SERVICE - ADMIN
1210	48,582	DEVELOPMENT SERVICE - BUILDING
1220	68,445	DEVELOPMENT SERVICE - PLANNING
1230	19,128	DEVELOPMENT SERVICE - CODE
1320	247,369	HISTORICAL RESOURCES - PRESERVATION
1330	75,005	HISTORICAL RESOURCES - MUSEUM
1500	21,784	PUBLIC WORKS - ADMINISTRATIVE
1510	46,608	PUBLIC WORKS - ENGINEERING
1535	30,163	PUBLIC WORKS - STORMWATER MGMT
1540	300,377	PUBLIC WORKS - SANITARY SEWER
1550	1,359,864	PUBLIC WORKS - R.O.W. ENF & MAINT
3010	44,265	FINANCE - ADMINISTRATION & BUDGET
3020	12,949	FINANCE - COLLECTIONS
3030	13,676	FINANCE - ACCOUNTING
3040	115,317	FINANCE - PROCUREMENT
3050	19,330	FINANCE - GENERAL SERVICES
3061	5,268	FINANCE - RETIREMENT ADMIN
3200	27,768	INFORMATION TECHNOLOGY
5000	108,662	POLICE - ADMINISTRATIVE
5020	143,975	POLICE - UNIFORM PATROL
5030	116,352	POLICE - CRIMINAL INVESTIGATIONS
5040	150,854	POLICE - TECHNICAL SERVICES
5060	142,223	POLICE - PROFESSIONAL STANDARDS
5500	537,344	FIRE DEPARTMENT
6010	120,346	COMMUNITY RECREATION - PARKS & REC - TENNIS CENTERS
6020	139,051	COMMUNITY RECREATION - PARKS & REC - VENETIAN POOL
6030	116,701	COMMUNITY RECREATION - PARKS & REC - GRANADA GOLF
6050	663,305	COMMUNITY RECREATION - PARKS & REC - YOUTH CTR/PLAYGRNDS
6070	38,900	COMMUNITY RECREATION - PARKS & REC - GOLF/PARKS MAINT
6100	24,970	PUBLIC WORKS - LANDSCAPE SERV - ADMINISTRATIVE
6120	23,046	PUBLIC WORKS - SOLID WASTE
6130	606,638	PUBLIC WORKS - LANDSCAPE SERVICES
8300	16,333	PUBLIC WORKS - PARKING - ADMINISTRATIVE
8310	85,309	PUBLIC WORKS - PARKING - GARAGE NO. 1
8320	141,992	PUBLIC WORKS - PARKING - GARAGE NO. 2
8330	24,847	PUBLIC WORKS - PARKING - GARAGE NO. 3
8340	91,212	PUBLIC WORKS - PARKING - GARAGE NO. 4
8390	49,695	PUBLIC WORKS - PARKING - METER/PERMIT PARKING LOTS
8500	33,932	PUBLIC WORKS - PARKING - SIGN SHOP
1580	85,218	PUBLIC WORKS - PARKING - TROLLEY/TRANS
	$ 6,167,400	

2014-2015 BUDGET
INSURANCE FUND SUMMARY

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET
OPERATING REVENUES				
Charges to Departments for:				
Workers Compensation	$ 5,816,000	$ 5,796,916	$ 3,762,784	$ 3,765,000
General Liability Insurance	3,208,999	3,509,000	2,218,216	2,279,174
Group Health Insurance	4,184,728	4,378,043	6,408,781	6,747,922
Miscellaneous	969,364	1,898,215	-	-
TOTAL OPERATING REVENUES	**$ 14,179,091**	**$ 15,582,174**	**$ 12,389,781**	**$ 12,792,096**
OPERATING EXPENSES				
Group Health, Life & Dental Premiums	$ 4,290,981	$ 4,489,074	$ 6,408,781	$ 6,747,922
Worker's Comp. & Gen. Liab. Premiums	5,699,494	5,991,971	5,981,000	6,044,174
TOTAL OPERATING EXPENSES	**$ 9,990,475**	**$ 10,481,045**	**$ 12,389,781**	**$ 12,792,096**

Operating Expense

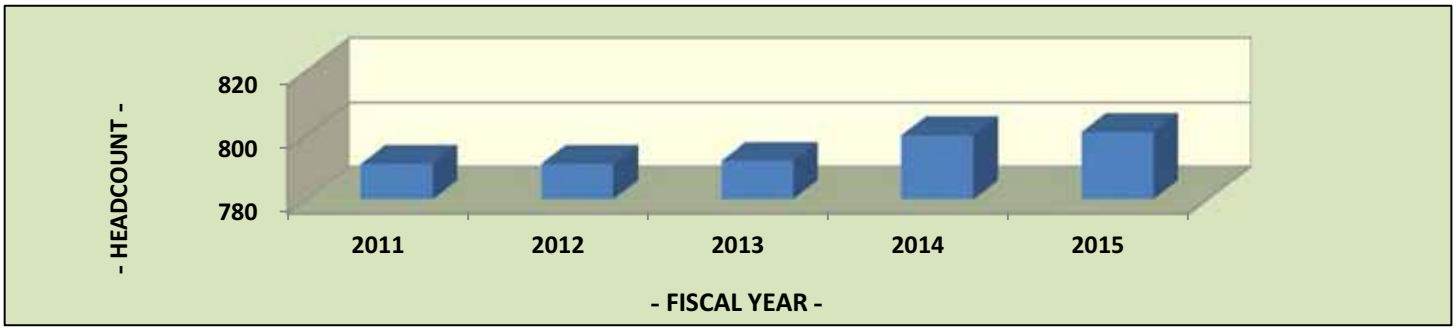


The Insurance Fund is used to account for the cost of employee health care benefits as well as the City's self-insured liability and worker's compensation program. The latter being administered by a third party professional insurance service. Financing is provided by insurance premium charges to the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

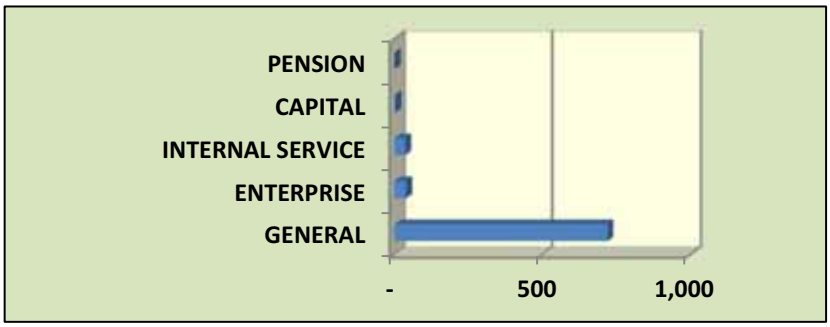
CITY OF CORAL GABLES
2014-2015 BUDGET

FULL TIME POSITION SUMMARY
FIVE YEAR COMPARISON

DEPARTMENT	ACTUAL 2010-2011	ACTUAL 2011-2012	ACTUAL 2012-2013	BUDGET 2013-2014	BUDGET 2014-2015
City Commission	7	7	7	6	6
City Attorney	5	5	5	5	5
City Clerk	5	5	5	6	7
City Manager	10	11	11	10	9
Human Resources	10	10	10	11	11
Development Services	63	64	64	64	63
Historic Resources	4	4	4	5	5
Public Works	209	204	204	204	204
Finance	31	33	33	32	32
Information Technology	15	15	15	15	16
Police	255	255	256	262	262
Fire	147	147	147	147	147
Community Recreation	26	26	26	27	28
Economic & Cultural Dev.	4	5	5	6	6
Total	**791**	**791**	**792**	**800**	**801**



FULL-TIME HEADCOUNT BY FUND



FUND	HEAD-COUNT
PENSION	1
CAPITAL	4
INTERNAL SERVICE	36
ENTERPRISE	39
GENERAL	721
FULL-TIME HEADCOUNT	**801**

2014-2015 BUDGET
PAYROLL RELATED COST DISTRIBUTION

			PERSONNEL BENEFITS						GENERAL
DEPT	TOTAL EMP	TOTAL WAGES	FICA TAX	RETIRE-MENT	WORKERS COMP	GROUP INSURANCE	POST EMPL HEALTH	TOTAL BENEFITS	LIABILITY INSURANCE
0100	6	$ 215,340	$ 16,472	$ 75,180	$ 1,734	$ 51,309	$ 950	$ 145,645	$ 7,800
0500	5	544,396	36,110	171,485	1,075	42,827	4,750	256,247	19,720
0600	7	465,372	34,755	173,704	2,023	59,904	5,700	276,086	16,857
0601	-	61,496	4,705	-	-	-	-	4,705	2,228
1010	6	780,032	49,944	280,978	1,734	51,419	4,750	388,825	28,255
1030	2	353,287	27,026	54,530	1,075	17,118	1,900	101,649	12,797
1050	1	136,740	9,403	50,755	3,063	8,572	950	72,743	4,953
1120	11	842,061	61,919	302,978	5,953	94,151	10,450	475,451	30,502
1200	7	508,317	36,381	189,518	7,572	59,913	3,800	297,184	18,413
1210	27	2,189,358	165,987	786,799	52,194	231,121	9,500	1,245,601	79,305
1220	17	1,282,349	97,245	480,437	13,236	145,511	6,650	743,079	46,451
1230	12	719,694	55,056	269,251	31,212	102,675	1,900	460,094	26,069
1320	3	255,113	17,392	94,334	867	25,684	2,850	141,127	9,241
1330	2	174,566	13,355	54,255	578	17,118	1,900	87,206	6,323
1500	7	749,879	52,278	278,682	13,121	59,962	5,700	409,743	27,163
1510	14	1,123,216	85,927	393,327	37,339	119,830	5,700	642,123	40,686
1520	14	974,110	74,522	313,558	129,029	119,787	2,850	639,746	35,285
1535	8	529,040	40,470	172,118	96,233	68,447	950	378,218	19,163
1540	11	767,122	58,686	244,466	108,208	94,118	950	506,428	27,787
1550	8	378,011	28,918	136,679	77,036	68,426	-	311,059	13,693
1552	2	149,189	11,413	55,375	27,498	17,119	1,900	113,305	5,404
1580	2	103,085	7,885	38,685	14,236	12,833	950	74,589	3,734
3010	9	927,000	68,799	344,080	2,601	77,087	8,550	501,117	33,579
3020	7	395,151	30,228	148,964	5,953	59,889	950	245,984	14,314
3030	7	550,723	42,128	205,817	2,023	59,905	4,750	314,623	19,949
3040	6	419,455	32,089	156,526	1,734	51,350	3,800	245,499	15,194
3050	2	91,078	6,968	34,482	855	17,107	-	59,412	3,299
3061	1	108,459	8,297	31,016	487	8,561	950	49,311	3,929
3200	16	1,258,878	95,841	421,230	3,329	136,937	5,700	663,037	45,600
4700	22	1,404,548	107,175	499,665	123,904	188,242	4,750	923,736	50,877
5000	11	1,158,855	85,095	580,996	39,593	89,131	7,700	802,515	41,977
5020	104	8,192,376	587,637	4,062,281	446,796	832,042	67,250	5,996,006	296,752
5030	43	3,638,204	281,430	1,737,999	177,042	347,206	24,350	2,568,027	131,787
5040	52	3,516,582	268,478	1,281,825	43,581	442,102	3,550	2,039,536	127,381
5041	6	400,880	30,668	129,435	1,734	51,334	-	213,171	14,521
5050	-	18,800	1,438	-	24,565	-	-	26,003	681
5060	14	1,000,868	76,565	449,136	28,322	116,424	4,850	675,297	36,254
5070	32	2,776,713	204,337	1,326,457	134,675	256,432	20,450	1,942,351	100,581
5500	147	14,423,829	198,794	7,160,125	711,221	1,258,834	133,000	9,461,974	522,474
6000	2	196,099	13,542	72,787	578	17,129	1,900	105,936	7,103
6005	3	234,684	17,115	87,109	4,589	25,680	2,850	137,343	8,501
6010	4	409,874	29,308	67,452	16,323	34,213	950	148,246	14,847
6020	4	422,009	32,285	71,773	78,746	34,215	2,850	219,869	15,286
6030	1	74,556	5,704	26,713	5,899	8,559	-	46,875	2,701
6050	9	878,513	67,205	170,747	53,442	76,990	1,900	370,284	31,822
6051	-	20,882	1,597	-	-	-	-	1,597	756
6060	1	110,150	8,427	26,797	4,011	8,559	950	48,744	3,990
6065	-	24,965	1,910	-	-	-	-	1,910	904
6070	4	268,946	20,575	82,206	33,224	34,222	950	171,177	9,742
6100	4	286,329	21,631	106,317	3,930	34,234	1,900	168,012	10,372
6120	62	3,099,612	237,124	1,107,992	796,190	530,336	950	2,672,592	114,453
6130	23	1,218,717	93,233	441,911	211,514	196,754	950	944,362	44,146
6900	6	570,269	41,239	211,671	1,734	51,381	5,700	311,725	20,657
7000	-	60,000	-	22,716	-	-	-	22,716	-
8300	4	330,311	24,995	118,677	2,887	38,508	1,900	186,967	11,965
8330	1	42,196	3,228	15,975	8,568	8,553	-	36,324	1,528
8340	1	31,950	2,444	12,096	8,568	8,551	-	31,659	1,157
8360	6	286,279	21,899	108,384	64,753	51,322	-	246,358	10,370
8400	12	608,895	46,579	185,094	52,020	102,629	-	386,322	22,056
8500	3	161,221	12,334	51,573	44,593	25,660	-	134,160	5,840
	801	**$ 62,920,629**	**$ 3,814,190**	**$ 26,175,118**	**$ 3,765,000**	**$ 6,747,922**	**$ 389,400**	**$ 40,891,630**	**$ 2,279,174**

BUDGET GLOSSARY

Accrual Basis of Accounting - The basis of accounting under which revenues are recorded when earned and expenditures are recorded when goods are received and services performed even though the receipt of the revenue or the payment of the expenditure may take place, in whole or part, in another accounting period.

Ad Valorem Taxes (Property Taxes) - A tax levied on the assessed value of real and personal property.

Appropriation - A legal authorization granted by the City Commission to make expenditures and to incur obligations for specific purposes.

Assessed Valuation - The just or fair market value of land, buildings, and business inventory and equipment as determined on an annual basis by the County Property Appraiser in accordance with State Law.

Balanced Budget - A budget in which estimated revenues and other available funds equal or exceed estimated expenditures.

Bonds – A certificate of debt issued by a government or corporation guaranteeing payment of the original investment plus interest by a specified future date.

Budget - A plan of financial operation, embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Upon approval by the City Commission, the budget appropriation ordinance becomes the legal basis for expenditures in the budget year.

Budgetary Accounts - Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.

Budget Message - The opening section of the budget document which provides a general summary of the most important aspects of the budget and discusses significant changes from the current and previous fiscal years.

Capital Budget - The plan for the construction, rehabilitation or purchase of a capital asset. Coral Gables' capital budget is multi-year in nature with the first year for appropriation authorization incorporated into the overall annual budget process. Capital projects often extend beyond the fiscal year in which the project is first approved. Therefore, the City either appropriates the entire project cost in the initial fiscal year or identifies annual phases which may be approved in future years if funding is available.

Capital Outlay - An expenditure category for construction equipment, vehicles or machinery that results in the acquisition or addition to the City's fixed assets.

Capital Improvement Program (CIP) – The City's capital investment strategy for the Budgeted year and for the following five year period. The CIP is a comprehensive picture of the City's capital needs within the five year period and facilitates long-term budget planning.

Debt Service - The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a predetermined payment schedule.

Delinquent Taxes - Taxes that remain unpaid after the date on which a penalty for nonpayment is attached.

Department - An organizational unit responsible for carrying out a major governmental function.

Debt Service - Payments of principal and interest on borrowed funds such as bonds.

Division - The second level in the formal City organization in which a specific function is carried out; several divisions may comprise a single department.

Enterprise Fund - A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as parking and golf courses.

Estimated Revenue - The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the Commission.

Expenditures - The outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid.

Fiduciary Fund - A fund used to account for the revenue and expenditures of beneficiary accounts held in trust for a group of individuals, e.g. employee pension.

Fiscal Year - A 12 month period to which the operating budget applies. For Coral Gables it begins October 1 and ends September 30.

Franchise Fee - A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens of a community. Services requiring franchises include electricity, telephone, natural gas refuse, and cable television.

Fund - An accounting entity with a self-balancing set of accounts which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions or limitations.

Fund Accounting - The legal requirement for Governmental agencies to establish accounts for segregating revenues and other resources, together with all related liabilities, obligations, and reserves, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance - The fund reserve of governmental funds.

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

General Obligation Bonds - Bonds that finance a variety of public projects such as streets, buildings, and improvements; these bonds are backed by the full faith and credit of the issuing government.

Goal - A broad statement of desired conditions to be achieved through the efforts of an organization.

Governmental Fund - Funds through which most general government functions are financed.

Grant - A contribution made by one governmental unit to another. The contribution is usually made to aid in the support of a specified function but it is sometimes for general purposes.

Interfund Transfers - Amounts transferred from one fund to another.

Intergovernmental Revenues - Revenues from other governments (state, federal, and local) which can be in the form of grants, shared revenue, or entitlement.

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

Levy - To impose taxes, special assessments, or service charges for the support of City activities.

Local Option - Voted by local referendum.

Line Item - A specific item or group of similar items defined by detail in a unique account in the financial records. Revenue and expenditure justifications are reviewed, anticipated and appropriated at this level.

Long-Term Debt - Debt with a maturity of more than one year after the date of issuance.

Millage Rate - The millage rate is the rate of taxation for every thousand dollars of assessed value, i.e., 1 mill equals $1.00 of tax for each $1,000 of property value and 2.5 mills equals $2.50 of tax for each $1,000 of property value, etc.

Modified Accrual Accounting - A basis of accounting in which revenues are recorded when collectable within the current period or soon enough thereafter to be used to pay liabilities of the current period, and, expenditures are recognized when the related liability is incurred.

Object Code - An expenditure category, such as Personnel Services, Operating Expenses and Capital Outlay.

Operating Budget - A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

Operating Expenses - Expenditures associated with the general operation of a department such as office supplies, vehicle fuel, rent, utilities, etc.

Operating Revenues - Income derived from sources related to the City's everyday business operations.

Ordinance - A formal legislative enactment by the council or governing body of a municipality that has the full force and effect of law within the enacting City.

Performance Measures - The annual adopted budget for each department, includes performance measures to identify the planned target levels for services in the fiscal year. The measures are also reported for prior years to allow comparison and evaluation. Performance measures include workload indicators and performance effectiveness measurements.

Personal Services - An expenditure category which includes wages, salaries, retirement, and other fringe benefits.

Property Tax Levy - The value derived by multiplying the property tax millage rate by the net taxable assessed value of property in the City.

Property Taxes - Taxes paid on the assessed value of land, buildings, business inventory or equipment.

Reserve - An account used to indicate that a portion of a fund's balance is restricted for a specific purpose and is, therefore, not available for general appropriation.

Resolution - A special or temporary legislative order requiring less legal formality than an ordinance/statute.

Retained Earnings - The accumulated earnings of an Enterprise or Internal Service Fund that have been retained in the fund and that are not reserved for any specific purpose.

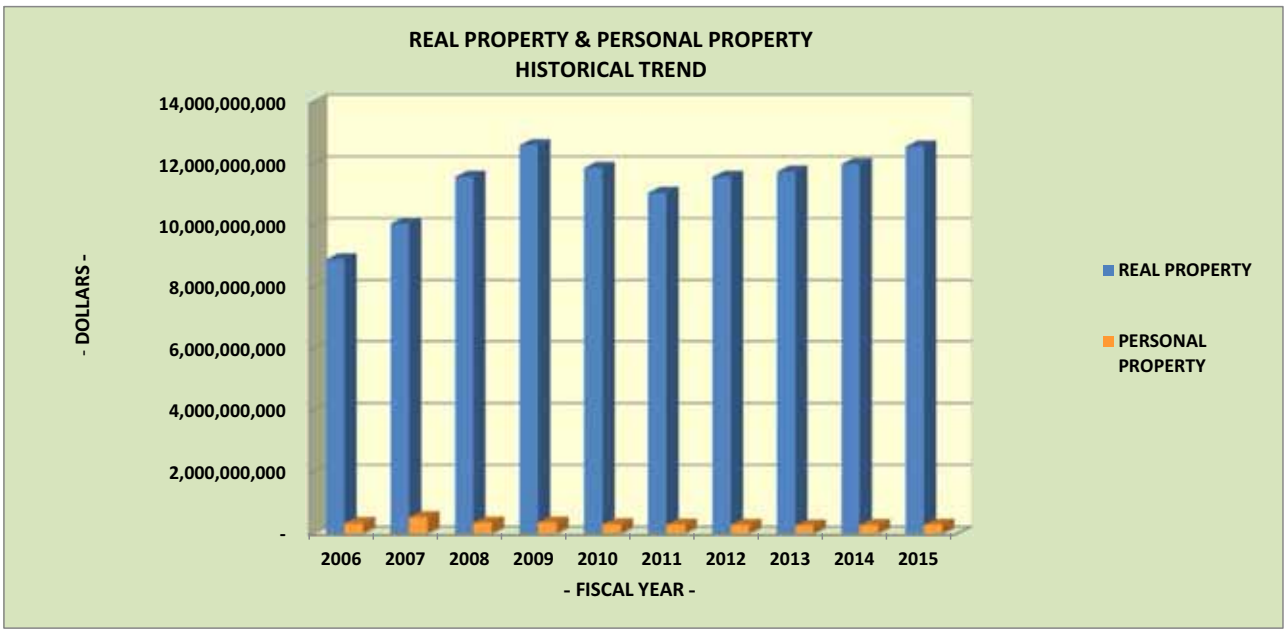
Revenue - Funds that the government receives as income. It includes such items as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

Service Level - Workload accomplished to a specific standard within a specific time span in order to generate the total gross amount of product or service to be provided.

Trend - The continuing direction of movement of chronological series of data charted on a graph.

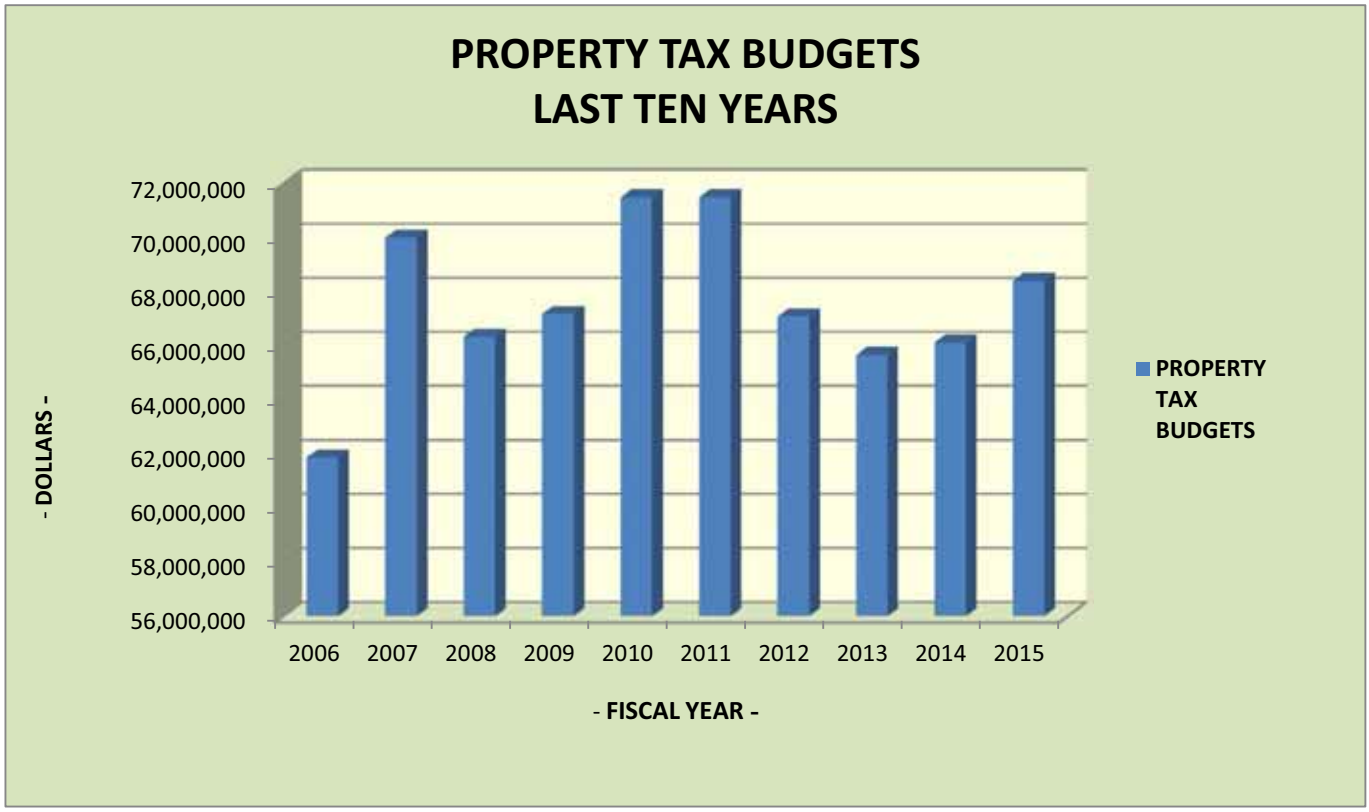
CITY OF CORAL GABLES
TAXABLE VALUES OF REAL & PERSONAL PROPERTY
TEN-YEAR TREND

FISCAL YEAR	REAL PROPERTY	PERSONAL PROPERTY	TOTAL ASSESSED VALUE
2006	$ 8,911,902,974	$ 346,181,099	$ 9,258,084,073
2007	10,072,262,531	537,053,435	10,609,315,966
2008	11,583,673,283	358,647,741	11,942,321,024
2009	12,608,566,150	368,490,172	12,977,056,322
2010	11,875,112,539	312,425,424	12,187,537,963
2011	11,069,459,141	297,254,234	11,366,713,375
2012	11,582,581,921	288,250,994	11,870,832,915
2013	11,752,319,227	273,243,675	12,025,562,902
2014	11,996,154,496	284,616,094	12,280,770,590
2015	12,563,996,934	291,419,796	12,855,416,730



FISCAL YEAR	CITY TAX RATES OPERATIONS	CITY TAX RATES DEBT SERVICE	CITY TAX RATES TOTAL	COUNTY	SCHOOL DISTRICT	SPECIAL TAXING DISTRICTS	TOTAL TAX RATE FOR ALL OVERLAPPING GOVERNMENTS
2006	6.1500	-0-	6.1500	7.0690	8.4380	0.7350	22.3920
2007	6.1500	-0-	6.1500	6.8080	8.1050	0.7350	21.7980
2008	5.2500	-0-	5.2500	5.6700	7.9480	0.6590	19.5270
2009	5.2500	-0-	5.2500	5.9260	7.7970	0.6590	19.6320
2010	5.8950	-0-	5.8950	6.0050	7.9950	0.6590	20.5540
2011	6.0720	-0-	6.0720	6.6565	8.2490	0.6585	21.6360
2012	5.8690	-0-	5.8690	5.7695	8.0050	0.4708	20.1143
2013	5.6690	-0-	5.6690	5.1610	7.9980	0.4634	19.2914
2014	5.6290	-0-	5.6290	5.7980	7.9770	0.4455	19.8495
2015	5.5890	-0-	5.5890	5.9009	7.9740	0.4187	19.8826

CITY OF CORAL GABLES



PROPERTY TAX BUDGETS AND TAX COLLECTIONS
LAST TEN FISCAL YEARS

FISCAL YEAR	PROPERTY TAX BUDGETS	COLLECTIONS WITHIN THE YEAR OF THE LEVY	PRIOR YEARS' LATE COLLECTIONS	TOTAL COLLECTIONS TO DATE	PERCENT OF LEVY COLLECTED TO DATE
2006	61,868,946	$ 61,536,367	$ 332,579	$ 61,868,946	100.0%
2007	70,004,604	69,634,307	95,957	69,730,264	99.6%
2008	66,335,000	65,791,821	596,813	66,388,634	100.1%
2009	67,181,542	65,609,457	787,734	66,397,191	98.8%
2010	71,501,646	69,328,037	949,225	70,277,262	98.3%
2011	71,501,646	65,131,368	1,946,716	67,078,084	93.8%
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	65,407,778	(583,264)	64,824,514	98.0%
2015	68,406,478	-	-	-	0.0%