



2022-2023 BUDGET



CORAL GABLES[®]

THE CITY BEAUTIFUL

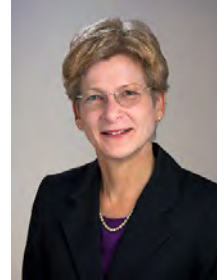
CITY OF CORAL GABLES



VINCE C. LAGO
MAYOR



MICHAEL MENA
VICE MAYOR



RHONDA A. ANDERSON
COMMISSIONER



JORGE L. FORS, JR.
COMMISSIONER



KIRK R. MENENDEZ
COMMISSIONER

PETER J. IGLESIAS, P.E.
CITY MANAGER

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

BILLY Y. URQUIA
CITY CLERK

ALBERTO N. PARJUS
ASSISTANT CITY MANAGER

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

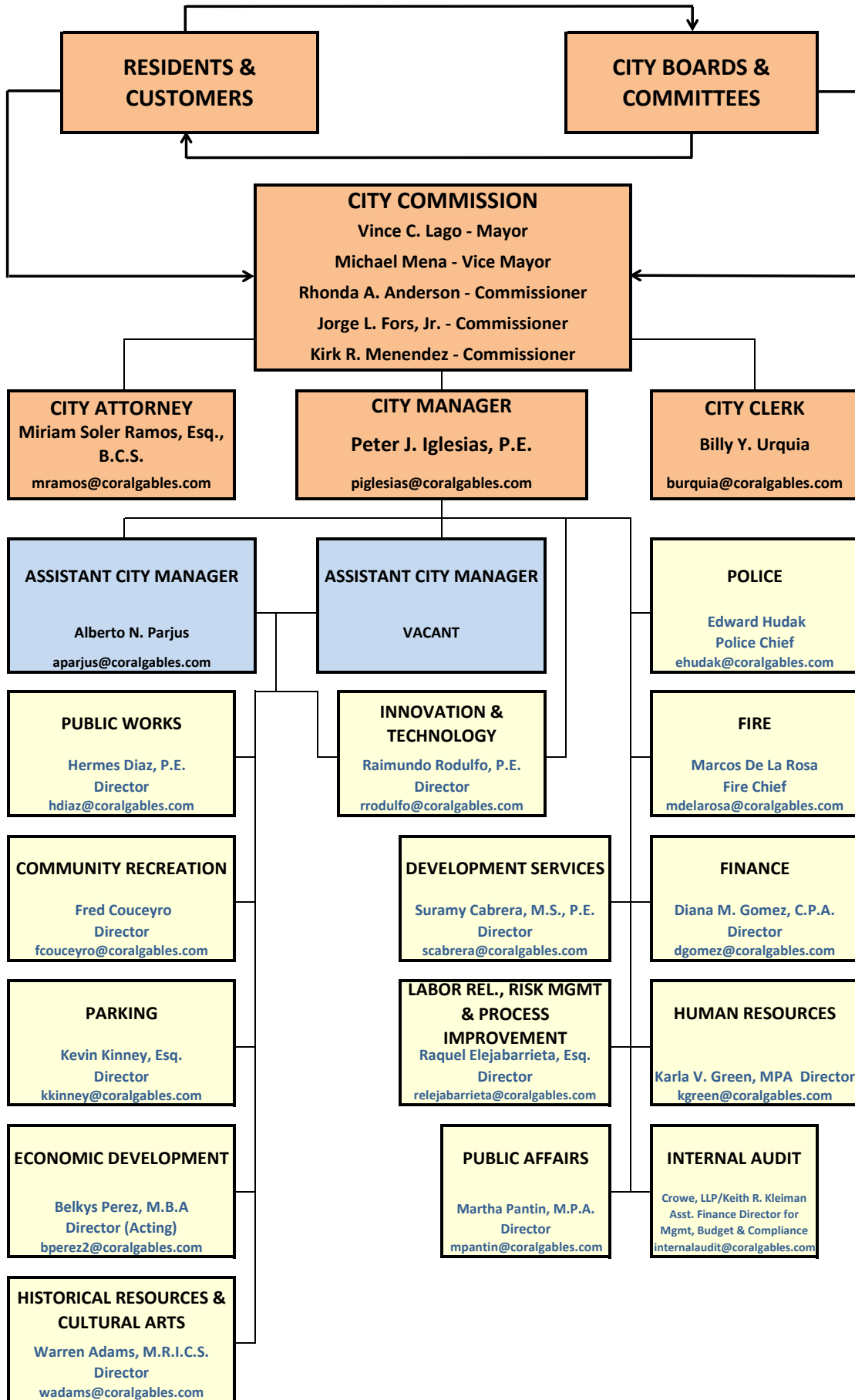
KEITH R. KLEIMAN
ASSISTANT FINANCE DIRECTOR – MANAGEMENT, BUDGET & COMPLIANCE

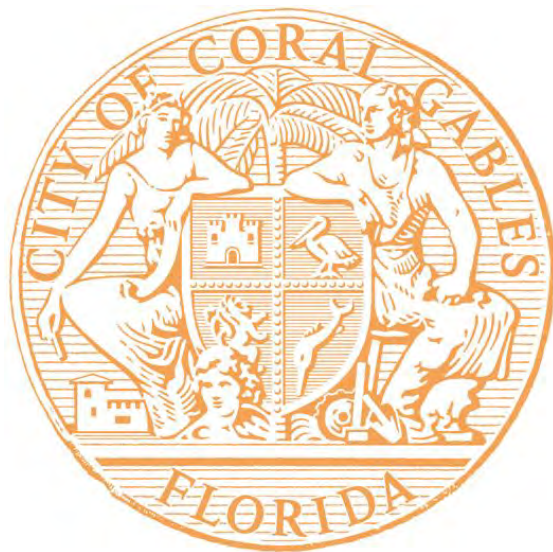
MITRANAND BHAGIRATHI
SR. MGMT & BUDGET ANALYST

PEDRO SANCHEZ
MGMT & BUDGET ANALYST II

ELSY FUENTES
INTERNAL AUDIT & GRANTS COORD.

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



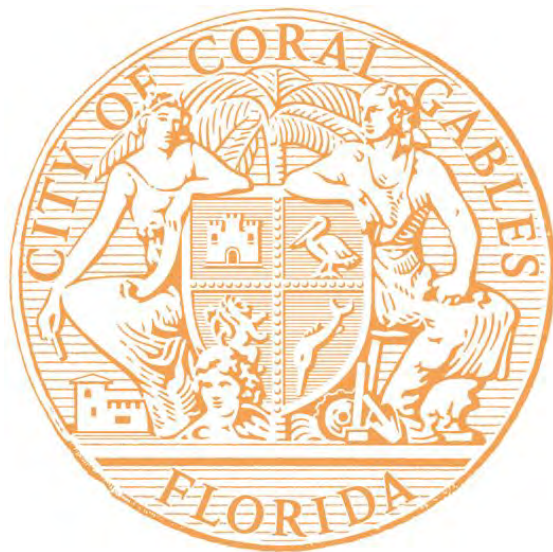


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2022-2023 BUDGET

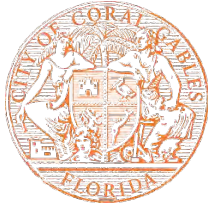
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The City of Coral Gables



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

City Hall 405 Biltmore Way
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October 1, 2022

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

Dear Mayor and Commissioners:

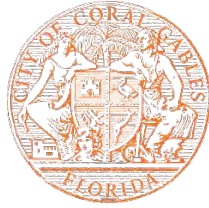
As we start the new fiscal year and move beyond the pandemic, we need to keep in mind the financial journey we have been through over the last 2.5 years. We can all agree that the pandemic had a major effect on the local and global economies. Supply chain, energy, among other factors have had an immense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

However, as was expected in the short term, the City's revenues have rebounded and surpassed prior years by a healthy margin. The boom in the housing market has given the City a substantial boost in overall property values, thereby generating a 10.9% increase in taxable values. Other revenues have also increased, though not to the levels of property values. In all, the City fared well on the revenue side of the budget.

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

FY 2022-2023 will be another year of significant investment by the City in its capital infrastructure. We anticipate the completion of the Minorca Garage, Development Services Center, and the Smart City Broadband initiative. We also plan to break ground on Fire House 4 and the Venetian Pool restoration, start design services for the Phillips Park activation, and implement a multiyear restoration of the Coral Gables Golf and Country Club. This fiscal year we will continue to see the City address its aging force mains through the Force Main Replacement Program and invest in stormwater and drainage projects citywide.

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

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

Regulatory

The Annual Budget is a financial plan and management tool that guides the City and each department for the upcoming fiscal year. The Annual Budget contains projected as well as comparative financial information with budgets of previous years, as well as actual revenues and expenditures. The comparative data helps to analyze trends of the financial operations of the City.

The FY 2022-2023 Budget Estimate beginning October 1, 2022, through September 30, 2023 was submitted on July 1, 2022 in accordance with the requirements of Article V of the City Charter. It was presented at a Commission workshop on Wednesday, July 25, 2022, at 5:00 PM. As you know, state law requires that two public hearings be held in September to officially adopt the budget. The hearings were held on Tuesday, September 13, 2022, and Monday, October 3, 2022; both at 5:01 PM. The 2nd Budget Hearing had to be rescheduled from September 28, 2022 due to Hurricane Ian.

Budgetary Overview

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

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Expenditures

The total operating, capital and debt service budget approved for FY 2022-2023 is \$243.1M, a net decrease of \$97.2M or 28.6% compared to the amended FY 2021-2022 annual budget of \$340.4M. The majority of the change is a decrease of \$106.9M in capital improvement projects included in the FY 2021-2022 budget that are not repeated in the FY 2022-2023 Budget. If projects are not completed by the end of FY 2021-2022, their respective balances will be reappropriated during the first quarter of the new fiscal year. These projects include such items as the construction of Mobility Hub, the construction of Minorca Garage (Garage 7), facility repairs/improvements, parks repairs/improvements and sanitary sewer/storm water improvements.

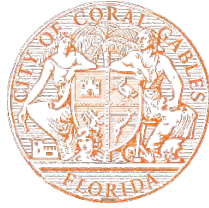
A comparison of expenditures for the FY 2021-2022 Amended Budget and the FY 2022-2023 Budget is shown below:

| Budget Year | 2021-2022 | 2022-2023 | Increase (Decrease) |
|---------------------|----------------------|----------------------|--------------------------------|
| Operating | \$184,011,525 | \$191,847,802 | \$7,836,277 |
| Capital | 147,248,743 | 40,356,063 | (106,892,680) |
| Debt Service | 9,107,695 | 10,945,799 | 1,838,104 |
| Total | <u>\$340,367,963</u> | <u>\$243,149,664</u> | <u>\$(97,218,299)</u> |

Operating Expenditures

As indicated in this comparison, the increases in operating expenses from the amended FY 2021-2022 Budget of \$184,011,525 to the FY 2022-2023 Budget of \$191,847,802 is \$7,836,277, or 4.3%. However, it must be explained that the FY 2021-2022 amended budget contains significant prior year reappropriations that skew downward the differences between the operating budgets of the two fiscal years. Prior year reappropriations are nonrecurring (onetime) revenues that are best eliminated from the calculation to give a more accurate picture of the two-year delta.

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

| <u>Budget Item</u> | <u>Incr/Decr</u> | <u>Adopted Budget</u> |
|---|----------------------------|-----------------------------|
| Salary | \$4,277,658 | \$77,984,556 |
| Overtime | (1,473) | 2,269,662 |
| Retirement | 488,669 | 30,837,003 |
| FICA | 363,183 | 5,092,813 |
| Workers Comp | - | 2,000,000 |
| Health & OPEB | 946,253 | 12,154,972 |
| Preservation of Ben. Plan | (16,500) | 65,500 |
| Other Misc. Benefits | (600) | 142,325 |
| Professional Services | 2,354,803 | 18,115,463 |
| Repairs, Maint., Utilities & Misc. Services | 1,468,504 | 22,800,898 |
| Parts, Supplies & IT Maint. Subscriptions | 2,608,033 | 11,456,926 |
| Equipment Additions & Replacements | 90,362 | 1,136,738 |
| Debt, Empl Payouts & Contingencies | (134,760) | 2,915,387 |
| Grants | (363,638) | 887,405 |
| Non-Operating | (289,511) | 381,722 |
| Fleet Equip Replacement | 8,000 | 3,606,432 |
| | <u>\$11,798,983</u> | <u>\$191,847,802</u> |

Net salary costs are increasing \$4.3M due to a combination of items. Aside from the implementation of existing collective bargaining agreements, as well as an increase of full-time headcount of 25 to 880, the City has had to address the recent phenomenon of a decidedly pro-employee labor market.

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

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Retirement costs are increasing \$488K due to the annual 1.25% additional pension payment indexing of \$371K, as well as \$131K for new employees selecting the 401(a) plan instead of the pension. Health Insurance is increasing \$946K to cover the projected premium increase, as well as the premiums for the previously mentioned increase in headcount.

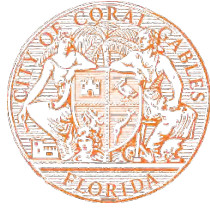
Repairs, maintenance, utilities, parts, supplies and Information Technology (IT) maintenance have increased \$865K and \$2.44M, respectively due mainly to three distinct items; \$1.5M for the post implementation maintenance requirement for essential newly installed IT systems, \$9M for Fleet fuel and parts, and \$1.0M for general liability insurance premiums.

Personnel Positions

For the FY 2022-2023 Budget full time headcount has been increased by 25 to 880 compared to the amended FY 2021-2022 of 855. The increase in headcount includes 5 positions (5 police officers) to staff the Police Department's Downtown Unit, 3 positions (1 police officer and 2 civilian staff) to implement the police body worn camera program, 3 Maintenance Worker II positions to replace more costly contracted help in the Greenspace Management Division, 5 Fire Fighters to staff the eventual construction of Fire House 4, 2 positions (Fire Inspector & Plans Review and Administrative Assistant) for the newly created Community Risk Reduction Division, 1 Fire Captain for the City's Communications operation, 2 ERP analysts for Finance, Human Resources and Innovation & Technology Departments to support required system maintenance related to the ERP (Infor/Questica/GHR/CityBase/WFM) implementation and other technology initiatives, 2 positions (Lifeguard Lead and Maintenance Repair Worker) at the Coral Gables Country Club, and 2 new code enforcement officers for the Code Enforcement Division.

Over the last several budget years, the City has enhanced services through the addition of part-time positions that not only fulfill departments' service requirements but just as importantly offer part-time hours to employees whose life requirements dictate a part-time job as opposed to a full-time job. Part time positions are measured as fulltime equivalents (FTEs). For FY 2022-2023 a part-time Fire Inspector has been added to better support the fire plan review process and a part-time Chief Mechanical Official added to the Building Division. The part-time FTE count for FY 2022-2023 is 177.64. This translates to an approximate part-time headcount (number of bodies) of 237 employees. Full time headcount plus part time FTEs comes to 1,057.64 FTEs (880 + 177.64). Whereas total headcount comes to 1,117 (880 + 237).

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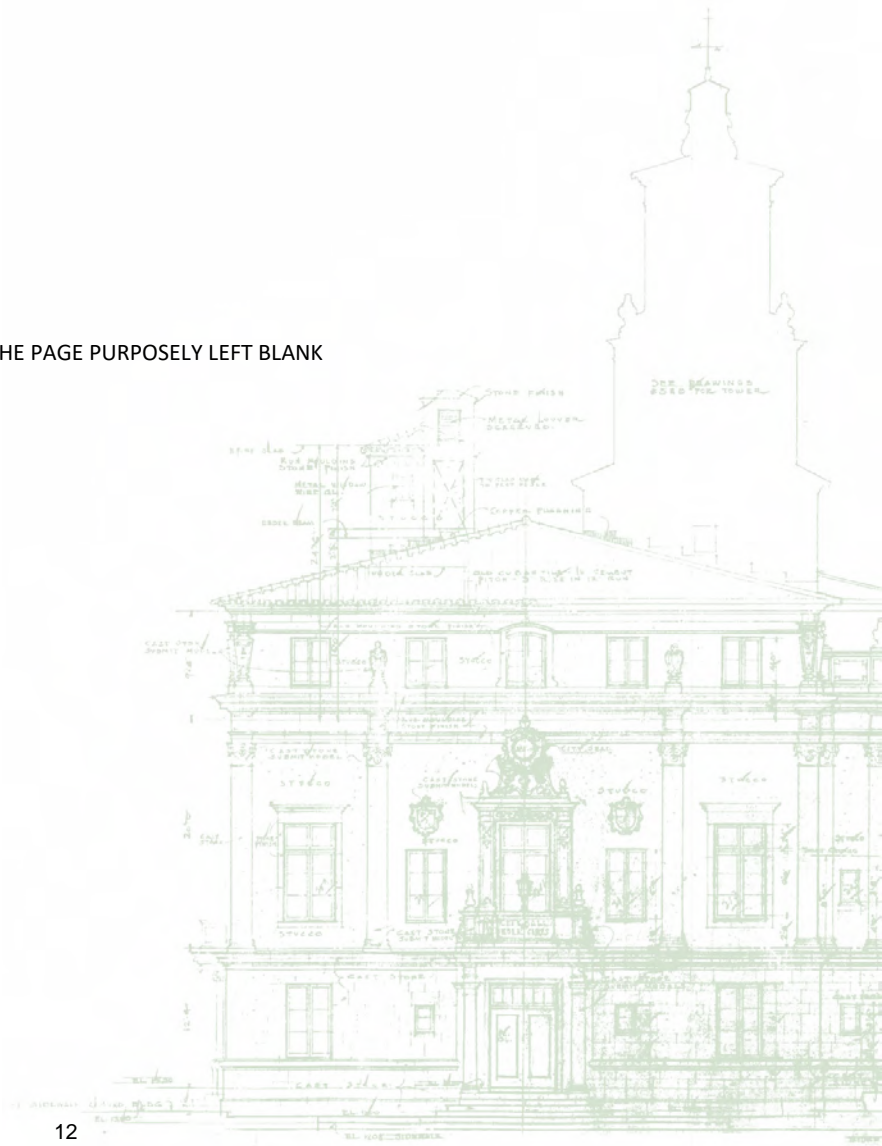
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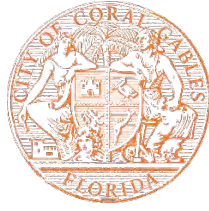
FY 2022-2023 Additions to the Budget

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

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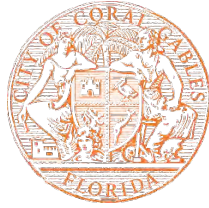
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| DEPARTMENT | DESCRIPTION | FUNDING TYPE | | | |
|--|---|---------------------|---------------------|-------------------|---------------------|
| | | ONE-TIME | ONGOING | LIMITED | TOTAL |
| Community Recreation - Country Club- Granada | Agronomic Supplies Golf | \$ - | \$ 7,500 | \$ - | \$ 7,500 |
| Community Recreation - Country Club- Granada | Operating Equipment Repair Parts | - | 1,000 | - | 1,000 |
| Community Recreation - Country Club- Granada | Additional Funds For Contract Labor Agreement | - | 105,560 | - | 105,560 |
| Community Recreation - Golf Course/Parks Maint. | Additional Funds For Contract Labor Agreement | - | 135,720 | - | 135,720 |
| Community Recreation - Golf Course/Parks Maint. | Additional Agricultural Supplies For Parks & Field | - | 3,000 | - | 3,000 |
| Community Recreation - Tennis Centers | Additional Funds For Contract Labor Agreement | - | 41,600 | - | 41,600 |
| Community Recreation - Venetian Pool | Additional Funds For Chemical Supplies | - | 10,000 | - | 10,000 |
| Community Recreation - Venetian Pool | Food For Human Consumption Additional Funds | - | 33,000 | - | 33,000 |
| Community Recreation - Venetian Pool | Venetian Pool Patio Tables For Public Use | 40,000 | - | - | 40,000 |
| Development Services - Building | Outside Consultants for Plan Review | - | - | 250,000 | 250,000 |
| Development Services - Building | Full Time And Part Time Fire Plan Reviewer | - | 273,000 | - | 273,000 |
| Development Services - Building | Temporary Inspectors , Plans Examiners And Outside | - | 60,000 | - | 60,000 |
| Development Services - Code Enforcement | 2 Full Time Code Officers | - | 139,210 | - | 139,210 |
| Fire | Purchase Of Personal Protective Equipment | - | 27,300 | - | 27,300 |
| Fire | Purchase Of Medical Supplies | - | 5,275 | - | 5,275 |
| Fire | Full-Time Firefighter For Backfill Of Technical Service Captain | - | 78,453 | - | 78,453 |
| Fire | Fire Officer Tuition Reimbursement | - | 15,000 | - | 15,000 |
| Fire | Part-Time Fire Inspector | - | 38,272 | - | 38,272 |
| Innovation & Technology | Inflation Forecast | - | 250,000 | - | 250,000 |
| Innovation & Technology | Bluebeam Additional License, Upgrade To Extreme | - | 30,000 | - | 30,000 |
| Innovation & Technology | INFOR + WFM + Citybase + Questica ERP Annual Maintenance | 372,000 | 28,900 | - | 400,900 |
| Innovation & Technology | New City Website Hosting And Maintenance | - | 40,000 | - | 40,000 |
| Innovation & Technology | Single Sign-On Licenses | - | 60,000 | - | 60,000 |
| Innovation & Technology | Multifactor Authentication Citywide | - | 80,000 | - | 80,000 |
| Innovation & Technology | Priority Dispatch Police And Fire Ongoing Annual Maintenance | - | 24,500 | - | 24,500 |
| Innovation & Technology | Cartegraph New Modules And New Users Maintenance I | - | 30,000 | - | 30,000 |
| Innovation & Technology | Automated Call Attending System And MCP Maintenance | - | 45,000 | - | 45,000 |
| Innovation & Technology | New Data Backup System Annual Maintenance And Supp | - | 54,000 | - | 54,000 |
| Innovation & Technology | Additional Cellular Data Public Works, Fire, Dev S | - | 15,120 | - | 15,120 |
| Innovation & Technology | Police Intelligence Messaging System (IRIS) | - | 22,000 | - | 22,000 |
| Innovation & Technology | Cable Boxes New Higher Rates And Additions | - | 18,000 | - | 18,000 |
| Innovation & Technology | ERP Senior Analyst For I.T. | 350,000 | 38,969 | - | 388,969 |
| Innovation & Technology | Smart Lights, Sensors And Data Intelligence | - | 65,000 | - | 65,000 |
| Innovation & Technology | I.T. Professional Services | - | 40,000 | - | 40,000 |
| Innovation & Technology | I.T. Consulting Services For Enterprise Systems | - | 40,000 | - | 40,000 |
| Innovation & Technology | Technology Trainings For I.T. Staff And Citywide | - | 15,000 | - | 15,000 |
| Parking - Garage 2 & 6 | Garage Interior Pressure Washing | 56,000 | - | - | 56,000 |
| Parking - Trolley | GPS & Automated Passenger Count System | 60,000 | - | - | 60,000 |
| Police | Body Worn Camera Program Initial Ongoing Costs | 614,382 | 213,704 | - | 828,086 |
| Police | Ammunition Funds Supplement Due To Cost Inflation | - | 18,340 | - | 18,340 |
| Police | Sworn Uniform Allowance Alignment For Police Dept | - | 42,000 | - | 42,000 |
| Police | Police Rapid-Id Technology Equipment | 17,000 | - | - | 17,000 |
| Police | Mileage Reimbursement Funds For Emp On Light Duty | - | 8,000 | - | 8,000 |
| Police | K9 Unit Needs And Funding Alignment | 18,000 | 10,000 | - | 28,000 |
| Public Works - Automotive | Electric Vehicle Fleet Charging | - | 20,000 | - | 20,000 |
| Public Works - Automotive | Trailer Mounted Pressure Washer for General Services | 25,000 | - | - | 25,000 |
| Public Works - Automotive | GPS Monitoring Of Admin Vehicles | 25,000 | - | - | 25,000 |
| Public Works - Automotive | Compact Pickup Truck Crew Cab for Greenspace Management | 35,000 | - | - | 35,000 |
| Public Works - Automotive | Trolley Maintenance Facility Floor | 30,000 | - | - | 30,000 |
| Public Works - Automotive | Police - Motorcycle Lease Budget Increase | - | 6,600 | - | 6,600 |
| Public Works - Automotive | Ford Explorer SUV for Fire Department | 45,000 | - | - | 45,000 |
| Public Works - Automotive | Police - Motorcycle Lease Swap-Out Increase | - | 7,450 | - | 7,450 |
| Public Works - Automotive | Code Enforcement Vehicles (2 Chevy Bolts) | 70,000 | - | - | 70,000 |
| Public Works - Engineering | Carlson BRX7 GPS Receiver | 11,699 | - | - | 11,699 |
| Public Works - General Services - Administration | Unfreezing of Maintenance Repair Worker (16 PT) | - | 29,838 | - | 29,838 |
| Public Works - General Services - Operations | Increase In Electric Utility Service Budget | - | 65,000 | - | 65,000 |
| Public Works - General Services - Operations | Pressure Washing Services | - | 50,000 | - | 50,000 |
| Public Works - General Services - Operations | Janitorial Rate/Service Increases | - | 133,875 | - | 133,875 |
| Public Works - Greenspace Management | Landscape Maintenance Contract Increase | - | 258,444 | - | 258,444 |
| Public Works - Greenspace Management | Replace all Temporary Workers with 3 FT Maintenance Workers I | - | (54,358) | - | (54,358) |
| Public Works - Greenspace Management | Canal-3 At Taragona Bank Stabilization Landscaping | 50,000 | - | - | 50,000 |
| Public Works - Greenspace Management | Electric Blower Equipment | 20,000 | - | - | 20,000 |
| Public Works - R.O.W. | Sidewalk Grinding | - | 35,000 | - | 35,000 |
| Public Works - Solid Waste | CPI Rate Increase To Solid Waste Disposal | - | 105,000 | - | 105,000 |
| Public Works - Solid Waste | Increase to Compensation for Holiday Work | - | 61,015 | - | 61,015 |
| Public Works - Solid Waste | 3 Temporary Workers for Additional Coverage | - | 106,405 | - | 106,405 |
| Public Works - Sustainable Public Infrastructure | Energy Management And Utility Billing Software | 75,000 | - | - | 75,000 |
| Public Works - Stormwater | Stormwater Billing Service Charges Rates | - | 21,000 | - | 21,000 |
| Public Works - Sanitary Sewer | Wholesale Wastewater Service Charge | - | 197,842 | - | 197,842 |
| Public Works - Sanitary Sewer | Sanitary Sewer Billing Service Charges | - | 23,000 | - | 23,000 |
| Public Works - Sanitary Sewer | Unfreezing of Project Manager Position | - | 84,542 | - | 84,542 |
| | | \$ 1,914,081 | \$ 3,313,076 | \$ 250,000 | \$ 5,477,157 |

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Full Time Employee Classification Ten-Year Comparison

| <u>FISCAL YEAR</u> | <u>POLICE OFFICERS</u> | <u>FIRE- FIGHTERS</u> | <u>GENERAL EMPLOYEES</u> | <u>TOTAL</u> |
|------------------------|----------------------------|---------------------------|------------------------------|--------------|
| 2014 | 191 | 139 | 470 | 800 |
| 2015 | 191 | 139 | 485 | 815 |
| 2016 | 192 | 139 | 498 | 829 |
| 2017 | 192 | 139 | 500 | 831 |
| 2018 | 192 | 139 | 506 | 837 |
| 2019 | 192 | 139 | 509 | 840 |
| 2020 | 193 | 139 | 514 | 846 |
| 2021 | 193 | 139 | 514 | 846 |
| 2022 | 193 | 139 | 523 | 855 |
| 2023 | 199 | 145 | 536 | 880 |

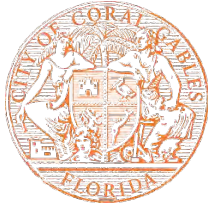
Bargaining Unit Agreements

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

Capital Improvements

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

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

For FY 2021-2022 recurring revenues rebounded enough to allow \$2.6M to be transferred to the Capital Improvement Fund to help fund the capital matrices. Though FY 2022-2023 has seen a significant increase in property values due to unprecedented activity in the housing market, it has also seen an equally significant increase in recurring expenditures substantially due to the unprecedented inflation that is facing the global economy. That said, the recurring revenue increase had to be carefully distributed to cover both the increase in operating expenditures as well as the cost of recurring capital projects. That said, staff was able to direct a significant portion of the increase in recurring revenue toward the City's capital project needs.

Staff is proud to say that this budget continues to address many of the City's ongoing capital infrastructure needs, as well as one-time funding for essential Commission priorities. The Fiscal Year 2022-2023 Budget provides for a capital improvement program totaling \$43.9M (including Fleet). Highlights of the capital improvement plan include replacement of capital equipment of \$2.9M, facility repairs/ improvements of \$1.8M, historic facility repairs/restorations of \$8.1M, Motor Pool equipment replacement of \$3.6M, Parking System repairs/improvements of \$1.3M, Parks & Recreations improvements of \$3.9M, Public Safety Improvements of \$9.6M, Transportation and Roadway Improvements of \$3.8M, and utility repairs/improvements of \$9.0M.

Debt Service

The City's total outstanding principal debt as of fiscal year ending October 1, 2022 is \$120.2M. This includes recently issued debt for the Sanitary Sewer Force Mains replacement as well as a refunding of older debt to take advantage of lower interest rates. The FY 2022-2023 debt service budget of \$10.9M includes sufficient funds to cover all debt service due for the year.

The City of Coral Gables



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The \$10.9M debt service amount represents 5.4% of the total operating and debt service budgets of \$202.8M. This amount is well below the City's administratively capped budgetary debt service limit of 8%.

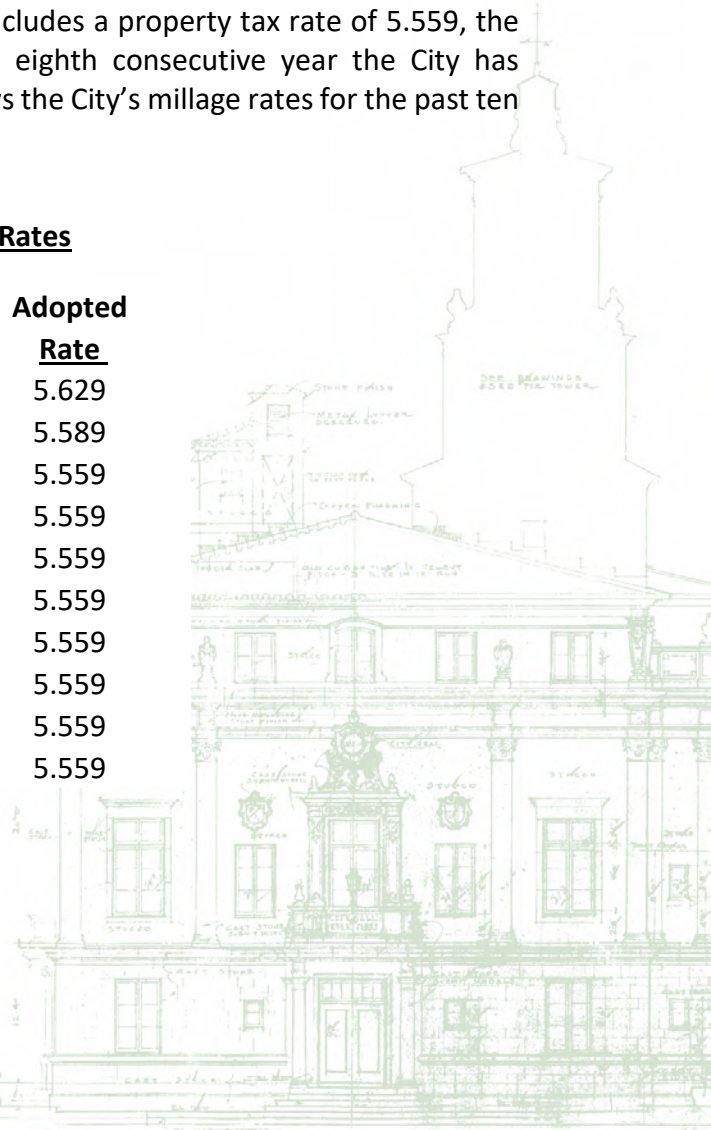
Revenues

For Fiscal Year 2022 – 2023 (Tax Year 2022), taxable values are once again the highest in the City's history, at a July 1 estimate of \$20.1B. As of July 1, 2022, the Property Appraiser estimates the split of taxable values between existing property and new construction to be \$19.7B and \$357M, respectively. This represents a 10.9% increase over the tax year 2021 taxable values of \$18.13B. The difference between FY 2021-2022 (TY 2021) and FY 2020-2021 (TY 2020) was 3.9%.

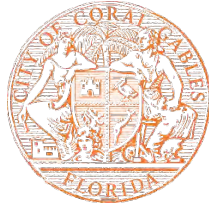
I am pleased to report that the FY 2022-2023 Budget includes a property tax rate of 5.559, the same rate as Fiscal Year 2021-2022. This will be the eighth consecutive year the City has maintained the same millage rate. The table below shows the City's millage rates for the past ten years.

City Ad-Valorem Tax Rates

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



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Operating revenues (all funds) for FY 2022-2023 (including property taxes based on the July 1 property value estimates) are projected to be \$228.7M. This represents a net increase of \$18.7M, or 8.9% compared to the amended FY 2021-2022 operating revenues of \$209.9M.

Net increases in revenue from FY 2021-2022 to FY 2022-2023 come to \$28.3M made up of several components including an increase in property tax revenue. Applying the 5.559 millage rate to the Property Appraiser's July 1, 2022 taxable values of \$20.1B generates additional property tax revenue of \$10.4M.

Other revenue increases include \$5.0M from the anticipated sale of Historic Facilities' TDRs, \$2.1M in recreation fees related to the Coral Gables Country Club, \$1.9M in permitting fees, \$1.7M in intergovernmental revenue, \$915K for franchise fees, \$789K in investment earnings, \$784K in parking fees, \$702K in Capital Improvement Impact Fees, \$445K for Stormwater utility fees, \$365K from general government fees, \$360K in Utility Service Taxes, \$246K in sanitary sewer fees, and \$213K in Fines & Forfeitures.

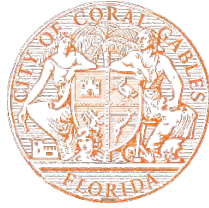
Net revenue decreases from FY 2021-2022 to FY 2022-2023 come to \$9.0M. Significant revenue decreases for onetime items included in the FY 2021-2022 budget that don't repeat in FY 2022-2023 are the sale of land/buildings of \$3.5M, proceeds from debt for Mobility Hub design services of \$3.0M, developer's fee of \$750K and Miami-Dade County Impact fees of \$1.4M.

Reserves

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

At the close of FY 2020-2021, the City's certified financial statements indicate the General Fund reserve to be approximately 24.1% of the adopted FY 2021-2022 total (all funds) operating plus debt service budgets (\$186.9M). The approximate 0.9% underfunding is due to pending Hurricane Irma-related FEMA/State/Insurance reimbursements outstanding as of the date of the

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financial statements. To date, total reimbursement collections for Hurricane Irma and COVID-19 are approximately \$18.5M and \$5.6M, respectively. An updated reserve percentage balanced to the FY 2022-2023 adopted budget will be determined at the issuance of the FY 2021-2022 financial statements.

Cultural and Community Events

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

Conclusion

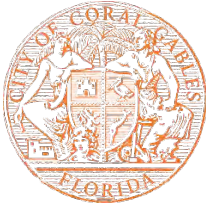
We are pleased to present to you this year's Budget. This is a balanced budget that adequately provides for the operational needs of the City as well as funding for significant capital improvement projects focused on improving infrastructure and quality of life. A sustainable organization is one that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

Acknowledgments

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

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

The City of Coral Gables



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Respectfully submitted,

A handwritten signature in blue ink, appearing to read "P. Iglesias", is positioned above the name of the City Manager.

Peter J. Iglesias, P.E.
City Manager



CORAL GABLES
THE CITY BEAUTIFUL

STRATEGIC PLAN

2023 - 2025



PEOPLE. PASSION. PROGRESS.



Strategic Planning Statements

Mission:

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

Vision:

A world-class city with a hometown feel.

Values:

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

Aesthetics - preserving and enhancing the beauty of our city

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

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

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

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

Coral Gables Strategic Focus Areas

Customer-focused Excellence

Goal:

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

Objectives:

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

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

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

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

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

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

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

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

Workforce Excellence

Goal:

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

Objectives:

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

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

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

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

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

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

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

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

Financial Excellence

Goal:

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

Objective:

Ensure the financial integrity and sustainability of the city.

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

Process Excellence

Goal:

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

Objectives:

Enhance the effectiveness of key city processes.

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

Increase the efficiency of key resource utilization processes.

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

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

Community-focused Excellence

Goal:

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

Objectives:

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

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

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

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

Sustainability-focused Excellence

Goal:

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

Objectives:

Increase the resiliency of the city.

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

Support the use of environmentally-friendly practices.

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



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

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

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

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

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

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



Peter Iglesias
City Manager

CORAL GABLES AT A GLANCE

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

Demographics

Population per United States Census Bureau

| | |
|------|--------|
| 1950 | 19,837 |
| 1960 | 34,793 |
| 1970 | 42,494 |
| 1980 | 43,241 |
| 1990 | 40,091 |
| 2000 | 42,249 |
| 2010 | 46,780 |
| 2016 | 50,815 |
| 2017 | 51,095 |
| 2020 | 49,248 |
| 2021 | 48,375 |

Average Taxable Value of a Home **\$786,974**

Median Household Income **\$100,843**

Education

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

Department of Education School Ratings

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

Source: Florida Department of Education

Land Use Statistics

Land Area 12.92 sq. miles

Land Use Types

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

Economic Statistics

Office Space 11.7 million sq. ft.

Retail Space 3.9 million sq. ft.

Source: CoStar Realty Information, Inc.

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

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

Property Tax Millage Rate

| | |
|------------------------|--------|
| • City of Coral Gables | 5.5590 |
| • School Board | 6.5890 |
| • Miami-Dade County | 5.8867 |
| • Regional | 0.2691 |

Bond Ratings

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

Fiscal Year 2023 Budget

| | |
|----------------|---------------|
| • Total Budget | \$246,087,023 |
| • Capital | \$40,356,063 |

Fire Assessment (Single-Family) \$70

Solid Waste Fee

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

Storm Water Fee (per ERU) \$20.54

CORAL GABLES

THE CITY BEAUTIFUL

A GUIDE TO THE CITY BEAUTIFUL





THE CITY BEAUTIFUL

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



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

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



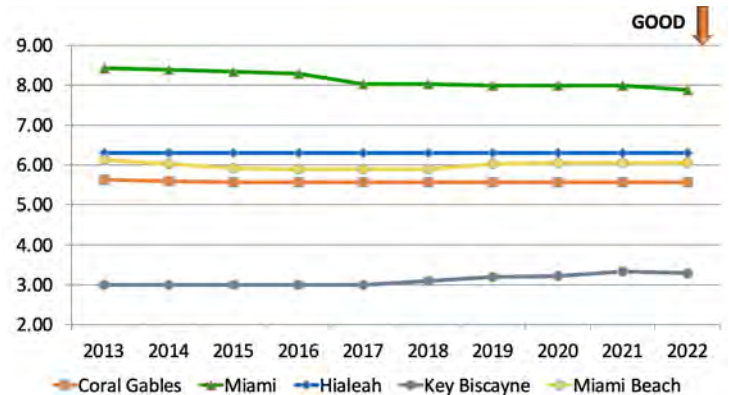
ECONOMIC OVERVIEW

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

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

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

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



CORPORATE CAPITAL OF THE AMERICAS

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

BUSINESS FRIENDLY ENVIRONMENT

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

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

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

INVESTING IN CORAL GABLES

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

REAL ESTATE MARKET

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



SAMPLING OF LARGEST EMPLOYERS

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



ACCESS TO AIR, SEA & LAND

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

AIRPORT (MIA)

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



PORT (PORTMIAMI)



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

TRANSIT

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



FREEBEE

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



INTELLECTUAL AND MULTILINGUAL WORKFORCE



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

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

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

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

SAMPLE OF THE MULTINATIONAL COMPANIES IN CORAL GABLES

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

CENTER FOR FOREIGN CONSULATES AND RELATIONSHIPS

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

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

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

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

FRIENDSHIP CITIES

Andorra La Vella, Andorra



Colombian Delegation visits Coral Gables

GLOBAL CONNECTIVITY

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

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

SCHOOLS

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

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

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

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

QUALITY OF LIFE



The Shops at Merrick Park



Outdoor dining on Miracle Mile



Kiki Smith, Blue Night at Giralda Plaza

COMMUNITY AND CONVENIENCE

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

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

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



Alhambra Circle



Miracle Mile



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

SHOPPING & DINING

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

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

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

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



Coral Gables Art Cinema



Actors' Playhouse at Miracle Theatre



Pumpkin Patch at Pittman Park

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



Fireflies, pedicabs from Illuminate



Coral Gables Museum

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



Books & Books



Chihuly art at Fairchild Gardens



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

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

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

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



Venetian Pool courtesy of Kiko Ricote



Granada Golf Course



Adult Activity Center

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

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

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

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

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



Doctors Hospital

HEALTH SERVICES

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

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

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

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

HISTORICAL LANDMARKS

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

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

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



Biltmore Hotel



Coral Gables City Hall



Venetian Pool

COMMUNITY PROFILE 2022

| City Budget and Taxes | Local Property Tax Rates | Total Just Value of Property in the City | Total Taxable Value of Property in the City |
|---------------------------------------|--|--|---|
| 2023 Adopted Budget: \$246,087,023 | Municipal Millage Rate: 5.559 Total Millage Rate: 18.9154 | \$29.1 billion (as of July 1, 2022) | \$20.10 billion |

DEMOGRAPHIC COMPARISON

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

Data Source: Census.gov

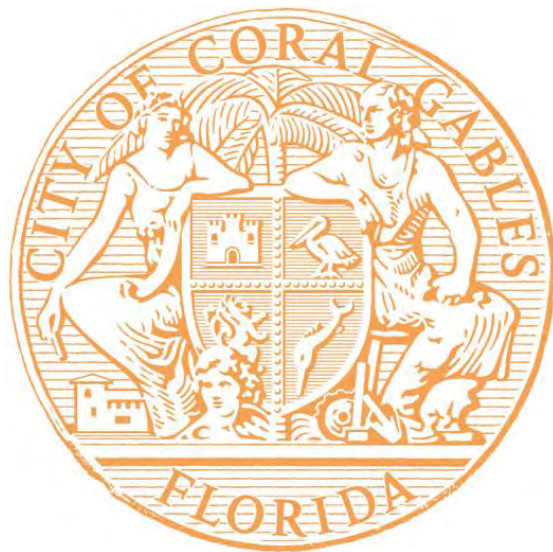
We are dedicated to positioning Coral Gables for sustainable, long-term economic vitality that enhances the quality of life of residents and strengthens the business environment.

Phone: 305-460-5311

Email: business@coralgables.com

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

CORAL GABLES
THE CITY BEAUTIFUL



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

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Coral Gables
Florida**

For the Fiscal Year Beginning

October 01, 2021

Christopher P. Morill

Executive Director

2022-2023 BUDGET

BUDGET PREPARATION CALENDAR

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

A GUIDE TO THE BUDGET

BUDGETS & LEGAL COMPLIANCE

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

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

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

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

THE BUDGET PROCESS

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

What is a Fiscal Year?

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

What is Revenue?

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

What is an Operating Expenditure?

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

What is a Capital Expenditure?

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

What is an Encumbrance?

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

THE BUDGET STRUCTURE

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

What is a Fund?

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

Governmental Funds

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

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

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

Enterprise (Proprietary) Funds

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

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

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

Internal Service Funds

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

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

Pension Trust (Fiduciary) Funds

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

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

Agency Funds

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

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

PROPERTY TAX

What is a Property Tax?

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

What is a Millage Rate?

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

What is a Mill of Tax?

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

How are Property Taxes Calculated?

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

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

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

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

What is Rolled - Back Millage Rate?

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

BUDGET POLICY

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

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

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

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

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

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

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

FINANCIAL POLICIES

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

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

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

Operating Management Policies

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

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

Debt Management Policies

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

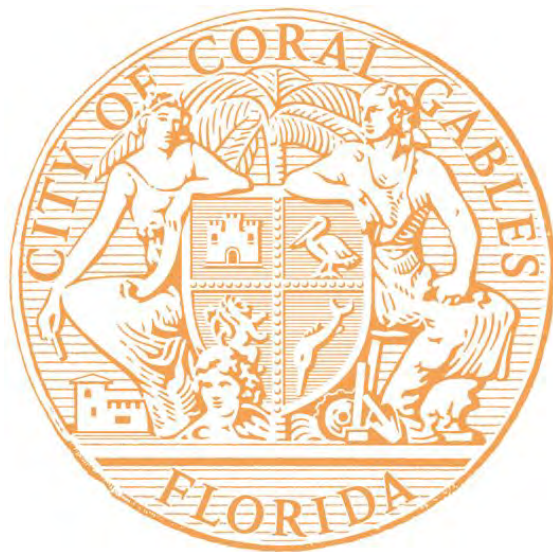
Financial Reporting Policies

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

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

USE OF FUNDS BY OPERATING DEPARTMENT

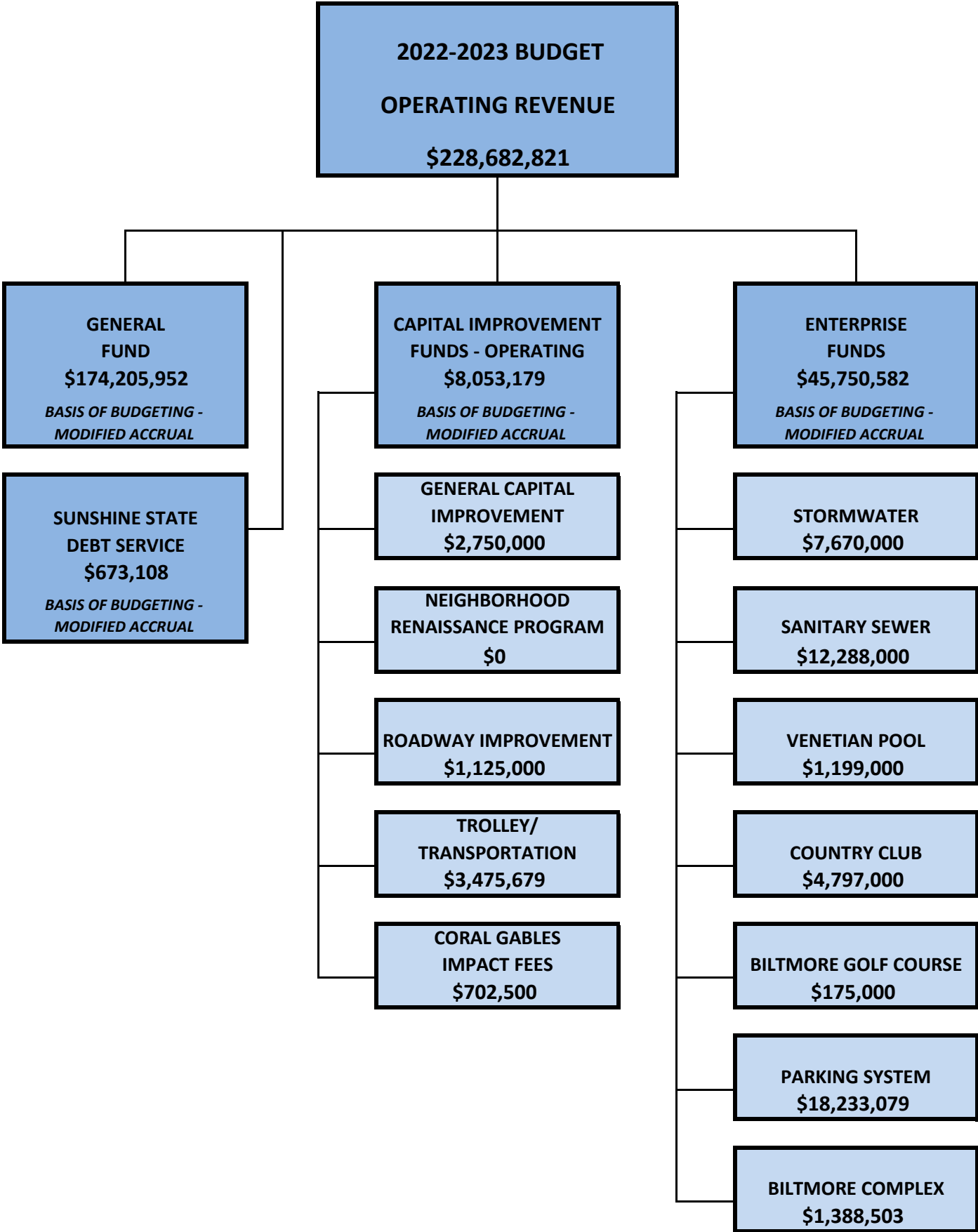
| DEPARTMENT | GENERAL FUND | INTERNAL SERVICE FUNDS | | CAPITAL | ENTERPRISE FUNDS | | | | |
|------------------------------------|--------------|------------------------|-----------------|----------------------|------------------------|--------------|---------------------|------------------|--------------------|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



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CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - REVENUE



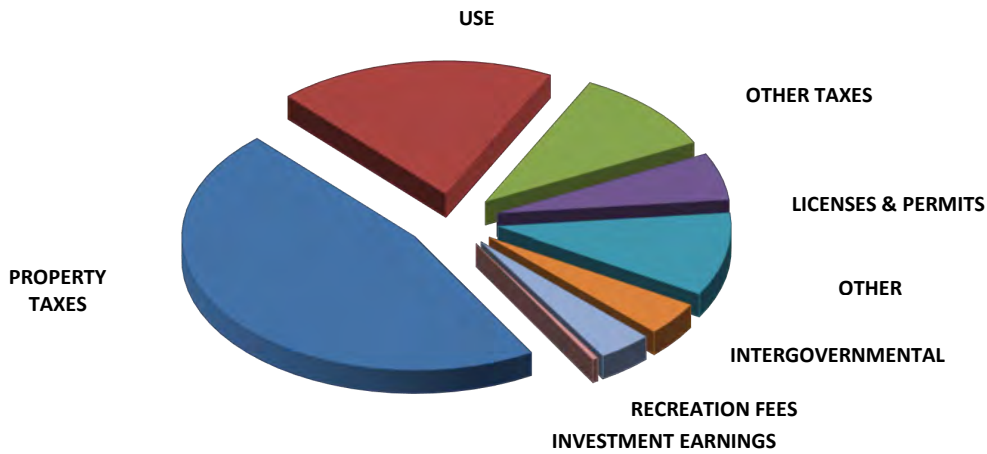
**2022-2023 BUDGET
REVENUES CLASSIFIED BY SOURCE**

| REVENUE TYPE | 2021-2022 BUDGET CATEGORY DETAIL | 2021-2022 BUDGET CATEGORY TOTAL | 2022-2023 BUDGET CATEGORY DETAIL | 2022-2023 BUDGET CATEGORY TOTAL |
|-----------------------------------|-------------------------------------|------------------------------------|-------------------------------------|------------------------------------|
| Property Taxes | \$ 95,894,690 | \$ 95,894,690 | \$ 106,279,437 | \$ 106,279,437 |
| Other Taxes | | | | |
| Sales Taxes (Gasoline) | 3,250,000 | | 4,300,000 | |
| Franchise Fees | 6,835,000 | | 7,750,000 | |
| Utility Service Taxes | 11,015,000 | 21,100,000 | 11,375,000 | 23,425,000 |
| Licenses & Permits | | | | |
| Business Tax Receipts | 3,482,500 | | 3,668,125 | |
| Permits | 7,526,000 | 11,008,500 | 9,464,000 | 13,132,125 |
| Intergovernmental Revenues | | | | |
| Federal * | 855,703 | | 214,382 | |
| County * | 1,540,645 | | 100,000 | |
| State * | 6,736,282 | 9,132,630 | 9,045,679 | 9,360,061 |
| Use Charges | | | | |
| Refuse Collection Fees | 8,873,000 | | 9,011,000 | |
| Sanitary Sewer Fees | 11,542,000 | | 11,788,000 | |
| Stormwater Utility Fee | 6,725,000 | | 7,170,000 | |
| Parking Fees | 15,294,390 | 42,434,390 | 16,078,340 | 44,047,340 |
| Recreation Fees | | | | |
| Youth Center | 1,685,900 | | 1,639,500 | |
| Tennis | 687,000 | | 790,000 | |
| Swimming | 1,307,000 | | 1,199,000 | |
| Country Club | 2,744,335 | | 4,797,000 | |
| Biltmore Golf | 170,000 | 6,594,235 | 175,000 | 8,600,500 |
| Investment Earnings | | | | |
| General Fund | 111,500 | | 900,000 | |
| Enterprise Funds | - | 111,500 | - | 900,000 |
| Other | | | | |
| General Government Fees | 2,700,000 | | 3,065,000 | |
| Public Safety Fees | 3,825,000 | | 3,950,000 | |
| Fines & Forfeitures | 2,470,000 | | 2,683,000 | |
| Rentals & Concessions | 5,295,799 | | 5,612,138 | |
| Debt Proceeds - Capital Projects | 3,000,000 | | - | |
| Miscellaneous | 6,391,861 | 23,682,660 | 7,628,220 | 22,938,358 |
| Total Operating Revenues | | \$ 209,958,605 | | \$ 228,682,821 |

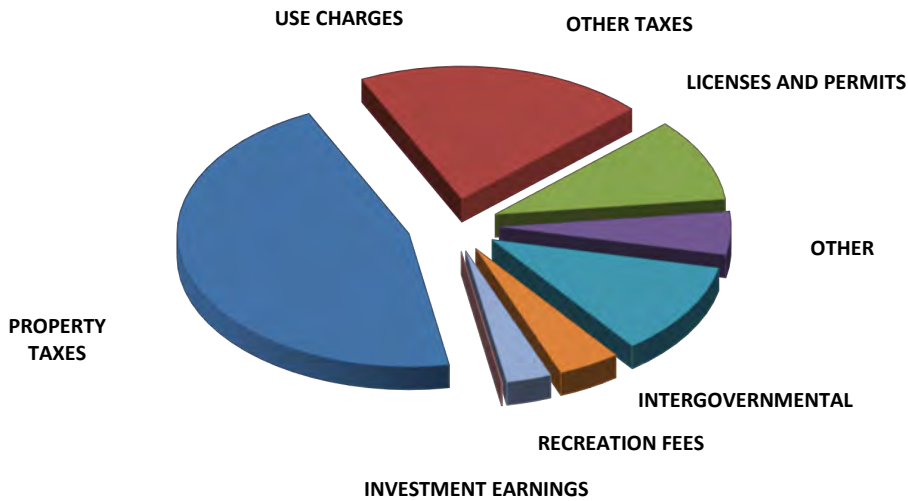
* Fiscal Year 2021-2022 includes one-time grants that do not repeat for Fiscal Year 2022-2023. If the grants have any unused balances at Fiscal Year 2021-2022 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2022-2023.

**2022-2023 BUDGET
REVENUES BY SOURCE**

2022-2023 - \$ \$228,682,821



2021-2022 - \$ 209,958,605



| | 2021-2022 | | 2022-2023 | |
|----------------------------|-----------------------|---------------|-----------------------|---------------|
| | BUDGET | % | BUDGET | % |
| Property Taxes | \$ 95,894,690 | 45.8% | \$ 106,279,437 | 46.5% |
| Use Charges | 42,434,390 | 20.2% | 44,047,340 | 19.3% |
| Other Taxes | 21,100,000 | 10.0% | 23,425,000 | 10.2% |
| Licenses & Permits | 11,008,500 | 5.2% | 13,132,125 | 5.7% |
| Other | 23,682,660 | 11.3% | 22,938,358 | 10.0% |
| Intergovernmental Revenues | 9,132,630 | 4.3% | 9,360,061 | 4.1% |
| Recreation Fees | 6,594,235 | 3.1% | 8,600,500 | 3.8% |
| Investment Earnings | 111,500 | 0.1% | 900,000 | 0.4% |
| Total Revenues | \$ 209,958,605 | 100.0% | \$ 228,682,821 | 100.0% |

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

| <u>REVENUE TYPE</u> | 2019-2020 <u>ACTUAL</u> | 2020-2021 <u>ACTUAL</u> | 2021-2022 <u>BUDGET</u> | 2022-2023 <u>BUDGET</u> |
|--|----------------------------|----------------------------|----------------------------|----------------------------|
| Property Tax | \$ 90,002,211 | \$ 92,904,533 | \$ 95,894,690 | \$ 106,279,437 |
| Local Option Gas Tax | 1,055,149 | 1,082,085 | 1,100,000 | 1,125,000 |
| Transportation Sales Tax | 1,893,283 | 2,298,517 | 2,150,000 | 3,175,000 |
| Franchise Fees | 6,916,545 | 7,443,140 | 6,835,000 | 7,750,000 |
| Utility Service Taxes | 11,186,658 | 11,360,956 | 11,015,000 | 11,375,000 |
| Business Tax Receipts | 3,445,502 | 3,448,576 | 3,482,500 | 3,668,125 |
| Permit Fees | 9,924,817 | 13,144,106 | 7,526,000 | 9,464,000 |
| Intergovernmental Revenues | 7,233,265 | 7,936,704 | 7,691,985 | 9,360,061 |
| General Government Fees | 2,387,888 | 3,601,087 | 2,700,000 | 3,065,000 |
| Public Safety Fees | 4,092,139 | 3,962,232 | 3,825,000 | 3,950,000 |
| Physical Environment Fees | | | | |
| Refuse Collection Fees - Early Payment | 6,280,197 | 6,441,035 | 6,332,000 | 6,450,000 |
| Garbage Collection - Paid on Tax Bill | 2,532,744 | 2,591,864 | 2,530,000 | 2,550,000 |
| Commercial Waste Fees | 1,086,653 | 12,000 | - | - |
| Lot Mowing & Clearing | 12,454 | 14,424 | 11,000 | 11,000 |
| Sanitary Sewer Fees | 9,611,630 | 10,564,504 | 11,542,000 | 11,788,000 |
| Stormwater Utility Fee | 5,749,559 | 6,396,266 | 6,725,000 | 7,170,000 |
| Recreation Fees | | | | |
| Youth Center | 555,496 | 986,326 | 1,650,900 | 1,602,500 |
| Tennis | 548,615 | 827,342 | 687,000 | 790,000 |
| Special Events | 39,741 | 15,298 | 35,000 | 37,000 |
| Swimming | 107,952 | 810,870 | 1,307,000 | 1,199,000 |
| Country Club | 765,347 | 961,316 | 2,744,335 | 4,797,000 |
| Blitmore Golf | 177,716 | 179,726 | 170,000 | 175,000 |
| Automobile Parking Fees | 11,104,049 | 13,657,965 | 15,294,390 | 16,078,340 |
| Fines & Forfeitures | 2,246,782 | 2,305,134 | 2,470,000 | 2,683,000 |
| Investment Earnings | | | | |
| General Fund | 2,351,161 | 210,972 | 111,500 | 900,000 |
| Debt Service Fund | 45,098 | 3,094 | - | - |
| Capital Projects Funds | 1,454,999 | 57,681 | - | - |
| Enterprise Funds | 464,277 | (3,763) | - | - |
| Rentals & Concessions | | | | |
| Parking | 607,120 | 597,501 | 608,865 | 654,739 |
| Biltmore Complex | 1,642,067 | 1,105,816 | 1,325,197 | 1,388,503 |
| General Fund | 3,708,109 | 3,438,646 | 3,361,737 | 3,568,896 |
| Capital Improvement Impact Fees | 3,246,735 | 2,551,298 | - | 702,500 |
| Assessment Lien Collections | | | | |
| Capital Projects | 630,474 | 617,740 | 693,703 | 673,108 |
| Sale of Recycled Trash | - | 79,800 | - | - |
| Miscellaneous Other | 2,683,707 | 7,911,223 | 5,698,158 | 6,252,612 |
| Building Better Communities Bond Program | - | 96,077 | - | - |
| Miami-Dade County Roadway Impact Fees | - | - | 1,440,645 | - |
| L.E.T.F. Repayment Settlement | 125,000 | - | - | - |
| Debt Proceeds - Capital Projects | - | 13,925,609 | 3,000,000 | - |
| Total Operating Revenues | 195,915,139 | 223,537,700 | 209,958,605 | 228,682,821 |
| Prior Year Re-appropriations | 88,801,668 | 75,383,393 | 93,651,668 | - |
| Interfund Allocations/Contributions | | | | |
| Storm Water Utility Fund | 449,259 | 444,800 | 375,000 | 305,000 |
| Sanitary Sewer Fund | 1,422,754 | 1,193,790 | 962,008 | 685,000 |
| Parking System Fund | 565,000 | 565,000 | 565,000 | 565,000 |
| Total Interfund Allocations/Contributions | 2,437,013 | 2,203,590 | 1,902,008 | 1,555,000 |
| Transfers from Reserves | | | | |
| General Fund | 6,637,714 | - | 6,826,315 | 2,196,975 |
| General Fund - City Clerks Special Revenue | - | - | 407,082 | 351,635 |
| General Fund - Art In Public Places | - | - | 1,575,574 | 556,017 |
| General Fund - Tree Trust Fund | - | - | 41,934 | - |
| General Capital Improvement Fund | - | - | 15,026,078 | 11,074,561 |
| Neighborhood Renaissance Program Fund | - | - | 9,000 | - |
| Roadway Improvement Fund | - | - | 123,000 | 341,665 |
| Trolley / Transportation Fund | - | - | 484,000 | 496,000 |
| CG Capital Improvement Impact Fee Fund | (343,520) | - | 8,311,383 | - |
| Stormwater Utility Fund | - | - | 1,585,471 | 250,000 |
| Sanitary Sewer Fund | - | - | 75,838 | - |
| Automotive Fund | - | - | 1,299,982 | - |
| Retirement System Fund | 180,432 | 183,338 | 179,094 | 182,349 |
| Federal Asset Forfeiture Fund | - | - | - | 400,000 |
| Total Tranfers From Reserve Funds | 6,474,626 | 183,338 | 35,944,751 | 15,849,202 |
| Total Revenues | \$ 293,628,446 | \$ 301,308,021 | \$ 341,457,032 | \$ 246,087,023 |

2022-2023 BUDGET
GENERAL FUND REVENUE SUMMARY

| REVENUE TYPE | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|--|---------------------|---------------------|---------------------|---------------------|
| <u>Property Taxes</u> | | | | |
| Current Year | \$ 89,692,558 | \$ 92,378,234 | \$ 95,719,690 | \$ 106,154,437 |
| Delinquent with penalties & interest | 170,561 | 366,814 | 100,000 | 50,000 |
| Homestead Adjustment | 139,092 | 159,485 | 75,000 | 75,000 |
| Total - Property Taxes | 90,002,211 | 92,904,533 | 95,894,690 | 106,279,437 |
| <u>Franchise Fees</u> | | | | |
| Electric | 4,539,657 | 4,901,372 | 4,600,000 | 5,200,000 |
| Gas | 137,095 | 124,498 | 125,000 | 125,000 |
| Refuse | 2,239,793 | 2,417,270 | 2,110,000 | 2,425,000 |
| Total - Franchise Fees | 6,916,545 | 7,443,140 | 6,835,000 | 7,750,000 |
| <u>Utilities Service Taxes</u> | | | | |
| Electric | 6,716,413 | 6,766,050 | 6,700,000 | 6,800,000 |
| Telecommunications | 2,802,839 | 2,699,495 | 2,650,000 | 2,725,000 |
| Water | 1,480,312 | 1,668,866 | 1,475,000 | 1,600,000 |
| Gas | 185,158 | 222,579 | 190,000 | 250,000 |
| Fuel Oil | 1,936 | 3,966 | - | - |
| Total - Utilities Service Taxes | 11,186,658 | 11,360,956 | 11,015,000 | 11,375,000 |
| <u>Business Tax Receipts</u> | | | | |
| City Business Tax Receipts | 3,380,139 | 3,358,403 | 3,412,500 | 3,583,125 |
| Late Penalties, City Business Tax Receipts | 60,513 | 83,973 | 65,000 | 80,000 |
| License Application Fees | 4,850 | 6,200 | 5,000 | 5,000 |
| Total - Business Tax Receipts | 3,445,502 | 3,448,576 | 3,482,500 | 3,668,125 |
| <u>Permit Fees</u> | | | | |
| Document Preservation | 289,541 | 346,045 | 275,000 | 275,000 |
| Art in Public Places | 1,749,870 | 1,475,284 | - | - |
| Building Permits - B Series | 783,943 | 198,209 | 100,000 | 100,000 |
| Building Permits - M Series | 15,200 | 12,635 | 10,000 | 10,000 |
| 40 yr. Recert. Fee | 28,547 | 50,561 | 35,000 | 30,000 |
| Zoning Permit-Paint | 125,768 | 94,362 | 80,000 | 40,000 |
| Building Residential - New | 226,601 | 2,603,518 | 1,500,000 | 500,000 |
| Building Residential - Additions | 209,359 | 46,438 | 40,000 | - |
| Building Commercial - New | 1,734,098 | 4,333,891 | 2,000,000 | 2,000,000 |
| Building Commercial - Additions | 4,791 | 13,173 | 5,000 | - |
| Building - Other | 3,079,212 | 2,128,531 | 2,000,000 | 4,000,000 |
| Building - Expedited Structural Review | 5,000 | - | - | - |
| Unsafe Structures Board Fee | 9,750 | 17,400 | 7,000 | 7,000 |
| Excavation Permits | 512,113 | 526,278 | 500,000 | 500,000 |
| Photo Permits | 12,456 | 22,548 | 20,000 | 20,000 |
| Alarm User Certificates | 698 | (296) | - | - |
| False Alarms - Police | 115,735 | 196,124 | 100,000 | 85,000 |
| Garage Sale Permits | 4,081 | 3,542 | 4,000 | 2,000 |
| Over/Short Alarm Fees | - | 97 | - | - |
| False Alarm Penalty | 50 | (525) | - | - |
| False Alarms - Fire | - | - | - | 45,000 |
| Fire Inspection | 575,410 | 570,259 | 575,000 | 575,000 |
| Fire Prevention Bureau Permits | 298,567 | 281,076 | 275,000 | 1,275,000 |
| Tree Removal Mitigation Assessment Fee | 144,027 | 224,956 | - | - |
| Total - Permits Fees | 9,924,817 | 13,144,106 | 7,526,000 | 9,464,000 |

2022-2023 BUDGET
GENERAL FUND REVENUE SUMMARY

| REVENUE TYPE | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|--|---------------------|---------------------|---------------------|---------------------|
| <u>Intergovernmental Revenue</u> | | | | |
| Federal Grants | \$ 186,587 | \$ 580,331 | \$ 455,703 | \$ 89,382 |
| State Grants | 30,170 | 115,510 | 95,000 | 60,000 |
| State Revenue Sharing | 1,457,520 | 1,649,404 | 1,550,000 | 1,800,000 |
| State Alcohol Beverage Tax | 63,822 | 62,495 | 60,000 | 60,000 |
| State Shared Sales Tax | 3,451,961 | 4,151,238 | 3,850,000 | 4,300,000 |
| County Grants | 35,385 | 41,613 | - | - |
| City Share of County Licenses | 111,068 | 110,072 | 100,000 | 100,000 |
| Total - Intergovernmental Revenue | 5,336,513 | 6,710,663 | 6,110,703 | 6,409,382 |
| <u>General Governmental Fees</u> | | | | |
| Board of Adjustment Fees | 21,159 | 19,268 | 25,000 | 20,000 |
| Planning & Zoning Board Fees | 137,381 | 139,509 | 130,000 | 130,000 |
| Board of Architects | 691,635 | 1,020,267 | 900,000 | 1,000,000 |
| Development Review Committee | 22,500 | 30,200 | 25,000 | 30,000 |
| Certificate of Use | 244,856 | 275,885 | 250,000 | 250,000 |
| Lein Search Fees | 137,702 | 459,051 | 175,000 | 300,000 |
| Zoning Inspection Fees | 457 | 228 | - | - |
| Concurrency Fees | 381,925 | 339,989 | 300,000 | 300,000 |
| Historic Preservation Fees | 55,890 | 90,805 | 50,000 | 60,000 |
| Document Filing Fee | 212,277 | 251,414 | 200,000 | 200,000 |
| Research Fees | 1,243 | 1,641 | - | - |
| Passport Fees | 374,566 | 738,936 | 500,000 | 600,000 |
| Passport Photos | 86,787 | 201,865 | 125,000 | 150,000 |
| Lobbyists Registration Fees | 19,510 | 21,133 | 20,000 | 25,000 |
| City Election Candidate Qualifying Fees | - | 2,600 | - | - |
| Total - General Government Fees | 2,387,888 | 3,592,791 | 2,700,000 | 3,065,000 |
| <u>Public Safety Fees</u> | | | | |
| Police Off-Duty Assignments | 155,087 | 123,774 | 150,000 | 150,000 |
| EMS Transport Fee | 716,400 | 639,954 | 625,000 | 650,000 |
| Fire Protection Fee | 2,965,631 | 2,963,850 | 2,900,000 | 2,950,000 |
| Police Accident Reports | 554 | 1 | - | - |
| Fingerprint Cards | 7,480 | - | 20,000 | - |
| Telephone Surcharge for E911 | 78,851 | 62,232 | 30,000 | 50,000 |
| Wireless 911 | 168,136 | 172,421 | 100,000 | 150,000 |
| Total - Public Safety Fees | 4,092,139 | 3,962,232 | 3,825,000 | 3,950,000 |
| <u>Physical Environment Fees</u> | | | | |
| Refuse Collection Fees | 6,280,197 | 6,441,035 | 6,332,000 | 6,450,000 |
| Commercial Waste Fees | 1,086,653 | 12,000 | - | - |
| Garbage Collection Service Assessment | 2,532,744 | 2,591,864 | 2,530,000 | 2,550,000 |
| Lot Mowing/Clearing | 12,454 | 14,424 | 11,000 | 11,000 |
| Total - Physical Environment Fees | 9,912,048 | 9,059,323 | 8,873,000 | 9,011,000 |
| <u>Recreation Fees</u> | | | | |
| Youth Center Fees | 555,496 | 986,326 | 1,650,900 | 1,602,500 |
| Tennis Fees | 548,615 | 827,342 | 687,000 | 790,000 |
| Special Events | 39,741 | 15,298 | 35,000 | 37,000 |
| Total - Recreation Fees | 1,143,852 | 1,828,966 | 2,372,900 | 2,429,500 |

2022-2023 BUDGET
GENERAL FUND REVENUE SUMMARY

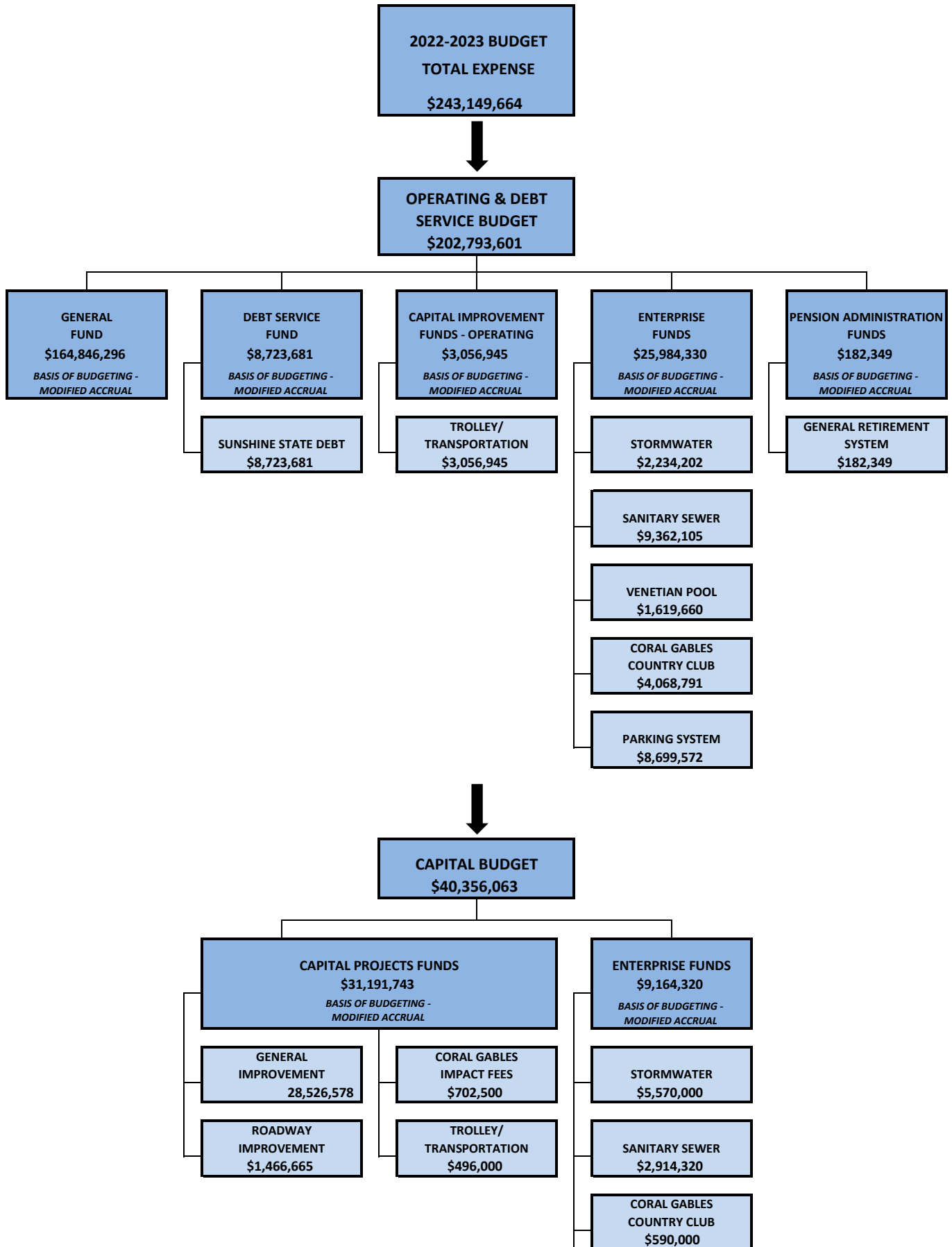
| REVENUE TYPE | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|--|---------------------|---------------------|---------------------|---------------------|
| <u>Fines & Forfeitures</u> | | | | |
| County Court, Traffic Fines | \$ 217,381 | \$ 88,301 | \$ 200,000 | \$ 200,000 |
| County Court, Parking Fines | 1,198,399 | - | - | - |
| County Court, Other Fines | 17 | - | - | - |
| School Crossing Guard Assessment | 10,645 | 13,136 | 15,000 | 15,000 |
| Police Education Surcharge | 8,223 | 5,220 | 10,000 | 10,000 |
| City Traffic Violations | 33,745 | 73,119 | 25,000 | 58,000 |
| Other Fines and Forfeits | 1,238 | 8,446 | - | - |
| Code Enforcement Board | 430,178 | 307,180 | 380,000 | 435,000 |
| Ticket Fines | 346,956 | 371,966 | 340,000 | 465,000 |
| Total - Fines & Forfeitures | 2,246,782 | 867,368 | 970,000 | 1,183,000 |
| <u>Investment Earnings</u> | | | | |
| General Fund Investment Earnings | 2,351,161 | 210,972 | 111,500 | 900,000 |
| <u>Rental/Concessions Revenue</u> | | | | |
| Coral Gables Country Club | 294,263 | 363,810 | 156,570 | - |
| Auto Pound | 22,055 | 19,710 | 25,000 | 20,000 |
| Metro Dade Transfer Station | 436,227 | 437,479 | 443,034 | 462,744 |
| Sprint Spectrum lease | 65,168 | 67,775 | 70,486 | 73,305 |
| Gables Grand Plaza | 200,000 | 200,000 | 200,000 | 440,000 |
| McCAW Communications | 102,047 | 64,657 | 66,547 | 68,374 |
| Junkanoo Rental | 49,606 | - | - | - |
| Development Agrrement Fee | 550,000 | 550,000 | 550,000 | 600,000 |
| Plummer Mangmnt Lease | 11,880 | 12,760 | 14,520 | 14,520 |
| Rouse Coll. Mrkt. Progrqm | 35,000 | 35,000 | 35,000 | 35,000 |
| Church Parking Lot | 14,400 | 14,400 | 14,400 | 14,400 |
| T Mobile | 71,237 | 74,087 | 74,087 | 80,133 |
| Development Fee - U of M | 1,025,000 | 1,025,000 | 1,025,000 | 1,025,000 |
| TL Star Parking Lot | 33,541 | 33,541 | 33,541 | 31,680 |
| Palace | 562,349 | 296,104 | 410,583 | 448,937 |
| Verizon | 55,459 | 55,459 | 58,678 | 64,657 |
| University of Miami - INET | 4,380 | 4,380 | 4,380 | 4,380 |
| Haagen Daz | 47,483 | 48,434 | 49,403 | 50,391 |
| Bloom Boutique | - | 4,800 | 9,600 | 24,000 |
| Starbucks | 104,014 | 101,250 | 101,250 | 111,375 |
| IKE Revenue Sharing | 24,000 | 30,000 | 19,658 | - |
| Total - Rental/Consession Revenue | 3,708,109 | 3,438,646 | 3,361,737 | 3,568,896 |
| <u>Miscellaneous Revenue</u> | | | | |
| Sale of Land | - | 5,200,000 | - | 5,000,000 |
| Sale of Recycled Trash | - | 79,800 | - | - |
| LEFT Repayment Settlement | 125,000 | - | - | - |
| Other Miscellaneous Revenues | 263,102 | 225,633 | 175,812 | 152,612 |
| Total - Miscellaneous Revenue | 388,102 | 5,505,433 | 175,812 | 5,152,612 |
| Total Operating Revenue | 153,042,327 | 163,477,705 | 153,253,842 | 174,205,952 |

2022-2023 BUDGET
GENERAL FUND REVENUE SUMMARY

| REVENUE TYPE | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|--|------------------------------|------------------------------|------------------------------|------------------------------|
| <u>Prior Year Re-Appropriations</u> | \$ 3,481,635 | \$ 3,019,035 | \$ 2,136,026 | \$ - |
| <u>Allocations/Contributions From Other Funds</u> | | | | |
| Capital Projects | - | 16,000 | 30,550 | - |
| Stormwater Utility | 449,259 | 444,800 | 375,000 | 305,000 |
| Sanitary Sewer | 1,422,754 | 1,193,790 | 962,008 | 685,000 |
| Coral Gables Country Club | - | - | - | 138,209 |
| Biltmore Golf Course | 174,589 | 170,000 | 170,000 | 175,000 |
| Parking System | 5,645,148 | 6,119,244 | 8,564,739 | 8,808,507 |
| Biltmore Complex | 1,600,000 | 1,200,000 | 1,200,000 | 1,200,000 |
| Automotive | 1,180,908 | 731,059 | 1,164,004 | - |
| Facilities | 1,117,658 | 885,089 | 9,856 | - |
| Insurance Fund - Gen Liab & Workers Comp | 1,169,326 | - | - | - |
| Federal Forfeiture Trust Fund | - | - | - | 400,000 |
| Total - Contributions From Other Funds | <u>12,759,642</u> | <u>10,759,982</u> | <u>12,476,157</u> | <u>11,711,716</u> |
| <u>Transfers From Reserves</u> | | | | |
| General Fund Reserve | 3,176,355 | - | 5,887,437 | 2,196,975 |
| General Fund - City Clerks Special Revenue | - | - | 407,082 | 351,635 |
| Art In Public Places Reserve | - | - | 1,575,574 | 556,017 |
| Tree Trust Fund | - | - | 41,934 | - |
| Total - Transfers From Reserves | <u>3,176,355</u> | <u>-</u> | <u>7,912,027</u> | <u>3,104,627</u> |
| Total General Fund Revenue | <u>\$ 172,459,959</u> | <u>\$ 177,256,722</u> | <u>\$ 175,778,052</u> | <u>\$ 189,022,295</u> |

CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - EXPENSE



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

| DEPTS/DIVISIONS BY FUNCTION | 2021-2022 BUDGET | | 2022-2023 BUDGET | | DIFFERENCE | | DETAIL |
|--|------------------|------------|------------------|------------|--------------|---------|---|
| | DIV. AMT. | FUNC. TTL. | DIV. AMT. | FUNC. TTL. | VARIANCE | % | |
| GENERAL GOVERNMENT | | | | | | | |
| City Commission | \$ 693,722 | | \$ 738,047 | | \$ 44,325 | 6.4% | \$47K - Revised Sal & Ben |
| City Attorney | 2,873,960 | | 2,914,257 | | 40,297 | 1.4% | \$75K - Revised Sal & Ben; \$(17K) Adj to Bldg Div Alloc |
| City Clerk | 947,287 | | 1,040,232 | | | | |
| City Clerk - Special Revenue | 1,036,082 | | 1,210,139 | | 607,002 | 30.5% | \$216K - Revised Sal & Ben; \$340K - FY23 - Election Yr |
| City Clerk - Elections | 5,000 | | 345,000 | | | | |
| City Manager - Administration | 1,931,329 | | 2,084,534 | | | | |
| City Manager - Communications | 963,843 | | 962,976 | | 127,104 | 4.2% | \$124K - Revised Sal & Ben due to a reorg with the Economic Development Dept |
| City Manager - Internal Auditing | 124,090 | | 98,856 | | | | |
| Human Resources | 2,175,098 | | 2,051,557 | | (123,541) | -5.7% | \$23K - Revised Sal & Ben; \$(42K) - Prof Serv; \$(111K) - FY20 Reappropriation - Wellness reserve |
| Labor Relations & Risk Management | 990,097 | | 785,277 | | (204,820) | -20.7% | \$29K - Revised Sal & Ben; \$(85K) - ADA Res; \$(150K) - Firefighter Cancer Contingency |
| Development Services - Administrative | 603,580 | | 567,662 | | | | |
| Development Services - Building | 5,482,931 | | 6,723,748 | | 1,269,514 | 12.5% | \$826K - Revised Sal & Ben; \$235K - Prof Serv; \$343K - Admin Alloc to Bldg Div. |
| Development Services - Planning & Zoning | 2,529,661 | | 2,438,243 | | | | |
| Development Services - Code Enforcement | 1,518,668 | | 1,674,701 | | | | |
| Finance - Administration | 499,726 | | 647,601 | | | | |
| Finance - Collections | 870,866 | | 820,893 | | | | |
| Finance - Reporting & Operations | 1,284,863 | | 1,288,426 | | 226,903 | 4.9% | \$229K - Revised Sal (COLA & Unfreeze Positions) & Ben |
| Finance - Procurement | 1,246,719 | | 1,349,424 | | | | |
| Finance - Management & Budget | 761,140 | | 783,873 | | | | |
| Innovation & Technology | 6,689,116 | | 8,227,280 | | 1,538,164 | 23.0% | \$143K - Revised Sal & Ben; \$405K - Prof Serv; \$104K - Gen Oper Exp; \$1.1M - Add'l software & hardware maint.; \$(217K) - Admin Alloc to Bldg Div. |
| Non Departmental | 4,297,404 | | 4,009,434 | | (287,970) | -6.7% | \$(664K) - Temp Sal Res; \$(57K) - Prof Serv; \$115K - Contingency |
| Retirement Plan Admin. | 179,094 | | 182,349 | | 3,255 | 1.8% | Minor operational adjustments |
| Sunshine State Loan | 1,180,333 | | 1,377,025 | | 196,692 | 16.7% | Annual adj. per debt service schedule |
| Capital Projects * | 19,558,943 | | 2,711,590 | | (16,847,353) | -86.1% | FY22 includes prior years' reapp'd balances |
| SUB TTL - GENERAL GOVERNMENT | | 58,443,552 | | 45,033,124 | | | |
| ECONOMIC ENVIRONMENT | | | | | | | |
| Economic Development | 1,738,690 | | 1,237,718 | | (500,972) | -28.8% | \$(139K) - Revised Sal & Ben; \$(25K) - Prof. Serv.; \$(294K) - FY21 Onetime Items, Reserves & Grants; \$(19) - Office Rent |
| Sunshine State Loan | 1,554,555 | | 1,528,226 | | (26,329) | -1.7% | Annual adj. per debt service schedule |
| Capital Projects | 1,374,587 | | - | | (1,374,587) | -100.0% | FY22 includes prior years' reapp'd balances |
| SUB TTL - ECONOMIC ENVIRONMENT | | 4,667,832 | | 2,765,944 | | | |
| PUBLIC SAFETY | | | | | | | |
| Police - Administration | 2,854,100 | | 2,933,094 | | | | |
| Police - Patrol | 20,185,336 | | 21,505,019 | | | | |
| Police - Criminal Investigations | 8,468,183 | | 8,377,027 | | 1,619,860 | 3.3% | \$1.4M - Revised Sal (New Positions) & Ben; |
| Police - Tech. Services | 7,647,988 | | 7,857,143 | | | | |
| Police - Professional Standards | 3,205,977 | | 3,157,538 | | | | |
| Police - Specialized Enforcement | 6,731,371 | | 6,882,994 | | | | |
| Fire - Operations | 30,856,809 | | 30,241,633 | | 1,279,824 | 4.1% | \$1.0M - Revised Sal (New Positions) & Ben; \$175K - Prof Serv; \$314K - Gen. Oper. Exp.; \$(216K) - One Time Grants |
| Fire - Community Risk Reduction | - | | 1,895,000 | | | | |
| Parking - Violations Enforcement | \$ 1,498,482 | | \$ 1,559,296 | | \$ 60,814 | 4.1% | \$52K - Revised Sal & Ben; \$7K - Gen. Oper. Exp. |
| Public Safety Debt Service | 2,988,837 | | 3,239,012 | | 250,175 | 8.4% | \$250K - Annual adj. per debt service schedule; |
| Capital Projects * | 9,519,261 | | 9,578,400 | | 59,139 | 0.6% | FY22 includes prior years' reapp'd balances |
| SUB TTL - PUBLIC SAFETY | | 93,956,344 | | 97,226,156 | | | |

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

| DEPTS/DIVISIONS BY FUNCTION | 2021-2022 BUDGET | | 2022-2023 BUDGET | | DIFFERENCE | | DETAIL |
|--|------------------|-----------------------|------------------|-----------------------|--------------|------------------------|---|
| | DIV. AMT. | FUNC. TTL. | DIV. AMT. | FUNC. TTL. | VARIANCE | % | |
| PHYSICAL ENVIRONMENT | | | | | | | |
| Public Works - Admin. | 884,553 | | 887,178 | | | | |
| Public Works - Trans. & Sust. | 1,051,526 | | 961,305 | | 20,667 | 0.4% | \$140K - Revised Sal & Ben; \$(125K) - Prof Serv; \$32K - Gen. Oper. Exp. |
| Public Works - CIP | 1,285,131 | | 1,332,443 | | | | |
| Public Works - Engineering | 1,518,524 | | 1,579,475 | | | | |
| Public Works - Stormwater Utility | 2,166,315 | | 2,094,547 | | (71,768) | -3.3% | \$30K - Revised Sal & Ben; \$(32K) - Prof Serv; \$15K - Gen. Oper. Exp.; \$(70K) - FY23 reduction in ROI to Gen. Fd. |
| Public Works - Sanitary Sewers | 8,170,866 | | 8,250,117 | | 79,251 | 1.0% | \$132K - Revised Sal & Ben; \$23K - Prof Serv; \$206K - Gen. Oper. Exp.; \$(277K) - FY23 reduction in ROI to Gen. Fd. |
| Public Works - Solid Waste | 13,172,386 | | 13,206,360 | | 33,974 | 0.3% | \$225K - Revised Sal & Ben; \$18K - Prof Serv; \$155K - Waste Disposal Fees; \$138K - Gen. Oper. Exp.; \$(500) - One-Time Capital |
| Public Works - Landscape Services | 6,979,983 | | 7,232,087 | | 252,104 | 3.6% | \$105K - Revised Sal & Ben; \$16K - Prof Serv; \$149K - Gen. Oper. Exp. |
| Stormwater Debt Service | 131,848 | | 139,655 | | 7,807 | 5.9% | Annual adj. per debt service schedule |
| Sanitary Sewer Debt Service | 714,457 | | 1,111,988 | | 397,531 | 55.6% | Annual adj. per debt service schedule |
| Capital Projects * | 44,799,768 | | 10,879,950 | | (33,919,818) | -75.7% | FY22 includes prior years' reapp'd balances |
| SUB TTL - PHYSICAL ENVIRONMENT | | 80,875,357 | | 47,675,105 | | | |
| TRANSPORTATION | | | | | | | |
| Public Works - R.O.W./Maint. | 3,556,728 | | 3,771,448 | | 191,060 | 4.9% | \$3K - Revised Sal & Ben; \$213K - Gen. Oper. Exp. |
| Public Works - Sign Shop | 341,620 | | 317,960 | | | | |
| Parking - Trolley / Trans. | 3,158,712 | | 3,056,945 | | (101,767) | -3.2% | \$149K - Revised Sal & Ben; \$(107K) - Prof Serv; \$(32K) - Gen. Oper. Exp.; \$(95K) - One-Time Capital; \$(91) - One-Time Grants |
| Parking - Garage #1 | 481,818 | | 501,469 | | | | |
| Parking - Garage #2 | 713,337 | | 778,248 | | | | |
| Parking - Garage #3 | 124,290 | | 130,237 | | | | |
| Parking - Garage #4 | 496,056 | | 517,432 | | | | |
| Parking - On-Street Prkg & Meter Maint. | 1,946,639 | | 1,892,296 | | | | |
| Parking - Lots | 1,957,290 | | 1,791,079 | | | | |
| Parking - Garage #6 | 515,732 | | 559,040 | | | | |
| Parking Debt Service | 524,117 | | 970,475 | | 446,358 | 85.2% | Annual adj. per debt service schedule |
| Capital Projects * | 44,298,262 | | 4,834,704 | | (39,463,558) | -89.1% | FY22 includes prior years' reapp'd balances |
| SUB TTL - TRANSPORTATION | | 58,114,601 | | 19,121,333 | | | |
| CULTURE & RECREATION | | | | | | | |
| Hist. Res. & Cultural Arts - Preservation | 1,114,495 | | 911,279 | | (539,735) | -23.2% | \$51K - Revised Sal & Ben; \$(29K) - Prof Serv FY22 reappropriation; \$(168K) - Gen. Oper. Exp. \$(361K) - FY22 AIPP & Historic reserves; |
| Hist. Res. & Cultural Arts - Cultural Arts | 1,212,044 | | 875,525 | | | | |
| Comm Rec - Administration | 1,194,229 | | 1,276,812 | | | | |
| Comm Rec - Tennis Centers | 1,132,634 | | 1,265,515 | | | | |
| Comm Rec - Youth Center | 3,302,312 | | 3,439,117 | | | | |
| Comm Rec - Adult Services | 646,634 | | 663,107 | | 875,818 | 10.9% | \$554K - Revised Sal & Ben; \$166K - Prof Serv; \$247K - Gen. Oper. Exp. |
| Comm Rec - Special Events | 595,279 | | 660,544 | | | | |
| Comm Rec - Golf Course & Parks Maint. | 1,175,004 | | 1,616,815 | | | | |
| Comm Rec - Venetian Pool | 1,417,316 | | 1,619,660 | | 202,344 | 14.3% | \$130K - Revised Sal & Ben; \$87K - Gen. Oper. Exp. |
| Comm Rec - Cntry Club - Admin | 135,997 | | 586,709 | | | | |
| Comm Rec - Cntry Club - Event Venue | 1,163,749 | | 1,416,629 | | | | |
| Comm Rec - Cntry Club - Fitness & Pool | 543,322 | | 1,150,892 | | 1,259,931 | 44.9% | \$1.27M - Annualization of FY22 Expense Budget |
| Comm Rec - Cntry Club - Granada Golf | 965,792 | | 914,561 | | | | |
| Sunshine State Loan | 2,013,548 | | 2,579,418 | | 565,870 | 28.1% | Annual adj. per debt service schedule |
| Capital Projects * | 27,697,922 | | 12,351,419 | | (15,346,503) | -55.4% | FY22 includes prior years' reapp'd balances |
| SUB TTL - CULTURE & RECREATION | | 44,310,277 | | 31,328,002 | | | |
| TOTAL EXPENDITURES ** | | \$ 340,367,963 | | \$ 243,149,664 | | \$ (97,218,299) | |

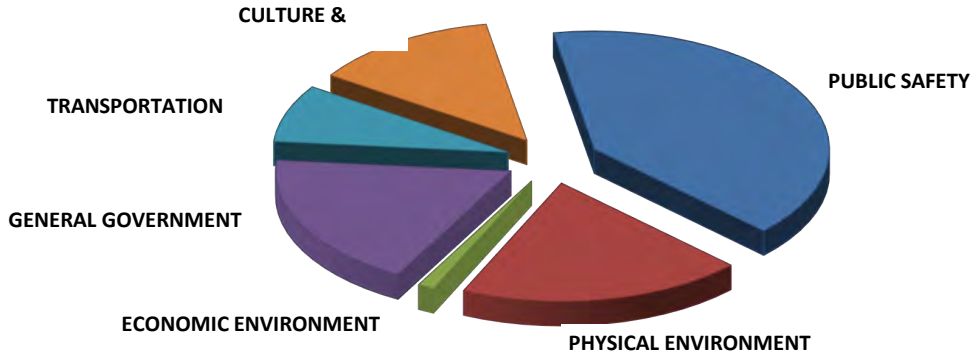
() Indicates a decrease from prior year.

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

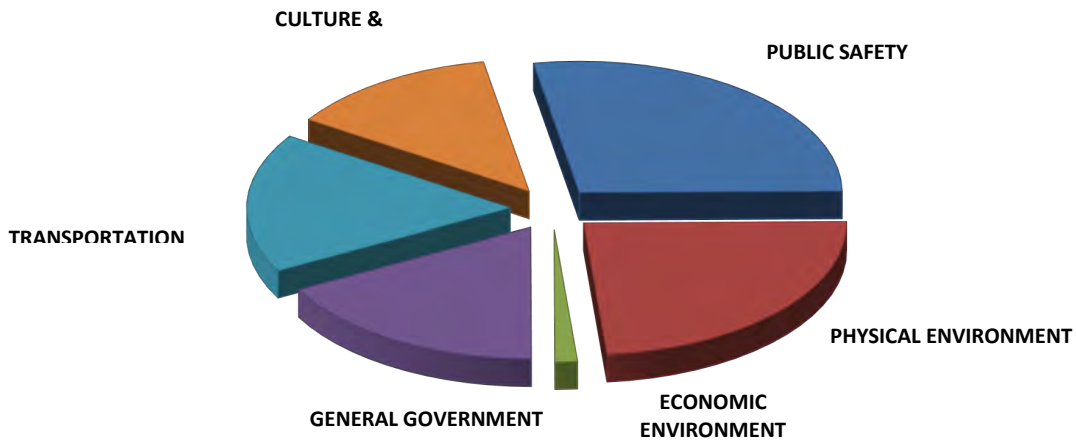
** Total Expenditures are net of transfers to reserves.

**2022-2023 BUDGET
EXPENDITURES BY FUNCTION**

**2022-2023
\$243,149,664**



**2021-2022
\$340,367,963**



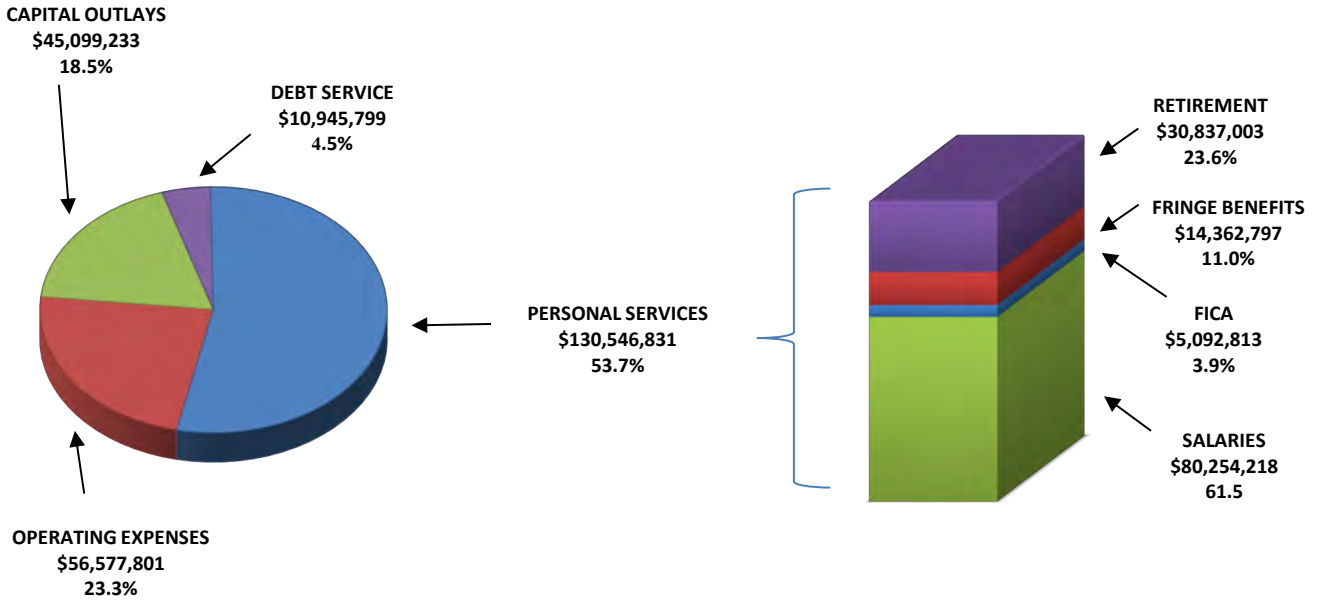
| | 2021-2022 | | 2022-2023 | |
|------------------------------|-----------------------|---------------|-----------------------|---------------|
| | BUDGET | % | BUDGET | % |
| PUBLIC SAFETY * | \$ 93,956,344 | 27.5% | \$ 97,226,156 | 40.0% |
| PHYSICAL ENVIRONMENT * | 80,875,357 | 23.8% | 47,675,105 | 19.6% |
| ECONOMIC ENVIRONMENT * | 4,667,832 | 1.4% | 2,765,944 | 1.1% |
| GENERAL GOVERNMENT * | 58,443,552 | 17.2% | 45,033,124 | 18.5% |
| TRANSPORTATION * | 58,114,601 | 17.1% | 19,121,333 | 7.9% |
| CULTURE AND RECREATION * | 44,310,277 | 13.0% | 31,328,002 | 12.9% |
| TOTAL EXPENDITURES ** | \$ 340,367,963 | 100.0% | \$ 243,149,664 | 100.0% |

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

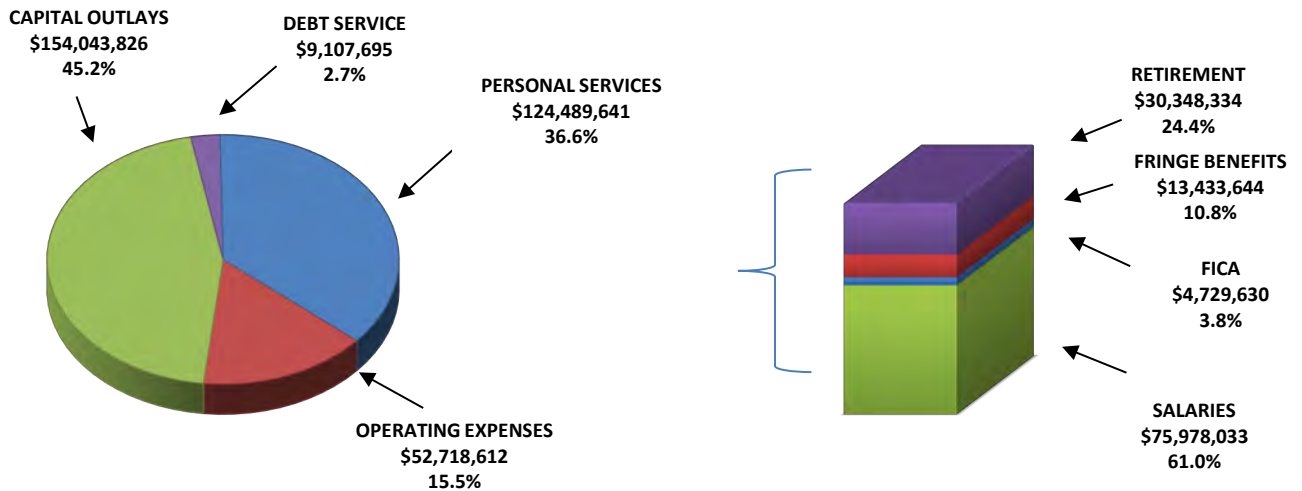
** Total Expenditures are net of transfers to reserves.

2022-2023 BUDGET EXPENDITURES BY OBJECT OF EXPENSE

2022-2023 - \$ 243,149,664 *



2021-2022 - \$ 340,367,963 *



* Total Expenditures are net of transfers to reserves.

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

| EXPENDITURE CATEGORIES | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| <u>Operating Expense</u> | | | | |
| General Fund Divisions | \$ 142,348,047 | \$ 144,561,598 | \$ 158,376,718 | \$ 164,846,296 |
| Trolley / Transportation Fund Division | 2,199,145 | 2,011,118 | 3,158,712 | 3,056,945 |
| Storm Water Division | 1,997,629 | 2,033,188 | 2,166,315 | 2,094,547 |
| Sanitary Sewer Division | 8,700,018 | 6,043,158 | 8,170,866 | 8,250,117 |
| Venetian Pool | 685,435 | 1,109,516 | 1,417,316 | 1,619,660 |
| Country Club Divisions | 901,503 | 842,007 | 2,808,860 | 4,068,791 |
| Parking Fund Divisions | 5,945,618 | 502,825 | 7,733,644 | 7,729,097 |
| Pension Fund Division | 180,432 | 183,338 | 179,094 | 182,349 |
| Total Operating Expense | 162,957,827 | 157,286,748 | 184,011,525 | 191,847,802 |
| <u>Capital Improvements *</u> | | | | |
| General Improvements | 49,021,389 | 18,699,630 | 59,632,578 | 28,526,578 |
| Neighborhood Renaissance Program | 165,459 | 33,777 | 302,429 | - |
| Roadway Improvements | 1,922,191 | 1,069,651 | 3,919,764 | 1,466,665 |
| Trolley / Transportation Improvements | 136,309 | 59,912 | 1,416,571 | 496,000 |
| Miami-Dade Bond Improvements | 173 | - | - | - |
| Miami-Dade Roadway Impact Fee Improvements | - | - | 1,441,361 | - |
| Coral Gables Impact Fee Improvements | - | - | - | - |
| Administrative Expense | 6,432 | 5,876 | - | - |
| Fire System Improvements | 159,851 | 248,540 | 2,117,750 | 90,000 |
| General Government System Improvements | - | 7,759 | - | - |
| Mobility System Improvements | - | - | 5,314,920 | - |
| Parks System Improvements | 1,971,956 | 83,214 | 7,791,424 | 612,500 |
| Police System Improvements | 1,630,323 | 195,000 | 40,600 | - |
| Total Impact Fee Improvements | 3,768,562 | 540,389 | 15,264,694 | 702,500 |
| Stormwater Utility Improvements | 761,350 | 1,185,436 | 19,328,519 | 5,570,000 |
| Sanitary Sewer Improvements | 2,975,076 | 2,570,104 | 23,347,773 | 2,914,320 |
| Coral Gables Country Club Improvements | - | - | - | 590,000 |
| Parking System Improvements | 716,201 | 1,380,905 | 22,595,054 | 90,000 |
| Total Capital Improvements | 59,466,710 | 25,539,804 | 147,248,743 | 40,356,063 |
| Total Operating Exp. & Capital Improvements | 222,424,537 | 182,826,552 | 331,260,268 | 232,203,865 |
| <u>Debt Service</u> | | | | |
| General Fund Debt | 8,525,730 | 7,954,633 | 7,612,076 | 8,535,178 |
| Biltmore Hotel Debt | 248,839 | 245,645 | 125,197 | 188,503 |
| Stormwater Fund | 145,913 | 113,791 | 131,848 | 139,655 |
| Sanitary Sewer Fund | 428,825 | 554,286 | 714,457 | 1,111,988 |
| Parking Fund | 1,014,844 | 1,004,513 | 524,117 | 970,475 |
| Total Debt Service | 10,364,151 | 9,872,868 | 9,107,695 | 10,945,799 |
| Total Expense and Debt Service | 232,788,688 | 192,699,420 | 340,367,963 | 243,149,664 |
| <u>Transfers to Reserves</u> | | | | |
| General Fund Reserve | - | 13,200,046 | - | - |
| General Fund - Building Division Reserve | - | - | 489,069 | 191,252 |
| General Fund - Historic Building Fund | - | - | - | 1,000,000 |
| Sunshine State Debt Service Fund | - | 745,168 | - | - |
| General Capital Improvements Fund | 42,657,175 | 47,469,296 | - | - |
| Neighborhood Renaissance Program Fund | 77,088 | 244,320 | - | - |
| Roadway Improvement Fund | 2,286,331 | 2,849,586 | - | - |
| Trolley / Transportation Fund | 581,288 | 1,754,338 | - | 418,734 |
| Coral gables Impact Fee Fund | 3,838,429 | 2,011,201 | - | - |
| Stormwater Utility Fund | 8,425,361 | 11,521,829 | - | 115,798 |
| Sanitary Sewer Fund | 1,286,408 | 3,926,882 | - | 11,575 |
| Parking Fund | 1,687,678 | 24,885,935 | - | - |
| Parking Fund - Reserve for Capital Debt | - | - | 600,000 | 1,200,000 |
| Total Transfers to Reserves | 60,839,758 | 108,608,601 | 1,089,069 | 2,937,359 |
| Total Expenditures & Transfers to Reserves | \$ 293,628,446 | \$ 301,308,021 | \$ 341,457,032 | \$ 246,087,023 |

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

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

| DEPARTMENT | DIVISION | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|---|--|-----------------------|-----------------------|-----------------------|-----------------------|
| City Commission | City Commission | \$ 524,032 | \$ 550,448 | \$ 693,722 | \$ 738,047 |
| City Attorney | City Attorney | 2,313,518 | 2,311,866 | 2,873,960 | 2,914,257 |
| City Clerk | Administration | 860,400 | 867,060 | 947,287 | 1,040,232 |
| | Special Revenue Expenses | 733,143 | 908,691 | 1,036,082 | 1,210,139 |
| | Elections | 2,894 | 299,847 | 5,000 | 345,000 |
| City Manager | Administration | 1,484,770 | 1,448,926 | 1,931,329 | 2,084,534 |
| | Communications & Public Affairs | 791,323 | 814,560 | 963,843 | 962,976 |
| | Internal Auditing | 84,548 | 91,112 | 124,090 | 98,856 |
| Human Resources | Human Resources | 1,720,685 | 1,729,293 | 2,175,098 | 2,051,557 |
| Labor Relations & Risk Mgmt | Labor Relations & Risk Mgmt | 703,484 | 739,752 | 990,097 | 785,277 |
| Development Services | Administration | 429,111 | 483,237 | 603,580 | 567,662 |
| | Building | 4,756,581 | 4,340,102 | 5,482,931 | 6,723,748 |
| | Planning & Zoning | 2,409,399 | 2,184,720 | 2,529,661 | 2,438,243 |
| | Code Enforcement | 1,315,564 | 1,311,760 | 1,518,668 | 1,674,701 |
| Hist. Res. & Cultural Arts | Historic Preservation | 1,296,952 | 986,352 | 1,114,495 | 911,279 |
| | Cultural Arts | 738,496 | 1,010,052 | 1,212,044 | 875,525 |
| Public Works | Administration | 674,393 | 760,008 | 884,553 | 887,178 |
| | Sustainable Public Infrastructure | 418,811 | 718,135 | 1,051,526 | 961,305 |
| | Capital Improvement | 3,105,901 | 1,183,207 | 1,285,131 | 1,332,443 |
| | Engineering | - | 1,438,667 | 1,518,524 | 1,579,475 |
| | ROW Enforcement & Maintenance | 3,704,978 | 3,400,090 | 3,556,728 | 3,771,448 |
| | Sign Shop | 301,126 | 297,864 | 341,620 | 317,960 |
| | Solid Waste | 11,630,948 | 11,983,875 | 13,172,386 | 13,206,360 |
| | Greenspace Management | 6,701,579 | 6,359,416 | 6,979,983 | 7,232,087 |
| Finance | Administration | 487,413 | 487,238 | 499,726 | 647,601 |
| | Collections | 761,078 | 754,183 | 870,866 | 820,893 |
| | Reporting & Operations | 1,151,961 | 1,076,975 | 1,284,863 | 1,288,426 |
| | Procurement | 1,053,894 | 995,431 | 1,246,719 | 1,349,424 |
| | Mgmt, Budget & Compliance | 670,261 | 686,249 | 761,140 | 783,873 |
| Innovation & Technology | Innovation & Tecnology | 5,262,291 | 5,794,714 | 6,689,116 | 8,227,280 |
| Police | Administration | 3,240,377 | 3,272,053 | 2,854,100 | 2,933,094 |
| | Uniform Patrol | 19,202,805 | 19,556,561 | 20,185,336 | 21,505,019 |
| | Criminal Investigations | 8,012,090 | 8,636,049 | 8,468,183 | 8,377,027 |
| | Technical Services | 7,115,228 | 7,517,673 | 7,647,988 | 7,857,143 |
| | Professional Standards | 2,510,117 | 2,377,997 | 3,205,977 | 3,157,538 |
| | Specialized Enforcement | 5,781,488 | 5,984,669 | 6,731,371 | 6,882,994 |
| Fire | Operations | 29,663,989 | 30,031,489 | 30,856,809 | 30,241,633 |
| | Community Risk Reduction | - | - | - | 1,895,000 |
| Community Recreation | Administration | 898,818 | 1,003,661 | 1,194,229 | 1,276,812 |
| | Tennis Centers | 947,222 | 1,018,319 | 1,132,634 | 1,265,515 |
| | Youth Center | 2,267,412 | 2,477,412 | 3,302,312 | 3,439,117 |
| | Adult Services | 343,243 | 277,361 | 646,634 | 663,107 |
| | Special Events | 392,220 | 376,941 | 595,279 | 660,544 |
| | Golf Course & Parks Maint. | 1,036,348 | 1,014,778 | 1,175,004 | 1,616,815 |
| Economic Development | Economic Development | 1,167,442 | 1,240,183 | 1,738,690 | 1,237,718 |
| Non Departmental | Non Departmental | 3,679,714 | 3,762,622 | 4,297,404 | 4,009,434 |
| Total General Fund Operating Expense | | 142,348,047 | 144,561,598 | 158,376,718 | 164,846,296 |
| | Transfer to General Fund Reserve | - | 3,994,899 | - | - |
| | Transfer to Building Division Reserve | - | - | 626,948 | 191,252 |
| | Transfer to Historic Building Fund | - | - | - | 1,000,000 |
| | Transfer to Hurricane Fund | - | 3,547,517 | - | - |
| | Transfer to Sunshine State Debt Service Fund | 7,860,965 | 8,082,686 | 6,918,373 | 7,862,070 |
| | Transfer to Capital Improvement Fund | 21,540,890 | 15,046,908 | 9,534,665 | 14,702,017 |
| | Transfer to Neighborhood Renaissance Fund | - | 11,487 | - | - |
| | Transfer to Trolley Fund | - | - | 95,000 | - |
| | General Fund Subsidy of Venetian Pool | 151,088 | 338,913 | 104,594 | 420,660 |
| | General Fund Subsidy of Granada Golf Course | 294,697 | 422,537 | 57,254 | - |
| | Transfer to Parking Fund | - | - | 64,500 | - |
| | Transfer to Automotive Fund | 264,272 | - | - | - |
| | Transfer to the Health Insurance Fund | - | 1,250,177 | - | - |
| | Pension Contribution Stabilization Fund | - | - | - | - |
| Total General Fund | | \$ 172,459,959 | \$ 177,256,722 | \$ 175,778,052 | \$ 189,022,295 |

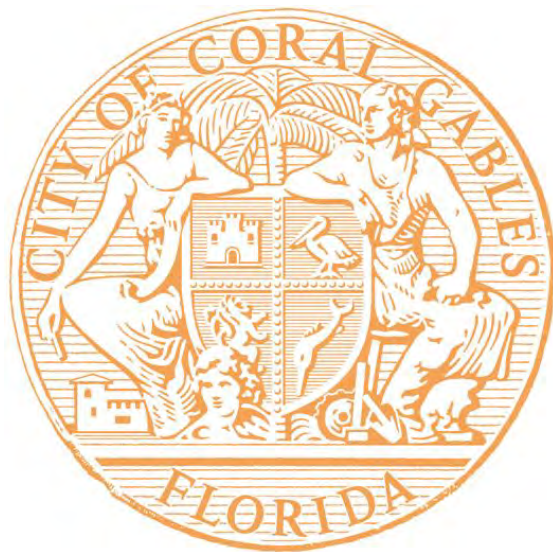
**CAPITAL AND ENTERPRISE FUND SUMMARIES
2022-2023 BUDGET**

CAPITAL IMPROVEMENT FUNDS

| REVENUES vs EXPENDITURES | GENERAL CAPITAL IMPROVEMENTS | ROADWAY IMPROVEMENT PROGRAM | TROLLEY/ TRANS. PROGRAM | CORAL GABLES IMPACT FEES | TOTAL |
|----------------------------|------------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------|
| REVENUES | | | | | |
| Sales & Use Taxes | \$ - | \$ 1,125,000 | \$ 3,175,000 | \$ - | \$ 4,300,000 |
| Intergovernmental Revenue | 1,650,000 | - | 300,679 | - | 1,950,679 |
| Miscellaneous Revenues | - | - | - | 702,500 | 702,500 |
| Developer Fees | 1,100,000 | - | - | - | 1,100,000 |
| Transfers from Other Funds | 14,702,017 | - | - | - | 14,702,017 |
| Transfer from Fund Balance | 11,074,561 | 341,665 | 496,000 | - | 11,912,226 |
| | <u>\$ 28,526,578</u> | <u>\$ 1,466,665</u> | <u>\$ 3,971,679</u> | <u>\$ 702,500</u> | <u>\$ 34,667,422</u> |
| EXPENDITURES | | | | | |
| General Government | \$ 2,711,590 | \$ - | \$ - | \$ - | \$ 2,711,590 |
| Public Safety | 9,488,400 | - | - | 90,000 | 9,578,400 |
| Physical Environment | 2,395,630 | - | - | - | 2,395,630 |
| Transportation | 2,782,039 | 1,466,665 | 3,552,945 | - | 7,801,649 |
| Culture & Recreation | 11,148,919 | - | - | 612,500 | 11,761,419 |
| | <u>\$ 28,526,578</u> | <u>\$ 1,466,665</u> | <u>\$ 3,971,679</u> | <u>\$ 702,500</u> | <u>\$ 34,667,422</u> |

ENTERPRISE FUNDS

| REVENUES vs EXPENDITURES | STORM WATER UTILITY | SANITARY SEWER | VENETIAN POOL | COUNTRY CLUB | PARKING SYSTEM | BILTMORE COMPLEX & GOLF COURSE | TOTAL |
|--|---------------------------|----------------------|---------------------|---------------------|----------------------|--------------------------------------|----------------------|
| REVENUES | | | | | | | |
| Charges for Services | \$ 7,170,000 | \$ 11,788,000 | \$ 984,000 | \$ 4,797,000 | \$ 16,078,340 | \$ 175,000 | \$ 40,992,340 |
| Intergovernmental Revenue | 500,000 | 500,000 | - | - | - | - | 1,000,000 |
| Fines & Forfeitures | - | - | - | - | 1,500,000 | - | 1,500,000 |
| Miscellaneous Revenues | - | - | 215,000 | - | 654,739 | 1,388,503 | 2,258,242 |
| Transfers from Other Funds | - | - | 420,660 | - | - | - | 420,660 |
| Transfer from Fund Balance | 250,000 | - | - | - | - | - | 250,000 |
| | <u>\$ 7,920,000</u> | <u>\$ 12,288,000</u> | <u>\$ 1,619,660</u> | <u>\$ 4,797,000</u> | <u>\$ 18,233,079</u> | <u>\$ 1,563,503</u> | <u>\$ 46,421,242</u> |
| EXPENDITURES | | | | | | | |
| Physical Environment | \$ 7,359,547 | \$ 10,479,437 | \$ - | \$ - | \$ - | \$ - | \$ 17,838,984 |
| Transportation | - | - | - | - | 7,819,097 | - | 7,819,097 |
| Culture & Recreation | - | - | 1,619,660 | 4,658,791 | - | 175,000 | 6,453,451 |
| Debt Service | 139,655 | 1,111,988 | - | - | 970,475 | 188,503 | 2,410,621 |
| Transfers/Contributions to Other Funds | 305,000 | 685,000 | - | 138,209 | 8,243,507 | 1,200,000 | 10,571,716 |
| Transfer to Fund Balance | 115,798 | 11,575 | - | - | 1,200,000 | - | 1,327,373 |
| | <u>\$ 7,920,000</u> | <u>\$ 12,288,000</u> | <u>\$ 1,619,660</u> | <u>\$ 4,797,000</u> | <u>\$ 18,233,079</u> | <u>\$ 1,563,503</u> | <u>\$ 46,421,242</u> |



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CITY OF CORAL GABLES
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
2022-2023 BUDGET
(BUDGETED FUNDS ONLY)

| <u>DETAIL</u> | <u>GENERAL FUND</u> | <u>DEBT SERVICE FUND</u> | <u>CAPITAL PROJECTS FUNDS</u> | <u>ENTERPRISE FUNDS</u> | <u>TOTAL</u> |
|---|-----------------------------|----------------------------------|---------------------------------------|-----------------------------|-----------------------------|
| Fund Balance @ 09/30/21 (Audited) | \$ 67,384,217 | \$ 48,758 | \$ 22,025,900 | \$ 2,347,203 | \$ 91,806,078 |
| Fiscal Year 2021-2022 (Estimated) | | | | | |
| Revenues | 165,729,999 | 7,737,273 | 48,639,378 | 99,065,009 | 321,171,659 |
| Expenditures | <u>175,151,104</u> | <u>7,737,273</u> | <u>84,944,444</u> | <u>98,433,705</u> | <u>366,266,526</u> |
| FY 2022 Change in Fund Balance | <u>(9,421,105)</u> | - | <u>(23,761,796)</u> | <u>631,304</u> | <u>(45,094,867)</u> |
| Fund Balance @ 09/30/22(Estimated) | 57,963,112 | 48,758 | 12,018,210 | 2,978,507 | 46,711,211 |
| Fiscal Year 2022-2023 Budget | | | | | |
| Revenues: | | | | | |
| Taxes | 125,404,437 | - | 4,300,000 | - | 129,704,437 |
| Licenses | 3,668,125 | - | - | - | 3,668,125 |
| Permits | 9,464,000 | - | - | 2,000 | 9,466,000 |
| Intergovernmental | 6,409,382 | - | 1,950,679 | 1,000,000 | 9,360,061 |
| General Government Fees | 3,065,000 | - | - | - | 3,065,000 |
| Public Safety Fees | 3,950,000 | - | 90,000 | - | 4,040,000 |
| Use Charges | 9,011,000 | - | - | 35,036,340 | 44,047,340 |
| Recreation Fees | 2,429,500 | - | 612,500 | 5,954,000 | 8,996,000 |
| Fines & Forfeitures | 1,183,000 | - | - | 1,500,000 | 2,683,000 |
| Investment Earnings | 900,000 | - | - | - | 900,000 |
| Rentals & Concessions | 3,568,896 | - | - | 2,258,242 | 5,827,138 |
| Miscellaneous Revenue | 5,152,612 | 673,108 | 1,100,000 | - | 6,925,720 |
| Transfers In | <u>11,311,716</u> | <u>8,050,573</u> | <u>14,702,017</u> | <u>420,660</u> | <u>34,484,966</u> |
| Total Revenues | 185,517,668 | 8,723,681 | 22,755,196 | 46,171,242 | 263,167,787 |
| Expenditures: | | | | | |
| General Government | 40,762,160 | - | 2,711,590 | - | 43,473,750 |
| Economic Environment | 1,237,718 | - | - | - | 1,237,718 |
| Public Safety | 82,849,448 | - | 9,578,400 | 1,559,296 | 93,987,144 |
| Physical Environment | 25,198,848 | - | 2,395,630 | 18,828,984 | 46,423,462 |
| Transportation | 4,089,408 | - | 7,801,649 | 6,259,801 | 18,150,858 |
| Culture & Recreation | 14,190,796 | - | 11,761,419 | 6,278,451 | 32,230,666 |
| Debt Service | - | 8,723,681 | - | 2,222,118 | 10,945,799 |
| Transfers Out | <u>23,175,999</u> | <u>-</u> | <u>-</u> | <u>9,945,219</u> | <u>33,121,218</u> |
| Total Expenditures | <u>191,504,377</u> | <u>8,723,681</u> | <u>34,248,688</u> | <u>45,093,869</u> | <u>279,570,615</u> |
| FY 2023 Change in Fund Balance | <u>(5,986,709)</u> | - | <u>(11,493,492)</u> | <u>1,077,373</u> | <u>(16,402,828)</u> |
| Fund Balance @ 09/30/23 Estimated) | <u>\$ 51,976,403</u> | <u>\$ 48,758</u> | <u>\$ 524,718</u> | <u>\$ 4,055,880</u> | <u>\$ 30,308,383</u> |

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

In the General Fund - For FY22 - Planned use of fund balance for one-time items or transfer to General Capital Improvement Fund.

In the General Fund - For FY23 - Planned use of fund balance for one-time items or transfer to General Capital Improvement Fund.

In the Capital Projects Funds - For FY22 - Planned use of fund balance for capital projects.

In the Capital Projects Funds - For FY23 - Planned use of fund balance for capital projects.

In the Enterprise Funds - For FY22 - Planned use of fund balance for capital projects.

In the Enterprise Funds - For FY23 - Planned use of fund balance for capital projects.

2022-2023 BUDGET
ENTERPRISE FUNDS OPERATIONS SUMMARY

| DETAIL | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|--|---------------------|---------------------|---------------------|---------------------|
| <u>STORMWATER UTILITY FUND (400)</u> | | | | |
| Operating Revenue | \$ 5,749,420 | \$ 6,396,266 | \$ 3,500,000 | \$ 7,170,000 |
| Operating Expense | (1,399,350) | (1,425,081) | (1,791,315) | (1,789,547) |
| Operating Income (Loss) | 4,350,070 | 4,971,185 | 1,708,685 | 5,380,453 |
| Grant Revenue | - | 93,043 | 363,253 | - |
| Investment Earnings | 167,838 | 3,094 | - | - |
| Miscellaneous Revenue | 139 | - | - | - |
| Prior Year Reappropriations | - | - | 12,922,350 | - |
| Capital Projects | (761,350) | (1,185,436) | (19,328,519) | (5,570,000) |
| Interest Expense | (34,833) | (32,884) | - | - |
| Debt Expense | - | - | (131,848) | (139,655) |
| Depreciation Expense | (110,455) | (110,455) | - | - |
| Net Income (Loss) | 3,611,409 | 3,738,547 | (4,466,079) | (329,202) |
| Transfers to (from) Reserve | 2,961,444 | 3,177,696 | (4,841,079) | (634,202) |
| Contribution to (from) General Fund | <u>\$ 649,965</u> | <u>\$ 560,851</u> | <u>\$ 375,000</u> | <u>\$ 305,000</u> |
| <u>SANITARY SEWER FUND (410)</u> | | | | |
| Operating Revenue | \$ 9,602,810 | \$ 10,564,504 | \$ 11,542,000 | \$ 11,788,000 |
| Operating Expense | (6,517,065) | (7,705,902) | (7,208,858) | (7,565,117) |
| Operating Income (Loss) | 3,085,745 | 2,858,602 | 4,333,142 | 4,222,883 |
| Grant Revenue | - | 44,190 | 780 | 500,000 |
| Investment Earnings | 167,383 | (17,292) | - | - |
| Prior Year Reappropriations | - | - | 20,412,279 | - |
| Miscellaneous Revenue | 249 | - | - | - |
| Capital Projects | (2,975,076) | (2,570,104) | (23,347,773) | (2,914,320) |
| Interest Expense | (58,825) | (183,419) | - | - |
| Debt Expense | - | - | (714,457) | (1,111,988) |
| Depreciation Expense | (468,185) | (471,995) | - | - |
| Net Income (Loss) | (248,709) | (340,018) | 683,971 | 696,575 |
| Transfers to (from) Reserve | (1,625,111) | (1,532,114) | (278,037) | 11,575 |
| Contribution to (from) General Fund | <u>\$ 1,376,402</u> | <u>\$ 1,192,096</u> | <u>\$ 962,008</u> | <u>\$ 685,000</u> |
| <u>VENETIAN POOL FUND (420)</u> | | | | |
| Operating Revenue | \$ 151,580 | \$ 814,573 | \$ 1,308,311 | \$ 1,199,000 |
| Operating Expense | (685,435) | (1,109,516) | (1,417,316) | (1,619,660) |
| Net Income (Loss) | (533,855) | (294,943) | (109,005) | (420,660) |
| Transfers to (from) Reserve | - | - | - | - |
| Contribution to (from) General Fund | <u>\$ (533,855)</u> | <u>\$ (294,943)</u> | <u>\$ (109,005)</u> | <u>\$ (420,660)</u> |
| <u>CORAL GABLES COUNTRY CLUB FUND (430)</u> | | | | |
| Operating Revenue | \$ 796,857 | \$ 964,658 | \$ 2,749,373 | \$ 4,797,000 |
| Operating Expense | (901,503) | (842,007) | (135,997) | (586,709) |
| Net Income (Loss) | (104,646) | 122,651 | 2,613,376 | 4,210,291 |
| Transfers to (from) Reserve | - | - | 2,613,376 | 4,210,291 |
| General Fund Subsidy | <u>\$ (104,646)</u> | <u>\$ 122,651</u> | <u>\$ -</u> | <u>\$ -</u> |
| <u>PARKING SYSTEM FUND (460)</u> | | | | |
| Operating Revenue | \$ 11,063,820 | \$ 15,075,247 | \$ 17,399,655 | \$ 18,231,279 |
| Operating Expense | (4,504,995) | (5,854,103) | (7,168,644) | (7,164,097) |
| Operating Income (Loss) | 6,558,825 | 9,221,144 | 10,231,011 | 11,067,182 |
| Investment Earnings | 65,735 | 3,561 | - | - |
| Miscellaneous Revenue/(Expense) | 484 | - | - | - |
| Interest Expense | (222,474) | (372,080) | - | - |
| Prior Year Reappropriations | - | - | 14,836,579 | - |
| Capital Projects | (716,201) | (1,380,905) | (22,595,054) | (90,000) |
| Debt Expense | - | - | (524,117) | (970,475) |
| Depreciation Expense | (960,497) | (946,515) | - | - |
| Net Income (Loss) | 4,725,872 | 6,525,205 | 1,948,419 | 10,006,707 |
| Transfers to (from) Reserve | - | 405,961 | (6,616,320) | 1,198,200 |
| Contribution to (from) General Fund | <u>\$ 4,725,872</u> | <u>\$ 6,119,244</u> | <u>\$ 8,564,739</u> | <u>\$ 8,808,507</u> |

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

| CAPITAL PROJECT CATEGORIES | PRIOR YEAR AVAIL & ENCUMBRANCES | FY23 NEW FUNDING | FY23 TOTAL AVAILABLE FUNDS |
|--|------------------------------------|---------------------|-------------------------------|
| Capital Equipment | | | |
| IT Data Systems Equipment Matrix | \$ 1,113,018 | \$ 1,638,840 | \$ 2,751,858 |
| Public Art Restoration Matrix | 76,800 | 269,653 | 346,453 |
| Broadband Smart City Technology | 2,215,066 | 822,750 | 3,037,816 |
| Jean Ward Sculptures Restoration | 57,874 | 120,000 | 177,874 |
| Total Capital Equipment | 3,462,758 | 2,851,243 | 6,314,001 |
| Facility Repairs/Improvements | | | |
| Roof Replacements Matrix - Citywide | 2,201,668 | 498,973 | 2,700,641 |
| HVAC Replacements Matrix - Citywide | 1,090,381 | 543,425 | 1,633,806 |
| Elevator Repair/Replacement Matrix | 497,118 | 231,494 | 728,612 |
| Recertification of City Facilities | 79,703 | 250,000 | 329,703 |
| Citywide Environmental Remediation | 340,154 | 184,238 | 524,392 |
| Energy & Water Efficiency Improvement Program | 191,657 | 100,000 | 291,657 |
| Total Facility Projects | 4,400,681 | 1,808,130 | 6,208,811 |
| Historic Facility Repairs/Restorations | | | |
| Entrances & Fountains Matrix | 7,652 | 50,000 | 57,652 |
| Gondola Building Restoration | 20,045 | 1,725,000 | 1,745,045 |
| White Way Lights Restoration | 618,313 | 145,364 | 763,677 |
| Miracle Theater Restoration | - | 200,000 | 200,000 |
| Biltmore Hotel Renovations | - | 600,000 | 600,000 |
| Venetian Pool Structural & Pool Bottom Restoraton | - | 3,737,500 | 3,737,500 |
| City Hall Complex | 1,345,252 | 1,049,311 | 2,394,563 |
| Coral Gables Country Club Improvements | 1,647,584 | 590,000 | 2,237,584 |
| Total Historic Facility Projects | 3,638,846 | 8,097,175 | 11,736,021 |
| Motor Pool Equipment Replacements/Additions * | | | |
| Motor Vehicle Replacements/Additions Matrix | 3,686,414 | 3,606,432 | 7,292,846 |
| Total Motor Pool Projects | 3,686,414 | 3,606,432 | 7,292,846 |
| * Motorpool is an Internal Service Fund where all costs are distributed to user departments and therefore included in the budget in those locations. The New Funding total of this schedule includes the cost of Motorpool additions/replacements for illustrative purposes only. This schedule can be reconciled with the Summary of Total Expenditures and Transfers to Reserves schedule by subtracting the Motorpool new funding contained herein. | | | |
| Parking Repairs/Improvements | | | |
| Parking Lots 8 & 17 Renovation | 866,568 | 874,704 | 1,741,272 |
| Installation of Multi-Space Pay Stations | 154,470 | 150,000 | 304,470 |
| Miracle Mile/Giralda Streetscape - Paver Maintenance Program | 119,711 | 250,000 | 369,711 |
| Total Parking Projects | 1,140,749 | 1,274,704 | 2,415,453 |
| Parks & Recreation Repairs/Improvements | | | |
| Purchase of Land | 3,268,967 | 300,000 | 3,568,967 |
| Parks & Recreation Replacement Matrix | 4,340,206 | 1,752,091 | 6,092,297 |
| Blue Road Open Space Improvements | - | 200,000 | 200,000 |
| Phillips Park | 2,678,211 | 612,500 | 3,290,711 |
| Ponce Circle Park | 4,815,491 | 800,000 | 5,615,491 |
| Toledo & Alava Neighborhood Park Improvements | - | 200,000 | 200,000 |
| Total Parks & Recreation Projects | 15,102,875 | 3,864,591 | 18,967,466 |

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

| <u>CAPITAL PROJECT CATEGORIES</u> | <u>PRIOR YEAR AVAIL & ENCUMBRANCES</u> | <u>FY23 NEW FUNDING</u> | <u>FY23 TOTAL AVAILABLE FUNDS</u> |
|--|--|-----------------------------|---------------------------------------|
| Public Safety Improvements | | | |
| Fire Equipment Replacement Program | 660,476 | 187,628 | 848,104 |
| Fire House 4 Construction | 2,258,943 | 8,165,000 | 10,423,943 |
| Mobile Radio Replacement Program | 983,632 | 628,747 | 1,612,379 |
| Police Sniper Rifle Replacement Program | 59,337 | 12,025 | 71,362 |
| Police Body Worn Camera Replacement Program | - | 585,000 | 585,000 |
| Total Public Safety Projects | <u>3,962,388</u> | <u>9,578,400</u> | <u>13,540,788</u> |
| Transportation & Right of Way Improvements | | | |
| Citywide Pedestrian Infrastructure Program | 1,088,728 | 1,230,000 | 2,318,728 |
| Citywide Street Resurfacing Program | 301,824 | 500,000 | 801,824 |
| Citywide Traffic Calming Program | 2,202,197 | 1,345,000 | 3,547,197 |
| Street Tree Succession Plan | 147,799 | 175,000 | 322,799 |
| Bridge Repairs & Improvements | 84,027 | 50,000 | 134,027 |
| Residential Waste Pit Restoration | 45,171 | 100,000 | 145,171 |
| Last Mile Transit Stop Improvements | 367,128 | 135,000 | 502,128 |
| Ponce de Leon Landscape - Phase III | <u>1,906,883</u> | <u>300,000</u> | <u>2,206,883</u> |
| Total Transportation & Roadway Projects | <u>6,143,757</u> | <u>3,835,000</u> | <u>9,978,757</u> |
| Utility Repairs/Improvements | | | |
| Sanitary Sewer Major Repair | 2,114,249 | 1,859,320 | 3,973,569 |
| Electric Atlas Update & Model Calibration | 94,516 | 50,000 | 144,516 |
| Sewer Pipe Cameras | 4,221 | 50,000 | 54,221 |
| Citywide Inflow & Infiltration Abatement | 15,924 | 955,000 | 970,924 |
| Citywide Septic to Sewer Conversion Assessment | 189,900 | 562,500 | 752,400 |
| Sea Level Rise Mitigation Program (Infrastructure Reserve) | 13,063,264 | 3,670,000 | 16,733,264 |
| Stormwater System Improvement Program | 1,452,352 | 300,000 | 1,752,352 |
| Coral Gables Waterways Maintenance | 2,180,533 | 150,000 | 2,330,533 |
| Storm Drainage Master Plan | 500,000 | 500,000 | 1,000,000 |
| Cocoplum Drainage Improvements | 966,564 | 350,000 | 1,316,564 |
| Vac-con Truck - Addition to Fleet | - | 600,000 | 600,000 |
| Total Utility Repair/Improvement Projects | <u>20,581,523</u> | <u>9,046,820</u> | <u>29,628,343</u> |
| Total Projects | <u>\$ 62,119,991</u> | <u>\$ 43,962,495</u> | <u>\$ 106,082,486</u> |

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

| PROJ # | PROJECT NAME | PRIOR YEARS EXP | FIVE-YEAR ESTIMATE | | | | | | | | FIVE-YEAR PROJECT TOTAL | TOTAL PROJ LIFE TO DATE EXP |
|---|---|-------------------|--------------------|-------------------|------------------|-------------------|-------------------|------------------|------------------|------------------|-------------------------|-----------------------------|
| | | | 2023 | | | | 2024 | 2025 | 2026 | 2027 | | |
| | | | PR YR AVAIL | OPEN P.O. | NEW | TOTAL | | | | | | |
| CAPITAL EQUIPMENT PROJECTS | | | | | | | | | | | | |
| 1 | Network Infrastructure Matrix | \$ 10,136,131 | \$ 797,229 | \$ 315,789 | \$ 1,638,840 | \$ 2,751,858 | \$ 1,777,937 | \$ 1,777,937 | \$ 1,777,937 | \$ 1,777,937 | \$ 9,863,606 | \$ 19,999,737 |
| 2 | Emergency Generator Installation | 1,069,261 | 600,190 | 33,500 | - | 633,690 | 350,000 | 350,000 | 350,000 | 350,000 | 2,033,690 | 3,102,951 |
| 3 | Recycling Containers in Parks & ROW | 147,526 | 140,474 | - | - | 140,474 | - | - | - | - | 140,474 | 288,000 |
| 4 | Wi-Fi Capital Improvement Project | 115,184 | 2,117,672 | 97,394 | 822,750 | 3,037,816 | - | - | - | - | 3,037,816 | 3,153,000 |
| 5 | LPR/Speed Trailers | - | - | - | - | - | 100,000 | 50,000 | 50,000 | 50,000 | 250,000 | 250,000 |
| 6 | Public Art Restoration Matrix | 100,200 | - | 76,800 | 269,653 | 346,453 | 52,580 | 53,369 | 54,170 | 54,983 | 561,555 | 661,755 |
| TOTAL CAPITAL EQUIPMENT PROJECTS | | 11,568,302 | 3,655,565 | 523,483 | 2,731,243 | 6,910,291 | 2,280,517 | 2,231,306 | 2,232,107 | 2,232,920 | 15,887,141 | 27,455,443 |
| FACILITY REPAIRS/IMPROVEMENT PROJECTS | | | | | | | | | | | | |
| 7 | Citywide Roof Replacement Matrix | 2,921,084 | 645,803 | 1,555,865 | 498,973 | 2,700,641 | 569,481 | 597,955 | 627,852 | 659,245 | 5,155,174 | 8,076,258 |
| 8 | Citywide Environmental Remediation | 43,748 | 317,331 | 22,823 | 184,238 | 524,392 | 1,100,000 | 1,100,000 | 240,000 | 240,000 | 3,204,392 | 3,248,140 |
| 9 | HVAC Equipment Replacement Matrix | 476,423 | 1,077,590 | 12,791 | 543,425 | 1,633,806 | 610,522 | 485,885 | 510,179 | 535,688 | 3,776,080 | 4,252,503 |
| 10 | Citywide Elevator Replacement Matrix | 832,407 | 489,618 | 7,500 | 231,494 | 728,612 | 272,464 | 227,688 | 159,535 | 365,512 | 1,753,811 | 2,586,218 |
| 11 | Optimize Energy And Water Efficiency At City Facilities | 533,743 | 187,032 | 4,625 | 100,000 | 291,657 | 190,200 | 190,200 | 190,200 | 190,200 | 1,052,457 | 1,586,200 |
| 12 | Right of Way & Utility Divisions' Employee Locker Rooms | 263,025 | 24,802 | 43,303 | - | 68,105 | - | - | - | - | 68,105 | 331,130 |
| 13 | Renovation of 240 Aragon Avenue (Coral Gables Cinema) | - | 350,000 | - | - | 350,000 | - | - | - | - | 350,000 | 350,000 |
| 14 | ADA Remediation | 30,750 | 416,750 | 2,500 | - | 419,250 | 200,000 | 200,000 | 200,000 | 200,000 | 1,219,250 | 1,250,000 |
| 15 | Public Works Building 6 Space Programming | - | - | - | - | - | 232,393 | - | - | - | 232,393 | 232,393 |
| 16 | Facilities Impact Glass Installation | - | 387,250 | - | - | 387,250 | 200,000 | 300,000 | 50,554 | - | 937,804 | 937,804 |
| 17 | Metal Canopy Structure for Public Works Fuel Station | - | 5,000 | 2,500 | - | 7,500 | 38,500 | 351,500 | - | - | 397,500 | 397,500 |
| 18 | Public Works Facility Exterior Painting | - | - | - | - | - | 178,000 | 178,000 | - | - | 356,000 | 356,000 |
| 19 | Solar PV at Public Works Facility | - | - | - | - | - | 250,000 | 250,000 | 250,000 | - | 750,000 | 750,000 |
| 20 | Open Storage Structure at Public Works Facility | - | - | - | - | - | 400,000 | 2,848,000 | - | - | 3,248,000 | 3,248,000 |
| 21 | Recertification of City Facilities | - | - | 79,703 | 250,000 | 329,703 | 100,000 | 100,000 | 100,000 | 100,000 | 729,703 | 729,703 |
| TOTAL FACILITY REPAIRS/IMPROVEMENT PROJECTS | | 5,101,180 | 3,901,176 | 1,731,610 | 1,808,130 | 7,440,916 | 4,341,560 | 6,829,228 | 2,328,320 | 2,290,645 | 23,230,669 | 28,331,849 |
| HISTORIC FACILITY IMPROVEMENT PROJECTS | | | | | | | | | | | | |
| 22 | Entrances & Fountains Refurbishment Matrix | 142,348 | 7,652 | - | 50,000 | 57,652 | 154,534 | 156,818 | 159,205 | 161,593 | 689,802 | 832,150 |
| 23 | Merrick House Repairs/Improvements | 1,919,004 | 56,017 | - | - | 56,017 | - | - | - | - | 56,017 | 1,975,021 |
| 24 | City Hall Complex Impr. Including 427 Biltmore Way | 4,309,431 | 854,656 | 490,596 | 1,049,311 | 2,394,563 | 1,606,795 | 1,933,750 | 5,600,000 | 5,376,939 | 16,912,047 | 21,221,478 |
| 25 | Jean Ward Sculptures | 74,126 | 54,844 | 3,030 | 120,000 | 177,874 | - | - | - | - | 177,874 | 252,000 |
| 26 | Gondola Building Restoration | 29,955 | 20,045 | - | 1,725,000 | 1,745,045 | - | - | - | - | 1,745,045 | 1,775,000 |
| 27 | White Way Lights Restoration | 709,261 | 549,520 | 68,793 | 145,364 | 763,677 | 811,729 | - | - | - | 1,575,406 | 2,284,667 |
| 28 | Coral Gables Country Club Repairs/Improvements | 1,206,250 | 514,715 | 1,132,869 | 590,000 | 2,237,584 | 1,250,000 | 1,250,000 | 1,250,000 | 1,250,000 | 7,237,584 | 8,443,834 |
| 29 | Venetian Pool Improvements | 2,607,288 | - | - | 3,737,500 | 3,737,500 | - | - | - | - | 3,737,500 | 6,344,788 |
| 30 | Centennial Trail | - | - | - | - | - | 56,000 | 56,000 | 56,000 | - | 168,000 | 168,000 |
| 31 | Fink Building Renovations | 2,380,612 | 71,013 | 202,879 | - | 273,892 | - | - | - | - | 273,892 | 2,654,504 |
| 32 | Alhambra Water Tower Restoration | 29,000 | 46,353 | - | - | 46,353 | - | 1,495,000 | - | - | 1,541,353 | 1,570,353 |
| 33 | Biltmore Hotel Renovations | 3,198,617 | - | - | 600,000 | 600,000 | 800,000 | 601,383 | - | - | 2,001,383 | 5,200,000 |
| 34 | Girl Scout House Restoration | - | - | - | - | - | 50,000 | - | - | - | 50,000 | 50,000 |
| 35 | Structural Preservation Assessment at City Facilities | - | 112,652 | - | - | 112,652 | - | - | - | - | 112,652 | 112,652 |
| 36 | Miracle Theater Restoration | - | - | - | 200,000 | 200,000 | 500,000 | 3,055,500 | - | - | 3,755,500 | 3,755,500 |
| 37 | Coral Gables Museum Repairs | - | - | - | - | - | 191,000 | - | - | - | 191,000 | 191,000 |
| TOTAL HISTORIC FACILITY IMPROVEMENT PROJECTS | | 16,605,892 | 2,287,467 | 1,898,167 | 8,217,175 | 12,402,809 | 5,420,058 | 8,548,451 | 7,065,205 | 6,788,532 | 40,225,055 | 56,830,947 |
| MOTOR POOL EQUIPMENT REPLACEMENTS/ADDITIONS PROJECTS | | | | | | | | | | | | |
| 38 | Motor Vehicle Replacement/Additions | 21,251,489 | 1,187,636 | 2,498,778 | 4,206,432 | 7,892,846 | 3,552,583 | 3,614,753 | 3,678,011 | 3,742,376 | 22,480,569 | 43,732,058 |
| TOTAL MOTOR POOL PROJECTS | | 21,251,489 | 1,187,636 | 2,498,778 | 4,206,432 | 7,892,846 | 3,552,583 | 3,614,753 | 3,678,011 | 3,742,376 | 22,480,569 | 43,732,058 |
| PARKING IMPROVEMENT PROJECTS | | | | | | | | | | | | |
| 39 | Upgrades/Improvements To City Garages | 478,077 | 243,833 | - | - | 243,833 | 250,000 | 250,000 | 250,000 | 250,000 | 1,243,833 | 1,721,910 |
| 40 | Upgrades/Improvements To City Parking Lots | 1,148,401 | 421,033 | 201,702 | 874,704 | 1,497,439 | 1,927,286 | 494,191 | 502,128 | 295,185 | 4,716,229 | 5,864,630 |
| 41 | Installation of Multi-Space Pay Stations | 988,955 | 154,470 | - | 150,000 | 304,470 | 150,000 | 150,000 | 150,000 | 150,000 | 904,470 | 1,893,425 |
| 42 | Closed Circuit Television Security System | 385,865 | 120,245 | - | - | 120,245 | - | - | - | - | 120,245 | 506,110 |
| 43 | Mobility Hub Design and Construction | 2,126,538 | - | 1,004,377 | - | 1,004,377 | - | - | - | - | 1,004,377 | 3,130,915 |
| 44 | Minorca Garage Design and Construction | 10,116,288 | 2,418,318 | 9,886,952 | - | 12,305,270 | - | - | - | - | 12,305,270 | 22,421,558 |
| 45 | Miracle Mile/Giraldal Streetscape Paver Maintenance Progr | 80,289 | 34,436 | 85,275 | 250,000 | 369,711 | 250,000 | 250,000 | 250,000 | 250,000 | 1,369,711 | 1,450,000 |
| TOTAL PARKING IMPROVEMENT PROJECTS | | 15,324,413 | 3,392,335 | 11,178,306 | 1,274,704 | 15,845,345 | 2,577,286 | 1,144,191 | 1,152,128 | 945,185 | 21,664,431 | 36,988,548 |
| PARKS & RECREATION IMPROVEMENT PROJECTS | | | | | | | | | | | | |
| 46 | Purchase of Land | 5,574,352 | 3,268,967 | - | 300,000 | 3,568,967 | 500,000 | 500,000 | 500,000 | 500,000 | 5,568,967 | 11,143,319 |
| 47 | Fred B. Hartnett/Ponce Circle Park Improvements | 300,618 | 4,511,108 | 304,383 | 800,000 | 5,615,491 | 1,500,000 | 1,600,000 | - | - | 8,715,491 | 9,016,109 |
| 48 | Development of Neighborhood Parks | 2,600,827 | 102,544 | - | - | 102,544 | - | - | - | - | 102,544 | 2,703,371 |
| 49 | Lamar Louise Curry Park Improvements | 494,583 | 21,581 | - | - | 21,581 | - | - | - | - | 21,581 | 516,164 |
| 50 | Maggiore Park Improvements | 918,823 | 25,632 | 12,113 | - | 37,745 | - | - | - | - | 37,745 | 956,568 |
| 51 | Solano Prado Park Improvements | 29,021 | - | 145,979 | - | 145,979 | - | - | - | - | 145,979 | 175,000 |
| 52 | Merrick Park Improvements | - | - | - | - | - | 500,000 | 500,000 | 350,000 | 350,000 | 1,700,000 | 1,700,000 |
| 53 | William A. Cooper and Nellie B. Moore Park Enhancements | - | 652,425 | - | - | 652,425 | - | - | - | - | 652,425 | 652,425 |
| 54 | Orduna Park Enhancement | - | - | - | - | - | 345,000 | - | - | - | 345,000 | 345,000 |
| 55 | Toledo and Alava Neighborhood Park | - | - | - | 200,000 | 200,000 | 310,000 | 215,000 | - | - | 725,000 | 725,000 |
| 56 | San Sebastian Avenue Open Space Improvements | - | - | - | - | - | 495,000 | - | - | - | 495,000 | 495,000 |
| 57 | Mar Street-Play Street | - | - | - | - | - | 200,000 | - | - | - | 200,000 | 200,000 |
| 58 | Manatee Overlook | - | - | - | - | - | 200,000 | - | - | - | 200,000 | 200,000 |
| 59 | Parks & Recreation Major Repairs | 12,619,546 | 3,373,739 | 966,467 | 1,752,091 | 6,092,297 | 1,933,014 | 1,962,009 | 1,991,439 | 2,021,311 | 14,000,070 | 26,619,616 |
| 60 | Granada Golf Course Improvements | - | - | - | - | - | 1,061,039 | - | - | - | 1,061,039 | 1,061,039 |
| 61 | Blue Road Open Space Improvements | - | - | - | 200,000 | 200,000 | 639,688 | - | - | - | 839,688 | 839,688 |
| 62 | Jaycee Park Enhancements | 355,358 | - | - | - | - | 50,000 | 200,000 | 500,000 | 1,025,875 | 1,775,875 | 2,131,233 |
| 63 | Phillips Park Renovation and Enhancement | 9,789 | 2,637,446 | 40,765 | 612,500 | 3,290,711 | 4,166,250 | 2,121,250 | - | - | 9,578,211 | 9,588,000 |
| 64 | Splash Pad at Phillips Park | - | - | - | - | - | 600,000 | 1,020,250 | - | - | 1,620,250 | 1,620,250 |
| 65 | Salvadore Tennis Pro Shop Expansion | - | - | - | - | - | 250,000 | 1,445,050 | - | - | 1,695,050 | 1,695,050 |
| TOTAL PARKS & RECREATION IMPROVEMENT PROJECTS | | 22,902,917 | 14,593,442 | 1,469,707 | 3,864,591 | 19,927,740 | 12,749,991 | 9,563,559 | 3,341,439 | 3,897,186 | 49,479,915 | 72,382,832 |

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

| PROJ # | PROJECT NAME | PRIOR YEARS EXP | FIVE-YEAR ESTIMATE | | | | | | | | FIVE-YEAR PROJECT TOTAL | TOTAL PROJ LIFE TO DATE EXP |
|---|---|-----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------|----------------------|----------------------|-------------------------|-----------------------------|
| | | | 2023 | | | | 2024 | 2025 | 2026 | 2027 | | |
| | | | PR YR AVAIL | OPEN P.O. | NEW | TOTAL | | | | | | |
| PUBLIC SAFETY IMPROVEMENT PROJECTS | | | | | | | | | | | | |
| 66 | Central & Mobile Radio System Replacement/Upgrade | 6,272,270 | 44,781 | 19,949 | - | 64,730 | - | - | - | - | 64,730 | 6,337,000 |
| 67 | Radio System Replacement Matrix | 297,464 | 892,614 | 26,288 | 628,747 | 1,547,649 | 693,672 | 704,078 | 714,639 | 725,358 | 4,385,396 | 4,682,860 |
| 68 | Fire Equipment Replacement Program | 797,270 | 660,285 | 191 | 187,628 | 848,104 | 207,002 | 210,107 | 213,259 | 216,457 | 1,694,929 | 2,492,199 |
| 69 | Construction of New Public Safety Building | 67,634,399 | 713,994 | 256,660 | - | 970,654 | - | - | - | - | 970,654 | 68,605,053 |
| 70 | Closed Circuit Television Security System | 2,875,458 | 28 | 114,514 | - | 114,542 | - | - | - | - | 114,542 | 2,990,000 |
| 71 | Development of Fire House 4 | 2,522,159 | 2,095,730 | 163,213 | 8,165,000 | 10,423,943 | - | - | - | - | 10,423,943 | 12,946,102 |
| 72 | Police Rifle Replacement Program | 43,374 | 52,147 | 7,190 | 12,025 | 71,362 | 13,267 | 13,466 | 13,668 | 13,873 | 125,636 | 169,010 |
| 73 | Police Body Worn Cameras | - | - | - | 585,000 | 585,000 | 206,000 | 206,000 | - | - | 997,000 | 997,000 |
| 74 | Warehouse 1 Repairs & Improvements | 4,633 | 41,867 | - | - | 41,867 | - | - | - | - | 41,867 | 46,500 |
| TOTAL PUBLIC SAFETY IMPROVEMENT PROJECTS | | 80,447,027 | 4,501,446 | 588,005 | 9,578,400 | 14,667,851 | 1,119,941 | 1,133,651 | 941,566 | 955,688 | 18,818,697 | 99,265,724 |
| TRANSPORTATION & RIGHT OF WAY IMPROVEMENT PROJECTS | | | | | | | | | | | | |
| 75 | Granada & Columbus Plazas Transportation Improvements | 30,353 | 714,290 | 5,357 | - | 719,647 | 200,000 | 550,000 | - | - | 1,469,647 | 1,500,000 |
| 76 | Installation of Bike Infrastructure | 643,624 | 659,382 | 3,429 | - | 662,811 | - | - | - | - | 662,811 | 1,306,435 |
| 77 | Old Cutler Road Entry Feature | 26,020 | - | - | - | - | 415,178 | - | - | - | 415,178 | 441,198 |
| 78 | Citywide Alleyway Paving Improvements | 244,191 | 245,115 | 135,694 | - | 380,809 | 200,000 | 200,000 | 200,000 | 200,000 | 1,180,809 | 1,425,000 |
| 79 | Citywide Pedestrian Infrastructure Program | 5,762,854 | 685,199 | 403,529 | 1,230,000 | 2,318,728 | 1,230,000 | 1,230,000 | 1,230,000 | 1,230,000 | 7,238,728 | 13,001,582 |
| 80 | Citywide Street Resurfacing Program | 9,400,219 | 102,180 | 199,644 | 500,000 | 801,824 | 500,000 | 500,000 | 500,000 | 500,000 | 2,801,824 | 12,202,043 |
| 81 | Milling, Resurfacing, & Restriping of Public Works Facility | - | - | - | - | - | 200,000 | 350,000 | - | - | 550,000 | 550,000 |
| 82 | Channel Markers Upgrade & Maintenance Program | 55,807 | 119,193 | - | - | 119,193 | 15,000 | 15,000 | 15,000 | 15,000 | 179,193 | 235,000 |
| 83 | Citywide Traffic Calming Program | 2,192,234 | 1,433,118 | 769,079 | 1,345,000 | 3,547,197 | 1,465,560 | 1,465,560 | 1,465,560 | 1,465,560 | 9,409,437 | 11,601,671 |
| 84 | Bridge Repairs & Improvements | 365,988 | 47,760 | 36,267 | 50,000 | 134,027 | 150,000 | 100,000 | 100,000 | 100,000 | 584,027 | 950,015 |
| 85 | Biltmore Way Streetscape Improv. | 82,400 | 136,206 | 139,859 | - | 276,065 | 1,000,000 | 1,200,000 | 1,200,000 | 1,200,000 | 4,876,065 | 4,958,465 |
| 86 | Cartagena Circle Landscape Improv. | 8,865 | 562 | - | - | 562 | 47,500 | - | - | - | 48,062 | 56,927 |
| 87 | De Soto Fountain Traffic Circle | 20,763 | - | - | - | - | 339,000 | 650,000 | - | - | 989,000 | 1,009,763 |
| 88 | Miracle Mile Streetscape Improvements | 23,054,021 | 299,658 | 4,189 | - | 303,847 | - | - | - | - | 303,847 | 23,357,868 |
| 89 | Giralda Avenue Streetscape Improvements | 6,011,977 | 20,000 | - | - | 20,000 | 160,800 | 130,800 | 130,800 | - | 442,400 | 6,454,377 |
| 90 | Ponce de Leon Landscape - Phase III | 240,684 | 1,861,248 | 45,635 | 300,000 | 2,206,883 | - | - | - | - | 2,206,883 | 2,447,567 |
| 91 | Improvements North of SW 8th Street | 191,923 | 682,890 | 25,187 | - | 708,077 | 298,652 | 2,500,000 | 1,491,042 | - | 4,997,771 | 5,189,694 |
| 92 | Ponce De Leon Right-of-Way Landscaping | 240,684 | 200,000 | - | - | 200,000 | 80,000 | 300,000 | 385,000 | - | 965,000 | 1,205,684 |
| 93 | Residential Waste Pit Restoration | 429,829 | 4,221 | 40,950 | 100,000 | 145,171 | 100,000 | 100,000 | 100,000 | 100,000 | 545,171 | 975,000 |
| 94 | Street Tree Succession Plan | 4,394,041 | 144,699 | 3,100 | 175,000 | 322,799 | 200,000 | 200,000 | 200,000 | 200,000 | 1,122,799 | 5,516,840 |
| 95 | Aragon Pedestrian Lighting Improvements | 38,301 | - | - | - | - | 91,194 | - | - | - | 91,194 | 129,495 |
| 96 | LED Street Lights Conversion | 200,449 | 245,605 | 3,946 | - | 249,551 | - | - | - | - | 249,551 | 450,000 |
| 97 | Monegro Crafts Section Street Ends | 428,362 | 13,786 | - | - | 13,786 | - | - | - | - | 13,786 | 442,148 |
| 98 | Wayfinding and Signage Program Improvements | 340,731 | 972,441 | 66,828 | - | 1,039,269 | 150,000 | 150,000 | 150,000 | 150,000 | 1,639,269 | 1,980,000 |
| 99 | Street Ends Beautification | 13,200 | 286,800 | - | - | 286,800 | 300,000 | 100,000 | 100,000 | 100,000 | 886,800 | 900,000 |
| 100 | North Ponce Streetscape | 100,954 | 278,308 | 10,738 | - | 289,046 | 400,000 | 400,000 | 400,000 | 400,000 | 1,889,046 | 1,990,000 |
| 101 | Last Mile Transit Stop Improvements | 132,872 | 224,880 | 142,248 | 135,000 | 502,128 | 640,120 | - | - | - | 1,142,248 | 1,275,120 |
| 102 | Alhambra Circle Streetscape | - | - | - | - | - | 542,500 | 450,000 | 471,638 | - | 1,464,138 | 1,464,138 |
| 103 | Ponce de Leon Park Improvements | - | - | - | - | - | 427,000 | 500,000 | 500,000 | - | 1,427,000 | 1,427,000 |
| 104 | Mangrove Trimming Along Waterways | - | - | - | - | - | 150,000 | 50,000 | 50,000 | 50,000 | 300,000 | 300,000 |
| 105 | Venera Neighborhood Master Planning | - | 390,775 | - | - | 390,775 | - | - | - | - | 390,775 | 390,775 |
| 106 | Underline Improvements | - | 6,375,549 | - | - | 6,375,549 | - | - | - | - | 6,375,549 | 6,375,549 |
| 107 | Cocoplum Street Lighting | - | 55,000 | - | - | 55,000 | 110,000 | - | - | - | 165,000 | 165,000 |
| 108 | Commodore Trail Rehabilitation | - | - | - | - | - | 250,000 | - | - | - | 250,000 | 250,000 |
| TOTAL TRANSPORTATION & RIGHT OF WAY PROJECTS | | 54,651,346 | 16,198,865 | 2,035,679 | 3,835,000 | 22,069,544 | 9,662,504 | 11,141,360 | 8,689,040 | 5,710,560 | 57,273,008 | 111,924,354 |
| UTILITY REPAIRS/IMPROVEMENTS PROJECTS | | | | | | | | | | | | |
| 109 | Sanitary Sewer Major Repairs | 3,211,393 | 1,009,041 | 1,105,208 | 1,859,320 | 3,973,569 | 1,859,320 | 1,859,320 | 1,859,320 | 1,859,320 | 11,410,849 | 14,622,242 |
| 110 | Sanitary Sewer Volume Ordinance | 1,750,269 | 971 | 31,697 | - | 32,668 | - | - | - | - | 32,668 | 1,782,937 |
| 111 | Force Main Replacement Program | 1,499,306 | 11,411,133 | 3,920,657 | - | 15,331,790 | - | - | - | - | 15,331,790 | 16,831,096 |
| 112 | Citywide Inflow & Infiltration Abatement | 4,885,479 | 11,952 | 3,972 | 955,000 | 970,924 | 500,000 | 500,000 | 500,000 | 500,000 | 2,970,924 | 7,856,403 |
| 113 | Station D Rehabilitation | 713,018 | 96,195 | 1,203,805 | - | 1,300,000 | - | - | - | - | 1,300,000 | 2,013,018 |
| 114 | Station E Rehabilitation | 197,018 | 247 | 1,482 | - | 1,729 | - | - | - | - | 1,729 | 198,747 |
| 115 | Station F Rehabilitation | 479,067 | - | 124,506 | - | 124,506 | - | - | - | - | 124,506 | 603,573 |
| 116 | Cocoplum Pump Station 1 Upgrade | 2,388,190 | 78,569 | - | - | 78,569 | - | - | - | - | 78,569 | 2,466,759 |
| 117 | City 2 Basin Gravity Sewer Improvement Phase II | 1,844,239 | 443,904 | 9,250 | - | 453,154 | - | - | - | - | 453,154 | 2,297,393 |
| 118 | Leucadendra 2 Pump Station Rehab. | 498,077 | 1,492 | 431 | - | 1,923 | - | - | - | - | 1,923 | 500,000 |
| 119 | Pump Station Remote Monitoring | 248,179 | 658,161 | 293,660 | - | 951,821 | - | - | - | - | 951,821 | 1,200,000 |
| 120 | Sanitary Sewer Electronic Atlas Update and Model Calibrat | 55,484 | 94,516 | - | 50,000 | 144,516 | 50,000 | 50,000 | 50,000 | 50,000 | 344,516 | 400,000 |
| 121 | Sewer Pipe Cameras | 125,779 | 1,329 | 2,892 | 50,000 | 54,221 | 5,000 | 5,000 | 5,000 | 5,000 | 74,221 | 200,000 |
| 122 | Citywide Septic to Sewer Conversion Assessment | 100 | 173,530 | 16,370 | 562,500 | 752,400 | 187,500 | - | - | - | 939,900 | 940,000 |
| 123 | Stormwater System Improvement Program | 2,943,809 | 1,053,175 | 399,177 | 300,000 | 1,752,352 | 300,000 | 300,000 | 275,000 | 250,000 | 2,877,352 | 5,821,161 |
| 124 | Storm Drainage Master Plan | - | 500,000 | - | 500,000 | 1,000,000 | - | - | - | - | 1,000,000 | 1,000,000 |
| 125 | Cross-Connection Removal | 1,716,331 | 269,833 | 188,311 | - | 458,144 | 100,000 | 100,000 | 100,000 | 100,000 | 858,144 | 2,574,475 |
| 126 | Cocoplum Drainage Improvements | 983,590 | 945,110 | 21,454 | 350,000 | 1,316,564 | 150,000 | - | - | - | 1,466,564 | 2,450,154 |
| 127 | Canal Bank Stabilization | 53,644 | 565,362 | 28,281 | - | 593,643 | - | - | - | - | 593,643 | 647,287 |
| 128 | Sea Level Rise Mitigation Program | 187,500 | 13,063,264 | - | 3,670,000 | 16,733,264 | 4,115,000 | 4,560,000 | 5,005,000 | 5,005,000 | 35,418,264 | 35,605,764 |
| 129 | Stormwater Outfall Baffles | - | 110,000 | - | - | 110,000 | - | - | - | - | 110,000 | 110,000 |
| 130 | Coral Gables Waterways Maintenance | 419,717 | 2,113,487 | 67,046 | 150,000 | 2,330,533 | 150,000 | 300,000 | 325,000 | 350,000 | 3,455,533 | 3,875,250 |
| 131 | Coruna Canal Salinity Berm Rehabilitation | - | 60,000 | - | - | 60,000 | - | - | - | - | 60,000 | 60,000 |
| 132 | Sunrise Harbor Drainage/Repair Assessment | 327,714 | 10,975 | 11,311 | - | 22,286 | 100,000 | 100,000 | 100,000 | 100,000 | 422,286 | 750,000 |
| TOTAL UTILITY REPAIRS/IMPROVEMENTS PROJECTS | | 24,527,903 | 32,672,246 | 7,429,510 | 8,446,820 | 48,548,576 | 7,516,820 | 7,774,320 | 8,219,320 | 8,219,320 | 80,278,356 | 104,806,259 |
| TOTAL | | \$ 252,380,469 | \$ 82,390,178 | \$ 29,353,245 | \$ 43,962,495 | \$ 155,705,918 | \$ 49,221,260 | \$ 51,980,819 | \$ 37,647,136 | \$ 34,782,412 | \$ 329,337,545 | \$ 581,718,014 |

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

PROJECT TYPE SUMMARY BY YEAR

| PROJECT NAME | FIVE-YEAR ESTIMATE | | | | | | | | FIVE-YEAR PROJECT TOTAL |
|---------------------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------|----------------------|----------------------|-------------------------|
| | 2023 | | | | 2024 | 2025 | 2026 | 2027 | |
| | PR YR AVAIL | OPEN P.O. | NEW | TOTAL | | | | | |
| CAPITAL EQUIPMENT REPL/UPGRADES | \$ 3,655,565 | \$ 523,483 | \$ 2,731,243 | \$ 6,910,291 | \$ 2,280,517 | \$ 2,231,306 | \$ 2,232,107 | \$ 2,232,920 | \$ 15,887,141 |
| FACILITY REPAIRS/IMPROVEMENTS | 3,901,176 | 1,731,610 | 1,808,130 | 7,440,916 | 4,341,560 | 6,829,228 | 2,328,320 | 2,290,645 | 23,230,669 |
| HISTORIC FACILITY RESTORATION | 2,287,467 | 1,898,167 | 8,217,175 | 12,402,809 | 5,420,058 | 8,548,451 | 7,065,205 | 6,788,532 | 40,225,055 |
| MOTOR POOL EQUIP REPL/ADDITIONS | 1,187,636 | 2,498,778 | 4,206,432 | 7,892,846 | 3,552,583 | 3,614,753 | 3,678,011 | 3,742,376 | 22,480,569 |
| PARKING IMPROVEMENTS | 3,392,335 | 11,178,306 | 1,274,704 | 15,845,345 | 2,577,286 | 1,144,191 | 1,152,128 | 945,185 | 21,664,135 |
| PARKS & RECREATION IMPROVEMENTS | 14,593,442 | 1,469,707 | 3,864,591 | 19,927,740 | 12,749,991 | 9,563,559 | 3,341,439 | 3,897,186 | 49,479,915 |
| PUBLIC SAFETY IMPROVEMENTS | 4,501,446 | 588,005 | 9,578,400 | 14,667,851 | 1,119,941 | 1,133,651 | 941,566 | 955,688 | 18,818,697 |
| TRANSPORTATION & RIGHT OF WAY | 16,198,865 | 2,035,679 | 3,835,000 | 22,069,544 | 9,662,504 | 11,141,360 | 8,689,040 | 5,710,560 | 57,273,008 |
| UTILITY REPAIR/IMPROVEMENTS | 32,672,246 | 7,429,510 | 8,446,820 | 48,548,576 | 7,516,820 | 7,774,320 | 8,219,320 | 8,219,320 | 80,278,356 |
| TOTAL | \$ 82,390,178 | \$ 29,353,245 | \$ 43,962,495 | \$ 155,705,918 | \$ 49,221,260 | \$ 51,980,819 | \$ 37,647,136 | \$ 34,782,412 | \$ 329,337,545 |

PROJECT TYPE SUMMARY BY FUNDING SOURCE

| PROJECT TYPE | GEN CAP IMPR | NRP | ROADWAY | CG IMP FEES | STORM WATER | SANI SEWER | MOTOR POOL | TROLLEY /TRANS | PARKING SYSTEM | GRANT & OTHER | FIVE-YEAR PROJECT TOTAL |
|---------------------------------|-----------------------|-------------------|---------------------|----------------------|----------------------|----------------------|----------------------|---------------------|----------------------|----------------------|-------------------------|
| CAPITAL EQUIPMENT REPL/UPGRADES | \$ 14,719,692 | \$ - | \$ - | \$ 81,605 | \$ - | \$ - | \$ 190 | \$ 524,099 | \$ - | \$ 561,555 | \$ 15,887,141 |
| FACILITY REPAIRS/IMPROVEMENTS | 23,208,525 | - | - | - | 11,072 | 11,072 | - | - | - | - | 23,230,669 |
| HISTORIC FACILITY RESTORATION | 34,337,607 | - | - | - | - | - | - | - | - | 5,887,448 | 40,225,055 |
| MOTOR POOL EQUIP REPL/ADDITIONS | - | - | - | - | 600,000 | - | 21,880,569 | - | - | - | 22,480,569 |
| PARKING IMPROVEMENTS | 295,947 | - | - | 3,328,263 | - | - | - | - | 17,035,548 | 1,004,377 | 21,664,135 |
| PARKS & RECREATION IMPROVEMENTS | 42,155,808 | 157,543 | - | 4,105,086 | - | - | - | - | - | 3,061,478 | 49,479,915 |
| PUBLIC SAFETY IMPROVEMENTS | 16,006,443 | - | 808 | 2,067,943 | - | - | - | - | - | 743,503 | 18,818,697 |
| TRANSPORTATION & RIGHT OF WAY | 26,920,263 | 49,000 | 8,973,404 | 6,229,049 | - | - | - | 1,161,137 | - | 13,940,155 | 57,273,008 |
| UTILITY REPAIR/IMPROVEMENTS | 974,785 | - | - | - | 44,045,470 | 18,829,557 | - | - | - | 16,428,544 | 80,278,356 |
| TOTAL | \$ 158,619,070 | \$ 206,543 | \$ 8,974,212 | \$ 15,811,946 | \$ 44,656,542 | \$ 18,840,629 | \$ 21,880,759 | \$ 1,685,236 | \$ 17,035,548 | \$ 41,627,060 | \$ 329,337,545 |

DETAIL OF GRANT & OTHER FUNDING SOURCES BY PROJECT TYPE

| PROJECT TYPE | SPEC ASSESS | M-D IMP FEES | MDC GRANT | DEVELOPER FEES | ART IN PUB. PLACES | PRIVATE GRANT | SUN STATE FINANCING | FEDERAL GRANT | STATE GRANT | HISTORIC BUILDING | FIVE-YEAR PROJECT TOTAL |
|---------------------------------|----------------------|---------------------|-------------------|---------------------|---------------------|-----------------|----------------------|-------------------|---------------------|---------------------|-------------------------|
| CAPITAL EQUIPMENT REPL/UPGRADES | \$ - | \$ - | \$ - | \$ - | \$ 561,555 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 561,555 |
| FACILITY REPAIRS/IMPROVEMENTS | - | - | - | - | - | - | - | - | - | - | - |
| HISTORIC FACILITY RESTORATION | - | - | - | 300,000 | 834,448 | 3,000 | - | - | 750,000 | 4,000,000 | 5,887,448 |
| MOTOR POOL EQUIP REPL/ADDITIONS | - | - | - | - | - | - | - | - | - | - | - |
| PARKING IMPROVEMENTS | - | - | - | - | - | - | 1,004,377 | - | - | - | 1,004,377 |
| PARKS & RECREATION IMPROVEMENTS | - | - | - | 2,600,000 | - | - | - | - | 461,478 | - | 3,061,478 |
| PUBLIC SAFETY IMPROVEMENTS | - | - | - | - | - | - | 43,503 | 700,000 | - | - | 743,503 |
| TRANSPORTATION & RIGHT OF WAY | 10,489,694 | 1,532,808 | 277,412 | 537,275 | 227,966 | - | - | - | 875,000 | - | 13,940,155 |
| UTILITY REPAIR/IMPROVEMENTS | - | - | - | - | - | - | 13,797,013 | - | 2,631,531 | - | 16,428,544 |
| TOTAL | \$ 10,489,694 | \$ 1,532,808 | \$ 277,412 | \$ 3,437,275 | \$ 1,623,969 | \$ 3,000 | \$ 14,844,893 | \$ 700,000 | \$ 4,718,009 | \$ 4,000,000 | \$ 41,627,060 |

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

TOTAL RELATED OPERATING COST

| EXPENSE TYPE | FIVE-YEAR ESTIMATE | | | | | FIVE-YEAR PROJECT TOTAL |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|-------------------------|
| | 2023 | 2024 | 2025 | 2026 | 2027 | |
| CAPITAL EQUIPMENT REPL/UPGRADES | | | | | | |
| PERSONNEL SERVICES | 2,841,617 | 2,912,657 | 2,985,474 | 3,060,111 | 3,136,613 | 14,936,472 |
| OTHER THAN PERSONNEL SERVICES | 5,411,163 | 5,533,876 | 5,643,744 | 5,755,809 | 5,870,115 | 28,214,707 |
| FACILITY REPAIRS/IMPROVEMENTS | | | | | | |
| PERSONNEL SERVICES | - | - | - | - | - | - |
| OTHER THAN PERSONNEL SERVICES | 203,000 | 203,000 | 203,000 | 203,000 | 203,000 | 1,015,000 |
| HISTORIC FACILITY RESTORATION | | | | | | |
| PERSONNEL SERVICES | 2,546,344 | 2,610,003 | 2,675,253 | 2,742,134 | 2,810,687 | 13,384,421 |
| OTHER THAN PERSONNEL SERVICES | 3,395,107 | 3,430,487 | 3,482,894 | 3,536,349 | 3,590,873 | 17,435,710 |
| MOTOR POOL EQUIP REPL/ADDITIONS | | | | | | |
| PERSONNEL SERVICES | 2,486,190 | 2,548,345 | 2,612,053 | 2,677,355 | 2,744,289 | 13,068,232 |
| OTHER THAN PERSONNEL SERVICES | 3,879,763 | 3,957,358 | 4,036,505 | 4,117,236 | 4,199,580 | 20,190,442 |
| PARKING IMPROVEMENTS | | | | | | |
| PERSONNEL SERVICES | - | 402,746 | 412,814 | 423,135 | 433,713 | 1,672,408 |
| OTHER THAN PERSONNEL SERVICES | - | 50,000 | 50,000 | 50,000 | 50,000 | 200,000 |
| PARKS & RECREATION IMPROVEMENTS | | | | | | |
| PERSONNEL SERVICES | - | - | - | - | - | - |
| OTHER THAN PERSONNEL SERVICES | - | - | - | - | - | - |
| PUBLIC SAFETY IMPROVEMENTS | | | | | | |
| PERSONNEL SERVICES | 1,262,881 | 1,534,749 | 1,586,290 | 1,651,328 | 1,719,345 | 7,754,593 |
| OTHER THAN PERSONNEL SERVICES | 170,824 | 169,429 | 188,048 | 175,951 | 181,440 | 885,692 |
| TRANSPORTATION & RIGHT OF WAY | | | | | | |
| PERSONNEL SERVICES | - | - | - | - | - | - |
| OTHER THAN PERSONNEL SERVICES | 400,000 | 400,000 | 420,292 | 420,292 | 420,292 | 2,060,876 |
| UTILITY REPAIR/IMPROVEMENTS | | | | | | |
| PERSONNEL SERVICES | - | - | - | - | - | - |
| OTHER THAN PERSONNEL SERVICES | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 125,000 |
| TOTAL RELATED OPERATING COST | \$ 22,621,889 | \$ 23,777,650 | \$ 24,321,367 | \$ 24,837,700 | \$ 25,384,947 | \$ 120,943,553 |

CITY OF CORAL GABLES
COMMUNITY RECREATION MAJOR REPAIR PROJECTS BY YEAR

| PROJECT NAME | FIVE-YEAR ESTIMATE | | | | | | | | FIVE-YEAR PROJECT TOTAL |
|--|---------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------|
| | 2023 | | | | 2024 | 2025 | 2026 | 2027 | |
| | PR YR AVAIL | OPEN P.O. | NEW | TOTAL | | | | | |
| Artificial Turf Safety Surfacing Replacement & Additions | \$ 200,000 | \$ - | \$ 100,000 | \$ 300,000 | \$ 100,000 | \$ 100,000 | \$ - | \$ 100,000 | \$ 600,000 |
| Blue Road Open Space Renovation | 374,334 | 87,910 | - | 462,244 | - | - | - | - | 462,244 |
| Cepero Park Improvements - Phase 2 | 100,000 | - | 125,000 | 225,000 | - | - | - | - | 225,000 |
| Coral Bay Playground | - | - | - | - | - | - | 750,000 | - | 750,000 |
| Creation of Dog Park at Gables Station | 380,000 | 21,000 | - | 401,000 | - | - | - | - | 401,000 |
| Fitness Trails | 34,371 | - | - | 34,371 | - | - | - | - | 34,371 |
| Granada Golf Course Groundwater Diversion | 35,000 | - | - | 35,000 | - | - | - | - | 35,000 |
| Granada Golf Maintenance Shop Renovation | - | - | 309,591 | 309,591 | 587,500 | - | - | - | 897,091 |
| Granada Golf Course Shelter Improvements | 173,679 | 51,191 | - | 224,870 | - | - | - | - | 224,870 |
| Holiday Tree Purchase | 6,125 | 121,375 | - | 127,500 | - | - | - | - | 127,500 |
| Ingraham Park Fitness Equipment | - | - | - | - | - | 250,000 | - | - | 250,000 |
| Kerdyk Family Park Playground Expansion | 12,116 | - | - | 12,116 | - | - | - | - | 12,116 |
| Kerdyk Family Park Trail Renovation | 4,439 | - | - | 4,439 | - | - | - | - | 4,439 |
| Lightning Protection System for Facilities | 61,000 | - | - | 61,000 | - | - | - | - | 61,000 |
| P&R Facilities Surveillance Systems | 104,972 | - | 42,500 | 147,472 | 42,500 | 42,500 | 42,500 | 42,500 | 317,472 |
| Park Basketball and Tennis Court Renovations | 20,000 | - | - | 20,000 | - | - | - | - | 20,000 |
| Park Furnishings | 111,344 | - | 75,000 | 186,344 | 75,000 | 75,000 | 75,000 | 75,000 | 486,344 |
| Pierce Park Renovation | 57,363 | 446,250 | - | 503,613 | - | - | - | - | 503,613 |
| Rotary Park Improvements | - | - | - | - | 567,735 | - | - | - | 567,735 |
| Ruth Bryan Owen Waterway Park Renovation | - | - | 400,000 | 400,000 | - | - | - | - | 400,000 |
| Salvadore Park Dog Designated Areas | 200,000 | - | - | 200,000 | - | - | - | - | 200,000 |
| Salvadore Park Tennis Facility Renovation | - | - | - | - | - | 1,000,000 | - | - | 1,000,000 |
| Salvadore Park Playground Expansion | 71,255 | 12,868 | - | 84,123 | - | - | - | - | 84,123 |
| Salvadore Park Playground Replacement | 3,623 | - | - | 3,623 | - | - | - | - | 3,623 |
| Salvadore Park Tennis Pro Shop Renovation | 1,000 | - | - | 1,000 | - | - | - | - | 1,000 |
| Salvadore Park Tennis Shade Addition | 18,548 | - | - | 18,548 | - | - | - | - | 18,548 |
| Shade Structure Repairs & Additions | 20,752 | - | 100,000 | 120,752 | 100,000 | - | 100,000 | 100,000 | 420,752 |
| Sunrise Harbor Playground Replacement | - | - | - | - | - | 369,000 | 881,000 | - | 1,250,000 |
| Venetian Pool Improvements | 13,197 | 11,793 | 95,000 | 119,990 | 300,000 | 100,000 | 100,000 | 100,000 | 719,990 |
| Venetian Pool Concession Stand Renovation | 249,433 | 35,190 | - | 284,623 | - | - | - | - | 284,623 |
| Venetian Pool Phase 6 | 100,050 | 3,468 | - | 103,518 | - | - | - | - | 103,518 |
| Venetian Pool Pump & Utilities Renovation | 358,974 | 95,020 | 505,000 | 958,994 | - | - | - | - | 958,994 |
| Youth Center Amenities Improvements | 105,000 | - | - | 105,000 | - | - | - | - | 105,000 |
| Youth Center Courtyard Improvements | - | - | - | - | 60,000 | - | - | - | 60,000 |
| Youth Center Field Doors & Gates | - | - | - | - | 100,000 | - | - | - | 100,000 |
| Youth Center Fitness Center Renovation | 44,831 | 1,980 | - | 46,811 | - | - | - | - | 46,811 |
| Youth Center Intercom & P.A. Replacement | 1,182 | - | - | 1,182 | - | - | - | - | 1,182 |
| Youth Center Interior Renovations | 606 | - | - | 606 | - | - | - | - | 606 |
| Youth Center Master Plan | - | 29,151 | - | 29,151 | - | - | - | - | 29,151 |
| Youth Center Phase 1 Improvements | 10 | 46,915 | - | 46,925 | - | - | - | - | 46,925 |
| Youth Center Structural Improvements | 155,596 | - | - | 155,596 | - | - | - | - | 155,596 |
| Youth Center & Grounds Improvements | 9,158 | 2,356 | - | 11,514 | - | - | - | - | 11,514 |
| Youth Center Field Resod & Irrigation | 45,000 | - | - | 45,000 | - | - | - | - | 45,000 |
| Well Identification Program | 25,000 | - | - | 25,000 | - | 25,000 | 25,000 | 25,000 | 100,000 |
| Unassigned | 55,317 | - | - | 55,317 | 279 | 509 | 17,939 | 1,578,811 | 1,652,855 |
| TOTAL | \$ 3,373,739 | \$ 966,467 | \$ 1,752,091 | \$ 6,092,297 | \$ 1,933,014 | \$ 1,962,009 | \$ 1,991,439 | \$ 2,021,311 | \$ 14,000,070 |

✓ - Completed Project

CITY OF CORAL GABLES
COMMUNITY RECREATION ACTIVE MAJOR REPAIR PROJECTS

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

✔ - Completed Project

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

| ANNUAL VEHICLE REPLACEMENT REQUIREMENTS ADJUSTED BY ANNUAL CPI | | | | | | | | |
|--|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Prior Fiscal | | | | | | | |
| | Years | FY21 | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 |
| Vehicle Replacement Requirements | \$ 19,751,477 | \$ 2,885,911 | \$ 3,379,415 | \$ 3,544,405 | \$ 3,491,748 | \$ 3,552,583 | \$ 3,614,753 | \$ 3,678,011 |
| CPI Adjustment @ 1.75% | 280,911 | 50,503 | 59,017 | 62,027 | 60,835 | 62,170 | 63,258 | 64,365 |
| Adjusted Vehicle Replacement Requirements | \$ 20,032,388 | \$ 2,936,414 | \$ 3,438,432 | \$ 3,606,432 | \$ 3,552,583 | \$ 3,614,753 | \$ 3,678,011 | \$ 3,742,376 |

| ANNUAL CALCULATION OF INCREASE TO PRIOR YEAR REPLACEMENT BUDGET | | | | | | | | |
|---|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Prior Fiscal | | | | | | | |
| | Years | FY21 | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 |
| Vehicle Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues) | \$ 13,830,077 | \$ - | \$ 3,372,415 | \$ 3,439,405 | \$ 3,491,748 | \$ 3,552,583 | \$ 3,614,753 | \$ 3,678,011 |
| Increase to Base - (By Elim. Lease Payments Budget) | 285,000 | - | - | - | - | - | - | - |
| Incremental Increase to Base - (From Oper. Rev.) | 1,350,000 | - | - | - | - | - | - | - |
| CPI Adjustment @ 1.75% - (From Oper. Rev.) | 280,911 | - | 59,017 | 62,027 | 60,835 | 62,170 | 63,258 | 64,365 |
| Net Increase to Prior Year Distributed Cost | 1,630,911 | - | 59,017 | 62,027 | 60,835 | 62,170 | 63,258 | 64,365 |
| Net Replacement Cost From Operating Revenue | 15,745,988 | - | 3,431,432 | 3,501,432 | 3,552,583 | 3,614,753 | 3,678,011 | 3,742,376 |
| % of Budget Funded by Operating Revenue | 79% | 0% | 100% | 97% | 100% | 100% | 100% | 100% |
| Planned Use of Motor Pool or General Fund Balance | 4,286,400 | 2,936,414 | 7,000 | 105,000 | - | - | - | - |
| Annual Vehicle Replacement Budget | \$ 20,032,388 | \$ 2,936,414 | \$ 3,438,432 | \$ 3,606,432 | \$ 3,552,583 | \$ 3,614,753 | \$ 3,678,011 | \$ 3,742,376 |

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

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

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

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

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

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

| ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET | | | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Prior Fiscal | | | | | | | |
| | Years | FY21 | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 |
| I&T Equipment Replacement Budget - Base Distributed Cost <i>(From Prior Year Recurring Revenues)</i> | \$ 5,071,294 | \$ - | \$ 500,000 | \$ 750,000 | \$ 1,777,937 | \$ 1,777,937 | \$ 1,777,937 | \$ 1,777,937 |
| Incremental Increase to Base - <i>(From Oper. Revenue)</i> | 1,046,094 | - | - | - | - | - | - | - |
| Net Replacement Cost From Operating Revenue | 6,117,388 | - | 500,000 | 750,000 | 1,777,937 | 1,777,937 | 1,777,937 | 1,777,937 |
| <i>% of Budget Funded by Operating Revenue</i> | <i>80%</i> | <i>0%</i> | <i>24%</i> | <i>46%</i> | <i>100%</i> | <i>100%</i> | <i>100%</i> | <i>100%</i> |
| Use of Fund Balance ** | 1,546,632 | 1,106,137 | 1,607,502 | 888,840 | - | - | - | - |
| Annual I&T Equipment Replacement Budget | \$ 7,664,020 | \$ 1,106,137 | \$ 2,107,502 | \$ 1,638,840 | \$ 1,777,937 | \$ 1,777,937 | \$ 1,777,937 | \$ 1,777,937 |

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

** Total use of fund balance = \$5,149,111 over 9 fiscal years

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

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

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

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

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

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

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

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

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

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

| ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET | | | | | | | | | |
|--|--------------|----------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Prior Fiscal | | | | | | | | |
| | Years | FY21 | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | |
| HVAC Replacement Budget - Base Budget (From Prior Year Recurring Revenues) | \$ | 260,318 | - | \$ 292,233 | \$ 445,617 | \$ 396,845 | \$ 416,687 | \$ 485,885 | \$ 510,179 |
| Incremental Increase to Base - (From Oper. Revenue) | | 104,283 | - | - | - | - | - | - | - |
| CPI Adjustment @5% - (From Oper. Rev.) | | 5,014 | - | - | 4,383 | 19,842 | 20,834 | 24,294 | 25,509 |
| Net Replacement Cost From Operating Revenue | | 369,615 | - | 292,233 | 450,000 | 416,687 | 437,521 | 510,179 | 535,688 |
| <i>% of Budget Funded by Operating Revenue</i> | | <i>45%</i> | <i>0%</i> | <i>60%</i> | <i>83%</i> | <i>68%</i> | <i>90%</i> | <i>100%</i> | <i>100%</i> |
| Planned Use of Fund Balance * | | 456,123 | 189,806 | 192,653 | 93,425 | 193,835 | 48,364 | - | - |
| Annual HVAC Replacement Budget | \$ | 825,738 | \$ 189,806 | \$ 484,886 | \$ 543,425 | \$ 610,522 | \$ 485,885 | \$ 510,179 | \$ 535,688 |

* Total planned use of fund balance = \$1,174,206 over 10 fiscal years

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

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

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

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

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

| ANNUAL PARKING LOT/GARAGE IMPROVEMENTS REQUIREMENTS | | | | | | | | |
|--|-------------------|-------------|-------------------|-------------|-------------------|-------------------|-------------------|-------------------|
| | Prior Fiscal | | | | | | | |
| | Years | FY21 | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 |
| Parking Lot/Garage Improvement Requirements | \$ 473,413 | \$ - | \$ 504,211 | \$ - | \$ 513,665 | \$ 521,370 | \$ 529,191 | \$ 537,129 |
| CPI Adjustment @ 1.5% | 5,346 | - | 1,863 | - | 7,705 | 7,821 | 7,938 | 8,057 |
| Adjusted Parking Lot/Garage Improvements Requirements | \$ 478,759 | \$ - | \$ 506,074 | \$ - | \$ 521,370 | \$ 529,191 | \$ 537,129 | \$ 545,186 |

| ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET | | | | | | | | |
|--|-------------------|-------------|-------------------|-------------|-------------------|-------------------|-------------------|-------------------|
| | Prior Fiscal | | | | | | | |
| | Years | FY21 | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 |
| Parking Lot/Garage Improvement Requirements - Base Distributed Cost <i>(From Prior Year Recurring Revenues)</i> | \$ 120,000 | \$ - | \$ 504,211 | \$ - | \$ 513,665 | \$ 521,370 | \$ 529,191 | \$ 537,129 |
| Incremental Increase to Base - <i>(From Oper. Revenue)</i> | 80,000 | - | - | - | - | - | - | - |
| CPI Adjustment @1.5% - <i>(From Oper. Rev.)</i> | 5,346 | - | 1,863 | - | 7,705 | 7,821 | 7,938 | 8,057 |
| Net Replacement Cost From Operating Revenue | 205,346 | - | 506,074 | - | 521,370 | 529,191 | 537,129 | 545,186 |
| % of Budget Funded by Operating Revenue | 43% | 100% | 0% | 100% | 100% | 100% | 100% | 100% |
| Planned Use of Fund Balance * | 273,413 | - | - | - | - | - | - | - |
| Annual Parking Lot/Garage Improvement Budget | \$ 478,759 | \$ - | \$ 506,074 | \$ - | \$ 521,370 | \$ 529,191 | \$ 537,129 | \$ 545,186 |

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

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

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

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

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

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

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

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

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

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

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

| ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET | | | | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Prior Fiscal | | | | | | | |
| | Years | FY21 | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 |
| Radio Equipment Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues) | \$ 100,730 | \$ - | \$ 256,100 | \$ 362,011 | \$ 684,241 | \$ 693,672 | \$ 704,077 | \$ 714,638 |
| Incremental Increase to Base - (From Oper. Revenue) | 199,288 | - | 162,848 | - | - | - | - | - |
| Annual CPI Adjustment - (From Oper. Rev.) | 1,511 | - | 4,373 | 3,842 | 9,431 | 10,405 | 10,561 | 10,720 |
| Net Replacement Cost From Operating Revenue | 301,529 | - | 423,321 | 365,853 | 693,672 | 704,077 | 714,638 | 725,358 |
| % of Budget Funded by Operating Revenue | 100% | 0% | 100% | 58% | 100% | 100% | 100% | 100% |
| Planned Use of Fund Balance * | - | 491,516 | - | 262,894 | - | - | - | - |
| Annual Radio Equipment Replacement Budget | \$ 301,529 | \$ 491,516 | \$ 423,321 | \$ 628,747 | \$ 693,672 | \$ 704,077 | \$ 714,638 | \$ 725,358 |

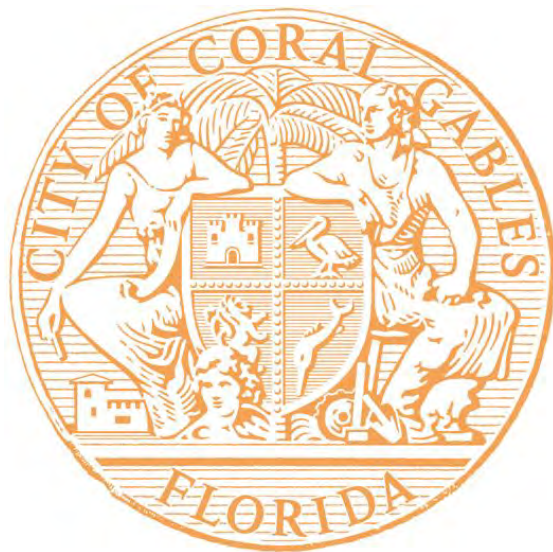
* Total use of fund balance = \$754,410 over 3 fiscal years

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

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

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

* Total planned use of fund balance = \$0



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2022-2023 BUDGET

DEBT ADMINISTRATION

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

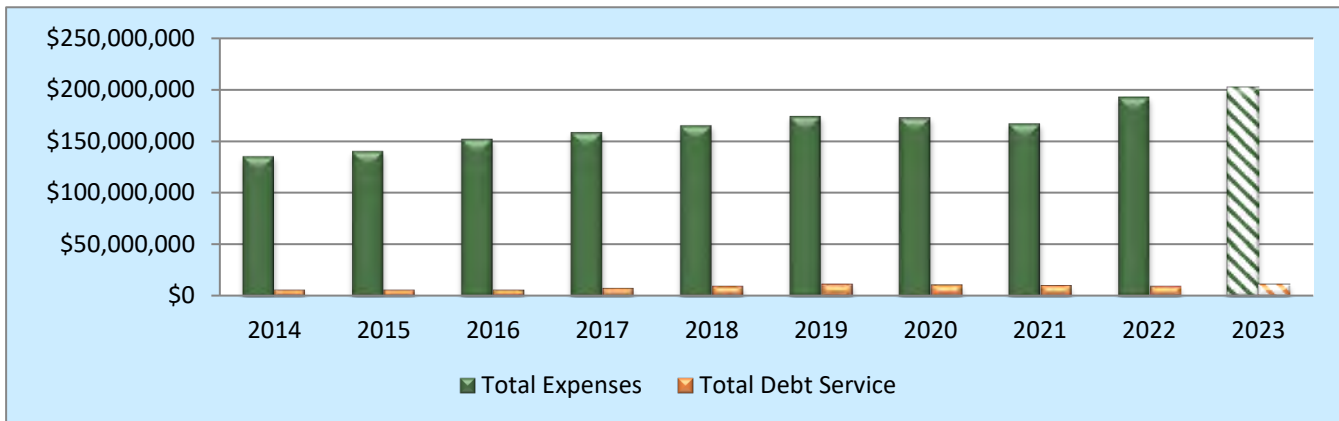
LEGAL DEBT MARGIN

The City's budgetary policy is to keep bond debt service under 8% of total expenses. As of October 1, 2022 the City's net bond debt services is well within the policy debt limit. Debt service represents **5.4%** percent of total expenses (operating and debt expense).

SUMMARY OF OUTSTANDING DEBT

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

DEBT SERVICE COMPARED TO TOTAL EXPENSES



| FISCAL Year | TOTAL EXPENSES | TOTAL DEBT SERVICE | % OF TOTAL EXPENSES |
|----------------|-------------------|-----------------------|------------------------|
| 2014 | \$ 135,428,911 | \$ 5,793,260 | 4.3% |
| 2015 | 140,578,821 | 5,793,260 | 4.1% |
| 2016 | 152,321,180 | 5,793,260 | 3.8% |
| 2017 | 158,799,935 | 7,346,680 | 4.6% |
| 2018 | 165,399,836 | 9,241,745 | 5.6% |
| 2019 | 174,437,110 | 10,937,378 | 6.3% |
| 2020 | 173,321,978 | 10,364,151 | 6.0% |
| 2021 | 167,159,616 | 9,872,868 | 5.9% |
| 2022 | 193,119,220 | 9,107,695 | 4.7% |
| 2023 | 202,793,601 | 10,945,799 | 5.4% |

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

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

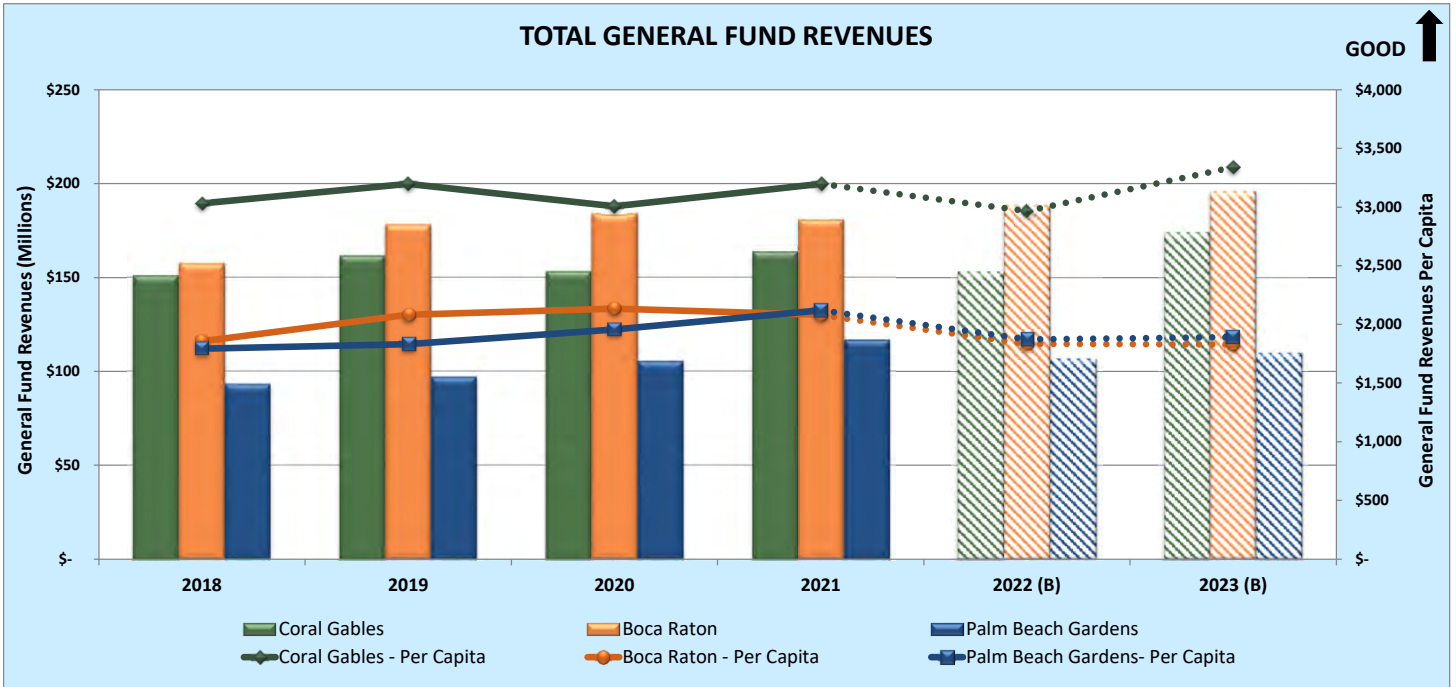
**CITY OF CORAL GABLES
DEBT SERVICE SCHEDULES
2022-2023 BUDGET**

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

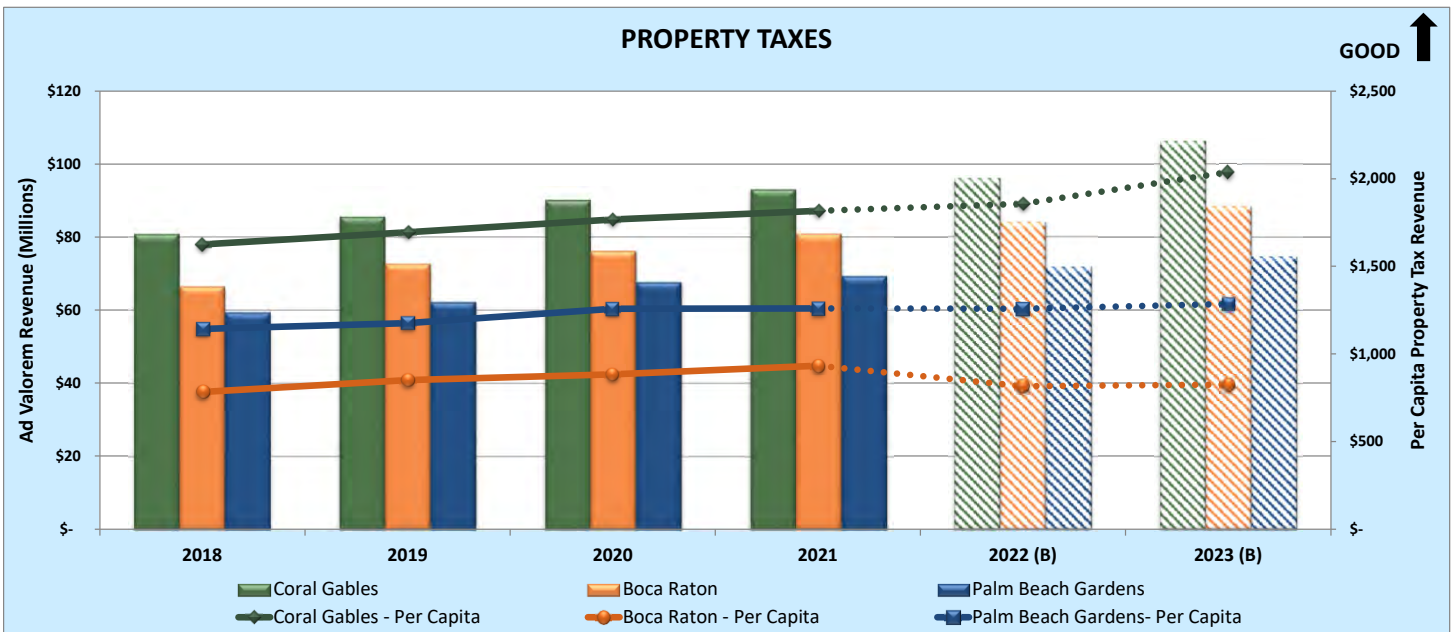
MOBILITY HUB DEBT TO BE

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

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



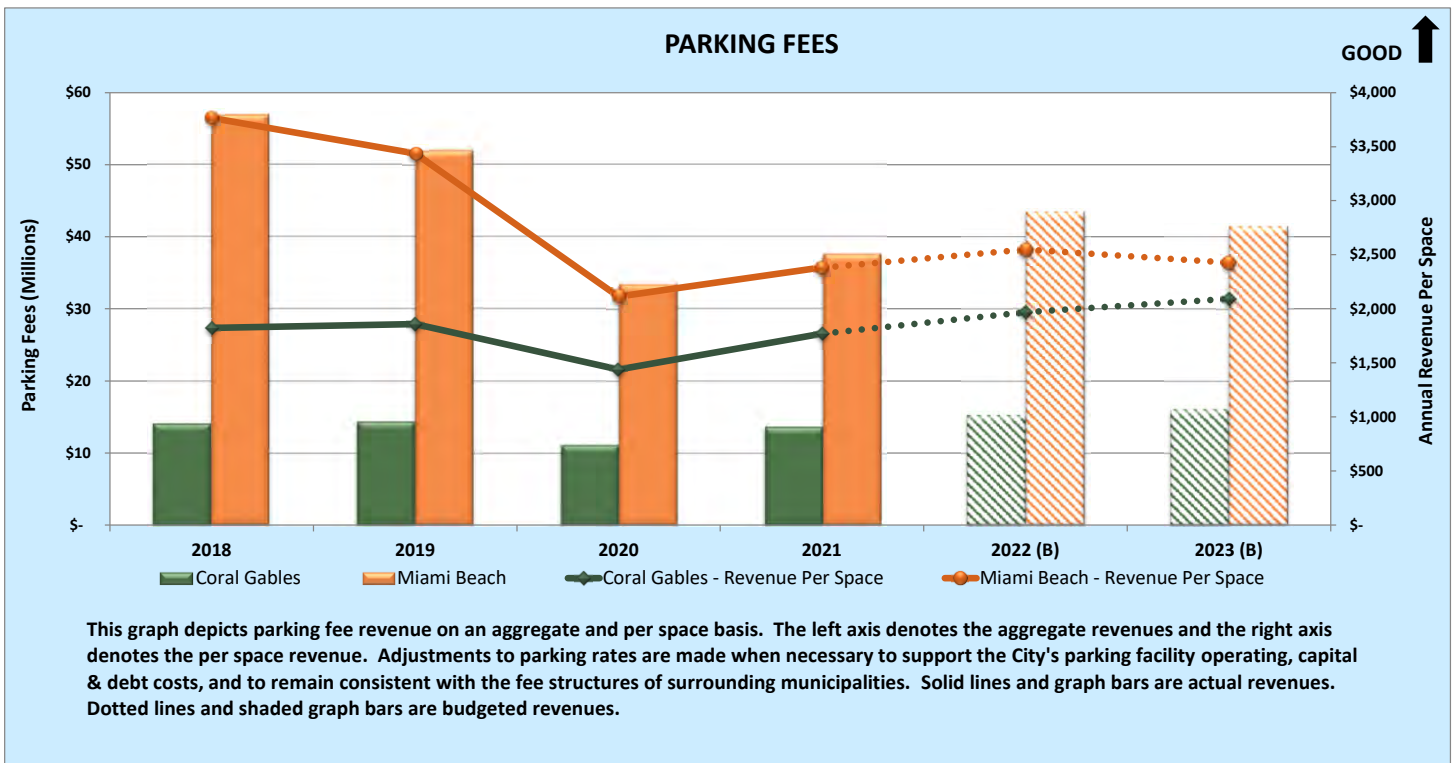
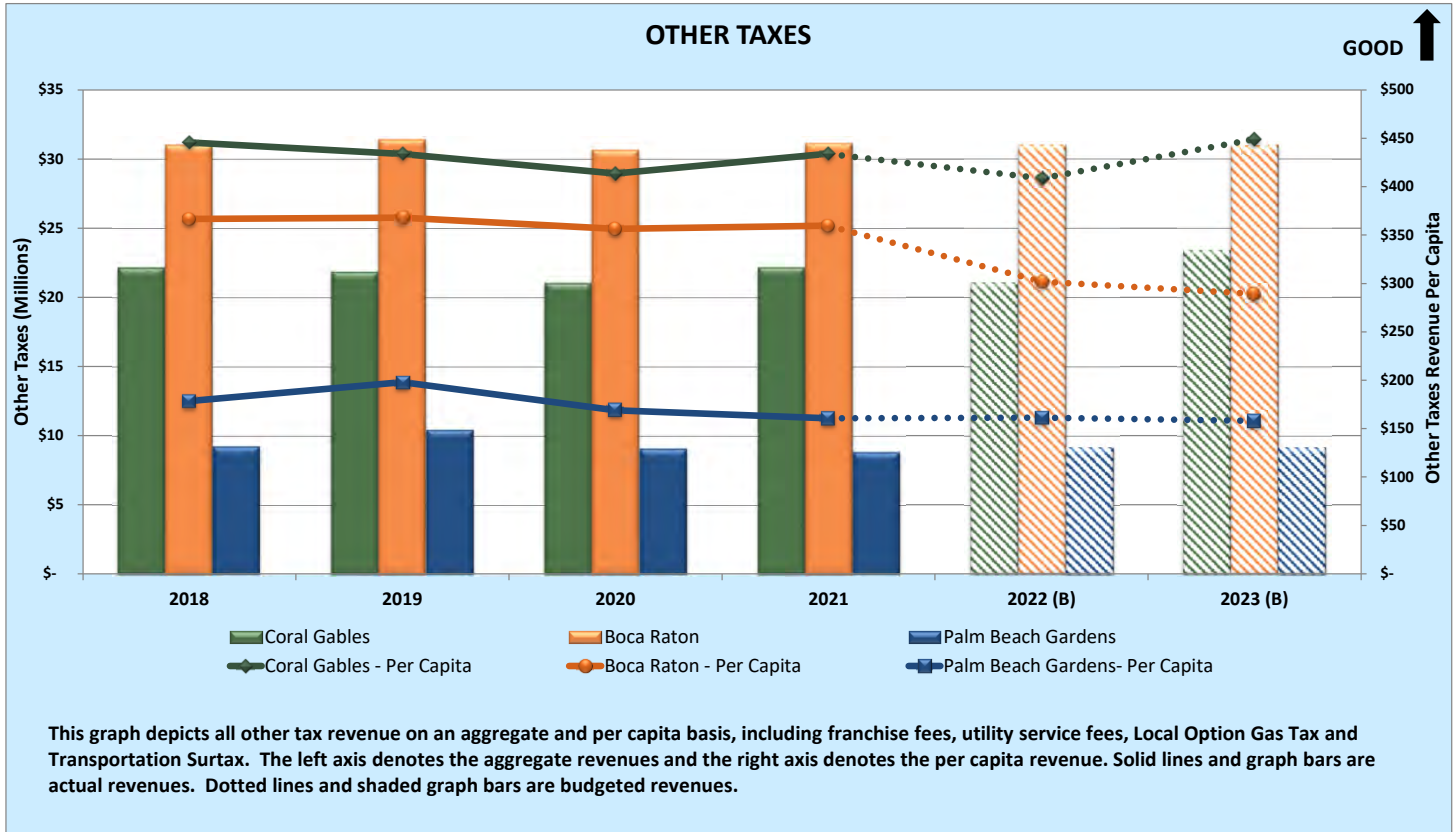
This graph depicts total General Fund revenues on an aggregate and per capita basis. The information is compared with Boca Raton and Palm Beach Gardens, the two other cities in Florida with excellent bond ratings. Please note that the left axis denotes the aggregate revenues and the right axis denotes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



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

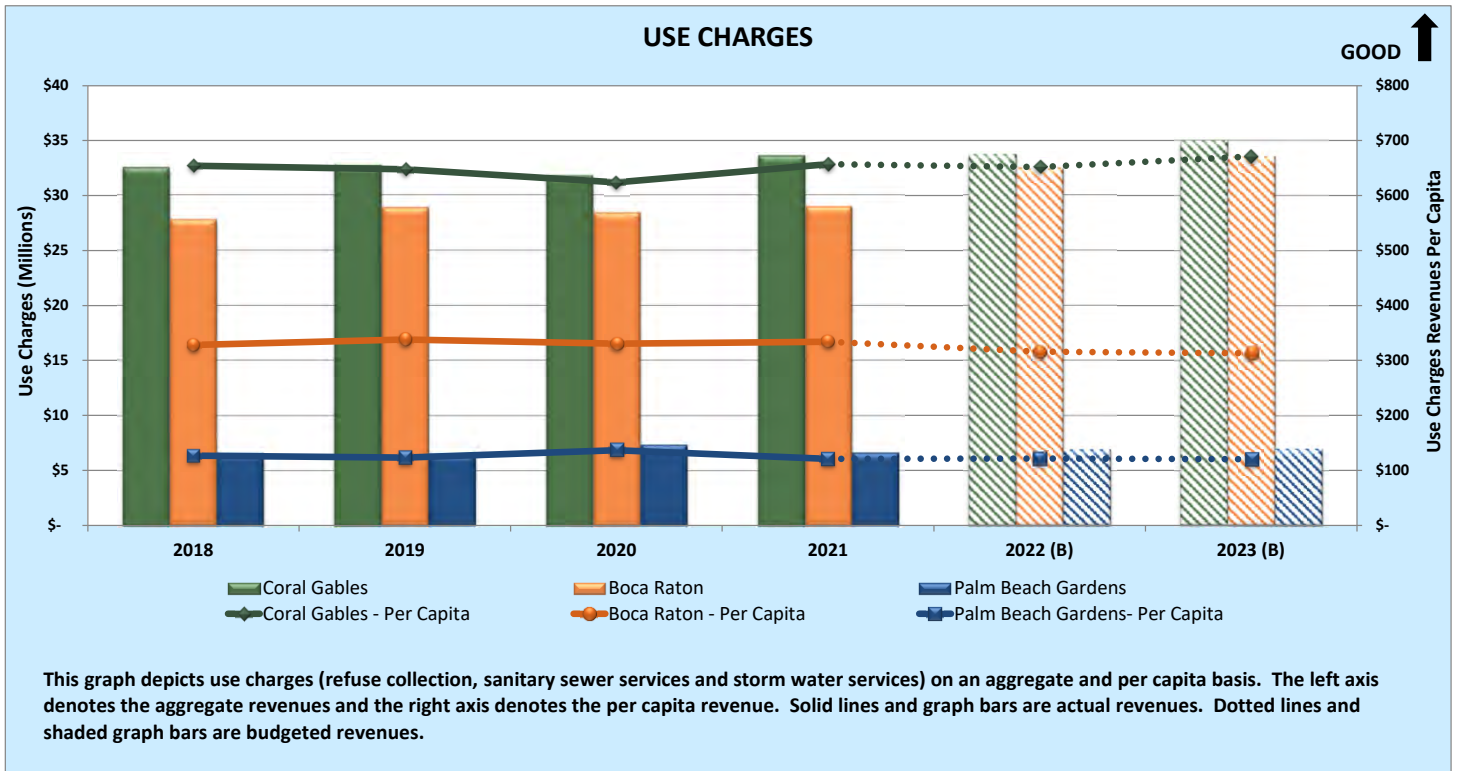
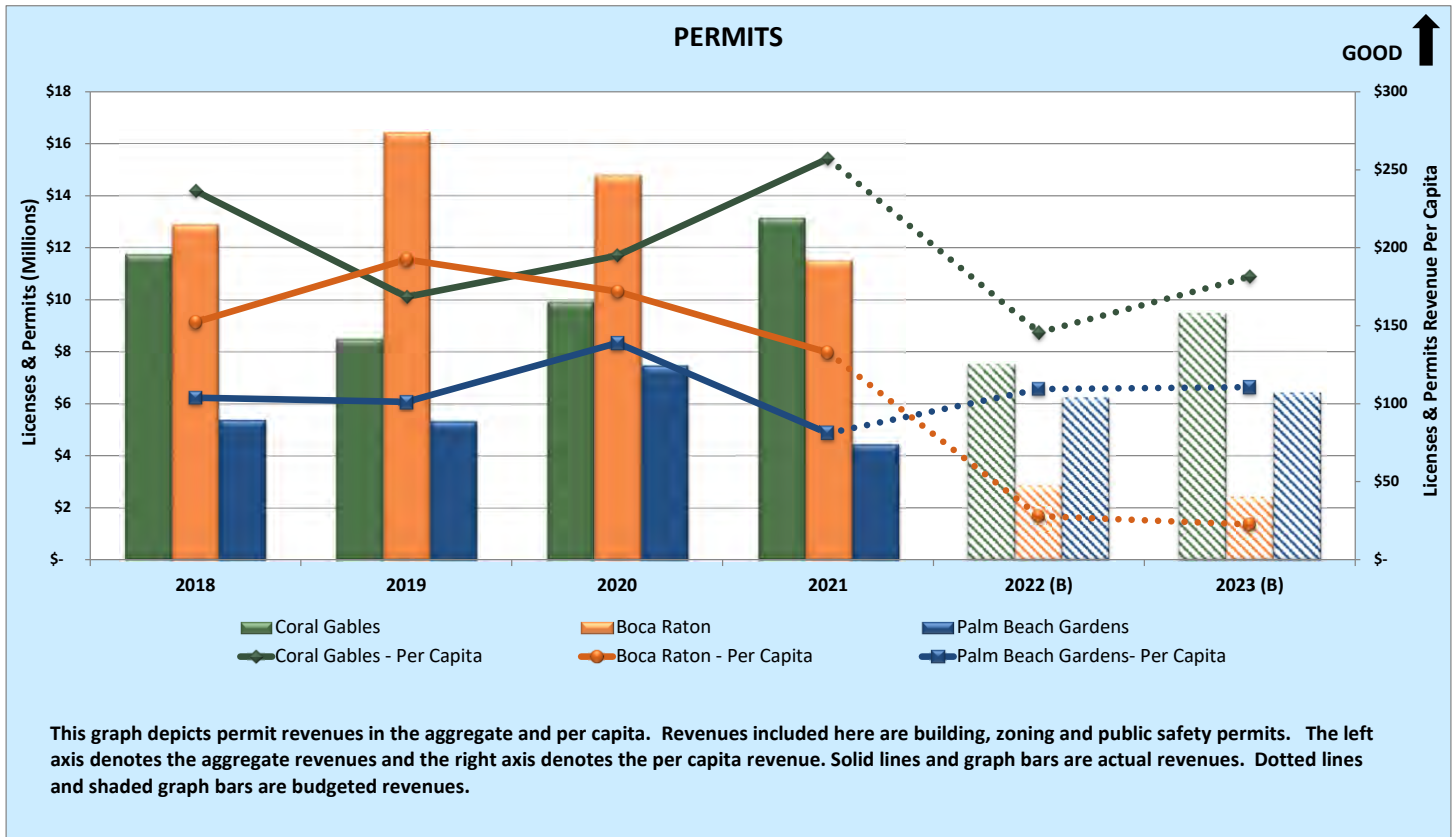
Note: (B) denotes budgeted figure, whereas other figures represent actuals

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



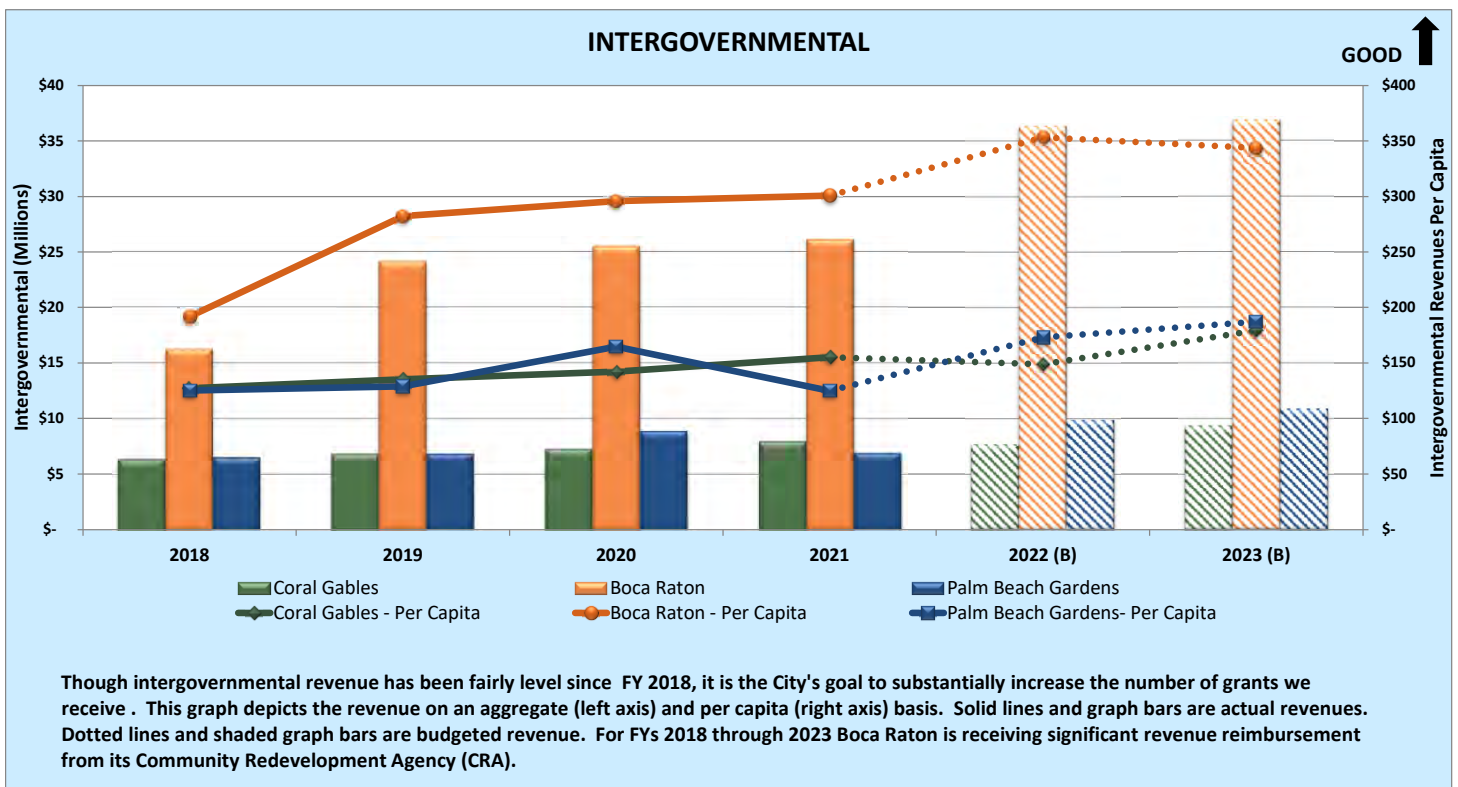
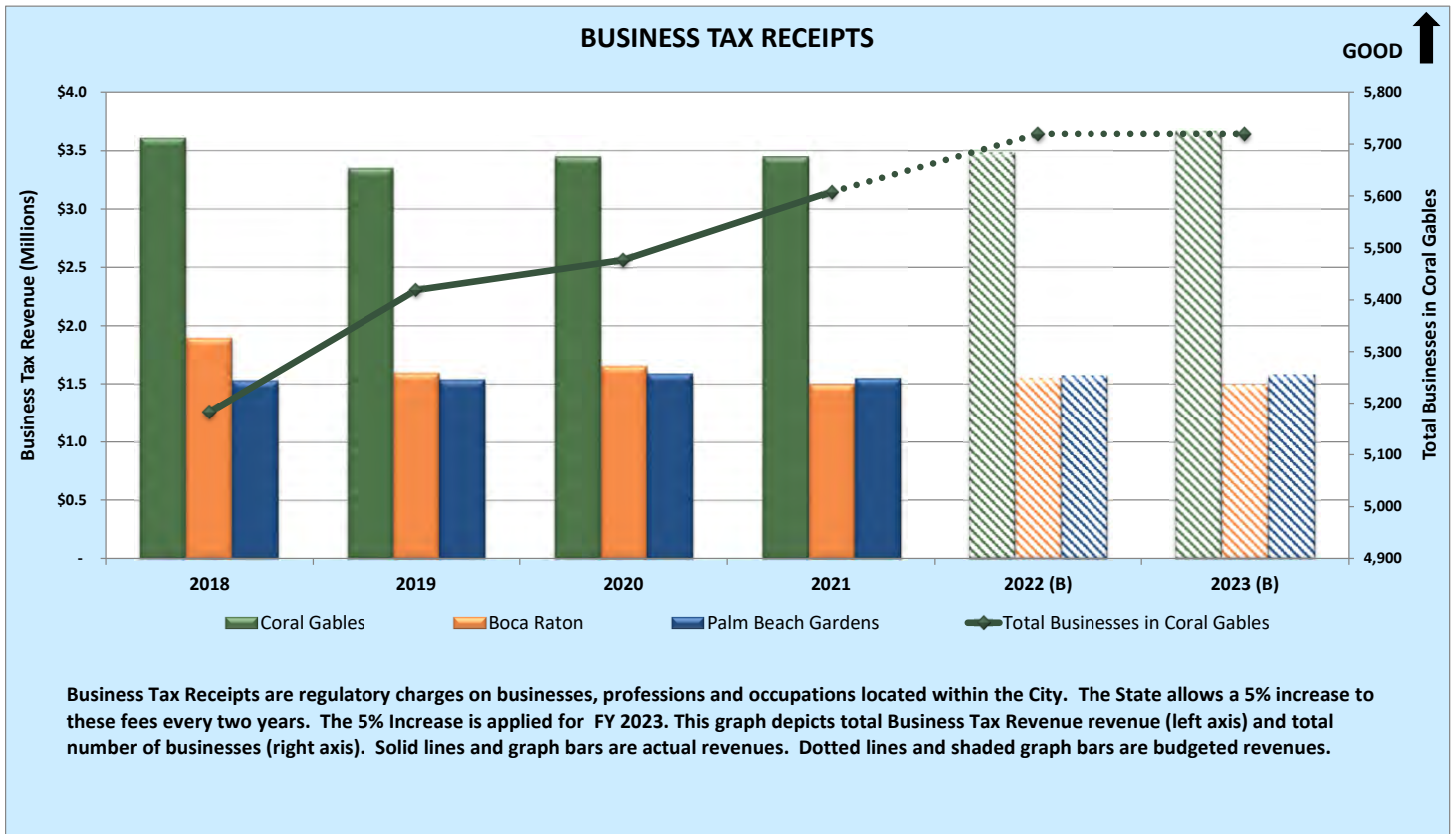
Note: (B) denotes budgeted figure, whereas other figures represent actuals

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



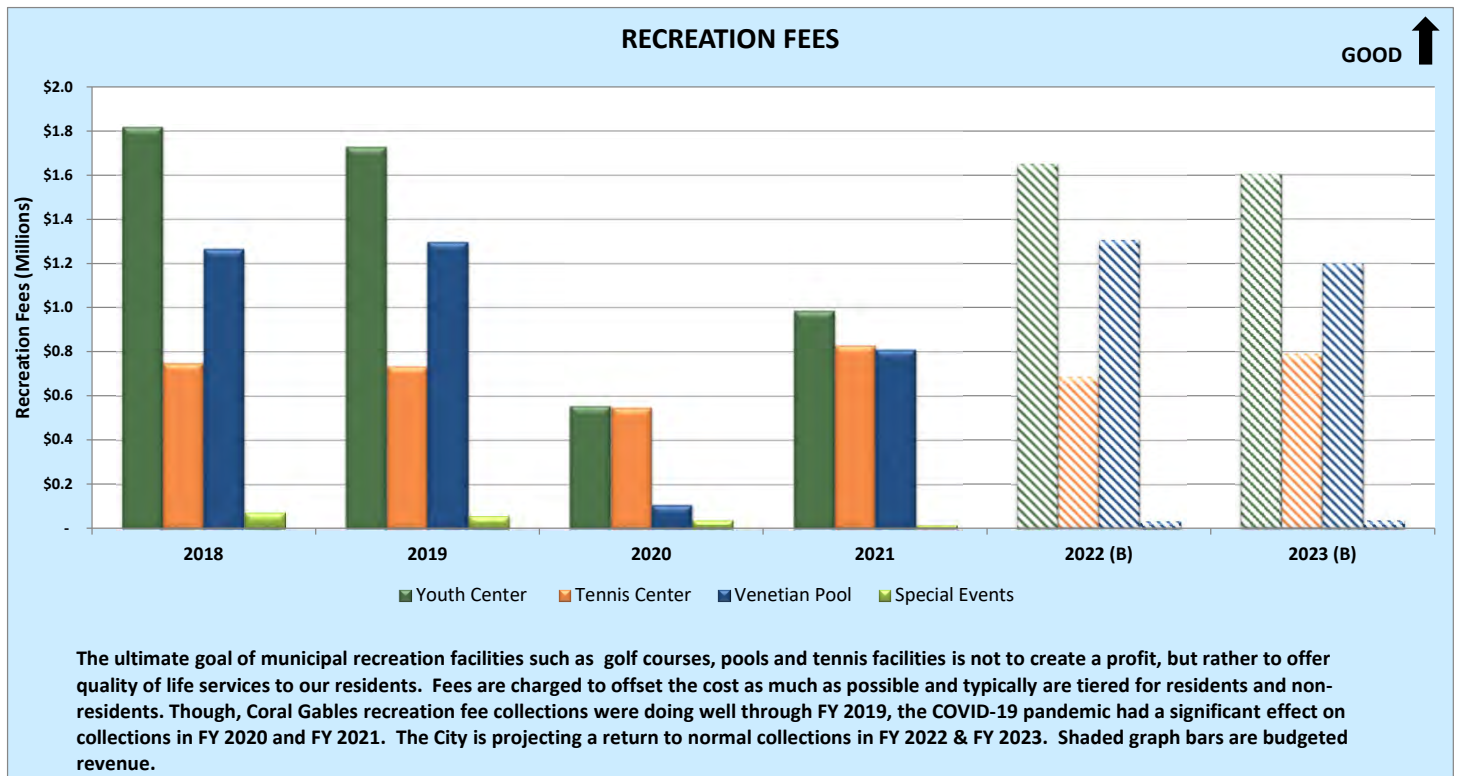
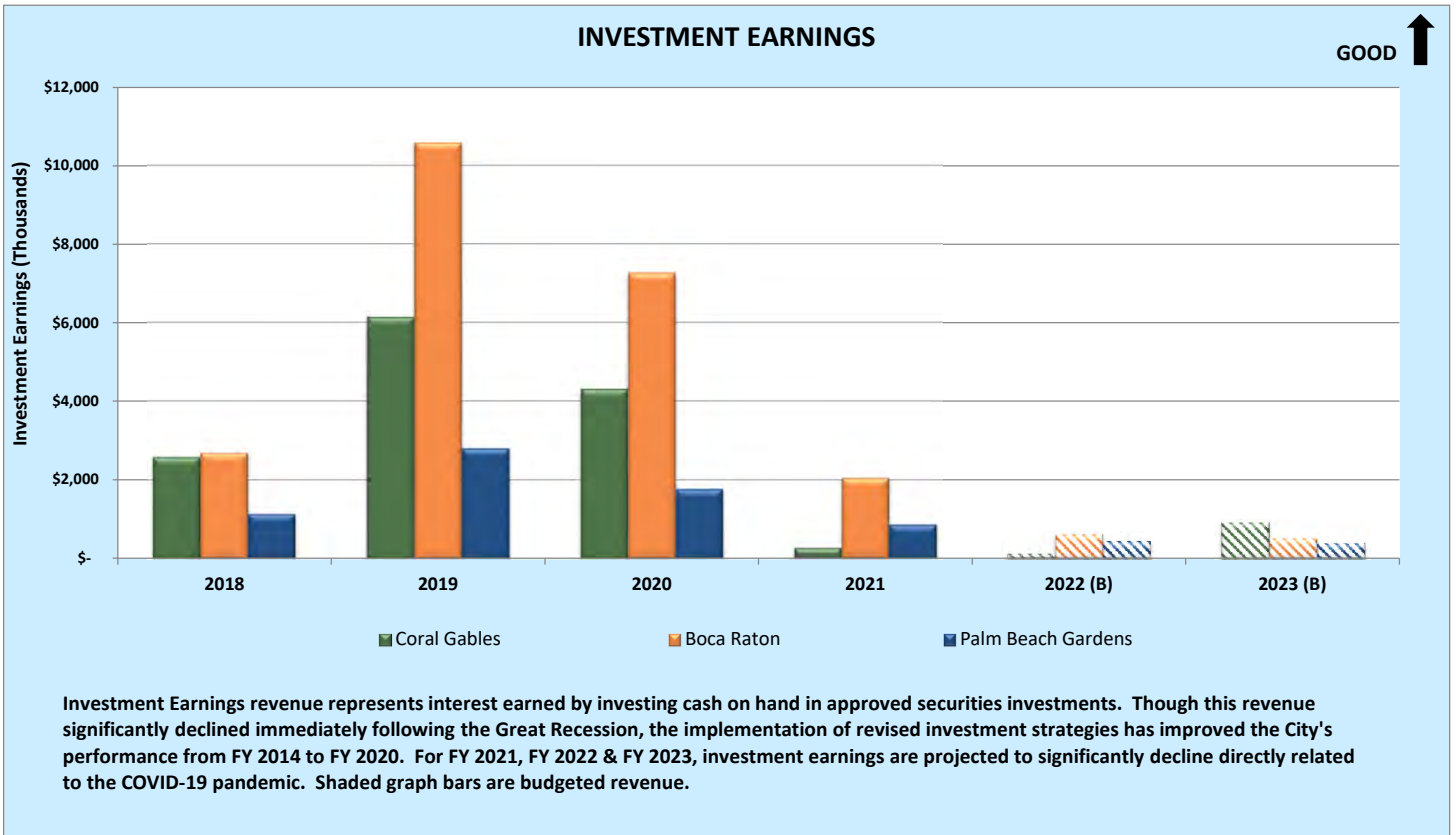
Note: (B) denotes budgeted figure, whereas other figures represent actuals

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



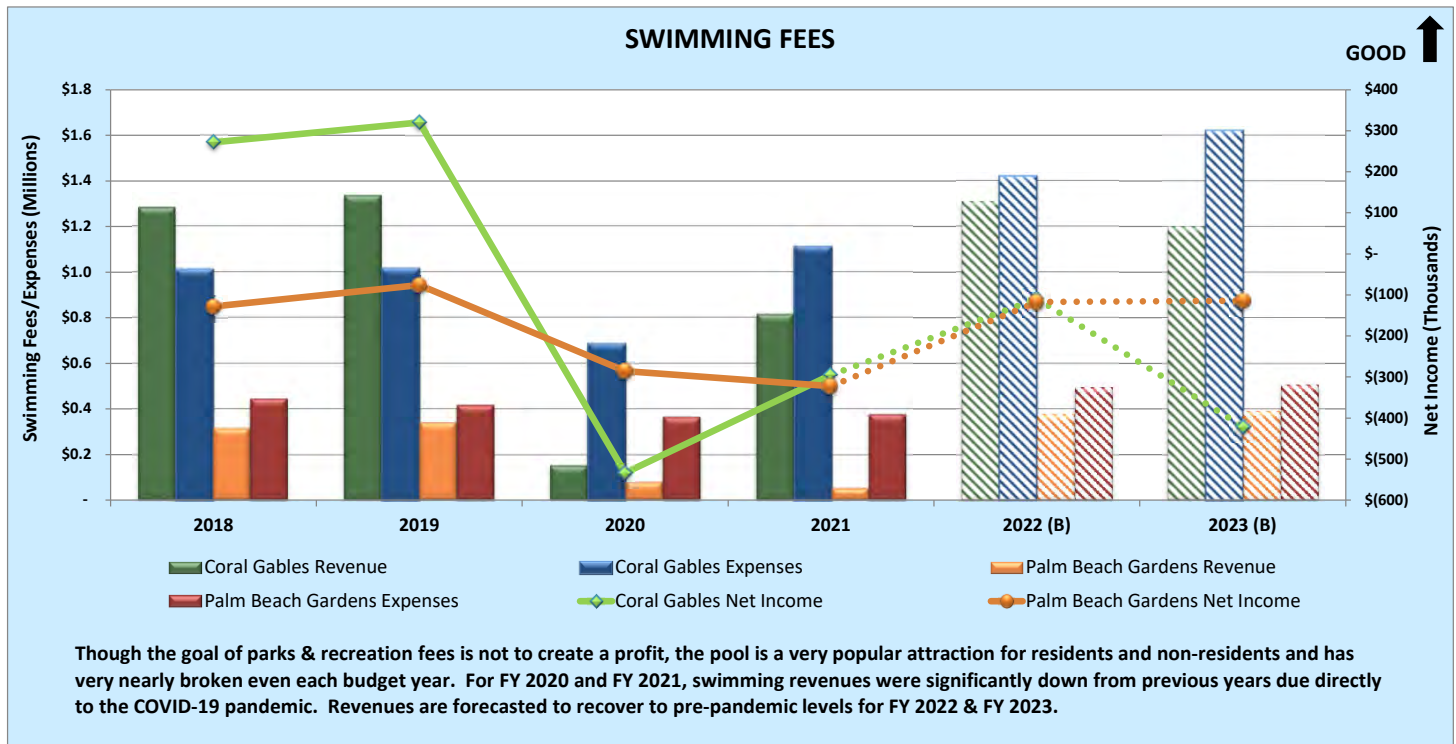
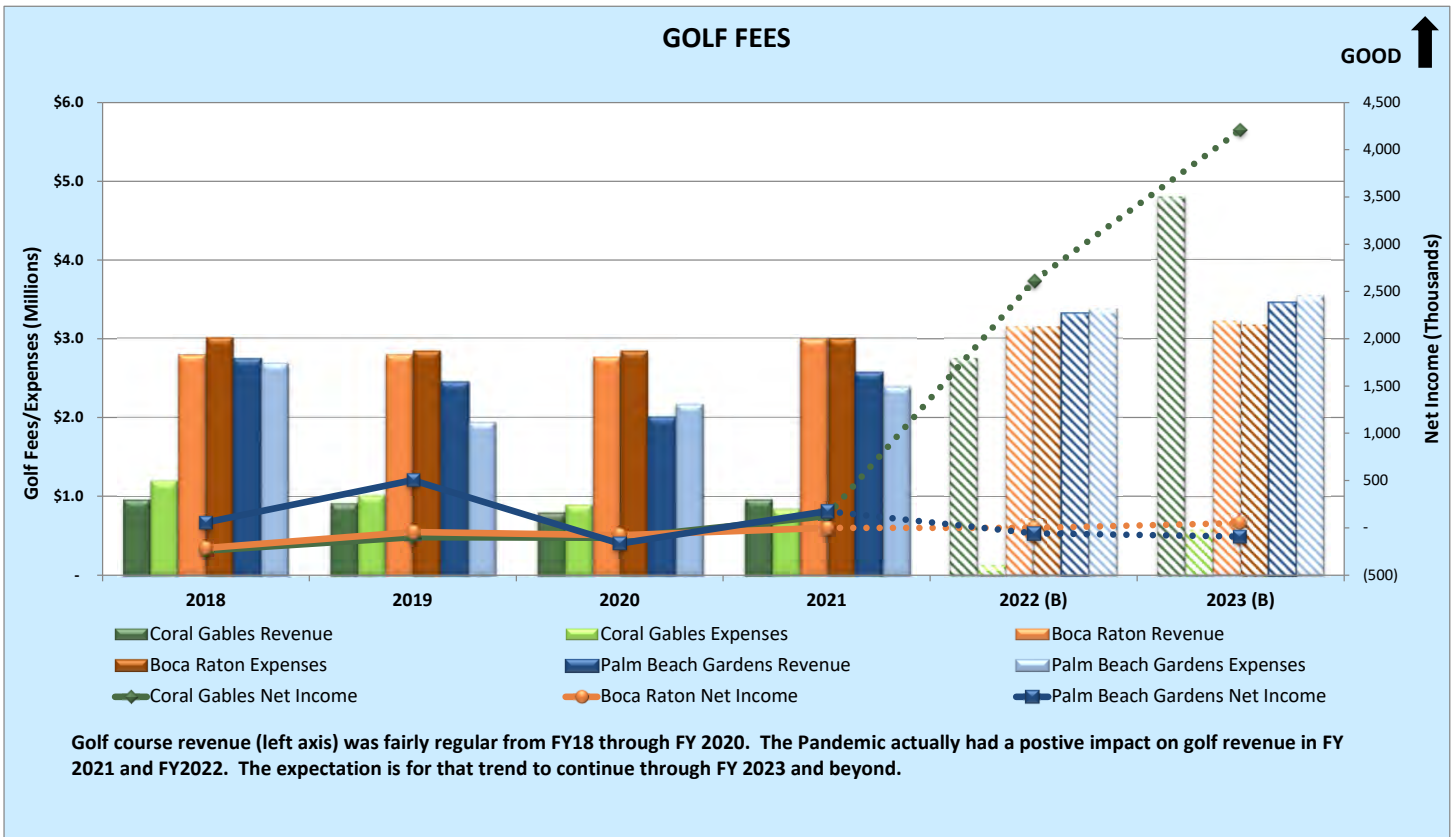
Note: (B) denotes budgeted figure, whereas other figures represent actuals

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



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

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



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

General Fund

(in \$ millions)

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 |
|--------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET | PROJ | PROJ | PROJ | PROJ |
| Revenues | | | | | | | | |
| Property Taxes | \$ 90.00 | \$ 92.90 | \$ 95.89 | \$ 106.28 | \$ 111.59 | \$ 117.17 | \$ 120.69 | \$ 124.31 |
| Use Charges | 9.91 | 9.06 | 8.87 | 9.01 | 9.19 | 9.37 | 9.56 | 9.75 |
| Other Taxes | 18.11 | 18.80 | 17.86 | 19.13 | 19.52 | 19.91 | 20.31 | 20.71 |
| Licenses & Permits | 13.37 | 16.59 | 11.01 | 13.13 | 13.39 | 13.77 | 13.97 | 14.37 |
| Other Revenue | 16.31 | 20.39 | 13.18 | 16.92 | 17.25 | 17.59 | 17.93 | 18.29 |
| Intergovernmental Revenue | 5.34 | 6.71 | 6.11 | 6.41 | 6.54 | 6.59 | 6.64 | 6.69 |
| Recreation Fees | 1.14 | 1.83 | 2.37 | 2.43 | 2.48 | 2.53 | 2.58 | 2.63 |
| Investment Earnings | 2.35 | 0.21 | 0.11 | 0.90 | 0.92 | 0.94 | 0.96 | 0.98 |
| Contributions from Other Funds | 12.76 | 10.76 | 12.48 | 11.71 | 11.94 | 12.18 | 12.42 | 12.67 |
| Transfers In | 3.18 | - | 7.91 | 3.10 | 3.16 | 3.16 | 3.16 | 3.16 |
| Total Revenues | \$ 172.47 | \$ 177.25 | \$ 175.79 | \$ 189.02 | \$ 195.98 | \$ 203.21 | \$ 208.22 | \$ 213.56 |

Expenditures by Type

| | | | | | | | | |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Personal Services | \$ 104.69 | \$ 107.15 | \$ 112.87 | \$ 115.97 | \$ 118.29 | \$ 120.66 | \$ 123.08 | \$ 125.55 |
| Operating Expenses | 37.73 | 37.12 | 44.91 | 47.63 | 48.58 | 49.55 | 50.54 | 51.55 |
| Capital Outlay | 0.53 | 0.59 | 0.96 | 0.34 | 0.35 | 0.36 | 0.37 | 0.38 |
| Grants and Aids | 0.99 | 1.09 | 1.18 | 0.59 | 0.60 | 0.61 | 0.62 | 0.63 |
| Non-Operating | (1.60) | (1.38) | (1.55) | (1.57) | (1.60) | (1.63) | (1.66) | (1.69) |
| Transfer Out | 30.13 | 32.68 | 17.42 | 26.06 | 29.76 | 33.66 | 35.27 | 37.14 |
| Total Expenditures by Type | \$ 172.47 | \$ 177.25 | \$ 175.79 | \$ 189.02 | \$ 195.98 | \$ 203.21 | \$ 208.22 | \$ 213.56 |

Expenditures by Function

| | | | | | | | | |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| General Government | \$ 31.19 | \$ 31.64 | \$ 37.52 | \$ 38.87 | \$ 39.66 | \$ 40.46 | \$ 41.28 | \$ 42.11 |
| Economic Environment | 1.17 | 1.24 | 1.74 | 1.24 | 1.26 | 1.29 | 1.32 | 1.35 |
| Public Safety | 75.53 | 77.38 | 79.95 | 82.85 | 84.51 | 86.20 | 87.92 | 89.68 |
| Physical Environment | 22.11 | 21.73 | 23.84 | 24.24 | 24.72 | 25.21 | 25.71 | 26.22 |
| Transportation | 4.42 | 4.42 | 4.95 | 5.05 | 5.15 | 5.25 | 5.36 | 5.47 |
| Culture & Recreation | 7.92 | 8.16 | 10.37 | 10.71 | 10.92 | 11.14 | 11.36 | 11.59 |
| Transfer Out | 30.13 | 32.68 | 17.42 | 26.06 | 29.76 | 33.66 | 35.27 | 37.14 |
| Total Expenditures by Function | \$ 172.47 | \$ 177.25 | \$ 175.79 | \$ 189.02 | \$ 195.98 | \$ 203.21 | \$ 208.22 | \$ 213.56 |
| Gain/(Loss) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

| | | | | | | | | |
|--------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Beginning Unassigned Reserves | \$ 29.54 | \$ 40.68 | \$ 45.09 | \$ 48.27 | \$ 48.27 | \$ 48.27 | \$ 48.27 | \$ 48.27 |
| FEMA/Ins. Reimbursements Rcv'd | 10.11 | 4.41 | 0.48 | - | - | - | - | - |
| FEMA/Ins. Outstanding | - | - | 2.70 | - | - | - | - | - |
| Transfers In/(Transfers Out) | 1.03 | - | - | - | - | - | - | - |
| Total Available | \$ 40.68 | \$ 45.09 | \$ 48.27 | \$ 48.27 | \$ 48.27 | \$ 48.27 | \$ 48.27 | \$ 48.27 |

2022-2023 BUDGET

LONG RANGE FINANCIAL PLAN FOR THE GENERAL FUND

OVERVIEW

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

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

REVENUE DISCUSSION

The General Fund is supported primarily by ad valorem property taxes, utility/franchise fees, permit fees, and various other user fees/charges. As with most municipalities in Florida, ad valorem property tax is by far the largest source of revenue, accounting for 61.01% of the Fund's operating revenue budget. Ad valorem dollars have rebounded consistently since the financial downturn of 2007-2009 with taxable values experiencing annual growth rates of 4.5% to 7.6%. Though, in the very early part of the COVID-19 pandemic taxable values were expected to decline, the opposite has occurred with values continuing to appreciate as the workforce transitions to a more work at home employment model. Moving forward the City will project an increase of 5% in values in FY24 and FY25, with a conservative 3% increase in values in the two years following FY25 as the housing market cannot sustain such large increases year over year. This type of conservative approach is consistent with the City's goal of financial sustainability.

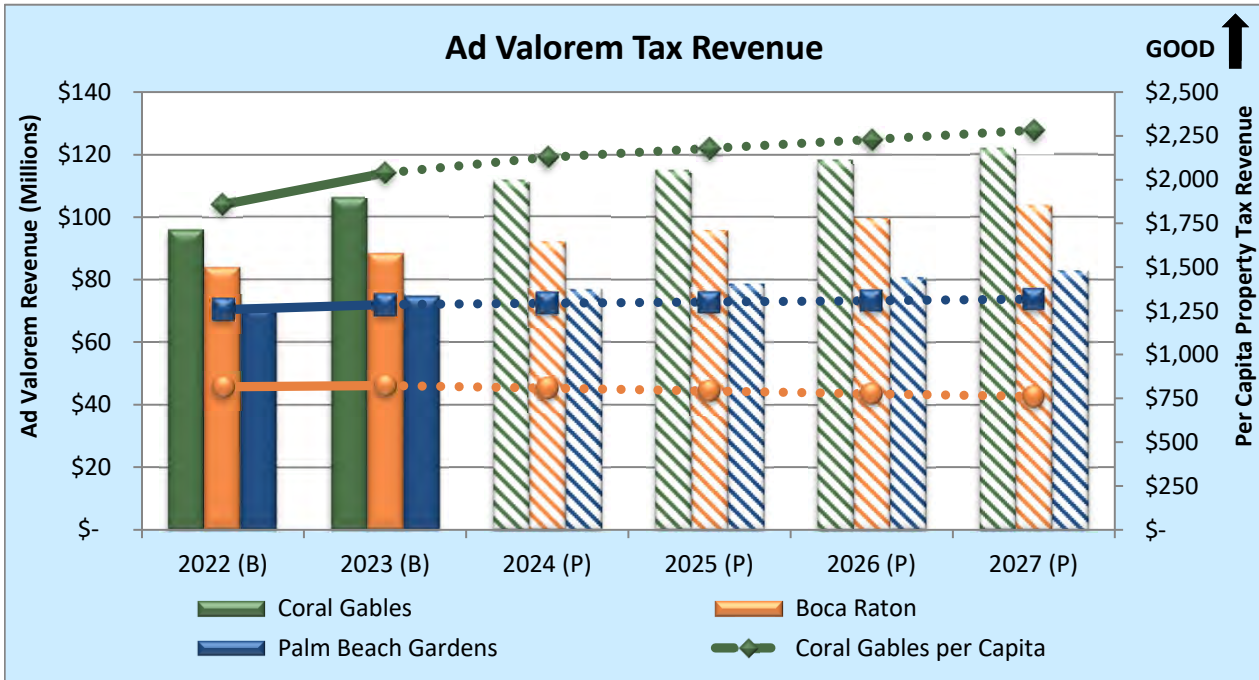
Coral Gables continues to be in high demand for commercial and residential development. The City Commission understands that development is an important way to grow the tax base and thereby generate new revenues. However, the City maintains a strict principle to be very selective with new development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

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

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

REVENUE DISCUSSION - (Continued)

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



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

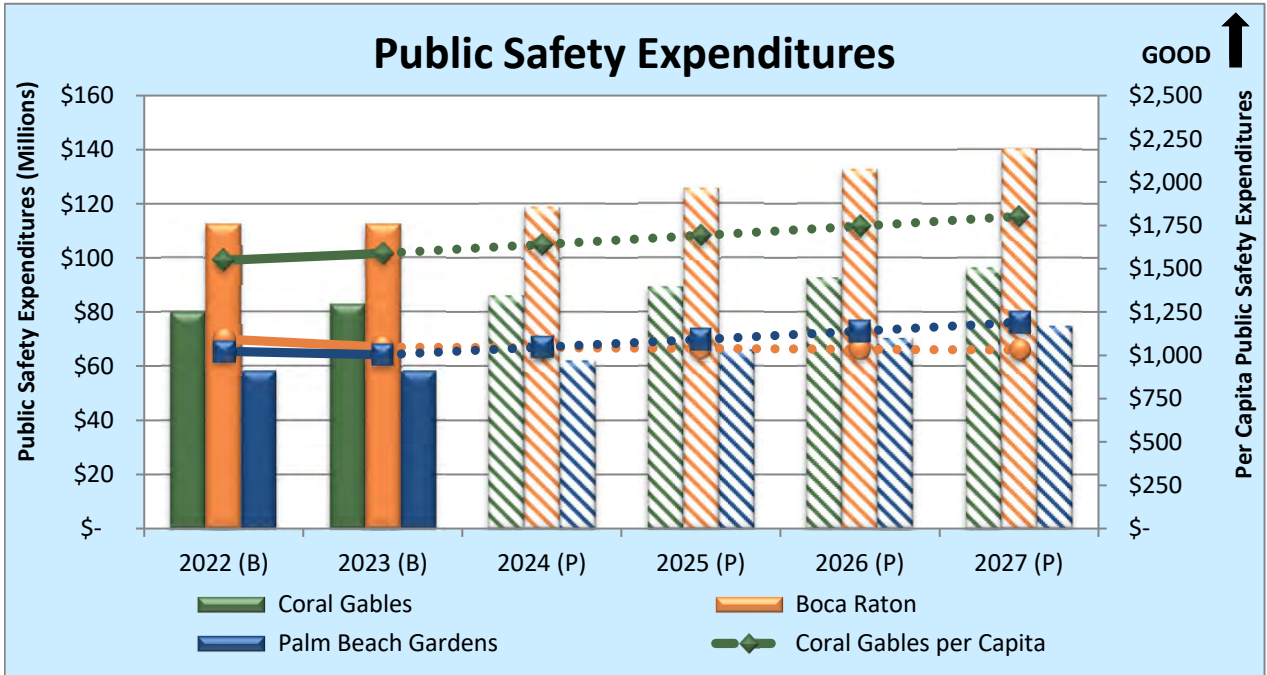
EXPENDITURE DISCUSSION

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

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

EXPENDITURE DISCUSSION - (Continued)

Public Safety (both personnel and operating) are the main cost drivers of the General Fund's expenditures, as the City is committed to maintaining a safe living and working environment for its residents, businesses and visitors. Public Safety expenses represent approximate 50.3% of the FY 2022-2023 General Fund operating budget. The graph below depicts total and per capita public safety expenses for Coral Gables and other peer municipalities.



RESERVE POLICY & CONCLUSION

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

2022-2023 BUDGET

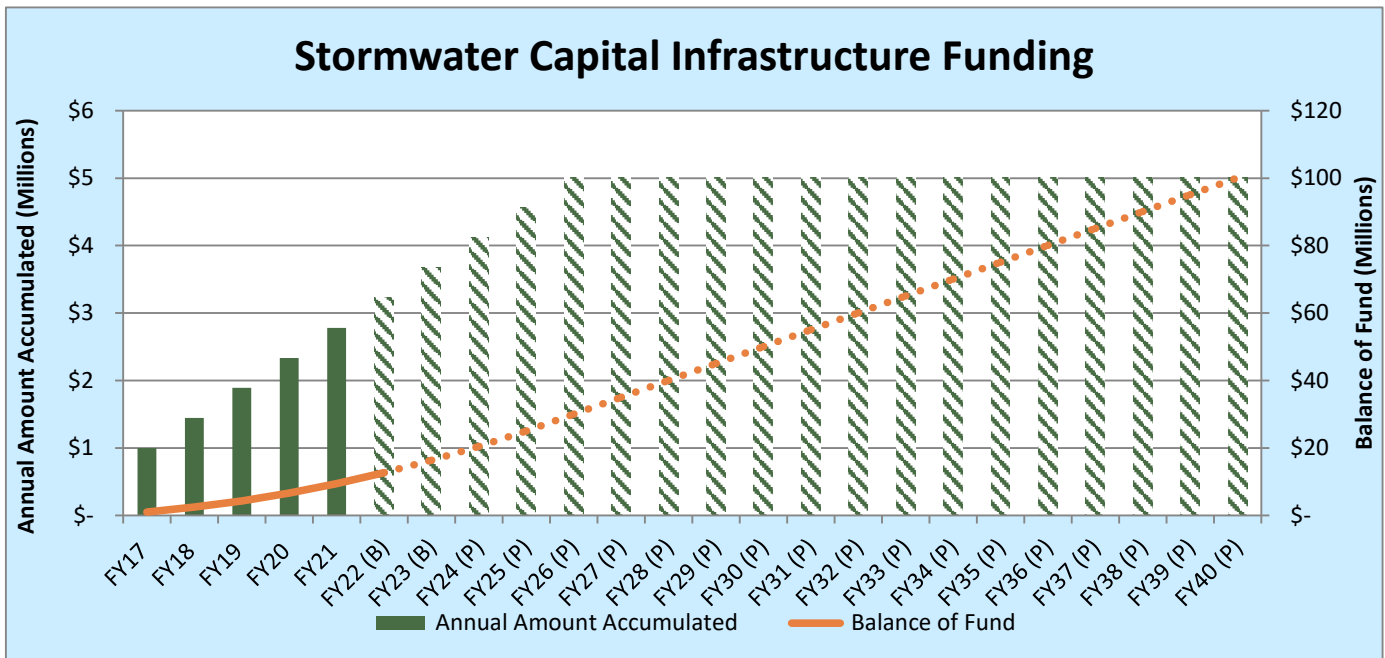
LONG RANGE FINANCIAL PLAN FOR SEA LEVEL RISE MITIGATION

OVERVIEW

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

REVENUE DISCUSSION - STORMWATER

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



REVENUE DISCUSSION - SANITARY SEWER

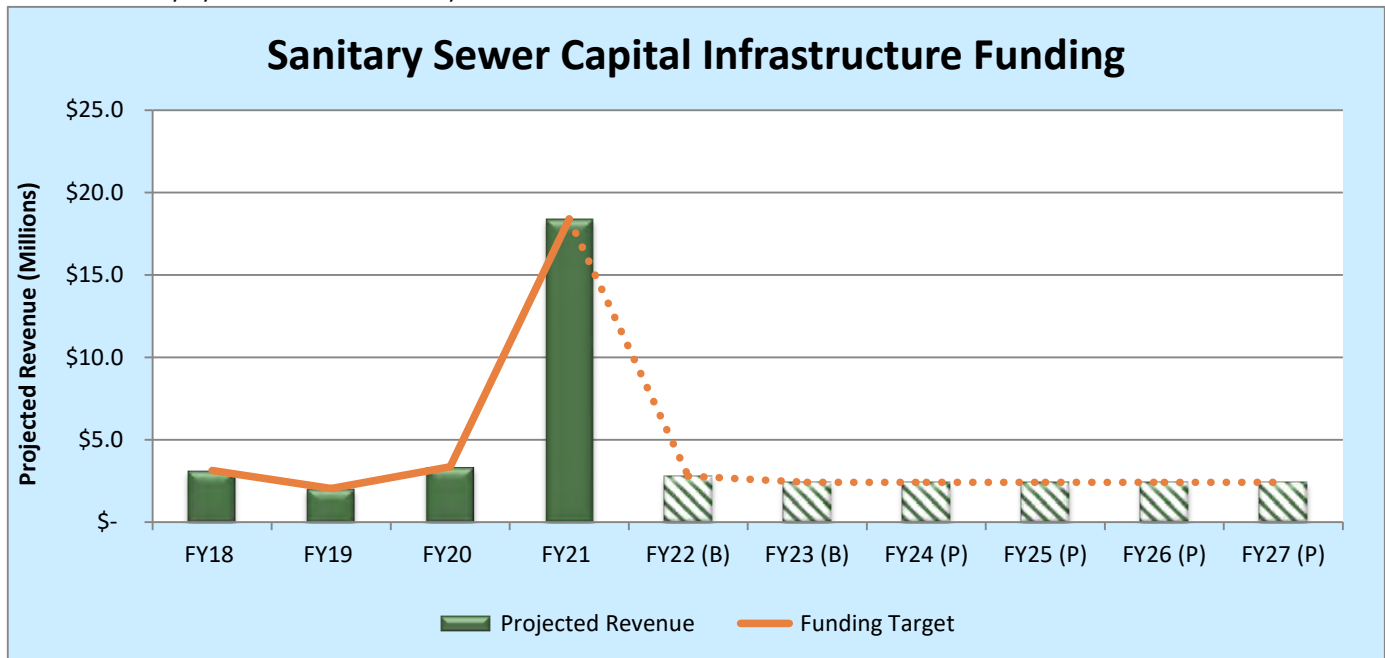
The City is also taking proactive steps to combat the impact sea level rise will have on its sanitary sewer system. As part of the capital planning process, the Public Works staff worked the Budget Office to determine a comprehensive replacement cost estimate for the sanitary sewer infrastructure. The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

2022-2023 BUDGET

LONG RANGE FINANCIAL PLAN FOR SEA LEVEL RISE MITIGATION

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

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



CONCLUSION

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

CITY OF CORAL GABLES

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

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

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

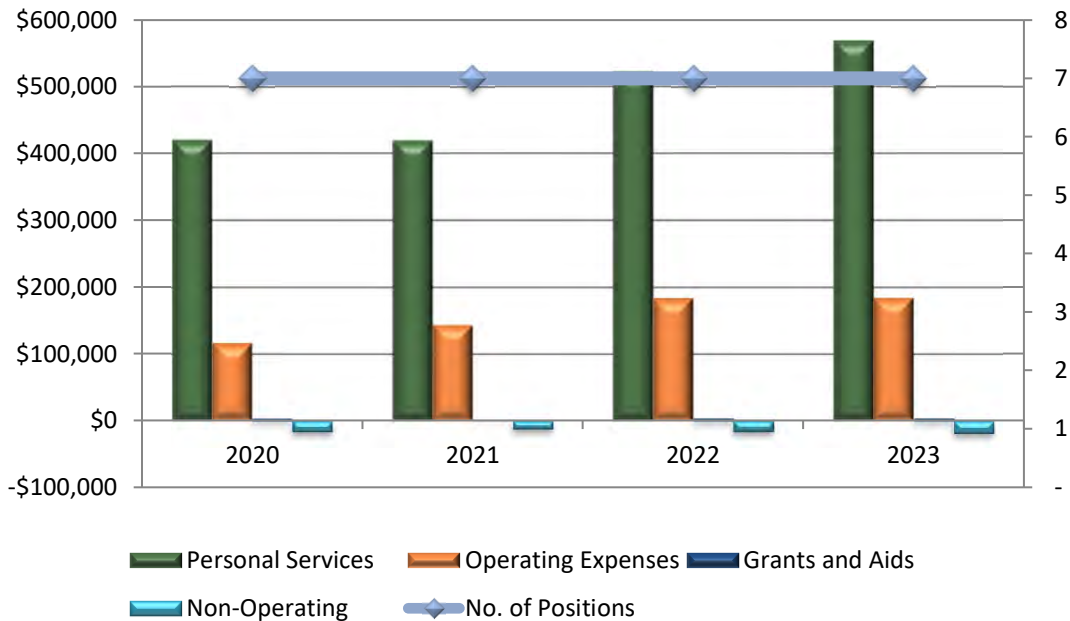
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



**CITY COMMISSION
BUDGET AND POSITION SUMMARY**

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Salaries & Benefits | 419,898 | 419,020 | 521,833 | 568,543 |
| Operating Expenses | 116,222 | 143,362 | 183,583 | 184,196 |
| Grants and Aids | 3,943 | 58 | 4,000 | 4,000 |
| Non-Operating | (16,031) | (11,992) | (15,694) | (18,692) |
| Total | 524,032 | 550,448 | 693,722 | 738,047 |
| | | | | |
| Full Time Headcount | 6.00 | 6.00 | 6.00 | 6.00 |
| Part Time FTE's | 0.75 | 0.75 | 0.75 | 0.75 |
| Total Headcount & FTE's | 6.75 | 6.75 | 6.75 | 6.75 |

EXPENDITURE/PERSONNEL COMPARISONS



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



001 GENERAL FUND
CITY COMMISSION
0100 CITY COMMISSION
511 LEGISLATIVE

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|----------------------------------|--|--------------------------------|---------------------|---------------------|---------------------|-------------------|---------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | | |
| FULL TIME POSITIONS | | | | | | | |
| 8900 | Mayor | 1.00 | 1.00 | 1.00 | 1.00 | \$ 44,905 | |
| 8910 | Vice Mayor | 1.00 | 1.00 | 1.00 | 1.00 | 39,285 | |
| 8920 | City Commissioner | 3.00 | 3.00 | 3.00 | 3.00 | 109,464 | |
| 0636 | Chief Community Outreach & Policy Adv. | - | 1.00 | 1.00 | 1.00 | 85,951 | |
| 0034 | Admin. Assistant to the Mayor | 1.00 | - | - | - | - | |
| TOTAL FULL TIME HEADCOUNT | | 6.00 | 6.00 | 6.00 | 6.00 | 279,605 | |
| PART TIME POSITIONS | | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's | |
| 0517 | Administrative Assistant - P/T | 1 | - | 0.75 | 0.75 | 0.75 | 30,318 |
| 0051 | Office Clerk Intern - PT | - | 0.75 | - | - | - | - |
| TOTAL PART TIME FTE's | | 1 | 0.75 | 0.75 | 0.75 | 0.75 | 30,318 |
| TOTAL | | 6.75 | 6.75 | 6.75 | 6.75 | \$ 309,923 | |

EXPENDITURE DETAIL

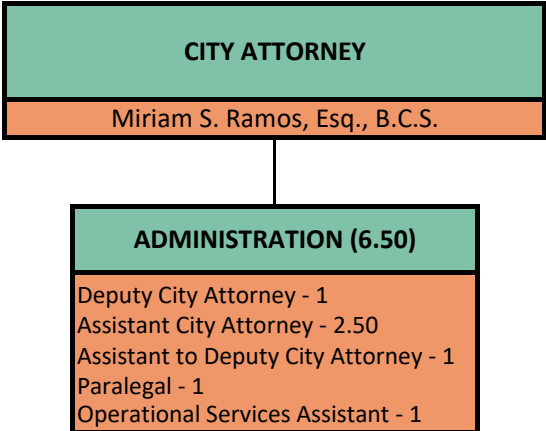
| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|-------------------|-------------------|-------------------|-----------------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 251,557 | \$ 256,748 | \$ 291,657 | \$ 309,923 |
| 2000 Employee Benefits - See Other Cost Dist. | 168,341 | 162,272 | 230,176 | 258,620 |
| 4010 Travel Expense | 25,223 | 24,340 | 28,200 | 28,200 |
| 4011 Out-of-town Travel | 3,191 | 2,093 | 13,000 | 6,000 |
| 4410 Rental of Machinery and Equipment | 2,787 | 3,081 | 2,000 | 2,000 |
| 4420 General Services Cost - See Other Cost Dist. | 58,077 | 58,434 | 58,371 | 62,295 |
| 4550 General Liability Insurance | 11,849 | 12,214 | 13,712 | 17,401 |
| 4710 Special Printed Forms | - | - | 300 | 300 |
| 4990 Other Miscellaneous Expense | 1,321 | 3,968 | 17,000 | 17,000 |
| 4991 Miscellaneous Expense - Group 1 | 400 | 307 | 5,000 | 5,000 |
| 4992 Miscellaneous Expense - Group 2 | 2,026 | 2,071 | 5,000 | 5,000 |
| 4993 Miscellaneous Expense - Group 3 | 969 | 2,404 | 5,000 | 5,000 |
| 4994 Miscellaneous Expense - Group 4 | 145 | 4,798 | 5,000 | 5,000 |
| 4995 Miscellaneous Expense - Group 5 | - | 409 | 5,000 | 5,000 |
| 5100 Office Supplies | 2,942 | 5,666 | 10,000 | 10,000 |
| 5400 Membership Dues and Subscriptions | 7,292 | 23,577 | 11,000 | 11,000 |
| 5410 Employee Training | - | - | 5,000 | 5,000 |
| 8101 Sister Cities Grant | 3,943 | 58 | 4,000 | 4,000 |
| 9010 Intradepartmental Credits | (16,031) | (11,992) | (15,694) | ¹ (18,692) |
| TOTAL | \$ 524,032 | \$ 550,448 | \$ 693,722 | \$ 738,047 |

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

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

CITY ATTORNEY

ORGANIZATION CHART



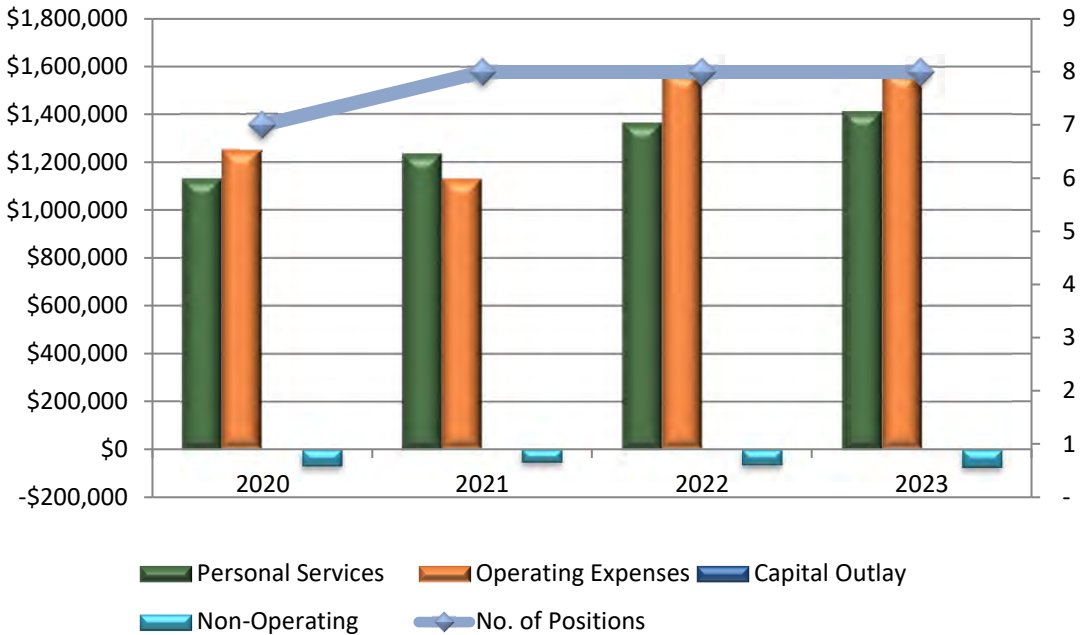
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



**CITY ATTORNEY
BUDGET AND POSITION SUMMARY**

| | <u>2019-2020 ACTUAL</u> | <u>2020-2021 ACTUAL</u> | <u>2021-2022 BUDGET</u> | <u>2022-2023 BUDGET</u> |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Salaries & Benefits | 1,131,485 | 1,235,388 | 1,364,548 | 1,412,332 |
| Operating Expenses | 1,251,121 | 1,129,582 | 1,574,012 | 1,575,231 |
| Capital Outlay | - | - | 500 | 500 |
| Non-Operating | <u>(69,088)</u> | <u>(53,104)</u> | <u>(65,100)</u> | <u>(73,806)</u> |
| Total | <u>2,313,518</u> | <u>2,311,866</u> | <u>2,873,960</u> | <u>2,914,257</u> |
| | | | | |
| Full Time Headcount | 6.50 | 7.50 | 7.50 | 7.50 |
| Part Time FTE's | <u>0.75</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Total Headcount & FTE's | <u>7.25</u> | <u>7.50</u> | <u>7.50</u> | <u>7.50</u> |

EXPENDITURE/PERSONNEL COMPARISONS



City Attorney

Department Function:

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

Department Goals:

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

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET ESTIMATE

CITY ATTORNEY

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

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

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



001 GENERAL FUND
CITY ATTORNEY
0500 CITY ATTORNEY
514 LEGAL COUNSEL

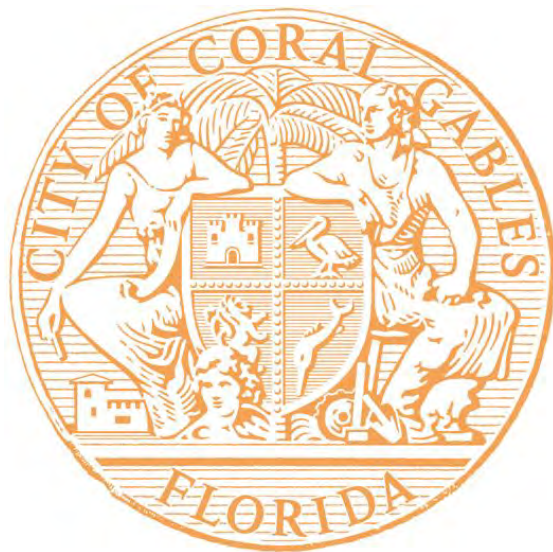
PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | |
|----------------------------------|---|--------------------------------|------------------|------------------|------------------|-------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
| | | ACTUAL | ACTUAL | BUDGET | BUDGET | SALARIES |
| <u>FULL TIME POSITIONS</u> | | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | |
| 8930 | City Attorney | 1.00 | 1.00 | 1.00 | 1.00 | \$ 234,533 |
| 0040 | Deputy City Attorney | 1.00 | 1.00 | 1.00 | 1.00 | 186,704 |
| 0080 | Assistant City Attorney | 2.00 | 2.00 | 2.00 | 2.00 | 263,203 |
| 0629 | Asst City Attorney/Govt'l Affairs Manager | 0.50 | 0.50 | 0.50 | 0.50 | 70,194 |
| 0070 | Paralegal | 1.00 | 1.00 | 1.00 | 1.00 | 90,290 |
| 0048 | Ass't to Deputy City Attorney | 1.00 | 1.00 | 1.00 | 1.00 | 69,302 |
| 0064 | Operational Services Assistant | - | 1.00 | 1.00 | 1.00 | 43,221 |
| 8888 | Overtime | - | - | - | - | 8,000 |
| TOTAL FULL TIME HEADCOUNT | | 6.50 | 7.50 | 7.50 | 7.50 | 965,447 |
| <u>PART TIME POSITIONS</u> | | <u>HC</u> | <u>FTE's</u> | <u>FTE's</u> | <u>FTE's</u> | <u>FTE's</u> |
| 0083 | Clerical Assistant II - P/T | - | - | - | - | - |
| 9019 | Receptionist/Office Asst - P/T | - | 0.75 | - | - | - |
| TOTAL PART TIME FTE's | | - | 0.75 | 0.00 | 0.00 | - |
| TOTAL | | 7.25 | 7.50 | 7.50 | 7.50 | \$ 965,447 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|---------------------|---------------------|---------------------|---------------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 785,864 | \$ 854,461 | \$ 923,234 | \$ 965,447 |
| 2000 Employee Benefits - See Other Cost Dist. | 345,621 | 380,927 | 441,314 | 446,885 |
| 3120 Special Legal Services | 1,115,134 | 988,059 | 1,400,000 | 1,400,000 |
| 4090 Other Transportation Expense | 29,886 | 28,392 | 29,886 | 29,886 |
| 4091 Cell Phone Allowance | 1,200 | 5,920 | 1,200 | - |
| 4410 Rental of Machinery and Equipment | 6,840 | 6,623 | 8,200 | 8,200 |
| 4420 General Services Cost - See Other Cost Dist. | 40,500 | 40,748 | 40,707 | 43,440 |
| 4550 General Liability Insurance | 37,201 | 40,607 | 42,669 | 54,205 |
| 4720 Printing & Binding | - | 1,275 | 730 | 730 |
| 4910 Court Costs & Investigative Expense | 450 | 20 | 1,870 | 1,870 |
| 4990 Other Miscellaneous Expense | 436 | - | 1,950 | 500 |
| 5100 Office Supplies | 2,592 | 1,203 | 10,500 | 7,900 |
| 5400 Membership Dues and Subscriptions | 15,772 | 15,294 | 21,300 | 18,500 |
| 5410 Employee Training | 1,110 | 1,441 | 15,000 | 10,000 |
| 6450 Office Equipment Replacement | - | - | 500 | 500 |
| 9010 Intradepartmental Credits | (69,088) | (53,104) | (65,100) | 1 (73,806) |
| TOTAL | \$ 2,313,518 | \$ 2,311,866 | \$ 2,873,960 | \$ 2,914,257 |

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

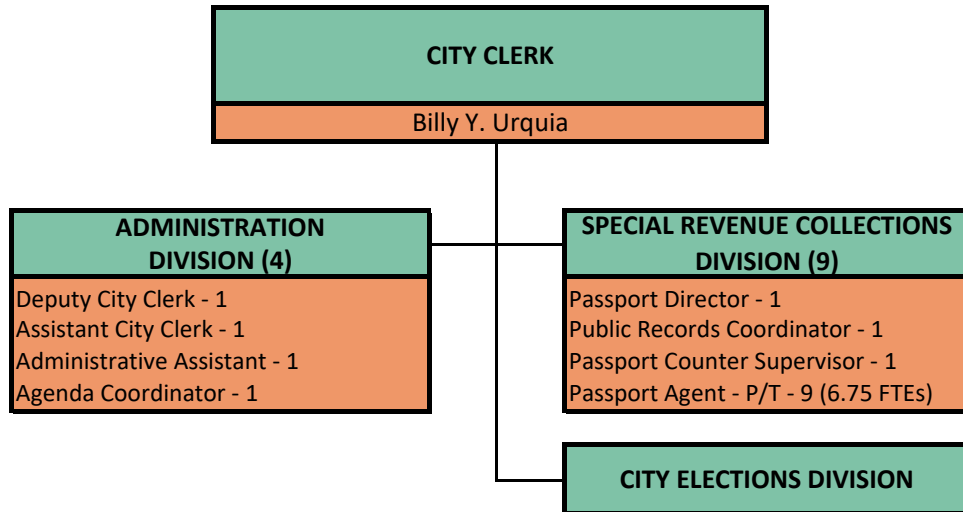


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**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**

CITY CLERK

ORGANIZATION CHART



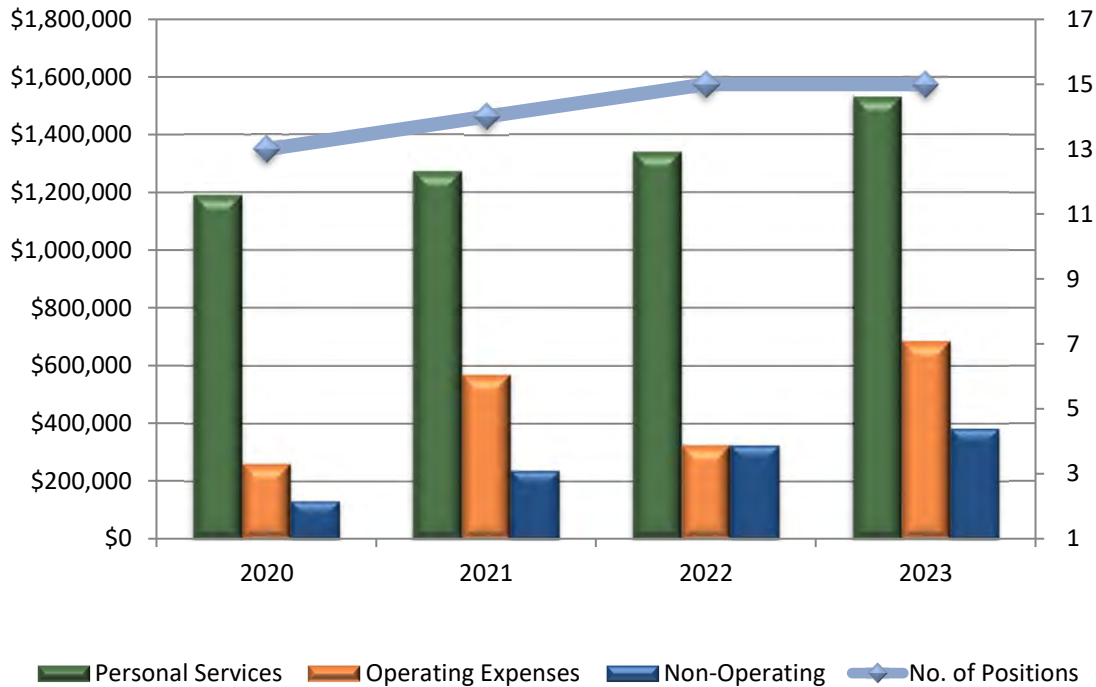
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



**CITY CLERK
BUDGET AND POSITION SUMMARY**

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Salaries & Benefits | 1,189,775 | 1,271,840 | 1,339,699 | 1,529,869 |
| Operating Expenses | 260,359 | 567,392 | 324,445 | 683,780 |
| Non-Operating | 132,008 | 236,366 | 324,225 | 381,722 |
| Total | <u>1,596,437</u> | <u>2,075,598</u> | <u>1,988,369</u> | <u>2,595,371</u> |
| Full Time Headcount | 8.00 | 8.00 | 8.00 | 8.00 |
| Part Time FTE's | 4.50 | 6.00 | 6.75 | 6.75 |
| Total Headcount & FTE's | <u>12.50</u> | <u>14.00</u> | <u>14.75</u> | <u>14.75</u> |

EXPENDITURE/PERSONNEL COMPARISONS



City Clerk

Department Function:

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

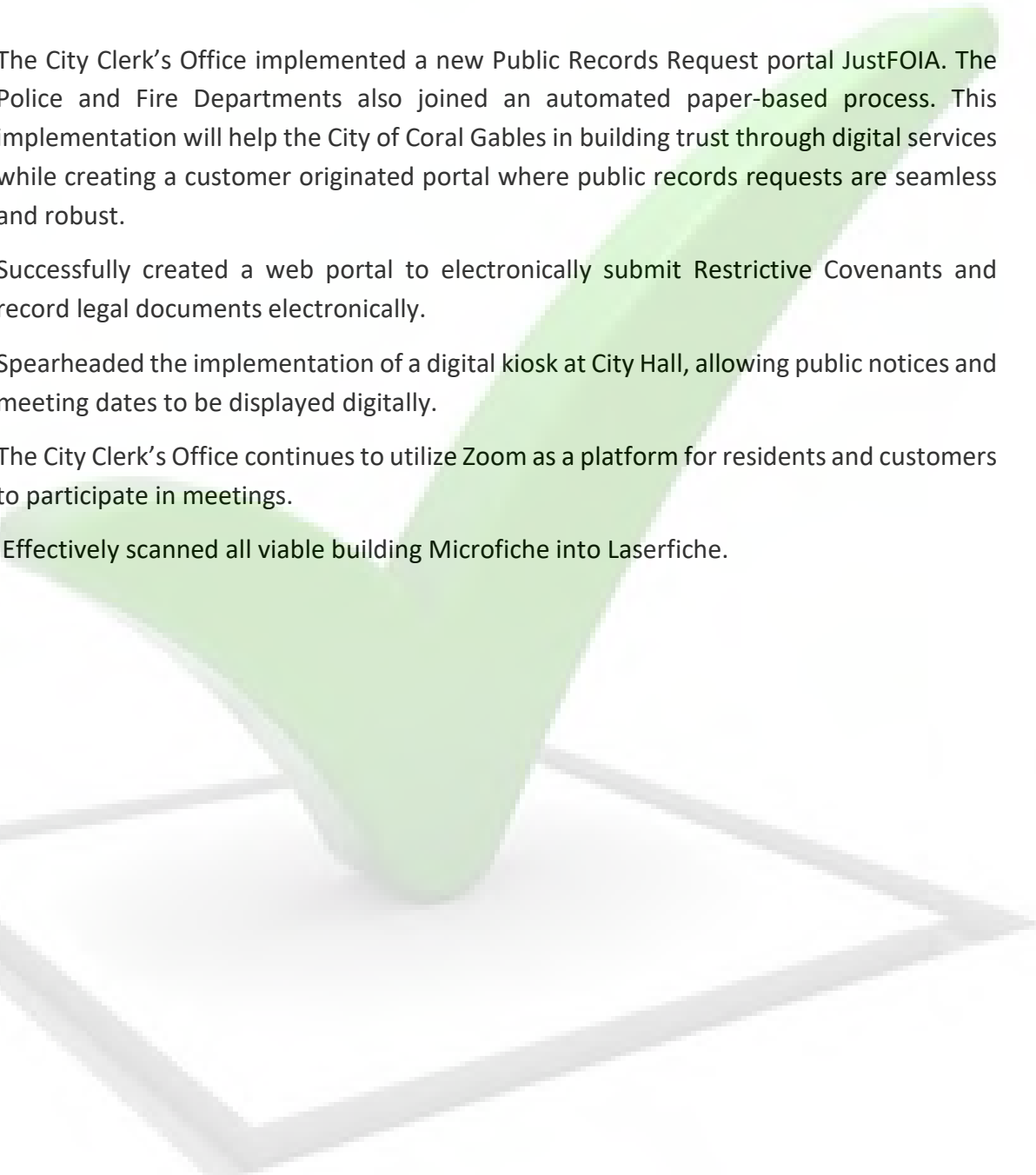
Department Goals:

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

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

CITY CLERK

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

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

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

CITY CLERK

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

Legend

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

Notes:

¹Denotes calendar year figures



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



001 GENERAL FUND
CITY CLERK
0600 CITY CLERK
511 LEGISLATIVE

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

| CLASS. NO. | CLASSIFICATION TITLE FULL TIME POSITIONS | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
|---------------|--|---------------------|---------------------|---------------------|---------------------|-------------------|
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES |
| 8940 | City Clerk | 1.00 | 1.00 | 1.00 | 1.00 | \$ 155,734 |
| 0600 | Deputy City Clerk | 1.00 | 1.00 | 1.00 | 1.00 | 134,931 |
| 0623 | Assistant City Clerk | 1.00 | 1.00 | 1.00 | 1.00 | 114,665 |
| 0602 | Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 62,964 |
| 0035 | Agenda Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 71,453 |
| TOTAL | | 5.00 | 5.00 | 5.00 | 5.00 | \$ 539,747 |

EXPENDITURE DETAIL

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|---|---------------------|---------------------|---------------------|---------------------|
| 1000 Salaries | \$ 473,867 | \$ 463,106 | \$ 477,179 | \$ 539,747 |
| 2000 Employee Benefits - See Other Cost Dist. | 253,930 | 273,440 | 290,253 | 313,448 |
| 3190 Other Professional Services | 20,096 | 29,824 | 63,295 | 53,063 |
| 4090 Other Transportation Expense | 13,969 | 11,727 | 12,344 | 12,344 |
| 4091 Cell Phone Allowance | 1,200 | 1,140 | 1,200 | - |
| 4410 Rental of Machinery and Equipment | 8,247 | 8,200 | 8,200 | 8,200 |
| 4420 General Services Cost - See Other Cost Dist. | 32,945 | 33,146 | 33,114 | 35,336 |
| 4550 General Liability Insurance | 20,859 | 21,310 | 22,049 | 30,304 |
| 4820 Advertising Expense | 22,576 | 13,959 | 20,000 | 20,000 |
| 4990 Other Miscellaneous Expense | 1,483 | 5,151 | 4,700 | 7,700 |
| 5100 Office Supplies | 2,614 | 1,984 | 4,013 | 5,900 |
| 5400 Membership Dues and Subscriptions | 2,834 | 2,180 | 2,190 | 2,190 |
| 5410 Employee Training | 5,780 | 1,893 | 8,750 | 12,000 |
| TOTAL | \$ 860,400 | \$ 867,060 | \$ 947,287 | \$ 1,040,232 |

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



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

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|----------------------------------|-----------------------------|--------------------------------|---------------------|---------------------|---------------------|-------------------|----------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | | |
| FULL TIME POSITIONS | | | | | | | |
| 0607 | Passport Director | 1.00 | 1.00 | 1.00 | 1.00 | \$ 127,680 | |
| 0136 | Public Records Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 62,729 | |
| 0599 | Passport Counter Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 55,313 | |
| 8888 | Overtime | - | - | - | - | 15,000 | |
| TOTAL FULL TIME HEADCOUNT | | 3.00 | 3.00 | 3.00 | 3.00 | 260,722 | |
| PART TIME POSITIONS | | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's | |
| 0087 | Intern - P/T | - | 0.75 | 0.75 | - | 0.00 | |
| 9027 | Passport Clerk - P/T | 9 | 3.75 | 5.25 | 6.75 | 6.75 | |
| TOTAL PART TIME FTE's | | 9 | 4.50 | 6.00 | 6.75 | 6.75 | |
| TOTAL | | | 7.50 | 9.00 | 9.75 | 9.75 | |
| | | | | | | \$ 510,889 | |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|-------------------|-------------------|---------------------|---------------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 334,952 | \$ 376,136 | \$ 404,795 | \$ 510,889 |
| 2000 Employee Benefits - See Other Cost Dist. | 127,026 | 159,158 | 167,472 | 165,785 |
| 3190 Other Professional Services | 52,535 | 61,071 | 62,100 | 62,100 |
| 4090 Other Transportation Expense | 2,274 | 3,703 | 3,898 | 3,898 |
| 4410 Rental of Machinery and Equipment | 4,705 | 3,528 | 4,750 | 4,750 |
| 4420 General Services Cost - See Other Cost Dist. | 35,252 | 35,467 | 35,432 | 37,811 |
| 4550 General Liability Insurance | 16,233 | 19,104 | 18,910 | 28,684 |
| 4970 Passport Expense | 5,852 | 7,026 | 7,500 | 7,500 |
| 5202 Chemicals and Photographic Supplies | 8,011 | 7,132 | 7,000 | 7,000 |
| 6442 Computer Software - Additions | 14,295 | - | - | - |
| 9001 Lobbyist Registration & Fees | 4,000 | 329 | - | - |
| 9002 Document Filing Fee | 128,008 | 236,037 | 324,225 | 381,722 |
| TOTAL | \$ 733,143 | \$ 908,691 | \$ 1,036,082 | \$ 1,210,139 |

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



001 GENERAL FUND
 CITY CLERK
 0610 CITY ELECTIONS
 511 LEGISLATIVE

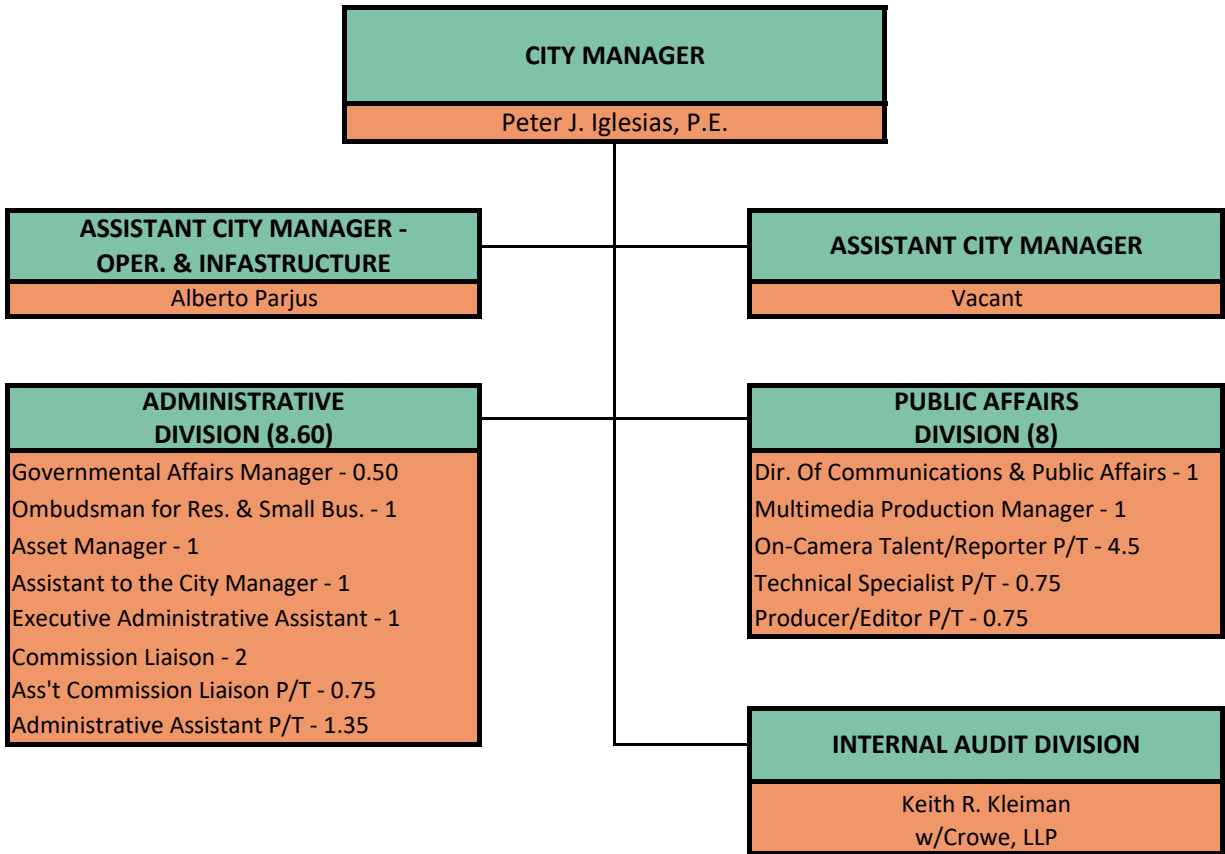
EXPENDITURE DETAIL

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

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

CITY MANAGER

ORGANIZATION CHART



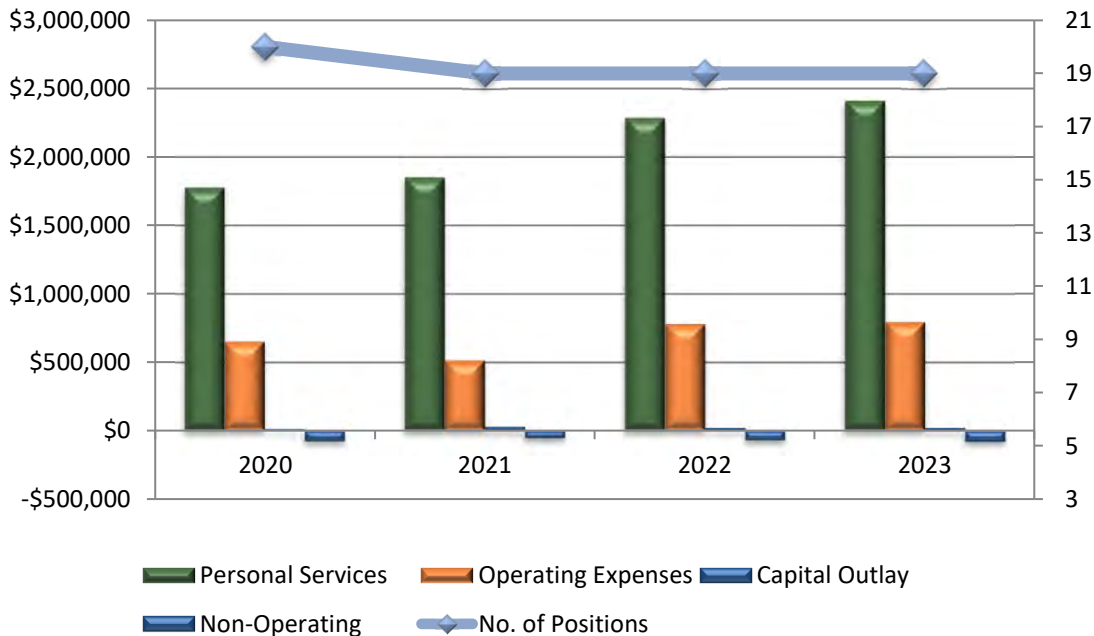
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



**CITY MANAGER
BUDGET AND POSITION SUMMARY**

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Salaries & Benefits | 1,774,975 | 1,848,677 | 2,284,846 | 2,410,274 |
| Operating Expenses | 650,605 | 513,895 | 781,088 | 794,777 |
| Capital Outlay | 10,063 | 29,883 | 21,000 | 21,000 |
| Non-Operating | (75,002) | (55,357) | (67,672) | (79,685) |
| Total | <u>2,360,641</u> | <u>2,354,598</u> | <u>3,019,262</u> | <u>3,146,366</u> |
| Full Time Headcount | 12.00 | 12.00 | 12.00 | 12.00 |
| Part Time FTE's | 8.10 | 6.60 | 6.60 | 6.60 |
| Total Headcount & FTE's | <u>20.10</u> | <u>18.60</u> | <u>18.60</u> | <u>18.60</u> |

EXPENDITURE/PERSONNEL COMPARISONS



City Manager's Office

Department Function:

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

Department Goals:

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

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

CITY MANAGER'S OFFICE

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

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

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

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

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

OFFICE OF COMMUNICATIONS AND PUBLIC AFFAIRS

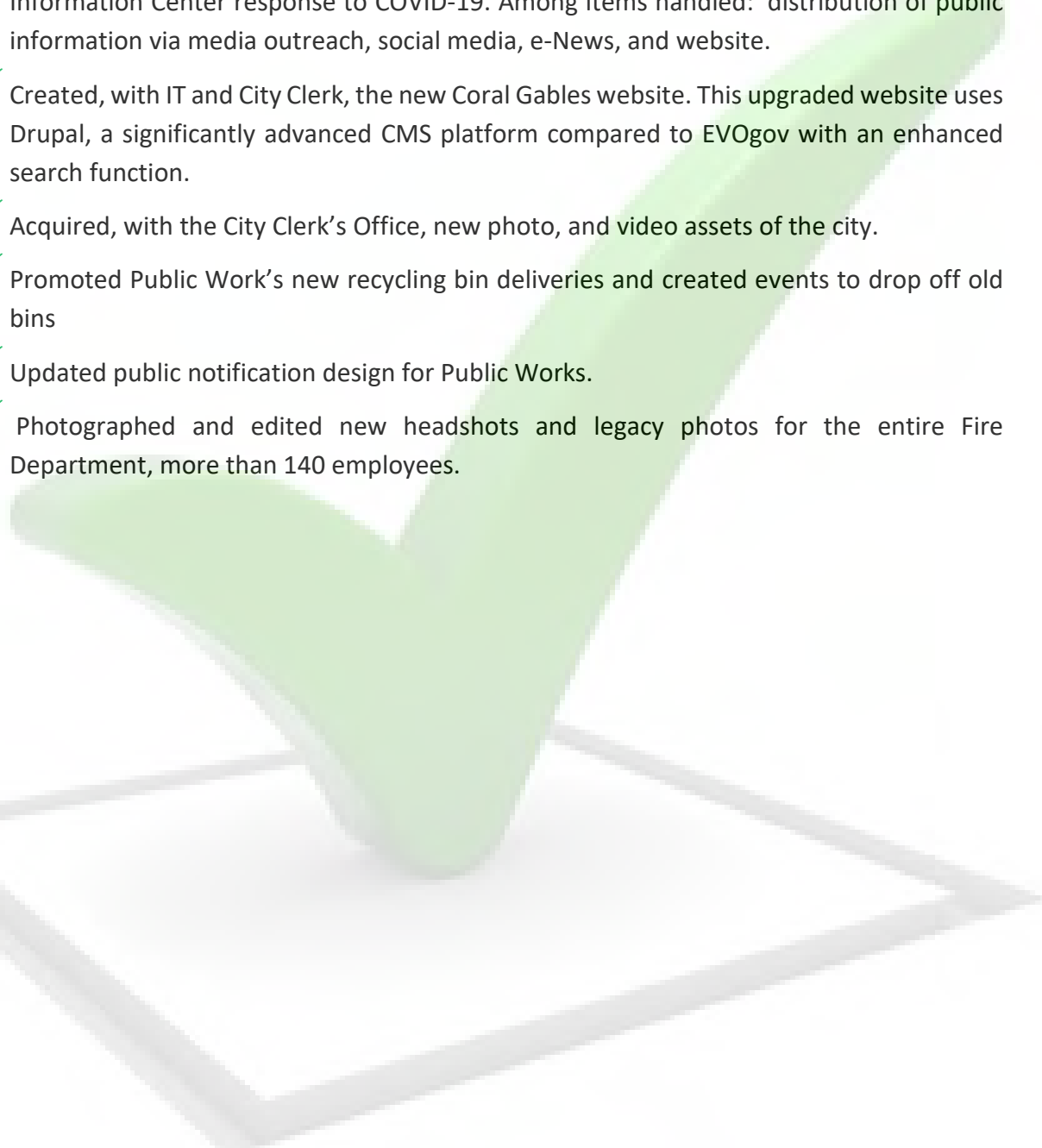
FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

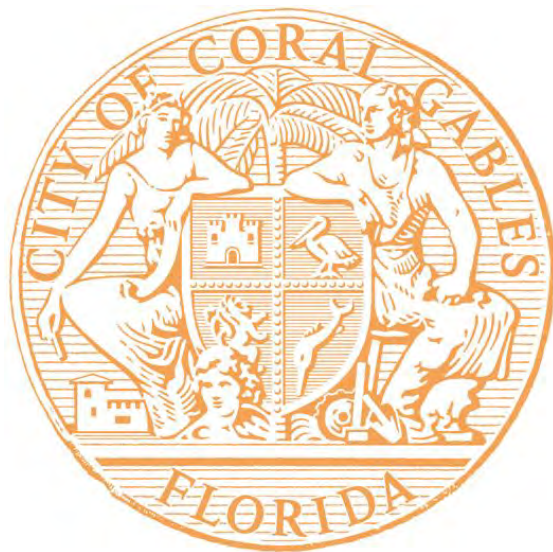
- ✓ Continued to substantially increase social media following, reaching 50K followers on Instagram.
- ✓ Began planning city's centennial with an oral history project.
- ✓ Began placement of monthly articles in South Gables Living and Gables Living magazines at no cost to the city.
- ✓ Grew ENEWS, the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

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

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

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





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



001 GENERAL FUND
CITY MANAGER
1010 ADMINISTRATION DIVISION
512 EXECUTIVE

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|----------------------------------|---|----------------------------------|----------------------------------|----------------------------------|----------------------------------|---------------------|----------|
| | | 2019-2020 ACTUAL HEADCOUNT | 2020-2021 ACTUAL HEADCOUNT | 2021-2022 BUDGET HEADCOUNT | 2022-2023 BUDGET HEADCOUNT | | |
| FULL TIME POSITIONS | | | | | | | |
| 8950 | City Manager | 1.00 | 1.00 | 1.00 | 1.00 | \$ 275,576 | |
| 0630 | Assistant City Mgr | 1.00 | 1.00 | 1.00 | 1.00 | 181,129 | |
| 0631 | Assistant City Mgr | 1.00 | 1.00 | 1.00 | 1.00 | 181,129 | |
| 0629 | Asst City Attorney/Govt'l Affairs Manager | 0.50 | 0.50 | 0.50 | 0.50 | 70,194 | |
| 0076 | Ombudsman for Res. & Small Bus. | 1.00 | 1.00 | 1.00 | 1.00 | 90,290 | |
| 0646 | Asset Manager | 1.00 | 1.00 | 1.00 | 1.00 | 121,003 | |
| 0071 | Assistant to the City Manager | 1.00 | 1.00 | 1.00 | 1.00 | 71,651 | |
| 0137 | Executive Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 51,449 | |
| 0604 | Commission Liaison | 2.00 | 2.00 | 2.00 | 2.00 | 96,441 | |
| 8888 | Overtime | - | - | - | - | 12,000 | |
| TOTAL FULL TIME HEADCOUNT | | 9.50 | 9.50 | 9.50 | 9.50 | 1,150,862 | |
| PART TIME POSITIONS | | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's | |
| 0608 | Asst Commission Liaison | 1 | 0.75 | 0.75 | 0.75 | 30,361 | |
| 6101 | Administrative Assistant - P/T | 2 | 1.35 | 1.35 | 1.35 | 55,668 | |
| TOTAL PART TIME FTE's | | 3 | 2.10 | 2.10 | 2.10 | 86,029 | |
| TOTAL | | | 11.60 | 11.60 | 11.60 | \$ 1,236,891 | |

EXPENDITURE DETAIL

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|---|---------------------|---------------------|---------------------|---------------------|
| 1000 Salaries | \$ 852,110 | \$ 847,548 | \$ 1,118,336 | \$ 1,236,891 |
| 2000 Employee Benefits - See Other Cost Dist. | 478,850 | 423,656 | 568,435 | 574,637 |
| 3190 Other Professional Services | 59,351 | 70,432 | 91,000 | 101,000 |
| 4011 Out-of-town Travel | 7,785 | 1,787 | 12,000 | 12,000 |
| 4090 Other Transportation Expense | 18,841 | 17,618 | 18,841 | 18,841 |
| 4091 Cell Phone Allowance | 1,200 | 1,100 | 1,200 | - |
| 4410 Rental of Machinery and Equipment | 3,265 | 3,454 | 6,500 | 6,500 |
| 4420 General Services Cost - See Other Cost Dist. | 30,406 | 30,592 | 30,561 | 32,613 |
| 4550 General Liability Insurance | 49,631 | 43,202 | 51,768 | 69,445 |
| 4720 Printing & Binding | 3,297 | 822 | 8,930 | 8,930 |
| 4990 Other Miscellaneous Expense | 6,964 | 2,749 | 10,000 | 10,000 |
| 5100 Office Supplies | 3,834 | 3,843 | 8,000 | 8,000 |
| 5213 Purchase/Rental - Employee Uniforms | 675 | 902 | 1,400 | 1,400 |
| 5400 Membership Dues and Subscriptions | 13,658 | 12,275 | 14,070 | 23,070 |
| 5410 Employee Training | 2,010 | 2,220 | 9,000 | 9,000 |
| 7195 Contingency for Budget Reduction | - | - | 25,000 | 25,000 |
| 8300 Environmental Sustainability Grants | - | 17,500 | - | - |
| 9010 Intradepartmental Credits | (47,107) | (30,774) | (43,712) | 1 (52,793) |
| TOTAL | \$ 1,484,770 | \$ 1,448,926 | \$ 1,931,329 | \$ 2,084,534 |

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

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



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

PERSONNEL SCHEDULE

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

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|------------|------------|------------|------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 304,624 | \$ 400,076 | \$ 461,084 | \$ 480,450 |
| 2000 Employee Benefits - See Other Cost Dist. | 139,391 | 177,397 | 136,991 | 118,296 |
| 3190 Other Professional Services | 176,959 | 38,594 | 84,480 | 88,697 |
| 3191 Other Professional Services - Talent | - | - | - | 5,500 |
| 4011 Out-of-town Travel | - | - | 1,000 | 1,000 |
| 4020 Central Garage Motor Pool Oper | 55,574 | 50,095 | 65,701 | 17,735 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 44,969 |
| 4090 Other Transportation Expense | 3,898 | 3,703 | 3,898 | 3,898 |
| 4091 Cell Phone Allowance | 100 | 1,040 | 1,200 | - |
| 4410 Rental of Machinery and Equipment | 4,928 | 5,296 | 6,900 | 6,900 |
| 4420 General Services Cost - See Other Cost Dist. | 45,268 | 45,544 | 45,499 | 48,554 |
| 4550 General Liability Insurance | 22,929 | 25,882 | 21,545 | 26,975 |
| 4620 Repair and Maint. of Office Equipment | (105) | 2,000 | 2,000 | 1,500 |
| 4630 Repair/Maint. of Machinery & Equipment | - | 4,000 | - | - |
| 4720 Printing & Binding | 3,469 | 5,609 | 17,050 | 20,000 |
| 4820 Advertising Expense | 39,701 | 27,399 | 57,300 | 41,400 |
| 4940 Taxes & License Fees Paid | 1,600 | 434 | 2,250 | 1,050 |

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 4990 Other Miscellaneous Expense | 1,007 | 9,259 | 1,401 | 2,000 |
| 5100 Office Supplies | 3,980 | 6,052 | 7,000 | 7,500 |
| 5206 Food for Human Consumption | - | 309 | 4,030 | 4,030 |
| 5214 Uniform Allowance | - | 1,580 | 1,344 | 1,350 |
| 5215 Small Tools & Minor Equipment | - | 2,208 | 1,000 | 1,000 |
| 5400 Membership Dues and Subscriptions | 2,270 | 847 | 860 | 560 |
| 5410 Employee Training | 967 | - | 2,000 | 3,000 |
| 6430 Equipment Repair/Replacement | 4,823 | 19,966 | 15,000 | 15,000 |
| 6440 Equipment Additions | 5,240 | 9,917 | 6,000 | 6,000 |
| 7195 Contingency for Budget Reduction | - | - | 40,000 | 40,000 |
| 9010 Intradepartmental Credits | <u>(25,300)</u> | <u>(22,647)</u> | <u>(21,690)</u> | 1 <u>(24,388)</u> |
| TOTAL | <u>\$ 791,323</u> | <u>\$ 814,560</u> | <u>\$ 963,843</u> | <u>\$ 962,976</u> |

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

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



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

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 3190 Other Professional Services | 87,143 | 93,048 | 76,360 | 101,360 |
| 3200 Accounting & Auditing Services | - | - | 50,000 | - |
| 9010 Intradepartmental Credits | <u>(2,595)</u> | <u>(1,936)</u> | <u>(2,270)</u> | 1 <u>(2,504)</u> |
| TOTAL | <u>\$ 84,548</u> | <u>\$ 91,112</u> | <u>\$ 124,090</u> | <u>\$ 98,856</u> |

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

Action Plan Worksheet



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

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

Strategic plan alignment:

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

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

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

Resource requirements (what do we need to succeed?)

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

| \$ Amount | Purpose |
|-----------|-------------------|
| \$ 22,000 | Survey consultant |

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

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

Frequency & venue of review

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

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

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

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

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

Action Plan Worksheet



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

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

Strategic plan alignment (Supports which Objectives and Goals)

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

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

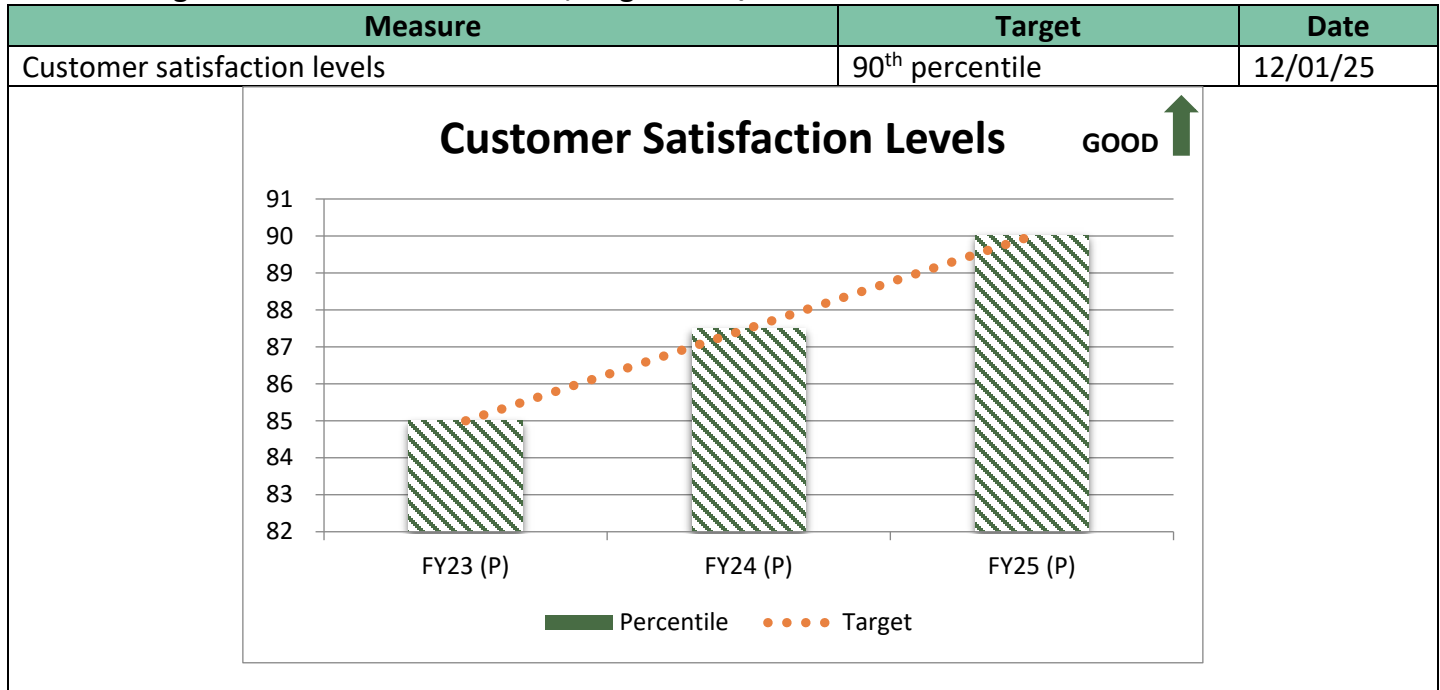
| What must be done | By When | How will it be evident |
|---|----------|---|
| Contract with consultant to continue departmental transaction surveys (new consultant or renew with existing) | 05/01/22 | Professional Services Agreement with consultant |
| Update/develop additional transaction surveys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

Resource requirements (what do we need to succeed?)

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

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

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



Frequency & venue of review

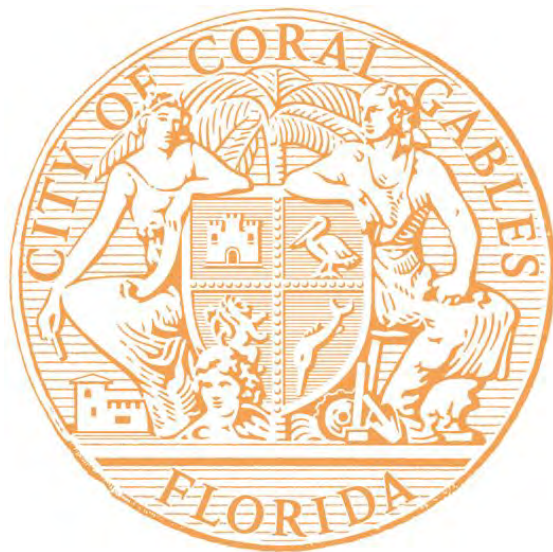
- Monthly review with involved department directors/assistant directors
- Quarterly review with City Manager

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

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

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

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

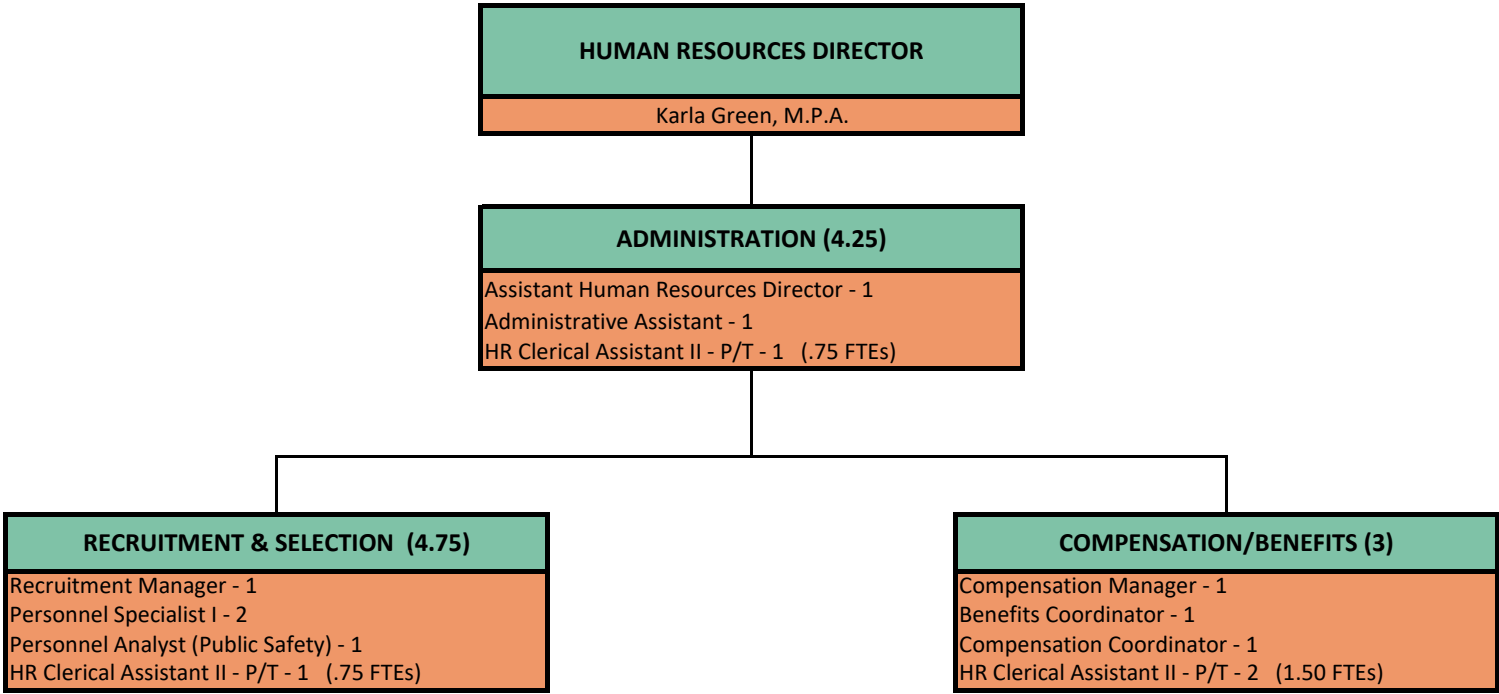


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**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**

HUMAN RESOURCES

ORGANIZATION CHART



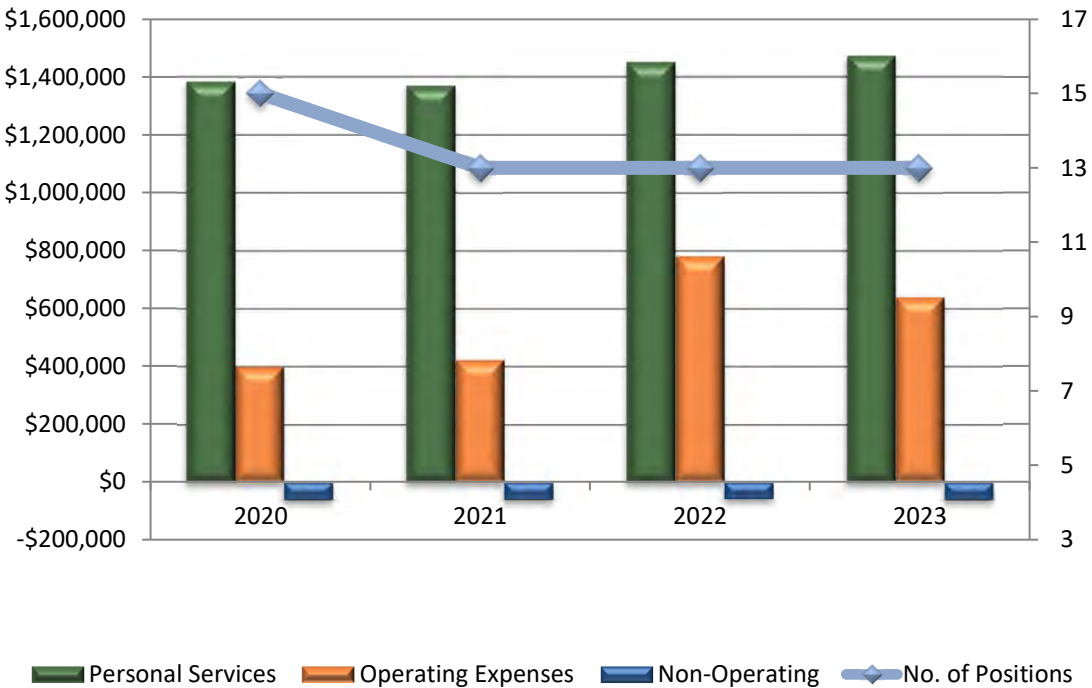
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



**HUMAN RESOURCES DEPARTMENT
BUDGET AND POSITION SUMMARY**

| | <u>2019-2020 ACTUAL</u> | <u>2020-2021 ACTUAL</u> | <u>2021-2022 BUDGET</u> | <u>2022-2023 BUDGET</u> |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Salaries & Benefits | 1,382,961 | 1,368,342 | 1,450,872 | 1,473,175 |
| Operating Expenses | 399,722 | 422,215 | 781,732 | 640,090 |
| Non-Operating | (61,998) | (61,264) | (57,506) | (61,708) |
| Total | <u>1,720,685</u> | <u>1,729,293</u> | <u>2,175,098</u> | <u>2,051,557</u> |
| | | | | |
| Full Time Headcount | 10.00 | 10.00 | 10.00 | 10.00 |
| Part Time FTE's | 4.50 | 3.00 | 3.00 | 3.00 |
| Total Headcount & FTE's | <u>14.50</u> | <u>13.00</u> | <u>13.00</u> | <u>13.00</u> |

EXPENDITURE/PERSONNEL COMPARISONS



Human Resources

Department Function:

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

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

Department Goals:

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

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

HUMAN RESOURCES

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ Streamlined the performance evaluation process through implementation of enhanced user-friendly evaluation forms. The revised forms allow for supervisors to address issues concerning areas of performance deficiencies. Employees needing improvement in specific areas must successfully complete and satisfy a Performance Improvement Plan (PIP) by a set deadline date.
- ✓ Hired 65 new full time employees. These efforts included the hiring of difficult positions to include the following:
 - 1 Assistant City Manager
 - 1 Deputy Public Works Director/City Engineer
 - 1 Assistant Building Director
 - 1 Assistant Police Chief for Operations
 - 1 Country Club Division Director
 - 1 Revenue Manager
 - 1 Code Enforcement Manager
 - 1 Communications Manager
 - 1 Project Manager
 - 1 Building Maintenance Manager
 - 1 Banquet Hall Manager
 - 1 Fitness and Pool Manager
 - Transportation Engineer
 - 3 Firefighters
 - 14 Police Officers
 - 1 Communications Manager
 - 12 Communications Operators
- ✓ Continued to fully staff all budgeted sworn positions within the Police Department. Ongoing recruitment efforts to follow the established succession plan which allows the Police Department to hire new employees prior to the departure of upcoming vacancies. The plan will continue to allow the Police Department to stay ahead of attrition without incurring vacancies.
- ✓ Continued Fire Department succession planning which allows the hiring/training of new firefighters 6 months prior to actual vacancies.
- ✓ Enhanced the onboarding process with a new video introduced to all new hires during the onboarding process. The video presentations were created in collaboration with our

CITY OF CORAL GABLES, FLORIDA

2022-2023 BUDGET

HUMAN RESOURCES

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

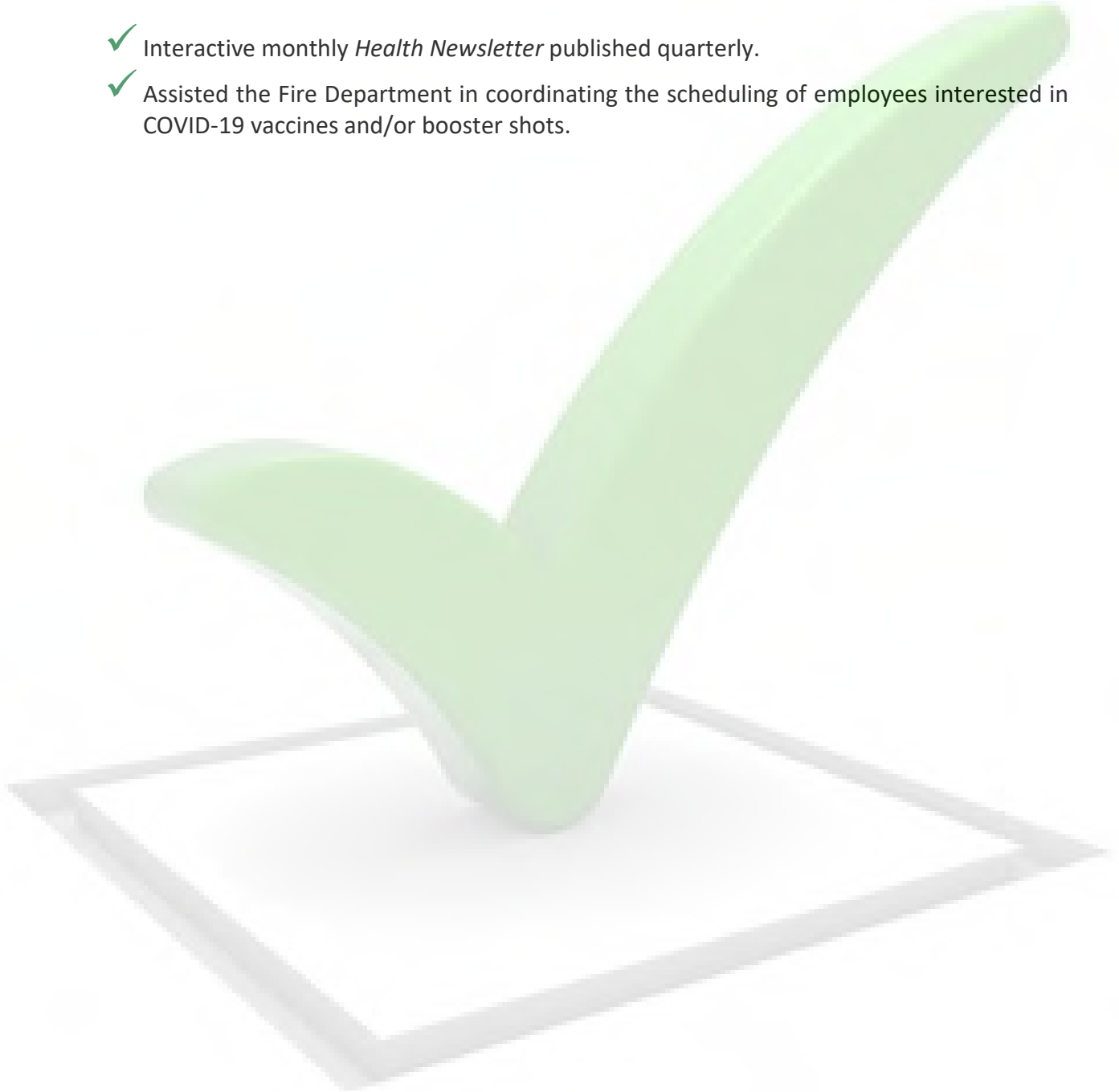
- ✓ medical, vision/dental, and financial support providers to better showcase the benefits package the City has to offer to all employees.
- ✓ Continued to create, maintain, and post, electronic versions of Human Resources forms on the City's intranet. Streamlined the approval flows by converting forms into DocuSign process.
- ✓ Conducted a Citywide training covering the topic of Global Cyber Security which was completed by 538 employees.
- ✓ Engaged Florida International University to conduct a Project Management Training.
- ✓ Engaged Evergreen Consultants to conduct a Citywide compensation study.
- ✓ Employees completed 55% of ongoing required bi-annual compliance trainings. These trainings cover sensitive employment topics such as harassment and violence prevention.
- ✓ Ongoing maintenance of the *My Learning* portal (user management and catalog management).
- ✓ Ongoing electronic Medical Open-Enrollment sessions via Zoom platform, for medical, dental, vision and legal plans.
- ✓ Ongoing partnering with the City's medical provider Cigna, to implement new wellness incentives establishing prize thresholds to encourage employees to continue participating in wellness events/activities to help them attain/maintain a healthy lifestyle.
- ✓ Continued to offer (free of cost) fitness tools such as Walkingspree to all employees. The Walkingspree open mobile app and website platforms allow employees to easily connect a variety of wearable devices and smartphones and track the employee's movement while the employee opts to participate in the many offered step challenges. Leaderboards, individual and social engagement features allow for collaboration and competition amongst employees.
- ✓ Continued to hold citywide health challenges and workshops.
- ✓ Continued ongoing emotional and financial employee support through offerings of virtual sessions including various topics related to life and work balance, EAP and stress management.
- ✓ Flu shot clinics offered at three separate locations citywide at no cost to the employee.
- ✓ Held onsite mammography event to educate and encouraging participants to have annual mammograms.
- ✓ Blood drive events held four times last year.

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

HUMAN RESOURCES

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ Interactive monthly *Health Newsletter* published quarterly.
- ✓ Assisted the Fire Department in coordinating the scheduling of employees interested in COVID-19 vaccines and/or booster shots.



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

HUMAN RESOURCES

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

Legend

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



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



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

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE FULL TIME POSITIONS | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|----------------------------------|--|--------------------------------|---------------------|---------------------|---------------------|-------------------|----------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | | |
| 0405 | Human Resources Director | 1.00 | 1.00 | 1.00 | 1.00 | \$ 205,471 | |
| 0503 | Assistant Human Resources Dir. | 1.00 | 1.00 | 1.00 | 1.00 | 119,582 | |
| 0501 | Compensation & Benefits Manager | 1.00 | 1.00 | 1.00 | 1.00 | 111,209 | |
| 0514 | Personnel Analyst - Public Safety | 1.00 | 1.00 | 1.00 | 1.00 | 57,578 | |
| 0508 | Recruitment Manager | 1.00 | 1.00 | 1.00 | 1.00 | 71,193 | |
| 0407 | Benefits Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 55,997 | |
| 0406 | Compensation Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 53,616 | |
| 0510 | Personnel Specialist I | 2.00 | 2.00 | 2.00 | 2.00 | 89,075 | |
| 0602 | Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 62,902 | |
| 8888 | Overtime | - | - | - | - | 800 | |
| TOTAL FULL TIME HEADCOUNT | | 10.00 | 10.00 | 10.00 | 10.00 | 827,423 | |
| PART TIME POSITIONS | | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's | |
| 0089 | Org Development & Training Specialist | - | 0.75 | - | - | - | |
| 0409 | Wellness Coordinator - P/T | - | 0.75 | - | - | - | |
| 0135 | HR Clerical Assistant II - P/T | 4 | 1.50 | 3.00 | 3.00 | 113,839 | |
| 0063 | Receptionist - P/T | - | 1.50 | - | - | - | |
| TOTAL PART TIME FTE's | | 4 | 4.50 | 3.00 | 3.00 | 113,839 | |
| TOTAL | | 14.50 | 13.00 | 13.00 | 13.00 | \$ 941,262 | |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|------------|------------|------------|------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 901,888 | \$ 850,242 | \$ 918,116 | \$ 941,262 |
| 2000 Employee Benefits - See Other Cost Dist. | 481,073 | 518,100 | 532,756 | 531,913 |
| 2610 Employee Awards | 15,967 | 6,869 | 25,025 | 25,025 |
| 2800 Tuition Reimbursement | 95,540 | 78,960 | 115,000 | 115,000 |
| 3130 Special Medical Services | 33,084 | 37,669 | 59,919 | 59,919 |
| 3190 Other Professional Services | 107,896 | 159,120 | 204,152 | 161,947 |
| 4020 Central Garage Motor Pool Oper | 5,167 | 4,902 | 6,025 | 3,970 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 2,115 |
| 4090 Other Transportation Expense | 10,395 | 9,875 | 10,395 | 10,395 |
| 4091 Cell Phone Allowance | 2,000 | 2,280 | 2,400 | - |
| 4410 Rental of Machinery and Equipment | 7,792 | 7,614 | 4,000 | 4,000 |
| 4420 General Services Cost - See Other Cost Dist. | 36,253 | 36,474 | 36,439 | 38,885 |
| 4550 General Liability Insurance | 45,303 | 42,734 | 42,538 | 52,847 |
| 4620 Repair and Maint. of Office Equipment | - | - | 1,200 | 1,200 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|----------------------------|----------------------------|----------------------------|----------------------------|
| | <u>ACTUAL</u> | <u>ACTUAL</u> | <u>BUDGET</u> | <u>BUDGET</u> |
| 4710 Special Printed Forms | - | 1,920 | 1,760 | 2,500 |
| 4810 Promotional Expense | - | - | 6,500 | 6,500 |
| 4820 Advertising Expense | 1,809 | 2,784 | 17,500 | 17,500 |
| 4991 Miscellaneous Expense - Wellness Pgm | 7,379 | - | 110,592 | - |
| 5100 Office Supplies | 9,346 | 6,137 | 7,840 | 7,840 |
| 5214 Uniform Allowance | 127 | 728 | 5,320 | 5,320 |
| 5400 Membership Dues and Subscriptions | 1,153 | 1,776 | 1,760 | 1,760 |
| 5410 Employee Training | 20,511 | 22,373 | 73,367 | 73,367 |
| 7195 Contingency for Budget Reduction | - | - | 50,000 | 50,000 |
| 9010 Intradepartmental Credits | <u>(61,998)</u> | <u>(61,264)</u> | <u>(57,506)</u> | 1 <u>(61,708)</u> |
| TOTAL | <u>\$ 1,720,685</u> | <u>\$ 1,729,293</u> | <u>\$ 2,175,098</u> | <u>\$ 2,051,557</u> |

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

Action Plan Worksheet



Action Plan Owner: Karla Green, Human Resources Director

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

Strategic plan alignment

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

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

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

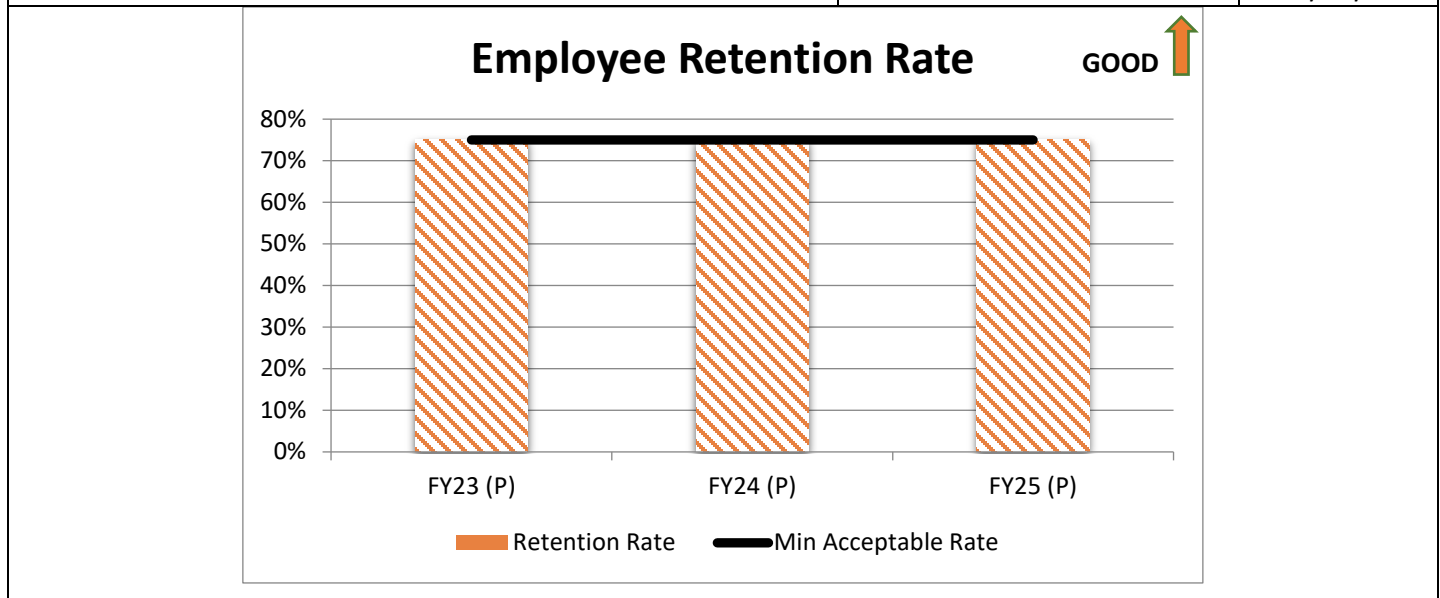
Resource requirements (what do we need to succeed?)

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

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

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

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



Frequency & venue of review

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

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

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

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

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

Action Plan Worksheet



Action Plan Owner: Karla Green, Human Resources Director

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

Strategic plan alignment

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

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

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

Resource requirements (what do we need to succeed?)

- Funding:

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

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

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

Employee Turnover Rate

GOOD ↓

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

Legend: ■ Turnover Rate — Max Acceptable Rate — Min Acceptable Rate

| | | |
|-------------------|----|---------|
| Workforce vacancy | 7% | ongoing |
|-------------------|----|---------|

Frequency & venue of review

- Annual review with Budget Office and City Manager

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

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

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

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

Action Plan Worksheet



Action Plan Owner: Karla Green, Human Resources Director

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

Strategic plan alignment

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

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

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

Resource requirements (what do we need to succeed?)

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

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

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

Workforce Engagement

GOOD

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

Legend: ■ Workforce Engagement ● Target

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

Frequency & venue of review

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

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

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

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

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

Action Plan Worksheet



Action Plan Owner: Karla Green, Human Resources Director

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

Strategic plan alignment

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

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

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

Resource requirements (what do we need to succeed?)

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

- Finances:

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

- Knowledge/Training:

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

- Other

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

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

| Measure | Target | Date | | | | | | | | | | | | |
|--|--|------------|-------------|--|------------|----------|-----|-----|----------|-----|-----|----------|-----|-----|
| % Of workforce indicating “very satisfied” with training and development opportunities | 70% | 09/30/23 | | | | | | | | | | | | |
| | 75% | 09/30/24 | | | | | | | | | | | | |
| | 80% | 09/30/25 | | | | | | | | | | | | |
| <div style="text-align: center;"> <h3>Employee Satisfaction</h3> <table border="1"> <caption>Employee Satisfaction Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Very Satisfied With Training Opportunities (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>70%</td> <td>70%</td> </tr> <tr> <td>FY24 (P)</td> <td>75%</td> <td>75%</td> </tr> <tr> <td>FY25 (P)</td> <td>80%</td> <td>80%</td> </tr> </tbody> </table> </div> | | | Fiscal Year | Very Satisfied With Training Opportunities (%) | Target (%) | FY23 (P) | 70% | 70% | FY24 (P) | 75% | 75% | FY25 (P) | 80% | 80% |
| Fiscal Year | Very Satisfied With Training Opportunities (%) | Target (%) | | | | | | | | | | | | |
| FY23 (P) | 70% | 70% | | | | | | | | | | | | |
| FY24 (P) | 75% | 75% | | | | | | | | | | | | |
| FY25 (P) | 80% | 80% | | | | | | | | | | | | |
| % Of workforce indicating “very satisfied” with training at events | 80% | 09/30/23 | | | | | | | | | | | | |
| | 80% | 09/30/24 | | | | | | | | | | | | |
| | 80% | 09/30/25 | | | | | | | | | | | | |

Frequency & venue of review

- Yearly review with City Manager
- Quarterly internal HR meetings

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

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

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

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

Action Plan Worksheet



Action Plan Owner: Karla Green, Human Resources Director

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

Strategic plan alignment

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

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

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

Resource requirements (what do we need to succeed?)

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

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

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

Frequency & venue of review

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

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

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

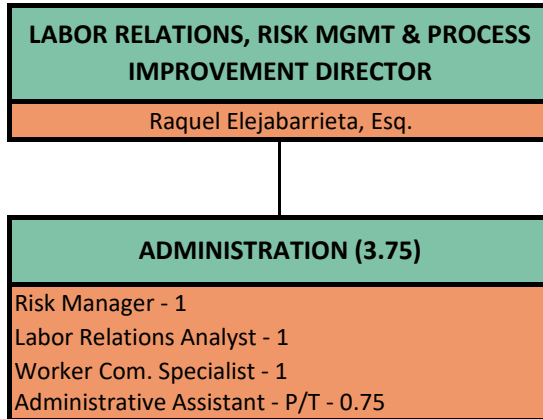
What are the positive and negative financial impacts (costs / benefits and return on investment)?

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

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

LABOR RELATIONS & RISK MANAGEMENT

ORGANIZATION CHART



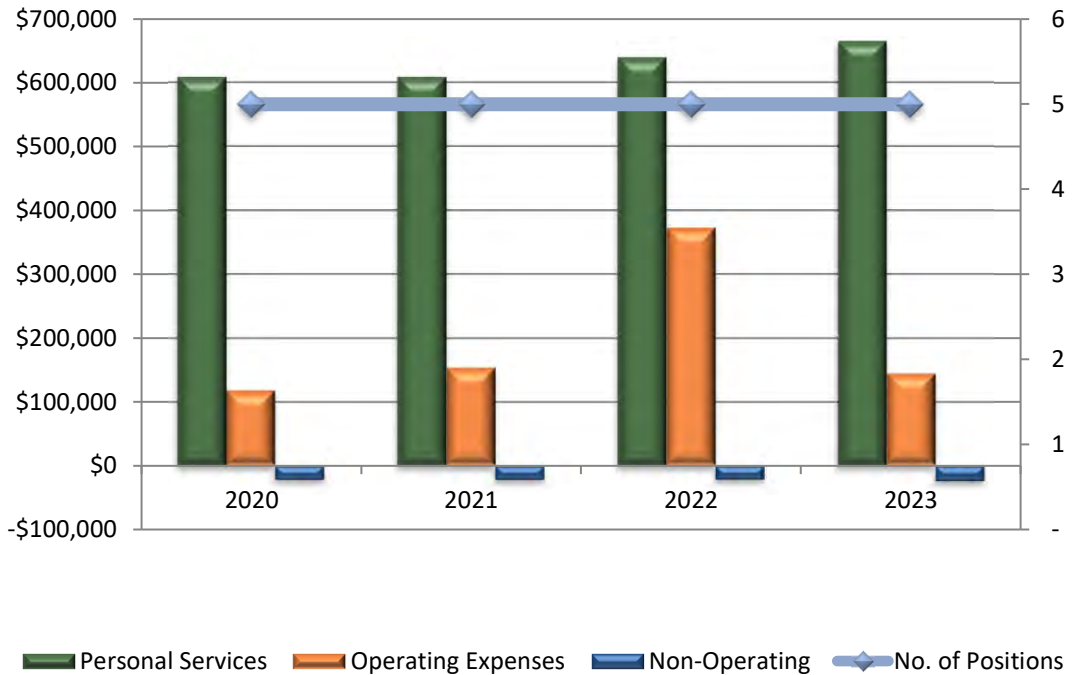
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



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

| | <u>2019-2020 ACTUAL</u> | <u>2020-2021 ACTUAL</u> | <u>2021-2022 BUDGET</u> | <u>2022-2023 BUDGET</u> |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Salaries & Benefits | 608,093 | 608,544 | 639,002 | 664,620 |
| Operating Expenses | 117,438 | 153,242 | 372,499 | 144,277 |
| Non-Operating | <u>(22,047)</u> | <u>(22,034)</u> | <u>(21,404)</u> | <u>(23,620)</u> |
| Total | <u><u>703,484</u></u> | <u><u>739,752</u></u> | <u><u>990,097</u></u> | <u><u>785,277</u></u> |
| | | | | |
| Full Time Headcount | 4.00 | 4.00 | 4.00 | 4.00 |
| Part Time FTE's | <u>0.75</u> | <u>0.75</u> | <u>0.75</u> | <u>0.75</u> |
| Total Headcount & FTE's | <u><u>4.75</u></u> | <u><u>4.75</u></u> | <u><u>4.75</u></u> | <u><u>4.75</u></u> |

EXPENDITURE/PERSONNEL COMPARISONS



Labor Relations & Risk Management

Department Function:

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

Labor Relations Responsibilities and Services

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

Risk Management Responsibilities and Services

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

Chief Accessibility and DEI Officer

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

Department Goals:

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

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

LABOR RELATIONS & RISK MANAGEMENT

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

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

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

LABOR RELATIONS & RISK MANAGEMENT

| INDICATOR: | FY21 | | | FY22 | | FY23 |
|--|--------|--------|--------|--------|------|--------|
| | TARGET | ACTUAL | STATUS | TARGET | YTD | TARGET |
| Reduce number of Workers' Compensation claims | 90 | 83 | ● | 84 | 81 | 82 |
| Reduce number of General & Auto Liability claims | 80 | 58 | ● | 72 | 58 | 68 |
| Annual Safety Training Classes offered | 25 | 29 | ● | 30 | 38 | 30 |
| Labor Management Meetings | 15 | 17 | ● | 15 | 17 | 15 |
| Certificates of Insurance evaluated within 72 hours of receipt | 100% | 100% | ● | 100% | 100% | 100% |

Legend

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



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



001 GENERAL FUND

LABOR RELATIONS & RISK MANAGEMENT

1130 LABOR RELATIONS & RISK MANAGEMENT

513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|----------------------------------|--------------------------------------|--------------------------------|---------------------|---------------------|---------------------|----------------|-------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | | |
| FULL TIME POSITIONS | | | | | | | |
| 0401 | Dir. of Labor Relations & Risk Mgmt. | 1.00 | 1.00 | 1.00 | 1.00 | \$ 179,607 | |
| 0403 | Risk Manager | 1.00 | 1.00 | 1.00 | 1.00 | 104,527 | |
| 0408 | Labor Relations Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 58,307 | |
| 0402 | Workers Comp. Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 73,283 | |
| TOTAL FULL TIME HEADCOUNT | | 4.00 | 4.00 | 4.00 | 4.00 | 415,724 | |
| PART TIME POSITIONS | | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's | |
| 6101 | Administrative Assistant - P/T | 1 | 0.75 | 0.75 | 0.75 | 0.75 | 34,687 |
| TOTAL PART TIME FTE's | | 1 | 0.75 | 0.75 | 0.75 | 0.75 | 34,687 |
| TOTAL | | | 4.75 | 4.75 | 4.75 | 4.75 | \$ 450,411 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|-------------------|-------------------|-------------------|-------------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 417,908 | \$ 407,434 | \$ 430,342 | \$ 450,411 |
| 2000 Employee Benefits - See Other Cost Dist. | 190,185 | 201,110 | 208,660 | 214,209 |
| 3130 Special Medical Services | 10,480 | 13,060 | 22,000 | 22,000 |
| 3190 Other Professional Services | 44,328 | 25,354 | 35,500 | 35,500 |
| 3191 Other Professional Services - ADA | 7,470 | 50,615 | 84,674 | - |
| 4020 Central Garage Motor Pool Oper | 2,079 | 1,823 | 2,410 | 170 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 2,122 |
| 4090 Other Transportation Expense | 6,497 | 6,172 | 6,497 | 6,497 |
| 4091 Cell Phone Allowance | 1,200 | 1,140 | 1,200 | - |
| 4410 Rental of Machinery and Equipment | 1,348 | 1,336 | 4,900 | 4,900 |
| 4420 General Services Cost - See Other Cost Dist. | 17,626 | 17,733 | 17,716 | 18,905 |
| 4550 General Liability Insurance | 19,303 | 20,264 | 19,907 | 25,288 |
| 4710 Special Printed Forms | - | - | 1,500 | 1,500 |
| 5100 Office Supplies | 1,424 | 1,399 | 3,000 | 3,000 |
| 5215 Small Tools & Minor Equipment | - | 13,452 | - | - |
| 5400 Membership Dues and Subscriptions | 1,747 | 512 | 1,695 | 1,695 |
| 5410 Employee Training | 3,936 | 382 | 5,000 | 6,200 |
| 7192 Contingencies | - | - | 150,000 | - |
| 7195 Contingency for Budget Reduction | - | - | 16,500 | 16,500 |
| 9010 Intradepartmental Credits | (22,047) | (22,034) | (21,404) | 1 (23,620) |
| TOTAL | \$ 703,484 | \$ 739,752 | \$ 990,097 | \$ 785,277 |

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

Action Plan Worksheet



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

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

Strategic plan alignment (Supports which Objectives and Goals)

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

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

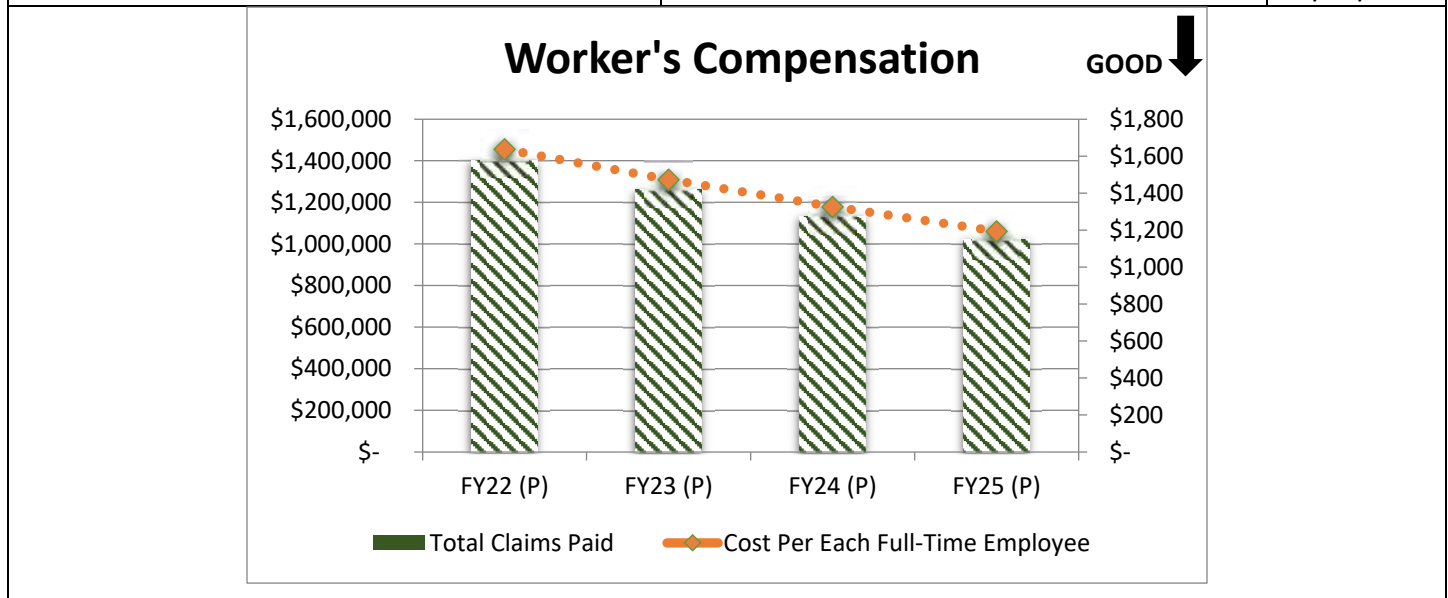
| What must be done | By When | How will it be evident |
|--|-------------------------|---|
| Develop workforce survey concerning handling of employee's workers' compensation claims. | 10/31/22 | Survey instrument approved by City Manager. |
| Determine procedure for administering survey. | 11/30/22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

Resource requirements (what do we need to succeed?)

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

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

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



Frequency & venue of review

- Internal review every quarter
- Quarterly with CM

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

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

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

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

Action Plan Worksheet



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

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

Strategic plan alignment

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

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

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

Resource requirements (what do we need to succeed?)

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

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

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

Frequency & venue of review

- Internal review every quarter
- Quarterly with CM

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

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

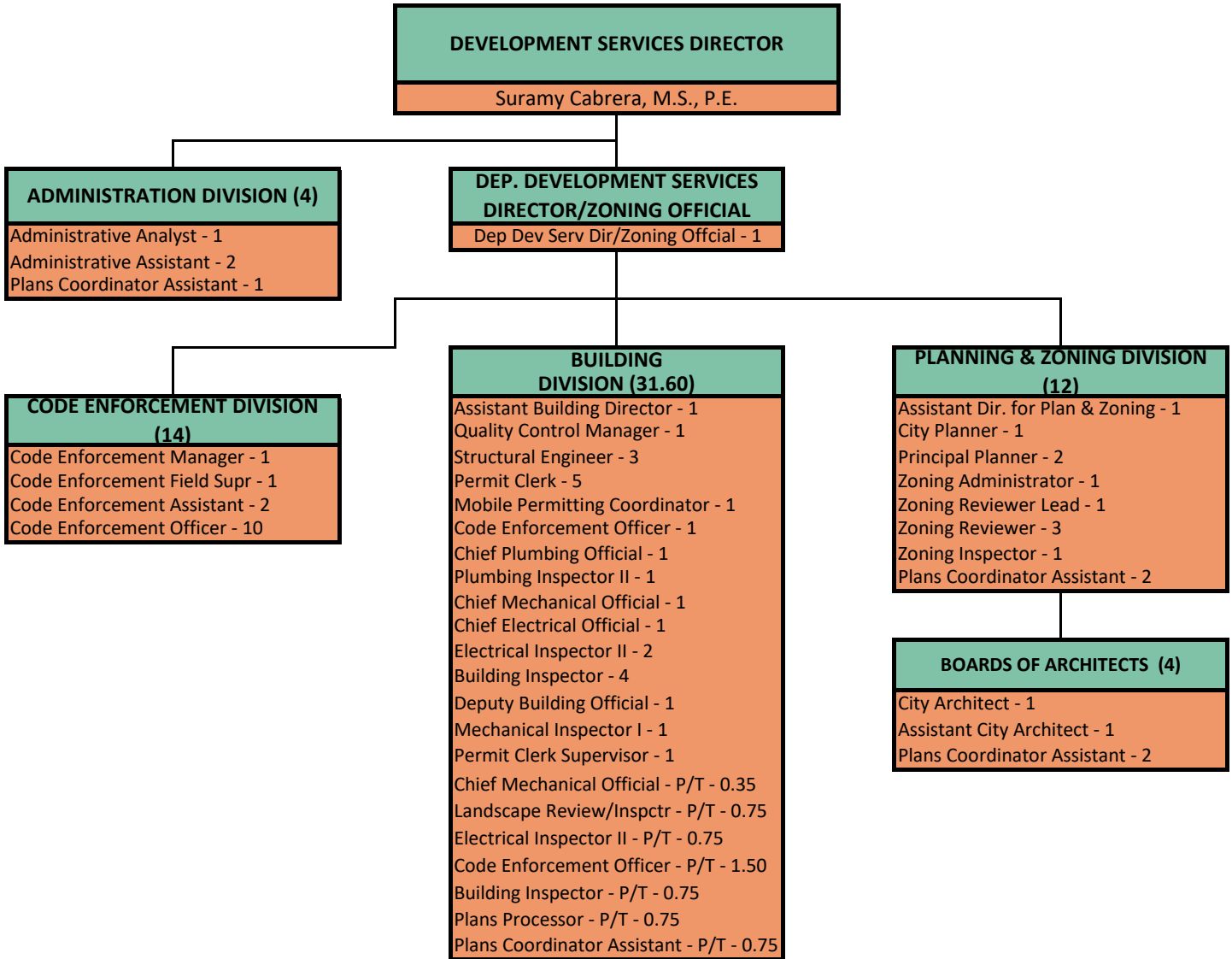
What are the positive and negative financial impacts (costs / benefits and return on investment)?

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

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

DEVELOPMENT SERVICES

ORGANIZATION CHART



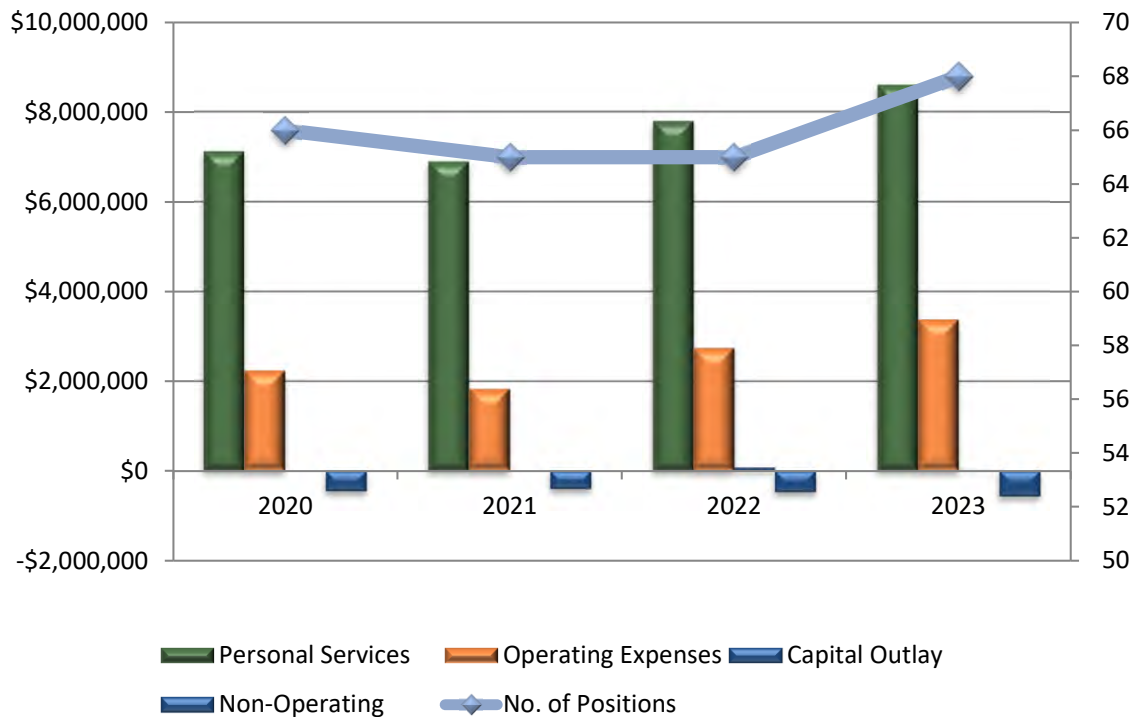
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



**DEVELOPMENT SERVICES DEPARTMENT
BUDGET AND POSITION SUMMARY**

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Salaries & Benefits | 7,121,391 | 6,891,677 | 7,789,711 | 8,597,040 |
| Operating Expenses | 2,238,191 | 1,827,971 | 2,737,073 | 3,368,046 |
| Capital Outlay | - | - | 77,039 | 2,200 |
| Non-Operating | <u>(448,927)</u> | <u>(399,829)</u> | <u>(468,983)</u> | <u>(562,932)</u> |
| Total | <u><u>8,910,655</u></u> | <u><u>8,319,819</u></u> | <u><u>10,134,840</u></u> | <u><u>11,404,354</u></u> |
| | | | | |
| Full Time Headcount | 62.00 | 60.00 | 60.00 | 62.00 |
| Part Time FTE's | 3.75 | 4.50 | 4.50 | 5.60 |
| Total Headcount & FTE's | <u><u>65.75</u></u> | <u><u>64.50</u></u> | <u><u>64.50</u></u> | <u><u>67.60</u></u> |

EXPENDITURE/PERSONNEL COMPARISONS



Development Services

Department Function:

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

Department Goals:

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

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

DEVELOPMENT SERVICES

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ Successful EnerGov Soft Launch, our new permitting software, allowing easier inspection requests and payments for citizens.
- ✓ 90% completion of 427 Biltmore Way, working towards the vision of our “One Stop Shop” building solution for the department.
- ✓ Adopted the Property Rights Element in the Comprehensive Plan that memorializes the importance to protect the rights of all people to contribute to local government decision making.
- ✓ Development and expansion of an online GIS-compatible Code Hub for our Zoning Ordinance, Gridics, a comprehensive zoning code and map platform.
- ✓ Assisted almost 100 local restaurants to safely expand economic opportunities with COVID-19 open-air dining permits.
- ✓ Developed and distributed standardized inspection manuals for all department inspectors.
- ✓ The Department has processed over 10,000 permits.
- ✓ The Department has completed over 34,000 inspections.
- ✓ Finalized and closed over 70% of expired and abandoned permits from previous software
- ✓ Distributed new hardware to code officers and inspectors to streamline workflows.

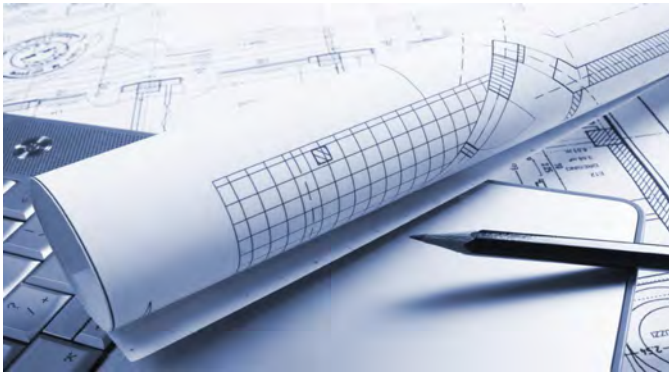
**CITY OF CORAL GABLES, FLORIDA
PERFORMANCE INDICATOR METRICS**

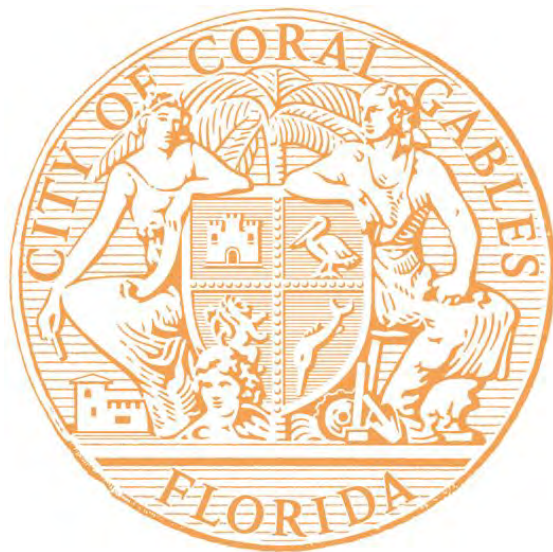
DEVELOPMENT SERVICES

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

Legend

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





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



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

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE FULL TIME POSITIONS | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|---------------|--|--------------------------------|---------------------|---------------------|---------------------|--|-------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | | |
| 1129 | Dev Services Dir/Building Dir/Building Off. | 1.00 | 1.00 | 1.00 | 1.00 | | \$ 183,199 |
| 1123 | Deputy Development Services Director | 1.00 | 1.00 | 1.00 | 1.00 | | 157,822 |
| 0810 | Administrative Analyst | 1.00 | 1.00 | 1.00 | 1.00 | | 53,798 |
| 0602 | Administrative Assistant | 2.00 | 2.00 | 2.00 | 2.00 | | 145,843 |
| 1109 | Plans Coordinator Assistant | 1.00 | 1.00 | 1.00 | 1.00 | | 46,535 |
| TOTAL | | 6.00 | 6.00 | 6.00 | 6.00 | | \$ 587,197 |

EXPENDITURE DETAIL

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|---|---------------------|---------------------|---------------------|------------------------|
| 1000 Salaries | \$ 431,759 | \$ 512,324 | \$ 565,726 | \$ 587,197 |
| 2000 Employee Benefits - See Other Cost Dist. | 166,226 | 184,301 | 237,269 | 266,357 |
| 3190 Other Professional Services | 212,014 | 127,294 | 150,000 | 150,000 |
| 4090 Other Transportation Expense | 8,771 | 9,421 | 10,395 | 6,497 |
| 4091 Cell Phone Allowance | 4,300 | 2,140 | 2,400 | - |
| 4410 Rental of Machinery and Equipment | 3,506 | 5,154 | 4,000 | 4,000 |
| 4420 General Services Cost - See Other Cost Dist. | 28,487 | 28,661 | 28,632 | 35,575 |
| 4550 General Liability Insurance | 23,365 | 23,626 | 26,141 | 32,968 |
| 4710 Special Printed Forms | (1,428) | (11,966) | 2,000 | 2,000 |
| 5100 Office Supplies | 446 | 1,409 | 2,500 | 2,500 |
| 5400 Membership Dues and Subscriptions | 250 | 484 | 500 | 500 |
| 5410 Employee Training | 342 | 218 | 1,000 | 1,000 |
| 6451 Technology Fee/Equipment | - | - | 2,000 | 2,000 |
| 7195 Contingency for Budget Reduction | - | - | 40,000 | 40,000 |
| 9010 Intradepartmental Credits | (448,927) | (399,829) | (468,983) | ¹ (562,932) |
| TOTAL | \$ 429,111 | \$ 483,237 | \$ 603,580 | \$ 567,662 |

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

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



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

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | |
|----------------------------------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|---|---------------------|
| | | 2019-2020 ACTUAL HEADCOUNT | 2020-2021 ACTUAL HEADCOUNT | 2021-2022 BUDGET HEADCOUNT | 2022-2023 BUDGET HEADCOUNT SALARIES | |
| FULL TIME POSITIONS | | | | | | |
| 1154 | Assistant Building Director | - | - | 1.00 | 1.00 | \$ 143,321 |
| 1125 | Quality Control Manager | 1.00 | - | 1.00 | 1.00 | 90,332 |
| 1114 | Structural Engineer | 3.00 | 3.00 | 3.00 | 3.00 | 393,736 |
| 1109 | Plans Coordinator Assistant | 5.00 | 5.00 | 5.00 | - | - |
| 1156 | Permit Clerk | - | - | - | 5.00 | 211,821 |
| 1151 | Mobile Permitting Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 84,003 |
| 1152 | Board Administrator Lead | 1.00 | 1.00 | - | - | - |
| 1108 | Plans Processor | 2.00 | 1.00 | 1.00 | - | - |
| 1102 | Code Enforcement Officer | - | - | - | 1.00 | 47,703 |
| 1132 | Building Services Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 108,258 |
| 1107 | Chief Plumbing Official | 1.00 | 1.00 | 1.00 | 1.00 | 115,166 |
| 1140 | Plumbing Inspector II | 1.00 | 1.00 | 1.00 | 1.00 | 100,547 |
| 1105 | Chief Mechanical Official | 1.00 | 1.00 | 1.00 | 1.00 | 115,031 |
| 1103 | Chief Electrical Official | 1.00 | 1.00 | 1.00 | 1.00 | 115,089 |
| 1133 | Electrical Inspector II | 2.00 | 2.00 | 2.00 | 2.00 | 188,947 |
| 1101 | Building Inspector | 4.00 | 4.00 | 4.00 | 4.00 | 457,097 |
| 1016 | Deputy Building Official | 1.00 | 1.00 | 1.00 | 1.00 | 131,794 |
| 3111 | Mechanical Inspector I | 1.00 | 1.00 | 1.00 | 1.00 | 82,645 |
| 1155 | Permit Clerk Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 63,157 |
| TOTAL FULL TIME HEADCOUNT | | 27.00 | 25.00 | 26.00 | 26.00 | 2,448,647 |
| PART TIME POSITIONS | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's |
| 1142 | Chief Mechanical Official - P/T | 1 | - | - | - | 0.35 |
| 1212 | Landscape Reviewer/Inspector | 1 | - | - | - | 0.75 |
| 1153 | Electrical Inspector II - P/T | 1 | 0.75 | 0.75 | 0.75 | 0.75 |
| 1099 | Code Enforcement Officer - P/T | 2 | - | - | 1.50 | 1.50 |
| 1122 | Building Inspector - P/T | 1 | 0.75 | 0.75 | 0.75 | 0.75 |
| 1131 | Plans Processor - P/T | 1 | - | 0.75 | 0.75 | 0.75 |
| 1136 | Plans Coordinator Assistant - P/T | 1 | 0.75 | 0.75 | 0.75 | 0.75 |
| TOTAL PART TIME FTE's | | 8 | 2.25 | 3.00 | 4.50 | 5.60 |
| TOTAL | | | 29.25 | 28.00 | 30.50 | \$ 2,709,049 |

EXPENDITURE DETAIL

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|--|---------------------|---------------------|---------------------|---------------------|
| 1000 Salaries | \$ 1,977,704 | \$ 1,977,043 | \$ 2,248,810 | \$ 2,709,049 |
| 2000 Employee Benefits - See Other Cost Dist. | 1,305,494 | 1,062,866 | 1,241,113 | 1,518,882 |
| 3170 Mgmt & Staff Interdept'l Charge | 1,163,204 | 1,008,684 | 1,174,789 | 1,474,765 |
| 3190 Other Professional Services | 25,600 | 17,816 | 203,400 | 438,400 |
| 3191 Private Sector Support - Plans Review/Insp. | 44,155 | 46,581 | 147,000 | 147,000 |
| 4020 Central Garage Motor Pool Oper | 49,728 | 45,745 | 58,404 | 24,611 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 32,460 |
| 4090 Other Transportation Expense | - | - | - | 3,898 |
| 4410 Rental of Machinery and Equipment | 4,096 | 3,742 | 17,800 | 17,800 |

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 4420 General Services Cost - See Other Cost Dist. | 64,091 | 64,483 | 64,419 | 115,477 |
| 4550 General Liability Insurance | 111,560 | 89,791 | 100,650 | 152,099 |
| 4620 Repair and Maint. of Office Equipment | - | - | 1,000 | 1,000 |
| 4710 Special Printed Forms | 2,127 | 752 | 7,000 | 7,000 |
| 5100 Office Supplies | 6,919 | 13,806 | 12,997 | 12,997 |
| 5209 Protective Clothing | 595 | 241 | 2,500 | 2,500 |
| 5214 Uniform Allowance | - | - | 16,200 | 15,000 |
| 5400 Membership Dues and Subscriptions | 394 | 1,692 | 3,810 | 3,810 |
| 5410 Employee Training | 914 | 6,860 | 8,000 | 6,800 |
| 6430 Equipment Repair/Replacement | - | - | 200 | 200 |
| 6440 Equipment Additions | - | - | 74,839 | - |
| 7195 Contingency for Budget Reduction | - | - | 100,000 | 40,000 |
| TOTAL | <u>\$ 4,756,581</u> | <u>\$ 4,340,102</u> | <u>\$ 5,482,931</u> | <u>\$ 6,723,748</u> |

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

| DEPARTMENT | | METHODOLOGY | | DEPT/DIV | ALLOCATION | |
|----------------------------------|----------|--|----------|----------------------|-------------------|------------------|
| NAME | # | RULE | % | BUDGET PRIOR | TO BLDG | |
| | | | | TO ALLOC | DIV | |
| City Commission | 0100 | % of Total Operating Budget | 2.74% | \$ 756,739 | \$ | 18,692 |
| City Attorney | 0500 | % of Total Operating Budget | 2.74% | 2,988,063 | | 73,806 |
| City Manager - Admin | 1010 | % of Total Operating Budget | 2.74% | 2,137,327 | | 52,793 |
| City Manager - Public Affairs | 1030 | % of Total Operating Budget | 2.74% | 987,364 | | 24,388 |
| City Manager - Internal Audit | 1050 | % of Total Operating Budget | 2.74% | 101,360 | | 2,504 |
| Human Resources | 1120 | % of Authorized Headcount | 2.99% | 2,113,265 | | 61,708 |
| Labor Relations | 1130 | % of Authorized Headcount | 2.99% | 808,897 | | 23,620 |
| Development Services - Admin | 1200 | Bldg Div % of Development Serv. Budget | 50.03% | 1,130,594 | | 562,932 |
| Finance - Admin | 3010 | % of Total Operating Budget | 2.74% | 664,002 | | 16,401 |
| Finance - Collections | 3020 | % of Total Operating Revenue | 3.99% | 855,008 | | 34,115 |
| Finance - Reporting & Operations | 3030 | % of Total Operating Budget | 2.74% | 1,321,057 | | 32,631 |
| Finance - Management & Budget | 3050 | % of Total Operating Budget | 2.74% | 803,725 | | 19,852 |
| Information Technology | 3200 | % of Total Operating Budget | 2.74% | 8,431,797 | | 429,517 |
| Non-Departmental | 7000 | % of Authorized Headcount | 2.99% | 4,131,240 | | 121,806 |
| | | | | \$ 27,230,438 | \$ | 1,474,765 |

FACTORS

| | |
|---|----------------|
| Total Authorized Headcount | 1,057.64 |
| Building Division Headcount | 31.60 |
| Total Operating Budget (net of allocations) | \$ 191,847,802 |
| Total Development Services Budget | \$ 10,492,521 |
| Building Division Budget (pre-allocation) | \$ 5,248,983 |
| Total Operating Revenue | \$ 174,205,952 |
| Building Division Revenue | \$ 6,955,000 |
| Building Division Non-Personnel Budget | \$ 848,504 |

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



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

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE <u>FULL TIME POSITIONS</u> | NUMBER OF AUTHORIZED POSITIONS | | | | |
|---------------|---|--------------------------------|---------------------|---------------------|---------------------|---------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES |
| 1206 | Ass't Director for Planning & Zoning | 1.00 | 1.00 | 1.00 | 1.00 | \$ 147,876 |
| 1210 | Ass't Director for Zoning | - | 1.00 | - | 0.00 | - |
| 1203 | City Planner | 1.00 | 1.00 | 1.00 | 1.00 | 91,934 |
| 1209 | Principal Planner | 2.00 | 2.00 | 2.00 | 2.00 | 163,290 |
| 8929 | City Architect | 1.00 | 1.00 | 1.00 | 1.00 | 136,575 |
| 1120 | Zoning Administrator | 1.00 | 1.00 | 1.00 | 1.00 | 96,844 |
| 1049 | Assistant City Architect | 1.00 | 1.00 | 1.00 | 1.00 | - |
| 3020 | Landscaping Reviewer Inspector | 1.00 | - | - | - | - |
| 1141 | Zoning Reviewer Lead | 1.00 | 1.00 | 1.00 | 1.00 | 105,125 |
| 1117 | Zoning Reviewer | 3.00 | 3.00 | 3.00 | 3.00 | 215,084 |
| 1138 | Zoning Inspector | 1.00 | 1.00 | 1.00 | 1.00 | 60,238 |
| 1109 | Plans Coordinator Assistant | 4.00 | 4.00 | 4.00 | 4.00 | 243,414 |
| TOTAL | | 17.00 | 17.00 | 16.00 | 16.00 | \$ 1,260,380 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|---------------------|---------------------|---------------------|---------------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 1,251,049 | \$ 1,180,041 | \$ 1,329,846 | \$ 1,260,380 |
| 1120 Stipend for Board Members | 5,520 | 7,050 | 15,000 | 15,000 |
| 2000 Employee Benefits - See Other Cost Dist. | 803,781 | 782,699 | 839,225 | 790,065 |
| 3190 Other Professional Services | 154,792 | 30,697 | 120,800 | 120,800 |
| 3193 Other Professional Services - Reimbursable | - | (4,525) | - | - |
| 4020 Central Garage Motor Pool Oper | 11,987 | 10,544 | 14,212 | 1,315 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 11,936 |
| 4090 Other Transportation Expense | 5,522 | 4,158 | 3,898 | 3,898 |
| 4091 Cell Phone Allowance | 500 | 140 | - | - |
| 4410 Rental of Machinery and Equipment | 7,631 | 7,110 | 13,650 | 13,650 |
| 4420 General Services Cost - See Other Cost Dist. | 90,295 | 90,846 | 90,757 | 109,611 |
| 4550 General Liability Insurance | 62,299 | 58,897 | 61,449 | 70,764 |
| 4710 Special Printed Forms | 3,396 | 2,273 | 9,275 | 9,275 |
| 4820 Advertising Expense | 2,958 | 1,792 | 7,000 | 7,000 |
| 4990 Other Miscellaneous Expense | 656 | 1,540 | 3,000 | 3,000 |
| 5100 Office Supplies | 4,759 | 4,353 | 9,000 | 9,000 |
| 5209 Protective Clothing | - | - | 200 | 200 |
| 5400 Membership Dues and Subscriptions | 3,536 | 3,673 | 5,104 | 5,104 |
| 5410 Employee Training | 718 | 3,432 | 7,245 | 7,245 |
| TOTAL | \$ 2,409,399 | \$ 2,184,720 | \$ 2,529,661 | \$ 2,438,243 |

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



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

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | |
|----------------------------------|--------------------------------|--------------------------------|---------------------|---------------------|---------------------|-------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES |
| FULL TIME POSITIONS | | | | | | |
| 1128 | Code Enforcement Manager | - | - | 1.00 | 1.00 | \$ 77,284 |
| 1126 | Code Enforcement Field Supr | 2.00 | 2.00 | 1.00 | 1.00 | 89,054 |
| 1135 | Code Enforcement Assistant | 2.00 | 2.00 | 2.00 | 2.00 | 85,337 |
| 1102 | Code Enforcement Officer | 8.00 | 8.00 | 8.00 | 10.00 | 594,318 |
| 8888 | Overtime | - | - | - | - | 7,500 |
| 9999 | Holiday Worked Pay | - | - | - | - | 3,500 |
| TOTAL FULL TIME HEADCOUNT | | 12.00 | 12.00 | 12.00 | 14.00 | 856,993 |
| PART TIME POSITIONS | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's |
| 1099 | Code Enforcement Officer - P/T | 0 | 1.50 | 1.50 | - | - |
| TOTAL PART TIME FTE's | | 0 | 1.50 | 1.50 | 0.00 | 0.00 |
| TOTAL | | 13.50 | 13.50 | 12.00 | 14.00 | \$ 856,993 |

EXPENDITURE DETAIL

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|---|---------------------|---------------------|---------------------|---------------------|
| 1000 Salaries | \$ 690,311 | \$ 692,356 | \$ 766,543 | \$ 856,993 |
| 2000 Employee Benefits - See Other Cost Dist. | 495,067 | 500,047 | 561,179 | 608,117 |
| 3190 Other Professional Services | 2,568 | 3,540 | 15,251 | 15,251 |
| 3191 TYPE IN A DESCRIPTION | 10,640 | 3,050 | 28,000 | 28,000 |
| 3192 TYPE IN A DESCRIPTION | 555 | 555 | 4,500 | 4,500 |
| 4020 Central Garage Motor Pool Oper | 42,894 | 39,753 | 50,295 | 24,041 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 25,494 |
| 4410 Rental of Machinery and Equipment | 3,312 | 2,478 | 5,605 | 5,605 |
| 4420 General Services Cost - See Other Cost Dist. | 25,234 | 25,388 | 25,363 | 32,084 |
| 4550 General Liability Insurance | 36,027 | 36,289 | 35,432 | 48,116 |
| 4910 Court Costs & Investigative Expense | 2,008 | 2,431 | 3,000 | 3,000 |
| 5100 Office Supplies | 2,718 | 2,924 | 6,000 | 6,000 |
| 5209 Protective Clothing | 758 | 615 | 1,200 | 1,200 |
| 5214 Uniform Allowance | 2,188 | 1,984 | 6,200 | 6,200 |
| 5400 Membership Dues and Subscriptions | 450 | 350 | 1,500 | 1,500 |
| 5410 Employee Training | 834 | - | 8,600 | 8,600 |
| TOTAL | \$ 1,315,564 | \$ 1,311,760 | \$ 1,518,668 | \$ 1,674,701 |

Action Plan Worksheet



Action Plan Owner: Suramy Cabrera, Development Services Director

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

Strategic plan alignment

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

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

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

Resource requirements (what do we need to succeed?)

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

- Finances (detailed listing of expected costs):

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

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

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

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

Frequency & venue of review

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

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

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

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

- Money:
 - Costs: \$18,500

Action Plan Worksheet



Action Plan Owner: Suramy Cabrera, Development Services Director

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

Strategic plan alignment

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

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

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

Resource requirements (what do we need to succeed?)

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

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

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

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

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

Frequency & venue of review

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

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

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

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

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

Action Plan Worksheet



Action Plan Owner: Suramy Cabrera, Development Services Director

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

Strategic plan alignment

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

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

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

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

Resource requirements (what do we need to succeed?)

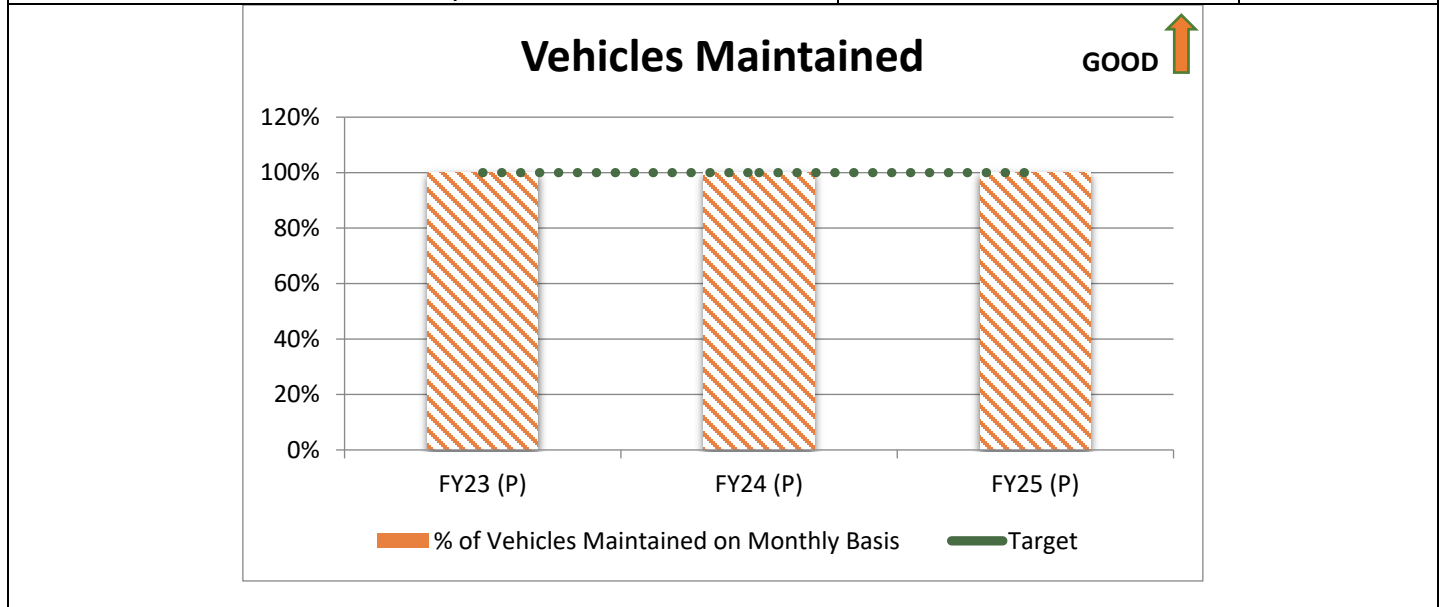
- Time (of the project team members and others as appropriate – examples below):
 - Informatics Person – None
 - Program / Subject Matter Experts – Communications
- Finances (detailed listing of expected costs):

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

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

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

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



Frequency & venue of review

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

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

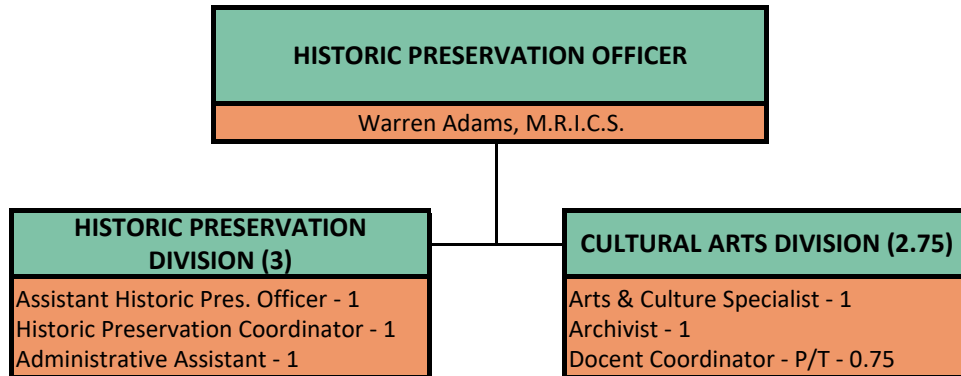
| Stakeholder Group | Potential positive impact | Potential negative impact |
|-------------------|---|---|
| Workforce | <ul style="list-style-type: none"> • Increased engagement through meeting customer requirements and expectations | <ul style="list-style-type: none"> • Time spent on this effort is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

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

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

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

**HISTORICAL RESOURCES & CULTURAL ARTS
ORGANIZATION CHART**



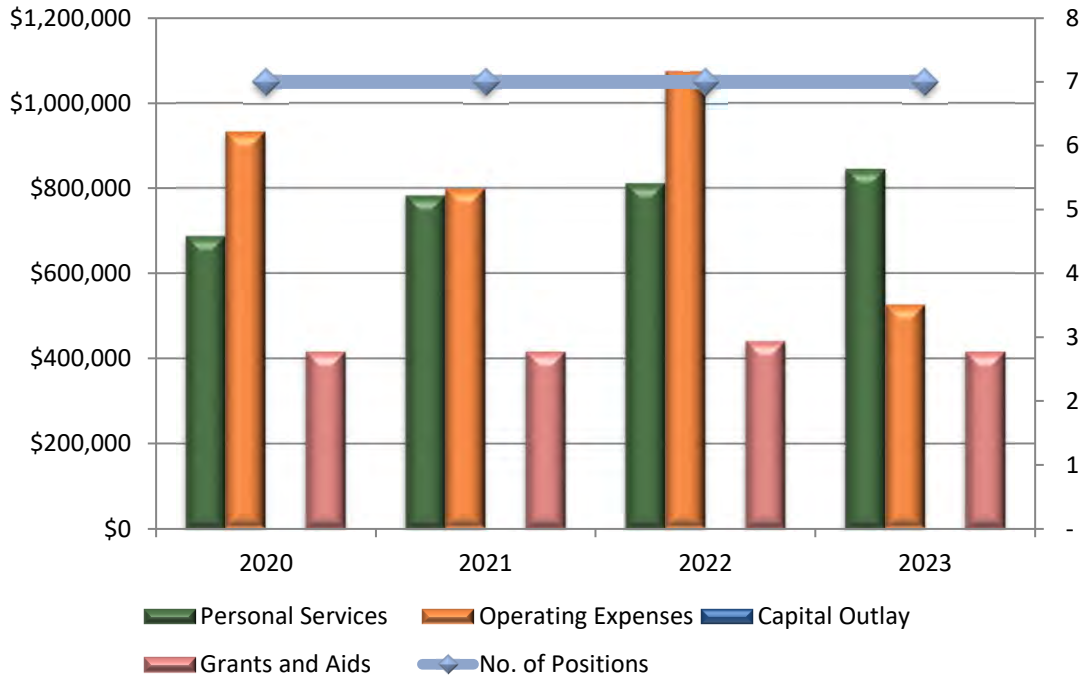
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



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

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Salaries & Benefits | 687,609 | 782,217 | 811,092 | 844,396 |
| Operating Expenses | 931,611 | 797,959 | 1,074,219 | 526,180 |
| Capital Outlay | - | - | - | - |
| Grants and Aids | 416,228 | 416,228 | 441,228 | 416,228 |
| Total | <u>2,035,448</u> | <u>1,996,404</u> | <u>2,326,539</u> | <u>1,786,804</u> |
| Full Time Headcount | 6.00 | 6.00 | 6.00 | 6.00 |
| Part Time FTE's | <u>0.75</u> | <u>0.75</u> | <u>0.75</u> | <u>0.75</u> |
| Total Headcount & FTE's | <u>6.75</u> | <u>6.75</u> | <u>6.75</u> | <u>6.75</u> |

EXPENDITURE/PERSONNEL COMPARISONS



Historic Resources & Cultural Arts

Department Function:

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

Department Goals:

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

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

HISTORIC RESOURCES & CULTURAL ARTS

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

HISTORIC PRESERVATION DIVISION

- ✓ Processed 38 Special Certificates of Appropriateness and 122 Standard Certificates of Appropriateness.
- ✓ Processed 5 Ad Valorem tax abatement applications.
- ✓ Processed 4 Transfer of Development Right applications.
- ✓ Processed 1 Certificate of Use for a Bed and Breakfast.
- ✓ Processed 17 Local Historic Landmark Designations.
- ✓ Performed 134 inspections on historic properties.
- ✓ Issued 133 Historical Significance Determinations.
- ✓ Created and held the first meetings of the Landmarks Advisory Board.
- ✓ Assisted with the rehabilitation and restoration of the Fink Studio project.
- ✓ Assisted with the restoration and replication of the White Way Lights.
- ✓ Two new AC units installed at the Merrick House.
- ✓ Advised on design and location of proposed rock wall in front of Merrick House.
- ✓ Planned and hosted the Doc Dammers Day event.
- ✓ Planned and hosted the “A Proper Garden Tea” event.
- ✓ Planned and hosted “Sundays on the Porch with George” events.

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

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

CULTURAL ARTS DIVISION

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

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

HISTORICAL RESOURCES & CULTURAL ARTS

| INDICATOR: | FY21 | | | FY22 | | FY23 |
|--|---------|---------|--------|---------|---------|---------|
| | TARGET | ACTUAL | STATUS | TARGET | YTD | TARGET |
| Complete Certified Local Government Annual Report | 1 | 1 | ● | 1 | 1 | 1 |
| Process and review Special Certificates of Appropriateness | 30 | 36 | ● | 30 | 38 | 40 |
| Process and review Standard Certificates of Appropriateness | 200 | 229 | ● | 150 | 122 | 130 |
| Process and review Ad Valorem Tax applications for historic properties | 4 | 2 | ▲ | 4 | 5 | 5 |
| Implement local historic designations of individual properties | 4 | 9 | ● | 10 | 17 | 15 |
| Implement local historic designations of districts | 1 | 0 | ▲ | 1 | 0 | 1 |
| Process inventory of Valdes-Fauli Coral Gables Archives | Ongoing | Ongoing | ● | Ongoing | Ongoing | Ongoing |
| Process new donations to the Valdes-Fauli Coral Gables Archives | Ongoing | Ongoing | ● | Ongoing | Ongoing | Ongoing |
| Increase number of visitors to Coral Gables Merrick House | 200 | 274 | ● | 600 | 916 | 800 |

Legend

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



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



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

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE FULL TIME POSITIONS | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|---------------|--|--------------------------------|---------------------|---------------------|---------------------|-------------------|----------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | | |
| 2005 | Historic Preservation Officer | 1.00 | 1.00 | 1.00 | 1.00 | \$ 119,895 | |
| 2006 | Asst Historic Preservation Officer | 1.00 | 1.00 | 1.00 | 1.00 | 113,113 | |
| 2007 | Historic Preservation Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 81,904 | |
| 0602 | Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 51,756 | |
| TOTAL | | 4.00 | 4.00 | 4.00 | 4.00 | \$ 366,668 | |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|---------------------|-------------------|---------------------|-------------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 265,056 | \$ 312,668 | \$ 350,402 | \$ 366,668 |
| 2000 Employee Benefits - See Other Cost Dist. | 218,241 | 231,290 | 195,829 | 204,880 |
| 3190 Other Professional Services | 36,671 | 69,122 | 75,184 | 47,400 |
| 4020 Central Garage Motor Pool Oper | 2,564 | 2,250 | 3,042 | 230 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 2,599 |
| 4090 Other Transportation Expense | 7,580 | 10,179 | 12,994 | 12,994 |
| 4091 Cell Phone Allowance | - | 240 | - | - |
| 4410 Rental of Machinery and Equipment | 3,402 | 3,262 | 7,018 | 7,018 |
| 4420 General Services Cost - See Other Cost Dist. | 326,337 | 328,329 | 328,004 | 162,322 |
| 4430 Rental of Land and Buildings | - | 3,380 | 3,840 | 3,840 |
| 4550 General Liability Insurance | 18,588 | 16,780 | 16,191 | 20,586 |
| 4620 Repair and Maint. of Office Equipment | 125 | - | 800 | 800 |
| 4720 Printing & Binding | 2,158 | 1,698 | 8,500 | 8,500 |
| 4803 Pinewood Cemetery Reserve Expenses | - | - | 6,751 | - |
| 4804 Historic Preservation Reserve Expenses | - | - | 20,139 | - |
| 4805 Art in Public Places - Educ & Outreach | 403,248 | - | - | - |
| 4820 Advertising Expense | 1,941 | 2,071 | 3,960 | 3,960 |
| 4910 Court Costs & Investigative Expense | - | 485 | - | - |
| 4990 Other Miscellaneous Expense | 1,328 | 312 | 36,394 | 23,194 |
| 5100 Office Supplies | 3,803 | 3,841 | 7,385 | 7,385 |
| 5400 Membership Dues and Subscriptions | 420 | 445 | 900 | 900 |
| 5410 Employee Training | 5,490 | - | 159 | 1,000 |
| 7195 Contingency for Budget Reduction | - | - | 37,003 | 37,003 |
| TOTAL | \$ 1,296,952 | \$ 986,352 | \$ 1,114,495 | \$ 911,279 |

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



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

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | |
|----------------------------------|---------------------------|--------------------------------|------------------|------------------|------------------|-------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
| | | ACTUAL | ACTUAL | BUDGET | BUDGET | SALARIES |
| FULL TIME POSITIONS | | HEADCOUNT | HEADCOUNT | HEADCOUNT | HEADCOUNT | |
| 0043 | Arts & Culture Specialist | 1.00 | 1.00 | 1.00 | 1.00 | \$ 69,265 |
| 2009 | Archivist | 1.00 | 1.00 | 1.00 | 1.00 | 61,130 |
| 8888 | Overtime | - | - | - | - | 5,000 |
| TOTAL FULL TIME HEADCOUNT | | 2.00 | 2.00 | 2.00 | 2.00 | 135,395 |
| PART TIME POSITIONS | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's |
| 0619 | Docent Coordinator | 1 | 0.75 | 0.75 | 0.75 | 0.75 |
| TOTAL PART TIME FTE's | | 1 | 0.75 | 0.75 | 0.75 | 0.75 |
| TOTAL | | | 2.75 | 2.75 | 2.75 | \$ 171,416 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|-------------------|---------------------|---------------------|-------------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 120,685 | \$ 142,634 | \$ 165,483 | \$ 171,416 |
| 2000 Employee Benefits - See Other Cost Dist. | 83,627 | 95,625 | 99,378 | 101,432 |
| 3190 Other Professional Services | 495 | 29,014 | 51,150 | 50,400 |
| 4420 General Services Cost - See Other Cost Dist. | 98,950 | 99,554 | 99,455 | 106,133 |
| 4550 General Liability Insurance | 6,676 | 7,609 | 7,676 | 9,624 |
| 4720 Printing & Binding | 2,914 | 358 | 1,000 | 1,000 |
| 4805 Art in Public Places - Educ & Outreach | - | 216,112 | 253,750 | - |
| 4808 Merrick House Reserve Expenses | - | 574 | 64,127 | - |
| 4811 Roxcy O'Neal Merrick House Reserve Exp | - | - | 4,939 | - |
| 4990 Other Miscellaneous Expense | 6,878 | 803 | 9,407 | 7,923 |
| 5100 Office Supplies | 407 | 707 | 2,800 | 2,800 |
| 5201 Agricultural Supplies | 687 | 114 | 985 | 985 |
| 5202 Chemicals and Photographic Supplies | - | - | 1,000 | 2,000 |
| 5215 Small Tools & Minor Equipment | 433 | 86 | 300 | 300 |
| 5400 Membership Dues and Subscriptions | 70 | 439 | 210 | 210 |
| 5410 Employee Training | 446 | 195 | 159 | - |
| 7195 Contingency for Budget Reduction | - | - | 8,997 | 5,074 |
| 8200 Cultural Grants | 191,228 | 191,228 | 216,228 | 191,228 |
| 8204 CG Museum Grant | 225,000 | 225,000 | 225,000 | 225,000 |
| TOTAL | \$ 738,496 | \$ 1,010,052 | \$ 1,212,044 | \$ 875,525 |

Action Plan Worksheet



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

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

Strategic plan alignment

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

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

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

Resource requirements (what do we need to succeed?)

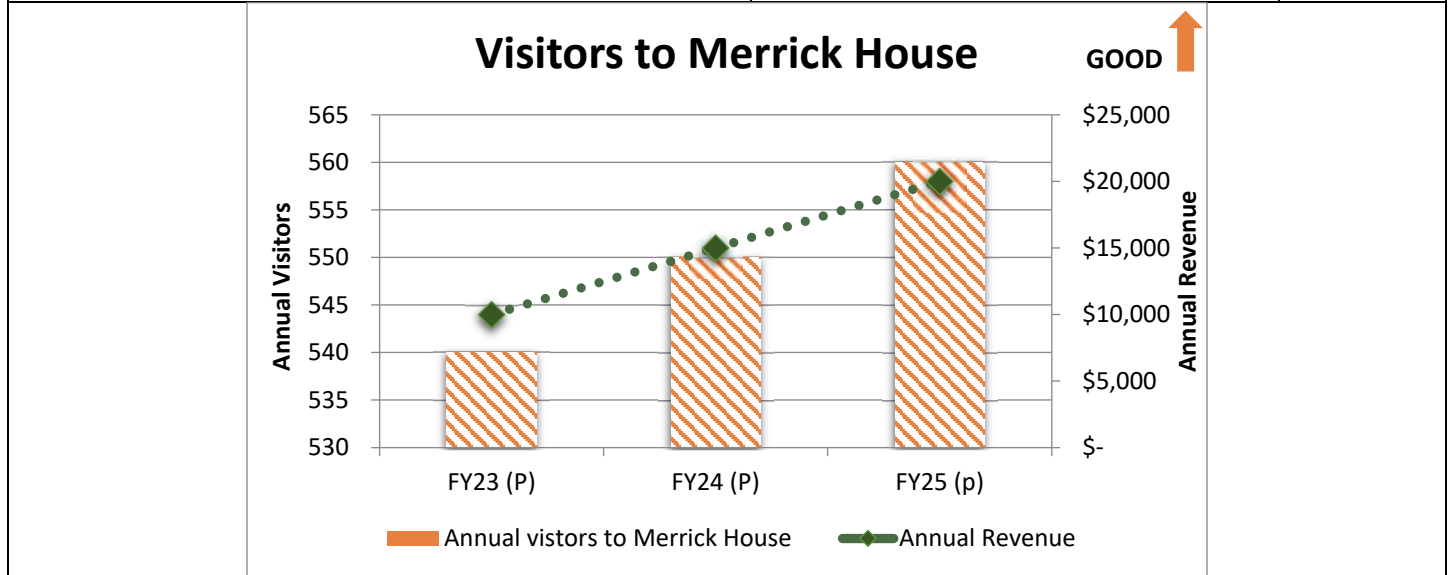
- Time (of the project team members and others as appropriate – examples below):
 - Informatics Person – 10 hours
 - Program / Subject Matter Experts – 100 hours
- Finances (detailed listing of expected costs):

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

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

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

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



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

Frequency & venue of review

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

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

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

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

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

Action Plan Worksheet



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

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

Strategic plan alignment (Supports which Objectives and Goals)

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

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

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

Resource requirements (what do we need to succeed?)

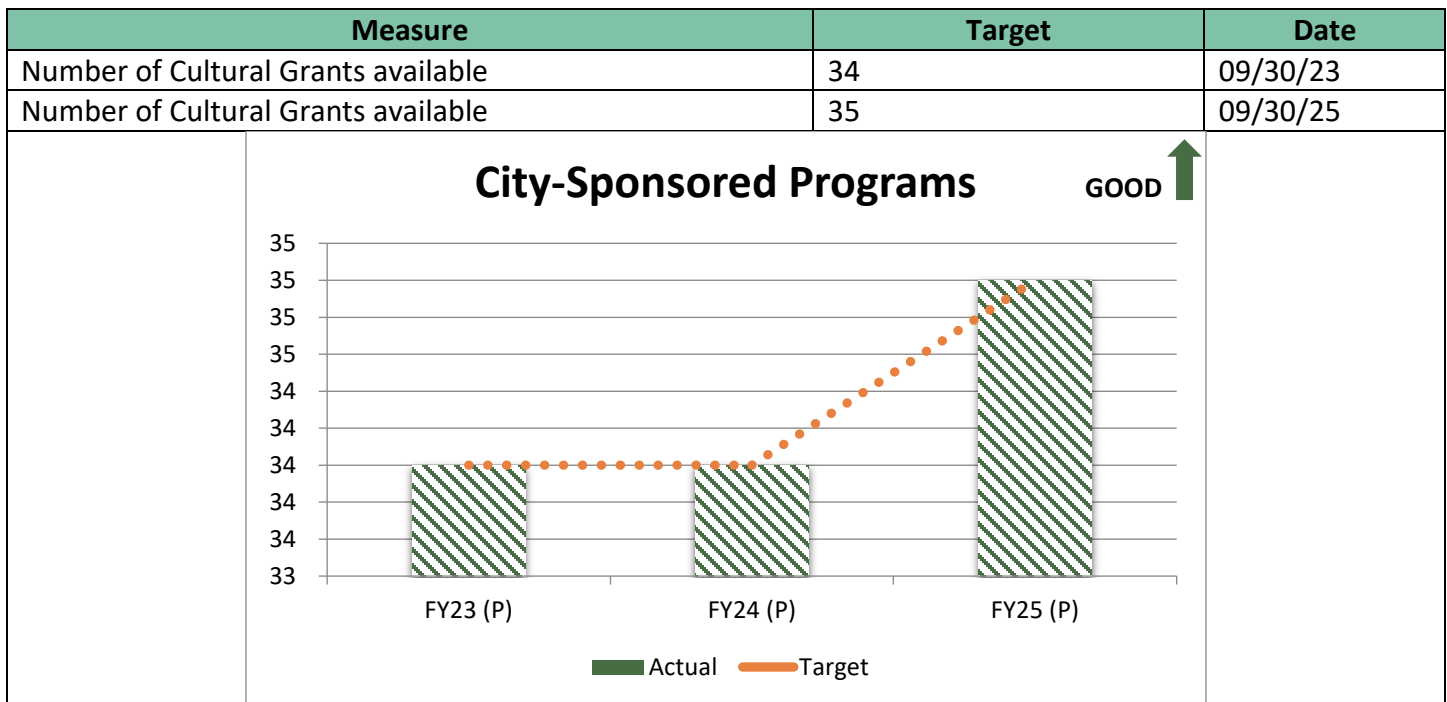
- Time (of the project team members and others as appropriate – examples below):
 - Informatics Person – 50 hours
 - Program / Subject Matter Experts – 100 hours
- Finances (detailed listing of expected costs):

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

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

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

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



Frequency & venue of review

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

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|----------------------------------|--|---------------------------|
| Workforce | • Job security and satisfaction | • Increased workload |
| Program / Subject Matter Experts | • Job security and satisfaction | • Increased workload |
| Sr. Leadership | • Improved public experiences | • Increased costs |
| Commissioners | • Improved public experiences | • Increased costs |
| Customers | • Additional events, economic benefits | • Increased traffic |

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

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

Action Plan Worksheet



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

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

Strategic plan alignment

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

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

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

Resource requirements (what do we need to succeed?)

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

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

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

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

| Measure | Target | Date | | | | | | | | | | | | |
|--|----------------------------|----------------------|-------------|---------------------------|----------------|----------|------|----------|----------|--------|----------|----------|------|----------|
| Customer satisfaction with the Merrick House | 95% satisfied | 09/30/25 | | | | | | | | | | | | |
| <div style="text-align: right; margin-bottom: 10px;">GOOD ↑</div> <h3 style="text-align: center;">Customer Satisfaction</h3> <table border="1" style="width: 100%; margin-top: 10px;"> <caption>Customer Satisfaction Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Customer Satisfaction (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>~90%</td> <td>95%</td> </tr> <tr> <td>FY24 (P)</td> <td>~92.5%</td> <td>95%</td> </tr> <tr> <td>FY25 (P)</td> <td>~95%</td> <td>95%</td> </tr> </tbody> </table> | | | Fiscal Year | Customer Satisfaction (%) | Target (%) | FY23 (P) | ~90% | 95% | FY24 (P) | ~92.5% | 95% | FY25 (P) | ~95% | 95% |
| Fiscal Year | Customer Satisfaction (%) | Target (%) | | | | | | | | | | | | |
| FY23 (P) | ~90% | 95% | | | | | | | | | | | | |
| FY24 (P) | ~92.5% | 95% | | | | | | | | | | | | |
| FY25 (P) | ~95% | 95% | | | | | | | | | | | | |
| Merrick House visitor numbers | 540 (532 pre-Covid) 560 | 09/30/23 09/30/25 | | | | | | | | | | | | |
| <div style="text-align: right; margin-bottom: 10px;">GOOD ↑</div> <h3 style="text-align: center;">Visitors to Merrick House</h3> <table border="1" style="width: 100%; margin-top: 10px;"> <caption>Visitors and Revenue Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Annual Visitors</th> <th>Annual Revenue</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>540</td> <td>\$10,000</td> </tr> <tr> <td>FY24 (P)</td> <td>550</td> <td>\$15,000</td> </tr> <tr> <td>FY25 (p)</td> <td>560</td> <td>\$20,000</td> </tr> </tbody> </table> | | | Fiscal Year | Annual Visitors | Annual Revenue | FY23 (P) | 540 | \$10,000 | FY24 (P) | 550 | \$15,000 | FY25 (p) | 560 | \$20,000 |
| Fiscal Year | Annual Visitors | Annual Revenue | | | | | | | | | | | | |
| FY23 (P) | 540 | \$10,000 | | | | | | | | | | | | |
| FY24 (P) | 550 | \$15,000 | | | | | | | | | | | | |
| FY25 (p) | 560 | \$20,000 | | | | | | | | | | | | |
| Trained Merrick House docents | 12 (current 10) | 09/30/25 | | | | | | | | | | | | |
| Cultural partnership opportunities | 2 | 09/30/25 | | | | | | | | | | | | |

Frequency & venue of review

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

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|----------------------------------|--|--|
| Workforce | Job security and satisfaction | Increased workload and costs |
| Program / Subject Matter Experts | Training, efficiency through booking process | Increased visitor numbers possibly leading to longer wait times |
| Informatics | Job security | Increased costs |
| Sr. Leadership | Improved public experiences | Possible additional complaints |
| Commissioners | Improved public experiences | Possible additional complaints |
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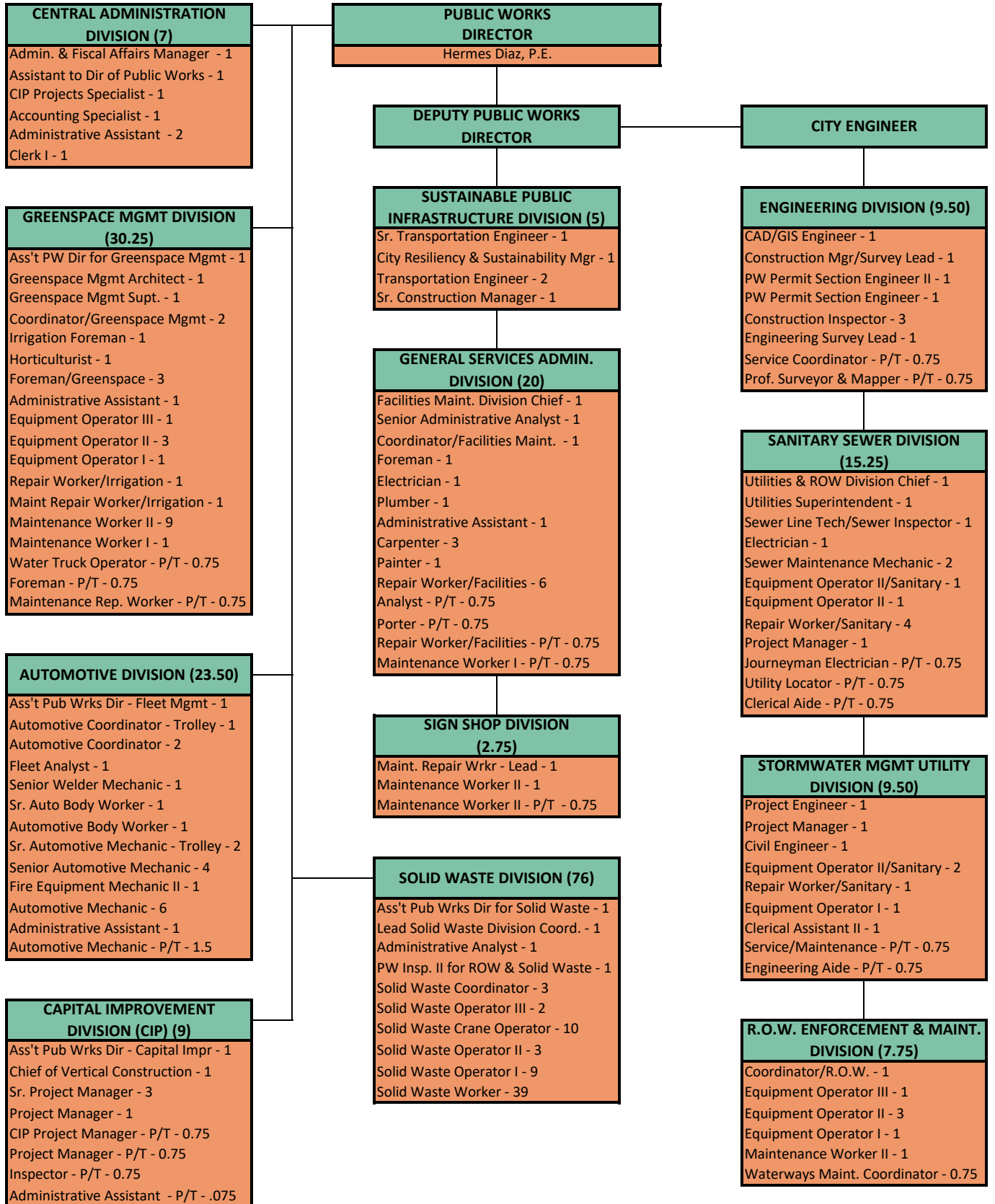
What are the positive and negative financial impacts (costs / benefits and return on investment)?

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

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

PUBLIC WORKS

ORGANIZATION CHART



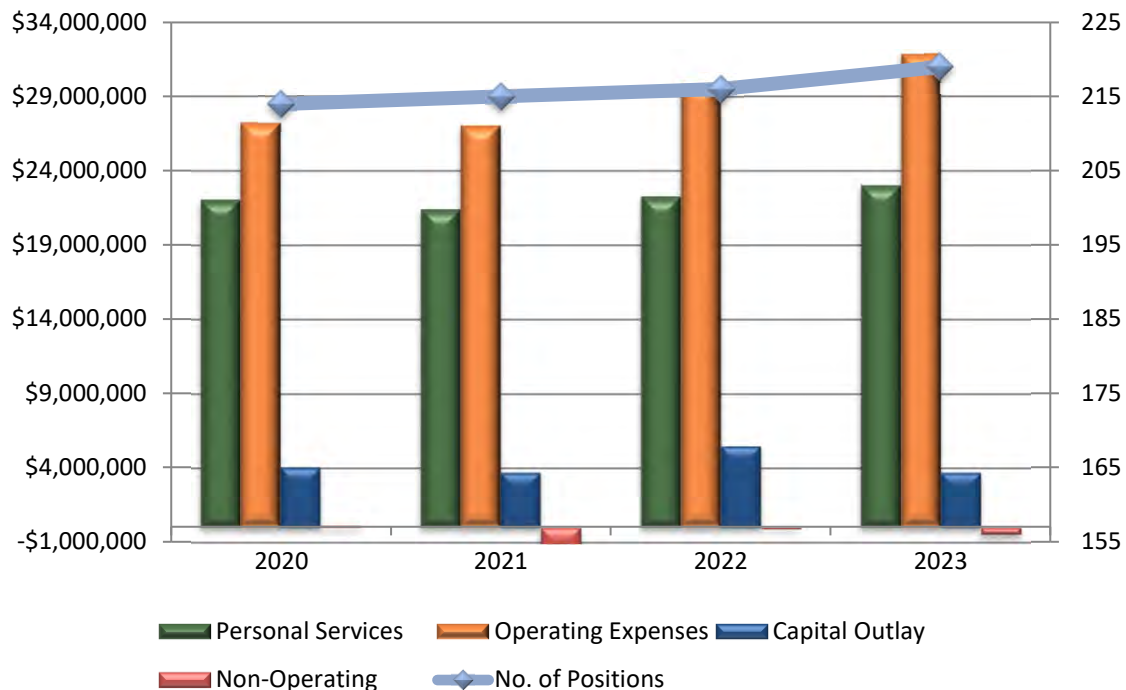
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



**PUBLIC WORKS DEPARTMENT
BUDGET AND POSITION SUMMARY**

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Salaries & Benefits | 22,066,808 | 21,413,103 | 22,284,455 | 23,027,835 |
| Operating Expenses | 27,248,566 | 27,063,820 | 29,831,381 | 31,863,865 |
| Capital Outlay | 4,042,767 | 3,712,300 | 5,468,313 | 3,714,931 |
| Non-Operating | 155,602 | (1,753,057) | (113,047) | (477,711) |
| Total | 53,513,743 | 50,436,166 | 57,471,102 | 58,128,920 |
| | | | | |
| Full Time Headcount | 198.00 | 199.00 | 199.00 | 202.00 |
| Part Time FTE's | 15.75 | 15.75 | 16.50 | 16.50 |
| Total Headcount & FTE's | 213.75 | 214.75 | 215.50 | 218.50 |

EXPENDITURE/PERSONNEL COMPARISONS



Public Works

Department Function:

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

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

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

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

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

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

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

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

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

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

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

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

Department Goals:

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

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET

PUBLIC WORKS

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ **General Services Administration Division.** The Division responded with electrostatic and deep cleanings during the second wave of Covid in City facilities. The Division also completed over 4,600 work order requests and assumed full responsibility for all maintenance in Fire Station 2, Trolley Maintenance Building, and the new Public Safety Building after expiration of contractor warranties. The focus on City cleanliness continues with pressure washing of all City-owned structures, including fountains and entranceways. Cleaning is being completed by City staff on a bi-weekly basis.
- ✓ **Customer Service.** The Central Administrative Division received, generated, and processed over 8,500 customer service requests.
- ✓ **Traffic Calming.** As part of the ongoing traffic calming efforts, Public Works has constructed 12 traffic calming devices this fiscal year. The City has installed a total of 53 traffic calming devices to date. The City-wide traffic calming project currently has 108 pending traffic calming devices to be installed.
- ✓ **Crosswalks and Sidewalks.** Public Works replaced over 2.2 miles of damaged sidewalks and installed 55 ADA detectable warning mats.
- ✓ **Roadway Resurfacing.** Public Works has milled and resurfaced over 3.9 lane miles of roadway this fiscal year.
- ✓ **LED Street Light Conversion.** Public Works is continuing to advance LED streetlight conversions throughout the City. All the standard FPL streetlights were converted from high pressure sodium fixtures to LED fixtures. The new LED streetlights provide a more defined pattern of light which will increase visibility, reduce glare, and improve the overall safety of City streets. The City will yield savings from lower utility costs, while maximizing energy efficiency.
- ✓ **City Achieves LEED Silver Certification on the Police and Fire Headquarters and Trolley Maintenance Facilities.** In 2021, the new Public Safety Building and the Trolley Maintenance Facility were certified by the US Green Building Council for achieving LEED (Leadership in Energy and Environmental Design) Silver Certification under LEED V4 Building Design and Construction: New Construction and Major Renovations. Some sustainability highlights include LED lighting, low flow faucets/fixtures, building level energy/water metering, heat island reduction, off-site renewable energy production/green power and carbon offsets, enhanced commissioning, construction and demolition waste management, indoor air quality management plan, etc.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ **City Achieves SolSmart Silver Certification.** Coral Gables has received silver designation from the national SolSmart program for making it faster, easier, and more affordable for homes and businesses to go solar. Coral Gables is taking strides to encourage solar energy growth and remove obstacles to solar development. SolSmart Silver signals that Coral Gables is “open for solar business.” City solar achievements include developing a solar submittal checklist to help streamline the permitting process, waiving City solar permit fees, providing PACE financing to help businesses and homeowners go solar, and the installation of 11 solar benches in City Parks.
- ✓ **Cocoplum 1 Pump Station has earned the Envision Bronze Award for sustainability.** The Cocoplum 1 Pump Station project has earned an Envision Bronze Award, recognizing stakeholder involvement and delivery of community benefits, climate resilience, and protection of the surrounding lands. This project involved important wastewater system upgrades, the first statewide certified project.
- ✓ **LEED Gold Certification for Cities and Communities.** The City was selected in 2021 as one of 15 cities, towns, and counties from around the country to participate in the 12-month LEED for Cities Cohort. In June 2022, Coral Gables received LEED for Cities Gold Certification.
- ✓ **Recycling Drive-Thru Events.** The City held another two very successful recycling drive-thru events in FY22 (November 6 and April 23). Over the last 7 years, the City has collected and diverted 370,000 pounds of household hazardous waste, electronic waste, sensitive documents, and clothing from entering the landfill and potentially the environment.
- ✓ **Energy Efficiency.** Through various energy efficiency measures (conversion of indoor/outdoor lighting to LED fixtures, installation of high efficiency HVAC, and Energy Star certified equipment, etc.), the City has lowered energy consumption in its facilities by over 19% per square foot since 2013.
- ✓ **Water Efficiency.** Through various water efficiency measures (installation of low flow toilets, faucets, etc.), the City has lowered water consumption in its facilities by over 41% per square foot since 2013.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ **Water Quality.** Completed Phase 1 of the comprehensive water quality assessment of the Coral Gables Waterway with Florida International University. This multi-year assessment will help identify potential sources of pollution for a more effective implementation of water quality improvement measures. The City also partnered with FIU on a floating wetland project along two segments of the Coral Gables Waterway (Blue Road Open Space and Taragona Drive). The purpose of the project is to test nature-based solutions for removing nutrients and improving water quality.
- ✓ **Coral Gables Green Business Certification Program.** The City has certified 8 businesses (Andromeda District, University of Miami, Avion Auto Spa, Jelly Places, Barakat Law, Lovvett, Quirch Foods, and I Know Science) as part of the City's Green Business Certification Program.
- ✓ **Keep Coral Gables Beautiful Program.** During FY22, the Keep Coral Gables Beautiful Program (KCGB) held over 30 community events/programs that included over 3,000 participants and 350 volunteers. KCGB also received a \$25,000 grant to help implement a Reverse Vending Machine at the War Memorial Youth Center to help increase and incentivize recycling, which includes a rewards incentive for participants to use at local businesses.
- ✓ **Electric Vehicle Charging Station Expansion.** In FY22, the City added an additional 6 Level II Dual Port charging stations/12 charging points within surface parking lots 7, 20, and 30. The City now has over 26 charging stations and 41 charging points located on City properties.
- ✓ **City-wide Landscaping Improvements.** During FY22, the Greenspace Management Division planted over 200 new trees on City swales and public green spaces to provide additional shade and environmental benefits, while certain trees were removed in rights-of-way for health and safety reasons. Flowering trees and new groundcovers were added to the existing streetscape of Miracle Mile as part of routine maintenance.
- ✓ **Black Olive Treatment.** Treated 2,000 Black Olive trees in the City's urban forest for pest control as part of the ongoing Black Olive Staining Study to help with staining of sidewalks and property caused by mites and caterpillars feeding on trees.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

✓ **Special Landscape Projects:**

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

✓ **Tree Maintenance.** The Greenspace Management Division managed the professional pruning of approximately 8,000 trees.

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

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

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

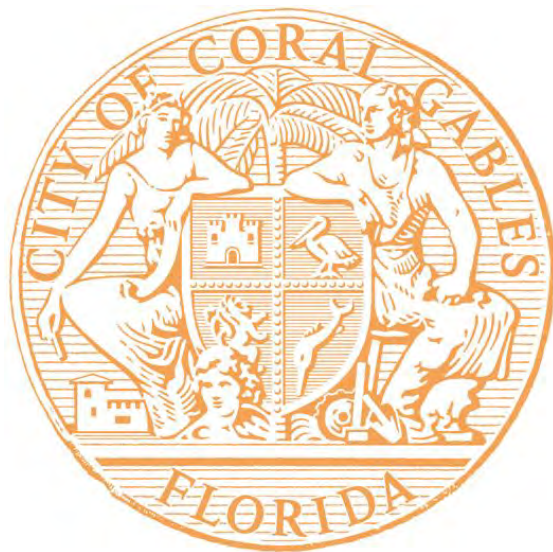
✓ **Drainage Projects.** The Utilities Division performed over 40 flood assessments and completed 17 new drainage projects consisting of the installation of new catch basins, French drains, and the rehabilitation of existing pipes.

✓ **Pump Station Maintenance and Rehabilitation.** The Utilities Division intensified their Pump Station Maintenance Program. Preventative maintenance visits have increased to 3 times per month, per station. During FY22, the Division performed more than 1,200 routine visits.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ **Street Sweeping.** In compliance with the National Pollutant Discharge Elimination System (NPDES) permit, the Right-of-Way Division swept more than 13,100 miles of City's streets and alleyways and collected more than 2,400 cubic yards of debris and material.
- ✓ **Seaweed Cleanup.** Approximately 1,000 tons of debris and seaweed were collected and removed from City canals and waterways.
- ✓ **Fleet Availability.** Due to fleet modernization efforts, the City had a combined average of 95% fleet availability for all equipment types.
- ✓ **Lamar Louise Park.** Completion of a new public park located at 2665 De Soto Boulevard. The scope of work included, but is not limited to, a new water meter, perimeter fence with oolite columns and aluminum pickets/gates, trellis, oolite planters, small pedestrian bridge, rubberized surface, walkway, oolite benches, wood benches, drinking fountain, irrigation system, dog waste station, garbage containers, and lighting.
- ✓ **Salvadore Park Playground Expansion.** Completion of a new public park located at 1120 Andalusia Avenue. The scope of work included the installation of new accessible playground equipment and surfacing, accessible concrete walkways, drinking fountain, light bollards, benches, garbage containers, site drainage and grading, repair and painting of the existing pickets/concrete fence, pressure washing the gazebo roof, painting of columns, re-staining existing wood trellis, painting existing continuous concrete bench, low walls and a full renovation of the existing onsite restrooms facility, and replacement of partitions, finishes, fixtures and accessories.
- ✓ **Maggiore Park.** Completion of the beautification of Maggiore Park, located at 5028 Maggiore Street. The scope of work included, but is not limited to, the clearing of the vacant lot to prepare for construction, the removal and disposal of the materials from the site clearing, new concrete walkways, irrigation, landscaping, lighting, playground installation, rubber surfacing, grading, asphalt parking spots, silva cells and structural soil installation, perimeter fence, Asian inspired gate features, park furniture, signage, oolite columns and stone benches.
- ✓ **Parking Lots 7, 20, 30.** Implementation of electric vehicle chargers, milling and resurfacing, striping, concrete work, landscaping, and lighting.
- ✓ **Solid Waste.** Purchased and delivered approximately 13,000 new 22-gallon recycle bins with lids, providing residents with an increased opportunity for recycling. Reduced disposal cost and furthered sustainability efforts through the successful implementation, education, and enforcement of an ordinance requiring the recycling of cardboard.



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

PUBLIC WORKS

| INDICATOR: | FY21 | | | FY22 | | FY23 |
|---|--------|--------|--------|--------|--------|--------|
| | TARGET | ACTUAL | STATUS | TARGET | YTD | TARGET |
| % of all classes of equipment and vehicles available and ready for use within the operational requirements outlined in the Equipment Availability Codes (EAC) | 95% | 95% | ● | 95% | 95% | 95% |
| GovQA customer requests successfully completed | 12,200 | 12,413 | ● | 7,000 | 8,500 | 7,000 |
| % of GovQA public records request completed within 5 days | 95% | 97% | ● | 95% | 96% | 95% |
| Number of permits issued | 600 | 638 | ● | 450 | 636 | 450 |
| Number of plan reviews completed | 2,000 | 2,286 | ● | 3,600 | 3,754 | 3,600 |
| % of inspections conducted within 24 hours of request | 95% | 98% | ● | 95% | 98% | 95% |
| Number of trees trimmed | 8,000 | 8,100 | ● | 8,000 | 8,050 | 8,000 |
| Number of trees planted | 400 | 460 | ● | 150 | 200 | 150 |
| Miles of complete street sweeping | 9,000 | 10,183 | ● | 10,000 | 13,100 | 10,000 |
| % of canals inspected and cleaned requests completed within 2 days | 95% | 98% | ● | 95% | 99% | 95% |
| % of graffiti removal requests completed within 2 days | 95% | 98% | ● | 95% | 97% | 95% |
| % of street potholes repaired within 2 days | 95% | 97% | ● | 95% | 98% | 95% |
| Tons of recycling | 2,300 | 2,480 | ● | 2,400 | 2,643 | 2,500 |
| % of garbage collection on the scheduled day | 100% | 99.87% | ● | 100% | 99.79% | 100% |
| % of trash collection on the scheduled day | 100% | 99.89% | ● | 100% | 99.91% | 100% |
| % of recycling collection on the scheduled day | 100% | 99.83% | ● | 100% | 99.81% | 100% |
| Reduce City's electricity use by 6% below 2019 levels by 2022 | -1.0% | 1.2% | ◆ | -6.0% | -5.6% | -6.7% |
| Reduce City's water use by 17% below 2019 levels by 2022 | -8.6% | -7.6% | ◆ | -17.0% | -16.3% | -1.7% |
| % of smart AMI water meters installed on applicable citywide systems **This Performance Indicator has been met** | 15% | 20% | ● | 15% | 100% | - |
| Total miles of dedicated bicycle facilities provided | 1.75 | 0 | ◆ | 0 | 0 | 0.50 |
| Total miles of pedestrian facilities (new sidewalks, replacements, and extensions) | 3.00 | 2.11 | ▲ | 3.00 | 2.20 | 3.00 |
| Number of crosswalks striped | 40 | 44 | ● | 40 | 55 | 40 |
| Number of pedestrian-vehicle accidents | 22 | 20 | ● | 20 | 31 | 18 |
| Number of bicycle-vehicle accidents | 24 | 15 | ● | 21 | 20 | 18 |
| Number of pedestrian-vehicle and bicycle-vehicle fatality accidents | 0 | 0 | ● | 0 | 0 | 0 |
| Sewer back-up request (response & assessment within 4 hours) | 95% | 100% | ● | 95% | 100% | 95% |
| Sewer gravity lines request (response & assessment within 4 hours) | 95% | 100% | ● | 95% | 100% | 95% |
| Storm sewer system request (response & assessment within 24 hours) | 95% | 100% | ● | 95% | 100% | 95% |

Legend

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



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



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

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE FULL TIME POSITIONS | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|---------------|--|--------------------------------|---------------------|---------------------|---------------------|-------------------|----------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | | |
| 1025 | Public Works Director | 1.00 | 1.00 | 1.00 | 1.00 | \$ 183,199 | |
| 0067 | Public Works Deputy Dir/City Engineer | 1.00 | 1.00 | 1.00 | 1.00 | 155,847 | |
| 0813 | Administrative & Fiscal Affairs Manager | 1.00 | 1.00 | 1.00 | 1.00 | 107,747 | |
| 0107 | Asst to the Dir of Public Works | 1.00 | 1.00 | 1.00 | 1.00 | 57,476 | |
| 1005 | CIP Projects Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 59,663 | |
| 0106 | Accounting Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 66,151 | |
| 0602 | Administrative Assistant | 1.00 | 2.00 | 2.00 | 2.00 | 91,723 | |
| 0105 | Clerk I | 1.00 | 1.00 | 1.00 | 1.00 | 49,361 | |
| TOTAL | | 8.00 | 9.00 | 9.00 | 9.00 | \$ 771,167 | |

EXPENDITURE DETAIL

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|---|---------------------|---------------------|---------------------|---------------------|
| 1000 Salaries | \$ 558,866 | \$ 656,952 | \$ 757,634 | \$ 771,167 |
| 2000 Employee Benefits - See Other Cost Dist. | 366,018 | 391,940 | 447,508 | 455,059 |
| 2610 Employee Awards | 193 | 397 | 300 | 300 |
| 3190 Other Professional Services | - | - | 9,974 | 1,000 |
| 4020 Central Garage Motor Pool Oper | 23,993 | 21,288 | 28,392 | 4,405 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 22,311 |
| 4090 Other Transportation Expense | 14,943 | 13,979 | 14,943 | 14,943 |
| 4091 Cell Phone Allowance | 1,700 | 200 | 2,400 | - |
| 4410 Rental of Machinery and Equipment | 9,060 | 9,753 | 12,200 | 12,200 |
| 4420 General Services Cost - See Other Cost Dist. | 22,942 | 23,082 | 23,059 | 24,607 |
| 4550 General Liability Insurance | 25,954 | 33,238 | 34,998 | 43,297 |
| 4620 Repair and Maint. of Office Equipment | - | - | 200 | 200 |
| 4630 Repair/Maint. of Machinery & Equipment | - | - | 300 | 300 |
| 4710 Special Printed Forms | 100 | 1,409 | 600 | 600 |
| 4720 Printing & Binding | 227 | - | 250 | 250 |
| 4990 Other Miscellaneous Expense | 230 | 607 | 700 | 1,000 |
| 5100 Office Supplies | 6,335 | 7,708 | 8,000 | 9,000 |
| 5203 Drugs and Medical Supplies | - | - | 50 | 50 |
| 5213 Purchase/Rental - Employee Uniforms | - | - | - | 1,100 |
| 5215 Small Tools & Minor Equipment | - | 400 | 400 | 400 |

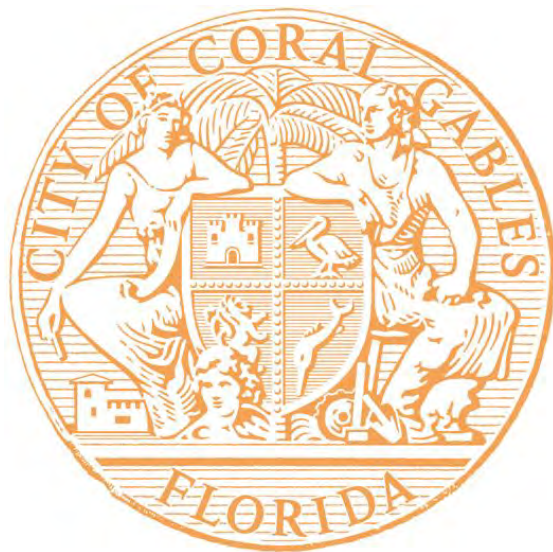
EXPENDITURE DETAIL

| | <u>2019-2020</u> | <u>2020-2021</u> | <u>2021-2022</u> | <u>2022-2023</u> |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| | <u>ACTUAL</u> | <u>ACTUAL</u> | <u>BUDGET</u> | <u>BUDGET</u> |
| 5400 Membership Dues and Subscriptions | 109 | 108 | 700 | 700 |
| 5410 Employee Training | 134 | 594 | 2,000 | 2,000 |
| 9010 Intradepartmental Credits | <u>(356,411)</u> | <u>(401,647)</u> | <u>(460,055)</u> | <u>2 (477,711)</u> |
| TOTAL | <u>\$ 674,393</u> | <u>\$ 760,008</u> | <u>\$ 884,553</u> | <u>\$ 887,178</u> |

2. See cost distribution below.

**Public Works Administrative Services
Distributed to Utilities**

| <u>Div. Code/Account</u> | <u>%</u> | <u>Amount</u> |
|-----------------------------|-------------------|--------------------------|
| Storm Water - 1535-31-70 | 10% | \$ 136,489 |
| Sanitary Sewer - 1540-31-70 | 25% | 341,222 |
| | <u>35%</u> | <u>\$ 477,711</u> |



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



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

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

EXPENDITURE DETAIL

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|---|---------------------|---------------------|---------------------|---------------------|
| 1000 Salaries | \$ 226,642 | \$ 389,919 | \$ 508,116 | \$ 501,407 |
| 2000 Employee Benefits - See Other Cost Dist. | 138,084 | 285,791 | 345,461 | 336,824 |
| 3190 Other Professional Services | 28,980 | 1,500 | 81,191 | - |
| 3191 Other Prof Services - Traf Study Reimb | (5,296) | - | - | - |
| 4090 Other Transportation Expense | 6,497 | 5,328 | 6,497 | 3,898 |
| 4370 Waste Disposal Service | - | - | 68,802 | 70,000 |
| 4410 Rental of Machinery and Equipment | 1,167 | 1,263 | 2,984 | 2,984 |
| 4420 General Services Cost - See Other Cost Dist. | 5,796 | 5,831 | 5,826 | 6,217 |
| 4550 General Liability Insurance | 10,562 | 25,265 | 23,424 | 28,151 |
| 4720 Printing & Binding | 388 | - | 1,600 | 1,600 |
| 4990 Other Miscellaneous Expense | 1,065 | 2,041 | 2,125 | 2,125 |
| 5100 Office Supplies | - | - | - | 2,599 |
| 5206 Food for Human Consumption | - | - | 1,000 | 1,000 |
| 5400 Membership Dues and Subscriptions | 1,014 | - | 2,000 | 2,000 |
| 5410 Employee Training | 3,912 | 1,197 | 2,500 | 2,500 |
| TOTAL | \$ 418,811 | \$ 718,135 | \$ 1,051,526 | \$ 961,305 |

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



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

PERSONNEL SCHEDULE

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

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|--------------|------------|------------|------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 1,734,092 | \$ 807,239 | \$ 793,876 | \$ 772,050 |
| 2000 Employee Benefits - See Other Cost Dist. | 984,616 | 270,341 | 253,768 | 351,099 |
| 3110 Engineering & Architect Services | 97,905 | - | - | - |
| 3190 Other Professional Services | 90,495 | 21,029 | 92,840 | 57,540 |
| 4020 Central Garage Motor Pool Oper | 26,085 | 10,558 | 13,163 | 7,413 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 5,720 |
| 4090 Other Transportation Expense | 8,663 | 6,172 | 6,497 | 6,497 |
| 4091 Cell Phone Allowance | 700 | 1,140 | 1,200 | - |
| 4410 Rental of Machinery and Equipment | 2,085 | 1,752 | 2,500 | 2,500 |
| 4420 General Services Cost - See Other Cost Dist. | 61,487 | 27,838 | 27,810 | 29,677 |
| 4550 General Liability Insurance | 87,119 | 33,822 | 36,977 | 43,347 |
| 4630 Repair/Maint. of Machinery & Equipment | - | - | 200 | 200 |
| 4710 Special Printed Forms | 521 | - | 200 | 400 |
| 4720 Printing & Binding | 33 | - | 200 | 200 |
| 4940 Taxes & License Fees Paid | 8 | - | - | - |
| 4990 Other Miscellaneous Expense | 1,298 | 59 | 200 | 200 |
| 5100 Office Supplies | 5,564 | 2,685 | 2,000 | 3,000 |
| 5208 Household & Institutional Supplies | - | - | 100 | - |

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 5209 Protective Clothing | 628 | 213 | - | 500 |
| 5213 Purchase/Rental - Employee Uniforms | 1,021 | - | - | - |
| 5215 Small Tools & Minor Equipment | 1,094 | - | 300 | 300 |
| 5400 Membership Dues and Subscriptions | 386 | - | 800 | 800 |
| 5410 Employee Training | - | 359 | 1,200 | 800 |
| 6450 Office Equipment Replacement | 2,101 | - | 200 | 200 |
| 6460 Other Equipment Additions | - | - | 1,100 | - |
| 7195 Contingency for Budget Reduction | - | - | 50,000 | 50,000 |
| TOTAL | <u>\$ 3,105,901</u> | <u>\$ 1,183,207</u> | <u>\$ 1,285,131</u> | <u>\$ 1,332,443</u> |

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



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

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | |
|----------------------------------|--|--------------------------------|------------------|------------------|------------------|-------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
| | | ACTUAL | ACTUAL | BUDGET | BUDGET | SALARIES |
| FULL TIME POSITIONS | | HEADCOUNT | HEADCOUNT | HEADCOUNT | HEADCOUNT | |
| 1042 | City Engineer & Permit Section Manager | 1.00 | 1.00 | 1.00 | 1.00 | \$ 128,730 |
| 1018 | CAD/GIS Engineer | 1.00 | 1.00 | 1.00 | 1.00 | 85,993 |
| 1043 | Construction Mgr/Survey Lead | 1.00 | 1.00 | 1.00 | 1.00 | 102,104 |
| 1052 | PW Permit Section Engineer II | - | - | 1.00 | 1.00 | 59,316 |
| 1047 | PW Permit Section Engineer | 1.00 | 1.00 | 1.00 | 1.00 | 86,461 |
| 1004 | Engineering Technician | 1.00 | 1.00 | - | - | - |
| 1012 | Construction Inspector | 3.00 | 3.00 | 3.00 | 3.00 | 215,837 |
| 1002 | Engineering Survey Lead | 1.00 | 1.00 | 1.00 | 1.00 | 74,650 |
| 8888 | Overtime | - | - | - | - | 15,000 |
| TOTAL FULL TIME HEADCOUNT | | 9.00 | 9.00 | 9.00 | 9.00 | 768,091 |
| PART TIME POSITIONS | | HC | FTE's | FTE's | FTE's | |
| 1048 | Service Coordinator - P/T | 1 | 0.75 | 0.75 | 0.75 | 74,453 |
| 1044 | Professional Surveyor & Mapper - P/T | 1 | 0.75 | 0.75 | 0.75 | 63,328 |
| TOTAL PART TIME FTE's | | 2 | 1.50 | 1.50 | 1.50 | 137,781 |
| TOTAL | | 10.50 | 10.50 | 10.50 | 10.50 | \$ 905,872 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|-----------|------------|------------|------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ - | \$ 836,733 | \$ 881,395 | \$ 905,872 |
| 2000 Employee Benefits - See Other Cost Dist. | - | 502,307 | 529,241 | 537,891 |
| 4020 Central Garage Motor Pool Oper | - | 13,884 | 17,297 | 9,751 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 7,519 |
| 4090 Other Transportation Expense | - | - | - | 3,898 |
| 4420 General Services Cost - See Other Cost Dist. | - | 34,024 | 33,991 | 36,273 |
| 4550 General Liability Insurance | - | 40,581 | 40,888 | 50,860 |
| 4630 Repair/Maint. of Machinery & Equipment | - | - | 300 | 300 |
| 4710 Special Printed Forms | - | - | 800 | 800 |
| 4720 Printing & Binding | - | - | 200 | 200 |
| 4990 Other Miscellaneous Expense | - | 493 | 600 | 600 |
| 5100 Office Supplies | - | 5,064 | 6,000 | 6,000 |
| 5208 Household & Institutional Supplies | - | - | 100 | 100 |
| 5209 Protective Clothing | - | 1,247 | 1,000 | 1,000 |
| 5211 Building Materials and Supplies | - | 63 | 500 | 500 |
| 5213 Purchase/Rental - Employee Uniforms | - | 1,286 | 1,500 | 1,500 |

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 5215 Small Tools & Minor Equipment | - | 800 | 942 | 942 |
| 5400 Membership Dues and Subscriptions | - | - | 1,070 | 1,070 |
| 5410 Employee Training | - | 2,185 | 2,400 | 2,400 |
| 6440 Equipment Additions | - | - | - | 11,699 |
| 6450 Office Equipment Replacement | - | - | 300 | 300 |
| TOTAL | <u>\$ -</u> | <u>\$ 1,438,667</u> | <u>\$ 1,518,524</u> | <u>\$ 1,579,475</u> |

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



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

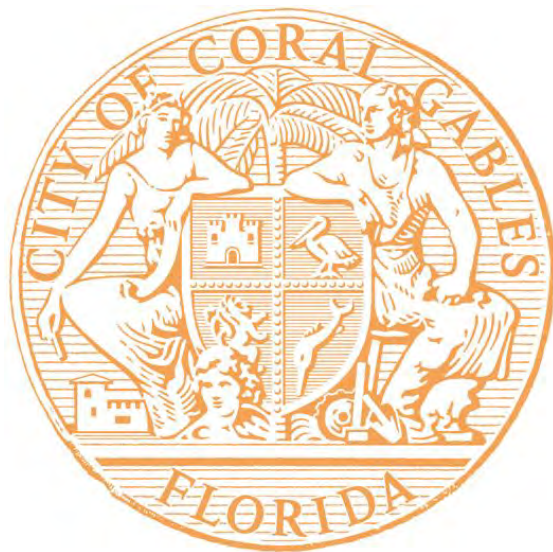
| CLASS. NO. | CLASSIFICATION TITLE | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
|----------------------------------|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES |
| FULL TIME POSITIONS | | | | | | |
| 1033 | Facilities Maintenance Division Chief | 1.00 | 1.00 | 1.00 | 1.00 | \$ 115,799 |
| 0809 | Sr. Administrative Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 72,885 |
| 3015 | Coordinator/General Services | 1.00 | 1.00 | 1.00 | 1.00 | 79,987 |
| 3010 | Foreman | 1.00 | 1.00 | 1.00 | 1.00 | 62,183 |
| 3109 | Electrician | 1.00 | 1.00 | 1.00 | 1.00 | 72,926 |
| 3114 | Plumber | 1.00 | 1.00 | 1.00 | 1.00 | 59,304 |
| 0602 | Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 66,039 |
| 3129 | Repair Worker/Facilities | 6.00 | 6.00 | 6.00 | 6.00 | 291,204 |
| 3106 | Carpenter | 3.00 | 3.00 | 3.00 | 3.00 | 176,815 |
| 3112 | Painter | 1.00 | 1.00 | 1.00 | 1.00 | 40,943 |
| 8888 | Overtime | - | - | - | - | 51,243 |
| TOTAL FULL TIME HEADCOUNT | | 17.00 | 17.00 | 17.00 | 17.00 | 1,089,328 |
| PART TIME POSITIONS | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's |
| 0812 | Analyst - P/T | 1 | 0.75 | 0.75 | 0.75 | 56,580 |
| 9028 | Porter - P/T | 1 | 0.75 | 0.75 | 0.75 | 29,963 |
| 3130 | Repair Worker/Facilities - P/T | 1 | 0.75 | 0.75 | 0.75 | 27,718 |
| 9018 | Maintenance Worker I - P/T | 1 | 0.75 | 0.75 | 0.75 | - |
| TOTAL PART TIME FTE's | | 4 | 3.00 | 3.00 | 3.00 | 114,261 |
| TOTAL | | 20.00 | 20.00 | 20.00 | 20.00 | \$ 1,203,589 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|--------------|--------------|--------------|--------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 1,036,322 | \$ 1,071,658 | \$ 1,117,131 | \$ 1,203,589 |
| 2000 Employee Benefits - See Other Cost Dist. | 988,671 | 753,912 | 763,711 | 795,514 |
| 3190 Other Professional Services | 1,940 | - | 10,500 | 10,500 |
| 4040 Central Garage Miscellaneous Charges | - | - | 1,000 | 1,000 |
| 4091 Cell Phone Allowance | - | 240 | - | - |
| 4410 Rental of Machinery and Equipment | 3,522 | 1,634 | 4,200 | 4,200 |
| 4550 General Liability Insurance | 52,287 | 52,913 | 51,735 | 67,575 |
| 4613 Repair/Maint. - Miracle Theater | 39,164 | 3,359 | 50,000 | 50,000 |
| 4630 Repair/Maint. of Machinery & Equipment | - | - | 1,000 | 1,000 |
| 4990 Other Miscellaneous Expense | 3,007 | 2,342 | 4,800 | 4,800 |
| 5100 Office Supplies | 1,097 | 981 | 2,100 | 2,100 |
| 5202 Chemicals and Photographic Supplies | - | - | 500 | 500 |
| 5203 Drugs and Medical Supplies | - | - | 200 | 200 |
| 5209 Protective Clothing | 3,154 | 1,946 | 2,500 | 3,000 |

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 5211 Building Materials and Supplies | 18 | - | 3,000 | 2,500 |
| 5213 Purchase/Rental - Employee Uniforms | 3,621 | 4,322 | 5,000 | 5,000 |
| 5215 Small Tools & Minor Equipment | - | - | 4,910 | 4,910 |
| 5217 Operating Equipment Repair Parts | - | - | 500 | 500 |
| 5400 Membership Dues and Subscriptions | - | - | 475 | 475 |
| 5401 Software Subscriptions & Maintenance | - | - | 4,400 | 4,400 |
| 5410 Employee Training | - | - | 2,000 | 2,000 |
| TOTAL | <u>\$ 2,132,803</u> | <u>\$ 1,893,307</u> | <u>\$ 2,029,662</u> | <u>\$ 2,163,763</u> |



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



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

EXPENDITURE DETAIL

| | <u>2019-2020 ACTUAL</u> | <u>2020-2021 ACTUAL</u> | <u>2021-2022 BUDGET</u> | <u>2022-2023 BUDGET</u> |
|---|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 3190 Other Professional Services | 8,960 | - | - | - |
| 3410 Laundry & Sanitation Services | 15,456 | 17,430 | 21,965 | 21,965 |
| 3420 Custodial & Janitorial Services | 1,121,242 | 1,498,833 | 1,276,935 | 1,410,810 |
| 4310 Electric Utility Service | 1,551,109 | 1,740,290 | 1,750,000 | 1,895,000 |
| 4330 Heating & Cooking Fuel | 9,500 | 16,289 | 23,000 | 18,000 |
| 4350 Water & Sewer Utility Service | 913,420 | 833,464 | 930,000 | 950,000 |
| 4410 Rental of Machinery and Equipment | - | - | 8,000 | 8,000 |
| 4610 Repair/Maint. of Bldgs & Improvements | 195,084 | 147,583 | 233,371 | 283,371 |
| 4611 Repair/Maint. - Maint of Parks Equip | 11,974 | 20,738 | 24,380 | 55,000 |
| 4612 HVAC Maintenance - Operating | 396,967 | 543,664 | 722,066 | 619,706 |
| 4613 Repair/Maint. - Miracle Theater | 160,774 | 109,065 | 200,000 | 200,000 |
| 4614 Painting/Waterproofing - Operating | - | - | 32,000 | 32,000 |
| 4615 Fountain Maintenance - Operating | 114,257 | 98,743 | 207,000 | 205,000 |
| 4616 Electrical Repairs - Operating | 178,854 | 144,468 | 162,000 | 162,000 |
| 4617 Plumbing Repairs - Operating | 51,818 | 98,298 | 160,000 | 110,000 |
| 4618 Mold Remediation - Operating | 28,092 | 27,342 | 47,000 | 47,000 |
| 4619 Life Safety Systems - Operating | 44,894 | 22,133 | 47,000 | 47,000 |
| 4630 Repair/Maint. of Machinery & Equipment | - | - | 1,000 | 1,000 |
| 4940 Taxes & License Fees Paid | - | - | 4,000 | 4,000 |
| 5211 Building Materials and Supplies | 99,512 | 106,695 | 174,260 | 200,000 |
| 5218 Installed Building Equipmt. Repair Parts | 5,926 | 13,616 | 35,000 | 35,000 |
| 6430 Equipment Repair/Replacement | - | - | 12,000 | 15,000 |
| 6435 Fire Hydrant Replacements | 32,694 | 16,972 | 40,000 | 40,000 |
| TOTAL | <u>\$ 4,940,533</u> | <u>\$ 5,455,623</u> | <u>\$ 6,110,977</u> | <u>\$ 6,359,852</u> |

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



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

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|----------------------------------|--------------------------------|--------------------------------|------------------|------------------|------------------|-------------------|----------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL | ACTUAL | BUDGET | BUDGET | | |
| <u>FULL TIME POSITIONS</u> | | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | | |
| 1015 | Project Engineer | 1.00 | 1.00 | 1.00 | 1.00 | \$ 105,105 | |
| 1050 | Project Manager | - | - | 1.00 | 1.00 | 76,746 | |
| 1030 | Project Architect | 1.00 | 1.00 | - | - | - | |
| 1017 | Civil Engineer | 1.00 | 1.00 | 1.00 | 1.00 | 80,428 | |
| 3204 | Equipment Operator II/Sanitary | 2.00 | 2.00 | 2.00 | 2.00 | 94,340 | |
| 3126 | Repair Worker/Sanitary | 1.00 | 1.00 | 1.00 | 1.00 | 57,143 | |
| 3201 | Equipment Operator I | 1.00 | 1.00 | 1.00 | 1.00 | 35,382 | |
| 0012 | Clerical Assistant II | 1.00 | 1.00 | 1.00 | 1.00 | 46,850 | |
| 8888 | Overtime | - | - | - | - | 30,000 | |
| TOTAL FULL TIME HEADCOUNT | | 8.00 | 8.00 | 8.00 | 8.00 | 525,994 | |
| <u>PART TIME POSITIONS</u> | | <u>HC</u> | <u>FTE's</u> | <u>FTE's</u> | <u>FTE's</u> | <u>FTE's</u> | |
| 9008 | Service/Maintenance - P/T | 1 | 0.75 | 0.75 | 0.75 | 21,734 | |
| 9003 | Engineering Aide - P/T | 1 | 0.75 | 0.75 | 0.75 | 22,866 | |
| TOTAL PART TIME FTE's | | 2 | 1.50 | 1.50 | 1.50 | 44,600 | |
| TOTAL | | 9.50 | 9.50 | 9.50 | 9.50 | \$ 570,594 | |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|------------|------------|------------|------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 402,608 | \$ 532,711 | \$ 570,831 | \$ 570,594 |
| 2000 Employee Benefits - See Other Cost Dist. | 432,612 | 362,647 | 377,219 | 392,704 |
| 3110 Engineering & Architect Services | 209,725 | 70,342 | 110,000 | 110,000 |
| 3170 Mgmt & Staff Interdept'l Charge | 408,359 | 116,478 | 131,444 | 136,489 |
| 3180 Mgmt & Staff Interdept'l Charge - Gen Fd Adm | - | 305,000 | 305,000 | 305,000 |
| 3190 Other Professional Services | - | 8,616 | 82,084 | 50,000 |
| 3200 Accounting & Auditing Services | 63,528 | 64,286 | 50,000 | 71,000 |
| 4020 Central Garage Motor Pool Oper | 128,749 | 128,749 | 147,989 | 68,249 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 60,500 |
| 4370 Waste Disposal Service | 290 | - | 5,000 | 5,000 |
| 4410 Rental of Machinery and Equipment | - | - | 1,000 | - |
| 4420 General Services Cost - See Other Cost Dist. | 39,792 | 39,664 | 39,995 | 42,680 |
| 4550 General Liability Insurance | 23,547 | 26,829 | 26,458 | 32,036 |
| 4610 Repair/Maint. of Bldgs & Improvements | 124,226 | 213,117 | 220,095 | 220,095 |
| 4630 Repair/Maint. of Machinery & Equipment | - | 306 | 500 | 500 |
| 4940 Taxes & License Fees Paid | 6,812 | 5,824 | 9,000 | 9,000 |

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 4990 Other Miscellaneous Expense | 7,735 | 4,321 | 6,000 | 7,000 |
| 5100 Office Supplies | 210 | - | 1,000 | 1,000 |
| 5202 Chemicals and Photographic Supplies | - | - | 500 | 500 |
| 5204 Cleaning & Janitorial Supplies | - | - | 200 | 200 |
| 5207 Motor Fuel and Lubricants | - | - | 200 | 200 |
| 5209 Protective Clothing | 1,845 | 1,984 | 2,000 | 2,500 |
| 5211 Building Materials and Supplies | - | - | 2,600 | 2,100 |
| 5213 Purchase/Rental - Employee Uniforms | 718 | 625 | 1,500 | 1,500 |
| 5215 Small Tools & Minor Equipment | 260 | - | 1,000 | 1,000 |
| 5216 Motor Equipment Repair Parts | - | 6,503 | - | - |
| 5217 Operating Equipment Repair Parts | - | 190 | 500 | 500 |
| 5400 Membership Dues and Subscriptions | 1,447 | 1,393 | 1,800 | 1,800 |
| 5410 Employee Training | 907 | 3,803 | 2,400 | 2,400 |
| 9901 Return on Investment | 144,259 | 139,800 | 70,000 | - |
| TOTAL | <u><u>\$ 1,997,629</u></u> | <u><u>\$ 2,033,188</u></u> | <u><u>\$ 2,166,315</u></u> | <u><u>\$ 2,094,547</u></u> |

2022-2023 BUDGET



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

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|----------------------------------|---------------------------------|--------------------------------|---------------------|---------------------|---------------------|----------------|-------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | | |
| FULL TIME POSITIONS | | | | | | | |
| 3122 | Utilities & ROW Division Chief | 1.00 | 1.00 | 1.00 | 1.00 | \$ 140,462 | |
| 3124 | Utilities Superintendent | 1.00 | 1.00 | 1.00 | 1.00 | 74,064 | |
| 3121 | Sewer Line Tech/Sewer Inspector | 1.00 | 1.00 | 1.00 | 1.00 | 62,383 | |
| 3109 | Electrician | 1.00 | 1.00 | 1.00 | 1.00 | 54,875 | |
| 3118 | Sewer Maintenance Mechanic | 2.00 | 2.00 | 2.00 | 2.00 | 134,176 | |
| 3204 | Equipment Operator II/Sanitary | 2.00 | 1.00 | 1.00 | 1.00 | 69,105 | |
| 3203 | Equipment Operator II | - | 1.00 | 1.00 | 1.00 | 41,684 | |
| 3126 | Repair Worker/Sanitary | 4.00 | 4.00 | 4.00 | 4.00 | 161,467 | |
| 1050 | Project Manager | - | 1.00 | 1.00 | 1.00 | 85,807 | |
| 8888 | Overtime | - | - | - | - | 76,000 | |
| TOTAL FULL TIME HEADCOUNT | | 12.00 | 13.00 | 13.00 | 13.00 | 900,023 | |
| PART TIME POSITIONS | | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's | |
| 3108 | Journeyman Electrician - P/T | 1 | 0.75 | 0.75 | 0.75 | 0.75 | 29,963 |
| 3119 | Utility Locator - P/T | 1 | - | 0.75 | 0.75 | 0.75 | 28,611 |
| 9006 | Clerical Aide - P/T | 1 | 0.75 | 0.75 | 0.75 | 0.75 | 23,159 |
| 9008 | Service/Maintenance - P/T | - | 0.75 | - | - | - | - |
| TOTAL PART TIME FTE's | | 3 | 2.25 | 2.25 | 2.25 | 2.25 | 81,733 |
| TOTAL | | | 14.25 | 15.25 | 15.25 | 15.25 | \$ 981,756 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|------------|------------|------------|------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 874,763 | \$ 795,219 | \$ 903,281 | \$ 981,756 |
| 2000 Employee Benefits - See Other Cost Dist. | 873,995 | 548,129 | 562,268 | 612,325 |
| 3110 Engineering & Architect Services | 24,800 | 24,800 | 30,000 | 30,000 |
| 3170 Mgmt & Staff Interdept'l Charge | 938,052 | 285,169 | 328,611 | 341,222 |
| 3180 Mgmt & Staff Interdept'l Charge - Gen Fd Adm | - | 685,000 | 685,000 | 685,000 |
| 3190 Other Professional Services | 35,200 | 18,140 | 36,000 | 36,000 |
| 3200 Accounting & Auditing Services | 77,069 | 81,348 | 67,000 | 90,000 |
| 4010 Travel Expense | - | - | 2,500 | 2,500 |
| 4020 Central Garage Motor Pool Oper | 305,602 | 305,602 | 351,231 | 176,099 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 129,503 |
| 4090 Other Transportation Expense | 3,898 | 3,703 | 3,898 | 3,898 |
| 4091 Cell Phone Allowance | 1,200 | 1,140 | 1,200 | - |
| 4350 Water & Sewer Utility Service | 1,679 | 2,757 | 3,500 | 3,500 |
| 4370 Waste Disposal Service | 4,553,664 | 3,887,688 | 4,254,996 | 4,452,838 |
| 4410 Rental of Machinery and Equipment | 5,106 | - | 2,000 | 2,000 |

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 4420 General Services Cost - See Other Cost Dist. | 396,266 | 394,990 | 398,290 | 425,031 |
| 4550 General Liability Insurance | 44,284 | 45,931 | 41,958 | 55,120 |
| 4610 Repair/Maint. of Bldgs & Improvements | 48,522 | 33,878 | 45,000 | 45,000 |
| 4630 Repair/Maint. of Machinery & Equipment | 24,605 | 32,390 | 35,000 | 35,000 |
| 4720 Printing & Binding | - | - | 500 | 500 |
| 4940 Taxes & License Fees Paid | 323 | 431 | 2,000 | 2,000 |
| 4990 Other Miscellaneous Expense | 31,119 | 316,430 | 11,000 | 12,200 |
| 5100 Office Supplies | 480 | - | 1,200 | 1,200 |
| 5202 Chemicals and Photographic Supplies | 5,710 | 4,625 | 13,000 | 13,000 |
| 5204 Cleaning & Janitorial Supplies | - | - | 500 | 500 |
| 5207 Motor Fuel and Lubricants | 2,582 | 4,423 | 8,000 | 8,000 |
| 5209 Protective Clothing | 5,258 | 3,867 | 7,000 | 7,000 |
| 5211 Building Materials and Supplies | 9,695 | 7,340 | 13,000 | 13,000 |
| 5213 Purchase/Rental - Employee Uniforms | 3,733 | 4,219 | 4,500 | 4,500 |
| 5215 Small Tools & Minor Equipment | 1,227 | 5 | 7,500 | 7,500 |
| 5216 Motor Equipment Repair Parts | 162 | 11 | 1,000 | 1,000 |
| 5217 Operating Equipment Repair Parts | 56,858 | 44,810 | 60,000 | 60,000 |
| 5218 Installed Building Equip. Repair Parts | 4,922 | 2,020 | 6,000 | 6,000 |
| 5400 Membership Dues and Subscriptions | 950 | 100 | 925 | 925 |
| 5410 Employee Training | 540 | 203 | 6,000 | 6,000 |
| 9901 Return on Investment | 737,754 | 508,790 | 277,008 | - |
| 9902 Principal Paid - Reduce Loan Balance | <u>(370,000)</u> | <u>(2,000,000)</u> | <u>-</u> | <u>-</u> |
| TOTAL | <u>\$ 8,700,018</u> | <u>\$ 6,043,158</u> | <u>\$ 8,170,866</u> | <u>\$ 8,250,117</u> |

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



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

PERSONNEL SCHEDULE

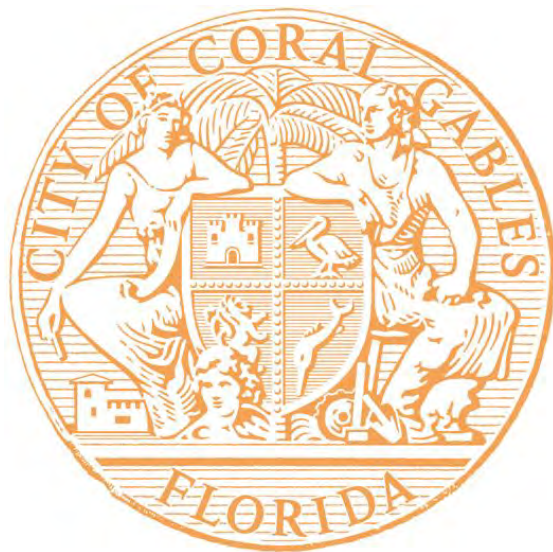
| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|----------------------------------|-----------------------------------|--------------------------------|------------------|------------------|------------------|--------------|-------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL | ACTUAL | BUDGET | BUDGET | | |
| FULL TIME POSITIONS | | HEADCOUNT | HEADCOUNT | HEADCOUNT | HEADCOUNT | | |
| 3016 | Coordinator - R.O.W. | 1.00 | 1.00 | 1.00 | 1.00 | \$ | 80,074 |
| 3205 | Equipment Operator III | 1.00 | 1.00 | 1.00 | 1.00 | | 62,286 |
| 3203 | Equipment Operator II | 3.00 | 3.00 | 3.00 | 3.00 | | 151,711 |
| 3201 | Equipment Operator I | 1.00 | 1.00 | 1.00 | 1.00 | | 36,022 |
| 3006 | Maintenance Worker II - PW R.O.W. | 1.00 | 1.00 | 1.00 | 1.00 | | 40,077 |
| 8888 | Overtime | - | - | - | - | | 17,000 |
| TOTAL FULL TIME HEADCOUNT | | 7.00 | 7.00 | 7.00 | 7.00 | | 387,170 |
| PART TIME POSITIONS | | HC | FTE's | FTE's | FTE's | FTE's | |
| 9023 | Waterways Maintenance Coord | 1 | 0.75 | 0.75 | 0.75 | 0.75 | 55,606 |
| TOTAL PART TIME FTE's | | 1 | 0.75 | 0.75 | 0.75 | 0.75 | 55,606 |
| TOTAL | | | 7.75 | 7.75 | 7.75 | 7.75 | \$ 442,776 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|------------|------------|------------|------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 522,869 | \$ 441,603 | \$ 423,158 | \$ 442,776 |
| 2000 Employee Benefits - See Other Cost Dist. | 404,274 | 312,542 | 311,306 | 305,255 |
| 3190 Other Professional Services | 127,737 | - | - | - |
| 3191 Sidewalk Replacement Reimbursement | (1,741) | (1,896) | - | - |
| 4020 Central Garage Motor Pool Oper | 831,813 | 813,402 | 962,857 | 871,721 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 133,386 |
| 4040 Central Garage Miscellaneous Charges | - | - | 1,000 | 1,000 |
| 4370 Waste Disposal Service | 2,812 | 10,504 | 7,000 | 7,000 |
| 4420 General Services Cost - See Other Cost Dist. | 1,758,723 | 1,769,462 | 1,767,704 | 1,886,388 |
| 4550 General Liability Insurance | 26,726 | 21,089 | 19,641 | 24,860 |
| 4610 Repair/Maint. of Bldgs & Improvements | 11,876 | 7,816 | 20,000 | 55,000 |
| 4630 Repair/Maint. of Machinery & Equipment | - | - | 1,300 | 1,300 |
| 4710 Special Printed Forms | - | - | 300 | 300 |
| 4720 Printing & Binding | - | - | 300 | 300 |
| 4990 Other Miscellaneous Expense | - | 229 | - | 500 |
| 5100 Office Supplies | - | - | 1,000 | 1,000 |
| 5207 Motor Fuel and Lubricants | - | - | 400 | 400 |
| 5209 Protective Clothing | 723 | 1,530 | 3,000 | 3,000 |

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 5211 Building Materials and Supplies | 15,561 | 20,505 | 25,500 | 25,000 |
| 5213 Purchase/Rental - Employee Uniforms | 2,810 | 2,984 | 4,000 | 4,000 |
| 5215 Small Tools & Minor Equipment | 438 | - | 2,500 | 2,000 |
| 5216 Motor Equipment Repair Parts | - | - | 2,200 | 1,700 |
| 5217 Operating Equipment Repair Parts | - | 320 | 2,000 | 2,000 |
| 5218 Installed Building Equipt. Repair Parts | 192 | - | 562 | 1,062 |
| 5219 Other Repair & Maintenance Supplies | - | - | 1,000 | 1,500 |
| 5400 Membership Dues and Subscriptions | <u>165</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| TOTAL | <u>\$ 3,704,978</u> | <u>\$ 3,400,090</u> | <u>\$ 3,556,728</u> | <u>\$ 3,771,448</u> |



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



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

PERSONNEL SCHEDULE

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

EXPENDITURE DETAIL

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|---|---------------------|---------------------|---------------------|---------------------|
| 1000 Salaries | \$ 127,053 | \$ 123,132 | \$ 141,876 | \$ 131,895 |
| 2000 Employee Benefits - See Other Cost Dist. | 86,643 | 87,479 | 94,656 | 78,795 |
| 4020 Central Garage Motor Pool Oper | 22,136 | 21,411 | 25,737 | 20,959 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 5,543 |
| 4410 Rental of Machinery and Equipment | - | - | 250 | 250 |
| 4420 General Services Cost - See Other Cost Dist. | 44,764 | 45,037 | 44,992 | 48,013 |
| 4550 General Liability Insurance | 6,408 | 6,731 | 6,581 | 7,405 |
| 4630 Repair/Maint. of Machinery & Equipment | - | - | 400 | 400 |
| 5100 Office Supplies | 55 | - | 200 | 200 |
| 5204 Cleaning & Janitorial Supplies | - | - | 800 | 500 |
| 5209 Protective Clothing | 88 | 211 | 500 | 500 |
| 5211 Building Materials and Supplies | 10,535 | 10,146 | 20,428 | 19,000 |
| 5213 Purchase/Rental - Employee Uniforms | 994 | 1,270 | 1,000 | 1,300 |
| 5215 Small Tools & Minor Equipment | 1,869 | 1,612 | 3,000 | 2,000 |
| 5217 Operating Equipment Repair Parts | 581 | 835 | 1,200 | 1,200 |
| TOTAL | \$ 301,126 | \$ 297,864 | \$ 341,620 | \$ 317,960 |

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



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

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | |
|----------------------------------|--------------------------------------|--------------------------------|---------------------|---------------------|---------------------|---------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES |
| FULL TIME POSITIONS | | | | | | |
| 4020 | Asst Public Works Dir for Fleet Mgmt | 1.00 | 1.00 | 1.00 | 1.00 | \$ 147,870 |
| 0327 | Automotive Coordinator - Trolley | 1.00 | 1.00 | 1.00 | 1.00 | 78,809 |
| 4018 | Automotive Coordinator | 2.00 | 2.00 | 2.00 | 2.00 | 151,440 |
| 4017 | Fleet Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 64,291 |
| 4016 | Senior Welder Mechanic | 1.00 | 1.00 | 1.00 | 1.00 | 47,414 |
| 4012 | Sr. Auto Body Worker | 1.00 | 1.00 | 1.00 | 1.00 | 76,200 |
| 4011 | Automotive Body Worker | 1.00 | 1.00 | 1.00 | 1.00 | 67,816 |
| 4005 | Sr. Automotive Mechanic - Trolley | 2.00 | 2.00 | 2.00 | 2.00 | 114,727 |
| 4007 | Senior Automotive Mechanic | 4.00 | 4.00 | 4.00 | 4.00 | 269,788 |
| 4008 | Fire Equipment Mechanic II | 1.00 | 1.00 | 1.00 | 1.00 | 61,724 |
| 4006 | Automotive Mechanic | 6.00 | 6.00 | 6.00 | 6.00 | 250,158 |
| 0602 | Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 57,073 |
| 8888 | Overtime | - | - | - | - | 15,000 |
| TOTAL FULL TIME HEADCOUNT | | 22.00 | 22.00 | 22.00 | 22.00 | 1,402,310 |
| PART TIME POSITIONS | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's |
| 4001 | Automotive Mechanic - P/T | 2 | 1.50 | 1.50 | 1.50 | 1.50 |
| TOTAL PART TIME FTE's | | 2 | 1.50 | 1.50 | 1.50 | 1.50 |
| TOTAL | | | 23.50 | 23.50 | 23.50 | \$ 1,474,758 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|--------------|--------------|--------------|--------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 1,348,643 | \$ 1,445,223 | \$ 1,452,878 | \$ 1,474,758 |
| 2000 Employee Benefits - See Other Cost Dist. | 1,158,222 | 960,278 | 975,195 | 1,011,432 |
| 3190 Other Professional Services | 38,088 | 49,397 | 72,825 | 102,825 |
| 4090 Other Transportation Expense | 6,497 | 6,172 | 6,497 | 6,497 |
| 4091 Cell Phone Allowance | 1,200 | 900 | - | - |
| 4370 Waste Disposal Service | 5,940 | 5,408 | 7,000 | 7,000 |
| 4410 Rental of Machinery and Equipment | 6,531 | 2,985 | 14,400 | 14,400 |
| 4450 Lease Equipment | 80,985 | 96,423 | 93,200 | 107,250 |
| 4451 Principal Paid-Reduce Loan Balance | (63,168) | - | - | - |
| 4550 General Liability Insurance | 71,760 | 68,459 | 67,232 | 82,800 |
| 4620 Repair and Maint. of Office Equipment | 300 | 365 | 500 | 500 |
| 4630 Repair/Maint. of Machinery & Equipment | 6,592 | 10,924 | 9,000 | 9,000 |
| 4691 Commercial Garages | 190,207 | 121,742 | 151,000 | 151,000 |
| 4710 Special Printed Forms | 647 | 690 | 1,200 | 1,200 |
| 4917 Misc Exp - Elec Veh Charging | - | - | - | 20,000 |

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 4940 Taxes & License Fees Paid | 16,617 | 15,678 | 16,000 | 16,000 |
| 4990 Other Miscellaneous Expense | 3,751 | 2,868 | 4,000 | 4,000 |
| 5100 Office Supplies | 4,073 | 3,850 | 5,500 | 5,500 |
| 5207 Motor Fuel and Lubricants | 1,016,971 | 1,179,980 | 1,259,696 | 1,909,696 |
| 5209 Protective Clothing | 2,578 | 2,356 | 3,000 | 3,000 |
| 5213 Purchase/Rental - Employee Uniforms | 9,133 | 8,184 | 8,500 | 8,500 |
| 5214 Uniform Allowance | - | - | 1,700 | 500 |
| 5215 Small Tools & Minor Equipment | 8,410 | 8,172 | 14,000 | 14,000 |
| 5216 Motor Equipment Repair Parts | 1,246,849 | 1,273,518 | 1,075,000 | 1,325,000 |
| 5219 Other Repair & Maintenance Supplies | 10,328 | 4,791 | 7,000 | 7,000 |
| 5220 Motor Oil and Other Lubricants | 24,749 | 24,362 | 30,000 | 30,000 |
| 5400 Membership Dues and Subscriptions | 499 | 621 | 2,000 | 2,000 |
| 5410 Employee Training | 650 | 128 | 10,795 | 10,795 |
| 6410 Motor Equipment Replacements in Fleet | 4,005,482 | 3,545,246 | 4,867,593 | 3,606,432 |
| 6430 Equipment Repair/Replacement | 2,490 | 30,908 | 45,920 | 15,100 |
| 6440 Equipment Additions | - | - | - | 25,000 |
| 6450 Office Equipment Replacement | - | - | 1,200 | 1,200 |
| TOTAL | <u>\$ 9,205,024</u> | <u>\$ 8,869,628</u> | <u>\$ 10,202,831</u> | <u>\$ 9,972,385</u> |

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



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

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE FULL TIME POSITIONS | NUMBER OF AUTHORIZED POSITIONS | | | | |
|---------------|--|--------------------------------|---------------------|---------------------|---------------------|---------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES |
| 0633 | Ass't Pub Wrks Dir for Solid Waste | 1.00 | 1.00 | 1.00 | 1.00 | \$ 123,010 |
| 2115 | Lead Solid Waste Division Coord. | 1.00 | 1.00 | 1.00 | 1.00 | 87,041 |
| 0810 | Administrative Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 54,874 |
| 0999 | PW Inspector II for ROW & Solid Waste | 1.00 | 1.00 | 1.00 | 1.00 | 84,814 |
| 2107 | Solid Waste Coordinator | 3.00 | 3.00 | 3.00 | 3.00 | 242,640 |
| 2106 | Solid Waste Operator III | 2.00 | 2.00 | 2.00 | 2.00 | 125,360 |
| 2112 | Solid Waste Crane Operator | 8.00 | 10.00 | 10.00 | 10.00 | 619,929 |
| 2105 | Solid Waste Operator II | 8.00 | 8.00 | 9.00 | 9.00 | 533,567 |
| 2104 | Solid Waste Operator I | 12.00 | 10.00 | 9.00 | 9.00 | 442,882 |
| 2101 | Solid Waste Worker | 39.00 | 39.00 | 39.00 | 39.00 | 1,697,076 |
| 8888 | Overtime | - | - | - | - | 25,000 |
| 9999 | Holiday Pay | - | - | - | - | 176,400 |
| TOTAL | | 76.00 | 76.00 | 76.00 | 76.00 | \$ 4,212,593 |

EXPENDITURE DETAIL

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|---|---------------------|---------------------|---------------------|---------------------|
| 1000 Salaries | \$ 3,998,353 | \$ 4,053,231 | \$ 4,050,460 | \$ 4,212,593 |
| 2000 Employee Benefits - See Other Cost Dist. | 3,036,452 | 3,106,070 | 3,282,060 | 3,351,635 |
| 2610 Employee Awards | 1,551 | 882 | 2,000 | 2,000 |
| 3190 Other Professional Services | 59,354 | 89,886 | 116,820 | 134,345 |
| 4010 Travel Expense | 499 | 2,021 | 400 | 1,200 |
| 4020 Central Garage Motor Pool Oper | 2,452,982 | 2,364,685 | 2,849,914 | 2,246,290 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 682,125 |
| 4090 Other Transportation Expense | 6,497 | 5,414 | 6,497 | 6,497 |
| 4091 Cell Phone Allowance | 2,400 | 1,000 | 1,200 | - |
| 4370 Waste Disposal Service | 1,760,972 | 1,926,425 | 2,029,853 | 2,184,853 |
| 4420 General Services Cost - See Other Cost Dist. | 30,404 | 30,590 | 30,559 | 32,611 |
| 4550 General Liability Insurance | 188,279 | 193,357 | 187,323 | 236,511 |
| 4630 Repair/Maint. of Machinery & Equipment | - | 4,893 | 1,500 | 1,000 |
| 4720 Printing & Binding | - | - | - | 1,200 |
| 5100 Office Supplies | 1,370 | 1,280 | 3,000 | 3,000 |
| 5204 Cleaning & Janitorial Supplies | (143) | - | - | - |
| 5208 Household & Institutional Supplies | 5,333 | 13,771 | 11,800 | 11,800 |
| 5209 Protective Clothing | 24,380 | 15,602 | 34,800 | 34,500 |

EXPENDITURE DETAIL

| | <u>2019-2020 ACTUAL</u> | <u>2020-2021 ACTUAL</u> | <u>2021-2022 BUDGET</u> | <u>2022-2023 BUDGET</u> |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 5213 Purchase/Rental - Employee Uniforms | 24,957 | 27,226 | 30,000 | 30,000 |
| 5215 Small Tools & Minor Equipment | 31,639 | 24,505 | 24,400 | 24,400 |
| 5217 Operating Equipment Repair Parts | 2,961 | 3,000 | 3,000 | 3,000 |
| 5400 Membership Dues and Subscriptions | 983 | 863 | 1,700 | 1,700 |
| 5410 Employee Training | 1,725 | - | 5,100 | 5,100 |
| 6430 Equipment Repair/Replacement | - | 119,174 | 430,000 | - |
| 6440 Equipment Additions | - | - | 70,000 | - |
| TOTAL | <u>\$ 11,630,948</u> | <u>\$ 11,983,875</u> | <u>\$ 13,172,386</u> | <u>\$ 13,206,360</u> |

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



001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
6130 GREENSPACE MANAGEMENT DIVISION
 539 OTHER PHYSICAL ENVIRONMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

| CLASS. NO. | CLASSIFICATION TITLE | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
|----------------------------------|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES |
| FULL TIME POSITIONS | | | | | | |
| 2015 | PW Asst Dir for Greenspace Mgmt | 1.00 | 1.00 | 1.00 | 1.00 | \$ 123,380 |
| 3014 | Greenspace Mgmt Architect | 1.00 | 1.00 | 1.00 | 1.00 | 85,994 |
| 2012 | Greenspace Mgmt Supt. | 1.00 | 1.00 | 1.00 | 1.00 | 85,993 |
| 3012 | Coordinator/Greenspace Mgmt | 2.00 | 2.00 | 2.00 | 2.00 | 143,736 |
| 3009 | Irrigation Foreman | 1.00 | 1.00 | 1.00 | 1.00 | 52,175 |
| 2008 | Horticulturist | 1.00 | 1.00 | 1.00 | 1.00 | 52,831 |
| 3019 | Foreman/Greenspace | 3.00 | 3.00 | 3.00 | 3.00 | 186,759 |
| 0602 | Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 69,812 |
| 3205 | Equipment Operator III | 1.00 | 1.00 | 1.00 | 1.00 | 42,999 |
| 3203 | Equipment Operator II | 3.00 | 3.00 | 3.00 | 3.00 | 126,419 |
| 3201 | Equipment Operator I | 1.00 | 1.00 | 1.00 | 1.00 | 56,872 |
| 3128 | Repair Worker/Irrigation | 1.00 | 1.00 | 1.00 | 1.00 | 56,872 |
| 3100 | Maint Repair Worker/Irrigation | 1.00 | 1.00 | 1.00 | 1.00 | 35,382 |
| 0012 | Clerical Assistant II | 1.00 | - | - | - | - |
| 3005 | Maintenance Worker II | 6.00 | 6.00 | 6.00 | 9.00 | 346,499 |
| 3004 | Maintenance Worker I | 1.00 | 1.00 | 1.00 | 1.00 | - |
| 8888 | Overtime | - | - | - | - | 33,030 |
| TOTAL FULL TIME HEADCOUNT | | 26.00 | 25.00 | 25.00 | 28.00 | 1,498,753 |
| PART TIME POSITIONS | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's |
| 3007 | Water Truck Operator - P/T | 1 | 0.75 | 0.75 | 0.75 | 44,607 |
| 2013 | Foreman - P/T | 1 | 0.75 | 0.75 | 0.75 | 53,066 |
| 9022 | Maintenance Repair Worker - P/T | 1 | 0.75 | 0.75 | 0.75 | 31,132 |
| TOTAL PART TIME FTE's | | 3 | 2.25 | 2.25 | 2.25 | 128,805 |
| TOTAL | | 28.25 | 27.25 | 27.25 | 30.25 | \$ 1,627,558 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|--------------|--------------|--------------|--------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 1,630,365 | \$ 1,537,951 | \$ 1,587,783 | \$ 1,627,558 |
| 2000 Employee Benefits - See Other Cost Dist. | 1,136,645 | 1,140,096 | 1,153,643 | 1,203,287 |
| 3190 Other Professional Services | 2,238,965 | 2,135,547 | 2,427,090 | 2,445,674 |
| 4020 Central Garage Motor Pool Oper | 534,922 | 515,195 | 621,628 | 485,347 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 152,759 |
| 4090 Other Transportation Expense | 3,898 | 4,028 | 3,898 | 3,898 |
| 4350 Water & Sewer Utility Service | 2,332 | 1,821 | 3,500 | 3,500 |
| 4410 Rental of Machinery and Equipment | 5,204 | 4,298 | 5,801 | 5,801 |
| 4420 General Services Cost - See Other Cost Dist. | 833,236 | 838,322 | 837,492 | 893,720 |
| 4550 General Liability Insurance | 81,932 | 78,213 | 73,554 | 91,379 |
| 4610 Repair/Maint. of Bldgs & Improvements | 1,350 | - | 16,430 | - |
| 4990 Other Miscellaneous Expense | 2,216 | 1,302 | 3,000 | 3,000 |

EXPENDITURE DETAIL

| | <u>2019-2020 ACTUAL</u> | <u>2020-2021 ACTUAL</u> | <u>2021-2022 BUDGET</u> | <u>2022-2023 BUDGET</u> |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 5100 Office Supplies | 2,875 | 2,825 | 3,000 | 3,000 |
| 5201 Agricultural Supplies | 166,407 | 45,086 | 119,934 | 169,934 |
| 5204 Cleaning & Janitorial Supplies | - | - | 410 | 410 |
| 5208 Household & Institutional Supplies | 1,349 | - | 1,050 | 1,050 |
| 5209 Protective Clothing | 4,129 | 1,802 | 3,500 | 3,500 |
| 5211 Building Materials and Supplies | 26,159 | 19,937 | 27,250 | 27,250 |
| 5213 Purchase/Rental - Employee Uniforms | 8,105 | 7,834 | 9,355 | 9,355 |
| 5215 Small Tools & Minor Equipment | 17,327 | 16,500 | 20,000 | 40,000 |
| 5400 Membership Dues and Subscriptions | 2,718 | 1,290 | 2,165 | 1,520 |
| 5410 Employee Training | 1,445 | 7,369 | 9,500 | 10,145 |
| 7195 Contingency for Budget Reduction | - | - | 50,000 | 50,000 |
| TOTAL | <u>\$ 6,701,579</u> | <u>\$ 6,359,416</u> | <u>\$ 6,979,983</u> | <u>\$ 7,232,087</u> |

Action Plan Worksheet



Action Plan Owner: Hermes Diaz, P.E., Public Works Director

Action Plan Name: 1.3.3-1 Decrease incidence of vehicle-pedestrian accidents, pedestrian injuries, and falls

Strategic plan alignment

- Objective – 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 3 - Improve mobility throughout the city by reducing the intensity of traffic

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

| What must be done | By When | How will it be evident |
|--|----------|------------------------|
| Request vehicle-pedestrian accident data with locations. | 03/04/22 | Spreadsheet generated. |
| Request pedestrian injury data with locations. | 03/04/22 | Spreadsheet generated. |
| Request slip and fall data with locations. | 03/04/22 | Spreadsheet generated. |
| Generate heat map based on compiled data. | 04/01/22 | Heat map generated. |
| Review data and identify correctable locations. | 04/15/22 | Spreadsheet generated. |
| Identify areas of high incidence rates. | 04/22/22 | Generate report. |
| Share data with other Departments as needed. | 04/29/22 | Email. |
| Prioritize repairs or projects. | 05/06/22 | Compile list. |
| Allocate funding for projects identified. | 06/03/22 | Purchase Orders |
| Project execution and completion. | Ongoing | Heat map updated. |

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Informatics Person – 80 hours.
 - Program / Subject Matter Experts – 40 hours.
 - Project Manager – 780 hours.
 - Construction Manager – 1,500 hours.

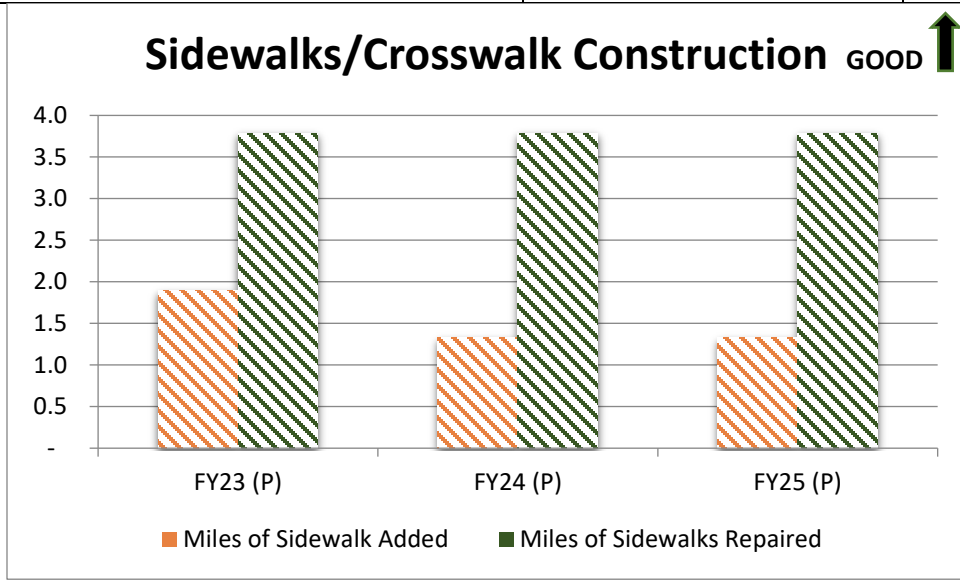
- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|--------------|--|
| \$ 1,230,000 | Annual Need for Pedestrian Infrastructure Improvements |
| \$ 3,690,000 | Total over 3-year period |

- Technology:
 - Microsoft Excel and ArcGIS.
- Knowledge/Training:
 - All staff – 0 hours of training.

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

| Measure | Target | Date |
|--|--------|----------|
| Identified hazards removed | 20% | 09/30/23 |
| | 20% | 09/30/24 |
| | 25% | 09/30/25 |
| Number of Sidewalks Added (linear feet) | 10,000 | 09/30/23 |
| | 7,000 | 09/30/24 |
| | 7,000 | 09/30/25 |
| Number of Sidewalks Repaired (linear feet) | 20,000 | 09/30/23 |
| | 20,000 | 09/30/24 |
| | 20,000 | 09/30/25 |



| | | |
|---|----------------------------------|----------|
| Number of Sidewalk Extensions Added (linear feet) | 1,000 | 09/30/23 |
| | 1,000 | 09/30/24 |
| | 1,000 | 09/30/25 |
| Number of Crosswalks Added (linear feet) | 800 | 09/30/23 |
| | 800 | 09/30/24 |
| | 800 | 09/30/25 |
| Vehicle-Pedestrian Accidents | 50% reduction over 2021 baseline | 09/30/25 |
| Pedestrian injuries | 50% reduction over 2021 baseline | 09/30/25 |
| Pedestrian falls | 50% reduction over 2021 baseline | 09/30/25 |
| Project funding execution | 100% | 09/30/25 |

Frequency & venue of review

- Bi-weekly project team meeting.
- Weekly/monthly/quarterly report to Hermes Diaz.
- Quarterly Review & Analysis meeting

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|----------------------------------|--|---|
| Workforce | <ul style="list-style-type: none"> Organized approach | <ul style="list-style-type: none"> None |
| Program / Subject Matter Experts | <ul style="list-style-type: none"> Information readily available | <ul style="list-style-type: none"> None |
| Informatics | <ul style="list-style-type: none"> Information readily available | <ul style="list-style-type: none"> Time spent generating map is not available for other projects |
| Sr. Leadership | <ul style="list-style-type: none"> Information readily available Reduced claims against the City | <ul style="list-style-type: none"> None |
| Commissioners | <ul style="list-style-type: none"> Fewer claims and injuries | <ul style="list-style-type: none"> None |
| Customers | <ul style="list-style-type: none"> Improved satisfaction Fewer injuries | <ul style="list-style-type: none"> Potential annoyance with construction activities |

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

- Money:
 - Costs: \$1,230,000/year.
 - Benefits: TBA.
 - Time to see return on investment – ongoing.
- Other benefits:
 - Undetermined savings from potential reduction in injuries and claims.

Action Plan Worksheet



Action Plan Owner: Hermes Diaz, P.E., Public Works Director

Action Plan Name: 1.3.4-1 Implement a Wayfinding Program by 2025

Strategic plan alignment

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 3 - Improve mobility and safety throughout the city by reducing the intensity of traffic

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

| What must be done | By When | How will it be evident |
|---|----------|--|
| Schedule meeting with internal stakeholders to discuss and develop project's scope of work. | 01/09/23 | Scope of work |
| Negotiate contract with engineering firm from City's pool of continuing services contract | 03/06/23 | Contract for the development of a Citywide wayfinding program. |
| Review by all applicable boards and City Commission presentation | 01/02/24 | Minutes |
| Issuance of documents for permit | 06/01/24 | Permits issued. |
| Issuance of construction documents for bid | 09/30/24 | Construction commences |
| Installation of wayfinding signs citywide | 09/30/25 | Installation completed. |

Resource requirements (what do we need to succeed?)

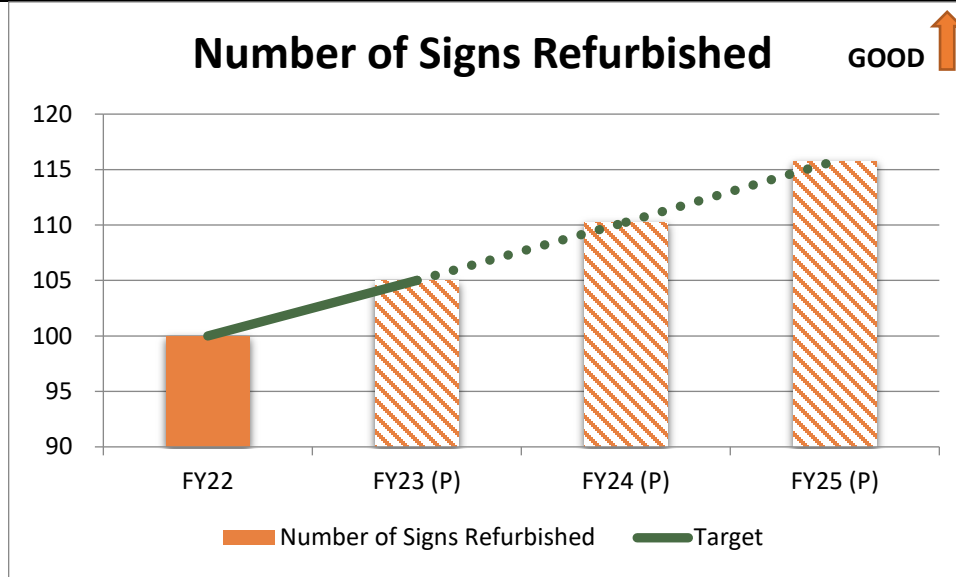
- Time
 - Assistant Director of Capital Improvements – 120 hours.
 - Project Manager – 800 hours.
 - Permit Engineers – 20 hours.
 - Procurement Officer – 40 hours.
 - Inspectors - 500 hours.

- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|---------------------|---|
| \$ 1,039,269 | Implementation of a Citywide wayfinding program |
| \$ 1,039,269 | Total |

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

| Measure | Target | Date |
|---|-----------------------------|----------|
| Number of signs refurbished | % increase of FY22 baseline | 09/30/23 |
| Number of signs added in high traffic areas | | 09/30/24 |
| | | 09/30/25 |



Frequency & venue of review

- Bi-weekly project team meeting.
- Quarterly report to Hermes Diaz.
- Quarterly R&A meeting

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|-------------------|--|--|
| Workforce | Additional workload | Maintenance needs will increase workload. |
| Commissioners | Improved City branding and visibility. | None |
| Customers | Improved mobility by having clearly identified points of interest citywide | Initial mobility inconvenience during installation process |

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

- Money:
 - Costs: \$1,039,269.
 - Benefits: TBD.
- Other benefits:
 - Improved City branding and mobility by having clearly identified city facilities and other relevant points of interest, including historical sites and features.

Action Plan Worksheet



Action Plan Owner: Hermes Diaz, P.E., Public Works Director

Action Plan Name: 4.2.2-1 Improve efficient use of electricity by 20% KW/H per square foot over 2013 consumption levels, gasoline consumption by 5%, and water by 5% per square foot of building areas from 2019 levels by 2025.

Strategic plan alignment

- Objective - 4 - Process Excellence: Optimize city processes and operations to provide cost-effective services that efficiently utilize City resources
 - Goal 2 - Increase the efficiency of key resource utilization and service processes
- Objective – 6 – Sustainability-focused Excellence: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
 - Goal 1 - Increase electric vehicles in the fleet to 72 by 2025

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

| What must be done | By When | How will it be evident |
|--|----------|--|
| Negotiate cost with City contractor for Alhambra water tower LED light conversion. | 04/01/22 | Contract will be executed. Purchase order will be issued. |
| Review bids for Granada Pro-Shop facility remodeling, which will include LED lighting | 05/01/22 | Commission to approve lowest bidder selection and contract to be executed. |
| Conduct a pilot program at Public Works Maintenance Facility to utilize building control sensors to give real-time data on occupancy, temperature, humidity, air quality, leak detection and to adjust heating and cooling set-points for tenant comfort and energy optimization. If successful, implement at other large City facilities. | 10/01/22 | Report on conclusions of pilot program. |
| Complete LED light conversion at Alhambra Water Tower. | 12/01/22 | New LED lights at Alhambra Water Tower. |
| Negotiate cost with City contractor for Salvador Tennis Center LED conversion. | 12/01/22 | Contract will be executed. Purchase order will be issued. |
| Installation of new LED lights at Granada Pro-Shop as part of facility remodeling. | 07/01/23 | Upgraded facilities with LED lights. |
| Complete LED light conversion at Salvador Tennis Center. | 09/30/23 | New LED lights at Alhambra Water Tower. |
| Develop system for real-time tracking of energy and water usage/dashboard. | 10/01/23 | Software is purchased and historical/ongoing data is entered into dashboard. |

| What must be done | By When | How will it be evident |
|---|----------|---|
| Finish retrofitting/replacing the approximately 30% of faucets and fixtures in City facilities that are not currently low flow. | 10/01/25 | Report to City Manager |
| Continue converting City Police Fleet to hybrid SUV. Plan included below per fiscal year. | 10/01/25 | Replacement schedules provided each fiscal year. Fuel consumption reports provided. |

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Program / Subject Matter Experts.
 - Project Manager – 40 hours.
 - Resiliency and Sustainability Manager – 80 hours.
 - Deputy Director of Public Works – 12 hours.
 - Fleet Director: 40 hours.

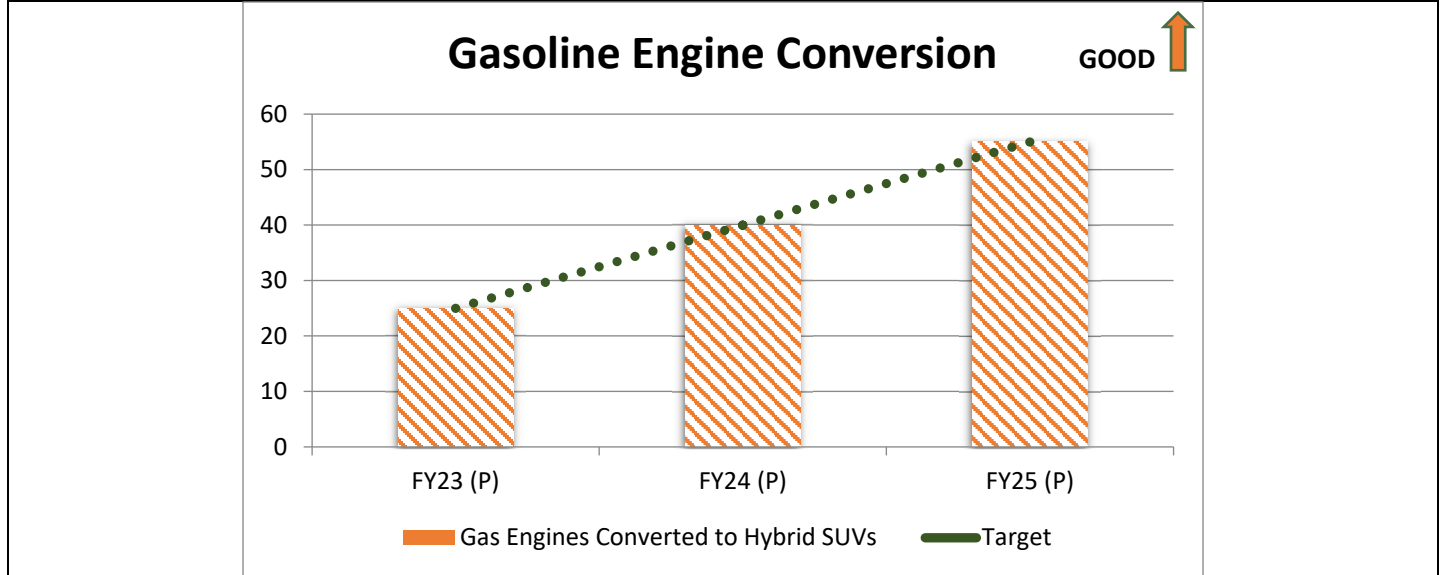
- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|---------------------|---|
| \$ 2,028,000 | Cost to Covert City Police Fleet to Hybrid SUV (already included in existing estimated budget projections). |
| \$ 50,000 | Purchase Energy/Water Tracking Software. |
| \$ 450,000 | Convert remaining City facilities to LED Lighting not outlined below (already included in existing estimated budget projections). |
| \$ 20,000 | Purchase and install Low flow faucets, flushometers, and toilets. |
| \$ 50,000 | Upgrade to LED lights at Alhambra Water Tower. |
| \$ 15,000 | New LED lights at Granada Pro-Shop. |
| \$ 25,000 | Upgrade to LED lights at Salvador Tennis Center. |
| \$ 2,638,000 | Total |

- Technology:
 - Microsoft Excel, ArcGIS, Energy Management Software.
- Knowledge/Training:
 - Sustainability and General Services staff – 16 hours of training on Energy and Water Management software.

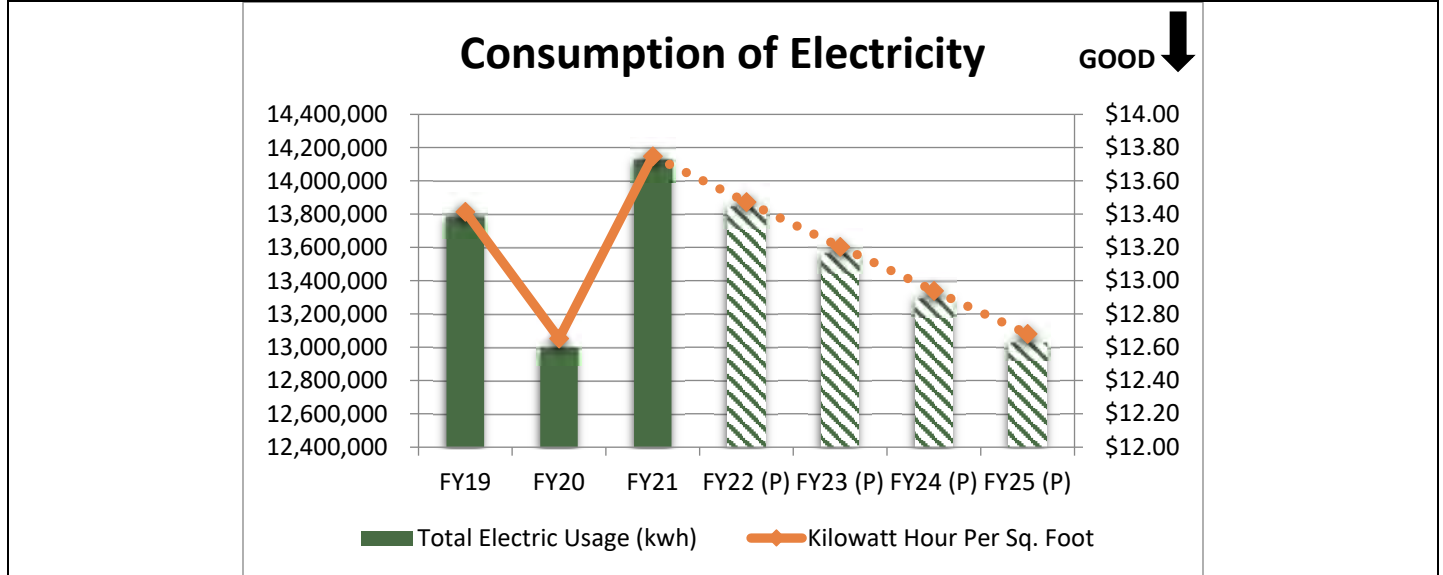
Short- & Longer-term measures of success, targets and / or time horizons

| Measure | Target | Date |
|---|--------|----------|
| Convert gasoline vehicles to Hybrid SUV | 25 | 09/30/23 |
| | 40 | 09/30/24 |
| | 55 | 09/30/25 |



| | | |
|-------------------------------|---|----------|
| Kilowatt hour per square foot | 20% reduction in KHW per square foot over 2013 baseline | 09/30/25 |
|-------------------------------|---|----------|

| Measure | Target | Date |
|---------|--------|------|
|---------|--------|------|



| | | |
|--|------|----------|
| City facilities using LED Lighting | 100% | 09/30/25 |
| City facilities using Low flow faucets, flushometers, and toilets. | 50% | 09/30/25 |

Frequency & venue of review

- Bi-weekly project team meeting.
- Quarterly report to City Manager.

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|-------------------|---|---|
| Workforce | <ul style="list-style-type: none"> • Better quality lighting in City facilities. • Less time spent fueling vehicles. | None |
| Sr. Leadership | <ul style="list-style-type: none"> • Reduce city resources spent on electricity, fuel, and water consumption. • Achieving Sustainability goals. | Resources expended in this effort are not available for other initiatives |
| Commissioners | <ul style="list-style-type: none"> • Reduce city resources spent on electricity, fuel, and water consumption. • Achieving Sustainability goals. | Resources expended in this effort are not available for other initiatives |
| Customers | <ul style="list-style-type: none"> • Reduce city resources spent on electricity, fuel, and water consumption. | Resources expended in this effort are not available for other initiatives |

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

- Money:
 - Costs: \$2,638,000.
 - Benefits: Undetermined savings in fuel, water, and energy.
 - Time to see return on investment – TBD.
- Other benefits:
 - Reduction in emissions through lower fuel, energy, and water consumption.

Action Plan Worksheet



Action Plan Owner: Hermes Diaz, P.E., Public Works Director

Action Plan Name: 6.1.2-1 Maintain fleet operational readiness rate of at least 90% based on class of vehicle

Strategic plan alignment

- Objective - 6 – Sustainability-focused Excellence: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
 - Goal 1 - Increase the resiliency of the city

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

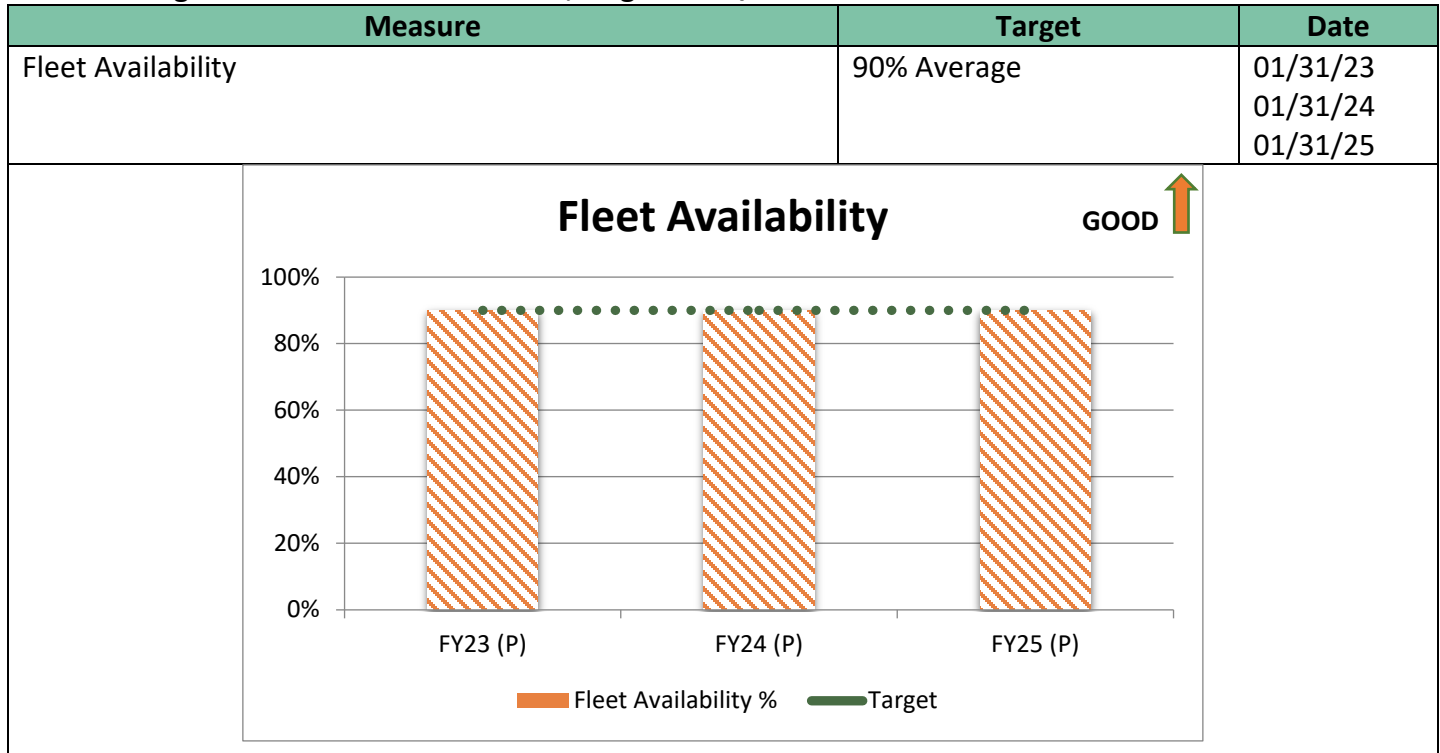
| What must be done | By When | How will it be evident |
|--|----------|---|
| Evaluation and adjustment of appropriate life cycles for critical equipment prior to each year’s budget cycle for prioritizing annual fleet purchases with the objective of reducing the equipment downtime and the overall cradle to grave cost of the fleet. | 01/31/23 | Evaluation report will be completed and costs will be budgeted, as appropriate. |
| Evaluation and adjustment of appropriate life cycles for critical equipment prior to each year’s budget cycle for prioritizing annual fleet purchases with the objective of reducing the equipment downtime and the overall cradle to grave cost of the fleet. | 01/31/24 | Evaluation report will be completed and costs will be budgeted, as appropriate. |
| Evaluation and adjustment of appropriate life cycles for critical equipment prior to each year’s budget cycle for prioritizing annual fleet purchases with the objective of reducing the equipment downtime and the overall cradle to grave cost of the fleet. | 01/31/25 | Evaluation report will be completed and costs will be budgeted, as appropriate. |

Resource requirements (what do we need to succeed?)

- \$10,658,818 of Capital Improvement Plan funding over 3 years.
- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|---------------------|---------------------------------------|
| \$3,491,482 | FY23 vehicle replacement requirements |
| \$3,552,583 | FY24 vehicle replacement requirements |
| \$3,614,753 | FY25 vehicle replacement requirements |
| \$10,658,818 | Total Need |

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



Frequency & venue of review

- Monthly and annual reviews with the Public Works Director.
- Quarterly updates to City Manager.

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|------------------------------|--|---|
| All City departments. | <ul style="list-style-type: none"> • Uninterrupted ability of the departments to perform their daily mission. | <ul style="list-style-type: none"> • Resources expended in this effort are not available for other initiatives |
| City business and residents. | <ul style="list-style-type: none"> • Uninterrupted services. | <ul style="list-style-type: none"> • Resources expended in this effort are not available for other initiatives |

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

- Money:
 - Costs: \$10,658,818 in funding over three years for vehicle replacement.
 - Benefits: Undetermined reduction in overall yearly labor and parts costs associated with operating and maintaining the fleet.

Action Plan Worksheet



Action Plan Owner: Hermes Diaz, P.E., Public Works Director

Action Plan Name: 6.2.3-1 Increase the Utilization of LED Street Lighting to 85% by 2025

Strategic plan alignment

- Objective - 6 – Sustainability-focused Excellence: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
 - Goal 3 - Increase the utilization of Street LED lighting to 85% by 2025

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

| What must be done | By When | How will it be evident |
|--|----------|---------------------------------------|
| Coordinate receipt of City-owned streetlight fixtures with Contractor. | 05/31/22 | Fixtures will be received. |
| Contractor to complete fixture installation for City-owned lights. | 12/01/22 | Fixtures will be installed. |
| Negotiate streetlight conversion contract with FPL for 351 lights. | 12/31/22 | Executed contract. |
| FPL to convert 351 streetlights. | 09/30/23 | Poles and fixtures will be installed. |
| Negotiate streetlight conversion contract with FPL for 10 lights. | 12/31/23 | Executed contract. |
| FPL to convert 10 streetlights. | 09/30/24 | Poles and fixtures will be installed. |
| Negotiate streetlight conversion contract with FPL for 20 lights. | 12/31/24 | Executed contract. |
| FPL to convert 20 streetlights. | 09/30/25 | Poles and fixtures will be installed. |

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Sr. Administrative Analyst – 270 hours.
 - Deputy Public Works Director – 27 hours.
- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|------------------|---|
| \$205,000 | Capital cost of 361 City-owned streetlights (already budgeted) |
| \$225,000 | Net cost increase for maintenance and electricity for LED conversion of 381 FPL-owned streetlights at \$75,000 annually |
| \$430,000 | Total |

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

| Measure | Target | Date |
|--|--------|----------|
| Convert City-owned streetlights to LED | 361 | 12/01/22 |
| Convert FPL-maintained streetlights to LED | 351 | 09/30/23 |
| | 10 | 09/30/24 |
| | 20 | 09/30/25 |

Frequency & venue of review

- Bi-weekly project team meeting.
- Quarterly report to Hermes Diaz.

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|-------------------|--|---|
| Commissioners | <ul style="list-style-type: none">• Achieving City’s sustainability goals. | <ul style="list-style-type: none">• None |
| Customers | <ul style="list-style-type: none">• Decreased energy consumption resulting in a reduction of carbon emissions. | <ul style="list-style-type: none">• Potential dissatisfaction with added expense.• Potential dissatisfaction with changes in illumination. |

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

- Money:
 - Costs: \$205,000 in upfront capital and \$75,000 in additional annual billings.
 - Benefits: Updated infrastructure.
 - Time to see return on investment – TBD.
- Other benefits:
 - Reduction in carbon emissions through lower energy consumption.

Action Plan Worksheet



Action Plan Owner: Hermes Diaz, P.E., Public Works Director

Action Plan Name: 6.2.6-1 Maintain at Least 40 Percent Tree Canopy

Strategic plan alignment:

- Objective: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
 - Goal: Support the use of environmentally friendly practices.

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

| What must be done | By When | How will it be evident |
|---|---------------|---------------------------|
| Plant new canopy trees in public right of way where trees must be removed to provide a succession of the urban forest canopy in perpetuity. | In perpetuity | Inventory of canopy trees |

Resource requirements:

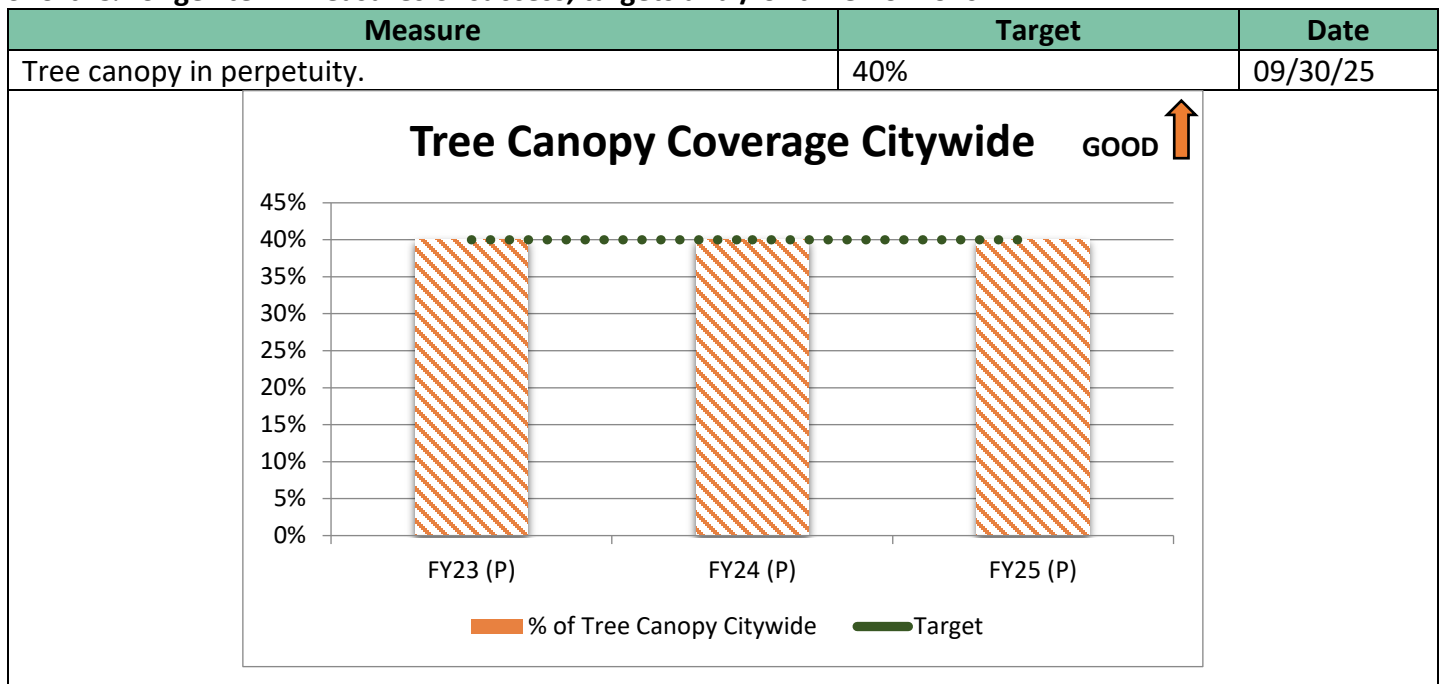
Maintain the professional expertise of the following staff members currently in place to manage and supervise both the tree and landscape maintenance contracting companies currently under contract for the maintenance of approximately 40,000 City right of way trees existing:

- 1 Landscape Architect, 2 certified arborists, 1 horticulturalist, 1 landscape designer, 20 tree installation and maintenance crew members already on staff. The employ of up to 6 temporary workers is required to perform the proper scope of service and is already budgeted.
- Tree Planting Budget to remove, dispose of debris, then plant approximately 150 trees / year.
- Perform tree removal / mitigation plan reviews submitted through the development services department to obtain and manage “Tree Trust Fund” mitigation payments to purchase additional trees. Tree Trust Funds (outlined in chapter 82 of City code) supplement the annual budget allocated to the greenspace management division of public works for tree purchases.
- Finances (for tree purchases and paying contracted companies with contracts already in place):

| \$ Amount | Purpose |
|-----------------|--|
| \$ 300,000 | Cost to purchase and install 150 new shade trees per year (already budgeted). |
| \$ 1,205,672.00 | Cost to hire tree contractors to perform tree maintenance and removals per year. (Contract is already in place and renews each 3 years with option to renew for 2 more years. Next renewal is 2023. |
| \$ 920,478.00 | Cost to hire landscape contractors to perform tree planting and general greenspace management services (Contract is already in place and renews in 2022. Renewal period is 5 years). |
| \$ 2,426,150.00 | Total to maintain tree canopy at 40% coverage per year (not including City staff salaries and benefits in place). |

- Technology: (already in place in the Greenspace Management division of Public Works):
 - Maintain computers and iPads for staff to utilize in the field to map tree planting and removal.
 - Trucks and landscape equipment for staff to perform tree planting and maintenance tasks.
 - Itree.com software (by USDA Forest Service) to measure tree canopy cover by mapping.
 - Cartegraph program to map sites and quantities of trees existing and to be planted.
- Knowledge/Training: (ongoing for current staff in place):
 - Professional City staff is required for proper supervision and coordination of tree and greenspace management contractors and temporary workers. Staff must be credentialed with education in the fields of landscape architecture, arboriculture, botany, and horticulture to design, plan and supervise contractors and staff maintenance workers. Professional licenses and continuing education courses are required yearly for professionals to maintain licenses and remain current with latest technology and methods in the industry.
- Other
 - Space for contractors to park tree maintenance equipment (5 trucks, 1 chipper, and a dumpster) is needed in the current public works yard. This space is already provided for on the public works site.

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



Frequency & venue of mapping of data:

- Weekly project team meeting to plan and implement tree planting, removal, and pruning schedules.
- Daily site visits and supervision on approximately 380 City right of way job locations.
- Yearly measure of tree canopy coverage using satellite technology database. (Itree.com is a free satellite database provided by the USDA Forest Service).
- Staff answers resident tree maintenance requests for right of way trees by Gov Qa software, currently in operation, at the rate of approximately 150-200 tree pruning requests per month. There is a waiting time to fulfill tree pruning requests for a period of 3 months in the current contracts and budget for staff. Additional tree crews would be required to reduce the work request waiting time.
- Quarterly report to Hermes Diaz.
- Quarterly report to City Manager

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|----------------------------------|--|---|
| Workforce | <ul style="list-style-type: none"> • Retain employment and learn skills. | <ul style="list-style-type: none"> • none |
| Program / Subject Matter Experts | <ul style="list-style-type: none"> • Utilize knowledge and share expertise. | <ul style="list-style-type: none"> • none |
| Informatics | <ul style="list-style-type: none"> • Implement technology and share research. | <ul style="list-style-type: none"> • none |
| Sr. Leadership | <ul style="list-style-type: none"> • Deliver on city strategic plan goals. | <ul style="list-style-type: none"> • none |
| Commissioners | <ul style="list-style-type: none"> • Accomplish sustainability goals for the city. | <ul style="list-style-type: none"> • none |
| Customers | <ul style="list-style-type: none"> • Enjoy environmental and financial benefits of living in a City with high tree canopy coverage. | <ul style="list-style-type: none"> • Extensive tree canopy can result in property and right-of-way damage due to tree roots and fallen branches. |
| Regulators | <ul style="list-style-type: none"> • Prevent depletion of canopy by over-development and removal. | <ul style="list-style-type: none"> • None |

Positive financial impacts:

Approximately 2.5-million-dollar investment per year for tree purchases and maintenance of contractors in place.

- Financial benefits: Property values are proven to increase in neighborhoods with high tree canopy coverage.
- Environmental benefits: Water /flood management, filtering pollution, providing shade to reduce heat island effects in urban areas, creating oxygen to sustain life through evapotranspiration, and providing wildlife habitat in urban areas.
- Time to see return on investment is immediate upon planting of a tree.

Negative financial impacts:

- Damage to urban infrastructure due to expanding tree root systems requiring repair to sidewalks, curbs, drainage piping and grates, paved plazas, etc.
- Property damage claims from residents for falling branches, fruit, and staining.

Action Plan Worksheet



Action Plan Owner: Hermes Diaz, P.E., Public Works Director

Action Plan Name: 6.2.7-1 Minimize the cost of the City’s recycling operations

Strategic plan alignment

- Objective - 6 – Sustainability-focused Excellence: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
 - Goal 2 – Support the use of environmentally friendly practices.

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

| What must be done | By When | How will it be evident |
|---|----------|--|
| Educate residents on allowable recyclable items. | 09/30/23 | Educational materials distributed |
| Host bi-annual Drive-Thru Recycling Events. | 09/30/23 | Results |
| Coordinate events that encourage participation in residential recycling program. | 09/30/23 | # of residents attending events. |
| Train Solid Waste collection staff on what can be collected and what items cannot be collected. | 09/30/23 | Training rosters |
| Notice residents when non-allowable items are not collected. | 09/30/23 | # of door hangers issued for unacceptable items. |

Resource requirements (what do we need to succeed?)

- Time:
 - 100 hours – tracking data and reporting.
 - 160 hours – coordinating and hosting events.
- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|------------------|---|
| \$70,000 | Bi-annual Drive Thru Recycling Events. |
| \$12,000 | Sustainability Events. |
| \$ 5,000 | Educational material and other collateral (door hangers/notices). |
| \$ 87,000 | Total |

- Technology:
 - Social media, website, e-news, and other communication media.
- Knowledge/Training:
 - All staff – 20 hours.
- Other
 - Educational material.
 - Door hangers/notices, etc.

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

| Measure | Target | Date |
|--|-----------|---------|
| % of recycling contamination (single-family residential program) | Below 13% | 9/30/23 |

Contamination Rate of Recyclables GOOD ↓

| Year | Contamination Rate % | Max Contamination Rate |
|----------|----------------------|------------------------|
| FY23 (P) | ~13% | 13% |
| FY24 (P) | ~13% | 13% |
| FY25 (P) | ~13% | 13% |

Frequency & venue of review

- Bi-weekly project team meeting.
- Weekly/monthly/quarterly report to Hermes Diaz.
- Quarterly report to City Manager

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|-------------------|---|---|
| Customers | <ul style="list-style-type: none"> • Mitigate increased cost of service to residents | <ul style="list-style-type: none"> • Resources expended in this effort are not available for other initiatives |

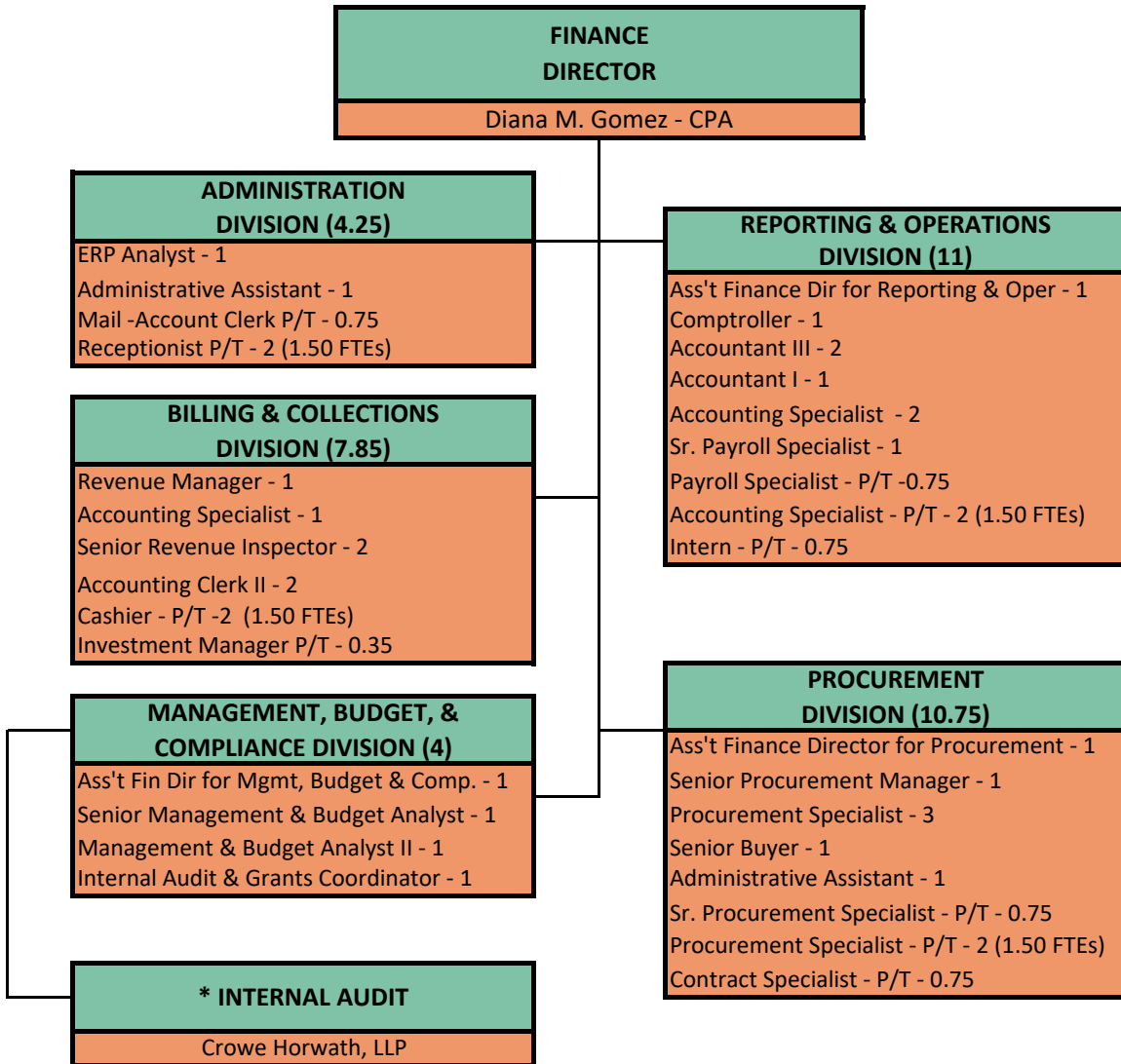
What are the positive and negative financial impacts (costs / benefits and return on investment)?

- Money:
 - Costs: \$87,000.
 - Benefits: \$228,000 savings in disposal of recycling.
 - Time to see return on investment: Immediate.

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

FINANCE

ORGANIZATION CHART



* The management of the Internal Audit Division is independent of Finance Department operations. The Division is directly supervised by the Assistant Finance Director for Management, Budget & Compliance with a dotted line reporting relationship to the City Manager.

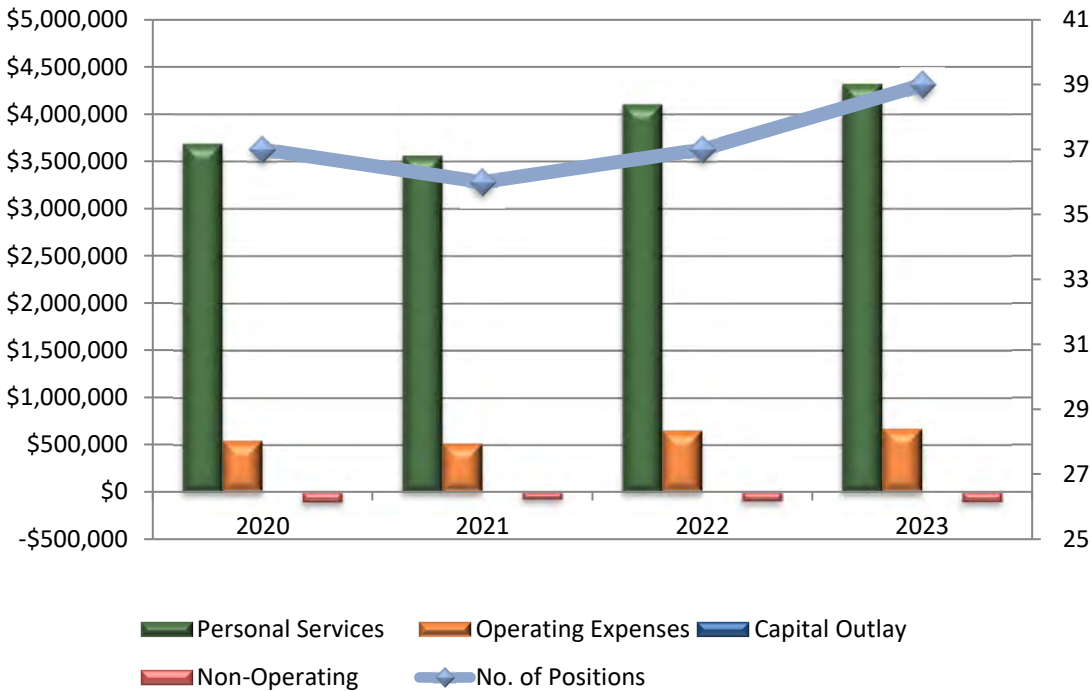
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



**FINANCE DEPARTMENT
BUDGET AND POSITION SUMMARY**

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Salaries & Benefits | 3,686,362 | 3,561,412 | 4,103,640 | 4,319,589 |
| Operating Expenses | 543,561 | 515,373 | 652,221 | 673,627 |
| Capital Outlay | - | - | - | - |
| Non-Operating | (105,316) | (76,709) | (92,547) | (102,999) |
| Total | 4,124,607 | 4,000,076 | 4,663,314 | 4,890,217 |
| | | | | |
| Full Time Headcount | 27.00 | 27.00 | 26.00 | 28.00 |
| Part Time FTE's | 9.75 | 9.35 | 10.85 | 10.85 |
| Total Headcount & FTE's | 36.75 | 36.35 | 36.85 | 38.85 |

EXPENDITURE/PERSONNEL COMPARISONS



Finance

Department Function:

The Finance Department is responsible for centralized financial management, record keeping, budget preparation, payroll and procurement for all departments of the City. The Department issues business taxes, alarm permits, garbage and trash bills, other City billings, receipt of various payments from City residents and departments, and purchase of goods and services. The Department prepares quarterly Financial Reports, the Annual Comprehensive Financial Report, and the Single Audit Report. It also prepares the City's operating and capital budgets and monitors compliance with the adopted budget.

The Department's work program is divided among five separate divisions. The Administrative Division is responsible for the finance administration of the department and its divisions. The Collection Division is responsible for the investing of the City's surplus funds, billing, collection and processing of all taxes and fees (business taxes, special assessments, garbage and trash removal fees, alarm service charges, lease payments) and a city hall receptionist. The Accounting Division maintains the City's financial accounting records, prepares financial reports and is responsible for payroll. The Management and Budget Division develops in partnership with other departments the City's operating and capital budget, coordinates strategic planning, grants coordination, and internal/external audit oversight. The Procurement Division is responsible for providing City Departments with supplies, equipment and services necessary to perform city activities. This Division is charged with the responsibility of professional purchasing, including development and review of bid specifications, administration of the formal bid process, contract administration, and sale of fixed assets.

Department Goals:

1. Timely preparation of Annual Comprehensive Financial Report (ACFR).
2. Preparation of City's Operating and Capital Budget in compliance with City's charter and State of Florida laws.
3. Ethical and transparent financial management of the City's financial resources.
4. Maintaining AAA bond ratings from the three major rating agencies.
5. Courteous and professional services rendered to the City's residents and other internal/external customers.
6. Issuance of all solicitations in transparent and ethical manner.
7. Award and maintain contracts that are compliant with all local, state and federal requirements.
8. To manage all p-card transactions and payment in accordance with City policy and regulations.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET

FINANCE

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ Maintained AAA bond ratings with Moody's, Standard & Poor's, and Fitch Ratings.
- ✓ Received Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report for FY2020 and received the highest rating of "Proficient" in all grading categories.
- ✓ Received a total of \$2.1M from FEMA
- ✓ Accurately and timely processed over 4,000 p-card transactions valued at nearly \$2.8M.
- ✓ Processed over 1,260 requisition requests valued at over \$70M.
- ✓ Received the FAPPO (Florida Association of Public Procurement Officials) 2022 Awards for:
 - Excellence in Public Procurement
- ✓ Received the NPI (National Procurement Institute) 2022 Achievement of Excellence in Procurement Award
- ✓ Received the NIGP (National Institute for Governmental Procurement) 2022-2025 Accreditation for Quality Public Procurement Departments
- ✓ Won Distinguished Budget Presentation Award for FY2021-2022 Adopted Budget.
 - Awarded Outstanding in the following areas:
 - Introduction and Overview
 - Financial Structure, Policy, and Process
 - Financial Summaries
 - Departmental Information
 - Document-wide Criteria
 - Proficiency was achieved in all areas.
- ✓ Balanced the City's' budget using conservative revenue projections based on immediately experienced revenue trends and identified certain actual reductions to the expense and capital budgets to balance the budget with projected revenues. These reductions were implemented without major effects to resident services.
- ✓ On March 18, 2022, the City directly issued Capital Improvement Refunding Revenue Bonds Taxable Series 2022A and Series 2022B with combined principal amount of \$19.12M to accomplish the current refunding of Series 2016A and Series 2016B with outstanding principal balance of \$18.66M. The Series 2022A and Series 2022B are taxable bonds with a fixed rate of 2.59% payable twice per annum and matures on April 1, 2037.

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

FINANCE

| INDICATOR: | FY21 | | | FY22 | | FY23 |
|--|--|--|--------|--|--|--|
| | TARGET | ACTUAL | STATUS | TARGET | YTD | TARGET |
| Complete the yearly annual financial audit and issue the Comprehensive Annual Financial Report (CAFR) by no later than March of the following year | Complete FY20 ACFR by 3/31/21 | Completed FY20 ACFR by 3/31/22 | ● | Complete FY21 ACFR by 3/31/22 | Completed FY21 ACFR by 3/31/22 | Complete FY22 ACFR by 3/31/23 |
| Receive a "No Audit Findings" report from external auditors | Receive by March 2021 | Received | ● | Receive by March 2022 | Received | Receive by March 2023 |
| Complete and issue the Quarterly Financial Reports no later than 30 days after end of each quarter | 100% | 100% | ● | 100% | 100% | 100% |
| Percentage of employees with direct deposit account | 97% | 97% | ● | 97% | 97% | 97% |
| Distribute payroll notices electronically | 100% | 100% | ● | 100% | 100% | 100% |
| EPayable rebate from SunTrust | \$ 80,000 | \$ 54,897 | ◆ | \$ 75,000 | \$ 55,725 | \$ 75,000 |
| Increase vendor enrollment in the Suntrust Epayable System | 115 | 102 | ▲ | 115 | 102 | 115 |
| Increase in accounts payable vendor invoices paid by wire/ACH | 6,000 | 5,443 | ▲ | 6,000 | 4,263 | 6,000 |
| Increase in accounts payable vendor invoices paid by credit card | 2,000 | 2,086 | ▲ | 2,000 | 1,445 | 2,000 |
| Decrease in accounts payable vendor invoices paid by check | 12,000 | 12,439 | ● | 11,000 | 13,817 | 11,000 |
| Percentage of accounts with over 90 days old to total A/R | 25% | 86% | ◆ | 25% | 82% | 25% |
| General Obligation Bonds Ratings | AAA (S&P); Aaa (Moody's) AAA (Fitch) | AAA (S&P); Aaa (Moody's) AAA (Fitch) | ● | AAA (S&P); Aaa (Moody's) AAA (Fitch) | AAA (S&P); Aaa (Moody's) AAA (Fitch) | AAA (S&P); Aaa (Moody's) AAA (Fitch) |
| General Fund Unassigned Fund Balance as % of the City's adopted operating and debt service expenditures budget (Rainy-day Fund) | 25% | 25% | ● | 25% | 25% | 25% |
| Average number of business days from date of advertising a formal solicitation (IFB/RFP/RFQ) to award by Commission | 80 Business Days | 60 Business Days | ● | 70 Business Days | 69 Business Days | 70 Business Days |
| Percentage of Uncontested Formal Solicitations | 100% | 100% | ● | 100% | 100% | 100% |
| Number of Formal Solicitations Issued | 25 | 42 | ● | 30 | 31 | 30 |

Legend

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



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



001 GENERAL FUND
FINANCE DEPARTMENT
3010 ADMINISTRATION DIVISION
FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | |
|----------------------------------|--------------------------|----------------------------------|----------------------------------|----------------------------------|---|-------------------|
| | | 2019-2020 ACTUAL HEADCOUNT | 2020-2021 ACTUAL HEADCOUNT | 2021-2022 BUDGET HEADCOUNT | 2022-2023 BUDGET HEADCOUNT SALARIES | |
| FULL TIME POSITIONS | | | | | | |
| 0341 | Finance Director | 1.00 | 1.00 | 1.00 | 1.00 | \$ 202,479 |
| 9030 | ERP Analyst | - | - | - | 1.00 | 14,402 |
| 0602 | Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 53,561 |
| TOTAL FULL TIME HEADCOUNT | | 2.00 | 2.00 | 2.00 | 3.00 | 270,442 |
| PART TIME POSITIONS | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's |
| 0101 | Mail-Account Clerk - P/T | 1 | 0.75 | 0.75 | 0.75 | 37,178 |
| 0063 | Receptionist - P/T | 2 | 1.50 | 1.50 | 1.50 | 48,385 |
| TOTAL PART TIME FTE's | | 3 | 2.25 | 2.25 | 2.25 | 85,563 |
| TOTAL | | | 4.25 | 4.25 | 4.25 | \$ 356,005 |

EXPENDITURE DETAIL

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|---|---------------------|---------------------|---------------------|-----------------------|
| 1000 Salaries | \$ 252,427 | \$ 240,001 | \$ 236,790 | \$ 356,005 |
| 2000 Employee Benefits - See Other Cost Dist. | 150,005 | 157,327 | 154,848 | 180,721 |
| 3191 Other Prof Services - Financial Advisor | 16,000 | 16,000 | 18,000 | 17,000 |
| 4090 Other Transportation Expense | 6,497 | 6,172 | 6,497 | 6,497 |
| 4091 Cell Phone Allowance | 1,200 | 1,140 | 1,200 | - |
| 4410 Rental of Machinery and Equipment | - | - | - | 500 |
| 4420 General Services Cost - See Other Cost Dist. | 58,396 | 58,753 | 58,694 | 62,635 |
| 4550 General Liability Insurance | 11,470 | 11,808 | 10,942 | 19,988 |
| 4620 Repair and Maint. of Office Equipment | - | - | 100 | 400 |
| 4720 Printing & Binding | 336 | 317 | 3,400 | 2,000 |
| 4990 Other Miscellaneous Expense | 83 | 556 | 1,000 | 1,000 |
| 5100 Office Supplies | 2,220 | 3,668 | 4,356 | 4,356 |
| 5214 Uniform Allowance | - | - | 500 | 1,900 |
| 5400 Membership Dues and Subscriptions | 1,450 | 870 | 3,000 | 2,000 |
| 5410 Employee Training | 1,172 | 420 | 6,700 | 4,000 |
| 7195 Contingency for Budget Reduction | - | - | 5,000 | 5,000 |
| 9010 Intradepartmental Credits | (13,843) | (9,794) | (11,301) | ¹ (16,401) |
| TOTAL | \$ 487,413 | \$ 487,238 | \$ 499,726 | \$ 647,601 |

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

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



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

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE FULL TIME POSITIONS | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|----------------------------------|--|--------------------------------|---------------------|---------------------|---------------------|--------------|-------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | | |
| 0322 | Revenue Manager | - | 1.00 | 1.00 | 1.00 | 1.00 | \$ 82,645 |
| 0106 | Accounting Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 47,359 |
| 0323 | Senior Revenue Inspector | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 120,078 |
| 0302 | Accounting Clerk II | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 114,953 |
| 0337 | City Treasurer | 1.00 | - | - | - | - | - |
| 8888 | Overtime | - | - | - | - | - | 750 |
| TOTAL FULL TIME HEADCOUNT | | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 365,785 |
| PART TIME POSITIONS | | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's | |
| 0353 | Investment Manager - P/T | 1 | - | 0.35 | 0.35 | 0.35 | 25,000 |
| 0310 | Accounting Specialist - P/T | 1 | - | - | 0.75 | 0.75 | 29,963 |
| 0078 | Cashier - P/T | 2 | 1.50 | 1.50 | 1.50 | 1.50 | 58,309 |
| TOTAL PART TIME FTE's | | 4 | 1.50 | 1.85 | 2.60 | 2.60 | 113,272 |
| TOTAL | | | 7.50 | 7.85 | 8.60 | 8.60 | \$ 479,057 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|-------------------|-------------------|-------------------|-------------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 483,452 | \$ 468,445 | \$ 528,874 | \$ 479,057 |
| 2000 Employee Benefits - See Other Cost Dist. | 215,136 | 230,456 | 256,469 | 241,256 |
| 4020 Central Garage Motor Pool Oper | 27,478 | 26,069 | 32,052 | 21,156 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 11,209 |
| 4210 Messenger & Armored Car Service | 15,986 | 13,175 | 27,750 | 32,000 |
| 4220 Postage | (4,101) | - | - | - |
| 4410 Rental of Machinery and Equipment | 7,240 | - | 625 | - |
| 4420 General Services Cost - See Other Cost Dist. | 17,082 | 17,186 | 17,169 | 18,322 |
| 4550 General Liability Insurance | 23,498 | 24,500 | 24,624 | 26,897 |
| 4620 Repair and Maint. of Office Equipment | - | - | 300 | - |
| 4710 Special Printed Forms | 6,618 | 5,176 | 8,875 | 13,000 |
| 4910 Court Costs & Investigative Expense | 859 | 1,086 | 2,011 | 2,011 |
| 5100 Office Supplies | 2,092 | 1,004 | 2,800 | 2,800 |
| 5214 Uniform Allowance | 434 | 96 | 1,600 | 1,600 |
| 5400 Membership Dues and Subscriptions | 835 | 633 | 1,200 | 1,200 |
| 5410 Employee Training | - | 150 | - | 2,500 |
| 7195 Contingency for Budget Reduction | - | - | 2,000 | 2,000 |
| 9010 Intradepartmental Credits | (35,531) | (33,793) | (35,483) | 1 (34,115) |
| TOTAL | \$ 761,078 | \$ 754,183 | \$ 870,866 | \$ 820,893 |

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

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



001 GENERAL FUND
FINANCE DEPARTMENT
3030 REPORTING & OPERATIONS DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|----------------------------------|--|--------------------------------|------------------|------------------|------------------|--------------|----------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL | ACTUAL | BUDGET | BUDGET | | |
| FULL TIME POSITIONS | | HEADCOUNT | HEADCOUNT | HEADCOUNT | HEADCOUNT | | |
| 0349 | Assistant Finance Dir for Reporting & Oper | 1.00 | 1.00 | 1.00 | 1.00 | \$ | 151,460 |
| 0350 | Comptroller | 1.00 | 1.00 | 1.00 | 1.00 | | 115,362 |
| 0345 | Accountant III | 3.00 | 2.00 | 2.00 | 2.00 | | 194,766 |
| 0329 | Financial Analyst | 1.00 | - | - | - | | - |
| 0335 | Accountant I | - | 1.00 | 1.00 | 1.00 | | 57,593 |
| 0106 | Accounting Specialist | 3.00 | 2.00 | 1.00 | 2.00 | | 103,153 |
| 0313 | Senior Payroll Specialist | - | 1.00 | 1.00 | 1.00 | | 81,946 |
| 8888 | Overtime | - | - | - | - | | 2,278 |
| TOTAL FULL TIME HEADCOUNT | | 9.00 | 8.00 | 7.00 | 8.00 | | 706,558 |
| PART TIME POSITIONS | | HC | FTE's | FTE's | FTE's | FTE's | |
| 0309 | Payroll Specialist - P/T | 1 | 0.75 | 0.75 | 0.75 | 0.75 | 53,836 |
| 0310 | Accounting Specialist - P/T | 1 | 0.75 | 0.75 | 0.75 | 0.75 | 33,389 |
| 0087 | Intern - P/T | 1 | 0.75 | 0.75 | 0.75 | 0.75 | 9,000 |
| TOTAL PART TIME FTE's | | 3 | 2.25 | 2.25 | 2.25 | 2.25 | 96,225 |
| TOTAL | | 11.25 | 10.25 | 9.25 | 10.25 | \$ | 802,783 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|---------------------|---------------------|---------------------|---------------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 695,558 | \$ 686,511 | \$ 810,047 | \$ 802,783 |
| 2000 Employee Benefits - See Other Cost Dist. | 411,879 | 337,568 | 413,723 | 416,383 |
| 4090 Other Transportation Expense | 3,898 | 3,703 | 3,898 | 3,898 |
| 4091 Cell Phone Allowance | 1,200 | 1,140 | 1,200 | - |
| 4410 Rental of Machinery and Equipment | 9,195 | 9,079 | 11,489 | 11,489 |
| 4420 General Services Cost - See Other Cost Dist. | 18,042 | 18,152 | 18,134 | 19,352 |
| 4550 General Liability Insurance | 39,668 | 33,363 | 37,243 | 45,072 |
| 4620 Repair and Maint. of Office Equipment | - | - | 300 | 300 |
| 4710 Special Printed Forms | 1,262 | 1,265 | 1,300 | 2,500 |
| 4720 Printing & Binding | - | - | 500 | 500 |
| 4990 Other Miscellaneous Expense | 1,093 | 6 | 1,000 | 1,000 |
| 5100 Office Supplies | 3,230 | 2,126 | 3,500 | 3,500 |
| 5214 Uniform Allowance | - | - | 250 | 1,500 |
| 5400 Membership Dues and Subscriptions | 1,665 | 2,845 | 1,850 | 1,850 |
| 5410 Employee Training | 486 | 2,647 | 6,430 | 7,930 |
| 7195 Contingency for Budget Reduction | - | - | 3,000 | 3,000 |
| 9010 Intradepartmental Credits | (35,215) | (21,430) | (29,001) | 1 (32,631) |
| TOTAL | \$ 1,151,961 | \$ 1,076,975 | \$ 1,284,863 | \$ 1,288,426 |

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

2022-2023 BUDGET



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

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|----------------------------------|---------------------------------------|--------------------------------|------------------|------------------|------------------|--------------|-------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL | ACTUAL | BUDGET | BUDGET | | |
| FULL TIME POSITIONS | | HEADCOUNT | HEADCOUNT | HEADCOUNT | HEADCOUNT | | |
| 0046 | Assistant Finance Dir for Procurement | 1.00 | 1.00 | 1.00 | 1.00 | \$ | 147,153 |
| 0213 | Senior Procurement Manager | 1.00 | 1.00 | 1.00 | 1.00 | | 99,322 |
| 0216 | Procurement Specialist | 2.00 | 3.00 | 3.00 | 3.00 | | 201,335 |
| 0206 | Senior Buyer | 1.00 | 1.00 | 1.00 | 1.00 | | 56,803 |
| 0602 | Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | | 51,515 |
| TOTAL FULL TIME HEADCOUNT | | 6.00 | 7.00 | 7.00 | 7.00 | | 556,128 |
| PART TIME POSITIONS | | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's | |
| 0222 | Sr. Procurement Specialist - P/T | 1 | 0.75 | 0.75 | 0.75 | 0.75 | 47,413 |
| 0217 | Procurement Specialist - P/T | 2 | 1.50 | 0.75 | 1.50 | 1.50 | 103,193 |
| 0223 | Contract Specialist - P/T | 2 | 0.75 | 0.75 | 1.50 | 1.50 | 74,294 |
| 9026 | Pcard Administrator/Admin Asst | 1 | 0.75 | 0.75 | - | - | - |
| TOTAL PART TIME FTE's | | 6 | 3.75 | 3.00 | 3.75 | 3.75 | 224,900 |
| TOTAL | | | 9.75 | 10.00 | 10.75 | 10.75 | \$ 781,028 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|---------------------|-------------------|---------------------|---------------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 567,952 | \$ 518,612 | \$ 694,251 | \$ 781,028 |
| 2000 Employee Benefits - See Other Cost Dist. | 272,154 | 278,327 | 311,153 | 326,768 |
| 3190 Other Professional Services | - | - | 20,315 | - |
| 4020 Central Garage Motor Pool Oper | 2,201 | 1,910 | 2,672 | - |
| 4021 Central Garage Motor Pool Repl | - | - | - | 2,407 |
| 4090 Other Transportation Expense | 3,898 | 3,703 | 3,898 | 3,898 |
| 4091 Cell Phone Allowance | - | 240 | - | - |
| 4410 Rental of Machinery and Equipment | 3,361 | 3,262 | 5,500 | 5,500 |
| 4420 General Services Cost - See Other Cost Dist. | 152,129 | 153,058 | 152,906 | 163,172 |
| 4550 General Liability Insurance | 33,334 | 29,577 | 33,224 | 43,851 |
| 4620 Repair and Maint. of Office Equipment | - | - | 300 | 300 |
| 4710 Special Printed Forms | 1,420 | - | 900 | 900 |
| 4990 Other Miscellaneous Expense | 541 | 307 | 630 | 630 |
| 5100 Office Supplies | 4,424 | 2,168 | 6,400 | 6,400 |
| 5400 Membership Dues and Subscriptions | 2,886 | 3,006 | 5,570 | 5,570 |
| 5401 Software Subscriptions & Maintenance | - | 605 | 1,000 | 1,000 |
| 5410 Employee Training | 549 | 656 | 5,000 | 5,000 |
| 5415 Employee Workplace Improvements | 9,045 | - | - | - |
| 7195 Contingency for Budget Reduction | - | - | 3,000 | 1 3,000 |
| TOTAL | \$ 1,053,894 | \$ 995,431 | \$ 1,246,719 | \$ 1,349,424 |

2022-2023 BUDGET



001 GENERAL FUND
FINANCE DEPARTMENT
3050 MANAGEMENT, BUDGET & COMPLIANCE DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE <u>FULL TIME POSITIONS</u> | NUMBER OF AUTHORIZED POSITIONS | | | | |
|---------------|---|--------------------------------|---------------------|---------------------|---------------------|-------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES |
| 0343 | Asst Fin Dir for Mgmt, Budget & Comp. | 1.00 | 1.00 | 1.00 | 1.00 | \$ 174,870 |
| 0346 | Sr. Management & Budget Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 109,669 |
| 0351 | Internal Audit & Grants Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 94,625 |
| 0352 | Management & Budget Analyst II | 1.00 | 1.00 | 1.00 | 1.00 | 69,457 |
| TOTAL | | 4.00 | 4.00 | 4.00 | 4.00 | \$ 448,621 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|-------------------|-------------------|-------------------|-------------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 388,030 | \$ 417,607 | \$ 419,590 | \$ 448,621 |
| 2000 Employee Benefits - See Other Cost Dist. | 249,769 | 226,558 | 277,895 | 286,967 |
| 3190 Other Professional Services | - | 3,974 | 25,000 | 5,000 |
| 4010 Travel Expense | - | - | 100 | 100 |
| 4090 Other Transportation Expense | 6,497 | 6,172 | 6,497 | 6,497 |
| 4091 Cell Phone Allowance | - | 240 | - | - |
| 4420 General Services Cost - See Other Cost Dist. | 25,501 | 25,657 | 25,632 | 27,352 |
| 4550 General Liability Insurance | 20,605 | 16,257 | 19,388 | 25,188 |
| 4620 Repair and Maint. of Office Equipment | - | - | 500 | 1,000 |
| 4990 Other Miscellaneous Expense | - | - | - | 600 |
| 5100 Office Supplies | 46 | 846 | 1,100 | 600 |
| 5214 Uniform Allowance | - | - | 200 | 200 |
| 5400 Membership Dues and Subscriptions | - | - | - | 600 |
| 5410 Employee Training | 540 | 630 | 1,000 | - |
| 7195 Contingency for Budget Reduction | - | - | 1,000 | 1,000 |
| 9010 Intradepartmental Credits | <u>(20,727)</u> | <u>(11,692)</u> | <u>(16,762)</u> | <u>1 (19,852)</u> |
| TOTAL | \$ 670,261 | \$ 686,249 | \$ 761,140 | \$ 783,873 |

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

Action Plan Worksheet



Action Plan Owner: Diana M. Gomez, Finance Director

Action Plan Name: 3.1.1-1 Maintain AAA Bond Ratings from Moody’s, Standard & Poor’s, and Fitch

Strategic plan alignment

- Objective – 3 – Financial Excellence - Ensure financial sustainability in order to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
 - Goal 3.1 – Ensure the financial integrity and sustainability of the city.

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

| What must be done | By When | How will it be evident |
|---|----------|------------------------|
| Fund a minimum of an additional \$5 Million annually above the Actuarial Required Contribution (ARC) to help pay down the pension liability | 09/30/22 | Annual budget document |
| Keep debt between 3% & 8% of total operating budget | 09/30/22 | FY 2023 Budget |
| Maintain 25% of General Fund unassigned reserve balance based on total operating budget plus debt service | 09/30/22 | FY 2023 Budget |
| Fund a minimum of an additional \$5 Million annually above the Actuarial Required Contribution (ARC) to help pay down the pension liability | 09/30/23 | Annual budget document |
| Keep debt between 3% & 8% of total operating budget | 09/30/23 | FY 2024 Budget |
| Maintain 25% of General Fund unassigned reserve balance based on total operating budget plus debt service | 09/30/23 | FY 2024 Budget |
| Fund a minimum of an additional \$5 Million annually above the Actuarial Required Contribution (ARC) to help pay down the pension liability | 09/30/24 | Annual budget document |
| Keep debt between 3% & 8% of total operating budget | 09/30/24 | FY 2025 Budget |
| Maintain 25% of General Fund unassigned reserve balance based on total operating budget plus debt service | 09/30/24 | FY 2025 Budget |

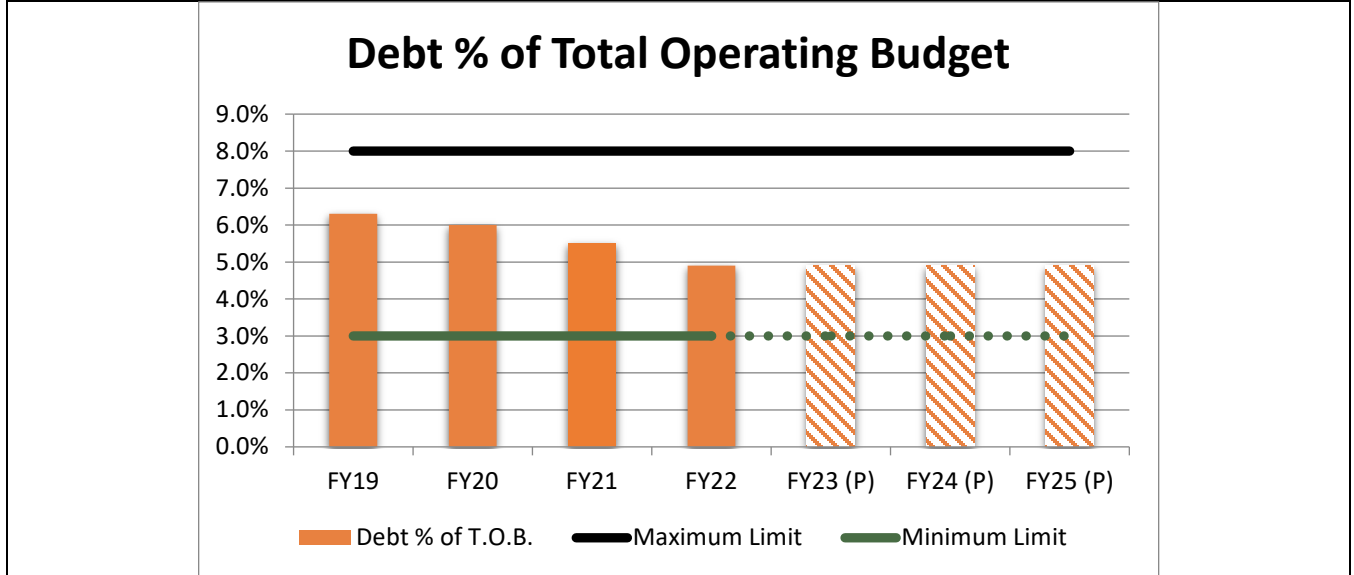
Resource requirements (what do we need to succeed?)

- Finances (detailed listing of expected costs):

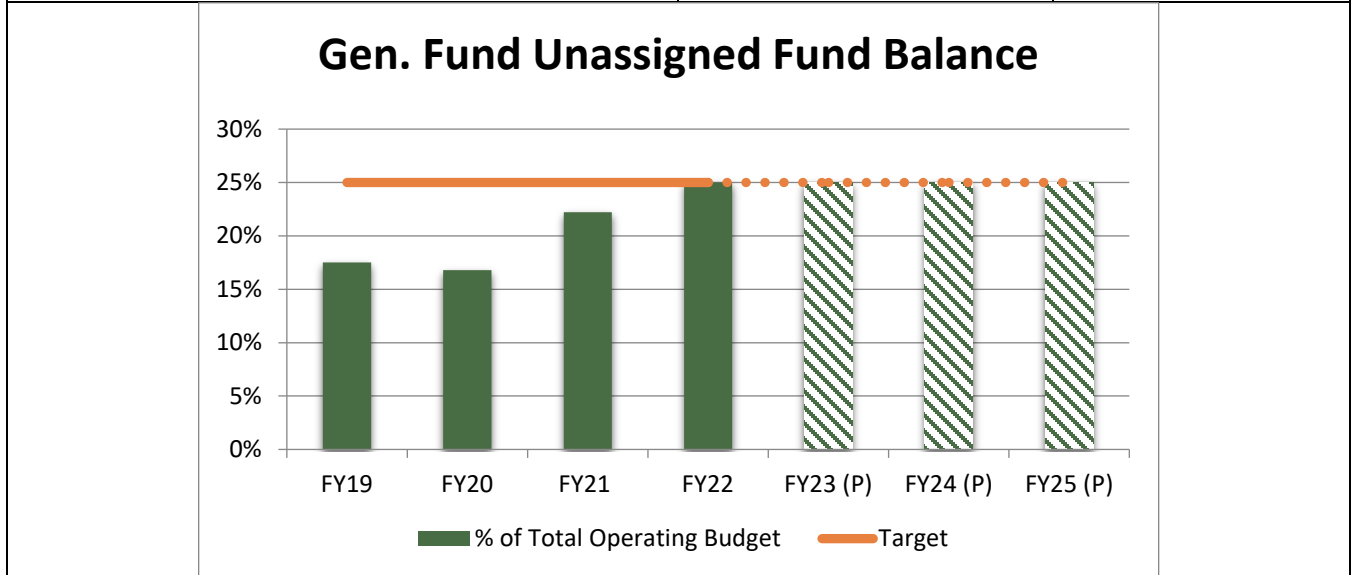
| \$ Amount | Purpose |
|--------------|-------------------------|
| \$ 5,000,000 | Annual funding required |

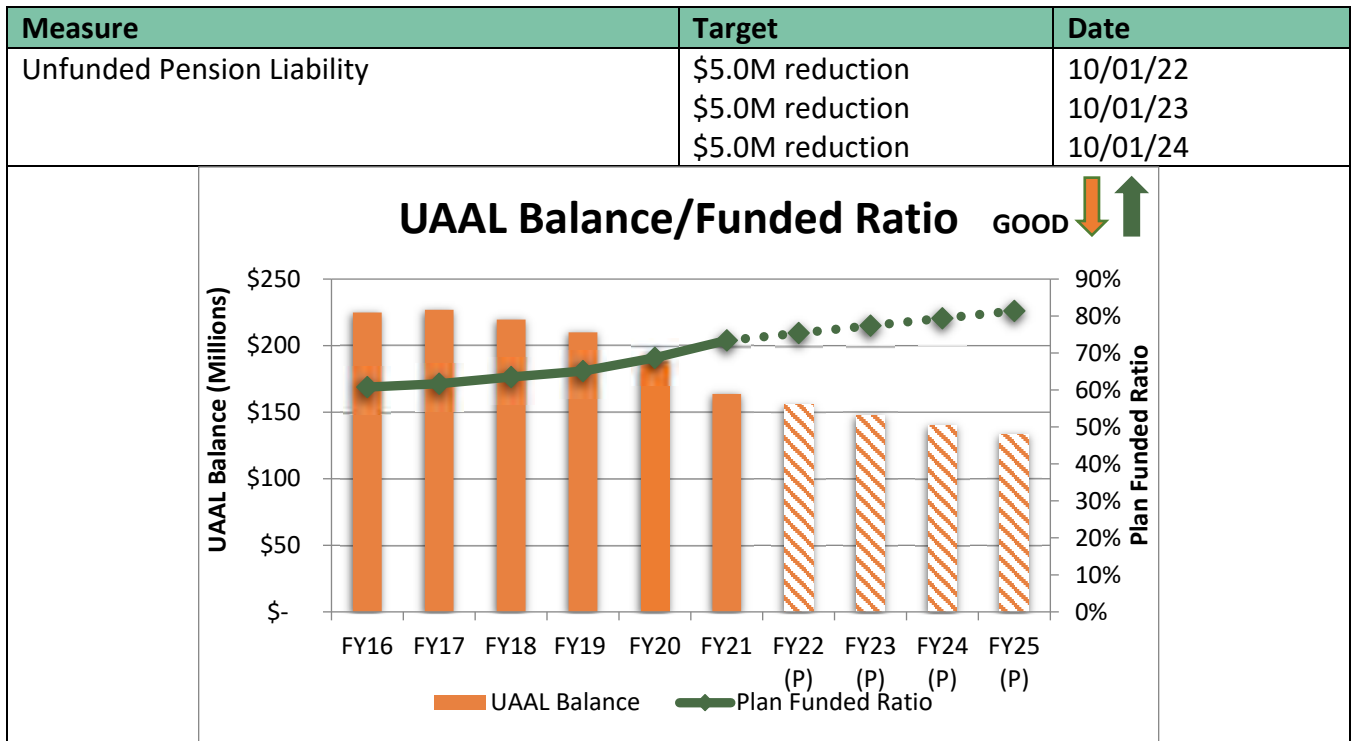
Short- & Longer-term measures of success, targets and / or time horizons

| Measure | Target | Date |
|----------------------------------|-----------------|----------|
| Debt % of total operating budget | Between 3% & 8% | 10/01/22 |
| | Between 3% & 8% | 10/01/23 |
| | Between 3% & 8% | 10/01/24 |



| | | |
|---------------------------------------|-----|----------|
| General Fund unassigned reserve level | 25% | 10/01/22 |
| | 25% | 10/01/23 |
| | 25% | 10/01/24 |





Frequency & venue of review

- Debt Ratio and Unfunded Pension Liability - at time of annual budget adoption
- General Fund Reserve % – at time of year-end closing process

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|--|--|---|
| Residents, City Commission, Businesses | City Financial Stability, Prestige, Attracts quality businesses & developments | Funds used to pay down unfunded liability are not available for other strategic initiatives |
| Workforce | Greater satisfaction that their retirement system is viable | None |

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

- Money:
 - Costs: \$5.0M

Action Plan Worksheet



Action Plan Owner: Diana M. Gomez, Finance Director

Action Plan Name: 3.1.2-1 Attain \$2.0M of grant funding by 2025

Strategic plan alignment

- Objective – 3 – Financial Excellence - Ensure financial sustainability in order to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
 - Goal 3.1 – Ensure the financial integrity and sustainability of the city.

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

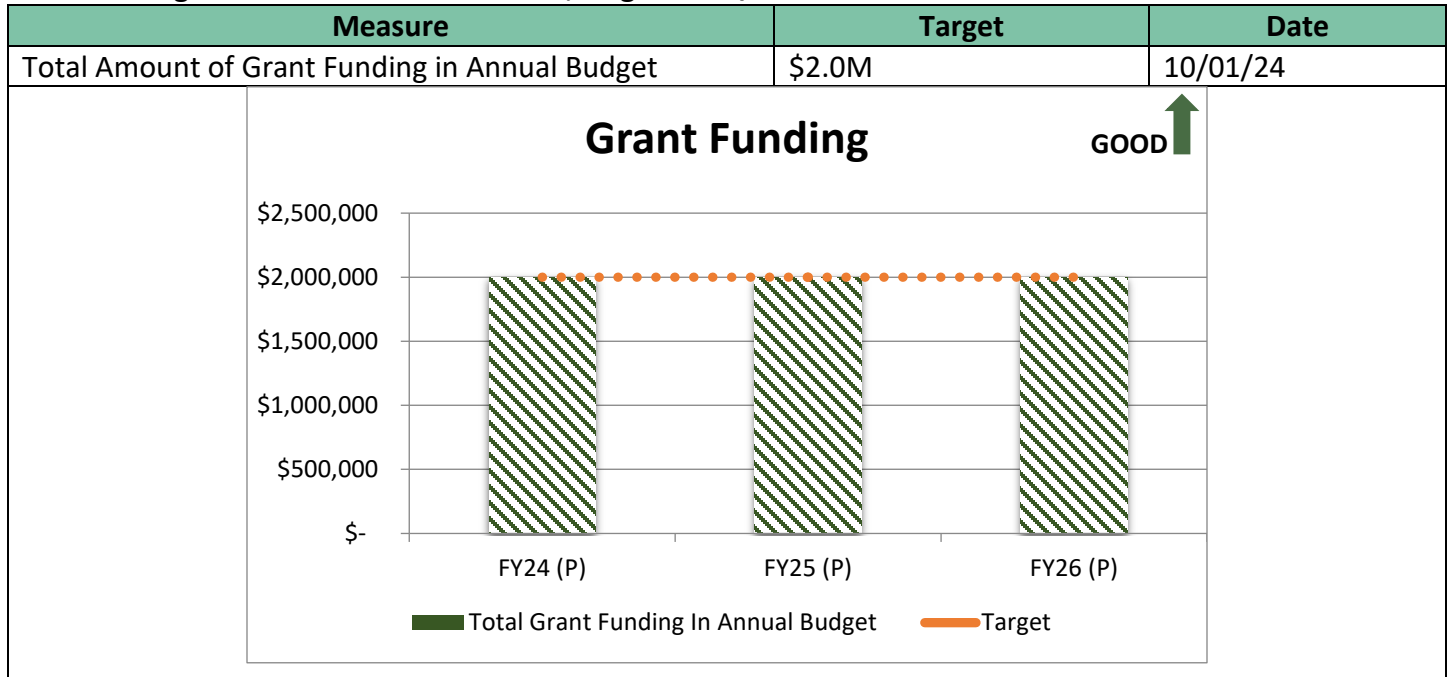
| What must be done | By When | How will it be evident |
|--|-----------------------|--|
| Research funding opportunities for citywide projects (Federal, State, Miami Dade County and Private) Prioritize the funding opportunities. | Done on a daily basis | Identify citywide projects that meet the eligibility criterion of the funding opportunities. |
| Target of grant applications for citywide projects (Federal, State, Miami Dade County and Private) dependent of City match funding availability. | Done on a daily basis | Actual grant applications submitted. |
| Target number of grants to be awarded to the City in the fiscal year. | Quarterly | Actual grant awarded to the City in the fiscal year. |
| Target number of grants being worked in the fiscal year. | Quarterly | Actual number of grants being worked in the fiscal year. |

Resource requirements (what do we need to succeed?)

- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|-----------|---|
| \$2.0M | Annual funding required from grants. Also, there is a possibility of having a matching component requirement from the City. |

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



Frequency & venue of review

- Quarterly with the City Manager
- Annually, during the budgeting process

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|-------------------------------|--|--|
| Residents and City Commission | City funds can be diverted to other projects/initiatives | Matching requirement for grants will require funding |

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

- Money:
 - Costs: \$2.0M per year

Action Plan Worksheet



Action Plan Owner: Diana M. Gomez, Finance Director

Action Plan Name: 3.1.3-1 Maintain Reserve Balance of 25% for Operating Budget

Strategic plan alignment

- Objective – 3 – Financial Excellence - Ensure financial sustainability in order to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
 - Goal 3.1 - Ensure the financial integrity and sustainability of the city.

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

| What must be done | By When | How will it be evident |
|--|----------|---|
| Adjusting fund balance during fiscal year closeout process to meet 25% reserve requirement | 09/30/22 | Unassigned fund balance will equal 25% of the total operating budget + debt service as indicated in the annual financial statements |
| Adjusting fund balance during fiscal year closeout process to meet 25% reserve requirement | 09/30/23 | Unassigned fund balance will equal 25% of the total operating budget + debt service as indicated in the annual financial statements |
| Adjusting fund balance during fiscal year closeout process to meet 25% reserve requirement | 09/30/24 | Unassigned fund balance will equal 25% of the total operating budget + debt service as indicated in the annual financial statements |

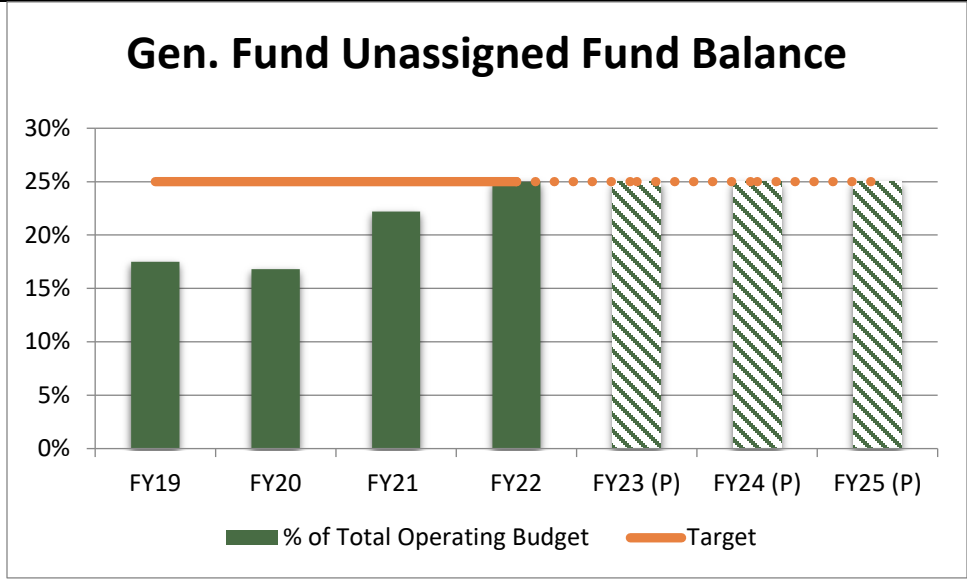
Resource requirements (what do we need to succeed?)

- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|-----------------|-------------------------|
| \$1.0M - \$3.0M | Annual funding required |

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

| Measure | Target | Date |
|---------------------------------------|--------|----------|
| General Fund unassigned reserve level | 25% | 10/01/22 |
| | 25% | 10/01/23 |
| | 25% | 10/01/24 |



Frequency & venue of review

- Annually, during the fiscal year-end closing process

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|-------------------------------|--|---|
| Residents and City Commission | The continuity of operations following an emergency declaration without incurring debt | Opportunity cost of more immediate use of funds for current operating and capital needs |

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

- Money:
 - Costs: \$1.0M to \$3.0M per year

Action Plan Worksheet



Action Plan Owner: Diana M. Gomez, Finance Director

Action Plan Name: 3.1.4-1 Implement an Operating Financial Sustainability Plan by 2025

Strategic plan alignment

- Objective – 3 Financial Excellence - Ensure financial sustainability in order to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
 - Goal 3.1 – Ensure the financial integrity and sustainability of the city.

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

| What must be done | By When | How will it be evident |
|---|----------|---|
| Meet with City Manager for preliminary discussion on the structure of the Financial Sustainability Plan | 10/30/22 | Meeting occurred with direction forward from the City Manager |
| Create a draft structure of the Plan | 11/30/22 | Draft Plan created |
| Meet with City Manager for his review, input and approval of the Draft Plan | 11/30/22 | Meeting occurred with Plan approval by City Manager |
| Share Plan structure with department directors via individual working meetings | 01/31/23 | Meetings occurred with Directors |
| Department directors prepare their respective list of cost reductions | 02/15/23 | Cost reductions submitted to Budget Office |
| Present department submissions to City Manager and work with department directors to fine tune | 02/28/23 | Submissions accepted/approved by City Manager |
| Finalize department submissions | 02/28/23 | Submissions finalized |
| Present to Commission | 03/31/23 | Plan approved |
| Develop and publish SOP | 04/30/23 | SOP approved by City Manager |

Resource requirements (what do we need to succeed?)

- Budget Staff – cost development: 80 to 120 hours
- Department Directors – develop, select and prioritize items: 40 to 50 hours/directors

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

| Measure | Target | Date |
|---|--------|----------|
| % of Cost reductions realized (by department) | 10% | 09/30/25 |

Frequency & venue of review

- Full status review at each milestone deadline with Finance Director
- Quarterly with City Manager

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|-------------------------------|--|---|
| Residents and City Commission | Continuity of key resident services and funding for capital improvement projects during economic downturns | Opportunity cost of more immediate use of funds for current operating and capital needs |
| City Departments | The City will have a fully approved and viable financial plan in place in case of an economic downturn. The plan would enable the City to continue to provide essential resident services, in addition to maintaining funding for ongoing capital infrastructure improvements. | Opportunity cost of more immediate use of funds for current operating and capital needs |

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

- Money:
 - Costs: There are no direct costs associated with the implementation of this SOP
 - Savings: 10% cost reductions by City Departments.

Action Plan Worksheet



Action Plan Owner: Diana M. Gomez, Finance Director

Action Plan Name: 3.1.4-2 Implement A Capital Improvement Financial Sustainability Reserve (CIFSR) by 2025

Strategic plan alignment

- Objective – 3 – Financial Excellence - Ensure financial sustainability in order to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
 - Goal 3.1 - Ensure the financial integrity and sustainability of the city.

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

| What must be done | By When | How will it be evident |
|--|----------|---|
| During the fiscal year-end closing process, adjust the CIFSR balance by \$1.0M | 03/31/23 | CIFSR reserve increase each year in the City's year- end financial statements |
| During the fiscal year-end closing process, adjust the CIFSR balance by \$1.0M | 03/31/24 | CIFSR reserve increase each year in the City's year- end financial statements |
| During the fiscal year-end closing process, adjust the CIFSR balance by \$1.0M | 03/31/25 | CIFSR reserve increase each year in the City's year- end financial statements |

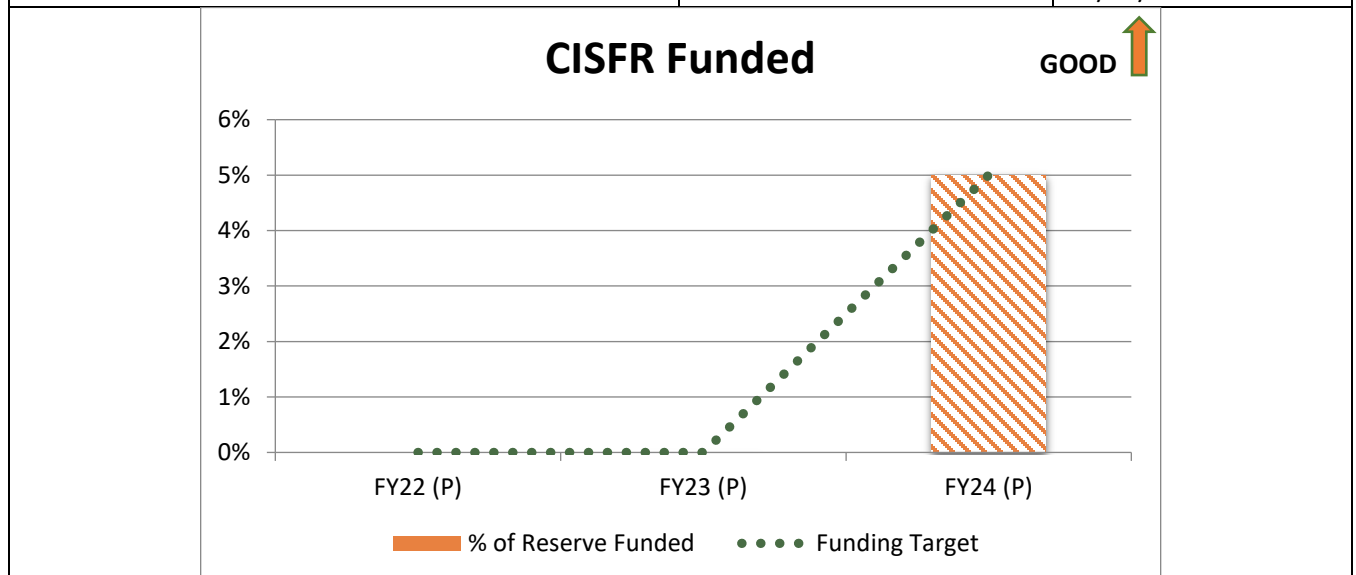
Resource requirements (what do we need to succeed?)

- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|-----------|-------------------------|
| \$1.0M | Annual funding required |

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

| Measure | Target | Date |
|---------------------|--------|----------|
| % of reserve funded | 0% | 03/31/22 |
| | 0% | 03/31/23 |
| | 5% | 03/31/24 |



Frequency & venue of review

- Annually, during the fiscal year-end closing process

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|--|--|---|
| Residents, City Commission, City Departments | Continuity of resident services and funding for capital improvement projects during economic downturns | Opportunity cost of more immediate use of funds for current operating and capital needs |

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

- Money:
 - Costs: 1.0M/year added to reserve fund

Action Plan Worksheet



Action Plan Owner: Diana M. Gomez, Finance Director

Action Plan Name: 3.1.5-1 Fund a Minimum of an Additional \$5 Million Annually Above the Actuarial Required Contribution (ARC)

Strategic plan alignment

- Objective – 3 – Financial Excellence - Ensure financial sustainability in order to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
 - Goal 3.1 - Ensure the financial integrity and sustainability of the city.

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

| What must be done | By When | How will it be evident |
|---|----------|------------------------|
| Fund a minimum of an additional \$5 Million above the ARC | 09/30/22 | Annual budget document |
| Fund a minimum of an additional \$5 Million above the ARC | 09/30/23 | Annual budget document |
| Fund a minimum of an additional \$5 Million above the ARC | 09/30/24 | Annual budget document |

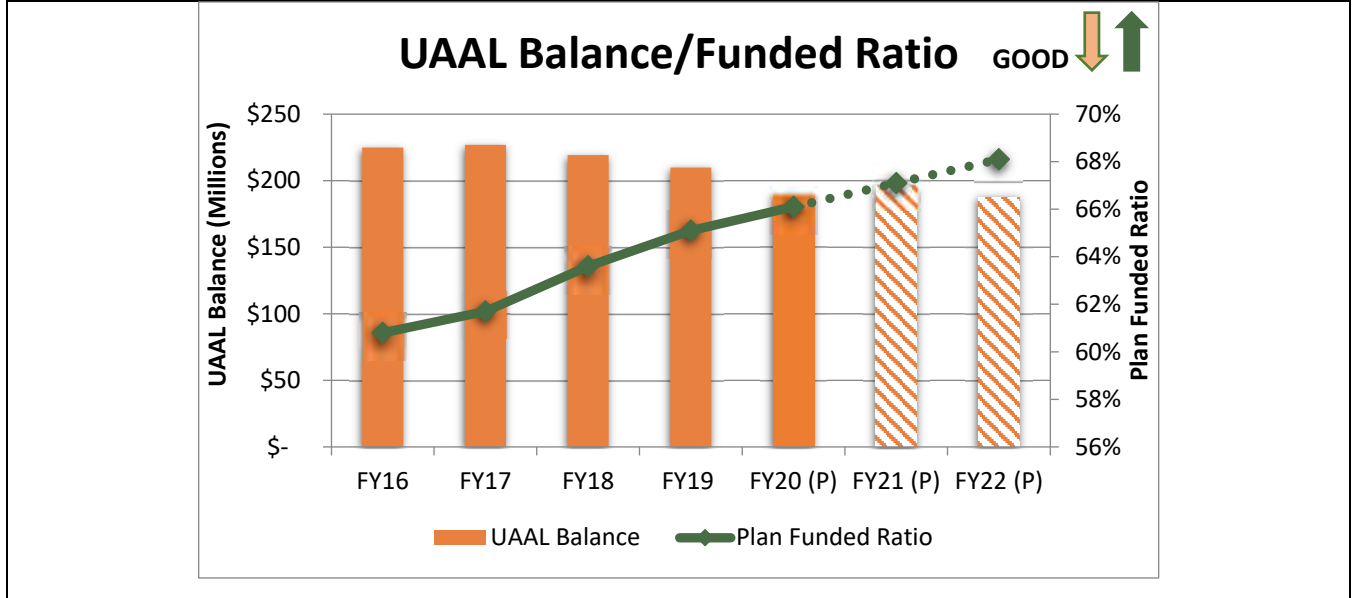
Resource requirements (what do we need to succeed?)

- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|-------------|-----------------------------------|
| \$5,000,000 | Annual funding required above ARC |

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

| Measure | Target | Date |
|--|--------|----------|
| Pension contribution amount - additional payment to fund | \$5.0M | 10/01/22 |
| Unfunded Actuarial Accrued Liability (UAAL) | \$5.0M | 10/01/23 |
| | \$5.0M | 10/01/24 |



Frequency & venue of review

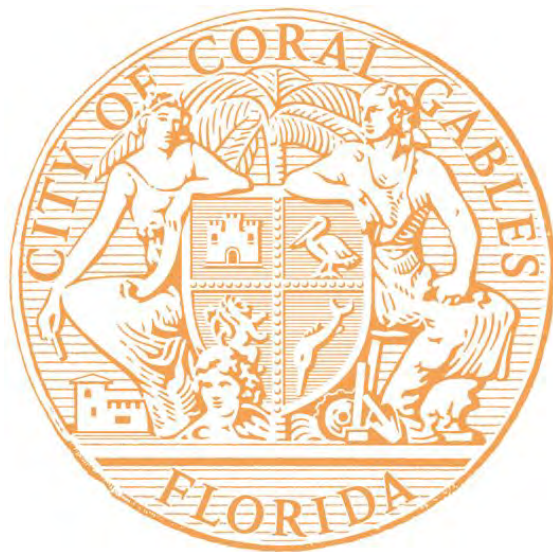
- At time of annual budget adoption

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|--|--|--|
| Residents, City Commission, & City Departments | Better City financial stability. Once unfunded liability is paid down, funds will be available for other operating and capital needs | Opportunity cost of more immediate use of \$5.0M for current operating and capital needs |

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

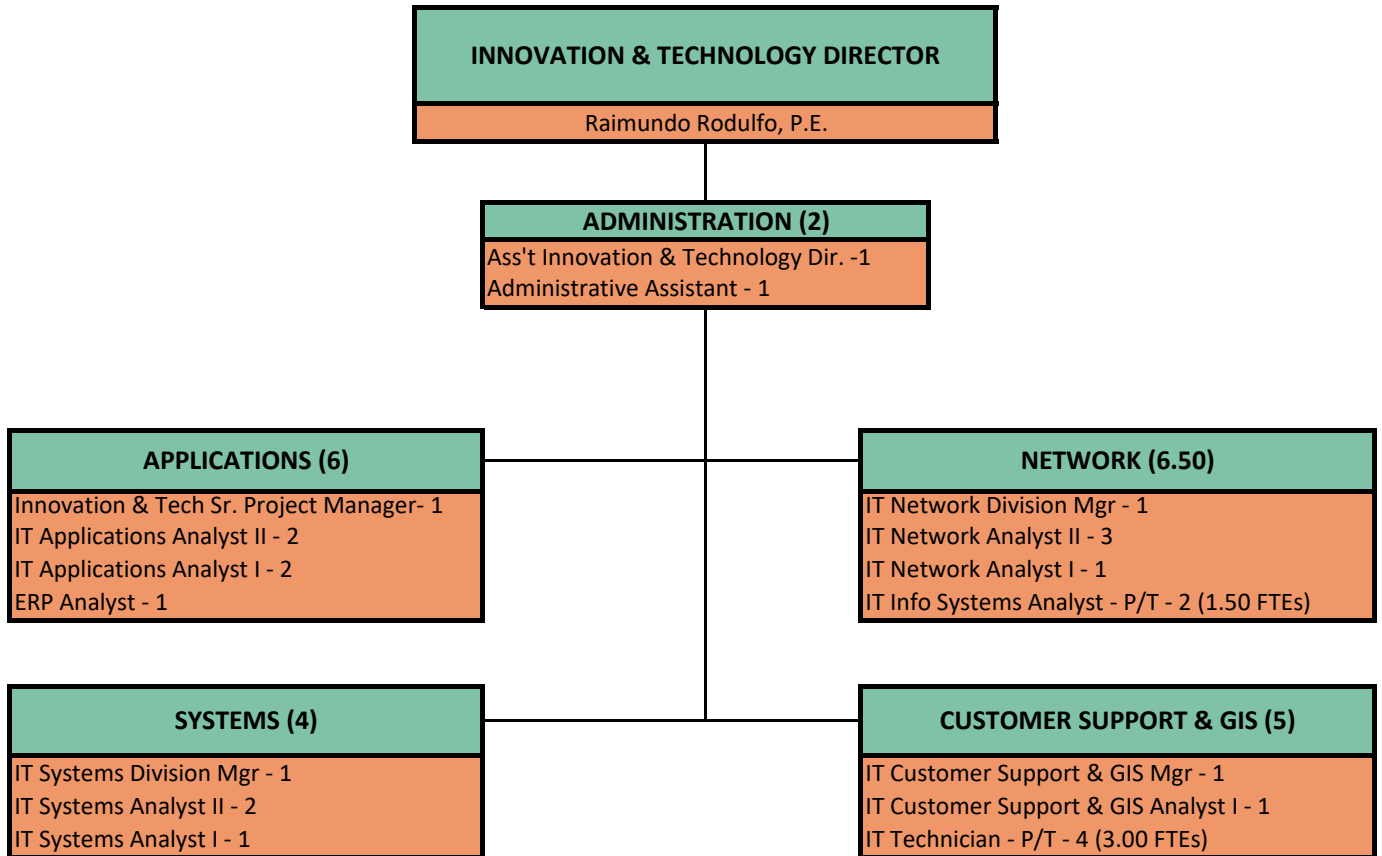
- Money:
 - Costs: \$5.0M per year
 - Lower pension costs over time – estimated at \$20.0M to \$25.0M/year
 - Ultimately the \$20.0M to \$25.0M will be available for other uses once the pension is fully funded



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

**INNOVATION & TECHNOLOGY
ORGANIZATION CHART**



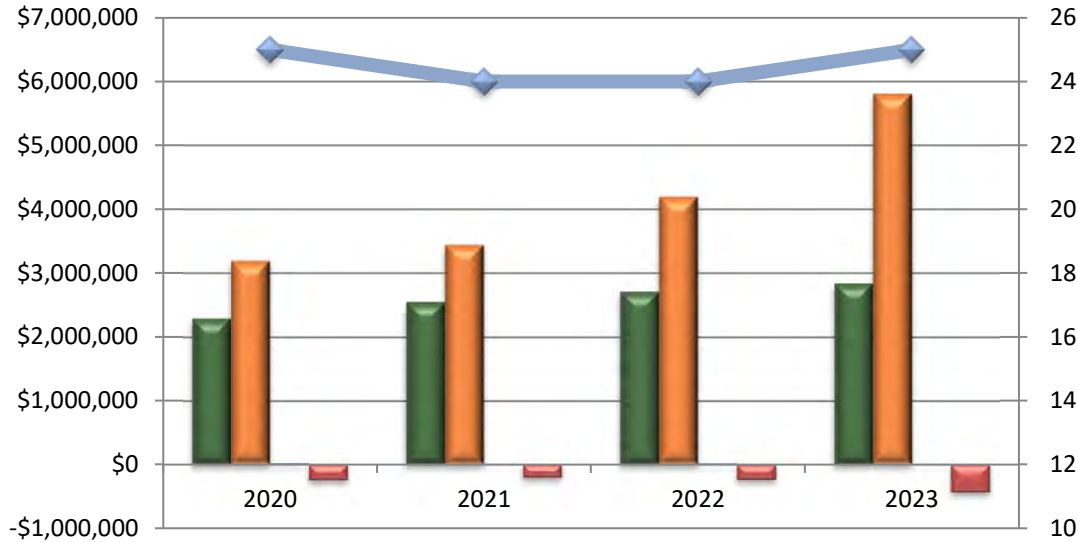
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



**INNOVATION & TECHNOLOGY
BUDGET AND POSITION SUMMARY**

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Salaries & Benefits | 2,287,786 | 2,547,703 | 2,712,270 | 2,841,617 |
| Operating Expenses | 3,192,316 | 3,443,779 | 4,195,822 | 5,807,680 |
| Capital Outlay | 22,845 | 2,867 | 15,100 | 7,500 |
| Non-Operating | <u>(240,656)</u> | <u>(199,635)</u> | <u>(234,076)</u> | <u>(429,517)</u> |
| TOTALS | <u>5,262,291</u> | <u>5,794,714</u> | <u>6,689,116</u> | <u>8,227,280</u> |
| | | | | |
| Full Time Headcount | 19.00 | 19.00 | 19.00 | 20.00 |
| Part Time FTE's | <u>6.00</u> | <u>4.50</u> | <u>4.50</u> | <u>4.50</u> |
| Total Headcount & FTE's | <u>25.00</u> | <u>23.50</u> | <u>23.50</u> | <u>24.50</u> |

EXPENDITURE/PERSONNEL COMPARISONS



■ Personal Services
 ■ Operating Expenses
 ■ Capital Outlay
■ Non-Operating
 ◆ No. of Positions

Innovation and Technology

Department Function:

The Innovation and Technology Department (CGIT) works together with the city's leadership and departments as a key strategic partner bringing value, efficiencies, resilience, innovation, and process improvements across organization through technology solutions, smart city initiatives and projects. CGIT also helps departments achieve accreditation and compliance with federal, state, county, city and industry standards and regulations. CGIT plays an important role in facilitating communication between employees, constituents and stakeholders; fostering innovation and collaboration, expediting tasks, increasing productivity and operational efficiencies, assessing and managing risks, and enhancing the delivery of citizen services. Smart technologies, digital transformation and innovation also help our City become more sustainable, resilient, and livable; improve quality of life and foster economic growth. CGIT is responsible for strategic planning, oversight, management, improvement and execution of citywide IT services, operations, infrastructure, and initiatives for the City's business needs. This includes, but is not limited to, service desk, digital services, business analysis, systems engineering, programming, data management and analytics, server and client computers, enterprise applications, wired and wireless telecommunications, cloud computing, cybersecurity, smart city technology and infrastructure, public safety technologies, process improvement, and compliance with government and industry standards and best practices.

Department Goals:

1. Provide a high quality of service for internal and external customers and stakeholders by pursuing a level of excellent customer service. Bring value to the City and its constituents by leveraging technology and creativity to achieve the City's vision and goals.
2. Provide the right technology solutions to ongoing and new requirements and challenges from internal and external customers and stakeholders. Provide adequate infrastructure resources and capacity for existing services and applications, and provision for planned enhancements, emergency scenarios, projected growth, and demand forecast.
3. Save costs and cut waste in infrastructure, services operations, energy use, carbon footprint, and maintenance overhead. Drive continuous improvement of citywide operations, maintenance, research and development practices through standardization, innovation, automation, citywide lean six sigma process improvements, quality assurance, and optimization of I.T. processes and infrastructure.
4. Advance Smart City programs with sustainable use of resources, citizen engagement, excellent public safety services and smart technologies for advanced and responsive citizen services. Leverage existing and emerging innovative technologies and skillsets to increase efficiency for the entire City. Implement smart technologies to improve quality of life, sustainability, resilience, and livability in our City.
5. Improve and guarantee resilience, security, quality assurance, business continuity and high availability of services during emergency events as well as during normal operations.
6. Facilitate compliance with federal, state, county, city and industry standards, best practices, rules, and regulations for information management, security and public safety, sustainability and environmental conservation, financial regulations, government controls, and any other applicable area of compliance.
7. Build and maintain a strong and cohesive team of I.T. professionals with high standards of responsiveness, integrity, dedication, competency, skillset, expertise, leadership, customer service, loyalty, innovation, accountability, collaboration and accessibility. A successful team that is focused on innovation, smart work, and exceptional customer service in a fiscally prudent manner. Enable those on the team we lead to reach and fulfill their own potential and goals.

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

INNOVATION AND TECHNOLOGY

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ Completed the implementation and go-live of technology infrastructure and telecommunications for several construction projects, including: Development Services Center, Fink Studio Renovation, Granada Pro Shop Low voltage/Physical Security, Coral Gables Country Club, and other City projects.
- ✓ Technology planning, engineering, and provisioning milestones for ongoing building projects, including: Parking Garage 7, Mobility Hub, Development Services Center, Granada Pro Shop, New Fire Station 4, Coral Gables Country Club, San Sebastian Gate entrance Solar CCTV solution, and other projects.
- ✓ Completed the construction and go-live of new fiber optics corridors connecting Alhambra Circle, Ponce de Leon, and other nodes.
- ✓ Completed planning, design, scope of work, procurement/solicitation processes, and started work on a broadband and public Wi-Fi expansion project, partially funded with ARPA funds, that will build 26 additional fiber optics segments, will connect multiple city buildings and facilities, and will install multiple additional smart city poles to improve connectivity, mobility, public safety, network resilience, situational awareness, digital inclusion, citizen services, and foster innovation, quality of life improvements and economic opportunities for the entire community, with a regional impact.
- ✓ City of Coral Gables received the 2022 Smart City Innovation Excellence Award from the Smart Cities Council, an international organization headquartered in Washington D.C. The Smart Cities Council praised our City for being "a leader in applying technology to improve operational efficiencies, quality of life, public safety and mobility."
- ✓ Developed multiple homegrown systems and applications, including: i. A Crime Analysis Dashboard and Viewer portal for the Police Department; ii. A Digital Twin smart city platform with Citywide Horizontal Integration dashboards; iii. A customer service application for the new Development Services Center; iv. Various GIS applications (Utility coordination GIS maps in collaboration with Miami-Dade County, Smart districts infrastructure GIS map, Planning and zoning apps, Location-based notifications apps, Fee/tax impact calculator apps, Curb management IoT integration dashboard, and others); v. Public sentiment analytics situational awareness dashboard; vi. New modules of the Lobbyist system; vii. Automatic incident reports for Police; viii. Hub Initiatives for citizen engagement, and other applications.
- ✓ City of Coral Gables received the Jury Award Prize in the Smart Cities Awards Contest 2022 from the Institute of Electrical and Electronics Engineers (IEEE) for its project "Coral Gables Smart Districts Expansion," which was selected as one of the finalists worldwide. These awards recognize city/municipalities engineering projects worldwide that have successfully leveraged smart city technologies and innovation. The Award ceremony takes place during the IEEE Smart Cities conference ISC2 in Paphos, Cyprus on Sept 26-29, 2022.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ Working with the Director of Communications and the City Clerk, completed the design and implementation of a new Digital Experience Platform (DXP) coralgables.com city website.
- ✓ Provisioned the technology for the Coral Gables Police state-of-the-art new Mobile Command Post (MCP) and supported its deployment at the Carnival on the Mile event.
- ✓ Upgraded the city's smart city pole (Ekin Spotter) located on the Financial corridor in Downtown Coral Gables, with new modules and next generation technology: nano-hotspot with 5G, LTE and point-to-multi-point wireless, new environmental sensors, new 12MP cameras, and other capabilities. Integrated the smart city pole with the City's Urban Analytics AI platform, to provide sensor dashboards to public users and city staff at the Community Intelligence Center.
- ✓ Completed an industrial design project with world-renowned design firm Pininfarina and innovative smart city electronics engineering firm Ekin to redesign the City's modular AI-powered poles to incorporate The City Beautiful unique brand and Mediterranean revival aesthetics. Manufacturing CAD 3D design and tooling were created for industrial production and prototypes.
- ✓ Working with Development Services, implemented the electronic plan review and code enforcement modules of the City's new EnerGov electronic permit system.
- ✓ Working with various City departments (Finance, Human Resources, Executive Steering Team and Working Groups), completed major milestones of the User Acceptance Training (UAT) and System Integration testing (SIT) phases of the City's new Core Financial and HR Enterprise System (Infor CloudSuite). This enterprise business capabilities (EBC) advanced system will complete the transition to paperless processes and digital efficiencies citywide, integrating with several other enterprise systems recently implemented in key areas such as infrastructure services, community recreation, document management, permitting and land management.
- ✓ Reengineered the Situational Awareness Dashboards of the Smart City Hub public platform with new traffic awareness dashboards (in Collaboration with University of Miami Institute of Data Science and Computing), new traffic and environmental sensor dashboards, and public sentiment analytics dashboards (developed by CGIT software engineers.) This tool provides valuable insight for first responders, traffic engineers, urban planners, and the public in general.
- ✓ Working with Public Works, started the testing and evaluation of new technologies for Waste Management and Fleet Management.
- ✓ Implemented a new printer and imaging management process, contract, and multi-function printer machines citywide with improved efficiency and paperless process integration.
- ✓ Created a GIS Innovation Lab at the I.T. Department 72nd Ave office location, and initiated multiple R&D pilots, prototypes and experiments around 3D spatial computing, digital twins, augmented/assisted/virtual reality, blockchain and Web3 smart city use cases. The goal is to apply those exponential technologies to infrastructure maintenance, service platforms, operations, citizen engagement, building information modeling, and other uses.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ Several upgrades to the City's cyberinfrastructure completed: i. Improved and enhanced the City's cybersecurity, network, and telecommunication infrastructure; ii. Wi-Fi network expansions; iii. Payment Card Industry (PCI) annual compliance program and other network audits; iv. CJIS and FDLE audit; v. Provisioning of smart lights (CCTV, IoT, public announcements) at multiple street-ends in the Monegro corridor (Aledo, Sarto); vi. Granada and 8th St ALPR and CCTV Pole, vii. Miracle Mile network electronics upgrade, viii. City Wide phone system upgrade, ix. New cloud Cashiering system, and other upgrades.
- ✓ Implemented a new Internet of Things (IoT) Solar trailer for traffic and mobility studies.
- ✓ CGIT was recognized as one of the finalists (4 in the Americas region, 12 worldwide) in the Gartner Eye on Innovation Awards. These awards recognize government organization initiatives that make innovative use of data and emerging technologies to tangibly advance their progress toward digital government. Finalists are selected by benchmarking against world-class performance standards. Gartner will recognize City of Coral Gables in the Opening Keynotes of the Gartner Symposium/Expo 2022 series in Australia (Sept. 2022), U.S. (Orlando, Oct. 2022), and Japan, Spain, and India (Nov. 2022.)
- ✓ Working with the Police and Fire departments, started multiple technology implementations and evaluations, including a new priority dispatch system for 911 communications, a new Public Safety CAD and RMS CloudSuite project, a body-worn camera system, new intelligence messaging systems, drone operations, blockchain-based records management, and other public safety technologies.
- ✓ City of Coral Gables received three CyberTrust Awards (Impact and Pioneer in Local Government) at the NIST-sponsored Cybersecurity Symposium for Smart Cities 2021.
- ✓ Working with the Economic Development Department, completed the implementation of the City's new Property Portfolio and Real Estate Management System (Cartegraph PPM).
- ✓ Implementation of citywide Standard Operating Procedures (SOP) electronic platform, templates, systematic process, and best practices as per Baldrige criteria and benchmarks. Phase 1/2/3/4 department SOPs completed.
- ✓ Innovation & Technology Department staff received several awards and recognitions, including Employee of the Year, Employee of the Month, Professional Administrative Certification of Excellence, National Thought Leader, Smart Cities Council recognition, and CyberTrust awards.
- ✓ Presented the City's smart city technology initiatives at professional events, creating productive partnerships with experts in academia, government and industry professional organizations and increasing outreach and adoption of City technologies.
- ✓ Authored and submitted papers and articles to professional publications, including CIO magazines and engineering research papers for the Institute of Electrical and Electronics Engineers (IEEE) and the NIST GCTC smart city superclusters. Also, the Institute of Industrial and Systems Engineers (IISE), Gartner Inc., AWS, FIU, State Scoop, and e-Republic published case study papers and articles highlighting City of Coral Gables smart city initiatives and accomplishments.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ Implemented a new customer queueing system for the Development Services Center and a new customer registration system for the Youth Center’s DMV “Florida License on Wheels” (FLOW) operations.
- ✓ Completed an engineering study for the future replacement of the telecommunications tower and backup power generator at Fire Station 3. The comprehensive study produced scope of work and best practice recommendations which included Local zoning (City) and federal (FAA and FCC) regulations, State Agency's (FDOT and SHPO) coordination, City Fire Department Coordination, Environmental Regulations (Local, State and Federal), Commercial carrier coordination, utilities (electric, water, sewer, telco etc.), Potential need of temporary tower structures, Legal coordination (leases), Emergency power systems, Communication shelters, Grounding systems, Project cost estimates, and Tower steel design / capacity (All current loads, Future City loads, Commercial carrier upgrades).
- ✓ Started solution research and evaluation to replace the City’s current mobile app and 311 citizen service request platform with a new, state-of-the-art smart city mobile app with improved user experience, advanced notification and communication functionalities, modern features and advanced technology capabilities that incorporate SMS text messages, interactive digital experience, artificial intelligence, blockchain security and augmented reality. The project was prioritized and supported by the Citizen Advisory Board and funded by the City Clerk’s Office.
- ✓ Collaborated with the National Institute of Standards and Technology (NIST, U.S. Department of Commerce) on the development of a federal strategic plan and framework for smart cities. Worked together with the leaders of the NIST Global Community Technology Challenge (GCTC) developing the national strategic foundation at George Mason University in Washington D.C.; and hosted and co-organized a NIST GCTC smart cities strategic planning workshop in Coral Gables at the Community Meeting Room in Sep. 2022, to develop a federal smart cities strategic action plan.
- ✓ Several STEM research and education partnerships and collaboration initiatives with University of Miami, Florida International University, UC Berkeley, Georgia Tech, Department of Energy (DOE), Pacific Northwest National Lab (PNNL), U.S. Census Open Innovation Lab (COIL) The Opportunity Project (TOP), National Institute of Standards and Technology (NIST), World Business Angel Investment Forum (WBAF) Smart City Commission, Strata.AI (Data Science and AI education MOU), Government Blockchain Association (GBA), and other organizations. Also, collaborated with IEEE and NIST in the development of engineering standards and frameworks for smart cities.
- ✓ Continued working with the Economic Development Department on the U.S. Census The Opportunity Project (TOP) sprint 2021. In collaboration with the Census Open Innovation Lab (COIL), the Minority Business Development Agency (MBDA), and multiple technology teams and user advocates from the local business community, our TOP team developed practical solutions to help small businesses in Coral Gables leverage data and technology tools to connect with their customers, develop resilience, improve workforce digital literacy, and thrive in the digital economy.

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

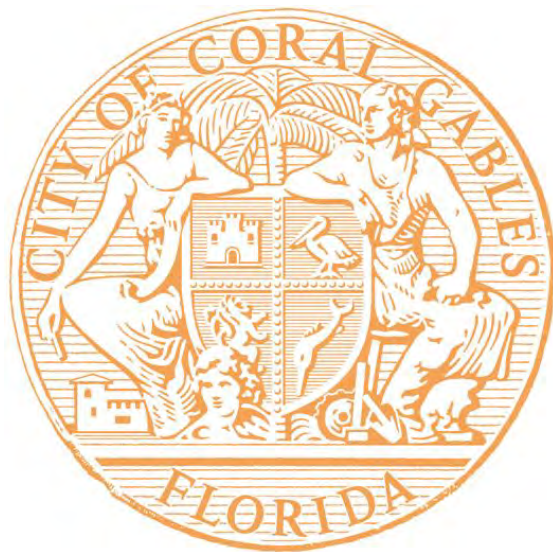
INNOVATION & TECHNOLOGY

| INDICATOR: | FY21 | | | FY22 | | FY23 |
|---|---------|---------|--------|---------|---------|---------|
| | TARGET | ACTUAL | STATUS | TARGET | YTD | TARGET |
| Support tickets received | 6,000 | 3,511 | ● | 5,000 | 1,826 | 5,000 |
| Support tickets closed | 6,000 | 3,203 | ● | 5,000 | 1,737 | 5,000 |
| % of support tickets closed | 100% | 91.2% | ● | 100% | 95.1% | 100% |
| Number of projects implemented | 60 | 76 | ● | 62 | 65 | 65 |
| Completed projects | 36 | 64 | ● | 38 | 49 | 38 |
| CPU usage by City enterprise systems (<50%) | 45% | 35% | ● | 30% | 35% | 30% |
| Memory usage by City enterprise systems (<50%) | 60% | 49% | ● | 60% | 49% | 60% |
| System uptime on annual basis | 99.90% | 99.93% | ● | 99.90% | 99.97% | 99.90% |
| Number of servers citywide | 37 | 42 | ● | 45 | 42 | 45 |
| Number of client devices (desktops, laptops, tablets, smartphones) | 1,080 | 1,520 | ● | 1,550 | 1,552 | 1,550 |
| Number of network devices (routers/switches, firewalls/filters/gateways, wireless, phones, storage, audio/video, cameras, trailers) | 940 | 1,311 | ● | 1,310 | 1,310 | 1,310 |
| Total number of applications supported | 120 | 142 | ● | 145 | 153 | 145 |
| Home-grown applications | 55 | 68 | ● | 70 | 72 | 70 |
| Off The Shelf (OTS) applications | 65 | 74 | ● | 75 | 81 | 75 |
| E-Waste Processed/Disposed/Recycled (pounds) - cumulated metric since 2016 | 28500 | 28500 | ● | 34000 | 32031 | 37000 |
| IT Spending as a Percent of Operating Expense (<6.5% - 2021 gov't avg benchmark - Gartner Report) | 6% | 3.7% | ● | 6% | 3.7% | 6% |
| IT Spending Per Employee (<\$8,900 - 2021 gov't avg benchmark - Gartner Report) | \$8,900 | \$5,932 | ● | \$8,900 | \$6,457 | \$9,000 |
| IT FTE Employees as a Percent of Total Employees (<4.5% - 2021 gov't avg benchmark - Gartner Report) | 4% | 2.1% | ● | 4% | 2.2% | 4% |

Legend

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





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



001 GENERAL FUND
INNOVATION & TECHNOLOGY
3200 INNOVATION & TECHNOLOGY
 519 OTHER GENERAL GOVERNMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | SALARIES |
|----------------------------------|--|----------------------------------|----------------------------------|----------------------------------|----------------------------------|---------------------|
| | | 2019-2020 ACTUAL HEADCOUNT | 2020-2021 ACTUAL HEADCOUNT | 2021-2022 BUDGET HEADCOUNT | 2022-2023 BUDGET HEADCOUNT | |
| FULL TIME POSITIONS | | | | | | |
| 0112 | Information Technology Director | 1.00 | 1.00 | 1.00 | 1.00 | \$ 197,937 |
| 0116 | Ass't Information Technology Director | 1.00 | 1.00 | 1.00 | 1.00 | 143,628 |
| 5034 | Innovation & Tech Sr. Project Manager | 1.00 | 1.00 | 1.00 | 1.00 | 132,586 |
| 5038 | IT Customer Support & GIS Division Mgr | 1.00 | 1.00 | 1.00 | 1.00 | 107,747 |
| 5042 | IT Network Division Mgr | 1.00 | 1.00 | 1.00 | 1.00 | 101,680 |
| 5043 | IT Systems Division Mgr | 1.00 | 1.00 | 1.00 | 1.00 | 105,631 |
| 0127 | IT Applications Analyst II | 1.00 | 3.00 | 2.00 | 2.00 | 145,257 |
| 0128 | IT Systems Analyst II | 1.00 | 2.00 | 2.00 | 2.00 | 161,290 |
| 0129 | IT Network Analyst II | 2.00 | 3.00 | 3.00 | 3.00 | 212,498 |
| 9030 | ERP Analyst | - | - | - | 1.00 | 14,402 |
| 0602 | Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 47,957 |
| 0121 | IT Applications Analyst I | 1.00 | 1.00 | 2.00 | 2.00 | 105,418 |
| 0122 | IT Customer Support & GIS Analyst I | 1.00 | 1.00 | 1.00 | 1.00 | 55,319 |
| 0123 | IT Network Analyst I | 2.00 | 1.00 | 1.00 | 1.00 | 52,972 |
| 5044 | IT Applications Analyst I | 1.00 | - | - | - | - |
| 0124 | IT Systems Analyst I | 2.00 | 1.00 | 1.00 | 1.00 | 57,137 |
| 5036 | IT Crime Data Analyst | 1.00 | - | - | - | - |
| 8888 | Overtime | - | - | - | - | 28,000 |
| TOTAL FULL TIME HEADCOUNT | | 19.00 | 19.00 | 19.00 | 20.00 | 1,669,459 |
| PART TIME POSITIONS | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's |
| 0130 | IT Info Systems Analyst - P/T | 2 | 1.50 | 1.50 | 1.50 | 1.50 |
| 0203 | IT Technician - P/T | 4 | 4.50 | 3.00 | 3.00 | 3.00 |
| TOTAL PART TIME FTE's | | 6 | 6.00 | 4.50 | 4.50 | 4.50 |
| TOTAL | | | 25.00 | 23.50 | 23.50 | 24.50 |
| | | | | | | \$ 1,872,062 |

EXPENDITURE DETAIL

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|---|---------------------|---------------------|---------------------|---------------------|
| 1000 Salaries | \$ 1,505,756 | \$ 1,674,289 | \$ 1,772,903 | \$ 1,872,062 |
| 2000 Employee Benefits - See Other Cost Dist. | 782,030 | 873,414 | 939,367 | 969,555 |
| 3190 Other Professional Services | 225,484 | 180,397 | 228,955 | 641,575 |
| 3191 Other Professional Services - Reimbursable | (1,342) | - | 7,134 | - |
| 4020 Central Garage Motor Pool Oper | 51,012 | 48,974 | 59,294 | 44,797 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 15,891 |
| 4090 Other Transportation Expense | 10,395 | 9,875 | 10,395 | 10,395 |
| 4091 Cell Phone Allowance | - | 240 | 2,400 | - |
| 4110 Telecom Services | 860,107 | 1,063,001 | 1,247,160 | 1,315,280 |
| 4111 Employee Cellular Payroll Deduction | (35,060) | (24,620) | (35,000) | (24,000) |
| 4410 Rental of Machinery and Equipment | 2,914 | 2,598 | 3,000 | 3,000 |
| 4420 General Services Cost - See Other Cost Dist. | 36,632 | 36,856 | 36,819 | 39,291 |

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 4550 General Liability Insurance | 78,491 | 80,910 | 82,164 | 105,106 |
| 4630 Repair/Maint. of Machinery & Equipment | - | 271 | 500 | 500 |
| 4710 Special Printed Forms | 600 | 589 | 500 | 500 |
| 5100 Office Supplies | 2,321 | 3,497 | 5,500 | 5,500 |
| 5215 Small Tools & Minor Equipment | 8,685 | 8,203 | 7,500 | 7,500 |
| 5400 Membership Dues and Subscriptions | 839 | 1,055 | 2,471 | 2,471 |
| 5401 Software Subscriptions & Maintenance | 1,532,259 | 1,624,147 | 1,821,556 | 2,625,947 |
| 5402 Computer Hardware - Maintenance | 380,594 | 401,157 | 689,499 | 983,927 |
| 5410 Employee Training | 38,385 | 6,629 | 15,975 | 20,000 |
| 6431 Computer Hardware Replacement | 22,845 | 2,676 | 15,100 | 7,500 |
| 6440 Equipment Additions | - | 191 | - | - |
| 7195 Contingency for Budget Reduction | - | - | 10,000 | 10,000 |
| 9010 Intradepartmental Credits | <u>(240,656)</u> | <u>(199,635)</u> | <u>(234,076)</u> | 1 <u>(429,517)</u> |
| TOTAL | <u>\$ 5,262,291</u> | <u>\$ 5,794,714</u> | <u>\$ 6,689,116</u> | <u>\$ 8,227,280</u> |

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



Action Plan Worksheet

Action Plan Owner: Raimundo Rodulfo, Innovation & Technology Director

Action Plan Name: 4.1.1-1 Citywide Horizontal Integration of Enterprise Systems and Dashboards

Strategic plan alignment:

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

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

| What must be done | By When | How will it be evident |
|---|----------|--|
| Elicit requirements and key metrics information from City department and officials for actionable data dashboards. Perform team meetings to analyze requirements and determine data parameters, thresholds and guidelines for triggers and visualization. | 12/31/20 | Business Analysis requirement sheets completed from interviews and questionnaires with department heads and city management |
| Mockup design and prototyping of dashboards for three layers: City Management, Departmental supervisors, and Hands-on/Field teams. Build the dashboards from relevant key metrics with actionable information. | 03/31/20 | Mockup design sheets and renderings |
| Develop project charter and scope of work. Stakeholder review and acceptance. | 03/31/20 | Accepted project charter document |
| Build an internal City Management Dashboard (CMD) platform on GIS | 09/30/22 | New CMD platform is accessible by authorized City users from any device connected to the Internet; GIS datasets can be accessed from the platform. |
| Approval of resource requirements by Budget Office | 10/01/22 | Decision Packages approved |
| Procurement of Identity Management System, Cloud-based Electronic Document Management System, and integration professional services | 12/31/22 | Purchase orders issued |
| Role-based Identity and Access Management Integration Citywide | 03/31/23 | Single-sign-on with role-based authentication works effectively on main enterprise systems (ERP, EOS, Asset management, GIS, document management, public safety, etc.) and on the new CMD platform |
| Connect and populate enterprise data sources into the City Management Dashboard and the Smart City Hub | 12/31/23 | Data is discoverable in the CMD GIS platform and the smart city hub |

| What must be done | By When | How will it be evident |
|---|----------|--|
| Implement and Integrate Cloud-based Enterprise Document Management platform | 12/31/23 | Records are shared between the document management and other enterprise systems (permits, land management, asset management, etc.) |
| Build customer-driven data visualization and business intelligence data analytics dashboards in the cloud | 03/31/24 | Real-time data dashboards are accessible in their cloud silos |
| Integrate all dashboards and analytics in the City Management dashboard (CMD) platform | 06/30/24 | Real-time data dashboards are accessible in the CMD platform from any device connected to the Internet |
| Testing and validation, Training Citi-wide, and go-live | 09/30/24 | Testing acceptance sheets from stakeholders and training attendance sheets. New CMD platform is accessible from any device connected to the Internet. |
| Elicit requirements and key metrics information from City department and officials for actionable data dashboards. Perform team meetings to analyze requirements and determine data parameters, thresholds and guidelines for triggers and visualization. | 12/31/20 | Business Analysis requirement sheets completed from interviews and questionnaires with department heads and city management |
| Mockup design and prototyping of dashboards for three layers: City Management, Departmental supervisors, and Hands-on/Field teams. Build the dashboards from relevant key metrics with actionable information. | 03/31/20 | Mockup design sheets and renderings |
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| Procurement of Identity Management System, Cloud-based Electronic Document Management System, and integration professional services | 12/31/22 | Purchase orders issued |
| Role-based Identity and Access Management Integration Citywide | 03/31/23 | Single-sign-on with role-based authentication works effectively on main enterprise systems (ERP, EOS, Asset management, GIS, document management, public safety, etc.) and on the new CMD platform |
| Inter-cloud data replication (City Hybrid Cloud-Azure-AWS-ESRI-ERP) | 03/31/23 | Data is shared between cloud systems, for example: Cisco IoT and Azure exchange sensor data, Land Management & facility Management enterprise systems share data by location, etc. |

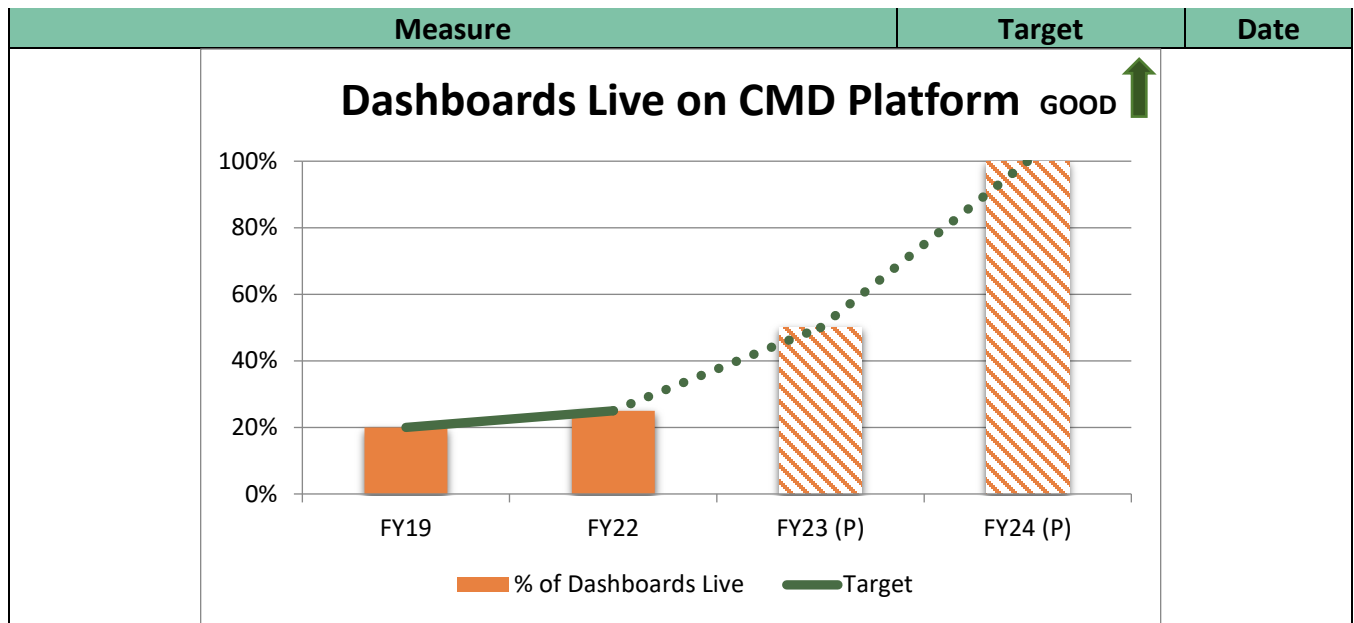
Resource requirements (what do we need to succeed?)

- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|-------------------|--|
| \$ 60,000 | Ongoing funding to acquire subscriptions from a cloud solutions broker, single sign-on & role-based identity management system in FY23 |
| \$ 70,000 | Acquisition of cloud document management system (acquired in previous year) |
| \$ 30,000 | 200 hours of professional services of developing and integration in FY23 |
| \$ 160,000 | Total |

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

| Measure | Target | Date |
|--|------------------------------|----------------------------------|
| Internal customer (City departments) satisfaction | 95% satisfied/very satisfied | 09/30/23 |
| Percentage of department dashboard mockups designed and accepted | 75% 100% | 03/31/23 09/30/24 |
| <div style="text-align: center;"> <p>Dashboards Designed & Accepted GOOD </p> <p>Legend: ■ % Completed —●— Target</p> </div> | | |
| Number of enterprise systems with single-sign-on and inter-cloud data sharing | 3 6 10 | 03/31/20 03/31/22 03/31/23 |
| Percentage of department dashboards live on the CMD platform | 25% 50% 100% | 09/30/22 09/30/23 09/30/24 |



Frequency & venue of review

- Monthly review with I.T. director, assistant director and division managers at the I.T. Department
- Quarterly review with City Manager, Assistant City Manager, and Directors at CMO Meetings

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|-----------------------------------|--|---|
| City Manager, ACM, City Officials | Increased visibility into horizontally integrated location-aware data. Improved situational awareness and insight from real-time data to aid decision making, and resource allocation processes. Track quality of life and customer service performance levels (sustainability, resilience, livability). | Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards. |
| Department Heads and Supervisors | Ability to access inter-departmental data for easier project planning and solutions design. Increased operational efficiencies and effectiveness from real-time visibility over departmental metrics and customer satisfaction metrics. | Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards. |
| Hands-on & Field Teams | Reduced manual data entry, reconciliation, and reporting processes. Improved workday planning. | Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards. |
| Public Safety | Improve visibility, situational awareness and decision-making historical and predictive analytics on public safety data such as crime analysis, real-time traffic, EMS, Fire, 911 PSAP, CAD & RMS, communications, EOC, CIC and others. | Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards. |

| Stakeholder Group | Potential positive impact | Potential negative impact |
|---|--|---|
| Development Services, Economic Development, Public Engagement teams | Provide customer-driven reporting, actionable data and insight to manage permitting, inspections, plan review, developments, planning, concurrency impact, parcel properties, real estate, business licenses, business development, economic growth, marketing, public communications and other parameters. This data will help to promptly detect issues in operations and customer service and apply timely corrections. | Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards. |
| Public Works, Parks, Historical, Parking Infrastructure teams | Provide actionable data and insight to manage infrastructure and operations to improve maintenance, monitoring of performance and condition of buildings, equipment and ROW assets lifecycle, water and energy consumption, CIP, and other areas. This data will help to promptly detect issues in operations and status and condition of buildings, facilities and ROW assets, and apply timely corrections. | Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards. |
| Finance | Increased oversight, accountability and transparency on financial management and transactions with real-time visibility and business intelligence analytics over accounts, revenues, expenditures, for financial planning and decision making. | Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards. |
| Citizens | Increased data transparency, inclusion, accessibility and citizen engagement. | Data entry inaccuracies or data gaps may lead to inaccurate metrics and dashboards. |

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

- Money:
 - Costs: \$160,000
 - Benefits: \$25,000 reduction in annual IT costs reduction from eliminating the cost of legacy document management system.
- Other benefits:
 - Increased transparency and accountability
 - Cyber-risk reduction and increased security posture from integrated identity management across City enterprise systems, clouds, and platforms. It helps with compliance, accreditation, and ratings.



Action Plan Worksheet

Action Plan Owner: Raimundo Rodulfo, Innovation & Technology Director

Action Plan Name: 4.1.2-1 Implement citywide paperless processes and digital efficiencies by 2023

Strategic plan alignment:

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

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

| What must be done | By When | How will it be evident |
|---|----------|--------------------------------|
| New City Website / DXP - go live | 06/30/22 | Website Live and in Production |
| Other systems/electronic processes: Cartegraph Property Mgmt module – go-live & integration, 2022 - metrics: post-go-live user satisfaction, number of leases/properties | 09/30/22 | System Live and in Production |
| Approval of resource requirements by Budget Office | 10/01/22 | Decision Packages Approved |
| EnerGov LMS and Development Service Center building technology - complete bldg. tech, ePR/Code Enf/BT licensing | 12/31/22 | System Live and in Production |
| Police & Fire Priority Dispatch System (ProQA): - metrics: response times, system network performance metrics, customer satisfaction from officers/dispatchers/callers – improve Police/Fire/911 communication, call taking, dispatch, computer operations, incident response, digital functionalities. | 12/31/22 | System Live and in Production |
| Infor Cloudsuite ERP (Finance/HR/SCM) - go live and integration | 01/31/23 | System Live and in Production |
| Automotive system replacement- metrics: post-go-live user satisfaction, number of fleet vehicles/repair orders | 09/30/23 | System Live and in Production |
| Waste Management electronic process and system implementation - paperless, improve efficiencies and interoperability | 09/30/23 | System Live and in Production |
| Revamp City's mobile app and CRM/311 platforms | 12/31/24 | Apps Live and in Production |
| Police/Fire/911 CAD and Police RMS systems replacement - go live New CAD/RMS CloudSuite System | 09/30/25 | System Live and in Production |

Resource requirements (what do we need to succeed?)

- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|--------------------|--|
| \$45,360 | Additional Cellular Data Public Works, Fire, Dev Services, Parks and Rec - \$15,120 annually |
| \$175,000 | City Mobile App Replacement - \$100,000 one-time cost and \$25,000 annually |
| \$267,000 | Solid Waste Management System - \$89,000 annually |
| \$225,285 | Automotive Management System - \$75,095 annually |
| \$52,500 | Priority Dispatch Police and Fire Ongoing Annual Maintenance - \$17,000 annually |
| \$60,000 | Forerunner Floodplain and CRS Management - \$20,000 annually |
| \$90,000 | BlueBeam Electronic Signature Software - \$30,000 annually |
| \$150,000 | New City Website Platform Support - \$50,000 annually |
| \$30,000 | Cartegraph New Modules And New Users Maintenance – One-time cost |
| \$2,160,000 | INFOR + WFM + CityBase + Questica ERP Annual Maintenance and Support - \$720,000 annually |
| \$900,000 | Inflation Escalation Costs - \$300,000 annually |
| \$4,155,145 | Total |

- Other
 - Space, equipment, etc.

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

| Measure | Target | Date |
|---|--------|----------|
| paperless processes implemented | 100% | 09/30/25 |
| number of modules and city functions moved and live in the systems | 100% | 09/30/25 |
| post-go-live customer acceptance | 100% | 09/30/25 |
| improved operational efficiencies (KPIs) | 25% | 09/30/25 |
| improved citizen services and digital experience | 25% | 09/30/25 |
| Post-go-live transactions process acceptance | 100% | 09/30/25 |
| web pages and digital services live, citizen satisfaction, SEO web traffic metrics, citizen engagement metrics acceptance | 100% | 09/30/25 |

Frequency & venue of review

- Weekly project team meetings.
- Weekly/monthly/quarterly reports to management and stakeholders.

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|----------------------------------|---|---|
| Workforce | improve Employees, Police/Fire/911 communication, call taking, dispatch, computer operations, incident response, digital functionalities. | Initial discomfort in adjusting to new processes |
| Program / Subject Matter Experts | More time available for more value-added activities | Initial discomfort in helping others in adjusting to new processes |
| Sr. Leadership | Improved visibility, reporting, data-driven capabilities | Funds and other resources used for this project are not available for other strategic initiatives |
| Commissioners | Increased engagement due to staff reaching environmental impact goals | Funds and other resources used for this project are not available for other strategic initiatives |
| Customers | Improved customer experience | None |
| Regulators | Improved auditing processes | None |

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

- Efficiencies and cost reductions from increased efficiencies, visibility and situational awareness for decision making, resource allocation planning and operations.
- Increased transparency and accountability
- Cyber-risk reduction and increased security posture from integrated identity management across City enterprise systems, clouds, and platforms. It helps with compliance, accreditation, and ratings.

Negative:

- New costs: additional annual costs to implement and support the new enterprise systems and the new cloud infrastructure (already included in the project budget plans).



Action Plan Worksheet

Action Plan Owner: Raimundo Rodulfo, Innovation & Technology Director

Action Plan Name: 4.1.3-1 Implement Smart and Connected Districts, Buildings, and Facilities (Broadband)

Strategic plan alignment:

- Objective – 4 – Process Excellence: Optimize city processes and operations to provide cost-effective services that efficiently utilize City resources
 - Goal 1 - Enhance the effectiveness of key city processes
- Objective – 6 – Sustainability-focused Excellence: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
 - Goal 2 - Support the use of environmentally friendly practices.

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

| What must be done | By When | How will it be evident |
|---|----------|--|
| Expansion of smart districts – broadband/digital inclusion, fiber optics corridors, wireless/public Wi-Fi networks, smart poles/IoT traffic/safety/camera/environmental sensors – 5 phases of expansion | 09/30/25 | Technology Infrastructure installed, lit and in production |
| New construction projects, with technology infrastructure and smart building capabilities: PG7, FS4, Mobility Hub, technology provisioning completion | 09/30/25 | Technology Infrastructure installed, lit and in production |
| Building renovation projects, with technology infrastructure and smart building capabilities: 427 DSC, City Hall, Fink Studio | 09/30/25 | Technology Infrastructure installed, lit and in production |
| Increase monitoring capability from 2 to 9 sensors by 2025 to analyze, understand, and efficiently improve water quality | 09/30/25 | 9 sensors will be active measuring water quality |
| Increase monitoring capability from 5 to 16 sensors by 2025 to analyze, understand, and efficiently improve air quality | 09/30/25 | 16 sensors will be active measuring air quality |

Resource requirements (what do we need to succeed?)

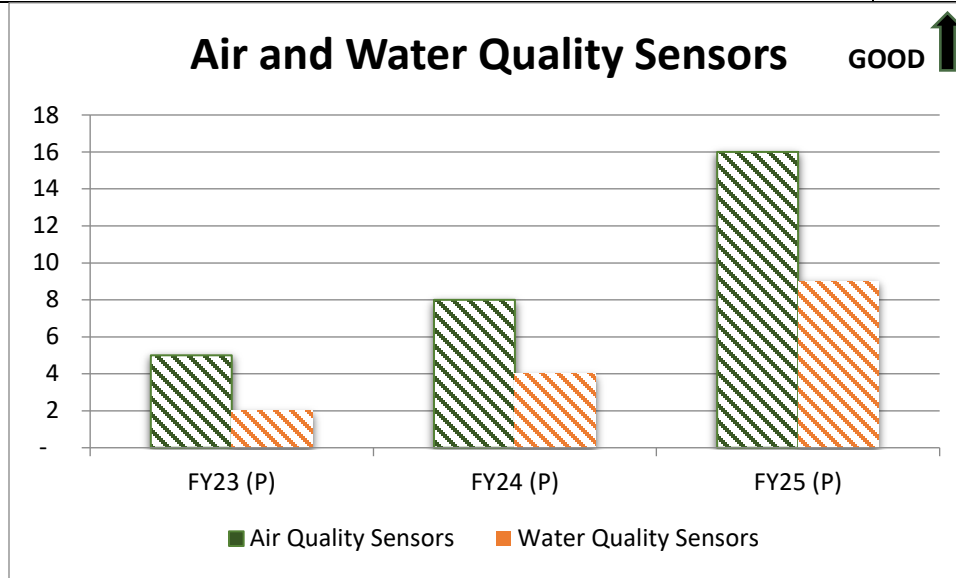
- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|--------------|---|
| \$ 2,756,000 | Smart City Broadband as part of Wi-Fi CIP project |
| \$ 2,756,000 | Total |

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

| Measure | Target | Date |
|--|----------------------|----------|
| Number of districts completed with broadband, wi-fi & wireless/5G connectivity areas, buildings connected, smart/connected mobility, traffic/public safety, connectivity/visibility/automation efficiencies, smart kiosks, smart streets, number of users impacted | 9 (districts A to I) | 09/30/25 |

| Measure | Target | Date |
|---------------------------------|--------|----------|
| Number of water quality sensors | 9 | 09/30/25 |
| Number of air quality sensors | 16 | 09/30/25 |



Frequency & venue of review

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

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|--|---|---|
| Residents, Visitors, Businesses, Employees | <ul style="list-style-type: none"> • Impact on quality of life: mobility, public safety, digital inclusion, and high-speed connectivity (telehealth, tele-edu, telework, MaaS, V2E), foster innovation, entrepreneurship, job creation, economic growth • value-adding, safer, greener, more resilient, smarter, more functional infrastructure for public services | <ul style="list-style-type: none"> • Increased cyber risks (need to be properly mitigated with best practices) |

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

Previous studies on the impact of broadband and smart cities infrastructure (e.g.: Brookings Institute Studies) have found a significant ROI and economic growth from investment, entrepreneurship, jobs creation and opportunities, innovation/patents, digital inclusion, tech entrepreneurship, incubators/accelerators/scaleups, techno-parks, and other effects. Results vary from place to place, but are consistently positive.

- Money:
 - Costs: \$2,756,000
 - Benefits: Undetermined
 - Time to see return on investment: Undetermined



Action Plan Worksheet

Action Plan Owner: Raimundo Rodulfo, Innovation & Technology Director

Action Plan Name: 4.2.5-1 Implement a systematic program for process improvement by 2025

Strategic plan alignment:

- Objective – 4 – Process Excellence: Optimize city processes and operations to provide cost-effective services that efficiently utilize City resources
 - Goal 2 - Increase the efficiency of key resource utilization and service processes

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

| What must be done | By When | How will it be evident |
|---|----------|--|
| Develop with FIU a syllabus/curriculum for an annual Lean Six Sigma Green Belt training and certification for new supervisors/managers | 09/30/23 | Syllabus completed |
| Develop with HR and SkillSoft an internal annual Lean Six Sigma and Process Improvement online training program | 09/30/23 | Recurring courses added to the Skillsoft online catalog |
| Year 1 green belt FIU training implementation funding and coordination with faculty | 09/30/24 | FIU student registered, and classes scheduled |
| Year 1 green belt FIU training implementation execution | 09/30/25 | Certificates of completion and certifications |
| Year 1 Skillsoft online training implementation coordination with HR and department directors | 06/30/24 | SkillSoft online courses and tests assigned to staff by HR, with deadlines |
| Year 1 Skillsoft online training implementation execution – by deadline | 09/30/25 | SkillSoft course and test pass completion records |
| Develop and start with a retained LSS consultant an internal annual Lean Six Sigma and Process Improvement training and Kaizen Blitz hands-on/actionable workshop program | 09/30/25 | Process Improvement hands-on workshop program content developed, funded, and first iteration executed. |

Resource requirements (what do we need to succeed?)

- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|-------------------|--|
| \$ 50,000 | Annual FIU LSS GB Course/Certification for ~10 new supervisors in FY24 |
| \$ 50,000 | Annual LSS Process Improvement Consulting Services in FY24 |
| \$ 100,000 | Total |

- Technology:
 - The City already has an HR Op-Ex budgeted item for SkillSoft LMS annual SaaS cost

- Knowledge/Training:
 - All staff – 1000 hours of online LSS training per year (1000 employees, 1 hour course) + 2 x 16-hour workshops a year for 50 managerial staff = 1600 hours + 80 hour FIU course * 10 new supervisors = 800 hr. Total Hours / year: 3400 training manhours
- Other
 - Space, equipment, etc.: will use City and FIU facilities/network/resources already included above.

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

| Measure | Target | Date |
|--|--------------------------------|----------|
| Number of additional staff trained and certified by FIU | 10 | 09/30/25 |
| Number of employees trained online | 1000 | 09/30/25 |
| Number of employees that attended the hands-on workshops | 50 | 09/30/25 |
| Number of departmental processes improved | 20 | 09/30/25 |
| Cost Savings | 5% reduction on process costs | 09/30/25 |
| Operational Efficiencies | 5% improvement on process KPIs | 09/30/25 |

Frequency & venue of review

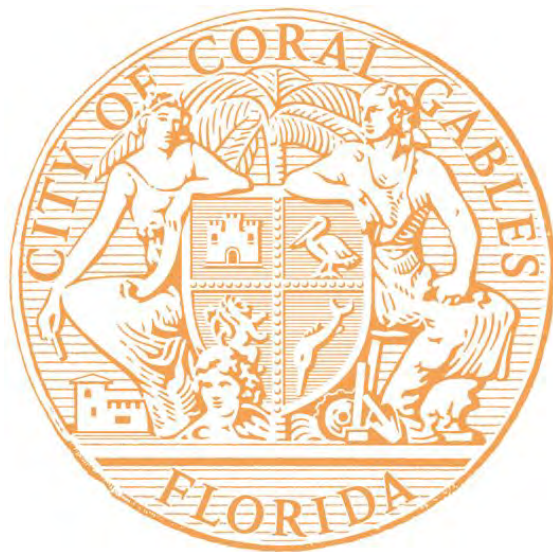
- Weekly project team meeting.
- Weekly/monthly/quarterly report to City Manager.

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|--------------------------|---|--|
| All department directors | <ul style="list-style-type: none"> • Cost savings from business process & improvements | Loss of productivity during training days <ul style="list-style-type: none"> • Cost for implementation and training |
| Residents | <ul style="list-style-type: none"> • Increased satisfaction with City services | <ul style="list-style-type: none"> • Funds expended in support of this action plan will not be available for other projects |

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

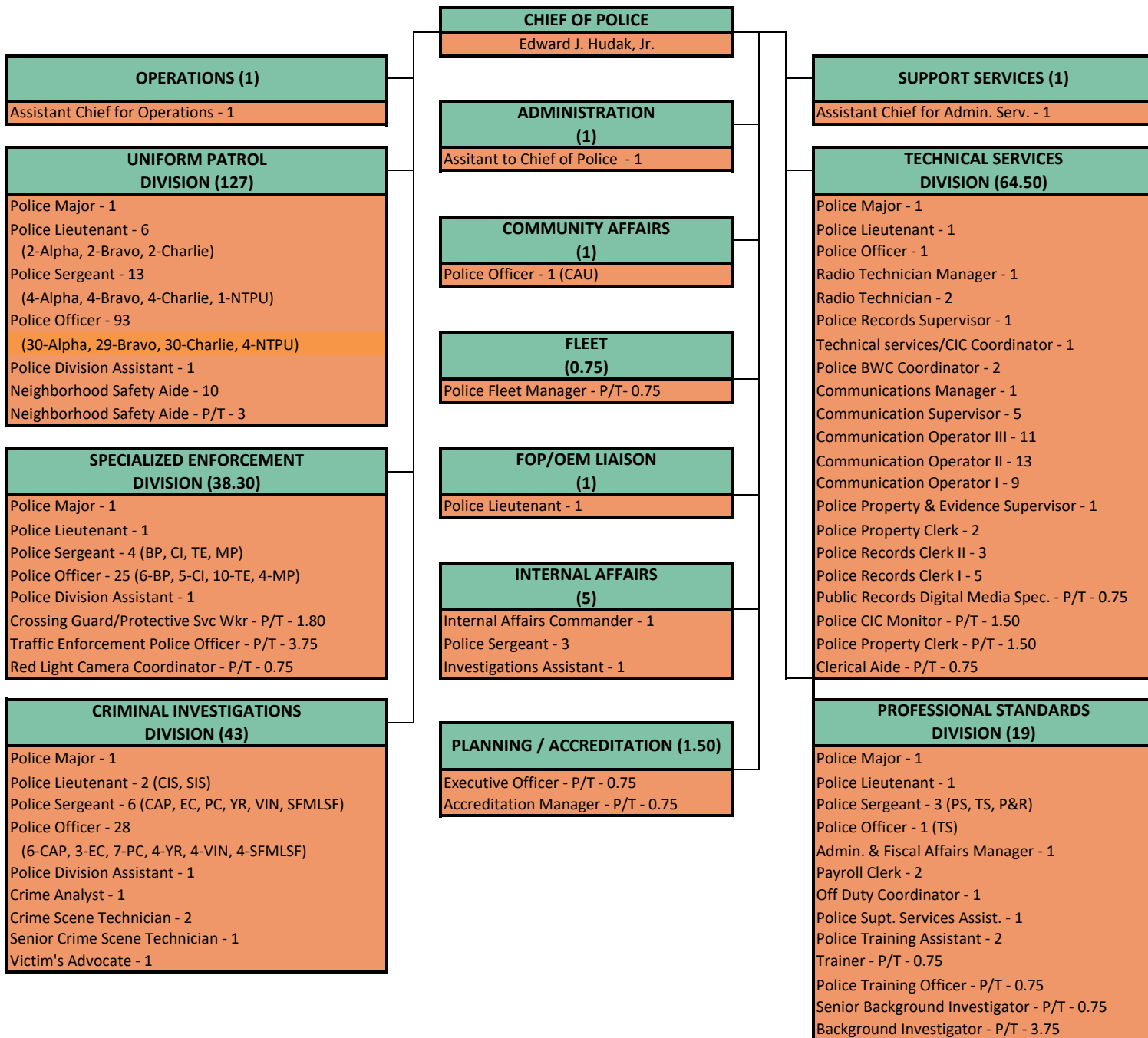
- + \$400,000 expected based on 4:1 return on investment for labor, time, & professional services cost savings (may vary by department) during a 4-year period
- \$100,000 Initial project costs



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

**POLICE
ORGANIZATION CHART**



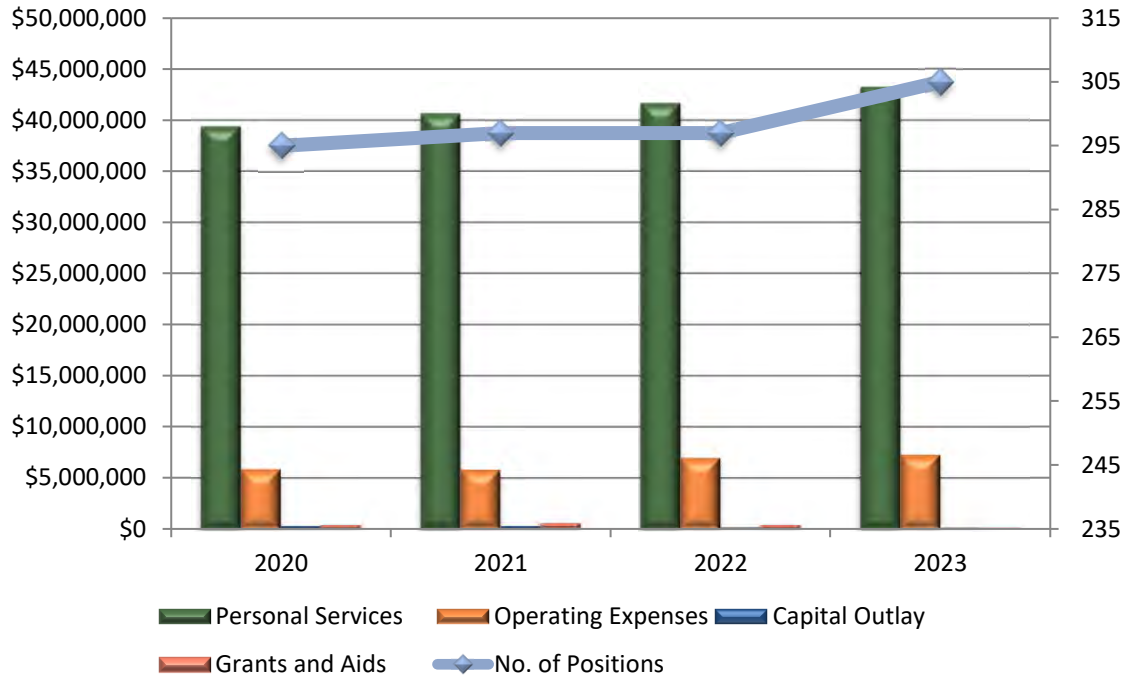
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



**POLICE DEPARTMENT
BUDGET AND POSITION SUMMARY**

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Salaries & Benefits | 39,378,342 | 40,642,484 | 41,644,931 | 43,251,154 |
| Operating Expenses | 5,826,259 | 5,807,175 | 6,924,439 | 7,240,099 |
| Capital Outlay | 280,006 | 306,728 | 141,650 | 103,384 |
| Grants and Aids | 377,498 | 588,615 | 381,935 | 118,178 |
| Total | 45,862,105 | 47,345,002 | 49,092,955 | 50,712,815 |
| | | | | |
| Full Time Headcount | 275.00 | 275.00 | 275.00 | 283.00 |
| Part Time FTE's | 19.80 | 22.05 | 22.05 | 22.05 |
| Total Headcount & FTE's | 294.80 | 297.05 | 297.05 | 305.05 |

EXPENDITURE/PERSONNEL COMPARISONS



Police

Department Function:

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

The **Office of the Chief of Police** includes top Police leadership, as well the Internal Affairs Section, Community Affairs Unit, Fleet, Accreditation and Special Projects sections.

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

The **Specialized Enforcement Division** provides the specialized police services of traffic enforcement, traffic crash investigation, bike patrol, marine patrol, and mounted patrol. The traffic units include motorcycle traffic enforcement and crash investigation units. The marine patrol unit patrols the waterways within the city and multi-jurisdictional bay areas. The bicycle patrol emphasizes patrol efforts in the high-density environments throughout the city. The mounted patrol provides high visibility, crowd control, assists in deterring crime and engages in community policing at City and other special events. Further, the division manages all special events, and addresses many quality-of-life concerns presented to the department.

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

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

The **Professional Standards Division** is responsible for recruitment, applicant background investigations, applicant testing, recruit and in-service training, creation of job regulations, policies and procedures, the Planning and Research Section, and the Administrative & Fiscal Affairs Section. This division also prepares the annual Police Department proposed budget estimate and oversees all Police Department fiscal expenditure activity.

Department Goals:

1. Provide exceptional Police services that exceed the requirements and expectations of the community, including residents, businesses, and visitors.
2. Maintain efforts toward crime reduction – crime trends analysis, effective and efficient use of resources, community engagement, and enhanced Police presence.
3. Provide and foster a comprehensive training environment for all Police employees to prepare, support, empower and retain a quality workforce.
4. Enhance community, law enforcement and other partnerships to better combat crime and achieve a safer community.
5. Strengthen communication and awareness through innovative and integrative technology.

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

POLICE

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ Completed the Cyber Intelligence Pilot and instituted a Cyber Intelligence Investigator with access to multiple open-source intelligence gathering platforms.
- ✓ Actively participated in the Miami-Dade Police Countywide Summer Heat and Community Shield Task Force, targeting violent offenders and gun violence.
- ✓ Effectively hired over 11 Communication Operators and 7 Police Officer positions.
- ✓ Enhanced the training programs for the Police Department through the acquisition and implementation of simulation training equipment, defense tactics courses, and wellness opportunities.
- ✓ Received 1st place in the Champions Class of the 2021 Florida Law Enforcement Traffic Safety Challenge.

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

POLICE

| INDICATOR: | FY21 | | | FY22 | | FY23 |
|---|---------|---------|--------|---------|--------|---------|
| | TARGET | ACTUAL | STATUS | TARGET | YTD | TARGET |
| Crime Watch programs hosted for neighborhoods and local businesses | 20 | 6 | ◆ | 12 | 7 | 12 |
| Public service announcements (crime prevention tips/informational segments) created for publication (both print and Ch. 77) | 10 | 2 | ◆ | 10 | 2 | 6 |
| Number of Crime Prevention Surveys (Residential & Commercial) | 8 | 1 | ◆ | 7 | 3 | 7 |
| News releases distributed to the media | 10 | 6 | ▲ | 12 | 3 | 10 |
| Social media posts and distributions | 325 | 332 | ● | 350 | 68 | 335 |
| Police officers hired | 5 | 14 | ● | 5 | 8 | 5 |
| Communications operators hired | 5 | 7 | ● | 5 | 11 | 5 |
| Citizen complaints filed | 12 | 12 | ● | 12 | 3 | 12 |
| Internal (employee) complaints/grievances filed | 12 | 7 | ● | 12 | 9 | 12 |
| Number of commendations received | 340 | 117 | ◆ | 300 | 79 | 300 |
| Number of CALEA accreditation standards | 460 | 460 | ● | 460 | 460 | 460 |
| Training hours for sworn and non-sworn personnel | 17,000 | 9,633 | ◆ | 12,000 | 7,518 | 12,000 |
| Calls For Service (CFS) processed | 230,000 | 156,863 | ◆ | 200,000 | 69,902 | 220,000 |
| Phone calls processed | 230,000 | 166,890 | ◆ | 165,000 | 90,539 | 185,000 |
| Number of I/I reports processed | 7,122 | 7,290 | ● | 7,205 | 7,960 | 7,205 |
| Arrests processed | 444 | 489 | ● | 474 | 480 | 474 |
| Citations processed | 20,340 | 24,302 | ● | 24,360 | 14,378 | 24,360 |
| Crash reports processed | 1,902 | 2,142 | ● | 2,091 | 1,304 | 2,091 |

Legend

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



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



001 GENERAL FUND
POLICE DEPARTMENT
5000 ADMINISTRATION DIVISION
 521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

| CLASS. NO. | CLASSIFICATION TITLE | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
|----------------------------------|--|---------------------|---------------------|---------------------|---------------------|---------------------|
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES |
| FULL TIME POSITIONS | | | | | | |
| 5025 | Police Chief | 1.00 | 1.00 | 1.00 | 1.00 | \$ 229,857 |
| 0072 | Assistant Police Chief for Admin Serv. | 1.00 | 1.00 | 1.00 | 1.00 | - |
| 5030 | Assistant Police Chief for Operations | 1.00 | 1.00 | 1.00 | 1.00 | 168,065 |
| 5039 | Internal Affairs Commander | 1.00 | 1.00 | 1.00 | 1.00 | 137,375 |
| 5045 | Police Lieutenant - FOP Office | 1.00 | 1.00 | 1.00 | 1.00 | 144,297 |
| 5021 | Police Sergeant | 4.00 | 3.00 | 3.00 | 3.00 | 368,264 |
| 5020 | Police Officer | 1.00 | 1.00 | 1.00 | 1.00 | 96,385 |
| 0132 | Assistant to Chief of Police | 1.00 | 1.00 | 1.00 | 1.00 | 79,304 |
| 5024 | Investigations Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 65,841 |
| 8888 | Overtime | - | - | - | - | 44,257 |
| 9999 | Holiday Worked Pay | - | - | - | - | 8,500 |
| TOTAL FULL TIME HEADCOUNT | | 12.00 | 11.00 | 11.00 | 11.00 | 1,342,145 |
| PART TIME POSITIONS | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's |
| 4022 | Police Fleet Manager - P/T | 1 | 0.75 | 0.75 | 0.75 | 60,236 |
| 0219 | Accreditation Manager - P/T | 1 | 0.75 | 0.75 | 0.75 | 64,493 |
| 9024 | Executive Officer | 1 | 0.75 | 0.75 | 0.75 | 60,117 |
| TOTAL PART TIME FTE's | | 3 | 2.25 | 2.25 | 2.25 | 184,846 |
| TOTAL | | 14.25 | 13.25 | 13.25 | 13.25 | \$ 1,526,991 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|--------------|--------------|--------------|--------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 1,627,359 | \$ 1,800,746 | \$ 1,425,168 | \$ 1,526,991 |
| 2000 Employee Benefits - See Other Cost Dist. | 1,082,709 | 915,929 | 780,838 | 787,562 |
| 3190 Other Professional Services | 32,153 | 30,853 | 31,001 | 33,501 |
| 4010 Travel Expense | 3,581 | 1,795 | 3,500 | 3,500 |
| 4020 Central Garage Motor Pool Oper | 57,468 | 52,575 | 67,700 | 25,675 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 39,974 |
| 4091 Cell Phone Allowance | 1,400 | 1,380 | 1,200 | - |
| 4220 Postage | 157 | 154 | 1,720 | 1,720 |
| 4410 Rental of Machinery and Equipment | 52,431 | 51,700 | 67,460 | 67,460 |
| 4420 General Services Cost - See Other Cost Dist. | 143,350 | 144,225 | 144,082 | 153,756 |
| 4430 Rental of Land and Buildings | - | - | 6,000 | 7,000 |
| 4550 General Liability Insurance | 88,086 | 81,188 | 67,392 | 85,732 |
| 4620 Repair and Maint. of Office Equipment | 500 | 590 | 790 | 790 |
| 4630 Repair/Maint. of Machinery & Equipment | - | 187 | 1,000 | 1,000 |

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 4710 Special Printed Forms | 3,558 | 4,672 | 5,220 | 5,220 |
| 4910 Court Costs & Investigative Expense | 568 | 6,843 | 6,080 | 6,080 |
| 4990 Other Miscellaneous Expense | 7,341 | 6,780 | 9,290 | 9,290 |
| 5100 Office Supplies | 32,069 | 15,359 | 9,000 | 5,500 |
| 5202 Chemicals and Photographic Supplies | - | 289 | 500 | 500 |
| 5206 Food for Human Consumption | 2,491 | 1,977 | 3,500 | 3,500 |
| 5208 Household & Institutional Supplies | - | - | 1,550 | 1,550 |
| 5214 Uniform Allowance | 9,230 | 11,019 | 10,712 | 10,900 |
| 5400 Membership Dues and Subscriptions | 3,195 | 5,060 | 6,715 | 6,715 |
| 5401 Software Subscriptions & Maintenance | - | 6,666 | 21,346 | - |
| 5410 Employee Training | 11,486 | 9,664 | 13,000 | 13,000 |
| 5411 Special Police Education | 746 | 2,326 | 43,158 | 10,000 |
| 6440 Equipment Additions | 999 | 3,000 | 3,000 | 3,000 |
| 7195 Contingency for Budget Reduction | - | - | 5,000 | 5,000 |
| 8200 Federal Grants | 79,500 | 117,076 | 118,178 | 118,178 |
| TOTAL | <u>\$ 3,240,377</u> | <u>\$ 3,272,053</u> | <u>\$ 2,854,100</u> | <u>\$ 2,933,094</u> |

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



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | SALARIES |
|----------------------------------|--------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------|
| | | 2019-2020 ACTUAL HEADCOUNT | 2020-2021 ACTUAL HEADCOUNT | 2021-2022 BUDGET HEADCOUNT | 2022-2023 BUDGET HEADCOUNT | |
| FULL TIME POSITIONS | | | | | | |
| 5026 | Police Major | 1.00 | 1.00 | 1.00 | 1.00 | \$ 165,484 |
| 5022 | Police Lieutenant | 6.00 | 6.00 | 6.00 | 6.00 | 858,562 |
| 5021 | Police Sergeant | 13.00 | 13.00 | 13.00 | 13.00 | 1,562,287 |
| 5020 | Police Officer | 88.00 | 88.00 | 88.00 | 93.00 | 7,080,670 |
| 5038 | Neighborhood Safety Aide | 10.00 | 10.00 | 10.00 | 10.00 | 333,708 |
| 0032 | Police Division Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 64,235 |
| 8888 | Overtime | - | - | - | - | 297,258 |
| 9999 | Holiday Worked Pay | - | - | - | - | 210,000 |
| TOTAL FULL TIME HEADCOUNT | | 119.00 | 119.00 | 119.00 | 124.00 | 10,572,204 |
| PART TIME POSITIONS | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's |
| 9021 | Neighborhood Safety Aide - P/T | 4 | 3.00 | 3.00 | 3.00 | 3.00 |
| TOTAL PART TIME FTE's | | 4 | 3.00 | 3.00 | 3.00 | 3.00 |
| TOTAL | | | 122.00 | 122.00 | 122.00 | \$ 10,572,204 |

EXPENDITURE DETAIL

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|---|---------------------|---------------------|---------------------|---------------------|
| 1000 Salaries | \$ 9,419,337 | \$ 9,659,500 | \$ 9,745,711 | \$ 10,572,204 |
| 2000 Employee Benefits - See Other Cost Dist. | 7,130,198 | 7,339,162 | 7,491,584 | 7,793,963 |
| 3190 Other Professional Services | 560,781 | 491,211 | 515,140 | 515,140 |
| 4010 Travel Expense | 1,158 | 11,188 | 3,500 | 8,500 |
| 4020 Central Garage Motor Pool Oper | 1,155,445 | 1,074,130 | 1,354,684 | 679,110 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 658,692 |
| 4091 Cell Phone Allowance | - | 1,040 | 1,200 | - |
| 4420 General Services Cost - See Other Cost Dist. | 189,936 | 191,095 | 190,906 | 203,723 |
| 4550 General Liability Insurance | 467,485 | 459,454 | 460,847 | 593,573 |
| 4630 Repair/Maint. of Machinery & Equipment | 532 | 2,063 | 2,700 | 2,200 |
| 4710 Special Printed Forms | 683 | 1,933 | 1,500 | 2,000 |
| 5100 Office Supplies | 5,660 | 5,993 | 7,977 | 7,977 |
| 5202 Chemicals and Photographic Supplies | 605 | 559 | 800 | 800 |
| 5205 Expense for Animals | 31,254 | 19,916 | 18,000 | 28,000 |
| 5206 Food for Human Consumption | 177 | 436 | 600 | 600 |
| 5208 Household & Institutional Supplies | 118 | 791 | 800 | 800 |
| 5212 Firearms Ammunition | 37,860 | 27,938 | 39,669 | 39,669 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 5213 Purchase/Rental - Employee Uniforms | 2,654 | 18,607 | 20,237 | 20,237 |
| 5214 Uniform Allowance | 102,284 | 88,779 | 88,540 | 115,640 |
| 5215 Small Tools & Minor Equipment | 8,427 | 13,595 | 13,597 | 13,597 |
| 5400 Membership Dues and Subscriptions | 1,935 | 1,220 | 2,175 | 2,175 |
| 5410 Employee Training | 27,044 | 17,035 | 62,035 | 68,035 |
| 6430 Equipment Repair/Replacement | 15,000 | 15,444 | - | - |
| 6440 Equipment Additions | 44,232 | 115,472 | 53,134 | 68,384 |
| 7195 Contingency for Budget Reduction | - | - | 110,000 | 110,000 |
| TOTAL | <u>\$ 19,202,805</u> | <u>\$ 19,556,561</u> | <u>\$ 20,185,336</u> | <u>\$ 21,505,019</u> |

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



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

| CLASS. NO. | CLASSIFICATION TITLE FULL TIME POSITIONS | NUMBER OF AUTHORIZED POSITIONS | | | | |
|---------------|--|--------------------------------|---------------------|---------------------|---------------------|---------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES |
| 5026 | Police Major | 1.00 | 1.00 | 1.00 | 1.00 | \$ 190,803 |
| 5022 | Police Lieutenant | 2.00 | 2.00 | 2.00 | 2.00 | 281,397 |
| 5021 | Police Sergeant | 6.00 | 6.00 | 6.00 | 6.00 | 732,388 |
| 5020 | Police Officer | 28.00 | 28.00 | 28.00 | 28.00 | 2,342,084 |
| 0032 | Police Division Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 66,162 |
| 5033 | Crime Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 57,079 |
| 5027 | Crime Scene Technician | 2.00 | 2.00 | 2.00 | 2.00 | 85,998 |
| 5031 | Senior Crime Scene Tech. | 1.00 | 1.00 | 1.00 | 1.00 | 72,236 |
| 5037 | Victim's Advocate | 1.00 | 1.00 | 1.00 | 1.00 | 64,003 |
| 8888 | Overtime | - | - | - | - | 363,241 |
| 9999 | Holiday Pay | - | - | - | - | 80,000 |
| TOTAL | | 43.00 | 43.00 | 43.00 | 43.00 | \$ 4,335,391 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|--------------|--------------|--------------|--------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 4,050,112 | \$ 4,300,556 | \$ 4,215,482 | \$ 4,335,391 |
| 2000 Employee Benefits - See Other Cost Dist. | 2,795,973 | 2,952,748 | 3,017,970 | 2,979,827 |
| 3190 Other Professional Services | 2,090 | 1,025 | 1,500 | 1,500 |
| 4010 Travel Expense | (54) | 1,502 | 500 | 2,000 |
| 4020 Central Garage Motor Pool Oper | 292,642 | 277,945 | 341,293 | 228,274 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 116,729 |
| 4091 Cell Phone Allowance | 1,200 | 100 | - | - |
| 4220 Postage | - | 7 | 150 | 150 |
| 4410 Rental of Machinery and Equipment | 4,711 | 1,188 | 4,000 | 4,000 |
| 4420 General Services Cost - See Other Cost Dist. | 153,495 | 154,433 | 154,279 | 164,637 |
| 4550 General Liability Insurance | 194,219 | 200,375 | 199,338 | 243,409 |
| 4620 Repair and Maint. of Office Equipment | 895 | 645 | 1,000 | 1,000 |
| 4630 Repair/Maint. of Machinery & Equipment | 301 | 470 | 2,380 | 2,380 |
| 4710 Special Printed Forms | 523 | 1,310 | 1,655 | 1,500 |
| 4910 Court Costs & Investigative Expense | 121,462 | 159,064 | 125,595 | 130,750 |
| 4930 Information & Credit Investigation Service | 37,825 | 38,216 | 42,575 | 41,000 |
| 4990 Other Miscellaneous Expense | 911 | 552 | 2,000 | 2,000 |
| 5100 Office Supplies | 7,862 | 10,237 | 15,100 | 15,100 |

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 5202 Chemicals and Photographic Supplies | 1,789 | 5,123 | 6,000 | 6,000 |
| 5207 Motor Fuel and Lubricants | - | - | 1,000 | 1,000 |
| 5208 Household & Institutional Supplies | 2,834 | 941 | 1,000 | 1,000 |
| 5214 Uniform Allowance | 34,169 | 36,212 | 40,508 | 46,895 |
| 5215 Small Tools & Minor Equipment | 2,224 | 5,256 | 5,550 | 5,550 |
| 5400 Membership Dues and Subscriptions | 1,555 | 1,485 | 2,980 | 2,980 |
| 5401 Software Subscriptions & Maintenance | - | 8,974 | 11,435 | 11,435 |
| 5410 Employee Training | 7,354 | 20,796 | 29,520 | 29,520 |
| 7195 Contingency for Budget Reduction | - | - | 3,000 | 3,000 |
| 8200 Federal Grants | <u>297,998</u> | <u>456,889</u> | <u>242,373</u> | <u>-</u> |
| TOTAL | <u>\$ 8,012,090</u> | <u>\$ 8,636,049</u> | <u>\$ 8,468,183</u> | <u>\$ 8,377,027</u> |

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



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

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | |
|----------------------------------|--|--------------------------------|---------------------|---------------------|---------------------|---------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES |
| FULL TIME POSITIONS | | | | | | |
| 5026 | Police Major | - | 1.00 | 1.00 | 1.00 | \$ 162,277 |
| 5022 | Police Lieutenant | 1.00 | 1.00 | 1.00 | 1.00 | 144,695 |
| 5020 | Police Officer | - | - | - | 1.00 | 59,997 |
| 5005 | Radio Technician Manager | 1.00 | 1.00 | 1.00 | 1.00 | 109,242 |
| 5004 | Radio Technician | 2.00 | 2.00 | 2.00 | 2.00 | 123,929 |
| 5007 | Police Records Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 83,984 |
| 5013 | Technical services/CIC Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 70,993 |
| 5050 | Police BWC Coordinator | - | - | - | 2.00 | 92,966 |
| 6316 | Communications Manager | 1.00 | 1.00 | 1.00 | 1.00 | 93,900 |
| 5018 | Communication Supervisor | 4.00 | 4.00 | 5.00 | 5.00 | 469,051 |
| 5049 | Communication Operator III | 11.00 | 11.00 | 11.00 | 11.00 | 703,993 |
| 5016 | Communication Operator II | 13.00 | 13.00 | 13.00 | 13.00 | 774,042 |
| 5015 | Communication Operator I | 10.00 | 10.00 | 9.00 | 9.00 | 410,014 |
| 5008 | Police Property & Evidence Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 82,186 |
| 5006 | Police Property Clerk | 2.00 | 2.00 | 2.00 | 2.00 | 82,030 |
| 5012 | Police Records Clerk II | 3.00 | 3.00 | 3.00 | 3.00 | 157,834 |
| 5011 | Police Records Clerk I | 5.00 | 5.00 | 5.00 | 5.00 | 214,216 |
| 8888 | Overtime | - | - | - | - | 300,000 |
| 9999 | Holiday Pay | - | - | - | - | 73,000 |
| TOTAL FULL TIME HEADCOUNT | | 56.00 | 57.00 | 57.00 | 60.00 | 4,208,349 |
| PART TIME POSITIONS | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's |
| 5046 | Public Records Digital Media Specialist - P/ | 1 | 0.75 | 0.75 | 0.75 | 37,676 |
| 5048 | Police CIC Monitor - P/T | 2 | - | 1.50 | 1.50 | 81,892 |
| 5041 | Police Property Clerk - P/T | 2 | 1.50 | 1.50 | 1.50 | 52,820 |
| 9006 | Clerical Aide - P/T | 1 | 0.75 | 0.75 | 0.75 | 21,557 |
| TOTAL PART TIME FTE's | | 6 | 3.00 | 4.50 | 4.50 | 193,945 |
| TOTAL | | | 59.00 | 61.50 | 61.50 | \$ 4,402,294 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|--------------|--------------|--------------|--------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 4,249,979 | \$ 4,346,299 | \$ 4,205,528 | \$ 4,402,294 |
| 2000 Employee Benefits - See Other Cost Dist. | 2,156,238 | 2,315,280 | 2,534,985 | 2,517,250 |
| 3190 Other Professional Services | 2,493 | 1,062 | 2,500 | 2,000 |
| 4020 Central Garage Motor Pool Oper | 60,922 | 56,606 | 71,391 | 35,534 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 34,973 |
| 4420 General Services Cost - See Other Cost Dist. | 199,011 | 200,226 | 200,027 | 213,457 |
| 4450 Lease Equipment | 8,500 | 12,000 | - | - |
| 4550 General Liability Insurance | 182,223 | 190,379 | 195,321 | 247,165 |
| 4620 Repair and Maint. of Office Equipment | - | 1,233 | 1,500 | 1,500 |
| 4630 Repair/Maint. of Machinery & Equipment | 10,933 | 9,043 | 66,837 | 60,337 |

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 4710 Special Printed Forms | 1,219 | 2,844 | 4,800 | 4,800 |
| 4990 Other Miscellaneous Expense | 475 | 651 | 900 | 1,400 |
| 5100 Office Supplies | 9,565 | 13,101 | 16,600 | 16,600 |
| 5206 Food for Human Consumption | 550 | 1,163 | 2,906 | 2,906 |
| 5208 Household & Institutional Supplies | 1,479 | 2,864 | 3,025 | 5,025 |
| 5209 Protective Clothing | 125 | 109 | 180 | - |
| 5214 Uniform Allowance | 9,604 | 2,070 | 57,520 | 31,200 |
| 5215 Small Tools & Minor Equipment | 4,185 | 4,160 | 4,675 | 4,675 |
| 5217 Operating Equipment Repair Parts | 27,300 | 36,515 | 38,804 | 43,150 |
| 5400 Membership Dues and Subscriptions | 3,386 | 6,006 | 3,715 | 8,215 |
| 5401 Software Subscriptions & Maintenance | 15,078 | 146,653 | 164,438 | 164,438 |
| 5410 Employee Training | 16,463 | 30,448 | 32,570 | 43,224 |
| 6430 Equipment Repair/Replacement | 143,797 | 107,484 | 39,766 | - |
| 6440 Equipment Additions | <u>11,703</u> | <u>31,477</u> | <u>-</u> | <u>17,000</u> |
| TOTAL | <u>\$ 7,115,228</u> | <u>\$ 7,517,673</u> | <u>\$ 7,647,988</u> | <u>\$ 7,857,143</u> |

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



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

| CLASS. NO. | CLASSIFICATION TITLE | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
|----------------------------------|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES |
| FULL TIME POSITIONS | | | | | | |
| 5026 | Police Major | 1.00 | 1.00 | 1.00 | 1.00 | \$ 173,495 |
| 5022 | Police Lieutenant | 1.00 | 1.00 | 1.00 | 1.00 | 142,655 |
| 0813 | Administrative & Fiscal Affairs Manager | 1.00 | 1.00 | 1.00 | 1.00 | 75,769 |
| 5021 | Police Sergeant | 3.00 | 3.00 | 3.00 | 3.00 | 348,369 |
| 5020 | Police Officer | 1.00 | 1.00 | 1.00 | 1.00 | 59,997 |
| 0305 | Payroll Clerk | 2.00 | 2.00 | 2.00 | 2.00 | 105,045 |
| 5001 | Police Training Assistant | 2.00 | 2.00 | 2.00 | 2.00 | 113,231 |
| 5014 | Police Supt. Services Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 41,415 |
| 6104 | Off Duty Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 41,849 |
| 9999 | Holiday Pay | - | - | - | - | 6,500 |
| 8888 | Overtime | - | - | - | - | 32,500 |
| TOTAL FULL TIME HEADCOUNT | | 13.00 | 13.00 | 13.00 | 13.00 | 1,140,825 |
| PART TIME POSITIONS | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's |
| 5028 | Trainer - P/T | 1 | 0.75 | 0.75 | 0.75 | 21,311 |
| 0224 | Police Training Officer - P/T | 1 | - | 0.75 | 0.75 | 54,001 |
| 0102 | Sr. Background Investigator - P/T | 1 | 0.75 | 0.75 | 0.75 | 64,493 |
| 0075 | Background Investigator - P/T | 5 | 3.75 | 3.75 | 3.75 | 215,540 |
| TOTAL PART TIME FTE's | | 8 | 5.25 | 6.00 | 6.00 | 355,345 |
| TOTAL | | 18.25 | 19.00 | 19.00 | 19.00 | \$ 1,496,170 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|--------------|--------------|--------------|--------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 1,212,279 | \$ 1,113,876 | \$ 1,507,372 | \$ 1,496,170 |
| 2000 Employee Benefits - See Other Cost Dist. | 534,055 | 635,242 | 813,379 | 807,163 |
| 3190 Other Professional Services | - | - | 13,000 | 13,000 |
| 4020 Central Garage Motor Pool Oper | 67,702 | 64,488 | 78,922 | 54,582 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 25,429 |
| 4410 Rental of Machinery and Equipment | 4,904 | - | - | - |
| 4420 General Services Cost - See Other Cost Dist. | 187,625 | 188,771 | 188,584 | 201,245 |
| 4550 General Liability Insurance | 51,955 | 57,252 | 71,279 | 84,002 |
| 4620 Repair and Maint. of Office Equipment | 92 | 567 | 359 | 300 |
| 4630 Repair/Maint. of Machinery & Equipment | 11,396 | 4,140 | 4,237 | 4,296 |
| 4710 Special Printed Forms | 195 | 105 | 1,500 | 7,780 |
| 4910 Court Costs & Investigative Expense | 17,186 | 11,973 | 23,242 | 16,962 |
| 5100 Office Supplies | 6,062 | 5,880 | 12,700 | 12,700 |
| 5208 Household & Institutional Supplies | - | 1,003 | 1,120 | 1,120 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|--|---------------------|---------------------|---------------------|---------------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 5212 Firearms Ammunition | 73,362 | 62,183 | 73,364 | 91,704 |
| 5213 Purchase/Rental - Employee Uniforms | 22,000 | 18,500 | 22,000 | 22,000 |
| 5214 Uniform Allowance | 95,128 | 70,645 | 95,050 | 87,000 |
| 5215 Small Tools & Minor Equipment | 7,500 | 6,663 | 7,500 | 7,500 |
| 5217 Operating Equipment Repair Parts | 19,857 | 17,352 | 13,000 | 13,000 |
| 5400 Membership Dues and Subscriptions | 2,434 | 1,385 | 3,410 | 3,410 |
| 5410 Employee Training | 132,110 | 103,322 | 198,575 | 180,175 |
| 6430 Equipment Repair/Replacement | 28,875 | - | 28,000 | - |
| 6440 Equipment Additions | 35,400 | - | - | - |
| 7195 Contingency for Budget Reduction | - | - | 28,000 | 28,000 |
| 8200 Federal Grants | - | 14,650 | 21,384 | - |
| TOTAL | \$ 2,510,117 | \$ 2,377,997 | \$ 3,205,977 | \$ 3,157,538 |

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



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

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|----------------------------------|---|--------------------------------|------------------|------------------|------------------|--------------|---------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL | ACTUAL | BUDGET | BUDGET | | |
| FULL TIME POSITIONS | | HEADCOUNT | HEADCOUNT | HEADCOUNT | HEADCOUNT | | |
| 5026 | Police Major | 1.00 | 1.00 | 1.00 | 1.00 | \$ | 150,101 |
| 5022 | Police Lieutenant | 1.00 | 1.00 | 1.00 | 1.00 | | 137,533 |
| 5021 | Police Sergeant | 4.00 | 4.00 | 4.00 | 4.00 | | 470,100 |
| 5020 | Police Officer | 25.00 | 25.00 | 25.00 | 25.00 | | 2,216,883 |
| 0032 | Police Division Assistant | 1.00 | 1.00 | 1.00 | 1.00 | | 71,207 |
| 8888 | Overtime | - | - | - | - | | 141,072 |
| 9999 | Holiday Pay | - | - | - | - | | 70,000 |
| TOTAL FULL TIME HEADCOUNT | | 32.00 | 32.00 | 32.00 | 32.00 | | 3,256,896 |
| PART TIME POSITIONS | | HC | FTE's | FTE's | FTE's | FTE's | |
| 9004 | Crossing Guard/Protective Svc Wkr - P/T | 3 | 1.80 | 1.80 | 1.80 | 1.80 | 60,935 |
| 5220 | Traffic Enforcement Police Officer | 5 | 3.75 | 3.75 | 3.75 | 3.75 | 311,586 |
| 5000 | Red Light Camera Coordinator - P?T | 1 | 0.75 | 0.75 | 0.75 | 0.75 | 41,470 |
| TOTAL PART TIME FTE's | | 9 | 6.30 | 6.30 | 6.30 | 6.30 | 413,991 |
| TOTAL | | | 38.30 | 38.30 | 38.30 | 38.30 | \$ 3,670,887 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|--------------|--------------|--------------|--------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 3,314,489 | \$ 3,401,908 | \$ 3,537,870 | \$ 3,670,887 |
| 2000 Employee Benefits - See Other Cost Dist. | 1,805,614 | 1,861,238 | 2,369,044 | 2,361,452 |
| 3190 Other Professional Services | 496 | 330 | - | - |
| 4010 Travel Expense | 409,880 | 449,819 | 500 | 2,000 |
| 4020 Central Garage Motor Pool Oper | 158,516 | 158,779 | 528,025 | 242,965 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 275,497 |
| 4550 General Liability Insurance | 13,958 | 14,975 | 167,296 | 206,101 |
| 4630 Repair/Maint. of Machinery & Equipment | 3,981 | 101 | 18,200 | 18,200 |
| 4710 Special Printed Forms | - | 350 | 6,050 | 6,050 |
| 4910 Court Costs & Investigative Expense | 3,927 | 11,384 | 1,200 | 1,200 |
| 4990 Other Miscellaneous Expense | 3,322 | 2,723 | 9,430 | 4,817 |
| 5100 Office Supplies | 713 | 289 | 3,500 | 3,500 |
| 5202 Chemicals and Photographic Supplies | 1,090 | 10 | 600 | 600 |
| 5206 Food for Human Consumption | - | - | 2,000 | 2,000 |
| 5213 Purchase/Rental - Employee Uniforms | 842 | - | - | - |
| 5214 Uniform Allowance | 43,251 | 33,799 | 39,599 | 43,725 |
| 5215 Small Tools & Minor Equipment | 5,979 | 6,097 | 4,500 | 4,500 |

EXPENDITURE DETAIL

| | <u>2019-2020 ACTUAL</u> | <u>2020-2021 ACTUAL</u> | <u>2021-2022 BUDGET</u> | <u>2022-2023 BUDGET</u> |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 5400 Membership Dues and Subscriptions | 1,646 | 731 | 1,000 | 1,000 |
| 5410 Employee Training | 13,761 | 8,285 | 21,307 | 20,000 |
| 5415 Employee Workplace Improvements | 23 | - | - | - |
| 6430 Equipment Repair/Replacement | - | 33,851 | 17,750 | 15,000 |
| 7195 Contingency for Budget Reduction | - | - | 3,500 | 3,500 |
| TOTAL | <u>\$ 5,781,488</u> | <u>\$ 5,984,669</u> | <u>\$ 6,731,371</u> | <u>\$ 6,882,994</u> |

Action Plan Worksheet



Action Plan Owner: Edward J. Hudak, Jr., Chief of Police

Action Plan Name: 1.2.3-1 Achieve police response time of 90% of responses within 9 minutes of call for non-emergency and 5 minutes for emergency calls by 2025

Strategic plan alignment:

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 2 - Attain world-class performance levels in public safety

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

| What must be done | By When | How will it be evident |
|--|-----------|--|
| Officer Wellness Program (Pilot) to help ensure sufficient officer availability | 07/31/22 | PSA executed and employee attendance at wellness sessions. |
| ProQA software acquisition and implementation | 11/01/22 | IT acquisition and implementation in Communications Section. |
| Communications Section staffing shortfalls eliminated | 12/31/22 | Full staffing of Communications Section budgeted positions. |
| Department staffing – Alignment and expansion of budgeted positions in critical areas of Department | 01/01/24 | Changes approved by City Manager |
| Response Fleet Vehicles and Equipment Standards – Align all response fleet vehicles and equipment to law enforcement standards – technology, safety, enforcement capabilities. | 01/01/24 | Inspection checklists |
| Department-wide Training of Personnel – Incorporation of simulation systems and broadening training curriculum | 09/30/25 | Attendance rosters |
| PSI Meetings – Review of crime rates, response times, crash rates, other performance metrics. | Quarterly | Meeting minutes |

Resource requirements:

- Time:
 - Program / Subject Matter Experts – IT and consultants needed for critical software replacements, BWC Program implementation, and other technological needs. Fleet SMEs, particularly for vehicles and associated law enforcement technology/equipment, will be needed. Additional physical trainers and wellness experts for officer safety and wellness programs. Also, possible SMEs for quality assurance for Communications and the Department.

- Finances:

| \$ Amount | Purpose |
|--------------------|--|
| \$1,500,000 | Estimated <i>annual</i> costs foreseen regarding BWC Program – ongoing equipment, video storage, redaction, training, and software components. |
| \$1,500,000 | Estimated costs for software requirements, including ProQA ongoing needs, Communications Section technology needs, other department-wide software initiatives. |
| \$375,000 | Estimated <i>annual</i> costs foreseen for capital matrix replacement of Police & Fire Headquarters equipment to enhance training, wellness, reporting capabilities, and response times. |
| \$300,000 | Equipment needs for Department related to Fleet technology replacements and advancements. |
| \$250,000 | Funds needed for Department staffing based on strategic needs assessment of operations and budgeted positions. |
| \$150,000 | Overtime funds to properly budget for the overtime usage of each Police Division (includes backfill for training and task forces). |
| \$50,000 | Increase funds needed for training budget to conduct and expand necessary trainings to Department personnel (including specialized training). |
| \$7,000 | Enhancement and replacements needed for existing equipment related to prisoner van. |
| \$25,000 | Anticipated expenses for an ongoing Officer Wellness Program. |
| \$4,157,000 | Total |

- Technology:

- Enhancement and replacements needed for existing equipment related to prisoner van.
- Enhancements for Department-wide training.
- Capital replacement cycle of Police & Fire Headquarters Building.

- HR Support: Recruit, hire, and onboard required personnel

- Knowledge/Training:

- All staff – 100 hours of total training.

- Other

- Fleet of vehicles requiring upgrade to latest models and available law enforcement technology, as well as associated equipment for the vehicles.

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

| Measure | Target | Date | | | | | | | | | | | | |
|--|--|----------------------------------|-------------|--------------------------------------|----------------------------------|----------|------|------|----------|------|------|----------|------|------|
| Unit travel time | Non-emergency: 9 minutes or less; Emergency: 5 minutes or less. | 09/30/25 | | | | | | | | | | | | |
| <p>Unit Travel Time GOOD ↑</p> <table border="1"> <caption>Unit Travel Time Performance Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Non-emergency: 9 Minutes or Less (%)</th> <th>Emergency: 5 Minutes or Less (%)</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>~90%</td> <td>~90%</td> </tr> <tr> <td>FY24 (P)</td> <td>~95%</td> <td>~95%</td> </tr> <tr> <td>FY25 (P)</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table> | | | Fiscal Year | Non-emergency: 9 Minutes or Less (%) | Emergency: 5 Minutes or Less (%) | FY23 (P) | ~90% | ~90% | FY24 (P) | ~95% | ~95% | FY25 (P) | 100% | 100% |
| Fiscal Year | Non-emergency: 9 Minutes or Less (%) | Emergency: 5 Minutes or Less (%) | | | | | | | | | | | | |
| FY23 (P) | ~90% | ~90% | | | | | | | | | | | | |
| FY24 (P) | ~95% | ~95% | | | | | | | | | | | | |
| FY25 (P) | 100% | 100% | | | | | | | | | | | | |
| Essential training of personnel | 100% of personnel | 09/30/25 | | | | | | | | | | | | |
| Officer Wellness Program participation | 50% | 09/30/25 | | | | | | | | | | | | |
| Communications section staffing levels | 95% | 09/30/25 | | | | | | | | | | | | |
| Percent of response vehicle fleet meeting law enforcement standards | 70% | 09/30/25 | | | | | | | | | | | | |
| Percent of response officer availability | 75% | 09/30/25 | | | | | | | | | | | | |

Frequency & venue of review:

- Weekly meetings with Department Senior Staff for briefings on Division activities, goals, events.
- Monthly report detailing audits of crash reports and other crime statistics.
- Quarterly PSI meetings with other City Department Heads and internal stakeholders.
- Quarterly Review & Analysis meetings

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|-----------------------------|--|---|
| Police Department employees | <ul style="list-style-type: none"> • Safer work environment; • Career development and skills enhancement opportunities; • Improved job satisfaction and engagement; • Better health and safety of officers and employees | <ul style="list-style-type: none"> • Training and changes require time, effort, and input from employees. |
| Sr. Leadership | <ul style="list-style-type: none"> • Overall improved performance from staff. | <ul style="list-style-type: none"> • Required involvement to direct necessary changes. |
| Residents and Public | <ul style="list-style-type: none"> • Improved satisfaction with police response times • Less chance of victimization • Reduced exposure to dollar amount awards resulting from civil suits | <ul style="list-style-type: none"> • Resources required to implement these changes are not available for other projects. |

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

- Money:
 - Costs: \$4.15 million in costs needed to support Department strategic plans.
 - Benefits: Undetermined savings from having healthier officers and reduced exposure to dollar amount awards resulting from civil suits.
 - Return on investment should be seen annually as plans are implemented and evaluations are conducted.
- Other benefits:
 - Better resident and public response to law enforcement.

Action Plan Worksheet



Action Plan Owner: Edward J. Hudak, Jr., Chief of Police

Action Plan Name: 1.2.4-1 Maintain at least 90th percentile performance for crime rates within the State of Florida for similar sized cities

Strategic plan alignment:

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 2 - Attain world-class performance levels in public safety

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

| What must be done | By When | How will it be evident |
|--|-----------|--|
| Complete and evaluate transition to NIBRS | 10/01/22 | Analysis, compliance with FDLE standards and successful FDLE audits. |
| Body-Worn Cameras (BWC) Program implementation | 12/31/22 | RFP completion, City Commission approval, contract execution; followed by equipment acquisition and training of personnel. |
| Citywide lighting review and implementation | 12/31/22 | Public Works progress reports by neighborhood. |
| TASER Replacement Cycle | 01/01/24 | Initiate new cycle of TASER replacement (previous cycle ends in FY23). |
| Department staffing | 01/01/24 | Alignment and expansion of budgeted positions to assess critical areas of Department. |
| CAD replacement | 07/31/24 | IT and Police evaluation of software, procurement, and implementation. |
| Department-wide Training of Personnel | 09/30/25 | Incorporation of simulation systems and broadening training curriculum. |
| CALEA Accreditation On-Site Review | 12/01/25 | Awarding of re-accreditation with excellence. |
| PSI Meetings | Quarterly | Review of crime rates, response times, crash rates, other performance metrics. |

Resource requirements:

- Time:
 - Program / Subject Matter Experts – IT and consultants needed for critical software replacements (CAD), BWC Program implementation, and other technological needs. SMEs from City regarding lightning needs will be critical to key tasks.

- Finances:

| \$ Amount | Purpose |
|--------------------|--|
| \$1,500,000 | Estimated <i>annual</i> costs foreseen regarding BWC Program – ongoing equipment, video storage, redaction, training, and software components |
| \$1,500,000 | Estimated costs for software requirements, including CAD replacement, other Communications Section technology needs, other department-wide software initiatives. |
| \$750,000 | Estimated costs for new five-year replacement cycle for existing TASER units. Current cycle expires in FY23, and the initiation of a new cycle is required for replacement of units outside the life expectancy. |
| \$250,000 | Funds needed for Department staffing based on strategic needs assessment of operations and budgeted positions. |
| \$150,000 | Overtime funds to properly budget for the overtime usage of each Police Division (includes backfill for officer training and ongoing NIBRS improvements). |
| \$50,000 | Increase funds needed for training budget to conduct and expand necessary trainings to Department personnel (including specialized training). |
| \$4,200,000 | Total |

- Technology:

- Enhancement and replacements needed for TASER replacement cycle and prisoner holding cells.
- Enhancements for Department-wide training.

- Knowledge/Training:

- All staff – 100 hours of training.

- Other

- Fleet of vehicles requiring upgrade to latest models and available law enforcement technology, as well as associated equipment for the vehicles.

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

| Measure | Target | Date | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--------------------------|----------------------------------|-------------------|------------------------|----------------------|-------------------|-----------------------|---------------------|------------------|------|-------|-------|-------|------|------|------|------|-------|-------|-------|------|------|------|------|-------|-------|-------|------|------|------|------|-------|-------|-------|------|------|------|------|-------|-------|-------|------|------|------|------|-------|-------|-------|------|------|------|------|-------|-------|-----|------|------|------|----------|-------|-------|-----|------|------|------|----------|-------|-------|-----|------|------|------|
| UCR/NIBRS comparison crime rates | 5-10% reduction annually | 09/30/23 09/30/24 09/30/25 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <div style="text-align: center;"> <h3>UCR Crime Rates</h3> <p>The chart displays UCR Crime Rates from 2014 to 2022 (P). The left Y-axis represents the number of incidents (0 to 3,000), and the right Y-axis represents the rate (0.0% to 4.5%). Three data series are shown: Coral Gables Incidents (green bars), Boca Raton Incidents (orange bars), and Jupiter Incidents (blue bars). Corresponding rates are shown as lines with markers: Coral Gables Rate (green line with diamonds), Boca Raton Rate (orange line with circles), and Jupiter Rate (blue line with squares). The chart shows a general downward trend in both incidents and rates over the period. A target of 5-10% reduction is indicated. A 'GOOD' label with a downward arrow points to the 2021-2022 period.</p> <table border="1"> <caption>UCR Crime Rates Data (Estimated)</caption> <thead> <tr> <th>Year</th> <th>Coral Gables Incidents</th> <th>Boca Raton Incidents</th> <th>Jupiter Incidents</th> <th>Coral Gables Rate (%)</th> <th>Boca Raton Rate (%)</th> <th>Jupiter Rate (%)</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>2,050</td> <td>2,200</td> <td>1,200</td> <td>4.1%</td> <td>2.7%</td> <td>1.8%</td> </tr> <tr> <td>2015</td> <td>1,750</td> <td>2,400</td> <td>1,300</td> <td>3.8%</td> <td>3.0%</td> <td>1.9%</td> </tr> <tr> <td>2016</td> <td>1,600</td> <td>2,700</td> <td>1,400</td> <td>3.5%</td> <td>3.3%</td> <td>2.0%</td> </tr> <tr> <td>2017</td> <td>1,450</td> <td>2,700</td> <td>1,300</td> <td>3.2%</td> <td>3.0%</td> <td>1.9%</td> </tr> <tr> <td>2018</td> <td>1,300</td> <td>2,550</td> <td>1,100</td> <td>2.9%</td> <td>2.7%</td> <td>1.7%</td> </tr> <tr> <td>2019</td> <td>1,400</td> <td>2,350</td> <td>1,150</td> <td>3.1%</td> <td>2.5%</td> <td>1.8%</td> </tr> <tr> <td>2020</td> <td>1,250</td> <td>2,300</td> <td>800</td> <td>2.8%</td> <td>2.4%</td> <td>1.6%</td> </tr> <tr> <td>2021 (P)</td> <td>1,150</td> <td>2,200</td> <td>850</td> <td>2.7%</td> <td>2.3%</td> <td>1.6%</td> </tr> <tr> <td>2022 (P)</td> <td>1,100</td> <td>2,200</td> <td>800</td> <td>2.6%</td> <td>2.3%</td> <td>1.5%</td> </tr> </tbody> </table> </div> | | | Year | Coral Gables Incidents | Boca Raton Incidents | Jupiter Incidents | Coral Gables Rate (%) | Boca Raton Rate (%) | Jupiter Rate (%) | 2014 | 2,050 | 2,200 | 1,200 | 4.1% | 2.7% | 1.8% | 2015 | 1,750 | 2,400 | 1,300 | 3.8% | 3.0% | 1.9% | 2016 | 1,600 | 2,700 | 1,400 | 3.5% | 3.3% | 2.0% | 2017 | 1,450 | 2,700 | 1,300 | 3.2% | 3.0% | 1.9% | 2018 | 1,300 | 2,550 | 1,100 | 2.9% | 2.7% | 1.7% | 2019 | 1,400 | 2,350 | 1,150 | 3.1% | 2.5% | 1.8% | 2020 | 1,250 | 2,300 | 800 | 2.8% | 2.4% | 1.6% | 2021 (P) | 1,150 | 2,200 | 850 | 2.7% | 2.3% | 1.6% | 2022 (P) | 1,100 | 2,200 | 800 | 2.6% | 2.3% | 1.5% |
| Year | Coral Gables Incidents | Boca Raton Incidents | Jupiter Incidents | Coral Gables Rate (%) | Boca Raton Rate (%) | Jupiter Rate (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2014 | 2,050 | 2,200 | 1,200 | 4.1% | 2.7% | 1.8% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2015 | 1,750 | 2,400 | 1,300 | 3.8% | 3.0% | 1.9% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2016 | 1,600 | 2,700 | 1,400 | 3.5% | 3.3% | 2.0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2017 | 1,450 | 2,700 | 1,300 | 3.2% | 3.0% | 1.9% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2018 | 1,300 | 2,550 | 1,100 | 2.9% | 2.7% | 1.7% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 | 1,400 | 2,350 | 1,150 | 3.1% | 2.5% | 1.8% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 | 1,250 | 2,300 | 800 | 2.8% | 2.4% | 1.6% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2021 (P) | 1,150 | 2,200 | 850 | 2.7% | 2.3% | 1.6% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2022 (P) | 1,100 | 2,200 | 800 | 2.6% | 2.3% | 1.5% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Essential training of personnel | 100% of personnel | 09/30/25 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Frequency & venue of review:

- Weekly meetings with Senior Staff for briefings on Division activities, goals, events.
- Monthly report detailing audits of crash reports and other crime statistics.
- Quarterly PSI meetings with other City Department Heads and internal stakeholders.
- Monthly meetings with City Manager.

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|-----------------------------|--|--|
| Police Department employees | <ul style="list-style-type: none"> • Safer work environment; • Career development and skills enhancement opportunities; • Improved job satisfaction and engagement. | <ul style="list-style-type: none"> • Training and changes require time, effort, and input from employees. |
| Sr. Leadership | <ul style="list-style-type: none"> • Overall improved performance from staff. | <ul style="list-style-type: none"> • Required involvement to direct necessary changes. |
| Residents and Public | <ul style="list-style-type: none"> • Less chance of victimization. | <ul style="list-style-type: none"> • Resources required to implement these changes will not be available for other initiatives. |

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

- Money:
 - Costs: \$4.20 million in costs needed to support Department strategic plans.
 - Benefits: Reduced crime, increased/quicker response rate, better health and safety of officers and employees, increase capabilities of law enforcement, and reduced exposure to dollar amount awards resulting from civil suits.
 - Return on investment should be seen annually as plans are implemented and evaluations are conducted.
- Other benefits:
 - Better resident and public response to law enforcement.

Action Plan Worksheet



Action Plan Owner: Edward J. Hudak, Jr., Chief of Police

Action Plan Name: 1.2.5-1 Reduce crash rates by 5% annually

Strategic plan alignment:

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 2 - Attain world-class performance levels in public safety

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

| What must be done | By When | How will it be evident |
|---|-----------|---|
| Citywide lighting review and implementation | 12/31/22 | Public Works progress reports by neighborhood |
| Acquisition of Meridian barricades and associated safety equipment | 01/01/23 | Barricades on hand |
| Department staffing | 01/01/24 | Alignment and expansion of budgeted positions to assess critical areas of Department. |
| Department-wide Training of Personnel | 09/30/25 | Incorporation of simulation systems and broadening training curriculum. |
| Audit of traffic accidents and top locations | Monthly | Monthly audit reports from SED. |
| Education campaigns for public on high accident locations, DUI initiatives, pedestrian safety, bicycle safety, etc. | Quarterly | Review of reports on education campaigns and initiatives. |
| PSI Meetings | Quarterly | Review of crime rates, response times, crash rates, other performance metrics. |
| Review of crash rates and fatalities trends and mitigation approaches | Annually | Report showing trends, analysis, and objectives. |

Resource requirements:

- Time:
 - Program / Subject Matter Experts –
 - IT and consultants needed for critical software replacements, equipment acquisition, and other technological needs. Total amount of time to be determined.
 - SMEs from City regarding lightning needs will be critical to key tasks. Total amount of time to be determined.
 - SMEs for training and equipment assistance to reduce crash rates and minimize fatalities. Total amount of time to be determined.

- Finances:

| \$ Amount | Purpose |
|------------------|---|
| \$300,000 | Equipment needs for Department related to technology replacements and advancements. |
| \$200,000 | Safety equipment to secure road closures and public at special events and other City events. |
| \$25,000 | Anticipated cost for traffic mitigation and traffic certification trainings for crash reduction (costs might be supplemented by FDOT grants). |
| \$525,000 | Total |

- Technology:

- o Enhancement and replacements needed for traffic mitigation and education campaigns.
- o Enhancements for Department-wide training.

- Knowledge/Training:

- o All staff – 100 hours of training.

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

| Measure | Target | Date | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|----------------------------------|--------------------------------|------------------------------|-----------------------|--------------------------------|-------------------------|------|-------|-------|------|------|------|-------|-------|------|------|------|-------|-------|------|------|------|-------|-------|------|------|------|-------|-------|------|------|----------|-------|-------|------|------|----------|-------|-------|------|------|----------|-------|-------|------|------|----------|-------|-------|------|------|
| Crash rates | 5% reduction annually of traffic accidents over 2022 baseline | 09/30/23 09/30/24 09/30/25 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <div style="text-align: center;"> <h3>Traffic Accident Rates</h3> <p>The chart displays two sets of data: Total Accidents (bars) and Accident Rates (lines) for Coral Gables (green) and Davie (orange) from 2017 to 2025 (Projected). The left Y-axis represents Total Accidents (0 to 5,000), and the right Y-axis represents Accident Rates (0.0% to 8.0%). A target line is shown at 3.0% on the right axis. A 'GOOD' label with a downward arrow is placed above the 2022-2025 data points, indicating a positive trend.</p> <table border="1"> <caption>Traffic Accident Rates Data (Estimated)</caption> <thead> <tr> <th>Year</th> <th>Coral Gables Total Accidents</th> <th>Davie Total Accidents</th> <th>Coral Gables Accident Rate (%)</th> <th>Davie Accident Rate (%)</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>3,400</td> <td>4,200</td> <td>6.5%</td> <td>4.5%</td> </tr> <tr> <td>2018</td> <td>3,100</td> <td>4,600</td> <td>6.0%</td> <td>4.5%</td> </tr> <tr> <td>2019</td> <td>3,100</td> <td>4,600</td> <td>6.0%</td> <td>4.5%</td> </tr> <tr> <td>2020</td> <td>1,800</td> <td>4,600</td> <td>3.5%</td> <td>3.5%</td> </tr> <tr> <td>2021</td> <td>2,300</td> <td>4,400</td> <td>4.5%</td> <td>3.5%</td> </tr> <tr> <td>2022 (P)</td> <td>2,100</td> <td>4,600</td> <td>3.5%</td> <td>3.5%</td> </tr> <tr> <td>2023 (P)</td> <td>2,000</td> <td>3,400</td> <td>3.5%</td> <td>3.5%</td> </tr> <tr> <td>2024 (P)</td> <td>1,900</td> <td>3,200</td> <td>3.5%</td> <td>3.5%</td> </tr> <tr> <td>2025 (P)</td> <td>1,800</td> <td>3,100</td> <td>3.5%</td> <td>3.5%</td> </tr> </tbody> </table> </div> | | | Year | Coral Gables Total Accidents | Davie Total Accidents | Coral Gables Accident Rate (%) | Davie Accident Rate (%) | 2017 | 3,400 | 4,200 | 6.5% | 4.5% | 2018 | 3,100 | 4,600 | 6.0% | 4.5% | 2019 | 3,100 | 4,600 | 6.0% | 4.5% | 2020 | 1,800 | 4,600 | 3.5% | 3.5% | 2021 | 2,300 | 4,400 | 4.5% | 3.5% | 2022 (P) | 2,100 | 4,600 | 3.5% | 3.5% | 2023 (P) | 2,000 | 3,400 | 3.5% | 3.5% | 2024 (P) | 1,900 | 3,200 | 3.5% | 3.5% | 2025 (P) | 1,800 | 3,100 | 3.5% | 3.5% |
| Year | Coral Gables Total Accidents | Davie Total Accidents | Coral Gables Accident Rate (%) | Davie Accident Rate (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2017 | 3,400 | 4,200 | 6.5% | 4.5% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2018 | 3,100 | 4,600 | 6.0% | 4.5% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 | 3,100 | 4,600 | 6.0% | 4.5% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 | 1,800 | 4,600 | 3.5% | 3.5% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2021 | 2,300 | 4,400 | 4.5% | 3.5% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2022 (P) | 2,100 | 4,600 | 3.5% | 3.5% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2023 (P) | 2,000 | 3,400 | 3.5% | 3.5% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2024 (P) | 1,900 | 3,200 | 3.5% | 3.5% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2025 (P) | 1,800 | 3,100 | 3.5% | 3.5% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Essential training of personnel | 100% of personnel | 09/30/25 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Frequency & venue of review:

- Weekly meetings with Senior Staff for briefings on Division activities, goals, events.
- Monthly report detailing audits of crash reports and other crime statistics.
- Quarterly PSI meetings with other City Department Heads and internal stakeholders.
- Monthly meetings with City Manager.

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

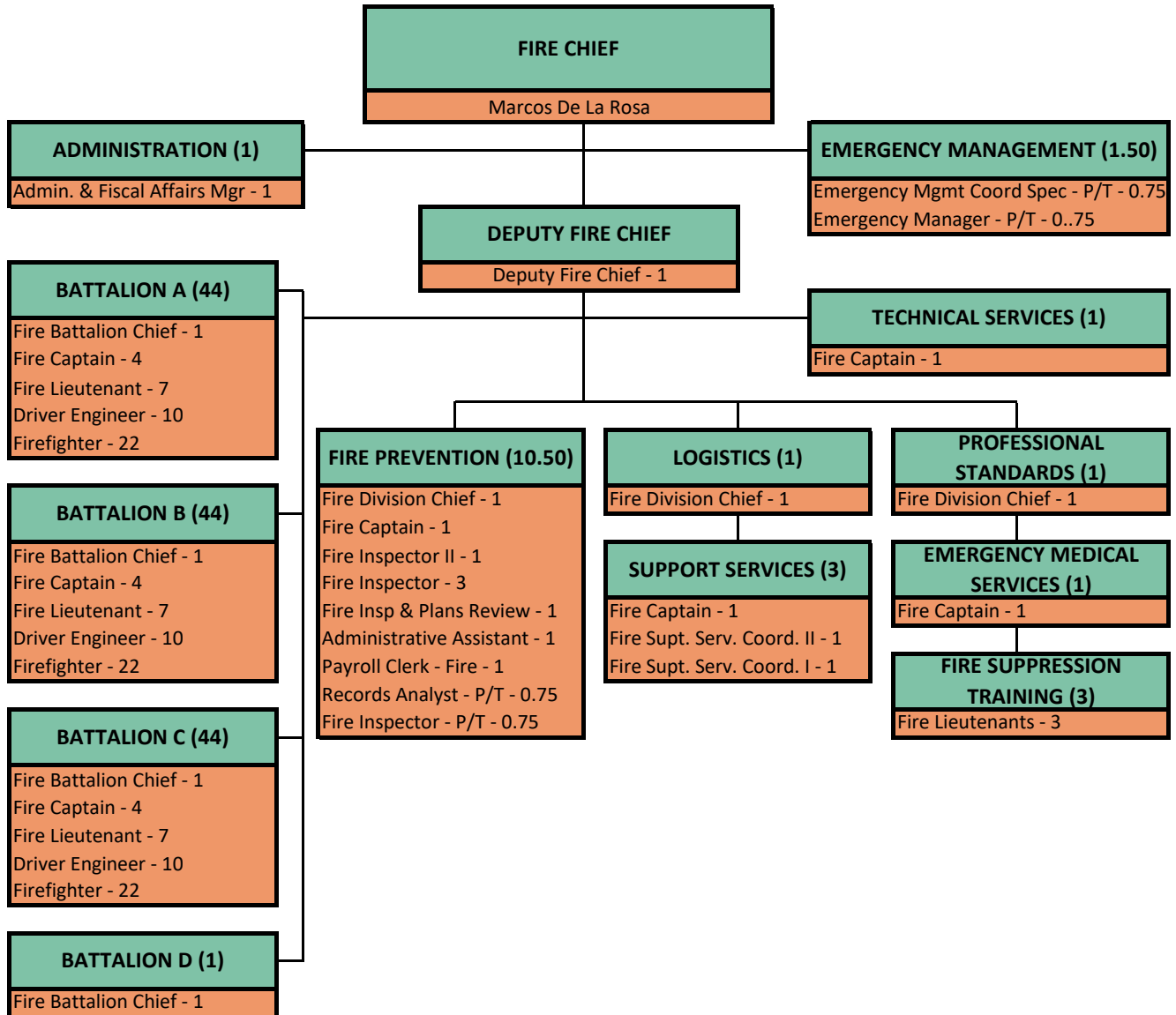
| Stakeholder Group | Potential positive impact | Potential negative impact |
|-----------------------------|--|--|
| Police Department employees | <ul style="list-style-type: none">• Safer work environment;• Career development and skills enhancement opportunities;• Improved job satisfaction and engagement. | <ul style="list-style-type: none">• Training and changes require time, effort, and input from employees that are not available to support other initiatives. |
| Sr. Leadership | <ul style="list-style-type: none">• Overall improved performance from staff. | <ul style="list-style-type: none">• Leadership time required to direct and implement necessary changes is not available for other initiatives. |
| Residents and Public | <ul style="list-style-type: none">• Less chance of victimization. | <ul style="list-style-type: none">• Resources expended to implement these changes are not available for other initiatives. |

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

- Money:
 - Costs: \$225,000 in costs needed to support Department strategic plans.
 - Benefits: Undetermined savings from the results of reduced crime, increased/quicker response rate, better health and safety of officers and employees, increase capabilities of law enforcement, and reduced exposure to dollar amount awards resulting from civil suits.
 - Return on investment should be seen annually as plans are implemented and evaluations are conducted.
- Other benefits:
 - Better resident and public response to law enforcement.

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

**FIRE
ORGANIZATION CHART**



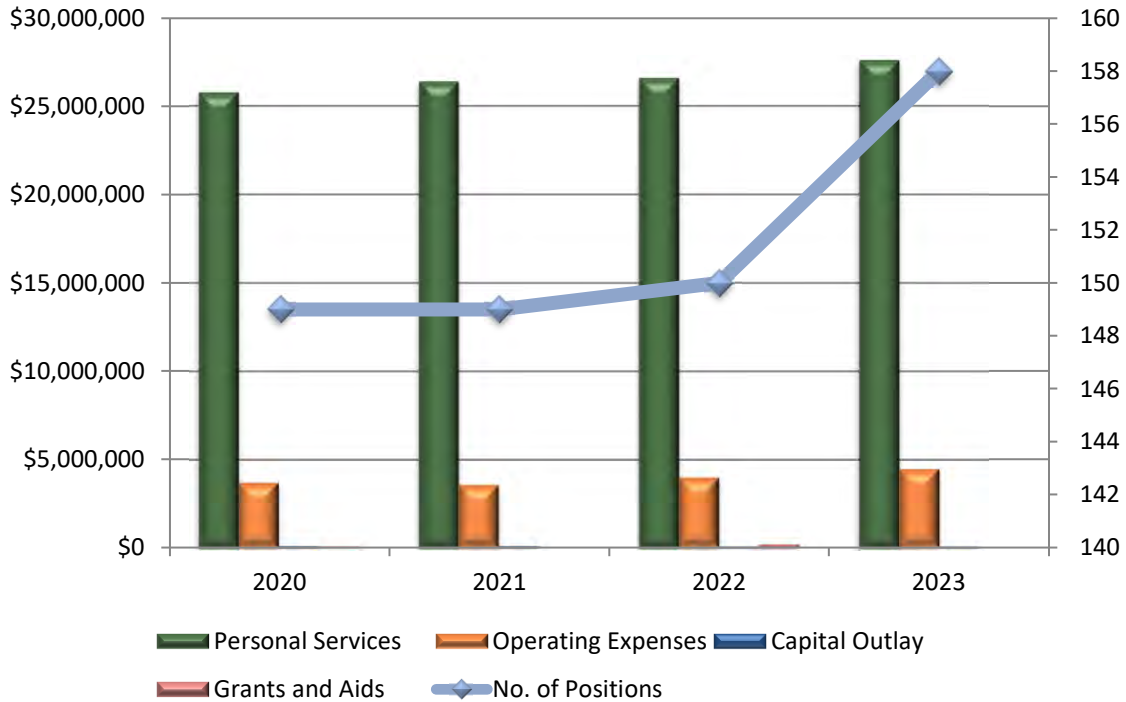
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



**FIRE DEPARTMENT
BUDGET AND POSITION SUMMARY**

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Salaries & Benefits | 25,760,414 | 26,371,622 | 26,580,683 | 27,587,283 |
| Operating Expenses | 3,697,555 | 3,559,125 | 3,985,416 | 4,475,155 |
| Capital Outlay | 112,543 | 100,742 | 74,195 | 74,195 |
| Grants and Aids | 93,477 | - | 216,515 | - |
| Total | 29,663,989 | 30,031,489 | 30,856,809 | 32,136,633 |
| Full Time Headcount | 147.00 | 147.00 | 148.00 | 155.00 |
| Part Time FTE's | 2.25 | 2.25 | 2.25 | 3.00 |
| Total Headcount & FTE's | 149.25 | 149.25 | 150.25 | 158.00 |

EXPENDITURE/PERSONNEL COMPARISONS



Fire

Department Function:

The Coral Gables Fire Department's principle objective is the protection and preservation of life and property. This is accomplished through two distinct functions.

Emergency Services

Emergency Services provides for the immediate response to any emergency that may occur in the City of Coral Gables. Primary Functions are fire suppression, emergency medical services, and specialized rescue.

Community Risk Reduction

Community Risk Reduction provides for programs, actions and services which prevent or preserve the loss of life and property through the identification and prioritization of specific risks to the community. Primary Functions are fire and life safety inspections, public education, fire code enforcement and plans review.

The Fire Department is comprised of the Office of the Fire Chief and three divisions. The Fire Chief is supported by a Deputy Fire Chief, Administrative staff, and a Medical Director. Emergency services and Department operations are under the direction of the Deputy Chief. The Deputy Chief coordinates all Division functions in conjunction with ensuring an effective and efficient emergency response.

The **Professional Standards Division** has the overall responsibility for training and development of all personnel. This division administers and coordinates the public education programs for the community, in conjunction with the Fire Prevention Division. The Professional Compliance Division is the coordinating point for ensuring compliance with Commission of Fire Accreditation International (CFAI) as well as Insurance Services Organization ISO Class 1 designation.

The **Fire Prevention Division** coordinates all Community Risk Reduction (CRR) programs. Amongst the CRR functions are fire and life safety inspections, code compliance, plans review, and public education programs. The Division oversees compliance with the insurance services office (ISO) requirements for our Class 1 Fire Department rating.

The **Logistics & Capital Planning Division** is responsible for the logistical support of all Fire Department operations. The Division manages and coordinates the maintenance and accountability of all Department assets. The Logistics Division is the coordinating point for the procurement and inventory of capital and Department assets. The Division Chief or their designee serves as the project manager for all Department capital projects to include fire apparatus and facilities.

Department Goals:

1. Provide exceptional services that meet or exceeds the requirements and expectations of our community.
2. Ensure the financial ability to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
3. Develop a process driven organization through validated processes and procedures.
4. Provide for professional career paths through education and training programs for all stakeholders.
5. Develop and provide for robust Community Risk Reduction programs.
6. Identify innovative and progressive service delivery models and methodologies.
7. Meet or exceed the City's mission, vision, core values and goals outlined in adopted Strategic Plan.
8. Prevent, prepare, protect, mitigate and respond to all hazards.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET

FIRE

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ **Fire Engine 2:** The design and build of this apparatus began over a year ago when the logistics team sat at the drawing board for the initial design. Thoughtful placement of our very important equipment was paramount, resulting in countless hours being spent on the design. In the industry, Pierce Fire Trucks are at the top of their class. The new fire engine set to be deployed at Fire Station 2 is the greatest example of Innovation, Quality, Ergonomics, Safety, and Serviceability. With the reduced wheelbase, TAK-4[®] Independent Suspension, and PUC Configuration, we have increased maneuverability, enhanced our ability to access otherwise limited areas, created a better ride and experience for the end user and have reduced wasted space which has maximized room for equipment. This unique design improved ergonomic access to medical supplies, pre-connected hoses, ladders, breathing apparatus, and equipment without sacrificing lifesaving capabilities. Mechanically we have designed a vehicle that will minimize downtime for servicing, by giving easier access to the working service areas of the apparatus. Finally, the fit and finish are in are in direct alignment with our brand the City of Coral Gables “The City Beautiful.”
- ✓ **UASI Funded Light Technical Rescue Team Equipment and Training:** This project was spawned by the 2020 Review by The Commission on Fire Accreditation International (CFAI), which recognized a gap in response scenarios that would require operations and technician level trained personnel as well as the equipment necessary for this type of response. This project was funded in its entirety through the Urban Area Security Initiative (UASI) Grant fund, at no cost to the residents of Coral Gables. The addition of a Light Technical Rescue Team would enhance the fire department’s current ability to mitigate variety of complex and dangerous rescue operations by providing a cross functional team of highly trained personnel. This highly trained team immediately responds to any incident resulting in structural collapse, vehicle and heavy machinery entrapment, confined space rescue, and elevated or high angle rescue focusing on entrapped survivors and their needs. The capability target would be to provide advanced search and rescue operations for up to 25,000 people within the first five (5) days of the incident until additional resources arrive. The overall objective will be to mitigate the impact of incidents and events to reduce loss of life, and property, while responding in an immediate, efficient, and coordinated manner.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ **Coral Gables Fire Rescue in the top 5 percentile in Emergency Medical Services in the Nation:** Coral Gables Fire Department was named one of the Top Five (5) Emergency Medical Services agencies with the highest Patient Satisfaction and Engagement. The survey involved many of the nation’s largest and most respected fire and EMS organizations throughout the United States. In order to achieve the annual list of the top 5, participating agencies were ranked, not by the percent of patient who were “satisfied”, but by a much higher standard, the percent of patients who rated the care as “very satisfied.” Surveys were conducted on the following key questions toward system performance:
- Response times
 - Paramedics listening and explaining what they are doing and why
 - Paramedics displaying a caring attitude about their situation
 - Paramedics ability to manage their emergency
 - Paramedic professionalism
- ✓ This survey validates our Department’s strategic goal to provide exceptional services that meet or exceeds the requirements and expectations of our community. More importantly, it illustrates the Coral Gables Firefighters commitment and dedication to the residents and visitors we serve.
- ✓ **American Heart Association’s Mission: Lifeline EMS Gold Plus Recognition Award:** Coral Gables Fire Rescue has received the American Heart Association’s Mission: Lifeline EMS Gold Plus Award for implementing quality improvement measures for the treatment of patients who experience severe heart attacks. Every year, more than 250,000 people experience an ST elevation myocardial infarction (STEMI) the deadliest type of heart attack caused by a blockage of blood flow to the heart that requires timely treatment. Mission: Lifeline’s EMS recognition program recognizes emergency medical services for their efforts in improving systems of care to rapidly identify suspected heart attack patients, promptly notify the medical center and trigger an early response from the awaiting hospital personnel. Coral Gables Fire Rescue has received this reward in the past and continues to maintain a high level of competency and effectiveness to ensure continued care to the community.

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

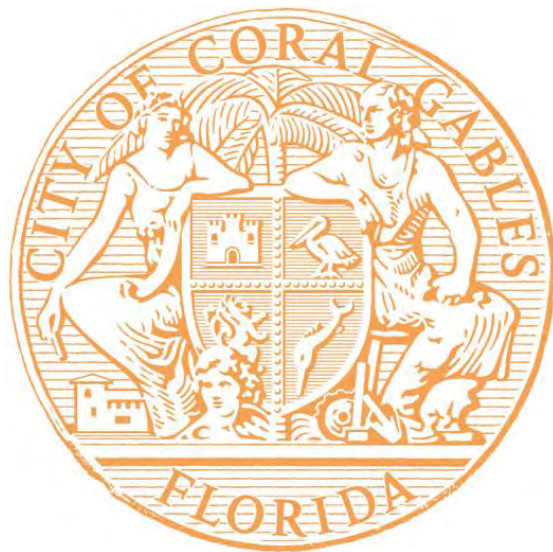
FIRE

| INDICATOR: | FY21 | | | FY22 | | FY23 |
|--|-----------|-----------|--------|-----------|-----------|-----------|
| | TARGET | ACTUAL | STATUS | TARGET | YTD | TARGET |
| Perform water system maintenance and testing yearly for 1,400 hydrants citywide | 1,400 | 1,400 | ● | 1,400 | 1,400 | 1,400 |
| Complete the Department's Annual Compliance Report for maintaining Accredited Agency status for CFAI and Class 1 ISO rating | Completed | Completed | ● | Completed | Completed | Completed |
| Process and review construction renovation plans | 100% | 100% | ● | 100% | 100% | 100% |
| Inspections for new construction occupancies | 100% | 100% | ● | 100% | 100% | 100% |
| Provide patient care to the STEMI patients within 60 minutes (Door to Catherization Lab) 100% of the time | 100% | 100% | ● | 100% | 100% | 100% |
| Perform pre-fire plans tacticals on all commercial occupancies | 600 | 338 | ▲ | 600 | 431 | 600 |
| Conduct fire & life safety presentations at various locations | 50 | 38 | ▲ | 50 | 30 | 50 |
| Track and analyze emergency response times to ensure attainment of benchmarks in accordance with the Commission on Fire Accreditation International (CFAI) standards. First Unit arrival within 8 minutes, or less Total Response Time (TRT) | 90% | 90% | ● | 90% | Pending | 90% |
| Provide ISO, OSHA, NFPA, State Fire Marshal, and DOD/HS training for each firefighter annually | 100% | 100% | ● | 100% | 100% | 100% |
| Provide required HRS training to all Emergency Medical Technicians and Paramedics annually | 100% | 100% | ● | 100% | 100% | 100% |

Legend

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





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



001 GENERAL FUND
FIRE DEPARTMENT
5500 OPERATIONS
522 FIRE CONTROL

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE FULL TIME POSITIONS | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|----------------------------------|--|--------------------------------|---------------------|---------------------|---------------------|-------------------|----------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | | |
| 5130 | Fire Chief | 1.00 | 1.00 | 1.00 | 1.00 | \$ 200,753 | |
| 5129 | Deputy Fire Chief | 1.00 | 1.00 | 1.00 | 1.00 | 191,107 | |
| 5125 | Fire Division Chief | 3.00 | 3.00 | 3.00 | 2.00 | 352,452 | |
| 5120 | Fire Battalion Chief | 4.00 | 4.00 | 4.00 | 4.00 | 608,537 | |
| 5118 | Fire Captain | 15.00 | 15.00 | 16.00 | 15.00 | 2,019,097 | |
| 5114 | Fire Lieutenant | 24.00 | 24.00 | 24.00 | 24.00 | 2,771,161 | |
| 0813 | Administrative & Fiscal Affairs Manager | 1.00 | 1.00 | 1.00 | 1.00 | 91,164 | |
| 5113 | Fire Inspector II | 1.00 | 1.00 | 1.00 | - | - | |
| 5112 | Fire Inspector | 3.00 | 3.00 | 3.00 | - | - | |
| 0306 | Payroll Clerk - Fire | 1.00 | 1.00 | 1.00 | 0.00 | - | |
| 5107 | Fire Supp. Serv. Coord. II | 1.00 | 1.00 | 1.00 | 1.00 | 47,165 | |
| 5101 | Fire Supp. Serv. Coord. I | 1.00 | 1.00 | 1.00 | 1.00 | 48,379 | |
| 5105 | Firefighter | 91.00 | 91.00 | 91.00 | 96.00 | 8,031,486 | |
| 8888 | Overtime | - | - | - | - | 743,060 | |
| 9999 | Holiday Pay | - | - | - | - | 583,000 | |
| TOTAL FULL TIME HEADCOUNT | | 147.00 | 147.00 | 148.00 | 146.00 | 15,687,361 | |
| PART TIME POSITIONS | | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's | |
| 0815 | Records Analyst - Fire - P/T | 1 | 0.75 | 0.75 | 0.75 | 0.00 | - |
| 0077 | Emergency Mgmt Coord Specialist - P/T | 1 | 0.75 | 0.75 | 0.75 | 0.75 | 38,111 |
| 0099 | Emergency Manager - P/T | 1 | 0.75 | 0.75 | 0.75 | 0.75 | 84,018 |
| TOTAL PART TIME FTE's | | 3 | 2.25 | 2.25 | 2.25 | 1.50 | 122,129 |
| TOTAL | | | 149.25 | 149.25 | 150.25 | 147.50 | \$ 15,809,490 |

EXPENDITURE DETAIL

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|---|---------------------|---------------------|---------------------|---------------------|
| 1000 Salaries | \$ 15,914,742 | \$ 16,079,630 | \$ 15,720,786 | \$ 15,809,490 |
| 2000 Employee Benefits - See Other Cost Dist. | 9,845,672 | 10,291,992 | 10,859,897 | 10,541,714 |
| 3130 Special Medical Services | 66,000 | 66,000 | 66,000 | 66,000 |
| 3190 Other Professional Services | 144,598 | 61,177 | 81,650 | 31,700 |
| 3410 Laundry & Sanitation Services | 3,809 | 9,490 | 10,813 | 20,813 |
| 4020 Central Garage Motor Pool Oper | 1,403,702 | 1,302,900 | 1,646,332 | 713,600 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 767,014 |
| 4040 Central Garage Miscellaneous Charges | 6,399 | 2,995 | 5,500 | 5,500 |
| 4091 Cell Phone Allowance | 4,300 | 4,800 | 4,800 | - |
| 4410 Rental of Machinery and Equipment | 15,113 | 15,125 | 30,800 | 30,800 |
| 4420 General Services Cost - See Other Cost Dist. | 708,879 | 713,208 | 712,500 | 656,831 |
| 4550 General Liability Insurance | 768,516 | 770,817 | 743,392 | 887,619 |

EXPENDITURE DETAIL

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|---|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 4630 Repair/Maint. of Machinery & Equipment | 46,115 | 38,694 | 46,852 | 46,852 |
| 4710 Special Printed Forms | 1,133 | 2,338 | 3,000 | 3,000 |
| 4940 Taxes & License Fees Paid | 25 | 8,419 | 7,705 | 7,705 |
| 4990 Other Miscellaneous Expense | 17,588 | 14,642 | 5,900 | 5,900 |
| 5100 Office Supplies | 15,202 | 11,145 | 20,797 | 16,000 |
| 5203 Drugs and Medical Supplies | 102,596 | 115,097 | 105,500 | 110,775 |
| 5204 Cleaning & Janitorial Supplies | 11,294 | 16,849 | 12,500 | 12,500 |
| 5206 Food for Human Consumption | 864 | 11,032 | 48,039 | 48,039 |
| 5208 Household & Institutional Supplies | 6,863 | 5,996 | 7,000 | 7,000 |
| 5209 Protective Clothing | 67,199 | 73,570 | 73,307 | 140,557 |
| 5211 Building Materials and Supplies | 1,498 | 1,252 | 1,500 | 1,500 |
| 5214 Uniform Allowance | 171,561 | 179,555 | 176,700 | 176,700 |
| 5215 Small Tools & Minor Equipment | 21,260 | 24,237 | 19,260 | 19,260 |
| 5217 Operating Equipment Repair Parts | 11,674 | 14,713 | 18,000 | 18,000 |
| 5220 Motor Oil and Other Lubricants | 24 | - | - | - |
| 5400 Membership Dues and Subscriptions | 2,919 | 5,397 | 6,295 | 6,295 |
| 5410 Employee Training | 98,424 | 89,677 | 90,105 | 105,105 |
| 6430 Equipment Repair/Replacement | 65,649 | 27,699 | 52,200 | 52,200 |
| 6440 Equipment Additions | 46,894 | 73,043 | 21,995 | 21,995 |
| 7195 Contingency for Budget Reduction | - | - | 41,169 | 41,169 |
| 8201 State Grants | - | - | 3,185 | - |
| 8203 Urban Areas Security Initiative (UASI) | 93,477 | - | 213,330 | - |
| TOTAL | <u>\$ 29,663,989</u> | <u>\$ 30,031,489</u> | <u>\$ 30,856,809</u> | <u>\$ 30,241,633</u> |

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

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



001 GENERAL FUND
FIRE DEPARTMENT
5501 COMMUNITY RISK REDUCTION
 522 FIRE CONTROL

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|----------------------------------|-------------------------------|--------------------------------|---------------------|---------------------|---------------------|-------------------|----------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | | |
| FULL TIME POSITIONS | | | | | | | |
| 5125 | Fire Division Chief | - | - | - | 1.00 | \$ 161,536 | |
| 5118 | Fire Captain | - | - | - | 1.00 | 135,370 | |
| 5113 | Fire Inspector II | - | - | - | 1.00 | 87,776 | |
| 5112 | Fire Inspector | - | - | - | 3.00 | 173,209 | |
| 5111 | Fire Inspector & Plans Review | - | - | - | 1.00 | 52,261 | |
| 0602 | Administrative Assistant | - | - | - | 1.00 | 42,155 | |
| 0306 | Payroll Clerk - Fire | - | - | - | 1.00 | 50,476 | |
| TOTAL FULL TIME HEADCOUNT | | - | - | - | 9.00 | 702,783 | |
| PART TIME POSITIONS | | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's | |
| 0815 | Records Analyst - Fire - P/T | 1 | - | - | 0.75 | - | |
| 5221 | Fire Inspector - P/T | 1 | - | - | 0.75 | 35,378 | |
| TOTAL PART TIME FTE's | | 2 | - | - | 1.50 | 35,378 | |
| TOTAL | | - | - | - | 10.50 | \$ 738,161 | |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|-------------|-------------|-------------|---------------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ - | \$ - | \$ - | \$ 738,161 |
| 2000 Employee Benefits - See Other Cost Dist. | - | - | - | 497,918 |
| 3190 Other Professional Services | - | - | - | 233,257 |
| 4020 Central Garage Motor Pool Oper | - | - | - | 92,189 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 50,326 |
| 4420 General Services Cost - See Other Cost Dist. | - | - | - | 103,505 |
| 4550 General Liability Insurance | - | - | - | 41,444 |
| 4990 Other Miscellaneous Expense | - | - | - | 130,000 |
| 5209 Protective Clothing | - | - | - | 1,200 |
| 5213 Purchase/Rental - Employee Uniforms | - | - | - | 4,000 |
| 5410 Employee Training | - | - | - | 3,000 |
| TOTAL | \$ - | \$ - | \$ - | \$ 1,895,000 |

Action Plan Worksheet



Action Plan Owner: Marcos De La Rosa, Fire Chief

Action Plan Name: 1.2.1-1 Enhance Fire/EMS call processing modalities.

Strategic plan alignment:

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community.
 - Goal 2 – Attain world-class performance levels in public safety

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

| What must be done | By When | How will it be evident |
|--|----------|--|
| Procure Software | 12/31/22 | Commission Approval |
| Software Implementation | 06/30/23 | IT Approval & Delivery |
| Train & Certify Personnel | 10/31/23 | 100% Training Complete & Certification |
| Develop Quality Assurance and Compliance Program | 02/28/24 | Performance indicators identified and measured |

Resource requirements (what do we need to succeed?)

- Finance: \$223,000 to procure software
- IT support: 120 hours for software implementation
- Subject Matter Experts: 100 hours to develop quality assurance and compliance program
- Knowledge/Training:
 - All call center staff – 40 hours of training

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

| Measure | Target | Date | | | | | | | | | | | | |
|---|---|------------|-------------|-----------------------------------|------------|----------|-----|-----|----------|-----|-----|----------|-----|-----|
| Call Response Times | 90 th percentile in call processing times under 1 minute | 09/30/25 | | | | | | | | | | | | |
| <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;"> <h3>90th Percentile in Call Processing Times Under 1 Min</h3> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>90th Percentile in Call Processing Times Under 1 Min Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Competency Evaluation Results (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>~88</td> <td>~90</td> </tr> <tr> <td>FY24 (P)</td> <td>~88</td> <td>~90</td> </tr> <tr> <td>FY25 (P)</td> <td>~88</td> <td>~90</td> </tr> </tbody> </table> <p>Legend: ■ Competency Evaluation Results — Target</p> </div> <div style="text-align: right;"> <p>GOOD ↑</p> </div> </div> | | | Fiscal Year | Competency Evaluation Results (%) | Target (%) | FY23 (P) | ~88 | ~90 | FY24 (P) | ~88 | ~90 | FY25 (P) | ~88 | ~90 |
| Fiscal Year | Competency Evaluation Results (%) | Target (%) | | | | | | | | | | | | |
| FY23 (P) | ~88 | ~90 | | | | | | | | | | | | |
| FY24 (P) | ~88 | ~90 | | | | | | | | | | | | |
| FY25 (P) | ~88 | ~90 | | | | | | | | | | | | |
| Call routing accuracy | 30 seconds per NFPA 1710 | ongoing | | | | | | | | | | | | |

| Measure | Target | Date |
|---|---|---------|
| Quality assurance of emergency response | Within 60 seconds per NFPA 1710 | ongoing |
| Travel time | 240 seconds or less for first company per NFPA 1710 | ongoing |

Frequency & venue of review

- Weekly project team meeting.
- Quarterly Review & Analysis meeting

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|-------------------|--|---|
| Workforce | <ul style="list-style-type: none"> • Higher Level of Training and Increased Capabilities | <ul style="list-style-type: none"> • Perceived increase in work volume and responsibility |
| Customers | <ul style="list-style-type: none"> • Improved Call Processing Efficiency • Improved Accuracy of Call Routing • Effective Quality Assurance of Emergency Response | <ul style="list-style-type: none"> • None |
| Leadership | <ul style="list-style-type: none"> • Objective and Measurable Training and Development Program • Process Driven Management of 911 Communications • Validated 911 program through center accreditation | <ul style="list-style-type: none"> • Resources expended toward this project are not available for other projects of importance |

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

Negative Impacts:

- \$230,000 in initial purchase cost
- Increased operational cost to be determined.

Positive Impact:

- Accredited
- National State Standards toward 911 Statute
- Better/Accurate Quality of Service
- Consistency in level of service to citizens

Action Plan Worksheet



Action Plan Owner: Marcos De La Rosa, Fire Chief

Action Plan Name: 1.2.6-1 Construction of Fire House 4

Strategic plan alignment

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community.
 - Goal 2 - Attain world-class performance levels in public safety

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

| What must be done | By When | How will it be evident |
|---|----------|--------------------------------------|
| Secure funding for the construction project | 07/01/22 | Funding approved by City Commission |
| Negotiate and award the contract to build | 09/01/22 | Commission approval |
| Permitting | 10/30/22 | Development Services/Associated Dept |
| Groundbreaking and Construction | 11/01/22 | Groundbreaking ceremony |
| Facility operational | 01/30/24 | C.O. issued |

Resource requirements (what do we need to succeed?)

- Design/Art In Public Places Contribution - \$735,070
- Construction/Contingency - \$9,547,011
- Furniture/Radio System - \$282,000
- I.T. Wiring - \$270,000

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

| Measure | Target | Date |
|--------------------------|--------|----------|
| Progress of Construction | 100% | 01/31/24 |

Frequency & venue of review

- Monthly project team meeting.
- Quarterly Updates to the Manager

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|-------------------|---|--|
| Workforce | <ul style="list-style-type: none"> • Greater access to resources | <ul style="list-style-type: none"> • None |
| Customers | <ul style="list-style-type: none"> • Improved response times | <ul style="list-style-type: none"> • Potential dissatisfaction or other negative response to the impact to the neighboring residential area adjacent to the facility. |

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

Positive:

- Enhanced distribution of resources that increases efficiency and effectiveness of current resources

Negative:

- Cost of construction and project implementation - \$10,834,081
- Increased cost of supporting an additional city facility - TBD

Action Plan Worksheet



Action Plan Owner: Marcos De La Rosa, Fire Chief

Action Plan Name: 2.3.4-1 Professional Development for Fire Officers through achieving Chief Officer Designation through Center for Public Safety Excellence (CPSE)

Strategic plan alignment

- Objective - 2 - Workforce-focused Excellence: To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Goal 3 – Ensure appropriate workforce training, professional development opportunities, leadership skills, and advancement opportunities

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

| What must be done | By When | How will it be evident |
|---|----------|--|
| Funding approved as part of FY23 New Needs | 10/01/22 | Decision Package included in Adopted Budget |
| Conduct needs assessment and internal stakeholder feedback. | 12/20/22 | Gap Analysis identified through the Needs Assessment |
| Develop Executive Fire Officer Training Program | 05/06/23 | Program Curriculum |
| Executive Fire Officer Program Implementation | 10/20/23 | Attendance roster |
| Division and Officer Mentoring | 11/20/23 | Officer completion of task book |
| Professional Credentialing Fire Officer | 12/20/24 | Fire Officer Designation through CPSE |

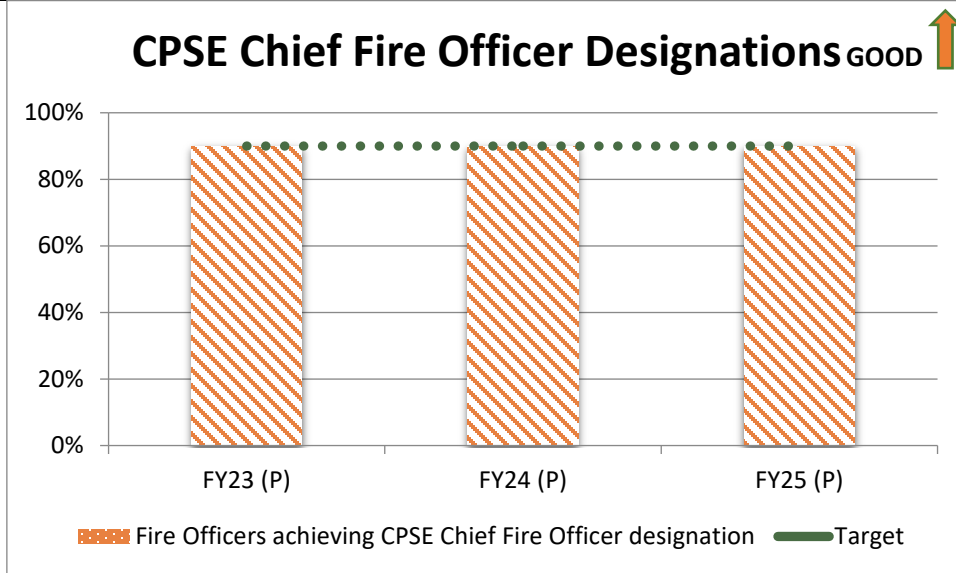
Resource requirements (what do we need to succeed?)

- 160 hours of Staff research for benchmarking comparable agencies
- 80 Hours of Staff training during Leadership Training Academy
- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|------------------|---|
| \$ 10,000 | Executive Fire Officer Program Training Expense in FY23 |
| \$ 5,000 | Professional Credentialing in FY23 |
| \$ 15,000 | Total |

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

| Measure | Target | Date |
|---|---------------|----------|
| Survey (Needs Assessment) Results | 95% Completed | 12/20/22 |
| Fire Officer participation in training | 100% | 12/20/24 |
| Fire Officers achieving CPSE Chief Fire Officer designation | 100% | 12/20/24 |



Frequency & venue of review

- Monthly project team meeting.
- Quarterly report to City Manager.

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

| Stakeholder Group | Potential positive impact | Potential negative impact |
|-------------------|--|---|
| Workforce | Increased competency; professional development opportunities | None |
| Sr. Leadership | Higher customer satisfaction with the performance of the Fire Department | Trained officers could potentially leave Coral Gables Fire Dept. for other jobs |

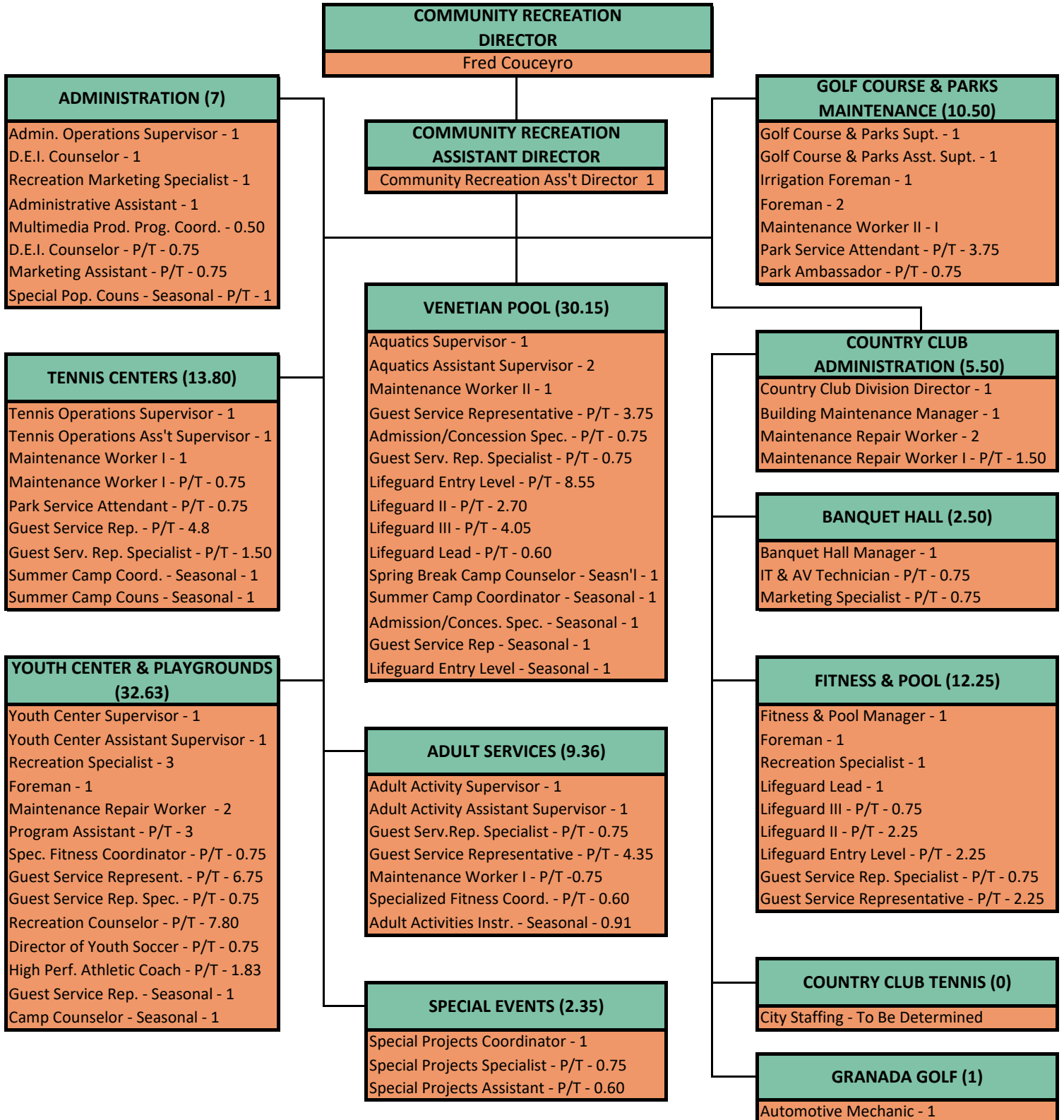
What are the positive and negative financial impacts (costs / benefits and return on investment)?

- Money:
 - Costs: \$15,000

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

COMMUNITY RECREATION

ORGANIZATION CHART



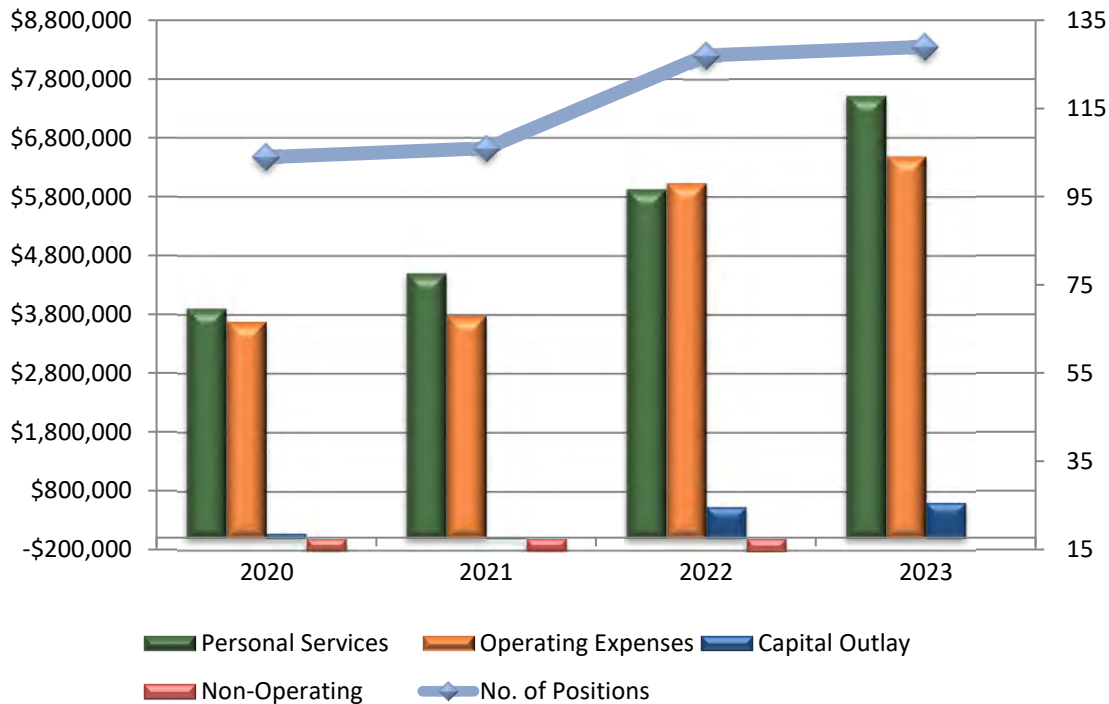
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



**COMMUNITY RECREATION DEPARTMENT
BUDGET AND POSITION SUMMARY**

| | <u>2019-2020 ACTUAL</u> | <u>2020-2021 ACTUAL</u> | <u>2021-2022 BUDGET</u> | <u>2022-2023 BUDGET</u> |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Salaries & Benefits | 3,907,253 | 4,505,467 | 5,931,850 | 7,514,338 |
| Operating Expenses | 3,684,166 | 3,790,021 | 6,037,413 | 6,485,463 |
| Capital Outlay | 89,856 | 30,568 | 537,960 | 610,560 |
| Non-Operating | <u>(209,074)</u> | <u>(206,061)</u> | <u>(234,955)</u> | - |
| Total | <u><u>7,472,201</u></u> | <u><u>8,119,995</u></u> | <u><u>12,272,268</u></u> | <u><u>14,610,361</u></u> |
| | | | | |
| Full Time Headcount | 32.50 | 32.50 | 39.50 | 41.50 |
| Part Time FTE's | 71.91 | 73.74 | 87.54 | 87.54 |
| Total Headcount & FTE's | <u><u>104.41</u></u> | <u><u>106.24</u></u> | <u><u>127.04</u></u> | <u><u>129.04</u></u> |

EXPENDITURE/PERSONNEL COMPARISONS



Community Recreation

Department Function:

The Community Recreation Department's primary function is to provide the City of Coral Gables residents and guests of all ages, access to first class and an environmentally sensitive system of green and open space, facilities, programs and events to promote play, health and quality of life. The recreation system provides residents with neighborhood parks and open spaces that offer both passive and active recreation activities and facilities that are linked together with a network of sidewalks, pathways and bike lanes; and provide public/open spaces that serve as gathering places.

The Department manages, maintains and operates all parks and recreation facilities, including the War Memorial Youth Center, Venetian Pool, Salvadore and William H. Kerdyk Biltmore Tennis Centers, Adult Activity Center, Granada Golf Course and all active and passive parks; is responsible for the permitting of all special events and film permits, and coordinates a variety of special events including the Holiday Tree Lighting, Eggstreme Egg Hunt, 4th of July festivities, Farmers Market and many more; develops and implements programs for cultural and recreational activities and provides principles of inclusion to allow for accessibility; identifies geographical deficiencies in levels of service for walkable parks and coordinates capital improvements and acquisitions of land.

Vision Statement:

"Enhancing your lifestyle by making leisure our passion."

Mission Statement:

"To enrich the quality of life for residents and guests through inclusive recreational opportunities, facilities, services, and events that create memorable life experiences."

Department Goals:

1. Provide leisure opportunities innovatively that elevate the customer experience while preserving our history.
2. Empower leisure professionals with the tools and guidance to provide excellent services.
3. Utilize financial resources efficiently and ensure sustainable cost recovery through responsible processes.
4. Ensure efficient and consistent processes by optimizing business practices.
5. Align with our Community's expectations by providing world-class facilities and services.
6. Protect and preserve the changing environment by identifying efficient, innovative and sustainable practices.

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

COMMUNITY RECREATION

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ Continued the development of the Special Populations Initiative with inclusion services provided to participants. This year, Department staff created new programs, innovations and initiatives such as Camp Wild: an inclusive wilderness educational program for teens and My Squad Social Club: a club for adults with intellectual disabilities and autism. The Department also moved to rename the initiative from Special Populations to Diversity, Equity and Inclusion in order to properly detail the mission.
- ✓ Developed service innovations and resource additions that increased customer service, cost savings and quality of life goals including: Use of digital applications to enhance programming such as ProCare for the afterschool program and Sling for scheduling of staff, integration of several services to reduce chemical and water usage on the golf course and parks including organic bio-stimulants on the golf course, irrigation upgrades of the golf course and conversion to different sods at three neighborhood parks, Introduced a satellite Golden Passport Office at the Adult Activity Center, and introduced online tickets sales for admission at Venetian Pool.
- ✓ Implemented several program innovations that brought an ever-increasing diversity to the Department program profile. These included Mini Kickers Soccer, Girls Youth Basketball Clinic, Yoga Therapy, Barre Intensity for Adults, Teen Basketball tournament, MS Amigos class, Arts, Crafts and Conversation class and Lifeguard Certification Instructors course.
- ✓ The Department assumed operations of the Coral Gables Golf and Country Club. Services offered included the operation of the fitness and pool areas, Café operations and event facility rentals.
- ✓ The Department introduced several new event innovations to the community: The Literacy Festival which is aimed at reading and literacy to combat the summer slide, Welcome Back to Sports Event to celebrate the return of youth participants to the Youth Center sports programs, The Halloween Pumpkin Float Event at the Venetian Pool, Collaboration with Bikewalk Coral Gables for Cycle Day and Bike and BBQ event, Movies at the Gables Art Cinema series, and the introduction of a new Harvest Market.

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

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ The Community Recreation Department received several accolades and recognitions this year including: Venetian Pool was awarded the Jeff Ellis and Associates Platinum Award for water safety, Director Fred Couceyro appointed Florida Recreation and Parks Association (FRPA) Vice President of Finance, Assistant Director Carolina Vester selected as Instructor for FRPA Abrahams Management Program, Supervisors Mitch Zuriarrain and Katherine Anderson graduated from FRPA Abrahams Management Program, Administrative Assistant Sarah Espino , Supervisor Carlos Pichardo and Asst. Supervisor Yanessa Rodriguez completed the FRPA Emerging Leaders program, and Troy Hall, Mark Knight and Mitch Zuriarrain were named Employees of the Month for the City.
- ✓ Assisted in the development and renovation of parks and facilities including: Salvadore Playground Expansion and Salvadore Playground Replacement projects, Lamar Loiose Curry Park, Pierce Park, and the Kerdyk Park Fitness Trail Renovation.

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

COMMUNITY RECREATION

| INDICATOR: | FY21 | | | FY22 | | FY23 |
|--|-----------|----------|--------|----------|---------|----------|
| | TARGET | ACTUAL | STATUS | TARGET | YTD | TARGET |
| Community Recreation Department Revenue | \$3M | \$2.79M | ◆ | \$5M | \$5.17M | \$5M |
| Number of Film Permits issued | 100 | 114 | ▲ | 100 | 107 | 110 |
| Number of Special Event Permits issued | 50 | 38 | ◆ | 50 | 26 | 50 |
| Number of Special Event Vendor Permits issued | 400 | 537 | ● | 500 | 730 | 500 |
| Participation in Youth Center programs | 7,000 | 4,906 | ● | 10,000 | 14,705 | 12,000 |
| Youth Center Guest passes | 500 | 19 | ● | 300 | 849 | 650 |
| Youth Center & Park Rentals | 100 | 83 | ▲ | 200 | 305 | 300 |
| Youth Center Active Memberships | 2,000 | 946 | ▲ | 2,000 | 1,517 | 1,800 |
| Total revenue of Venetian Pool | \$700,000 | \$1.07M | ◆ | \$1.1M | \$1.58M | \$1.2M |
| Venetian Pool Gift Shop revenue | \$6,000 | \$11,493 | ◆ | \$10,000 | \$9,916 | \$10,000 |
| Number of paid admissions to the Venetian Pool | 40,000 | 34,633 | ◆ | 60,000 | 50,215 | 60,000 |
| Adult Fitness Enrollment | 2,000 | 1,106 | ● | 2,000 | 2,656 | 2,500 |
| Adult Arts & Leisure Enrollment | 2,000 | 302 | ● | 1,500 | 893 | 1,500 |
| Participation in Tennis Programs | 2,000 | 988 | ◆ | 2,000 | 1,659 | 2,000 |
| Tennis Active Annual Pass Holders | 400 | 476 | ● | 400 | 392 | 400 |
| Tennis Court Rentals | 8,000 | 18,934 | ▲ | 14,000 | 17,410 | 16,000 |
| Number of Private Tennis Lessons | 9,000 | 13,565 | ▲ | 9,000 | 9,847 | 10,000 |

Legend

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



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



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6000 ADMINISTRATION DIVISION
COMMUNITY RECREATION

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | |
|----------------------------------|--------------------------------------|--------------------------------|---------------------|---------------------|---------------------|-------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES |
| FULL TIME POSITIONS | | | | | | |
| 6311 | Community Recreation Director | 1.00 | 1.00 | 1.00 | 1.00 | \$ 168,920 |
| 6010 | Community Recreation Asst. Director | 1.00 | 1.00 | 1.00 | 1.00 | 147,274 |
| 0615 | Multimedia Production Pgm Coord | 0.50 | 0.50 | 0.50 | 0.50 | 47,894 |
| 0606 | Administrative Operations Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 72,529 |
| 0091 | D.E.I. Counselor | 1.00 | 1.00 | 1.00 | 1.00 | 62,843 |
| 6006 | Recreation Marketing Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 76,181 |
| 0602 | Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 67,304 |
| 8888 | Overtime | - | - | - | - | 500 |
| 9999 | Holiday Pay | - | - | - | - | 500 |
| TOTAL FULL TIME HEADCOUNT | | 6.50 | 6.50 | 6.50 | 6.50 | 643,945 |
| PART TIME POSITIONS | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's |
| 0027 | D.E.I. Counselor - P/T | 1 | 0.75 | 0.75 | 0.75 | 27,675 |
| 6016 | Marketing Assistant - P/T | 1 | 0.75 | 0.75 | 0.75 | 27,544 |
| 0133 | Spec Pop Couns - P/T - Seasonal | 1 | 1.00 | 1.00 | 1.00 | 16,000 |
| TOTAL PART TIME FTE's | | 3 | 2.50 | 2.50 | 2.50 | 71,219 |
| TOTAL | | 9.00 | 9.00 | 9.00 | 9.00 | \$ 715,164 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|-------------------|---------------------|---------------------|---------------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 512,438 | \$ 576,334 | \$ 664,897 | \$ 715,164 |
| 2000 Employee Benefits - See Other Cost Dist. | 314,097 | 361,885 | 412,948 | 435,902 |
| 3190 Other Professional Services | 236 | 3,714 | 17,043 | 17,043 |
| 4090 Other Transportation Expense | 10,395 | 9,875 | 10,395 | 10,395 |
| 4091 Cell Phone Allowance | - | 240 | - | - |
| 4410 Rental of Machinery and Equipment | 2,931 | 3,979 | 6,000 | 6,000 |
| 4550 General Liability Insurance | 25,586 | 28,103 | 30,791 | 40,153 |
| 4710 Special Printed Forms | 20,165 | 2,025 | 30,000 | 30,000 |
| 5100 Office Supplies | 3,772 | 4,643 | 3,100 | 3,100 |
| 5201 Agricultural Supplies | - | 26 | - | - |
| 5206 Food for Human Consumption | 1,857 | 2,233 | 2,460 | 5,000 |
| 5208 Household & Institutional Supplies | 4,036 | 2,636 | 8,118 | 5,228 |
| 5214 Uniform Allowance | 980 | 1,473 | 1,500 | 1,850 |
| 5400 Membership Dues and Subscriptions | 1,925 | 1,102 | 1,860 | 1,860 |
| 5410 Employee Training | 400 | 5,393 | 5,117 | 5,117 |
| TOTAL | \$ 898,818 | \$ 1,003,661 | \$ 1,194,229 | \$ 1,276,812 |

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



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

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | |
|----------------------------------|--|--------------------------------|---------------------|---------------------|---------------------|-------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES |
| FULL TIME POSITIONS | | | | | | |
| 6108 | Tennis Operations Assistant Supervisor | 1.00 | 1.00 | 2.00 | 2.00 | \$ 106,230 |
| 3004 | Maintenance Worker I | 1.00 | 1.00 | 1.00 | 1.00 | 49,120 |
| 6102 | Prof. Tennis Oper. Supv. | 1.00 | 1.00 | 1.00 | 1.00 | 39,833 |
| 0031 | Secretary | 1.00 | 1.00 | - | - | - |
| 6666 | Tennis Pro Commission | - | - | - | - | 145,000 |
| 8888 | Overtime | - | - | - | - | 200 |
| 9999 | Holiday Pay | - | - | - | - | 200 |
| TOTAL FULL TIME HEADCOUNT | | 4.00 | 4.00 | 4.00 | 4.00 | 340,583 |
| PART TIME POSITIONS | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's |
| 9018 | Maintenance Worker I - P/T | 1 | 0.75 | 0.75 | 0.75 | 0.75 |
| 6004 | Park Service Attendant - P/T | 1 | 0.75 | 0.75 | 0.75 | 0.75 |
| 0024 | Guest Service Representative - P/T | 7 | 4.80 | 4.80 | 4.80 | 4.80 |
| 0093 | Guest Service Representative Specialist - P/ | 2 | 1.50 | 1.50 | 1.50 | 1.50 |
| 6001 | Summer Camp Coordinator - Seasonal | 1 | 1.00 | 1.00 | 1.00 | 1.00 |
| 2308 | Spring Break Camp Counselor - Seasonal | 1 | 1.00 | 1.00 | 1.00 | 1.00 |
| 7777 | Staff Hours Variance - P/T | - | - | - | - | - |
| TOTAL PART TIME FTE's | | 13 | 9.80 | 9.80 | 9.80 | 9.80 |
| TOTAL | | | 13.80 | 13.80 | 13.80 | 13.80 |
| | | | | | | \$ 547,722 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|------------|------------|------------|------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 420,101 | \$ 436,637 | \$ 455,595 | \$ 547,722 |
| 2000 Employee Benefits - See Other Cost Dist. | 169,685 | 181,833 | 190,134 | 221,549 |
| 3190 Other Professional Services | 102,257 | 152,888 | 197,057 | 213,657 |
| 4410 Rental of Machinery and Equipment | 2,203 | 1,432 | 3,000 | 3,000 |
| 4420 General Services Cost - See Other Cost Dist. | 158,764 | 159,734 | 159,575 | 170,289 |
| 4550 General Liability Insurance | 21,760 | 21,741 | 21,335 | 30,752 |
| 4610 Repair/Maint. of Bldgs & Improvements | 5,389 | - | - | - |
| 4630 Repair/Maint. of Machinery & Equipment | 334 | 385 | 445 | 445 |
| 4690 Special Maintenance Interdept'l Charges | 24,608 | 24,727 | 27,642 | - |
| 4710 Special Printed Forms | - | - | 520 | 520 |
| 4990 Other Miscellaneous Expense | - | 34 | - | - |
| 5100 Office Supplies | 962 | 1,372 | 2,000 | 2,000 |
| 5203 Drugs and Medical Supplies | 353 | 412 | 500 | 500 |
| 5204 Cleaning & Janitorial Supplies | 74 | 100 | 347 | 347 |

EXPENDITURE DETAIL

| | <u>2019-2020 ACTUAL</u> | <u>2020-2021 ACTUAL</u> | <u>2021-2022 BUDGET</u> | <u>2022-2023 BUDGET</u> |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 5206 Food for Human Consumption | 6,425 | 7,189 | 16,980 | 16,980 |
| 5208 Household & Institutional Supplies | 16,709 | 15,283 | 17,000 | 17,000 |
| 5211 Building Materials and Supplies | 11,716 | 11,266 | 14,611 | 14,611 |
| 5213 Purchase/Rental - Employee Uniforms | - | - | 400 | 400 |
| 5214 Uniform Allowance | 229 | 3,186 | 3,193 | 3,443 |
| 5215 Small Tools & Minor Equipment | 158 | - | 100 | 100 |
| 5400 Membership Dues and Subscriptions | - | - | 105 | 105 |
| 5410 Employee Training | - | 100 | 565 | 565 |
| 6440 Equipment Additions | 5,495 | - | - | - |
| 7195 Contingency for Budget Reduction | - | - | 21,530 | 21,530 |
| TOTAL | <u>\$ 947,222</u> | <u>\$ 1,018,319</u> | <u>\$ 1,132,634</u> | <u>\$ 1,265,515</u> |

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



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

PERSONNEL SCHEDULE

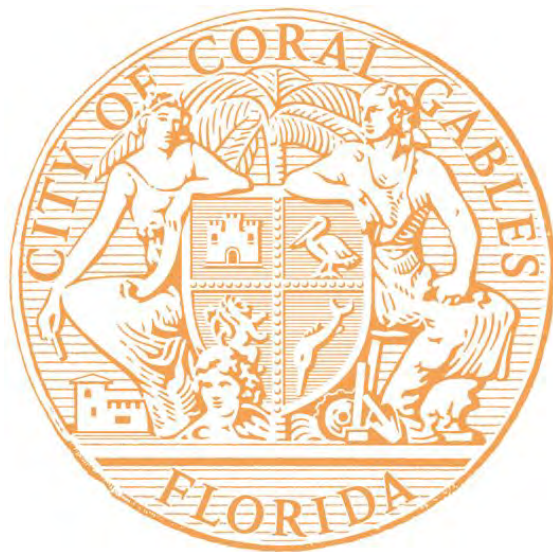
| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|----------------------------------|--|--------------------------------|------------------|------------------|------------------|--------------|-------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL | ACTUAL | BUDGET | BUDGET | | |
| <u>FULL TIME POSITIONS</u> | | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | | |
| 6205 | Aquatics Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | \$ | 70,438 |
| 6203 | Aquatics Assistant Supervisor | 2.00 | 2.00 | 2.00 | 2.00 | | 96,775 |
| 3005 | Maintenance Worker II | 1.00 | 1.00 | 1.00 | 1.00 | | 35,921 |
| 9999 | Holiday Pay | - | - | - | - | | 840 |
| TOTAL FULL TIME HEADCOUNT | | 4.00 | 4.00 | 4.00 | 4.00 | | 203,974 |
| <u>PART TIME POSITIONS</u> | | <u>HC</u> | <u>FTE's</u> | <u>FTE's</u> | <u>FTE's</u> | <u>FTE's</u> | |
| 0024 | Guest Service Representative - P/T | 7 | 3.75 | 3.75 | 3.75 | 3.75 | 111,921 |
| 9011 | Admission/Concession Specialist - P/T | 1 | 0.75 | 0.75 | 0.75 | 0.75 | 10,920 |
| 0093 | Guest Service Representative Specialist - P/ | 1 | 0.75 | 0.75 | 0.75 | 0.75 | 24,181 |
| 0021 | Lifeguard Entry Level - P/T | 14 | 3.75 | 3.75 | 8.55 | 8.55 | 250,342 |
| 0042 | Lifeguard II - P/T | 4 | 7.95 | 7.95 | 2.70 | 2.70 | 76,014 |
| 0082 | Lifeguard III - P/T | 6 | 4.05 | 4.05 | 4.05 | 4.05 | 137,952 |
| 6206 | Lifeguard Lead - P/T | 1 | 0.60 | 0.60 | 0.60 | 0.60 | 27,835 |
| 6001 | Summer Camp Coordinator - Seasonal | 1 | 1.00 | 1.00 | 1.00 | 1.00 | 7,000 |
| 2308 | Spring Break Camp Counselor - Seasonal | 1 | 1.00 | 1.00 | 1.00 | 1.00 | 25,000 |
| 6015 | Admission/Concession Specialist - Seasonal | 1 | 1.00 | 1.00 | 1.00 | 1.00 | 4,025 |
| 0053 | Guest Service Rep - Seasonal | 1 | 1.00 | 1.00 | 1.00 | 1.00 | 23,500 |
| 0025 | Lifeguard Entry Level - Seasonal | 1 | 1.00 | 1.00 | 1.00 | 1.00 | 27,000 |
| 7777 | Staff Hours Variance - P/T | - | - | - | - | - | (110,000) |
| TOTAL PART TIME FTE's | | 39 | 26.60 | 26.60 | 26.15 | 26.15 | 615,690 |
| TOTAL | | | 30.60 | 30.60 | 30.15 | 30.15 | \$ 819,664 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|------------|------------|------------|------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 232,188 | \$ 542,284 | \$ 754,662 | \$ 819,664 |
| 2000 Employee Benefits - See Other Cost Dist. | 156,500 | 169,811 | 175,768 | 226,819 |
| 3180 TYPE IN A DESCRIPTION | 834 | 2,297 | 2,800 | 5,680 |
| 3190 Other Professional Services | 8,913 | 18,691 | 35,796 | 35,796 |
| 4020 Central Garage Motor Pool Oper | 7,030 | 6,868 | 8,121 | 7,312 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 1,177 |
| 4410 Rental of Machinery and Equipment | 2,595 | 2,595 | 3,500 | 3,500 |
| 4420 General Services Cost - See Other Cost Dist. | 183,440 | 182,849 | 184,376 | 196,756 |
| 4550 General Liability Insurance | 32,428 | 36,422 | 35,477 | 46,020 |
| 4620 Repair and Maint. of Office Equipment | 175 | 191 | 400 | 400 |
| 4630 Repair/Maint. of Machinery & Equipment | 3,042 | 3,162 | 3,300 | 3,300 |
| 4710 Special Printed Forms | 724 | 813 | 1,500 | 1,500 |
| 4940 Taxes & License Fees Paid | 3,962 | 5,470 | 5,667 | 5,667 |

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 4990 Other Miscellaneous Expense | 8,462 | 3,402 | - | - |
| 5100 Office Supplies | 1,052 | 1,585 | 3,000 | 3,000 |
| 5201 Agricultural Supplies | 1,980 | 2,595 | 4,500 | 4,500 |
| 5202 Chemicals and Photographic Supplies | 6,825 | 18,140 | 25,000 | 40,000 |
| 5203 Drugs and Medical Supplies | 2,253 | 3,000 | 3,000 | 3,000 |
| 5204 Cleaning & Janitorial Supplies | 1,188 | 3,738 | 4,000 | 4,000 |
| 5206 Food for Human Consumption | 12,770 | 89,033 | 124,760 | 137,760 |
| 5208 Household & Institutional Supplies | 7,222 | 9,501 | 9,859 | 49,859 |
| 5209 Protective Clothing | 3,549 | 946 | 6,300 | 6,300 |
| 5211 Building Materials and Supplies | - | 120 | 150 | 150 |
| 5213 Purchase/Rental - Employee Uniforms | 292 | - | 650 | 650 |
| 5214 Uniform Allowance | 1,831 | 3,284 | 3,300 | 3,300 |
| 5215 Small Tools & Minor Equipment | 1,466 | 2,099 | 2,500 | 2,500 |
| 5400 Membership Dues and Subscriptions | - | - | 250 | 250 |
| 5401 Software Subscriptions & Maintenance | - | - | 2,880 | - |
| 5410 Employee Training | 585 | 620 | 800 | 800 |
| 6440 Equipment Additions | 4,129 | - | - | - |
| 7195 Contingency for Budget Reduction | - | - | 15,000 | 10,000 |
| TOTAL | <u>\$ 685,435</u> | <u>\$ 1,109,516</u> | <u>\$ 1,417,316</u> | <u>\$ 1,619,660</u> |



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



430 CORAL GABLES COUNTRY CLUB FUND
COMMUNITY RECREATION DEPARTMENT
6030 COUNTRY CLUB - ADMINISTRATION
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | | |
|----------------------------------|--------------------------------|--------------------------------|---------------------|---------------------|---------------------|-------------------|---------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES | |
| FULL TIME POSITIONS | | | | | | | |
| 6317 | Country Club Division Director | - | - | 1.00 | 1.00 | \$ 101,670 | |
| 6319 | Building Maintenance Manager | - | - | 1.00 | 1.00 | 82,449 | |
| 3101 | Maintenance Repair Worker | - | - | 1.00 | 2.00 | 77,992 | |
| TOTAL FULL TIME HEADCOUNT | | - | - | 3.00 | 4.00 | 262,111 | |
| PART TIME POSITIONS | | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's | |
| 9018 | Maintenance Worker I - P/T | 1 | - | - | 1.50 | 1.50 | 45,622 |
| TOTAL PART TIME FTE's | | 1 | - | - | 1.50 | 1.50 | 45,622 |
| TOTAL | | - | - | 4.50 | 5.50 | \$ 307,733 | |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|-------------|-------------|-------------------|-------------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ - | \$ - | \$ 106,870 | \$ 307,733 |
| 2000 Employee Benefits - See Other Cost Dist. | - | - | 29,127 | 201,698 |
| 4550 General Liability Insurance | - | - | - | 17,278 |
| 6440 Equipment Additions | - | - | - | 60,000 |
| TOTAL | \$ - | \$ - | \$ 135,997 | \$ 586,709 |

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



430 CORAL GABLES COUNTRY CLUB FUND
COMMUNITY RECREATION DEPARTMENT
6032 COUNTRY CLUB - EVENT VENUE
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | |
|----------------------------------|--------------------------|--------------------------------|---------------------|---------------------|---------------------|-------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES |
| FULL TIME POSITIONS | | | | | | |
| 6318 | Banquet Hall Manager | - | - | 1.00 | 1.00 | \$ 92,756 |
| TOTAL FULL TIME HEADCOUNT | | - | - | 1.00 | 1.00 | 92,756 |
| PART TIME POSITIONS | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's |
| 9033 | IT & AV Technician - P/T | 1 | - | - | 0.75 | 0.75 |
| 9032 | Marketing Specialist | 1 | - | - | 0.75 | 0.75 |
| TOTAL PART TIME FTE's | | 2 | - | - | 1.50 | 1.50 |
| TOTAL | | - | - | 2.50 | 2.50 | \$ 152,867 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|-----------|-----------|------------|------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ - | \$ - | \$ 121,817 | \$ 242,018 |
| 2000 Employee Benefits - See Other Cost Dist. | - | - | 17,036 | 65,749 |
| 3180 TYPE IN A DESCRIPTION | - | - | 104,167 | 250,000 |
| 3190 Other Professional Services | - | - | 22,919 | 55,000 |
| 4020 Central Garage Motor Pool Oper | - | - | 8,333 | - |
| 4410 Rental of Machinery and Equipment | - | - | 8,333 | 20,000 |
| 4550 General Liability Insurance | - | - | 25,000 | 8,583 |
| 4610 Repair/Maint. of Bldgs & Improvements | - | - | - | 287,529 |
| 4630 Repair/Maint. of Machinery & Equipment | - | - | 508,333 | 20,000 |
| 4710 Special Printed Forms | - | - | 2,083 | 5,000 |
| 4820 Advertising Expense | - | - | 5,000 | 5,000 |
| 4940 Taxes & License Fees Paid | - | - | 2,083 | 5,000 |
| 4990 Other Miscellaneous Expense | - | - | 33,333 | - |
| 5100 Office Supplies | - | - | 6,250 | 15,000 |
| 5201 Agricultural Supplies | - | - | 20,833 | 50,000 |
| 5202 Chemicals and Photographic Supplies | - | - | 2,083 | 5,000 |
| 5203 Drugs and Medical Supplies | - | - | 625 | 1,500 |
| 5204 Cleaning & Janitorial Supplies | - | - | 4,167 | 10,000 |
| 5206 Food for Human Consumption | - | - | 41,667 | 100,000 |
| 5208 Household & Institutional Supplies | - | - | 10,417 | 25,000 |

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 5209 Protective Clothing | - | - | 417 | 1,000 |
| 5211 Building Materials and Supplies | - | - | 4,167 | 10,000 |
| 5213 Purchase/Rental - Employee Uniforms | - | - | 2,083 | 5,000 |
| 5214 Uniform Allowance | - | - | 729 | 1,750 |
| 5215 Small Tools & Minor Equipment | - | - | 2,083 | 5,000 |
| 5400 Membership Dues and Subscriptions | - | - | 208 | 500 |
| 5410 Employee Training | - | - | 1,250 | 3,000 |
| 6430 Equipment Repair/Replacement | - | - | 8,333 | 20,000 |
| 6440 Equipment Additions | - | - | 200,000 | 200,000 |
| TOTAL | <u>\$ -</u> | <u>\$ -</u> | <u>\$ 1,163,749</u> | <u>\$ 1,416,629</u> |

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



430 CORAL GABLES COUNTRY CLUB FUND
COMMUNITY RECREATION DEPARTMENT
6034 COUNTRY CLUB - FITNESS & POOL
572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | | |
|----------------------------------|--|--------------------------------|---------------------|---------------------|---------------------|-------------------|----------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES | |
| FULL TIME POSITIONS | | | | | | | |
| 6320 | Fitness & Pool Manager | - | - | 1.00 | 1.00 | \$ 82,449 | |
| 3010 | Foreman | - | - | 1.00 | 1.00 | 52,261 | |
| 6207 | Lifeguard Lead | - | - | - | 1.00 | 45,142 | |
| 6005 | Recreation Specialist | - | - | 1.00 | 1.00 | 38,996 | |
| TOTAL FULL TIME HEADCOUNT | | 0.00 | 0.00 | 3.00 | 4.00 | 218,848 | |
| PART TIME POSITIONS | | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's | |
| 0082 | Lifeguard III - P/T | 1 | - | - | 0.75 | 0.75 | 27,718 |
| 0042 | Lifeguard II - P/T | 3 | - | - | 2.25 | 2.25 | 71,847 |
| 0021 | Lifeguard Entry Level - P/T | 3 | - | - | 2.25 | 2.25 | 65,202 |
| 0093 | Guest Service Representative Specialist - P/ | 1 | - | - | 0.75 | 0.75 | 23,949 |
| 0024 | Guest Service Representative - P/T | 1 | - | - | 2.25 | 2.25 | 65,202 |
| TOTAL PART TIME FTE's | | 9 | 0.00 | 0.00 | 8.25 | 8.25 | 253,918 |
| TOTAL | | 0.00 | 0.00 | 11.25 | 12.25 | \$ 472,766 | |

EXPENDITURE DETAIL

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|---|---------------------|---------------------|---------------------|---------------------|
| 1000 Salaries | \$ - | \$ - | \$ 194,918 | \$ 472,766 |
| 2000 Employee Benefits - See Other Cost Dist. | - | - | 33,550 | 207,333 |
| 3180 Professional Services - Contracted Staff | - | - | 41,667 | 100,000 |
| 4410 Rental of Machinery and Equipment | - | - | 4,167 | 10,000 |
| 4550 General Liability Insurance | - | - | 12,500 | 26,543 |
| 4630 Repair/Maint. of Machinery & Equipment | - | - | 4,167 | 10,000 |
| 4710 Special Printed Forms | - | - | 417 | 1,000 |
| 4820 Advertising Expense | - | - | 1,000 | 1,000 |
| 4940 Taxes & License Fees Paid | - | - | 2,083 | 5,000 |
| 5100 Office Supplies | - | - | 2,083 | 5,000 |
| 5201 Agricultural Supplies | - | - | 4,167 | 10,000 |
| 5202 Chemicals and Photographic Supplies | - | - | 10,417 | 25,000 |
| 5203 Drugs and Medical Supplies | - | - | 2,083 | 5,000 |
| 5204 Cleaning & Janitorial Supplies | - | - | 2,083 | 5,000 |
| 5206 Food for Human Consumption | - | - | 4,167 | 10,000 |
| 5208 Household & Institutional Supplies | - | - | 10,417 | 25,000 |
| 5209 Protective Clothing | - | - | 2,082 | 5,000 |

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 5210 Office Equipment - Non-Capital | - | - | - | - |
| 5211 Building Materials and Supplies | - | - | 2,083 | 5,000 |
| 5213 Purchase/Rental - Employee Uniforms | - | - | 2,083 | 5,000 |
| 5214 Uniform Allowance | - | - | 313 | 750 |
| 5215 Small Tools & Minor Equipment | - | - | 1,250 | 3,000 |
| 5400 Membership Dues and Subscriptions | - | - | 208 | 500 |
| 5410 Employee Training | - | - | 1,250 | 3,000 |
| 6430 Equipment Repair/Replacement | - | - | 4,167 | 10,000 |
| 6440 Equipment Additions | - | - | <u>200,000</u> | <u>200,000</u> |
| TOTAL | <u><u>\$ -</u></u> | <u><u>\$ -</u></u> | <u><u>\$ 543,322</u></u> | <u><u>\$ 1,150,892</u></u> |

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



430 CORAL GABLES COUNTRY CLUB FUND
COMMUNITY RECREATION DEPARTMENT
6038 COUNTRY CLUB - GRANADA GOLF
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE <u>FULL TIME POSITIONS</u> | NUMBER OF AUTHORIZED POSITIONS | | | | |
|---------------|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
| | | <u>ACTUAL</u> <u>HEADCOUNT</u> | <u>ACTUAL</u> <u>HEADCOUNT</u> | <u>BUDGET</u> <u>HEADCOUNT</u> | <u>BUDGET</u> <u>HEADCOUNT</u> | <u>SALARIES</u> |
| 4006 | Automotive Mechanic | 1.00 | 1.00 | 1.00 | 1.00 | \$ 50,573 |
| 9999 | Holiday Pay - Worked | - | - | - | - | 1,000 |
| TOTAL | | 1.00 | 1.00 | 1.00 | 1.00 | \$ 51,573 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|---------------|---------------|---------------|---------------|
| | <u>ACTUAL</u> | <u>ACTUAL</u> | <u>BUDGET</u> | <u>BUDGET</u> |
| 1000 Salaries | \$ 45,481 | \$ 46,969 | \$ 48,424 | \$ 51,573 |
| 2000 Employee Benefits - See Other Cost Dist. | 34,208 | 37,069 | 39,231 | 40,142 |
| 3190 Other Professional Services | 267,015 | 218,296 | 266,228 | 371,788 |
| 3191 Prof Services - Pro Shop Maintenance | 47,250 | 54,000 | 54,000 | 54,000 |
| 4020 Central Garage Motor Pool Oper | 30,901 | 26,880 | 36,833 | 556 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 33,290 |
| 4420 General Services Cost - See Other Cost Dist. | 153,955 | 153,459 | 154,742 | 125,981 |
| 4450 Lease Equipment | 89,289 | 82,365 | 107,505 | 107,505 |
| 4550 General Liability Insurance | 2,168 | 2,286 | 2,290 | 2,896 |
| 4620 Repair and Maint. of Office Equipment | - | - | 750 | 750 |
| 4630 Repair/Maint. of Machinery & Equipment | 4,330 | 3,750 | 11,500 | 11,500 |
| 4690 Special Maintenance Interdept'l Charges | 122,977 | 121,576 | 138,209 | - |
| 4710 Special Printed Forms | 1,474 | 796 | 1,000 | 1,000 |
| 4820 Advertising Expense | - | 812 | 1,000 | 1,000 |
| 4940 Taxes & License Fees Paid | 308 | 308 | - | - |
| 5100 Office Supplies | - | 907 | 1,000 | 1,000 |
| 5201 Agricultural Supplies | 63,192 | 60,481 | 60,108 | 67,608 |
| 5203 Drugs and Medical Supplies | - | 139 | 150 | 150 |
| 5204 Cleaning & Janitorial Supplies | 2,033 | 579 | 3,332 | 3,332 |
| 5207 Motor Fuel and Lubricants | 1,090 | 1,396 | 1,050 | 1,050 |
| 5208 Household & Institutional Supplies | 7,503 | 4,655 | 7,500 | 7,500 |
| 5209 Protective Clothing | 557 | 162 | 775 | 775 |
| 5211 Building Materials and Supplies | 2,149 | 1,689 | 2,900 | 2,500 |

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 5213 Purchase/Rental - Employee Uniforms | - | 1,110 | 750 | 1,150 |
| 5214 Uniform Allowance | 211 | 215 | 250 | 250 |
| 5215 Small Tools & Minor Equipment | 1,785 | 2,054 | 1,950 | 1,950 |
| 5217 Operating Equipment Repair Parts | 20,524 | 16,960 | 20,700 | 21,700 |
| 5400 Membership Dues and Subscriptions | 888 | 1,492 | 990 | 990 |
| 5410 Employee Training | 2,215 | 1,602 | 2,625 | 2,625 |
| TOTAL | <u>\$ 901,503</u> | <u>\$ 842,007</u> | <u>\$ 965,792</u> | <u>\$ 914,561</u> |

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



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

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|----------------------------------|--|--------------------------------|---------------------|---------------------|---------------------|---------------------|----------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | | |
| FULL TIME POSITIONS | | | | | | | |
| 6009 | Youth Center Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | \$ 85,680 | |
| 6011 | Youth Center Ass't Supv. | 1.00 | 1.00 | 1.00 | 1.00 | 52,645 | |
| 6005 | Recreation Specialist | 3.00 | 3.00 | 3.00 | 3.00 | 157,835 | |
| 3010 | Foreman | 1.00 | 1.00 | 1.00 | 1.00 | 53,031 | |
| 3103 | Repair Worker - Parks | 2.00 | 2.00 | 2.00 | 2.00 | 83,850 | |
| 8888 | Overtime | - | - | - | - | 5,000 | |
| TOTAL FULL TIME HEADCOUNT | | 8.00 | 8.00 | 8.00 | 8.00 | 438,041 | |
| PART TIME POSITIONS | | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's | |
| 0019 | Program Assistant - P/T | 4 | 3.00 | 3.00 | 3.00 | 68,813 | |
| 0095 | Specialized Fitness Coordinator - P/T | 1 | - | - | 0.75 | 23,949 | |
| 0024 | Guest Service Representative - P/T | 9 | 4.50 | 4.50 | 6.75 | 189,579 | |
| 0093 | Guest Service Representative Specialist - P/ | 1 | 0.75 | 0.75 | 0.75 | 23,949 | |
| 0023 | Recreation Counselor - P/T | 11 | 7.80 | 7.80 | 7.80 | 225,370 | |
| 6000 | Director of Youth Soccer - P/T | 1 | 0.75 | 0.75 | 0.75 | 46,578 | |
| 6017 | High Perf Athletic Coach - P/T | 4 | - | 1.40 | 1.40 | 43,772 | |
| 6018 | High Perf Athletic Coach - P/T - Seasonal | 3 | - | 0.43 | 0.43 | 13,500 | |
| 0053 | Guest Service Rep - Seasonal | 1 | 1.00 | 1.00 | 1.00 | 7,000 | |
| 2308 | Spring Break Camp Counselor - Seasonal | 1 | 1.00 | 1.00 | 1.00 | 118,784 | |
| 6001 | Summer Camp Coordinator - Seasonal | 1 | 1.00 | 1.00 | 1.00 | 20,995 | |
| 7777 | Staff Hours Variance - P/T | - | - | - | - | (65,000) | |
| TOTAL PART TIME FTE's | | 37 | 19.80 | 21.63 | 24.63 | 717,289 | |
| TOTAL | | | 27.80 | 29.63 | 32.63 | \$ 1,155,330 | |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|------------|------------|--------------|--------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 583,956 | \$ 728,789 | \$ 1,031,026 | \$ 1,155,330 |
| 2000 Employee Benefits - See Other Cost Dist. | 327,415 | 338,157 | 369,928 | 408,483 |
| 3180 Professional Services - Contracted Staff | 218,988 | 333,643 | 564,931 | 529,217 |
| 3190 Other Professional Services | 21,415 | 14,562 | 60,731 | 60,731 |
| 4010 Travel Expense | - | - | 33,500 | 33,500 |
| 4020 Central Garage Motor Pool Oper | 13,687 | 12,647 | 16,064 | 7,318 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 8,449 |
| 4410 Rental of Machinery and Equipment | 2,775 | 2,854 | 5,000 | 5,000 |
| 4420 General Services Cost - See Other Cost Dist. | 875,051 | 880,395 | 879,520 | 938,571 |
| 4550 General Liability Insurance | 41,326 | 40,630 | 44,856 | 64,866 |
| 4630 Repair/Maint. of Machinery & Equipment | 1,600 | 408 | 5,000 | 5,000 |
| 4690 Special Maintenance Interdept'l Charges | 61,489 | 59,758 | 69,104 | - |
| 4710 Special Printed Forms | - | - | 740 | 740 |

EXPENDITURE DETAIL

| | <u>2019-2020 ACTUAL</u> | <u>2020-2021 ACTUAL</u> | <u>2021-2022 BUDGET</u> | <u>2022-2023 BUDGET</u> |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 4820 Advertising Expense | - | - | 480 | 480 |
| 4990 Other Miscellaneous Expense | 503 | - | 3,804 | 3,804 |
| 5100 Office Supplies | 2,320 | 1,903 | 7,671 | 7,671 |
| 5201 Agricultural Supplies | 20,908 | 16,709 | 20,000 | 20,000 |
| 5202 Chemicals and Photographic Supplies | - | - | 1,000 | 1,000 |
| 5203 Drugs and Medical Supplies | - | - | 1,000 | 1,000 |
| 5204 Cleaning & Janitorial Supplies | 3,883 | 2,479 | 4,500 | 4,500 |
| 5206 Food for Human Consumption | 10,321 | 5,207 | 26,671 | 26,671 |
| 5208 Household & Institutional Supplies | 21,750 | 13,548 | 25,695 | 25,695 |
| 5209 Protective Clothing | 169 | 80 | 375 | 375 |
| 5211 Building Materials and Supplies | 162 | - | 3,000 | 3,000 |
| 5213 Purchase/Rental - Employee Uniforms | 845 | 415 | 7,290 | 7,290 |
| 5214 Uniform Allowance | 8,707 | 4,158 | 32,001 | 32,001 |
| 5215 Small Tools & Minor Equipment | 307 | 744 | 1,000 | 1,000 |
| 5400 Membership Dues and Subscriptions | 6,202 | 617 | 17,000 | 17,000 |
| 5410 Employee Training | - | 300 | 350 | 350 |
| 6430 Equipment Repair/Replacement | 36,081 | 15,890 | 42,660 | 42,660 |
| 6440 Equipment Additions | 7,552 | 3,519 | 10,650 | 10,650 |
| 7195 Contingency for Budget Reduction | - | - | 16,765 | 16,765 |
| TOTAL | <u>\$ 2,267,412</u> | <u>\$ 2,477,412</u> | <u>\$ 3,302,312</u> | <u>\$ 3,439,117</u> |

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



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6060 ADULT SERVICES DIVISION
 573 COMMUNITY RECREATION

PERSONNEL SCHEDULE

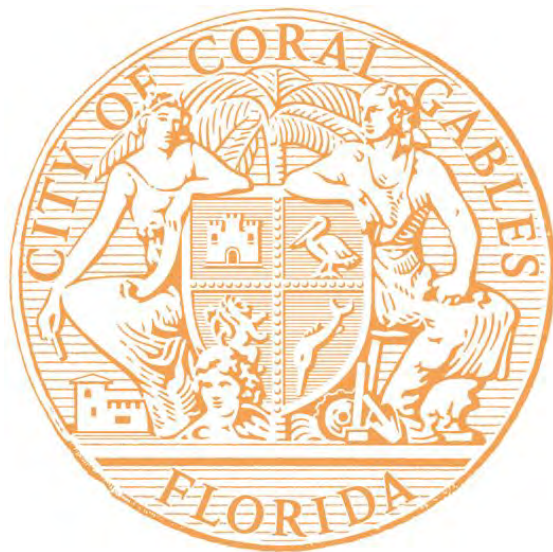
| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|----------------------------------|--|--------------------------------|---------------------|---------------------|---------------------|----------------|-------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | | |
| FULL TIME POSITIONS | | | | | | | |
| 6007 | Adult Activity Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | \$ 66,672 | |
| 0634 | Adult Activity Assistant Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 44,276 | |
| 8888 | Overtime | - | - | - | - | 500 | |
| 9999 | Holiday Pay | - | - | - | - | 500 | |
| TOTAL FULL TIME HEADCOUNT | | 2.00 | 2.00 | 2.00 | 2.00 | 111,948 | |
| PART TIME POSITIONS | | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's | |
| 0093 | Guest Service Representative Specialist - P/ | 1 | 0.75 | 0.75 | 0.75 | 0.75 | 24,576 |
| 0024 | Guest Service Representative - P/T | 6 | 4.35 | 4.35 | 4.35 | 4.35 | 99,272 |
| 9018 | Maintenance Worker I - P/T | 1 | 0.75 | 0.75 | 0.75 | 0.75 | 21,734 |
| 0095 | Specialized Fitness Coordinator - P/T | 1 | 0.60 | 0.60 | 0.60 | 0.60 | 27,614 |
| 0100 | Adult Activities Instructor - Seasonal | 1 | 0.91 | 0.91 | 0.91 | 0.91 | 38,197 |
| TOTAL PART TIME FTE's | | 10 | 7.36 | 7.36 | 7.36 | 7.36 | 211,393 |
| TOTAL | | | 9.36 | 9.36 | 9.36 | 9.36 | \$ 323,341 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|------------|------------|------------|------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 181,115 | \$ 143,948 | \$ 314,248 | \$ 323,341 |
| 2000 Employee Benefits - See Other Cost Dist. | 94,516 | 97,253 | 113,678 | 117,879 |
| 3190 Other Professional Services | 35,497 | 3,691 | 116,941 | 118,941 |
| 4010 Travel Expense | - | - | 5,184 | 4,684 |
| 4410 Rental of Machinery and Equipment | 2,629 | 2,162 | 3,500 | 3,500 |
| 4550 General Liability Insurance | 14,376 | 12,840 | 14,725 | 18,154 |
| 4630 Repair/Maint. of Machinery & Equipment | 620 | 3,209 | 3,584 | 3,584 |
| 4710 Special Printed Forms | 168 | 2,303 | 5,084 | 4,084 |
| 4990 Other Miscellaneous Expense | - | 40 | - | - |
| 5100 Office Supplies | 2,040 | 1,012 | 6,500 | 5,500 |
| 5202 Chemicals and Photographic Supplies | - | - | 500 | 500 |
| 5203 Drugs and Medical Supplies | - | - | 1,000 | 1,000 |
| 5204 Cleaning & Janitorial Supplies | - | - | 1,000 | 1,000 |
| 5206 Food for Human Consumption | 4,237 | 903 | 13,300 | 15,300 |
| 5208 Household & Institutional Supplies | 4,212 | 4,529 | 17,153 | 17,153 |
| 5209 Protective Clothing | - | - | 75 | 75 |
| 5211 Building Materials and Supplies | 2,835 | 420 | 4,000 | 4,000 |

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 5213 Purchase/Rental - Employee Uniforms | - | 648 | 3,060 | 3,060 |
| 5214 Uniform Allowance | 230 | 718 | 750 | 500 |
| 5215 Small Tools & Minor Equipment | 246 | 234 | 2,500 | 2,500 |
| 5400 Membership Dues and Subscriptions | 522 | 397 | 1,234 | 1,234 |
| 5410 Employee Training | - | 3,054 | 3,000 | 1,500 |
| 7195 Contingency for Budget Reduction | - | - | 15,618 | 15,618 |
| TOTAL | <u>\$ 343,243</u> | <u>\$ 277,361</u> | <u>\$ 646,634</u> | <u>\$ 663,107</u> |



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



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | |
|----------------------------------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|-------------------|
| | | 2019-2020 ACTUAL HEADCOUNT | 2020-2021 ACTUAL HEADCOUNT | 2021-2022 BUDGET HEADCOUNT | 2022-2023 BUDGET HEADCOUNT | |
| FULL TIME POSITIONS | | | | | | |
| 0059 | Special Projects Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | \$ 82,974 |
| TOTAL FULL TIME HEADCOUNT | | 1.00 | 1.00 | 1.00 | 1.00 | 82,974 |
| PART TIME POSITIONS | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's |
| 0097 | Special Projects Specialist - P/T | 1 | 0.75 | 0.75 | 0.75 | 25,070 |
| 0086 | Special Projects Assistant | 1 | 0.60 | 0.60 | 0.60 | 17,987 |
| TOTAL PART TIME FTE's | | 2 | 1.35 | 1.35 | 1.35 | 43,057 |
| TOTAL | | | 2.35 | 2.35 | 2.35 | \$ 126,031 |

EXPENDITURE DETAIL

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|---|---------------------|---------------------|---------------------|---------------------|
| 1000 Salaries | \$ 141,842 | \$ 135,560 | \$ 109,337 | \$ 126,031 |
| 2000 Employee Benefits - See Other Cost Dist. | 56,828 | 57,693 | 54,790 | 61,372 |
| 3190 Other Professional Services | 148,772 | 150,834 | 195,280 | 241,780 |
| 4410 Rental of Machinery and Equipment | 16,161 | - | 5,096 | 5,096 |
| 4550 General Liability Insurance | 5,151 | 5,483 | 5,087 | 7,076 |
| 4710 Special Printed Forms | 2,961 | 756 | 2,900 | 2,500 |
| 4802 July 4th Celebration | - | - | 175,000 | 175,000 |
| 4820 Advertising Expense | 750 | - | - | - |
| 4840 Farmers Market | 70 | - | - | - |
| 5202 Chemicals and Photographic Supplies | 1,187 | - | 1,000 | 1,000 |
| 5206 Food for Human Consumption | 2,055 | 1,816 | 2,900 | 1,400 |
| 5208 Household & Institutional Supplies | 16,393 | 24,799 | 10,589 | 5,589 |
| 5214 Uniform Allowance | - | - | - | 400 |
| 5400 Membership Dues and Subscriptions | 50 | - | - | - |
| 7195 Contingency for Budget Reduction | - | - | 33,300 | 33,300 |
| TOTAL | \$ 392,220 | \$ 376,941 | \$ 595,279 | \$ 660,544 |

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6070 GOLF COURSE/PARKS MAINT. DIVISION
 590 INTERNAL SERVICES

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | |
|----------------------------------|--|--------------------------------|---------------------|---------------------|---------------------|-------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES |
| FULL TIME POSITIONS | | | | | | |
| 2309 | Golf Course & Parks Supt. | 1.00 | 1.00 | 1.00 | 1.00 | \$ 90,571 |
| 2310 | Golf Course & Parks Maint. Asst. Supt. | 1.00 | 1.00 | 1.00 | 1.00 | 71,702 |
| 3009 | Irrigation Foreman | 1.00 | 1.00 | 1.00 | 1.00 | 68,578 |
| 3010 | Foreman | 2.00 | 2.00 | 2.00 | 2.00 | 139,714 |
| 3005 | Maintenance Worker II | 1.00 | 1.00 | 1.00 | 1.00 | 51,582 |
| TOTAL FULL TIME HEADCOUNT | | 6.00 | 6.00 | 6.00 | 6.00 | 422,147 |
| PART TIME POSITIONS | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's |
| 6004 | Park Service Attendant - P/T | 5 | 3.75 | 3.75 | 3.75 | 3.75 |
| 6107 | Park Ambassador - P/T | 1 | 0.75 | 0.75 | 0.75 | 0.75 |
| TOTAL PART TIME FTE's | | 6 | 4.50 | 4.50 | 4.50 | 4.50 |
| TOTAL | | | 10.50 | 10.50 | 10.50 | 10.50 |
| | | | | | | \$ 534,008 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|------------|------------|------------|------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 444,362 | \$ 446,274 | \$ 478,969 | \$ 534,681 |
| 2000 Employee Benefits - See Other Cost Dist. | 192,521 | 204,971 | 214,897 | 231,389 |
| 3190 Other Professional Services | 372,688 | 352,428 | 372,120 | 507,840 |
| 4020 Central Garage Motor Pool Oper | 40,849 | 36,302 | 48,366 | 8,050 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 37,495 |
| 4420 General Services Cost - See Other Cost Dist. | 51,318 | 51,632 | 51,580 | 55,043 |
| 4550 General Liability Insurance | 22,242 | 22,438 | 22,221 | 30,019 |
| 4611 Repair/Maint. - Maint of Parks Equip | - | 897 | 7,608 | - |
| 4630 Repair/Maint. of Machinery & Equipment | 856 | 2,250 | 4,000 | 3,500 |
| 5100 Office Supplies | 966 | - | 547 | 547 |
| 5201 Agricultural Supplies | 28,799 | 36,696 | 61,273 | 64,273 |
| 5207 Motor Fuel and Lubricants | 482 | - | 550 | 550 |
| 5208 Household & Institutional Supplies | 43,644 | 42,974 | 37,715 | 37,715 |
| 5209 Protective Clothing | (868) | - | 1,000 | 1,000 |
| 5211 Building Materials and Supplies | 972 | 1,048 | 900 | 900 |
| 5213 Purchase/Rental - Employee Uniforms | 4,404 | 6,426 | 5,000 | 5,500 |
| 5214 Uniform Allowance | - | - | 250 | 250 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 5215 Small Tools & Minor Equipment | 3,507 | 3,014 | 5,375 | 5,375 |
| 5217 Operating Equipment Repair Parts | 2,081 | 2,330 | 2,500 | 2,500 |
| 6430 Equipment Repair/Replacement | 26,209 | 3,761 | 47,150 | 42,250 |
| 6440 Equipment Additions | 10,390 | 7,398 | 25,000 | 25,000 |
| 7195 Contingency for Budget Reduction | - | - | 22,938 | 22,938 |
| 9010 Intradepartmental Credits | <u>(209,074)</u> | <u>(206,061)</u> | <u>(234,955)</u> | <u>-</u> |
| TOTAL | <u>\$ 1,036,348</u> | <u>\$ 1,014,778</u> | <u>\$ 1,175,004</u> | <u>\$ 1,616,815</u> |

Action Plan Worksheet



Action Plan Owner: Fred Couceyro, Community Recreation Director

Action Plan Name: 5.3.1-1 Increase the percentage of geographic areas within a 10-minute walk of a park, playground, or other recreational space to at least 85% by 2025

Strategic plan alignment:

- Objective – 5 – Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Goal 3 - Promote world-class neighborhood experience

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

| What must be done | By When | How will it be evident |
|---|----------|---|
| Assessment and identification of applicable spaces | 07/01/23 | Listing of all playgrounds, parks, and recreational spaces |
| Assess and quantify percentage of homes within a 10-minute accessible walk of spaces. | 12/01/23 | Levels of service map including identification of accessibility needs |
| Identify areas with deficient level of service | 03/01/24 | Listing and map of areas in need or improvement |
| Identify properties for purchase or repurpose | 10/01/24 | Listing of properties |
| Community Meeting for approval of purchase | 11/01/24 | Community presentation and meeting minutes |
| Secure, purchase or repurpose property | 02/01/25 | Establishment of new recreation space |
| Identify accessibility improvements needed for new space | 02/01/25 | Project scope for each new space |
| Community Meeting for development of space | 05/01/25 | Community Presentation and meeting minutes |
| Secure funding and begin construction for space | 09/30/25 | Budgeted project and construction date |

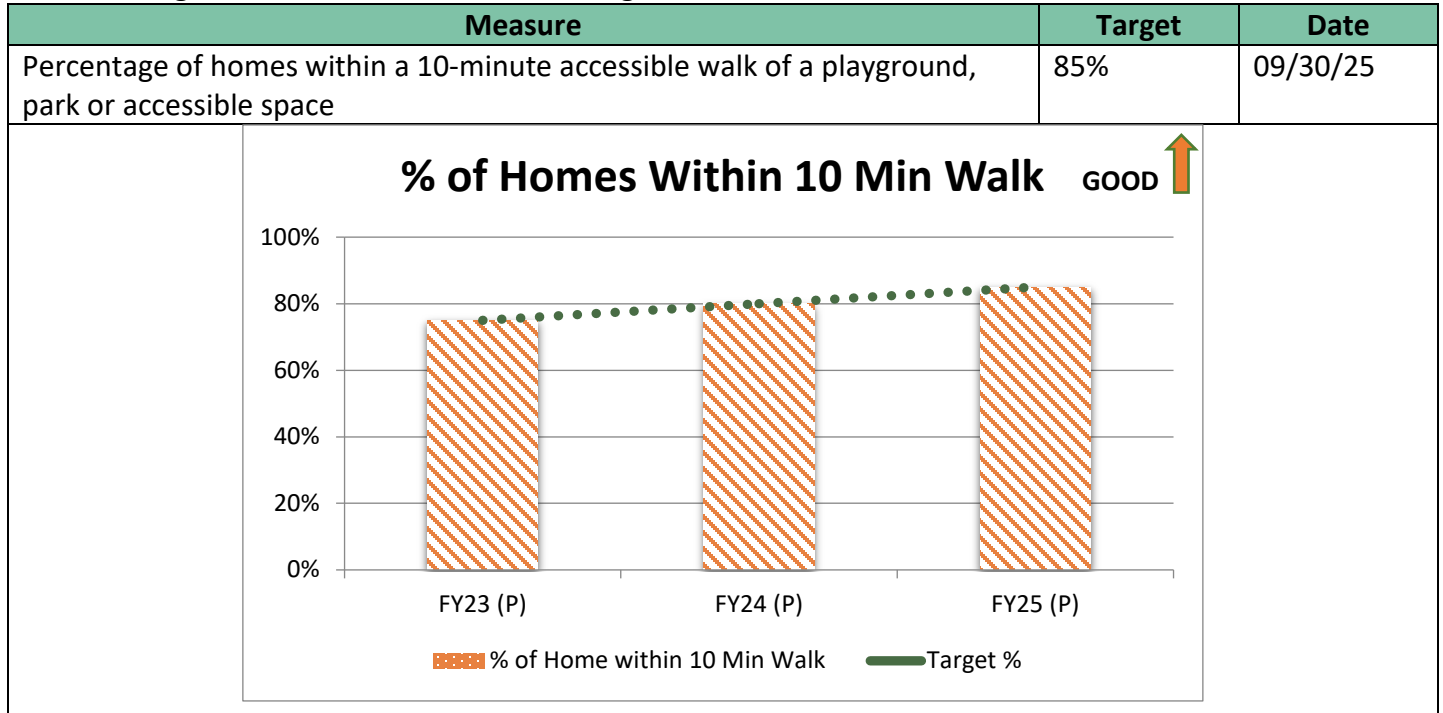
Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Informatics Person – Director (100 hours annually)
 - Program / Subject Matter Experts – Director, Administrative Supervisor, IT/GIS staff, CIP team, Architects, Greenspace Management (100 hours annually)
- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|--------------|---|
| \$ 5,500,000 | Purchase of properties for recreational space |
| \$ 2,000,000 | Capital expenditures for construction |
| \$ 7,500,000 | Total |

- Technology:
 - Use of Mapping GIS through IT staff support
- Other
 - Space, equipment, etc.

Short- & Longer-term measures of success, targets and / or time horizons



Frequency & venue of review

- Quarterly project team meeting.
- Annual report to City Manager.

Who are the stakeholders / what is the anticipated impact on them?

| Stakeholder Group | Potential positive impact | Potential negative impact |
|----------------------------------|---|--|
| Workforce | <ul style="list-style-type: none"> • Consolidation of locations and uses will allow for easier maintenance | <ul style="list-style-type: none"> • Increased workload |
| Program / Subject Matter Experts | <ul style="list-style-type: none"> • Provide blueprint for expansion in future | <ul style="list-style-type: none"> • Unhappiness with location or design |
| Sr. Leadership | <ul style="list-style-type: none"> • Resident support | <ul style="list-style-type: none"> • Neighborhood unrest with activity |
| Commissioners | <ul style="list-style-type: none"> • Support for acquisition of land | <ul style="list-style-type: none"> • 15% still in need |
| Customers | <ul style="list-style-type: none"> • Accessibility to park spaces | <ul style="list-style-type: none"> • Park spaces not designed for all needs |

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- Money:
 - Costs: \$7,500,000
 - Benefits: Undetermined increase in tax revenues due to increased home values
 - Time to see return on investment: 3 years
- Other benefits:

Action Plan Worksheet



Action Plan Owner: Fred Couceyro, Community Recreation Director

Action Plan Name: 5.3.2-1 Provide dog parks for the community to meet the top-ten benchmark City national standard for dog parks by 2025

Strategic plan alignment:

- Objective – 5 – Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Goal 3 - Promote world-class neighborhood experience

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

| What must be done | By When | How will it be evident |
|--|----------|---|
| Research dog park concurrency benchmark standards | 12/01/22 | Listing and results of benchmark study |
| Assessment and identification of applicable spaces | 03/01/23 | Listing of all potential city owned spaces suitable for dog parks |
| Identify areas with deficient level of service | 06/01/23 | Listing and map of areas in need or improvement |
| Identify properties for purchase or repurpose | 10/01/23 | Listing of properties |
| Community Meeting for approval of purchase | 01/01/25 | Meeting minutes |
| Secure, purchase or repurpose property | 03/01/25 | Establishment of new recreation space |
| Community Meeting for development of space | 05/01/25 | Meeting minutes |
| Secure funding and begin construction for space | 09/30/25 | Budgeted project and construction date |

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Program / Subject Matter Experts – Director, Assistant Director, Admin. Supervisor, Golf and Parks staff, Greenspace management, CIP staff
- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|-------------------|--|
| \$ 800,000 | Development costs for dog park |
| \$ 75,000 | Dog Park Waste supplies annually |
| \$ 75,000 | Annual staffing expenditures |
| \$ 950,000 | Total (not including cost to purchase the property) |

- Knowledge/Training:
 - Part-time staff – training of dog park monitoring and servicing
- Other
 - Equipment and furnishings for dog park.

Short- & Longer-term measures of success, targets and / or time horizons

| Measure | Target | Date |
|--|--------|----------|
| Number of dog parks per 50,000 residents | 2 | 09/30/25 |

Frequency & venue of review

- Quarterly project team meeting.
- Annual report to City Manager.

Who are the stakeholders / what is the anticipated impact on them?

| Stakeholder Group | Potential positive impact | Potential negative impact |
|----------------------------------|---|--|
| Program / Subject Matter Experts | <ul style="list-style-type: none"> • Provide blueprint for future expansion | <ul style="list-style-type: none"> • Unhappiness with design |
| Sr. Leadership | <ul style="list-style-type: none"> • Alleviate complaints and issues related to dogs | <ul style="list-style-type: none"> • Need for more resources dependent on use |
| Commissioners | <ul style="list-style-type: none"> • Voter approval | <ul style="list-style-type: none"> • Residents unhappy with locations |
| Customers | <ul style="list-style-type: none"> • Fulfill need for many | <ul style="list-style-type: none"> • Needs still not met |
| Regulators | <ul style="list-style-type: none"> • Reduces need for enforcement | <ul style="list-style-type: none"> • Complaints about non-resident use |

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- Money:
 - Costs: \$950,000
 - Benefits: increased home values
 - Time to see return on investment : 3 years
- Other benefits:
 - Resident satisfaction
 - Dog waste control

Action Plan Worksheet



Action Plan Owner: Fred Couceyro, Community Recreation Director

Action Plan Name: 5.3.3-1 Provide a fully operational Country Club for residents achieving 80% operating cost recovery by 2025

Strategic plan alignment:

- Objective – 5 – Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Goal 3 - Promote world-class neighborhood experience

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

| What must be done | By When | How will it be evident |
|--|----------|---------------------------------------|
| Develop and implement an operational plan. | 05/01/22 | Completed & approved plan. |
| Develop a fiscal operational cost estimate. | 05/01/22 | Complete cost estimate. |
| Develop a 5-year capital cost estimate and timeline. | 05/01/22 | Complete estimate. |
| Develop a staffing and onboarding plan. | 05/01/22 | Complete and implement onboarding. |
| Develop annual revenue estimates with a 5-year projection. | 10/01/22 | Complete estimate. |
| Establish fees for rentals, services, and programming. | 10/01/22 | Have fees approved by the Commission. |
| Complete a facility inventory of assets and programming amenities. | 12/31/22 | Complete inventory listing. |
| Provide seasonal cost analysis for operational expenditures and revenues to assess level of success. | Ongoing | Ongoing review. |

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Informatics Person – Carolina Vester
 - Program / Subject Matter Experts – Carolina Vester
- Finances (detailed listing of expected costs): see attached detailed operating estimates

| \$ Amount | Purpose |
|----------------------|---|
| \$ 4,500,000 | Fiscal Operating Budget – ongoing each year |
| \$ 9,000,000 | Capital 5-Year Budget – distributed over five years |
| \$ 13,500,000 | Total |

- Technology:
 - See attached separate technology needs.
- Knowledge/Training:
 - All staff – Onboarding training

- Other
 - Space, equipment, etc.

Short- & Longer-term measures of success, targets and / or time horizons

| Measure | Target | Date | | | | | | | | | | | | |
|---|-----------------------------|----------------------|------|-----------------------------|----------|----------|------|------|----------|------|------|----------|------|------|
| Operating cost recovery | 80% 100% | 09/30/25 09/30/26 | | | | | | | | | | | | |
| <div style="text-align: center;"> <p>Operating Cost Recovery GOOD ↑</p> <table border="1"> <caption>Operating Cost Recovery Data</caption> <thead> <tr> <th>Year</th> <th>Operating Cost Recovery (%)</th> <th>Target %</th> </tr> </thead> <tbody> <tr> <td>FY24 (P)</td> <td>~80%</td> <td>~80%</td> </tr> <tr> <td>FY25 (P)</td> <td>~90%</td> <td>~90%</td> </tr> <tr> <td>FY26 (P)</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table> </div> | | | Year | Operating Cost Recovery (%) | Target % | FY24 (P) | ~80% | ~80% | FY25 (P) | ~90% | ~90% | FY26 (P) | 100% | 100% |
| Year | Operating Cost Recovery (%) | Target % | | | | | | | | | | | | |
| FY24 (P) | ~80% | ~80% | | | | | | | | | | | | |
| FY25 (P) | ~90% | ~90% | | | | | | | | | | | | |
| FY26 (P) | 100% | 100% | | | | | | | | | | | | |
| Operating and capital infrastructure costs recovery | 100% | 09/30/28 | | | | | | | | | | | | |

Frequency & venue of review

- Weekly project team meeting.
- Quarterly report to ACM or CM.

Who are the stakeholders / what is the anticipated impact on them?

| Stakeholder Group | Potential positive impact | Potential negative impact |
|-------------------|---|---|
| Workforce | <ul style="list-style-type: none"> • Opportunities for promotions and jobs. | <ul style="list-style-type: none"> • Additional strain on the pension. Additional strain on existing administrative workforce. |
| Informatics | <ul style="list-style-type: none"> • None | <ul style="list-style-type: none"> • Additional strain to existing workforce. |
| Sr. Leadership | <ul style="list-style-type: none"> • Increased resident satisfaction and engagement. Increased City revenue. | <ul style="list-style-type: none"> • Additional managerial oversight required. |
| Commissioners | <ul style="list-style-type: none"> • Increased resident satisfaction and engagement. Increased home value. Increased City brand value and recognition. | <ul style="list-style-type: none"> • Potential complaints from residents due to operations of the facility. |

| | | |
|-----------|---|---|
| Customers | <ul style="list-style-type: none"> • Increased resident satisfaction and engagement. | <ul style="list-style-type: none"> • Potential dissatisfaction by some members of the community. |
| Finance | <ul style="list-style-type: none"> • Increased City revenue. | <ul style="list-style-type: none"> • Additional unfunded start-up costs. |

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- Money:
 - Costs: \$4,500,000 operating each year.
 - Benefits: \$5,000,000 profitability each year after year five.
 - Time to see return on investment – Five years.
- Other benefits:
 - Resident satisfaction and engagement.

Action Plan Worksheet



Action Plan Owner: Fred Couceyro, Community Recreation Director

Action Plan Name: 5.4.1-1 Provide 2 new offerings annually to address identified needs in technology, literacy, innovation, and business development

Strategic plan alignment:

- Objective – 5 – Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Goal 4 - Enhance the sense of community through educational offerings to meet the needs of residents and small businesses

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

| What must be done | By When | How will it be evident |
|---|----------|--|
| Research and collect benchmarks of new programming | 12/01/22 | Creating a listing of all new and innovative programming |
| Hold round table to discuss and present to all supervisors of impacted facilities | 04/01/23 | Minutes with feedback from supervisors |
| Develop new programs for AAC and YC | 06/01/23 | Create a program proposal which is approved by staff/admin |
| Schedule and allocate funding for pilot programs | 11/01/23 | Entered into recreation management software and City-wide calendar |
| Create new needs and appropriately budget full programs | 02/01/24 | Entered into budget approval process for new needs. |
| Implementation of pilot initiative during summer programming session | 04/01/24 | Participation of our resident base as well as possible feedback |

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 Program / Subject Matter Experts – Director, Assistant Director, Admin. Supervisor, Youth Center Supervisor and Adult Activities Center Supervisor

- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|------------------|--|
| \$ 10,000 | Funding for an initial program/event for the Adult Activities Center |
| \$ 10,000 | Funding for an initial program/event at the Youth Center |
| \$ 20,000 | Total |

- Knowledge/Training:
 - Training and hiring of program experts. As well as training part time staff and full-time staff in implementation of programming/event
- Other
 - Possible equipment purchasing and usage of space at facilities for programming

Short- & Longer-term measures of success, targets and / or time horizons

| Measure | Target | Date | | | | | | | | | | | | |
|---|-------------------------------|----------------------|-------------|-------------------------------|----------------------|----------|--------|-------|----------|--------|-------|----------|--------|-------|
| Attendee satisfaction at Adult Activities Center event | 95% | 09/30/24 | | | | | | | | | | | | |
| Attendee satisfaction at Youth Center event | 95% | 09/30/24 | | | | | | | | | | | | |
| Registrations at Adult Activities Center event | 7,000 annually | 09/30/24 | | | | | | | | | | | | |
| <p>Registrations GOOD ↑</p> <table border="1"> <caption>Registrations Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Registrations at Youth Center</th> <th>Registrations at AAC</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>11,000</td> <td>6,500</td> </tr> <tr> <td>FY24 (P)</td> <td>11,500</td> <td>6,800</td> </tr> <tr> <td>FY25 (P)</td> <td>12,000</td> <td>7,000</td> </tr> </tbody> </table> | | | Fiscal Year | Registrations at Youth Center | Registrations at AAC | FY23 (P) | 11,000 | 6,500 | FY24 (P) | 11,500 | 6,800 | FY25 (P) | 12,000 | 7,000 |
| Fiscal Year | Registrations at Youth Center | Registrations at AAC | | | | | | | | | | | | |
| FY23 (P) | 11,000 | 6,500 | | | | | | | | | | | | |
| FY24 (P) | 11,500 | 6,800 | | | | | | | | | | | | |
| FY25 (P) | 12,000 | 7,000 | | | | | | | | | | | | |
| Registrations at Youth Center event | 12,000 annually | 09/30/24 | | | | | | | | | | | | |

Frequency & venue of review

- Weekly project team meeting.
- End of program/event S.W.O.T. analysis and debrief with supervisors/staff.

Who are the stakeholders / what is the anticipated impact on them?

| Stakeholder Group | Potential positive impact | Potential negative impact |
|----------------------------------|--|---|
| Workforce | <ul style="list-style-type: none"> • Improving knowledge of staff on different subject matters | <ul style="list-style-type: none"> • Retention of staff as a result |
| Program / Subject Matter Experts | <ul style="list-style-type: none"> • Provide programming plan and Rectrac access to residents/users | <ul style="list-style-type: none"> • Unhappiness with registration/time or locations |
| Sr. Leadership | <ul style="list-style-type: none"> • Resident Support | <ul style="list-style-type: none"> • Using program space for initiatives that may not align with resident base |
| Customers | <ul style="list-style-type: none"> • Accessibility to new and innovative programming | <ul style="list-style-type: none"> • Dissatisfaction with programming |

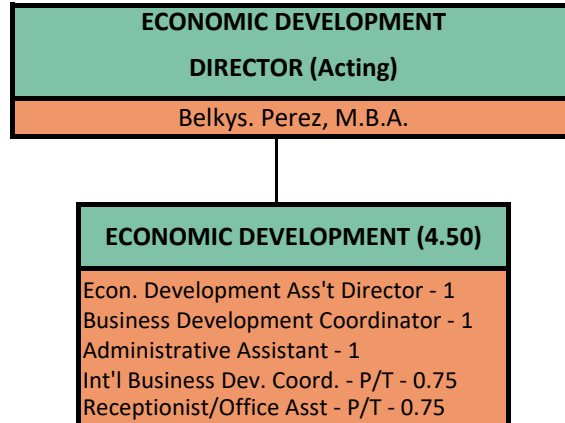
What are the positive and negative financial impacts (costs / benefits and return on investment)?

- Money:
 - Costs: \$20,000.00
 - Benefits: A more attuned resident base to the needs of technology, literacy, innovation, and business development
 - Time to see return on investment : 2-3 years
- Other benefits:
 - Resident Satisfaction
 - Becoming more world class

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**

ECONOMIC DEVELOPMENT

ORGANIZATION CHART



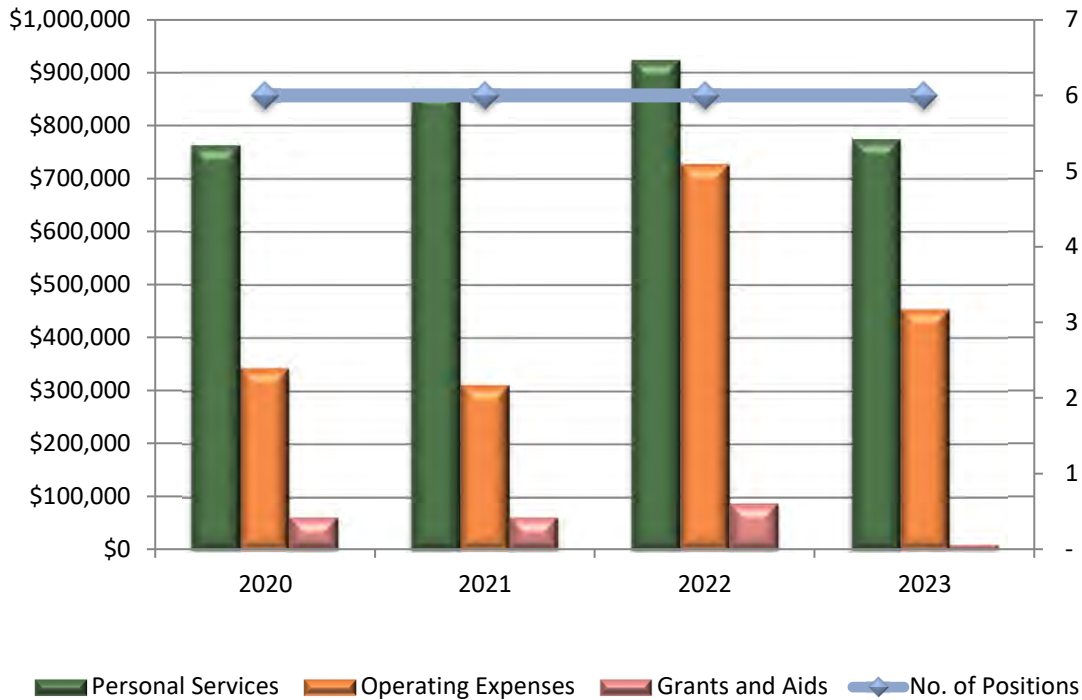
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



**ECONOMIC DEVELOPMENT DEPARTMENT
BUDGET AND POSITION SUMMARY**

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Salaries & Benefits | 763,048 | 867,123 | 923,636 | 773,968 |
| Operating Expenses | 342,764 | 311,471 | 727,508 | 453,750 |
| Grants and Aids | 61,630 | 61,589 | 87,546 | 10,000 |
| Total | <u>1,167,442</u> | <u>1,240,183</u> | <u>1,738,690</u> | <u>1,237,718</u> |
| | | | | |
| Full Time Headcount | 4.00 | 4.00 | 4.00 | 4.00 |
| Part Time FTE's | 1.50 | 1.50 | 1.50 | 1.50 |
| Total Headcount & FTE's | <u>5.50</u> | <u>5.50</u> | <u>5.50</u> | <u>5.50</u> |

EXPENDITURE/PERSONNEL COMPARISONS



Economic Development

Department Function:

The Economic Development department was created in 1989 to foster sound economic growth and quality of life in the City of Coral Gables.

Economic Development

The department is tasked with the responsibility of managing the city's economic development initiatives which are designed to support the needs of the business ecosystem. This involves the development and implementation of the city's comprehensive economic development program, business recruitment, and the implementation of economic/planning software tools to provide real-time data, technical workshops and/or webinars to existing businesses and new to market companies, while supporting viable economic development initiatives. The department conducts city sponsored business events, proactively participates in the search for public and private grants to financially assist our small businesses and supports the implementation of the City's Community Rating System (CRS) Program. The department serves as liaison to the city's Economic Development Board.

The Department also manages the operations of the city-owned assets, oversees the City's international affairs activities, and participates in several multi-departmental efforts - pursuant to the following:

Property Administration

The department assists in real estate acquisitions, dispositions, and the negotiation (including public/private ventures) and administration of lease and concessionary agreements for City-owned properties to generate revenue, obtain value, and provide enduring public benefits for the City. The department serves as liaison to the city's Property Advisory Board and the Library Advisory Board.

Retail Development

The department works to attract retailers and restaurants to complement the downtown and works closely with property owners, landlords and brokers on scouting and introduction to new businesses. The department works to continuously implement the City's Retail Strategy which includes several goals including increasing a sense of place in the downtown, clarifying signage criteria, and assisting businesses navigate the City's permitting process. Business retention is a strong goal of the department, working closely with existing businesses by providing workshops, grants, and assistance with relocation.

International Affairs

The department is responsible for managing the City's Sister Cities Program, the International Cultural Events Program, and all communications and relations with members of the Consular Corps of Miami. The department works with foreign government offices and trade commission offices to find business and cultural opportunities that are mutually beneficial. The department works closely with the Consular Corps to accomplish this goal. The department serves as liaison to the city's International Affairs Coordinating Council (IACC). Additionally, the department works directly with the international business community, and particularly with the new to market companies to help them navigate the City's and county's regulatory process.

Technological Integration

The department, in cooperation with the City's Innovation Officer, is leveraging its national Smart City status to attract tech-focused companies and startups to Coral Gables. The department has sponsored a series of workshops, conferences, and other related activities with partners such as Google, the University of Miami and cyber security experts from Silicon Valley, to increase the digital literacy of the business community in a rapidly evolving tech ecosystem. The department also works with the City's Innovation Officer to market Coral Gables to tech and fintech companies.

Department Goals:

The City of Coral Gables Economic Development Department has adopted the following goals to guide the operations of the organization in the utmost professional and cost-effective manner consistent with the City's economic development mission.

1. To create an integrated business-friendly environment guided by an experienced, multi-disciplinary professional staff supportive of new business ideas including the application of smart city technology for small businesses to be more resilient during economic downturns and/or crisis.
2. To attract businesses to our community, providing them location assistance and permitting assistance once they have made the decision to come to Coral Gables.
3. To create a retail friendly environment, promoting the downtown to other communities and attracting businesses in line with the City's retail strategy.
4. To proactively participate as a technical resource during the preparation, negotiation, and implementation of development agreements and/or public/private partnerships that will have positive economic impacts in the community, such as new development or redevelopment projects.
5. To proactively participate with the city's regional and local partners (e.g., Enterprise Florida, Miami-Dade Beacon Council, Endeavor Miami, Foreign Trade Commission, Chambers of Commerce, the Business Improvement District of Coral Gables, Regional Planning Council, Foreign Consulates and Universities) to create new jobs and business opportunities in the city's core industries.
6. To complete the citywide economic study to support the implementation of the "City's Corporate Strategy" and further the implementation of the "City's Corporate and Retail Strategy."
7. To proactively work with local business associations and economic development agencies to retain and/or expand the operations of local businesses.
8. To fully integrate the City's Asset Management Program in the Economic Development Program to actively market City's properties to existing and potential new businesses interested in relocating to the City of Coral Gables.
9. To enhance administrative policies, technology, and market-driven solutions used in the purchase, sale, lease, and management of City-owned property that continue to ensure transparent, consistent, and competitive processes as well as generate revenue, obtain value, and provide enduring public benefits for the City and its residents.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET

ECONOMIC DEVELOPMENT

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ Developed and strengthened new and existing international partnerships and working relationships with local organizations to support cultural exchange and expand business opportunities and economic growth in the city.
- ✓ The Department in conjunction with the Consular Corps of Miami initiated a lecture series on issues of mutual interest that included experts in cyber security, immigration, and supply chain.
- ✓ Launched the International Cultural Events Initiative aimed at providing enriching cultural experiences to residents and visitors through a partnership with foreign government offices and agencies. The Consulate of Colombia was the first foreign government to participate in the program with the “Festival de Barranquilla.”
- ✓ The Department was recognized at the Cyber Security Symposium for Smart Cities 2021, as a “Cybertrust Pioneer in Local Governments.”
- ✓ The Department and the City’s Innovation Officer have participated in a series of meetings with foreign dignitaries to discuss the integration of “Smart City” technologies into economic development initiatives.
- ✓ The Department developed a model to explain the process for integrating “Smart City” technologies into economic development initiatives, and was recognized by the Dense Network Professional organization as an applicable technological integration model for municipalities.
- ✓ Worked with the city’s Information Technology Department to implement asset management software to assist in the management of leased city-owned property.
- ✓ The Department and the city’s Information Technology Department participated in the U.S. Census Opportunity Program with the U.S. Department of Commerce and the Minority Business Development Agency to develop a program and software to improve the technological capacity of small businesses in the City of Coral Gables.
- ✓ Launched the City’s own ecommerce store to sell city-branded merchandise, www.gablesshop.com, in an effort to enhance pride of place.
- ✓ Added three kiosks in the downtown area to promote local businesses to residents and visitors, provide Smart City analytics and increase the revenue flow from the program.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ The Department launched an economic-development-driven software, www.businessexplorer.coralgables.com, with powerful data for prospective businesses, investors and others to explore labor force data, consumer spending habits and mapping analysis.
- ✓ Sponsored a workshop for local retailers, brokers, and landlords featuring social media and retail experts who provided tools available to enhance their retail sales during the holiday season.
- ✓ Provided social media grants to small businesses to use for their advertising efforts during the holiday season.
- ✓ Conducted a refresh of the City's retail strategy and presented findings to the business community and City Commission.
- ✓ Continued to work with downtown landlords, property owners and brokers to bring retail and restaurants to our downtown that fit the City's retail strategy.
- ✓ The Department continues to work with the Business Improvement District (BID) and the Coral Gables Chamber of Commerce to publish the annual edition on how to do business in Coral Gables.
- ✓ Successfully launched a pop-up program in city-owned retail space with the goal of attracting new retail concepts that complement the City's retail strategy. Ben & Giules, a lifestyle retailer, became the city's first pop-up tenant.
- ✓ The City's Miracle Mile and Giralda Plaza Streetscape Project was awarded the International Real Estate Federation's (FIABCI) Grand Prix of Real Estate Award for Excellence in the Public Infrastructure/Amenities category.
- ✓ Negotiated and executed a new lease for the 2325 Galiano Street city-owned property with James Beard Award Chef winner Michelle Bernstein to open SRA Martinez signature restaurant.
- ✓ The Department coordinated a community outreach meeting for Coral Gables and Miami-Dade County residents impacted by Federal Emergency Management Agency (FEMA) proposed new flood risk maps with FEMA, the State of Florida Office of Emergency Management, and Miami-Dade County.
- ✓ The Department participated in the City's Community Rating System (CRS) Annual Recertification.

CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ The Department, in conjunction with the city's Information Technology Department, developed an on-line user-friendly GIS program for residents and interested stakeholders to determine FEMA's proposed preliminary flood risk maps impact on flood insurance policy and information on Risk Rating 2.0 in real-time.
- ✓ The Department continues to work with local organizations (i.e., Coral Gables Chamber of Commerce), FEMA and the business community to address questions and/or concerns regarding FEMA's preliminary flood risk maps.
- ✓ Participated in the negotiation for the purchase of a neighborhood park property.
- ✓ Negotiated and executed lease renewals and extensions for several City tenants.
- ✓ Participated in the negotiations for the sale of two city-owned properties.
- ✓ Continued to work with the Public Works Department in securing vacant land to be used as a hurricane debris processing site.
- ✓ Worked with the City Attorney's office in creating abstracts of lease and management agreements.
- ✓ Successfully completed the Department's relocation to the Fink Building.
- ✓ Achieved compliance of City lease requirements such as payments, financial reporting, insurance coverage, and tenant maintenance responsibilities.
- ✓ The Department is developing the City's Comprehensive Economic Strategic Plan.
- ✓ The Department continues to actively participate in the National Institute of Standards and Technology (NIST), Baldrige Program, Community of Excellence initiative with the Coral Gables Chamber of Commerce, Coral Gables Foundation and Baptist Health.

**CITY OF CORAL GABLES, FLORIDA
PERFORMANCE INDICATOR METRICS**

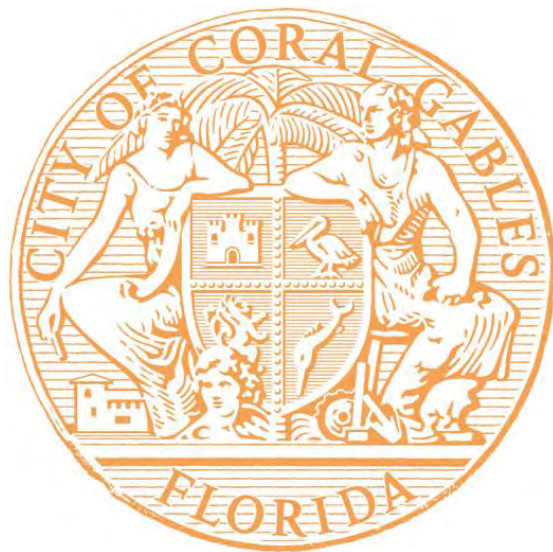
ECONOMIC DEVELOPMENT

| INDICATOR: | FY21 | | | FY22 | | FY23 |
|---|--------|--------|--------|--------|-------|--------|
| | TARGET | ACTUAL | STATUS | TARGET | YTD | TARGET |
| Number of businesses helped via PAP | 2 | 4 | ● | 2 | 1 | 2 |
| Visitation of existing business | 30 | 40 | ▲ | 25 | 34 | 25 |
| Local Business Outreach Assistance (issues/concerns/questions) | 20 | 113 | ● | 25 | 48 | 25 |
| Marketing material total audience reached | 1M | 1.9M | ● | 1M | 1.5M | 1M |
| Public workshops / Presentations | 10 | 46 | ● | 10 | 49 | 10 |
| Assisted City departments with negotiations of purchase, sale, and lease of property. | 20 | 56 | ● | 20 | 45 | 20 |
| Business contact database | 8,250 | 28,004 | ● | 8,500 | 8,480 | 8,250 |
| Participation in Business Recruitment Efforts (not in the Gables/ Corporate & Commercial) | 3 | 26 | ● | 3 | 19 | 3 |

Legend

- Target met or exceeded
- ▲ Target nearly met
- ◆ Target not met





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**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



001 GENERAL FUND
ECONOMIC DEVELOPMENT DEPARTMENT
6900 ECONOMIC DEVELOPMENT
 552 INDUSTRY DEVELOPMENT

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|----------------------------------|--|--------------------------------|---------------------|---------------------|---------------------|----------------|-------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | | |
| FULL TIME POSITIONS | | | | | | | |
| 0639 | Economic Development. Director | 1.00 | 1.00 | 1.00 | 1.00 | \$ 143,564 | |
| 0644 | Economic Development. Ass't Director | 1.00 | 1.00 | 1.00 | 1.00 | 126,074 | |
| 0642 | Business Development Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 85,993 | |
| 0602 | Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 56,026 | |
| TOTAL FULL TIME HEADCOUNT | | 4.00 | 4.00 | 4.00 | 4.00 | 411,657 | |
| PART TIME POSITIONS | | | | | | | |
| | TITLE | HC | FTE's | FTE's | FTE's | FTE's | |
| 1150 | Int'l Business Development Coord - P/T | 1 | 0.75 | 0.75 | 0.75 | 0.75 | 53,066 |
| 9019 | Receptionist/Office Asst - P/T | 1 | 0.75 | 0.75 | 0.75 | 0.75 | 27,648 |
| TOTAL PART TIME FTE's | | 2 | 1.50 | 1.50 | 1.50 | 1.50 | 80,714 |
| TOTAL | | | 5.50 | 5.50 | 5.50 | 5.50 | \$ 492,371 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|------------|------------|------------|------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 497,446 | \$ 554,704 | \$ 592,642 | \$ 492,371 |
| 2000 Employee Benefits - See Other Cost Dist. | 265,602 | 312,419 | 330,994 | 281,597 |
| 3190 Other Professional Services | 51,462 | 66,934 | 127,279 | 102,779 |
| 3193 Professional Services - Events | 100,019 | - | 100,000 | 100,000 |
| 4010 Travel Expense | 1,780 | - | 8,220 | - |
| 4090 Other Transportation Expense | 7,688 | 9,875 | 10,395 | 10,395 |
| 4091 Cell Phone Allowance | 1,900 | 1,340 | 1,200 | - |
| 4410 Rental of Machinery and Equipment | 2,664 | 2,880 | 4,800 | 4,800 |
| 4430 Rental of Land and Buildings | 63,842 | 67,470 | 40,450 | 21,250 |
| 4550 General Liability Insurance | 25,633 | 27,189 | 27,465 | 27,644 |
| 4720 Printing & Binding | 6,532 | 1,930 | 9,600 | 9,600 |
| 4810 Promotional Expense | 26,128 | 5,168 | 24,133 | 22,933 |
| 4812 Promotional Expense - Citywide Marketing | 2,500 | 23,975 | 237,505 | 35,000 |
| 4820 Advertising Expense | 13,234 | 12,912 | 20,000 | 20,000 |
| 4830 Prospect Development Expense | 13,464 | 57,339 | 65,330 | 50,814 |
| 4840 Music Activation | - | 15,139 | 15,600 | 15,600 |
| 4990 Other Miscellaneous Expense | 788 | 383 | 4,596 | 2,000 |
| 5100 Office Supplies | 559 | 1,058 | 2,212 | 2,212 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|----------------------------|----------------------------|----------------------------|----------------------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 5400 Membership Dues and Subscriptions | 23,358 | 17,155 | 22,148 | 22,148 |
| 5410 Employee Training | 1,213 | 724 | 6,575 | 6,575 |
| 8000 City Grants to Outside Organizations | 2,881 | 1,800 | 9,689 | - |
| 8300 Other Grants & Aides | <u>58,749</u> | <u>59,789</u> | <u>77,857</u> | <u>10,000</u> |
| TOTAL | <u>\$ 1,167,442</u> | <u>\$ 1,240,183</u> | <u>\$ 1,738,690</u> | <u>\$ 1,237,718</u> |

Action Plan Worksheet



Action Plan Owner: Belkys Perez, Acting Economic Development Director

Action Plan Name: 1.4.1-1 Achieve 90 percentile rank in the measurement of excellent for vibrancy of downtown/commercial area by 2025,

Strategic plan alignment

- Objective - Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 4 - Enhance our position as a premier destination for arts, culture, dining, and shopping

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

| What must be done | By When | How will it be evident |
|---|----------|---|
| Art Installations (AIPP Funding) | | |
| Research potential art installations and associated costs | 10/01/22 | Coordination with AIPP Coordinator. Notes from interviews with potential artists. |
| Prepare an RFP or call for artists for two art installations | 12/01/22 | RFP published |
| Complete the call for artists selection process | 02/28/23 | Selected artists approved by the Procurement Department and City Manager |
| Recommend at least five (5) artists to participate in the program | 03/31/23 | Selected artists approved by the Arts Advisory Panel and Cultural Development Board |
| Selection of at least two (2) art installations for the CBD | 05/31/23 | Executed PSA with selected artists |
| Installation of the art pieces in the CBD | 12/31/25 | Art installed |
| Marketing Consulting Services | | |
| Funding for a marketing consultant | 10/01/22 | Budget Allocation |
| Prepare the RFP for marketing consultant that includes a customer education component | 12/01/22 | RFP approved by City Manager |
| Release the marketing consulting RFP | 01/15/23 | RFP released by Procurement Department |
| Hire marketing consultant to support the public and media relations campaign | 05/31/23 | Executed PSA with marketing agency |
| Coordinate with the Chamber and Business Improvement District (BID) the release of the satisfaction survey to residents | 06/30/23 | Residents' responses |
| Review the survey results | 10/01/23 | Analysis of results |

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate):
 - In-house time commitment 160 staff hours (art installations and marketing consultant).
 - Procurement Time: 16 staff hours; Historic Resources and Cultural Arts 12 staff hours per installations
 - Informatics Person – None
 - Program / Subject Matter Experts – Hours included with in-house staff time.

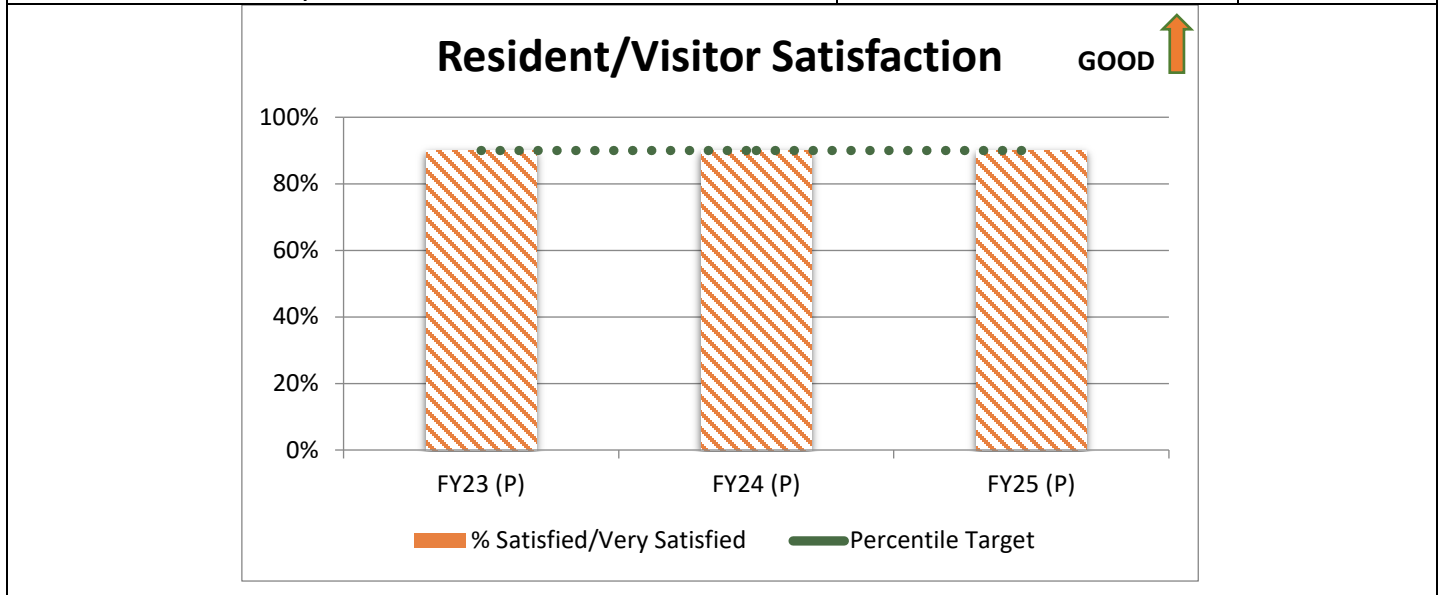
- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|-------------------|---|
| \$ 500,000 | Arts installations (AIPP Funding) FY-2023-2025 |
| \$ 75,000 | Marketing Consultant Professional Services Contract – FY 2023 |
| \$ 575,000 | Total |

- Technology:
 - Mobile pedestrian counters (if none are available) in areas where activity is occurring
 - Survey will take place through a questionnaire on the IKE kiosks (if the activity is occurring in the area where kiosks are available) and through surveys conducted by the City Manager’s office.

Short- & Longer-term measures of success, targets and / or time horizons

| Measure | Target | Date |
|---|-----------------------------|----------------------------------|
| Satisfaction of resident/ visitors to the CBD (Giralda Plaza/Miracle Mile/Downtown) using the measurement of “excellent for vibrancy of down/commercial area” | 90 th percentile | 10/01/23 10/01/24 10/01/25 |



Frequency & venue of review

- Project Update Meeting – Monthly
- Quarter Update Report – City Manager Office

Who are the stakeholders / what is the anticipated impact on them?

| Stakeholder Group | Potential positive impact | Potential negative impact |
|---|---|---|
| Historical Resources & Cultural Arts Department | Increase recognition of the City’s AIPP Program Providing opportunities for local artists Participating in the development of art in the County | Cost of implementing the program |
| Business Improvement District | Involved with high-level art installations Participating in the development of market survey | Cost of participating in the programs |
| Coral Gables Chamber for Commerce | Involved with high-level art installations Participating in the development of market survey | Cost of participating in the programs |
| Merchant | Improve the area’s aesthetics Increase foot traffic attracted by the art installations Market survey provide valuable information regarding customer preference | Potential customers would be attracted to the art installations |
| Residents | Gathering place Community pride | Traffic congestion |
| Visitors | Tourist attraction location | None |

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- Money:
 - Costs: \$375,000(est.)
 - Benefits: \$500,000(est.)
 - Time to see return on investment
- Other benefits:
 - Increase property values in the surrounding areas of the installation
 - Increase the parking garage and lots revenues in the vicinity of the art installations
 - Increase patronage of local businesses

Action Plan Worksheet



Action Plan Owner: Belkys Perez, Acting Economic Development Director

Action Plan Name: 5.2.1-1 Increase the number of business tax licenses that complement the brand by 25% by 2025

Strategic plan alignment:

- Objective – 5 – Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Goal 2 - Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

| What must be done | By When | How will it be evident |
|---|----------|--|
| Work with the Economic Development Advisory Board members to refine the recommendations provided by the Economic Study consultant | 10/01/22 | Development of economic strategic strategies |
| Hold public meetings to present the data generated by the economic study | 10/01/22 | Attendance roster |
| Adoption of the Economic Study | 03/31/23 | City Commission approval |
| Implement the Economic Study’s strategic policies | 06/01/23 | Adopted Economic Study |
| Prepare the economic development sub-element of the comprehensive plan with Planning and Zoning Department | 01/03/23 | Transmittal to State of Florida Department of Economic Opportunities, State Land Planning Agency |
| Continue to enhance the capabilities of the GIS Program | On-going | Information provided to the residents, business community and interested stakeholders |
| Prepare quarterly economic development reports | On-going | Distribution to the business community |
| Implementation of the Corporate Strategic Plan | 06/01/23 | Community-wide distribution |
| Enhance the integration of smart cities technology to support the department’s economic initiatives | On-going | Information available to the community, businesses and interested stakeholders |
| Conduct technology workshops | 10/1/24 | Attendance rosters |

Resource requirements (what do we need to succeed?)

- Time: In-house time commitment of 160 staff hours (implementation economic strategic policies, economic sub-element of comprehensive plan, technology integration, and public outreach meetings). Planning and Zoning Department 60 staff hours.
 - Program / Subject Matter Experts – Julian H. Perez and Belkys Perez (in-house staff hours already included above)

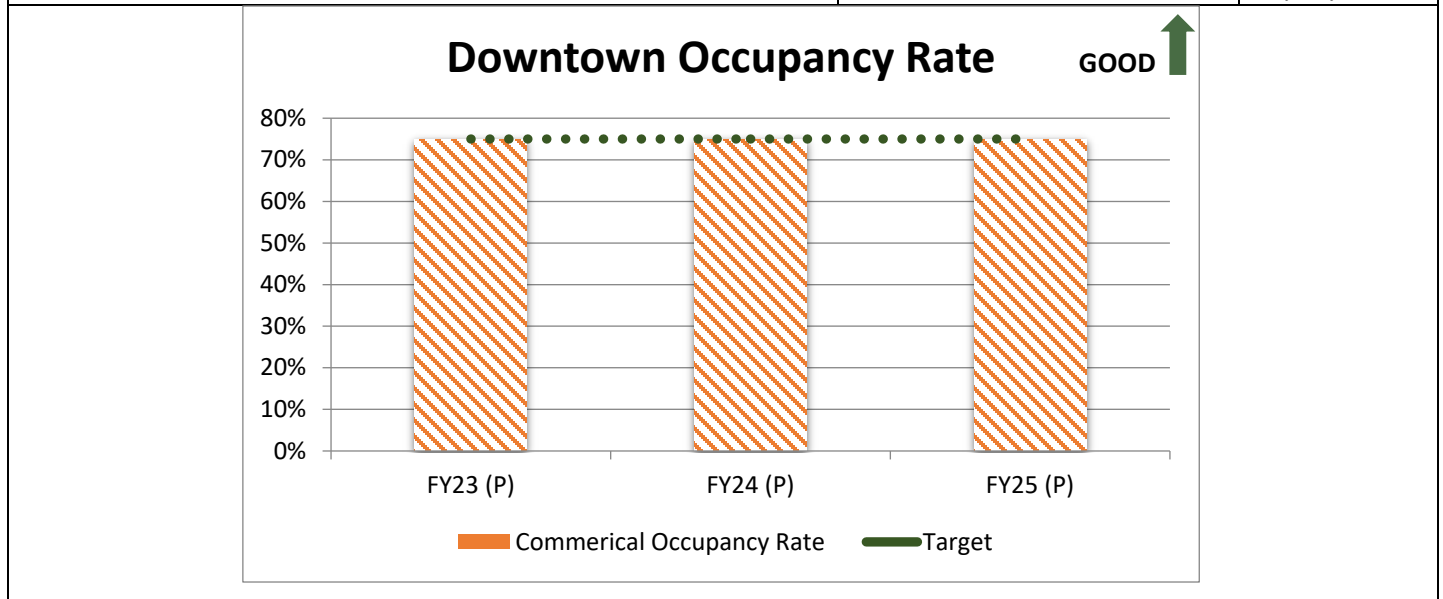
- Finances (detailed listing of expected costs):

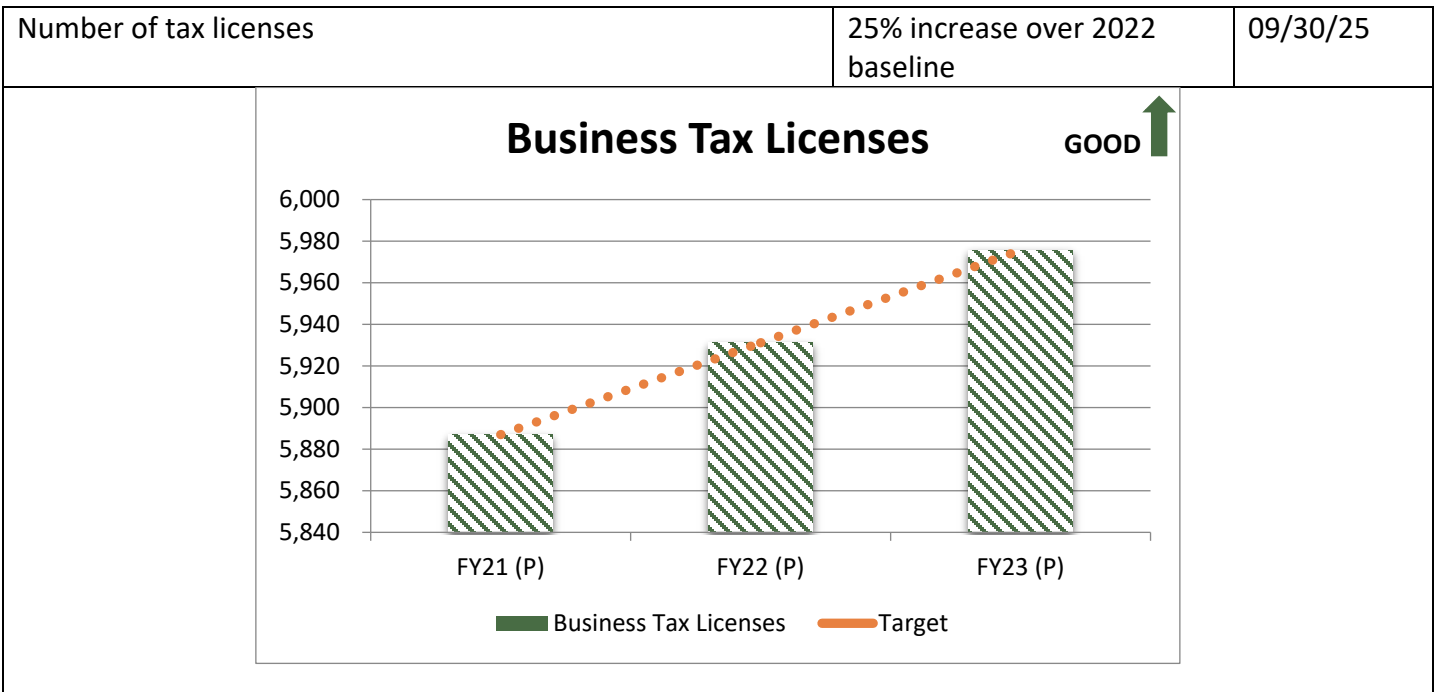
| \$ Amount | Purpose |
|------------------|---|
| \$ 50,000 | Implementation of the economic study strategic policies; preparation and adoption of the economic development sub-element; and community outreach program. Lump-sum request. FY 2023 |
| \$ 45,000 | Technology workshops (part of the integration of smart city technologies into the city's economic development initiatives). \$15,000 per year for a period not to exceed three (3) years. |
| \$ 95,000 | Total |

- Technology:
 - None
- Knowledge/Training:
 - All staff – 200 hours
- Other (space and equipment, etc.)
 - Commitment to expand the services, if necessary, of the economic development professional consulting services/community outreach activities
 - Staff alignment – Economic Development staff to help support the proposed activities
 - Interdepartmental cooperation (Economic Development, IT, Communication, Economic Development Consultant, and Development Services)
 - Hosting outreach meetings

Short- & Longer-term measures of success, targets and / or time horizons

| Measure | Target | Date |
|--|--------|----------------------------------|
| Commercial Occupancy Rate in Downtown Coral Gables | 75% | 09/30/23 09/30/24 09/30/25 |





Frequency & venue of review

- Economic development staff will review the implementation of the corporate strategies monthly.
- Internal Economic Development Working Group will meet quarterly evaluate the implementation of the Corporate Strategies.”
- Regular updates to the City Manager during the monthly department meetings.
- Quarterly meetings with the City’s Innovation Officer to evaluate the technology workshops.
- Quarterly Coordination meeting with our technology partners.

Who are the stakeholders / what is the anticipated impact on them?

| Stakeholder Group | Potential positive impact | Potential negative impact |
|--|--|---------------------------|
| Coral Gables – Business Community | Development of market data useful for strategic planning Availability of real-time market data | None |
| Coral Gables Chamber of Commerce and BID and other economic development partners | Data available for strategic planning Economic information to support programmatic activities and business strategic planning | None |
| Community and interested stakeholders | Availability of real-time market data | None |

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- Money:
 - Costs: \$95,000
 - Benefits: \$300,000 (refer to other benefits)
 - Return on investment: 3-5 year after implementation of the program

- Other benefits:
 - Expand the technological capabilities of existing small businesses
 - Generate new opportunities for existing businesses
 - Increase the number jobs generated by the city
 - Increase tax revenues

Action Plan Worksheet



Action Plan Owner: Belkys Perez, Acting Economic Development Director

Action Plan Name: 5.2.2-1 Design and Implement storefront and signage guidelines including Façade Improvement by 2023

Strategic plan alignment (Supports which Objectives and Goals)

- Objective - 5 – Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Goal 2 - Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

| What must be done | By When | How will it be evident |
|---|----------|--|
| Funding request (\$75,000) in “New Needs” to initiate the program | 10/01/22 | Budget allocation |
| Funding request (\$75,000) in “New Needs” for accompanying storefront, signage and façade improvement grants. | 10/01/22 | Budget allocation |
| Manager and City Commission authorization to proceed with the selection of the Signage and Façade Plan consultant | 01/31/23 | City Manager and elected officials’ approval |
| Development of the Signage and Façade Improvement Plan Request for Proposal (RFP) | 02/01/23 | RFP approved by City Manager |
| Release the Signage and Façade RFP | 03/17/23 | Advertisement of the RFP by the Procurement Department |
| Selection of the Signage and Façade consultant | 04/31/23 | PSA sent to selected consultant |
| Negotiate and execute contract with selected consultant | 06/30/23 | Executed the PSA |
| Project kick-off meeting with Consultant and key stakeholders. | 08/01/23 | Adoption of scope of work |
| Adoption of the Signage and Storefront Plan (guidelines) | 08/30/24 | Approved by the City Manager and City Commission |
| Develop the grant program (in-house staff and key stakeholders) | 10/01/24 | Grant awards |

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Informatics Person – Belkys Perez
 - Program / Subject Matter Experts – Francesca Valdes

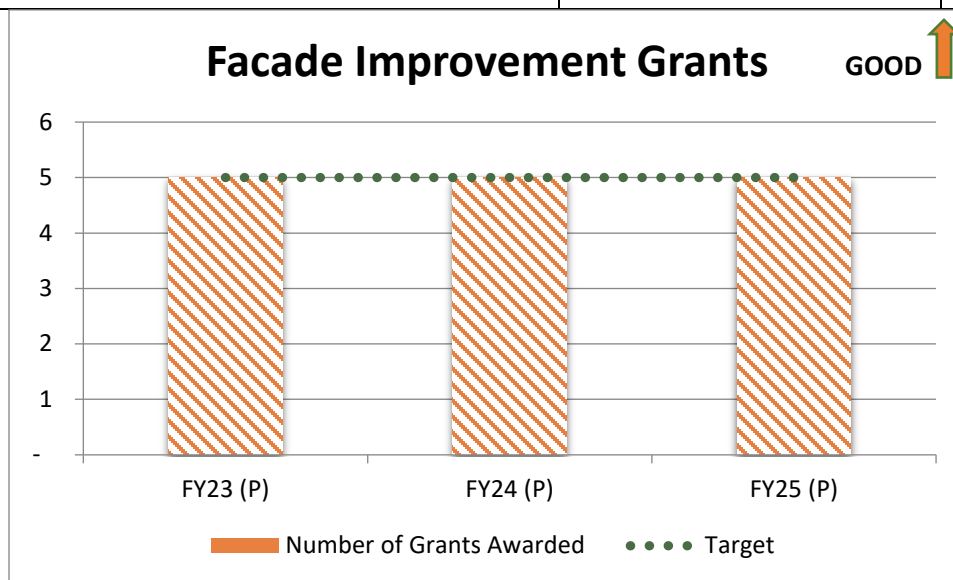
- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|------------------|------------------------|
| \$150,000 | Consulting Fee FY-2023 |
| \$75,000 | Grant Program FY-2023 |
| \$225,000 | Total |

- Knowledge/Training:
 - Procurement Input (RFP) – 8 hours
 - City Attorney (Review the Consultant’s PSA for legal sufficiency) - 8 hours
 - Finance Department (Grant Program) – 8 hours

Short- & Longer-term measures of success, targets and / or time horizons

| Measure | Target | Date |
|--|------------------------|----------------------------------|
| Development that utilizes the new guidelines | 1 per year | 09/30/23 09/30/24 09/30/25 |
| Single landlords that utilize new guidelines | 2 per year | 09/30/23 09/30/24 |
| Grants distributed | 5 per year for 3 years | 09/30/23 09/30/24 09/30/25 |



| | | |
|---|------------|----------------------------------|
| Number of new target businesses in the downtown | 2 per year | 09/30/23 09/30/24 09/30/25 |
|---|------------|----------------------------------|

Frequency & venue of review

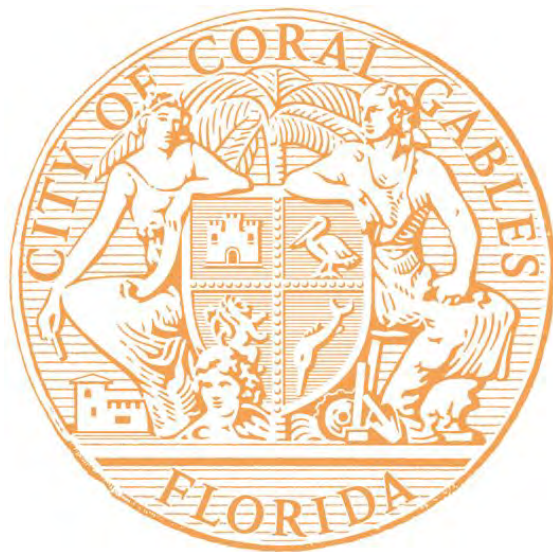
- Monthly Project Updates – City Manager Office
- Four (4) Quarterly Project Progress Reports – City Manager Office and Procurement Department

Who are the stakeholders / what is the anticipated impact on them?

| Stakeholder Group | Potential positive impact | Potential negative impact |
|------------------------------|---|---|
| Property Owner | The program will allow for a beautified downtown with shoppable storefronts, better signage allocations and streamlined guidelines that will allow for a balanced downtown, of modern and traditional architecture and design. The grant money will ensure that only major developers will implement the updated guidelines and will give the small property owner the help and ability to revitalize their builds. | Higher taxes due to an increase in property values. |
| Merchants | Attract or expand the customer base and increase sales | Higher rents as demand increases; possible construction |
| Residents | Better shopping environment and experience | May lose some legacy retailers and mom and pop shops as rents increase |
| Architects/Designers | Better design guidelines, easier permitting process | None |
| Downtown Workforce & Visitor | Better shopping/dining experience | May lose some legacy retailers and mom and pop shops as rents increase |
| BID | Enhanced revenue | None |
| Chamber of Commerce | Enhanced membership opportunities; Supports existing businesses | None |
| City of Coral Gables | Increased rent and property value For City Assets Increased tax revenue Supports and enhances the City's brand | Funds allocated to this effort will not be available for other projects |

What are the positive and negative financial impacts (costs / benefits and return on investment)?

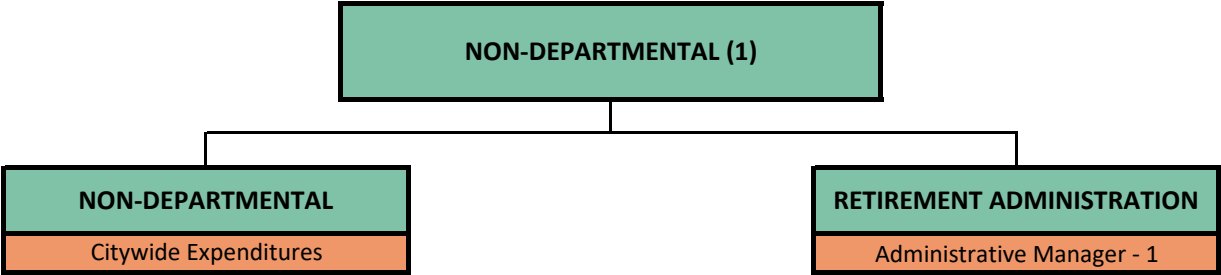
- Money:
 - Costs: \$225,000
 - Benefits: \$250,000 (est.)
 - Return on investment: 3-5 year after implementation of the program
- Other benefits:
 - Increase property value
 - Increase tax revenues
 - Improve the downtown aesthetics



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**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**

**NON-DEPARTMENTAL
ORGANIZATION CHART**



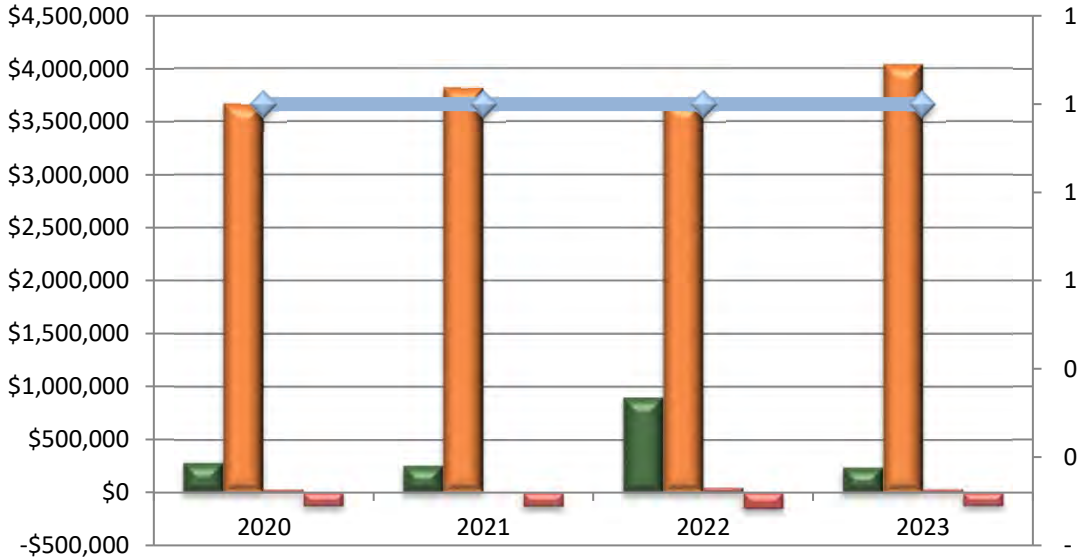
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



**NON-DEPARTMENTAL EXPENSE
BUDGET AND POSITION SUMMARY**

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Salaries & Benefits | 282,369 | 256,147 | 899,217 | 237,849 |
| Operating Expenses | 3,666,166 | 3,816,073 | 3,675,838 | 4,037,490 |
| Grants and Aids | 35,750 | 2,500 | 53,250 | 38,250 |
| Non-Operating | <u>(124,139)</u> | <u>(128,760)</u> | <u>(151,807)</u> | <u>(121,806)</u> |
| Total | <u><u>3,860,146</u></u> | <u><u>3,945,960</u></u> | <u><u>4,476,498</u></u> | <u><u>4,191,783</u></u> |
| Full Time Headcount | 1.00 | 1.00 | 1.00 | 1.00 |
| Part Time FTE's | - | - | - | - |
| Total Headcount & FTE's | <u><u>1.00</u></u> | <u><u>1.00</u></u> | <u><u>1.00</u></u> | <u><u>1.00</u></u> |

EXPENDITURE COMPARISONS



■ Personal Services
 ■ Operating Expenses
 ■ Grants and Aids
■ Non-Operating
 ◆ No. of Positions

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



001 GENERAL FUND
NON-DEPARTMENTAL EXPENSE
7000 NON-DEPARTMENTAL
 519 OTHER GENERAL GOVERNMENT

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 1000 Salaries | \$ 28,278 | \$ - | \$ 647,000 | \$ - |
| 2000 Employee Benefits - See Other Cost Dist. | 83,698 | 81,255 | 82,000 | 65,500 |
| 3120 Special Legal Services | 701,961 | 801,331 | 350,000 | 350,000 |
| 3190 Other Professional Services | 238,971 | 213,499 | 657,034 | 600,000 |
| 3200 Accounting & Auditing Services | 154,500 | 135,000 | 154,000 | 154,000 |
| 4220 Postage | 93,070 | 50,914 | 200,000 | 200,000 |
| 4430 Rental of Land and Buildings | 7,000 | 8,000 | 9,000 | 9,000 |
| 4820 Advertising Expense | - | - | 5,000 | 5,000 |
| 4920 Judgements & Damages | 45,474 | 44,116 | - | - |
| 4990 Other Miscellaneous Expense | 49,350 | 76,897 | 162,500 | 162,500 |
| 4991 Credit Card Charges | 319,764 | 456,166 | 300,000 | 300,000 |
| 5100 Office Supplies | 6,766 | 12,098 | 15,000 | 20,000 |
| 5410 Employee Training | 1,425 | - | - | - |
| 7191 Employee Sick/Annual Leave Payout | 1,039,595 | 969,753 | - | - |
| 7192 Contingencies | - | - | 1,814,427 | 2,226,990 |
| 7193 Employee Sale of Annual Leave | 998,251 | 1,039,853 | - | - |
| 8300 Hopkins/Cooper Scholarship | 2,500 | 2,500 | 20,000 | 5,000 |
| 8302 Aid to Junior Orange Bowl | 33,250 | - | 33,250 | 33,250 |
| 9010 Intradepartmental Credits | <u>(124,139)</u> | <u>(128,760)</u> | <u>(151,807)</u> | 1 <u>(121,806)</u> |
| TOTAL | <u>\$ 3,679,714</u> | <u>\$ 3,762,622</u> | <u>\$ 4,297,404</u> | <u>\$ 4,009,434</u> |

1. Administrative departments cost distributed to Development Services Building Division.

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



620 GENERAL RETIREMENT SYSTEM FUND
NON-DEPARTMENTAL EXPENSE
7010 RETIREMENT PLAN ADMINISTRATION DIVISION
 518 PENSION BENEFITS

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

| CLASS. NO. | CLASSIFICATION TITLE <u>FULL TIME POSITIONS</u> | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
|---------------|---|---------------------|---------------------|---------------------|---------------------|-------------------|
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES |
| 0039 | Administrative Manager | 1.00 | 1.00 | 1.00 | 1.00 | \$ 105,094 |
| TOTAL | | 1.00 | 1.00 | 1.00 | 1.00 | \$ 105,094 |

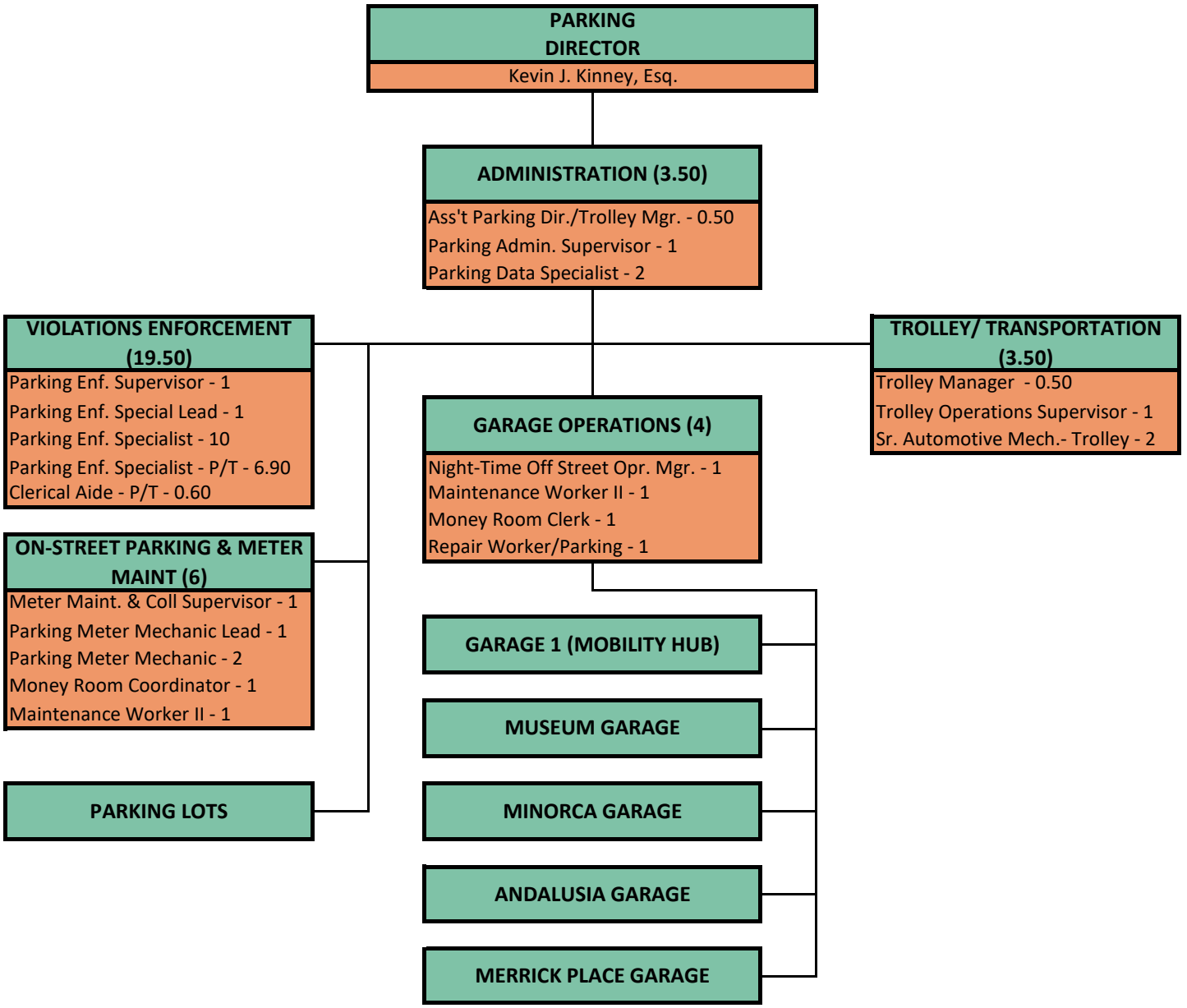
EXPENDITURE DETAIL

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|---|---------------------|---------------------|---------------------|---------------------|
| 1000 Salaries | \$ 108,390 | \$ 109,624 | \$ 103,372 | \$ 105,094 |
| 2000 Employee Benefits - See Other Cost Dist. | 62,003 | 65,268 | 66,845 | 67,255 |
| 4410 Rental of Machinery and Equipment | 4,208 | 3,085 | 2,500 | 2,500 |
| 4550 General Liability Insurance | 4,724 | 4,726 | 4,777 | 5,900 |
| 4710 Special Printed Forms | 233 | 443 | 600 | 600 |
| 5100 Office Supplies | 874 | 192 | 1,000 | 1,000 |
| TOTAL | \$ 180,432 | \$ 183,338 | \$ 179,094 | \$ 182,349 |

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**

PARKING

ORGANIZATION CHART



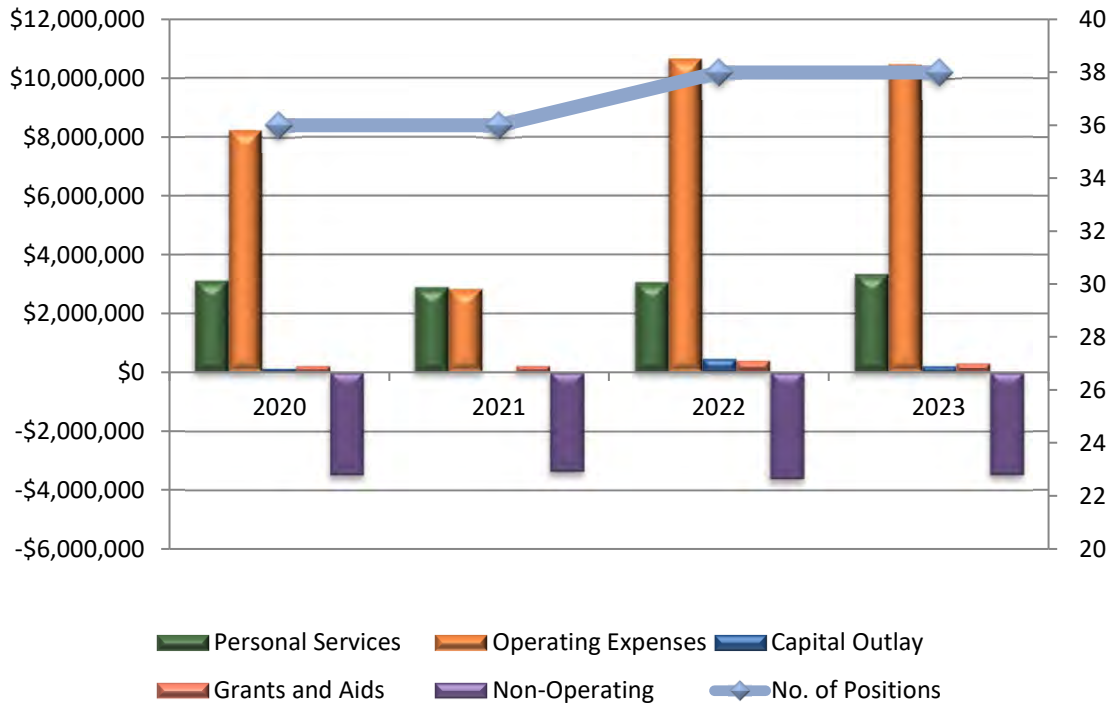
**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



**PARKING DEPARTMENT
BUDGET AND POSITION SUMMARY**

| | <u>2019-2020 ACTUAL</u> | <u>2020-2021 ACTUAL</u> | <u>2021-2022 BUDGET</u> | <u>2022-2023 BUDGET</u> |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Salaries & Benefits | 3,112,749 | 2,887,097 | 3,049,431 | 3,335,624 |
| Operating Expenses | 8,216,275 | 2,813,565 | 10,644,543 | 10,443,641 |
| Capital Outlay | 119,691 | 170 | 459,326 | 208,900 |
| Grants and Aids | 209,571 | 215,214 | 392,014 | 300,749 |
| Non-Operating | <u>(3,513,523)</u> | <u>(3,402,103)</u> | <u>(3,652,958)</u> | <u>(3,502,872)</u> |
| Total | <u>8,144,763</u> | <u>2,513,943</u> | <u>10,892,356</u> | <u>10,786,042</u> |
| | | | | |
| Full Time Headcount | 28.00 | 28.00 | 30.00 | 30.00 |
| Part Time FTE's | 7.50 | 7.50 | 7.50 | 7.50 |
| Total Headcount & FTE's | <u>35.50</u> | <u>35.50</u> | <u>37.50</u> | <u>37.50</u> |

EXPENDITURE/PERSONNEL COMPARISONS



Parking

Department Function:

The Parking Department is responsible for the operation and maintenance of the City's on-street and off-street parking facilities including parking lots, garages, and all managed on-street spaces. Management of the public parking system is accomplished through permit sales, parking enforcement, facility maintenance and revenue collection. Parking permits are sold for use in off-street facilities, residential parking zones, and for valet parking. Parking enforcement is provided to ensure the appropriate, safe, and efficient use of the public parking resources. Maintenance is provided for all parking facilities to ensure they are clean and in good operating condition. In addition, as part of the overall maintenance program Parking oversees the cleaning and maintenance of Miracle Mile and Giralda Plaza. Revenue collection services are provided through cashiering, pay by phone, automated payment systems and a money room that provides accounting and deposit services. Finally, Parking has oversight of the City's public transportation system, including the daily trolley service and our new on-demand Freebee point to point service. Our goal is to ensure that these mobility systems provide the best service possible within existing budgetary constraints.

Department Goals:

1. Increase utilization of public parking spaces in garages.
 - Provide APPs and way-finding that show occupancy levels and price
 - Maintain a rate structure that encourages use of parking garages
 - Provide a validation program available for downtown merchants
 - Maintain clean, well-lit, and safe parking facilities and public areas
2. Reduce Vehicle Miles Traveled in Central Business District.
 - Provide circulator, micro transit, and last mile service to support regional transit
 - Use marketing, Apps, and wayfinding to reduce search times for transit rides and parking
 - Notify customers where parking supply is available
 - Support the downtown streetscape and walkability
3. Improve customer experience in City operated parking facilities.
 - Provide easy to use payment methods that allow multiple forms of payment
 - Maintain clean, well-lit, and safe parking facilities
 - Enable customers to easily access parking system information
4. Support small scale and infill development consistent with City's development goals.
 - Develop additional public parking where needed
 - Manage existing public parking spaces efficiently for priority customers
 - Support alternative transportation
5. Increase Trolley and Transit Ridership.
 - Manage a rider interface that provides stop arrival information and tracks headways
 - Establish micro-transit and connector services to support Ponce circulator
 - Reduce headways and maintain high quality fleet vehicles

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**

PARKING

FISCAL YEAR 2022 MAJOR ACCOMPLISHMENTS

- ✓ Trolley Saturday and Extended Service. Saturday operations began on October 2, 2021, from 6:30am – 8:00pm Monday-Friday to 6:30am – 10pm Monday-Saturday.
- ✓ Obtained Service Development from FDOT to support additional Trolley Service on Saturdays and later in the evening for FY22 and FY23.
- ✓ Construction for a new public parking garage at 250 Minorca Avenue next to the Public Safety Building. This will be a 450-space garage servicing North Ponce de Leon businesses and residents that will include 40 EV charging ports.
- ✓ Extension of FREEBEE contract and presentation of the final results of the freebee pilot project to City Commission.
- ✓ Extension of BLOCK-by-BLOCK contract through 2024
- ✓ Restriping of 250 parking spaces within City of Coral Gables ROW
- ✓ Acquisition of new security camera, public wifi, GPS and passenger count system for use within all Coral Gables Trolleys
- ✓ Installation of new Elevators in the Museum Garage
- ✓ LAZ PARKING Centralized Valet and Garage Attendant, Ambassador Contract procured. Contract awarded through 2027
- ✓ Procurement of twenty-five new pay stations totaling 245 pay stations city wide.
- ✓ Completion of paver repairs on crosswalks, Miracle Mile and Giralda Plaza streetscape sidewalk improvements.
- ✓ Completion of design for the Mobility Hub project that will replace the outdated Garage 1 facility at 245 Andalusia Avenue.
- ✓ Removal of two hundred (200) single space meters providing for a more open and uncluttered sidewalk and improved pedestrian experience.
- ✓ Completion of redesign and rehabilitation of Parking Lots 7, 20 and 30. Lot improvements include new lighting, landscaping, pavement, eight EV charging ports and new ADA parking spaces.
- ✓ Design of upgrades for Parking Lots 8, 12, 16, and 17 with work to commence in FY 2023
- ✓ Expansion of on-line portal to allow customers to renew Surface Lot parking permits on-line.

**CITY OF CORAL GABLES, FLORIDA
PERFORMANCE INDICATOR METRICS**

PARKING

| INDICATOR: | FY21 | | | FY22 | | FY23 |
|---|----------|----------|--------|----------|----------|----------|
| | TARGET | ACTUAL | STATUS | TARGET | YTD | TARGET |
| Percentage of meter revenue processed electronically | 94.0% | 95.5% | ● | 96.0% | 96.8% | 97.0% |
| Parking permit sales | 22,500 | 20,054 | ▲ | 24,000 | 21,265 | 24,000 |
| Parking citations issued | 72,000 | 77,176 | ▲ | 90,000 | 73,135 | 90,000 |
| Total parking revenue | \$14.53M | \$15.67M | ● | \$16.25M | \$17.03M | \$18.20M |
| Increase Trolley ridership | .65M | .58M | ● | .95M | .85M | .95M |
| Extension of current trolley route to service south end of Coral Gables (MacFarlane/Homestead area) | 15,000 | 12,201 | ● | 12,000 | 17,777 | 20,000 |
| Freebee Passenger Trips | 48,000 | 47,884 | ▲ | 60,000 | 51,797 | 60,000 |
| Reduction of current Trolley headways | 12 Min | 12 Min | ● | 10 Min | 11 Min | 10 Min |

Legend

- Target met or exceeded
- ▲ Target nearly met
- ◆ Target not met



**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8300 ADMINISTRATION DIVISION
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE <u>FULL TIME POSITIONS</u> | NUMBER OF AUTHORIZED POSITIONS | | | | |
|---------------|---|--------------------------------|---------------------|---------------------|---------------------|-------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES |
| 0720 | Parking Director | 1.00 | 1.00 | 1.00 | 1.00 | \$ 181,295 |
| 0721 | Ass't Parking Director/Trolley Manager | 0.50 | 0.50 | 0.50 | 0.50 | 65,686 |
| 0716 | Parking Admin. Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 76,522 |
| 0708 | Parking Data Specialist | 1.00 | 1.00 | 2.00 | 2.00 | 74,312 |
| 0088 | Parking Clerk II | 1.00 | 1.00 | - | - | - |
| TOTAL | | 4.50 | 4.50 | 4.50 | 4.50 | \$ 397,815 |

EXPENDITURE DETAIL

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|---|---------------------|---------------------|---------------------|---------------------|
| 1000 Salaries | \$ 460,556 | \$ 433,260 | \$ 383,593 | \$ 397,815 |
| 2000 Employee Benefits - See Other Cost Dist. | 528,291 | 277,451 | 243,578 | 263,410 |
| 2610 Employee Awards | - | - | 600 | - |
| 3170 Mgmt & Staff Interdept'l Charge | 565,000 | - | - | - |
| 3180 Mgmt & Staff Administration Charge | - | 565,000 | 565,000 | 565,000 |
| 3190 Other Professional Services | 25,000 | 11,500 | 25,000 | 25,000 |
| 4090 Other Transportation Expense | 10,395 | 9,713 | 10,395 | 10,395 |
| 4091 Cell Phone Allowance | - | 240 | 260 | - |
| 4410 Rental of Machinery and Equipment | 1,862 | 3,559 | 4,215 | 4,215 |
| 4420 General Services Cost - See Other Cost Dist. | 21,547 | 21,478 | 21,657 | 23,111 |
| 4430 Rental of Land and Buildings | - | 6,600 | 90,900 | - |
| 4550 General Liability Insurance | 20,994 | 22,047 | 17,725 | 22,335 |
| 4620 Repair and Maint. of Office Equipment | 3,600 | 3,465 | 3,500 | 3,500 |
| 4720 Printing & Binding | 11,583 | 6,998 | 8,000 | 9,000 |
| 4990 Other Miscellaneous Expense | 3,886 | 95,619 | 30,000 | 30,000 |
| 4991 Parking Credit Card Charges | 818,925 | 972,747 | 1,000,000 | 1,000,000 |
| 5100 Office Supplies | 2,506 | 5,500 | 4,900 | 5,500 |
| 5215 Small Tools & Minor Equipment | 6,134 | 737 | 1,432 | 2,000 |
| 5400 Membership Dues and Subscriptions | - | 695 | 1,508 | 1,200 |
| 5410 Employee Training | 1,178 | 1,095 | 3,500 | 2,500 |

EXPENDITURE DETAIL

| | <u>2019-2020</u> | <u>2020-2021</u> | <u>2021-2022</u> | <u>2022-2023</u> |
|--------------------------------|--------------------|--------------------|--------------------|----------------------|
| | <u>ACTUAL</u> | <u>ACTUAL</u> | <u>BUDGET</u> | <u>BUDGET</u> |
| 9010 Intradepartmental Credits | <u>(2,481,457)</u> | <u>(2,437,704)</u> | <u>(2,415,763)</u> | <u>2 (2,364,981)</u> |
| TOTAL | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |

2. See cost distribution below.

Administraton Division Distribution to Parking System

| <u>Dept Code/Account</u> | <u>Meters</u> | <u>2019-2020</u> | <u>2020-2021</u> | <u>2021-2022</u> | <u>2022-2023</u> |
|--------------------------|---------------|------------------|------------------|------------------|------------------|
| 8310-31-70 | 282 | \$ 93,703 | \$ 92,050 | \$ 91,222 | \$ 89,304 |
| 8320-31-70 | 589 | 195,712 | 192,261 | 190,531 | 186,526 |
| 8330-31-70 | 193 | 64,130 | 62,999 | 62,432 | 61,120 |
| 8340-31-70 | 344 | 114,304 | 112,288 | 111,278 | 108,939 |
| 8360-31-70 | 3,873 | 1,286,915 | 1,264,226 | 1,252,845 | 1,226,508 |
| 8390-31-70 | 1,737 | 577,168 | 566,991 | 561,888 | 550,077 |
| 8560-31-70 | 450 | 149,525 | 146,889 | 145,567 | 142,507 |
| | <u>7,468</u> | <u>2,481,457</u> | <u>2,437,704</u> | <u>2,415,763</u> | <u>2,364,981</u> |

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8100 GARAGE OPERATIONS
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

| CLASS. NO. | CLASSIFICATION TITLE | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
|---------------|--|---------------------|---------------------|---------------------|---------------------|-------------------|
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES |
| | <u>FULL TIME POSITIONS</u> | | | | | |
| 0718 | Night-Time Off-Street Operations Manager | 1 | 1 | 1 | 1 | \$ 58,611 |
| 3005 | Maintenance Worker II | 1 | 1 | 1 | 1 | 49,476 |
| 0312 | Money Room Clerk | 1 | 1 | 1 | 1 | 42,988 |
| 3127 | Repair Worker/Parking | 1 | 1 | 1 | 1 | 42,678 |
| TOTAL | | 4 | 4 | 4 | 4 | \$ 193,753 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|-------------|-------------|-------------|-------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 1000 Salaries | \$ 108,332 | \$ 71,805 | \$ 173,841 | \$ 193,753 |
| 2000 Employee Benefits - See Other Cost Dist. | 105,361 | 53,149 | 96,446 | 122,276 |
| 4550 General Liability Insurance | 6,055 | 3,488 | 8,035 | 10,878 |
| 9010 Intradepartmental Credits 2 | (219,748) | (128,442) | (278,322) | (326,907) |
| TOTAL | \$ - | \$ - | \$ - | \$ - |

2. See cost distribution below.

Garage Operations Distribution to Garages

| <u>Dept Code</u> | <u>Meters</u> | <u>2019-2020</u> | <u>2020-2021</u> | <u>2021-2022</u> | <u>2022-2023</u> |
|------------------|---------------|-------------------|-------------------|-------------------|-------------------|
| 8310-46-90 | 282 | \$ 33,352 | \$ 19,494 | \$ 42,243 | \$ 49,617 |
| 8320-46-90 | 589 | 69,663 | 40,718 | 88,230 | 103,631 |
| 8330-46-90 | 193 | 22,826 | 13,342 | 28,911 | 33,958 |
| 8340-46-90 | 344 | 40,685 | 23,780 | 51,530 | 60,525 |
| 8560-46-90 | 450 | 53,222 | 31,108 | 67,408 | 79,176 |
| TOTAL | 1,858 | \$ 219,748 | \$ 128,442 | \$ 278,322 | \$ 326,907 |

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



**460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8310 GARAGE 1/MOBILITY HUB
545 PARKING FACILITIES**

| | | | | |
|---|-------------------|-------------------|-------------------|-------------------|
| 3170 Mgmt & Staff Interdept'l Charge | \$ 93,703 | \$ 92,050 | \$ 91,222 | \$ 89,304 |
| 3190 Other Professional Services | 171,659 | 169,277 | 170,687 | 215,387 |
| 4420 General Services Cost - See Other Cost Dist. | 112,542 | 112,180 | 113,116 | 120,711 |
| 4610 Repair/Maint. of Bldgs & Improvements | 11,055 | - | - | - |
| 4630 Repair/Maint. of Machinery & Equipment | 45,008 | 16,410 | 15,000 | 15,000 |
| 4690 Special Maintenance Interdept'l Charges | 33,352 | 19,494 | 42,243 | 49,617 |
| 4710 Special Printed Forms | 561 | 105 | 500 | 500 |
| 5100 Office Supplies | 250 | 250 | 250 | - |
| 5204 Cleaning & Janitorial Supplies | 600 | 600 | 600 | 600 |
| 5211 Building Materials and Supplies | 100 | 100 | 100 | 350 |
| 6440 Equipment Additions | 56,470 | - | - | 10,000 |
| 7195 Contingency for Budget Reduction | - | - | 48,100 | - |
| TOTAL | \$ 525,300 | \$ 410,466 | \$ 481,818 | \$ 501,469 |

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



**460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8320 MUSEUM GARAGE (GARAGE 2)
545 PARKING FACILITIES**

| | | | | |
|---|---------------------|-----------------------|-------------------|-------------------|
| 3170 Mgmt & Staff Interdept'l Charge | \$ 195,712 | \$ 192,261 | \$ 190,531 | \$ 186,526 |
| 3190 Other Professional Services | 181,529 | 160,968 | 164,541 | 208,241 |
| 4420 General Services Cost - See Other Cost Dist. | 187,319 | 186,716 | 188,276 | 200,916 |
| 4451 Principal Paid-Reduce Loan Balance | (792,370) | (6,118,120) | - | - |
| 4610 Repair/Maint. of Bldgs & Improvements | 2,922 | 9,246 | 11,700 | 39,700 |
| 4630 Repair/Maint. of Machinery & Equipment | 24,890 | 25,000 | 18,925 | 25,200 |
| 4690 Special Maintenance Interdept'l Charges | 69,662 | 40,717 | 88,230 | 103,631 |
| 4710 Special Printed Forms | 1,997 | - | 1,800 | 1,800 |
| 5100 Office Supplies | 750 | 750 | 750 | 750 |
| 5204 Cleaning & Janitorial Supplies | 300 | 300 | 300 | 700 |
| 5208 Household & Institutional Supplies | 400 | 400 | 400 | - |
| 5209 Protective Clothing | - | 100 | 100 | - |
| 5211 Building Materials and Supplies | 135 | 184 | 184 | 184 |
| 5214 Uniform Allowance | - | 200 | 400 | 400 |
| 5215 Small Tools & Minor Equipment | 100 | 100 | 100 | 200 |
| 6440 Equipment Additions | 12,500 | - | - | 10,000 |
| 7195 Contingency for Budget Reduction | - | - | 47,100 | - |
| TOTAL | \$ (114,154) | \$ (5,501,178) | \$ 713,337 | \$ 778,248 |

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



**460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8330 MINORCA GARAGE (GARAGE 3)
545 PARKING FACILITIES**

| | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
| 3170 Mgmt & Staff Interdept'l Charge | \$ 64,130 | \$ 62,999 | \$ 62,432 | \$ 61,120 |
| 3190 Other Professional Services | 944 | - | - | - |
| 4420 General Services Cost - See Other Cost Dist. | 32,780 | 32,674 | 32,947 | 35,159 |
| 4690 Special Maintenance Interdept'l Charges | 22,826 | 13,342 | 28,911 | 33,958 |
| 5204 Cleaning & Janitorial Supplies | 200 | - | - | - |
| 5208 Household & Institutional Supplies | 400 | - | - | - |
| 5211 Building Materials and Supplies | 156 | - | - | - |
| 5214 Uniform Allowance | 690 | - | - | - |
| 5215 Small Tools & Minor Equipment | 60 | - | - | - |
| TOTAL | <u>\$ 122,186</u> | <u>\$ 109,015</u> | <u>\$ 124,290</u> | <u>\$ 130,237</u> |

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



**460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8340 ANDALUSIA GARAGE (GARAGE 4)
545 PARKING FACILITIES**

| | | | | |
|---|-------------------|-------------------|-------------------|-------------------|
| 3170 Mgmt & Staff Interdept'l Charge | \$ 114,304 | \$ 112,288 | \$ 111,278 | \$ 108,939 |
| 3190 Other Professional Services | 160,495 | 145,040 | 151,154 | 190,654 |
| 4420 General Services Cost - See Other Cost Dist. | 120,329 | 119,942 | 120,944 | 129,064 |
| 4630 Repair/Maint. of Machinery & Equipment | 8,000 | 16,190 | 14,000 | 14,000 |
| 4690 Special Maintenance Interdept'l Charges | 40,685 | 23,780 | 51,530 | 60,525 |
| 4710 Special Printed Forms | 172 | - | 2,000 | 2,000 |
| 5100 Office Supplies | 750 | 750 | 750 | 750 |
| 5204 Cleaning & Janitorial Supplies | 300 | 300 | 300 | 300 |
| 5208 Household & Institutional Supplies | 400 | 400 | 400 | 400 |
| 5211 Building Materials and Supplies | 135 | 200 | 200 | 200 |
| 5214 Uniform Allowance | 186 | 500 | 500 | - |
| 5215 Small Tools & Minor Equipment | 60 | 100 | 100 | 600 |
| 6440 Equipment Additions | 11,000 | - | - | 10,000 |
| 7195 Contingency for Budget Reduction | - | - | 42,900 | - |
| TOTAL | \$ 456,816 | \$ 419,490 | \$ 496,056 | \$ 517,432 |

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8360 ON-STREET PARKING & METER MAINT DIVISION
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

| CLASS. NO. | CLASSIFICATION TITLE | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
|----------------------------|------------------------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| | | ACTUAL HEADCOUNT | ACTUAL HEADCOUNT | BUDGET HEADCOUNT | BUDGET HEADCOUNT | SALARIES |
| FULL TIME POSITIONS | | | | | | |
| 0713 | On Street Meter Maint. & Coll Supv | 1.00 | 1.00 | 1.00 | 1.00 | \$ 62,714 |
| 0704 | Parking Meter Mechanic - Lead | 1.00 | 1.00 | 1.00 | 1.00 | 51,821 |
| 0712 | Parking Meter Mechanic | 2.00 | 2.00 | 2.00 | 2.00 | 83,328 |
| 0311 | Money Room Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 62,680 |
| 3005 | Maintenance Worker II | 1.00 | 1.00 | 1.00 | 1.00 | 39,433 |
| TOTAL | | 6.00 | 6.00 | 6.00 | 6.00 | \$ 299,976 |

EXPENDITURE DETAIL

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|---|---------------------|---------------------|---------------------|------------------------|
| 1000 Salaries | \$ 277,233 | \$ 322,896 | \$ 288,944 | \$ 299,976 |
| 2000 Employee Benefits - See Other Cost Dist. | 218,075 | 259,028 | 231,565 | 232,119 |
| 3170 Mgmt & Staff Interdept'l Charge | 1,286,915 | 1,264,226 | 1,252,845 | 1,226,508 |
| 3190 Other Professional Services | 332,363 | 426,468 | 487,440 | 550,000 |
| 4020 Central Garage Motor Pool Oper | 42,915 | 41,602 | 49,822 | 41,503 |
| 4110 Telecom Services | 159,596 | 150,140 | 160,000 | 160,000 |
| 4550 General Liability Insurance | 12,991 | 15,515 | 13,351 | 16,842 |
| 4630 Repair/Maint. of Machinery & Equipment | 145 | 818 | 725 | 725 |
| 4990 Other Miscellaneous Expense | 22,222 | 1,121 | 38,222 | 75,662 |
| 5100 Office Supplies | 1,402 | 1,383 | 1,500 | 1,500 |
| 5204 Cleaning & Janitorial Supplies | 100 | 100 | 100 | 100 |
| 5209 Protective Clothing | 197 | 246 | 900 | 900 |
| 5211 Building Materials and Supplies | 200 | 200 | 200 | 200 |
| 5214 Uniform Allowance | 1,644 | 587 | 3,000 | 3,000 |
| 5215 Small Tools & Minor Equipment | 21,301 | 2,493 | 15,500 | 15,500 |
| 5217 Operating Equipment Repair Parts | 31,790 | 6,332 | 17,100 | 12,000 |
| 6430 Equipment Repair/Replacement | - | - | 244,298 | 56,774 |
| 7195 Contingency for Budget Reduction | - | - | 100,000 | - |
| 9010 Intradepartmental Credits | (812,318) | (835,957) | (958,873) | ² (810,984) |
| TOTAL | \$ 1,596,771 | \$ 1,657,198 | \$ 1,946,639 | \$ 1,892,296 |

2. See cost distribution below.

Distribution to Meter & Permit Parking Lots Division

| Dept Code | % | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---------------------------|------------|-------------------|-------------------|-------------------|-------------------|
| 8390-46-90 | 30% | \$ 722,727 | \$ 747,947 | \$ 871,654 | \$ 810,984 |
| Total Distribution | 30% | \$ 722,727 | \$ 747,947 | \$ 871,654 | \$ 810,984 |

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8390 PARKING LOTS DIVISION
 545 PARKING FACILITIES

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 3170 Mgmt & Staff Interdept'l Charge | \$ 577,168 | \$ 566,991 | \$ 561,888 | \$ 550,077 |
| 4420 General Services Cost - See Other Cost Dist. | 65,559 | 65,348 | 65,894 | 70,318 |
| 4430 Rental of Land and Buildings | 247,670 | 256,269 | 224,700 | 243,102 |
| 4610 Repair/Maint. of Bldgs & Improvements | 8,752 | 32,770 | 73,515 | 100,000 |
| 4690 Special Maintenance Interdept'l Charges | 812,318 | 835,957 | 958,873 | 810,984 |
| 5215 Small Tools & Minor Equipment | 11,434 | 1,280 | 10,000 | 6,598 |
| 6430 Equipment Repair/Replacement | 10,000 | - | 16,420 | 10,000 |
| 7195 Contingency for Budget Reduction | - | - | 46,000 | - |
| TOTAL | <u>\$ 1,732,901</u> | <u>\$ 1,758,615</u> | <u>\$ 1,957,290</u> | <u>\$ 1,791,079</u> |

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



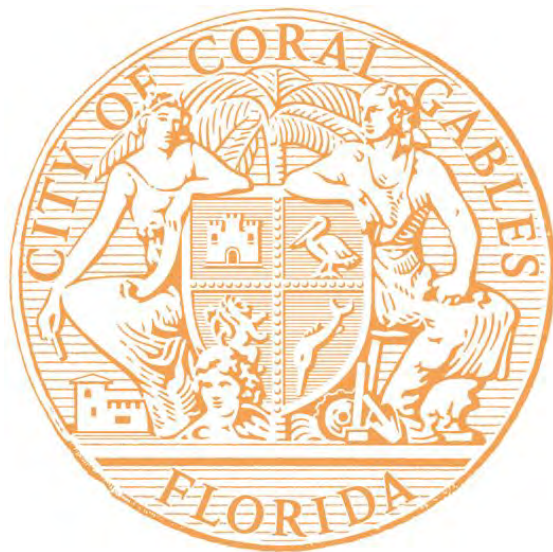
460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8400 VIOLATION ENFORCEMENT DIVISION
 521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE | NUMBER OF AUTHORIZED POSITIONS | | | | | SALARIES |
|----------------------------------|-------------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------|-------------------|
| | | 2019-2020 ACTUAL HEADCOUNT | 2020-2021 ACTUAL HEADCOUNT | 2021-2022 BUDGET HEADCOUNT | 2022-2023 BUDGET HEADCOUNT | | |
| FULL TIME POSITIONS | | | | | | | |
| 0711 | Parking Enforcement Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | \$ 80,003 | |
| 0710 | Parking Enforcement Specialist | 10.00 | 10.00 | 10.00 | 10.00 | 506,163 | |
| 0709 | Parking Enforcement Special Lead | 1.00 | 1.00 | 1.00 | 1.00 | 70,450 | |
| TOTAL FULL TIME HEADCOUNT | | 12.00 | 12.00 | 12.00 | 12.00 | 656,616 | |
| PART TIME POSITIONS | | | | | | | |
| | <u>TITLE</u> | <u>HC</u> | <u>FTE's</u> | <u>FTE's</u> | <u>FTE's</u> | <u>FTE's</u> | |
| 9006 | Clerical Aide - P/T | 1 | 0.60 | 0.60 | 0.60 | 0.60 | 16,738 |
| 0714 | Parking Enforcement Specialist - PT | 10 | 6.90 | 6.90 | 6.90 | 6.90 | 254,080 |
| TOTAL PART TIME FTE's | | 11 | 7.50 | 7.50 | 7.50 | 7.50 | 270,818 |
| TOTAL | | | 19.50 | 19.50 | 19.50 | 19.50 | \$ 927,434 |

EXPENDITURE DETAIL

| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|---|---------------------|---------------------|---------------------|---------------------|
| 1000 Salaries | \$ 797,494 | \$ 803,430 | \$ 889,012 | \$ 927,434 |
| 2000 Employee Benefits - See Other Cost Dist. | 412,758 | 454,598 | 503,851 | 518,784 |
| 4020 Central Garage Motor Pool Oper | - | 39,036 | 50,643 | 17,029 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 31,759 |
| 4550 General Liability Insurance | 39,424 | 41,390 | 41,377 | 52,070 |
| 4620 Repair and Maint. of Office Equipment | 52 | 87 | 120 | - |
| 5100 Office Supplies | 1,032 | 1,100 | 1,100 | 1,600 |
| 5214 Uniform Allowance | 5,508 | 6,122 | 8,879 | 7,500 |
| 5215 Small Tools & Minor Equipment | 28 | 500 | 500 | - |
| 5410 Employee Training | 499 | - | 2,000 | 2,000 |
| 6430 Equipment Repair/Replacement | - | 170 | 500 | - |
| 6440 Equipment Additions | - | - | 500 | 1,120 |
| TOTAL | \$ 1,256,795 | \$ 1,346,433 | \$ 1,498,482 | \$ 1,559,296 |



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**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8560 MERRICK PLACE GARAGE (GARAGE 6)
 545 PARKING FACILITIES

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|--|-------------------|-------------------|-------------------|-------------------|
| | ACTUAL | ACTUAL | BUDGET | BUDGET |
| 3170 Mgmt & Staff Interdept'l Charge | \$ 149,525 | \$ 146,889 | \$ 145,567 | \$ 142,507 |
| 3190 Other Professional Services | 91,953 | 68,427 | 153,957 | 194,857 |
| 4310 Electric Utility Service | 33,439 | 36,214 | 60,000 | 60,000 |
| 4350 Water & Sewer Utility Service | (7,772) | (7,291) | 5,000 | 5,000 |
| 4610 Repair/Maint. of Bldgs & Improvements | - | 3,482 | 11,700 | 39,700 |
| 4630 Repair/Maint. of Machinery & Equipment | 25,000 | 23,157 | 25,200 | 25,200 |
| 4690 Special Maintenance Interdept'l Charges | 53,222 | 31,108 | 67,408 | 79,176 |
| 4710 Special Printed Forms | - | - | 1,800 | 1,800 |
| 5204 Cleaning & Janitorial Supplies | 300 | 300 | 300 | 600 |
| 5208 Household & Institutional Supplies | 300 | 300 | 300 | - |
| 5211 Building Materials and Supplies | 100 | 100 | 100 | 200 |
| 5215 Small Tools & Minor Equipment | 100 | 100 | 100 | - |
| 6440 Equipment Additions | 22,836 | - | - | 10,000 |
| 7195 Contingency for Budget Reduction | - | - | 44,300 | - |
| TOTAL | \$ 369,003 | \$ 302,786 | \$ 515,732 | \$ 559,040 |

**CITY OF CORAL GABLES, FLORIDA
2022-2023 BUDGET**



360 TROLLEY/TRANSPORTATION FUND
PARKING DEPARTMENT
1580 TROLLEY/TRANSPORTATION DIVISION
 544 TRANSIT SYSTEMS

PERSONNEL SCHEDULE

| CLASS. NO. | CLASSIFICATION TITLE <u>FULL TIME POSITIONS</u> | NUMBER OF AUTHORIZED POSITIONS | | | | |
|---------------|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | |
| | | <u>ACTUAL</u> <u>HEADCOUNT</u> | <u>ACTUAL</u> <u>HEADCOUNT</u> | <u>BUDGET</u> <u>HEADCOUNT</u> | <u>BUDGET</u> <u>HEADCOUNT</u> | <u>SALARIES</u> |
| 0721 | Ass't Parking Director/Trolley Manager | 0.50 | 0.50 | 0.50 | 0.50 | \$ 65,686 |
| 0009 | Trolley Operations Supr | 1.00 | 1.00 | 1.00 | 1.00 | 80,393 |
| 4005 | Sr. Automotive Mechanic - Trolley | - | - | 2.00 | 2.00 | 106,791 |
| TOTAL | | 1.50 | 1.50 | 3.50 | 3.50 | \$ 252,870 |

EXPENDITURE DETAIL

| | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|---|---------------|---------------|---------------|---------------|
| | <u>ACTUAL</u> | <u>ACTUAL</u> | <u>BUDGET</u> | <u>BUDGET</u> |
| 1000 Salaries | \$ 121,568 | \$ 120,155 | \$ 143,522 | \$ 252,870 |
| 2000 Employee Benefits - See Other Cost Dist. | 83,081 | 91,325 | 95,079 | 127,187 |
| 3190 Other Professional Services | 904,514 | 872,126 | 1,361,406 | 1,284,454 |
| 3191 Special Events - Reimbursable | 12,906 | (1,373) | - | - |
| 3192 "Last Mile" Cart Service | 241,812 | 215,212 | 430,640 | 483,636 |
| 4020 Central Garage Motor Pool Oper | 349,086 | 349,086 | 401,215 | 183,993 |
| 4021 Central Garage Motor Pool Repl | - | - | - | 165,093 |
| 4090 Other Transportation Expense | - | 162 | - | - |
| 4410 Rental of Machinery and Equipment | 2,633 | 2,497 | 3,000 | 3,000 |
| 4420 General Services Cost - See Other Cost Dist. | 112,422 | 112,060 | 112,996 | 126,160 |
| 4430 Rental of Land and Buildings | 145,706 | - | - | - |
| 4550 General Liability Insurance | 6,132 | 6,607 | 6,632 | 14,197 |
| 4720 Printing & Binding | 383 | 419 | 2,000 | 2,000 |
| 4990 Other Miscellaneous Expense | 1,173 | 23,126 | 1,000 | 1,000 |
| 5100 Office Supplies | - | 1,272 | 2,000 | 2,000 |
| 5209 Protective Clothing | 486 | 141 | 600 | 600 |
| 5213 Purchase/Rental - Employee Uniforms | - | 964 | 3,000 | 3,000 |
| 5215 Small Tools & Minor Equipment | 648 | 894 | 1,000 | 1,000 |
| 5217 Operating Equipment Repair Parts | - | 471 | - | - |
| 5219 Other Repair & Maintenance Supplies | 139 | 760 | 1,000 | 1,000 |
| 5400 Membership Dues and Subscriptions | - | - | 1,000 | 1,000 |
| 5410 Employee Training | - | - | 3,000 | 3,000 |
| 6430 Equipment Repair/Replacement | - | - | 95,000 | - |

EXPENDITURE DETAIL

| | <u>2019-2020</u> <u>ACTUAL</u> | <u>2020-2021</u> <u>ACTUAL</u> | <u>2021-2022</u> <u>BUDGET</u> | <u>2022-2023</u> <u>BUDGET</u> |
|--------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 6440 Equipment Additions | 6,885 | - | 101,608 | 100,006 |
| 6460 Other Equipment Additions | - | - | 1,000 | 1,000 |
| 8201 State Grants | <u>209,571</u> | <u>215,214</u> | <u>392,014</u> | <u>300,749</u> |
| TOTAL | <u>\$ 2,199,145</u> | <u>\$ 2,011,118</u> | <u>\$ 3,158,712</u> | <u>\$ 3,056,945</u> |

Action Plan Worksheet



Action Plan Owner: Kevin Kinney, Parking Director

Action Plan Name: 1.3.1-1 Increase participation in alternative mobility options and integrate with parking management and operations systems

Strategic plan alignment (Supports which Objectives and Goals)

- Objective 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 1.3 – Improve mobility and safety throughout the city by reducing the intensity of traffic

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

| What must be done | By When | How will it be evident |
|--|----------|--|
| Issue RFP of City-wide parking and mobility master plan | 10/31/22 | Contract Issued |
| Expand frictionless (non-cash, no stop) parking and mobility option (on-going) | 03/31/23 | Additional cashless options for parking and mobility customer transactions |
| Completed City-wide parking and mobility master plan | 06/30/23 | Commission approval of master plan with implementation steps |
| Increase alternative mobility options | 03/31/24 | Minimum of 4 alternative mobility options available |
| Unified dashboard of parking and mobility operations | 09/30/25 | Single site management portal for parking and mobility operations |
| Integration of IoT concepts into parking and mobility operations and systems | 09/30/25 | Data and services trackable in IT Smart Cities portal |
| Increase in EV Charging Infrastructure to 120 Charging Ports | 12/31/25 | Ports will be listed on Chargepoint and City websites. |
| Increase Customer searches using of Parkme or Alternative Apps to find Parking | 01/31/25 | Data from applications |

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Informatics Person –
 - Program / Subject Matter Experts –
- Finances (detailed listing of expected costs):

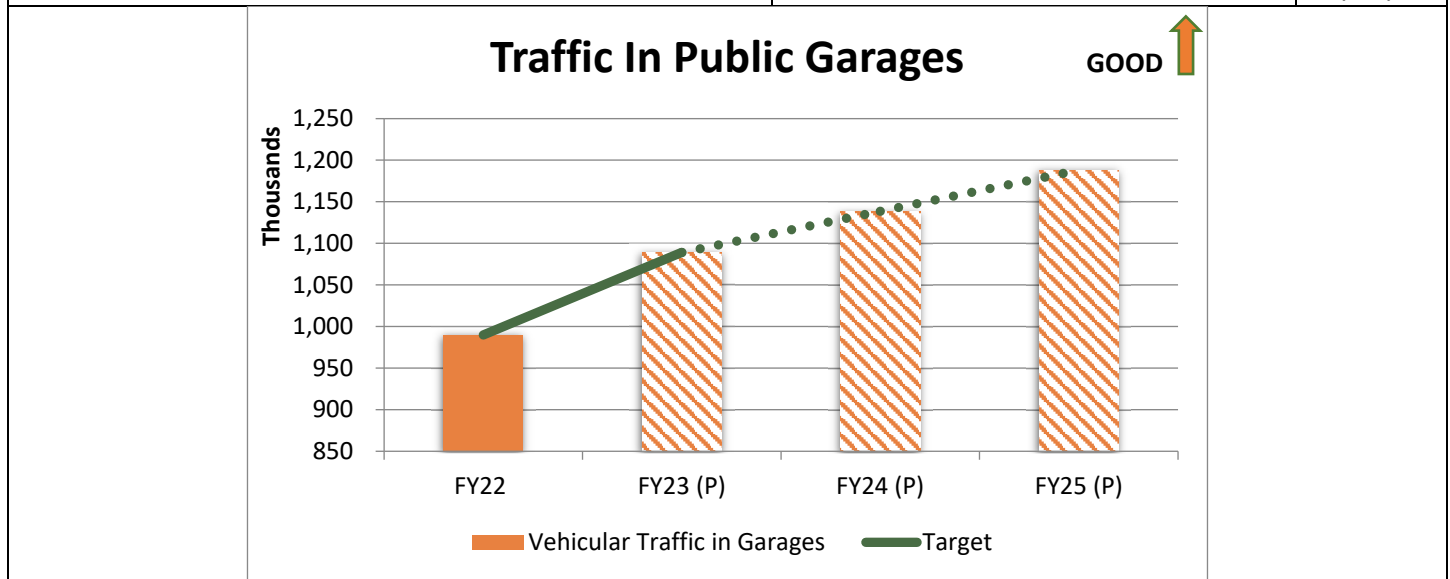
| \$ Amount | Purpose |
|-------------------|---|
| \$ 250,000 | Parking and Mobility Master Plan |
| \$ 200,000 | Enterprise Management System for Parking/Mobility |
| \$ 450,000 | Total |

- Technology:
 - 20 Hours a month to review available systems and technology for implementation and integration.

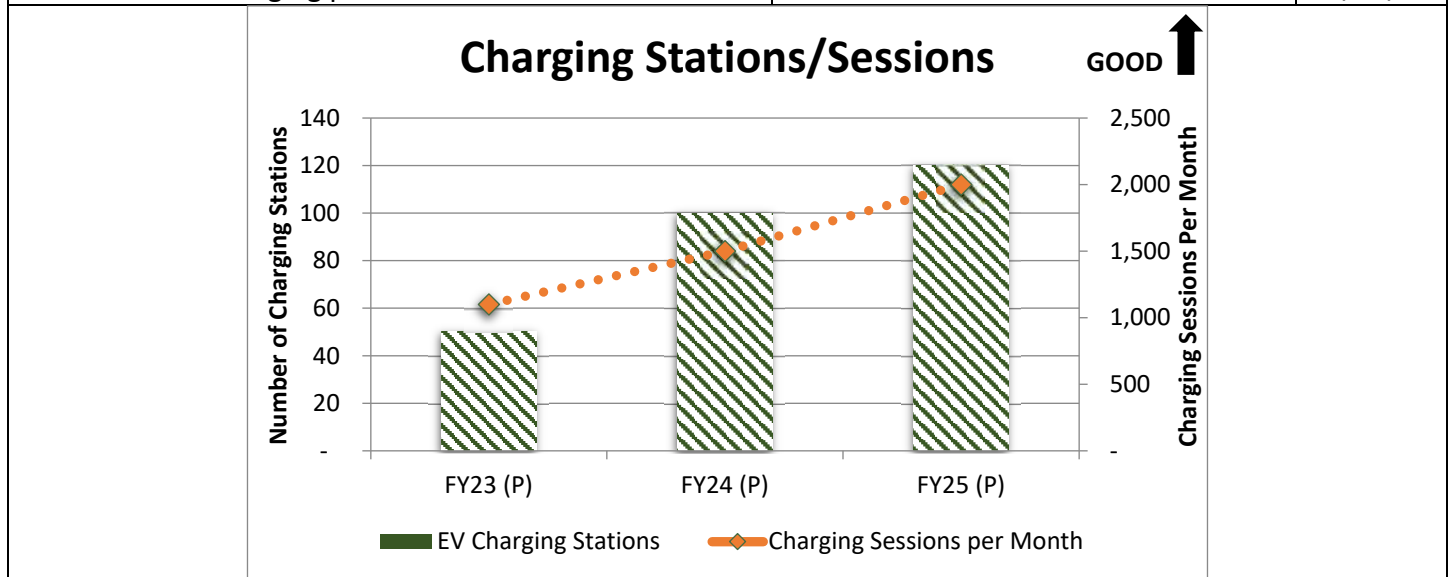
- Knowledge/Training:
 - All staff – 200 hours of training for new systems

Short- & Longer-term measures of success, targets and / or time horizons

| Measure | Target | Date |
|--|---------------------------------------|----------|
| In-person transactions at Administrative Office | 25% Reduction over 2022 baseline | 01/31/24 |
| Customer satisfaction with City Transit Services | 90 th Percentile Satisfied | 09/30/25 |
| Garage traffic | 2022 + 10% | 09/30/23 |
| | 2022 + 15% | 09/30/24 |
| | 2022 + 20% | 09/30/25 |



| | | |
|---|----------------------------------|----------|
| Utilization rate of alternative modes of transportation | 6% increase over FY22 baseline | 09/30/25 |
| Frictionless parking and mobility options | Four additional types of options | 09/30/25 |
| Number of EV charging ports | 120 | 12/31/25 |



| | | |
|--|---------------------------------|----------|
| Percentage of Customers using Parkme or Alternative Apps to find Parking | 20% increase over 2022 baseline | 12/31/25 |
|--|---------------------------------|----------|

Frequency & venue of review

- Bi-Weekly review by Master Plan Steering Team.
- Quarterly reports to City Manager.

Who are the stakeholders / what is the anticipated impact on them?

| Stakeholder Group | Potential positive impact | Potential negative impact |
|-------------------|--|---|
| Workforce | Reduced level of effort required | Reduction in level of effort may necessitate other personnel actions (reassignment, task consolidation, etc.) |
| Informatics | Additional workload | Level of effort and other resources associated with integrating Enterprise Management System for Parking/Mobility are not available for other initiatives |
| Sr. Leadership | Improved situational awareness through consolidation of traffic and revenue data | Level of effort and other resources associated with integrating Enterprise Management System for Parking/Mobility are not available for other initiatives |
| Commissioners | Improved tax base within the CBD | None |
| Customers | Easier driving or moving within the CBD | None |

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- Money:
 - Costs: \$450,000
 - Benefits: \$300,000
 - Return on investment will occur within strategic planning timeline
- Other benefits:
 - Improved customer satisfaction

Action Plan Worksheet



Action Plan Owner: Kevin Kinney, Parking Director

Action Plan Name: 1.3.1-2 Develop and program Coral Gables Mobility Hub

Strategic plan alignment:

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 3.1 – Increase utilization rate of alternative modes of transportation by 6% by 2025
 - Goal 3.2 – Increase satisfaction with city transit services to 95% satisfied / very satisfied by 2025
- Objective – 6 – Sustainability-focused Excellence: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
 - Goal 2.2 – Increase electric charging stations to 120 by 2025

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

| What must be done | By When | How will it be evident |
|---|----------|---|
| Execute Construction Contract | 05/31/22 | Finalized Agreement with Contractor |
| Obtain Construction Financing | 06/30/22 | Funds Available |
| Complete Mobility Hub Design | 07/31/22 | Construction Permits Issued |
| Demolish Existing Facility | 08/31/22 | Garage 1 is Gone |
| Commence Construction | 09/30/22 | Contractor on-site and working |
| Increase Micro-Mobility Initiatives | 03/31/23 | Identify and Procure 2 Micro-Mobility Services |
| Increase Mobility as a Service Initiative that will Operate from Mobility Hub | 06/30/23 | Identify and Procure 3 new partnerships for mobility services |
| Purchase// Install gateless (frictionless) PARCs system | 12/31/23 | New City PARCs system managing garages and curb |
| Grand opening of Mobility Hub | 03/31/24 | Cars parked, Vehicles charged, Scooters rented |

Resource requirements (what do we need to succeed?)

- Time (of the project team members and others as appropriate – examples below):
 - Program / Subject Matter Experts – 100 hours a month through completion (03/31/24)

- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|----------------------|--|
| \$1,000,000 | 2 Micro-Mobility Services (Estimated) |
| \$100,000 | 3 new partnerships for mobility services (Estimated) |
| \$600,000 | Purchase 120 charging stations (Estimated) |
| \$ 3,065,300 | Design |
| \$ 69,050,646 | Demolition/Construction/Contingency |
| \$ 600,000 | I.T. Wiring |
| \$ 1,090,739 | Art In Public Places Contribution |
| \$ 75,506,685 | Estimated Total |

Technology:

- 10 hours a month IT staff through construction
- Knowledge/Training:
 - All staff – LEED Mobility training for staff 100 hours of training
- Other
 - Space, equipment, etc.

Short- & Longer-term measures of success, targets and / or time horizons

| Measure | Target | Date | | | | | | | | | | | | |
|--|----------------------|----------------------------------|-------------|----------------------|-----------------------------|----------|-----|--------|----------|-----|--------|----------|-----|--------|
| Number of EV Charging stations | 120 | 09/30/25 | | | | | | | | | | | | |
| <div style="text-align: center;"> <h3>Charging Stations/Sessions</h3> <table border="1"> <caption>Charging Stations/Sessions Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>EV Charging Stations</th> <th>Charging Sessions per Month</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>~50</td> <td>~1,000</td> </tr> <tr> <td>FY24 (P)</td> <td>100</td> <td>~1,500</td> </tr> <tr> <td>FY25 (P)</td> <td>120</td> <td>~2,000</td> </tr> </tbody> </table> </div> | | | Fiscal Year | EV Charging Stations | Charging Sessions per Month | FY23 (P) | ~50 | ~1,000 | FY24 (P) | 100 | ~1,500 | FY25 (P) | 120 | ~2,000 |
| Fiscal Year | EV Charging Stations | Charging Sessions per Month | | | | | | | | | | | | |
| FY23 (P) | ~50 | ~1,000 | | | | | | | | | | | | |
| FY24 (P) | 100 | ~1,500 | | | | | | | | | | | | |
| FY25 (P) | 120 | ~2,000 | | | | | | | | | | | | |
| Charging sessions per month | 1100 1500 2000 | 12/31/22 12/31/23 12/31/24 | | | | | | | | | | | | |
| Utilization of alternative mobility options over 2022 baseline | 15% | 12/31/25 | | | | | | | | | | | | |

Frequency & venue of review

- Weekly mobility team meeting.
- Quarterly report to Management and Budget.

Who are the stakeholders / what is the anticipated impact on them?

| Stakeholder Group | Potential positive impact | Potential negative impact |
|-------------------|--|--|
| Sr. Leadership | <ul style="list-style-type: none"> Reduction of SOV trips within CBD | <ul style="list-style-type: none"> Resources applied to this effort will not be available for other initiatives |
| Commissioners | <ul style="list-style-type: none"> Promotion and enhancement of CBD | <ul style="list-style-type: none"> Potential resident dissatisfaction due to additional congestion |
| Customers | <ul style="list-style-type: none"> Increased parking and mobility to and within CBD | <ul style="list-style-type: none"> Potential dissatisfaction due to additional congestion |

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- Money:
 - Costs: \$75,506,685 (estimated cost - does not include unknown costs for purchases identified above)
 - Benefits: \$3,250,000/month in revenue
 - 16 years to see return on investment
- Other benefits:
 - Improved mobility, City promotes smart development, vehicle storage to support vital CBD

Action Plan Worksheet



Action Plan Owner: Kevin Kinney, Parking Director

Action Plan Name: 1.3.1-3 Increase/Expand alternative transportation services and options

Strategic plan alignment:

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 3 – Improve mobility and safety throughout the city by reducing the intensity of traffic
 - Goal 1 - Attain/sustain 90th percentile on transactional surveys within departments by 2025

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

| What must be done | By When | How will it be evident |
|--|----------|--|
| Obtain transit/mobility consulting services | 10/31/22 | May be combined or related to parking and mobility master plan |
| Review industry trends and innovations | 01/31/23 | Incorporate in master planning process |
| Update City Transit/Mobility master plan | 07/31/23 | May be combined or related to parking and mobility master plan |
| Stakeholder meetings and input | 07/31/23 | Incorporate in master planning process |
| Identify and prioritize service enhancements and expansions in transit (mobility) services | 09/30/23 | Results compiled, ranked, and approved |
| Obtain service development grants (transit) | 03/31/24 | Funding obtained |
| Implement new or expanded services that increase transit capacity by 25% | 09/30/24 | Results compiled and evaluated |

Resource requirements (what do we need to succeed?)

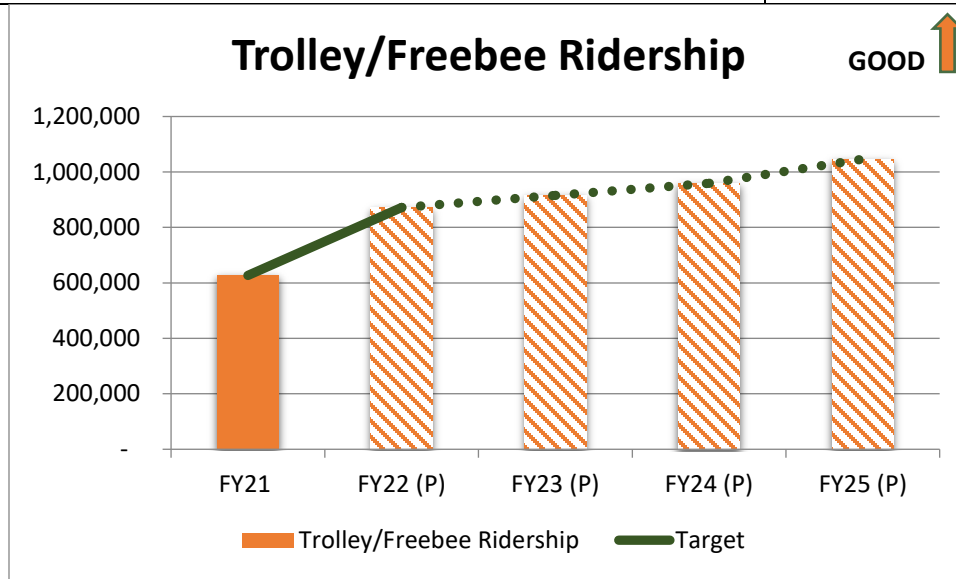
- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|-------------------|---|
| \$ 75,000 | Master plan update (Trolley portion of Master Plan Study) |
| \$ 250,000 | Service Expansion Operating Costs |
| \$ 325,000 | Total |

- Knowledge/Training:
 - Consulting Services
- Other
 - Fleet vehicles or contractors to provide service expansions or enhancement (new trolleys)

Short- & Longer-term measures of success, targets and / or time horizons

| Measure | Target | Date |
|--|--------|----------|
| Increase in alternative transportation capacity over 2022 baseline | 25% | 09/30/25 |
| Ridership/utilization growth over 2022 baseline | 5% | 09/30/23 |
| | 10% | 09/30/24 |
| | 20% | 09/30/25 |



| | | |
|---|-----------------------------|----------|
| Customer satisfaction with Trolley Services | 90 th Percentile | 09/30/25 |
|---|-----------------------------|----------|



Frequency & venue of review

- Weekly project team meeting.
- Quarterly report and review with Parking Director.
- Annual report to CM Office

Who are the stakeholders / what is the anticipated impact on them?

| Stakeholder Group | Potential positive impact | Potential negative impact |
|-------------------|--|---|
| Sr. Leadership | <ul style="list-style-type: none"> • Reduced Traffic Congestion | <ul style="list-style-type: none"> • Need for additional operational funds |
| Commissioners | <ul style="list-style-type: none"> • Traffic Calming | <ul style="list-style-type: none"> • Need for additional operational funds |
| Customers | <ul style="list-style-type: none"> • Increased ridership | <ul style="list-style-type: none"> • None |

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- Money:
 - Costs: \$325,000
 - Benefits: \$0
 - Return on investment are related to quality of life.
- Other benefits:
 - Traffic Calming – Sustainability – Efficiency of Roadways

Action Plan Worksheet



Action Plan Owner: Kevin Kinney, Parking Director

Action Plan Name: 1.3-2 Achieve 90th Percentile on Trolley/Freebee transactional passenger survey by 2025

Strategic plan alignment:

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
 - Goal 1 - Attain world-class performance levels in overall community satisfaction with city services
 - Goal 3 - Improve mobility and safety throughout the city by reducing the intensity of traffic

KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

| What must be done | By When | How will it be evident |
|--|----------|--------------------------------------|
| Develop questionnaire (transactional survey) | 09/30/22 | Approved by CM Office |
| Establish baseline ranking (Survey Riders) | 12/31/22 | Results compiled and compared |
| Analyze survey results - create improvement plan | 03/31/23 | Plan Approved by Parking Director |
| Implement Improvement Plan | 06/30/23 | Plan implemented |
| Survey Ridership and evaluate progress | 09/30/23 | Results compiled and ranked |
| Adjust improvement plan | 11/30/23 | Adjustments Approved by Parking Dir. |
| Survey Ridership and evaluate progress | 06/30/24 | Results compiled and ranked |

Resource requirements (what do we need to succeed?)

- Finances (detailed listing of expected costs):

| \$ Amount | Purpose |
|------------|--|
| \$ 20,000 | Baseline ridership survey |
| \$ 20,000 | 2023 Survey |
| \$ 20,000 | 2024 Survey |
| \$ 140,000 | Implementation costs (addition trolleys, freebee units, increased service hours, etc.) |
| \$ 200,000 | Total |

- Technology:
 - Electronic survey forms (QR codes, Apps, etc.)
- Knowledge/Training:
 - Driver and Dispatcher – 8 hours of training annually
- Other
 - Survey materials, (QR code, paper surveys).

Short- & Longer-term measures of success, targets and / or time horizons

| Measure | Target | Date |
|--|-----------------------------|----------|
| Satisfied or highly satisfied with service | 95% | 12/31/23 |
| <div style="text-align: center;"> <h3>Rider Satisfaction</h3> <p>GOOD ↑</p> </div> | | |
| Top Decile ranking | 90 th percentile | 09/30/25 |

Frequency & venue of review

- Weekly project team meeting.
- Quarterly report and review with Parking Director.
- Annual report to CM Office

Who are the stakeholders / what is the anticipated impact on them?

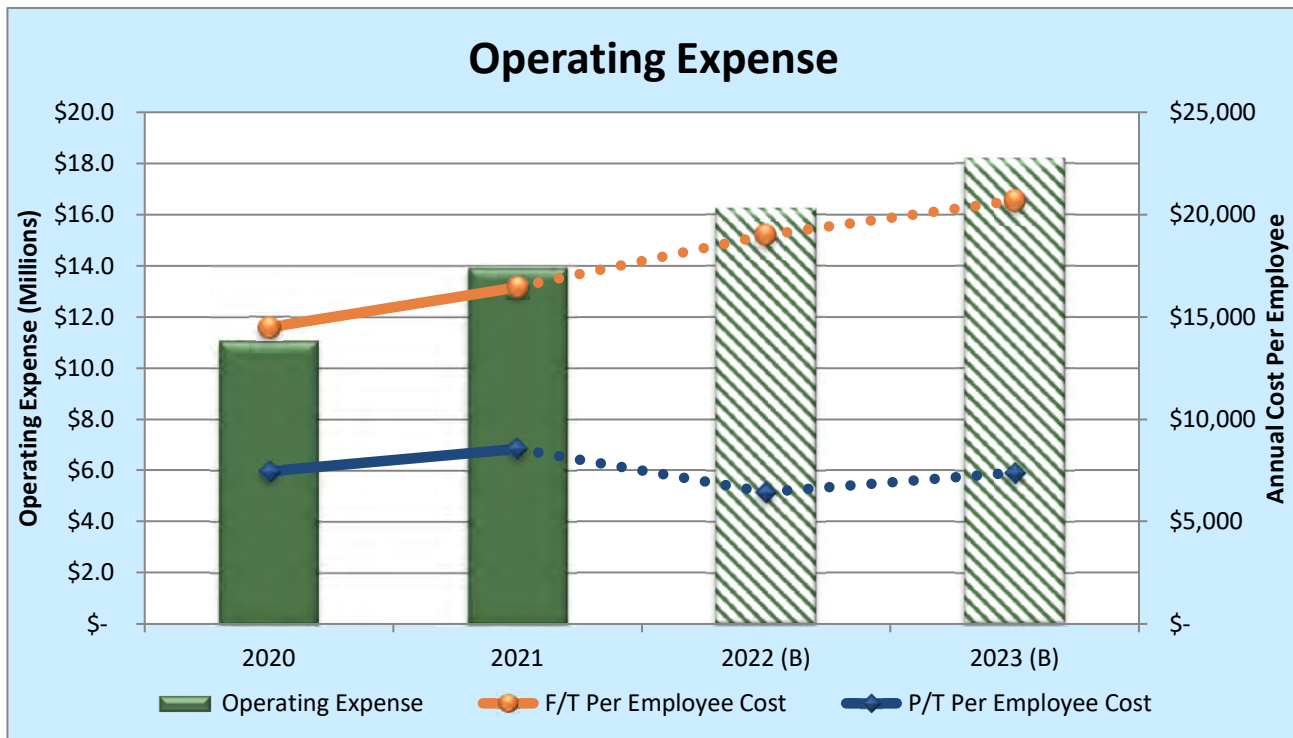
| Stakeholder Group | Potential positive impact | Potential negative impact |
|-------------------|--|--|
| Sr. Leadership | Reduced Traffic Congestion | None |
| Commissioners | Traffic Calming | None |
| Customers | Increased ridership | None |
| Other: CITT | Justification of resources (1/2 penny sales tax) | Resources applied to this effort are not available for other strategic initiatives |

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- Money:
 - Costs: \$200,000
 - Benefits: Undetermined financial benefits due to increased economic development supported by increased trolley ridership.
- Other benefits:
 - Traffic Calming – Sustainability - Efficiency
 - Benefits: Increased rider satisfaction with trolley experience

2022-2023 BUDGET INSURANCE FUND SUMMARY

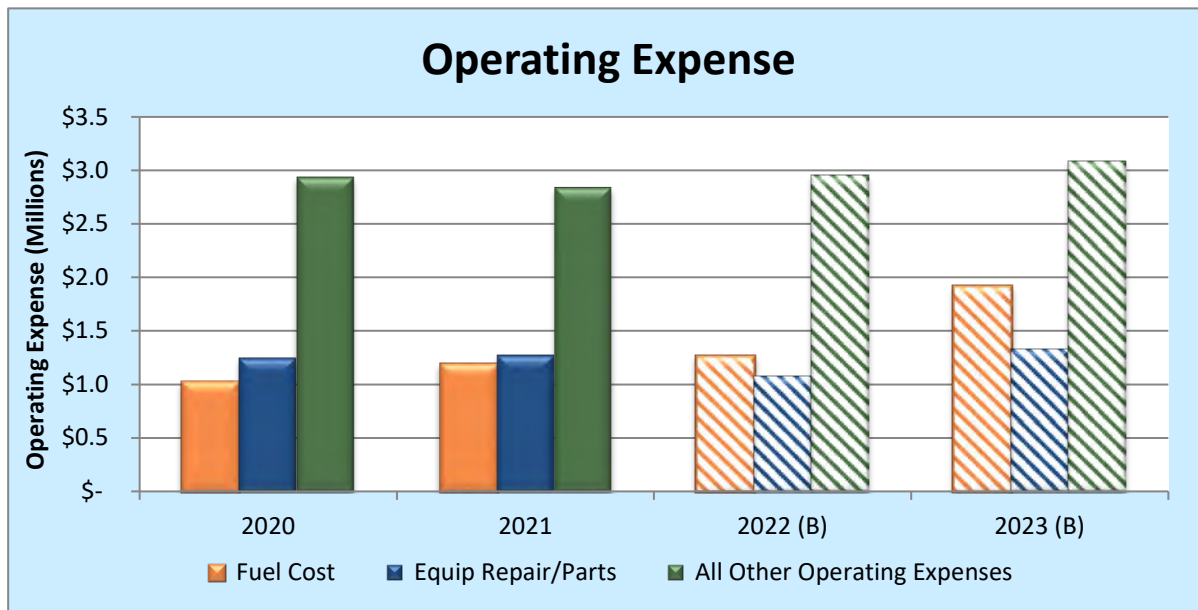
| | 2019-2020 ACTUAL | 2020-2021 ACTUAL | 2021-2022 BUDGET | 2022-2023 BUDGET |
|--------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| OPERATING REVENUES | | | | |
| Charges to Departments for: | | | | |
| Workers Compensation | \$ 1,970,143 | \$ 2,002,156 | \$ 2,000,000 | \$ 2,000,000 |
| General Liability Insurance | 3,500,001 | 3,500,000 | 3,500,000 | 4,500,000 |
| Group Health Insurance | 5,963,601 | 6,683,203 | 10,741,706 | 11,702,372 |
| Miscellaneous | 824,693 | 1,733,496 | - | - |
| TOTAL OPERATING REVENUES | <u>\$ 12,258,438</u> | <u>\$ 13,918,855</u> | <u>\$ 16,241,706</u> | <u>\$ 18,202,372</u> |
| OPERATING EXPENSES | | | | |
| Group Health, Life & Dental Premiums | \$ 5,992,149 | \$ 6,792,152 | \$ 10,741,706 | \$ 11,702,372 |
| Worker's Comp. & Gen. Liab. Premiums | 5,096,968 | 7,126,704 | 5,500,000 | 6,500,000 |
| TOTAL OPERATING EXPENSES | <u>\$ 11,089,117</u> | <u>\$ 13,918,856</u> | <u>\$ 16,241,706</u> | <u>\$ 18,202,372</u> |



The Insurance Fund is used to account for the cost of employee health care benefits as well as the City's self-insured liability and worker's compensation program. The latter being administered by a third party professional insurance service. Financing is provided by insurance premium charges to the user departments and investment earnings on accumulated reserves.

**2022-2023 BUDGET
MOTOR POOL FUND SUMMARY**

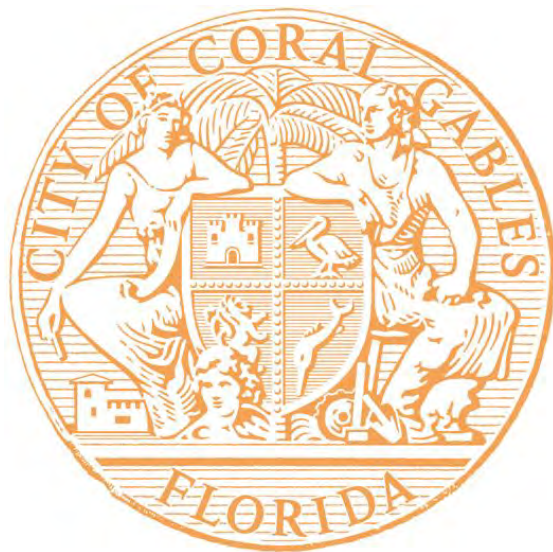
| | <u>2019-2020 ACTUAL</u> | <u>2020-2021 ACTUAL</u> | <u>2021-2022 BUDGET</u> | <u>2022-2023 BUDGET</u> |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| OPERATING REVENUES | | | | |
| Charges to Departments for use of Vehicles & Equipment | \$ 5,263,137 | \$ 5,247,405 | \$ 5,273,312 | \$ 6,365,949 |
| Replacement Cost Recovery | 3,328,910 | 2,936,417 | 3,438,432 | 3,606,436 |
| Miscellaneous | <u>546,053</u> | <u>249,494</u> | <u>1,459,981</u> | <u>-</u> |
| TOTAL OPERATING REVENUES | <u>\$ 9,138,100</u> | <u>\$ 8,433,316</u> | <u>\$ 10,171,725</u> | <u>\$ 9,972,385</u> |
| OPERATING EXPENSES | | | | |
| Operating Expense | \$ 5,197,052 | \$ 5,293,474 | \$ 5,288,118 | \$ 6,324,653 |
| Capital Outlay | <u>4,007,972</u> | <u>3,576,154</u> | <u>4,914,713</u> | <u>3,647,732</u> |
| | <u>\$ 9,205,024</u> | <u>\$ 8,869,628</u> | <u>\$ 10,202,831</u> | <u>\$ 9,972,385</u> |



The Motor Pool Fund is used to account for the acquisition, operation and maintenance of the automotive and miscellaneous equipment used by City departments. The funding to acquire the equipment is provided by charging the user departments an annual fee based on the estimated useful life of each piece of equipment. Similarly, the operation and maintenance costs are allocated to the user departments by charging an annual rental fee for the equipment. Rental fees are updated annually by the maintenance staff based on detail records kept for each item of equipment.

2022-2023 BUDGET
MOTOR POOL COST DISTRIBUTION

| DEPT. NO. | DISTRIBUTION COST | | | DEPARTMENT |
|--------------|---------------------|---------------------|---------------------|---|
| | REPL | MAINT | TOTAL | |
| 1030 | \$ 44,969 | \$ 17,735 | \$ 62,704 | CITY MANAGER - COMMUNICATIONS & PUBLIC AFFAIRS |
| 1120 | 2,115 | 3,970 | 6,085 | HUMAN RESOURCES |
| 1130 | 2,122 | 170 | 2,292 | LABOR RELATIONS & RISK MANAGEMENT |
| 1210 | 32,460 | 24,611 | 57,071 | DEVELOPMENT SERVICE - BUILDING |
| 1220 | 11,936 | 1,315 | 13,251 | DEVELOPMENT SERVICE - PLANNING |
| 1230 | 25,494 | 24,041 | 49,535 | DEVELOPMENT SERVICE - CODE ENFORCEMENT |
| 1320 | 2,599 | 230 | 2,829 | HIST. RESOURCES & CULTURAL ARTS - PRESERVATION |
| 1500 | 22,311 | 4,405 | 26,716 | PUBLIC WORKS - ADMINISTRATION |
| 1510 | 5,720 | 7,413 | 13,133 | PUBLIC WORKS - CAPITAL IMPROVEMENT |
| 1515 | 7,519 | 9,751 | 17,270 | PUBLIC WORKS - ENGINEERING |
| 1535 | 60,500 | 68,249 | 128,749 | PUBLIC WORKS - STORMWATER MGMT |
| 1540 | 129,503 | 176,099 | 305,602 | PUBLIC WORKS - SANITARY SEWER |
| 1550 | 133,386 | 871,721 | 1,005,107 | PUBLIC WORKS - R.O.W. ENF & MAINT |
| 1580 | 165,093 | 183,993 | 349,086 | PARKING - TROLLEY/TRANS |
| 3020 | 11,209 | 21,156 | 32,365 | FINANCE - BILLING & COLLECTIONS |
| 3040 | 2,407 | - | 2,407 | FINANCE - PROCUREMENT |
| 3200 | 15,891 | 44,797 | 60,688 | INNOVATION & TECHNOLOGY |
| 5000 | 39,974 | 25,675 | 65,649 | POLICE - ADMINISTRATION |
| 5020 | 658,692 | 679,110 | 1,337,802 | POLICE - UNIFORM PATROL |
| 5030 | 116,729 | 228,274 | 345,003 | POLICE - CRIMINAL INVESTIGATIONS |
| 5040 | 34,973 | 35,534 | 70,507 | POLICE - TECHNICAL SERVICES |
| 5060 | 25,429 | 54,582 | 80,011 | POLICE - PROFESSIONAL STANDARDS |
| 5070 | 275,497 | 242,965 | 518,462 | POLICE - SPECIALIZED ENFORCEMENT |
| 5500 | 767,014 | 713,600 | 1,480,614 | FIRE - OPERATIONS |
| 5501 | 50,326 | 92,189 | 142,515 | FIRE - COMMUNITY RISK REDUCTION |
| 6020 | 1,177 | 7,312 | 8,489 | COMMUNITY RECREATION - VENETIAN POOL |
| 6038 | 33,290 | 556 | 33,846 | COMMUNITY RECREATION - COUNTRY CLUB - GRANADA GOI |
| 6050 | 8,449 | 7,318 | 15,767 | COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS |
| 6070 | 37,495 | 8,050 | 45,545 | COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE |
| 6120 | 682,125 | 2,246,290 | 2,928,415 | PUBLIC WORKS - SOLID WASTE |
| 6130 | 152,759 | 485,347 | 638,106 | PUBLIC WORKS - GREENSPACE MANAGEMENT |
| 8360 | 9,971 | 41,503 | 51,474 | PARKING - ON-STREET PARKING & METER MAINTENANCE |
| 8400 | 31,759 | 17,029 | 48,788 | PARKING - VIOLATION ENFORCEMENT |
| 1555 | 5,543 | 20,959 | 26,502 | PUBLIC WORKS - SIGN SHOP |
| | <u>\$ 3,606,436</u> | <u>\$ 6,365,949</u> | <u>\$ 9,972,385</u> | |



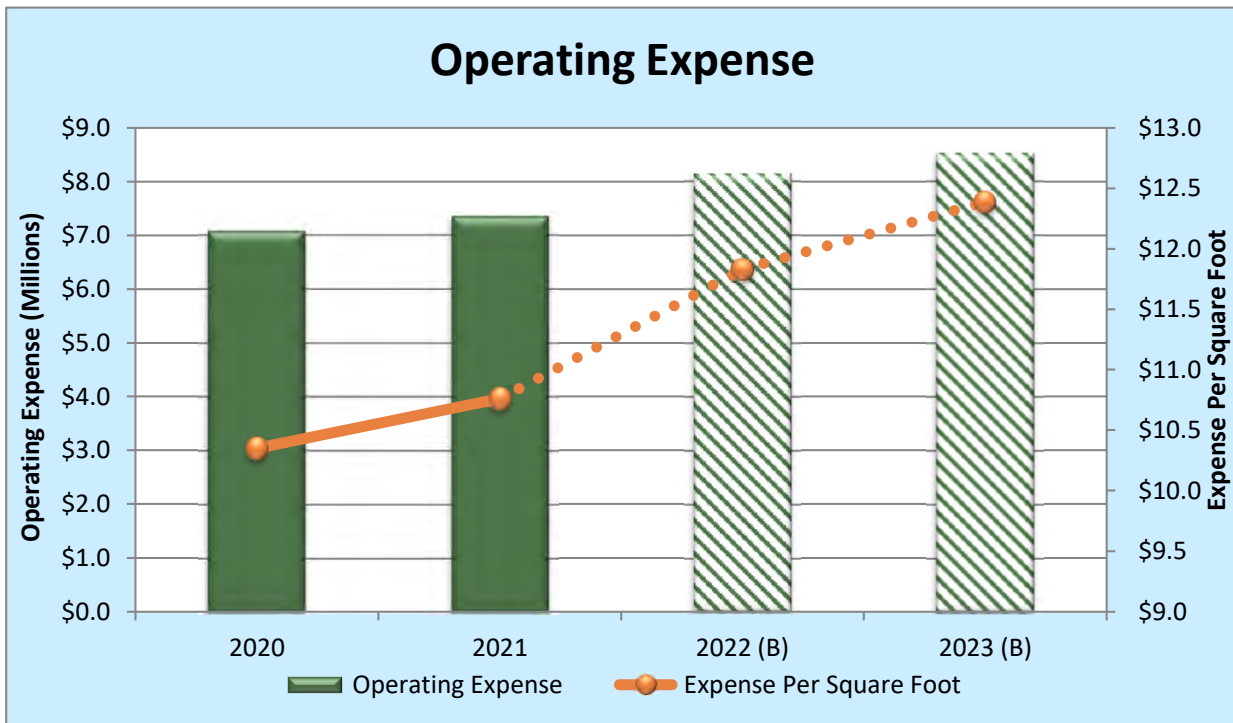
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**2022-2023 BUDGET ESTIMATE
MOTOR POOL FUND
VEHICLE AND EQUIPMENT PURCHASES**

| DEPARTMENT | DESCRIPTION | VEH ID# | REPLACEMENT | COST | | |
|---|-----------------------------------|---------|--|---------------------|-------------------|---------------------|
| | | | | REPLACEMENT | ADDITION | TOTAL |
| COMMUNITY RECREATION | | | | | | |
| 6050 | 2002 Ford E-350 | 1823 | Ford Ranger, Reg Cab | \$ 35,000 | \$ - | <u>\$ 35,000</u> |
| DEVELOPMENT SERVICES | | | | | | |
| 1230 | | | Chevy Bolt | - | 35,000 | |
| 1230 | | | Chevy Bolt | - | 35,000 | <u>70,000</u> |
| FINANCE | | | | | | |
| 3020 | 2007 Chevy Impala | 1745 | Chevy Bolt | 35,000 | - | <u>35,000</u> |
| FIRE | | | | | | |
| 5500 | 2005 Freightliner Rescue Truck | 67 | Freightliner Rescue Truck | 450,000 | - | |
| 5500 | 2002 Ford Explorer | 15 | Ford Explorer | 42,000 | - | |
| 5500 | | | Ford Explorer | - | 45,000 | <u>537,000</u> |
| INNOVATION & TECHNOLOGY | | | | | | |
| 3200 | 2003 Expedition | 3078 | TBD | 30,000 | - | <u>30,000</u> |
| PARKING | | | | | | |
| 8360 | 2007 Ranger XLT | 1962 | Ford Ranger Crew Cab | 28,000 | - | <u>28,000</u> |
| POLICE | | | | | | |
| 5000 | 2014 Nissan Pathfinder | 737 | TBD | 35,000 | - | |
| 5020 | 2017 Ford SUV Interceptor | 239 | Hybrid SUV | 42,000 | - | |
| 5020 | 2016 Ford SUV Interceptor | 389 | Hybrid SUV | 42,000 | - | |
| 5020 | 2016 Ford SUV Interceptor | 396 | Hybrid SUV | 42,000 | - | |
| 5020 | 2018 Ford K9 SUV Interceptor | 418 | F-150 Crew Cab | 35,000 | - | |
| 5020 | 2014 Ford K9 SUV Interceptor | 741 | F-150 Crew Cab | 35,000 | - | |
| 5020 | 2013 Ford SUV Interceptor | 760 | Hybrid SUV | 42,000 | - | |
| 5020 | 2013 Ford SUV Interceptor | 763 | Hybrid SUV | 42,000 | - | |
| 5040 | 2017 Ford F-150 XL | 730 | F-150 | 35,000 | - | |
| 5070 | 2013 Ford Interceptor | 357 | Hybrid SUV | 42,000 | - | |
| 5070 | 2015 Ford SUV Interceptor | 379 | Hybrid SUV | 42,000 | - | |
| 5070 | 2016 Ford SUV Interceptor | 382 | Hybrid SUV | 42,000 | - | |
| 5020 | 2013 Ford SUV Interceptor | 764 | Hybrid SUV | 42,000 | - | |
| 5070 | 2017 Ford SUV Interceptor | 240 | Hybrid SUV | 42,000 | - | |
| 5030 | 2015 Toyota Sienna | 771 | TBD | 32,000 | - | |
| 5030 | 2012 Toyota Camry | 830 | TBD | 32,000 | - | |
| 5030 | 2012 Toyota Camry | 836 | TBD | 32,000 | - | |
| 5000 | 2014 Dodge Charger | 854 | TBD | 32,000 | - | |
| 5060 | 2008 Ford Crown Victoria | 872 | TBD | 32,000 | - | |
| 5060 | 2014 Toyota Camry | 875 | TBD | 32,000 | - | |
| 5060 | 2013 Dodge Charger | 877 | TBD | 32,000 | - | |
| 5060 | 2013 Dodge Charger | 878 | TBD | 32,000 | - | |
| 5030 | 2014 Toyota Camry | 879 | TBD | 32,000 | - | |
| 5030 | 2014 Ford Fusion | 881 | TBD | 32,000 | - | |
| 5030 | 2015 Toyota Camry LE | 886 | TBD | 32,000 | - | |
| 5020 | 2014 Ford SUV Interceptor | 767 | Hybrid SUV | 42,000 | - | |
| 5020 | 2018 Gem E4 | 208 | Chevy Bolt | 35,000 | - | |
| 5020 | 2018 Gem E4 | 215 | Chevy Bolt | 35,000 | - | |
| | Strobes-R-Us Police/Fire Vehicles | | | 186,432 | - | <u>1,210,432</u> |
| PUBLIC WORKS | | | | | | |
| 1520 | 2000 Ford F-250 | 1886 | Ford F-250 With Liftgate And Utility Body | 49,000 | - | |
| 1520 | 2003 Chevy Silverado | 1929 | Ford F-250 With Rear Plumbers Body And Roof Rack | 55,000 | - | |
| 1520 | | | Pressure Washer | - | 25,000 | |
| 1550 | 2004 Hydrotek Pressure Washer | 636 | Trailer Mounted Pressure Washer | 25,000 | - | |
| 1550 | 2000 Jcb Skid Steer | 1596 | Bobcat S770 With Upgrades | 62,000 | - | |
| 6120 | 2013 Ford F-250 3/4T | 1922 | F-250/Extra Cab/ Dump Body | 65,000 | - | |
| 6120 | 2006 Internatnl 4300 Rs-3 | 1186 | Peterson Rs-3 Trash Crane | 220,000 | - | |
| 6120 | 2007 Internatnl 4300 Rs-3 | 1182 | Peterson Rs-3 Trash Crane | 220,000 | - | |
| 6120 | 2007 Internatnl 4300 Rs-3 | 1183 | Peterson Rs-3 Trash Crane | 220,000 | - | |
| 6120 | 2006 Crane Carrier Garbg/Pakr | 1810 | Crane Carrier Garbg/Pakr | 310,000 | - | |
| 6130 | 1994 John Deere 710D Backhoe | 1450 | John Deere 710 Backhoe | 225,000 | - | |
| 6130 | 2000 Sterling Stake Body Truck | 1285 | 16Ft Stake Body Dump Truck | 150,000 | - | |
| 6130 | | | Midsize Pickup Truck | - | 35,000 | <u>1,661,000</u> |
| TOTAL VEHICLE REPLACEMENT BUDGET | | | | <u>\$ 3,431,432</u> | <u>\$ 175,000</u> | <u>\$ 3,606,432</u> |

**2022-2023 BUDGET
GENERAL SERVICES FUND SUMMARY**

| | <u>2019-2020 ACTUAL</u> | <u>2020-2021 ACTUAL</u> | <u>2021-2022 BUDGET</u> | <u>2022-2023 BUDGET</u> |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| OPERATING REVENUES | | | | |
| Charges to Departments for use of Facilities | \$ 8,088,235 | \$ 8,124,326 | \$ 8,117,578 | \$ 8,523,615 |
| Miscellaneous | 85,164 | 11,576 | 11,964 | - |
| TOTAL OPERATING REVENUES | <u>\$ 8,173,399</u> | <u>\$ 8,135,902</u> | <u>\$ 8,129,542</u> | <u>\$ 8,523,615</u> |
| OPERATING EXPENSES | | | | |
| Operating Expense | \$ 7,073,336 | \$ 7,348,930 | \$ 8,140,639 | \$ 8,523,615 |
| Capital Outlay | - | - | - | - |
| TOTAL OPERATING EXPENSES | <u>\$ 7,073,336</u> | <u>\$ 7,348,930</u> | <u>\$ 8,140,639</u> | <u>\$ 8,523,615</u> |



The General Services Fund is used to account for the costs of providing building maintenance, utilities and general housekeeping services for all City property. Financing is provided by charging the user departments an annual rental fee based on the facilities occupied.

2022-2023 BUDGET
TOTAL GENERAL SERVICES COST DISTRIBUTION

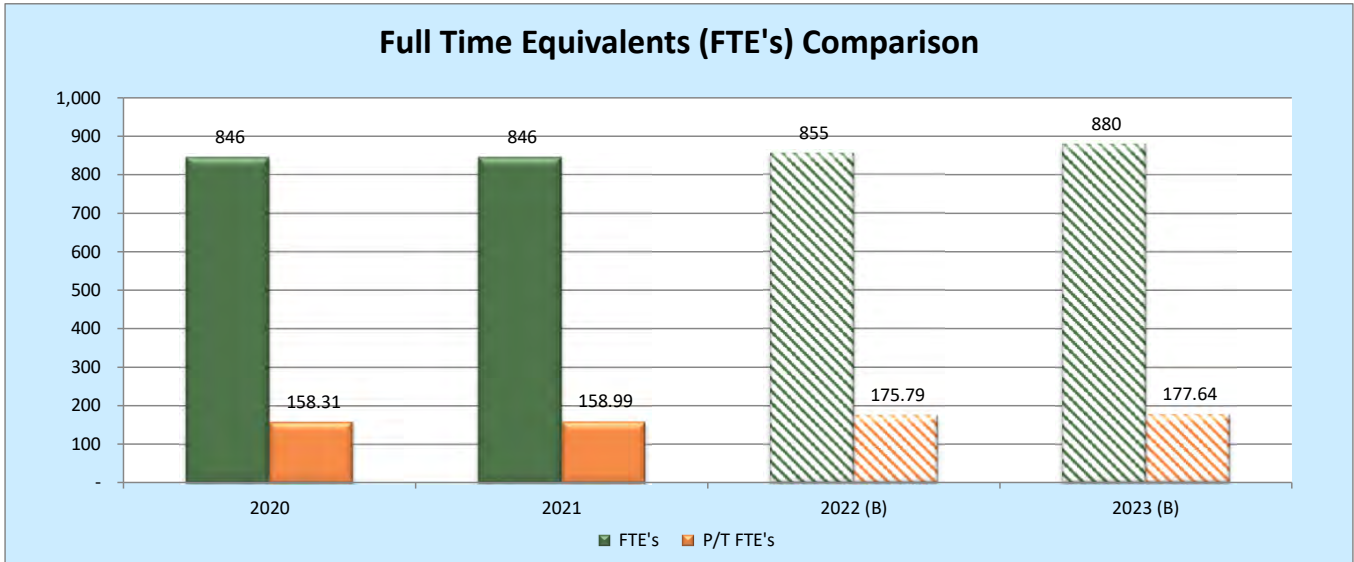
| DEPT. NO. | TOTAL COST DISTRIBUTION | DEPARTMENT |
|--------------|-------------------------------|---|
| 0100 | \$ 62,295 | CITY COMMISSION |
| 0500 | 43,440 | CITY ATTORNEY |
| 0600 | 35,336 | CITY CLERK - ADMIN |
| 0601 | 37,811 | CITY CLERK - SPEC REV EXP |
| 1010 | 32,613 | CITY MANAGER - ADMIN |
| 1030 | 48,554 | CITY MANAGER - COMMUNICATIONS & PUBLIC AFFAIRS |
| 1120 | 38,885 | HUMAN RESOURCES |
| 1130 | 18,905 | LABOR RELATIONS & RISK MANAGEMENT |
| 1200 | 35,575 | DEVELOPMENT SERVICE - ADMIN |
| 1210 | 115,477 | DEVELOPMENT SERVICE - BUILDING |
| 1220 | 109,611 | DEVELOPMENT SERVICE - PLANNING |
| 1230 | 32,084 | DEVELOPMENT SERVICE - CODE ENFORCEMENT |
| 1320 | 162,322 | HIST. RESOURCES & CULTURAL ARTS - PRESERVATION |
| 1330 | 106,133 | HIST. RESOURCES & CULTURAL ARTS - CULTURAL ARTS |
| 1500 | 24,607 | PUBLIC WORKS - ADMINISTRATION |
| 1505 | 6,217 | PUBLIC WORKS - SUSTAINABLE PUBLIC INFRASTRUCTURE |
| 1510 | 29,677 | PUBLIC WORKS - CAPITAL IMPROVEMENT |
| 1515 | 36,273 | PUBLIC WORKS - ENGINEERING |
| 1535 | 42,680 | PUBLIC WORKS - STORMWATER MGMT |
| 1540 | 425,031 | PUBLIC WORKS - SANITARY SEWER |
| 1550 | 1,886,388 | PUBLIC WORKS - R.O.W. ENF & MAINT |
| 1555 | 48,013 | PUBLIC WORKS - SIGN SHOP |
| 3010 | 62,635 | FINANCE - ADMINISTRATION |
| 3020 | 18,322 | FINANCE - BILLING & COLLECTIONS |
| 3030 | 19,352 | FINANCE - REPORTING & OPERATIONS |
| 3040 | 163,172 | FINANCE - PROCUREMENT |
| 3050 | 27,352 | FINANCE - MANAGEMENT & BUDGET |
| 3200 | 39,291 | INNOVATION & TECHNOLOGY |
| 5000 | 153,756 | POLICE - ADMINISTRATION |
| 5020 | 203,723 | POLICE - UNIFORM PATROL |
| 5030 | 164,637 | POLICE - CRIMINAL INVESTIGATIONS |
| 5040 | 213,457 | POLICE - TECHNICAL SERVICES |
| 5060 | 201,245 | POLICE - PROFESSIONAL STANDARDS |
| 5500 | 656,831 | FIRE - OPERATIONS |
| 5501 | 103,505 | FIRE - COMMUNITY RISK REDUCTION |
| 6010 | 170,289 | COMMUNITY RECREATION - TENNIS CENTERS |
| 6020 | 196,756 | COMMUNITY RECREATION - VENETIAN POOL |
| 6038 | 125,981 | COMMUNITY RECREATION - COUNTRTY CLUB - GRANADA GOLF |
| 6050 | 938,571 | COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS |
| 6070 | 55,043 | COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE |
| 6120 | 32,611 | PUBLIC WORKS - SOLID WASTE |
| 6130 | 893,720 | PUBLIC WORKS - GREENSPACE MANAGEMENT |
| 8300 | 23,111 | PARKING - ADMINISTRATION |
| 8310 | 120,711 | PARKING - MOBILITY HUB |
| 8320 | 200,916 | PARKING - MUSEUM GARAGE |
| 8330 | 35,159 | PARKING - MINORCA GARAGE |
| 8340 | 129,064 | PARKING - ANDALUSIA GARAGE |
| 8390 | 70,318 | PARKING - PARKING LOTS |
| 1580 | 126,160 | PARKING - TROLLEY/TRANS |
| | \$ 8,523,615 | |

**CITY OF CORAL GABLES
2022-2023 BUDGET**

POSITION SUMMARY

FOUR YEAR COMPARISON OF FULL TIME EQUIVALENTS (FTE's)

| DEPARTMENT | ACTUAL 2019-2020 | | | ACTUAL 2020-2021 | | | BUDGET 2021-2022 | | | BUDGET 2022-2023 | | |
|-----------------------------|---------------------|---------------|-----------------|---------------------|---------------|-----------------|---------------------|---------------|-----------------|---------------------|---------------|-----------------|
| | FT | P/T | Total | FT | P/T | Total | FT | P/T | Total | FT | P/T | Total |
| | FTE's | FTEs | FTE's | FTE's | FTEs | FTE's | FTE's | FTEs | FTE's | FTE's | FTEs | FTE's |
| City Commission | 6.00 | 0.75 | 6.75 | 6.00 | 0.75 | 6.75 | 6.00 | 0.75 | 6.75 | 6.00 | 0.75 | 6.75 |
| City Attorney | 6.50 | 0.75 | 7.25 | 7.50 | - | 7.50 | 7.50 | - | 7.50 | 7.50 | - | 7.50 |
| City Clerk | 8.00 | 4.50 | 12.50 | 8.00 | 6.00 | 14.00 | 8.00 | 6.75 | 14.75 | 8.00 | 6.75 | 14.75 |
| City Manager | 12.00 | 8.10 | 20.10 | 12.00 | 6.60 | 18.60 | 12.00 | 6.60 | 18.60 | 12.00 | 6.60 | 18.60 |
| Human Resources | 10.00 | 4.50 | 14.50 | 10.00 | 3.00 | 13.00 | 10.00 | 3.00 | 13.00 | 10.00 | 3.00 | 13.00 |
| Labor Relations & Risk Mgmt | 4.00 | 0.75 | 4.75 | 4.00 | 0.75 | 4.75 | 4.00 | 0.75 | 4.75 | 4.00 | 0.75 | 4.75 |
| Development Services | 62.00 | 3.75 | 65.75 | 60.00 | 4.50 | 64.50 | 60.00 | 4.50 | 64.50 | 62.00 | 5.60 | 67.60 |
| Historic Resources | 6.00 | 0.75 | 6.75 | 6.00 | 0.75 | 6.75 | 6.00 | 0.75 | 6.75 | 6.00 | 0.75 | 6.75 |
| Public Works | 198.00 | 15.75 | 213.75 | 199.00 | 15.75 | 214.75 | 199.00 | 16.50 | 215.50 | 202.00 | 16.50 | 218.50 |
| Finance | 27.00 | 9.75 | 36.75 | 27.00 | 9.35 | 36.35 | 26.00 | 10.85 | 36.85 | 28.00 | 10.85 | 38.85 |
| Information Technology | 19.00 | 6.00 | 25.00 | 19.00 | 4.50 | 23.50 | 19.00 | 4.50 | 23.50 | 20.00 | 4.50 | 24.50 |
| Police | 275.00 | 19.80 | 294.80 | 275.00 | 22.05 | 297.05 | 275.00 | 22.05 | 297.05 | 283.00 | 22.05 | 305.05 |
| Fire | 147.00 | 2.25 | 149.25 | 147.00 | 2.25 | 149.25 | 148.00 | 2.25 | 150.25 | 155.00 | 3.00 | 158.00 |
| Community Recreation | 32.50 | 71.91 | 104.41 | 32.50 | 73.74 | 106.24 | 39.50 | 87.54 | 127.04 | 41.50 | 87.54 | 129.04 |
| Economic Development | 4.00 | 1.50 | 5.50 | 4.00 | 1.50 | 5.50 | 4.00 | 1.50 | 5.50 | 4.00 | 1.50 | 5.50 |
| Non-Departmental | 1.00 | - | 1.00 | 1.00 | - | 1.00 | 1.00 | - | 1.00 | 1.00 | - | 1.00 |
| Parking | 28.00 | 7.50 | 35.50 | 28.00 | 7.50 | 35.50 | 30.00 | 7.50 | 37.50 | 30.00 | 7.50 | 37.50 |
| Total | 846.00 | 158.31 | 1,004.31 | 846.00 | 158.99 | 1,004.99 | 855.00 | 175.79 | 1,030.79 | 880.00 | 177.64 | 1,057.64 |



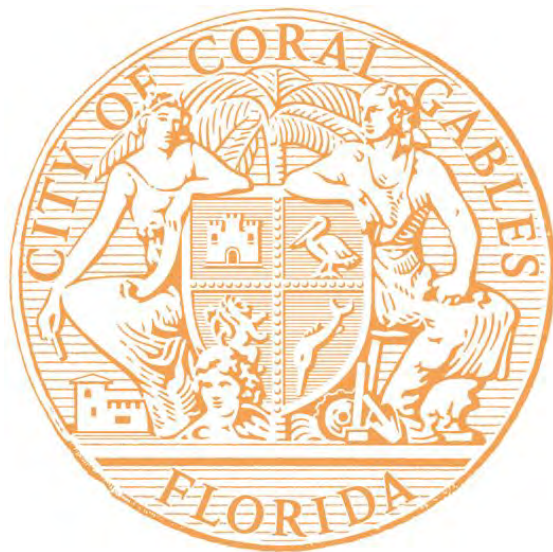
FOUR YEAR COMPARISON OF TOTAL HEADCOUNT (Number of Employees)

| Total Headcount | ACTUAL 2019-2020 | | | ACTUAL 2020-2021 | | | BUDGET 2021-2022 | | | BUDGET 2022-2023 | | |
|------------------------|---------------------|------------|--------------|---------------------|------------|--------------|---------------------|------------|--------------|---------------------|------------|--------------|
| | F/T | P/T | Total | F/T | P/T | Total | F/T | P/T | Total | F/T | P/T | Total |
| | Pos. | Pos. | Pos. | Pos. | Pos. | Pos. | Pos. | Pos. | Pos. | Pos. | Pos. | Pos. |
| Total Headcount | 846 | 214 | 1,060 | 846 | 216 | 1,062 | 855 | 226 | 1,081 | 880 | 237 | 1,117 |

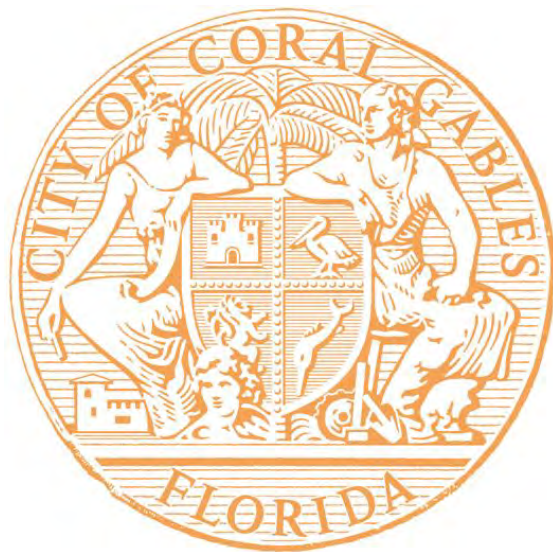
Please note that part time positions are counted as Full Time Equivalents (FTE's) for budgetary purposes. In other words, a part time employee who works 20 hours of a 40 hour work week counts as 0.50 FTE's. That same position would count as 1.00 for Headcount (HC) purposes.

**2022-2023 BUDGET
PAYROLL RELATED COST DISTRIBUTION**

| DEPT | TOTAL | TOTAL WAGES | PERSONNEL BENEFITS | | | | | TOTAL BENEFITS | GENERAL LIABILITY INSURANCE |
|------|------------------|----------------------|---------------------|----------------------|---------------------|----------------------|-------------------|----------------------|-----------------------------|
| | FT HC & PT FTE's | | FICA TAX | RETIRE-MENT | WORKERS COMP | GROUP INSURANCE | POST EMPL HEALTH | | |
| 0100 | 6.75 | \$ 309,923 | \$ 23,707 | \$ 147,590 | \$ 937 | \$ 85,436 | \$ 950 | \$ 258,620 | \$ 17,401 |
| 0500 | 7.50 | 965,447 | 66,340 | 259,668 | 931 | 111,946 | 8,000 | 446,885 | 54,205 |
| 0600 | 5.00 | 539,747 | 40,935 | 192,045 | 693 | 75,475 | 4,300 | 313,448 | 30,304 |
| 0601 | 9.75 | 510,889 | 39,084 | 83,609 | 416 | 40,526 | 2,150 | 165,785 | 28,684 |
| 1010 | 11.60 | 1,236,891 | 82,977 | 341,066 | 1,680 | 140,214 | 8,700 | 574,637 | 69,445 |
| 1030 | 7.00 | 480,450 | 36,755 | 38,642 | 1,641 | 39,833 | 1,425 | 118,296 | 26,975 |
| 1120 | 13.00 | 941,262 | 68,566 | 315,560 | 1,807 | 135,980 | 10,000 | 531,913 | 52,847 |
| 1130 | 4.75 | 450,411 | 32,620 | 120,176 | 1,990 | 55,373 | 4,050 | 214,209 | 25,288 |
| 1200 | 6.00 | 587,197 | 42,377 | 135,938 | 2,162 | 80,630 | 5,250 | 266,357 | 32,968 |
| 1210 | 31.60 | 2,709,049 | 207,240 | 864,283 | 34,345 | 403,514 | 9,500 | 1,518,882 | 152,099 |
| 1220 | 16.00 | 1,260,380 | 96,419 | 466,876 | 4,739 | 216,081 | 5,950 | 790,065 | 70,764 |
| 1230 | 14.00 | 856,993 | 65,558 | 330,254 | 17,904 | 192,501 | 1,900 | 608,117 | 48,116 |
| 1320 | 4.00 | 366,668 | 28,050 | 118,818 | 554 | 53,158 | 4,300 | 204,880 | 20,586 |
| 1330 | 2.75 | 171,416 | 13,114 | 56,448 | 382 | 30,538 | 950 | 101,432 | 9,624 |
| 1500 | 9.00 | 771,167 | 56,574 | 255,629 | 3,908 | 130,848 | 8,100 | 455,059 | 43,297 |
| 1505 | 5.00 | 501,407 | 38,357 | 217,060 | 6,014 | 70,643 | 4,750 | 336,824 | 28,151 |
| 1510 | 9.00 | 772,050 | 59,063 | 196,532 | 11,125 | 78,429 | 5,950 | 351,099 | 43,347 |
| 1515 | 10.50 | 905,872 | 69,301 | 326,013 | 15,427 | 123,350 | 3,800 | 537,891 | 50,860 |
| 1520 | 20.00 | 1,203,589 | 92,074 | 433,302 | 36,230 | 230,808 | 3,100 | 795,514 | 67,575 |
| 1535 | 9.50 | 570,594 | 43,651 | 214,715 | 24,434 | 107,054 | 2,850 | 392,704 | 32,036 |
| 1540 | 15.25 | 981,756 | 75,105 | 329,300 | 32,433 | 172,387 | 3,100 | 612,325 | 55,120 |
| 1550 | 7.75 | 442,776 | 33,874 | 147,175 | 35,842 | 88,364 | - | 305,255 | 24,860 |
| 1555 | 2.75 | 131,895 | 10,090 | 33,852 | 9,606 | 25,247 | - | 78,795 | 7,405 |
| 1580 | 3.50 | 252,870 | 19,345 | 70,712 | 4,967 | 31,563 | 600 | 127,187 | 14,197 |
| 3010 | 5.25 | 356,005 | 23,980 | 117,075 | 831 | 36,685 | 2,150 | 180,721 | 19,988 |
| 3020 | 8.60 | 479,057 | 36,648 | 123,102 | 3,858 | 75,748 | 1,900 | 241,256 | 26,897 |
| 3030 | 10.25 | 802,783 | 61,322 | 242,117 | 1,425 | 103,669 | 7,850 | 416,383 | 45,072 |
| 3040 | 10.75 | 781,028 | 59,747 | 165,129 | 1,497 | 94,445 | 5,950 | 326,768 | 43,851 |
| 3050 | 4.00 | 448,621 | 32,778 | 194,208 | 554 | 55,377 | 4,050 | 286,967 | 25,188 |
| 3200 | 24.50 | 1,872,062 | 140,241 | 547,999 | 2,539 | 271,626 | 7,150 | 969,555 | 105,106 |
| 4700 | 23.50 | 1,474,758 | 112,817 | 581,254 | 33,863 | 279,448 | 4,050 | 1,011,432 | 82,800 |
| 5000 | 13.25 | 1,526,991 | 110,744 | 525,929 | 18,220 | 124,869 | 7,800 | 787,562 | 85,732 |
| 5020 | 127.00 | 10,572,204 | 807,817 | 5,168,651 | 253,738 | 1,488,807 | 74,950 | 7,793,963 | 593,573 |
| 5030 | 43.00 | 4,335,391 | 329,123 | 2,017,234 | 84,894 | 523,026 | 25,550 | 2,979,827 | 243,409 |
| 5040 | 64.50 | 4,402,294 | 336,014 | 1,356,709 | 18,758 | 798,519 | 7,250 | 2,517,250 | 247,165 |
| 5060 | 19.00 | 1,496,170 | 112,999 | 511,340 | 14,285 | 163,139 | 5,400 | 807,163 | 84,002 |
| 5070 | 38.30 | 3,670,887 | 280,815 | 1,597,258 | 76,568 | 385,161 | 21,650 | 2,361,452 | 206,101 |
| 5500 | 147.50 | 15,809,490 | 249,447 | 7,688,225 | 346,231 | 2,120,011 | 137,800 | 10,541,714 | 887,619 |
| 5501 | 10.50 | 738,161 | 32,207 | 335,410 | 13,559 | 113,642 | 3,100 | 497,918 | 41,444 |
| 6000 | 9.00 | 715,164 | 53,535 | 278,331 | 11,369 | 86,942 | 5,725 | 435,902 | 40,153 |
| 6010 | 13.80 | 547,722 | 39,987 | 84,495 | 31,380 | 62,837 | 2,850 | 221,549 | 30,752 |
| 6020 | 30.15 | 819,664 | 62,706 | 57,345 | 53,425 | 50,493 | 2,850 | 226,819 | 46,020 |
| 6030 | 5.50 | 307,733 | 23,541 | 113,467 | 12,040 | 50,500 | 2,150 | 201,698 | 17,278 |
| 6032 | 2.50 | 152,867 | 11,694 | 40,154 | 322 | 12,629 | 950 | 65,749 | 8,583 |
| 6034 | 12.25 | 472,766 | 36,167 | 94,739 | 24,983 | 50,494 | 950 | 207,333 | 26,543 |
| 6038 | 1.00 | 51,573 | 3,946 | 21,893 | 1,680 | 12,623 | - | 40,142 | 2,896 |
| 6050 | 32.63 | 1,155,330 | 88,385 | 154,074 | 63,137 | 100,987 | 1,900 | 408,483 | 64,866 |
| 6060 | 9.36 | 323,341 | 24,734 | 48,029 | 18,919 | 25,247 | 950 | 117,879 | 18,154 |
| 6065 | 2.35 | 126,031 | 9,642 | 35,919 | 3,183 | 12,628 | - | 61,372 | 7,076 |
| 6070 | 10.50 | 534,681 | 40,902 | 77,641 | 31,779 | 79,167 | 1,900 | 231,389 | 30,019 |
| 6120 | 76.00 | 4,212,593 | 322,270 | 1,551,117 | 457,856 | 1,016,342 | 4,050 | 3,351,635 | 236,511 |
| 6130 | 30.25 | 1,627,558 | 124,510 | 601,651 | 122,005 | 351,071 | 4,050 | 1,203,287 | 91,379 |
| 6900 | 5.50 | 492,371 | 37,667 | 178,206 | 765 | 60,659 | 4,300 | 281,597 | 27,644 |
| 7010 | 1.00 | 105,094 | 8,040 | 45,495 | 139 | 12,631 | 950 | 67,255 | 5,900 |
| 8300 | 4.50 | 397,815 | 28,492 | 172,214 | 693 | 60,211 | 1,800 | 263,410 | 22,335 |
| 8100 | 4.00 | 193,753 | 14,823 | 47,005 | 6,364 | 53,134 | 950 | 122,276 | 10,878 |
| 8360 | 6.00 | 299,976 | 22,948 | 115,163 | 12,982 | 81,026 | - | 232,119 | 16,842 |
| 8400 | 19.50 | 927,434 | 70,949 | 253,162 | 25,992 | 168,681 | - | 518,784 | 52,070 |
| | 1,057.64 | \$ 80,150,067 | \$ 5,092,813 | \$ 30,837,003 | \$ 2,000,000 | \$ 11,702,372 | \$ 452,600 | \$ 50,084,788 | \$ 4,500,000 |



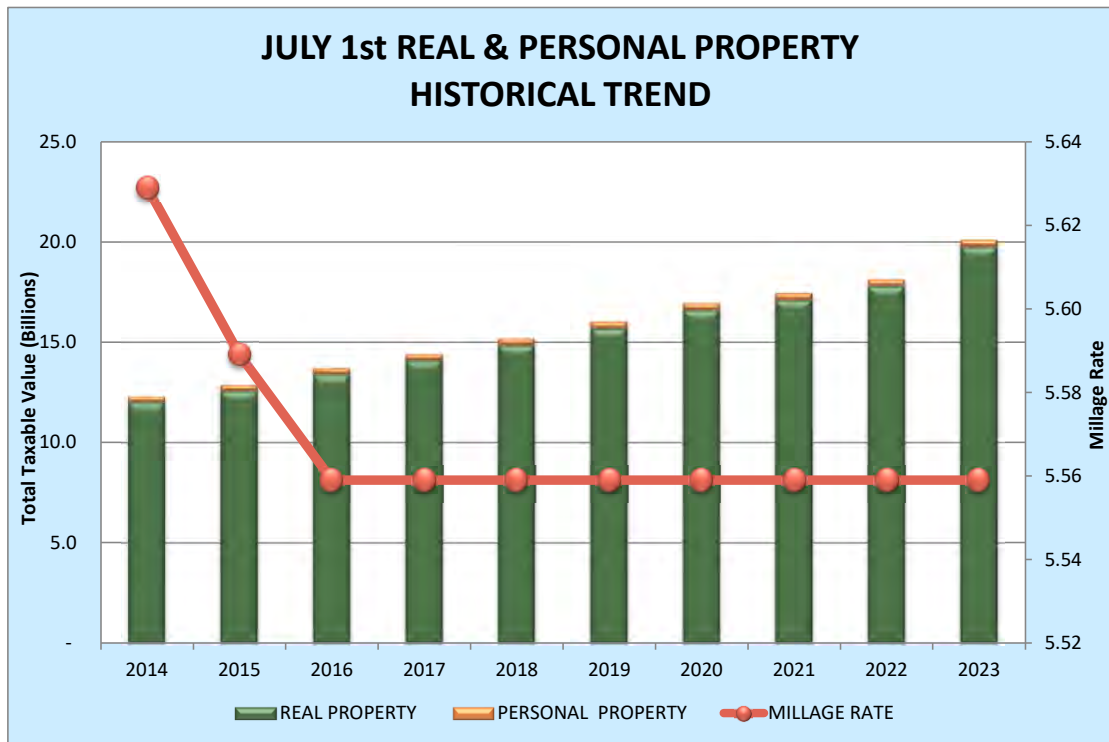
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**CITY OF CORAL GABLES
2022-2023 BUDGET
JULY 1st TAXABLE VALUES OF REAL & PERSONAL PROPERTY
TEN-YEAR TREND**

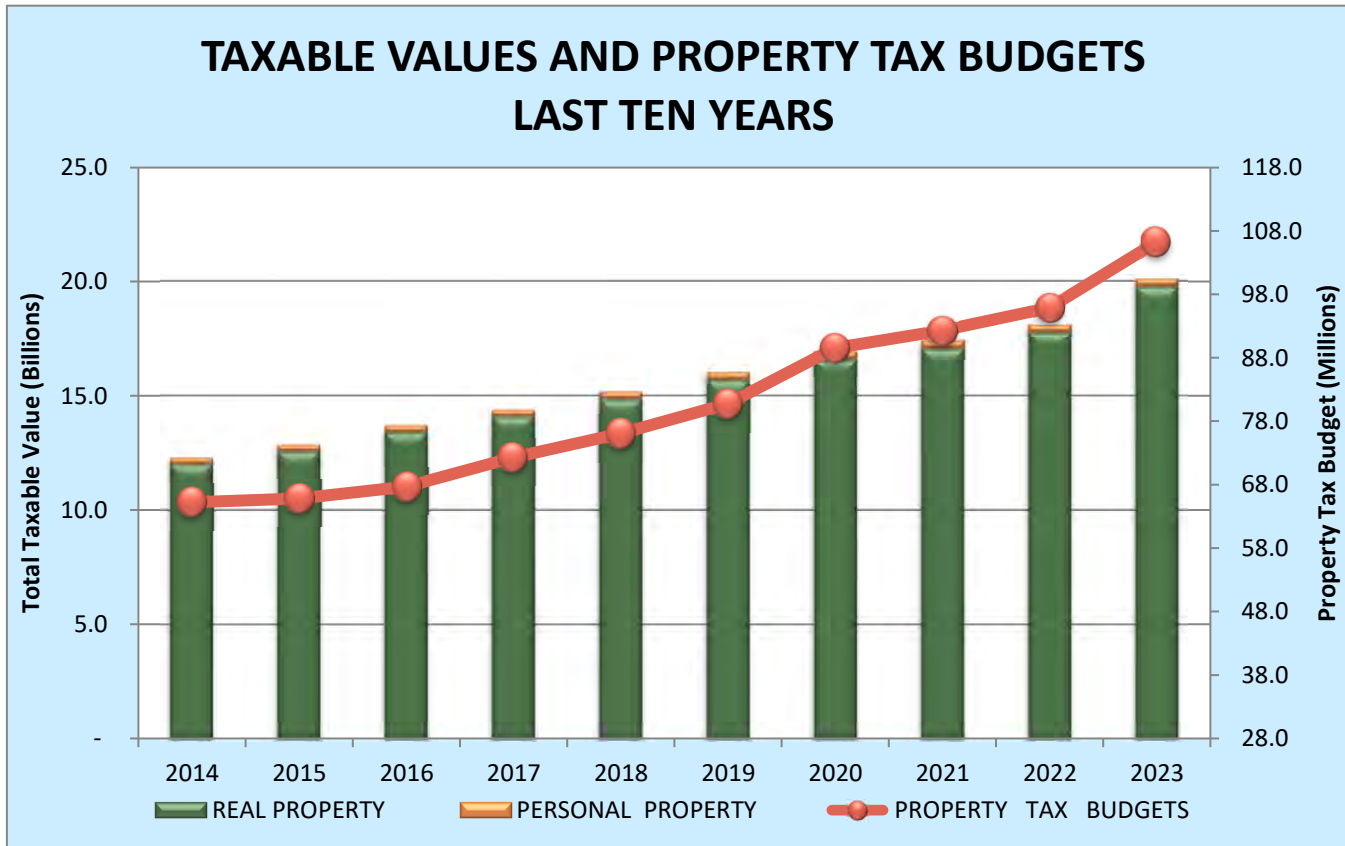
| FISCAL YEAR | REAL PROPERTY | PERSONAL PROPERTY | TOTAL JULY 1st TAXABLE VALUE |
|-------------|-------------------|-------------------|------------------------------|
| 2014 | \$ 11,996,154,496 | \$ 284,616,094 | \$ 12,280,770,590 |
| 2015 | 12,563,996,934 | 291,419,796 | 12,855,416,730 |
| 2016 | 13,395,162,364 | 297,441,249 | 13,692,603,613 |
| 2017 | 14,091,791,819 | 297,340,793 | 14,389,132,612 |
| 2018 | 14,843,019,453 | 328,994,637 | 15,172,014,090 |
| 2019 | 15,669,652,415 | 353,724,881 | 16,023,377,296 |
| 2020 | 16,595,199,135 | 341,167,483 | 16,936,366,618 |
| 2021 | 17,093,184,916 | 356,646,565 | 17,449,831,481 |
| 2022 | 17,774,827,280 | 350,297,460 | 18,125,124,740 |
| 2023 | 19,743,728,759 | 357,280,828 | 20,101,009,587 |



| FISCAL YEAR | CORAL GABLES TAX RATES | | | * COUNTY | * SCHOOL | * REGIONAL | TOTAL TAX MILLAGE RATE |
|-------------|------------------------|--------------|--------|----------|----------|------------|------------------------|
| | OPERATIONS | DEBT SERVICE | TOTAL | | | | |
| 2014 | 5.6290 | -0- | 5.6290 | 5.7980 | 7.9770 | 0.4455 | 19.8495 |
| 2015 | 5.5890 | -0- | 5.5890 | 5.9009 | 7.9740 | 0.4187 | 19.8826 |
| 2016 | 5.5590 | -0- | 5.5590 | 5.9009 | 7.6120 | 0.3871 | 19.4590 |
| 2017 | 5.5590 | -0- | 5.5590 | 5.8509 | 7.3220 | 0.3627 | 19.0946 |
| 2018 | 5.5590 | -0- | 5.5590 | 5.8182 | 6.9940 | 0.3420 | 18.7132 |
| 2019 | 5.5590 | -0- | 5.5590 | 5.8568 | 6.7330 | 0.3256 | 18.4744 |
| 2020 | 5.5590 | -0- | 5.5590 | 5.8969 | 7.1480 | 0.3115 | 18.9154 |
| 2021 | 5.5590 | -0- | 5.5590 | 5.8796 | 7.1290 | 0.2995 | 18.8671 |
| 2022 | 5.5590 | -0- | 5.5590 | 5.9584 | 7.0090 | 0.2892 | 18.8156 |
| 2023 | 5.5590 | -0- | 5.5590 | 5.9584 | 7.0090 | 0.2995 | 18.8259 |

* FY23 County, School & Regional millages are not determined as of the date this book was printed.

**CITY OF CORAL GABLES
2022-2023 BUDGET**



| FISCAL YEAR | PROPERTY TAX BUDGETS | COLLECTIONS WITHIN THE YEAR OF THE LEVY | PRIOR YEARS' LATE COLLECTIONS | * TOTAL COLLECTIONS TO DATE | PERCENT OF LEVY COLLECTED TO DATE |
|-------------|----------------------|---|-------------------------------|-----------------------------|-----------------------------------|
| 2014 | \$ 65,214,270 | \$ 65,840,588 | \$ (583,264) | \$ 65,257,324 | 100.1% |
| 2015 | 65,822,035 | 68,741,648 | (633,813) | 68,107,835 | 103.5% |
| 2016 | 67,686,478 | 72,124,540 | (677,399) | 71,447,141 | 105.6% |
| 2017 | 72,261,324 | 75,984,395 | 39,933 | 76,024,328 | 105.2% |
| 2018 | 76,034,729 | 80,589,615 | 172,533 | 80,762,148 | 106.2% |
| 2019 | 80,724,165 | 85,219,153 | 247,011 | 85,466,164 | 105.9% |
| 2020 | 89,541,799 | 89,831,650 | 170,561 | 90,002,211 | 100.5% |
| 2021 | 92,278,432 | 92,537,719 | 366,814 | 92,904,533 | 100.7% |
| 2022 | 95,894,690 | 94,537,936 | (17,246) | 94,520,690 | 98.6% |
| 2023 | 106,279,437 | 106,229,437 | 50,000 | - | 0.0% |

* Fiscal Year 2022 collection data is partial year information, i.e. 8.5 months.

BUDGET GLOSSARY

Accrual Basis of Accounting - The basis of accounting under which revenues are recorded when earned and expenditures are recorded when goods are received and services performed even though the receipt of the revenue or the payment of the expenditure may take place, in whole or part, in another accounting period.

Ad Valorem Taxes (Property Taxes) - A tax levied on the assessed value of real and personal property.

Appropriation - A legal authorization granted by the City Commission to make expenditures and to incur obligations for specific purposes.

Assessed Valuation - The pre-exemption value (Assessed Value – Exemptions = Taxable Value) of land, buildings, and business inventory and equipment as determined on an annual basis by the County Property Appraiser in accordance with State Law.

Balanced Budget - A budget in which estimated revenues and other available funds equal or exceed estimated expenditures.

Bonds – A certificate of debt issued by a government or corporation guaranteeing payment of the original investment plus interest by a specified future date.

Budget - A plan of financial operation, embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Upon approval by the City Commission, the budget appropriation ordinance becomes the legal basis for expenditures in the budget year.

Budgetary Accounts - Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.

Budget Message - The opening section of the budget document which provides a general summary of the most important aspects of the budget and discusses significant changes from the current and previous fiscal years.

Capital Budget - The plan for the construction, rehabilitation or purchase of a capital asset. Coral Gables' capital budget is multi-year in nature with the first year for appropriation authorization incorporated into the overall annual budget process. Capital projects often extend beyond the fiscal year in which the project is first approved. Therefore, the City either appropriates the entire project cost in the initial fiscal year or identifies annual phases which may be approved in future years if funding is available.

Capital Outlay - An expenditure category for construction equipment, vehicles or machinery that results in the acquisition or addition to the City's fixed assets.

Capital Improvement Program (CIP) – The City's capital investment strategy for the Budgeted year and for the following five year period. The CIP is a comprehensive picture of the City's capital needs within the five year period and facilitates long-term budget planning.

Debt Service - The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a predetermined payment schedule.

Delinquent Taxes - Taxes that remain unpaid after the date on which a penalty for nonpayment is attached.

Department - An organizational unit responsible for carrying out a major governmental function.

Debt Service - Payments of principal and interest on borrowed funds such as bonds.

Division - The second level in the formal City organization in which a specific function is carried out; several divisions may comprise a single department.

Enterprise Fund - A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as parking and golf courses.

Equivalent Residential Unit (ERU) - An ERU is a unit of measure used to equate non-residential or multi-family residential water usage to a single-family residence. One ERU is equal to average consumption of one single family residence. The quantity of water that makes up an ERU is system specific. The ERU level for one system may not apply to another system with differing demographics or water use patterns.

Estimated Revenue - The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the Commission.

Expenditures - The outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid.

Fiduciary Fund - A fund used to account for the revenue and expenditures of beneficiary accounts held in trust for a group of individuals, e.g. employee pension.

Fiscal Year - A 12 month period to which the operating budget applies. For Coral Gables it begins October 1 and ends September 30.

Franchise Fee - A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens of a community. Services requiring franchises include electricity, telephone, natural gas refuse, and cable television.

Fund - An accounting entity with a self-balancing set of accounts which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions or limitations.

Fund Accounting - The legal requirement for Governmental agencies to establish accounts for segregating revenues and other resources, together with all related liabilities, obligations, and reserves, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance - The fund reserve of governmental funds.

General Fund - Used to account for the general operations of the city and all transactions that are not accounted for in other funds.

General Obligation Bonds - Bonds that finance a variety of public projects such as streets, buildings, and improvements; these bonds are backed by the full faith and credit of the issuing government.

Goal - A broad statement of desired conditions to be achieved through the efforts of an organization.

Governmental Fund - Funds through which most general government functions are financed.

Grant - A contribution made by one governmental unit to another. The contribution is usually made to aid in the support of a specified function but it is sometimes for general purposes.

Interfund Transfers - Amounts transferred from one fund to another.

Intergovernmental Revenues - Revenues from other governments (state, federal, and local) which can be in the form of grants, shared revenue, or entitlement.

Internal Service Fund - Fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit on a cost-reimbursement basis.

Levy - To impose taxes, special assessments, or service charges for the support of City activities.

Local Option - Voted by local referendum.

Line Item - A specific item or group of similar items defined by detail in a unique account in the financial records. Revenue and expenditure justifications are reviewed, anticipated and appropriated at this level.

Long-Term Debt - Debt with a maturity of more than one year after the date of issuance.

Millage Rate - The millage rate is the rate of taxation for every thousand dollars of assessed value, i.e., 1 mill equals \$1.00 of tax for each \$1,000 of property value and 2.5 mills equals \$2.50 of tax for each \$1,000 of property value, etc.

Modified Accrual Accounting - A basis of accounting in which revenues are recorded when collectable within the current period or soon enough thereafter to be used to pay liabilities of the current period, and, expenditures are recognized when the related liability is incurred.

Object Code - An expenditure category, such as Personnel Services, Operating Expenses and Capital Outlay.

Operating Budget - A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

Operating Expenses - Expenditures associated with the general operation of a department such as office supplies, vehicle fuel, rent, utilities, etc.

Operating Revenues - Income derived from sources related to the City's everyday business operations.

Ordinance - A formal legislative enactment by the council or governing body of a municipality that has the full force and effect of law within the enacting City.

Performance Measures - The annual adopted budget for each department includes performance measures to identify the planned target levels for services in the fiscal year. The measures are also reported for prior years to allow comparison and evaluation. Performance measures include workload indicators and performance effectiveness measurements.

Personal Services - An expenditure category which includes wages, salaries, retirement, and other fringe benefits.

Property Tax Levy - The value derived by multiplying the property tax millage rate by the Taxable Value of property in the City.

Property Tax - Tax paid on the Taxable Value (Assessed Value – Exemptions = Taxable Value) of land, buildings, business inventory or equipment.

Reserve - An account used to indicate that a portion of a fund's balance is restricted for a specific purpose and is, therefore, not available for general appropriation.

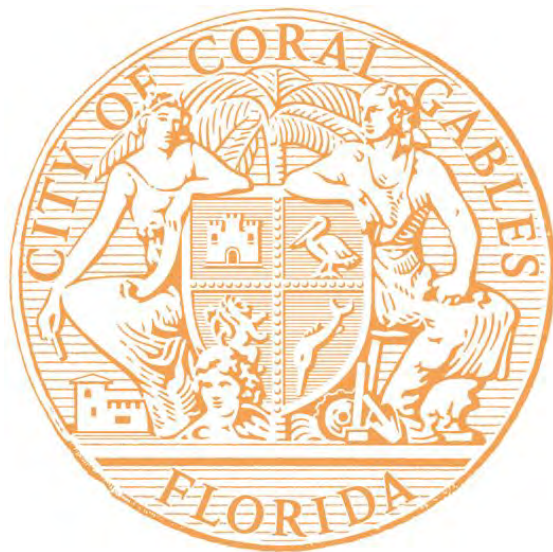
Resolution - A special or temporary legislative order requiring less legal formality than an ordinance/statute.

Retained Earnings - The accumulated earnings of an Enterprise or Internal Service Fund that have been retained in the fund and that are not reserved for any specific purpose.

Revenue - Funds that the government receives as income. It includes such items as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

Service Level - Workload accomplished to a specific standard within a specific time span in order to generate the total gross amount of product or service to be provided.

Trend - The continuing direction of movement of chronological series of data charted on a graph.



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